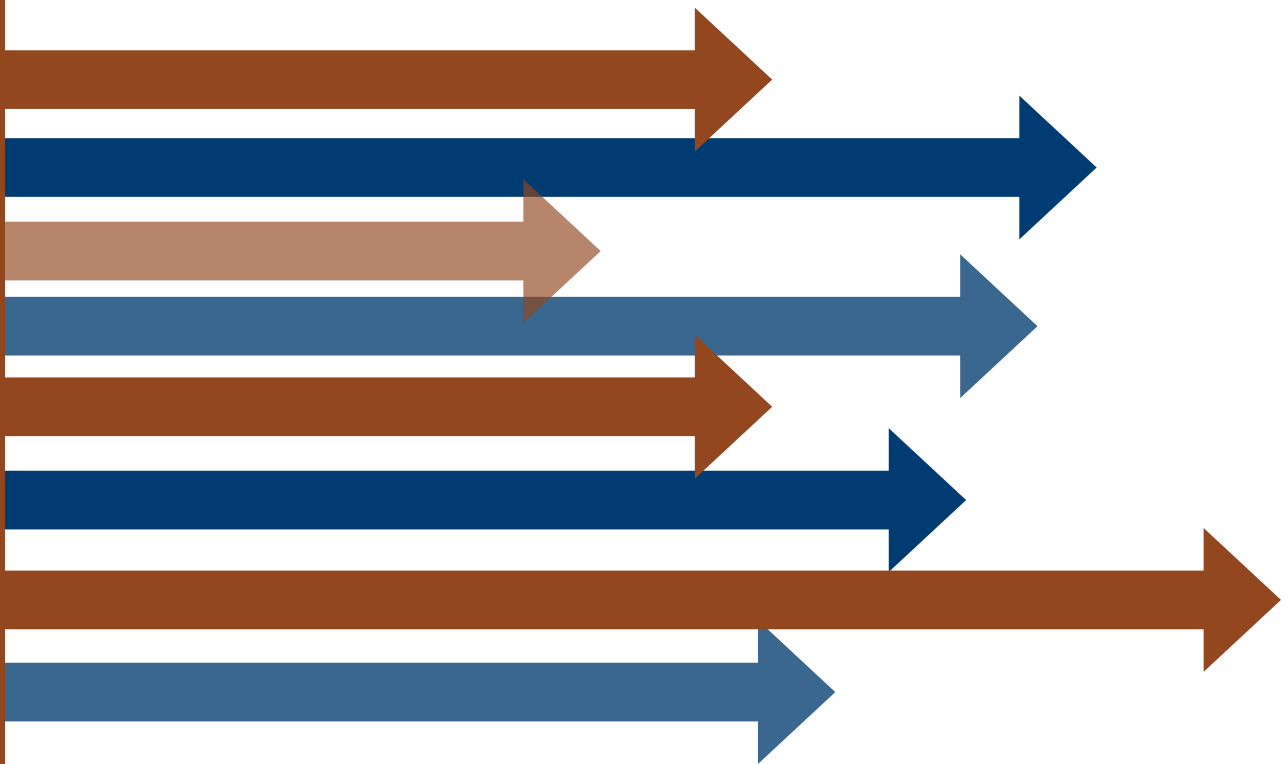




Community College
Association of Texas Trustees

Focus Forward

CCATT Strategic Plan 2024



Developed by the CCATT Board of Directors and Staff

Board of Directors: Bill Greenhill, Chair (Tarrant County College); Carol Scott, Chair Elect (Del Mar College); Jay Barrett, Secretary (Amarillo College); Raymond Lewis, Immediate Past Chair (Galveston College)

- Anette Carlisle, Large College Director-West (Amarillo College)
- Joe Carrington, Medium College Director-East (Kilgore College)
- Armin Cantini, Small College Director-Southeast (Galveston College)
- Nicole Eversmann, Very Large College Director-Central (Austin Community College)
- Robert Glaser, At Large Director-Southeast (Houston Community College)
- Danny Gertson, Medium College Director-Southeast (Wharton County Junior College)
- Karla Metzler, At Large Director-North (North Central Texas College)
- Debbie Barnes-Plyler, At Large Director-North (Grayson College)
- Alton Smith, At Large Director-Southeast (Lone Star College)
- Bonnie Soria Najera, At Large Director-West (El Paso Community College)
- Ronald Walker, At Large Director-South (Victoria College)

CCATT Staff: Manuel Gonzalez, Ph.D., Director of Community College Association of Texas Trustees

TACC Advisor: Jacob Fraire, TACC CEO/President

Facilitators: Alice Dendinger and Betsy Aylin of the Austin Alliance Group



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INTRODUCTION

The Community College Association of Texas Trustees (CCATT) Board of Directors recognized the need to update their Momentum 2021 Strategic Plan that would guide the organization through the next four (4) years, as it deals with an array of issues and opportunities in alignment with the cycle of Texas legislative sessions. A robust strategic plan will increase CCATT’s strength as the collective voice representing the community college trustees of Texas, serving and enhancing the work of the trustees to foster student success and ensure excellence in community college governance.

A series of meetings of the CCATT Board of Directors was held in the summer of 2020 to develop a new strategic plan beginning with two (2) virtual meetings on July 10 and 24, 2020. Prior to the planning sessions, CCATT board members were surveyed to build an understanding what board members saw as critical issues for CCATT at this time, as well as their current strengths and opportunities for the future. The survey results were used throughout the planning sessions.

The Board of Directors along with CCATT staff worked through a virtual, interactive process that began with a discussion of the strengths and issues impacting community colleges, CCATT and the environment in which it serves.

The planning work was concluded following the work of the CCATT committees developing specific objectives, strategies and tactics to implement the new plan.

We believe this CCATT Strategic Plan 2024 provides a clear description of the intent and work of the association to fulfill the positive vision of the future created in this session. Like all strategic plans, this is a living document that will be enlarged and modified as the years go by. It is our hope that the guidance this plan provides, and the work designed to carry it out, will enable CCATT to serve its members and engage with stakeholders in a way that strengthens the role and effectiveness of the governing bodies of community colleges across the state of Texas.

CCATT Chair Carol A. Scott
Del Mar College

CCATT Past Chair Bill Greenhill
Tarrant County College

CCATT Chair-Elect Robert Glaser
Houston Community College



ABOUT CCATT

In 2006, CCATT was established to provide a unified voice of trustees who could interface and influence the Texas State Legislature with a particular focus on legislative issues and state funding for community colleges. Prior to this time, Texas Association of Community Colleges (TACC) had an established group comprised of college presidents, but an organization supporting Texas community college trustees had not been established. The Community College Association of Texas Trustees (CCATT) was founded out of a desire to engage in discussion about how best to promote effective community college governance. The hope was that CCATT would be able to improve the functioning of community college boards to create a more stable and well-informed system of governance, which would generate a positive impact on community colleges across the state.

There was also a need for coordination and communication among boards of trustees and regents across the state that CCATT might address. Recognizing that trustees carry out an important fiduciary responsibility for their institutions, the leadership of CCATT also determined that it was desirable to provide training and information so trustees could effectively perform these responsibilities. Boards of trustees needed information on governance, roles and responsibilities, legislative issues and actions, and various other factors that affect these community college leaders. CCATT was established, in part, to provide that information and support these leaders. It would also serve to communicate to all the stakeholders the value of CCATT and its member boards to the community college system.

In 2008, CCATT was formally organized by filing a Certificate of Formation with the Secretary of State of Texas and adopting bylaws. Funding for CCATT is derived from membership dues transferred from TACC, earned income from various seminars and conferences, grants and sponsorships from a variety of external sources. The CCATT membership of over 400 members is made up of the governing board members of the 50 community colleges of Texas.



CURRENT PLAN ENVIRONMENT

This plan is written in July of 2020 in an unusual time in our world, nation and state as we wrestle with COVID-19 and its impact, including its impact on Texas community colleges. While we are hopeful that dealing with this pandemic is a relatively short-term problem, those with responsibility for policy setting and governing community colleges are charged with navigating this difficult period and with any future significant health, safety and environmental events that might occur in the plan period.

In addition to this short-term but important issue, there are other factors that influenced the trustees' thinking and planning for the future. Perhaps the most substantial issue for community college trustees in their governance role is the short and long-term sustainability of the colleges and the various factors that impact their stability and even viability. How colleges are funded, state and local economic well-being (again potentially impacted by COVID-19) and legislative policy on such factors as alignment of taxing and service boundaries and many other aspects of sustainability were considered in creating this plan.

In addition, there is a sense in which community colleges are facing ever-greater competition on many fronts—from high schools with early college courses, universities, technical schools and the many options increasingly available through on-line learning institutions. Trustees set policy and guide their colleges understanding this competitive environment.

Trustees seek to ensure that the policies they create, their advocacy with State and local governmental agencies and the services CCATT offers to its members enable Texas community colleges to serve all communities and students in a way that is effective and appropriate at this time by being responsive to the ever-changing needs, interests and demographics of the populations being served.

This plan was created in continued recognition that community colleges, while sharing a common purpose and mission, vary in size, location, interests, resources and needs. Out of that variety CCATT, through this plan, seeks to progress down a path for creating a unified voice in its advocacy while also offering a variety of services that take these differences into account.

The question of the best model for delivery of dual credit was considered as was continuing alignment with the 60X30 Texas Plan for higher education has also informed the goals and objectives set in this plan.



CCATT comes into this planning and the plan period with a greater sense of cohesion among its trustee members and a collaborative working relationship with TACC, its sister association. The trustees who developed this strategic plan expressed confidence in the leadership of the organization to enact this plan and to guide their community colleges through this unusual time and into an unknown future. It was recognized that the challenges inherent in this plan period and in the life of community colleges also provide opportunities for even greater trustee leadership of community colleges.

The plan was also created in recognition that to be successful, a broad engagement of CCATT members in advocacy, forums, development offerings and other gatherings is essential. The plan seeks to build on the effective work of the last four (4) years of CCATT as it continues to strengthen its own work structures and processes, services, offerings, and communication to and among its members moving into the critical next four (4) years.



STRATEGIC FRAMEWORK

THE PURPOSE OF CCATT

To be the collective voice representing the community college trustees of Texas.

THE MISSION OF CCATT

As the only elected officials in higher education, we advocate for community colleges, and provide professional development to Texas Trustees, to foster student success and ensure excellence in governance.

CCATT VISION 2024

CCATT is a trusted, recognized source of information for higher education advocacy, and

- *enjoys **robust engagement** of its members and is a premier source of community college **trustee development**;*
- *operates through **effective, collaborative partnerships**;*
- *is a cohesive, **inclusive, high-performing organization**;*
- *has **resources to achieve** its vision and goals; and*
- *the CCATT Board of Directors is committed to **achieving collective results**.*



ENVISIONED FUTURE

CCATT is a trusted, recognized source of information for higher education advocacy.

- CCATT is respected for its focused advocacy, which has resulted in an increase of resources for community colleges from state and local entities.
- The Association has an organized and systematic advocacy program for legislative sessions that has gained respect and appreciation by state legislature so that legislators recognize and solicit CCATT's input on community college issues.
- We serve as a model of excellence in state-wide trustee development and advocacy; trustees are a resource for information and solutions to community college issues by local, state and national entities.
- We engage students to advocate for community colleges.

CCATT enjoys robust engagement of its members and is a premier source of community college trustee development.

- The Association has meaningful engagement of all 400+ members in policy setting and leadership of Texas community colleges, as they solve complex community college issues.
- CCATT supports a cohesive professional development program, webinars, blogs, updates, and a new board orientation that is available to all members.

CCATT operates through effective, collaborative partnerships.

- CCATT is a first-class organization that has established vital partnerships with organizations aligned in the desire to support the goals of Texas community colleges.
- With CCATT, stakeholders work together with a feeling of mutual respect and collaboration to address the many community college challenges.
- We enjoy a united, collaborative relationship with TACC, enabling both organizations to increase their impact on behalf of the State's community colleges.



ENVISIONED FUTURE, Cont'd.

CCATT is a cohesive, inclusive, high-performing organization.

- The staff of the association has increased by two, resulting in cohesive professional development, webinars, blogs, updates, and a new board orientation.
- The CCATT Board of Directors is high functioning and has a significant impact on the long-term viability of the colleges they serve by finding resolutions to the colleges' most pressing issues, including funding and transfer of credits.
- Because of CCATT's programs and support, Texas community colleges have better educated trustees/regents who govern well and serve as an example to other states.

CCATT has resources to achieve its vision and goals

- CCATT is a sustainable association providing value to local organizations, and has attracted new funding from philanthropic organizations
- The Association has an executive director and additional staff to oversee and deliver the programs and services members need and value.
- CCATT has established a well-coordinated communication tool that has built an active trustee/regent network for engagement in advocacy and other programs, enabling trustees and regents to serve as ambassadors for Texas community colleges.

CCATT Board of Directors is committed to achieving collective results.

- The CCATT Board of Directors is a high functioning, cohesive group that has shown leadership in addressing pressing and complex issues faced by Texas community colleges, including the need for an increased funding base and streamlined transfer of credits.
- The CCATT Board of Directors ensures that CCATT has the staff, guidance, support, and other resources required to offer a cohesive, timely professional development program and desired member services.



CCATT'S CORE VALUES

Accountability. *The CCATT Board of Directors is accountable to its members and functions in a transparent manner and seeks to improve community colleges for their students and communities.*

Integrity. *We shall conduct ourselves with the highest ethical standards and personal integrity. We are committed to transparency of communication and information to our members.*

Trust/Respect. *We believe an organization based on a foundation of respect and trust is necessary to function effectively and create collaboration and consensus. We will model a climate of respect and trust by encouraging and supporting open dialogue.*

Partnerships. *We recognize the importance of strong partnerships and are committed to collaborating with organizations which are aligned with our mission and purpose.*

Diversity. *We recognize the unique richness brought to our institutions by the demographic and economic diversity of our students, faculty, staff, and communities. While representing our Trustee membership, we support and advocate for the full implementation of programs, services, policies, and practices that provide respectful and barrier-free opportunities for all those we serve.*

Long-term Perspective. *We understand the dynamic nature of education. We are committed to a long-term view marked by continuous innovation and a search for creative solutions.*

Excellence in Governance. *Serving on a community college board is an opportunity and responsibility to model and encourage excellence in governance to promote the mission of community colleges in Texas.*



KEY RESULT AREAS

CCATT has determined that five (5) Key Result Areas (KRAs) are critical to its success in carrying out its purpose, mission and vision for the future. These KRAs also address all the identified issues discussed above. The order of the KRA listing does not reflect priority, as success in one area impacts other areas, and future success depends on addressing all of these important points of focus.

KEY RESULT AREAS for Success of CCATT:

- ▶ **Key Result Area 1:** Advocacy
- ▶ **Key Result Area 2:** Trustee Engagement
- ▶ **Key Result Area 3:** Trustee Education
- ▶ **Key Result Area 4:** Resource Development & Sustainability
- ▶ **Key Result Area 5:** Organizational Effectiveness



STRATEGIC GOALS AND OBJECTIVES

Key Result Area 1: Advocacy	
Strategic Goal 1.1 Develop a unified policy agenda for 2021 and 2023	Objective 1.1.1 Hold joint TACC/CCATT planning legislative sessions during each biennium
	Objective 1.1.2 Complete Joint Policy Agenda in the summer preceding the Texas Legislative Session
	Objective 1.1.3 Implement the developed joint advocacy plan for State’s biennial legislative session
Strategic Goal 1.2 Implement the developed joint advocacy plan for state’s biennial legislative session	Objective 1.2.1 Communicate legislative priorities to CCATT members
	Objective 1.2.2 Trustees/regents testify at applicable interim hearings and where feasible during the legislative session
	Objective 1.2.3 Trustees/regents directly communicate with legislators & key partners <ul style="list-style-type: none"> • 100% of State Representatives • 100% of State Senators
Strategic Goal 1.3 Prepare Boards to enact the Advocacy Plan	Objective 1.3.1 Conduct 2 or more advocacy workshops per calendar year
	Objective 1.3.2 Enroll 75% of member boards in advocacy workshops
	Objective 1.3.3 Brief all testifying trustees
Strategic Goal 1.4 Expand advocacy by trustees at all levels	Objective 1.4.1 Develop communication strategies and tools to enable trustees to be advocates for local, state, and federal issues
	Objective 1.4.2 Identify one ambassador (board member) for each community college to serve as communication conduit
Strategic Goal 1.5 Advocate for appropriate and sufficient funding and resources to assure both current and long-term sustainability for Texas Community Colleges	Objective 1.5.1 Recognize the current challenges of 2021 and 2023 state budgets, and be flexible in working with the legislature around that, while still advocating for sufficient funding
	Objective 1.5.2 Assess current funding structure and determine appropriate fit
	Objective 1.5.3 Propose new funding structures if needed



KRA 2: Trustee Engagement

Strategic Goal 2.1 Increase engagement of members	Objective 2.1.1	Promote seminars, conferences and events in a timely fashion
	Objective 2.1.2	Recruit and add non-board members to committees
Strategic Goal 2.2 Continually update website as repository for all information	Objective 2.2.1	Ensure continuous updates to be a living resource for all members
	Objective 2.2.2	Provide updated issue and policy statement, news, registration information, resource and other tools for use by the members of the association.
Strategic Goal 2.3 Monitor, evaluate and improve member communication	Objective 2.3.1	Conduct an annual membership survey to evaluate CCATT programs and communications
	Objective 2.3.2	Provide regular updates and information via digital platforms
	Objective 2.3.3	Ensure use of a broad range of communication technologies and approaches for different levels of users
	Objective 2.3.4	Establish a “chairs” council of the 50 board chairs and hold periodic meetings

KRA 3: Trustee Education

Strategic Goal 3.1 Provide relevant professional education programs to trustees/regents	Objective 3.1.1	Continue offering seminars, conferences and other events to educate CCATT members on effective governance and issues of importance to community college trustees across the state and nation.
	Objective 3.1.2	Increase participation in professional development programs
	Objective 3.1.3	Expand alternative formats for professional development, including on-line programs
	Objective 3.1.4	Develop partnerships with external entities for professional development opportunities
	Objective 3.1.5	Develop and offer a “New Elected Trustee/Regent Orientation” program
	Objective 3.1.6	Develop a College Liaisons outreach program



KRA 4: Resource Development and Sustainability

Strategic Goal 4.1 Develop fundraising plan to be implemented and follow by all	Objective 4.1.1 Review plans with Education committee to determine opportunities for sponsorships
	Objective 4.1.2 Establish general fee guidelines for all events
	Objective 4.1.3 Identify and secure event sponsors 12 weeks prior to event
Strategic Goal 4.2 Develop long term plan for educational grants	Objective 4.2.1 Determine long term needs and objectives in cooperation with the Education Committee and the Texas Success Center
	Objective 4.2.2 Cultivate relationships with foundations and possible grant funders resulting in positive response to grant applications.
Strategic Goal 4.3 Create a sustainable and appropriate funding plan	Objective 4.3.1 Develop and monitor CCATT budget aligned with mission and goals that will sustain operations



KRA 5: Organizational Effectiveness

Strategic Goal 5.1 Ensure open and effective Board organization and communication	Objective 5.1.1	Appoint committees within 45 days from annual meeting
	Objective 5.1.2	Improve communication between executive committee and board through regular chair/ED updates.
	Objective 5.1.3	Hold new CCATT Board member orientation with updated board manual
Strategic Goal 5.2 Improve communication with trustee members This should move to trustee engagement	Objective 5.2.1	Create and enact a communication plan that specifies content, audience, method, timing and all other aspects of effective communication with members
	Objective 5.2.2	Conduct regular member survey regarding communication and satisfaction with CCATT outreach and offerings
Strategic Goal 5.3 Executive Committee monitors the success and completion of KRA timelines	Objective 5.4.1	Develop reporting templates, requirements and regular schedule for committees' updates and plan reviews
Strategic Goal 5.4 Ensure continuity of CCATT Board of Directors through succession planning	Objective 5.5.1	Identify target areas for increased participation to ensure geographic, college size and demographic diversity of the board and committees.
	Objective 5.5.2	Recruit members to serve as committee volunteers
Strategic Goal 5.5 Monitor and support relationships between CCATT and TACC	Objective 5.6.1	Enhance communication with TACC leadership
	Objective 5.6.2	Regularly Review MOU's with CCATT board and identify any areas requiring clarification



CONCLUSION

The Community College Association of Texas Trustees has created *Focus Forward CCATT Strategic Plan 2024* building on the excellent work done in the last four (4) years as the association enacted the last strategic plan, Momentum 2021. CCATT is a relatively young organization and can be proud of the strong advocacy and service that it has provided in the past, while continuously seeing to strengthen its offering for the future. This plan is built on a foundation of good leadership and good work from the past as it seeks to navigate what are expected to be numerous short and long-term challenges that will determine the path for community colleges in the future. The plan does not so much chart new directions as build on a well-laid foundation that will carry the organization to the next level of its service to members across the state of Texas.

Based on a deep understanding of the needs of community colleges, their boards of trustees, and the characteristics of the changing environment in which the colleges operate, CCATT has generated this plan envisioning a future in which the association serves as the voice of community college trustees to a variety of stakeholders, including the state legislature and partners effectively with educational, governmental and business partners. This plan focuses on building support and engagement with members through a variety of educational and information forums as it works collaboratively with TACC to ensure effective governance and leadership of community colleges across Texas. We believe the vision and plan we have laid out here is one that will further enhance service to our members as well as strengthen our influence on the issues that matter most to our boards and their colleges.

With a clear sense of direction for our future, we invite our members and stakeholders to become deeply engaged in making this plan a reality. Join us as we seek to ensure the governance of our community colleges has the knowledge, drive, and focus needed to support our colleges as they navigate the rapidly changing educational, financial, demographic, and community environment in which they operate. Our hope is that this plan and the work that results from it will enable all of us together to build a bright future for our community colleges and the success of the students these colleges serve.



What We Hope Members Will Do?

- ▶ **Review the Focus Forward—CCATT Strategic Plan 2024** and give us feedback on it.
- ▶ **Stay in conversation with us** about what you need, what is changing for your college, and how we can best help you be successful.
- ▶ **Get involved** in your area of interest, in the legislative effort and in the many opportunities CCATT is providing.
- ▶ **Tell others** about CCATT, what we are trying to do and encourage them to join

