



Position Specification

Texas Guaranteed Student Loan Corporation
President and CEO

June 2017



POSITION SPECIFICATION

Position	President and Chief Executive Officer
Institution	Texas Guaranteed Student Loan Corporation
Location	Round Rock, Texas
Reporting Relationship	TG Board of Directors
Website	http://www.tg.org

INSTITUTIONAL BACKGROUND / CULTURE

Financial education and decision-making are vital to student and post-graduate success. For nearly 40 years, TG has provided individualized services to student borrowers, institutions, and communities to improve the financial education and wellness of all those served.

About TG

TG is a nonprofit 501(c)(3) corporation of 450+ employees with the dual mission of helping student borrowers successfully repay their education loans and promoting access and success in higher education.

TG has a nearly 40-year successful track record as a student loan guarantor, delivering positive outcomes for student borrowers. TG has guaranteed over \$74 billion in loans to more than 4 million student borrowers and their parents. Today, TG continues to provide services for guaranteed loans totaling nearly \$12 billion. TG's total revenue is \$127 million with an operating budget of \$78 million (total payroll of \$38 million and capital budget of \$4.6 million).

TG also has a strong philanthropic heritage of giving through grants to colleges, universities, and research groups focused on improving student outcomes, especially to underserved students, families, and institutions.

As TG moves into the future, the corporation is drawing on its history, branching into new sectors beyond student loans, and delivering the same level of exceptional care and service that TG customers have come to depend on. TG remains invested in the success of students and higher education institutions.

For more information, please visit <http://www.tg.org>.

KEY RESPONSIBILITIES OF THE PRESIDENT AND CEO

TG seeks an exceptional leader to serve as its next President and CEO. The President and CEO participates in all aspects of corporate leadership, working with the Board to set objectives and strategy, and provide direction toward the achievement of goals and objectives as established by the corporation's Board of Directors.



President and CEO responsibilities include:

Strategy and Initiative

- Develops and directs the implementation of a strategic plan to advance TG's non-profit mission and objectives and to promote revenue, profitability, and growth as an organization; develop strategies to achieve corporate goals. This responsibility includes continual assessment and adjustment of the strategic plan to assure that the Corporation responds appropriately to environmental and extrinsic issues which affect, or have the potential to affect, its mission and objectives, and to assure that the Corporation maintains a forward-looking state of preparedness.
- Serves as the primary change agent and champion for needed changes to support and effectuate the strategic plan.
- Serves as the corporate visionary to assess and communicate the optimal forward pathway for the corporation, while achieving consensus and cadenced activity toward the achievement of the visionary progression.
- Serves as the primary visionary of TG, to set its forward course, to find opportunities for change, and opportunities within change. Articulates vision, including any vision modifications, to staff at all levels.
- Motivates staff at all levels toward the realization of articulated vision and toward the accomplishment of goals consistent with the strategic plan and non-profit mission.

Communication

- Provides TG's Board of Directors full, accurate, and up-to-date information; formulates initiatives, undertakings, and policy and planning recommendations for the Board of Directors with the input of corporate subject matter experts. This responsibility also involves developing a firm and appropriate relationship with Board members to assure their participation in and understanding of corporate affairs. Makes recommendations to the Board based on communications with management and staff.
- Develops and maintains appropriate professional relationships with the customers of TG and other industry groups, attracting collaborative arrangements with lenders, private and public institutions of higher education, and vocational/technical training institutions. Accepts and delivers industry feedback relevant to TG, its performance, and mission.
- Assures that TG and its non-profit mission, programs, products, and services are consistently presented with a strong, positive image to TG's constituencies.
- Serves as the primary spokesperson for TG, and communicates effectively with governmental and non-governmental stakeholders to build an understanding of TG and its mission, develop and maintain a positive image of TG and its work, and gain consensus and obtain support on issues and matters that concern TG and its affairs.
- Communication with external individuals and bodies include: U.S. Department of Education officials at all levels; members of Congress and the Texas Legislature; staffs of Congress and the Texas Legislature; the Governor of the State of Texas and staff; administrative officials of various state agencies; various trade association and industry groups; the press; officials of other guarantors; representatives of various stakeholders including secondary markets, banks, servicers, industry service providers, vendors, collection agencies, student groups, institutions of higher education and students / borrowers; and non-profit or business organizations which may assist TG in carrying out its mission.



Operations and Management

- Guides TG operations to optimize efficiency, quality, service, and cost-effective management of resources; generally oversees planning, developing, and implementing strategies for generating resources and/or revenues for the company. Pursues and builds capacity in respect of the Corporation's non-profit mission.
- Deploys corporate resources and assures realization of the strategic plan. Oversees the development, promotion, delivery, and quality of programs, products, and services.
- Assures that issues arising within the Corporation are timely and effectively identified and resolved by staff and others, as required.
- Regularly reviews operational reports and financial statements to determine progress and status in meeting corporate objectives, providing guidance, mentorship and critique and taking actions to assure favorable outcomes. Oversees revision of objectives and plans when current or changed conditions require adjustment and change.
- Selects and employs appropriate staff; evaluates the performance of direct reports based on established corporate benchmarks of performance, achievement of company objectives, contributions in attaining objectives, and other relevant factors. Properly delegates duties to qualified personnel and oversees and advises on progress, as needed, and end results.
- Directs the talent and energy of the Senior Management Team and Corporation staff toward the proper effectuation of defined key results in a manner consistent with the desired corporate culture.
- Assures the development and proper operation of business continuity, contingency and incident management plans to ensure organizational sustainability.

Advocacy

- Serves as a principal advocate for TG to the state government, including the Texas Legislature, Governor's office, and various state agencies as necessary; and to the Federal government, including U.S. Congress and various federal agencies, serving as a spokesperson for TG before other local, state, and national groups, and the press, as appropriate.
- Collaborates with others to assure the overall position of TG in legislative, administrative, non-profit and business affairs.

Controls, Ethics, and Compliance

- In collaboration with other management, provides guidance in the areas of corporate risk management, controls establishment, mitigation development and management, remediation selection, ethics and compliance mandates, values selection, and implementation to assure the appropriate corporate environment and focus.
- Provides a strong "tone at the top" regarding these matters, including leading by example and articulating beliefs in appropriate circumstances and settings.

General

- Fulfills all other executive, administrative, and management functions of a chief executive officer and corporate president as warranted.
- Performs other duties as assigned by the Board or as warranted.



PROFESSIONAL EXPERIENCE / QUALIFICATIONS

The successful candidate will have the highest commitment to community values and corporate ethical standards. The successful candidate must exhibit the vigor and imagination necessary to promote those standards effectively and must be able to recognize and promote excellence in all its forms.

Compelling candidates will possess the following specific experience:

- At least seven years' experience in the administration, governance, and leadership of a large organization, preferably at the CEO or executive management level.
- At least ten years' experience in the financial services industry or equivalent related experience. Senior-level, or greater, management experience in operational areas of a Federal Family Education Loan Program guaranty agency organization or similar organization is desirable.
- Senior-level, or greater, management experience in a regulated industry is required.
- Significant experience in trade association matters and leadership, including noteworthy levels of participation and service.

Compelling candidates will also possess the following general experience:

- Significant ability and strong leadership experience at the highest levels of an organization, with the ability to motivate employees toward end results and to successfully advocate the mission and key results of the corporation internally and externally.
- Keen ability to establish, guide, review, adjust, and implement the corporation's strategic plan in collaboration with key personnel, the Board of Directors, and stakeholders, driven by an articulated vision for the Corporation.
- Strong skills as a communicator to assure that staff and the Board of Directors have adequate information on which to act, serving as the primary advisor and interface between the two.
- Ability to cogently promote the company and its offerings on the local, regional, state and national levels to stakeholders and the populace on issues of importance to the corporation.
- Polished public speaker with the ability to deliver compelling presentations and speak extemporaneously in public settings, and to represent the company as its primary spokesperson.
- Solid sense of overarching communications strategy with the ability to devise communications plans in collaboration with others, advocate and deliver needed messaging, and enlist organizational support for the corporation, its mission, its strategic plan, and its objectives, and assure underlying collateral support.
- Basic, working knowledge of public relations principles and practices, as well as communication and public relations techniques.
- The ability to successfully maintain existing relationships and build new relationships at appropriate levels to ensure enduring business affiliations and alliances.
- Comprehensive skills to both seek and champion needed organizational changes, and enlist key internal and external stakeholders in the process.
- Strong ability to act as the primary institutional-decision maker, acting within board directive, to formulate and execute plans of all complexities to a proper, timely end result.
- The compelling ability to attract, develop and maintain a high-performance team, through regular communication of expectations, policies, and objectives.
- Skill and experience in analysis and interpretation of financial and economic data,



budgeting, information systems, staff development to provide guidance to staff and operations.

- The ability to provide overarching direction to those responsible for the company's operations to assure quality, service, cost-effective management, and proper use of resources in order to assure optimum efficiency and revenue to sustain the corporation and provide for its mission. The ability to carefully intervene, when necessary, while motivating and mentoring and appropriately standing aside to permit staff achievement of end results.
- The ability to lead corporate managers in a coordinated direction and culture toward corporate progress in all areas, particularly with a view toward sustainability.
- Experience in risk management, oversight of controls development, mitigation development, policy development, and the orderly implementation of new strategies and procedures to assure to the integrity and longevity of the Corporation.
- Experience in providing guidance to assure and maintain existing corporate policies, controls and compliance, and to support the maintenance of a "controlled organization" by, in part, establishing a properly exhibited, communicated and modeled "tone at the top."

Compelling candidates will possess the following personal traits:

- Leader with demonstrated creativity and innovation, vision, imagination and patience.
- Analytical and critical thinker with strong planning and financial management skills who can analyze complex business issues and to develop a comprehensive plan to address them.
- Active listener who can give full attention to what others are saying, ask questions and understand, and where appropriate adopt content.
- Adroit decision-maker with honed business judgment. Must be able to reach decisions, including those involving complex problem-solving and identifying challenges and opportunities, in a timely manner.
- Must possess excellent interpersonal skills and be diplomatic, charismatic, persuasive, and credible to a wide variety of audiences.
- Must be able to delegate important work of the company, trust-verify, and intervene at appropriate intervals to understand progress and initiate adjustment, as required.
- Must be able to multi-task around varied corporate matters and assess priorities for efforts.
- Work requires willingness and ability to maintain a flexible schedule. The position requires travel and work hours as needed to address the demands of the position.

EDUCATION

The President and CEO should possess an earned bachelor's degree from an accredited college or university.

COMPENSATION

TG offers an attractive compensation and benefits package, commensurate with the successful candidate's background and experience.

NOMINATIONS AND APPLICATIONS

Applications should include 1) a detailed resume and 2) a letter of interest that addresses the responsibilities and requirements described above, as well as the applicant's motivation to apply.



To ensure full consideration, inquiries, nominations, and applications should be submitted electronically, in confidence, to:

TG-CEO@KornFerry.com

KORN FERRY CONTACTS

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TG is an affirmative action/equal opportunity employer.