



Texas

Community Colleges:

Shaping the Future of Higher Education

Jacob Fraire
President & CEO
Texas Association of Community Colleges

Performance Report 2020-2021

Performance Report

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Leadership to Enterprise:

Advancing Policy, Practice, & Research



**Texas Association of
Community Colleges**



**Texas Community College
Education Initiative**



Texas Success Center



**Junior & Community College
Political Action Committee**



**Community College
Association of Texas Trustees**

TACC Supports a Network of Affinity Organizations

- 
- Community College Association of Texas Trustees (CCATT)
 - Texas Community College Teachers Association (TCCTA)
 - Texas Association of Community College Business Officers (TACCBBO)
 - Texas Community College Chief Academic Officers (TCCCAO)
 - Texas Association of Community College Marketers (TACCM)
 - Texas Association of Community College Attorneys (TACCA)
 - Texas Association of Community College Student Affairs Administrators (TACCSAA)
 - Texas Association for Continuing Education (TACE)
 - Texas Association of Career and Technical Educators (TACTE)

Our Team



Jacob Fraire
President & CEO



Dr. Cynthia Ferrell
Vice President, TSC



Chris Fernandez
Director of Policy Analysis



Dustin Meador
Director of Government Relations



Eliana Rodriguez
Associate Director of Communications



Kristina Flores
Director of Research & Evaluation, TSC



Lori Stalheber
Director of Finance



Dr. Manny Gonzalez
Director, CCATT



Mary Battjes
Office Manager



Sway Youngston
Senior Administrative Associate, TSC

Major Accomplishments:

Policy Advocacy

- Negotiated a Focused Policy Agenda among TACC, CCATT, and TCCTA
- Effectively Engaged Policy Makers & Leaders
- Secured Leadership Exemption from a 5% Budget Cut in FYs 2020-21 (estimated savings ~ \$79M)
- Secured level formula funding in SB 1 and HB 1, as introduced (estimated savings ~ \$168M)
- Secured Bill Authors for TACC's Policy Priorities: Sen. Brandon Creighton, Sen. Larry Taylor, Rep. Tan Parker, and Rep. Leo Pacheco
- Co-leadership to the Texas Transfer Working Group (with THECB and Texas A&M System)
- Co-leadership to the Design of the 300X300 Workforce Initiative
- Co-leadership to the TRUE Initiative
- Envisioned the Community College Finance Commission
- Launched an enterprise Communications Strategy
- Engaged Philanthropic Partners in Advocacy

Major Accomplishments:

Collaborations

- Launched the Business Advisory Council
- Engaged Business & Industry in Advocacy
- Secured TRUE Supporters
- Established rapport with Commissioners **Harrison Keller and Ray Martinez**
- Established Partnerships with the **Texas Business Leadership Council** (Woody Hunt) and **Texas Association of Business** (Massey Villareal)
- Expanded the Efficacy of the Community College Academic Officers Network
- Advancing Partnerships with **Amazon Web Services** and **Lockheed Martin**
- Co-leadership to the Expanded Scale and Impact of the **Texas Success Center**
- Launched a Partnership with the **Lumina Foundation**
- Launched a Partnership with **HCM Strategists** to design the Commission on Community College Finance
- Expanded TACC / TSC Capacity and Impact through Contracts with **Andres Alcantar and Martha Ellis**
- Launched a Contract with Philanthropy Advocates

Major Accomplishments:

Strong Financial Position

- **The Association is Debt Free** – the building note was paid in full four years ahead of schedule.
- Built a combined **\$1.2M cash reserves** between TACC and TCCEI.
- Secured **\$250K in general operating grants** for each of FY 2021 and FY 2022.
- Secured **\$1.1M in new grant funding**, in addition to the previous commitments for FY 2021.
- **Managed a FY 2021 budget despite no increase** in member dues and decrease in dues by \$159k (LSC and Collin).
- **Managed a clean audit** for each TACC and TCCEI.

Engaging Philanthropic Partners



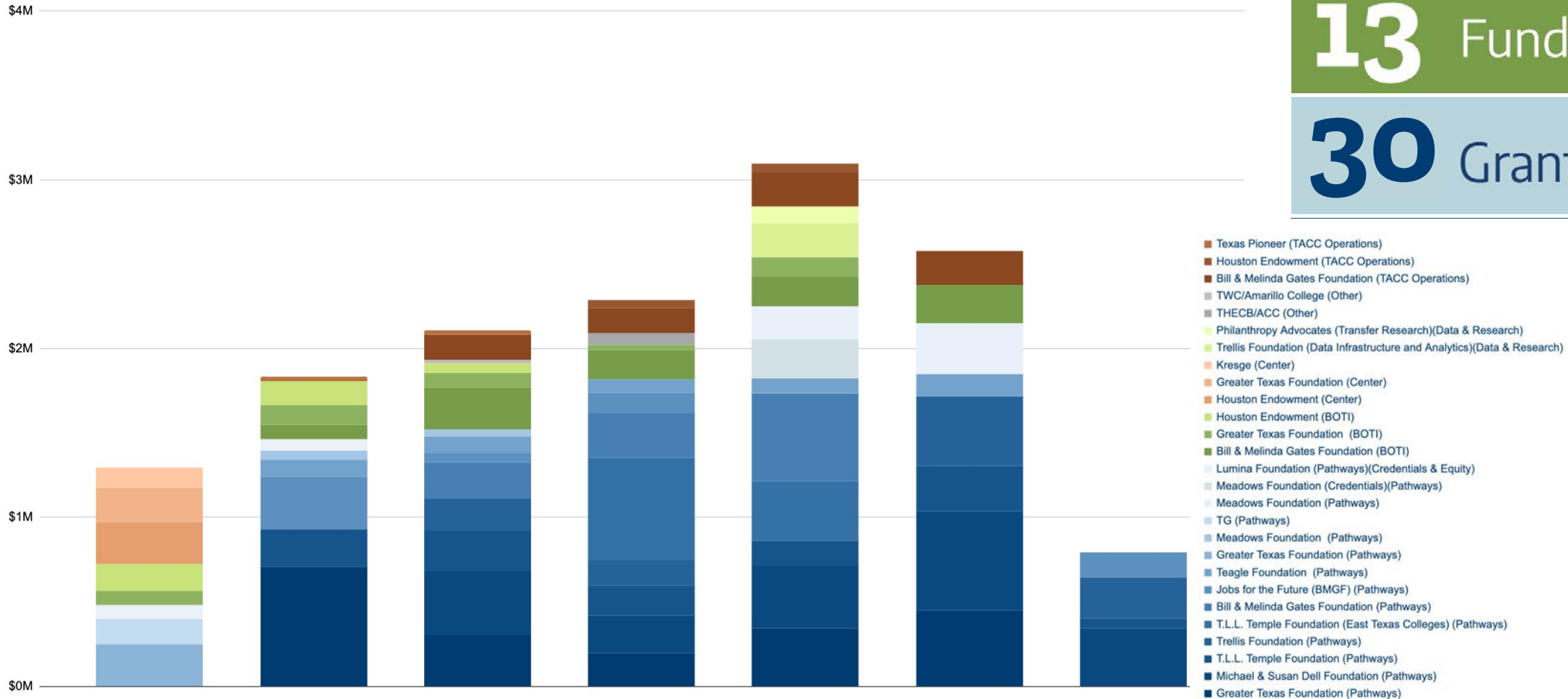


Total funds awarded
in FY17-FY22

\$ 14 M

Awards by **Funder & Year**

January 2021



13 Funding Partners

30 Grant Awards

**Major Efforts
Supported**

Board of Trustees,
Texas Pathways,
Coaching, Capacity
Building in Policy
Advocacy, Success
Center Network
Development

Engaged Policy Leaders

- 
- **Glenn Hegar**, State Comptroller
 - **Dr. Mary Gonzalez**, Texas State Representative
 - **Brian Hughes**, Texas State Senator
 - **Dennis Bonnen**, Texas House Speaker
 - **Bryan Daniel**, Texas Workforce Commission
 - **John Cornyn**, United States Senator
 - **David Baime**, Vice President, AACC
 - **Four Price**, Texas State Representative
 - **Donna Howard**, Texas State Representative
 - **Phil King**, Texas State Representative
 - **Angela Paxton**, Texas State Senator
 - **Matt Schaefer**, Texas State Representative
 - **Giovanni Capriglione**, Texas State Representative
 - **Dade Phelan**, Texas House Speaker
 - **Jane Nelson**, Texas Senate
 - **Dr. Harrison Keller & Ray Martinez**, THECB


Stakeholder Collaborations

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- 
- A large, stylized blue arrow pointing to the right, located between the title and the list of collaborations.
- THECB – COVID-19 Response Planning
 - THECB – Transfer Policy Workgroup
 - TEA – Pathways to Prosperity Steering Committee
 - Texas Transfer Alliance
 - Texas Student Success Council
 - Philanthropy Advocates
 - Texas Tribune
 - Educate Texas
 - Texas Business Leadership Council
 - Texas Economic Development Council
 - Texas AgriLife Extension Services
 - Conversation with Bill Gates and Harrison Keller
 - Co-authored Op-Ed with Mr. Woody Hunt
 - Co-authored Op-Ed with Dr. Steven Johnson and Dr. Daryl Rankin

Advancing Policy Research and Analyses

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- 
- A blue chevron arrow pointing to the right, located between the header and the list of items.
- Community College Enrollments and the Pandemic
 - Student Needs Survey
 - Data Capacity Building (supporter by the Trellis Foundation)
 - Metrics Taskforce
 - Texas Financial Aid Study (supported by Greater Texas Foundation)
 - Emergency Aid Readiness Survey

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Commissioned Policy Research and Analyses

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Transfer policy research sponsored by
Philanthropy Advocates:

1. Survey of transfer student decision-making during pandemic
2. Landscape analysis of transfer reforms in Texas
3. Analysis of cost of inefficient transfer to students and taxpayers
4. Texas transfer data dashboard



TACC's Response to COVID-19

Organization

- Three Work Groups

Communication

- 50+ Zoom Meetings & Webinars

Collaboration

- THECB, TEA, ED

Planning Calls for CEOs

As Texas community colleges responded to the COVID-19 pandemic, TACC organized a series of conference calls to help colleges stay informed on the latest state and national conversations, requirements, and available resources. We created a mechanism for colleges to share and learn from each other, education partners, and policy leaders.

TACC hosted:

47
Total Calls

26
Guest Speakers





Policy Priorities

87th Texas Legislature

Higher Education Policy Issues - 87th Legislature

TACC Policy Priorities 2021

- **Sustained State Investments in Community Colleges**
- **Enhanced Student Success Points**
- **TRUE Workforce Initiative** (SB 1102)
 - \$50M in exceptional funding
- **Community College Finance Commission** (SB 1230)

Global Policies Affecting Higher Education

- Federal Funding for Higher Education
- State Plan for Universal Broadband
- Education and Workforce Alignment Act (SB 1622)
- Regional Postsecondary Ed Collaborative (SB 2111)

Policy Priorities Video





TACC/CCATT/TCCTA 87th Legislature Policy Priorities Bill Authors & Conference Committees

Policy Priority

Bill Number

Senate Author

House Author

Formula Funding

SB 1

Conference Committee

Nelson (Chair)

Dr. Bonnen (Chair)

Huffman

Gonzalez (Vice Chair)

Kolkhorst

Capriglione*

Nichols

Wilson*

Taylor

Walle*

* possible, not confirmed

TRUE Initiative

SB 1102
HB 3003

Creighton

Parker

CC Finance Commission

SB 1230
HB 3351

Taylor

Pacheco

Funding Ask

(In Millions)

CSSB1
Senate
Adopted

CSHB1
House
Adopted

CSHB1
House w/
Article XI

TACC
Appropriations
Request *

Diff.
Senate
Adopted

Diff.
House
Adopted

Diff.
House w/
Article XI

* Amounts based
on estimated
Spring 2021
enrollment update

Core Operations

\$68.0

\$68.0

-

\$68.0

\$0

\$0

\$0

Success Points

\$314.8

\$228.3

-

\$261.4**

\$53.4 ↑

\$33.1 ↓

\$33.1 ↓

** projected
based on TACC
recommended
rate and weights

Contact Hours

\$1,447.2

\$1,533.7

\$18.9

\$1,533.7

\$86.5 ↓

\$0

\$18.9 ↑

NEW: Hold Harmless Funding

\$0

\$0

\$31.1

\$33.2

\$33.2 ↓

\$33.2 ↓

\$2.1 ↓

TOTAL

\$1,830.0

\$1,830.0

\$50.0

\$1,896.3

\$66.3 ↓

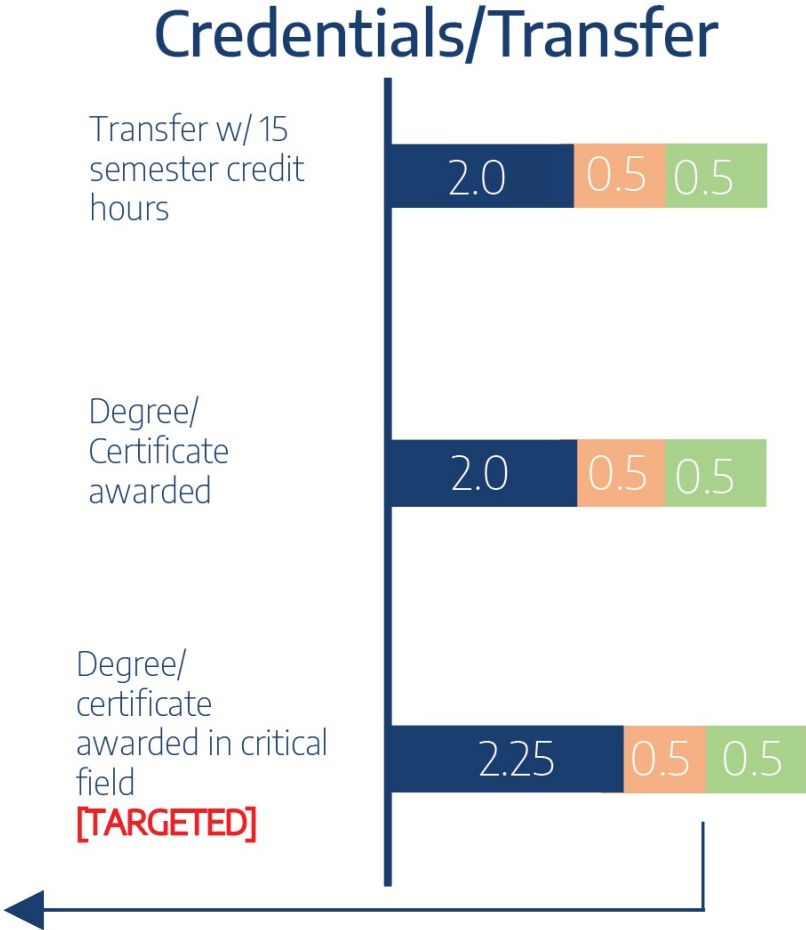
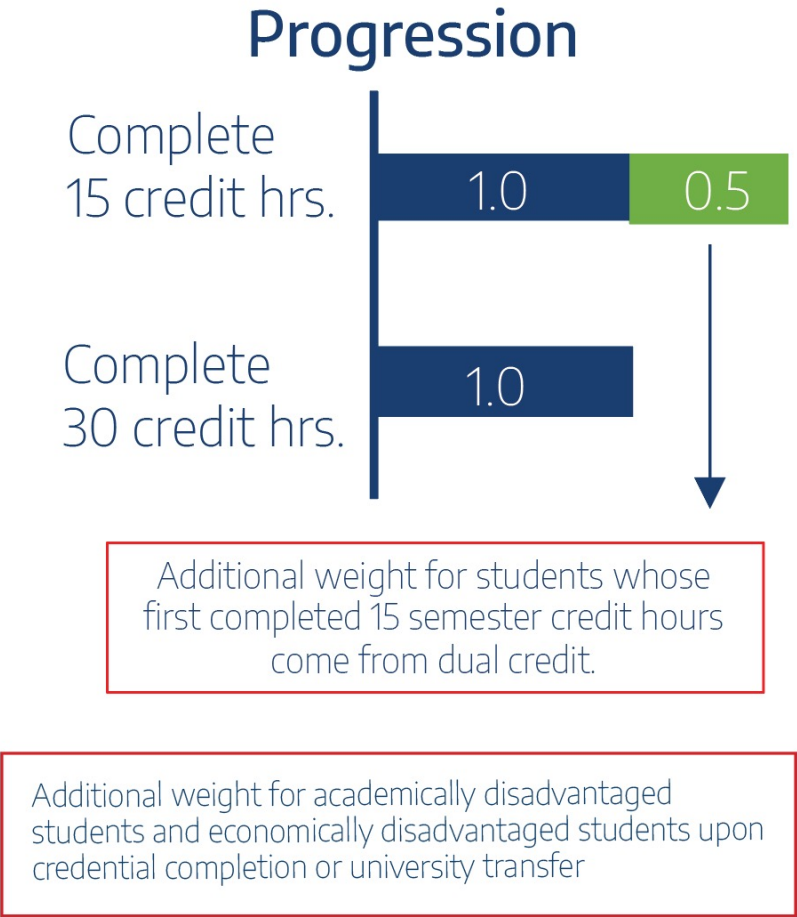
\$66.3 ↓

\$16.3 ↓

Performance-Based Funding

(Student Success Points)

The Association approved the Student Success Point improvements as proposed by the CTCFAC and TACC Metrics Task Force. Revisions to the metrics include updating the critical fields component and weighting certain points to better acknowledge the additional resources needed to support economically and academically at-risk students.



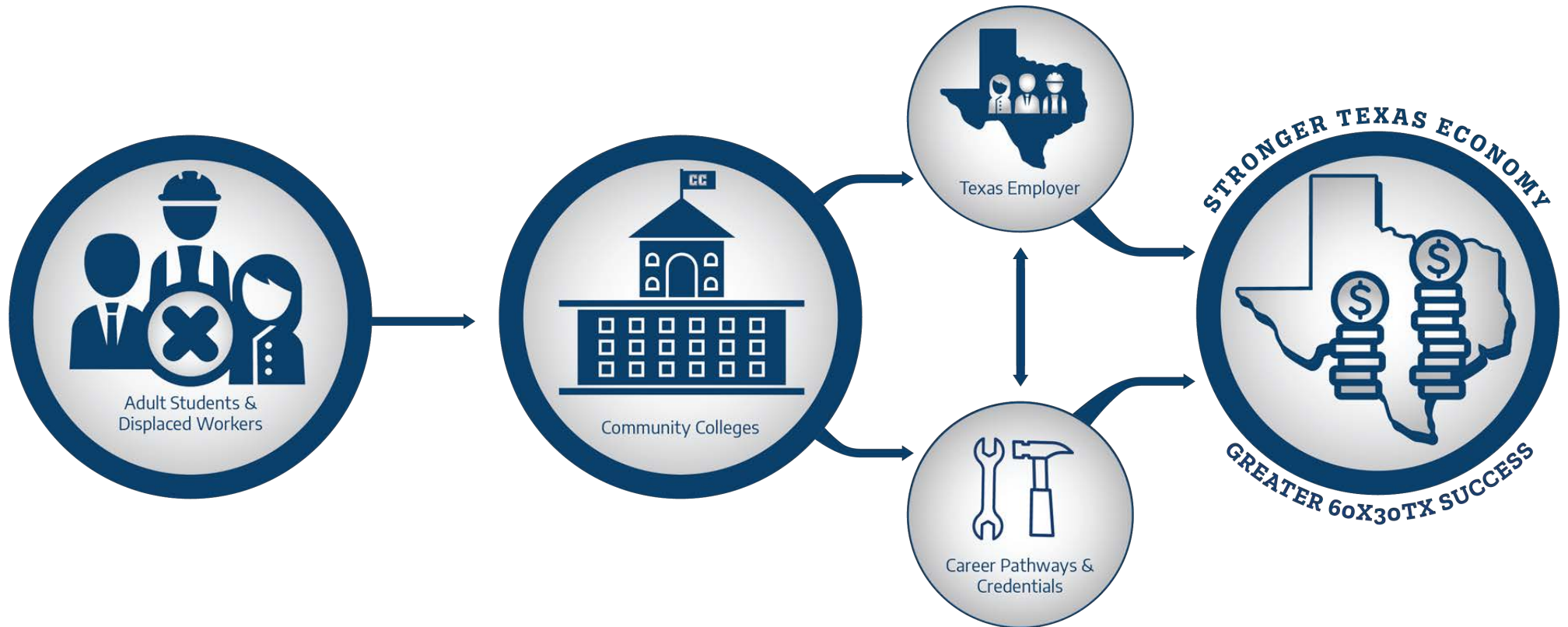
Workforce & Economic Recovery Policy

The Association recommends supporting the Texas Reskilling & Upskilling through Education (TRUE) initiative, and specifically seeking statutory authority to create a state fund to support the program. To achieve the dual goals of workforce and economic recovery, TRUE recommends the following:

Recommendations

- Design sustainable talent pipelines to fill critical regional workforce needs and provide ongoing support to Texas businesses and the state's economic recovery.
- Expand employer-informed micro-credentials and short-term certificates that will enable displaced and underemployed workers to lead fulfilling and economically self-sufficient lives by getting them work-ready in as little as a few weeks to six months.
- Identify high-demand, short-term credentials to be recognized as a part of the 60X30TX Plan for Higher Education.

TRUE



Commission on Community College Finance

SB 1230 - Enacted

Goal: The Commission shall be to make recommendations for consideration by the 88th Texas Legislature for establishing a **state funding formula and funding levels sufficient for sustaining viable community college education and training** offerings throughout the state.

Student-centric: The Commission shall make recommendations that account for equity in student outcomes, with a particular focus on students who are underrepresented in higher education, including from families in the bottom quintiles of the economic spectrum.

Scope: The Community College Finance Workgroup will support the Texas Commission on Community College Finance by providing data analysis and insight on items germane to community college budgets. The workgroup will aid the commission as it examines trend and forecast data, seeks stakeholder input, and accounts for equity in student outcomes. The following areas may be examined by the workgroup in order to support the commission's efforts:

- The components of state funding for public junior colleges, including contact hour funding formulas
- The feasibility of establishing shared service agreements or interinstitutional collaborations
- Workforce demand and skills gaps
- Dual credit programs and costs
- Variation between taxing districts and service areas
- Student graduation, transfer, and success metrics
- The relationship between economic cycles and student enrollment



Business Advisory Council

Industry Partners



Business Advisory Council Goals

- 
- **Goal 1: Advise on changes in the economy and job market.** Highlight areas of future job growth and advise on skills most critical to business and industry.
 - **Goal 2: Champion Texas Reskilling and Upskilling through Education (TRUE).** Provide support, strategic guidance, and advocacy in establishing and advancing the components of the TRUE Initiative.
 - **Goal 3: Inform legislative strategies.** Provide strategic guidance in advancing the components of the TACC legislative agenda in support of a stronger Texas economy.

Education, Economy & Workforce Workgroup

Goal 1: Advise on changes in the economy and job market. Highlight areas of future job growth and advise on skills most critical to business and industry.

Roles:

- Advise on economic and workforce trends shaping the future of work.
- Analyze the market and inform market driven education and workforce innovations and policy.
- Support the development of the data, technological, and educational infrastructure necessary to meet future workforce requirements and equipping workers with needed skills.
- Offer data insights and inform efforts to define, develop, and promote credentials aligned with high-demand occupations across industries.
- Data analytics to raise awareness of relevant issues necessary to advance education and workforce development priorities.

TRUE Workgroup

Goal 2: Champion Texas Reskilling and Upskilling through Education (TRUE). Provide support, strategic guidance, and advocacy in establishing and advancing the components of the TRUE Initiative.

Roles:

- Make recommendations to expand employer engagement, build partnerships, and advance workforce development innovations.
- Inform education innovation and incubation possibilities while advancing sector-based replication strategies.
- Offer insights to advance the campaign, inclusive of communications strategy, to upskill and reskill Texans and close skills gaps.
 - Offer guidance to expand employer-informed, high demand certifications and micro-credentials providing accelerated completion serving all learners.
 - Advise efforts to accelerate the return of dislocated workers to reemployment by building multiple, high-demand pathways to careers (TRUE Pathways).
- Inform strategies to build workforce development capacity in rural Texas.
- Advise on work-based learning integration and expansion strategies.

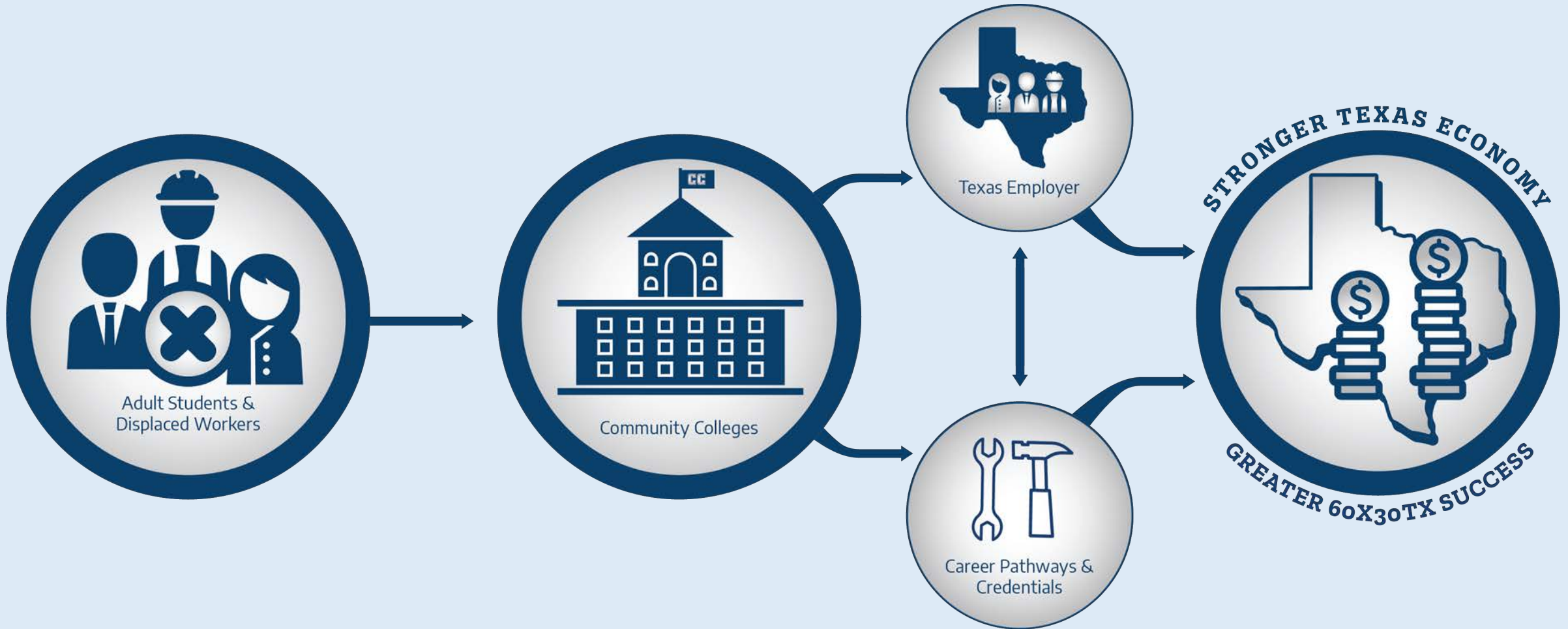


TRUE

Texas Reskilling &
Upskilling through
Education

SB 1102 - Enacted

TRUE: Texas Reskilling & Upskilling through Education



TRUE is a proposed **\$50 million investment in Texas community colleges** to reskill and upskill the Texas workforce, put Texans back to work in high demand occupations, and accelerate the Texas economic recovery. The program would be administered by the Texas Higher Education Coordinating Board.

Eligible Entities:

Texas Community Colleges

- Texas colleges have a proven **record of delivering for our workforce** and employers in times of need.
- Texas colleges play a critical role in our state's economy delivering workforce development central to job creation. In fact, **community colleges provide over 90 percent of career and technical education enrollments and certificates** in Texas.
- Texas colleges exist to meet the education needs of all learners through **accessible, high quality, and low-cost** (4th most affordable in country) programs.
- Texas colleges deliver a broad range of education and training services through partnerships with businesses to **meet regional workforce needs critical to success.**
- Texas colleges are best positioned to build an enduring education infrastructure **to support a thriving Texas economy** throughout the diverse regions of the state.
- Texas colleges have also been adversely impacted by the pandemic and **their strength is paramount to a more prosperous Texas future.**

An investment in the TRUE initiative and our colleges is an investment in a **stronger Texas economy.**

TRUE Components

Employer engagement to highlight areas of future job growth, define high-demand skills and inform credential development and training.

- Texas Community Colleges have formed a statewide Business Advisory Council to advise on changes in the economy and job market, highlight areas of future job growth and advise on skills most critical to business and industry. The Council will advise on the TRUE initiative.
- Our colleges engage with employers to strengthen the Texas workforce. As an example, **San Jacinto College**, through the Chancellor's Business Advisory Council, works directly with business leaders with a particular focus on Maritime, Petrochem, and Aerospace programs.

Data infrastructure (local, regional & state) to inform skills-based education and training program development and delivery that meets employer workforce needs.

- **Dallas College** aligns in-demand skills, as reflected in near real-time labor market data along with employer engagement, to build workforce development programs that meet employer needs.
- **Austin Community College** launched *Fast Track Careers* in fall of 2020 to offer quick-turnaround workforce certificates at half price to help people who lost jobs during the pandemic gain a certification in a high-demand field. The college began with about a dozen programs and expanded to more than 25 programs in the spring of 2021.

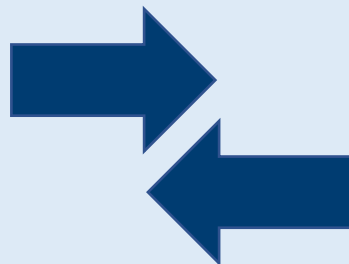
Community College capacity-building to expand new and redesigned workforce training leading to jobs in the Texas economy. In legislation, **TRUE funds will be invested to:**

- Providing training in existing, new, or redesigned accelerated programs that teach high-demand skills and lead to postsecondary industry certifications or other workforce credentials valued in growing occupations;
- Developing new, or redesigning existing, industry-aligned, high-demand postsecondary industry certifications or other workforce credentials and certificate programs or other courses of instruction leading to those certifications or credentials that can be completed in six months or less;
- Build institutional capacity to provide high-demand credentials that are stackable in career pathways as identified by regional or statewide targeted occupations lists.

TRUE Outcomes

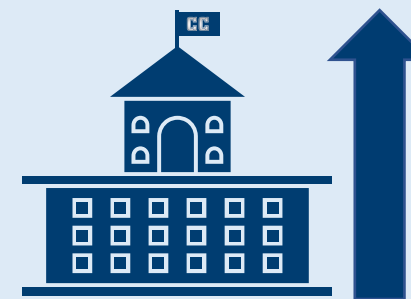


Work and coordinate with state (TWC, THECB, others) and local partners (LWDBs, Chambers, EDCs, others) to **put Texans back to work.**



Workforce reskilling and upskilling through educational opportunities aligned with good careers.

- **New accelerated employment training leading to credentials** of value that can be completed in weeks or less than six months.
- Certificates may be stacked leading to additional skills and credential attainment aligned to current COVID-impacted workforce needs.
- **Sustainable talent pipelines** to meet local and regional workforce needs of the future.



Short term credentials increased and **recognized under 60x30TX plan** to meet the goals of Texas higher education plan.

- New credentials identified under this initiative used to inform funding formula recommendations related to institutional appropriations of funds for public junior colleges.

TRUE Labor Market Impact: A Stronger Texas Economy

- **Texas workers benefit from attaining more and relevant skills.**
 - **For every \$50 million in investment, more than 30,000 Texans receive job training in high demand fields during the biennium building a stronger Texas workforce.**
 - Earn certificates or micro-credentials representing high-demand marketable skills acquisition.
 - Dislocated workers more efficiently transition back to careers.
 - Programs developed also benefit incumbent workers and other students.
 - Reskilled and upskilled workforce earn higher wages.
 - According to a recent Comptroller report, workers with college or an associate degree earn an average of \$8,393 more annually than high school graduates.
- **Texas Employers benefit from a more skilled workforce.**
 - Address immediate workforce needs while strengthening future workforce and market alignment.
 - Labor market skills gaps reduced in high-demand occupations.
 - Productivity gains realized as workers equipped with needed skills increase.
 - State and local tax benefits, including in unemployment Insurance Trust fund. **(As of December 2020, more than \$5.8 B. has been borrowed from the federal accounts for the UI Trust fund to respond to pandemic demand.)**

Joint Letter of Support

March 18, 2021

The Honorable Terry Wilson, Chair
The Honorable Erin Zwiener, Vice Chair
Article III Subcommittee
House Committee on Appropriations

The Honorable Brandon Creighton, Chair
Article III Working Group
Senate Finance Committee

Dear Chairs Creighton and Wilson and Vice Chair Zwiener,

As you consider the funding levels for Texas community colleges for the next biennium, we, the undersigned business organizations, urge your support of the Texas community colleges' request for additional funding to S.B. 1. Texas community colleges deliver the education and workforce training critical to equipping the Texas workforce with the skills needed for success, especially during this difficult pandemic-impacted recovery. We need strong community colleges to address the challenges our employers and workers are facing and support the economic recovery in every region of this state.

We support the community colleges' request to increase outcomes-based funding through the proposed success points revisions and the targeted hold harmless funding to ensure all colleges do not experience a reduction in funding relative to their current levels of appropriation. Community colleges are accessible, affordable, and deliver high quality education and training that must be supported as we rebuild our economy and strengthen our urban and rural communities and meet the education and workforce needs of students in those communities.

We also write to express our support for the "Texas Reskilling and Upskilling Through Education" (TRUE) workforce initiative. It is our desire to help our fellow Texans adversely affected by the pandemic more quickly reenter the workforce with the skills and credentials aligned with high-demand occupations and valued by Texas employers. TRUE is designed to align with the needs of business and industry and provide training in existing, new, or redesigned programs that result in credentials that can be completed in weeks or less than six months.

TRUE will not only reskill and upskill the Texas workforce but will also engage the employer community in the development of new industry-aligned credential programs needed to meet new workplace requirements and to close skills gaps. While TRUE will initially focus on putting unemployed Texans back to work, the initiative will also benefit other students like recent high school graduates who have not traditionally enrolled in higher education due to the pandemic.

During normal economic circumstances, Texas community colleges have served as excellent partners and providers of education and training for the state and Texas employers. These colleges now serve an even greater purpose and role as they provide a vital lifeline for millions of Texans affected by the pandemic. Our regional economies and the public benefit tremendously from the support community colleges receive from the Texas legislature. Therefore, we urge your support for the community college formula funding requests and the TRUE initiative. Thank you for your consideration.

Sincerely,

Hector Rivero
CEO & President
Texas Chemical Council



Glenn Hamer
CEO & President
Texas Association of Business



Carlton Schwab
CEO
Texas Economic Development Council



Justin Vancy
President
Texas Business Leadership Council




Tony Bennett
CEO & President
Texas Association of Manufacturers



C: Members, Article III Subcommittee, House Committee on Appropriations
Members, Article III Working Group, Senate Finance Committee

Communication Efforts

Landing Page




**Texas Association of Community Colleges**

TEXAS ASSOCIATION OF COMMUNITY COLLEGES | TEXAS SUCCESS CENTER | COMMUNITY COLLEGE ASSOCIATION OF TEXAS TRUSTEES

Search

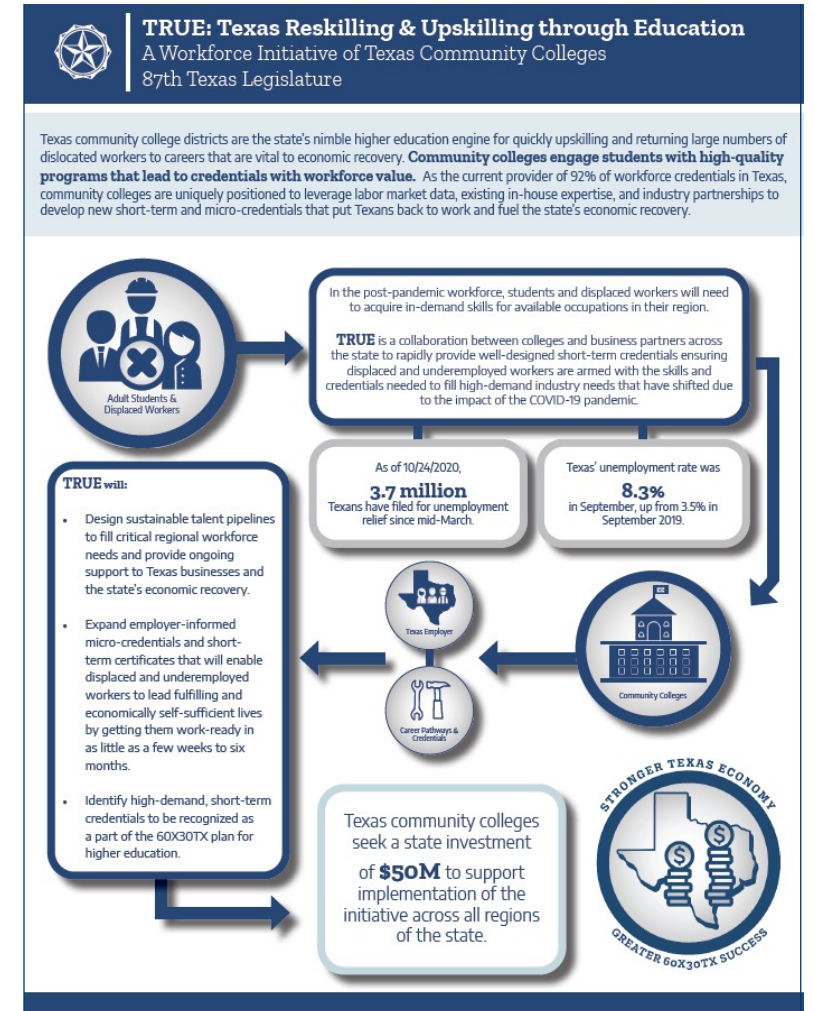
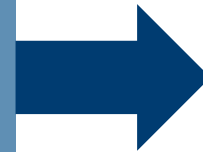
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COVID-19 | ABOUT | ADVOCACY | COLLEGES | TRUE | RESOURCES | NEWS | EVENTS | STUDENT WEEK



TEXAS ASSOCIATION OF COMMUNITY COLLEGES
| TRUE
Texas Reskilling & Upskilling through Education (TRUE)

Texas community college leaders have worked tirelessly to support the state's response to the COVID-19 national crisis, during which millions of Texans have filed for unemployment and the mismatch between workforce needs and skilled workers has deepened. A majority of these displaced workers lack the skills and education needed to successfully and quickly reenter the workplace. Texas community colleges currently provide **more than 90%** of credit-bearing career technical education and are best positioned to close these skills gaps to good-paying jobs.



TRUE Explainer Video



TRUE Press Conference

April 9, 2021 – Lt. Governor's Reception Room



[Click here to watch the full press conference via the Senate archives](#)



MIKE WARREN



BRENT WALLACE, PH.D



[Click here to watch the full interview with Dr. Brent Wallace and Fox 7 News](#)

TRUE Op-Ed

Published Jointly with Mr. Woody Hunt

For a stronger economy, reskill and upskill the Texas workforce

As our economy recovers from a global crisis, community college leaders are working with employers to strengthen the Texas workforce, align education with business needs, and accelerate the economic recovery.

APRIL 26, 2021 2 PM CENTRAL



COPY LINK



BY WOODY HUNT AND JACOB FRAIRE

Woody Hunt is chairman of the board of Hunt Companies, Inc. and serves as co-chair of the Texas Association of Community Colleges' Business Advisory Council. Jacob Fraire is president and CEO of the Texas Association of Community Colleges.

The global pandemic upended learning on college campuses across our state, challenging students' pursuit of post-secondary degrees in ways we had not anticipated. It also disrupted the global economy and deepened the mismatch between employer workforce needs and skilled workers. Texas community and technical colleges are committed to addressing this gap. It is time to take bold, purposeful action to strengthen our workforce, support employers and help our communities build a stronger economic recovery.



[Click here to read entire op-ed](#)

TRUE Texas Pathways



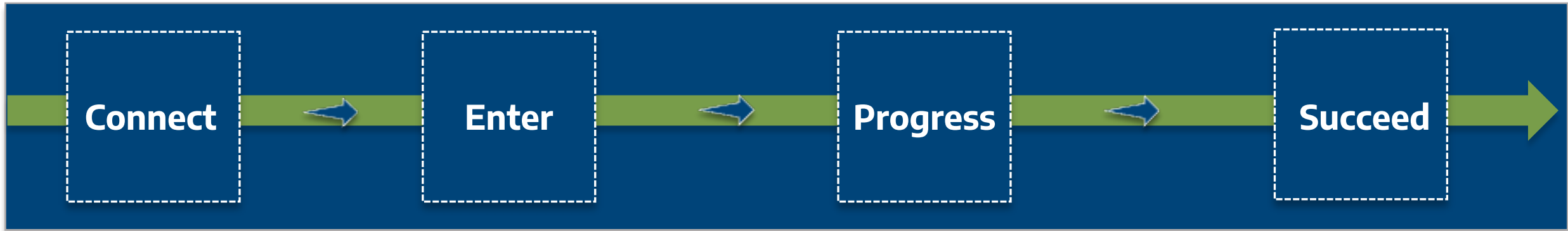
Texas community colleges' critical framework for getting Texans back to work.

Why Texas Pathways? An innovative response to educational needs

Far **too few Texans have the skills and credentials** they need for a good career and that employers need to build thriving businesses and a strong Texas economy.

- Only 23% of 8th graders earn any credential 6 years after HS. (19% of males; 14% of low-income students)
- While most good careers require post-secondary credentials, over half of all new CC students are not college ready (58%)
- At 44%, we are far from our state's higher education goal to have 60% of young Texans holding a postsecondary credential by 2030.
- Though committed to socioeconomic mobility through career-focused postsecondary success, misalignments across secondary and post-secondary institutions persist resulting in increased excess time and credits for students on their way to earning credentials.
- Since 2017, **all Texas community colleges are committed to scaling the essential practices of Texas Pathways** systemic reform strategies that are improving student success statewide.

Texas Pathways: A critical framework for scaling student success



Market program paths

Build pathways into high schools, adult ed. programs and other onboarding connections

Help students explore options/ make full-program plan

Integrate academic support into critical program gateway courses

Clearly map out program paths

Redesign advising/scheduling to keep students on path
Monitor student progress, provide feedback and support

Align program outcomes with requirements for success in career-path, employment, and further education



Texas Success Center

1. Map Paths to Student End Goals

- Multiple entry points
- Default program maps
- Completion, further education, employment
- Guides through transitions and transfer

2. Help Students Choose and Enter a Program Path

- College readiness in 1st year
- Career exploration
- Early contextualization
- Accelerated remediation for most poorly prepared

Texas Pathways

Four Pillars of Essential Practices

3. Keep students on paths

- Strong, inescapable advising
- Clarity for education and career choices
- Predictable schedules
- Early intervention
- Academic and non-academic support

4. Ensure students are learning

- Program learning outcomes aligned with careers and further education
- Internships and apprenticeships
- Active culturally competent teaching practices

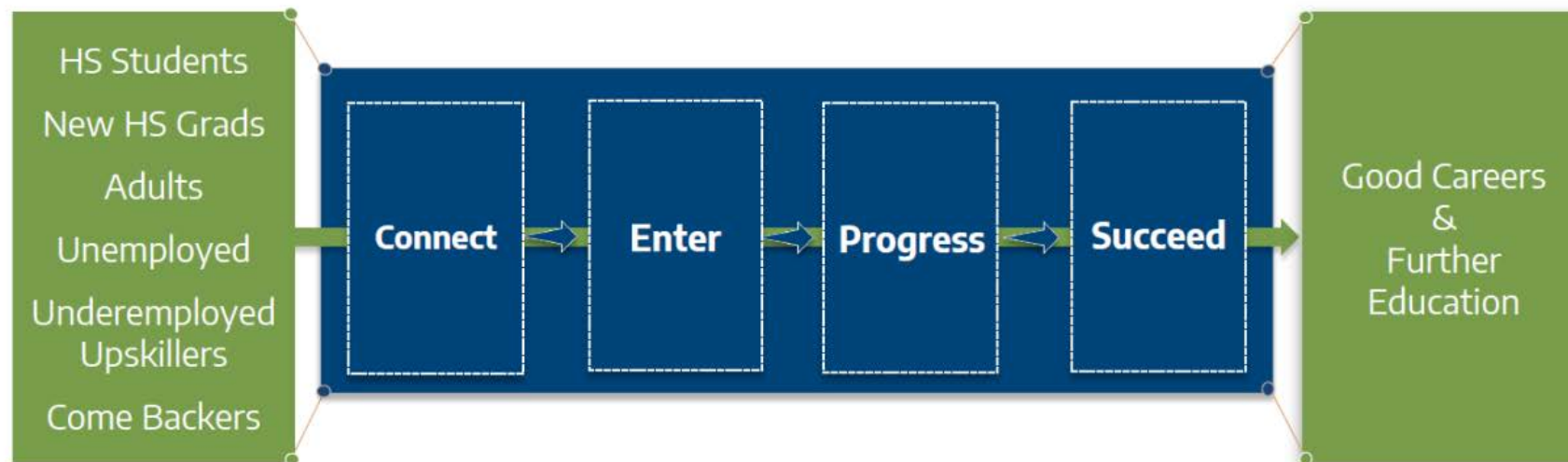
Why TRUE Pathways? An innovative response to a pandemic crisis

COVID-19 delivers a
**devastating blow to
the Texas economy,**
forcing businesses
across our state to shift,
suspend, and in many
cases close operations.

- Millions of our fellow Texans lose their jobs with a record number of **more than 4 million filing initial claims for unemployment insurance since March 14, 2020** (As of December 2020). Many of these workers **lack skills to effectively transition back to work.**
- While many Texans have returned to work, the impact has been severe with deep employment reductions in several industry sectors and **an 8.1 percent unemployment rate in November** (TWC, December 18, 2020). This is **more than double the 3.5 percent rate one year ago.**
 - Workers with **only a high school diploma reach an unemployment rate of 19.2 percent in April 2020 that declines** but remains significantly higher than the rate for credentialed workers. The incumbent workforce will also continue to face new skills requirements.
- Significant shifts in **businesses have resulted in a serious mismatch between workforce needs and unemployed and underemployed worker skills.** There were already significant skills gaps in February 2020.
- A pre-pandemic national skills gap conflated with crisis related workplace transformations yield **new skills alignment challenges for many Texans, including the incumbent workforce.**
- Community college leaders, understanding the plight of our workforce, employers and economy, form a compact to offer solutions to meet the challenge, **a TRUE solution for a stronger Texas economy.**

TRUE Pathways: A critical framework for scaling TRUE

- TRUE will deliver high-quality credentials aligned with labor market demand that can be bundled and sequenced (stacked pathway).
- Texas Pathways provides a critical framework for leveraging the investment made through the TRUE legislative and appropriations request.
- Colleges' success and momentum scaling Texas Pathways provides the foundation needed to build sustainable talent pipelines.



TRUE Pathways

Learners
From
Multiple
Entries

Connect



Easily shop and select
career paths that
include industry-based
certifications within
the metamajor/career
cluster

Enter



Onboard with a clear
initial completion plan
of less than 6 months

Progress



Gain skills and
work-related
experiences

Succeed



Complete credentials
leading to key
occupations with
family-sustaining
wages

Earn
Good
Careers

&

Plan
Further
Education



The following labor market research uses job descriptions, occupations, and skills to map plausible career pathways from starter to next-step occupations. This pathways analysis considers:

- Job similarity and skill overlap between occupations
- Education and experience requirements
- Texas median salary BLS data to create upwardly mobile pathways
- State and local workforce targeted occupations

After being informed by employer, workforce, and college partners, the following TRUE Pathways data and maps can be used as blueprints to design career-focused educational experiences that will efficiently upskill and reskill Texans through high-quality industry-based certifications leading to higher-wage careers in key occupations.

Profile: Statewide

Key Occupation: Cardiovascular Technologists and Technicians*



Texas Association of
Community Colleges

4,197

Job Postings

Dec 1, 2019 - Nov 30, 2020



\$52,560

Median Salary

*Based on BLS data for
Texas*

16%

Projected Growth

*Estimated growth in
employment, 2020-2030*

85%

Entry Level

*Percent of job postings calling for
0-2 years of experience*

10%

BA+ Level

*Percent of job postings
calling for a BA or higher*

23% (Low)

Automation Risk

*Based on Osborn and Frey's
methodology*

Top 5 Specialized Skills

1. Cardiopulmonary Resuscitation
2. Patient Care
3. Electrocardiogram
4. Cardiology
5. Catherization Laboratory (Cath Lab)

Top 5 Certifications

1. First Aid CPR AED
2. Basic Life Saving (BLS)
3. Advanced Cardiac Life Support Certification
4. Basic Cardiac Life Support Certification
5. American Registry of Radiologic Technologists Certification

Top 5 Employers

1. Hospital Corporation of America
2. Christus Health
3. Baylor Scott & White Health
4. Texas Health Resources
5. Houston Methodist

**This occupation is
important to the
following industries:**

Health Care and Social
Assistance
Professional, Scientific,
and Technical Services
Other Services (except
Public Administration)

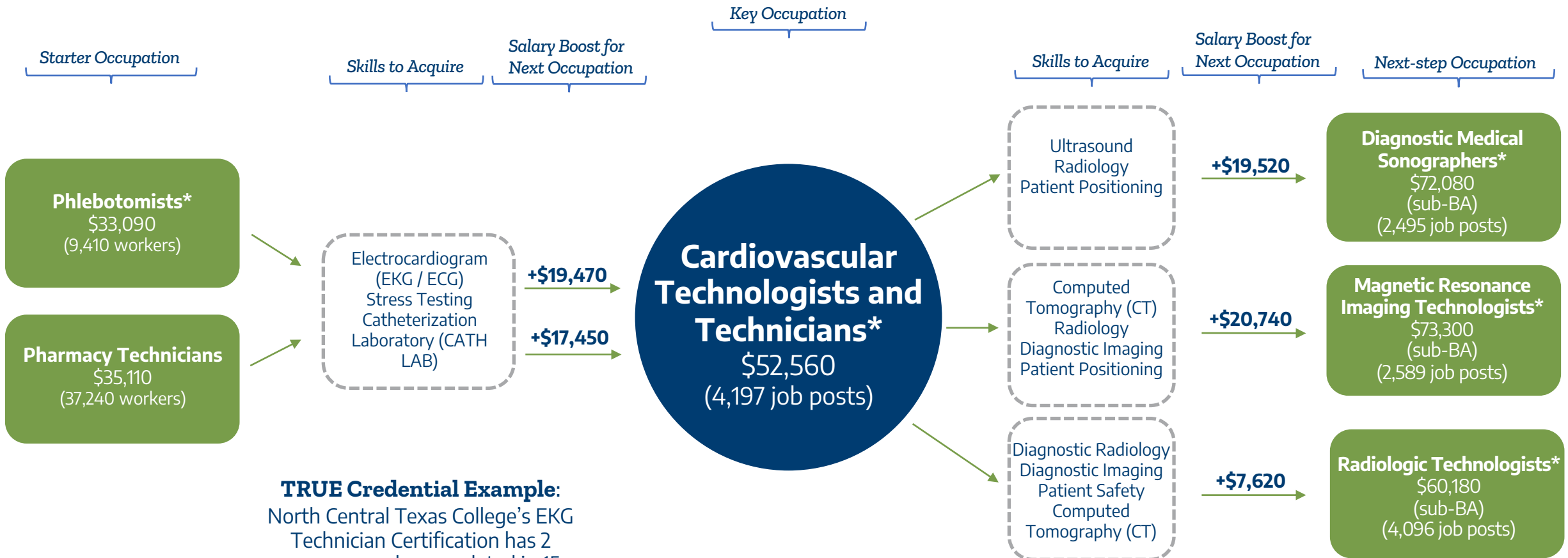
*License typically required

TRUE Pathways Map

Industry Area of Study: Health Sciences



Texas Association of
Community Colleges



TRUE Credential Example:
North Central Texas College's EKG Technician Certification has 2 courses, can be completed in 15 weeks, and costs \$1,199 for tuition, textbook, practical lab materials, and CET certificate testing fee.

*License typically required

Profile: Statewide

Key Occupation: Heating, Air Conditioning, and Refrigeration Mechanics and Installers*+



Texas Association of
Community Colleges

9,235

Job Postings

Dec 1, 2019 - Nov 30, 2020



\$45,510

Median Salary

*Based on BLS data for
Texas*

16%

Projected Growth

*Estimated growth in
employment, 2020-2030*

38%

Entry Level

*Percent of job postings calling for 0-2
years of experience*

0%

BA+ Level

*Percent of job postings
calling for a BA or higher*

65% (Med)

Automation Risk

*Based on Osborn and Frey's
methodology*

Top 5 Specialized Skills

1. HVAC
2. Repair
3. Plumbing
4. Ventilation
5. Predictive/Preventative Maintenance

Top 5 Certifications

1. Drivers License
2. Environmental Protection Agency Certification
3. EPA/CFC/HCFC Certification
4. North American Technician Excellence (NATE)
5. Occupational Safety and Health Administration Certification

Top 5 Employers

1. Sears
2. TDIndustries
3. Lochridge Priest Industries
4. Johnson Controls Incorporated
5. Cxc Talent Solutions

**This occupation is
important to the
following industries:**

Construction
Manufacturing
Retail Trade

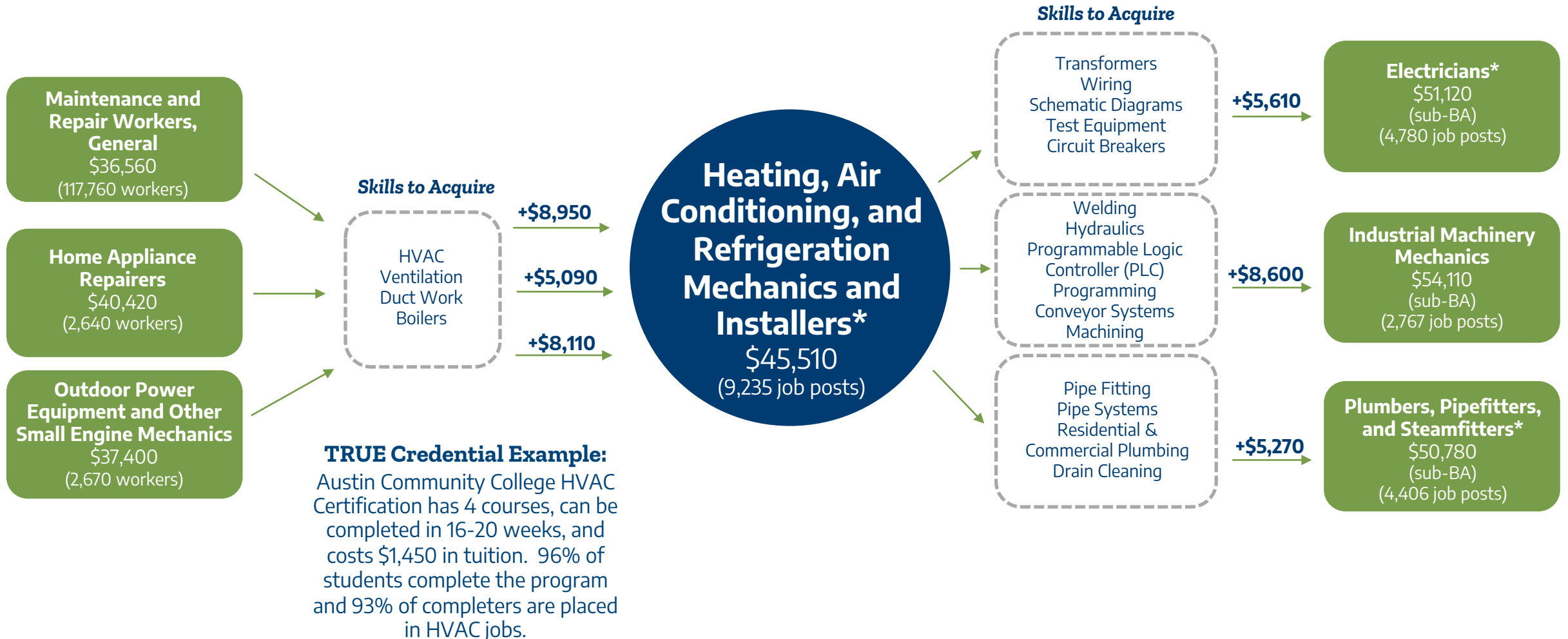
*License typically required
+Texas Workforce Commission
Target Occupation

TRUE Pathways Map

Industry Area of Study: Design, Manufacturing,
Construction & Applied Technologies



Texas Association of
Community Colleges



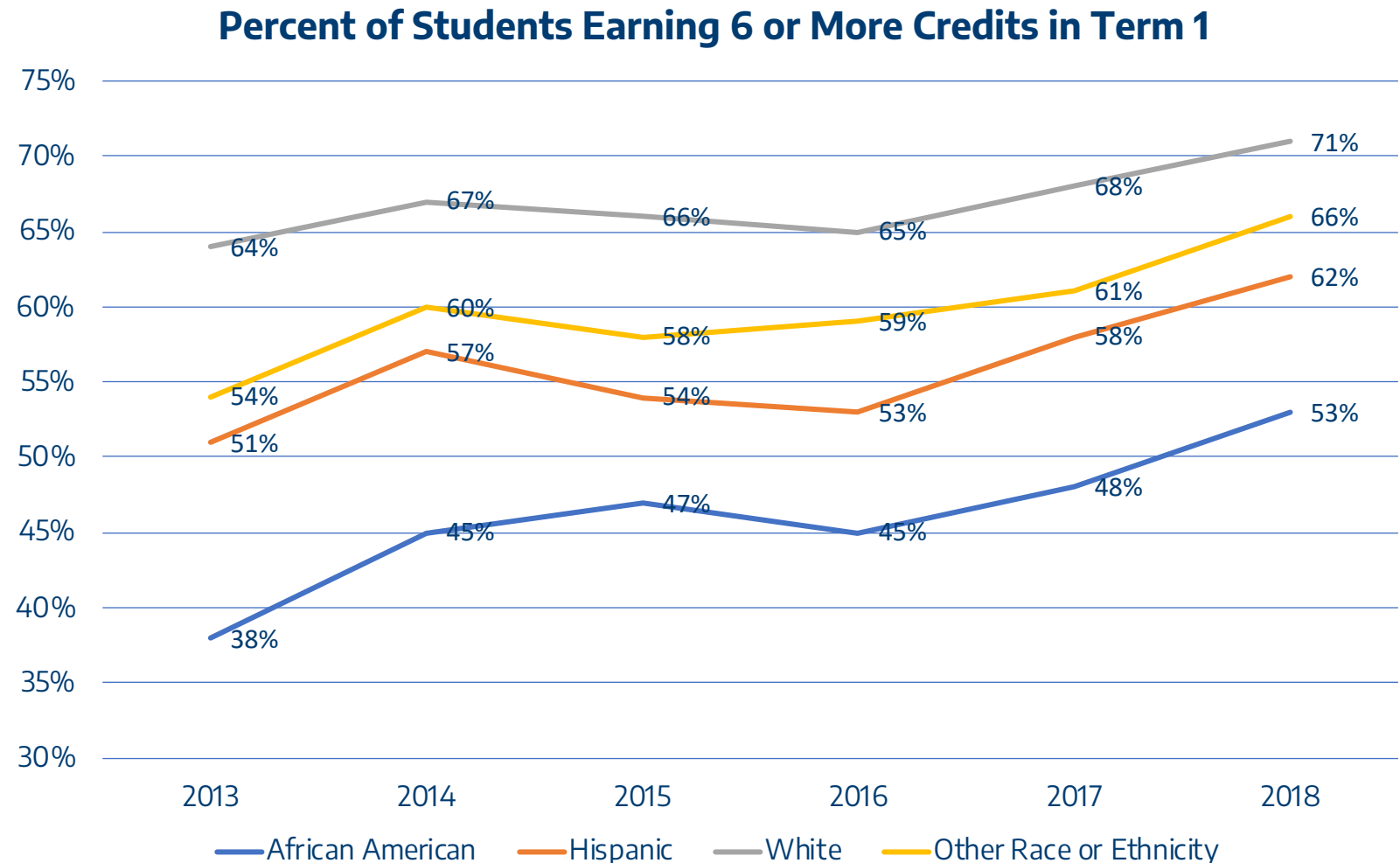
*License typically required

Pathways Colleges Improve Early Momentum Measures

Texas Pathways colleges are closing gaps by race/ethnicity.

In 2013, **26%** more White students earned 6+ credits in their first year than African American students. In 2018, that gap had closed to **18%**.

In 2013, **13%** more White students earned 6+ credits in their first year than Hispanic students. In 2018, that gap had closed to **9%**.



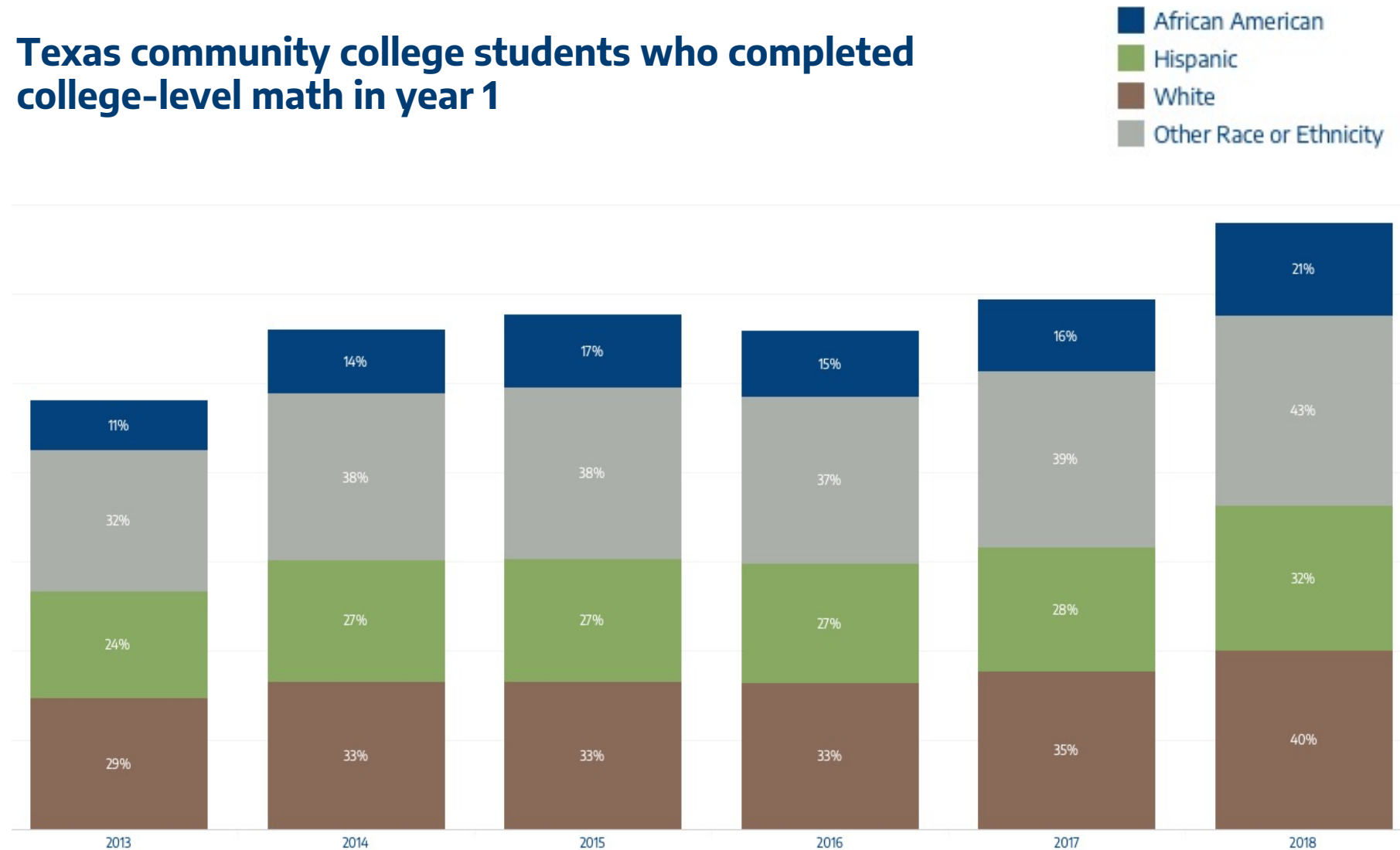
Pathways Colleges Improve Early Momentum Measures

Since Texas Pathways began, we see large improvements in the percent of all students completing college-level math.

In 2013, 11% of African American students completed math, in 2018, 21% did. A growth of 10%.

In 2013, 24% of Hispanic students completed math, in 2018, 32% did. A growth of 8%.

Texas community college students who completed college-level math in year 1



Measuring Progress for Texas Guided Pathways

Statewide Summary: Completed College Math in 1 Year

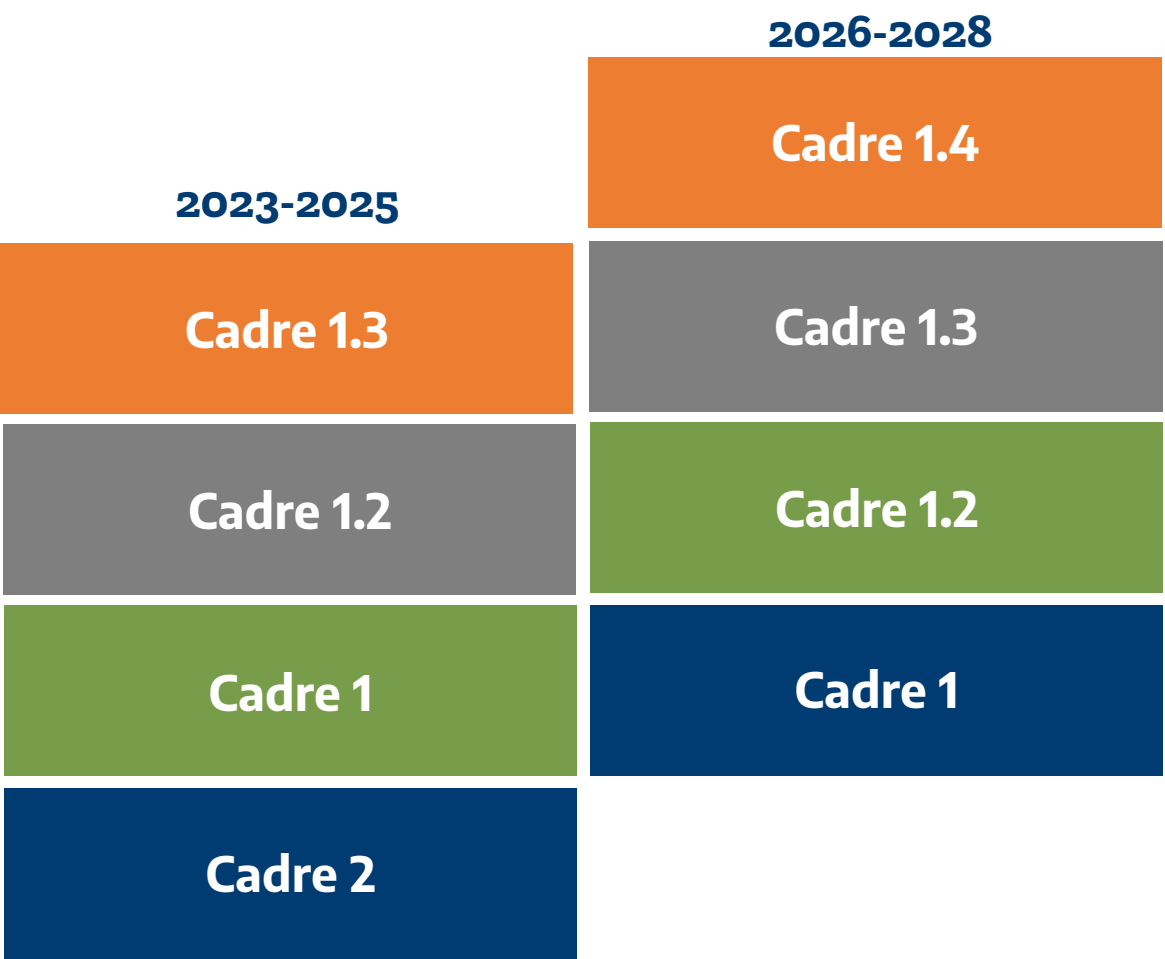
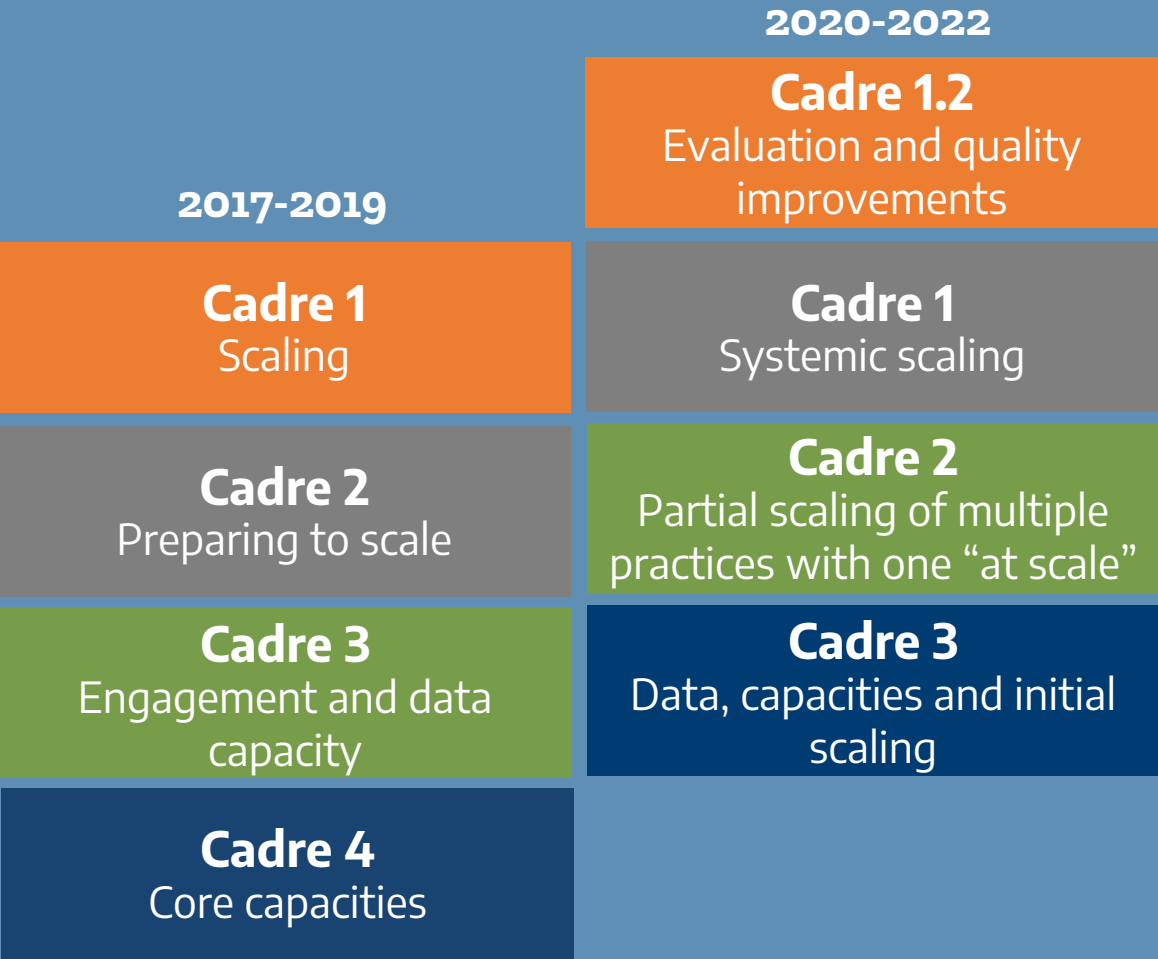
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled
Underprepared	11%	13%	16%	16%	16%	22%	26%
Prepared	41%	47%	55%	55%	54%	55%	56%
White	29%	33%	33%	33%	35%	40%	42%
African American	11%	14%	17%	15%	16%	21%	25%
Hispanic	24%	27%	27%	27%	28%	32%	36%
Other	32%	38%	38%	37%	39%	43%	45%
Male	25%	27%	28%	28%	29%	33%	35%
Female	25%	29%	30%	28%	30%	35%	39%
Without Dual Credit	21%	25%	26%	23%	26%	30%	33%
With Dual Credit	45%	50%	49%	48%	48%	53%	54%
Full-Time	31%	37%	38%	37%	38%	42%	45%
Part-Time	17%	20%	21%	20%	22%	25%	28%
Received Pell	20%	24%	25%	25%	26%	31%	34%
Did Not Receive Pell	29%	32%	32%	31%	33%	37%	39%
Total	25%	28%	29%	28%	30%	34%	37%

Measuring Progress for Texas Guided Pathways

Statewide Summary: Persisted from Term 1 to Term 2

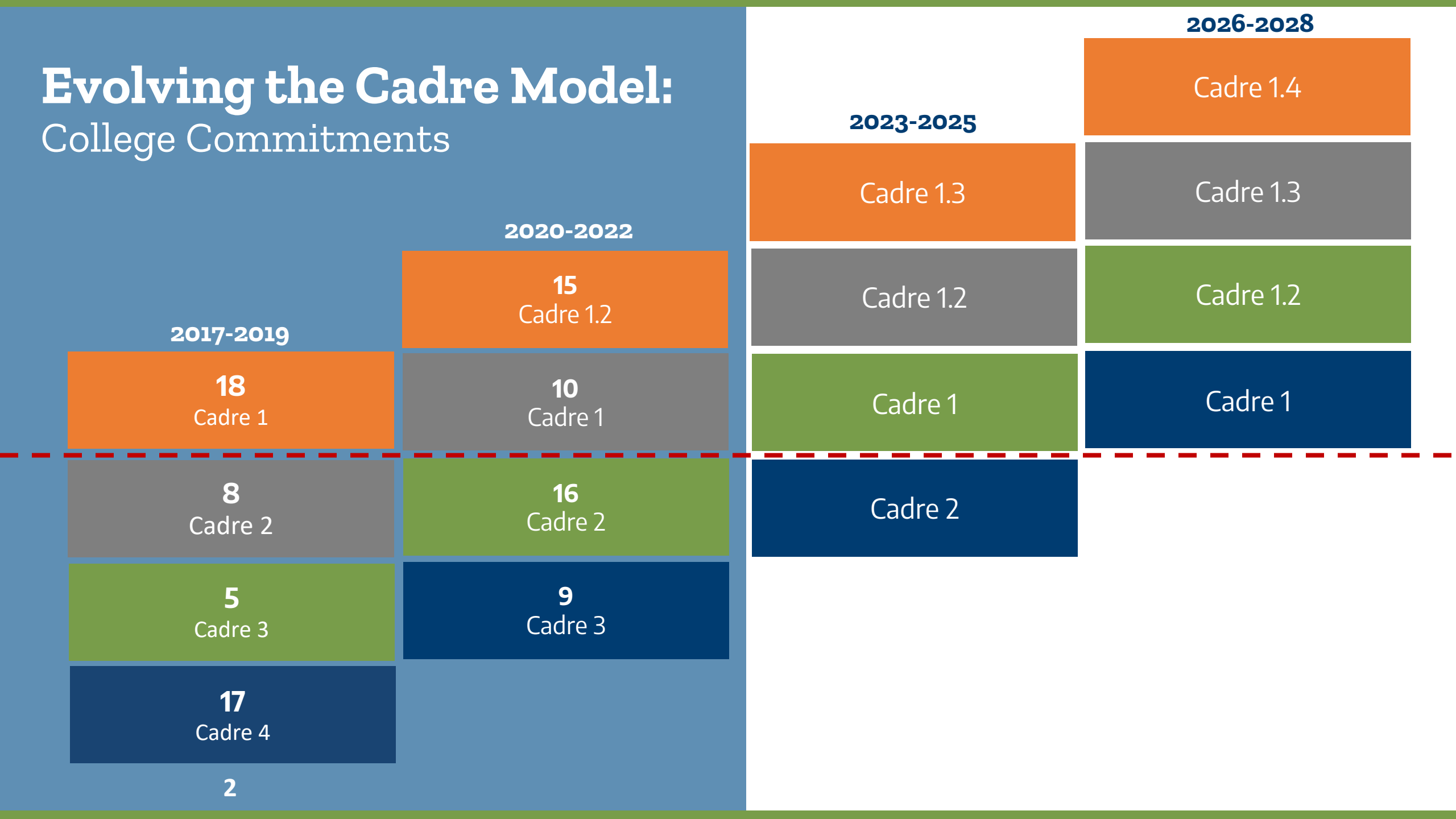
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled	% of Total Enrolled
Underprepared	71%	71%	73%	70%	73%	72%	72%
Prepared	80%	81%	82%	81%	82%	82%	81%
White	76%	76%	76%	74%	76%	77%	76%
African American	69%	69%	71%	67%	69%	69%	68%
Hispanic	76%	77%	77%	75%	77%	77%	76%
Other	77%	79%	80%	77%	79%	79%	79%
Male	72%	73%	74%	72%	73%	74%	73%
Female	78%	78%	78%	76%	78%	78%	77%
Without Dual Credit	74%	75%	75%	72%	75%	75%	74%
With Dual Credit	81%	82%	80%	79%	81%	81%	79%
Full-Time	81%	82%	83%	83%	83%	83%	82%
Part-Time	69%	69%	70%	66%	70%	69%	68%
Received Pell	78%	78%	80%	77%	79%	80%	79%
Did Not Receive Pell	72%	73%	73%	71%	73%	73%	72%
Total	75%	75%	76%	74%	76%	76%	75%

Evolving the Cadre Model



Evolving the Cadre Model:

College Commitments





Advancing the Community College Story Through Data Visualization

Texas Community Colleges Serve the State at Scale



47 %

Community colleges are the **LARGEST** sector of higher education in Texas.

Institution Type	Fall 2019 Enrollment	% Of Enrollment
COMMUNITY COLLEGES	748,478	47.3%
Texas State Technical College	11,694	0.7%
Lamar State Colleges	9,116	0.6%
Public Universities	657,985	41.6%
Public Medical Institutions	26,169	1.7%
Private Institutions	129,484	8.2%

70 %

Of All Freshmen & Sophomores in Higher Education



92 %

Of All Career & Technical Education Enrollments & Certificates

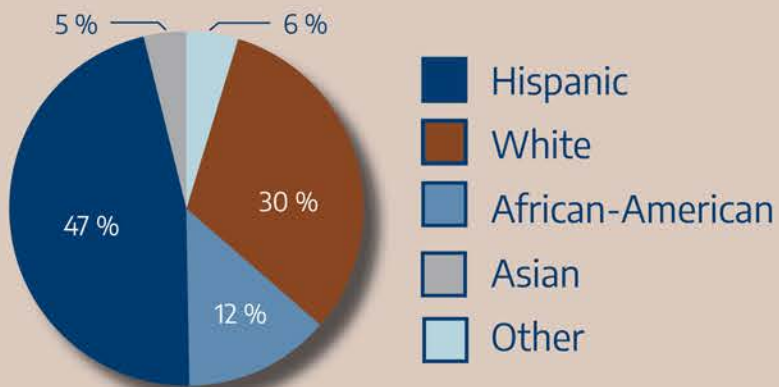


93 %

Of All Dual Credit Enrollments (187,846 students)

Community Colleges Reach a DIVERSE and UNDER-SERVED Population

Enrollments
Reflect the
DIVERSITY of
Texas



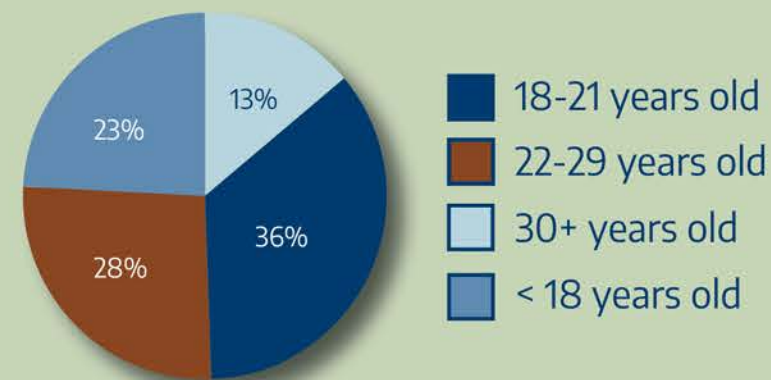
44%

Of Credentials
Awarded to
**ECONOMICALLY
DISADVANTAGED**
Students

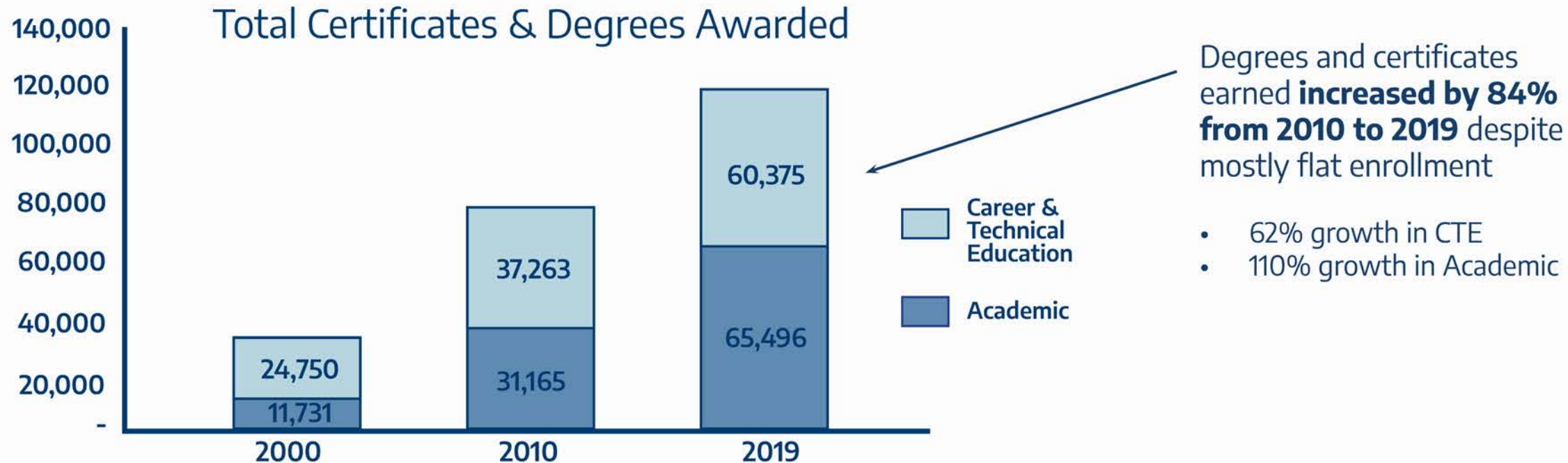
72%

Of **ALL MINORITY**
Freshmen &
Sophomores in
Higher Education

Community
Colleges Serve
Students of
ALL AGES



Community Colleges Meet the Needs of a GROWING Texas



Texas Community Colleges
Provide a **PATHWAY** to
University

71 %

Of All FY2019 bachelor's degree graduates had **some transfer credits** from a two-year college

34 %

Of All FY2019 bachelor's degree graduates had **more than 30** transfer credit hours from a two-year college

ACCESS to Higher Education Is Our Mission

Texas Ranks 4th in **AFFORDABILITY**

Average Tuition & Fees
Public, two-year, 30 SCH

Rank	State	\$\$\$
1	California	\$1,268
2	New Mexico	\$1,666
3	Arizona	\$2,152
4	TEXAS	\$2,209
**National Avg.		\$3,243

Graduates Finish with **LESS DEBT**

Average Graduate Debt

Institution	% with debt	Average debt
COMMUNITY COLLEGES	31%	\$15,422
Public University	59%	\$25,635

Texas Remains **ACCESSIBLE**

Debt as % of First-Year
Wages for Graduates

Institution	Percent
COMMUNITY COLLEGES	38%
Public Universities	61%

Student Needs Survey

COVID-19 Pandemic

The COVID-19 pandemic has caused major disruption in the lives of Texans; college students are no exception. The Texas Association of Community Colleges created a survey to better understand **how community college students are handling the COVID-19 outbreak, what challenges they are facing, and whether or not these students will persist towards their academic goals.**

DELAY GRADUATION

26%

of students are
VERY LIKELY
to delay graduation



19%

of students are
SOMEWHAT LIKELY
to delay graduation



21%

of students are
VERY LIKELY
to take fewer classes



INTERNET ACCESS

16%

of students lack regular
ACCESS TO A COMPUTER

57%

of students struggle to find a
**QUIET PLACE/
TIME TO STUDY**

47%

of students cannot always
ACCESS THE INTERNET

44%

of students are likely to experience some level of
FOOD INSECURITY within 30 days

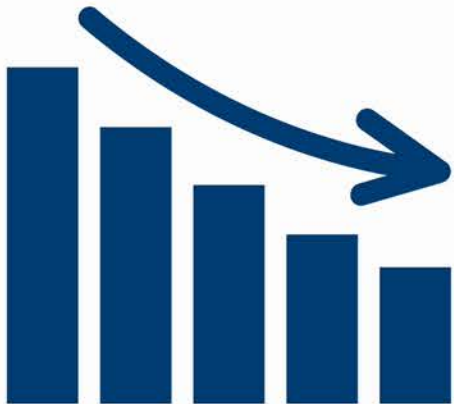


73%

of students would have difficulty
**ACQUIRING \$500 IN CASH/
CREDIT** within 30 days

57%

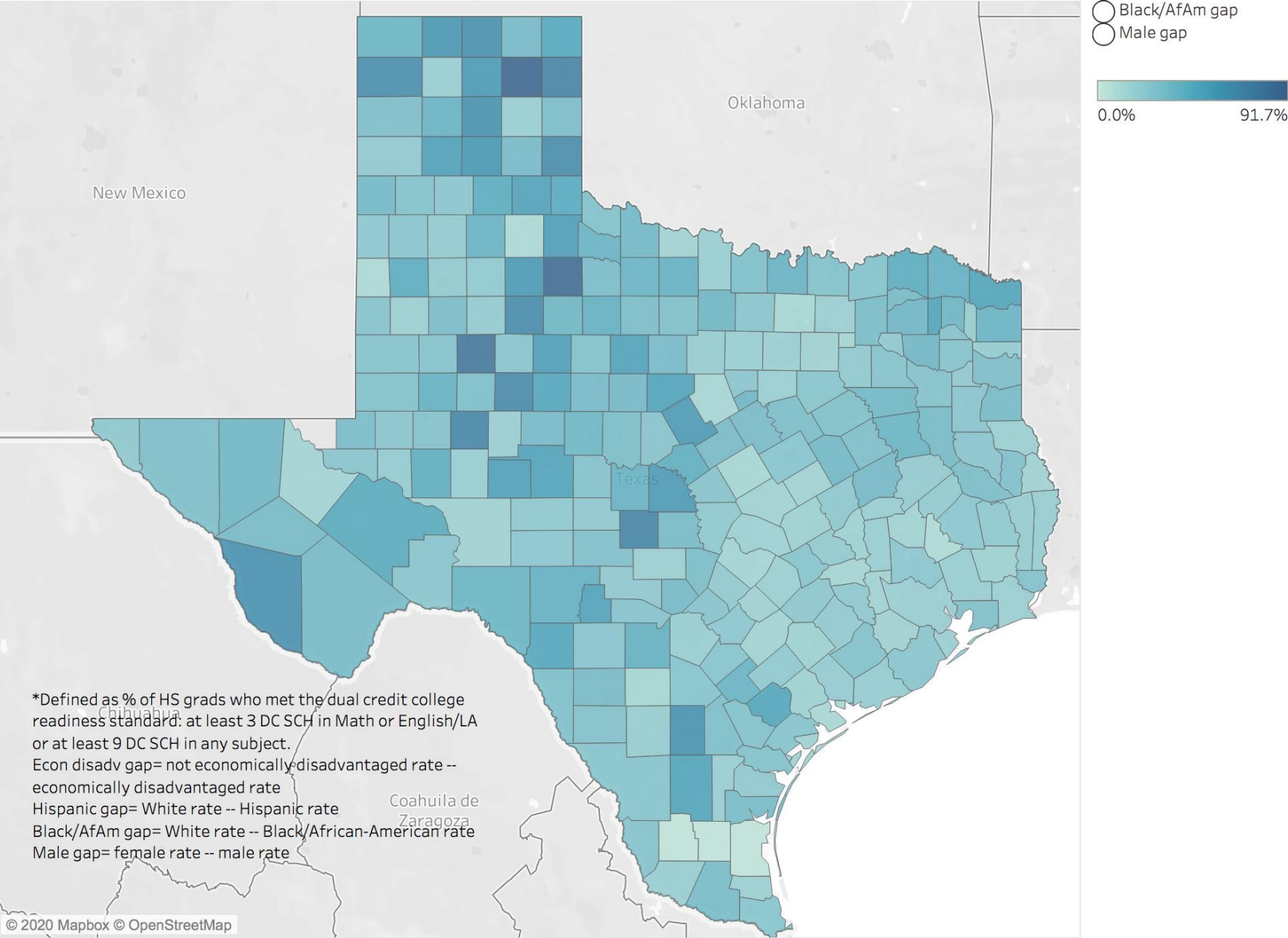
of students reported
**LOSING INCOME AND/OR
WORK HOURS**



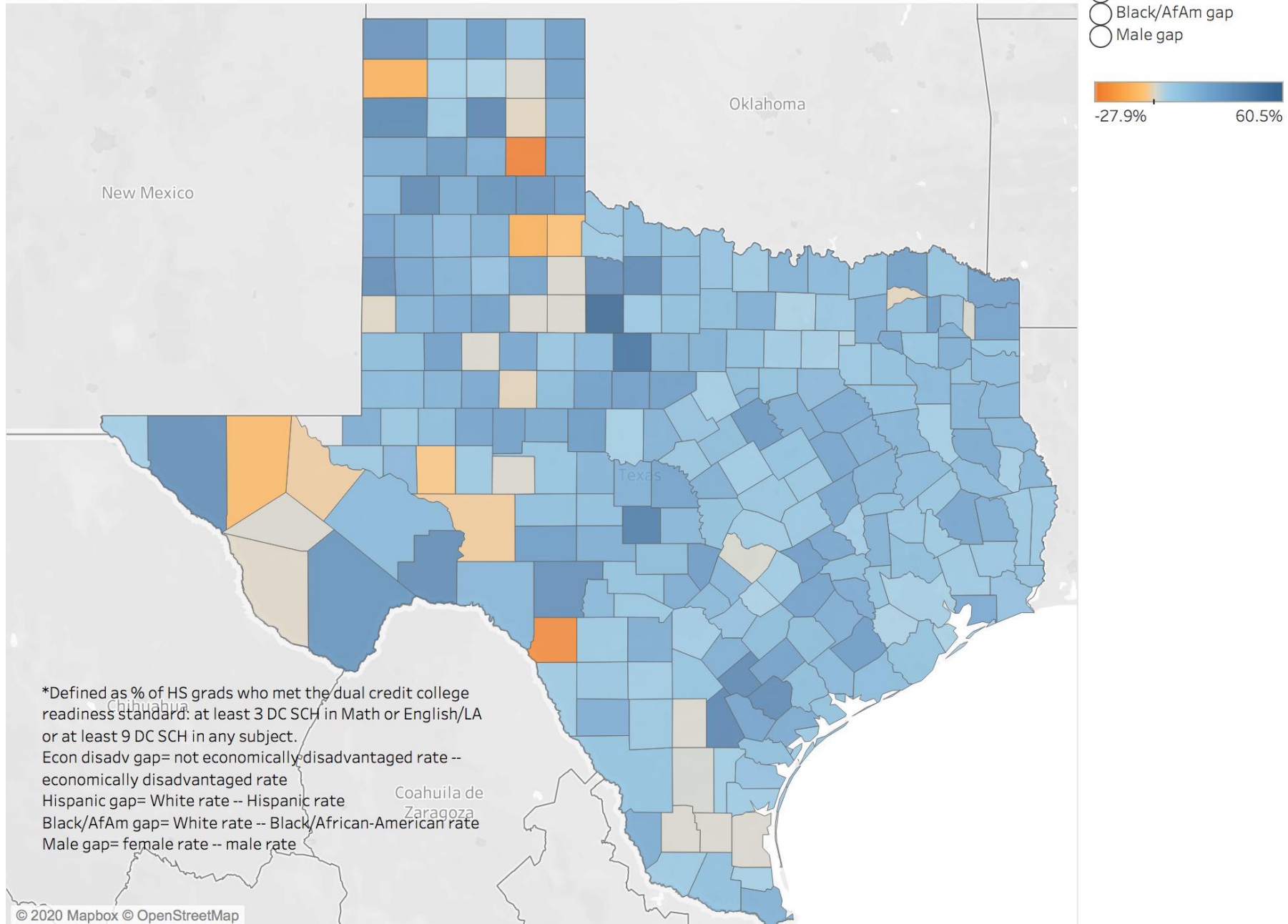
47%

of students report having household
HEALTH INSURANCE COVERAGE

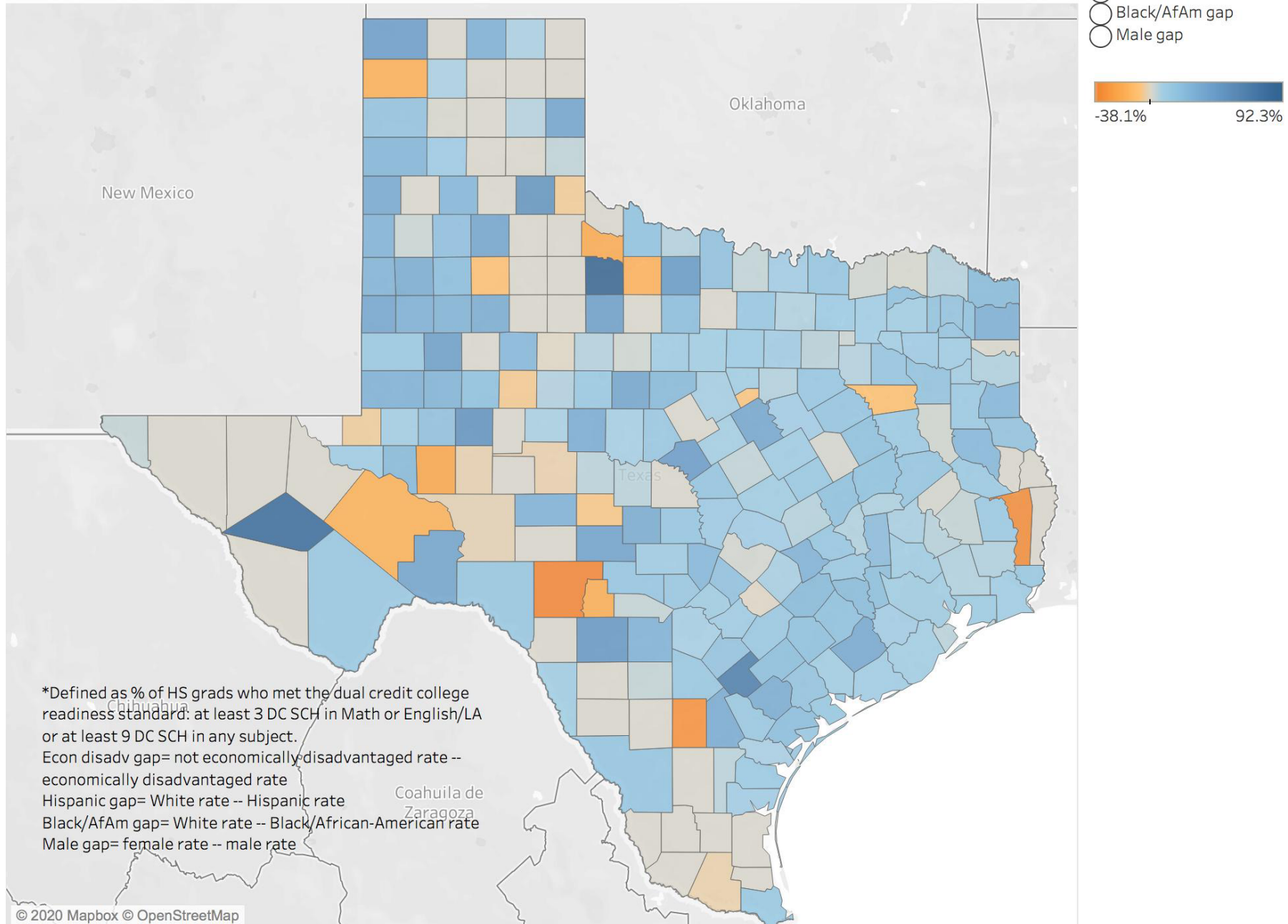
2018 High School Grad Dual Credit Completion Rates* and Demographic Differences in Rates, by County



2018 High School Grad Dual Credit Completion Rates* and Demographic Differences in Rates, by County



2018 High School Grad Dual Credit Completion Rates* and Demographic Differences in Rates, by County





Workforce Demographic & Labor Market Data

Texas Data Points

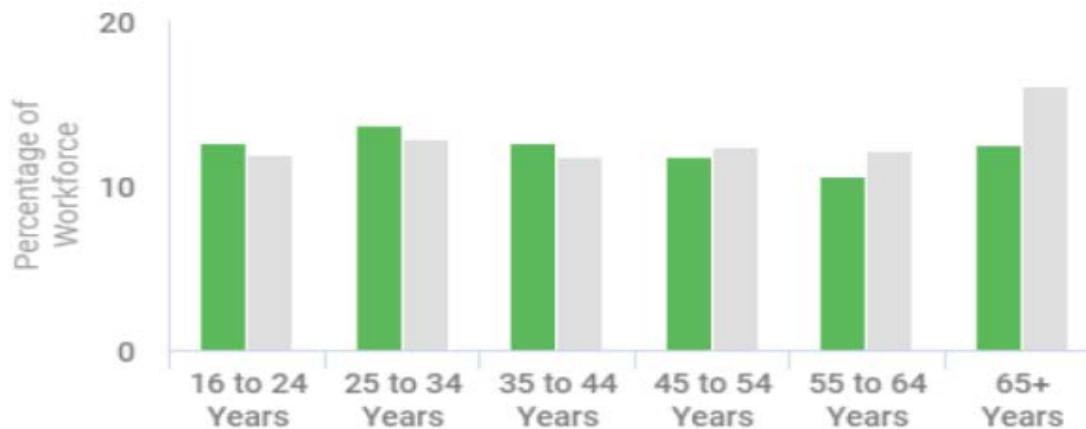
Texas Workforce: A Comparatively Younger Workforce

Workforce Demographics - Age

Median Age

Texas
38 Years

Nationwide
39 Years



Age Group	Nationwide	Texas
16 to 24 Years	33,860,057(11.9%)	3,117,326(12.6%)
25 to 34 Years	36,788,470(12.9%)	3,374,192(13.7%)
35 to 44 Years	33,671,459(11.8%)	3,107,234(12.6%)
45 to 54 Years	35,411,526(12.4%)	2,906,232(11.8%)
55 to 64 Years	34,970,463(12.2%)	2,622,446(10.6%)
65+ Years	45,885,438(16.1%)	3,099,759(12.5%)

Source: U.S. Census Bureau, 2014 – 2018 American Community Survey 5-Year Estimate

- The Texas workforce is younger than the national average and has a larger percentage of workers aged 16-24, 25-34, and 35-44 than the nation as whole.
- The Texas workforce is growing faster and is younger than the national average. This is an economic development and job creation asset.

Texas Workforce & Educational Attainment

- Texas has fewer aging workers (age 55 and older) than the percentage nationwide.

TEXAS – 19.2%

NATIONWIDE – 21.6%

- Texas also has a younger working age population (16-65) than the national average.

TEXAS – 87.9%

NATIONWIDE – 83.9%

- However, Texas also has a larger percentage of our working age population over 25 without a high school diploma.

Education Level	Nationwide	Texas
Less than High School	23,613,585(12.6%)	2,596,444(17.2%)
High School Diploma or GED	51,873,279(27.8%)	3,881,437(25.7%)
Some College or Associate's Degree	55,844,750(29.9%)	4,516,357(29.9%)
Bachelor's Degree	36,031,469(19.3%)	2,787,668(18.4%)
Graduate Degree	19,364,273(10.4%)	1,327,957(8.8%)

Source: U.S.
Census Bureau,
2014 – 2018
American
Community
Survey 5-Year
Estimate

Texas Workforce: Age & Education Level UR

	16 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 and older	UNEMPLOYMENT RATE	TOTAL
Total	14.6%	6.6%	5.1%	4.9%	4.6%	4.4%	6.7%	950,284
EDUCATION LEVEL								
Less than High School	24.2%	10.2%	7.1%	6.7%	5.3%	5.4%	10.5%	1,700,511
High School Diploma or GED	16.2%	8.8%	6.7%	5.6%	4.8%	3.8%	8.4%	3,207,742
Some College or Associate's Degree	10.4%	6.6%	5.1%	4.7%	4.7%	4.4%	6.3%	4,414,882
Bachelor's Degree	9.6%	3.8%	3.4%	3.9%	4.4%	5.1%	4.3%	2,630,469
Graduate Degree	8.9%	3.5%	2.7%	3.4%	3.8%	3.8%	3.4%	1,190,400

Sources: Estimates based on American Community Survey, Local Area Unemployment Statistics.

*The range of low to high is based on the overall unemployment rate for your selected location.

- Using BG Data, the Texas unemployment rate (UR) in October 2020 was 6.7%, (increasing to 8.1 in November).
- Using available October data, the UR for workforce members aged 16-24 was 14.8% , more than double the statewide rate. Workers in this age group with less than a HS diploma had an UR of 24.2%. For workers with only a high-school diploma in this age cohort, the rate was 16.2%.
- The UR for workers with a HS diploma or less was significantly higher than the rate for credentialed workers in October, similar to trends for just about every month.

Texas Workforce: Race/Ethnicity & Education Level UR

	Less than High School	High School Diploma or GED	Some College or Associate's Degree	Bachelor's Degree	Graduate Degree	UNEMPLOYMENT RATE	TOTAL
Total	10.5%	8.4%	6.3%	4.3%	3.4%	6.7%	950,286
RACE / ETHNICITY							
American Indian or Alaska Native	13.8%	12.5%	3.9%	5.6%	3.4%	7.2%	31,075
Asian	7.8%	6.0%	5.4%	5.1%	4.1%	5.3%	659,152
Black or African American	24.5%	12.8%	9.0%	5.5%	5.0%	10.2%	1,539,592
Hispanic or Latino	8.7%	7.9%	6.6%	5.0%	3.3%	7.3%	4,797,655
Native Hawaiian or Other Pacific Islander	7.5%	14.6%	8.9%	7.9%	2.5%	9.8%	9,407
Other	6.3%	2.8%	9.7%	4.9%	5.4%	6.4%	17,758
Two or More Races	18.5%	11.8%	7.7%	6.2%	4.3%	8.6%	175,849
White	13.4%	7.5%	5.2%	3.6%	2.9%	5.5%	5,913,519

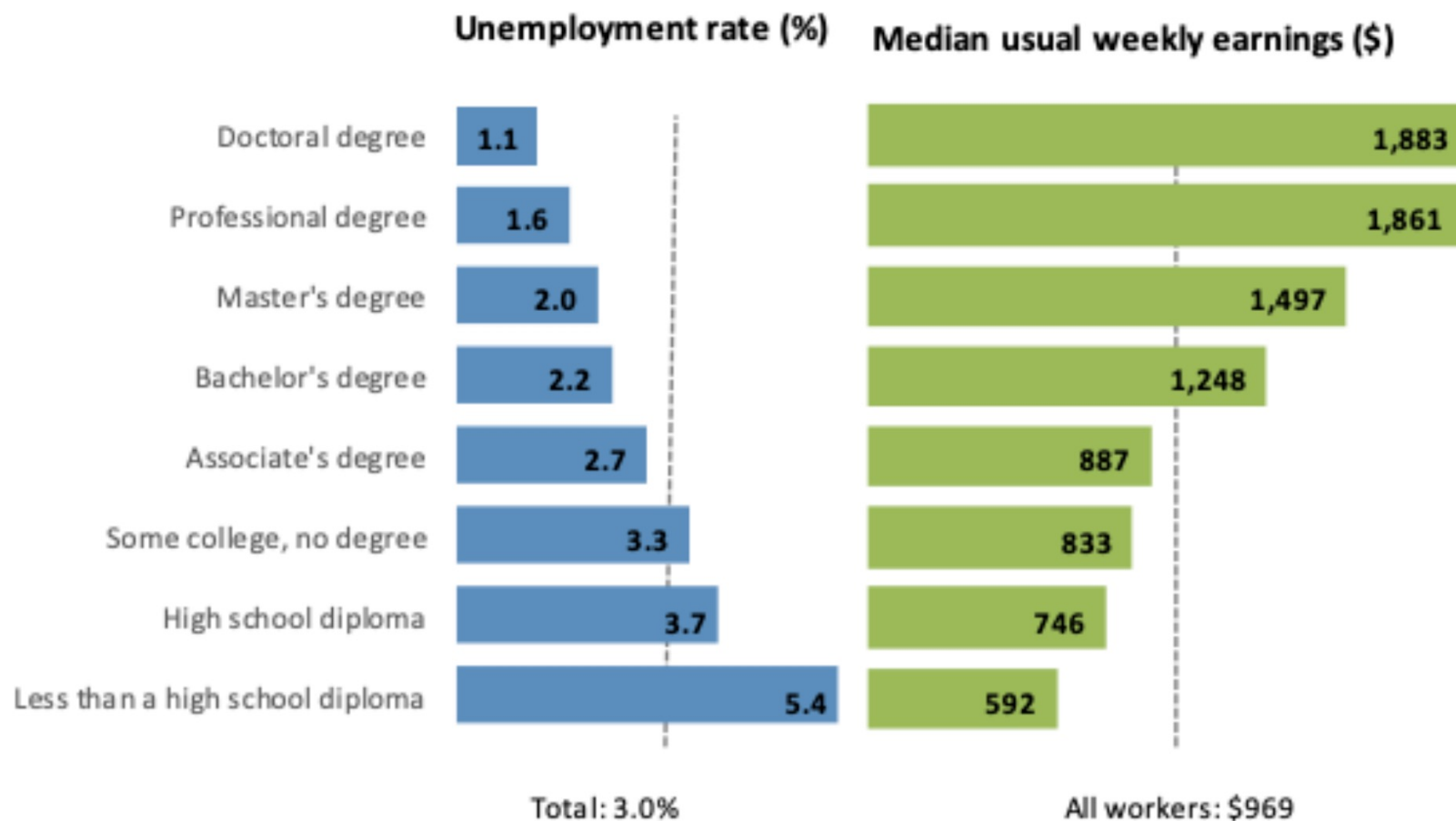
Sources: Estimates based on American Community Survey, Local Area Unemployment Statistics.

*The range of low to high is based on the overall unemployment rate for your selected location.

The following BG chart shows **significantly higher levels of unemployment** for Blacks compared to other racial/ethnic groups.

Their UR rates are also significantly higher when compared to other workers with a high school diploma or less showing some improvement for credentialed workers.

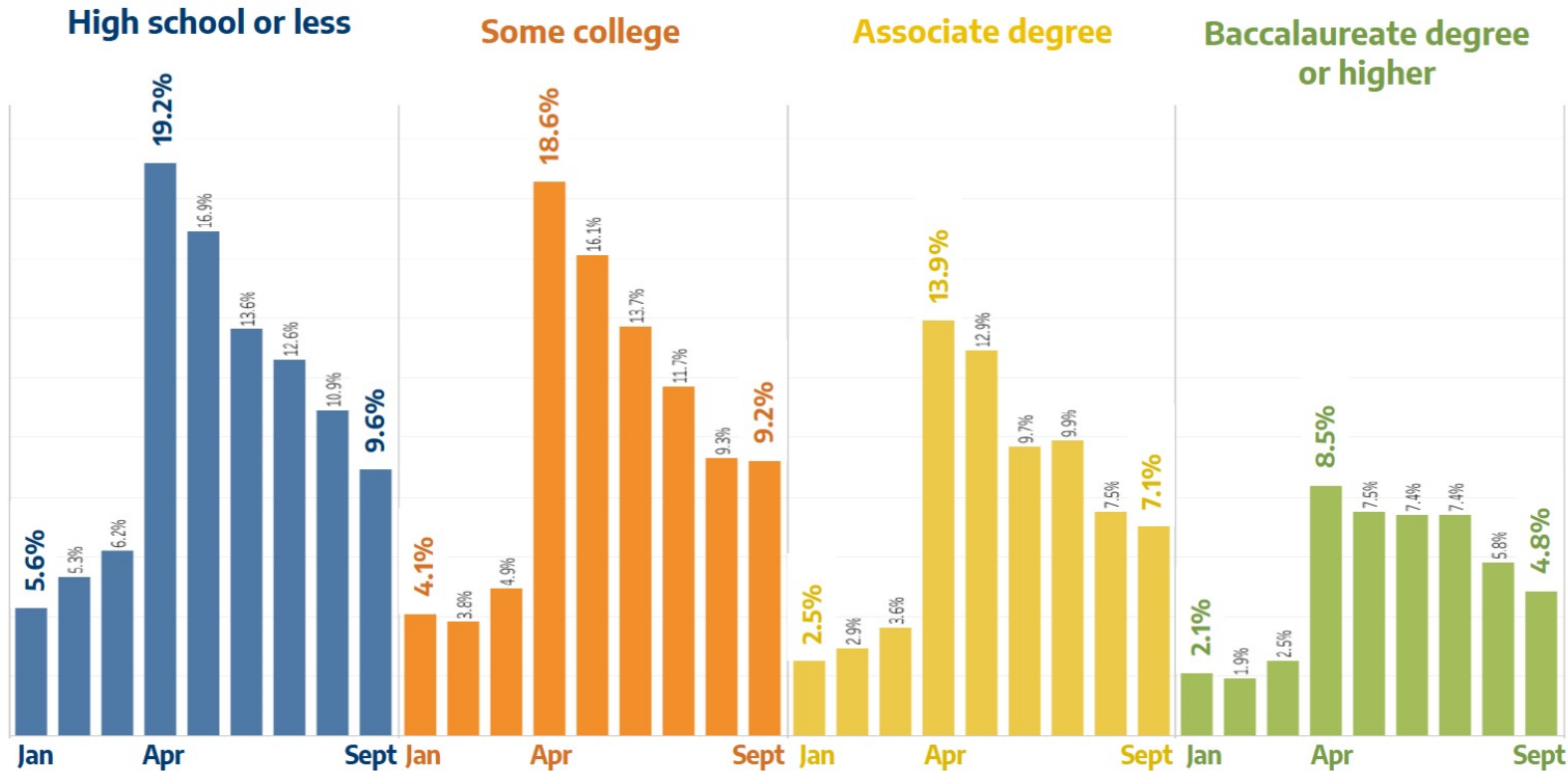
Education Attainment & Unemployment Rates: 2019 CPS



Higher levels of education have historically led to lower levels of unemployment and higher weekly earnings.

Pre-pandemic, members of the workforce with an associate degree had significantly lower levels of unemployment than workers with a high school diploma or less.

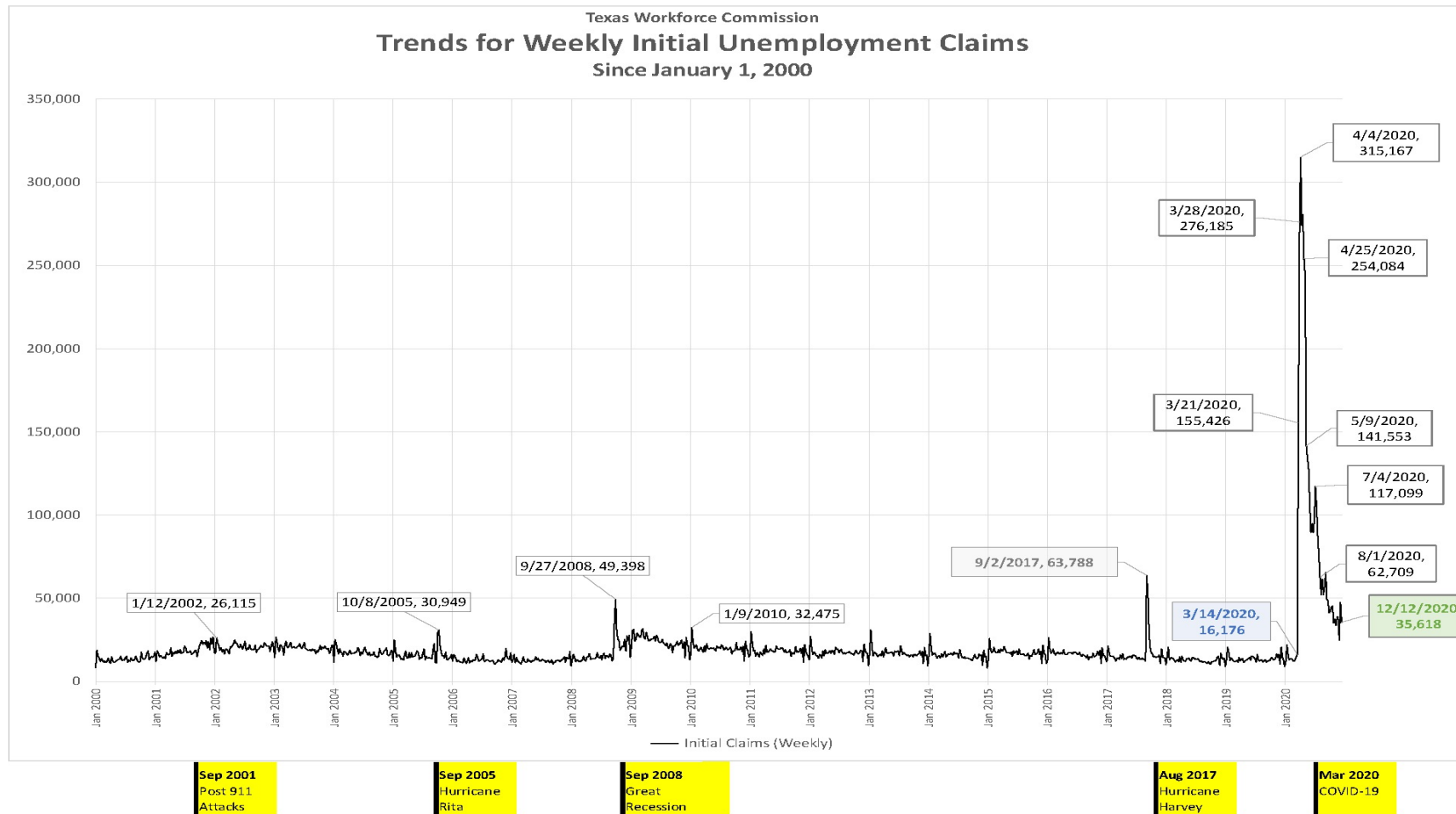
Education Attainment & Unemployment Rates



Source: Georgetown University Center on Education and the Workforce analysis of US Census Bureau and Bureau of Labor Statistics, Current Population Survey (Basic Monthly), 2020.

- Using this slide from Georgetown CWE, **during the pandemic**, members of the workforce with post-secondary credentials have experienced significantly lower levels of unemployment than workers with a high school diploma or less.
- This aligns with the impact felt by workers during the Great National Recession.
- Credentials, on average, result in more positive employment outcomes.

Trends: Workers filing Initial Weekly Unemployment Claims



Source: U.S. Department of Labor (USDOL)
<https://oui.dol.gov/unemploy/claims.asp>
<https://www.dol.gov/ui/data.pdf>

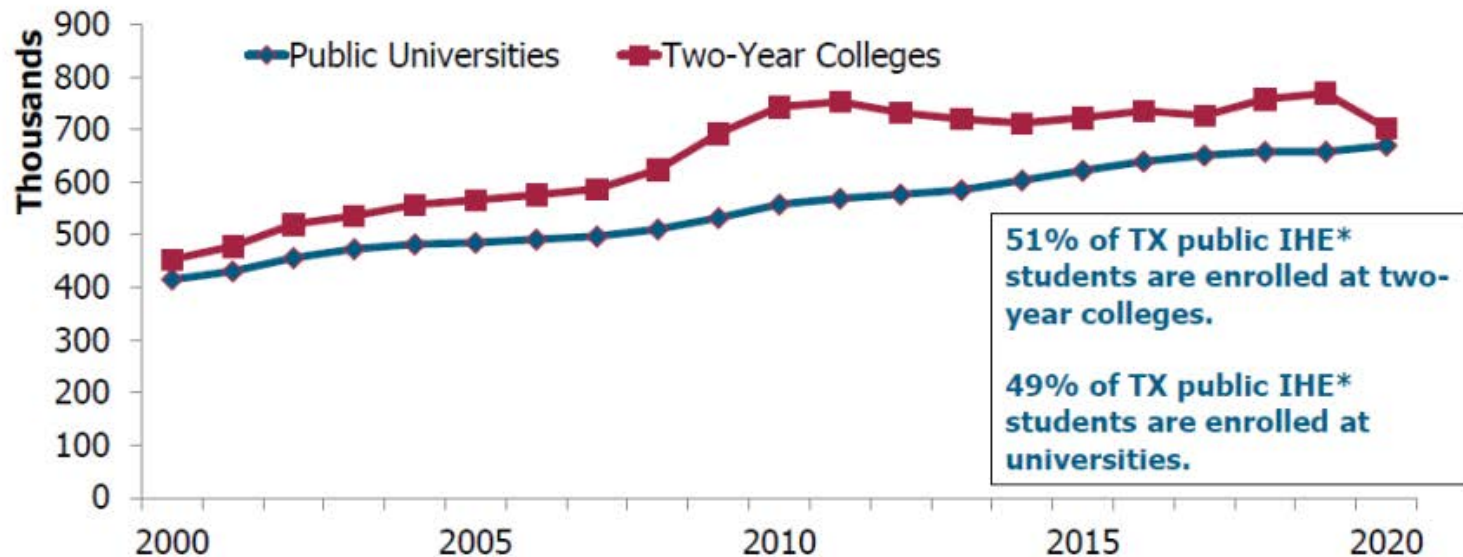
Unemployment Insurance Weekly Claims Data
Latest USDOL News Release for Unemployment Insurance Weekly Claims

Note: Most recent week reflects advance claims which are not directly comparable to claims reported in prior weeks.

- Using data and graph from TWC, the number of workers filing initial claims is unprecedented and greatly exceeds filing activity during other economic downturns. There were an average of 13,497 weekly claims filed in 2019. By comparison, claims filing have declined from **315,167 in week ending 4/4 to 35,618** for week ending 12-12-2020.
- By comparison, during the Great National Recession new initial claims reached a high of 49,358.

Fall 2020 Texas Preliminary enrollment estimates

Enrollment trends since 2000 show more variability at two-year colleges; university enrollments are steadier



Source: THECB Meeting, Agenda Item V-B, Texas Higher Education Preliminary Headcount

This graph from the THECB also shows that in 2020, we are not yet seeing the spike in 2-Year College enrollment that was experienced during the Great National Recession. In fact, we are seeing a decline with significant implications for the state, our workforce and our economy.



Community College Policy Roadmap

2021-2025

Community College Policy Roadmap: 2021-2025

The Future of Work

The Future of Learning

Employer Partnerships

Student Aid Modernization

Research Capacity & Quality Data

Texas Reskilling & Upskilling Through Education (TRUE)

- Quality Online Learning
- Quality OER
- Quality CE / CTE Credentials

- Business Advisory Council
- Regional Business Advisory Councils

- Federal, State and Institutional Aid

Community College Finance Commission

- Student-Centric Funding Formula

- Performance Based funding

- Shared Administrative Services
- Dual Credit Master Plan / Equity

- Aligned Service Areas / Taxing Districts



88th Texas Legislature 2023 Session

Policy Drivers

- Recommendations from the Commission on Community College Finance
- Dual Credit Equity
- OER Equity
- Quality CTE Credentials
- Shared Administrative Resources
- Shared Accountability for Transfer Outcomes



89th Texas Legislature 2025 Session

Policy Drivers / Levers

- Future of Work
- Future of Learning
- Student Outcomes Equity
- Quality Online Instruction
- Quality and Accessible Data
- Optimal Performance-Based Funding
- Next Generation Financial Aid

Policy Research & Development Fund

GOAL

Establish a \$1M Fund for Policy Research & Development

- Create Original Data
- Expand Policy Analytics Capacity
- Support Stakeholder Convenings
- Support Policy Learning Communities
- Support External Quantitative Analyses
- Support Field-based Qualitative Case Studies
- Support Financial Modeling
- Support Web-based Interactive Dashboards and Heatmaps



**THANK
YOU**