



DRAFT
TEXAS SUCCESS CENTER
GUIDING PRINCIPLES AND PROTOCOLS

The Texas Success Center's mission is to build the capacity of Texas Association of Community College member colleges to engage in and advance student success strategies at scale; build the capacity of TACC to evaluate, support and scale college student success strategies; and develop and propose public policy changes to enhance student success.

The purpose of this guiding document is to define the Texas Success Center's (Center) roles, responsibilities and relationships in regard to (1) the Texas Association of Community Colleges (TACC), (2) the Center's Advisory Board (Board), (3) the Center's Executive Director and (4) the Texas Student Success Council (Council).

1. The Texas Success Center and Texas Association of Community Colleges

In order to establish a productive, open relationship between the Center and TACC and to operationalize effective programmatic support and fiscal responsibility for the work of the Center, TACC and the Center will adhere to the following protocols:

- The Executive Director of the Center and Center staff are TACC employees. The Executive Director will report to the President and CEO of TACC and will oversee the daily operations of the work and staff of the Center.
- As members of the TACC team, the Center Executive Director and Center staff will adhere to same expectations and internal protocols as all other TACC staff, including established documentation processes for travel, reimbursements, vacation, and sick leave in the execution of the work of the Center's contractual agreements.
- The Executive Director, in collaboration with the TACC President, will draft the Center's annual budget aligned with the Center's contractual agreements. The Executive Director will present the drafted annual budget and subsequent balance sheet summaries of expenditures and variances to the Center Advisory Board for review and feedback. In concert with the established TACC fiscal-year budget process, the TACC Executive Committee will approve the Center's final annual budgetary recommendations, informed by Board feedback.
- The Executive Director will collaborate with the TACC Director of Finance, President, and Executive Committee to establish new financial reporting protocols as necessary, and to ensure the highest standard of fiscal responsibility and accountability. The TACC Director of Finance will collaborate with the Executive Director to establish new grant accounts and subaccounts for accurate and detailed financial tracking and reporting.
- The Executive Director will work with the TACC Vice President for Data & Research in developing a research agenda. The Vice President will assist the Executive Director with research requests, serve as the primary liaison to community college institutional researchers, review and analyze a variety of success indicators to help

institutions improve student success, identify capacity and infrastructure issues at institutions and suggest professional development for institutions to be sophisticated consumers of institutional research and data.

- The TACC President will ensure that the Center's work is a standing agenda item at all TACC quarterly meetings to allow the opportunity for the Executive Director, Center Advisory Board Chair and CEOs serving on the Advisory Board to provide updates, solicit feedback, establish the value of the center, and enlist the participation of all 50 Texas community college districts in the work and events of the Center.

2. The Texas Success Center and the Texas Success Center Advisory Board

The purpose of the Board is to provide strategic direction and input on the priorities of the Center as well as feedback on the operations of the Center and its staff. Board members will serve as ambassadors for the Center, connecting the work of the Center to the stakeholder groups that the board members represent and providing feedback and guidance from the field. Members will also provide input on the operational priorities and the work of the Center staff and share feedback with the TACC president as needed.

Roles and Responsibilities of Advisory Board Members:

- Provide input and feedback on the Success Center's strategic direction, scope of work, prioritization of efforts and work planning, stakeholder engagement and implementation efforts.
- Share pertinent information about the Success Center with members' respective association or constituency to (1) keep stakeholders apprised of Success Center goals and activities and (2) provide opportunities for broader stakeholder input.
- Serve as a sounding board for the Executive Director, providing an open venue for the Executive Director to have critical and courageous conversations about the work with the colleges, including the successes and challenges that are encountered.
- Provide input on the work and the expected output of the Center's Leadership Teams as well as guidance on how to best communicate the results of the Leadership Teams to the field.
- Collaborate with TACC in both hiring and, if necessary, the dismissal of the Center Executive Director. The TACC President will make the final decision on any employment actions but will seek input from the board before moving forward.
- Review and provide feedback on the proposed annual budget for the Center.
- Provide input into the evaluation of the Center Executive Director. Prior to the annual employment review of the Executive Director, the TACC president will seek written feedback from the advisory board members on the performance of the Executive Director. The advisory board input will be aggregated and used as part of the performance evaluation materials with final decisions about

performance, advancement and compensation to be made by the TACC President.

- Provide input to inform the annual reporting to Center funders.

Board Composition

The Board is comprised of the individuals who serve in the following positions:

- 5 Texas community college presidents
- 1 member from the workforce commission
- 1 K-12 representative
- 2 at-large members

Members of the Advisory Board will serve 2-year terms with the ability to be reappointed. As members rotate off the board, new appointments will be a joint decision between the TACC president and the Center Executive Director.

Role of Community College Presidents on Advisory Board

The community college CEOs serving on the Board will act as a liaison between the Texas Success Center Advisory Board and the TACC member CEOs.

- The Success Center Advisory Board CEOs will provide updates and action items from the Success Center to the TACC member CEOs alongside the Executive Director. It is the responsibility of the Board CEOs to make recommendations to their peers from the perspective of the president, highlighting the institutional implications of the work of the Center.
- The community college CEOs serving on the Board will also share questions, concerns and ideas from the TACC member CEOs with the Advisory Board, both as a regular meeting agenda item as well as in between meetings if issues or concerns arise.
- The community college CEOs serving on the Board will act as an informal advisory body for the Executive Director, providing honest and open feedback about the work and direction of the Center. The Board CEOs and the Executive Director will have conference calls and will also commit to serve as a sounding board for the Executive Director on an ad hoc basis as needed.

Advisory Board Meetings

- The Board will meet quarterly. On an alternating basis, the Board will meet in-person at the Texas Association of Community Colleges in Austin or on conference calls or webinars.
- The Executive Director is responsible for scheduling the meetings, developing meeting agendas with member input, preparing and organizing materials for discussion, and providing summary notes following each meeting.
- The Executive Director will collect feedback on notes and develop action steps for the agenda items considered by the Board.

3. The Texas Success Center and the Texas Student Success Council

When the Texas Success Center was created, one of the primary roles was to serve as the connection between the Texas Student Success Council and the student success reforms underway at the Texas community colleges. The work of the Center, and the role that the Center plays in aggregating innovation and promising practices from the field, is intended to inform the policy conversations of the Council. Establishing this relationship was a deliberate attempt to create an open and transparent dialogue between the two entities so that (1) the Center will have a venue, in addition to TACC, to discuss, refine and promote the Center's student-focused priorities, aligning and scaling strategies, and related policy recommendations with a broad set of external stakeholders and (2) the Council will recommend and advocate for policies that will accelerate and scale successful reforms within and across institutions.

The collective goal of the Council and the Center is to increase postsecondary completion rates, particularly for students in Texas community colleges. In order to facilitate a productive, open relationship between the Council and the Center, both entities agree to the following set of protocols:

- Regularly recurring meetings and open communication between staff of the Council and the Center.
- All committees and working groups convened by the Council or the Center will have members of each entity and/or the staff will have standing membership roles.
- A standing agenda item at Council meetings that allows the Center Executive Director to give updates on the Center work and also allows the Council members to provide targeted feedback to the Center Leadership Teams and other committees.
 - For items needing direct feedback from Council members, the Executive Director will create a set of discussion questions for the agenda item,
 - These discussion questions will be provided with a summary report of the issue at hand in advance of the meeting,
 - The Center Executive Director will facilitate the discussion at Council meeting, and
 - There will be a 7-day response window for written feedback following the meeting.
- The Center report will be a separate agenda item from the TACC update and should be provided by Center Executive Director or Assistant Executive Director.

4. The Texas Success Center's Executive Director

The Center Executive Director will provide overall leadership and day-to-day management of the Center, including the following roles and responsibilities.

- Foster an ongoing dialogue with the Texas Success Center Advisory Board to ensure that the operations of the Center align and advance the strategic goals outlined by the Board.
- Set the agendas and lead the work of the Center Leadership Teams. The Executive Director is responsible for the day-to-day management of the work of the Leadership Teams as well as for advancing the work of the Teams to meet their articulated goals.
- Document and share the work of the Center and Leadership Teams with TACC Leadership, the Center Advisory Board, the Texas Success Council and the Center's broad stakeholder groups.
- Serve as a member of the Texas Success Council. The Center Executive Director will provide reports and solicit feedback from Council members at each meeting through a standing agenda item.
- Oversee the implementation of high-quality convenings, both statewide and regionally. The Executive Director will determine convening topics based on input from the colleges, set the content for the agenda and determine appropriate speakers and technical assistance.
- Direct the numerous initiatives managed by the TSC and ensure timely grant reporting to the respective funders.
- Participate in relevant national convenings and networks as appropriate and supportive of contractual agreements.
- In partnership with TACC and the TACC CEOs, establish and implement a strong marketing/public-relations strategy, ensuring that the Center's mission and accomplishments are presented in a strong, positive image to internal and external stakeholders.
- Oversee the work and evaluate the performance of the Center's staff members.
- Manage the annual Center budget and allocate available resources to support the organizational mission and goals. The Executive Director will follow established TACC fiscal protocol and collaborate with the TACC Director of Finance to establish any new processes as dictated by the work.
- The Executive Director may expend the Center's approved annual budget, in accordance with objectives and statement of work of the executed Center contracts, including limited reallocations across subaccounts within each grant account. The TACC Executive Committee must approve any substantive budget adjustments exceeding 20% of the subaccount.

- Lead fundraising efforts by identifying additional resource needs, researching funding opportunities, establishing relationships with funders, and drafting funding proposals.
- Oversee the ongoing assessment of the Center's work and effectiveness.