

Financial Aid Advisory Committee Meeting Agenda

Name of Committee: Financial Aid Advisory Committee
Date of Meeting: **November 16, 2016**
Time of Meeting: 9:30 a.m.
Location: TX Higher Education Coordinating Board Headquarters
Board Room, Room 1.160
1200 E. Anderson Lane
Austin, Texas 78752

Agenda

- A. Welcome, Introductions, and Overview of Meeting – Delisa Falks, Chair
- B. Consideration of Approval of Minutes of 09/08/2016 Meeting – Delisa Falks, Chair
- C. Election of new Vice Chair – Delisa Falks, Chair
- D. Presentation: Student Debt in the THECB Almanac – Julie Eklund, Assistant Commissioner
- E. SFAP Department Update – Charles Puls, Deputy Assistant Commissioner
- F. External Relations Update – John Wyatt, Director, External Relations
- G. Presentation: FAAC Annual Report – Chris Murr, Past Chair
- H. Approve 2017 FAAC meeting dates – Delisa Falks, Chair
- I. Update on the Data Collection Sub-Committee – Doris Constantine, Sub-Committee Chair
- J. Update on the MOU Sub-Committee – Chris Murr, Past Chair
- K. Update on FAAC Nominations – Charles Puls, Deputy Assistant Commissioner
- L. Discussion of the timeline necessary for communicating any change to the state financial aid priority deadline – Delisa Falks, Chair
- M. Discussion to develop a recommendation to the agency on providing student level state loan history – Delisa Falks, Chair
- N. Adjournment – Delisa Falks, Chair

Texas Penal Code Section 46.035(c) states: "A license holder commits an offense if the license holder intentionally, knowingly, or recklessly carries a handgun under the authority of Subchapter H, Chapter 411, Government Code, regardless of whether the handgun is concealed or carried in a shoulder or belt holster, in the room or rooms where a meeting of a governmental entity is held and if the meeting is an open meeting subject to Chapter 551, Government Code, and the entity provided notice as required by that chapter." Thus, no person can carry a handgun and enter the room or rooms where a meeting of the THECB is held if the meeting is an open meeting subject to Chapter 551, Government Code.

Please Note that this governmental meeting is, in the opinion of counsel representing THECB, an open meeting subject to Chapter 551, Government Code and THECB is providing notice of this meeting as required by Chapter 551. In addition, **please note** that the written communication required by Texas Penal Code Sections 30.06 and 30.07, prohibiting both concealed and open carry of handguns by Government Code Chapter 411 licensees, will be posted at the entrances to this governmental meeting.

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

Committee Members in Attendance	Committee Members Absent	THECB Staff	Audience
Doris Constantine Shannon Crossland Zelma De Leon Melissa Elliott-Via Tel-Conference Delisa Falks-Vice Chair Jeannie Gage Carl Gordon Audree Hernandez Sandi Jones Lyn Kinyon Carolyn Mallory Chris Murr- Chair Charles Puls Cathy Sanchez Matthew Vandermause-Student Rep	Mary Gallegos-Adams Lisa Blazer-Past Chair Rosario Juarez Harold Whitis	Wanda Carr Katherne Carson Rinn Harper Lesla Moller DeChà Reid Sophia Rodriguez Michelle Tafoya-Salazar Roosevelt Sanchez Leah Smalley Shebah Spears Michelle Williams	Alan Ahmed (Alamo CCC) Bryan Ashton (TG) R.M. Calvert (ICUT) Laura Kowalski (TG) Diane Todd-Sprague (UT-Austin)

Agenda Item	Main Discussion Points	Formal Decision/Action Required
B. Consideration of Approval of Minutes of the meeting held on May 26, 2016 Chris Murr, Chair	Motion to approve minutes from May 26, 2016.	Minutes approved

Agenda Item	Main Discussion Points	Formal Decision/Action Required
C. Presentation and Discussion: Repayment Options Laura Kowalski, Assistant Manager, Policy & Regulatory Affairs at TG	Handout was distributed to go over the Repayment Options. <ul style="list-style-type: none"> Nine different repayment plans are offered: Standard, Graduated, Extended and different income driven plans. Public Service Loan Forgiveness program requires a person to be employed but does not have to be in the same position. Borrowers can wait 10-years but Department of Education (ED) recommends that a borrower submit an "Employment Certification" form. Any forgiven amount under PSLF is not treated as taxable income. Helpful ways to communicate about repayment options such as: Master Promissory Note, Entrance and Exit, Repayment Disclosure, ED Websites, and ED pamphlets. Discussion: <ul style="list-style-type: none"> A member mentioned that the timing of providing information is critical. Texas State University has a loan counseling session that helps students understand their loan debt and options. 	NONE

Agenda Item	Main Discussion Points	Formal Decision/Action Required
D. Report Preview: Student Loan Default Prevention and Financial Aid Literacy Pilot Program (SB680) Brian Ashton, Director of Student and Institutional Success at TG	Handout was distributed to go over the DRAFT of the annual report on the Student Loan Default Prevention and Financial Aid Literacy Pilot Program. <ul style="list-style-type: none"> Currently in the pilot program are institutions that represent the Two-Year, Four-Year Public and Private, and Proprietary sector. Nine institutions are in the program and two have removed themselves from the program. The challenges faced on the campus such as lack of staffing resources and off-campus employers was the reasons why two institutions have removed themselves from the program. TG deliver financial literacy in an online, group, and a one-on-one setting. <ul style="list-style-type: none"> 3,300 Texas students participated in an in-person student financial education session. High customer satisfaction scores 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

	<ul style="list-style-type: none"> of 4.3 on a five-point scale for event helpfulness. ○ 750 Texas students participated in an online student financial education session. Range in time from 30-45 minutes for each module. ○ Online education is more convenient but not as effective for students. Online education has increased the awareness for students. ○ One challenge for TG is competing with demand of time for students. Student schedules do not allow the flexibility of in-person sessions, so online counseling tends to be more convenient. • Over 80 Texas students participated in an in-depth financial coaching session that range from an hour to an hour and a half. <ul style="list-style-type: none"> ○ The in-depth financial counseling session allowed for more interaction into a student's loan debt. High customer satisfaction scores of 9.5 on a 10 point scale for coach helpfulness. • TG conducted focus groups at seven institutions with 76 participants providing feedback. Some barriers that institutions faced are: Staff Constraints and Turnover, Competition for "Mandatory Venues", and Cross-Departmental Collaboration. • Based on the feedback from schools' staff and students, Year Three enhancements have been identified such as: re-design of student financial education and loan counseling presentations, exploring new learning management systems, marketing materials, and working with multiple departments on the Pilot campuses beyond financial aid. • A full report will be issued by THECB with a more in-depth information on the pilot program. <p>Discussion:</p> <ul style="list-style-type: none"> • A member mentioned that financial coaching was a helpful tool that really benefits students. • A member asked about advice on how to identify students that need one-on-one loan coaching. TG suggested delinquent loan accounts, students that are receiving institutional emergency aid, students that are falling behind in payments, students at risk for SAP issues, or students being dropped from classes. Registration is a great place to start for students needing to pay for classes. • A member recommended connecting with student organizations to meet the students where they are located on campus. Connect with instructors to offer a session in class. • A member stated that at their institution implemented a mandatory financial aid literacy prior to orientation. Only one module was mandatory. The model decreased the number of students coming into the financial aid office about needing more money. • A member asked how can an institution be added into the pilot program and how long is the program? The pilot program is a six year program and it is in its third year. There is no current protocol to bring new schools in the program. There has been discussions with THECB and TG to look into developing a process. 	
--	--	--

Agenda Item	Main Discussion Points	Formal Decision/Action Required
E. SFAP Department Update Charles Puls, Deputy Assistant Commissioner – Student Financial Aid Programs (SFAP)	<ul style="list-style-type: none"> • A brief update on the Office of Student Financial Aid Programs (SFAP). Reorganization in SFAP is complete. New staff members have been hired: Ron Stroud, Assistant Director for Borrower Services, Troyling Johnson, Program Specialist II for Financial Aid Services, and Maria Gaeta, Financial Aid Accountant II for Financial Aid Services. • SFAP developed a Strategic Plan where 18 staff members helped develop a plan on areas that SFAP should focus their attention. <ul style="list-style-type: none"> ○ There were four main areas identified in priority order: Compliance, Enhance Customer Services, Enhance 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

	<p>Communication, and Employee Excellence.</p> <ul style="list-style-type: none"> ○ There were several objectives within the Strategic Plan to ensure that the four goals are met. ○ Each decision will be aligned with the SFAP Strategic Plan. ● Currently there is a consulting organization that is accessing the processes of the loan programs. <p>Discussion:</p> <ul style="list-style-type: none"> ● A member mentioned the customer service that SFAP is offering is a benefit to the staff with the follow-up phone calls. 	
--	--	--

Agenda Item	Main Discussion Points	Formal Decision/Action Required
<p>F. Report Preview: Annual Financial Aid Report</p> <p>Charles Puls, Deputy Assistant Commissioner – Student Financial Aid Programs</p>	<p>Handout was distributed to go over the current DRAFT of the Annual Financial Aid Report.</p> <ul style="list-style-type: none"> ● The annual report for fiscal year 2015 will be presented at the Committee for Affordability, Accountability and Planning (CAAP) meeting with new key elements added to the report such as: Exemptions and Waivers, summary of financial aid data for undergraduate and graduate students, and historical data has been expanded from three to five years. ● The report shows that Texas higher education remains comparatively affordable. ● Exemptions and Waivers has increased 51% since FY 2011 and play a significant part in funding students. <ul style="list-style-type: none"> ○ The agency is looking at methods on how to collect data individually and not at an institution level for exemptions and waivers. ● The report compares recipient income level by state financial aid programs. <p>Discussion:</p> <ul style="list-style-type: none"> ● A member asked what is the Expected Family Contribution (EFC) cut-off on the income level slide? THECB will research the income level. ● A member asked if the exemptions and waivers separates out undergraduate and graduate students. No, THECB is looking into receiving data on an individual level. ● A member asked that the slide referring to tuition and fees include "Public" since there was no mention of it on the slide. 	<p>THECB would need to research the Estimated Family Contribution (EFC) cut-off on the income level.</p>

Agenda Item	Main Discussion Points	Formal Decision/Action Required
<p>G. External Relations Update</p> <p>Rick Svatora and Lizette Montiel, External Relations at THECB</p>	<p>A brief overview on the current state of the agency budget and proposed recommendations for the 85th state legislative session.</p> <ul style="list-style-type: none"> ● Every even numbered year, the agency will have to provide a budget request to the Legislative Budget Board (LBB) along with an Exceptional Item Request (EIR). ● On July 1, the agency was asked by the Governor's Office to reduce their baseline spending by four percent for the next biennium. The calculation resulted in a reduction of \$59.4 million dollars. <ul style="list-style-type: none"> ○ Commissioner Paredes ruled out an across-the-board cut. He aligned any budgetary decisions with THECB Strategic Plan. ○ The agency looked at elimination of smaller programs which was about 11 to make up for the four percent reduction. ○ Based on the final baseline funding provided by LBB, the agency was able to submit a budget request to LBB that utilized reductions to Top Ten Percent Scholarship and B-On-Time loan program (while still funding the existing eligible students) to cover the entire four percent reduction required. The initial elimination of smaller programs was not submitted in the LAR baseline. ● The agency sent in eight EIR's to LBB. One major priority is to increase funding in the TEXAS Grant program, which was a part of the EIR. ● Revisions for the Legislative Appropriations Request (LAR) were sent to LBB such as requesting \$78.3 million to maintain the 	<p>Need to review language that suggests that institutions need state participation in financial aid programs by April 1 of each year.</p>

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

	<p>spending level for the TEXAS Grant program, offering financial aid in summer term, and cross-biennium transfer of funds between state grant and Work-Study programs.</p> <ul style="list-style-type: none"> On August 23, 2016, Commissioner Parades provided testimony on tuition set-asides and exemption and waivers to the Texas Senate. <ul style="list-style-type: none"> The Hazelwood and Dual Credit played a major part in the increase of exemption and waiver funding. Commissioner Parades will provide testimony to the Senate on baccalaureate degrees offered at Community Colleges. Charles Puls will provide testimony on the Math and Science Loan Repayment program. The House Committee on Higher Education will hear testimony on the Hazelwood program where Commissioner Parades will testify at the committee. <p>Discussion</p> <ul style="list-style-type: none"> Charles Puls mentioned that cross-biennium would help with the elimination of the reallocation process. A member asked if institutions have the ability to set institutional procedures for TPEG set-asides. Institutions do have that ability to use the funds for institution use. A member asked if there has been any discussion of TEXAS Grant expanding if tuition set-asides goes away? THECB has a proposal to look at the EFC requirement for the TEXAS Grant to allow more eligible students to utilize the program. The challenge is that greater eligibility is only useful if there is greater appropriations to cover a larger pool of students. A member suggested that an alternative for TEXAS Grant is to remove the matching requirement for the program. 	
--	---	--

Agenda Item	Main Discussion Points	Formal Decision/Action Required
<p>H. Update on the Data Collection Sub-Committee</p> <p>Doris Constantine, Sub-Committee Chair</p>	<p>The Data Collection Sub-Committee was charged with reducing the number of reports submitted by institutions to THECB. The Sub-Committee has been working with DeChá Reid, Shebah Spears, and Leah Smalley.</p> <ul style="list-style-type: none"> The committee met in June 2016 and July 2016 to review data elements on the four End-Of-Year (EOY) reports and remove elements or edits that were not needed. The committee was able to eliminate about eight data elements from each EOY report. Data elements such as Selective Service, Hardship, Professional Judgement, and Date of Degree. The goal is to eliminate EOY reports and reformat the Financial Aid Database (FAD) report to include any data elements that remain on the EOY reports. The committee plans to meet at the end of September to work on the FAD report for FY 2017 and FY 2018. Ideally, THECB would like to have the FAD report submitted three times a year for specific purposes such as determining eligibility in February, reconciling state programs in July, and officially certifying the report in December. This approach will eliminate all the EOY reports and eventually the award history report and summer update report. The goal is to release the FY 2017 FAD instruction manual in February 2017 and to release the FY 2018 FAD instruction manual shortly thereafter. The goal is to start the first submission process in February of 2018. <p>Discussion</p> <ul style="list-style-type: none"> A member asked if the FAD report is only for financial aid recipients? The report is for any person receiving any type of financial aid assistance regardless of a need component, as well as any student who files a FAFSA/TASFA, regardless of whether they receive aid. 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

Agenda Item	Main Discussion Points	Formal Decision/Action Required
I. Update on Financial Aid Services DeChà Reid, Director, Financial Aid Services	<p>A brief update on Financial Aid Services (FAS).</p> <ul style="list-style-type: none"> FAS released the 2016-17 Program Guidelines on August 31. This year, FAS made them more comprehensive and updated the layout of the guidelines. This is the first step towards creating a Texas State Handbook. A new toll free number that is exclusively for institutions was created. Toll Free number will be available on October 3. The number is included on all publications. 1-844-792-2640. FAS redesign the Texas Application for State Financial Aid (TASFA) for the 2017-2018. TASFA will be released on the SFAP website on October 3. FAS received feedback from institutions on how to provide a better layout. FAS is fully staffed for training opportunities. FAS will have a survey available for the institutions to provide feedback to the staff on the SFAP website. Leah Smalley and DeChà Reid will present at Texas Association Student Financial Aid Administrators (TASFAA) Conference as well as have a "Meet the State" table set-up for questions. The HLEMS migration will require a new login for loan users. FAS will send out notifications regarding access clean-up to institutions. FAS will conduct an annual clean-up for the HELMS, CBID, and MOVEit portals. FAS recently completed the BOT reconciliation for FY2010-2014. FAS is working on reconciling the BOT and CAL program for FY2015. During this process, FAS plans to send notifications and a spreadsheet through the MOVEit process to access the information easily. If the MOVEit process does not work for all institutions, then FAS will send the spreadsheet through a secure email. Additional information about the BOT and CAL reconciliation process will be released to the institutions through THECB notification system. <p>Discussion:</p> <ul style="list-style-type: none"> A member asked about institutions that are summer header schools for the reconciliation process. FAS will remove issues that impact summer header schools. 	Provide the institutions with the type of training that FAS can offer on the SFAP website.

Agenda Item	Main Discussion Points	Formal Decision/Action Required
J. Discussion on the creation of a Memorandum of Understanding (MOU) Sub-Committee regarding the language in the upcoming five-year contracts DeChà Reid, Director, Financial Aid Services	<p>Discussion about the MOU language.</p> <ul style="list-style-type: none"> The current MOU will expire for all institutions on August 31, 2017. The five-year MOU process is being started and THECB would like to use common language for institutions in order to minimize the number of edits THECB receives from the institutions. THECB is requesting for a small committee to be created by FAAC to look at the language for the five-year MOU to assist THECB General Council. 	DeChà Reid requested a small sub-committee be formed to assist with the language of the five-year MOU. Volunteers for the sub-committee are: <ul style="list-style-type: none"> Christopher Murr - Texas State University, Chair Lyn Kinyon - Baylor University Delisa Falks - Texas A&M University Sandi Jones - McLennan Community College Alan Ahmed - Alamo Community College District Zelma DeLeon - University of North Texas

Agenda Item	Main Discussion Points	Formal Decision/Action Required
K. Update on FAAC Nomination Process	<p>Update on the FAAC Nomination Process.</p> <ul style="list-style-type: none"> 15 nominations for seven available slots were received by the FAAC. There were no nominations sent in by school districts, therefore two slots need to be left vacant. THECB is working to identify if the timing was the issue as to why high school principals did not send in nominations. 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

Charles Puls, Deputy Assistant Commissioner – Student Financial Aid Programs	<ul style="list-style-type: none"> The nomination selection was based on representation geographically, institution type, and across the six public university systems. Vast majority of the nominations were from public universities. Lisa Blazer step down because her term ended. Mary Adams-Gallegos role has change so she is stepping down from the FAAC. <p>Nominations that are being proposed to the Committee on Affordability, Accountability, and Planning (CAAP):</p> <ul style="list-style-type: none"> Alan Ahmed-TASFAA Representative (1-year term) Diane Todd-Sprague- University of Austin (3-year term) Becky Wilson-Texas Tech University (3-year term) Ann Walker-Rice University (3-year term) Robert Merino- San Jacinto Community College (3-year term) Alan Pixley-Collin County Community College (3-year term) <ul style="list-style-type: none"> Their terms would start with the November 2016 FAAC meeting and go through October 2019. The nominations would not be official until THECB Board meeting on October 20th. At the November FAAC Meeting, a Vice-Chair will need to be selected. 	
--	---	--

Agenda Item	Main Discussion Points	Formal Decision/Action Required
<p>L. Report Preview: Work-study Feasibility Study (SB947)</p> <p>Charles Puls, Deputy Assistant Commissioner – Student Financial Aid Programs</p>	<p>Handout was distributed to go over the current DRAFT of the Work-Study Feasibility Report.</p> <ul style="list-style-type: none"> During the 84th Legislative session, (SB) 947 mandated THECB to do a feasibility study on off-campus employment. THECB conducted an internal review, utilized reports from multiple organizations, and engaged the services from Texas A&M University's Public Policy Research Institute (PPRI) to conduct surveys with other states, employers, and Texas institutions. No campuses exercise the off-campus option within Texas Work-Study program. Only 56 schools in the country utilize Federal Work-Study at off-campus private sectors (none of which are institutions eligible to participate in the Texas Work-Study program). Significant barriers such as administrative burden, lack of leadership commitment, and challenging financial projections are reasons why institutions do not participate in off-campus employment. PPRI identified five states that implemented successful state-sponsored programs: Illinois, Indiana, Minnesota, Pennsylvania, and Washington. The feasibility report specifically requested a pilot program were institutions would request grant funding through a competitive grant program versus a volunteer program. THECB had three recommendations based on the feasibility study: <ul style="list-style-type: none"> Remove off-campus Work-Study from the standard Texas Work-Study program. Expand the Work-Study Mentorship Program. Create a Private Sector off-campus Work-Study Pilot Program. <p>Discussion:</p> <ul style="list-style-type: none"> A member commented that transportation for students is another significant barrier for participating in off-campus employment. A member commented that off-campus Work-Study at certain organizations require a background check which is a cost factor for the institutions. Most departments at institutions do not have the additional funding to budget for background checks for students participating in off-campus Work-Study. A proposal in the pilot program is to include an administrative cost that could factor in the concern about paying for background checks. 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

Agenda Item	Main Discussion Points	Formal Decision/Action Required
M. Discussion on the standard length of FAAC meetings Chris Murr, FAAC Chair	Discussion about the amount of time to conduct the FAAC meetings. <ul style="list-style-type: none"> Currently the FAAC meeting is scheduled for six hours. Discussion: <ul style="list-style-type: none"> A member commented that the current schedule is working well. A member commented that knowing what to expect on the agenda helps plan for the day. A member commented that FAAC members should plan to stay for six hours and if the meeting ends early, then they are free to continue their day as they see fit. 	FAAC members agreed to keep the allotted time for the meetings.

Agenda Item	Main Discussion Points	Formal Decision/Action Required
N. Discussion on Early FAFSA Deadline – Potential mechanism for outreach Charles Puls, Deputy Assistant Commissioner – Student Financial Aid Programs	Discussion about outreach activities for the Early FAFSA. <ul style="list-style-type: none"> THECB staff met with a representative from the Department of Education (ED) about the new submission date for the 2017-18 FAFSA. ED representative question about how colleges plan to use the early FAFSA's for follow-up to help students correct errors and complete the entire application process early. Discussion: <ul style="list-style-type: none"> A member commented that her institution is marketing the new submission date of October 1. The institution is encouraging the admission process early. A member commented that originally the institution was not going to make any changes in earlier awarding but will do earlier follow-up to students. A member stated that her institution has shifted their process of reviewing students' files earlier. A member from a community college stated that his Board of Trustees decided to prepare the academic calendar earlier to prepare for the early submission date. A member commented that his institution will do more calling to students based on the early submission date to complete the student files early, especially for verification. 	Revisit the FAAC recommendation on the state financial aid priority deadline.

Agenda Item	Main Discussion Points	Formal Decision/Action Required
O. Discussion on improving Exemption/waiver reporting on FADS Chris Murr, FAAC Chair	Discussion about improving reporting on Exemptions and Waivers in the Financial Aid Database report. <ul style="list-style-type: none"> There is a discrepancy of the dollar amount reported on the Integrated Fiscal Reporting System (IFRS) and the Financial Aid Database (FAD) report. There was about a half a billion dollars unaccounted for between the IFRS and FAD reports. The deadline dates for the reports are due December 1 of each year. Discussion: <ul style="list-style-type: none"> IFRS report is the total amount of dollars versus the FAD's report is a student-by-student report, therefore some exemptions could be missing on the FAD report. Tomorrow Fund is reported differently than the standard exemption and waiver programs and are not reported on FAD's. Third party contracts may not be coded by the Financial Aid Office but coded by the Business Office. Dual Credit waiver is reported by the Business Office but not included in FAD's for the Financial Aid Office. Non-resident waiver that is used for international students may not be accounted for on FAD's. 	NONE

Financial Aid Advisory Committee
DRAFT Meeting Minutes
September 8, 2016

	<ul style="list-style-type: none"> • A member commented that information is received from the Business Office so she would need to compare the information she is receiving to what FAD's is being reported. • A member asked if the half billion dollar discrepancy is for all schools and how is it accounted for? THECB is working on reconciling between IFRS and FADS for exemptions and waivers. 	
--	--	--

Agenda Item	Main Discussion Points	Formal Decision/Action Required
P. Discussion on FAAC decision to include student representative from both 4-year and 2-year sectors Chris Murr, FAAC Chair	<p>Discussion about student representation on FAAC.</p> <ul style="list-style-type: none"> • A challenge with representation for a two-year institution is the length of time a student can serve on the committee. • The two-year requirement for student representation is within the administrative code. • FAAC is the only committee that requires two student representatives. • There is an administrative barrier for nominating a student from a two-year institution. • There is a 24 cap for advisory committees. In rule for FAAC, representation is broken down by: <ul style="list-style-type: none"> ○ 2 from Four-Year Public Institution ○ 2 from Four-Year Private Institution ○ 2 from Two-Year Institution ○ 1 from Public Health-Related ○ 1 Student Representative from Four-Year Institution ○ 1 Student Representative from Two-Year Institution ○ 2 School District Representatives ○ 1 as a TASFAA Representative <p>Discussion:</p> <ul style="list-style-type: none"> • A member commented that representation from a student at a two-year institution is important because of the differences between a four-year and a two-year institution. • A member asked if there is a way to expedite the nomination process from the approval process. • A member asked could there be representation from an undergraduate and graduate. The rule that was written in April 2016 included student representation from four-year and two-year sectors which includes graduate students. • A member commented that the committee would need to realize that the more segmented the committee is with representation the less amount of seats available for a Financial Aid Administrator. 	<p>The committee confirmed its support for including two student representatives on the committee: one from a four-year or health-related institution, and one from a two-year institution.</p> <p>THECB would look into expediting the nomination process for a two-year student representative.</p> <p>Community College members on the committee will work together to nominate a student representative.</p> <p>THECB will open up the nomination process for a student representative from a two-year institution.</p>

Agenda Item	Main Discussion Points	Formal Decision/Action Required
Q. Transition of Leadership Chris Murr, FAAC Chair	<p>The gavel is handed over to the next Chair Person.</p> <ul style="list-style-type: none"> • Delisa Falks is now the Chairperson for FAAC. 	NONE

Agenda Item	Main Discussion Points	Formal Decision/Action Required
R. Adjournment Delisa Falks, FAAC Vice Chair	<ul style="list-style-type: none"> • No suggestions on agenda items for next meeting. • Next FAAC Meeting set for November 16, 2016. • Adjournment at 2:30pm 	NONE

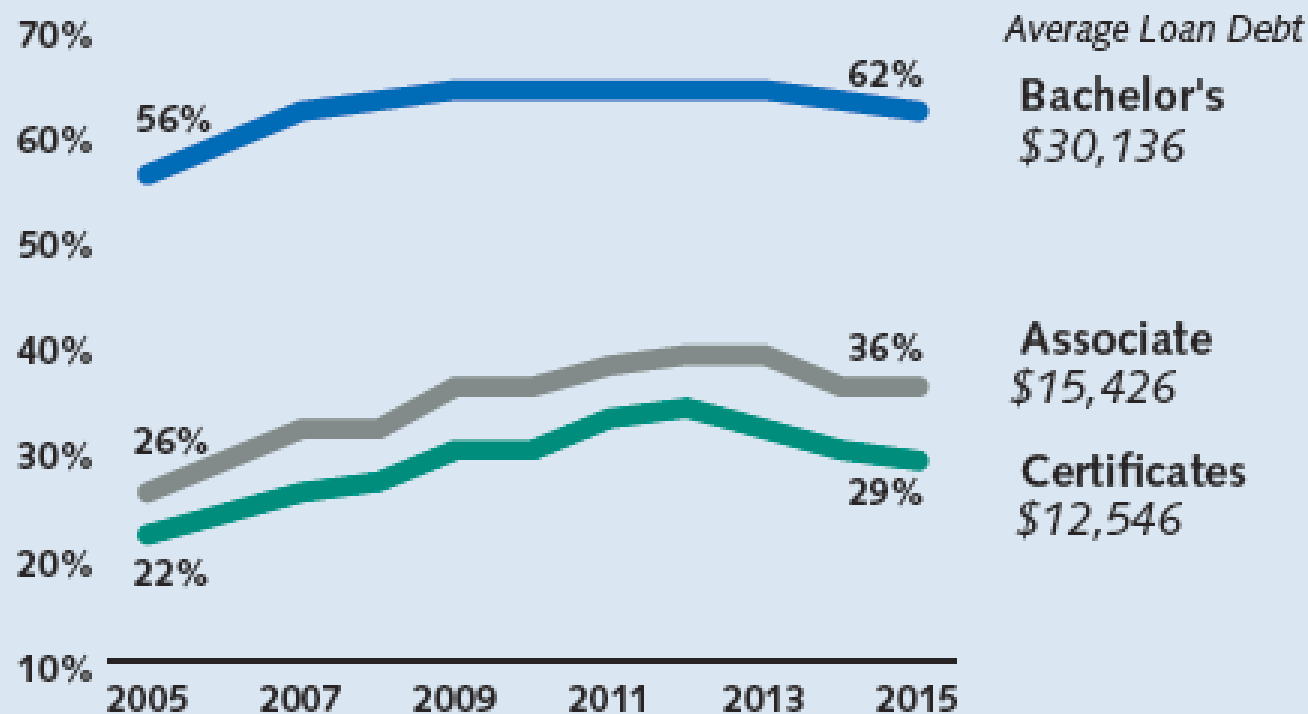
Student Debt in the THECB Almanac



Texas Higher Education
Coordinating Board

Julie Eklund, PhD
Assistant Commissioner
Strategic Planning and Funding

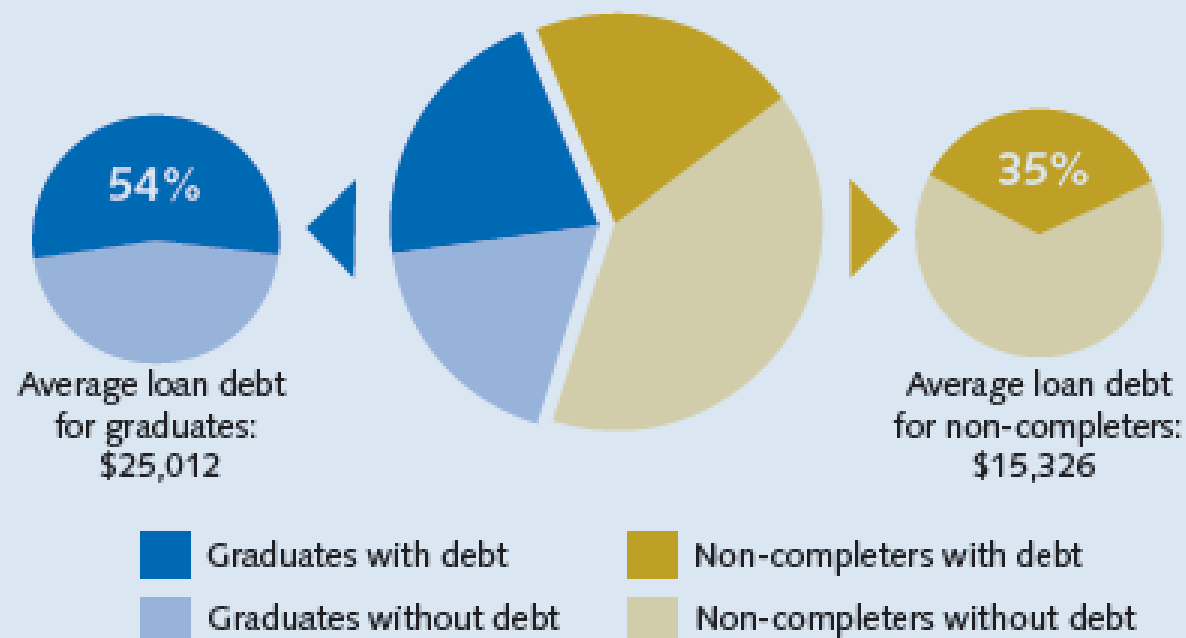
Percentage of Completers with Loan Debt, 2005–15



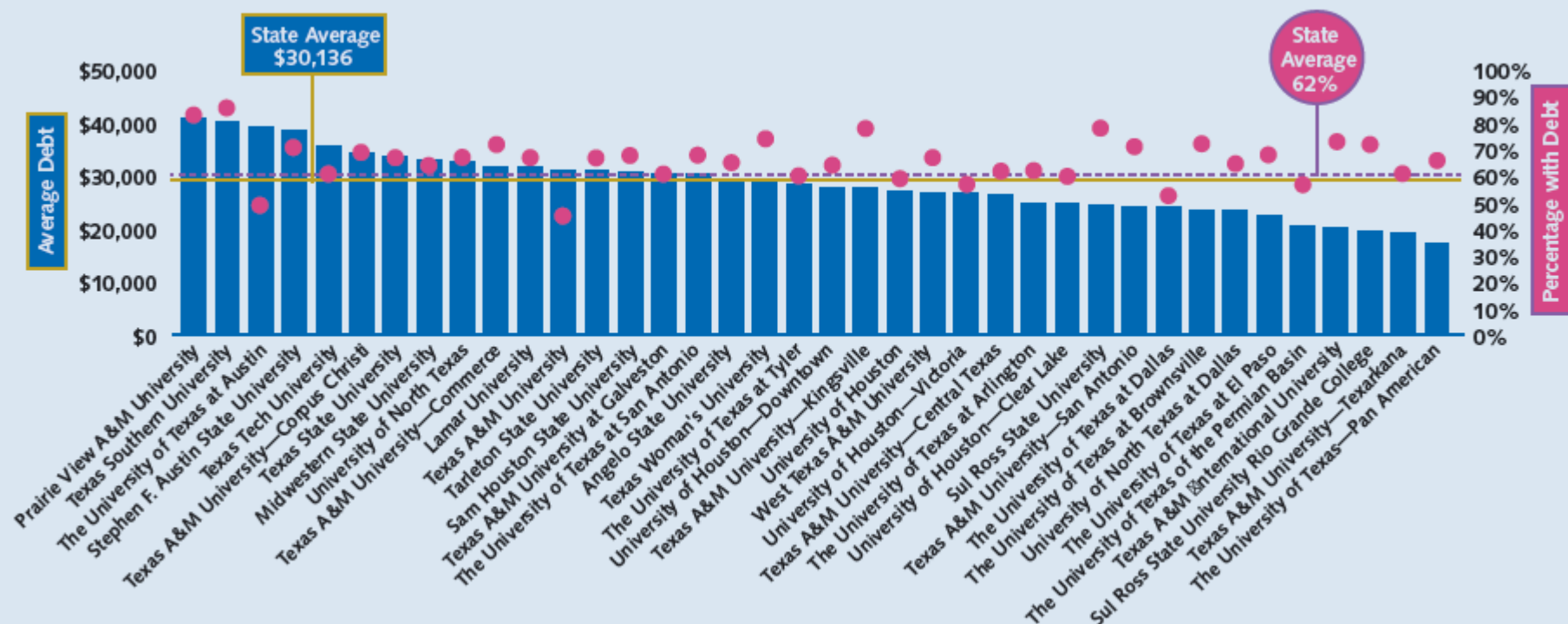
*Community college bachelor's are not included.

Profile of 2008 Public Higher Education Cohort by Graduation and Debt Status

Total Cohort: 165,113

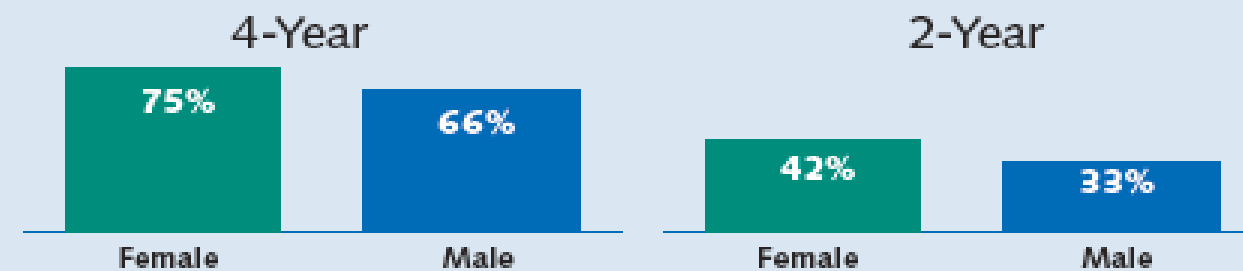


Debt Levels of FY 2015 Bachelor's Graduates by Institution

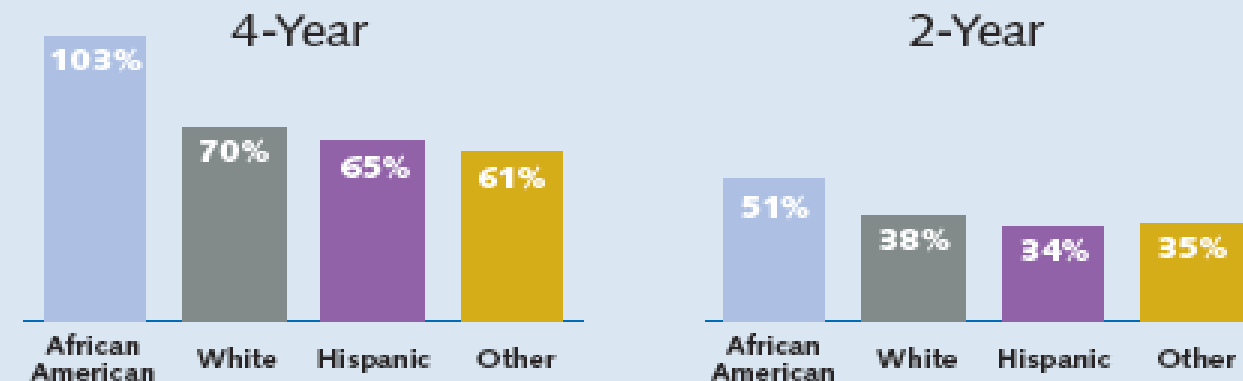


Student Loan Debt as a Percentage of First-Year Wages

Ratio by gender

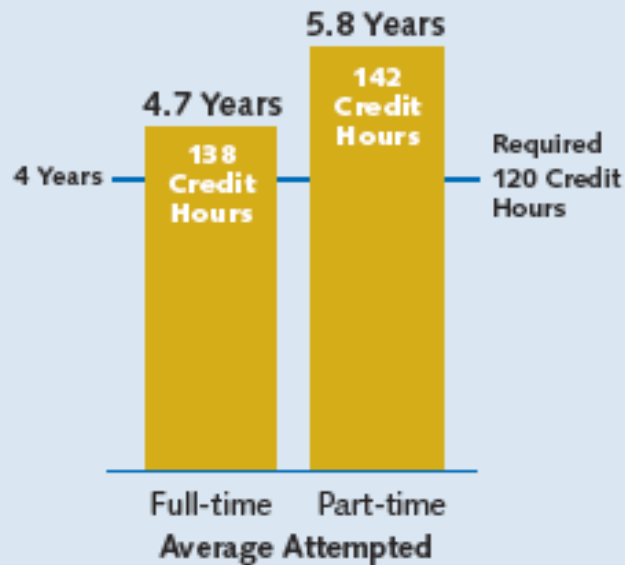


Ratio by race/ethnicity

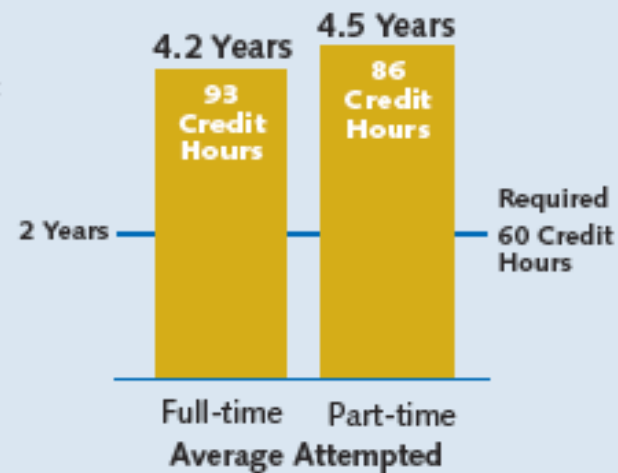


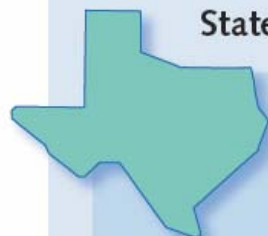
Time and Credits to Complete a Degree

Public universities
bachelor's degree



Public two-year colleges
associate degree





Statewide Four-Year Public Institutions

Total Enrollment:
619,175

Average Tuition & Fees: **\$8,347**

TOP FIVE UG MAJORS (total FY 2015 degrees awarded)

1. Business, Management, Marketing, and Related Support Services (17,750)
2. Multi/Interdisciplinary Studies (9,901)
3. Health Professions and Related Programs (9,355)
4. Engineering (6,116)
5. Biological and Biomedical Sciences (5,892)

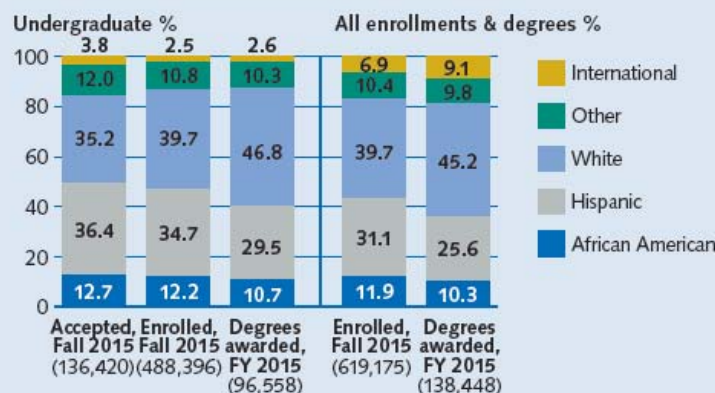
UG GRADUATION RATES

	Full-time	Part-time
4-year	32.7%	12.8%
6-year	59.3%	36.3%
10-year	66.6%	40.7%

STUDENT DEBT

Average debt	\$30,136
% students with debt	61.9%

PERCENT STUDENT POPULATION BY RACE/ETHNICITY



UG STUDENT CHARACTERISTICS

Applications	300,785
Applicants	173,578
% of applicants accepted	78.6%
First-time students in top 10%	25.3%
% enroll. change 2010–15	11.1%
% part-time	22.8%
% full-time	77.2%
% receiving Pell Grants	39.9%

DEGREES AWARDED

Total degrees awarded	138,448
Associate	88
Bachelor's	96,470
Master's	36,225
Doctoral – Research	3,722
Doctoral – Professional	1,943

COMPLETION MEASURES

Average time to bachelor's degree (yrs)	4.9
Average SCH to degree	139
% bachelor's degrees awarded to at-risk students	62.9%

GRADUATES' STATUS

% bacc. grad. employed and/or enrolled in grad. or professional school in TX	77.6%
Undergrad FTSE to undergrad degrees	4.10

TRANSFER STUDENTS

Graduation rate for 2-year transfers, FY 2015	55.9%
% of graduates completing 30 SCH or more at 2-yr colleges	35.3%

FACULTY

Total faculty	28,294
Tenured/tenure track	14,508
% tenured/tenure track	51.3%
Student-faculty ratio	22:1

AVERAGE REVENUE PER FTSE

State-funded FTSE	504,967
Total revenue	\$22,959
Tuition/fees	\$7,556
State revenue	\$7,476
Federal revenue	\$3,613
Institution revenue	\$4,314

AVERAGE USES OF FUNDS PER FTSE

Total	\$19,677
Instruction, research, and academic support	\$12,327
Student services and scholarships	\$3,012
Institutional support and OM of plant	\$3,397
Other	\$940

RESEARCH EXPENDITURES

Total research exp.	\$2,178,167,587
Total research exp. per T/TT FTE faculty (teaching)	\$100,003

TX Higher Education Accountability System Update

- Redesign of system interface
- Update of accountability measures to align with 60x30TX state strategic plan

Student Debt – University Key Measures

1	Median Student Debt to First Year Wage (shown as percentage)	New
2	Percent of Graduates with Debt	New
3	Average Semester Credit Hours Attempted in Excess of Degree Plan	New
4	Tuition and Fees for 30 SCH	Existing

Student Debt – University Contextual Measures

1	Average Debt of Graduates with Loans	New
2	Percent of Attempted SCH Completed	New
3	Time and SCH to Degree	New

* Included in HRI Contextual Measures

Student Debt – Community College Key Measures

1	Median Student Debt to First Year Wage (shown as percentage)	New
2	Percent of Graduates with Debt	New
3	Average Semester Credit Hours Attempted in Excess of Degree Plan	New
4	Tuition and Fees for 30 SCH	Existing

Student Debt – Community College Contextual Measures

1	Average Debt of Graduates with Loans	New
2	Percent of Attempted SCH Completed	New
3	Time and SCH to Degree	New

Completion -Contextual measures related to student debt

- Percent of public bachelor's degree graduates completing with no more than 3 hours of their award plan (new measure)
- Percent of public two-year institution associate graduates completing with no more than 3 hours of their award plan (new measure)

Questions?



Texas Higher Education Coordinating Board

Financial Aid Advisory Committee Annual Report

Report Period: December 2015 – November 2016

Chris Murr, Ph.D., Committee Chair



Texas Higher Education
Coordinating Board

Committee Overview

- Purpose – provide advice and recommendations regarding state financial aid programs
- Annual Cost Estimate - \$7,886
- Time Commitment Estimate - 225 total hours in preparation, meeting day, and post-meeting administrative activities for each quarterly meeting

Summary of Tasks Completed

- Prior-Prior Year (PPY) Subcommittee developed suggestions the THECB could use to facilitate the smooth transition of institutions to the federal PPY verification model and October 1st FAFSA availability date.
- Provided input for the aligning of the return of state funds with the return of federal funds timeframes.
- Revised rules governing the FAAC to ensure a more diverse representation, greater consistency within the rules, and greater clarity.
- Provided suggestions to enhance the THECB's Financial Aid Report and TEXAS Grant Report.
- Discussed and provided feedback on proposed and actual THECB legislative proposals (e.g., TEXAS Grant rule changes, student loan debt notifications, etc.)

Recommendations to the Board

- Continue the work of the Data Collection Subcommittee to refine and streamline the institutional reporting of financial aid data (e.g., via FADS) to the THECB.
- Further inform the discussion regarding the benefits of allowing institutions to continue awarding set aside as financial aid to facilitate the access of low- and low-middle income families to a higher education.
- Continue to explore, via the Financial Aid Advisory Committee, innovative ways of providing financial aid, financial aid information, and related services to students and their families.
- Continue to implement customer-service focused changes for schools and students.
- Continue to enhance the mechanisms for validating financial aid data reported by schools.

FINANCIAL AID ADVISORY COMMITTEE ANNUAL REPORT

COMMITTEE ABOLISHMENT DATE: 10/31/2017

Committee Purpose: The Financial Aid Advisory Committee was created to provide the Board with advice and recommendations regarding the development, implementation, and evaluation of state financial aid programs for college students. In this capacity, it is also to assist staff in the development of training materials for use by the Center for Financial Aid Information and others in informing students, parents, secondary education counselors, college personnel, members of appropriate community-based organizations, and others about financial aid opportunities for Texas students, including eligibility requirements and procedures for applying for financial aid. In addition, the committee shall provide insight on state financial aid program policies and procedures (e.g. eligibility, allocations, disbursement processes, etc.); review the collection, use, and reporting of data; and identify areas of research for consideration.

Annual Report Period: December 2015 - November 2016

Chair: Chris Murr – Texas State University

Vice Chair: Delisa Falks – Texas A&M University

Past Chair: Lisa Blazer – University of Texas at San Antonio

Committee Members:

Doris Constantine – St. Edward's University

Shannon Crossland – TASFAA Representative

Zelma De Leon – University of North Texas

Anna Drake – Student Representative

Jeanie Gage – Texas A&M University - Corpus Christi

Mary Gallegos-Adams – TSTC - Harlingen

Carl Gordon – College of the Mainland

Melissa Elliot – Vernon College

Audree Hernandez – College Advising Group

Sandi Jones – McLennan Community College

Rosario Juarez – Austin Community College

Lyn Kinyon – Baylor University

Carolyn Mallory - University of Houston – Victoria

Cathy Sanchez – University of North Texas - HSC

Harold Whitis – Alamo CCD

Matthew Vandermause – Student Representative

Committee Meeting Dates:

December 10, 2015

February 25, 2016

May 26, 2016

September 8, 2016

Annual Costs Expended

Travel: \$7,886

Other: N/A

Time Commitments: It is estimated that committee members and agency staff spend at least 225 total hours in preparation, meeting day, and post-meeting administrative activities for each quarterly meeting.

Current Recommendations to the Board:

- Continue the work of the Data Collection Subcommittee to refine and streamline the institutional reporting of financial aid data (e.g., via FADS) to the THECB.
- Further inform the discussion regarding the benefits of allowing institutions to continue awarding set aside as financial aid to facilitate the access of low- and low-middle income families to a higher education.
- Continue to explore, via the Financial Aid Advisory Committee, innovative ways of providing financial aid, financial aid information, and related services to students and their families.
- Continue to implement customer-service focused changes for schools and students.
- Continue to enhance the mechanisms for validating financial aid data reported by schools.

Summary of Tasks Completed:

Over the course of the year, the Financial Aid Advisory Committee addressed a number of financial aid topics. For example, the committee spent considerable time on the new federal October 1 FAFSA availability date, as well as the new prior-prior year verification model, and the approaches the THECB could consider to facilitate a smooth transition for students and schools within this new paradigm. These recommendations, which would help ensure improved access to a higher education, included, but were not limited to:

- Between each biennium and prior to funds being appropriated by the Legislature for the upcoming biennium, the THECB should consider providing each institution a hold harmless (base) amount for the first year of a biennium. Doing so for each aid program would allow institutions to award aid in a timelier fashion. This approach would enable institutions to better assist financially-needy students access a higher education as well as help the State of Texas achieve its 60x30 strategic goals.
- Once funds are appropriated by the Legislature, the THECB should consider providing institutions their allocation for the biennium (one allocation per year) for each state financial aid program.

The committee also provided input on student loan debt issues as well as the alignment of the return of state aid funds timeframes with those of federal aid funds. The committee suggested, for instance, that the language pertaining to the prompt disbursement timeframe be crafted to allow such funds as the TEXAS Grant not to necessarily be returned to the THECB within the specified period but be re-awarded to another eligible student (i.e., promote both compliance and efficiency).

In addition, members dedicated time to reviewing and recommending revisions to the rules governing the committee. The intent was to help ensure a more diverse representation, greater consistency within the rules, and greater clarity. For example, it was determined there should be simultaneous student representation on the committee from both two-year and four-year/public health institutions. It was clarified that the committee chair must be a financial aid practitioner. So too, discussions were held on how to improve the solicitation of high school counselors for the committee.

The committee hosted and discussed a number of presentations on innovative practices within the profession. These presentations included “Aid Like A Paycheck” and “Interventions to Improving Borrowing Decisions”. Committee members also provided feedback on various legislative proposals regarding such items as changes to the TEXAS Grant program and requiring notifications be sent to students regarding their student loan debt. The committee agreed that: 1) more funding of state aid programs is necessary to help meet the State’s 60x30 goals; 2) the profession must always strive for improved transparency with students; and 3) the awarding of set-aside funds at public institutions is integral to ensuring that low- and low-middle income families have access to a higher education.

In addition, members have dedicated time to the Data Collection Subcommittee charged with developing recommendations for the streamlining of financial aid reports. The committee has noted the improvements in customer service from the THECB’s State Financial Aid Program Department (e.g., toll free number, personally reaching out to schools, refinement of guidelines, etc.), and the committee will definitely be focused in the coming year on the need for adequate state financial aid program funding to meet the needs of underserved populations and the State’s 60x30 strategic plan for higher education.

Financial Literacy Advisory Committee

Laura Ewing, Co-Chair
President
Texas Council on Economic Education
laura@economicstexas.org

Laura has over 24 years of experience in the classroom and brings a wide background of applying economic education in Texas. She has been a teacher in Houston ISD, Spring ISD, Cy-Fair ISD, Fort Bend ISD and Clear Creek ISD. In addition, she has been a Curriculum Specialist for Pearland ISD as well as an Adjunct Professor at University of Houston – Clear Lake. TCEE has become the “go to” organization in Texas on economics, entrepreneurship and financial literacy, and continues its mission to establish a nation of individuals who possess the knowledge and skills to make informed economic decisions.

Dr. Jared Pickens, Co-Chair
Associate Professor/Director, Personal Financial Planning
Texas A&M University, Commerce
jared.pickens@tamuc.edu

Prior to working at Texas A&M University-Commerce, Jared's experience in the financial services industry includes Investment Advisor with Great West Financial, Austin Texas, Personal Financial Counselor with the U.S. Department of Defense, Irving Texas, and Financial Planning Coordinator with Lifeway Financial Corporation, Plano Texas. He is the author of *“Selecting Successful Financial Education Counselors”*.

Dr. Donald "Don" Albrecht
Vice President, Student Engagement & Success
Texas A&M University-Corpus Christi
don.albrecht@tamucc.edu

Don has 40 years of higher education administrative experience at four Texas universities. He serves as Vice President for Student Engagement and Success and works with students on all aspects that contribute toward their successful degree completion and assists them in overcoming obstacles that delay their success. In addition, he taught first year success courses for over 20 years and financial literacy was a component in those courses. He has coordinated and participated in new student and parent orientation programs for many years and understands the challenges and opportunities for incorporating financial literacy into those programs.

Bryan Ashton
Director, Student and Institutional Success
TG
bryan.ashton@tgslc.org

Bryan serves as the head of the TG Student and Institutional Success team which is charged with delivering the services related to the SB 680 pilot. In this role, Bryan directly works with TG's financial education and financial literacy programs. His experience prior to TG has been centered around

working with college students and their finances in a variety of ways. Bryan has run one of the largest student financial literacy programs in the country, has served on numerous advisory committees related to financial literacy and assisted campuses as they develop financial education programs. Additionally, he has worked extensively with research and assessment efforts related to financial literacy and is the Co-Founder and Co-Chair of the National Summit on Collegiate Financial Wellness, the country's only national conference centered specifically on college student financial literacy.

Thomas "Tom" Babel
Vice President, Regulatory Affairs
DeVry Education Group
tbabel@devrygroup.com

Tom has led DeVry Financial Literacy efforts for the last 20 years. He is a member of numerous financial literacy initiatives, including TG, INCEPTIA (formerly NSLP), Sallie Mae, U.S. Department of Education. Tom has initiated study now funded by U.S. Treasury Grant, to evaluate effectiveness of alternative forms of counseling.

Lorraine Bier
Vice President
Financial Literacy Coalition of Central Texas
lbier@flcct.org

Lorraine has taught financial literacy topics for 9 years and serving on the FLCCT Board since 2008. She has served on the Ready by 21 Coalition representing youth financial literacy. In addition, Lorraine has personal experience in loans and investing. Lorraine is a Business Analyst with a Project Management Professional certification and has decades of experience analyzing requirements, constraints and proposing solutions and conducting trade-off analyses.

Dwuana Bradley
Student
The University of Texas at Austin
dwuana.bradley-riley@austin.utexas.edu

Dwuana is most concerned with the general perpetuation of social stratification through current higher education policy, culture, and practices. Though many consider higher education to be a vehicle for upward mobility, there is alarming evidence that this is not the case for the most economically vulnerable populations of adults in the state of Texas and across the nation. Those most at risk of failing to realize the promise of higher education, are students of first generation status, students from marginalized racial/ethnic backgrounds, and those from lower socioeconomic backgrounds. For those students who find themselves at the intersection of these identities, their opportunity to live a life of the mind and reap the fruit of a post-secondary education credential is even further diminished. Due to the preceding issues, she feels personally obliged to address the concerns of vulnerable populations, as it relates to higher education accessibility and workforce opportunities, through both practice and research.

Financial Literacy Advisory Committee

Toni Bryant
Dean, Enrollment Services
Schreiner University
tlbryant@schreiner.edu

Toni brings 15 plus years of professional experience in financial aid, enrollment, and higher education. Her vested interest has included countless approaches to enable our students and parents to become more financial savvy when investing in their education. She has been instrumental in spearheading financial literacy campaigns across campus by developing new resources (electronic, print, and workshops) for students and parents.

Kevin Cruser
Director, Government & Legislative Affairs
Texas Woman's University
kcruser@mail.twu.edu

Kevin is an attorney with extensive experience in legislative policy and public affairs. He received his bachelor's degree in economics from the Honors College at Texas Tech University and his law degree from the Texas Tech University School of Law. Kevin is very familiar with Texas financial aid programs, as he was Chief of Staff to a member of the House Appropriations Subcommittee on Article III for three legislative sessions. Because of his personal experience with student loans, Kevin can speak to the importance of making wise financial decisions while in school in order to facilitate financial success after finishing school.

Dr. Joe Dahlstrom
Senior Director, Libraries
University of Houston-Victoria
dahlstromj@uhv.edu

Joe believes that financial literacy is a critical need for 21st century college & university students. The library profession and in particular, the American Library Association (ALA), actively supports financial literacy for everyone and he is committed to this issue and plans to draw upon the resources of ALA.

Jim Doris
Statewide Social Studies Coordinator
Texas Education Agency
jim.doris@tea.texas.gov

Jim currently oversees the social studies curriculum which is where the personal financial literacy Texas essential knowledge and skills are located. He is well versed in what we already offer in K-12, what is allowed by law, and what role the State Board of Education (SBOE) plays in this topic.

Karla Flores
Associate Director, Financial Aid
The University of Texas Rio Grande Valley
karla.flores@utrgv.edu

Karla has 20 years of progressive experience at higher education institutions. She has a strong ability to understand and manage regulations gained through her 13 years of experience in financial aid management. Highly professional, positive attitude with versatility to successfully take on different levels of responsibility, Karla developed and implemented a Student Loan Default Management Plan then established a Default Management Task Force that resulted in campus wide default aversion involvement, and a successful implementation of numerous strategies that have resulted in default rates that are lower than state and national cohort default rates.

Dr. Kenneth Gay
Principal
John Tyler High School
kenneth.gay@tylerisd.org

Kenneth brings more than 14 years of educational experience to Tyler ISD. He has experience working with diverse populations in Title I schools as an administrator at both the elementary and secondary levels. Prior to working in Tyler ISD, he served as an educator in Houston, Texas. His leadership skills as allowed him to work with the following diverse groups: TASSP – Region 7 representative from 2016-present; TABSE – Board Member 2014-present; Tyler Partnership 4 Education 2014-present; and Rose City Civitan Club “Education Director” 2014-present.

June Giddings
Director, Texas OnCourse
The University of Texas at Austin
june.giddings@austin.utexas.edu

June is involved in several state and regional efforts that support *60x30TX* and more directly, to financial literacy and advising. Texas OnCourse has one dedicated track focused on financial advising and it is important to align the information. She leads the Texas Team with the Reach Higher initiative, a state plan aligned to financial aid and application completion. June is engaged in conversations across the state with multiple stakeholder groups about postsecondary and career pathways and financial advising is one component.

Financial Literacy Advisory Committee

Jud Hicks, Ed.D.
President
Frank Phillips College
jhicks@fpctx.edu

Jud has a 30 year career in finance/accounting and holds a CPA license. For the last 15 years he has been in higher education at the community college with the most recent 5 years as President. He has seen firsthand the importance of financial literacy with the institution having student loan default rates above 25%. It has been several years since FPC began purposely embedding financial literacy into its curriculum, and has purchased a financial literacy product which has been provided to many of FPC students and area school districts at no charge. As an individual and for the students served, Jud believes in the importance of financial literacy and being a committee member will provide an additional avenue to further perpetuate that belief.

Lupe Mares
Manager, Communications and Outreach
Federal Reserve Bank
lupe.mares@dal.frb.org

Lupe is a first generation college graduate from a family that only spoke Spanish, and knows the importance of providing economic and financial aid information to not only students but parents as well, in both English and Spanish. For the last 12 years it has been her mission to work with educators and students to provide financial literacy using English and Spanish publications such as *"Building Wealth"* and *"Como Crear Riqueza."* In addition, the El Paso Branch also spearheads Money Smart Week, a financial literacy national campaign held in April. She has co-authored *"Navigate: Exploring College and Careers"* containing a chapter on "How to Pay for College."

Edwin "Trey" McCampbell
Chief Administrative Officer
American Bank
treymc@americanbank.com

As an executive of American Bank, Trey brings the knowledge and perspective he has gained through his professional and community activities. He has been active in the bank's financial literacy initiatives in the community. He has served on the Del Mar College Board of Regents since 2004, including six years as chair, and is well versed in issues affecting higher education. He is a CPA and also has an MBA. In addition to his work with Del Mar College, he is a founding member and past president of the A&M-Corpus Christi Alumni Association.

Charles W. Puls, Ed.D.
Deputy Assistant Commissioner
Texas Higher Education Coordinating Board
charles.puls@thecb.state.tx.us

Charles currently serves as the Deputy Assistant Commissioner for the Office of Student Financial Aid Programs at the Texas Higher Education Coordinating Board.

The Office of Student Financial Aid Programs was formed in 2015 to bring a greater degree of coordination to the state's financial aid programs (grants, scholarships, loan repayment, work-study, loans, exemptions, waivers, etc.) and is built around the needs of its two primary customers: institutions and borrowers. Prior to arriving at the Coordinating Board, Charles spent 24 years as a financial aid administrator, working at institutions such as Boston College, University of Massachusetts Boston, Dartmouth College, and Indiana University Bloomington. Most recently he spent 10 years as the Associate Dean of College Enrollment and Director of Financial Aid at the University of Rochester.

Todd Rogers
Associate Principal, Advanced Academics &
College and Career Readiness
Byron Nelson High School
trogers@nisdtx.org

Todd is the Associate Principal overseeing the Counseling Program which informs, educates, and supports students/parents in scholarship opportunities, as well as, a goal for every student to take at least one or more college class at Byron Nelson High School, and to attend post-secondary education. Todd knows that financial literacy and scholarship opportunities are very important in helping all students attend post-secondary education.

Karen Serna
Director, Student Money Management Office
Austin Community College
karen.serna@austinncc.edu

Prior to working at ACC, Karen spent over 12 years working with Foundation Communities, a local non-profit organization as the Director of Asset Building Programs. In that role she developed and implemented a wide-range of innovative programs aimed at improving the financial literacy and financial stability of low-income households. Notably she designed Texas' first community based financial coaching program and managed the city's largest free income tax preparation program (VITA) which served over 20,000 clients annually.

Sonia Townsend
Director, Educational Planning, Counseling, and
Completion
San Jacinto College District
Sonia.Townsend@sjcd.edu

Sonia has over 15 years' experience in financial aid where she was a member of the NASFA Taskforce (National Association of Student Financial Aid Administrators) and led her team at San Jacinto College South Financial Aid to win three Texas Guaranteed awards for Financial Literacy Excellence. In her current role as Director of Educational Planning, Counseling and Completion, she assists students with financial literacy in a different capacity by helping them eliminate barriers and advising them on external entities to assist them to become financially prepared for their future.

Financial Literacy Advisory Committee

Clint Winters

Director of Strategic Workforce Initiatives

Texas Workforce Commission

clint.winters@twc.state.tx.us

Clint staffed the Texas Interagency Literacy Council 2009-2017 and oversaw their legislative report. He has developed innovative higher education programs including college credit for Heroes. He has also taught as a college adjunct for 25 years.

Justin Yancy

President

Texas Business Leadership Council

yancy@txblc.org

Justin joined the Texas Business Leadership Council (TBLC) as its Executive Director in July 2001 and was then named President in July 2015. Before joining the TBLC, Justin served as Director of International Protocol to the Governor and Secretary of State. In addition to being active in his community, Justin serves as a member of various boards and organizations including the Texas Student Success Council, the H2O4TEXAS Advisory Board, State Business Roundtable Executives and Ready Nation. Justin previously served on the boards of the Texas Education Reform Caucus and Austin Sister Cities International, and was a member of the Austin Children's Shelter Guild.