

Currency Affairs

Winter 2019

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**Once a journalist,
Cassandra is now
a designer, an
entrepreneur, a new
mom, and a trendsetter
in her own right.**

Cassandra P | Member Since 2017

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Insurance Bundles, Emergency Funds, and more inside...



SKIP THE DEALERSHIP

Together with UFCU, Carvana can help you buy online, and get the car you want, when you want it, how you want it.

Visit [Carvana.com/UFCU](https://www.carvana.com/UFCU) to learn more.



President's Report

We closed 2018 with a remarkable number of successes. It was a fantastic year, and I am grateful to our dedicated staff and amazing Members, without whom nothing would be possible.

We do not take your confidence in us lightly. We aim to do everything possible to enable our Members, as well as our broader community, to thrive according to the values of our founders when they established this cooperative 82 years ago. Thank you for your trust, and living those values with us. I am grateful for and applaud the collective effort that made these events possible:

- The *Austin Business Journal* designated UFCU as the #1 Mortgage Company and the #1 Credit Union in their *Book of Lists* for the third consecutive year.
- The *Austin Business Journal* also named Michael Crowl a “Best CFO of 2018” in the nonprofit business category. Michael has since been promoted from Senior Vice President Finance/CFO to Executive Vice President of Member Experience. We're fortunate to operate under Michael's vision, integrity, and leadership.
- Voters in the inaugural *Austin American-Statesman* Best of the Best Awards gave top honors to UFCU in three banking-related categories. More than 250,000 votes were cast to name us “Best Credit

Union,” “Best Mortgage Lender,” and “Best Bank.” The irony of this last award is not lost on us. While we pride ourselves on being deeply rooted in credit union values, we're nonetheless honored to win the banking category because it confirms we're providing financial services in their purest form: People like to do their banking with us.

As 2019 begins, we remain committed to meeting your unique needs, whether it's banking services, helping make your dream of homeownership a reality, or anything in between. Relationships are all there is, and the best part of UFCU is you.

Warmest regards,

Tony C Budet
President/CEO



Board of Directors & Senior Leadership

Board of Directors

- John A Martin, Chairman
- D Michael Harris, PhD, CPA, CITP, Vice Chairman
- Laura J Kilcrease, Secretary
- C Cale McDowell, JD, Treasurer
- Linus N Akanoh, Jr, CIA, CISA, CRMA, CGMS
- Thomas J Ardis, MBA
- Leslie L Blanke, PhD
- Adriana R Cruz
- Maninder (Mini) Kahlon, PhD
- Molly Beth Malcolm, EdD, LPC
- David W Niesel, PhD

Directors Emeritus

- Carl E Hansen, PhD
- Cynthia A Leach
- Frank J Peters
- Mary A Seng

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- Brady M Cole, RADM USN SC (Ret), Chairman
- Christine A Plonsky, Secretary
- Kathryn E Hoyt
- Faraz Khan
- Ellen E Wood

Committee Volunteer

- Steven K Darnell, CPA, MBA

Principal Officers

- Tony C Budet, President/CEO
- Michael E Crowl, CPA, EVP Member Experience
- Yung V Tran, CPA, EVP Operations & Strategy
- Heather M McKissick, SVP Community Impact
- Aaron M Persons, SVP Retail Operations/CRO
- Laurie A Roberts, SVP Lending/CLO
- Michael F Clifford, VP Information Technology/CIO
- Rhonda N Hall, VP Human Resources
& Organizational Development
- Ellen S Simpson, VP Enterprise Risk Management

Holiday Closings



UFCU will close in observance of the following holidays:

New Year's Day..... Tuesday, January 1, 2019

Martin Luther King Jr Day..... Monday, January 21, 2019

Presidents' Day..... Monday, February 18, 2019

Memorial Day..... Monday, May 27, 2019

Independence Day Thursday, July 4, 2019

University Federal Credit Union®

Phone
(512) 467-8080
(800) 252-8311

Mail
PO Box 9350
Austin, TX 78766-9350

Web
UFCU.org

Locations

- Ben White 130 E Ben White Blvd, Austin, TX
- Brodie..... 9925 Brodie Ln, Austin, TX
- Downtown..... 703 Lavaca St, Austin, TX
- Galveston..... 428 Postoffice St, Galveston, TX
- Highway 79..... 120 Palm Valley Cv, Round Rock, TX
- Lakeline..... 13860 North US Hwy 183, Austin, TX
- Mueller..... 1801 E 51 St, Austin, TX
- N Guadalupe..... 4611 Guadalupe St, Austin, TX
- Pflugerville..... 15116 FM 1825, Pflugerville, TX
- San Marcos 1190 Thorpe Ln, San Marcos, TX
- Scofield..... 1500 W Parmer Ln, Austin, TX
- S MoPac..... 5033 US 290 W, Austin, TX
- Steck..... 3305 Steck Ave, Austin, TX
- Teravista 571 University Blvd, Round Rock, TX
- University..... 2244 Guadalupe St, Austin, TX
- Victory Lakes 2500 S Gulf Fwy, League City, TX
- Westlake 701 Capital of Texas Hwy S, West Lake Hills, TX
- Whitestone 3200 E Whitestone Blvd, Cedar Park, TX

UFCU Plaza 8303 N MoPac Expy, Austin, TX
 Mortgage Services™ Suite A105
 Insurance Services® Suite A110 (by appointment only)
 Wealth Management® Suite A110 (by appointment only)





Image courtesy of Austin Community College.

“UFCU has committed to helping us design a program that empowers students of all ages to learn about money management, develop a positive banking relationship, and save money. Together, we’re creating a model that can be replicated by other institutions committed to improving financial wellness in our communities.”

—Karen Serna
Director, ACC Student Money Management Office
UFCU Member Since 2010

Partnering with ACC for Rainy Days

The difference between a financial setback and achieving the next step in your financial journey could simply be preparation, but planning for the unexpected requires commitment. We know it can be difficult to get started. At UFCU, we’re devoted to you, and we’re committed to providing for your well-being. To help drive your success, we’ve partnered with the ACC Student Money Management Office to provide incentives for students to save. Our hope is that this program will change lives.

ACC Students, Get Paid to Save!

Earn extra cash, just for building your emergency fund. You’ll get \$25 deposited directly into your account when you achieve each of these goals:

- Set up direct deposit, or direct a portion of your income tax refund to your account.
- Complete your 2019/2020 FAFSA (Free Application for Federal Student Aid).
- Maintain a balance of \$475 or more for at least 30 days.

Visit AustinCC.edu/SEF to get started.

DO GOOD Employee Volunteer Program Update

Because we believe credit unions should work for the sustainable development of our communities, our DO GOOD program supports our employees in their volunteerism and philanthropy.

- UFCU employees contributed **\$25,226** to organizations that support education, employment, housing affordability, health care, human services, animal services, arts, culture, and the environment.
- UFCU contributed **\$21,976** in matching corporate donations to these organizations.
- UFCU employees volunteered **2,804 hours** serving our communities under the UFCU Volunteer Time Off program.

Visit UFCU.org/CommunityImpact to learn more about our initiatives.

Donation totals as of October 31, 2018



Apollo B | Member Since 2012

The Truth About “No Haggle” Car Deals

More and more “no haggle” dealerships are springing up across the nation. Before you start shopping, let’s take a look at the benefits of buying online, and consider what you might give up if you skip the dealership.

Consumer Reports has reported that more automakers are choosing to make it easier for consumers to purchase a car without ever stepping foot into a dealership.¹ This is a bold acknowledgment of the stigma that has grown up around car buying. (Goodbye to an entire Saturday waiting around a dealership.) So, what are the arguments for and against?

The Pros

- Less stress — Many people get nervous about bargaining all day with a professional salesperson.
- More predictable — You’ll usually know precisely what you’re getting into, in terms of cost and time frame, before you sign on the dotted line.
- More choices — You won’t be limited to the cars on a single lot. And you won’t need to visit multiple dealerships to test drive multiple cars. You can trade this gain in time for research, budgeting, and planning.

The Cons

- Pricing — You’ll likely pay a higher premium, although not always. Experiences vary, but prices tend to rise in exchange for convenience. It might be a better way to spend your Saturday, but be sure to consider the overall loan-to-value implications.
- No wiggle room — While many people prefer not having to bargain, there are consumers who like haggling. This would no longer be an option.
- Research — You’ll have to do your homework ahead of time. Let’s also acknowledge the excellent salespeople who have helped to inform and comparison shop for consumers over the years. There are still consumers who are loyal to dealerships and the professionals who work there for this very reason. As with advances in other areas of technology, it’s a shame to consider the possibility of fewer personal relationships in the marketplace.

Best Practices

We recommend you consider the pros and cons before you decide. What is more appealing to you? Less stress? Or a better deal? Apply these best practices when you shop for your next car, regardless of your approach:

1. Get recommendations from trusted friends and family.
2. Know your budget. It’s always best to get preapproved before you start shopping.
3. Research and comparison shop. Take advantage of well-respected resources like Consumer Reports® (ConsumerReports.org), Kelley Blue Book® (KBB.com), and the National Automobile Dealers Association (NADA.com).

Call us at (512) 498-CARS (2277), (800) 252-8311, or stop by any financial center to learn more.



Congratulations to these exceptional UFCU mortgage loan officers, named among the top loan officers in the ABJ 2018–2019 *Book of Lists*.

- #3 David Medrano | NMLS #568150
- #12 Rohan Kothare | NMLS #888266
- #17 Scott Williams | NMLS #568139
- #22 Matt Atkins | NMLS #1128669
- #24 Tiffany Hentrup | NMLS #509718
- #31 Andy Garcia | NMLS #1065745
- #32 Ryan James | NMLS #509719
- #37 Yvonne Noack | NMLS #509721
- #38 Randy Elliott | NMLS #952536
- #40 Brad Neal | NMLS #264443
- #42 Scott Ramsey | NMLS #509722
- #48 Armando Garcia | NMLS #1065747
- #55 Maria Sweet | NMLS #1171257
- #59 Scott Wilson | NMLS #111410
- #61 Sonia David | NMLS #177662
- #66 Javier Lozano | NMLS #1565920
- #68 David Amelang | NMLS #1123201
- #70 Jennifer Jimenez | NMLS #581426

We're proud of these outstanding professionals and the entire Mortgage Services team, who contributed to a remarkable year and helped UFCU to be named the #1 mortgage company in Austin for the third year in a row.

Jonathan G | Member Since 1998

Building Community, Home by Home

Homeownership is undoubtedly a key milestone on the path to prosperity for many Americans. But achieving prosperity requires more than a single purchase, even if it is the largest one most of us make in our lifetime. For so many of us, owning a home is not simply an investment. It's about being a committed part of our communities, putting down roots, and raising our families.

In 2017, UFCU helped 2,869 hard-working Members purchase new, refinance, or free some of the equity in their current homes. We are proud and humbled to be a part of this process that transforms the lives of so many of our Members who call Central Texas and Galveston County home.

Congratulations to those who have made the dream of homeownership a reality! When our community is strong, we are strong. The UFCU Mortgage Services team remains committed to the highest Member service. We actively strive to make the complex process of buying or refinancing a home as transparent and smooth as possible.

When you're ready for homeownership, whether that means making an offer or exploring how to improve your credit so you can be prepared when the time is right, put Austin's #1 mortgage company to work for you. Call us at (512) 997-HOME (4663) or (800) 476-8409.



UFCU NMLS #441215
8303 N MoPac Expressway, Austin, TX 78759

Seminars and Events

UFCU seminars and events are built upon four pillars of educational focus, designed to help you at every stage of your journey: spending, saving, borrowing, and planning.

Visit UFCU.org/Events to register or read complete seminar and event descriptions.



FOCUS

DATE

TITLE

TIME

LOCATION

Borrow	Jan 17	Home Buying	6–7:15 PM	University
Plan	Jan 23	Retire on Purpose*	6–7 PM	Steck
Plan	Jan 29	Retirement Income Planning*	6–7 PM	North Guadalupe
Borrow	Feb 7	Home Buying	6:15–7:30 PM	UFCU Plaza Event Center
Plan	Feb 12	Planning for Long-Term Care <i>Protecting Your Life Savings*</i>	5–6 PM	Galveston
Borrow	Feb 12	Understanding Your Credit Score	6:15–7:15 PM	Mueller
Plan	Feb 21	Investment Basics*	6–7 PM	UFCU Plaza Event Center
Plan	Feb 27	Life Insurance Basics*	6–7 PM	Brodie
Plan	Mar 2	Shred Day	10 AM–noon <i>or until truck is full</i>	North Guadalupe
Save	Mar 6	Saving and Money Management	6–7 PM	University



Plan	Mar 13	Planning for Long-Term Care <i>Protecting Your Life Savings*</i>	6–7 PM	Steck
Plan	Mar 14	Retirement Income Planning*	6–7 PM	Whitestone
Plan	Mar 26	Estate Planning Basics*	6–7 PM	Mueller
Plan	Mar 27	Auto Insurance	6–7 PM	UFCU Plaza Event Center
Plan	Apr 10	Social Security*	6–7 PM	Brodie
Borrow	Apr 24	Understanding Your Credit Score	6:30–7:30 PM	Scofield
Plan	May 6	Teacher Retirement System (TRS) 101*	5:00–6:30 PM	Victory Lakes
Borrow	May 9	Home Buying	6–7:15 PM	North Guadalupe
Plan	May 23	Retirement Income Planning*	6–7 PM	UFCU Plaza Event Center
Plan	May 28	Social Security*	6–7 PM	North Guadalupe
Plan	Jun 1	Shred Day	10 AM–noon <i>or until truck is full</i>	North Guadalupe
Plan	Jun 5	Retirement Income Planning*	6–7 PM	Brodie
Plan	Jun 11	Retirement Income Planning*	6:15–7:15 PM	Teravista
Plan	Jun 12	Managing Healthcare Costs in Retirement*	6–7 PM	Steck

* Non-deposit investment products and services are offered through CUSO Financial Services, L.P. ("CFS"), a registered broker-dealer (Member FINRA/SIPC) and SEC Registered Investment Advisor. Products offered through CFS: **are not NCUA/NCUSIF or otherwise federally insured, are not guarantees or obligations of the credit union, and may involve investment risk including possible loss of principal.** Investment Representatives are registered through CFS. UFCU has contracted with CFS to make non-deposit investment products and services available to credit union members. CFS does not provide tax or legal advice. For such guidance, please consult a tax and/or legal advisor.

Get Savings Savvy

One of the great benefits of being a UFCU Member is having access to a wide range of savings¹ options. But how do you know which strategy is best for you? Here's a primer on UFCU savings accounts to help you make the most of your investments.

Jesse P | Member Since 2010

Standard Savings Accounts

With only \$5 required to open an account, a standard savings account is an ideal place to begin. These accounts are a good place for emergency funds with easy access and free withdrawals.² Plus, as your balance grows, so does the interest you can earn through dividends, which are paid quarterly. UFCU even offers account options for minors to help them develop good savings habits. We recommend setting up regular automatic transfers from your checking account to establish a reliable routine.

Money Market Accounts

A money market account is a good short-term savings option that offers higher yields and flexible access to your funds. An opening balance of \$2,500 is required, and earnings compound and are paid monthly. Members can sweeten those earnings even more, earning an additional .20% APY³ over the standard rate by making at least 10 qualifying checking account transactions monthly. Here

again, regular automatic transfers from your checking account are a best bet.

Certificates

If you're looking for higher interest rates and can park your savings for longer periods, a certificate might be a good option. With a \$1,000 minimum investment, you can lock in your interest rate from three months up to five years. Dividends are paid monthly, and we encourage you to visit UFCU.org for the latest rates. You also can take advantage of rising interest rates with a UFCU Step-Up Certificate, which lets you "step up" your rate one time during a 24-month period. Note that early withdrawals on all certificates incur penalties, so carefully choose your investment period. Members ready to make a larger investment can take advantage of our jumbo rate and earn .25% APY³ more on certificates of \$100,000 and more.

IRAs

Individual Retirement Accounts offer savers a way to grow their savings

and reduce taxes.⁴ You can choose from traditional and Roth IRAs, with either fixed or variable rates. With traditional IRAs, contributions are tax deductible in the year they are made, and you don't pay taxes on the contributions or earnings until withdrawing funds. If you expect to be in a higher tax bracket in retirement, consider a UFCU Roth IRA. With a Roth IRA, contributions are not tax deductible now, but withdrawals are tax-free. (There are limits on the amount you can contribute to each type of account and when you can make penalty-free withdrawals.)

There are multiple options to help you get savings savvy. Even young savers can get in on the action with Early Saver Certificates, which require only a \$100 deposit. Plus you can rest easy knowing all savings are federally insured up to \$250,000.

Call us at (512) 467-8080, (800) 252-8311, or stop by any financial center to learn more.



Savings

Fee-free, insured, and easy to manage

Withdraw anytime

Dividends paid quarterly⁶

\$5 minimum

\$0 monthly fee



Money Market

Ideal for higher yield, short-term savings

Withdraw anytime

Dividends paid monthly⁶

\$2,500 minimum

\$0 monthly fee



Certificates

Lock in a rate and let your funds grow

3–60 month terms

Dividends paid monthly⁶

\$1,000 minimum

\$0 monthly fee



IRAs

Let your funds grow and save on taxes

3–60 month terms (or withdraw anytime⁵)

Dividends paid monthly⁶

\$100–1,000 minimum

\$0 monthly fee

¹ Federally insured by NCUA up to \$250,000

² Federal regulations establish the maximum number of times you can make remote withdrawal transactions on your savings account. Each month, you may have a maximum of six remote withdrawal transactions.

³ APY = Annual Percentage Yield

⁴ UFCU does not provide tax or legal advice. For such guidance, please consult a qualified tax and/or legal advisor.

⁵ IRS penalties apply

⁶ Dividends are calculated by the daily balance method. Dividends are based on UFCU's earnings at the end of a dividend period, and cannot be guaranteed.



New Credit Card Rewards Program Coming in 2019

We are excited to bring you more benefits, rewards, and options than ever before with an enhanced credit card rewards program.

Visit [UFCU.org/CreditCardUpdate](https://www.UFCU.org/CreditCardUpdate) to learn more.





Elizabeth P | Member Since 2008

Why Insurance Bundles Are a Good Deal

You may have heard of bundling your insurance policies, but have you done it yet? If you're not sure what it means, it's simple: It merely means buying multiple types of insurance (such as vehicle and property) from a single insurance carrier. Carriers generally benefit from bundles by mitigating turnover and generating revenue, so they can reward consumers who bundle with discounts. There are three main reasons to bundle your insurance policies:

- **You can save money.** On average, insurance carriers offer up to a 30% discount for bundling policies.
- **It's convenient.** When you use one company for all of your insurance policies, you can enjoy the familiarity of working with just one representative. If the carrier knows you and is aware of your assets and personal situation, it will be a simpler process when you need to make a policy change or file a claim.
- **You could benefit from a combined deductible.** Separating your policies can make your claims cost more. For example, imagine that your policies were not bundled, and a hailstorm damaged your roof and vehicles simultaneously. You would have to file separate claims and pay separate deductibles to repair the damage to your home and autos. If your policies were bundled under one insurance carrier, it's possible, if not likely, that you would have to file only one claim for the singular event and pay only one deductible. (Typically, you would pay the higher deductible of your policies, but it could still lead to significant savings.)

Your insurance agent is your advocate and can help you navigate the insurance-buying process. Simplify your life, and maximize your savings when you bundle your insurance. Connect with a UFCU Insurance Services agent today at (512) 421-8100 or (800) 223-4197.



Cassandra P | Member Since 2017

Doing What Makes Sense for Life

Cassandra wears many hats. She recently transitioned to motherhood, and is ready to take her business to the next level.

“When we got pregnant, I had a tiny, two-door car. I knew it was not going to work anymore. So I called UFCU and told them I needed a bigger car, and we had it that day! It has been a godsend, especially with all of the things that come with a new baby and the inventory and supplies I have to haul around for work. Moving forward, I'd like to grow my business. That means hiring more people and getting help. UFCU was so helpful with the car loan. I'm hoping to get a small business loan that would allow more time for me to enjoy being a new mom.”

At UFCU, you're a Member — not an account number. Do you have a great story to share? We'd love to hear it! Visit [UFCU.org/MyStory](https://www.ufcu.org/MyStory) and tell us about your experience.



Should You Buy Long-Term Care Insurance?

It can be difficult to discuss, but it's something many of us will have to grapple with at some point, if not for ourselves, a loved one. The longer you live, the greater your chances of needing long-term care (LTC). And with life expectancies steadily increasing, the likelihood of needing LTC can be expected to grow in years to come.

Who Needs Long-Term Care Insurance?

Of adults age 65 and older today, 70% will need long-term care services.¹ The good news is that there are more services and solutions than ever before. Today, LTC includes services designed to help people live independently in their own homes. The most common LTC is personal care, which includes help with everyday tasks like bathing, dressing, taking medications, or getting services related to transportation and meals. LTC doesn't always mean chronic, lifelong care. For many people, LTC is focused on rehabilitation and recovery. Services vary widely, and that's a good thing.

Won't the Government Look Out for Me?

Medicare provides minimal short-

term coverage for intermediate care, but only if you're confined to your home and treatments are doctor-ordered. Medicare provides nothing for common, personal care tasks.

Medicaid covers long-term nursing home costs, but only for those with low income and few assets. (Eligibility guidelines vary by state.) Once you qualify for Medicaid, you'll have few choices about your care. Only Medicaid-approved facilities can accept you, and your chances of staying in your own home are slimmer.

It's Wise to Look Out for Yourself

If you want to retain your independence, protect your assets, and maintain your standard of living while guaranteeing access to LTC options, you might consider LTC insurance.

The younger and healthier you are when you buy LTC insurance, the less your annual premium rate will be. This insurance might be right for you if:

- You're between 40 and 84 years old
- You have significant assets you'd like to preserve as an inheritance or a bequest
- You have income from employment or investments, in addition to social security
- You can afford LTC insurance premiums (now and in the future) without changing your lifestyle

CUSO Financial Services, L.P.² at University Federal Credit Union offers LTC insurance solutions that can help you prepare for whatever life brings next. Call us at (512) 467-8080 x21081 or (800) 252-8311 to learn more.

¹"How Much Care Will You Need?" LongTermCare.gov, February 21, 2017.

² Non-deposit investment products and services are offered through CUSO Financial Services, L.P. ("CFS"), a registered broker-dealer (Member FINRA/SIPC) and SEC Registered Investment Advisor. Products offered through CFS: **are not NCUA/NCUSIF or otherwise federally insured, are not guarantees or obligations of the credit union, and may involve investment risk including possible loss of principal.** Investment Representatives are registered through CFS. UFCU has contracted with CFS to make non-deposit investment products and services available to credit union members.

Annual Meeting and Election of Directors

An election for four places on the Board of Directors is scheduled on April 1, 2019, in conjunction with the University Federal Credit Union Annual Meeting.

Chairman of the Board John A Martin appointed a Governance/Nominating Committee chaired by Molly Beth Malcolm, EdD, LPC. The Committee nominated the following Members to serve as UFCU Directors for three-year terms, respectively: Linus N Akanoh, Adriana R Cruz, Kathryn E Hoyt, and C Cale McDowell. UFCU bylaws permit other nominations by petition if signed by 500 qualified Members and, together with a statement of qualifications and signed certificate stating the nominee is agreeable to such nomination and will serve if elected, is submitted to the office of the Senior Manager, Assurance Services by 5 PM Central Standard Time on February 1, 2019. The election will be conducted by mail ballot only if there exists one or more petition candidates. Bylaws do not allow nominations from the floor at the annual meeting when one or more candidates exist for each open position.

For more information about the election process, including how to obtain related documents, please contact the office of the Senior Manager, Assurance Services at (512) 467-8080 or (800) 252-8311 x 22312.

Annual Meeting

Monday, April 1, 2019 | 5:30 PM

UFCU Plaza Event Center | 8303 N MoPac Expy, Austin, TX



Linus N Akanoh, Jr, CIA, CISA, CRMA, CGMS is a Risk Intelligence Senior Manager with Deloitte Risk and Financial Advisory. He has more than 11 years of diversified professional services experience in the areas of crisis management, finance transformation, and disaster recovery grants management. In his current role, he helps clients in the development and operationalization of strategies to achieve timely, cost-effective, and compliant recovery from natural disaster and human-made crises. A skilled facilitator, Mr Akanoh helps client teams and executives tackle tough business challenges through immersive lab experiences such as Deloitte Business Chemistry and the Strategic Risk Lab. Mr Akanoh has worked as adjunct faculty at the Bill Munday School of Business at St Edward's University. He currently serves as a member of the University's Board of Trustees.



Adriana R Cruz is the President of the Greater San Marcos Partnership, the regional economic development organization for San Marcos, Hays, and Caldwell Counties, established to diversify and strengthen the regional economy in the fast-growing corridor between Austin and San Antonio. Mrs Cruz has more than 23 years of leadership experience in economic development, marketing, and international business. Her most recent accomplishments include the announcement of more than 5,700 new jobs and more than \$280 million in investments in the region, including the San Marcos Amazon fulfillment center. Prior to assuming this role, Mrs Cruz was the Vice President of Global Corporate Recruitment for the Austin Chamber of Commerce and was Director of Marketing in Governor Perry's Economic Development and Tourism office. In addition to serving on numerous local and regional boards, in January 2016 she was appointed by Governor Abbott to the Texas Economic Incentives Oversight Board and was named a Profile in Power: Central Texas Women of Influence by the *Austin Business Journal* and one of Bizwomen's 100 Women to Watch by ACBJ. Mrs Cruz holds a BBA in Marketing from The University of Texas at Austin™.



Kathryn E Hoyt is a finance and operations professional with more than a decade of experience in the nonprofit arena. She has worked with organizations including Wonders & Worries, Texas Mamma Jamma, and Austin Young Chamber. Ms Hoyt specializes in financial reporting, operational efficiency, and strategic planning. She has a BS in Business Administration with concentrations in Management, Marketing, and International Business from the University of Southern Maine. Ms Hoyt is a member of The Society of Women Entrepreneurs, the Austin Young Chamber, and Austin Nonprofit Financial Leaders. Philanthropically, Ms Hoyt has spent the last year continuing her tenure as a Big Brothers Big Sisters volunteer and served on the University Federal Credit Union Supervisory Committee. Ms Hoyt has always been passionate about supporting nonprofits, especially those targeting the needs of children. She has been involved with a variety of nonprofits for more than 20 years. She grew up in the Northeast and made Maine, Rhode Island, Spain, and Italy home before settling in Austin in 2009.



C Cale McDowell, JD is a partner in Jackson Walker's Corporate & Securities group and a member of its Mergers & Acquisitions, Fund Formation, Private Equity, International and Real Estate practices. Mr McDowell represents public and private companies, investor groups, and investment fund sponsors in a broad array of engagements, including mergers, acquisitions and divestitures, the structuring and formation of investment funds, joint ventures and other entities, offerings of debt and equity securities, and general corporate governance, securities, and transactional matters. His clients include private equity funds, private real estate investment funds, public and private real estate investment trusts, hedge funds and family offices, as well as large publicly traded operating companies, privately held companies, and startup ventures in a wide variety of industries. Mr McDowell is involved in both domestic and international transactions, including the representation of US clients in significant cross-border transactions in the British Virgin Islands, Canada, Cayman Islands, Cyprus, Germany, India, Iraq, Mexico, the Netherlands, Norway, South Africa, Singapore, South Korea, and Switzerland.



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The Best Part of UFCU Is You!

University Federal Credit Union® experienced many successes in 2018:

RECENT ENHANCEMENTS

- Launched our VA Home Loan program
- Opened our newest location, UFCU Mueller
- Introduced our latest on-the-go service, Pre-Order Pickup
- Made more details available for pending transactions and check holds in our Mobile Banking app

RECOGNITIONS

- Michael Crowl named a “Best CFO of 2018” by the *Austin Business Journal*
- UFCU named #1 Mortgage Company and #1 Credit Union by the *Austin Business Journal* for the third consecutive year
- UFCU named “Best Credit Union,” “Best Mortgage Lender,” and “Best Bank” by the *Austin American-Statesman* in their 2018 Best of the Best Awards

None of it would be possible without our outstanding Members and our dedicated employees. **Thank you for your membership!**

