

Texas Higher
Education
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Community College Needs and Opportunities

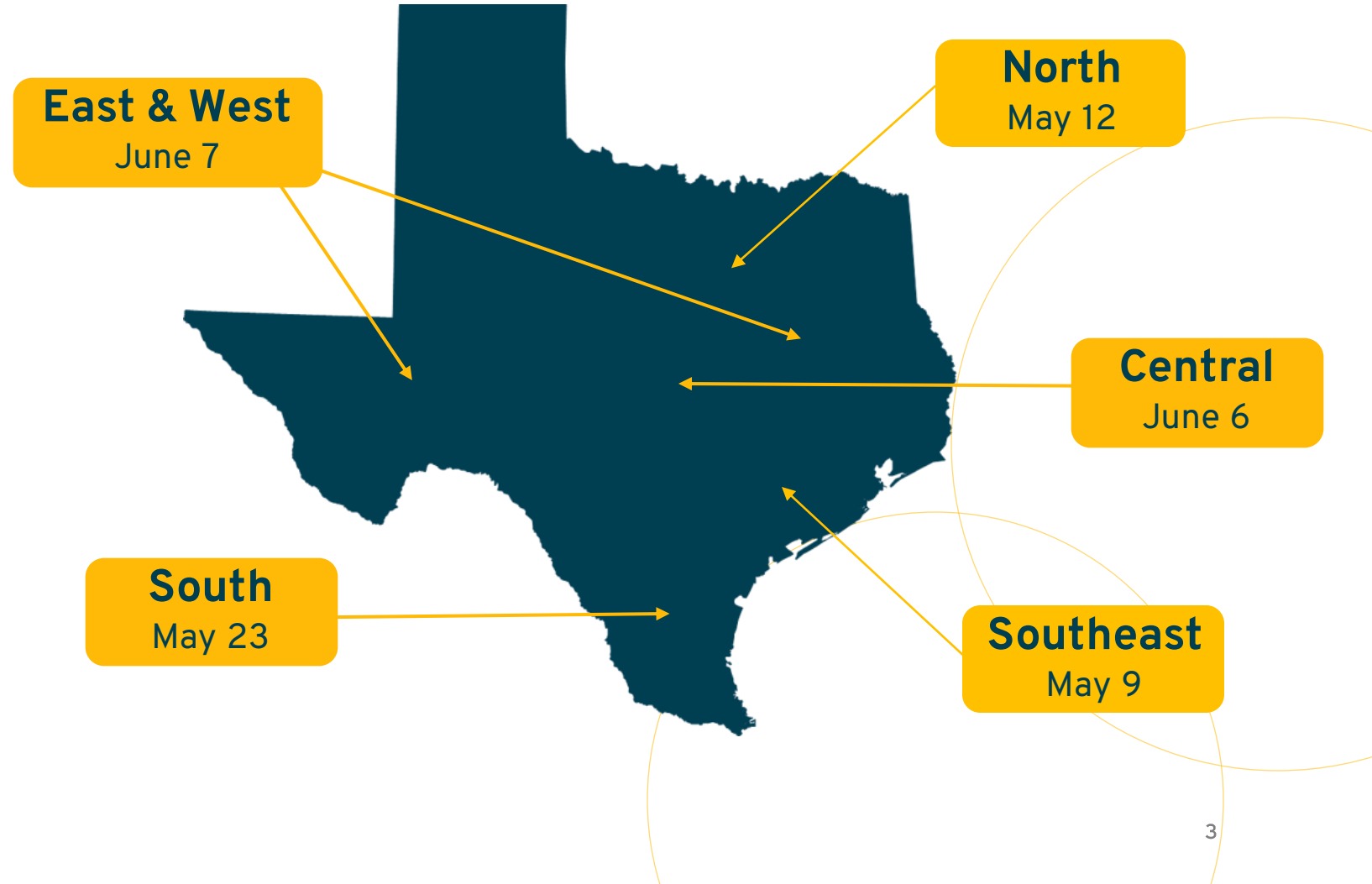
Briefing to the Texas Commission on Community
College Finance

September 12, 2022

What are the unique challenges & opportunities Texas' small, mid-sized, and rural-serving colleges face in operating and providing **academic and workforce educational opportunities** aligned with the needs of their students, communities, and the state?

College Engagement

- 45 leaders representing 42 community colleges participated in a regional listening session
- 10 leaders participated in deep dive interviews



Primary Areas of Need

- Expand high-quality, high-demand **workforce education and training programs**, with a focus on industry-aligned credentials
- Upgrading and maintaining **facilities** and **equipment**
- Expanded **student services**, particularly mental health services, counseling and tutoring
- Attracting, supporting, and retaining **qualified faculty and staff talent**, especially in rural areas

Shared Service Benefits



Cost savings



Learner Experience

Shared Service Solutions



Expanded course offerings



Holistic student supports



Shared talent



Operations

Expanded Course Offerings

- **Course sharing** between institutions to increase availability and diversity of offerings, including courses that support new certificates, badges, micro-credentials, and dual-credit options
- A **shared repository of curriculum materials** and learning objects to support institutional course and program design aligned with industry needs and in-demand, skills-based credentials
- **Collaborative career pathway planning** to create industry-aligned pathways that intentionally sequence attainment of in-demand, skills-based credentials, including short-term credentials
- **Employer collaboration** to develop robust learning experiences that emphasize both hard and soft skills through models such as experiential learning, career development programs, competency-based education, credit for prior learning, work-based learning, project-based learning, and skills-based assessment opportunities.

Cost savings:

Can reduce faculty salaries and benefits

Can reduce faculty and staff indirect costs (e.g. professional development, travel, office supplies)

Learner Experience:

Can increase course availability

Can improve alignment of curriculum to industry needs

Holistic Student Supports

- Strong local **inter-institutional partnerships** (e.g., agreements between community colleges and local universities with graduate counseling programs to offer counseling services to students)
- **Joint purchasing agreements** for technology systems or third-party services for mental health, counseling, tutoring, or other student services.

Cost savings:

Can reduce qualified personnel costs

Can mitigate the need to build and maintain an extensive technology ecosystem

Learner Experience:

Can increase access to remote services and flexible office hours

Can expand opportunities for 1-1 engagements with students

Shared Talent

- Shared staff, including **operations personnel** such as IT specialists or data analysts for course development, programming, project management, and institutional research
- Shared **faculty between institutions** to expand course offerings for academic programs and other credit and non-credit offerings.

Cost savings:

Can reduce the number of employees that must be hired at each individual institution

Learner Experience:

Can increase students' access to all available academic and non-academic resources

Operations

- **Shared technology and software**, such as a student information system, customer relationship management system, enrollment management system, learning management system (LMS), enterprise resource planning system (ERP), and communication platforms
- **Group purchasing agreements** with vendors for goods and services such as supplies, equipment, and utilities
- Shared **facilities and equipment arrangements** to lower barriers to program start-up and operation
- Shared technology to improve **access to and analysis of real-time labor market information** to identify in-demand skills and facilitate the development of programming targets to real economic needs.

Cost savings:

Can lower the costs of goods and services through volume pricing strategies

Can decrease existing institutional costs

Learner Experience:

Can improve learner-institution interactions through more personalized attention, faster service, improved communication, and an increased variety of services

Shared Service Design and Operations

- Colleges want to maintain some **autonomy** in shared service solution decisions
- For particular approaches, shared service solutions should be **opt-in**
- Include a strategy for **colleges and universities together**, including the option to engage K-12
- Solutions should be **evaluated regularly**

A Hub for Support

- Serving as a **broker and facilitator** of optional inter-institutional partnerships and shared service opportunities
- **Convening and coordinating college partners** to spur deeper engagement
- Supporting colleges in the **identification of available resources and partnerships**
- Engaging colleges statewide in the **design of new resources** and **shared service opportunities**
- **Facilitating cross-sector conversations** and sharing of best practices
- **Managing allocation of funds** and incentives for partnerships and shared services
- **Assessing implementation** and impact of new and existing partnerships and shared services
- Providing **administrative support** for shared service partnerships

Questions?



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