



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

**SATURDAY, JULY 15, 2023**

**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 15, 2023. 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. AlamoENGAGE Stakeholder Collaboration and Environmental Scan  
**Presenter:** Kristi Wyatt
  - 6.C. House Bill 8 Overview  
**Presenter:** Priscilla Camacho
  - 6.D. FY24 Budget: Revenue & Core  
**Presenter:** Shayne West

6.E. Initiative Highlights

6.E.1) Adult Education & Literacy

**Presenter:** Dr. Sammi Morrill

6.E.2) TSI Boot Camp & Co-Requisite Support for High Challenge Courses

**Presenter:** Dr. Veronica Garcia

6.E.3) Career Service & Completion Outcomes

**Presenter:** Priscilla Camacho and Cassandra Segura

6.E.4) Advocacy

**Presenter:** Gil Becerra

6.F. FY24 Budget: Innovations & Enhancements and Recap

**Presenter:** Shayne West

6.G. Discussion and Possible Action on FY24 Talent Strategies

6.H. Discussion and Possible Action on FY24 Operating Budget

6.I. Discussion and Possible Action on FY24 Expansion of AlamoPROMISE

**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 §551.074, 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), including, without limitation, the Chancellor.

7.E. 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  
5:30 PM ON THIS 11th DAY OF JULY 2023

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.”

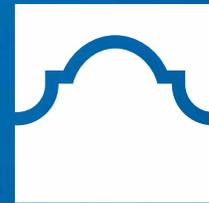
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Dr. Mike Flores  
Chancellor

# Special Board Meeting / Budget Retreat

## FY24 Board Budget Workshop

July 15, 2023



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Malcolm Baldrige  
National Quality Award

2018 Award Recipient



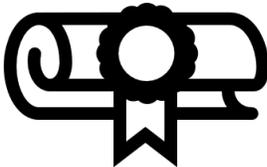
# Agenda

- Welcome & Introduction - Dr. Flores
- AlamoENGAGE, Stakeholder Collaboration & Environmental Scan - Kristi Wyatt
- House Bill 8 Overview - Priscilla Camacho
- FY24 Budget: Revenue & Core - Shayne West
- Initiative Highlights
  - Adult Education & Literacy - Dr. Sammi Morrill
  - TSI Boot Camps & Co-Requisite Support for High Challenge Courses - Dr. Veronica Garcia
  - Career Services & Completion Outcomes - Priscilla Camacho, Cassandra Segura
  - Advocacy - Gil Becerra
- FY24 Budget: Innovations & Enhancements and Recap - Shayne West
- Discussion & Possible Action on FY24 Talent Strategies
- Discussion & Possible Action on FY24 Operating Budget
- Discussion & Possible Action on FY24 Expansion of AlamoPROMISE

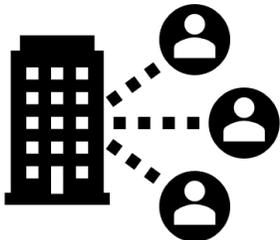
# Historic Opportunity to Invest in Student & Community Success



Outcomes



Credentials of Value & Robust Transfer Portfolios



High-Wage/High Demand Fields



Targeted Populations



# 2023-2024 Annual Budget

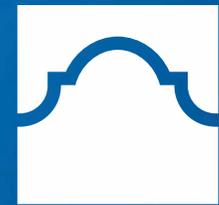
## \$500 Million Budget

- ✓ Historic State investment in Community Colleges of \$2B
- ✓ #1 funding increase of all 50 Texas Community Colleges
- ✓ Increased budget due to :
  - ✓ New state funding formula
  - ✓ Property tax valuation
    - ✓ Created relief by adopting inaugural homestead exemption

# AlamoENGAGE & Stakeholder Collaboration

Kristi Wyatt

Associate Vice Chancellor of Community & Engagement



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# AlamoENGAGE Budget Stakeholder Input Process

## Objective

- Promote understanding and engagement in the budget process.
- Ideate and prioritize sustainable initiatives for funding.

## Action

- Budget AlamoShare Webpage
- #Alamo TOGETHER Summit
- Employee Survey
- Student Feedback
- Budget Planning Exercises
- Leadership Budget Work Sessions



Thank You For Joining Us For The  
#AlamoTogether Remote Summit



## Deliverable

- Use results to inform the draft 2023-24 budget



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# Budget Exercise For Strategic Investments

May 19

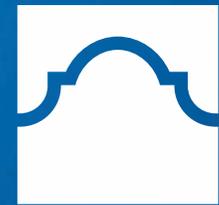


- 90+ participants
- New and Enhanced Innovation
- Aligned to New Budget Formula Weighted Categories
  - Adult Learners
  - Economically Disadvantaged
  - Academically Disadvantaged
- 25 Ideas Submitted
- 15 Pitches Prioritized by Peers
- Categorized and Prioritized for Leadership

# Environmental Scan

Kristi Wyatt

Associate Vice Chancellor of Community & Engagement



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# In the News

**SAN ANTONIO NEWS**

## San Antonio's economy projected to grow faster than most cities' in 2023, report says

Austin and Dallas were also named among the 10 cities with the highest projected GDP growth in 2023.

By Michael Karlis on Wed, Feb 1, 2023 at 4:09 pm

SEND A NEWS TIP

**TRENDING**

- Phoenix-based Postino has opened its first all-day wine café at San Antonio's Rim complex**  
By Nina Rangel Jun 27, 2023
- San Antonio man sucked into plane engine suffered from mental health problems, his brother says**  
By Michael Karlis Jun 27, 2023



## San Antonio was the fastest growing major U.S. city during the pandemic

Texas Public Radio | By Brian Kirkpatrick  
Published May 22, 2023 at 3:49 PM CDT



## San Antonio labor market is strongest it's been in years, experts say

**Report** SAN ANTONIO  
GOVERNMENT | EDUCATION | ENVIRONMENT | HEALTH | ARTS | TECH | OPINION | LIVE LIKE A LOCAL

Newsletters Donate

## Census: Poverty for single mothers on the rise in San Antonio

by Waylon Cunningham  
September 15, 2022



ABC13

New job report reveals Texas beats United States in jobs but inflation costs reason why residents are unhappy



# Adult Learners

- **25.5% ACD Learners are Age 25+**
- 16.8% San Antonio Areas Adults with No HS Diploma
- 48% San Antonio Adults with no college degree
- Don't see themselves as STUDENTS – but Learners
- Want training/education that makes a timely and direct impact



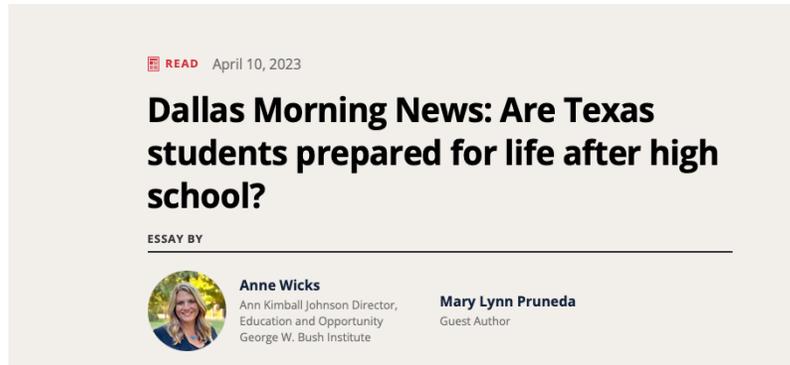
# Economically Disadvantaged



- **27% ACD Learners are Economically Disadvantaged**
- 17% of San Antonio Residents are Living in Poverty
- Degree from ACD increases earning power by average of \$9,400 a year
- Existing Strategies: Advocacy, AlamoPROMISE, AlamoBooks+

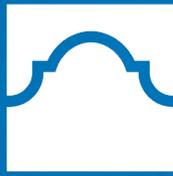


# Academically Disadvantaged



- **16.6% ACD Learners are Academically Disadvantaged**
- 40% of Texas students do math on grade level
- 52% of Texas students read on grade level.
  - “Each cohort of Texas eighth graders stands to lose \$104 billion in future earnings because of this lack of readiness”
- Existing strategies: corequisite courses, tutoring, various pilot programs





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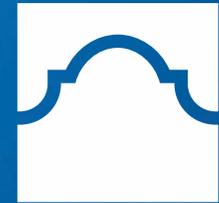
*MADE FOR YOU!*



# House Bill 8 Overview

Priscilla Camacho

Chief Legislative, Industry & External Relations Officer



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## Three Buckets of Commission Recommendations



State Funding for Outcomes



Affordability for Students



Investments in College Capacity

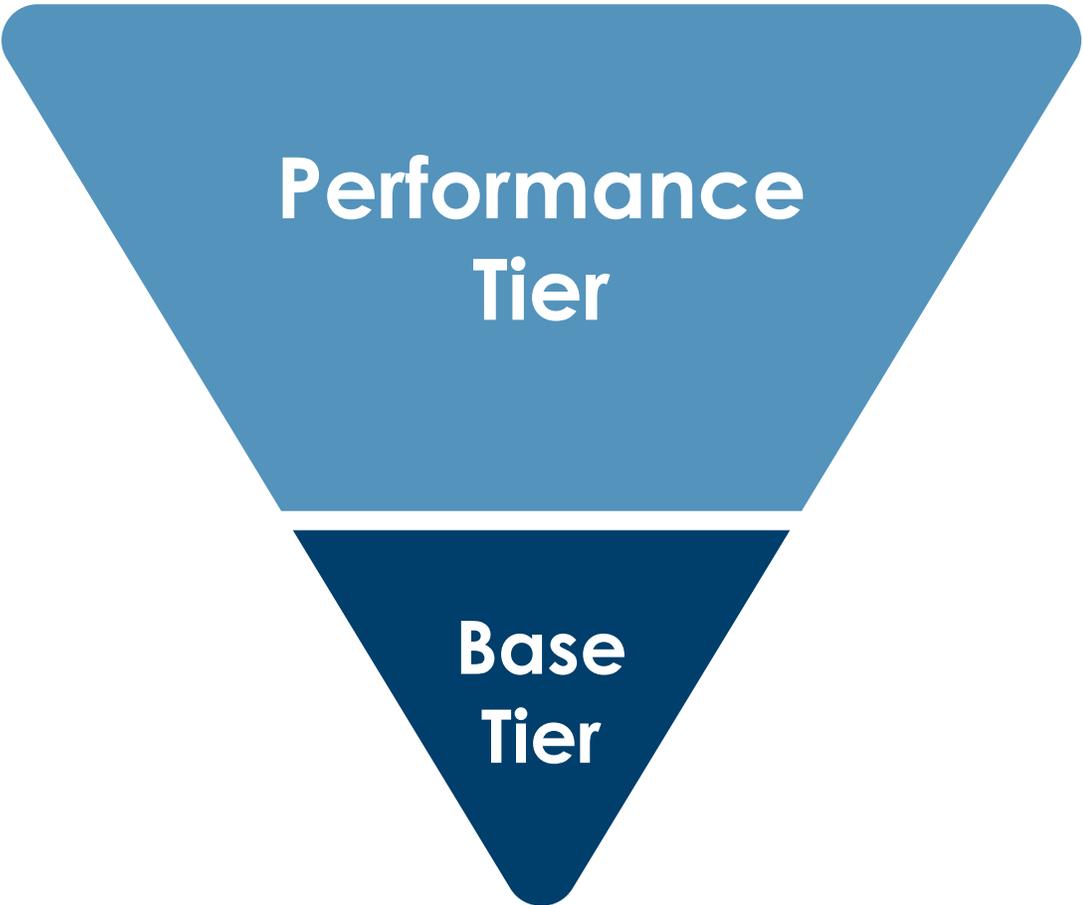


# House Bill 8 Shifts Community College Funding Model

## Legacy Funding Model



## HB 8 Funding Model



# House Bill 8 - New Performance Tier Funding



## Outcomes

- **Credentials of value**, including credentials from credit and non-credit programs
- Credentials of value awarded in. **high-demand fields**
- Students who **transfer with at least 15 SCH** to four-year universities
- Students who complete a **sequence of at least 15 SCH in dual credit** courses

## Weights

- Economically disadvantaged
- Academically disadvantaged
- Adult learners (25 years of age or older)



# Rulemaking Timeline for House Bill 8

## May - July

The first set of rules implemented by THECB will be **emergency rules**. These rules will only be in place for a six-month period.

The first draft will need to be completed by **July 14, 2023**, for an August approval.

**No public comment period.**

## August

Special called THECB Board Meeting to adopt emergency rules.

Emergency rules in place until January 2024.

## Aug. - Jan.

Regular rules are developed by THECB.

Regular rules will have public comment period.

## January '24

THECB Quarterly Board Meeting adopts regular rules.

Regular rules in place through end of 2023-2024 academic year.

## March '24

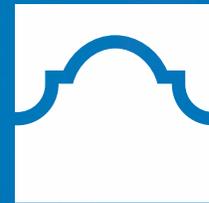
New set of regular rules developed for 2024-2025 academic year.



# FY2023-24 Budget: Revenue & Core

**Shayne A. West**

AVC Financial Planning & Auxiliary Services



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Malcolm Baldrige  
National Quality Award

2018 Award Recipient



# FY 2023 Budget Recap

The FY23 Approved Operating/Unrestricted Budget provided funds to:

- Sustain Core operations
- Invest in Talent
- AlamoADVISE enhancements
- AlamoBOOKS+ ready on day 1

**All Funds > \$1B**

| \$ in Millions       | OPERATING / UNRESTRICTED | RESTRICTED  | TOTAL ALL FUNDS  |
|----------------------|--------------------------|---|------------------|
| <b>Total Revenue</b> | <b>\$438.7</b>           | <b>\$633.8</b>  | <b>\$1,072.5</b> |
| Core Expenses        | \$397.4                  | <b><i>Includes:</i></b><br><br>Capital Bond Funds & Debt Service, Grants, including HEERF |                  |
| <u>Enhancements:</u> |                          |   |                  |
| Talent               | \$14.3                   |   |                  |
| Advising             | \$11.8                   |   |                  |
| <u>Innovations:</u>  |                          |   |                  |
| AlamoBOOKS+          | \$15.2                   |   |                  |
| <b>Total Expense</b> | <b>\$438.7</b>           | <b>\$584.6</b>  | <b>\$1,023.4</b> |
|                      |                          |   |                  |



# Big Picture: FY24 Revenue

| \$ in M                | FY23<br>Approved | FY24<br>Proposed | \$ Δ          | % Δ          |
|------------------------|------------------|------------------|---------------|--------------|
| M&O Tax                | \$230.9          | \$255.4          | \$24.5        | 10.6%        |
| State Appropriations * | \$89.2           | \$116.8          | \$27.5        | 30.9%        |
| Tuition                | \$89.3           | \$102.9          | \$13.6        | 15.2%        |
| All Other **           | \$29.3           | \$28.8           | -\$0.5        | -1.7%        |
| <b>TOTAL REVENUE</b>   | <b>\$438.7</b>   | <b>\$503.9</b>   | <b>\$65.1</b> | <b>14.8%</b> |

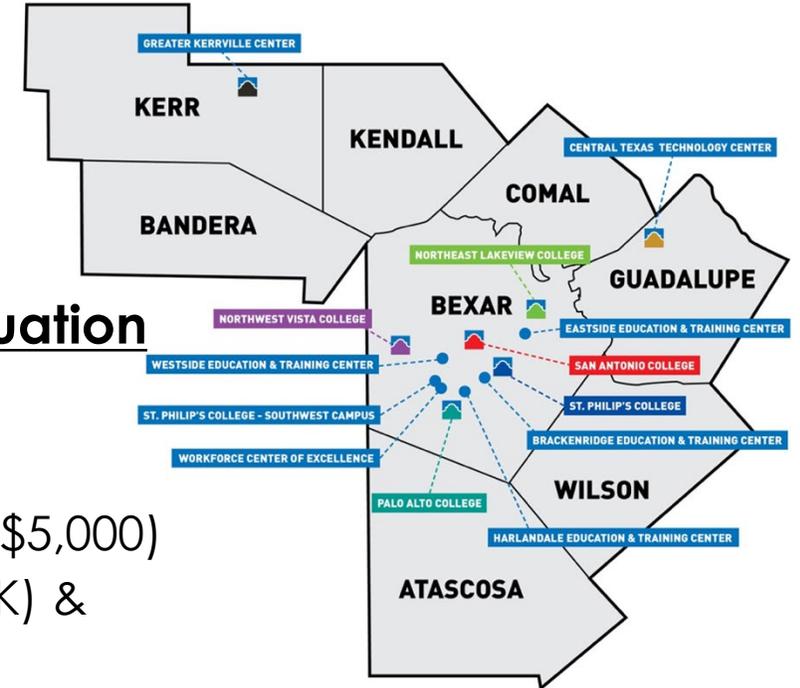
\* State Appropriations are based on a preliminary formula run – final funding TBD by late July, approval by THECB Board in August

\*\* All Other Revenue = Auxiliary/Departmental Revenues, Student Activity Fees, Investment Income, Continuing Education

# M&O Property Tax Revenue Overview

## FY24 Summary

- 13.6% Taxable Assessed Valuation (TAV) growth, equating to +\$24.5M
- 51% of total Operating Revenue, **\$255.4M**
- **The overall tax rate has remained at \$0.14950 per \$100 of valuation since 2013.**
- May 2023 Board Actions:
  - Adopted the inaugural ACD Homestead Exemption (1% or min. \$5,000)
  - Increased Exemptions for Over 65/Surviving Spouse (\$30K to \$50K) & Disabled Persons/Surviving Spouse (\$5K to \$50K)



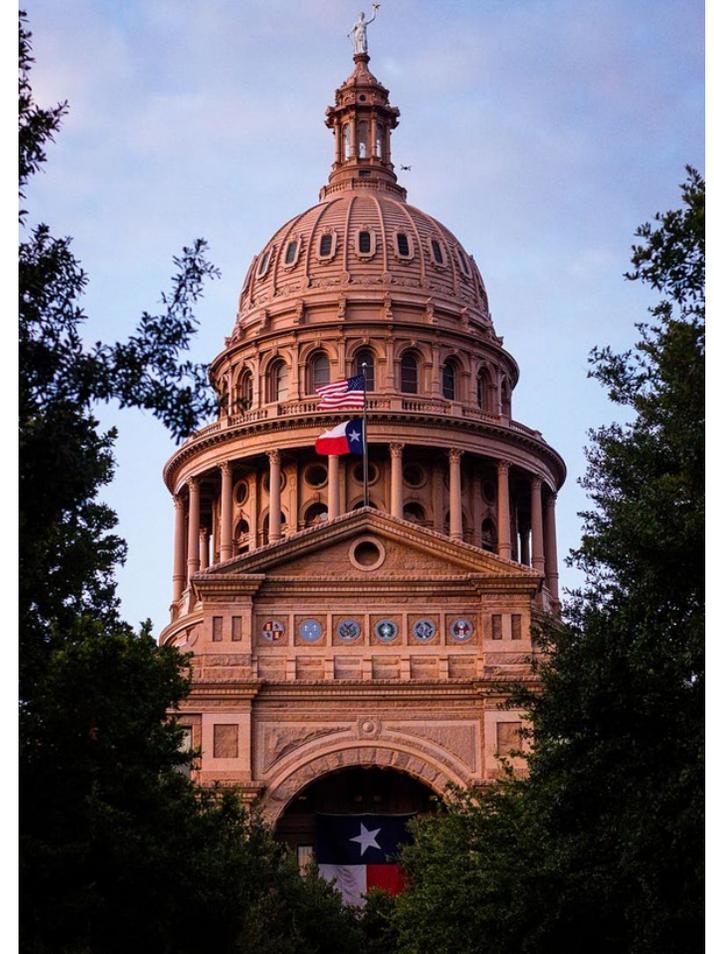
**Maintaining a stable tax rate enables funding of ACD's facilities & maintenance, core operating expenses, and AlamoPROMISE student scholarships.**



# State Appropriations Overview

- New Outcomes-based formula funding & weighting
  - Formula +\$25.3M
  - Financial Aid for Swift Transfer (FAST) +\$2.3M, dedicated to high school programs
- For fiscal year 2024 budget, **\$116.8M**, or 23.2% of total revenue, including formula funding, non-formula funding and state-paid benefits
- Includes Veterans Center non-formula funding of \$7.7M for FY24/FY25 for Palo Alto College
  - \$41M over last 5 biennia (84<sup>th</sup> – 88<sup>th</sup>)
  - All five colleges have now received funding for Veterans Centers

**ACD's superior student outcomes led to receiving largest \$ increase in state funding of the 50 Texas Comm. Colleges**



# Tuition Overview

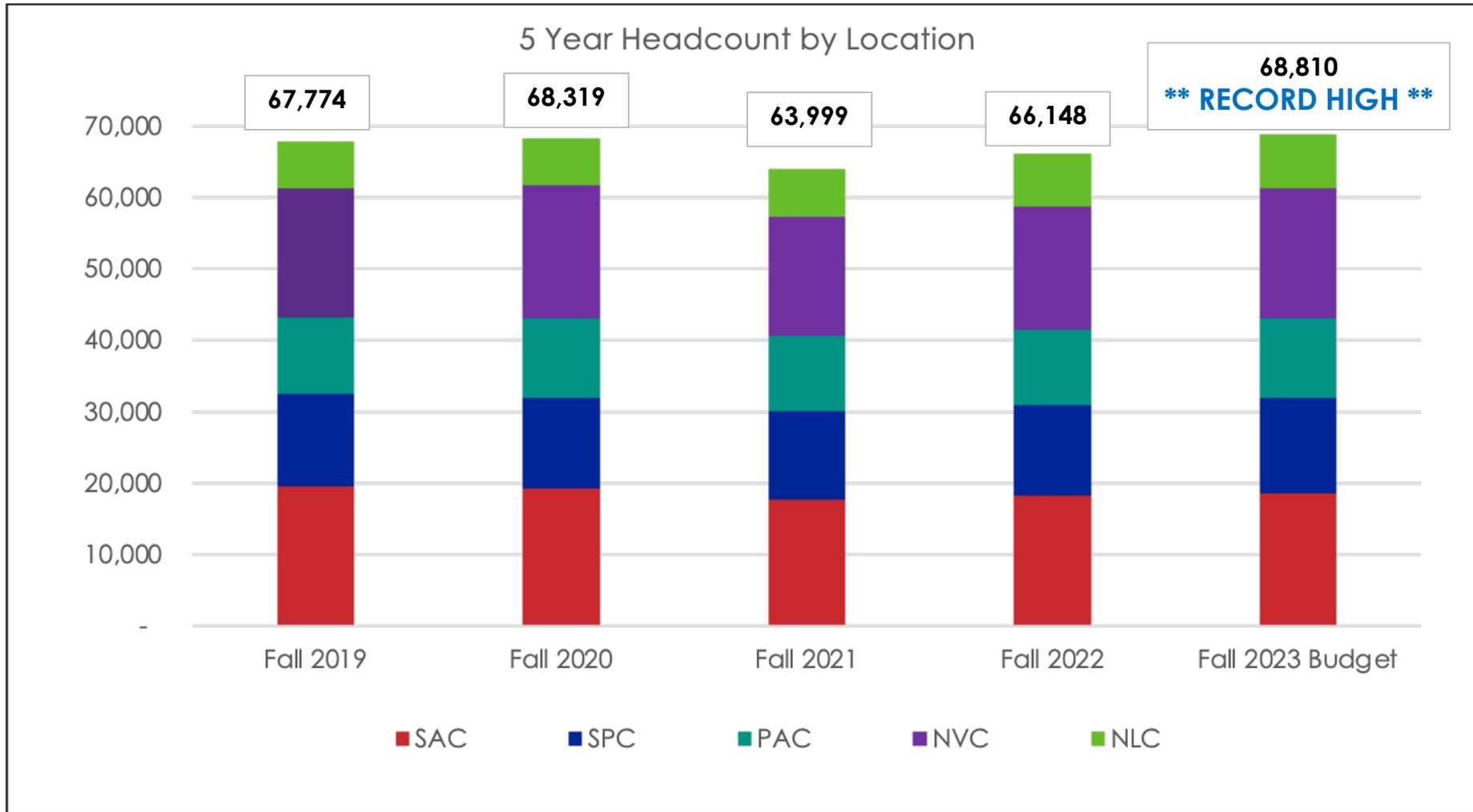
- Tuition Rates are the most affordable in the community
- No general tuition increase in FY24 – we have only increased tuition 3 times since FY2013 (fall 2012)
- In March, the Board approved a simplified tuition rate, folding in the \$10 AlamoBOOKS+ Instruction Material fee to the General Tuition rate (no separate fee for IM)
- For fiscal year 2024 budget, **\$102.9M**, or 20.4% of total revenue with 6.6% smart growth in Semester Credit Hours (SCH), resulting in +\$13.1M

| Tuition and Fee Comparison to 4 Year Universities in San Antonio<br>Standard 12 Semester Hours<br>Fall 2023 |                |              |
|---|----------------|--------------|
|   | Tuition & Fees |              |
| Trinity University  | \$             | 25,676       |
| St. Mary's University   | \$             | 17,572       |
| Our Lady of the Lake University   | \$             | 15,864       |
| UTSA  | \$             | 5,698        |
| Texas State University  | \$             | 4,969        |
| TAMU - S.A.   | \$             | 3,910        |
| <b>Alamo</b>  | <b>\$</b>      | <b>1,370</b> |

Source: On-line College Catalogs In-District Fall Semester  
Tuition and Fees for 4 Year Universities are for Fall 2023

**New Competitive Advantage: An Affordable Tuition Rate that includes Instructional Materials**

# Fall Headcount → 4% Smart Growth in Fall 2023



*FY23 actuals exceed budget by 1.3% and we expect further growth of 4.0% in FY24.*

*Additionally, FY24 budget vs. FY23 Budget is by 5.3% higher*

# Big Picture: FY24 Expense

| \$ in M                                    | FY23<br>Approved | FY24<br>Proposed | \$ Δ          | % Δ          |
|--|------------------|------------------|---------------|--------------|
| <b>Core</b>                                |                  |                  |               |              |
| Core Operating                             | \$322.3          | \$349.7          | \$27.4        | 8.5%         |
| Fringe Benefits                            | \$66.7           | \$69.4           | \$2.7         | 4.0%         |
| Facilities/Utilities                       | \$30.2           | \$33.4           | \$3.2         | 10.5%        |
| Preventive Maintenance                     | \$19.5           | \$19.5           | \$0.0         | 0.0%         |
| <b>Core Total</b>                          | <b>\$438.7</b>   | <b>\$472.0</b>   | <b>\$33.2</b> | <b>7.6%</b>  |
| <b>FY24 Enhancements &amp; Innovations</b> |                  | \$31.9           | \$31.9        |              |
| <b>TOTAL EXPENSE</b>                       | <b>\$438.7</b>   | <b>\$503.9</b>   | <b>\$65.1</b> | <b>14.8%</b> |

# Big Picture: Core Expenses

\$472M  
+\$33.2M

| Core Yr. over Yr. Change       | \$33.2 |
|--------------------------------|--------|
| AlamoPROMISE                   | \$4.3  |
| AlamoBOOKS+                    | \$1.2  |
| 80 New Full-time Faculty       | \$1.0  |
| Strategic Reserve              | \$1.0  |
| Texas Public Ed. Grant         | \$0.9  |
| Facilities/Utilities/Insurance | \$4.0  |
| Fringe Benefits                | \$2.7  |
| Operational Growth             | \$18.2 |

- 80 new Full-time Faculty
- Instructional Delivery, Student Services, Academic Support (i.e. Library, Tutors)
- Student Success Fund (\$2M)
- AlamoPROMISE
- AlamoBOOKS+
- College & ACCESS Support Services
- Facilities & Utilities
- Preventive Maintenance
- Fringe Benefits for Employees
- Strategic Reserve (funded by Investment Income)



# FY24 Faculty Staffing Growth

**80 Full-Time Regular-Status Faculty Position additions approved across the College District in 43 disciplines, including:**

- Aircraft Technology
- Automated Industrial Technology
- IT & Computer Information Systems
- Construction Technology
- Criminal Justice
- Culinary Arts
- Nursing
- Diagnostic Medical Sonography
- Diesel
- Electrical Trades
- EMS
- Fire Science
- HVAC
- Invasive Cardiology Technology
- Law Enforcement
- Power Generation Alternative Energy
- Welding
- Biology
- Business
- Chemistry
- English
- Math & Developmental Math
- Physics

# Opportunities to Impact

**New Revenue** **\$65.1M**

Core Operating Growth **\$33.2M**

New Enhancements & Innovations **\$31.9M**

## \$31.9M Enhancements & Innovations

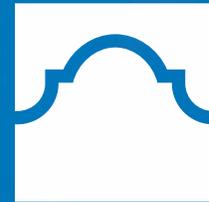
- Adult Learners
- Academic Success
- Advocacy & Economic Mobility
- Talent



# Adult Education & Literacy

**Dr. Sammi Morrill**

AVC Operations, Economic & Workforce Development



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Malcolm Baldrige  
National Quality Award

2018 Award Recipient

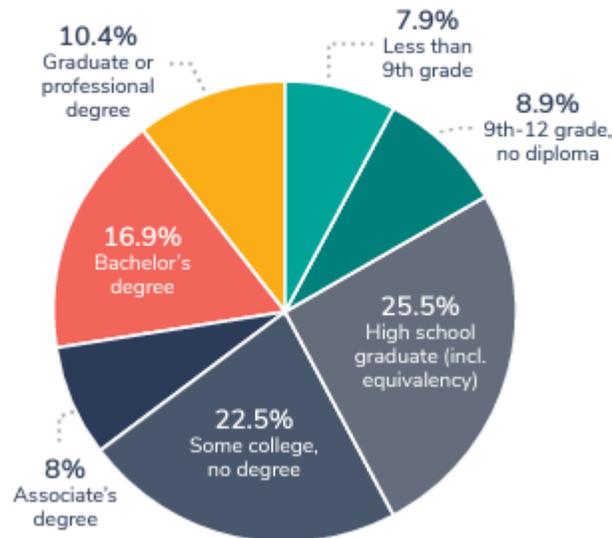


# Adult Education and Literacy

## Pathways for Adult Learners

### City of San Antonio

#### EDUCATIONAL ATTAINMENT AGE 25+ (2021)



Reference: [SA2020 San Antonio – City Council Profiles 2023](#)

- Scale high school equivalency offerings, with a diploma option, across the District
- Serve the **16.8% of San Antonio residents** aged 25+ without a high school diploma
- Strengthen matriculation to CE and academic programs (pathways)

### Alignment

- Board Charges: Strategic Enrollment Management, Student Equity-Mindedness, Workforce Needs
- THECB: Attainment of Postsecondary Credentials
- TWC: Adult Education and Literacy (AEL) Services
- TX SB2139: Opportunity High School Diploma program

Initiative Investment: \$2.0M



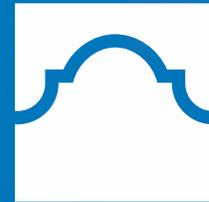
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# TSI Boot Camp & Co-Requisite Support for High Challenge Courses

**Dr. Veronica Garcia**

President, Northeast Lakeview College



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Malcolm Baldrige  
National Quality Award

2018 Award Recipient



# TSI Assessment Prep

Meeting students where they start

## **INTENT**

Expanding TSI Preparation for students who have not met college readiness standards

- Delivery methods will include Boot Camps, Refreshers, and other short-term/just-in-time programs
- Modalities may include on-line, face-to-face, and hybrid

## **IMPACT**

- Address immediate academic needs to help students meet their college entrance requirements
- Saves students time and money bypassing need for remediation
- Accelerate students' progression on degree pathways



# Support for High Challenge Co-Requisite Math Courses



## **INTENT**

Increase the availability and access to tutoring services by expanding embedded tutoring

- Expansion of an existing pilot previously presented to the board

## **IMPACT**

- Increased success in Co-requisite high challenge Math courses
- Increased number of students completing the first college-level Math course within the first year
- Accelerate students' progression on degree pathways

Initiative Investment: \$4.0M  
(TSI & High Challenge Co-Req)



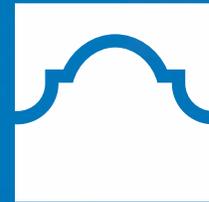
# Career Services & Completion Outcomes

**Priscilla Camacho**

Chief Legislative, Industry & External Relations Officer

**Cassandra Segura**

Director of District-wide Career Resources & Services



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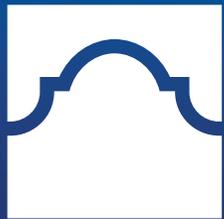
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# DISCOVER TALENT

WITH AN ALAMO COLLEGES  
EMPLOYER PARTNERSHIP



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DISTRICT



# AlamoEXPERIENCE Career Services & Completion Outcomes



## Institute/Industry Account Executives (External)

### Key Functions for Institute/Industry Acct. Executives:

- ACD point of contact for industry partners
- Liaison between industry and internal college and district offices
- Assess and project manage solutions for industry partners including providing opportunities for industry engagement with the district



## Career Services (Internal)

### Key Functions for Career Services:

- Lead career development efforts across all five colleges
- Ensure experiential learning opportunities are available and accessible to all students
- Work closely with faculty to facilitate and document experiential learning activities at scale



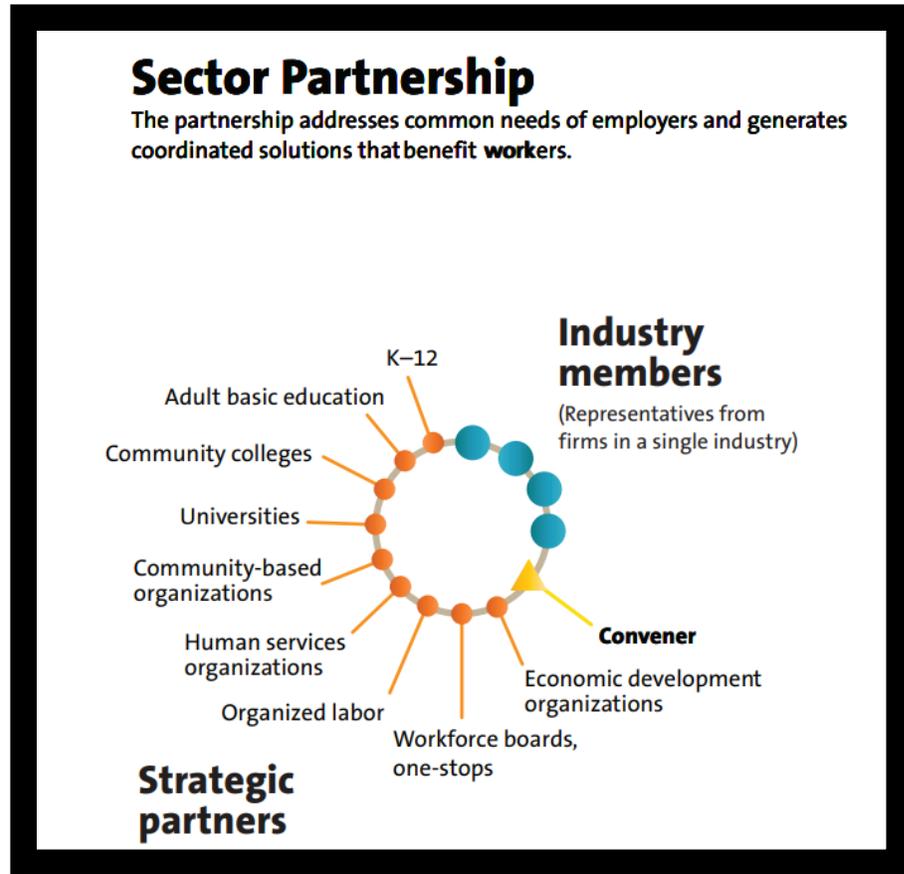
# AlamoEXPERIENCE Career Services & Completion Outcomes

## Implementing Industry Account Executive Model

- Provide a single point of contact for employer/industry engagement with ACD.
- Provide consistency in messaging and project management of employer/industry engagement across the district and colleges:
  - Include menu of options for engagement and delivery of services managed by one consistent team
  - Function as liaison with Career Services for experiential learning opportunities and employment for students at ACD
- All external engagement with employers will be housed within the Economic & Workforce Development (EWD) Dept. and the Chancellor's Office
- **Expense neutral** – repurposing and realigning current positions within EWD



# Employer Focused Role – Institute/Industry Account Executive



ACD's new employer focused team will ensure alignment of efforts with Workforce Solutions Alamo's Local Plan and the U.S. Chamber of Commerce Foundation's Talent Pipeline Management model utilized by industry partners.



# AlamoEXPERIENCE Enhancement Impact

- Ensure every ACD student graduates with an experiential learning opportunity
- Expand access to internships and workplace-based career opportunities
- Enhance faculty partnerships to help drive high-impact practices



# AlamoEXPERIENCE Enhancements

## Career Resources Enhancement

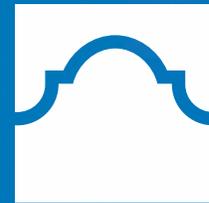
- The number of students completing an Experiential Learning activity with 45+ credit hours between Fall '20 and Fall '22 has doubled from 8% to 16%.
- Strategically lead comprehensive career development efforts at all ACD Colleges
- Expand experiential learning to all students before they graduate
- 5 AlamoEXPERIENCE Directors (one at each college)

Initiative Investment: \$1.0M

# Advocacy

**Gil Becerra**

AVC Advocacy, Retention & Completion



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National Quality Award

2018 Award Recipient



# Advocacy Center Enhancements

## Mental Health Enhancements

- 17% increase in mental health counseling sessions
- 2 Mental Health Counselors for our two largest institutions
- 24/7 Mental Health Support for all ACD students

## Advocacy Center Enhancements

- 49% increase in SNAP applications completed by Advocacy Centers
- 5 Case managers (one at each college)

Initiative Investment: \$1.4M

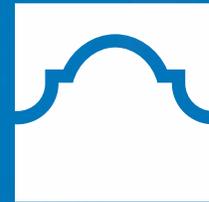


Housing, Utilities, Food and Mental Health remain top 4 student advocacy priorities

# FY2023-24 Budget: Innovations & Enhancements and Recap

**Shayne A. West**

AVC Financial Planning & Auxiliary Services



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# Opportunities to Impact

**New Revenue** **\$65.1M**

Core Operating Growth **\$33.2M**

New Enhancements & Innovations **\$31.9M**

## \$31.9M Enhancements & Innovations

- Adult Learners
- Academic Success
- Advocacy & Economic Mobility
- Talent



# FY24: Opportunity to Impact our Learners & Talent

## AlamoPROMISE

- Expanding AlamoPROMISE to 50+ private, charter & home schools in Bexar County, targeting 575 additional learners as PROMISE scholars
- Initiative Investment: \$1.0M

## AlamoBOOKS+ for High School Programs

- Utilizing the new Financial Aid for Swift Transfer (FAST) state funds, expanding AlamoBOOKS+ to our ISD's – all high school programs will have access to AlamoBOOKS+
- Initiative Investment: \$2.8M

## Talent Strategies

- Market rate adjustments, completion of equity pay, increasing lab loading %
- Initiative Investment: \$18.6M



# Proposed PROMISE FY24 Expansion

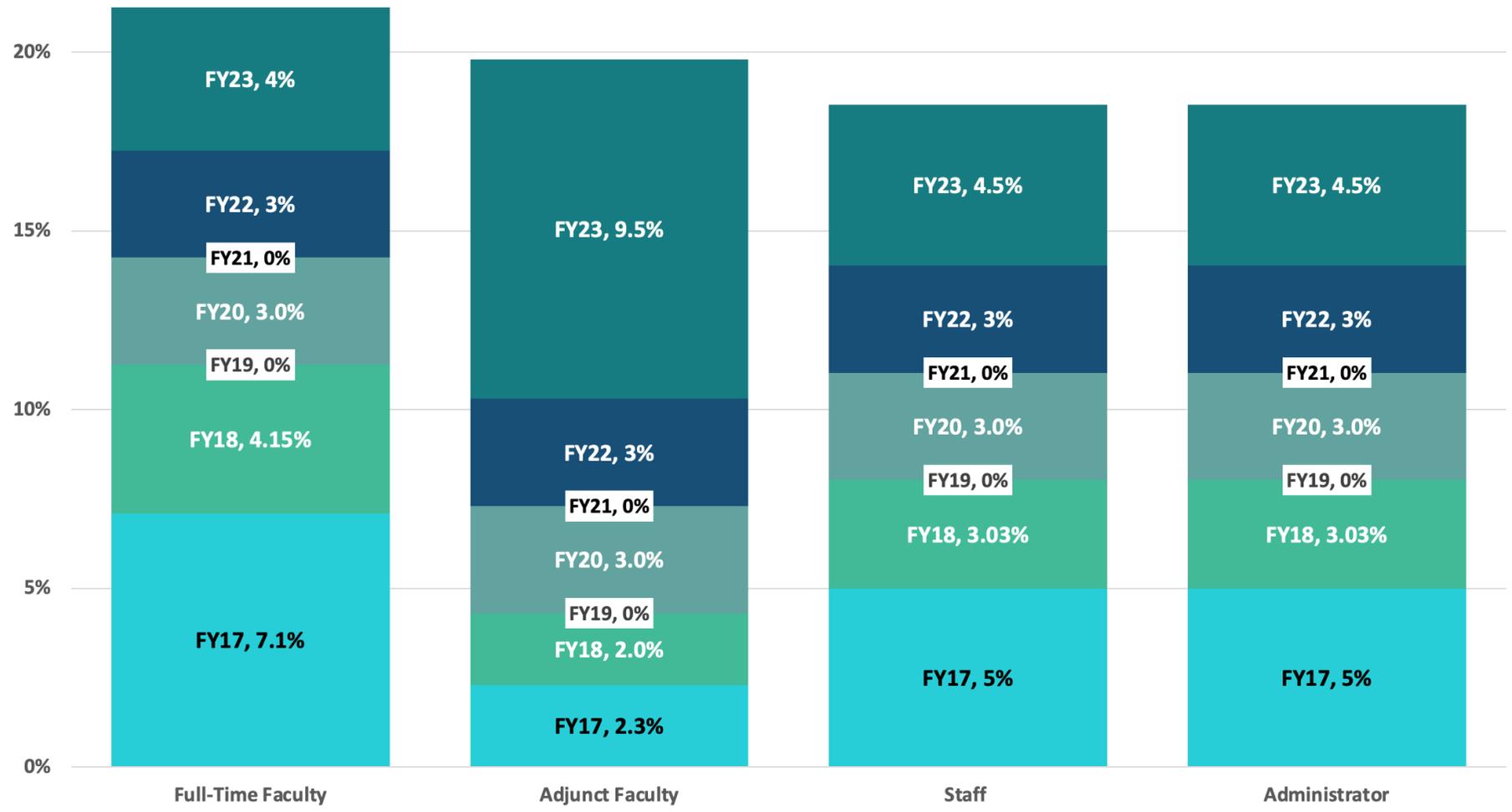
- ✓ All Bexar County high school graduates would now be eligible for PROMISE
- ✓ Propose serving 575 new Promise Scholars from private, charter and home schools
- ✓ Open to recent Spring 2023 high school senior graduates enrolling in Fall 2023
- ✓ Meet qualifications for AlamoPROMISE, first-come first-serve basis



# Market Adjustments FY17 – FY23

### Talent Strategy History \$ in M

|         |        |                    |
|---------|--------|--------------------|
| FY 2017 | \$9.0  |                    |
| FY 2018 | \$4.2  | effective Jan. '18 |
| FY 2019 | \$0.0  |                    |
| FY 2020 | \$6.6  | effective Jan. '20 |
| FY 2021 | \$0.0  |                    |
| FY 2022 | \$12.8 |                    |
| FY 2023 | \$14.3 |                    |



# Other Pay Adjustments FY17 – FY23

## Faculty

- FY23 2-weeks Paid New Faculty Orientation
- FY23 HW/HD Stipend Increases
- FY22 HW/HD Stipend Increases
- FY22 Talent Excellence 1-time Payment
- FY21 APPQMR Stipends
- FY20 Establish HW/HD Stipends
- FY20 Increase Lab Loading (0.66 to 0.75)

## Staff

- FY23 Equity Pay: IT, Police, Skilled Trades Families & Stem Tutors
- FY23 Part-time & Retiree Rehire Competitiveness
- FY22 Equity Pay: Student Success Family
- FY22 Talent Excellence 1-time Payment
- FY21 CE Competitiveness & HW/HD Stipends
- FY21 Enrollment Coach Stipends
- FY20 Living Wage



# FY24 Talent Strategies

| Talent Priority   | # of Employees  | Effective 9/1/23      |
|---|-----------------|-----------------------|
| <b>Flat Market Adjustment 6.5% (all employees)</b>  | <b>5,567</b>    | <b>\$15,658,255</b>   |
| <b>High Wage/High Demand Faculty Stipend Adjustments</b>  | <b>263</b>      | <b>\$464,489</b>      |
| <b>Complete Staff Equity Pay Adjustments (College Svcs, Academic Support, all other remaining Job Families)</b> | <b>841</b>      | <b>\$1,240,688</b>    |
| <b>Faculty Lab Loading Rate Increase to 0.8</b>   | <b>Variable</b> | <b>\$1,200,000</b>    |
| <b>Update Living Wage (incl in Market Adj)</b>  | <b>0</b>        | <b>Included Above</b> |
| <b>\$2,000 Minimum Mkt. Inc. ( or \$0.96/hr)</b>  | <b>&lt;500</b>  | <b>\$48,737</b>       |
| <b>TOTAL (including Benefits)</b>   |                 | <b>\$18,612,170</b>   |



# RECAP: FY24 Innovations & Enhancements

| Initiative  | FY24 Proposed Investment \$M | Economically Disadvantaged | Academically Disadvantaged | Adult Learners (25 and older) |
|---|------------------------------|----------------------------|----------------------------|-------------------------------|
| TSI Boot Camp & Co-Requisite Support for High Challenge Courses | \$4.0                        | ✓                          | ✓                          |                               |
| AlamoBOOKS+ for High School Programs                            | \$2.8                        | ✓                          | ✓                          |                               |
| Adult Education & Literacy                                      | \$2.0                        | ✓                          | ✓                          | ✓                             |
| Advocacy  | \$1.4                        | ✓                          | ✓                          | ✓                             |
| PROMISE expansion to private, charter & home schools            | \$1.0                        | ✓                          | ✓                          |                               |
| Career Services & Completion Outcomes                           | \$1.0                        | ✓                          | ✓                          | ✓                             |
| Re-engagement Teams   | \$0.5                        | ✓                          | ✓                          | ✓                             |
| Online Success Coaches  | \$0.5                        | ✓                          | ✓                          | ✓                             |
| <b>TOTAL STUDENT SUCCESS</b>                                    | <b>\$13.2</b>                |                            |                            |                               |
| Talent Strategies   | \$18.6                       |                            |                            |                               |
| <b>GRAND TOTAL</b>  | <b>\$31.9</b>                |                            |                            |                               |



FY24 student success initiatives align to the new state formula for funding based on outcomes



# FY2023-24 Budget for approval

\$ in Millions

|                      |                |
|----------------------|----------------|
| <b>TOTAL REVENUE</b> | <b>\$503.9</b> |
|----------------------|----------------|

## **EXPENSE**

|                 |                |
|-----------------|----------------|
| Core Operations | <b>\$472.0</b> |
|-----------------|----------------|

## **FY24 Enhancements & Innovations**

|                 |               |
|-----------------|---------------|
| Student Success | <b>\$13.2</b> |
|-----------------|---------------|

|        |               |
|--------|---------------|
| Talent | <b>\$18.6</b> |
|--------|---------------|

|                      |                |
|----------------------|----------------|
| <b>TOTAL EXPENSE</b> | <b>\$503.9</b> |
|----------------------|----------------|



# Request for Approval Today

1. Discussion and Possible Action on FY24 Talent Strategies
2. Discussion and Possible Action on FY24 Operating Budget
3. Discussion and Possible Action on FY24 Expansion of AlamoPROMISE

## Upcoming Board Action

- August - FY24 All Funds Budget (Unrestricted & Restricted)
- September – Vote to Approve Setting the Tax Rate



Thank you.



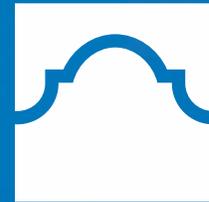
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# APPENDIX



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# FY24: Opportunity to Impact our Learners & Talent

## Adult Education & Literacy

- Scaling high school equivalency offerings across the District (16.8% of San Antonio residents aged 25+ without a high school diploma), providing educational and career planning, academic skills development, and wrap-around support services.
- Initiative Investment: \$2.0M

## TSI Boot Camp & Co-Requisite Support in High Challenge Courses

- Expanding TSI preparation to increase the number of learners that will be college-ready upon entry
- Providing additional embedded tutoring and supplemental instruction to increase success in gateway Math courses
- Initiative Investment: \$4.0M

## Advocacy

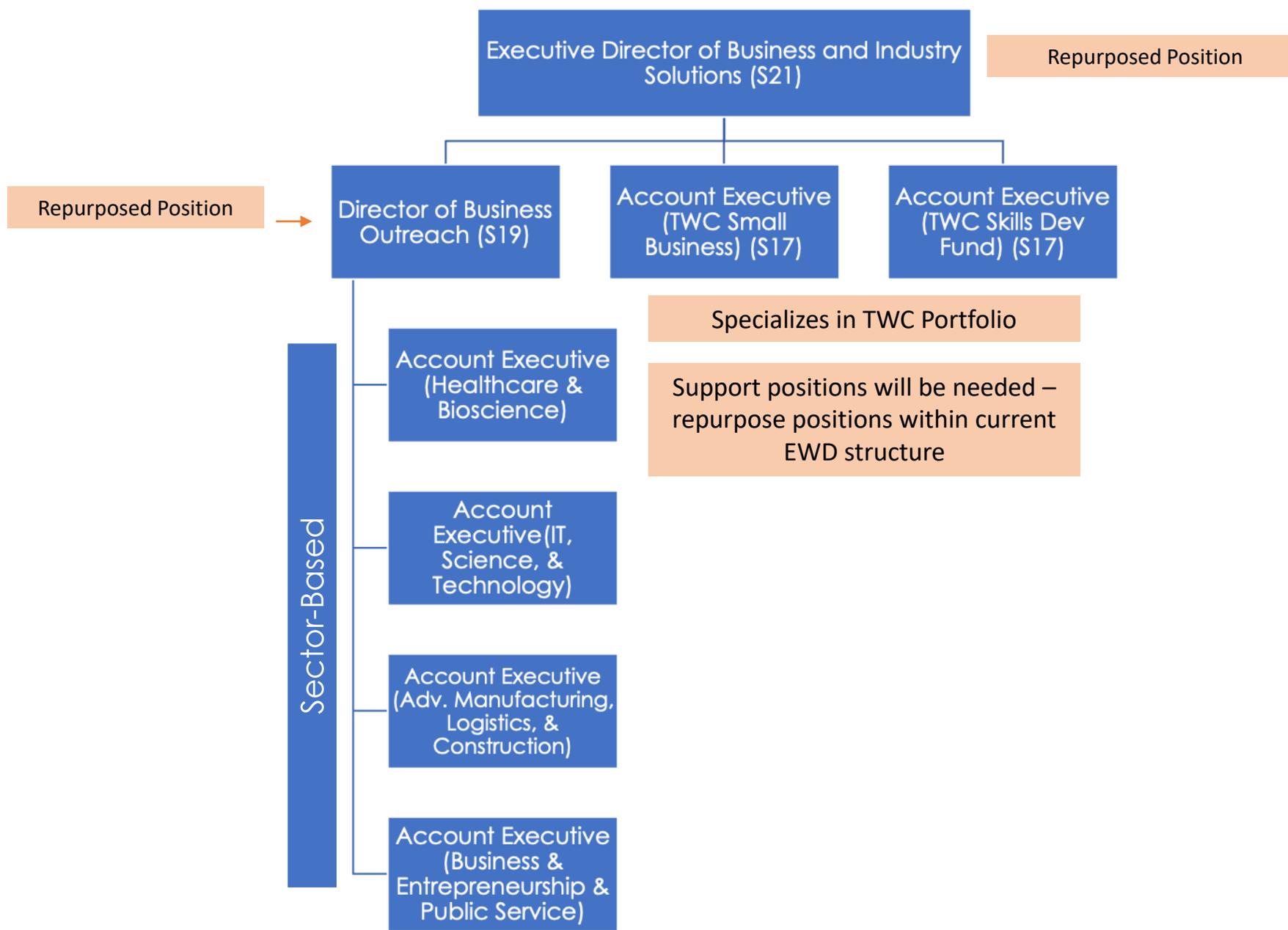
- 24/7 counseling services available for all students, enhancing support for mental health challenges and case management, leading to higher persistence and completion outcomes; continue partnership with San Antonio Food Bank
- Initiative Investment: \$1.4M

## Career Services & Completion Outcomes

- Implementing Industry Account Executive Model, connecting and interacting with industry
- Enhancing career resources, including the expansion of experiential learning opportunities by institute to all learners before they graduate
- Initiative Investment: \$1.0M



Proposed Model for Industry Account Executive Model

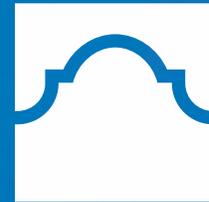


# FY24 Initiative Proposals

## Expanding AlamoPROMISE

**Stephanie Vasquez**

Chief Program Officer - AlamoPROMISE



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# AlamoPROMISE: Current State



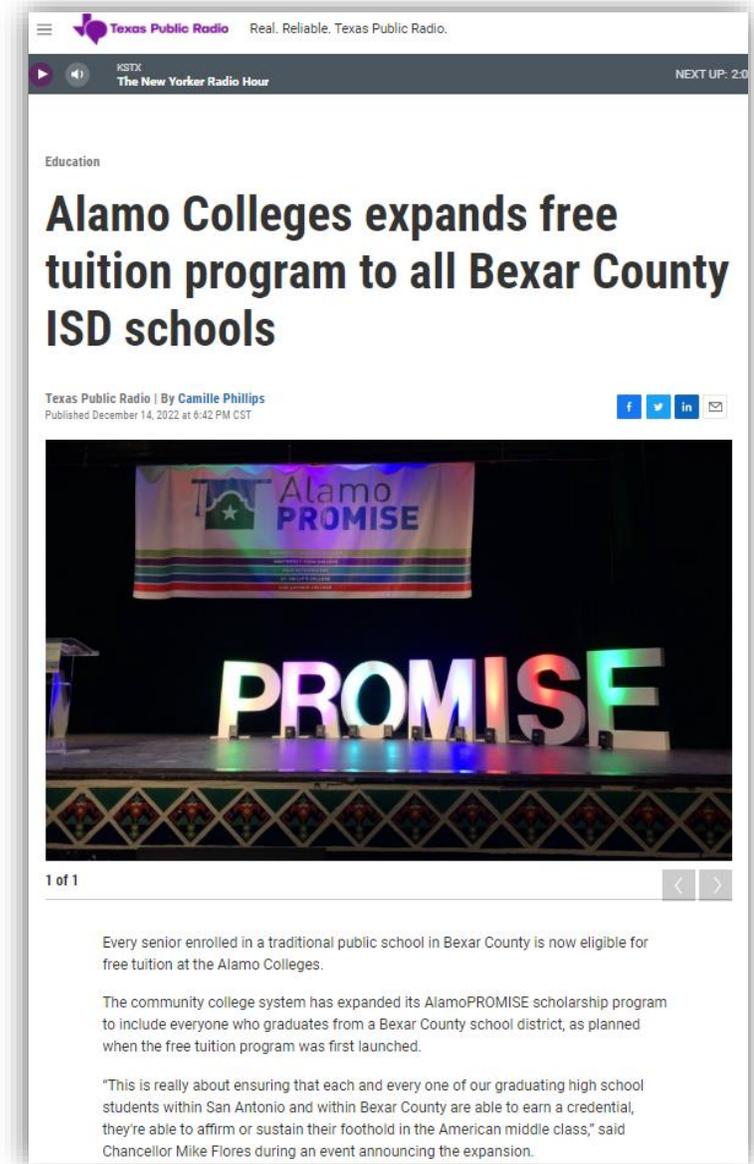
AlamoPROMISE now covers all districts and their high schools



Open to graduates from 73 high schools and programs public Bexar County independent school



Anticipate enrolling 5,500 new Promise Scholars this Fall 2023



# Preliminary Implementation Plan

## *Additional Scholars from Private/Charter Schools*

|                |  |
|----------------|--|
| Target         | Recent spring 2023 graduates from private and charter schools in Bexar County  |
| Opportunity    | 50+ schools serving an estimated 2500 private and charter students   |
| Availability   | 575 new scholars enrolling Fall 2023   |
| Considerations | Student must meet requirements for AlamoPROMISE: save your seat, complete financial aid, complete admissions to one of the Alamo Colleges  |
| Key Activities | <p>August through November: target sign up available online (save your seat specific for private/charter population sign-up)</p> <p>August &amp; Ongoing: Conduct in-person and online information sessions</p> <p>August &amp; Ongoing: Kick off targeted communication campaign: social, digital email, print</p> <p>August &amp; Ongoing: Rolling review of sign ups and completion for requirements: Monitor interest and demand</p> |



# FY24 Initiative Proposals

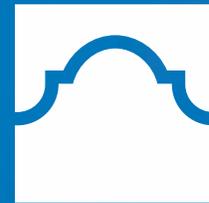
## Success Coaches for Online Learners

**George Railey**

Vice Chancellor for Academic Success

**Luke Dowden**

Chief Online Learning Officer



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2018 Award Recipient



# Board Policies in Support of Charges

## E.1.9 (Policy) Online Learning

E.1.9.1 Procedure

E.1.9.2 Procedure

# Charges to the Chancellor 2022–2023

FULLY ONLINE  
ENROLLMENT

FROM 13,063 TO 13,716

↑ 5%  
EXCLUDING DUAL  
CREDIT AND ECHS

STUDENT-EARNED  
VERIFIED MICRO-  
CREDENTIALS

FROM 2,119 TO 3,000

↑ 42%

IMPLEMENTATION  
OF MICRO-PATHWAYS  
FOR IT CAREERS FROM 1 TO 4

↑ 300%



# Intent, Impact, Cost

Success Coaches for Online Learners

FY24  
COST:  
\$1,290,000

## INTENT

1. Provide 10 months of success coaching to 2,000 students fully online fitting non-persisting student profile
2. Develop Success Coaching model with representative task force group

## IMPACT

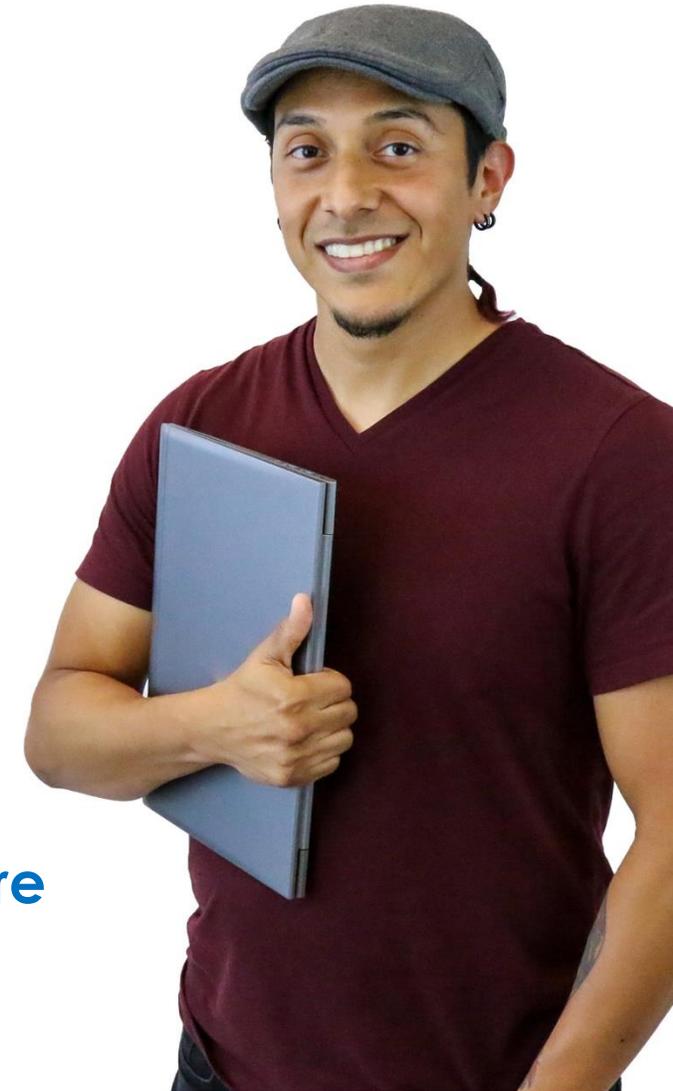
- Increase # of part-time students persisting from fall to spring
- Support most impacted students based on persistence model
- Take action while collaborative planning takes place



# Challenges to Persistence

## Fully Online Students

- Online only students have the **highest proportion** of **zero (0)** advising touchpoints
- Online only students who did not persist to Spring had the **lowest average** of advising touch points
- Fully online students **not completing** Orientation to Online Learning are at risk of not persisting
- Students who do not complete the My Mission Statement **are more likely to leave.**



**Source:** Touch Points were pulled from SGRSACT, and were only included in analyses if the student completed the touch point prior to the Spring term. Risk factors were determined by studying Fall 2021 and 2022 cohorts of fully online students.

Aaron Robles  
Northeast Lakeview College



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# Success Coaching and Advising

A Winning Combination

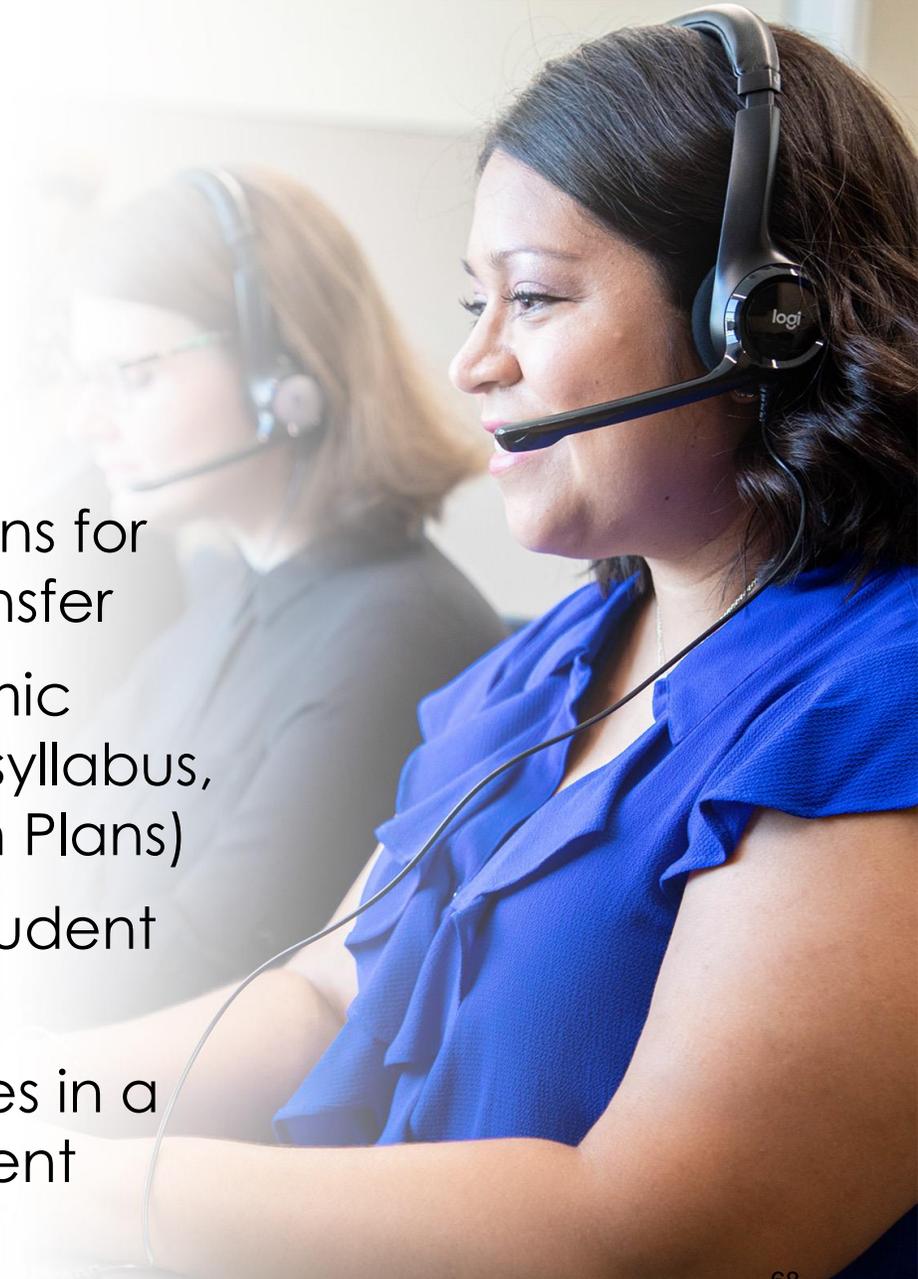
## Success Coach

- #1 Get students to schedule and attend an advising appointment(s)
- #2 Educate student on behaviors to increase success
- #3 Navigate barriers with the students

Partners with an advisor!

## Advisor

- Provides advising
- Provides degree plans for core, major and transfer
- Implements academic advising strategies (syllabus, Individual Education Plans)
- Coordinates New Student Orientation
- Streamlines processes in a changing environment



# FY24 Smart Growth: Contact Hours

|              | FY19<br>Actual    | FY20<br>Actual    | FY21<br>Actual    | FY22<br>Actual    | FY23<br>Actual *  | FY24<br>Smart Grwth | FY24 vs FY23   |             |
|--------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|----------------|-------------|
| <b>SAC</b>   | 5,779,736         | 5,849,368         | 5,206,232         | 4,976,528         | 5,299,908         | 5,489,081           | 189,173        | 3.6%        |
| <b>SPC</b>   | 4,158,272         | 4,084,728         | 3,797,968         | 3,660,432         | 3,817,779         | 4,008,668           | 190,889        | 5.0%        |
| <b>PAC</b>   | 2,859,400         | 2,918,136         | 2,695,591         | 2,486,482         | 2,556,666         | 2,705,109           | 148,443        | 5.8%        |
| <b>NVC</b>   | 5,087,600         | 5,142,400         | 4,699,472         | 4,243,024         | 4,502,629         | 4,810,775           | 308,146        | 6.8%        |
| <b>NLC</b>   | 1,645,456         | 1,865,512         | 1,588,784         | 1,543,952         | 1,777,440         | 1,825,429           | 47,989         | 2.7%        |
| <b>TOTAL</b> | <b>19,530,464</b> | <b>19,860,144</b> | <b>17,988,047</b> | <b>16,910,418</b> | <b>17,954,422</b> | <b>18,839,062</b>   | <b>884,640</b> | <b>4.9%</b> |
| <b>YoY</b>   |                   | <b>1.7%</b>       | <b>-9.4%</b>      | <b>-6.0%</b>      | <b>6.2%</b>       | <b>4.9%</b>         |                |             |

\* FY23 = fall certified, spring/summer preliminary



## Discussion and Possible Action on FY24 Smart Talent Compensation Adjustments

Presented to the Alamo Colleges District Board of Trustees for approval on July 15, 2023.

### MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2023, 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 to support recruiting and retention of the excellent talent our student success mission requires. A careful analysis of the job markets shows market-based adjustments are needed to remain competitive for talent in FY24.

A further set of high-wage/high-demand faculty stipend adjustments are required to recruit and retain faculty for Nursing, Healthcare, Advanced Manufacturing, IT and Cyber Security Engineering programs.

Adjustments are also required for work-study and other student intern/employee positions so that the work-based learning opportunities provided by the College District provide competitive pay to participating students.

Further incremental progress toward achievement of multi-year goals to achieve a 1:1 Faculty Lab Loading rate and complete the final phase of the Staff Equity Pay Project is recommended.

### MARKET ADJUSTMENTS

#### Full-Time and Adjunct/CE Faculty Market Adjustments

FY24 market adjustments of 6.5% are recommended for all full-time faculty, to become effective with Fall FY24 faculty contracts. A 6.5% adjustment is slightly greater than the 6.44% needed to match the third highest paying Texas peer institution reported by TCCTA. For consistency and ability to fund, a 6.5% adjustment for adjunct and CE faculty is also recommended.

#### Full-Time Faculty Market Assessment

| Peers          | Rank     | MA Minimum       | % Below 3rd  |
|----------------|----------|------------------|--------------|
| Tarrant        | 1        | \$ 57,250        |              |
| Austin         | 2        | \$ 56,184        |              |
| <b>Dallas</b>  | <b>3</b> | <b>\$ 50,782</b> | <b>3rd</b>   |
| Houston        | 4        | \$ 48,014        |              |
| <b>Alamo</b>   | <b>5</b> | <b>\$ 47,711</b> | <b>6.44%</b> |
| Lone Star      |          | \$ 45,946        |              |
| San Jacinto    |          | \$ 45,282        |              |
| El Paso        |          | \$ 43,752        |              |
| <b>Average</b> |          | <b>\$ 48,208</b> |              |

#### Adjunct Faculty Market Assessment

| Peers          | Rank     | Pay Per Course  | % Below 3rd   |
|----------------|----------|-----------------|---------------|
| Austin         | 1        | \$3,696         |               |
| El Paso        | 2        | \$3,203         |               |
| <b>Tarrant</b> | <b>3</b> | <b>\$3,188</b>  | <b>3rd</b>    |
| <b>Alamo</b>   | <b>4</b> | <b>\$2,894</b>  | <b>10.16%</b> |
| Dallas         |          | \$2,784         |               |
| Lone Star      |          | \$2,388         |               |
| San Jacinto    |          | \$2,304         |               |
| Houston        |          | \$2,178         |               |
| <b>Average</b> |          | <b>\$ 2,706</b> |               |

## Non-Faculty Market Adjustments

For consistency with faculty and ability to fund, staff, administrator, student worker and work-study student compensation is also recommended to increase 6.5% on September 1, 2023, or a greater amount at the individual level if required to ensure a full-time employee's gross pay is increased by at least \$2,000/year or the hourly equivalent, \$0.96/hour if employed part-time.

The defined market position for staff and administrators is 100% comp-a-ratio (market midpoint) 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 as a blended market of Higher Ed and General Industry benchmark jobs for each ACD salary grade.

## Market Adjustment Parameters

As in prior years, the full-time faculty and non-faculty new hire rates are recommended to increase 6.5% but will continue to lag the minimum rate paid existing faculty and for staff by 1.76% so as to avoid compression of existing faculty and staff rates.

Also, as in prior years, it is recommended that adjustment amounts may not increase an employee's compensation beyond 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.

## Minimum Adjustment Assurance and Living Wages

### Adjustment Assurance

The forgoing adjustment recommendations ensure all employees and students receive an increase in gross pay of at least \$0.96/hour or \$2,000/year if full-time.

### FY24 Alamo Colleges District Living Wage and Student Wage Levels

The recommended minimum rates paid to existing staff will align well to the college district priority to provide a Living Wage:

- The recommended minimum rate for existing full-time and part-time staff is \$18.05.
- The recommended minimum rate offered staff new hires in FY24 will be \$17.52. (1.67% below \$18.05)
- The recommended rate for students (work study and other student workers) will increase from \$14.37 to \$15.33 (\$0.96/hour).

## FY24 Market Adjustment Cost

The projected cost for all FY24 Market Adjustments is \$15,658,869. The market adjustment expense by employee classification is:

### FY24 Market Adjustment Impact and Cost

| Employee Classification                          | % Increase | Average Increase | Head Count | FY24 Cost   |
|--|------------|------------------|------------|-------------|
| Full-time Regular Faculty                        | 6.5%       | \$4,321          | 803        | \$2,402,613 |
| Adjunct Faculty & CE Instructors                 | 6.5%       | \$ 845           | 1,085      | \$1,163,869 |
| Staff and Student Workers**; and, Administrators | 6.5%       | \$3,755          | 2,520      | \$6,595,984 |

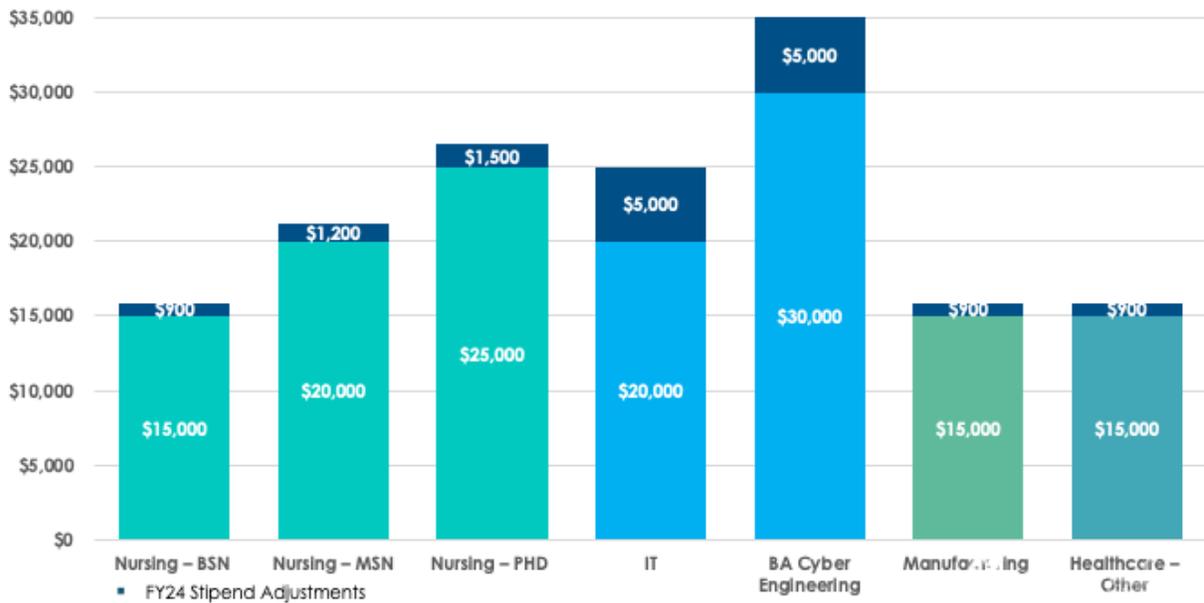
|                               |      |                         |       |                       |
|-------------------------------|------|-------------------------|-------|-----------------------|
| Work Study Students **        | 6.7% | \$971 or<br>\$0.96/hour | 1,200 | State/Federal Funding |
| <b>Total (with benefits)*</b> |      |                         |       | <b>\$15,658,869</b>   |

\* 15.805% FT, 8.305% PT Benefit exp.  
 \*\* With min Adj of \$2,000/year or \$0.96/hour

### HIGH-WAGE/HIGH-DEMAND FACULTY STIPEND INCREASES

Provision of additional compensation to faculty in the high-wage/high-demand fields of Nursing, IT, Cyber Security Advanced Manufacturing, and Healthcare continues to be necessary to compete for talent. A 6.5% increase of existing high-wage/high-demand stipends is recommended, effective with Fall FY24 faculty contracts, to keep pace with the markets. Because the IT and Cyber Security Engineering markets continue to outpace all other markets, IT and Cyber Security stipends are recommended to increase \$5,000, which is more than 6.5%.

#### High-Wage/High-Demand Stipend Adjustments



Prorated high-wage/high-demand adjustments are recommended for all adjunct and CE faculty teaching in the high-wage/high-demand disciplines to replicate the FY24 full-time faculty stipend amounts.

#### FY24 High-Wage/High-Demand Stipend Increase Impact and Cost

| HW/HD Faculty                            | FTEs | Current Annual Stipend            | Proposed Annual Stipend Increase/FTE | FY23 Cost Increase |
|--|------|-----------------------------------|--------------------------------------|--------------------|
| Nursing – BSN                            | 8    | \$15,000                          | \$900                                | \$7,200            |
| Nursing – MSN                            | 35   | \$20,000                          | \$1,200                              | \$42,000           |
| Nursing – PhD                            | 9    | \$25,000                          | \$1,500                              | \$13,500           |
| IT & BAT Cyber Engineering               | 44   | \$20,000 (IT)<br>\$30,000 (Cyber) | \$5,000                              | \$220,400          |
| Manufacturing & Healthcare (non-Nursing) | 136  | \$15,000                          | \$900                                | \$121,950          |
| Benefit Cost*                            |      |                                   |                                      | \$59,439           |

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

## **FACULTY LAB LOADING RATE INCREASE**

An increase of the faculty lab loading rate, from 0.75:1 to 0.80:1, is recommended to become effective with Fall FY24 faculty contracts. This change will continue ACD progress toward achievement of the original Executive Faculty Council recommendation of 1:1\* lab loading made to the Board of Trustees in 2016. The first step toward 1:1 was approved by Board of Trustees in April 2019 for January 2020, moving the rate from 0.67:1 to 0.75:1. The Board committed at that time to make further incremental progress toward a rate of 1:1 in the future as fiscally possible.

The projected cost to move to 0.80:1 in FY24 is \$1,200,000. Additional cost will be incurred to pay additional faculty and/or faculty overloads to assume the lab workload from existing faculty. The colleges are prepared to adjust faculty schedules to accommodate this change for the start of the Fall 2023 semester.

*\*1:1 means 1 Lab Workload unit equals 1 Lecture Workload Unit in the calculation of faculty workloads.*

## **COMPLETE STAFF EQUITY PAY ADJUSTMENT PROJECT**

Completion of the Staff Pay Equity Project on September 1, 2023, is recommended. Application of the Equity Pay Formula to all employees of all job families that have not already been adjusted in Phase I or II of the Project (in FY22 or FY23) is recommended.

In May 2020 a standardized Offer Equity Formula was adopted district-wide for the determination of pay for every staff hire and promotion. Longstanding staff and HR concerns about the fairness of salary offers for new hires was the genesis for this effort. A consistent, objective, and equitable compensation formula was developed collaboratively by HR and Staff Senates to uniformly recognize and credit each hire/employee's education and experience beyond the minimum requirements for the position. The calculation also factors in the pay of existing staff to avoid new hire offers that exceed the pay of similarly situated staff already onboard.

- The formula was adopted in early 2020 and proved successful after 1 year of use. I was the adopted in June 2021 for all staff offers and has been applied consistently by the HR to every staff hire and promotion since.
- In September 2021, the formula was successfully applied, with Board approval, to the 650 existing employees of the ACD Student Success job family as Phase I of a multi-year project to align pay equity across the job family based on years of experience and education.
- In September 2022, the formula was applied in Phase II to the existing DPS/Police, IT and Facility/Trade professions and STEM Tutors job families.

Phase III of this project will finish the effort to align all full-time and part-time staff pay across the college district by applying the Formula to all existing employees in the remaining/unadjusted job families:

### **FY24 Phase III Offer Equity Adjustment Impact**

| Phase III Offer Equity Job Families to Align | Employee Count |
|--|----------------|
| Academic Support Family                      | 226            |
| Online Learning Support Family               | 8              |
| Administrative Support Family                | 173            |
| Communications Family                        | 38             |
| Finance & Audit Family                       | 102            |
| Foundation Family                            | 15             |
| International Services Family                | 8              |
| IRES/State Reporting Family                  | 15             |
| Other Small Families                         | 172            |
| Support Services Family                      | 77             |
| Workforce Family                             | 7              |
| <b>Total</b>                                 | <b>841</b>     |

A future recommendation in FY25 or FY26 is anticipated to allow for ongoing application of the Formula once a year to staff who have attained a new qualifying degree, so as to sustain ongoing alignment of the ACD structure of actual staff pay, just as is done for faculty with annual recognition of additional education.

### IMPLICATIONS

**Financial:** **FY24 cost with benefits: \$18,612,170, (all effective 9/1/23)**  
**Annualized cost with benefits: \$18,612,170**

- FY24 market adjustments – \$15,658,255
- FY24 HW/HD faculty stipend increases – \$464,489
- FY24 staff equity pay adjustment project completion – \$1,240,688
- FY24 faculty lab loading rate increase – \$1,200,000
- FY24 minimum market adjustment increases – \$48,737

**Strategic Plan:** III. Performance Excellence

**Talent:** 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 Fiscal Year 2023-2024 Operating Budget

Presented to the Board for approval at the Special Board Meeting on July 15, 2023

### MINUTE ORDER

**“The Alamo Colleges District Board of Trustees hereby approves a Fiscal Year 2023-2024 Educational and General (E&G) Operating Expense Budget of \$480,712,111; Auxiliary Enterprise Budget of \$967,058; Mandatory Transfers for Texas Public Education Grants and Revenue Bond Debt Service of \$15,562,602; 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 \$503,850,223 based on revenues of \$503,850,223.”**

### PURPOSE

Approval of the Fiscal Year 2023-2024 Operating Expense Budget so that Colleges and Departments can begin ramping up operations for the fall 2023 semester. In August 2023, we will submit for approval the Total Budget including: a) Operating Tax Revenue updates upon receipt of the tax rolls (if needed), b) State Appropriations Revenue updates as finalized, c) Restricted and Plant fund budgets and d) fund balance transfer updates as required.

### BACKGROUND

The 2023-24 fiscal year budget reflects a balanced budget with an emphasis on two key focal points: ***our student learners***, 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 FY24 budget include:

- Revenues
  - Projected 6.6% increase in budgeted semester credit hours (4% smart growth over FY23 actual enrollment)
  - Increase of \$24.5 million in ad valorem tax revenue – 13.6% 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
  - State Appropriations increase \$27.5 million with the 88<sup>th</sup> Legislatures new Outcomes-based formula funding and weighting model, including \$2.3 million designated for Financial Aid for Swift Transfer (FAST) to enhance Dual Credit program
  - Investment Income increases \$7.3 million due to rising interest rates over the past ten months
- Expenses
  - Core operating expenses, providing essential personnel and services required to serve our students & talent including:
    - Instructional delivery 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
    - AlamoBOOKS+
    - AlamoPROMISE



**ALAMO COLLEGES DISTRICT**  
**Three Year General Operating Budget Comparison: FY22, FY23, & FY24**

| DESCRIPTION                                    | FY22<br>APPROVED     | FY23<br>APPROVED*    | FY24<br>Proposed     | INC/(DEC)<br>FY24 vs. FY23 |     |
|--|----------------------|----------------------|----------------------|----------------------------|-----|
| <b>REVENUES</b>                                |                      |                      |                      |                            |     |
| STATE APPROPRIATIONS                           | \$63,938,377         | \$63,938,377         | \$89,195,872         | \$25,257,495               | (A) |
| Financial Aid for Swift Transfer (FAST)        | \$0                  | \$0                  | \$2,280,400          | \$2,280,400                | (A) |
| Veteran's Assistance Center                    | \$3,855,480          | \$3,855,480          | \$3,855,480          | \$0                        |     |
| State Paid Benefits                            | \$20,966,235         | \$21,449,664         | \$21,449,664         | \$0                        |     |
| <u>TUITION AND FEES:</u>                       |                      |                      |                      |                            |     |
| Tuition  | \$112,945,865        | \$103,689,751        | \$118,126,007        | \$14,436,256               | (B) |
| Pledged Tuition                                | \$24,955,771         | \$22,717,778         | \$26,668,743         | \$3,950,965                |     |
| Exemptions                                     | (\$33,809,714)       | (\$30,400,452)       | (\$32,822,158)       | (\$2,421,706)              |     |
| Fees   | \$4,066,590          | \$4,749,861          | \$2,775,271          | (\$1,974,590)              | (B) |
| TAXES  | \$195,031,684        | \$230,923,307        | \$255,400,000        | \$24,476,693               | (C) |
| CONTRACTS & INDIRECT COSTS                     | \$645,000            | \$5,000,000          |                      | (\$5,000,000)              |     |
| INVESTMENT INTEREST INCOME                     | \$500,000            | \$750,000            | \$8,004,233          | \$7,254,233                | (D) |
| OTHER INCOME                                   | \$4,971,332          | \$5,574,688          | \$5,585,959          | \$11,271                   |     |
| <b>TOTAL EDUCATIONAL &amp; GENERAL REVENUE</b> | <b>\$398,066,620</b> | <b>\$432,248,454</b> | <b>\$500,519,471</b> | <b>\$68,271,017</b>        |     |
| AUXILIARY ENTERPRISES                          | \$4,556,488          | \$3,840,595          | \$3,330,752          | (\$509,843)                |     |
| <b>TOTAL GENERAL OPERATING REVENUES</b>        | <b>\$402,623,108</b> | <b>\$436,089,049</b> | <b>\$503,850,223</b> | <b>\$67,761,174</b>        |     |

| <b>FUND BALANCE COMMITMENTS:</b> |                      |                      |                      |                     |
|----------------------------------|----------------------|----------------------|----------------------|---------------------|
| General Operations               | \$7,108,906          | \$2,629,227          |                      | (\$2,629,227)       |
| <b>TOTAL FUNDS AVAILABLE</b>     | <b>\$409,732,014</b> | <b>\$438,718,276</b> | <b>\$503,850,223</b> | <b>\$65,131,947</b> |

| <b>EXPENDITURES</b>                               |                      |                       |                      |                     |               |
|---|----------------------|-----------------------|----------------------|---------------------|---------------|
| <u>EDUCATIONAL AND GENERAL</u>                    |                      |                       |                      |                     | (E), (G), (H) |
| INSTRUCTION                                       | \$126,132,714        | \$131,685,747         | \$156,293,972        | \$24,608,225        |               |
| PUBLIC SERVICE                                    | \$1,613,707          | \$2,013,010           | \$2,160,780          | \$147,770           |               |
| ACADEMIC SUPPORT                                  | \$25,800,657         | \$41,499,383          | \$52,513,450         | \$11,014,067        |               |
| STUDENT SERVICES                                  | \$55,241,668         | \$58,822,502          | \$66,870,316         | \$8,047,814         |               |
| INSTITUTIONAL SUPPORT                             | \$120,216,179        | \$118,970,742         | \$129,103,765        | \$10,133,023        |               |
| OPERATIONS and MAINTENANCE of PLANT               | \$53,905,661         | \$60,430,530          | \$65,965,893         | \$5,535,363         |               |
| SCHOLARSHIPS/EXEMPTIONS                           | \$1,983,906          | \$1,267,677           | \$6,716,806          | \$5,449,129         | (F)           |
| <b>TOTAL EDUCATIONAL and GENERAL EXPENDITURES</b> | <b>\$384,894,492</b> | <b>414,689,591.00</b> | <b>\$479,624,980</b> | <b>\$64,935,389</b> | (E), (G), (H) |
| <u>AUXILIARY ENTERPRISE EXPENDITURES</u>          |                      |                       |                      |                     | (G)           |
| MANDATORY TRANSFERS FOR:                          | \$2,105,503          | \$1,883,503           | \$2,054,189          | \$170,686           |               |
| REV BOND DEBT SERV                                | \$10,312,463         | \$10,312,463          | \$9,420,000          | (\$892,463)         |               |
| TEXAS PUBLIC EDUCATIONAL GRANT                    | \$5,811,104          | \$5,224,267           | \$6,142,602          | \$918,335           |               |
| CAPITAL BUDGET                                    | \$5,300,000          | \$5,300,000           | \$5,300,000          | \$0                 |               |
| <u>NON-MANDATORY TRANSFERS FOR:</u>               |                      |                       |                      |                     |               |
| NON-MANDATORY TRANSFER - OTHER                    | \$1,257,452          | \$1,257,452           | \$1,257,452          | \$0                 |               |
| NATATORIUM MAJOR REPAIR FUND                      | \$51,000             | \$51,000              | \$51,000             | \$0                 |               |
| <b>TOTAL UNRESTRICTED CURRENT FUND</b>            | <b>\$409,732,014</b> | <b>\$438,718,276</b>  | <b>\$503,850,223</b> | <b>\$65,131,947</b> |               |

\* FY23 APPROVED includes increased M&O tax revenue as approved in August 2023

A) State Appropriations increase based on 88th Legislative change in Community Colleges new Outcomes-based formula funding & weighting; includes \$2.3M directed towards Dual Credit/High School Programs

B) Tuition increase due to 1) 6.6% smart growth in Semester Credit Hours, 2) folding AlamoBOOKS+ that was included in Fees for FY23

C) Taxes increase due to 13.55% TAV with exemptions

D) Investment income increase with rising interest rates - FY23 increased from 1% in September to 4.23% in May; FY24 avg rate assumption 3.35%

E) FY24 includes investments for outcomes-based student focused initiatives of \$13.2M

F) FY24 includes additional \$4.3M investment in AlamoPROMISE scholarships and expansion to private, charter & home schools

G) FY24 includes increase in Talent of \$18.6M

H) FY24 proposed budget is pending final Banner load by functional category

## Discussion and Possible Action on FY24 Expansion of AlamoPROMISE

Presented to the Board for approval at the Special Board Meeting on July 15, 2023.

### MINUTE ORDER

“The Board of Trustees hereby approves expansion of the AlamoPROMISE program to allow the recruitment of eligible private school, charter school and home-schooled students, effective Fiscal Year Ended 2024 (FY24).”

### PURPOSE

To continue and expand recruitment and enrollment for AlamoPROMISE to improve student access to higher education and encourage satisfactory student progress toward degree program completion and graduation.

### BACKGROUND

Launched in FY 2020, the AlamoPROMISE program provides “last dollar” scholarships to graduating high school seniors to achieve no-cost tuition and fees enrollment for eligible students from participating high schools and programs.

In July 2019, the Board approved the initial group of high schools and programs for recruitment as part of the Phase I launch of the AlamoPROMISE program based on college-going rates and economic disparities. The Board thereafter approved expanded recruitment from additional high schools and programs, allowing for the targeted and manageable growth of the program within secured and projected financial commitments, in July 2021, December 2021 and December 2022.

These approved expansions have enabled the current participation of 73 high schools and programs, offering the opportunity to become an AlamoPROMISE Scholar to an estimated 20,000 prospective students with an anticipated goal of enrolling 5,500 at one of the five Alamo Colleges.

The proposed expansion adding an estimated 50+ private and charter schools, plus home schooling families, graduating an estimated 2,500 students, is expected to add 575 AlamoPROMISE scholars.

### IMPLICATIONS

**Financial:** \$1 million in FY 2024, to be covered by ACD Institutional Budget.

**Strategic Plan:** Goals 1 – Student Success

**Human Resources:** Not applicable.

**Attachments:** None

\_\_\_\_\_  
Xavier Urrutia  
Interim Vice Chancellor, Economic and Workforce  
Development

Date

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

Date

\_\_\_\_\_  
Dr. Mike Flores  
Chancellor

Date

