

FY 2011-2012  
Annual Budget

# Alamo Community College District



ALAMO  
COLLEGES

San Antonio College

St. Philip's College

Palo Alto College

Northwest Vista College

Northeast Lakeview College

# ALAMO COMMUNITY COLLEGE DISTRICT

FY 2011-2012 Annual Budget

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# INTRODUCTION



# ALAMO COLLEGES

## Message from the Chancellor

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

It is a pleasure to present the Alamo Colleges (Alamo Community College District; ACCD; District) FY 2011-2012 Annual Budget. It is a product of significant planning and input from the entire college community. For the fourth year, it is based on both a data- and workload-driven budgeting model. We are proud to announce the receipt of our award for Distinguished Budget Presentation for our FY 2010-2011 annual budget from the Government Finance Officers' Association (GFOA).

Student success remains at the core of what we do; it is our number one priority.

- The Alamo Colleges actively participate in national, state and local initiatives to ensure student access and success. One national initiative, Achieving the Dream: Community Colleges Count, focuses on creating a “culture of evidence” on community college campuses in which data collection and analysis drive efforts to identify problems that prevent students from succeeding—particularly low-income students and students of color. It develops programs to help students stay in school and ultimately receive a certificate or diploma or transfer to a four-year institution. Alamo Colleges was recognized as a leader in the national student completion movement by Achieving the Dream: Community Colleges Count. Alamo Colleges, one of seven colleges nationally designated as a 2010 Leader College, was recognized for demonstrating sustained improvement and accomplishments on key student achievement indicators. A Leader College must have demonstrated commitment to and progress on the four principles of Achieving the Dream: committed leadership, use of evidence to improve programs and services, broad engagement, and systemic institutional improvement, as well as sustained improvement of student success. Alamo Colleges is proud to have received this recognition.
- In July 2011, the Board of Trustees of the Alamo Colleges adopted an educational philosophy called the Alamo Way (“Always Inspire, Always Improve”), which is based on the Baldrige Criteria for Performance Excellence. This framework provides an integrated leadership and management system that drives success across the Alamo Colleges, providing a strategic focus on overall organizational competitiveness and sustainability. The Alamo Way will provide the structure to advance and align goals, strategic plans, policies, budgets and administrative actions across the Alamo Colleges.

While I am pleased to submit a balanced budget that reflects the impressive contributions made by our faculty, staff and the administration in support of our amazing student body, we must continue to do more to improve our students' success. Our commitment to students will not diminish. The faculty and staff of the Alamo Colleges remain steadfast in achieving our mission of “empowering our diverse communities for success.”

Sincerely,

Bruce H. Leslie, Ph.D.  
Chancellor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Alamo Community College District  
Texas**

For the Fiscal Year Beginning

**September 1, 2010**

*Linda C. Danison Jeffrey R. Enos*

President

Executive Director

Alamo Colleges was awarded its first Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada (GFOA) for its FY 2010-2011 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. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA for review.

## Report from the Vice Chancellor for Finance and Administration

### FY 2012 Budget Highlights

The Fiscal Year (FY) 2011-2012 Annual Budget has been prepared according to Generally Accepted Accounting Principles, using an accrual basis of budgeting (comparable to the audited financial statements), 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*. Additionally, notices of the Budget Planning and Budget Adoption meetings were posted according to the Texas Government code, Sections 551.00-551.146.

On August 16, 2011, the Board of Trustees approved the FY 2011-2012 All Funds Annual Budget with projected revenues of \$546,460,265; restricted and plant fund balance commitment of \$16,254,986; operating fund balance commitment of \$0; and expenses of \$562,715,251. The budget approval is for the family of Alamo Colleges, including San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College, and the district offices.

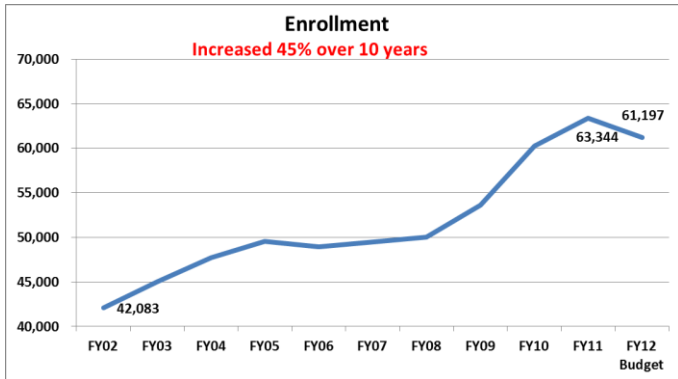
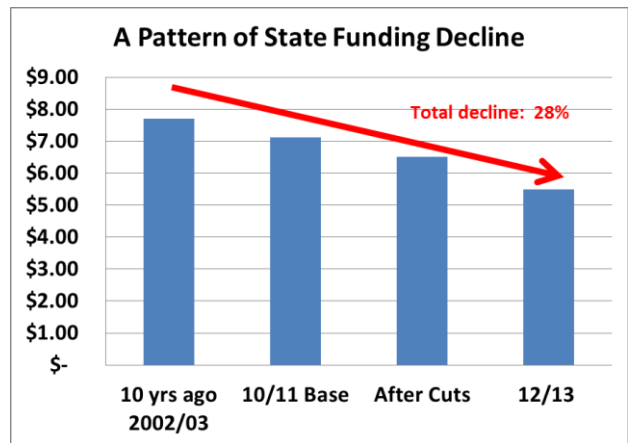
The Instruction and General (I&G) Operating Budget (Unrestricted Funds) was approved by the Board of Trustees on July 26, 2011 to enable planning for the next academic year by the five colleges. The I&G Operating Budget was based on revenues in the amount of \$281,828,383, consisting of an operating expense budget of \$278,528,383 and a capital expense budget of \$3,300,000. The FY 2011-2012 I&G Operating Budget self-funded a much needed increase of \$2,000,000 in preventive maintenance and absorbed \$11.5 million more in employee health insurance and retirement benefits. The approved operating budget was balanced with revenues equal to expenses and no transfer from operating fund balance/equity.

Revenue Sources	Amount	% of Total
State Funds (not including state paid benefits)	\$66.0 million	24%
Local Taxes	\$93.3 million	33%
Tuition/Fees	\$113.3 million	40%
Other	\$9.2 million	3%
Operating Fund Balance	\$0.0 million	0%
<b>Total Revenues</b>	<b>\$281.8 million</b>	<b>100%</b>

### The Cost of Growth

With continued high enrollment growth, the Alamo Colleges operating expense budget grew 25% between FY 08 and FY 10, without a corresponding growth in operating revenues. Unfunded growth adds an additional \$5 to \$10 million cost pressure annually. The rate of growth in the expense budget could not continue at the same level given the anticipated reductions in State funding and the Board of Trustees' reluctance to increase tuition and taxes in the current economic environment.

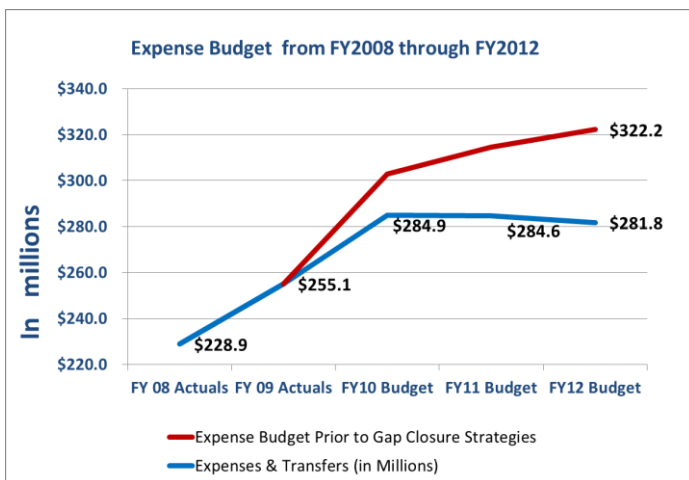
In April 2011, the Board of Trustees directed staff to develop a baseline FY 2011-2012 operating budget assuming no increases in tax rates and in-district tuition. Although additional cuts were expected in State funding, the Board did not want to place the burden of maintaining the quality of existing programs on students and taxpayers. Over the last ten years, state funding per eligible contact hour, which is the student's time in the classroom, declined 28%, while enrollment dramatically increased 45% over the same period. The expense was increasing at a steep rate and



revenues were not increasing at the same rate. The Board directed the staff to determine the student service level possible within the expected revenue stream - a major departure from the way Alamo Colleges had traditionally budgeted for enrollment. The associated costs of enrollment growth have been typically funded with increases in tuition and property taxes. As a result of the Board's directive, the operating budget was prepared with an estimated 2,100 less students.

**Funding Implications of Declining State Support**

The Alamo Colleges' budget has been particularly impacted this fiscal year due to actions taken by the 82<sup>nd</sup> Texas Legislature, which convened early 2011. Significant reductions in funding for community colleges were made, primarily in the areas of state-funded group health insurance and retirement benefits. As a result, the Alamo Colleges had to absorb \$11.5 million in employee benefits. The formula funding was flat, with no additional funding provided for the enrollment growth in community colleges.



The Alamo Colleges began planning early for the deep cuts in state funding in the 2012-2013 biennium. In the summer of 2010, Chancellor Bruce Leslie convened a team of faculty, staff, administrators and members of the Board of Trustees to develop strategies to address the anticipated reductions in state support. These strategies were the result of an extensive review and evaluation process conducted by each of the five colleges and the district office prior to approval of the FY 2010-2011 Budget.

This Leadership Team agreed upon 25 major strategies, focusing primarily on student success. These strategies have worked, as indicated by the graph above, showing expenses flat since FY10, after an increase of 25% between FY08 and FY10. The implementation of those strategies continues in the FY 2011-2012 budget year. The status of the implementation of the strategies is reflected in the table below. Due to

the success of this approach, Chancellor Bruce Leslie will re-convene a Leadership Team in spring 2012 to develop more strategies focusing on efficiency in operations and effectiveness in our mission.

<b>Strategy</b>	<b>Status</b>
<b>Revenue Growth</b>	
New Technology Use Fee (added to General Fee for all Students)	Completed
Regional Centers Enrollment Growth	Completed
Continuing Education Rate Increases to Fully Recover Indirect Costs	Completed
<b>Workforce Reduction Strategies</b>	
Retirement Incentive	Completed
Terminating non-essential Temporary staff & Agency Personnel	Completed
Reduce Adjuncts via Increased Average Class Size to 25 by Fall 2011	Completed
Hiring Chill/Redistribute Faculty & Staff	Ongoing
<b>Other Cost Savings</b>	
Reduce Marketing/Public Relations Costs	Completed
Reduce Library Costs	Completed
Reduce Printing Equipment & Maintenance Costs	In Process
Suggestion Plan – Suggestion Box Savings net of costs	Completed
Going Paperless	In Process
Cut Overtime by 50%	Completed
Utilities – Shut down on Holidays	Completed
Electronic Meetings	Completed
Reduce Distance Learning Costs	Completed
Centers: Community Centers & ATC	In Process
Continuing Education	In Process
Instructional Dept. Consolidation/Support Staff and Dept Chairs	In Process
Counselor/Advising	In Process
Summer Session Strategies	In Process
Systemization: Optimize Operational Performance	Ongoing

### Restricted Funds

The restricted portion of the budget was approved on August 16, 2011 by the Board of Trustees. Total budgeted revenues are expected to be \$264.6 million from federal or state revenues, ad valorem taxes, and debt issuance. Multi-year balances of \$23.8 million are expected to be rolled forward for allowable uses and capital projects, of which \$16.3 million will be used for this budget year and \$7.5 million for future budget years. The expense budget totals \$280.9 million and is summarized below:

<b>Expense Budget</b>	<b>Source of Funding</b>	<b>Amount</b>
Instruction and General	Federal or State Funding	\$41.5 million
Scholarships and Fellowships	Federal or State Funding	\$119.4 million
Capital-related	Debt and roll-forward funding	\$75.0 million
Debt service for general obligation bonds and maintenance tax notes	Ad valorem taxes	\$45.0 million
<b>Total</b>		<b>\$280.9 million</b>

State funding for student financial aid was reduced or eliminated in the Texas 82<sup>nd</sup> Legislature. Statewide, the Texas Grant program, the largest financial aid program, was reduced 10%. Alamo Colleges' students received \$3.3 million in FY11 under this program. The Texas Educational Opportunity Grant (TEOG) program was preserved. State workforce programs which were not funded are the Job and Education for Texans (JET) Grant Program and alternative teacher certification. The funding reductions in state financial aid and

workforce programs are unfortunate in these economic times where education and workforce training is essential; Alamo Colleges is committed to work with students and staff on other sources of funding.

In August 2011, Alamo Colleges issued \$54.8 million in maintenance tax notes to renovate and repair existing facilities at four college locations and two administrative buildings. The debt service on these bonds will be paid using ad valorem taxes.

### **Final Thoughts**

I am proud to submit the FY 2011-2012 Annual Budget, which represents the collective and collaborative work of the Alamo Colleges family. Despite the funding challenges at both the national, state and local levels, the Alamo Colleges' outlook for the foreseeable future is positive as a result of its strategic leadership, fiscal management and stable local economy.

The staff thanks the members of the Board of Trustees for their support and guidance in conducting the financial operations of Alamo Colleges in a highly responsible manner. The timely preparation of this annual budget was made possible by the continued dedication and service of the Alamo Colleges' staff.

This document is available on the Alamo Colleges website at: [www.alamo.edu](http://www.alamo.edu).

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



ALAMO  
COLLEGES

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## Notes from the Budget Office

### The Budget as a Policy Document

As a policy document, the Budget Document provides a global view of the financial activity within the Alamo Colleges. It includes a Report from the Vice Chancellor for Finance and Administration in the Introductory Section, which summarizes the FY 2011-2012 Annual Budget along with cost containment actions and strategies developed as part of the budget-building process. An explanation of the workload-driven budgeting process is included in the Supplemental Section to show the detailed components of the model. Minute Orders and Approved Minutes reflecting actions taken by the Board of Trustees for the FY 2011-2012 budget, including changes made to the tuition and fee structure, are also provided. The document includes an All Funds Report that incorporates both unrestricted and restricted activity. Budget-related policies, including budget specific policies (adopting principles, adjustments, reallocations, & amendments), long-term financial policies for our capital improvement plan and debt service are located in the Appendices section of this document. The Alamo Colleges' Strategic Plan, the Strategic Initiatives, the Key Performance Indicators and the Integrated Planning Approach followed by the Alamo Colleges are also provided.

### The Budget as an Operations Guide

The budget development process is comprised of two major components:

1. Workload Budget Allocation Model, which allocates the operating expense budgets for each of the colleges and the district departments using a standard allocation methodology. Revenues are also forecasted and budgeted in a district-level account except for certain non-formula revenue such as non-credit contract and continuing education revenue, special program tuition, and student activity fees. A detailed description of the workload budget distribution model, including a detailed listing of the allocation methodology and key model cost drivers, is included in the Supplemental section of the document. Key components include target class size by discipline; faculty contact hours per staffing unit; district-wide average salary; cost per contact hour; fall enrollments; projected contact hours; facilities cost per square footage; and other instruction salaries and operating expenses.
2. Budget Distributions are subsequently performed by the colleges and district budget officers at the organizational and account level. Approved full-time employee positions are loaded into Banner Human Resource system, and non-labor allocations are loaded into Banner Finance system, balancing to the total authorized expense budget for each college and district department. Also included in the Supplemental section of this document is summary data of the Budget by Functional Category and the associated departments within those functional categories, summary staffing by functional category and type, and detailed allocations for operational departments.

### The Budget as a Financial Plan

The Financial Information section provides detailed information relating to both revenues and expenses. Each section contains both summary and detailed information by revenue source and projected expenditures. The revenue section includes information related to state appropriations and associated contact hour data and ad valorem taxes and tax rates. The Fund Balance information is also available in this section. The expenditure section includes summaries by functional categories; summary and comparison data by type; and mandatory and contractual services such as utilities and insurance. A preventive maintenance schedule by campus along with the capital improvement projects (CIP) funded with maintenance tax notes and revenue bonds can also be found in this section. The Debt Service section speaks to the status of the maintenance tax notes and revenue bonds. The Supplemental Information section contains salary schedules.



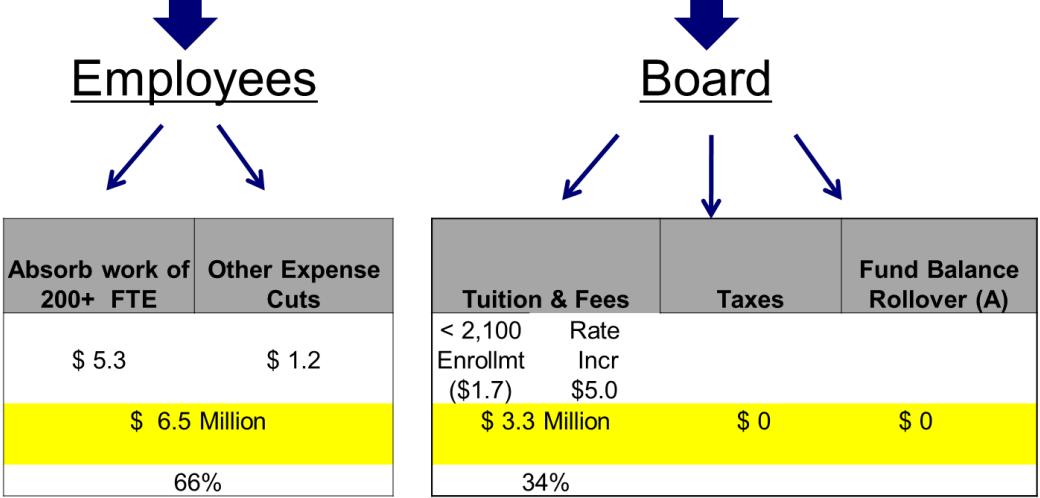
**The Budget as a Communications Device**

The budget document is designed to fully communicate the financial position of Alamo Colleges while serving as the foundation for the Alamo College’s allocation of resources toward fulfilling the mission of the institution. This Budget Document includes summary information in text, tables, and graphs for easier interpretation of the data. In addition to this guide, a table of contents provides a listing of the various topics in the budget document and a glossary provides an explanation of key concepts and terminology.

**Budget Pressures – Overview**

<b>REVENUES (in millions)</b>		<b>EXPENSES (in millions)</b>		<b>FUND BALANCE</b>
FY11 Revenue Budget	\$279.6	FY11 Expense Budget	\$284.6	
less: 2.5% cut	(\$1.8)	less: 2.5% cut	(\$1.8)	
<b>FY11 Adjusted Budget</b>	<b>\$277.8</b>		<b>\$282.8</b>	<b>(\$5.0)</b>
<b>FY12 Budget Pressures:</b>		<b>FY12 Budget Pressures:</b>		
State Approp. Change	\$0.4	Health Insurance/Retirement	\$11.5	
FY11 Revenue to date > Budget	\$1.6	Avg Class Size 24	(\$1.4)	
Gateway and other non-formula decr.	(\$4.5)	Gateway and other non-formula decr.	(\$4.5)	
Spr11 Tuition increase impact (Fall'11)	\$2.3			
<b>Tax Base Increase</b>	<b>\$0.9</b>			
<b>FY12 Baseline Projection:</b>	<b>\$278.5</b>	<b>FY12 Baseline Projection:</b>	<b>\$288.3</b>	
Slight rounding difference in expense column causing .1 variance.		<b>FY12 BUDGET PRESSURE</b>		<b>\$9.8</b>

**Summary of FY12 Proposed Actions – Close \$9.8M Gap**



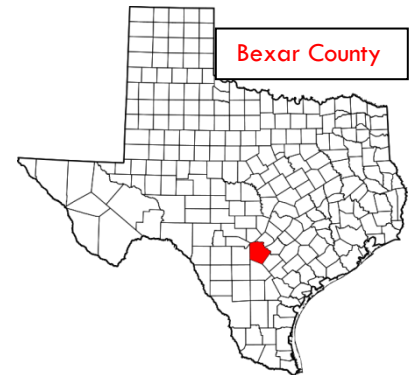
(A) \$8M total with inclusion of FY11 Retirement Incentive Program

# PROFILE

## Snapshot

The Alamo Community College District was established as a public community college through a public election in 1945. The District operates as a political subdivision under the laws of the State of Texas. The Alamo Colleges' service area includes Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Kerr and Wilson counties. The Alamo Colleges is governed by a nine-member Board of Trustees elected for staggered six-year terms in single member districts within Bexar County. The Chancellor, the District's chief executive officer, guides and implements the programs and policies of the Alamo Colleges.

In April 2009, the Board of Trustees approved a new logo and name change to Alamo Colleges in an effort to increase public awareness of institution's full scope of services and its diverse, high quality educational programming. The legal name remains the Alamo Community College District.



The Alamo Colleges 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 Alamo Colleges offers certificates of completion in a variety of technical and occupational fields. Numerous services are available to students at each of the colleges, including but not limited to, counseling, computer labs, tutoring, financial services, services for the disabled, developmental instruction, veteran's services, and job placement.

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

### The Colleges

- St. Philip's College (established 1898)
- San Antonio College (established 1925)
- Palo Alto College (established 1985)
- Northwest Vista College (established 1995)
- Northeast Lakeview College (established 2007)

### Off-Campus Sites

The Alamo Colleges 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
- Advanced Technology Center
- St. Philip's College Military Base Locations
- Palo Alto College Off-Campus Locations
- Northwest Vista College at Data Point
- Central Texas Technology Center, New Braunfels, TX
- Alamo Colleges Community Education Centers
- Westside Workforce Education and Training Center
- Greater Kerrville - Alamo Colleges Center

Northwest Vista College, Palo Alto College, St. Philip's College and San Antonio College are accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate degree programs. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of the Alamo Colleges.

### **Economic Conditions and Outlook**

The Alamo Colleges have been an integral part of the Greater San Antonio community for more than 100 years, contributing significantly to the economic and social well-being of those who share this community with Alamo Colleges. It is highly regarded by the local business community for the quality of its workforce training and the success of its graduates. In the economic arena, a sizable 80% of its students stay in the region after they leave college and contribute positively to the local economy. The current and past cumulative effect by Alamo Colleges represents \$1.5 billion in additional regional income due to students' higher earnings and the resulting increased productivity of businesses. Higher earnings expand the tax base and reduce the tax burden of local property owners.

### **Factors Having Probable Future Financial Significance**

Alamo Colleges' economic condition is influenced by the economic positions of the State of Texas, County of Bexar and surrounding counties and the City of San Antonio, and is fortunate to have a robust local and State economy.

San Antonio's unemployment rate is less than the Texas and U.S. rates. For September 2011, the U.S. Bureau of Labor Statistics reported the national unemployment rate at 9.1%, the Texas unemployment rate at 8.5% and the San Antonio rate at 8.1%. The Texas economy continues to fare better than those of many other states, and the San Antonio economy is one of the strongest in the state, with an employment rate ranked third among Texas major metropolitan areas.

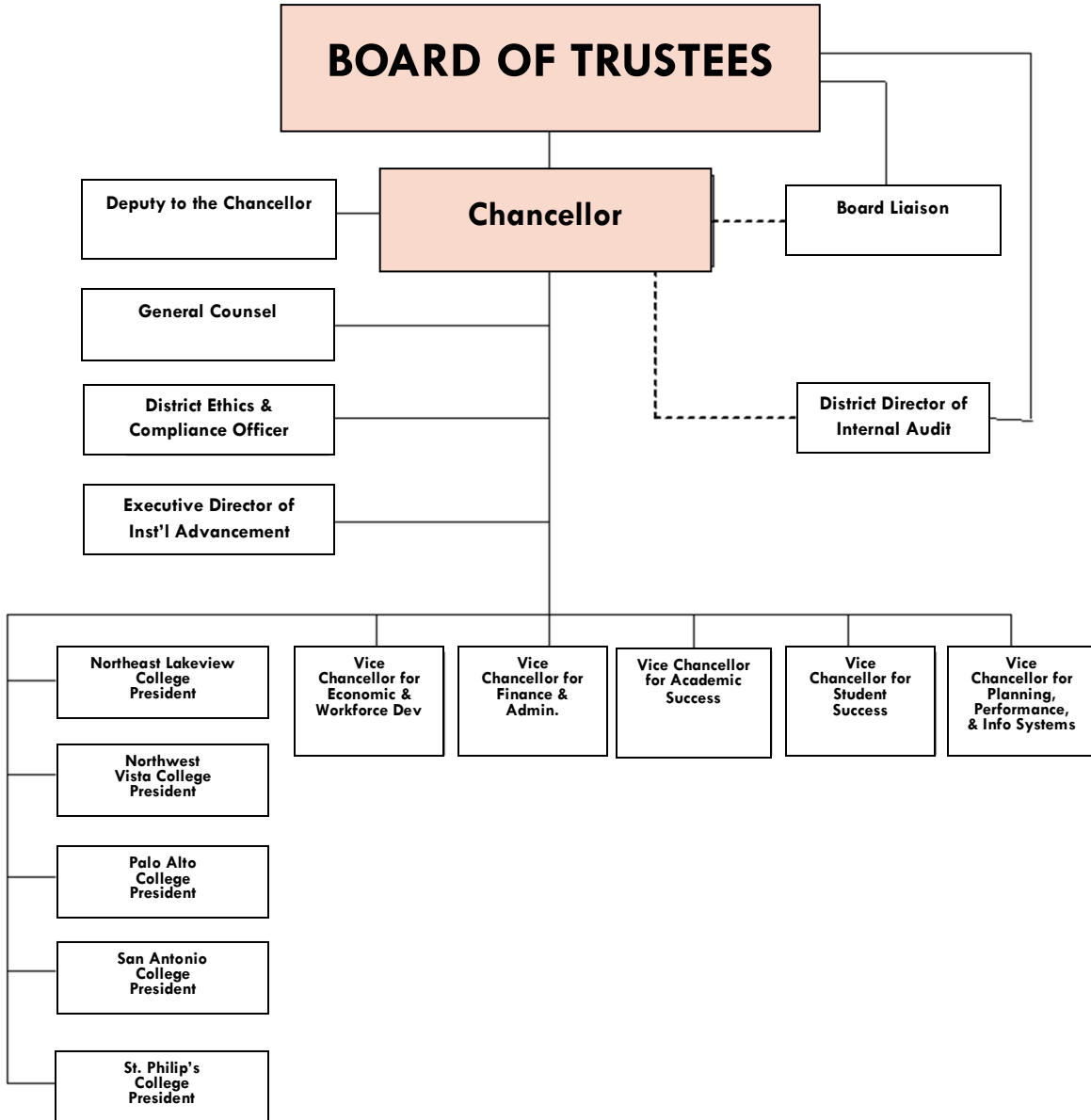
Net business activity in San Antonio is up. The Federal Reserve Bank of Dallas publishes a Metro Business-Cycle Indexes which show the broad movements in local Texas economies. These indexes summarize movements in nonagricultural employment, the unemployment rate, inflation-adjusted wages and inflation-adjusted retail sales. For San Antonio, the local index increased 2.6% year over year from 2010 to 2011.

Future economic growth looks bright. Forbes Magazine in July 2011 ranked San Antonio No. 4 among the nations next "boom towns". The survey included data on economic growth over the past two years, family formation rates, growth in educated migration, population and a broad measurement of attractiveness to immigrants. Per the Forbes survey, San Antonio boasts soaring population rates as well as a good job market and booming industry.

Texas is one of the first to come out of the recession. The president and CEO of the Federal Reserve Bank of Dallas recently stated that Texas was the last into the recent recession and one of the strongest coming out. Texas entered the recession in the fall of 2008, but quickly recovered at a faster pace than the rest of the nation. Companies that are expanding or relocating operations still consider Texas, and San Antonio, to hold greater opportunities compared with other parts of the country. San Antonio has a diversified economic base (military, health care, IT, visitor industry) which does not experience the wide swings of the business cycle much of the rest of the country experiences. The challenge over the longer term will be to educate and train the workforce of the future, which includes individual workforce development programs.

Additional regional and demographic data is in the Statistical Section in the Appendices. For more information about Alamo Colleges, visit the web site at [www.alamo.edu](http://www.alamo.edu).

# Organizational Chart



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## Division Descriptions

### Office of the Chancellor

The Chancellor is the principal administrative official responsible for the direction of all operations of the District. Specific responsibilities include, but are not limited to, serving as chief executive officer of the Alamo Colleges, implementing the policies of the Board and assuming overall responsibility for District programs and services, including administration, organization, personnel, education and instruction, student services, and business affairs.

### College Presidents

Each of the five college presidents serves as the chief executive officer of their respective college. The Presidents are primarily responsible for the daily administration and operation of the college, and for interpreting policies and procedures to ensure compliance with the Alamo Colleges and other legal requirements.

### Vice Chancellor for Academic Success

The Vice Chancellor for Academic Success is responsible for leading district-wide academic and instructional efforts and for implementing Board policy and cross-college operational procedures for academic success, including academic and instructional targets, benchmarks and outcomes. The Vice Chancellor also establishes district-wide academic and instructional goals, objectives and priorities within the Strategic Plan and guides the development and implementation of programs and services to accomplish these goals and objectives.

### Vice Chancellor for Finance and Administration

The Vice Chancellor for Finance and Administration is responsible for managing the operational and financial areas of the institution, including the maintenance of facilities, financial services, purchasing, budgeting, financial reporting, audit support, grants/contracts, mailing services, moving services, business services, workplace safety, risk management, public safety, and human resources. Master facility planning, including purchasing property, renovation and new construction is also coordinated through this division.

### Vice Chancellor for Planning, Performance and Information Systems

The Vice Chancellor for Planning, Performance and Information Systems is responsible for overseeing the planning, institutional research, and information technology service functions of the institution. The Vice Chancellor also manages the areas of information technology infrastructure and architecture, enterprise wide applications and implementations, database management, data center operations, software development, network services, information security, client support, applications support, telecommunications, and on-line learning.

### Vice Chancellor for Student Success

The Vice Chancellor for Student Success coordinates with the five district colleges, Northeast Lakeview College, Northwest Vista College, Palo Alto College, San Antonio College, and St. Philip's College, to ensure the delivery of comprehensive student services district-wide including Financial Aid and back office admissions support (via the newly formed Center for Student Information). Programs and services to assist students in reaching their academic goals are coordinated by the following offices: Student Financial Services, Student Leadership Institute, Military Education, and the Mobile GO Center.

### Vice Chancellor for Economic and Workforce Development

The Vice Chancellor for Economic and Workforce Development is responsible for overseeing the planning, development and implementation of programs relating to continuing professional education, workforce training, basic skills instruction, and additional programs in response to the non-traditional educational needs of the community.

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## Strategic Plan 2009-2012

The Strategic Plan is the driver for accomplishing the District's institutional mission. The mission sets forth the long-term direction for the Alamo Colleges. This direction and the strategic goals are determined collaboratively by the Board of Trustees, the Chancellor, and the College Presidents. Annual operational plans, based on the strategic plan, identify measurable performance objectives for accomplishment of the strategic plan goals and strategies. The defined institutional goals are driven by the following strategic priorities:

- **Access to Higher Education**
- **Student Support**
- **Workforce Development**
- **Capacity to Serve**
- **Organizational Communication**

### Vision

The Alamo Colleges will be the best in the nation.

### Mission

Empowering our diverse communities for success.

### 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 vision and mission.

**INTEGRITY:** We have the courage to act ethically, building a culture of trust and respect.

**COMMUNICATION:** We engage in open and transparent communication, information sharing, and collaboration.

**COMMUNITY:** We commit to a joyful culture of learning and service where unity in diversity occurs through mutual respect, cooperation, and accessibility.

**ACADEMIC FREEDOM:** We value creativity, growth, and transformation through vigorous inquiry and a free exchange of ideas for all.

**ACCOUNTABILITY:** We take responsibility for our actions and strive for continuous learning and improvement.

## The Alamo Way

### Based on Baldrige Criteria, Strategic Goals, and Four Drivers

#### STRATEGIC PLAN GOALS AND STRATEGIES

##### Goal I. Access to Higher Education

Maintain and extend an open door and affordable access to quality higher education for citizens of Bexar County and surrounding service area.

- A. Recruit/Enroll to Reflect the Diversity of Our Communities
- B. Recruit/Enroll from Low Educational Participation Areas

##### Goal II. Student Support

Increase academic support of all students.

- A. Achieve High Completion Rates
- B. Maximize P-16 Partnerships
- C. Achieve the Dream
- D. Measure and Increase Student Success
- E. Maximize Employee Accountability for Student Success
- F. Enable Students to Become Responsible Local and Global Citizens
- G. Achieve Outstanding Student Learning and Support Programs

##### Goal III. Workforce Development

Build a world-class workforce education and training capacity in partnership with businesses and community-based organizations.

- A. Assert Regional Workforce Leadership
- B. Offer Excellent Programs that Meet Employer Needs

##### Goal IV. Capacity to Serve

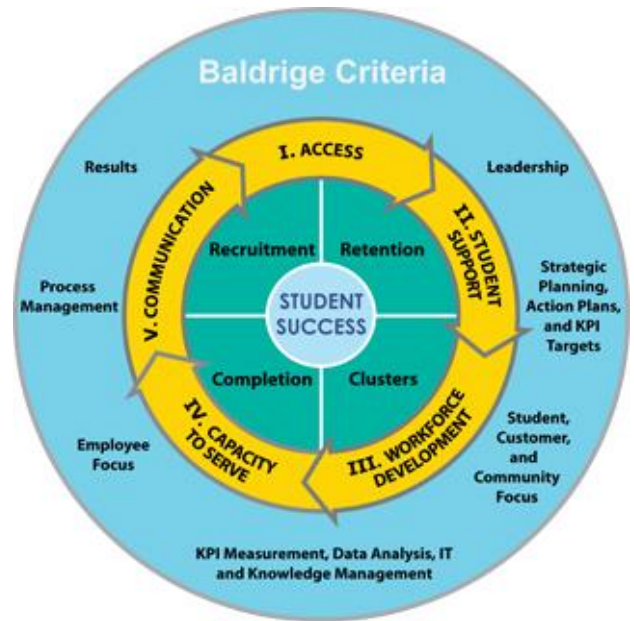
Develop the human capital and strengthen the financial, technological, and physical capacities of the Alamo Colleges for first-rate student and community services.

- A. Attract, Develop, and Retain Employee Talent
- B. Ensure Sound Financial Management
- C. Utilize Technology for Success
- D. Maximize Facilities Stewardship

##### Goal V. Organizational Communication

Foster integrated organizational communication to consistently promote the positive impact and value of the Alamo Colleges to the community of Bexar County and surrounding service area.

- A. Cultivate Community Support and Loyalty
- B. Ensure Effective Internal Communication





## 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 Community Colleges, the Institutional Research and Effectiveness Services (IRES) 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 is on track. Annual Budgets are allocated by the Presidents to activities which will produce the best results. A sample report is shown below:

<b>Alamo Colleges Benchmarks</b>			
<b>Executive Summary</b>			
<b>Driver 1. Recruitment</b>			
<b>KPI Measure</b>	<b>Benchmark</b>	<b>Alamo Colleges Performance</b>	<b>Change from Previous</b>
<b>10. Participation rate in service area (Fall 2010 data)*</b>	State best (El Paso) = 5.3% AC baseline (Fall 2006) = 4.2%	<b>4.6%</b>	
<b>11. Fall credit student headcount by college of attendance (Fall 2009-Fall 2010 change)</b>	AC baseline (Fall 2006 to Fall 2007 change) = 16% AC developmental education = 17,281	<b>5.1%</b>	
<b>12. Fall credit student headcount by college of registration (Fall 2010 data)*</b>	VLCC average = 46,260 State best (Dallas) = 73,183 National (Maricopa, Fall 2009) = 129,697 AC developmental education = 17,240	<b>62,295</b>	
<b>Driver 2. Retention</b>			
<b>KPI Measure</b>	<b>Benchmark</b>	<b>Alamo Colleges Performance</b>	<b>Change from Previous</b>
<b>36. Student Engagement - Support for learners (Spring 2009)*</b>	VLCC best (South Texas) = 58.6 State average = 51.8 National average = 50.0	<b>52.6</b>	
<b>37. Student Engagement - Active &amp; collaborative learning (Spring 2009)*</b>	VLCC best (NVC) = 55.4 State average = 50.0 National average = 50.0	<b>53.6</b>	
<b>38. Student Engagement - Student effort (Spring 2009)*</b>	VLCC best (NVC/South Texas) = 55.4 State average = 49.3 National average = 50.0	<b>51.0</b>	
<b>39. Student Engagement - Academic challenge (Spring 2009)*</b>	VLCC best (Dallas) = 53.3 State average = 49.1 National average = 50.0	<b>50.9</b>	
<b>40. Student Engagement - Student-faculty interaction (Spring 2009)*</b>	VLCC best (PAC) = 53.2% State average = 49.9 National average = 50.0	<b>50.6</b>	
<b>56. Course completion rate (Fall 2010, based on grade distribution)**</b>	AC baseline (Fall 2006) = 80.2 %	<b>86.9%</b>	
<b>60. FT FTIC Fall 2009-to-Fall 2010 persistence rate*</b>	VLCC best (El Paso) = 67.1% VLCC average = 59.1% State average = 55.8% State best (Laredo C.C.) = 72.2% National (Valencia) = 72.0% AC developmental education = 60.1%	<b>61.1%</b>	
<b>67. Productive grade rate (Fall 2010 preliminary data; success rate based on grade distribution)**</b>	AC baseline (Fall 2006) = 67.3%	<b>72.4%</b>	

## Integrated Planning

*Integrated* denotes that no part of the planning process takes place in isolation from the other parts. The integrated planning process depicts an organization’s complete planning and control system. The three components of the integrated planning process are the strategic plan, the operational plan, and the results management process.



The integrated planning model for the Alamo Colleges guides all colleges and district units to strengthen the connection between the strategic plan, the action plans, and the budget. The model requires the integration of strategic and operational planning with a systematic results management process where performance outputs and outcomes are evaluated, controlled, and reported. Taking corrective action involves improving actual performance, adjusting the performance standard (target), or both. Performance reports, including scorecards and dashboards, bring closure to action plans.

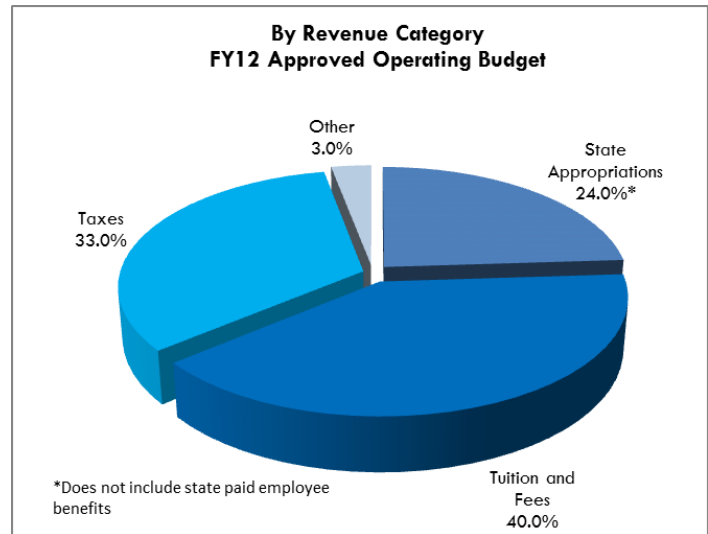
The alignment and integration of strategic planning, performance budgeting, and performance measurement are critical to ensure student success at the Alamo Colleges.

# FINANCIAL INFORMATION

## Revenue Summary

Operating revenues to Alamo Colleges are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. Detailed revenue information by type is contained in the Supplemental Information for the FY 2011-2012 Annual Budget. The FY 2011-2012 Annual Budget is based on the following revenue assumptions:

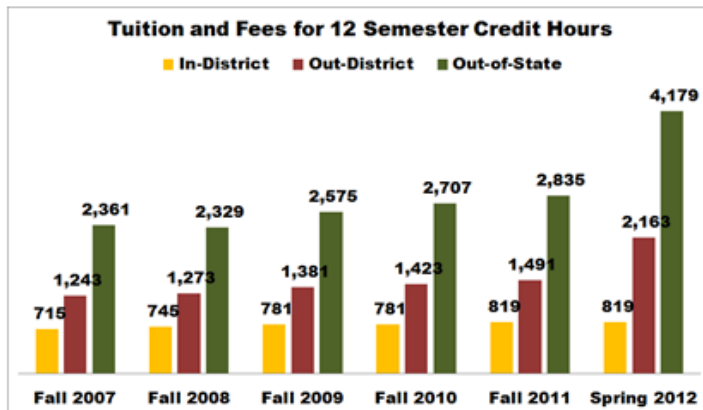
- No increase in in-district tuition and fees. Differential tuition increases were approved for out-of-district and out-of-state students effective spring 2012. Special program tuition for high cost programs was approved for 28 programs.
- No increase in the property tax rate for maintenance and operations.
- Reduced levels of state funding, primarily in state-paid employee benefits. An additional \$11.5 million was absorbed for the impact of this reduction and included in the FY 2011-2012 expense budget.



### Tuition and Fees

These funds may be used for any legal classification of expenses. Tuition is an amount paid per semester hour and 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 (building use, student services, etc.) or course specific.

### Tuition Rates Over Time



The Board approved tuition increases for high cost programs and for students who do not live in the county and do not pay property taxes. In-district tuition rates remained the same as last year. Effective fall semester 2011, per-semester special program tuition was approved for 28 new programs and increased for five existing programs. This action better aligns program revenues with costs related to required specialized equipment, labs, and/or class size limitations. Special program tuition was approved for private or small group music classes. Effective spring semester 2012, out-of-district state tuition rates increased from two times to three times the in-district rate, while out-of-state

tuition rates increased from four times to six times the in-district rate. These students do not live in Bexar County, so this action reflects the additional tuition required to offset lack of property tax revenues. These actions will provide an additional \$4.3 million in revenue for FY 2011-2012.

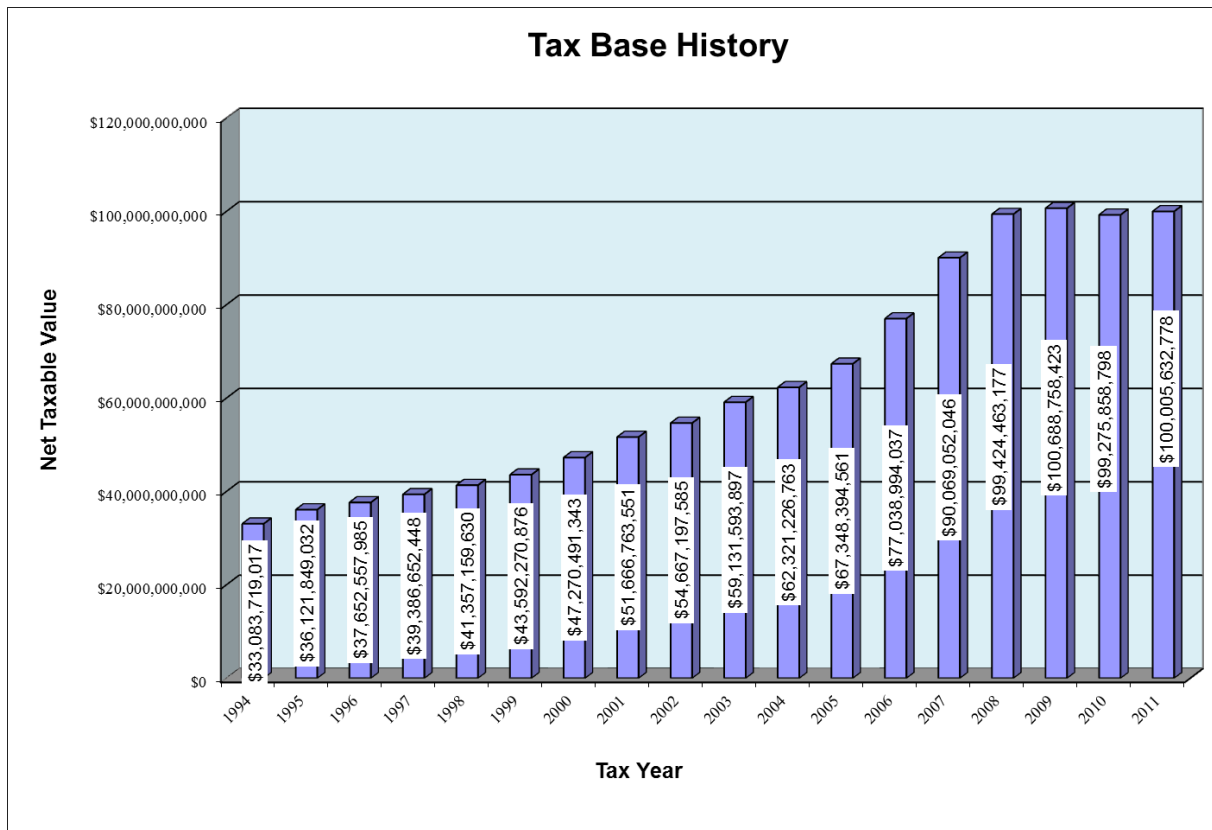
The assumption on enrollment is a decline of 2,100 students. Average class size increased to 25 students, increasing tuition revenue without increased expense.

The Alamo Colleges remains very affordable at \$819 for in-district students taking 12 semester credit hours in comparison to other local institutions of higher education. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2011 should expect to pay a total of \$3,935 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 2011 totals \$11,535.

**Ad Valorem Taxes**

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.

For this budget year, the board did not approve an increase in the property tax rate. Taxable property values for the 2011 tax year had a slight increase of less than 1%. 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 tax collection rates increased to 98.1% in FY11 from the previous 97.8% in FY10. 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 \$93.3 million from ad valorem taxes is included in the FY 2011-2012 budget, and restricted revenue of \$42.2 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 of facilities or for repairs and renovations for those 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.

Currently, 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 (26 disciplines). In the biennium funding period (FY 2012 and 2013), the revenues cover less than half (49%) of the instructional costs as compared to 69% in the last biennium (FY 2010 and 2011). The Alamo Colleges' FY 2011-2012 budget includes \$66 million in state appropriation revenue. The most significant decrease in state funding was for state paid employee benefits, including group health insurance and retirement, creating an \$11.5 million budget pressure.

**Restricted Funds**

These are funds restricted by donors or other outside agencies for specific purposes; gifts whose donors have placed limitations on their use; grants from private or governmental sources; bond proceeds; debt levy tax revenues; and other sponsored funds that are restricted for specific program use. A total of \$264.6 million of these funds are reflected in the FY 2011-2012 All Funds Budget Report, an increase of \$90 million primarily from increase in scholarships and the issuance of debt. Debt proceeds are included in the revenues section of the budget; however, for recorded as a liability in the financial statements. As these funds are non-discretionary and unpredictable as to amount, comparative data is presented as information only.

Revenues	FY 2010-2011	FY 2011-2012	Change
Instruction & General	\$47,676,000	\$41,458,723	\$(6,217,277)
Scholarships and Fellowships	80,567,604	119,385,523	38,817,919
Capital Outlay	-	1,609,024	1,609,024
Building	380,076	60,000,000	59,619,924
Debt Services	45,994,032	42,178,612	(3,815,420)
Total	\$174,617,712	\$264,631,882	\$90,014,170

**FY 2011-2012 All Funds Budget Report**

ALAMO COLLEGES			
FY 2011 - 2012 ALL FUNDS BUDGET REPORT			
	FY 2011 - 2012		Total
	Unrestricted	Restricted	
<b>REVENUES</b>			
Instruction and General	276,393,058	41,458,723	317,851,781
Public Service	60,000		60,000
Scholarships and Fellowships		119,385,523	119,385,523
Auxiliary Enterprises	4,182,500		4,182,500
Student Activity Fee	1,192,825		1,192,825
Other (Use of Fund Balance)			
<b>Subtotal Current Funds</b>	<b>281,828,383</b>	<b>160,844,246</b>	<b>442,672,629</b>
Capital Outlay		1,609,024	
Renewals & Replacements			
Building		60,000,000	60,000,000
Furniture & Equipment			
Debt Services		42,178,612	42,178,612
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>103,787,636</b>	<b>103,787,636</b>
<b>TOTAL REVENUES</b>	<b>281,828,383</b>	<b>264,631,882</b>	<b>546,460,265</b>
<b>BEGINNING FUND BALANCES</b>			
Instruction and General	60,815,217	992,851	61,808,068
Public Service	-	-	-
Scholarships and Fellowships	-	3,851,177	3,851,177
Auxiliary Enterprises	3,201,516	-	3,201,516
Student Activity Fee	841,798	-	841,798
Other (Use of Fund Balance)			
<b>Subtotal Current Funds</b>	<b>64,858,531</b>	<b>4,844,028</b>	<b>69,702,559</b>
Capital Outlay		3,976,794	3,976,794
Renewals & Replacements		-	-
Building		6,989,749	6,989,749
Furniture & Equipment		2,469,298	2,469,298
Debt Services		5,535,991	5,535,991
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>18,971,832</b>	<b>18,971,832</b>
<b>TOTAL BEGINNING FUND BALANCES</b>	<b>64,858,531</b>	<b>23,815,860</b>	<b>88,674,391</b>
<b>TOTAL AVAILABLE</b>			
Instruction and General	337,208,275	42,451,574	379,659,849
Public Service	60,000	-	60,000
Scholarships and Fellowships	-	123,236,700	123,236,700
Auxiliary Enterprises	7,384,016	-	7,384,016
Student Activity Fee	2,034,623	-	2,034,623
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>346,686,914</b>	<b>165,688,274</b>	<b>512,375,188</b>
Capital Outlay	-	5,585,818	5,585,818
Renewals & Replacements	-	-	-
Building	-	66,989,749	66,989,749
Furniture & Equipment	-	2,469,298	2,469,298
Debt Services	-	47,714,603	47,714,603
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>122,759,468</b>	<b>122,759,468</b>
<b>TOTAL AVAILABLE</b>	<b>346,686,914</b>	<b>288,447,742</b>	<b>635,134,656</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, grants, construction, scholarships, & gifts funds)			
Unspent bond proceeds from prior year are included as part of beginning capital outlay fund balances.			

ALAMO COLLEGES			
FY 2011 - 2012 ALL FUNDS BUDGET REPORT			
	Proposed Budget 2011 - 2012		Total
	Unrestricted	Restricted	
<b>EXPENDITURES</b>			
Instruction and General	264,884,695	41,458,723	306,343,418
Public Service	60,000		60,000
Scholarships and Fellowships		123,985,523	123,985,523
Auxiliary Enterprises	4,182,500		4,182,500
Student Activity Fee	1,192,825		1,192,825
Other (Use of Fund Balance)			-
Subtotal Current Funds	270,320,020	165,444,246	435,764,266
Capital Outlay		5,585,818	5,585,818
Renewals & Replacements			-
Building		66,989,749	66,989,749
Furniture & Equipment		2,469,298	2,469,298
Debt Services		51,906,120	51,906,120
Subtotal Plant Funds	-	126,950,985	126,950,985
<b>TOTAL EXPENDITURES</b>	<b>270,320,020</b>	<b>292,395,231</b>	<b>562,715,251</b>
<b>TRANSFERS (IN) OUT</b>			
Instruction and General	11,508,363		11,508,363
Public Service			
Scholarships and Fellowships		(4,600,000)	(4,600,000)
Auxiliary Enterprises			
Student Activity Fee			
Other (Use of Fund Balance)			
Subtotal Current Funds	11,508,363	(4,600,000)	6,908,363
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			-
Debt Services		(6,908,363)	(6,908,363)
Subtotal Plant Funds	-	(6,908,363)	(6,908,363)
<b>NET TRANSFERS</b>	<b>11,508,363</b>	<b>(11,508,363)</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>281,828,383</b>	<b>280,886,868</b>	<b>562,715,251</b>
<b>ENDING FUND BALANCES</b>			
Instruction and General	60,815,217	992,851	61,808,068
Public Service	-	-	-
Scholarships and Fellowships	-	3,851,177	3,851,177
Auxiliary Enterprises	3,201,516	-	3,201,516
Student Activity Fee	841,798	-	841,798
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	64,858,531	4,844,028	69,702,559
Capital Outlay	-	-	
Renewals & Replacements	-	-	
Building	-	-	
Furniture & Equipment	-	-	
Debt Services	-	2,716,846	2,716,846
Subtotal Plant Funds	-	2,716,846	2,716,846
<b>TOTAL ENDING FUND BALANCES</b>	<b>64,858,531</b>	<b>7,560,874</b>	<b>72,419,405</b>
<b>TOTAL EXP, TRANSF &amp; BAL</b>	<b>346,686,914</b>	<b>288,447,742</b>	<b>635,134,656</b>
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	0	(16,254,986)	(16,254,986)



**Three Year Comparison – Annual Operating Budget**

**ALAMO COMMUNITY COLLEGE DISTRICT**

**Three Year General Operating Budget Comparison: FY10, FY11, & FY12**

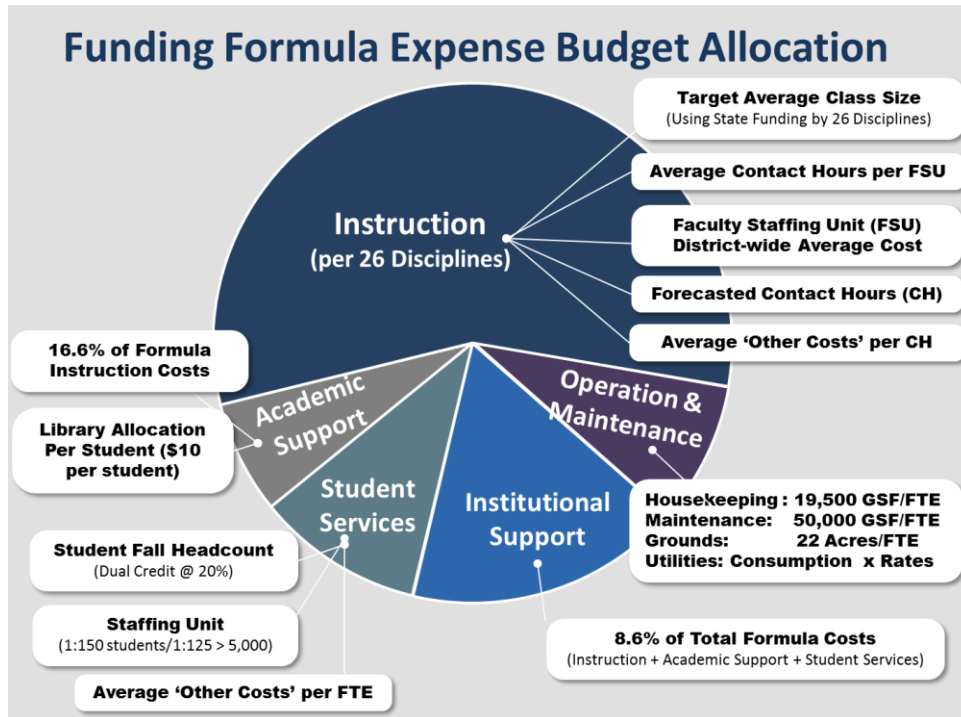
DESCRIPTION	FY10 APPROVED	FY11 APPROVED	FY12 APPROVED	INC/(DEC) FY11 vs. FY12
<b>REVENUES</b>				
STATE APPROPRIATIONS	\$72,134,191	\$67,126,343	\$66,015,450	(\$1,110,893)
State Appropriation for NLC New Campus Funding	\$271,302	\$271,302		(\$271,302)
<u>TUITION AND FEES:</u>				\$0
Tuition	\$85,913,134	\$102,047,857	\$101,393,988	(\$653,869)
Pledged Tuition	\$17,698,947	\$20,605,698	\$21,656,165	\$1,050,467
Exemptions	(\$12,536,448)	(\$13,998,514)	(\$13,197,343)	\$801,171
Fees	\$6,189,975	\$2,428,302	\$3,452,088	\$1,023,786
TAXES	\$88,570,052	\$92,364,000	\$93,290,881	\$926,881
CONTRACTS & INDIRECT COSTS	\$521,892	\$615,000	\$615,000	\$0
ENDOWMENT INCOME				\$0
INVESTMENT INTEREST INCOME	\$1,600,000	\$809,583	\$400,000	(\$409,583)
OTHER INCOME	\$1,832,147	\$3,288,789	\$4,019,654	\$730,865
<b>TOTAL EDUCATIONAL &amp; GENERAL REVENUE</b>	<b>\$262,195,192</b>	<b>\$275,558,360</b>	<b>\$277,645,883</b>	<b>\$2,087,523</b>
AUXILIARY ENTERPRISES	\$4,256,135	\$4,030,640	\$4,182,500	\$151,860
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$266,451,327</b>	<b>\$279,589,000</b>	<b>\$281,828,383</b>	<b>\$2,239,383</b>

<b>FUND BALANCE COMMITMENTS:</b>				
NLC Funding from Cumulative Set Aside	\$1,074,723			\$0
Fund Balance Designation for Scholarships	\$171,633			\$0
General Operations	\$6,300,000	\$5,000,000		(\$5,000,000)
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$273,997,683</b>	<b>\$284,589,000</b>	<b>\$281,828,383</b>	<b>(\$2,760,617)</b>

<b>EXPENDITURES</b>				
<u>EDUCATIONAL AND GENERAL:</u>				
INSTRUCTION	\$122,284,421	\$120,158,949	\$116,734,826	(\$3,424,123)
PUBLIC SERVICE	\$708,071	\$201,531	\$350,321	\$148,790
ACADEMIC SUPPORT	\$23,906,646	\$26,955,284	\$22,447,930	(\$4,507,354)
STUDENT SERVICES	\$24,832,740	\$25,085,765	\$27,381,562	\$2,295,797
INSTITUTIONAL SUPPORT	\$57,179,317	\$58,377,236	\$61,008,753	\$2,631,517
OPERATION and MAINTENANCE of PLANT	\$30,152,002	\$34,361,026	\$35,914,163	\$1,553,137
SCHOLARSHIPS/EXEMPTIONS	\$1,322,503	\$859,658	\$992,383	\$132,725
<b>TOTAL EDUCATIONAL and GENERAL EXPENDITURES</b>	<b>\$260,385,700</b>	<b>\$265,999,449</b>	<b>\$264,829,938</b>	<b>(\$1,169,511)</b>
<u>AUXILIARY ENTERPRISE EXPENDITURES</u>	\$2,562,276	\$2,223,096	\$2,139,082	(\$84,014)
<u>MANDATORY TRANSFERS FOR:</u>				
TEXAS PUBLIC EDUC GRANTS	\$4,129,416	\$4,650,642	\$4,600,000	(\$50,642)
REVENUE BOND DEBT SERVICE	\$6,660,182	\$6,664,813	\$6,908,363	\$243,550
TEES/ENERGY CONSERVATION	\$209,109	\$500,000		(\$500,000)
CAPITAL BUDGET		\$4,500,000	\$3,300,000	(\$1,200,000)
<u>NON-MANDATORY TRANSFERS FOR:</u>				
MASTER PLAN: CONTRIBUTION FROM FUND BALANCE				\$0
MAINTENANCE TAX NOTES: DEFERRED MAINTENANCE				\$0
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	\$51,000	\$0
<b>TOTAL UNRESTRICTED CURRENT FUNDS</b>	<b>\$273,997,683</b>	<b>\$284,589,000</b>	<b>\$281,828,383</b>	<b>(\$2,760,617)</b>

## Expense Budget

The total all funds expense budget approved by the Board of Trustees is \$562.7 million, comprised of \$281.8 million in operating expense and \$280.9 in restricted funds. The operating expense budget is developed using a two-step process. The first step is to calculate the budget allocation by function for the colleges using a standard allocation methodology. 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 allocation methodology for the five colleges is depicted below.



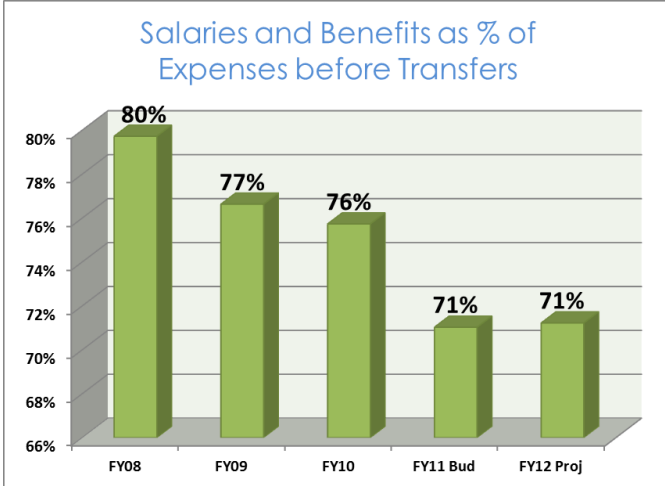
Based on the workload budget allocation model, each of the five colleges was given a single budget allocation for FY 2011-2012 (Step One). In the second step of the process, each college President distributes the allocated budget to: (a) funded employee positions and (b) departmental operational expense accounts, based on the strategic initiatives and priorities at that location. The district office budget is built using a combination of workload driven and base budget techniques and is discussed later in this section.

The approved \$281.8 million in expense budget was allocated in step one of the process as follows:

Step 1. Allocate Expense Budget (in millions)					
SAC	SPC	PAC	NVC	NLC	Total Colleges
\$65.2	\$38.6	\$25.1	\$38.7	\$15.9	\$183.5
District Facilities and Support Operations					
Facilities (includes preventive maint)	Utilities	Support Operations	Mandatory, contractual and transfers	Chan/VC Offices	Total District
\$25.7	\$10.0	\$34.5	\$25.1	\$3.0	\$98.3
				<b>Total Budget</b>	<b>\$281.8</b>

**Salaries, Wages and Benefits**

The next step in the process is to distribute expense budget to departments based on account type. The most significant account expense is salaries, wages and benefits. Since FY08, salaries, wages and benefits as a percent of total expense without transfers has declined from 80% to 71% of the FY 2011-2012 operating budget, even after absorbing \$11.5 million in benefits that were previously paid by the state.



Many of the 25 cost initiative strategies discussed early in this document were targeted at maximizing our greatest resource – our people. Beginning with the FY 2010-2011 budget, several strategies were implemented including a hiring chill, less overtime, reduced temporary and agency hires, and redeployment of people. No layoffs have occurred, due to deliberate steps taken by the senior leadership team. No salary increase for employees was authorized for this budget year. During FY11, the Board of Trustees adopted a retirement incentive plan for eligible employees and authorized up to \$8 million in fund balance under this plan. Under the plan, only 25% of the retired employees would be

replaced, resulting in an estimated annual savings of \$9.4 million beginning in FY 2011-2012.

**Staffing Management Plan**

During Fall 2011, the senior leadership team, consisting of the Chancellor, the five Presidents and the five Vice Chancellors, developed an Alamo Colleges’ 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. 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 2011-2012 target: 71% for Alamo Colleges, based on individual College targets of 80% each and 53% 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 to ensure the right mix of functions to support the students and rebalance resources fairly across the five Colleges.

Continuing efforts in managing staffing levels have been successful as evidenced by the reduction of 125.88 full-time employees (FTE) from the FY 2010-2011 to the current budget years. The proposed action for the employees to close the \$9.8 million gap was to absorb the work of 200+ FTE and reduce salary dollars by \$5.3 million. This reduction would include all staffing dollars including adjunct faculty, temporaries and work-studies. The monitoring of the SMP will provide the information necessary to ensure compliance with the planned target during the budget year.

**BUDGET SUMMARY COMPARISON - Impact of Fall 2011 Staffing Management Plan (SMP)**

FY 2011-2012 Approved Budget vs Revised SMP

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL	%
<b>FY 2012 APPROVED BUDGET</b>								
FTE Salaries	32,250,462	17,027,122	12,651,723	13,654,725	6,825,361	31,995,260	114,404,653	42.3%
Other Salaries and Wages	14,662,492	10,121,847	4,423,603	11,863,388	4,574,704	3,275,908	48,921,943	18.1%
Fringe Benefits	7,298,681	4,212,424	3,070,670	3,921,070	1,583,938	10,600,461	30,687,244	11.4%
<b>Total Personnel &amp; Benefits</b>	<b>54,211,635</b>	<b>31,361,393</b>	<b>20,145,996</b>	<b>29,439,183</b>	<b>12,984,003</b>	<b>45,871,629</b>	<b>194,013,840</b>	<b>71.8%</b>
Operating Expenses	10,976,316	7,286,488	4,936,678	9,222,327	2,904,536	40,928,836	76,255,180	28.2%
<b>Sub-Total</b>	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>86,800,465</b>	<b>270,269,020</b>	<b>100.0%</b>
Transfers	-	-	-	-	-	11,559,363	11,559,363	
	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>98,359,828</b>	<b>281,828,383</b>	
% of Labor to Total Expense	83.2%	81.1%	80.3%	76.1%	81.7%	52.8%	71.8%	

<b>Fall 2011 Staffing Management Plan (SMP)</b>								
Labor - Salaries, Wages and Benefits	52,278,398	30,901,921	19,550,136	28,942,832	12,987,396	45,610,235	190,270,918	70.4%
Operating Expenses	12,909,553	7,745,960	5,532,538	9,718,678	2,901,144	41,190,229	79,998,102	29.6%
<b>Sub-Total</b>	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,540</b>	<b>86,800,464</b>	<b>270,269,020</b>	<b>29.6%</b>
Transfers	-	-	-	-	-	11,559,363	11,559,363	
	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,540</b>	<b>98,359,827</b>	<b>281,828,383</b>	
% of Labor to Total Expense	80.2%	80.0%	77.9%	74.9%	81.7%	52.5%	70.4%	
Target under SMP	80.0%	80.0%	80.0%	80.0%	80.0%	53.0%	71.0%	
Variance from Target	0.2%	0.0%	-2.1%	-5.1%	1.7%	-0.5%	-0.6%	

NOTE: FTE is defined as Full-Time Employee in this table  
 Capital budgets (FY11 - \$4,500,000 and FY12 - \$3,300,000) included in Operating Expenses

**The Alamo Way – Continuous Improvement**

In July 2011, the Board of Trustees at the Alamo Colleges adopted an educational philosophy called The Alamo Way (“Always Inspire, Always Improve”), which is based on the Baldrige Criteria for Performance Excellence. This framework provides an integrated leadership and management system that drives success across the Alamo Colleges, providing a strategic focus on overall organizational competitiveness and sustainability. The Alamo Way will provide the structure to advance and align goals, strategic plans, policies, budgets and administrative actions across the Alamo Colleges.

An excellent example of application of The Alamo Way was the systemization of interpreter services. Under the Americans With Disabilities Act (1990), it is Alamo Colleges’ responsibility to make reasonable accommodations for the Deaf and Hard of Hearing. The accommodations can be providing interpreter services, captioning, amplification devices and/or notetakers for classes. Prior to this budget year, these services were provided separately by each of the five colleges through a combination of staff and external agencies. As a result of a process improvement idea submitted through the Alamo Ideas program, the professional staff over these areas developed a business model where the services were provided through a centralized location to optimize the coordination and efficiency of the program. The net savings are expected to be \$74,602 this budget year. The new department will be organizationally under the Vice Chancellor for Student Services. As the employees are fully trained in The Alamo Way principles, more results similar to the interpreter services idea are expected in future budget years.

**Budget Summary Comparison by Account Type**

**BUDGET SUMMARY COMPARISON BY ACCOUNT TYPE**

FY 2011 Approved vs. FY 2012 Approved

	SAC	SPC	PAC	NVC	NLC	DISTRICT	TOTAL	%
<b>FY 2012 APPROVED (A)</b>								
FTE Salaries	32,250,462	17,027,122	12,651,723	13,654,725	6,825,361	31,995,260	114,404,653	42.3%
Other Salaries and Wages	14,662,492	10,121,847	4,423,603	11,863,388	4,574,704	3,275,908	48,921,943	18.1%
Fringe Benefits	7,298,681	4,212,424	3,070,670	3,921,070	1,583,938	10,600,461	30,687,244	11.4%
<b>Total Personnel &amp; Benefits</b>	<b>54,211,635</b>	<b>31,361,393</b>	<b>20,145,996</b>	<b>29,439,183</b>	<b>12,984,003</b>	<b>45,871,629</b>	<b>194,013,840</b>	<b>71.8%</b> (A)
Operating Expenses	10,976,316	7,286,488	4,936,678	9,222,327	2,904,536	40,928,836	76,255,180	28.2%
<b>Sub-Total</b>	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>86,800,465</b>	<b>270,269,020</b>	<b>100.0%</b>
Transfers	-	-	-	-	-	11,559,363	11,559,363	
	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>98,359,828</b>	<b>281,828,383</b>	

<b>FY 2011 APPROVED</b>								
FTE Salaries	35,480,103	19,383,219	13,543,231	13,459,368	6,802,245	34,745,519	123,413,685	45.3%
Other Salaries and Wages	10,653,569	11,454,558	4,421,856	11,592,353	3,907,865	5,033,044	47,063,245	17.3%
Fringe Benefits	5,009,323	2,966,676	1,656,639	2,514,814	1,107,838	7,416,347	20,671,637	7.6%
<b>Total Personnel &amp; Benefits</b>	<b>51,142,995</b>	<b>33,804,453</b>	<b>19,621,725</b>	<b>27,566,535</b>	<b>11,817,948</b>	<b>47,194,910</b>	<b>191,148,567</b>	<b>70.1%</b>
Operating Expenses	17,492,397	8,702,076	5,749,759	9,065,036	2,652,206	37,912,505	81,573,978	29.9%
<b>Sub-Total</b>	<b>68,635,392</b>	<b>42,506,529</b>	<b>25,371,484</b>	<b>36,631,571</b>	<b>14,470,154</b>	<b>85,107,415</b>	<b>272,722,545</b>	<b>100.0%</b>
Transfers	-	-	-	-	-	11,866,455	11,866,455	
	<b>68,635,392</b>	<b>42,506,529</b>	<b>25,371,484</b>	<b>36,631,571</b>	<b>14,470,154</b>	<b>96,973,870</b>	<b>284,589,000</b>	

<b>VARIANCE</b>								
FTE Salaries	(3,229,642)	(2,356,097)	(891,508)	195,356	23,117	(2,750,259)	(9,009,032)	
Other Salaries and Wages	4,008,923	(1,332,711)	1,747	271,035	666,839	(1,757,136)	1,858,698	
Fringe Benefits	2,289,358	1,245,748	1,414,031	1,406,256	476,100	3,184,114	10,015,607	
<b>Total Personnel &amp; Benefits</b>	<b>3,068,640</b>	<b>(2,443,060)</b>	<b>524,271</b>	<b>1,872,648</b>	<b>1,166,055</b>	<b>(1,323,281)</b>	<b>2,865,273</b>	
Operating Expenses	(6,516,081)	(1,415,588)	(813,081)	157,291	252,330	3,016,331	(5,318,798)	
<b>Sub-Total</b>	<b>(3,447,441)</b>	<b>(3,858,648)</b>	<b>(288,810)</b>	<b>2,029,939</b>	<b>1,418,385</b>	<b>1,693,050</b>	<b>(2,453,525)</b>	
Transfers	-	-	-	-	-	(307,092)	(307,092)	
	<b>(3,447,441)</b>	<b>(3,858,648)</b>	<b>(288,810)</b>	<b>2,029,939</b>	<b>1,418,385</b>	<b>1,385,958</b>	<b>(2,760,617)</b>	

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

Capital budgets (FY11 - \$4,500,000 and FY12 - \$3,300,000) included in Operating Expenses

(A) Subsequent to FY 2011-2012 budget load, a new Staffing Management Plan (SMP) process was implemented to re-allocate vacant FTE to critical needs and further reduce to 70% target. See page 31.

## Budget Summary Comparison by Functional Category

ALAMO COMMUNITY COLLEGE DISTRICT								
TWO YEAR BUDGET COMPARISON BY FUNCTIONAL CATEGORY								
FUNCTIONAL CATEGORY	SAC	SPC	PAC	NVC	NLC	DIST	TOTAL	%
<b>FY 2012 APPROVED</b>								
Instruction	42,249,047	25,618,639	14,752,705	24,424,572	9,550,485	139,377	116,734,826	41.42%
Academic Support	6,116,743	4,363,847	3,498,837	5,979,595	2,488,908	-	22,447,930	7.97%
Student Services	9,442,247	3,245,001	3,264,418	4,433,580	1,733,811	5,262,503	27,381,562	9.72%
Institutional Support	4,947,789	4,097,093	2,020,275	3,082,389	1,935,334	44,925,874	61,008,753	21.65%
Operation & Maint of Plant						35,914,163	35,914,163	12.74%
Public Service	260,654	89,667					350,321	0.12%
Scholarships *	423,430	167,412	167	151,374		250,000	992,383	0.35%
Auxiliary	558,041	136,221	1,136,272			308,548	2,139,082	0.76%
Transfers	1,190,000	930,000	410,000	590,000	180,000	11,559,363	14,859,363	5.27%
<b>TOTAL</b>	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>98,359,828</b>	<b>281,828,383</b>	<b>100.00%</b>
<b>FY 2011 APPROVED</b>								
Instruction	46,989,723	29,037,702	15,098,841	20,942,587	7,785,033	305,064	120,158,949	42.22%
Academic Support	8,095,091	4,766,713	3,270,109	8,370,668	2,452,703		26,955,284	9.47%
Student Services	7,785,644	3,688,986	2,962,153	3,773,410	1,985,858	4,889,715	25,085,765	8.81%
Institutional Support	2,896,206	3,339,430	2,477,992	2,483,420	2,007,003	45,173,186	58,377,236	20.51%
Operation & Maint of Plant	6,775	7,790				34,346,461	34,361,026	12.07%
Public Service	105,277	92,861				3,393	201,531	0.07%
Scholarships	298,430	164,712	133,219	263,297			859,658	0.30%
Auxiliary	826,591	139,432	867,477			389,596	2,223,096	0.78%
Transfers	1,631,656	1,268,904	561,693	798,190	239,557	11,866,455	16,366,455	5.75%
<b>TOTAL</b>	<b>68,635,392</b>	<b>42,506,529</b>	<b>25,371,484</b>	<b>36,631,571</b>	<b>14,470,154</b>	<b>96,973,870</b>	<b>284,589,000</b>	<b>100.00%</b>
<b>VARIANCE (FY11 Approved vs. FY12 Approved)</b>								
Instruction	(4,740,675)	(3,419,063)	(346,136)	3,481,985	1,765,453	(165,687)	(3,424,123)	-2.85%
Academic Support	(1,978,348)	(402,866)	228,728	(2,391,073)	36,205	-	(4,507,354)	-16.72%
Student Services	1,656,604	(443,985)	302,265	660,171	(252,046)	372,788	2,295,797	9.15%
Institutional Support	2,051,583	757,663	(457,717)	598,969	(71,669)	(247,312)	2,631,517	4.51%
Operation & Maint of Plant	(6,775)	(7,790)	-	-	-	1,567,702	1,553,137	4.52%
Public Service	155,376	(3,194)	-	-	-	(3,393)	148,789	73.83%
Scholarships	125,000	2,700	(133,052)	(111,923)	-	250,000	132,725	15.44%
Auxiliary	(268,550)	(3,210)	268,795	-	-	(81,049)	(84,014)	-3.78%
Transfers	(441,656)	(338,904)	(151,693)	(208,190)	(59,557)	(307,092)	(1,507,092)	-9.21%
<b>TOTAL</b>	<b>(3,447,441)</b>	<b>(3,858,648)</b>	<b>(288,810)</b>	<b>2,029,939</b>	<b>1,418,385</b>	<b>1,385,958</b>	<b>(2,760,617)</b>	<b>-0.97%</b>

## Budget Summary by Salary and Other Expense

ALAMO COMMUNITY COLLEGE DISTRICT						
FY 2012 Budget Summary by Functional Category						
CAMPUS	FTE SALARY	OTHER SALARY	BENEFITS	OPERATING EXPENSE	TOTAL BUDGET	%
<b>San Antonio College</b>						
Instruction	22,189,798.66	9,925,781.82	5,603,670.00	4,529,797.00	42,249,047.48	64.8%
Public Service	96,513.42	59,690.12	13,350.00	91,100.00	260,653.54	0.4%
Academic Support	3,567,362.17	314,744.68	614,869.00	1,619,767.00	6,116,742.85	9.4%
Student Services	3,654,828.13	3,562,995.28	700,805.00	1,523,619.00	9,442,247.41	14.5%
Institutional Support	2,506,811.24	785,211.34	313,363.00	1,342,403.00	4,947,788.58	7.6%
Institutional Scholarships				423,430.00	423,430.00	0.6%
Auxiliary Enterprises	235,148.02	14,069.12	52,624.00	256,200.00	558,041.14	0.9%
Transfers				1,190,000.00	1,190,000.00	1.8%
<b>Total</b>	<b>32,250,461.64</b>	<b>14,662,492.36</b>	<b>7,298,681.00</b>	<b>10,976,316.00</b>	<b>65,187,951.00</b>	<b>100.0%</b>
<b>St. Philip's College</b>						
Instruction	10,955,875.74	8,402,510.61	3,144,488.00	3,115,765.00	25,618,639.35	66.3%
Public Service		500.00	1,732.00	87,435.00	89,667.00	0.2%
Academic Support	2,906,575.71	291,407.56	504,812.00	661,052.00	4,363,847.27	11.3%
Student Services	1,792,040.51	400,309.88	331,803.00	720,848.00	3,245,001.39	8.4%
Institutional Support	1,319,610.25	1,022,663.56	219,501.00	1,535,317.92	4,097,092.73	10.6%
Institutional Scholarships				167,412.00	167,412.00	0.4%
Auxiliary Enterprises	53,020.26	4,455.00	10,088.00	68,658.00	136,221.26	0.4%
Transfers				930,000.00	930,000.00	2.4%
<b>Total</b>	<b>17,027,122.47</b>	<b>10,121,846.61</b>	<b>4,212,424.00</b>	<b>7,286,487.92</b>	<b>38,647,881.00</b>	<b>100.0%</b>
<b>Palo Alto College</b>						
Instruction	6,852,584.94	3,725,536.00	2,089,353.00	2,085,230.91	14,752,704.85	58.8%
Academic Support	2,425,184.95	163,302.32	372,997.00	537,353.00	3,498,837.27	13.9%
Student Services	1,952,104.31	380,346.51	337,476.00	594,491.00	3,264,417.82	13.0%
Institutional Support	810,792.54	42,225.80	156,824.00	1,010,432.69	2,020,275.03	8.1%
Institutional Scholarships				167.00	167.00	0.0%
Auxiliary Enterprises	611,056.43	112,192.60	114,020.00	299,003.00	1,136,272.03	4.5%
Transfers				410,000.00	410,000.00	1.6%
<b>Total</b>	<b>12,651,723.17</b>	<b>4,423,603.23</b>	<b>3,070,670.00</b>	<b>4,936,677.60</b>	<b>25,082,674.00</b>	<b>100.0%</b>
<b>Northwest Vista College</b>						
Instruction	7,368,068.36	10,331,045.82	2,748,682.00	3,976,775.86	24,424,572.04	63.2%
Academic Support	2,353,347.89	922,532.04	556,850.00	2,146,865.00	5,979,594.93	15.5%
Student Services	2,650,781.76	556,982.72	369,979.00	855,837.00	4,433,580.48	11.5%
Institutional Support	1,282,526.79	52,827.76	232,482.00	1,514,552.00	3,082,388.55	8.0%
Institutional Scholarships			13,077.00	138,297.00	151,374.00	0.4%
Transfers				590,000.00	590,000.00	1.5%
<b>Total</b>	<b>13,654,724.80</b>	<b>11,863,388.34</b>	<b>3,921,070.00</b>	<b>9,222,326.86</b>	<b>38,661,510.00</b>	<b>100.0%</b>
<b>Northeast Lakeview College</b>						
Instruction	3,520,848.15	4,242,878.20	859,823.00	926,936.00	9,550,485.35	60.1%
Academic Support	1,406,717.44	195,243.52	318,264.00	568,683.00	2,488,907.96	15.7%
Student Services	989,877.12	101,616.30	216,034.00	426,284.00	1,733,811.42	10.9%
Institutional Support	907,918.60	34,965.84	189,817.00	802,632.83	1,935,334.27	12.2%
Transfers				180,000.00	180,000.00	1.1%
<b>Total</b>	<b>6,825,361.31</b>	<b>4,574,703.86</b>	<b>1,583,938.00</b>	<b>2,904,535.83</b>	<b>15,888,539.00</b>	<b>100.0%</b>
<b>District and District Support</b>						
Instruction		32,761.00	19,816.00	86,800.00	139,377.00	0.1%
Student Services	3,427,886.21	761,731.17	438,349.00	634,537.00	5,262,503.38	5.4%
Institutional Support	20,829,129.52	2,076,286.13	7,283,927.00	14,736,531.00	44,925,873.65	45.7%
Operations and Maintenance	7,648,490.13	404,354.00	2,827,246.00	25,034,073.00	35,914,163.13	36.5%
Institutional Scholarships				250,000.00	250,000.00	0.3%
Auxiliary Enterprises	89,753.84	776.00	31,123.00	186,895.00	308,547.84	0.3%
Transfers				11,559,363.00	11,559,363.00	11.8%
<b>Total</b>	<b>31,995,259.70</b>	<b>3,275,908.30</b>	<b>10,600,461.00</b>	<b>52,488,199.00</b>	<b>98,359,828.00</b>	<b>100.0%</b>
<b>Alamo Colleges</b>						
Instruction	50,887,175.85	36,660,513.45	14,465,832.00	14,721,304.77	116,734,826.07	41.4%
Public Service	96,513.42	60,190.12	15,082.00	178,535.00	350,320.54	0.1%
Academic Support	12,659,188.16	1,887,230.12	2,367,792.00	5,533,720.00	22,447,930.28	8.0%
Student Services	14,467,518.04	5,763,981.86	2,394,446.00	4,755,616.00	27,381,561.90	9.7%
Institutional Support	27,656,788.94	4,014,180.43	8,395,914.00	20,941,869.44	61,008,752.81	21.6%
Operations and Maintenance	7,648,490.13	404,354.00	2,827,246.00	25,034,073.00	35,914,163.13	12.7%
Institutional Scholarships	-	-	13,077.00	979,306.00	992,383.00	0.4%
Auxiliary Enterprises	988,978.55	131,492.72	207,855.00	810,756.00	2,139,082.27	0.8%
Transfers	-	-	-	14,859,363.00	14,859,363.00	5.3%
<b>TOTAL</b>	<b>114,404,653.09</b>	<b>48,921,942.70</b>	<b>30,687,244.00</b>	<b>87,814,543.21</b>	<b>281,828,383.00</b>	<b>100.0%</b>

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



### Three Year Staffing Summary

ALAMO COLLEGES							
Three Year Staffing Summary							
	Account Code	FY10 FTE	FY10 Salary	FY11 FTE	FY11 Salary	FY12 FTE	FY12 Salary
<b>San Antonio College</b>							
Faculty	61001	391.00	22,931,594.40	369.00	22,262,341.50	337.00	19,787,277.38
Non-Instructional Faculty	61003	38.00	2,193,390.00	37.00	2,236,376.52	32.00	1,825,957.08
Administrators	61011	12.00	1,243,811.76	10.63	1,190,988.07	10.63	1,164,743.95
Professionals	61012	88.50	4,439,276.52	81.00	4,117,186.99	96.00	4,625,385.68
Classified	61021	208.00	6,142,926.62	182.63	5,673,210.31	165.63	4,847,097.55
<b>Total</b>		<b>737.50</b>	<b>\$36,950,999.30</b>	<b>680.26</b>	<b>\$35,480,103.39</b>	<b>641.26</b>	<b>\$32,250,461.64</b>
<b>St. Philip's College</b>							
Faculty	61001	205.00	10,454,365.20	208.40	11,221,130.59	188.50	9,654,979.08
Non-Instructional Faculty	61003	13.00	667,810.80	13.00	689,959.62	10.00	519,661.44
Administrators	61011	14.00	1,294,382.16	13.37	1,321,163.63	11.37	1,140,378.27
Professionals	61012	61.75	3,300,748.02	60.00	3,405,649.03	64.00	3,308,699.06
Classified	61021	87.00	2,689,275.94	88.37	2,745,316.56	81.37	2,403,404.62
<b>Total</b>		<b>380.75</b>	<b>\$18,406,582.12</b>	<b>383.14</b>	<b>\$19,383,219.43</b>	<b>355.24</b>	<b>\$17,027,122.47</b>
<b>Palo Alto College</b>							
Faculty	61001	123.00	6,685,329.00	128.20	7,240,334.09	115.00	6,390,065.30
Non-Instructional Faculty	61003	13.00	775,584.00	4.00	228,361.68	3.00	150,552.00
Administrators	61011	9.00	844,550.40	9.00	916,709.70	9.00	916,709.70
Professionals	61012	56.50	2,744,409.84	62.10	2,925,086.42	63.10	3,022,169.04
Classified	61021	74.00	2,090,356.56	77.00	2,232,738.82	76.00	2,172,227.13
<b>Total</b>		<b>275.50</b>	<b>\$13,140,229.80</b>	<b>280.30</b>	<b>\$13,543,230.71</b>	<b>266.10</b>	<b>\$12,651,723.17</b>
<b>Northwest Vista College</b>							
Faculty	61001	132.00	6,302,854.80	140.00	6,908,916.42	137.00	6,798,001.96
Non-Instructional Faculty	61003	4.00	185,004.00	4.00	188,704.08	4.00	197,599.50
Administrators	61011	9.00	926,359.44	9.00	925,585.92	8.00	840,712.02
Professionals	61012	94.50	4,289,507.70	83.00	3,741,564.61	91.00	4,102,460.11
Classified	61021	61.00	1,736,689.44	57.00	1,694,597.41	59.00	1,715,951.21
<b>Total</b>		<b>300.50</b>	<b>\$13,440,415.38</b>	<b>293.00</b>	<b>\$13,459,368.44</b>	<b>299.00</b>	<b>\$13,654,724.80</b>
<b>Northeast Lakeview College</b>							
Faculty	61001	57.00	2,743,032.00	68.00	3,375,304.92	67.00	3,332,537.46
Non-Instructional Faculty	61003	3.00	126,126.00				
Administrators	61011	7.00	741,702.48	7.00	756,539.10	7.00	756,539.10
Professionals	61012	36.00	1,787,041.20	36.00	1,795,346.60	37.00	1,823,803.24
Classified	61021	26.00	737,003.04	29.00	875,054.06	30.00	912,481.51
<b>Total</b>		<b>129.00</b>	<b>\$6,134,904.72</b>	<b>140.00</b>	<b>\$6,802,244.68</b>	<b>141.00</b>	<b>\$6,825,361.31</b>
<b>District and District Support</b>							
Administrators	61011	24.00	3,238,297.68	21.00	3,103,856.82	20.00	2,947,042.11
Professionals	61012	242.00	14,718,222.54	248.71	15,824,300.75	246.70	15,241,196.56
Classified	61021	540.00	16,155,597.48	509.00	15,817,361.18	460.25	13,807,021.03
		<b>806.00</b>	<b>\$34,112,117.70</b>	<b>778.71</b>	<b>\$34,745,518.75</b>	<b>726.95</b>	<b>\$31,995,259.70</b>
<b>Total Alamo Colleges</b>							
Faculty	61001	908.00	49,117,175.40	913.60	51,008,027.52	844.50	45,962,861.18
Non-Instructional Faculty	61003	71.00	3,947,914.80	58.00	3,343,401.90	49.00	2,693,770.02
Administrators	61011	75.00	8,289,103.92	70.00	8,214,843.24	66.00	7,766,125.15
Professionals	61012	579.25	31,279,205.82	570.81	31,809,134.40	597.80	32,123,713.69
Classified	61021	996.00	29,551,849.08	943.00	29,038,278.34	872.25	25,858,183.05
<b>Total</b>		<b>2,629.25</b>	<b>\$122,185,249.02</b>	<b>2,555.41</b>	<b>\$123,413,685.40</b>	<b>2,429.55</b>	<b>\$114,404,653.09</b>



## District Support Operations

The Alamo Community College District is the legal entity for the family of Alamo Colleges, and has the authority to issue debt, make investments, accept state appropriations, acquire capital assets, assess and collect taxes or otherwise engage in activities that would indicate a separate legal entity able to conduct business as a stand-alone entity. The five Colleges' primary responsibility is to administer and provide educational services, in accordance with the policies and procedures of the Alamo Colleges' system. The College Presidents, administration and staff have the ability to direct 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. The activities not authorized to the five Colleges are administered by District operational offices, including full oversight and administration of all facilities. These activities are more economically and efficiently conducted at the district level on behalf of all the Alamo Colleges.

The FY 2011-2012 budget for District support operations were \$2 million less than the FY 2010-2011 budget, caused by continuing efforts to reduce costs, while at the same time making critical investments in human resources, facilities and student related support services.

### District Summary Budget

(reported in 000's)	Total		
	FY12	FY11	inc/ (decr)
<b>District Support Operations</b>			
<b>Chancellor</b>	\$ 867	\$ 832	\$ 35
<b>Vice Chancellors Offices</b>	\$ 2,109	\$ 2,105	\$ 4
IT/Inst. Research	\$ 4,867	\$ 5,405	\$ (539)
Fin. Aid, CSI & Student Programs	\$ 4,675	\$ 4,132	\$ 543
Achieving the Dream	\$ 112	\$ 112	\$ 0
International, CE & Workforce	\$ 5,818	\$ 7,038	\$ (1,220)
Legal, Ethics, Internal Audit, Institutional Research	\$ 2,669	\$ 3,206	\$ (537)
A/P, Payroll, Purchasing, Billing, Acct,			
Bursar, Treasury	\$ 7,164	\$ 7,356	\$ (192)
Human Resources	\$ 4,348	\$ 3,651	\$ 697
Public Safety	\$ 3,995	\$ 4,130	\$ (135)
Utilities	\$ 9,991	\$ 9,566	\$ 424
Building Maintenance	\$ 5,889	\$ 5,664	\$ 225
Grounds Maintenance	\$ 1,790	\$ 1,867	\$ (77)
Housekeeping	\$ 7,781	\$ 8,099	\$ (318)
Construction	\$ 1,897	\$ 2,580	\$ (683)
Facilities Other	\$ 1,216	\$ 1,521	\$ (306)
<b>Total District Support Operations</b>	<b>\$ 65,185</b>	<b>\$ 67,263</b>	<b>\$ (2,078)</b>
Preventive Maintenance	\$ 7,000		
Mandatory Transfers and Contractual	\$ 25,129		
Additional: Distance Learning	\$ 70		
Additional: Benefit Allocation	\$ 976		
<b>District Total</b>	<b>\$ 98,360</b>		

Rounding differences may occur leading to slight variances.

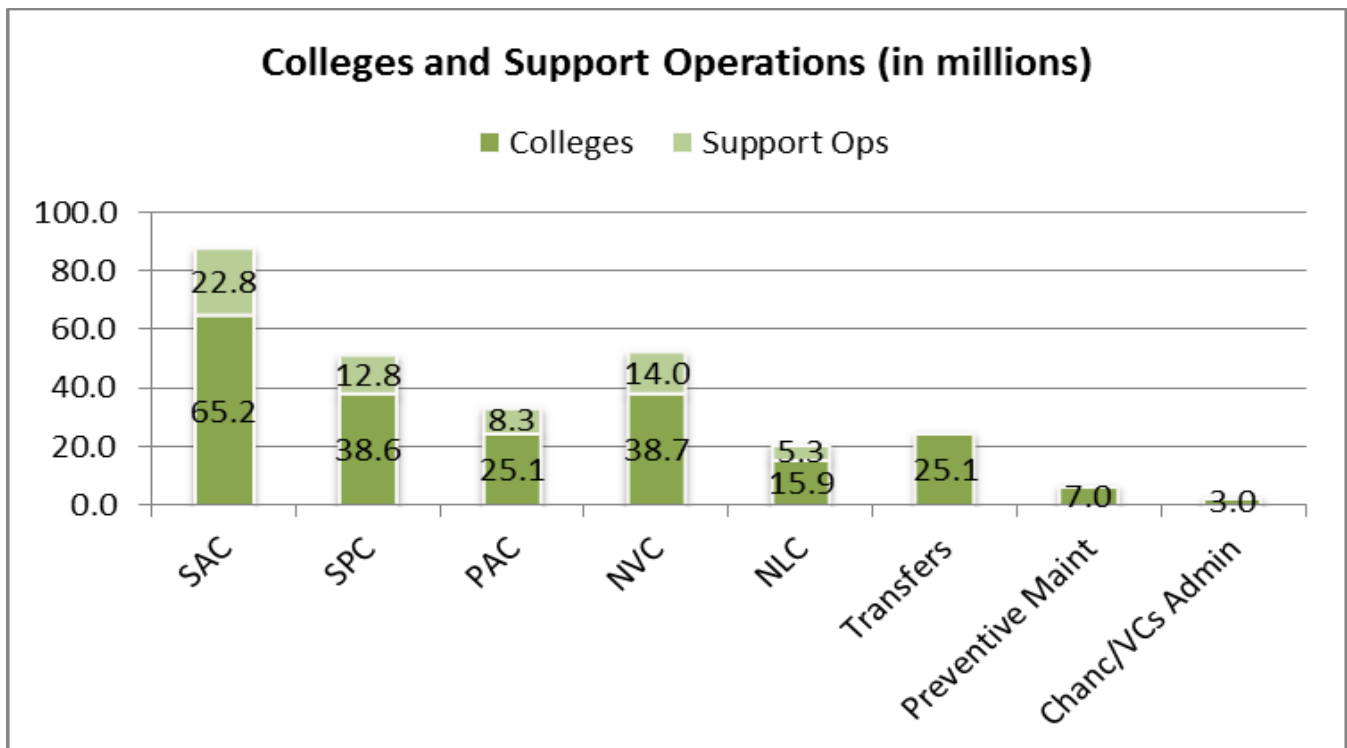
A total of approximately \$25 million is required for mandatory and contractual services. These are mandatory, legal or binding services, which include transfers for revenue debt service, Texas Public Educational Grants, fees for assessing and collecting ad valorem taxes, audit, credit card, bad debt, insurance, and other items.

Facilities and related costs total \$35.6 million, includes \$2 million increase in preventive maintenance and (\$0.7) million other savings. The Housekeeping, Maintenance and Grounds budgets use a workload driven model to determine the level of staff and/or outsourced staff required for these functions. Housekeeping and maintenance use gross square foot (GSF) by full-time employee and/or externally contracted service. Grounds coverage uses acreage per full-time employee and/or contracted service. The comparison in these metrics for two years is provided below.

	Per staff or contractor service	
	FY12	FY11
Housekeeping	19,500 GSF	19,000 GSF
Building Maintenance	50,000 GSF	50,000 GSF
Grounds	22 acres	20 acres

Type of Facility	Number
Academic Buildings	125
Libraries	6
Administrative and Support Buildings	66
Parking Garages	1
Dining Facilities	6
Athletic Facilities	8
Plant	25

District Vice Chancellors manage facilities and business support operations on behalf of the Colleges. Fully allocated support operations less the Chancellor and Vice Chancellors offices and debt service, preventive maintenance and TPEG is shown below:



Three Year Staffing Summary – District Only

ALAMO COMMUNITY COLLEGE DISTRICT  
Three Year District Staffing Summary

	FY10 FTE	FY10 Salary	FY11 FTE	FY11 Salary	FY12 FTE	FY12 Salary
<b>Chancellor</b>						
61011 Administrator	3.00	591,349.68	3.00	603,177.00	3.00	586,724.00
61012 Professional	15.00	1,120,041.60	15.00	1,177,028.86	12.00	901,975.81
61021 Classified	9.00	377,122.80	8.00	351,611.34	4.00	180,106.50
<b>Total</b>	<b>27.00</b>	<b>2,088,514.08</b>	<b>26.00</b>	<b>\$2,131,817.20</b>	<b>19.00</b>	<b>\$1,668,806.31</b>
<b>VC for Academic Affairs</b>						
61011 Administrator	3.00	377,376.00	2.00	317,872.80	2.00	317,872.80
61012 Professional	1.00	57,864.96	1.00	59,022.30	2.00	119,022.30
61021 Classified	1.00	42,184.32	1.00	43,028.70	1.00	43,028.70
<b>Total</b>	<b>5.00</b>	<b>477,425.28</b>	<b>4.00</b>	<b>\$419,923.80</b>	<b>5.00</b>	<b>\$479,923.80</b>
<b>VC for Finance and Administration</b>						
61011 Administrator	10.00	1,184,191.44	7.00	949,513.27	6.00	837,602.47
61012 Professional	102.00	6,366,617.64	109.00	7,144,435.61	108.00	6,832,245.79
61021 Classified	458.00	13,399,335.60	422.00	12,831,986.73	381.00	11,236,817.10
<b>Total</b>	<b>570.00</b>	<b>20,950,144.68</b>	<b>538.00</b>	<b>\$20,925,935.61</b>	<b>495.00</b>	<b>\$18,906,665.36</b>
<b>VC for Planning Performance and Info Systems</b>						
61011 Administrator	2.00	279,480.00	3.00	398,234.52	4.00	510,145.32
61012 Professional	63.00	3,848,527.44	58.00	3,727,299.98	59.00	3,737,331.95
61021 Classified	29.00	1,134,043.44	26.00	1,011,569.20	25.00	968,271.97
<b>Total</b>	<b>94.00</b>	<b>5,262,050.88</b>	<b>87.00</b>	<b>\$5,137,103.70</b>	<b>88.00</b>	<b>\$5,215,749.24</b>
<b>VC for Economic and Workforce Development</b>						
61011 Administrator	3.00	380,795.04	2.00	295,371.60	2.00	295,371.60
61012 Professional	31.00	1,631,765.46	28.71	1,649,724.28	26.70	1,526,070.19
61021 Classified	14.50	387,657.60	15.00	466,798.95	15.25	413,247.75
<b>Total</b>	<b>48.50</b>	<b>2,400,218.10</b>	<b>45.71</b>	<b>\$2,411,894.83</b>	<b>43.95</b>	<b>\$2,234,689.54</b>
<b>VC for Student Success</b>						
61011 Administrator	3.00	425,105.52	4.00	539,687.63	3.00	399,325.92
61012 Professional	30.00	1,693,405.44	37.00	2,066,789.72	39.00	2,124,550.52
61021 Classified	28.50	815,253.72	37.00	1,112,366.26	34.00	965,549.01
<b>Total</b>	<b>61.50</b>	<b>2,933,764.68</b>	<b>78.00</b>	<b>\$3,718,843.61</b>	<b>76.00</b>	<b>\$3,489,425.45</b>
<b>Total District and District Support</b>						
61011 Administrator	24.00	3,238,297.68	21.00	3,103,856.82	20.00	2,947,042.11
61012 Professional	242.00	14,718,222.54	248.71	15,824,300.75	246.70	15,241,196.56
61021 Classified	540.00	16,155,597.48	509.00	15,817,361.18	460.25	13,807,021.03
<b>Total</b>	<b>806.00</b>	<b>34,112,117.70</b>	<b>778.71</b>	<b>34,745,518.75</b>	<b>726.95</b>	<b>31,995,259.70</b>

(A) FY 11 and FY 12 includes transfer of 19 employees from the Colleges to establish the new Center for Student Information.

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

FY 09 Staffing (at peak)	821.50
Decrease since FY 09	(94.55)
Impact of CSI	(19.00) (A)
District FTE reduction, net of CSI	(113.55)

## Capital Allocations

Alamo Colleges 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 four steps:

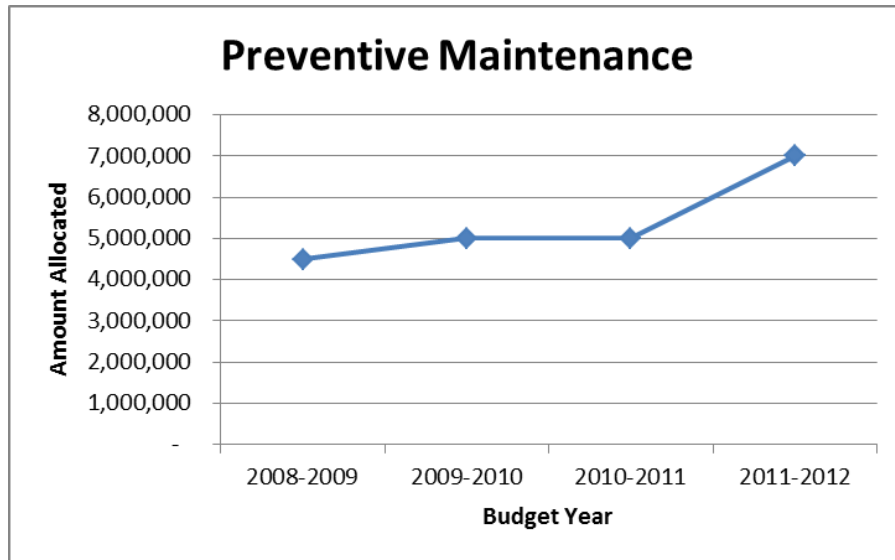
1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY 2011-2012 Capital Budget allocation begins with depreciation expense from the audited Fiscal Year 2010 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 2011-2012 projected contact hours multiplied by \$0.25 per contact hour, which was based on a historical spending analysis.
3. Estimate the amount remaining from prior year allocations. During the budget process, the Colleges estimate the amount remaining from prior allocations at the end of the fiscal year.
4. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on funding available and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of \$3,300,000 was allocated for the FY 2011-2012 Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 69.3% funded for routine capital expenditures.

Step 1	Depreciation Expense for Fiscal Year 2010	\$2,238,228
Step 2	Non-capitalized need (@ \$0.25/Contact Hr)	6,026,994
	Amount recommended by procedure	8,265,222
Step 3	Estimated amount available at end of the prior fiscal year	2,430,000
Step 4	FY 2011-2012 Budget Allocation	3,300,000
	Estimated FY 2011-2012 Available	5,730,000
	% Funded	69.3%

Preventive Maintenance. Preventive maintenance is defined as regularly scheduled repair and maintenance needed to keep building components, such as heating-ventilation-air conditioning (HVAC) systems, roofs, plumbing and electrical systems, operating efficiently and to extend their useful life. Preventive maintenance includes periodic inspections, lubrication, calibrations and equipment replacement. Alamo Colleges funds preventive maintenance out of its operating budget each year. The Alamo Colleges' Facilities Department routinely inspects the condition of the building inventory and uses a work-order system to effectively manage the maintenance tasks. Since the FY 2008-2009 budget, the Board of Trustees increased annual allocations for preventive maintenance to \$7 million for regularly scheduled repair and maintenance for existing and

new buildings. National standards recommend 1% to 5% of Asset Replacement Values (a range of \$7 to \$36 million for Alamo Colleges).



Capital Projects and Related Operating Impact. Since 2007, Alamo Colleges invested significantly in buildings, building improvements and equipment, fueled by \$450 million in voter-authorized debt. An entire college was added on the northeast side of San Antonio, along with significant additions at all of the remaining four colleges. The opening of the new facilities over the last four years added significant budget pressures. Beginning in FY 2010-2011, the Board of Trustees adopted an increased maintenance and operations tax rate to generate additional revenue for the increased cost of operating the additional facilities. The continuing revenues of \$5 million per year will continue to offset the operating costs from the capital improvement program beginning in 2007, as well as aggressive efforts to reduce energy costs and to cut personnel costs through outsourcing and retirement incentive programs.



<b>Fiscal Year 2011</b>		<b>Amount</b>
		<b>(in millions)</b>
San Antonio College - Moody Learning Center Renovation		\$ 2.0
San Antonio College – FRA Firing Range		1.0
St. Philips College – Sutton Learning Center Renovation		3.0
Southwest Campus Center – Solar Panel ARRA Grant		2.0
Palo Alto College – Applied Science Building Renovation		3.8
Palo Alto College – Math & Science Building Renovation		4.1
Northwest Vista College – Manzanillo Renovation		1.5
Northwest Vista College – Mountain Laurel Renovation		2.0
Northwest Vista College – Landscape Irrigation Improvements		1.1
Northwest Vista College – Fitness Trail		0.5
Northwest Vista College - North Loop Road Extension		1.1
Northeast Lakeview College – Outdoor Amphitheater		0.4
Northeast Lakeview College – Canopies and Trellis Structure		1.3

<b>Fiscal Year 2010</b>		<b>Amount</b>
		<b>(in millions)</b>
San Antonio College Chemistry and Geology Renovation		\$ 7.7
San Antonio College Early College Programs Building Renovation		12.7
Southwest Campus Center of Excellence and Building 3020 Renovation		31.1
Palo Alto College Social Science Building Renovation		3.7
Palo Alto College Business Center Building Renovation		3.2
Palo Alto College Palomino Center Renovation		4.9
Northwest Vista College Mexican Persimmons Central Plant Renovation		4.0
Northwest Vista College Health, Fitness and Wellness Center		7.6
Northeast Lakeview College Wellness Center Addition		1.9
Northeast Lakeview College Fine Arts Facility Addition		0.8

In August 2011, Alamo Colleges issued maintenance tax notes to fund \$60 Million in critical repairs and renovations at all locations. The projects are outlined below:

<b>Critical Renovations funded with Maintenance Tax Notes</b>			
<b>Project</b>	<b>Budget (in millions)</b>	<b>Duration</b>	<b>Systems</b>
<b>San Antonio College</b>			
Moody Renovation	\$ 18.0	36 mo	Escalators, roof, walls, fire detection
Observatory Renovation	5.0	24 mo	Roof, walls, fire protection, ADA, code compliance
<b>SPC/SWC</b>			
Science Renovation	9.0	36 mo	Roof, walls, fire protection, ADA, code compliance
Sutton Renovation	7.0	36 mo	Roof, walls, fire protection, ADA, code compliance
Norris Renovation	5.0	24 mo	Roof, walls, fire protection, ADA, code compliance
SWC Bldg 1 Roof	1.0	12 mo	Walls, fire protection, ADA, code compliance
<b>PAC</b>			
Ozuna Renovation	7.5	27 mo	Roof, walls, fire protection, ADA, code compliance
Bldg P Renovation	2.5	30 mo	Roof, walls, fire protection, ADA, code compliance
Bldg Q Renovation	1.5	24 mo	Roof, walls, fire protection, ADA, code compliance
Bldg R Renovation	1.5	18 mo	Roof, walls, fire protection, ADA, code compliance
<b>District</b>			
Sheridan Renovations	1.0	24 mo	Roof, walls, fire protection, ADA, code compliance
Portable Bldg Relocations	1.0	36 mo	Roof, walls, fire protection, ADA, code compliance
<b>Total</b>	<b>\$ 60.0</b>		

## Debt Service Funds

The District issues general obligation bonds to construct, renovate, acquire and equip new and existing facilities. The District also issues maintenance tax notes to purchase equipment, vehicles and renovate various facilities. The bonds and notes are direct obligations of the District payable from a continuing direct annual ad valorem tax on all real and business personal property located in the District. In May 2011, the Board of Trustees approved a debt policy, which formalizes the Board framework for the management of the District's external debt. This Policy is not required by statute, but is considered to be a best practice by the Government Finance Officers Association (GFOA), and is viewed favorably by the debt rating agencies to have one in place.

The District is limited to a total tax rate not to exceed \$0.25 per \$100 taxable assessed valuation for maintenance and operations and debt service purposes per enabling legislation. The District will levy and assess, for each year that all or any of the bonds and notes remain outstanding and unpaid, a tax within the limitations prescribed by law which, when added to other funds legally available to the District for payment of outstanding tax debt obligations, is adequate to provide funds to pay the principal of and interest on the bonds and the notes. Over the past ten years, Alamo Colleges continues to manage the general obligation debt well below (14% in FY 2011) the legal debt limit, as shown in the table below.

Legal Debt Margin Information										
(Amounts Expressed in Thousands)										
General Obligation Bonds										
For the Year Ended August 31	Net Taxable Assessed Value	Elected Tax Levy Limit for Debt Service	Less: Funds Restricted for Repayment of General Obligation Bonds	Total Net General Obligation Debt	Current Year Debt Service Requirements	Excess of Elected Limit for Debt Service over Current Requirements	Net Current Requirements as a % of Elected Limit	Elected Tax Limit	Elected Tax Limit: Maintenance and Operation	Elected Tax Limit: Debt Service
2011	\$ 99,275,859	152,018	5,315	146,703	27,239	119,464	14.42%	0.25000	0.09687	0.15313
2010	\$ 100,688,758	159,994	4,633	155,361	27,205	128,156	14.11%	0.25000	0.09110	0.15890
2009	\$ 99,424,463	157,985	3,016	154,969	31,170	123,799	17.82%	0.25000	0.09110	0.15890
2008	\$ 90,069,052	144,291	3,420	140,871	31,171	109,700	19.23%	0.25000	0.08980	0.16020
2007	\$ 77,038,994	121,490	2,297	119,193	29,979	89,214	22.79%	0.25000	0.09230	0.15770
2006	\$ 67,348,395	106,208	1,626	104,582	5,847	98,735	3.97%	0.25000	0.09230	0.15770
2005	\$ 62,321,227	98,281	2,532	95,749	6,220	89,529	3.75%	0.25000	0.09230	0.15770
2004	\$ 59,131,594	93,251	2,015	91,236	8,328	82,908	6.77%	0.25000	0.09230	0.15770
2003	\$ 54,667,198	86,210	1,454	84,756	8,311	76,445	7.95%	0.25000	0.09230	0.15770
2002	\$ 51,666,764	82,770	1,455	81,315	12,208	69,107	12.99%	0.25000	0.08980	0.16020

The District issues revenue bonds to purchase land, and to acquire, construct, improve, enlarge and equip facilities. The source or repayment on these bonds are pledged revenues including tuition, general fees, parking fees, investment income, bookstore and food service commissions. The following table lists each currently outstanding debt issuance, issuance date and type and amount of debt.



Type of Debt	Purpose	Final Maturity	Outstanding Debt for Current Year Budget Debt Service
<b>General Obligation Bonds</b>			
Limited Tax, Series 2006	To construct, renovate, acquire and equip new and existing facilities	2036	\$ 42,210,000
Limited Tax Bonds, Series 2006A	To construct, renovate, acquire and equip new and existing facilities	2036	\$ 49,580,000
Limited Tax Bonds, Series 2007	To construct, renovate, acquire and equip new and existing facilities	2037	\$ 256,920,000
Limited Tax Bonds, Series 2007A	To construct, renovate, acquire and equip new and existing facilities	2037	\$ 55,410,000
<b>SubTotal - General Obligation Bonds</b>			<b>\$ 404,120,000</b>
<b>Maintenance Tax Notes</b>			
Series 2005	To purchase equipment, vehicles and renovate various facilities	2018	\$ 2,000,000
Series 2006	To purchase equipment, vehicles and renovate various facilities	2026	\$ 25,690,000
Series 2007	To construct, renovate, acquire and equip new and existing facilities	2027	\$ 69,470,000
Series 2011	To renovate and repair existing District facilities.	2031	\$ 54,795,000
<b>SubTotal - Maintenance Tax Notes</b>			<b>\$ 151,955,000</b>
<b>Combined Fee Revenue Bonds</b>			
Series 2001	To purchase equipment, vehicles and renovate various facilities Included refund of 1985 and 1994 debt	2024	\$ 24,170,000
Series 2003	To purchase equipment, vehicles and renovate various facilities	2014	\$ 3,525,000
Series 2004	To purchase equipment, vehicles and renovate various facilities	2030	\$ 6,105,000
Series 2005	To purchase equipment, vehicles and renovate various facilities.	2019	\$ 1,645,000
Series 2007	To purchase equipment, vehicles and renovate various facilities Included refund of 2001 debt	2026	\$ 25,880,000
Series 2007A	To purchase land and to acquire, construct, improve, enlarge and equip facilities	2032	\$ 4,610,000
<b>SubTotal - Combined Fee Revenue Bonds</b>			<b>\$ 65,935,000</b>
<b>Total Bonds</b>			<b>\$ 622,010,000</b>

Principal and interest payments for current and future budget years are: (amounts in 000's):

For The Year Ended August 31	General Obligation		Revenue Bonds		Maintenance Tax Notes		Total Bonds Payable	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012	8,240	19,001	3,715	2,943	8,130	7,031	20,085	28,975
2013	8,625	18,606	3,885	2,773	8,495	6,673	21,005	28,051
2014	9,050	18,183	4,075	2,594	8,860	6,307	21,985	27,085
2015	9,500	17,740	3,820	2,416	9,235	5,924	22,555	26,081
2016	9,955	17,281	4,005	2,237	9,620	5,545	23,580	25,063
2017-2020	45,160	63,802	17,800	6,989	30,005	18,652	92,965	89,443
2021-2025	70,045	66,132	23,185	3,827	46,460	13,862	139,690	83,821
2026-2030	88,050	48,145	4,780	658	27,915	3249	120,745	52,051
2031-2035	110,250	25,931	670	34	3235	81	114,155	26,046
2036-2038	45,245	2,939	-	-	0	0	45,245	2,939
TOTAL	\$404,120	\$297,760	\$65,935	\$24,471	\$151,955	\$67,324	\$622,010	\$389,555



ALAMO COLLEGES					
COMBINED FEE REVENUE BONDS					
RETIREMENT OF INDEBTEDNESS FUND					
ACCOUNT	DESCRIPTION	2011-2012 BUDGET	2010-2011 BUDGET	2009-2010 BUDGET	2008-2009 BUDGET
<b>INTEREST &amp; SINKING FUND</b>					
Fund Code / Account Code	<b>REVENUES</b>				
11x001 / 5005 - 07	TUITION PLEDGED	\$20,047,102	\$17,901,160	\$15,929,876	\$17,019,216
11x001 / 5271x	PLEDGED TUITION	21,656,165	20,165,698	17,494,881	15,307,685
11x001 / 56504	INVESTMENT INCOME	400,000	809,583	1,600,000	4,109,790
13x001 / 54105	GAME TABLES/ SPECIAL CONCESSIONS	28,200	22,600	25,298	34,600
13x001 / 54106	VENDING MACHINES	340,000	483,400	403,700	413,000
13x001 / 54115	PARKING VIOLATIONS	190,000	120,000	89,890	149,000
13x001 / 54111	PARKING PERMITS	1,287,000	835,000	745,330	695,000
13x001 / 54108	NET BOOKSTORE REVENUE PER CONTRACT GUARANTEE	1,200,000	1,200,000	1,620,000	1,600,000
	<b>TOTAL PLEDGED REVENUES</b>	<b>\$45,148,467</b>	<b>\$41,537,441</b>	<b>\$37,908,975</b>	<b>\$39,328,291</b>
	<b>TRANSFERS</b>				
	TRANSFER TO SINKING FUND	(6,658,363)	(6,664,814)	(6,660,181)	(6,668,144)
	TRANSFER TO GENERAL FUND	(\$38,490,104)	(\$34,872,627)	(\$31,248,794)	(\$32,660,147)
	<b>TOTAL TRANSFERS</b>	<b>(45,148,467)</b>	<b>(41,537,441)</b>	<b>(37,908,975)</b>	<b>(39,328,291)</b>
	<b>NET INCREASE (DECREASE) IN FUND BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
INTEREST & SINKING FUND (ANNUAL DEBT SVC = \$6,658,363)					
	<b>REVENUES</b>				
	TRANSFER FROM PLEDGED REVENUE FUND	\$6,658,363	\$6,664,814	\$6,660,181	\$6,668,144
	<b>TOTAL REVENUES</b>	<b>\$6,658,363</b>	<b>\$6,664,814</b>	<b>\$6,660,181</b>	<b>\$6,668,144</b>
	<b>EXPENDITURES &amp; TRANSFERS</b>				
959107-893901-82005-9465	2007A REVENUE BONDS PRINCIPAL PAYMENT	(130,000)	(125,000)	(120,000)	(115,000)
959107-893901-79005-9405	2007A REVENUE BONDS INTEREST PAYMENT	(221,513)	(226,613)	(231,513)	(236,212)
959106-893901-82005-9465	2007 REVENUE BONDS PRINCIPAL PAYMENT	(355,000)	(345,000)	(330,000)	(315,000)
959106-893901-79005-9405	2007REVENUE BONDS INTEREST PAYMENT	(1,066,406)	(1,080,406)	(1,093,906)	(1,106,806)
959105-893901-82005-9465	2005 REVENUE BONDS PRINCIPAL PAYMENT	(180,000)	(170,000)	(165,000)	(160,000)
959105-893901-79005-9405	2005 REVENUE BONDS INTEREST PAYMENT	(58,988)	(65,988)	(72,688)	(79,188)
959104-893901-82005-9465	2004 REVENUE BONDS PRINCIPAL PAYMENT	(210,000)	(205,000)	(195,000)	(190,000)
959104-893901-79005-9405	2004 REVENUE BONDS INTEREST PAYMENT	(278,238)	(285,763)	(292,763)	(299,025)
959103-893901-82005-9465	2003 REVENUE BONDS PRINCIPAL PAYMENT	(1,125,000)	(1,085,000)	(1,035,000)	(1,015,000)
959103-893901-79005-9405	2003 REVENUE BONDS INTEREST PAYMENT	(123,888)	(168,088)	(206,606)	(238,650)
959102-893901-82005-9465	2001 REVENUE BONDS PRINCIPAL PAYMENT	(1,715,000)	(1,630,000)	(1,560,000)	(1,485,000)
959102-893901-79005-9405	2001 REVENUE BONDS INTEREST PAYMENT	(1,194,331)	(1,277,956)	(1,357,706)	(1,428,263)
	<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>(6,658,363)</b>	<b>(6,664,814)</b>	<b>(6,660,181)</b>	<b>(6,668,144)</b>
	<b>NET INCREASE (DECREASE) IN FUND BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

ALAMO COLLEGES					
GENERAL OBLIGATION BONDS/MAINTENANCE TAX NOTES					
RETIREMENT OF INDEBTEDNESS FUND					
ACCOUNT	DESCRIPTION	2011-2012 BUDGET	2010-2011 BUDGET	2009-2010 BUDGET	2008-2009 BUDGET
<b>INTEREST &amp; SINKING FUND</b>					
<b>REVENUES</b>					
	TAX REVENUE - TRANSFERRED IN	\$42,401,415	\$42,500,819	\$42,492,087	\$37,483,256
	OPERATING REV TRANSFER IN FR PREVENTATIVE MAINTENANCE BUDGET	\$0	\$0	\$0	\$3,421,326
	<b>TOTAL REVENUES</b>	<b>\$42,401,415</b>	<b>\$42,500,819</b>	<b>\$42,492,087</b>	<b>\$40,904,583</b>
<b>EXPENDITURES &amp; TRANSFERS</b>					
	PRINCIPAL PAYMENT - 2011	3,640,000			
	INTEREST PAYMENT - 2011	2,400,628			
959206-893901-82005-9465	PRINCIPAL PAYMENT - 2009		6,020,000	5,840,000	
959206-893901-79005-9405	INTEREST PAYMENT - 2009		90,300	297,400	
959205-893901-82005-9465	PRINCIPAL PAYMENT - 2007	2,970,000	2,860,000	2,745,000	2,640,000
959205-893901-79005-9405	INTEREST PAYMENT - 2007	3,379,350	3,522,200	3,634,300	3,742,000
959204-893901-82005-9465	PRINCIPAL PAYMENT - 2006	1,220,000	1,170,000	1,125,000	1,080,000
959204-893901-79005-9405	INTEREST PAYMENT - 2006	1,179,089	1,226,889	1,272,789	1,316,889
959203-893901-82005-9465	PRINCIPAL PAYMENT - 2005	300,000	290,000	280,000	270,000
959203-893901-79005-9405	INTEREST PAYMENT - 2005	71,688	82,381	92,713	148,775
959202-893901-82005-9465	PRINCIPAL PAYMENT - 2004	0	0	0	350,000
959202-893901-79005-9405	INTEREST PAYMENT - 2004	0	0	0	186,814
	<b>MAINTENANCE TAX NOTES - TOTAL</b>	<b>15,160,754</b>	<b>15,261,770</b>	<b>15,287,201</b>	<b>9,734,478</b>
959008-893901-82005-9465	PRINCIPAL PAYMENT - 2007 A	1,090,000	2,280,000	955,000	4,355,000
959008-893901-79005-9405	INTEREST PAYMENT - 2007 A	2,741,463	2,838,363	2,878,950	3,064,037
959007-893901-82005-9465	PRINCIPAL PAYMENT - 2007	5,140,000	4,925,000	4,710,000	4,530,000
959007-893901-79005-9405	INTEREST PAYMENT - 2007	11,960,763	12,178,250	12,390,200	12,571,400
959006-893901-82005-9465	PRINCIPAL PAYMENT - 2006 A	1,060,000	0	0	0
959006-893901-79005-9405	INTEREST PAYMENT - 2006 A	2,361,706	2,361,706	2,361,706	2,361,706
959005-893901-82005-9465	PRINCIPAL PAYMENT - 2006	950,000	0	0	0
959005-893901-79005-9405	INTEREST PAYMENT - 2006	1,936,729	1,955,729	1,955,729	1,955,729
959004-893901-82005-9465	PRINCIPAL PAYMENT - 2002 A	0	393,778	1,175,000	1,255,000
959004-893901-79005-9405	INTEREST PAYMENT - 2002 A	0	306,222	23,500	72,100
959003-893901-82005-9465	PRINCIPAL PAYMENT - 2002	0	0	740,000	0
959003-893901-79005-9405	INTEREST PAYMENT - 2002	0	0	14,800	29,600
959002-893901-82005-9465	PRINCIPAL PAYMENT - 1998	0	0	0	955,000
959002-893901-79005-9405	INTEREST PAYMENT - 1998	0	0	0	20,533
	<b>GENERAL OBLIGATION BONDS - TOTAL</b>	<b>27,240,661</b>	<b>27,239,049</b>	<b>27,204,886</b>	<b>31,170,105</b>
	<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	<b>\$42,401,415</b>	<b>\$42,500,819</b>	<b>\$42,492,087</b>	<b>\$40,904,583</b>
	<b>NET INCREASE (DECREASE) IN FUND BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
NOTE: ANNUAL DEBT SERVICE PAYMENTS OF \$42,401,415 WILL BE					
COMPRISED OF :					
(1) TAX REVENUES		\$42,401,415	\$42,500,819	\$42,492,087	\$37,483,256
(2) OPERATING REVENUES		0	0	0	3,421,326
(3) INTEREST INCOME		\$0	\$0	\$0	\$0
	<b>TOTAL</b>	<b>\$42,401,415</b>	<b>\$42,500,819</b>	<b>\$42,492,087</b>	<b>\$40,904,583</b>
Operating revenue transfer in from preventative maintenance budget not used in 2010-2011 and 2011-2012 budgets					

# **SUPPLEMENTAL INFORMATION**

**FY 2011-2012 Revenue Summary**

ALAMO COMMUNITY COLLEGE DISTRICT							
<b>FY2012 REVENUE SUMMARY</b>							
<b>FORMULA REVENUE FOR BUDGET MODELS</b>							
	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
State Appropriations	66,015,450	-	-	-	-	-	66,015,450
Tuition and Pledged Tuition	-	37,913,137	16,379,755	13,622,464	23,336,839	10,987,533	102,239,728
Taxes	93,290,881	-	-	-	-	-	93,290,881
Other	2,265,000	-	-	-	-	-	2,265,000
Non Designated Auxiliary	3,045,200	-	-	-	-	-	3,045,200
<b>Total Formula Revenue</b>	<b>\$164,616,531</b>	<b>\$37,913,137</b>	<b>\$16,379,755</b>	<b>\$13,622,464</b>	<b>\$23,336,839</b>	<b>\$10,987,533</b>	<b>\$266,856,259</b>
<b>NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES</b>							
	DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
Instruction	269,000	2,681,900	911,300	369,928	192,880	300	4,425,308
Public Service	-	55,000	-	5,000	20,000	-	80,000
Academic Support	184,580	7,000	3,500	5,050	1,000	1,350	202,480
Student Services	33,000	630,400	381,096	223,004	532,457	160,343	1,960,300
Designated Auxiliary	-	229,000	202,800	705,500	-	-	1,137,300
Continuing Education	641,000	631,390	2,504,995	1,116,809	641,000	1,529,868	7,065,062
Unrestricted Scholarships Int	-	-	-	-	-	-	-
Designated Unrestricted	-	74,174	16,500	5,000	6,000	-	101,674
<b>Total Non-Formula Revenue</b>	<b>\$1,127,580</b>	<b>\$4,308,864</b>	<b>\$4,020,191</b>	<b>\$2,430,291</b>	<b>\$1,393,337</b>	<b>\$1,691,861</b>	<b>\$14,972,124</b>
<b>TOTAL REVENUES</b>	<b>\$ 165,744,111</b>	<b>\$ 42,222,001</b>	<b>\$ 20,399,946</b>	<b>\$ 16,052,755</b>	<b>\$ 24,730,176</b>	<b>\$ 12,679,394</b>	<b>\$ 281,828,383</b>

**FY 2011-2012 Formula Revenue Summary**

ALAMO COMMUNITY COLLEGE DISTRICT								
FY2012 REVENUE BUDGET								
FORMULA REVENUE FOR BUDGET MODELS								
		DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
<b>STATE APPROPRIATIONS</b>								
11X001	State Appropriations E & G	66,015,450	-	-	-	-	-	66,015,450
	<b>TOTAL STATE APPROPRIATIONS</b>	<b>66,015,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,015,450</b>
<b>TUITION AND PLEDGED TUITION</b>								
	Tuition							
11X001	Tuition - Non Exempt	-	22,273,755	9,696,618	7,741,395	13,882,908	6,546,629	60,141,305
11X001	Tuition - Exempt	-	2,702,877	2,677,251	2,287,081	2,453,863	349,132	10,470,204
11X001	Tuition - Exempt Discounts	-	(2,702,877)	(2,677,251)	(2,287,081)	(2,453,863)	(349,132)	(10,470,204)
11X001	Tuition Pledged (25%)	-	7,424,585	3,232,206	2,580,466	4,627,634	2,182,211	20,047,102
	<b>Total Tuition and Tuition Pledged</b>	<b>-</b>	<b>29,698,340</b>	<b>12,928,824</b>	<b>10,321,861</b>	<b>18,510,542</b>	<b>8,728,840</b>	<b>80,188,407</b>
	Pledged Tuition (General Fee)							
11X001	Pledged Tuition - Non Exempt	-	6,955,597	3,128,178	2,485,373	4,436,297	1,923,581	18,929,026
11X001	Pledged Tuition - Exempt	-	740,205	596,173	565,866	734,224	90,671	2,727,139
11X001	Pledged Tuition - Exempt Discounts	-	(740,205)	(596,173)	(565,866)	(734,224)	(90,671)	(2,727,139)
	<b>Total Pledged Tuition (General Fee)</b>	<b>-</b>	<b>6,955,597</b>	<b>3,128,178</b>	<b>2,485,373</b>	<b>4,436,297</b>	<b>1,923,581</b>	<b>18,929,026</b>
	<b>Sub-Total</b>	<b>-</b>	<b>36,653,937</b>	<b>16,057,002</b>	<b>12,807,234</b>	<b>22,946,839</b>	<b>10,652,421</b>	<b>99,117,433</b>
11X001	CE Tuit Reimbursable	-	1,259,200	322,753	815,230	390,000	335,112	3,122,295
	<b>TOTAL TUITION AND PLEDGED TUITION</b>	<b>-</b>	<b>37,913,137</b>	<b>16,379,755</b>	<b>13,622,464</b>	<b>23,336,839</b>	<b>10,987,533</b>	<b>102,239,728</b>
<b>TAXES</b>								
11X001	M&O Current Tax Revenue	91,156,463	-	-	-	-	-	91,156,463
11X001	M&O Delinquent Tax Revenue	1,022,742	-	-	-	-	-	1,022,742
11X001	M&O Penalties & Interest	1,111,676	-	-	-	-	-	1,111,676
	<b>TOTAL TAXES</b>	<b>93,290,881</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>93,290,881</b>
<b>OTHER</b>								
11X001	Federal Revenue - IDC	615,000	-	-	-	-	-	615,000
11X001	Returned Check Fee Revenue	50,000	-	-	-	-	-	50,000
11X001	Sales & Services Revenue	300,000	-	-	-	-	-	300,000
11X001	Pledged Investment Income	400,000	-	-	-	-	-	400,000
11X001	Installment Payment Fee	900,000	-	-	-	-	-	900,000
	<b>TOTAL OTHERS</b>	<b>2,265,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,265,000</b>
<b>NON-DESIGNATED AUXILIARY</b>								
13X001	AUX - Bookstore Commission	1,200,000	-	-	-	-	-	1,200,000
13X001	AUX - Game Tables Revenue Pledged	9,200	-	-	-	-	-	9,200
13X001	AUX - Vending Rev - Drinks Pledged	340,000	-	-	-	-	-	340,000
13X001	AUX - Copy Machine Rev Pledged	19,000	-	-	-	-	-	19,000
13X001	AUX - Parking Permit - Fall	1,287,000	-	-	-	-	-	1,287,000
13X001	AUX - Parking Fines	190,000	-	-	-	-	-	190,000
	<b>TOTAL NON-DESIGNATED AUX</b>	<b>3,045,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,045,200</b>
<b>TOTAL FORMULA REVENUES</b>		<b>\$ 164,616,531</b>	<b>\$ 37,913,137</b>	<b>\$ 16,379,755</b>	<b>\$ 13,622,464</b>	<b>\$ 23,336,839</b>	<b>\$ 10,987,533</b>	<b>\$ 266,856,259</b>

**FY 2011-2012 Non-Formula Revenue Summary**

ALAMO COMMUNITY COLLEGE DISTRICT								
FY2012 REVENUE BUDGET								
NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES								
		DIST	SAC	SPC	PAC	NVC	NLC	TOTAL
11X001	Special Prog Tuition - Nursing	-	1,060,000	361,900	-	-	-	1,421,900
11X001	Special Prog Tuition - *	-	101,900	533,900	305,728	17,880	-	959,408
11X001	VCT Fee Revenue	-	20,000	15,000	64,200	25,000	-	124,200
11X001	Miscellaneous Revenue	269,000	1,500,000	500	-	150,000	300	1,919,800
	<b>TOTAL INSTRUCTION</b>	<b>269,000</b>	<b>2,681,900</b>	<b>911,300</b>	<b>369,928</b>	<b>192,880</b>	<b>300</b>	<b>4,425,308</b>
11X001	Gym Rental Revenue	-	55,000	-	-	-	-	55,000
11X001	Facilities Rental Revenue	-	-	-	-	20,000	-	20,000
11X001	Property Rentals Revenue	-	-	-	5,000	-	-	5,000
	<b>TOTAL PUBLIC SERVICE</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>5,000</b>	<b>20,000</b>	<b>-</b>	<b>80,000</b>
11X001	Library Fines	-	7,000	3,500	3,050	1,000	1,350	15,900
11X001	Facilities Rental Revenue	164,580	-	-	2,000	-	-	166,580
11X001	Administrative Fee Revenue	20,000	-	-	-	-	-	20,000
	<b>TOTAL ACADEMIC SUPPORT</b>	<b>184,580</b>	<b>7,000</b>	<b>3,500</b>	<b>5,050</b>	<b>1,000</b>	<b>1,350</b>	<b>202,480</b>
11X003	Student Activity Fee - w/o Exemptions	-	425,000	183,496	158,604	330,457	95,268	1,192,825
119001	Foreign Student Application Fee	10,000	-	-	-	-	-	10,000
11X001	Other Test Fee	2,000	150,000	-	-	-	300	152,300
11X001	Prep Test Fee	-	-	-	-	-	1,950	1,950
119001	THEA - TASP Review Test Fee	13,000	-	45,000	-	-	3,000	61,000
11X001	CLEP Test Fee	-	-	-	1,300	-	1,750	3,050
11X001	Correspondence Test Fee	-	-	-	-	-	575	575
11X001	GED Test Fee	-	5,000	19,600	-	-	-	24,600
11X001	Accuplacer Test Fee	8,000	-	-	17,500	120,000	27,000	172,500
11X001	Sales & Services Revenue	-	25,400	109,000	37,600	50,000	29,000	251,000
11X001	Event Booth Rental Revenue	-	-	-	-	-	1,500	1,500
11X001	Other Student Fee	-	-	-	-	20,000	-	20,000
11X001	Veterans Administration Revenue	-	25,000	24,000	8,000	12,000	-	69,000
	<b>TOTAL STUDENT SERVICES</b>	<b>33,000</b>	<b>630,400</b>	<b>381,096</b>	<b>223,004</b>	<b>532,457</b>	<b>160,343</b>	<b>1,960,300</b>
13X001	AUX - Child Care Revenue	-	225,000	202,800	270,000	-	-	697,800
13X001	USDA Program Fee Revenue	-	4,000	-	26,000	-	-	30,000
133003	Local City Contrib NAT Renew/Replac	-	-	-	250,000	-	-	250,000
133003	NAT - Open Swim Revenue	-	-	-	25,000	-	-	25,000
133003	NAT - Entry Fee Revenue	-	-	-	30,000	-	-	30,000
133003	NAT - Ticket Sales-Taxable	-	-	-	15,000	-	-	15,000
133003	NAT - Special Program Revenue	-	-	-	82,500	-	-	82,500
133003	NAT - Vending Machine Revenue	-	-	-	7,000	-	-	7,000
	<b>TOTAL DESIGNATED AUXILIARY</b>	<b>-</b>	<b>229,000</b>	<b>202,800</b>	<b>705,500</b>	<b>-</b>	<b>-</b>	<b>1,137,300</b>
	<b>C.E.</b>							
11X001	CE Tuit Non-Reimbursable	140,000	631,390	422,690	128,850	210,500	718,000	2,251,430
11X001	CE Tuit Non-Reimb Contracts	-	-	1,322,230	-	-	-	1,322,230
11X001	Non-CE Tuit Contract Training	400,000	-	760,075	-	-	-	1,160,075
	Total CE Tuition	<b>540,000</b>	<b>631,390</b>	<b>2,504,995</b>	<b>128,850</b>	<b>210,500</b>	<b>718,000</b>	<b>4,733,735</b>
11X001	Gateway to College (Spc Classes Rev)	-	-	-	498,039	-	-	498,039
11X001	CE Special Fee	-	-	-	364,920	425,500	811,868	1,602,288
11X001	Other Test Fee	-	-	-	-	5,000	-	5,000
	Total CE Fees	<b>101,000</b>	<b>-</b>	<b>-</b>	<b>987,959</b>	<b>430,500</b>	<b>811,868</b>	<b>2,331,327</b>
	<b>TOTAL C.E.</b>	<b>641,000</b>	<b>631,390</b>	<b>2,504,995</b>	<b>1,116,809</b>	<b>641,000</b>	<b>1,529,868</b>	<b>7,065,062</b>
15XXX	Unrestricted Scholarships Interest Income	-	-	-	-	-	-	-
17XXX	Designated Unrestricted	-	74,174	16,500	5,000	6,000	-	101,674
	<b>TOTAL Unrestrict Scholarships Interest I</b>	<b>-</b>	<b>74,174</b>	<b>16,500</b>	<b>5,000</b>	<b>6,000</b>	<b>-</b>	<b>101,674</b>
<b>TOTAL NON-FORMULA REVENUES</b>		<b>\$ 1,127,580</b>	<b>\$ 4,308,864</b>	<b>\$ 4,020,191</b>	<b>\$ 2,430,291</b>	<b>\$ 1,393,337</b>	<b>\$ 1,691,861</b>	<b>\$ 14,972,124</b>

**FY 2011-2012 Tuition Revenues by Semesters**

<b>FY 2012 Tuition Revenue by Semesters</b>							
		<b>SAC</b>	<b>SPC</b>	<b>PAC</b>	<b>NVC</b>	<b>NLC</b>	<b>TOTAL</b>
<b>TUITION</b>							
<b>Non Exempt</b>							
Fall	50001	12,456,715	5,205,513	4,325,628	7,706,877	3,584,515	33,279,248
Spring	50002	13,426,479	5,744,043	4,528,762	8,136,905	3,944,071	35,780,260
Summer	50003	3,815,146	1,979,268	1,467,471	2,666,760	1,200,254	11,128,899
<b>Total</b>		<b>29,698,340</b>	<b>12,928,824</b>	<b>10,321,861</b>	<b>18,510,542</b>	<b>8,728,840</b>	<b>80,188,407</b>
<b>Dual Credit</b>							
Fall	50001	913,440	1,209,657	883,123	1,180,917	99,569	4,286,706
Spring	50002	1,179,554	1,089,606	1,063,196	1,024,026	107,140	4,463,522
Summer	50003	180,744	21,905	35,228		2,199	240,076
<b>Total</b>		<b>2,273,738</b>	<b>2,321,168</b>	<b>1,981,547</b>	<b>2,204,943</b>	<b>208,908</b>	<b>8,990,304</b>
<b>Exempt Other</b>							
Fall	50001	146,021	143,459	114,887	105,001	27,160	536,528
Spring	50002	180,647	153,014	113,868	95,982	75,999	619,510
Summer	50003	102,471	59,610	76,779	47,937	37,065	323,862
<b>Total</b>		<b>429,139</b>	<b>356,083</b>	<b>305,534</b>	<b>248,920</b>	<b>140,224</b>	<b>1,479,900</b>
<b>Total Tuition</b>							
Fall	50001	13,516,176	6,558,629	5,323,638	8,992,795	3,711,244	38,102,482
Spring	50002	14,786,680	6,986,663	5,705,826	9,256,913	4,127,210	40,863,292
Summer	50003	4,098,361	2,060,783	1,579,478	2,714,697	1,239,518	11,692,837
<b>Total</b>		<b>32,401,217</b>	<b>15,606,075</b>	<b>12,608,942</b>	<b>20,964,405</b>	<b>9,077,972</b>	<b>90,658,611</b>
<b>EXEMPT TUITION DISCOUNTS</b>							
<b>Dual Credit</b>							
Fall	51701	(913,440)	(1,209,657)	(883,123)	(1,180,917)	(99,569)	(4,286,706)
Spring	51702	(1,179,554)	(1,089,606)	(1,063,196)	(1,024,026)	(107,140)	(4,463,522)
Summer	51703	(180,744)	(21,905)	(35,228)	0	(2,199)	(240,076)
<b>Total</b>		<b>(2,273,738)</b>	<b>(2,321,168)</b>	<b>(1,981,547)</b>	<b>(2,204,943)</b>	<b>(208,908)</b>	<b>(8,990,304)</b>
<b>Exempt Other</b>							
Fall	51705	(146,021)	(143,459)	(114,887)	(105,001)	(27,160)	(536,528)
Spring	51706	(180,647)	(153,014)	(113,868)	(95,982)	(75,999)	(619,510)
Summer	51707	(102,471)	(59,610)	(76,779)	(47,937)	(37,065)	(323,862)
<b>Total</b>		<b>(429,139)</b>	<b>(356,083)</b>	<b>(305,534)</b>	<b>(248,920)</b>	<b>(140,224)</b>	<b>(1,479,900)</b>
<b>Total Tuition Discounts</b>							
Fall	5170X	(1,059,461)	(1,353,116)	(998,010)	(1,285,918)	(126,729)	(4,823,234)
Spring	5170X	(1,360,201)	(1,242,620)	(1,177,064)	(1,120,008)	(183,139)	(5,083,032)
Summer	5170X	(283,215)	(81,515)	(112,007)	(47,937)	(39,264)	(563,938)
<b>Total</b>		<b>(2,702,877)</b>	<b>(2,677,251)</b>	<b>(2,287,081)</b>	<b>(2,453,863)</b>	<b>(349,132)</b>	<b>(10,470,204)</b>
<b>TOTAL TUITION</b>		<b>\$29,698,340</b>	<b>\$12,928,824</b>	<b>\$10,321,861</b>	<b>\$18,510,542</b>	<b>\$8,728,840</b>	<b>\$80,188,407</b>

**FY 2011-2012 Pledged Tuition Revenues by Semesters**

<b>FY 2012 Pledged Tuition Revenue by Semesters</b>							
		<b>SAC</b>	<b>SPC</b>	<b>PAC</b>	<b>NVC</b>	<b>NLC</b>	<b>TOTAL</b>
<b>PLEGDED TUITION</b>							
<b>Non Exempt</b>							
Fall	52001	2,710,242	1,176,439	954,585	1,703,119	767,229	7,311,614
Spring	52002	2,715,845	1,241,404	973,771	1,704,543	714,020	7,349,583
Summer	52003	1,529,510	710,335	557,017	1,028,635	442,332	4,267,829
<b>Total</b>		<b>6,955,597</b>	<b>3,128,178</b>	<b>2,485,373</b>	<b>4,436,297</b>	<b>1,923,581</b>	<b>18,929,026</b>
<b>Dual Credit</b>							
Fall	52001	270,064	258,033	243,969	369,425	31,801	1,173,292
Spring	52002	309,363	240,461	235,725	306,335	31,092	1,122,976
Summer	52003	60,730	9,611	13,873		373	84,587
<b>Total</b>		<b>640,157</b>	<b>508,105</b>	<b>493,567</b>	<b>675,760</b>	<b>63,266</b>	<b>2,380,855</b>
<b>Exempt Other</b>							
Fall	52001	31,091	33,072	25,666	21,858	6,650	118,337
Spring	52002	34,246	33,597	22,162	17,827	10,942	118,774
Summer	52003	34,711	21,399	24,471	18,779	9,813	109,173
<b>Total</b>		<b>100,048</b>	<b>88,068</b>	<b>72,299</b>	<b>58,464</b>	<b>27,405</b>	<b>346,284</b>
<b>Total Tuition</b>							
Fall	52001	3,011,397	1,467,544	1,224,220	2,094,402	805,680	8,603,243
Spring	52002	3,059,454	1,515,462	1,231,658	2,028,705	756,054	8,591,333
Summer	52003	1,624,951	741,345	595,361	1,047,414	452,518	4,461,589
<b>Total</b>		<b>7,695,802</b>	<b>3,724,351</b>	<b>3,051,239</b>	<b>5,170,521</b>	<b>2,014,252</b>	<b>21,656,165</b>
<b>EXEMPT PLEDGED TUITION DISCOUNTS</b>							
<b>Dual Credit</b>							
Fall	52713	(270,064)	(258,033)	(243,969)	(369,425)	(31,801)	(1,173,292)
Spring	52714	(309,363)	(240,461)	(235,725)	(306,335)	(31,092)	(1,122,976)
Summer	52715	(60,730)	(9,611)	(13,873)	0	(373)	(84,587)
<b>Total</b>		<b>(640,157)</b>	<b>(508,105)</b>	<b>(493,567)</b>	<b>(675,760)</b>	<b>(63,266)</b>	<b>(2,380,855)</b>
<b>Exempt Other</b>							
Fall	52713	(31,091)	(33,072)	(25,666)	(21,858)	(6,650)	(118,337)
Spring	52714	(34,246)	(33,597)	(22,162)	(17,827)	(10,942)	(118,774)
Summer	52715	(34,711)	(21,399)	(24,471)	(18,779)	(9,813)	(109,173)
<b>Total</b>		<b>(100,048)</b>	<b>(88,068)</b>	<b>(72,299)</b>	<b>(58,464)</b>	<b>(27,405)</b>	<b>(346,284)</b>
<b>Total Tuition Discounts</b>							
Fall	52713	(301,155)	(291,105)	(269,635)	(391,283)	(38,451)	(1,291,629)
Spring	52714	(343,609)	(274,058)	(257,887)	(324,162)	(42,034)	(1,241,750)
Summer	52715	(95,441)	(31,010)	(38,344)	(18,779)	(10,186)	(193,760)
<b>Total</b>		<b>(740,205)</b>	<b>(596,173)</b>	<b>(565,866)</b>	<b>(734,224)</b>	<b>(90,671)</b>	<b>(2,727,139)</b>
<b>TOTAL PLEDGED TUITION</b>		<b>\$6,955,597</b>	<b>\$3,128,178</b>	<b>\$2,485,373</b>	<b>\$4,436,297</b>	<b>\$1,923,581</b>	<b>\$18,929,026</b>



## Assessed Value and Tax Levy of Taxable Property

ALAMO COLLEGES ESTIMATED TAXABLE VALUES AND RATES FOR 2011 AND COMPARISON WITH INFORMATION REGARDING AD VALOREM TAXES 2010		
	Tax Year 2010	Tax Year 2011 Est
	(FY 11)	(FY 12)
Market Value	110,222,240,785	110,708,699,765
Less Agricultural Exclusion	(2,356,611,749)	(2,257,641,891)
Less Homestead Cap	(211,728,751)	(103,171,878)
Market Value Net of Agricultural Exclusion	107,653,900,285	108,347,885,996
Over 65	(2,789,316,900)	(2,871,677,904)
Disabled/ Veterans	(869,098,580)	(962,625,548)
Disabled Resident Homeowners & Other	(5,991,737,369)	(5,884,188,236)
Taxable Property Values	98,003,747,436	98,629,394,308
Less Freeze Taxable	(9,532,234,933)	(9,708,755,396)
Taxable Property Values Less Freeze	88,471,512,503	88,920,638,912
Taxable Property Values Used For Effective Tax Rate	88,064,494,004	88,493,175,973
Taxable Value of New Properties	2,199,066,627	1,639,289,452
TIF's	(487,246,675)	(424,772,655)
M&O Current Tax Levy	\$95,407,467	\$96,193,481
M&O Current Taxes Budgeted	\$90,838,966	\$93,290,881
M&O Tax Rate	9.6873¢/\$100	9.6873¢/\$100
M&O Rollback Rate	10.2311¢/\$100	10.7347¢/\$100
Debt Service To Be Paid	\$42,500,818	\$42,401,414
Debt Service Requirement Net of Transfer	\$0	\$0
Debt Service Tax Levy	\$42,500,818	\$42,401,414
Debt Service Tax Rate	4.475¢/\$100	4.475¢/\$100
Total Tax Rate	14.1623¢/100	14.1623¢/100
Total Effective Tax Rate	14.1623¢/100	14.5338¢/100
Total Tax Rollback Rate	15.0450¢/100	15.5043¢/100

Source: Bexar County Appraisal District Certified Totals - ARB Approved Totals  
 2010 dated 7-20-10  
 2011 dated 7-22-11

**State Appropriations**

ALAMO COMMUNITY COLLEGE DISTRICT

**STATE APPROPRIATIONS**

State appropriations for both Academic and Vocational Education are administered by the Texas Higher Education Coordinating Board.

A base period (Summer 2010, Fall 2010 and Spring 2011) review of contact hours of instruction is utilized to compute the appropriations for Fiscal Year 2012. Contact hours of instruction by course area are calculated according to an approved schedule to arrive at the amount of State appropriations.

Contact hours generated by each college during a preliminary Spring 2011 the base period were:

**CONTACT HOURS (BASE PERIOD - SUMMER 2010, FALL 2010, AND SPRING 2011)**

	<u>ACADEMIC</u>	<u>VOC-TECH</u>	<u>TOTAL</u>
SAN ANTONIO COLLEGE	6,464,224	1,831,375	8,295,599
ST. PHILIP'S COLLEGE	2,728,192	2,032,106	4,760,298
PALO ALTO COLLEGE	2,864,864	401,509	3,266,373
NORTHWEST VISTA COLLEGE	5,279,488	398,007	5,677,495
NORTHEAST LAKEVIEW COLLEGE	1,838,416	213,087	2,051,503
<b>TOTAL</b>	<b><u>19,175,184</u></b>	<b><u>4,876,084</u></b>	<b><u>24,051,268</u></b>

**STATE APPROPRIATIONS BY % OF FUNDING FORMULA ( BASED ON CONTACT HOURS)**

	<u>TOTAL EDUCATIONAL AND GENERAL</u>
SAN ANTONIO COLLEGE	\$23,350,757
ST. PHILIP'S COLLEGE	\$13,659,660
PALO ALTO COLLEGE	\$8,822,007
NORTHWEST VISTA COLLEGE	\$15,101,605
NORTHEAST LAKEVIEW COLLEGE	\$5,081,421
<b>TOTAL</b>	<b><u>\$66,015,450</u></b>

## State Appropriation Allocation Distribution (Estimated/Final)

ALAMO COLLEGES														
FY 2012 STATE APPROPRIATION ALLOCATION DISTRIBUTION														
BASE YEAR CONTACT HOURS - ( Summer I/II 2010, Fall 2010, and Spring 2011)														
	Resident Instruction	Rate	SAC		SPC		PAC		NVC		NLC		TOTAL	
			Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount	Contact Hours	Dollar Amount
1	Agriculture	\$5.66	13,875	78,533	1,056	5,977	44,800	253,568	19,344	109,487		0	79,075	447,565
2	Architecture and Precision Production Trades	\$6.20	71,088	440,746	110,246	683,525	4,076	25,271	0	0	0	0	185,410	1,149,542
3	Biology, Physical Sciences, and Science Technology	\$5.03	837,408	4,212,162	514,256	2,586,708	295,696	1,487,351	749,696	3,770,971	221,104	1,112,153	2,618,160	13,169,345
4	Business management, Marketing, and Administrative Services	\$5.12	501,354	2,566,932	250,640	1,283,277	160,086	819,640	172,166	881,490	37,944	194,273	1,122,190	5,745,613
5	Career Pilot	\$21.51	0	0	0	0	9,536	205,119	0	0	0	0	9,536	205,119
6	Communications	\$5.79	87,264	505,259	800	4,632	35,024	202,789	143,766	832,405	3,768	21,817	270,622	1,566,901
7	Computer and Information Sciences	\$6.11	377,638	2,307,368	185,264	1,131,963	108,511	663,002	161,621	987,504	31,508	192,514	864,542	5,282,352
8	Construction Trades	\$6.20	0	0	54,781	339,642	7,472	46,326	0	0	0	0	62,253	385,969
9	Consumer and Homemaking Education	\$5.11	253,846	1,297,153	207,062	1,058,087	118,030	603,133	69,968	357,536	52,560	268,582	701,466	3,584,491
10	Engineering	\$7.17	6,928	49,674	0	0	7,408	53,115	12,368	88,679	0	0	26,704	191,468
11	Engineering Related	\$5.53	122,390	676,817	196,433	1,086,274	40,520	224,076	20,510	113,420	0	0	379,853	2,100,587
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	\$5.31	1,520,736	8,075,108	662,432	3,517,514	642,224	3,410,209	1,252,240	6,649,394	487,712	2,589,751	4,565,344	24,241,977
13	Foreign Languages	\$4.83	419,704	2,027,170	100,480	485,318	106,688	515,303	178,640	862,831	67,824	327,590	873,336	4,218,213
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	\$8.21	464,668	3,814,924	96,480	792,101	8,578	70,425	0	0	0	0	569,726	4,677,450
15	Health Occupations - Dental Hygiene	\$11.96	0	0	0	0	0	0	0	0	0	0	0	0
16	Health Occupations - Other	\$6.50	206,416	1,341,704	299,111	1,944,222	151,418	984,217	81,728	531,232	26,544	172,536	765,217	4,973,911
17	Health Occupations - Respiratory Therapy	\$8.87	0	0	52,656	467,059	0	0	0	0	0	0	52,656	467,059
18	Health Occupations - Vocational Nursing	\$6.48	0	0	231,280	1,498,694	1,152	7,465	0	0	0	0	232,432	1,506,159
19	Mathematics	\$4.90	901,136	4,415,566	538,704	2,639,650	510,496	2,501,430	976,128	4,783,027	354,128	1,735,227	3,280,592	16,074,901
20	Mechanics and Repairers - Automotive	\$6.43	0	0	241,323	1,551,707	0	0	0	0	0	0	241,323	1,551,707
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	\$6.74	70	472	236,592	1,594,630	1,952	13,156	0	0	0	0	238,614	1,608,258
22	Mechanics and Repairers - Electronics	\$5.98	0	0	21,936	131,177	8,248	49,323	22,760	136,105	13,538	80,957	66,482	397,562
23	Physical Education and Fitness	\$6.04	278,496	1,682,116	86,592	523,016	114,912	694,068	212,976	1,286,375	119,712	723,060	812,688	4,908,636
24	Protective Services and Public Administration	\$5.50	417,964	2,298,802	25,680	141,240	58,752	323,136	54,432	299,376	6,864	37,752	563,692	3,100,306
25	Psychology, Social Sciences, and History	\$4.58	1,390,305	6,367,597	502,046	2,299,371	669,120	3,064,570	1,122,704	5,141,984	398,559	1,825,400	4,082,734	18,698,922
26	Visual and Performing Arts	\$6.20	551,395	3,418,649	144,448	895,578	161,674	1,002,379	426,448	2,643,978	102,656	636,467	1,386,621	8,597,050
	<b>Total</b>		<b>8,422,681</b>	<b>45,576,752</b>	<b>4,760,298</b>	<b>26,661,361</b>	<b>3,266,373</b>	<b>17,219,074</b>	<b>5,677,495</b>	<b>29,475,795</b>	<b>1,924,421</b>	<b>9,918,080</b>	<b>24,051,268</b>	<b>128,851,062</b>
	Percentage of Total Dollar Amount			35.37%		20.69%		13.36%		22.88%		7.70%		100.00%
													Add: 10% for funding for critical fields	2,250,000
													Rounding - based on % allocation approach for 50 community colleges	2,470,000
													<b>Funding requested</b>	<b>133,571,062</b>
	<b>FY12 State Appropriation Distribution</b>		<b>23,350,757</b>	<b>13,659,660</b>	<b>8,822,007</b>	<b>15,101,605</b>	<b>5,081,421</b>	<b>66,015,450</b>						
	Source: Rates per Base Period Contact Hours - Texas Higher Education Coordinating Board (THECB)												Calculated rate of funding %	49.42346737%
	Base Year Contact Hours (Summer 2010, Fall 2010, and Spring 2011) - District Institutional Research and Effectiveness Services (IRES) Office												Actual rate of funding % (according to THECB)	49.47141460%

### Base Period Contact Hour Rates by Discipline

Over the last three biennia, the Legislature has not fully funded the THECB's formula funding recommendation for the fifty community college districts. As noted below, there has been a steady decline in the level of support provided by the Legislature. This trend is expected to continue given the state's financial condition.

Fiscal Years by Legislative Session	Percent of the THECB Formula Funding Recommendation approved by the Legislature
2012-2013	49 percent
2010-2011	69 percent
2008-2009	75 percent

The table below represents the decline in contact hour reimbursements by the 26 disciplines.

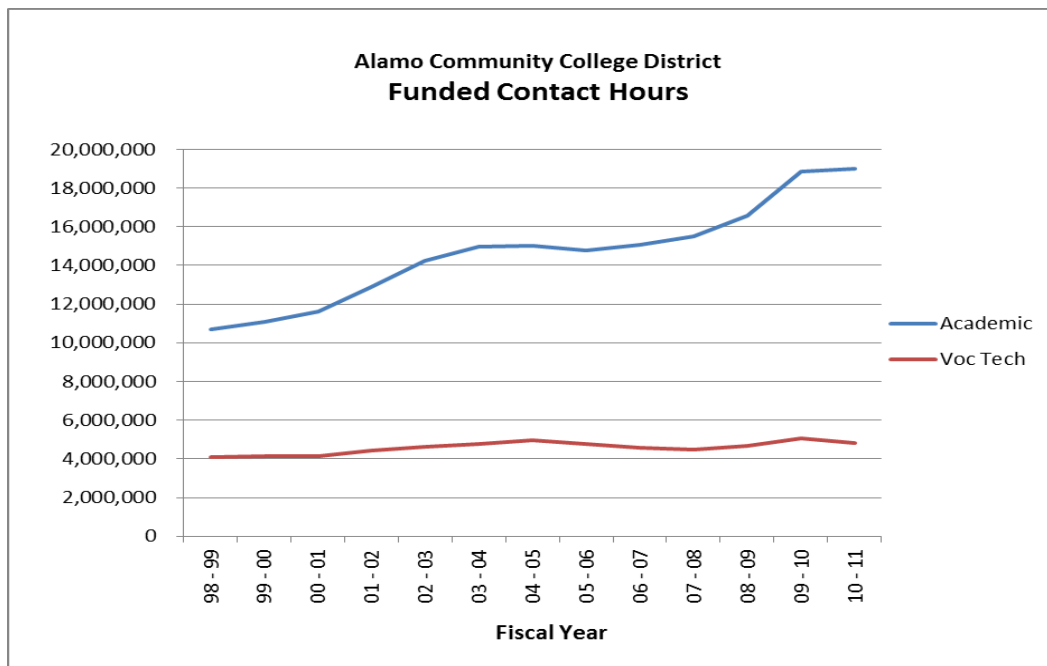
Base Period Contact Hour Rates by Discipline (Base Period Contact Hours x Rate x Percentage Funded)						
DISCIPLINE	2008-2009 Biennium	Adjusted Rate	2010-2011 Biennium	Adjusted Rate	2012-2013 Biennium	Adjusted Rate
	0.7521468850		0.6905976140		0.4947141460	
1 Agriculture	\$4.86	\$3.66	\$5.29	\$3.65	\$5.66	\$2.80
2 Architecture and Precision Production Trades	\$5.92	\$4.45	\$6.10	\$4.21	\$6.20	\$3.07
3 Biology, Physical Sciences, and Science Technology	\$4.15	\$3.12	\$4.71	\$3.25	\$5.03	\$2.49
4 Business management, Marketing, and Administrative Services	\$4.41	\$3.32	\$4.89	\$3.38	\$5.12	\$2.53
5 Career Pilot	\$15.73	\$11.83	\$23.28	\$16.08	\$21.51	\$10.64
6 Communications	\$4.90	\$3.69	\$5.26	\$3.63	\$5.79	\$2.86
7 Computer and Information Sciences	\$5.08	\$3.82	\$5.86	\$4.05	\$6.11	\$3.02
8 Construction Trades	\$5.50	\$4.14	\$5.52	\$3.81	\$6.20	\$3.07
9 Consumer and Homemaking Education	\$4.12	\$3.10	\$4.64	\$3.20	\$5.11	\$2.53
10 Engineering	\$6.91	\$5.20	\$5.40	\$3.73	\$7.17	\$3.55
11 Engineering Related	\$4.58	\$3.44	\$5.09	\$3.52	\$5.53	\$2.74
12 English Language, Literature, Philosophy, Humanities, and Interdisciplinary	\$4.35	\$3.27	\$5.02	\$3.47	\$5.31	\$2.63
13 Foreign Languages	\$4.01	\$3.02	\$4.72	\$3.26	\$4.83	\$2.39
14 Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	\$6.68	\$5.02	\$7.25	\$5.01	\$8.21	\$4.06
15 Health Occupations - Dental Hygiene	\$9.98	\$7.51	\$11.60	\$8.01	\$11.96	\$5.92
16 Health Occupations - Other	\$4.96	\$3.73	\$5.73	\$3.96	\$6.50	\$3.22
17 Health Occupations - Respiratory Therapy	\$6.21	\$4.67	\$7.63	\$5.27	\$8.87	\$4.39
18 Health Occupations - Vocational Nursing	\$4.62	\$3.47	\$5.79	\$4.00	\$6.48	\$3.21
19 Mathematics	\$4.10	\$3.08	\$4.80	\$3.31	\$4.90	\$2.42
20 Mechanics and Repairers - Automotive	\$5.10	\$3.84	\$5.89	\$4.07	\$6.43	\$3.18
21 Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	\$6.25	\$4.70	\$6.41	\$4.43	\$6.74	\$3.33
22 Mechanics and Repairers - Electronics	\$5.72	\$4.30	\$4.96	\$3.43	\$5.98	\$2.96
23 Physical Education and Fitness	\$4.98	\$3.75	\$5.72	\$3.95	\$6.04	\$2.99
24 Protective Services and Public Administration	\$4.57	\$3.44	\$5.21	\$3.60	\$5.50	\$2.72
25 Psychology, Social Sciences, and History	\$3.78	\$2.84	\$4.34	\$3.00	\$4.58	\$2.27
26 Visual and Performing Arts	\$5.06	\$3.81	\$5.75	\$3.97	\$6.20	\$3.07
<b>Average Rates = Sum of Rates / 26</b>	<b>\$5.64</b>	<b>\$4.24</b>	<b>\$6.42</b>	<b>\$4.43</b>	<b>\$6.84</b>	<b>\$3.39</b>

FY 12/13 Base Period = Summer 2010, Fall 2010 & Spring 2011; FY10/11 Base Period = Summer 2008, Fall 2008 & Spring 2009; FY08/09 Base Period = Summer 2006, Fall 2006 & Spring 2007  
Source: Texas Higher Education Coordinating Board (THECB)

## Contact Hours

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	4,690,834	21,269,714	6.5%
09 - 10	18,845,612	5,067,949	23,913,561	12.4%
10 - 11	19,175,184	4,876,084	24,051,268	0.6%

Source: CBM004 / CBM00C Certified Data -- District IRES Office  
 Note: 2010 - 2011 Contact Hours are Preliminary



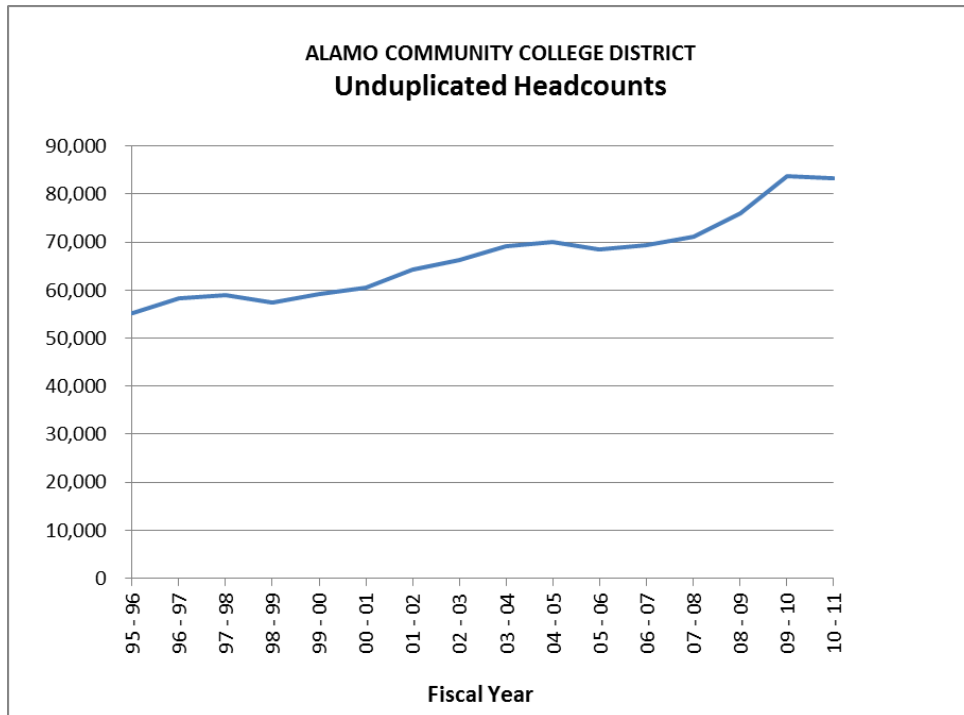
## Unduplicated Headcount Enrollment

### ALAMO COMMUNITY COLLEGE DISTRICT

### UNDUPLICATED HEADCOUNT

Fiscal Year	Total	Inc / Dec
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	83,217	-0.5%

Note: FY2010 - 2011 Is Preliminary

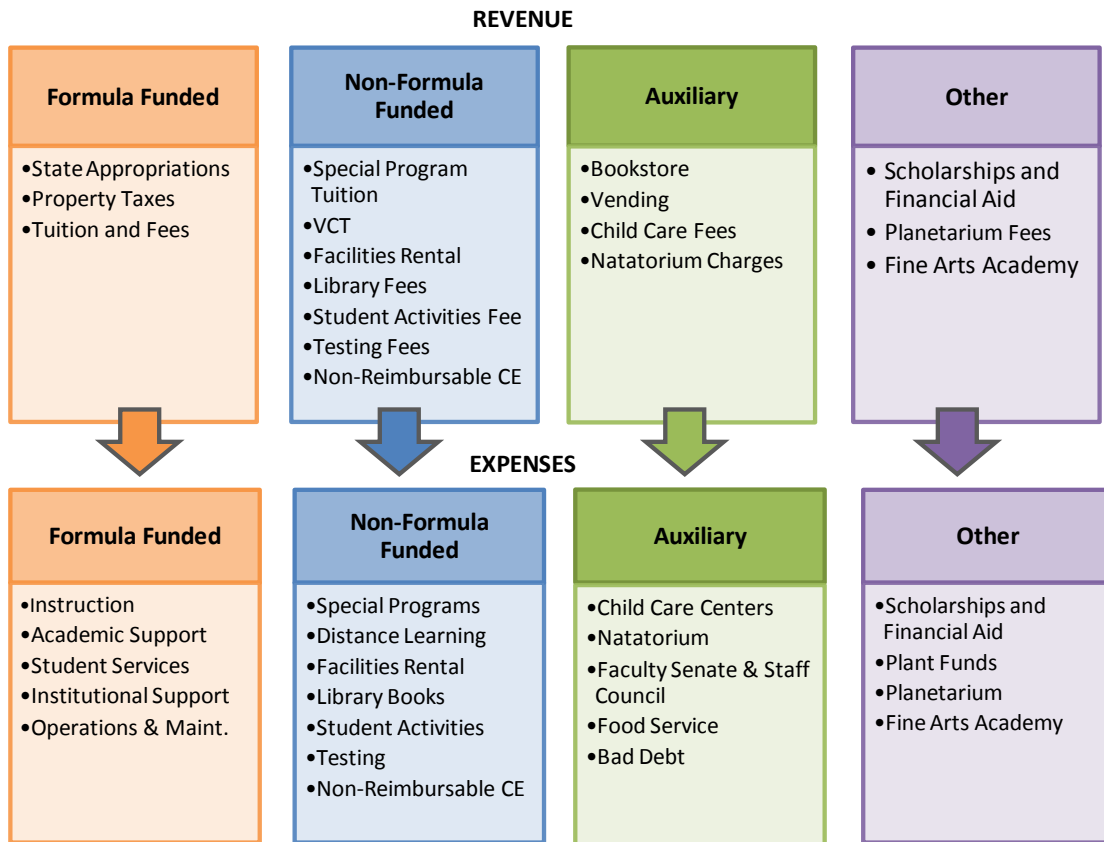


Ten Year Trend of Revenue Sources

ALAMO COMMUNITY COLLEGE DISTRICT									
<b><u>10 YEAR COMPARISON OF REVENUES</u></b>									
FISCAL YEAR	STATE FUNDING (1)	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2011-2012 (4)	66,015,450	23.42%	93,290,881	33.10%	113,304,898	40.20%	9,217,154	3.27%	281,828,383
2010-2011 (5)	65,658,472	24.70%	93,559,514	35.19%	98,756,325	37.14%	7,899,646	2.97%	265,873,957
2009-2010 (5)	69,233,873	25.55%	89,615,404	33.08%	103,371,926	38.15%	8,719,428	3.22%	270,940,631
2008-2009 (5)	67,846,696	27.26%	88,412,612	35.53%	83,452,604	33.54%	9,135,448	3.67%	248,847,360
2007-2008 (5)	67,846,696	28.69%	79,277,313	33.52%	78,265,201	33.09%	11,128,909	4.71%	236,518,119
2006-2007 (5)	65,409,379	29.27%	70,079,189	31.36%	73,946,755	33.09%	14,060,570	6.29%	223,495,893
2005-2006 (5)	65,746,811	31.78%	62,843,083	30.38%	68,341,835	33.03%	9,952,156	4.81%	206,883,885
2004-2005 (5)	58,069,378	30.08%	58,223,733	30.16%	68,404,476	35.43%	8,376,724	4.34%	193,074,311
2003-2004 (5)	58,070,337	32.14%	55,117,374	30.51%	59,021,761	32.67%	8,446,679	4.68%	180,656,151
2002-2003 (5)	55,994,039	34.46%	51,156,426	31.49%	48,965,226	30.14%	6,358,194	3.91%	162,473,885
<i>(1) INCLUDES FUNDS FOR DEVELOPMENTAL EDUCATION</i>									
<i>(2) NET TUITION AND FEES</i>									
<i>(3) INCLUDES GROSS AUXILIARY REVENUES</i>									
<i>(4) PER BUDGET</i>									
<i>(5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT</i>									
Source: Annual Financial Reports - Schedules A and C									

## Budget Process and Budget Calendar

For the fourth year in a row, the Alamo Colleges has developed its I&G Operating Budget based on a workload-driven model. This budgeting model, linked to the Strategic Plan and the defined Strategic Initiatives as approved by the Board of Trustees, provides formula funding allocations based primarily on the average class size, workload-based staffing units, average salary, forecasted contact hour growth, and costs per contact hour. Non-formula funding and auxiliary are allocated based on revenue projections. The chart below depicts the major areas within each of the revenue and expense categories.



Budget planning at the district and college levels is an annual process. This process includes (1) the development of revenue and expense allocations via the workload budget allocation model (“Workload Budget Allocation Model,”) followed by (2) the budget 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.

Timeline	Workload Budget Allocation – Board Approval	Budget Distributions – Colleges/Dept
<b>November – January</b>	The Alamo Colleges’ District Budget Office coordinates projections for enrollment, revenue, and other key data elements, in collaboration with the campus budget officers.  <b>Board Strategic Planning Retreat: Nov.</b>	Colleges provide Contact Hour, Enrollment, and non-formula revenue projections.
<b>January - March</b>	In early spring, an initial operating expense budget allocation amount for each of the campuses and the district units is generated via the workload allocation model. Strategic Initiatives developed to balance any shortfall in revenues.	
<b>April</b>	The Vice Chancellor for Finance and Administration presents a draft of the Preliminary Budget in late spring to the Audit, Budget and Finance Committee of the Board of Trustees for their review and feedback.	
<b>May – June</b>	The initial operating expense budget allocations generated by the model are distributed to each of the colleges and the district-level units after the Preliminary Budget is presented to the Budget and Finance Committee of the Board of Trustees.  <b>Board Budget Retreat: May</b>	Colleges and departments finalize employee position listings and begin preliminary work on the development of detailed unit budgets, area budgets, and college budgets begins, based on (1) a review of previous fiscal year approved budgets, (2) unit/department needs, (3) educational needs and (4) college objectives. All of these budgets are based on actions plans, which are linked to the approved strategic plan and strategic initiatives.
<b>April – June</b>	The Alamo Colleges’ District Budget Office collaborates with the colleges and district-level units to ensure that the preliminary budget distributions balance to allocations assigned via the budget model. These budget distributions are submitted to the Alamo Colleges’ District Budget Office for compilation, summation, and preparation of the District Preliminary Budget.	
<b>July</b>	<b>Board Approval: Preliminary Operating Budget</b>	
<b>August</b>	Updates to Final Workload Budget Allocation Model completed upon receipt of Tax rolls.  <b>Board Approval: All Funds Budget; Tuition &amp; Fees for Spring; Tax rates</b>	Colleges and Departments finalize Budget and non-labor allocations.
<b>September</b>	Chief Budget Officer verifies Budget in Banner	Budgets loaded into Banner Finance

The budget planning process undertaken to develop the FY 2011-2012 Budget included several meetings with the Board of Trustees and college constituencies. A Timeline reflecting Board Meetings and Retreats held as part of this fiscal year’s budget-building process follows.

Meeting Dates	Topic
October 16, 2010 Board Retreat	Preliminary Operating Revenues
January 18, 2011 Audit, Budget & Finance Committee	Budget Strategic Initiatives
March 8, 2011 Audit, Budget & Finance Committee	Operating Budget Projections
April 2, 2011 Board Retreat	Preliminary FY 2011-2012 Budget Strategic Initiatives
May 9, 2011 Board Retreat	Preliminary FY 2011-2012 Budget Presentation
July 19, 2011 Audit, Budget & Finance Committee	Approval of FY 2011-2012 Operating Budget
July 26, 2011 Regular Board Meeting	Final Approval of FY 2011-2012 Operating Budget
August 9, 2011 Audit, Budget & Finance Committee	Approval of FY 2011-2012 All Funds Budget
August 16, 2011 Regular Board Meeting	Final Approval of FY 2011-2012 All Funds Budget
September, 2011 Budget Allocations for Colleges and Departments	District Budget, College and Departmental personnel load Banner system with Employee positions and budgets and detailed non-labor allocations at Organization and Account level.

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## Workload-Driven Budgeting Model – Step One of Budget Process

The methodology of the workload-driven budgeting model used by the Alamo Colleges is based on the previous work conducted by the National Center of Higher Education for Management Systems (NCHEMS) to develop a national model. The state of Texas, through the Texas Higher Education Coordinating Board (THECB), uses a model with many similar features.

This budgeting model allows for the calculation of an allocation for instructional faculty staffing at each of the colleges, based on past enrollment activity by discipline and additional projected enrollments. It also allows for the calculation of allocations for academic support, student services, institutional support, and operations and maintenance.

The model's methodology is contingent on the use of certified and audited financial and enrollment data as compiled by the THECB. This ensures the use of standardized criteria in the calculation of allocations for each of the colleges and allows for a transparent, fair and equitable approach to funding. Specific cost drivers used in the model are listed below. Each of these cost drivers is critical to ensuring fair and equitable allocations.

1. Target Class Size by Discipline averaging to Alamo Colleges FY 2011-2012 target of 25
2. Contact Hours per Faculty Staffing Unit
3. Faculty Staffing Units per College (with growth)
4. Projected FY12 annual contact hours by discipline
5. Projected Fall 2011 Enrollment

**FY 2011-2012 Budget Model Summary**

ALAMO COMMUNITY COLLEGE DISTRICT WORKLOAD-DRIVEN BUDGET MODEL SUMMARY								
Final Approved July 26, 2011 Board								
	SAC	SPC	PAC	NVC	NLC	TOTAL COLLEGES	DISTRICT	TOTAL
<b>TOTAL EDUCATIONAL AND GENERAL FUNCTIONAL CATEGORIES (Formula)</b>								
FY11 Model	57,830,224	34,398,184	21,344,804	33,237,566	12,114,248	158,925,026	75,234,459	234,159,484
<b>FY12 Model</b>	<b>54,157,362</b>	<b>30,270,012</b>	<b>19,786,171</b>	<b>33,141,957</b>	<b>12,649,534</b>	<b>150,005,035</b>	72,352,312	<b>222,357,348</b>
Variance	(3,672,862)	(4,128,172)	(1,558,633)	(95,609)	535,285	(8,919,990)	(2,882,146)	(11,802,137)
<b>Non-Formula Funding</b>								
FY11 Model	5,967,659	4,954,175	2,208,679	1,155,190	1,615,945	15,901,647	3,057,209	18,958,856
<b>FY12 Model</b>	<b>4,308,864</b>	<b>4,020,191</b>	<b>2,430,291</b>	<b>1,393,337</b>	<b>1,691,861</b>	13,844,544	1,127,580	14,972,124
Variance (A)	(1,658,795)	(933,984)	221,612	238,147	75,916	(2,057,103)	(1,929,629)	(3,986,732)
<b>Capital Budget</b>								
FY11 Model	1,631,657	1,268,904	561,692	798,189	239,558	4,500,000		4,500,000
<b>FY12 Model</b>	<b>1,190,000</b>	<b>930,000</b>	<b>410,000</b>	<b>590,000</b>	<b>180,000</b>	3,300,000		3,300,000
Variance (A)	(441,657)	(338,904)	(151,692)	(208,189)	(59,558)	(1,200,000)	0	(1,200,000)
<b>Total for College/District Detailed Budget Allocation</b>								
FY11 Model	65,429,540	40,621,262	24,115,175	35,190,945	13,969,751	179,326,673	78,291,668	257,618,341
<b>FY12 Model</b>	<b>59,656,226</b>	<b>35,220,203</b>	<b>22,626,462</b>	<b>35,125,294</b>	<b>14,521,395</b>	<b>167,149,579</b>	<b>73,479,892</b>	<b>240,629,472</b>
Variance (A)	(5,773,314)	(5,401,060)	(1,488,713)	(65,651)	551,644	(12,177,094)	(4,811,775)	(16,988,869)
	-9%	-13%	-6%	0%	4%			
<b>Mandatory and Contractual (non-discretionary)</b>								
SEOG	298,430	167,412	123,739	138,297	-	727,878		727,878
IT and Communications	2,587,572	1,446,264	945,359	1,583,482	604,379	7,167,055	(7,167,055)	0
Benefits not paid by State	<b>2,645,724</b>	<b>1,814,003</b>	<b>1,387,114</b>	<b>1,814,437</b>	<b>762,765</b>	8,424,043	975,957	9,400,000
Distance Learning Investment							70,000	70,000
Mandatory and Contractual							31,001,033	31,001,033
<b>Total Operating Expense Budget</b>	<b>65,187,951</b>	<b>38,647,881</b>	<b>25,082,674</b>	<b>38,661,510</b>	<b>15,888,539</b>	<b>183,468,555</b>	<b>98,359,828</b>	<b>281,828,383</b>
NEW: Full District allocation	35,511,533	19,848,355	12,973,994	21,731,518	8,294,428	98,359,828	(98,359,828)	0
Fully Distributed FY12 Budget	100,699,484	58,496,236	38,056,668	60,393,028	24,182,967	281,828,383	0	281,828,383

<i>Key Drivers</i>	<b>SAC</b>	<b>SPC</b>	<b>PAC</b>	<b>NVC</b>	<b>NLC</b>	<b>TOTAL COLLEGES</b>		
<b>Fall Enrollment (College of Attendance)</b>								
Budget Fall 2010 (FY11)	23,109	11,223	8,999	15,312	6,180	64,823		
<b>Actual Fall 2010 (FY11)</b>	<b>22,001</b>	<b>10,823</b>	<b>8,963</b>	<b>15,920</b>	<b>5,634</b>	<b>63,341</b>	<b>Actual Fall '10</b>	<b>63,341</b>
Impact of True up to Actual	(1,108)	(400)	(36)	608	(546)	(1,482)		
Budget Fall 2010 (FY11)	23,109	11,223	8,999	15,312	6,180	64,823		
<b>Budget Fall 2011 (FY12)</b>	<b>21,184</b>	<b>10,420</b>	<b>8,630</b>	<b>15,329</b>	<b>5,634</b>	<b>61,197</b>	<b>Budget Fall '11</b>	<b>61,197</b>
Budget Variance FY11 vs FY12	(1,925)	(803)	(369)	17	(546)	(3,626)		<b>(2,144)</b>
						-5.6%		-3.4%
<b>Contact Hours (excluding Dual Credit and Gateway)</b>								
Budget FY11	8,408,014	4,751,972	3,182,204	5,195,585	1,802,560	23,340,334		
<b>Actual FY11 (est Summer)</b>	<b>8,204,822</b>	<b>4,499,415</b>	<b>3,003,875</b>	<b>5,287,927</b>	<b>1,888,372</b>	<b>22,884,411</b>		
Impact of True up to Actual	(203,192)	(252,557)	(178,329)	92,342	85,812	(455,923)		
Budget FY11	8,408,014	4,751,972	3,182,204	5,195,585	1,802,560	23,340,334		
<b>Budget FY12</b>	<b>8,155,385</b>	<b>4,472,304</b>	<b>2,985,776</b>	<b>5,256,065</b>	<b>1,941,596</b>	<b>22,811,126</b>		
Budget Variance FY11 vs FY12	(252,629)	(279,668)	(196,428)	60,481	139,036	(529,208)		
<b>Faculty Staffing Unit (Full-time Equivalent of Faculty and Adjunct)</b>								
FY11 Model (23.5 Avg Class Size)	617	369	228	369	129	1,712		
<b>FY12 Model (25 Avg Class Size)</b>	<b>544</b>	<b>309</b>	<b>196</b>	<b>341</b>	<b>126</b>	<b>1,516</b>		
Variance	(73)	(60)	(32)	(28)	(3)	(196)		
<b>Educ. &amp; General by Category</b>								
	<b>SAC</b>	<b>SPC</b>	<b>PAC</b>	<b>NVC</b>	<b>NLC</b>	<b>TOTAL COLLEGES</b>	<b>DISTRICT</b>	<b>TOTAL</b>
Instruction	37,166,733	21,129,396	13,356,042	22,413,762	8,243,394	102,309,327	0	102,309,327
Academic Support	6,661,292	3,729,283	2,393,258	4,044,775	1,501,268	18,329,875	0	18,329,875
Student Support	6,158,970	2,965,430	2,452,182	4,220,035	1,881,907	17,678,524	5,177,946	22,856,470
Institutional Support	4,170,367	2,445,903	1,584,689	2,463,385	1,022,965	11,687,309	39,043,880	50,731,190
Maintenance & Operations						0	28,130,486	28,130,486
<b>Total Formula Funding</b>	<b>54,157,362</b>	<b>30,270,012</b>	<b>19,786,171</b>	<b>33,141,957</b>	<b>12,649,534</b>	<b>150,005,035</b>	<b>72,352,312</b>	<b>222,357,348</b>
	36%	20%	13%	22%	8%	100%		

## Budget Model Funding Methodology and Formulas

### INSTRUCTION (TAB 1)

- (A) There are two specific forms of funding that are generated for the Instructional areas.
- *Funding for Faculty Salary Costs*
  - *Allocation for Instructional Departments*
- (B) The funding for faculty is generated based on the following formula:  
*(Faculty Staffing Units per College with growth x District-wide Average Faculty Staffing Unit (FSU) Salary) = Funding for Faculty*
- (C) Each instructional department receives an operations allocation based on the following formula:  
*Projected Contact Hours provided by Colleges x Costs per Contact Hour = Instructional Operations (without furniture, fixtures & equipment).*
- (D) Cost Drivers

**Target Average Class Size:** Based on THECB Formula Funding Rates; FY10 base year contact hours in 26 disciplines with Target Class Size of 25

**Contact Hours per Faculty Staffing Unit:** College Target Average Class Size x 3 credit hours x 5 classes x 16 weeks in 26 disciplines

**Faculty Staffing Units per College:** Contact Hours DIVIDED by Contact Hours per Faculty Staffing Unit

**FSU Average Salary:** district-wide Faculty Salaries as of April 2011 with 50/50 ratio of Full-time Faculty/Adjunct

**Instructional Operations:** (FY10 Actual Costs per CH ) x Contact Hours

- (E) Data Exhibits
- **Target Class Size by Discipline (Exhibit 1)**
    - The table in this exhibit indicates the “targeted average class size” for each of the 26 standard disciplines per fiscal year (i.e., fall semester, spring semester, flex semesters, summer I and summer II) to achieve a district-wide Alamo Colleges’ target average class size of 25 students.
    - Exhibit 1 establishes target average class size for each of the 26 academic program disciplines utilizing the State Formula Funding Rates by discipline, as related to the average State reimbursement rate. The State reimbursement rates are higher for programs requiring low class sizes.
  - **Faculty Contact Hours per Staffing Unit (Exhibit 2)**
    - This criterion provides a way to calculate the varying average contact hours per faculty staffing unit by discipline as a companion snapshot to the TARGET CLASS SIZE BY DISCIPLINE (Exhibit 1).
    - The table in this exhibit is based on calculating the average contact hours per faculty staffing unit per discipline for the fall, spring, summer I, and summer II semesters, based on a standard of 15 credit hours per semester per faculty staffing unit. An adjustment is made for the summer sessions, which are typically at ½ to ¼ the length of a regular semester or academic year. The calculation assumes that “equivalencies” in contact hours will be developed to match this standard of methodology, as follows:
      - A Semester is generated based on the following formula: *(targeted average class size x 3 credit hour class x 5 classes per semester) x (16 weeks in a semester) = faculty contact hours per faculty staffing unit for either the fall or spring semester;*
      - The Academic Year, which is double the semester total, is generated based on the following formula: *academic year total generated as (fall or spring semester figure) x 2 = faculty contact hours per faculty staffing unit for the academic year;* and
      - The Fiscal Year, which is a combination of the academic year total plus 50 percent of the fall or spring semester figure is generated based on the following formula: *(faculty contact hours per staffing unit for fall or spring semesters x 2) + (faculty contact hours per staffing unit for fall or spring/2) = total faculty contact hours per faculty staffing unit for a fiscal year.*
    - The purpose of calculating faculty contact hours per staffing unit is to allow for consistent and equitable method of calculating the number of faculty staffing units per college based on the current and projected enrollment by discipline and by college.

**Faculty Staffing Units per College (Exhibit 3)**

- The table in this exhibit indicates the total number of district-wide faculty staffing units calculated for each discipline for each college, based on what proportion of the total District discipline instructional activity is generated by each college.
- This calculation is independent of funding sources, allowing for a fair and equitable allocation of total faculty staffing units, based on each college's discipline variations.

**ACADEMIC SUPPORT (TAB 2)**

Funding for the Academic Support area is generated based on the following formula:

$$(16.6^* \text{ percent of Instruction Distribution and Gateway Expense} + \text{Library upgrade}) = \text{Academic Support}$$

The Library Upgrade is based on: (FY11 estimated Annual Headcount (100% non-exempt + 20% Exempt) \* \$10)

\*Per FY10 expense ratio

**STUDENT SERVICES (TAB 3)**

(A) The College Student Services distribution is based on the following formula:

$$(\text{Target Staffing Unit (minimum 40) per Student Services Staffing Unit} \times \text{Average Salary}) + \text{Other Operating Expense per FTE}$$

(B) The College Student Services Staffing Unit is calculated based on (see Exhibit 4 for Enrollment):

- a. Target Staffing Unit: 1 per 150 non-exempt Fall '11 enrollment over 5,000 (1:125 below 5,000)
- b. PLUS: 20% Exempt at 1 per 150
- c. Target Staffing allocated between COLLEGE & DISTRICT based on Percent of Actual FTE and includes CSI transfer of 19 FTE to District

**INSTITUTIONAL SUPPORT (TAB 4)**

Institutional Support funding is based on the following formula:

$$8.6^* \text{ percent of Total Instruction, Academic Support, Student Services and Non-Formula}$$

\*Per FY10 expense ratio

**OPERATIONS AND MAINTENANCE**

The Operations and Maintenance funding is based on the following formula:

- 19,500 gross square fee per housekeeping FTE
- 50,000 gross square feet per Maintenance FTE
- 22 acres per grounds FTE
- Utilities: Projected consumption at current utility rates
- Administrative Overhead

**NON-FORMULA EXPENSE**

Funded equal to related non-formula revenue projects (see Exhibit 5)

**ALAMO COMMUNITY COLLEGE DISTRICT  
Target Class Size by Discipline**

	A	B	C	A x B	Target/ C	Exhibit 1
Program	2010 Base Year Contact Hours	State Reim Rate Feb24 *	Proportion of State Reim rate	State Formula \$	Target Class Size based on State Rate	Class Size to Produce 25 Avg Class Size (rounded)
Agriculture	79,075	\$ 5.66	1.05740786	\$ 447,911	23.64	24.00
Architecture and Precision Production Trades	185,410	\$ 6.20	1.15830619	\$ 1,150,446	21.58	22.00
Biology, Physical Sciences, and Science Technology	2,618,160	\$ 5.03	0.93970235	\$ 13,179,420	26.60	27.00
Business Management, Marketing, and Administrative Services	1,122,190	\$ 5.12	0.95505811	\$ 5,741,244	26.18	26.00
Career Pilot	9,536	\$ 21.51	4.0161951	\$ 205,159	6.22	6.00
Communications	270,622	\$ 5.79	1.08106932	\$ 1,567,207	23.13	23.00
Computer and Information Sciences	864,542	\$ 6.11	1.14025071	\$ 5,280,758	21.93	22.00
Construction Trades	62,253	\$ 6.20	1.15806285	\$ 386,191	21.59	22.00
Consumer and Homemaking Education	701,466	\$ 5.11	0.95354429	\$ 3,583,086	26.22	26.00
Engineering	26,704	\$ 7.17	1.3376711	\$ 191,353	18.69	19.00
Engineering Related	379,853	\$ 5.53	1.03199498	\$ 2,099,921	24.22	24.00
English Language, Literature, Philosophy, Humanities, and Interdisciplinary	4,565,344	\$ 5.31	0.99136608	\$ 24,244,730	25.22	25.00
Foreign Languages	873,336	\$ 4.83	0.90187065	\$ 4,219,251	27.72	28.00
Health Occupations - Dental Assisting., Medical. Lab, and Associate Degree Nursing	569,726	\$ 8.21	1.53284407	\$ 4,678,146	16.31	16.00
Health Occupations - Dental Hygiene	-	\$ 11.96	2.23173858	\$ -	11.20	11.00
Health Occupations - Other	765,217	\$ 6.50	1.21395696	\$ 4,976,198	20.59	21.00
Health Occupations - Respiratory Therapy	52,656	\$ 8.87	1.65513771	\$ 466,866	15.10	15.00
Health Occupations - Vocational Nursing	232,432	\$ 6.48	1.209044	\$ 1,505,386	20.68	21.00
Mathematics	3,280,592	\$ 4.90	0.91409769	\$ 16,064,034	27.35	27.00
Mechanics and Repairers - Automotive	241,323	\$ 6.43	1.19987749	\$ 1,551,120	20.84	21.00
Mechanics and Repairers - Diesel, Aviation Mechanics, & Transport . Workers	238,614	\$ 6.74	1.25813686	\$ 1,608,176	19.87	20.00
Mechanics and Repairers - Electronics	66,482	\$ 5.98	1.11672895	\$ 397,706	22.39	22.00
Physical Education and Fitness	812,688	\$ 6.04	1.12798677	\$ 4,910,635	22.16	22.00
Protective Services and Public Administration	563,692	\$ 5.50	1.0261078	\$ 3,098,451	24.36	24.00
Psychology, Social Sciences, and History	4,082,734	\$ 4.58	0.85429011	\$ 18,683,845	29.26	29.00
Visual and Performing Arts	1,386,621	\$ 6.20	1.15804668	\$ 8,601,885	21.59	22.00
<b>Totals</b>	<b>24,051,268</b>	<b>\$ 5.36</b>		<b>\$ 128,839,124</b>		
					<b>25</b>	

\* FY 12 State Formula Rates provided by THECB. Note: Actual FY12 State Funding was 49% of Formula rates.



ALAMO COMMUNITY COLLEGE DISTRICT			
Based on a Target Average Class Size of 25			
Faculty Contact Hours Per Staffing Unit			
			Exhibit 2
	Resident Instruction	Target Avg Class Size of 24	Faculty Contact Hrs Per Staffing Unit
1	Agriculture	24	14,400
2	Architecture and Precision Production Trades	22	13,200
3	Biology, Physical Sciences, and Science Technology	27	16,200
4	Business management, Marketing, and Administrative Services	26	15,600
5	Career Pilot	6	3,600
6	Communications	23	13,800
7	Computer and Information Sciences	22	13,200
8	Construction Trades	22	13,200
9	Consumer and Homemaking Education	26	15,600
10	Engineering	19	11,400
11	Engineering Related	24	14,400
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	25	15,000
13	Foreign Languages	28	16,800
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	16	9,600
15	Health Occupations - Dental Hygiene	11	6,600
16	Health Occupations - Other	21	12,600
17	Health Occupations - Respiratory Therapy	15	9,000
18	Health Occupations - Vocational Nursing	21	12,600
19	Mathematics	27	16,200
20	Mechanics and Repairers - Automotive	21	12,600
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	20	12,000
22	Mechanics and Repairers - Electronics	22	13,200
23	Physical Education and Fitness	22	13,200
24	Protective Services and Public Administration	24	14,400
25	Psychology, Social Sciences, and History	29	17,400
26	Visual and Performing Arts	22	13,200

Notes: Faculty contact hours per staffing unit calculation for all semesters is based on: 25 (avg.headcount) \* 3 (# of credit hours) \* 5 (# of classes) \* 16 weeks or any other combination of credit courses teaching formats to achieve the same target productivity that reflects and delivery the discipline variations

**FY12 Faculty Staffing Units per College (@ 25 Avg Class Size)**

**Exhibit 3**

		A	B	B/A	C	D	D/A	E	F	F/A	G	H	H/A	I	J	J/A	K	L	L/A	M	
		Per Exh 2	SAC		SPC		PAC		NVC		NLC		TOTAL								
Resident Instruction		CH per Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Contact Hours	Staffing Unit	Avg Class Size
1	Agriculture	14,400	14,111	0.98	1,794	0.12	34,862	2.42	16,515	1.15	0	0.00	67,282	4.67	24.0						
2	Architecture and Precision Production Trades	13,200	70,708	5.36	106,130	8.04	4,083	0.31	0	0.00	0	0.00	180,921	13.71	22.0						
3	Biology, Physical Sciences, and Science Technology	16,200	768,727	47.45	515,888	31.84	296,113	18.28	725,286	44.77	227,467	14.04	2,533,481	156.39	27.0						
4	Business management, Marketing, and Administrative Services	15,600	484,494	31.06	224,921	14.42	156,776	10.05	166,238	10.66	49,153	3.15	1,081,583	69.33	26.0						
5	Career Pilot	3,600	0	0.00	0	0.00	7,774	2.16	0	0.00	0	0.00	7,774	2.16	6.0						
6	Communications	13,800	83,792	6.07	833	0.06	34,704	2.51	139,258	10.09	3,874	0.28	262,461	19.02	23.0						
7	Computer and Information Sciences	13,200	355,957	26.97	162,461	12.31	108,282	8.20	149,567	11.33	40,918	3.10	817,184	61.91	22.0						
8	Construction Trades	13,200	0	0.00	54,877	4.16	7,453	0.56	0	0.00	0	0.00	62,330	4.72	22.0						
9	Consumer and Homemaking Education	15,600	252,558	16.19	201,391	12.91	117,775	7.55	69,681	4.47	54,157	3.47	695,561	44.59	26.0						
10	Engineering	11,400	6,891	0.60	0	0.00	7,421	0.65	12,328	1.08	0	0.00	26,640	2.34	19.0						
11	Engineering Related	14,400	121,774	8.46	175,102	12.16	36,552	2.54	19,615	1.36	0	0.00	353,044	24.52	24.0						
12	English Language, Literature, Philosophy, Humanities, and Interdisciplinary	15,000	1,479,709	98.65	639,674	42.64	508,827	33.92	1,043,888	69.59	464,164	30.94	4,136,261	275.75	25.0						
13	Foreign Languages	16,800	396,674	23.61	70,294	4.18	98,939	5.89	160,175	9.53	69,736	4.15	795,818	47.37	28.0						
14	Health Occupations - Dental Assisting, Medical Lab, and Associate Degree Nursing	9,600	150,113	15.64	20,582	2.14	3,719	0.39	0	0.00	0	0.00	174,414	18.17	16.0						
15	Health Occupations - Dental Hygiene	6,600	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	11.0						
16	Health Occupations - Other	12,600	525,260	41.69	400,383	31.78	146,543	11.63	79,970	6.35	27,391	2.17	1,179,546	93.61	21.0						
17	Health Occupations - Respiratory Therapy	9,000	0	0.00	36,148	4.02	0	0.00	0	0.00	0	0.00	36,148	4.02	15.0						
18	Health Occupations - Vocational Nursing	12,600	0	0.00	120,528	9.57	641	0.05	0	0.00	0	0.00	121,169	9.62	21.0						
19	Mathematics	16,200	899,959	55.55	541,592	33.43	479,782	29.62	906,644	55.97	340,815	21.04	3,168,791	195.60	27.0						
20	Mechanics and Repairers - Automotive	12,600	0	0.00	241,441	19.16	0	0.00	0	0.00	0	0.00	241,441	19.16	21.0						
21	Mechanics and Repairers - Diesel, Aviation Mechanics, and Transportation Workers	12,000	70	0.01	241,591	20.13	2,382	0.20	0	0.00	0	0.00	244,043	20.34	20.0						
22	Mechanics and Repairers - Electronics	13,200	645	0.05	12,956	0.98	7,102	0.54	22,687	1.72	13,500	1.02	56,891	4.31	22.0						
23	Physical Education and Fitness	13,200	270,454	20.49	84,663	6.41	111,721	8.46	212,104	16.07	123,629	9.37	802,571	60.80	22.0						
24	Protective Services and Public Administration	14,400	414,572	28.79	26,272	1.82	58,140	4.04	53,988	3.75	7,057	0.49	560,028	38.89	24.0						
25	Psychology, Social Sciences, and History	17,400	1,358,465	78.07	450,642	25.90	600,171	34.49	1,060,479	60.95	373,897	21.49	3,843,654	220.90	29.0						
26	Visual and Performing Arts	13,200	500,455	37.91	145,719	11.04	155,919	11.81	424,655	32.17	145,838	11.05	1,372,586	103.98	22.0						
27	Non-State Funded		0		0		0		0		0		0								
<b>Total</b>			<b>8,155,385</b>	<b>543.59</b>	<b>4,475,883</b>	<b>309.24</b>	<b>2,985,680</b>	<b>196.28</b>	<b>5,263,079</b>	<b>341.00</b>	<b>1,941,596</b>	<b>125.77</b>	<b>22,821,623</b>	<b>1,515.87</b>							
Average Class Size by College:			25.4		24.5		25.8		26.0		26.0		25.0		25.0						

Enrollment - College of Attendance								
Fall 2010 Actual and Fall 2011 Projected							Exhibit 4	
FALL 2010 ACTUAL								
	SAC	SPC	PAC	NVC	NLC	TOTAL	% TOTAL	
Non-Exempt	19,699	8,711	6,844	12,855	5,339	53,448	84.4%	
<b>Total Non-Exempt</b>	<b>19,699</b>	<b>8,711</b>	<b>6,844</b>	<b>12,855</b>	<b>5,339</b>	<b>53,448</b>		
Other Exempt	234	247	188	168	49	886	1.4%	
<b>Total Other Exempt</b>	<b>234</b>	<b>247</b>	<b>188</b>	<b>168</b>	<b>49</b>	<b>886</b>		
Dual Credit								
Off-Campus	997	1,688	1,461	2,806	3	6,955	11.0%	
On-Campus	917	177	335	91	243	1,763	2.8%	
<b>Total Off/On Campus Dual</b>	<b>1,914</b>	<b>1,865</b>	<b>1,796</b>	<b>2,897</b>	<b>246</b>	<b>8,718</b>	13.8%	
Gateway								
Off-Campus	3	0	2	0	0	5	0.0%	
On-Campus	151	0	133	0	0	284	0.4%	
<b>Total Off/On Campus Gateway</b>	<b>154</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>289</b>	0.5%	
<b>Total Exempt</b>	<b>2,302</b>	<b>2,112</b>	<b>2,119</b>	<b>3,065</b>	<b>295</b>	<b>9,893</b>	15.6%	
<b>Total Fall 2010</b>	<b>22,001</b>	<b>10,823</b>	<b>8,963</b>	<b>15,920</b>	<b>5,634</b>	<b>63,341</b>	100.0%	
Fall 11 Projected								
	SAC	SPC	PAC	NVC	NLC	TOTAL	% TOTAL	
Non-Exempt	19,116	8,387	6,651	12,377	5,214	51,745	84.6%	
<b>Total Non-Exempt</b>	<b>19,116</b>	<b>8,387</b>	<b>6,651</b>	<b>12,377</b>	<b>5,214</b>	<b>51,745</b>		
Other Exempt	225	238	168	162	49	842	1.4%	
<b>Total Other Exempt</b>	<b>225</b>	<b>238</b>	<b>168</b>	<b>162</b>	<b>49</b>	<b>842</b>		
Dual Credit	0	0	0	0	0	0		
Off-Campus	960	1,625	1,411	2,702	3	6,701	10.9%	
On-Campus	883	170	285	88	368	1,794	2.9%	
<b>Total Off/On Campus Dual</b>	<b>1,843</b>	<b>1,795</b>	<b>1,696</b>	<b>2,789</b>	<b>371</b>	<b>8,494</b>	13.9%	
Gateway	0	0	0	0	0	0		
Off-Campus	0	0	2	0	0	2	0.0%	
On-Campus	0	0	113	0	0	113	0.2%	
<b>Total Off/On Campus Gateway</b>	<b>0</b>	<b>0</b>	<b>115</b>	<b>0</b>	<b>0</b>	<b>115</b>	0.2%	
<b>Total Exempt</b>	<b>2,068</b>	<b>2,033</b>	<b>1,979</b>	<b>2,951</b>	<b>420</b>	<b>9,451</b>	15.4%	
<b>Total Fall 2011</b>	<b>21,184</b>	<b>10,420</b>	<b>8,630</b>	<b>15,329</b>	<b>5,634</b>	<b>61,197</b>	100.0%	
Variance Fall 2010 vs. Fall 2011								
	SAC	SPC	PAC	NVC	NLC	TOTAL	% CHANGE	
Non-Exempt	(583)	(324)	(193)	(478)	(125)	(1,703)	-3.2%	
<b>Total Non-Exempt</b>	<b>(583)</b>	<b>(324)</b>	<b>(193)</b>	<b>(478)</b>	<b>(125)</b>	<b>(1,703)</b>		
Other Exempt	(9)	(9)	(20)	(6)	0	(44)	-5.0%	
<b>Total Other Exempt</b>	<b>(9)</b>	<b>(9)</b>	<b>(20)</b>	<b>(6)</b>	<b>0</b>	<b>(44)</b>		
Dual Credit								
Off-Campus	(37)	(63)	(50)	(104)	0	(254)	-3.7%	
On-Campus	(34)	(7)	(50)	(3)	125	31	1.7%	
<b>Total Off/On Campus Dual</b>	<b>(71)</b>	<b>(70)</b>	<b>(100)</b>	<b>(108)</b>	<b>125</b>	<b>(224)</b>	-2.6%	
Gateway								
Off-Campus	(3)	0	0	0	0	(3)		
On-Campus	(151)	0	(20)	0	0	(171)		
<b>Total Off/On Campus Gateway</b>	<b>(154)</b>	<b>0</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>(174)</b>	-60.2%	
<b>Total Exempt</b>	<b>(234)</b>	<b>(79)</b>	<b>(140)</b>	<b>(114)</b>	<b>125</b>	<b>(442)</b>	-4.5%	
<b>Total Variance</b>	<b>(817)</b>	<b>(403)</b>	<b>(333)</b>	<b>(591)</b>	<b>0</b>	<b>(2,144)</b>	-3.4%	
Per Board Charge: Service Decrease						(2,666)		
Per Board Charge: Incr Avg Class Size						523		
Net Target						(2,143)		

Exhibit 5

REVENUES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
<b>EDUCATIONAL&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 Advanced Water Treatmt	<b>STUDENT ACTIVITIES</b> Fees	<b>ENTERPRISE ACTIVITIES</b> Gateway Charges 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 AND FINANCIAL AID</b> Earnings
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
<b>EDUCATIONAL&amp;GENERAL</b> Instruction Academic Support Student Services Institutional Support Operation & Maintenance	<b>PROGRAM TUITION</b> Nursing Fire Science Dental Lab Tech Aviation Advanced Water Treatmt	<b>STUDENT ACTIVITIES</b>	<b>ENTERPRISE ACTIVITIES</b> Gateway to College Library Replacement Bks Gym/Facility Rentals Testing VCT Continuing Education	<b>PUBLIC SERVICE</b> Planetarium SA Symphony Fine Arts Academy	<b>DESIGNATED</b> Child Care Centers Natatorium <b>AUXILIARY SUPPORTED</b> Intramural Food Service	<b>SCHOLARSHIPS AND FINANCIAL AID</b>

**FY12 BUDGET DEVELOPMENT - INSTRUCTION (1XX)**

	SAC	SPC	PAC	NVC	NLC	TAB 1 TOTAL
Staffing Unit	543.59	309.24	196.28	341.00	125.77	1,515.87
Districtwide Avg Salary (a)	51,264	51,264	51,264	51,264	51,264	
<b>TOTAL Faculty Salary &amp; Benefits</b>	<b>27,866,417.19</b>	<b>15,852,701.44</b>	<b>10,061,913.23</b>	<b>17,480,895.27</b>	<b>6,447,252.77</b>	<b>77,709,179.89</b>
Total Non Faculty Salaries & Wages *	3,889,042.42	2,129,253.00	1,284,746.92	2,155,444.41	808,065.92	10,266,552.67
Total Non Faculty Benefits *	442,492.08	242,264.61	146,177.40	245,244.67	91,941.08	1,168,119.85
Total Other Operating Expenses *	4,968,781.72	2,905,176.98	1,863,204.46	2,532,177.68	896,134.25	13,165,475.10
Total Non-Capitalized Equipment **	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL NON FACULTY OTHER COSTS</b>	<b>9,300,316.22</b>	<b>5,276,694.60</b>	<b>3,294,128.79</b>	<b>4,932,866.76</b>	<b>1,796,141.25</b>	<b>24,600,147.61</b>
Administrative Cost Efficiency	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL Expenses</b>	<b>9,300,316.22</b>	<b>5,276,694.60</b>	<b>3,294,128.79</b>	<b>4,932,866.76</b>	<b>1,796,141.25</b>	<b>24,600,147.61</b>
<b>TOTAL DISTRIBUTION</b>	<b>37,166,733.40</b>	<b>21,129,396.03</b>	<b>13,356,042.01</b>	<b>22,413,762.03</b>	<b>8,243,394.02</b>	<b>102,309,327.50</b>
(a) Districtwide Average Salary and Benefits with 50/50 full-time to adjunct ratio:						
Adjunct	43,560					
FT Faculty	58,967					
Avg. Salary @ 50/50	51,264					
* Calculated using Fiscal Year 2010 costs per contact hour						
** Budgeted in separate Capital Budget						

**FY12 Budget Distribution - ACADEMIC SUPPORT (3XX)**

						TAB 2
	SAC	SPC	PAC	NVC	NLC	TOTAL
<b>Instruction Distribution Based on COLLEGE Average Salary per FSU</b>	37,166,733	21,129,396	13,356,042	22,413,762	8,243,394	102,309,327
<b>16.6% of Instruction Distribution:</b>	<b>6,182,607</b>	<b>3,514,830</b>	<b>2,221,749</b>	<b>3,728,482</b>	<b>1,371,271</b>	<b>17,018,938</b>
Library Upgrade (TAB 2a)	478,685	214,453	171,508	316,293	129,997	1,310,936
<b>Total Academic Support Distribution</b>	<b>6,661,292</b>	<b>3,729,283</b>	<b>2,393,258</b>	<b>4,044,775</b>	<b>1,501,268</b>	<b>18,329,875</b>

Updated from 11% to 16.6% based on FY10 Actual Expenditures

**ACADEMIC SUPPORT (3XX)**  
**FY12 Library Upgrade Distribution**

	SAC	SPC	PAC	NVC	NLC	TAB 2a TOTAL
<b>Annual Headcount</b>						
FY12 Estimated non-exempt Headcount (Fall 2011 * 2.5)	47,790	20,968	16,628	30,944	13,035	129,364
Exempt Students (Fall 2011 * 2)	4,136	4,066	3,958	5,902	840	18,902
20% of Exempt Students	827	813	792	1,180	168	3,780
Total Headcount for Library upgrade distribution	48,617	21,781	17,419	32,124	13,203	133,144
<b>FY12 Library Upgrade Distribution:</b>						
Current (Enrollment X \$10) **	486,172	217,807	174,191	321,240	132,030	1,331,440
Other Library savings - per strategic initiative	0	0	0	0	0	0
Sub-Total Library Distribution	486,172	217,807	174,191	321,240	132,030	1,331,440
LESS: Allowance for bad debt expense for all tuition and fees: 1.54%	(7,487)	(3,354)	(2,683)	(4,947)	(2,033)	(20,504)
<b>Total Library Distribution</b>	<b>478,685</b>	<b>214,453</b>	<b>171,508</b>	<b>316,293</b>	<b>129,997</b>	<b>1,310,936</b>

\*\* FY08 Library Upgrade Fee = \$13 (rolled into Tuition); updated to \$10 per Library FY12 strategic initiative (equates to \$500K savings for FY11 and FY12)

**FY12 Budget Distribution - STUDENT SERVICES (4XX)**

Colleges Only

**TAB 3**

FY12 Projected Expenses	SAC	SPC	PAC	NVC	NLC	TOTAL
	College Staffing Units	108	52	43	74	33
Districtwide Avg Salary & Benefits	\$45,371	\$45,371	\$45,371	\$45,371	\$45,371	
FY12 Salary & Benefits	4,900,045	2,359,281	1,950,944	3,357,438	1,497,236	14,064,943
FY12 Salary Increase	0	0	0	0	0	0
<b>TOTAL SALARY &amp; BENEFITS</b>	<b>4,900,045</b>	<b>2,359,281</b>	<b>1,950,944</b>	<b>3,357,438</b>	<b>1,497,236</b>	<b>14,064,943</b>
FY10 Other Costs per FTE	\$ 11,657	\$ 11,657	\$ 11,657	\$ 11,657	\$ 11,657	
<b>FY12 PROJECTED OTHER COSTS</b>	<b>1,258,925</b>	<b>606,149</b>	<b>501,239</b>	<b>862,597</b>	<b>384,672</b>	<b>3,613,581</b>
<b>Total</b>	<b>6,158,970</b>	<b>2,965,430</b>	<b>2,452,182</b>	<b>4,220,035</b>	<b>1,881,907</b>	<b>17,678,524</b>

**FY12 BUDGET DISTRIBUTION - INSTITUTIONAL SUPPORT (5XX)**

**TAB 4**

COLLEGE Model Calculation	SAC	SPC	PAC	NVC	NLC	Total Colleges
FY12 Instruction Model	37,166,733	21,129,396	13,356,042	22,413,762	8,243,394	102,309,327
FY12 Academic Support Model	6,661,292	3,729,283	2,393,258	4,044,775	1,501,268	18,329,875
FY12 Student Services Model	6,158,970	2,965,430	2,452,182	4,220,035	1,881,907	17,678,524
FY12 Non-Formula E&G	4,308,864	4,020,191	2,430,291	1,393,337	1,691,861	13,844,544
Total FY12 Models & Non-Formula E&G	54,295,859	31,844,300	20,631,773	32,071,909	13,318,430	152,162,270
%	8.6%	8.6%	8.6%	8.6%	8.6%	
<b>TOTAL FY12 COLLEGES Institutional Support Model Distribution</b>	<b>4,669,444</b>	<b>2,738,610</b>	<b>1,774,332</b>	<b>2,758,184</b>	<b>1,145,385</b>	<b>13,085,955</b>
Overlay of 2.5% State FY11 Approp Cut	(499,077)	(292,707)	(189,643)	(294,799)	(122,420)	(1,398,646)
<b>Total College Institutional Support Allocation</b>	<b>4,170,367</b>	<b>2,445,903</b>	<b>1,584,689</b>	<b>2,463,385</b>	<b>1,022,965</b>	<b>11,687,309</b>

Updated from 10% to 8.6% based on FY10 Actual Expenditures

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

<b>San Antonio College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES, WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTRUCTION</b>									
SAC Architecture	111001	811241	1020	5.00	270,846.72	4,750.00			275,596.72
SAC Biological Sciences	111001	811121	1030	12.00	722,799.54	99,718.48			822,518.02
SAC Astronomy	111001	811131	1030	2.00	119,269.62	1,500.00			120,769.62
SAC Chemistry	111001	811132	1030	6.00	384,274.80	65,039.24			449,314.04
SAC Earth Sciences	111001	811133	1030	3.00	154,435.14	11,690.52			166,125.66
SAC Physics	111001	811243	1030	3.00	177,476.94	56,085.64			233,562.58
SAC Mortuary Science	111001	812081	1030	5.00	296,149.86	56,672.72			352,822.58
SAC Dean of Arts and Sciences Offic	111001	811101	1040			31,251.78			31,251.78
SAC Business Occupations	111001	812011	1040	10.00	547,045.38	92,673.34			639,718.72
SAC Conf and Court Reporting	111001	812013	1040	2.00	96,481.80				96,481.80
SAC Legal Assistant	111001	812014	1040	1.00	51,885.36				51,885.36
SAC Banking Technology	111001	812041	1040			200.00			200.00
SAC Business Administration	111001	812042	1040	4.00	253,514.88	3,000.00			256,514.88
SAC Management	111001	812043	1040	3.00	206,436.78	103,604.96			310,041.74
SAC Real Estate Program	111001	812045	1040	1.00	47,111.76	500.00			47,611.76
SAC CE Professional	111001	813007	1040					85,000.00	85,000.00
SAC Journalism	111001	811182	1060	3.00	170,634.78	84,564.24			255,199.02
SAC Journalism	171003	811182	1060					41,500.00	41,500.00
SAC KSYM	111001	811186	1060			16,124.16			16,124.16
SAC Radio and Television and Film	111001	811187	1060	3.00	175,246.20	112,544.46			287,790.66
SAC Computer Information Systems	111001	812061	1070	15.00	826,992.54	195,696.42			1,022,688.96
SAC Computer Aided Design	111001	812071	1070	2.00	122,901.84	41,752.54			164,654.38
SAC Child Development Instruction	111001	812052	1090			190,027.56			190,027.56
SAC Child Development Operations	111001	812053	1090	6.00	374,902.02	35,455.40			410,357.42
SAC CE Teacher Certification	111001	813008	1090			46,238.40			46,238.40
SAC Edge Program	111001	811242	1100					500.00	500.00
SAC Engineering	111001	811244	1100	1.00	62,644.32	27,813.40			90,457.72
SAC Computer Aided Design	111001	812071	1110	2.00	104,743.80				104,743.80
SAC Engineering Technology	111001	812075	1110	1.00	55,263.60	3,700.00			58,963.60
SAC Dean of Arts and Sciences Offic	111001	811101	1120					272,901.00	272,901.00



**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>INSTRUCTION (continued)</b>									
SAC Developmental English	111001	811151	1120	8.99	564,685.13	120,407.56			685,092.69
SAC English	111001	811152	1120	27.01	1,672,272.79	206,090.64			1,878,363.43
SAC Multicultural Conference	111001	811153	1120					1,500.00	1,500.00
SAC English As A Second Language	111001	811161	1120	3.00	173,850.84	4,750.00			178,600.84
SAC Philosophy	111001	811221	1120	4.00	254,824.56	31,603.66			286,428.22
SAC Theatre and Communications	111001	811274	1120	9.00	484,945.74	113,758.72			598,704.46
SAC Reading and Education	111001	811291	1120	8.00	472,696.56	83,858.42			556,554.98
SAC Writing Center	111001	811301	1120			11,313.68			11,313.68
SAC Fire Technology	111001	812104	1120	1.00	39,308.76				39,308.76
SAC CE Basic Skills	111001	813010	1120			18,001.36		30,000.00	48,001.36
SAC Foreign Languages	111001	811162	1130	7.00	426,974.04	127,938.98			554,913.02
SAC Interpreter Training	111001	812031	1130	8.00	418,956.84	121,131.66			540,088.50
SAC Dental Assistants	111001	812021	1140	2.00	122,412.24	156,120.82			278,533.06
SAC Medical Assisting	111001	812022	1140	3.00	142,638.84	27,200.00			169,838.84
SAC Dental Lab Technology	111001	812023	1140			13,900.00			13,900.00
SAC Nursing Ed Associate Degree	111001	812091	1140	41.00	2,150,368.38	338,129.36			2,488,497.74
SAC Nursing Special Program Tuition	111001	812093	1140			90,594.27			90,594.27
SAC Dental Lab Technology	111001	812023	1160	1.00	49,480.20				49,480.20
SAC Credit EMS	111001	812024	1160	1.00	39,308.00	19,200.00			58,508.00
SAC Mental Health	111001	812202	1160	2.00	137,516.40	17,652.12			155,168.52
SAC CE Allied Health	111001	813002	1160			41,339.00		57,000.00	98,339.00
SAC CE Nursing	111001	813006	1180					10,000.00	10,000.00
SAC Basic Skills Academy	111001	811114	1190			38,846.33			38,846.33
SAC Mathematics and Computer Scienc	111001	811203	1190	37.00	2,255,893.20	293,838.24			2,549,731.44
SAC Physical Education	111001	811192	1230	10.00	583,789.86	131,990.40			715,780.26
SAC Fire Technology	111001	812104	1240	3.00	161,568.00	218,094.82			379,662.82
SAC Emergency Mgt and HL Security	111001	812106	1240			600.00			600.00
SAC Public Administration	111001	812204	1240	1.00	66,499.92	1,200.00			67,699.92
SAC Law Enforcement	111001	812205	1240	4.00	246,109.68	35,498.40			281,608.08
SAC CE Law Enforcement	111001	813004	1240					140,000.00	140,000.00

<b>San Antonio College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTRUCTION (continued)</b>									
SAC History	111001	811171	1250	12.00	692,159.76	39,504.98			731,664.74
SAC Political Science	111001	811231	1250	9.00	490,768.92	38,654.98			529,423.90
SAC Economics	111001	811232	1250	4.00	251,862.48	1,950.00			253,812.48
SAC Psychology	111001	811251	1250	12.00	903,067.20	39,553.44		(0.00)	942,620.64
SAC Sociology	111001	811261	1250	4.00	185,380.92	6,850.00			192,230.92
SAC Photography	111001	811183	1260	1.00	77,130.36	41,055.50			118,185.86
SAC Electronic Graphics	111001	811185	1260	5.00	300,700.08	71,800.12			372,500.20
SAC Music Business Program	111001	811188	1260			1,000.00			1,000.00
SAC Music	111001	811211	1260	7.00	415,312.38	41,229.84			456,542.22
SAC Art	111001	811281	1260	7.00	426,796.56	146,098.72			572,895.28
SAC General Institutional Costs	111001	810002	1270				5,603,670.00	3,169,320.00	8,772,990.00
SAC Dean of Arts and Sciences Offic	111001	811101	1270			6,120,323.14			6,120,323.14
SAC Dean P-16 Initiatives Office	111001	811701	1270			145,279.32			145,279.32
SAC Gateway	111001	811702	1270			58,428.62			58,428.62
SAC Dean Profess and Tech Ed Office	111001	812001	1270			1,977,324.00			1,977,324.00
SAC CE Occupational	111001	813003	1270			26,929.02		46,000.00	72,929.02
SAC Distance Education VCT	111001	814002	1270					20,000.00	20,000.00
SAC Student Learning Assistance Ctr	111001	815008	1270			199,737.86		110,843.00	310,580.86
SAC Retention and Transition Serv	111001	816405	1270			80,255.64			80,255.64
SAC Technology Center	111001	817201	1270			53,150.00		196,533.00	249,683.00
SAC General Institutional Costs	111001	810002	1999			38,757.96		348,700.00	387,457.96
SAC CE Medical Office andTechnology	111001	813009	1999			15,699.32			15,699.32
<b>PUBLIC SERVICE</b>									
SAC General Institutional Costs	111001	810002	2010				13,350.00	-	13,350.00
SAC Koehler House	171002	810014	2010					10,000.00	10,000.00
SAC Auditorium	171005	811271	2010					26,100.00	26,100.00
SAC COSA Better Bldg Program	111001	813011	2010			49,573.00		5,000.00	54,573.00
SAC Planetarium	111001	813014	2010			96,513.42			96,513.42
SAC Planetarium	171006	813014	2010			10,117.12		50,000.00	60,117.12

<b>San Antonio College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>ACADEMIC SUPPORT</b>									
SAC General Institutional Costs	111001	810002	3010				614,869.00	693,660.00	1,308,529.00
SAC VP Academic Affairs Office	111001	811001	3010			36,000.00		30,000.00	66,000.00
SAC Learning Institute	111001	811004	3010	1.00	77,387.40	71,626.20			149,013.60
SAC Dean of Arts and Sciences Office	111001	811101	3010			166,104.54			166,104.54
SAC Academic Development Programs	111001	811111	3010			36,397.87			36,397.87
SAC Writing Center	111001	811301	3010			72,475.82		28,150.00	100,625.82
SAC Dean P-16 Initiatives Office	111001	811701	3010					30,000.00	30,000.00
SAC Dual Credit Admin and Operation	111001	811703	3010			6,000.00		90,000.00	96,000.00
SAC Dean Profess and Tech Ed Office	111001	812001	3010			196,176.16		335,548.00	531,724.16
SAC Interpreting Services	111001	812032	3010			23,567.20			23,567.20
SAC CE Administration	111001	813001	3010			271,232.94		42,796.00	314,028.94
SAC CE Allied Health	111001	813002	3010			88,112.70			88,112.70
SAC CE Occupational	111001	813003	3010			50,905.14			50,905.14
SAC CE Law Enforcement	111001	813004	3010			66,900.78			66,900.78
SAC CE Vocational ESL	111001	813005	3010			19,328.92		24,000.00	43,328.92
SAC CE Professional	111001	813007	3010			66,548.88			66,548.88
SAC CE Medical Office and Technology	111001	813009	3010			79,545.26		65,000.00	144,545.26
SAC CE Basic Skills	111001	813010	3010			62,079.24			62,079.24
SAC Dean Even_Weeknd_Dist Ed Office	111001	814001	3010			250,409.98			250,409.98
SAC Off-Campus Learning Centers	111001	814004	3010			109,339.92			109,339.92
SAC Dean Learning Resources	111001	815001	3010			258,405.76		124,613.00	383,018.76
SAC Instructional Technology Ctr	111001	815101	3010			58,520.00			58,520.00
SAC Library	111001	815301	3010			1,033,800.76		88,000.00	1,121,800.76
SAC Educational Television	111001	815333	3010			556,465.60		68,000.00	624,465.60
SAC VP Student Affairs Office	111001	816001	3010			207,466.02			207,466.02
SAC Admissions and Records	111001	816202	3010			17,309.76			17,309.76
<b>STUDENT SERVICES</b>									
SAC General Institutional Costs	111001	810002	4010				700,805.00	647,929.00	1,348,734.00
SAC Forensic Account	111001	811272	4010					8,500.00	8,500.00
SAC Dual Credit Admin and Operation	111001	811703	4010			140,691.77			140,691.77

<b>San Antonio College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>STUDENT SERVICES (continued)</b>									
SAC Interpreting Services	111001	812032	4010			1,184,291.60			1,184,291.60
SAC VP Student Affairs Office	111001	816001	4010			1,356,993.10		320,190.00	1,677,183.10
SAC Health Center	111001	816103	4010			82,421.61			82,421.61
SAC Student Activities	111001	816106	4010			478,057.04		22,000.00	500,057.04
SAC-Student Activity Fee-Designated	111003	816110	4010					425,000.00	425,000.00
SAC Admissions and Records	111001	816202	4010			609,699.18		30,000.00	639,699.18
SAC Enrollment Management	111001	816301	4010			133,968.84			133,968.84
SAC Counseling Services	111001	816401	4010			1,113,140.42		20,000.00	1,133,140.42
SAC Veterans Affairs	111001	816402	4010			216,970.32			216,970.32
SAC Career Plan Job Plc	111001	816404	4010			89,320.00			89,320.00
SAC Retention and Transition Serv	111001	816405	4010	1.00	69,700.68	16,124.16			85,824.84
SAC Student Development	111001	816409	4010	1.00	62,148.60	152,360.48		10,000.00	224,509.08
SAC CounselingandStudent Developmnt	111001	816410	4010			83,807.76			83,807.76
SAC Veterans Affairs	111001	816411	4010			102,028.56			102,028.56
SAC Disability Support Services	111001	816507	4010	1.00	62,524.98	649,954.61		20,000.00	732,479.59
SAC Womens Center	111001	816612	4010	1.00	87,179.40	301,951.11		20,000.00	409,130.51
SAC Assessment and Testing	111001	816701	4010			167,251.29			167,251.29
SAC Photo ID	111001	816703	4010			32,251.38			32,251.38
SAC VP College Services Office	111001	817001	4010			24,986.52			24,986.52
<b>INSTITUTIONAL SUPPORT</b>									
SAC General Institutional Costs	111001	810002	5010				304,916.00	944,870.00	1,249,786.00
SAC Office of the President	111001	810003	5010			260,701.35		40,000.00	300,701.35
SAC Hospitality Account	111001	810005	5010					85,000.00	85,000.00
SAC Health Wellness Program	111001	810008	5010					10,000.00	10,000.00
SAC Staff Council Fund Raising	111001	810012	5010					10,000.00	10,000.00
SAC Paper Recycling	111001	810013	5010			1,200.00		10,000.00	11,200.00
SAC Institutional Advancement	111001	810020	5010			127,451.60		10,000.00	137,451.60
SAC Resource College Development	111001	810103	5010			71,340.84		31,000.00	102,340.84
SAC Public Information	111001	810501	5010			203,499.22		71,533.00	275,032.22
SAC VP Academic Affairs Office	111001	811001	5010			139,496.22			139,496.22

<b>San Antonio College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTITUTIONAL SUPPORT (continued)</b>									
SAC Facilities Use Management	111001	814007	5010			181,278.86		100,000.00	281,278.86
SAC VP Student Affairs Office	111001	816001	5010			15,495.64			15,495.64
SAC VP College Services Office	111001	817001	5010			330,296.32		5,000.00	335,296.32
SAC Research	111001	817002	5010			83,580.38			83,580.38
SAC Technology Center	111001	817201	5010			1,264,302.01			1,264,302.01
SAC Go-Print	111001	817202	5010					25,000.00	25,000.00
SAC General Institutional Costs	111001	810002	5010				8,447.00	-	8,447.00
SAC Auditorium	111001	811271	5010			419,929.74			419,929.74
SAC Auditorium	171005	811271	5010			193,450.40			193,450.40
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
SAC General Institutional Costs	111001	810002	7010					423,430.00	423,430.00
<b>AUXILIARY ENTERPRISES</b>									
SAC General Institutional Costs	111001	810002	8010				52,624.00	-	52,624.00
SAC Child Development Center	111001	812051	8010			188,438.02		27,200.00	215,638.02
SAC Child Development Center	131001	812051	8010			60,779.12		229,000.00	289,779.12
<b>TRANSFERS</b>									
SAC General Institutional Costs	111002	810002	9425					1,190,000.00	1,190,000.00
<b>Total San Antonio College</b>				<b>337.00</b>	<b>19,787,277.38</b>	<b>27,125,676.62</b>	<b>7,298,681.00</b>	<b>10,976,316.00</b>	<b>65,187,951.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									

<b>St. Philip's College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTRUCTION</b>									
SWC Machine Technology	112001	828562	1020	1.00	48,507.12	69,941.00		39,450.00	157,898.12
SWC Welding	112001	828563	1020	1.00	43,788.60	124,641.00		79,940.00	248,369.60
SPC Physics	112001	821151	1030	1.00	66,756.96	49,140.00		8,250.00	124,146.96
SPC Biological Sciences	112001	821152	1030	8.00	439,868.88	627,187.32		57,707.00	1,124,763.20
SPC Chemistry	112001	821153	1030	4.60	212,441.73	232,808.64		23,710.00	468,960.37
SPC Biology Software Sales	112001	821154	1030					16,000.00	16,000.00
SPC Business Administration	112001	821133	1040	1.00	77,130.36	25,605.00		300.00	103,035.36
SPC Administrative Computer Tech	112001	822041	1040	1.00	84,459.06	112,602.92		7,511.00	204,572.98
SPC Accounting Informatm Sys Tech	112001	822042	1040	1.00	47,552.40	12,500.00		1,850.00	61,902.40
SPC Business Management	112001	822043	1040	2.00	119,138.04	35,000.00		1,850.00	155,988.04
SPC Computer Science	112001	821134	1070	1.00	53,225.64	80,168.00			133,393.64
SPC Business Management	112001	822043	1070	1.00	48,507.12	64,208.00		(64,208.00)	48,507.12
SPC Information Technology	112001	822044	1070	3.00	154,517.76			73,808.00	228,325.76
SWC Electrician	112001	828502	1080	2.00	98,079.12	55,000.00		55,965.00	209,044.12
SWC Plumbing	112001	828505	1080	1.00	39,409.74	18,600.00		8,650.00	66,659.74
SPC Early Childhood Studies	112001	822004	1090	2.00	93,929.76	57,383.44		3,010.00	154,323.20
SPC Tourism Hospitality Culinary	112001	822061	1090	6.90	381,548.34	346,909.33		61,748.00	790,205.67
SPC Alternative Teacher Certifica	112001	823011	1090			32,151.80			32,151.80
SPC Child Development Operations	112001	826021	1090			247,474.96			247,474.96
SPC Electronic Systems Technology	112001	822031	1110	5.00	268,741.44	167,917.28		63,390.00	500,048.72
SWC Allied Construction	112001	828501	1110	4.00	198,263.52	69,755.40		86,960.00	354,978.92
SWC Home Building	112001	828503	1110	1.00	46,579.32	73,500.00		19,750.00	139,829.32
SWC Upholstery	112001	828506	1110			18,600.00		8,650.00	27,250.00
SPC Developmental English	112001	821111	1120	2.00	113,501.52	45,330.00		5,850.00	164,681.52
SPC English	112001	821112	1120	11.00	590,353.56	486,704.00		4,650.00	1,081,707.56
SPC Writing Center	112001	821113	1120			1,680.00		2,100.00	3,780.00
SPC Reading and Education	112001	821171	1120	5.00	212,488.36	185,996.40		11,300.00	409,784.76
SPC Foreign Languages	112001	821172	1130	1.00	24,107.33	70,000.00		150.00	94,257.33
SPC Nursing Associate Degree	112001	822052	1140	8.00	357,138.72	64,095.16		3,994.00	425,227.88
SPC Nursing Special Program Tuition	112001	822055	1140			280,343.15		221,908.00	502,251.15

<b>St. Philip's College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTRUCTION (continued)</b>									
SPC Allied Health	112001	822011	1160	20.00	1,050,920.28	78,909.00			1,129,829.28
SPC Occupational Therapy Assistant	112001	822012	1160	1.00	43,164.36	40,800.00		40,231.00	124,195.36
SPC Radiography	112001	822013	1160	4.00	187,565.76	167,154.00		92,833.00	447,552.76
SPC Sonography	112001	822014	1160			60,000.00		24,680.00	84,680.00
SPC Respiratory Care	112001	822015	1160			170,777.00		44,700.00	215,477.00
SPC Surgical Tech	112001	822016	1160	1.00	35,049.24	63,780.66		14,295.00	113,124.90
SPC Cardiovascular	112001	822017	1160			45,054.00		21,854.00	66,908.00
SPC Medical Laboratory	112001	822018	1160			77,000.00		36,539.00	113,539.00
SPC Physical Therapy Assistant	112001	822019	1160			45,600.00		22,380.00	67,980.00
SPC Health Information Systems	112001	822020	1160			64,600.00		63,560.00	128,160.00
SPC Medical Technical Program	112001	823004	1160			222,464.60		31,905.00	254,369.60
SPC Nursing Vocational	112001	822051	1180	18.00	892,693.80	661,440.32		10,524.00	1,564,658.12
SPC Nursing New Braunfels Prog	112001	822053	1180	2.00	91,212.48	97,640.00		2,976.00	191,828.48
SPC Mathematics	112001	821131	1190	9.00	502,332.66	204,500.00		17,628.00	724,460.66
SPC Developmental Math	112001	821132	1190	7.00	370,406.88	405,669.10		16,260.00	792,335.98
SPC Automotive Technology	112001	822021	1200	10.00	485,456.76	209,164.60		78,210.00	772,831.36
SPC General Motors	112001	822022	1200					50,343.00	50,343.00
SPC Ford Motors	112001	822023	1200			60,983.04		22,998.00	83,981.04
SWC Auto Body	112001	828561	1200	2.00	101,842.92	129,625.00		84,753.00	316,220.92
SPC Electronic Systems Technology	112001	822031	1210	1.00	44,669.88				44,669.88
SWC Aviation	112001	828541	1210	9.00	454,330.44	280,425.24		38,246.00	773,001.68
SWC Diesel Technology	112001	828543	1210	2.00	91,102.32	125,200.00		45,642.00	261,944.32
SWC Multi-Modal Transport Tech	112001	828544	1210	1.00	58,146.12			2,500.00	60,646.12
SPC Kinesiology	112001	821141	1230	3.00	199,772.10	232,566.16		27,010.00	459,348.26
SPC Psychology	112001	821161	1250	6.00	332,719.92	352,079.22		10,050.00	694,849.14
SPC Social Sciences	112001	821162	1250	13.00	645,542.70	443,550.00		9,700.00	1,098,792.70
SPC General Institutional Costs	112001	820002	1260					5,000.00	5,000.00
SPC Theater and Fine Arts	112001	821121	1260	3.00	135,441.72	317,571.76		43,250.00	496,263.48
SPC Music	112001	821122	1260	2.00	112,574.34	151,000.00		13,000.00	276,574.34
SPC Fine Arts Academy	112001	821123	1260			63,038.04			63,038.04

**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 (continued)</b>									
SPC General Institutional Costs	112001	820002	1270				3,144,488.00	814,267.00	3,958,755.00
SPC ACE Instruction	112001	823006	1270			87,327.38		59,885.00	147,212.38
SPC Community Svc and Training	112001	823008	1270			118,714.10		33,400.00	152,114.10
SPC CE Contract Training	112001	823009	1270			174,770.47		287,703.00	462,473.47
SPC Distance Learning	112001	823053	1270			16,124.16			16,124.16
SWC General Institutional Costs	112001	828002	1270			26,827.27			26,827.27
SPC School To Work Program	112001	828004	1270			82,229.82		45,400.00	127,629.82
SWC Enrichment Program	112001	828007	1270			20,770.00			20,770.00
SWC CE Instruction	112001	828402	1270			69,174.44		10,800.00	79,974.44
SPC SEC CE Contract Training	112001	828403	1270			197,987.55		80,150.00	278,137.55
SWC Alamo Career Transitional Ctr	112001	828546	1270			441,199.40		8,850.00	450,049.40
SPC General Institutional Costs	112001	820002	1999					75,000.00	75,000.00
SPC General Institutional Costs	132001	820002	1999					12,500.00	12,500.00
SPC General Institutional Costs	172001	820002	1999					12,500.00	12,500.00
SPC K-8 Academy	112001	823010	1999			42,448.14			42,448.14
<b>PUBLIC SERVICE</b>									
SPC General Institutional Costs	112001	820002	2010				1,732.00	49,500.00	51,232.00
SPC Fine Arts Academy	112001	821123	2010					19,175.00	19,175.00
SPC GED Testing	112001	826065	2010			500.00		18,760.00	19,260.00
<b>ACADEMIC SUPPORT</b>									
SPC General Institutional Costs	112001	820002	3010				504,812.00	155,662.00	660,474.00
SPC Faculty Development	112001	820013	3010					10,800.00	10,800.00
SPC Leadership and Learning Cntr	112001	820301	3010			28,611.00			28,611.00
SPC VP Academic Affairs Office	112001	821001	3010			283,535.36		75,332.00	358,867.36
SPC Dean Arts and Sciences Office	112001	821101	3010			319,148.30		13,525.00	332,673.30
SPC Chemistry	112001	821153	3010			9,796.40			9,796.40
SPC Dean of Health Science Office	112001	821801	3010			210,712.72		6,440.00	217,152.72
SPC Dean Applied Science Office	112001	822001	3010			175,116.66		4,750.00	179,866.66
SPC Dean Extended Services	112001	823001	3010			279,275.08		13,550.00	292,825.08
SPC Evening Operations	112001	823003	3010			26,764.65			26,764.65



<b>St. Philip's College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>ACADEMIC SUPPORT (continued)</b>									
SPC Medical Technical Program	112001	823004	3010			8,556.08			8,556.08
SPC ACE Administration	112001	823005	3010			152,164.38		9,428.00	161,592.38
SPC Instructional Development	112001	823041	3010			136,558.69		18,540.00	155,098.69
SPC Information&Communication Tech	112001	823051	3010			216,784.74		101,600.00	318,384.74
SPC Telecourse Administration	112001	823054	3010			1,377.00		13,265.00	14,642.00
SPC Library Services	112001	824001	3010			794,672.96		10,735.00	805,407.96
SPC Library Automation	112001	824002	3010					6,300.00	6,300.00
SPC Library Books and Materials	112001	824003	3010					168,000.00	168,000.00
SPC Media Services	112001	824004	3010			189,207.35		12,500.00	201,707.35
SPC Dean Interdisciplinary Programs	112001	825001	3010			2,400.00		3,550.00	5,950.00
SWC Dean Of Administration	112001	828003	3010			320,933.54		21,675.00	342,608.54
SWC CE Administration	112001	828401	3010			42,368.36		15,400.00	57,768.36
<b>STUDENT SERVICES</b>									
SPC General Institutional Costs	112001	820002	4010				331,803.00	313,411.00	645,214.00
SPC VP Student Success Office	112001	826001	4010			133,948.11		13,265.00	147,213.11
SPC Miscellaneous Student Program	112001	826003	4010			28,549.00			28,549.00
SPC Student Activity Fee-Designated	112003	826005	4010			36,211.88		138,271.00	174,482.88
SPC Counseling and Student Develop	112001	826031	4010			495,136.94		5,700.00	500,836.94
SPC Recruitment	112001	826033	4010			163,745.32		23,809.00	187,554.32
SPC Educational Support Svcs	112001	826041	4010			241,510.72		87,800.00	329,310.72
SPC Job Placement Career Services	112001	826042	4010			3,972.00		12,639.00	16,611.00
SPC Kimmelman Foundation Expenses	112001	826045	4010					500.00	500.00
SPC Enrollment Services	112001	826061	4010			44,395.68			44,395.68
SPC Admissions and Records	112001	826062	4010			470,265.08		37,100.00	507,365.08
SPC Curriculum Advisory Program	112001	826067	4010			171,016.42		1,168.00	172,184.42
SPC Assessment and Testing	112001	826068	4010			14,613.00		30,387.00	45,000.00
SPC Veterans Affairs	112001	826069	4010			83,186.14		19,054.00	102,240.14
SPC Service Learning	112001	826081	4010			63,690.32		14,833.00	78,523.32
SPC Health Center	112001	826091	4010			111,921.54		4,500.00	116,421.54

<b>St. Philip's College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>STUDENT SERVICES (continued)</b>									
SPC Student Activities	112001	826092	4010			128,321.24		14,840.00	143,161.24
SWC Workforce Adv	112001	828008	4010			1,867.00		3,571.00	5,438.00
<b>INSTITUTIONAL SUPPORT</b>									
SPC General Institutional Costs	112001	820002	5010			917,192.00	218,488.00	861,587.92	1,997,267.92
SPC Office of the President	112001	820003	5010			570,469.46		48,844.00	619,313.46
SPC Hospitality Account	112001	820004	5010					106,200.00	106,200.00
SPC Staff Council	112001	820005	5010					4,500.00	4,500.00
SPC Self Study	112001	820007	5010			149,712.57		18,150.00	167,862.57
SPC Business Services	112001	820008	5010					14,024.00	14,024.00
SPC Faculty Senate	112001	820012	5010			3,880.00			3,880.00
SPC Health Wellness Program	112001	820014	5010					1,200.00	1,200.00
SPC LRC Fines	112001	820018	5010					3,500.00	3,500.00
SPC Public Relations	112001	820041	5010			325,914.52		201,678.00	527,592.52
SPC Institutional Advancement	112001	820101	5010			266,833.00		76,045.00	342,878.00
SPC Planning and Research	112001	820201	5010			96,756.26		3,490.00	100,246.26
SPC Hospitality Operations	112001	822062	5010			3,000.00		99,999.00	102,999.00
SPC Commencement	112001	826063	5010					89,600.00	89,600.00
SPC General Institutional Costs	112001	820002	5010				1,013.00	-	1,013.00
SPC Office of the President	172001	820003	5010					2,000.00	2,000.00
SPC Theater and Fine Arts	172002	821121	5010			8,516.00			8,516.00
SPC CETC-BIS Contract Training	112001	822045	5010					4,500.00	4,500.00
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
SPC General Institutional Costs	112001	820002	7010					167,412.00	167,412.00

<b>St. Philip's College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>AUXILIARY ENTERPRISES</b>									
SPC General Institutional Costs	132001	820002	8010				10,088.00	4,020.00	14,108.00
SPC GoPrint	132001	823055	8010					50,000.00	50,000.00
SPC Child Development Center	112001	826022	8010			956.00			956.00
SPC Child Development Center	132001	826022	8010			56,519.26		14,638.00	71,157.26
<b>TRANSFERS</b>									
SPC General Institutional Costs	112002	820002	9425					930,000.00	930,000.00
<b>Total St. Philip's College</b>				<b>188.50</b>	<b>9,654,979.08</b>	<b>17,493,990.00</b>	<b>4,212,424.00</b>	<b>7,286,487.92</b>	<b>38,647,881.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									

<b>Palo Alto College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTRUCTION</b>									
PAC Agriculture	113001	831211	1010			27,103.00		6,250.00	33,353.00
PAC Landscape and Turfgrass Mgmt	113001	831212	1010	1.00	49,939.20	37,656.10		8,663.00	96,258.30
PAC Biological Sciences	113001	831231	1030	9.00	527,681.70	294,221.60		28,065.00	849,968.30
PAC Chemistry	113001	831232	1030	3.00	173,924.28	88,047.00		12,218.00	274,189.28
PAC Earth Sciences	113001	831233	1030			12,995.00			12,995.00
PAC Physics	113001	831235	1030			35,649.00		5,726.00	41,375.00
PAC Geology	113001	831236	1030	1.00	58,531.68	4,116.00		450.00	63,097.68
PAC Business Administration	113001	831221	1040	1.00	55,575.72	45,648.00		420.00	101,643.72
PAC Business Occupations	113001	831222	1040			17,152.00		5,282.00	22,434.00
PAC Distribution Logistics	113001	831223	1040			4,695.00		240.00	4,935.00
PAC Mid-Management	113001	831224	1040	2.00	103,623.84	56,162.00		415.00	160,200.84
PAC CE-Office Education	113001	831407	1040					(247.50)	(247.50)
PAC Aviation Technology	113001	831286	1050	1.00	44,669.88	4,620.00		169,176.00	218,465.88
PAC Mass Communications	113001	831175	1060	2.00	116,521.74	9,237.00		3,072.00	128,830.74
PAC Computer Science	113001	831251	1070	4.00	245,620.08	47,838.00			293,458.08
PAC Computer Information Systems	113001	831252	1070	3.00	178,315.38	145,671.68		9,971.00	333,958.06
PAC CE-Industr TrngandSafety	113001	831408	1070					5,969.00	5,969.00
PAC CE-Information Tech	113001	831413	1070			72,196.60		16,340.00	88,536.60
PAC Teacher Assistant and Aide Prog	113001	831136	1090	2.00	117,699.84	51,714.00		5,311.00	174,724.84
PAC Alternative Teacher Certifica	113001	831404	1090			7,255.00			7,255.00
PAC CE Green Initiatives Programs	113001	831406	1090			45,880.00			45,880.00
PAC Engineering	113001	831234	1100	1.00	47,350.44	12,206.00		702.00	60,258.44
PAC Electro-Mechanical Technology	113001	831281	1110			2,285.00		1,554.00	3,839.00
PAC CE Toyota	113001	831282	1110			70,613.32		12,529.00	83,142.32
PAC CE-Industr TrngandSafety	113001	831408	1110			138,777.57		56,222.45	195,000.02
PAC Speech	113001	831113	1120	3.00	168,367.32	122,699.40		4,563.00	295,629.72
PAC Humanities	113001	831131	1120	2.00	131,824.80	4,927.00		1,200.00	137,951.80
PAC Philosophy	113001	831133	1120	2.00	136,194.48	31,888.00		400.00	168,482.48
PAC Developmental English	113001	831171	1120	2.00	84,327.48	73,946.00		820.00	159,093.48
PAC English	113001	831172	1120	10.00	580,157.64	213,704.66		12,746.00	806,608.30

**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 (continued)</b>									
PAC English As A Second Language	113001	831173	1120	2.00	80,747.28	110,836.00		1,781.00	193,364.28
PAC Reading and Education	113001	831176	1120	2.00	116,255.52	33,380.00		889.00	150,524.52
PAC LIS	113001	831303	1120			304,508.92		1,472.00	305,980.92
PAC Foreign Languages	113001	831174	1130	2.00	105,588.36	85,796.50		721.00	192,105.86
PAC Veterinary Technology	113001	831296	1160	2.00	110,037.60	83,845.02		65,320.00	259,202.62
PAC CE-Industr TrngandSafety	113001	831408	1160			15,978.00			15,978.00
PAC CE Allied Health	113001	831409	1160			157,285.60		100,975.00	258,260.60
PAC Mathematics	113001	831261	1190	10.00	561,816.00	136,605.26		9,628.00	708,049.26
PAC Developmental Math	113001	831262	1190	6.00	345,200.54	270,584.00		9,048.00	624,832.54
PAC CE-Office Education	113001	831407	1220			245,945.01		64,412.00	310,357.01
PAC Kinesiology	113001	831266	1230	6.00	289,344.42	182,818.86		25,079.00	497,242.28
PAC Criminal Justice	113001	831271	1240	3.00	107,764.02	60,702.10		259.00	168,725.12
PAC Social Work	113001	831272	1240			8,557.00			8,557.00
PAC Psychology	113001	831134	1250	3.00	180,038.16	83,103.00		3,242.00	266,383.16
PAC Sociology	113001	831135	1250			18,448.00			18,448.00
PAC Economics	113001	831151	1250	2.00	101,145.24	36,693.00		5,155.00	142,993.24
PAC Geography	113001	831152	1250	1.00	53,225.64	20,764.00		187.00	74,176.64
PAC Government	113001	831153	1250	5.00	292,156.56	120,305.00		5,941.00	418,402.56
PAC History	113001	831154	1250	6.00	318,178.80	200,581.10		3,573.00	522,332.90
PAC Art	113001	831111	1260	5.00	290,748.96	96,955.00		10,192.00	397,895.96
PAC Drama	113001	831112	1260	1.00	59,137.56	1,810.00		5,925.00	66,872.56
PAC Music	113001	831114	1260	2.00	106,010.64	73,170.00		9,208.00	188,388.64
PAC Mariachi Prog Designated Rev	113001	831116	1260					9,970.00	9,970.00
PAC Dance	113001	831118	1260	1.00	47,478.96	1,752.00		1,350.00	50,580.96
PAC General Institutional Costs	113001	830002	1270				2,089,353.00	761,076.06	2,850,429.06
PAC Technical Computer Labs	113001	830004	1270					28,470.00	28,470.00
PAC Distance Learning	113001	830201	1270					47,283.00	47,283.00
PAC Gateway To College ISD	113001	830207	1270			364,677.59		507,641.00	872,318.59
PAC Dean Of Sciences and Technology	113001	831201	1270			62,037.90			62,037.90
PAC Adult CE Instruction	113001	831403	1270			73,717.27		29,343.00	103,060.27

<b>Palo Alto College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTRUCTION (continued)</b>									
PAC GED	113001	831405	1270			23,892.40		3,619.70	27,512.10
PAC CE Green Initiatives Programs	113001	831406	1270			3,775.00		4,414.20	8,189.20
PAC CE Childrens Leadership Academy	113001	831412	1270			24,685.00		1,000.00	25,685.00
PAC Admissions and Records	113001	832201	1270			10,808.72			10,808.72
<b>ACADEMIC SUPPORT</b>									
PAC General Institutional Costs	113001	830002	3010				372,997.00	98,755.00	471,752.00
PAC Information and Communication T	113001	830018	3010			469,611.28		6,933.00	476,544.28
PAC Phoenix Institute	113001	830202	3010			179,551.58		4,927.00	184,478.58
PAC Telecourse Administration	113001	830204	3010					11,666.00	11,666.00
PAC Inst Adv and Eff and Comm Devel	113001	830206	3010			123,504.26		9,616.00	133,120.26
PAC Gateway To College ISD	113001	830207	3010			5,809.92			5,809.92
PAC Exit Center	113001	830208	3010			265,097.78		4,012.00	269,109.78
PAC VP Academic Affairs Office	113001	831001	3010			227,442.43		10,132.00	237,574.43
PAC Tutoring Services	113001	831008	3010			255,674.78		63,154.00	318,828.78
PAC Dean Of Arts and Humanities	113001	831101	3010			116,878.64		6,377.00	123,255.64
PAC Music	113001	831114	3010			22,941.36			22,941.36
PAC Journal	113001	831178	3010					5,390.00	5,390.00
PAC Dean Of Sciences and Technology	113001	831201	3010			239,671.93		20,636.00	260,307.93
PAC Dean Of Learning Resource	113001	831301	3010			99,809.41		1,396.00	101,205.41
PAC Learning Resources	113001	831302	3010			122,704.98		5,172.00	127,876.98
PAC Library Automation	113001	831304	3010					21,836.00	21,836.00
PAC Library Books and Materials	113001	831305	3010					220,572.00	220,572.00
PAC LRC Fines	113001	831307	3010					5,644.00	5,644.00
PAC Adult CE Administration	113001	831401	3010			275,518.92		12,683.00	288,201.92
PAC CE-Industr TrngandSafety	113001	831408	3010					1,134.00	1,134.00
PAC Dean of Students	113001	832051	3010			123,842.05		27,318.00	151,160.05
PAC Counseling	113001	832401	3010			28,122.00			28,122.00
PAC Welcome Center	113001	832506	3010			32,305.95			32,305.95

<b>Palo Alto College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>STUDENT SERVICES</b>									
PAC General Institutional Costs	113001	830002	4010				337,476.00	204,575.00	542,051.00
PAC Information and Communication T	113001	830018	4010			32,410.08			32,410.08
PAC Gym Rental	173001	830020	4010			14,730.12		21,593.00	36,323.12
PAC Recruitment	113001	830205	4010			96,556.64		19,739.00	116,295.64
PAC VP Student Services Office	113001	832001	4010			179,865.09		36,234.00	216,099.09
PAC Upward Bound	113001	832004	4010			105,940.83			105,940.83
PAC Student Activities	113001	832101	4010			126,944.10		12,494.00	139,438.10
PAC Student Commission Account	113001	832103	4010					563.00	563.00
PAC Student Activity Fee-Designated	113003	832106	4010			124,890.43		158,604.00	283,494.43
PAC Admissions and Records	113001	832201	4010			201,588.96		47,971.00	249,559.96
PAC Assessment	113001	832204	4010			200,459.30		21,356.00	221,815.30
PAC Advanced Standing Test Fees	113001	832205	4010					7,154.00	7,154.00
PAC Veterans Affairs	113001	832206	4010			88,299.18		11,179.00	99,478.18
PAC Counseling	113001	832401	4010	7.00	404,865.54	322,106.91		6,277.00	733,249.45
PAC Student Support Services	113001	832501	4010			70,415.12		7,269.00	77,684.12
PAC Special Populations	113001	832502	4010			206,808.60		38,202.00	245,010.60
PAC Scholarship Support Services	113001	832504	4010					1,281.00	1,281.00
PAC Welcome Center	113001	832506	4010			156,569.92			156,569.92
<b>INSTITUTIONAL SUPPORT</b>									
PAC General Institutional Costs	113001	830002	5010				156,824.00	244,689.69	401,513.69
PAC Office of the President	113001	830003	5010			494,450.50		16,444.00	510,894.50
PAC Hospitality Account	113001	830005	5010					38,831.00	38,831.00
PAC Hospitality Account	133001	830005	5010					507.00	507.00
PAC Staff Council	113001	830008	5010					938.00	938.00
PAC Business Services	113001	830015	5010					525,307.00	525,307.00
PAC Staff Council Designated Rev	113001	830016	5010					3,292.00	3,292.00
PAC Paper Recycling Fund	113001	830017	5010					300.00	300.00
PAC Public Relations	113001	830101	5010			177,192.80		140,096.00	317,288.80
PAC Commencement	113001	830102	5010					10,621.00	10,621.00
PAC Class Schedules and Catalog	113001	830103	5010					9,505.00	9,505.00

<b>Palo Alto College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTITUTIONAL SUPPORT (continued)</b>									
PAC Planning and Research	113001	830203	5010			99,658.04		1,104.00	100,762.04
PAC Inst Adv and Eff and Comm Devel	113001	830206	5010					(565.00)	(565.00)
PAC Institutional Advancement	113001	830209	5010			31,248.84		439.00	31,687.84
PAC Hospitality Academic Affairs	113001	831007	5010					6,200.00	6,200.00
PAC Hospitality Student Affairs	113001	832003	5010					12,724.00	12,724.00
PAC Scholarship Support Services	113001	832504	5010			50,468.16			50,468.16
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
PAC Jazz Band Designated Revenue	113001	831115	7010					167.00	167.00
<b>AUXILIARY ENTERPRISES</b>									
PAC General Institutional Costs	113001	830002	8010					11.00	11.00
PAC General Institutional Costs	133001	830002	8010				114,020.00	2,254.00	116,274.00
PAC Natatorium Operation + Maint	133003	830022	8010			279,076.08		217,085.00	496,161.08
PAC Auditorium	133001	831117	8010			50,679.21		5,627.00	56,306.21
PAC AUX Family Center	133001	832901	8010			393,493.74		44,470.00	437,963.74
PAC AUX Ellison Family Ctr USDA	133001	832902	8010					29,556.00	29,556.00
<b>TRANSFERS</b>									
PAC General Institutional Costs	113002	830002	9425					410,000.00	410,000.00
<b>Total Palo Alto College</b>				<b>115.00</b>	<b>6,390,065.30</b>	<b>10,685,261.10</b>	<b>3,070,670.00</b>	<b>4,936,677.60</b>	<b>25,082,674.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									



**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	12.00	605,965.52	902,874.94		75,000.00	1,583,840.46
NVC Chemistry	114001	842043	1030	6.00	305,765.46	263,166.00		30,000.00	598,931.46
NVC Geology	114001	842044	1030	2.00	103,458.60	60,118.00		3,800.00	167,376.60
NVC Physics	114001	842045	1030	2.00	98,189.28	117,181.00		10,000.00	225,370.28
NVC Clinical Research Coordinator	114001	842054	1030	1.00	41,438.52	23,000.00		2,000.00	66,438.52
NVC Nanotechnology	114001	842058	1030	1.00	46,303.92	19,600.00		8,000.00	73,903.92
NVC Math Lab	114001	842072	1030			10,117.12			10,117.12
NVC Business Administration	114001	842022	1040	1.00	47,019.96	261,447.96			308,467.92
NVC Accounting	114001	842023	1040	3.00	147,828.60	23,172.00		3,450.00	174,450.60
NVC Mass Communications	114001	842083	1060	1.00	57,209.76	64,045.00		1,250.00	122,504.76
NVC Multimedia	114001	842059	1070	3.00	177,174.00	183,681.58		66,760.00	427,615.58
NVC Digital Video & Cinema Prod	114001	842060	1070			68,000.00		179,017.00	247,017.00
NVC Gaming Development	114001	842061	1070			105,190.52		36,248.00	141,438.52
NVC Computer Information Systems	114001	842062	1070	4.00	214,634.52	301,200.00		33,269.00	549,103.52
NVC Education	114001	842085	1090	1.00	50,563.44	89,287.00		500.00	140,350.44
NVC Engineering	114001	842046	1100	1.00	51,885.36	27,760.00		5,028.00	84,673.36
NVC Advanced Water Treatment	114001	842053	1110			60,000.00			60,000.00
NVC Philosophy	114001	842032	1120	2.00	123,400.62	152,500.00			275,900.62
NVC Humanities	114001	842033	1120	3.00	139,113.72	105,750.00		1,000.00	245,863.72
NVC Speech	114001	842084	1120	3.00	156,179.34	339,014.88		2,850.00	498,044.22
NVC English	114001	842092	1120	16.00	769,256.46	149,155.78			918,412.24
NVC Developmental English	114001	842093	1120	1.00	41,989.32	1,161,720.98			1,203,710.30
NVC English and Reading Labs	114001	842094	1120			497,850.66			497,850.66
NVC Developmental Reading	114001	842095	1120	3.00	134,229.96	269,606.20		1,800.00	405,636.16
NVC CE ESL Program	114001	842508	1120			189,790.08		7,500.00	197,290.08
NVC Student Development	114001	845303	1120			247,072.44		39,400.00	286,472.44
NVC Foreign Languages	114001	842034	1130	4.00	187,382.16	113,000.00		900.00	301,282.16
NVC Community Health	114001	842056	1160	1.00	50,563.44	26,000.00		1,000.00	77,563.44
NVC Pharmacy Technology	114001	842057	1160	1.00	48,195.00	62,000.00		3,196.00	113,391.00
NVC Math Lab	114001	842072	1190			367,051.88		-	367,051.88

**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 (continued)</b>									
NVC Mathematics	114001	842073	1190	13.50	631,024.02	150,615.00			781,639.02
NVC Developmental Math	114001	842074	1190	6.50	335,758.50	1,373,471.60			1,709,230.10
NVC Kinesiology	114001	842016	1230	6.00	293,353.02	372,777.04		29,700.00	695,830.06
NVC Criminal Justice	114001	842086	1240	1.00	54,547.56	122,852.00		500.00	177,899.56
NVC Economics	114001	842024	1250	5.00	231,795.00	110,724.00		2,000.00	344,519.00
NVC Government	114001	842025	1250	7.00	361,508.40	162,973.00			524,481.40
NVC History	114001	842035	1250	8.40	422,456.16	445,500.00		200.00	868,156.16
NVC Mexican-American Studies	114001	842036	1250					2,800.00	2,800.00
NVC Geography	114001	842082	1250	2.60	129,720.74	63,744.00		1,000.00	194,464.74
NVC Psychology	114001	842087	1250	4.00	206,219.52	256,511.00		4,100.00	466,830.52
NVC Sociology	114001	842088	1250	1.00	49,351.68	166,484.00		500.00	216,335.68
NVC Anthropology	114001	842089	1250	1.00	38,757.96	39,640.00		1,000.00	79,397.96
NVC Fine Arts	114001	842012	1260	5.00	245,069.28	490,831.00		32,200.00	768,100.28
NVC Drama	114001	842013	1260	1.00	47,552.40	123,508.40		34,300.00	205,360.80
NVC Dance	114001	842014	1260			175,715.00		22,480.00	198,195.00
NVC Music	114001	842015	1260	3.00	153,140.76	201,087.00		18,800.00	373,027.76
NVC General Institutional Costs	114001	840002	1270				2,748,682.00	910,502.00	3,659,184.00
NVC General Institutional Costs	114001	840002	1999			(315,000.00)		2,005,787.86	1,690,787.86
NVC Dual Credit Program	114001	842302	1999			96,931.62		236,500.00	333,431.62
NVC Technology Testing Services	114001	842502	1999					5,000.00	5,000.00
NVC Contract Training Reimbursabl	114001	842503	1999			358,513.36		38,000.00	396,513.36
NVC Contract Training Non-reimbur	114001	842504	1999			8,000.00			8,000.00
NVC TIER Programs	114001	842505	1999			87,725.14		100,350.00	188,075.14
NVC CE Open Enrollment Reimbursab	114001	842507	1999			15,000.00		500.00	15,500.00
NVC CE Open Enrollment Non-reimbu	114001	842509	1999			10,000.00		3,000.00	13,000.00
NVC Community Education	114001	848003	1999			123,155.04		15,588.00	138,743.04

<b>Northwest Vista College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>ACADEMIC SUPPORT</b>									
NVC General Institutional Costs	114001	840002	3010			315,000.00	556,850.00	481,566.00	1,353,416.00
NVC Faculty and Staff Development	114001	840006	3010					162,725.00	162,725.00
NVC Academic Affairs	114001	842001	3010			198,522.60		92,533.00	291,055.60
NVC Curriculum Development	114001	842003	3010			41,000.00		9,937.00	50,937.00
NVC Off-Campus Learning Centers	114001	842004	3010					38,000.00	38,000.00
NVC Arts and Kinesiology Chair	114001	842011	3010			40,044.40		48,500.00	88,544.40
NVC Arts and Kinesiology Chair	174003	842011	3010					6,000.00	6,000.00
NVC Business and Government Chair	114001	842021	3010			32,151.42		8,525.00	40,676.42
NVC Humanities Chair	114001	842031	3010			29,749.32		8,500.00	38,249.32
NVC Natural and Phys Sciences Chair	114001	842041	3010			36,885.90		12,400.00	49,285.90
NVC Workforce Programs Chair	114001	842051	3010			26,199.72		7,000.00	33,199.72
NVC Math Chair	114001	842071	3010			72,805.40		21,250.00	94,055.40
NVC Social Sciences Chair	114001	842081	3010			26,199.72		15,700.00	41,899.72
NVC English and Reading Chair	114001	842091	3010			27,247.26		25,100.00	52,347.26
NVC Writing Across Curriculum Lab	114001	842096	3010			103,538.34		1,530.00	105,068.34
NVC Learning Resources	114001	842202	3010			481,943.66		43,600.00	525,543.66
NVC Library Books and Materials	114001	842204	3010					338,904.00	338,904.00
NVC Audio Visual Services	114001	842205	3010					1,000.00	1,000.00
NVC Interdisciplinary Programs	114001	842301	3010			190,840.83		19,010.00	209,850.83
NVC Distance Learning	114001	842303	3010			124,448.84		17,000.00	141,448.84
NVC Service Learning	114001	842304	3010			77,693.40		12,700.00	90,393.40
NVC TeachandLearn Facilitation	114001	842402	3010			345,589.28		28,050.00	373,639.28
NVC Work Force Development	114001	842501	3010			188,399.66		47,700.00	236,099.66
NVC Program Dev & Performance	114001	842511	3010			136,218.92		40,000.00	176,218.92
NVC Go Print	114001	844004	3010					50,000.00	50,000.00
NVC College Event Coordination	114001	844012	3010					(1,000.00)	(1,000.00)
NVC Information Technology	114001	844021	3010			707,617.18		539,310.00	1,246,927.18
NVC Organization Learning Coord	114001	844041	3010			73,784.08		71,325.00	145,109.08

<b>Northwest Vista College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>STUDENT SERVICES</b>									
NVC General Institutional Costs	114001	840002	4010			126,169.00	369,979.00	196,351.00	692,499.00
NVC College Event Coordination	114001	844012	4010					14,895.00	14,895.00
NVC Student Affairs	114001	845001	4010			446,851.02		87,834.00	534,685.02
NVC Recruitment	114001	845002	4010			223,793.46		30,220.00	254,013.46
NVC Graduation	114001	845101	4010			128,349.00		2,650.00	130,999.00
NVC Assessment And Testing	114001	845102	4010			243,819.96		50,640.00	294,459.96
NVC Admissions And Records	114001	845103	4010			390,293.22		12,130.00	402,423.22
NVC Student Advising	114001	845201	4010			739,800.04		21,533.00	761,333.04
NVC Veterans Affairs	114001	845202	4010			103,413.34		12,000.00	115,413.34
NVC Career Center	114001	845203	4010			228,802.48		22,911.00	251,713.48
NVC Recreation Sports and Wellness	114001	845401	4010			64,361.24		8,000.00	72,361.24
NVC Stud Leadership and Activities	114001	845403	4010			178,186.82		5,000.00	183,186.82
NVC Student Activity Fee-Designated	114003	845404	4010			114,380.36		201,173.00	315,553.36
NVC Student Wellness Center	114001	845501	4010			219,544.54		190,500.00	410,044.54
<b>INSTITUTIONAL SUPPORT</b>									
NVC General Institutional Costs	114001	840002	5010				232,482.00	192,130.00	424,612.00
NVC Office of the President	114001	840003	5010			308,622.42		16,020.00	324,642.42
NVC Hospitality Account	114001	840004	5010					30,000.00	30,000.00
NVC Staff Council	114001	840008	5010					1,000.00	1,000.00
NVC Public Relations	114001	840011	5010			315,797.10		133,200.00	448,997.10
NVC Marketing and Advertising	114001	840012	5010					84,000.00	84,000.00
NVC Business Services	114001	844001	5010			426,683.15		22,720.00	449,403.15
NVC College Initiatives	114001	844002	5010					340,500.00	340,500.00
NVC Purchasing Services	114001	844003	5010					577,648.00	577,648.00
NVC Resource and College Developmnt	114001	844011	5010			86,275.94		44,056.00	130,331.94
NVC Institutional Research	114001	844031	5010			68,062.08		49,858.00	117,920.08
NVC Scholarship Coordination	114001	848011	5010			24,334.80		5,100.00	29,434.80
NVC Fundraising	114001	848012	5010			81,244.26			81,244.26
NVC Community Development	114001	848013	5010					12,070.00	12,070.00
NVC Alumni Connections	114001	848014	5010			24,334.80		6,250.00	30,584.80

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>INSTITUTIONAL SCHOLARSHIPS</b>									
NVC General Institutional Costs	114001	840002	7010				13,077.00	138,297.00	151,374.00
<b>TRANSFERS</b>									
NVC General Institutional Costs	114002	840002	9425					590,000.00	590,000.00
<b>Total Northwest Vista College</b>				<b>137.00</b>	<b>6,798,001.96</b>	<b>18,720,111.18</b>	<b>3,921,070.00</b>	<b>9,222,326.86</b>	<b>38,661,510.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									

**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 General Institutional Costs	115001	850002	1030			30,000.00		3,669.00	33,669.00
NLC Biological Sciences	115001	852162	1030	6.00	321,119.46	219,999.72			541,119.18
NLC Chemistry	115001	852163	1030	1.00	41,181.48	92,699.72			133,881.20
NLC Geology	115001	852165	1030	1.00	46,781.28	21,200.00			67,981.28
NLC Accounting-Business-Managemt	115001	852121	1040	2.00	91,432.80	30,800.00			122,232.80
NLC Business Training Non-reimb	115001	853004	1040			38,156.00		16,200.00	54,356.00
NLC General Institutional Costs	115001	850002	1060			30,000.00			30,000.00
NLC Journalism	115001	852113	1060			10,000.00			10,000.00
NLC General Institutional Costs	115001	850002	1070			806,064.00		40,000.00	846,064.00
NLC Computer Information System	115001	852154	1070	1.00	59,982.12	11,000.00			70,982.12
NLC CIS Specialty	115001	852206	1070			1,000.00			1,000.00
NLC Career Readiness Contact Trai	115001	853003	1070			557,036.00		57,368.00	614,404.00
NLC Education	115001	852182	1090	1.00	53,335.80	14,000.00			67,335.80
NLC General Institutional Costs	115001	850002	1120			30,000.00			30,000.00
NLC Student Services Instruction	115001	851022	1120			120,000.00		5,000.00	125,000.00
NLC English	115001	852102	1120	11.00	542,513.52	309,000.00			851,513.52
NLC Reading	115001	852103	1120	1.00	42,907.32	115,910.00			158,817.32
NLC Humanities	115001	852112	1120			26,000.00			26,000.00
NLC Philosophy	115001	852114	1120	2.00	101,916.36	50,900.00			152,816.36
NLC Speech	115001	852116	1120	4.00	227,229.48	135,500.00			362,729.48
NLC Foreign Languages	115001	852111	1130	1.00	43,825.32	86,500.00			130,325.32
NLC General Institutional Costs	115001	850002	1190			30,000.00			30,000.00
NLC Mathematics and COSC	115001	852151	1190	9.00	413,635.50	478,700.00			892,335.50
NLC Developmental Math	115001	852152	1190			48,000.00			48,000.00
NLC General Institutional Costs	115001	850002	1230			30,000.00		10,000.00	40,000.00
NLC Kinesiology	115001	852141	1230	4.00	196,265.34	207,691.04		2,000.00	405,956.38
NLC Recreation Training Non-reimb	115001	853002	1230			20,000.00		7,400.00	27,400.00
NLC General Institutional Costs	115001	850002	1250			30,000.00			30,000.00
NLC Economics	115001	852171	1250	1.00	52,564.68	34,150.00			86,714.68
NLC Geography	115001	852173	1250	1.00	55,263.60	2,200.00			57,463.60

**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 (continued)</b>									
NLC History	115001	852174	1250	4.00	205,056.00	152,000.00			357,056.00
NLC Political Science	115001	852176	1250	4.00	224,454.06	127,100.00			351,554.06
NLC Social Sciences	115001	852179	1250			7,600.00			7,600.00
NLC Anthropology	115001	852181	1250			37,700.00			37,700.00
NLC Psychology	115001	852183	1250	2.00	97,252.92	83,200.00			180,452.92
NLC Sociology	115001	852184	1250			89,100.00			89,100.00
NLC General Institutional Costs	115001	850002	1260			30,000.00		6,500.00	36,500.00
NLC Instruction Pool Academic	115001	852012	1260			130,559.69			130,559.69
NLC Art Department	115001	852131	1260	5.00	229,459.50	159,960.00			389,419.50
NLC Dance	115001	852132	1260			3,200.00			3,200.00
NLC Music	115001	852134	1260	2.00	92,185.56	66,100.00			158,285.56
NLC Theatre and Communications	115001	852135	1260	1.00	45,312.48	57,503.40		26,500.00	129,315.88
NLC Kinesiology	115001	852141	1260					11,900.00	11,900.00
NLC General Institutional Costs	115001	850002	1270				744,118.00	327,496.00	1,071,614.00
NLC General Institutional Costs	115001	850002	1999			9,000.00	115,705.00	412,903.00	537,608.00
NLC Tutoring Services	115001	852011	1999			10,522.20			10,522.20
<b>ACADEMIC SUPPORT</b>									
NLC General Institutional Costs	115001	850002	3010				318,264.00	99,208.00	417,472.00
NLC VP Student and Admin Services	115001	851001	3010			53,150.00			53,150.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			132,111.80		23,300.00	155,411.80
NLC VPAA Hospitality Account	115001	852003	3010					5,000.00	5,000.00
NLC Distance Learning	115001	852004	3010			61,570.78		3,100.00	64,670.78
NLC International Initiative	115001	852008	3010					1,500.00	1,500.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,500.00	1,500.00
NLC Honors Initiative	115001	852010	3010					15,000.00	15,000.00
NLC Tutoring Services	115001	852011	3010			137,699.36		2,000.00	139,699.36
NLC Academic Affairs	115001	852013	3010			9,000.68			9,000.68
NLC Academic Support	115001	852015	3010			121,608.28		76,868.00	198,476.28
NLC Dean of CE and Workforce Office	115001	853001	3010			125,034.08		32,000.00	157,034.08
NLC Community Education	115001	853006	3010			115,699.62		12,440.00	128,139.62

<b>Northeast Lakeview College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>ACADEMIC SUPPORT (continued)</b>									
NLC Learning Resource Ctr Office	115001	854001	3010	3.00	148,862.88	244,774.24		138,867.00	532,504.12
NLC Library Fines and Lost Material	115001	854004	3010					1,350.00	1,350.00
NLC Information Technologies	115001	855002	3010			452,449.24		127,550.00	579,999.24
NLC Information Technology	115001	855006	3010					29,000.00	29,000.00
<b>STUDENT SERVICES</b>									
NLC General Institutional Costs	115001	850002	4010				216,034.00	204,551.00	420,585.00
NLC VP Student and Admin Services	115001	851001	4010			133,463.52		23,300.00	156,763.52
NLC Assessment and Testing	115001	851004	4010			79,602.84		35,825.00	115,427.84
NLC Admissions and Records	115001	851005	4010			230,857.10		4,700.00	235,557.10
NLC Student Activity Fee-Designated	115003	851006	4010			10,117.12		77,268.00	87,385.12
NLC VPSAS Hospitality Account	115001	851013	4010					4,000.00	4,000.00
NLC Student Activities	115001	851015	4010			159,015.66		16,470.00	175,485.66
NLC Counseling	115001	851016	4010			47,766.72		16,700.00	64,466.72
NLC Student Development	115001	851017	4010			36,620.00		4,600.00	41,220.00
NLC Career ServicesandJob Placement	115001	851018	4010			32,410.00		2,120.00	34,530.00
NLC Recruitment and Retention	115001	851019	4010			58,520.00		1,330.00	59,850.00
NLC Advising	115001	851020	4010			260,389.64		3,500.00	263,889.64
NLC Disability Services	115001	851024	4010					16,700.00	16,700.00
NLC Coord. Student Services Support	115001	851025	4010			42,730.82			42,730.82
NLC Phi Theta Kappa Initiative	115001	852006	4010					13,720.00	13,720.00
NLC Service Learning Initiative	115001	852007	4010					1,500.00	1,500.00
<b>INSTITUTIONAL SUPPORT</b>									
NLC General Institutional Costs	115001	850002	5010				189,817.00	304,076.83	493,893.83
NLC Office of the President	115001	850003	5010			291,321.74		50,556.00	341,877.74
NLC Hospitality Account	115001	850005	5010					28,500.00	28,500.00
NLC Institutional Advancement	115001	850006	5010			193,107.26		9,700.00	202,807.26
NLC Self Study	115001	850007	5010					18,800.00	18,800.00
NLC Public Relations	115001	850009	5010			180,847.02		77,633.00	258,480.02
NLC Faculty Senate	115001	850010	5010					1,500.00	1,500.00
NLC Staff Council	115001	850011	5010					1,500.00	1,500.00



<b>Northeast Lakeview College</b>									
<b>Department Budget Allocations by Functional Categories</b>									
<b>DEPARTMENT</b>	<b>FUND</b>	<b>ORGN</b>	<b>PROG</b>	<b>FTE</b>	<b>FTE FACULTY SALARIES</b>	<b>OTHER SALARIES &amp; WAGES</b>	<b>BENEFITS</b>	<b>OPERATING EXPENSES</b>	<b>TOTAL</b>
<b>INSTITUTIONAL SUPPORT (continued)</b>									
NLC Green Team Recycling	115001	850012	5010					15,760.00	15,760.00
NLC Professional Development	115001	850013	5010					151,257.00	151,257.00
NLC Wellness	115001	850014	5010					1,500.00	1,500.00
NLC Safety Initiative	115001	850015	5010					2,500.00	2,500.00
NLC VPSAS Hospitality Account	115001	851013	5010					1,000.00	1,000.00
NLC Commencement	115001	851023	5010					6,800.00	6,800.00
NLC College Services	115001	855001	5010			206,985.54		51,500.00	258,485.54
NLC Planning and Research	115001	855004	5010			69,622.88		7,750.00	77,372.88
NLC Institutional Support	115001	855005	5010			1,000.00		72,300.00	73,300.00
<b>TRANSFERS</b>									
NLC General Institutional Costs	115002	850002	9425					180,000.00	180,000.00
<b>Total Northeast Lakeview College</b>				<b>67.00</b>	<b>3,332,537.46</b>	<b>8,067,527.71</b>	<b>1,583,938.00</b>	<b>2,904,535.83</b>	<b>15,888,539.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									

**District and District Support  
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 Special Projects	119001	897007	1040					75,713.00	75,713.00
DIS Workbased English Solutions	119001	897004	1999				19,816.00	-	19,816.00
DIS Educator Prep Program	119001	897008	1999					725.00	725.00
DIS Academies	119001	897021	1999					10,133.00	10,133.00
DIS Tech Prep Workshop+Conference	119001	897045	1999					229.00	229.00
DIS International Programs	119001	897101	1999			32,761.00			32,761.00
<b>STUDENT SERVICES</b>									
DIS General Institutional	119001	893901	4010					285,212.00	285,212.00
DIS Community Based Assessment Edu	119001	897002	4010			343,120.00	30,497.00	17,795.00	391,412.00
DIS Student + Community Prog Dev	119001	899001	4010			129,189.77	10,182.00	12,475.00	151,846.77
DIS Off-Campus Military Ed Ctrs	119001	899002	4010			84,024.17	6,314.00	11,373.00	101,711.17
DIS Student Leadership Program	119001	899003	4010			112,194.00	9,563.00	38,140.00	159,897.00
DIS Student Financial Services	111001	899011	4010			480,662.16			480,662.16
DIS Student Financial Services	112001	899011	4010			285,283.28			285,283.28
DIS Student Financial Services	113001	899011	4010			265,664.99			265,664.99
DIS Student Financial Services	114001	899011	4010			232,169.68			232,169.68
DIS Student Financial Services	115001	899011	4010			122,081.88			122,081.88
DIS Student Financial Services	119001	899011	4010			1,208,790.01	213,785.00	209,822.00	1,632,397.01
DIS VC Student Success Office	119001	899021	4010			(60,679.84)			(60,679.84)
DIS Mobile Go Center-Recruiting	119001	899022	4010			34,711.28	4,791.00	4,720.00	44,222.28
DIS Center for Student Information	119001	899031	4010			952,406.00	163,217.00	55,000.00	1,170,623.00
<b>INSTITUTIONAL SUPPORT</b>									
DIS Board Of Trustees	119001	890001	5010					63,720.00	63,720.00
DIS Chancellors Office	119001	891001	5010			664,366.00	42,046.00	160,300.00	866,712.00
DIS Institutional Membership	119001	891002	5010					175,000.00	175,000.00
DIS Office of Legal Services	119001	891011	5010			184,798.00	14,820.00	859,164.00	1,058,782.00
DIS Board Election	119001	891012	5010					259,310.00	259,310.00
DIS Institutional Advancement	119001	891021	5010			478,844.00	43,072.00	60,012.00	581,928.00
DIS Internal Audit	119001	891031	5010			336,001.26	26,806.00	70,000.00	432,807.26
DIS Ethics and Compliance Office	119001	891051	5010			67,127.80	6,398.00	24,000.00	97,525.80

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

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTITUTIONAL SUPPORT (continued)</b>									
DIS Vice Chancellor Finance + Adm	119001	893004	5010			293,127.60	18,522.00	19,808.00	331,457.60
DIS Enterprise Risk Management	119001	893012	5010			284,122.16	17,272.00	92,836.00	394,230.16
DIS Environmental Safety	119001	893013	5010					100,000.00	100,000.00
DIS Human Resources	119001	893201	5010			2,457,411.62	221,362.00	477,664.00	3,156,437.62
DIS Employee Re-Training	119001	893203	5010					25,000.00	25,000.00
DIS Internal Upward Mobility Prog	119001	893204	5010					246,506.00	246,506.00
DIS Professional Development	119001	893205	5010			8,000.00		293,317.00	301,317.00
DIS Employee Accomodations	119001	893206	5010					10,000.00	10,000.00
DIS Acquisitions + Admin Services	119001	893401	5010			1,013,744.69	89,585.00	89,188.00	1,192,517.69
DIS Mailroom	119102	893441	5010			189,093.15	14,507.00	136,038.00	339,638.15
DIS Finance and Fiscal Services	119001	893502	5010			3,816,533.75	305,406.00	672,266.00	4,794,205.75
DIS Bursar	111001	893511	5010			457,876.22	82,099.00	26,836.49	566,811.71
DIS Bursar	112001	893511	5010			115,881.94		15,269.50	131,151.44
DIS Bursar	113001	893511	5010			152,109.74		9,604.16	161,713.90
DIS Bursar	114001	893511	5010			188,254.36		10,273.76	198,528.12
DIS Bursar	115001	893511	5010			52,227.92		3,663.09	55,891.01
DIS Bursar	119001	893511	5010			20,000.00			20,000.00
DIS Department of Public Safety	111001	893801	5010			1,242,899.20			1,242,899.20
DIS Department of Public Safety	112001	893801	5010			638,866.94			638,866.94
DIS Department of Public Safety	113001	893801	5010			255,158.67			255,158.67
DIS Department of Public Safety	114001	893801	5010			330,183.63			330,183.63
DIS Department of Public Safety	115001	893801	5010			400,840.40			400,840.40
DIS Department of Public Safety	119001	893801	5010			255,165.00	417,109.00	306,243.00	978,517.00
DIS Department of Public Safety	119201	893801	5010			90,902.86			90,902.86
DIS General Institutional	119001	893901	5010			235,826.14	975,957.00	6,578,100.00	7,789,883.14
DIS Insurance	119001	893902	5010					418,626.00	418,626.00
DIS Institutional Reserve	119001	893907	5010					708,850.00	708,850.00
DIS Process Improve + Audit Respons	119001	893910	5010					500,000.00	500,000.00
DIS Benefits Other	119001	893913	5010				3,500,000.00	-	3,500,000.00
DIS EAP Services	119001	893914	5010				292,500.00	-	292,500.00

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

DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTITUTIONAL SUPPORT (continued)</b>									
DIS Staff Council	119001	893915	5010					8,900.00	8,900.00
DWD Unified Staff Council	119001	893917	5010					10,000.00	10,000.00
DIS Vice Chancellor PPIS Office	119001	895001	5010			249,044.22	15,770.00	44,062.00	308,876.22
DIS Banner Project Services	119001	895101	5010			523,239.00	45,618.00	2,175,000.00	2,743,857.00
DIS Banner Backfill Funding	119001	895102	5010					200,000.00	200,000.00
DIS Strategic Planning + Performa	119001	895201	5010			172,839.48	14,160.00	75,045.00	262,044.48
DIS Institutional Research + Effe	119001	895301	5010			572,727.00	50,732.00	17,325.00	640,784.00
DIS Director IT Services Office	119102	895401	5010			3,747,075.00	320,668.00	(4,067,743.00)	-
DIS Computer Replacement Prog	119001	895402	5010					435,000.00	435,000.00
DIS Faculty Wkstation Replacement	119001	895403	5010					585,000.00	585,000.00
DIS Communications	119001	895461	5010						-
DIS VC Economic+WorkforceDeOffice	119001	897001	5010			347,434.00	29,697.00	19,152.00	396,283.00
DIS Economic + Workforce Dev Adm	119001	897003	5010			550,078.00	46,984.00	2,625.00	599,687.00
DIS Workbased English Solutions	119001	897004	5010			59,714.00		1,130.00	60,844.00
DIS Professional Development	119001	897005	5010			207,419.00	501,502.00	50,405.00	759,326.00
DIS Educator Prep Program	119001	897008	5010			176,038.00			176,038.00
DIS Business Outreach	119001	897009	5010			10,459.00		7,728.00	18,187.00
DIS Manufacturing Techn Acad CTTC	119001	897022	5010					12,069.00	12,069.00
DIS Advanced Technology Center	119001	897032	5010			35,196.00	3,642.00	20,448.00	59,286.00
DIS Out of Dist Partner/CTTC	119001	897036	5010			153,717.02	14,542.00	40,140.00	208,399.02
DIS OutofDistPartner/Floresville	119001	897037	5010			69,109.00	5,726.00	3,000.00	77,835.00
DIS OutofDistPartnerKerrville	119001	897038	5010			90,504.00	6,553.00	6,000.00	103,057.00
DIS CTTC Contract	119001	897041	5010					11,730.00	11,730.00
DIS Toyota Assessment Activities	119001	897044	5010					3,390.00	3,390.00
DIS EWD Revenue Holding Account	119001	897047	5010					927,580.00	927,580.00
DIS Department of Nursing	119001	897051	5010					2,200.00	2,200.00
DIS Grants + Contracts Department	119001	897061	5010				11,339.00	3,913.00	15,252.00
DIS International Programs	119001	897101	5010			308,907.00	31,012.00	70,946.00	410,865.00
DIS Department of Communications	119001	897201	5010			415,052.00	34,622.00	1,406,831.00	1,856,505.00
DIS Vice Chanc Acad Affairs Offc	119001	898001	5010			637,802.04	60,413.00	100,979.00	799,194.04

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

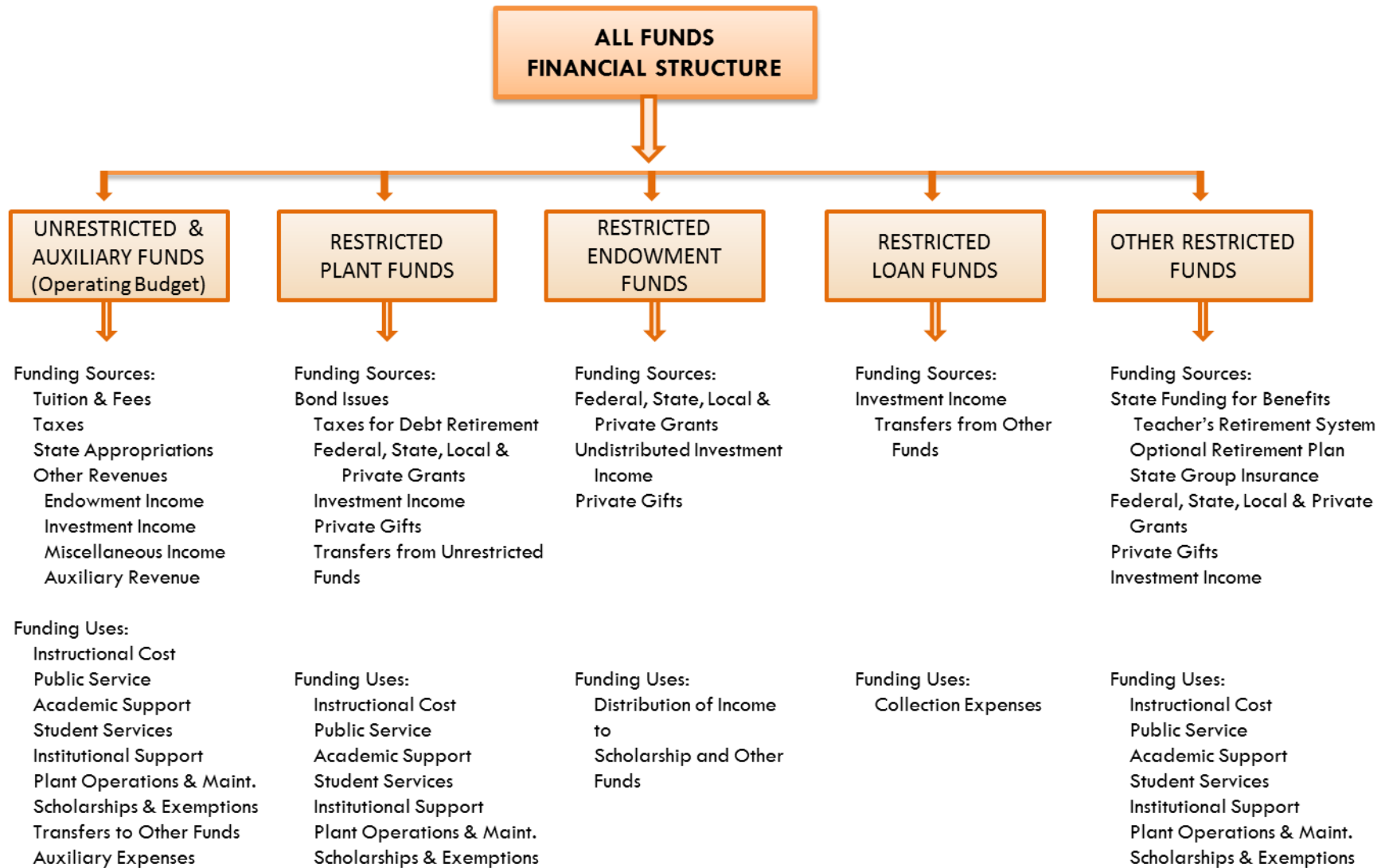
DEPARTMENT	FUND	ORGN	PROG	FTE	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
<b>INSTITUTIONAL SUPPORT (continued)</b>									
DIS Achieving the Dream	119001	898002	5010					111,640.00	111,640.00
DIS VC Student Success Office	119001	899021	5010	-	-	349,698.84	23,486.00	40,441.00	413,625.84
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>									
DIS Building Maintenance	111001	893601	6010			893,755.70			893,755.70
DIS Building Maintenance	112001	893601	6010			803,293.48			803,293.48
DIS Building Maintenance	113001	893601	6010			604,442.37			604,442.37
DIS Building Maintenance	114001	893601	6010			511,926.27			511,926.27
DIS Building Maintenance	115001	893601	6010			270,186.24			270,186.24
DIS Building Maintenance	119001	893601	6010			316,663.16	1,134,752.00	1,372,268.00	2,823,683.16
DIS Grounds Maintenance	111001	893602	6010			178,357.80			178,357.80
DIS Grounds Maintenance	112001	893602	6010			151,252.74			151,252.74
DIS Grounds Maintenance	113001	893602	6010			162,860.00			162,860.00
DIS Grounds Maintenance	114001	893602	6010			53,011.44			53,011.44
DIS Grounds Maintenance	115001	893602	6010			37,352.40			37,352.40
DIS Grounds Maintenance	119001	893602	6010			46,628.72	252,741.00	907,408.00	1,206,777.72
DIS Utilities	111001	893603	6010					2,831,742.00	2,831,742.00
DIS Utilities	112001	893603	6010					2,379,399.00	2,379,399.00
DIS Utilities	113001	893603	6010					1,529,403.00	1,529,403.00
DIS Utilities	114001	893603	6010					1,261,100.00	1,261,100.00
DIS Utilities	115001	893603	6010					1,230,563.00	1,230,563.00
DIS Utilities	119001	893603	6010					566,415.00	566,415.00
DIS Utilities	119201	893603	6010					51,000.00	51,000.00
DIS Utilities	119202	893603	6010					60,000.00	60,000.00
DIS Housekeeping	111001	893604	6010			896,961.69			896,961.69
DIS Housekeeping	112001	893604	6010			725,608.13			725,608.13
DIS Housekeeping	113001	893604	6010			490,757.83			490,757.83
DIS Housekeeping	114001	893604	6010			44,198.64			44,198.64
DIS Housekeeping	115001	893604	6010			170,880.60			170,880.60
DIS Housekeeping	119001	893604	6010			333,331.99	1,084,913.00	3,979,287.00	5,397,531.99
DIS Minor Construction	119001	893605	6010					456,400.00	456,400.00

**District and District Support**  
**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 (continued)</b>									
DIS Construction Prkg Shuttle	111001	893606	6010					25,000.00	25,000.00
DIS Facilities	119001	893610	6010			217,446.13	75,047.00	220,000.00	512,493.13
DIS Vehicle Replacement Prog	119001	893612	6010					20,000.00	20,000.00
DIS Project Management	119001	893613	6010			1,103,608.23	260,706.00	100,500.00	1,464,814.23
DIS Moving Services	119001	893616	6010			40,320.57	19,087.00	-	59,407.57
DIS Preventive Maintenance	119001	893619	6010					6,949,000.00	6,949,000.00
DIS General Institutional	119001	893901	6010					313,214.00	313,214.00
DIS Insurance	111001	893902	6010					240,878.00	240,878.00
DIS Insurance	112001	893902	6010					263,454.00	263,454.00
DIS Insurance	113001	893902	6010					113,488.00	113,488.00
DIS Insurance	114001	893902	6010					59,786.00	59,786.00
DIS Insurance	115001	893902	6010					50,540.00	50,540.00
DIS Insurance	119001	893902	6010					53,228.00	53,228.00
<b>INSTITUTIONAL SCHOLARSHIPS</b>									
DIS General Institutional	119001	893901	7010					250,000.00	250,000.00
<b>AUXILIARY ENTERPRISES</b>									
DIS Utilities	133003	893603	8010					80,928.00	80,928.00
DIS Natatorium Facilities Svc	119001	893608	8010			73,780.68			73,780.68
DIS Natatorium Facilities Svc	133003	893608	8010			776.00	31,123.00	57,000.00	88,899.00
DIS Food Service	139001	893618	8010					47,105.00	47,105.00
DIS Department of Public Safety	133003	893801	8010			15,973.16			15,973.16
DIS General Institutional	139001	893901	8010					1,862.00	1,862.00
<b>TRANSFERS</b>									
DIS Preventive Maintenance	133003	893619	9425					51,000.00	51,000.00
DIS Transfers Mandatory+NonManda	111001	893903	9425					1,871,735.00	1,871,735.00
DIS Transfers Mandatory+NonManda	112001	893903	9425					942,883.00	942,883.00
DIS Transfers Mandatory+NonManda	113001	893903	9425					718,402.00	718,402.00
DIS Transfers Mandatory+NonManda	114001	893903	9425					1,011,320.00	1,011,320.00
DIS Transfers Mandatory+NonManda	115001	893903	9425					55,660.00	55,660.00
DIS Transfers Mandatory+NonManda	119001	893903	9425					6,908,363.00	6,908,363.00
<b>Total District and District Support</b>				-	-	<b>35,271,168.00</b>	<b>10,600,461.00</b>	<b>52,488,199.00</b>	<b>98,359,828.00</b>
Faculty salaries included full-time faculty FTE (Account code 61001) only.									

# APPENDICES

## All Funds Financial Structure





## Financial Policies and Procedures

### **C.1.4 (Policy) Budget**

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 8-18-09

#### **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**

- 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.

### **C.1.7 (Policy) Investments**

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 9-15-09

Last Board Action: 10-26-10

#### **General**

The Board of Trustees may purchase, sell, and invest funds under its control in investments authorized in the Public Funds Investment Act Chapter 2256, Texas Government Code, in compliance with Board-adopted investment policies, and according to the standard of care prescribed in the policy

#### **Scope**

The provisions of this policy apply to the investment of its funds and all funds under the control of the Board.

#### **Objectives**

This investment policy emphasizes the safety of principal and liquidity, and addresses investment diversification, yield, maturity and the quality and capability of investment management.

**C.1.4.1 (Procedure) Annual Operating Budget**

Responsible Department: Vice Chancellor for Finance and Administration  
 Based on Board Policy: [C.1.4 - Budget](#)  
 Approved: 8-18-09  
 Last Amended:

**Chancellor's Reserve**

Each year the Chancellor shall designate an amount to be budgeted in a contingency account (the Chancellor's Reserve), to reasonably provide for unforeseen demands. The initial amount shall not exceed .25 % (1/4 of one percent) of the approved annual current unrestricted operating budget. In addition to this initial amount, during the fiscal year the Chancellor may allocate a percentage of unexpended salary residuals from vacant positions to the Chancellor's Reserve and to the colleges. The Chancellor shall have the authority to approve reallocations of the Chancellor's Reserve.

No funds shall be expended directly from this account.

**Preventive Maintenance Set Aside**

Funds shall be set aside annually to fund preventive maintenance projects in accordance with Procedure [C.2.3.1](#). Unspent funds may be carried over for inclusion in the subsequent annual budget.

**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.3.1 (Policy) Debt Management**

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 5-17-11

Last Board Action: 5-17-11

**General**

This Policy establishes conditions for the use of debt and creates procedures and policies designed to manage the Alamo Colleges' 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 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.

**Objectives**

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

- Maintain a level tax rate to minimize or avoid year to year fluctuations
- 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

**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: 5-14-10

**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 may 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.

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## 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
- 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, Trustee, District-Endowed.

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 COMMUNITY COLLEGE DISTRICT																					
20 YEAR TUITION AND FEE SCHEDULE SUMMARY																					
By Fall Semester																					
	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	
<b>Tuition per Sem Hour</b>																					
In District	\$56.0	\$53.5	\$53.5	\$51	\$44	\$42	\$40	\$38	\$35	\$33	\$30	\$30	\$24	\$24	\$24	\$24	\$23	\$21	\$18	\$17	
Out-of-Dist	\$112	\$107	\$103.5	\$95	\$88	\$84	\$80	\$76	\$70	\$59	\$55.5	\$55.5	\$46	\$46	\$46	\$46	\$44	\$40	\$32	\$30	
Non-Resident	\$224	\$214	\$203	\$183	\$176	\$168	\$160	\$152	\$140	\$119	\$108.5	\$108.5	\$92	\$92	\$92	\$92	\$88	\$80	\$64	\$60	
<b>General Fee</b>																					
In District																					
1 - 6 HRS	\$130	\$122	\$122	\$116	\$116	\$110	\$105	\$100	\$80	\$80	\$80	\$80	\$60	\$60	\$40	\$40	\$40	\$40	\$40	\$30	
7+ HRS	\$135	\$127	\$127	\$121	\$121	\$115	\$110	\$105	\$85	\$85	\$85	\$85	\$65	\$65	\$45	\$45	\$45	\$45	\$45	\$35	
Out-of-District																					
1 - 6 HRS	\$130	\$122	\$122	\$116	\$116	\$110	\$105	\$100	\$80	\$80	\$80	\$80	\$60	\$60	\$40	\$40	\$40	\$40	\$40	\$30	
7+ HRS	\$135	\$127	\$127	\$121	\$121	\$115	\$110	\$105	\$85	\$85	\$85	\$85	\$65	\$65	\$45	\$45	\$45	\$45	\$45	\$35	
Non-Resident																					
1 - 6 HRS	\$130	\$122	\$122	\$116	\$116	\$110	\$105	\$100	\$80	\$80	\$80	\$80	\$60	\$60	\$40	\$40	\$40	\$40	\$40	\$30	
7+ HRS	\$135	\$127	\$127	\$121	\$121	\$115	\$110	\$105	\$85	\$85	\$85	\$85	\$65	\$65	\$45	\$45	\$45	\$45	\$45	\$35	
<b>Registration Fee</b>					\$13	\$12	\$11	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	
<b>Student Insurance</b>					\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$2
<b>Library Upgrade Fee</b>					\$13	\$12	\$11	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
* Per Semester Hour																					



## Enrollment Reports

Annual Unduplicated Headcount (Includes Credit and Non-Credit Students)						
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
San Antonio College	36,583	35,198	35,587	36,018	38,175	40,122
St. Philips College	16,801	16,516	16,013	16,294	17,165	18,661
Palo Alto College	13,064	12,409	12,701	15,560	14,443	14,733
Northwest Vista College	13,845	13,308	15,113	16,302	19,094	22,518
Northeast Lakeview College	*	*	*	449	1,011	1,551
Alamo Colleges (Unduplicated Count)	77,448	75,646	76,619	81,216	86,099	93,218
Very Large Texas Community Colleges (Unduplicated Count)	674,052	680,374	704,342	736,820	791,603	*
Texas Community Colleges System (Unduplicated Count)	1,109,578	1,110,236	1,146,439	1,186,375	1,252,987	*

Source: THECB Accountability System

\* Not Available

Prepared by: Institutional Research and Effectiveness Services (IRES)

Annual Semester Credit Hours (SCH)						
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
San Antonio College	448,502	432,394	440,478	442,200	459,318	515,922
St. Philips College	230,219	213,154	208,012	205,860	210,234	231,397
Palo Alto College	164,283	162,557	157,694	156,547	158,843	171,425
Northwest Vista College	174,096	179,600	193,397	207,810	240,456	293,105
Northeast Lakeview College	*	*	*	3,886	8,938	10,829
Alamo Colleges (Unduplicated Count)	1,017,100	987,705	999,581	1,016,303	1,077,789	1,222,678
Very Large Texas Community Colleges (Unduplicated Count)	6,680,203	6,694,437	6,824,567	7,073,472	7,610,826	*
Texas Community Colleges System (Unduplicated Count)	11,180,460	11,086,138	11,239,108	11,543,250	12,293,123	*

Source: THECB Accountability System

\* Not Available

Prepared by: Institutional Research and Effectiveness Services (IRES)

## Principal Employers in Bexar County

Largest Employers Employer	2011 (1)		2010 (2)		2009 (3)		2008 (4)	
	Number of	% of	Number of	% of	Number of	% of	Number of	% of
Lackland AFB	37,097	4.0%	28,100	3.1%	28,100	2.8%	33,893	4.0%
Fort Sam Houston - US Army	32,000	3.4%	30,793	3.4%	30,793	3.1%	15,200	1.8%
USAA	14,832	1.6%	14,852	1.6%	14,852	1.5%	14,852	1.7%
HEB Food Stores	14,588	1.6%	14,588	1.6%	14,588	1.5%	14,588	1.7%
Northside ISD	13,300	1.4%	12,597	1.4%	12,597	1.3%	12,810	1.5%
Randolph AFB	11,068	1.2%	10,700	1.2%	10,700	1.0%	10,733	1.3%
Northeast ISD	10,522	1.1%	10,223	1.1%	10,223	1.0%	8,360	1.0%
City of San Antonio	9,145	0.9%	9,000	1.0%	10,687	1.0%	9,830	1.1%
San Antonio ISD	7,581	0.8%	7,581	0.8%	7,425	0.8%	8,000	0.9%
Methodist Healthcare System	7,500	0.8%	7,013	0.8%	7,391	0.8%	7,013	0.8%
AT & T, Inc.								
<b>Total Employment</b>	<b>157,633</b>	<b>16.8%</b>	<b>145,447</b>	<b>16.0%</b>	<b>147,356</b>	<b>14.8%</b>	<b>135,279</b>	<b>15.8%</b>

(1) Source: San Antonio Economic Development Foundation Website 9/7/2011 <http://www.sanantonioedf.com/business-profile/major-employers>

(2) Source: San Antonio Economic Development Foundation Website 8/10/2010 <http://www.sanantonioedf.com/business-profile/major-employers>

(3) Source: San Antonio Economic Development Foundation, Northside ISD, Northeast ISD and by contact with institutional representatives as well as Texas Workforce Commission, Tracer 2 (labor Force - June 2009)

(4) Source: San Antonio Business Journal's 2008 Book of Lists and San Antonio Business Journal, May 16, 2008

## **FY12 Budget-Related Board Minute Orders/Approved Minutes**

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

**Discussion and Possible Action on Fiscal Year 2011 – 2012 All Funds Budget**

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on August 09, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on August 16, 2011.

**MINUTE ORDER**

**“The Board of Trustees hereby approves the Fiscal Year 2011-12 Total Budget with projected revenues of \$546,460,265; restricted and plant fund balance commitment of \$16,254,986; operating fund balance commitment of \$-0-; and expenses of \$(562,715,251) (Exhibit I).**

**PURPOSE**

To continue for the fourth year, the use of a workload-driven Instruction and General budgeting model; a performance-based budgeting model to financially support the realization of the Alamo Colleges' Vision and Mission.

**BACKGROUND**

The Operating budget was approved by the Board of Trustees on July 26, 2011 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. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2011 financial statements.

**IMPLICATIONS**

**Financial:** Fiscal Year 2011-12 Total Budget: Revenues of \$546,460,265, Expenses of \$(562,715,251), and Restricted and Plant Fund Commitment of \$16,254,986, resulting in a variance of \$-0-

**Strategic Plan:** Goal II – Student Support  
Goal IV – Capacity to Serve

**Employee Services:** N/A

**ATTACHMENTS:** All Funds Budget Report (Exhibit I); July 26, 2011 approved Operating Budget (Exhibit II)

Diane E. Snyder

Digitally signed by Diane E. Snyder  
DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice  
Chancellor for Financial Administration,  
email=dsnyder12@alamoeds.edu  
Date: 2011.08.12 11:42:25 -0700

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

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



ALAMO  
COLLEGES

**ALAMO COLLEGES  
PROPOSED FY 2011 - 2012 ALL FUNDS BUDGET REPORT**

Exhibit I

	Proposed Budget 2011 - 2012		Total
	Unrestricted	Restricted	
<b>REVENUES</b>			
Instruction and General	276,393,058	41,458,723	317,851,781
Public Service	60,000		60,000
Scholarships and Fellowships		119,385,523	119,385,523
Auxiliary Enterprises	4,182,500		4,182,500
Student Activity Fee	1,192,825		1,192,825
Other (Use of Fund Balance)			
<b>Subtotal Current Funds</b>	<b>281,828,383</b>	<b>160,844,246</b>	<b>442,672,629</b>
Capital Outlay		1,609,024	
Renewals & Replacements			
Building		60,000,000	60,000,000
Furniture & Equipment			
Debt Services		42,178,612	42,178,612
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>103,787,636</b>	<b>103,787,636</b>
<b>TOTAL REVENUES</b>	<b>281,828,383</b>	<b>264,631,882</b>	<b>546,460,265</b>
<b>BEGINNING FUND BALANCES</b>			
Instruction and General	60,815,217	992,851	61,808,068
Public Service	-	-	-
Scholarships and Fellowships	-	3,851,177	3,851,177
Auxiliary Enterprises	3,201,516	-	3,201,516
Student Activity Fee	841,798	-	841,798
Other (Use of Fund Balance)			
<b>Subtotal Current Funds</b>	<b>64,858,531</b>	<b>4,844,028</b>	<b>69,702,559</b>
Capital Outlay		3,976,794	3,976,794
Renewals & Replacements		-	-
Building		6,989,749	6,989,749
Furniture & Equipment		2,469,298	2,469,298
Debt Services		5,535,991	5,535,991
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>18,971,832</b>	<b>18,971,832</b>
<b>TOTAL BEGINNING FUND BALANCES</b>	<b>64,858,531</b>	<b>23,815,860</b>	<b>88,674,391</b>
<b>TOTAL AVAILABLE</b>			
Instruction and General	337,208,275	42,451,574	379,659,849
Public Service	60,000	-	60,000
Scholarships and Fellowships	-	123,236,700	123,236,700
Auxiliary Enterprises	7,384,016	-	7,384,016
Student Activity Fee	2,034,623	-	2,034,623
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>346,686,914</b>	<b>165,688,274</b>	<b>512,375,188</b>
Capital Outlay	-	5,585,818	5,585,818
Renewals & Replacements	-	-	-
Building	-	66,989,749	66,989,749
Furniture & Equipment	-	2,469,298	2,469,298
Debt Services	-	47,714,603	47,714,603
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>122,759,468</b>	<b>122,759,468</b>
<b>TOTAL AVAILABLE</b>	<b>346,686,914</b>	<b>288,447,742</b>	<b>635,134,656</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, grants, construction, scholarships, & gifts funds)

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

**ALAMO COLLEGES  
PROPOSED FY 2011 - 2012 ALL FUNDS BUDGET REPORT**

Exhibit I

	Proposed Budget 2011 - 2012		Total
	Unrestricted	Restricted	
<b>EXPENDITURES</b>			
Instruction and General	264,884,695	41,458,723	306,343,418
Public Service	60,000		60,000
Scholarships and Fellowships		123,985,523	123,985,523
Auxiliary Enterprises	4,182,500		4,182,500
Student Activity Fee	1,192,825		1,192,825
Other (Use of Fund Balance)			-
<b>Subtotal Current Funds</b>	<b>270,320,020</b>	<b>165,444,246</b>	<b>435,764,266</b>
Capital Outlay		5,585,818	5,585,818
Renewals & Replacements			-
Building		66,989,749	66,989,749
Furniture & Equipment		2,469,298	2,469,298
Debt Services		51,906,120	51,906,120
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>126,950,985</b>	<b>126,950,985</b>
<b>TOTAL EXPENDITURES</b>	<b>270,320,020</b>	<b>292,395,231</b>	<b>562,715,251</b>
<b>TRANSFERS (IN) OUT</b>			
Instruction and General	11,508,363		11,508,363
Public Service			
Scholarships and Fellowships		(4,600,000)	(4,600,000)
Auxiliary Enterprises			
Student Activity Fee			
Other (Use of Fund Balance)			
<b>Subtotal Current Funds</b>	<b>11,508,363</b>	<b>(4,600,000)</b>	<b>6,908,363</b>
Capital Outlay			
Renewals & Replacements			
Building			
Furniture & Equipment			
Debt Services		(6,908,363)	(6,908,363)
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>(6,908,363)</b>	<b>(6,908,363)</b>
<b>NET TRANSFERS</b>	<b>11,508,363</b>	<b>(11,508,363)</b>	<b>-</b>
<b>TOTAL BUDGET</b>	<b>281,828,383</b>	<b>280,886,868</b>	<b>562,715,251</b>
<b>ENDING FUND BALANCES</b>			
Instruction and General	60,815,217	992,851	61,808,068
Public Service	-	-	-
Scholarships and Fellowships	-	3,851,177	3,851,177
Auxiliary Enterprises	3,201,516	-	3,201,516
Student Activity Fee	841,798	-	841,798
Other (Use of Fund Balance)	-	-	-
<b>Subtotal Current Funds</b>	<b>64,858,531</b>	<b>4,844,028</b>	<b>69,702,559</b>
Capital Outlay	-	-	-
Renewals & Replacements	-	-	-
Building	-	-	-
Furniture & Equipment	-	-	-
Debt Services	-	2,716,846	2,716,846
<b>Subtotal Plant Funds</b>	<b>-</b>	<b>2,716,846</b>	<b>2,716,846</b>
<b>TOTAL ENDING FUND BALANCES</b>	<b>64,858,531</b>	<b>7,560,874</b>	<b>72,419,405</b>
<b>TOTAL EXP, TRANSF &amp; BAL</b>	<b>346,686,914</b>	<b>288,447,742</b>	<b>635,134,656</b>
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	0	(16,254,986)	(16,254,986)

Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2011-2012

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on August 9, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on August 16, 2011.

**MINUTE ORDER**

**“The Board of Trustees hereby approves, orders and adopts a maintenance and operations tax rate of \$0.096873 and a debt levy tax rate of \$0.044750, for a combined tax rate of \$ 0.141623 per \$100 of assessed valuation for FY 2011-2012, which is less than the ‘combined effective tax rate’ of \$0.145338/\$100 of assessed valuation.”**

**PURPOSE**

Adopt the operations and debt tax rates for Fiscal Year 2011-2012 at the same level as the previous year. As the proposed tax rate is below the lower of the effective tax rate or roll-back rate, there is no requirement for public notice and public hearings prior to final approval of the tax rate.

**BACKGROUND**

The proposed FY2011/12 budget includes total tax revenues of \$93.3 Million based on maintaining the operations tax rate at the same level as FY 2010-2011. The debt rate will also remain the same as the prior year, and it will support the revenue needed for FY2011-2012 debt service payments.

**IMPLICATIONS**

- Financial: Provide tax revenues required to support Alamo Colleges' operations and fund annual payments on Bonded Debt
- Strategic Plan: Goal IV. Capacity to Serve
- Human Resources: N/A
- Attachments: Exhibit A: 2011 Property Tax Rates

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

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

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





**2011 Property Tax Rates in Alamo Community College District**

This notice concerns the 2011 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.

<b>Last year's tax rate:</b>	
Last year's operating taxes	\$88,563,001
Last year's debt taxes	\$40,911,237
Last year's total taxes	\$129,474,238
Last year's tax base	\$91,421,759.178
Last year's total tax rate	\$0.141623/\$100
<b>This year's effective tax rate:</b>	
Last year's adjusted taxes (after subtracting taxes on lost property)	\$128,614,945
= This year's adjusted tax base (after subtracting value of new property)	\$88,493,175.973
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings.)	\$0.145338/\$100
<b>This year's rollback tax rate:</b>	
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)	\$87,958,323
= This year's adjusted tax base	\$88,493,175.973
= This year's effective operating rate	\$0.099396/\$100
x 1.08 = this year's maximum operating rate	\$0.107347/\$100
+ This year's debt rate	\$0.047696/\$100
= This year's total rollback rate	\$0.155043/\$100

**Statement of Increase/Decrease**

If Alamo Community College District adopts a 2011 tax rate equal to the effective tax rate of \$0.145338 per \$100 of value, taxes would increase compared to 2010 taxes by \$1,522,485.

**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	56,758,531
INTEREST & SINKING	2,678,094

**Schedule B - 2011 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	8,240,000	19,000,660	0	27,240,660
MAINTENANCE TAX	8,130,000	7,030,754	0	15,160,754
NOTES				
Total required for 2011 debt service			\$42,401,414	
- Amount (if any) paid from Schedule A			\$0	
- Amount (if any) paid from other resources			\$0	
- Excess collections last year			\$0	
= Total to be paid from taxes in 2011			\$42,401,414	
+ Amount added in anticipation that the unit will collect only 98.63% of its taxes in 2011			\$588,968	
= Total debt levy			\$42,990,382	



**Discussion and Possible Action on Fiscal Year 2011 – 2012 Operating Budget**

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on July 19, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 26, 2011.

**MINUTE ORDER**

**“The Board of Trustees hereby approves a Fiscal Year 2011-12 Instruction and General (I&G) Operating Expense Budget of \$278,528,383 and Capital expense budget of \$3,300,000 for Total Operating Expense budget of \$281,828,383; revenues of \$281,828,383 and operating fund balance transfer of \$-0-. The Preventative Maintenance Program is increased \$2,000,000 from \$5.0 million to \$7.0 million.”**

**PURPOSE**

Approval of the Fiscal Year 2011-12 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the Fall 2011 semester. **In August 2011, we will submit for approval the Total Budget including: a) Restricted and Plant fund budgets and b) fund balance transfer updates as required.**

**BACKGROUND**

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

**IMPLICATIONS**

**Financial:** Fiscal Year 2011-12 Instruction and General (I&G) Operating Expense Budget of \$278,528,383 and Capital Expense Budget of \$3,300,000; revenues of \$281,828,383 and operating fund balance commitment of \$-0-.

**Strategic Plan:** Goal II – Student Support  
Goal IV – Capacity to Serve

**Employee Services:** N/A

**ATTACHMENTS:** General Operating Budget Comparison (Exhibit I), and Budget Presentation (Exhibit II).

\_\_\_\_\_  
Pamela Ansbury Date  
Associate Vice Chancellor of Finance &  
Fiscal Services

**Diane E. Snyder**  
Digitally signed by Diane E. Snyder  
DN: cn=Diane E. Snyder, o=Vice Chancellor for Finance  
and Administration, ou=Alamo Colleges,  
email=dnsnyder@alamo.edu, c=US  
Date: 2011.07.26 07:54:33 -0500  
\_\_\_\_\_  
Diane E. Snyder Date  
Vice Chancellor for Finance and  
Administration

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



ALAMO  
COLLEGES

GREEN SHEET

**Summary of General Operating Budget  
Comparison of FY11 vs FY12**

7/26/2011

DESCRIPTION	FY11 APPROVED (a)	FY11 PROJECTED	FY12 REQUESTED (b)	INC/(DEC) FY11 vs FY12 (b-a)
<b>REVENUES:</b>				
STATE APPROPRIATIONS	\$67,397,645	\$65,658,473	\$66,015,450	(\$1,382,195)
TAXES	\$92,364,000	\$92,364,000	\$93,290,881	926,881.00
<u>TUITION AND FEES:</u>				
TUITION & FEES (GROSS)	\$108,492,794	\$111,637,316	\$113,938,576	\$5,445,782
WAIVERS & EXEMPTIONS	(\$13,998,514)	(\$14,436,758)	(\$13,197,343)	\$801,171
CE CREDIT & SPECIAL TUITION	\$4,916,520	\$5,162,051	\$5,503,603	\$587,083
<b>NET TUITION, CE AND FEES:</b>	<b>\$99,410,800</b>	<b>\$102,362,609</b>	<b>\$106,244,836</b>	<b>\$6,834,036</b>
NON FORMULA CE & TRAINING	\$11,631,543	\$9,690,204	\$6,834,062	(\$4,797,481)
INVESTMENT INCOME	\$809,583	\$1,203,428	\$400,000	(\$409,583)
OTHER INCOME	\$7,975,429	\$6,466,544	\$9,043,154	\$1,067,725
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$279,589,000</b>	<b>\$277,745,258</b>	<b>\$281,828,383</b>	<b>\$2,239,383</b>
<b>FUND BALANCE COMMITMENTS:</b>				
General Operations	\$5,000,000	\$2,000,000	\$0	(\$5,000,000)
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$284,589,000</b>	<b>\$279,745,258</b>	<b>\$281,828,383</b>	<b>(\$2,760,617)</b>
Capital Budget	\$4,500,000	\$4,500,000	\$3,300,000	(\$1,200,000)
Operating Expense Budget	\$280,089,000	\$275,245,258	\$278,528,383	(\$1,560,617)

**Discussion and Possible Action on Extension of the Alamo Colleges Retirement Incentive Program**

Presented to the AUDIT BUDGET AND FINANCE COMMITTEE on July 19, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on July 26, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby approves extension of the Alamo Colleges Retirement Incentive Program as presented.”**

**PURPOSE**

The Board of Trustees desires to extend the current Retirement Incentive Program in order to promote the well-being of employees transitioning into retirement; support improved projections of future staffing levels, costs and needs; provide a total incentive to employees on a first-come, first-served basis as determined by time of receipt of eligible employees' elections by the Alamo Community College District Human Resources Department with total Retirement Incentive, current and extended, not to exceed a total of Eight Million Dollars (\$8,000,000); and produce cost savings through the elimination of positions and salaries.

**BACKGROUND**

In April 2011 the Board of Trustees authorized the Chancellor to promulgate necessary rules, forms, and other documentation required to expend up to \$8,000,000 to implement the current Retirement Incentive Program and incentivize approximately 190 retirements. To date, \$5,134,774 has been committed and 145 retirements have been achieved. The window of opportunity to enroll in the current Retirement Incentive Program will close on July 28, 2011.

An extension of the current Retirement Incentive Program is proposed to increase participation to the targeted level and expend the balance of funds remaining from the original offering to all full-time employees who meet the following criteria:

1. Will, by December 31, 2011, either reach age 60 and complete at least 7 years of full-time service with the Alamo Community College District, or reach a combined total of 75 years of age and years of full-time service with Alamo Community College District.
2. Is working for the Alamo Community College District on a full-time basis or is on an approved Leave of Absence, and has not already resigned in writing.
3. Does not hold a grant-funded position.
4. Retires by January 4, 2012.
5. Signs and submits all other Program documentation, including a Release, within 45 days after the elected Program Retirement Date and does not apply for reemployment or revoke the signed Release by the Incentive Payment Date
6. Does not apply for full-time employment with the Alamo Community College District during the two-year period following the elected Program Retirement Date.

Eligible active employees who retire under the Program will receive a lump sum payment equal to 50% of the participant's then-current annual base salary that does not exceed \$95,000.

The Chancellor may redeploy up to 25% of the value of positions vacated in connection with this extended Retirement Incentive Plan to areas of the college district determined to have the most pressing strategic needs for additional staffing. The remaining positions and associated salaries will be used to offset budget shortfalls and will not be redeployed.

**IMPLICATIONS**

**Financial:** **Combined current and extended incentive programs:**  
 \$8,000,000 one-time expense funded from reserves (\$5,134,774 of which is expended for the current Retirement Incentive)  
 \$9,400,000 future annualized labor cost savings

**Human Resources:** Staffing Management

**ATTACHMENTS:** Attachment A: Projected Participation and Eligibility Rates  
 Attachment B: Extended Retirement Incentive Program Document

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

**Diane E. Snyder** Digitally signed by Diane E. Snyder  
 DN: cn=Diane E. Snyder, ou=Office Director, ou=Finance and Administration,  
 ou=Alamo Colleges, email=dnsnyder12@alamo.edu, c=US  
 Date: 2011.07.20 15:59:38 -0700  
 \_\_\_\_\_  
 Diane E. Snyder Date  
 Vice Chancellor for Finance and  
 Administration

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



**Attachment A**

**Retirement Incentive Plan Projections  
Current and Proposed Offerings**

**Projected Retirements  
Current Retirement Incentive Plan  
Actual: 34% Participation Rate**

Campus	Administrator	Chair	Faculty*	Classified**	Professional	Total
DIS	1			15	5	21
NLC				3	1	4
NVC			1	2		3
PAC			6	2	1	9
SAC	2	2	47	19	5	75
SPC		1	14	15	3	33
<b>Total</b>	<b>3</b>	<b>3</b>	<b>68</b>	<b>56</b>	<b>15</b>	<b>145</b>

\* Includes 13 phased retirees opting for full retirement.

\*\* Includes 7 phased retirees opting for full retirement.

**Eligible Participants  
Proposed Retirement Incentive Plan  
Target: 24% Participation Rate**

Campus	Administrator	Chair	Faculty	Classified	Professional	Total
DIS	1			43	16	60
NLC	1		1	1		3
NVC	2		9	3	3	17
PAC	2		25	6	7	40
SAC		6	36	13	5	60
SPC		3	22	3	6	34
<b>Eligible</b>	<b>6</b>	<b>9</b>	<b>93</b>	<b>69</b>	<b>37</b>	<b>214</b>
<b>24%</b>	<b>1</b>	<b>2</b>	<b>22</b>	<b>17</b>	<b>9</b>	<b>51</b>

July 19, 2011



## Attachment B

ALAMO  
COLLEGES**DRAFT****EXTENDED RETIREMENT INCENTIVE PROGRAM****Program Features:**

The Alamo Colleges Extended Retirement Incentive Program is designed for any full-time faculty or staff member or administrator who meets all of the following requirements:

1. Will, by December 31, 2011, **either** reach age 60 **and** complete at least 7 years of service with the Alamo Community College District, **or** reach a combined total of 75 years of years of age and years of service with the District, as determined by the personnel records of the District.
2. Is working for the Alamo Community College District on a full-time basis, **and** has not already resigned in writing on the date of the irrevocable election described in item 6 below.
3. Does not hold a grant-funded position.
4. Retires by January 4, 2012.
5. Completes an irrevocable election by September 30, 2011.
6. Signs and submits all other Program documentation, including a Release, within 45 days after the elected Program Retirement Date **and** does not apply for reemployment or revoke the signed Release by the Incentive Payment Date. **Revocation of an election will result in termination of the applicant's employment.**
7. Does not apply for full-time employment with the Alamo Community College District during the two-year period following the elected Program Retirement Date.

Program participants will receive a Retirement Incentive payment in the form of a single lump sum payment equal to 50% of the participant's then-current annual base salary that does not exceed \$95,000. If the participant's then-current annual base salary exceeds \$95,000, then the single lump sum payment to that participant will be 50% of \$95,000.

If all conditions are timely met, the Incentive Payment Date will be made within one month approximately one week after the participant submits his or her signed Release and other required documentation, provided that the participant separates from employment by the

Program Retirement Date. The earliest date for signing the Release is the Program Retirement Date.

**Program Limits**

**Regardless of any employee’s satisfaction of all Program requirements, the Retirement Incentive Program will be closed to additional participants as of the earlier of 5:00 P.M., September 30, 2011, or when the Alamo Community College District Human Resources Department receives elections from eligible participants of the Retirement Incentive Program and this Extended Retirement Incentive Program totaling \$8,000,000 in Retirement Incentive payments.**

**Background:**

The Alamo Colleges Retirement Incentive Program and Extended Retirement Incentive Program is intended to:

- promote the well-being of employees transitioning into retirement;
- support improved projections of future staffing levels, costs and needs;
- provide a total incentive payment to participants on a first-come, first-served basis as determined by time of receipt of eligible employees’ elections by the Alamo Community College District Human Resources Department with Retirement Incentive payments not to exceed a total of Eight Million Dollars (\$8,000,000); and
- produce cost savings through the elimination of positions and salaries.

The District intends to eliminate at least 75% of positions that are vacated by participating employees, or positions comparable to vacated positions.

**Procedures:**

Employees who wish to participate must file an “Election of Program Retirement Date” on a form provided by the Alamo Community College District. The document must be submitted by 5:00 P.M. on September 30, 2011. **Any interested eligible employee who has not received an election form by August 5, 2011 may obtain one from the Human Resources Department.**

All forms must be submitted to The Alamo Colleges Associate Vice Chancellor for Human Resources, c/o the campus Sr. Human Resource Generalist or the campus HR Benefit Coordinator 201 W. Sheridan, San Antonio, Texas 78204-1429, (210) 485-0200.

In addition, Extended Retirement Incentive Program participants must actually terminate their employment, formally declare themselves “retired,” and be formally accepted for retirement by the Alamo Community College District, all by the elected Program Retirement Date.

Within 45 days after the elected Program Retirement Date, the participant must sign a Release containing, among other items, a statement that the Alamo Community College District does not guarantee any payment of retirement benefits from other retirement sources, such as the TRS or ORP. The Release will include a full release of all potential claims arising out of the

participant's employment with the Alamo Community College District, including any claims relating to age discrimination. In accordance with federal law, a participant may take up to 45 days to consider the Release, and the Release will not become final and binding until 7 days after the participant's Release is signed and submitted.

Enrollment in the Extended Retirement Incentive Program must occur before the elected Program Retirement Date and cannot be authorized after an employee has already retired from Alamo Colleges. Recipients of other retirement incentives offered by Alamo Colleges and employees retired before September 30, 2011 are not eligible to participate in the Extended Retirement Incentive Program.

**Human Resources Responsibility:**

The Human Resources benefits staff will assist employees who wish to declare their intention to retire under the Extended Retirement Incentive Program.

Human Resources – August 2011



**Discussion and Possible Action on Special Program Tuition**

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on May 10, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on May 17, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby approves the attached schedule for special program tuition effective Fall 2011.”**

**PURPOSE**

The purpose of this action is to better align program fees with costs relating to required specialized equipment, labs, and/or class size limitations, effective Fall 2011. This is one of the 25 Strategic Initiatives identified as a revenue generating strategy during the FY11 budget development process.

**BACKGROUND**

The Alamo Colleges strive to make higher education readily affordable to its students. The overarching goal is to make every effort to keep tuition rates as low as possible. In FY 2009-2010, the Board of Trustees approved additional special program tuition for five high cost programs to cover higher costs – Aviation Tech – Pilot, Fire Science Tech, Dental Assistant, Nursing and Water Treatment. This action was undertaken to help cover costs associated with programs requiring extensive equipment and specialized labs.

An additional twenty-eight programs met the initial criteria for costs to exceed 150% of district average instructional cost.

These programs have been reviewed and the attached schedule reflects the recommendations for special program tuition for those programs meeting the criteria.

**IMPLICATIONS**

<b>Financial:</b>	\$500,000 increased revenue and expense for FY12
<b>Strategic Plan:</b>	Strategic Goal IV: Capacity to Serve
<b>Human Resources:</b>	N/A
<b>ATTACHMENTS</b>	FY12 Special Program Tuition Recommendation

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

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

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



FY12 Special Program Tuition Recommendation  
Attachment 1

	College	Program	Current Program Tuition Per Semester	Recommended Increase or New (Per Semester)
Current	PAC	Aviation Technology - Pilot	\$295 to \$9,210	\$295 to \$9,210
Current	SAC	Fire Science	\$555	\$600
Current	SAC	Dental Assistant	\$535	\$580
Current	SAC & SPC	Nursing	\$700	\$700
Current	NVC	Water Treatment	\$2,500 to \$3,000	None - teach out
1	SPC	Automotive Technology	New	\$200
2	PAC	Veterinary Technology	New	\$300
3	SPC	Early Childhood Studies		\$0
4	SPC	Bio-medical Equipment Technology	New	\$100
5	SPC	Computer Maintenance		\$0
6	SPC	Computer Maintenance Technology	New	\$100
7	SPC	CIS & IT		\$0
8	SPC	Aircraft Technology	New	\$250 to \$1,000
9	SPC	Diesel Technology	New	\$325 to \$650
10	SPC	Air Conditioning	New	\$250
11	SAC	Drafting		\$0
12	SPC	Plumbing	New	\$125
13	SPC	Construction technology	New	\$125
14	SPC	Electrical	New	\$250
15	SPC	Welding	New	\$100 to \$200
16	SPC	Automotive Collision	New	\$200
17	SPC	Manufacturing Engineering Technology	New	\$200
18	SPC	Health Information Technology	New	\$500
19	SPC	Histology	New	\$700
20	SPC	Medical Laboratory Technician	New	\$700
21	SPC	Occupational Therapy Assistant	New	\$700
22	SPC	Physical Therapist Assistant	New	\$700
23	SPC	Radiography	New	\$500
24	SPC	Respiratory Care	New	\$700
25	SPC	Surgical Technology	New	\$700
26	SPC	Sonography	New	\$700
New	SPC	Invasive Cardio Vascular	New	\$700
New	SPC	Culinary Arts	New	\$200

**Discussion and Possible Action for the Authorization to Pursue Implementation of Fees for Additional Diplomas, Official Transcripts and Identification Cards**

Presented to the AUDIT, BUDGET, AND FINANCE COMMITTEE on April 12, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on April 19, 2011.

**MINUTE ORDER**

“The Alamo Colleges Board of Trustees hereby authorizes and approves the assessment of a transcript, diploma and ID card replacement fee, effective Fall 2011.”

**PURPOSE**

To more closely conform to the fee structures and standards followed by community colleges throughout Texas and to recover escalating costs associated with the provision of this service.

**Diploma – First diploma at no charge; duplicate copies at \$25 (mailed only)**

**Official Transcript – First copy at no charge; subsequent copies:**

- \$10 if mailed, \$5 if sent electronically
- within 24 hours at \$35 and \$10 for additional transcript within same transaction.

**Student ID Card: First card at no charge; duplicates/replacements at \$10.**

**BACKGROUND**

The Alamo Colleges provide diplomas, official transcripts and identification cards to students at no charge. With more than 135,000 transcripts printed in 2009-2010, the cost to the colleges is significant. The Office of the Vice Chancellor for Student Success surveyed eight Texas community college systems to assess current practices and fee structures. The survey showed that three college districts charged a duplicate diploma fee; two charged official transcript fees; and seven charged a duplicate/replacement identification card fee. The committee found that the Alamo Colleges fee structure was not in line with our peer institutions, nor did it adequately cover the actual costs incurred by these services. In order to address these issues, the Administration of the Alamo Colleges recommends maintaining the no fee charged for the first document and a reasonable fee for duplicate/replacement documents.

**IMPLICATIONS**

**Financial:** Funding Source: Income from fees will cover costs

**Strategic Plan:** Strategic Goal II: Student Support  
Strategic Goal IV: Capacity to Serve

**Human Resources:** N/A

**ATTACHMENTS:** Exhibit 1: Survey of Texas community college fee structures for graduation, transcripts and student identification cards.

**Diane E. Snyder**

Digitally signed by Diane E. Snyder  
DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=Vice Chancellor  
for Finance and Administration, email=dsnyder12@alamo.edu,  
c=US  
Date: 2011.04.08 17:13:09 -0500

\_\_\_\_\_  
Dr. Adelina S. Silva, Vice Chancellor for Student Success

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

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



ALAMO  
COLLEGES

Discussion and Possible Action College Prep Course Special Program Tuition

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on Tuesday, April 12, 2011 and forwarded for approval of the ALAMO COLLEGES BOARD OF TRUSTEES Tuesday, April 19, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby approves the additional fee for College Prep Courses, effective Fall 2011.**

**PURPOSE**

The purpose of this action is to charge students enrolled in non-course remediation beginning Fall 2011.

**BACKGROUND**

The THECB is allowing non-course based remediation as approved through Rider 59. With a fee-per hour structure, we can offer short-term accelerated review courses; e.g. an 8 to 15 hour preparatory course. This provides the opportunity for students to spend a few hours in refresher initiatives. We have found that PASS has proven this. The current PASS initiative will end August 2011. Research from Achieving the Dream shows that if students invest in an activity, they are more likely to complete it successfully.

**IMPLICATIONS:**

**Financial:** Non Refundable: \$3 per hour  
**Strategic Plan:** Comparable to the contact hour charge for a semester hour of credit.

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Pamela Ansboury, CPA, M. Ed, Assoc. Vice Chancellor  
of Finance and Fiscal Services

**Diane E. Snyder**

Digitally signed by Diane E. Snyder  
DN: cn=Diane E. Snyder, ou=Alamo Colleges, ou=Vice  
Chancellor for Finance and Administration,  
email=dsnyder12@alamo.edu, c=US  
Date: 2011.04.08 11:16:58 -05'00'

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

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Dr. Bruce H. Leslie, Chancellor





**Discussion and Possible Action for the Authorization to Implement a Fee for Private Music Lessons**

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on April 12, 2011 and forwarded for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on April 19, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby authorizes and approves the assessment of a fee in addition to tuition for Private Music Lessons effective Fall 2011.”**

**PURPOSE**

To become more competitive with our fee structure as it compares to the private sector music lessons administered and other community colleges throughout Texas in an effort to recover escalating costs associated with the provision of this service.

**BACKGROUND**

The average cost for a one-hour music lesson taken privately in San Antonio is \$45 per hour. For half-hour music lessons taken privately in San Antonio, the rate is generally about 65% of the one-hour lesson cost or about \$30 per lesson. The Alamo Colleges provides private music lessons to approximately 300 students per year. We have surveyed four Texas community college systems to assess current practices and fee structures relating to private music lessons. The survey showed that these four colleges charged a fee for private music lessons. We have determined that the Alamo Colleges’ fee structure does not adequately cover the actual costs incurred by these services. In order to address these issues, the Administration of the Alamo Colleges recommends the following fees in addition to tuition:

- \$150 would be charged for a two-semester credit hour Private Music Lesson
- \$95 would be charged for one-semester credit hour Private Music Lesson

**IMPLICATIONS**

<b>Financial:</b>	Funding Source: Revenue from these fees will defer costs
<b>Strategic Plan:</b>	Strategic Goal II: Student Support Strategic Goal IV: Capacity to Serve
<b>Human Resources:</b>	N/A
<b>ATTACHMENTS:</b>	Exhibit 1: Survey

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Pamela Ansboury, CPA, M.Ed, Assoc. Vice  
Chancellor for Finance and Fiscal Services

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

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Dr. Bruce H. Leslie, Chancellor



**Music Fees for Community Colleges**

	Fee
Austin Community College	\$90.00 per credit
El Paso Community College	Not to exceed \$75
McLennan Community College	\$130.00/175.00 per course for one-hour
Tarrant County College	\$50.00 per one semester hour \$90 per two semester hours
San Antonio Community	\$45.00 per one-hour private lesson \$30.00 per half-hour private lesson

**Discussion and Possible Action on Tuition and Fee Schedule for Fiscal Year 2011-2012**

Presented to the AUDIT, BUDGET AND FINANCE COMMITTEE on April 12, 2011 and forwarded for approval of the ALAMO COLLEGES BOARD OF TRUSTEES on April 19, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby approves the attached tuition and fee schedule.”**

**PURPOSE**

The purpose of this action is to formalize the tuition and fee schedule effective Fall 2011.

**BACKGROUND**

The schedule reflects no change to the general tuition and fees; however reflects the following new fee and special program tuition items (pending Board approval in other Minute Orders): implementation of fees for additional diplomas, official transcripts, and identification cards; college prep course special program tuition; and implementation of charges for private music lessons.

**IMPLICATIONS:**

**Financial:** Increases offset costs  
**Strategic Plan:** Goal IV. Capacity to Serve  
**Human Resources:** N/A

**ATTACHMENTS: Tuition and Fee Schedule Effective Fall 2011**

**Diane E. Snyder**  
Digitally signed by Diane E. Snyder  
 DN: cn=Diane E. Snyder, c=Alamo Colleges,  
 ou=Vice Chancellor for Finance and  
 Administration, email=dsnyder12@alamo.edu,  
 c=US  
 Date: 2011.04.08 14:57:41 -0500

\_\_\_\_\_  
 Pamela Ansboury Date  
 Assoc. Vice Chancellor of Finance and Fiscal Services

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

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



NO CHANGE

ALAMO COLLEGES  
 TUITION AND FEE SCHEDULE \*  
 EFFECTIVE Fall 2011  
 FY 2011 - 2012

Semester Hours	Texas Residents				Non-Texas		International	
	In- District		Out of District		Non - Resident		Tuition	General Fee
	Tuition	General Fee	Tuition	General Fee	Tuition	General Fee		
1	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
2	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
3	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
4	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
5	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
6	\$336.00	\$130.00	\$672.00	\$130.00	\$1,344.00	\$130.00	\$1,890.00	\$130.00
7	\$392.00	\$135.00	\$784.00	\$135.00	\$1,568.00	\$135.00	\$2,205.00	\$135.00
8	\$448.00	\$135.00	\$896.00	\$135.00	\$1,792.00	\$135.00	\$2,520.00	\$135.00
9	\$504.00	\$135.00	\$1,008.00	\$135.00	\$2,016.00	\$135.00	\$2,835.00	\$135.00
10	\$560.00	\$135.00	\$1,120.00	\$135.00	\$2,240.00	\$135.00	\$3,150.00	\$135.00
11	\$616.00	\$135.00	\$1,232.00	\$135.00	\$2,464.00	\$135.00	\$3,465.00	\$135.00
12	\$672.00	\$135.00	\$1,344.00	\$135.00	\$2,688.00	\$135.00	\$3,780.00	\$135.00
13	\$728.00	\$135.00	\$1,456.00	\$135.00	\$2,912.00	\$135.00	\$4,095.00	\$135.00
14	\$784.00	\$135.00	\$1,568.00	\$135.00	\$3,136.00	\$135.00	\$4,410.00	\$135.00
15	\$840.00	\$135.00	\$1,680.00	\$135.00	\$3,360.00	\$135.00	\$4,725.00	\$135.00
16	\$896.00	\$135.00	\$1,792.00	\$135.00	\$3,584.00	\$135.00	\$5,040.00	\$135.00
17	\$952.00	\$135.00	\$1,904.00	\$135.00	\$3,808.00	\$135.00	\$5,355.00	\$135.00
18	\$1,008.00	\$135.00	\$2,016.00	\$135.00	\$4,032.00	\$135.00	\$5,670.00	\$135.00
19	\$1,064.00	\$135.00	\$2,128.00	\$135.00	\$4,256.00	\$135.00	\$5,985.00	\$135.00
20	\$1,120.00	\$135.00	\$2,240.00	\$135.00	\$4,480.00	\$135.00	\$6,300.00	\$135.00
21	\$1,176.00	\$135.00	\$2,352.00	\$135.00	\$4,704.00	\$135.00	\$6,615.00	\$135.00

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

**Tuition:**

1- 6 credits are priced at a flat rate of \$336.00 for In-District Tuition; \$672.00 for Out-of-District Tuition; \$1344.00 for Non-Resident tuition and \$1,890.00 for International students.

7 and higher credits are at a rate of \$56.00 per credit for In-District Tuition; \$112.00 per credit for Out-of-District Tuition; and \$224.00 per credit for Non-Resident Tuition, \$315.00 per credit for International students.

Summer Term: Minimum tuition for each summer term (1 - 3 credits) will be \$168.00 for In-District Texas residents, \$336.00 for Out-of- District Texas resident, \$672.00 for Non-Texas residents and \$945.00 for International Students.

Additional hours greater than 3 credit hours will be charged at a rate of \$56.00 per credit for In-District Tuition; \$112.00 per for Out-of-District Tuition; \$224.00 per credit for Non-Resident and \$315 per credit for International Students.

**General Fees:**

\$130 for 1 - 6 credits; \$135 for 7 and higher credits.

For each summer term, the General Fee will be \$130.00.

**International Student:**

International students enrolled prior to Fall 2009 are assessed at the current Non-Resident tuition and general fee rates.

All other International students are assessed at a rate of \$315.00 per semester credit hour and general fee rates.

**Student Activity Fee** of \$1.00 per credit hour will be assessed to all students.

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 and fees as though another class was being added to the student's current load.



PENDING APPROVAL

ALAMO COLLEGES  
 SCHEDULE OF FEES AND SPECIAL PROGRAM TUITION  
 Refundable Fees & Special Program Tuition  
 FY 2011-2012

Auditing Fee		\$65.00
Reimbursable Courses		
Special Program Tuition (per course unless otherwise stated): (Under Review)		
Water Treatment	range from	\$714 to \$1,000 per course
Dental		\$555.00
Fire Science		\$555.00
Nursing		\$700.00
Aviation	range from	\$295 to \$9,210
** Private Music		\$95 to 150
International Student Insurance Fees :		
Per Semester, Fall or Spring Semester		\$66.00
Summer and Mini Semester		\$22.00

\*\* PENDING APPROVAL

**NO CHANGE**

**ALAMO COLLEGES  
SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES  
Refundable Fees  
FY 2011-2012**

**Continuing Education:**

Reimbursable Courses	\$2.90 - \$28.00/ 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 will fully recover direct and indirect costs

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

<b>Community Serv. Prog.</b>	\$1.50 - \$3.50 / Instrl. hr.
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**PENDING APPROVAL**

**ALAMO COLLEGES  
SCHEDULE OF NON-REFUNDABLE FEES  
FY 2011-2012**

Examination Fees :		
Advanced Standing Examination Fee	per credit hr	\$ 56.00
	minimum	\$ 168.00
G.E.D.		\$ 98.00
Re-Exam Fee (if failed)		\$ 12.00
THEA (TASP) Alternative (Accuplacer & ASSET)		\$ 29.00
* Re-Test		\$ 10.00
CLEP		\$ 15.00
Correspondence Exam		\$ 20.00
Returned Check/ACH Return Fee		\$ 35.00
Library Fines :		
Books	per day/per book (10 days max)	\$ 0.10
Reserved Books	per day/per item (10 days max)	\$ 0.50
Installment Payment Plan		
Administrative Set up Fee, per semester		\$ 25.00
Late Fee, per each late payment		\$ 10.00
Foreign Student Application Fee		\$ 100.00
**Diploma (Duplicate)		\$ 25.00
** Transcripts (first copy at no charge)		
Mailed		\$ 10.00
Electronic		\$ 5.00
Express		\$10.00 & 35.00
**ID card Duplicate/replacement		\$ 10.00
Planetarium Admission		Varies
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 in addition to the required tuition, is announced at the time of the workshop.

\*\* PENDING APPROVAL

\* Add fee that was omitted on original TEST minute order

**Discussion and Possible Action on Alamo Colleges Retirement Incentive Bonus Program**

Recommended for approval to the ALAMO COLLEGES BOARD OF TRUSTEES on April 2, 2011.

**MINUTE ORDER**

**“The Alamo Colleges Board of Trustees hereby approves the Alamo Colleges Retirement Incentive Bonus Program as presented.”**

**PURPOSE**

The Board of Trustees desires to adopt a proposed Retirement Incentive Bonus Program in order to promote the well-being of employees transitioning into retirement; support improved projections of future staffing levels, costs and needs; provide a total incentive bonus to employees on a first-come, first-served basis as determined by time of receipt of eligible employees' elections by the Alamo Community College District Human Resources Department with Retirement Incentive Bonuses not to exceed a total of Eight Million Dollars (\$8,000,000); and produce cost savings through the elimination of positions and salaries.

**BACKGROUND**

The Chancellor is authorized to promulgate necessary rules, forms, and other documentation and to expend up to \$8,000,000 to implement Alamo Colleges Retirement Incentive Bonus Program (“the Program”), to be offered in 2011 to all full-time employees who meet the following criteria:

1. Will, by December 31, 2011, **either reach age 65 and complete at least 10 years of full-time service with the Alamo Community College District, or reach a combined total of 80 years of age and years of full-time service with Alamo Community College District.**
2. **Is working for the Alamo Community College District on a full-time basis, is actively participating in The Alamo Colleges Phased Retirement Program, or is on an approved Leave of Absence, and has not already resigned in writing.**
3. **Does not hold a grant-funded position.**
4. **Retires by August 31, 2011 or January 4, 2012.**
5. **Signs and submits all other Program documentation, including a Release, within 45 days after the elected Program Retirement Date and does not apply for reemployment or revoke the signed Release by the Incentive Payment Date**
6. **Does not apply for employment with the Alamo Community College District during the two-year period following the elected Program Retirement Date.**

Eligible active employees who retire under the Program will receive a lump sum payment equal to:

- **For the August 31, 2011 Program Retirement Date, 80% of the participant's then-current annual base salary that does not exceed \$95,000.**
- **For the January 4, 2012 Program Retirement Date, 50% of the participant's then-current annual base salary that does not exceed \$95,000.**

GREEN SHEET

The Alamo Colleges Phased Retirement Program will be closed to new participants, effective May 31, 2011, and The Alamo Colleges Retirement Incentive Bonus Program will be made available to existing participants in the Phased Retirement Program who, if otherwise eligible under the criteria of the Retirement Incentive Bonus Program, will be eligible to receive the following:

- For the August 31, 2011 Program Retirement Date, 80% of the participant's most recent full-time annual base salary, multiplied by the percentage of the one-year or three-year Phased Retirement period that remains on that date.
- For the January 4, 2012 Program Retirement Date, 50% of the participant's most recent full-time annual base salary, multiplied by the percentage of the one-year or three-year Phased Retirement period that remains on that date.

A Phased Retirement Program participant who chooses not to apply for the Retirement Incentive Bonus Program will be permitted to continue in the Phased Retirement Program.


The Chancellor may redeploy up to 25% of the value of positions vacated in connection with this Retirement Incentive Bonus Plan to areas of the college district determined to have the most pressing strategic needs for additional staffing. The remaining positions and associated salaries will be used to offset budget shortfalls and will not be redeployed.

**IMPLICATIONS**

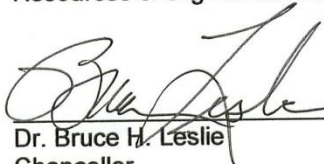
**Financial:** \$8,000,000 one-time expense funded from reserves  
\$9,400,000 future annualized labor cost savings

**Human Resources:** Staffing Management

**ATTACHMENTS:** Retirement Incentive Bonus Program Document

 4-2-2011  
 \_\_\_\_\_ Date  
 Linda Boyef-Owens  
 Associate Vice Chancellor for Human  
 Resources & Organizational Development

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

 4/2/11  
 \_\_\_\_\_ Date  
 Dr. Bruce H. Leslie  
 Chancellor





## DRAFT

### RETIREMENT INCENTIVE BONUS PROGRAM

#### Program Features:

The Alamo Colleges Retirement Incentive Bonus Program is designed for any full-time faculty or staff member or administrator who meets all of the following requirements:

1. Will, by December 31, 2011, **either** reach age 65 **and** complete at least 10 years of service with the Alamo Community College District, **or** reach a combined total of 80 years of years of age and years of service with the District, as determined by the personnel records of the District.
2. Is working for the Alamo Community College District on a full-time basis, is actively participating in The Alamo Colleges Phased Retirement Program, **or** is on an approved Leave of Absence, **and** has not already resigned in writing on the date of the irrevocable election described in item 6 below.
3. Does not hold a grant-funded position.
4. Retires by one of the following Program Retirement Dates: August 31, 2011 or December 31, 2011.
5. Completes an irrevocable election for an August 31, 2011 Program Retirement Date by May 31, 2011 or for a December 31, 2011 Program Retirement Date by July 28, 2011.\*
6. Signs and submits all other Program documentation, including a Release, within 45 days after the elected Program Retirement Date **and** does not apply for reemployment or revoke the signed Release by the Incentive Payment Date. **Revocation of an election will result in termination of the applicant's employment.**
7. Does not apply for employment with the Alamo Community College District during the two-year period following the elected Program Retirement Date.

Program participants will receive a Retirement Incentive Bonus in the form of a single lump sum payment equal to:

- For the August 31, 2011 Program Retirement Date, 80% of the participant's then-current annual base salary that does not exceed \$95,000. If the participant's then-current annual base salary exceeds \$95,000, then the single lump sum payment to that participant will be 80% of \$95,000.

- For the December 31, 2011 Program Retirement Date, 50% of the participant's then-current annual base salary that does not exceed \$95,000. If the participant's then-current annual base salary exceeds \$95,000, then the single lump sum payment to that participant will be 80% of \$95,000.

If all conditions are timely met, the Incentive Payment Date will be approximately one week after the participant submits his or her signed Release and other required documentation, provided that the participant separates from employment by the Program Retirement Date. The earliest date for signing the Release is the Program Retirement Date.

\*An eligible employee may elect to retire under the Program prior to the August 31, 2011 Program Retirement Date, in which case the earlier elected date will be considered to be that participant's Program Retirement Date for all purposes of the Program, including the Retirement Incentive Bonus payment date.

**Program Limits**

**Regardless of any employee's satisfaction of all Program requirements, the Retirement Incentive Bonus Program will be closed to additional participants as of the earlier of 5:00 P.M., August 31, 2011, or when the Alamo Community College District Human Resources Department receives elections from eligible participants totaling \$8,000,000 in Retirement Incentive Bonuses.**

**Phased Retirement Program Participants:**

The Alamo Colleges Phased Retirement Program will be closed to new participants, effective May 31, 2011.

The Retirement Incentive Bonus Program will be available to existing participants in the Alamo Colleges Phased Retirement Program on the following terms and conditions:

1. Phased Retirement Program participants may terminate their employment with the Alamo Community College District and elect participation in the Retirement Incentive Bonus Program. Failure to make this election will not affect the continuation of the Phased Retirement Program for existing participants.
2. A Phased Retirement Program participant who elects to retire under this Program must meet all requirements listed for full-time employees above, including retirement by August 31, 2011 or December 31, 2011.
3. A Phased Retirement Program participant who retires under the Retirement Incentive Bonus Program will receive a Retirement Incentive Bonus in the form of a single lump sum payment equal to:
  - For the August 31, 2011 Program Retirement Date, 80% of the participant's most recent full-time annual base salary, multiplied by the percentage of the one-year or three-year Phased Retirement period that remains on that date.
  - For the December 31, 2011 Program Retirement Date, 50% of the participant's most recent full-time annual base salary, multiplied by the

days to consider the Release, and the Release will not become final and binding until 7 days after the participant's Release is signed and submitted.

Enrollment in the program must occur before the elected Program Retirement Date and cannot be authorized after the retirement has begun.

Employees retired before May 31, 2011 are not eligible to participate in the Retirement Incentive Bonus Program except as otherwise provided for current, eligible Phased Retirement Program participants.

**Human Resources Responsibility:**

The Human Resources benefits staff will assist employees who wish to declare their intention to retire under the Retirement Incentive Bonus Program.

\_\_\_\_\_ Human Resources – April 2011



## 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.

**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.

**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.

**FTE** – Full time 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.

**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.

**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.

**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.

**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.

**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.

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

**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

**Northeast Lakeview College**

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

**Palo Alto College**

1400 Villaret Blvd.  
 San Antonio, TX 78224  
 (210) 486-3000

**Southwest Campus**

800 Quintana Road  
 San Antonio, Texas 78211  
 (210) 486-7000

**District Office - Houston Street**

811 W. Houston St.  
 San Antonio, TX 78207

**Northwest Vista College**

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

**San Antonio College**

1300 San Pedro Ave.  
 San Antonio, TX 78212-4299  
 (210) 486-0000

**St. Philip's College**

1801 Martin Luther King Dr.  
 San Antonio, TX 78203  
 (210) 486-2000

**District Office - Sheridan**

201 W. Sheridan  
 San Antonio, TX 78204



ALAMO  
COLLEGES

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