



## 2018 Texas Higher Education Leadership Conference:

### *60x30TX: Ways to Get There from Here*

**Hilton Austin Airport Hotel  
9515 Hotel Drive  
Austin, Texas**

## **ORIENTATION & CONFERENCE AGENDA November 29-30, 2018**

### **Orientation Day One: Thursday, November 29, 2018\***

**7:00 a.m. Registration/Check-in/Breakfast Buffet** (Pre-function Area/Atrium I)

**8:00 a.m. Welcome to Conference Participants** (Bergstrom A-D)

*Stuart W. Stedman, J.D., Chair, Texas Higher Education Coordinating Board (THECB)*

THECB Chair Stuart W. Stedman will provide some opening remarks and welcome participants to Day One of the conference.

**8:15 a.m. Panel Discussion – “What I Wish I Had Known as a New Governing Board Member (and What I Wish My New Board Members Would Have Known): Mutual Expectations”** (Bergstrom A-D)

*Facilitator: Stuart W. Stedman, J.D., Chair, THECB*

*Panelists:*

- *Michael L. Reeser, Chancellor and CEO, Texas State Technical College*
- *Mary Sherwood, Ph.D., Regent, Del Mar College*
- *Welcome W. Wilson, Jr., Member, THECB, and former Vice Chairman, University of Houston System Board of Regents*

Governing board members who serve public colleges and universities fulfill their considerable responsibilities in an increasing complex political, economic, and social environment. THECB Chair Stuart W. Stedman will facilitate a panel discussion of the biggest concerns of new regents and trustees, relations among governing board members and senior administrators, and the evaluation of board and executive performance.

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\* This full-day orientation on November 29 satisfies the training requirement for newly appointed regents and elected trustees (Texas Education Code, Section 61.084, Training for Members of Governing Boards).

## Concurrent Sessions

<b>University Leaders</b> (Del Valle)	<b>Community &amp; Technical College Leaders</b> (Chennault)
<p>Presenters will discuss the process of budget planning at public universities and state colleges in Texas, roles and responsibilities, information needed for effective campus monitoring and oversight, the process used in Texas to audit public institutions, and tools available online at:  <a href="http://www.thecb.state.tx.us">http://www.thecb.state.tx.us</a>, <a href="http://www.60x30TX.com">http://www.60x30TX.com</a>, and <a href="http://www.txhighereddata.org/">http://www.txhighereddata.org/</a>.</p>	<p>Presenters will discuss the process of budget planning at Texas public community and technical colleges in Texas, issues related to the appropriation process and the various sources of revenue that are available to community colleges, financial management issues and best practices, reporting, and tools available online at:  <a href="http://www.thecb.state.tx.us">http://www.thecb.state.tx.us</a>, <a href="http://www.60x30TX.com">http://www.60x30TX.com</a>, and <a href="http://www.txhighereddata.org/">http://www.txhighereddata.org/</a>.</p>
<p><b>9:00 a.m.      The Budgeting Process for Public Universities in Texas</b></p> <p><i>Presenter: Mary E. Knight, CPA, CISA, Special Assistant to the Sr. VP and CFO, The University of Texas at Austin</i></p>	<p><b>9:00 a.m.      Understanding the Revenue Mix for Texas Community Colleges and the State Budgeting Process</b></p> <p><i>Presenters: Brenda Hellyer, CPA, Ed.D., Chancellor, San Jacinto College Betty A. McCrohan, President, Wharton County Junior College</i></p>
<p><b>9:45 a.m.      Space Usage Efficiency</b></p> <p><i>Presenter: Thomas Keaton, MPA, Director of Finance and Resource Planning, THECB</i></p>	<p><b>9:45 a.m.      The Budgeting Process for Public Community Colleges in Texas</b></p> <p><i>Presenters: Neil Vickers, CPA, Executive Vice President, Finance and Administration, Austin Community College Shayne West, Chief Budget Officer, Alamo Colleges District</i></p>
<p><b>10:00 a.m.      Basic Board Member Roles and Responsibilities: Sustaining Institutional Autonomy and Board Independence</b></p> <p><i>Presenter: Kevin P. Reilly, Ph.D., President Emeritus and Regent Professor, University of Wisconsin System; Senior Fellow, Association of Governing Boards of Universities and Colleges (AGB)</i></p>	
<p><b>10:30 a.m.      Break (Outside Bergstrom A-D)</b></p>	<p><b>10:30 a.m.      Break (Outside Bergstrom A-D)</b></p>
<p><b>10:45 a.m.      Monitoring and Oversight: What is Good Information?</b></p> <p><i>Presenter: Kevin P. Reilly, Ph.D., President Emeritus and Regent Professor, University of Wisconsin System; Senior Fellow, AGB</i></p>	<p><b>10:45 a.m.      Campus Financial Management – Panel Discussion</b></p> <p><i>Facilitator: Rose Martinez, Ph.D., Director of Trustee Strategies, Community College Association of Texas Trustees</i></p> <p><i>Panelists: Pamela Anglin, Ed.D., President, Paris Junior College Mark Escamilla, Ph.D., President and CEO, Del Mar College</i></p>
<p><b>11:30 a.m.      The Auditing Process for Public Universities in Texas</b></p> <p><i>Presenters: Aporajita Ahmed, CPA, CFE, CITP, CGMA, CICA, Internal Audit Lead, Internal Audit and Compliance Monitoring, THECB Paul L. Maeyaert, JD, MBA, CIA, CGAP, Auditor, Internal Audit and Compliance Monitoring, THECB</i></p>	<p><b>11:30 a.m.      Financial Reporting and Ratio Analysis</b></p> <p><i>Presenter: Thomas Keaton, MPA, Director of Finance and Resource Planning, THECB</i></p>

**Conference Day One: Thursday, November 29, 2018**  
(Orientation Day One Continued)

**12:00 p.m. Luncheon and Keynote Speaker – Raymund Paredes: The State of Higher Education in Texas** (Bergstrom A-D)

*Raymund A. Paredes, Ph.D., Commissioner of Higher Education*

The aim of the 60x30TX higher education strategic plan is to help all students achieve their educational goals, which, in turn, will help Texas remain globally competitive for years to come. 60x30TX is entirely student-centered: Its overarching goal is that 60 percent of young adults (ages 25-34) in Texas will hold some type of postsecondary credential by 2030. Other goals are that by 2030, more students (regardless of age) will complete a certificate or degree; graduates will have identifiable marketable skills irrespective of major; and that, statewide, students will not graduate with debt exceeding 60 percent of their first-year wages. Successful achievement of these four, interrelated goals will require unprecedented collaboration among K-12, higher education, and the workforce, as well as the local creativity of Texas two- and four-year colleges and universities. Higher Education Commissioner Raymund A. Paredes will provide an overview of the state of higher education in Texas, a brief overview of 60x30TX, and the progress being made with respect to achieving the plan's goals and targets.

**1:00 p.m. Break** (Pre-function outside Bergstrom A-D)

**1:15 p.m. The 60x30TX.com Website and Monitoring Progress toward Achieving the Goals of 60x30TX through the Texas Public Higher Education Accountability System** (Bergstrom A-D)

*Julie A. Eklund, Ph.D., Assistant Commissioner, Strategic Planning and Funding, THECB*

*David W. Gardner, Ph.D., Deputy Commissioner for Academic Planning and Policy/CAO, THECB*

Part of the communication strategy for the state's 60x30TX higher education strategic plan is a consumer-friendly website that provides an overview of 60x30TX, key data, and discussions of topics critical to achieving the goals and targets of the plan. A consumer can go directly from the 60x30TX.com website to the recently redesigned Higher Education Accountability System. The system has been in place for nearly 14 years and is used to track performance on critical measures that exemplify the missions of Texas higher education institutions. Deputy Commissioner David W. Gardner and Assistant Commissioner Julie A. Eklund will provide an overview of 60x30TX.com, the Accountability System, and the accountability data that can be used by higher education leaders to assist them in advancing their institutional missions and moving Texas forward in accomplishing the state's higher education goals. They also will provide an overview of the THECB's work to date with regions and institutions to develop and submit "regional targets" in 2018 for regions in three areas of 60x30TX – the Educated Population goal, the Completion goal, and the High School-to-College Direct Enrollment target.

**2:00 p.m. Effective Trusteeship, Ethics (including Ethical Issues in Financial Management), and the Avoidance of Conflicts of Interest** (Bergstrom A-D)

*Facilitator: William M. Franz, J.D., LL.M., General Counsel, THECB*

*Panelists:*

- *Cobby A. Caputo, J.D., School Lawyer, Bickerstaff Heath Delgado Acosta LLP*
- *Dona H. Cornell, J.D., Vice Chancellor for Legal Affairs and General Counsel, University of Houston System*
- *Fernando C. Gomez, J.D., Ph.D., Vice Chancellor and General Counsel, Texas State University System*

Governing board members who serve public colleges and universities fulfill their considerable responsibilities in an increasingly complex legal environment. Practitioners of management accounting and financial management have an obligation to the public, their profession, the organization they serve, and themselves to maintain the highest standards of ethical conduct. In recognition of these obligations, General Counsel William M. Franz will lead a panel of legal experts who will provide an overview of open meetings/records laws in Texas and engage in an interactive discussion of effective trusteeship, ethics (including ethical issues in financial management), the avoidance of conflicts of interest, and other topics of interest.

**3:00 p.m. Break** (Pre-function outside Bergstrom A-D)

**3:15 p.m. Effective Trusteeship, Ethics (including Ethical Issues in Financial Management), and the Avoidance of Conflicts of Interest (Continued)**  
(Bergstrom A-D)

**4:00 p.m. Leadership Dynamics in Public Higher Education – Effectively Working with the Texas Legislature to Achieve the Goals of 60x30TX**  
(Bergstrom A-D)

*Facilitator: Kevin P. Reilly, Ph.D., President Emeritus and Regent Professor, University of Wisconsin System; Senior Fellow, Association of Governing Boards of Universities and Colleges*

*Panelists:*

- *The Honorable Travis Clardy, Texas House of Representatives, District 11*
- *The Honorable Kel Seliger, Texas Senate, District 31*

Texas has become increasingly engaged in a global economy dependent on skilled and knowledgeable workers. Given the missions of Texas higher education institutions, the needs of the state and its communities, the expectations of students, and the reality of a global marketplace, collaboration is needed among higher education stakeholders to identify and achieve common goals. Association of Governing Boards Senior Fellow Kevin P. Reilly will facilitate a panel discussion of how Texas institutions of higher education can work together and with the executive and legislative branches of government to achieve their missions and educate students to supply the workforce needed to compete in a global economy.

**4:55 p.m. Concluding Remarks** (Bergstrom A-D)

*Stuart W. Stedman, J.D., Chair, THECB*

THECB Chair Stuart W. Stedman will provide some concluding remarks about the day's activities and encourage conference participants to enjoy relaxed conversation at a special reception for conference participants and other invited guests in the Hilton Austin Airport Atrium.

**5:00 p.m. Adjournment**

**5:00 p.m. Reception** (Atrium I)

**7:00 p.m. Dinner on Your Own**

## Conference Day Two: Friday, November 30, 2018

**7:00 a.m. Registration/Check-in/Breakfast Buffet** (Pre-function Area/Atrium I)

**8:00 a.m. Welcome** (Bergstrom A-D)

*Stuart W. Stedman, J.D., Chair, Texas Higher Education Coordinating Board (THECB)*  
THECB Chair Stuart W. Stedman will welcome participants to Day Two of the conference.

**8:15 a.m. Keynote Speaker – Timothy M. Renick, Ph.D.: Strategies for Supporting Economically Disadvantaged College Students** (Bergstrom A-D)

*Timothy M. Renick, Ph.D., Senior Vice President for Student Success and Professor of Religious Studies, Georgia State University*

One challenge of *60x30TX* is translating big goals into coordinated action across the state, particularly when 60 percent of Texas public school students are low-income. Dr. Timothy M. Renick’s remarks will focus on strategies colleges and universities in Texas can use to increase student persistence and completion, particularly strategies for students who are economically disadvantaged.

**9:15 a.m. Break** (Pre-function outside Bergstrom A-D)

### Concurrent Discussions: Strategies to Reach *60x30TX* Goals and Targets

Developing and implementing strategies to reach *60x30TX* goals and targets will require the work of many stakeholders across the state. Successful strategies will require both top-down and bottom-up approaches at institutions of higher education and both public and private partnerships. The challenge is to develop and implement relevant, high-impact, and large-scale strategies that produce changes over time.

<b>9:30 a.m. Strategies to Increase Student Retention and Completion</b> (Del Valle)	<b>9:30 a.m. Strategies for Achieving <i>60x30TX</i> Regional Targets</b> (Chennault)
<p>To help achieve the goals of <i>60x30TX</i>, institutions of higher education will need to continue to promote student retention and timely degree completion, assisting students so they can avoid taking excessive semester credit hours that lead to less than timely completions, greater costs, and more debt in pursuit of a degree. Assistant Commissioner Rex C. Peebles will facilitate a panel discussion of ways higher education institutions can increase timely degree completion, reduce excess semester credit hours, and provide students cost-effective pathways to the degree that will increase the number of graduates in Texas.</p>	<p>The regional target approach to <i>60x30TX</i> has been developed in response to input from the field. The approach aims to foster shared ownership in targeted areas, and in particular, to empower the broader higher education ecosystem to support the work. Each of the 10 Texas higher education regions has identified at least one regional strategy in each of three target areas of <i>60x30TX</i>. Deputy Assistant Commissioner Jenna Cullinane Hege will facilitate a panel discussion of regional representatives who will discuss what they did (and are doing) to implement their region’s strategies for achieving the region’s targets.</p>
<p><i>Facilitator:</i></p> <ul style="list-style-type: none"> <li>• Rex C. Peebles, Ph.D., Assistant Commissioner, Academic Quality and Workforce, THECB</li> </ul> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> <li>• Cassandre Alvarado, Ph.D., Executive Director of Student Success Initiatives, The University of Texas at Austin</li> <li>• Steve Bullard, Ph.D., Provost and Vice President of Academic Affairs, Stephen F. Austin State University</li> <li>• Brenda Hellyer, CPA, Ed.D., Chancellor, San Jacinto College</li> <li>• Christine Hubbard, Ph.D., President, North Texas Community College Consortium</li> </ul>	<p><i>Facilitator:</i></p> <p>Jenna Cullinane Hege, Ph.D., Deputy Assistant Commissioner for Strategic Planning, THECB</p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> <li>• Javier Flores, Ed.D., Vice President for Student Affairs &amp; Enrollment Management, Angelo State University</li> <li>• Barbara D’Auria Lerner, Ph.D., Vice Provost for Undergraduate Studies and Academic Partnerships, Texas Woman’s University</li> <li>• James Henry Russell, CPA, President, Texarkana College</li> </ul>

**10:45 a.m. Break** (Pre-function outside Bergstrom A-D)

**Concurrent Discussions:  
Using "Touch" and "Tech" to Reach 60x30TX Goals and Targets**

Technological systems can amplify human capabilities but are sometimes viewed as being impersonal; one-on-one interactions with students who are experiencing financial or personal challenges can help students but can be labor intensive. Optimally, institutions can combine "Touch" with "Tech" by using technology for the first mode of contact and for early alerts, but also retain the human touch through caring staff, faculty, and student mentors to cultivate a campus culture that says, "we care about our students' needs."

<b>11:00 a.m. Emergency Aid Programs</b> (Del Valle)	<b>11:00 a.m. Technological Systems</b> (Chennault)
<p>Surveys show financial stress weighs heavily on many students, and unforeseen expenses, even those less than \$300, may be enough to derail a student's college career. The purpose of emergency aid programs is to direct small amounts of money to students who are struggling to pay for a financial emergency and help them stay on the path to graduation. Assistant Deputy Commissioner Mary E. Smith and Emergency Aid Network Coordinator Monique Lee Whitley will facilitate a panel discussion of strategies and best practices that help promote processes for effective emergency aid programs at institutions of higher education.</p>	<p>Trends in the use of technology can both attract prospective students and boost overall student engagement. For example, Artificial Intelligence, like chatbot technology, can be used for tracking, distribution, and outreach to students in the format that they are most used to utilizing. Assistant Commissioner Jerel Booker will facilitate a panel discussion of technology experts who will discuss how leaders of higher education institutions can harness the power of technological systems to assist their institutions in achieving the goals of 60x30TX.</p>
<p><i>Facilitators:</i> Mary E. Smith, Ph.D., Assistant Deputy Commissioner, Academic Planning and Policy, THECB Monique Lee Whitley, Coordinator of the Texas Emergency Aid Network, THECB</p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> <li>• Ira K. Blake, Ph.D., President, University of Houston-Clear Lake</li> <li>• Billy C. Hamilton, Executive Vice Chancellor and Chief Financial Officer, Texas A&amp;M University System</li> <li>• Richard M. Rhodes, Ph.D., President and CEO, Austin Community College District</li> </ul>	<p><i>Facilitator:</i> Jerel Booker, J.D., Assistant Commissioner, College Readiness and Success, THECB</p> <p><i>Panelists:</i></p> <ul style="list-style-type: none"> <li>• Gilberto Becerra, Jr., Vice President of Student Success, Alamo Colleges District-Palo Alto College</li> <li>• John Rome, Deputy Chief Information Officer, Arizona State University</li> <li>• Douglas A. Wilson, Ph.D., Instructional Designer, Center for Teaching Excellence, Southern Methodist University</li> </ul>

**11:45 a.m. Break**

**12:00 p.m. Luncheon and 2018 Star Awards Ceremony** (Bergstrom A-D)

*Texas Higher Education Star Awards Finalists*

*Members of the Texas Higher Education Coordinating Board*

*Raymund A. Paredes, Ph.D., Commissioner of Higher Education*

The Texas Higher Education Star Award recognizes exceptional contributions toward achieving one or more of the goals of the state's higher education strategic plan, now 60x30TX (previously, *Closing the Gaps by 2015*). Each year since being created by the THECB in 2001, nominations and subsequent applications for the Star Award are accepted by the THECB from eligible institutions and organizations across Texas. During the ceremony, the five Star Award finalists for 2018 will provide summaries of their programs, and members of the Coordinating Board and the Commissioner of Higher Education will announce and honor the 2018 Star Award winners.

**1:15 p.m. Adjournment**

**1:15 p.m. Portrait Photo Sessions for Star Award Finalists** (Pre-function outside Bergstrom)

All 2018 Star Awards finalists will be invited to join members of the Coordinating Board and the Commissioner of Higher Education for some additional photographs.