



Northeast Lakeview College

San Antonio, Texas

ANNUAL BUDGET

Fiscal Year 2018-19





Northeast Lakeview College

FY 2018-2019 Annual Budget

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INTRODUCTION



Message from the President

October 2018

It is my pleasure to present the Northeast Lakeview College FY 2018-2019 Annual Budget. This document reflects the dedication and hard work from the college's administrative units: College Services, Student Success, Academic Success, and the Office of the President working toward a goal of student success. Our budget priorities focus on strategic initiatives and key performance indicators some of which include increasing degree completion, enhancing student engagement and support services, and focusing on efficiency to include excellent financial management.

As the newest of the five Alamo Colleges, Northeast Lakeview College provides its students with meaningful learning and developmental opportunities in support of their goals and aspirations. Through our state-of-the-art facilities, innovative technology, and wide range of student support services our institution is designed to promote student success. Students graduating from Northeast Lakeview College have the experience needed to succeed at a transfer university and the skills and knowledge to be competitive in the workplace.

The Northeast Lakeview College budget is guided by the institution's mission, vision, and values. Through the continuous improvement process, budget strategies are reviewed to ensure funding is aligned with strategic initiatives. Our institution remains a good steward of taxpayer dollars ranking first among the Alamo Colleges for inventory management. Additionally, we continue to expand the utilization of our college resources by enhancing community and civic activities. Most recently, partnering with Amateur Athletic Union (AAU), an amateur sports organization focused on providing sports programs for all participants of all ages. Throughout the year, AAU basketball hosts several tournaments and team practices at the Northeast Lakeview College gymnasium.

From associate degrees, dual credit/high school programs, community programs, and enrichment opportunities, Northeast Lakeview College aligns its curriculum and budget with its general education competencies. Our team of administrators, faculty and staff are committed to our college mission and continue to put students first.

Sincerely,

Dr. Veronica Garcia, President
Northeast Lakeview College



Organizational Description (Who We Are)

Northeast Lakeview College (NLC) is one of the newest community colleges in the nation. It was established in January 2007 and is one of the five colleges of the Alamo Community College District. It serves students from the areas eleven Metrocom Communities and northeast San Antonio, Bexar, Comal and Guadalupe Counties. The College traces its beginnings back to 1996 as the Northeast Learning Center, an extension of St. Philip's College. Due to its growth, the Learning Center closed in 2001 and reopened as Northeast Campus in a larger location as a joint collaboration between St. Philip's College and San Antonio College. St. Philip's College discontinued offering classes at the College in 2009. Due to continued enrollment growth and as a result of the 2005 Bond election, a permanent \$125 million campus was constructed and opened in fall 2008. The campus sits on 267 acres with approximately 370,000 square feet of academic space. The College has stable enrollment of more than 5,000 students.



The College, as a member of Alamo Colleges, manages its capital assets as well as administers and conducts its educational services under its own organizational structure. The District supports the College by managing debt and investments, acquiring capital assets, assessing and collecting property taxes, and allocating State of Texas appropriations. The College's administration and staff direct their own budget, as approved by the Board of Trustees of Alamo Colleges, and make decisions regarding the funds provided to them or generated by them in conducting these educational activities. These educational activities include the development of curriculum, the hiring of faculty and staff within Alamo Colleges' guidelines and the delivery of educational and student support services.

The Alamo Community College District (Alamo Colleges, 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 and a Student Trustee serving a one-year term. The selected Student Trustee serves as a non-voting student liaison to the board and the chancellor, representing students' interests at board meetings and other district meetings. The Chancellor, the District's chief executive officer, guides and implements the programs and policies of the Alamo Colleges.



Northeast Lakeview College, a comprehensive two-year college, is dedicated to providing quality education to the people of Bexar and surrounding counties. In addition to offering three degrees: Associate of Arts, Associate of Arts in Teaching and Associate of Science, the College also provides:

- University Transfer Programs,
- Corporate Training Programs,
- Developmental education, and
- Continuing Education

Students are taught by highly qualified faculty with Master's and Doctorate degrees committed to creating a learning centered environment. Student services include counseling, computer labs, tutoring services, financial services, services for the disabled, veterans' services and job placement.



The College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Students of the College completing the core curriculum approved by the Texas Higher Education Coordinating Board are guaranteed their credits will transfer to public colleges and universities in Texas. Northeast Lakeview College's Transfer Center is committed to assisting students with making a smooth transition into baccalaureate degree programs. NLC has established articulation agreements/partnerships with a number of colleges/universities to help facilitate the transfer process.

Economic Conditions and Outlook

The College is in the Northeast part of San Antonio and Bexar County located along the I-35 Corridor toward Austin in an area known as the Metrocom. The Metrocom is comprised of eleven small cities with a combined population of over 155,000 according to the Northeast Partnership for Economic Development. The Metrocom area has grown over the last few years and the growth pattern is expected to continue. Randolph Air Force Base, a stable presence in this area since opening in 1930, unites the cities and currently has over 17,000 personnel on its base. The area provides affordable housing, low tax rates, opportunities for growth, award winning school districts, a skilled work force and the College contributes convenient, affordable higher education. The College location, among growing suburban communities who share a common goal of economic development and quality of life for their citizens and businesses, enhances the College's potential for success.

The College supports the local independent school districts and provides the home for the Judson Early College Academy, a unique partnership with Judson Independent School District that allows students to complete an associate's degree while earning their high school diploma at no cost to the student.

Because the College is a member of the Alamo Community College District, economic conditions that impact the District inherently impact the College. Operating revenues to Alamo Colleges District are from three main sources—tuition and fees, ad valorem taxes, and state appropriations. The FY 2018-2019 Annual Budget is based on the following revenue assumptions:

- Effective Spring 2019, tuition will be \$13 more per semester credit hour. Alamo Colleges District continues to offer the most economical college costs in our service area, keeping tuition and fees affordable and at reasonable levels while maintaining our focus on quality.
- The projected ad valorem taxes increased significantly as the taxable assessed value of properties across Bexar County rose by nearly 6.5%. It is important to note, there was not a property tax rate increase requested for the FY 2018-2019 budget.
- State appropriations including state-paid benefits (group health & retirement) remain flat as compared to the prior year, as the 85th Texas Legislature passed the biannual General Appropriations Act for the upcoming two fiscal years, FY 2017-2018 and FY 2018-2019.

Cost of Education – Who Pays?

Tuition and Fees are heavily subsidized by:

- State Appropriations
- Federal & State Student Financial Aid

Thus, students pay out of pocket only 19 cents of each expense \$1 at Alamo Colleges District. Due to State Funding reductions (from 44% to 21%), local property taxes are now covering \$.23 on the dollar of non-facilities' costs.





Tuition and Fees

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

The Board of Trustees approved a tuition increase of \$13 per semester credit hour, effective spring 2019. This will be the first rate increase since spring 2016 and only the second increase since 2011. For the fall semester 2018, per-semester special program tuition was continued for 38 programs. Effective fall 2014, students pay a maximum of \$50 per year as a Campus Access Fee. This fee is charged to all students. Students receive, at no additional charge, access to all campus facilities and parking or a VIA bus pass, readily accessible information services on and off campus and continuous 24-hour security. Effective fall 2016, students pay a modest international education fee of \$1 per-semester to provide all Alamo Colleges District students with greater access to financial assistance for studying outside the United States and increase students' opportunities to enhance their pathways to success through international exchange. Effective fall 2018, the student activity fee was increased to \$3 per credit hour to increase access to co-curricular and extracurricular activities and services for students that supplement their academic programs and career development.

The assumption on enrollment is 2.8% as compared to the prior year, with an average class size of 25 students.

In comparison to other local institutions of higher education, the Alamo Colleges District remains very affordable at \$1,094 for in-district tuition and fees for students taking 12 semester credit hours for fall 2018 and \$1,200 for in-district tuition and fees for students taking 12 semester credit hours for spring 2019, after the \$13 tuition increase. At the University of Texas at San Antonio, in-district students taking 12 semester credit hours in fall 2018 should expect to pay a total of \$4,025 in tuition and fees. Tuition and fees for 12 semester credit hours at St. Mary's University, a private university in San Antonio, in fall 2018 totals \$15,325.

Strategic Planning

The College's Strategic Plan reflects the direction provided by the community and the leadership of the District. The inaugural Strategic Plan was developed as a three-year plan (2017 – 2019). The College's Strategic Plan looks to meet the needs and interests of its local community through the development of specific core objectives, strategies and unit plans. Ongoing evaluation and assessment of the objectives, strategies and unit plans allows for continuous quality improvement ensuring that the community's higher education needs are met. The College has its own mission, vision and goals. The goals include 1) student success and learning; 2) valuing and empowering people; and 3) communications and community engagement. The College will 1) enhance learning and student support by creating opportunities for innovative methods, processes and resources to enhance student success; 2) develop a culture of inclusion and create opportunities for employee development and recognition; and 3) increase community engagement and facilitate formal partnerships to support our industry and workforce community.

Major Initiatives

The Alamo Way is a theoretical framework for improvement adopted by the Board of Trustees and used throughout the Alamo Colleges. This policy describes three dynamic models that drive increased employee and student performance, greater organizational efficiency and effectiveness and leadership at the Alamo Colleges. These models are intended to be fully integrated into the culture of Alamo Colleges, its students and employees. The Board holds that the Baldrige Criteria for Performance Excellence, the principles of Achieving the Dream and the Principle-Centered Leadership concepts from the Seven Habits of Highly Effective People (AlamoLEADS) provide the foundation for The Alamo Way (Always Inspire, Always Improve). By integrating leadership competencies and experiences into the core curriculum and in organizational learning opportunities for employees, the Alamo Colleges



empowers all students and employees to explore and realize their learning, professional and civic potential. The result is the organization achieving its full potential and our diverse communities achieving theirs.

The College continues to focus on achieving greater student success and has adopted two major initiatives. The adoption of 4DX, the Four Disciplines of Execution, provides a simple, repeatable set of practices for organizations and individuals to focus on what is important, to execute strategic priorities and to achieve superb results. MyMap (My Monitoring Academic Progress) was also implemented, which is a series of online, self-paced learning modules designed to help students transition to college, and monitors students' progress until they earn a certificate or degree.

In December 2017, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) approved Northeast Lakeview College's accreditation.

In FY 2018, Northeast Lakeview College awarded over \$163,000 in scholarship dollars. Additionally, the Terry Foundation's awarded \$90,000 in scholarships to NLC students to continue their education upon transferring to a four-year university or college. The Terry Foundation's mission is to improve and develop the State of Texas by assisting Texas students to attend the state's finest public universities. The Foundation hopes that these students will have a significant impact on the future leadership of the state and nation.



Northeast Lakeview College became the host site for the Texas A&M Engineering Academy in fall 2017. Members from both Texas A&M College Station and NLC held a kick-off meeting to begin preparing to welcome the first cohort of students into this program in Fall 2018. Students in the program will be crossed enrolled at both Texas A&M and NLC. They will take courses through the Alamo Colleges District and enroll in one engineering course each semester through Texas A&M, but taught at NLC. Students successfully completing the first few engineering courses in this program will be eligible to enroll and complete an engineering program at Texas A&M University.

Northeast Lakeview College also began offering Federal Financial Aid to all students beginning with the 2017-2018 academic year. Students are now eligible to designate NLC as their primary institution and be eligible for federal financial aid. Prior to this, students requiring federal financial aid had to designate San Antonio College (SAC) as their primary institution to receive their student aid and take classes at NLC. The ability to offer federal financial aid is a huge milestone for NLC and its students. It will streamline the application, registration, and enrollment process for our students and offer more financial aid options for all students attending Northeast Lakeview College.

The College also participated in the Texas Quality Examiners Training in the summer. Participants received training on how to recognize and promote performance excellence. Examiners also evaluate organizations that are striving to serve as role models for the United States by applying for the Malcolm Baldrige National Quality Award.

The College has partnered with Schertz-Cibolo-Universal City Independent School District (SCUCISD) as part of its *Adopt-A-School Initiative* that will bring the college experience to SCUCISD students at all levels along the educational pathway. The project will include college campus visits and other activities throughout the year. The initiative will help develop an understanding of college and the importance of setting goals. Educators from the College and SCUCISD will collaborate to share best practices and college expectations regarding instruction. Getting students interested, informed and engaged in college as early as possible is the main goal of this initiative, as research indicates the more students become engaged in the college experience, the more likely they will succeed.



Awards and Acknowledgements

Northeast Lakeview College was recognized as one of the 10 Most Admired Colleges and Universities to Watch in 2018 by "The Knowledge Review" publication. Institutions are recognized for student engagement, faculty-student ratio, teaching quality, educational and curricular facilities, events and cultural programs, career opportunities, ethical knowledge, and a wide variety of other factors.

Northeast Lakeview College received the Quality Texas Foundation (QTF) Engagement Level Award at the 25th Annual Quest for Excellence Conference. The Engagement Level is for those organizations that have made a commitment to use performance improvement principles. The Quality Texas Foundation assists organizations with continuous improvement efforts by utilizing the Baldrige Framework and since 1993, QTF has administered the Texas Award for Performance Excellence (TAPE) as an independent non-profit corporation. In FY 2019, NLC will submit for the Quality Texas Foundation Commitment Recognition Level that includes the submission of an organizational profile and a twenty-page application.

Also in 2018, Northeast Lakeview College was approved to accept Veterans benefits from the U.S. Department of Veterans Affairs. The college received its Facility Code on May 14 after a site visit in February. Receiving the Facility Code allows NLC to now certify students to use their Chapter 30 Montgomery GI Bill®, Chapter 33 Post 9-11 GI Bill®, Chapter 35 Survivor benefits, and Chapter 31 Vocational Rehabilitation benefits.

In fall 2017, the Northeast Lakeview College Public Relations Office was recognized by the National Council for Marketing and Public Relations (NCMPR) as a Medallion Awards recipient. The Public Relations Office received three awards for design and publicity. NCMPR is a professional organization that represents the fields of marketing and public relations for community and technical colleges. Since 2008, the NLC Public Relations Office has received more than 10 recognition and awards from this organization.



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

Diane E. Snyder, CPA, M.S.
Vice Chancellor
Finance and Administration
Alamo Community College District

Pamela K. Ansboury, CPA, M.Ed
Associate Vice Chancellor
Finance and Fiscal Services
Alamo Community College District

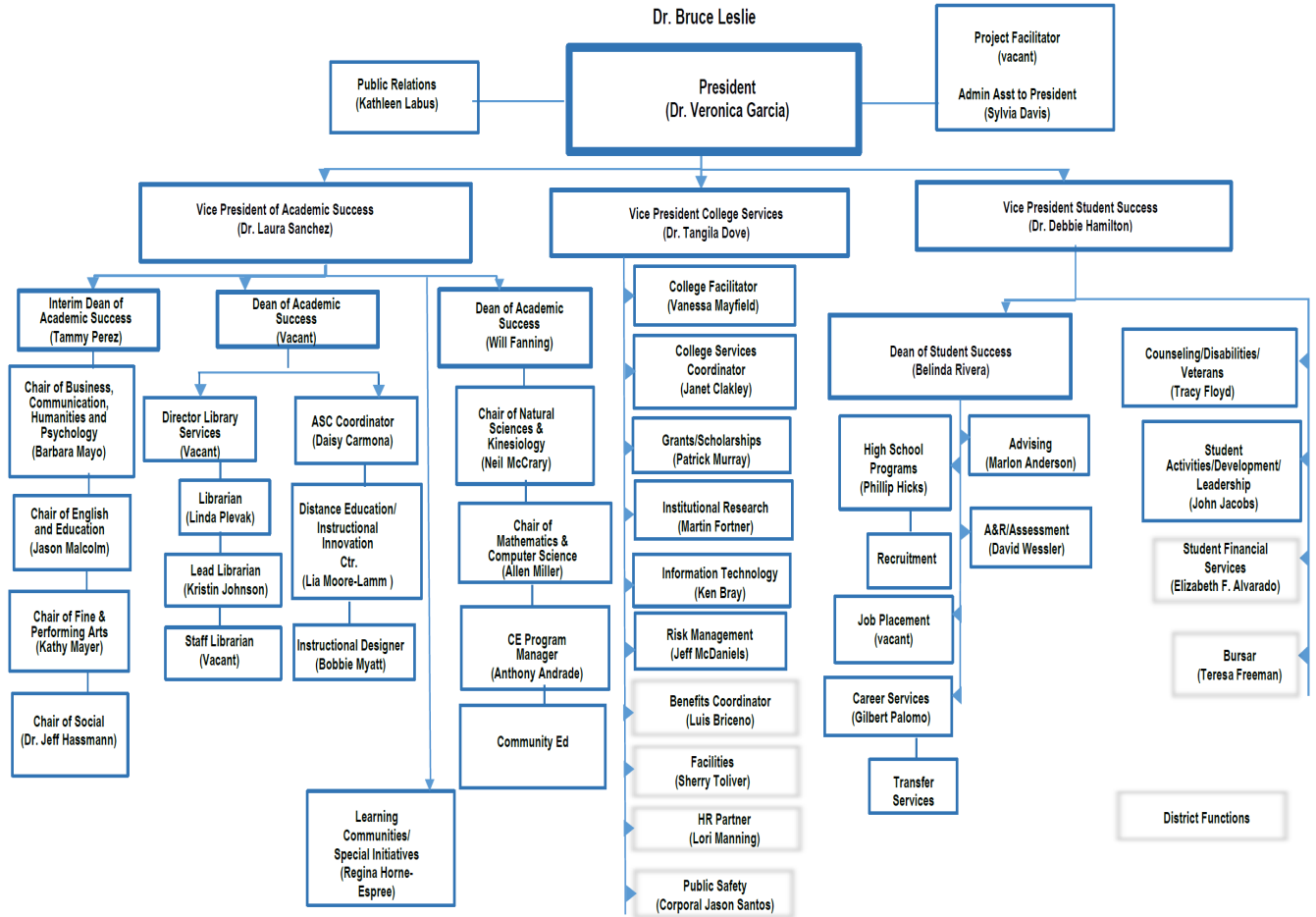


Organizational Structure/Organizational Governance



ALAMO COLLEGES DISTRICT
Northeast Lakeview College

Northeast Lakeview College Organizational Chart
Board of Trustees Chancellor
Dr. Bruce Leslie





Northeast Lakeview College Departments

The College President serves as the chief executive officer of the college and community advocate for the college. The Office of the President establishes criteria for program effectiveness and institutional effectiveness. This position serves as liaison between the college and other colleges, universities, and school districts. The President also serves as the ultimate budget control arbiter within the college. Under the Office of the President, there is a Vice President of College Services, Vice President of Student Success, and Vice President of Academic Success.

The Vice President of College Services provides leadership to the college administrative services. This position oversees the alignment of budget and financial services, human resources, institutional effectiveness and planning, facilities development and support, and information technology striving to achieve the Alamo Colleges' overall goal of student success. The VPCS oversees the administrative and operational support services of the institution, to include a safe and secure environment, emergency management, facilities management, fiscal management, diverse workforce, procurement, technological services in support of instruction and community service, and provide research and data that support institutional planning, evaluation, and decision making.

The Vice President of Student Success is the chief student affairs officer of the college and is responsible for admissions, advising, assessment center, business office, financial aid, and student discipline. Student services are offered by the offices of Admissions and Records, Advising, Assessment Center, Business Office, and Career Services and Job Placement. Students are supported socially through Student Leadership and Activities and personally through Counseling Services. Students with special needs are accommodated through Disability Support Services. Leaders of each of these departments report to the Vice President of Student Success.

The Vice President of Academic Success has the oversight of all credit and continuing education instructional programs and supervises the administration of the library, academic support center, institutional research, distance education, and the instructional innovation center. Student support is offered academically through the Academic Support Center (Tutoring), Distance Education, Library instruction courses, and the office of Special Projects, which coordinates academic-based student initiatives.



Division Descriptions of the Alamo Colleges

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 services.

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.

In the spirit of cooperation through Collaborative Agreements for Services, the five individual Alamo Colleges receive support, governance, stewardship and leadership from District Support Operations. These services, under the leadership of five Vice Chancellors, are detailed in the following division descriptions.

Vice Chancellor for Academic Success

The Vice Chancellor for Academic Success is primarily responsible for leading the district-wide academic/instructional efforts of the Alamo Colleges. The Vice Chancellor provides leadership in implementing Board policy and cross-college operational procedures for academic success and establishes district-wide academic/instructional goals, objectives and priorities within the Strategic Plan. In addition, the Vice Chancellor leads and guides the development and implementation of cross-college programs and services to accomplish these goals and objectives and leads district-wide efforts to achieve academic/instructional targets, benchmarks and outcome.

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, general accounting, treasury, purchasing, budgeting, financial reporting, audit support, grants/contracts, student financial aid, business offices, call center, 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.

Direct student support services provided under the Vice Chancellor's office include Student Financial Aid, Business Offices, and a Tier 1 student phone support Call Center.

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 oversees the areas of information technology services, strategic planning and performance excellence, state reporting, enterprise reporting, institutional research and effectiveness services, and information security.

**Vice Chancellor for Student Success**

The Vice Chancellor for Student Success (VCSS) coordinates with the five Alamo Colleges to ensure delivery of comprehensive, cross-college student services. The Vice Chancellor provides district-wide leadership in compliance with federal, state and local regulations governing students and in the development and implementation of cross-college operational procedures. The Office of the Vice Chancellor administers student program development and services including MyMAP, AlamoADVISE, AlamoENROLL, Center for Student Information, Student Success Initiatives and Student Compliance. Direct student services and programs administered through the VCSS office include the Mobile Go Center, Student Leadership Institute, College Connections, and Military Education.

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.



Northeast Lakeview College Strategic Plan

GOAL I: Student Success & Learning

Objective I: Enhance Learning

Create innovative methods, processes, and resources to enhance student learning.

Strategies

1. Utilize high-impact practices in teaching and learning
2. Develop opportunities for cross-curricular / programmatic learning
3. Enhance opportunities for faculty and staff professional development
4. Expand capacity of learning support
5. Enhance methods for assessing and improving student learning

Objective II: Enhance Student Support

Develop infrastructure and opportunities for innovative methods, processes, and resources to enhance student success.

Strategies

1. Implement relevant aspects of AlamoINSTITUTES
2. Implement relevant aspects of Completion by Design
3. Expand opportunities for student engagement
4. Implement cross-college processes for intrusive advising

GOAL II: Valuing and Empowering People

Objective I: Culture of Inclusion

Develop a culture in which people's needs, ideas, and involvement are critical parts of the operations and mission of the institution.

Strategies

1. Develop structure for shared organizational leadership
2. Implement additional communication venues to meet the needs for increased employee engagement and continuous quality improvement throughout the College
3. Strengthen programs that support wellness and safety
4. Strengthen the College institutional structure and supervisory relationships to support teams that are student-focused, impactful, and effective
5. Ensure sufficient staffing levels and infrastructure to support program and curricular growth

Objective II: Employee Development and Recognition

Create opportunities to support, share, recognize, and celebrate the accomplishments of NLC employees.

Strategies

1. Implement robust professional and leadership development programs
2. Expand the number of ongoing awards, honors, and celebrations for recognizing accomplishments of NLC employees

GOAL III: Communications and Community Engagement

Objective I: Increase engagement to fulfill NLC's mission

Expand relationships with local partners and develop awareness of College resources and services throughout our surrounding service areas.

Strategies

1. Obtain and maintain regional accreditation for continuous quality improvement



2. Develop strategies to enhance awareness of the College and its service(s) and increase usage of the College's facilities
3. Build systems to ensure transparency and timely dissemination of information to both internal and external constituents
4. Create programs with local partners that jointly promote organizational mission and goals

Objective II: Workforce Development

Facilitate formalized partnerships to support our industry and workforce community.

Strategies

1. Effectively utilize market research and data for program development
2. Establish industry groups that will serve as advisors regarding programs of need and interest to our larger community
3. Develop curricula for programs that will strengthen the economic development of the region
4. Formalize partnerships with businesses and the community to expand workforce opportunities for students.

Objective III: Civic and Cultural Enrichment

Foster a culture of civic responsibility and cultural awareness.

Strategies

1. Increase community engagement, civic involvement, and service learning among students, faculty, and staff
2. Increase on-campus civic and cultural opportunities for community members

Mission

Northeast Lakeview College is a public community college within the system of Alamo Colleges, established in partnership with its communities, that is focused on student success through the offering of Associate degrees and continuing education, promoting engagement in civic activities and organizations, and encouraging participation in cultural and enrichment programs

Vision

The first choice for higher education in the communities we serve.

Values

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

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



STUDENTS FIRST



RESPECT FOR ALL



COMMUNITY-ENGAGED



COLLABORATION



CAN-DO SPIRIT



DATA-INFORMED



Northeast Lakeview College Strategy Map

ALAMO COLLEGES DISTRICT Northeast Lakeview College		Alamo Colleges Strategy Map Northeast Lakeview College Achieving our Stakeholder Imperatives by 2020										
Mission: Empowering our Diverse Communities for Success.		Vision: The Alamo Colleges will be the Best in the Nation in Student Success and Performance Excellence.										
Stakeholder Imperative	Strategic Objectives (Alamo Way)	Six Key Strategic Priorities and Strategies	Measure of Success	Baseline	FY2016 Target	FY2016 Actual	FY2017 Target	FY2017 Actual	FY2018 Target	FY 2018 Actuals	FY2019 Target	FY2020 Target
<p>Texas</p> <p>THECB 60X30: At least 60% of Texans ages 25-34 will have a postsecondary credential or degree by 2030</p> <p>San Antonio</p> <p>SA 2020: Ensure 50% of adults in San Antonio will have earned a two- or four-year degree by 2020</p> <p>AC 2020 TARGET: 13,200</p> <p>Student Success</p> <p>Approaches:</p> <ul style="list-style-type: none"> Achieving the Dream MyMAP AlamoPREP AlamoREADY I-BEST Equity "Welcome Home" AA/AS Employability Gap <p>Principle-Centered Leadership</p> <p>Approaches:</p> <ul style="list-style-type: none"> Seven Habits Four Imperatives Maximizing Employee Talent <p>Performance Excellence</p> <p>Approaches:</p> <ul style="list-style-type: none"> Baldridge Excellence Framework Project Management Communication and Change Management Continuous Improvement (FOCUS PDCA) 4DX 	<p>1. Completion</p> <ul style="list-style-type: none"> 4DX Automatic Degree Awards Reverse Transfer 45 hours to Completion Core Completion Advanced Certificates High Risk Courses <p>2. AlamoADVISE</p> <ul style="list-style-type: none"> Advising Ratio Mentoring Model 100% Advising Milestones Achieved Career Advising <p>3. AlamoINSTITUTES</p> <ul style="list-style-type: none"> Build the Pathways Students in an Institute Career Placement <p>4. AlamoENROLL</p> <ul style="list-style-type: none"> Enrollment Mgmt. Alamo Colleges Online Prior Learning Assessment <p>5. Dual Credit</p> <ul style="list-style-type: none"> Number of ECHS Academy Growth Dual Credit Growth NEW Dual Credit Certificate <p>6. Quality</p> <ul style="list-style-type: none"> Focus on Students, Customers, and Employees Financial Sustainability Accreditation 	<p>WIG: Degrees and Certificates Awarded</p>	80	90	124	136	141	154	305	350	400	
		Three-Year FT FTIC Graduation Rates	6.6%	8.5%	22.7%	24.5%	30.8%	24.7%	24.0%	26.0%	28.0%	
		Reduction in High-Risk Courses	9	8	11	11	11	10	11	10	10	
		Overall Score - Community College Survey of Student Engagement (CCSSE)	47.2	48	N/A	49	46.6	N/A	N/A	50	50	
		Number of Students Awarded Internal Scholarships	210	231	187	446	305	446	252	300	350	
		Student-to-Advisor Ratio	900/1	450/1	839/1	702/1	434/1	702/1	416	350/1	350/1	
		Number of Advisors Certified	5	15	11	15	6	15	8/11	11	17	
		Percentage of Students with Formal Academic Plan/Institute	93%	95%	68%	78%	n/a	80%	65%	80%	85%	
		Percentage of Students with Personal Mission Statement	0	95%	68%	78%	23%	80%	82%		87%	
		Percentage of Students with Non-Academic Transcript	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Percentage of students meeting with Advisor at 15 hours	0	N/A	N/A	83%	4%	87%	27%	50%	80%	
		Percentage of students meeting with Advisor at 30 hours	0	N/A	N/A	93%	4%	95%	34%	50%	80%	
		Percentage of students meeting with Advisor at 45 hours	0	N/A	N/A	87%	3%	93%	23%	50%	80%	
		Percentage of students taking a student success course within their first semester of attendance	60%	75%	65%	79%	94%	89%	67%	70%	72%	
		Percentage of Students Satisfied with Advising	86%	86%	ccsse not administered	80%	91%	ccsse not administered	91	93%	95%	
		Average Semester Credit Hours Attempted by Graduates	80	75	78	76	81	76	80	75	70	
		Percentage of Technical Degree Students Employed or Enrolled Within 6 Months of Graduation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Degrees Awarded in Critical Field Occupations	1%	2%	7.2	7%	5%	7%	N/A	N/A	N/A	
		Percentage of Students in Good Standing: Graduated, Transferred, Still Enrolled (by FTIC Cohort)	79.6%	80.5%	81.8%	83.4%	81.8%	83.4%	80.0%	83.0%	85.0%	
		Student Loan Default Rate	N/A	N/A	N/A	N/A	N/A	N/A	11.90%	11.00%	10.50%	
		Percentage of Students Transferring to University	27.8	30	27.6	31	40	29	45.6	47	48	
		Overall Enrollment (Fall Credit Headcount)	5,131	5,137	5,137	4,854	4,854	5,223	5,327	5,370	6,000	
		Overall Enrollment (Fall Non-Credit Headcount)	261.0	350.0	404.0	424.0	266.0	425.0	552.0	570.0	575.0	
		Average Number of Fall Credit Hours Attempted	5.9	6.3	6.6	6.6	6.6	6.8	6.7	7.0	7.6	
Percentage of students completing the appropriate college-level math course within their first two semesters of attendance	19.8	20.0	26.6	30.0	26.1	30.0	32.5	35.0	39.0			
Percentage of students completing the appropriate college-level English course within their first two semesters of attendance	42.6	50.0	64.5	63.0	68.4	63.0	66.1	68.0	71.0			
Fall-to-Fall Persistence Percentage	54.5	57	64.4	53.9	52.7	54.6	65.8	68	71			
Market Penetration Percentage (District)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Overall Dual Credit Enrollment	0	0	0	0	0	0	0	800	900			
Number of Early College High Schools (ECHS)	1	1	1	4	4	4	1	1	1			
Alamo Academies Enrollment	TBD	TBD	N/A	TBD	TBD	TBD	TBD	N/A	TBD			
Dual Credit Certificates	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Career and Technical Education Enrollment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Overall Score - Personal Assessment of the College Environment (PACE)	3.66	4.00	3.84	4.00	3.84	4.00	3.80	4.00	4.05			
Noel-Levitz Overall Satisfaction	73%	74%	75%	78%	N/A	79%	76%	N/A	79%			
Graduation of Transfer Students at Senior Institutions	39%	60%	60%	62%	56%	62%	56%	62%	62%			
Composite Financial Index	N/A	N/A	N/A	N/A	N/A	1.99	N/A	N/A	N/A			
Cumulative Number of Awards - Texas Award for Performance Excellence (TAPE)	N/A	N/A	N/A	N/A	1	1	2	3	4			
SACSCOC Accreditation, Candidacy, Reaffirmation	N/A	N/A	N/A	5/5	1	1	1	1	1			

Values: Students First Respect for All Community-Engaged Collaboration Can-Do Spirit Data-Informed



Alamo Colleges District Strategic Plan

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

- **Strategic Objective I: Student Success**

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

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

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

- **Strategic Objective III: Performance Excellence**

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

Mission

Empowering our diverse communities for success.

Vision

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

Values

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

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



STUDENTS FIRST



RESPECT FOR ALL



COMMUNITY-ENGAGED



COLLABORATION



CAN-DO SPIRIT



DATA-INFORMED



Alamo Colleges District Strategy Map

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

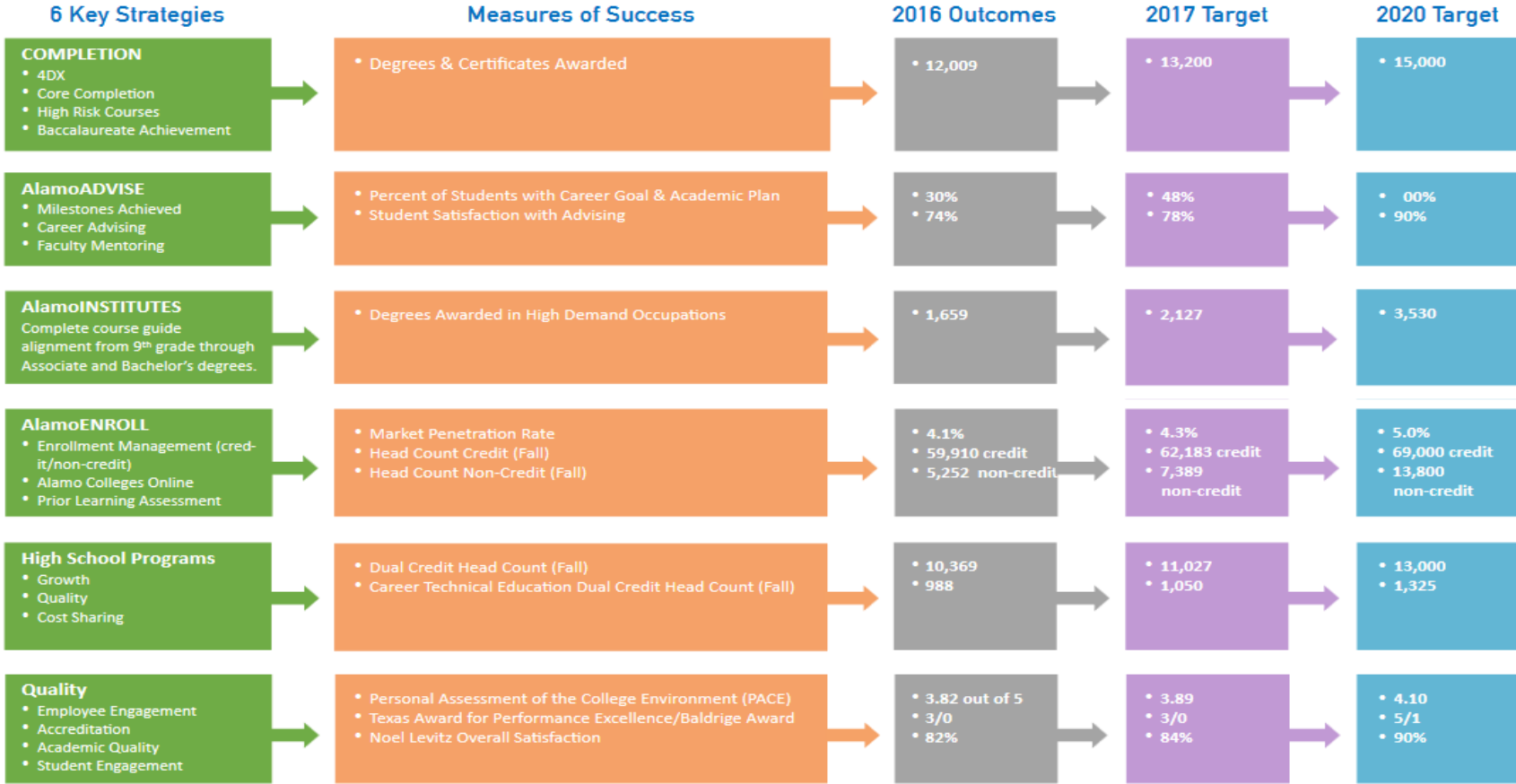
A Strategy Map is a diagram that describes how the Alamo Colleges District creates value by connecting SOs in cause-and-effect relationship with each other. The Alamo Colleges District Strategy Map connects our stakeholders' imperatives with our own SOs, our priorities, and our initiatives, helping us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



Strategy Map

Key Customers

- Students
- Universities
- Employers
- Secondary Education





FY19 CURRENT YEAR REVENUE & EXPENSES



Revenue and Functional Expenditure Alignment

The 2019 operating budget was developed based on a funding model that aligns the strategic plan with the available resources, driven by key student-data drivers such as student headcount and contact hours. The chart below depicts the major revenue streams and the cost structures they support.

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



FY 2018-2019 Revenue Summary

Non-formula Revenue

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

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



Northeast Lakeview College
THREE YEAR REVENUE SUMMARY

FORMULA REVENUE FOR BUDGET MODELS

	FY 2017	FY 2018	FY 2019
State Appropriations			
State Paid Benefits			
Tuition - (Exclude CE)	9,889,715	8,528,132	8,810,293
Tuition - CE Reimbursable	58,500		
Total Formula Revenue	9,948,215	8,528,132	8,810,293

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

	FY 2017	FY 2018	FY 2019
Instruction	4,500	4,500	18,000
Public Service	-	35,000	
Academic Support	21,300	21,100	16,000
Student Services	139,505	127,177	279,667
Continuing Education	418,431	5,000	
Designated Unrestricted	8,000	8,000	10,500
Total Non-Formula Revenue	591,736	200,777	324,167

TOTAL REVENUES	\$	10,539,951	\$	8,728,909	\$	9,134,460
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Northeast Lakeview College
THREE YEAR REVENUE BUDGET

FORMULA REVENUE FOR BUDGET MODELS				
		FY 2017	FY 2018	FY 2019
STATE APPROPRIATIONS				
11X001	State Appropriations E & G			
11X001	State Paid Benefits			
TOTAL STATE APPROPRIATIONS		-	-	-
TUITION				
Tuition				
11X001	Tuition - Non Exempt	7,417,286	6,447,832	6,613,535
11X001	Tuition - Exempt	1,393,953	1,413,925	683,456
11X001	Tuition - Exempt Discounts	(1,393,953)	(1,482,902)	(768,812)
11X001	Tuition Pledged (25%)	2,472,429	2,149,277	2,204,512
11X001	ACOL Revenue			77,603
Total Tuition and Tuition Pledged		9,889,715	8,528,132	8,810,294
11X001	CE Tuit Reimbursable	58,500		
TOTAL TUITION		9,948,215	8,528,132	8,810,293
TOTAL FORMULA REVENUES		\$ 9,948,215	\$ 8,528,132	\$ 8,810,293



Northeast Lakeview College
THREE YEAR REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES			
	FY 2017	FY 2018	FY 2019
11X001 Special Prog Tuition	4,500	4,500	18,000
11X001 Miscellaneous Revenue			
TOTAL INSTRUCTION	4,500	4,500	18,000
11X001 Gym Rental Revenue			
11X001 Facilities Rental Revenue			
11X001 Property Rentals Revenue			
11X001 Sales & Services Revenue		35,000	
TOTAL PUBLIC SERVICE	-	35,000	-
11X001 Library Fines	1,300	1,100	1,000
11X001 Sales & Services Revenue	20,000	20,000	15,000
TOTAL ACADEMIC SUPPORT	21,300	21,100	16,000
11X003 Student Activity Fee - w/o Exemptions	92,805	75,677	223,417
11X001 Other Test Fee	1,200		
11X001 Prep Test Fee	-		
11X001 THEA - TASP Review Test Fee	30,000		
11X001 TSI Test Fee	-	32,000	35,000
11X001 CLEP Test Fee	4,000	5,500	5,500
11X001 Correspondence Test Fee	6,000	9,000	10,000
11X001 Accuplacer Test Fee	-		
11X001 Sales & Services Revenue	-		
11X001 Event Booth Rental Revenue	4,000	3,500	3,500
11X001 ID Replacement	1,500	1,500	2,250
TOTAL STUDENT SERVICES	139,505	127,177	279,667
C.E.			
11X001 CE Tuit Non-Reimbursable	139,477		
11X001 CE Tuit Non-Reimb Contracts	-		
11X001 Non-CE Tuit Contract Training	-		
Total CE Tuition	139,477	-	-
11X001 CE Special Fee	278,954	5,000	
11X001 Other Test Fee			
Total CE Fees	278,954	5,000	-
TOTAL C.E.	418,431	5,000	-
15XXX Unrestricted Scholarships Interest Income			
17XXX Designated Unrestricted	8,000	8,000	10,500
TOTAL Unrestrict Scholarships Interest Income	8,000	8,000	10,500
TOTAL NON-FORMULA REVENUES	\$ 591,736	\$ 200,777	\$ 324,167



FY 2018-2019 Expense Summary

Operating Expenses (Non-labor)

Operating expenses are all expenses other than salaries, wages and benefits. For FY 2018-2019, in addition to the necessary expenses required to sustain the operations, areas receiving addition funding in alignment with budget priorities include: 1) the non-labor costs associated with the Student Success initiatives, including AlamoINSTITUTES, Alamo Colleges OnLine (ACOL), Navigate student portal, Student E-Portfolio software & licenses 2) Preventive Maintenance for the on-going maintenance of our facilities and 3) added funds for capital needs at the five campuses for furniture, fixtures, equipment.

Northeast Lakeview College Three Year Operating Expenses by Functional Category

Campus	Equipment and Capital	Operating Expenses	Scholarships	Transfers	Travel	Total
FY 2019						
Instruction	6,750	805,191				811,941
Academic Support	106,120	420,557			50,684	577,361
Student Services	5,000	458,384			32,176	495,560
Institutional Support	2,526	345,413			93,248	441,187
Transfers				435,586		435,586
Total	120,396	2,029,545	-	435,586	176,108	2,761,635
FY 2018						
Instruction	9,250	801,486				810,736
Academic Support	98,120	438,544			43,748	580,412
Student Services	4,000	306,715			32,783	343,498
Institutional Support	1,000	316,927			74,346	392,273
Transfers				291,978		291,978
Total	112,370	1,863,672	-	291,978	150,877	2,418,897
FY 2017						
Instruction	15,400	1,149,570				1,164,970
Academic Support	119,220	428,652			55,401	603,273
Student Services	9,800	310,577			33,903	354,280
Institutional Support	2,150	332,112			68,078	402,340
Transfers				285,775		285,775
Total	146,570	2,220,911	-	285,775	157,382	2,810,638



Northeast Lakeview College
Three Year Budget Summary by Functional Category

	FTE SALARY*	OTHER SALARY	BENEFITS	OTHER EXPENSE	TOTAL BUDGET	%
FY 2019						
Instruction	4,145,751	2,233,812	1,469,334	811,941	8,660,838	52.0%
Academic Support	1,473,428	256,505	481,154	577,361	2,788,449	16.8%
Student Services	1,769,501	99,751	556,955	495,560	2,921,767	17.6%
Institutional Support	1,018,505	57,947	322,228	441,187	1,839,867	11.1%
Transfers				435,586	435,586	2.6%
Total	8,407,185	2,648,015	2,829,671	2,761,635	16,646,507	100.0%
FY 2018						
Instruction	4,437,311	1,701,848	1,549,638	810,736	8,499,533	51.9%
Academic Support	1,596,402	329,299	537,401	580,412	3,043,514	18.6%
Student Services	1,783,740	100,176	574,470	343,498	2,801,884	17.1%
Institutional Support	966,030	65,433	312,046	392,273	1,735,782	10.6%
Transfers				291,978	291,978	1.8%
Total	8,783,483	2,196,756	2,973,555	2,418,897	16,372,691	100.0%
FY 2017						
Instruction	4,408,207	2,158,007	1,530,668	1,164,970	9,261,852	53.3%
Academic Support	1,848,865	278,427	617,614	603,273	3,348,179	19.3%
Student Services	1,784,851	104,853	599,155	354,280	2,843,139	16.4%
Institutional Support	867,396	55,623	299,863	402,340	1,625,222	9.4%
Transfers				285,775	285,775	1.6%
Total	8,909,319	2,596,910	3,047,300	2,810,638	17,364,167	100.0%

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

* Approved FTE salaries include three month vacancy credit adjustments by PVC levels.



Three Year Staffing Summary

Northeast Lakeview College Three Year Staffing Summary

	Account Code	FY17 FTE	FY17 Salary	FY18 FTE	FY18 Salary	FY19 FTE	FY19 Salary
Faculty	61001	67.00	3,975,004.00	67.00	4,086,482.00	68.00	4,405,577.00
Non-Instructional Faculty	61003	3.00	166,560.00	2.00	110,608.00	1.00	71,988.00
Administrators	61011	8.00	1,004,014.00	8.00	988,097.00	8.00	1,031,816.00
Professionals	61012	51.00	2,792,948.00	57.00	3,071,245.00	56.00	3,158,645.00
Classified	61021	34.00	1,204,063.00	34.00	1,202,014.00	35.00	1,270,180.00
Total		163.00	\$9,142,589.00	168.00	\$9,458,446.00	168.00	\$9,938,206.00

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

FTE salaries exclude lapsed salary credit adjustments



NORTHEAST LAKEVIEW COLLEGE			
BUDGETED CONTACT HOURS (Used for Workload Allocation)			
	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
1 Agriculture	2,496	1,680	-
2 Architect and Precision Prod Trades	3,360	-	-
3 Biology Physical Sci and Sci Tech	230,270	220,032	221,149
4 Bus Mgmt Marketing and Admin Srvc	45,556	46,296	40,761
5 Career Pilot	-	-	-
6 Communications	19,088	9,072	9,165
7 Computer and Information Sciences	15,744	18,716	18,936
8 Construction Trades	-	-	-
9 Consumer and Homemaking Ed	63,562	60,752	56,103
10 Engineering	-	-	-
11 Engineering Related	608	-	-
12 Eng Lang Lit Philos Hmnties Intrdsc	430,164	350,832	373,159
13 Foreign Languages	23,518	16,080	15,962
14 Hlth Occ Dent Asst Med Lab AA Nurs	-	-	-
15 Health Occ Dental Hygiene	-	-	-
16 Health Occ Other	18,286	7,440	6,167
17 Health Occupations - Respiratory Therapy	-	-	-
18 Vocational Nursing	2,816	-	-
19 Mathematics	311,996	148,928	222,586
20 Mechanics and Repairers Auto	-	-	-
21 Mech Repairer Diesel Aviation Trans	-	-	-
22 Mechanics and Repairers-Electronics	-	-	1,776
23 Physical Ed and Fitness	19,680	11,424	9,901
24 Protective Service and Public Admin	8,928	5,520	7,507
25 Psychology Soc Sciences and History	419,104	394,704	431,967
26 Visual and Performing Arts	120,768	107,312	106,402
27 Multi Discipline	-	-	-
28 Developmental Education-Math	-	106,352	35,008
29 Developmental Ed - Reading/Writing	-	24,184	7,744
TOTAL	1,735,944	1,529,324	1,564,294



Capital Allocations

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

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

1. Estimate amount of capitalized assets that lost a portion of useful life the previous year. The depreciation expense by college for the most recent and available fiscal year is the starting point for the annual allocation. The FY Capital Budget allocation begins with depreciation expense from the Fiscal Year 2017 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 FY17 certified contact hours multiplied by \$0.25 per contact hour, which was based on a historical spending analysis.
3. Determine the amount of funding availability to allocate to this budget item. The amount allocated to this item is based on available funding and strategic and operational priorities as identified by the Board of Trustees.

Due to funding limitations, a total of \$5,300,000 was allocated for the FY Capital Budget. Based on the procedure to identify the estimated amount needed for this item, this allocation represents 83% funded for routine capital expenditures. In the Multi-Year plan, this allocation will increase year over year to a maximum of \$9 million by year five.

Step 1 Depreciation Expense for Furniture & Equipment @ Colleges for Fiscal Year 2017	1,407,448
Step 2 Non-capitalized need (@ \$0.25/Contact Hr)	5,009,495
Amount recommended by procedure	6,416,943
Step 3 FY 2018-2019 Budget Allocation	5,300,000
% Funded	83%



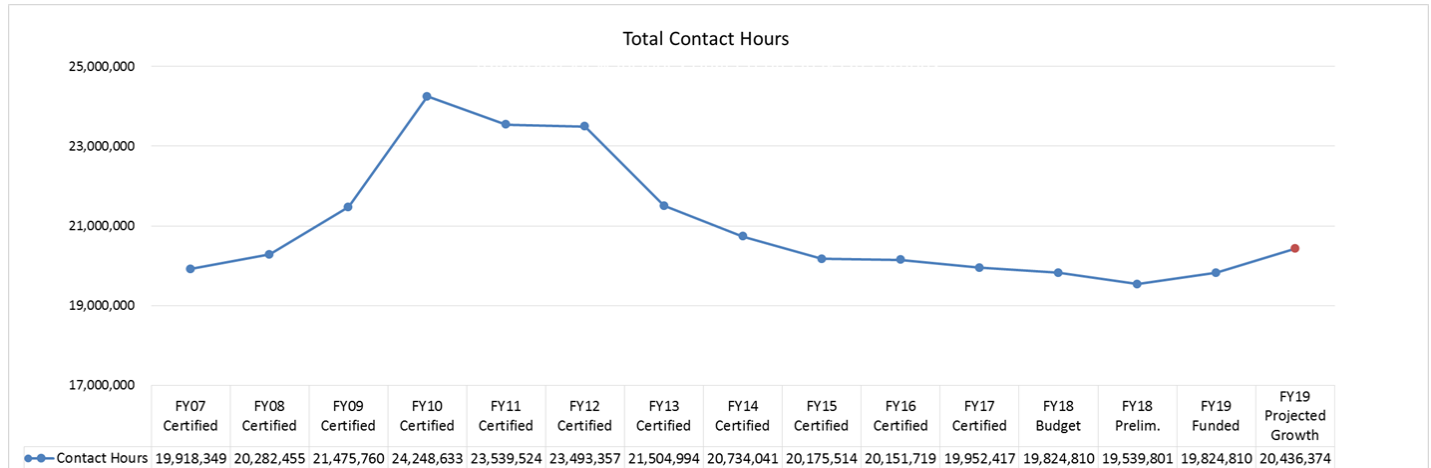
STUDENT DATA



Contact Hours

Contact hours and student enrollment are significant drivers of both Revenues and Expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both state appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY19 budget is flat with FY18.

FY 2018-2019



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

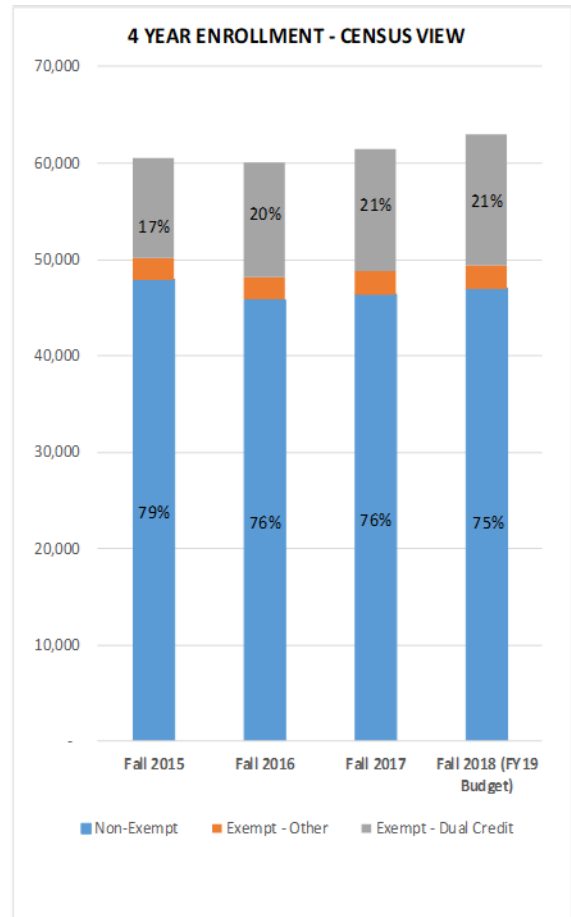
Source: THECB Accountability System



FY 2018-2019

4 YEAR ENROLLMENT - CENSUS VIEW

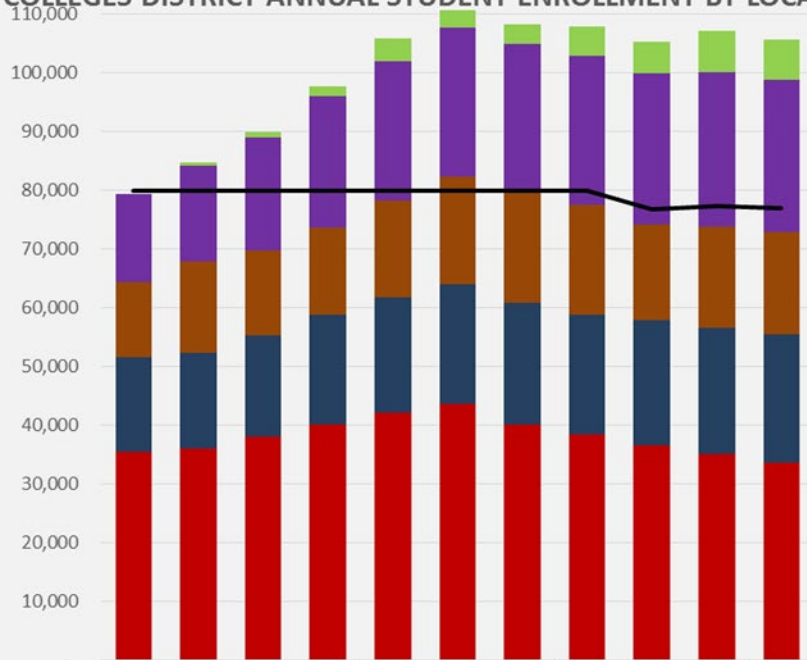
	Fall 2015	Fall 2016	Fall 2017	Fall 2018 (FY19 Budget)
ALAMO				
Non-Exempt	47,949	45,823	46,409	47,037
Exempt - Other	2,140	2,394	2,400	2,426
Exempt - Dual Credit	10,406	11,800	12,606	13,486
Total - Census	60,495	60,017	61,415	62,949
SAC				
Non-Exempt	16,984	15,494	15,677	15,862
Exempt - Other	694	797	753	711
Exempt - Dual Credit	2,960	2,737	2,955	3,190
Total - Census	20,638	19,028	19,385	19,764
SPC				
Non-Exempt	8,152	7,970	8,023	8,076
Exempt - Other	475	521	548	576
Exempt - Dual Credit	2,571	3,113	3,479	3,888
Total - Census	11,198	11,604	12,050	12,541
PAC				
Non-Exempt	6,739	6,409	6,579	6,754
Exempt - Other	270	369	323	283
Exempt - Dual Credit	1,662	2,330	2,466	2,610
Total - Census	8,671	9,108	9,368	9,646
NVC				
Non-Exempt	12,907	12,647	12,498	12,351
Exempt - Other	581	561	595	631
Exempt - Dual Credit	3,168	3,585	3,659	3,735
Total - Census	16,656	16,793	16,752	16,716
NLC				
Non-Exempt	3,167	3,303	3,632	3,994
Exempt - Other	120	146	181	224
Exempt - Dual Credit	45	35	47	63
Total - Census	3,332	3,484	3,860	4,281



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



ALAMO COLLEGES DISTRICT ANNUAL STUDENT ENROLLMENT BY LOCATION



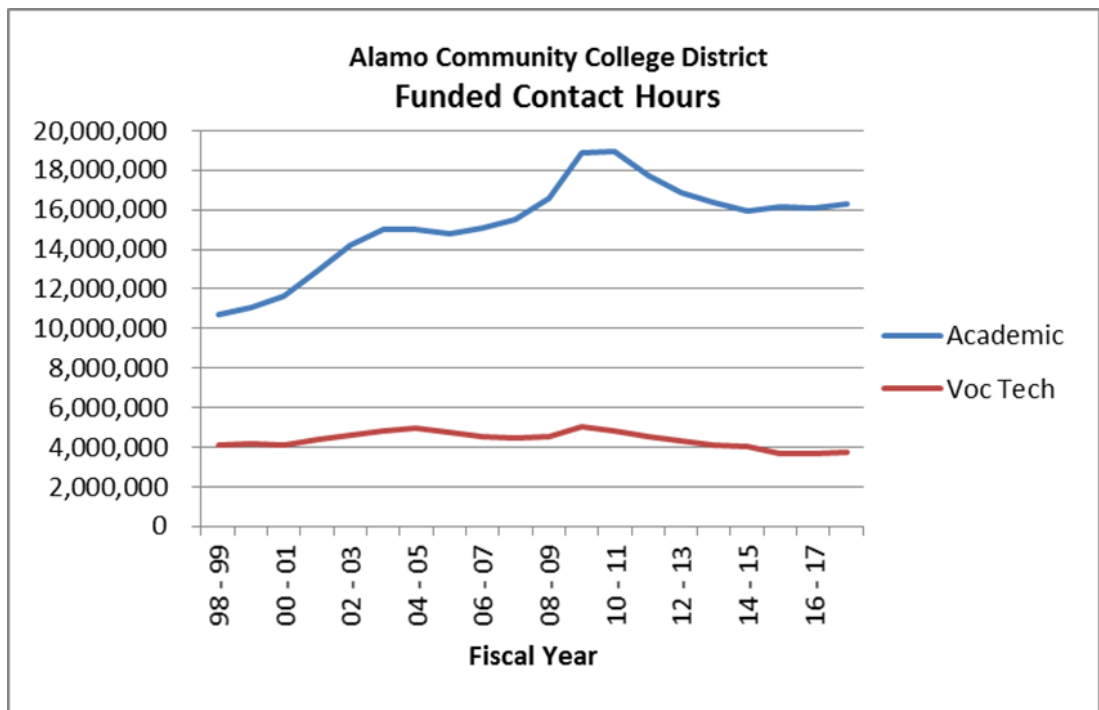
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Northeast Lakeview College	-	449	1,011	1,551	3,816	3,031	3,387	5,060	5,504	7,046	6,730
Northwest Vista College	15,113	16,302	19,094	22,518	23,724	25,292	25,262	25,364	25,654	26,157	25,949
Palo Alto College	12,701	15,560	14,443	14,733	16,430	18,320	18,851	18,622	16,300	17,297	17,389
St. Philip's College	16,013	16,294	17,165	18,661	19,685	20,379	20,591	20,299	21,244	21,492	21,762
San Antonio College	35,587	36,018	38,175	40,122	42,108	43,566	40,168	38,539	36,599	35,079	33,733
Alamo Colleges District - Unduplicated	79,920	79,920	79,920	79,920	79,920	79,920	79,920	79,920	76,797	77,331	76,984

Source: THECB Accountability System



ALAMO COMMUNITY COLLEGE DISTRICT FUNDED CONTACT HOURS

Fiscal Year	Academic	Voc Tech	Total	Inc / Dec
98 - 99	10,690,658	4,095,296	14,785,954	-1.2%
99 - 00	11,074,104	4,153,995	15,228,099	3.0%
00 - 01	11,605,418	4,128,811	15,734,229	3.3%
01 - 02	12,898,748	4,406,206	17,304,954	10.0%
02 - 03	14,228,315	4,633,550	18,861,865	9.0%
03 - 04	14,986,560	4,788,453	19,775,013	4.8%
04 - 05	15,035,056	4,941,776	19,976,832	1.0%
05 - 06	14,771,648	4,760,436	19,532,084	-2.2%
06 - 07	15,057,632	4,567,944	19,625,576	0.5%
07 - 08	15,499,262	4,479,415	19,978,677	1.8%
08 - 09	16,578,880	4,564,484	21,143,364	5.8%
09 - 10	18,845,612	5,065,508	23,911,120	13.1%
10 - 11	18,969,648	4,838,908	23,808,556	-0.4%
11 - 12	17,767,584	4,568,491	22,336,075	-6.2%
12 - 13	16,850,656	4,345,555	21,196,211	-5.1%
13 - 14	16,338,384	4,126,465	20,464,849	-3.5%
14 - 15	15,932,152	4,008,405	19,940,557	-2.6%
15 - 16	16,189,360	3,701,027	19,890,387	-0.3%
16 - 17	16,073,080	3,655,173	19,728,253	-0.8%
17-18 Preliminary	16,321,048	3,776,145	20,097,193	1.9%





Headcount vs. Enrollment

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

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

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

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

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

Student headcount

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

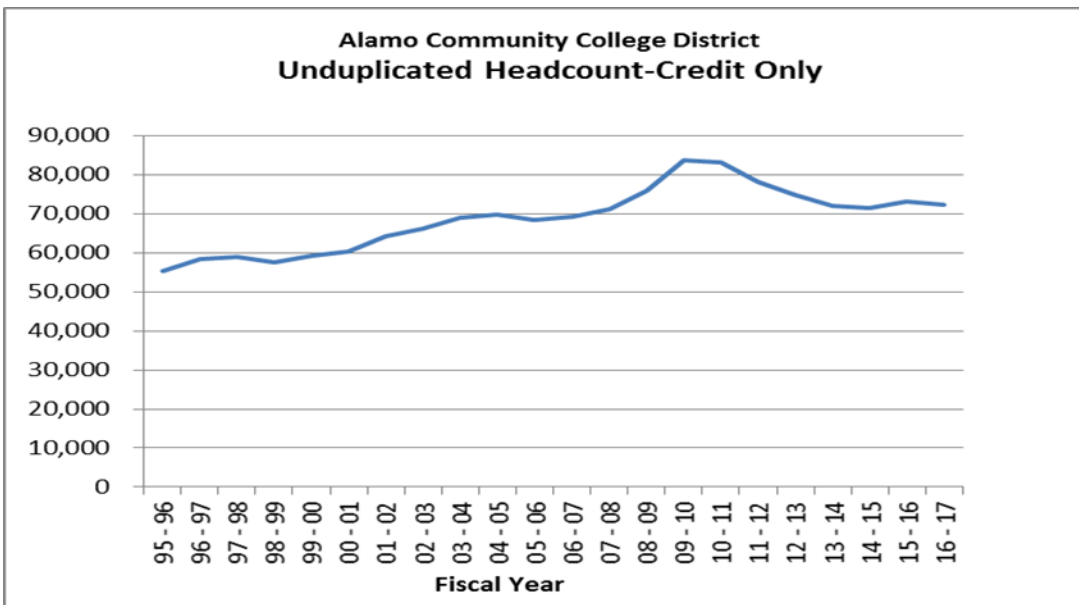
Student enrollment

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



Unduplicated Headcount Enrollment

ALAMO COMMUNITY COLLEGE DISTRICT UNDUPLICATED HEADCOUNT - CREDIT ONLY		
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	83,189	-0.6%
11 - 12	78,122	-6.1%
12 - 13	74,666	-4.4%
13 - 14	72,035	-3.5%
14 - 15	71,498	-0.7%
15 - 16	73,173	2.3%
16 - 17	72,213	-1.3%
17 - 18 Preliminary	73,554	1.9%





APPENDIX



Department Budget Allocations by College by Functional Categories

Northeast Lakeview College Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
INSTRUCTION									
NLC Biological Sciences	115001	852162	1030	7.00	471,466.00	177,064.00		27,300.00	675,830.00
NLC Chemistry	115001	852163	1030	2.00	118,155.00	95,982.00		7,300.00	221,437.00
NLC Physics	115001	852164	1030			5,752.00			5,752.00
NLC Geology	115001	852165	1030	1.00	65,894.00	16,940.00		1,100.00	83,934.00
NLC Network Administration	115001	853002	1030	1.00	68,972.00				68,972.00
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	53,548.00				53,548.00
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	48,132.00	21,074.00		500.00	69,706.00
NLC Business/BCIS	115001	852122	1040	1.00	65,376.00	37,904.00			103,280.00
NLC Journalism	115001	852113	1060			18,971.00			18,971.00
NLC Computer Information System	115001	852154	1070	1.00	76,346.00				76,346.00
NLC Information Assur&CyberSecurity	115001	853003	1070			7,500.00		8,333.00	15,833.00
NLC Education	115001	852182	1090	1.00	63,103.00	99,711.00		200.00	163,014.00
NLC Student Services Instruction	115001	851022	1120			30,605.00			30,605.00
NLC English	115001	852102	1120	9.00	605,614.00	153,305.00		500.00	759,419.00
NLC Reading	115001	852103	1120			45,463.00			45,463.00
NLC Humanities	115001	852112	1120	1.00	64,088.00	7,154.00		200.00	71,442.00
NLC Philosophy	115001	852114	1120	4.00	241,982.00	64,849.00		500.00	307,331.00
NLC Speech	115001	852116	1120	4.00	284,816.00	51,297.00		900.00	337,013.00
NLC Foreign Languages	115001	852111	1130	2.00	154,246.00	1,629.00		400.00	156,275.00
NLC Mathematics and COSC	115001	852151	1190	11.00	698,651.00	257,462.00		2,400.00	958,513.00
NLC Developmental Math	115001	852152	1190			73,161.00			73,161.00
NLC Math PASS	115001	852155	1190			3,000.00			3,000.00
NLC Kinesiology	115001	852141	1230	2.00	121,287.00	65,899.00		4,100.00	191,286.00
NLC Kinesiology	175001	852141	1230			1,000.00		4,000.00	5,000.00
NLC Network Administration	115001	853002	1230			7,500.00		8,333.00	15,833.00
NLC Economics	115001	852171	1250	1.00	80,743.00	53,505.00		200.00	134,448.00
NLC Geography	115001	852173	1250	1.00	54,142.00	9,324.00		500.00	63,966.00
NLC History	115001	852174	1250	5.00	327,920.00	126,083.00		800.00	454,803.00
NLC Political Science	115001	852176	1250	1.00	47,335.00	95,416.00		1,000.00	143,751.00
NLC Government	115001	852177	1250	2.00	134,101.00				134,101.00
NLC Social Sciences	115001	852179	1250			16,147.00		500.00	16,647.00
NLC Anthropology	115001	852181	1250			5,696.00		100.00	5,796.00
NLC Psychology	115001	852183	1250	2.00	118,520.00	51,788.00		1,000.00	171,308.00
NLC Sociology	115001	852184	1250	1.00	61,609.00	28,738.00		500.00	90,847.00



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Instruction Pool Academic	115001	852012	1260			129,672.00			129,672.00
NLC Art Department	115001	852131	1260	4.00	244,228.00	37,674.00		2,850.00	284,752.00
NLC Music	115001	852134	1260	1.00	75,977.00	42,313.00		17,300.00	135,590.00
NLC Theatre and Communications	115001	852135	1260			99,456.00		7,100.00	106,556.00
NLC Theatre and Communications	175002	852135	1260			1,000.00		1,500.00	2,500.00
NLC Theatre and Communications	175003	852135	1260			750.00		250.00	1,000.00
NLC Drama	115001	852136	1260	1.00	59,326.00	14,661.00			73,987.00
NLC General Institutional Costs	115001	850002	1270			(440,760.00)	1,468,482.00	528,375.00	1,556,097.00
NLC General Institutional Costs	175001	850002	1270				310.00		310.00
NLC General Institutional Costs	175002	850002	1270				310.00		310.00
NLC General Institutional Costs	175003	850002	1270				232.00		232.00
NLC Consolidated Printers	115001	855007	1270					100,000.00	100,000.00
NLC Institutional Projects	115001	855008	1270			400,000.00		48,400.00	448,400.00
NLC Purchasing Services	115001	855009	1270					35,000.00	35,000.00
NLC Student Services Instruction	115001	851022	1290			17,632.00		500.00	18,132.00
NLC Developmental English	115001	852101	1290			41,669.00			41,669.00
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010			(293,742.00)	481,154.00	163,007.00	350,419.00
NLC Adjunct Faculty Council	115001	850018	3010					1,500.00	1,500.00
NLC Vice Pres Acad Affairs Office	115001	852001	3010			172,173.00		42,464.00	214,637.00
NLC VPAA Hospitality Account	115001	852003	3010					2,500.00	2,500.00
NLC Distance Learning	115001	852004	3010			48,911.00		3,100.00	52,011.00
NLC Instructional Innovation	115001	852005	3010			49,130.00		1,170.00	50,300.00
NLC Phi Theta Kappa Initiative	115001	852006	3010			500.00		7,500.00	8,000.00
NLC Service Learning Initiative	115001	852007	3010					1,200.00	1,200.00
NLC International Initiative	115001	852008	3010					1,200.00	1,200.00
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,200.00	1,200.00
NLC Honors Initiative	115001	852010	3010					1,200.00	1,200.00
NLC Tutoring Services	115001	852011	3010			189,149.00		20,438.00	209,587.00
NLC Academic Affairs	115001	852013	3010			133,506.00			133,506.00
NLC Academic Support	115001	852015	3010			112,951.00		32,795.00	145,746.00
NLC College Assessment	115001	852018	3010			1,155.00		10,000.00	11,155.00
NLC Dean of Arts and Sciences Offic	115001	852301	3010					8,914.00	8,914.00
NLC Dean of CE and Workforce Office	115001	853001	3010			100,079.00		15,000.00	115,079.00



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Community Program	115001	853006	3010			96,373.00		11,800.00	108,173.00
NLC Learning Resource Ctr Office	115001	854001	3010			529,072.00		186,673.00	715,745.00
NLC Information Technologies	115001	855002	3010			590,677.00		50,700.00	641,377.00
NLC Information Technology	115001	855006	3010					15,000.00	15,000.00
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010			(364,952.00)	544,396.00	180,196.00	359,640.00
NLC General Institutional Costs	115003	850002	4010				12,559.00		12,559.00
NLC VP Student and Admin Services	115001	851001	4010			173,609.00		31,369.00	204,978.00
NLC Assessment and Testing	115001	851004	4010			169,765.00		53,900.00	223,665.00
NLC Admissions and Records	115001	851005	4010			121,540.00		2,250.00	123,790.00
NLC Student Activity Fee-Designated	115003	851006	4010			54,522.00		168,895.00	223,417.00
NLC Student Activities	115001	851015	4010			139,784.00		6,750.00	146,534.00
NLC Counseling	115001	851016	4010			66,881.00		600.00	67,481.00
NLC Student Development	115001	851017	4010			26,447.00		2,050.00	28,497.00
NLC Career ServicesandJob Placement	115001	851018	4010			49,148.00		7,750.00	56,898.00
NLC Recruitment and Retention	115001	851019	4010			223,312.00		13,450.00	236,762.00
NLC Advising	115001	851020	4010			667,564.00		6,550.00	674,114.00
NLC Disability Services	115001	851024	4010			75,532.00		2,800.00	78,332.00
NLC Coor. Student Services Support	115001	851025	4010					500.00	500.00
NLC Veterans Affairs	115001	851026	4010			61,926.00		2,250.00	64,176.00
NLC Early College High School	115001	851027	4010			181,672.00		2,150.00	183,822.00
NLC Welcome Ctr/Call Center	115001	851028	4010			45,959.00		1,650.00	47,609.00
NLC Transfer Services	115001	851029	4010					2,400.00	2,400.00
NLC Job Placement	115001	851030	4010			43,037.00		1,850.00	44,887.00
NLC Dean of Student Success Office	115001	851201	4010			133,506.00		8,200.00	141,706.00
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010			(97,915.00)	321,996.00	98,476.00	322,557.00
NLC General Institutional Costs	175004	850002	5010			750.00	232.00	1,250.00	2,232.00
NLC Office of the President	115001	850003	5010			325,548.00		37,975.00	363,523.00
NLC Hospitality Account	115001	850005	5010					19,000.00	19,000.00
NLC Institutional Advancement	115001	850006	5010			89,019.00		5,700.00	94,719.00
NLC Self Study	115001	850007	5010					60,000.00	60,000.00
NLC Public Relations	115001	850009	5010			221,420.00		64,780.00	286,200.00
NLC Faculty Senate	115001	850010	5010			4,800.00		1,501.00	6,301.00



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES	BENEFITS	OPERATING EXPENSES	TOTAL
NLC Staff Council	115001	850011	5010					3,000.00	3,000.00
NLC Green Team Recycling	115001	850012	5010					9,500.00	9,500.00
NLC Professional Development	115001	850013	5010					38,000.00	38,000.00
NLC Employee Development Committee	115001	850014	5010					10,000.00	10,000.00
NLC Safety Initiative	115001	850015	5010					3,000.00	3,000.00
NLC History & Heritage	115001	850016	5010					6,000.00	6,000.00
NLC Graduation	115001	851023	5010			1,000.00		43,332.00	44,332.00
NLC College Services	115001	855001	5010			338,510.00		25,073.00	363,583.00
NLC Planning and Research	115001	855004	5010			154,609.00		5,500.00	160,109.00
NLC Institutional Support	115001	855005	5010			38,711.00		9,100.00	47,811.00
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					435,586.00	435,586.00
TOTAL NORTHEAST LAKEVIEW COLLEGE				68.00	4,405,577.00	6,649,624.00	2,829,671.00	2,761,635.00	16,646,507.00

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

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



Department Personnel Register by Functional Categories

FY19 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
INSTRUCTION										
NLC Biological Sciences	F50963	Assistant Professor	Erica Cain	115001	852162	61001	1030	100	1.00	58,231.00
NLC Biological Sciences	F50964	Professor	Lisa Erwin	115001	852162	61001	1030	100	1.00	71,688.00
NLC Biological Sciences	F50965	Chair/Assistant Professor	Thomas Mc Crary	115001	852162	61001	1030	100	1.00	84,806.00
NLC Biological Sciences	F50966	Associate Professor	Laura Perry	115001	852162	61001	1030	100	1.00	60,917.00
NLC Biological Sciences	F51034	Associate Professor	Karla Kosub	115001	852162	61001	1030	100	1.00	60,798.00
NLC Biological Sciences	F51039	Associate Professor	Megan Grimsley	115001	852162	61001	1030	100	1.00	65,894.00
NLC Biological Sciences	F51042	Assistant Professor	Susan Kazen	115001	852162	61001	1030	100	1.00	69,132.00
NLC Biological Sciences	C50982	Academic Lab Tech	Caroline Lopez	115001	852162	61021	1030	100	1.00	39,043.00
NLC Biological Sciences Total									8.00	510,509.00
NLC Chemistry	F50958	Assistant Professor	Marsha Adrian	115001	852163	61001	1030	100	1.00	54,281.00
NLC Chemistry	F50967	Associate Professor	Gina Mealey	115001	852163	61001	1030	100	1.00	63,874.00
NLC Chemistry	C50983	Academic Lab Tech	Joanna Contreras	115001	852163	61021	1030	100	1.00	34,966.00
NLC Chemistry Total									3.00	153,121.00
NLC Geology	F50991	Professor	Olamide Oladele	115001	852165	61001	1030	100	1.00	65,894.00
NLC Geology Total									1.00	65,894.00
NLC Recreation Training Non-reimb	F51037	Instructor	Fabius Bascon	115001	853002	61001	1030	100	1.00	68,972.00
NLC Recreation Training Non-reimb Total									1.00	68,972.00
NLC Information Assur&CyberSecurity	F50952	Instructor		115001	853003	61001	1030	100	1.00	53,548.00
NLC Information Assur&CyberSecurity Total									1.00	53,548.00
NLC Accounting-Business-Managemnt	F50960	Instructor	Joy Moczygamba	115001	852121	61001	1040	100	1.00	48,132.00
NLC Accounting-Business-Managemnt Total									1.00	48,132.00
NLC CAD	F50959	Associate Professor	Matthew Helinski	115001	852122	61001	1040	100	1.00	65,376.00
NLC CAD Total									1.00	65,376.00
NLC Computer Information System	F50970	Professor	Cuihua Zhang	115001	852154	61001	1070	100	1.00	76,346.00
NLC Computer Information System Total									1.00	76,346.00
NLC Education	F50974	Associate Professor	Michele Maldonado	115001	852182	61001	1090	100	1.00	63,103.00
NLC Education Total									1.00	63,103.00
NLC English	F50975	Associate Professor	Anetia Ports	115001	852102	61001	1120	100	1.00	63,906.00
NLC English	F50976	Professor	Elizabeth Hudspeth	115001	852102	61001	1120	100	1.00	97,490.00
NLC English	F50977	Associate Professor	Angela Hager	115001	852102	61001	1120	100	1.00	62,563.00
NLC English	F50978	Professor	Carol Bernard	115001	852102	61001	1120	100	1.00	72,748.00
NLC English	F50980	Assistant Professor	Orville Villanueva	115001	852102	61001	1120	100	1.00	64,088.00
NLC English	F50981	Instructor	Cheyenne Adams	115001	852102	61001	1120	100	1.00	55,337.00
NLC English	F50983	Assistant Professor	Denise Stallins	115001	852102	61001	1120	100	1.00	58,193.00
NLC English	F50984	Chair/Assistant Professor	Jason Malcolm	115001	852102	61001	1120	100	1.00	75,952.00
NLC English	F50985	Instructor	Jennifer Riske	115001	852102	61001	1120	100	1.00	55,337.00
NLC English	C50978	Academic Unit Asst	Jose Gomez	115001	852102	61021	1120	100	1.00	33,427.00
NLC English Total									10.00	639,041.00



FY19 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Reading	P50596	Academic Pgm Spec	Aileen Salazar	115001	852103	61012	1120	100	1.00	45,463.00
NLC Reading Total									1.00	45,463.00
NLC Humanities	F51023	Assistant Professor	Anthony Lack	115001	852112	61001	1120	100	1.00	64,088.00
NLC Humanities Total									1.00	64,088.00
NLC Philosophy	F50971	Assistant Professor	Brandon Gillespie	115001	852114	61001	1120	100	1.00	49,601.00
NLC Philosophy	F50995	Professor	Michael McDowell	115001	852114	61001	1120	100	1.00	67,145.00
NLC Philosophy	F51015	Professor	Mark Sadler	115001	852114	61001	1120	100	1.00	69,829.00
NLC Philosophy	F51017	Instructor		115001	852114	61001	1120	100	1.00	55,407.00
NLC Philosophy Total									4.00	241,982.00
NLC Speech	F50987	Assistant Professor	Barbara Mayo	115001	852116	61001	1120	100	1.00	77,512.00
NLC Speech	F51029	Associate Professor	Jennifer Marks	115001	852116	61001	1120	100	1.00	64,034.00
NLC Speech	F51031	Professor	Argentina Wortham	115001	852116	61001	1120	100	1.00	76,346.00
NLC Speech	F51032	Associate Professor	Denise Menchaca	115001	852116	61001	1120	100	1.00	66,924.00
NLC Speech Total									4.00	284,816.00
NLC Foreign Languages	F50956	Interim Dean/Chair/AssocProf	Tammy Perez	115001	852111	61001	1130	100	1.00	90,393.00
NLC Foreign Languages	F50986	Associate Professor	Silvia Zecca	115001	852111	61001	1130	100	1.00	63,853.00
NLC Foreign Languages Total									2.00	154,246.00
NLC Mathematics and COSC	F50969	Chair/Instructor	Allen Miller	115001	852151	61001	1190	100	1.00	76,799.00
NLC Mathematics and COSC	F50979	Professor	Cristella Diaz	115001	852151	61001	1190	100	1.00	76,157.00
NLC Mathematics and COSC	F51003	Instructor	Dianna Torres Lee	115001	852151	61001	1190	100	1.00	67,335.00
NLC Mathematics and COSC	F51004	Assistant Professor	Efrain Guevara	115001	852151	61001	1190	100	1.00	58,052.00
NLC Mathematics and COSC	F51005	Assistant Professor	Martha Vargas	115001	852151	61001	1190	100	1.00	58,052.00
NLC Mathematics and COSC	F51006	Assistant Professor	Zakia Ibaroudene	115001	852151	61001	1190	100	1.00	58,052.00
NLC Mathematics and COSC	F51007	Associate Professor	Jin Ha	115001	852151	61001	1190	100	1.00	62,554.00
NLC Mathematics and COSC	F51008	Instructor	Victoria Rogers	115001	852151	61001	1190	100	1.00	50,649.00
NLC Mathematics and COSC	F51010	Professor	Jose Maldonado	115001	852151	61001	1190	100	1.00	73,350.00
NLC Mathematics and COSC	F51011	Instructor	Jack Eldridge	115001	852151	61001	1190	100	1.00	54,142.00
NLC Mathematics and COSC	F51027	Assistant Professor	Rachid Makroz	115001	852151	61001	1190	100	1.00	63,509.00
NLC Mathematics and COSC	P50604	Academic Pgm Spec	Cherif Ibaroudene	115001	852151	61012	1190	100	1.00	45,501.00
NLC Mathematics and COSC	C50975	Academic Unit Asst	Hollie Cardenas	115001	852151	61021	1190	100	1.00	33,427.00
NLC Mathematics and COSC Total									13.00	777,579.00
NLC Kinesiology	F50996	Instructor	Vincent Lockhart	115001	852141	61001	1230	100	1.00	54,142.00
NLC Kinesiology	F50997	Professor	Wesley Adams	115001	852141	61001	1230	100	1.00	67,145.00
NLC Kinesiology	C51012	Physical Ed Ctr Spec	Kenneth Hardy	115001	852141	61021	1230	100	1.00	39,043.00
NLC Kinesiology Total									3.00	160,330.00
NLC Economics	F50955	Instructor	Cyril Morong	115001	852171	61001	1250	100	1.00	80,743.00
NLC Economics Total									1.00	80,743.00



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Geography	F50989	Instructor	Suzanne Stewart	115001	852173	61001	1250	100	1.00	54,142.00
NLC Geography Total									1.00	54,142.00
NLC History	F50954	Instructor	Judah Leggett	115001	852174	61001	1250	100	1.00	47,335.00
NLC History	F50972	Instructor	Maria Johnson	115001	852174	61001	1250	100	1.00	53,099.00
NLC History	F50992	Chair/Professor	Jeffry Hassmann	115001	852174	61001	1250	100	1.00	93,105.00
NLC History	F50994	Professor	Jianyue Chen	115001	852174	61001	1250	100	1.00	74,730.00
NLC History	F51040	Assistant Professor	Larry Moseley	115001	852174	61001	1250	100	1.00	59,651.00
NLC History Total									5.00	327,920.00
NLC Political Science	F50957	Instructor	Mohsen Omar	115001	852176	61001	1250	100	1.00	47,335.00
NLC Political Science Total									1.00	47,335.00
NLC Government	F51018	Professor	Robert Yowell	115001	852177	61001	1250	100	1.00	71,118.00
NLC Government	F51020	Associate Professor	Sabrina Hammel	115001	852177	61001	1250	100	1.00	62,983.00
NLC Government Total									2.00	134,101.00
NLC Psychology	F50973	Assistant Professor	Sara Etchison	115001	852183	61001	1250	100	1.00	57,254.00
NLC Psychology	F51022	Associate Professor	Valerie Young	115001	852183	61001	1250	100	1.00	61,266.00
NLC Psychology Total									2.00	118,520.00
NLC Sociology	F51024	Associate Professor		115001	852184	61001	1250	100	1.00	61,609.00
NLC Sociology Total									1.00	61,609.00
NLC Instruction Pool Academic	C50992	Academic Unit Asst	Don Carrington	115001	852012	61021	1260	100	1.00	36,297.00
NLC Instruction Pool Academic	C50993	Academic Unit Asst	Frank Olivo	115001	852012	61021	1260	100	1.00	29,974.00
NLC Instruction Pool Academic	C50994	Academic Unit Asst	Yvonne Ramirez	115001	852012	61021	1260	100	1.00	33,427.00
NLC Instruction Pool Academic	C51006	Academic Unit Asst		115001	852012	61021	1260	100	1.00	29,974.00
NLC Instruction Pool Academic Total									4.00	129,672.00
NLC Art Department	F50961	Assistant Professor	James Miller	115001	852131	61001	1260	100	1.00	59,172.00
NLC Art Department	F50982	Associate Professor	Rossie Davis	115001	852131	61001	1260	100	1.00	61,102.00
NLC Art Department	F51035	Associate Professor	Jasmyne Graybill	115001	852131	61001	1260	100	1.00	61,266.00
NLC Art Department	F51036	Associate Professor	Karl Frey	115001	852131	61001	1260	100	1.00	62,688.00
NLC Art Department Total									4.00	244,228.00
NLC Music	F51012	Chair/Assistant Professor	Katherine Mayer	115001	852134	61001	1260	100	1.00	75,977.00
NLC Music Total									1.00	75,977.00
NLC Theatre and Communications	C51001	Tech Dir/Auditorium Mgr	Javier Leal	115001	852135	61021	1260	100	1.00	48,923.00
NLC Theatre and Communications	C51010	Tech Dir/Theatre Dept Prod		115001	852135	61021	1260	100	1.00	47,488.00
NLC Theatre and Communications Total									2.00	96,411.00
NLC Drama	F51038	Assistant Professor	Lisa Fritschle	115001	852136	61001	1260	100	1.00	59,326.00
NLC Drama Total									1.00	59,326.00
NLC Student Services Instruction	P50594	Sr Advisor - Stu Success	Chastity Richmond	115001	851022	61012	1290	40	0.40	17,631.60
NLC Student Services Instruction Total									0.40	17,631.60



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Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
ACADEMIC SUPPORT										
NLC Vice Pres Acad Affairs Office	A50073	VP for Academic Success	Laura Sanchez	115001	852001	61011	3010	100	1.00	136,458.00
NLC Vice Pres Acad Affairs Office	C51003	Admin Asst to the VP		115001	852001	61021	3010	100	1.00	35,715.00
NLC Vice Pres Acad Affairs Office Total									2.00	172,173.00
NLC Distance Learning	P50577	Academic Pgm Coord	Lia Moore-Lamm	115001	852004	61012	3010	100	1.00	48,911.00
NLC Distance Learning Total									1.00	48,911.00
NLC Instructional Innovation	P50614	Instructional Designer	Bobbie Myatt	115001	852005	61012	3010	100	1.00	49,130.00
NLC Instructional Innovation Total									1.00	49,130.00
NLC Tutoring Services	P50595	Academic Pgm Coord	Daisy Carmona	115001	852011	61012	3010	100	1.00	48,911.00
NLC Tutoring Services	C51002	Spec - Stu Success	Whitney Howard	115001	852011	61021	3010	100	1.00	28,102.00
NLC Tutoring Services Total									2.00	77,013.00
NLC Academic Affairs	A50076	Dean for Academic Success		115001	852013	61011	3010	100	1.00	100,079.00
NLC Academic Affairs	C51014	Interim Admin Asst to VP /AdSvS	Alicia Beaudoin	115001	852013	61021	3010	100	1.00	33,427.00
NLC Academic Affairs Total									2.00	133,506.00
NLC Academic Support	P50561	Academic Pgm Coord	Regina Horne-Espree	115001	852015	61012	3010	100	1.00	61,977.00
NLC Academic Support	P50562	Academic Spt Spec	Tara Daugherty	115001	852015	61012	3010	100	1.00	50,974.00
NLC Academic Support Total									2.00	112,951.00
NLC Dean of CE and Workforce Office	A50069	Dean for Academic Success	William Fanning	115001	853001	61011	3010	100	1.00	100,079.00
NLC Dean of CE and Workforce Office Total									1.00	100,079.00
NLC Community Program	P50615	CE Program Manager	George Andrade	115001	853006	61012	3010	100	1.00	57,329.00
NLC Community Program	C50972	Admin Svcs Spec	Norma Gutierrez	115001	853006	61021	3010	100	1.00	38,544.00
NLC Community Program Total									2.00	95,873.00
NLC Learning Resource Ctr Office	F51001	Instructor/Librarian	Linda Plevak	115001	854001	61003	3010	100	1.00	71,988.00
NLC Learning Resource Ctr Office	A50071	Dean for Academic Success		115001	854001	61011	3010	100	1.00	100,079.00
NLC Learning Resource Ctr Office	P50548	Director of Library Services		115001	854001	61012	3010	100	1.00	57,599.00
NLC Learning Resource Ctr Office	P50550	Lead Librarian	Kristin Johnson	115001	854001	61012	3010	100	1.00	63,491.00
NLC Learning Resource Ctr Office	C50995	Library Asst III	Robert Vaughn	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C50996	Library Asst III	Angela Fondren	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C50997	Library Asst III	Azucena Rodriguez-Guerra	115001	854001	61021	3010	100	1.00	39,043.00
NLC Learning Resource Ctr Office	C51016	Admin Svcs Spec		115001	854001	61021	3010	100	1.00	33,406.00
NLC Learning Resource Ctr Office Total									8.00	443,692.00
NLC Information Technologies	P50578	Coord College Tech	Leslie Germer	115001	855002	61012	3010	100	1.00	81,421.00
NLC Information Technologies	P50579	Client Spt Spec	Jesus Cardenas	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50580	Client Spt Spec	Adam Sauceda	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50581	Client Spt Spec	Rodolfo Fuentes	115001	855002	61012	3010	100	1.00	61,300.00
NLC Information Technologies	P50582	Dir Info Tech	Kenneth Bray	115001	855002	61012	3010	100	1.00	88,267.00
NLC Information Technologies	P50583	Client Spt Spec	Bulmaro Barajas	115001	855002	61012	3010	100	1.00	49,259.00
NLC Information Technologies	P50605	Tech Spt Supv	Alejandro Chapa	115001	855002	61012	3010	100	1.00	48,911.00
NLC Information Technologies	C50988	Help Desk Spec	Joshua Pena	115001	855002	61021	3010	100	1.00	34,966.00
NLC Information Technologies	C50990	Computer Spt Tech	Carlos Galindo	115001	855002	61021	3010	100	1.00	37,774.00
NLC Information Technologies	C51011	Computer Spt Tech	Daniel Breeden	115001	855002	61021	3010	100	1.00	33,427.00
NLC Information Technologies Total									10.00	533,843.00



FY19 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
STUDENT SERVICES										
NLC VP Student and Admin Services	A50074	VP for Student Success	Debbie Hamilton	115001	851001	61011	4010	100	1.00	136,458.00
NLC VP Student and Admin Services	C51004	Admin Asst to the VP	Nancy Gonzales	115001	851001	61021	4010	100	1.00	36,131.00
NLC VP Student and Admin Services Total									2.00	172,589.00
NLC Assessment and Testing	P50560	Advisor - Stu Success	Belinda Carter-Newton	115001	851004	61012	4010	100	1.00	39,740.00
NLC Assessment and Testing	P50571	Assoc Dir - Stu Success	David Wessler	115001	851004	61012	4010	100	1.00	57,863.00
NLC Assessment and Testing	P50602	Coord - Stu Success	Sara Leal	115001	851004	61012	4010	100	1.00	51,369.00
NLC Assessment and Testing Total									3.00	148,972.00
NLC Admissions and Records	C50977	Sr Spec - Stu Success	Betty Davidson	115001	851005	61021	4010	100	1.00	32,387.00
NLC Admissions and Records	C50980	Sr Spec - Stu Success	Cynathia Broadnax	115001	851005	61021	4010	100	1.00	32,387.00
NLC Admissions and Records	C50981	Sr Spec - Stu Success	Amanda Oscar	115001	851005	61021	4010	100	1.00	31,243.00
NLC Admissions and Records Total									3.00	96,017.00
NLC Student Activity Fee-Designated	C51000	Intramural Spec		115003	851006	61021	4010	100	1.00	34,966.00
NLC Student Activity Fee-Designated Total									1.00	34,966.00
NLC Student Activities	P50558	Assoc Dir - Stu Success	Crystal Willis	115001	851015	61012	4010	100	1.00	66,881.00
NLC Student Activities	P50592	Dir Stu Success	John Jacobs	115001	851015	61012	4010	100	1.00	72,903.00
NLC Student Activities Total									2.00	139,784.00
NLC Counseling	P50575	Pers Counselor - Stu Success	Faye Hallford	115001	851016	61012	4010	100	1.00	66,881.00
NLC Counseling Total									1.00	66,881.00
NLC Student Development	P50594	Sr Advisor - Stu Success	Chastity Richmond	115001	851017	61012	4010	60	0.60	26,447.40
NLC Student Development Total									0.60	26,447.40
NLC Career ServicesandJob Placement	P50556	Sr Advisor - Stu Success	Gilbert Palomo	115001	851018	61012	4010	100	1.00	49,148.00
NLC Career ServicesandJob Placement Total									1.00	49,148.00
NLC Recruitment and Retention	P50551	Sr Advisor - Stu Success	Renee Higgins	115001	851019	61012	4010	100	1.00	49,218.00
NLC Recruitment and Retention	P50555	Sr Advisor - Stu Success	Holly Brown	115001	851019	61012	4010	100	1.00	43,037.00
NLC Recruitment and Retention	P50591	Sr Coord - Stu Success	Alejandrina Hernandez	115001	851019	61012	4010	100	1.00	55,525.00
NLC Recruitment and Retention	P50601	College Dir HS Pgms	Phillip Hicks II	115001	851019	61012	4010	100	1.00	75,532.00
NLC Recruitment and Retention Total									4.00	223,312.00
NLC Advising	P50557	Certified Advisor	Ofelia Garcia	115001	851020	61012	4010	100	1.00	49,149.00
NLC Advising	P50565	Certified Advisor - CP	Rebecca Teniente	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50567	Certified Advisor - CP	Kisha Malone	115001	851020	61012	4010	100	1.00	49,079.00
NLC Advising	P50568	Certified Advisor	Sheyla Gonzalez	115001	851020	61012	4010	100	1.00	44,079.00
NLC Advising	P50569	Dir of Advising	Marlon Anderson	115001	851020	61012	4010	100	1.00	83,085.00
NLC Advising	P50570	Certified Advisor	Tanisha McGill	115001	851020	61012	4010	100	1.00	44,079.00
NLC Advising	P50572	Certified Advisor	Mary Larson	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50606	Data Analyst - Stu Success	Brandi Solar	115001	851020	61012	4010	100	1.00	51,820.00
NLC Advising	P50607	Certified Advisor - CP	Michelle Cano	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50608	Certified Advisor - CP	Bradley Hamlin	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50609	Certified Advisor - CP	Ashleigh DuBois	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	P50610	Certified Advisor	Charles Glade	115001	851020	61012	4010	100	1.00	43,037.00
NLC Advising	P50612	Certified Advisor - CP	Bethany Tolar	115001	851020	61012	4010	100	1.00	42,016.00
NLC Advising	C50973	Advising Team Support Spec	Heather Marks	115001	851020	61021	4010	100	1.00	28,913.00
NLC Advising Total									14.00	649,421.00

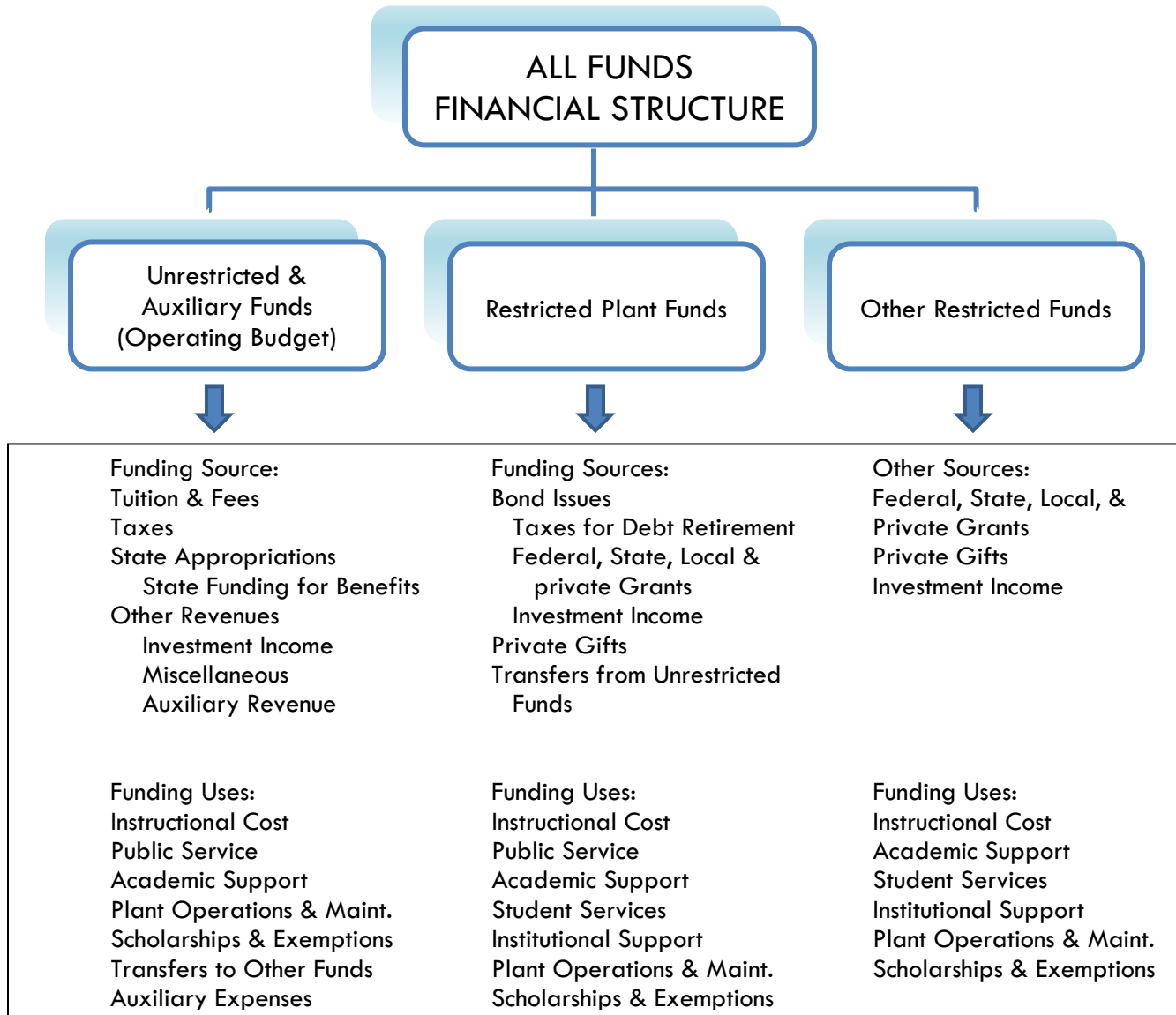


FY19 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Disability Services	P50576	Dir Stu Success	Tracy Floyd	115001	851024	61012	4010	100	1.00	75,532.00
NLC Disability Services Total									1.00	75,532.00
NLC Veterans Affairs	P50598	Sr Coord - Stu Success	Rosalinda Almanza-Martinez	115001	851026	61012	4010	100	1.00	61,926.00
NLC Veterans Affairs Total									1.00	61,926.00
NLC Early College High School	P50552	College Coord of HS Pgms	Vanessa DeMont	115001	851027	61012	4010	100	1.00	64,339.00
NLC Early College High School	P50553	College Coord of HS Pgms	Julie Kirkland-Poirier	115001	851027	61012	4010	100	1.00	52,894.00
NLC Early College High School	P50554	College Coord of HS Pgms	Pamela Gauna	115001	851027	61012	4010	100	1.00	64,439.00
NLC Early College High School Total									3.00	181,672.00
NLC Welcome Ctr/Call Center	C50961	Sr Spec - Stu Success	Estephani Rodriguez	115001	851028	61021	4010	100	1.00	31,243.00
NLC Welcome Ctr/Call Center Total									1.00	31,243.00
NLC Job Placement	P50566	Sr Advisor - Stu Success		115001	851030	61012	4010	100	1.00	43,037.00
NLC Job Placement Total									1.00	43,037.00
NLC Dean of Student Success Office	A50075	Dean of Student Success	Belinda Rivera	115001	851201	61011	4010	100	1.00	100,079.00
NLC Dean of Student Success Office	C51015	Admin Svcs Spec	Stephanie Estrada	115001	851201	61021	4010	100	1.00	33,427.00
NLC Dean of Student Success Office Total									2.00	133,506.00
INSTITUTIONAL SUPPORT										
NLC Office of the President	A50072	President of The College	Veronica Garcia	115001	850003	61011	5010	100	1.00	222,126.00
NLC Office of the President	P50549	Project Facilitator		115001	850003	61012	5010	100	1.00	62,829.00
NLC Office of the President	C50998	Interim Proj Facilitator/Adm	Sylvia Davis	115001	850003	61021	5010	100	1.00	39,293.00
NLC Office of the President Total									3.00	324,248.00
NLC Institutional Advancement	P50584	Dir of College Grant Dev	Patrick Murray	115001	850006	61012	5010	100	1.00	72,215.00
NLC Institutional Advancement Total									1.00	72,215.00
NLC Public Relations	P50588	Coord of Communications	Elsa Cantu	115001	850009	61012	5010	100	1.00	80,098.00
NLC Public Relations	P50589	College Dir Public Relations	Kathleen Labus	115001	850009	61012	5010	100	1.00	78,014.00
NLC Public Relations	P50590	Multimedia Spec, Sr	Thomas Raymond	115001	850009	61012	5010	100	1.00	50,579.00
NLC Public Relations Total									3.00	208,691.00
NLC College Services	A50068	VP for College Services	Tangila Dove	115001	855001	61011	5010	100	1.00	136,458.00
NLC College Services	P50599	Coord of College Risk Mgmt	William McDaniel	115001	855001	61012	5010	100	1.00	48,488.00
NLC College Services	C50984	College Services Coord	Janet Clakley	115001	855001	61021	5010	100	1.00	44,701.00
NLC College Services	C50985	Admin Asst to the VP	Jessica Santos	115001	855001	61021	5010	100	1.00	35,715.00
NLC College Services	C50986	College Facilitator	Vanessa Mayfield	115001	855001	61021	5010	100	1.00	53,084.00
NLC College Services Total									5.00	318,446.00
NLC Planning and Research	P50586	Dir College IR	Martin Fortner	115001	855004	61012	5010	100	1.00	93,951.00
NLC Planning and Research	P50603	IT Data Analyst		115001	855004	61012	5010	100	1.00	60,658.00
NLC Planning and Research Total									2.00	154,609.00
NLC Institutional Support	C50991	Admin Svcs Spec	Tammy Toney	115001	855005	61021	5010	100	1.00	38,211.00
NLC Institutional Support Total									1.00	38,211.00
Total Northeast Lakeview College									168.00	\$ 9,938,206.00



All Funds Financial Structure



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



State Appropriations

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

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

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

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

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

The Alamo Colleges District's FY 2018-2019 budget includes \$59.9 million in state appropriation revenue and an additional \$20.5 million as the state's 50% contribution toward employee group health and retirement. In addition, the Alamo Colleges District received a special appropriation from the State of Texas of \$8.1 million, spread over the two year biennium, designated for Veteran's Assistance Centers on campus.



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

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

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

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

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



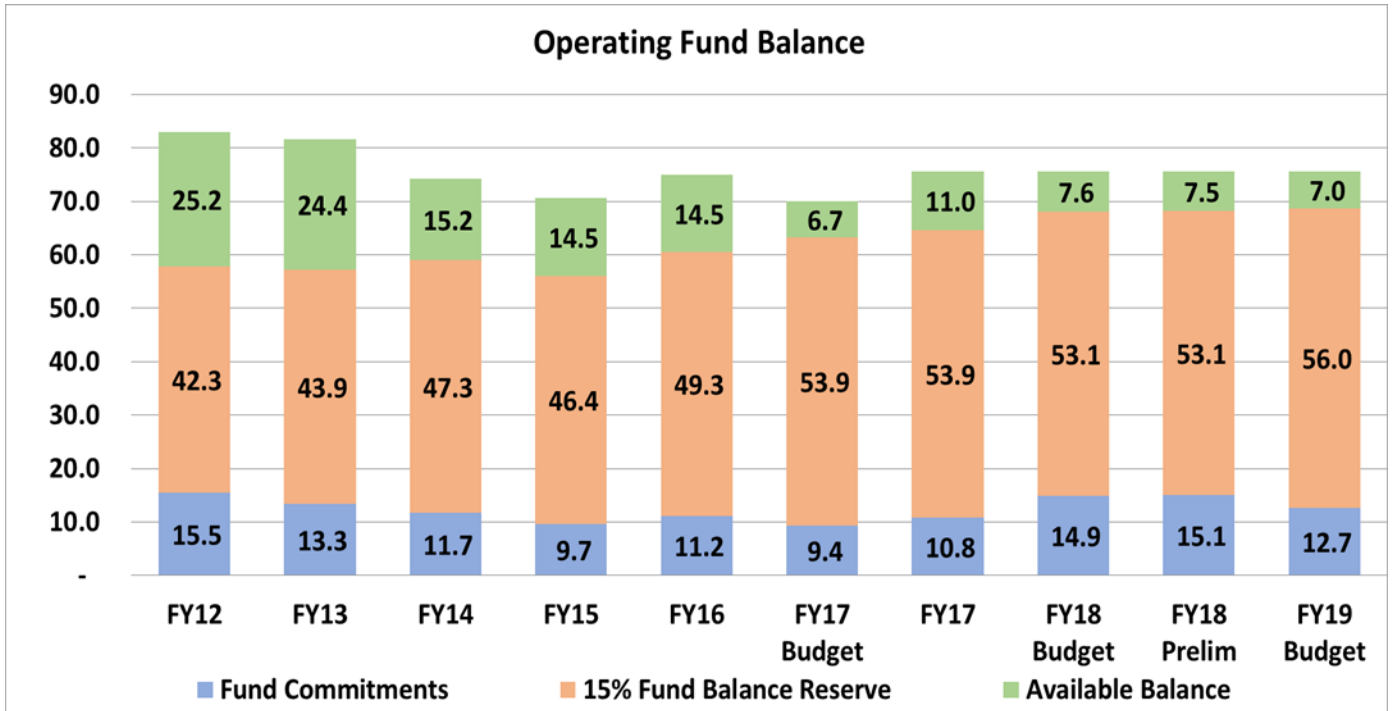
**85th Texas Legislature, Senate Bill 1, General Appropriations Act, Article III
PUBLIC COMMUNITY/JUNIOR COLLEGES**

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

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



Historical Fund Balance





Ten Year Trend of Revenue Sources

ALAMO COLLEGES DISTRICT

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
2009-2010 (5)	90,134,871	30.88%	89,615,404	30.71%	103,371,926	35.42%	8,719,428	2.99%	291,841,629
2010-2011 (5)	85,942,117	30.03%	93,559,514	32.70%	98,756,325	34.51%	7,899,646	2.76%	286,157,602
2011-2012 (5)	77,777,498	27.37%	95,326,911	33.55%	100,344,216	35.32%	10,689,660	3.76%	284,138,285
2012-2013 (5)	75,997,901	26.09%	104,270,919	35.79%	101,916,100	34.98%	9,148,391	3.14%	291,333,311
2013-2014 (5)	77,019,978	26.12%	110,490,520	37.46%	96,714,128	32.79%	10,694,343	3.63%	294,918,969
2014-2015 (5)	77,540,886	25.46%	119,772,762	39.33%	96,658,002	31.74%	10,589,061	3.48%	304,560,711
2015-2016 (5)	77,485,937	24.47%	132,979,101	41.99%	95,000,076	30.00%	11,190,494	3.53%	316,655,608
2016-2017 (5)	80,365,979	23.94%	148,539,505	44.25%	94,369,702	28.12%	12,377,561	3.69%	335,652,747
2017-2018 (4)	84,406,081	23.84%	156,894,170	44.31%	101,073,447	28.54%	11,712,400	3.31%	354,086,098
2018-2019 (4)	83,947,189	22.90%	164,429,800	44.86%	105,430,723	28.76%	12,718,317	3.47%	366,526,029

(1) INCLUDES FUNDS FOR DEVELOPMENTAL

(2) NET TUITION AND FEES

(3) INCLUDES GROSS AUXILIARY REVENUES

(4) PER BUDGET

(5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT

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

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

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

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

2018-2019 State Funding includes Veteran's Assistance Center \$4.1M per year

Source: Annual Financial Reports - Schedules A and C



Financial Policies and Procedures

C.1.3 (Policy) Appropriations and Revenue Sources

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 8-18-09

– Financial Stability

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

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

– Investments

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

– Donations and Grants from Private Sources

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

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

– Facilities Use

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

Leasing or rental of College District facilities, in support of community needs and programs, is permitted, provided that such use does not interfere with College District operations and is consistent with the College District's public purpose. The College District shall establish a schedule of rates, competitive with the current market. The setting of rates shall at all times employ processes and practices consistent with those in the realty market to ensure that the College District receives fair and accurate market value for use of its property and services.



- Sale of College District Real Estate

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

- Depository of Funds

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

- Ad Valorem Taxes

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

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



C.1.4 (Policy) Budget

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 5-23-12

– Annual Budget

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

– Scope

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

– Budget Principles

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

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

– Budget Adjustments and Reallocations

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

– Line Item Groups

The line item groups are:

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

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

- a) Allocations and reallocations to and from the Chancellor's Reserve;



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

– Budget Amendments

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

– Savings Incentive Program

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

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

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

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

– Fund Balance

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



C.1.5 (Policy) Purchasing and Acquisitions

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 12-15-15

– Best Value

The Board seeks to accept the bid or proposal that represents the best value for the College District after considering all legally permissible factors in awarding a contract. This policy applies to the purchase of personal property, improvements to realty, goods or services. For additional construction-related procedures, see C.2.3.4.

– Purchasing Authority Delegation

The Board delegates to the Chancellor and to Purchasing & Contract Administration the authority to determine the method of purchasing pursuant to state law (excluding only Subchapters C (Construction Manager-Agent Method) and E (Design-Build Method) of Texas Government Code Chapter 2269, and to make budgeted purchases. The Chancellor or Purchasing & Contract Administration shall serve as hearing officer for proposer complaints regarding specifications or other elements of the procurement process. The Board of Trustees delegates authority to Purchasing & Contract Administration to award purchase orders and contracts up to \$100,000 in any 12-month period, subject to full compliance with all applicable Texas state procurement laws, Board policies, Alamo College procedures and any applicable grant or other funding requirements. The threshold for compliance with the competitive procurement requirements shall be as specified by Texas state procurement laws (currently \$50,000 in any 12-month period), and the approval of purchases not expected to exceed \$100,000 for any twelve month period are delegated to the Chancellor and Purchasing & Contract Administration.

– Board-Awarded Purchases

Purchases over \$100,000 in any 12-month period must have the approval of the Board of Trustees. Purchasing & Contract Administration will prepare and submit a Minute Order for consideration and action by the Board of Trustees, through the office of the Vice Chancellor for Finance & Administration, with the concurrence from the Vice Chancellor or College President.

– Competitive Purchases

Except for the exceptions stated in TEXAS EDUCATION CODE Section 44.031, all Alamo Colleges contracts for the purchase of goods and services, except contracts for the purchase of produce or vehicle fuel, valued at \$50,000 or more in the aggregate for each 12-month period shall be made by the method, of the following methods, that provides the best value for the District:



- (1) competitive bidding for services other than construction services;
- (2) competitive sealed proposals for services other than construction services;
- (3) a request for proposals, for services other than construction services;
- (4) an interlocal contract;
- (5) a method provided by Chapter 2269, Government Code, for construction services;
- (6) the reverse auction procedure as defined by Section 2155.062(d), Government Code; or
- (7) the formation of a political subdivision corporation under Section 304.001, Local Government Code.

– Competitive Purchase Specifications

Purchasing & Contract Administration shall ensure that the staff prepares detailed specifications for any competitive purchase, regardless of procurement method.

– Competitive Procurement Evaluation

For purchases subject to competitive procurement requirements, the documents soliciting bids or proposals must identify weighted evaluation criteria. These criteria are determined at the discretion of the Purchasing & Contract Administration Department, in consultation with the using department and/or the selection committee, and shall be relevant and material to properly evaluate a bid or proposal. For the purchase of goods and services other than construction and professional services, the evaluation criteria shall include best value concepts, which allow consideration of the overall combination of quality, price and other elements that in total are optimal relative to the needs of Alamo Colleges.

When best value analysis applies, it is District policy that cost should be given as much consideration as is reasonable, balancing price against the technical difficulty or expertise required to develop a bid or proposal for the purchase of General Goods or Services (automobiles, office supplies, tools). Criteria Weighting Guidelines are provided in Table 1.1. With the prior approval of the Vice Chancellor of Finance and Administration, a lesser percentage than listed in Table 1.1 may be applied toward price. The weight afforded to price should only be reduced when there is substantial uncertainty as to the nature of the statement of work or respondents are required to demonstrate extraordinary expertise in formulating and implementing the statement of work for the purchase of Specialized Goods or Highly Complex Services (software, financial services, banking services).

After considering price, Alamo Colleges may utilize, other than for construction, any of the following evaluation criteria in the following table.



TABLE 1.1: CRITERIA WEIGHTING GUIDELINES (EXCLUDING CONSTRUCTION)	Select from the suggested evaluation point ranges for the purchase of General Goods or Services	Select from the suggested evaluation point ranges for the purchase of Specialized Goods or Highly Complex Services
Purchase price.	30-80	20-50
Reputation of the vendor and of the vendor's goods or services.	0-10	0-10
Quality of vendor's goods and services.	0-20	20-30
The extent to which the goods or services meet the district's needs.	20-30	20-30
The vendor's past relationship with the district.	0-10	0-10
The impact on the ability of the district to comply with laws and rules relating to historically underutilized businesses.	(currently no laws exist)	(currently no laws exist)
Total long-term cost to the district to acquire the vendor's goods or services.	0-10	0-30
Any other relevant factor specifically listed in the request for bids or proposals.	0-10	0-30
Whether the vendor or the vendor's ultimate parent company or majority owner: (A) has its principal place of business in this state; or (B) employs at least 500 persons in this state.	0-10	0-10



The listed criteria are the only criteria that may be considered by the College District in its decision to award a contract. The College District may apply one, some, or all of the criteria, but it may not completely ignore them.

For construction procurement, the College District will follow the procedures required by law, which presently appear at Texas Government Code Chapter 2269. The Board has authorized, and delegated to the Chancellor its authority to select from amongst, the following construction methods for any particular construction project: Competitive Bidding; Competitive Sealed Proposal; Construction Manager-at-Risk; and Job Order Contracting. The chancellor is authorized to sub-delegate the authority of law, presently set forth at Section 2269.55.

– Sole Source Purchases

Without complying with requirements for Competitive Purchases in this policy, Alamo Colleges may purchase an item that is available from only one source, including:

- (1) an item for which competition is precluded because of the existence of a patent, copyright, secret process, or monopoly;
- (2) a film, manuscript, or book;
- (3) a utility service, including electricity, gas, or water; and
- (4) a captive replacement part or component for equipment.

The Sole Source purchase exceptions do not apply to mainframe data-processing equipment and peripheral attachments with a single-item purchase price in excess of \$15,000.

– Professional Services

The competitive procurement requirements do not apply to a contract for professional services rendered, including services of an architect, attorney, certified public accountant, engineer, or fiscal agent. Alamo Colleges may, at its option, contract for professional services rendered by a financial consultant or a technology consultant in the manner provided by Section 2254.003, Government Code, in lieu of the methods provided. Professional services are not exclusively defined by TEXAS EDUCATION CODE Section 44.031 or TEXAS GOVERNMENT CODE

Chapter 2254, and the contracting requirements of that latter section apply only to the professions therein listed, those being:

- (i) accounting;
- (ii) architecture;
- (iii) landscape architecture;
- (iv) land surveying;
- (v) medicine;
- (vi) optometry;
- (vii) professional engineering;
- (viii) real estate appraising; or
- (ix) professional nursing.



– Change Orders

If a change in plans or specifications is necessary after the performance of a contract is begun or if it is necessary to decrease or increase the quantity of work to be performed or of materials, equipment, or supplies to be furnished, Purchasing & Contract Administration may approve change orders making the changes. The total contract price may not be increased because of the changes unless additional money for increased costs is in the budget for that purpose from available money or is provided for by the authorization of the issuance of time warrants.

Purchases or contracts approved by the Board with an amount of \$100,000 - \$500,000: Purchasing & Contract Administration is delegated authority to change executed purchase orders or contracts, except that prior Board approval is required for any change order or amendment providing for an increased District financial commitment that causes the total of all increases since the original or most recent Board-approved amount to be exceeded by 25 percent or more. These principles shall not apply only if authority to exceed the approved amount is expressly delegated by the Board or an exception is expressly adopted by the Board for that contract.

Purchases or contracts approved by the Board with an amount exceeding \$500,000:

Purchasing & Contract Administration is delegated authority to change executed purchase orders or contracts, except that prior Board approval is required for any change orders or amendment providing for an increased District financial commitment that causes the total of all increases since the original or most recent Board-approved amount to be exceeded by \$100,000 or more. These principles shall not apply only if authority to exceed the approved amount is expressly delegated by the Board or an exception is expressly adopted by the Board for that contract.

A contract with an original contract price of \$1 million or more may not be increased by more than 25 percent without a redetermination of whether competitive procurement must be performed. If a change order for a contract with an original contract price of less than \$1 million increases the contract amount to \$1 million or more, the total of the subsequent change orders may not increase the revised contract amount by more than 25 percent of the original contract price. Board delegation, exception or approval is not sufficient under these circumstances.

– Communication with Contractors, Consultants, and Other Vendors

From the date the project is approved for publication until a contract is executed, no College District Board member or employee other than authorized Purchasing & Contract Administration personnel shall communicate with potential contractors, consultants, or other vendors (referred to collectively as potential proposers/bidders) who are interested in, or in the view of a reasonable person situated similarly to the potential proposer/bidder, might reasonably become interested in, any non-construction competitive procurement opportunity. Rules governing communication for construction-related procurement opportunities are found in C.2.3.4.

– Responsibility for Debts

The Board shall assume responsibility for debts incurred in the name of the College District so long as those debts are for purchases made in accordance with adopted Board Policy and current administrative procedures. Persons making unauthorized purchases may be responsible for all such debts.



- Authorized Purchases

Unless state law or Board policy requires the Board to make or approve a purchase, authorized College District employees in charge of a department or college budget may requisition Purchasing & Contract Administration to purchase items included in their approved budget, in accordance with administrative procedures.

- Exclusive Purchase Commitments & Contract Execution Authority

All purchase commitments shall be memorialized by the Chancellor or Purchasing & Contract Administration on a properly drawn and issued purchase order or agreement approved in accordance with administrative procedures. Purchasing & Contract Administration is delegated exclusive signature authority for all vendor transaction agreements, other than the retention and compensation of outside counsel by the Office of Legal Services as provided for in Policy

B.7.2. Centralizing the contract signature authority for vendor purchases and agreements will reasonably assure the reliability of reporting, effectiveness, and compliance with applicable laws and policies.

- Emergency Purchases

Emergency purchases as defined by Texas Education Code 44.031(h) must be approved by the Chancellor or Purchasing & Contract Administration prior to award and processed to ensure all requirements are met. All such purchases shall be presented to the Board of Trustees for ratification.

- State and Cooperative Purchases

The Board authorizes the Chancellor or Purchasing & Contract Administration to approve state and cooperative contract purchases. Purchasing & Contract Administration shall report each such purchase of \$100,000 or more to the Board on a monthly basis.

- Verifying Purchases

The Purchasing & Contract Administration shall establish procedures regarding the manner of verifying the quality, quantity, and physical condition of the materials received so that approval for payment may be established.

- Detailed Purchasing Procedures

The Purchasing & Contract Administration shall supplement this policy with detailed purchasing procedures and instructions.



– Small, Minority, Women, and/or Veteran – Owned Business Enterprises Program (SMWVBE)

It is the policy of Alamo Colleges to encourage the use of Small, Minority, Women, and/or Veteran-Owned Business Enterprises as herein below defined to assist in the implementation of this policy through race, ethnicity, and gender-neutral means. The purpose of this program is to ensure that SMWVBE's are provided the maximum practicable opportunity to participate in all purchasing and contracting opportunities.

“SMWVBE” means a company with a certification designation from an authorized certification agency as a small, minority or a woman group certification, such as a Historically Underutilized Business (HUB), or Minority Business Enterprise (MBE), or Women Business Enterprise (WBE), Small Business Enterprise (SBE), and/or Veteran Business Enterprise (VBE).

The Vice Chancellor for Finance and Administration will establish the Alamo Colleges Aspirational Goal for the SMWVBE Program. The primary means for achieving the Aspirational Goal, if any, will be through race- and gender-neutral principles.

The SMWVBE Aspirational Goal will be reviewed annually by the SMWVBE Program Office. Any recommendations for adjustment will be submitted to the Vice Chancellor for Finance and Administration approval. Progress towards the Aspirational Goal will be reported annually to the Board of Trustees.

In addition, Alamo Colleges considers entering into a contract for the purchase of goods, services, construction services, or professional services with an expected value of \$50,000 or more shall, before soliciting bids, proposals, offers, or other applicable expressions of interest for the contract, determine whether there will be subcontracting opportunities under the contract. If the SMWVBE Program Office determines that there is that probability, the Purchasing & Contract Administration Department will incorporate the SMWVBE Subcontracting Plan requirements and evaluation criteria into the solicitation for bid, proposal, offer, or other applicable expression of interest.



C.1.7 (Policy) Investments

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 9-15-09

Last Board Action: 10-23-17

– General

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

– Scope

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

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

– Objectives

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

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

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

– Management of Funds

Delegation of Authority

The Board retains ultimate responsibility as fiduciaries of the assets of the College District. The Associate Vice Chancellor of Finance and Fiscal Services is designated as the investment officer of the College District by Board authority delegated through the Chancellor. In the absence of the Associate Vice Chancellor of Finance and Fiscal Services, the Vice Chancellor for Finance and Administration is deemed to be the investment officer. The investment officer shall be responsible for the investment of funds consistent with the investment policy adopted by the Board. The Associate



Vice Chancellor of Finance and Fiscal Services may delegate management responsibility for daily investment transactions to the Controller or Treasurer. *[Texas Government Code Section 2256.005(f)]*

External Advisory Services

The Board may contract with advisory firm registered under the Investment Advisors Act of 1940 (15 U.S.C. Section 80-b1 et seq.) and the State of Texas to provide for the non-discretionary investment and management of its public funds under its control. The contracted period will be for a maximum of two years, and a renewal or extension of the contract must be made by the Board by resolution.

The firm must disclose any significant litigation relating to the firm's integrity or abilities.

Subject to the provisions of the professional services contract, advisory firms can be terminated by the Board at any time.

– Standards of Care

Standards of Care

All investments will be made with judgment and care, under prevailing circumstances, that a person of prudence, discretion, and intelligence would exercise in the management of his/her own affairs, not for speculation. *[Texas Government Code Section 2256.006(a)]*

In determining whether an investment officer has exercised prudence with respect to an investment decision, the determination will be made taking into consideration: (1) the investment of all funds over which the officer had responsibility, rather than a consideration as to the prudence of a single investment; and (2) whether the investment decision was consistent with this investment policy. *[Texas Government Code Section 2256.006 (b)]*

A College District investment officer who has a personal business relationship with a business organization offering to engage in an investment transaction with the College District will file a statement disclosing that personal business interest. An investment officer who is related as determined by Texas Government Code Chapter 573, to an individual seeking to sell an investment to the College District will file a statement disclosing that relationship with the Board and with the Texas Ethics Commission. *[Texas Government Code Section 2256.005]*

Training

Board members and investment officers will attend at least one training session relating to the person's responsibilities conducted by the Texas Higher Education Coordinating Board within six months after taking office or assuming duties. Training shall include education in investment controls, security risks, strategy risks, market risks, diversification of investment portfolio and compliance with the Public Funds Investment Act. All investment officers will attend a minimum of five hours of training at least once every state biennium from a recognized and independent source, as approved by the Board of Trustees. The list of approved training sources is listed in Appendix 1. *[Texas Government Code Section 2256.007]*

Internal Controls

Internal controls will be established by the investment officer to prevent the loss of public funds through collusion. There will be a division of responsibilities between the Associate Vice Chancellor of Finance and Fiscal Services, the Controller and the Treasurer for internal control purposes. The internal control procedures will address the following points:

- Avoidance of collusion
- Separation of trading authority from personnel responsible for maintaining the accounting records



- Custodial safekeeping
- Written confirmation of transactions

Roles and responsibilities of the participants in the investment process of the College District are outlined in Appendix 2.

The investment officer will establish a process for a compliance audit at least once every two years by the College District's internal auditor or by a private auditor, the results of which are reported to the state auditor no later than January of each even-numbered year. [Texas Government Code Section 2256.005 (n)]

Quarterly reports will be reviewed at least annually by an independent auditor reporting to the Board of Trustees. This will be done as part of the annual external audit process. [Texas Government Code Section 2256.023 (d)]

– Investment Strategies

The Board will adopt a separate written investment strategy for each type of account under its control, describing the investment objectives of each. [Texas Government Code Section 2256.005(d)]

Operating Funds

The objective of these funds is to maintain adequate liquidity to meet cash needs. All security types listed in the "Authorized Investments-Operating Funds" section of this policy are considered suitable investments for the investment of Operating funds. Safety of principal and availability of adequate liquidity take priority over yield. The College District will diversify assets by security type, issuer and maturity date through separately purchased investments, through investments in approved pools or a combination of both in order to minimize overall risk and capture additional yield through maturity extension, as determined by cash flow needs.

The investment strategy for the District's Operating funds shall be accomplished by purchasing high quality, short- to medium-term securities. It is expected that a portion of the portfolio will be invested in readily available, liquid funds such as Local Government Investment Pools, money market funds or overnight repurchase agreements. The dollar-weighted average maturity for operating funds shall be two years or less. (Investment in the liquidity alternative is assumed to have maturity of one day for calculation purposes). Callable securities may be purchased in this fund group when there is a yield advantage over non-callable treasury securities of comparable duration based on both the call date and the stated final maturity date. The stated final maturity for an individual security can be up to five years from the date of purchase. It is anticipated that the portfolio will have an overall yield higher than the liquidity product utilized; this liquidity alternative will be used as a benchmark for performance.

Debt Service Funds

Investments in debt service funds are governed by the bond covenants, and investment strategies for debt service funds shall assure investment liquidity adequate to cover the debt service obligation on the required payment date. Securities are purchased to meet specific bond payment dates. All security types as authorized for Operating funds within this policy are considered suitable investments for the investment of Debt Service funds. Safety of principal shall take priority over yield. Adequate liquidity is required only to fund each debt service payment. The College District will seek diversification by security type, and issuer in order to minimize overall risk. Securities purchased shall not have a stated final maturity date which exceeds the debt service payment date. The weighted average maturity of the Debt Service Fund will be commensurate with bond covenants.

Debt Service Reserve Funds



Investment of debt reserve funds is governed by the bond covenants. Generally, all security types authorized for Operating funds within this policy are considered suitable investments for the investment of Debt Service Reserve funds. Safety of principal shall take priority over yield. There is no need to maintain cash liquidity in a Reserve fund. The College District shall seek diversification by security type and issuer name in order to minimize overall risk.

Investment strategies for debt service reserve funds shall generate a dependable revenue stream to the appropriate debt service fund from securities with a low degree of volatility. Except as may be required by the bond minute order specific to an individual issue, securities should be of high quality, with short- to intermediate-term maturities. Stated final maturity of any individual security in the debt service reserve fund shall not exceed the final installment payment date of the debt issue. The weighted average maturity of the Debt Service Reserve Funds will be commensurate with bond covenants.

Construction Funds and Unexpended Plant Funds

Investment strategies for construction funds and unexpended plant funds must assure that anticipated cash flows are matched with adequate investment liquidity. All security types authorized for Operating funds within this policy are considered suitable investments for the investment of Construction Funds and Unexpended Plant Funds, but if the funds are proceeds from bond issuances, the covenants from the issue govern the investment activity. Safety of principal shall take priority over yield. Care shall be taken to provide adequate liquidity to fund forecasted expenditures. The College District will seek diversification by security type and issuer when purchasing individual securities, but may invest all of the proceeds of a single bond issue into a single investment if that investment type allows for cash withdrawals on demand. These portfolios should include an adequate level of investment in highly liquid securities or investment in public funds investment pools which function as a money market mutual fund to allow for flexibility to meet unanticipated project outlays. The stated final maturity dates of securities held should not exceed the estimated project completion date. The weighted average maturity of these funds will be commensurate with the timing of the construction project.

Other Funds

From time to time, funds are received that are identified for specific use. The investment objective of these funds is to maintain adequate liquidity to meet cash needs. All security types listed in the "Authorized Investments-Operating Funds" section of this policy are considered suitable investments for the investment of Operating funds. Safety of principal and availability of adequate liquidity take priority over yield

– Authorized Investments

Operating Funds

Only the following securities are authorized investments under this policy:

- Obligations of the United States, including letters of credit, or its agencies and instrumentalities;
- Direct obligations of the State of Texas or its agencies and instrumentalities;
- Other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities including any security type insured by the Federal Deposit Insurance Corporation (FDIC);
- Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than A or its equivalent;



- FDIC-insured Certificates of Deposit and Share Certificates issued by a depository institution that has its main office or a branch office in Texas or through a broker that has its main office or a branch office in Texas and is included on the authorized broker list. These may be purchased without limit from a domestic bank if the amount is insured by the FDIC or is fully collateralized by the authorized investments in this section with a market value of at least 100% of the amount;
- Collateralized Repurchase Agreements. Execution of a Master Repurchase Agreement, approved by the Legal Department, is required prior to the purchase of this investment. Investments must have a defined termination date and be secured by a combination of cash and obligations described by Section 2256.009(a) (1) of the Texas Government Code. The securities being purchased to be pledged to the College District, held in the College District's name and deposited at the time the investment is made; and, is placed through a primary government securities dealer, as defined by the Federal Reserve or a financial institution doing business in the State of Texas; The term of any single repurchase agreement may be made coterminous with the need to expend bond proceeds, provided the purchase agreement allows for multiple draws at the College District's discretion and the maturity date does not exceed the expected final expenditure date.;
- Bankers' Acceptances. Investment must have a 270day or less stated maturity from date of issuance and be liquidated in full by stated maturity, be acceptable as collateral for borrowing by a federal reserve bank, and be accepted by a bank rated at least A-1 and P-1 or equivalent by a Nationally Recognized Statistical Rating Organization ("NRSRO");
- Commercial Paper. Commercial paper must have a stated maturity of 270 days or less, and be rated at least A-1 or P-1 or equivalent, either by two NRSROs, or by a single NRSRO if it is also fully secured by an irrevocable letter of credit issued by a domestic bank. Both taxable and municipal commercial paper are authorized;
- No-Load Money Market Mutual Fund. Fund must be regulated by the Securities and Exchange Commission (SEC"); have a dollar-weighted average stated maturity of 60 days or less; and include in its investment objectives the maintenance of a stable net asset value of \$1 for each share. Such investments may not exceed, in the aggregate, more than 15 percent of the College District's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service, and the investment in any single mutual fund may not exceed 10 percent of the total assets of the Mutual Fund.
- No-Load Mutual Fund. Fund must be registered with the SEC; have an average weighted maturity of less than two years; be invested exclusively in obligations approved by this policy; be continuously rated as to investment quality by at least one nationally recognized investment rating firm of not less than AAA or its equivalent; and conform to the requirements set forth in Section 2256.016 of the Texas Government Code relating to the eligibility of investment pools to receive and invest funds of investing entities. The investment in any single mutual fund may not exceed 10 percent of the total assets owned or controlled by the College District, including bond proceeds and reserves and other funds held for debt service.
- Public Fund Investment Pools. Public funds investment pools must be specifically authorized by the Board through resolution, and are subject to the limitations of PFIA Section 2256.016.
- Interest bearing bank savings deposits issued by state and national banks or savings bank or a state or federal credit union (having their main or branch office in Texas) that are guaranteed or insured by the Federal Deposit Insurance Corporation or National Credit Union Share Insurance Fund (or their successor organizations). Also included are collateralized interest bearing savings deposit that have secured the uninsured portion of deposits with obligations of the U.S. Treasury and/or Federal agencies and instrumentalities. Bank Sweep Accounts. Investments in bank sweep accounts are permitted provided they offer daily liquidity and invested in compliance with this Policy



Debt Service/Reserve/Construction Funds

In addition to the authorized investment above, bonds proceeds may be invested in the following [Texas Government Code Section 2256.001 and 015]

- Guaranteed Investment Contracts (“GICs”) having a defined termination date corresponding to the expected final draw date on the projected construction schedule, secured by U.S. Government direct or agency obligations.
- Flexible Repurchase Agreement (“Flex Repo”) with a defined termination date of and corresponding to the expected final draw date on the projected construction schedule secured by U.S. Government direct or agency obligations at a minimum of 102% of outstanding principal balance plus accrued interest.

Other Funds

All funds authorized for Operating Funds are also authorized for Other Funds.

– Financial Institutions and Broker/Dealers

Purchase and sale of investment securities, other than the initial issue purchases, shall be conducted through seeking competitive bids and offers from three or more broker/dealers for each security or a security comparable as to maturity and credit quality, whenever possible (excluding transactions with money market mutual funds and public funds investment pools, which are deemed to be made at prevailing market rates).

The Board must adopt and annually review a list of qualified dealer/brokers authorized to engage in investment transactions with the College District. [Texas Government Code Section 2256.025] A written copy of this investment policy shall be presented to any business organization defined as an investment pool or investment management firm under contract to manage the College District’s portfolio with discretionary authority. [Texas Government Code Section 2256.005(k)]. A Qualified representative [Texas Government Code Section 2256.002(10)] of the business organization must execute a written instrument substantially to the effect that the registered principal has received and thoroughly reviewed the investment policy of the College District and acknowledged that the organization has implemented procedures and controls in an effort to preclude transactions that are not authorized by this policy. [Texas Government Code Section 2256.005(k)] Form C.1.7.F Texas Public Funds Investment Act Certification by Dealer may be used to satisfy this requirement.

– Safekeeping and Custody

Securities will be held by a third party custodian designated by the Board and held in the College District’s name as evidence by safekeeping records of the institutions with which the securities are deposited. All transactions, except those with an investment pool or mutual fund, will be settled on a delivery versus payment method. [Texas Government Code Section 2256.005(b) (4) (e)]

– Collateralization

The College District shall require full collateralization of funds on deposit with the College District’s depository bank, other than investments, in accordance with the Texas Government Code, Chapter 2257. In order to anticipate market changes and provide a level of security for all funds, the collateralization level shall be 100% percent of market value of principal and accrued interest on the deposits or investments, less any amount insured by the FDIC. Collateral should be repriced daily. This collateral will be held by a third party and not be subject to any security interest, lien or right of set-off by the third party. Bank deposits and repurchase agreements often require collateral substitution. If the District has a contractual agreement with an independent third-party



custodian, this custody agent shall permit collateral substitution provided that the total value of the new securities maintains a market value equal to or greater than the required collateral level. Collateral used to secure direct bank deposits shall be monitored no less than monthly. [Texas Government Code Sections 2257.021, 022,023]

– Other

Monitoring Market Prices

The market value of the portfolio will be obtained monthly from the investment advisor, or the custodian bank, as appropriate. Market value of pooled or mutual funds will be obtained from published sources, such as their websites.

Credit Downgrades

Procedures shall be maintained by the investment officer to monitor rating changes in investments (reference Appendix 2 Roles and Responsibilities). [Texas Government Code Section 2256.005(b)]. It is not a requirement to liquidate and investment that was an authorized investment at the time of purchase [Texas Government Code Section 2256.017]; however the investment must be evaluated by the investment officer to determine if it is prudent to liquidate. Investments that are downgraded to less than the required minimum credit rating should be liquidated in a prudent manner. [Texas Government Code Section 2256.021]

Securities Lending

A securities lending program is authorized if it meets the conditions provided by the Texas Government Code Section and is separately approved by the Board of Trustees. [Texas Government Code Section 2256.0115]

– Reporting

An investment report will be prepared on a quarterly basis by the investment officers(s) and the investment advisor and submitted to the Board. The report must state that it was generated in compliance with the Investment Policy and PFIA, be signed by the investment officers and will minimally include the following:

For separate investments: detailed investment position including type of asset, book and market value, maturity and accrued interest

For each pooled fund group or mutual fund: name of pooled fund, ending book and market value, and accrued interest

For all investments: dollar-weighted average maturity [Texas Government Code Section 2256.023]

Additionally, if an investment advisor is used, a report will be submitted at least quarterly by the investment advisor detailing the market value of the investments, utilizing a named, commonly accepted pricing source, and the performance of the investments. The pricing of mutual funds and pooled funds will be obtained directly from those institutions.

– Policy Review

This policy and strategies will be reviewed not less than annually by the Associate Vice Chancellor of Finance and Fiscal Services, the Audit, Budget, and Finance Committee, and the Policy and Long Range Planning Committee, and the Board. The Board will adopt a written statement stating that it



has reviewed the policy and strategies, and the written statement so adopted will record any changes made to either the policy or strategies. [Texas Government Code Section 2256.005(e)]

A copy of this approved statement will be posted on the College District's website, provided to all investment dealers and investment managers doing business with the College District, and also shall be provided to other interested parties on request. Confirmation of receipt and review of this policy by persons employed by an organization providing investment services to the College District and who deal directly with College District accounts shall be received by the College District prior to the institution of such services. [Texas Government Code Section 2256.005(k)]

Sources:

Public Funds Investment Act, Texas Government Code Chapter 2256

Public Funds Collateral Act, Texas Government Code Chapter 2257

Form C.1.7.F Texas Public Funds Investment Act Certification by Dealer

Legal Reference - TACC Policy Reference Manual CAK (LEGAL) Appropriations and Revenue Sources: Investments Appendix 1

List of approved training sources: [Texas Government Code Section 2256.007]

- Texas Higher Education Coordinating Board
- Government Treasurers' Organization of Texas
- Government Finance Officers Association of Texas
- Alamo Area Council of Governments
- University of North Texas Center for Public Management
- Texas Association of Community College Business Officers
- Texas Municipal League
- The PFM Group
- Virtual Learning Concepts
- Texas State University
- Association for Financial Professionals
- TexPool Academy (provided by Federated Investors)



Appendix 2 (Procedures) Roles and Responsibilities

Responsibility	Board of Trustees	External Investment Advisor	Investment Officers		
			Treasurer	Vice Chancellor, Associate Vice Chancellor, Comptroller	General Accounting
Investment Policy	Annual review and approval	Acknowledges receipt of Investment Policy. Reviews to ensure compliance with PFIA and any legislative changes.	Prepares Policy for annual review by District Compliance and Legal and subsequent approval by Board of Trustees. Documents changes.	Review	
Compliance		Acknowledges receipt of Investment Policy. Reviews to ensure compliance with PFIA and changes. Ensures investment recommendations are approved per Policy.	Assures Investment Policy is in compliance with PFIA; manages investment activity in keeping with Investment Policy.		
Trading		Recommends trades, obtains competitive bids; executes trades based on direction from Alamo Investment Officers, prepares and forwards trade tickets. Retains duplicate copies of trade tickets and support documents.	Supplies cash flow information and investment parameters for recommendations from Advisor. Reviews trade options; authorizes trades and signs trade ticket.		
Review of Investment Activity			Prepares Investment Committee quarterly review of activity and other relevant information. Delivers semi-annual report for Board of Trustees.	Participates in quarterly Investment Committee meeting for review	
Quarterly Investment Report (PFIA required) and other external reporting (CARAT, SAO)	Quarterly approval for PFIA report.		Responsible for preparing and submitting all required reporting and posting necessary information to Alamo Colleges website.	Reviews PFIA report	
Transactional Reporting		Prepares monthly reports of investment activity, holdings, book value adjustments, accrued income on each investment portfolio.	Reviews and compares balances and activity to internal records.		
Monitoring Ratings Changes		Provides information on changes in investment ratings and credit support. Supplies quarterly report of ratings on investment holdings.	Monitors and maintains current record of borrowers' ratings and support. Determines disposition of investments held due to ratings changes. Informs other Investment Officers with significant changes.		
Accounting			Prepares journal entries for all investment activity, interest income. Internal reconciliation of investment balances and interest income. Journal entries are supported by trade tickets and safekeeping receipts (if a purchase) and evidence of bank account activity. Prepares all footnotes and schedules in CAFR relating to investments.		Reviews and approves Journal Entries. Enters into General Ledger. Reconciles investment accounts.
Safekeeping			Enters all trades into bank safekeeping system- monitors delivery versus payment for securities purchased/sold and credit received for maturing investments and coupon payments.		
Collateral		Reviews collateral upon request.	Orders and monitors required collateral for depository funds in excess of FDIC insured amounts.		
Training	Attend training within six months of taking office.		Minimum 10 hours (is in excess of PFIA requirement) approved training each 2 years.	Minimum 5 hours approved training each 2 years.	



C.2.3 (Policy) Facilities and Grounds Management

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

Board Adoption: 8-18-09

Last Board Action: 2-24-14

– Maintenance and Operations

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

– Preventive Maintenance

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

– Funding

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

– Administration

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

– Naming Facilities

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

– Criteria for Naming Facilities

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

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



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

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

– Authority and Recommendations

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

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

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

– Facilities Planning

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

– Construction Management

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

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

– Project Administration

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



– Change Orders

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

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

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

– Environmental Protection

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

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



C.3.1 (Policy) Debt Management

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 5-17-11

Last Board Action: 5-19-15

– General

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

– Scope

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

– Objectives

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

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



Functional Category Descriptions

1xxx Instruction

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

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

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

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

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

- Lectures
- Seminars and Workshops
- Planetarium operations.

3xxx Academic Support

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

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

**4xxx Student Services**

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

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

5xxx Institutional Support

This category includes salary and operating expenditures for:

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

6xxx Operations and Maintenance of Plant

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

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

**7xxx Scholarships and Fellowships**

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

This category includes Institutional and Trustee.

Certain Payments to Students are not Scholarships and Fellowships:

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

8xxx Auxiliary Enterprises

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

- Child Care Center
- Food Service
- Natatorium Operation
- Bookstore



Tuition and Fee History

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

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019*	
Tuition per Sem Hour																						
In District	\$24	\$30	\$30	\$33	\$35	\$38	\$40	\$42	\$44	\$51	\$53.5	\$53.5	\$56	\$70	\$70	\$70	\$70	\$73	\$86	\$86	\$99	
Out-of-Dist	\$46	\$55.5	\$55.5	\$59	\$70	\$76	\$80	\$84	\$88	\$95	\$103.5	\$107	\$112	\$185	\$185	\$185	\$185	\$194	\$202	\$202	\$215	
Non-Resident	\$92	\$108.5	\$108.5	\$119	\$140	\$152	\$160	\$168	\$176	\$183	\$203	\$214	\$224	\$358	\$358	\$358	\$358	\$376	\$453	\$453	\$466	
General Fee																						
In District																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Out-of-District																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Non-Resident																						
1 - 6 HRS	\$60	\$80	\$80	\$80	\$80	\$100	\$105	\$110	\$116	\$116	\$122	\$122	\$130									
7+ HRS	\$65	\$85	\$85	\$85	\$85	\$105	\$110	\$115	\$121	\$121	\$127	\$127	\$135									
Registration Fee	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13													
Student Insurance	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4													
Library Upgrade Fee	\$10	\$10	\$10	\$10	\$10	\$10	\$11	\$12	\$13													
Campus Access Fee																			\$25	\$25	\$25	
Student Activity Fee *																			\$1	\$3	\$3	
International Edu Fee																			\$1	\$1	\$1	

Per Semester Hour

FY2013 - Folding the general fee into tuition; Tuition calculations are based on general fee per semester hour, assuming 12 semester hour workload added to the tuition rate.

2016 - Tuition and Fees schedule effective Spring 2016 based on the Board approval on October 27, 2015

2019* - Tuition and Fees schedule effective Spring 2019 based on the Board approval on July 2018

Summer Momentum Plan:

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

3 year completion: 3 credit hours in Summer FREE, if earned 18 SCH combined Fall and Spring

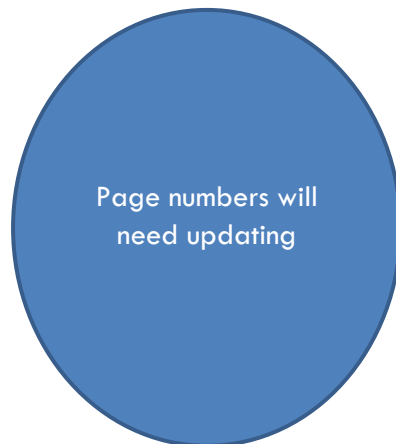


FY18 Budget-Related Board Minute Orders/Approved Minutes

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

Board Minute Order Index

Tuition and Fees Schedule for Fiscal Year 2018 – 2019 (Fall 2018)	139
Debt Management Plan for Fiscal Year 2018 – 2019	145
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Fiscal year 2018 – 2019 All Funds Budget	155
Tax Rate for Fiscal Year 2018 – 2019	158





Discussion and Possible Action on Tuition and Fee Schedule for Fiscal Year 2018-2019

Presented to the Board Acting as Committee of the Whole on March 6, 2018, and now presented to the Board for approval on March 20, 2018.

MINUTE ORDER

“The Alamo Colleges Board of Trustees hereby approves the attached Tuition and Fee Schedule for Fiscal Year 2018-2019.”

PURPOSE

The purpose of this action is to obtain approval for the FY 2018-2019 Tuition and Fee Schedule for San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College.

BACKGROUND

The attached schedule reflects \$0 increase in regular tuition for in-district, out of district, non-Texas and international students. The schedule would be edited to reflect any increase in the student activity fee should the Board approve same in its consideration of another minute order proposed for this same meeting. The schedule has been updated for the following changes:

Page	Change	Before	After	Comments
2	SWC- Advanced Manufacturing Technology	\$0	\$400	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Biomedical Equipment Technology	\$110	\$150	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Construction Technology	\$150	\$175	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Automotive Collision	\$200	\$230	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Manufacturing Engineering Technology	\$200	\$300	Special program tuition is needed to cover high cost equipment and faculty training/certifications.
2	SPC-Medical Laboratory Technician to Medical Laboratory Technician/Phlebotomy	\$700	\$700	Change is to add Phlebotomy which is proposed to be split out of Medical Laboratory Technician as a new program
2	SPC-Radiography	\$700	\$250 to \$700	Advanced skills certificates are proposed to be split from Radiography and the range would allow the recoup of high costs.
4	SPC/SAC Internships-Accidental Insurance Coverage	\$0	Up to \$50	To comply with off-site internship sites and insurance coverage requirement.



IMPLICATIONS

Financial: Increase offset costs
Strategic Plan: Goal IV. Performance Excellence
Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule, Effective Fall 2018

Pamela Ansbury, CPA, M.Ed
Associate Vice Chancellor-Finance & Fiscal Svcs

Diane E. Snyder
Vice Chancellor for Finance and Administration

Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCFA, email=dsnyder12@alamo.edu, c=US
Date: 2018.03.09 11:20:33 -0600

Dr. Bruce H. Leslie
Chancellor



ALAMO
COLLEGES
DISTRICT



No Change

ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2018 (FY19)

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

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

Tuition:

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

Summer Momentum Plan:

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

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

Student Activity Fee:

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

"increase is under consideration by the Board of Trustees"

Campus Access Fee:

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

27 Hour Rule - Special Tuition:

Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of \$118 per hour for In-District and \$176 per hour for Out-of-District.

Any student, currently enrolled as of the official census date, who subsequently enrolls in a Flexible Entry class, within the same semester, will be assessed tuition as though another class was being added to the student's current load.

3-Peat:

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

International Education Fee:

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



Revised

ALAMO COLLEGES DISTRICT
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
 Effective Fall 2018 (FY19)

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

College	Program	Program Tuition Per
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$300
PAC	Cosmetology	\$300
PAC	Oil and Gas	\$300
NVC	Personal Fitness Training	\$400 to \$600
NVC	NVC Digital Video & Cinema Production	\$60 to \$240
NVC	NVC Digital Media	\$60 to \$180
SAC	Communication Design	\$60
SAC/ SPC	SAC/ SPC Nursing – RN	\$1200
SPC	SPC Nursing – PN/LVN	\$1000
SAC	SAC Fire Science	\$1,100
SPC	Vision Care Technology	\$700
SPC	Automotive Technology	\$200
SPC	Bio-medical Equipment Technology	\$150
SPC	Computer Maintenance Technology	\$100
SPC	Aircraft Technology	\$250 to \$1,000
SPC	Diesel Technology	\$325 to \$600
SPC	Air Conditioning	\$250
SPC	Plumbing	\$125
SPC	Construction Technology	\$175
SPC	Electrical	\$250
SPC	Welding	\$100 to \$300
SPC	Automotive Collision	\$230
SPC	Manufacturing Engineering Technology	\$300
SWC	Advanced Manufacturing Technology (AMT)	\$400
SPC	Health Information Technology	\$500
SPC	Histology	\$700
SPC	Medical Laboratory Technician/ Phlebotomy	\$700
SPC	Occupational Therapy Assistant	\$700
SPC	Physical Therapist Assistant	\$700
SPC	Radiography	\$250- \$700
SPC	Respiratory Care	\$700
SPC	Surgical Technology	\$700
SPC	Sonography	\$700
SPC	Invasive Cardio Vascular	\$700
SPC	Culinary Arts / Baking and Pastry	\$200
All	Music - Two-semester credit hour Private Music Lesson	\$150
All	Music - One-semester credit hour Private Music Lesson	\$95

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



No Change

ALAMO COLLEGES DISTRICT
 SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
 REFUNDABLE FEES
 Effective Fall 2018 (FY19)

Continuing Education:

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

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

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

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

ALAMO COLLEGES DISTRICT SCHEDULE OF FEES
NON-REFUNDABLE FEES Effective Fall 2018 (FY19)

Examination Fees:	
Advanced Standing Examination Fee: per credit hour	\$86
G.E.D.	\$110
Re-Exam Fee (if failed)	\$20
THEA Alternative (Accuplacer & ASSET)	\$32
TSI Retest	\$12
CLEP	\$20
Correspondence Exam	\$20
Returned Check/ACH Return Fee	\$35
Library Fines	\$0.10
Reserved Books: per day/per item (10 days max)	\$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan Administrative Set up Fee: per semester	\$25
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
Transcripts (1st set free)	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
Parking Fines	
If paid within 10 days	\$16
If not paid within 10 days	\$21
If not paid within 20 days	\$27
Scobee Admission	Varies
Student Processing Fee	\$100
Transfer/Transient Evaluation	
SPC/SAC Internships- Accidental Insurance Coverage	Up to \$50

Workshop Fees:

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



Discussion and Possible Action on the Annual Debt Management Plan for FY 2019

Presented to the Board Acting as Committee of the Whole on May 8, 2018 and now presented to the Board for approval on May 15, 2018.

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2019 Debt Management Plan. The Chancellor or his designee is directed to authorize the District's outside consultants to prepare any documents that may be necessary for Board approval."

PURPOSE

The purpose of this action is to obtain Board direction for the Chancellor or his designee on the Debt Management Plan for FY 2019.

BACKGROUND

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

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

The FY 2019 recommendations are outlined in the attached presentation.

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2019 Debt Management Plan

Strategic Plan: Performance Excellence

Human Resources: None

ATTACHMENTS: FY 2019 Debt Management Plan presentation (pending)

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

Diane E. Snyder Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCTA, email=D.Snyder12@alamo.edu, c=US
Date: 2018.05.02 16:49:58 -0500

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

Bruce H. Leslie, Ph.D. Date
Chancellor





Discussion and Possible Action on Fiscal Year 2018-2019 Operating Budget

Presented to the ALAMO COLLEGES BOARD OF TRUSTEES on July 14, 2018

MINUTE ORDER

“The Board of Trustees hereby approves a Fiscal Year 2018-2019 Educational and General (E&G) Operating Expense Budget of \$341,632,264; Auxiliary Enterprise Budget of \$2,145,038; Mandatory Transfers for Texas Public Education Grants of \$5,430,765 and Revenue Bond Debt Service of \$10,459,125; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,507,837; and Capital Expense Budget of \$5,300,000 for Total Operating Expense Budget of \$366,526,029 based on revenues of \$366,526,029.”

PURPOSE

Approval of the Fiscal Year 2018-2019 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2018 semester. **In August 2018, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls and b) Restricted and Plant fund budgets.**

BACKGROUND

The FY19 budget is based on the Board's approval of a tuition increase of \$13 per semester credit hour, producing \$6.9M of net revenue (see separate Minute Order dated July 14, 2018). This increase is necessary for Alamo Colleges District to continue to provide affordable college academic and workforce education and help produce the workforce our community needs. Student benefits far outweigh the increase. Not only are students completing at record numbers, but the new institute advising guides ensure every ACD class is degree-applicable upon transfer to a university (saving students \$8,800 - \$52,800 at the university). Even with the additional \$6.9M of net revenue, each of the five colleges and District Support Operations will be challenged as the FY19 expense budget kept expense per contact hour at FY16 levels, thus tightening the belt on expenditures of \$12M.

The FY19 budget has been built with the following assumptions:

Facilities Maintenance and Operations:

Property tax revenue is designated for facilities maintenance and operations. Previously, we used excess to mitigate state appropriation cuts and keep tuition flat. Now, 100% of tax revenue is needed for funding facilities' operating costs including additions from the voter-approved \$450M capital improvement program.

- No increase in the current property tax rate
- Increased tax revenues from an estimated 5.0% growth in assessed valuations, resulting in incremental revenue of \$7.5M. This is a realistic and conservative revenue projection for FY19. Bexar County assessed valuation growth has slowed somewhat relative to prior years; additionally Bexar County Appraisal District is experiencing record numbers of protests resulting in higher levels of refunds to taxpayers
- Increased investments in preventive maintenance by \$2.0M for our aging facilities with a total allocation of \$18.5 million in FY19, and an increase of \$1.0M for college capital funds for furniture, fixtures and equipment replacement with a total allocation of \$5.3 million.





- Using a portion of the tax revenue growth, \$3.0M is set aside to cover IT/Data Center and other costs related to the move-in of the new DSO Administration Building
- With the uncertainty of future tax revenues tied to the upcoming 86th legislative session, \$.8M of the FY19 tax revenue growth will be carried over to FY20 in support of facilities coming on-line from the 2017 CIP

Educational and General:

- The 3.1% student contact hour growth experienced in FY2018 required a prior year fund balance transfer of \$5M to cover related instructional and student services expenses. Insufficient state and tuition revenue streams cause us currently to lose money as we grow. These revenue streams must go up or we must cap growth.
- Tuition increase of \$13 per SCH, effective spring 2019, provides the necessary revenue to avoid an enrollment cap at FY17 levels or reduce advising/other student support services. This will be the first rate increase since spring 2016 and only the second increase since 2011.
- State appropriations is virtually flat as we are in the second year of the biennium.
- Student Success Funds of \$2.0M are included in the E&G budget for FY19 to continue implementation of Pathways Project (institutes) and Faculty Development. Of note, these are not incremental additions but a continuation of prior year funding to keep the momentum for these initiatives
- Remaining expenses on a \$/Contact Hour are set at FY16 levels.

IMPLICATION

Financial:

Fiscal Year 2018-19 Educational and General (I&G) Operating Expense Budget of \$341,632,264, Auxiliary Enterprises of \$2,145,038, Mandatory Transfers for Texas Public Education Grants of \$5,430,765 and Revenue Bond Debt Service of \$10,459,125, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,507,837 and Capital Expense Budget of \$5,300,000 based on preliminary estimates for revenues of \$366,526,029.

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

Human Resources: N/A

ATTACHMENTS: Attachment I – Budget Overview;

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

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

Dr. Bruce H. Leslie, Chancellor



ALAMO
COLLEGES



ALAMO COLLEGES DISTRICT
Three Year General Operating Budget Comparison: FY17, FY18, & FY19

DESCRIPTION	FY17 APPROVED	FY18 APPROVED	FY19 PROPOSED	INC/(DEC) FY19 vs. FY18	
REVENUES					
STATE APPROPRIATIONS	\$64,283,295	\$63,944,822	\$63,944,822	\$0	
State Paid Benefits	\$17,640,911	\$20,461,259	\$20,002,367	(\$458,892)	
TUITION AND FEES:					
Tuition	\$109,222,588	\$100,075,244	\$113,133,166	\$13,057,922	A)
Plodged Tuition	\$22,858,824	\$22,177,428	\$22,107,732	(\$69,696)	A)
Exemptions	(\$24,903,604)	(\$26,349,029)	(\$35,918,817)	(\$9,569,788)	A)
Fees	\$6,521,339	\$5,169,804	\$6,108,642	\$938,838	A)
TAXES	\$148,053,358	\$156,894,170	\$164,429,800	\$7,535,630	B)
CONTRACTS & INDIRECT COSTS	\$615,000	\$615,000	\$615,000	\$0	
INVESTMENT INTEREST INCOME	\$400,000	\$1,000,000	\$1,700,000	\$700,000	
OTHER INCOME	\$4,619,493	\$5,198,248	\$5,281,010	\$82,762	
TOTAL EDUCATIONAL & GENERAL REVENUE	\$349,311,204	\$349,186,946	\$361,403,722	\$12,216,776	
AUXILIARY ENTERPRISES	\$4,928,931	\$4,899,152	\$5,122,307	\$223,155	
TOTAL GENERAL OPERATING REVENUES	\$354,240,135	\$354,086,098	\$366,526,029	\$12,439,931	
FUND BALANCE COMMITMENTS:					
General Operations	\$4,964,190	\$0	\$0	0	
TOTAL FUNDS AVAILABLE	\$359,204,325	\$354,086,098	\$366,526,029	\$12,439,931	
EXPENDITURES					
EDUCATIONAL AND GENERAL:					
INSTRUCTION	\$131,059,622	\$119,677,568	120,548,342	\$870,774	
PUBLIC SERVICE	\$1,191,641	\$1,251,872	\$1,285,386	\$33,514	
ACADEMIC SUPPORT	\$23,761,308	\$24,873,442	\$25,670,392	\$796,950	
STUDENT SERVICES	\$44,336,912	\$46,060,629	50,088,458	\$4,027,829	C)
INSTITUTIONAL SUPPORT	\$93,210,240	\$93,028,492	\$91,461,506	(\$1,566,986)	D)
OPERATIONS and MAINTENANCE of PLANT	\$41,692,153	\$44,444,443	\$51,360,725	\$6,916,282	E)
SCHOLARSHIPS/EXEMPTIONS	\$1,083,721	\$1,219,361	\$1,217,455	(\$1,906)	
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	\$336,335,597	\$330,555,807	\$341,632,264	\$11,076,457	
AUXILIARY ENTERPRISE EXPENDITURES	\$2,033,743	\$2,035,038	\$2,145,038	\$110,000	
MANDATORY TRANSFERS FOR:					
REV BOND DEBT SERV	\$10,459,125	\$10,459,125	\$10,459,125	\$0	
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,517,023	\$5,177,291	\$5,430,765	\$253,474	
CAPITAL BUDGET	\$3,300,000	\$4,300,000	\$5,300,000	\$1,000,000	F)
NON-MANDATORY TRANSFERS FOR:					
NON-MANDATORY TRANSFER - OTHER	\$1,507,837	\$1,507,837	\$1,507,837	\$0	
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	\$51,000	\$0	
TOTAL UNRESTRICTED CURRENT FUND	\$359,204,325	\$354,086,098	\$366,526,029	\$12,439,931	

A) Includes 1) 3.1% enrollment growth (-\$4.0M net loss) and tuition rate "catch-up" adjustment of \$13/credit hour (+\$6.9M); 2) Student Activity Fee increase (+\$1.8M); 3) increased Online & International (+\$1.1M); and 4) true-up of Continuing Education revenues covered by loss expense (-\$1.5M).

B) Increase in taxable assessed valuation of 5%; tax revenue designated for facilities Oper. & Maint. Plus \$0.8M FY20 set-aside

C) Include (\$1.0M) Student Activity Fee-Designate; salaries (\$0.3M); Other operating expenses (\$2.5M)

D) Include materials & supplies (-\$2.2M)

E) Include increase in Preventive Maintenance program (\$2.0 M) and DSO new building move (\$3.0 M).

F) Increase in capital fund (\$1.0M).



Discussion and Possible Action on Tuition and Fee Schedule Effective Spring 2019

Presented to the Board for approval on July 14, 2018

MINUTE ORDER

"The Alamo Colleges District Board of Trustees hereby approves the attached Tuition and Fee Schedule effective Spring 2019."

PURPOSE

The purpose of this action is to obtain approval for the Tuition and Fee Schedule for Alamo Colleges District - San Antonio College, St. Philip's College, Northeast Lakeview College, Northwest Vista College and Palo Alto College effective Spring 2019.

BACKGROUND

Alamo Colleges District has created an extraordinarily high performance machine, but even the most efficient engine needs revenue to fuel it properly. The attached schedule reflects the \$13 increase in regular tuition for in-district, out of district, non-Texas and international students needed to continue to provide affordable college academic and workforce education to South Texas.

Alamo Colleges District (ACD) has the 8th lowest tuition and fee rate in Texas, net of the free summer momentum courses.

- Since 2011, ACD tuition has crept up only 8% versus over 35% at most Texas colleges
- \$200 to \$1,700 less per credit hour than other area colleges and universities
- Students pay only 19 cents out of pocket of each expense dollar
- 75% of students cover costs via financial aid grants, waivers or 3rd parties (including military).

Alamo Colleges District consistently yield high performance success.

- Added case management advisors and student support services by over \$20M to help students persist through graduation. Over 244% increase in annual number of graduates, from 3,707 to 12,756 since 2005.
- ACD is ready to support explosive enrollment growth. Must prepare to serve a population increase of over 1,000,000 residents by 2035

State revenue declines threaten ability to serve 80,000 students annually.

- 50 peer colleges compete for a share of a declining pool of state money; at ACD, unfunded growth totaled \$9M since 2013 alone.
- No state money for enrollment growth and a potential 10% cut in next legislature
- Property tax revenue funds facilities maintenance and operations. Previously, we used excess to fund expenses and keep tuition flat. Now, 100% of tax revenue is needed for funding new building operating costs of the voter-approved \$450M capital improvement program.
- Insufficient state and tuition revenue streams cause us currently to lose money as we grow. These revenue streams must go up or we must cap growth.

The solution: A \$13/credit hour "catch-up" increase starting in Spring 2019 to bring us to \$4 below the state average. This increase is necessary for Alamo Colleges District to continue to provide affordable college academic and workforce education and help produce the workforce our community needs. Student benefits far outweigh the increase. Not only are students completing



ALAMO
COLLEGES
DISTRICT



at record numbers, but the new institute advising guides ensure every ACD class is degree-applicable upon transfer to a university (saving students \$8,800 - \$52,800 at the university).

IMPLICATIONS

Financial: Increase offset costs

Strategic Plan: Goal IV. Performance Excellence

Human Resources: N/A

ATTACHMENTS: Tuition and Fee Schedule, Effective Spring 2019

Pamela Ansbury, CPA, M.Ed
Associate Vice Chancellor for Finance &
Fiscal Services

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

Digitally signed by Diane E. Snyder
DN: cn=Diane E. Snyder, o=Alamo Colleges,
ou=VCFA, email=diansnyder12@alamo.edu, c=US
Date: 2018.07.12 14:37:59 -05'00'

Dr. Bruce H. Leslie
Chancellor



Revised

ALAMO COLLEGES DISTRICT
 SCHEDULE OF TUITION AND FEES
 Spring 2019
 FY 2018- 2019

Texas Residents		Non-Texas/International
In- District	Out of District	Non- Resident
Per Semester Credit Hour (SCH)	Per Semester Credit Hour (SCH)	Per Semester Credit Hour (SCH)
\$99	\$215	\$466

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

Tuition:

\$99 per SCH for In- District,
 \$215 per SCH for Out of District and
 \$466 per SCH for Non- Resident

Summer Momentum Plan:

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

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

Student Activity Fee:

Student Activity Fee, of \$3 per credit hour, will be assessed to all students.

Campus Access Fee:

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

27 Hour Rule - Special Tuition:

Students taking in excess of 27 hours of Developmental Education courses will be charged an additional rate of \$118 per hour for In-District and \$176 per hour for Out-of-District.

Any student, currently enrolled as of the official census date, who subsequently enrolls in a Flexible Entry class, within the same semester, will be assessed tuition as though another class was being added to the student's current load.

3-Peat:

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

International Education Fee:

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



ALAMO COLLEGES DISTRICT
SCHEDULE OF REFUNDABLE FEES AND SPECIAL PROGRAM TUITION
FY 2018- 2019

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

College	Program	Program Tuition Per
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$300
PAC	Cosmetology	\$300
PAC	Oil and Gas	\$300
NVC	Personal Fitness Training	\$400 to \$600
NVC	NVC Digital Video & Cinema Production	\$60 to \$240
NVC	NVC Digital Media	\$60 to \$180
SAC	Communication Design	\$60
SAC/ SPC	SAC/ SPC Nursing – RN	\$1200
SPC	SPC Nursing – PN/LVN	\$1000
SAC	SAC Fire Science	\$1,100
SPC	Vision Care Technology	\$700
SPC	Automotive Technology	\$200
SPC	Bio-medical Equipment Technology	\$150
SPC	Computer Maintenance Technology	\$100
SPC	Aircraft Technology	\$250 to \$1,000
SPC	Diesel Technology	\$325 to \$600
SPC	Air Conditioning	\$250
SPC	Plumbing	\$125
SPC	Construction Technology	\$175
SPC	Electrical	\$250
SPC	Welding	\$100 to \$300
SPC	Automotive Collision	\$230
SPC	Manufacturing Engineering Technology	\$300
SWC	Advanced Manufacturing Technology (AMT)	\$400
SPC	Health Information Technology	\$500
SPC	Histology	\$700
SPC	Medical Laboratory Technician/ Phlebotomy	\$700
SPC	Occupational Therapy Assistant	\$700
SPC	Physical Therapist Assistant	\$700
SPC	Radiography	\$250- \$700
SPC	Respiratory Care	\$700
SPC	Surgical Technology	\$700
SPC	Sonography	\$700
SPC	Invasive Cardio Vascular	\$700
SPC	Culinary Arts / Baking and Pastry	\$200
All	Music - Two-semester credit hour Private Music Lesson	\$150
All	Music - One-semester credit hour Private Music Lesson	\$95

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



ALAMO COLLEGES DISTRICT
 SCHEDULE OF CONTINUING EDUCATION TUITION AND FEES
 REFUNDABLE FEES
 FY 2018- 2019

Continuing Education:

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

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

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

Community Service Program:	\$1.50 - \$3.50/ Instrl. hr.
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ALAMO COLLEGES DISTRICT SCHEDULE OF FEES
NON-REFUNDABLE FEES FY 2018- 2019

Examination Fees:	
Advanced Standing Examination Fee: per credit hour	\$86
G.E.D.	\$110
Re-Exam Fee (if failed)	\$20
THEA Alternative (Accuplacer & ASSET)	\$32
TSI Retest	\$12
CLEP	\$20
Correspondence Exam	\$20
Returned Check/ACH Return Fee	\$35
Library Fines:	\$0.10
Reserved Books: per day/per item (10 days max)	\$0.50
College Prep Fee: per credit hour	\$3
Installment Payment Plan	\$25
Administrative Set up Fee: per semester	
Late Fee, per each late payment	\$10
Study Abroad Administrative Fee	\$200
Foreign Student Application Fee	\$100
Diploma (Duplicate)	\$25
Transcripts (1st set free)	
Mailed	\$10
Electronic	\$5
Express	\$10 & \$35
ID Card Duplicate/Replacement	\$10
Parking Fines	
If paid within 10 days	\$16
If not paid within 10 days	\$21
If not paid within 20 days	\$27
Scobee Admission	Varies
Student Processing Fee	\$100
Transfer/Transient Evaluation	
SPC/SAC Internships- Accidental Insurance Coverage	Up to \$50

Workshop Fees:

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



Discussion and Possible Action on Fiscal Year 2018 – 2019 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 14, 2018 and now presented to the Board for approval on August 21, 2018.

MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2018-19 total budget with projected revenues of \$ 500,067,656; restricted and plant fund balance outflow of resources of \$(208,995,688); operating fund balance commitment of \$0; and expenses of \$ 709,063,344 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

PURPOSE

Approval of the fiscal year 2018 – 2019 total budget including all restricted accounts and operating budgets for Alamo Colleges District - San Antonio College, St. Philip's College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations.

BACKGROUND

The Operating budget was approved by the Board of Trustees on July 14, 2018 to enable planning for the next academic year by the five colleges. This submission is for approval of the updated Total Budget including: a) Restricted and Plant fund budgets and b) related fund balance transfers. (NOTE: The commitment of fund balance for construction projects is spread over multiple years. In December, Exhibit I will be amended for adjustments to the beginning fund balance to match the audited August 31, 2017 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 14, 2018.

IMPLICATIONS

Financial: Fiscal Year 2018-19 Total Budget: Revenues of \$500,067,656, Expenses of \$709,063,344, Restricted and Plant Fund Outflow of \$(208,995,688), Operating Fund Balance transfer of \$0, resulting in a variance of \$(208,995,688) in fund balance

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

Employee Services: N/A

ATTACHMENTS: All Funds Budget Report (Exhibit I); July 14, 2018 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

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

Diane E. Snyder Digitally signed by Diane E. Snyder
 DN: cn=Diane E. Snyder, o=Alamo Colleges,
 ou=VCF, email=d Snyder12@alamo.edu, c=US
 Date: 2018.08.09 15:39:23 -0500

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

 Dr. Bruce H. Leslie Date
 Chancellor





ALAMO COLLEGES

FY 2018 - 2019 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2018 - 2019		Total
	Unrestricted	Restricted	
REVENUES			
Instruction and General	355,803,236	13,875,176	369,678,412
Public Service	1,066,987	-	1,066,987
Scholarships and Fellowships	-	52,546,823	52,546,823
Auxiliary Enterprises	7,007,307	-	7,007,307
Student Activity Fee	2,648,499	-	2,648,499
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	366,526,029	66,421,999	432,948,028
Capital Outlay	-	-	-
Renewals & Replacements	-	-	-
Building	-	3,876,661	3,876,661
Furniture & Equipment	-	-	-
Debt Services	-	63,242,967	63,242,967
Subtotal Plant Funds	-	67,119,628	67,119,628
TOTAL REVENUES	366,526,029	133,541,627	500,067,656
BEGINNING FUND BALANCES			
Instruction and General	74,482,824	1,145,982	75,628,806
Public Service	-	-	-
Scholarships and Fellowships	-	4,006,740	4,006,740
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	445,587	-	445,587
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	78,128,411	5,152,722	83,281,133
Capital Outlay	-	139,778,936	139,778,936
Renewals & Replacements	-	-	-
Building	-	69,216,752	69,216,752
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	-	10,334,000	10,334,000
Subtotal Plant Funds	-	231,177,926	231,177,926
TOTAL BEGINNING FUND BALANCES	78,128,411	236,330,648	314,459,059
TOTAL AVAILABLE			
Instruction and General	430,286,060	15,021,158	445,307,218
Public Service	1,066,987	-	1,066,987
Scholarships and Fellowships	-	56,553,563	56,553,563
Auxiliary Enterprises	10,207,307	-	10,207,307
Student Activity Fee	3,094,086	-	3,094,086
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	444,654,440	71,574,721	516,229,161
Capital Outlay	-	139,778,936	139,778,936
Renewals & Replacements	-	-	-
Building	-	73,093,413	73,093,413
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	-	73,576,967	73,576,967
Subtotal Plant Funds	-	298,297,554	298,297,554
TOTAL AVAILABLE	444,654,440	369,872,275	814,526,715

TOTAL AVAILABLE = Current Funds + Plant Funds

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

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



ALAMO COLLEGES

FY 2018 - 2019 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2018 - 2019		Total
	Unrestricted	Restricted	
EXPENDITURES			
Instruction and General	338,770,561	13,875,176	352,645,737
Public Service	1,448,070	-	1,448,070
Scholarships and Fellowships	-	58,089,788	58,089,788
Auxiliary Enterprises	2,039,572	-	2,039,572
Student Activity Fee	2,648,499	-	2,648,499
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	344,906,702	71,964,964	416,871,666
Capital Outlay	-	143,837,336	143,837,336
Renewals & Replacements	-	-	-
Building	-	73,144,413	73,144,413
Furniture & Equipment	-	-	-
Debt Services	-	75,209,929	75,209,929
Subtotal Plant Funds	-	292,191,678	292,191,678
TOTAL EXPENDITURES	344,906,702	364,156,642	709,063,344
TRANSFERS (IN) OUT			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,542,965	(5,542,965)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,542,965	(5,542,965)	-
Capital Outlay	4,058,400	(4,058,400)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,966,962	(11,966,962)	-
Subtotal Plant Funds	16,076,362	(16,076,362)	-
NET TRANSFERS	21,619,327	(21,619,327)	-
TOTAL EXPENSE AND TRANSFERS	366,526,029	342,537,315	709,063,344
ENDING FUND BALANCES			
Instruction and General	91,515,499	1,145,982	92,661,481
Public Service	(381,083)	-	(381,083)
Scholarships and Fellowships	(5,542,965)	4,006,740	(1,536,225)
Auxiliary Enterprises	8,167,735	-	8,167,735
Student Activity Fee	445,587	-	445,587
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	94,204,773	5,152,722	99,357,495
Capital Outlay	(4,058,400)	-	(4,058,400)
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	11,848,238	11,848,238
Debt Services	(11,966,962)	10,334,000	(1,632,962)
Subtotal Plant Funds	(16,076,362)	22,182,238	6,105,876
TOTAL ENDING FUND BALANCES	78,128,411	27,334,960	105,463,371
TOTAL EXP, TRANSF & BAL	444,654,440	369,872,275	814,526,715
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	-	(208,995,688)	(208,995,688)



Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2018-2019

Presented to the Board Acting as Committee of the Whole August 14, 2018 and now presented with Committee-requested revisions to the Board for approval on August 21, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves, orders and adopts a Maintenance and Operations (M&O) tax rate of \$0.107760/\$100 of assessed valuation and a Debt levy tax rate of \$0.041390/\$100 of assessed valuation, for a Combined tax rate of \$0.149150/\$100 of assessed valuation for FY 2018/19 which is greater than the 'Combined Effective tax rate' of \$0.145224/\$100 of assessed valuation but less than the Rollback rate of \$0.156874/\$100 of assessed valuation. The Vice Chancellor for Finance and Administration is hereby authorized and directed to provide the public notices and to arrange the public hearings as required by the Texas Property Tax Code with respect to the proposed tax rate increase. Following such notice and hearings, the Board of Trustees shall deliberate and vote on the final tax rate increase, within the applicable time frame set out in the Texas Property Tax Code."

PURPOSE

The Alamo Colleges District strives to make higher education readily affordable to its citizens, with a goal to make every effort to keep its tax rates as low as possible.

In accordance with the Debt Management Plan approved by the Board in May 2018, there is no recommended change to the property tax rate- the Combined rate will remain at \$0.149150/\$100 of assessed valuation. Because of the increase in taxable assessed value, this proposed Combined tax rate, although constant from last year, is higher than the calculated Effective tax rate, there is a resultant requirement for public notices and public hearings prior to final approval of the tax rate.

BACKGROUND

The Combined tax rate is unchanged at \$0.149150/\$100 of assessed valuation. Even though the Combined tax rate is stable, because of the increase in property values, the calculated Effective rate is now lower than current rate, requiring public notices and hearings. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated Effective tax rate of \$0.104863/\$100 of assessed valuation, but lower than the Rollback rate of \$0.113252/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 of assessed valuation will raise the revenue needed for FY 2018-2019 debt service payments and other actions per the approved FY 2019 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the Combined Effective tax rate of \$0.145224/\$100 of assessed valuation, but lower than the Combined Rollback rate of \$0.156874/\$100 of assessed valuation. Two public notices and two public hearings are required prior to final approval of the tax rate when the proposed tax rate is greater than either the Rollback tax rate or the Effective tax rate (whichever is lower).

IMPLICATIONS

- Financial: Provide tax revenues required to support Alamo Colleges District operations and fund annual payments on bond debt
- Strategic Objective: Goal III Performance Excellence
- Human Resources: N/A
- Attachments: Exhibit A: 2018 Property Tax Rates
 Exhibit B: 2018 Tax Planning Calendar (FY 19)
 Exhibit C: Draft Notice of Public Hearing on Tax Increase
 Exhibit D: Draft Notice of Tax Revenue Increase

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

Diane E. Snyder
Digitally signed by Diane E. Snyder
 DN: cn=Diane E. Snyder, o=Alamo Colleges, ou=VCFA,
 email=dsnyder12@alamoedc.edu, c=US
 Date: 2018.08.08 16:12:35 -0500

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

 Dr. Bruce H. Leslie Date
 Chancellor





**2018 Property Tax Rates in
ALAMO COMMUNITY COLLEGE DISTRICT**

This notice concerns the 2018 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. It presents information about three tax rates. Last year's tax rate is the actual tax rate the taxing unit used to determine property taxes last year. This year's *effective* tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's *rollback* tax rate is the highest tax rate the taxing unit can set before taxpayers start rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

Last year's tax rate:

Last year's operating taxes	\$148,888,226
Last year's debt taxes	\$57,187,116
Last year's total taxes	\$206,075,342
Last year's tax base	\$138,166,504.861
Last year's total tax rate	\$0.149150/\$100

This year's effective tax rate:

Last year's adjusted taxes (after subtracting taxes on lost property)	\$204,915,886
+ This year's adjusted tax base (after subtracting value of new property)	\$141,102,401.968
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings.)	\$0.145224/\$100

This year's rollback tax rate:

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent healthcare expenditures)	\$147,964,536
+ This year's adjusted tax base	\$141,102,401.968
= This year's effective operating rate	\$0.104863/\$100
x 1.08=this year's maximum operating rate	\$0.113252/\$100
+ This year's debt rate	\$0.043622/\$100
= This year's total rollback rate	\$0.156874/\$100

Statement of Increase/Decrease

If ALAMO COMMUNITY COLLEGE DISTRICT adopts a 2018 tax rate equal to the effective tax rate of \$0.145224 per \$100 of value, taxes would increase compared to 2017 taxes by \$4,075,486.

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
INTEREST & SINKING	10,334,000

Schedule B - 2018 Debt Service

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

Description of Debt	Principal or Contract Payment to be Paid from Property Taxes	Interest to be Paid from Property Taxes	Other Amounts to be Paid	Total Payment
LIMITED TAX SERIES	35,680,000	19,147,575	0	54,827,575
MAINTENANCE TAX NOTES	6,435,000	2,650,650	0	9,085,650

Total required for 2018 debt service	\$63,913,225
- Amount (if any) paid from Schedule A	\$0
- Amount (if any) paid from other resources	\$0
- Excess collections last year	\$1,021,529
= Total to be paid from taxes in 2018	\$62,891,696
+ Amount added in anticipation that the unit will collect only 99.63% of its taxes in 2018	\$233,563
= Total debt levy	\$63,125,259

This notice contains a summary of actual effective and rollback tax rates' calculations. You can inspect a copy of the full calculations at: The Office of the Bexar County Tax Assessor-Collector
Albert Uresti, 233 N. Pecos-La Trinidad, San Antonio, TX 78207.

Name of person preparing this notice: Carlos Gutierrez, PCC
Title: Property Tax Division Director
Date Prepared: 07/24/2018



Collaborative Agreement

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

Purpose:

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

Background:

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

Description of Services:

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

**Term**

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

Review and Evaluation

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

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
President
Northwest Vista College

Dr. Robert Vela
President
San Antonio College

Dr. Craig Follins
President
Northeast Lakeview College

Dr. Mike Flores
President
Palo Alto College

Dr. Adena Loston
President
St. Philip's College



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

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

Purpose

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

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

Academic Success

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

Communications

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

Department of Public Safety

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

Educational Resources Support Services

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

Facilities Management and Planning

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



- Alamo Colleges mail service.

Finance and Fiscal Services

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

Governmental Relations

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

Human Resources

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



- employee selection process, employee evaluation process, performance improvement process, grievance process, and termination process throughout the Alamo Colleges,
- Support to the colleges for benchmarking studies and IPEDS HR Reporting, and
- Supplying a Title IX compliance officer.

Information Technology

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

Institutional Research and Effectiveness Services

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

Internal Audit

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

Legal Services

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

Marketing

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



Online Learning

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

Purchasing and Contract Administration Services

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

Records Management

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

Risk Management

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

Student Contact Center

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

Student Financial Aid



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

Student Success

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

Workforce and Economic Development

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

Term

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

Evaluation

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



will be both formative and summative.

Dr. Bruce Leslie
Chancellor
Alamo Colleges

Dr. Ric Baser
President
Northwest Vista College

Dr. Robert Vela
President
San Antonio College

Dr. Craig Follins
President
Northeast Lakeview College

Dr. Mike Flores
President
Palo Alto College

Dr. Adena Loston
President
St. Philip's College



Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

Balanced Budget – Revenue budget equals expense budget.

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

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

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

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

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

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

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

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

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

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

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



CIP – Capital Improvement Projects.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Ethnicity – Ethnic origin of students, faculty or staff.

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

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



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

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

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

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

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

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

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

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

FTE – Full time equivalent.

FTSE – Full time student equivalent.

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

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

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

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

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

Headcount – Number of students in a group by classification.

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

Institutional Support Function – Expenses for (1) central executive level management and long-range planning of the entire institution; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storeroom, safety, security, printing and transportation services to the institution; (7) support services for faculty and staff that do not



operate as auxiliary enterprises; (8) activities concerned with community and alumni relations, including development and fundraising; and (9) bad debt expense related to tuition and fee revenue.

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

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

Levy – To impose taxes, assessments or service charges.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

THEA – Texas Higher Education Assessment.

THECB – The Texas Higher Education Coordinating Board.

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

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

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

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

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

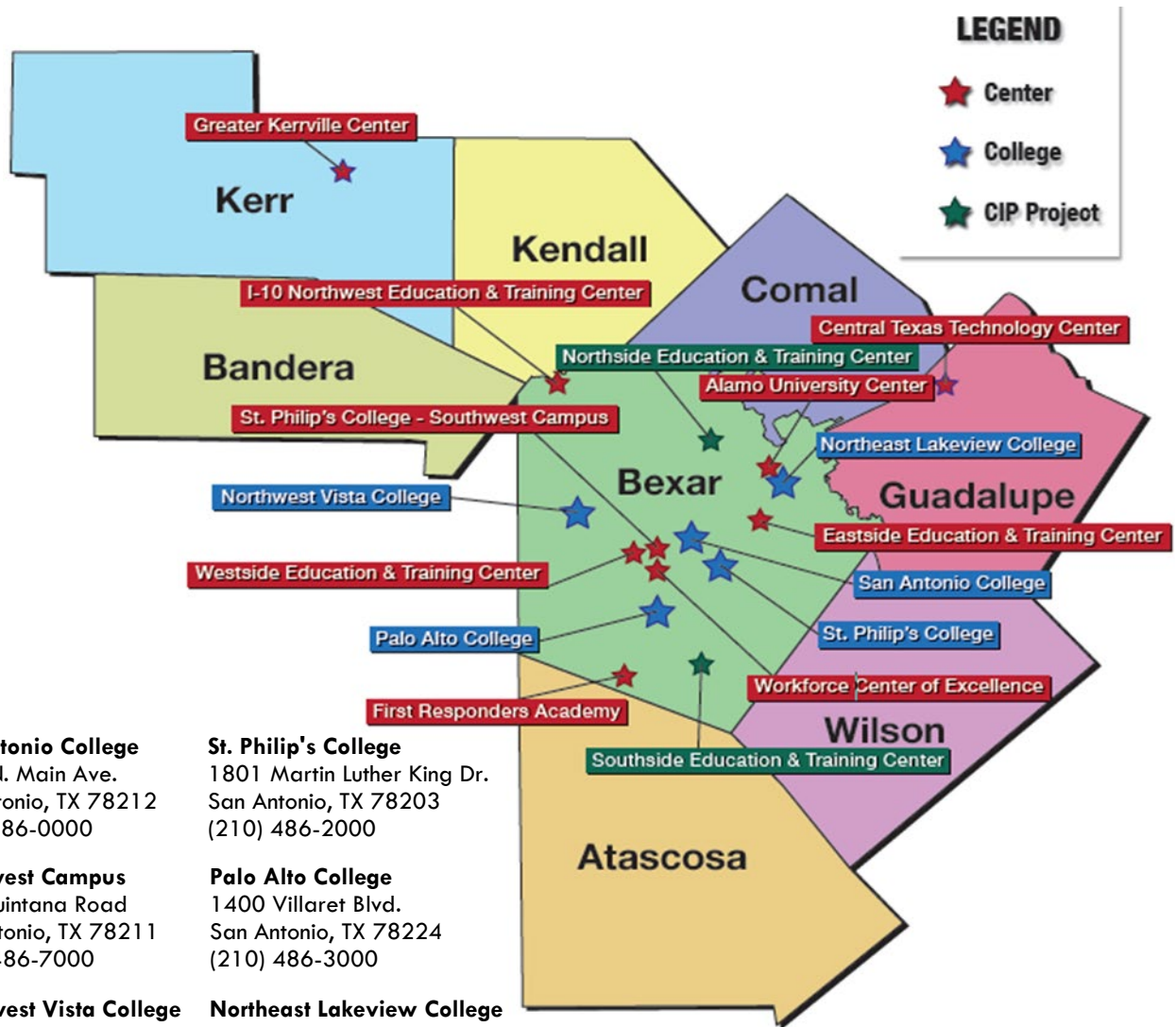
Unduplicated Count – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

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

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



Alamo Colleges District Service Area Map



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

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

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

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

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

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

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

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



ALAMO
COLLEGES
DISTRICT

FY2018-2019 Annual Budget
Published and distributed by the Finance and Fiscal Services Department
811 W. Houston Street, San Antonio, Texas 78207-3033
<http://www.alamo.edu>
(210)485-0301