

Alamo Community College District  
San Antonio, Texas

# ANNUAL BUDGET

Fiscal Year 2017-18



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ALAMO  
COLLEGES  
DISTRICT

Dare to Dream. Prepare to Lead.



# ALAMO COMMUNITY COLLEGE DISTRICT

## FY 2017-2018 Annual Budget

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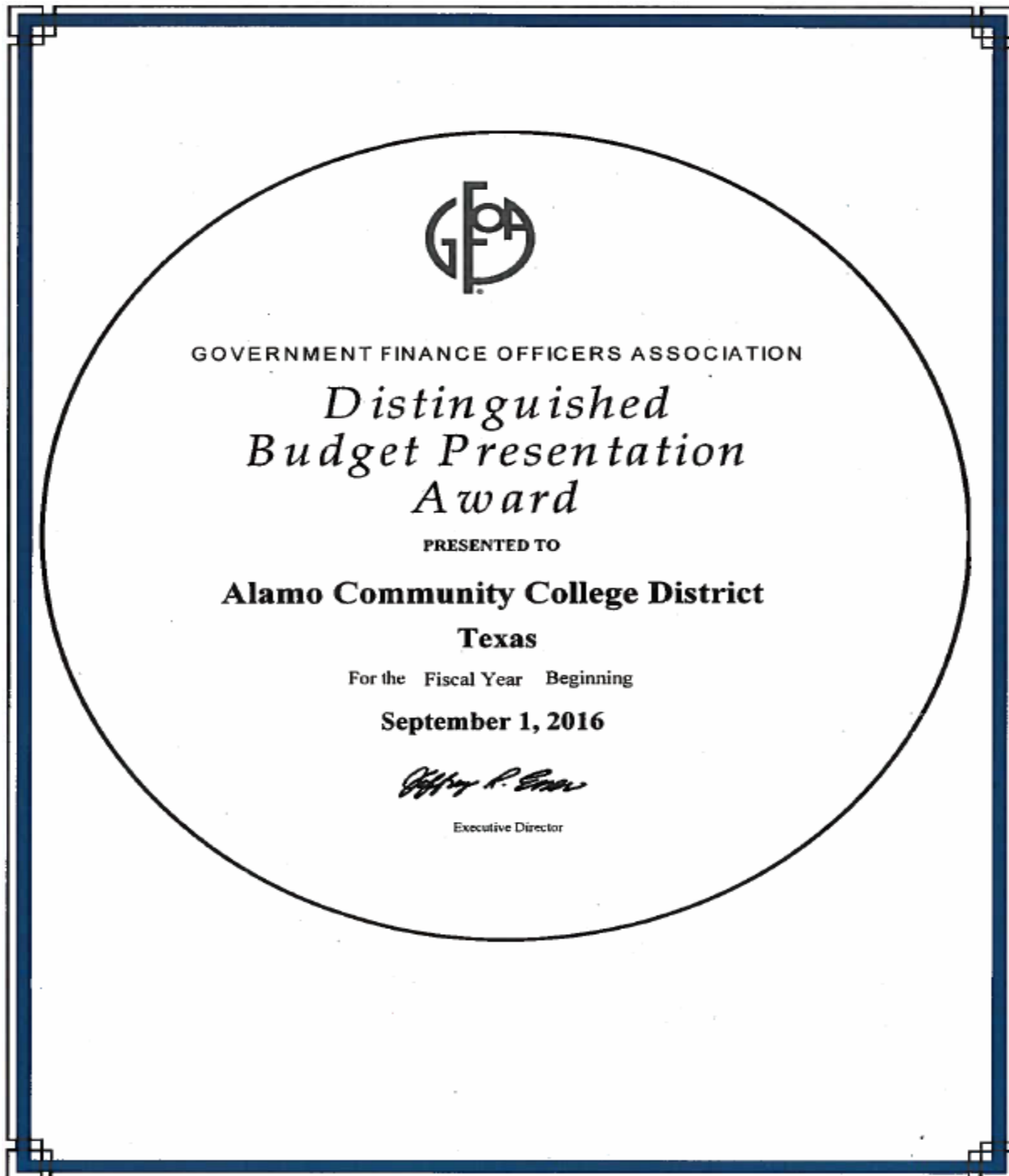
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Alamo Colleges District was awarded its seventh Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its FY 2016-2017 Operating Budget. This award is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government budgets. The budget document must meet program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year.



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# INTRODUCTION



## Message from the Chancellor

December 1, 2017

Members of the Board of Trustees and Residents of the Alamo Colleges District service area:

It is my pleasure to present the Alamo Colleges District FY 2017-2018 Annual Budget. This budget is the ninth consecutive annual budget with a focus on strategies that improve student success and efficiencies to guarantee long-term financial strength. The direction has been and is to balance the budget without employee layoffs, furloughs, or salary cuts. We have saved \$50+ million over the last nine years, while protecting our employees' jobs, and maintaining quality education for the students we serve.

The Alamo Colleges District continue to be a fluid organization, willing and able to re-direct resources and align our processes with our key areas of focus: (1) Enrollment growth and aligning funding to instruction, academic support and student services, (2) Supporting our key strategic objectives, (3) Maintaining a safe and secure education and work environment, and (4) Taking care of our employees.

The Alamo Colleges District has conducted an inclusive strategic planning process coordinated by the Strategic Planning and Performance Excellence department that has culminated in the development of a set of priorities for sustained national excellence with a vision to be the best in the nation in Student Success and Performance Excellence. These six strategic objectives are:

1. Quality
  - a. Accreditation, signifying that Alamo Colleges has a purpose appropriate to higher education and has resources, programs, and services sufficient to accomplish and sustain that purpose.
  - b. Credits earned will be recognized by other higher education institutions and students are eligible for Title IV funds (student financial aid)
2. AlamoADVISE
  - a. A case management model based on intentional and continuous advising interventions and tools that guide each student on his/her academic and career pathway
  - b. Provides a systematic and integrated series of ongoing conversations among students, faculty, and staff to establish a pathway to educational, career, and life goals
  - c. Benefits include individual support and encouragement, along with continual feedback, through advisors and faculty mentors
3. AlamoENROLL
  - a. Provides efficient access and enrollment processes from application to registration to ensure each student is admitted and enrolled successfully and fully ready for the first day of classes
  - b. Creates an easier process for application, admission, registration and payment experience, which reduces student drops for non-payment
4. AlamoINSTITUTES
  - a. Career pathways with clusters of related academic programs (program requirements and sequences) that incorporate academic support and co-curricular learning
  - b. Clearly-defined, manageable choices with guided exploration, providing a clear roadmap to student end goals with sequenced and connected courses
  - c. Creates and provides a clear pathway from high school through Alamo Colleges through transfer to career
  - d. Reduces the loss of transfer credits to degree, creating a cost savings to students and tax payers
5. Completion (4DX)
  - a. Increase in certificates and degrees using the Covey 'Four Disciplines of Execution' model which focuses all units and departments on engagement toward completion goal
  - b. Increase student completions through the discipline of focusing on a "wildly important goal"
  - c. Increases the number of students who stay until completion



6. Dual Credit

- a. Students earn college credit and high school credit simultaneously through dual credit in high schools, the Alamo Academies and Early College High Schools
- b. Creates a college-going culture across the service area by providing access to high school students to earn college credits while in high school
- c. Alamo Colleges District offers this at no cost to high school students and parents

The Alamo Colleges District is focused on providing services to students to help the state meet the goals set forth in the '60x30TX' higher education strategic plan. The goal of this state-wide initiative is for 60 percent of "Generation Texas" to have a postsecondary credential or degree by 2030.

In closing, we recognize there are many paths to student success; some students want to earn a degree or certificate and then get a job. For others, success is defined as transferring to and graduating from a four-year college. For some, success is acquiring a set of skills needed in the workforce to get a job, to get ahead in their current job, or perhaps even change careers. Regardless of the path, Alamo Colleges wants to reshape its students' futures by allowing them the means to meet their educational objectives. The FY 2017-2018 budget is designed to support the student success initiatives described above and provide the needed resources for our faculty and staff to provide skilled instruction and "high-touch" interactions with students to ensure retention and achievement of their educational goals.

Many thanks to the Alamo Colleges District family for their continued dedication and contributions in helping our students achieve their educational goals.

Sincerely,

Bruce H. Leslie, Ph.D.

Chancellor





## Organizational Description (Who We Are)

People recognize the Alamo by its distinctive architectural shape. But it is best remembered for the way it reshaped history—as a mission, as a battle site, as a symbol of freedom. As its namesake, the Alamo Community College District (Alamo Colleges District or ACD) has had its own inspirational impact on society. From our origin as a community college district in 1945 through decades of change and expansion, we have fought to make higher education accessible and affordable for all. Today, five colleges fulfill this promise with a vast array of courses and 2-year degrees. Our credits transfer to four-year universities for those pursuing advanced degrees, and our workforce development and continuing education programs help individuals build new careers and meet the needs of business. In short, we empower people and reshape futures.

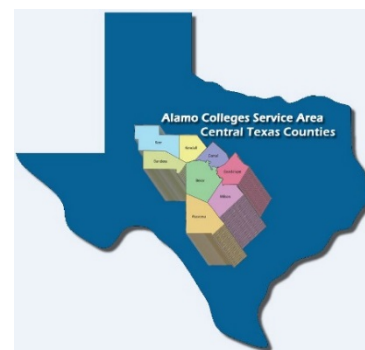
ACD serves the Bexar County community through its programs and services that help students succeed in acquiring the knowledge and skills needed in today's world. Students are taught by highly qualified faculty with Master's and Doctorate degrees dedicated to creating a learning centered environment. Student services include advising, computer labs, tutoring, financial services, services for the disabled, developmental instruction, veteran's services, and job placement.

ACD consists of five colleges strategically located throughout its service area. It is a two-year, comprehensive public community college that provides programs toward an Associate of Arts, an Associate of Science and an Associate of Applied Science. These degrees transfer to four-year colleges and universities. In addition, the ACD offers certificates of completion in a variety of technical and occupational fields.

The ACD, a Hispanic Serving System which includes the nation's only college that is both a Historically Black College and a Hispanic-Serving Institution, is the nation's third largest producer of Hispanic nurses, and is one of Texas' largest provider of online post-secondary education. A vibrant international program brings Central American and other teachers to San Antonio for advanced education while affording students and faculty the opportunity to travel to all regions of the world.

The five colleges that comprise ACD include: St. Philip's College (SPC), founded in 1898; San Antonio College (SAC), founded in 1925; Palo Alto College (PAC), founded in 1983 ; Northwest Vista College (NVC), founded in 1995; and Northeast Lakeview College (NLC), founded in 2007. All of the colleges are within San Antonio city limits except Northeast Lakeview, which is within the town limits of Universal City, just to the northeast of San Antonio. District Support Operations (DSO), located in downtown San Antonio, provides administrative services and support to the five colleges under Collaborative Agreements. Each College operates with significant autonomy in accordance with ACD's unique Participatory Leadership model of collaborative leadership between the Colleges and DSO. Based on that autonomy, each College is accredited independently by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees and certificates.

ACD is the tenth largest community college system in the United States and the third<sup>1</sup> largest in Texas. Our service area includes all of Bandera, Bexar, Comal, Kendall, Kerr and Wilson Counties, and most of Atascosa and Guadalupe Counties. Community colleges are chartered to serve the communities in which they are located as a higher education alternative to four-year university systems. They serve as stepping stones for students to accomplish their educational goals, which typically include transfer to one of those universities or the acquisition of skills needed to secure employment. San Antonio is the seventh-largest city in the nation with an estimated 1.5 million people, of which 63.2% are Hispanic. Of all students enrolled in post-secondary education in the



<sup>1</sup> Source: Texas Higher Education Coordinating Board  
Compiled by TACC -10/29/17



city, approximately 22.9% are enrolled in one of our Colleges. A recent \$450 million capital improvement program will allow us to create some of the best facilities for teaching and learning in the country.

Our Colleges are open-door institutions whose students come to college with various goals and at various levels of preparedness. Consequently, we serve students and the community with transfer courses, academic and technical degrees, and workforce development and continuing education options, offering more than 325 degree and certificate programs. Our educational program and service offerings are designed to meet the educational goals and service needs of our students. We deliver these services through semester, flex, weekend, and evening courses.

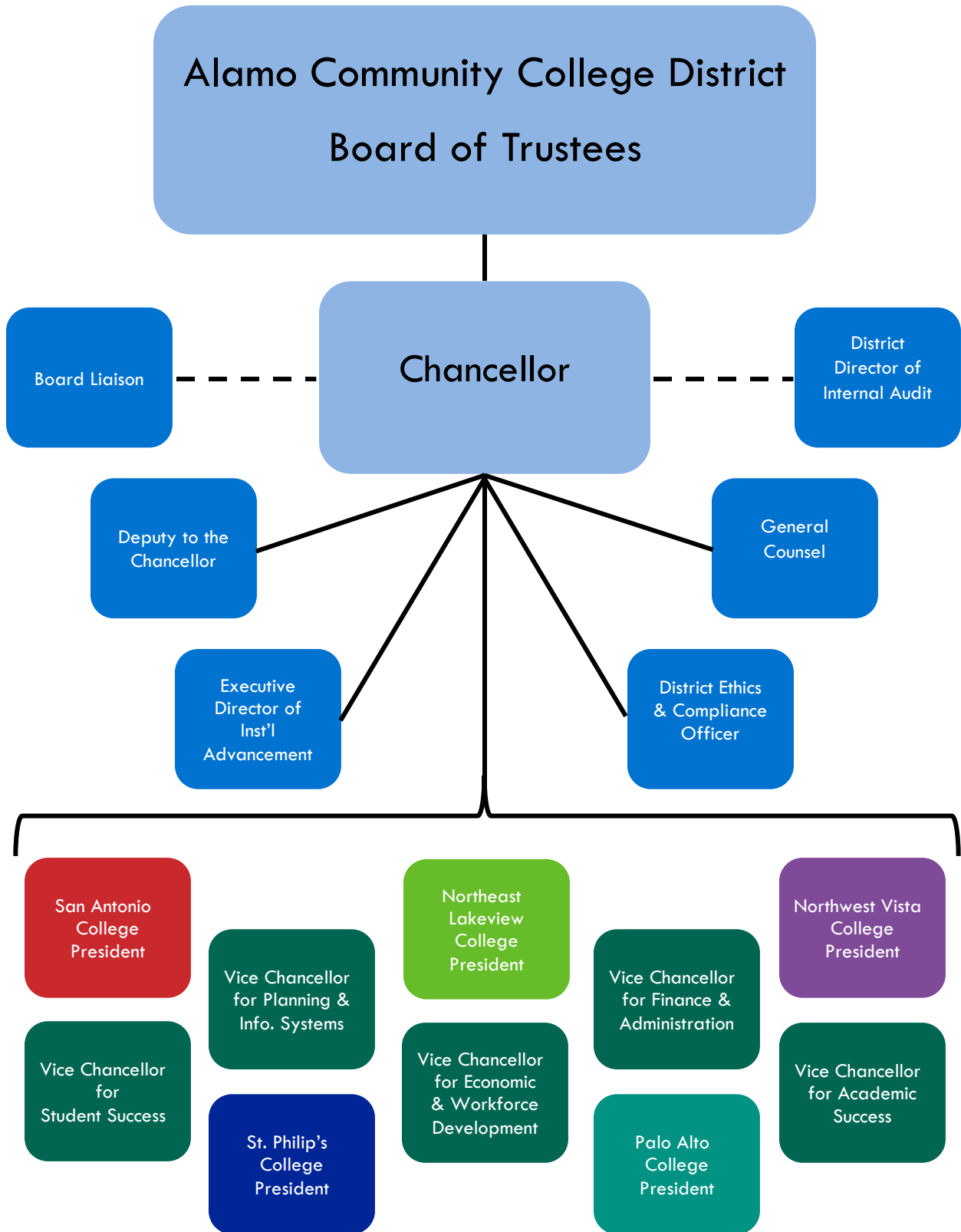
## Off-Campus Sites

The Alamo Colleges District also maintains several off-campus sites in an effort to better serve the residents of Bexar County and those located within the surrounding service area.

- St. Philip's College Southwest Campus
- Workforce Center of Excellence
- St. Philip's College Military Base Locations
- Palo Alto College Off-Campus Locations
- Northwest Vista College Southwest Research Institute Center
- Central Texas Technology Center, New Braunfels, TX
- Alamo Colleges Community Education Centers
- Westside Workforce Education and Training Center
- Greater Kerrville - Alamo Colleges Center
- First Responders Academy(FRA), Von Ormy, TX
- Alamo University Center



Organizational Structure/Organizational Governance





The Chancellor is the Chief Executive Officer (CEO) and reports to a 10-member Board of Trustees (Board); the members represent nine different districts in the San Antonio area and are elected by community members to serve for a term of six years. The 10th member is student selected by the Board from the student associations of the five Colleges who serves a term of one year. ACD is the only community college in Texas with a student trustee. The Board acts as a Committee of the Whole and is comprised of five committees: Student Success; Building, Grounds, and Sites Selection; Policy and Long Range Planning; Audit, Budget and Finance; and Legal Affairs. Committees provide oversight of operations in their areas of responsibility and issue guidance and direction in the form of Board Policies.

By state statute, the Board is the governing body that sets policy, appoints the Chancellor, levies property taxes, and approves the budget. The Board is the final authority on all matters of governance for the organization. College Presidents report to the Chancellor, serve as CEOs of their college; and sit on the Presidents and Vice Chancellors (PVC) team, the senior decision-making body within the organization.

### Performance Evaluation

The Chancellor's performance goals are set annually by the Board in its annual "Charges to the Chancellor", which currently address AlamoEngage, AlamoWay, Project Management, General Obligation Bond, Workforce Needs of the City/County and Service Area, District Support Building, Achieving Higher Graduation and Completion Rates, Alamo Colleges On-Line (ACOL), System of Metrics, AlamoInstitutes, Open Educational Resources, Emergency Responsiveness Strategy (ERS), SACSCOC Accreditation, and the Communication Plan. The Charges are aligned with the Alamo Way priorities, the Strategic Plan and Measures of Success, all of which are documented on the ACD Strategy Map. At the end of the performance year, the Board evaluates the Chancellor's performance relative to the Charges and determines compensation based on performance results. The Charges are loaded into the AlamoTALENT Performance Management Module as SMART Goals so all employees have line of sight to the Chancellor's Goals and their alignment to the Strategic Plan. In addition, the Chancellor assigns some of the Charges to the College Presidents (CPs) and Vice Chancellors (VCs) which are also visible to all employees so that each can align their own SMART Goals to those of their leaders and plan requirements. The Charges are reinforced in the annual contracts issued to Administrators and progress toward achievement of the goals is recorded by the Chancellor, CPs, VCs, Administrators and each employee throughout the year so that organizational progress can be monitored and actions directed when needed. At the end of the year individual and organizational progress toward goal achievement is assessed. During strategic planning and budget development CPs, VCs, and their teams develop Unit-specific plans and goals aligned to the Charges for the upcoming fiscal year. These goals and a report on the status of prior year goals is presented to the Board as an integral part of the budget planning process.

The Board established Policy B.3.2 in 2011 requiring a self-evaluation and now conducts self-evaluations every odd-numbered year. Results are used to improve Board processes through identification of opportunities for improvement and subsequent implementation of improvement actions. For example, as a result of an identified theme about new members not getting up to speed fast enough, the Board developed a mentoring program that expedites a new member's orientation to their responsibilities and status of the organization.



## Strategic Plan

Our mantra “Students First” reflects our commitment to our key customer and the community we serve. Operating on the belief that education is the central element in improving lives, we are wholly focused on our students and providing the opportunity for and producing success for each and every one. This belief is reflected in our Guiding Principles - the Mission, Vision, and Value (MVV) statements - as well as our Core Competencies that support them. Based on the autonomy that our Colleges possess, they are authorized to tailor their Mission and Vision statements so as to integrate their own specific objectives while maintaining alignment with ACD. The MVV help define our culture and encompass the width and breadth of ACD commitment, passion and obligation. Our Mission statement captures the essence of our passion, beliefs, and driving forces; our shared Values guide our student- focused and collaborative nature which strives to take into account cultural differences as well as contemporary academic needs; our Vision expresses the essence of what we strive to become. We ensure that our defined core competencies relate to our mission through the Strategic Planning Process (SPP), during which the MVV guide development of specific Strategic Objectives (SOs) and Goals, and the Core Competencies required to attain them.

- **Strategic Objective I: Student Success**

Provide academic and student support and align labor market-based pathways with a focus on Achieving the Dream to achieve student completion.

- **Strategic Objective II: Principle-Centered Leadership**

Provide opportunities for Alamo Colleges students and employees to develop as principle-centered leaders.

- **Strategic Objective III: Performance Excellence**

Continuously improve our employee, financial, technological, physical and other capacities with focus on effectiveness, efficiency, and agility.

### Mission

Empowering our diverse communities for success.

### Vision

The Alamo Colleges will be the best in the nation in Student Success and Performance Excellence.

### Values

The members of Alamo Colleges are committed to building individual and collective character through the following set of shared values in order to fulfill our mission and vision:

- **Students First**
- **Respect for All**
- **Community-engaged**
- **Collaboration**
- **Can Do Spirit**
- **Data-informed**

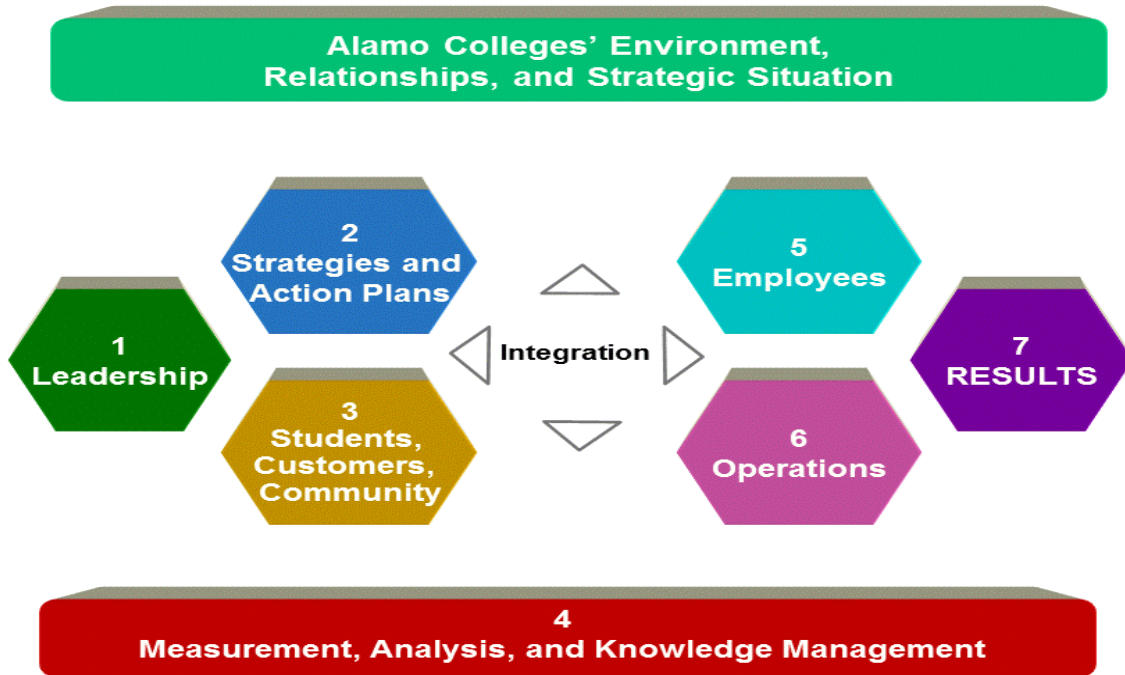




## Core Competencies

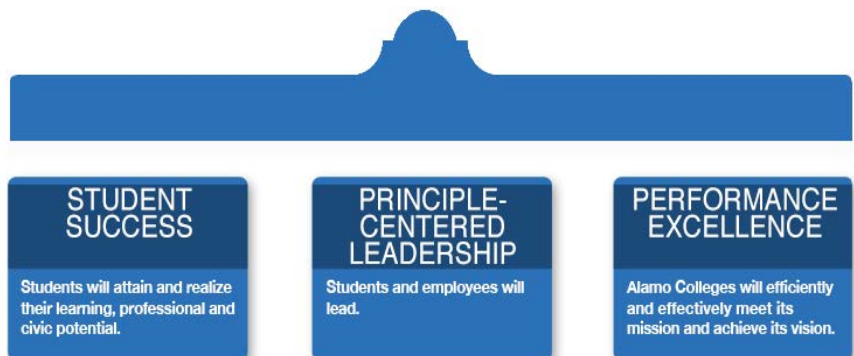
1. Each Student First
2. Preparing Leaders
3. Early Access to Higher Education
4. Innovation
5. Relationship Building

In 2011, the Board approved implementation of a new, groundbreaking leadership philosophy to create a stronger focus on students and student performance, and to accelerate us in our quest to achieve performance excellence. That philosophy, *Alamo Way: Always Inspire, Always Improve*, which is based on the forms the basis for our leadership approach throughout ACD. ACD uses the Baldrige Criteria for Performance Excellence as an organizational self-assessment and self-improvement framework to increase efficiency, operate effectively, and be accountable to all stakeholders, and the educational and performance philosophy is based on the Baldrige Criteria.



The **Alamo Way** is the Board of Trustees established policy (B.9.1) that defines the top three priorities of the Alamo Colleges: Student Success, Principle-Centered Leadership, and Performance Excellence. These priorities are also the three strategic objectives of the Alamo Colleges strategic plan:

**Student Success** is the focus of everything we do and involves nurturing students into and through college to a degree or certificate, enabling students to transfer to another institution of higher education or obtaining employment, and helping students achieve their goals.





**Performance Excellence** is the basis for our belief in an integrated approach to organizational performance management that results in: delivery of ever-improving value to students and other stakeholders; contributing to organizational sustainability; improvement of our overall effectiveness and capabilities; and organizational and personal learning. We believe in being informed by data before making decisions, and we believe that everything can be improved.

**Principle-Centered Leadership** forms the belief that every student and employee can lead in a proactive way to contribute to achievement of our goals. It is a long-term, inside-out approach to developing people and organizations that allows every single person to focus on character development, personal effectiveness, and an emphasis on individual contribution to team goals and organizational results. We see a leader in every seat and provide opportunities for students and employees to develop as principle-centered leaders which is the cornerstone of our strategic plan, leadership and performance improvement systems and central to everything we do.

## Strategic Objectives and Goals

### **Strategic Objective I: Student Success - Provide academic and student support and align labor market-based pathways with a focus on Achieving the Dream to achieve student completion.**

**Goal A.** Leverage and strengthen engagement with P-12 partners to improve the college-readiness and transition of students from high school to college and to work/careers.

**Goal B.** Increase overall student performance by closing performance gaps between ethnic/racial, gender and socioeconomic groups.

**Goal C.** Deploy and improve the MyMAP student experience to integrate advising, support and academic progress.

**Goal D.** Provide an aligned, comprehensive approach to accelerate the completion of required AlamoPREP and AlamoREADY to accelerate students' progress toward their academic and career goals.

**Goal E.** Define, align, assess, and improve student learning outcomes/competencies for all academic and workforce programs.

**Goal F.** Organize and deploy the AlamoINSTITUTES to align our instructional system to labor market demand and career pathways.

**Goal G.** Increase performance (retention, graduation, transfer, and job placement) of all students to exceed the state and national average levels.

### **Strategic Objective II: Leadership - Provide opportunities for Alamo Colleges District students and employees to develop as principle-centered leaders.**

**Goal A.** Incorporate personal and social responsibility, global citizenship, critical thinking, and life-long learning as the framework of principle-centered leadership into the culture and curriculum of the Alamo Colleges.

**Goal B.** Promote data-informed innovation, intelligent risk taking, and entrepreneurship with a focus on action, value, and the future.

**Goal C.** Build and foster a system that allows us to model two-way internal communication with students and employees to improve collaboration, teamwork, and build trust to promote leadership.

### **Strategic Objective III: Performance Excellence - Continuously improve our employee, financial, technological, physical and other capacities with focus on effectiveness, efficiency, and agility.**

**Goal A.** Deploy to scale performance excellence (Baldrige) approaches to ensure organizational sustainability through use of data, continuous improvement, and efficient and effective work systems.

**Goal B.** Build talent and engage employees with a focus on collaboration, application of knowledge and skills, and high performance teams.

**Goal C.** Ensure sound financial management with emphasis on cost containment.

**Goal D.** Innovate and maximize technology to support student and employee success.

**Goal E.** Develop environmental sustainability initiatives and processes.



**Goal F.** Improve partnerships and alliances by two-way communication with external communities.

The ACD commitment to excellence is further evidenced by our focus on the Baldrige Criteria; participation in the nationwide Aspen Institute, whose focus is on higher education sustainability and equity; participation in the Achieving the Dream (AtD) initiative, whose emphasis is to increase the success of community college students, particularly low-income and students of color; and the Continuous Quality Improvement Network (CQIN), whose goal is to help colleges attain performance excellence through focused learning of best practices from the business world and translating them to a higher education environment.

The Alamo Way has produced a strong focus on improvement and innovation through development and integration of our Strategic Planning Process (SPP) with our Measurement System, College Planning Processes, Unit Planning Processes; and the innovative Staff Review Process (SPR), and Faculty 180 (F180) performance management processes. These processes produce, deploy, and align our Strategic Objectives, Goals, Action Plans, Key Performance Indicators and Targets throughout the entire organization. The Alamo Way approach also includes reviews of performance and creation of improvement plans at the College, DSO, Unit, individual, and key process levels. At the process level, a culture of continuous improvement and innovation using FOCUS PDCA has been created to inspire change. Process measures are established and reviewed to ensure that process performance is stable, to identify when process improvements are needed, and help pinpoint opportunities for innovation. Numerous innovations such as 4DX, MyMAP, AlamoADVISE, AlamoINSTITUTES, and ALAS, among others, have been implemented. We also complete a Baldrige-based assessment annually at the enterprise level, which provides an overall evaluation of the approaches used to lead and manage organizational activities and provides feedback that is integrated into planning across the enterprise. In the past, two of our colleges, NVC and PAC, along with the DSO are recipients of the Texas Award for Performance Excellence, and both NVC and PAC have received Baldrige site visits.

**Creating a Focus on Action**

Senior leaders have led the implementation of the "Four Disciplines of Execution" (4DX) to drive development of "Wildly Important Goals" (WIGs) and actions designed to achieve those goals. 4DX is a proven set of practices that have been tested and refined over many years, and has produced excellent results when individuals and organizations adhere to the disciplines. Even in the face of the "Whirlwind", the urgent activity required to keep things going on a day-to-day basis that often drains the organization of the time and energy to execute its strategy, the disciplines have proven to be successful. They include:

- Focusing on the Wildly Important
- Acting on Lead Measures;
- Keeping a Compelling Scoreboard; and
- Creating a Cadence of Accountability.

We believe we can produce breakthrough results, even when executing a strategy that requires a significant change in behavior, through the application of this concept and have achieved full deployment. Our ACD-wide WIG is to increase degrees and certificates earned by our students to 15,000 by 2020 and 4DX actions and standards to drive this outcome have been established across the institution. As a result of 4DX we now lead all Texas community colleges in degree conferral.





## Workforce Profile

Our workforce groups include faculty, administrators, staff, and work study (student employees), with segments that include location, part-time, full-time, and gender. Information is also provided to indicate the overall diversity and educational requirements throughout the organization. We have experienced no recent changes in workforce composition or needs and represent our communities and their student composition by approximating the demographics of the Greater San Antonio area. Teaching faculty are required to meet the certification requirements associated with accreditation set by the SACSCOC; some positions in the administrative segment require professional or doctoral degrees; others require bachelors or master's degrees with positions on the staff segment requiring at least a high school level of education. While no bargaining units exist, the Faculty Senate and Staff Council at each of the Colleges are engaged in Participatory Leadership for local initiatives. These groups are also part of a larger, unified ACD faculty senate and staff council to address ACD wide issues, another example of our Participatory Leadership approach. Special health and safety related requirements exist in the following areas: recognized hazardous work environments such as welding, electrical, chemical, and ergonomics; compliance with Texas Commission on Law Enforcement Standards for police officers; and driving safety for vehicle operators.

### Assets

The five college campuses encompass more than 5.4 million square feet of space on 779 acres across Bexar County. Each has typical college campus facilities such as academic and classroom buildings, administrative buildings, library facilities, gymnasiums, cafeterias, science classrooms and labs, and computer labs. In addition, there are a number of specialty facilities such as performing arts centers, natatoriums, allied health and EMT training areas, and aviation classrooms adjacent to the runway at historic Stinson Field.

Several DSO facilities currently encompass 180,000 square feet of space which houses the executive offices for the Chancellor and Vice Chancellors, as well as HR, Legal Services, Ethics, Communications, Internal Audit, Strategic Planning and Performance Excellence, Institutional Research and Effectiveness, Information Technology, Finance, Facilities, Student Financial Aid, Center for Student Information, Police, some workforce programs, and other service units. We have a future site with 160,000 square feet of space which will bring all DSO services together under one roof and provide a large conference center for cross-college meetings, program collaboration, and community use. Ground has been broken for the DSO site. The remaining DSO personnel are co-located with the Colleges on their campuses, enabling them to be close to the customers they support.

### Regulatory Requirements

ACD operates within the Texas Education Code monitored through the Texas Higher Education Coordinating Board (THECB), which regulates contact-hour funding, common courses, and the approval of new programs. THECB also compares demographic and financial data and monitors institutional effectiveness. ACD must comply with specific FERPA, ADA, OSHA, EPA, and EEOC requirements. ACD operates in accordance with regulatory requirements at the federal, state, and local levels.

Each community college district in Texas is required by law to prepare an annual operating budget of anticipated revenues and expenditures for the fiscal year beginning September 1. The District's Board of Trustees adopts the annual budget, which is prepared according to Generally Accepted Accounting Principles (GAAP) on the accrual basis of accounting (comparable to the audited financial statements) for operating funds and available resources for construction and renewal funds, Board policy and the Texas Higher Education Coordinating Board guidelines as defined in the *Budget Requirements and Annual Financial Reporting Requirements for Texas Public Community and Junior Colleges*. Notices of the Budget Planning and Budget Adoption meetings were posted according to the Texas Government code, Sections 551.00-551.146.



### Resource Allocation

The ACD Budget process is conducted annually and consists of the development of revenue and expense allocations using a formal Funding Model (FM) followed by a Budget Distribution, which is a detailed organizational account distribution process undertaken at the College and DSO levels. Significant steps in the annual budget process leading up to the presentations of the Preliminary and Final Budgets to the Board include the following. In the fall, the District Budget Office (DBO) coordinates preliminary projections for revenues and a “Special Board Meeting” is held for the purpose of reviewing the current legislative agenda and providing a preliminary look at the next year’s operating budget situation. In March, the Colleges provide contact hour, enrollment, and non-formula revenue projections and the DBO coordinates projections for enrollment, revenue and other key data elements in collaboration with the College budget officers. At the March board meeting, tuition and fee rates are set for the Fall term.

In the April/May timeframe Colleges and DSO Units finalize employee position listings and begin preliminary work on the development of detailed budgets based on: strategic objectives, organizational unit needs, educational needs, and College objectives. DBO and the Colleges then prepare initial operating expense budget allocations generated by the FM which are distributed to each of the Colleges and DSO units. In July, the Board Budget Retreat is held for presentation, review and approval of the budget for the upcoming year. During this retreat, the Presidents and Vice Chancellors present their budget priorities along with documented alignment to the ACD SOs and Goals to ensure that budget allocations are aligned with and support the ACD, College, and DSO Unit Strategic Plans. Subsequently, allocations are made to the Colleges and DSO Units, who then apply their individual processes to fund their APs and organizational priorities.

### Alamo Colleges District Strategy Map

ACD has a long tradition of data driven decision making in accordance with our Values (*Data-informed*) and the Alamo Way Leadership Model. This assures that measurement forms the basis for ensuring effective process performance in daily operations and plays a key role in the achievement of our SOs and Goals through development of ACD, College, and DSO Key Performance Indicators (KPIs).

The Strategy Map is a diagram that describes how the Alamo Colleges District creates value by connecting SOs in cause-and-effect relationship with each other. The Alamo Colleges District Strategy Map connects our stakeholders’ imperatives with our own SOs, our priorities, and our initiatives, helping us and our stakeholders to see what our baseline performance is in our most important areas while also showing targets for the coming three year.



# Strategy Map

**Key Customers**

- Students
- Universities
- Employers
- Secondary Education

6 Key Strategies	Measures of Success	2016 Outcomes	2017 Target	2020 Target
<b>COMPLETION</b> <ul style="list-style-type: none"> <li>• 4DX</li> <li>• Core Completion</li> <li>• High Risk Courses</li> <li>• Baccalaureate Achievement</li> </ul>	<ul style="list-style-type: none"> <li>• Degrees &amp; Certificates Awarded</li> </ul>	<ul style="list-style-type: none"> <li>• 12,009</li> </ul>	<ul style="list-style-type: none"> <li>• 13,200</li> </ul>	<ul style="list-style-type: none"> <li>• 15,000</li> </ul>
<b>AlamoADVISE</b> <ul style="list-style-type: none"> <li>• Milestones Achieved</li> <li>• Career Advising</li> <li>• Faculty Mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Percent of Students with Career Goal &amp; Academic Plan</li> <li>• Student Satisfaction with Advising</li> </ul>	<ul style="list-style-type: none"> <li>• 30%</li> <li>• 74%</li> </ul>	<ul style="list-style-type: none"> <li>• 48%</li> <li>• 78%</li> </ul>	<ul style="list-style-type: none"> <li>• 00%</li> <li>• 90%</li> </ul>
<b>AlamoINSTITUTES</b> Complete course guide alignment from 9 <sup>th</sup> grade through Associate and Bachelor's degrees.	<ul style="list-style-type: none"> <li>• Degrees Awarded in High Demand Occupations</li> </ul>	<ul style="list-style-type: none"> <li>• 1,659</li> </ul>	<ul style="list-style-type: none"> <li>• 2,127</li> </ul>	<ul style="list-style-type: none"> <li>• 3,530</li> </ul>
<b>AlamoENROLL</b> <ul style="list-style-type: none"> <li>• Enrollment Management (credit/non-credit)</li> <li>• Alamo Colleges Online</li> <li>• Prior Learning Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Market Penetration Rate</li> <li>• Head Count Credit (Fall)</li> <li>• Head Count Non-Credit (Fall)</li> </ul>	<ul style="list-style-type: none"> <li>• 4.1%</li> <li>• 59,910 credit</li> <li>• 5,252 non-credit</li> </ul>	<ul style="list-style-type: none"> <li>• 4.3%</li> <li>• 62,183 credit</li> <li>• 7,389 non-credit</li> </ul>	<ul style="list-style-type: none"> <li>• 5.0%</li> <li>• 69,000 credit</li> <li>• 13,800 non-credit</li> </ul>
<b>High School Programs</b> <ul style="list-style-type: none"> <li>• Growth</li> <li>• Quality</li> <li>• Cost Sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Dual Credit Head Count (Fall)</li> <li>• Career Technical Education Dual Credit Head Count (Fall)</li> </ul>	<ul style="list-style-type: none"> <li>• 10,369</li> <li>• 988</li> </ul>	<ul style="list-style-type: none"> <li>• 11,027</li> <li>• 1,050</li> </ul>	<ul style="list-style-type: none"> <li>• 13,000</li> <li>• 1,325</li> </ul>
<b>Quality</b> <ul style="list-style-type: none"> <li>• Employee Engagement</li> <li>• Accreditation</li> <li>• Academic Quality</li> <li>• Student Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Personal Assessment of the College Environment (PACE)</li> <li>• Texas Award for Performance Excellence/Baldrige Award</li> <li>• Noel Levitz Overall Satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• 3.82 out of 5</li> <li>• 3/0</li> <li>• 82%</li> </ul>	<ul style="list-style-type: none"> <li>• 3.89</li> <li>• 3/0</li> <li>• 84%</li> </ul>	<ul style="list-style-type: none"> <li>• 4.10</li> <li>• 5/1</li> <li>• 90%</li> </ul>





## Key Performance Indicators

The Strategic Planning category of the Baldrige Criteria for Performance Excellence examines how an organization develops strategies/goals/objectives, how the chosen objectives and action plans are deployed and adapted, and how progress is measured.

At the Alamo Colleges District, the Strategic Planning and Performance Excellence (SPPE) department tracks over 200+ key performance indicators (KPIs) and measures as integral components of action plans and as basic comparison elements when evaluating and projecting college performance.

Monitoring reports are produced regularly for Board, senior leadership and staff review to ensure the Alamo Colleges District is on track to meet or exceed the benchmarks. Annual Budgets are allocated by the Presidents to activities which will produce the best results. The following pages provide a look at the executive summary of Alamo Colleges District Benchmarks and Key Performance Indicators.

For a complete list of reports on KPIs, visit the web site <http://www.alamo.edu/district/planning/key-performance>.

## Benchmarks

### *How the Alamo Colleges Measure Up*






ALAMO  
COLLEGES  
DISTRICT

Institutional Research and Effectiveness Services




June-17

This document shows selected Key Performance Indicators (KPI) and how the Alamo Colleges measure up to other very large community colleges (VLCC) of Texas. The Alamo Colleges use the VLCC as peer institutions for benchmarking purposes. Where available, state and national averages are included for comparison.

Executive Summary performance metrics are color-coded as follows:

-  Green denotes performance equal to or above the Texas VLCC average
-  Yellow denotes performance below the Texas VLCC average
-  Grey denotes that a state benchmark for the measure is unavailable  
Note: For CCSSE data, the Texas state average is the benchmark

Data Trend performance metrics are color-coded as follows:

-  Denotes an increase in performance of at least 0.5% from previous period
-  Denotes a decrease in performance of at least 0.5% from the previous period
-  Denotes a minor change (within 0.5%) in performance from previous period

This process helps the Alamo Colleges determine their own annual performance targets. College performance results and targets are systematically compared for the production of performance scorecards. This contributes to improve performance and advance performance management, transparency, and accountability at the Alamo Colleges.



# Benchmarks

## Executive Summary



ALAMO  
COLLEGES  
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### Driver 1. Recruitment

KPI	Measure	Benchmark	Performance	Change from Previous
Market Penetration	Participation rate in service area (Fall 2016 data)	State best = El Paso 5.3% AC baseline = Fall 2006 4.2%	3.5%	↔
Student Enrollment	Fall credit student headcount by college of Location (Fall 2015-Fall 2016 change)	AC baseline Fall 2006 to Fall 2007 change = 1.6%	-0.8%	↓
Student Enrollment	Fall credit student Headcount by owner college Fall 2016 credit student headcount	VLCC average = 46,570 VLCC & State best = Lonestar 77,109 National Maricopa, Fall 2015 = 126,204	60,017	↓

### Driver 2. Retention

KPI	Measure	Benchmark	Performance	Change from Previous
Student Engagement	Support for learners (Spring 2015)	State average = 52.5 State best = Odessa 60.9 National average = 50.0	50.9	↔
Student Engagement	Active & collaborative learning (Spring 2015)	State average = 50.2 State best = El Paso 55.4 National average = 50.0	51.1	↑
Student Engagement	Student effort (Spring 2015)	State average = 49.7 State best = South Texas 55.6 National average = 50.0	48.8	↔
Student Engagement	Academic challenge (Spring 2015)	State average = 48.9 State best = Houston 53.8 National average = 50.0	47.9	↔
Student Engagement	Student-faculty interaction (Spring 2015)	State average = 49.1 State best = Odessa 57.1 National average = 50.0	48.6	↔
Student Progress	Course Completion Rate Fall 2016, based on grade distribution	AC baseline Fall 2006 = 80.2 %	91.9%	↔
Student Progress	Persistence Rate FT FTIC Fall 2015-to-Fall 2016 (Cohort = 3,252)	VLCC average = 62.8% State & VLCC best = San Jacinto South 70.7% State average = 58.5%	67.8%	↑
Student Progress	Persistence Rate PT FTIC Fall 2015-to-Fall 2016 (Cohort = 4,752)	AC baseline Fall 2006 to Fall 2007 = 46.3%	51.3%	↔
Student Progress	Productive grade rate Fall 2016, based on success rate by grade distribution	AC baseline Fall 2006 = 67.3%	80.2%	↑



Driver 3. Completion				
KPI	Measure	Benchmark	Performance	Change from Previous
Graduation	Number of degrees and certificates awarded (FY 2016)	VLCC best = ACCD 11,996 ‡ VLCC average = 7,145 National = Maricopa, 2015, 27,015	12,009 †	↑
Graduation	3-year Graduation Rate FT 3-year graduation rate by FTIC (2013 Cohort= 3,289) ††	VLCC average = 15.8% VLCC best = San Jacinto North 28.7% State average = 17.6% State best = Western Texas College 36.1%  AC Developmental Education baseline= 5.4%	19.9%	↑
Graduation	3-year Graduation Rate PT 3-year graduation rate by FTIC (2013 Cohort= 4,185)		9.3%	↔
Graduation	4-year Graduation Rate FT 4-year graduation rate by FTIC (2012 Cohort = 3,336) ††	VLCC average = 19.6% VLCC best = San Jacinto North 30.6% State average = 20.1% State best = Texarkana College 38.1%  AC Developmental Education baseline = 9.1%	23.9%	↑
Graduation	4-year Graduation Rate PT 4-year graduation rate by FTIC (2012 Cohort = 4,734)		15.1%	↑
Graduation	6-year Graduation Rate FT 6-year graduation rate by FTIC (2010 Cohort = 4,975) ††	VLCC average = 18.1% VLCC best = San Jacinto North 27.8% State average = 19.1% State best = Vernon College 30.5%	17.2%	↑
Graduation	6-year Graduation Rate PT 6-year graduation rate by FTIC (2010 Cohort = 5,075)		14.9%	↔
Transfer	Percent of Fall FTIC students who transferred to a senior institution (FY 2016)	VLCC average = 21.8% VLCC & State best = NLC 27.6% State average = 21.5%	19.1%	↓



*Driver 4. Clusters*

KPI	Measure	Benchmark	Performance	Change from Previous
Workforce Solutions	Percent of academic students employed only after graduation**	VLCC best = Dallas Eastfield College 37.3% State average = 27.5% State best = Grayson College 39.2%	28.4%	↓
Workforce Solutions	Percent of technical students employed only after graduation**	VLCC best = SAC 71.4% State average = 60.4% State best = Grayson College 57.5%	65.7%	↓
Workforce Solutions	Percent of academic students employed and/or enrolled**	VLCC best = Brookhaven College 94.7% State average = 89.9% State best = Southwest Collegiate Institute for the Deaf 100%	89.4%	↑
Workforce Solutions	Percent of technical students employed and/or enrolled**	VLCC & State best = Palo Alto College 98.5% State average = 89.4%	89.8%	↑

*Other (Operations)*

KPI	Measure	Benchmark	Performance	Change from Previous
Financial Management	Average class size (Fall 2016)	VLCC range = 15 - 25 Alamo Colleges target = 23	23.2	↔

Note:

VLCC = Very Large Community Colleges (Alamo, Austin, Collin, Dallas, El Paso, Houston, Lone Star, San Jacinto, South Texas, Tarrant)

\* = Preliminary Data

† = CERT 3 is not counted in the accountability system. ACCD includes CERT3 as a certificate and is included within its counts.

‡ = Represents an accountability figure with CERT3 not included in the Degrees and Certificates totals.

\*\* = The methodology for Workforce Solution has been changed by THECB Accountability System for FY 2015.

Driver 4 data comes from the latest reported figures in the Texas Public Higher Education Almanac 2017

†† = FT FTIC cohort total gathered from the Texas Higher Education Coordinating Board Interactive Accountability System-- Graduation Rates (2-year).



**Benchmarks**  
*Trend Data*



ALAMO  
COLLEGES  
DISTRICT

Driver 1. Recruitment									
KPI	Measure	Benchmark	College	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change from Previous
Market Penetration	Participation rate in service area	State best = El Paso 3.3% AC baseline = Fall 2006 4.2%	Alamo	3.9%	3.7%	3.7%	3.8%	3.5%	↔
Student Enrollment	Fall credit student headcount by college of location	AC baseline Fall 2006 to Fall 2007 change = 1.6%	Alamo	59,835	59,457	58,129	59,910	59,402	↓
			SAC	19,640	19,428	18,311	18,248	17,043	↓
			SPC	10,313	10,238	10,514	11,198	11,604	↑
			PAC	8,568	8,427	8,376	8,671	9,108	↑
			NVC	15,992	15,965	15,797	16,636	16,793	↑
			NLC	5,322	5,399	5,131	5,137	4,854	↓
Student Enrollment	Fall credit student headcount by owner college	VLCC average = 46,570 VLCC & State best = Lonestar 77,109 National Maricopa, Fall 2015 = 126,204	Alamo	58,857	58,894	58,292	60,495	60,017	↓
			SAC	23,134	23,004	21,280	20,638	19,028	↓
			SPC	10,313	10,238	10,514	11,198	11,604	↑
			PAC	8,568	8,427	8,376	8,671	9,108	↑
			NVC	15,992	15,965	15,797	16,636	16,793	↑
			NLC	850	1,260	2,325	3,332	3,484	↑

Driver 2. Retention									
KPI	Measure	Benchmark	College	Spring 2007	Spring 2009	Spring 2011	Spring 2013	Spring 2015	Change from Previous
Student Engagement	Support for learners (Spring 2015)	State average = 52.5 State best = Odessa 60.9 National average = 50.0	Alamo	52.1	52.6	51.5	51.4	50.9	↔
			SAC	51.4	52.2	48.9	52.2	50.5	↓
			SPC	57.3	54.8	54.8	54.5	53.7	↓
			PAC	54.6	54.0	53.2	53.9	51.7	↓
			NVC	52.3	53.6	55.2	49.4	49.6	↔
			NLC	44.9	48.5	47.2	46.0	48.6	↑
Student Engagement	Active & collaborative learning (Spring 2015)	State average = 50.2 State best = El Paso 55.4 National average = 50.0	Alamo	51.2	53.6	49.8	50.1	51.1	↑
			SAC	47.2	49.9	47.4	49.4	48.6	↓
			SPC	51.1	51.3	48.3	48.6	51.3	↑
			PAC	49.7	55.8	48.9	49.4	48.2	↓
			NVC	38.4	61.1	39.4	54.2	57.7	↑
			NLC	49.9	49.8	47.6	48.0	49.9	↑
Student Engagement	Student effort (Spring 2015)	State average = 49.7 State best = South Texas 55.6 National average = 50.0	Alamo	49.9	51.0	50.0	48.9	48.8	↔
			SAC	48.0	48.1	48.3	49.7	49	↓
			SPC	48.2	52.5	54.4	50.4	49.5	↓
			PAC	52.9	52.6	49.0	49.3	50.6	↑
			NVC	54.2	55.4	53.1	48.2	48.6	↔
			NLC	46.4	46.6	45.9	46.0	45.0	↓
Student Engagement	Academic challenge (Spring 2015)	State average = 48.9 State best = Houston 53.8 National average = 50.0	Alamo	49.3	50.9	49.9	48.0	47.9	↔
			SAC	50.4	50.5	50.1	48.9	48.4	↓
			SPC	51.6	50.3	51.3	49.5	49	↓
			PAC	48.3	52.3	48.7	46.7	46.5	↔
			NVC	48.8	52.2	52.4	48.0	48.9	↑
			NLC	47.3	49.2	46.5	45.3	44.8	↓
Student Engagement	Student-faculty interaction (Spring 2015)	State average = 49.1 State best = Odessa 57.1 National average = 50.0	Alamo	49.7	50.6	49.0	49.2	48.6	↔
			SAC	48.0	48.0	48.5	50.0	47.1	↓
			SPC	49.4	50.5	48.8	48.4	50.8	↑
			PAC	51.8	53.2	48.4	50.1	48.3	↓
			NVC	53.5	52.5	53.3	49.4	49.6	↔
			NLC	45.7	49.0	46.1	47.3	47.5	↔
Student Progress	Course completion rate (based on grade distribution)	AC baseline Fall 2006 = 80.2 %	College	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change from Previous
			Alamo	90.1%	90.9%	90.6%	91.6%	91.9%	↔
			SAC	87.8%	88.8%	88.1%	89.9%	90.7%	↑
			SPC	91.7%	93.0%	92.8%	93.8%	93.7%	↔
			PAC	89.8%	90.0%	89.7%	90.7%	91.3%	↑
			NVC	91.2%	92.2%	91.9%	92.4%	92.4%	↔
			NLC	92.1%	92.5%	92.2%	92.2%	91.7%	↓





**Driver 2. Retention**

KPI	Measure	Benchmark	Retention Data					Change from Previous	
			College	Fall 2011 to Fall 2012	Fall 2012 to Fall 2013	Fall 2013 to Fall 2014	Fall 2014 to Fall 2015		Fall 2015 to Fall 2016
Student Progress	Persistence Rate FT FTIC Fall-to-Fall (Cohort = 3,252)	VLCC average = 62.8% State & VLCC best = San Jacinto South 70.7% State average = 58.5%	Alamo	59.7%	62.8%	61.7%	65.8%	67.8%	↑
			SAC	54.6%	58.4%	54.4%	58.0%	60.7%	↑
			SPC	49.8%	49.9%	49.5%	58.6%	57.2%	↓
			PAC	54.7%	59.2%	62.1%	62.8%	67.2%	↑
			NVC	64.8%	62.6%	63.5%	66.6%	67.7%	↑
			NLC	27.6%	35.6%	54.5%	64.4%	52.7%	↓
Student Progress	Persistence Rate PT FTIC Fall-to-Fall (Cohort = 4,752)	AC baseline Fall 2006 to Fall 2007 = 46.3%	College	Fall 2011 to Fall 2012	Fall 2012 to Fall 2013	Fall 2013 to Fall 2014	Fall 2014 to Fall 2015	Fall 2015 to Fall 2016	Change from Previous
			Alamo	47.8%	51.4%	51.5%	51.2%	51.3%	↔
			SAC	39.7%	43.2%	41.0%	41.6%	42.1%	↑
			SPC	36.3%	32.8%	36.8%	39.6%	40.4%	↑
			PAC	38.7%	41.6%	41.3%	39.4%	43.1%	↑
			NVC	49.7%	51.4%	50.4%	49.0%	49.2%	↔
Student Progress	Productive grade rate (based on success rate by grade distribution)	AC baseline Fall 2006 = 67.3%	College	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Change from Previous
			Alamo	77.0%	77.9%	77.2%	79.2%	80.2%	↑
			SAC	74.8%	75.4%	74.6%	76.6%	78.6%	↑
			SPC	77.4%	80.5%	80.7%	83.1%	85.0%	↑
			PAC	76.8%	76.3%	75.5%	79.0%	79.4%	↔
			NVC	78.7%	79.8%	79.0%	80.2%	80.2%	↔
NLC	78.7%	78.4%	76.7%	77.5%	78.0%	↑			

**Driver 3. Completion**

KPI	Measure	Benchmark	Completion Data					Change from Previous	
			College	FY 2012	FY 2013	FY 2014	FY 2015		FY 2016 †
Graduation	Number of degrees and certificates awarded	VLCC best = ACCO 11,996 † VLCC average = 7,143 National = Maricopa, 2015, 27,013	Alamo	6,271	6,371	7,147	9,778	12,009	↑
			SAC	2,533	2,495	3,036	4,316	5,032	↑
			SPC	1,434	1,416	1,357	1,730	1,811	↑
			PAC	938	1,007	930	1,165	1,363	↑
			NVC	1,352	1,426	1,786	2,487	3,679	↑
			NLC	14	27	38	80	124	↑
Graduation	3-year Graduation Rate PT 3-year graduation rate by FTIC Cohort (2013 Cohort = 3,289) ††	VLCC average = 15.8% VLCC best = San Jacinto North = 28.7% State average = 17.6% State best = Western Texas College 36.1%  AC Developmental Education baseline = 5.4%	College	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Fall 2013 Cohort	Change from Previous
			Alamo	8.5%	9.4%	14.2%	17.2%	19.9%	↑
			SAC	6.5%	8.0%	11.4%	14.5%	15.5%	↑
			SPC	8.2%	6.5%	10.5%	12.3%	16.2%	↑
			PAC	8.9%	13.3%	15.8%	20.9%	25.5%	↑
			NVC	14.6%	11.1%	21.4%	23.2%	25.9%	↑
Graduation	3-year Graduation Rate PT 3-year graduation rate by FTIC Cohort (2013 Cohort = 4,185)	AC Developmental Education baseline = 5.4%	College	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Fall 2013 Cohort	Change from Previous
			Alamo	5.7%	5.4%	7.1%	9.0%	9.3%	↔
			SAC	3.0%	4.3%	5.7%	7.1%	8.8%	↑
			SPC	10.3%	10.8%	9.6%	11.4%	12.8%	↑
			PAC	3.7%	4.9%	7.6%	8.8%	11.0%	↑
			NVC	6.4%	7.8%	9.1%	12.8%	11.5%	↓
NLC	4.2%	5.5%	7.5%	11.2%	14.1%	↑			



Driver 3. Completion									
Graduation	4-year Graduation Rate FT 4-year graduation rate by FTIC Cohort (2012 Cohort = 3,336) ++	VLCC average = 19.6% VLCC best = San Jacinto North 30.6% State average = 20.1% State best = Texarkana College 38.1% AC Developmental Education baseline = 9.1%	College	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Fall 2011 Cohort	Fall 2012 Cohort	Change from Previous
			Alamo	11.7%	12.4%	14.7%	20.1%	23.9%	↑
			SAC	10.2%	9.6%	14.4%	16.9%	22.1%	↑
			SPC	11.6%	11.3%	10.4%	17.8%	16.6%	↓
			PAC	11.2%	13.6%	18.2%	21.3%	29.2%	↑
			NVC	17.5%	20.4%	17.0%	27.6%	29.0%	↑
			NLC	6.3%	13.3%	18.2%	10.6%	15.3%	↑
			Alamo	8.7%	8.9%	9.5%	12.5%	15.1%	↑
			SAC	4.9%	6.3%	8.5%	11.4%	13.3%	↑
			SPC	13.9%	14.2%	9.4%	13.7%	15.4%	↑
PAC	4.6%	6.7%	8.4%	12.6%	16.1%	↑			
NVC	9.7%	10.7%	12.8%	15.3%	18.4%	↑			
NLC	4.7%	6.3%	11.2%	14.5%	17.4%	↑			
Graduation	6-year Graduation Rate FT 6-year graduation rate by FTIC Cohort (2010 Cohort = 4,975) ++	VLCC average = 18.1% VLCC best = San Jacinto North 27.8% State average = 19.1% State best = Vernon College 30.5%	College	Fall 2006 Cohort	Fall 2007 Cohort	Fall 2008 Cohort	Fall 2009 Cohort	Fall 2010 Cohort	Change from Previous
			Alamo	12.8%	13.9%	12.8%	14.8%	17.2%	↑
			SAC	10.3%	12.0%	11.3%	14.1%	17.3%	↑
			SPC	14.9%	17.1%	12.5%	14.2%	14.2%	↔
			PAC	13.7%	10.9%	12.0%	13.6%	21.8%	↑
			NVC	16.1%	18.8%	18.9%	19.2%	17.9%	↓
			NLC	NA	32.0%	12.5%	12.3%	17.2%	↑
			Alamo	13.7%	12.2%	13.1%	14.7%	14.9%	↔
			SAC	9.4%	9.0%	9.3%	12.1%	14.4%	↑
			SPC	16.5%	16.8%	16.7%	18.3%	13.0%	↓
PAC	10.0%	10.7%	11.1%	12.6%	13.0%	↔			
NVC	14.3%	15.3%	16.2%	17.6%	19.3%	↑			
NLC	NA	10.3%	10.3%	13.7%	18.5%	↑			
Transfer	% of Fall FTIC students who Transferred to a senior institution in six years	VLCC average = 21.8% VLCC & State best = NLC 27.6% State average = 21.5%	College	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Change from Previous
			Alamo	19.7%	20.5%	21.0%	19.7%	19.1%	↓
			SAC	19.0%	18.5%	19.7%	18.4%	18.7%	↔
			SPC	12.3%	11.7%	12.2%	11.3%	8.4%	↓
			PAC	18.6%	19.0%	19.3%	17.6%	16.4%	↓
			NVC	29.6%	33.8%	30.8%	29.3%	27.2%	↓
			NLC	NA	35.6%	27.8%	26.1%	27.6%	↑

Driver 4. Clusters									
KPI	Measure	Benchmark	College	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Change from Previous
Workforce Success	Percent of academic students employed only after graduation.**	VLCC best = Delta Eastfield College 37.3% State average = 27.5% State best = Grayson College 39.2%	Alamo	48.1%	46.2%	38.0%	39.8%	28.4%	↓
			SAC	43.4%	42.6%	37.4%	40.0%	26.8%	↓
			SPC	46.8%	44.1%	44.5%	48.0%	35.1%	↓
			PAC	53.2%	55.5%	36.8%	38.0%	30.1%	↓
			NVC	42.4%	38.9%	38.1%	38.6%	28.4%	↓
			NLC	37.5%	30.8%	36.0%	33.3%	20.3%	↓
Workforce Success	Percent of technical students employed only after graduation.**	VLCC best = SAC 71.4% State average = 60.4% State best = Grayson College 57.5%	Alamo	74.3%	77.1%	76.4%	73.1%	65.7%	↓
			SAC	73.2%	76.0%	76.6%	72.7%	71.4%	↓
			SPC	76.1%	78.6%	76.3%	76.5%	60.2%	↓
			PAC	68.9%	75.7%	74.1%	67.7%	48.5%	↓
			NVC	62.8%	68.1%	67.1%	64.2%	46.1%	↓
			NLC	NA	NA	NA	NA	NA	



*Driver 4. Clusters*

KPI	Measure	Benchmark	Year					Change from Previous	
			College	FY 2011	FY 2012	FY 2013	FY 2014		FY 2015
Workforce Success	Percent of academic students employed and/or enrolled**	VLCC best = Brookhaven College 94.7% State average = 89.9% State best = Southwest Collegiate Institute for the Deaf 100%	Alamo	83.3%	80.7%	85.9%	88.4%	89.4%	↑
			SAC	88.4%	84.7%	86.8%	88.3%	88.8%	↑
			SPC	83.4%	75.0%	80.8%	87.5%	91.8%	↑
			PAC	75.4%	75.1%	86.4%	87.1%	91.2%	↑
			NVC	87.9%	83.0%	87.9%	89.4%	88.7%	↓
			NLC	75.0%	69.2%	76.0%	86.1%	94.6%	↑
Workforce Success	Percent of technical students employed and/or enrolled**	VLCC & State best = Palo Alto College 98.5% State average = 89.4%	Alamo	87.9%	88.7%	87.5%	87.8%	89.8%	↑
			SAC	88.1%	89.0%	88.5%	88.0%	89.1%	↑
			SPC	88.1%	88.2%	85.5%	87.9%	90.9%	↑
			PAC	85.6%	90.1%	96.5%	94.9%	98.5%	↑
			NVC	87.9%	88.9%	82.4%	81.8%	85.6%	↓
			NLC	NA	NA	NA	NA	NA	

*Other (Operations)*

KPI	Measure	Benchmark	Year					Change from Previous	
			College	Fall 2012	Fall 2013	Fall 2014	Fall 2015		Fall 2016
Financial Management	Average class size (excluding courses related to Flex terms, Internet Orientation, ESOL, private Music lessons, labs, WETC (PAC and NVC), Co-Ops, Internships, Practicum, Gateway and courses where semester credit hours = 0)	VLCC range = 13 - 25 Alamo Colleges target = 23	Alamo	23.4	23.4	23.4	23.1	23.2	↔
			SAC	22.8	23.4	22.8	22.4	22.8	↔
			SPC	23.7	23.5	24.0	22.9	21.9	↓
			PAC	24.0	24.0	24.0	23.3	24.1	↑
			NVC	23.4	22.9	23.0	23.4	23.2	↔
			NLC	24.3	24.2	25.0	24.4	25.5	↑

*Note:*

VLCC = Very Large Community Colleges (Alamo, Austin, Collin, Dallas, El Paso, Houston, Lone Star, San Jacinto, South Texas, Tarrant)  
Source: THECB Accountability System, THECB PREP Online, CBM Reports, AC Data Warehouse, IRES Program Review

\* = Preliminary Data

† = CERT 3 is not counted in the accountability system. ACCD includes CERT3 as a certificate and is included within its count.  
‡ = Represents an accountability figure with CERT3 not included in the Degrees and Certificates totals.

\*\* = The methodology for Workforce Solution has been changed by THECB Accountability System for FY 2015.

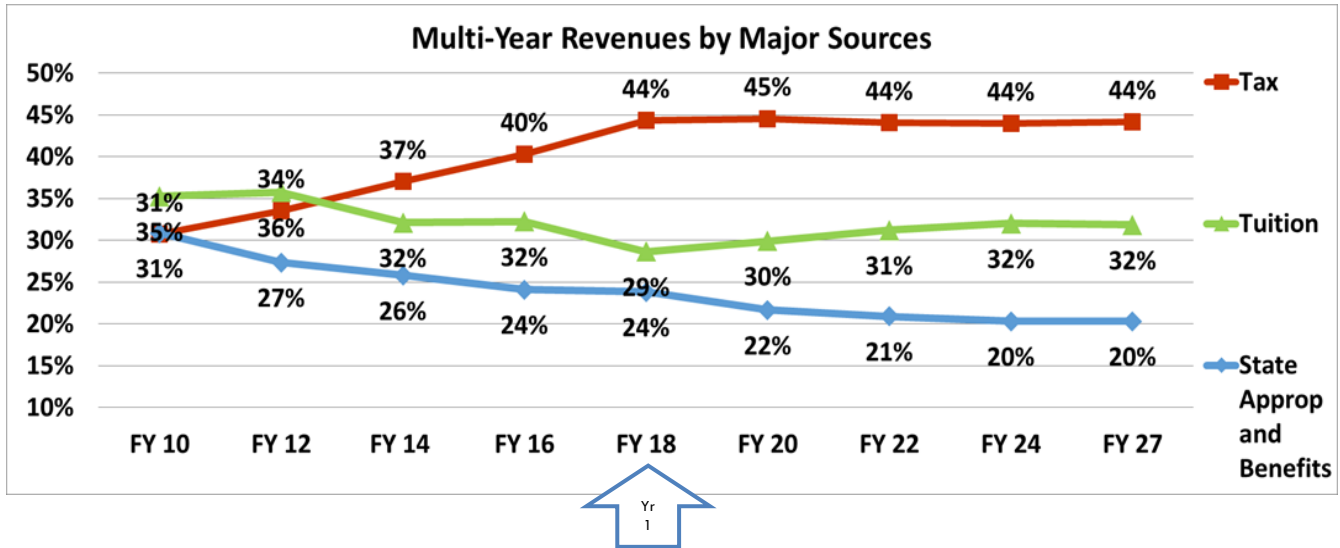
Driver 4 data comes from the latest reported figures in the Texas Public Higher Education Almanac 2017

†† = FT FTIC cohort total gathered from the Texas Higher Education Coordinating Board Interactive Accountability System—Graduation Rates (2-year).



### Long-Range Forecast

The ten-year planning projection is based on demographic data. Revenues are derived from three main sources: State Appropriations, Taxes, and Tuition & Fees.



The City of San Antonio is projecting the population will grow by one million people by 2040. As a direct result, Alamo Colleges District expects enrollment to sharply increase in years four through eight, growing in each of those years over 3%, culminating in a 22% ten year enrollment growth. However, based on the trend we have been seeing for the past few years, Exempt-Dual Credit (non-tuition paying students) make up 75% of that growth. Although the growth in this category of students does not contribute to revenue, they do impact operating expenses, especially faculty salaries.

The State of Texas has kept appropriations relatively flat at \$60.0 million since 2002, however student enrollment has increased 41% over the same time period thus reducing the percentage Alamo Colleges District receives from the state. The long-range forecast keeps the State Appropriations at \$60.0 million.

Property tax revenues, on the other hand, have been increasing as the Taxable Asset Valuation (TAV) continues to grow. The City of San Antonio and the County of Bexar has seen TAV growth 19 of the past 20 years, with an average growth of 9.6% over the last 4 years. Alamo Colleges District projects property tax revenues, driven by higher property appraisal values, to increase by 3% to 6.5% each of the next five years, flattening out through year ten. This trend is consistent with the City of San Antonio’s General Fund forecast<sup>2</sup>.

The third major revenue source is Tuition & Fees. Unlike State Appropriations or Taxes, Alamo Colleges District is able to affect revenues through the amount of Tuition & Fees charged. As shown in the above chart, taxes in the near future will no longer be able to offset the declining \$ per contact hour state appropriations funding. The last time Alamo Colleges District raised tuition was Spring 2016, and, prior to that, Fall 2012. In Fall 2017, Alamo Colleges District’s tuition is \$1 per credit hour lower than the State of Texas Community Colleges average In-district rate<sup>3</sup>, and \$22 per credit hour lower when the Summer Momentum Plan<sup>4</sup> is factored in.

<sup>2</sup> FY2017-FY2021 Five Year Financial Forecast  
<https://www.sanantonio.gov/Portals/0/Files/budget/FY2016/FY20166plus6/FY16%20Forecast%20Document-Final.pdf>

<sup>3</sup> Source: TACC

<sup>4</sup> Summer Momentum Plan allows students who earn 18-24 credit hours in the Fall and Spring semesters, at any of the five colleges, at the Alamo Colleges District, to get three to six FREE credit hours in the Summer semester.



The long-range plan is to implement a 5% increase in FY 2018-2019, and annual increases of 3% per year going forward to keep pace with the growth in enrollment as state funding does not fund projected growth.

Operating expenses will grow as a function of the projected enrollment growth, noted above to be 22% over the next ten years. This increase in operating expense is driven by additional funds allocated to continue the Alamo Colleges District commitment to student success by providing adequate funding for instruction, academic support and student services.

Operating expense will increase at a slower rate of 14%, with an annual -1.0% efficiency factor for both the Colleges and District Support Operations. Facilities and utilities will rely on energy efficiency strategies and Preventive Maintenance to offset the expected rising costs in utilities. By year five (FY 2022), Preventive Maintenance is increased to a \$21M per year level, more in line with national facility condition index (FCI) standards. By 2027, the colleges' capital budget is increased to full formula funding of \$9 million (from current \$4.3 million levels) to fund critical equipment replacements.

The assumptions used in the long-range forecast take into account external factors and internal strategies. As revenues level off in the middle years, operating expense efficiencies are managed in an effort to prevent the use of Fund Balance to cover unfunded expenditures. Over the next ten year period, Alamo Colleges District forecasts a balanced budget with a cumulative contribution of \$1.1 million.



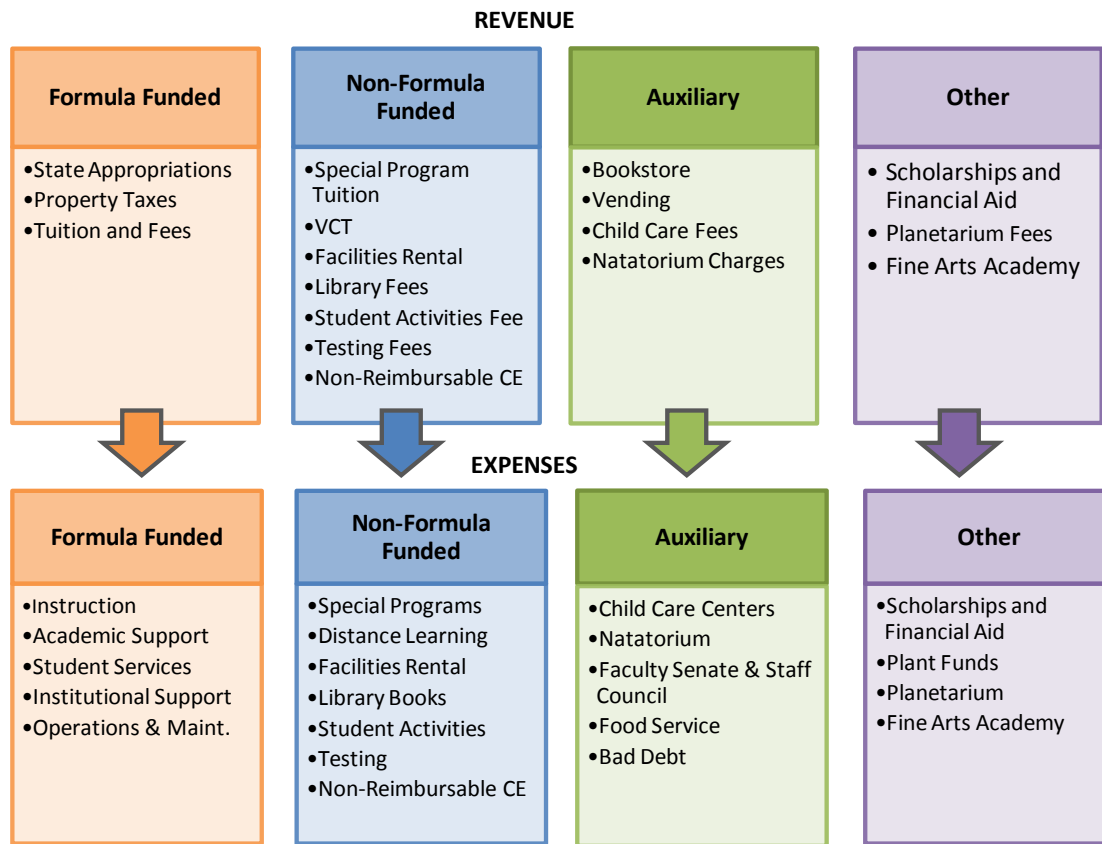
ASSUMPTIONS	FY17	YR1 FY18	YR2 FY19	YR3 FY20	YR4 FY21	YR5 FY22	YR6 FY23	YR7 FY24	YR8 FY25	YR9 FY26	YR10 FY27	
<b>Enrollment</b>												
Using the demographic growth assumptions provided by Facilities Programming. Based on trends, as well as the positive response of Academy and High School students, the Dual Credit/ECHS enrollment is projected to grow nearly 50% over the next ten years.												
												<b>Avg</b>
<i>Non-Exempt</i>	51,163	51,163	51,163	51,163	51,830	53,462	55,102	55,029	54,536	55,555	54,189	
<i>Exempt - Other</i>	2,533	2,533	2,533	2,533	2,625	2,708	2,794	2,886	2,981	3,037	3,094	
<i>Exempt - Dual Credit / ECHS</i>	11,992	11,992	11,992	11,992	13,483	13,907	14,425	16,766	19,643	20,009	22,791	
<b>TOTAL ENROLLMENT</b>	65,688	65,688	65,688	65,688	67,938	70,076	72,322	74,681	77,160	78,601	80,074	
<i>Y-o-Y Growth</i>		0.00%	0.00%	0.00%	3.43%	3.15%	3.20%	3.26%	3.32%	1.87%	1.87%	<b>2.01%</b>
<b>State Appropriations</b>												
Assumes state funding is flat, using the biennium FY 2016-2017 from the 84th Texas Legislature.												
<b>Unfunded Growth Calculation - by assuming state appropriation revenue remains flat, incremental contact hour growth goes unfunded</b>												
Projected Fundable Contact Hours (Millions)	19.8	19.8	19.8	19.8	20.5	21.1	21.8	22.5	23.2	23.7	24.1	
<i>Y-o-Y Growth (based on demographi study)</i>		0.00%	0.00%	0.00%	3.39%	3.11%	3.17%	3.23%	3.29%	1.84%	1.86%	<b>1.99%</b>
Base Year (FY18) Instruction \$/CH		\$ 3.02										
<i>Unfunded Growth Using FY18 \$/CH</i>			\$ -	\$ 0.1	\$ (2.0)	\$ (3.9)	\$ (5.9)	\$ (8.0)	\$ (10.3)	\$ (11.6)	\$ (12.9)	<b>\$ (54.5)</b>
<b>Tuition</b>												
The following annual tuition rate increases are assumed, in order to keep pace with enrollment growth as state funding does not fund for projected growth.												
												<b>Avg</b>
<i>Tuition rate increase - Non-Exempt enrollment</i>	0.00%	-3.20%	5.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	<b>2.35%</b>
<b>Taxes</b>												
M&O tax rate assumptions												
												<b>Avg</b>
<i>TAV change</i>	5%	6.5%	3%	3%	3%	3%	2%	1%	1%	0%	0%	<b>2.50%</b>
<i>Effective Rate change</i>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	<b>0.00%</b>
<b>Expense assumptions</b>												
Baseline expense growth uses the enrollment growth multiplied by efficiency factor, to create baseline expense growth at a rate less than enrollment.												
												<b>Avg</b>
<i>Enrollment growth</i>	0.00%	0.00%	0.00%	0.00%	3.43%	3.15%	3.20%	3.26%	3.32%	1.87%	1.87%	<b>2.01%</b>
<i>Expense growth</i>	0.00%	-1.42%	3.18%	2.24%	0.89%	2.27%	2.71%	1.04%	1.59%	2.32%	1.05%	<b>1.59%</b>
<i>Efficiency factor - College</i>	0.00%	0.00%	0.00%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	<b>-1.00%</b>
<i>Efficiency factor - DSO</i>	0.00%	0.00%	0.00%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	-1.25%	<b>-1.00%</b>
<b>Preventive Maintenance - annual PM grows to reach \$21M per year</b>												
PM annual amount	\$ 14.5	\$ 16.5	\$ 18.5	\$ 20.5	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	
<i>PM incremental growth \$M</i>	\$ -	\$ 2.0	\$ 2.0	\$ 2.0	\$ 0.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Capital assumption to achieve \$9M annual</b>												
Capital annual amount	\$ 3.3	\$ 4.3	\$ 5.3	\$ 6.3	\$ 7.3	\$ 8.3	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0	
<i>Capital incremental growth \$M</i>	\$ -	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0	\$ 1.0	\$ 0.7	\$ -	\$ -	\$ -	\$ -	



LONG-RANGE FORECAST	0	YR1	YR2	YR3	YR4	YR5	YR6	YR7	YR8	YR9	YR10
	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>REVENUE</b>											
State Appropriations - Instruction	\$ 59.8	\$ 59.9	\$ 59.9	\$ 60.0	\$ 60.0	\$ 60.0	\$ 60.0	\$ 60.0	\$ 60.0	\$ 60.0	\$ 60.0
State Appropriations - Veterans Administration Center	\$ 4.5	\$ 4.1	\$ 4.1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Appropriations - Benefits	\$ 17.6	\$ 20.5	\$ 20.5	\$ 20.9	\$ 20.9	\$ 21.4	\$ 21.4	\$ 21.6	\$ 21.6	\$ 22.1	\$ 22.1
Tuition & Fees	\$ 92.0	\$ 86.3	\$ 91.9	\$ 95.5	\$ 97.9	\$ 104.9	\$ 112.1	\$ 111.8	\$ 109.5	\$ 116.1	\$ 111.7
Taxes	\$ 148.1	\$ 156.9	\$ 161.6	\$ 166.4	\$ 171.3	\$ 171.3	\$ 174.7	\$ 176.4	\$ 178.2	\$ 176.4	\$ 178.2
CE Consolidated	\$ 10.9	\$ 6.5	\$ 7.8	\$ 9.5	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0
Non-formula	\$ 17.3	\$ 15.2	\$ 16.1	\$ 16.3	\$ 16.5	\$ 16.5	\$ 16.6	\$ 16.6	\$ 16.8	\$ 16.8	\$ 16.8
Other / Auxiliary	\$ 4.1	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8	\$ 4.8
<b>Total Revenue</b>	<b>\$ 354.2</b>	<b>\$ 354.1</b>	<b>\$ 366.6</b>	<b>\$ 373.3</b>	<b>\$ 381.3</b>	<b>\$ 388.8</b>	<b>\$ 399.6</b>	<b>\$ 401.2</b>	<b>\$ 400.8</b>	<b>\$ 406.2</b>	<b>\$ 403.6</b>
<b>EXPENSE</b>											
<b>Colleges:</b>											
Instruction / General funding	\$ 192.3	\$ 187.2	\$ 190.9	\$ 190.9	\$ 188.6	\$ 192.3	\$ 197.1	\$ 199.1	\$ 202.7	\$ 204.2	\$ 208.0
Non-Formula	\$ 10.8	\$ 8.6	\$ 8.7	\$ 8.8	\$ 8.8	\$ 8.8	\$ 9.0	\$ 8.9	\$ 9.0	\$ 9.1	\$ 9.0
Capital	\$ 3.3	\$ 4.3	\$ 5.3	\$ 6.3	\$ 7.3	\$ 8.3	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0	\$ 9.0
<b>Total Colleges</b>	<b>\$ 206.3</b>	<b>\$ 200.1</b>	<b>\$ 204.8</b>	<b>\$ 205.9</b>	<b>\$ 204.8</b>	<b>\$ 209.5</b>	<b>\$ 215.1</b>	<b>\$ 217.0</b>	<b>\$ 220.8</b>	<b>\$ 222.3</b>	<b>\$ 226.0</b>
<b>District Support Operations:</b>											
Mandatory & General Institution	\$ 42.2	\$ 42.1	\$ 45.3	\$ 46.6	\$ 48.1	\$ 48.8	\$ 49.1	\$ 50.1	\$ 53.0	\$ 53.0	\$ 52.7
Preventive Maintenance	\$ 14.5	\$ 16.5	\$ 18.5	\$ 20.5	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0	\$ 21.0
Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Direct & Indirect DSO support	\$ 39.8	\$ 38.6	\$ 35.3	\$ 34.8	\$ 36.0	\$ 38.7	\$ 42.9	\$ 43.7	\$ 43.1	\$ 41.9	\$ 42.2
Facilities	\$ 41.0	\$ 43.6	\$ 47.6	\$ 50.5	\$ 51.3	\$ 51.7	\$ 52.0	\$ 52.3	\$ 52.6	\$ 52.3	\$ 52.8
CE Consolidated	\$ 8.8	\$ 5.6	\$ 6.1	\$ 7.5	\$ 8.0	\$ 8.0	\$ 8.0	\$ 8.0	\$ 8.0	\$ 8.0	\$ 8.0
Non-Formula	\$ 6.6	\$ 7.6	\$ 7.7	\$ 7.7	\$ 7.7	\$ 7.8	\$ 7.8	\$ 7.9	\$ 7.9	\$ 7.9	\$ 7.9
<b>Total District</b>	<b>\$ 152.9</b>	<b>\$ 154.0</b>	<b>\$ 160.5</b>	<b>\$ 167.6</b>	<b>\$ 172.1</b>	<b>\$ 176.0</b>	<b>\$ 180.8</b>	<b>\$ 182.9</b>	<b>\$ 185.6</b>	<b>\$ 184.0</b>	<b>\$ 184.6</b>
<b>Grand Total Expense</b>	<b>\$ 359.2</b>	<b>\$ 354.1</b>	<b>\$ 365.4</b>	<b>\$ 373.5</b>	<b>\$ 376.9</b>	<b>\$ 385.4</b>	<b>\$ 395.9</b>	<b>\$ 400.0</b>	<b>\$ 406.3</b>	<b>\$ 406.3</b>	<b>\$ 410.6</b>
<b>CONTRIBUTION</b>	<b>\$ (5.0)</b>	<b>\$ -</b>	<b>\$ 1.3</b>	<b>\$ (0.2)</b>	<b>\$ 4.4</b>	<b>\$ 3.3</b>	<b>\$ 3.7</b>	<b>\$ 1.2</b>	<b>\$ (5.5)</b>	<b>\$ (0.1)</b>	<b>\$ (7.0)</b>
<b>CUMULATIVE CONTRIBUTION</b>	<b>\$ (5.0)</b>	<b>\$ -</b>	<b>\$ 1.3</b>	<b>\$ 1.0</b>	<b>\$ 5.5</b>	<b>\$ 8.8</b>	<b>\$ 12.5</b>	<b>\$ 13.7</b>	<b>\$ 8.2</b>	<b>\$ 8.1</b>	<b>\$ 1.1</b>
<b>PROJECTED ENROLLMENT</b>	<b>65,688</b>	<b>65,688</b>	<b>65,688</b>	<b>65,688</b>	<b>67,938</b>	<b>70,076</b>	<b>72,322</b>	<b>74,681</b>	<b>77,160</b>	<b>78,601</b>	<b>80,074</b>



## Budget Process and Budget Calendar



Budget planning at the district and college level is an annual process. This process includes (1) the development of revenue and expense allocations followed by (2) the budget’s detailed organizational account distribution process undertaken at the college- and district-levels (“Budget Distribution”).

Significant steps in the budget annual process leading up to the presentations of the Preliminary Budget and Final Budget to the Board of Trustees are summarized, as follows.





**NOVEMBER**

- The Alamo Colleges’ District Budget Office coordinates preliminary projections for revenues
- Board Strategic Planning Retreat

**MARCH**

- In March, The District Budget Office coordinates projections for enrollment, revenue and other key data elements, in collaboration with the campus budget officers
- Colleges provide Contact Hour, Enrollment, and non-formula revenue projections.
- Board approves T & F schedule for Fall Term

**APRIL/MAY**

- Operating expense budget allocations distributed
- Colleges and Departments verified positions for new budget year
- Board of Trustees approved annual compensation increase for faculty, staff and administrators (as applicable)
- Colleges and Departments load non-labor information into detailed department level budgets

**JUNE**

- Balances the Working Operating Budget to allocations
- Staffing Management Plan
- Receives Chancellor approval of phase 1 “critical hires” by stakeholders and finalizes budget

**JULY**

- Board of Trustees Budget Retreat: Presentation and review of Fiscal Year 2018 Operating Budget
- **Board Approval of Fiscal Year 2018 Operating Budget**

**AUGUST**

- Finalize Banner detailed department budgets and roll non-labor to “production” to allow early FY18 purchase orders in preparation for Fall term
- **Board Approval of Fiscal Year 2018 All Funds Budget**

**SEPTEMBER**

- After final payroll run – positions are “active” in Banner HR and feed labor budgets to Finance production budgets

**SEPTEMBER/NOVEMBER**

- Budget Book planning and build
- Submit adopted budget to State of Texas



## **FY18 CURRENT YEAR REVENUE & EXPENSES**



## REVENUE AND FUNCTIONAL EXPENDITURE ALIGNMENT

The 2018 operating budget was developed based on a funding model that aligns the strategic plan with the available resources, driven by key student-data drivers such as student headcount and contact hours. The chart below depicts the major revenue streams and the cost structures they support.

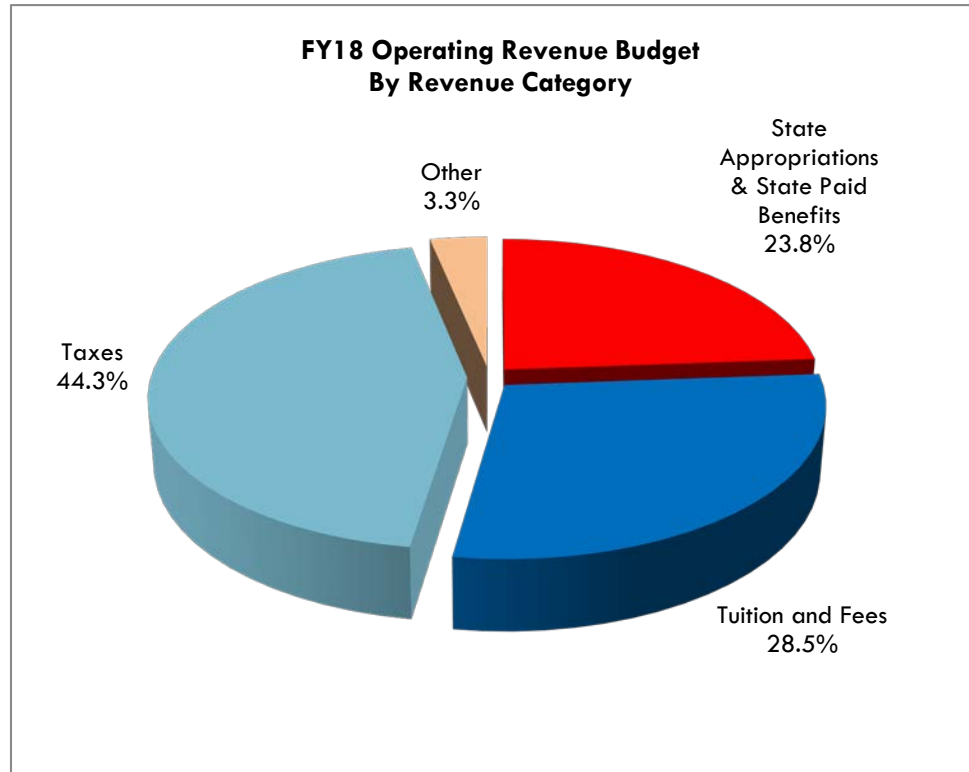
REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
<b>Education &amp; General</b> State Appropriations Tuition and Fees CE Reimbursable Tuition Taxes Investment Income Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)	<b>PROGRAM TUITION</b> Nursing Fire Science Dental Lab Tech Aviation Culinary Arts Digital Media Digital Video & Cinema Production	<b>STUDENT ACTIVITIES</b> Fees	<b>ENTERPRISE ACTIVITIES</b> Library Fines Gym Rental Charges Facility Rental Charges Testing Fees VCT Fees CE Non-Reimbursable	<b>PUBLIC SERVICE</b> Planetarium Fees Fine Arts Acad. Charges	<b>DESIGNATED</b> Child Care Center Fees Natatorium Charges <b>NON-DESIGNATED</b> Bookstore Commission Game Table Commission Vending Commission Copy Machine Charges Parking Permits & Fines	<b>SCHOLARSHIPS \$ &amp; FINANCIAL AID</b> Earnings
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL
<b>Education &amp; General</b> Instruction Academic Support Student Services Institutional Support Operation & Maintenance	<b>PROGRAM TUITION</b> Nursing Fire Science Dental Lab Tech Aviation Culinary Arts Digital Media Digital Video & Cinema Production	<b>STUDENT ACTIVITIES</b>	<b>ENTERPRISE ACTIVITIES</b> Library Fines Gym Rental Charges Facility Rental Charges Testing Fees VCT Fees CE Non-Reimbursable	<b>PUBLIC SERVICE</b> Planetarium Fees SA Symphony Fine Arts Academy	<b>DESIGNATED</b> Child Care Centers Natatorium <b>AUXILIARY SUPPORTED</b> Intramural Food Service	<b>SCHOLARSHIPS \$ &amp; FINANCIAL AID</b>



### FY 2017-2018 Revenue Summary

Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2017-2018 Annual Budget is based on the following revenue assumptions:

- By keeping the tuition & fee rates set at the same rate as the prior fiscal year, and with an increasing per cent of tuition that is waived for high school programs, net tuition & fee revenue declined.
- The projected ad valorem taxes increased significantly as the taxable assessed value of properties across Bexar County rose by nearly 7%. It is important to note, there was not a property tax rate increase requested for the FY 2017-2018 budget.
- State appropriations revenues including state-paid benefits (group health & retirement) remain fairly flat as compared to the prior year, as the 85<sup>th</sup> Texas Legislature passed the bi-annual General Appropriations Act for the upcoming two fiscal years, FY 2017-2018 and FY 2018-2019.

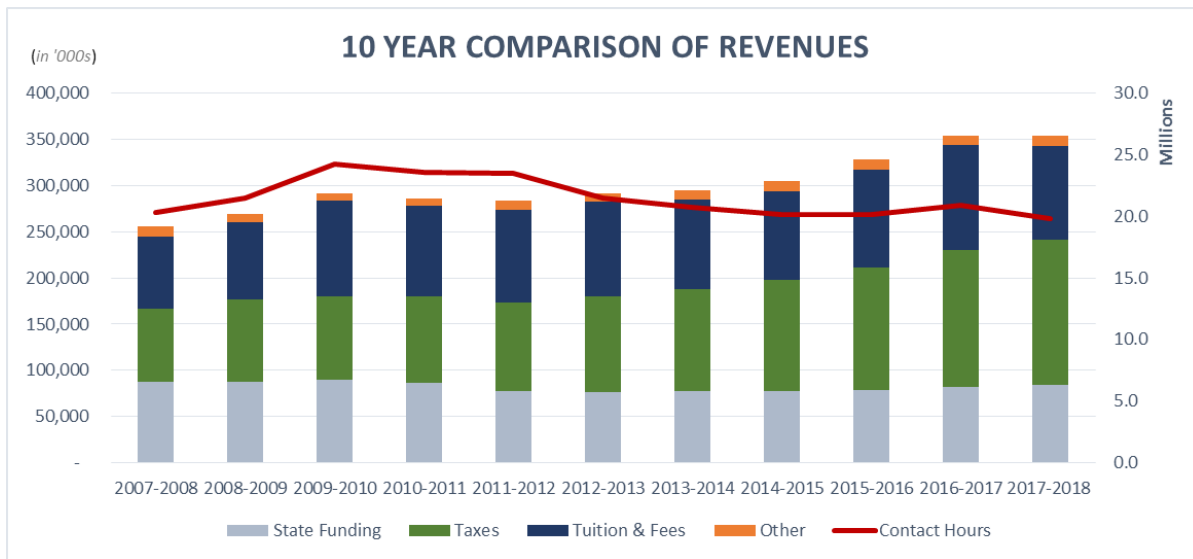


The table & chart on the next page provides the Alamo Colleges District's 2017-2018 operating revenue budget and a historical view of revenue.



## FY2018 REVENUE SUMMARY

	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
FORMULA REVENUE FOR FUNDING MODELS							
State Appropriations	59,886,422						59,886,422
Veteran's Assistance Ctr.	4,058,400						4,058,400
State Paid Benefits	20,461,259						20,461,259
Tuition - (Exclude CE)		27,298,437	14,411,607	12,338,596	23,694,841	8,528,132	86,271,613
Tuition - CE Reimbursable			16,579				16,579
Taxes	156,894,170						156,894,170
Other	3,826,600						3,826,600
Non Designated Auxiliary	971,000						971,000
<b>Total Formula Revenue</b>	<b>246,097,851</b>	<b>27,298,437</b>	<b>14,428,186</b>	<b>12,338,596</b>	<b>23,694,841</b>	<b>8,528,132</b>	<b>332,386,043</b>
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES							
Instruction	47,935	1,054,000	1,470,960	786,700	88,640	4,500	3,452,735
Public Service	238,500	72,000		170,000	375,352	35,000	890,852
Academic Support	458,098	2,800	1,000	2,100	24,500	21,100	509,598
Student Services	576,233	472,391	288,666	277,354	516,775	127,177	2,258,596
Designated Auxiliary		130,000	161,152	1,427,000			1,718,152
Non-Designated Auxiliary	2,210,000						2,210,000
Continuing Education	9,578,332		304,082	170,000		5,000	10,057,414
Designated Unrestricted		409,216	53,492	113,500	18,500	8,000	602,708
<b>Total Non-Formula Revenue</b>	<b>13,109,098</b>	<b>2,140,407</b>	<b>2,279,352</b>	<b>2,946,654</b>	<b>1,023,767</b>	<b>200,777</b>	<b>21,700,055</b>
<b>TOTAL REVENUES</b>	<b>\$ 259,206,949</b>	<b>\$ 29,438,844</b>	<b>\$ 16,707,538</b>	<b>\$ 15,285,250</b>	<b>\$ 24,718,608</b>	<b>\$ 8,728,909</b>	<b>\$ 354,086,098</b>



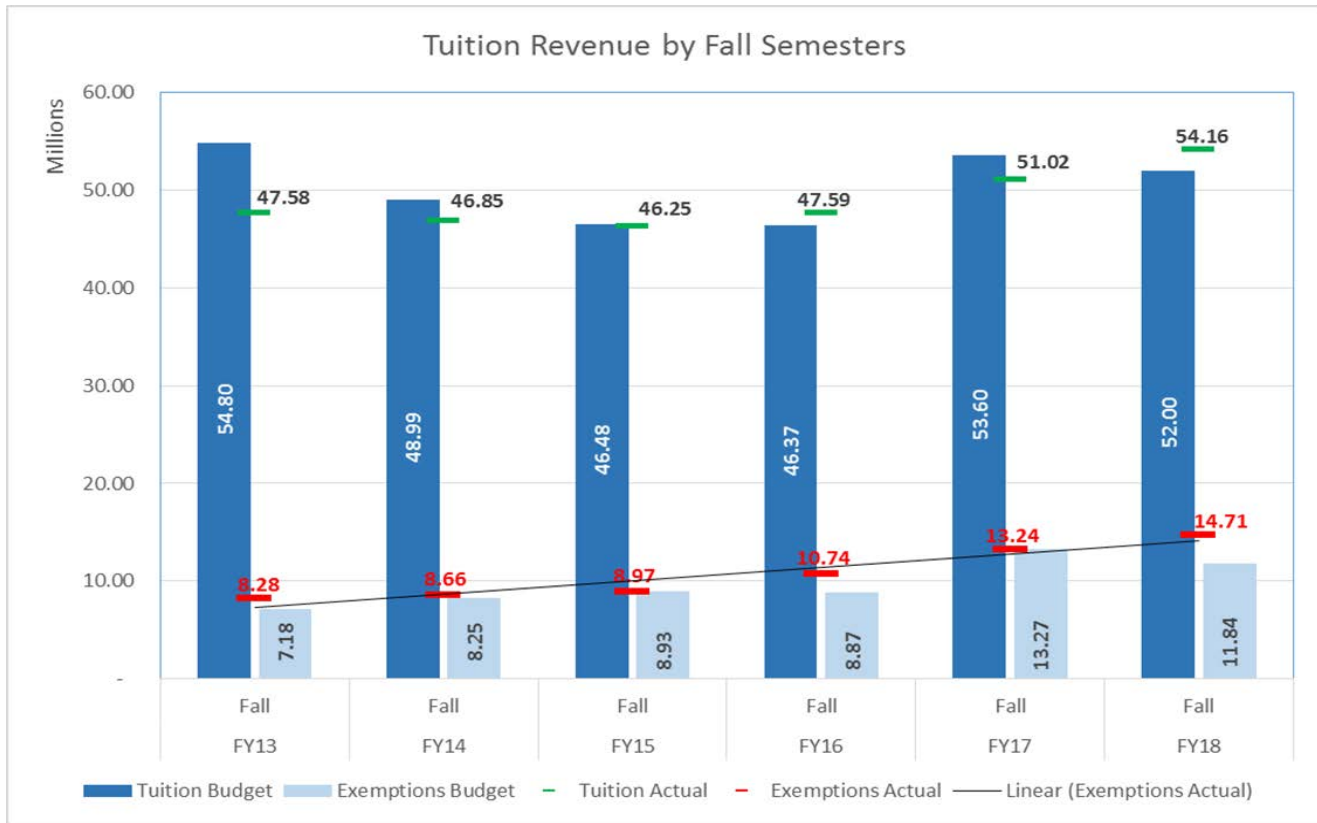
### Tuition and Fees

These funds may be used for any legal classification of expenses. Tuition is an amount paid per semester hour; the amount of tuition depends on the number of courses taken by the student and the nature of those classes. Most semester-length lecture courses count for three semester hours of credit. Fees can be either of a general nature and paid by every student (campus access fee, student activity fee, etc.) or course specific.

The Board of Trustees, in the interest of our students, requested the FY 2017-2018 operating budget keep tuition and fees flat, with no increase in rate. For the fall semester 2017, per-semester special program tuition was continued for 37 programs. This increased tuition better aligns program revenues with costs related to required specialized equipment, labs, and/or class size limitations. Effective Fall 2014, students pay a maximum of \$50 per year as a Campus Access Fee. This fee is charged to all students. Students receive, at no additional charge, access to all campus facilities and parking or a VIA bus pass, readily accessible information services on and off campus and continuous 24-hour security. Effective Fall 2016, students pay a modest fee of \$1 per-semester to provide all Alamo Colleges District students with greater access to financial assistance for studying outside the United States and increase students' opportunities to enhance their pathways to success through international exchange.

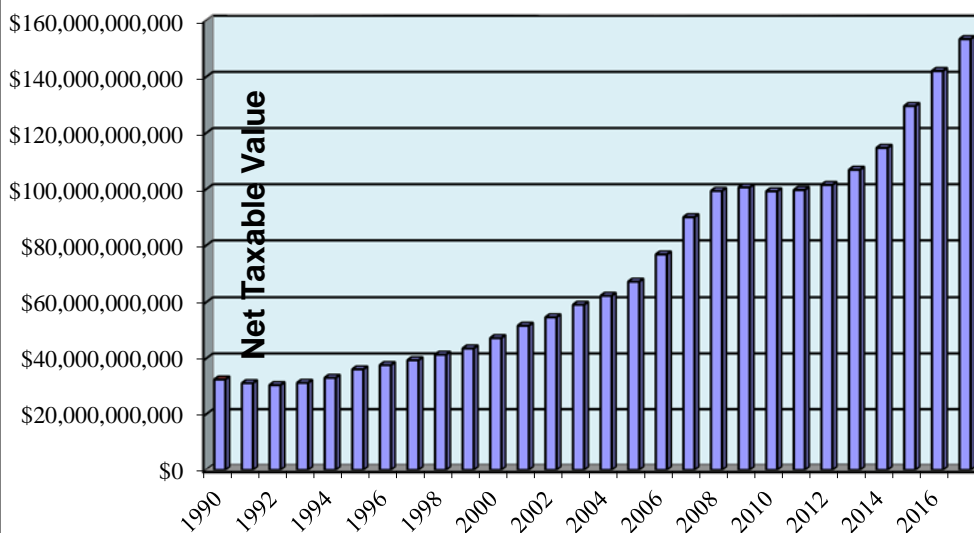
The budgeted assumption on annual unduplicated enrollment is flat as compared to the prior year, with an average class size of 25 students.

In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at \$1,032 for in-district tuition and fees for students taking 12 semester credit hours or \$1,070, including fees. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2017 should expect to pay a total of \$3,984 in tuition and fees. The cost to enroll for 12 semester credit hours at St. Mary's University, a private university in San Antonio, in fall 2017 totals \$14,295.



**Ad Valorem Taxes**

### Tax Base History



Historical TAV is as reported in the CAFR for the relevant fiscal year, using that tax year's most recent certified supplement, less value of TIRZ. TY 2016 is the most recent supplement ARB approved. TY 2017 is Certified value plus 90% of amount under ARB review. For historical comparative purposes, all values as shown are gross of (i.e. not reduced by) frozen values.

These funds are divided into two categories: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds (used only for payment of principal and interest on funds used for construction and other capital outlay needs). Public community colleges are the only segment of higher education in the United States that receives this form of revenue from local taxpayers.

The Board of Trustees approved the same combined property tax



rate as was levied in FY 2017. The ad valorem property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County. The collection rate in the budget was assumed to be 98.5%. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest for the previous tax year. Operating revenue of \$156.9 million from total ad valorem taxes is included in the FY 2017-2018 budget, and restricted revenue of \$60.3 million is for debt service on general obligation bonds and maintenance tax notes.

### **State Appropriations**

These funds are allocated on a biennium basis and may not be used for construction, repairs, renovations, maintenance or operations of facilities. State funding for community colleges began in 1942 and was initially based on headcount enrollment. In 1972, a formula approach to funding, based on contact hours, was implemented to cover the instructional costs incurred by community colleges. Contact hours are the hours students spend in the classroom.

The 85<sup>th</sup> Texas Legislature continued the use of a revised methodology, first enacted by the 83<sup>rd</sup> Texas Legislature, providing funding to Texas Public Community and Junior Colleges, using a combination of three different approaches:

Core Operations – each of the fifty community colleges in Texas received \$500,000 annually (\$1 million for the biennium) to fund core operations, regardless of the size of the institution.

Contact Hours – similar to prior years, the formula is composed of the average cost of instruction per contact hour multiplied by the total contact hours in the base period, which comprises the formula funding request that is submitted to the state every two years. The key component of the formula, the average cost of instruction, is calculated statewide for all academic and technical programs (28 funded disciplines). In the biennium funding period (FY 2018 and 2019), the revenues cover only 24.4% of the instructional costs as compared to 26.8% in the last biennium (FY 2016 and 2017) and down from 75% in FY2008/09.

Student Success (outcomes-based) – the formula funding is allocated based on each community college's student success points earned from a three-year average of student completion of certain defined metrics. Examples of these metrics include: a student successfully completing their first 15 semester credit hours at the institution and a student receiving an associate's degree, Bachelor's degree, or certificate recognized for the purpose by the Texas Higher Education Coordinating Board. A full list of metrics to be measured for student success points can be seen on the following page.

The Alamo Colleges District's FY 2017-2018 budget includes \$59.9 million in state appropriation revenue and an additional \$20.5 million as the state's 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of \$8.1 million, spread over the two year biennium, designated for Veteran's Assistance Centers on campus.





Alamo Colleges District State Funding \$							
in Millions	FY16/17	FY18	FY19	Biennium	Incr/ (Decr)	% Var	TX 50 CC Avg. % Var
Core Operations <sup>1</sup>	1.0	0.7	0.7	1.4	0.4	36.1%	36.1%
Student Success Pts Funding	13.3	7.2	7.2	14.4	1.1	8.2%	6.4% (B)
Academic & Vocational	105.6	52.0	52.0	104.0	(1.6)	-1.5%	-0.4% (A)
<b>State Appropriations</b>	<b>\$119.9</b>	<b>\$59.9</b>	<b>\$59.9</b>	<b>\$119.8</b>	<b>(0.1)</b>	<b>-0.1%</b>	1.0%
State Paid Benefits	32.4	20.5	20.5	40.9	8.5	26.3%	
Veterans Assistance Centers	8.9	4.1	4.1	8.1	(0.8)	100.0%	
<b>Total State Funding</b>	<b>\$152.3</b>	<b>\$84.4</b>	<b>\$84.4</b>	<b>\$168.8</b>	<b>16.5</b>	<b>10.8%</b>	

Key Work Drivers/Volumes							
	FY16/17	FY18	FY19	Biennium	Incr/ (Decr)	% Var	TX 50 CC Avg. % Var
Base Year Contact Hours (M)	19.915			19.689	(0.2)	-1.1%	-0.7% (A)
% of RFOE Funded	26.8%			24.4%			
Avg. \$ per CH Funded annually	\$ 2.65			\$ 2.64			\$2.70
Success Points (M)	0.077			0.084	0.0068	8.8%	7.0% (B)
\$ per Success Point	\$ 172.58			\$ 171.56	\$ (1.02)	-0.6%	

<sup>1</sup> Core Operations funding is appropriated to all 50 community colleges equally; \$680k each year, \$1.4M for the biennium

(A) State-wide Contact Hour declined an average of 0.7% from 16/17 to 18/19 biennium

(B) Alamo Colleges District increase base year success points by 6,770. A increase of 8.8%, however Student Success Points funding was reduced from \$172.58 to \$171.56 per point. State-wide, student success points increased 7.0%.



**85<sup>th</sup> Texas Legislature, Senate Bill 1, General Appropriations Act, Article III  
PUBLIC COMMUNITY/JUNIOR COLLEGES**

**19. Instruction and Administration Funding (Outcomes-Based Model).** Formula funding is allocated among Public Community/Junior Colleges based upon certified contact hours generated in the previous academic year. Ten percent of formula funding is allocated based on each community college's points earned from a three-year average of student completion of the following metrics:

<b><u>Metric</u></b>	<b><u>Points</u></b>
Student successfully completes developmental education in mathematics	1.0
Student successfully completes developmental education in reading	0.5
Student successfully completes developmental education in writing	0.5
Student completes first college-level mathematics course with a grade of "C" or better	1.0
Student completes first college-level course designated as reading intensive with a grade of "C" or better	0.5
Student completes first college-level course designated as writing intensive with a grade of "C" or better	0.5
Student successfully completes first 15 semester credit hours at the institution	1.0
Student successfully completes first 30 semester credit hours at the institution	1.0
Student transfers to a General Academic Institution after successfully completing at least 15 semester credit hours at the institution	2.0
Student receives from the institution an associate's degree, a Bachelor's degree, or a certificate recognized for this purpose by the Coordinating Board in a field other than a critical field, such as Science, Technology, Engineering and Mathematics (STEM), or Allied Health.	2.0
Student receives from the institution an associate's degree, a Bachelor's degree, or a certificate recognized for this purpose by the Coordinating Board in a critical field, including the fields of Science, Technology, Engineering or Mathematics (STEM), or Allied Health.	2.25



### **Non-formula Revenue**

Non-formula revenues are revenues generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues can be summarized by function as seen below:

- Instruction – special program tuition (high-cost program fees to fund cost of specialized equipment or materials needed for a specific program), VCT fees (Virtual College of Texas), seminar and workshop revenue
- Public Service – gym rentals, facility and property rentals
- Academic Support – library fines, facility rentals
- Student Services – student activity fees, testing fees, event booth rentals
- Auxiliary – child care, natatorium swim rental and vendor fees, campus access fees, parking fees
- Continuing Education – non-reimbursable tuition and contract training



## Expense Budget

The total all funds expense budget approved by the Board of Trustees for FY 2017-2018 was \$628.2 million, comprised of \$354.1 million in operating expense and \$274.1 million in restricted funds. The operating expense budget is developed using the Funding Model, explained in detail below. Expense budgets are categorized by functions – instruction, academic support, student services, institutional support and operation and maintenance. Detailed definitions by function are located in the Appendix. The President of each of the five colleges maintains local control of their operating funds and distributes their respective allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location.

## Funding Model

The Alamo Community College District is the legal entity for the family of the Alamo Colleges District, and has the authority to issue debt, make investments, accept state appropriations, acquire capital assets, assess and collect taxes or otherwise engage in activities as appropriate for the district. The five Colleges' primary responsibility is to administer and provide educational services, in accordance with the policies and procedures of the Alamo Colleges District's system. The College Presidents, administration and staff have the ability to manage their own budget(s), as approved by Alamo Community College District's Board of Trustees, and make decisions regarding the funds provided to them in order to conduct these educational activities. All remaining activities not managed by the five Colleges are administered through Collaborative Agreements for Services, by which District Support Operations provide services in support of governance, stewardship, and leadership. These activities are more economically and efficiently conducted at the district level on behalf of all the Alamo Colleges.

Allocation of Formula and Non-Formula expenses to each of the five Colleges and to District Support Operations is accomplished in six separate steps:

- 1) Core and College Formula funding is allocated to each of the five colleges based on the State of Texas Appropriation methodology of Core and Formula Funding Model.
- 2) District Support Operations (DSO) Formula funding is calculated based on the proportional relationship to the College Formula funding.
- 3) College and DSO Non-Formula expenses, excluding Continuing Education is equal to the related revenue
- 4) Consolidated Continuing Education
- 5) Overlay of other expenses, such as Fringe Benefits, Strategic Investments and other Board of Trustee approved actions, Capital budget, IT/Communications cross-charges (required by state reporting), General Institutional
- 6) Budget Gap Closure: When the calculated formula expense allocation exceeds formula revenue projections, cost-saving initiatives have to be implemented system wide in order to balance the budget.

Each of the above steps, discussed in detail below, ensure that the expense allocations are fair, equitable, and transparent to each of the five Colleges and DSO, the colleges have local control as to how the expenses are used within their respective college, and the result is a balance budget.



**OPERATING EXPENSE FUNDING MODEL**

**FORMULA FUNDING:**

**Core**

College and District Administrator Salaries + Non-Support areas (Legal, Internal Audit, Ethics, Board of Trustees)



**College Instruction**

FY16 Fundable Operating Expenses / FY16 CH = \$/CH x FY18 Projected CH = FY18 Budget Instructional Funds

**College Academic Support**

FY16 Academic Support Expenses / FY16 Instructional Formula Expenses = % Academic Support to Instructional Spending x FY18 Budget Formula Instructional Funds = FY18 Budget Academic Support Funds

**ADD:** Non-Labor Library expense + Continuing Education Program Managers (2 per college)

**College Student Services**

FY16 Student Services Expenses / FY16 Annual Headcount = \$/Duplicated Headcount x FY18 Budget Annual Duplicated Headcount = FY18 Budget Student Services Funds

**ADD:** Advisors (Goal 350:1) + Early College High School Program Managers

**College Institutional Support**

FY16 Institutional Support Expenses / FY16 Instruction, Academic Support, & Student Services Expenses = % Institutional Support to Instruction, Academic Support, & Student Services Spending x FY18 Budget Instruction, Academic Support, & Student Services Funds = FY18 Budget Institutional Support Funds

**District Support Operations (DSO)**

FY16 District Support Operations Formula (excluding Core) / FY16 College Instruction, Academic Support, Student Services, & Institutional Support Expenses = % DSO to College Instruction, Academic Support, Student Services, & Institutional Support Spending x FY18 Budget College Instruction, Academic Support, Student Services, & Institutional Support = FY18 Budget DSO Institutional Support Funds



**NON-FORMULA FUNDING**

**College Non-Formula Funding**

Revenue = Expense (1:1 ratio)

**District Consolidated Continuing Education**

Expenses based on projected revenues less contribution amount



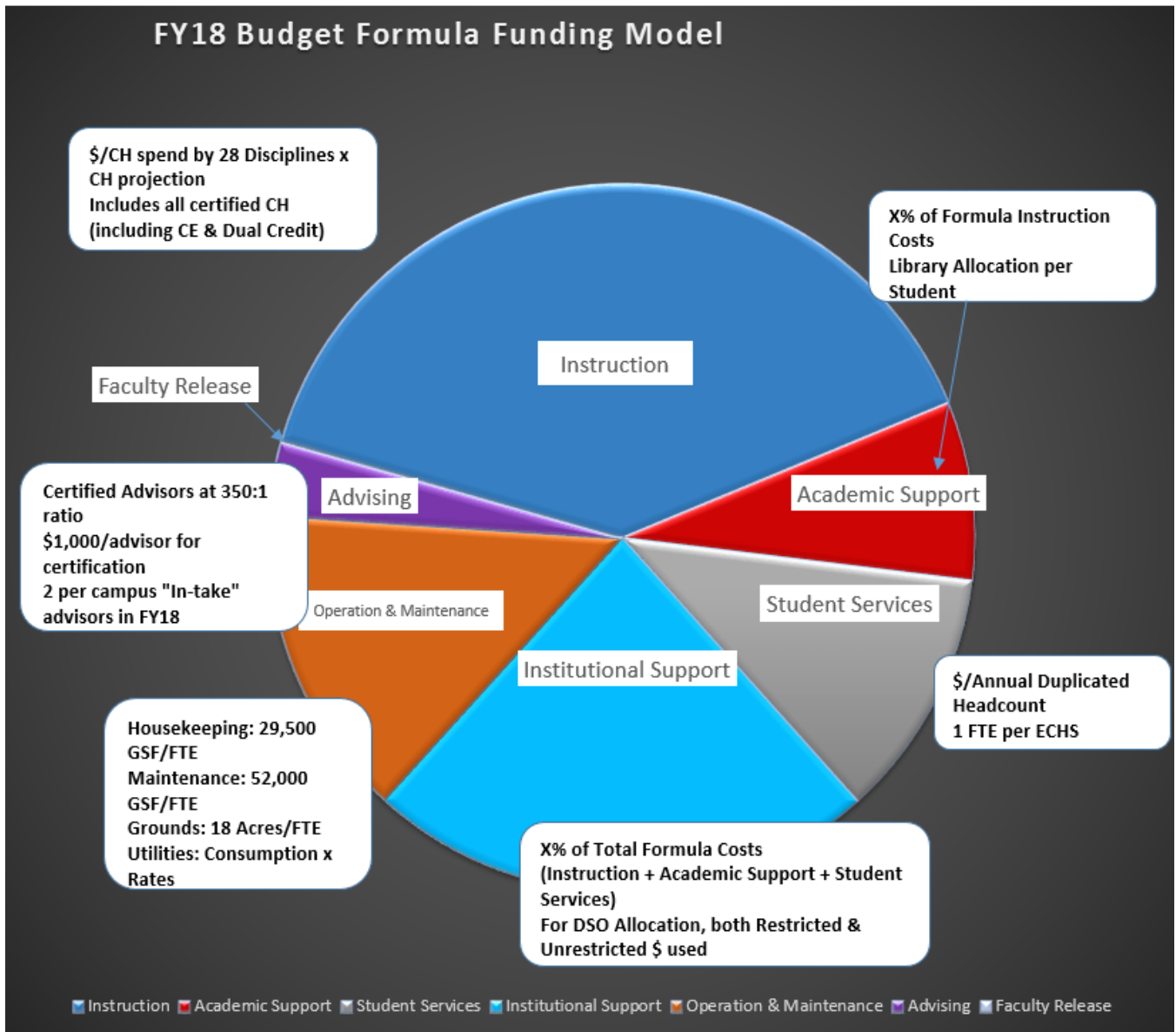
**OVERLAYS**

**General Institutional + IT/Communications Chargeback + Strategic Investments + Capital +**

**Board Approved Initiatives + Fringe Benefits**



**OPERATING EXPENSES**



**Core and College Formula Funding**

To align to the State Appropriations funding methodology, the concept of Core funding allows for Administrator salaries and non-district support areas, such as legal, internal audit, ethics, and the Board of Trustees, to be fully funded outside of the formula and non-formula allocations.

Formula funding for the five Colleges (San Antonio College, St. Philip’s College, Palo Alto College, Northwest Vista College, and Northeast Lakeview College) is calculated for each functional category:

- A) Instruction, B) Academic Support, C) Student Services, and D) Institutional Support.



A) Instruction funds all activities that are part of an institution’s instruction program. The Instruction Formula calculation allocates expenses for full-time and part-time faculty, adjunct faculty, instructional materials, and lab supplies based on the expense dollars per Contact Hour using the prior full year Report of Fundable Operating Expenses (RFOE) divided by the contact hours for the same year, multiplied by the projected budget year’s Contact Hours.

ALAMO			FY16 FORMULA EXPENSE	Fund	Credit CH	CE CH	FY16 TOTAL CH	\$ PER CH	FY18 Credit CH	FY18 CE CH	FY18 TOTAL CH	FY18 BASELINE FUNDING
ALAMO	1010	Agriculture	164,042	1	92,064	-	92,064	\$ 1.78	107,744	-	107,744	191,981
ALAMO	1020	Architect and Precision Prod Trades	994,023	2	156,328	9,876	166,204	\$ 5.98	150,192	9,876	160,068	957,325
ALAMO	1030	Biology Physical Sci and Sci Tech	10,639,813	3	2,418,688	-	2,418,688	\$ 4.40	2,415,920	-	2,415,920	10,627,637
ALAMO	1040	Bus Mgmt Marketing and Admin Svcs	1,449,329	4	794,100	33,491	827,591	\$ 1.75	778,224	33,491	811,715	1,421,526
ALAMO	1050	Career Pilot	288,701	5	12,400	-	12,400	\$ 23.28	7,328	-	7,328	170,613
ALAMO	1060	Communications	1,085,670	6	192,560	23,540	216,100	\$ 5.02	191,056	23,540	214,596	1,078,114
ALAMO	1070	Computer and Information Sciences	3,968,171	7	618,270	11,746	630,016	\$ 6.30	608,080	11,746	619,826	3,903,989
ALAMO	1080	Construction Trades	113,140	8	57,968	1,452	59,420	\$ 1.90	50,112	1,452	51,564	98,182
ALAMO	1090	Consumer and Homemaking Ed	2,131,313	9	628,622	4,856	633,478	\$ 3.36	578,432	4,856	583,288	1,962,451
ALAMO	1100	Engineering	409,651	10	48,256	-	48,256	\$ 8.49	46,000	-	46,000	390,500
ALAMO	1110	Engineering Related	1,080,118	11	263,178	17,896	281,074	\$ 3.84	239,824	17,896	257,720	990,373
ALAMO	1120	Eng Lang Lit Philos Hmnties Intrdsc	12,448,688	12	3,086,784	3,308	3,090,092	\$ 4.03	3,351,968	3,308	3,355,276	13,517,004
ALAMO	1130	Foreign Languages	2,293,787	13	613,456	-	613,456	\$ 3.74	589,824	-	589,824	2,205,424
ALAMO	1140	Hlth Occ Dent Asst Med Lab AA Nurs	2,642,273	14	257,472	888	258,360	\$ 10.23	287,488	888	288,376	2,949,250
ALAMO	1150	Health Occ Dental Hygiene	42	15	-	-	-	\$ -	-	-	-	-
ALAMO	1160	Health Occ Other	2,669,257	16	547,066	36,389	583,455	\$ 4.57	523,744	36,389	560,133	2,562,560
ALAMO	1170	Health Occ Respiratory Therapy	-	17	46,176	-	46,176	\$ -	43,536	-	43,536	-
ALAMO	1180	Vocational Nursing	1,435,662	18	170,512	-	170,512	\$ 8.42	144,000	-	144,000	1,212,438
ALAMO	1190	Mathematics	6,423,398	19	1,752,048	-	1,752,048	\$ 3.67	1,740,048	-	1,740,048	6,379,403
ALAMO	1200	Mechanics and Repairers Auto	925,096	20	204,004	16,852	220,856	\$ 4.19	191,728	16,852	208,580	873,675
ALAMO	1210	Mech Repairer Diesel Aviation Trans	1,102,035	21	196,524	14,128	210,652	\$ 5.23	192,080	14,128	206,208	1,078,786
ALAMO	1220	Mech Repairers Electronics	-	22	17,888	3,396	21,284	\$ -	23,200	3,396	26,596	-
ALAMO	1230	Physical Ed and Fitness	1,881,038	23	243,584	-	243,584	\$ 7.72	217,376	-	217,376	1,678,651
ALAMO	1240	Protective Service and Public Admin	1,492,226	24	390,425	130,368	520,793	\$ 2.87	342,224	130,368	472,592	1,354,116
ALAMO	1250	Psychology Soc Sciences and History	13,096,209	25	4,193,264	240	4,193,504	\$ 3.12	4,269,840	240	4,270,080	13,335,354
ALAMO	1260	Visual and Performing Arts	5,235,915	26	1,126,816	96	1,126,912	\$ 4.65	1,118,112	96	1,118,208	5,195,474
ALAMO	1270	Multi Discipline	719,661	27	-	-	-	\$ -	-	-	-	719,661
ALAMO	1280	Developmental Education-Math	3,051,905	28	1,084,320	-	1,084,320	\$ 2.81	1,016,592	-	1,016,592	2,861,280
ALAMO	1290	Developmental Ed - Reading/Writing	1,668,598	29	630,424	-	630,424	\$ 2.65	291,616	-	291,616	771,845
ALAMO	1999	Unallocated	2,837	0	-	-	-	\$ -	-	-	-	2,837
<b>TOTAL</b>			<b>\$ 79,412,598</b>		<b>19,843,197</b>	<b>308,522</b>	<b>20,151,719</b>	<b>\$ 3.94</b>	<b>19,516,288</b>	<b>308,522</b>	<b>19,824,810</b>	<b>\$ 78,490,448</b>
<b>ADD: Full Year FY17 Instructional Compensation</b>												<b>\$ 3,110,196</b>
<b>TOTAL COLLEGE FORMULA - INSTRUCTION</b>												<b>\$ 81,600,644</b>



B) Academic Support funds are primarily to provide support services to instruction including 1) enhancing and maintaining educational materials in campus libraries; 2) academic administration such as dean's salaries and office expenses; 3) technical support including computer services; 4) separately budgeted support for course and curriculum development, such as the Continuing Education Program Managers. The Academic Support Formula calculation is based on the percentage of the college's actual instructional spending to the academic support spending and applied to the budgeted instructional allocation in A) above.

FY18 FUNDING MODEL						
ACADEMIC SUPPORT ALLOCATION Including Non-Labor Library						
<i>3010</i>						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
<b>FY 16 Actual Academic Support</b>	<b>4,085,037</b>	<b>5,267,801</b>	<b>2,167,308</b>	<b>7,424,593</b>	<b>2,868,423</b>	<b>21,813,162</b>
LESS: Core Funding	(431,555)	(385,065)	(323,869)	(158,185)	(292,768)	(1,591,442)
LESS: Benefits	(771,714)	(1,010,083)	(411,613)	(1,255,377)	(581,969)	(4,030,755)
LESS: IX Charges	(285,226)	(157,303)	(95,575)	(185,987)	(69,982)	(794,073)
LESS: FF&E	(70,732)	(478,386)	(11,113)	(740,978)	(117,384)	(1,418,593)
LESS: Non-Labor Library	(499,304)	(186,468)	(175,556)	(234,748)	(1,242)	(1,097,318)
ADD: FY16 Lapsed Salaries (Academic Support FTEs)	16,519	226,956	68,385	(70,574)	(8,369)	232,917
<b>Net Academic Support</b>	<b>2,043,026</b>	<b>3,277,452</b>	<b>1,217,968</b>	<b>4,778,744</b>	<b>1,796,708</b>	<b>13,113,897</b>
\ FY16 Instructional Formula Spend	28,645,041	17,555,176	10,502,321	17,196,959	5,513,102	<b>79,412,598</b>
x FY18 Formula Instruction	25,524,401	17,386,459	11,836,510	20,993,095	5,860,180	<b>81,600,645</b>
% Instructional Formula Spend YoY						16.5%
<b>Academic Support</b>	<b>4,215,003</b>	<b>2,871,134</b>	<b>1,954,637</b>	<b>3,466,721</b>	<b>967,728</b>	<b>13,475,223</b>

In addition to calculating the Academic Support formula expense, an overlay of the non-labor portion for libraries, two Continuing Education manager salaries for each college, and the full year FY2017 Academic support Compensation is applied.

	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
<b>Academic Support</b>	<b>4,215,003</b>	<b>2,871,134</b>	<b>1,954,637</b>	<b>3,466,721</b>	<b>967,728</b>	<b>13,475,223</b>
<b>CE Program Managers x 2</b>	<b>103,070</b>	<b>103,070</b>	<b>103,070</b>	<b>103,070</b>	<b>103,070</b>	<b>515,348</b>
<b>Non-Labor Library</b>	<b>499,304</b>	<b>186,468</b>	<b>175,556</b>	<b>234,748</b>	<b>1,242</b>	<b>1,097,318</b>
<b>SUBTOTAL DISTRIBUTION - ACADEMIC SUPPORT w/ LIBRARY</b>	<b>4,817,377</b>	<b>3,160,672</b>	<b>2,233,262</b>	<b>3,804,538</b>	<b>1,072,040</b>	<b>15,087,889</b>
ADD: FY17 Full Year Academic Support Compensation	80,329	132,650	46,788	131,809	74,217	465,793
<b>Total Academic Support</b>	<b>4,897,706</b>	<b>3,293,322</b>	<b>2,280,050</b>	<b>3,936,347</b>	<b>1,146,257</b>	<b>15,553,682</b>





C) Student Services funds for offices of admissions and the registrar, and activities that primarily contribute to the students' well-being and development outside the context of the formal instruction program. Alamo Colleges District has included additional funding, not included in the Student Services formula calculations, in student services for the Advising initiative and the Early College High School Program's directors and coordinators salaries. The Formula funding calculation is the same as the Academic Support calculations, substituting Student Services expense in place of Academic Support.

FY18 FUNDING MODEL						
STUDENT SERVICES ALLOCATION Including Advisors						
4010						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
<b>FY 16 Actual Student Services</b>	<b>10,226,805</b>	<b>5,877,491</b>	<b>5,685,911</b>	<b>6,050,401</b>	<b>2,417,009</b>	<b>30,257,617</b>
LESS: Core Funding	(10,515)	(134,981)	(130,742)	(217,044)	(218,712)	(711,994)
LESS: Benefits	(2,084,314)	(1,234,830)	(1,197,230)	(1,335,362)	(513,716)	(6,365,451)
LESS: IX Charges	(598,677)	(326,484)	(199,464)	(358,356)	(145,764)	(1,628,744)
LESS: FF&E	(106,041)	(15,654)	(28,908)	(29,943)	(10,306)	(190,851)
LESS: Advising Model Costs	(2,393,229)	(1,473,651)	(583,435)	(1,796,147)	(477,168)	(6,723,630)
LESS: Early College High School	(77,905)	(141,865)	(240,205)	-	(57,425)	(517,400)
ADD: FY16 Lapsed Salaries (Student Services FTEs)	(543,657)	60,459	(228,782)	272,842	70,055	(369,084)
<b>Net Student Services</b>	<b>4,412,468</b>	<b>2,610,485</b>	<b>3,077,147</b>	<b>2,586,391</b>	<b>1,063,973</b>	<b>13,750,463</b>
\ FY16 Annual Duplicated HC	32,554	19,938	15,986	24,941	6,395	<b>99,814</b>
x FY18 Annual Duplicated HC Projection	32,554	19,938	15,986	24,941	6,395	<b>99,814</b>
\$ per Fall Duplicated HC						\$ 137.76
<b>Student Services</b>	<b>4,484,667</b>	<b>2,746,676</b>	<b>2,202,245</b>	<b>3,435,894</b>	<b>880,981</b>	<b>13,750,463</b>
<b>Advising Model</b>	<b>3,198,264</b>	<b>1,820,505</b>	<b>1,389,617</b>	<b>2,723,234</b>	<b>901,186</b>	<b>10,032,806</b>
<b>Early College High School Program</b>	<b>81,801</b>	<b>317,008</b>	<b>487,178</b>	<b>-</b>	<b>305,246</b>	<b>1,191,233</b>
<b>SUBTOTAL DISTRIBUTION - STUDENT SERVICES w/ ADVISING</b>	<b>7,764,732</b>	<b>4,884,189</b>	<b>4,079,040</b>	<b>6,159,128</b>	<b>2,087,413</b>	<b>24,974,502</b>
ADD: FY17 Full Year Student Services Compensation	241,283	159,375	140,682	178,413	66,867	786,620
<b>Total Student Services</b>	<b>8,006,015</b>	<b>5,043,564</b>	<b>4,219,723</b>	<b>6,337,540</b>	<b>2,154,280</b>	<b>25,761,122</b>



D) Institutional Support funds the Colleges' salaries and non-labor expense for non-Core administrative staff, including employee memberships and conferences, fiscal operations, administrative data processing, office materials and supplies, and advertising. The Formula funding calculation employs the same principle as the Instruction and Academic Support calculations, excluding non-formula overlays. The only non-accredited College in the Alamo Colleges District also receives an overlay as an efficiency factor adjustment.

FY18 FUNDING MODEL						
INSTITUTIONAL SUPPORT ALLOCATION						
5010						
	SAC	SPC	PAC	NVC	NLC	TOTAL Colleges
<b>FY 16 Actual Institutional Support</b>	<b>7,870,929</b>	<b>3,578,178</b>	<b>3,431,697</b>	<b>3,088,621</b>	<b>1,565,901</b>	<b>19,535,325</b>
						-
LESS: Core Funding	(300,199)	(526,955)	(331,562)	(331,562)	(160,406)	(1,650,684)
LESS: Benefits	(1,096,726)	(457,877)	(455,454)	(363,780)	(242,184)	(2,616,022)
LESS: IX Charges	(674,488)	(372,430)	(237,894)	(435,749)	(183,912)	(1,904,473)
LESS: FF&E	(1,138,553)	(97,187)	(477,549)	(478,964)	(5,949)	(2,198,201)
ADD: FY16 Lapsed Salaries (Institutional Support FTEs)	(63,131)	(66,618)	18,256	31,128	(6,783)	(87,149)
<b>Net Institutional Support</b>	<b>4,597,831</b>	<b>2,057,111</b>	<b>1,947,494</b>	<b>1,509,694</b>	<b>966,666</b>	<b>11,078,796</b>
\ FY16 Instr/AS/SS Formula Spend	36,143,495	23,569,123	15,201,773	24,524,000	8,304,970	<b>107,743,361</b>
x FY18 Instr/AS/SS Formula Spend	38,243,252	25,303,267	17,746,035	31,163,913	9,026,079	<b>121,482,546</b>
% Inst/AS/SS Formula						10.3%
Efficiency Factor Overlay (NLC)					500,000	500,000
<b>SUBTOTAL DISTRIBUTION - INSTITUTIONAL SUPPORT</b>	<b>3,932,392</b>	<b>2,601,828</b>	<b>1,824,750</b>	<b>3,204,454</b>	<b>1,428,114</b>	<b>12,991,538</b>
ADD: FY17 Full Year Institutional Support Compensation	127,316	36,320	49,321	41,891	27,377	282,224
<b>Total Institutional Support</b>	<b>4,059,709</b>	<b>2,638,148</b>	<b>1,874,071</b>	<b>3,246,344</b>	<b>1,455,490</b>	<b>13,273,762</b>



**District Support Operations Formula Funding**

District Support Operations (DSO) Formula expense is based on a similar calculation used for the Colleges' Academic, Student Services and Institutional Support funding; for DSO, the percentage of total actual formula expenses for the colleges is applied to the new budget formula expense. Therefore, DSO expense growth or loss is directly tied to the budgeted change projected for contact hours.

FY18 FUNDING MODEL							
DISTRICT SUPPORT OPERATIONS ALLOCATION							
	Board, Chancellor, Legal, IA, Ethics, Inst Adv	VCAS	VCSS	VCEWD	VCPPIS	VCFA	TOTAL DSO
<b>FY 16 Actual District Support Operations</b>	<b>3,926,831</b>	<b>1,869,614</b>	<b>4,377,913</b>	<b>6,409,330</b>	<b>14,674,514</b>	<b>46,620,173</b>	<b>77,878,374</b>
LESS: Core Salaries	(733,044)	(361,388)	(355,849)	(507,023)	(480,181)	(1,328,571)	(3,766,056)
Less: Core Non-Labor (IA, Legal, BoT, Ethics)	(1,504,519)	-	-	-	-	-	(1,504,519)
LESS: Contractor Services (Grounds, Bldg Maint., Housekeeping)						(4,661,486)	(4,661,486)
ADD: FY16 Lapsed Salaries (Non-Instruction District Support Operations FTEs)	1,506	82,994	101,496	155,853	306,107	259,452	907,408
<b>Net District Support Operations</b>	<b>1,690,774</b>	<b>1,591,220</b>	<b>4,123,560</b>	<b>6,058,159</b>	<b>14,500,440</b>	<b>40,889,568</b>	<b>68,853,721</b>
\ FY16 College Instruction/AS/SS/IS + Restricted	145,322,142	145,322,142	145,322,142	145,322,142	145,322,142	145,322,142	<b>871,932,855</b>
x FY18 College Instruction/AS/SS/IS + Restricted	142,950,918	142,950,918	142,950,918	142,950,918	142,950,918	142,950,918	<b>857,705,508</b>
% Inst/AS/SS Formula							7.9%
<b>SUBTOTAL DISTRIBUTION - DISTRICT SUPPORT OPERATIONS</b>	<b>1,663,185</b>	<b>1,565,256</b>	<b>4,056,276</b>	<b>5,959,308</b>	<b>14,263,836</b>	<b>40,222,372</b>	<b>67,730,234</b>
ADD: FY17 Full Year District Support Operations Compensation	29,254	40,335	120,698	98,226	351,987	965,348	1,605,848
<b>Subtotal FY17 Incremental Changes</b>	<b>120,945</b>	<b>300,000</b>	<b>-</b>	<b>439,903</b>	<b>2,283,000</b>	<b>2,420,638</b>	<b>5,564,486</b>
<b>Total District Support Operations - Formula Funding</b>	<b>1,813,385</b>	<b>1,905,591</b>	<b>4,176,974</b>	<b>6,497,437</b>	<b>16,898,823</b>	<b>43,608,358</b>	<b>74,900,568</b>

District Support Operations can be separated into two categories with regards to the impact on the five colleges: Direct and Indirect support.

Direct Support functions are funded and administered by the district, yet are performed at each of the five campus locations and/or directly on behalf of the colleges. For example, each college has a Business Office on site, but there is also a District Business Office function which performs duties directly associated with the colleges. Those functions housed in the District, shown below, have their funds allocated amongst the Colleges based on the following units of measure:



Direct Categories	Budget Units of Measure
Facilities (Housekeeping & Maintenance)	% of College to Total Alamo Gross Sq. Footage
Facilities (Grounds)	% of College to Total Alamo Acres
Utilities	% of College to Total Alamo Gross Sq. Footage
Preventive Maintenance	Based on the Project Plans
Emergency/Risk Management	% of College to Total Alamo Gross Sq. Footage
Public Safety ( Police)	% of College Enrollment to Total Alamo Enrollment
Center for Student Information	% of College Enrollment to Total Alamo Enrollment
Student Financial Aid	% of College Enrollment to Total Alamo Enrollment
Interpreter & Immunization Services	% of College Enrollment to Total Alamo Enrollment
Business Offices (Bursar)	% of College Enrollment to Total Alamo Enrollment
Student Contact Center	% of College Enrollment to Total Alamo Enrollment

The Colleges and DSO have a Collaborative Agreement to provide the direct services of Student Financial Aid, Finance and Fiscal Services, such as Accounts Payable, Payroll, General Accounting and Financial Reporting, Human Resources, Information Technology and Academic Services. The Collaborative Agreement for Student Financial Aid Services and the Collaborative Agreement for Services Provided by the District Support Operations to the Colleges are included in the Appendix.

DSO Indirect support functions are funded and administered at District Support Operations, performed in various locations and support the entire Alamo Colleges District and have their funds allocated based on the percentage of College to Total District Support excluding Preventive Maintenance. Below are the Indirect Support categories:

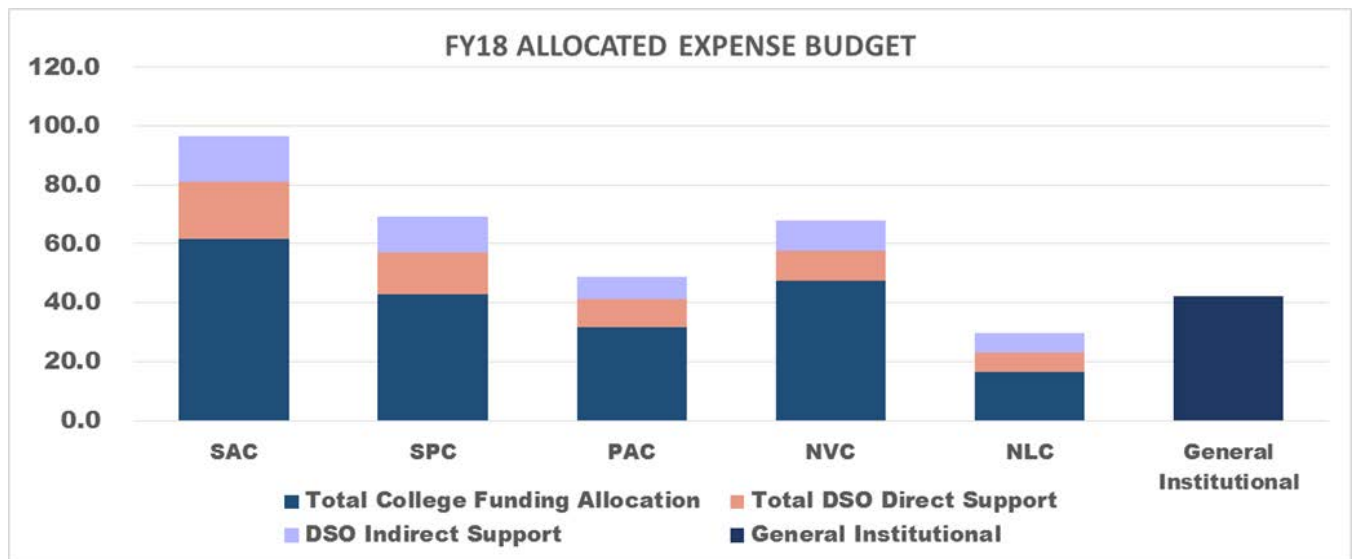
Chancellor’s Office (Includes Community Partnerships)	Student Success (Student Leadership Institutes, College Connections)	Vice Chancellor’s Offices	IT, State Reporting, Strategic Planning & Institutional Research
Human Resources	Academic Success (curriculum alignment, community partnerships)	Legal, Ethics, Policy, Internal Audit, Foundation	Advertising & Communication
Facilities (including Construction, Non-DPS Vehicle Replacment)	District Business Office (included in 893502)	Project Facilitation Office	
Finance & Fiscal Services (General Accounting, Accounts Payable, Budgeting, Grants, Inventory)	Economic & Workforce Development	Continuing Education	

The following pages present three different views of the final FY2017-2018 operating expense budget detailing the DSO direct and indirect support allocations to each of the five colleges based on the methodology explained above.



**View 1** presents a high level expense allocation for Alamo Colleges District by College, DSO Direct Support, and General Institutional. The College Funding Allocation total is loaded directly to each College and is controlled and spent by that respective College’s President and delegates.

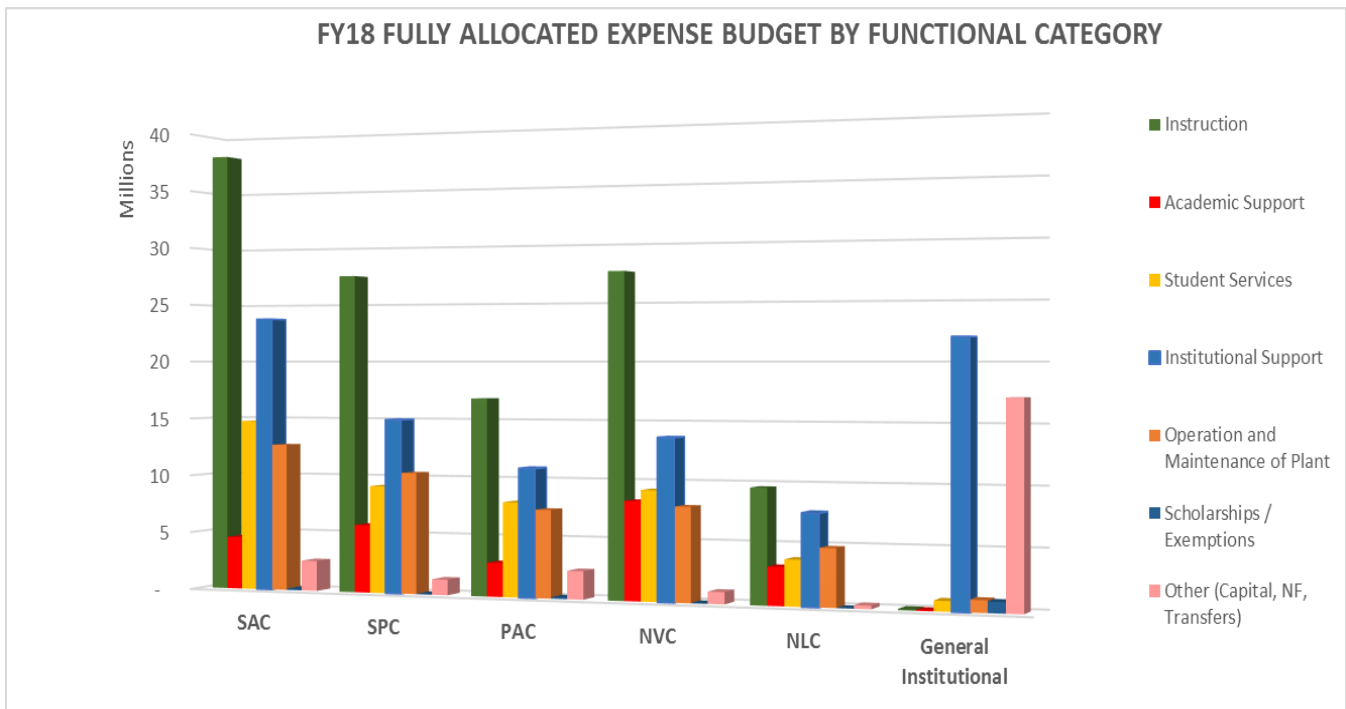
FY18 FULLY ALLOCATED BUDGET								
	SAC	SPC	PAC	NVC	NLC	Total Colleges	General Institutional	Total Alamo Colleges District
<b>Total College Funding Allocation</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>200,057,741</b>		<b>200,057,741</b>
<b>DSO Direct Support</b>								
Building Maintenance	2,014,703	1,590,095	1,246,636	1,428,077	987,101	7,266,611		7,266,611
Utilities	3,061,351	2,057,140	1,396,313	1,303,796	943,688	8,762,288		8,762,288
Preventive Maintenance	6,633,679	3,726,878	3,161,953	1,905,321	1,072,169	16,500,000		16,500,000
Housekeeping	1,131,917	2,488,125	764,151	1,000,780	1,276,631	6,661,604		6,661,604
Groundskeeping	599,973	344,926	211,879	763,935	176,364	2,097,078		2,097,078
Bursar	279,153	177,903	204,752	228,371	139,260	1,029,439		1,029,439
Student Financial Aid (SFA)	1,124,833	752,855	659,924	974,379	492,891	4,004,883		4,004,883
Student Contact Center	567,556	374,956	294,950	517,179	151,567	1,906,208		1,906,208
Public Safety	2,827,597	1,664,394	878,293	1,147,993	999,111	7,517,387		7,517,387
Center for Student Information (CSI)	573,289	378,744	297,930	522,403	153,098	1,925,463		1,925,463
Interpreter and Immunization	265,649	175,501	138,054	242,069	70,942	892,215		892,215
Emergency Mgmt Initiatives	343,554	226,969	178,540	313,059	91,747	1,153,868		1,153,868
<b>Total DSO Direct Support</b>	<b>19,423,252</b>	<b>13,958,485</b>	<b>9,433,376</b>	<b>10,347,362</b>	<b>6,554,568</b>	<b>59,717,044</b>	<b>-</b>	<b>59,717,044</b>
<b>DSO Indirect Support</b>	<b>15,444,696</b>	<b>12,355,695</b>	<b>7,573,373</b>	<b>10,194,613</b>	<b>6,620,548</b>	<b>52,188,925</b>	<b>-</b>	<b>52,188,925</b>
<b>General Institutional</b>							<b>42,122,388</b>	<b>42,122,388</b>
<b>Total FY18 Budget - Fully Allocated</b>	<b>96,504,604</b>	<b>69,220,654</b>	<b>48,727,579</b>	<b>67,963,066</b>	<b>29,547,807</b>	<b>311,963,710</b>	<b>42,122,388</b>	<b>354,086,098</b>





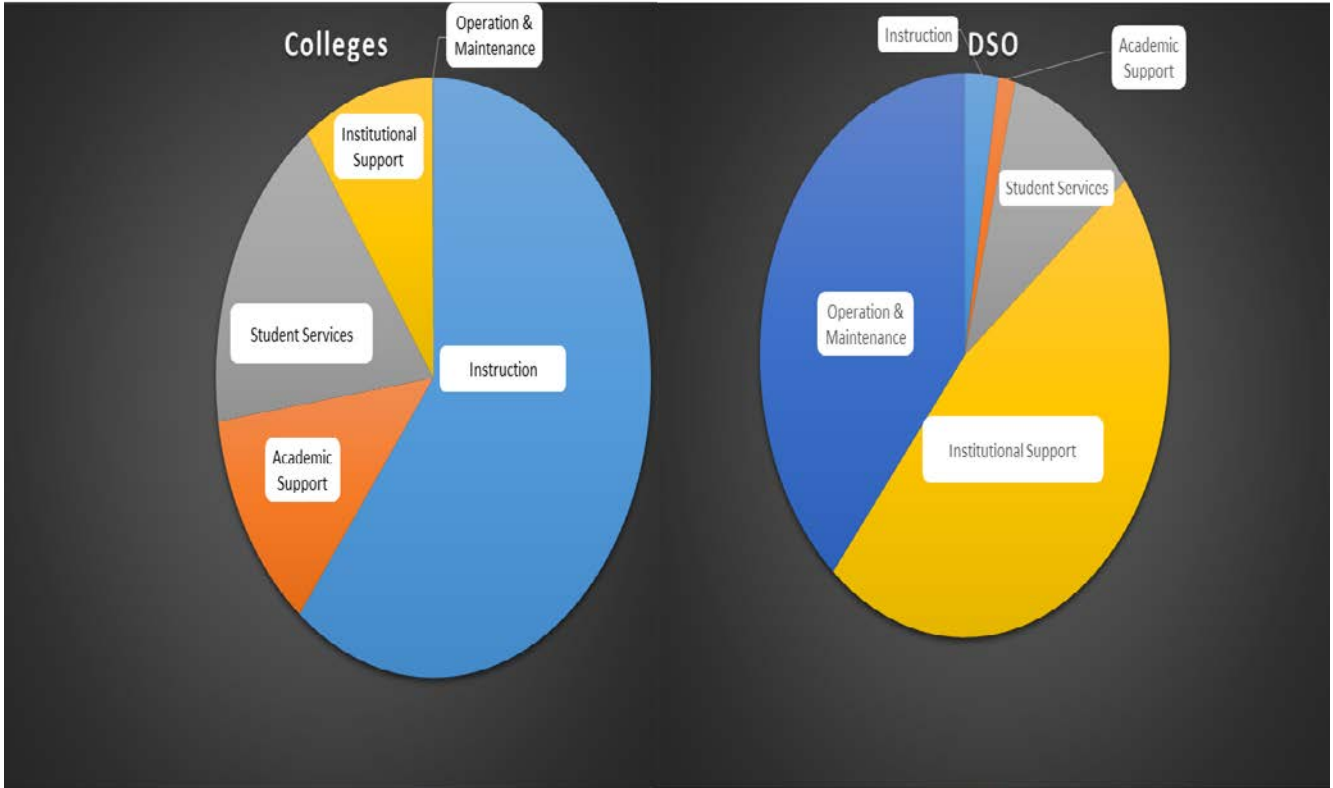
**View 2** allocates the DSO Direct and Indirect expenses to each of the Colleges based on Functional Categories. As the chart shows, the largest expense allocation for each of the Colleges is Instruction.

FY18 FULLY ALLOCATED BUDGET									
By Functional Category									
Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	General Institutional	Total Alamo Colleges District
Instruction	37,899,547	26,345,103	16,153,054	27,703,060	8,499,533	116,600,297	2,977,980	99,291	119,677,568
Academic Support	4,048,418	5,469,539	2,671,291	8,091,487	3,043,514	23,324,249	1,485,427	63,766	24,873,442
Student Services	10,181,191	6,610,888	6,677,350	7,376,610	2,801,884	33,647,923	11,543,876	868,830	46,060,629
Institutional Support	6,801,383	3,131,537	3,972,814	3,236,463	1,735,782	18,877,979	52,139,468	22,011,045	93,028,492
Operation and Maintenance of Plant	62,810	28,492	-	-	-	91,302	43,384,081	1,020,060	44,495,443
Scholarships / Exemptions	75,000	-	102,000	-	-	177,000	128,640	913,721	1,219,361
<b>Total Educational and General Expense</b>	<b>59,068,349</b>	<b>41,585,559</b>	<b>29,576,509</b>	<b>46,407,620</b>	<b>16,080,713</b>	<b>192,718,750</b>	<b>111,659,472</b>	<b>24,976,713</b>	<b>329,354,935</b>
Capital	1,297,096	1,085,448	612,007	1,013,471	291,978	4,300,000	-	-	4,300,000
Non-Formula	1,271,211	235,466	1,532,314	-	-	3,038,991	246,497	1,422	3,286,910
Transfers	-	-	-	-	-	-	-	17,144,253	17,144,253
<b>Total Other Expense</b>	<b>2,568,307</b>	<b>1,320,914</b>	<b>2,144,321</b>	<b>1,013,471</b>	<b>291,978</b>	<b>7,338,991</b>	<b>246,497</b>	<b>17,145,675</b>	<b>24,731,163</b>
<b>Total FY18 Budget - Fully Allocated</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>200,057,741</b>	<b>111,905,969</b>	<b>42,122,388</b>	<b>354,086,098</b>





FY18 EXPENSE BUDGET BY FUNCTIONAL CATEGORY

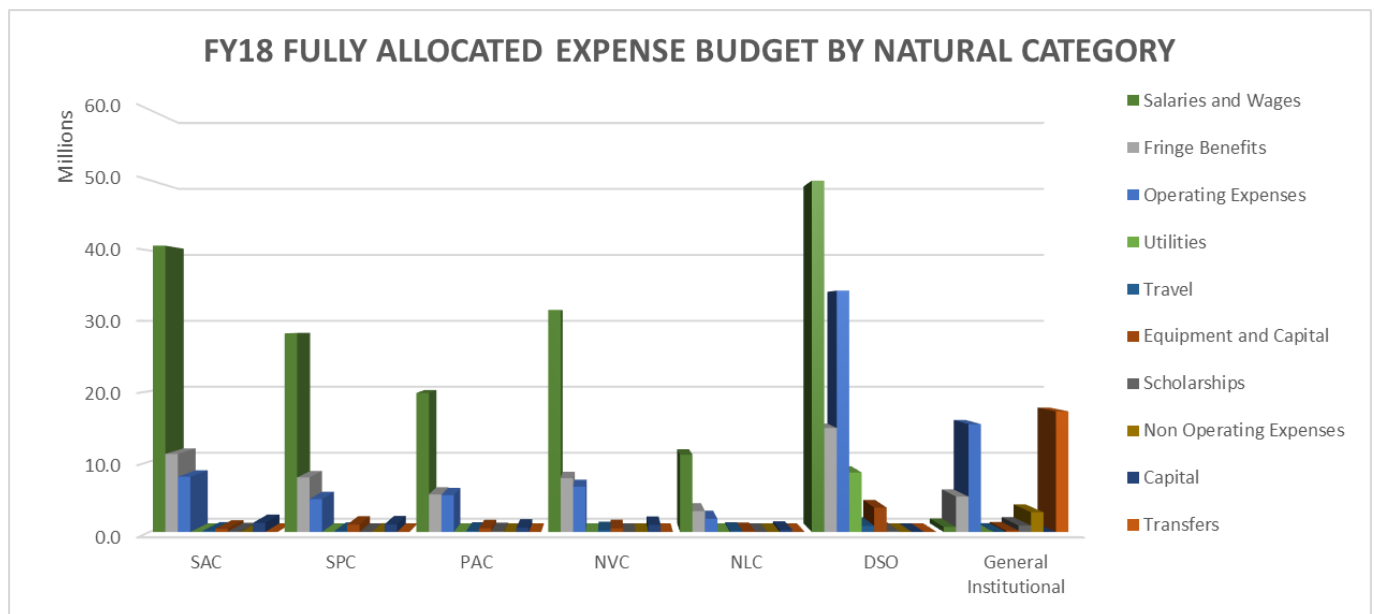




**View 3** allocates the DSO Direct and Indirect expenses to each of the Colleges based on Natural Categories. Including District Support Operations expenses, labor, including fringe benefits, account for over 70% of the Colleges expense budget. Labor expenses will be discussed in greater detail [later in this section](#).

FY18 FULLY ALLOCATED BUDGET									
By Natural Category									
Natural Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	General Institutional	Total Alamo Colleges District
Salaries and Wages	40,686,515	28,215,562	19,748,882	31,555,894	10,980,239	131,187,092	49,912,777	713,045	181,812,914
Fringe Benefits	11,101,476	7,752,548	5,340,661	7,639,111	2,973,555	34,807,351	14,778,352	5,025,602	54,611,305
<b>Subtotal Labor</b>	<b>51,787,991</b>	<b>35,968,110</b>	<b>25,089,543</b>	<b>39,195,005</b>	<b>13,953,794</b>	<b>165,994,443</b>	<b>64,691,129</b>	<b>5,738,647</b>	<b>236,424,219</b>
Operating Expenses	7,842,133	4,675,946	5,241,120	6,449,720	1,863,672	26,072,591	34,300,330	15,315,767	75,688,688
Utilities	-	-	-	-	-	-	8,447,888	-	8,447,888
Travel	178,536	128,405	160,342	236,653	150,877	854,813	880,905	10,000	1,745,718
Equipment and Capital	455,900	1,039,064	515,818	526,242	112,370	2,649,394	3,457,077	200,000	6,306,471
Scholarships	75,000	1,500	102,000	-	-	178,500	128,640	913,721	1,220,861
Non Operating Expenses	-	8,000	-	-	-	8,000	-	2,800,000	2,808,000
Capital	1,297,096	1,085,448	612,007	1,013,471	291,978	4,300,000	-	-	4,300,000
Transfers	-	-	-	-	-	-	-	17,144,253	17,144,253
<b>Subtotal Non-Labor</b>	<b>9,848,665</b>	<b>6,938,363</b>	<b>6,631,287</b>	<b>8,226,086</b>	<b>2,418,897</b>	<b>34,063,298</b>	<b>47,214,840</b>	<b>36,383,741</b>	<b>117,661,879</b>
<b>Total FY18 Budget - Fully Allocated</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>200,057,741</b>	<b>111,905,969</b>	<b>42,122,388</b>	<b>354,086,098</b>

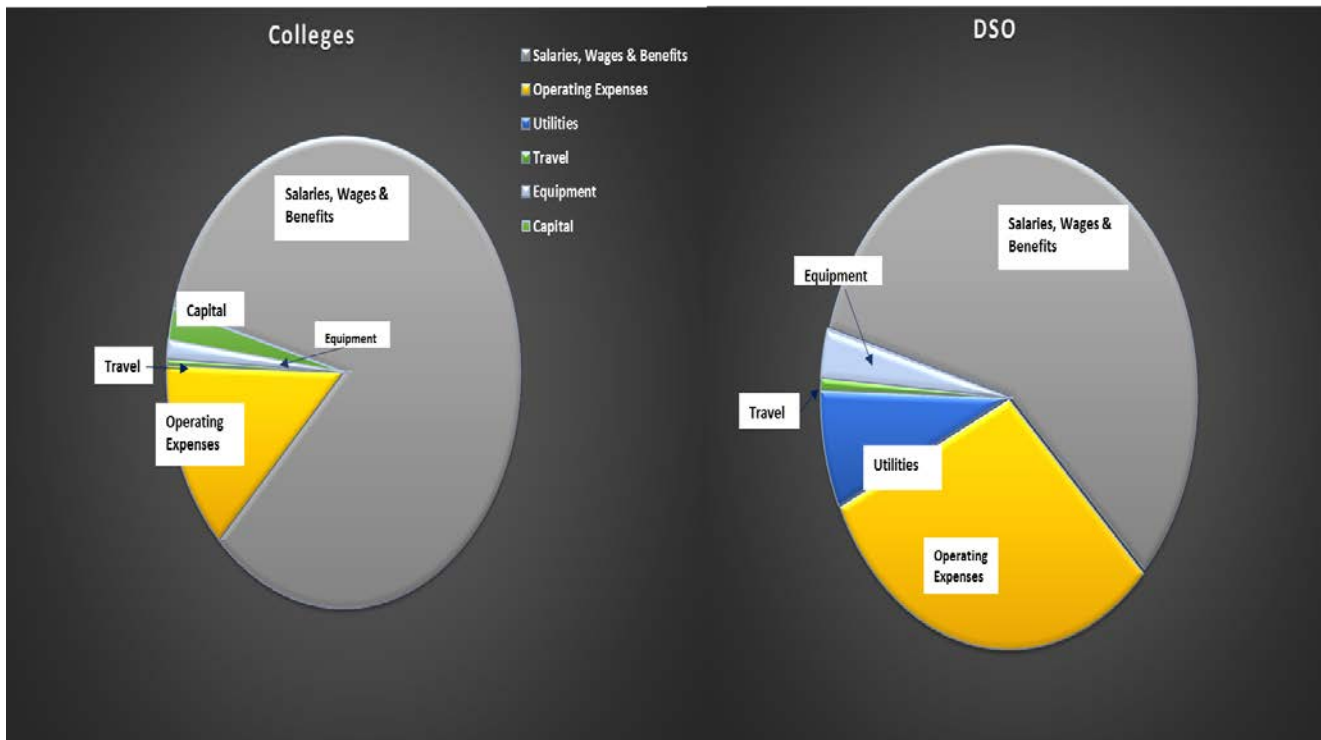
*This view is for presentation only and the direct and indirect expenses remain housed and controlled by District Support Operations.*







FY18 EXPENSE BUDGET BY NATURAL CATEGORY



**College and DSO Non-Formula Funding**

Both the Colleges and DSO have Revenues generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes). These revenues can be summarized by function as seen below:

- Instruction – special program tuition (high-cost program fees to fund cost of specialized equipment or materials needed for a specific program), VCT fees (Virtual College of Texas), seminar and workshop revenue
- Public Service – gym rentals, facility and property rentals
- Academic Support – library fines, facility rentals
- Student Services – student activity fees, testing fees, event booth rentals
- Auxiliary – child care, natatorium swim rental and vendor fees, campus access fees, parking fee

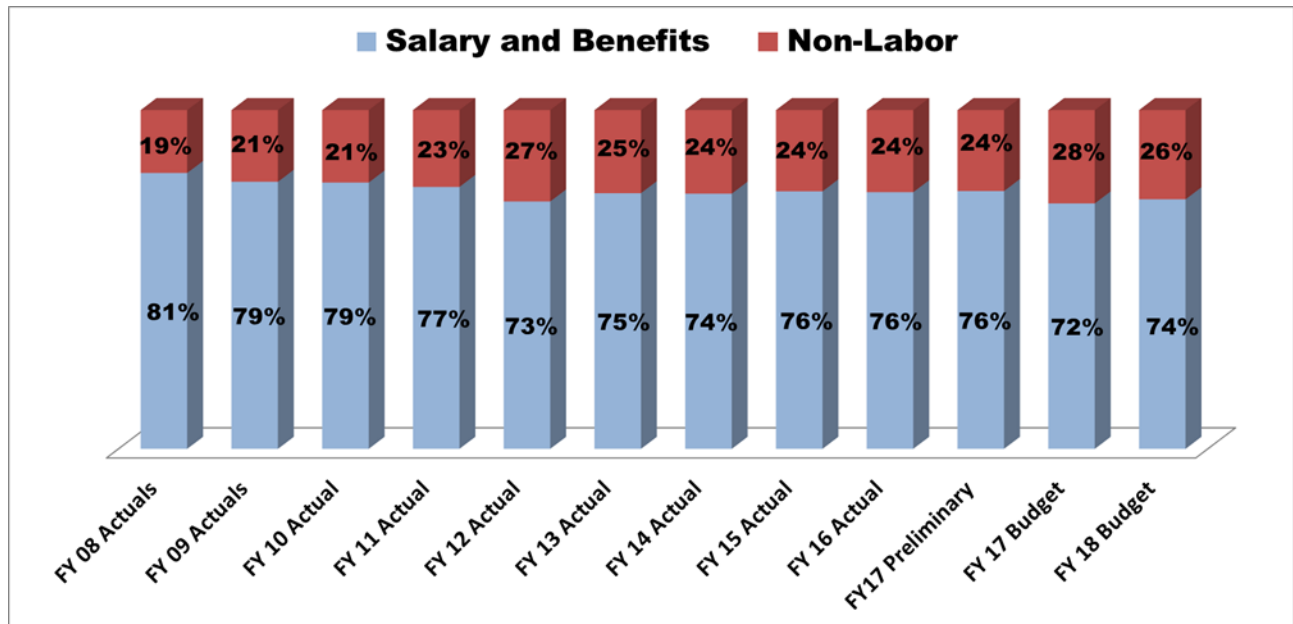
The expenses required to off-set these Non-Formula Revenues are calculated at a one-to-one ratio.

FY18 FULLY ALLOCATED BUDGET									
By Functional Category									
Functional Category	SAC	SPC	PAC	NVC	NLC	Total Colleges	DSO	General Institutional	Total Alamo Colleges District
Formula Funding	59,068,349	41,585,559	29,576,509	46,407,620	16,080,713	192,718,750	111,659,472	24,976,713	329,354,935
Non-Formula Funding	1,271,211	235,466	1,532,314	-	-	3,038,991	246,497	1,422	3,286,910
Capital	1,297,096	1,085,448	612,007	1,013,471	291,978	4,300,000	-	-	4,300,000
Transfers	-	-	-	-	-	-	-	17,144,253	17,144,253
<b>Total FY18 Budget</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>200,057,741</b>	<b>111,905,969</b>	<b>42,122,388</b>	<b>354,086,098</b>



### Salaries, Wages and Benefits

As noted above in the Fully Allocated by Natural Class table and chart, the most significant account expense in the operating budget is salaries, wages and benefits. Since FY 2008, salaries, wages and benefits as a percent of total expense (without transfers) has declined from 81% to 74% of the FY 2017-2018 operating budget, with the inclusion of fringe benefits paid by the state.



As a key strategic priority, the Alamo Colleges District invested in its employees by approving a \$4.1M compensation adjustment, effective January 1, 2018. Beginning with FY 2013, the Alamo Colleges has implemented the “Threeness” principle for its faculty salary plan. This principle aligns the faculty salary schedule to be in the top three as compared to our peer group (the very large community colleges in Texas). For staff and administrators, beginning in FY 2014, a market-based study has been used to determine salary ranges by job description. Compensation adjustments are determined based on this market study, with the goal for all positions to be paid at the market-based mid-point or above.

The chart below highlights the average salary adjustment in FY 2018 by employee classification.

Employee Classification	Average Adjustment
Full-time Faculty	4.15%
Adjunct/CE Faculty	2.0%
Full-time Staff	3.0%
Part-time/Temp Staff	2.6%
IT Mgrs/Professionals	3.0%
Administrators	3.0%

The Alamo Colleges District has invested over \$28 million in its employees since FY2012 in order to remain competitive with the market.



### **Staffing Management Plan**

During fiscal year 2012, the senior leadership team, consisting of the Chancellor, the five Presidents and the five Vice Chancellors, developed an Alamo Colleges District staffing management plan (SMP).

The SMP guides the actions on how positions are defined, staffed, redeployed, managed and controlled to meet the strategic goals and objectives of Alamo Colleges District. The senior leadership team went through the following process in determining the targets.

1. Define the roles and responsibilities by function.
2. Develop ratios per operational measure for each function.
3. Determine the optimum staffing level for each function.
4. Balance overall staffing to targeted labor expense (salaries, wages and benefits) as a percent of total expense. FY 2017-2018 target: 72% for Alamo Colleges District, based on individual College targets of 79% each and 57.2% for District support operations.

Authorized full-time and benefit eligible positions, as well as adjuncts, temporaries and work studies, are tracked and monitored throughout the year. The SMP will provide quantitative data to guide future hiring decisions for the Alamo Colleges District to ensure the right mix of functions to support the students and rebalance resources fairly across the five Colleges



FY 2018 Staffing Management Plan (SMP)							
	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL
<b>FY 2017 APPROVED</b>							
FTE Salaries	34,168,879	22,470,737	16,314,570	20,662,836	9,663,021	47,014,434	150,294,477
Other Salaries and Wages	6,517,636	5,744,825	3,434,312	10,893,058	1,317,218	3,611,388	31,518,437
Fringe Benefits - including State Paid	11,101,476	7,752,548	5,340,661	7,639,111	2,973,555	19,803,954	54,611,305
<b>Total Personnel &amp; Benefits</b>	<b>51,787,991</b>	<b>35,968,110</b>	<b>25,089,543</b>	<b>39,195,005</b>	<b>13,953,794</b>	<b>70,429,776</b>	<b>236,424,219</b>
Operating Expenses <sup>1</sup>	9,848,665	6,938,363	6,631,287	8,226,086	2,418,897	66,403,328	100,466,626
<b>Sub-Total</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>136,833,104</b>	<b>336,890,845</b>
Transfers						17,195,253	17,195,253
<b>TOTAL EXPENSE</b>	<b>61,636,656</b>	<b>42,906,473</b>	<b>31,720,830</b>	<b>47,421,091</b>	<b>16,372,691</b>	<b>154,028,357</b>	<b>354,086,098</b>
Additional Adjustments Items:							0
Reclass agency/construction labor						6,464,482	6,464,482
One-time Investments <sup>2</sup>						(4,058,400)	(4,058,400)
<b>SMP % Labor Calculation</b>							
Total Labor Costs <sup>3</sup>	51,787,991	35,968,110	25,089,543	39,195,005	13,953,794	76,894,258	242,888,701
Total Expense excluding Transfers <sup>4</sup>	61,636,656	42,906,473	31,720,830	47,421,091	16,372,691	132,774,704	332,832,445
% of Labor to Total Expense <sup>5</sup>	84.0%	83.8%	79.1%	82.7%	85.2%	57.9%	73.0%
Target under SMP	79.0%	79.0%	79.0%	79.0%	79.0%	57.2%	72.0%
Variance from Target	5.0%	4.8%	0.1%	3.7%	6.2%	0.7%	1.0%
<sup>1</sup> Operating Expense includes capital budget of \$4.3M <sup>2</sup> Investment in Veteran's Administration Center <sup>3</sup> Total Labor Costs includes State Paid Benefits and the reclassification of \$6.5M for Construction Agency costs from Non-labor to Labor <sup>4</sup> Total Expense excluding Transfers and \$4.058M in VA Center Appropriation <sup>5</sup> PAC % Labor to Total Expense is lower than the other Colleges and on the SMP target due to \$600k in contracted labor/services related to the Helicopter Aviation special program tuition. This is a pass through to the 3rd party agency.							
NOTE: FTE is defined as Full-Time Employee in this table							

## Operating Expenses (Non-labor)

Operating expenses are all expenses other than salaries, wages and benefits. For FY 2017-2018, in addition to the necessary expenses required to sustain the operations, areas receiving addition funding in alignment with budget priorities include: 1) the non-labor costs associated with the Student Success initiatives, including AlamoINSTITUTES, Alamo Colleges OnLine (ACOL), Navigate student portal, Student E-Portfolio software & licenses 2) Preventive Maintenance for the on-going maintenance of our facilities and 3) added funds for capital needs at the five campuses for furniture, fixtures, equipment.



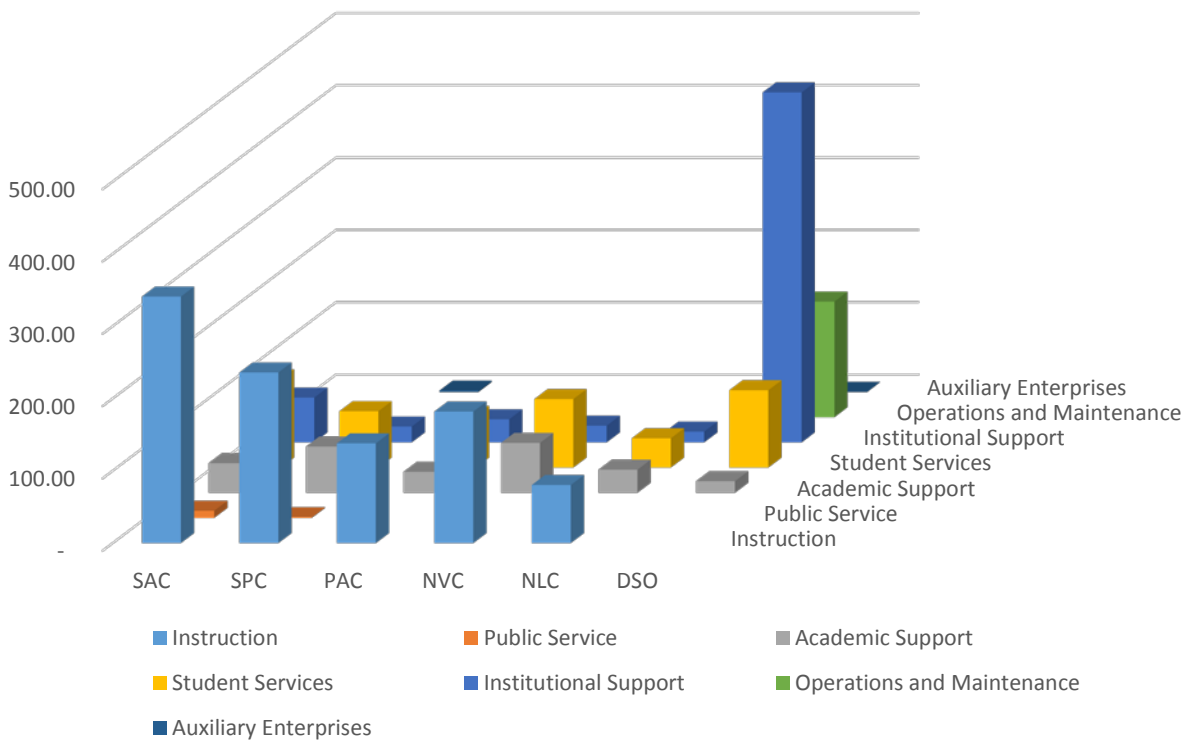
## Staffing Summary

The FY18 total full-time employee (FTE) has gone up to 2,554. A total of 251 FTE increase since FY14 which included 81 FTEs in Instruction, 136 in Student services, and 67 in Institution Support. For FY18, an average of 53% FTE was funded in instruction, 14% in academic Support, and 23% in student services among five colleges and various off-site campuses. The FTEs in district support operations provide the direct and indirect support to the entire Alamo Colleges District. There are 63% of full-time employees in institutional support, 14% in student services, and 21% in operations and maintenance to provide services to all locations.

Three Year Staffing Summary - Full Time Positions						
	FY16		FY17		FY18	
	FTE	Budget Salary	FTE	Budget Salary	FTE	Budget Salary
<b>San Antonio College</b>						
Instruction	338.26	20,696,212	346.26	21,625,741	341.00	21,061,778
Public Service	2.00	109,456	10.00	520,393	10.00	554,030
Academic Support	50.00	2,681,690	38.00	2,128,384	41.00	2,207,468
Student Services	122.00	6,014,612	119.00	5,708,724	122.00	5,931,278
Institutional Support	59.00	3,113,943	61.00	3,335,795	62.00	3,522,714
Auxiliary Enterprises	3.00	142,503				
<b>Total</b>	<b>574.26</b>	<b>32,758,416</b>	<b>574.26</b>	<b>33,319,037</b>	<b>576.00</b>	<b>33,277,268</b>
<b>St. Philip's College</b>						
Instruction	216.74	11,148,382	234.74	12,936,702	236.00	12,806,617
Public Service	1.00	66,565	1.00	69,228	1.00	69,228
Academic Support	64.00	3,315,694	66.00	3,464,078	64.00	3,391,265
Student Services	71.00	3,539,384	71.00	3,674,574	78.00	4,069,326
Institutional Support	21.00	1,345,123	23.00	1,506,652	22.00	1,490,057
Auxiliary Enterprises	2.00	49,267	2.00	57,001	2.00	45,303
<b>Total</b>	<b>375.74</b>	<b>19,464,415</b>	<b>397.74</b>	<b>21,708,235</b>	<b>403.00</b>	<b>21,871,796</b>
<b>Palo Alto College</b>						
Instruction	120.00	6,923,032	132.00	7,989,132	138.00	8,411,511
Academic Support	28.00	1,429,249	26.00	1,414,426	29.00	1,576,006
Student Services	67.00	3,376,114	67.00	3,491,806	71.50	3,805,970
Institutional Support	28.00	1,567,268	30.00	1,754,895	32.00	1,892,627
Auxiliary Enterprises	3.00	135,932	3.00	143,257		
<b>Total</b>	<b>246.00</b>	<b>13,431,595</b>	<b>258.00</b>	<b>14,793,516</b>	<b>270.50</b>	<b>15,686,114</b>
<b>Northwest Vista College</b>						
Instruction	157.00	8,776,878	172.00	10,015,423	182.00	10,668,310
Academic Support	73.00	3,429,403	64.00	3,129,811	69.00	3,344,012
Student Services	85.50	3,930,608	91.80	4,411,407	94.80	4,515,076
Institutional Support	19.50	1,266,070	22.20	1,430,449	23.20	1,510,484
<b>Total</b>	<b>335.00</b>	<b>17,402,959</b>	<b>350.00</b>	<b>18,987,090</b>	<b>369.00</b>	<b>20,037,882</b>
<b>Northeast Lakeview College</b>						
Instruction	76.40	4,042,188	80.40	4,471,272	80.40	4,587,420
Academic Support	33.00	1,755,823	34.00	1,888,120	32.00	1,733,402
Student Services	35.60	1,850,711	35.60	1,846,782	40.60	2,051,035
Institutional Support	14.00	958,178	13.00	936,415	15.00	1,086,589
<b>Total</b>	<b>159.00</b>	<b>8,606,900</b>	<b>163.00</b>	<b>9,142,589</b>	<b>168.00</b>	<b>9,458,446</b>
<b>District Support Operations</b>						
Academic Support	5.00	262,294	5.00	266,887	16.00	756,010
Student Services	105.00	5,371,503	107.00	5,610,332	107.00	5,588,874
Institutional Support	442.17	26,697,395	463.17	29,195,694	484.12	30,312,012
Operations and Maintenance of Plant	175.00	6,821,595	160.00	6,655,217	160.00	6,643,232
Auxiliary Enterprises	1.36	47,881	0.36	17,820	0.36	17,820
<b>Total</b>	<b>728.53</b>	<b>39,200,668</b>	<b>735.53</b>	<b>41,745,950</b>	<b>767.48</b>	<b>43,317,948</b>
<b>Total Alamo College District</b>						
Instruction	908.40	51,586,692	965.40	57,038,270	977.40	57,535,636
Public Service	3.00	176,021	11.00	589,621	11.00	623,258
Academic Support	253.00	12,874,153	233.00	12,291,706	251.00	13,008,163
Student Services	486.10	24,082,932	491.40	24,743,625	513.90	25,961,559
Institutional Support	583.67	34,947,977	612.37	38,159,900	638.32	39,814,483
Operations and Maintenance of Plant	175.00	6,821,595	160.00	6,655,217	160.00	6,643,232
Auxiliary Enterprises	9.36	375,583	5.36	218,078	2.36	63,123
<b>Total</b>	<b>2,418.53</b>	<b>130,864,953</b>	<b>2,478.53</b>	<b>139,696,417</b>	<b>2,553.98</b>	<b>143,649,453</b>



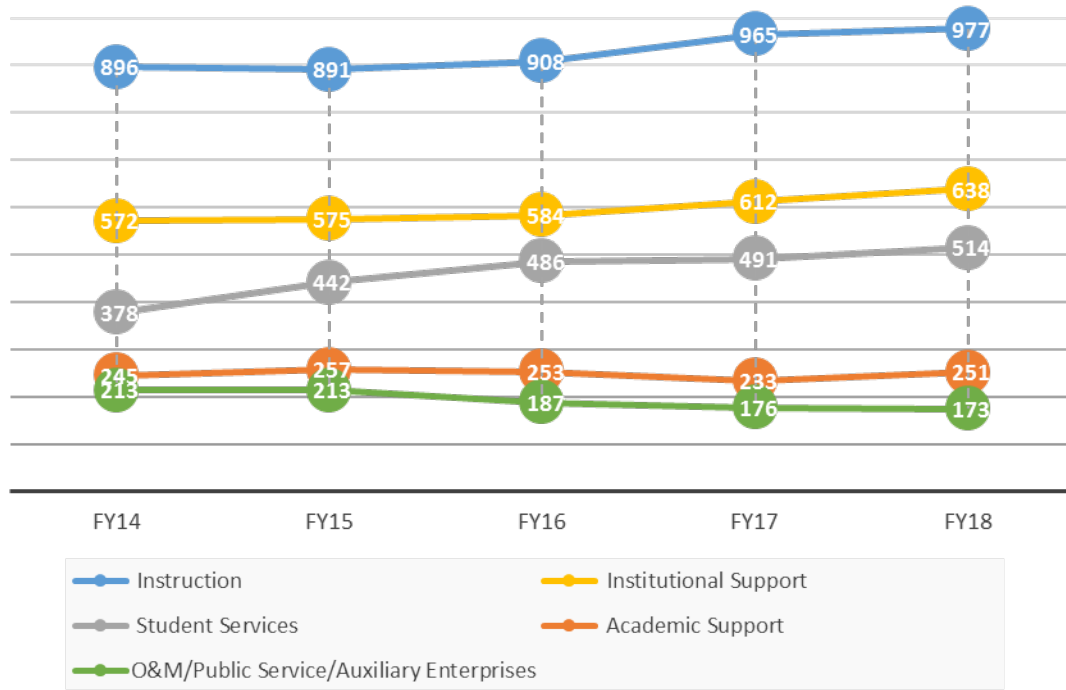
FY18 FTE Summary by Colleges and DSO



	FY14	FY15	FY16	FY17	FY18
Instruction	896	891	908	965	977
Public Service	3	3	3	11	11
Academic Support	245	257	253	233	251
Student Services	378	442	486	491	514
Institutional Support	572	575	584	612	638
Operations and Maintenance	198	198	175	160	160
Auxiliary Enterprises	12	12	9	5	2
<b>Total</b>	<b>2,303</b>	<b>2,378</b>	<b>2,419</b>	<b>2,479</b>	<b>2,554</b>



### 5 Year FTE's by Functional Category





District Support Operations - Staffing

ALAMO COLLEGES DISTRICT  
Three Year District Staffing Summary - Full Time Positions

		FY16	FY16	FY17	FY17	FY18	FY18
		FTE	Salary	FTE	Salary	FTE	Salary
<b>DSO Other</b>							
Administrator	61011	3.00	689,789	3.00	716,592	3.00	733,044
Professional	61012	15.00	1,164,917	14.00	1,128,272	14.00	1,176,226
Classified	61021	4.00	188,627	5.00	230,114	6.00	254,185
<b>Total</b>		<b>22.00</b>	<b>2,043,333</b>	<b>22.00</b>	<b>2,074,978</b>	<b>23.00</b>	<b>2,163,455</b>
<b>VC for Academic Affairs</b>							
Non-Instructional	61003					1.00	67,355
Administrator	61011	2.00	344,179	2.00	361,389	3.00	512,562
Professional	61012	11.00	826,543	17.00	1,264,005	26.00	1,631,131
Classified	61021	3.00	117,856	3.00	121,891	4.00	149,142
<b>Total</b>		<b>16.00</b>	<b>1,288,578</b>	<b>22.00</b>	<b>1,747,285</b>	<b>34.00</b>	<b>2,360,190</b>
<b>VC for Finance and Administration</b>							
Non-Instructional	61003					5.00	308,749
Administrator	61011	7.00	1,048,158	7.00	1,106,492	7.00	1,106,489
Professional	61012	167.00	10,941,659	185.00	12,368,416	188.00	12,674,657
Classified	61021	325.00	11,787,475	303.00	11,417,694	314.00	11,686,710
<b>Total</b>		<b>499.00</b>	<b>23,777,292</b>	<b>495.00</b>	<b>24,892,602</b>	<b>514.00</b>	<b>25,776,605</b>
<b>VC for Planning Performance and Info Systems</b>							
Administrator	61011	4.00	578,972	4.00	551,911	3.00	480,181
Professional	61012	77.00	5,400,966	81.00	5,907,407	83.00	6,127,745
Classified	61021	22.00	899,733	23.00	968,381	23.00	945,802
<b>Total</b>		<b>103.00</b>	<b>6,879,671</b>	<b>108.00</b>	<b>7,427,699</b>	<b>109.00</b>	<b>7,553,728</b>
<b>VC for Economic and Workforce Development</b>							
Administrator	61011	2.00	338,904	3.00	503,850	3.00	507,023
Professional	61012	28.90	1,806,838	25.90	1,666,175	24.00	1,581,642
Classified	61021	11.63	400,642	8.63	301,563	9.48	329,733
<b>Total</b>		<b>42.53</b>	<b>2,546,383</b>	<b>37.53</b>	<b>2,471,588</b>	<b>36.48</b>	<b>2,418,398</b>
<b>VC for Student Success</b>							
Administrator	61011	2.00	338,904	2.00	355,850	2.00	355,849
Professional	61012	24.00	1,583,861	29.00	2,007,864	28.00	1,864,437
Classified	61021	20.00	742,647	20.00	768,084	21.00	825,287
<b>Total</b>		<b>46.00</b>	<b>2,665,412</b>	<b>51.00</b>	<b>3,131,798</b>	<b>51.00</b>	<b>3,045,573</b>
<b>Total District Support Operations</b>							
Non-Instructional	61003	-	-	-	-	6.00	376,104
Administrator	61011	20.00	3,338,906	21.00	3,596,084	21.00	3,695,148
Professional	61012	322.90	21,724,784	351.90	24,342,139	363.00	25,055,838
Classified	61021	385.63	14,136,980	362.63	13,807,727	377.48	14,190,859
<b>Total</b>		<b>728.53</b>	<b>39,200,669</b>	<b>735.53</b>	<b>41,745,950</b>	<b>767.48</b>	<b>43,317,949</b>

(A) FY11 and FY12 includes transfer of 19 employees from the Colleges to establish the new Center for Student Information (CSI). FY13 includes transfer of 6 Interpreter employees from the Colleges. FY16 includes 6 Assoc. Dir Enterprise Report employees moved from Colleges to District (VCPPIIS) in FY15 after approved budget. FY18 added 11 new positions to the Alamo Colleges On-Line in VCAS area and additional 6 FTEs were added to VCSS since FY15. DPS increased 12 FTEs and HR added 7 new positions in FY18.

FY09 Staffing (at peak)	821.50
Decrease since FY09	(54.02)
Impact of CSI/Interpreter/Enterprise Report & New FTEs	1.00 (A)
District FTE Reduction	<b>(53.02)</b>

Note: FTE is defined as Full-Time Employee in this table.





## Capital Allocations

Alamo Colleges District has significant investments in buildings, land, parking garages, athletic facilities and equipment. The capital budget includes both capitalized and non-capitalized activity. The funding mechanisms for the capital budget are both operating allocations and debt issuance. Routine and preventive maintenance is funded from the operating budget. Routine capital expenditures for both capitalized and non-capitalized items are funded from the operating budget. Unused allocations to the capital budget from an annual budget for routine capital expenditures are made available for future use.

Routine Capital Expenditures. The annual allocation for resources to update or replace obsolete and worn out equipment and furniture is identified in the Capital Budget line of the operating budget. The five Colleges receive this allocation for this purpose. According to the procedure, the process for determining the annual allocation requires three steps:

1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY 2017-2018 Capital Budget allocation begins with depreciation expense from the Fiscal Year 2016 financial statements as a best estimate of asset life and assets needing replacement.
2. Estimate amount of non-capitalized items the Colleges will need to replace during the year. Expensed asset replacement (assets costing less than \$5,000) is calculated by using the FY 2017-2018 projected contact hours multiplied by \$0.25 per contact hour, which was based on a historical spending analysis.
3. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on available funding and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of \$4,300,000 was allocated for the FY 2017-2018 Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 66% funded for routine capital expenditures. In the Multi-Year plan, this allocation will increase year over year to a maximum of \$9 million by year six.

Step 1 Depreciation Expense for Furniture & Equipment @ Colleges for Fiscal Year 2016	1,455,423
Step 2 Non-capitalized need (@ \$0.25/Contact Hr)	5,040,155
Amount recommended by procedure	6,495,578
Step 3 FY 2017-2018 Budget Allocation	4,300,000
% Funded	66%



## **TAX REVENUE & DEBT SERVICE**



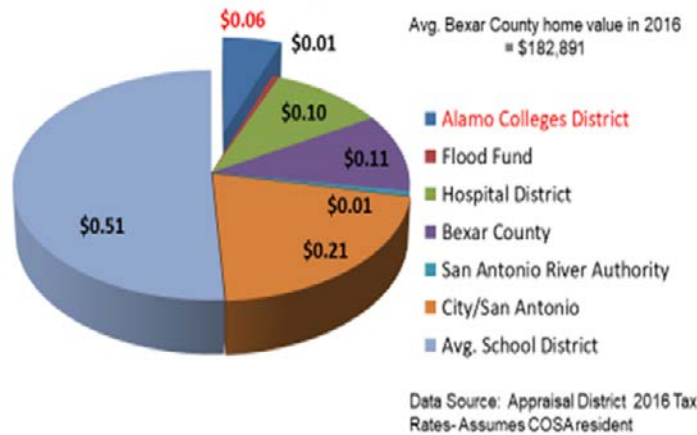
### Assessed Value and Tax Levy of Taxable Property

For FY 2018, the District’s combined budgeted ad valorem property tax rate remained at \$0.149150 per \$100 of assessed valuation. This tax rate has remained stable since fiscal year 2013. The property tax is levied each October 1 on the assessed value as of the prior January 1 for all real and business personal property located in Bexar County, Texas. On January 1 of each year, a tax lien attaches to property to secure payment of all taxes, penalties, and interest ultimately imposed for the year on the property. The District’s tax lien is on a parity with tax liens on all other taxing units in the county.

By local referendum held in 1952, the District is limited to a total tax rate not to exceed \$0.25. This is lower than the \$1.00 ad valorem tax rate for community college districts permitted by Section 130.122, as amended, of the Texas Education Code.

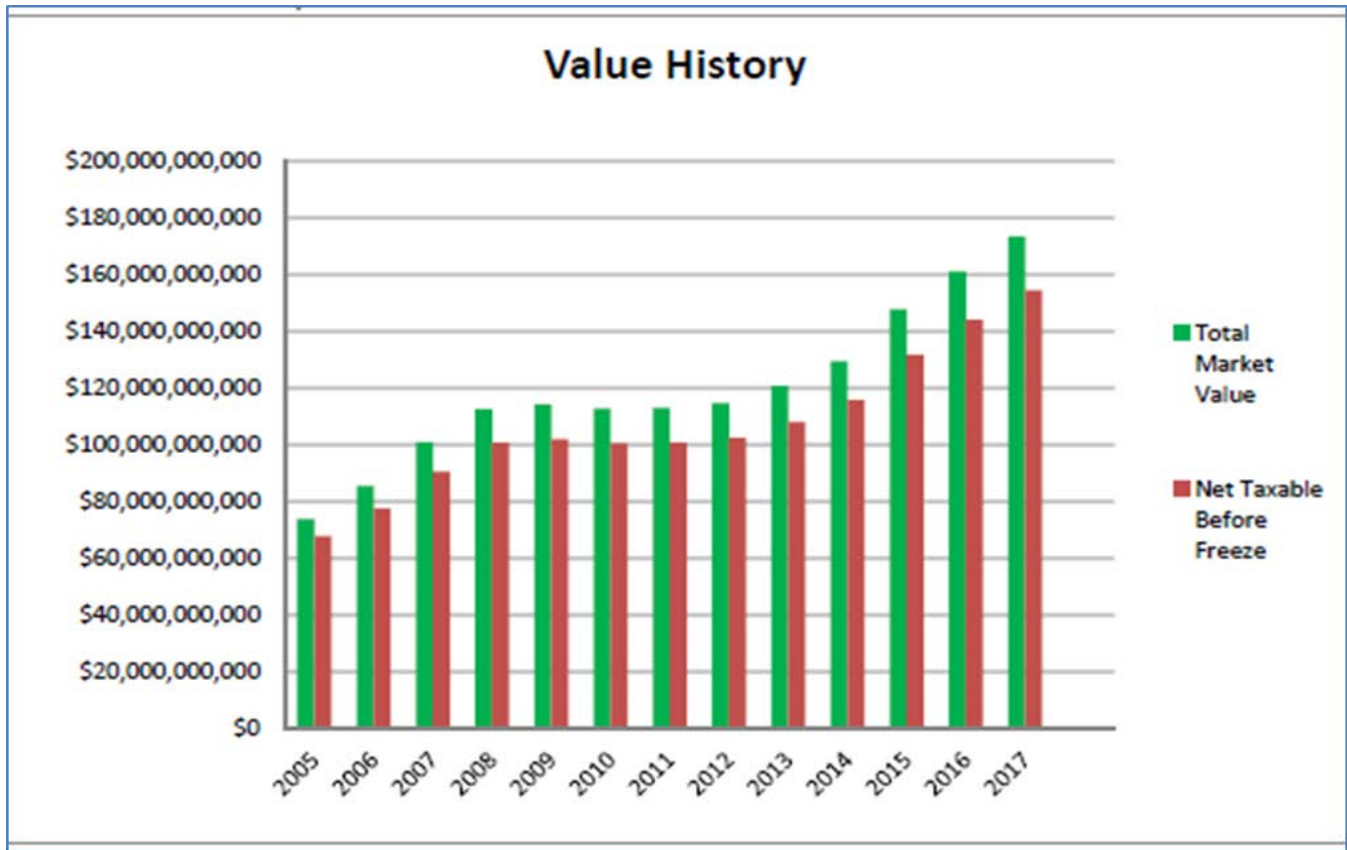
Alamo Colleges District’s tax rate represents approximately \$0.06 of every \$1.00 in property taxes for a “typical” Bexar County homeowner.

Allocation \$1 of Taxes of a “Typical” Bexar County Homeowner



### Growth in Taxable Valuation

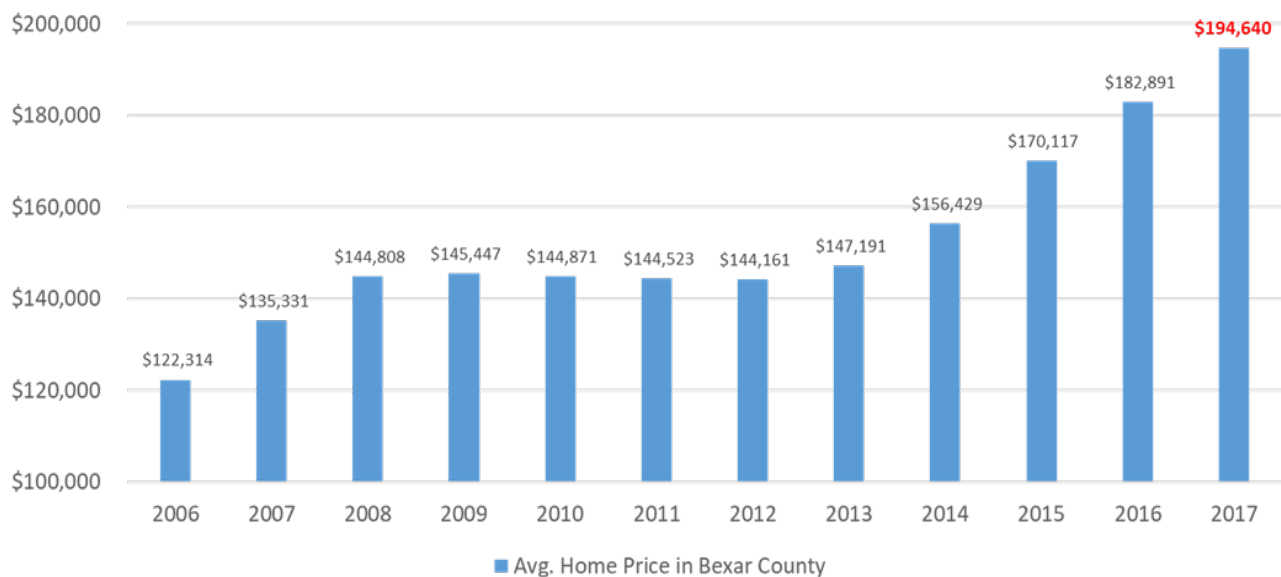
The District has benefitted from increasing taxable values in Bexar County as shown on the chart below. As of the initial roll certification in July of 2005, the net taxable value of the appraisal roll for the District was just under \$67.8 billion and that has grown to just under \$154.5 billion for 2017.





The first new downtown office tower since the mid-1980s is under construction, which will be occupied by Frost Bank as their corporate headquarters. HEB Grocery, the area’s largest private employer with over 20,000 employees, continues to expand their logistics operations and is continuing to open new stores. NuStar, Valero, Tesoro, Haliburton, and CPS continue to maintain a significant presence in Bexar County’s energy sector. Corporations such as Hulu and Pizza Patron are moving headquarters into San Antonio. Continued popularity of trucks has enabled Toyota Tundra’s manufacturing plant to maintain high levels of production. Several years ago, the company added to their facility to accommodate building Tacoma trucks at their facility in Bexar County as well. Southern Bexar County has been only slightly impacted by the decline in fracking activity, but increases in other areas of the economy have mitigated those issues as it applies to the District. Several corporate campuses are under construction (or recently finished) on the northwest side of the county, which will add positively to the commercial tax base. Institutional investors recognize the health and affordability of the San Antonio market and are now major players in all sectors of real estate markets in Bexar County.

For the average homeowner, values have increased steadily. The average home price in Bexar County for the most recent appraisal year is currently just under \$195,000.



Source: Bexar Appraisal District Certified Values

The rise in taxable assessed valuation has provided Alamo Colleges District an increasing revenue stream without raising the tax rate, providing funding for facilities operations and maintenance on aging infrastructure. The expectation is for continued growth; San Antonio and greater Bexar County continue to flourish in respect to population and new taxable parcels. The San Antonio MSA population has increased by 11.75% between 2010 and 2016; according to the US Bureau of Labor Statistics, it is projected to increase an additional 8.12% by 2021. For the past 5 years, net taxable value has grown approximately 8.6% on an annualized rate. Overall, the District expects that the upward trend in values will continue over the next several years; the past 3 years’ new construction figures of \$3.7-\$4.25 billion range are expected to continue. As for total market values and taxable values, the average percentage of increase from 2005 – 2017 in market value is 7.62%, and the average taxable increase has been 7.38% over that same time. That should be representative over the next few years, with a range of 6%-8% for each.



**Tax Rate**

The combined tax rate consists of two parts: maintenance and operations funding (M&O) and funding for debt service of general obligation bonds.

**Two Parts to the Tax Rate/Revenue**

“M&O”	“Debt”
<ul style="list-style-type: none"> <li>• Maintenance and Operations</li> <li>• Covers facilities salaries, utilities, day-to-day operations</li> <li>• Important component of the budgeted revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Covers Principal and Interest on bonds issued and secured by the property tax revenues</li> <li>• This includes the Capital Improvement Program (CIP) which provides funding for renovations, new facilities, Centers of Excellence, and technology infrastructure</li> </ul>
<p>Alamo Colleges current Tax Rate of \$0.149150  <span style="color: green;">\$0.107760 M&amp;O</span> + <span style="color: red;">\$0.04139 Debt</span></p>	

Budgeted total tax revenue of \$217.2 million is included in the FY 2017-2018 budget. Of this amount, \$156.9 million is operating revenue, and the remaining restricted revenue of \$60.3 million is for debt service on General Obligation Bonds and Maintenance Tax Notes.

Debt Supported by M&O Tax Revenue:

Revenue from the M&O portion is considered as part of the operating funds, and as such, it supports the debt service or prepayment/refunding of Revenue bonds. The District issues Revenue bonds to purchase land and to acquire, construct, improve, enlarge and equip facilities. The following table lists each outstanding Revenue debt issuance, issuance date, type, and amount of debt as of the end of FY 2017.



Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current Year Budget Debt Service
<b>Revenue Financing System</b>				
2012A	Refund certain of the District's outstanding Combined Fee Revenue bonds and to construct a parking facility. Issued March 22, 2012.	\$ 55,800,000	2037 <sup>(1)</sup>	\$ 54,145,000
2012B	(Taxable issue). Refund remainder of the District's outstanding Combined Fee Revenue bonds. Issued March 22, 2012.	\$ 22,295,000	2018 <sup>(2)</sup>	\$ 330,000
2017	Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Issued February 15, 2017.	\$ 34,880,000	2047 <sup>(3)</sup>	\$ 34,880,000
2017	(Variable Rate) Acquire, purchase, construct, equipping of any property or buildings of any nature of the District. Issued February 15, 2017.	\$ 15,690,000	2047 <sup>(3,4)</sup>	\$ 15,690,000
<b>Total Revenue Financing System Bonds</b>				<b>\$ 105,045,000</b>

- (1) Calendar final maturity 11-1-2036
- (2) Calendar final maturity 11-1-2017
- (3) Calendar final maturity 11-1-2046
- (4) Mandatory tender 11-1-2019

**Debt service requirements at August 31, 2017 were as follows (amounts in 000's):**

For the Year Ended August 31,	Total Revenue Bonds	
	Principal	Interest
2018	5,145	4,717
2019	5,685	4,120
2020	5,880	4,236
2021	6,100	4,314
2022	6,395	4,012
2023-2027	24,080	15,694
2028-2032	13,015	11,887
2033-2037	13,005	8,848
2038-2042	11,300	5,660
2043-2047	14,440	2,117
TOTAL	105,045	65,604

### Debt Supported by the Debt Tax Revenue

Funds from the Debt portion of tax collections may only be used for payment of principal and interest on funds used for maintenance, construction and other such capital outlay needs. The District has issued both Limited Tax Obligation Bonds and Maintenance Tax Notes. The following table lists each outstanding debt issuance, issuance date, type, and amount of debt as of the end of FY 2017.



Series	Instrument Type and Purpose	Amount Issued and Authorized	Final Maturity (Fiscal Year)	Outstanding Debt for Current Year Budget Debt Service
<b>General Obligation Bonds</b>				
2007	Construct, renovate, acquire and equip new and existing facilities. Issued April 5, 2007.	\$ 271,085,000	2033	\$ 160,570,000
2007A	Construct, renovate, acquire and equip new and existing facilities. Issued August 21, 2007.	\$ 63,490,000	2032	\$ 31,425,000
2012	Refund certain of the District's outstanding Limited Tax Bonds Series 2007 and 2007A. Issued July 12, 2012.	\$ 74,110,000	2037	\$ 74,110,000
2016	Refund the District's outstanding Limited Tax Bonds Series 2006 and 2006A. Issued June 22, 2016.	\$ 72,065,000	2036	\$ 58,640,000
<b>Subtotal -Ltd, Tax Bonds</b>				<b>\$ 324,745,000</b>
<b>Maintenance Tax Notes</b>				
2011	Renovate and repair existing District facilities. Issued August 5, 2011.	\$ 54,795,000	2031	\$ 33,440,000
2014	Refunding of certain maturities of the 2007 Maintenance Tax Notes. Issued February, 27 2014.	\$ 40,665,000	2023	\$ 28,500,000
<b>Subtotal - Maintenance Tax Notes</b>				<b>\$ 61,940,000</b>
<b>Total General Obligation Bonds</b>				<b>\$ 386,685,000</b>

Debt service requirements at August 31, 2017 were as follows (amounts in 000's):

For the Year Ended August 31,	General Obligation Bonds		Maintenance Tax Notes		Total Tax Supported Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest
2018	10,395	14,764	6,130	2,954	16,525	17,718
2019	10,895	14,263	6,435	2,651	17,330	16,913
2020	11,425	13,737	6,755	2,330	18,180	16,067
2021	11,970	13,186	7,090	1,994	19,060	15,180
2022	12,545	12,608	7,465	1,616	20,010	14,225
2023-2027	72,180	53,605	16,045	4,674	88,225	58,279
2028-2032	90,690	35,087	12,020	1,240	102,710	36,327
2033-2037	104,645	13,033	0	0	104,645	13,033
TOTAL	324,745	170,284	61,940	17,458	386,685	187,742

In May of 2017, the voters of Bexar County by a 2 to 1 margin approved a \$450 million bond proposition for the Alamo Community College District. The bonds will fund projects as follows:

- Renovations- Over a third of the District's facilities, constituting more than 2 million square feet, are over 25 years old, some greater than 50 years old. Funds will upgrade infrastructure, redevelop interiors and exteriors and repurpose many of these facilities.
- New Facilities-The bonds will fund new facilities to address anticipated student population growth, the community's educational priorities for expanded training in high demand occupations, and enhancing programs with smart classrooms and labs. Included also are facilities for District safety and security.
- Geographical Need- The bonds will provide funding for Centers of Excellence (designed to train the workforce for high demand, high growth industries in our region), Regional Centers and expansion of current college facilities to continue to provide education services to all the communities in the service





area. The population in the service area continues to grow, particularly in the north, south and west areas of the city and county. The bonds will fund acquisition of additional land to make education and training programs more accessible.

- Technology Infrastructure- Funds will be used to address the rapid expansion of IT and Technology demand in the learning and student support enrollment area.

The bonds are expected to be sold in three installments over a period of five years. The initial bonds in the amount of \$173 million were issued in October 2017 and will be used for projects anticipated to be completed in 2-3 years.

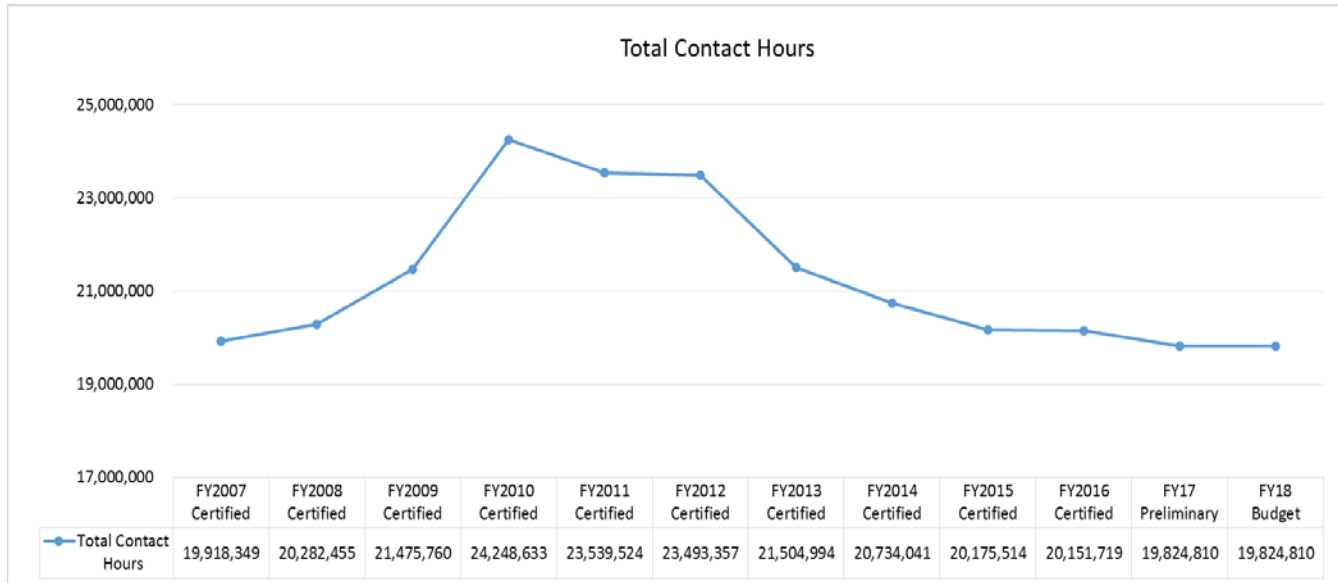


# STUDENT DATA



### Contact Hours

Contact hours and student enrollment are significant drivers of both Revenues and Expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both state appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY 2017-2018 budget is based on the current year’s (FY 2016-2017) preliminary contact hours with no growth.



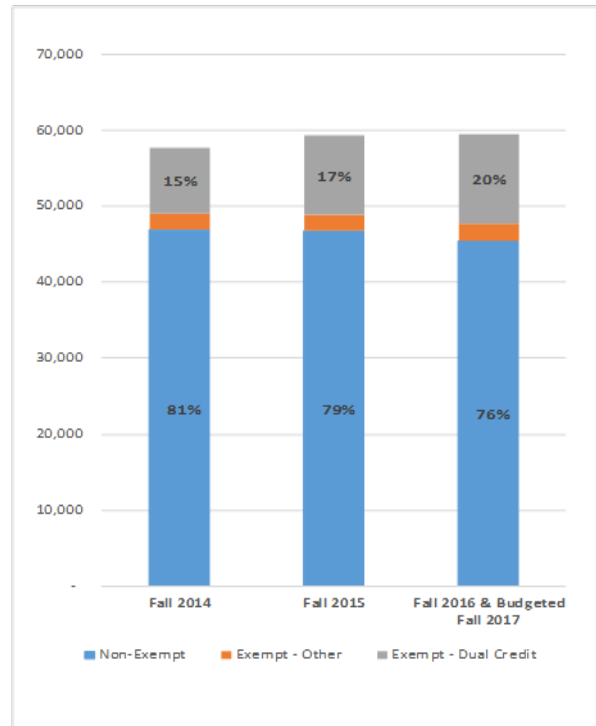
Student enrollment counts the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college courses for credit prior to high school graduation), or Exempt-Other (waived tuition for students other than high school, i.e. military, seniors).

Source: THECB Accountability System



3 YEAR ENROLLMENT - CENSUS VIEW

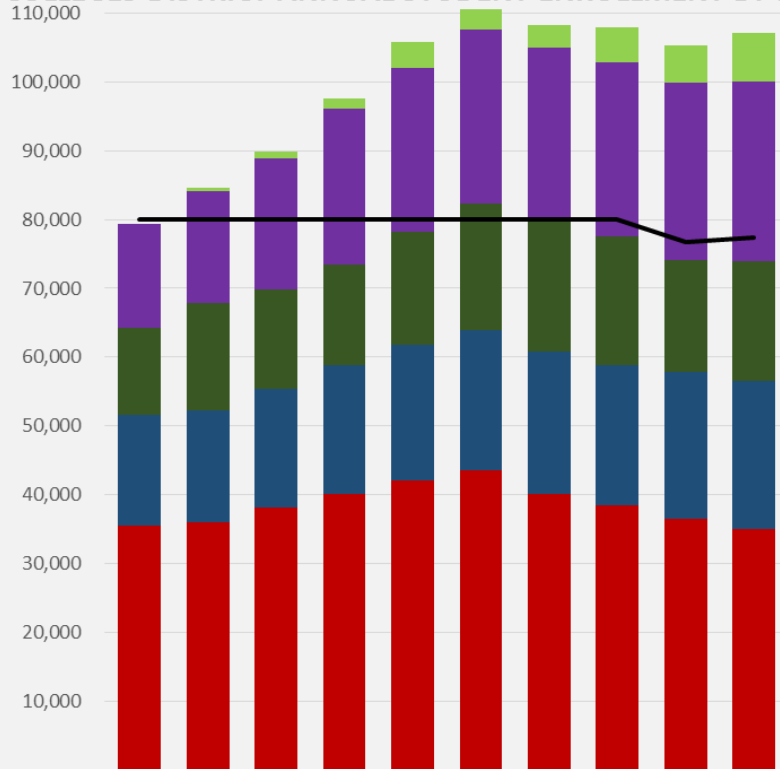
	Fall 2014	Fall 2015	Fall 2016 & Budgeted Fall 2017
<b>ALAMO</b>			
Non-Exempt	46,924	46,740	45,417
Exempt - Other	2,163	2,212	2,277
Exempt - Dual Credit	8,588	10,361	11,708
<b>Total - Census</b>	<b>57,675</b>	<b>59,313</b>	<b>59,402</b>
<b>SAC</b>			
Non-Exempt	15,475	14,850	14,065
Exempt - Other	658	657	711
Exempt - Dual Credit	2,107	2,535	2,267
<b>Total - Census</b>	<b>18,240</b>	<b>18,042</b>	<b>17,043</b>
<b>SPC</b>			
Non-Exempt	8,242	8,064	8,028
Exempt - Other	462	457	413
Exempt - Dual Credit	1,754	2,604	3,163
<b>Total - Census</b>	<b>10,458</b>	<b>11,125</b>	<b>11,604</b>
<b>PAC</b>			
Non-Exempt	6,520	6,678	6,487
Exempt - Other	311	326	368
Exempt - Dual Credit	1,474	1,634	2,253
<b>Total - Census</b>	<b>8,305</b>	<b>8,638</b>	<b>9,108</b>
<b>NVC</b>			
Non-Exempt	12,389	12,851	12,674
Exempt - Other	518	558	552
Exempt - Dual Credit	2,809	3,134	3,567
<b>Total - Census</b>	<b>15,716</b>	<b>16,543</b>	<b>16,793</b>
<b>NLC</b>			
Non-Exempt	4,298	4,297	4,163
Exempt - Other	214	214	233
Exempt - Dual Credit	444	454	458
<b>Total - Census</b>	<b>4,956</b>	<b>4,965</b>	<b>4,854</b>



Students may also attend courses at more than one college during a term, and will be counted separately at each college, as represented in the bar chart on the next page. The black line represents the unduplicated view, counting only the individual student regardless of how many courses/colleges they may attend during the term. The chart on the next page highlights the number of students taking courses at more than one college during the year.



ALAMO COLLEGES DISTRICT ANNUAL STUDENT ENROLLMENT BY LOCATION



	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Northeast Lakeview College	-	449	1,011	1,551	3,816	3,031	3,387	5,060	5,504	7,046
Northwest Vista College	15,113	16,302	19,094	22,518	23,724	25,292	25,262	25,364	25,654	26,157
Palo Alto College	12,701	15,560	14,443	14,733	16,430	18,320	18,851	18,622	16,300	17,297
St. Philip's College	16,013	16,294	17,165	18,661	19,685	20,379	20,591	20,299	21,244	21,492
San Antonio College	35,587	36,018	38,175	40,122	42,108	43,566	40,168	38,539	36,599	35,079
Alamo Colleges District - Unduplicated	79,920	79,920	79,920	79,920	79,920	79,920	79,920	79,920	76,797	77,331

Source: THECB Accountability System



**ALAMO COMMUNITY COLLEGE DISTRICT  
FUNDED CONTACT HOURS**

Fiscal Year	Academic	Voc Tech	Total	Inc / Dec
98 - 99	10,690,658	4,095,296	14,785,954	-1.2%
99 - 00	11,074,104	4,153,995	15,228,099	3.0%
00 - 01	11,605,418	4,128,811	15,734,229	3.3%
01 - 02	12,898,748	4,406,206	17,304,954	10.0%
02 - 03	14,228,315	4,633,550	18,861,865	9.0%
03 - 04	14,986,560	4,788,453	19,775,013	4.8%
04 - 05	15,035,056	4,941,776	19,976,832	1.0%
05 - 06	14,771,648	4,760,436	19,532,084	-2.2%
06 - 07	15,057,632	4,567,944	19,625,576	0.5%
07 - 08	15,499,262	4,479,415	19,978,677	1.8%
08 - 09	16,578,880	4,564,484	21,143,364	5.8%
09 - 10	18,845,612	5,065,508	23,911,120	13.1%
10 - 11	18,969,648	4,838,908	23,808,556	-0.4%
11 - 12	17,767,584	4,568,491	22,336,075	-6.2%
12 - 13	16,850,656	4,345,555	21,196,211	-5.1%
13 - 14	16,338,384	4,126,465	20,464,849	-3.5%
14 - 15	15,932,152	4,008,405	19,940,557	-2.6%
15 - 16	16,189,360	3,701,027	19,890,387	-0.3%
16 - 17 Preliminary	16,073,080	3,655,173	19,728,253	-0.8%

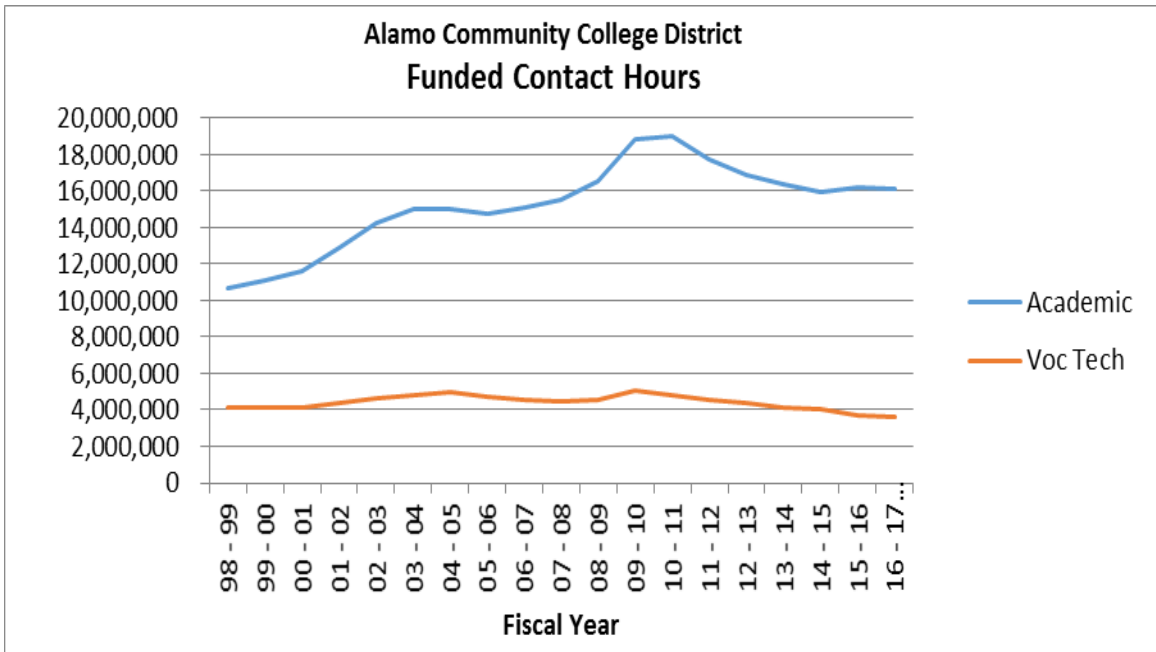
Program (Recent): CBM004 ODS - SCH and CH.egp and CBM00C ODS - CH.egp

Source: CBM004 and CBM00C Data - District IRES Office

Excel File: Funded CH and Unduplicated HC by FY

Note: Voc Tech includes Continuing Education Contact Hours.

Preliminary indicates that the most recent terms are preliminary for continuing education contact hours.





## Headcount vs. Enrollment

The table on the following page was developed to give a comprehensive view of student counts at Alamo Colleges. The three primary data points are:

**Total Unduplicated at Census Date:** For officially certified student counts the Census Date is used. Census Date is defined as the official day of record that public higher education institutions must determine the enrollments that qualify to be reported to the Texas Higher Education Coordinating Board for state reimbursement. Also referred to as Official Reporting Date (ORD). For fall and spring semesters, it is the 12<sup>th</sup> class day. For summer semesters, it is the 4<sup>th</sup> class day.

**Total Unduplicated with Flex II:** For planning purposes, however, student data for the additional parts of term (Flexible Entry) after Census Date are useful in providing a complete look at a given term. Flexible Entry means an institution can report and be funded for semester credit/contact hours in classes that were not organized by the census date (universities) or did not have its census date until after the census date of the term (CTC) but otherwise met the state-mandated funding requirements.

**Total Duplicated – Budget View:** The last segment of the data is reported for internal planning purposes. Duplicated headcount means a student takes course at multiple colleges in the Alamo College's system. This duplication impacts ratios and other data that drive funding based on where a student attends class, referred to as the College of Attendance. For budget purposes, Student Services and Advising are two key areas within Alamo Colleges that are funded based on the College of Attendance.

Additionally, for Alamo Colleges, the definitions below provide the difference in terminology between 'Headcount' and 'Enrollment':

### ***Student headcount***

- “Unduplicated” counts of students
- Actual number of individual students enrolled
- Students only counted once, even if enrolled in multiple courses

### ***Student enrollment***

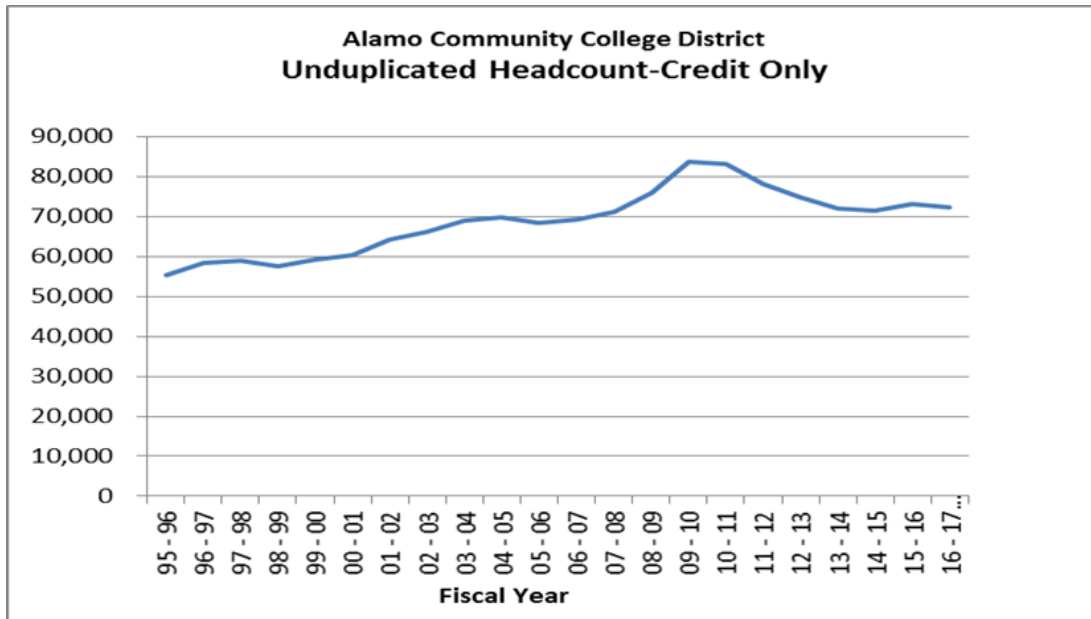
- “Duplicated” student number
- Number of students enrolled in the number of courses, not the actual number of individual students
- Students counted for each course in a term – if enrolled in two courses then counted twice, three course counted three times, etc.



**Unduplicated Headcount Enrollment**

<b>ALAMO COMMUNITY COLLEGE DISTRICT</b>		
<b>UNDUPLICATED HEADCOUNT - CREDIT ONLY</b>		
<b>Fiscal Year</b>	<b>Total*</b>	<b>Inc / Dec</b>
95 - 96	55,206	
96 - 97	58,327	5.7%
97 - 98	58,909	1.0%
98 - 99	57,403	-2.6%
99 - 00	59,107	3.0%
00 - 01	60,435	2.2%
01 - 02	64,195	6.2%
02 - 03	66,215	3.1%
03 - 04	69,050	4.3%
04 - 05	69,909	1.2%
05 - 06	68,473	-2.1%
06 - 07	69,257	1.1%
07 - 08	71,074	2.6%
08 - 09	75,971	6.9%
09 - 10	83,673	10.1%
10 - 11	83,189	-0.6%
11 - 12	78,122	-6.1%
12 - 13	74,666	-4.4%
13 - 14	72,035	-3.5%
14 - 15	71,498	-0.7%
15 - 16	73,173	2.3%
16 - 17 Preliminary	72,213	-1.3%

Program (Recent): CBM001 ODS - Unduplicated Full Term (FY 2012 and up).egp  
 Source: CBM001 Data - District IRES Office  
 \* Unduplicated Total is based on ID as reported to the THECB.  
 Excel File: Funded CH and Unduplicated HC by FY







# APPENDIX



Department Budget Allocations by College by Functional Categories

San Antonio College  
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
SAC Architecture	111001	811241	1020	5.00	340,887.00	143,699.00		3,900.00	488,486.00
SAC General Institutional Costs	111001	810002	1030			(67,565.00)			(67,565.00)
SAC Biological Sciences	111001	811121	1030	12.00	779,061.00	699,999.00		24,750.00	1,503,810.00
SAC Astronomy	111001	811131	1030	3.00	207,004.00	25,499.00		1,125.00	233,628.00
SAC Chemistry	111001	811132	1030	6.00	377,196.00	341,852.00		9,750.00	728,798.00
SAC Earth Sciences	111001	811133	1030	2.00	129,846.00	95,511.00		2,625.00	227,982.00
SAC Anthropology	111001	811134	1030			1,841.00			1,841.00
SAC Physics	111001	811243	1030	3.00	208,097.00	125,755.00		3,000.00	336,852.00
SAC Mortuary Science	111001	812081	1030	5.00	338,391.00	111,563.00		45,000.00	494,954.00
SAC General Institutional Costs	111001	810002	1040			(35,008.00)			(35,008.00)
SAC Business Occupations	111001	812011	1040	5.00	338,928.00	117,998.00		3,750.00	460,676.00
SAC Conf and Court Reporting	111001	812013	1040	2.00	121,574.00	91,959.00		750.00	214,283.00
SAC Legal Assistant	111001	812014	1040	1.00	65,752.00	34,407.00		1,125.00	101,284.00
SAC Banking Technology	111001	812041	1040			22,039.00			22,039.00
SAC Business Administration	111001	812042	1040	2.00	158,542.00	85,882.00			244,424.00
SAC Management	111001	812043	1040	5.00	390,593.00	287,115.00		3,000.00	680,708.00
SAC Real Estate Program	111001	812045	1040	1.00	90,293.00	44,748.00			135,041.00
SAC Journalism	111001	811182	1060	3.00	218,622.00	151,389.00		31,500.00	401,511.00
SAC KSYM	111001	811186	1060			85,835.00		4,875.00	90,710.00
SAC Radio and Television and Film	111001	811187	1060	4.00	253,834.00	176,947.00		30,000.00	460,781.00
SAC General Institutional Costs	111001	810002	1070			(8,446.00)			(8,446.00)
SAC Computer Information Systems	111001	812061	1070	12.00	757,910.00	654,698.00		7,500.00	1,420,108.00
SAC Child Development Operations	111001	812053	1090	4.00	302,698.00	54,018.00		12,150.00	368,866.00
SAC Edge Program	111001	811242	1100					1,125.00	1,125.00
SAC Engineering	111001	811244	1100	1.00	76,282.00	77,494.00			153,776.00
SAC General Institutional Costs	111001	810002	1120			(152,022.00)			(152,022.00)
SAC English	111001	811152	1120	25.60	1,862,292.00	243,996.00		7,125.00	2,113,413.00
SAC Multicultural Conference	111001	811153	1120					3,750.00	3,750.00
SAC English As A Second Language	111001	811161	1120	5.00	357,043.00	254,092.00		6,750.00	617,885.00
SAC Philosophy	111001	811221	1120	5.00	334,298.00	392,431.00		1,725.00	728,454.00
SAC Theatre and Communications	111001	811274	1120	8.00	472,304.00	563,228.00		12,750.00	1,048,282.00
SAC Education	111001	811291	1120	0.13	10,630.00				10,630.00
SAC General Institutional Costs	111001	810002	1130			(50,674.00)			(50,674.00)
SAC World Languages	111001	811162	1130	6.00	388,173.00	382,857.00		2,250.00	773,280.00
SAC Interpreter Training	111001	812031	1130	11.00	695,348.00	342,491.00		6,375.00	1,044,214.00
SAC General Institutional Costs	111001	810002	1140			(256,412.00)			(256,412.00)
SAC Dental Assistants	111001	812021	1140	3.00	155,948.00	144,241.00		26,250.00	326,439.00
SAC Medical Assisting	111001	812022	1140	4.00	220,347.00	66,112.00		13,875.00	300,334.00
SAC Nursing Ed Associate Degree	111001	812091	1140	23.00	1,392,030.00	1,034,862.00		397,500.00	2,824,392.00



## San Antonio College

## Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Nursing Special Program Tuition	111001	812093	1140			200,000.00			200,000.00
SAC General Institutional Costs	111001	810002	1160			(152,022.00)			(152,022.00)
SAC Credit EMS	111001	812024	1160	3.00	152,025.00	50,533.00		6,000.00	208,558.00
SAC Mental Health/Human Services	111001	812202	1160	1.00	50,674.00	134,818.00		2,250.00	187,742.00
SAC General Institutional Costs	111001	810002	1190			(38,851.00)			(38,851.00)
SAC Mathematics	111001	811202	1190	13.00	957,037.00	69,939.00			1,026,976.00
SAC Mathematics	111001	811203	1190	1.00	76,943.00	611,944.00		6,750.00	695,637.00
SAC Physical Education	111001	811192	1230	6.00	373,658.00	187,769.00		33,750.00	595,177.00
SAC General Institutional Costs	111001	810002	1240			(50,674.00)			(50,674.00)
SAC Fire Technology	111001	812104	1240	4.00	218,988.00	478,996.00		150,000.00	847,984.00
SAC Law Enforcement	111001	812107	1240			96,887.00		1,875.00	98,762.00
SAC Public Administration	111001	812204	1240	1.00	78,791.00	44,401.00		375.00	123,567.00
SAC Criminal Justice	111001	812205	1240	6.00	415,765.00	247,235.00		1,500.00	664,500.00
SAC General Institutional Costs	111001	810002	1250			(261,816.00)			(261,816.00)
SAC History	111001	811171	1250	8.00	495,000.00	597,686.00		2,400.00	1,095,086.00
SAC Mexican American Studies	111001	811172	1250			12,500.00		3,000.00	15,500.00
SAC Political Science	111001	811231	1250	7.00	461,130.00	397,147.00		750.00	859,027.00
SAC Economics	111001	811232	1250	3.00	222,958.00	63,990.00		375.00	287,323.00
SAC Psychology	111001	811251	1250	10.00	846,181.00	334,432.00		3,750.00	1,184,363.00
SAC Sociology	111001	811261	1250	6.00	324,607.00	238,004.00		1,800.00	564,411.00
SAC Social Work	111001	811262	1250	1.00	59,896.00			750.00	60,646.00
SAC Student Development	111001	816409	1250	9.00	638,409.00	3,762.00			642,171.00
SAC General Institutional Costs	111001	810002	1260			(59,120.00)			(59,120.00)
SAC Photography	111001	811183	1260	1.00	92,719.00	80,458.00			173,177.00
SAC Communication Design	111001	811185	1260	4.00	267,335.00	40,730.00		2,850.00	310,915.00
SAC Music Business Program	111001	811188	1260			48,965.00		10,500.00	59,465.00
SAC Music	111001	811211	1260	5.00	299,071.00	219,411.00		7,125.00	525,607.00
SAC Art	111001	811281	1260	5.00	325,982.00	337,259.00		8,250.00	671,491.00
SAC General Institutional Costs	111001	810002	1270			(2,719,496.00)	7,191,592.00	2,460,300.00	6,932,396.00
SAC Dual Credit Admin and Operation	111001	811703	1270			208,353.00		82,500.00	290,853.00
SAC Professional CE	111001	812003	1270			81,196.00		375.00	81,571.00
SAC Student Learning Assistance Ctr	111001	815008	1270			198,113.00		39,225.00	237,338.00
SAC General Institutional Costs	111001	810002	1280			(121,617.00)			(121,617.00)
SAC Developmental Math	111001	811201	1280	10.00	712,638.00	227,349.00			939,987.00
SAC Developmental English	111001	811151	1290	3.40	279,595.00	458,432.00			738,027.00
SAC Education	111001	811291	1290	0.87	71,137.00				71,137.00
SAC General Institutional Costs	111001	810002	1999					46,464.00	46,464.00
SAC Budget Office	111001	810021	1999					75,000.00	75,000.00
SAC CE Vocational ESL	111001	813005	1999			5,160.00			5,160.00
SAC VP College Services Office	111001	817001	1999					75,000.00	75,000.00



### San Antonio College

#### Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>PUBLIC SERVICE</b>									
SAC General Institutional Costs	111001	810002	2010			(5,199.00)	181,200.00	52,953.00	228,954.00
SAC General Institutional Costs	171007	810002	2010			984.00			984.00
SAC General Institutional Costs	171011	810002	2010			328.00			328.00
SAC Koehler House	171002	810014	2010					3,000.00	3,000.00
SACTACULAR	111001	811102	2010					18,750.00	18,750.00
SAC AUX Student Publications	171003	811181	2010					3,000.00	3,000.00
SAC Auditorium	171005	811271	2010					5,400.00	5,400.00
SAC Eco Centro	111001	813011	2010			139,690.00			139,690.00
SAC Eco Centro	171011	813011	2010			17,167.00		13,439.00	30,606.00
SAC CLCSA	111001	813017	2010					56,250.00	56,250.00
SAC CLCSA	171007	813017	2010			400.00		120,000.00	120,400.00
SAC Tech Store	111001	817007	2010			133,185.00			133,185.00
SAC Scobee Education Center	111001	817401	2010			321,981.00			321,981.00
SAC Scobee Education Center	171007	817401	2010			51,504.00			51,504.00
<b>ACADEMIC SUPPORT</b>									
SAC General Institutional Costs	111001	810002	3010			(30,816.00)	704,152.00	190,248.00	863,584.00
SAC Office of the President	111001	810003	3010			52,485.00			52,485.00
SAC VP Academic Success	111001	811001	3010			256,531.00		54,750.00	311,281.00
SAC Honors Academy	111001	811003	3010					9,525.00	9,525.00
SAC Quality Enhancement Plan	111001	811007	3010					27,938.00	27,938.00
SAC Dean of Arts and Sciences Office	111001	811101	3010			189,653.00		75,000.00	264,653.00
SAC Forensic Account	111001	811272	3010					12,300.00	12,300.00
SAC Writing Center	111001	811301	3010			95,598.00		1,500.00	97,098.00
SAC Dual Credit Admin and Operation	111001	811703	3010			58,125.00			58,125.00
SAC Dean Profess and Tech Ed Office	111001	812001	3010			279,389.00		75,000.00	354,389.00
SAC Library	111001	815301	3010			790,474.00		90,000.00	880,474.00
SAC Library Books and Materials	111001	815305	3010					300,000.00	300,000.00
SAC Educational Television	111001	815333	3010			620,422.00		51,000.00	671,422.00
SAC VP Student Success Office	111001	816001	3010			42,288.00			42,288.00
SAC Office Dean of Student Success	111001	816801	3010			102,856.00			102,856.00
<b>STUDENT SERVICES</b>									
SAC General Institutional Costs	111001	810002	4010			(235,831.00)	1,911,548.00	587,840.00	2,263,557.00
SAC General Institutional Costs	111003	810002	4010			2,111.00	36,367.00		38,478.00
SAC Student Advocacy Center	111001	811006	4010			9,952.00		21,863.00	31,815.00
SAC Dual Credit Admin and Operation	111001	811703	4010			29,100.00			29,100.00
SAC Child Development Center	111001	812051	4010			414,324.00			414,324.00
SAC VP Student Success Office	111001	816001	4010			482,844.00		69,000.00	551,844.00
SAC Student Conduct	111001	816105	4010					9,525.00	9,525.00
SAC Student Activities	111001	816106	4010			252,500.00		55,500.00	308,000.00



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SAC Student Activity Fee-Designated	111003	816110	4010			138,017.00		100,890.00	238,907.00
SAC Outreach & Recruitment	111001	816201	4010			260,960.00		60,000.00	320,960.00
SAC Admissions and Records	111001	816202	4010			901,655.00		13,298.00	914,953.00
SAC Commencement	111001	816204	4010					45,000.00	45,000.00
SAC Advising Services	111001	816401	4010			2,478,061.00		35,250.00	2,513,311.00
SAC Retention and Transition Serv	111001	816405	4010			23,538.00		11,250.00	34,788.00
SAC Student Development	111001	816409	4010			195,761.00		9,000.00	204,761.00
SAC Counseling Services	111001	816410	4010					7,500.00	7,500.00
SAC Veterans Affairs	111001	816411	4010			480,926.00		30,000.00	510,926.00
SAC New Student Orientation	111001	816413	4010					52,500.00	52,500.00
SAC Disability Support Services	111001	816507	4010			412,325.00		26,250.00	438,575.00
SAC Womens Center	111001	816612	4010			587,790.00		46,350.00	634,140.00
SAC Assessment and Testing	111001	816701	4010			293,316.00		40,466.00	333,782.00
SAC Photo ID	111001	816703	4010			35,008.00			35,008.00
SAC Office Dean of Student Success	111001	816801	4010			136,487.00		41,250.00	177,737.00
SAC Special Programming	111001	817012	4010					71,700.00	71,700.00
<b>INSTITUTIONAL SUPPORT</b>									
SAC General Institutional Costs	111001	810002	5010			(268,969.00)	1,072,118.00	672,326.00	1,475,475.00
SAC Office of the President	111001	810003	5010			475,440.00		60,000.00	535,440.00
SAC Institutional Memberships	111001	810004	5010					75,000.00	75,000.00
SAC Hospitality Account	111001	810005	5010					63,750.00	63,750.00
SAC Special Initiatives	111001	810009	5010					3,750.00	3,750.00
SAC Staff Council Fund Raising	111001	810012	5010					7,500.00	7,500.00
SAC Paper Recycling	111001	810013	5010					42,300.00	42,300.00
SAC Budget Office	111001	810021	5010			130,293.00		2,250.00	132,543.00
SAC Faculty Senate	111001	810101	5010					7,500.00	7,500.00
SAC Resource College Development	111001	810103	5010			145,284.00		7,500.00	152,784.00
SAC Public Information	111001	810501	5010			270,584.00		75,000.00	345,584.00
SAC Facilities Use Management	111001	814007	5010			201,217.00		2,625.00	203,842.00
SAC IT Asset Management	111001	815332	5010			22,400.00		455,900.00	478,300.00
SAC Intg Plan&PerformanceExcellence	111001	816002	5010			461,210.00		25,500.00	486,710.00
SAC VP College Services Office	111001	817001	5010			316,841.00		11,250.00	328,091.00
SAC Consolidated Printers	111001	817003	5010					278,750.00	278,750.00
SAC College Projects	111001	817004	5010					234,300.00	234,300.00
SAC SACSCOC Reaccreditation	111001	817006	5010					39,000.00	39,000.00
SAC-FACES Fine Arts&Cultural Events	111001	817009	5010					18,750.00	18,750.00
SAC Risk Management	111001	817010	5010					375.00	375.00
SAC Grant Management	111001	817011	5010					375.00	375.00
SAC Technology Center	111001	817201	5010			1,804,576.00		16,688.00	1,821,264.00
SAC Go-Print	111001	817202	5010					70,000.00	70,000.00



**San Antonio College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
SAC General Institutional Costs	111001	810002	6010			2,217.00	4,499.00	4,103.00	10,819.00
SAC General Institutional Costs	171005	810002	6010			572.00			572.00
SAC Auditorium	111001	811271	6010			36,274.00			36,274.00
SAC Auditorium	171005	811271	6010			15,145.00			15,145.00
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
SAC General Institutional Costs	111001	810002	7010					75,000.00	75,000.00
<b>AUXILIARY ENTERPRISES</b>									
SAC General Institutional Costs	111001	810002	8010					2,935.00	2,935.00
SAC Child Development Center	131001	812051	8010					7,000.00	7,000.00
SAC Tech Store	171010	817007	8010			36,776.00		110,468.00	147,244.00
<b>TRANSFERS</b>									
SAC General Institutional Costs	111002	810002	9425					1,297,096.00	1,297,096.00
<b>TOTAL SAN ANTONIO COLLEGE</b>				<b>275.00</b>	<b>18,464,462.00</b>	<b>22,222,053.00</b>	<b>11,101,476.00</b>	<b>9,848,665.00</b>	<b>61,636,656.00</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



### St. Philip's College

#### Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
SPC SWC AMT Program	112001	828013	1020					18,200.00	18,200.00
SWC Machine Technology	112001	828562	1020	5.00	252,749.00	161,899.00		27,500.00	442,148.00
SWC Welding	112001	828563	1020	2.00	101,384.00	120,000.00		85,980.00	307,364.00
SPC Physics	112001	821151	1030	1.00	79,172.00	49,000.00		6,000.00	134,172.00
SPC Biological Sciences	112001	821152	1030	9.00	576,629.00	653,586.00		41,850.00	1,272,065.00
SPC Chemistry	112001	821153	1030	6.00	365,678.00	314,544.00		53,449.00	733,671.00
SPC Biology Software Sales	112001	821154	1030					8,000.00	8,000.00
SPC Counseling and Student Develop	112001	826031	1030	2.00	104,470.00				104,470.00
SPC Business Administration	112001	821133	1040	1.00	55,941.00	15,000.00			70,941.00
SPC Administrative Computer Tech	112001	822041	1040	1.00	52,292.00	66,949.00		8,200.00	127,441.00
SPC Accounting Informatn Sys Tech	112001	822042	1040	1.00	60,779.00	7,000.00		300.00	68,079.00
SPC Business Management	112001	822043	1040	1.00	54,794.00	81,500.00		275.00	136,569.00
SPC Computer Science	112001	821134	1070	2.00	118,467.00	27,000.00			145,467.00
SPC Business Management	112001	822043	1070	1.00	60,428.00				60,428.00
SPC Information Technology	112001	822044	1070	3.00	201,714.00	194,717.00		6,020.00	402,451.00
SPC CETC-BIS Contract Training	112001	822045	1070					10,000.00	10,000.00
SWC Electrician	112001	828502	1080	1.00	59,527.00	33,000.00		27,095.00	119,622.00
SWC Plumbing	112001	828505	1080	1.00	45,448.00	6,000.00		5,615.00	57,063.00
SPC Early Childhood Studies	112001	822004	1090	3.00	173,837.00	82,169.00		1,125.00	257,131.00
SPC Tourism Hospitality Culinary	112001	822061	1090	7.00	445,326.00	370,541.00		6,920.00	822,787.00
SPC Child Development Operations	112001	826021	1090			255,273.00			255,273.00
SPC Electronic Systems Technology	112001	822031	1110	5.00	288,697.00	164,949.00		35,525.00	489,171.00
SWC Allied Construction	112001	828501	1110	2.00	101,564.00	170,500.00		45,025.00	317,089.00
SWC Home Building	112001	828503	1110	1.00	45,448.00	60,000.00		14,415.00	119,863.00
SPC English	112001	821112	1120	9.80	640,929.00	216,200.00		10,000.00	867,129.00
SPC Writing Center	112001	821113	1120					2,500.00	2,500.00
SPC Reading and Education	112001	821171	1120	2.00	129,416.00	189,476.00			318,892.00
SPC Foreign Languages	112001	821172	1130	2.00	129,083.00	4,000.00			133,083.00
SPC Nursing Associate Degree	112001	822052	1140	3.00	161,340.00	56,201.00		5,600.00	223,141.00
SPC Nursing Special Program Tuition	112001	822055	1140			195,075.00		110,184.00	305,259.00
SPC Occupational Therapy Assistant	112001	822012	1160	3.00	160,364.00	23,000.00		74,535.00	257,899.00
SPC Radiography	112001	822013	1160	5.00	270,755.00	258,191.00		162,912.00	691,858.00
SPC Sonography	112001	822014	1160	3.00	153,386.00	67,343.00		54,196.00	274,925.00
SPC Respiratory Care	112001	822015	1160	4.00	198,236.00	147,000.00		76,900.00	422,136.00
SPC Surgical Tech	112001	822016	1160	2.00	98,340.00	99,898.00		38,025.00	236,263.00
SPC Cardiovascular	112001	822017	1160	2.00	104,611.00	19,000.00		57,025.00	180,636.00
SPC Medical Laboratory	112001	822018	1160	3.00	184,097.00	62,000.00		52,925.00	299,022.00
SPC Physical Therapy Assistant	112001	822019	1160	3.00	178,964.00	67,922.00		64,811.00	311,697.00
SPC Health Information Systems	112001	822020	1160	2.00	109,623.00	109,500.00		74,225.00	293,348.00



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Vision Care Technology	112001	822063	1160	2.00	103,173.00			37,550.00	140,723.00
SPC Histologic Technician	112001	822064	1160	1.00	45,449.00	6,700.00		32,050.00	84,199.00
SPC Nursing Vocational	112001	822051	1180	15.00	856,452.00	293,849.00		32,750.00	1,183,051.00
SPC Nursing New Braunfels Prog	112001	822053	1180	2.00	115,726.00	43,772.00		3,175.00	162,673.00
SPC Mathematics	112001	821131	1190	6.75	387,457.00	317,320.00		22,650.00	727,427.00
SPC Automotive Technology	112001	822021	1200	10.00	560,741.00	206,004.00		80,761.00	847,506.00
SPC General Motors	112001	822022	1200					16,579.00	16,579.00
SPC Ford Motors	112001	822023	1200			65,658.00		32,082.00	97,740.00
SWC Auto Body	112001	828561	1200	4.00	229,087.00	54,422.00		31,986.00	315,495.00
SWC Aviation	112001	828541	1210	8.00	492,296.00	168,449.00		87,665.00	748,410.00
SWC Diesel Technology	112001	828543	1210	4.00	200,583.00	135,947.00		52,450.00	388,980.00
SPC Kinesiology	112001	821141	1230	2.00	96,466.00	77,449.00		3,800.00	177,715.00
SPC Psychology	112001	821161	1250	5.00	295,542.00	274,505.00		1,350.00	571,397.00
SPC Social Sciences	112001	821162	1250	16.00	987,062.00	438,600.00		2,275.00	1,427,937.00
SPC Theater and Fine Arts	112001	821121	1260	2.00	115,782.00	246,458.00		33,950.00	396,190.00
SPC Music	112001	821122	1260	2.00	131,665.00	118,819.00		13,300.00	263,784.00
SPC General Institutional Costs	112001	820002	1270			377,168.00	4,782,892.00	1,422,459.00	6,582,519.00
SPC Community Svc and Training	112001	823008	1270			78,920.00		11,107.00	90,027.00
SPC Distance Learning	112001	823053	1270			24,584.00		6,000.00	30,584.00
SPC School To Work Program	112001	828004	1270			48,585.00		66,769.00	115,354.00
SPC Developmental Math	112001	821132	1280	7.25	474,338.00	379,977.00		6,250.00	860,565.00
SPC Developmental English	112001	821111	1290	3.20	205,794.00	76,763.00			282,557.00
SPC General Institutional Costs	112001	820002	1999			(571,614.00)		79,552.00	(492,062.00)
SPC General Institutional Costs	132001	820002	1999					3,500.00	3,500.00
SPC General Institutional Costs	172001	820002	1999					25,000.00	25,000.00
<b>PUBLIC SERVICE</b>									
SPC General Institutional Costs	112001	820002	2010			1,690.00	24,382.00	7,706.00	33,778.00
SPC OE - Fine Arts	112001	821123	2010			96,562.00		5,000.00	101,562.00
SPC GED Testing	112001	826065	2010					2,500.00	2,500.00
<b>ACADEMIC SUPPORT</b>									
SPC General Institutional Costs	112001	820002	3010			67,409.00	1,108,207.00	288,633.00	1,464,249.00
SPC Faculty Development	112001	820013	3010					6,000.00	6,000.00
SPC Leadership and Learning Cntr	112001	820301	3010			32,650.00			32,650.00
SPC VP Academic Affairs Office	112001	821001	3010			268,512.00		95,910.00	364,422.00
SPC Dean Arts and Sciences Office	112001	821101	3010			517,146.00		9,380.00	526,526.00
SPC Dean of Health Science Office	112001	821801	3010			246,193.00		2,910.00	249,103.00
SPC Dean Applied Science Office	112001	822001	3010			292,253.00		3,350.00	295,603.00
SPC Instructional Development	112001	823041	3010			188,914.00		4,375.00	193,289.00
SPC Information & Communication Tech	112001	823051	3010			869,097.00		76,700.00	945,797.00
SPC Telecourse Administration	112001	823054	3010					410.00	410.00





**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Library Services	112001	824001	3010			750,551.00		6,700.00	757,251.00
SPC Library Archives	112001	824002	3010					5,100.00	5,100.00
SPC Library Books and Materials	112001	824003	3010					154,700.00	154,700.00
SPC Media Services	112001	824004	3010			213,035.00		6,325.00	219,360.00
SPC Dean Interdisciplinary Programs	112001	825001	3010			127,861.00		320.00	128,181.00
SWC Dean Of Administration	112001	828003	3010			112,148.00		14,750.00	126,898.00
<b>STUDENT SERVICES</b>									
SPC General Institutional Costs	112001	820002	4010			70,829.00	1,340,467.00	368,752.00	1,780,048.00
SPC General Institutional Costs	112003	820002	4010			655.00	4,414.00		5,069.00
SPC VP Student Success Office	112001	826001	4010			373,737.00		10,775.00	384,512.00
SPC Student Activity Fee-Designated	112003	826005	4010			52,529.00		108,571.00	161,100.00
SPC Counseling and Student Develop	112001	826031	4010			127,048.00			127,048.00
SPC Recruitment	112001	826033	4010			265,470.00		32,675.00	298,145.00
SPC Educational Support Svcs	112001	826041	4010			2,074,886.00		72,125.00	2,147,011.00
SPC Job Placement Career Services	112001	826042	4010					2,900.00	2,900.00
SPC Admissions and Records	112001	826062	4010			947,679.00		18,400.00	966,079.00
SPC Assessment and Testing	112001	826068	4010			248,602.00		42,574.00	291,176.00
SPC Veterans Affairs	112001	826069	4010			60,122.00		9,800.00	69,922.00
SPC Service Learning	112001	826081	4010			62,108.00		24,300.00	86,408.00
SPC Health Center	112001	826091	4010			95,699.00		2,000.00	97,699.00
SPC Student Activities	112001	826092	4010			186,321.00		7,450.00	193,771.00
<b>INSTITUTIONAL SUPPORT</b>									
SPC General Institutional Costs	112001	820002	5010			28,666.00	477,074.00	404,713.00	910,453.00
SPC Office of the President	112001	820003	5010			662,548.00		49,500.00	712,048.00
SPC Hospitality Account	112001	820004	5010					87,500.00	87,500.00
SPC Staff Council	112001	820005	5010					3,250.00	3,250.00
SPC Quality Enhancement Plan	112001	820007	5010			87,780.00		71,350.00	159,130.00
SPC Business Services	112001	820008	5010					16,500.00	16,500.00
SPC Institutional Effectiveness	112001	820009	5010					20,000.00	20,000.00
SPC Faculty Senate	112001	820012	5010					750.00	750.00
SPC Health Wellness Program	112001	820014	5010					2,900.00	2,900.00
SPC LRC Fines	112001	820018	5010					1,000.00	1,000.00
SPC Public Relations	112001	820041	5010			186,907.00		149,400.00	336,307.00
SPC Institutional Advancement	112001	820101	5010			217,556.00		69,500.00	287,056.00
SPC Planning and Research	112001	820201	5010			183,035.00		11,500.00	194,535.00
SPC Hospitality Operations	112001	822062	5010					136,700.00	136,700.00
SPC Commencement	112001	826063	5010					75,000.00	75,000.00
SPC VP SWC Office	112001	828005	5010			173,358.00		15,050.00	188,408.00
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
SPC General Institutional Costs	172002	820002	6010					10,000.00	10,000.00



**St. Philip's College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
SPC Office of the President	172001	820003	6010					13,492.00	13,492.00
SPC Theater and Fine Arts	172002	821121	6010					5,000.00	5,000.00
<b>AUXILIARY ENTERPRISES</b>									
SPC General Institutional Costs	132001	820002	8010			546.00	15,112.00	4,277.00	19,935.00
SPC GoPrint	132001	823055	8010					11,000.00	11,000.00
SPC Child Development Center	112001	826022	8010					5,050.00	5,050.00
SPC Child Development Center	132001	826022	8010			53,591.00		8,050.00	61,641.00
<b>TRANSFERS</b>									
SPC General Institutional Costs	112002	820002	9425					1,085,448.00	1,085,448.00
<b>TOTAL ST. PHILIP'S COLLEGE</b>				<b>189.00</b>	<b>11,061,101.00</b>	<b>17,154,461.00</b>	<b>7,752,548.00</b>	<b>6,938,363.00</b>	<b>42,906,473.00</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
PAC Agriculture	113001	831211	1010	1.00	46,037.00	10,000.00		5,835.00	61,872.00
PAC Landscape and Turfgrass Mgmt	113001	831212	1010	1.00	52,735.00	67,899.00		11,750.00	132,384.00
PAC Biological Sciences	113001	831231	1030	8.00	544,113.00	415,946.00		61,969.00	1,022,028.00
PAC Chemistry	113001	831232	1030	4.00	263,198.00	108,379.00		40,523.00	412,100.00
PAC Earth Sciences	113001	831233	1030			5,000.00			5,000.00
PAC Physics	113001	831235	1030	1.00	52,368.00	50,000.00		17,026.00	119,394.00
PAC Geology	113001	831236	1030			1,000.00			1,000.00
PAC Brewing Technology	113001	831284	1030	1.00	50,000.00				50,000.00
PAC Business Administration	113001	831221	1040	1.00	71,955.00	103,449.00			175,404.00
PAC Business Occupations	113001	831222	1040	1.00	54,576.00	50,000.00		2,000.00	106,576.00
PAC Distribution Logistics	113001	831223	1040	1.00	53,325.00	10,000.00		2,990.00	66,315.00
PAC Mid-Management	113001	831224	1040	2.00	149,927.00	78,875.00			228,802.00
PAC Aviation Technology	113001	831286	1050			40,000.00		630,000.00	670,000.00
PAC Mass Communications	113001	831175	1060	1.00	77,730.00	12,000.00		900.00	90,630.00
PAC Tutoring Services	113001	831008	1070			51,620.00			51,620.00
PAC Computer Science	113001	831251	1070	5.00	364,370.00	60,000.00		600.00	424,970.00
PAC Computer Information Systems	113001	831252	1070	2.00	127,465.00	182,449.00		2,000.00	311,914.00
PAC Teacher Assistant and Aide Prog	113001	831136	1090			66,000.00			66,000.00
PAC Cosmetology	113001	831225	1090	3.00	150,253.00	347,478.00		55,869.00	553,600.00
PAC Engineering	113001	831234	1100	1.00	76,094.00	26,000.00		820.00	102,914.00
PAC Oil and Gas Technology	113001	831283	1110	1.00	61,120.00	58,701.00		13,000.00	132,821.00
PAC Industrial Technology	113001	831297	1110	1.00	50,221.00	100.00		1,320.00	51,641.00
PAC Speech	113001	831113	1120	5.00	341,056.00	137,475.00		4,500.00	483,031.00
PAC Humanities	113001	831131	1120	1.00	45,449.00	56,500.00		2,500.00	104,449.00
PAC Philosophy	113001	831133	1120	3.00	222,871.00	80,375.00		1,000.00	304,246.00
PAC English	113001	831172	1120	6.00	399,625.00	292,761.00		7,000.00	699,386.00
PAC Reading and Education	113001	831176	1120	1.00	66,991.00	30,000.00			96,991.00
PAC Working Writers Series	113001	831179	1120					10,000.00	10,000.00
PAC LIS	113001	831303	1120	1.00	53,132.00	20,000.00			73,132.00
PAC Foreign Languages	113001	831174	1130	2.00	132,916.00	40,000.00		100.00	173,016.00
PAC Healthcare Administrator	113001	831226	1160	1.00	50,000.00				50,000.00
PAC Veterinary Technology	113001	831296	1160	2.00	111,933.00	305,469.00		92,250.00	509,652.00
PAC Mathematics	113001	831261	1190	7.00	467,328.00	89,949.00		8,500.00	565,777.00
PAC Kinesiology	113001	831266	1230	4.00	269,512.00	113,375.00		15,000.00	397,887.00
PAC Criminal Justice	113001	831271	1240	1.00	55,304.00	45,000.00		1,000.00	101,304.00
PAC Social Work	113001	831272	1240			7,000.00			7,000.00
PAC Psychology	113001	831134	1250	3.00	222,005.00	110,824.00		3,000.00	335,829.00
PAC Student Development	113001	831137	1250	5.00	380,720.00			3,500.00	384,220.00
PAC Economics	113001	831151	1250	1.00	64,515.00	71,500.00		4,000.00	140,015.00



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Geography	113001	831152	1250	1.00	47,750.00	24,000.00			71,750.00
PAC Government	113001	831153	1250	6.00	425,616.00	143,375.00			568,991.00
PAC History	113001	831154	1250	5.00	314,280.00	223,324.00		8,000.00	545,604.00
PAC Mexican-American Studies	113001	832505	1250	1.00	57,831.00			21,000.00	78,831.00
PAC Art	113001	831111	1260	5.00	352,966.00	88,825.00		10,000.00	451,791.00
PAC Drama	113001	831112	1260	1.00	57,261.00	79,000.00		8,000.00	144,261.00
PAC Music	113001	831114	1260	3.00	153,800.00	61,375.00		26,200.00	241,375.00
PAC Dance	113001	831118	1260					3,000.00	3,000.00
PAC General Institutional Costs	113001	830002	1270			(326,860.00)	2,687,161.00	1,078,244.00	3,438,545.00
PAC Technical Computer Labs	113001	830004	1270					121,000.00	121,000.00
PAC Participatory Budgeting	113001	830010	1270					75,000.00	75,000.00
PAC Business Services	113001	830015	1270			113,460.00		355,820.00	469,280.00
PAC GoPrint Services	113001	830106	1270					15,500.00	15,500.00
PAC Distance Learning	113001	830201	1270			41,616.00		20,000.00	61,616.00
PAC Community Programs	113001	831405	1270			215,626.00		78,487.00	294,113.00
PAC Developmental Math	113001	831262	1280	9.00	591,278.00	290,000.00		2,500.00	883,778.00
PAC Developmental English	113001	831171	1290	6.00	385,699.00	30,000.00			415,699.00
PAC General Institutional Costs	113001	830002	1999			(1,000,000.00)			(1,000,000.00)
<b>ACADEMIC SUPPORT</b>									
PAC General Institutional Costs	113001	830002	3010			33,356.00	504,086.00	134,085.00	671,527.00
PAC Phoenix Institute	113001	830202	3010			93,772.00		8,000.00	101,772.00
PAC Evening and Weekend Operations	113001	830210	3010			51,545.00			51,545.00
PAC VP Academic Success Office	113001	831001	3010			321,873.00		34,500.00	356,373.00
PAC Tutoring Services	113001	831008	3010			368,257.00		31,000.00	399,257.00
PAC Academic Assessment	113001	831009	3010					10,000.00	10,000.00
PAC Dean Of Arts & Sciences Office	113001	831101	3010			147,125.00		26,600.00	173,725.00
PAC Dean Of Career & Technology Off	113001	831201	3010			217,860.00		18,700.00	236,560.00
PAC Dean Of Learning Resource	113001	831301	3010			95,413.00		10,000.00	105,413.00
PAC Learning Resources	113001	831302	3010			324,049.00		4,573.00	328,622.00
PAC LIS	113001	831303	3010					1,000.00	1,000.00
PAC Library Automation	113001	831304	3010					20,000.00	20,000.00
PAC Library Books and Materials	113001	831305	3010					119,983.00	119,983.00
PAC LRC Fines	113001	831307	3010					2,100.00	2,100.00
PAC Dean of CE & Workforce Office	113001	831401	3010			93,414.00			93,414.00
<b>STUDENT SERVICES</b>									
PAC General Institutional Costs	113001	830002	4010			70,363.00	1,270,464.00	342,848.00	1,683,675.00
PAC General Institutional Costs	113003	830002	4010			994.00	9,882.00		10,876.00
PAC Gym Rental	113001	830020	4010			59,662.00			59,662.00
PAC Gym Rental	173001	830020	4010					40,000.00	40,000.00
PAC Commencement	113001	830102	4010					45,000.00	45,000.00



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC New Student Orientation	113001	830205	4010			416,003.00		44,626.00	460,629.00
PAC VP Student Success Office	113001	832001	4010			168,524.00		86,000.00	254,524.00
PAC PACfest	113001	832005	4010			6,000.00		61,260.00	67,260.00
PAC Dean of Students	113001	832051	4010			194,457.00		16,000.00	210,457.00
PAC Student Activities	113001	832101	4010			135,673.00		20,000.00	155,673.00
PAC New Student Convocation	113001	832103	4010					10,000.00	10,000.00
PAC Student Activity Fee-Designated	113003	832106	4010			38,997.00		77,570.00	116,567.00
PAC SHARE Center	113001	832107	4010					15,000.00	15,000.00
PAC Admissions and Records	113001	832201	4010			400,513.00		10,000.00	410,513.00
PAC Assessment	113001	832204	4010			186,045.00		22,000.00	208,045.00
PAC Veterans Affairs	113001	832206	4010			249,641.00		12,000.00	261,641.00
PAC Counseling	113001	832401	4010			214,933.00		6,500.00	221,433.00
PAC Special Populations	113001	832502	4010			86,944.00		7,000.00	93,944.00
PAC Scholarship Support Services	113001	832504	4010			60,122.00		15,100.00	75,222.00
PAC Undergraduate Advising	113001	832506	4010			127,689.00			127,689.00
PAC Dual Credit	113001	832507	4010			138,079.00		110,500.00	248,579.00
PAC Early College High School	113001	832508	4010			585,273.00		49,500.00	634,773.00
PAC STEAM Advising Center	113001	832509	4010			351,662.00		7,000.00	358,662.00
PAC SEED Advising Center	113001	832510	4010			356,343.00		7,000.00	363,343.00
PAC BOLD Advising Center	113001	832511	4010			347,154.00		7,000.00	354,154.00
PAC Advising Management	113001	832512	4010			179,029.00		11,000.00	190,029.00
<b>INSTITUTIONAL SUPPORT</b>									
PAC General Institutional Revenue	113001	830001	5010					7,500.00	7,500.00
PAC General Institutional Costs	113001	830002	5010			30,574.00	622,083.00	214,769.00	867,426.00
PAC Office of the President	113001	830003	5010			420,250.00		50,000.00	470,250.00
PAC Hospitality Account	113001	830005	5010					60,000.00	60,000.00
PAC Technology Plan Funds	113001	830009	5010					200,000.00	200,000.00
PAC Budget Office Operations	113001	830011	5010			113,176.00		5,000.00	118,176.00
PAC Business Services	113001	830015	5010					89,253.00	89,253.00
PAC Staff Council Designated Rev	113001	830016	5010					5,000.00	5,000.00
PAC Paper Recycling Fund	113001	830017	5010					20,000.00	20,000.00
PAC Information Technology Services	113001	830018	5010			512,653.00		40,000.00	552,653.00
PAC Misc Facility Rentals	173003	830019	5010					5,500.00	5,500.00
PAC - Soccer Field	173003	830023	5010					8,000.00	8,000.00
PAC SACS Accreditation	113001	830024	5010					80,000.00	80,000.00
PAC Public Relations	113001	830101	5010			212,802.00		250,000.00	462,802.00
PAC VP of College Services Office	113001	830104	5010			317,636.00		27,000.00	344,636.00
PAC Hospitality College Services	113001	830105	5010					20,000.00	20,000.00
PAC Campus Safety	113001	830107	5010			47,487.00		30,000.00	77,487.00
PAC Planning and Research	113001	830203	5010			138,424.00		70,800.00	209,224.00



**Palo Alto College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
PAC Institutional Advancement	113001	830209	5010			124,191.00		29,000.00	153,191.00
PAC Evening and Weekend Operations	113001	830210	5010					20,700.00	20,700.00
PAC Faculty Senate	113001	831004	5010			5,000.00		5,000.00	10,000.00
PAC Hospitality Academic Affairs	113001	831007	5010					21,500.00	21,500.00
PAC Auditorium	113001	831117	5010			106,416.00		27,600.00	134,016.00
PAC Health Wellness Program	113001	831267	5010					5,000.00	5,000.00
PAC Hospitality Student Affairs	113001	832003	5010					30,500.00	30,500.00
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
PAC General Institutional Costs	113001	830002	7010					50,000.00	50,000.00
PAC Tutoring Services	113001	831008	7010					2,000.00	2,000.00
PAC Scholarship Support Services	113001	832504	7010					50,000.00	50,000.00
<b>AUXILIARY ENTERPRISES</b>									
PAC General Institutional Costs	133001	830002	8010			4,320.00	112,375.00	74,501.00	191,196.00
PAC General Institutional Costs	133003	830002	8010			6,275.00	134,610.00		140,885.00
PAC General Institutional Costs	173002	830002	8010			1,190.00			1,190.00
PAC Natatorium Operation + Maint	133003	830022	8010			540,626.00		169,273.00	709,899.00
PAC Summer Camps	133001	830025	8010			25,000.00		17,500.00	42,500.00
PAC Drama	173002	831112	8010					10,000.00	10,000.00
PAC Auditorium	173002	831117	8010			31,451.00		9,114.00	40,565.00
PAC AUX Family Center	133001	832901	8010			346,457.00		49,622.00	396,079.00
<b>TRANSFERS</b>									
PAC General Institutional Costs	113002	830002	9425					612,007.00	612,007.00
<b>TOTAL PALO ALTO COLLEGE</b>				<b>115.00</b>	<b>7,515,325.00</b>	<b>12,233,557.00</b>	<b>5,340,661.00</b>	<b>6,631,287.00</b>	<b>31,720,830.00</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Northwest Vista College**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
NVC Biological Sciences	114001	842042	1030	16.00	977,236.00	588,092.00		103,444.00	1,668,772.00
NVC Chemistry	114001	842043	1030	6.00	360,667.00	214,711.00		33,293.00	608,671.00
NVC Geology	114001	842044	1030	3.00	200,140.00	54,000.00		4,160.00	258,300.00
NVC Physics	114001	842045	1030	3.00	176,504.00	150,034.00		15,345.00	341,883.00
NVC Science Tutoring & Advocacy Lab	114001	842047	1030			171,697.00		4,000.00	175,697.00
NVC Clinical Research Coordinator	114001	842054	1030	1.00	56,221.00	18,762.00			74,983.00
NVC Business Administration	114001	842022	1040	1.00	60,000.00	85,185.00			145,185.00
NVC Accounting	114001	842023	1040	3.00	188,914.00	119,898.00			308,812.00
NVC Customer Services/Sales Ops	114001	842055	1040	1.00	52,292.00	35,082.00		200.00	87,574.00
NVC Digital Video & Cinema Prod	114001	842060	1060	2.00	114,962.00	65,700.00		135,500.00	316,162.00
NVC Gaming Development	114001	842061	1060	2.00	112,488.00	174,248.00		147,700.00	434,436.00
NVC Mass Communications	114001	842083	1060	1.00	71,095.00	46,398.00		1,000.00	118,493.00
NVC Digital Media	114001	842059	1070	2.00	131,888.00	138,356.00		46,450.00	316,694.00
NVC Computer Information Systems	114001	842062	1070	2.00	162,943.00	165,035.00		3,300.00	331,278.00
NVC Info Assurance and Cybersecurit	114001	842063	1070	1.00	55,476.00	49,734.00		7,150.00	112,360.00
NVC Education	114001	842085	1090	2.00	113,871.00	106,455.00		500.00	220,826.00
NVC Engineering	114001	842046	1100	2.00	150,003.00	107,615.00		6,689.00	264,307.00
NVC Water Resource Science	114001	842053	1110	1.00	60,728.00	22,038.00		18,300.00	101,066.00
NVC Nanotechnology	114001	842058	1110	1.00	57,284.00	16,320.00		10,500.00	84,104.00
NVC Philosophy	114001	842032	1120	3.00	199,953.00	205,408.00			405,361.00
NVC Humanities	114001	842033	1120	2.00	108,438.00	119,000.00		1,000.00	228,438.00
NVC Speech	114001	842084	1120	7.00	402,311.00	369,342.00		1,500.00	773,153.00
NVC English	114001	842092	1120	19.00	1,138,757.00	1,044,354.00			2,183,111.00
NVC CE ESL Program	114001	842508	1120			222,750.00		13,600.00	236,350.00
NVC Student Development	114001	845303	1120	2.00	80,000.00	97,000.00		16,200.00	193,200.00
NVC Foreign Languages	114001	842034	1130	3.00	169,688.00	166,296.00		450.00	336,434.00
NVC Community Health	114001	842056	1160	2.00	107,635.00	24,887.00		1,000.00	133,522.00
NVC Pharmacy Technology	114001	842057	1160	1.00	48,620.00	44,016.00			92,636.00
NVC Mathematics	114001	842073	1190	23.00	1,372,296.00	898,180.00			2,270,476.00
NVC Kinesiology	114001	842016	1230	3.00	189,194.00	400,924.00		12,300.00	602,418.00
NVC Personal Fitness Trainer	114001	842052	1230	1.00	53,021.00	35,062.00		5,100.00	93,183.00
NVC Criminal Justice	114001	842086	1240	2.00	116,157.00	142,650.00		1,500.00	260,307.00
NVC Economics	114001	842024	1250	4.00	203,880.00	167,987.00		500.00	372,367.00
NVC Government	114001	842025	1250	9.00	544,583.00	452,897.00			997,480.00
NVC History	114001	842035	1250	11.00	602,377.00	629,780.00		1,100.00	1,233,257.00
NVC Mexican-American Studies	114001	842036	1250	1.00	53,597.00			3,600.00	57,197.00
NVC Geography	114001	842082	1250	2.00	122,552.00	103,578.00		1,500.00	227,630.00
NVC Psychology	114001	842087	1250	7.00	426,342.00	299,050.00		11,500.00	736,892.00
NVC Sociology	114001	842088	1250	3.00	158,945.00	147,494.00		500.00	306,939.00



**Northwest Vista College**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Anthropology	114001	842089	1250	2.00	94,864.00	105,276.00		3,500.00	203,640.00
NVC Student Development	114001	845303	1250			373,600.00		5,000.00	378,600.00
NVC Fine Arts	114001	842012	1260	8.00	464,644.00	322,930.00		46,500.00	834,074.00
NVC Drama	114001	842013	1260	2.00	114,691.00	55,452.00		37,600.00	207,743.00
NVC Dance	114001	842014	1260	2.00	112,000.00	108,700.00		21,950.00	242,650.00
NVC Music	114001	842015	1260	4.00	234,638.00	147,927.00		37,248.00	419,813.00
NVC General Institutional Costs	114001	840002	1270			383,203.00	4,520,227.00	1,648,438.00	6,551,868.00
NVC Math Lab	114001	842072	1280			233,812.00		1,250.00	235,062.00
NVC Developmental Math	114001	842074	1280			397,589.00		500.00	398,089.00
NVC Developmental English	114001	842093	1290	2.00	117,720.00	136,752.00			254,472.00
NVC English and Reading Labs	114001	842094	1290			282,450.00		5,000.00	287,450.00
NVC Writing Across Curriculum Lab	114001	842096	1290			7,000.00			7,000.00
NVC General Institutional Costs	114001	840002	1999			(350,000.00)		150,000.00	(200,000.00)
NVC Community Education	114001	848003	1999			146,645.00		26,000.00	172,645.00
<b>ACADEMIC SUPPORT</b>									
NVC General Institutional Costs	114001	840002	3010			69,738.00	1,142,843.00	909,426.00	2,122,007.00
NVC Academic Affairs	114001	842001	3010			206,867.00		16,850.00	223,717.00
NVC Faculty Senate	114001	842002	3010			23,528.00		1,600.00	25,128.00
NVC Faculty Development	114001	842003	3010					12,000.00	12,000.00
NVC Quality Enhancement Plan	114001	842006	3010			141,746.00		122,346.00	264,092.00
NVC Arts and Kinesiology Chair	114001	842011	3010			61,202.00		22,667.00	83,869.00
NVC Arts and Kinesiology Chair	174003	842011	3010					11,500.00	11,500.00
NVC Music	114001	842015	3010			14,427.00			14,427.00
NVC Theater Scene Shop	114001	842017	3010			91,401.00		23,000.00	114,401.00
NVC Theater Box Office	114001	842018	3010			85,951.00		11,000.00	96,951.00
NVC Humanities Chair	114001	842031	3010			43,449.00		30,700.00	74,149.00
NVC Natural and Phys Sciences Chair	114001	842041	3010			168,272.00		32,700.00	200,972.00
NVC Workforce Programs Chair	114001	842051	3010			42,708.00		21,400.00	64,108.00
NVC Math Chair	114001	842071	3010			65,674.00		43,335.00	109,009.00
NVC Social Sciences Chair	114001	842081	3010			40,346.00		28,100.00	68,446.00
NVC English and Reading Chair	114001	842091	3010			49,814.00		36,500.00	86,314.00
NVC Writing Across Curriculum Lab	114001	842096	3010			108,693.00		300.00	108,993.00
NVC Speech Lab	114001	842101	3010			28,800.00			28,800.00
NVC Learning Resources	114001	842202	3010			753,159.00		22,100.00	775,259.00
NVC Library Books and Materials	114001	842204	3010					370,123.00	370,123.00
NVC Arts and Sciences	114001	842301	3010			228,614.00		79,050.00	307,664.00
NVC Dual Credit Program	114001	842302	3010			153,366.00		430,400.00	583,766.00
NVC Teaching with Technology	114001	842303	3010			229,161.00		22,335.00	251,496.00
NVC Service Learning	114001	842304	3010			51,624.00		20,450.00	72,074.00
NVC Work Force Development	114001	842501	3010			130,432.00		24,500.00	154,932.00





**Northwest Vista College**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC CE Administration	114001	842506	3010			105,625.00			105,625.00
NVC Program Dev & Performance	114001	842511	3010			133,109.00		33,000.00	166,109.00
NVC Go Print	114001	844004	3010					23,000.00	23,000.00
NVC Information Technology	114001	844021	3010			789,940.00		318,450.00	1,108,390.00
NVC Open Computer Lab	114001	844022	3010			263,320.00		19,200.00	282,520.00
NVC Student Development	114001	845303	3010			181,646.00			181,646.00
<b>STUDENT SERVICES</b>									
NVC General Institutional Costs	114001	840002	4010			87,827.00	1,465,085.00	390,439.00	1,943,351.00
NVC General Institutional Costs	114003	840002	4010			2,243.00	16,605.00		18,848.00
NVC Commencement	114001	840004	4010					65,000.00	65,000.00
NVC Student Success	114001	845001	4010			225,775.00		33,200.00	258,975.00
NVC Recruitment	114001	845002	4010			238,855.00		18,809.00	257,664.00
NVC Readiness Center	114001	845003	4010					4,700.00	4,700.00
NVC Degree Completion	114001	845101	4010					6,000.00	6,000.00
NVC Assessment And Testing	114001	845102	4010			244,536.00		45,485.00	290,021.00
NVC Records	114001	845103	4010			359,769.00		10,882.00	370,651.00
NVC New Student Orientation	114001	845104	4010					28,784.00	28,784.00
NVC Enrollment Services	114001	845105	4010			117,431.00		29,579.00	147,010.00
NVC Student Advising	114001	845201	4010			2,468,117.00		31,564.00	2,499,681.00
NVC Veterans Affairs	114001	845202	4010			132,629.00		9,850.00	142,479.00
NVC Career Center	114001	845203	4010					19,727.00	19,727.00
NVC Vista Central	114001	845204	4010			309,454.00		8,396.00	317,850.00
NVC Counseling	114001	845302	4010			129,866.00		8,920.00	138,786.00
NVC Recreation Sports and Wellness	114001	845401	4010			98,021.00			98,021.00
NVC Student Life	114001	845403	4010			182,010.00		14,045.00	196,055.00
NVC Student Activity Fee-Designated	114003	845404	4010			109,001.00		129,933.00	238,934.00
NVC Student Wellness Center	114001	845501	4010			188,941.00		18,350.00	207,291.00
NVC Access Office	114001	845502	4010			91,135.00		5,755.00	96,890.00
NVC Scholarship Coordination	114001	848011	4010			26,377.00		3,515.00	29,892.00
<b>INSTITUTIONAL SUPPORT</b>									
NVC General Institutional Costs	114001	840002	5010			29,545.00	494,351.00	131,631.00	655,527.00
NVC Office of the President	114001	840003	5010			410,480.00		23,650.00	434,130.00
NVC Faculty and Staff Development	114001	840006	5010					100,000.00	100,000.00
NVC Staff Council	114001	840008	5010					9,650.00	9,650.00
NVC Public Relations	114001	840011	5010			349,605.00		135,580.00	485,185.00
NVC Public Relations	174004	840011	5010					7,000.00	7,000.00
NVC Marketing and Advertising	114001	840012	5010					111,930.00	111,930.00
NVC College Risk Management	114001	842402	5010			142,715.00		50,600.00	193,315.00
NVC College Services	114001	844001	5010			254,807.00		18,250.00	273,057.00
NVC College Initiatives	114001	844002	5010					119,950.00	119,950.00



**Northwest Vista College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NVC Resource Management	114001	844003	5010			203,197.00		228,832.00	432,029.00
NVC Grant Development	114001	844011	5010			78,750.00		10,475.00	89,225.00
NVC Institutional Research	114001	844031	5010			100,353.00		57,520.00	157,873.00
NVC Rentals and Events	114001	848012	5010			16,225.00		11,595.00	27,820.00
NVC Community Development	114001	848013	5010			80,962.00		24,820.00	105,782.00
NVC Alumni Connections	114001	848014	5010			23,690.00		10,300.00	33,990.00
<b>TRANSFERS</b>									
NVC General Institutional Costs	114002	840002	9425					1,013,471.00	1,013,471.00
<b>TOTAL NORTHWEST VISTA COLLEGE</b>				<b>175.00</b>	<b>10,339,615.00</b>	<b>21,216,279.00</b>	<b>7,639,111.00</b>	<b>8,226,086.00</b>	<b>47,421,091.00</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**Northeast Lakeview College**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
NLC Biological Sciences	115001	852162	1030	7.00	437,481.00	208,425.00		24,800.00	670,706.00
NLC Chemistry	115001	852163	1030	2.00	112,171.00	102,658.00		7,300.00	222,129.00
NLC Geology	115001	852165	1030	1.00	61,974.00	15,170.00		1,100.00	78,244.00
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	46,214.00	33,548.00		500.00	80,262.00
NLC Business/BCIS	115001	852122	1040	1.00	60,026.00	14,445.00			74,471.00
NLC Journalism	115001	852113	1060			13,740.00			13,740.00
NLC Computer Information System	115001	852154	1070	1.00	73,479.00				73,479.00
NLC Education	115001	852182	1090	1.00	57,844.00			200.00	58,044.00
NLC Student Services Instruction	115001	851022	1120			38,613.00			38,613.00
NLC English	115001	852102	1120	9.00	566,016.00	120,840.00			686,856.00
NLC Reading	115001	852103	1120			76,139.00			76,139.00
NLC Humanities	115001	852112	1120	1.00	61,593.00	8,118.00		200.00	69,911.00
NLC Philosophy	115001	852114	1120	3.00	187,815.00	64,104.00		500.00	252,419.00
NLC Speech	115001	852116	1120	4.00	273,934.00	39,135.00		900.00	313,969.00
NLC Foreign Languages	115001	852111	1130	2.00	128,780.00	1,603.00		400.00	130,783.00
NLC German	115001	852118	1130			3,325.00			3,325.00
NLC Mathematics and COSC	115001	852151	1190	11.00	648,995.00	256,372.00		2,400.00	907,767.00
NLC Developmental Math	115001	852152	1190			30,218.00			30,218.00
NLC Math PASS	115001	852155	1190			3,000.00			3,000.00
NLC Kinesiology	115001	852141	1230	2.00	115,161.00	64,486.00		4,100.00	183,747.00
NLC Kinesiology	175001	852141	1230					1,500.00	1,500.00
NLC General Institutional Costs	115001	850002	1250			(150,109.00)			(150,109.00)
NLC Economics	115001	852171	1250	1.00	67,355.00	65,782.00		200.00	133,337.00
NLC Geography	115001	852173	1250	1.00	51,985.00	7,733.00		500.00	60,218.00
NLC History	115001	852174	1250	5.00	289,975.00	80,983.00		800.00	371,758.00
NLC Political Science	115001	852176	1250	1.00	45,449.00	90,059.00		1,000.00	136,508.00
NLC Government	115001	852177	1250	4.00	284,123.00				284,123.00
NLC Social Sciences	115001	852179	1250			13,393.00		500.00	13,893.00
NLC Anthropology	115001	852181	1250			2,820.00		100.00	2,920.00
NLC Psychology	115001	852183	1250	2.00	111,111.00	46,403.00		1,000.00	158,514.00
NLC Sociology	115001	852184	1250	1.00	57,820.00	14,422.00		500.00	72,742.00
NLC Instruction Pool Academic	115001	852012	1260			125,886.00			125,886.00
NLC Art Department	115001	852131	1260	4.00	227,731.00	42,098.00		2,850.00	272,679.00
NLC Music	115001	852134	1260	1.00	63,899.00	42,996.00		2,300.00	109,195.00
NLC Theatre and Communications	115001	852135	1260			98,021.00		7,100.00	105,121.00
NLC Theatre and Communications	175002	852135	1260			1,000.00		1,500.00	2,500.00
NLC Theatre and Communications	175003	852135	1260			750.00		250.00	1,000.00
NLC Drama	115001	852136	1260	1.00	55,551.00	2,500.00			58,051.00
NLC Kinesiology	175001	852141	1260			1,000.00			1,000.00



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC General Institutional Costs	115001	850002	1270			133,944.00	1,549,638.00	512,736.00	2,196,318.00
NLC Consolidated Printers	115001	855007	1270					145,000.00	145,000.00
NLC Institutional Projects	115001	855008	1270			300,000.00		50,000.00	350,000.00
NLC Purchasing Services	115001	855009	1270					40,000.00	40,000.00
NLC Student Services Instruction	115001	851022	1290			17,118.00		500.00	17,618.00
NLC Developmental English	115001	852101	1290			21,939.00			21,939.00
<b>ACADEMIC SUPPORT</b>									
NLC General Institutional Costs	115001	850002	3010			(97,134.00)	537,401.00	183,662.00	623,929.00
NLC Adjunct Faculty Council	115001	850018	3010					1,500.00	1,500.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			167,159.00		41,828.00	208,987.00
NLC VPAA Hospitality Account	115001	852003	3010					2,500.00	2,500.00
NLC Distance Learning	115001	852004	3010			47,486.00		3,100.00	50,586.00
NLC Instructional Innovation	115001	852005	3010			47,699.00		1,170.00	48,869.00
NLC International Initiative	115001	852008	3010					1,200.00	1,200.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,200.00	1,200.00
NLC Honors Initiative	115001	852010	3010					1,200.00	1,200.00
NLC Tutoring Services	115001	852011	3010			171,031.00		20,438.00	191,469.00
NLC Academic Affairs	115001	852013	3010			127,861.00			127,861.00
NLC Academic Support	115001	852015	3010			109,982.00		32,795.00	142,777.00
NLC College Assessment	115001	852018	3010			1,155.00		10,000.00	11,155.00
NLC English	115001	852102	3010					500.00	500.00
NLC Education	115001	852182	3010			48,200.00			48,200.00
NLC Dean of Arts and Sciences Office	115001	852301	3010					8,914.00	8,914.00
NLC Dean of CE and Workforce Office	115001	853001	3010			87,000.00		15,000.00	102,000.00
NLC Community Program	115001	853006	3010			169,268.00		19,500.00	188,768.00
NLC Learning Resource Ctr Office	115001	854001	3010			483,327.00		154,305.00	637,632.00
NLC Library Fines and Lost Material	115001	854004	3010					1,300.00	1,300.00
NLC Information Technologies	115001	855002	3010			562,667.00		60,300.00	622,967.00
NLC Information Technology	115001	855006	3010					20,000.00	20,000.00
<b>STUDENT SERVICES</b>									
NLC General Institutional Costs	115001	850002	4010			(229,497.00)	562,096.00	170,270.00	502,869.00
NLC General Institutional Costs	115003	850002	4010			1,093.00	12,374.00		13,467.00
NLC VP Student and Admin Services	115001	851001	4010			168,574.00		37,626.00	206,200.00
NLC Assessment and Testing	115001	851004	4010			162,148.00		47,700.00	209,848.00
NLC Admissions and Records	115001	851005	4010			106,485.00		1,450.00	107,935.00
NLC Student Activity Fee-Designated	115003	851006	4010			52,125.00		23,552.00	75,677.00
NLC VPSAS Hospitality Account	115001	851013	4010					3,700.00	3,700.00
NLC Student Activities	115001	851015	4010			135,507.00		6,650.00	142,157.00
NLC Counseling	115001	851016	4010			64,933.00		600.00	65,533.00
NLC Student Development	115001	851017	4010			25,677.00		2,800.00	28,477.00



**Northeast Lakeview College**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Career Services and Job Placement	115001	851018	4010			47,717.00		3,850.00	51,567.00
NLC Recruitment and Retention	115001	851019	4010			210,564.00		10,800.00	221,364.00
NLC Advising	115001	851020	4010			638,414.00		6,350.00	644,764.00
NLC Disability Services	115001	851024	4010			73,332.00		1,200.00	74,532.00
NLC Coord. Student Services Support	115001	851025	4010					500.00	500.00
NLC Veterans Affairs	115001	851026	4010			60,122.00		2,400.00	62,522.00
NLC Early College High School	115001	851027	4010			142,458.00		2,000.00	144,458.00
NLC Welcome Ctr/Call Center	115001	851028	4010			52,489.00		2,000.00	54,489.00
NLC Transfer Services	115001	851029	4010					2,000.00	2,000.00
NLC Job Placement	115001	851030	4010			41,662.00		2,000.00	43,662.00
NLC Dean of Student Success Office	115001	851201	4010			129,613.00		7,350.00	136,963.00
NLC Phi Theta Kappa Initiative	115001	852006	4010			500.00		7,500.00	8,000.00
NLC Service Learning Initiative	115001	852007	4010					1,200.00	1,200.00
<b>INSTITUTIONAL SUPPORT</b>									
NLC General Institutional Costs	115001	850002	5010			(106,644.00)	312,046.00	94,947.00	300,349.00
NLC General Institutional Costs	175004	850002	5010			750.00		1,250.00	2,000.00
NLC Office of the President	115001	850003	5010			317,505.00		37,975.00	355,480.00
NLC Hospitality Account	115001	850005	5010					19,000.00	19,000.00
NLC Institutional Advancement	115001	850006	5010			84,376.00		5,700.00	90,076.00
NLC Self Study	115001	850007	5010			500.00		28,500.00	29,000.00
NLC Public Relations	115001	850009	5010			214,008.00		60,780.00	274,788.00
NLC Faculty Senate	115001	850010	5010			4,800.00		1,500.00	6,300.00
NLC Staff Council	115001	850011	5010					3,000.00	3,000.00
NLC Green Team Recycling	115001	850012	5010					9,500.00	9,500.00
NLC Professional Development	115001	850013	5010					30,000.00	30,000.00
NLC Employee Development Committee	115001	850014	5010					10,000.00	10,000.00
NLC Safety Initiative	115001	850015	5010					3,000.00	3,000.00
NLC History & Heritage	115001	850016	5010					6,000.00	6,000.00
NLC Commencement	115001	851023	5010			1,000.00		39,000.00	40,000.00
NLC College Services	115001	855001	5010			327,082.00		27,121.00	354,203.00
NLC Planning and Research	115001	855004	5010			150,373.00		5,500.00	155,873.00
NLC Institutional Support	115001	855005	5010			37,713.00		9,500.00	47,213.00
<b>TRANSFERS</b>									
NLC General Institutional Costs	115002	850002	9425					291,978.00	291,978.00
<b>TOTAL NORTHEAST LAKEVIEW COLLEGE</b>				<b>67.00</b>	<b>4,086,482.00</b>	<b>6,893,757.00</b>	<b>2,973,555.00</b>	<b>2,418,897.00</b>	<b>16,372,691.00</b>

\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



**District Support Operations**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION</b>									
DIS Out of Dist Partner/CTTC	119001	897036	1040					40,000.00	40,000.00
DIS Continuing Education	111001	897301	1040					175,000.00	175,000.00
DIS Continuing Education	113001	897301	1040			58,466.00	4,852.00	38,800.00	102,118.00
DIS Continuing Education	115001	897301	1040			160,500.00		67,829.00	228,329.00
DIS Continuing Education	119001	897301	1040			(150,000.00)		(210,000.00)	(360,000.00)
DIS Continuing Education	115001	897301	1070			600,000.00		215,700.00	815,700.00
DIS Continuing Education	119001	897301	1070			(200,000.00)		(175,316.00)	(375,316.00)
DIS CE Instructional Delivery-SPC	119001	897362	1080			60,008.00	19,046.00		79,054.00
DIS Continuing Education	112001	897301	1090			45,000.00	3,735.00	8,364.00	57,099.00
DIS Continuing Education	113001	897301	1110			289,235.00	53,013.00	128,718.00	470,966.00
DIS Continuing Education	119001	897301	1110					(6,100.00)	(6,100.00)
DIS CE Instructional Delivery-SPC	119001	897362	1110			120,016.00	38,093.00		158,109.00
DIS Continuing Education	111001	897301	1160					20,000.00	20,000.00
DIS Continuing Education	112001	897301	1160			3,195.00	265.00	24,500.00	27,960.00
DIS Continuing Education	113001	897301	1160			118,997.00	9,876.00	51,258.00	180,131.00
DIS Continuing Education	119001	897301	1160					(5,000.00)	(5,000.00)
DIS Continuing Education	115001	897301	1230			120,000.00		1,000.00	121,000.00
DIS Continuing Education	111001	897301	1240					25,000.00	25,000.00
DIS General Institutional	119001	893901	1270					99,291.00	99,291.00
DIS Continuing Education	111001	897301	1270			99,554.00	8,262.00	70,000.00	177,816.00
DIS Continuing Education	112001	897301	1270			7,000.00	581.00	1,144,053.00	1,151,634.00
DIS Continuing Education	113001	897301	1270			2,475.00	205.00	25,539.00	28,219.00
DIS Continuing Education	115001	897301	1270				73,077.00		73,077.00
DIS Continuing Education	119001	897301	1270			(88,627.00)		(720,000.00)	(808,627.00)
DIS Vice Chanc Acad Affairs Offc	119001	898001	1270			312,500.00	25,936.00	262,500.00	600,936.00
DIS Alamo Colleges On-Line	119001	898005	1270			808.00	67.00		875.00
<b>ACADEMIC SUPPORT</b>									
DIS General Institutional	119001	893901	3010					63,766.00	63,766.00
DIS Continuing Education	111001	897301	3010			720.00	60.00	7,709.00	8,489.00
DIS Continuing Education	113001	897301	3010					9,311.00	9,311.00
DIS Alamo Colleges On-Line	119001	898005	3010			804,237.00	243,959.00	349,431.00	1,397,627.00
DIS Pathways Institute	119001	898007	3010					70,000.00	70,000.00
<b>STUDENT SERVICES</b>									
DIS Call Center	119001	893014	4010			208,654.00	65,554.00	1,632,000.00	1,906,208.00
DIS Faculty Development	119001	893214	4010					170,186.00	170,186.00
DIS General Institutional	119001	893901	4010					507,988.00	507,988.00
DWD Multi-Year Student Work-Study	179003	893921	4010			333,189.00	27,653.00		360,842.00
DIS Enterprise Reporting	119001	895002	4010			568,864.00	178,154.00	30,000.00	777,018.00
DIS Community Based Assessment Edu	119001	897002	4010			463,143.00	114,087.00	30,291.00	607,521.00



**District Support Operations**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Special Projects	111003	897007	4010					5,705.00	5,705.00
DIS Special Projects	114003	897007	4010					2,609.00	2,609.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	4010					20,000.00	20,000.00
DIS Student + Community Prog Dev	119001	899001	4010			158,996.00	46,058.00	9,937.00	214,991.00
DIS Off-Campus Military Ed Ctrs	119001	899002	4010			1,750.00	145.00	11,373.00	13,268.00
DIS Student Leadership Program	119001	899003	4010			134,788.00	38,806.00	69,140.00	242,734.00
DIS Districtwide Advising	119001	899004	4010					204,629.00	204,629.00
DIS Student Financial Services	111001	899011	4010			335,162.00	104,860.00	21,734.00	461,756.00
DIS Student Financial Services	112001	899011	4010			231,900.00	70,578.00	12,315.00	314,793.00
DIS Student Financial Services	113001	899011	4010			234,622.00	73,410.00	7,301.00	315,333.00
DIS Student Financial Services	114001	899011	4010			273,307.00	85,509.00	11,341.00	370,157.00
DIS Student Financial Services	115001	899011	4010			238,537.00	74,603.00	2,675.00	315,815.00
DIS Student Financial Services	119001	899011	4010			1,308,071.00	399,561.00	518,102.00	2,225,734.00
DIS Mobile Go Center-Recruiting	119001	899022	4010			98,552.00	31,031.00	78,445.00	208,028.00
DIS Interpreter Services	119001	899023	4010			713,031.00	134,184.00	35,000.00	882,215.00
DIS Immunization Record Center	119001	899024	4010					10,000.00	10,000.00
DIS Student Success Strategies	119001	899025	4010			246.00	20.00		266.00
DIS College Connection	119001	899026	4010			219,940.00	29,507.00	100,000.00	349,447.00
DIS Center for Student Information	119001	899031	4010			1,288,244.00	397,507.00	239,712.00	1,925,463.00
<b>INSTITUTIONAL SUPPORT</b>									
DIS Board Of Trustees	119001	890001	5010					76,720.00	76,720.00
DIS Chancellors Office	119001	891001	5010			717,356.00	215,161.00	83,042.00	1,015,559.00
DIS Institutional Membership	119001	891002	5010					239,000.00	239,000.00
DIS Community Engagement	119001	891003	5010					73,315.00	73,315.00
DIS Office of Legal Services	119001	891011	5010			360,005.00	112,633.00	609,614.00	1,082,252.00
DIS Board Election	119001	891012	5010					450,000.00	450,000.00
DIS Institutional Advancement	119001	891021	5010			589,941.00	173,224.00	63,012.00	826,177.00
DIS Internal Audit	119001	891031	5010			553,769.00	173,182.00	75,000.00	801,951.00
DIS Ethics and Compliance Office	119001	891051	5010			72,291.00	22,640.00	38,572.00	133,503.00
DIS Vice Chancellor Finance + Adm	119001	893004	5010			(154,219.00)	(50,376.00)	43,900.00	(160,695.00)
DIS Project Facilitation Office	119001	893005	5010			375,758.00	117,924.00	107,845.00	601,527.00
DIS Enterprise Risk Management	119001	893012	5010			345,294.00	107,625.00	625,949.00	1,078,868.00
DIS Environmental Safety	119001	893013	5010					75,000.00	75,000.00
DIS Human Resources	119001	893201	5010			4,842,371.00	1,494,692.00	510,996.00	6,848,059.00
DIS New Hire Expense	119001	893202	5010					80,400.00	80,400.00
DIS Employee Re-Training	119001	893203	5010					19,000.00	19,000.00
DIS Tuition Reimbursement	119001	893204	5010					345,493.00	345,493.00
DIS Professional Development	119001	893205	5010			4,000.00	332.00	793,639.00	797,971.00
DIS Employee Accomodations	119001	893206	5010					3,000.00	3,000.00
DIS Faculty Development	119001	893214	5010			111,627.00	9,264.00	203,883.00	324,774.00



**District Support Operations**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Adjunct Certification Program	119001	893215	5010			150,000.00		3,000.00	153,000.00
DIS Purchasing & Contract Admin	119001	893401	5010			1,100,098.00	344,181.00	94,250.00	1,538,529.00
DIS Mailroom	119102	893441	5010			151,948.00	47,541.00	433,170.00	632,659.00
DIS Finance and Fiscal Services	119001	893502	5010			4,585,148.00	1,351,931.00	391,615.00	6,328,694.00
DIS Bursar	111001	893511	5010			198,432.00	56,322.00	24,399.00	279,153.00
DIS Bursar	112001	893511	5010			128,966.00	33,353.00	15,584.00	177,903.00
DIS Bursar	113001	893511	5010			155,149.00	41,738.00	7,865.00	204,752.00
DIS Bursar	114001	893511	5010			176,472.00	41,272.00	10,627.00	228,371.00
DIS Bursar	115001	893511	5010			103,726.00	29,009.00	6,525.00	139,260.00
DIS Department of Public Safety	111001	893801	5010			1,680,405.00	520,001.00		2,200,406.00
DIS Department of Public Safety	112001	893801	5010			955,087.00	294,953.00		1,250,040.00
DIS Department of Public Safety	113001	893801	5010			397,529.00	123,860.00		521,389.00
DIS Department of Public Safety	114001	893801	5010			440,622.00	135,850.00		576,472.00
DIS Department of Public Safety	115001	893801	5010			634,143.00	197,475.00		831,618.00
DIS Department of Public Safety	119001	893801	5010			715,721.00	219,375.00	991,140.00	1,926,236.00
DIS Department of Public Safety	119201	893801	5010			137,762.00	42,502.00		180,264.00
DIS Department of Public Safety	133001	893801	5010			5,408.00	1,692.00		7,100.00
DIS General Institutional	111001	893901	5010			70,344.00			70,344.00
DIS General Institutional	112001	893901	5010			84,412.00			84,412.00
DIS General Institutional	113001	893901	5010			84,412.00			84,412.00
DIS General Institutional	114001	893901	5010			70,344.00			70,344.00
DIS General Institutional	115001	893901	5010			70,344.00			70,344.00
DIS General Institutional	119001	893901	5010					14,906,125.00	14,906,125.00
DIS Insurance	119001	893902	5010					813,000.00	813,000.00
DIS Institutional Reserve	119001	893907	5010					885,215.00	885,215.00
DIS Benefits Other	119001	893913	5010				4,997,949.00		4,997,949.00
DIS Staff Council	119001	893915	5010					8,900.00	8,900.00
DWD Unified Staff Council	119001	893917	5010					20,000.00	20,000.00
DIS Vice Chancellor PPIS Office	119001	895001	5010			291,453.00	84,047.00	20,000.00	395,500.00
DIS EnterpriseIT Risk Security Svcs	119001	895003	5010			223,416.00	69,885.00	20,000.00	313,301.00
DIS Banner Project Services	119001	895101	5010			543,099.00	171,029.00	1,770,000.00	2,484,128.00
DIS Strategic Planning + Performa	119001	895201	5010			207,586.00	64,748.00	77,830.00	350,164.00
DIS Institutional Research + Effe	119001	895301	5010			1,062,432.00	319,298.00	30,000.00	1,411,730.00
DIS Director IT Services Office	119102	895401	5010			4,772,870.00	1,483,871.00	(6,256,741.00)	-
DIS Computer Replacement Prog	119001	895402	5010					365,000.00	365,000.00
DIS Faculty Wkstation Replacement	119001	895403	5010					465,000.00	465,000.00
DIS VC Economic+WorkforceDeOffice	119001	897001	5010			448,569.00	137,174.00	180,853.00	766,596.00
DIS Community Based Assessment Edu	119001	897002	5010					1,000.00	1,000.00
DIS Economic + Workforce Dev Adm	119001	897003	5010			171,377.00	53,636.00	10,861.00	235,874.00
DIS Workbased English Solutions	119001	897004	5010					6,000.00	6,000.00





**District Support Operations**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Professional Development	119001	897005	5010			64,543.00	14,106.00	24,220.00	102,869.00
DIS MITC University Ctr	119001	897006	5010			105,101.00	32,901.00	31,740.00	169,742.00
DIS Educator Prep Program	119001	897008	5010			84,859.00	22,202.00	13,050.00	120,111.00
DIS Bellwether Consortium	119001	897012	5010			91,650.00	28,703.00	11,787.00	132,140.00
DWD-Experiential Learning Office	119001	897013	5010					15,350.00	15,350.00
DIS Center for Workforce Excellence	119001	897032	5010			143,206.00	44,820.00	88,450.00	276,476.00
DIS Eside EDUC. CTR	119001	897034	5010					100,000.00	100,000.00
DIS Out of Dist Partner/CTTC	119001	897036	5010			195,521.00	60,801.00	75,488.00	331,810.00
DIS OutofDistPartnerKerrville	119001	897038	5010			149,518.00	44,265.00	129,000.00	322,783.00
DIS EDW-Public Allies	119001	897046	5010					20,000.00	20,000.00
DIS EWD Revenue Holding Account	119001	897047	5010					350,000.00	350,000.00
DIS Department of Nursing	119001	897051	5010					17,400.00	17,400.00
DIS International Programs	119001	897101	5010			571,179.00	151,991.00	234,499.00	957,669.00
DIS Int'l Prog Student Abroad	119001	897102	5010					220,000.00	220,000.00
DIS Int'l Prog Student Abroad Adm	119001	897103	5010					30,000.00	30,000.00
DIS Int'l Prog Foreign Student App	119001	897104	5010					30,000.00	30,000.00
DIS Int'l Contract Training	119001	897105	5010			10,679.00	886.00	359,691.00	371,256.00
DIS Department of Communications	119001	897201	5010			715,913.00	224,647.00	1,530,162.00	2,470,722.00
DIS Continuing Education	119001	897301	5010			2,579,682.00	757,945.00	150,169.00	3,487,796.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010			1,567,200.00	484,154.00	94,760.00	2,146,114.00
DIS Academic Success/Ach the Dream	119001	898002	5010			95,316.00	29,851.00	52,500.00	177,667.00
DIS High School Programs	119001	898006	5010					21,700.00	21,700.00
DIS Student Financial Services	119001	899011	5010					1,295.00	1,295.00
DIS VC Student Success Office	119001	899021	5010			1,128,930.00	347,404.00	108,221.00	1,584,555.00
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
DIS Building Maintenance	111001	893601	6010			726,539.00	227,778.00	377,020.00	1,331,337.00
DIS Building Maintenance	112001	893601	6010			713,580.00	216,574.00	280,409.00	1,210,563.00
DIS Building Maintenance	113001	893601	6010			621,537.00	194,567.00	263,873.00	1,079,977.00
DIS Building Maintenance	114001	893601	6010			642,818.00	201,257.00	336,930.00	1,181,005.00
DIS Building Maintenance	115001	893601	6010			351,434.00	109,946.00	417,119.00	878,499.00
DIS Building Maintenance	119001	893601	6010			150,854.00	47,201.00	1,387,175.00	1,585,230.00
DIS Grounds Maintenance	111001	893602	6010			234,742.00	73,428.00	31,000.00	339,170.00
DIS Grounds Maintenance	112001	893602	6010			138,664.00	43,557.00	17,859.00	200,080.00
DIS Grounds Maintenance	113001	893602	6010			40,397.00	12,636.00	95,242.00	148,275.00
DIS Grounds Maintenance	114001	893602	6010			45,065.00	14,096.00	610,481.00	669,642.00
DIS Grounds Maintenance	115001	893602	6010			45,065.00	14,096.00	75,756.00	134,917.00
DIS Grounds Maintenance	119001	893602	6010					604,994.00	604,994.00
DIS Utilities	111001	893603	6010					2,634,484.00	2,634,484.00
DIS Utilities	112001	893603	6010					1,800,064.00	1,800,064.00
DIS Utilities	113001	893603	6010					1,219,184.00	1,219,184.00



**District Support Operations**  
 Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
DIS Utilities	114001	893603	6010					1,149,462.00	1,149,462.00
DIS Utilities	115001	893603	6010					875,849.00	875,849.00
DIS Utilities	119001	893603	6010					913,442.00	913,442.00
DIS Utilities	119201	893603	6010					76,778.00	76,778.00
DIS Housekeeping	111001	893604	6010			168,375.00	50,761.00	655,627.00	874,763.00
DIS Housekeeping	112001	893604	6010			1,237,637.00	391,016.00	640,259.00	2,268,912.00
DIS Housekeeping	113001	893604	6010			83,736.00	25,514.00	315,543.00	424,793.00
DIS Housekeeping	114001	893604	6010			76,187.00	23,849.00	611,973.00	712,009.00
DIS Housekeeping	115001	893604	6010			137,302.00	43,014.00	558,822.00	739,138.00
DIS Housekeeping	119001	893604	6010			33,761.00	10,403.00	1,597,825.00	1,641,989.00
DIS Minor Construction	119001	893605	6010					586,400.00	586,400.00
DIS Facilities	119001	893610	6010			(192,096.00)	(63,788.00)	349,733.00	93,849.00
DIS Vehicle Replacement Prog	119001	893612	6010					26,871.00	26,871.00
DIS Project Management	119001	893613	6010			1,038,205.00	326,440.00	97,760.00	1,462,405.00
DIS Preventive Maintenance	111001	893619	6010					2,813,135.00	2,813,135.00
DIS Preventive Maintenance	112001	893619	6010					1,605,000.00	1,605,000.00
DIS Preventive Maintenance	113001	893619	6010					2,179,201.00	2,179,201.00
DIS Preventive Maintenance	114001	893619	6010					524,000.00	524,000.00
DIS Preventive Maintenance	115001	893619	6010					465,000.00	465,000.00
DIS Preventive Maintenance	119001	893619	6010					8,862,664.00	8,862,664.00
DIS Utilities LLDC	112001	893642	6010					20,000.00	20,000.00
DIS General Institutional	119001	893901	6010					533,060.00	533,060.00
DIS Insurance	111001	893902	6010					139,690.00	139,690.00
DIS Insurance	112001	893902	6010					65,435.00	65,435.00
DIS Insurance	113001	893902	6010					73,368.00	73,368.00
DIS Insurance	114001	893902	6010					115,780.00	115,780.00
DIS Insurance	115001	893902	6010					36,265.00	36,265.00
DIS Insurance	119001	893902	6010					56,462.00	56,462.00
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
DIS General Institutional	119001	893901	7010					650,000.00	650,000.00
DWD Multi-Year Student Work-Study	179003	893921	7010					263,721.00	263,721.00
DIS Int'l Prog Student Abroad	119004	897102	7010					128,640.00	128,640.00
<b>AUXILIARY ENTERPRISES</b>									
DIS Utilities	133003	893603	8010					73,025.00	73,025.00
DIS Natatorium Facilities Svc	133003	893608	8010					102,505.00	102,505.00
DIS Food Service	131001	893618	8010					35,350.00	35,350.00
DIS Food Service	132001	893618	8010					5,971.00	5,971.00
DIS Food Service	139001	893618	8010					5,784.00	5,784.00
DIS Department of Public Safety	133003	893801	8010			18,176.00	5,686.00		23,862.00
DIS General Institutional	139001	893901	8010					1,422.00	1,422.00



**District Support Operations**  
**Department Budget Allocations by Functional Categories**

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
<b>TRANSFERS</b>									
DIS Preventive Maintenance	133003	893619	9425					51,000.00	51,000.00
DIS General Institutional	119001	893901	9425					100,000.00	100,000.00
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,637,906.00	1,637,906.00
DIS Transfers Mandatory+NonManda	112001	893903	9425					865,691.00	865,691.00
DIS Transfers Mandatory+NonManda	113001	893903	9425					740,316.00	740,316.00
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,421,690.00	1,421,690.00
DIS Transfers Mandatory+NonManda	115001	893903	9425					511,688.00	511,688.00
DIS Transfers Mandatory+NonManda	119001	893903	9425					11,866,962.00	11,866,962.00
<b>TOTAL DISTRICT SUPPORT OPERATIONS</b>				<b>-</b>	<b>-</b>	<b>50,625,822.00</b>	<b>19,803,954.00</b>	<b>83,598,581.00</b>	<b>154,028,357.00</b>

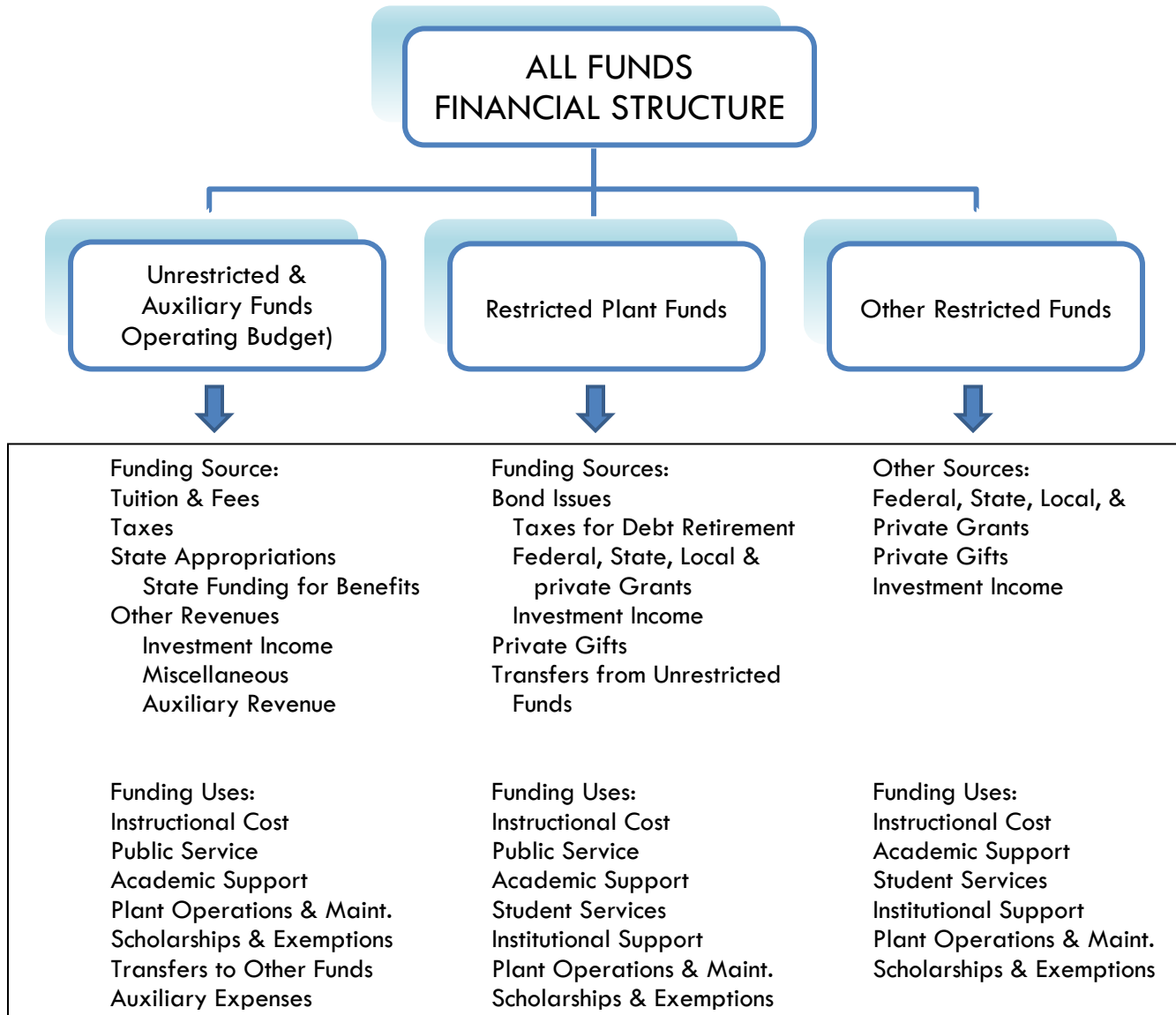
\* FTE includes full-time faculty only (account code 61001).

\*\* Other Salaries and Wages include comp. increase (\$3,463,276), effective January 1, 2018.

Department budgets are required by State Law in Texas State Statute Sec. 51.402b.



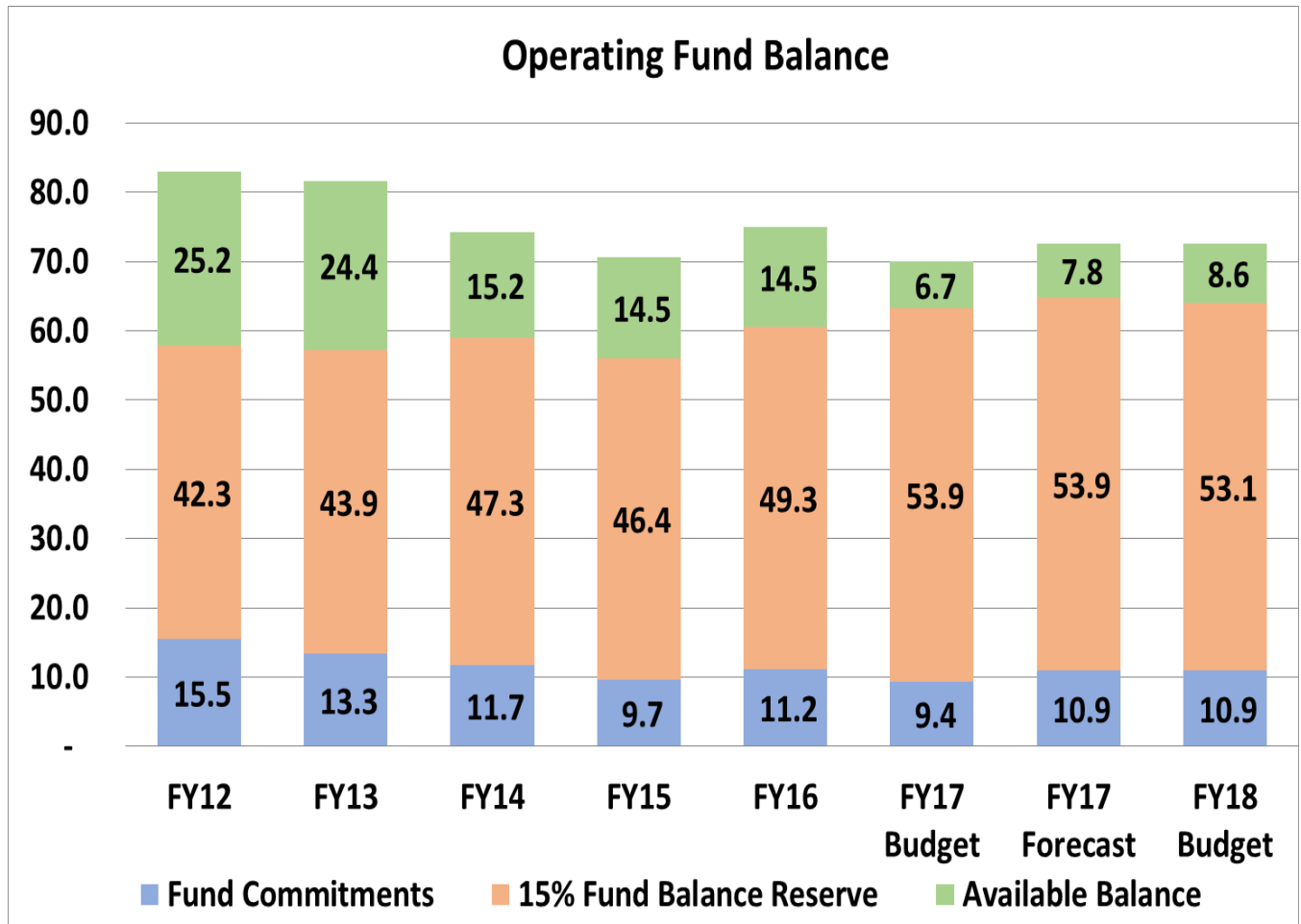
**All Funds Financial Structure**



The Alamo Colleges reports as a business-type activity (BTA), under the Governmental Accounting Standards Board (GASB 34-35). The term 'fund' in this context is not meant to equate to funds under GASB's reporting structure and is used strictly for budgetary control purposes.



Historical Fund Balance





## Ten Year Trend of Revenue Sources

### ALAMO COLLEGES DISTRICT

### 10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2008-2009 (5)	87,947,041	32.70%	88,412,612	32.87%	83,452,604	31.03%	9,135,448	3.40%	268,947,705
2009-2010 (5)	90,134,871	30.88%	89,615,404	30.71%	103,371,926	35.42%	8,719,428	2.99%	291,841,629
2010-2011 (5)	85,942,117	30.03%	93,559,514	32.70%	98,756,325	34.51%	7,899,646	2.76%	286,157,602
2011-2012 (5)	77,777,498	27.37%	95,326,911	33.55%	100,344,216	35.32%	10,689,660	3.76%	284,138,285
2012-2013 (5)	75,997,901	26.09%	104,270,919	35.79%	101,916,100	34.98%	9,148,391	3.14%	291,333,311
2013-2014 (5)	77,019,978	26.12%	110,490,520	37.46%	96,714,128	32.79%	10,694,343	3.63%	294,918,969
2014-2015 (5)	77,540,886	25.46%	119,772,762	39.33%	96,658,002	31.74%	10,589,061	3.48%	304,560,711
2015-2016 (5)	77,485,937	24.47%	132,979,101	41.99%	95,000,076	30.00%	11,190,494	3.53%	316,655,608
2016-2017 (4)	81,924,206	23.13%	148,053,358	41.79%	113,699,147	32.10%	10,563,424	2.98%	354,240,135
2017-2018 (4)	84,406,081	23.84%	156,894,170	44.31%	101,073,447	28.54%	11,712,400	3.31%	354,086,098

(1) INCLUDES FUNDS FOR DEVELOPMENTAL EDUCATION

(2) NET TUITION AND FEES

(3) INCLUDES GROSS AUXILIARY REVENUES

(4) PER BUDGET

(5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT

Note: State Funding (1) includes State Paid Benefits for All Years

\* 2015-2016 State Funding includes Veteran's Assistance Center \$4.5M per year

2016-2017 State Funding includes Veteran's Assistance Center \$4.5M per year

2017-2018 State Funding includes Veteran's Assistance Center \$4.1M per year

Source: Annual Financial Reports - Schedules A and C



## Financial Policies and Procedures

### C.1.3 (Policy) Appropriations and Revenue Sources

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 8-18-09

#### – Financial Stability

The Board has the legal power and duty to act as a fiduciary in the management of funds under the control of institutions subject to the Board's control and management.

The target level for the current unrestricted fund balance is 15% of the annual current unrestricted funds budget.

#### – Investments

In compliance with the Texas Public Funds Investment Act, the Board has adopted an investment policy (see C.1.7).

#### – Donations and Grants from Private Sources

The authority to accept and receive donations and grants from private sources on behalf of any college of the College District, or the College District as a whole shall be vested solely with the Board, and all bequests of property for the benefit of the College District shall vest in the Board, except to the extent that the Alamo Colleges Foundation serves as the official fund-raising and endowment arm of the College District for all donations and grants from private sources.

When not specified by the grantor, funds or other property donated, or the income there from, may be expended in any manner authorized by law and College District policy. The Chancellor shall make recommendations to the Board regarding the acceptance of gifts and donations.

#### – Facilities Use

The grounds and facilities of the College District shall be used for the educational goals and purposes of the College District as set forth by the Board. Such uses, as determined by the Board, the Chancellor, and the respective college President, have priority over any other use of College District facilities. The grounds and facilities of the College District shall be made available to members of the College District community, including students and their respective registered organizations, when such use does not conflict with normally scheduled activities, or any College District policies or procedures. The requesting student(s) or student organization shall pay all expenses incurred by their use of the facilities. Such expenses are limited to the cost of required College District custodial, security, and building staffs.

Leasing or rental of College District facilities, in support of community needs and programs, is permitted, provided that such use does not interfere with College District operations and is consistent with the College District's public purpose. The College District shall establish a schedule of rates, competitive with the current market. The setting of rates shall at all times employ processes and



practices consistent with those in the realty market to ensure that the College District receives fair and accurate market value for use of its property and services.

- Sale of College District Real Estate

All sales of College District real estate are subject to prior Board approval.

- Depository of Funds

The depository officially designated by the Board shall be the sole depository for College District funds. All deposits shall be in accordance with the depository agreement, the College District investment policy, and state law.

- Ad Valorem Taxes

To provide funds, the Board shall be authorized to levy and pledge annual ad valorem taxes sufficient to pay the principal of and interest on bonds for construction and equipment, for the maintenance of the College District.

For information on tax abatements and tax increment financing see C.1.10.





#### C.1.4 (Policy) Budget

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 5-23-12

##### – Annual Budget

The fiscal year for the College District shall begin on September 1 and end on August 31. The Board shall annually adopt a budget on or before September 1 of each year, providing authority to expend funds in accordance with state law, College District policy, and the College District's approved procedures.

##### – Scope

This policy and Procedure C.1.4.1 apply only to the annual College District current unrestricted funds budget.

##### – Budget Principles

The budget shall be developed to support the goals of the Board-approved strategic plan of the College District for the academic year stated in fiscal terms. The following principles shall be adhered to in developing the annual budget:

1. In preparing and passing the budget, the administration and Board shall strive to distribute funds in a manner that is aligned with the College District strategic plan to the maximum extent possible. The budget shall reflect an equitable allocation of resources among the many college and district services functions supporting the goals of the strategic plan.
2. The budget shall identify sufficient sources of funds to ensure a fiscally balanced budget.
3. The budget shall reasonably provide for contingencies to meet unforeseen demands.
4. The administration shall provide the Board with key indicators to assist the Board in its deliberations.

##### – Budget Adjustments and Reallocations

Budget adjustments (movement of budget between accounts) and reallocations of reserve/pooled budget accounts are allowed to support operations and to facilitate implementation of the College District strategic plan.

##### – Line Item Groups

The line item groups are:

- a) Instructional and General ("I & G"): Instruction, Academic Support, Student Services, Institutional Support, and Operation and Maintenance of Plant;
- b) Public Service;
- c) Scholarships and Exemptions; and
- d) Auxiliary Enterprises.



Budget adjustments between line item groups require prior Board approval. The following transactions are exempt from this requirement:

- a) Allocations and reallocations to and from the Chancellor's Reserve;
- b) Salary and fringe benefit transactions; and
- c) Allocations and reallocations to and from pooled accounts for specific use as approved by the Board, such as equipment and adjunct faculty salary pools.

#### – Budget Amendments

The budget may be amended during the fiscal year. Increases or decreases to the total annual current unrestricted operating budget (budget amendments) shall be submitted to the Board for prior approval.

#### – Savings Incentive Program

Up to 25% of “net savings” (as defined by the Vice Chancellor for Finance and Administration) may be carried forward from the prior year to the next budget year to provide a funding mechanism in each College Presidents’ and Vice Chancellors’ budgets for priority initiatives and to incent a culture of savings. The amount of the carryforward will be based on actual results after the audited financial statements are approved by the Board of Trustees in December. Carry-over amounts not utilized within two years will revert to the district’s fund balance. In January of each year, the Vice Chancellor for Finance and Administration will provide a Savings Incentive Program report to the Board of Trustees.

Activities which allow for carryforward which are excluded from the calculation include:

1. Unused revenues for programs which have been identified and approved by the Board of Trustees as high cost and have special program tuition;
2. Student activity fees; and
3. Remaining balances from capital budget allocations.

The remaining 75% “net savings” will accumulate in fund balance to offset future differences in state appropriation funding levels, revenues under budget and/or other reallocations by the Board of Trustees such as increases to preventive maintenance.

#### – Fund Balance

The target level for the current unrestricted fund balance is 15% of the annual current unrestricted funds budget.

**C.1.7 (Policy) Investments**

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 9-15-09

Last Board Action: 10-27-15

**– General**

The Board of Trustees (“Board”) as fiduciary of the funds of Alamo Community College District, may direct or delegate the purchase, sale, and investment of funds under its control in investments authorized in the Public Funds Investment Act, Chapter 2256, Texas Government Code (“PFIA”), in compliance with Board-adopted investment policies, and according to the standard of care prescribed in this written policy. This Policy is intended to satisfy the requirements of the PFIA. [Texas Government Code Section 2256.005(a)]

**– Scope**

The provisions of this policy apply to the investment of College District funds and to all funds under the control of the Board, including, without limitation:

- Operating Funds
- Debt Service Funds
- Debt Service Reserve Fund
- Construction Funds and Unexpended Plant Funds
- Other Funds

**– Objectives**

This investment policy emphasizes the safety of principal and liquidity, [Texas Government Code Section 2256.005 (2)] and addresses investment diversification, yield, maturity and the quality and capability of investment management. The Board intends that investments will be purchased to hold until maturity; no investments will be made for the specific purpose of speculation of changes in market interest rates.

The investment objectives of the College District are in order of priority:

1. Assure the safety of the College District’s funds.
2. Maintain sufficient liquidity to provide adequate and timely operating funds.
3. Ensure the investment is marketable if the need arises to liquidate the investment.
4. Minimize risk of loss resulting from concentration of assets by diversifying investments as to maturity, security type, and issuer and providing for investments in authorized pooled and mutual funds.
5. Attain a market yield consistent with safety and liquidity considerations.



### C.2.3 (Policy) Facilities and Grounds Management

Responsible Department: Vice Chancellor for Finance and Administration, District Institutional Advancement

Board Adoption: 8-18-09

Last Board Action: 2-24-14

#### – Maintenance and Operations

The College District shall ensure that its facilities are safe, comfortable, and hygienic for students, faculty, employees, and the general public. Consistent maintenance standards shall be employed throughout the College District. Periodic assessments of the condition of College District facilities shall be conducted.

#### – Preventive Maintenance

The College District administration shall prepare, budget, and execute an annual preventive maintenance program.

#### – Funding

Funds allocated for the preventive maintenance program may be utilized only for materials, labor, tools, and equipment or contracted work directly relating to and supporting the concept of well-maintained buildings, grounds, utilities, or like items normally associated with physical plant activities. Funds shall be set aside annually to fund preventive maintenance projects. Unspent funds shall be carried over for inclusion in the subsequent annual budget. The set aside amount shall be determined by the Board.

#### – Administration

The Chancellor or designee shall develop, publish, and disseminate specific instructions and procedures necessary to implement the preventive maintenance program.

#### – Naming Facilities

The ultimate authority for naming College District property rests with the College District Board of Trustees. The Chancellor or designee shall establish procedures for introducing naming opportunities for consideration by the College District Board of Trustees, the Chancellor or designee, and the Alamo Colleges Foundation Board of Directors.

#### – Criteria for Naming Facilities

The naming of College District property as defined in C.2.3.3 shall be based on the consideration of funds or other resources generated for the benefit of the College District as agreed to by the donors, the College District Board of Trustees, the Chancellor or designee, and the Alamo Colleges Foundation Board of Directors.



The Board may waive the application of this criterion when a naming opportunity is so significant that a donation of funds or other resources is unnecessary. The Board shall base this determination solely on the applicability of one or more of the following criteria:

1. Outstanding academic and/or professional service to the College District;
2. Outstanding volunteer service that has significantly contributed to the advancement of the College District; or
3. A significant historical association between the property to be named and the person, persons, or organization for whom that property would be named.

Nothing in this policy or related procedures shall prevent the College Presidents, the Chancellor, members of the Board of Trustees, the Board of Trustees as a whole, or the Alamo Colleges Foundation Board of Directors as a whole from initiating action for the naming of any College District property.

#### – Authority and Recommendations

The College District Board of Trustees (Board) is the only entity with the authority to approve the naming of any College District property, and reserves the right to accept or reject naming proposals submitted through the Chancellor.

Further, the Board may set aside certain streets, buildings and places, both inside and outside of buildings, at each college of the College District for its own naming decisions. The Board may assign these places as either fundable or non-fundable as it so determines, and may add to these places from time to time as it may choose.

The remaining places shall be recommended to the Board for naming from time to time by the Chancellor, with or without recommendations from the public or college community, and may require an investment from the individual, group of individuals, or organization wishing to secure the name of the place, per the contribution value schedule approved by the Board. Such investment shall be secured with the Alamo Colleges Foundation for the benefit of students, faculty and programs of the College District.

#### – Facilities Planning

The College District shall operate a continuing Capital Improvement Program based on College District needs, taking into account enrollment, operations, and acquisition of property. Facilities planning shall be inclusive of program needs and facilities standards in a manner consistent with the master plan. The master plan shall be continually reviewed and shall be revised based on College District needs or at least every five.

#### – Construction Management

The College District shall establish standards for all College District facilities, in accordance with federal, state, and local law and regulations. No construction, with the exception of routine maintenance, shall be initiated without Board approval.

All construction delivery methods shall be selected and conducted pursuant to relevant law.



- Project Administration

All construction projects shall be administered by the Chancellor or designee.

- Change Orders

Change orders of \$50,000 and over shall be reviewed and recommended by the building committee of the Board before submission to the full Board for approval.

If less than \$50,000, change orders shall be approved by the Chancellor or designee provided that the originally approved contract amount, plus contingency, is not exceeded.

Additionally, a change order or aggregate total of change orders that would put it beyond the contract amount plus contingency, shall be submitted to the full Board for approval.

- Environmental Protection

The College District fully supports national and state objectives to preserve, protect, and enhance the environment.

To assist in achieving these ends, the Chancellor and the college Presidents shall develop programs that implement the environmental principles set forth in C.2.3.2.



### C.3.1 (Policy) Debt Management

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 5-17-11

Last Board Action: 5-19-15

#### – General

This Policy (the “Policy”) establishes conditions for the use of debt and creates procedures and policies designed to manage the Alamo Community College District’s (the “College District”) obligations within available resources, minimize the debt service and issuance costs, achieve the highest credit ratings, maintain full, complete, and accurate financial disclosure and reporting, and to comply with appropriate and applicable laws of the State of Texas (the “State”) and federal law.

#### – Scope

Within the applicable laws of the State, the College District may enter into debt obligations to finance the construction or acquisition of buildings and infrastructure and other assets, maintenance of existing facilities, to purchase land and personal property, or the option to refinance or restructure existing debt. Unless recommended otherwise by the Vice Chancellor for Finance and Administration, whose recommendation must be approved by the Board of Trustees, all debt will be incurred at the College District level or through a non-profit corporation created by the College District. This Policy applies to all debt issued regardless of the purpose for which issued or the funding source for repayment. The Vice Chancellor for Finance and Administration is responsible for the debt management for the College District. Responsibility for the operational activity related to management of debt may be delegated to the Associate Vice Chancellor of Finance and Fiscal Services (AVC), or Treasurer.

#### – Objectives

The objective of the Policy is to ensure prudent debt management practices that include:

- Minimize or avoid year-to-year fluctuations in the tax rate
- Minimize borrowing costs
- Structure the earliest possible maturity of the debt
- Preserve or enhance the District’s credit ratings
- Assure full, complete, and accurate financial disclosure and reporting compliance
- Comply with State and federal laws



## Functional Category Descriptions

### 1xxx Instruction

This category includes expenditures for all activities that are part of an institution's instruction program. It includes salary and operating expenditures for:

- Academic, Vocational and Technical instruction (credit and non-credit courses)
- Developmental and Tutorial instruction
- Remedial
- Regular, Special, and Extension sessions
- Separately organized activities associated with instructional and training programs, such as Child Development Program.
- Expenditures for departmental research and public service that are not separately budgeted
- Expenditures of department chairpersons, in which instruction is still the primary role of the administrator
- Summer Programs for Children
- Programs for Seniors

This category excludes expenditures for academic administration when the primary assignment is administration -- for example, Academic Deans.

### 2xxx Public Service (Activities designed primarily to serve the general public)

This category includes funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. It includes salary and operating expenditures for:

- Lectures
- Seminars and Workshops
- Planetarium operations.

### 3xxx Academic Support

This category should include funds expended primarily to provide support services for the institution's primary missions -- instruction, research and public service. It includes salary and operating expenditures for:

- The retention, preservation and display of educational materials, i.e., Libraries/Learning Resources, Museums and Galleries
- Academic administration, i.e. Dean's salaries and office expenses
- Technical support, i.e. Computer Services and Audio-Visual services
- Separately budgeted support for course and curriculum development, and related items
- Faculty development



**4xxx Student Services**

This category should include funds expended for activities that primarily contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program. It includes salary and operating expenditures for:

- Admissions, Records, Registration
- Commencement
- Assessment and Testing
- Clinic
- Advising & Counseling
- Intramurals (Auxiliary Supported Expenses)
- Services to Disabled Students
- Student Activities
- Student Financial Aid Services
- Student Job Placement
- Veteran's Affairs
- Health Services
- Center for Student Information

**5xxx Institutional Support**

This category includes salary and operating expenditures for:

- Central executive level management and long-range planning of the entire institution – Board of Trustees activities, Chancellor, Vice Chancellor's, President's
- Business and Fiscal Operations and Support– Accounting, Bursar's Office, Fiscal Affairs, Internal Audit, Tax Assessing/Collecting
- Employee personnel and records – Human Resources / Employee Services
- Logistical activities that provide procurement, storerooms, safety, security, printing and transportation services to the institution - Procurement and Security
- Support services for faculty and staff that do not operate as auxiliary enterprises - Faculty Senate, Staff Council, Health/Wellness, Hospitality, Staff Training
- Activities concerned with community and alumni relations, including development and fund raising – Community and Public Relations/Information, Development
- Administrative data processing
- Information Technology(IT) departments
- Space Management, Records Management
- Communications, Legal/Audit Fees, Planning and Research
- Bad debt related to tuition and fee revenue

**6xxx Operations and Maintenance of Plant**

This category should include all expenditures of current funds for the operation and maintenance of physical plant, net of amounts charged to auxiliary enterprises, hospitals and independent operations. It includes salary and operating expenditures for:

- Building/Grounds Maintenance
- Custodial Services
- Preventive Maintenance
- Utilities
- Support – Contract Administration, Project Management

**7xxx Scholarships and Fellowships**

This category includes expenditures for scholarships and fellowships from restricted and unrestricted funds in grants to students either from selection by the institution or from an entitlement program. If the institution does not select the recipient of the award and is only custodian of the funds, as with ROTC scholarships, the funds should be reported in the Agency Fund group.

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

Recipients of grants are not required to perform service to the institution as consideration of the grant, nor are they expected to repay the amount of the grant to the funding source. When services are required in exchange for financial assistance, as in the federal College Work-Study Program, the charges should be classified as expenditures of the department or organizational unit to which the service is rendered.

**8xxx Auxiliary Enterprises**

This category includes all expenditures relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and institutional support. It includes salary and operating expenditures for:

- Child Care Center
- Food Service
- Natatorium Operation



## Tuition and Fee History

### ALAMO COLLEGE DISTRICT 20 YEAR TUITION AND FEE SCHEDULE SUMMARY By Fall Semester

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Tuition per Sem Hour</b>																				
In District	\$24	\$24	\$30	\$30	\$33	\$35	\$38	\$40	\$42	\$44	\$51	\$53.5	\$53.5	\$56	\$70	\$70	\$70	\$70	\$73	\$86
Out-of-Dist	\$46	\$46	\$55.5	\$55.5	\$59	\$70	\$76	\$80	\$84	\$88	\$95	\$103.5	\$107	\$112	\$185	\$185	\$185	\$185	\$194	\$202
Non-Resident	\$92	\$92	\$108.5	\$108.5	\$119	\$140	\$152	\$160	\$168	\$176	\$183	\$203	\$214	\$224	\$358	\$358	\$358	\$358	\$376	\$453
<b>General Fee</b>																				
<b>In District</b>																				
1 - 6 HRS	\$60	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130						
7+ HRS	\$65	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135						
<b>Out-of-District</b>																				
1 - 6 HRS	\$60	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130						
7+ HRS	\$65	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135						
<b>Non-Resident</b>																				
1 - 6 HRS	\$60	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130						
7+ HRS	\$65	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135						
<b>Registration Fee</b>	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13										
<b>Student Insurance</b>	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4										
<b>Library Upgrade Fee</b>	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13										
<b>Campus Access Fee</b>																				\$25
<b>Student Activity Fee*</b>																				\$1
<b>International Edu Fee</b>																				\$1

\* Per Semester Hour

FY2013 - Folding the general fee into tuition; Tuition calculations are based on general fee per semester hour, assuming 12 semester hour workload added to the tuition rate.  
2016 - Tuition and Fees schedule effectived Spring 2016 based on the Board approval on October 27, 2015

Summer Momentum Plan:

- 2 year completion: Up to 6 credit hours in Summer FREE, if earned 24 SCH combined Fall and Spring
- 3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring



**FY18 Budget-Related Board Minute Orders/Approved Minutes**

Minute Orders are on following pages. All minute orders were approved as written.

**Board Minute Order Index**

**Fiscal year 2017 – 2018 All Funds Budget .....125**

**Tax Rate for Fiscal Year 2017 – 2018.....128**

**Fiscal Year 2017 – 2018 Operating Budget.....130**

**Debt Management Plan for Fiscal Year 2017 – 2018 .....133**

**Tuition and Fees Schedule for Fiscal Year 2017 - 2018 .....134**

**Fiscal Year 2017 – 2018 Compensation Increase.....139**



### Discussion and Possible Action on Fiscal Year 2017 – 2018 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 8, 2017, and now presented to the Board for approval on August 15, 2017.

#### MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2017-18 total budget with projected revenues of \$651,504,757; restricted and plant fund balance inflow of resources of \$23,300,585; operating fund balance commitment of \$0; and expenses of 628,204,172 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

#### PURPOSE

Approval of the fiscal year 2017 – 2018 total budget including all restricted accounts and operating budgets for San Antonio College, St. Philip’s College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations.

#### BACKGROUND

The Operating budget was approved by the Board of Trustees on July 18, 2017 to enable planning for the next academic year by the five colleges. This submission is for approval of the updated Total Budget including: a) Restricted and Plant fund budgets and b) related fund balance transfers. (NOTE: The commitment of fund balance for construction projects is spread over multiple years. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2017 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 18, 2017.

#### IMPLICATIONS

**Financial:** Fiscal Year 2017-18 Total Budget: Revenues of \$651,504,757, Expenses of \$628,204,172, Restricted and Plant Fund Inflow of \$23,300,585, Operating Fund Balance transfer of \$0, resulting in a variance of \$23,300,585 in fund balance

**Strategic Objective:** Objective I, II and III: Student Success, Leadership and Performance Excellence

**Employee Services:** N/A

**ATTACHMENTS:** All Funds Budget Report (Exhibit I); July 18, 2017 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

**Diane E. Snyder**

Digitally signed by Diane E. Snyder  
DN: cn=Diane E. Snyder, o=Alamo Colleges,  
ou=VCFA, email=dsnyder12@alamo.edu, c=US  
Date: 2017.08.03 16:52:19 -0500

\_\_\_\_\_  
Pamela K. Ansbury, CPA, M. Ed                      Date  
Associate Vice Chancellor of Finance and  
Fiscal Services

\_\_\_\_\_  
Diane E. Snyder, CPA                                      Date  
Vice Chancellor for Finance and  
Administration

\_\_\_\_\_  
Dr. Bruce H. Leslie                                      Date  
Chancellor



ALAMO  
COLLEGES



ALAMO COLLEGES  
FY 2017 - 2018 ALL FUNDS BUDGET REPORT

Exhibit I

	Proposed Budget 2017 - 2018		Total
	Unrestricted	Restricted	
<b>REVENUES</b>			
Instruction and General	346,177,981	13,669,389	359,847,370
Public Service	956,807	-	956,807
Scholarships and Fellowships	-	49,031,210	49,031,210
Auxiliary Enterprises	6,077,429	-	6,077,429
Student Activity Fee	873,881	-	873,881
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>354,086,098</b>	<b>62,700,599</b>	<b>416,786,697</b>
Capital Outlay	-	174,379,087	174,379,087
Renewals & Replacements	-	-	-
Building	-	-	-
Furniture & Equipment	-	-	-
Debt Services	-	60,338,973	60,338,973
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>234,718,060</b>	<b>234,718,060</b>
<b>TOTAL REVENUES</b>	<b>354,086,098</b>	<b>297,418,659</b>	<b>651,504,757</b>
<b>BEGINNING FUND BALANCES</b>			
Instruction and General	68,917,998	1,114,340	70,032,338
Public Service	-	-	-
Scholarships and Fellowships	-	6,361,640	6,361,640
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	536,948	-	536,948
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>72,654,946</b>	<b>7,475,980</b>	<b>80,130,926</b>
Capital Outlay	-	54,419,491	54,419,491
Renewals & Replacements	-	-	-
Building	-	2,792,130	2,792,130
Furniture & Equipment	-	4,117,649	4,117,649
Debt Services	-	2,595,093	2,595,093
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>63,924,363</b>	<b>63,924,363</b>
<b>TOTAL BEGINNING FUND BALANCES</b>	<b>72,654,946</b>	<b>71,400,343</b>	<b>144,055,289</b>
<b>TOTAL AVAILABLE</b>			
Instruction and General	415,095,979	14,783,729	429,879,708
Public Service	956,807	-	956,807
Scholarships and Fellowships	-	55,392,850	55,392,850
Auxiliary Enterprises	9,277,429	-	9,277,429
Student Activity Fee	1,410,829	-	1,410,829
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>426,741,044</b>	<b>70,176,579</b>	<b>496,917,623</b>
Capital Outlay	-	228,798,578	228,798,578
Renewals & Replacements	-	-	-
Building	-	2,792,130	2,792,130
Furniture & Equipment	-	4,117,649	4,117,649
Debt Services	-	62,934,066	62,934,066
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>298,642,423</b>	<b>298,642,423</b>
<b>TOTAL AVAILABLE</b>	<b>426,741,044</b>	<b>368,819,002</b>	<b>795,560,046</b>

TOTAL AVAILABLE = Current Funds + Plant Funds

Note: Beg. fund balance includes Board mandated 15% (Report does not include endowment: 50, 60, loan funds: 41, 45, investment in plant fund 97, or agency funds: 31, 35; include operating,

Unspent bond proceeds from prior year are included as part of beginning capital outlay fund balances.



ALAMO COLLEGES  
FY 2017 - 2018 ALL FUNDS BUDGET REPORT

Exhibit I

	Proposed Budget 2017 - 2018		Total
	Unrestricted	Restricted	
<b>EXPENDITURES</b>			
Instruction and General	332,830,054	13,669,389	346,499,443
Public Service	1,251,872	-	1,251,872
Scholarships and Fellowships	-	54,208,501	54,208,501
Auxiliary Enterprises	2,035,038	-	2,035,038
Student Activity Fee	873,881	-	873,881
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>336,990,845</b>	<b>67,877,890</b>	<b>404,868,735</b>
Capital Outlay	-	147,051,078	147,051,078
Renewals & Replacements	-	-	-
Building	-	2,843,130	2,843,130
Furniture & Equipment	-	1,235,294	1,235,294
Debt Services	-	72,205,935	72,205,935
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>223,335,437</b>	<b>223,335,437</b>
<b>TOTAL EXPENDITURES</b>	<b>336,990,845</b>	<b>291,213,327</b>	<b>628,204,172</b>
<b>TRANSFERS (IN) OUT</b>			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,177,291	(5,177,291)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>5,177,291</b>	<b>(5,177,291)</b>	<b>-</b>
Capital Outlay	-	-	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,866,962	(11,866,962)	-
<b>Subtotal Plant Funds</b>	<b>11,917,962</b>	<b>(11,917,962)</b>	<b>-</b>
<b>NET TRANSFERS</b>	<b>17,095,253</b>	<b>(17,095,253)</b>	<b>-</b>
<b>TOTAL EXPENSE AND TRANSFERS</b>	<b>354,086,098</b>	<b>274,118,074</b>	<b>628,204,172</b>
<b>ENDING FUND BALANCES</b>			
Instruction and General	82,265,925	1,114,340	83,380,265
Public Service	(295,065)	-	(295,065)
Scholarships and Fellowships	(5,177,291)	6,361,640	1,184,349
Auxiliary Enterprises	7,242,391	-	7,242,391
Student Activity Fee	536,948	-	536,948
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>84,572,908</b>	<b>7,475,980</b>	<b>92,048,888</b>
Capital Outlay	-	81,747,500	81,747,500
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	2,882,355	2,882,355
Debt Services	(11,866,962)	2,595,093	(9,271,869)
<b>Subtotal Plant Funds</b>	<b>(11,917,962)</b>	<b>87,224,948</b>	<b>75,306,986</b>
<b>TOTAL ENDING FUND BALANCES</b>	<b>72,654,946</b>	<b>94,700,928</b>	<b>167,355,874</b>
<b>TOTAL EXP, TRANSF &amp; BAL</b>	<b>426,741,044</b>	<b>368,819,002</b>	<b>795,560,046</b>
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET			
TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	-	23,300,585	23,300,585



### Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2017-2018

Presented to the Board Acting as Committee of the Whole on September 12, 2017, and now presented with Committee-requested revisions to the Board for approval on September 19, 2017.

#### MINUTE ORDER

"The Board of Trustees hereby approves, orders and adopts maintenance and operations (M&O) tax rate of \$0.107760/\$100 of assessed valuation for FY 2017/18. The Board of Trustees hereby approves orders and adopts a debt levy tax rate of \$0.04139/\$100 of assessed valuation for FY 2017/18. These two actions result in a combined tax rate of \$0.149150/\$100 of assessed valuation for FY 2017/18, which is greater than the 'combined effective tax rate' of \$0.144409/\$100 of assessed valuation but less than the roll-back rate of \$0.155290/\$100 of assessed valuation. THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 3.28 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$4.74. The referenced tax rate to be effectively raised by 3.28 percent is the maintenance and operations component of the combined effective tax rate. The combined effective rate will be raised by 3.28 percent and will raise combined taxes on a \$100,000 home by approximately \$4.74."

#### PURPOSE

In accordance with the Debt Management Plan approved by the Board in May 2017, there is no recommended change to the property tax rate- the combined rate will remain at \$0.149150/\$100 of assessed valuation. As a consequence of the increase in taxable assessed value, this proposed combined tax rate, although constant from last year, is higher than the calculated Effective tax rate; there is a resultant requirement for public notices and public hearings prior to final approval of the tax rate.

#### BACKGROUND

The Combined tax rate is unchanged at \$0.149150/\$100. Even though the combined tax rate is stable, because of the increase in property values, the calculated Effective rate is now lower than current rate, requiring public notices and hearings. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated Effective tax rate of \$0.144409/\$100 of assessed valuation, but lower than the Rollback rate of \$0.155290/\$100. The Debt rate of \$.04139/\$100 will raise the revenue needed for FY 2017-2018 debt service payments and other actions per the approved FY 2018 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the Combined Effective tax rate of \$0.144409/\$100, but lower than the Combined Rollback rate of \$0.155290/\$100. Two public notices and two public hearings are required prior to final approval of the tax rate when the proposed tax rate is greater than either the Rollback tax rate or the Effective tax rate (whichever is lower).

Requisite notices have been published, and two public hearings were held on September 6, 2017 and September 12, 2017.

#### IMPLICATIONS

Financial: Provide tax revenues required to support Alamo Colleges' operations and fund annual payments on Bonded Debt  
 Strategic Plan: Goal III Performance Excellence  
 Human Resources: N/A  
 Attachment: Exhibit A: 2017 Property Taxes  
 Exhibit B: Language for Motion

\_\_\_\_\_  
 Pamela K. Ansboury, CPA, M. Ed Date  
 Associate Vice Chancellor of Finance  
 and Fiscal Services

\_\_\_\_\_  
 Dr. Bruce H. Leslie Date  
 Chancellor



Diane E. Snyder

Digitally signed by Diane E. Snyder  
 DN: cn=Diane E. Snyder, o=Alamo Colleges,  
 ou=VCFA, email=dsnyder12@alamo.edu, c=US  
 Date: 2017.09.07 17:05:03 -0500

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 Diane E. Snyder, CPA, Ph.D. Date  
 Vice Chancellor for Finance and Administration





**2017 Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT**

This notice concerns the 2017 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. It presents information about three tax rates. Last year's tax rate is the actual tax rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers start rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

Last year's tax rate:	
Last year's operating taxes	\$138,508,952
Last year's debt taxes	\$53,200,497
Last year's total taxes	\$191,709,449
Last year's tax base	\$128,534,662,420
Last year's total tax rate	\$0.149150/\$100
This year's effective tax rate:	
Last year's adjusted taxes (after subtracting taxes on lost property)	\$190,764,972
= This year's adjusted tax base (after subtracting value of new property)	\$132,100,204,628
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings)	\$0.144409/\$100
This year's rollback tax rate:	
Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent healthcare expenditures)	\$137,746,909
= This year's adjusted tax base	\$132,100,204,628
= This year's effective operating rate	\$0.104275/\$100
x 1.08 = this year's maximum operating rate	\$0.112617/\$100
+ This year's debt rate	\$0.042673/\$100
= This year's total rollback rate	\$0.155290/\$100

**Statement of Increase/Decrease**

IF ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2017 tax rate equal to the effective tax rate of \$0.144409 per \$100 of value, taxes would increase compared to 2016 taxes by \$4,475,046

**Schedule A - Unencumbered Fund Balance**

The following estimated balances will be left in the unit's property tax accounts at the end of the fiscal year. These balances are not encumbered by a corresponding debt obligation.

Type of Property Tax Fund	Balance
Maintenance & Operations	16,442,000
Interest & Sinking	2,595,000

**Schedule B - 2017 Debt Service**

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

Description of Debt	Principal or Contract Payment to be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
Limited Tax Series	35,945,000	14,764,063	0	50,709,063
Maintenance Tax Notes	6,130,000	7,944,056	0	9,084,056

Total required for 2017 debt service	\$59,793,119
- Amount (if any) paid from Schedule A	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$1,982,735
= Total to be paid from taxes in 2017	\$57,810,384
+ Amount added in anticipation that the unit will collect only 99.72% of its taxes in 2017	\$162,324
= Total debt levy	\$57,972,708

This notice contains a summary of actual effective and rollback tax rates' calculations. You can inspect a copy of the full calculations at 233 N. Pecos-La Trinidad, San Antonio, TX 78207.  
 The Office of the Bexar County Tax Assessor-Collector, Albert Uresti, MPA, PCC  
 Name of person preparing this notice: Carlos Gutierrez, PCC  
 Title: Property Tax Division Director  
 Date Prepared: 07/26/2017



## Discussion and Possible Action on Fiscal Year 2017-2018 Operating Budget

Presented to the ALAMO COLLEGES BOARD OF TRUSTEES on July 18, 2017

### MINUTE ORDER

"The Board of Trustees hereby approves a Fiscal Year 2017-2018 Educational and General (E&G) Operating Expense Budget of \$330,555,807; Auxiliary Enterprise Budget of \$2,035,038; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$15,636,416; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,507,837; and Capital Expense Budget of \$4,300,000 for Total Operating Expense Budget of \$354,086,098 based on revenues of 354,086,098."

### PURPOSE

Approval of the Fiscal Year 2017-2018 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the Fall 2017 semester. In August 2017, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls and b) Restricted and Plant fund budgets.

### BACKGROUND

For the tenth year, a workload-driven Educational and General budgeting model was used; a performance-based budgeting model to financially support the realization of the Alamo Colleges' Vision and Mission.

The FY18 budget has been built with the following assumptions:

- Flat enrollment, with the capability to amend budgets in the Fall if growth is realized
- State appropriations is virtually flat, despite an increase in funding for Student Success points
- Fringe Benefits increase over prior year due primarily to continued increase in healthcare costs
- The 85<sup>th</sup> Texas Legislature continued funding for Veterans Centers for another two years, appropriating \$4.1 million per year
- No increase in property tax rate.
- Increased tax revenues from an estimated 6.5% growth in assessed valuations
- Continuation of the Advising model, funding advisors at the 350:1 and also adding 2 additional in-take advisors per campus
- Market-based compensation increases effective 1/1/2018
- Student Success Funds of \$3.6M to continue Implementation of Pathways Project (institutes) and Faculty Development.
- Increase investments in preventive maintenance by \$2M for our facilities with a total allocation of \$16.5 million in FY18.



**IMPLICATION****Financial:**

Fiscal Year 2017-18 Educational and General (I&G) Operating Expense Budget of \$330,555,807, Auxiliary Enterprises of \$2,035,038, Mandatory Transfers of \$15,636,416, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,507,837 and Capital Expense Budget of \$4,300,000 based on preliminary estimates for: revenues of \$354,086,098.

**Strategic Objective:** Objective I, II and III: Student Success, Leadership and Performance Excellence

**Human Resources:** N/A

**ATTACHMENTS:** Attachment I – Budget Overview;

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Pamela Ansbury, CPA, M.Ed, Assoc. Vice  
Chancellor for Finance and Fiscal Svc

Diane E.  
Snyder

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Colleges, ou=VCFA,  
email=dsnyder12@alamo.edu, c=US  
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Diane E. Snyder, Ph.D, CPA,  
Vice Chancellor for Finance and Admin.

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Dr. Bruce H. Leslie, Chancellor



ALAMO  
COLLEGES



ALAMO COLLEGES DISTRICT				
Three Year General Operating Budget Comparison: FY16, FY17, & FY18				
DESCRIPTION	FY16 *	FY17	FY18	INC/(DEC)
	APPROVED	APPROVED	PROPOSED	FY18 vs. FY17
<b>REVENUES</b>				
STATE APPROPRIATIONS	\$64,400,935	\$64,283,295	\$63,944,822	(\$338,473)
State Paid Benefits	\$14,800,000	\$17,640,911	\$20,461,259	\$2,820,348
<b>TUITION AND FEES:</b>				
Tuition	\$95,486,747	\$109,222,588	\$100,075,244	(\$9,147,344) A)
Pledged Tuition	\$21,294,893	\$22,858,824	\$22,177,428	(\$681,396)
Exemptions	(\$17,803,784)	(\$24,903,604)	(\$26,349,029)	(\$1,445,425)
Fees	\$6,863,723	\$6,521,339	\$5,169,804	(\$1,351,535)
TAXES	\$132,346,658	\$148,053,358	\$156,894,170	\$8,840,812 B)
CONTRACTS & INDIRECT COSTS	\$615,000	\$615,000	\$615,000	\$0
INVESTMENT INTEREST INCOME	\$400,000	\$400,000	\$1,000,000	\$600,000
OTHER INCOME	\$5,322,008	\$4,619,493	\$5,198,248	\$578,755
TOTAL EDUCATIONAL & GENERAL REVENUE	\$323,726,180	\$349,311,204	\$349,186,946	(\$124,258)
AUXILIARY ENTERPRISES	\$4,608,060	\$4,928,931	\$4,899,152	(\$29,779)
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$328,334,240</b>	<b>\$354,240,135</b>	<b>\$354,086,098</b>	<b>(\$154,037)</b>
<b>FUND BALANCE COMMITMENTS:</b>				
General Operations	\$0	\$4,964,190	\$0	(4,964,190)
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$328,334,240</b>	<b>\$359,204,325</b>	<b>\$354,086,098</b>	<b>(\$5,118,227)</b>
<b>EXPENDITURES</b>				
<b>EDUCATIONAL AND GENERAL:</b>				
INSTRUCTION	\$112,284,065	\$131,059,622	\$119,635,747	(\$11,423,875) C)
PUBLIC SERVICE	\$628,883	\$1,191,641	\$1,251,872	\$60,231
ACADEMIC SUPPORT	\$24,229,120	\$23,761,308	\$24,765,705	\$1,004,397 D)
STUDENT SERVICES	\$40,722,274	\$44,336,912	\$46,124,947	\$1,788,035 E)
INSTITUTIONAL SUPPORT	\$89,241,388	\$93,210,240	\$93,113,732	(\$96,508)
OPERATION and MAINTENANCE of PLANT	\$41,314,269	\$41,692,153	\$44,444,443	\$2,752,290 F)
SCHOLARSHIPS/EXEMPTIONS	\$777,970	\$1,083,721	\$1,219,361	\$135,640
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	\$309,197,969	\$336,335,597	\$330,555,807	(\$5,779,790)
AUXILIARY ENTERPRISE EXPENDITURES	\$2,007,083	\$2,033,743	\$2,035,038	\$1,295
<b>MANDATORY TRANSFERS FOR:</b>				
REV BOND DEBT SERV and TEX PUB ED GRANTS	\$12,258,341	\$15,976,148	\$15,636,416	(\$339,732) G)
CAPITAL BUDGET	\$3,300,000	\$3,300,000	\$4,300,000	\$1,000,000
<b>NON-MANDATORY TRANSFERS FOR:</b>				
NON-MANDATORY TRANSFER - OTHER	\$1,519,847	\$1,507,837	\$1,507,837	\$0
NATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	\$51,000	\$0
<b>TOTAL UNRESTRICTED CURRENT FUND</b>	<b>\$328,334,240</b>	<b>\$359,204,325</b>	<b>\$354,086,098</b>	<b>(\$5,118,227)</b>
* FY16 approved budgets have been restated due to CE consolidation				
A) Decrease student enrollments in regular and increase in exempts (include Summer Momentum Prog.)				
B) Increase in taxable assessed valuation of 6.5%				
C) Driven by decline in Contact Hours of -5.1%, includes comp increase (\$1.5M), vacancy credit (-\$3.4M)				
D) Include salary increases (\$0.6M), benefits inc (0.2M), comp inc (\$0.3M), and vacancy credit (-\$0.2M)				
E) Include salaries/wages (\$1.3M), fringe benefits (\$0.7M), comp inc (\$0.5M), vacancy credit (-\$0.6M) contract services (\$0.6M), and student success investment for FTE and faculty development (\$0.9M)				
F) Include Preventive Maintenance increase (\$2.0M), Facilities workload model increase (\$0.5M), Utilities increase (\$0.4M), Comp. increase (\$0.1M), and gap closure (-\$0.5M)				
G) TPEG reduced by (\$0.3M).				



### Discussion and Possible Action on the Annual Debt Management Plan for FY 2018

Presented to the Board Acting as Committee of the Whole on May 9, 2017, and now presented to the Board for approval on May 16, 2017.

#### MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2018 Debt Management Plan. The Chancellor or his designee is directed to authorize the District’s outside consultants to prepare any documents that may be necessary for Board approval.”

#### PURPOSE

The purpose of this action is to obtain Board direction for the Chancellor or his designee on the Debt Management Plan for FY 2018.

#### BACKGROUND

A debt management plan is presented to the Board of Trustees annually for the following fiscal year. Through active and responsible Debt Management, Alamo Colleges District:

- \* Issues debt wisely to fund facilities renovations and growth.
- \* Manages within existing tax rate to meet needs, if possible.
- \* Ensures strong Financial Statements, resulting in our Aaa/AAA Bond ratings.

The FY 2018 recommendations are outlined in the attached presentation

#### IMPLICATIONS

**Financial:** Continuation of Debt Management Policy objectives; approval of FY 2018 Debt Management Plan

**Strategic Plan:** Performance Excellence

**Human Resources:** None

**ATTACHMENTS:** FY 2018 Debt Management Plan presentation

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Pamela K. Ansbury, CPA, M.Ed                      Date  
Associate Vice Chancellor of Finance and  
Fiscal Services

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Bruce H. Leslie, Ph.D.                              Date  
Chancellor

Digitally signed by Diane Snyder  
DN: cn=Diane Snyder, o=Alamo Colleges,  
ou=Vice Chancellor for Finance and Admin,  
email=dsnyder12@alamo.edu, c=US  
Date: 2017.05.08 09:21:26 -0500

**Diane Snyder**                                      Date  
Vice Chancellor for Finance  
and Administration

**REVISED**

3:29 pm, Mar 07, 2017

**Discussion and Possible Action on Tuition Schedule for Fiscal Year 2017-2018**

Presented to the Board Acting as Committee of the Whole on March 7, 2017, and now presented to the Board for approval on March 21, 2017.

**MINUTE ORDER**

"The Alamo Colleges Board of Trustees hereby approves the attached Tuition and Fee Schedule for Fiscal Year 2017-2018."

**PURPOSE**

The purpose of this action is to obtain approval for the FY 2017-2018 Tuition and Fee Schedule for San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College.

**BACKGROUND**

The attached Tuition and Fee Schedule incorporates Board actions over the last year, updates language to be consistent with current terminology and updates one fee to current pricing.

- Changed "Alamo Colleges" to "Alamo Colleges District", approved by the Board in January 2017
- Changed Out of District, per Semester Credit Hour rate from \$233 to \$202, approved by the Board in September 2016 to rebalance to 2.35x of the \$86 In-District rate
- Updated terminology for Transcripts to include "1<sup>st</sup> set free", to comply with the SACSCOC recommendation
- Updated terminology from "Fast Track Completion Plan" to "Summer Momentum Plan"
- Removed "Non-Texas" terminology from 3 Peat language
- Added the International Education Fee of \$1 per student per semester, approved by Board of Trustees in December 2016
- Updated Special Program Tuition schedule
  - Incorporated the Special Tuition schedule into the appropriate page "Schedule of Refundable Fees and Special Program Tuition instead referring as an attachment
  - Removed the Dental Laboratory Technology Special Program Tuition at SAC - the program is no longer offered.
  - Added SPC to Nursing RN, as SPC as a similar program to SAC; and increased the special tuition from \$900 to \$1200 per term based on updated cost analysis.
  - Removed "& New Braunfels" for PAC Aviation, as no longer offered there
- Changed Advanced Standing Examination Fee per credit hour to \$86, per request from Testing areas to reflect the current In-District credit hour rate

**IMPLICATIONS**

**Financial:** No new financial impacts from that previously approved; reduction in Out-of-District covered by expected enrollment growth.

**Strategic Plan:** Goal IV. Performance Excellence

**Human Resources:** N/A

**ATTACHMENTS:** Tuition and Fee Schedule, Effective Fall 2017

**Diane  
Snyder**

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DN: cn=Diane Snyder, o,  
ou=VCA,  
email=d.snyder@alamocolleges.edu,  
c=US  
Date: 2017.03.07 15:06:13 -0500

\_\_\_\_\_  
Pamela Ansboury, CPA, M.Ed, Assoc. Vice  
Chancellor for Finance & Fiscal Services

\_\_\_\_\_  
Diane E. Snyder, CPA, M.S., Vice Chancellor  
for Finance and Administration

\_\_\_\_\_  
Dr. Bruce H. Leslie  
Chancellor





Revised

**ALAMO COLLEGES DISTRICT**  
**SCHEDULE OF TUITION AND FEES**  
 Fall 2017  
 FY 2017-2018

**REVISED**  
 3:28 pm, Mar 07, 2017

Texas Residents		Non-Texas/International
In- District	Out of District	Non- Resident
Per Semester Credit Hour	Per Semester Credit Hour	Per Semester Credit Hour
(SCH)	(SCH)	(SCH)
\$86	\$202	\$453

\* Tuition and fees are subject to change by the Texas State Legislature and the **Alamo Colleges District** Board of Trustees.

**Tuition:**

\$86 per SCH for In- District,  
 \$202 per SCH for Out of District and  
 \$453 per SCH for Non- Resident

**Summer Momentum Plan:**

2 year completion: Up to 6 credit hours in Summer FREE, if earned 24 SCH combined Fall and Spring.  
 3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring.

Free hours must be taken in the Summer term immediately following the Fall and Spring terms, which qualified student for this **Summer Momentum Plan**.

**Student Activity Fee:**

Student Activity Fee, of \$1 per credit hour, will be assessed to all students.

**Campus Access Fee:**

\$25 per semester, with a maximum of \$50 per Academic Year, which is non-refundable.

**27 Hour Rule - Special Tuition:**

Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of \$118 per hour for In-District and \$176 per hour for Out-of-District.  
 Any student, currently enrolled as of the official census date, who subsequently enrolls in a Flexible Entry class, within the same semester, will be assessed tuition as though another class was being added to the student's current load.

**3-Peat:**

Students registering, for a course for the third time, will be charged the ~~Non-Texas~~ rate of \$384 per hour.

**International Education Fee:**

International Education Fee, of \$1 per semester, will be assessed to all students.



Revised

**ALAMO COLLEGES DISTRICT**  
**SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION**  
**FY 2017-2018**

Auditing Fee	\$65
Instructional Materials	\$42 to \$150 per class
Special Program Tuition	

College	Program	Program Tuition Per
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$300
PAC	Cosmetology	\$300
PAC	Oil and Gas	\$300
NVC	Personal Fitness Training	\$400 to \$600
NVC	NVC Digital Video & Cinema Production	\$60 to \$240
NVC	NVC Digital Media	\$60 to \$180
SAC	Communication Design	\$60
<del>SAC</del>	<del>Dental Assistant (Laboratory Technology)</del>	<del>\$580</del>
SAC/ SPC	SAC/ SPC Nursing – RN	\$1200
SPC	SPC Nursing – PN	\$700
SAC	SAC Fire Science	\$1,100
SPC	Vision Care Technology	\$700
SPC	Automotive Technology	\$200
SPC	Bio-medical Equipment Technology	\$110
SPC	Computer Maintenance Technology	\$100
SPC	Aircraft Technology	\$250 to \$1,000
SPC	Diesel Technology	\$325 to \$600
SPC	Air Conditioning	\$250
SPC	Plumbing	\$125
SPC	Construction Technology	\$150
SPC	Electrical	\$250
SPC	Welding	\$100 to \$300
SPC	Automotive Collision	\$200
SPC	Manufacturing Engineering Technology	\$200
SPC	Health Information Technology	\$500
SPC	Histology	\$700
SPC	Medical Laboratory Technician	\$700
SPC	Occupational Therapy Assistant	\$700
SPC	Physical Therapist Assistant	\$700
SPC	Radiography	\$700
SPC	Respiratory Care	\$700
SPC	Surgical Technology	\$700
SPC	Sonography	\$700
SPC	Invasive Cardio Vascular	\$700
SPC	Culinary Arts / Baking and Pastry	\$200
All	Music - Two-semester credit hour Private Music Lesson	\$150
All	Music - One-semester credit hour Private Music Lesson	\$95

Special program tuition is estimated based on a normal progression by a full-time student. This tuition can vary based on the chosen course schedule and length of program. The special program tuition is usually assessed courses that are required in the program or capstone course. At the completion of the program, each student will pay the same amount regardless of when required courses are taken.





No Change

**ALAMO COLLEGES DISTRICT**  
**SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES**  
**REFUNDABLE FEES**  
**FY 2017-2018**

**Continuing Education:**

	Tuition
Reimbursable Courses	\$2.90 - \$28/ Instrl. Hr.
Non-Reimbursable Course	Market Based
Apprenticeship Training	\$2.80/ Instrl. Hr.
Contract Courses	Market Based

Special fees may be charged depending on the course. All continuing education courses should fully recover direct and indirect costs.

Continuing education classes, which have been advertised or related to existing contracts and grants may not reflect an increase until a future quarter or the expiration of the contract or grant.

<b>Community Service Program:</b>	\$1.50 - \$3.50/ Instrl. hr.
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Revised

**ALAMO COLLEGES DISTRICT SCHEDULE OF FEES**  
**NON-REFUNDABLE FEES FY 2017-2018**

<b>Examination Fees:</b>	
Advanced Standing Examination Fee: per credit hour	<b>\$86</b>
G.E.D.	\$110
Re-Exam Fee (if failed)	\$20
THEA Alternative (Accuplacer & ASSET)	\$32
TSI Retest	\$12
CLEP	\$20
Correspondence Exam	\$20
Returned Check/ACH Return Fee	\$35
Library Fines:	\$0.10
Reserved Books: per day/per item (10 days max)	\$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan	\$25
Administrative Set up Fee: per semester	
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
Transcripts (1st set free)	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
Parking Fines	
If paid within 10 days	\$16
If not paid within 10 days	\$21
If not paid within 20 days	\$27
Scobee Admission	Varies
Student Processing Fee	\$100
Transfer/Transient Evaluation	

**Workshop Fees:**

A fee is charged for workshops organized for special groups that may or may not carry semester credit hours. The amount of the fee, which is an addition to the required tuition, is announced at the time of the workshop.



### Discussion and Possible Action on FY18 Compensation Adjustments for Faculty, Staff and Administrators

Presented to the Board Acting as Committee of the Whole on May 9, 2017, and now presented to the Board for approval on May 16, 2017.

#### MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective January 1, 2018 for full-time regular faculty, adjunct and CE faculty, full-time and part-time/temporary staff and administrators."

#### PURPOSE

To maintain the College District's ability to recruit and retain excellent employee talent in support of the Student Success mission, compensation adjustments are needed. The FY 2018 operating budget will be built based on the compensation funding model. The recommended adjustments are designed to maintain faculty compensation at the adopted "threeness" target-level among our large college peer group and to move staff and administrator compensation to an equally competitive position. An effective date of January 1, 2018 is recommended with the following adjustment methods and projected expenses by employee classification:

Employee Classification	Salary Adjustment Percent	Average Annualized Increase	Employee Count	FY18 Cost Effective 1/1/18
Full-time Regular Faculty	4.15%	\$2,505	796	\$1,329,382
Adjunct & CE Instructors	2.0%	\$356	1,500 e.	\$356,306
Full-Time Regular Staff:				
Below new Minimum	3.3%			
Below new Midpoint	3.0%			
Above new Midpoint	2.7%	\$1,378	1,585	\$1,455,961
Above new Maximum	1.0%			
Part-Time/Temporary Staff	2.7%			
Below new Minimum	2.5%			
Below new Midpoint	2.2%	\$376	689	\$172,527
Above new Midpoint	1.0%			
Above new Maximum				
IT Sr. Prof./Mgr.	3.3%			
Below new Minimum	3.0%	\$2,376	54	\$85,548
Below new Midpoint	2.8%			
Above new Midpoint				
Work Study	0.0%	n/a	n/a	\$0
Administrators	3.0%			
Below new Midpoint	3.0%	\$4,446	56	\$163,004
Above new Midpoint				
<b>Total Salaries</b>	<b>Average 3.03%</b>	<b>\$1,513*</b>	<b>3,179*</b>	<b>\$3,562,728</b>
<b>Total Benefit Expense</b> (19.3% FT, 8.7% PT Benefit exp.)				<b>\$631,550</b>
<b>Grand Total</b>				<b>\$4,194,278</b>

\* Excluding approximately 1,500 Adjunct/CE Instructors

The total adjustment cost is \$4,194,278-(including benefits).



## BACKGROUND

In FY 2013 the Board of Trustees approved a “threeness” market position target for faculty compensation equal to the third highest salary of the Alamo Colleges’ 8 Texas Community College peers, as reported by TCCTA. This year’s TCCTA survey results have been analyzed by the Faculty Compensation Committee and HR consistent with the methodology approved by the Board in 2013 to determine “threeness”. Based on this analysis, a 4.15% compensation adjustment is required to maintain the “threeness” market position for Full-time Regular Faculty and a 2.0% adjustment is required for Adjunct Faculty.

The Hay Market Study for Staff and Administrator positions has been completed for FY18 in accordance with the methodology approved when the results of the Hay Study were implemented in FY14, comparing non-faculty positions to a competitive market position comprised of the blended Higher Education and General Industry markets. Compensation adjustments are now recommended to bring salaries to the “top-third” of a blended Higher Education/General Industry market. This market position is recommended by Hay to best emulate the “threeness” target established in 2013 for faculty. Staff and IT adjustment recommendations vary based on the position of the employee’s current pay in the new pay range. The average adjustment is 3.0% for Full-time Regular Staff, including IT, and 2.57% for Part-time/Temporary staff.

Using the same Hay methodology, recommended Administrator adjustments are 3.0%.

Employees with salaries that exceed the new maximum of the pay range will be awarded a one-time 1% adjustment beginning January 1, 2018 instead of a base rate increase. There are 60 employees in this category.

## IMPLICATIONS

**Financial:** \$4,194,278 in FY18 Budget (including benefit costs);  
Incremental \$2.1 million in FY19 for full year impact.

**Strategic Plan:** III. Performance Excellence

**Human Resources:** Build talent and engage employees with a focus on learning, collaboration, and performance

**ATTACHMENTS:** Presentation

Diane Snyder

Digitally signed by Diane Snyder  
DN: cn=Diane Snyder, o=ou=VCFR,  
email=dlsnyder12@alamo.edu, c=US  
Date: 2017.05.11 11:22:36 -0500

\_\_\_\_\_  
Linda Boyer-Owens                      Date  
Associate Vice Chancellor of  
Human Resources & Organizational  
Development

\_\_\_\_\_  
Diane E. Snyder, CPA, Ph.D.      Date  
Vice Chancellor for Finance and  
Administration

\_\_\_\_\_  
Bruce H. Leslie, Ph.D.              Date  
Chancellor



ALAMO  
COLLEGES  
DISTRICT



## Collaborative Agreement

### Collaborative Agreement for Student Financial Aid Services between Alamo Colleges District Support Operations and Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College Of the Alamo Colleges

#### Purpose:

The purpose of this Procedure is to describe the infrastructure and reporting configuration of Alamo Colleges Student Financial Aid and the five individual Alamo Colleges.

#### Background:

Each of the undersigned Alamo Colleges agrees to the administration of Financial Aid Programs directly by the District Office of Student Financial Aid on their behalf and to a shared accountability with the Financial Aid Offices of their respective the Alamo Colleges. The College Financial Aid Director has a dotted reporting structure to the College Vice President for Student Success to ensure the smooth operation of activities. In addition, each college is involved in the hiring, evaluation, and professional development of the College-based Financial Aid Department staff. The colleges of the Alamo Colleges agree to the services provided by the District Office of Student Financial Aid as outlined in the Description of Services.

#### Description of Services:

1. District Student Financial Aid Office provides all Title IV awarding, and in conjunction with each of the Alamo Colleges, awards federal, institutional, and state aid.
2. District Student Financial Aid Office is responsible for the development and maintenance of Title IV Policies and Procedures.
3. District Student Financial Aid Office is responsible for all web content.
4. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for adhering to federal regulation and for institutional administrative capability.
5. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for identifying and providing training and professional development.
6. District Student Financial Aid Office is responsible for the Third Party Servicer, Global Financial Aid Services, to perform verification.
7. District Student Financial Aid Office is responsible for the oversight of the Financial Aid Call Center.
8. District Student Financial Aid Office, in conjunction with each of the Alamo Colleges, is responsible for student and staff communication and updates.
9. District Student Financial Aid Office is responsible for all Department of Education reporting, including the Program Participation Agreement signed by each of the Alamo Colleges and the Fiscal Operations Report and Application to Participate (FISAP).
10. District Student Financial Aid Office, in conjunction with each college of the Alamo Colleges, is responsible for the maintenance of Default Aversion and the development of Financial Literacy Programs.
11. District HR, in conjunction with District Financial Aid and each college, is responsible for the



qualification, employment and assignment of eligible students for work study employment.

**Term**

The term of this agreement begins on January 23, 2015 and continues until the agreement is incorporated into the Alamo Colleges Board Policies and Procedures.

**Review and Evaluation**

The parties to this agreement agree to collaboratively review and evaluate the services provided under this agreement.

Dr. Bruce Leslie  
Chancellor  
Alamo Colleges

Dr. Ric Baser  
President  
Northwest Vista College

Dr. Robert Vela  
President  
San Antonio College

Dr. Craig Follins  
President  
Northeast Lakeview College

Dr. Mike Flores  
President  
Palo Alto College

Dr. Adena Loston  
President  
St. Philip's College



**Collaborative Agreement for Services Provided by the  
Alamo Colleges' District Support Operations to  
Northeast Lakeview College, Northwest Vista College, Palo Alto College,  
San Antonio College, and St. Philip's College**

This agreement outlines the services provided to the colleges by the District Support Operations (DSO).

**Purpose**

The District Support Operations support for the governance, stewardship, and leadership of the colleges of the Alamo Colleges.

The District Support Operations provides support to Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College; the five individual colleges of the Alamo Colleges through the following:

Academic Success

- Coordination of Curriculum Processes across Colleges with College Faculty,
- Dual Credit Coordination with College Dual Credit Coordinators,
- Articulation Agreement support for the cross-college Articulation Council,
- Coordination of Faculty Policies and Procedures with College Faculty, and
- Coordination of Banner Student Processes.

Communications

- Voice and data services,
- Cable plant (both copper and fiber),
- Cabling specifications for new and remodeled buildings, and
- Network equipment.

Department of Public Safety

- Law enforcement and security services to all components of the Alamo Colleges including academic campuses and a variety of satellite facilities in its service region including Bexar and Guadalupe Counties, Policy Officers are certified Texas Peace Officers as defined in Article 2.12 of the Texas Code of Criminal Procedure.

Educational Resources Support Services

- Acquisition of some electronic educational and instructional information resources,
- Cataloguing of district-held educational and instructional information resources, and
- Processing services of educational and instructional information resources.

Facilities Management and Planning

- Master planning services,
- Professional and architect and engineer consultant services,
- Planning of major capital building projects/SAR and maintenance projects in collaboration with college administrators,
- Planning of building renovations in collaboration with college administrators,
- Annual audits for planned maintenance,



- Construction management services, and
- Alamo Colleges mail service.

#### Finance and Fiscal Services

- Accounts payable,
- Accounts receivable,
- Payroll,
- General ledger,
- Financial reporting (including the annual financial report, A 133 single audit),
- Support to the colleges for regulatory agency required submissions,
- Financial and accounting and issuance of student refunds,
- Support to the colleges for drawdown of Federal funds,
- Support to the colleges for contract and grants compliance review,
- Support to the colleges for fixed asset management,
- Bank reconciliations,
- Coordination and support for district-wide budget development, revision and reconciliation in collaboration with college administrators,
- Coordination and support for the allocation of budget resources in collaboration with college administrators,
- Support to the colleges by cash/investment management, IPEDS financial reports,
- Prepare Board agenda materials,
- Banking services,
- Debt issuance,
- Debt management/planning,
- Calculate Return on Investment for new programs and program modifications,
- Financial projections/planning,
- Support to the colleges by developing and maintaining Financial and Fiscal Policies and Procedures,
- Support to the colleges by providing financial system and business procedures for student charges, refunds and deposits through seven business offices and a district-wide office,
- Support to the colleges by review of contracts, invoice and collection from third-party relationships,
- Develop and maintain online marketplace for non-traditional receipts of payment, and
- Conducting annual property inventory.

#### Governmental Relations

- Support to the colleges by disseminating information about State and Federal Legislative Relations, and
- Support to the colleges for development of Legislative Agenda.

#### Human Resources

- Support to the colleges for planning for staffing, compensation and benefits,
- Support to the colleges for compliance with state and federal employment laws and regulations,
- Support to the colleges for development and maintenance of infrastructure (Human Resource Operational Guidelines) to facilitate uniform administration of compensation and





- benefits offered throughout Alamo Colleges,
- Support to the colleges for development and maintenance of infrastructure (Human Resource Operational Guidelines) to facilitate uniform development of personnel and administration of employee selection process, employee evaluation process, performance improvement process, grievance process, and termination process throughout the Alamo Colleges,
- Support to the colleges for benchmarking studies and IPEDS HR Reporting, and
- Supplying a Title IX compliance officer.

#### Information Technology

- Coordinate and support the colleges for the following:
  - Network services,
  - Educational technology and internet communications,
  - Banner (the ERP, enterprise resource planning, system),
  - Web Technologies,
  - Learning management system,
  - IT security,
  - Wireless access,
  - SharePoint,
  - Portal environment
  - e-mail, and
  - Operational support.

#### Institutional Research and Effectiveness Services

- Support the colleges to collect, compile, analyze and provide data in support of data-driven decision making, policy construction and resource allocation.

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#### Internal Audit

- Assist the colleges to evaluate the adequacy and effectiveness of the organization's governance, risk management, and internal controls as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives,
- Assist the colleges to develop and execute a district-wide, risk-based audit plan, including operational, financial, and compliance audit subjects,
- Assist the colleges to report identified issues to the executive leadership and the Board of Trustees, and monitor the implementation of corrective action to ensure deficiencies are adequately addressed by management,
- Assist the colleges to review and respond to reports of fraud, waste, or abuse within the Alamo Colleges (District Support Operations and the colleges), and
- Assist the colleges to perform special audits at request of executive leadership or the Board of Trustees.

#### Legal Services

- Contract review,
- Compliance assistance,
- Legal opinions, and
- Litigation management.



### Marketing

- District-level Internal and External Communications,
- Coordination and support of Marketing for the Colleges, and
- District-level Social Media.

### Online Learning

- Coordination and support of the online learning program across the colleges in collaboration with college faculty and administrators,
- Coordinate and support Quality Matters at the colleges,
- Coordination of faculty single online teaching certification program,
- Coordinate and support faculty Development,
- Provide security for online courses through ACES,
- Purchase and support for:
  - Access and authentication services,
  - Canvas (LMS),
  - Concourse,
  - Tunitin,
  - Blackboard Collaborate, and
  - BioSIG.

### Purchasing and Contract Administration Services

- Procurement of supplies, materials, equipment and services,
- Contract administration, including bookstores, food services (including snack and beverage vending), business travel, print services,
- Purchasing card program,
- AlamoCASH card program,
- Business diversity initiatives, and
- Surplus and disposal property.

### Records Management

- Document storage,
- Retention guidelines according to prevailing state and/or federal requirements,
- Document retrieval, and
- Document destruction.

### Risk Management

- Development and maintenance of infrastructure for workplace and campus safety, emergency management and risk management,
- Property, automotive, liability, and workers compensation coverages,
- Contingency planning,
- Safety planning, and
- Loss prevention.

### Student Contact Center

- Support for the colleges to:



- Provide inbound and outbound student contact for college admissions and records, switchboard, financial aid, business office, transcripts and records,
- Implement preventive call strategies, communication and web initiatives for student contact,
- Monitor service levels and report results.

#### Student Financial Aid

- Support for the colleges for
  - Compliance,
  - Department of Education communication,
  - Administration of the BANNER student financial aid setup and maintenance,
  - Application for funds,
  - Determining college allocations,
  - Developing student budgets,
  - Student eligibility determination,
  - Student counseling,
  - Application processing,
  - Web information,
  - Awarding,
  - Disbursing,
  - Reconciliation,
  - Reporting, and
  - Default aversion planning.

#### Student Success

- Support for the colleges for:
  - Coordination of College Connection,
  - Center for Student Information,
  - Student Leadership Institute, and
  - Coordination of Alamo Advise

#### Workforce and Economic Development

- Coordination and support with the colleges for Corporate College,
- Educator Preparation Program,
- Certified Workforce Development Professional—Leadership Institute,
- American Society of Quality (ASQ)—Quality Management Institute,
- Continuing Education Lifelong Learning,
- Alamo Academies, in collaboration with sponsoring college faculty and administrators
- Phoenix Program,
- I-BEST Programs,
- Tech Prep, and
- Rural and Regional Centers.



### Term

The term of this agreement begins on January 23, 2015 and continue until the agreement is incorporated into the Alamo Colleges Board Policies and Procedures.

### Evaluation

On an annual basis, each department of the District Support Operations will be evaluated in relation to its primary service and/or support role to the colleges. On an annual basis, each college's responsible departments will be evaluated in relation to its support of the collaborative services in this agreement. This will be both formative and summative.

Dr. Bruce Leslie  
Chancellor  
Alamo Colleges

Dr. Ric Baser  
President  
Northwest Vista College

Dr. Robert Vela  
President  
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Dr. Mike Flores  
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Dr. Adena Loston  
President  
St. Philip's College



## Glossary

*The terms included in this glossary are intended to serve as a general and basic reference for the material contained in the budget document. It is not an all-inclusive or a comprehensive glossary.*

**Academic Support Function** – This function includes funds expended primarily to provide support services for the institution's primary mission – instruction, research, and public service. It includes: (1) the retention, preservation, and display of educational materials such as libraries, museums, and galleries; (2) academic administration such as dean's salaries and office expenses; (3) technical support such as computer services and audio-visual information; and (4) separately budgeted support for course and curriculum development and related items.

**Accountability** – Accountability is the obligation to explain the institution's action, to justify what the institution does, to justify to the citizenry and other interested parties the rationale for raising resources, and an explanation for the expenditure of those resources.

**Accounting Period** – The accounting period is a time period that is reflected in a set of financial statements.

**Accounts Payable** – Payables are amounts owed for goods or services actually rendered or provided to the institution, but for which the payment has not yet been made.

**Accounts Receivables** – Receivables are amounts owed to the institution from private persons or organizations for goods and services furnished.

**Accrual Basis** – Basis of accounting under which revenues are recognized and recorded when earned, and expenses are recognized and recorded when they become a legal obligation or liability.

**Accrued Expenses** – An expense incurred during the accounting period but not paid or recorded.

**Accrued Interest** – Accrued interest is interest earned but not yet paid.

**Accrued Liabilities** – Accrued liabilities are those amounts owed but not yet paid.

**Accrued Revenue** – Revenue that has been earned during the fiscal year but not received or recorded.

**Accumulated Depreciation** – The amount of depreciation expense that has been recognized for capital assets, or a class of assets, to date.

**Ad valorem** – In proportion to value - basis for property tax levy.

**All Funds Budget Report** – Provides detailed information for all revenues and expenditures received and expended by the Alamo Colleges.

**Annual Unduplicated Headcount** – Total number of students enrolled with each student counted only once during the entire academic year. For example, a student who enrolled in two or more semesters during the year is counted only once. For district totals, students who enrolled at more than one of the Alamo Colleges and in more than one term are counted once.

**Assessed Valuation** – Valuation set on real estate or other property as the basis of levying taxes.

**Audit** – Examination of documents, records, reports, internal control systems, accounting and financial procedures and other evidence and the issuance of a report relating to the examination.



**Auxiliary Enterprise** – Category of expenses that includes all expenses related to the operation of auxiliary enterprises including expenses for operation and maintenance of plant and institutional support.

**Auxiliary Enterprise Function** – An activity that exists to provide a service to students, faculty or staff and charges a fee directly related to, although not necessarily equal to, the cost of the service. The activity is managed as essentially self-supporting.

**Award** – Credential granted a student for successful completion of a set curriculum such as a degree or certificate.

**Balanced Budget** – Revenue budget equals expense budget.

**Basic Financial Statements** – Includes statement of net assets, statement of revenues, expenses and change in net assets, statement of cash flows and notes to the financial statements.

**Bond** – A written promise to pay a specific sum of money, called the face value or principal amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

**Bond and Interest Fund** – (also known as Debt Service Fund): The Bond and Interest Funds are used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.

**Bonded Debt** – The portion of an issuer's total debt represented by outstanding tax-supported bonds.

**Budget** – A financial plan that sets forth the estimated expenses for a financial period and the proposed means to finance them.

**Capital Outlay** – The purchase or construction of a capital asset that represents an exchange of an asset that may be spent (cash) for an asset that cannot be spent, resulting in a net decrease in current financial resources.

**Cash** – Includes currency, coin, checks, and money orders, on hand or deposit with a designated agent or official acting as custodian of deposited funds.

**CBM001** – (Student Report) This report includes all students enrolled at the reporting institution in courses (for which semester credit hours or quarter credit hours are awarded) as of the official census date, which shall be the 12th class day for the fall and spring semesters (16 week sessions) and the 4th class day for each of the summer terms (6 week sessions).

**CBM004** – (Class Report) This report reflects courses offered as of the official census date which is the 12th class day for the fall and spring semesters (16 week session) and the 4th class day for each of the summer terms (6-week session). All higher education institutions may schedule enrollment periods different from the standard periods noted. This report includes classes in Coordinating Board approved courses for resident credit.

**CBM008** – (Faculty Report) This report includes all personnel who teach a class that generates credit hours and whose assigned responsibilities are directly related to the teaching function.

**Certification/Licensure/Registration** – A process sponsored by an agency or association, and designed by educators in cooperation with business, industry, and/or labor, that validates and/or certifies the skills and learning experiences of a candidate and enters the name of the successful candidate on a registry.

**CIP** – Capital Improvement Projects.



**College of Attendance** – Refers to the physical location (College) where a student attends the course.

**College of Registration** – Refers to the College where a student registers for a course during an academic year.

**Contingency** - Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures.

**Contact Hours** - A unit of measure that represents an hour of scheduled instruction given to students of which 50 minutes must be of direct instruction.

**Contracts** – A negotiated transaction in which both parties to the agreement specify their actions to be performed.

**Contractual Services** – Monies paid for services rendered by firms and individuals under contract who are not employees of the Alamo Colleges.

**Credit Students** – Students enrolled in a course that can be applied to a degree, diploma, certificate or other formal award.

**Debt Service** – Interest and matured principal related to outstanding debt obligations – may be either the cash outlay needed or the amount accrued for meeting such payment during any accounting period.

**Debt Service Requirements** – The amount of the current period's principal and interest related to long-term debt obligations.

**Degree** – An award conferred by a postsecondary education institution as official recognition for the successful completion of a program of study.

**Developmental Education** – Developmental education refers to the range of courses and activities designed to prepare students to complete credit bearing college level courses successfully.

**Distance Education** – Courses in which the majority of instruction occurs when the students and instructor are not in the same physical setting. A distance education course can be delivered synchronously or asynchronously to any single or multiple locations through electronic modes (e.g., the Internet, video conferencing, television, etc.), by correspondence, or by other means.

**Duplicated Headcount** – Students enrolled at more than one college are counted at each college resulting in “duplicated” headcount.

**Employed and/or Enrolled** – Students who have taken a job after graduation or enrolled in higher education after graduation.

**Ethnicity** – Ethnic origin of students, faculty or staff.

**Exempt** – Designation that allows a student to pay no tuition. In some cases, some or all fees will be included in the exemption.

**Facility Condition Index (FCI)** – Current maintenance, repair, and replacement deficiencies of the facility divided by current replacement value of the facility.



**Fall to Fall Persistence FT FTIC** – The rate at which full-time, first-time-in-college, degree-seeking credit students either persist from the Fall term of entry (at census date) to the Fall term of the following year (at census date) or earn a degree or certificate before the next fall term.

**Fall to Fall Persistence PT FTIC** – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the Fall term of entry (at census date) to the Fall term of the following year (at census date).

**Fall to Spring Persistence FT FTIC** – The rate at which full-time, first-time-in-college, degree-seeking credit students persist from Fall term of entry (at census date) to the subsequent Spring term (at census date) where full-time is defined as a student taking 12 or more semester credit hours.

**Fall to Spring Persistence PT FTIC** – The rate at which part-time, first-time-in-college, degree-seeking credit students persist from the Fall term of entry (at census date) to the subsequent Spring term (at census date) where part-time is defined as a student taking less than 12 semester credit hours.

**First-Time-in-College Student (FTIC)** – An entering student who has never attended any college. Also includes students who entered with advanced standing (college credits earned before graduation from high school).

**Financial Aid** – Grants, loans, assistantships, scholarships, fellowships, tuition waivers, tuition discounts, veteran's benefits, employer aid (tuition reimbursement) and other monies provided to students to meet expenses. This includes Title IV subsidized and unsubsidized loans made directly to students.

**Fiscal Year** – The period of time beginning September 1 and ending on the following August 31, both dates inclusive, which coincides with the State of Texas' fiscal year.

**Formula Funding** – The method used to allocate appropriated sources of funds among institutions of higher education.

**FTE** – Full time equivalent.

**FTSE** – Full time student equivalent.

**Full Time Faculty** – Tenured, tenure-track, and full-time faculty.

**Full-Time Student** – Students enrolled for 12 or more credit hours in a semester.

**Fund Balance/Equity** – Available spendable resources at a given point in time.

**Gender** – The gender of a student or faculty or staff member. An 'M' denotes Male and an 'F' denotes Female.

**Graduation Rate** – Percentage of a given college-entering, first-time-in-college cohort of degree-seeking students who graduate in a specific period of time.

**Headcount** – Number of students in a group by classification.

**I&G Operating Budget** – The Instruction and General Operating Budget contains all of the revenue and expenditures associated with providing services and programs relating to instruction and general operating activities of the College District.

**Institutional Support Function** – Expenses for (1) central executive level management and long-range planning of the entire institution; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storeroom, safety, security,





printing and transportation services to the institution; (7) support services for faculty and staff that do not operate as auxiliary enterprises; (8) activities concerned with community and alumni relations, including development and fundraising; and (9) bad debt expense related to tuition and fee revenue.

**Instruction Function** – Expenses for all activities that are part of an institution’s instruction program. This function includes expenses for credit and non-credit courses, for academic, vocational, and technical instruction, for development and tutorial instruction, and for regular, special, and extension session.

**Investments** – The purchase of a financial product with the expectation of favorable future returns or the purchase of a physical good, such as inventory, with the objective of improving future business.

**Levy** – To impose taxes, assessments or service charges.

**Liability** – Probable future sacrifices of resources arising from obligations to transfer assets or provide services in the future as a result of a transaction or event.

**NLC** – Northeast Lakeview College, one of the Alamo Colleges.

**NVC** – Northwest Vista College, one of the Alamo Colleges.

**Non-Credit Students** – Students enrolled in a higher education technical course offered for continuing education units and conducted in a competency based format.

**Non-Exempt** –Population required to pay full tuition and fees.

**Non-Formula** – Revenues and off-setting expenses generated by activities, fees and non-credit instruction that are outside the formula-funding stream (tuition and fees, state appropriations and ad valorem taxes).

**Non-reimbursable** – Approved academic courses which are not allowed to be reported for state funding.

**Operating Expense** – Expenses that are incurred as a direct result of the nature of the activity being reported. These costs are necessary to the maintenance of the institution. An example would be salary and wages.

**Operating Revenue** – Funds derived from sources related to normal business operation or activity. An example would be tuition and course fees.

**PAC** – Palo Alto College, one of the Alamo Colleges.

**Part Time Faculty** – Faculty employed less than 100 percent of time, often referred to as adjuncts.

**Part-Time Student** – Students who are enrolled in fewer than 12 semester credit hours in a given semester.

**Public Service Function** – Funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.

**Reimbursable** – An academic credit course delivered face-to-face or by distance education whose semester credit hours are submitted for formula funding.

**Restricted** – Constraints stipulated by an external party to the institution. They may be based either on a specific time or purpose.

**Retention Rate Within Term** – The rate at which credit students persist within the same term (excludes Fall late flex, includes dual credit).



**Revenue by Source** – Funds received from tuition, taxes, state appropriations and other sources.

**SAC** – San Antonio College, one of the Alamo Colleges.

**Service Area** – The geographical area, or target market, for educational delivery by community/ junior colleges. The District's service area is comprised of Atascosa (50%), Bandera, Comal, Guadalupe (98%), Kendall, Kerr, and Wilson counties.

**Semester Credit Hour (SCH)** – Semester Credit Hour is a unit of measure representing an hour (50 minutes) of instruction over the weeks in a semester.

**SPC** – St. Philip's College, one of the Alamo Colleges.

**Student Service Fees** – Fees charged for the performance of activities related to student activities not related to instruction, research or public service.

**Student Services Function** – Expenses include resources expended for offices of admissions and the registrar and activities that primarily contribute to students' emotional and physical well-being and to their intellectual, cultural, and social development outside the context of the formal instruction program.

**Taxes** – Non-exchange transactions levied or imposed by the institution.

**Texas Community College System** – Refers to all Texas public community colleges.

**THEA** – Texas Higher Education Assessment.

**THECB** – The Texas Higher Education Coordinating Board.

**THECB Accountability System** – Texas Higher Education Coordinating Board Accountability System refers to an electronic, on-line system used to track performance on critical measures that exemplify higher education institutions' missions. Its major focus is on the four target areas of participation, success, excellence and research.

**Transfer** – A student entering an institution for the first time, but known to have previously attended a postsecondary institution.

**Tuition** – Fees charged to students for the delivery of instruction credit hour.

**Tuition Discount** – Tuition not expected to be paid by the student - may be either an internal scholarship/fellowship or grant resources.

**Unrestricted** – Resources that have not stipulation as to their use.

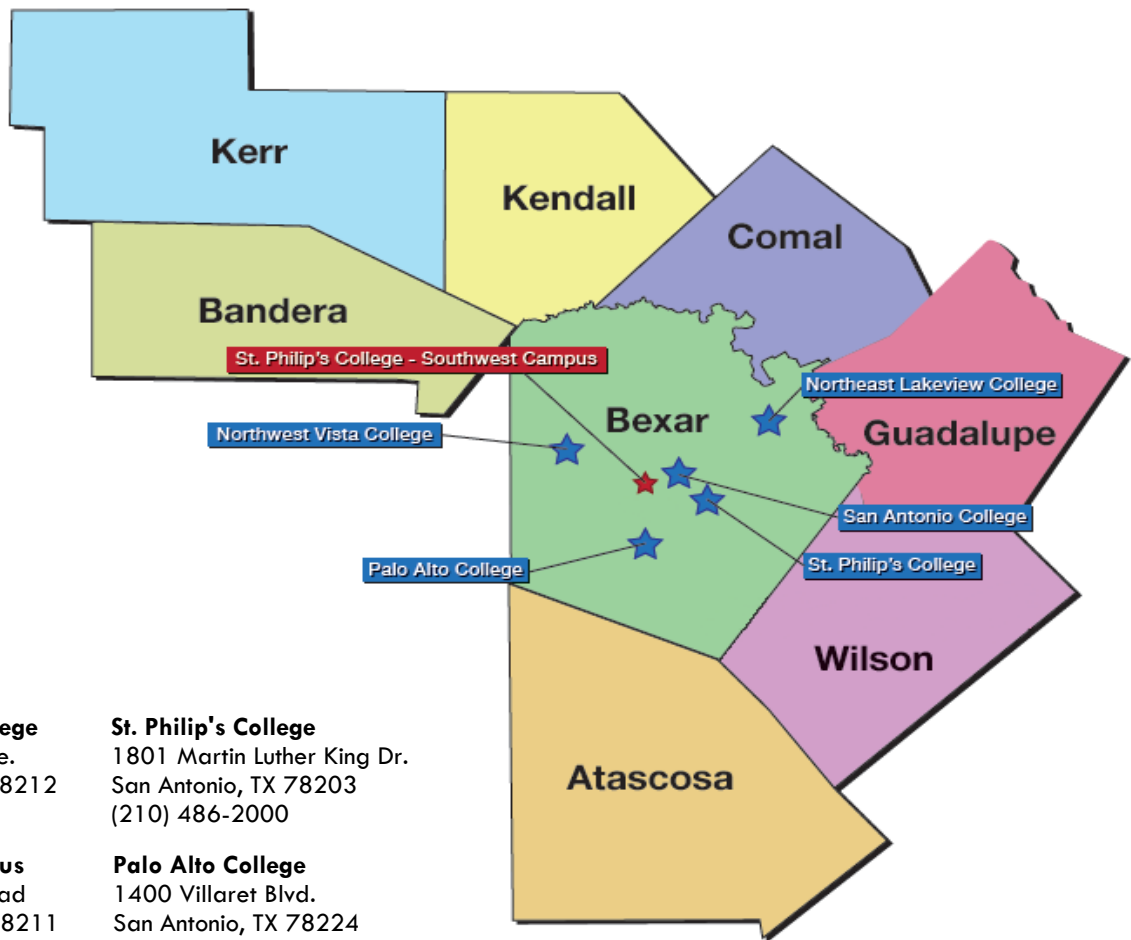
**Unduplicated Count** – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

**Very Large Community College Group** – The very large community college districts are located in major metropolitan areas of Texas. These colleges include: Alamo Community College District, Austin Community College, Collin County Community College District, Dallas County Community College District, El Paso Community College, Houston Community College System, Lone Star Community College District, San Jacinto College District, South Texas College and Tarrant County College District.

**Source:** *THECB Accountability System, CCSSE Key Performance Indicators, IPEDS, the THECB Budget Requirements and Annual Financial Reporting Requirements for Texas Community and Junior Colleges Manual and the Institutional Research and Effectiveness Services (IRES) Department-the Alamo Colleges.*



## Campus Locations



**San Antonio College**  
 1819 N. Main Ave.  
 San Antonio, TX 78212  
 (210) 486-0000

**St. Philip's College**  
 1801 Martin Luther King Dr.  
 San Antonio, TX 78203  
 (210) 486-2000

**Southwest Campus**  
 800 Quintana Road  
 San Antonio, TX 78211  
 (210) 486-7000

**Palo Alto College**  
 1400 Villaret Blvd.  
 San Antonio, TX 78224  
 (210) 486-3000

**Northwest Vista College**  
 3535 N. Ellison Dr.  
 San Antonio, TX 78251  
 (210) 486-4000

**Northeast Lakeview College**  
 1201 Kitty Hawk Rd.  
 Universal City, TX 78148  
 (210) 486-5000

**District Office - Sheridan**  
 201 W. Sheridan  
 San Antonio, TX 78204  
 (210) 485-0000

**District Office - Houston Street**  
 811 W. Houston St.  
 San Antonio, TX 78207  
 (210) 485-0000



ALAMO  
COLLEGES  
DISTRICT

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