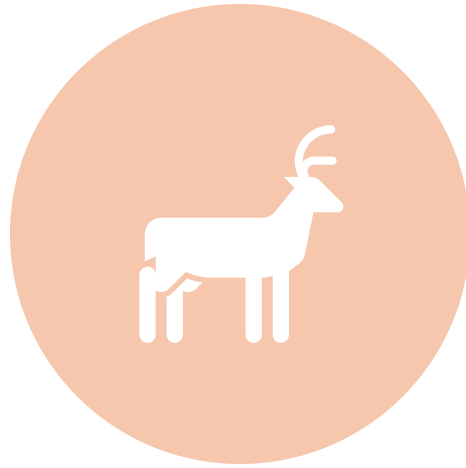


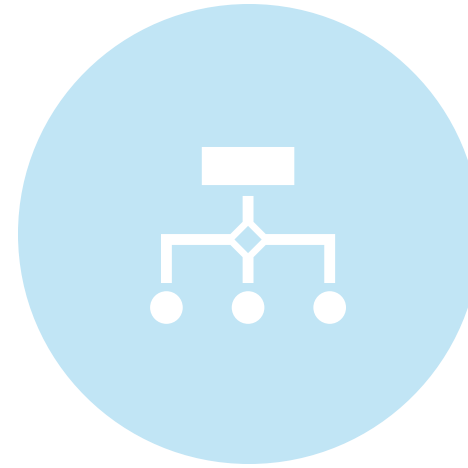
Implementation Matters: Supporting Institutions to Advance State Reforms

SHEEO Policy Conference | August 12, 2025

The Two Things I Learned in Grad School



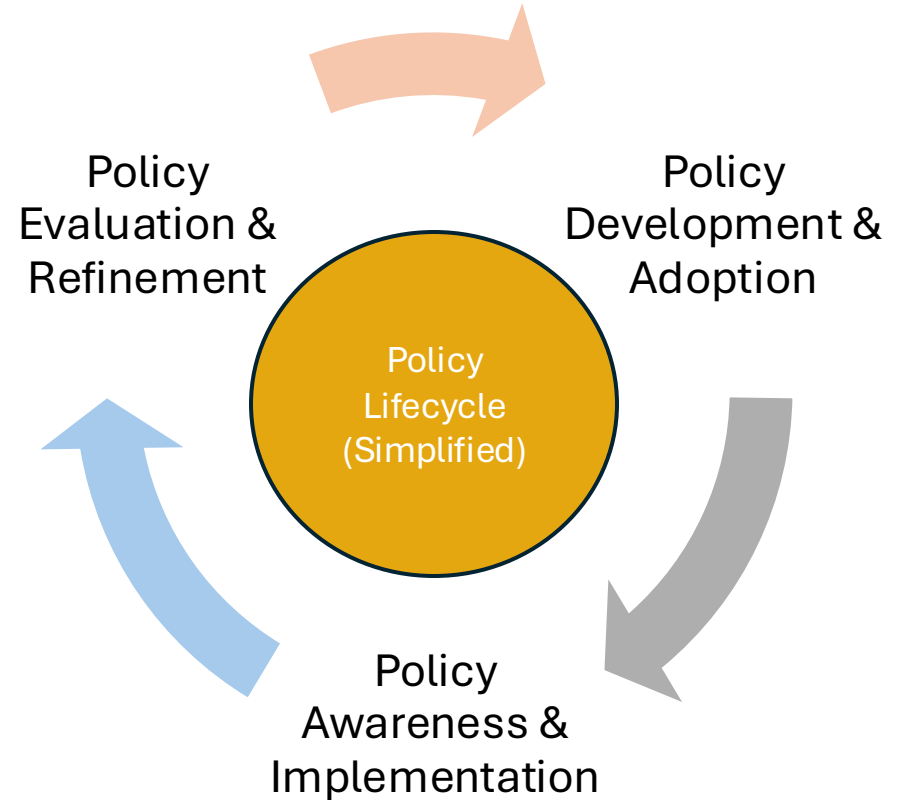
1. TO “BUCK UP
BUCKAROO”



2. IMPLEMENTATION
MATTERS!!

Why Does Implementation Matter?

- Policy adoption \neq policy success.
- Policy should be viewed as a lifecycle.
- **Implementation is a critical step** in that lifecycle and influences the effectiveness of the policy.
- **Implementation also fosters understanding and can inform refinement of policies** when unintended consequences or advancement in practice requires advancement in policy.



Supporting Strong Implementation

- Varying capacity of institutions can limit effective implementation and exacerbate inequities across institutions and/or students
- Implementation can be supported through:
 - Awareness and understanding
 - Data and analytical support
 - Cross-peer sharing/elevating of best practices
- Implementation is everyone's business - effective implementation requires coordination and collaboration among various actors, including government agencies, institutions and other stakeholders.

OACC & TACC Leading the Way



Laura Rittner
Vice President of Operations
& Student Success
Ohio Association of
Community Colleges



Elizabeth Chivers
Senior Director, Strategy &
Policy Analysis
Texas Association of
Community Colleges



Implementation Matters: Supporting Institutions to Advance State Reforms

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Ohio Association of Community Colleges

OACC and the Success Center advocate on behalf of Ohio's 22 community colleges. Member support includes affinity groups for senior leaders:

- Presidents
- Academic Officers
- Fiscal Officers
- Institutional Research Officers
- Student Affairs Officers
- Workforce Directors
- Board of Trustee Members



Guiding Principles of the Community College Funding Consultation



Hold true to the mission and priorities of community colleges of access, completion, quality and workforce development



Incentivize institutions to adopt evidence-based practices to help them succeed



Align with state priorities and initiatives

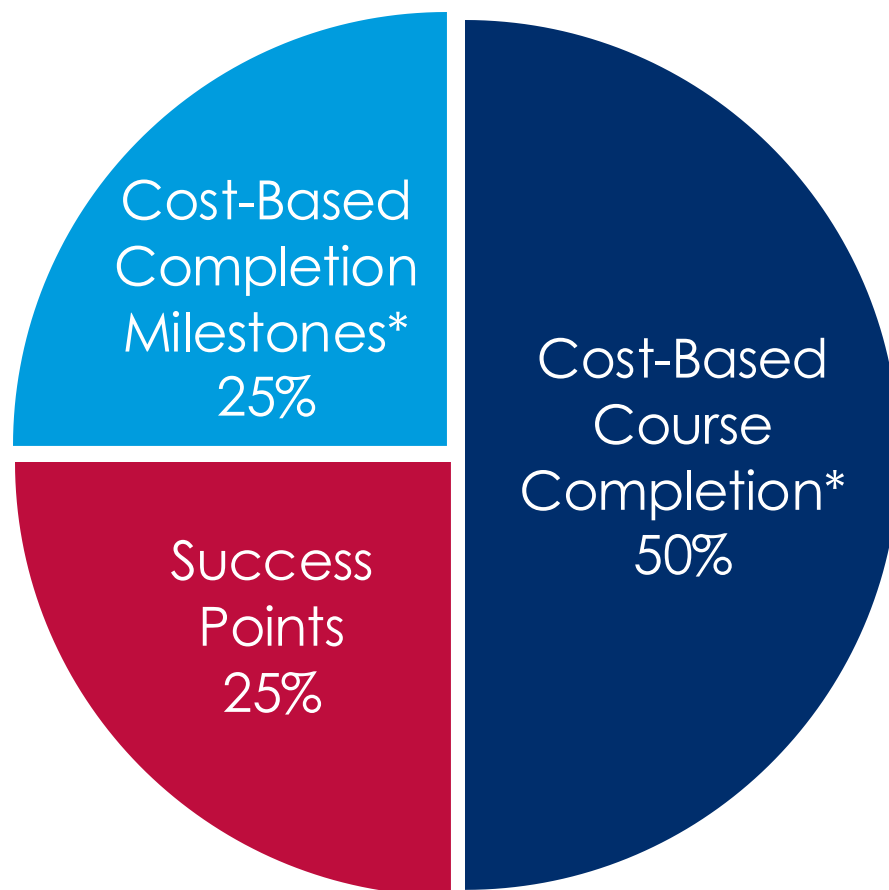


Be simple to understand and communicate



Develop model that is sustainable, consistent and reliable

FY 2025 SSI Framework Summary



Note: All data averaged over three years

* Access Category Weights Applied

ADULT – Over 25 at time of first enrollment at that college

LOW-INCOME – Pell Eligible ever in college career

MINORITY – African American, Hispanic, Native American

ACADEMICALLY UNDERPREPARED – Based on state remediation free standards in math

OACC Performance-Funding Data Dashboard

SSI Shares and \$ per FTE
Course Completions
Course Completions - Model Cost
Success Points
Completion Milestones
Completion Milestones - Model Cost
Enrollment Trends

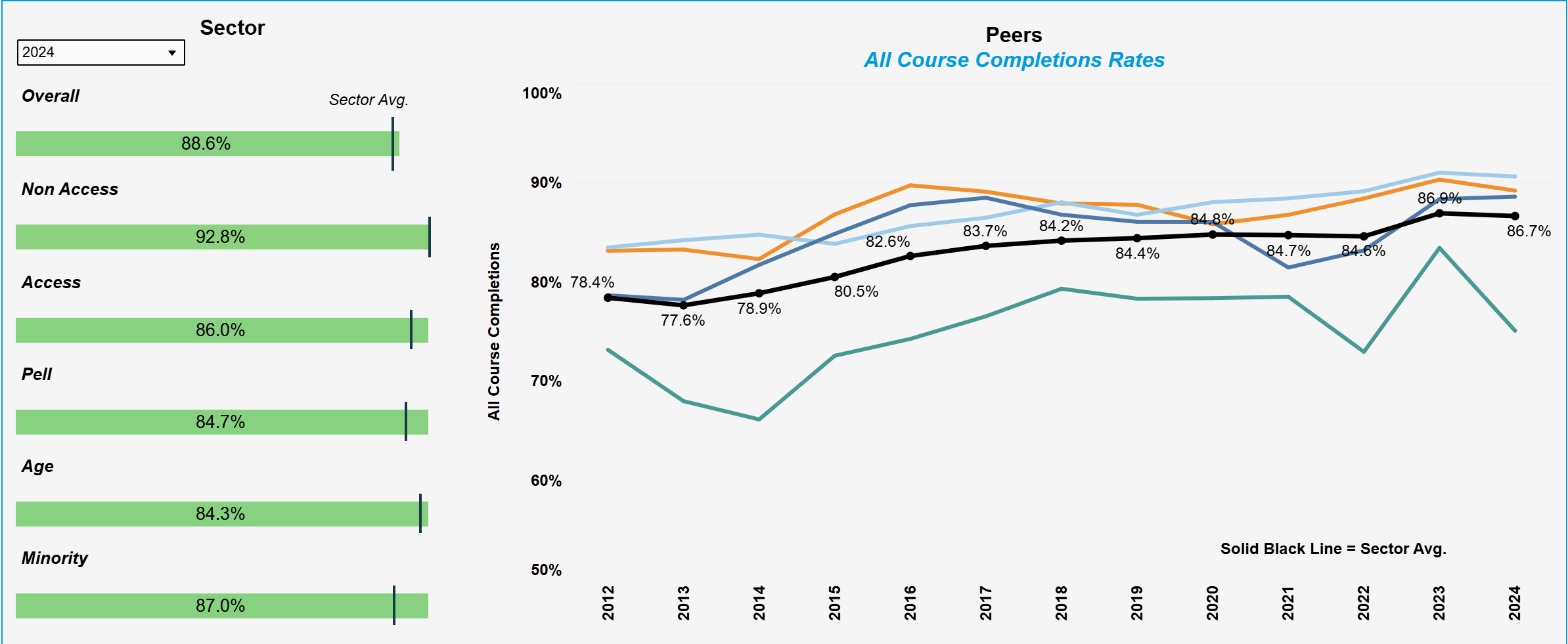
SSI Dashboard: Overview

2025 SSI Overview

Share of Enrollment		Course Completions			Course Completions Access		Success Points		Completion Milestones		Completion Milestones Access		Total Funding	
Share Eligible FTE	Share Access FTE	\$ per FTE	Share of Fund	\$ per FTE	Share of Fund	\$ per FTE	Share of Fund	\$ per FTE	Share of Fund	\$ per FTE	Share of Fund	\$ per FTE	Share of Fund	
0.6%	0.7%	\$2,898	0.7%	\$443	0.7%	\$1,521	0.6%	\$1,158	0.7%	\$783	0.7%	\$6,431	0.7%	
2.0%	2.0%	\$2,808	2.0%	\$436	2.2%	\$1,800	2.4%	\$1,209	2.4%	\$963	2.5%	\$6,745	2.2%	
6.1%	6.4%	\$2,920	6.5%	\$424	6.7%	\$1,466	5.9%	\$938	5.7%	\$852	7.1%	\$6,211	6.3%	
3.3%	3.5%	\$2,541	3.0%	\$372	3.2%	\$1,568	3.4%	\$1,032	3.4%	\$843	3.9%	\$6,001	3.3%	
17.6%	18.3%	\$2,501	16.0%	\$363	16.5%	\$1,465	17.1%	\$835	14.7%	\$659	15.7%	\$5,501	16.1%	
11.7%	12.9%	\$2,687	11.4%	\$394	12.6%	\$1,446	11.2%	\$1,153	13.5%	\$873	14.6%	\$6,210	12.0%	
2.7%	1.8%	\$2,749	2.7%	\$410	1.8%	\$1,869	3.3%	\$971	2.6%	\$815	1.9%	\$6,131	2.7%	
2.3%	2.3%	\$2,484	2.1%	\$374	2.1%	\$1,484	2.3%	\$984	2.3%	\$739	2.2%	\$5,669	2.2%	
3.5%	3.6%	\$2,572	3.3%	\$379	3.3%	\$1,444	3.4%	\$1,195	4.2%	\$882	4.1%	\$6,049	3.5%	
6.0%	5.9%	\$2,751	6.0%	\$407	6.0%	\$1,406	5.6%	\$1,104	6.7%	\$851	6.5%	\$6,071	6.1%	
1.7%	1.5%	\$2,989	1.9%	\$441	1.6%	\$1,504	1.7%	\$1,069	1.8%	\$812	1.5%	\$6,274	1.8%	

SSI Dashboard: Course Completions

Sector and Peer Comparison



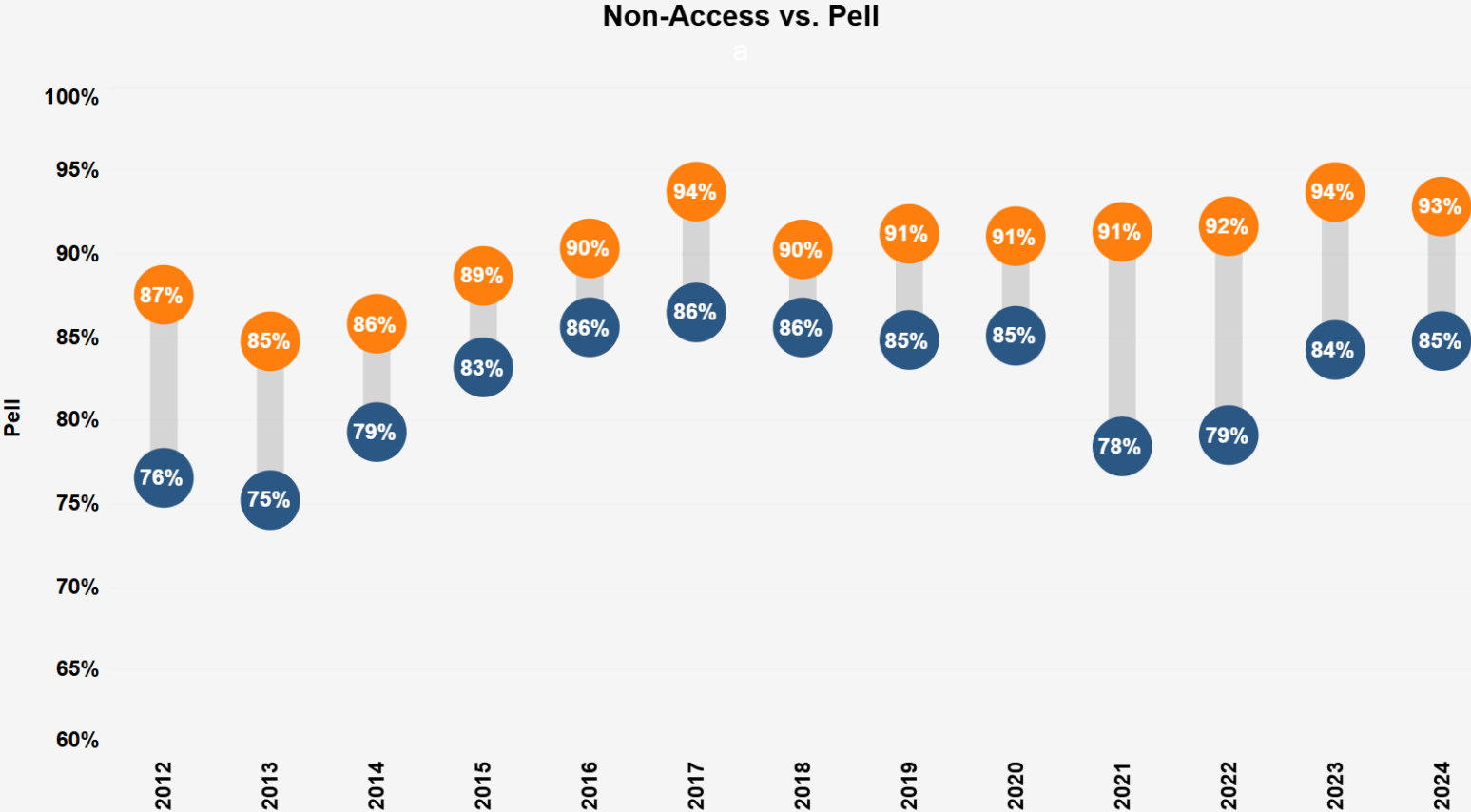
SSI Dashboard: Access Gaps

Access Gaps in Course Completions

Compare your non-access course completion rates with an access group to see the gap in completion rates.

Select Access Type

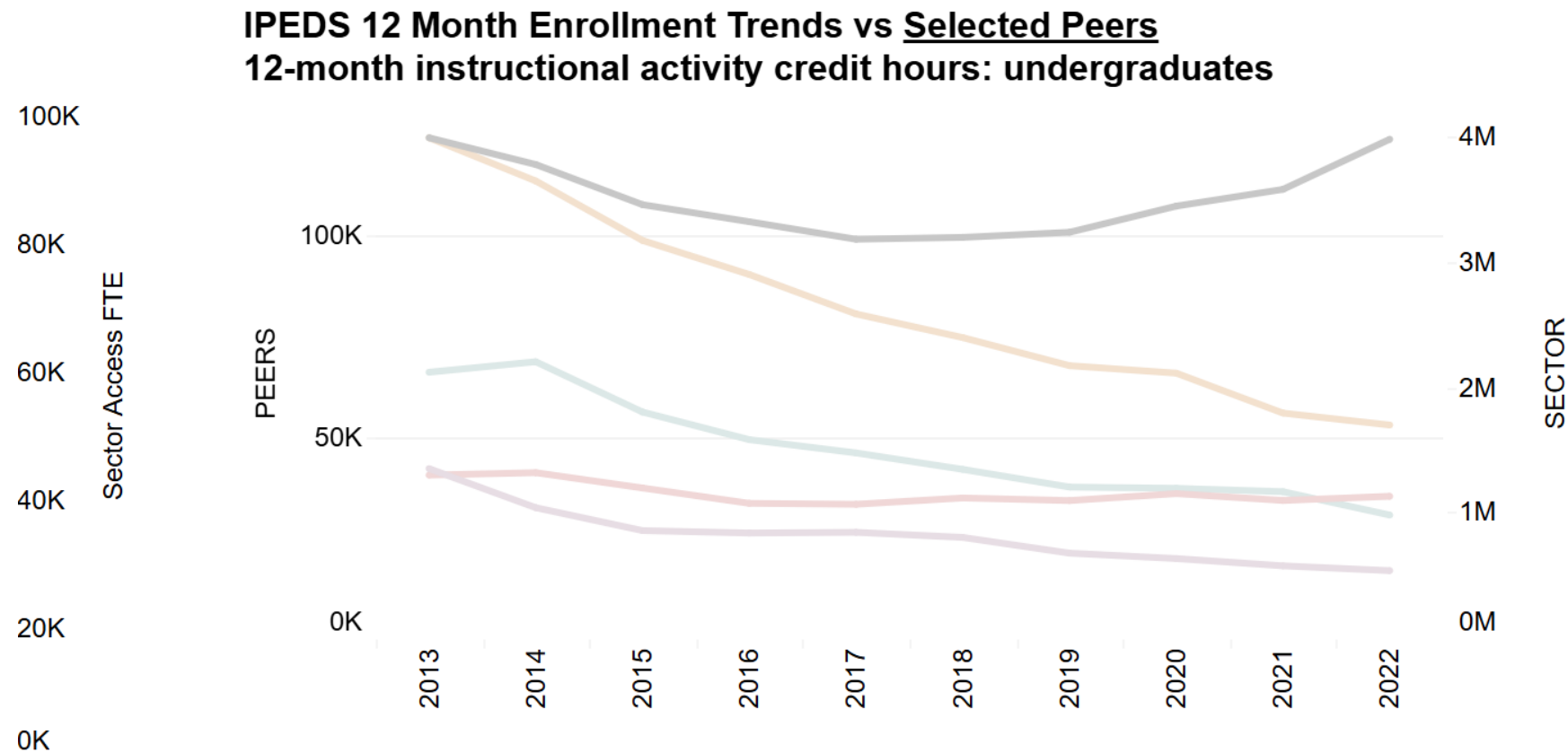
Pell



Access Completion Rate

Non Access Completion Rate

SSI Dashboard: Enrollment Trends



SSI Dashboard: IPEDS Rates

Supplemental Data

IPEDS 8 Year Outcome Rate

How does my 8 year student outcome rates compare to the sector average?

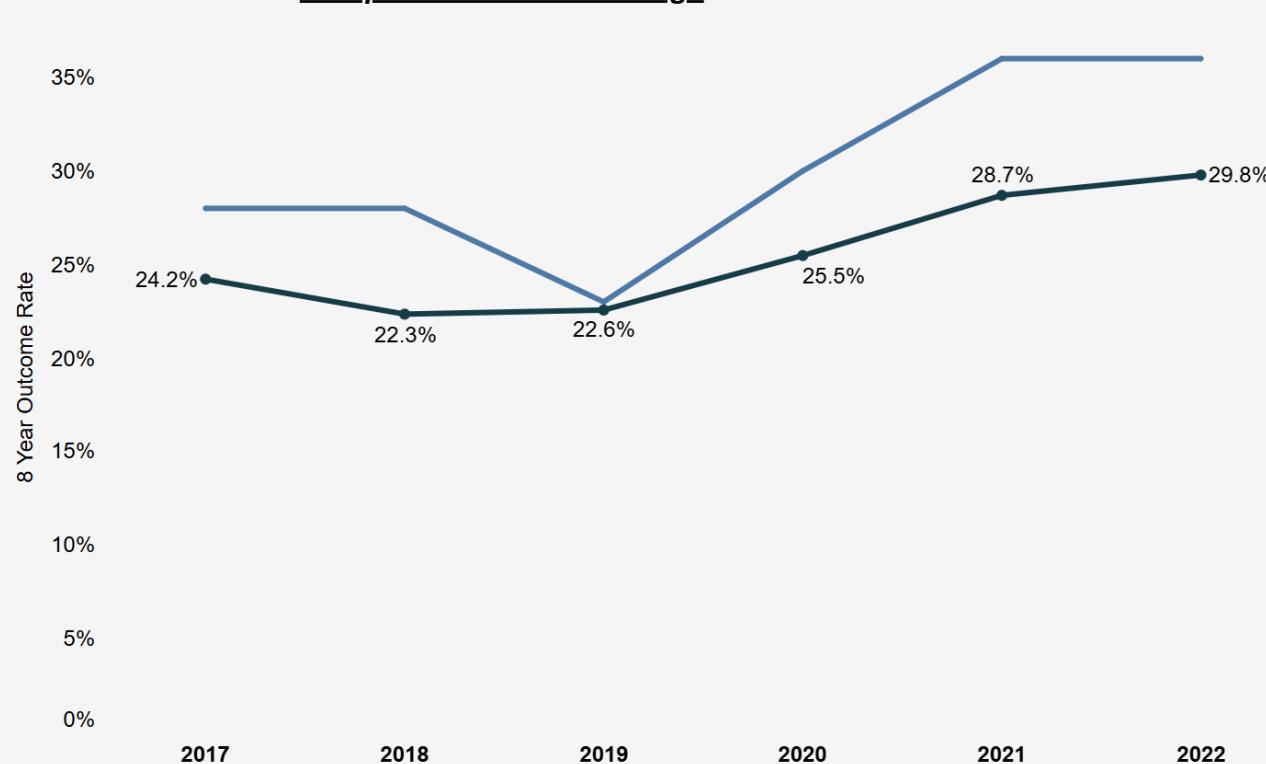
Select the student type filter to see how your 8 year outcome rate (receiving any credential within 8 years of entering) vs. compares to the sector average.

*Supplemental Data from IPEDS, not used in SSI allocation

Student Type

- ☒ First Time Full Time
- ☐ First Time Part Time
- ☐ Not First Time Full Time
- ☐ Not First Time Part Time

First Time Full Time Compared to Sector Average



SSI Changes for FY 2026 & 27

Employment Metric

- Funding Amount: \$100m earmarked annually for employment outcomes for both sectors; \$23.2m in the community college funding model.
- Primary Data Source: Census Post-Secondary Employment Outcomes (PSEO) data on employment and earnings of graduates of Ohio public institutions.
- Outcomes: Employment 1-year post-graduation, by 2-digit CIP code, and the average of earnings 1 year, 5 years, and 10 years post-graduation. Employment and earnings outcomes compared to median earnings of high-school graduates.

Technician-Aligned Associate Degree Bonuses

- Up to \$10m in SSI funding each fiscal year shall be distributed according to a formula devised by the Chancellor.
- Provides funding bonuses of \$10,000 per graduate in technician-aligned associate degrees, as determined by the Governor's Office of Workforce Transformation, that are produced above a historical baseline of institutional production.

Moving Forward

- Provide ongoing professional development for campus leaders
- Incorporate new metrics into OACC's funding model dashboard
- Respond to future legislative charges and policy issues on the horizon
- Monitor data integrity
- Continuous improvement and learning from other states

Please reach out with questions:

Laura Rittner

Vice President, Operations & Student Success

lrittner@ohiocc.org



Advancing Ohio's 23 community colleges through advocacy, policy, and professional development.

@TheOACC • www.ohiocommunitycolleges.org

Implementation Matters: TACC Institutional Supports Advancing State Reform

SHEEO HEPC August 2025



Texas Association of
Community Colleges

Elizabeth Chivers

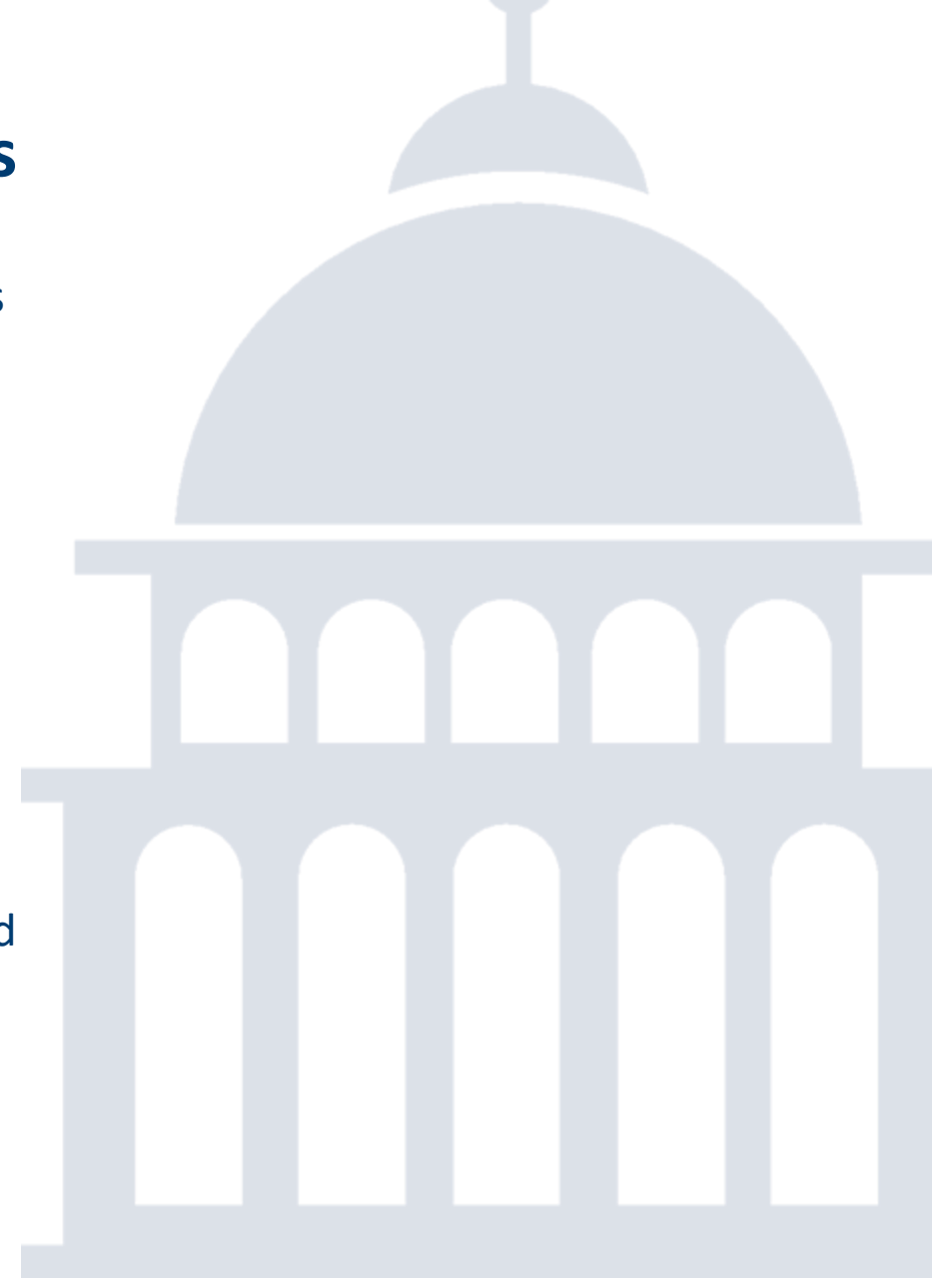
Senior Director, Strategy & Policy Analysis

Texas Association of Community Colleges

TACC represents the 49 public community college districts across Texas, advocating for policies that strengthen **student success, workforce development, and economic growth.**

TACC works to:

- **Advocate for policies** that expand access, funding, and workforce alignment.
- **Support colleges** through resources, technical assistance, and professional development.
- **Foster collaboration** with state agencies, industry leaders, and policymakers.
- **Drive innovation** in student success and education pathways.



OUR REACH



Texas Association of Community Colleges

Primarily focused on advocacy and state legislation; working closely with college presidents & chancellors, business leaders, relevant state agencies, and national organizations.



Texas Success Center

Primarily focused on student success and guided pathways; working closely with college chief academic officers, philanthropic partners, and the Student Success Network.



Community College Association of Texas Trustees

Primarily focused on professional development and informed governance; working closely with college board of trustees and national organizations.



TEXAS COMMUNITY COLLEGE LANDSCAPE

50

TEXAS COMMUNITY COLLEGES

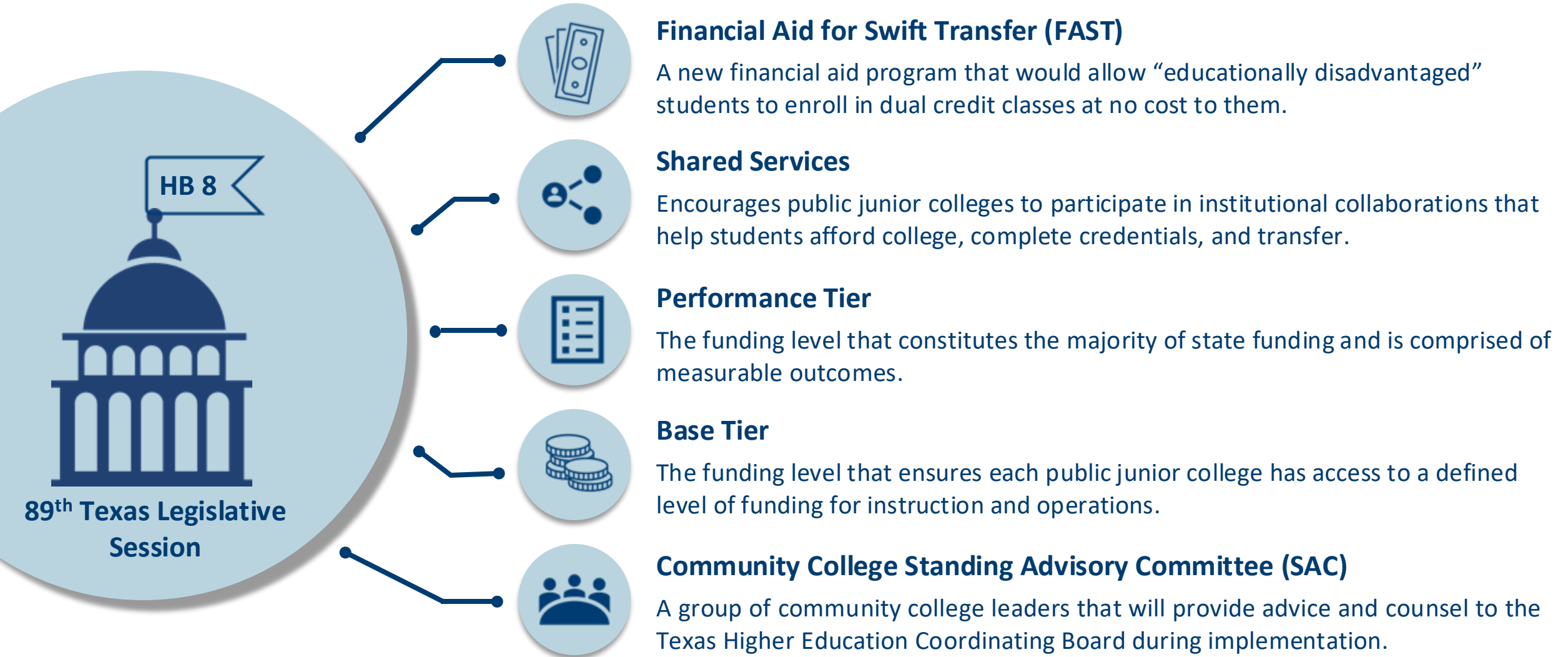
701K

STUDENTS ENROLLED

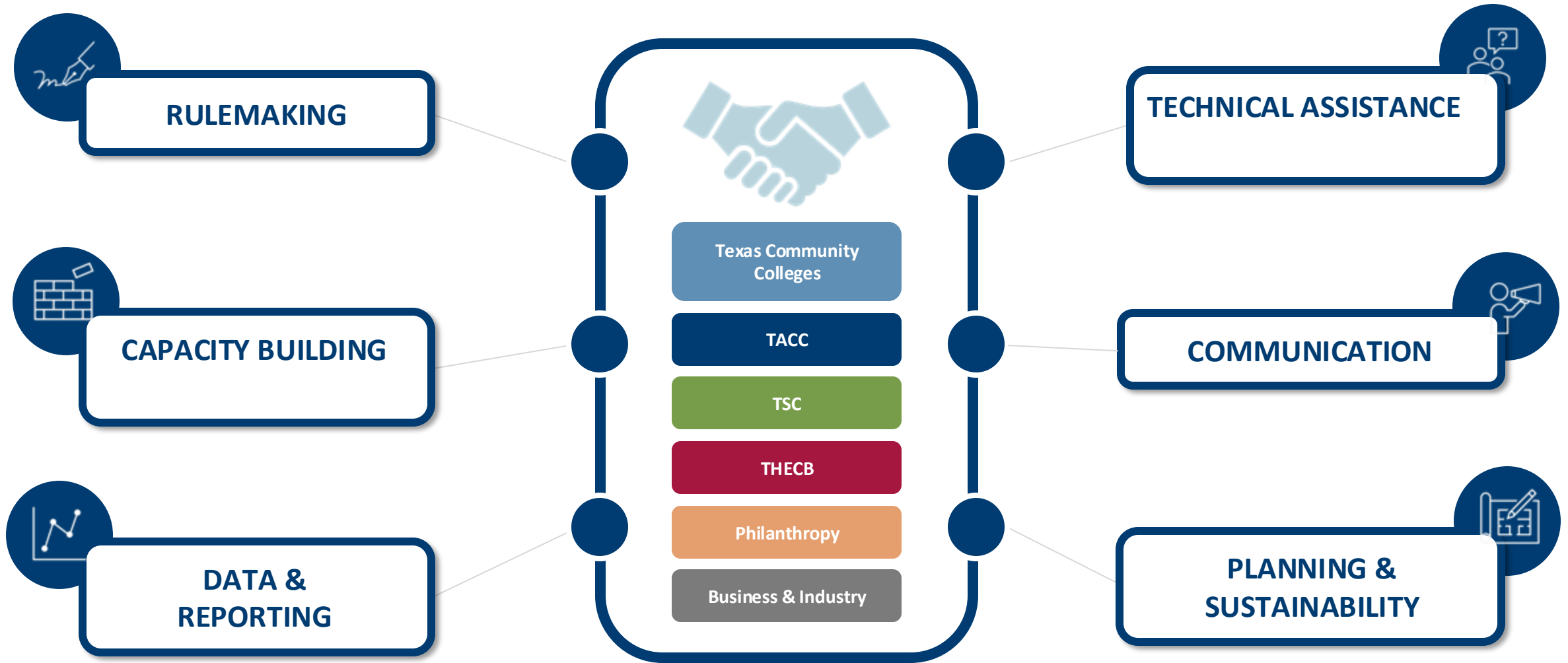
51%

ALL PUBLIC UNDERGRADUATES

Redefined State Funding for Community Colleges



Implementation Support Strategies



TACC State Policy Implementation Support



Support rulemaking and **participate** in Standing Advisory Committee



Partner with Texas Higher Education Coordinating Board **on virtual** Q&A and informational **sessions**



Work with **external partners** on communication campaign and collateral to elevate community college story



Develop and **implement** technical assistance **strategies** to support institutions in partnership with HCM Strategists

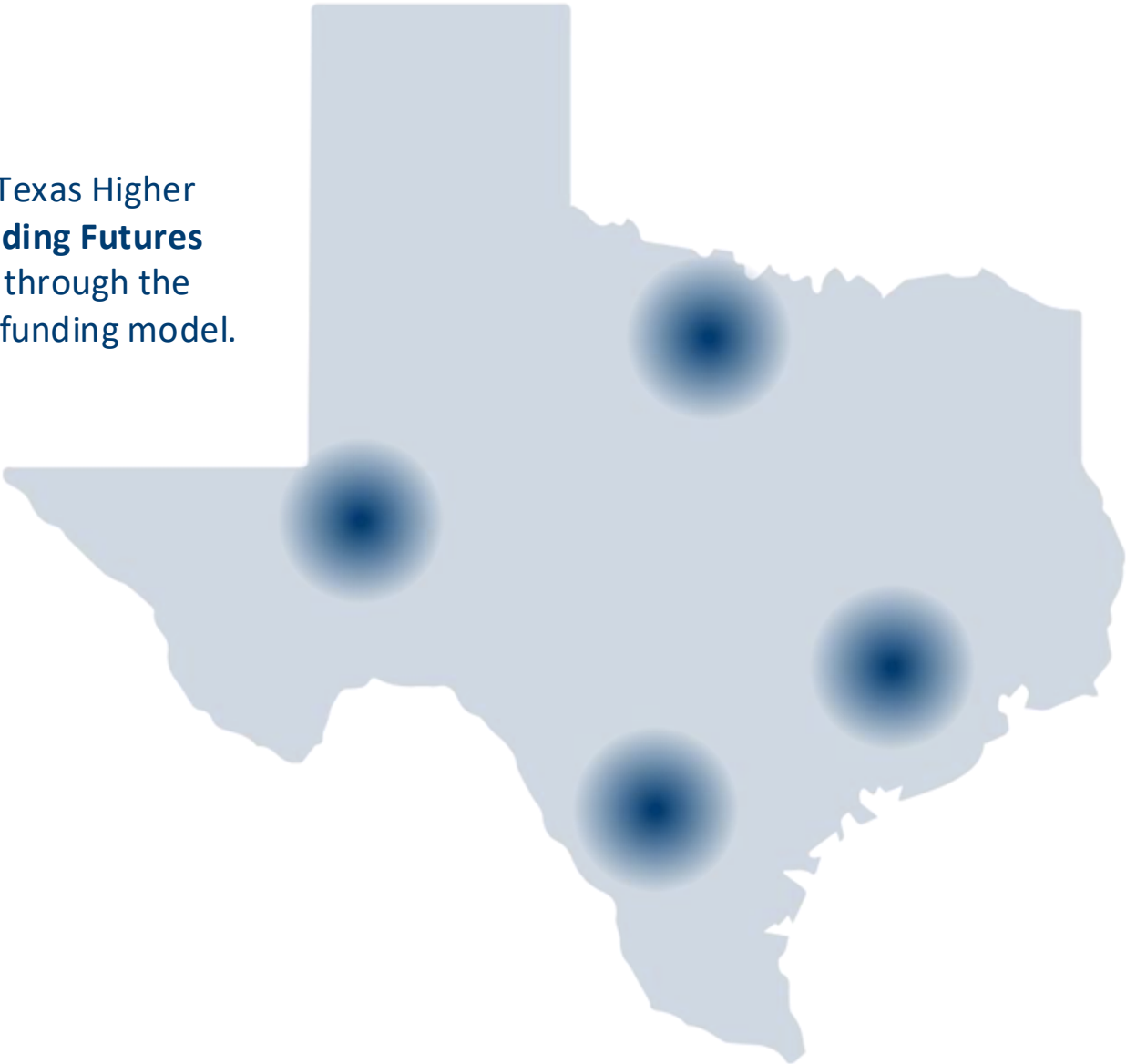
TACC Technical Assistance

TACC traveled across the state, collaborating with the Texas Higher Education Coordinating Board (THECB) to host the **Funding Futures Regional Summits**, guiding community college leaders through the implementation of **House Bill 8** and its transformative funding model.

38 COLLEGES TOTAL
249 TOTAL ATTENDEES

Attendance By Location:

Sept. 30- Oct. 1, 2024 SAN ANTONIO	53
November 6-7, 2024 DALLAS	27
December 5, 2024 ODESSA	101
January 9-10, 2025 HOUSTON	68



FUNDING FUTURES

Community College Finance Regional Summit

TEXAS FUTURE FORWARD: THE REGION'S ECONOMIC & LABOR MARKET

A review of the latest data and analysis of key factors driving the region's economic and labor market growth. The presentation will include an examination of key industry sectors in the region and highlight high demand occupations that will drive future job growth.

TEXAS FUTURE FORWARD: STRENGTHENING THE TALENT INNOVATION ECOSYSTEM

Texas is advancing community college finance reform, empowering colleges to expand their role in building a skilled, credentialed workforce that drives the state's economy. This panel will explore how colleges can better align postsecondary education with employer needs to strengthen talent innovation ecosystems. Panelists will discuss strategies to close talent gaps, foster vital partnerships, achieve student success, and develop a more skilled workforce under the new legislation.

NAVIGATING COLLABORATIVE AGREEMENTS FOR STUDENT SUCCESS

In this session, participants will explore effective practices for building successful partnerships between K-12 and community colleges. Attendees will learn how to navigate cost-sharing agreements, safeguard student information through actionable data-sharing agreements and MOUs, and design programs that set students up for success while increasing state funding. The session will also address how to balance the unique priorities within K-12 and community college funding structures to create innovative, sustainable solutions.

MASTERING COMMUNITY COLLEGE FINANCE: A DEEP DIVE INTO FUNDING & FINANCIAL FORECASTING

This session will provide an overview of community college finance, including the formula funding model, dynamic payments, financial forecasting tools and data visualization. Equipping participants with a deep understanding of how performance metrics and base tier calculations impact institutional funding.

DATA MANAGEMENT & REPORTING: ENSURING ACCURACY & COMPLIANCE

This session will offer clarity on operational definitions such as co-enrollment, dual credit, and transfer credit allocation to ensure effective management and reporting of data to ensure compliance.

DEEP DIVE INTO HIGH-DEMAND FIELDS, WORKFORCE PROGRAMS, AND CREDENTIAL ALIGNMENT

This session will provide an overview of high-demand fields and the importance of credential alignment under the funding model. The session will also delve into credential choices/options based on regional workforce needs and compensation, with a focus on non-degree credentials.

HARNESSING CREDENTIALS OF VALUE FOR COMMUNITY COLLEGE SUCCESS

Explore the transformative potential of the Credential of Value methodology and its premium measure, designed to assess and enhance the alignment of academic credentials with workforce demands. Participants will explore which credentials are included under this framework, how they are defined, and the role they play in determining performance-based funding.

Summit Materials

- Regional Summit Worksheets
- Summit Pre-Reads & Resources
- CCF Performance Tier Logic
- COV Methodology
- Slide Decks



Thank you



For further information, please visit:

Texas Association of Community Colleges
<https://tacc.org/>

Elizabeth Chivers

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512-476-2572 ext. 111