Charterholder Board Meeting
Friday, August 7, 2026 2:15 PM

Conference Room 3340
1015 Norwood Park Blvd.
Austin, TX 78753

Agenda

I. CALL TO ORDER
II. ESTABLISH A QUORUM
III. PUBLIC COMMENT
IV. DISCUSSION
- Expansion Opportunities

V. EXECUTIVE SESSION (IF NEEDED)
VI. RECONVENE IN OPEN SESSION
VII. ADJOURN MEETING

Meeting Agenda | August 7, 2026
Charterholder Board Meeting: 2:00PM – 3:00PM
1015 Norwood Park Blvd., Austin, TX 78753
Conference Room 3340

This meeting shall be conducted in accordance with Texas Open Meetings Act.
In accordance with applicable law, including 19 Tex. Admin. Code 100.1101(b)(1), GCT, as the governing body of the charter holder, shall, acting as a body corporate in meetings posted in compliance with Texas Gov't Code Chapter 551, oversee the management of the charter school. The items listed on this agenda are matters over which the GCT Board and/or the Goodwill Education Board (GEB) may deliberate and/or take action regarding the business and operations of The Goodwill Excel Center for Adults. If, during the course of the meeting covered by this agenda, the GCT Board or GEB Board should determine that a closed session of the Board should be held or is required in relation to any item included on this agenda, then such closed session as authorized by Section 551.001, et seq of the Tex-as Government Code (the Open Meetings Act) will be held by the Board at that date, hour and place given in this agenda or as soon after the commencement of the meeting covered by this agenda as the Board may conveniently meet in such closed session concerning any and all subjects and for any and all purposes permitted by Sections 551.071 – 551.084, inclusive, of the Texas Open Meetings Act. The subjects to be discussed or considered or upon which any formal action may be taken are listed below.

Time	Duration	Item	Presenter
2:15 PM	1 min	Call Charterholder Meeting to Order o Establish a Quorum	Richard Shields
2:16 PM	2 mins	Public Comment	Public
2:18 PM	30 mins	Discussion o Expansion Opportunities	Management Team
2:48 PM	7 mins	Executive Session (if needed) *Under Tex. Gov't Code pursuant to any and all purposes permitted by Sections 551.001-551.084, including, but not limited to: 551.071; 551.074*	Richard Shields
2:55 PM	5 mins	Reconvene in Open Session o Action Items from closed session, if any	Richard Shields
3:00 PM		Adjourn Charterholder Meeting *Motion: To adjourn the meeting*	Richard Shields

REFERENCE MATERIAL:

EXCEL EXPANSION PROCESS & GROWTH PLAN

Expansion Project Phases

Evaluate	Opportunity Assessment	Greenlighting Review	Business Case
Authorize	GEB Recommendation	GCT Approval	TEA Approval
Execute	Facility	Staffing & Systems	Opening

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Expansion Decision Gates

Phase	Step & Components	Group Responsible
Evaluate	**Greenlighting Review & Opportunity Assessment**	Management Conducts Management Provides Updates to GEB & GCT
	Partner Agreement (MOU)	Management Drafts & Recommends GEB Assesses Detail & Recommends GCT Assesses Strategic Impact & Approves
	New Campus Business Case	Management Drafts GEB Assesses & Recommends GCT Assesses & Approves
Authorize	**Expansion Amendment** **Includes Final Business Case*	Management Drafts GEB Assesses & Recommends GCT Assesses & Approves TEA Reviews & Determines
Execute	**Facility Agreement** **May occur prior to final authorization*	Management Recommends GEB Assesses Detail & Recommends GCT Assesses Strategic Impact & Approves

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Phase 1: Evaluate

Phase 1: Evaluate

Greenlighting Review

Greenlighting Framework	
GCT Guiding Principles	
Internal Readiness	Model Fidelity & Readiness
	Talent & Leadership Pipeline
	Sustainable Systems & Partnerships
	Facility & Community Strategy
	Financial Sustainability & Growth Capital
Opportunity Prioritization	Impact
	Feasibility

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**Detailed Greenlighting Framework & Guiding Principles in Boardbook Materials*

Phase 1: Evaluate

1.1 – Greenlighting Review: Guiding Principles

Principle	Summary Description
Organizational Readiness	Strong campuses, systems, leadership, and finances in place
Geography	Protect growth in territory and align with external growth strategy
Mission Alignment	Advances mission and leverages the Excel Center model
Partnerships & Compliance	Trusted partners and full legal and territorial compliance
Financial & Operational Stability	Financially sustainable and operationally viable
Risk Mitigation	Formal due diligence and Board approval required

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**Detailed Greenlighting Framework & Guiding Principles in Boardbook Materials*

Phase 1: Evaluate

1.2 - Opportunity Assessment: Impact

Metric	Description
Market Need	Is there a clear need / demand in the community for this? What evidence do we have?
Strategic Alignment	Does this new project directly align to our mission and impact goals?
Breadth & Dept of Impact	How many additional students would we reach through this opportunity? How much would this improve outcomes for individual students?
Financial Impact	What would be the financial impact of taking on this work?

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Phase 1: Evaluate

1.3 - Opportunity Assessment: Feasibility

Metric	Description
Alignment to Capabilities	Does GEC have the leadership, capacity, and capital to execute successfully?
Competition	Can GEC credibly compete in the current landscape?
Risk / Opportunity Cost	Are the benefits worth the risks, tradeoffs, and impact on organizational capacity?
Financial Impact	What would be the financial impact of taking on this work?
Market Context	Do local conditions support long term success?
Community Support	Is there strong, engaged local support for launch and sustainability?
Strategic Partner Readiness	Is there a stable, mission aligned partner that reduces risk and accelerates impact?

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Phase 1: Evaluate

1.4 – Greenlighting Review: Internal Readiness

Internal Readiness

Criteria		Metric	Description	"No-Go"	Discuss	"Go"
1	Model Fidelity & Readiness	Status of core model documentation	The extent to which the program model, curriculum, and operational playbooks are codified and ready for replication.	Program is not codified nor is there an onboarding and training plan	Program is codified, but there is not an associated training plan	Program is fully codified and there is a training plan in place
		Performance against core KPIs	Performance against topline metrics (i.e. total graduations, total enrollment, and total exploration center enrollment)	One or more schools is missing topline KPIs by >10%	All schools are within 10% of topline KPI goals	All schools are meeting topline KPI goals
2	Talent & Leadership Pipeline	Campus Director role stability	Whether the campus director role is filled and stable at existing campuses	GEC is hiring 3+ CDs, or significantly behind its hiring timeline	GEC is on track to hire 1-2 existing CD roles for the upcoming year	All CD roles are returning or have candidates identified
		# of "ready-now" internal leaders	# of internal staff identified and developed who are prepared for a Campus Director role within 12 months	None	1-2 candidates being informally developed	3+ candidates and a formal development program is in place
		Central office capacity	Assessment of central office staff capacity to grow additional schools with high quality	Gaps in critical supports w/ unclear plans to address	Some gaps identified, with a plan in place to increase capacity	Central office is staffed to support growth
3	Sustainable Systems & Partnerships	Central office capacity	Assessment of central office staff capacity to grow additional schools with high quality	Gaps in critical supports w/ unclear plans to address	Some gaps identified, with a plan in place to increase capacity	Central office is staffed to support growth
		Scalability of core operational systems	Evaluation of whether current systems (e.g., HR, student data, finance) can support a significant increase in schools and students	Systems are not scalable and require a replacement	Systems can scale with modification and investment	Current systems are fully scalable to support growth
4	Facility & Community Strategy	Status of Goodwill partnership MOUs	Existence of formal, signed agreements with Goodwill partners in target expansion regions outlining roles and responsibilities	No MOUs in place or in negotiation	MOUs are drafted and in negation + approval phase	Fully executed MOUs are in place for all expansion sites
		Progress toward securing facilities	Status of identifying, securing, and preparing a new facility in time for opening	No viable facility options identified <12 months before launch	Viable options identified, but lease/purchase is not final	Lease/purchase agreement signed 12+ months before launch
		Community support evaluation	Assessment of local support from key community leaders, potential families, and partner organizations (e.g., letters of support, positive media)	Significant, organized community opposition exists	Neutral or mixed community feedback; lack of strong advocates	Demonstrated public support from key stakeholders
		Authorizer and political support	No red flags re: charter law, authorizer approval, or political support	No	-	Yes
		Occupancy expense per pupil	$ estimated annual occupancy expense per pupil at new campus	>$3,000	$2,500-$3,000	<$2,500
5	Financial Sustainability & Growth Capital	Projected days cash on hand	# of days the organization can operate using available cash reserves, including the costs of expansion	<60 days	60-90 days	>90 days

**Detailed Greenlighting Framework & Guiding Principles in Boardbook Materials*

Phase 1: Evaluate

1.5 – Greenlighting Review: Opportunity Prioritization, pg 1

Opportunity Prioritization

	Criteria	Metric	Description	"No-Go"	Discuss	"Go"
1	Impact	Market Need	Is there a clear need / demand in the community for this? What evidence do we have?	Limited or anecdotal evidence of unmet need. Demand is unclear or already well served by comparable options.	Some evidence of need, but demand size, urgency, or target population fit requires validation.	Clear, data supported unmet need aligned to adult learners Excel is designed to serve.
		Strategic Alignment	Does this new project directly align to our mission and impact goals?	Opportunity does not clearly advance the mission, intended impact, or strategic priorities.	General mission alignment, but competes with or distracts from higher priority strategic work.	Strong alignment with mission, graduate profile, and stated growth strategy.
		Breadth & Depth of Impact	How many additional students would we reach through this opportunity? How much would this improve outcomes for individual students?	Limited student reach and marginal improvement to outcomes. Impact is narrow or short term.	Moderate reach or outcomes improvement, but tradeoffs exist between scale and depth.	Meaningful increase in number of students served and or significant improvement in student outcomes.
		Financial Impact	What would be the financial impact of taking on this work?	Creates structural deficits or long term financial risk without a clear path to sustainability.	Financially viable with tradeoffs or reliance on time limited funding.	Financially sustainable or accretive with a clear long term funding plan.
		Alignment to Current Capabilities	Does GEC currently have sufficient local leadership / structural capacity and political capital to take advantage of this opportunity?	Requires capabilities, leadership, or political capital that GEC does not currently possess and cannot realistically build in time. Requires leadership capacity or political capital that does not currently exist	Stretches current capacity but feasible with targeted investment or partnerships.	Strong fit with existing leadership, systems, relationships, and organizational strengths. Strong alignment with existing leadership bandwidth and organizational capacity.
		Competition	How competitive is the landscape? Can GEC credibly compete?	Highly saturated landscape where GEC lacks a clear differentiator or competitive advantage.	Moderate competition with a plausible value proposition, but positioning requires refinement.	Clear competitive advantage or whitespace where GEC's model is uniquely compelling.

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**Detailed Greenlighting Framework & Guiding Principles in Boardbook Materials*

Phase 1: Evaluate

1.5 – Greenlighting Review: Opportunity Prioritization, pg 2

		Risk / Opportunity Cost	Can GEC pilot this opportunity or "try before you buy"? What can we NOT do if we take on this initiative? What's the worst that could happen? What risks (reputational, financial, programmatic, political) are we taking on as an organization? Is this opportunity time sensitive? Would we miss the window if we did not capitalize on this opportunity now? Is the investment worth the risk? What is the impact on executive focus and organizational bandwidth?	High reputational, financial, or operational risk with low upside or significant distraction from core priorities. Requires disproportionate leadership attention or creates material distraction.	Manageable risks, but timing or opportunity cost warrants careful sequencing.	Risks are understood and manageable, with strong upside and acceptable opportunity cost. Can be executed without compromising focus on core priorities.
		Market Context	Evaluates the degree to which the local political climate, regulatory environment, and key stakeholder landscape support or hinder successful launch and long term operations. Includes analysis of local government priorities, authorizer posture, competing interests, and the presence of influential supporters or opposition that could materially affect execution, timelines, or outcomes.	Active political or regulatory conflict, unclear or unfavorable authorizer environment, or significant opposition from influential stakeholders that creates high risk to execution with no clear mitigation path.	Mixed or evolving political and regulatory dynamics. Stakeholder landscape is not fully aligned or requires active management. Risks are identifiable and may be mitigated with a defined strategy, but uncertainty remains.	Stable or navigable political and regulatory environment with a clear path to authorization. Key stakeholders are aligned or supportive, and any risks are low or well mitigated.
		Community Support	Evaluates the presence, influence, and engagement of local stakeholders who can support or hinder successful launch and sustainability. Includes community leaders, nonprofit partners, employers, and prospective students, with a focus on both breadth of support and strength of advocacy.	Significant, organized opposition from influential community stakeholders or lack of any credible local champions.	Mixed or limited support. Some interest exists, but advocacy is not yet strong or concentrated among key influencers.	Demonstrated support from influential community leaders and partners, with active champions who can support launch, enrollment, and long term success.
2	Feasibility	Strategic Partner Readiness (if applicable)	Does this opportunity include a credible, mission aligned partner that materially reduces risk and accelerates launch and impact? Evaluate the leadership stability and continuity of the partner.	No anchor partner or partner is unproven. Partner lacks stable leadership or clear governance structure. Requires GEC to independently secure facilities, programming, and local credibility. High execution and financial risk.	Partner interest is present but commitments are informal or partial. Some risk reduction, but material gaps remain in facilities, programming, or influence.	Established, mission aligned partner with clear commitments. Stable leadership team with clear governance and decision making authority. Partner provides facilities and or core programming, reduces startup costs, accelerates enrollment, and strengthens local legitimacy. Clear governance and shared outcomes.

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**Detailed Greenlighting Framework & Guiding Principles in Boardbook Materials*

Phase 1: Evaluate

1.6 – Business Case

Components
Community Need
Current System Performance (Accountability Rating)
Financial Conditions & Pro Forma Budget
Facilities & Capital Plan
Staffing & Operational Capacity
Proposed Campus Details

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Phase 2: Authorize

Phase 2: Authorize

Management presents final:

- Opportunity assessment & greenlighting review
- New campus business case & expansion amendment

2.1 – GEB Recommendation

2.2 – GCT Review

2.3 – TEA Review

Phase 3: Execute

Phase 3: Execute

3.1 – Facility Acquired & Prepared

3.2 – Staffing & Systems in Place

3.3 – Opening Day

New Campus Opening - Milestones Timeline

2+ YBO
Explore & Assess Community Need & Opportunity

1.75 YBO
New Location Analysis & Preparation

1.5 YBO
Partnership Agreement Signed

1.5 YBO
Location & Expansion Amendment Approval

1 .25 YBO
Philanthropy Campaign

1 YBO
Campus Director Hired

1 YBO - 6 MBO
Campus Director Onboarding/ Training Planning

9 MBO
FF&E & Technology Ordered

8 - 6 MBO
Faculty/Staff Hiring

3 MBO
Facilities Finish-Out & All Campus Staff Hired

2 MBO
Campus Staff Training

1 MBO
Final Planning & Campus Prep

OPENING DAY
First Day of School

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YBO: YEAR(S) BEFORE OPENING / MBO: MONTH(S) BEFORE OPENING

Growth Plan

Growth Plan

Now

Next
5-Years

Later
10-Years

- **7 Campuses**
  - Community: 2
  - Justice Ed: 5
- **10 Campuses**
  - Community: 5
  - Justice Ed: 5
- **13 Campuses**
  - Community: 8
  - Justice Ed: 5

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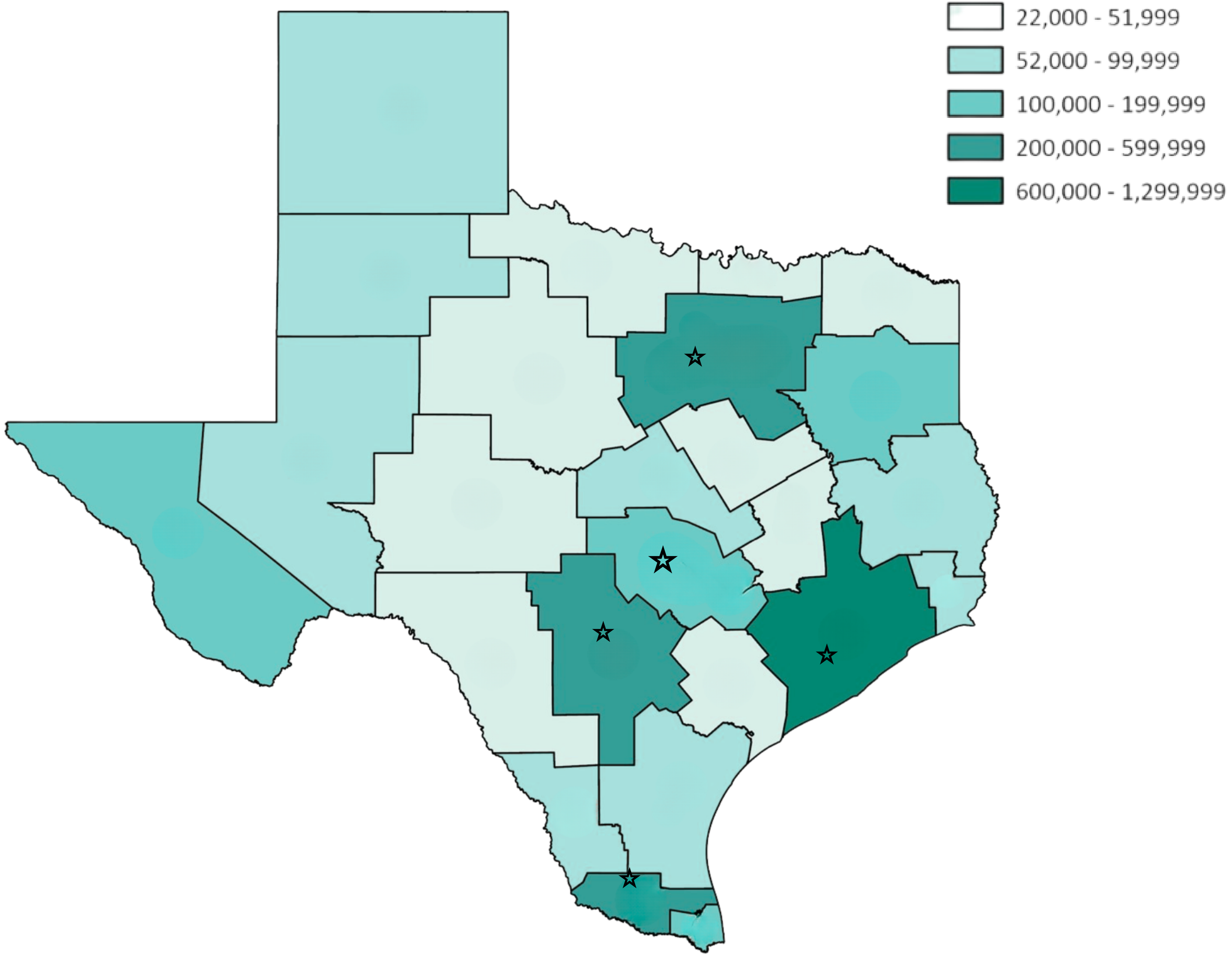
Growth Zones

Top Regions

- Central Texas
- San Antonio
- Houston
- Dallas
- Rio Grande Valley



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School Model

School Site Selection Criteria

- ❑ ~ 25,000 sq ft
- ❑ 12 classrooms + Labs
- ❑ Support spaces
- ❑ Exploration Center
  - ❑ Min: 1 drop-in room
- ❑ Proximity to public transportation
- ❑ Visibility & access

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Strategic Growth Plan
Greenlighting Framework

Goodwill Central Texas
TEC Expansion Guiding Principles

GCT supports pursuing its mission of transforming lives through education and work by expanding Excel Center operations outside GCT's territorial boundaries. This may be done, after careful consideration, by expanding into additional justice education campuses with Windham approval, as well as by expanding into additional community campuses in partnership with Goodwill operations in other territories. The following guidelines summarize some of the important elements that GCT will review in considering the appropriateness of TEC expansion opportunities both within and outside its territorial boundaries.

	Principle	Summary Description	Full Description
1	Organizational Readiness	Strong campuses, systems, leadership, and finances in place	Existing campuses are healthy, achieving strong KPIs; delivering consistently strong student achievement, academic progress, and other academic measures. This would be reflected in high performance ratings by TEA, FIRST, TRS (Texas Rising Star) and/or other respected monitoring organizations. The Excel Center leadership team, recruiting pipeline, operational processes, information systems, academic curriculum and procedures, compliance monitoring, administrative functions, financial condition, as well as GCT support functions must be strong enough to sustain excellence while adding campuses.
2	Geography	Protect growth in territory and align with external growth strategy	GCT has an unwavering commitment to its territory. Expansion outside GCT territory must not hinder growth inside its territory. GCT believes that pursuing its mission in areas outside its territory benefits GCT's brand, mission, community and position with key external constituencies. Expansion opportunities must fit within the strategic growth framework reviewed and approved by GCT.
3	Mission Alignment	Advances mission and leverages the Excel Center model	Proposed expansion opportunities must clearly advance GCT's mission of transforming lives through education and work; be consistent with, and leverage, existing TEC infrastructure for adult high school education, vocational training, and/or early childhood development.
4	Partnerships & Compliance	Trusted partners and full legal and territorial compliance	Partners, including other territory Goodwills, must be of unquestioned reputation and ethics. Expansion must meet all legal, regulatory, and compliance requirements and uphold the highest fiduciary standards in governance, operations, and partner engagement. Contractual terms, standing alone, must meet critical standards in protecting GCT's brand, operations and financial position. Any expansion must comply with GII territory agreements and have been fully disclosed to all potentially impacted GII and GEI parties. Expansion opportunities should reinforce, not risk or diminish, the GCT and TEC brands.
5	Financial & Operational Stability	Financially sustainable and operationally viable	Expansion opportunities must not risk GCT's long-term stability, including capital and operational requirements. Expansion opportunities are expected to be financially self-sustaining and achieve acceptable scale within a reasonable timeframe.
6	Risk Mitigation	Formal due diligence and Board approval required	At appropriate points (Conceptual Review, Feasibility Approval, Final Authorization, etc.) in the development of any expansion opportunity the TEC Superintendent, the GCT CEO and the GEB, which together have deep expertise in such expansion activities, shall complete appropriate operational, legal, compliance, financial and other due diligence activities and report in writing to the GCT BOD on readiness and risks based on work performed. GCT BOD approval is required for all expansion activities.

Internal Readiness

	Criteria	Metric	Description	"No-Go"	Discuss	"Go"
1	Model Fidelity & Readiness	Status of core model documentation	The extent to which the program model, curriculum, and operational playbooks are codified and ready for replication.	Program is not codified nor is there an onboarding and training plan	Program is codified, but there is not an associated training plan	Program is fully codified and there is a training plan in place
		Performance against core KPIs	Performance against topline metrics (i.e. total graduations, total enrollment, and total exploration center enrollment)	One or more schools is missing topline KPIs by >10%	All schools are within 10% of topline KPI goals	All schools are meeting topline KPI goals
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4	Facility & Community Strategy	Status of Goodwill partnership MOUs	Existence of formal, signed agreements with Goodwill partners in target expansion regions outlining roles and responsibilities	No MOUs in place or in negotiation	MOUs are drafted and in negation + approval phase	Fully executed MOUs are in place for all expansion sites
		Progress toward securing facilities	Status of identifying, securing, and preparing a new facility in time for opening	No viable facility options identified <12 months before launch	Viable options identified, but lease/purchase is not final	Lease/purchase agreement signed 12+ months before launch
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		Authorizer and political support	No red flags re: charter law, authorizer approval, or political support	No	-	Yes
		Occupancy expense per pupil	$ estimated annual occupancy expense per pupil at new campus	>$3,000	$2,500-$3,000	<$2,500
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Opportunity Prioritization

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		Competition	How competitive is the landscape? Can GEC credibly compete?	Highly saturated landscape where GEC lacks a clear differentiator or competitive advantage.	Moderate competition with a plausible value proposition, but positioning requires refinement.	Clear competitive advantage or whitespace where GEC's model is uniquely compelling.

		Risk / Opportunity Cost	Can GEC pilot this opportunity or "try before you buy"? What can we NOT do if we take on this initiative? What's the worst that could happen? What risks (reputational, financial, programmatic, political) are we taking on as an organization? Is this opportunity time sensitive? Would we miss the window if we did not capitalize on this opportunity now? Is the investment worth the risk? What is the impact on executive focus and organizational bandwidth?	High reputational, financial, or operational risk with low upside or significant distraction from core priorities. Requires disproportionate leadership attention or creates material distraction.	Manageable risks, but timing or opportunity cost warrants careful sequencing.	Risks are understood and manageable, with strong upside and acceptable opportunity cost. Can be executed without compromising focus on core priorities.
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OPPORTUNITY PRESENTATION

SAN ANTONIO

August 7, 2026

Project: San Antonio

Presentation Purpose

Provide an update on the San Antonio expansion assessment, share the preliminary greenlighting assessment, and prepare the Board to consider a formal MOU in September.

No board action is requested for August 7.

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Project: San Antonio

Opportunity	San Antonio, Texas
Proposed Partner	Goodwill San Antonio

Current Phase

Opportunity Summary

Community Need	>200,000 lack a HS Diploma in Bexar County
Strategic Opportunity	Future expansion opportunities; Creates an Austin to San Antonio corridor. Tests an affiliate co-location model.
Proposed Campus Model	Fidelity to Community School model – within the Opportunity Center to integrate education, career training, and supports. Includes Exploration Center & Night Program
Geographic Context	Dedicated downtown floor with strong public transportation access.
Management Note: San Antonio combines substantial need, a committed affiliate, and a strong facility pathway. Direct competition increases the importance of a defined competitive strategy, enrollment validation, and launch timing.	

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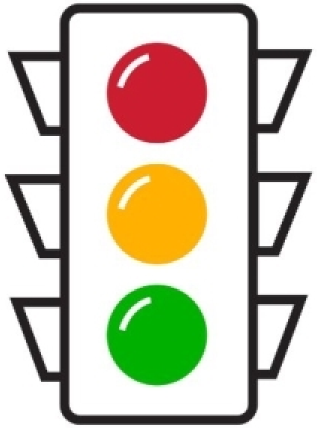
Greenlighting Review



GCT Guiding Principles		Strong mission and geographic fit. Financial and risk conditions under evaluation.
Opportunity Assessment & Prioritization		High impact potential among current opportunities and warrants business case development.
Internal Readiness		Readiness depends on model codification, dedicated project management, launch leadership, and scalable systems.
Management Recommendation: Advance to MOU approval and business case development, contingent on readiness and financial gates.		

Guiding Principles

Principle	Status	Summary
Organizational Readiness		Proven model; replication tools in development.
Geography		Significant need with strong downtown access.
Mission Alignment		Advances mission statewide; Unites diploma completion and workforce advancement.
Partnerships & Compliance		Strong partner interest; roles and agreements pending. GEI supportive.
Financial & Operational Stability		Facility support improves feasibility; financial model pending.
Risk Mitigation		Co-location lowers facility risk; timing and competition remain..

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Internal Readiness

Criteria	Status	Summary
Model Fidelity & Readiness		Core model established; launch standards in development.
Talent & Leadership Pipeline		26/27 SY Initiative. Strong talent market
Sustainable Systems & Partnerships		Strong affiliate capacity; shared services must be defined.
Facility & Community Strategy		Dedicated floor offered; design and terms remain pending.
Financial Sustainability & Growth Capital		Healthy financial reserves; Facility support may reduce costs; Funding opportunities exist.

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Opportunity: Impact

Metric	Status	Summary
Market Need	●	Significant unmet need across Bexar County.
Strategic Alignment	●	Future expansion opportunities within priority region
Breadth & Depth of Impact	●	Potential to serve 3800 students & graduate nearly 1000 by year 5
Financial Impact	●	GWSA financial investment: facilities

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Opportunity: Feasibility

Metric	Status	Summary
Alignment to Capabilities		Strategically aligned; Proximity and co-location support execution; launch capacity required.
Competition		Restore Tech opening Fall 2026; Excel presence critical for maintaining sector lead
Risk / Opportunity Cost		Building timing & parallel growth require careful sequencing.
Financial Impact		GWSA financial investment: Facilities
Market Context		Strong need and workforce ecosystem; direct competition exists.
Community Support		GWSA provides a strong base
Partner Readiness		Executive support is strong; Dedicated space demonstrates significant partner commitment.

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Project: San Antonio

Next Steps

Management is continuing due diligence. MOU development and a full business case will be prepared for Board consideration in September.

OPPORTUNITY PRESENTATION

HOUSTON

August 7, 2026

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Project: Houston

Presentation Purpose

Provide an update on the Houston expansion assessment, share the preliminary greenlighting assessment, and prepare the Board to consider a formal MOU in September.

No board action is requested for August 7.

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Project: Houston

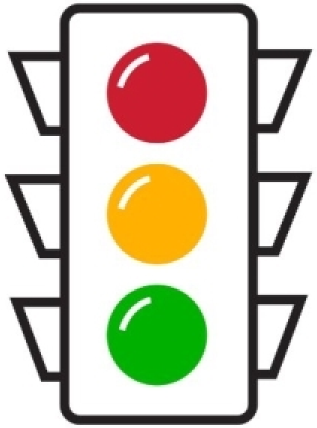
Opportunity	Houston, Texas
Proposed Partner	Goodwill Houston

Current Phase

Opportunity Summary

Community Need	>600,000 adults without a diploma
Strategic Opportunity	First to market Future expansion opportunities
Proposed Campus Model	Fidelity to Community School model Includes Exploration Center & Night Program
Geographic Context	Proposed facility: - Accessible via public transportation - Proximity to enrollment base in service industry
Management Note: Houston offers the most robust eligible student market in the state. Goodwill Houston has been an enthusiastic and supportive partner, looking to be first to market, and offering financial investment for operational supports.	

Greenlighting Review



GCT Guiding Principles		Strong mission and geographic fit. Financial and risk conditions under evaluation.
Opportunity Assessment & Prioritization		Highest impact potential among current opportunities and warrants business case development.
Internal Readiness		Readiness depends on model codification, dedicated project management, launch leadership, and scalable systems.

Management Recommendation: Advance to MOU approval and business case development, contingent on readiness and financial gates.

Guiding Principles

Principle	Status	Summary
Organizational Readiness		Proven model; replication tools in development.
Geography		Significant need with strong regional access.
Mission Alignment		Advances mission statewide; Expands diploma, career, coaching, and childcare access.
Partnerships & Compliance		Strong partner interest; roles and agreements pending. GEI supportive.
Financial & Operational Stability		Growth capital available; financial model pending.
Risk Mitigation		Staged decisions limit organizational exposure.

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Internal Readiness

Criteria	Status	Summary
Model Fidelity & Readiness		Core model established; launch standards in development.
Talent & Leadership Pipeline		26/27 SY Initiative. Strong talent market
Sustainable Systems & Partnerships		District capacity improved; scalability requires validation.
Facility & Community Strategy		Promising site opportunities; full diligence pending.
Financial Sustainability & Growth Capital		Healthy financial reserves; Funding opportunities exist.

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Opportunity: Impact

Metric	Status	Summary
Market Need	●	Largest concentration of eligible adults in the service area.
Strategic Alignment	●	First to market; Future expansion opportunities
Breadth & Depth of Impact	●	Potential to serve 3800 students & graduate nearly 1000 by year 5
Financial Impact	●	GWH financial investment: startup + ongoing

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Opportunity: Feasibility

Metric	Status	Summary
Alignment to Capabilities		Strategically aligned; dedicated launch capacity required.
Competition		First to market – expecting future operator approval; Future expansion opportunities
Risk / Opportunity Cost		Careful sequencing required
Financial Impact		GWH financial investment: startup + ongoing
Market Context		Largest need across the state; Strong partner
Community Support		GWH well-established & supportive
Partner Readiness		Executive support is strong; commitments require documentation.

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Project: Houston

Next Steps

Management is continuing due diligence. MOU development and a full business case will be prepared for Board consideration in September.

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GOODWILL CHARTERHOLDER BOARD MEETING

August 7, 2026

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Agenda

- Call to Order / Establish a Quorum / Public Comment
- Discussion Item
  - Excel Expansion Updates
- Executive Session
  - Action Item: Action Items from Executive Session
- Adjourn

Call to Order

- Roll Call / Establish a Quorum

Public Comment

Discussion

Excel Expansion Portfolio Update

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Recap & Update

Board-approved Strategic Direction

Charter School Growth Fund

Process for Advancing Expansion Opportunities

Current Expansion Portfolio

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Strategic Plan

Mission

Transforming lives through the power of education and work

Vision

To be the **<u>model of excellence</u>** for adult high schools in Texas

1-Year Focus

Stabilize, standardize, and strengthen our school system so we can grow with quality

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Strategic Priorities

ACADEMICS	Rigorous & Relevant Instruction
SUPPORT	Culture of Support & High Expectations
ADVANCEMENT	Career Pathways & Postsecondary Transitions
TALENT	Effective & Sustainable Workforce
SYSTEMS	Aligned & Scalable Infrastructure
GROWTH	Empower Texans through Education Pathways

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Growth Plan

Now

- **7 Campuses**
  - Community: 2
  - Justice Ed: 5

Next

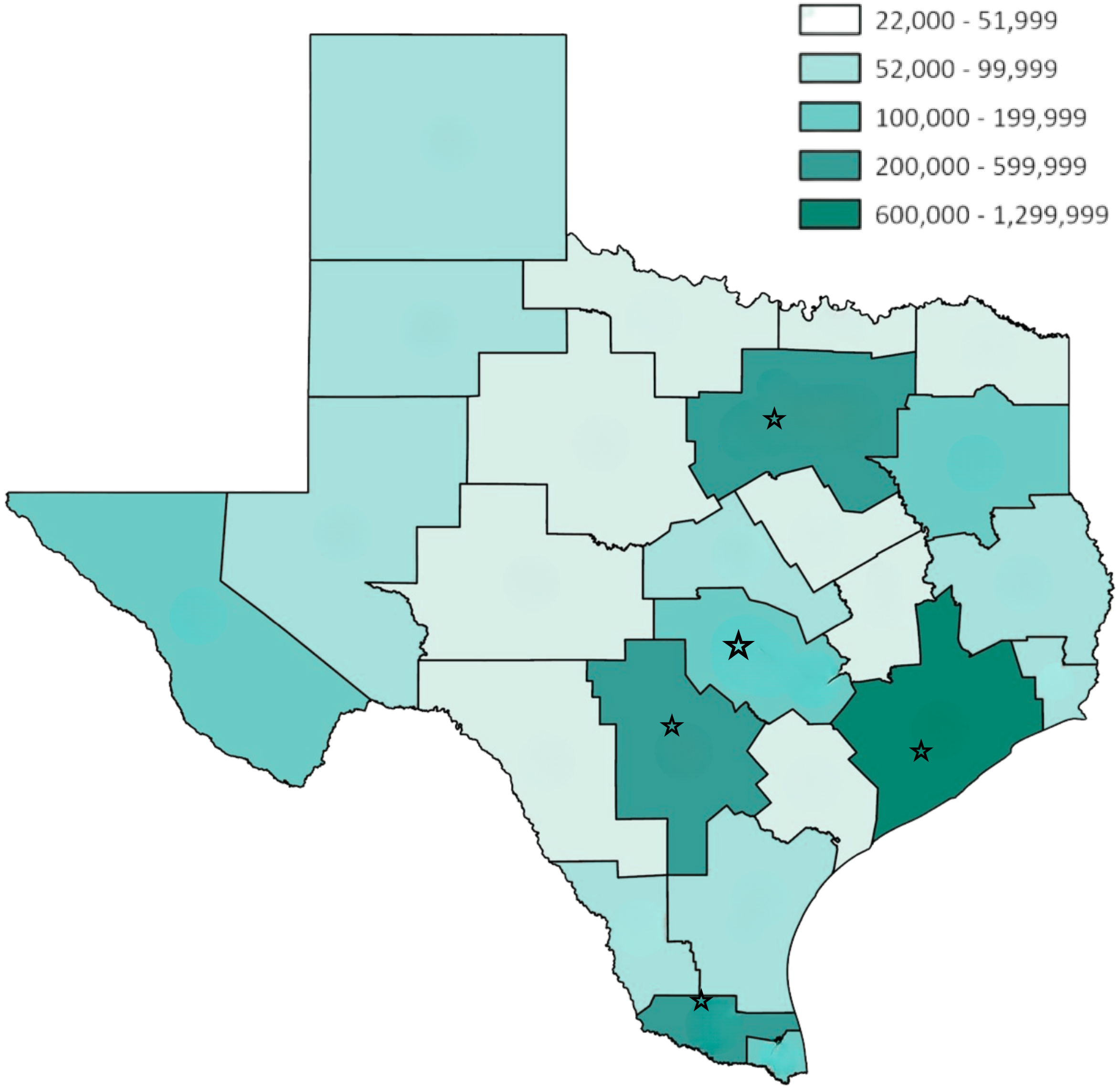
5-Years

- **10 Campuses**
  - Community: 5
  - Justice Ed: 5

Later

10-Years

- **13 Campuses**
  - Community: 8
  - Justice Ed: 5



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Charter School Growth Fund

- Due Diligence Underway
- Management Presentation – September 9
- CSGF Board Vote – October 14

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Reminder:
Expansion Project Phases

Evaluate	Opportunity Assessment	Greenlighting Review	Business Case
Authorize	GEB Recommendation	GCT Approval	TEA Approval
Execute	Facility	Staffing & Systems	Opening

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Expansion Portfolio

Project	Phase	Stage
Exploration Center Expansion	**Execute**	Facility: RFP Process in Progress
South Austin Relocation	**Execute**	Facility: Search in Progress
Houston Community	**Evaluate**	Assessment: MOU terms in Development
San Antonio Community	**Evaluate**	Assessment: MOU terms in Development

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⋆ **Request:** Leads on potential South Austin sites

Opportunity Review

	Project	Phase	Stage
	Exploration Center Expansion	**Execute**	Facility: RFP Process in Progress
	South Austin Relocation	**Execute**	Facility: Search in Progress
☆	**Houston Community**	**Evaluate**	Assessment: MOU terms in Development
☆	**San Antonio Community**	**Evaluate**	Assessment: MOU terms in Development

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Advancement Rationale

- Significant Community Need
- Strong Mission & Geographic Alignment
- Committed & Aligned Partners
- Credible Facility Pathways
- Potential for Meaningful Statewide Impact

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Houston

- Greatest Regional Need + Largest Scale Opportunity
- Partnership: Financial & Facility Investment
- Community School: Day / Night Programming + Exploration Center

Management Recommendation:

Advance to MOU approval & business case development, contingent on readiness and financial gates.

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San Antonio

- Priority Region + Close Proximity to Headquarters
- Partnership: Facility Investment + Integrated Education & Workforce Services
- Community School: Day / Night Programming + Exploration Center

Management Recommendation:

Advance to MOU approval & business case development, contingent on readiness and financial gates.

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MOU Development

1. Clear roles, contributions, and decision rights

2. Meaningful commitments from each organization

3. Shared responsibility for financial & implementation risk

4. Protections if assumptions or circumstances change

5. Final terms to be incorporated into the business case

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Reminder: Decision Gates

Phase	Step & Components	Group Responsible
Evaluate	**Greenlighting Review & Opportunity Assessment**	Management Conducts Management Provides Updates to GEB & GCT
	Partner Agreement (MOU)	Management Drafts & Recommends GEB Assesses Detail & Recommends GCT Assesses Strategic Impact & Approves
	New Campus Business Case	Management Drafts GEB Assesses & Recommends GCT Assesses & Approves
Authorize	**Expansion Amendment** **Includes Final Business Case*	Management Drafts GEB Assesses & Recommends GCT Assesses & Approves TEA Reviews & Determines
Execute	**Facility Agreement** **May occur prior to final authorization*	Management Recommends GEB Assesses Detail & Recommends GCT Assesses Strategic Impact & Approves

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Next Steps

Complete MOU terms and partner commitments

Develop & validate financial models & business cases

Assess organizational capacity & sequencing

Return with complete business cases and management recommendations

Upcoming Engagements

- **26/27 SY Board Training -** Due June 30, 2027

- **Meetings / Events**
  - GEB Meeting – Friday, September 11, 2026
  - GCT Charterholder Meeting – Friday, September 25, 2026
  - A Good Night for Goodwill – Thursday, October 1, 2026
  - Board Training: Charter FIRST – Friday, October 23, 2026
  - GEB + Audit & Finance Meeting – Friday, November 6, 2026
  - GCT Charterholder Meeting – Friday, November 13, 2026

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Executive Session

Under Texas Gov’t Code pursuant to any and all purposes permitted by Sections 551.001-551.084, including, but not limited to: 551.071; 551.074.

Reconvene

Action related to Executive Session

Adjourn

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Supplemental Materials

Strategic Priorities

Priority Area	Initiatives	Status
Academics	Instructional Framework Curriculum Adoption	**On Track:** Developing
Supports	Coaching & Student Support Framework Exploration Center Growth Plan Optimized Student & Client Experience	**On Track:** Developing
Advancement	Advising Framework Tracking Graduate Outcomes	**On Track:** Developing
Talent	Staff & Leadership Development Program Overhaul Employee Journey Processes Clarify roles & responsibilities + Align with PD scope & sequence	**On Track:** Developing
Systems	Centralized Operating Model & Network Structure Growth Playbook Fundraising, Marketing & Communications Strategy	**On Track:** Developing
Growth	Expand Norwood Exploration Center Relocate South Austin Campus	**On Track:** Developing

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