



Texas Association of
Community Colleges

STRATEGIC PLAN

2025-2030





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INTRODUCTION

Established in 1947 and built on a foundation dating back to 1924, the Texas Association of Community Colleges (TACC) has become a pivotal advocate for the interests and advancement of Texas community colleges. Led by presidents and chancellors representing 48 member institutions, TACC's efforts center on supporting these colleges, their students, and the communities they serve.

This strategic plan outlines TACC's vision, mission, core values, and strategic priorities for the next three to five years. Developed in collaboration with community college leaders, TACC staff, and key partners, the plan addresses emerging challenges while strengthening the identity and impact of the community college sector. By articulating clear priorities and strategies, TACC sets a path toward achieving its vision of a robust, collaborative system that fosters student success and economic growth.

Beyond advocacy and policy work, TACC extends its influence through strategic partnerships with state agencies, nonprofits, philanthropies, industry leaders, and employers. These partnerships amplify the role of community colleges in creating opportunities for students and advancing workforce readiness.

TACC also supports both the Texas Success Center (TSC) and the Community College Association of Texas Trustees (CCATT). TSC designs and manages the coherent, statewide framework for action and supports community college districts as they evaluate, align, and integrate their work to increase student success through Talent Strong Texas Pathways. Focusing on ensuring excellence in governance and fostering student success, CCATT supports trustees and regents in their roles as advocates for community colleges.

This strategic plan reflects TACC's commitment to building on its rich history, advancing its mission, and shaping a vibrant future for Texas community colleges.



OUR VISION

To empower Texas community colleges to transform lives and drive economic growth across our state.

OUR MISSION

To foster collaboration, build partnerships, and advocate for Texas community colleges and the success of their students.



FRAMEWORK FOR STRATEGIC ACTION



CORE VALUES

TACC stakeholders recognized the importance of identifying a set of core values to serve as the foundation for the organization’s strategic direction. These values reflect the shared principles that guide decision-making, inform priorities, and shape the association’s approach to supporting Texas community colleges. By establishing these core values, TACC ensures alignment across its initiatives and reinforces its commitment to the success of its member institutions and the communities they serve.

EXCELLENCE

We support community colleges in prioritizing student achievement by aligning policy, practices, and resources to foster accessibility, academic excellence, skill development, and workforce readiness.

SUSTAINABILITY

We advocate for sustainable and equitable funding models that ensure all community colleges have the resources needed to serve their students effectively.



IMPACT

We strengthen partnerships with key stakeholders in industry, government, education, and nonprofit sectors to provide more opportunities for community colleges to amplify their impact.

UNITY

We foster a collaborative network of community college leaders and practitioners to elevate a unified voice across institutions at the statewide level.

INNOVATION

We support community colleges in embracing innovative practices in teaching, technology, and administration to enhance educational outcomes and operational efficiency.

STRATEGIC PRIORITIES

TACC's strategic priorities are designed to maximize impact, foster innovation, and ensure continued support for Texas community colleges. With clear goals and actionable strategies for each priority, TACC is well-positioned to address the evolving needs of its member colleges and drive their long-term success in a dynamic higher education landscape.

Strategic Priority 1: Advocacy & Policy

Goal 1: To elevate the influence and promote sustainability of Texas community colleges, fostering student success and statewide economic development.

- **Strategy 1a:** Develop a forward-looking policy agenda to champion the success and advancement of all Texas community colleges.
- **Strategy 1b:** Execute an advocacy strategy that mobilizes community college leaders and key partners to effectively communicate with legislators and advance policy priorities.
- **Strategy 1c:** Proactively identify and address emerging challenges within the statewide community college sector.
- **Strategy 1d:** Amplify the value and influence of Texas community colleges by sharing impact data, success stories, and messaging for policymakers and key partners.
- **Strategy 1e:** Strengthen relationships with external partners to align with other sectors to increase the influence of community colleges.

Strategic Priority 2: Institutional & Member Support

Goal 2: To enhance the ability of community colleges to provide affordable, high-quality postsecondary education and workforce training.

- **Strategy 2a:** Offer resources and training opportunities to support community college leaders in their roles with updates on compliance, policy implementation, and evolving trends in higher education and workforce development.
- **Strategy 2b:** Foster innovative professional development to connect policy to practice, focusing on student success and instructional excellence.
- **Strategy 2c:** Provide comprehensive capacity-building opportunities that enhance institutional capabilities and foster innovation through shared learning, strategic partnerships, and communities of practice.



Strategic Priority 3: Collaboration

Goal 3: To sustain a collaborative network of community college leaders for sharing best practices and resources in Texas and nationwide.

- **Strategy 3a:** Facilitate the exchange of innovative solutions and best practices through professional development programs, member meetings, and special events.
- **Strategy 3b:** Create purposeful networking opportunities for college leaders to connect across institutions, fostering strong regional and statewide relationships.
- **Strategy 3c:** Promote internal collaboration within institutions to support policy implementation and the development of effective practices through shared learning.
- **Strategy 3d:** Partner closely with the Texas Higher Education Coordinating Board and other state agencies to support and advance the goals within the state's higher education strategic plan.
- **Strategy 3e:** Strengthen alignment between institutional operations and governance to drive informed and effective decision-making.

Strategic Priority 4: Organizational Alignment

Goal 4: To foster a cohesive, aligned organizational structure that enhances internal collaboration, efficiency, and impact across all aspects of the association.

- **Strategy 4a:** Align internal goals and processes by creating clear communication channels and integrating cross-functional collaboration.
- **Strategy 4b:** Establish a shared understanding of priorities across all levels of the organization through regular staff meetings, goal-setting sessions, and transparent decision-making processes.
- **Strategy 4c:** Strengthen financial sustainability through diversified revenue streams, including grants, partnerships, and membership retention, ensuring each team and the organization can continue to meet its strategic goals.



CONCLUSION

This strategic plan establishes a forward-looking framework for TACC to support and advocate for Texas community colleges over the next three to five years. Built on input from members, staff, and stakeholders, the plan reflects TACC's commitment to excellence, impact, innovation, unity, and sustainability. With clearly defined priorities, actionable goals, and sustainable strategies, TACC is well-positioned to address emerging challenges, strengthen member institutions, and drive positive impact across Texas. This strategic direction empowers TACC to continue fostering student success and economic growth while ensuring that Texas community colleges remain leaders in providing affordable, high-quality education for all Texans.

OVERVIEW OF APPENDICES

Appendix A: TACC Leadership and Membership

Appendix A provides a list of TACC's current membership, along with the Executive Committee and the Strategic Planning Subcommittee responsible for guiding this process.

Appendix B: Our Approach

Appendix B summarizes the collaborative process used to develop TACC's strategic plan, focusing on flexibility and alignment with the evolving higher education landscape. This section highlights the project's four phases – learning, listening, collaborating, and implementing – ensuring the plan reflects input from TACC members, staff, and partners.

Appendix C: Engagement and Survey Findings

Appendix C summarizes key insights from surveys and listening sessions with TACC members, staff, and partners. Feedback highlights priorities like advocacy, collaboration, and organizational impact, helping shape TACC's mission, vision, and strategic goals to better support member institutions and respond to emerging educational and workforce needs.

APPENDIX A: TACC Leadership & Membership

Executive Committee Members

Dr. Brenda Kays, Chair
Dr. William Serrata, Immediate Past Chair
Dr. Brent Wallace, Vice Chair
Dr. Jeremy McMillen, Treasurer/Secretary
Dr. Kevin Fegan, Central Texas Region
Dr. Juan E Mejia, East Texas Region
Dr. Lynda Villanueva, Southeast Region
Dr. Justin H. Lonon, North Texas Region
Dr. J. Roberto Rodriguez, South Texas Region
Dr. Robin Satterwhite, West Texas Region
Dr. Elva LeBlanc, At-Large Member
Dr. Mike Simon, At-Large Member
Dr. Jennifer Kent, At-Large Member

Kilgore College
El Paso Community College
North Central Texas College
Grayson College
Navarro College
Tyler Junior College
Lee College
Dallas College
Texas Southmost College
South Plains College
Tarrant County College
Angelina College
Victoria College

Strategic Planning Subcommittee Members

Dr. Johnette McKown, Chair
Dr. Mike Flores
Dr. Vincent R. Solis
Dr. William Serrata
Dr. Margaret Ford Fisher
Dr. Kevin Fegan
Mr. Derrick Worrels
Dr. Robin Satterwhite
Dr. Jesus Roberto Rodriguez
Dr. Juan E. Mejia

McLennan Community College
Alamo Colleges
Brazosport College
El Paso Community College
Houston Community College
Navarro College
Ranger College
South Plains College
Texas Southmost College
Tyler Junior College

CEOs & Member Institutions

Dr. Mike Flores
Dr. Robert J. Exley
Dr. Denese Skinner, Interim
Dr. Michael Simon
Dr. Russell Lowery-Hart
Dr. Mary Hensley
Dr. Vincent R. Solis
Dr. Michele Carter
Dr. Thad Anglin
Mr. Tex Buckhaults
Dr. Justin Hoggard
Dr. Warren Nichols

Alamo Colleges
Alvin Community College
Amarillo College
Angelina College
Austin Community College District
Blinn College District
Brazosport College
Central Texas College
Cisco College
Clarendon College
Coastal Bend College
College of the Mainland

Dr. Justin Lonon	Dallas College
Dr. Mark Escamilla	Del Mar College
Dr. William Serrata	El Paso Community College
Dr. Glendon Forgey	Frank Phillips College
Dr. Myles Shelton	Galveston College
Dr. Jeremy McMillen	Grayson College
Dr. Thomas Mills	Hill College
Dr. Margaret Ford Fisher	Houston Community College
Dr. Cheryl T. Sparks	Howard College
Dr. Brenda Kays	Kilgore College
Dr. Minita Ramirez	Laredo College
Dr. Lynda Villanueva	Lee College
Dr. Johnette McKown	McLennan Community College
Dr. Damon Kennedy	Midland College
Dr. Kevin Fegan	Navarro College
Dr. Brent Wallace	North Central Texas College
Dr. Ron Clinton	Northeast Texas Community College
Dr. Gregory Williams	Odessa College
Dr. Jessica Pace	Panola College
Dr. Stephen Benson	Paris Junior College
Mr. Derrick Worrels	Ranger College
Dr. Brenda Hellyer	San Jacinto College
Dr. Robin Satterwhite	South Plains College
Dr. Ricardo J. Solis	South Texas College
Dr. Hector Gonzales	Southwest Texas Junior College
Dr. Elva Concha LeBlanc	Tarrant County College
Dr. Christina Ponce	Temple College
Dr. Jason Smith	Texarkana College
Dr. Jesus Roberto Rodriguez	Texas Southmost College
Dr. Jason Morrison	Trinity Valley Community College
Dr. Juan E. Mejia	Tyler Junior College
Dr. Dusty R. Johnston	Vernon College
Dr. Jennifer Kent	Victoria College
Dr. Tod Allen Farmer	Weatherford College
Dr. Barbara Beebe	Western Texas College
Ms. Betty McCrohan	Wharton County Junior College

APPENDIX B: Our Approach

The development of this strategic plan reflects TACC’s recognition of the need for flexibility and alignment amid a rapidly evolving higher education landscape. Given the significant shifts initiated by House Bill 8 during the 88th Legislative Session, TACC determined that a three- to five-year strategic plan would allow for a measured approach to aligning programs with emerging needs. This timeframe was chosen to enable a review and potential revision of goals after three years to ensure continued alignment with the association’s evolving focus.

The creation of this plan was a collaborative effort, shaped by input from key stakeholders within and in partnership with TACC. To ensure that the plan addresses the needs and aspirations of TACC’s members, their institutions, and their students, an inclusive process was co-designed with the Strategic Planning Subcommittee, emphasizing open communication and broad-based participation.

The first phase of the strategic planning process concentrated on learning. Its primary goals included establishing the purpose of the strategic plan, identifying key issues and emerging challenges in higher education, and crafting an engagement process that prioritized the voices of TACC’s members.

The second phase focused on listening. The Strategic Planning Subcommittee prioritized engaging members through direct conversations. Following an initial survey to capture members’ high-level priorities and perceptions of TACC, individual and group sessions were conducted with 34 member CEOs. In addition, group listening sessions were facilitated with TACC staff, encompassing those from CCATT and TSC, and 16 individual listening sessions were held across these teams. These sessions provided valuable insights into operational strengths, areas for growth, and aspirations for the future. Perspectives from five TACC partners, representing state agencies, nonprofits, and philanthropic organizations, were also collected to further inform the planning process.

The third phase involved collaboration with TACC staff and members to refine strategic priorities and solicit feedback on draft plans. During the first feedback cycle, the Strategic Planning Subcommittee and staff reviewed draft language and identified areas for revision. In the second cycle, an updated draft was presented to all TACC members at the fall quarterly board meeting for additional feedback. A final feedback session with staff allowed for further refinement before finalizing the plan.

The fourth and final phase focused on the development of an implementation plan to ensure accountability and sustained progress toward TACC’s goals. This plan incorporates an activities and goal-mapping framework, along with a decision-making rubric. These tools are designed to align the association’s initiatives and projects with its strategic objectives and to evaluate whether proposed projects fall within the scope of the defined strategic direction.

Developing Our Vision Statement: Drawing on insights from members, several drafts of the vision statement were developed and reviewed by the Strategic Planning Subcommittee. Members emphasized the importance of a statement that is concise, addresses both the individuals served and the broader impact on the state, and empowers community colleges to fulfill their mission. Through an iterative process incorporating feedback from members, staff, and external stakeholders, the final version of TACC’s vision statement was crafted to reflect these priorities.

Developing Our Mission Statement: Following a process similar to the development of the vision statement, several drafts of the mission statement were shared with the Strategic Planning Subcommittee and staff for feedback. Through these collaborative feedback cycles, the final mission statement was crafted to establish a clear and inclusive identity for the association.

Developing Our Strategic Priorities: TACC’s strategic priorities were established through a comprehensive process that integrated research on the Texas higher education landscape, input from members and partners, and feedback from staff. This collaborative effort focused on identifying key areas that align with TACC’s strengths while addressing the changing needs of member colleges. The resulting priorities define clear goals and actionable strategies, positioning TACC to enhance its impact, drive innovation, and ensure sustained support for Texas community colleges, enabling their success in an evolving higher education environment.

Through this consultative and inclusive process, the strategic plan was grounded in the shared vision and expertise of TACC leadership, staff, and stakeholders. This approach has produced a roadmap that positions TACC to respond effectively to evolving challenges while advancing the mission and success of Texas community colleges over the coming years.

APPENDIX C: Engagement and Survey Findings

The Strategic Planning Subcommittee and the TACC leadership team designed an engagement process to include a broad range of stakeholders. TACC members, staff, and partners participated in listening sessions to help articulate TACC’s identity, clarifying its role within the higher education ecosystem and exploring opportunities for TACC to better serve its members and their institutions in a changing landscape.

Initial Planning Meeting with the Strategic Planning Subcommittee

Seven committee members attended this meeting and provided insight to guide the strategic planning process and help shape the mission and vision statements. Key findings from this discussion included the following:

- **Engaging All CEO Voices in Strategic Planning:** All member colleges should feel included, with specific attention on feedback from all CEOs. To make feedback more meaningful, members requested a preference for interactive listening groups in addition to surveys.
- **External Challenges:** Members highlighted various external challenges impacting the education landscape. Societal shifts, evolving education policies, and changing public perceptions about higher education were noted as significant influences on long-term planning. CEOs emphasized the need to address these trends proactively, with practical, adaptable solutions tailored to the diverse needs of Texas colleges.
- **Technological and Legislative Adaptability:** Members voiced concern with the rapid pace of technological advancements and policy changes, including those driven by artificial intelligence and critical legislation like House Bill 8. TACC should facilitate tools and resources that help institutions manage change at varying speeds and to address urban-rural disparities in access to educational resources. TACC was urged to advocate for inclusive strategies that recognize both financially robust colleges and those struggling to meet new demands.

To help colleges succeed, TACC should continue to expand support in several areas:

1. **Marketing & Public Engagement:** TACC can play a crucial role in promoting the achievements of member colleges and enhancing public understanding of their missions.
2. **Technical Assistance:** Members need actionable data and analysis to support strategic decision-making and the implementation of Texas Success Center initiatives.
3. **Legislative Advocacy:** As a liaison, TACC is instrumental in keeping colleges informed of policy developments, fostering unity, and driving cohesive responses to legislative changes.
4. **Networking and Regional Collaboration:** In-person gatherings, regional networking events, and collaboration opportunities can strengthen bonds among members and facilitate shared learning.

TACC CEO Survey

All CEOs were asked to complete a survey to provide insight on the strengths of TACC and to help identify strategic priority areas. 19 CEOs completed the survey.

The TACC member survey responses indicated strong appreciation for three core services:

- **Legislative Advocacy:** Members value TACC's role in legislative updates, advocacy resources, and support, which helps colleges navigate policy changes.
- **Best Practices Development:** The sharing of best practices, particularly in student success strategies, and professional development were also highly appreciated.
- **Leadership and Capacity Building:** Leadership support through networking and collaboration events adds significant value.

CEOs also expressed interest in expanding specific offerings:

- **High Priority Needs:** Legal guidance, partnerships with philanthropy and industry, and additional technical assistance with state and federal regulations.
- **Moderate Priority Needs:** Professional development opportunities, enhanced student success strategies, and a proactive approach in addressing opportunities and challenges that may only affect a few colleges initially but have broader implications.
- **Lower Priority Needs:** Shared services like course sharing.

Notably, several respondents indicated that additional or expanded services are not needed.

CEOs identified qualities TACC will have in five years if the organization continues to be successful:

- Increased legislative influence
- Ability to secure and enhance state funding for initiatives
- Increased collective impact through collaboration among Texas community colleges
- Efficient operation of TACC that supports increasing member involvement
- Enhanced professional development opportunities for community college faculty and staff

If TACC meets the success criteria identified in five years, CEOs identified several ways this would impact their role, institution, and students:

- Empowered leadership
- Funding stability
- Enhanced legislative support
- Upward economic mobility
- Increased legislative funding
- Increased student success and decreased achievement gaps for economically disadvantaged and first-generation students
- More innovative programs

- More successful and high-demand workforce and career technology programs
- Scaled student success initiatives

CEOs shared key challenges in their roles that TACC could help address:

- **Sustainable Funding**
 - Increased state funding and local appropriations
 - Understanding the metrics of new funding models
- **Talent Management**
 - Identifying, acquiring, developing, and retaining talent
- **Political Influence and Advocacy**
 - Gaining political influence for student interests
 - Legislative support specific to college districts
- **Collaboration Among Regional Colleges**
 - Increasing opportunities for colleges to collaborate with others in their geographic region

CEOs shared their top priorities for TACC:

- **Funding**
 - Sustaining adequate funding
 - Securing funding for capital investments
- **Legislative Advocacy**
 - Advocating for support and funding for community colleges
 - Addressing policy challenges
- **Unity and Collaboration Among Community Colleges**
 - Improving membership retention and fostering collaboration
 - Maintaining unity among community colleges
- **Professional Development**
 - Scaling and supporting student success initiatives
 - Providing leadership development
- **Presence and Visibility**
 - Increasing TACC's presence, visibility, and influence

When asked if CEOs had any additional comments, many responded with praise for the organization:

- TACC is inclusive of community colleges of all sizes
- CEOs are incredibly satisfied with TACC's performance and positive impact
- CEOs acknowledged the value of the services they receive from TACC relative to the cost of membership dues

TACC Staff Listening Sessions

TACC staff listening sessions gathered feedback from three core groups: the Advocacy and Policy team, the Texas Success Center (TSC), and the Community College Association of Texas Trustees (CCATT). These sessions focused on evaluating draft mission and vision statements and identifying organizational priorities for TACC’s strategic plan.

Staff Feedback: Mission and Vision

- Participants favored the mission’s emphasis on student success and workforce training but suggested that the language be more future-oriented, succinct, and directly relevant to each group’s role.
- Some staff felt the mission statements could better reflect the unique contributions of TSC and CCATT.
- Feedback on the vision statements included a preference for focusing on social and economic mobility and emphasizing inclusivity by highlighting advancement for “all Texans.”

Staff Feedback: Goals and Strategies

- For TACC as a whole, the top priorities included:
 - Listening to CEO needs
 - Building strong relationships within colleges
 - Connecting community colleges with local workforce leaders
- Five key result areas:
 - Advocacy
 - Trustee engagement
 - Trustee education
 - Resource development
 - Organizational effectiveness
- The TSC team specifically emphasized:
 - Ensuring accountability to funders
 - Supporting college leadership through professional development opportunities
 - Fostering collaborative partnerships with colleges
- Collaborations and alignment:
 - Importance of regional workforce meetings and joint quarterly board meetings
 - Demonstrate TACC’s ability to bring diverse voices together in pursuit of common goals
 - More joint professional development opportunities for members
 - More collaboration and alignment for establishing shared legislative priorities
 - Alignment between TACC and CCATT

- Recommended more frequent executive meetings and memorandums of understanding to strengthen leadership relationships
- Saw opportunities for CCATT trustees to play a larger role in legislative advocacy
- Critical issues
 - Emerging trends such as the need for continuous reskilling and upskilling of the workforce

TACC Partner Listening Sessions

TACC facilitates collaboration between colleges, employers, and policymakers. Many partners depend on TACC to identify successful practices, share expertise, and bridge gaps across the educational ecosystem, highlighting its key role in shaping policies that support community college impact and workforce development.

Partner Feedback

- TACC is highly regarded by its partners for its advocacy work
- Opportunities for TACC
 - **Strengthen its communication efforts** to ensure new policies like HB 8 are clearly understood at all institutional levels, including faculty and staff
 - **Lead in developing data systems** to demonstrate measurable outcomes, such as job placements and workforce readiness, and to provide accountability and evidence of impact
 - **Enhance collaboration** between TACC and organizations like the Texas Workforce Commission and Texas Higher Education Coordinating Board
 - Better align educational outputs with workforce needs, especially as data connectivity becomes more vital
 - **Define long-term success** with clear metrics that reflect educational and workforce goals
 - **Strengthen public outreach** to inform businesses and communities about the new funding structures and community college contributions
 - **Expand impact** by emphasizing data-driven advocacy and strategic partnerships to adapt to evolving state workforce needs

TACC Member Listening Sessions

Two group member listening sessions and five individual listening sessions engaged 38 members in discussion to provide feedback on the mission and vision statements, identify priorities, and share their perspectives on how TACC supports them in their roles. Emerging themes included:

- **Advocacy for State Funding:** Members emphasized the importance of TACC’s advocacy for securing state funding, especially in areas like dual credit programs and non-credit workforce courses.
- **Proactive Legislative Engagement:** CEOs urged TACC to be proactive in legislative discussions and support policies that ease regulatory burdens and enhance the visibility and impact of community colleges.

- **Trustee Support:** CEOs noted the need for stronger support mechanisms within CCATT, particularly for newly elected trustees. While TACC’s advocacy and training efforts are appreciated, members requested more tailored resources for trustees, especially around governance versus management responsibilities.
- **Information Sharing:** Members value the information they receive from TACC and suggested that TACC support CEOs by providing regular updates that college leaders could share with their boards.
- **Streamlined Professional Development:** TSC was praised for its professional development initiatives, though some members requested Institute formats be more streamlined and accessible.

Member Feedback: Mission and Vision

- A **preference for clear, concise language** that directly reflects TACC’s advocacy role and its support for community colleges.
- Recommended using **terms that inspire collective action and empowerment**, aligning TACC’s goals **with measurable outcomes** like legislative wins and member benefits.
- Strong desire for TACC’s mission to **highlight community colleges’ role in economic and workforce development**, reinforcing the organization’s commitment to educational success and member collaboration.

Prepared for

Texas Association of Community Colleges
Austin, TX
www.tacc.org

Prepared by

MAYA Consulting
Austin, TX
www.mayaconsultingllc.com

About TACC: The Texas Association of Community Colleges (TACC) represents the interests of 48 public community college districts in Texas, including their presidents and chancellors. For over seven decades, TACC has been dedicated to advancing educational opportunities and fostering student success across the state. Through strategic advocacy, policy innovation, and collaboration with state leaders and stakeholders, TACC works to strengthen community colleges as critical drivers of workforce development, economic growth, and educational attainment in Texas.



**Texas Association of
Community Colleges**

For more information, visit:

TACC.ORG