From **Worst to First**: How One Community College Leveraged Its QEP into Cultural Change Resulting in the Highest 3-Year Graduation Rate in Texas

Dr. Dixon Boyles, Chief Instructional Officer
Dr. Donna McDaniel, Vice President of Instruction

DECEMBER 9, 2019
Learn strategies to integrate student support efforts across multiple areas.

Learn strategies to increase student engagement leading to increased retention, success, and completion.

Understand how to synthesize the QEP with college mission, macro/ micro unit level planning, and assessment.
8,165
Annual unduplicated headcount, including all credit and continuing education students

5,260
Annual unduplicated headcount for credit students
STUDENT AGE

AVERAGE AGE

22

- Under 18
- 18-24
- 25-30
- 31-50
- Over 50

0 500 1000 1500 2000
18.7% Enrolled in workforce programs

81.3% Enrolled in academic programs
THE CHALLENGES

- Low completion rates
- Huge equity gaps in student success
- Accreditation and financial challenges
- Lack of coherence among completion efforts
- Disastrous leadership of previous administration
For the past few legislative cycles, the legislature has cut community college funding, increasing the burden on local taxpayers.

This chart depicts just Texarkana College’s state funding cuts over the past several years.
*Decrease in Unrestricted Net Assets in 2014-15 due to GASB 68 reporting changes.
In 2012, the TC tax district was only 16.3 square miles—less than 1% of the college’s 1,800 square mile service area paid taxes to support the college. Combined with declining state funding and a past administration’s financial mismanagement, the college faced a serious financial crisis—the college lost $8.5 million in 2011 alone.
IN THE COMMUNITY

CUTTING COSTS

TC has cut expenses, re-negotiated pricey contracts, reduced payroll, and implemented cost-saving energy management measures

▼ 12.7% decrease in payroll and wages since 2010/2011
▼ $1 million yearly savings from switching to new ERP (computer software system)

EXPANDING TAX DISTRICT

Bowie County citizens voted to expand the 16.3 square mile tax district to encompass all of Bowie County, creating additional tax income and increasing board representation.

▲ $3.9 million increase in tax income from 2012/2013 to 2013/2014 due to the tax district expansion.
▼ $1.5 million decrease in tuition income after extending in-district tuition rates to all students in Bowie County

resulting in a $2.4 million net gain from the tax district expansion

ONE-TIME DONATIONS

The college has raised $9 million in private one-time donations over the past four years, including a $5 million gift from alumnus H. Ross Perot.
SACSCOC Reaffirmation 2016

- Compliance Certification
- Quality Enhancement Plan (QEP)
Texarkana College’s 2016 Quality Enhancement Plan
In 2011, based on the 2008 Student Cohort, our rate was only 10%.

At the same time, our rate for African Americans was at 3.7%.
1. Higher GPA’s
2. Increased retention
3. Increased persistence
4. Increased graduation rates
COMMUNITY COLLEGE SURVEY OF STUDENT ENGAGEMENT: HIGH IMPACT PRACTICES

- Orientation
- First year experience/seminar
- Student success course
- Learning community
- Academic goal setting and planning
- Registration before classes begin
- Alert and intervention
STRATEGIES

1. Faculty Advising
2. Learning Frameworks
3. Early Alert
Faculty Advising

Relationships Matter ~
Maximizing Our Greatest Asset
PATHWAYS

Degree planning sheets

2+2 Planning

TEXARKANA COLLEGE
PATHWAYS

TEXARKANA COLLEGE

Biology | Associate of Science

Dr. Catherine Howard | Dean of STEM | catherine.howard@texarkana.edu | 903.823.3265

LIST OF COURSES

Credit Hours Core:
BIO 2301/2303: Anatomy and Physiology I
BIO 2302/2304: Anatomy and Physiology II
CHEM 1313: General Chemistry I
CHEM 1314: General Chemistry II
BIOL 1311: Principles of Life Science
CHEM 2305: Organic Chemistry
CIS 2310: Computer Concepts
CIS 1303: Computer Applications
CIS 2302: Advanced Programming
PHYS 2312: General Physics II

YEAR 1

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YEAR 2

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LEARNING OUTCOMES/MARKETABLE SKILLS

Critical Thinking | Research | Communication | Quantitative Reasoning | Time Management | Leadership

EDUCATIONAL OPPORTUNITIES

B.S. Chemistry | B.S. Science Education | B.S. Environmental Chemistry | B.S. Medical Terminology | B.S. Forensic Science

CAREER OPPORTUNITIES

Microbiology | Physical Therapist | Medical Doctor | Dentist | Pharmacist | Nature Conservation Officer

HIGH SCHOOL ENDORSEMENTS

STEM: Health Occupations & Industry | Multi-Disciplinary

LINKS TO COLLEGES & PROFESSIONAL ORGANIZATIONS:

Texas A&M University-College Station | Texas Tech University | University of Colorado Boulder | University of North Texas | University of Texas at Dallas | University of Texas at Tyler | University of Texas at Austin | University of Texas at San Antonio | Texas Christian University | University of Houston | University of Texas at El Paso | University of Texas at Austin |

Start Smart. Finish Strong.
PATHWAYS

TEXARKANA COLLEGE

Electrical Technology | Associate of Science
Brandon Washington | Dean of Workforce | brandon.washington@texarkana.edu | 903.823.3232

LIST OF COURSES

SEMESTER 1

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SEMESTER 4

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LEARNING OUTCOMES/MARKetable SKILLS

Critical Thinking | Teamwork | Communication | Professionalism | Problem Solving | Organization | Time Management | Customer Service

EDUCATIONAL OPPORTUNITIES

M.S.A.C. Business | Medical

CAREER OPPORTUNITIES

Apprentice Electrician | Maintenance Electrician | Journeyman Electrician | Master Electrician | Contractor | Owner of Electric Company

HIGH SCHOOL ENDORSEMENTS

Business and Industry Endorsements

LINKS TO COLLEGE & PROFESSIONAL ORGANIZATIONS:

http://www.texarkana.edu/Departments/Drinks/DrinksPrograms/DrinksPrograms.html

Pathway Documents
Structured pathways as a tool for advising
Connect Pathways and Webpage Available Online

https://www.texarkanacollege.edu/current-students/
Learning Frameworks

All first-time in college students are enrolled as part of their core curriculum.
CCSSE HIGH IMPACT PRACTICES

✓ First Year Experience/Seminar
✓ Student Success Course
✓ Learning Community
✓ Academic Goal Setting and Planning
✓ Registration Before Classes Begin
ACTIVITIES, PROJECTS & OUTCOMES

- Learning Theories, Metacognition & Cognitive Development
- Building Community & Motivation for College Success
- Connecting Campus Resources & Student Services
- Goal Setting & Planning
- Career Investigation
- Academic & Degree Planning
- Financial Planning
- Success Strategies & Skills
Texarkana College Learning Frameworks Fall Enrollment:

- **2015 Pilot Year**: 300
- **2016 1st Year**: 568
- **2017 2nd Year**: 548
- **2018 3rd Year**: 552
Early Alert System

Timely Intervention
From QEP Plan to Culture Change
MISSION: ADVANCING OUR COMMUNITY THROUGH ATTAINABLE HIGHER EDUCATION AND LIFELONG LEARNING:

Opportunity
Our highest priority is increasing the number of people with higher education credentials in our region.

Excellence
Excellence in instruction, financial management, and facilities will provide a safe, secure and effective learning environment.

Community
Community trust and support of TC are catalysts for regional economic development and provide a high return on investment.

Success
TC is committed to student success and completion.
CONNECTING THE WORK TOWARD PERSISTENCE & COMPLETION

Achieving the Dream

- Data-driven decisions
- Active & collaborative teaching
- Redesign of developmental education

Enrollment Services

- New ERP - Jenzabar
- Redesign of Enrollment Services & Financial aid center

Quality Enhancement Plan

- Connect: Start Smart, Finish Strong
- Faculty advising
- Learning Frameworks course
- Early alert system

Student Success Services

- Academic Commons
- Student Success Center
- Developmental math lab
- Tutoring Services
- Retention Director

Pathways Tools

- Streamline degrees
- Degree worksheets
- Redesign of website
- Communication tool – Life at TC
- Faculty & Staff Training & Communication

Student Success Services Academic Commons

Academic Commons Tools

- Faculty advising
- Learning Frameworks course
- Early alert system

Faculty advising

Tutoring Services

Retention Director
6.5 Faculty Development
7.1 Institutional Planning
7.3 Administrative effectiveness
8.2c Student outcomes:
   academic and student services
12.1 Student Support Services
12.2 Student Support Services staff
Texarkana College student to faculty advising ratio:

Before QEP: 450:1
2015 Pilot Year: 49:1
2016 QEP Update: 28:1
2019 Spring QEP Update: 21:1

98 unique advisors
TC Community College Survey of Student Engagements (CCSSE) Benchmark Results

Benchmarks of Effective Educational Practice

Benchmark scores are normalized to mean of 50 and standard deviation of 25 across all respondents.

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<td>Student-Faculty Interaction</td>
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<td>Support for Learners</td>
<td>49.8</td>
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Completion Rates

Graduation Rate 150%
Narrowing the Equity Gaps

African American Males 3-Yr Graduation Rate

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<tr>
<th>Year</th>
<th>% Completion</th>
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<td>2008</td>
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<td>2012</td>
<td>23.2%</td>
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<tr>
<td>2013</td>
<td>32.9%</td>
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<tr>
<td>2014</td>
<td>34.0%</td>
</tr>
<tr>
<td>2015</td>
<td>50.0%</td>
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IPEDS – NATIONAL DATA

IPEDS Student Profile Data

Number of Degrees and Certificates Completed

815
839
908

15-16 16-17 17-18
Texarkana College ranked first among all 50 Texas community colleges in full-time student 3-year completion rates for 2018.

- **Texarkana College**: 45.8% completion rate
- **All Texas community colleges**: 22.8% completion rate

2012: 8.6%, 2013: 10.8%, 2014: 18.7%, 2015: 32.7%, 2016: 32.1%, 2017: 34.7%

Based on data from a 2019 Texas Higher Education Coordinating Board study
Texarkana College ranked ninth among all 50 Texas community colleges in full-time student 4-year completion rates for 2018.

- **39.2%** completion rate for Texarkana College
- **30.3%** completion rate for All Texas community colleges

In 2013, TC was at 13.1% and in 2015, TC was ranked 30th at 24.0%
 Texarkana College ranked fourth among all 50 Texas community colleges in full-time student 6-year completion rates for 2018. 

46.3% completion rate
Texarkana College

36.9% completion rate
All Texas community colleges

In 2013, TC 28.6% and in 2015, TC ranked 50th at 20.6%
It takes students an average of 3.4 years to graduate from TC, compared to the state average of 4.1 years.

- **3.4 years** average time to associate degree
- **72** average SCH to associate degree
- **89.4%** certification and licensure pass rate (2017)
At 45.8%, TC has the highest 3-year completion rate among Texas community colleges, compared to the state average of 22.8%.
Achieving the Dream
Community Colleges Count
2018
LEAH MEYER AUSTIN AWARD
SPONSORED BY THE KRESGE FOUNDATION
TEXARKANA COLLEGE

The Leah Meyer Austin Award is Achieving the Dream’s highest honor and recognizes institutions that have demonstrated outstanding progress in designing student-focused culture and aligning institutional strategies to promote student success.

Leah Meyer Austin Award. The college is recognized for significant innovations that have resulted in critical progress including increasing the graduation rate for first-time, full-time students by 21 percentage points from 10% to 31% and an 18 percentage point increase in the graduation rate for Black students from 4% to 22% during the same time period.

Texarkana College is the winner of the 2018 Leah Meyer Austin Award. The college is recognized for significant innovations that have resulted in critical progress including increasing the graduation rate for first-time, full-time students by 21 percentage points from 10% to 31% and an 18 percentage point increase in the graduation rate for Black students from 4% to 22% during the same time period.

Texarkana College earns highest national honor
TC is one of only two community colleges to receive the award

“This is a big win for TC faculty and staff. It really shows the results of hard work when the classroom door is shut. It shows we are on the right track.”
—James Henry Russell, Texarkana College president

By Jennifer Middleton Texarkana Gazette
Texarkana College received one of the top community college awards in the nation. The college received the Achieving the Dream Leah Meyer Austin Award, the highest honor awarded to community colleges to recognize outstanding transformational change leading to student success and completion.

The ceremony was held on the first day of the annual Achieving the Dream conference, which will last for three days. This year’s award is sponsored by the Kresge Foundation and is accompanied by a $125,000 prize. Oklahoma College is the other award recipient.
TC’s graduation rates are highest in Texas

College’s three-year completion rate more than double state average, report shows

By Jennifer Middleton
Texarkana Gazette

Texarkana College has been ranked as the No. 1 community college in the state for students’ three-year graduation rates, according to the Texas Higher Education Coordinating Board.

The report, released last week, shows that TC has a completion rate of 45.8 percent for the group, or cohort, of students which began as first-time students in 2015. The state average for students’ three-year graduation rates from community colleges is 22.8 percent.

TC’s administrators attribute the high ranking to the college’s culture of expecting student success and several programs they have put in place to support students in their academic careers.

“Several things attribute to it,” Dr. 

See TC on Page 2A

TEXARKANA COLLEGE