

Office of Minority and Women Inclusion

2015 Congressional Report



Federal Reserve Bank of Dallas



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Letter from the President



March 31, 2016

Dear Members of the 114th Congress:

The Federal Reserve Bank of Dallas recognizes the value that diversity and inclusion add to our organization and business. I am proud of this Bank's long-standing commitment to diversity and the many programs we have in place to promote a diverse workforce, supplier diversity and financial education. In 2015, the Bank's Office of Minority and Women Inclusion (OMWI) performed successfully and had a positive influence throughout the organization.

The Bank is committed to equal employment opportunity. A diverse workforce is critical to achieving our goals and objectives, and we have built a strong pipeline to acquire, develop and retain top talent. Our talent acquisition plan focuses on building and maintaining strong relationships with diverse organizational partners and regional universities, and advertising in diverse media outlets. Our successful employee development programs continue to support the growth of current and future Bank leaders. Management at all levels of the organization understands the importance of our commitment to diversity.

Every effort is made to be inclusive of women and minority-owned businesses in the Bank's procurement of goods and services. Where possible, we include these businesses in bid opportunities and partner with community organizations that can provide contacts for women and minority businesses. Outreach to vendors is a critical part of our success in this space.

Our robust economic education program reaches thousands of students each year. Signature education resources developed by this Bank are used to educate students in the classroom and online, and our efforts to train educators on these educational tools are successful. All of these efforts contribute to our goal of advancing the financial literacy of students from all-female, inner-city and majority-minority high schools.

I am proud of the efforts this Bank has made and look forward to leading our efforts to achieve continued progress.

A handwritten signature in black ink that reads "Robert S. Kaplan". The signature is written in a cursive, flowing style.

Robert S. Kaplan
President and CEO

Executive Summary

The Federal Reserve Bank of Dallas' (Bank) core value of maintaining an environment of diversity, inclusion and mutual respect was exhibited throughout 2015. The Office of Minority and Women Inclusion (OMWI) upheld this core value throughout the different business areas outlined in Section 342 of the Dodd–Frank Act, details of which are included in this report. The Bank continued its commitment to diversity and inclusion by furthering several successful partnerships with diverse organizations in both the recruitment and procurement spaces and by continuing to increase the number of economic education resources the Bank provides. This year, the Federal Reserve System (System) implemented a common metrics model, available in Appendix A, that provides consistent data for each bank.

Minority and Women Employment

In 2014, the Bank began a partnership with the Dr. Emmett J. Conrad Leadership Program that resulted in several achievements over the course of 2015, including the hiring of two summer interns and the Bank being recognized and awarded a certificate for being a supportive partner. A staff recruiter also was named “Rookie of the Year” for her coordination efforts between the Bank and the program. The Conrad Leadership Program supports the development and placement of qualified and highly motivated majority-minority college students from underprivileged backgrounds.

The Bank also established partnerships with three Hispanic Serving Institutions (HSIs) in an effort to reach more of the Hispanic population in the Eleventh District.

The successful internship program continued in 2015. The Bank placed 50 interns throughout the Eleventh District, and five interns were converted into full-time hires.

The Bank placed ads with the following publications/websites in 2015: *Tribal College Journal of American Indian Higher Education*, *Southern Diversity Schools Job Search Journal*, *Dallas Morning News–Al Dia*, Association of Latino Professionals in Finance for America

(ALPFA), *Dallas Chinese Times*, *Southern Chinese Daily News*, *Native American Times*, Texas Woman's University campus paper, National Black MBA Association (NBMBA) online, *National Association of Women MBA's Magazine*, University of Texas–Austin Hispanic Business Student Association and National Society of Hispanic MBAs (NSHMBA)–DFW Chapter.

Minority- and Women-Owned Business Inclusion

In 2015, the Bank's Procurement function made an effort to strengthen existing partnerships and broaden its involvement, both with internal Bank departments and through its outreach. Even though the Federal Reserve System moved to a national model with the National Minority Supplier Development Council (NMSDC), Procurement made an effort to stay involved with the Bank's local chapter, the Dallas/Fort Worth Minority Supplier Development Council (D/FW MSDC), to ensure the district remains connected to local minority- and women-owned business enterprises (MWBE). Procurement also broadened the scope of its staff's responsibility so each team member is involved with expanding supplier diversity.

Financial Literacy

The Bank continued to develop and market its cornerstone financial education tool, *Building Wealth*, in 2015. New lesson plans were developed to add to the existing material, and they reached a record number of educators and students. The Bank also launched *Navigate: Exploring College and Careers (Navigate)*, another classroom resource designed to help students make educated choices after high school. *Navigate* has been a success for the Bank, reaching 141,000 students and 11,000 educators in 2015. The Bank continued to offer its successful “Day at the Fed” program, providing students the opportunity to visit the Bank and learn more about its role within the economy.

Overview

Geography

The Federal Reserve Bank of Dallas is one of 12 regional Federal Reserve Banks in the System and serves the Eleventh Federal Reserve District, which consists of Texas, northern Louisiana and southern New Mexico. The Eleventh District is headquartered in Dallas, Texas, with branches in El Paso, Houston and San Antonio.

Mission and Vision

The mission of the Bank is to serve the interests of the American public by informing and influencing our nation's monetary policy, fostering financial stability and delivering quality services to the United States government and the financial institutions in our region. The Bank has a long-standing commitment to diversity and inclusion in the workplace, which is reflected in its core values: honesty, integrity, diversity, inclusion, mutual respect and outstanding public service. The Bank's commitment to a diverse and inclusive business model is reinforced by a training and development practice to orient management and staff to the issues and concerns related to diversity and inclusion. Through its strategic direction and policies, the Bank demonstrates support for fair and equal inclusion in recruiting and retaining a diverse and talented workforce, ensuring diversity and inclusion in suppliers it does business with, and nurturing and cultivating relationships with diverse partners that support the community. In 2015, the Bank took numerous steps, detailed within this report, to proactively promote diversity and inclusion within the Bank and the community it serves.

Service to the System

The Federal Reserve Bank of Dallas provides cash processing and other financial services to banks; conducts research on regional, national and international economic issues; and supervises commercial banks within the Eleventh District's region.

In addition, the Eleventh District supports System work by serving as the Accounts Payable Shared Service Center for 10 Federal Reserve districts, national Information Technology and the Office of Employee Benefits. It also manages the Treasury's Electronic Transfer Account program, which focuses on helping individuals who receive federal payments convert their method of receipt from checks to electronic deposits.

The Bank serves as the central business administrative function site for the Lawson system application as well as for the Accounts, Risk and Credit national program. The Bank also provides System support for several technology-based central functions.

The Desktop Services Center provides desktop hardware and software and associated support for the desktop common operating environment across the System. The Dallas Information Technology Group functions as one of three data organization sites to maintain the national reporting central function in support of the Statistics business line.

The Dallas Fed also maintains the National Examination Database, a web-based application that is the primary tool for accessing National Information Center structure, financial and supervisory data used by Federal Reserve staff to assess the financial health of institutions they regulate.

Minority and Women Employment

The Federal Reserve Bank of Dallas is dedicated to providing an inclusive work environment and is constantly evolving to maintain its diverse workforce. In 2015, the Bank leveraged several partnerships with diverse organizations, which reinforced the Bank's pursuit to accept and value differences in ways that help its workforce contribute to achieving desired business results. Bank staff also attended numerous diverse career fairs and maintained strong relationships with universities that produce top talent.

Successes

Successful Partnerships

The Bank established a relationship with members of the Knowledge is Power Program (KIPP), a premier national charter organization that supports its majority-minority student population from early childhood through college. The Bank offered its support to high school and college students through networking, mentoring, coaching and internship opportunities. The Bank attended a KIPP mock interviewing event for high school and college students, where a staff recruiter interacted with KIPP students and coached them on effective interviewing techniques. One Bank internship was offered to a KIPP student in 2015. The Bank will continue to partner with KIPP in the future, especially for identifying 2016 internship candidates.

The Bank formed a partnership with the Dr. Emmett J. Conrad Leadership Program in 2014, and it has proved to be a successful partnership in a short time. The Conrad Program supports the development and placement of qualified and highly motivated majority-minority college students from underprivileged backgrounds. The Bank hired two summer interns through the program and was recognized at the Conrad Leadership Corporate Appreciation Luncheon for being a supportive partner. In addition to this

recognition, a staff recruiter received the "Rookie of the Year" award from the program for her coordination efforts between the Bank and the program in the first year of the partnership.

To increase the representation of Hispanic talent in the Eleventh District, the Bank broadened its partnerships with HSIs to try to reach more of the population for the recruiting candidate pool. In 2015, the Bank established three new partnerships with HSIs: University of Texas of the Permian Basin (UTPB), University of North Texas at Dallas (UNT Dallas) and University of Texas Rio Grande Valley (UT Rio Grande Valley). Eight students and a faculty member from UTPB attended the Bank's "Fed and You" college networking event, designed to expose university faculty, staff and students to the Bank's programs. Three of the students have already applied for internship opportunities within the Bank and one applied for an open Management Development Professional (MDP) position.

System Participation

During 2015, the System collectively attended the following five national diversity conferences: Equal Opportunity Partnership (EOP) Science, Technology, Engineering and Math (STEM) Diversity Career Fair and Expo, ALPFA, NMBBAA, NSHMBA and Thurgood Marshall College Fund (TMCF) leadership and recruitment fair. To proactively source talent, the System collected more than 400 resumes. Working closely with these nationally recognized organizations supports diverse hiring and creates awareness among prospective employees for the Federal Reserve System.

At NSHMBA, the System participated in a professional development workshop, and Bank employees, including the OMWI director and a staff recruiter, volunteered as career coaches during the conference. At the ALPFA event, the System participated in a

Diverse Employment Events Attended—2015

Dallas Mayor Summer Internship Program Fair

Equal Opportunity Publication (EOP) STEM Diversity Career Fair and Expo*

Equal Opportunity Publication (EOP) System Diversity Fair Interviews

INROADS Corporate Interview Day

KIPP Mock Interviewing Event

National Association of Asian American Professionals (NAAAP) Summit and Recruitment Expo

National Black MBA Association National Conference*

Paul Quinn College Career Fair

Recruit Military Career Fair

St. Edwards University Spring Job and Internship Fair

Texas College Spring Career Fair

Texas Woman's University Professional Career Fair

University of Texas at Austin Hispanic Student Business Association Company Night/Career Fair

University of Texas at Dallas Computer Science Intern Fair

University of Texas at El Paso Career Fair

*Participated at System level

professional development workshop. At the EOP STEM Diversity Career Fair and Expo, a Dallas recruiter served as the team lead for the event's System diversity recruiting efforts and represented the Bank at the career fair booth.

The Bank participated in the System Leadership Initiative (SLI), a development program for the Federal Reserve System's key talent, sponsored by the Reserve Bank presidents. In 2015, two conferences were offered at the emerging and senior executive leadership tiers—the Thrive Conference for managers and new officers and the Senior Leadership Conference for officers. Six leaders (50 percent women and 67 percent minority) represented the Eleventh District at the Thrive Conference and six leaders (17 percent women and 17 percent minority) represented the District at the Senior Leadership Conference.

Challenges

Low turnover at the Bank is an ongoing challenge because it creates a shortage of entry-level positions for candidates. Recruiters continue to engage with prospective candidates beyond their initial contact at job fairs and other outreach events to attempt to keep them interested in working at the Bank until a position becomes available.

Next Steps

Internships

The Bank's internship program continues to provide diverse talent to the Bank. This unique program provides experience for interns who are embedded in Bank departments and given meaningful projects and responsibilities. Interns remain a critical pipeline for the Bank's future workforce. In 2015, the Bank hired 50 interns—a 35 percent increase over the last three years. Of the 50 interns hired in 2015, 40 percent were minorities and 46 percent were women (see Appendix A). While the percentage of minority interns decreased slightly over the last three years, the number of women in the internship program has steadily increased. There has been a 21 percent increase in female interns over the past three years to 46 percent in 2015. While the steady increase is a sign of the Bank's

commitment to gender diversity, it hopes the new partnerships will help increase the minority internship candidate pool. The Bank is tracking these numbers closely to make sure there is not a negative trend developing. Five interns were converted to full-time positions in 2015 in the Eleventh District. Of the five converted, two were women and one a minority.

External Hires

In 2015, the Bank hired 134 external candidates—the highest number of external candidates since 2012. While 50 percent of external hires were minorities in 2015, over the past three years, the percentage of minority hires has decreased. Although there is a decrease, a review of workforce demographics throughout the Bank shows a positive trend in promotions of minorities in 2015. Due to the highly skilled nature of some of the positions available at the Bank, it can be a challenge to recruit the most diverse external candidate pools for some of the roles. When using executive search firms for the upper-level positions, the recruiting panel makes sure the firm offers a diverse slate of candidates who are the most qualified for the position.

Employer Advisory Council

In 2015, the Bank recruiting staff developed a pilot program for an Employer Advisory Council (EAC) designed to provide professional insight and development to college students and play a consultative role to faculty and staff to bridge the gap between academic preparation and necessary real-world business skills. The EAC comprises a group of employer representatives from across Texas that would provide workshops, mentoring opportunities and feedback for university faculty. The council was to be piloted at a historically black college/university (HBCU) in the district. Due to unforeseen circumstances within the college’s administration, the EAC pilot was delayed and did not begin in 2015. The Bank is currently continuing to pursue the council with this college, but is also exploring other opportunities to launch a council at other HBCUs in the area.

2015 Partnerships

American Economic Association
Summer Economic Fellows Program

American Indian Science and
Engineering Society

Association of Latino Professionals for
America

Black Data Processing Associates

Cyber Corps Scholarship for Service

Dallas Mayor’s Intern Fellows Program

Dr. Emmett J. Conrad Leadership Program

Hispanic Alliance of Career
Enhancement

Hispanic Association of Colleges and
Universities

INROADS

National Association of Asian American
Professionals

National Association of Black
Accountants

National Association of Women MBAs

National Black MBA Association

National Society of Hispanic MBAs

Society of Hispanic Professionals in
Engineering

Thrive Internship Program

University of North Texas at Dallas

University of Texas of the Permian Basin

University of Texas Rio Grande Valley

Urban League Greater Dallas Young
Professionals

Women in Technology International

Minority- and Women-Owned Business Inclusion

The Bank recognizes that leveraging meaningful business opportunities for the diverse supplier community is critical to Bank success. In 2015, the Bank continued to enhance its efforts in supplier diversity by strengthening partnerships and broadening involvement within the supplier diversity community.

Successes

Strengthening Partnerships

In 2015, the System moved to a national model with the NMSDC, and each Bank chose whether to continue supporting its local MSDC chapter. Because the Bank has had a successful partnership with the D/FW MSDC chapter, the Bank chose to continue support at the local level to gain access to the MWBEs within its served community. Additionally, the Bank is a member of several chambers of commerce to further connect with local MWBEs and participate in community outreach events. The list of chamber memberships can be found on page 9.

The Bank hosted a Joint Minority Business Enterprise Input Committee and Supplier Diversity Professional Work Group meeting onsite. Eighty-one MWBEs and peer corporate buying entities attended and shared information and networked with Bank Procurement staff. Bank staff from various business units were able to network and interact with possible vendors for their business lines. The Procurement Team also had a technical assistance station set up in the room for vendors to register in the Bank's vendor database, with assistance from the Procurement team if needed.

Broadening Involvement

Every member of the Procurement team is making efforts to increase participation across the supplier diversity spectrum. In the past, there has been one person dedicated

to focusing on supplier diversity, but this year, the efforts were broadened to the entire Procurement team. For example, the team began attending the D/FW MSDC Quarterly Buyers Appreciation Luncheons, which increases the opportunity for interaction with diverse suppliers and networking among supplier diversity professionals. Approximately 100 MWBEs and buying entities are in attendance at the luncheons. Engaging the entire team in this manner increases the opportunity to expose our buyers and subsequently, the Bank, to more diverse suppliers.

The Bank is also broadening its approach to reaching community businesses by getting involved with more small businesses. The Bank became a charter council member of the Federal Agency Small-Business Advocacy Council (FASBAC). FASBAC's mission is to create a forum among regional small business and contracting professionals in the federal government to share, gather and create ideas that promote small business. The goal is to observe and learn from the other members and gain knowledge to improve processes and reach a broader audience of potential suppliers.

System Participation

The Board of Governors and the Federal Reserve Banks continue to expand their combined national presence by participating in supplier diversity conferences together. Exhibiting at these conferences allows the Federal Reserve System to reach a significant portion of its target audience because they attract a high number of diverse vendors seeking procurement opportunities. The Eleventh District joined the entire System at the Women's Business Enterprise National Council (WBENC) conference and the NMSDC.

The Federal Reserve System participated in the WBENC conference in Austin, Texas. Staff from the Reserve Banks worked at the

conference and gathered information from more than 80 vendors. During the business fair, one-on-one meetings were held to match vendors with possible business opportunities.

The Federal Reserve System also participated in the 2015 NMSDC Conference and Business Opportunity Fair in San Diego where the System manned a booth and gathered information from more than 60 vendors. To deepen its national conference participation, the Federal Reserve System organized and facilitated one-on-one matchmaking meetings with vendors.

The Board of Governors and the Federal Reserve Banks are planning to participate in the 2016 national supplier diversity conferences to build additional awareness and understanding of business opportunities through their national presence and facilitation of one-on-one matchmaking meetings with vendors.

Challenges

Overall spend continues to stay around the same average as the past three years, while the Bank's diverse spend has increased by 30 percent (see Appendix B). A lack of a significant increase in total spend could limit an increase in opportunities for MWBE suppliers to do business with the Bank. In 2015, the System discontinued business with a minority vendor, and that change caused a decrease in the Bank's 2015 minority spend. The Procurement team will continue to monitor spend on a quarterly basis and assess any opportunities that could be awarded to MWBEs in the future.

Next Steps

Staff will also continue to adapt internal processes to increase the time for businesses to submit their bids. Currently, a large majority of spend is held in existing contracts, which have an average duration of three years. In an effort to provide early identification of diverse spend opportunities, Procurement will begin to work with business units at an earlier date to determine plans for contracts. This will provide the Procurement team more time to find a diverse slate of vendors for the acquisition.

Chamber of Commerce Partnerships

Corpus Christi Chamber of Commerce

Dallas Black Chamber of Commerce

Dallas Regional Chamber

El Paso Hispanic Chamber of Commerce

Greater Austin Chamber of Commerce

Greater Dallas Asian American Chamber of Commerce

Greater Dallas Hispanic Chamber of Commerce

Greater Houston Black Chamber of Commerce

Greater El Paso Chamber of Commerce

Greater San Antonio Chamber of Commerce

Houston Hispanic Chamber of Commerce

Laredo Chamber of Commerce

McAllen Chamber of Commerce

San Antonio Hispanic Chamber of Commerce

San Antonio Women's Chamber of Commerce

Financial Literacy

Through economic education, the Bank increases the financial literacy of students attending all-female and majority-minority high schools from across the Eleventh District. The Bank's goal is to help teachers better prepare students for success in the changing global economy through programs and resources focused on setting financial goals, budgeting and saving, building credit and managing debt, and protecting wealth. In 2015, the Bank was able to provide financial education to thousands of students throughout the Eleventh District and resources and training for thousands of educators.

Successes

Financial Literacy Resources

With the increasing demand for economic education by teachers, the Eleventh District is evolving and creating new ways to reach a greater number of educators. *Building Wealth* is an online suite of financial literacy tools developed by the Eleventh District and designed for both educators and students. Print, tablet and online versions of lessons covering a variety of personal finance topics relating to wealth-building are used by thousands of educators across the nation annually. With the launch of the new lesson plans in 2015, more than 5,000 teachers visited the educator website, which had 12,000 visits overall. In addition to the *Building Wealth* online suite of tools, the Bank launched *Navigate*, a classroom resource designed to help students make educated choices about educational opportunities after high school, including information about financial aid and future careers (see Appendix D). *Navigate* has been extremely well-received and, in 2015, more than 141,000 students and 11,000 educators used the *Navigate* learning resource.

Outreach to Students

Seven hundred and ninety-three students and 46 educators from majority-minority schools attended 17 sessions of the "Day at the Fed" program, which provides students an opportunity to visit a Federal Reserve Bank location, tour the Bank's economic exhibit and see presentations from the *Building Wealth* curriculum along with a Federal Open Market Committee simulation. This program is extremely popular with students, and there is a high demand for sessions. As part of Houston Money Week, Bank staff presented the "100 Teens" event for 130 students from majority-minority high schools. This popular annual event teaches high school seniors how to budget and make responsible financial decisions. Twenty students from a majority-minority high school participated in "Entrepreneur" lessons from *Everyday Economics* as part of Money Smart Week in El Paso. Twenty-nine students from majority-minority high schools participated in the "Jr. Duel in Ol' San Antonio" competition designed to stimulate, teach and reinforce personal finance skills for high school students. *Building Wealth* lessons were used as curriculum for the event.

Outreach to Educators

Because teachers are each able to reach a large number of students with their critical work in the nation's classrooms, 35 events targeting educators were held in 2015 to share tools and tips for teachers who provide instruction on personal financial literacy. Sessions offering training on the new interactive *Building Wealth in the Classroom* lesson plans were offered at professional development conferences. Several sessions were offered in which the new *Navigate*

curriculum was unveiled, and teachers were given tips on how to most effectively use the new tool with their students. Each branch in the Eleventh District held an “Evening at the Fed,” a discussion for educators on the role of the Federal Reserve in the United States payments system, the various payments methods available today and a look to the future of the payments system. The Bank will continue to provide coaching sessions for educators on the various financial education tools available so they can, in turn, reach a greater number of students.

System-Coordinated Events

The Federal Reserve Banks and the Board of Governors coordinate financial education efforts each October. In 2015, these events focused on building human capital, including the importance of education and soft skills in maximizing employability. This work highlights the System’s commitment to the financial education of high school students from majority-minority schools, girls’ schools and low-income households. The Eleventh District’s participation included events in Dallas, El Paso and Houston. Dallas hosted a “Day at the Fed” program for an inner-city, majority-minority school in the area. El Paso partnered with the United Way of El Paso to conduct a “Breaking the Cycle of Poverty” simulation for a majority-minority high school and presented *Building Wealth* and *Navigate* lessons. Houston collaborated with Rice University to discuss college readiness with high school counselors at OMWI schools and trained counselors on the *Navigate* curriculum.

Challenges

The demand for economic education continues to increase as public schools incorporate more personal finance requirements into high school curriculums. While every in-person training request cannot be accommodated, the Bank continues to expand

its online and print educational resources to reach a greater number of educators, thus, reaching a greater number of students.

Next Steps

Bank staff will continue to offer training and outreach to both students and educators using *Building Wealth* and *Navigate* lessons. The number of financial literacy outreach events targeting majority-minority or all-female high school students and hosted by the Bank increased 22 percent over the past three years. Likewise, the number of students reached by Bank-sponsored events increased 19 percent over the past three years. In 2015, Bank staff conducted training and outreach for more than 2,100 educators who were able to reach an estimated 159,000 students¹. In addition, the Bank directly reached more than 4,100 students, for a total of more than 164,000 students reached in 2015.

¹It is estimated that for each teacher/educator reached, 75 students are impacted.

Appendix A

2015 Key Metrics

Topic	Measures	Metrics
Management Representation	Top 2 EEO-1 Categories—Senior Executives and Mid-Level Managers	239
	% women	40
	% minorities	36
Hiring Statistics	Total External Hires	134
	% women	37
	% minorities	50
Interns	Total Interns	50
	% women	46
	% minorities	40
MWBE Expenditures	Total Spend (in millions)*	\$52.29
	%WBE**	5.8
	%MBE	6.4
Financial Education	# of events	71
	# of students attended	4,135
	# of educators attended	2,132
	# of students reached	164,035

*The total reportable spend for the Dallas district includes electricity costs for the Dallas and Houston offices. Electricity in Texas is deregulated, except for municipally run electric companies and electric cooperatives. Currently, the cities of Dallas and Houston are deregulated, but the cities of San Antonio and El Paso are not.

**MWBE spend is captured in spend for minority-owned businesses and is not double-counted in the women-owned business spend.

Appendix B

Procurement Spend, Four-Year Trend

	Fiscal Year/Calendar Year							
	2015		2014		2013		2012	
Total reportable spend (millions)¹	\$52.29		\$50.12		\$52.60		\$64.23	
Minority-owned ²	\$3.35	6.4%	\$4.34	8.7%	\$2.81	5.3%	\$3.25	5.1%
Women-owned ³	\$3.05	5.8%	\$4.22	8.4%	\$2.10	4.0%	\$2.30	3.6%
Total minority-owned and women-owned ⁴	\$6.40	12.2%	\$8.56	17.1%	\$4.91	9.3%	\$5.55	8.6%

¹Reportable spend: All amounts paid to third-party contractors (i.e., not inter-Fed payments, not government payments, not payments to tenants that rent space, etc.) for goods, services and software. Definition taken from final System legal opinion on reportable spend, dated May 26, 2011.

²Minority-owned: All minority-owned businesses, including minority female-owned companies

³Women-owned: Caucasian women-owned businesses only

⁴Total minority-owned and women-owned: Total of previous two lines

Appendix C

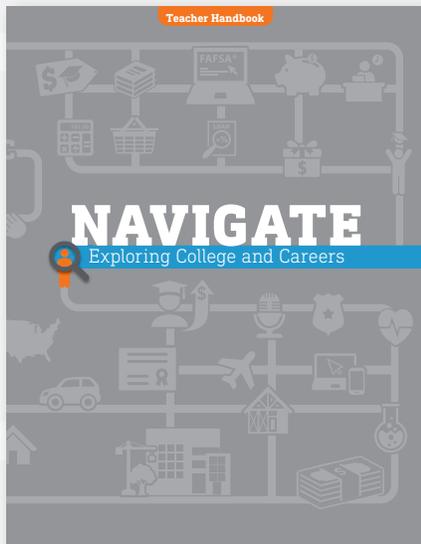
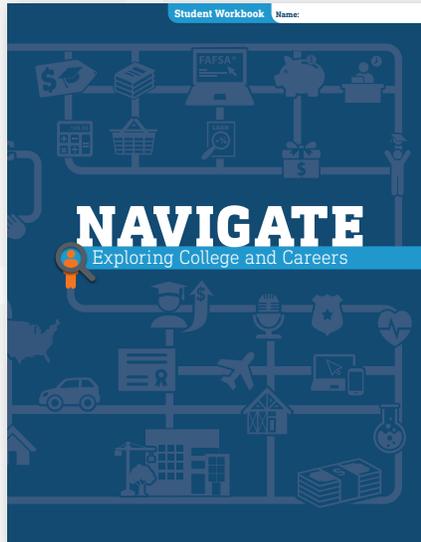
2015 EEO-1 Consolidated Report for the Eleventh District

As of Dec. 31, 2015

	White		Black or African American		Hispanic or Latino		Native Hawaiian or Pacific Islander		Asian		American Indian or Alaskan Native		Two or More Races		Total	Total by %
																
Executive/Sr. Officials & Mgrs.	6	4	0	1	0	0	0	0	0	0	0	0	0	0	11	1.0
First/Mid Officials & Mgrs	84	55	22	11	30	12	0	0	3	10	0	0	0	1	228	19.0
Professionals	182	127	38	76	55	47	0	0	60	29	0	0	0	2	616	51.3
Technicians	7	0	1	0	2	0	0	0	0	0	0	0	0	0	10	0.8
Sales Workers	1	0	0	0	1	0	0	0	0	0	0	0	0	0	2	0.17
Administrative Support	4	31	3	29	6	27	0	1	1	3	0	0	0	0	105	8.8
Craft Workers	15	0	3	0	10	0	0	0	0	0	0	0	0	0	28	2.3
Operatives	6	8	4	13	26	10	0	0	1	1	0	0	0	0	69	5.8
Laborers & Helpers	4	0	2	0	4	0	0	0	0	0	1	0	0	0	11	.91
Service Workers	27	2	43	11	29	2	0	0	6	0	0	0	0	0	120	10.0
Total	336	227	116	141	163	98	0	1	71	43	1	0	0	3	1,200	100.0
Total by %	28.0	19.0	9.7	11.7	13.5	8.2	0.0	0.1	5.9	3.6	0.1	0.0	0.0	0.3		

Appendix D

Navigate: Exploring College and Careers



NAVIGATE provides an opportunity to develop a new model of promotion across Public Outreach. A key goal in 2015 is to empower and equip the District Outreach Team to promote Navigate. Outreach staff can engage with key stakeholders to:

- Effectively inform external audience groups about Navigate
- Identify opportunities to engage and partner with people and organizations who will endorse and implement Navigate

Who am I targeting?

- **Endorsers** – those who will advocate for Navigate and can influence its adoption
- **Adopters** – those who make the decision on how and where to use Navigate
- **Users** – those who ultimately implement Navigate with students

What do I do?

- Identify current and potential contacts who can be key endorsers and adopters.
- Use the talking points to introduce Navigate to your contact.
- Forward names and contact information to Econ Ed Navigate team.
- Work with the team to follow up.
- Identify additional opportunities to expand the reach of Navigate.

What tools can I use?

- Branded folder that contains:
 - Student Workbook

Teacher Handbook

- Brochure
- Business card with Econ Ed contact
- PowerPoint slides (available on the Outreach FedShare site > Strategic Communication library > Navigate folder)

Talking Points

NAVIGATE

Exploring College and Careers



For Endorsers, Adopters and Users

- By 2020, 64 percent of jobs in the U.S. will require education beyond high school.¹
- By 2020, 35 percent of jobs will require a bachelor's degree or higher.²
- More than one-third of K–12 students would be the first in their immediate family to attend college.³
- Planning during the years prior to high school is critical in increasing the number of students who earn postsecondary credentials.
- Navigate is a tool that helps middle school students explore careers and educational opportunities.
- Navigate is a free resource from the Dallas Fed designed to be used by a teacher or a facilitator with 7th through 9th grade students.

For Adopters and Users

- Navigate includes a teacher handbook and a consumable student workbook.
- Navigate training for teachers and facilitators is available at no cost from the Economic Education team.
- Navigate contains six classroom-ready lessons that include detailed procedure documents, classroom visuals, activities and assessments with rubrics.

Texas-Specific

- House Bill 5 (HB5) was passed by the Texas Legislature in 2013.
- HB5 requires that all 8th graders select an area of endorsement for high school course of study (STEM, Business and Industry, Public Services, Arts and Humanities, Multidisciplinary). Career exploration and course selection are integral to the selection process. Navigate can prepare students to make informed choices.
- HB5 requires elementary, middle and junior high school counselors to advise students on the importance of postsecondary education, high school coursework designed to prepare students for postsecondary education, and financial aid availability and requirements. Navigate addresses all these topics.
- Navigate aligns with the Texas Essential Knowledge and Skills (TEKS) for two middle school courses in the Career and Technical Education (CTE) area, Career Portals and Exploring Careers.

¹ Center on Education and the Workforce at Georgetown University.

² Center on Education and the Workforce at Georgetown University.

³ The Condition of Education 2012, National Center for Educational Statistics.

