



## **SPECIAL BOARD MEETING OF THE BOARD OF TRUSTEES**

**SATURDAY, JULY 16, 2022**

**8:30 AM**

**Alamo Community College District  
Multipurpose Conference Center/Board Room  
2222 N. Alamo St.  
San Antonio, TX 78215**

NOTICE IS HEREBY GIVEN THAT THE SPECIAL BOARD MEETING AT OF THE BOARD OF TRUSTEES OF THE ALAMO COMMUNITY COLLEGE DISTRICT WILL BE HELD AT THE PHYSICAL LOCATION REFERENCED ABOVE ON SATURDAY, JULY 16, 2022. FEWER THAN A QUORUM OF TRUSTEES MAY ATTEND REMOTELY BY VIDEOCONFERENCE AS AUTHORIZED BY TEXAS GOVERNMENT CODE SECTION 551.127. THE SPECIAL BOARD MEETING OF THE BOARD WILL CONVENE IN OPEN SESSION AT 8:30 AM.

This Special Board Meeting of the Board of Trustees, being held for the reasons listed below, is authorized in accordance with the Texas Government Code, §§ 551.001 - 551.146. Verification of Notice of Meeting and Agenda are on file in the Office of the Chancellor. Executive Session, if required, is authorized by Chapter 551 and will be conducted prior to the conclusion of the meeting. If it is decided during the course of the meeting that discussion of any item listed on the agenda should be held in Executive Session, the Board will convene in Executive Session in accordance with Tex. Govt. Code §§ 551.071 - 551.094. In order to vote on items discussed in Executive Session, the Board of Trustees must take action in the open portion of the meeting on items discussed in the Executive Session. The Board will consider, discuss, and take appropriate action regarding the following items:

### **AGENDA**

- 1. **CALL TO ORDER**
- 2. **CERTIFICATION AND POSTING OF NOTICE**
- 3. **ROLL CALL**
- 4. **PLEDGE OF ALLEGIANCE**
- 5. **CITIZENS TO BE HEARD**
  - 5.A. Registration 8:00 AM - 8:30 AM
- 6. **SPECIAL BOARD MEETING**
  - 6.A. Welcome and Introductions  
**Presenter:** Dr. Mike Flores
  - 6.B. Dollars and Sense: Creating Financial Stability for ACD and our Students  
**Presenter:** Kristi Wyatt
  - 6.C. FY23 Budget Overview - Setting the Stage  
**Presenter:** Shayne West
  - 6.D. Program Highlights
    - 6.D.1) AlamoADVISE

**Presenter:** Gilbert Becerra

6.D.2) AlamoBOOKS+ Student Course Materials Program

**Presenter:** Ruth Dalrymple, Dr. Laura Boyer

6.D.3) Smart Talent

**Presenter:** Linda Boyer-Owens

6.E. FY23 Budget: Expense & Sustainability

**Presenter:** Shayne West

6.F. Discussion and Possible Action on FY23 Smart Talent Compensation Adjustments

6.G. Discussion and Possible Action on Authorizing a Charge to Students to Partially Offset the Cost of Providing Students with All Required Course Materials

6.H. Discussion and Possible Action on Approval of FY23 Operating Budget

## **7. EXECUTIVE SESSION**

7.A. The Board may go into Executive Session to deliberate on any item referenced in this agenda for open session or executive session based on the following potential exceptions under the Act.

7.B. Pursuant to §551.071, Texas Government Code, the Board may consult with its attorney(s) to seek their advice on any matter(s) in which the duty of the attorney(s) to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas clearly conflicts with this chapter.

7.C. Pursuant to § 551.071, Texas Government Code, the Board may consult with its attorneys about pending and threatened litigations.

7.D. Pursuant to § 551.071, Texas Government Code, the Board may consult with its attorneys about pending EEOC charges.

7.E. Pursuant to §551.072, Texas Government Code, the Board may deliberate the purchase, exchange, lease or value of real property.

7.F. Pursuant to §551.073, Texas Government Code, the Board may deliberate regarding a negotiated contract for a prospective gift or donation.

7.G. Pursuant to §551.074, Texas Government Code, the Board may deliberate the appointment, employment, evaluation, reassignment, duties, performance of duties, discipline, or dismissal of a public officer or employee(s).

7.H. Any action on these matters will be taken in Open Session.

## **8. RECONVENE OPEN MEETING**

8.A. Discussion and Possible Action on Items Discussed in Executive Session.

## **9. ADJOURNMENT**

POSTED AT THE

ALAMO COMMUNITY COLLEGE DISTRICT  
2222 N. Alamo St.; San Antonio, TX 78215 at  
5:00 PM ON THIS 12th DAY OF JULY 2022

This meeting site is wheelchair accessible. The accessible entrance is located at the side entrance of Multipurpose Conference Center/Board (Building D). Accessible parking spaces are located in front of Building C, located in the parking lot that faces N. Alamo Street. Auxiliary aids and services are available upon request (interpreters for the hearing impaired must be requested twenty-four hours prior to the meeting) by contacting the Board of Trustees Office at [dst-board@alamo.edu](mailto:dst-board@alamo.edu).

“The following notices apply to this meeting.

Pursuant to Section [30.06](#), Penal Code (trespass by license holder with a concealed handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a concealed handgun.”

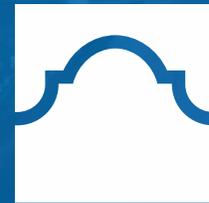
Pursuant to Section [30.07](#), Penal Code (trespass by license holder with an openly carried handgun), a person licensed under Subchapter H, Chapter 411, Government Code (handgun licensing law), may not enter this property with a handgun that is carried openly.”

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Dr. Mike Flores  
Chancellor

# Board Retreat

## FY 2022 – 2023 Budget



ALAMO  
COLLEGES  
DISTRICT



Malcolm Baldrige  
National Quality Award  
2018 Award Recipient

Achieving the Dream  
LEADER  
COLLEGE  
OF DISTINCTION

# Agenda

Welcome and Introductions

Presenter: Dr. Mike Flores

Dollars and Sense: Creating Financial Stability for ACD and our Students

Presenter: Kristi Wyatt

FY23 Budget Overview - Setting the Stage

Presenter: Shayne West & Priscilla Camacho

Program Highlights

- AlamoADVISE - Presenter: Gilbert Becerra
- AlamoBOOKS+ - Presenter: Ruth Dalrymple, Dr. Laura Boyer
- Smart Talent - Presenter: Linda Boyer-Owens

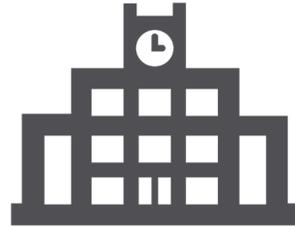
Y23 Budget: Expense & Sustainability - Presenter: Shayne West

# WHO WE ARE



**100,000+**

Students across  
8 counties



**8**

Neighborhood &  
Regional Centers



**350+**

Degree & Certificate  
Programs



**#1**

Largest Provider of  
Workforce Training  
in the area

## DIVERSITY



**HSI**  
HISPANIC  
SERVING  
INSTITUTION

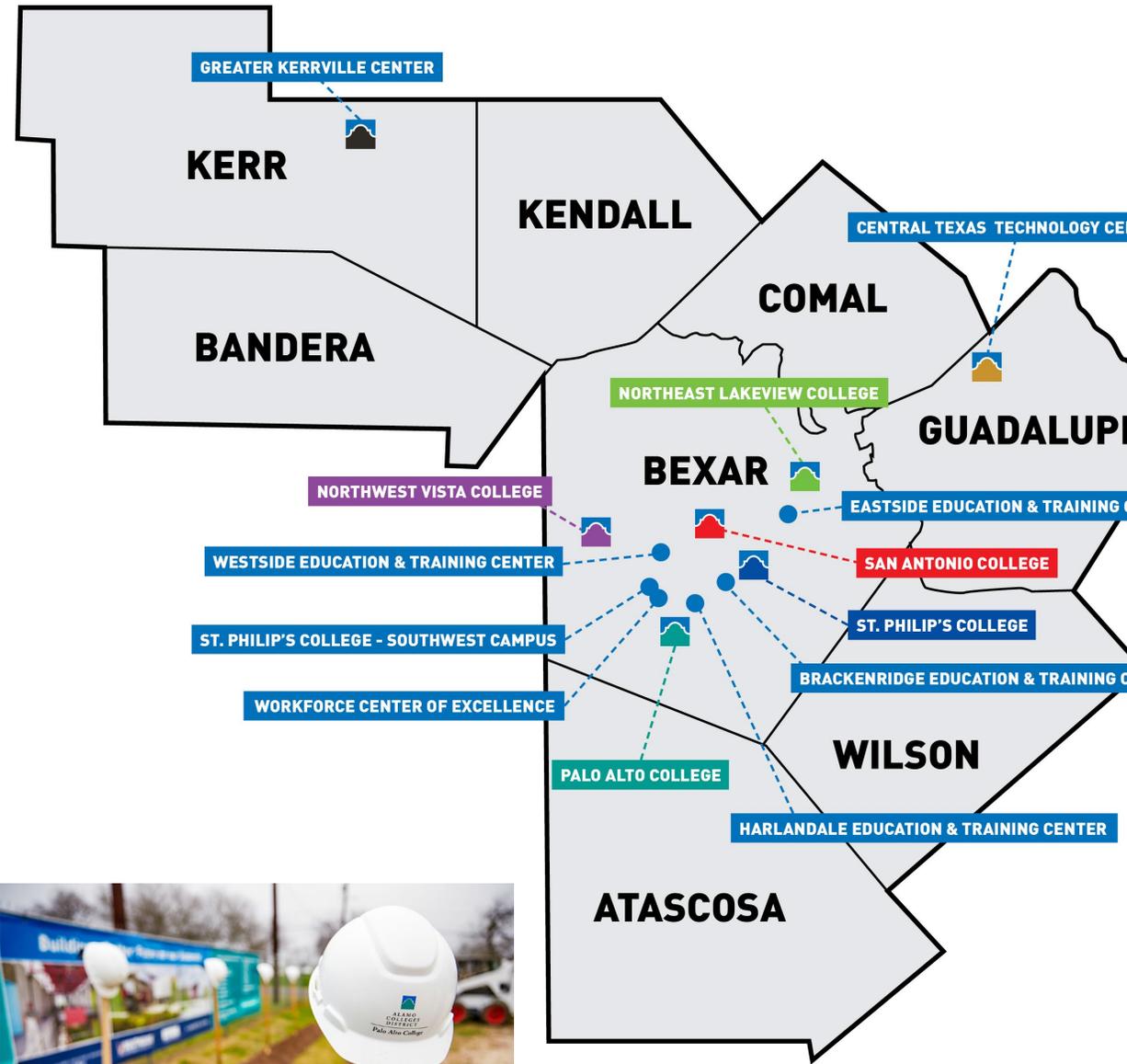


ALAMO  
COLLEGES  
DISTRICT



# The Alamo Colleges District Family

- 5 Colleges
- 8 Regional & Neighborhood Centers
- 16 Early College High Schools



# GROUNDBREAKING FUTURES

## Investing In Our Community

Voters Approved \$450 Bond Issue by 2 to 1 Margin in 2017

Positions Alamo Colleges District to accommodate the higher education needs of the 1 million new residents expected by 2035.



# STUDENT PROFILE

64% Hispanic

9% African-American

22% White

3% Asian

4% Other

60% Female

40% Male

32% Full-Time

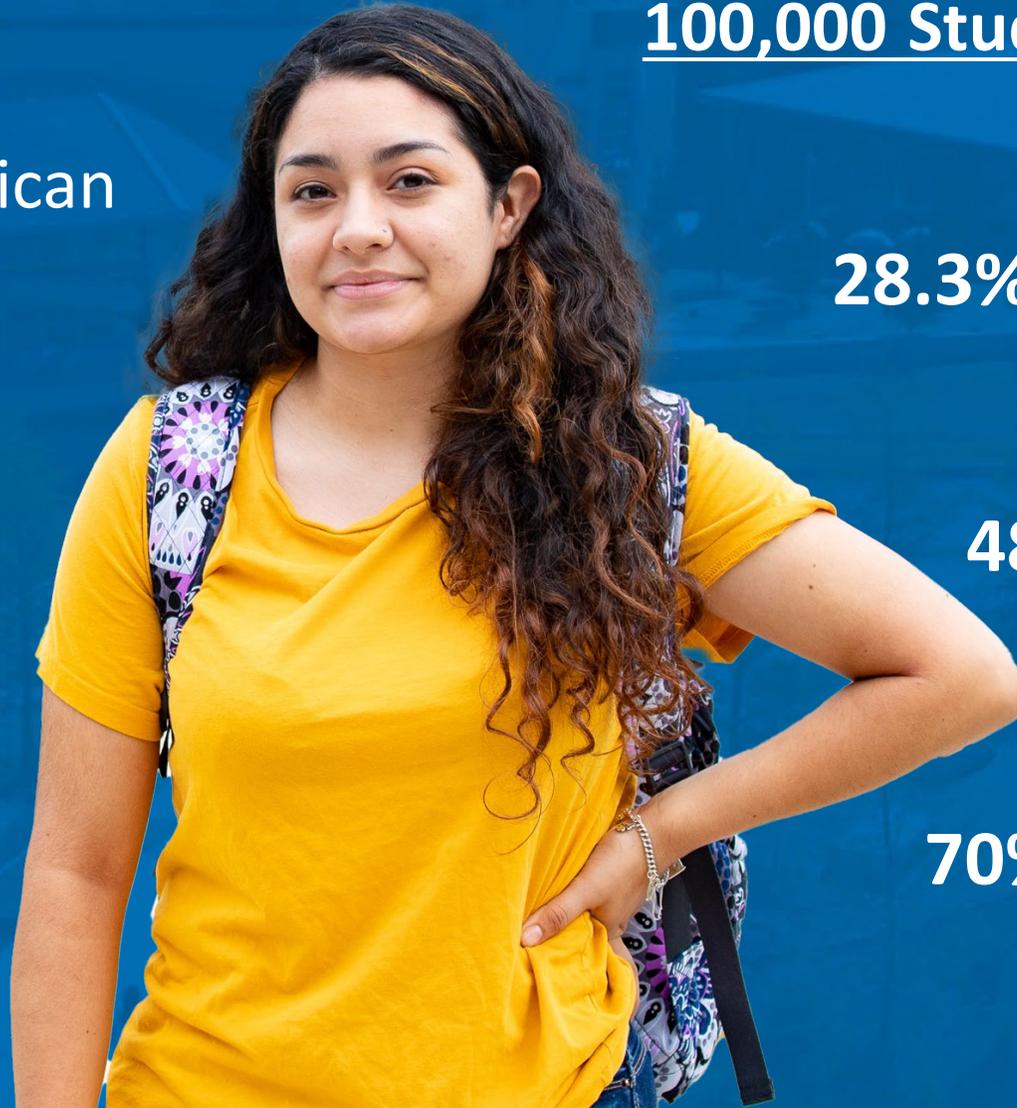
68% Part-Time

100,000 Students Served Annually

28.3% Under-Resourced Students

48.7% Economically Disadvantaged

70% Rely on Financial Aid & Scholarships



*\*Updated May 2021*

# 11,000+ GRADUATES



AMERICAN ASSOCIATION OF COMMUNITY COLLEGES

**2022 AWARD OF EXCELLENCE STUDENT SUCCESS**

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ALAMO COLLEGES DISTRICT



PHOTO: ADAM AUDEL

ALAMO COLLEGES DISTRICT

**Malcolm Baldrige**  
National Quality Award  
2018 Award Recipient

**IMPACT AWARD**  
ellucian.

Achieving the Dream™  
**Leah Meyer Austin**  
Award Winner  
- 2020 -

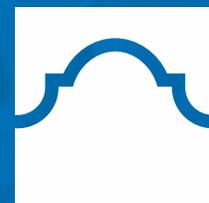
**ASPEN PRIZE**  
FOR COMMUNITY COLLEGE EXCELLENCE  
**WINNER**  
2021

**SAN ANTONIO COLLEGE AWARDED 2021 ASPEN PRIZE FOR COMMUNITY COLLEGE EXCELLENCE**

# Dollars and Sense: Creating Financial Stability for ACD and our Students

**Kristi Wyatt**

Associate Vice Chancellor- Communications & Engagement



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DISTRICT



Malcolm Baldrige  
National Quality Award  
2018 Award Recipient



Headlines

***SAN ANTONIO & THE NATION***

# NATIONAL HEADLINES

**FOX BUSINESS** Personal Finance Economy Markets Watchlist Lifestyle Real Estate Tech TV Podcasts More

Trusted. Stable. Built differently. CIRCLE | USD Coin

**INFLATION** · Updated on 6 hours ago

## Americans' inflation expectations jumped to another 11-year high in May, New York Fed says

Americans expect inflation to be up 6.6% one year from now, a record high

By Megan Henney | FOXBusiness |



**Markets**  
Quotes displayed in real-time

Quote Lookup

<b>DOW JONES AVERAGES</b> (I:DJ)
<b>30,516.74</b>
▼ -876.05 (-2.79%)

<b>NASDAQ COMPOSITE INDEX</b> (I:COMP)
<b>10,809.23</b>
▼ -530.80 (-4.68%)

<b>S&amp;P 500</b> (SP500)
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+

RETIREMENT GUIDE | SIDE HUSTLE GUIDE | COUNCIL | COLLEGE VOICES | MONE

INVEST IN YOU: READY. SET. GROW.

## Americans are more stressed about money than ever, and it's hurting our mental health

PUBLISHED WED, MAY 18 2022-7:04 AM EDT

**Charlotte Morabito**  
@IN/CHARLOTTMORABITO/  
#MORABITOCM



**VIDEO** 10:24  
How Americans' money anxiety is impacting their mental health

# SAN ANTONIO REGIONAL HEADLINES

**Report**

## Census: San Antonio remains most impoverished major U.S. city despite some gains

by Waylon Cunningham  
March 17, 2022



**culturemap**  
SAN ANTONIO

Home » Real Estate

## HOUSING PAIN

### San Antonio sees nation's second biggest spike in rents, says study

By John Egan  
Jun 6, 2022, 9:58 am

San Antonio Express-News

NEWS // LOCAL

## More people are moving to San Antonio than anywhere else in the country – including Austin

Megan Stringer, Megan Rodriguez, Staff writers  
May 25, 2022



## San Antonio had one of highest cost of living increases in US, report says

Inflation expected to have long-lasting effect on prices



Downtown San Antonio skyline photo shows the San Antonio Central Library on Saledad Street from the Thompson San Antonio River Walk hotel in July 2021. (Julie Moreno, KSAT)

**Report**

BUSINESS & DEVELOPMENT

## Massive city jobs program launched, open for enrollment

by Waylon Cunningham  
May 16, 2022



San Antonio



Photo courtesy of San Antonio Food Bank.

**CITY NEWS**

## Why the San Antonio Food Bank is Seeing as Much Need as Ever

Government Business Education Environment Health Arts Tech Opinion

## Gas prices in San Antonio break records as summer driving season gears up

by Waylon Cunningham  
June 8, 2022



**Texas Public Radio** Real. Reliable. Texas Public Radio.

KSTX Think

HOME NEWS CLASSICAL PROGRAMS & PODCASTS SCHEDULES TPR COMMUNITY

## High school students find employers and colleges are trying to recruit them

# POVERTY INFORMED STUDENT PROFILE



**60%** Housing Insecure

**17%** Homeless in Previous Year

**Only 5%** of Homeless Students Utilize housing benefits.

**48%** Food Insecure



***SOLUTIONS TO THE STRUGGLE***



# \$9,400

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The average associate degree graduate from the Alamo Colleges will see an increase in earnings of \$9,400 each year compared to someone with a high school diploma working in Texas.

# ROI ON INVESTMENTS

For every \$1 invested by...

STUDENTS



**\$7**

GAINED in lifetime earnings

TAXPAYERS



**\$3.70**

GAINED in added tax revenue and public sector savings

SOCIETY



**\$22.40**

GAINED in added state revenue and social savings





# INVESTING TO ADDRESS COMMUNITY NEEDS

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## Core Operations

- Instruction, Student Services, Academic Support/Library, Inst'l Support
- Student Focused Investments
- Tuition Free College

## Innovations

- Access to Affordable Instructional Materials

## Enhancements

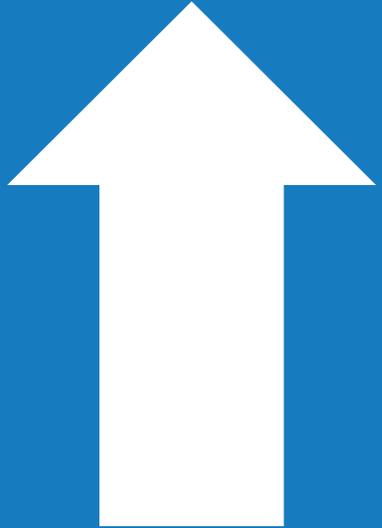
- Talent Strategies
- Partnerships in Pathways

INFLATION

***ENVIRONMENTAL SCAN***

STUDENTS

# GASOLINE PRICES



**\$1.51**

May 2021

**\$3.17**

February 2022

**\$4.13**

July 2022



ALAMO  
COLLEGES  
DISTRICT



# FOOD PRICES

12.7%

Meat, poultry, fish and eggs increase in past year

7%

Overall increase



**report**

Government Business Education Environment Health Arts Tech Opinion

Newsletters Donate

## Values vs. survival: Poverty simulator shows struggle of working poor to make ends meet

by Iris Dimmick  
June 3, 2022



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“Support services are becoming more and more necessary, especially as inflation rises. As a student you are already strapped for cash. Advocacy support services at my college really goes a long way.”

---

**Xavier**

SAC student, father



**INFLATION**

**ENVIRONMENTAL SCAN**

**EMPLOYEES**

# EMPLOYEE ROUNDING

Employees expressed anxiety related to inflation and a huge increase in gas prices.

Employees say that students are experiencing similar stressors.



An aerial photograph of a city, likely Toronto, with a teal color overlay. A white banner is positioned across the middle of the image. The text 'INFLATION' is in the top left, 'ENVIRONMENTAL SCAN' is in the center of the banner, and 'ORGANIZATIONAL IMPACT' is below the banner. The background shows a mix of high-rise buildings and residential areas with trees.

INFLATION

***ENVIRONMENTAL SCAN***

ORGANIZATIONAL IMPACT

# Organizational Considerations

- How has inflation impacted our organization
  - What costs have increased
  - What considerations are important in this economy
- 
- Students need to work/have fewer childcare options
    - Fewer credit hours
    - Same headcount
    - Costs rise while revenue decreases

# Student Profile

100,000 Students Served Annually

**64%** Hispanic  
**9%** African-American  
**22%** White  
**3%** Asian  
**4%** Other

**60%** Female  
**40%** Male

## Enrollment status

**32%** Full-Time  
**68%** Part-Time



**28.3%** Under-Resourced Students

**48.7%** Economically Disadvantaged

**70%** Rely on Financial Aid & 3<sup>rd</sup> Party Pay

**58%** Employed  
**29.5%** Full-Time  
**28.5%** Part-Time

**17%** Student Parents

# STUDENT CONNECTIONS PROFILE

## CALL CENTERS

**Peak Times:** 8 a.m.–4 p.m.      **Peak Hour:** Noon-1 p.m.

\* 21-ALAMO, IT Helpdesk, & Advocacy Helpline

## ONLINE TUTORING

**Peak Times:** 3–11 p.m.

\* Brainfuse Available 24 Hours

## WEBSITE CHATBOT

**Peak Times:** 10 a.m.–3 p.m.

\* Financial Aid (automated) and AlamoONLINE (live)



## INSTRUCTIONAL METHOD

*% of total courses offered compared to  
% of total students enrolled*

### ENROLLMENT & OFFERINGS

**In-person Classes**

**50%**

### ENROLLMENT

**Virtual Classes**

*Synchronous (Zoom)  
Asynchronous (Fully Online)*

**50%**

*Spring 2022 Total Enrollment: 127,717*



# INVESTMENTS



# INVESTMENTS

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- **Core Operations**

- Instruction, Student Services, Academic Support/Library, Inst'l Support
- Student Success Fund (Healthcare Clinics, Advocacy/Food Bank, Microcredentials)
- AlamoPROMISE

- **Innovations**

- AlamoBOOKS+

- **Enhancements**

- Talent Strategies
- Advising, including FY23 added investment for peer & co-requisite students

Thank you.



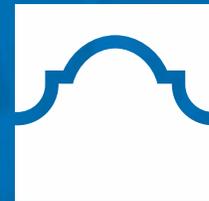
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COLLEGES  
DISTRICT



# FY 2022-23 Budget Overview

## Setting the Stage

Shayne A. West  
Associate Vice Chancellor – Financial Planning &  
Auxiliary Services



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DISTRICT



Malcolm Baldrige  
National Quality Award  
2018 Award Recipient

Achieving LEADER  
the Dream COLLEGE  
OF DISTINCTION



# Annual Operating Budget

## Board Policies in Support of Charges

- *A.1.3 College District Vision, Mission, Values & Goals: Student Success, Principle-Centered Leadership, Performance Excellence*
- *C.1.4 Annual Budget*

## Charges to the Chancellor

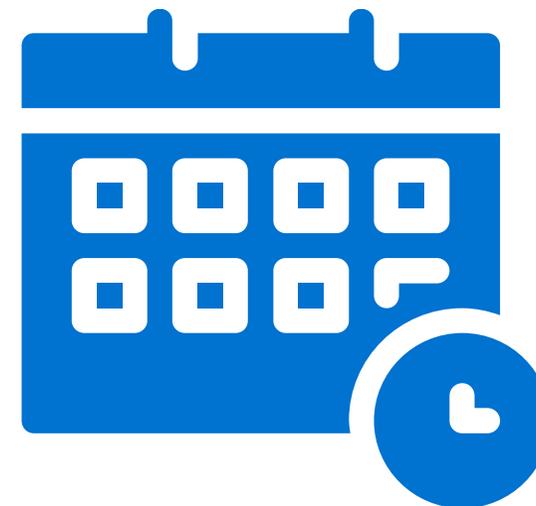
- *Strategic Enrollment Management*
- *AlamoPROMISE*
- *Supporting Equity Mindedness*
- *AlamoONLINE*
- *Implementation of new Baccalaureate degree programs*
- *Universal Access to IM*





## FY23 Budget Planning Timeline with Trustees

- **March 2022** – Revenue & Enrollment Outlook
- **April 2022** – Student Success  
Enhancements/Innovations
- **May 2022** – Talent Strategy Enhancements
- **July 2022\*** – Request Approval of Minute Orders



\* Approval in July to meet 30-day Faculty Contract requirement per statute (compensation) and opening FY23 Budget mid-Aug. for purchases to support Fall Term





# Budget Impact

## Core Operations

- *Instruction*
- *Student Services*
- *Support Services at the Colleges and DSO*
- *Facilities & Utilities*
- *Advocacy Centers at all Colleges*
- *Student Success Fund*
- *AlamoPROMISE*





## Budget Impact

### Enhancements

- *AlamoADVISE and Transfer Advising Guides:*
  - *Expanding to high school/dual credit and workforce programs and funding Peer Advising component*
- *Smart Talent compensation strategies to provide for and retain our Talent*

### Innovations

- *Universal access to Instructional Materials via AlamoBOOKS+*

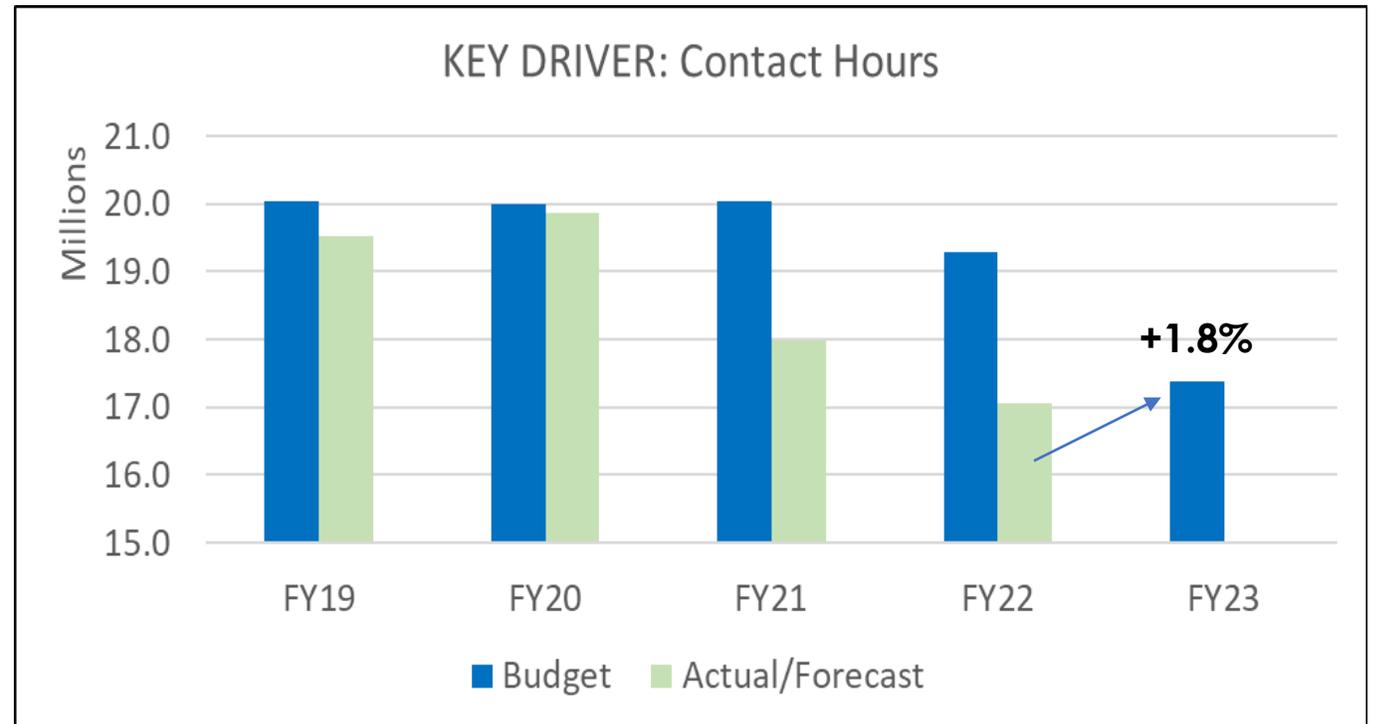




## FY23: Emerging from the pandemic, time to reset & build back better in a growing San Antonio

### Smart Growth

- 65,329 in Fall Headcount, projected at a growth rate of 2.1% as compared to fall 2021
- Contact Hours, “50 minutes of seat time” are a key driver for both:
  - expense budget allocations (internal)
  - determining state appropriations (external)

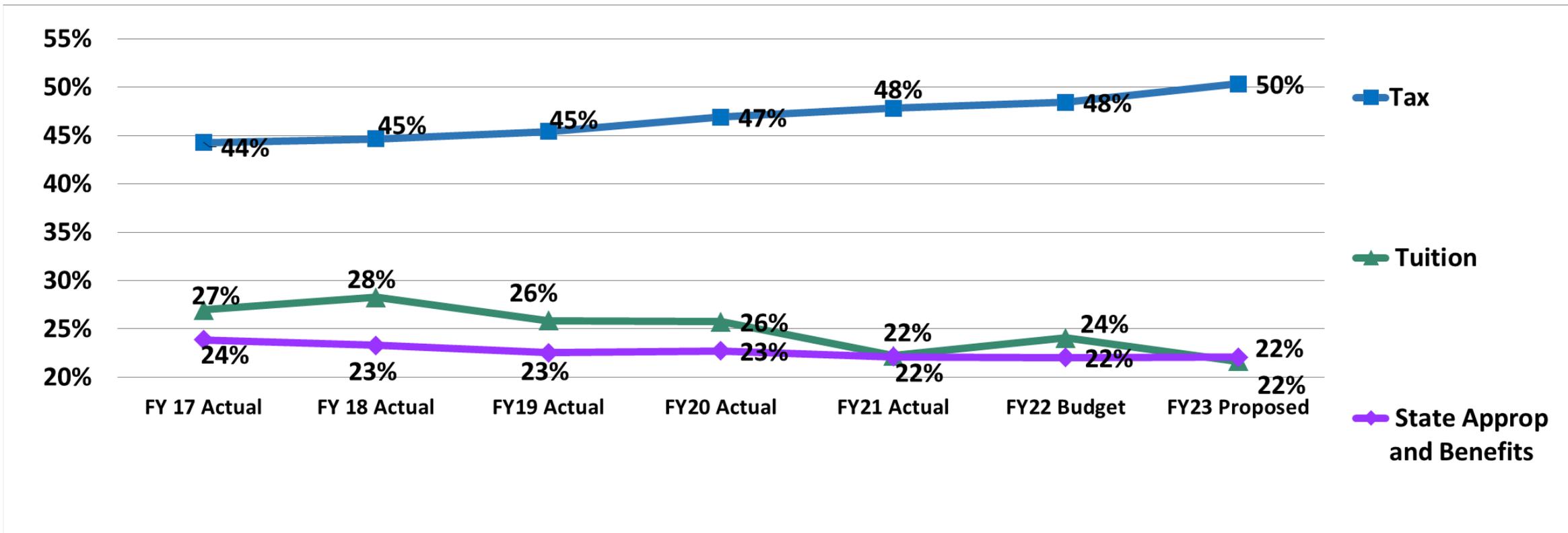




# Operating Revenue



# ACD Operating Revenue Trend



In FY09, revenues were relatively equal, at 31-33% of the total





# Maintenance & Operations Property Tax Revenue



# FY23 Balanced Strategy to Leverage Tax Revenues for Critical Needs

Taxable Asset Valuation could grow 17 – 20%; set tax rates in Sept. 2022

## Debt Mgmt. Plan (Approved May '22)

- Issue CIP \$52M
- New \$270M MTN for old facilities' maintenance backlog
- Refund 2012 Revenue bonds

**Current rate: \$0.04139**

## M&O Needs (July Oper. Budget)

- Operations (Utilities, Facilities, etc.)
- Advising
- Talent
- AlamoBooks+

**FY23 \$202.5M or 50% of total revenue**  
**Rate to be set in Sept.**

## Lower M&O Rate with high Taxable Asset Val. (Sept.)

- Monitor through Aug. 1<sup>st</sup> Tax Assessor report
- If TAV > 10%, expect to lower M&O Rate to stay within “rollback rate” (voter approval tax rate)
- Lower M&O ½ to 1 cent (saving avg. taxpayer \$5-\$10 for every \$100 of value)

M&O = Maintenance & Operations





# Maintenance & Operations Property Tax Revenue Overview

- FY23 Summary
  - 17-20% Taxable Assessed Valuation (TAV) growth
  - 50% of total Operating Revenue, **\$202.5M**
- In accordance with Board policy, ACD maintains a stable tax rate where possible within the Voter Approved Tax Rate (formerly known as the “rollback rate”).
- Property Taxes are the mechanism provided by the State to fund Debt and Facilities Costs and Improvements.
- Over last decade, with declines in State Appropriations, 50% of tax revenue is utilized to fund Core Operations and augment investments in Enhancements and Innovations.



For every \$1 of property taxes paid in Bexar County, \$0.06 comes to ACD



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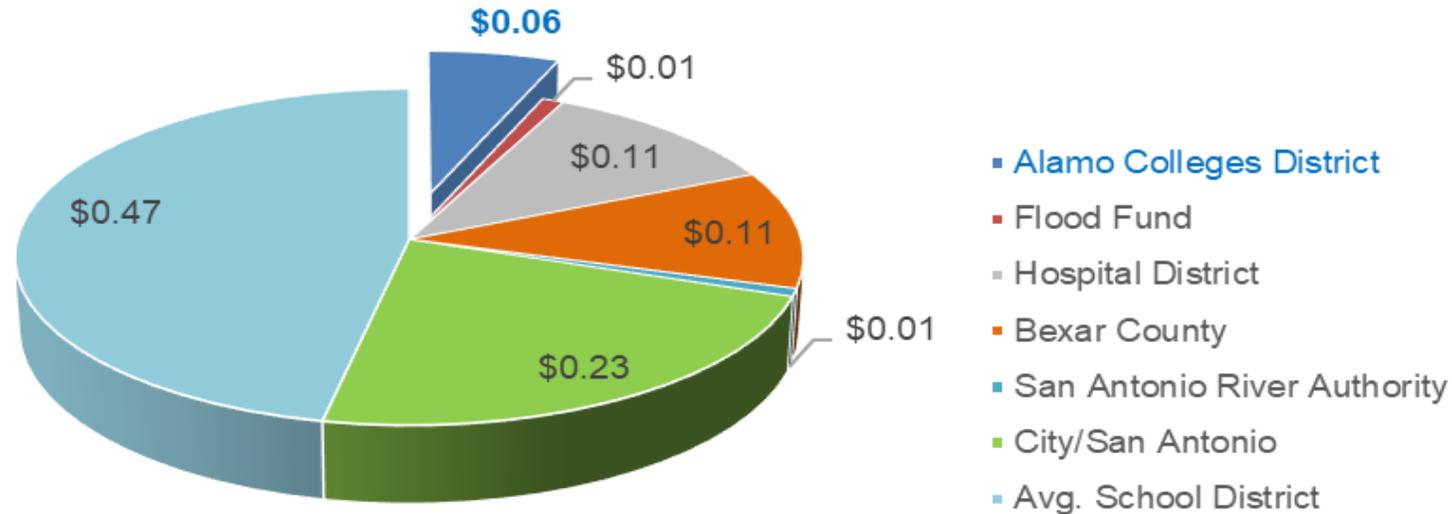


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# Allocation \$1 of Taxes of a “Typical” Bexar County Homeowner 2021





# Tuition & Fee Revenue



## State Appropriations Overview

- Tuition Rates continue to be affordable
  - No** general tuition increase in FY23 – **we have only increased tuition 3 times since FY2013 (fall 2012)**
  - Special Program Tuition continues to fund our expansion of workforce programs, building workforce talent in our community in critical fields
  - For fiscal year 2023 budget, **\$87.1M**, or 22% of total revenue

Tuition and Fee Comparison to 4 Year Universities in San Antonio Standard 12 Semester Hours Fall 2022	
	Tuition & Fees
Trinity University	\$24,632
St. Mary's University	\$17,077
Our Lady of the Lake University	\$15,562
UTSA*	\$5,483
Texas State University	\$4,851
TAMU - S.A.	\$3,725
<b>Alamo</b>	<b>\$1,250</b>

Source: On-line College Catalogs In-District Fall Semester  
Tuition and Fees for 4 Year Universities are for Fall 2022  
\*UTSA is 15 hours



## AlamoBOOKS+ Affordability & Sustainability

In the contract with Barnes & Noble Colleges, Inc., the cost of Instructional Materials to ACD is \$19 per Semester Credit Hour (SCH), based on the materials our faculty have selected.

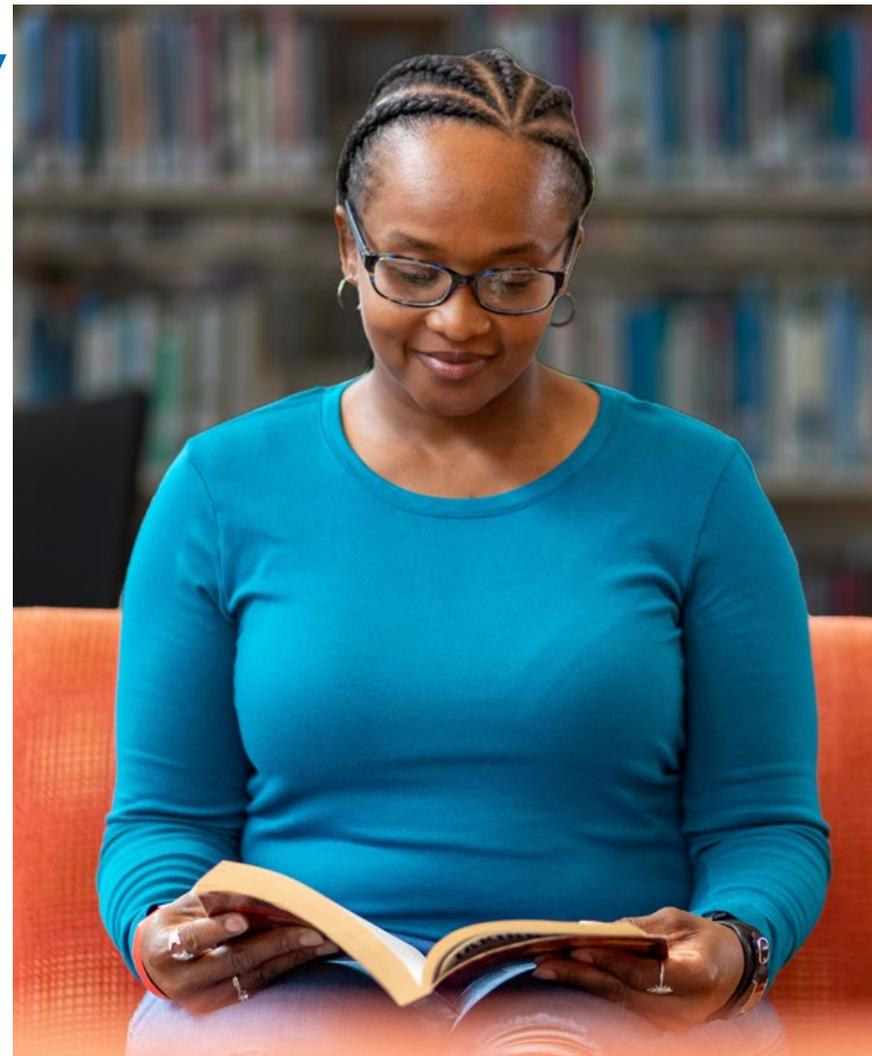
### Proposed Instructional Material Fee

- Effective Spring 2023 (FY23), \$5 per Semester Credit Hours (SCH)
- Effective Fall 2023 (FY24) and beyond – increase to \$10 per SCH

On average, textbook/digital IM cost is \$200

- Students will save \$170 with an IM fee of \$10 per SCH

IM = Instructional Material



 **Student Cost Comparison – FY23**

Assuming a student takes 12 Semester Credit Hours:

A TAMU-SA student pays **\$4,525**

- \$3,725 in tuition & fees
- \$800 in Instructional Materials

An ACD student pays **\$1,310**

- \$1,250 in tuition & fees
- \$60 in Instructional Material Fee (includes the \$5 IM fee x 12 SCH)

**\$3,215  
SAVED**



 **Sample High Wage/High Demand Tuition Comparison**

More to come in the fall...

Registered Nurse	2020 Tuition & Fees
Hallmark University	\$38,320
Univ. of the Incarnate Word	\$32,286
Texas Lutheran University	\$31,850
Galen College of Nursing	\$21,941
Baptist Health Systems School of Health Professions	\$15,132
UT Health Science Center at San Antonio	\$8,325
<b>ACD</b>	<b>\$6,592</b>

Sources:  
National Center for Educ. Statistics  
IPEDS (Integrated Postsecondary Educ. Data System)



The image features a blue-tinted background with a Texas state flag on the left side. The flag is waving and has a white star on a dark blue field. Overlaid on the right side of the flag is the text "State Revenue" in a bold, white, sans-serif font.

# State Revenue



## State Appropriations Overview

- Each biennium, the Legislature must pass one bill – the General Appropriations Act
- Article III (Education) provides funding for all 50 Community College Districts (also Public Ed & 4-Yr's)
- What does the State fund?
  - Instruction – Contact Hours & Student Success Points
  - Core Operations
  - Benefits – 50% of Group Health & Retirement

For fiscal year 2023 budget, **\$89.2M**, or 22% of total revenue

ACD's focus is two-fold, increasing Student Success Points and growing back enrollment for contact hour funding



	86 <sup>th</sup> Legislature (FY'20-'21)	87 <sup>th</sup> Legislature (FY'22-'23)	Difference %
Core Operations	\$1,360,812	\$1,360,812	0%
Student Success Points	\$18,320,218	\$24,115,318	31.6%
Contact Hours	\$105,867,918	\$102,400,624	-3.3%
<b>TOTAL Instructional Funds</b>	<b>\$125,548,948</b>	<b>\$127,876,754</b>	<b>1.9%</b>
Veterans Assistance Center	\$8,116,800	\$7,710,960	-5%
<b>TOTAL State Appropriations (Biennium)</b>	<b>\$133,665,748</b>	<b>\$135,587,714</b>	<b>1.4%</b>

**TOTAL FY'23 State Appropriation = \$67,793,857, plus State-Paid Benefits of \$21,449,664**

- **Core operations** funding remained flat for Alamo and all Texas CCs
- **Student Success Points** increased 31.6% as compared to last biennium
- **Contact Hour** funding dipped by 3.3% due to enrollment declines in Fall '20 and Spring '21 semesters
- **Veterans Assistance Centers** funding was reduced by 5% at request of the Legislative Budget Board – this was an across the board cut to all CCs nonformula funding requests





# Revenue & Resources Review



## FY23 Additional Resources Utilized (beyond Tax, Tuition & State)

(HEERF: Higher Education Emergency Relief Fund)

### HEERF Institutional Aid

- \$5M commitment to help fund AlamoBOOKS+

### Fund Balance

- \$3M in designated funds, primarily from set-aside of prior bookstore vendor commissions (Follett)
- \$17M in prior years' savings that allow for fund "roll forward" to augment ACD FY23 Enhancements & Innovation investments
- *Preliminary forecast*, pending completion of FY22 financial audit, the ACD unrestricted fund balance will remain healthy and within the \$10-\$12M in available balance, after the Board policy 15% reserve and commitments.



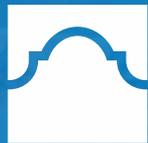
# Resources Available \$427M

- Revenue Highlights
  - Includes IM Fee of \$5 per SCH, effective spring 2023
- Fund Balance – prior year(s) efficiencies to augment Enhancements & Innovations
- One-time HEERF aid utilized to augment Innovations (universal access to IM)

<i>\$ in Millions</i>	FY22 APPROVED BUDGET	FY23 PROPOSED BUDGET	\$ Change
TOTAL REVENUE	\$402.6	\$402.6	\$0.0
FUND BALANCE	\$7.1	\$19.8	\$12.7
HEERF	\$0.0	\$5.0	\$5.0
<b>TOTAL RESOURCES</b>	<b>\$409.7</b>	<b>\$427.4</b>	<b>\$17.7</b>

HEERF: Higher Education Emergency Relief Fund

Thank you.



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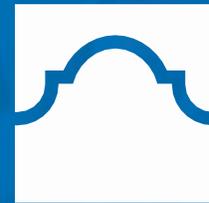
# AlamoADVISE Recommendations

## Student Success

Alamo Colleges Vice Presidents for Student Success

**Presented by:**

Gilberto Becerra, MBA  
Vice President for Student Success,  
Palo Alto College



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# AlamoADVISE

## Board Policies in Support of Charges

- *F.6.1. Student Success*
- *F.6.2 Student Responsibility for Success*

## Charges to the Chancellor

- *Achieve Higher Persistence, Graduation and Completion*
- *Support Equity-Mindedness*
- *Workforce Needs of the City/County and Service Area*
- *AlamoINSTITUTES*



# Semester Credit Hours to Degree

19.1% ▼

80.5 → 65.1

# Time to Degree

13.8 % ▼

4.36 → 3.76

# 3-year Graduation Rate

52.8 % ▲

19.9 → 30.4

2013 to 2018 Cohort. KPI Master FEB 2022

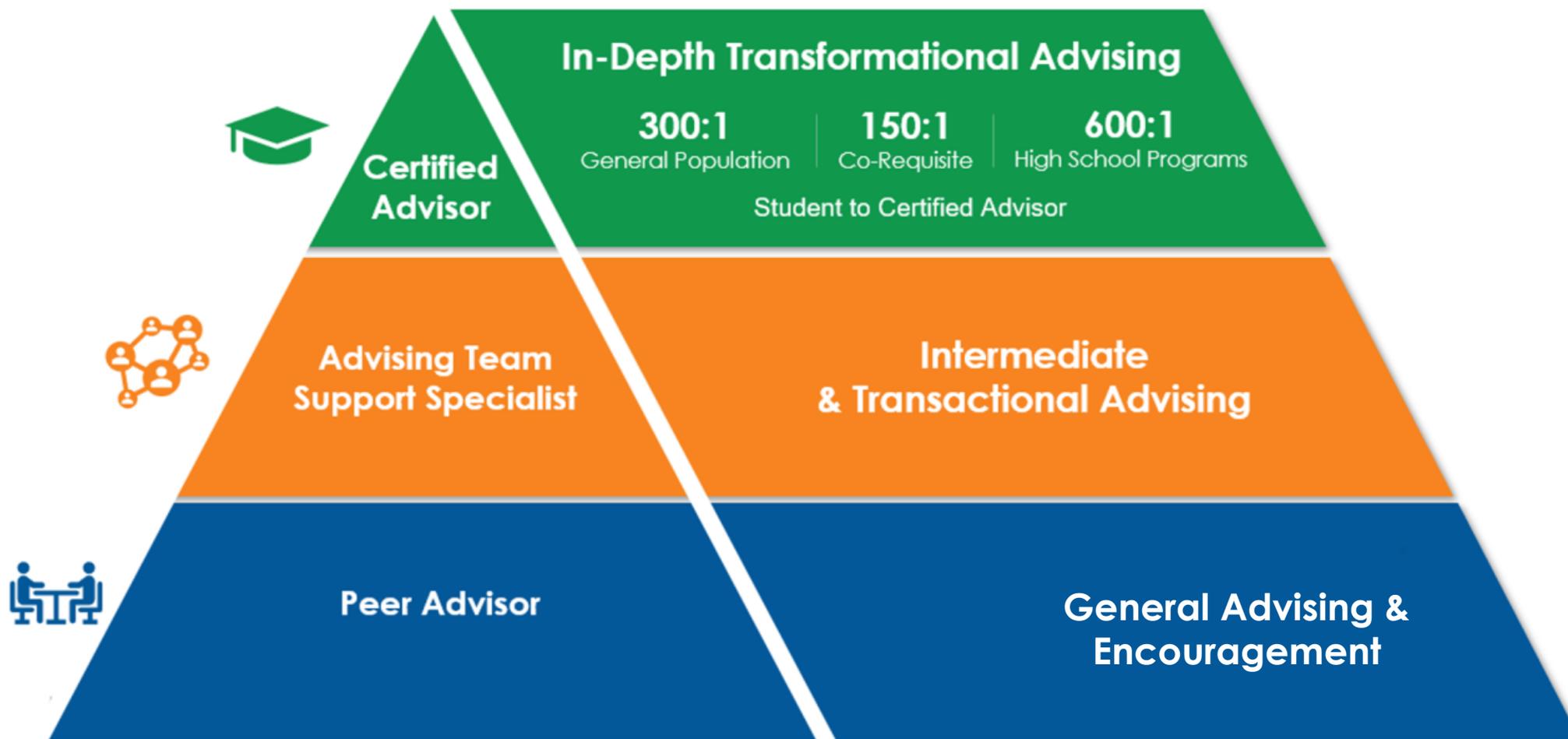
2013 compared to 2020. THECB Almanac





Alamo**ADVISE**  
**TouchPoints** lead  
to a student being  
**17% more likely** to  
persist from their  
first Fall term to the  
next Fall term.







## FY23 Recommendations

- **300:1 Student to Certified Advisor Ratio**
- **150:1 Co-Requisite Student to Certified Advisor Ratio**
- **600:1 Expansion of AlamoADVISE into High School Programs Advising Ratio**
- **Extend Certified Peer Advisor Model Across All 5 Colleges**



Thank you.



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# Smart Growth: Student Success

## Universal Access to Instructional Materials

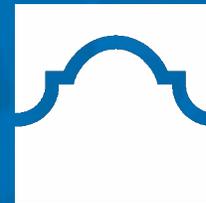
Office of the Vice Chancellor for Academic Success  
Dr. George Railey

Ruth Dalrymple

Associate Vice Chancellor for Academic  
Partnerships & Initiatives

Dr. Laura Boyer

Vice President of Academic Success Northeast  
Lakeview College



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## Board Policies in Support of Charges

- *B.9.1 Educational Philosophy- The Alamo Way*
- *F.6.1 Student Success*
- *F.6.2 Student Responsibility for Success*
- *F.6.5 Student Success: Equity*

## Charges to the Chancellor

- *Universal Access to Educational Materials*
- *Support Equity-Mindedness*
- *Achieve Higher Persistence, Graduation & Completion Rates*





# The Challenge of Rising Costs of Instructional Materials



According to the College Board, the average estimated budget for Instructional Materials is **\$1,240** in 2021–22





# Saving Students \$24 Million in out-of-pocket costs (approx)



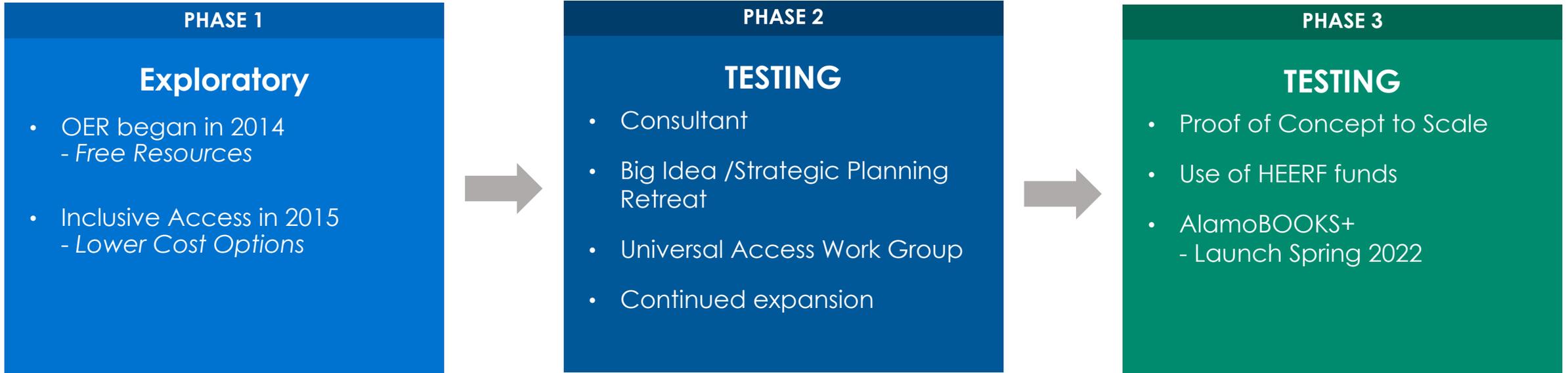
## Savings for Students – Spring 2022

- Potential out-of-pocket costs for Instructional Materials
- Avg cost of new textbooks \$200\*
- 60,000+ students
- Avg load 2+ courses
- $\$200 \times 60k \times 2 = \$24 \text{ m (approx.)}$



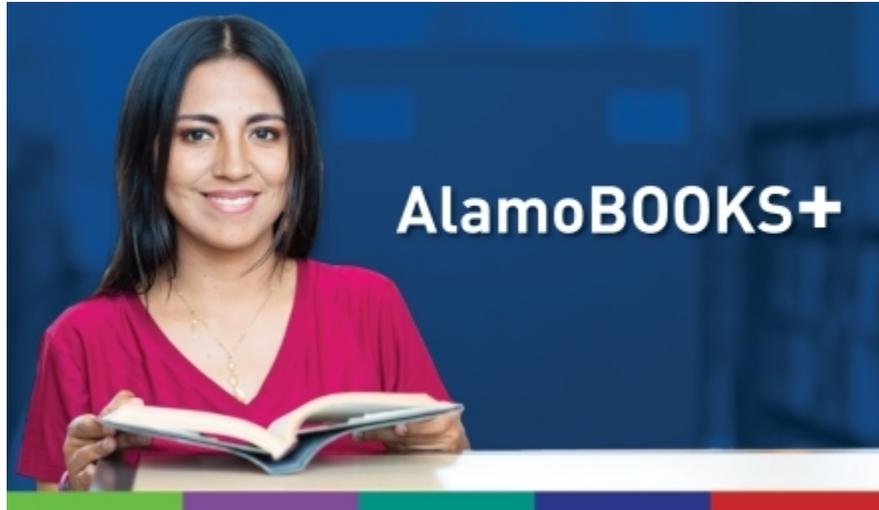


# A Look Back: Journey to Universal Access to Instructional Materials





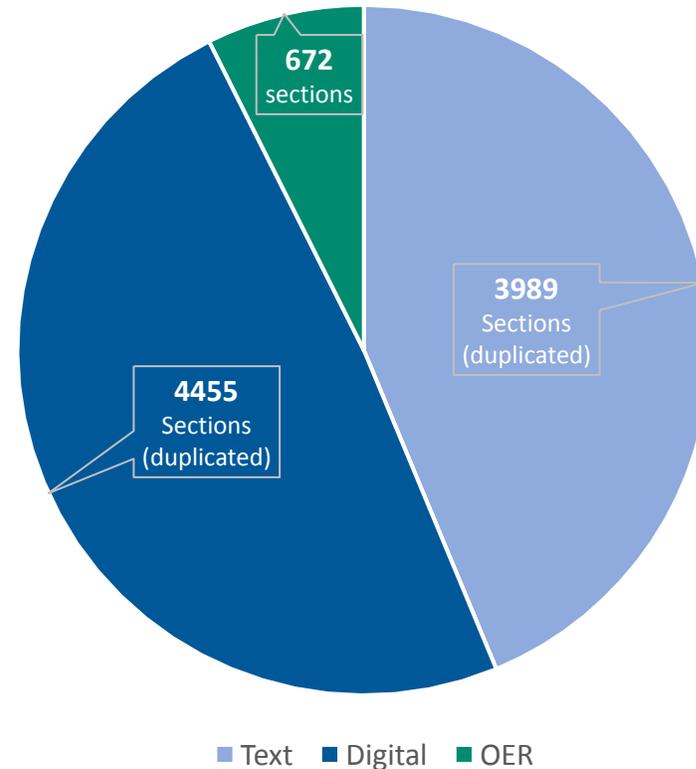
## Universal Access to Instructional Materials at Scale



### What is AlamoBOOKS+?

- Purchased IMs\*
  - text & digital products
- OERs

Spring 2022+ (prelim)





## Achieving Economies of Scale for Our Students

ALL BOOKS  
**READY DAY ONE**

# AlamoBOOK+ Model



SAVES TIME  
& MONEY

HIGHER RETENTION  
& COMPLETION RATE

PREPARED  
FOR CLASSES

BETTER CHANCE  
OF SUCCESS





## Sample of Savings for Our Students\*



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**INVOICE**

Date: 01/05/2023  
Invoice #: 001

Payment Terms Due Date

Due on receipt	AY 2023
----------------	---------

Quantity	Description	Unit Price	Line Total
1	Textbook	<del>\$200.00</del>	<del>\$200</del>
	<i>Discounted Price</i>	\$30.00	\$30.00
<b>Total</b>			\$30.00
<b>Amount Saved</b>			<b>\$170</b>

*Thank you for your business!*



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\*AlamoBooks+ : blended price \$19 per SCH  
Student fee \$5 per SCH in Spring FY23; \$10 per SCH in FY24





## Commitment to Increase OER offerings

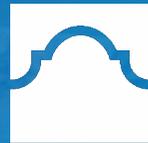
### Strategy informed by Community Partners

- Professional Development
  - OER experts
    - internal – faculty; external - Achieving the Dream
- Tiered Levels of Implementation
  - Adoption, Adaption, Creation
- High Impact Areas
  - Core Courses (high enrollment)



Thank you.

Learn more at  
**alamo.edu**



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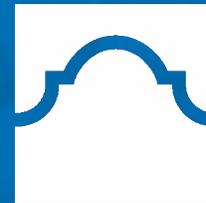
# Smart Growth: Talent & Organization

## Talent, Organization & Strategic Innovation

Board of Trustees Budget Retreat

July 16, 2022

Linda Boyer-Owens, SPHR, SHRM-SCP  
Associate Vice Chancellor for Talent, Organization,  
and Strategic Innovation



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## Comprehensive Talent Approach



## OVERVIEW

- Faculty Talent Strategies
- Staff Talent Strategies
- Organization Performance Strategy





## Faculty Focused Strategies

Achieve Threeness
<p><b>Full-time Faculty Market Adjustments</b></p> <ul style="list-style-type: none"> <li>• 4% on 9/1/22</li> <li>• <i>New hire table 2.25%</i></li> </ul> <p><b>Adjunct Faculty Market Adjustments</b></p> <ul style="list-style-type: none"> <li>• 9.5% on 9/1/22</li> </ul>

High-Wage/High-Demand
<p><b>HW/HD Stipends</b></p> <ul style="list-style-type: none"> <li>• \$5,000 Market Adj. on 9/1/22</li> <li>• New BAT Cyber Security Engineering Faculty stipend of \$30,000k on approval of program</li> </ul> <p><b>HW/HD Contracts</b></p> <ul style="list-style-type: none"> <li>• 12-mo. contracts for HW/HD Cohort Program Faculty for AY23</li> </ul>





## Staff Focused Strategies

### Market Adjustments

#### Market Adjustments

- 4.5% on 9/1/22
- All full-time & part-time employees, student workers & administrators
- Assure at least \$2000 annual adjustment for full-time employees

### Competitive/Equity Adjusting

#### Infrastructure Staff

- IT, Facilities/Skilled Trades and DPS/Police effective 9/1/22

#### STEM Tutors

- Math, Science, HW/HD 9/1/22

#### Part-Time Staff

- Apply offer equity calculation beyond range minimum 9/1/22
- Award FT rates to working retirees





## Alamo Colleges Strategy Collective Success Incentive Plan

Incentivized  
district-wide  
innovation &  
collaboration  
to achieve  
Targets

**Targets: exceed FY23 Budget  
to generate revenue gains**

1. District-wide Enrollment
2. District-wide Contact Hours
3. District-wide Success Points

**if \$5.4M  
Revenue Gain**

*Self-funded upon  
receipt of verified  
district-wide census  
data*

**Employee  
Gain shares  
\$1000/full-time  
\$500/part-time**



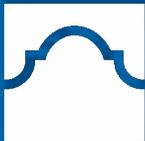
# Smart Talent Recap

## MINUTE ORDER

All Market Adjustments	\$10,271,575
Faculty HW/HD Stipends & 12-month Contracts	\$ 2,345,977
Staff Competitive/Equity Adjustments	\$
1,368,270	
Extended New Faculty Orientation	\$ 300,000
Collective Success Incentive Plan	<u>Self-funded</u>
<b>TOTAL FY23 INVESTMENT IN TALENT</b>	<b>\$14,285,222</b>



Thank you.



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## Smart Growth: Talent & Organization

# Appendix

- May 2022 Smart Talent Presentation to the Board of Trustees



# Full-time Faculty Market

Peers	Rank	MA Minimum	% Below 3ness
Tarrant	1	\$ 53,372	
Austin	2	\$ 52,769	
Dallas	3	\$ 50,326	3ness Target
<b>Alamo Today</b>	<b>4</b>	<b>\$ 48,454</b>	<b>3.86%</b>
Lone Star		\$ 46,525	
Houston		\$ 46,150	
San Jacinto		\$ 45,587	
El Paso		\$ 42,478	
<b>Average</b>		<b>\$ 48,208</b>	

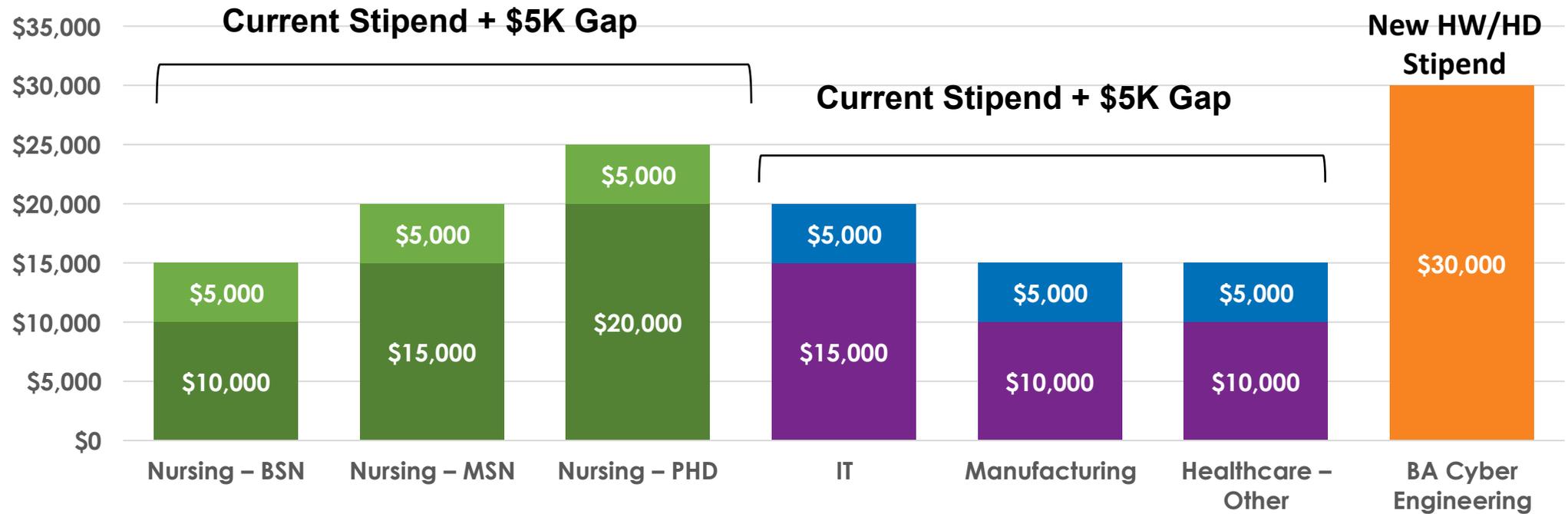


# Adjunct Faculty Market

Peers	Rank	Pay Per Course	% to 3ness
Austin	1	\$ 3,477	
El Paso	2	\$ 3,050	
Tarrant	3	\$ 2,887	3ness Target
<b>Alamo Today</b>	<b>4</b>	<b>\$ 2,643</b>	<b>9.23%</b>
Dallas		\$ 2,640	
Houston		\$ 2,094	
Lone Star		\$ 2,196	
San Jacinto		\$ 2,064	
<b>Average</b>		<b>\$ 2,631</b>	



# High-Wage/High-Demand Faculty Markets





# Living Wage Perspective

Minimum Rates	FY21	Today FY22	Recommended FY23
Full Time Staff	\$15.00	\$16.50	\$17.46
New Full-Time Hires	\$14.60	\$16.00	\$16.95
Part-Time Staff	12.50	\$13.75	\$16.95
Student Workers	12.50	\$13.75	\$14.37

	1 ADULT				2 ADULTS (1 WORKING)				2 ADULTS (BOTH WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
<b>Living Wage</b>	\$14.74	\$29.84	\$36.97	\$48.30	\$23.37	\$28.61	\$33.42	\$36.37	\$11.19	\$16.43	\$20.96	\$24.56
<b>Poverty Wage</b>	\$6.19	\$8.38	\$10.56	\$12.74	\$8.38	\$10.56	\$12.74	\$14.92	\$4.19	\$5.28	\$6.37	\$7.46
<b>Minimum Wage</b>	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

MIT Living Wage Calculator, San Antonio – New Braunfels TX Area



# FY23 Smart Talent Strategies

## Budget Items

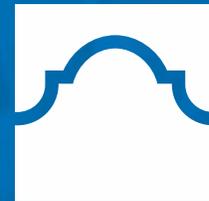
- '3ness' Faculty Adjustments
- Non-faculty Adjustments
- Minimum non-faculty Adjustment
- HW/HD Adjustments
- Part-time Staff Rate Alignment to Market
- Infrastructure Jobs Alignment
- Align Living Wage/Student Rates

## Other Items

- **Collective Impact** Incentive Plan
- 12-month Faculty Contracts for some Licensure Programs
- Pay Rates for Retiree Rehires
- Hybrid/Flex Schedule Options
- Assure Development Hours
- Expand Adjunct Faculty Certification
- Workplace Wellness Assessments & Action Plans

# FY 2022-23 Budget Expense & Sustainability

Shayne A. West  
Associate Vice Chancellor – Financial Planning &  
Auxiliary Services



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# Resources Available \$427M

## ➤ Revenue Highlights

➤ Includes IM Fee of \$5 per SCH, effective spring 2023

➤ Fund Balance – prior year(s) efficiencies to augment Enhancements & Innovations

➤ One-time HEERF aid utilized to augment Innovations (universal access to IM)

<i>\$ in Millions</i>	FY22 APPROVED BUDGET	FY23 PROPOSED BUDGET	\$ Change
TOTAL REVENUE	\$402.6	\$402.6	\$0.0
FUND BALANCE	\$7.1	\$19.8	\$12.7
HEERF	\$0.0	\$5.0	\$5.0
<b>TOTAL RESOURCES</b>	<b>\$409.7</b>	<b>\$427.4</b>	<b>\$17.7</b>

HEERF: Higher Education Emergency Relief Fund



**\$386M**  
90% of the  
Total Budget

## Core Operations – it’s “what we do”

### Funding Source: Core Revenue

- *Instructional Delivery, Student Services, Academic Support (i.e. Library, Tutors)*
- *Student Success Fund (\$2M)*
- *AlamoPROMISE*
- *College & DSO Support Services*
- *Facilities & Utilities*
- *Preventive Maintenance*
- *Fringe Benefits for Employees*
- *Enterprise-wide Services*

## Preventive Maintenance

- National Standards recommend 1% to 5% Asset Replacement Values
- Equates to \$12 to \$60 million annually (Facilities replacement cost of \$1.2B)
- Since 2009, increased from \$2M to \$19.5M (1.6% of replacement costs)
- FY22 Budget: \$19.5M



### FY23 Operating Budget:

With the Board-approved issuance of \$270M Maintenance Tax Bonds for critical renovations per FY23 Debt Mgmt. Plan approved 5/2022,

FY23 Operating Budget temporarily reduced Preventive Maintenance Budget to \$11.5M and will grow back to FY22 levels of \$19.5M by FY25.

## Initiative Lifecycle → from Innovation to Core Operations

### Student Success Fund (\$2M)

- Began in FY13
- Funds a wide range of initiatives aimed at supporting our students
- FY23 includes:
  - Student Advocacy & SA Food Bank
  - Healthcare Clinics
  - Open Educational Resources training
  - Micro-credentialing
  - Participatory Budgeting



### AlamoPROMISE

- Launch / Planning began in 2019
- To date:
  - Over 5,300 scholars
  - \$12M+ private funding raised, \$3.9M from govt. partners
- FY23 (fall 2022):
  - 3<sup>rd</sup> Cohort
  - 47 schools & programs
  - Goal: 3,800 scholars



## ➤ Enhancements

- *AlamoADVISE and Transfer Advising Guides:*
  - 1) *Expanding to high school/dual credit and workforce programs*
  - 2) *Funding Peer Advising component*
  
- *Smart Talent/Compensation strategies to provide for and retain our Talent*



## AlamoADVISE \$11.8M

### (+\$2M incremental add in FY23)

- Ratios of Students per Certified Advisor
  - FTIC/Continuing 300:1 (reduced from 350:1)
  - \* Students in co-requisite courses 150:1
  - \* High School / Dual Credit 600:1
  - \* Peer Advisors, 60% operating budget, 40% federal work study
- Advisors receive \$1,000 as certification incentive

\* *New in FY 23*





## Smart Talent \$14.3M

- Effective 9/1/2022 as a strategy to ensure we retain and equitably compensate our Talent
- Includes:
  - Full-time & Adjunct faculty “Threeness”
  - Staff & Administrator market adjustments
  - High Wage High Demand (HWHD) faculty stipend adjustments
  - Work Offer Equity Adjustments



## Innovation: AlamoBOOKS+

ALL BOOKS  
**READY DAY ONE**



SAVES TIME  
& MONEY

PREPARED  
FOR CLASSES

HIGHER RETENTION  
& COMPLETION RATE

BETTER CHANCE  
OF SUCCESS

- FY23 budget is **\$15.2M**
- Contract with Barnes & Noble Colleges, Inc., \$19 per SCH
  - Based on the materials our faculty select
  - Amount will go down with an increased use of Open Educ. Resources (OER).
- Students will save on average \$185 per class in FY23 and \$170 per class in FY24, which can be covered by \$400 increase in Pell (70% of ACD students have financial aid or 3<sup>rd</sup> party/veterans pay)

A blue-tinted photograph of a person's hand holding a pen over a desk. The desk has a calculator and several papers. The text "Planning for Sustainability" is overlaid in white.

# Planning for Sustainability

## Three Year View: Planning for Sustainability

- FY23 utilizes one-time funding to augment enhancement & innovation strategies:
  - \$17M Fund Balance prior year savings
  - \$3M Fund Balance designated Follett set-aside
  - \$5M HEERF
  - (-\$8M) Temporary reduction in Preventive Maintenance
- Funding for Sustainability in FY24 & FY25
  - 2% smart growth in enrollment in FY24 & FY25
  - Taxable Assessed Valuations in Bexar County continue to be 5%
  - Instructional Material Fee
  - Anticipate remaining funding of \$4-\$7M to be covered by:
    - > 5% TAV increase and/or modest General Tuition Rate increase





Our three-year planning view reflects ACD's trajectory to sustain our key strategic priorities

Funding for Sustainability	FY23 PROPOSED BUDGET	FY24 FUTURE VIEW	FY25 FUTURE VIEW
CORE	\$374.6	\$372.2	\$375.3
Prev. Maintenance	\$11.5	\$13.5	\$19.5
ENHANCEMENTS			
Advising Model	\$11.8	\$12.0	\$12.5
Talent	\$14.3	\$14.3	\$14.3
INNOVATIONS			
AlamoBOOKS+	\$15.2	\$15.5	\$15.8
<b>TOTAL EXPENSE</b>	<b>\$427.4</b>	<b>\$427.5</b>	<b>\$437.4</b>
One-time Funding: HEERF	\$5.0		
One-time Funding: Fund Balance	\$19.8		
Baseline Revenue *	\$400.4	\$412.3	\$424.7
IM Fee (\$5 Spr '23; \$10 Fall '23)	\$2.2	\$8.2	\$8.3
> 5% Tax TAV and/or Tuition Rate		\$7.1	\$4.4
<b>TOTAL REVENUE</b>	<b>\$427.4</b>	<b>\$427.5</b>	<b>\$437.4</b>
* 2% Smart Growth, 5% Tax TAV growth, assumes flat State funding			



# Recap and Request for Approval

## REVENUE OVERVIEW

**\$ in Millions**

	<b>FY22 Approved</b>	<b>FY23 Proposed</b>
M&O Property Tax Revenue	\$195.0	\$202.5
Tuition & Fees, including IM Fee	\$96.8	\$89.3
State Appropriations	\$88.8	\$89.2
All Other Revenue	\$22.0	\$21.7
Fund Balance & HEERF	\$7.1	\$24.8
<b>TOTAL RESOURCES</b>	<b>\$409.7</b>	<b>\$427.4</b>

*Year over Year \$ Change*

**\$17.7**



## FY 2022-23 BUDGET for APPROVAL

\$ in Millions	Proposed
<b>TOTAL RESOURCES</b>	<b>\$427.4</b>
EXPENSES:	
Core Educ. & General	\$374.6
Preventive Maintenance	\$11.5
ENHANCEMENTS	
Advising Model	\$11.8
Talent	\$14.3
INNOVATIONS	
AlamoBOOKS+	\$15.2
<b>TOTAL EXPENSES</b>	<b>\$427.4</b>



## **REQUEST for APPROVAL**

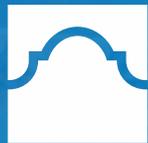
- 1. Discussion and Possible Action on FY23 Smart Talent Compensation Adjustments**
- 2. Discussion and Possible Action on Authorizing a Charge to Students to Partially Offset the Cost of Providing Students with All Required Course Materials**
- 3. Discussion and Possible Action on Approval of FY23 Operating Budget**

## Next Board Actions:

- July 16, Approval of Minute Orders
- August, Approval of All Fund Budget (unrestricted & restricted funds)
- September, Vote to Approve Setting the Tax Rate



Thank you.



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## Discussion and Possible Action on FY23 Smart Talent Compensation Adjustments

Presented to the Alamo Colleges District Board of Trustees for approval on July 16, 2022.

### MINUTE ORDER

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

### PURPOSE

Compensation adjustments are recommended as we enter FY23 to recruit and retain the excellent talent our Alamo Colleges District student success mission requires. Careful market analyses show compensation adjustments are needed 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, Advanced Manufacturing programs and the anticipated FY23 Bachelor of Technology program in Cyber Security Engineering. The recommended market adjustments include wage increases for work-study students and other students employed by the College District to keep pace with the local market and ensure students can afford to participate in work-based learning opportunities provided by the College District.

### MARKET ADJUSTMENTS

The defined market position for faculty is 3<sup>rd</sup> 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 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” as a blended market of Higher Ed and General Industry benchmark jobs for each ACD salary grade. .

A FY23 market adjustment of 4% is recommended for all full-time faculty, effective September 1, 2022. This market adjustment brings Alamo Colleges slightly above “threeness” (third in compensation competitiveness among our 8 Texas Peers).

Full-Time Faculty Market Assessment				Adjunct Faculty Market Assessment			
Peers	Rank	MA Minimum	% Below 3ness	Peers	Rank	Pay Per Course	% to 3ness
Tarrant	1	\$ 53,372		Austin	1	\$ 3,477	
Austin	2	\$ 52,769		El Paso	2	\$ 3,050	
Dallas	3	\$ 50,326	3ness Target	Tarrant	3	\$ 2,887	3ness Target
Alamo Today	4	\$ 48,454	3.86%	Alamo Today	4	\$ 2,643	9.23%
Lone Star		\$ 46,525		Dallas		\$ 2,640	
Houston		\$ 46,150		Houston		\$ 2,094	
San Jacinto		\$ 45,587		Lone Star		\$ 2,196	
El Paso		\$ 42,478		San Jacinto		\$ 2,064	
Average		\$ 48,208		Average		\$ 2,631	

On the same basis, Adjunct faculty compensation is recommended to increase 9.5% for a position slightly above “threeness”.

Staff, administrators, student workers and work-study student compensation is recommended to increase 4.5% based on the results of this year's Hay/KornFerry analysis. Additional increase amounts will be awarded to ensure all full-time employee pay will be increased at least \$2,000 per year.

As in prior years, the full-time faculty and non-faculty new hire rates will be increased but lag 1.75% behind the rates paid to existing employees so as to avoid compression. Also, as in prior years, adjustment amounts may not increase an employee's compensation above the new range maximum. If an employee's rate exceeds the range maximum, 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	4.0%	\$3,084	779	\$2,402,613
Adjunct Faculty & CE Instructors	9.5%	\$ 845	3,112***	\$2,630,585
Staff, Student Workers & Administrators* + adjusting all staff by at least \$2,000/year	4.5%+	\$2,757	1,732	\$4,774,884 + \$463,494
Work study Students	4.5%	\$0.62/hour	800	State/Federal Funding
<b>Total (with benefits)****</b>				<b>\$10,271,575</b>

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

\*\*\* total employed

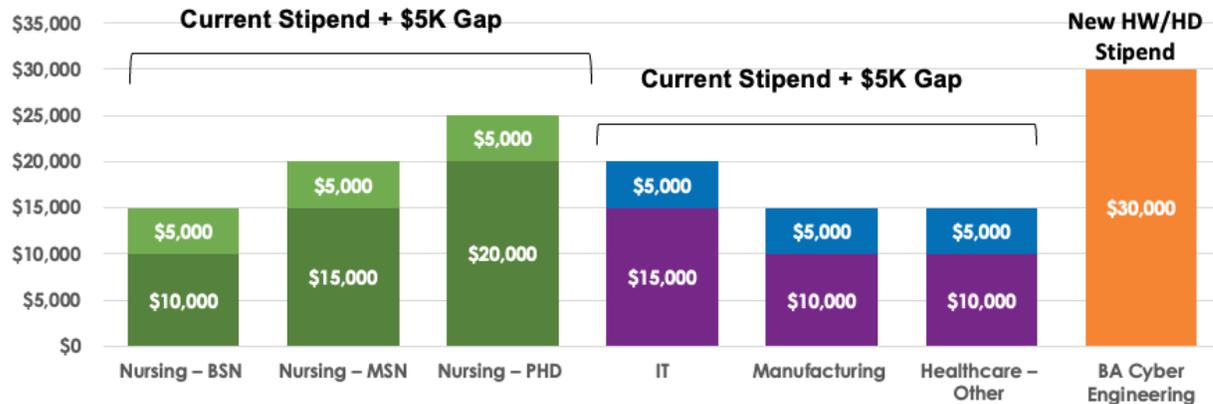
\*\*\*\* (15.805% FT, 8.305% PT Benefit exp.)

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

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. The College District currently provides additional compensation in the form of annual stipends to faculty teaching in HW/HD programs. 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 professions in which those faculty are qualified to work. In FY23 St. Philip's College expects to launch a BAT Cyber Security Engineering program which will require the support of faculty from one of the most in-demand high-wage/high-demand fields in the country.

Based on an analysis of the academic and non-academic job markets, individuals in these disciplines command salaries of \$15,000 to \$30,000 above the ACD "threeness" targets for all faculty. In FY22 stipends of \$10,000 to \$20,000 were approved for our HW/HD program faculty, based on discipline. Stipend increases on September 1, 2022, of \$5,000 per discipline and nursing degrees are recommended. A Stipend of \$30,000 is recommended for faculty of the BAT Cyber Security Engineering program.

## High-Wage/High-Demand Faculty Market Gaps and Proposed FY23 Stipends



HW/HD Faculty	FTEs	Current Annual Stipend	Proposed Annual Stipend Increase/FTE	FY23 Cost Increase
Nursing – BSN*	7	\$10,000	\$5,000	\$40,157
Nursing – MSN*	8	\$15,000	\$5,000	\$46,322
Nursing – PhD*	13	\$20,000	\$5,000	\$75,273
IT & BAT Cyber Engineering	59.6	\$15,000 \$0	\$5,000 BAT Cyber Eng. \$30k Annual Stipend	\$334,002
Manufacturing & Healthcare (non-Nursing)	163.5	\$5,000	\$10,000	\$923,650
<b>Grand Total with Benefits*</b>				<b>\$1,419,404</b>

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

Annual stipend amounts are provided to full-time faculty and, on a prorated basis, to adjunct and CE faculty.

### HW/HD 12-MONTH CONTRACTS

Cohort-based HW/HD programs will be moving toward 12-month contracts for HW/HD faculty beginning with SAC Nursing in Fall 2022. Additional cohort-based programs are projected to move gradually to 12-month contracts in FY23. This change assures the level of year-round faculty and course availability needed reduce program completion time for students. The total projected cost for this change, accommodating most cohort based HW/HD programs, is \$926,572.

### INFRASTRUCTURE JOB FAMILY

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 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 is now applied consistently by the HR Recruiting Team to each staff hire and promotion.

In September 2021, the formula was successfully applied to the 650 employees of the ACD Student Success job family to align pay equity across the job family based on years of experience and education. In FY23, the formula is recommended for application to three Infrastructure Job Families: DPS/Police, IT and Facility/Trade professions and STEM Tutors. Application to the remaining Academic, College Services, DSO and other Administrative Support Job Families will be a Smart Talent priority for consideration in FY24 and/or FY25.

The projected FY23 cost to apply the Offer Equity Formula to the DPS/Police, IT, Facilities and STEM Tutor professions on September 1, 2022 is \$945,465. Application of the Formula will enhance the College District’s ability to retain and recruit staff performing functions vital to the ongoing operation of all sites and the success of students in STEM courses.

**PART-TIME AND RETIREE RATE EQUITY/COMPETITIVENESS**

Part-time employees, including those who have retired from a full-time job with ACD have, for many years, been compensated at the pay-range minimum for their position. This is not a competitive position for experienced part-time talent. Adjustment of the part-time staff on September 1, 2022, beyond the standard FY23 4.5% adjustment, using the Offer Equity Formula, is recommended. This change will position valued members of the ACD team in a competitive position based on the experienced and education they possess relative to their full-time peers.

Part-time retirees will be further adjusted up to their pre-retirement rate and retirees rehired in the future will maintain their pre-retirement rate (assuming employment in the same position post-retirement). The projected cost for this additional adjustment of part-time and retiree rates is \$422,805.

**IMPLICATIONS**

**Financial:** **FY23 total cost with benefits, all effective 9/1/22: \$14,285,822**  
**Annualized cost with benefits: \$14,285,822**

- FY23 market adjustments – \$10,271,575
- FY23 HW/HD faculty stipend increases & 12-month contracts – \$2,345,977
- FY23 Infrastructure, STEM Tutor & Part-timer OE adjustments – \$1,368,270
- FY23 Extended New Faculty Orientation pay – \$300,000 (eff. 9/1/2022)

**Strategic Plan:** III. Performance Excellence

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

**ATTACHMENTS:** none

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Linda Boyer-Owens, SPHR, SHRM-SCP      Date  
 Associate Vice Chancellor for Talent, Organization,  
 & Strategic Innovation

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Dr. Mike Flores      Date  
 Chancellor

# Discussion and Possible Action on Authorizing a Charge to Students to Partially Offset the Cost of Providing Students with All Required Course Materials

Presented to the Board for approval at the Special Board Meeting on July 16, 2022.

## MINUTE ORDER

**“The Alamo Colleges District Board of Trustees hereby approves an Instructional Material Fee of \$5 per Semester Credit Hour, to be assessed beginning with the spring 2023 term, increased to \$10 per Semester Credit Hour beginning in the fall 2023 .”**

## PURPOSE

Approval of this fee will provide funding in support of AlamoBooks+, the Alamo Colleges District initiative to provide universal access to instruction material, providing textbooks or digital materials on the first day of class. Students will be assessed a charge for a portion of the college’s cost of providing all student course materials, including textbooks [and access to a learning content management system], in the amount of \$5.00 per credit hour, as a separately billed fee beginning in spring 2023. The charge will increase to \$10.00 per credit hour in fall 2023.

## BACKGROUND

Beginning in the spring 2022 and partnering with Barnes & Noble College, Inc., Alamo Colleges District has taken the next step in the journey to provide universal access to instruction material to our students that are available on the first day of class. To enable sustainability of this initiative, the Instruction Material Fee will provide a revenue stream to augment the innovative investment in AlamoBooks+, budgeted in FY23 at \$15,200,836.

## IMPLICATIONS

**Financial:** Fiscal Year 2022-23 revenue of \$2,200,785

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

**Human Resources:** N/A

**ATTACHMENTS:** N/A

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Lisa Mazure, MSA, CPA      Date  
Associate Vice Chancellor for  
Finance & Fiscal Services

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

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Dr. Mike Flores      Date  
Chancellor



## Discussion and Possible Action on Fiscal Year 2022-2023 Operating Budget

Presented to the Board for approval at the Special Board Meeting on July 16, 2022.

### MINUTE ORDER

**“The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2022-2023 Educational and General (E&G) Operating Expense Budget of \$403,389,591; Auxiliary Enterprise Budget of \$1,883,503; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$15,536,730; Natatorium Major Repair Fund Addition of \$51,000; Non-mandatory Transfers for San Antonio River Authority and State Energy Conservation Office of \$1,257,452; and Capital Expense Budget of \$5,300,000 for Total Operating Expense Budget of \$427,418,276 based on revenues of \$402,622,595 and operating fund balance commitment of \$19,795,681 of prior year savings and HEERF institutional aid commitment of \$5,000,000.”**

### PURPOSE

Approval of the Fiscal Year 2022-2023 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2022 semester. In August 2022, 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 2022-23 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 FY23 budget include:

- Revenues
  - Projected -10.3% reduction in budgeted student enrollment (2% smart growth over FY22 actual enrollment pandemic effects)
  - New Instructional Material fee \$5 per Semester Credit Hour effective spring 2023
  - Increase of \$7.4 million in ad valorem tax revenue based on a balanced approach anticipating a decrease in the Maintenance and Operations Tax rate in September with high taxable assessed valuation growth (TAV) in Bexar County. Provides sustainable funding for student success strategies and Facilities Maintenance and Operations with no tax rate increase
  - No change in state appropriated funding as fiscal year 2023 is second year of the bi-annual funding of the 87<sup>th</sup> 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 – Micro-credentialing, Healthcare Clinics, San Antonio Food Bank navigators and pop-up markets support, Advocacy coordinators, Open Educational Resources (OER) Training, and 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 \$1.3M to operate the new CIP buildings supported 100% by ad valorem tax revenues without raising the tax rate
  - Continued investments in Preventative Maintenance for our aging facilities with a total allocation of \$11.5M in FY23 (temporarily reduced from \$19.5M currently based on

availability of \$270M of approved Maintenance Tax Notes Debt). College Capital funds for furniture, fixtures and equipment replacement remain the same with a total allocation of \$5.3M

**IMPLICATIONS**

**Financial:**

Fiscal Year 2022-23 Educational and General (E&G) Operating Expense Budget of \$403,601,119, Auxiliary Enterprises of \$1,671,975, Mandatory Transfers of \$15,536,730, 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 \$402,622,595 and operating fund balance commitment of \$19,795,681 (from prior year budget savings), and HEERF institutional aid commitment of \$5,000,000.

**Strategic Plan:**

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

**Human Resources:**

N/A

**ATTACHMENTS:**

Attachment I – FY23 Budget Overview

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Shayne A. West  
Associate Vice Chancellor for  
Financial Planning & Auxiliary  
Services

Date

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

Date

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Dr. Mike Flores  
Chancellor

Date



**ALAMO COLLEGES DISTRICT**  
**Three Year General Operating Budget Comparison: FY21, FY22, & FY23**

DESCRIPTION	FY21 APPROVED	FY22 APPROVED	FY23* PROPOSED	INC/(DEC) FY23 vs. FY22
<b>REVENUES</b>				
STATE APPROPRIATIONS	\$66,832,878	\$67,793,857	\$67,793,857	\$0
State Paid Benefits	\$20,443,541	\$20,966,235	\$21,449,664	\$483,429
<u>TUITION AND FEES:</u>				
Tuition	\$114,045,106	\$112,945,865	\$103,689,751	(\$9,256,114)
Pledged Tuition	\$25,507,410	\$24,955,771	\$22,717,778	(\$2,237,993)
Exemptions	(\$33,169,911)	(\$33,809,714)	(\$30,400,452)	\$3,409,262
Fees	\$4,259,978	\$4,066,590	\$4,749,861	\$683,271
TAXES	\$178,255,051	\$195,031,684	\$202,456,853	\$7,425,169
CONTRACTS & INDIRECT COSTS	\$560,000	\$645,000		(\$645,000)
INVESTMENT INTEREST INCOME	\$700,000	\$500,000	\$750,000	\$250,000
OTHER INCOME	\$5,238,867	\$4,971,332	\$5,574,688	\$603,356
<b>TOTAL EDUCATIONAL &amp; GENERAL REVENUE</b>	<b>\$382,672,920</b>	<b>\$398,066,620</b>	<b>\$398,782,000</b>	<b>\$715,380</b>
AUXILIARY ENTERPRISES	\$5,090,222	\$4,556,488	\$3,840,595	(\$715,893)
<b>TOTAL GENERAL OPERATING REVENUES</b>	<b>\$387,763,142</b>	<b>\$402,623,108</b>	<b>\$402,622,595</b>	<b>(\$513)</b>

A)

<b>FUND BALANCE COMMITMENTS:</b>				
General Operations	\$0	\$7,108,906	\$24,795,681	\$17,686,775
<b>TOTAL FUNDS AVAILABLE</b>	<b>\$387,763,142</b>	<b>\$409,732,014</b>	<b>\$427,418,276</b>	<b>\$17,686,262</b>

<b>EXPENDITURES</b>				
<u>EDUCATIONAL AND GENERAL *</u>				
INSTRUCTION	121,336,166	126,132,714	131,685,747	5,553,033
PUBLIC SERVICE	1,475,579	1,613,707	2,013,010	399,303
ACADEMIC SUPPORT	24,259,563	25,800,657	41,499,383	15,698,726
STUDENT SERVICES	52,123,602	55,241,668	58,822,502	3,580,834
INSTITUTIONAL SUPPORT	112,934,348	120,216,179	118,970,742	(1,245,437)
OPERATIONS and MAINTENANCE of PLANT	49,159,596	53,905,661	49,130,530	(4,775,131)
SCHOLARSHIPS/EXEMPTIONS	2,076,343	1,983,906	1,267,677	(716,229)
<b>TOTAL EDUCATIONAL and GENERAL EXPENDITURES</b>	<b>\$363,365,197</b>	<b>\$384,894,492</b>	<b>403,389,591.00</b>	<b>\$18,495,099</b>
<u>AUXILIARY ENTERPRISE EXPENDITURES</u>				
	\$1,955,950	\$2,105,503	1,883,503.00	(\$222,000)
<u>MANDATORY TRANSFERS FOR:</u>				
REV BOND DEBT SERV	\$10,459,125	\$10,312,463	10,312,463.00	\$0
TEXAS PUBLIC EDUCATIONAL GRANT	\$5,943,497	\$5,811,104	5,224,267.00	(\$586,837)
CAPITAL BUDGET	\$4,730,920	\$5,300,000	5,300,000.00	\$0
<u>NON-MANDATORY TRANSFERS FOR:</u>				
NON-MANDATORY TRANSFER - OTHER	\$1,257,453	\$1,257,452	1,257,452.00	\$0
NATATORIUM MAJOR REPAIR FUND	\$51,000	\$51,000	51,000.00	\$0
<b>TOTAL UNRESTRICTED CURRENT FUND</b>	<b>\$387,763,142</b>	<b>\$409,732,014</b>	<b>427,418,276.00</b>	<b>\$17,686,262</b>

B)

C)

D)

E)

F)

\* FY23 proposed budget is pending final Banner load by functional category

A) Increase in ad valorem tax revenue based on a balanced approach anticipating a decrease in the Maintenance & Operations Tax rate in September with high taxable assessed valuation growth (TAV) in Bexar County

B) Instruction - FY23 Compensation Increase

C) Academic Support - AlamoBOOKS+ \$1.5.2M, FY23 Compensation Increase

D) Student Services - Peer Advisors \$1.2M, FY23 Compensation Increase

E) Includes (\$.645k) IDC Contra (PY in revenues), FY23 Compensation Increase, (\$.500k) decrease in Int'l Contract Training

F) Operations and Maint of Plant decreases due to the PM decrease of (8.5M) (offset with Maint. Tax notes),

Building/Ground Maintenance, Houskeeping Expenses increases \$1.4M, and \$.952k Insurance increases.