

Community College Association of Texas Trustees



Strategic Plan Part I

Momentum 2021

Introduction, History, & Taking Stock

Community College Association of Texas Trustees Strategic Plan

Momentum 2021

Developed by the CCATT Board of Directors and Staff

Board of Directors: Chair Raymond Lewis, Galveston College; Chair-Elect Bill Greenhill, Tarrant County College; Secretary Debbie Barnes-Plyer, Grayson College; Immediate Past-Chair Lydia Sañtibanez, Temple College; Rex Weaver, Central Texas College; Jeffrey Richard, Austin Community College; Joe Carrington, Kilgore College; Roberto Zarate, Alamo Colleges; Carol Scott, Del Mar College; Ron Walker, Victoria College; Patrick Nonhof, Frank Phillips College; Selena Solis, El Paso Community College; Danny Gertson, Wharton County College

CCATT Staff: Jennifer Poteat, TACC Director of Trustee Services

TACC Advisor: Jacob Fraire, TACC CEO/President

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

Introduction

The Community College Association of Texas Trustees (CCATT) Board of Directors recognized the need for a plan that would guide the organization through the next five (5) years, as it transitions from its initial formative stage to the performing stage. A robust strategic plan will increase CCATT's strength as the collective voice representing the community college trustees/regents of Texas, serving and enhancing the work of the trustees/regents to foster student success and ensure excellence in community college governance.

With the support of Jacob Fraire, CEO/President of Texas Association of Community Colleges (TACC), and guidance of Jennifer Poteat, Director of Trustee Services, a three-day retreat of the CCATT Board of Directors was held September 29-31 at the Hyatt Lost Pines in Bastrop, Texas.

Prior to the retreat, CCATT members and community college stakeholders were surveyed to build an understanding of members' knowledge, their current level of engagement with CCATT, and their interests for the future. The survey results were presented and discussed at the retreat and informed the work of strategic planning. The results of the survey may be found in the Appendix of this document.

The retreat began with a presentation by Dr. John Roueche, President, Roueche Graduate Center National American University. Dr. Roueche outlined the challenges and opportunities community colleges face at this time.

Over the next two (2) days, the Board of Directors along with CCATT and TACC staff worked through an interactive process that began by taking stock of the current state of CCATT and the environment in which it serves, to the creation of a high level action plan.

We believe this CCATT Strategic Plan 2021 provides a clear focus for the intent and work of the association to fulfill the positive vision of the future created in this session. Like all strategic plans, it 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.

History of CCATT

As an organization, CCATT is fairly young. What follows is a list of facts that provide the history and points of information to understand where CCATT is today and how it got here.

- ★ Beginning in the 1990s, there was an interest in establishing an organization to support community college trustees/regents. The interest continued, but no formal action was taken to create an association.
- ★ Then in 2006, CCATT was established to provide a unified voice of trustees/regents who could interface and influence the Texas State Legislature with a particular focus on legislative issues and state funding for community colleges. At this time, a board of directors was established to begin the formal operation of the association.
- ★ Then, in 2006, CCATT was established to provide a unified voice of trustees/regents who could interface and influence the Texas State Legislature with a particular focus on legislative issues and state funding for community colleges. At this time, a board of directors was established to begin the formal operation of the association.
- ★ The original Executive Committee of CCATT was Kitty Boyle, Allan Kaplan, Chris Adler, Pete Saenz, and Roberto Zarate.
- ★ The association 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.
- ★ The need for CCATT also arose out of a demand for coordination and communication among trustee and regent boards across the state. At that time, Texas Association of Community Colleges had an established group comprised of college presidents, but an organization supporting Texas community college trustees/regents had not been established.
- ★ Recognizing that trustees/regents 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 trustee boards could effectively perform these responsibilities.
- ★ Boards of trustees/regents were in need of 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.
- ★ CCATT membership is made up of the governing board members of the 50 community colleges of Texas.

Taking Stock

A review of the current state of CCATT and its members notes the following strengths, trends, opportunities, challenges, and key issues.

STRENGTHS	TRENDS
<ul style="list-style-type: none"> • CCATT is trustee/regent led. • CCATT members are elected by their communities. • CCATT has a strong focus on the role of governance for Community Colleges. • CCATT is a spirited organization with passion for students. • CCATT Board of Directors is committed to growth and improvement. • CCATT, as an organization is dedicated to community colleges sustainability, effective board governance, and community service. • CCATT is an effective voice to the political structures impacting community colleges. • CCATT programs and services currently offered have been well received and considered successful. • CCATT is building momentum in connecting with and serving its members. • CCATT leadership is willing to self-reflect and learn how to improve, in a desire to be more successful. • Student success is a significant part of CCATT's agenda. 	<ul style="list-style-type: none"> • Participation in CCATT has increased. • Community College boards of trustees/regents are experiencing change. • Members' communities are experiencing changing demographics. • In some cases, student enrollment is declining. • Dual credit is an increasingly challenging issue, impacting instructional practices and current business models. • State support is declining, creating a significant funding challenge. • Federal funding is becoming more restricted. • Community colleges are creating streamlined pathways for student completion. • The Texas Higher Education Coordinating Board has adopted a new strategic plan, <i>60x30TX</i>, that sets goals and expectations impacting community colleges. • Competition for students is increasing. • Trustee/regent involvement in and expectations of CCATT have increased. • Community college services are changing in response to changes in the student population. • A high degree of turnover in college executives is anticipated, increasing responsibility of trustees/regents.

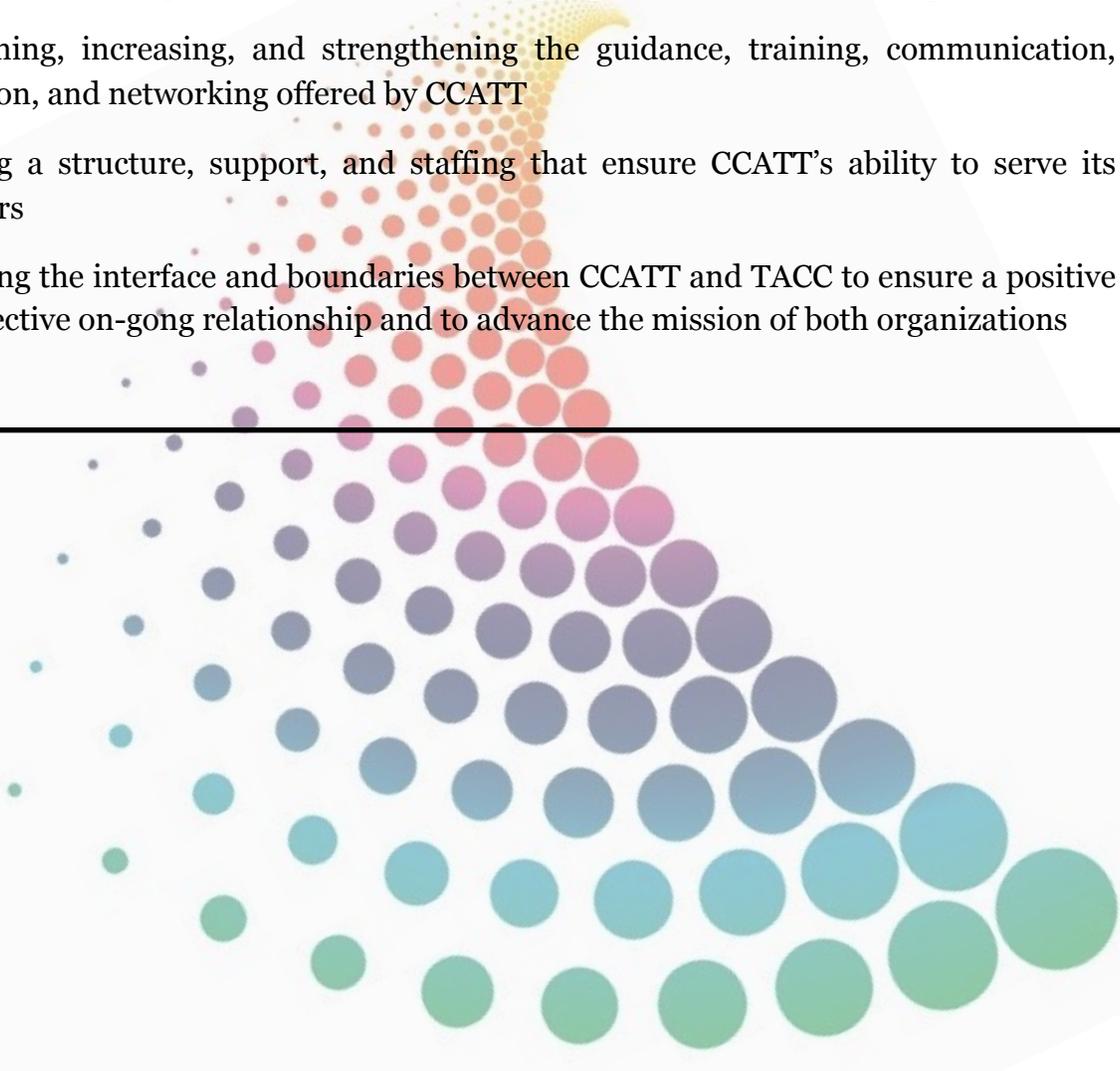
OPPORTUNITIES

- Ensure alignment with the CCATT/TACC legislative plan
- Identify and garner alternative funding
- Increase awareness of CCATT through networking and a variety of communication approaches
- Increase collaboration between CCATT and TACC
- Attract and mentor new board members across the state
- Develop and provide trustee/regent education programs
- Increase the engagement and participation in CCATT services and activities
- Leverage both new leadership and the strong foundation of CCATT's Board
- Review the financial base, including the dues structure for CCATT/TACC
- Increase the availability and accessibility of professional development opportunities for trustees/regents
- Establish communication links to newly elected trustees/regents

CHALLENGES

- Building collaborative, trusting relationships between CCATT and other stakeholder, including TACC
- Trustees/regents are elected officials who may not have governance experience
- Increasing the "value" of CCATT to its members
- Increasing members and stakeholder participation
- Increasing unity and collaboration of CCATT Board of Directors
- Captivating the attention of trustees/regents to increase their engagement with CCATT
- Further developing the CCATT website
- Dealing with laws and regulations that hinder or help community colleges and their boards
- Creating and attending to a clear focus
- State and Federal funding uncertainties
- Balancing workforce needs with academic commitments
- Changing demographics of communities and therefore student bodies
- Aligning CCATT's focus with the Texas Higher Education Coordinating Board's 60x30TX plan.
- Advocating for a sustainable model for awarding dual credit

KEY ISSUES

- The sustainability of community colleges in the current funding and tax environment
 - Understanding various business models for support of community colleges and enacting those that are most effective
 - Understanding and responding to the changing paradigm for community colleges in response to the changes in their communities and student bodies
 - Providing a unified voice, especially to political bodies, to represent the broad membership interests of CCATT
 - Establishing a sustainable model to deliver dual credit and support Early College High Schools
 - Understanding and addressing the needs and interests among members for professional development in community colleges governance and Board operations
 - Broadening, increasing, and strengthening the guidance, training, communication, education, and networking offered by CCATT
 - Creating a structure, support, and staffing that ensure CCATT's ability to serve its members
 - Clarifying the interface and boundaries between CCATT and TACC to ensure a positive and effective on-going relationship and to advance the mission of both organizations
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- A decorative graphic consisting of a large number of small, semi-transparent circles arranged in a triangular pattern. The circles are colored in a gradient from light blue at the top to light green at the bottom, with some circles in shades of purple and pink in the middle. The circles are of varying sizes and are set against a light gray background.