

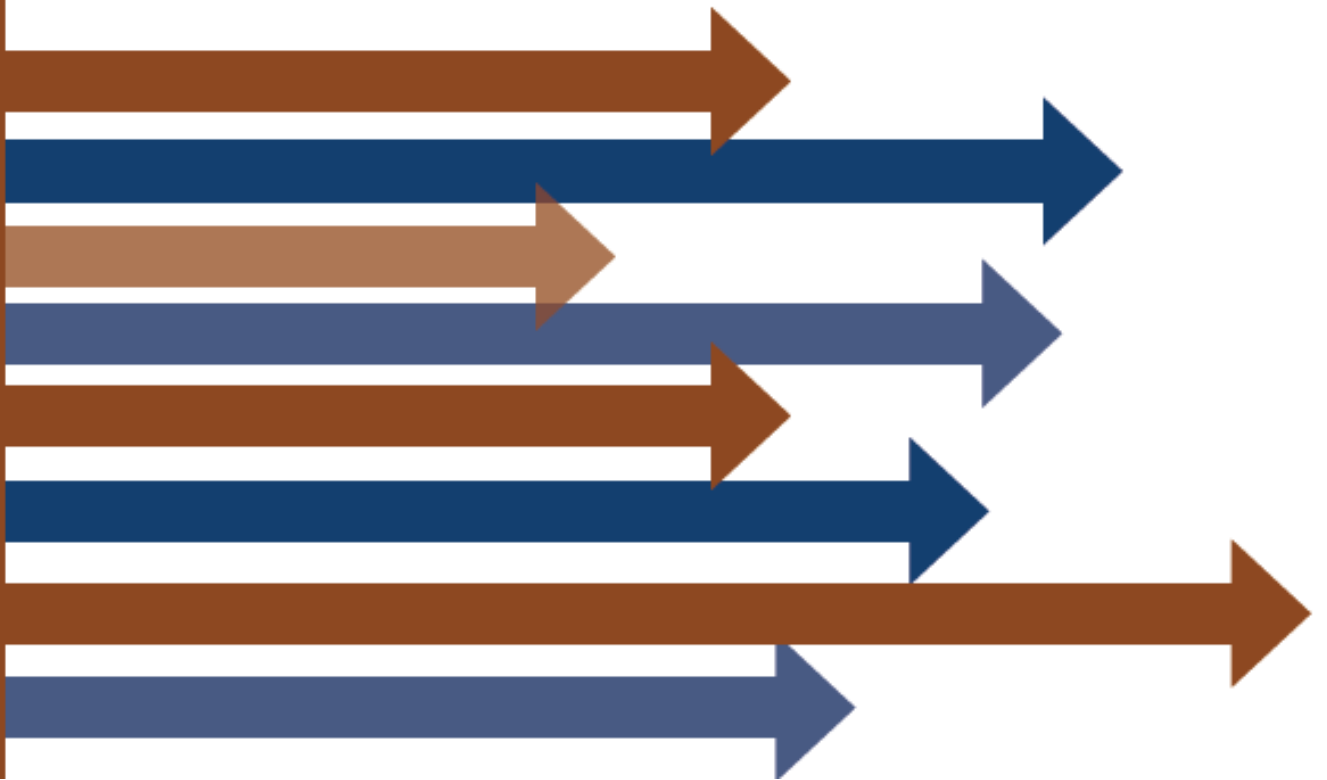


**Community College  
Association of Texas Trustees**

# **Focus Forward**

## Strategic Plan Update

October 2024



# Acknowledgements

Many thanks to everyone who participated in the planning process:

- **Board of Directors**

- Jay Barrett, Amarillo College, Chair
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- Cliff Boyd, Dallas College, Very Large College Director (North)\*
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## Introduction

In 2020, CCATT created a new strategic plan, “Focus Forward 2024”, to guide the Association’s efforts over the next four years. As the timeframe for the Focus Forward plan came to a close, the Community College Association of Texas Trustees (CCATT) Board of Directors recognized the need to reflect on the progress the organization has made over that past four years and to assess the strategic issues currently facing the organization.

Woollard Nichols Torres Consulting (WNT) was contracted to facilitate the planning process and began by working with the Strategic Planning Oversight Committee. After conducting 14 key stakeholder interviews, WNT presented an overview of the planning process and key themes from the interviews at the CCATT Quarterly Board Meeting on June 12<sup>th</sup>. On June 28<sup>th</sup>, CCATT Board members convened in Gainesville, Texas for a day-long strategic planning session. The objectives for the session included building understanding about the current state of the organization and what was accomplished during the last strategic planning period; identifying the critical tensions currently facing the organization; considering strategic options for the organization; and outlining emerging priorities for the next strategic plan.

During the strategic planning session, the Board affirmed that the key result areas identified in the Focus Forward plan were still highly relevant to the organization today. After the strategic planning session, WNT worked with the Strategic Planning Oversight Committee to update the strategic goals and objectives for the plan, which were then presented to the CCATT Board in August 2024.

As with the original Focus Forward plan, CCATT believes that this strategic plan update provides a clear description of the intent and work to achieve the vision articulated by the association. Over the next four years, this plan will continue to increase CCATT’s influence 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.

## About CCATT

In 2006, Community College Association of Texas Trustees (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. 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 independent public community colleges in Texas.

In 2008, CCATT was formally organized by filing a Certificate of Formation with the Secretary of State of Texas and adopting bylaws. Since the formal partnership was established in 2012, CCATT functions as a sponsored project of TACC, a nongovernmental organization that serves public community college districts in Texas with a primary mission of advocacy to help advance policy development, innovation and institutional practices in higher education. While the organizations have separate boards, they currently share some staff, and an MOU between TACC and CCATT provides clarity about the roles and responsibilities of each entity. The MOU is currently being updated for the first time since 2018. 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 is made up of the 403 governing board members who serve the 50 community colleges in Texas.

## Current Plan Environment

During the Focus Forward planning timeframe, CCATT achieved major accomplishments in the advocacy arena. The development of a unified policy agenda with TACC for the 87<sup>th</sup> and 88<sup>th</sup> legislative sessions ultimately resulted in the passage of House Bill 8 (HB 8) in 2023, historic legislation that transforms how Texas funds its 50 public community college districts. HB 8 replaces a static funding model based on the number of courses and credit hours offered with a dynamic, performance-based model tied to specific outcomes. Instead of competing against one another for state dollars, each community college is now challenging itself to earn additional funding by educating more students and awarding credentials of value that align with Texas's workforce needs.

Supporting member engagement and education during and after the COVID-19 pandemic was another major undertaking during this strategic planning timeframe. The first post-pandemic in-person event was a joint Texas Success Center Board of Trustees Institute (BOTI) and CCATT Annual Conference in September 2021. The Texas Trustee Handbook was first published in 2022, and the second iteration is currently being finalized. The June 2022 conference theme was *Focus Forward: Community College Governance & Strategic Planning*. In September 2022, we relaunched the regional Trustee Leadership Seminars (TLS), beginning with Amarillo College. In January of 2023, CCATT hosted the first annual New Trustee Orientation (NTO). The 2023 Annual Conference was held in Fort Worth with the theme of *Inspiring Innovation: Community College Governance for the Future*. CCATT also continued to enhance member interactions, streamline operations, and improve overall efficiency during the Focus Forward timeframe. Accomplishments include establishing the Chairs Council, increasing the frequency of newsletters, conducting monthly Engagement Committee outreach projects, and convening members for Texas Delegation events at national conferences hosted by the Association of Community College Trustees. Revisions to bylaws were approved by CCATT members in 2020, 2021, and 2023, with 2023 amendments resulting in the expansion of the Board from 13 members to 15 members by replacing the four At-Large Director positions with six Regional Director positions. At the 2023 Annual Conference, CCATT saw contested elections for all open seats on the Board of Directors for the first time. Succession planning and reporting structures for engagement tracking and Quarterly Board Meetings have all improved.

The past four years have been a time of rapid transition and advancement for CCATT, allowing for increased membership and engagement, major changes in the advocacy arena, as well as the strengthening of CCATT's internal infrastructure. CCATT is well-positioned to continue 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.

# Strategic Framework

## Purpose of CCATT

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

## 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's Vision

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 for 2028

***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 from the 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 403 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.

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

- The staff of the association has increased, 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 that 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 important points of focus.

<b>Key Result Area 1: Advocacy</b>
<b>Key Result Area 2: Trustee/Regent Engagement</b>
<b>Key Result Area 3: Trustee/Regent Education</b>
<b>Key Result Area 4: Resource Development &amp; Sustainability</b>
<b>Key Result Area 5: Organizational Effectiveness</b>

# Strategic Goals & Objectives

Key Result Area 1: Advocacy	
<b>Strategic Goal 1.1</b> Develop a Joint Legislative Policy Agenda for 2025 and 2027	<b>Objective 1.1.1</b> Hold joint TACC/CCATT legislative planning sessions during each biennium
	<b>Objective 1.1.2</b> Complete Joint Legislative Policy Agenda within the 6 months preceding the Texas Legislative Session
	<b>Objective 1.1.3</b> Create plan for joint advocacy efforts with TACC
<b>Strategic Goal 1.2</b> Implement Joint Legislative Policy Agenda developed for the state’s biennial legislative session	<b>Objective 1.2.1</b> Communicate legislative priorities to CCATT members
	<b>Objective 1.2.2</b> Encourage Trustees/Regents to testify at applicable interim hearings and where feasible during the legislative session
	<b>Objective 1.2.3</b> Develop tools and practices to track communication of Trustees/Regents with legislators; use 2025 session to establish baseline engagement
	<b>Objective 1.2.4</b> By 2027, Trustees/Regents communicate directly with legislators & key partners (THECB, others in the executive branch) <ul style="list-style-type: none"> <li>• 100% of State Representatives</li> <li>• 100% of State Senators</li> </ul>
	<b>Objective 1.2.5</b> Increase the number/percent of colleges that are represented in communication with legislators & key partners, setting targets after the 2025 baseline is established
<b>Strategic Goal 1.3</b> Prepare boards to enact the advocacy plan	<b>Objective 1.3.1</b> Conduct 2 advocacy workshops per calendar year
	<b>Objective 1.3.2</b> Enroll 75% of member boards in advocacy workshops
	<b>Objective 1.3.3</b> Brief all Trustees/Regents who plan to testify before the legislature
<b>Strategic Goal 1.4</b> Partner with ACCT to promote Trustee/Regent engagement in advocacy efforts at the federal level	<b>Objective 1.4.1</b> Encourage each college board to attend the National Legislative Summit (NLS)
	<b>Objective 1.4.2</b> Coordinate meetings between the Texas Delegation and federal Senate offices during the NLS and brief attendees in advance
	<b>Objective 1.4.3</b> Track attendance and meetings conducted at the NLS, striving to ensure all Texas federal congressional offices are visited each year
<b>Strategic Goal 1.5</b> Expand advocacy by Trustees/Regents at all levels	<b>Objective 1.5.1</b> Develop communication strategies and tools to enable Trustees/Regents to be advocates for local, state, and federal issues
	<b>Objective 1.5.2</b> Designate a Trustee/Regent at each member college for all communication regarding advocacy work

<p><b>Strategic Goal 1.6</b> Advocate for funding and resources to assure both current and long-term sustainability for Texas community colleges</p>	<p><b>Objective 1.6.1</b> Recognize the current challenges of 2025 and 2027 state budgets, and be flexible in working with the legislature around that, while still advocating for full funding of the dynamic formula from House Bill 8 (HB 8, 2023)</p>
	<p><b>Objective 1.6.2</b> Assess current funding needs under HB 8 and determine sufficient supplementary appropriation</p>
	<p><b>Objective 1.6.3</b> Advocate for supplementary appropriation as needed</p>
<p><b>Strategic Goal 1.7</b> Build understanding on the misalignment between service areas and taxing districts</p>	<p><b>Objective 1.7.1</b> Complete research and publish white paper on the positive impact of properly aligned service areas and taxing districts</p>
	<p><b>Objective 1.7.2</b> Develop preliminary action plan to address statutory boundaries</p>

<b>Key Result Area 2: Trustee/Regent Engagement</b>	
<b>Strategic Goal 2.1</b> Increase engagement of members	<b>Objective 2.1.1</b> Promote seminars, conferences and events in a timely fashion
	<b>Objective 2.1.2</b> Recruit and add non-board members to committees where appropriate to the work of each committee
	<b>Objective 2.1.3</b> Increase the number of unique Trustees/ Regents participating in CCATT events to 50%
	<b>Objective 2.1.4</b> Ensure 75% of colleges are actively involved
	<b>Objective 2.1.5</b> Develop peer mentoring practice for Trustees/Regents
	<b>Objective 2.1.6</b> Work with TACC and college CEOs to encourage Trustee/Regent engagement with CCATT
	<b>Objective 2.1.7</b> Complete full-scale assessment of Trustee/Regent engagement to better understand factors that lead to higher or lower levels of participation
<b>Strategic Goal 2.2</b> Continually update website as the repository for all information	<b>Objective 2.2.1</b> Ensure continuous updates to be a living resource for all members and catalog archived content from past events for ease of access
	<b>Objective 2.2.2</b> Provide updated issue and policy statements, news, registration information, resources and other tools for use by the members of the association
<b>Strategic Goal 2.3</b> Monitor, evaluate, and improve member communication	<b>Objective 2.3.1</b> Conduct an Annual Membership Survey to evaluate CCATT programs and communications
	<b>Objective 2.3.2</b> Provide regular updates and information via digital platforms
	<b>Objective 2.3.3</b> Create and enact a communication plan that specifies content, audience, method, timing, and all other aspects of effective communication with members
	<b>Objective 2.3.4</b> Continue to hold periodic meetings of the Chairs Council, comprised of board chairs from the TACC member colleges
	<b>Objective 2.3.5</b> Use new customer relationship management system to evaluate engagement and measure changes over time

<b>Key Result Area 3: Trustee/Regent Education</b>	
<b>Strategic Goal 3.1</b> Provide relevant professional development programs to Trustees/Regents	<b>Objective 3.1.1</b> Continue offering seminars, conferences, and other events to educate CCATT members on effective governance and issues of importance to community colleges across the state and nation. Balance offerings between regular, recurring content and innovative topics
	<b>Objective 3.1.2</b> Develop and deliver a range of content that can meet needs of both new and experienced Trustees/Regents
	<b>Objective 3.1.3</b> Expand alternative formats for professional development, to allow hybrid participation when possible and on-demand access to recorded content
	<b>Objective 3.1.4</b> Develop partnerships with external entities for professional development opportunities
	<b>Objective 3.1.5</b> Offer the New Trustee Orientation program biannually
	<b>Objective 3.1.6</b> Publish revisions to the Texas Trustee Handbook as needed
	<b>Objective 3.1.7</b> Encourage meaningful application of the Data-Informed Governance Decision-Making Framework
<b>Strategic Goal 3.2</b> Diversify education and training offerings to better meet unique needs of colleges	<b>Objective 3.2.1</b> Provide onboarding and continuing education for Trustees/Regents to account for both internal governance responsibilities and external advocacy roles to help Trustees/Regents become “complete contributors”
	<b>Objective 3.2.2</b> Promote best practices for collaboration between Trustees/Regents and leaders from community organizations and the K-12, university, and industry sectors
	<b>Objective 3.2.3</b> Expand education and training to include interests/expectations of Trustees/Regents, board chairs, college CEOs, and board liaisons
	<b>Objective 3.2.4</b> Develop a board liaisons outreach program for college staff and provide professional development specific to their roles and responsibilities
	<b>Objective 3.2.5</b> Share resources on candidate recruitment/education and effective frameworks for local onboarding of new Trustees/Regents
	<b>Objective 3.2.6</b> Curate resources on board operations, agenda setting, retreats, board self-evaluation, and college CEO hiring, onboarding, compensation, and evaluation
	<b>Objective 3.2.7</b> Develop training for board officers and encourage local succession planning

<b>Key Result Area 4: Resource Development &amp; Sustainability</b>	
<b>Strategic Goal 4.1</b> Develop fundraising plan to support CCATT events and activities	<b>Objective 4.1.1</b> Review plans with Education Committee to determine opportunities for sponsorships
	<b>Objective 4.1.2</b> Establish general fee guidelines for all events
	<b>Objective 4.1.3</b> Identify and secure event sponsors at least 4 weeks prior to event with a goal to secure sponsorship that meets 75% of the cost of events and support more scholarships
	<b>Objective 4.1.4</b> Increase capacity to offer scholarships for Trustees/Regents, CEOs, and liaisons from colleges who have not been represented in CCATT events
	<b>Objective 4.1.5</b> Encourage each member of the CCATT Board to help secure sponsorships
<b>Strategic Goal 4.2</b> Develop a long-term plan for educational grants	<b>Objective 4.2.1</b> Determine long term needs and objectives in cooperation with the Education Committee
	<b>Objective 4.2.2</b> Cultivate relationships with foundations and possible grant funders resulting in positive responses to grant applications
<b>Strategic Goal 4.3</b> Create a sustainable and appropriate funding plan	<b>Objective 4.3.1</b> Develop and monitor CCATT budget aligned with mission and goals that will sustain operations
	<b>Objective 4.3.2</b> Implement MOU and organizational chart that clearly defines roles, responsibilities, FTE and other resources shared between TACC and CCATT
	<b>Objective 4.3.3</b> Build capacity to secure and manage grants to support the mission of CCATT

## Key Result Area 5: Organizational Effectiveness

<b>Strategic Goal 5.1</b> Ensure open and effective CCATT Board organization and communication	<b>Objective 5.1.1</b> Appoint committees within 45 days from the Annual Conference
	<b>Objective 5.1.2</b> Improve communication between the Executive Committee and Board through regular updates from committee chairs and the CCATT Director
	<b>Objective 5.1.3</b> Hold orientations for new CCATT Board members and ensure the board manual is updated
	<b>Objective 5.1.4</b> Implement and evaluate the effectiveness of the new customer relations management system to facilitate communication, better track participation, and support recommendations for change (as informed by the assessment from Objective 2.1.7)
<b>Strategic Goal 5.2</b> Monitor success and completion of KRA timelines	<b>Objective 5.2.1</b> Develop reporting templates, requirements and regular schedule for committees' updates and plan reviews
<b>Strategic Goal 5.3</b> Ensure continuity of CCATT Board of Directors through succession planning	<b>Objective 5.3.1</b> Identify target areas for increased participation to ensure geographic, college size, and demographic diversity of the board and committees
	<b>Objective 5.3.2</b> Recruit and appoint Trustees/Regents who are not CCATT Board members to committees whose purpose most closely matches member interests
<b>Strategic Goal 5.4</b> Monitor and support relationships between CCATT and TACC	<b>Objective 5.4.1</b> Enhance communication with TACC leadership
	<b>Objective 5.4.2</b> Regularly review MOUs with CCATT Board and identify any areas requiring clarification
	<b>Objective 5.4.3</b> Update MOU between TACC and CCATT and establish organizational chart that clarifies roles, responsibilities, and resource allocation



## Conclusion

At the CCATT strategic planning session, board members articulated some of the key tensions that CCATT will continue to manage during the next four years, including:

- *How can CCATT support the diverse array of community colleges across the state, including the spectrum of very large to small institutions; those in a variety of geographies including urban, suburban, and rural; as well as colleges that are thriving and those that may be struggling?*
- *How does CCATT engage and support both new and experienced trustees and regents?*
- *How does CCATT have a strong partnership with TACC but also clearly define and tackle the work that only community college trustees and regents can accomplish?*
- *How does CCATT both build on past successes and continue to innovate and address future challenges?*

The strategic goals and objectives laid out in this Focus Forward Strategic Plan update offer answers to the above questions. By imagining potential futures for the organization, Board members identified a set of robust strategies for the organization: cultivating community college CEOs as partners; seeking opportunities for CEOs and trustees to work together on aligned priorities; fully utilizing the enthusiasm of CCATT members; and creating incentives to reward participation. The Board also identified hedging strategies to potential future challenges, including focusing on the organization's value to members that are invested in CCATT, and prioritizing potential content and service delivery options to not overburden staff and members.

Based on a deep understanding of the needs of Texas 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 collaborates effectively with educational, governmental, and business partners. 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 governing bodies of our community colleges have the knowledge, drive, and focus needed to support our colleges as they navigate the rapidly changing educational, financial, demographic, and community environments 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 students in Texas.

## **What We Hope Members Will Do**

- Review the Focus Forward 2028 Strategic Plan and give us feedback on it.
- Stay in conversation with the Board about what you need, what challenges your college is facing, and how we can best help you be successful.
- Get involved in your area of interest, in the legislative efforts, and in the many opportunities CCATT provides.
- Tell others about CCATT, explain what we do, and encourage them to support Texas community colleges and our students.

# Appendix 1: Focus Forward Strategic Plan Preface (2020)<sup>1</sup>

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, through this plan CCATT 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.

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<sup>1</sup> The Focus Forward plan was adopted by the CCATT Board in 2020. It is included here since the 2024 version of the plan is being considered an update to the original Focus Forward plan.

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 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 years.

## Appendix 2: Glossary

**Association of Community College Trustees (ACCT):** *The non-profit educational organization of governing boards, representing more than 6,500 elected and appointed trustees who serve on over 500 governing boards of community, technical, and junior colleges in the United States and beyond.*

**Board of Trustees Institute (BOTI):** *The annual event hosted by TSC, bringing together CEOs and Trustees/Regents to support institutional change at scale.*

**Chief Executive Officer (CEO):** *Refers to the chief executive appointed to lead a community college (president or other official title).*

**Community College Association of Texas Trustees (CCATT):** *The independent, member-supported organization for approximately 400 Texas community college trustees and regents.*

**Customer Relationship Management (CRM):** *An information system to collect and manage information about people who are important to a business (CCATT).*

**Full Time Equivalent (FTE):** *A unit of measurement that compares the hours worked by an employee or student to the hours worked by a full-time employee or student. It is used to standardize headcount and measure productivity and make workloads comparable across contexts.*

**House Bill 8 (HB 8):** *Legislation passed in the 2023 Texas Legislative Session that redefined the funding model from contact hours to outcome-based performance model for Texas community colleges.*

**Joint Advocacy Plan:** *The legislative advocacy plan shared between TACC and CCATT, updated for each individual legislative session.*

**Key Results Area (KRA):** *The five areas identified to guide outputs in the strategic plan led by committee chairs and members.*

**Memorandum of Understanding (MOU):** *In this context, refers to the formal agreement between TACC and CCATT.*

**National Legislative Summit (NLS):** *The annual convening of ACCT members, college CEOs, and affiliates focused on advocacy at the national level.*

**New Trustee Orientation (NTO):** *Annual training offered by CCATT for new Trustees and College staff at least once a year during the annual conference.*

**PK-12:** Refers to the years of primary and secondary education from pre-kindergarten through 12th grade.

**Service Areas:** Geographic area that each community college is designated to serve, defined by the state of Texas. The state of Texas is divided into 50 service areas.

**Texas Association of Community Colleges (TACC):** The non-governmental organization that serves public community college districts in Texas. Its primary mission is advocacy to help advance policy development, innovation, and institutional practices in higher education.

**Taxing Districts:** Geographic area from which each community college can collect local property taxes. It does not include all the designated service area.

**Texas Success Center (TSC):** A partner with TACC and CCATT, the organization is a member of the national Student Success Center Network. TSC designs and manages the coherent, statewide framework for action and supports the 50 community college districts in the state as they evaluate, align, and integrate their work to increase student success.

**Trustee Leadership Seminars (TLS):** Quarterly training sessions for Trustees/Regents offered by CCATT.

**Trustees/Regents:** Local officials elected to govern each community college district. Some colleges use the term "Trustee" while others use the term "Regent". The role and responsibilities are the same.

**Woollard Nichols Torres (WNT) Consulting:** The consulting firm that facilitated the board review process and created Focus Forward 2028.