



ONLINE EDUCATION ANNUAL REPORT FIRST EDITION, NOVEMBER 2017

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Highlights

- ▶ Texas is the national leader in online higher education, ranked first in the nation in the number of students enrolled in distance learning courses.
- ▶ The Texas State University System is well positioned to support the Texas Higher Education Coordinating Board (THECB)'s 60x30TX Plan, with its commitment to ensuring that by 2030, at least 60 percent of Texans ages 25-34 will have a postsecondary credential or degree.
- ▶ Texas State University is an Emerging Research University that generates numerous online student credit hours through 18 degree programs offered partially online.
- ▶ In 2017, Sam Houston State University was ranked number one in the nation, in *U.S. News & World Report*, for its online graduate degrees in Criminal Justice.
- ▶ Lamar University's online programs have been recognized among the best in the nation by the 2015 *U.S. News & World Report's* Best Online Programs rankings.
- ▶ Online education is important to Sul Ross State University's mission, given the institution's remote location. The university offers many courses in distance education formats.
- ▶ Students at Sul Ross State University Rio Grande College, which plays an important role in meeting the needs of underserved Latino communities in the border region, earn close to 75 percent of their student credit hours in courses offered online.
- ▶ Texas State University System state colleges have a pipeline for seamless transfer pathways to degrees earned online at four-year TSUS institutions, which assists the System in meeting the Texas Higher Education Coordinating Board (THECB)'s 60x30TX goals (see page 7).
- ▶ Lamar State College-Port Arthur had 171 fully online students as of 2016, with an additional 334 students taking at least one or more courses online.
- ▶ Lamar State College-Orange has more than 60 courses that are offered 100 percent online.
- ▶ Lamar Institute of Technology offers four certificates and associate programs online, and students can continue with baccalaureate programs online through four-year TSUS institutions.

Introduction

Welcome to the first annual Texas State University System Online Education report.

The Texas State University System is Texas' first university system. Established in 1911, the System supports eight component institutions by providing centralized services such as legal counsel, business services, audit, academic program planning, contract administration, government relations and communications services.

Today, eight component institutions offer a broad range of academic and career opportunities. Throughout the System, faculty and staff are preparing students to work in and contribute to our global society.



The Texas State University System is leading online education into the future. Any doubt about that can be set aside by simply looking at the numbers. When it comes to online education, TSUS is seizing the initiative. Many online education semester credit hours attempted in the state of Texas are taken by students within TSUS institutions. As of Fall 2016, among 37 public four-year institutions of higher education in Texas, TSUS institutions represent 12 percent of semester credit hours attempted online.

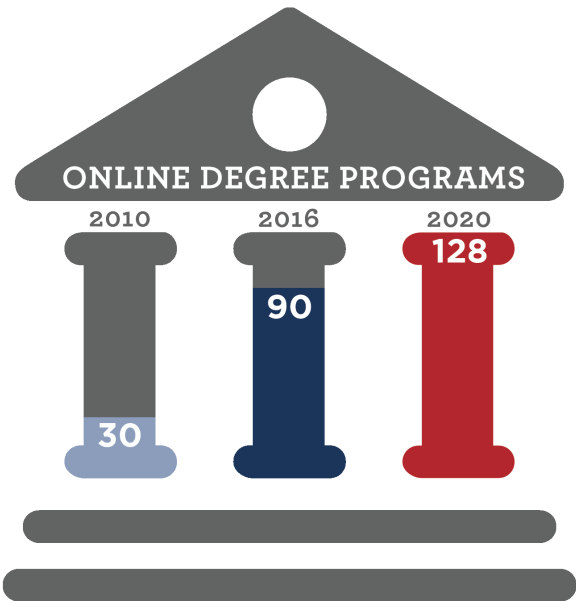
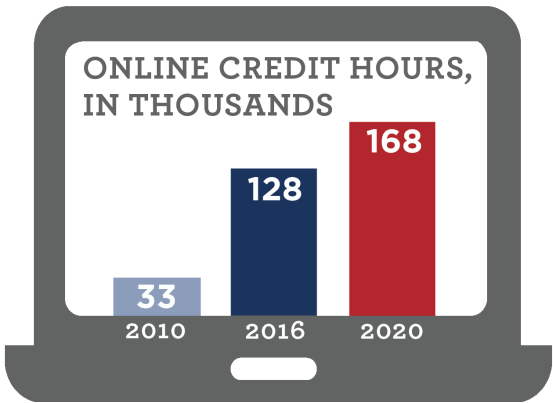
With its far-flung campuses stretching from eastern Texas to the west, the Texas State University System is uniquely positioned to move forward as the state's leader in online education. Though there are a total of six public university systems in the state, none of the others have opted to focus on online education in the way that TSUS institutions have begun to do... and that creates a singular opportunity for the System.

The online modality has become an increasingly common method of delivering education. Allen and Seaman's (2016) longitudinal research reported that enrollments for courses offered online have grown more rapidly than total enrollments in higher education since 2003. Over six million

university students in America were taking more than one online course in the fall term of 2016. More than 63 percent of university administrators surveyed said online delivery was a key strategy for enrollment growth.

Courses and degree programs offered online are increasingly important tools within the Texas State University System to address issues of both college access and student success. TSUS institutions plan to increase online education opportunities as a way to support the growing interest among Texas students and families. Over the past six years, the number of degree programs offered fully online and student credit hours earned online have increased dramatically. Through programs offered online, students can log on to class using any computer with internet access—at home, at work, at the local library, or on campus, and anytime—24 hours a day, seven days a week. This allows students with jobs and family responsibilities to make learning an integral part of their busy lives.

TSUS Online Education Metrics for 2010, 2016 and 2020



ONLINE DEGREES AWARDED*



* NOTE: 2010 data not available



Research by Clinefelter and Aslanian (2016) suggests that most adult learners will return to college online, and that online education has become mainstream. With overall higher education enrollments down 1.7 percent as of the fall of 2015, this research indicates, higher education enrollments remained flat or declined for the previous three years. To combat this trend, higher education institutions continue to turn toward online education to attract a segment of students who not only value a flexible learning environment, but also need this option to be able to participate in higher education.

Clinefelter and Aslanian also provide several other key findings.

Among online college students in 2016:

An Increasing Number of Students Prefer the Online Modality

Online Students Are Cost Sensitive

- ▶ Tuition is the #1 factor driving an online student's choice of institution

There are Many Paths to a Degree

- ▶ 80% of online undergraduates have earned some credit

Applicants Decide Quickly

- ▶ 68% of applicants decide within 4 weeks or less
- ▶ 50% of applicants choose a university that replied first

Institutions Must Reply Faster

- ▶ Online students want an immediate response and want to start classes right away

Online Student Demographic Is Older

- ▶ Online undergraduate average age is 29 years old
- ▶ Online graduate student average age is 33 years old

Online Students Prefer a Campus Near Their Home



SOURCE: Clinefelter, D. L. & Aslanian, C. B., (2016). *Online college students 2016: Comprehensive data on demands and preferences*. Louisville, KY: The Learning House, Inc.

Texas' Ranking in Distance Learning Enrollments

Texas is the clear national leader in distance education enrollments, with almost 200,000 students enrolled in distance learning programs.

Top Ten States for Distance Learning Enrollment in Fall 2015 (for All Levels Among Public 4-Year, Primarily Baccalaureate-granting Institutions)

	State	Number of Institutions	DL Student Headcount	Distance Learning Only	Some Distance Learning	Combined Total
1	TEXAS	37	196,586	10%	20%	30%
2	FLORIDA	14	158,014	11%	35%	47%
3	CALIFORNIA	32	120,438	1%	16%	17%
4	OHIO	17	82,207	8%	20%	28%
5	ARIZONA	7	74,195	17%	28%	46%
6	MARYLAND	13	67,898	26%	13%	39%
7	NEW YORK	16	64,135	10%	19%	29%
8	NORTH CAROLINA	37	63,477	8%	15%	24%
9	PENNSYLVANIA	19	60,154	7%	16%	23%
10	GEORGIA	14	56,906	8%	17%	26%

SOURCE: U.S. Department of Education's National Center for Education Statistics (NCES) available at the Integrated Postsecondary Education Data System (IPEDS) website. Note: IPEDS defines Distance Learning as instructional content that is delivered exclusively (100%) via distance education – **Texas Higher Education Coordinating Board defines Fully Distance Learning as an instructional mode where face-to-face sessions total no more than 15 percent of the instructional time.**

Texas Higher Education Coordinating Board's 60x30TX Plan



By 2030, at least 60 percent of Texans ages 25-34 will have a postsecondary credential or degree.

The 60x30TX Plan addresses four objectives, including:

Adult Learner Market

By 2030, at least 60 percent of Texans ages 25-34 will have a certificate or degree.

Completion

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.

Marketable Skills

By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.

Student Debt

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



One key strategy for meeting these goals is a continuing commitment to online education by TSUS and other state institutions. The following pages describe how the member institutions of the Texas State University System are incorporating online education into their individual missions.

Online Education Activity in TSUS Institutions



Texas State University, Sam Houston State University, Lamar University, Sul Ross State University, and Sul Ross State University Rio Grande College offer a wide variety of quality undergraduate and graduate degree programs online, several of which have been recognized by high rankings from *U.S. News & World Report*, and by awards from the Texas Distance Learning Association and other organizations.

In addition, Lamar State College-Port Arthur, Lamar State College-Orange, and Lamar Institute of Technology have a pipeline for seamless transfer pathways to degrees earned online at four-year TSUS institutions.

Online Education Activity in TSUS Institutions

TEXAS STATE UNIVERSITY

Texas State University is a public, student-centered, Emerging Research University dedicated to excellence in serving the educational needs of the diverse population of Texas and the world beyond.

Texas State's almost 40,000 students choose from 98 bachelor's, 91 master's and 13 doctoral degree programs offered by the following colleges: Applied Arts, McCoy College of Business Administration, Education, Fine Arts and Communication, Health Professions, Liberal Arts, Science and Engineering, University College and The Graduate College.

As an Emerging Research University, Texas State offers opportunities for discovery and innovation to faculty and students.

Currently, Texas State has almost 900 undergraduate and graduate students who are 100 percent online. The university has received a number of recognitions and awards for its programs offered online, including the 2017 TxDLA Award for the School of Social Work (for Outstanding Commitment to Excellence and Innovation in Distance Education by an Organization, Four-Year Higher Education category).

Texas State University – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	13,205	3%	17,599	4%	18,341	4%
Hybrid/Blended On Campus	3,639	1%	5,194	1%	7,628	2%
Face to Face On Campus	423,735	96%	433,978	95%	442,168	94%
Total	440,579	100%	456,771	100%	468,137	100%

3 ONLINE DEGREE PROGRAMS

15 PARTIALLY ONLINE DEGREE PROGRAMS



Online Education Activity in TSUS Institutions

SAM HOUSTON STATE UNIVERSITY

Sam Houston State University provides high quality education, scholarship, and service to over 20,000 students for the benefit of regional, state, national and international constituencies. For more than 137 years, SHSU has been preparing students for meaningful lives of achievement.

While embracing its legacy, SHSU also strives to meet the needs of contemporary students, both traditional and online. The university offers 42 fully online undergraduate and graduate degrees and numerous certificates and certifications, all of which are taught by on campus professors.

In 2017, SHSU was ranked number one in the nation, in *U.S. News & World Report*, for its online graduate degrees in Criminal Justice. That kind of performance is the result of implementing research-based best practices in online pedagogy to improve learning outcomes for students online. Additionally, SHSU has established an Office of 60x30 Online Initiatives to recruit adult learners.

Presently, SHSU has over 3,200 students taking 100 percent of their courses online, and over 11,000 students taking one or more courses online. In all, over 66 percent of the university student body are taking courses online.

Sam Houston State University – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	38,693	17%	46,864	20%	48,855	20%
Face to Face On Campus	190,980	83%	189,966	80%	193,351	80%
Total	229,673	100%	236,830	100%	242,206	100%

42 PROGRAMS OFFERED COMPLETELY ONLINE

Online Education Activity in TSUS Institutions

LAMAR UNIVERSITY

Home to over 15,000 students, Lamar University, in Beaumont, is among the fastest growing Texas colleges and universities, with more than 100 programs of study leading to bachelor's, master's and doctoral degrees. 35 of those undergraduate and graduate programs are online.

Lamar University engages and empowers students with the skills and knowledge to thrive in their personal lives and chosen fields of endeavor. As a doctoral granting institution, Lamar University is internationally recognized for its high quality academics, innovative curriculum, diverse student population, accessibility, and leading-edge scholarly

activities dedicated to transforming the communities of Southeast Texas and beyond.

Lamar's commitment to online education is reflected in high rankings and awards. The university's online programs have been recognized among the best in the nation by the 2015 *U.S. News & World Report Best Online Programs* rankings.

Almost 6,500 graduate and undergraduate students at Lamar are studying 100 percent online. The university enrolls the most students in shortened-semester-format courses (among TSUS institutions), which is reflected in their high graduation rates (see page 21).

Lamar University – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	43,934	32%	36,075	28%	38,139	31%
Face to Face On Campus	93,460	68%	91,689	72%	86,762	69%
Total	137,394	100%	127,764	100%	124,901	100%

35 FULLY ONLINE PROGRAMS

Online Education Activity in TSUS Institutions

SUL ROSS STATE UNIVERSITY

Sul Ross State University is a public, comprehensive, master's degree granting, multi-campus university, providing on-site and distance education in the Big Bend and the U.S.-Mexico border regions of Texas. The university, located in Alpine, serves over 2,000 students.

Online education is important to Sul Ross's mission, given the university's remote location in far West Texas. Thus the university offers many courses in online education formats, including web-delivered courses. Sul Ross

offers a total of 11 online graduate programs at present, including two criminal justice master's degree programs, a dual M.A. in Public Administration and M.S. in Criminal Justice, as well as the M.S. in Criminal Justice. The criminal justice master's degree is ranked high nationally in affordability, according to a survey by SR Education Group.

As of 2016, Sul Ross had 51 fully online students, with another 42 students taking at least one or more classes online.

Sul Ross State University – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	4,073	21%	4,052	20%	4,490	21%
Face to Face On Campus	15,610	79%	16,244	80%	16,848	79%
Total	19,683	100%	20,296	100%	21,338	100%

11 ONLINE GRADUATE PROGRAMS

Online Education Activity in TSUS Institutions

SUL ROSS STATE UNIVERSITY RIO GRANDE COLLEGE

Rio Grande College offers bachelor's degrees in a variety of fields, including nursing, education, business, biology, criminal justice, English, Spanish, history, mathematics, psychology, and social science, as well as child development and organizational leadership. Students may also earn teacher certification at the elementary or secondary level. Master's degrees in English, history, public administration, business, education, criminal justice, and health and human performance are also offered.

The college, with an approximate enrollment of 1,019 students, seeks to play an important role in meeting the needs of underserved Latino communities in the U.S. - Mexico border region. Currently, a large number of Rio Grande College courses are still offered via two-way interactive sessions. This provides a solid foundation for future technological innovations and growth, in entirely online programs, in order to increase both enrollments and degree production in the region.

Sul Ross State University Rio Grande College – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	2,484	36%	3,075	42%	3,027	40%
Two-Way Interactive	1,716	25%	2,244	31%	2,562	34%
Face to Face On Campus	2,646	39%	2,045	28%	2,009	26%
Total	6,846	100%	7,364	100%	7,598	100%

73% STUDENT CREDIT HOURS OFFERED ONLINE

Online Education Activity in TSUS Institutions

LAMAR STATE COLLEGE-PORT ARTHUR

Over 2,600 Lamar State College-Port Arthur students learn valuable, job-ready skills through a curriculum of more than 30 academic and technical programs that will transfer to a four-year college or university. Over 60 courses are offered online each semester, allowing additional flexibility in class schedules for students who are working.

Lamar State College-Port Arthur students can enroll in online courses after consulting with an

advisor. Students new to Lamar State College must first apply for admission to the college. The registration period for online courses is concurrent with on-campus courses.

Lamar State College-Port Arthur, as of 2016, had 171 fully online students, with an additional 334 students taking at least one or more courses online.

Lamar State College-Port Arthur – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	3,364	18%	2,018	13%	2,319	13%
Face to Face On Campus	15,500	82%	14,325	87%	15,757	87%
Total	18,864	100%	16,406	100%	18,076	100%

+60 COURSES OFFERED
ONLINE EACH SEMESTER

Online Education Activity in TSUS Institutions

LAMAR STATE COLLEGE-ORANGE

Lamar State College-Orange currently has a student body of approximately 2,700. Two-year academic programs are offered in business, communication, computer science, criminal justice, education, liberal arts, theater, natural science and sociology. These academic programs lead to associate of science degrees and transfers to four-year institutions, such as Sam Houston State University and Lamar University, for students seeking baccalaureate degrees online.

Thirty technical programs are available, leading to associate of applied science degrees,

certificates of completion and institutional awards. Some of these degrees include process operating and industrial technology, instrumentation, and medical office. Over 40 hybrid courses are available each semester and more than 60 courses are offered 100 percent online, allowing students to “attend” class at any location they prefer.

As of 2016, Lamar State College-Orange had 594 students taking at least one or more classes online.

Lamar State College-Orange – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	3,354	16%	4,121	20%	4,881	23%
Hybrid/Blended On Campus	775	4%	1,062	5%	1,098	5%
Face to Face On Campus	17,077	81%	15,918	75%	15,028	72%
Total	21,206	100%	21,101	100%	21,007	100%

+100 COURSES OFFERED
ONLINE EACH SEMESTER

Online Education Activity in TSUS Institutions

LAMAR INSTITUTE OF TECHNOLOGY

Lamar Institute of Technology offers educational programs and training to over 2,700 students that expand students' knowledge, encourage their continued development, and give them marketable skills for today's workforce.

Ranked as the 24th fastest growing two-year college with enrollment under 4,000 by *Community College Week*, LIT is a two-year technical college offering associate of applied science degrees and certificates of completion in more than 50 educational programs in the fields of industry, business and allied health, and continuing education certificate programs in workforce training. LIT offers five programs online: Homeland Security Associate Program, Homeland Security Certificate Program, Health

Information Technology Associate Degree, Health Informatics Certificate Program, and Medical Coding Specialist Certificate Program.


Numerous courses are offered online each semester, in response to student preferences and demands for a flexible schedule. Students can build on their associate degrees at Lamar Institute of Technology by continuing with baccalaureate programs online through four-year institutions in the Texas State University System such as Lamar University and Sam Houston State University.

Lamar Institute of Technology, as of 2016, had 109 fully online students, with an additional 639 students taking at least one or more courses online.

Lamar Institute of Technology – Online Enrollment Data (2014-2016)

Education Mode	2014		2015		2016	
	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total	Student Credit Hrs	% of Total
Fully Online Education	1,129	4%	1,367	5%	3,456	13%
Face to Face On Campus	26,177	96%	27,141	95%	24,081	87%
Total	27,306	100%	28,508	100%	27,537	100%

4 ONLINE CERTIFICATE & ASSOCIATE PROGRAMS

A young man with short dark hair and glasses is focused on his work, looking down at a laptop. He is wearing a dark polo shirt. The background is blurred, suggesting an outdoor or semi-outdoor setting. The overall tone of the image is professional and academic.

2020 TSUS Online Education Goals

2020 TSUS Online Education Goals

It is clear that Texas State University System component institutions have increased the number of courses and programs offered online over the past few years. To build upon this success, the System is committed to being even more innovative and aggressive in its online education efforts by the year 2020. The System's goals are well aligned with THECB's 60x30TX objective outlined on page 7 of this report.

Highlighted below are TSUS's goals in terms of credit hours earned online, degree programs offered online, and degrees earned online by 2020:

2020 TSUS Online Education Goals



Growth in the adult learner market is reflected in the 2020 TSUS Education Goals, as well as in the 60x30TX Plan.

2020 TSUS Online Education Goals

TEXAS STATE UNIVERSITY

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

SAM HOUSTON STATE UNIVERSITY

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

LAMAR UNIVERSITY

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

SUL ROSS STATE UNIVERSITY

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

SUL ROSS STATE UNIVERSITY RIO GRANDE COLLEGE

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

LAMAR STATE COLLEGE-PORT ARTHUR

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



2020 TSUS Online Education Goals

LAMAR STATE COLLEGE-ORANGE

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



LAMAR INSTITUTE OF TECHNOLOGY

ONLINE DEGREE PROGRAMS



ONLINE CREDIT HOURS



ONLINE DEGREES AWARDED



Next Steps



Online education is an opportunity for TSUS members to work together in serving adult learners and minorities in underserved communities across the state.

Next Steps

Online education has been growing in importance for institutions in the Texas State University System, and for higher education in general, for years now, and in many ways degree programs offered online have come into their own, in TSUS and beyond. But there are still numerous opportunities and challenges ahead for online education—most notably in terms of providing shared academic and technology services.

Shared Online Education Services

One of the key benefits of providing shared services is their role in building capacity among the institutions of TSUS. Since the System includes institutions of widely varying size and available staff expertise, shared services help spread that expertise among all campuses and their online education operations. Continuing to explore opportunities to enhance this capacity across the System will enhance collaboration.

In addition, shared services strengthen the ability of institutions to provide streamlined degree pathways from the System's two-year institutions to its four-year universities online. Academic initiatives such as creating joint graduate degree programs online between institutions benefit both institutions and students in underserved areas, while reducing the number of student credit hours needed to obtain two master's degrees simultaneously. For example, master's degrees in homeland security and geographic information systems could benefit professionals working in the border region.

A number of shared online education services are currently being explored, including:

- ▶ Shared instance of Blackboard
- ▶ System-wide license for proctoring software
- ▶ ADA compliance software
- ▶ 24 x 7 support desk
- ▶ Data analytics
- ▶ Streamlined degree pathways between 2-year and 4-year institutions
- ▶ Joint graduate degree programs between institutions
- ▶ Workshops in online pedagogy
- ▶ Annual System-wide online education conference

Institutional Collaboration

Over the last year, Sam Houston State University has hosted week-long workshops in online pedagogy for faculty members from Sul Ross State University, Sul Ross State University Rio Grande College, and Lamar University-Orange who teach online. Collaborative activities like these workshops will help increase the proficiency and familiarity of faculty members in all TSUS institutions with aspects of online pedagogy and technology.

Online education provides a unique opportunity for TSUS member institutions to work together in serving adult learners and minorities in underserved communities across the state. Partnerships between TSUS institutions create a stronger federation and enable the System to be the leader in online education in Texas. In today's technological society, online education is an important vehicle to facilitate the ambitious goals of the Texas Higher Education Coordinating Board's 60x30TX Plan, which include:



Adult Learner Market

By 2030, at least 60 percent of Texans ages 25-34 will have a certificate or degree.



Completion

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.



Marketable Skills

By 2030, all graduates from Texas public institutions of higher education will have completed programs with identified marketable skills.



Student Debt

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

The Texas State University System

TSUS Board of Regents

Rossanna Salazar, <i>Chairman</i>	Austin
William F. Scott, <i>Vice Chairman</i>	Nederland
Charlie Amato, <i>Regent</i>	San Antonio
Veronica Muzquiz Edwards, <i>Regent</i>	San Antonio
Dr. Jaime R. Garza, <i>Regent</i>	San Antonio
David Montagne, <i>Regent</i>	Beaumont
Vernon Reaser III, <i>Regent</i>	Houston
Alan L. Tinsley, <i>Regent</i>	Madisonville
Donna N. Williams, <i>Regent</i>	Arlington
Kaitlyn Tyra, <i>Student Regent</i>	Huntsville

TSUS Administration

Brian McCall, <i>Chancellor</i>	Austin
John Hayek, <i>Vice Chancellor for Academic Affairs</i>	Austin
Roland Smith, <i>Vice Chancellor for Finance</i>	Austin
Fernando Gomez, <i>Vice Chancellor and General Counsel</i>	Austin
Sean Cunningham, <i>Vice Chancellor for Government Relations</i>	Austin
Peter Graves, <i>Vice Chancellor for Contract Administration</i>	Austin

The Texas State University System

TSUS Council of Online Education Directors

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Director of Office of Distance and Extended Learning

Bill Angrove Sam Houston State University
Associate Vice President for Distance Education
TSUS Chief Online Education Officer

Kendall Craig Sul Ross State University–Alpine & Rio Grande College
Director of Distance Education

Brenda Nichols Lamar University
Vice Provost for Digital Learning

Darren McIntire Lamar State College–Port Arthur
Coordinator, Distance Learning

Gwen Whitehead Lamar State College–Orange
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Jason Woodall Lamar Institute of Technology
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Special Thanks

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