



Executive Director & Chief Executive Officer

Leadership Profile

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Changing Lives. Building Futures.





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Executive Summary

The Autism Treatment Center of Texas (ATC) seeks an exceptional leader to serve as its next Executive Director & Chief Executive Officer (ED/CEO). ATC is a private, nonprofit 501(c)(3) organization dedicated to assisting people with autism and related disorders throughout their lives as they learn, play, work, and live in the community. Founded in 1976, ATC brings nearly 50 years of experience and statewide credibility as one of Texas' most established autism service providers.

Headquartered in Dallas, Texas with operations in Dallas, Fort Worth, and San Antonio, ATC delivers a lifespan continuum of autism-specific services supported by a committed workforce of more than 240 employees. The organization serves individuals beginning as young as age three through senior adulthood, offering consistent, year-round services—including 24/7/365 support for individuals with complex needs—across educational, residential, adult/vocational, and outpatient clinical settings.

ATC's integrated service model includes a TEA-certified educational program, community-based residential services, adult day and vocational programming, and outpatient therapies such as Applied Behavior Analysis (ABA), speech therapy, and occupational therapy. Together, these programs promote communication, independence, functional skill development, and meaningful community inclusion. With community-based group homes, adult services facilities, and outpatient clinics, ATC provides a comprehensive continuity of care that is uncommon in the autism services landscape.

This leadership opportunity comes at an important inflection point. As autism prevalence continues to rise, and service gaps for adolescents and adults remain particularly acute, ATC is focused on strengthening infrastructure, supporting workforce stability, expanding access, and ensuring long-term sustainability. The next CEO will have the opportunity to build on a strong legacy while helping shape the organization's future through strategic planning, operational excellence, financial stewardship, and thoughtful growth.

Reporting to the Board of Directors, the ED/CEO will serve as ATC's chief strategist, culture-builder, and external ambassador. The successful candidate will partner closely with the Board and senior leadership team to advance a clear strategic vision; enhance organizational systems and performance measurement; support staff engagement and development; and strengthen relationships with families, funders, public partners, and community stakeholders at the local, state, and regional levels.

With annual revenues of approximately \$18 million and nearly \$20 million in assets, ATC operates at a meaningful scale, requiring a leader with sound judgment, credibility, and a collaborative leadership style to navigate complexity while keeping mission at the center of every decision.

This is a full-time, leadership role primarily based in ATC's Dallas, Texas office. Preference will be given to candidates who currently reside in the Dallas area or are willing to relocate. The successful candidate will travel regularly to ATC's Fort Worth and San Antonio sites to support staff, programs, and community relationships across the organization's multi-site footprint. The Board may consider a candidate living in South Texas, provided they maintain a consistent and frequent presence in the Dallas office.

Organization Overview

The Autism Treatment Center of Texas (ATC) is a private, nonprofit 501(c)(3) organization dedicated to helping individuals with autism and related developmental needs thrive throughout their lives as they learn, play, work, and live in their communities. Founded in 1976, ATC brings nearly five decades of experience supporting individuals and families across Texas through autism-specific services grounded in dignity, compassion, and opportunity.

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ATC serves individuals beginning as young as age three and continuing through senior adulthood, offering a coordinated continuum of support that evolve with each person's goals and needs. With locations in Dallas, Fort Worth, and San Antonio, ATC provides consistent, year-round services — including support available 24 hours a day, 365 days a year — for individuals and families who rely on stability and continuity of care.

ATC's impact is powered by a dedicated workforce of more than 240 employees, including educators, clinicians, direct support professionals, and administrative staff. Together, they deliver a comprehensive portfolio of programs including a Texas Education Agency–certified educational program for children and young adults, community-based residential services for adolescents and adults, adult day and vocational programs, and outpatient therapies such as Applied Behavior Analysis (ABA), speech therapy, and occupational therapy.

As autism prevalence and service needs grow across the state, ATC remains committed to delivering high-quality, consistent services while strengthening outcomes and ensuring that its programs remain responsive to the communities it serves. The organization is guided by the vision of Changing Lives. Building Futures. Through individualized support and evidence-based practices, ATC seeks to expand opportunity, independence, and quality of life for children, adolescents, and adults with autism and related developmental needs.

Government Relations & Advocacy

Government partnerships play a vital role in ATC's ability to provide comprehensive, consistent services across Texas. ATC works closely with local and state agencies, including school districts, county health and human services entities, and state disability systems. These relationships support educational placements, outpatient therapies, residential programming, and community integration.

Because government contracts and public funding streams represent the majority of ATC's annual operating revenues, the organization maintains strong working relationships with agency leaders, regulatory bodies, program officers, and district administrators. ATC also helps families navigate state systems, eligibility requirements, and funding pathways.

This collaboration ensures:

- Access to autism-specific services across individual's lifespan
- Alignment with regulatory and quality standards
- Advocacy for unmet needs, particularly for adults with autism
- Responsiveness to policy and funding changes that affect families

ATC's leadership plays an important role in representing the needs of individuals with autism, educating policymakers, and helping shape a stronger continuum of care across Texas.

Philanthropy

Philanthropy is an essential part of ATC's organizational strength, enhancing its programs, facilities, and long-term sustainability. The organization benefits from generous community members, corporate partners, foundation grants, and family donors whose support extends the reach and quality of ATC's services.

ATC is especially proud of its nearly four-decade partnership with the [Roundup for Autism](#), one of Texas' longest-running autism-focused philanthropic efforts. Founded in 1987 by the Norris family, the Roundup has raised millions of dollars to support ATC's programs, residential facilities, therapies, and special initiatives, strengthening the organization's service capacity and community visibility.

This philanthropic support:

- Enhances the quality-of-care ATC provides
- Helps modernize facilities and sustain residential homes
- Expands access for families with limited resources
- Enables specialized equipment, programs, and therapeutic innovations
- Reinforces ATC's role as a trusted statewide resource

Philanthropy continues to be a vital contributor to ATC's mission and long-term stability.

Financial Snapshot

ATC operates a \$18 million annual service platform funded primarily through government and third-party service contracts. Approximately 93 percent of revenue is derived from program service fees, reflecting reimbursement from school districts and state health and human services agencies. Philanthropic contributions account for roughly 5 percent of revenue, with the remaining revenue generated through investment income and auxiliary services.

ATC maintains a strong financial foundation, with \$15 million in net assets and \$20 million in total assets. This healthy balance sheet provides stability for its residential programs, educational services, outpatient clinics, and adult services, while supporting strategic growth and the organization's long-term sustainability.



Programs

ATC delivers a comprehensive, lifespan continuum of autism-specific services across Texas, spanning education, residential living, adult programming, and outpatient clinical care. Services operate across ATC's three locations in Dallas, Fort Worth, and San Antonio, with select programs available by site.

Education Services (Texas Education Agency-Certified; Ages 3–22)

- Year-round, state-certified program for students ages 3–22
- Individualized instruction in small, structured classrooms
- Integrated vocational and functional learning



ATC provides year-round, TEA-certified education for students ages 3–22 in highly structured, autism-specific classrooms with low student-to-teacher ratios. Instruction is individualized and relationship-based, incorporating technology-supported learning and practical vocational activities such as culinary tasks, enterprise routines, arts, and gardening. Education services form a core part of ATC's lifespan support model by building communication, engagement, and foundational independence.

Residential Services (Community-Based Homes)

- Year-round residential support in community-integrated settings
- Network of community group homes providing long-term stability
- Focus on daily living skills, safety, and community inclusion



ATC's community-based group homes offer stable, long-term residential options for adolescents and adults who require ongoing support. Homes are designed to promote safety, predictability, and functional life-skills development while supporting participation in everyday community activities such as shopping, recreation, and social engagement. Services operate continuously, ensuring consistency and continuity of care.

Adult Services & Vocational Programs

- Structured day and vocational programming for adults
- Emphasis on independence, community participation, and purposeful activity
- Part of ATC's lifespan approach to adult support



ATC's Adult Services program helps adults build independence, social skills, and community connection through structured day programming and vocational development. Activities include volunteer opportunities, community outings, and skill-building in daily living and work readiness. These supports provide meaningful structure and complement ATC's residential programs, reinforcing lifelong learning and engagement.

Outpatient Therapy Services (ABA, Speech, Occupational Therapy)

- Multidisciplinary outpatient autism-specific therapies
- ABA therapy available across all regional service areas
- Speech and Occupational Therapy offered at select locations



ATC provides outpatient therapies that strengthen communication, functional skills, and independence from childhood through adulthood. ABA focuses on individualized, data-driven learning and behavior support; Occupational Therapy targets fine motor skills, sensory integration, and self-care; and Speech Therapy supports expressive/receptive communication and social language. These therapies reinforce progress across ATC's educational, residential, and adult programs.

Locations

ATC operates across Dallas, Fort Worth, and San Antonio, delivering a lifespan continuum of autism-specific education, residential, adult/vocational, and outpatient therapy services across Texas.

Dallas

The Dallas location (opened 1976) serves as a central hub for ATC’s operations and programming, supporting a broad range of services for children and adults. ATC’s service model includes education, outpatient therapies, adult services, and residential supports, and Dallas plays a key role in coordinating these offerings within the North Texas region.

Fort Worth

Fort Worth (opened 2012) expands ATC’s North Texas reach and strengthens access to outpatient services, particularly Applied Behavior Analysis (ABA), as well as broader community engagement. This location is an important access point for families seeking autism-specific clinical supports within the Fort Worth/Tarrant County area and complements ATC’s larger program platform across Texas.

San Antonio

San Antonio (opened 1978) serves as ATC’s primary presence in South Texas and supports a range of services aligned with ATC’s lifespan support programs, including education, adult services, residential supports, and outpatient therapies. It also serves as a key community and referral partner regionally, helping ATC extend access to families and individuals in the greater San Antonio area



Position Summary

The Executive Director & CEO provides strategic, visible leadership to a growing autism and IDD service organization operating across three locations. In partnership with the Board, executive team, and clinical and operational leaders, the ED/CEO guides organizational transformation, strengthens systems and performance, and expands impact for individuals and families.

Reporting Relationships

Reporting to the Board of Directors, the ED/CEO leads a multisite organization of more than 240 employees and manages a senior leadership team responsible for programs, site operations, finance, and other key functions.

Responsibilities

The successful Executive Director & CEO will positively impact:

Leadership, Strategy & Culture

- Provide strategic and visible leadership to advance the mission, guide organizational transformation, and foster a high-performing, mission-aligned culture.
- Champion transparency, accountability, and continuous improvement across the organization.
- Set clear expectations and decision-making rhythms, and make timely, thoughtful decisions that move the organization forward.
- Strengthen performance management by providing coaching and support and making decisions about role alignment, including leadership transitions when needed to ensure the organization has the right team in place.

Quality, Operations & Risk

- Partner with clinical and operational leaders to ensure evidence-based service models, regulatory compliance, safety practices, and consistent quality across programs and sites.
- Strengthen performance measurement and operational discipline, using data to drive continuous improvement in service delivery and outcomes.
- Promote cross-functional alignment, proactive risk management, and consistent operational standards across Dallas, Fort Worth, and San Antonio.

Financial Sustainability, Fundraising & Infrastructure

- Strengthen financial sustainability through revenue integrity, responsible stewardship, and strong oversight of budgeting, forecasting, resource allocation and program growth.
- Improve operational systems, data analytics, and technology to support performance measurement and informed decision-making.
- Lead ATC's continued evolution into a technology-enabled, data-informed organization, strengthening digital tools and infrastructure that improve efficiency, compliance, and organizational readiness.
- Lead donor engagement across the full philanthropic lifecycle, while partnering with the development team and Board to diversify and grow support from individuals, foundations, and corporate partners.

People, Partnerships & Advocacy

- Build leadership capacity and strengthen workforce engagement, development, and retention across a specialized service environment.
- Build trusted relationships with staff, families, guardians, community partners, donors, and referral sources.
- Strengthen relationships with local and state entities, including school districts and public partners critical to ATC's service delivery and funding model.
- Serve as liaison to the Board and as an external ambassador and advocate for autism and IDD services.

Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

Build Trust Through Listening and Organizational Alignment

In close collaboration with the Board of Directors, senior leadership team, and staff, invest meaningful time in listening and learning across ATC's three locations and program areas. Build authentic relationships with employees, families, residents, school district partners, donors, and community stakeholders to understand organizational strengths, challenges, and opportunities. Through visible leadership, open communication, and consistency, foster trust, alignment, and a shared sense of purpose across the organization.

Strengthen Governance and Strategic Focus

Partner closely with the Board of Directors to ensure clarity, communication, and shared ownership of ATC's strategic direction. Support the Board in refining governance practices, deepening engagement, and setting strategic priorities that reflect ATC's mission, community needs, and long-term sustainability. Establish open, consistent communication rhythms that support thoughtful, mission-aligned decision-making.

Advance Operational Excellence and Financial Stewardship

Work with leaders across all programs to strengthen operational systems, processes, and performance measures that ensure safe, high-quality, and consistent services. Enhance operational discipline around documentation, billing, contracting, and revenue cycle performance. Collaborate with the CFO to strengthen financial forecasting, budgeting, and resource allocation, ensuring ATC's long-term financial stability and capacity to grow responsibly.

Build a High-Performing Workforce and Strengthen Accountability

Foster a supportive and accountable culture where staff at all levels understand expectations, receive timely feedback, and feel valued for their contributions. Invest in professional development and leadership growth, and work with managers to ensure the right people are in the right roles. Provide direct coaching and make timely, thoughtful decisions regarding performance and role alignment, ensuring ATC has the talent and structure needed to deliver on its mission.

Enhance Government Relations, Public Partnerships, and Community Presence

Cultivate strong relationships with local and state agencies, school district leaders, regulatory partners, and community organizations that play a vital role in ATC's service delivery and funding model. Engage intentionally with policymakers and public partners to understand evolving needs, advocate for sustainable resources, and position ATC as a trusted voice in autism services across Texas. Maintain a visible presence across Dallas, Fort Worth, and San Antonio to strengthen local partnerships and community alignment.

Strengthen Philanthropy, Fundraising, and External Visibility

In partnership with the Board and development team, take an active leadership role in advancing ATC's philanthropic strategy and donor engagement efforts. Build a strong pipeline by supporting the full donor lifecycle—from identifying and qualifying prospective supporters, to cultivating relationships, making strategic asks, and delivering meaningful stewardship that deepens long-term commitment. Strengthen donor communications and engagement opportunities across Dallas, Fort Worth, and San Antonio, and help expand giving from individuals, foundations, and corporate partners to support mission priorities and long-term sustainability.

Candidate Qualifications

The Board seeks a well-rounded, mission-aligned leader. We recognize that outstanding candidates may not meet every qualification listed below; individuals with diverse, transferable experience are encouraged to apply.

Education & Background

- A bachelor's degree is required; an advanced degree is preferred.
- Candidates should bring a track record of progressive leadership experience—typically 8+ years—in nonprofit, human services, healthcare, education, disability services, government, or other complex mission-driven environments.

Professional Experience

Leadership & Management Experience

Successful candidates will have experience leading complex organizations or major functions with responsibility for programs, people, operations, and financial oversight. Experience managing teams across multiple locations, strengthening systems, improving performance, and building healthy organizational culture is strongly valued. A transformational and relational leadership style that promotes accountability, learning, and alignment is essential.

Operational, Financial, and Systems Acumen

The next leader will bring strong operational and financial management skills, including experience with budgets, forecasting, resource allocation, and data-based performance measurement. The Board is especially interested in leaders familiar with federal and state funding streams such as Medicaid, waiver programs, public contracts, or other transferable funding models requiring compliance, reporting, and accountability. Experience in Texas funding environments is advantageous.

Fundraising & External Engagement

Candidates should have experience engaging donors, foundations, or corporate partners, including involvement across the full donor lifecycle: identification, cultivation, solicitation, and stewardship. Strong communication skills and the ability to represent ATC credibly with community leaders, public officials, families, philanthropic partners, and local stakeholders are essential.

Autism/IDD and Related Sector Experience

Experience in autism or IDD services, whether through professional leadership, board service, partnership roles, or lived experience, is preferred but not required. The Board is open to well-rounded leaders from adjacent fields who demonstrate adaptability, mission alignment, humility, and a willingness to learn.

Leadership Skills & Competencies

The successful candidate will demonstrate:

- **Integrity & ethical leadership** grounded in transparency, accountability, and sound judgment.
- **Emotional intelligence**, including empathy, humility, and relationship-centered communication.
- **Mission-driven, human-centered leadership**, honoring the dignity and aspirations of individuals with autism and IDD.

- **Commitment to excellence**, continuous improvement, and high-quality service delivery.
- **Collaboration & partnership building** across staff, families, Board members, donors, funders, regulators, and community partners.
- **Strategic vision & change management**, including the ability to guide transformation while maintaining operational stability.
- **Operational & financial acumen**, including systems improvement and data-driven decision-making.
- **People leadership & talent development**, including coaching, accountability, and succession planning.
- **Communication & external representation** skills suited for public, philanthropic, and advocacy settings.
- **Adaptability & decisive decision-making**, including addressing performance issues, aligning roles, and making timely leadership decisions in service of the mission.



Texas Communities



Dallas, Texas

Dallas is one of the country's most dynamic and fastest-growing metropolitan centers, offering a strong economy, excellent quality of life, and a welcoming environment for professionals and families. As the anchor of the North Texas region, Dallas benefits from a diverse economic base that includes healthcare, technology, finance, education, and corporate headquarters. The city offers excellent schools, extensive parks and trails, and a vibrant arts and cultural scene spanning the Dallas Arts District, museums, and performing arts venues. Its central location and access to Dallas/Fort Worth International Airport and Love Field provide exceptional national and international connectivity.

For candidates relocating to North Texas, Dallas offers a combination of professional opportunity, affordability, and cultural richness that makes it a highly attractive place to live and work.

Fort Worth, Texas

Located just west of Dallas, Fort Worth offers a balance of urban opportunity and small-city warmth. Known for its cultural districts, museums, historic Stockyards area, and growing business environment, Fort Worth provides an appealing residential option with a lower cost of living than many major metros. The city's family-friendly neighborhoods, strong schools, and community-focused amenities make it a desirable place to live while remaining within easy reach of Dallas-based operations.

Fort Worth is an important hub for ATC and offers the next Executive Director & CEO a highly livable base within the broader DFW region.

San Antonio, Texas

San Antonio is one of the nation's fastest-growing cities, known for its distinctive cultural heritage, vibrant arts and culinary scene, and welcoming sense of community. The city combines affordable living with a relaxed pace of life and access to excellent schools, universities, and outdoor recreation—including the Texas Hill Country. With more than 1.5 million residents, San Antonio is a major metropolitan center with a strong military, healthcare, and education presence.

As ATC's primary location in South Texas, San Antonio offers a rich cultural and community landscape for the Executive Director & CEO during regular site visits and statewide engagement.



Procedure for Candidacy



Please submit all application materials through the WittKieffer Candidate Portal. Applications should include two separate documents: a current résumé and a thoughtful cover letter that addresses the themes outlined in the leadership profile. Review of applications is underway and will continue until the position is filled.

Please direct all nominations and applications through the WittKieffer Candidate Portal by [clicking here](#). Candidates can also find this portal via the WittKieffer website at www.wittkieffer.com and selecting the "Become a Candidate" button.

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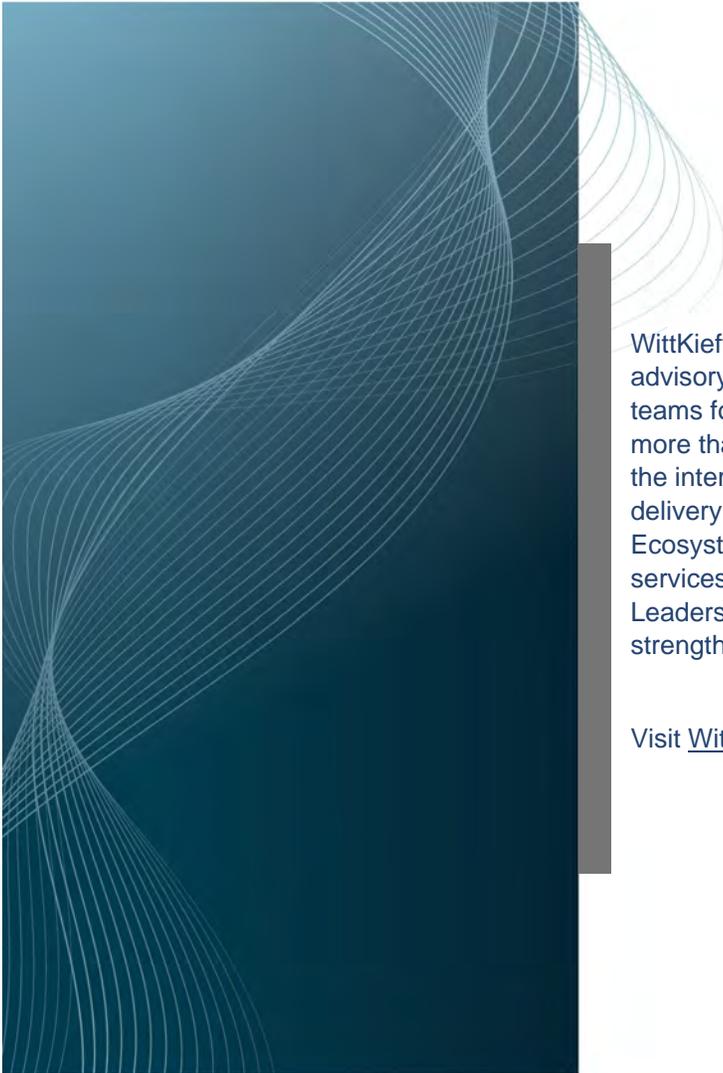
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Autism Treatment Center values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.

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