

## WELCOME!

Congratulations on becoming a **60x30TX** champion. **60x30TX** is the strategic plan for higher education in Texas. You can help ensure that by 2030, at least 60 percent of Texans ages 25–34 will have a certificate or degree. We are committed to work with you to help unlock the academic potential of Texans and safeguard our state’s global competitiveness.

We know that the **60x30TX** higher education plan is bold. But we also know that because of the creativity and hard work of Texans everywhere, Texas is ready. We invite you to join us as we work together to build our future workforce and make higher education attainable for Texans of all backgrounds.

To support you in your efforts, the Texas Higher Education Coordinating Board has developed this **60x30TX** Regional Starter Kit. We hope this will help Texans everywhere understand the urgent need to increase postsecondary access and success, interpret relevant data specific to your region, and develop targets and strategies designed to help the state reach the bold goals of **60x30TX**.

There is no time to lose, so let’s get started! In less than five years, more than 60 percent of all jobs in Texas will require some level of postsecondary education. Today, only 41 percent of Texas workers, ages 25–34, have the degrees these high-demand fields require. Meanwhile, at \$1.4 trillion, student debt is now the second highest consumer debt category in the United States, higher than both credit card debt and auto loans.

All of us at the Texas Higher Education Coordinating Board are with you on this journey. Please reach out if you need help interpreting data, when your region hosts events, or if you have a great idea that you want to share with other **60x30TX** champions around the state. Email us at [60x30TX\\_Regions@thechb.state.tx.us](mailto:60x30TX_Regions@thechb.state.tx.us) or use the **Contact Us!** button on [www.60x30TX.com](http://www.60x30TX.com).

Thank you for your efforts to help make Texas the best place to study, work, and live. We can’t achieve our goals for an educated population without your advocacy!

Sincerely,

Texas Higher Education Coordinating Board staff

## INTRODUCTION TO 60x30TX

The aim of the **60x30TX** higher education strategic plan is to help Texas remain globally competitive for years to come and to help all students achieve their educational goals. The **60x30TX** plan contains four broad goals:



### THE EDUCATED POPULATION GOAL

**By 2030, at least 60% of Texans ages 25–34 will have a certificate or degree.**

The 60x30 goal is bold but achievable. It will translate into 2.7 million 25- to 34-year-old Texans who have certificates or degrees in 2030. The goal is interdependent with the state's economy because it takes into account both graduates of Texas institutions and the in-migration of new residents who hold certificates and degrees. Texas must have a vibrant and diversified economy to attract and retain credentialed workers to meet the 60x30 goal.



### THE COMPLETION GOAL

**By 2030, at least 550,000 students in that year will complete a certificate, associate, bachelor's, or master's from an institution of higher education in Texas.**

The completion goal pertains solely to credentials produced by Texas institutions of higher education, and applies to students of all ages. Data from the Bureau of Labor Statistics make clear that students don't get much of an economic lift from college attendance unless they complete a degree or undergraduate certificate. With the successful achievement of this goal, Texas will award 6.4 million certificates or degrees during the 15 years of the **60x30TX** plan.



### THE MAKEABLE SKILLS GOAL

**By 2030, all graduates of Texas public institutions that year will have completed programs with identified marketable skills.**

The marketable skills goal challenges institutions to think more explicitly about the programs they offer and the marketable skills that students learn within those programs, and enable students to articulate those skills to potential employers. Marketable skills are those valued by employers. They include inter-personal, cognitive and applied skill areas. They are primary or complementary to a major and are acquired by students through education, including curricular, co-curricular, and extracurricular activities.



### THE STUDENT DEBT GOAL

**By 2030, undergraduate student loan debt will not exceed 60% of first-year wages for graduates of Texas public institutions.**

The student debt goal addresses balancing and managing student loan debt. Texas has an opportunity to balance student loan debt and improve how higher education is financed to reduce financial barriers that students and families encounter when pursuing any level of higher education. Success will require collaboration among elected officials and higher education leaders, and will probably require imaginative reinvention of paths to completion, including methods for teaching and learning.

## INTRODUCTION TO 60x30TX REGIONAL TARGETS

The regional target approach to **60x30TX** has been developed in response to input from the field. Stakeholders have asked the THECB for guidance about how many certificates and degrees they should produce by 2030. Others have asked how should they “plug in” to help boost attainment from the current 41 percent to 60 percent attainment by 2030.

Some regions have already begun organizing a broad set of stakeholders around **60x30TX**, including El Paso and Northeast Texas. These homegrown efforts are encouraging and will hopefully inspire more regions to undertake this kind of transparent articulation of their student success goals.

The regional approach aims to foster shared ownership in targeted areas, and in particular, to empower the broader higher education ecosystem, including K–12, community, business, nonprofit organizations, associations, vendors, researchers, and philanthropic partners to support the work.

### WHY APPROACH 60X30TX REGIONALLY?

First, *one size doesn't fit all*. The state's 10 higher education regions differ by population growth, demographics, and labor markets. Relative to **60x30TX** goals, regions are starting in different places and institutions within those regions differ dramatically by mission, funding, and student population – just to name a few. Although analysis of state data shows students are very mobile, they predominantly stay within their regions (on average 80% of Texas students enroll in-region).

Second, *regional target-setting will help to improve the effectiveness of institutional target-setting*. Working in cooperation with other institutions and regional stakeholders knowledgeable about their local context, colleges and universities can help regions account for factors outside of a single institution.

Third, *regional target-setting encourages the tactical planning needed to reach statewide goals*. Such planning is impractical on a state level. For example, in some regions, the completion goal and targets can best be met through increasing Level I and Level II certificates to match labor market demand. In other regions, the focus may be more bachelor's- and master's-level degrees to meet the needs of the workforce and mix of institutions in that locale.

### WHAT IS THE SCOPE OF THE REGIONAL TARGETS?

The THECB has used data on regional population, migration, enrollment, and completion patterns to identify three targets for each region:

- A regional target for the 60x30 educated population goal
- A regional target for the completion goal
- A regional target for the target under the completion goal that aims for 65 percent of public high school graduates to enroll directly in higher education by 2030

While all goals and targets of the strategic plan are critical for the future of Texas, the three mentioned areas are well suited to regional work.

### WHAT DO REGIONS NEED TO DO?

The 10 higher education regions are asked to convene institutions and other key stakeholders to identify at least one powerful strategy for each of the three regional target areas. Part of this process will include identifying numeric targets, by institution, for the completion goal in 2020, 2025, and 2030.

We ask each region to participate in a kickoff webinar, plan at least one additional convening in their region, and to submit the regional strategies and institutional completion targets to the THECB by August 31, 2018.

During the 2017-18 academic year, the THECB is providing support materials to kickoff regional collaboration. Staff will be available virtually or in-person to support regions. Please reach out if you need help interpreting data, when your region hosts events, or if you have a great idea that you want to share with other **60x30TX** champions around the state.

## ORGANIZING AROUND REGIONAL TARGETS

Below are 5 suggested steps to get your regional target work moving.

### 1. JOIN THECB'S WEBINAR FOR YOUR REGION

The THECB will host webinars for regions in January and February 2018. We will record the sessions so you can share the information with your area stakeholders. We will give an overview of the preliminary regional targets, a timeline for the work, and introduce this starter kit.

### 2. ORGANIZE A VIRTUAL OR IN-PERSON CONVENING

#### Who should attend?

You are, and will need to rally, the champions who foster postsecondary attainment in your region, including those business and industry partners who help create a healthy economy and job market. You can help focus your community on **60x30TX** and drive action toward achieving its goals. You may want to consider forming an ad hoc committee or team to coordinate and make recommendations.

All institutions of higher education in the region should be invited to participate. A preliminary list of leaders and liaisons are provided in this starter kit. The THECB also recommends inviting leaders from K–12 education (such as a representative of K–12 Education Service Centers in the region, a leader from key districts, or a trustee) and business and industry (such as a representative of the workforce development boards in the region or a leader from chambers of commerce or key businesses). Community leaders from cities or nonprofits may also participate.

You know your region best. The THECB encourages you to think broadly about the leaders who can help make change happen, while balancing the number of participants and a structure that is manageable.

#### When should we meet?

Ideally, regions will convene initially by March or April 2018. You may need to organize a new event or consider building on to an existing event. Additional virtual or in-person meetings may be necessary to meet your objectives. 60x30TX regional target forms are due August 31, 2018.

#### Who could host?

Here are a few suggestions:

- An institution of higher education
- A P-16 council
- Regional community organizations
- Mayors or local officials

When selecting a host, you may want to consider whether the organization/institution/person is already part of a regional network or strategy engaged in educational success. Can the host provide in-kind support for a facility and some refreshments?

#### Who should facilitate?

Identify a “master of ceremonies” to facilitate, or create something more formal using a chair or co-chairs who represent different sectors of education or who represent both education and the workforce.

When selecting a facilitator, you may want to consider whether this person encourages an environment of collaboration conducive to the development of strategies and targets.

### 3. SET THE AGENDA

Here is a sample agenda that can be used for one longer meeting or can be broken into a series of meetings. Please customize it as needed.

#### *Agenda Items*

- I. Develop a shared understanding of **60x30TX** and the regional targets
  - a. What is **60x30TX**?
  - b. Introduction to regional targets, process, and expectations
  - c. Discuss how **60x30TX** connects to values around student success and community well-being
  - d. Discussion, questions, comments
- II. Review starter kit
  - a. Visit [www.60x30TX.com](http://www.60x30TX.com) and [www.60x30TX.com/resources/regional-target-starter-kit](http://www.60x30TX.com/resources/regional-target-starter-kit) to dig in to our regional data
  - b. Data discussion: What do the data tell us? Which industries and jobs are in high demand? How are we serving students/our region well? How are we *not* serving students/our region well? Is there more information we need, and how will we acquire it?
  - c. Review sample strategies
  - d. Strategy discussion: How does our region interpret the criteria of “relevant”, “high-impact”, and “large-scale”? What experience do people in your region have with the sample strategies? What other strategies are people in your region already pursuing or investigating that align to **60x30TX** regional targets?
- III. Vet and develop strategies to reach regional targets for the three regional target areas of **60x30TX**. Select a few “best” ideas for strategy development in the following areas
  - a. 60x30 Educated Population
  - b. Completion
  - c. High School-to-Higher Education Enrollment
- IV. Identify institutional completion targets
  - a. Review current completions, by student subpopulations
  - b. Review state and regional projections
- V. Next steps
  - a. Plan additional convenings as needed
  - b. Complete submission form
  - c. Plan, document, and disseminate how to operationalize your region’s strategies

When determining the agenda for your meeting or meetings, consider what kinds of expertise you may need in the room. Some discussions are more detailed than others. Try to match the interest and expertise of your audience with the content of your meeting.

#### 4. CONVENE

The practical purpose of your convening(s) is ultimately to identify one powerful strategy for each of the three regional targets and each institution's completion targets. The best convenings will build community, share key information needed to make decisions, and create opportunities for ongoing dialogue. Keep student success and community well-being at the core of your work. It never hurts to remind everyone about our larger purposes.

#### 5. SHARE YOUR PROGRESS

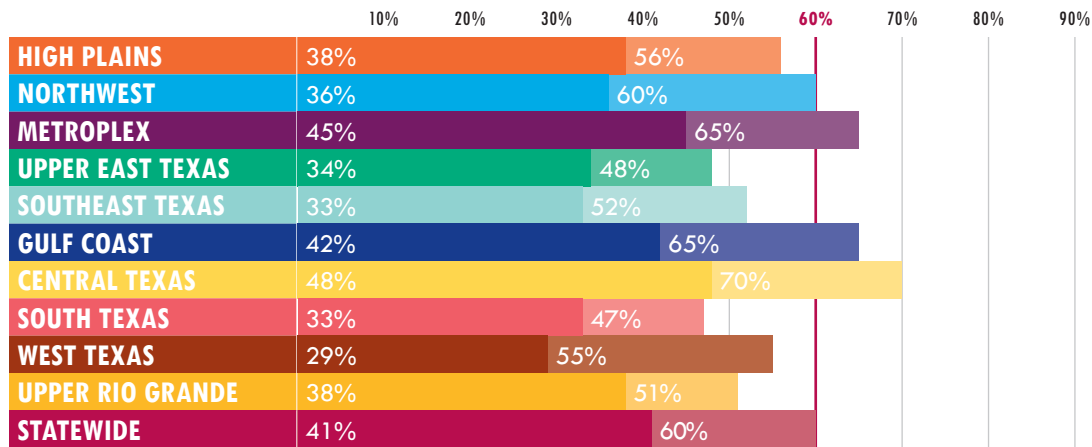
- Email us with updates, photos, or videos: [60x30TX\\_Regions@thehb.state.tx.us](mailto:60x30TX_Regions@thehb.state.tx.us) or use the **Contact Us!** button on [www.60x30TX.com](http://www.60x30TX.com).
- Connect with us on Twitter ([@TXHigherEdBoard](https://twitter.com/TXHigherEdBoard)) and use the hashtag **#60x30TX**
- Champion **60x30TX** throughout the community via newsletters and press releases. Share your targets and strategies with business, education, and community partners and ask them to plug in and join your efforts.
- Need help in reaching out to media? Contact us and we will provide support as needed.

## PRELIMINARY REGIONAL TARGETS

The tables below contain preliminary **60x30TX** regional targets. We suggest you review and discuss the three targets with your regional stakeholders<sup>1</sup>. If you have any questions or concerns about your region's targets, contact [60x30TX\\_Regions@theccb.state.tx.us](mailto:60x30TX_Regions@theccb.state.tx.us).

### 60x30TX: EDUCATED POPULATION GOAL

*Percent of Texans ages 25–34 with a Certificate or Degree, 2015*



	2015	2020	2025	2030
HIGH PLAINS	38%	42%	49%	56%
NORTHWEST	36%	40%	49%	60%
METROPLEX	45%	54%	60%	65%
UPPER EAST TEXAS	34%	34%	40%	48%
SOUTHEAST TEXAS	33%	38%	44%	52%
GULF COAST	42%	51%	58%	65%
CENTRAL TEXAS	48%	58%	64%	70%
SOUTH TEXAS	33%	37%	41%	47%
WEST TEXAS	29%	40%	48%	55%
UPPER RIO GRANDE	38%	39%	43%	51%
STATEWIDE	41%	48%	54%	60%

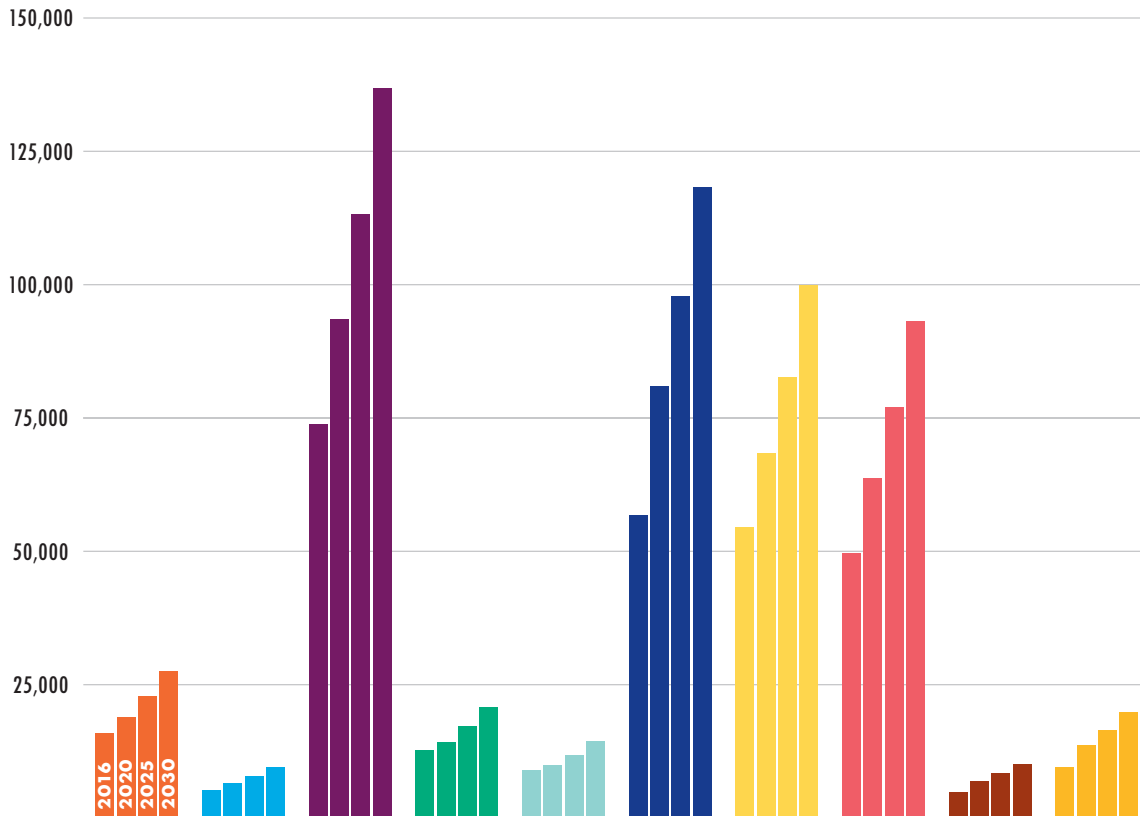
<sup>1</sup>Values for 2020, 2025, and 2030 are projections based on available data and predicted growth trends



# 60x30TX REGIONAL STARTER KIT

## COMPLETION GOAL

*Number of Texas students completing a certificate, associate, bachelor's, or master's degree*



	2016	2020	2025	2030
<b>HIGH PLAINS</b>	15,891	18,803	22,754	27,509
<b>NORTHWEST</b>	5,220	6,497	7,863	9,506
<b>METROPLEX</b>	73,774	93,552	113,213	136,870
<b>UPPER EAST TEXAS</b>	12,593	14,206	17,192	20,784
<b>SOUTHEAST TEXAS</b>	8,814	9,760	11,811	14,278
<b>GULF COAST</b>	56,762	80,866	97,861	118,310
<b>CENTRAL TEXAS</b>	54,410	68,273	82,622	99,887
<b>SOUTH TEXAS</b>	49,621	63,644	77,020	93,113
<b>WEST TEXAS</b>	4,745	6,880	8,304	9,965
<b>UPPER RIO GRANDE</b>	9,507	13,519	16,360	19,778
<b>STATEWIDE</b>	321,410	376,000	455,000	550,000

# SECTION ONE

## HIGH SCHOOL-TO-HIGHER EDUCATION TARGET

*Percentage of public high school graduates enrolling in a higher education institution in Texas*



# 60x30TX REGIONAL STARTER KIT

## SAMPLE SUBMISSION FORM

Below is a sample form to submit your regional strategies and institutional targets. The submission form will be disseminated in a digital format prior to the August 31, 2018 due date.

**[Name of Region Here]**

<b>Regional Target</b>	<b>Strategy</b>
60x30 Educated Population: ____% (2020) ____% (2025) ____% (2030)	<i>[Identify your region’s strategy to help achieve your educated population targets here]</i>
Completion: ____ (2020) ____ (2025) ____ (2030)	<i>[Identify your region’s strategy to help achieve your completion targets here]</i>
High School to Higher Education: ____% (2020) ____% (2025) ____% (2030)	<i>[Identify your region’s strategy to help achieve your high school-to-higher education enrollment targets here]</i>

<b>Institution</b>	<b>Institutional Targets</b>	<b>Comments (Optional)</b>
<i>[Institution 1 Name]</i>	Completion: ____ (2020) ____ (2025) ____ (2030)	<i>[Institutions can add comments here if they wish]</i>
<i>[Institution 2 Name]</i>	Completion: ____ (2020) ____ (2025) ____ (2030)	<i>[Institutions can add comments here if they wish]</i>
<i>[Institution 3 Name]</i>	Completion: ____ (2020) ____ (2025) ____ (2030)	<i>[Institutions can add comments here if they wish]</i>
<i>Etc...</i>		

## SAMPLE REGIONAL TARGET STRATEGIES

The **60x30TX** plan identifies many strategies for achieving its goals. This document complements the information in the plan by providing a few examples of relevant, high-impact, large-scale strategies that could be implemented on a regional basis. Each sample strategy has one or more links to example efforts underway in Texas, and sometimes nationally. The list of strategies and examples are illustrative and in no way exhaustive. Examples listed here are not sanctioned by THECB, rather they are listed to provide a starting point for you to find ideas, tools, professional development, or experts who may inform your regional planning.

We encourage you to identify regional strategies that meet three criteria:

- **Relevant:** aligned to the goals and targets of **60x30TX**
- **High-impact:** have the potential to significantly, positively impact student and regional outcomes
- **Large-scale:** affect all, or most, institutions or students in your region

GOAL	SAMPLE STRATEGY	RESOURCES
<b>60X30: EDUCATED POPULATION</b>	Implement a large-scale public information campaign to focus business/industry, K–12, higher education, and community partners on the need for a more educated population in the region. A region may emphasize the success of particular populations, such as economically disadvantaged students.	<p><i>60x30 Northeast Texas</i> <a href="https://60x30netx.com/">https://60x30netx.com/</a></p> <p><i>Texarkana students discuss 60x30TX</i> <a href="https://youtu.be/SwAoB1c06Sw">https://youtu.be/SwAoB1c06Sw</a></p> <p><i>60x30 El Paso</i> <a href="http://www.creeded.org/60x30-el-paso.html">http://www.creeded.org/60x30-el-paso.html</a></p> <p><i>The Commit! Partnership in Dallas County</i> <a href="http://commit2dallas.org/">http://commit2dallas.org/</a></p> <p><i>RGV Focus in the Rio Grande Valley</i> <a href="https://rgvfocus.org/">https://rgvfocus.org/</a></p>
	Encourage adults with no postsecondary credential or dropouts to return and complete a degree or certificate (perhaps, by utilizing prior learning assessments or structuring courses to fit the needs to adult students).	<p><i>Texas A&amp;M University–Texarkana, Prior Learning Assessment</i> <a href="https://goo.gl/be1Roy">https://goo.gl/be1Roy</a></p> <p><i>Odessa College, 2017 Aspen Prize Rising Star winner</i> <a href="https://www.odessa.edu/AspenPrize/">https://www.odessa.edu/AspenPrize/</a></p> <p><i>Austin designated “Talent Hub”, gets \$350k grant</i> <a href="https://goo.gl/GnMok3">https://goo.gl/GnMok3</a></p> <p><i>GradTX, a program to help adults return to college</i> <a href="https://goo.gl/hRyiM6">https://goo.gl/hRyiM6</a></p> <p><i>The Graduate Network, including some great videos with returning adult students and an example effort in a region in Tennessee</i> <a href="https://goo.gl/5R68Po">https://goo.gl/5R68Po</a></p> <p><i>Coaching model could help St. Louis-area adults finish their degrees</i> <a href="https://goo.gl/eFvEe">https://goo.gl/eFvEe</a></p>
	Launch or deepen efforts among businesses/industry and education partners to offer more paid internships for Texas students.	<p><i>Texas Workforce Commission, Texas Internship Challenge</i> <a href="https://goo.gl/NKccFA">https://goo.gl/NKccFA</a></p> <p><i>Hire Houston Youth</i> <a href="https://goo.gl/Sgu25d">https://goo.gl/Sgu25d</a></p>

GOAL	SAMPLE STRATEGY	RESOURCES
COMPLETION	<p>All/most institutions in the region will scale guided pathways, which are efficient degree programs with coordinated advising from high school through higher education. A region may emphasize supporting students to identify a broad meta-major within the first year of study.</p>	<p><i>Guided Pathways Demystified: Exploring 10 Commonly Asked Questions About Implementing Pathways</i> <a href="https://goo.gl/HqBZmh">https://goo.gl/HqBZmh</a></p> <p><i>American Association of Community Colleges (AACC) Guided Pathways—Planning, Implementation, Evaluation</i> <a href="https://goo.gl/M5mN1a">https://goo.gl/M5mN1a</a></p> <p><i>Implementing Guided Pathways: Early Insights from the AACC Pathways Colleges</i> <a href="https://goo.gl/121MBW">https://goo.gl/121MBW</a></p> <p><i>For Additional Information about the four Texas colleges (Alamo, El Paso, Paris, and San Jacinto) participating in the AACC project, see Contacts listed on pages 13–14 here</i> <a href="https://goo.gl/4kF1CU">https://goo.gl/4kF1CU</a></p> <p><i>University of Houston, UHin4 Academic Maps</i> <a href="https://goo.gl/cYVVX6">https://goo.gl/cYVVX6</a></p>
	<p>Significantly increase the number of students successfully completing gateway and developmental courses by robustly implementing co-requisite and supplemental instruction in high-failure courses at all/most institutions in the region.</p>	<p><i>San Jacinto College, Co-requisite Acceleration</i> <a href="https://goo.gl/gHwmaq">https://goo.gl/gHwmaq</a></p> <p><i>Kilgore College, a Co-requisite IRW Course for Underprepared Students</i> <a href="https://youtu.be/XCeTKAZOqEQ">https://youtu.be/XCeTKAZOqEQ</a></p> <p><i>Texas State University and THECB, Texas Success Initiative Professional Development Program</i> <a href="https://goo.gl/DFwGmx">https://goo.gl/DFwGmx</a></p> <p><i>Complete College America, Scaling Co-requisite Academic Support</i> <a href="https://goo.gl/KfQUH5">https://goo.gl/KfQUH5</a></p> <p><i>Dana Center, HB 2223 Implementation Support</i> <a href="https://goo.gl/fS2Pvj">https://goo.gl/fS2Pvj</a></p> <p><i>University of Houston–Downtown, Supplemental Instruction Model</i> <a href="https://goo.gl/zdsPNN">https://goo.gl/zdsPNN</a></p>
	<p>Implement predictive analytics systems at all/most institutions in the region to help identify and support students that are at-risk of stopping out.</p>	<p><i>APLU, SMART Approach to Student Success, featuring Austin Community College and other colleges and universities</i> <a href="https://goo.gl/At2Kiz">https://goo.gl/At2Kiz</a></p> <p><i>The University of Texas at Austin, Predictive Analytics</i> <a href="https://goo.gl/Sf67vz">https://goo.gl/Sf67vz</a></p> <p><i>San Jacinto College, Predictive Modeling</i> <a href="https://goo.gl/eB8vnV">https://goo.gl/eB8vnV</a></p>
	<p>All institutions in the region will work together to utilize, transcript, and embed field of study curricula into degree programs as they are developed by faculty with support from THECB.</p>	<p><i>THECB, Field of Study Curricula</i> <a href="https://goo.gl/3xDN75">https://goo.gl/3xDN75</a></p> <p><i>THECB, Advisory Committees</i> <a href="https://goo.gl/fJmFkr">https://goo.gl/fJmFkr</a></p> <p><i>North Texas Community College Consortium, AAS to BAAS Guided Pathways</i> <a href="http://ntccc.unt.edu/aas-baas">http://ntccc.unt.edu/aas-baas</a></p>

# 60x30TX REGIONAL STARTER KIT

GOAL	SAMPLE STRATEGY	RESOURCES
<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>HIGH SCHOOL TO HIGHER EDUCATION</b></p>	<p>Each ISD in the region will identify metrics related to high school-to-higher education enrollment rates/FAFSA completions/college applications. Districts will convene at least once a year to share progress.</p>	<p><i>Austin Chamber of Commerce Direct-to-College Achievement Plan (DTC70)</i> <a href="https://goo.gl/NrVDWH">https://goo.gl/NrVDWH</a> and <i>Central Texas School Districts Enroll More Graduates</i> <a href="https://goo.gl/nMMKQf">https://goo.gl/nMMKQf</a>  <i>Texas Challenge to Reach Higher</i> <a href="https://goo.gl/tuezcF">https://goo.gl/tuezcF</a>  <i>Commit! Partnership in Dallas County analytic tools</i> <a href="https://goo.gl/5ubgUp">https://goo.gl/5ubgUp</a></p>
	<p>Engage all/most higher education institutions and ISDs in a regional partnership for a large-scale implementation of near-peer advising, a free-tuition program, or college preparatory courses.</p>	<p><i>AdviseTX College Advising Corp, a near-peer advising program</i> <a href="https://goo.gl/2HoYQ3">https://goo.gl/2HoYQ3</a>  <i>Dallas County Promise, a free tuition program at Dallas County Community College District with matching university scholarships aligned to high-demand jobs</i> <a href="http://dallascountypromise.org/about">http://dallascountypromise.org/about</a>  <i>Transition to college level mathematic courses, Dana Center</i> <a href="https://goo.gl/HUX6EJ">https://goo.gl/HUX6EJ</a></p>
	<p>Enhance college readiness while in high school by offering free, school day access to a college readiness assessment (ACT/SAT/TSIA) for all students and/or implement college prep courses (CPC) at scale. Develop regional MOUs for CPCs so every institution of higher education recognizes the CPC college readiness waiver.</p>	<p><i>HB 5 College Prep Course Frameworks developed by the Texas Success Center, in English</i> <a href="https://goo.gl/g26idj">https://goo.gl/g26idj</a> and <i>Math</i> <a href="https://goo.gl/bZacgB">https://goo.gl/bZacgB</a>  <i>SAT/ACT for all, study from the Brookings Institute</i> <a href="https://goo.gl/9Rxbef">https://goo.gl/9Rxbef</a>  <i>Austin Chamber partner efforts to strengthen college readiness rates</i> <a href="https://goo.gl/eB6qQW">https://goo.gl/eB6qQW</a></p>