

1. Why have you decided to run for election at this time?

My family and I are longtime residents of Washington County. I am the third of four generations of my family to have attended Blinn College. The first generation graduated in 1916, and the fourth is currently attending Blinn College, over 100 years after the first attended. I care about what Blinn College means to the community through its quality, comprehensive education and Blinn's strengthening of our local and state economies. Knowledge and learned skills empower and equip students to the betterment of our society, providing gain for all involved. On the flip side, I care about what our community means to Blinn College in providing necessary tax dollars, hard-working students, talented faculty, dedicated staff, and economic opportunities.

Service is a most-treasured tradition and legacy in my family. Service is in my heart, as are Washington County and Blinn College in particular. With my youngest child about to graduate from college, I look forward to being able to devote more time to continue to serve our community, which has done so much for my family and me. I am invested in Washington County and Blinn College and want "to make the best better".

2. What key competencies do you feel you possess to be a board trustee? Briefly describe your background in areas such as financial analysis, leadership, effective communication, understanding of educational system issues, ability to contribute to strategic planning and initiatives, and consensus building.

After graduating from Brenham High School and Texas A&M with honors and a BBA in Accounting in 1986, I earned my CPA license in 1988. My previous work experience includes practicing with a national CPA firm and local CPA firms, leading a Fortune 500 company's corporate accounting and financial reporting team, and performing accounting and financial duties in private business. I am a member of the American Institute of CPAs, Texas Society of CPAs, and the Brazos Valley Chapter of CPAs.

I bring financial and accounting skills to the Board. The Trustees' variety of careers lends to the Board's strength through the diversity of skills and perspectives each Trustee brings to the Board. When each member brings a different skill set to the table, each member fills a different role that lies within his or her expertise. The Precinct 2 position, which I am seeking, is being vacated by a Trustee whose skill set also lies in the areas of finance and business. As a Certified Public Accountant, I can provide continuity to benefit the Board, especially when it comes to understanding business, accounting, budgets, financial statements and reports, analytical review of data sets, economics, and financial planning.

As a CPA for a national accounting firm, I performed audits of annual financial statements of local, state, national, and international clients in manufacturing, real estate, financial, not-for-profit, schools, and governmental entities. For local CPA firms, I performed financial audits and prepared federal income tax returns. In Fortune 500 industry accounting, I worked in the corporate accounting area and led the financial reporting team in preparing consolidated financial results, the annual report to shareholders, SEC filings, internal and external management reports, and numerous other financial reports. In private business, I performed duties in the areas of accounting, tax, investments, insurance, purchasing, financial planning, and other related business areas.

From these experiences, I practiced sound business principles such as due diligence, fairness to others, thoughtful budget and spending practices, and financial integrity. This experience also taught me the importance of listening and working as a team. Understanding and finding the facts, possessing technical knowledge and researching abilities, being aware of the business economy, learning quickly and adapting to changing environments are all important to being successful in fulfilling the requirements of a CPA. Problem solving, analytical assessment, planning and organizational skills, promoting efficiencies, exercising sound professional judgment, managing time effectively, and effective communication and interpersonal skills were necessary with all levels of client and firm personnel to establish credible relationships and to get the work done. Of course, a strong work ethic was a must. These are all qualifications that I believe will make me an asset to the Blinn College Board of Trustees.

I am staying current on higher education issues. First, workforce, career and technical training issues are very much in the forefront. As our diverse Texas economy grows, there are increasing needs for certifications beyond a high school education and needs for additional skilled labor and training. Currently, immediate job openings exist at attractive pay rates due to a local, state and nationwide shortage of qualified applicants. This shortage offers Blinn College and its students opportunities to meet those local, state and national needs. Evaluating the need to grow and expand programs for certifications and workforce training is important and holds significant growth possibilities for the Blinn College District. Second, the current state appropriation financial funding model for community colleges has drawn attention. Enhanced funding for community colleges is currently in the legislative process and looks promising for Blinn. The new approach is based on outcomes, or student success rates, instead of student contact hours, as in the past. Blinn is positioned favorably for this change due to its proactive approach with regards to transfer partnerships to four-year schools, vocational certifications offered, workforce and skilled training programs and associate degrees awarded. Third, finding ways to increase student engagement is an increasing concern among community colleges. Boosting classroom attendance is critical, as it fosters and facilitates increased interaction in the learning process and in school-related activities, and promotes healthy experiences for students in developing lifelong relationships, character building, and leadership skills. Fourth, monitoring remote and fast-paced courses to ensure that they are serving their intended academic purposes in giving students a high quality learning experience is likewise worthy of focus and attention. Fifth, increasing enrollment numbers to pre-pandemic levels is a current challenge. Increasing enrollment is important so that more students can receive a quality, comprehensive education and so that more revenue in the form of tuition and fees, state appropriations, housing, food service and other auxiliary income can be generated to support and advance operations and a wide range of programs. And, finally, attracting and retaining talented faculty through competitive pay and giving them opportunities for continued professional growth within the Blinn College District is always a priority area.

Numerous avenues exist for insight into educational system issues. Studying economic data, monitoring the actions of the Texas Legislature, taking advantage of meaningful relationships with others in our community, and using resources provided by various higher education organizations, such as the Texas Association of Community Colleges, Texas Community College Teachers Association, Association of Community College Trustees, Community College Association of Texas Trustees, Texas Higher Education Coordinating Board, Southern

Association of Colleges and Schools and Commission on Collages, and the National Association of College and University Business Officers, provides useful information to address educational issues.

To prepare for serving as a trustee, I have garnered a wealth of information from meeting with county, city, community, and business leaders as well as concerned Washington County citizens and current and former Blinn College trustees. I maintain strong relationships in agriculture and in the workforce, and I have good relationships with key stakeholders of Texas A&M and with financial professionals in Texas. These relationships will be helpful in developing useful community partnerships for the benefit of Blinn College and Washington County.

Engaging different perspectives in a manner that encourages consensus among individuals or groups propels organizations forward. My previous work experience has allowed me to work in a professional manner, grow respectful partnerships, honestly express my thoughts, exercise due diligence and apply sound principles, all necessary to represent taxpayers earnestly to achieve solutions and direction to the benefit of the Blinn College community.

3. What is your vision for post-secondary education in this community?

I believe in the vision statement of Blinn College -- Shaping future academic, workforce, cultural, and economic leaders by providing excellent instruction, resources, services, and innovative partnerships, for students and the community.

The Blinn College District is strong. Blinn College has received national recognition for its affordable, academic excellence, and students save about 40% in tuition and fees compared to the average Texas public university. Blinn is financially stable and forward-thinking with a formalized master plan to guide growth into the future. Through its partnerships with Texas's top four-year universities, Blinn College has the No. 1 academic transfer rate in Texas at 48.2%. As a partner in the RELIS Academic Alliance, Blinn students have dual enrollment and bachelor degree opportunities with the Texas A&M University System schools as well as articulation agreements with numerous other universities allowing for efficient and effective student transfers. Blinn has a strong certification program that provides skills for trades and partnerships for workforce education programs and training. Blinn provides academic learning for those students who seek a two-year associate degree and/or those who desire more time to choose a career path or to transition into college. Blinn's small classes and dedicated faculty are set up to work personally with students. Moreover, each campus has a unique identity that can serve every student's needs. Waller County is in the Blinn College District's service area and holds potential for future growth. According to the most recent ten-year census report, Waller County has grown by about 38%. My vision is to build on these strengths so that Blinn continues to be recognized as a premier community college by shaping leaders of excellence to the benefit of students and the communities served.

4. How do you feel Blinn College impacts the local economy? How can the Blinn Board of Trustees make a positive impact on local economic growth?

Blinn has a significant impact on the economy. The most recent economic impact study found that the District made a \$370.1 million annual "added income" impact on the District's business

communities. Of the \$370.1 million annual impact, \$242.1 million resulted from increased earnings of Blinn College alumni and the businesses that they worked for, \$90.9 million was due to the impact of Blinn's spending on annual operating items, \$32.2 million arose from the daily spending of Blinn College students attracted or retained in the area, and \$4.9 million was provided from Blinn's spending on capital projects. While these impacts are based upon financial data from several years ago, the fact is that Blinn expands the economy and is an important economic driver and a supportive factor to local businesses.

Furthermore, Blinn creates economic value from multiple perspectives. Blinn benefits local businesses by increasing consumer spending in areas that it serves and by supplying a steady flow of qualified, trained workers to the workforce enhancing overall productivity. Blinn enriches student's lives by raising their lifetime earnings, raising the level of tax receipts in employment areas, and reducing the demand for government-supported social services due to a higher standard of living. Society benefits as a whole through Blinn's workforce impact due to making the economy more prosperous and from realizing savings from improved lifestyles of students, including lower demand for healthcare, less interaction with the criminal justice system and reduced demand of income assistance.

The same economic impact study states that Blinn graduates earn over \$9,700 more per year than employees with only a high school diploma. The return on investment in a Blinn education is positive for students, taxpayers and the people of Texas. Earning degrees, vocational certifications and workforce training to fill vital jobs provides self-sufficiency for workers, strength to the economy, and gain to society.

The Board of Trustees can be most effective and make a positive impact when they focus on good governance practices, including strong relationships in their communities, their policy-making roles, guidance and standards of operation including responsibility to monitor program performance, and advocacy. Partnerships and collaboration with business and community leaders and willingness to work together as a team to determine economic needs among various industries and sectors as well as student and program needs in an ever-changing environment, now and in the future, and with appropriate follow-up on outcomes and performance is essential. Resources can then be directed to educate today's student with a quality, comprehensive education that equips them for tomorrow's workforce. Creating and continuing positive relationships between Blinn and community taxpayers and business, civic and community leaders will allow us all to work together to plan for the future of our community and our students.

5. Are there any other comments you would like to make?

I am committed to Blinn College's mission of building stronger communities by providing students with a quality, comprehensive education, and empowering them to achieve excellence in their educational careers and personal goals. I am dedicated to a positive partnership with faculty and staff by providing necessary resources and opportunities for growth, relationships, and meaningful partnerships. I can be trusted to be fiscally responsible with taxpayer money, and I will be an independent voice who will work hard to serve all the citizens of Washington County.

It would be an honor to serve as a Blinn College Trustee on behalf of Washington County voters. The educational foundation I formed through my time at Blinn College, Texas A&M, my work in public accounting, and my lifelong commitment to service have provided me with the financial integrity, experience, and commitment needed to represent the taxpayers and protect their investment in Blinn. I would appreciate your vote and look forward to working on behalf of Washington County.