



Strategic Plan Board Workshop

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Major Themes in the Strategic Plan

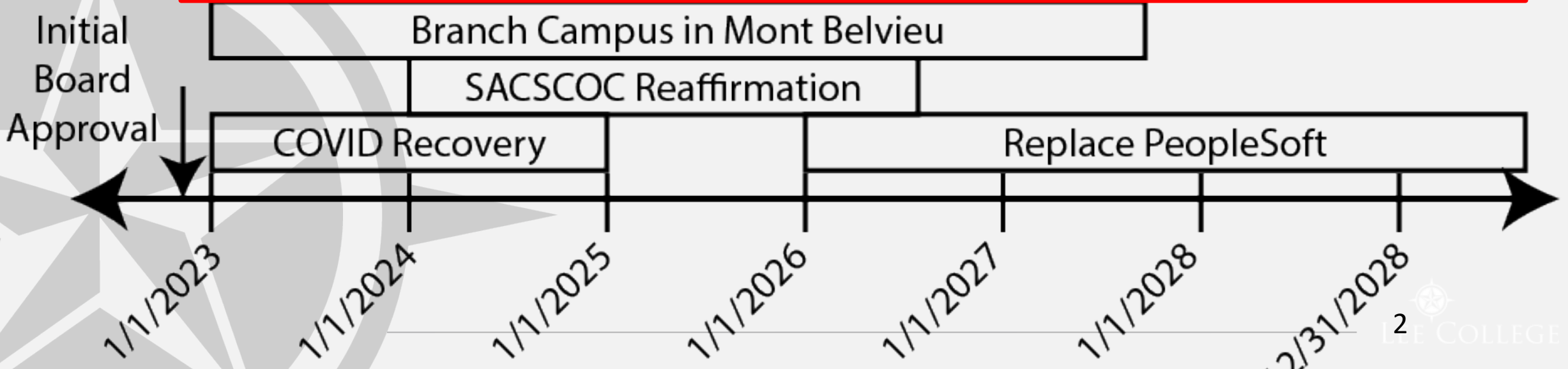
Emphasis on End Goals: Transfer and Employment

New Rules for Prison Education Programs

Anti-DEI Legislation (SB17)

Performance Based Funding (HB8)

Artificial Intelligence





Student Success

Enrollment / Retention / Completion

45% Regular Enrollment Students

40% Dual-Credit Students

15% Prison Education Program Students

Fig 1: Fall Enrollment 2019-2028

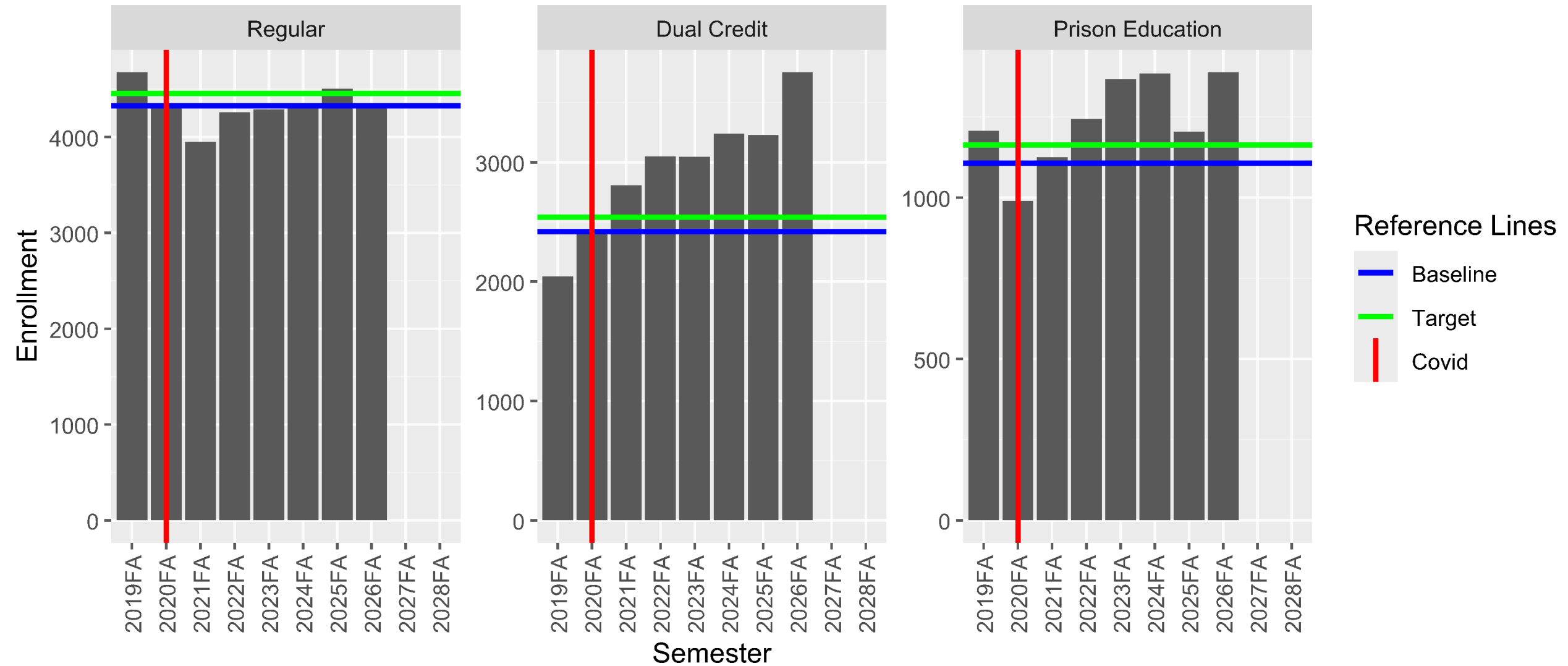
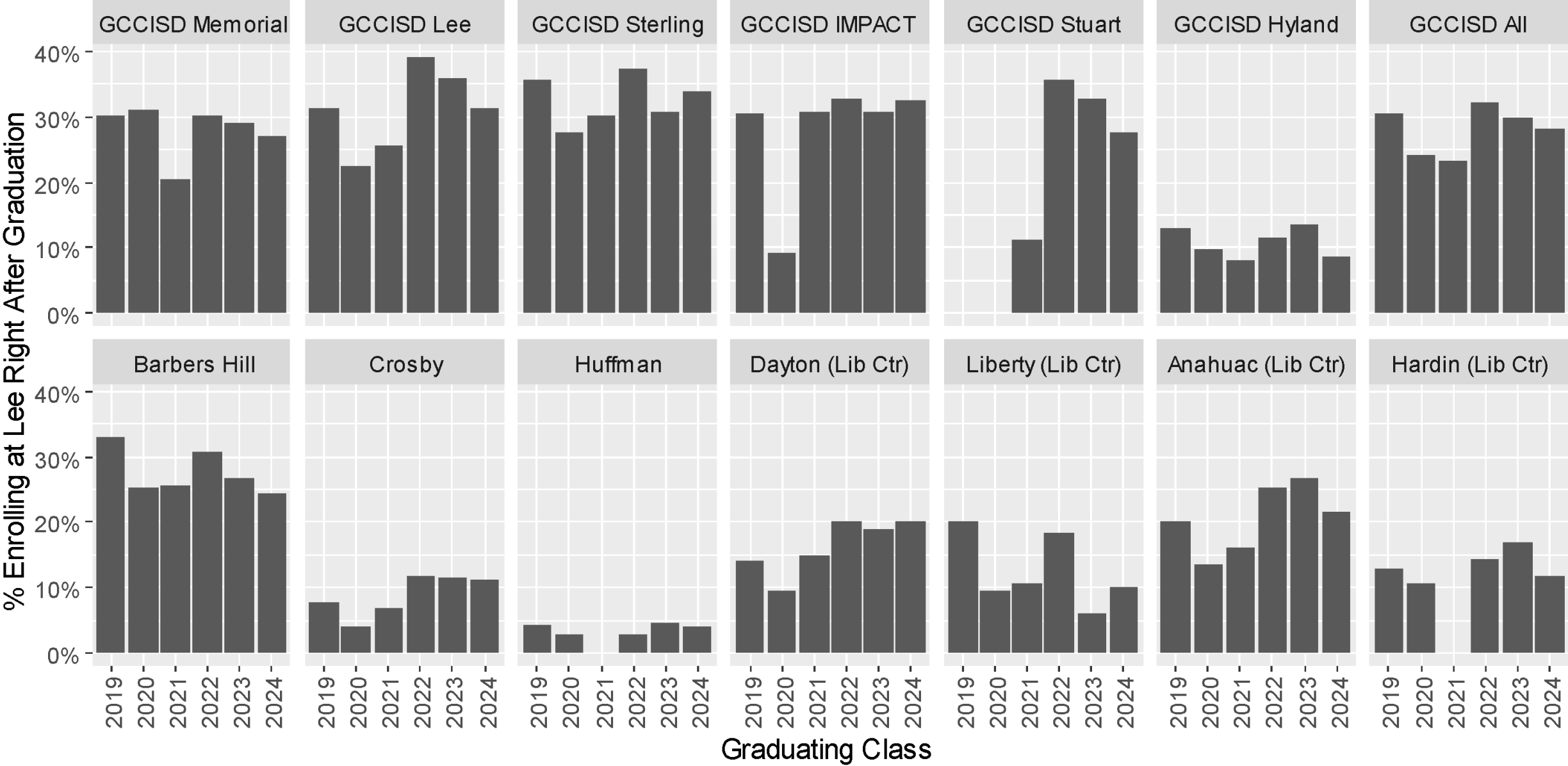


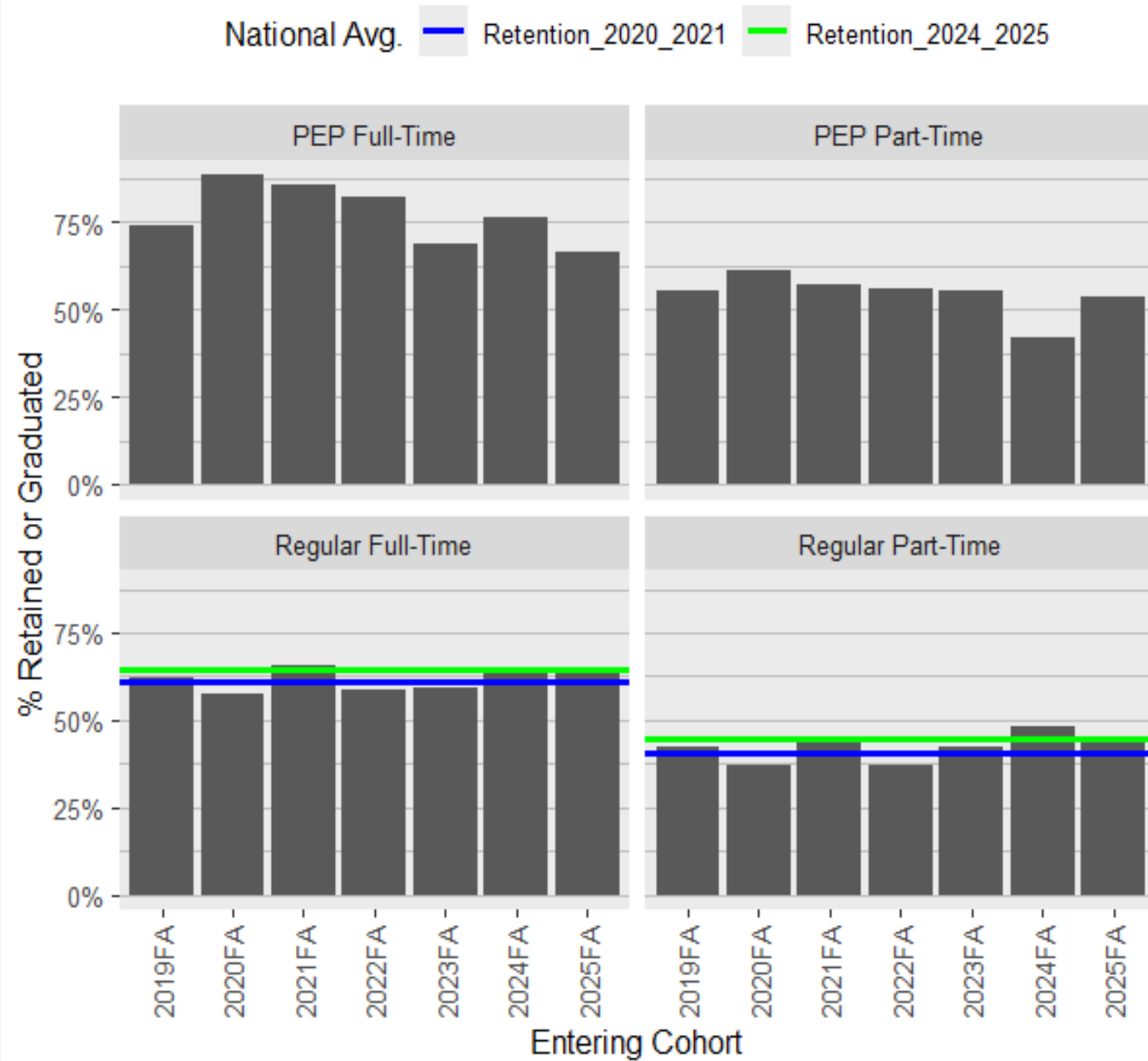
Fig. 2: Percentage of Seniors Attending Lee Right After Graduation



Student Retention

- Student enrolled in college for the first time after high school &
- Student started in the fall (or in the summer and continued into the fall) &
- Student enrolled in the fall the subsequent year or earned a credential prior to the fall of the subsequent year
- (Retention does not apply to dual-credit students)

Fig. 3: Fall-to-Fall Retention/Graduation of Degree/Certificate Seeking Students



Student Completion

- An associate degree requires two years of full-time study.
 - Completion within 150% of normal time is within three years and is used with full-time students.
 - Completion within 200% of normal time is within four years and is used with part-time students.
- Most certificates take one year of full-time study.
 - Completion within 150% of normal time is within eighteen months and is used with full-time students.
 - Completion within 200% of normal time is within two years and is used with part-time students.

Fig. 4: 150% Full-Time & 200% Part-Time Completion Rates

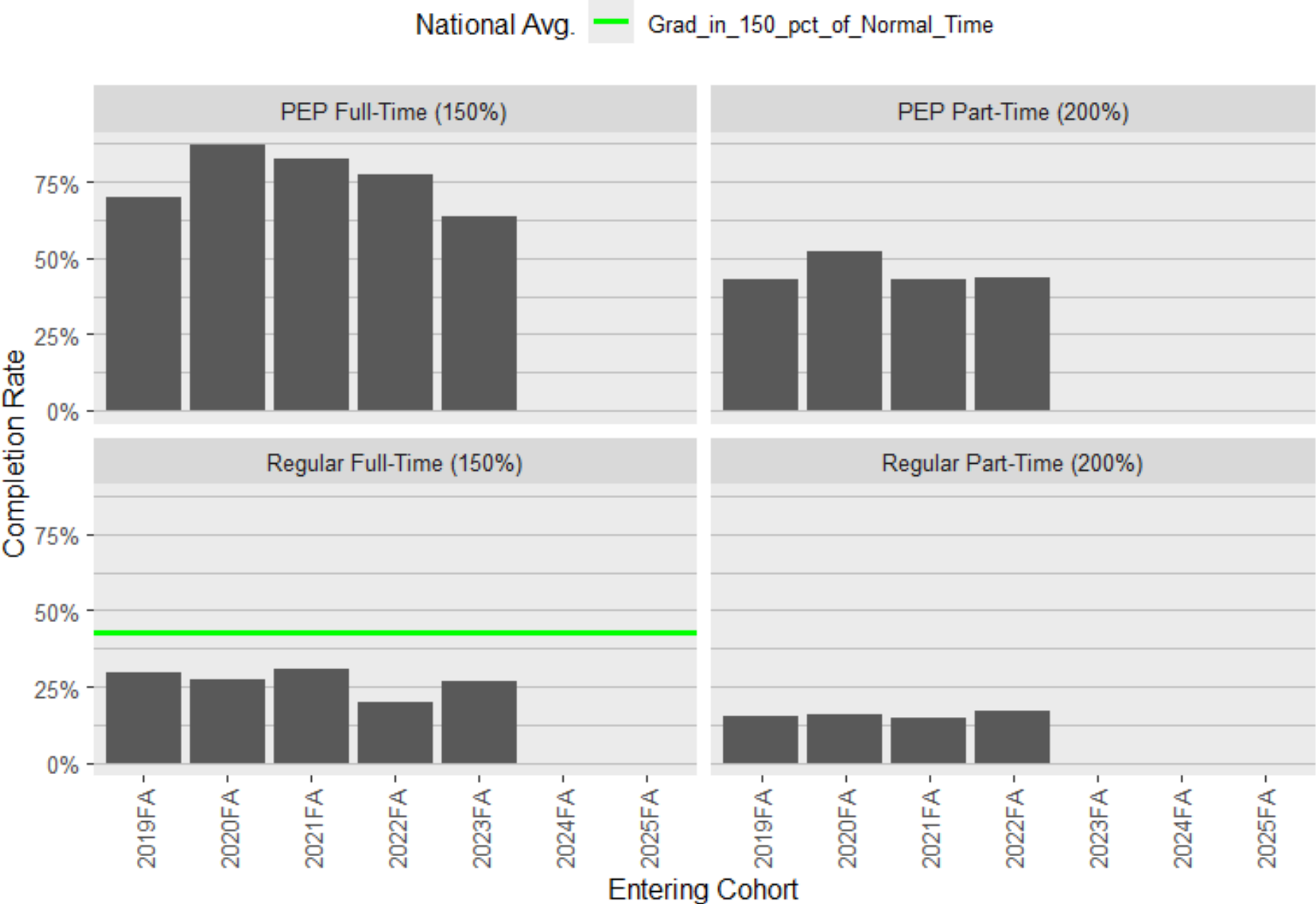


Table 1: Three- and Four-Year Completion Rates

Data are from the Texas Public Higher Education Almanac 2025

College	3-year Completion Rate (Full-time students, Fall 2021 Cohort)	College	4-year Completion Rate (Part-time students, Fall 2020 Cohort)
Alvin	37%	COM	31%
COM	37%	Alvin	29%
SanJac	36%	Brazosport	25%
Lee College*	34% (51% if PEP included)	Galveston	24%
Brazosport	34%	SanJac	24%
Galveston	34%	All Texas CCs	24%
All Texas CCs	31%	HCC	24%
Wharton	30%	Wharton	19%
HCC	23%	Lone Star	19%
Lone Star	22%	Lee College*	18% (32% if PEP included)

***Lee College completion rates exclude students in the Prison Education Program**

End Goals - Transfer

- Some associate degrees have no labor market value; they only have value if the student transfers to a bachelor's degree program:
 - AS Biology
 - AA Psychology
- If a student receives one of these associate degrees, the college receives zero funding unless the student transfers, and then the college receives the same funding as an associate degree that has labor market value.

Table 2: Calculation of the Transfer Rate

Numerator (students who transfer)	Denominator (students who want to transfer)
Students who transfer to a college that offers a four-year degree and is not a community college [LEE]	All FTIC students except prison education program students, students who previously earned credit in high school, and workforce (AAS and CERT) students [LEE]
Students who transfer to a General Academic Teaching Institution (a public 4-year Texas university) or a private 4-year Texas college or university. [THECB]	All First-Time-in-College (FTIC) students (excludes dual credit students and transfer-in students) [THECB]
Students who transfer to any college	All FTIC students except prison education program students and students who earned credit as a dual credit student

Table 3: Three-Year and Six-Year Transfer Rates for Lee College

Source: Lee College Transfer Student Outcomes 2026

Cohort	Denominator	Three-Year Transfer Rate	Six-Year Transfer Rate
Fall 2016	671	23%	34%
Fall 2017	709	23%	33%
Fall 2018	729	23%	33%
Fall 2019	707	20%	33%
Fall 2020	654	21%	TBD
Fall 2021	636	20%	TBD
Fall 2022	831	19%	TBD

Table 4: Six-Year Transfer Rates for Fall 2018 Cohort

Data are from the Texas Public Higher Education Almanac 2025

College	Denominator	Six-Year Transfer Rate
Wharton	1,820	35%
All Texas CCs	109,809	24%
Alvin	724	24%
HCC	5,550	24%
SanJac	5,491	24%
Lone Star	8,958	23%
Galveston	270	19%
COM	641	18%
Lee College	1,171	18%
Brazosport	712	18%

End Goals - Employment

- Community colleges are increasingly responsible for the employment of graduates of workforce programs.
- Federal “Do no harm” framework: College graduates must earn more than workers with a high school diploma (applied at the program level).
- State “ROI” framework: The five-year cumulative earnings of graduates with associate degrees must exceed the cumulative earnings of workers with a high school diploma by enough to pay for the cost of college plus to opportunity cost of attending college instead of working. (Ten years for graduates with bachelor’s degrees.)

Employment Outcomes Support Project

First Cohort of Colleges

- Alamo CC District
- Alvin CC
- Amarillo College
- Austin CC
- Central Texas College
- Cisco Junior College
- Collin County CC District
- Dallas College
- Houston City College
- Kilgore College
- Lamar State College Orange
- Lamar State College Port Arthur
- Lee College
- San Jacinto CC District
- Tarrant County College District
- Temple College
- Texas Southmost College
- Victoria College

Employment Outcomes Support Project Methodology

- The date a student's degree or certificate is awarded is the completion date.
- Students' wages are measured prior to completion and for five years post completion.
- Median salaries are reported.
- Salaries are based on Unemployment Insurance records, so self-employed students are excluded.

Table 5: Median Earnings of Lee College Graduates in the Class of 2020

Program	Pre-Award	Year 1	Year 2	Year 3	Year 4	Year 5
AAS Registered Nursing	\$17,400	\$66,900	\$96,900	\$97,000	\$100,500	\$106,800
AAS Process Technology	\$30,300	\$40,200	\$69,900	\$85,200	\$95,000	\$99,600
AAS Addiction Counseling	\$13,500	\$24,100	\$35,900	\$39,100	\$41,400	\$46,700
CERT Machinist/Millwright	\$75,600	\$71,800	\$81,700	\$93,300	\$105,800	\$121,200
CERT CADD Drafting	\$38,500	\$33,200	\$49,900	\$54,200	\$60,900	\$70,100
CERT Business	\$34,900	\$14,500	\$23,900	\$37,000	\$39,300	\$42,200



Expanding Opportunity

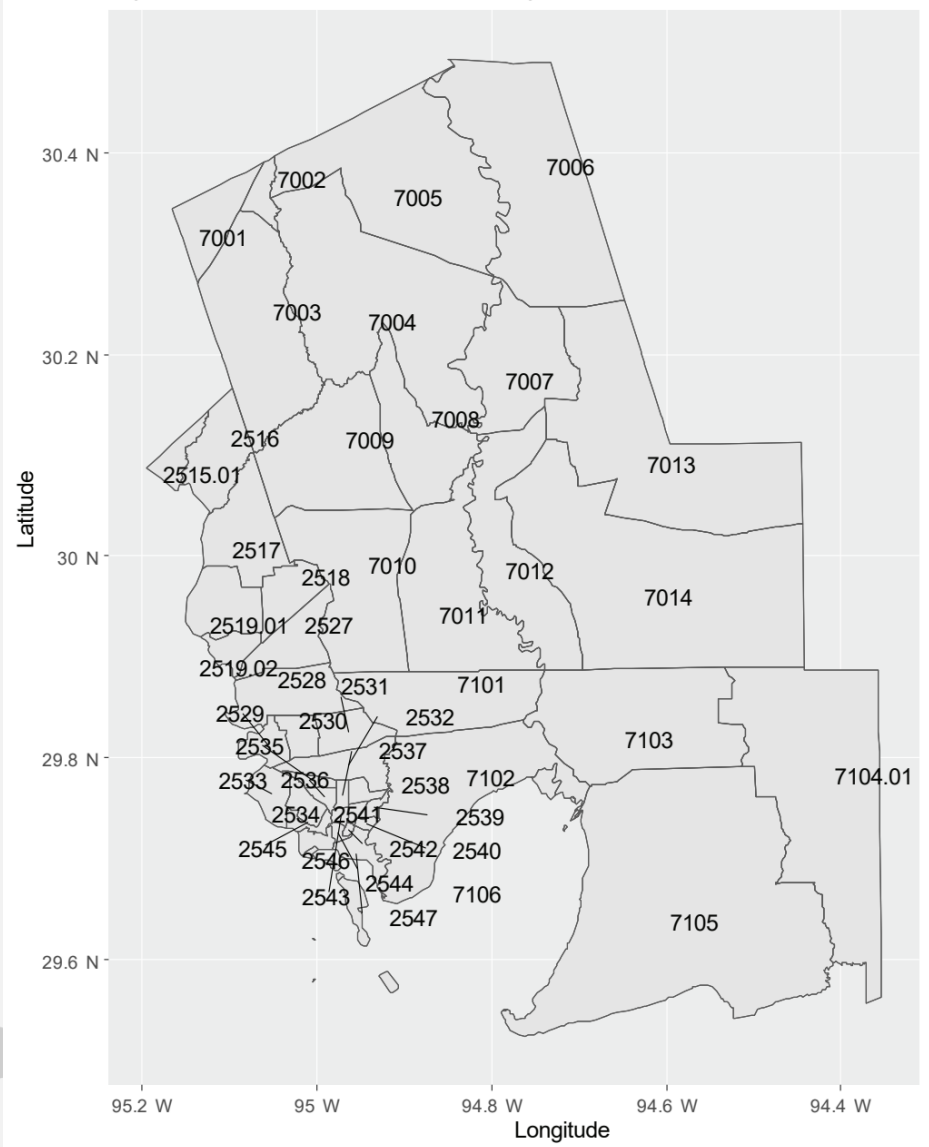
Enrollment / Retention / Completion

We look beyond stereotypes to ensure
that all students have what they need
to be successful.

Economic Hardship Index

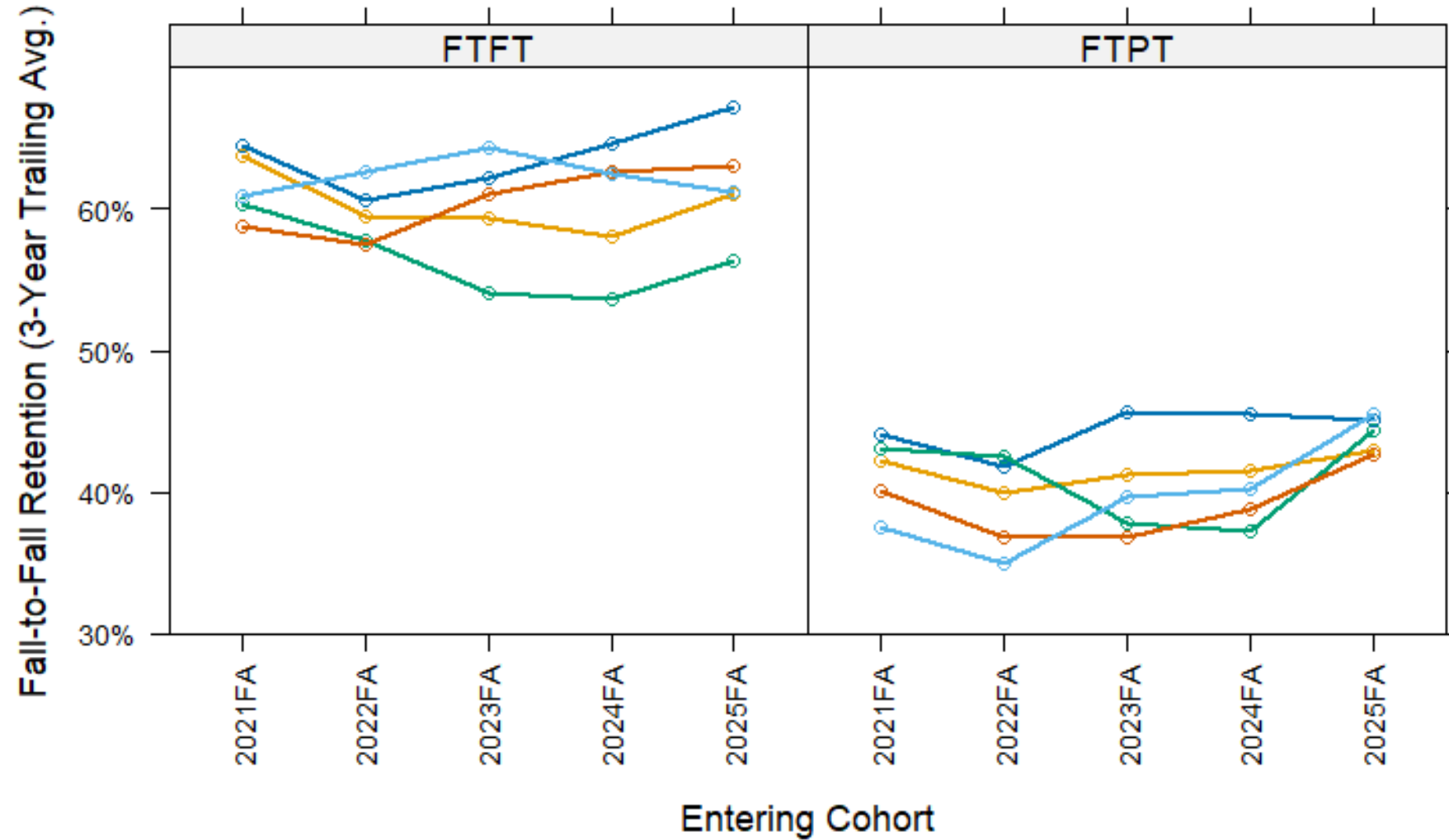
- Poverty
- Per Capita Income
- Educational Attainment
- Employment
- Dependency
- Crowded Housing

Fig. 1: Census Tracts in the Lee College Service Area



Fall-to-Fall Retention of First Time Full Time (FTFT) and First Time Part Time (FTPT) students

Economic Hardship Quintile



Graduation Rate

Within 150% of Normal Time for First Time Full Time (FTFT) Students
Within 200% of Normal Time for First Time Part Time (FTPT) students

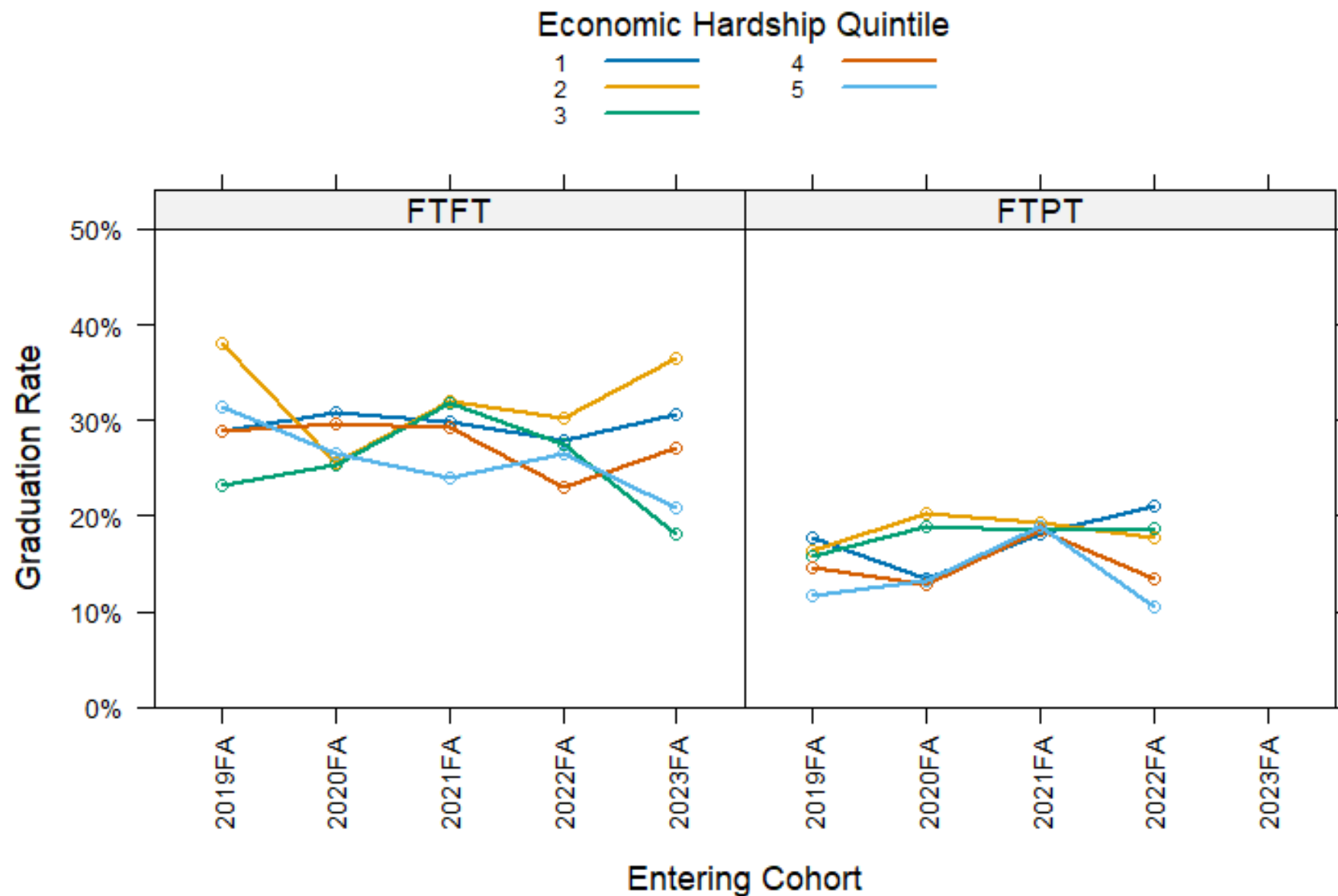
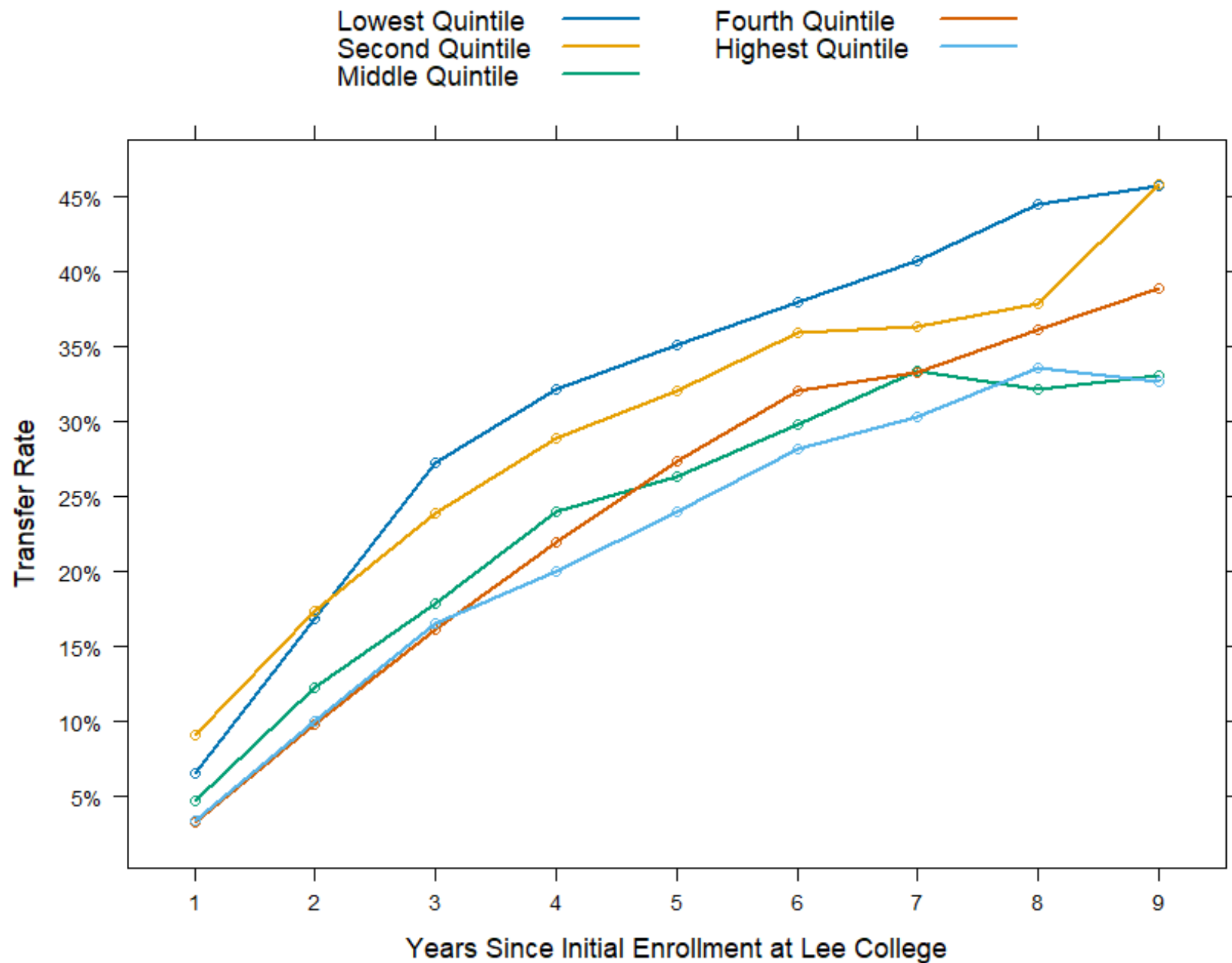


Fig. 8: Transfer Rate vs. Years Since Initial Enrollment
Disaggregated by Economic Hardship Index



Summary

- Enrollment for dual-credit and prison education programs is growing. Enrollment for regular enrollment students is flat.
- Only 50% of high school graduates attend college in the fall after high school graduation. Increasing the college-going rate will require significant effort.
- Retention rates for regular-enrollment students are flat and are comparable to national averages.
- Completion rates for regular-enrollment students are flat and are below national averages.

Summary

- Three-year transfer rates have fallen slightly and six-year transfer rates have been constant.
- Transfer rates are difficult to compare to our peers due to the way it is measured by the THECB.
- Employment outcomes will be available for the first time due to the Employment Outcomes Support Project.
- The Economic Hardship Index will replace demographics (race/ethnicity, gender) when we disaggregate retention, completion, transfer and employment outcomes.
- The Economic Hardship Index appears to be most significant with transfer rates.