



EDUCATION  
EQUALS  
ECONOMICS

E<sup>3</sup> ALLIANCE

*A regional collaborative to create a research-based “blueprint” that will allow us to align our education systems to better fulfill the potential of every citizen and in turn, increase economic outcomes.*

## **Background**

This initiative was born out of a series of conversations held in the mid 2000’s within and beyond the members of the Austin Area Research Organization (AARO). AARO is an organization of business and community leaders committed to the economic and social well being of Central Texas. AARO is one of the few truly regional organizations, and its 75 members are known as “the keepers of a dynamic strategic vision for Central Texas and facilitators of projects important to that strategic vision.”

Members of the AARO Education and Higher Education Committees have guided their efforts over the past few years based on the outcomes of a 2003 AARO “Closing the Gaps” report for Central Texas that concluded: “Failure to enroll an additional 60,000 residents [in college] by the year 2015 would ultimately culminate by the year 2040 in a \$4,000 (6 percent) decrease in household income, costing our community \$2.4B annually.”

After grappling for many years at the state, district, and school levels to try to impact fundamental positive change in the realm of education, a number of AARO members expressed frustration that they had made little real impact in closing the identified gaps to college and career success. Thus a conversation ensued: maybe we are approaching this the wrong way? Perhaps if—as is often done with transportation, water availability, and other complex infrastructure issues—the community addresses education as a *regional system*, and combines resources and leadership capacity to unify and optimize that system, we can have a much more sustainable and scaleable impact? Thus the E<sup>3</sup> Alliance was born and has become the Central Texas version of a P-16 Council.

Guided by a clear community vision and objective “blueprint,” we propose to better align the practices of our regional education system, and allocate our investments and services more efficiently to dramatically and sustainably increase educational outcomes.

The E<sup>3</sup> Alliance is unique in that it is regional in scope, covering the continuum of birth through grade 16+, in a true partnership of education, business and community.

## **Frequently Asked Questions**

### **What is the E<sup>3</sup> Alliance?**

The E<sup>3</sup> Alliance is a catalyst organization—initiated by the Austin Community College (ACC), Austin Area Research Organization (AARO) and the University of Texas and made up of Central Texas educators, business leaders and parents—to determine a common vision and better align education systems across the Central Texas region.

This collaborative has been branded Education Equals Economics, or the E<sup>3</sup> Alliance. Led by business and civic entrepreneur Susan Dawson, this initiative combines a comprehensive vision of what we want to achieve from our educational systems from birth through college and career, with a way to better align the various components in the overall system into a more efficient and effective process and ultimately, to share this model with other regions across the state.

### **What will the E<sup>3</sup> Alliance do?**

Within a decade, the E<sup>3</sup> Alliance proposes to better align the system components and practices of Central Texas' regional education system, and allocate the community's investments and services more efficiently to dramatically and sustainably increase educational outcomes.

This effort will be guided by:

- A Clear Community Vision—developed during a community engagement process in which the citizens of Central Texas will participate in an unprecedented consensus-building process.
- An Objective Blueprint—once the needs of the community are determined in the community visioning process, leading scholars will develop this tool.

With these efforts, the E<sup>3</sup> Alliance can increase Central Texas' global competitiveness, economic vitality and overall quality of life.

### **What is the unique role of the E<sup>3</sup> Alliance?**

The E<sup>3</sup> Alliance is not intended to replace many excellent programs already underway in schools. Instead, it is meant to *break down systemic barriers* so that we can better utilize our limited resources, leverage innovation, and share best practices across schools, districts, universities, and other providers and define the needs and expectations for college and career success consistently at every grade level such that teaching and assessment are well articulated. By better aligning our systems, the public and private sectors can work together to create broad and sustainable improvements for all students and taxpayers. The E<sup>3</sup> Alliance will enable this to happen by creating an objective, factually-sound blueprint that will detail the gaps in the Central Texas education system so the proper entities can work to close them.

### **Why does Central Texas need the E<sup>3</sup> Alliance?**

Texas is losing many billions of dollars—in funds and in people leaving Central Texas—because the region doesn’t realize the full potential of its citizens. We live in an innovation economy, yet our education system is not scaled, aligned and focused on delivering citizens and workers who can drive a strong economy in a time of innovation. In Central Texas, we conservatively estimate that only about 58 percent of the students who were seventh graders in 1992 had graduated high school within six years, and only about 14 percent had attained a Baccalaureate or Associate degree in Texas within the decade.<sup>i</sup> When those same seventh graders were starting high school, the cost of not raising our high school completion rate to 90 percent was calculated to cost Travis County alone over \$190 million annually in lost tax revenues.<sup>ii</sup>

Much of the lost potential is rooted in lower outcomes achieved by different socioeconomic and ethnic groups across our state, as has been well described in the Texas Higher Education Coordinating Board’s “Closing the Gap” report. At the same time, our most capable students often report not feeling challenged by their work and being treated as “a number in the system.” The result is that a huge number of our students of all capabilities never achieve their maximum potential, socially or educationally. And because earning capacity goes down as educational achievement decreases, we must turn around the college going trend by 2015 or cost the Central Texas region almost \$10B every year in personal income by 2030.<sup>iii</sup>

### **What is the E<sup>3</sup> Alliance’s Proposed Timeline?**

In the first 18 months, the E<sup>3</sup> Alliance will do the following:

- Undertake an inclusive, iterative consensus-building process to define a *vision* of what we collectively want our students to achieve through best practices in our educational systems, with clear goals and outcomes.
- Consolidate research data to build the objective *educational system map* across the Central Texas region, showing key indicators, outcomes and system disconnects, as well as the dollars and services that flow into the education system, so that we can understand where the real leverage points are to increase the social and educational success of our students.

During the remainder of the five year Implementation Phase, the E<sup>3</sup> Alliance will use this common vision and objective data map to better align Central Texas’ education system, and prioritize, implement, and begin institutionalizing change.

### **What Does the E<sup>3</sup> Alliance Hope to Achieve?**

Outcomes should include more efficient utilization of resources, more resources brought into the Central Texas region, extended best practices, increased high school graduation rates and transitions into and through higher education, and ultimately increased earnings power and stronger tax base for the region.

We can measure positive impact by “Closing the Gaps” in college attendance and completion in Central Texas, as well as preparation of our “home grown” students for relevant, rewarding, challenging lives and careers, whether or not they attend college.

### **How is This Different than Other Efforts?**

The E<sup>3</sup> Alliance fully intends on collaborating with other organizations to prevent a duplication of efforts. However, the E<sup>3</sup> Alliance approach is radically different from other efforts for a number of reasons.

The E<sup>3</sup> Alliance is:

- Driven by broad-based economic need
- Guided by established community, business and education leaders
- Committed to strong community buy-in
- Built on objective performance data for good decision-making
- **Not** politically driven
- **Not** focused solely on social need

### **How Can I Get Involved With the E<sup>3</sup> Alliance?**

Most E<sup>3</sup> Alliance events are free and open to the public. For a complete listing of events, please visit [www.e3alliance.org](http://www.e3alliance.org)

The E<sup>3</sup> Alliance is housed at Austin Community College and is funded entirely by donations and grants.

To make a donation to the E<sup>3</sup> Alliance, please contact Executive Director Susan Dawson at (512) 223-7241.

## **Partners**

The E<sup>3</sup> Alliance is a collaborative regional effort made possible by community partners.

### **Founding Partners**

- Austin Area Research Organization
- Austin Community College
- University of Texas System

### **Contributors**

- Advanced Micro Devices
- Austin Area Research Organization
- Betsy and Hughes Abell Foundation
- IBM
- RGK Foundation
- Tapestry Foundation
- Opportunity Austin
- United Way Capital Area

### **Collaborators**

- Austin Community College
- Concordia University
- Huston Tillotson University
- Southwestern University
- St. Edward's University
- Texas State University
- University of Texas at Austin
- University of Texas System
- American YouthWorks Charter Schools
- Austin Independent School District
- Del Valle Independent School District
- Eanes Independent School District
- Manor Independent School District
- Round Rock Independent School District
- San Marcos Consolidated Independent School District
- Smithville Independent School District
- Austin Area Urban League
- Austin Partners in Education
- Communities in Schools
- Envision Central Texas
- Greater Austin Chamber of Commerce
- Ready by 21
- SkillPoint Alliance
- Success by Six
- Sustainability Indicators Project
- United Way Capital Area

## **Board Members**

### **Ms. Sylvia Acevedo President and CEO, CommuniCard™ LLC**



Sylvia Acevedo, a Stanford engineer turned CEO, has unleashed innovation with her current company CommuniCard™ LLC, where she is President and CEO. Now heading up her third company, Sylvia's ability to solve a workflow problem led to the creation of this entirely new communication system that builds speed and immediate results into cross-cultural communication. Practical and immediate applications for CommuniCard's innovative solutions have expanded into Healthcare, Law Enforcement, Building and Safety.

As a visionary, consultant and advisor to organizations who are open to innovative solutions in untapped and underserved markets, Acevedo has a long-standing record for unleashing innovation. She has received national, state and local recognition for her innovative and practical business solutions, including being named Business Woman of the Year by the US Hispanic Chamber of Commerce.

Before starting her most recent business, Sylvia had a track record of success in creating high growth in both domestic and international markets for IBM, Dell, Apple and Autodesk. Sylvia was amongst the first Hispanics to graduate from Stanford University with a graduate engineering (Master's) degree. She graduated with Honors from New Mexico State (Bachelor's) and served on the Board of Regents. Sylvia resides in Austin, TX where she sits on several non-profit boards and civic committees.

### **Dr. Jesus Chavez Superintendent, Round Rock Independent School District**



Dr. Jesus Chavez was hired as Superintendent of Round Rock Independent School District on Feb. 1, 2006. Prior to that, Dr. Chavez served as Superintendent of Schools for Corpus Christi Independent School District since July 2001. In that capacity, he oversaw 63 campuses with approximately 39,000 students. He also served as Superintendent of the Harlingen Consolidated Independent School District from 1995 to 2001.

Dr. Chavez' past positions in the field of education include Central Office Administrator, Director and Assistant Superintendent for Round Rock ISD; Assistant Principal at Reynaldo Garza Elementary in Brownsville; School Administrator for the Brownsville Independent School District, and a third grade teacher in Brownsville.

Dr. Chavez earned a Bachelor of Science degree with honors in elementary education and a Master's of Education in educational administration from Pan American University in Brownsville. He went on to earn a Ph.D. in Special Education Administration from the University of Texas at Austin.

**Dr. Steve Kinslow**  
**President, Austin Community College**



Dr. Steve Kinslow was appointed President of Austin Community College (ACC) in June, 2005, and previously served ACC in the roles of Interim President; Executive Vice President of Academic, Student and Campus Affairs; Vice President of School Relations; Provost and Vice President; Dean; and Associate Dean. He joined ACC in 1977. Dr. Kinslow has over 32 years of experience in community college administration, in the areas of academic, student, and business affairs. He has also taught as an adjunct instructor of English and Human Development.

Prior to ACC, Dr. Kinslow worked for the Dallas County Community College District (El Centro College) and was a public school teacher in Big Spring, Texas.

He earned a Ph.D. from the University of Texas at Austin, a Master's degree from Southern Methodist University, and a B.A. from the University of Texas at Arlington.

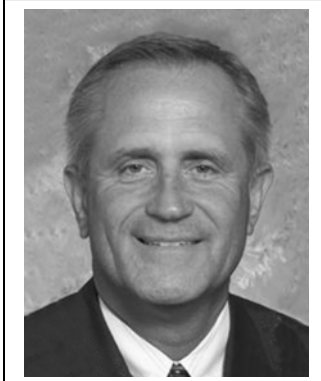
**Mr. Earl Maxwell**  
**Leading Partner, Maxwell Locke & Ritter LLP**



Earl Maxwell is the leading partner of Maxwell Locke & Ritter LLP, Austin's largest locally owned and managed accounting and consulting firm. Earl's experience includes over 29 years in public accounting, including 14 years with Deloitte & Touche. He has served as auditor and business advisor for clients involved in technology, manufacturing, real estate and construction, service providers, governmental and not-for-profit organizations. Earl is the author of *Service, Prosperity & Sanity*, which was published in 1998, and he assists companies who are interested in better positioning their firms for the future. Earl has served as an advisor to several corporate boards, including Critical Connection, Inc., The Athens Group, American Constructors, Inc., JD Consulting LLC, The Calcasieu Lumber Company, and Rosy Health Care Services, Inc.

Earl is Chairman of Critical Connection, Inc. and Immediate-past Chair of CPAmerica International. He also chairs the Corporate Council of the Long Center and Austin Area Research Organization's (AARO) Education Committee. Earl also serves on the boards of Austin Area Research Organization (AARO), Austin Public Education Foundation, Austin Vision 2010, the International Center of Austin, Seton Cove, and St. David's Health Care System, and St David's Health Care Partnership. Earl is past president or chair of several boards including the American Institute for Learning Charter School Board, AARO, the Austin Community College Foundation, Austin Partners in Education, Austin/Travis County Community Action Network, Greater Austin Chamber, International Partnership of Greater Austin, the Mayor's International Task Force, UNCF/Huston-Tillotson College Fund Campaign, and St. Martin's Evangelical Lutheran Church.

**Dr. Patrick Pringle**  
**Executive Director, Region XIII Education Service Center**



Dr. Patrick Pringle is Executive Director of the Region XIII Education Service Center. Having started his career as an educator, Dr. Pringle has worked as a teacher, principal and superintendent of various school districts throughout the state of Texas. Additionally, he has taught as an adjunct instructor at St. Edward's University.

With more than 30 years of experience in the field of education, Dr. Pringle has served as Associate Executive Director for the Texas Association of School Administrators (TASA), as well as the Associate Commissioner, School Support; Senior Director, Field Services; and Special Monitor/Master for the Texas Education Agency (TEA). He has delivered professional presentations at local, state and national conferences, conducted hundreds of school board training sessions and testified before the House of Representatives and Senate regarding public education.

Dr. Pringle earned a Ph.D. and a B.S. from the University of Texas at Austin, a Master's degree from the University of Houston at Victoria, and his Superintendent's Certificate from Southwest Texas State University (now Texas State University).

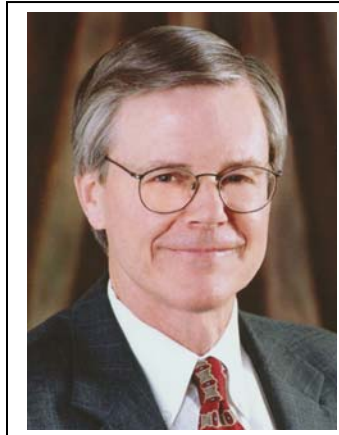
**Mr. Jason Sabo**  
**Vice President for Public Policy, United Ways of Texas**



Jason Sabo is the Vice President for Public Policy of United Ways of Texas and the national policy director of United Ways of America's Success By 6 initiative. He has worked extensively on public policy issues and in 2004 was named Advocate of the Year by the Houston Area Association for the Education of Young Children.

In 2005 Jason was made a Fellow of the Center for Lobbying in the Public Interest in Washington, D.C.

**Dr. Edwin R. Sharpe**  
**Higher Education Chair, Austin Area Research Organization**



Dr. Edwin R. Sharpe has been associated professionally with the University of Texas for more than 30 years. Currently at the University of Texas at Austin, he is Clinical Professor in the Department of Educational Administration, Senior Advisor to the Provost, and Chairman of the University of Texas Elementary Charter School Management Board.

For the University of Texas System, Dr. Sharpe has served as Vice Chancellor and Executive Vice Chancellor for Academic Affairs and Vice Chancellor of Education System Alignment. Prior to joining the University of Texas System, Dr. Sharpe was employed at U.T. Austin as Vice President for Administration and Public Affairs, Vice President for Administration, Executive Director of the Office of the

Chancellor for U. T. System and Associate Vice President for Administrative Services at U. T. Austin. Additionally, Dr. Sharpe served as the Interim President of the University of Texas of the Permian Basin.

A Phi Beta Kappa graduate, Dr. Sharpe holds a B.A. with Honors in Economics, a Master of Business Administration, and a Ph.D. in Higher Education Administration from the University of Texas at Austin.

**Dr. Denise Trauth**  
**President, Texas State University**

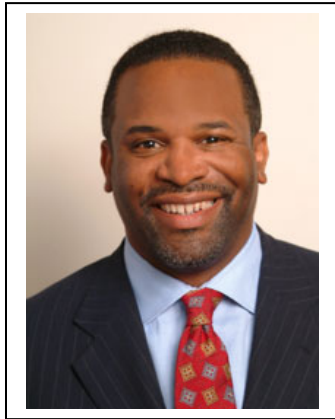


Denise M. Trauth began her tenure as President of Texas State University in August, 2002. She came to San Marcos after nine years at The University of North Carolina at Charlotte where she had served as Provost since April, 1997. Dr. Trauth is very active both in civic projects in central Texas and in higher education organizations on the state and national levels.

She currently serves as both President and Executive Committee Chair of the Austin Area Research Organization (AARO). Dr. Trauth is a Commissioner of the Southern Association of Colleges and Schools Commission on Colleges, and a member of the Commission on Leadership and Institutional Effectiveness of the American Council on Education.

She is a member of the executive committee of the Association of Texas Colleges and Universities and the Chairman of the Texas Council of Public University Presidents and Chancellors. Dr. Trauth earned her Bachelor of Arts at the College of Mount St. Joseph (Ohio), her Master of Arts at Ohio State University and her Ph.D. at the University of Iowa.

**Mr. Gregory J. Vincent**  
**Vice President, Diversity and Community Engagement; University of Texas at Austin**



Gregory J. Vincent joined the University of Texas at Austin in 2005 as Vice Provost, Inclusion and Cross Cultural Effectiveness; and as a tenured professor. He currently serves as Vice President, Diversity and Community Engagement. Previously, he worked at the University of Oregon (UO) as Vice Provost, Institutional Equity and Diversity; and at Louisiana State University (LSU) as Vice Provost of Academic Affairs and Campus Diversity.

A licensed attorney, Vincent has taught various courses focusing on civil rights, employment issues and higher education laws at the UO, LSU and University of Wisconsin-Madison Schools of Law. Before his transition to higher education, he served Bank One Cleveland as Vice President. As Lead Counsel for Bank One, he successfully

represented the company in proceedings before a number of state and federal compliance organizations.

Vincent earned an Ed.D. from the University of Pennsylvania, a J.D. from Ohio State University and a B.A. in History and Economics from Hobart and William Smith Colleges.

**Dr. Marina Ballantyne Walne**  
**Executive Director, Institute for Public School Initiatives, University of Texas System**



Dr. Marina Walne has 28 years of experience in education, including serving as Director of Admissions at Rice University and as Athletic Director and coach at St. John's School in Houston. She is most well known for her role as Founding Head of The John Cooper School, a K-12 college preparatory school that in six years became one of the fastest growing college preparatory schools in the nation.

In 1995, Dr. Walne started a consulting business specializing in start-up education ventures. She assisted in the development of four new independent schools located in Madison, WI; McAllen, TX; Kingwood, TX; and Houston, TX, as well as a charter school in Imboden, AK and the first university-sponsored charter school in

Texas, the University of Texas Elementary School. As a consultant to the Texas Governor's Business Council Education Task Force, she helped develop the Charter School Resource Center of Texas and is active in the Governor's reading, math, science, teacher quality, early childhood and high school initiatives.

A graduate of Stanford University, Dr. Walne earned a Bachelor of Arts degree with distinction and Master's and Doctorate degrees in education with a minor in business.

**Mr. Pete Winstead**  
**Shareholder, Winstead Sechrest & Minick P.C.**



Pete Winstead is a founding shareholder of Winstead Sechrest & Minick P.C. His early professional career was in the field of federal taxation and related matters. Winstead remains active in advising clients on many corporate and business transactional matters, but primarily serves in a planning strategies role.

As a founder of the firm's Austin office, he has become active in working with start up companies that need appropriate mentoring on financial backing, management procurement and legal matters. The firm guided Dell Computer Corporation through its initial public offering and its dealing with municipalities. Winstead's major involvement in civic, political and philanthropic matters in the Austin area has made him a "go to" person to secure the award of various projects from political entities in the region or just to position a client to understand and succeed in the Central Texas area.

Winstead earned his bachelor's degree from Stanford University and went on to graduate from the University of Texas School of Law.

Winstead is active in numerous community organizations, including the Greater Austin Chamber of Commerce (GACC), for which he served as board member and chair. The GACC named Winstead "Austinite of the Year" in 2004.

## Staff Members

### **Ms. Susan Dawson**

Executive Director, E<sup>3</sup> Alliance



Susan Dawson is a Texas entrepreneur, business and civic leader. She founded and leads the E<sup>3</sup> Alliance, a regional collaborative to increase economic outcomes by aligning our education systems to better fulfill the potential of every citizen. She is former president and managing partner at Athens Group, an employee-owned consulting firm integrating technology strategy and software solutions. Before co-founding Athens Group, Dawson was president of Sterling Information Group, an Austin-based software and management consulting firm, and was Computer Integrated Manufacturing Manager for Motorola's Semiconductor Product Sector, where she managed the deployment of factory integration systems to facilities worldwide. Dawson served as the 2001 Chair of the Greater Austin Chamber of Commerce, and

serves on the Executive Board of the Austin Area Research Organization (AARO) and is Co-Chair of the AISD High School Redesign Task Force, as well as Chair of the Greater Austin Chamber Education Progress Report Task Force. Her many previous board and leadership positions include the Central Texas Healthcare District, World Congress on Information Technology, Envision Central Texas, Leadership Austin, Austin Partners in Education, UT Evening MBA program, Association Women in Technology, the Central Texas CEO Summit, the Mayor's Economic Development Task Force and the Austin Idea Network.

Dawson has long been active in the field of education. She is an eleven-year board member and current Board Chair of American YouthWorks, a highly successful drop-out recovery program that includes two Charter Schools as well as support services and job training opportunities for at-risk youth. She is a formal and informal advisor to superintendents and board members in various districts throughout the Central Texas region, and tutors both struggling and gifted elementary students in reading and math skills every week. Her many awards related to her work in education and beyond include the Austin Profiles in Power "Profile Leader" award, being named Austin Under 40 "Austinite of the Year", the Rostow Leadership Award from the Austin Project for leadership in education, the Greater Austin Chamber "Education Volunteer of the Year" and the UT McCombs School "Trailblazer Award" for the distinguished woman alumni trailblazer in business and community. In 2005 she was recognized as a Hero for Children by the State Board of Education for her outstanding volunteer service to the children of Texas.

Dawson has a BS in Civil Engineering Cum Laude from Princeton University and an MBA with highest honors in Information Systems Management from the University of Texas McCombs School of Business. Dawson has been licensed as a Professional Engineer in Civil Engineering. A native Texan, she is blessed with a wonderful husband, Dr. Ken Mannas, and two fabulous children: Clark, age nine, and Adriene, age six, both of whom attend public schools in Central Texas.

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## Dr. Hannah Gourgey

Director of Analysis and Alignment, E<sup>3</sup> Alliance



Hannah Gourgey has worked for over a decade in workforce development and education in Austin. Prior to joining E<sup>3</sup> Alliance, Dr. Gourgey worked at Skillpoint Alliance, first as Managing Director of the Community Technology Training Centers and then as Deputy Director and acting Executive Director overseeing all operations in Workforce Development and Youth College and Career Services for the organization. During that time, Dr. Gourgey spearheaded the effort that launched the High School Graduate Data Center – a regional longitudinal research project dedicated to tracking what happens to our high school graduates after they leave high school, why they make the choices they do, and what factors influenced those choices. Her work at Skillpoint also included strategic planning, fund development, program operations management and regional partnership development. Dr. Gourgey also served as Director of Strategic Partnerships for Community Options where she developed programs and managed local workforce training efforts for adults with disabilities.

In addition to her work in the community, Dr. Gourgey has taught at the University of Louisville and the University of North Carolina Chapel Hill and has several published articles addressing issues in communication and cultural studies and education. She currently serves as an adjunct professor at the University of Texas at Austin, College of Communication. Dr. Gourgey is active in the community, volunteering for programs in tutoring, adult professional development, and youth civic participation.

Dr. Gourgey holds BA Cum Laude in American Studies from Northwestern University, her MA in Rhetoric and Cultural Studies Magna Cum Laude from the University of North Carolina Chapel Hill, and her Ph.D. in Communication Studies from The University of Texas at Austin. Her family life featuring an amazing and funny husband, Curtis, delightful daughter, Lila, and a menagerie of pets keeps her ever smiling and on her toes.

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**Mr. Rick Olmos**

Director of Communications, E<sup>3</sup> Alliance



Rick Olmos has worked for in the public relations and marketing field for over ten years. Prior to joining E<sup>3</sup> Alliance, Olmos served as Information Officer for Texas A&M University-Corpus Christi, overseeing all design and public relations for the College of Education. During his tenure, Mr. Olmos spearheaded a complete redesign of the public face of the College of Education, including print, web and identities. In addition, Olmos assisted in the creation of the University Preparatory High School in association with Flour Bluff ISD, which was profiled in the Corpus Christi Caller Times as a unique and effective program to accelerate the transition from secondary education to university coursework. His awards include two Addys while working for the Art Museum of South Texas and "Friend of the Arts" award from his volunteer work at Wynn Seale Academy of Fine Arts.

Olmos' involvement in education stretches back almost 15 years. He has taught ESL courses, using theatre and performance skills to teach literacy, mathematics and art. In an effort to give back to the educational community that encouraged his life, Olmos served as a longtime volunteer for Corpus Christi ISD, as an advisor for the Theatre Department of Wynn Seale Academy as well as a UIL one-act play festival judge for the region.

Mr. Olmos holds BA in Communications in the fields of Technical Theatre and Public Relations from Corpus Christi State University. A native Texan, Mr. Olmos is married to Wendy Bable, a teacher and graduate student at the University of Texas at Austin, earning her MFA in Drama and Theatre for Youth.

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**Ms. Millie Marquis,**  
Senior Administrative Assistant, E<sup>3</sup> Alliance



Millie Marquis is the senior administrative assistant for the E<sup>3</sup> Alliance. Prior to joining E<sup>3</sup> Alliance she also served in key roles within ACC's Business Studies and Payroll Departments. Millie brings over 10 years of administrative experience in the education field. Millie earned her Bachelor of Science degree in Business Administration from the City College of New York and her Associates of Science degree in Public Administration from Hostos Community College of New York. She also earned her Web Master Certification through ACC's Advanced Computer Studies.

In her spare time she enjoys bike riding with her family, painting, interior decorating and sewing. She was elected to the Austin Community College Classified Association representing classified employees for the Highland Business Center and later elected to represent the Eastview Campus where she served for 5 years. She has also been a member of the American Association of Webmasters for the past 5 years.

Millie has been a long active member of Hill Country Bible Church in Pflugerville where she and her husband are volunteer Sunday School Teachers for elementary grades in Texas and abroad. She is an active participant in organizing missionary trips for evangelism and medical care in the city of Cuajila (churches in Piedras Negras and Acuna). She relocated to Austin 15 years ago from upstate New York (Poughkeepsie). She is married to Eddie, a software engineer and has two beautiful and dynamic daughters Nicole age 10 and Jessica age 9.

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<sup>i</sup> Texas Higher Education Coordinating Board data provided to Governor's Business Council 2005 based on tracking of student social security numbers through Texas schools. This data does NOT include out-of-state college attendance, which is thought to be about an additional 10% of college goers, or another ~1.5% of the 7<sup>th</sup> grade population, nor does it include those who go to private, for-profit institutions, e.g. University of Phoenix. The "real" numbers are not known because so many students are lost from the system – one of the primary problems we hope to address through this initiative.

<sup>ii</sup> Austin Business Roundtable report led by IBM researcher Bob Golson, 1993

<sup>iii</sup> The Perryman Group