



The Texas Association of Community Colleges (TACC) was founded in 1924. Its mission states:

**“TACC is a nongovernmental organization that serves public community college districts in Texas. Our primary mission is advocacy to help advance policy development, innovation, and institutional practices in higher education. TACC provides a common voice and focused strategy, builds trustworthy relationships with the Texas Legislature and policymakers, and creates meaningful multisector partnerships on behalf of the Texas community colleges we serve.”**

The members of TACC’s board are the CEOs of Texas community college districts, holding the title of President or Chancellor. Forty-eight of the state’s 50 districts are members of the association.

Under the TACC umbrella are three primary components: the advocacy team, which advocates for resources and policies to serve Texans through our community colleges; the Texas Success Center (TSC), which designs and delivers programs to assist the colleges’ efforts to enhance student success; and the Community College Association of Texas Trustees (CCATT), which offers training and support services to the 403 elected trustees of community college districts.



**The opportunity:** TACC seeks a leader with the vision, energy, and shared values to build on the association’s mission and leverage its strengths. Community colleges are poised to promote substantial gains for their sector in the upcoming 88th session of the Texas Legislature. The new President will be able to join TACC’s members in working with the Legislature at this crucial time.

As a result of the 87th session, the Commission on Community College Finance was created and charged with making recommendations to establish a state funding formula and funding levels sufficient for sustaining viable community college education and training offerings throughout the state. Community colleges are represented on the 12-member Commission, including four CEOs, a faculty member, and a trustee. The Commission will be reporting its recommendations in September, and TACC will subsequently finalize its plan for advocacy on those recommendations. The President will join TACC’s work to:

- design funding mechanisms that support college efforts to transform the lives of Texans and the communities in which they live;
- deploy strategically aligned workforce training programs that meet the needs of business and industry in Texas;
- deepen transfer pathways for Texas students; and
- work to promote success initiatives within community colleges to ensure more Texans are successful at acquiring credentials of value.

For further background information go to [www.tacc.org](http://www.tacc.org).

## POSITION SUMMARY

The President serves as the Chief Executive Officer of TACC. The President is appointed by the Board (which is made up of Chancellors or Presidents from the 48 member colleges) to serve community college districts and their students, work to achieve collaboration and consensus on funding and policy, and lead the advocacy effort to achieve those policy goals through working relationships with policymakers in the Legislature and its leadership, the Governor's office, and other state agencies. The President will develop strong relationships with the Board and serve as a visionary collaborative leader for the organization.



## RELATIONSHIPS

The President reports to the Executive Committee, currently chaired by Dr. William Serrata, President, El Paso Community College.

The President oversees four functional areas:

- Advocacy team:
  - Senior Director of Government Relations
  - Director of Policy Analysis
- Program design and delivery: the Texas Success Center (TSC)
  - Vice President/Executive Director
- Community College Association of Texas Trustees (CCATT)
  - Director, CCATT
- Administration/operations
  - Director of Finance
  - Director of Communications and Public Relations

The President currently oversees a total staff of fourteen, augmented by consultants and the Success Center's team of twelve part-time coaches who assist the members with student success efforts.

The President works closely with the Board members, the Executive Committee, and the Legislative Committee, as well as with TACC's Business Advisory Council. The President works with other agencies including the Texas Higher Education Coordinating Board, the Texas Education Agency, and the Texas Workforce Commission, and represents TACC with memberships in national organizations.

## POSITION PRIORITIES (to be addressed during the first six months)

- Focus on and become fully involved in the Commission's recommendations, working with the Board to design and execute TACC's role in presenting them to the Legislature and providing leadership and coordination throughout the 88th Legislative session.
- Begin to draft a new strategic plan for TACC focused on meeting the needs of students in Texas and the goals of our state as envisioned by the state's strategic plan for Texas Higher Education, *Building a Talent Strong Texas*.

## PRIMARY RESPONSIBILITIES

- Serve as the chief executive of the association, overseeing its staff, managing its resources, and engaging its members to accomplish the mission and vision of the organization.
- Provide all necessary support to the members in representing the association's positions and working toward its goals; engage them as effective advocates for Texas community colleges and assist them in working with the legislators from their own districts.
- Partner with policymakers and other agencies to work toward the best possible results for community colleges and TACC members.
- Work closely with the members to serve their interests, listening to and learning their issues and concerns, and craft consensus proposals for the Board's consideration and approval.
- Oversee the continued growth of the Texas Success Center and its work to strengthen community colleges and student success efforts.
- Build on the strong and collaborative relationship with the community college trustees involved with CCATT and coordinate their partnership with TACC.
- Serve as the chief spokesperson for TACC, enlisting the participation of the members whenever possible, articulating its strength to others, and building its standing with the Legislature, other state leaders, state agencies, current and potential funders, other organizations, and the public.
- Build and maintain strong working relationships with the Legislature and with the offices of the Governor, the Lieutenant Governor, and the Speaker of the House to create effective avenue or working on community college issues.
- Develop and maintain partner relationships with the Texas Higher Education Coordinating Board (THECB), Texas Education Agency (TEA), Texas Workforce Commission (TWC), and other organizations.
- Stay abreast of national and state developments to anticipate opportunities and challenges for Texas community colleges, including community college strategies in other states. Advise the members on significant issues and make appropriate recommendations to the Board.
- Work effectively with TACC's Business Advisory Council.
- Maintain visibility for the state's community colleges through participation in national organizations.
- Develop and strengthen philanthropic support for the association's programs and priorities for TACC, TSC, and CCATT.
- Oversee and optimize utilization of the TACC Building in downtown Austin.
- Recruit, train, motivate, and retain staff of the highest caliber and ensure their commitment to TACC's mission; provide supervision conducive to a culture of high performance, quality work product, and good morale.

## IDEAL EXPERIENCE

- Education: a bachelor's degree is required, and a graduate degree is preferred.
- Work experience: at least eight years working at a senior level with policymakers, particularly legislators, is essential; experience with post-secondary education, particularly community colleges, is desirable. Management experience with similar staff and budget levels is important.
- Experience with the dynamics of a membership association, and a successful track record in building collaboration and consensus among the members, would be a strong plus.
- Knowledge of and experience with education would be a plus; knowledge of Texas, its state government, and its education structure (including community colleges and their funding and governance) is highly desirable but is not mandatory.
- Political sensitivity, including the ability to understand, communicate, and steer important policy initiatives, is essential.
- Excellent communications skills – oral, written, and presentation – are required. The ideal candidate will communicate and listen well, with the ability to engage effectively with a wide range of constituencies.
- The ideal candidate will also have some combination of the following:
  - A proven commitment to the importance of post-secondary education, the state's commitment to extending its reach to all Texans, and the significant role that community colleges play in reaching that goal.
  - An understanding of data and its essential linkage with policy formation, and the ability to work with experts in data analysis and presentation.
  - Knowledge of the challenges of K-12 and the transition to post-secondary education and preparing for student success
  - Knowledge of the challenges of transfer in a dynamic higher education ecosystem.
  - An understanding of current and future workforce needs, and a track record of working effectively with the business community.
  - Experience in working with funders, particularly those strong in the education field.
  - An understanding of the conditions necessary for equitable student success, and how community colleges can maximize outcomes.



## IDEAL PERSONAL PROFILE

- A visionary leader who is fully committed to expanding educational opportunity and success to all Texans.
- A collaborative leader who understands how to listen to diverse members' concerns and craft proposed positions representing the most effective consensus.
- An executive with proven interpersonal skills who can work effectively with board and staff, legislators, state officials, and all of TACC's partners and constituencies.
- An experienced executive who understands how to negotiate among competing interests and to build coalitions.
- An executive with the knowledge and experience to develop strategy, evaluate and establish priorities, and bring together the members in achieving the association's goals.
- An outstanding individual who has the character, standards, experience, and judgment to represent the Texas Association of Community Colleges and its members.

## THE SEARCH PROCESS

TACC has retained an executive search consultant to assist in selecting its next leader. Nominations, inquiries, and applications (cover letter and resumé) can be directed in confidence to:

Dorothy Drummer  
Dorothy Drummer & Associates  
Executive Search Consulting  
2630 Exposition Blvd., Suite 213  
Austin, TX 78703

512-320-9983 office  
512-750-1664 cell  
[dorothy@dorothydrummer.com](mailto:dorothy@dorothydrummer.com)