



ALAMO COLLEGES DISTRICT
Northeast Lakeview College



2022

NORTHEAST LAKEVIEW COLLEGE
FY 2021-2022 Annual Budget



NORTHEAST LAKEVIEW COLLEGE

FY 2021-2022 Annual Budget

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Table of Contents

INTRODUCTION.....	3
Message from the President.....	4
Organizational Description (Who We Are)	6
Awards and Acknowledgements.....	7
Workforce Profile of Northeast Lakeview College	8
Northeast Lakeview College Organizational Structure.....	9
Northeast Lakeview College Organizational Chart	10
Northeast Lakeview College Strategic Plan.....	11
Northeast Lakeview College Strategy Map.....	13
Regulatory Requirements.....	14
Budget Timeline and Calendar	15
REVENUES AND EXPENSES	16
Revenue and Functional Expense Alignment.....	17
FY22 Revenue Summary.....	18
FY22 Expense Summary	21
Three Year Staffing Summary.....	23
Facilities Maintenance and Long-Range Planning	25
Capital Allocations.....	25
Preventive Maintenance	25
Capital Improvement Program (CIP).....	28
STUDENT DATA	29
Daily Registration Report.....	30
Contact Hours.....	34
Headcount – All Parts of Term	35
Annual Enrollment.....	36
APPENDIX	37
Department Budget Allocations by College by Functional Categories.....	38
Department Personnel Register by Functional Categories.....	42
All Funds Financial Structure.....	49
Ten Year Trend of Revenue Sources	50
Financial Policies and Procedures.....	51
Functional Category Descriptions.....	75
Tuition and Fee History	78
FY22 Budget-Related Board Minute Orders/Approved Minutes	79
Glossary.....	101
Alamo Colleges District Service Area Map	108



INTRODUCTION



Message from the President

May 20, 2022

It is my pleasure to present the Northeast Lakeview College Fiscal Year 2022 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 persistence, retention, and 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 academic rigor that challenges students to learn freely and become critical thinkers. Through our state-of-the-art facilities, innovative technology, and wide range of student support services our institution is designed to enhance student success. Northeast Lakeview College graduates 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, values, and belief statements:

Mission

Northeast Lakeview College empowers its students for success by offering educational programs and cultural enrichment opportunities. The College provides quality teaching, measurable learning, and public service that contributes to the earning of associate degrees and certificates to improve its community's future

Vision

To be a transformative force in a culturally rich community, empowered by education, to meet the dynamic demands of the future.

Values

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



Belief Statements

1. We are inspired by changing lives through learning
2. We develop our students by empowering them to be successful in their educational journey
3. NLC education is the greatest pathway to social equality and social mobility for our community

Through the continuous improvement process, budget strategies are reviewed to ensure funding is aligned with strategic initiatives. As NLC continues to navigate environmental challenges, we successfully transitioned our employees back to on-site working and teaching to ensure our students could continue their academic journey, and allow us to serve our students in diverse ways to meet each learning style (on campus, remotely, or online). Additionally, the college maximized the use of Higher Education Emergency Relief Fund (HEERF) dollars to ensure students could continue learning in a virtual environment as needed to protect overall health and wellness. This included providing hot spots and laptops for students.



From associate degrees and certificates, dual credit/early college 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,

A handwritten signature in black ink, which appears to read "Veronica Garcia". The signature is written in a cursive style.

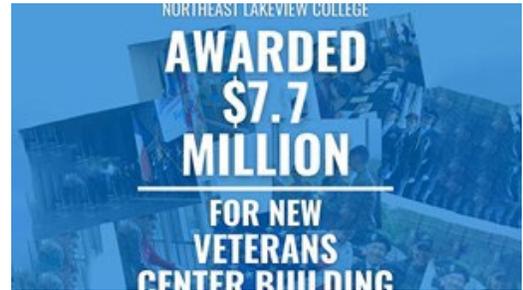
Dr. Veronica Garcia, President
Northeast Lakeview College



Organizational Description (Who We Are)

Northeast Lakeview College continues to provide educational opportunities in the communities that it serves. We aim to achieve greater student success by providing coursework to meet employer need and preparing our students for in-demand, high-wage employment. Our dedicated academic and student success teams, help students through the onboarding process, meet with students during pivotal touchpoints in their education journey, and monitor students' progress until they earn a certificate or degree.

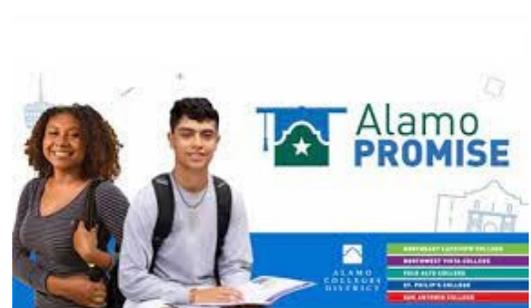
Northeast Lakeview College strives to serve its diverse student population, including the growing demand for veterans services. Receiving continued investments from the 87th Texas Legislature, Northeast Lakeview College will be the next site for a new Veterans Center within the Alamo Colleges District (ACD). Awarded \$7.7 million for a new Veterans Center, the funds are part of the State of Texas appropriations provided to the Alamo Colleges for the 2022-2023 biennium. This funding will allow for the construction of a stand-alone facility dedicated to providing services to active and retired military and their families, including direct access to academic and non-academic services. NLC expects to break ground on this facility in Fall 2022.



In recognition of NLC's excellent service to veterans and military-connected students, Northeast Lakeview College was one of fourteen schools to receive the 2021 Silver Award from the Texas Veterans Commission.

Committed to providing educational access to the communities that it serves, Northeast Lakeview College, supports students within Judson

ISD as part of the Alamo Colleges District AlamoPROMISE initiative, a last dollar scholarship program to assist students in paying for a college education. Now in its third cohort of students, NLC expanded AlamoPROMISE opportunities to Judson ISD's third high school, Veterans Memorial, increasing the opportunities for high school students in NLC's service area to have access to college. Student Success personnel at NLC provide support to students throughout the enrollment process and assisted with the ApplyTEXAS application, financial aid, advising, and registration. The College has adopted numerous strategies to help currently enrolled AlamoPROMISE students with progress and completion. In fact, in May 2022, NLC graduated its first group of AlamoPROMISE students.



Embracing one of NLC's core values of "community-engaged," the college partnered with the San Antonio Food Bank (SAFB) to host several Pop-Up Drive thru Food Markets. Averaging assistance to more than 150 families, these pop-up markets began in efforts to support families struggling with food insecurities during the COVID-19 pandemic. Understanding the continued need, NLC is honored to continue the partnership with SAFB and provide this service and support to families in its service area.



Additionally, Northeast Lakeview College received a \$10,500 grant from the US Department of Agriculture (USDA) to construct a garden on its campus to grow sustainable produce to benefit the college’s food pantry and the community. Officially dedicated in October 2021, the the high-tunnel and garden became fully-operational and are expected to yield over 600 pounds of produce annually that will directly benefit the NLC Nighthawks Nest student food pantry and provide donations to underserved community food distribution sites and farmer’s markets. The first crop of produce in

late November yielded 22.75 lbs. of food and provided a variety of healthy produce to food-insecure students and community members.

As mentioned earlier, Northeast Lakeview College continues its commitment to increase graduation and completion rates and is pleased to announce that 2021 certified numbers indicate that NLC exceeded its graduation target. At 911 graduates, (target was 685) the target was exceeded by 33%.



Awards and Acknowledgements



Guided by one of the college values of “Respect for All” NLC continues its stride to create a diverse and inclusive environment. Northeast Lakeview College has been named One of 2022 Most Promising Places to work in Community College. 24 community colleges made the list recognized by the National Institute for Staff and Organizational Development (NISOD) and Diverse: Issues in Higher Education. The award is based on criteria that focuses on work place diversity, staffing practices, and work environment, among other elements. NLC has received this recognition four consecutive times, annually since 2019.

Committed to preparing our students for high-wage, in demand careers, NLC continues to enhance its Cyber defense program. The program has been recognized as one of the Best 20 Associate Degree Programs in Cybersecurity, and students in the program achieve high scores in various competitions. Most recently, Cyber Defense students, “team Nighthax,” ranked in the top 3% in a national Cyber League competition. The “capture the flag” or “hack-a-thon” style event for U.S. collegiate (2yr, 4yr, and graduate) level schools includes challenges from Open-Source Intelligence, Cryptography, Password Cracking, Forensics, and 5 other categories. The NLC team outscored numerous university and graduate school teams, placing them in the Top 3% of the US.



Additionally, The NLC Cyber Defense program is ranked #25 in the Central Division and #84 nationally in the College Power Rankings, outranking universities like UTSA and Rice University in Texas, and elite schools like Purdue and Ball State at the national level.



Northeast Lakeview College prides itself in teaching students leadership, teamwork, and dedication, all skills necessary to be successful in the workplace. With this practice, several of its students have been selected for high level leadership positions within NLC, at the district level, and through elite external organizations. Some of these include, a NLC student being selected as either the Student Trustee or Student Trustee Alternate for the Alamo Colleges District Board for four consecutive years, and most notable, a NLC student was selected for the 2022 DREAM Scholars Program. Talia Christian was one of only 8 students selected from across the country to participate in (Achieving the Dream) ATD's 2022 DREAM Student Scholars program which provides tailored leadership development and networking opportunities.

The entire Northeast Lakeview College family 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.

Workforce Profile of Northeast Lakeview College

The Northeast Lakeview College workforce includes faculty, administrators, staff, and work study (student employees). The College's diverse workforce continues to be representative of both our student population and the demographics of Bexar County. Teaching faculty are required to meet the certification requirements associated with accreditation set by the SACSCOC. Some positions in the administrative segment require professional or doctoral degrees, while others require bachelor's or master's degrees, and positions in the staff segment require at least a high school level of education. Special health and safety related requirements exist in the following areas: recognized hazardous work environments such as welding, electrical, chemical, and ergonomics; compliance with Texas Commission on Law Enforcement Standards for police officers; and driving safety for vehicle operators. While no bargaining units exist, the College's Faculty Senate and Staff Senate are engaged in Participatory Leadership for local initiatives. These groups are also part of a larger, Unified ACD Faculty Senate and Staff Senate, which addresses alignment issues as needed within the District. This is another example of our Participatory Leadership approach.



Northeast Lakeview College Organizational Structure

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.

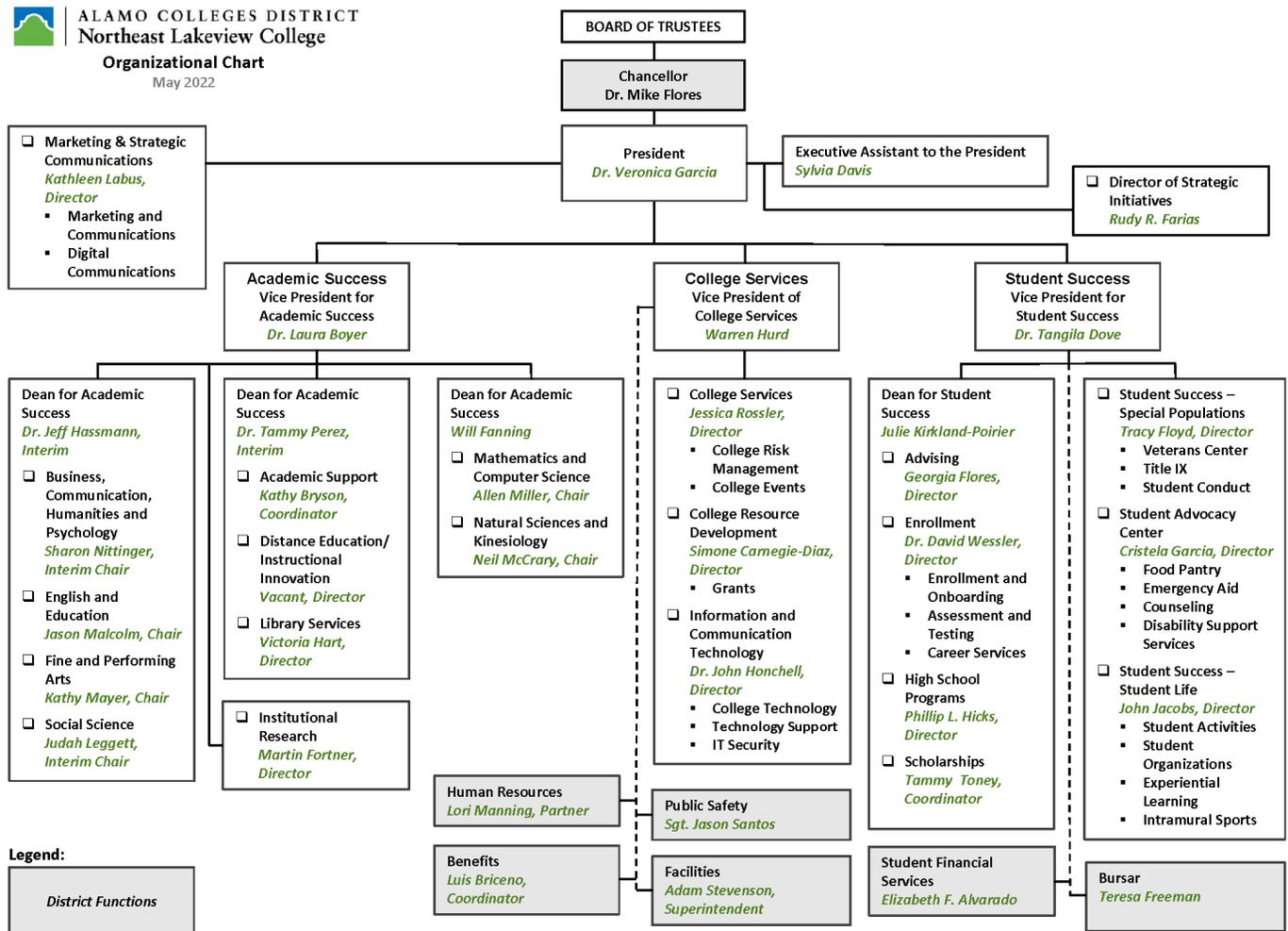


Northeast Lakeview College Organizational Chart



ALAMO COLLEGES DISTRICT
Northeast Lakeview College
Organizational Chart

May 2022



Legend:
District Functions

For additional details about Alamo Colleges District leadership visit <https://www.alamo.edu/nlc/about-NLC/administration/>



Northeast Lakeview College Strategic Plan

Goal I: Quality Teaching, Learning, and Student Success

Objective I: Enhance Learning

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

Strategies

1. Utilize high impact practices in teaching and learning.
2. Expand student opportunities for cross-curricular/programmatic learning.
3. Facilitate an environment of robust faculty and staff collaboration.
4. Expand and increase awareness of academic support services.
5. Identify and utilize relevant technology to meet college population needs.

Objective II: Enhance Student Support and Engagement

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

Strategies

1. Strengthen all aspects of career and transfer pathways awareness through the Alamo Institutes.
2. Build upon current practices designed to increase completion and minimize excess credit hours.
3. Expand opportunities for student engagement and innovative resources for student success.
4. Fully integrate cross-college processes for holistic advising.
5. Expand and increase awareness of student support services.

Objective III: Enhance Quality Teaching

Maintain and continue to develop quality professional development experiences for faculty.

Strategies

1. Implement opportunities for professional development (discipline specific and pedagogy specific).
2. Develop opportunities for faculty to share teaching techniques, strategies, and classroom experiences.
3. Enhance the availability of interactive learning technologies in the classroom.
4. Develop faculty peer mentorship.

Goal II: Respect, Value and Empower People

Objective I: Respectful Inclusive Culture

Promote an inclusive and diverse culture in which people's needs, ideas and involvement are critical parts of the institutional operations.

Strategies

1. Practice shared organizational leadership by including all stakeholders at the table.
2. Prioritize purposeful, multilateral communication, and respectful listening for increased employee engagement.
3. Strive for optimal staffing levels and infrastructure to support program and curriculum growth.
4. Empower diverse, cross-campus, inclusive work teams through organizational support.

Objective II: Employee Development and Recognition

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

Strategies

1. Promote and encourage varied and viable options for personal, professional, and leadership development.
2. Recognize, award, and celebrate the accomplishments of NLC employees.
3. Explore and enact innovative reward systems for employee achievements and appreciation.

**Goal III: Enrich Internal and External Community Engagement and Communication****Objective I: Communication and Engagement**

Enhance relationships with internal and external stakeholders and develop an awareness of College resources and services.

Strategies

1. Increase awareness of college and community services to enhance engagement.
2. Invest in systems to facilitate transparency and dissemination of information and resources to both internal and external stakeholders.

Objective II: Skills Development

Engage with our community to provide a skilled workforce.

Strategies

1. Develop programs that enrich our community.
2. Equip our students with essential skills for employment.
3. Expand internships and experiential learning opportunities.
4. Engage with our community partners to provide educational enrichment opportunities on campus.
5. Create an idea-sharing environment that promotes networking.

Objective III: Civic Responsibility and Cultural Awareness

Encourage a culture of civic responsibility and cultural awareness.

Strategies

1. Promote programming about different cultures.
2. Provide opportunities for civic engagement within the community.
3. Incentivize NLC employees and students to serve our community.



Northeast Lakeview College Strategy Map

ALAMO COLLEGES DISTRICT Northeast Lakeview College		Alamo Colleges Strategy Map Northeast Lakeview College									
		Achieving our Stakeholder Imperatives									
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	AY17/18	AY18/19	AY19/20	AY20/21	AY21/22	AY22/23	AY23/24	
				FY2018 Actual	FY2019 Target	FY2019 Actual	FY2020 Target	FY2020 Actual	FY2021 Target	FY2021 Actual	FY2022 Target
<p>Student Success Approaches: • Achieving the Dream • MyMAP • AlamoREP • AlamoREADY • I-BEST • Equity • "Welcome Home" • AA/JAS • Employability Gap</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 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>Performance Excellence Approaches: • Baldrige Excellence Framework • Project Management • Communication and Change Management • Continuous Improvement (IDCLUS PDCA) • 4DX</p>	<p>1. Completion • 4DX • Automatic Degree Awards • Reverse Transfer • 45 hours to Completion • Core Completion • Advanced Certificates • High Risk Courses</p> <p>2. AlamoADVISE • Advising Ratio • Mentoring Model • 100% Advising • Milestones Achieved • Career Advising</p> <p>3. AlamoINSTITUTES • Build the Pathways • Students in an Institute • Career Placement</p> <p>4. AlamoENROLL • Enrollment Mgmt. • Alamo Colleges Online • Prior Learning Assessment</p> <p>5. Dual Credit • Number of ECHS • Academy Growth • Dual Credit Growth • NEW Dual Credit Certificate</p> <p>6. Quality • Focus on Students, Customers, and Employees • Financial Sustainability • Accreditation</p>	WIG: Degrees and Certificates Awarded	305	350	387	443	671	685	911	930	
		Three-Year FT FTIC Graduation Rates	23.3%	26.0%	25.6%	28.0%	36.7%	31.7%	28.5%	34.7%	
		Reduction in High-Risk Courses <i>* Terms do not include Corequisite Lab courses</i>	10*	10	13*	10	4*	10	11	8	
		Overall Score - Community College Survey of Student Engagement (CCSSE)	CCSSE not administered	50.0	50.2	CCSSE not administered	CCSSE not administered	50.0	49.8	CCSSE not administered	
		Number of Students Awarded Internal Scholarships	252	300	175	350	306	350	194	350	
		Student-to-Advisor Ratio	416/1	350/1	308/1	350/1	350/1	350/1	350/1	350/1	
		Number of Advisors Certified	8	11	14	18	18	18	17	17	
		Percentage of Students with Formal Academic Plan/Institute	65%	80%	74%	85%	84%	≥95%	88%	≥95%	
		Percentage of Students with Personal Mission Statement	82%	85%	65% - FL18 61% - SP19 Avg. = 63%	87%	38% - FL19 85% - SP20 Avg. = 62%	≥95%	87% - FL20 85% - SP21 Avg. = 86%	≥95%	
		Percentage of Students with Non-Academic Transcript	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	27%	50%	78% - FL18 87% - SP19 Avg. = 83%	80%	72% - FL19 70% - SP20 Avg. = 71%	≥95%	83% - FL20 77% - SP21 Avg. = 80%	≥95%	
		Percentage of students meeting with Advisor at 30 hours	34%	50%	78% - FL18 68% - SP19 Avg. = 73%	80%	72% - FL19 70% - SP20 Avg. = 71%	≥95%	77% - FL20 74% - SP21 Avg. = 76%	≥95%	
		Percentage of students meeting with Advisor at 45 hours	23%	50%	84% - FL18 66% - SP19 Avg. = 75%	80%	70% - FL19 72% - SP20 Avg. = 71%	≥95%	78% - FL20 76% - SP21 Avg. = 77%	≥95%	
		Percentage of students taking a student success course within their first semester of attendance	67%	70%	85%	72%	67%	≥95%	61%	≥95%	
		Percentage of Students Satisfied with Advising	CCSSE not administered	93%	94%	CCSSE not administered	CCSSE not administered	≥95%	98%	CCSSE not administered	
		Average Semester Credit Hours Attempted by Graduates	77	75	76	70	73	71	74	72	
		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	
		Degrees Awarded in Critical Field Occupations	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Percentage of Students in Good Standing: Graduated, Transferred, Still Enrolled (by FTIC Cohort)	80.0%	83.0%	79.3%	85.0%	84.4%	85.0%	84.1%	85.0%	
		Student Loan Default Rate (Three Year Cohort Default Rate)	10.5%	11.0%	Available May 2023	10.5%	Available May 2024	10.5%	Available May 2025	10.5%	
		Percentage of Students Transferring to University	40.2%	47.0%	43.4%	48.0%	43.4%	48.0%	42.7%	48.0%	
		Overall Enrollment (Fall Credit Headcount) <i>*Fall18 began reporting "Owner" enrollment</i>	5,327	5,370	5,510*	6,433	6,540	6,671	6,657	6,790	
		Overall Enrollment (Fall Non-Credit Headcount)	552	570	549	575	943	520	378	505	
		Average Number of Fall Credit Hours Attempted	6.7	7.0	7.5	7.6	8.0	7.0	6.8	7.0	
		Percentage of students completing the appropriate college-level math course within their first two semesters of attendance	32.2%	35.0%	43.0%	39.0%	Available May 2022	43.0%	Available May 2023	TBD	
		Percentage of students completing the appropriate college-level English course within their first two semesters of attendance	68.0%	68.0%	63.3%	71.0%	Available May 2022	71.0%	Available May 2023	TBD	
		Fall-to-Fall Persistence Percentage	62.9%	68.0%	65.4%	71.0%	61.8%	67.5%	60.4%	68.6%	
		Market Penetration Percentage (District)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		Overall Dual Credit Enrollment	0	800	819	900	968	1,000	1,055	1,000	
		Number of Early College High Schools (ECHS)	1	1	1	1	1	1	1	1	
Alamo Academies Enrollment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Dual Credit Certificates	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			
Overall Score - Personal Assessment of the College Environment (PACE)	3.80	4.00	3.87	4.00	4.01	PACE not administered	PACE not administered	4.00			
Noel-Levitz (N-L) Overall Satisfaction	76%	N-L not administered	N-L not administered	79%	78%	N-L not administered	N-L not administered	80%			
Graduation of Transfer Students at Senior Institutions	61.1%	62.0%	64.3%	62.0%	64.7%	62.0%	Available May 2023	62.0%			
Composite Financial Index	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Number of Awards - Texas Award for Performance Excellence (TAPE)	2	3	3	4	3	4	4	4			
SACSCOC Accreditation, Candidacy, Reaffirmation	5/5	5/5	5/5	5/5	5/5	5/5	5/5	5/5			

Updated by College IR and Strategic Initiatives 05.17.2022



Regulatory Requirements

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

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

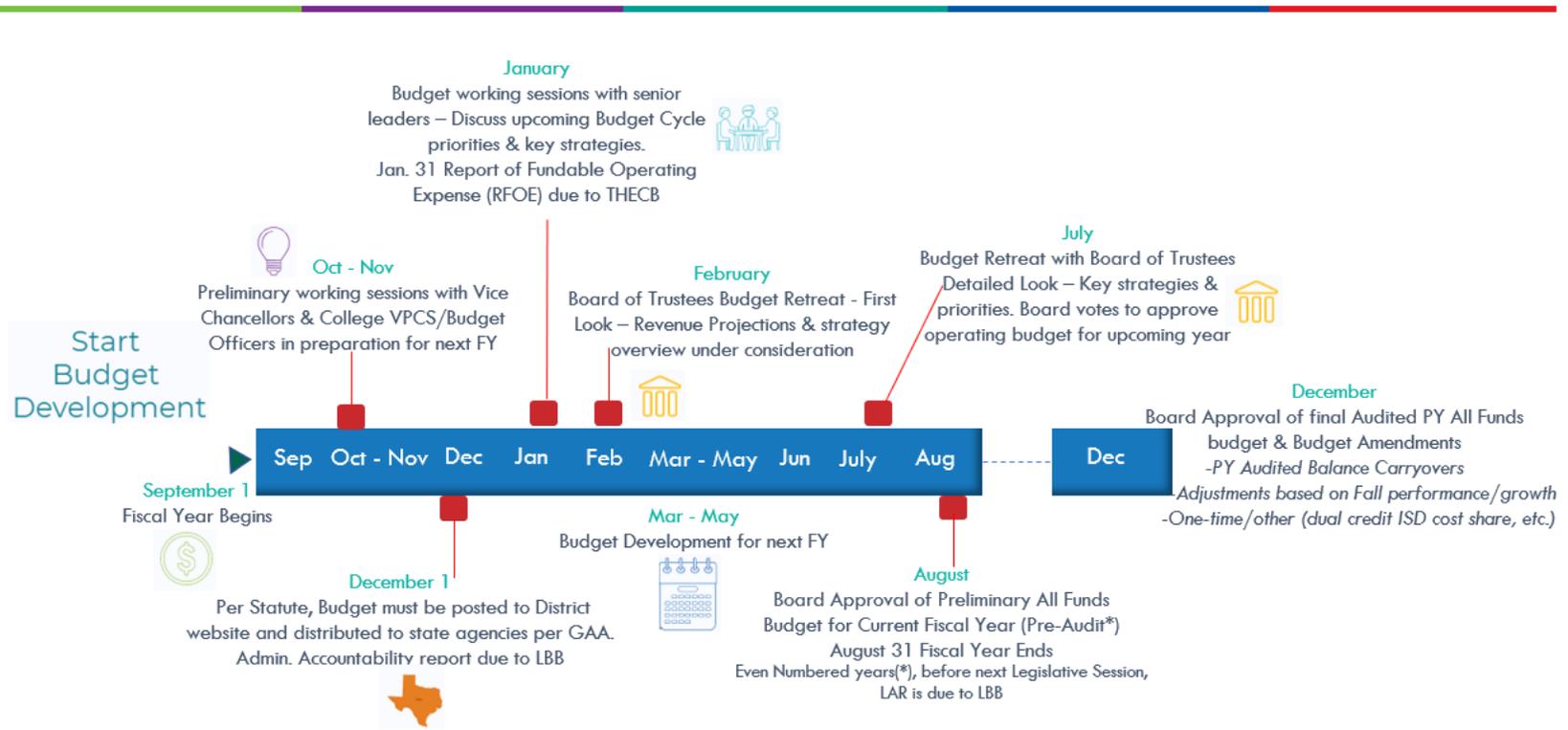
HB 1495 Requirements

HB 1495 (86th Legislature) requires all political subdivisions to report expenditures "directly or indirectly influencing or attempting to influence the outcome of legislation or administrative action." The Alamo Colleges District (ACD) is a member of the Texas Association of Community Colleges (TACC). TACC estimates that \$12,500 of ACD's dues goes to advocacy for community colleges. ACD is also an Associate Member of the Texas Association of School Boards (TASB). TASB estimates that \$75 of the membership fees will go to advocacy in FY22.



Budget Timeline and Calendar

Budget planning at the district level and college level is an annual process. This process includes the development of budget allocations using a formal Funding Model (FM) followed by a budget distribution, which is a detailed organizational account distribution process undertaken at the College and DSO levels. Significant steps in the annual budget process leading up to the presentation of the Final Budget to the Board of Trustees are summarized below.



*Jan-May – Odd numbered years, Texas Legislative Session



REVENUES AND EXPENSES



Revenue and Functional Expense Alignment

The FY2022 operating budget was developed based on a methodology and process 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 AID
EDUCATION & GENERAL State Appropriations Tuition and Fees CE Reimbursable Tuition Property Taxes Investment Income Other (Indirect Cost Recovery for Federal Revenue, Property Rental, Vendor Fees, VA)	PROGRAM TUITION* Nursing Fire Science Dental Lab Tech Veterinary Tech Culinary Arts Digital Media Digital Video & Cinema Production	STUDENT ACTIVITIES Fees	ENTERPRISE ACTIVITIES Library Fines Gym Rental Charges Facility Rental Charges Testing Fees CE Non-Reimbursable	PUBLIC SERVICE Planetarium Fees Fine Arts Acad. Charges	DESIGNATED Child Care Center Fees Natatorium Charges NON-DESIGNATED Bookstore Commission Vending Commission Copy Machine Charges Student Support Fee	SCHOLARSHIPS & FINANCIAL AID
EXPENSES						
FORMULA FUNDED	NON-FORMULA FUNDED			PUBLIC SERVICE	AUXILIARY	SCHOLARSHIPS & FINANCIAL AID
EDUCATION & GENERAL Instruction Academic Support Student Services Institutional Support Operation & Maintenance	PROGRAM TUITION* Nursing Fire Science Dental Lab Tech Veterinary Tech Culinary Arts Digital Media Digital Video & Cinema Production	STUDENT ACTIVITIES	ENTERPRISE ACTIVITIES Library Fines Gym Rental Charges Facility Rental Charges Testing 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

* For full list of program tuition, see Tuition and Fees Schedule in Appendix section.



FY22 Revenue Summary

Northeast Lakeview College THREE YEAR REVENUE SUMMARY

FORMULA REVENUE FOR FUNDING MODELS

	FY 2020	FY 2021	FY 2022
State Appropriations	-	-	-
Veteran's Assistance Center	-	-	-
State Paid Benefits	-	-	-
Tuition - (Exclude CE)	11,075,487	11,862,225	10,963,760
Tuition - CE Reimbursable	-	-	-
Taxes	-	-	-
Other	-	-	-
Non Designated Auxiliary	-	-	-
Total Formula Revenue	\$ 11,075,487	\$ 11,862,225	\$ 10,963,760

NON-FORMULA REVENUE FOR ENTERPRISES ACTIVITIES

	FY 2020	FY 2021	FY 2022
Instruction	-	-	-
Public Service	-	-	-
Academic Support	16,000	11,000	9,000
Student Services	330,770	350,618	319,105
Designated Auxiliary	-	-	-
Continuing Education	-	-	-
Designated Unrestricted	10,500	16,200	8,500
Total Non-Formula Revenues	\$ 357,270	\$ 377,818	\$ 336,605

TOTAL REVENUES	\$ 11,432,757	\$ 12,240,043	\$ 11,300,365
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Northeast Lakeview College
THREE YEAR REVENUE BUDGET

FORMULA REVENUE FOR FUNDING MODELS

		FY 2020	FY 2021	FY 2022
STATE APPROPRIATIONS				
11X001	State Appropriations E & G	-	-	-
11X001	State Paid Benefits	-	-	-
	Total State Appropriations	\$ -	\$ -	\$ -
TUITION				
11X001	Tuition - Non Exempt	8,547,222	9,177,494	8,503,645
11X001	Tuition - Exempt	2,796,357	2,742,507	2,717,326
11X001	Tuition - Exempt Discounts*	(3,117,166)	(3,116,940)	(3,091,759)
11X001	Tuition Pledged (25%)	2,849,074	3,059,165	2,834,548
11X001	ACOL Revenue	-	-	-
	Total Tuition and Tuition Pledged	\$ 11,075,487	\$ 11,862,225	\$ 10,963,760
11X001	CE Tuition Reimbursable	-	-	-
	Total State Appropriations	\$ 11,075,487	\$ 11,862,225	\$ 10,963,760
TOTAL FORMULA REVENUES		\$ 11,075,487	\$ 11,862,225	\$ 10,963,760

*Tuition - Exempt Discounts include Summer Momentum Program (SMP).



Northeast Lakeview College
THREE YEAR REVENUE BUDGET

NON-FORMULA REVENUE FOR ENTERPRISE ACTIVITIES

	FY 2020	FY 2021	FY 2022
11X001 Special Program Tuition	-	-	-
11X001 VCT Fee Revenue	-	-	-
11X001 Administrative Fee Revenue	-	-	-
Total Instruction	\$ -	\$ -	\$ -
11X001 Other Op - Facility Rental Revenue	-	-	-
11X001 Property Rentals Revenue	-	-	-
11X001 Sales and Services Revenue	-	-	-
Total Public Service	\$ -	\$ -	\$ -
11X001 Library Fines Revenue	1,000	1,000	1,000
11X001 Sales and Services Revenue	15,000	10,000	8,000
11X001 Miscellaneous Revenue	-	-	-
Total Academic Support	\$ 16,000	\$ 11,000	\$ 9,000
11X003 Student Activity Fee - w/o Exemptions	265,770	279,618	259,605
11X001 TSI Test Fee	35,000	35,000	30,000
11X001 CLEP Test Fee	5,500	5,000	5,000
11X001 Correspondence Test Fee	10,000	10,000	5,000
11X001 Accuplacer Test Fee	-	500	500
11X001 Event Booth Rental Revenue	3,500	3,500	3,500
11X001 ID Replacement	1,000	1,000	500
11X001 Veterans Administration Revenue	-	16,000	15,000
11X001 Miscellaneous Revenue	10,000	-	-
Total Student Services	\$ 330,770	\$ 350,618	\$ 319,105
13X001 AUX - Child Care Revenue	-	-	-
133003 Administrative Fee Revenue	-	-	-
133001 Sales & Services Revenue	-	-	-
Total Designated Auxiliary	\$ -	\$ -	\$ -
11X001 CE Tuit Non-Reimbursable	-	-	-
11X001 CE Tuit Non-Reimb Contracts	-	-	-
11X001 Non-CE Tuit Contract Training	-	-	-
Total C.E.	\$ -	\$ -	\$ -
17X00X Designated Unrestricted	10,500	16,200	8,500
Total Unrestricted Scholarships Interest Income	\$ 10,500	\$ 16,200	\$ 8,500
TOTAL NON-FORMULA REVENUES	\$ 357,270	\$ 377,818	\$ 336,605



FY22 Expense Summary

Northeast Lakeview College Three Year Operating Expenses by Functional Category

	Equipment and Capital	Operating Expenses	Travel	Transfers	Total
FY 2022					
Instruction	20,250	433,900	-	-	454,150
Academic Support	156,616	377,744	70,932	-	605,292
Student Services	34,400	386,108	68,563	-	489,071
Institutional Support	4,500	358,955	92,994	-	456,449
Transfers	-	-	-	435,586	435,586
Total	\$ 215,766	\$ 1,556,707	\$ 232,489	\$ 435,586	\$ 2,440,548
FY 2021					
Instruction	20,250	381,271	-	-	401,521
Academic Support	154,616	388,044	73,132	-	615,792
Student Services	36,400	396,389	62,413	-	495,202
Institutional Support	2,526	441,530	92,944	-	537,000
Transfers	-	-	-	435,586	435,586
Total	\$ 213,792	\$ 1,607,234	\$ 228,489	\$ 435,586	\$ 2,485,101
FY 2020					
Instruction	21,650	472,435	-	-	494,085
Academic Support	112,116	350,800	68,954	-	531,870
Student Services	49,100	366,288	55,150	-	470,538
Institutional Support	2,526	377,830	96,198	-	476,554
Transfers	-	-	-	435,586	435,586
Total	\$ 185,392	\$ 1,567,353	\$ 220,302	\$ 435,586	\$ 2,408,633



Northeast Lakeview College
Three Year Budget Summary by Functional Category

Functional Category	FTE Salary	Vacancy Credit	Other Salary	Benefits	Other Expense	Total Budget	%
FY 2022							
Instruction	5,421,124	-	1,701,029	1,911,625	454,150	9,487,928	45.7%
Academic Support	2,084,212	-	372,005	732,668	605,292	3,794,177	18.3%
Student Services	3,000,347	-	412,035	1,026,250	489,071	4,927,703	23.7%
Institutional Support	1,167,257	-	112,125	395,110	456,449	2,130,941	10.3%
Transfers	-	-	-	-	435,586	435,586	2.1%
Total	\$ 11,672,940	\$ -	\$ 2,597,194	\$ 4,065,653	\$ 2,440,548	\$ 20,776,335	100.0%
FY 2021							
Instruction	5,606,877	(550,000)	2,157,921	1,807,357	401,521	9,423,676	51.2%
Academic Support	1,824,912	(540,308)	354,627	442,941	615,792	2,697,964	14.6%
Student Services	2,879,267	(534,000)	174,810	770,010	495,202	3,785,289	20.5%
Institutional Support	1,410,744	(300,000)	64,242	366,688	537,000	2,078,674	11.3%
Transfers	-	-	-	-	435,586	435,586	2.4%
Total	\$ 11,721,800	\$ (1,924,308)	\$ 2,751,600	\$ 3,386,996	\$ 2,485,101	\$ 18,421,189	100.0%
FY 2020							
Instruction	5,041,216	(150,000)	2,345,221	1,774,784	494,085	9,505,306	50.3%
Academic Support	1,843,412	(125,000)	317,828	579,230	531,870	3,147,340	16.7%
Student Services	2,418,580	(172,662)	165,385	736,486	470,538	3,618,327	19.1%
Institutional Support	1,354,595	(122,574)	78,891	405,456	476,554	2,192,922	11.6%
Transfers	-	-	-	-	435,586	435,586	2.3%
Total	\$ 10,657,803	\$ (570,236)	\$ 2,907,325	\$ 3,495,956	\$ 2,408,633	\$ 18,899,481	100.0%

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

Other Salary includes Compensation, HWHD, and other Talent adjustments.



Three Year Staffing Summary

Northeast Lakeview College Three Year Staffing Summary

	Account Code	FY20		FY21		FY22	
		FTE	Salary	FTE	Salary	FTE	Salary
Faculty	61001	72.00	4,532,640	78.50	5,096,608	79.00	4,992,679
Administrators	61011	8.00	1,031,815	8.00	1,069,270	8.00	1,062,766
Professionals	61012	68.00	3,764,272	71.00	4,035,309	73.00	4,266,641
Classified	61021	38.00	1,329,076	42.00	1,520,613	39.00	1,350,854
Total		186.00	\$ 10,657,803	199.50	\$ 11,721,800	199.00	\$ 11,672,940

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

FY21 restated to remove FTEs with \$0 salary budget. FY22 does not include FTEs with \$0 salary budget.

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



Northeast Lakeview College

Budgeted Contact Hours (Used for Workload Allocation)

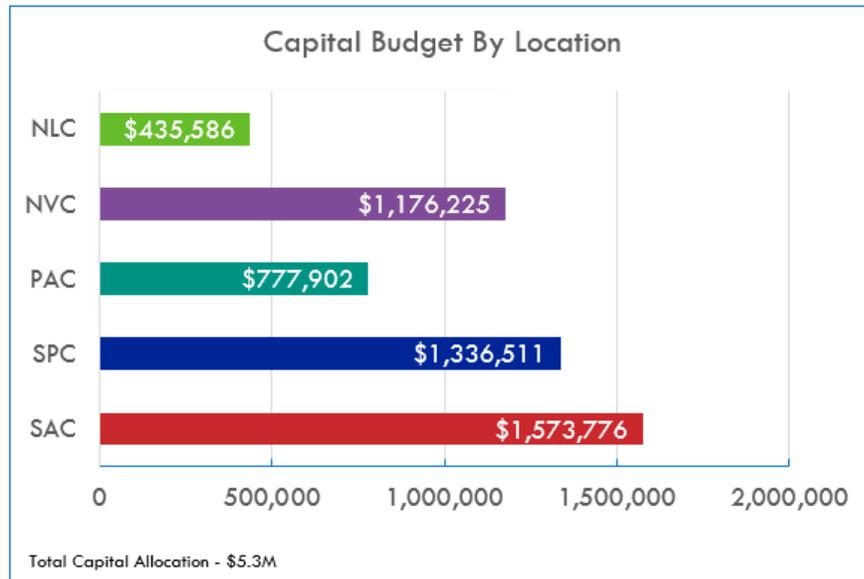
		FY 2020	FY 2021	FY 2022
1	Agriculture	-	1,680	-
2	Architect and Precision Prod Trades	-	-	-
3	Biology Physical Sci and Sci Tech	242,250	273,719	269,051
4	Bus Mgmt Marketing and Admin Svcs	42,783	55,242	52,137
5	Career Pilot	-	-	-
6	Communications	9,148	9,063	61,971
7	Computer and Information Sciences	25,906	34,562	29,250
8	Construction Trades	-	-	-
9	Consumer and Homemaking Ed	48,654	59,879	50,909
10	Engineering	-	-	-
11	Engineering Related	-	-	-
12	Eng Lang Lit Philos Hmnties Intrdsc	384,840	424,257	315,170
13	Foreign Languages	22,164	24,342	25,587
14	Hlth Occ Dent Asst Med Lab AA Nurs	-	-	-
15	Health Occ Dental Hygiene	-	-	-
16	Health Occ Other	8,651	9,955	1,517
17	Respiratory Therapy	-	-	-
18	Vocational Nursing	-	-	-
19	Mathematics	165,637	216,343	185,944
20	Mechanics and Repairers Auto	-	-	-
21	Mech Repairer Diesel Aviation Transportation	-	-	-
22	Electronics	7,740	5,324	-
23	Physical Ed and Fitness	11,499	12,243	3,378
24	Protective Service and Public Admin	4,242	8,685	8,324
25	Psychology Soc Sciences and History	506,067	578,703	575,961
26	Visual and Performing Arts	108,484	111,432	80,783
27	Non-State Funded	-	-	-
28	Math Developmental Education	110,086	100,415	58,158
29	Reading/Writing Developmental Education	15,383	11,987	12,436
TOTAL		1,713,534	1,937,831	1,730,576



Facilities Maintenance and Long-Range Planning

Capital Allocations

With five individual college campuses and various off-campus sites totaling more than 5.4 million square feet of space, the Alamo Colleges District has significant investments in buildings, land, parking garages, athletic facilities and equipment. The capital budget includes funding for routine capital expenditures such as the reconditioning or replacement of IT and obsolete equipment and furniture, as well as funding for new capital outlays. Expenditures that are subject to capitalization as well as those that are not are included in the Capital Budget total. Funds allocated to the annual capital budget that remain unspent in any given budget year are rolled forward to be made available for future use. The table below details the capital budget amount allocated to each campus for FY2022.



Preventive Maintenance

The Alamo Colleges Preventive Maintenance Policy C.2.3.1, ensures that District Administration will prepare, budget and execute an annual preventive maintenance program that takes care to protect the taxpayer investment in the District’s facilities and installed equipment. Preventive maintenance is defined as “the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility.” This includes work required to maintain, repair, restore, replace-in-kind or alter facilities components which have deteriorated or those that require upgrading or modernization so that they may be used effectively for the designated or intended purpose. The budget for preventive maintenance is divided into two components: (1) Annual/Recurring Maintenance and (2) Replacement/Repairs of Existing Building Systems.

Prioritization Strategy

The Alamo Colleges District maintains a facilities profile with an estimated \$1.2 Billion replacement cost. National Standards recommend spending on maintenance to be between 1% and 5% of Asset Replacement Values depending on the age of the facility and status or magnitude of the backlog of work to be done. With the FY22 budget of \$19.5 million across all campuses representing approximately 1.6% of the replacement value, prioritization is and will continue to be imperative to a successful plan. During 2021, the Facilities department collaborated with the College’s senior leadership to prioritize the repairs/renewals of building elements to be addressed with the three-year preventive maintenance plan covering FY22 – FY24. A weighted prioritization method is applied and used to support the multi-year plan.



The prioritization methodology assesses various factors based on assigned weight, including: a) building system categories, b) urgency of repair, c) building use, d) building age, and e) building condition (FCI and Requirement Index).

Preventive Maintenance Budget

Data collected through the implementation of the prioritization strategy was used to establish total annual spending targets over the next three years for each of the colleges. On an annual basis, management will report the plan status and update the rolling three-year plan accordingly. Each new plan year will include an additional year future outlook. The tables below detail the current FY22 Budget and the current 3-year plan Overview:

Table 1: FY22 PM Budget (in Millions)

PM Budget Categories	Annual Budget (\$ in Millions)
PM Prioritized Projects (by System Group)	\$ 13.8
Trailing "Soft Cost"	2.7
Unplanned Emergency Repairs	1.3
General Maintenance	1.4
FCI Database Management	0.3
FY 2022 PM Budget	\$ 19.5

Table 2: 3-Year Preventive Maintenance Summary (in Millions)

District Wide 3-Year PM Budget Overview	2022	2023	2024
Prioritized PM Projects (System Group)	\$ 13.8	\$ 14.2	\$ 15.1
Trailing "Soft Costs"	2.7	2.6	3.2
Annual/Recurring	3.0	3.1	3.2
Total Annual PM Budget	\$ 19.5	\$ 20.0	\$ 21.5

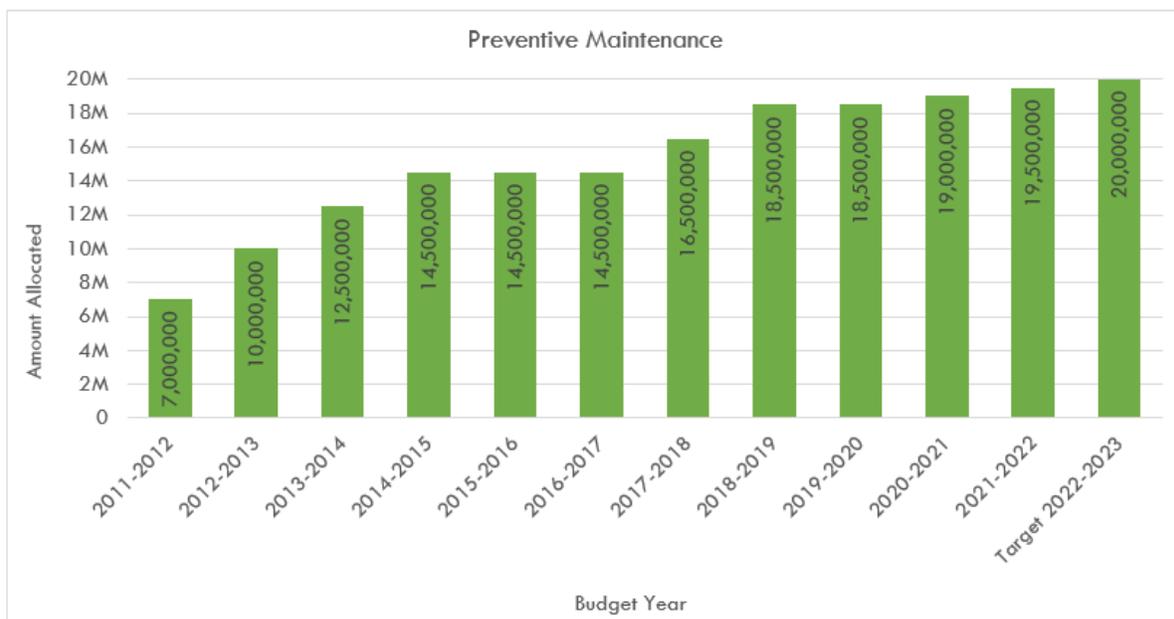




Table 2 presents the budget between the Board recognized categories of (1) Annual/Recurring Maintenance and (2) Replacement/Repairs of Existing Building Systems. Annual maintenance is intended to include work such as roofing upkeep and periodic inspection, but this grouping is also used to address unexpected issues that may arise. Additionally, as part of this budget component, normal soft costs are set aside to support projects.

The Replacement/Repairs of Existing Building Systems component is titled Prioritized PM Projects in the previous table; it is used towards major maintenance items such as roof replacement and structural repairs that are considered top priority. In contrast to the first component, the work completed as part of this allocation is typically planned, and not reactionary in nature. Preventive maintenance extends the life of existing facilities and thus, is not applicable to new buildings, changes to increase in capacity, building demolition, programmatic updates or similar items not falling in the heading “maintain, repair, restore, or replace” as defined by Board policy.

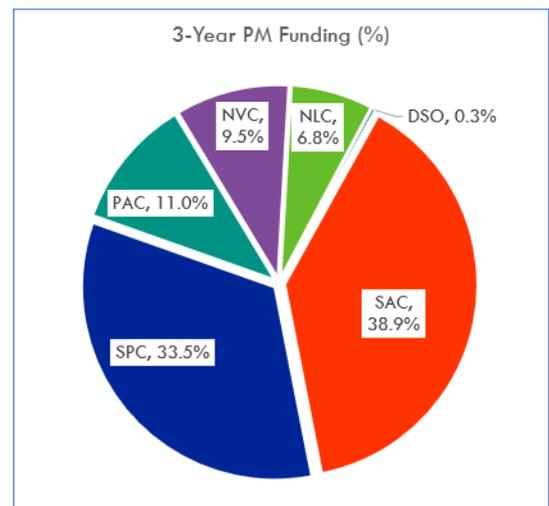
In Table 3 below, an overview for each of the campuses for the preventive maintenance budget for the next three years is shown.

Table 3: 3-Year Preventive Maintenance Plan By Campus (in Millions)

Campus	FY2022	FY2023	FY2024	Total (Projected FY22-FY24)	Funding % FY22 - FY24
SAC (and FRA)	\$ 7.6	\$ 2.8	\$ 6.3	\$ 16.8	38.9%
SPC (and SWC)	3.0	4.4	6.9	14.4	33.5%
PAC	0.6	3.8	0.3	4.7	11.0%
NVC	1.5	2.6	0.0	4.1	9.5%
NLC	0.9	0.5	1.5	3.0	6.8%
DSO	0.1	0.0	0.0	0.1	0.3%
Prioritized PM Projects Sub-Total	\$ 13.8	\$ 14.2	\$ 15.1	\$ 43.1	100%
Trailing "Soft Costs"	2.7	2.6	3.2		
Annual/Recurring	3.0	3.1	3.2		
Annual Budget Amount	\$ 19.5	\$ 20.0	\$ 21.5		

*Figures shown account for inflation

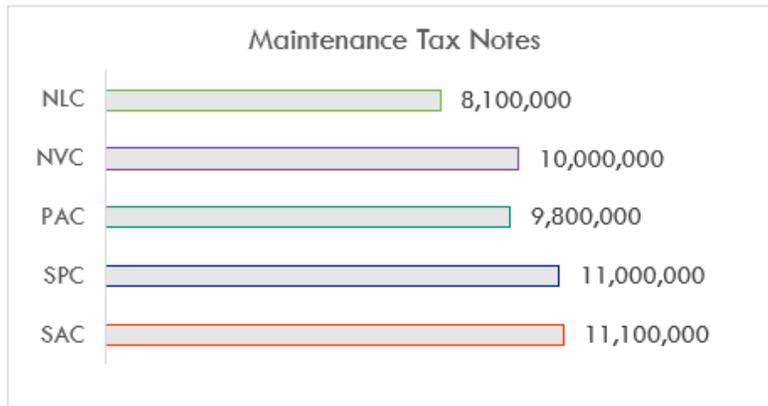
Beyond the approved 3-year preventive maintenance plan, the District’s long-term target is to increase the budget as a percentage of asset replacement values from 1.5% to between 2% - 2.5%, the median of the industry best practice standard. This increase represents an annual budget between \$24 and \$30 million, which would allow the District to continue preventing further deterioration of the Alamo Colleges facilities. Annual increases to the allocated preventive maintenance budget will be largely determined by future tax revenues; assessments are continuous and targets will be adjusted appropriately.



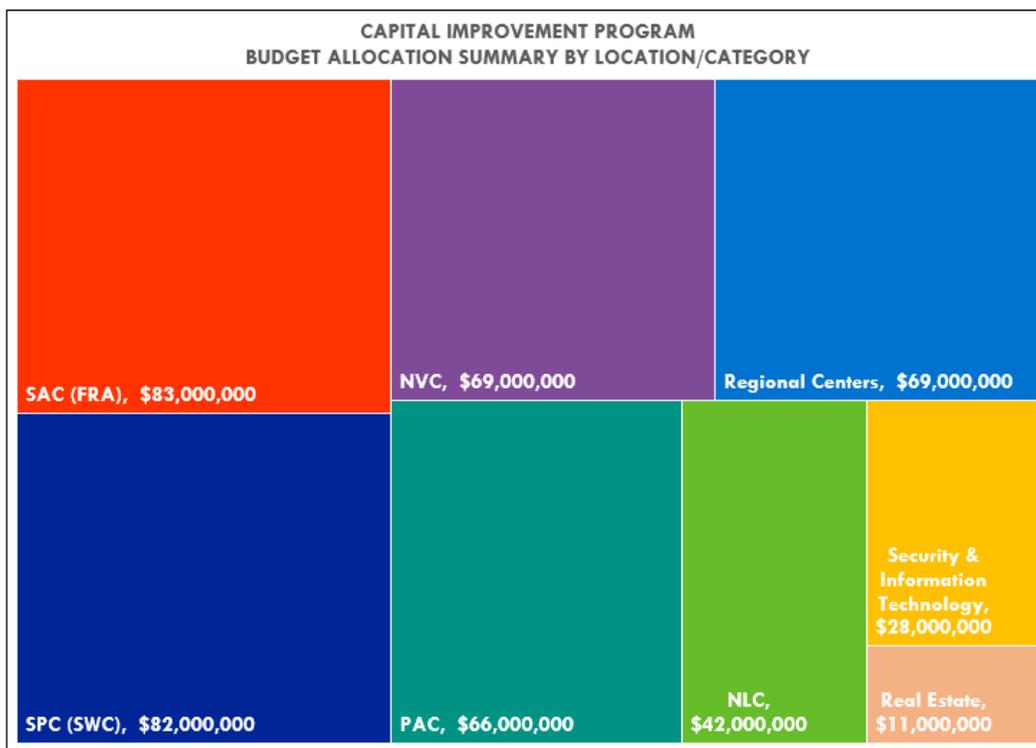


Capital Improvement Program (CIP)

In May 2017, Bexar County voters approved a capital improvement bond proposal representing \$450 million in Alamo Colleges District-wide capital improvements. Bond proceeds are being used to renovate existing facilities, add new facilities, expand geographic reach within Bexar County and add physical plant and technological capacity. A citizens Bond Oversight Committee was established to monitor and provide input during the CIP process. Construction projects are expected to be completed by December 2023. In support of the Capital Bond Program, an additional \$50 million in Maintenance Tax Notes were issued in 2020 to fund qualified maintenance and renovation projects outlined in the 2017 CIP. These MTN notes will also be used to purchase furniture, fixtures and equipment. Funds will be allocated between the five colleges in line with the original Capital Improvement Program.



In conjunction with the 3-year preventive maintenance plan, the CIP projects planned are integral to the expansion of the Alamo Colleges District’s ability to serve the needs of current and future students. The chart included below summarizes the CIP budget allocation by campus/category and is inclusive of numerous, distinctive new projects and renovations to existing buildings.





STUDENT DATA



Daily Registration Report

FY22 APPROVED BUDGET
Headcount by Tuition Status

COLLEGE	Tuition Status	Historical			FY22 Approved Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	In District	1,796	3,760	4,163	4,246	3,842	1,828
	Out of District	494	1,185	1,231	1,256	1,182	512
	Non-Resident	6	30	54	55	102	22
	Exempt	64	284	212	216	177	105
	Dual Credit	28	1,005	997	1,017	1,038	-
	Total	2,388	6,264	6,657	6,790	6,341	2,467
NVC	In District	7,040	11,191	12,471	12,720	11,044	7,439
	Out of District	621	901	1,123	1,123	1,143	715
	Non-Resident	53	111	142	142	183	17
	Exempt	138	540	446	446	439	200
	Dual Credit	1	3,422	4,360	4,534	3,993	-
	Total	7,853	16,165	18,542	18,965	16,801	8,371
PAC	In District	4,262	6,162	7,004	7,284	6,226	4,545
	Out of District	605	794	972	1,010	990	548
	Non-Resident	28	32	63	65	84	31
	Exempt	104	318	278	289	282	232
	Dual Credit	120	3,275	2,876	2,991	3,467	-
	Total	5,119	10,581	11,193	11,640	11,049	5,356
SAC	In District	7,695	13,994	14,285	14,999	13,355	7,598
	Out of District	857	1,430	1,655	1,738	1,797	846
	Non-Resident	99	206	248	260	350	98
	Exempt	226	560	527	553	618	223
	Dual Credit	50	2,273	2,516	2,642	2,615	49
	Total	8,927	18,463	19,231	20,192	18,735	8,814
SPC	In District	4,779	7,996	7,874	8,267	7,902	5,018
	Out of District	603	969	1,071	1,124	1,206	633
	Non-Resident	34	75	85	89	232	36
	Exempt	153	371	332	348	377	161
	Dual Credit	86	4,280	3,334	3,500	4,111	90
	Total	5,655	13,691	12,696	13,330	13,828	5,938
Alamo	In District	25,572	43,103	45,797	47,516	42,369	26,428
	Out of District	3,180	5,279	6,052	6,251	6,318	3,254
	Non-Resident	220	454	592	611	951	204
	Exempt	685	2,073	1,795	1,852	1,893	921
	Dual Credit	285	14,255	14,083	14,684	15,224	139
	Total	29,942	65,164	68,319	70,917	66,755	30,946



Headcount by All Parts of Term

College	All PRTM	Historical			FY22 Approved Budget			College	All PRTM	Historical			FY22 Approved Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022			Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	Continuing	1,966	4,429	3,872	3,950	4,417	1,874	SAC	Continuing	7,061	13,301	10,917	11,463	13,216	6,976
	Dual Credit	3	565	613	625	598	-		Dual Credit	34	1,866	2,136	2,243	2,087	33
	ECHS	25	440	384	392	441	-		ECHS	16	407	380	399	527	16
	Early Admit	-	-	-	-	2	-		Early Admit	-	-	-	-	8	-
	New First Time	99	305	1,158	1,181	280	80		New First Time	246	708	2,998	3,148	706	243
	Returning, Former	70	171	324	330	300	75		Returning, Former	407	859	1,502	1,577	914	401
	Transfer	56	305	247	252	256	155		Transfer	453	1,038	1,047	1,099	1,004	446
	Transfer Military	2	-	2	2	-	-		Transfer Military	6	20	7	7	5	5
	Transfer, Former	19	11	24	24	16	13		Transfer, Former	104	125	102	107	120	102
	Transient	148	38	33	34	33	271		Transient	600	139	142	149	144	592
	Total	2,388	6,264	6,657	6,790	6,343	2,468		Total	8,927	18,463	19,231	20,192	18,731	8,814
NVC	Continuing	6,434	10,812	9,544	9,766	10,989	6,853	SPC	Continuing	4,543	7,817	6,670	7,004	8,165	4,770
	Dual Credit	1	3,422	4,360	4,457	3,924	-		Dual Credit	67	2,950	2,308	2,423	2,799	70
	ECHS	-	-	-	-	-	-		ECHS	19	1,330	1,026	1,077	1,311	20
	Early Admit	-	-	-	-	7	-		Early Admit	-	-	-	-	3	-
	New First Time	210	589	2,847	2,911	553	218		New First Time	96	354	1,264	1,327	342	101
	Returning, Former	247	481	1,010	1,033	546	266		Returning, Former	200	426	756	794	465	210
	Transfer	297	679	615	629	619	327		Transfer	281	629	504	529	581	295
	Transfer Military	5	15	4	4	5	5		Transfer Military	11	58	26	27	18	12
	Transfer, Former	63	56	61	62	45	67		Transfer, Former	60	57	67	70	62	63
	Transient	596	111	101	103	113	636		Transient	378	70	75	79	82	397
	Total	7,853	16,165	18,542	18,965	16,801	8,371		Total	5,655	13,691	12,696	13,330	13,828	5,938
PAC	Continuing	4,026	6,217	5,169	5,376	6,606	4,082	Alamo	Continuing	24,030	42,576	36,172	37,559	43,393	24,555
	Dual Credit	68	1,749	1,684	1,751	1,796	-		Dual Credit	173	10,552	11,101	11,499	11,204	103
	ECHS	52	1,526	1,192	1,240	1,671	-		ECHS	112	3,703	2,982	3,108	3,950	36
	Early Admit	-	-	-	-	2	-		Early Admit	-	-	-	-	22	-
	New First Time	184	261	2,059	2,141	248	214		New First Time	835	2,217	10,326	10,708	2,129	856
	Returning, Former	190	337	647	673	335	172		Returning, Former	1,114	2,274	4,239	4,407	2,560	1,124
	Transfer	201	337	347	361	310	293		Transfer	1,288	2,988	2,760	2,870	2,770	1,516
	Transfer Military	3	7	4	4	7	6		Transfer Military	27	100	43	44	35	28
	Transfer, Former	36	43	37	38	26	54		Transfer, Former	282	292	291	301	269	299
	Transient	359	104	54	56	49	535		Transient	2,081	462	405	421	421	2,431
	Total	5,119	10,581	11,193	11,640	11,050	5,356		Total	29,942	65,164	68,319	70,917	66,753	30,948



FY22 BUDGET PROJECTIONS
Total Semester Credit Hours by Tuition Status

COLLEGE	Tuition Status	Historical			Projections for FY22 Budget		
		Summer 2020	Spring 2020	Fall 2020	Fall 2021	Spring 2022	Summer 2022
NLC	In District	7,603	28,367	27,490	29,523	23,550	8,220
	Out of District	2,361	10,040	9,512	9,000	8,521	2,447
	Non-Resident	30	205	354	385	733	112
	Exempt	293	2,448	1,541	1,595	1,130	581
	Dual Credit	121	6,387	6,640	7,304	7,285	-
	Total	10,408	47,447	45,537	47,807	41,219	11,360
NVC	In District	34,628	90,263	93,625	98,306	82,156	32,471
	Out of District	2,798	6,391	7,324	7,690	7,582	2,422
	Non-Resident	260	948	1,095	1,150	1,443	252
	Exempt	782	4,519	3,454	3,627	3,347	1,408
	Dual Credit	3	17,448	25,952	27,250	20,507	15
	Total	38,471	119,569	131,450	138,023	115,035	36,568
PAC	In District	18,853	42,391	46,300	48,615	38,232	21,406
	Out of District	2,763	5,510	6,353	6,671	5,965	2,512
	Non-Resident	118	224	397	417	419	123
	Exempt	511	2,088	1,757	1,845	1,602	1,244
	Dual Credit	483	18,408	19,179	20,138	19,893	-
	Total	22,728	68,621	73,986	77,685	66,111	25,285
SAC	In District	37,553	105,032	102,298	107,413	93,563	35,281
	Out of District	3,997	9,835	11,121	11,677	11,973	4,480
	Non-Resident	538	1,850	2,084	2,188	2,730	232
	Exempt	1,284	4,286	3,826	4,017	4,418	1,341
	Dual Credit	166	11,420	13,431	14,103	12,979	125
	Total	43,538	132,423	132,760	139,398	125,663	41,459
SPC	In District	21,190	51,112	49,528	52,004	49,510	22,250
	Out of District	2,748	6,199	6,631	6,963	7,418	2,885
	Non-Resident	152	566	528	554	1,384	160
	Exempt	768	2,437	2,097	2,202	2,423	806
	Dual Credit	323	22,486	18,600	19,530	21,330	339
	Total	25,181	82,800	77,384	81,253	82,065	26,440
Alamo	In District	119,827	317,165	319,241	335,861	287,011	119,628
	Out of District	14,667	37,975	40,941	42,001	41,459	14,746
	Non-Resident	1,098	3,793	4,458	4,694	6,709	879
	Exempt	3,638	15,778	12,675	13,286	12,920	5,380
	Dual Credit	1,096	76,149	83,802	88,325	81,994	479
	Total	140,326	450,860	461,117	484,166	430,093	141,112



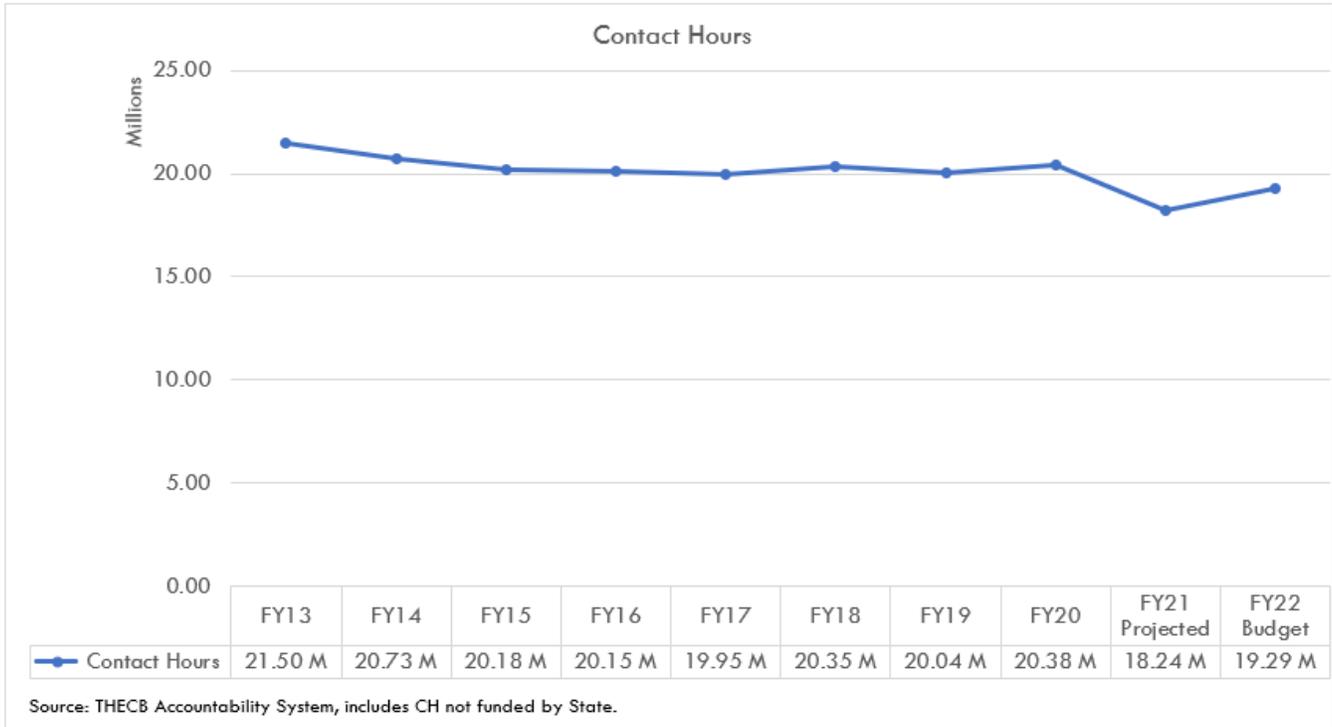
**FY22 APPROVED BUDGET
Fund Code and Discipline Contact Hours**

Fund Code and Discipline	Funded Contact Hours					
	Total FY22 Approved Budget CH					
	NLC	NVC	PAC	SAC	SPC	ACD
00 - Cross-Listed Courses With Different Fund Codes	-	-	7,466	2,302	-	9,768
01 - Agriculture	-	10,706	65,828	3,502	-	80,036
02 - Architecture and Precision Production Trades	-	-	-	72,620	77,230	149,850
03 - Biology, Physical Sciences, and Science Technology	279,868	750,244	378,438	655,955	879,077	2,943,582
04 - Business Management, Marketing, and Administrative Services	52,954	160,019	209,627	353,963	203,767	980,330
05 - Career Pilot	-	-	-	-	-	-
06 - Communications	70,621	203,882	97,240	165,262	55,473	592,478
07 - Computer and Information Sciences	31,073	133,602	117,421	257,384	123,933	663,413
08 - Construction Trades	-	-	-	-	66,343	66,343
09 - Consumer and Homemaking Education	55,461	66,678	84,401	122,541	138,097	467,178
10 - Engineering	-	12,905	2,218	7,392	3,914	26,429
11 - Engineering Related	-	12,577	22,358	49,571	183,254	267,760
12 - Eng Language, Literature, Philosophy, Humanities, and Interdisciplinary	335,912	816,020	452,174	821,826	375,614	2,801,546
13 - Foreign Languages	27,262	247,900	41,663	241,837	73,668	632,330
14 - Health Occupations - Dental Asst., Medical Lab, and Assoc. Degree Nursing	-	-	-	260,819	44,335	305,154
16 - Health Occupations-Other (Excludes Dental Hygiene, Dental Assisting, Medical Lab, Associate Degree Nursing, Vocational Nursing, and Respiratory Therapy)	1,619	33,189	49,889	119,586	296,941	501,224
17 - Health Occupations-Respiratory Therapy	-	-	-	-	64,529	64,529
18 - Health Occupations-Vocational Nursing	-	-	-	-	93,660	93,660
19 - Mathematics	193,252	608,353	287,704	423,019	222,952	1,735,280
20 - Mechanics and Repairers-Automotive	-	-	-	-	156,627	156,627
21 - Mechanics and Repairers-Diesel, Aviation Mechanics, and Transportation Workers	-	-	216	-	113,265	113,481
22 - Mechanics and Repairers-Electronics	-	-	504	7,075	4,049	11,628
23 - Physical Education and Fitness	3,644	33,869	27,428	29,841	16,884	111,666
24 - Protective Services and Public Administration	8,977	45,587	47,837	246,211	27,368	375,980
25 - Psychology, Social Services, and History	584,162	1,356,516	769,533	1,253,665	531,619	4,495,495
26 - Visual and Performing Arts	83,515	279,096	167,259	272,496	131,460	933,826
28 - Developmental Math	53,783	192,957	99,611	165,299	77,348	588,998
29 - Developmental English and Reading	11,825	20,511	26,158	44,277	18,034	120,805
Total	1,793,928	4,984,611	2,954,973	5,576,443	3,979,441	19,289,396



Contact Hours

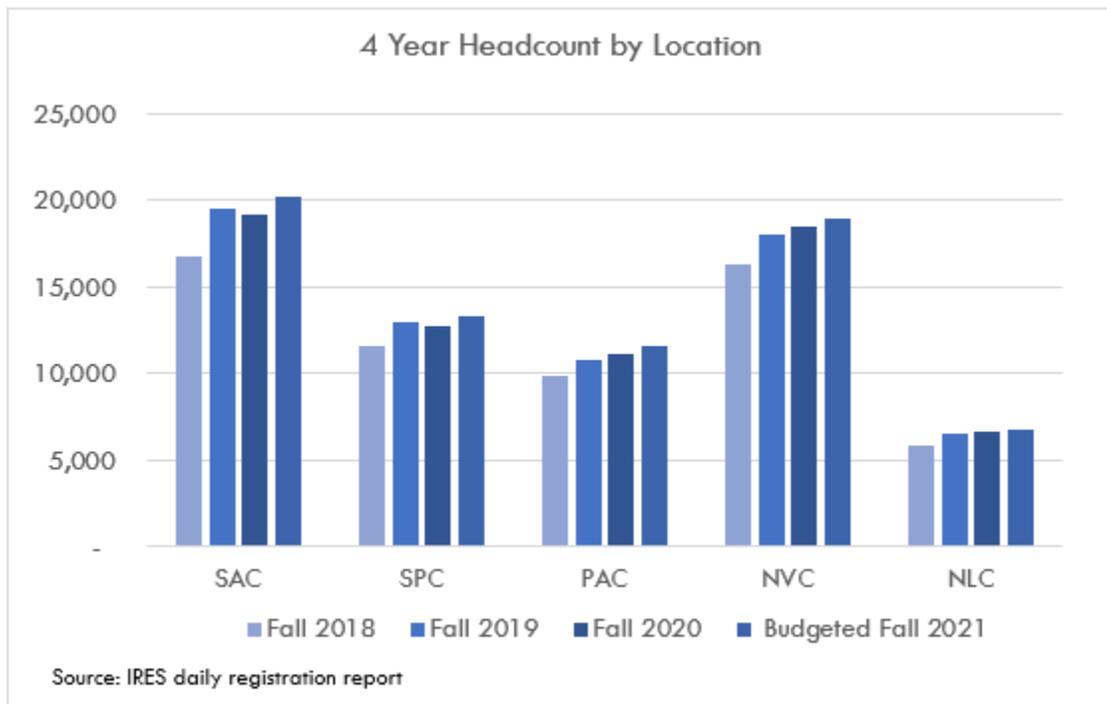
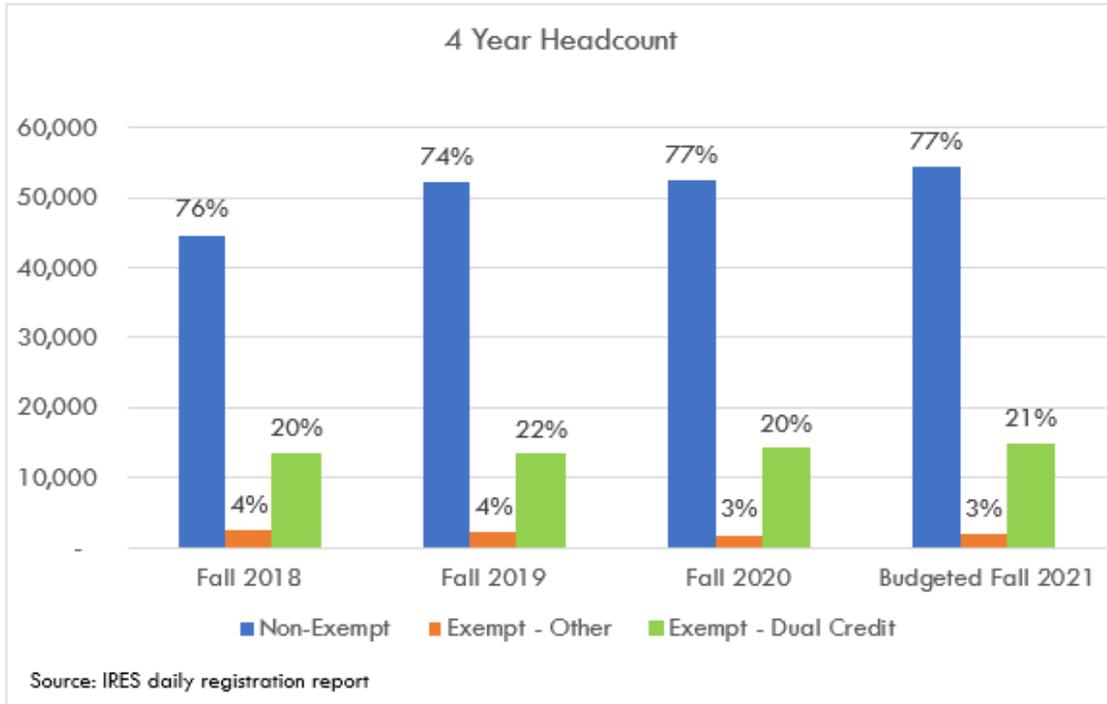
Contact hours and student enrollment are significant drivers of both revenues and expenses. Contact hours represent the number of scheduled instruction hours given to students and are the foundation for both appropriations from the State of Texas and instructional dollars allocated to the Colleges through the funding model. The FY22 budget includes a 5% Smart Growth increase compared to the projected prior fiscal year.





Headcount – All Parts of Term

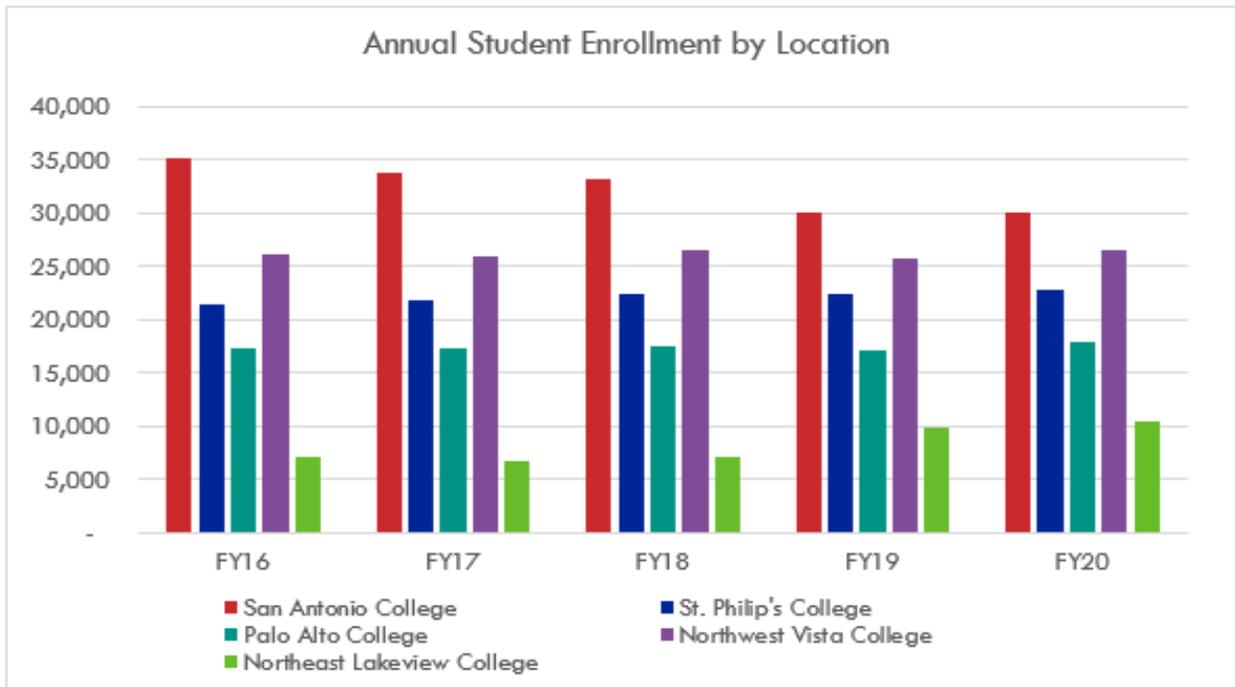
Student headcount for all parts of term is the number of students enrolled in a course(s) at one of the five Colleges, and are categorized as Non-Exempt (students paying full tuition), Exempt-Dual Credit (waived tuition for high school students, Academies, and Early College High School) enrolled in college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



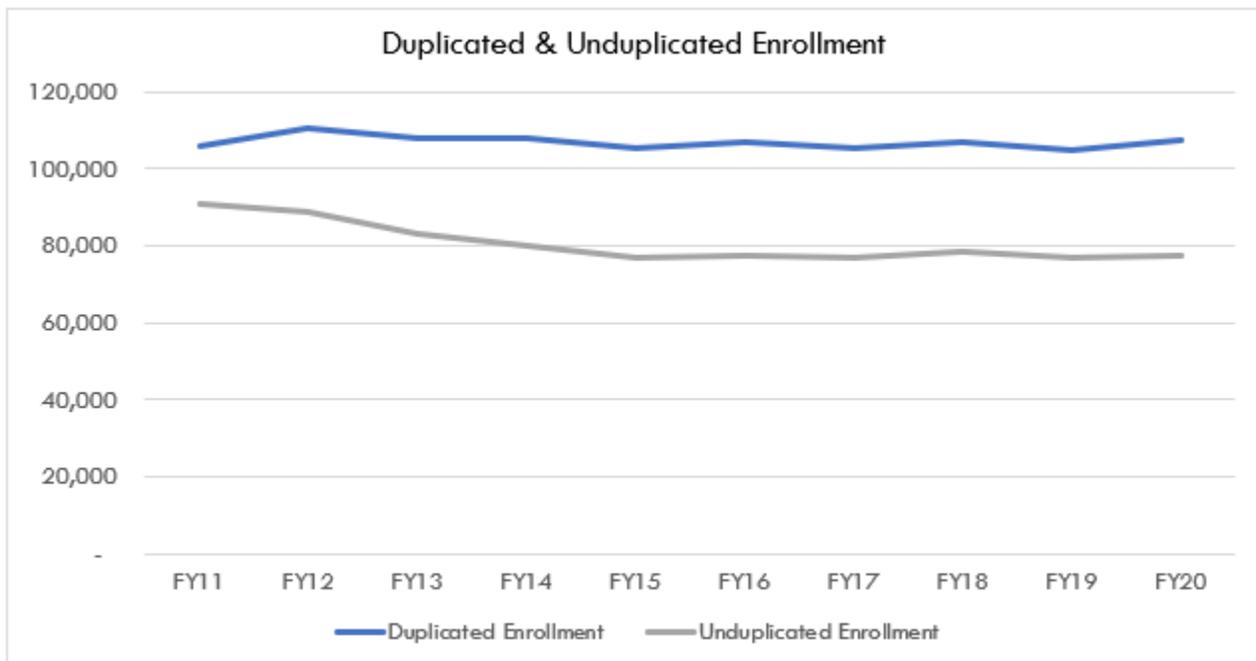


Annual Enrollment

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 following graphs.



Source: THECB Accountability System - Enrollment (Annual Unduplicated)



Source: THECB Accountability System - Enrollment (Annual Unduplicated)



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 General Institutional Costs	115001	850002	1030					4,000	4,000
NLC Biological Sciences	115001	852162	1030	9.00	607,428	202,318		32,100	841,846
NLC Chemistry	115001	852163	1030	3.00	183,584	85,962		10,100	279,646
NLC Physics	115001	852164	1030	1.00	56,000	31,000			87,000
NLC Geology	115001	852165	1030	1.00	67,739	1,901		600	70,240
NLC Economics	115001	852171	1030					150	150
NLC Dean of CE and Workforce Office	115001	853001	1030	1.00	56,000				56,000
NLC Network Administration	115001	853002	1030	1.00	55,154	1,655			56,809
NLC Information Assur&CyberSecurity	115001	853003	1030	1.00	55,154	1,655			56,809
NLC Accounting-Business-Managemt	115001	852121	1040	1.00	51,045	20,460		400	71,905
NLC Business/BCIS	115001	852122	1040	3.00	177,306	15,764			193,070
NLC Journalism	115001	852113	1060			15,157			15,157
NLC Computer Information System	115001	852154	1070	1.00	78,505	2,223			80,728
NLC Network Administration	115001	853002	1070					8,500	8,500
NLC Information Assur&CyberSecurity	115001	853003	1070			16,003		8,500	24,503
NLC Education	115001	852182	1090	2.00	113,009	3,302		200	116,511
NLC English	115001	852102	1120	9.00	566,039	167,275		450	733,764
NLC Reading	115001	852103	1120			48,267			48,267
NLC Student Development	115001	852105	1120			9,895			9,895
NLC Humanities	115001	852112	1120	1.00	65,966	22,264		100	88,330
NLC Philosophy	115001	852114	1120	4.00	243,150	38,949		450	282,549
NLC Speech	115001	852116	1120	5.00	308,659	43,231		900	352,790
NLC Foreign Languages	115001	852111	1130	2.00	113,681	15,835		200	129,716
NLC Mathematics and COSC	115001	852151	1190	12.00	767,305	310,639		2,600	1,080,544
NLC Kinesiology	115001	852141	1230	2.00	124,794	60,995		4,100	189,889
NLC Kinesiology	175001	852141	1230			1,000		4,000	5,000
NLC Network Administration	115001	853002	1230			7,500			7,500
NLC Economics	115001	852171	1250	1.00	86,404	79,667			166,071
NLC Geography	115001	852173	1250	1.00	55,766	11,912		500	68,178
NLC History	115001	852174	1250	5.00	337,407	172,028		800	510,235
NLC Political Science	115001	852176	1250	1.00	53,817	103,336		1,000	158,153
NLC Government	115001	852177	1250	3.00	186,755	5,384			192,139
NLC Social Sciences	115001	852179	1250			17,496			17,496



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 Anthropology	115001	852181	1250			16,716		100	16,816
NLC Psychology	115001	852183	1250	3.00	169,827	41,628		800	212,255
NLC Sociology	115001	852184	1250			40,744		350	41,094
NLC Instruction Pool Academic	115001	852012	1260			142,600			142,600
NLC Art Department	115001	852131	1260	4.00	264,974	33,892		2,850	301,716
NLC Music	115001	852134	1260	1.00	80,003	20,983		2,300	103,286
NLC Theatre and Communications	115001	852135	1260			50,407		7,100	57,507
NLC Theatre and Communications	175002	852135	1260			500		500	1,000
NLC Theatre and Communications	175003	852135	1260			500		500	1,000
NLC Drama	115001	852136	1260	1.00	67,208	1,972			69,180
NLC General Institutional Costs	115001	850002	1270			231,865	1,910,977	196,000	2,338,842
NLC General Institutional Costs	175001	850002	1270				324		324
NLC General Institutional Costs	175002	850002	1270				162		162
NLC General Institutional Costs	175003	850002	1270				162		162
NLC Vice Pres Acad Affairs Office	115001	852001	1270			5,000			5,000
NLC Consolidated Printers	115001	855007	1270					80,000	80,000
NLC Institutional Projects	115001	855008	1270					34,000	34,000
NLC Purchasing Services	115001	855009	1270					50,000	50,000
NLC Student Services Instruction	115001	851022	1290			2,711			2,711
NLC Developmental English	115001	852101	1290			26,883			26,883
ACADEMIC SUPPORT									
NLC General Institutional Costs	115001	850002	3010				732,668		732,668
NLC Adjunct Faculty Council	115001	850018	3010					1,500	1,500
NLC Vice Pres Acad Affairs Office	115001	852001	3010			221,578		188,178	409,756
NLC VPAA Hospitality Account	115001	852003	3010					2,000	2,000
NLC Instructional Innovation	115001	852005	3010			159,043		4,820	163,863
NLC Service Learning Initiative	115001	852007	3010					1,000	1,000
NLC International Initiative	115001	852008	3010					1,000	1,000
NLC Teach and Learn Comm Initiative	115001	852009	3010					1,000	1,000
NLC Honors Initiative	115001	852010	3010					1,000	1,000
NLC Tutoring Services	115001	852011	3010			266,299		36,185	302,484
NLC Academic Affairs	115001	852013	3010			106,172			106,172
NLC Academic Support	115001	852015	3010			55,994		41,100	97,094
NLC College Assessment	115001	852018	3010					21,000	21,000
NLC College Institutional Research	115001	852019	3010			168,381		10,500	178,881



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 Education	115001	852182	3010			85,295			85,295
NLC Dean of Arts and Sciences Office	115001	852301	3010			35,041		11,414	46,455
NLC Dean of CE and Workforce Office	115001	853001	3010			106,892		13,350	120,242
NLC Community Program	115001	853006	3010			101,720		5,800	107,520
NLC Learning Resource Ctr Office	115001	854001	3010			432,147		191,987	624,134
NLC Dean for Acad Success/Support	115001	854002	3010			106,892		13,758	120,650
NLC Library Fines and Lost Material	115001	854004	3010					1,000	1,000
NLC Information Technologies	115001	855002	3010			610,763		50,700	661,463
NLC Information Technology	115001	855006	3010					8,000	8,000
STUDENT SERVICES									
NLC General Institutional Costs	115001	850002	4010				1,002,483		1,002,483
NLC General Institutional Costs	115003	850002	4010				23,767		23,767
NLC VP Student and Admin Services	115001	851001	4010			182,746		100,273	283,019
NLC Assessment and Testing	115001	851004	4010			179,341		46,500	225,841
NLC Admissions and Records	115001	851005	4010			224,369		7,800	232,169
NLC Student Activity Fee-Designated	115003	851006	4010			111,009		152,016	263,025
NLC Advocacy	115001	851007	4010			80,059		15,000	95,059
NLC VPSAS Hospitality Account	115001	851013	4010					5,000	5,000
NLC Student Activities	115001	851015	4010			207,157		8,762	215,919
NLC Counseling	115001	851016	4010			72,056		2,700	74,756
NLC Experiential Learning	115001	851017	4010			126,786		5,500	132,286
NLC Career Services and Job Placement	115001	851018	4010			4,828		8,700	13,528
NLC Recruitment and Retention	115001	851019	4010			227,079		37,820	264,899
NLC Advising	115001	851020	4010			1,177,957		13,000	1,190,957
NLC Disability Services	115001	851024	4010			52,733		8,400	61,133
NLC Student Populations	115001	851025	4010			77,798		10,000	87,798
NLC Veterans Affairs	115001	851026	4010			139,289		32,000	171,289
NLC Early College High School	115001	851027	4010			284,649		8,000	292,649
NLC Welcome Ctr/Call Center	115001	851028	4010			34,962		2,000	36,962
NLC Scholarship Services	115001	851029	4010			43,293		4,000	47,293
NLC Job Placement	115001	851030	4010			1,636		2,000	3,636
NLC PTK Honor Society	115001	851031	4010					8,000	8,000
NLC Graduation Team	115001	851032	4010			31,784		2,000	33,784
NLC Dean of Student Success Office	115001	851201	4010			152,851		9,600	162,451



Northeast Lakeview College
Department Budget Allocations by Functional Categories

DEPARTMENT	FUND	ORGN	PROG	FTE *	FTE FACULTY SALARIES	OTHER SALARIES & WAGES **	BENEFITS	OPERATING EXPENSES	TOTAL
INSTITUTIONAL SUPPORT									
NLC General Institutional Costs	115001	850002	5010				394,948		394,948
NLC General Institutional Costs	175004	850002	5010			500	162	1,000	1,662
NLC Office of the President	115001	850003	5010			442,820		58,677	501,497
NLC Hospitality Account	115001	850005	5010					20,750	20,750
NLC Institutional Advancement	115001	850006	5010			77,912		5,500	83,412
NLC Self Study	115001	850007	5010					52,000	52,000
NLC Public Relations	115001	850009	5010			356,700		76,780	433,480
NLC Faculty Senate	115001	850010	5010			9,600		3,000	12,600
NLC Staff Council	115001	850011	5010					3,000	3,000
NLC Green Team Recycling	115001	850012	5010					10,000	10,000
NLC Professional Development	115001	850013	5010					55,000	55,000
NLC Employee Development Committee	115001	850014	5010					10,000	10,000
NLC Safety Initiative	115001	850015	5010			9,431		3,000	12,431
NLC History & Heritage	115001	850016	5010					6,000	6,000
NLC Strategic Plan	115001	850019	5010					3,000	3,000
NLC Community Events	115001	850020	5010			3,000		47,000	50,000
NLC Graduation	115001	851023	5010			2,000		68,000	70,000
NLC Disability Services	115001	851024	5010			10,335			10,335
NLC College Services	115001	855001	5010			178,716		28,542	207,258
NLC Institutional Support	115001	855005	5010			188,368		5,200	193,568
TRANSFERS									
NLC General Institutional Costs	115002	850002	9425					435,586	435,586
Total Northeast Lakeview College				79.00	\$ 4,992,679	\$ 9,277,455	\$ 4,065,653	\$ 2,440,548	\$ 20,776,335

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

** Other Salaries and Wages include Compensation, HWHD, Offer Equity, and Talent adjustments.

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



Department Personnel Register by Functional Categories

FY22 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
INSTRUCTION										
NLC Biological Sciences	F50943	Instructor	Jennifer Parrott	115001	852162	61001	1030	100	1.00	55,570.00
NLC Biological Sciences	F50948	Assistant Professor	Dania Rossi	115001	852162	61001	1030	100	1.00	63,832.00
NLC Biological Sciences	F50963	Associate Professor	Erica Cain	115001	852162	61001	1030	100	1.00	61,384.00
NLC Biological Sciences	F50964	Professor	Lisa Erwin	115001	852162	61001	1030	100	1.00	73,707.00
NLC Biological Sciences	F50965	Chair/Assistant Professor	Thomas Mc Crary	115001	852162	61001	1030	100	1.00	87,291.00
NLC Biological Sciences	F50966	Associate Professor	Laura Perry	115001	852162	61001	1030	100	1.00	62,657.00
NLC Biological Sciences	F51034	Associate Professor	Karla Kosub	115001	852162	61001	1030	100	1.00	65,556.00
NLC Biological Sciences	F51039	Associate Professor	Megan Grimsley	115001	852162	61001	1030	100	1.00	66,270.00
NLC Biological Sciences	F51042	Assistant Professor	Susan Kazen	115001	852162	61001	1030	100	1.00	71,161.00
NLC Biological Sciences	C50982	Academic Lab Tech	Caroline Lopez	115001	852162	61021	1030	100	1.00	40,208.00
NLC Biological Sciences Total									10.00	647,636.00
NLC Chemistry	F50949	Assistant Professor	Terace Fletcher	115001	852163	61001	1030	100	1.00	62,016.00
NLC Chemistry	F50958	Assistant Professor	Marsha Adrian	115001	852163	61001	1030	100	1.00	55,866.00
NLC Chemistry	F50967	Associate Professor	Gina Mealey	115001	852163	61001	1030	100	1.00	65,702.00
NLC Chemistry	C50983	Academic Lab Tech	Joanna Contreras	115001	852163	61021	1030	100	1.00	36,006.00
NLC Chemistry Total									4.00	219,590.00
NLC Physics	F50942	Instructor		115001	852164	61001	1030	100	1.00	56,000.00
NLC Physics Total									1.00	56,000.00
NLC Geology	F50991	Professor	Olamide Fagbola	115001	852165	61001	1030	100	1.00	67,739.00
NLC Geology Total									1.00	67,739.00
NLC Dean of CE and Workforce Office	F50939	Instructor		115001	853001	61001	1030	100	1.00	56,000.00
NLC Dean of CE and Workforce Office Total									1.00	56,000.00
NLC Recreation Training Non-reimb	F51037	Instructor	Fabius Bascon	115001	853002	61001	1030	100	1.00	55,154.00
NLC Recreation Training Non-reimb Total									1.00	55,154.00
NLC Information Assur&CyberSecurity	F50952	Instructor	Isaac Thornsburg	115001	853003	61001	1030	100	1.00	55,154.00
NLC Information Assur&CyberSecurity Total									1.00	55,154.00
NLC Accounting-Business-Managemnt	F50960	Assistant Professor	Joy Moczygemba	115001	852121	61001	1040	100	1.00	51,045.00
NLC Accounting-Business-Managemnt Total									1.00	51,045.00
NLC CAD	F50944	Instructor	Keith Collins	115001	852122	61001	1040	100	1.00	55,570.00
NLC CAD	F50947	Instructor		115001	852122	61001	1040	100	1.00	56,000.00
NLC CAD	F50959	Associate Professor	Matthew Helinski	115001	852122	61001	1040	100	1.00	65,736.00
NLC CAD Total									3.00	177,306.00
NLC Computer Information System	F50970	Professor	Cuihua Zhang	115001	852154	61001	1070	100	1.00	78,505.00
NLC Computer Information System Total									1.00	78,505.00
NLC Education	F50950	Instructor	Daisy Carmona	115001	852182	61001	1090	100	1.00	49,614.00
NLC Education	F50974	Associate Professor	Michele Maldonado	115001	852182	61001	1090	100	1.00	63,395.00
NLC Education Total									2.00	113,009.00
NLC English	F50975	Professor	Anetia Ports	115001	852102	61001	1120	100	1.00	67,205.00
NLC English	F50976	Instructor	Michael Chapman	115001	852102	61001	1120	100	1.00	47,936.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC English	F50977	Associate Professor	Angela Hager	115001	852102	61001	1120	100	1.00	64,353.00
NLC English	F50978	Professor	Carol Bernard	115001	852102	61001	1120	100	1.00	71,792.00
NLC English	F50980	Assistant Professor	Laura Davenport	115001	852102	61001	1120	100	1.00	60,861.00
NLC English	F50981	Instructor	Cheyenne Adams	115001	852102	61001	1120	100	1.00	56,997.00
NLC English	F50983	Assistant Professor	Denise Stallins	115001	852102	61001	1120	100	1.00	59,895.00
NLC English	F50984	Chair/Assistant Professor	Jason Malcolm	115001	852102	61001	1120	100	1.00	80,003.00
NLC English	F50985	Instructor	Jennifer Riske	115001	852102	61001	1120	100	1.00	56,997.00
NLC English Total									9.00	566,039.00
NLC Reading	P50596	Academic Pgm Spec	Aileen Barrientos	115001	852103	61012	1120	100	1.00	46,827.00
NLC Reading Total									1.00	46,827.00
NLC Humanities	F51023	Assistant Professor	Anthony Lack	115001	852112	61001	1120	100	1.00	65,966.00
NLC Humanities Total									1.00	65,966.00
NLC Philosophy	F50971	Assistant Professor	Brandon Gillespie	115001	852114	61001	1120	100	1.00	53,555.00
NLC Philosophy	F50995	Professor	Michael McDowell	115001	852114	61001	1120	100	1.00	69,028.00
NLC Philosophy	F51015	Professor	Mark Sadler	115001	852114	61001	1120	100	1.00	71,792.00
NLC Philosophy	F51017	Instructor	Quintin Babaie	115001	852114	61001	1120	100	1.00	48,775.00
NLC Philosophy Total									4.00	243,150.00
NLC Speech	F50945	Instructor	Delissa Perez	115001	852116	61001	1120	100	1.00	48,771.00
NLC Speech	F50987	Instructor		115001	852116	61001	1120	100	1.00	56,000.00
NLC Speech	F51029	Professor	Jennifer Marks	115001	852116	61001	1120	100	1.00	65,868.00
NLC Speech	F51031	Instructor		115001	852116	61001	1120	100	1.00	56,000.00
NLC Speech	F51032	Professor	Denise Menchaca	115001	852116	61001	1120	100	1.00	82,020.00
NLC Speech Total									5.00	308,659.00
NLC Foreign Languages	F50956	Instructor		115001	852111	61001	1130	100	1.00	48,000.00
NLC Foreign Languages	F50986	Associate Professor	Silvia Zecca	115001	852111	61001	1130	100	1.00	65,681.00
NLC Foreign Languages Total									2.00	113,681.00
NLC Mathematics and COSC	F50951	Instructor		115001	852151	61001	1190	100	1.00	49,614.00
NLC Mathematics and COSC	F50969	Chair/Instructor	Allen Miller	115001	852151	61001	1190	100	1.00	80,061.00
NLC Mathematics and COSC	F50979	Professor	Cristella Diaz	115001	852151	61001	1190	100	1.00	82,006.00
NLC Mathematics and COSC	F51003	Instructor	Dianna Torres Lee	115001	852151	61001	1190	100	1.00	55,766.00
NLC Mathematics and COSC	F51004	Associate Professor	Efrain Guevara	115001	852151	61001	1190	100	1.00	61,207.00
NLC Mathematics and COSC	F51005	Associate Professor	Martha Vargas	115001	852151	61001	1190	100	1.00	62,657.00
NLC Mathematics and COSC	F51006	Associate Professor	Zakia Ibaroudene	115001	852151	61001	1190	100	1.00	62,948.00
NLC Mathematics and COSC	F51007	Professor	Jin Ha	115001	852151	61001	1190	100	1.00	67,347.00
NLC Mathematics and COSC	F51008	Instructor	Victoria Rogers	115001	852151	61001	1190	100	1.00	52,168.00
NLC Mathematics and COSC	F51010	Professor	Jose Maldonado	115001	852151	61001	1190	100	1.00	75,419.00
NLC Mathematics and COSC	F51011	Instructor	Amanda Celaya	115001	852151	61001	1190	100	1.00	51,291.00
NLC Mathematics and COSC	F51027	Associate Professor	Rachid Makroz	115001	852151	61001	1190	100	1.00	66,821.00
NLC Mathematics and COSC	P50604	Academic Pgm Spec	Cherif Ibaroudene	115001	852151	61012	1190	100	1.00	46,866.00
NLC Mathematics and COSC	C50975	Academic Unit Asst	Hollie Cardenas	115001	852151	61021	1190	100	1.00	34,425.00
NLC Mathematics and COSC Total									14.00	848,596.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Kinesiology	F50996	Instructor	Vincent Lockhart	115001	852141	61001	1230	100	1.00	55,766.00
NLC Kinesiology	F50997	Professor	Wesley Adams	115001	852141	61001	1230	100	1.00	69,028.00
NLC Kinesiology	C51012	Physical Ed Ctr Spec		115001	852141	61021	1230	100	1.00	42,910.00
NLC Kinesiology Total									3.00	167,704.00
NLC Economics	F50955	Associate Professor	Cyril Morong	115001	852171	61001	1250	100	1.00	86,404.00
NLC Economics Total									1.00	86,404.00
NLC Geography	F50989	Instructor	Suzanne Stewart	115001	852173	61001	1250	100	1.00	55,766.00
NLC Geography Total									1.00	55,766.00
NLC History	F50954	Instructor	Judah Leggett	115001	852174	61001	1250	100	1.00	48,755.00
NLC History	F50972	Instructor	Maria Johnson	115001	852174	61001	1250	100	1.00	54,692.00
NLC History	F50992	Chair/Professor	Jeffry Hassmann	115001	852174	61001	1250	100	1.00	95,723.00
NLC History	F50994	Professor	Jianyue Chen	115001	852174	61001	1250	100	1.00	76,840.00
NLC History	F51040	Assistant Professor	Larry Moseley	115001	852174	61001	1250	100	1.00	61,397.00
NLC History Total									5.00	337,407.00
NLC Political Science	F50957	Assistant Professor	Mohsen Omar	115001	852176	61001	1250	100	1.00	53,817.00
NLC Political Science Total									1.00	53,817.00
NLC Government	F51018	Professor	Robert Yowell	115001	852177	61001	1250	100	1.00	73,120.00
NLC Government	F51020	Associate Professor	Sabrina Hammel	115001	852177	61001	1250	100	1.00	63,272.00
NLC Government	F51024	Instructor	Jennifer Holmquist	115001	852177	61001	1250	100	1.00	50,363.00
NLC Government Total									3.00	186,755.00
NLC Psychology	F50946	Interim Chair/Instructor	Sharon Nittinger	115001	852183	61001	1250	100	1.00	47,946.00
NLC Psychology	F50973	Associate Professor	Sara Etchison	115001	852183	61001	1250	100	1.00	60,378.00
NLC Psychology	F51022	Associate Professor	Valerie Young	115001	852183	61001	1250	100	1.00	61,503.00
NLC Psychology Total									3.00	169,827.00
NLC Instruction Pool Academic	C50992	Academic Unit Asst	Don Carrington	115001	852012	61021	1260	100	1.00	37,379.00
NLC Instruction Pool Academic	C50993	Academic Unit Asst	Frank Olivo	115001	852012	61021	1260	100	1.00	31,201.00
NLC Instruction Pool Academic	C50994	Academic Unit Asst	Yvonne Ramirez	115001	852012	61021	1260	100	1.00	34,425.00
NLC Instruction Pool Academic	C51006	Academic Unit Asst	Veronica Saucedo-Russell	115001	852012	61021	1260	100	1.00	31,201.00
NLC Instruction Pool Academic Total									4.00	134,206.00
NLC Art Department	F50961	Assistant Professor	James Miller	115001	852131	61001	1260	100	1.00	67,034.00
NLC Art Department	F50982	Associate Professor	Rossie Davis	115001	852131	61001	1260	100	1.00	62,847.00
NLC Art Department	F51035	Associate Professor	Jasmyne Graybill	115001	852131	61001	1260	100	1.00	67,546.00
NLC Art Department	F51036	Associate Professor	Karl Frey	115001	852131	61001	1260	100	1.00	67,547.00
NLC Art Department Total									4.00	264,974.00
NLC Music	F51012	Chair/Assistant Professor	Katherine Mayer	115001	852134	61001	1260	100	1.00	80,003.00
NLC Music Total									1.00	80,003.00
NLC Theatre and Communications	C51010	Tech Dir/Theatre Dept Prod		115001	852135	61021	1260	100	1.00	46,997.00
NLC Theatre and Communications Total									1.00	46,997.00
NLC Drama	F51038	Assistant Professor	Lisa Fritschle	115001	852136	61001	1260	100	1.00	67,208.00
NLC Drama Total									1.00	67,208.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

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	140,552.00
NLC Vice Pres Acad Affairs Office	C50978	Academic Unit Asst		115001	852001	61021	3010	100	1.00	36,795.00
NLC Vice Pres Acad Affairs Office	C51003	Admin Asst to the VP	Alicia Beaudoin	115001	852001	61021	3010	100	1.00	37,878.00
NLC Vice Pres Acad Affairs Office Total									3.00	215,225.00
NLC Instructional Innovation	P50577	Dir of Teaching w/ Technology		115001	852005	61012	3010	100	1.00	58,365.00
NLC Instructional Innovation	P50614	Instructional Designer		115001	852005	61012	3010	100	1.00	47,220.00
NLC Instructional Innovation	P50624	Instructional Designer	Mark Farris	115001	852005	61012	3010	100	1.00	50,525.00
NLC Instructional Innovation Total									3.00	156,110.00
NLC Tutoring Services	P50535	Academic Pgm Spec	Stacy Puckett	115001	852011	61012	3010	100	1.00	50,040.00
NLC Tutoring Services	P50595	Academic Pgm Coord	Kathy Bryson	115001	852011	61012	3010	100	1.00	46,696.00
NLC Tutoring Services Total									2.00	96,736.00
NLC Academic Affairs	A50076	Dean for Academic Success	Tammy Perez	115001	852013	61011	3010	100	1.00	103,080.00
NLC Academic Affairs Total									1.00	103,080.00
NLC Academic Support	P50562	Academic Spt Spec	Tara Daugherty	115001	852015	61012	3010	100	1.00	52,504.00
NLC Academic Support Total									1.00	52,504.00
NLC College Institutional Research	P50586	Dir College IR	Martin Fortner	115001	852019	61012	3010	100	1.00	96,770.00
NLC College Institutional Research	P50603	IT Data Analyst	Brandi Solar	115001	852019	61012	3010	100	1.00	66,707.00
NLC College Institutional Research Total									2.00	163,477.00
NLC Dean of Arts and Sciences Offic	C51014	Admin Svcs Spec	Laura Farias	115001	852301	61021	3010	100	1.00	33,115.00
NLC Dean of Arts and Sciences Offic Total									1.00	33,115.00
NLC Dean of CE and Workforce Office	A50069	Dean for Academic Success	William Fanning	115001	853001	61011	3010	100	1.00	103,080.00
NLC Dean of CE and Workforce Office Total									1.00	103,080.00
NLC Community Program	P50615	CE Program Manager	George Andrade	115001	853006	61012	3010	100	1.00	59,049.00
NLC Community Program	C50972	Admin Svcs Spec	Norma Gutierrez	115001	853006	61021	3010	100	1.00	39,709.00
NLC Community Program Total									2.00	98,758.00
NLC Learning Resource Ctr Office	P50544	Librarian	Angela Fondren	115001	854001	61012	3010	100	1.00	44,229.00
NLC Learning Resource Ctr Office	P50547	Librarian	Andrew Rivera	115001	854001	61012	3010	100	1.00	43,285.00
NLC Learning Resource Ctr Office	P50548	Director of Library Services	Victoria Hart	115001	854001	61012	3010	100	1.00	82,400.00
NLC Learning Resource Ctr Office	P50550	Lead Librarian	Susan Chinoransky	115001	854001	61012	3010	100	1.00	56,650.00
NLC Learning Resource Ctr Office	C50995	Library Asst III	Robert Vaughn	115001	854001	61021	3010	100	1.00	40,208.00
NLC Learning Resource Ctr Office	C50996	Library Asst III	Elisabeth Padjen	115001	854001	61021	3010	100	1.00	35,569.00
NLC Learning Resource Ctr Office	C50997	Library Asst III	Azucena Rodriguez-Guerra	115001	854001	61021	3010	100	1.00	40,208.00
NLC Learning Resource Ctr Office	C51016	Admin Svcs Spec		115001	854001	61021	3010	100	1.00	30,577.00
NLC Learning Resource Ctr Office Total									8.00	373,126.00
NLC Library Automation	A50071	Dean for Academic Success	Chantae Recasner	115001	854002	61011	3010	100	1.00	103,080.00
NLC Library Automation Total									1.00	103,080.00
NLC Information Technologies	P50578	Coord College Tech	Leslie Germer	115001	855002	61012	3010	100	1.00	83,863.00
NLC Information Technologies	P50579	Client Spt Spec	Carlos Galindo	115001	855002	61012	3010	100	1.00	50,737.00
NLC Information Technologies	P50580	Client Spt Spec	Adam Saucedo	115001	855002	61012	3010	100	1.00	50,737.00
NLC Information Technologies	P50582	Dir Info Tech	John Honchell	115001	855002	61012	3010	100	1.00	123,600.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Information Technologies	P50583	Client Spt Spec	Bulmaro Barajas	115001	855002	61012	3010	100	1.00	50,737.00
NLC Information Technologies	P50605	Tech Spt Supv	Joshua Pena	115001	855002	61012	3010	100	1.00	51,359.00
NLC Information Technologies	P50625	IT Security Specialist		115001	855002	61012	3010	100	1.00	68,099.00
NLC Information Technologies	C50988	Help Desk Spec	Alyna Vega-Martinez	115001	855002	61021	3010	100	1.00	35,569.00
NLC Information Technologies	C50990	Computer Spt Tech		115001	855002	61021	3010	100	1.00	36,795.00
NLC Information Technologies	C51011	Computer Spt Tech	Daniel Breeden	115001	855002	61021	3010	100	1.00	34,425.00
NLC Information Technologies Total									10.00	585,921.00
STUDENT SERVICES										
NLC VP Student and Admin Services	A50068	VP for Student Success	Tangila Dove	115001	851001	61011	4010	100	1.00	140,552.00
NLC VP Student and Admin Services	C51004	Admin Asst to the VP		115001	851001	61021	4010	100	1.00	35,757.00
NLC VP Student and Admin Services Total									2.00	176,309.00
NLC Assessment and Testing	P50560	Advisor - Stu Success	Belinda Carter-Newton	115001	851004	61012	4010	100	1.00	40,932.00
NLC Assessment and Testing	P50602	Sr Coord - Stu Success	Sara Leal	115001	851004	61012	4010	100	1.00	58,201.00
NLC Assessment and Testing	C51002	Spec - Stu Success		115001	851004	61021	4010	100	1.00	20,400.00
NLC Assessment and Testing Total									3.00	119,533.00
NLC Admissions and Records	P50571	Dir of Enrollment	David Wessler	115001	851005	61012	4010	100	1.00	80,061.00
NLC Admissions and Records	C50952	Sr Spec - Stu Success	Guadalupe Ochoa	115001	851005	61021	4010	100	1.00	31,784.00
NLC Admissions and Records	C50977	Sr Spec - Stu Success	Amber De La Garza	115001	851005	61021	4010	100	1.00	31,784.00
NLC Admissions and Records	C50980	Sr Spec - Stu Success	Cameron Bowren	115001	851005	61021	4010	100	1.00	31,784.00
NLC Admissions and Records	C50981	Sr Spec - Stu Success	Rebecca Perez	115001	851005	61021	4010	100	1.00	31,784.00
NLC Admissions and Records Total									5.00	207,197.00
NLC Student Activity Fee-Designated	C50954	Admin Svcs Spec	Teresa De La Cruz	115003	851006	61021	4010	100	1.00	31,533.00
NLC Student Activity Fee-Designated	C51000	Intramural Spec		115003	851006	61021	4010	100	1.00	28,056.00
NLC Student Activity Fee-Designated Total									2.00	59,589.00
NLC Advocacy	P50617	Dir of Student Advocacy Ctr	Cristela Garcia	115001	851007	61012	4010	100	1.00	80,059.00
NLC Advocacy Total									1.00	80,059.00
NLC Student Activities	P50558	Assoc Dir - Stu Success	Crystal Willis	115001	851015	61012	4010	100	1.00	68,887.00
NLC Student Activities	P50592	Dir Stu Success	John Jacobs	115001	851015	61012	4010	100	1.00	75,090.00
NLC Student Activities	P50594	Sr Advisor - Stu Success	Chastity Richmond	115001	851015	61012	4010	100	1.00	45,401.00
NLC Student Activities Total									3.00	189,378.00
NLC Counseling	P50575	Pers Counselor - Stu Success	Faye Halford	115001	851016	61012	4010	100	1.00	68,887.00
NLC Counseling Total									1.00	68,887.00
NLC Student Development	P50536	Career Experience Team Leader	Peggy Chavez	115001	851017	61012	4010	100	1.00	79,435.00
NLC Student Development	P50556	Cert Career Exprnc Navigator	Thomas Villa	115001	851017	61012	4010	100	1.00	43,285.00
NLC Student Development Total									2.00	122,720.00
NLC Recruitment and Retention	P50551	Certified Enrollment Coach	Renee Higgins	115001	851019	61012	4010	100	1.00	43,285.00
NLC Recruitment and Retention	P50555	Certified Enroll Coach - CP	Stephanie Estrada	115001	851019	61012	4010	100	1.00	54,101.00
NLC Recruitment and Retention	P50591	Enrollment Coach Team Leader	Alejandrina Hernandez	115001	851019	61012	4010	100	1.00	63,544.00
NLC Recruitment and Retention	C50956	Enrollment Team Support Spec		115001	851019	61021	4010	100	1.00	30,577.00
NLC Recruitment and Retention Total									4.00	191,507.00
NLC Advising	P50537	Certified Advisor	Rebecca Ash	115001	851020	61012	4010	100	1.00	43,285.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Advising	P50538	Certified Advisor - CP	Angela Vega	115001	851020	61012	4010	100	1.00	54,101.00
NLC Advising	P50539	Certified Advisor - CP	Astrid Toledo	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50540	Certified Advisor - CP	Monica Tobon-Ramirez	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50546	Advising Team Leader	Sheyla Casey	115001	851020	61012	4010	100	1.00	63,544.00
NLC Advising	P50557	Certified Advisor	Ofelia Garcia	115001	851020	61012	4010	100	1.00	50,623.00
NLC Advising	P50565	Certified Advisor	Rebecca Teniente	115001	851020	61012	4010	100	1.00	44,328.00
NLC Advising	P50566	Certified Advisor - CP	Jessica Torres	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50567	Certified Advisor	Kisha Malone	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50568	Certified Enroll Coach - CP		115001	851020	61012	4010	100	1.00	45,401.00
NLC Advising	P50569	Dir of Advising	Georgia Flores	115001	851020	61012	4010	100	1.00	93,451.00
NLC Advising	P50570	Certified Advisor	Tanisha McGill	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50572	Certified Advisor	T'Asia Williams	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50606	Data Analyst - Stu Success		115001	851020	61012	4010	100	1.00	48,696.00
NLC Advising	P50607	Certified Advisor	Keren Jimenez	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50608	Certified Advisor	Peter Flores	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50609	Certified Advisor	Carnetta Preyer	115001	851020	61012	4010	100	1.00	48,697.00
NLC Advising	P50610	Certified Advisor	Charles Glade	115001	851020	61012	4010	100	1.00	44,328.00
NLC Advising	P50612	Certified Advisor	Estephani Rodriguez	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50620	Certified Advisor	Caitlin Evans	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	P50621	Certified Advisor - CP	Anthony Camacho	115001	851020	61012	4010	100	1.00	43,285.00
NLC Advising	C50973	Advising Team Support Spec	Samantha Gutierrez	115001	851020	61021	4010	100	1.00	30,577.00
NLC Advising Total									22.00	1,043,166.00
NLC Disability Services	C50959	Sr Spec - Stu Success	Zachary Harding	115001	851024	61021	4010	100	1.00	39,728.00
NLC Disability Services Total									1.00	39,728.00
NLC Student Populations	P50576	Dir Stu Success	Tracy Floyd	115001	851025	61012	4010	100	1.00	77,798.00
NLC Student Populations Total									1.00	77,798.00
NLC Veterans Affairs	P50598	Sr Coord - Stu Success	Rosalinda Almanza-Martinez	115001	851026	61012	4010	100	1.00	63,784.00
NLC Veterans Affairs	C50958	Sr Spec - Stu Success	Heather Marks	115001	851026	61021	4010	100	1.00	35,361.00
NLC Veterans Affairs	C50998	Sr Spec- Stu Success	Jason Seighman	115001	851026	61021	4010	100	1.00	31,784.00
NLC Veterans Affairs Total									3.00	130,929.00
NLC Early College High School	P50552	College Coord of HS Pgms	Vanessa DeMont	115001	851027	61012	4010	100	1.00	66,269.00
NLC Early College High School	P50553	College Coord of HS Pgms	Rebecca Alejos-Sharadin	115001	851027	61012	4010	100	1.00	54,481.00
NLC Early College High School	P50554	College Coord of HS Pgms	Pamela Gauna	115001	851027	61012	4010	100	1.00	54,481.00
NLC Early College High School	P50601	College Dir HS Pgms	Phillip Hicks II	115001	851027	61012	4010	100	1.00	77,798.00
NLC Early College High School Total									4.00	253,029.00
NLC Welcome Ctr/Call Center	C50957	Sr Spec - SS	Zachary LaLoge	115001	851028	61021	4010	100	1.00	31,784.00
NLC Welcome Ctr/Call Center Total									1.00	31,784.00
NLC Transfer Services	P50545	Scholarship Coord	Tammy Toney	115001	851029	61012	4010	100	1.00	43,293.00
NLC Transfer Services Total									1.00	43,293.00
NLC Graduation Team	C50961	Sr Spec - Stu Success	Jennifer Herrera	115001	851032	61021	4010	100	1.00	31,784.00
NLC Graduation Team Total									1.00	31,784.00



FY22 PERSONNEL REGISTER - Northeast Lakeview College

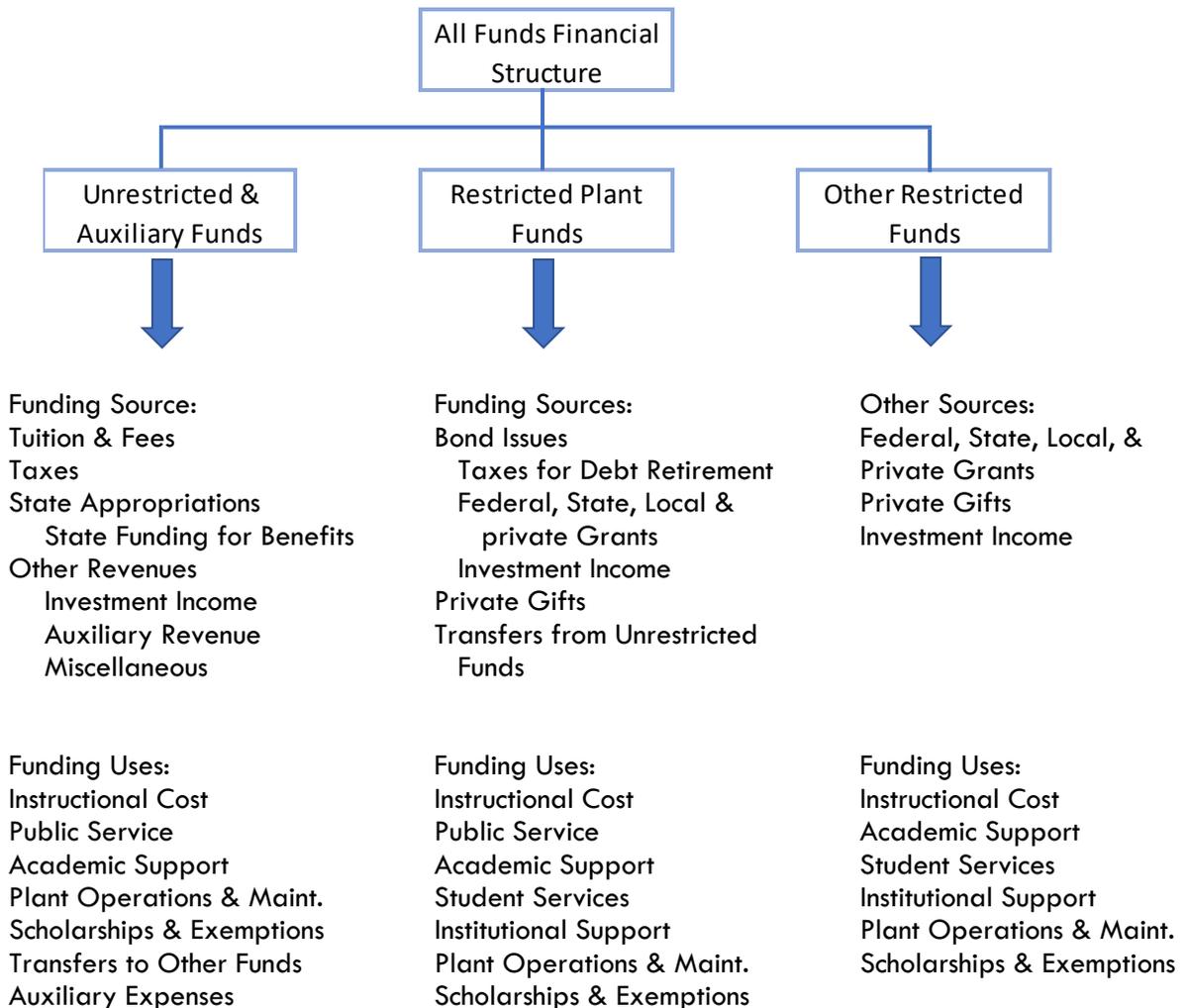
Department	POS #	Title	Name	Fund	Orgn	Acct	Prog	Dist %	FTE	Salary Budget
NLC Dean of Student Success Office	A50075	Dean for Student Success	Julie Kirkland-Poirier	115001	851201	61011	4010	100	1.00	103,080.00
NLC Dean of Student Success Office	C51015	Admin Svcs Spec		115001	851201	61021	4010	100	1.00	30,577.00
NLC Dean of Student Success Office Total									2.00	133,657.00
INSTITUTIONAL SUPPORT										
NLC Office of the President	A50072	President of The College	Veronica Garcia	115001	850003	61011	5010	100	1.00	228,790.00
NLC Office of the President	P50541	Dir of Strategic Initiatives	Rudy Farias	115001	850003	61012	5010	100	1.00	80,061.00
NLC Office of the President	P50616	Exec Asst to the President	Sylvia Davis	115001	850003	61012	5010	100	1.00	54,481.00
NLC Office of the President	C50955	Admin Asst to the Pres		115001	850003	61021	5010	100	1.00	42,910.00
NLC Office of the President Total									4.00	406,242.00
NLC Institutional Advancement	P50584	Dir of College Grant Dev		115001	850006	61012	5010	100	1.00	74,382.00
NLC Institutional Advancement Total									1.00	74,382.00
NLC Public Relations	P50588	Mktg & Strategic Comms Mgr	Elsa Cantu	115001	850009	61012	5010	100	1.00	88,267.00
NLC Public Relations	P50589	Dir of Mktg & Strategic Comms	Kathleen Labus	115001	850009	61012	5010	100	1.00	88,389.00
NLC Public Relations	P50590	Digital Communications Coord	Thomas Raymond	115001	850009	61012	5010	100	1.00	57,306.00
NLC Public Relations	P50618	Strategic Communications Coord		115001	850009	61012	5010	100	1.00	68,099.00
NLC Public Relations	C50960	Admin Svcs Spec		115001	850009	61021	5010	100	1.00	31,533.00
NLC Public Relations Total									5.00	333,594.00
NLC College Services	A50074	VP for College Services		115001	855001	61011	5010	100	1.00	140,552.00
NLC College Services	C50985	Admin Asst to the VP	Tanya Rhodes	115001	855001	61021	5010	100	1.00	35,757.00
NLC College Services Total									2.00	176,309.00
NLC Institutional Support	P50599	Coord of College Risk Mgmt	Dawn Thompson	115001	855005	61012	5010	100	1.00	58,365.00
NLC Institutional Support	P50622	Dir College Svcs		115001	855005	61012	5010	100	1.00	60,000.00
NLC Institutional Support	P50623	College Events Coord	Javier Leal	115001	855005	61012	5010	100	1.00	58,365.00
NLC Institutional Support Total									3.00	176,730.00
Total Northeast Lakeview College									199.00	\$ 11,672,940.00

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

FY22 FTE salary budgets do not include approved Compensation and Talent adjustments.



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.



Ten Year Trend of Revenue Sources

10 YEAR COMPARISON OF REVENUES

FISCAL YEAR	STATE FUNDING (1) *	%	LOCAL TAXES	%	TUITION & FEES (2)	%	OTHER (3)	%	TOTAL
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 (5)	83,918,262	23.86%	156,508,206	44.50%	95,706,423	27.21%	15,535,361	4.42%	351,668,252
2018-2019 (5)	76,753,648	21.27%	167,473,259	46.41%	98,150,601	27.20%	18,472,904	5.12%	360,850,412
2019-2020 (5)	83,979,785	22.37%	178,390,458	47.51%	98,484,735	26.23%	14,598,905	3.89%	375,453,883
2020-2021 (5),(6)	87,270,037	22.07%	188,598,432	47.70%	97,640,160	24.70%	21,840,260	5.52%	395,348,889
2021-2022 (4)	88,760,092	22.05%	195,031,684	48.44%	108,158,513	26.86%	10,672,819	2.65%	402,623,108

(1) INCLUDES FUNDS FOR DEVELOPMENTAL EDUCATION
 (2) NET TUITION AND FEES
 (3) INCLUDES GROSS AUXILIARY REVENUES
 (4) PER BUDGET
 (5) ACTUAL REVENUES PER AUDITED FINANCIAL REPORT
 (6) ACTUAL REVENUES NOW INCLUDE CoSA FUNDS (199XXX); ACFR RECLASSING EXPENSES IN FY21; PRIOR YEARS TIE TO CORRESPONDING CAFRS AND ARE NOT RESTATED

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
 2019-2020 State Funding includes Veteran's Assistance Center \$4.1M per year
 2020-2021 State Funding includes Veteran's Assistance Center \$4.1M per year
 2021-2022 State Funding includes Veteran's Assistance Center \$3.9M per year



Financial Policies and Procedures

C.1.3 (Policy) Appropriations and Revenue Sources Last Board Action: 8/18/2009

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
Amended: 11/09/2019

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 50% 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. By 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 and preventive maintenance allocations.

The remaining 50% “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
Last Board Action: 10/20/2020

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, including the Small, Minority, Women, Veteran Business Enterprise (SMWVBE) Subcontracting Plan.	0-20	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.

Receipt of Electronic Bid or Proposal Responses

Purchasing & Contract Administration shall adhere to rules to ensure security and confidentiality for receiving Bids or Proposal through electronic transmission pursuant to Texas Education Code Section 44.0313, which shall ensure that the electronic bids or proposals remain effectively unopened until the time identified within the solicitation. Purchasing and Contract Administration shall determine the circumstances under which paper responses will be accepted consistent with the requirements of applicable law.

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 based on an analysis of projected annual purchases and a survey of available SMWVBEs registered with the Alamo Colleges and or the South Central Texas Certification Agency. The primary means for achieving the Aspirational Goal 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.

Local Suppliers

There is no statutory authorization for the Alamo Colleges District to give consideration to a vendor in a competitive procurement due to the location of its principal place of business, as there is for cities and certain other local governments. The Alamo Colleges District will utilize the existing authority to advance the objective to the extent permissible.

Working together, Requisitioners and Purchasing & Contract Administration will assess purchase requirements for:

Competitive Purchases (over \$50,000) - establish minimum qualifications for awarding to local suppliers when service requirements require a local a provider (as with some maintenance or other services) due to response time, accessibility, etc.; and Informal (under \$50,000) and COOP Purchases - select from local suppliers considering our requirements and vendor availability.



C.1.7 (Policy) Investments

Last Board Action: 10/27/2021

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 nondiscretionary 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. [Texas Government Code Section 2256.003(b)]



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 InvestmentsOperating Funds

Only the following securities are authorized investments under this policy. All investments are referenced and authorized under the *Texas Government Code (PFIA) Sections 2256.009- 2256.016 and Sections 2256-019 – 2256.0201*

- 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;
- 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 securities as provided for in this policy (see "Collateralization"). t. Certificates of Deposit (CDs) may be placed with banking institutions which offer competitive and documented interest rates, both at or above interest rates available on government securities to similar maturity dates. Since it may not possible to obtain competitive CD offers, documentation detailing the best available alternatives at time of purchase is required;
- 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 as 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 270 day 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) or secured by an FHLB Letter of Credit. Also included are collateralized interest bearing savings deposit that have secured the uninsured portion of deposits with pledged collateral as provided for in this policy (see “Collateralization”)
- 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 investments above, bonds proceeds may be invested in the following [Texas Government Code Section 2256.011 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

All investment transactions require that competitive bids or offers be received from at least three (3) qualified broker/dealers or investment providers in accordance with Texas law. If the College District has hired an Investment Advisor, the advisor shall obtain and document competitive bids and offers on all transactions and present these to the College District as part of its standard trade documentation. (This section excludes 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 depository institutions, 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 at least 100% percent of market value of principal and accrued interest on the deposits, 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)4(f)]. It is not a requirement to liquidate an 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 be signed by all investment officers, and electronic signatures will be acceptable. 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

Last Board Action: 2/24/2014

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 years.

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.2.3.1 (Procedure) Preventive Maintenance

Approved: 8-18-09 Last Amended: 2-13-14 Reviewed: 2-13-14, 7-25-19

Preventive Maintenance Program

In order to ensure a continuous high level of care that protects taxpayer investments in facilities and installed equipment, College District administration shall prepare, budget, and execute an annual preventive maintenance program.

Definition

Preventive maintenance is the recurrent, day-to-day, periodic, or scheduled work required to preserve the physical integrity or usefulness of a real property facility. It includes work required to maintain, repair, restore, replace-in-kind or alter facilities or components thereof which have deteriorated or require upgrading or modernization, to a condition that the facility or component may be used effectively for its designated or intended purpose.



C.3.1 (Policy) Debt Management

Last Board Action: 5/18/2021

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

Available Borrowing Methods

General Obligation Bonds

These bonds are issued for the acquisition of land, building construction costs, and the furnishing and equipping of buildings. The College District secures these bonds through levying, assessing and collecting ad valorem taxes sufficient to pay the principal and interest when due provided that the annual bond tax rate will never exceed the State statutory limit or the limits established by the College District’s qualified voters. The College District’s statutory maximum tax rate is established pursuant to Section 130.122, as amended, Texas Education Code at \$1.00 per \$100 of taxable assessed value (of which a maximum of \$0.50 may be utilized for debt service purposes). However, the College District’s qualified voters limited the total tax rates - maintenance and operations (“M&O”) and debt service- to a combined amount not to exceed \$0.25 per \$100 of taxable assessed value at an election held on September 30, 1952. These bonds require voter authorization.

Maintenance Tax Notes

The College District may issue notes that are primarily payable by the College District’s maintenance and operations tax, but may be paid from any available funds to secure these notes. Repayment may be made through either ad-valorem tax revenues or non-tax revenues. This debt will be used for furnishing and equipping existing buildings, and for making renovations and repairs at existing facilities. These notes do not require voter authorization.

Revenue Bonds

The College District may issue revenue bonds for the acquisition of land, buildings, building construction costs, and the furnishing and equipping of buildings. These bonds are payable from and are secured by pledged revenues,



such as tuition and other fees, a reserve fund, or other resources. Voter approval is not required. Debt service coverage ratios or other bond provisions contained in existing bond covenants must be considered when issuing new revenue debt.

Lease Revenue Bonds

Under Chapter 303 of the Texas Local Government Code, the College District is authorized to establish a Public Finance Corporation (“PFC”). This corporation has the authority to issue bonds to construct facilities for the College District without an election. The College District would lease these facilities from the PFC to pay the debt service. These bonds are payable based upon an annual appropriation from lawfully available funds, including from M&O tax revenues. The funds may be used for construction, furnishing, and equipping the facilities. Public notice must be given prior to sale, which permits a petition process to require an election.

Refunding Bonds

All or any part of the College District’s outstanding bond issues may be refunded or refinanced.

Other

From time to time, other financing options may be considered, including:

Contract Revenue Bonds

Capital improvements may be financed through Contract Revenue Bonds, which requires the District to enter into a contract with a third party entity. They are payable from either taxes, revenues, or both. Voter approval is not required

Taxable Debt

Taxable debt may be used for all or part of a debt issue and to comply with limitations imposed by the Internal Revenue Code of 1986, as amended (the “Code”). Taxable debt may also be issued for refunding if the net present value as a percentage of the par amount of the refunded bonds is at least 5% and the refunded tax-exempt issue cannot be advance refund per the Code.

Private Placements

Private placements are sold directly to investors. They can be short or medium term, fixed or floating rate, and the term will match the useful life of the financed assets. Private placements may be used for financing specific assets or programs when it provides more advantageous terms than the capital markets, has a favorable structure, and financing is needed more quickly than what may be obtained through a public offering.

Alternative Structures

The College District will not use alternative methods of financial management products such as interest rate swaps, derivative products, etc. in connection with any outstanding and newly issued bonds without the express authorization from the Board of Trustees.

Debt Management Plan

Annually, a Debt Management Plan (the “Plan”) will be presented to the Board of Trustees by the Vice Chancellor of Finance and Administration or the Associate Vice Chancellor of Finance and Fiscal Services. Developed in conjunction with the College District’s Financial Advisor, this Plan will include information on the current debt outstanding; any previously approved but not settled financing activities, and borrowing capacity. It will include anticipated financings needs related to the Capital Improvement Program (“CIP”) or other funding needs. When the CIP requires a debt issuance for which a market opportunity is realized, a Parameter Order with reference to a specific debt issuance will be submitted for approval, allowing the President- Board of Trustees, the Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services to commit to certain financing decisions. The Parameter Order allows the execution of a pricing certificate evidencing final sale terms of a debt financing. The Parameter Order provides flexibility for the College



District's Administration to react when market conditions warrant. Parameter orders will be limited as to size and scope to comply with State law and per direction by the Board of Trustees.

Conditions for New Money Debt Issuance

The timing of borrowing will be structured to meet the needs of the District and to minimize the effect of negative arbitrage. When the investment earnings on borrowed proceeds are below the cost of borrowing, borrowed capital may have to be increased to provide sufficient funds to pay project expenses. Since this practice increases the cost and limits the productivity of borrowed capital, the College District will seek to minimize negative arbitrage where practical.

Any external borrowing will be coordinated to the extent possible so that multiple project needs can be accommodated in a single borrowing. Under a Parameter Order for a specific new money debt, the President-Board of Trustees, Secretary- Board of Trustees, Chancellor, Vice Chancellor for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a new money debt issuance if the appropriate conditions are met as set forth in the Parameter Order.

Conditions for Debt Refunding

Periodic reviews of outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered based on economic benefit, or as needed to alter covenants, restructure debt, or stabilize the tax rate. Current refunding require at least a 3% net present value as a percentage of the par amount of the refunded bonds to be considered. Other factors should be considered, such as reinvestment rates and impact on the structure of the escrow. The threshold rates may be disregarded under a refunding done solely for business reasons, such as for restructuring purposes. The term of the refunding bonds should not exceed the term of the bonds being refunded unless the debt is being restructured. Under a Parameter Order for a refunding bond, the President- Board of Trustees, Secretary- Board of Trustees, Chancellor , Vice President for Finance and Administration or Associate Vice Chancellor of Finance and Fiscal Services may proceed with a debt refunding if the appropriate conditions are met as set forth in the Parameter Order.

Conditions for Debt Defeasance

Debt defeasance with funds on hand or excess tax collections will be undertaken only after careful consideration of the District's cash flow. This may be considered as part of an overall plan to manage the District's tax rate.

Parameters for Debt Issuance

The term of debt will typically be for 20 years or less and will not generally exceed 30 years. Debt will be issued on a fixed or variable rate basis. The College District will normally seek to avoid the use of capitalized interest. In general, debt should be issued with the earliest optional redemption date that is determined to be cost-effective. Typically, debt with a final maturity beyond ten years will be structured with an optional redemption in nine or ten years at par. Debt may be structured with serial or term bonds or any combination thereof.

Selection of Consultants

The College District will select its municipal advisor, investment banking firms, disclosure and arbitrage rebate compliance specialists through the issuance of Request for Qualifications (RFQ). It is preferable that the services for disclosure and arbitrage rebate compliance be within the scope of the municipal advisor. Bond counsel will be selected pursuant to a Request for Qualifications process as set forth in Section 1201.027, Texas Government Code. Investment banking firms will be retained in an "underwriting pool" for a period of five years (one year plus four annual renewals) prior to a new RFQ being issued. The underwriting syndicate for each open market bond issuance will be chosen from this pool. The selection of the Senior Manager and each syndicate member will be based upon:



- Initiation and implementation of innovative financing ideas and structures
- The expertise of bankers and underwriters required for the transaction
- The underwriting capabilities as determined by excess net capital and distribution networks relative to the size of the transaction
- Performance of each syndicate member in past transactions

Each syndicate will be balanced by capitalization. The number of firms in the syndicate will be based on the size of the issue.

Compliance Reporting/Procedures

Continuing Disclosure

The College District will comply with SEC Rule 152-12 by filing directly or through a third party dissemination agent with the Municipal Securities Rulemaking Board (MSRB) using its Electronic Municipal Market Access system (EMMA) annual financial statements and certain required financial and operating data and material event notices.

Arbitrage Rebate Compliance

Adequate recordkeeping will be maintained to meet arbitrage rebate compliance requirements. This includes careful tracking of investment earnings on debt proceeds and remitting any excess earnings to the federal government in a timely manner. An outside compliance specialist will be retained to calculate rebate payments and ensure that the College District maintains compliance with arbitrage rules. Post issuance Procedures are outlined in C.3.1.1 and C.3.1.2.

Rating Agencies

The Associate Vice Chancellor of Finance and Fiscal Services is responsible for maintaining the primary relationship and communicating with the national rating agencies. This communications effort includes providing periodic updates on the College District's general financial condition along with coordinating meetings and presentations in conjunction with debt issuances.

The College District will request a rating from at least two major rating agencies prior to the issuance of open market transactions.

Investment of Bond Proceeds

Investment of debt proceeds will comply with the Board of Trustees approved Investment Policy, State laws, and, as appropriate, the Code.

Policy Review

This Policy will be reviewed annually by the Board of Trustees as part of the Debt Management Plan and updated as needed.

References:

Texas Education Code Section 130 (130.121130.130), Section 45.108

Chapters 1201, 1207, and 1371, Texas Government Code

Local Government Code, Chapter 303

SEC Rule 15c2-12 (as amended)

SEC Rule 15Ba1-1(d) (3) (vi).

Internal Revenue Code of 1986

Treasury Regulation section 1.141-12



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
10 YEAR TUITION AND FEE SCHEDULE SUMMARY
By Fall Semester**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Tuition per Sem Hour										
In District	\$70	\$70	\$70	\$70	\$73	\$86	\$86	\$99	\$99	\$99
Out-of-District	\$185	\$185	\$185	\$185	\$194	\$202	\$202	\$215	\$215	\$215
Non-Resident	\$358	\$358	\$358	\$358	\$376	\$453	\$453	\$466	\$466	\$466
Campus Access Fee						\$25	\$25	\$25	\$25	\$25
Student Activity Fee *						\$1	\$3	\$3	\$3	\$3
International Edu Fee						\$1	\$1	\$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

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

2020 - Tuition and Fees schedule effective Fall 2019 based on the Board approval on March 2019

Online eRate Tuition (Students taking courses in a 100% online program with no classes on-campus):

\$99 per SCH for In- District,

\$170 per SCH for Out of District or

\$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



FY22 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 2022 (Fall 2021).....	127
Debt Management Plan for Fiscal Year 2021 – 2022	132
Operating Budget Fiscal Year 2021 – 2022.....	133
All Funds Budget Fiscal year 2021 – 2022.....	135
Tax Rate for Fiscal Year 2021 – 2022.....	140
Compensation Adjustments Fiscal Year 2021 – 2022.....	144



Discussion and Possible Action on Tuition and Fee Schedule Effective Fall 2021

Presented to the Board Acting as Committee of the Whole on March 16, 2021 and now presented to the Board for approval on March 23, 2021.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approve the attached Tuition and Fee Schedule for the Fiscal Year 2021-2022.”

PURPOSE

The purpose of this action is to obtain approval for the Alamo Colleges District’s Fiscal Year 2021-2022 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 e-rate, in-district, out of district, non-Texas and International students. The schedule was updated with the following changes:

- Increase the Examination Fee: Advanced Standing Examination Fee from \$86 to \$99 per credit hour to align with the cost of one credit hour.
- Increases to the Special Program Tuition for new and existing programs at SAC and SPC:

College	Department	Current SPT	Proposed/ New SPT	Increase	Reason for Increase
Existing					
SAC	SAC Nursing Ed Associate Degree	\$ 1,200	\$ 1,600	\$ 400	Increase in Nursing stipends; Simulation equipment is fully depreciated and costs have increased since last purchased in 2008-2012
SAC	SAC Mortuary Science	\$ 150	\$ 175	\$ 25	Increase # and cost of cadavers needed each semester; specialized equipment and hearse are fully depreciated with increased costs since last purchased in 2009-2015
SPC	SPC Nursing Vocational	\$ 1,000	\$ 1,600	\$ 600	Increase in Nursing Stipends for required Nursing Faculty
SPC	SPC Nursing Associate Degree	\$ 1,200	\$ 1,600	\$ 400	Increase in Nursing Stipends for required Nursing Faculty
New					
SAC	SAC Law Enforcement	\$ -	\$ 250	\$ 250	Required consumable materials, such as ammunition, targets, and training weapons, have increased, as well as provided uniforms and issued items to cadets.
SAC	SAC BSN Nursing		\$ 1,200	\$ 1,200	New Nursing Stipend Impact

IMPLICATIONS

Financial: Alignment of fee; Special Program Tuition revenues cover new and additional costs.

Strategic Plan: Goals 1 and 3: Student Success and Performance Excellence

Human Resources: N/A

Attachment: Tuition and Fee Schedule, Effective Fall 2021

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

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder
Date: 2021.03.02 14:21:56 -06'00'

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

 Dr. Mike Flores
 Chancellor



No Change

**ALAMO COLLEGES DISTRICT
SCHEDULE OF TUITION AND FEES
Effective Fall 2021
FY 2021- 2022**

In- District Per Semester Credit Hour (SCH)	Texas Residents Out of District Per Semester Credit Hour (SCH)	Non-Texas/International Non- Resident 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

Online eRate Tuition (Students taking 100% online asynchronous courses with no classes on-campus):

\$99 per SCH for In- District,
\$170 per SCH for Out of District or
\$170 per SCH for Non-Texas Non- Resident \$466
per SCH for International 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.

Student Support Service 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 SPECIAL PROGRAM TUITION
FY 2021- 2022

College	Program	Program Tuition Per Semester*
PAC	Aviation Technology	\$295 to \$36,000
PAC	Veterinary Technology	\$400
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	\$1600
SPC	SPC Nursing – PN/LVN	\$1600
SAC	SAC BSN Nursing	\$1200
SAC	SAC Fire Science	\$1,100
SAC	SAC Law Enforcement	\$250
SAC	SAC Mortuary Science	\$175
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 REFUNDABLE, CONTINUING EDUCATION TUITION AND FEES
 FY 2021- 2022

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

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.
-----------------------------------	------------------------------



Revised

ALAMO COLLEGES DISTRICT
SCHEDULE OF NON-REFUNDABLE FEES
FY 2021- 2022

Examination Fees:	
Advanced Standing Examination Fee: per credit hour	\$99
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 the Annual Debt Management Plan for FY 2021

Presented for recommended approval to the ALAMO COLLEGES BOARD OF TRUSTEES on May 18, 2021.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves the recommendations as presented in the FY 2022 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 2022.

BACKGROUND

A Debt Management plan is presented to the Board of Trustees annually for recommendations 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, as possible.
- * Ensures strong Financial Statements, resulting in superior Aaa/AAA Bond ratings.

The FY 2022 recommendations are outlined in the attached presentation.

IMPLICATIONS

Financial: Continuation of Debt Management Policy objectives; approval of FY 2022 Debt Management Plan
Strategic Plan: Performance Excellence
Human Resources: None

ATTACHMENT: FY 2022 Debt Management Plan presentation

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

Dr. Diane Snyder Digitally signed by Dr. Diane Snyder
Date: 2021.05.03 13:16:52 -05'00'

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

 Dr. Mike Flores Date
 Chancellor



Discussion and Possible Action on Fiscal Year 2021-2022 Operating Budget

Presented to the Board for approval on July 17, 2021

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2021-2022 Educational and General (E&G) Operating Expense Budget of \$384,952,213; Auxiliary Enterprise Budget of \$2,047,781; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$16,123,567; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,257,453; and Capital Expense Budget of \$5,300,000 for Total Operating Expense Budget of \$409,732,014 based on revenues of \$402,623,108 and operating fund balance commitment of \$7,108,905 of prior year savings.”

PURPOSE

Approval of the Fiscal Year 2021-2022 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2021 semester. In August 2021, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls, b) Restricted and Plant fund budgets and c) fund balance transfer updates as required.

BACKGROUND

The 2021-22 fiscal year budget reflects a balanced budget in these unprecedented times with an emphasis on two key focal points: **our students**, by sustaining excellent instructional services and a full suite of wrap-around support services, and **our employees**, by maintaining competitive compensation and fringe benefits and other services aimed at retaining and supporting our talented workforce.

Key Assumptions for the FY22 budget include:

- Revenues
 - Projected 3.8% growth in student enrollment with no change in Tuition rates.
 - Increase of \$16.8 million in ad valorem tax revenue - 5% taxable assessed valuation growth (TAV) in Bexar County, and a 98% collection rate. Provides sustainable funding for student success strategies and Facilities Maintenance and Operations with no tax rate increase.
 - Increase of \$1.5 million in state appropriated funding as fiscal year 2022 - first year of the bi-annual funding of the 87th Texas Legislature
- Expenses
 - Provide all essential personnel and services required to serve our students
 - Student-focused: Instruction and student support services, including advocacy centers at each college, enrollment coaches, certified advisors, and the accessibility to healthcare centers via on-campus and tele-medicine services
 - \$2.0 million in the Student Success fund – Expanded tutoring for Math/English/Science/Accounting, Macro-credentialing, digital badges & course peer review challenge, Healthcare Clinics, AlamoEXPERIENCE year 2 (50% funding), San Antonio Food Bank navigators and pop-up markets support, programming to support our equity mindedness strategies, participatory budgeting
 - Employee-focused: Retain and recruit our talented workforce by providing competitive market adjustments to compensation and a full suite of fringe benefits, along with training and development opportunities
 - Facilities Maintenance and Operations increase of \$3.4M to operate the new CIP buildings supported 100% by ad valorem tax revenues without raising the tax rate.
 - Increased investments in Preventative Maintenance by \$0.5M for our aging facilities with a total allocation of \$19.5M in FY22. College Capital funds for furniture, fixtures and equipment replacement remain the same with a total allocation of \$5.3M



IMPLICATIONS

Financial:

Fiscal Year 2021-22 Educational and General (E&G) Operating Expense Budget of \$384,952,213, Auxiliary Enterprises of \$2,047,781, Mandatory Transfers of \$16,123,567, Natatorium Major Repair Fund Addition of \$51,000, Non-mandatory transfers of \$1,257,453 and Capital Expense Budget of \$5,300,000 based on revenues of \$402,623,108 and operating fund balance commitment of \$7,108,905 (from prior year budget savings).

Strategic Plan:

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

Human Resources:

N/A

ATTACHMENTS:

Attachment I – FY22 Budget Overview

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 West
 Date: 2021.07.15 12:18:47 -05'00'

Shayne A. West Date
 Interim Associate Vice Chancellor for Finance & Fiscal Services

Digitally signed by Dr. Diane Snyder
 Snyder
 Date: 2021.07.15 12:25:34 -05'00'

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

Dr. Mike Flores Date
 Chancellor



Discussion and Possible Action on Fiscal Year 2021 – 2022 All Funds Budget

Presented to the Board Acting as Committee of the Whole on August 10, 2021 and now presented to the Board for approval on August 17, 2021.

MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2021-22 total budget with projected revenues of \$857,591,557; restricted and plant fund balance outflow of resources of \$248,756,523; operating fund balance commitment of \$7,108,905; and expenses of \$1,113,456,986 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).”

PURPOSE

Approval of the fiscal year 2021 – 2022 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 27, 2021 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, 2021 financial statements. Exhibit II is the Operating Budget that was approved by the Board of Trustees on July 27, 2021.

IMPLICATIONS

Financial: Fiscal Year 2021-22 total budget with projected revenues of \$857,591,557; restricted and plant fund balance outflow of resources of \$248,756,523; operating fund balance commitment of \$7,108,905; and expenses of \$1,113,456,986 (Exhibit I), and the All Funds Budget Report by Location (Exhibit III).

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 27, 2021 approved Operating Budget (Exhibit II); All Funds Budget Report by Location (Exhibit III)

Shayne West

Digitally signed by Shayne West
Date: 2021.08.09 15:01:57 -05'00'

Shayne A. West Date
Interim Associate Vice Chancellor of Finance and Fiscal Services

Dr. Diane Snyder

Digitally signed by Dr. Diane Snyder
Date: 2021.08.10 08:28:03 -05'00'

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

Dr. Mike Flores Date
Chancellor



ALAMO COLLEGES

FY 2021 - 2022 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2021 - 2022		Total
	Unrestricted	Restricted	
REVENUES			
Instruction and General	394,029,976	212,531,002	606,560,978
Public Service	952,048	-	952,048
Scholarships and Fellowships	-	94,721,553	94,721,553
Auxiliary Enterprises	5,069,988	-	5,069,988
Student Activity Fee	2,571,096	-	2,571,096
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	402,623,108	307,252,555	709,875,663
Capital Outlay	-	62,069,322	62,069,322
Renewals & Replacements	-	-	-
Building	-	7,464,276	7,464,276
Furniture & Equipment	-	3,137,308	3,137,308
Debt Services	-	75,044,988	75,044,988
Subtotal Plant Funds	-	147,715,894	147,715,894
TOTAL REVENUES	402,623,108	454,968,449	857,591,557
BEGINNING FUND BALANCES			
Instruction and General	117,417,915	1,216,108	118,634,023
Public Service	-	-	-
Scholarships and Fellowships	-	11,181,737	11,181,737
Auxiliary Enterprises	3,200,000	-	3,200,000
Student Activity Fee	2,861,409	-	2,861,409
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	123,479,324	12,397,845	135,877,169
Capital Outlay	-	200,082,919	200,082,919
Renewals & Replacements	-	-	-
Building	-	51,238,576	51,238,576
Furniture & Equipment	-	13,950,347	13,950,347
Debt Services	-	13,295,407	13,295,407
Subtotal Plant Funds	-	278,567,249	278,567,249
TOTAL BEGINNING FUND BALANCES	123,479,324	290,965,094	414,444,418
TOTAL AVAILABLE			
Instruction and General	511,447,891	213,747,110	725,195,001
Public Service	952,048	-	952,048
Scholarships and Fellowships	-	105,903,290	105,903,290
Auxiliary Enterprises	8,269,988	-	8,269,988
Student Activity Fee	5,432,505	-	5,432,505
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	526,102,432	319,650,400	845,752,832
Capital Outlay	-	262,152,241	262,152,241
Renewals & Replacements	-	-	-
Building	-	58,702,852	58,702,852
Furniture & Equipment	-	17,087,655	17,087,655
Debt Services	-	88,340,395	88,340,395
Subtotal Plant Funds	-	426,283,143	426,283,143
TOTAL AVAILABLE	526,102,432	745,933,543	1,272,035,975

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 2021 - 2022 ALL FUNDS BUDGET REPORT - PRELIM

Exhibit I

	Proposed Budget 2021 - 2022		Total
	Unrestricted	Restricted	
EXPENDITURES			
Instruction and General	382,283,382	212,531,002	594,814,384
Public Service	1,542,255	-	1,542,255
Scholarships and Fellowships	-	100,532,657	100,532,657
Auxiliary Enterprises	2,047,781	-	2,047,781
Student Activity Fee	2,571,096	-	2,571,096
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	388,444,514	313,063,659	701,508,173
Capital Outlay	-	266,007,721	266,007,721
Renewals & Replacements	-	-	-
Building	-	58,753,852	58,753,852
Furniture & Equipment	-	2,165,866	2,165,866
Debt Services	-	85,021,374	85,021,374
Subtotal Plant Funds	-	411,948,813	411,948,813
TOTAL EXPENDITURES	388,444,514	725,012,472	1,113,456,986
TRANSFERS (IN) OUT			
Instruction and General	-	-	-
Public Service	-	-	-
Scholarships and Fellowships	5,811,104	(5,811,104)	-
Auxiliary Enterprises	-	-	-
Student Activity Fee	-	-	-
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	5,811,104	(5,811,104)	-
Capital Outlay	3,855,480	(3,855,480)	-
Renewals & Replacements	-	-	-
Building	51,000	(51,000)	-
Furniture & Equipment	-	-	-
Debt Services	11,569,916	(11,569,916)	-
Subtotal Plant Funds	15,476,396	(15,476,396)	-
NET TRANSFERS	21,287,500	(21,287,500)	-
TOTAL EXPENSE AND TRANSFERS	409,732,014	703,724,972	1,113,456,986
ENDING FUND BALANCES			
Instruction and General	129,164,510	1,216,108	130,380,618
Public Service	(590,207)	-	(590,207)
Scholarships and Fellowships	(5,811,104)	11,181,737	5,370,633
Auxiliary Enterprises	6,222,207	-	6,222,207
Student Activity Fee	2,861,409	-	2,861,409
Other (Use of Fund Balance)	-	-	-
Subtotal Current Funds	131,846,815	12,397,845	144,244,660
Capital Outlay	(3,855,480)	-	(3,855,480)
Renewals & Replacements	-	-	-
Building	(51,000)	-	(51,000)
Furniture & Equipment	-	14,921,789	14,921,789
Debt Services	(11,569,916)	14,888,937	3,319,021
Subtotal Plant Funds	(15,476,396)	29,810,726	14,334,330
TOTAL ENDING FUND BALANCES	116,370,419	42,208,571	158,578,990
TOTAL EXP, TRANSF & BAL	526,102,432	745,933,543	1,272,035,975
TOTAL EXP, TRANSF & BAL = TOTAL EXPENDITURES + NET TRANSFERS + TOTAL ENDING BALANCES			
Change in Fund Balance	(7,108,905)	(248,756,523)	(255,865,428)



ALAMO COLLEGES DISTRICT

Three Year General Operating Budget Comparison: FY20, FY21, & FY22

DESCRIPTION	FY20 APPROVED	FY21 APPROVED	FY22 PROPOSED	INC/(DEC) FY22 vs. FY21
REVENUES				
STATE APPROPRIATIONS	\$66,832,870	\$66,832,878	67,793,857	\$960,979
State Paid Benefits	\$20,388,116	\$20,443,541	20,966,235	\$522,694
<u>TUITION AND FEES:</u>				\$0
Tuition	\$112,181,109	\$114,045,106	112,945,865	(\$1,099,241)
Pledged Tuition	\$24,592,440	\$25,507,410	24,955,771	(\$551,639)
Exemptions	(\$34,805,368)	(\$33,169,911)	(33,809,714)	(\$639,803)
Fees	\$5,535,232	\$4,259,978	4,066,590	(\$193,388)
TAXES	\$175,587,193	\$178,255,051	195,031,684	\$16,776,633
CONTRACTS & INDIRECT COSTS	\$560,000	\$560,000	645,000	\$85,000
INVESTMENT INTEREST INCOME	\$3,500,000	\$700,000	500,000	(\$200,000)
OTHER INCOME	\$5,438,398	\$5,238,867	4,971,332	(\$267,535)
TOTAL EDUCATIONAL & GENERAL REVENUE	\$379,809,990	\$382,672,920	398,066,620	\$15,393,700
AUXILIARY ENTERPRISES	\$5,371,072	\$5,090,222	4,556,488	(\$533,734)
TOTAL GENERAL OPERATING REVENUES	\$385,181,062	\$387,763,142	402,623,108	\$14,859,966
FUND BALANCE COMMITMENTS:				
General Operations	\$0		7,108,905	7,108,905
TOTAL FUNDS AVAILABLE	\$385,181,062		409,732,014	\$21,968,872
EXPENDITURES				
<u>EDUCATIONAL AND GENERAL **:</u>				
INSTRUCTION	\$122,099,743	121,305,589	125,427,239	4,121,650
PUBLIC SERVICE	\$1,554,338	1,475,579	1,542,255	66,676
ACADEMIC SUPPORT	\$24,637,933	24,259,563	25,275,998	1,016,435
STUDENT SERVICES	\$50,242,725	52,154,179	55,046,566	2,892,387
INSTITUTIONAL SUPPORT	\$111,254,062	113,434,348	122,129,964	8,695,616
OPERATIONS and MAINTENANCE of PLANT	\$48,778,948	48,659,596	53,846,285	5,186,689
SCHOLARSHIPS/EXEMPTIONS	\$1,189,401	2,076,343	1,683,906	(392,437)
TOTAL EDUCATIONAL and GENERAL EXPENDITURES	\$359,757,150	\$363,365,197	384,952,213	\$21,587,016
<u>AUXILIARY ENTERPRISE EXPENDITURES</u>	\$2,381,653	\$1,955,950	2,047,781	\$91,831
<u>MANDATORY TRANSFERS FOR:</u>				\$0
REV BOND DEBT SERV	\$10,459,125	\$10,459,125	10,312,463	(\$146,662)
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,723,222	\$5,943,497	5,811,104	(\$132,393)
CAPITAL BUDGET	\$5,300,000	\$4,730,920	5,300,000	\$569,080
<u>NON-MANDATORY TRANSFERS FOR:</u>				\$0
NON-MANDATORY TRANSFER - OTHER	\$1,508,912	\$1,257,453	1,257,453	\$0
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	51,000	\$0
TOTAL UNRESTRICTED CURRENT FUND	\$385,181,062	\$387,763,142	409,732,014	\$21,968,872

** FY22 proposed budget is pending final Banner load by functional category



FY 2021 - 2022 ALL FUNDS BUDGET SUMMARY BY LOCATION
Exhibit III

	SAC	SPC	PAC	NVC	NLC	TOTAL
Formula/Non-formula Funding	\$53,686,449	\$39,485,535	\$27,197,892	\$36,891,352	\$16,459,882	\$173,721,110
District Support Operations	\$33,734,057	\$24,810,866	\$17,089,885	\$23,180,802	\$10,342,621	\$109,158,230
Benefits/PM/Capital/Investments/Comp	\$27,873,292	\$20,693,981	\$13,754,223	\$19,183,913	\$8,650,953	\$90,156,362
General Institutional Expense	\$11,340,560	\$8,340,803	\$5,745,199	\$7,792,816	\$3,476,935	\$36,696,312
Approved Operating Budget	\$126,634,357	\$93,331,184	\$63,787,199	\$87,048,883	\$38,930,391	\$409,732,014
College Restricted Expense	\$151,769,076	\$160,485,586	\$117,595,476	\$117,278,287	\$62,197,355	\$609,325,780
DSO Restricted Expense	\$23,512,674	\$24,863,070	\$18,218,362	\$18,169,222	\$9,635,863	\$94,399,192
Restricted Budget	\$175,281,750	\$185,348,656	\$135,813,838	\$135,447,510	\$71,833,218	\$703,724,972
TOTAL ALL FUNDS BUDGET	\$301,916,107	\$278,679,840	\$199,601,038	\$222,496,393	\$110,763,609	\$1,113,456,986



Discussion and Possible Action on Setting a Tax Rate for Fiscal Year 2021-2022

Presented to the Board Acting as Committee of the Whole August 10, 2021, and now presented with Committee-requested revisions to the Board for approval on August 17, 2021.

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 2021/22 which is greater than the No-New-Revenue tax rate of \$0.147897/\$100 of assessed valuation but less than the Voter-Approval tax rate of \$0.161187/\$100 of assessed valuation. The Board hereby ratifies its implied delegation to the Vice Chancellor for Finance and Administration or delegate to calculate the no-new-revenue tax rate and the voter-approval tax rate relying on the Bexar County Tax Assessor-Collector and hereby authorizes and directs the Vice Chancellor or delegate to provide the public notices and to arrange the public hearing on appropriate dates as required by the Texas Tax Code for the proposed tax rate increase. Following such notice and hearing, 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 2021, 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 No-New-Revenue tax rate, and there is a resultant requirement for public notices and a public hearing 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 No-New-Revenue rate is now lower than current rate, requiring a public notice and hearing. The recommended M&O tax rate of \$0.107760/\$100 of assessed valuation is higher than the current year calculated No-New-Revenue tax rate of \$0.107149/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.115720/\$100 of assessed valuation. The Debt rate of \$0.04139/\$100 of assessed valuation will raise the revenue needed for FY 2021/22 debt service payments and other actions per the approved FY 2022 Debt Management Plan. The Combined tax rate of \$0.149150/\$100 is higher than the No-New-Revenue tax rate of \$0.147897/\$100 of assessed valuation, but lower than the Voter-Approval rate of \$0.161187/\$100 of assessed valuation. Public notices and a public hearing is required prior to final approval of the tax rate when the proposed tax rate is greater than either the No-New-Revenue tax rate or the Voter-Approval 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

- Attachments: Exhibit A: Notice of Calculated Tax Rates
- Exhibit B: 2021 Tax Planning Calendar (FY 22)
- Exhibit C: Notice of Public Hearing/Meeting to Vote on Tax Rate (DRAFT)

Shayne West
Digitally signed by Shayne West
 Date: 2021.08.09 08:17:29 -05'00'

 Shayne A. West Date
 Interim Assoc. Vice Chancellor of Finance and Fiscal Services

Dr. Diane Snyder
Digitally signed by Dr. Diane Snyder
 Date: 2021.08.06 12:49:16 -05'00'

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

 Dr. Mike Flores Date
 Chancellor



EXHIBIT A

Notice About 2021 Tax Rates

Property Tax Rates in ALAMO COMMUNITY COLLEGE DISTRICT

This notice concerns the 2021 property tax rates for ALAMO COMMUNITY COLLEGE DISTRICT. This notice provides information about two tax rates used in adopting the current tax year's tax rate. The no-new-revenue tax rate would impose the same amount of taxes as last year if you compare properties taxed in both years. In most cases, the voter-approval tax rate is the highest tax rate a taxing unit can adopt without holding an election. In each case, these rates are calculated by dividing the total amount of taxes by the current taxable value with adjustments as required by state law. The rates are given per \$100 of property value.

This year's no-new-revenue tax rate: \$0.147897/\$100

This year's voter-approval tax rate: \$0.161187/\$100

To see the full calculations, please visit 233 N. Pecos-La Trinidad, San Antonio, TX 78207 for a copy of the Tax Rate Calculation Worksheet.

Unencumbered Fund Balance

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

Type of Fund	Balance
I&S	13,295,000

Current Year Debt Service

The following amounts are for long-term debts that are secured by property taxes. These amounts will be paid from upcoming 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	27,675,000	23,785,926	0	51,460,926
Maintenance Tax Notes	22,350,000	1,831,888	0	24,181,888
Total required for 2021 debt service				\$75,642,814
- Amount (if any) paid from funds listed in unencumbered funds				\$0
- Amount (if any) paid from other resources				\$0
- Excess collections last year				\$0
= Total to be paid from taxes in 2021				\$75,642,814
+ Amount added in anticipation that the unit will collect only 99.05% of its taxes in 2021				\$725,498
= Total debt levy				\$76,368,312

This notice contains a summary of actual no-new-revenue and voter-approval calculations as certified on 7/29/2021 by The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, PCAC
 Carlos Gutierrez, PCC
 Property Tax Division Director
 233 N. Pecos-La Trinidad, San Antonio, TX 78207
 210-335-6600
 taxoffice@bexar.org
 home.bexar.org/tax



EXHIBIT B TAX PLANNING CALENDAR

DATE	ACTION
Tuesday, August 17	Board votes to proceed with Tax Rate. Requires quorum and roll-call vote. Announce date, time and place of meeting (Public Hearing) at which will vote on Tax Rate.
Tuesday, September 14	Public Hearing. Board adopts Tax Rate. Requires a quorum, special language and a record vote. Must take place in a public building inside taxing boundaries.
Thursday, September 30	Deadline to adopt Tax Rate.



Exhibit C

NOTICE OF PUBLIC HEARING ON TAX INCREASE **DRAFT**

A tax rate of \$ 0.149150 per \$100 valuation has been proposed by the governing body of ALAMO COMMUNITY COLLEGE DISTRICT.

PROPOSED TAX RATE	\$0.149150 per \$100
NO-NEW-REVENUE TAX RATE	\$0.147897 per \$100
VOTER-APPROVAL TAX RATE	\$0.161187 per \$100

The no-new-revenue tax rate is the tax rate for the 2021 tax year that will raise the same amount of property tax revenue for ALAMO COMMUNITY COLLEGE DISTRICT from the same properties in both the 2020 tax year and the 2021 Tax Year.

The voter-approval rate is the highest tax rate that ALAMO COMMUNITY COLLEGE DISTRICT may adopt without holding an election to seek voter approval of the rate.

The proposed tax rate is greater than the no-new revenue tax rate. This means that ALAMO COMMUNITY COLLEGE DISTRICT is proposing to increase property taxes for the 2021 tax year.

A PUBLIC HEARING ON THE PROPOSED TAX RATE WILL BE HELD ON TUESDAY, SEPTEMBER 14, 2021 at 6:00 PM at the ALAMO COLLEGES DISTRICT, 2222 N. ALAMO ST., SAN ANTONIO, TX 78215.

The proposed tax rate is not greater than the voter-approval rate. As a result, ALAMO COMMUNITY COLLEGE DISTRICT is not required to hold an election at which voters may accept or reject the proposed tax rate. However, you may express your support for or opposition to the proposed tax rate by contacting the members of the Board of Trustees of Alamo Community College District at their offices or by attending the public hearing mentioned above.

YOUR TAXES OWED UNDER ANY OF THE TAX RATES MENTIONED ABOVE CAN BE CALCULATED AS FOLLOWS:

$$\text{property tax amount} = (\text{tax rate}) \times (\text{taxable value of your property}) / 100$$

The members of the governing body voted on the proposed tax increase as follows:

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

The 86th Texas Legislature modified the manner in which the voter-approval tax rate is calculated to limit the rate of growth of property taxes in the state.

The following table compares the taxes imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT last year to the taxes proposed to be imposed on the average residence homestead by ALAMO COMMUNITY COLLEGE DISTRICT this year:

	2020	2021	Change
Total tax rate (per \$100 of Value)	\$0.149150	\$0.149150	Decrease of \$0.00 or 0.00%
Average homestead taxable value	\$229,039	\$243,824	Increase of 6.46%
Tax on average homestead	\$341.61	\$363.66	Increase of \$22.05 or 6.46%
Total tax levy on all properties	\$239,065,187		Increase of \$ or %

For assistance with tax calculations, please contact:

The Office of the Bexar County Tax Assessor-Collector Albert Uresti, MPA, PCC
 Carlos Gutierrez, PCC
 Property Tax Division Director
 233 N. Pecos-La Trinidad, San Antonio, TX 78207
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 taxoffice@bexar.org
 home.bexar.org/tax



Discussion and Possible Action on FY22 Smart Talent Compensation Adjustments

Presented to the Alamo Colleges District Board of Trustees for approval at the Special Board Meeting on July 17, 2021; presented to the Board Acting as Committee of the Whole on July 20, 2021 and now presented to Board for approval on July 27, 2021.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2021, and January 1, 2022, as noted for full-time regular faculty, adjunct faculty, CE Instructors, full-time and part-time/temporary staff, work study students and administrators.”

PURPOSE

Compensation adjustments are recommended as we enter FY22 to recruit and retain the excellent talent our Alamo Colleges District student success mission requires. Careful market analyses show compensation adjustments are needed, across the board, to secure a competitive position to recruit and retain essential talent. A further set of faculty stipend adjustments are required to recruit and retain high-wage/high-demand faculty for our Nursing, Healthcare, IT and Advanced Manufacturing programs. Finally, a wage increase for work study students and other students employed by the College District is recommended to keep pace with the local market, thereby ensuring students can afford to participate in work-based learning opportunities provided by the College District.

TALENT EXCELLENCE COMPENSATION

Recognition of employee contributions has never been more essential for the College District to continue to meet unprecedented challenges with the collaborative, can-do spirit of our workforce, and new challenges connected with pandemic recovery and return to campus continue to arise. The Board of Trustees and administration recommend a one-time, non-recurring award, of \$1,000 to full-time employees, and of \$500 to part-time staff and part-time adjunct/CE faculty employees, who, on the basis of payroll records, performed work during the period between March 1, 2020 and August 31, 2021, and who are employed as of September 30, 2021, to compensate their extra efforts managing a return to on-site work, and to incentivize retention.

A total cost of \$5.4M is projected for this one-time, non-recurring Talent Excellence award to the extraordinary faculty, staff and administrators who have demonstrated their commitment to excellence in such challenging times, and who each, in their own way, are so essential to the ongoing success of our students. It is recommended that award amounts be grossed-up for taxes and paid in a separate check in October to all employees who meet the eligibility criteria and are employed on the date of actual payout.

MARKET ADJUSTMENTS

The defined market position for faculty is 3rd among the eight largest Texas Community College districts based on the results of the annual TCCTA survey of Texas colleges. The defined market position for staff, administrators and IT technical talent is 100% comp-a-ratio in ranges developed independently through Hay/Korn Ferry analysis of the Higher Ed and General Industry markets to produce a competitive pay position comparable to faculty “3ness” in a blended market of Higher Ed and General Industry benchmark jobs for each ACD salary grade. The college district remains committed to achieving the market position targets for faculty and non-faculty within the limits of available funding.



A FY22 market adjustment of 3% is recommended, effective September 1, 2021, for all employees. This market adjustment is tempered by limits of available funding. While not sufficient to achieve the College District's targeted market positions, it does represent significant progress while remaining within the limits of the FY22 budget.

Compensation for existing faculty will be increased 3% on September 1, 2021, and the hiring rate table will be increased but will continue to lag 1.75% behind the rates paid to existing faculty to avoid compression.

Compensation for non-faculty will also increase 3% on September 1, 2021. The S-Scale and T-Scale Ranges will increase 10% and 9% respectively. Compensation adjustments will be limited to 3% unless an additional amount is required to bring an employee's rate up to the new range minimum. As in prior years, the adjustment amount may not increase an employee's compensation above the new range maximum. If an employee's rate that exceeds the range awarded a one-time 1% adjustment will be awarded instead of a recurring base rate increase.

The following expenses by employee classification are projected:

Employee Classification	% Increase	Average Increase	Head Count	FY22 Cost
Full-time Regular Faculty	3%	\$1,902	812	\$1,544,311
Adjunct Faculty	3%	\$331	2,250	\$743,969
CE Instructors	3%	\$29	862	\$24,955
Full-Time Regular Staff* **	3%+	\$2,056	1,735	\$4,517,181
Part-Time/Temporary Staff	3%+	\$968	558	\$651,458
IT Sr. Professional/Manager	3%+	\$4,766	70	\$392,969
Work study & student workers	3%	\$1.25/hour	Target 1,800	State/Federal Funded
Administrators	3%+	\$6,852	77	\$359,752
Total Increase				\$8,234,595
Total Benefit Cost Increase***				\$1,194,949
Grand Total				\$9,429,544

* Adjusting more than 3%, if required to bring wage/salary up to new range minimum

** 1% one-time temporary adjustment in FY22.

*** (15.805% FT, 8.305% PT Benefit exp.)

HW/HD (HIGH-WAGE/HIGH-DEMAND) FACULTY STIPENDS

The College District currently provides additional compensation in the form of annual stipends to HW/HD faculty. The additional compensation is required to compete in the job markets for qualified Nursing, IT, Advanced Manufacturing, and Healthcare faculty. The stipends address the significant compensation gap that exists between teaching and the HW/HD profession in which those faculty are qualified to work.

In February 2021 the Board of Trustees approved an off-cycle stipend increase for nursing faculty to support the timely recruitment and retention of nursing faculty for the new SAC BSN program. The Board requested that these Nursing Stipend be brought back for review during the FY22 budget cycle and in relation to the need for stipend adjustments for other high-wage/high-demand disciplines.



The nursing stipend increase has helped stabilize recruiting and retention in the discipline but the compensation gap for IT, Advanced Manufacturing, and other Healthcare faculty continues to grow, jeopardizing our ability to operate those programs. Faculty turnover in the programs and the time to fill vacant positions continues to increase.

To ensure faculty for the HW/HD programs, continuation of the nursing stipends is recommended. The following stipend increases for other HW/HD disciplines are also recommended to become effective January 1, 2022 based on current market data for instructors and individuals employed in other HW/HD professions.

HW/HD Faculty	FTEs	Current Annual Stipend	Proposed Annual Stipend	Annualized Cost	FY22 Cost
Nursing – BSN*	7	\$6k to 10k on 3/1/2021*	\$10,000	\$28,000	\$28,000
Nursing – MSN*	8	\$9k to 15k* on 3/1/2021*	\$15,000	\$228,000	\$228,000
Nursing – PhD*	13	\$9k to 20k on 3/1/2021*	\$20,000	\$143,000	\$143,000
IT**	59.6	\$5,000	\$15,000	\$595,704	\$297,852
Manufacturing**	79.9	\$5,000	\$10,000	\$399,495	\$199,747
Healthcare (non-Nursing)**	83.6	\$5,000	\$10,000	\$417,992	\$208,996
Total Increase				\$1,812,191	\$1,105,595
Total Benefit Cost Increase				\$239,977	\$150,919
Grand Total				\$2,052,168	\$1,256,514

* Already in effect. Approved by the Board in February 2021, to be effective March 1, 2021.

** Effective 1/1/2022 with special tuition funding

*** (15.805% FT, 8.305% PT Benefit exp.)

The HW/HD faculty at Alamo Colleges sustain and grow programs that are critical to student success, economic mobility and the economic development of our community. Annual stipend amounts are provided to full-time faculty and, on a prorated basis, to adjunct and CE faculty. Stipends are extended in the same manner to other high-wage high-demand programs. Full time faculty teaching in the summer in a high-wage high-demand are compensated at 130% of the high-wage high-demand adjunct faculty rate, which is an enhancement of current practice.

STUDENT SUCCESS OFFER EQUITY

In May 2020 a standardized Offer Equity Formula was implemented for the determination of pay offers for staff hires and promotions. Longstanding staff and HR concerns about the fairness of salary offers for new hires was the genesis for this effort to establish more, consistent, objective and equitable compensation offers. The United Staff Senate was engaged to work with HR developed a standardized Formula for offer calculation that uniformly recognizes each candidate's education and experience beyond the minimum requirements for the position. The calculation also had to factor in the pay of existing staff to avoid new hire offers that exceed the pay of similarly situated staff already onboard. The Formula that was ultimately recommended is now applied objectively and consistently by the HR Recruiting Team for each staff hire and promotion.



The Offer Equity Formula has proven trustworthy over the first year because it replicates the education and experience factors used successfully for many years to produce consistent faculty job offers. The Formula has eliminated salary negotiation and inconsistent consideration of other factors that can introduce unintentional implicit bias into the offer process.

This first-year experience clears a path for the 2nd phase of Offer Equity, which is recommended to begin on September 1, 2021, for the 650 employees of the ACD Student Success job family. OE Phase 2 is designed to apply the very same Offer Equity Formula to existing Student Success employee pay, with increases as required to align the pay across the job family through application of the Offer Equity Formula. In FY23, the Formula will be recommended to be applied to the Academic and IT Job Families and, finally, to the remaining College Services/DSO/Administrative Support Job Families.

The cost to apply the Offer Equity Formula to the Student Success Job Family on September 1, 2021 has been calculated at \$1,300,000. Application of the Formula will enhance the College District's ability to retain and recruit staff performing Advising, Enrollment and the other functions of the job family that are so essential for student success.

IMPLICATIONS

Financial:

FY21 Accrual of 1-time Talent Excellence Award (\$5,400,000)
FY22 total cost: \$11,986,058 including 3/2021 Nursing Stipend increase
Annualized cost: \$12,781,712

- FY22 market adj. with benefits – \$9,429,544 (eff. 9/1/2021)
- FY22 faculty stipends with benefits – \$1,256,514 (eff. 1/1/2022)
- FY22 Student Success Offer Equity with benefits – \$1,300,000 (eff. 9/1/2021)

Strategic Plan:

III. Performance Excellence

Human Resources:

Build talent and engage employees with a focus on learning, collaboration, and performance

ATTACHMENTS:

none

Linda Boyer-Owens

Digitally signed by Linda Boyer-Owens
 Date: 2021.07.20 13:34:34 -05'00'

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

Dr. Diane Snyder

Digitally signed by Dr. Diane Snyder
 Date: 2021.07.20 10:02:36 -05'00'

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

 Dr. Mike Flores Date
 Chancellor



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.

ADA – Americans with Disabilities Act

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.

All Parts of Term – Reports students data taking hours at any time during the term, including 16-weeks, Flex I and Flex II.

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 Project

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.

EEOC – Equal Employment Opportunity Commission

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

EPA - Environmental Protection Agency



E-Rate – Tuition charged to students who reside out-of-District and are enrolled exclusively in online classes.

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.

FERPA - Family Educational Rights and Privacy Act

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.

Non-Resident – A person who is not a citizen or permanent resident of the United States and who is in this country on a temporary basis and does not have the right to remain indefinitely.

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.

OSHA - Occupational Safety and Health Administration

Out-of-District – A community college student who is a legal resident of Texas but who resides outside the taxing district in which the student attends college.

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

Part Time Faculty – Faculty employed less than 100% 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 per semester 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 no stipulation as to their use.

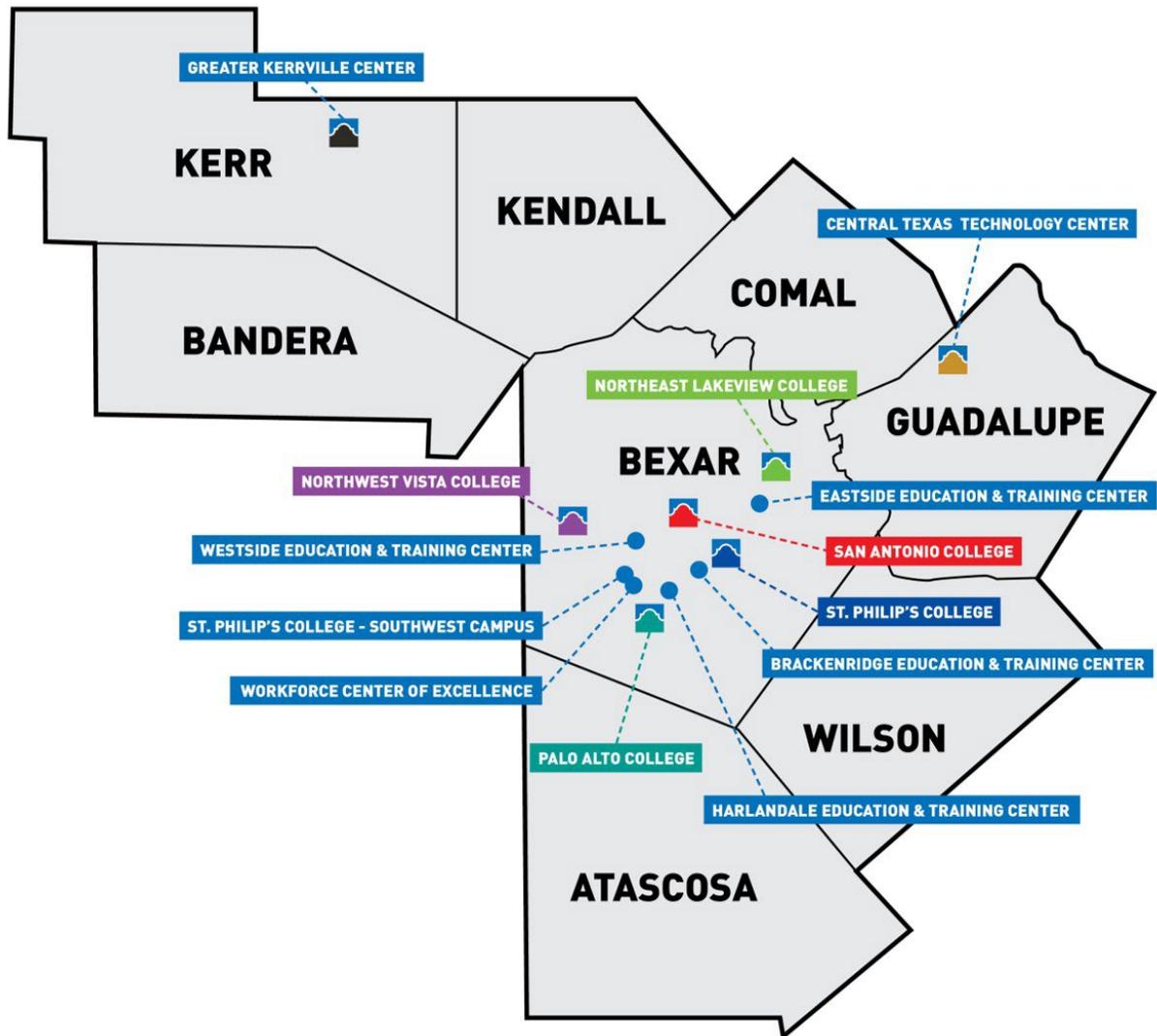
Unduplicated Count – Student enrolled at more than one of the Alamo Colleges counted only once in district-wide totals.

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.

Sources: *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

SPC - Southwest Campus
 800 Quintana Road
 San Antonio, TX 78251
 (210) 486-7000

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

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

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

District Support Operations
 2222 N. Alamo St.
 San Antonio, TX 78215
 (210) 485-0000



ALAMO COLLEGES DISTRICT
Northeast Lakeview College

alamo.edu/nlc