



SPECIAL BOARD MEETING OF THE BOARD OF TRUSTEES

SATURDAY, JULY 13, 2024

8:30 AM

**Alamo Community College District
Dr. Bruce H. Leslie Boardroom
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 13, 2024. ONE OR MORE TRUSTEES MAY ATTEND REMOTELY BY VIDEOCONFERENCE PROVIDED THAT A QUORUM OF TRUSTEES ATTEND BY PHYSICAL PRESENCE 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. Alamo Environmental Scan
Presenter: Kristi Wyatt
 - 6.C. FY25 Budget Overview
Presenter: Shayne West
 - 6.C.1) AlamoPROMISE

Presenter: Stephanie Vasquez

6.C.2) AlamoU

Presenter: Dr. Robert Garza

6.D. Discussion and Possible Action on FY25 All Funds Budget

6.E. Discussion and Possible Action on FY25 Talent Strategies

7. Alamo2034

Presenter: Priscilla Camacho & Dr. Greg Gibson

8. EXECUTIVE SESSION

8.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.

8.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.

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

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

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

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

8.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).

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

9. RECONVENE OPEN MEETING

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

10. ADJOURNMENT

POSTED AT THE

ALAMO COMMUNITY COLLEGE DISTRICT
2222 N. Alamo St.; San Antonio, TX 78215 at
POSTED AT 5:00 PM ON THIS 9TH DAY OF JULY 2024

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.

“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.”

Dr. Mike Flores
Chancellor



Board of Trustees Budget Retreat

SETTING THE STAGE

Kristi Wyatt

Associate Vice Chancellor of
Communications and Engagement



ALAMO
COLLEGES
DISTRICT



ECONOMIC LANDSCAPE

As San Antonio grows, so will the tech and science sectors of the economy

by Matt Roy | Tue, May 7th 2024 at 6:38 PM
Updated Tue, May 14th 2024 at 1:10 PM



tech port arena DMC

New Alamo Colleges bachelor's degree program having ripple effects throughout Texas

by Amanda Henderson | Fri, May 10th 2024 at 8:22 PM
Updated Sat, May 11th 2024 at 2:48 PM



BUSINESS

San Antonio has nation's biggest growth about 22,000 residents in 2023

It remained the seventh-largest U.S. city as Austin slipped a spot to No. 11.

By **Richard Brack**, Staff writer
Updated May 16, 2024 5:54 p.m.





ALAMO COLLEGES DISTRICT

ACHIEVEMENTS

ALAMO COLLEGES DISTRICT RECEIVES
ACHIEVING THE DREAM 20TH ANNIVERSARY
NETWORK LEGEND AWARD




ALAMO
COLLEGES
DISTRICT

Great
Place
To
Work®

Certified
MAR 2024–MAR 2025
USA™

ASPEN
PRIZE
FOR COMMUNITY
COLLEGE EXCELLENCE
aspen institute

FINALIST

2025



Malcolm Baldrige
National Quality Award

2018 Award Recipient

APRIL 2020



People wait in their cars Thursday, April 9, 2020, at Traders Village for the San Antonio Food Bank to begin food distribution. The need for emergency food aid has exploded in recent weeks due to the COVID-19 coronavirus epidemic. The Labor Department said Thursday 6.6 million people applied for first time unemployment benefits.

William Luther/Staff

Vehicles line up for the San Antonio Food Bank's 100th mega food distribution

Texas Public Radio | By [Brian Kirkpatrick](#)
Published May 3, 2024 at 1:23 PM CDT



Julian Ledezma / San Antonio Food Bank

100 Distribution - Gus Stadium

Rocked by inflation, local women are turning to a government program for help with pregnancy, children's nutrition

San Antonio WIC offices staying afloat thanks to new wave of federal funding



“Partnering to end poverty through education and training”



PLANNING FOR THE PATH AHEAD – BUDGET

✓ WHO

Continue to remove barriers for underserved populations
Promote access to targeted populations for a vibrant community

✓ WHAT

Delivering on moonshot and positioning ACD for growth

✓ WHERE

Expanding communities with emphasis on our eight-county service area

✓ HOW

Alamo2034 Planning and Alignment



LEARNER PROFILE

100,000 Students Served Annually

- 66% Hispanic
- 9% African-American
- 19% White
- 3% Asian
- 3% Other
- 61% Female
- 39% Male
- 25.5% Adult Learners 25+

32% Full-Time | 68% Part-Time

- 70% Rely on Financial Aid & Scholarships
- 29.2% Economically Disadvantaged
- 17% Academically Disadvantaged
- 17% Student Parents
- 7% Military Affiliated



NORTHEAST LAKEVIEW COLLEGE

NORTHWEST VISTA COLLEGE

PALO ALTO COLLEGE

ST. PHILIP'S COLLEGE

SAN ANTONIO COLLEGE

MOVING THE NEEDLE IN EDUCATIONAL ATTAINMENT

COMPETITIVE METROS: YEAR-OVER-YEAR EDUCATIONAL ATTAINMENT COMPARISON

MSA	2018	2021	2022	2018-2022 CHANGE	2021-2022 CHANGE
SAN ANTONIO - NEW BRAUNFELS, TX	35.6%	39.7%	41.9%	6.3%	2.2%
CHARLOTTE - CONCORD - GASTONIA, NC-SC	45.4%	48.5%	50.1%	4.7%	1.6%
DALLAS - FT. WORTH - ARLINGTON, TX	42.6%	45.6%	46.9%	4.3%	1.3%
DENVER - AURORA - LAKEWOOD, CO	52.6%	55.1%	56.8%	4.2%	1.7%
JACKSONVILLE, FL	41.5%	44.9%	47.0%	5.5%	2.1%
KANSAS CITY, MO - KS	44.8%	47.5%	47.5%	2.7%	0.0%
NASHVILLE - DAVISON - MURFREESBORO - FRANKLIN, TN	43.2%	47.3%	48.3%	5.1%	1.0%
PHOENIX - MESA - CHANDLER, AZ	40.8%	44.0%	44.2%	3.4%	0.2%
SEATTLE - TACOMA - BELLEVUE, WA	52.9%	55.8%	55.8%	2.9%	0.0%
WASHINGTON - ARLINGTON - ALEXANDRIA, DC - VA - MD - WV	57.7%	59.3%	60.4%	2.7%	1.1%



MILESTONES TOWARD OUR MOONSHOT

Access, Success, and Completion

THEN & NOW

2018

2023

60,818

71,237



Enrollment

9,060

14,138



College Freshmen

13,160

14,164



HS Dual Credit Enrollment

4.4
Years

3.6
Years



Time to Degree

 16%

 56%

 8%

 8¹⁴ Months

5 YEAR INITIATIVES



2019



 **Alamo
PROMISE**

16,000+ students

2020



**Student Advocacy
Network**
**41,000 calls since
inception**

2021



AlamoBOOKS+
\$51.6M saved

2021



**Launch of Bachelor
of Nursing Program**
First of 5 programs



2021



Transfer Advising Guides (TAGS) Reduced Time to Completion

8 months reduced



2023



Expansion of AlamoPROMISE to all Bexar County HS Seniors

22,000 eligible seniors

2024



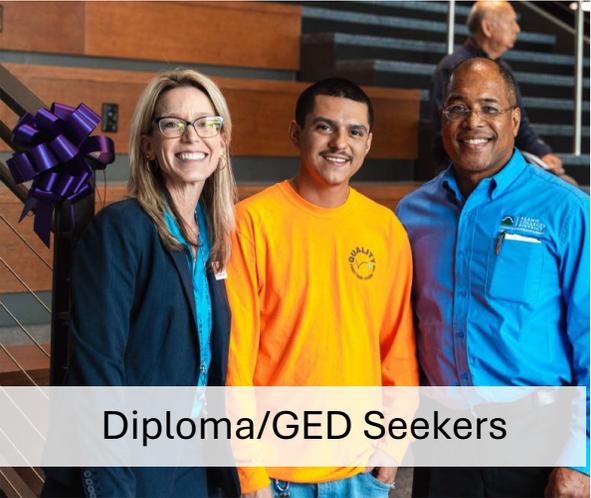
Capital Improvements Projects Completion

**20 new facilities
16 new programs**

MADE FOR OUR COMMUNITY



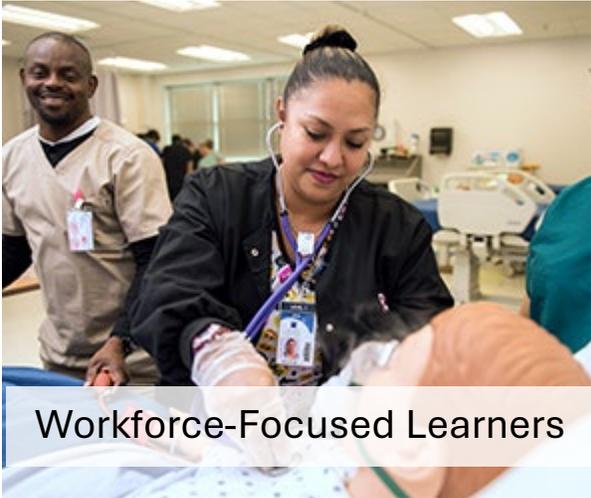
High School Students



Diploma/GED Seekers



Some College, No Degree



Workforce-Focused Learners



Associate Degree Seekers



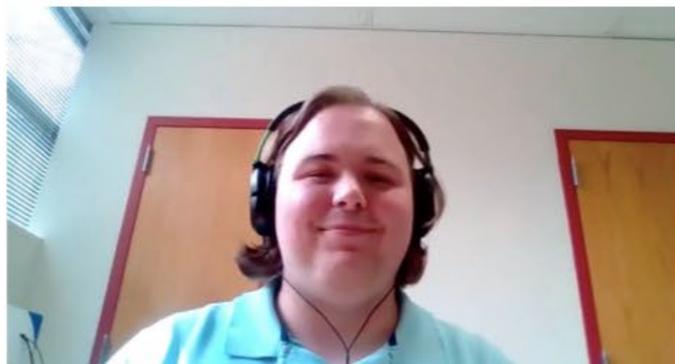
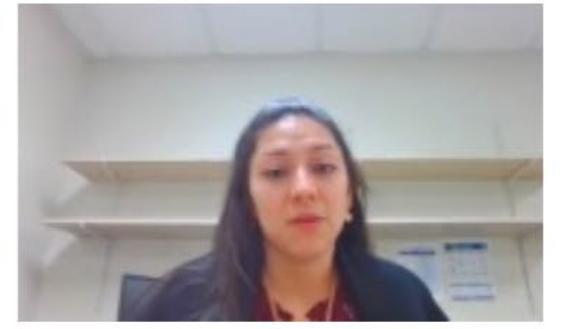
Transfer-Focused Learners



Bachelor Degree Seekers

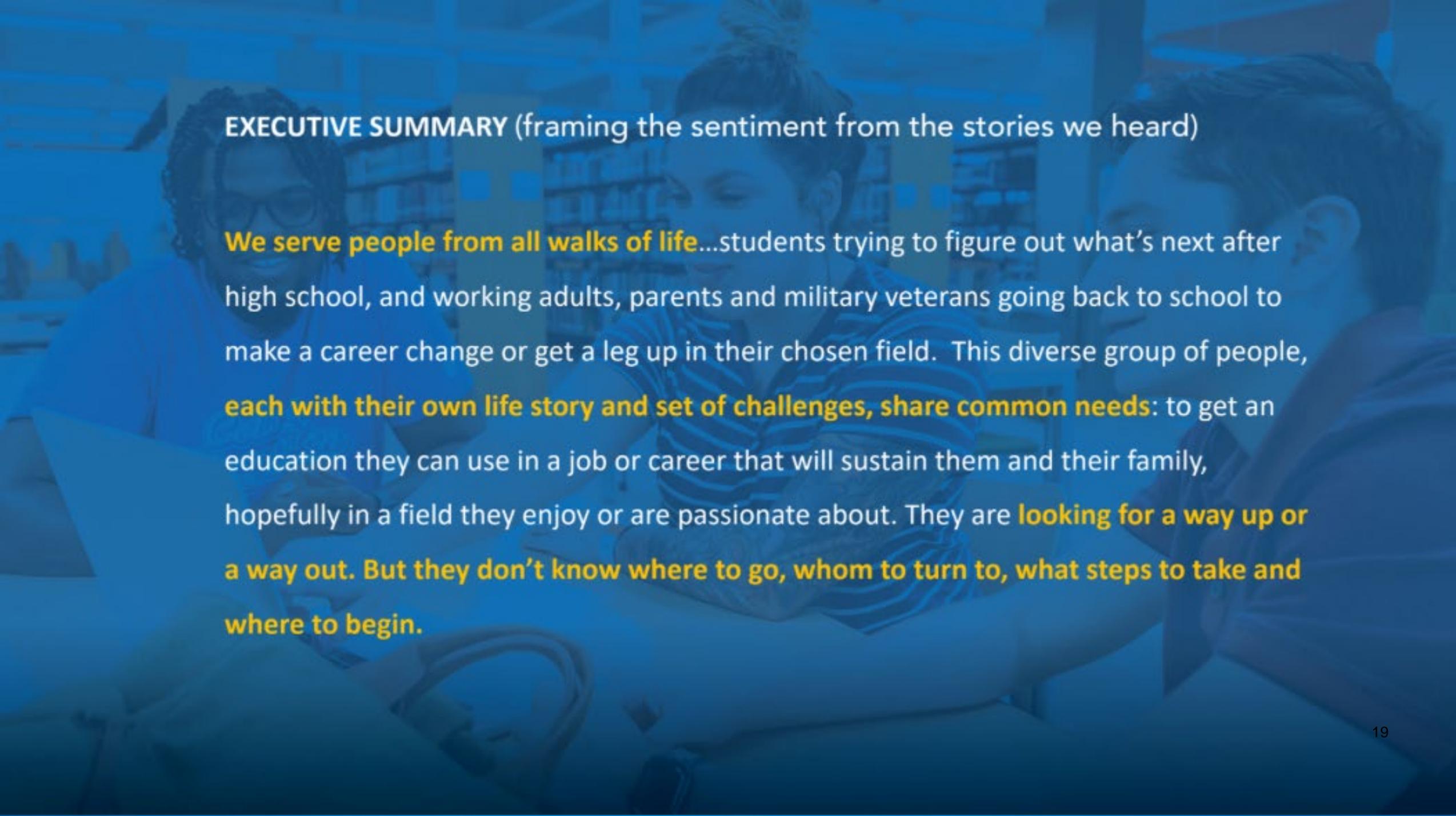
INTERVIEWS WITH ADULT LEARNERS

- Current ACD Learners
- HSE/GED
- Workforce Training



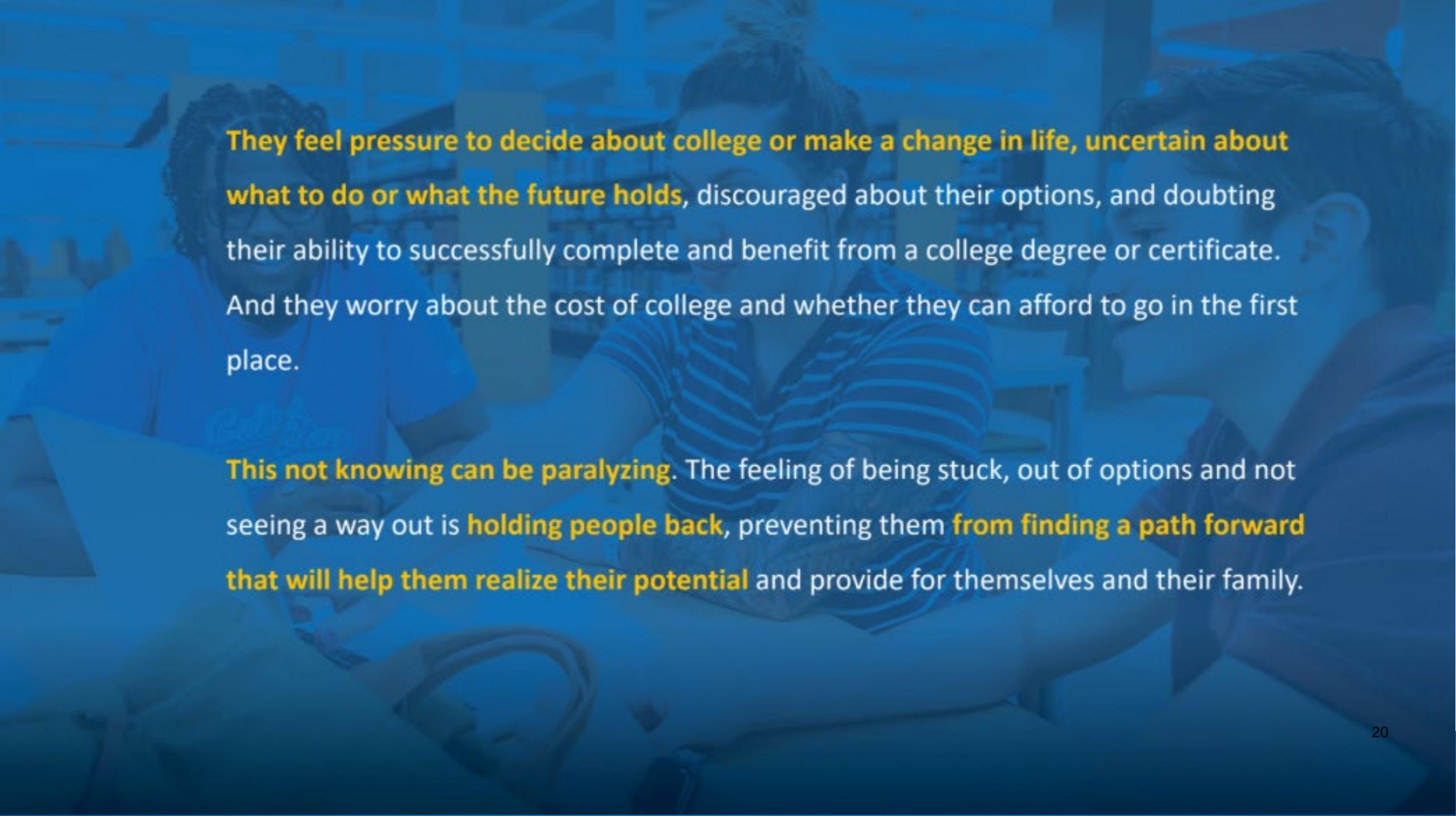
INTERVIEWS WITH YOUNGER STUDENTS

- Current ACD Learners
- Parents
- Counselors
- First-Generation Learners
- Alumni
- Differently Abled Learners



EXECUTIVE SUMMARY (framing the sentiment from the stories we heard)

We serve people from all walks of life...students trying to figure out what's next after high school, and working adults, parents and military veterans going back to school to make a career change or get a leg up in their chosen field. This diverse group of people, **each with their own life story and set of challenges, share common needs:** to get an education they can use in a job or career that will sustain them and their family, hopefully in a field they enjoy or are passionate about. They are **looking for a way up or a way out. But they don't know where to go, whom to turn to, what steps to take and where to begin.**



They feel pressure to decide about college or make a change in life, uncertain about what to do or what the future holds, discouraged about their options, and doubting their ability to successfully complete and benefit from a college degree or certificate. And they worry about the cost of college and whether they can afford to go in the first place.

This not knowing can be paralyzing. The feeling of being stuck, out of options and not seeing a way out is **holding people back**, preventing them **from finding a path forward that will help them realize their potential** and provide for themselves and their family.

When they discover Alamo Colleges, they may initially see it as their only option:

everyone is accepted, it's close to home, affordable or even free. So, they give it a shot. Take the first step, attend an information session and sign up for classes. But they may not be fully engaged in the experience or see what they are capable of accomplishing.

What changes everything is when their doubts about their abilities to succeed are met with encouragement, with people who remove barriers, show them what is possible and help them discover the path that fits their goals and interests.



Then they go deeper into the experience: meet with their advisor, begin taking classes, get to know their professors, and get more involved on campus. All the while, they're **getting the support they never thought would be there for them** – that crucial encouragement along the way and the guidance to keep them on track.

This experience far exceeds their expectations or what they thought they were capable of accomplishing. Belonging to the Alamo Colleges community lifts them to achieve what they never thought possible. The support they get and the progress they make helps them get to the next level and fuels their desire for more...to continue advancing, learning, growing and giving back by helping others. They meet role models and many inspiring people throughout this experience, and **in the process become role models themselves.**



MADE FOR YOU!

You're *MADE* to
SUCCEED

 ALAMO COLLEGES DISTRICT

We're
MADE FOR YOU!

alamo.edu/MadeForYou

CYBERSECURITY

You're *MADE* to
PROTECT

We're *MADE FOR YOU!*

 ALAMO COLLEGES DISTRICT

HEALTHCARE

You're *MADE* to
HEAL

We're *MADE FOR YOU!*

 ALAMO COLLEGES DISTRICT



ALAMO COLLEGES DISTRICT FY25 ALL FUNDS BUDGET

Board of Trustees Budget Retreat
July 13, 2024

Shayne West

Associate Vice Chancellor for Financial
Planning & Auxiliary Services



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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
- AlamoONLINE
- Expand Workforce programming
- Competitive Talent strategies
- AlamoBOOKS+

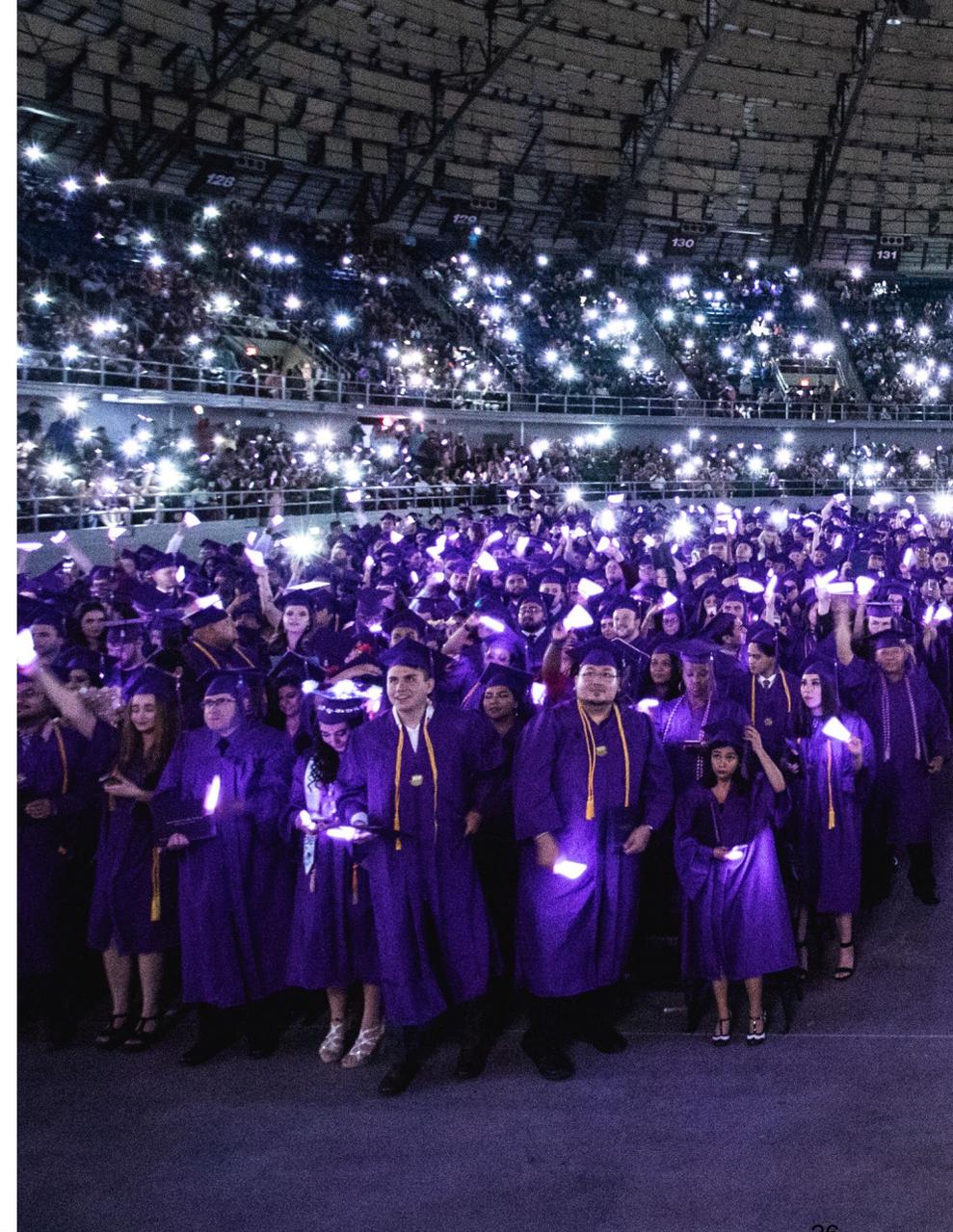


ACD Fiscal Year 2025 Budget Overview

Total Revenue of \$811.3M

- Funds projected record student enrollment of 76,994
- Supports AlamoPROMISE Bexar Countywide
- Funds AlamoBOOKS+
- Supports 996 Full-time Faculty & 2,126 Full-time Staff
- Mindful of the current inflation rate of 3.4%

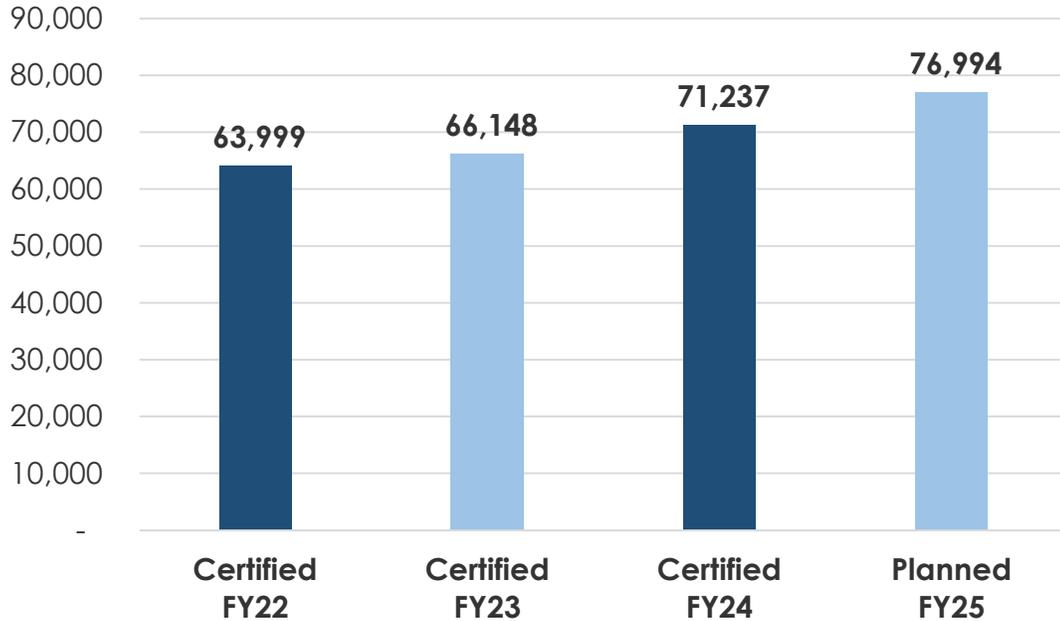
- Provides for a Stable Property Tax Rate (No increase since 2013)
- Provides for a Stable Tuition Rate (No increase since 2019)



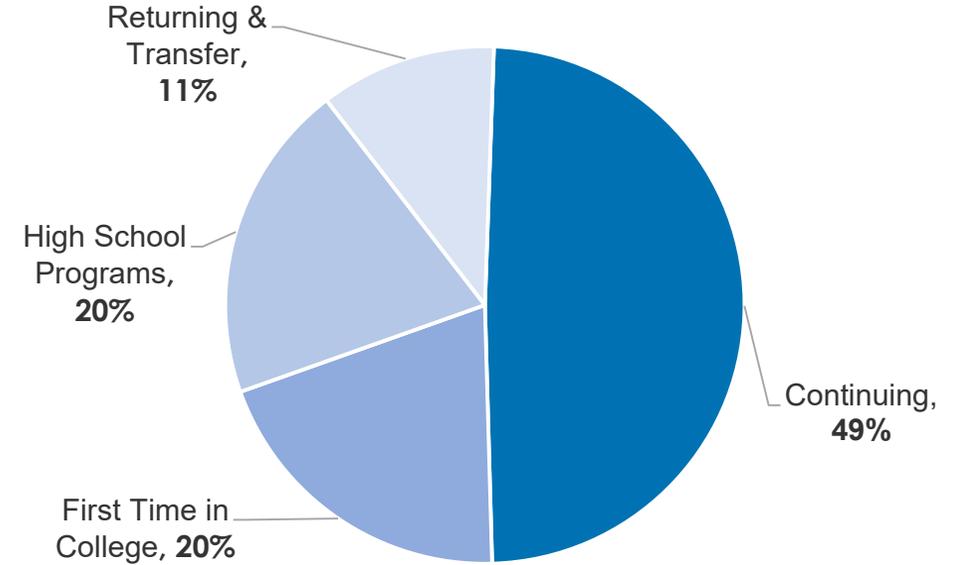
ACD ENROLLMENT

Fall 2024 (FY25)

Duplicated Enrollment



Fall 2024 Projected Enrollment Mix



Projecting 8.1% in Year over Year Fall Enrollment Growth

ACD Record 76,994 duplicated headcount planned for Fall 2024





FY25 Big Picture IMPACT

All Funds Revenue

Restricted Funds **\$282.7M**

General Revenue **\$528.6M**

TOTAL REVENUE **\$811.3M**



Restricted Funds – Definition & Impact

Student Financial Aid

70% of ACD students receive financial assistance (Pell, Tx Ed Opportunity Grant, Tx Public Ed Grant)

Federal, State & Non-Gov Grants

Provides funding for educational and instructional activities

Capital Projects

Construction and renovation for state-of-the-art facilities for students & community

Debt Service

Provides funding/cash flow for Capital Improvement Projects (CIP), Maintenance Tax Notes (MTN), etc.

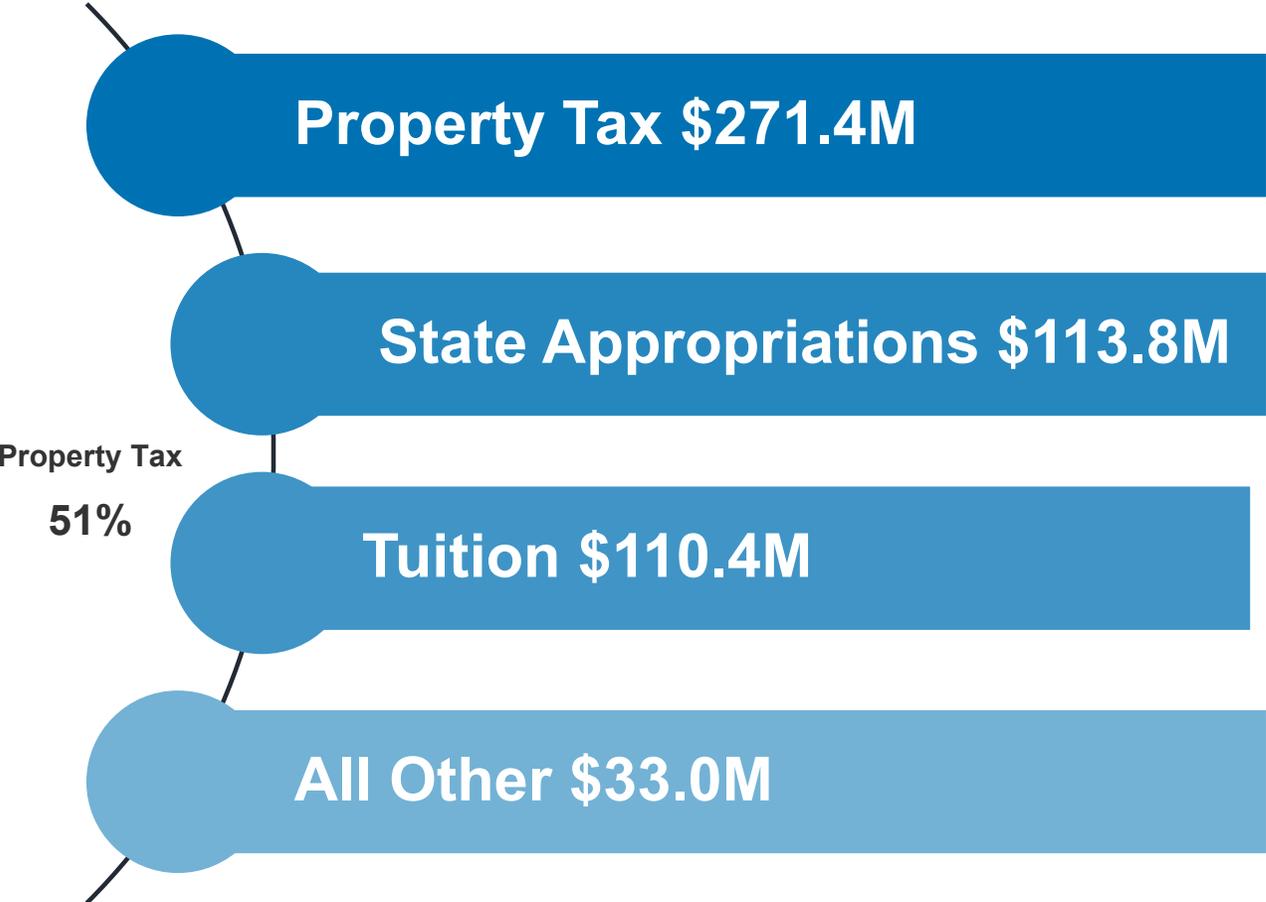
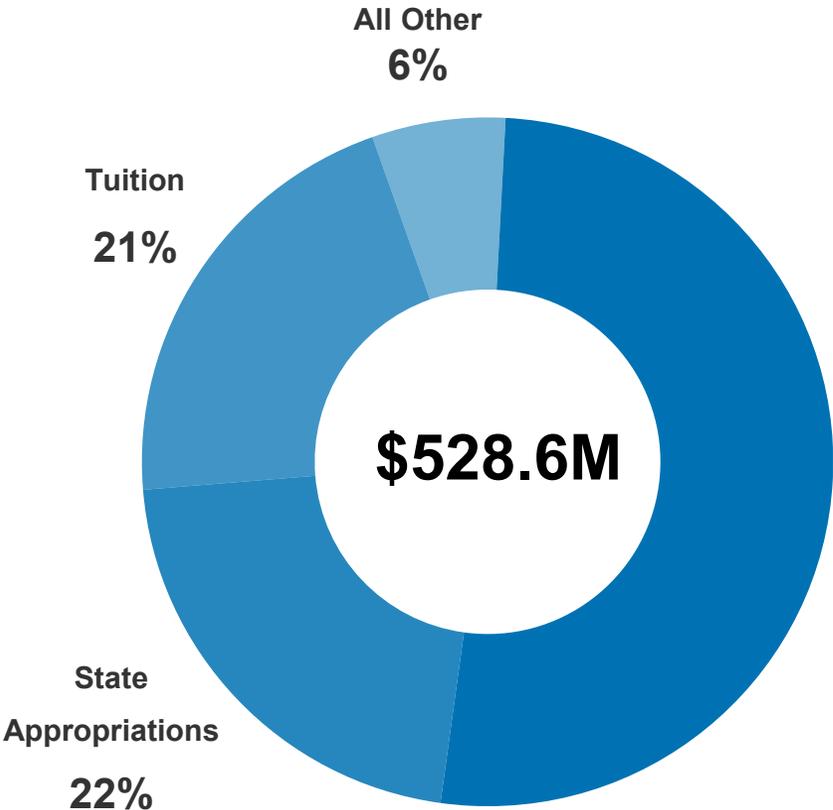


FY25 Restricted Funds Budget Overview

(\$ in Millions)	FY25 Proposed	
	Revenue	Expense
Student Financial Aid	\$94.8	\$94.8
Federal, State & Non-Gov't. Grants <i>(including SA Ready to Work, Dept. of Ed TRIO, Title V STEM, Title III HBCU, Nat'l Science Foundation)</i>	\$40.6	\$40.6
Capital Projects	\$44.4	\$208.1
Debt Service	\$102.9	\$104.8
Total	\$282.7	\$448.3



General Revenue Overview



Maintenance & Operations Property Tax Revenue Overview \$271.4M



For every \$1 a Bexar County taxpayer pays, only \$0.06 is ACD

- **No rate increase**; Taxable Assessed Valuation (TAV) projected growth of 5.5%
- The overall tax rate has remained at \$0.14950 per \$100 of valuation since 2013.
- May 2023 Board Actions:
 - Adopted inaugural ACD Homestead Exemption (1%/\$5k min.)
 - Increased Exemption for Over 65/Surviving Spouse (\$50k)
 - Increased Exemption for Disabled Persons/Surviving Spouse (\$50k)
- Upcoming Board Action: vote to approve setting tax rate in September 2024



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State Appropriations Overview

\$113.8M

Fiscal Year 2025 is the second fiscal year of the new outcomes-based formula funding & weighting, based on House Bill 8 from the 88th Texas Legislature

Funding based on:

- Credentials of Value
- Transfers
- Dual Credit Completion

Includes formula funding, Veteran's Center non-formula funding and state-paid benefits



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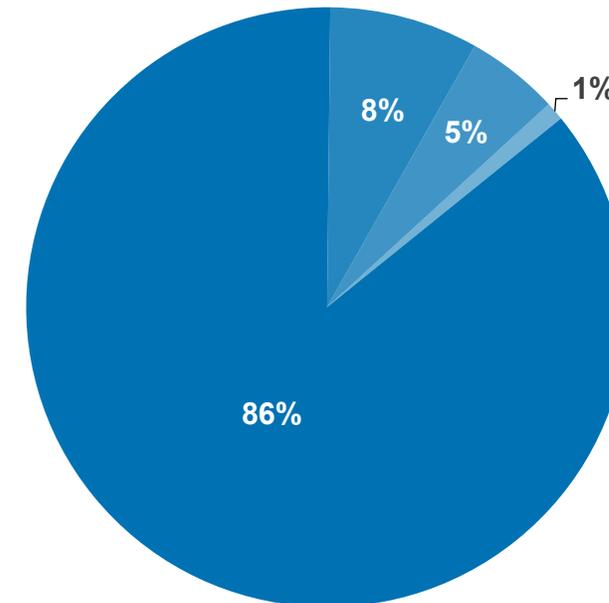


Tuition Overview

\$110.4M

- In March 2024, the Board approved lowering the Service Area+ tuition rates to increase accessibility & affordability in our high-growth service area.
- Bexar County students pay \$109 per Semester Credit Hour

Tuition Revenue
By Residency



- Bexar County
- Service Area +
- eRate - 100% Online



FY25 General Revenue Summary

(\$ in Millions)	FY24 Approved	FY25 Proposed	\$Δ v FY24	%Δ
M&O Property Tax	\$255.4	\$271.4	\$16.0	6.25%
State Appropriations	\$116.8	\$113.8	-\$3.0	-2.5%
Tuition & Fees	\$102.9	\$110.4	\$7.5	7.3%
All Other	\$28.8	\$33.0	\$4.2	14.5%
Total	\$503.9	\$528.6	\$24.7	4.9%





FY25 Expense Big Picture: \$528.6M

- **Student-Focused Strategies**
 - AlamoPROMISE
 - AlamoBOOKS+
 - AlamoU
- **Talent Strategies** to retain employees and remain competitive
- **Sustaining Core Services**
 - Instructional Delivery
 - Student Services
 - Academic Support
 - College & ACCESS departmental expenses
 - Fringe Benefits & Enterprise-wide costs



FY25 Operating Expense

(\$ in Millions)	FY24	FY25	FY25 v FY24	
	Approved	Proposed	\$ Δ	% Δ
College Formula	\$177.0	\$201.9	\$24.9	14.1%
ACCESS Formula	\$92.6	\$99.5	\$6.9	7.4%
Facilities/Utilities	\$33.2	\$35.7	\$2.5	7.5%
Preventive Maintenance	\$19.5	\$13.5	-\$6.0	-30.8%
Capital	\$5.3	\$5.3	\$0.0	0.0%
College Non-formula	\$10.2	\$13.1	\$2.9	28.4%
Enterprise-wide & Initiatives	\$75.9	\$73.1	-\$2.8	-3.7%
Fringe Benefits	\$71.5	\$73.0	\$1.5	2.0%
Talent Investments	\$18.6	\$13.5	-\$5.1	-27.4%
TOTAL OPERATING EXPENSE	\$503.9	\$528.6	\$24.7	4.9%





Investment in Talent

FY25 \$12.8M

- **\$11.9M** – Market rate adjustments of 3.5% for all employees and student workers, including minimum \$2k or \$0.96/hour, Faculty high-wage/high-demand stipends

Completion of Equity Pay Initiative

- **\$615K** – Align Chairs, Deans and VPs
- **\$303K** – Staff education attainment plan



Faculty Multi-Year Contracts

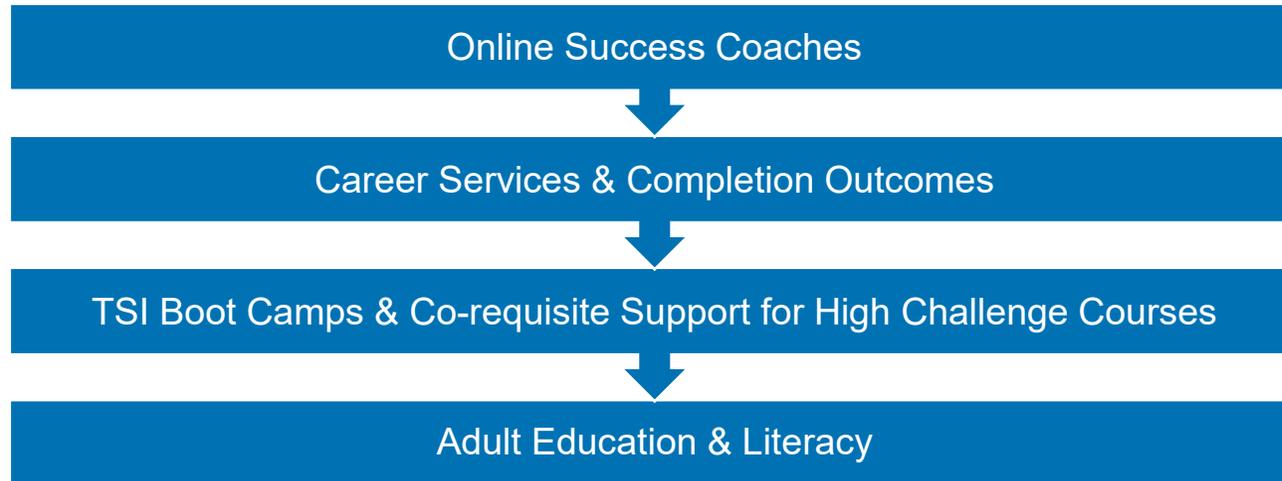
FY25 \$706K

- Board approved Faculty Multi-Year Contract Program in April 2024
- For FY25 Budget, 113 faculty members recommended for 3-year contract status, meeting all requirements, including:
 - Application has been evaluated by peers, department chair, and college administration
 - Recommended by President of their College
- 113 of 164 eligible faculty (69%) applied in the first year they were eligible



Impact: Continuing Student-focused Initiatives

FY24 Strategic Initiatives continuing into FY25:



Impact on Students



AlamoPROMISE

Expanded to all Bexar County

- Projected Fall 2024

Enrollment: **12,645**

Inst'l Budget: \$5M



AlamoU

Industry-aligned educational expansion

- Nursing
- Cybersecurity
- Cloud Computing
- Operations Management

Inst'l Budget: \$1.3M



AlamoBOOKS+

Expanded to include High School/Dual Credit

- **48%** of students said the cost of textbooks prevented them from buying

Inst'l Budget: \$22M



Advocacy

Wrap-around support services

- Case Managers
- SA Food Bank
- Wellness 360
- Emergency Aid

Inst'l Budget: \$2M



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AlamoPROMISE

PROGRAM HIGHLIGHTS

Stephanie Vasquez
Chief Program Officer-AlamoPROMISE



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Alamo**PROMISE**

Tuition-free college at the Alamo Colleges District.
A collective initiative to provide every graduating high school senior in Bexar County the opportunity to attend college without financial barriers.



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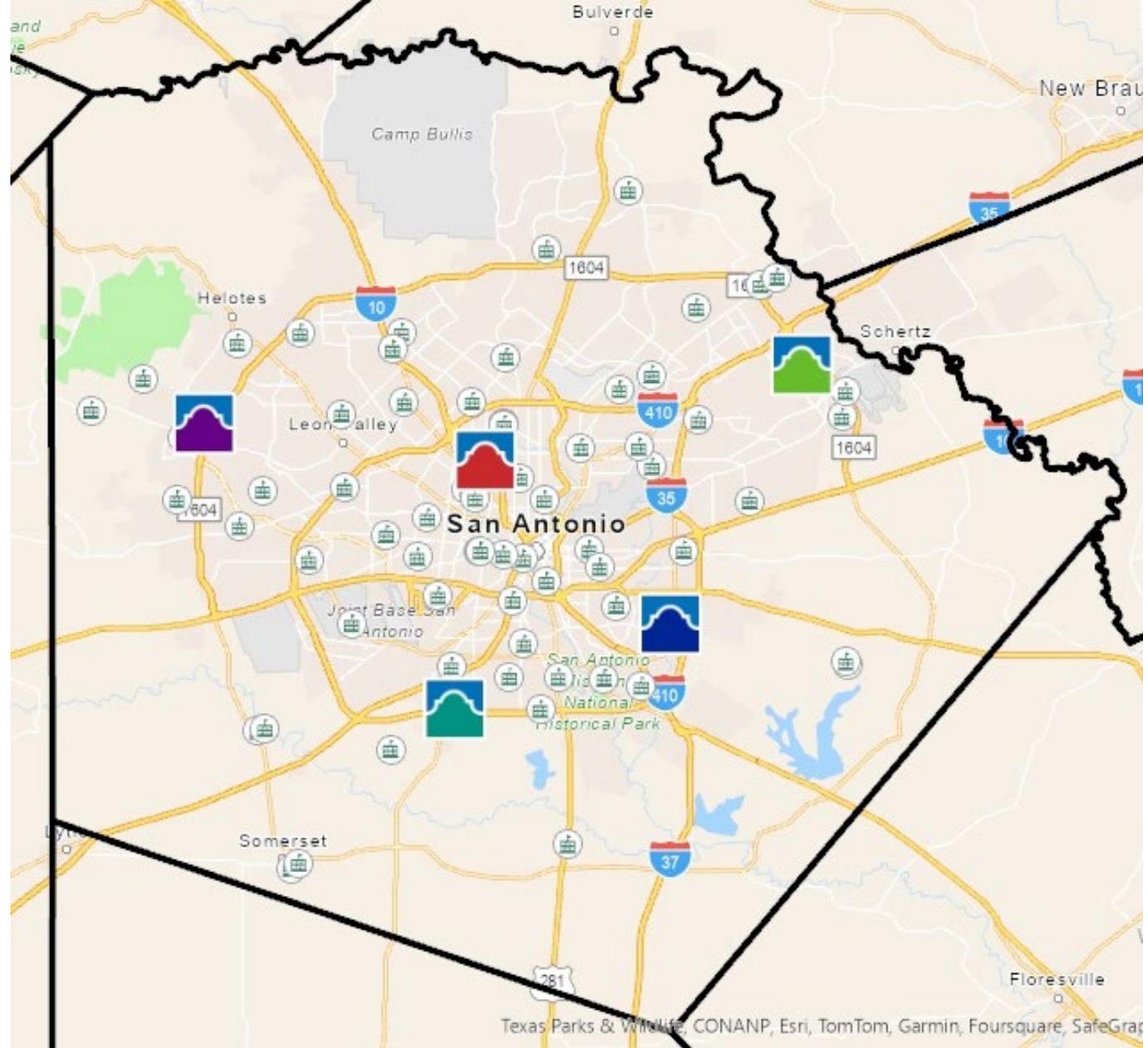


AlamoPROMISE: Tuition-Free College

In Fall 2023, ACD reached record enrollment (71,237) while ACD freshmen enrollment comprised 20%, an all-time high (14,411).*

- Tuition-free college for eligible graduating high school seniors in San Antonio & Bexar County-wide
- 2019 program launch
- 16,044 scholars enrolled since inception
- 88% students of color; 49% pursuing STEM fields

*Preliminary, Feb 24 Update



ALAMO
COLLEGES
DISTRICT



AlamoPROMISE Student Spotlight Keren Morin Lugo

Palo Alto College graduate & Promise scholar

*“AlamoPROMISE has taught me that my hard work does not go unnoticed. It reminds me of the saying “querer es poder” or **if there’s a will, there’s a way**”*





Enrollment of New Students

Matriculated ACD in Fall 2023

AlamoPROMISE Year 4: Highlights

Prospects

20,500 Estimated High School Seniors

Goal

5,556 New Promise Scholars

Enrolled

6,574 New Promise Scholars

Impact

↑ **+33% ACD enrollment** from pre-promise levels

↑ **+3.6% Bexar County college-going**

✓ *HS Grads Enrolled in TX Public Higher Ed:* **52.2% in 2022 vs. 48.6% in 2019**



Key Partnerships: Local Promise Programs

- Increased access and opportunity to higher education pathways since AlamoPROMISE Launch
- Expanded student transfer agreements via Promise-to-Promise partnerships:
 - ✓ The University of Texas at San Antonio
 - ✓ Texas A&M University-San Antonio

	ACD ALAMOPROMISE	TAMUSA JAGUAR PROMISE	UTSA BOLD PROMISE
			
Students accepted regardless of income			
Students accepted regardless of high school ranking/grade point average			
Tuition and fees covered			
Books covered		 *	

*Book stipend per semester (\$300)





Recruitment of New Students

Entering ACD in Fall 2024

AlamoPROMISE Year 5: Highlights

Target



73+ Promise High Schools & Programs

Prospects



22,000 Estimated High School Seniors

Goal



6,710 New Promise Scholars

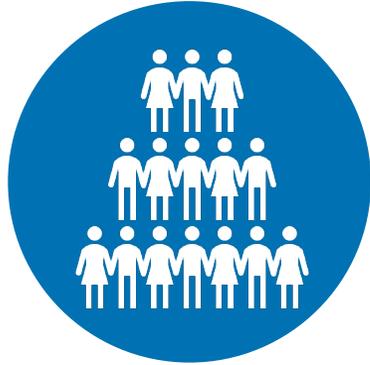
Applied



14,550 Potential Promise Scholars



Looking Ahead: AlamoPROMISE in FY25



- Anticipate serving 12,645 Promise Scholars (new and continuing) in Fall 2024/Spring 2025
- Exploring expansion of AlamoPROMISE-to-AlamoU
 - ✓ AlamoPROMISE Scholars transferring to ACD baccalaureate programs



- Developing long-term funding sustainability strategies
- Pursuing additional external sources
- Enhancement of the AlamoPROMISE Endowment

Alamo PROMISE
PURSUE THE PROMISE OF
TUITION-FREE COLLEGE

SETH
AlamoPROMISE Scholar

- NORTHEAST LAKEVIEW COLLEGE
- NORTHWEST VISTA COLLEGE
- PALO ALTO COLLEGE
- ST. PHILIP'S COLLEGE
- SAN ANTONIO COLLEGE





AlamoU

ALAMO COLLEGES DISTRICT BACHELOR DEGREES

Dr. Robert Garza
President, Palo Alto College

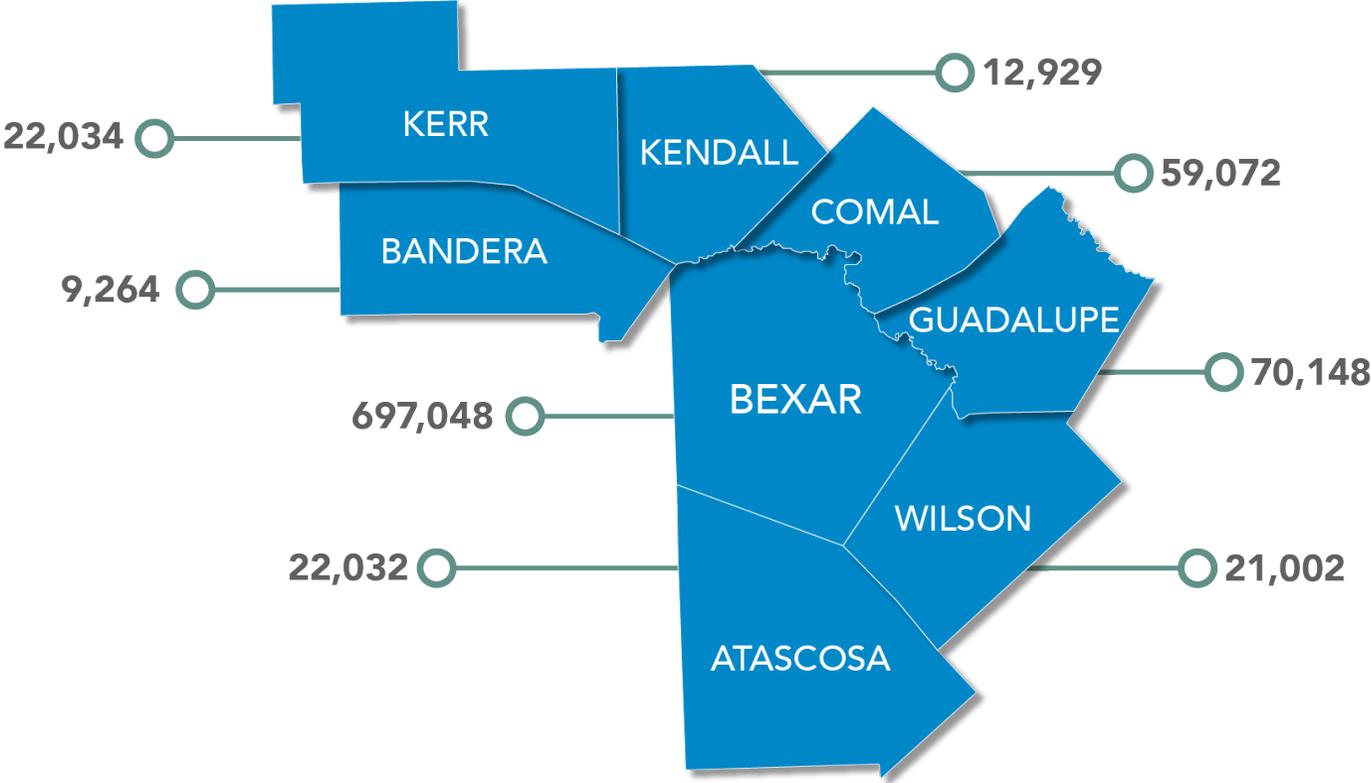
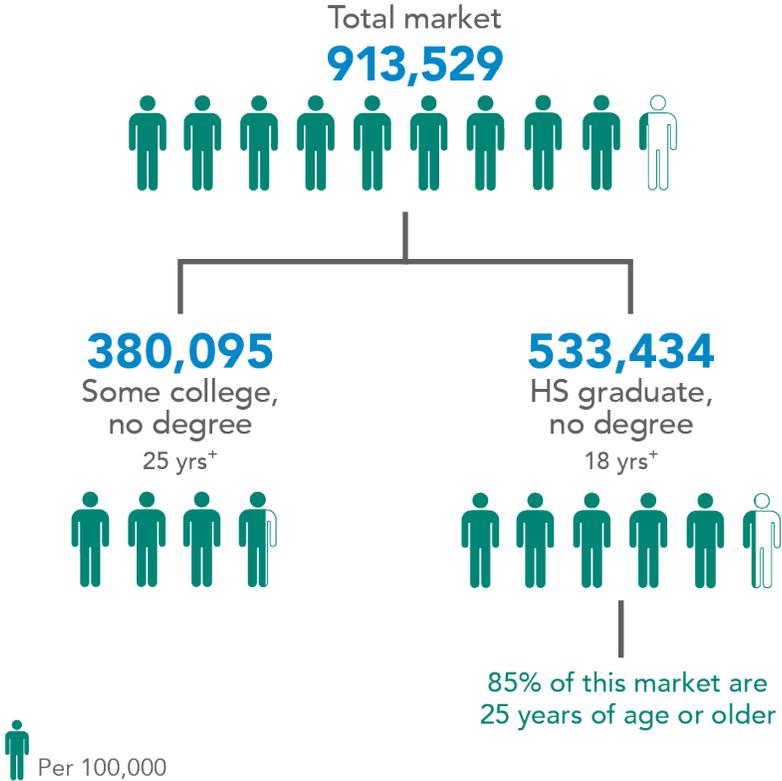


ALAMO
COLLEGES
DISTRICT



Who We Impact

Service Area of Potential Learners



Source: U.S. Census Bureau, American Community Survey Data | 2022: 5-Year Estimates | Educational Attainment | Extracted County Data



Celebrating Bachelor's Programs Across the Alamo Colleges District



ALAMO COLLEGES DISTRICT
San Antonio College

Bachelor of Science in Nursing – Fall 2021



ALAMO COLLEGES DISTRICT
Palo Alto College

**Bachelor of Applied Technology in
Operations Management – Spring 2024**



ALAMO COLLEGES DISTRICT
St. Philip's College

**Bachelor of Applied Technology in
Cybersecurity – Fall 2024**



ALAMO COLLEGES DISTRICT
Northwest Vista College

**Bachelor of Applied Technology in
Cloud Computing – Fall 2024**



ALAMO COLLEGES DISTRICT
Northeast Lakeview College

In Development



ALAMO
COLLEGES
DISTRICT



Student Spotlight

Joannette Casias

Inaugural class for a Bachelor of Applied Technology in Operations Management at Palo Alto College

“Universities are great, and they have a place...but for someone like me that has such big family, that has so many demands that our finances are being pulled in so many different ways... this was the key that I had been waiting for for such a long time – to break cycles of generational curses”

– San Antonio Report, May 9, 2024



ALAMO
COLLEGES
DISTRICT





ALAMO COLLEGES DISTRICT FY25 ALL FUNDS BUDGET SUMMARY

Board of Trustees Budget Retreat



FY25 Operating Expense

(\$ in Millions)	FY24	FY25	FY25 v FY24	
	Approved	Proposed	\$ Δ	% Δ
College Formula	\$177.0	\$201.9	\$24.9	14.1%
ACCESS Formula	\$92.6	\$99.5	\$6.9	7.4%
Facilities/Utilities	\$33.2	\$35.7	\$2.5	7.5%
Preventive Maintenance	\$19.5	\$13.5	-\$6.0	-30.8%
Capital	\$5.3	\$5.3	\$0.0	0.0%
College Non-formula	\$10.2	\$13.1	\$2.9	28.4%
Enterprise-wide & Initiatives	\$75.9	\$73.1	-\$2.8	-3.7%
Fringe Benefits	\$71.5	\$73.0	\$1.5	2.0%
Talent Investments	\$18.6	\$13.5	-\$5.1	-27.4%
TOTAL OPERATING EXPENSE	\$503.9	\$528.6	\$24.7	4.9%



FY25 All Funds Budget Summary: Recommended for Approval

<i>\$ in millions</i>	REVENUE	EXPENSE	
GENERAL OPERATING	\$528.6	\$528.6	BALANCED
RESTRICTED	\$282.7	\$448.3	Differences due to timing of debt issuance (revenue) vs. utilization of funds (expense)
TOTAL	\$811.3	\$976.9	



REQUEST FOR APPROVAL TODAY

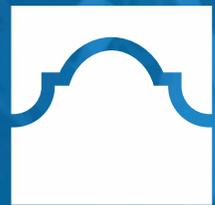
1. Discussion and Possible Action on FY25 All Funds Budget
2. Discussion and Possible Action on FY25 Talent Strategies

UPCOMING BOARD ACTION

- September – Vote to Approve Setting the Tax Rate



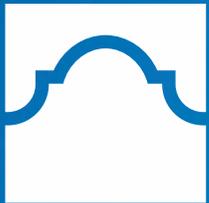
Thank you.



ALAMO
COLLEGES
DISTRICT



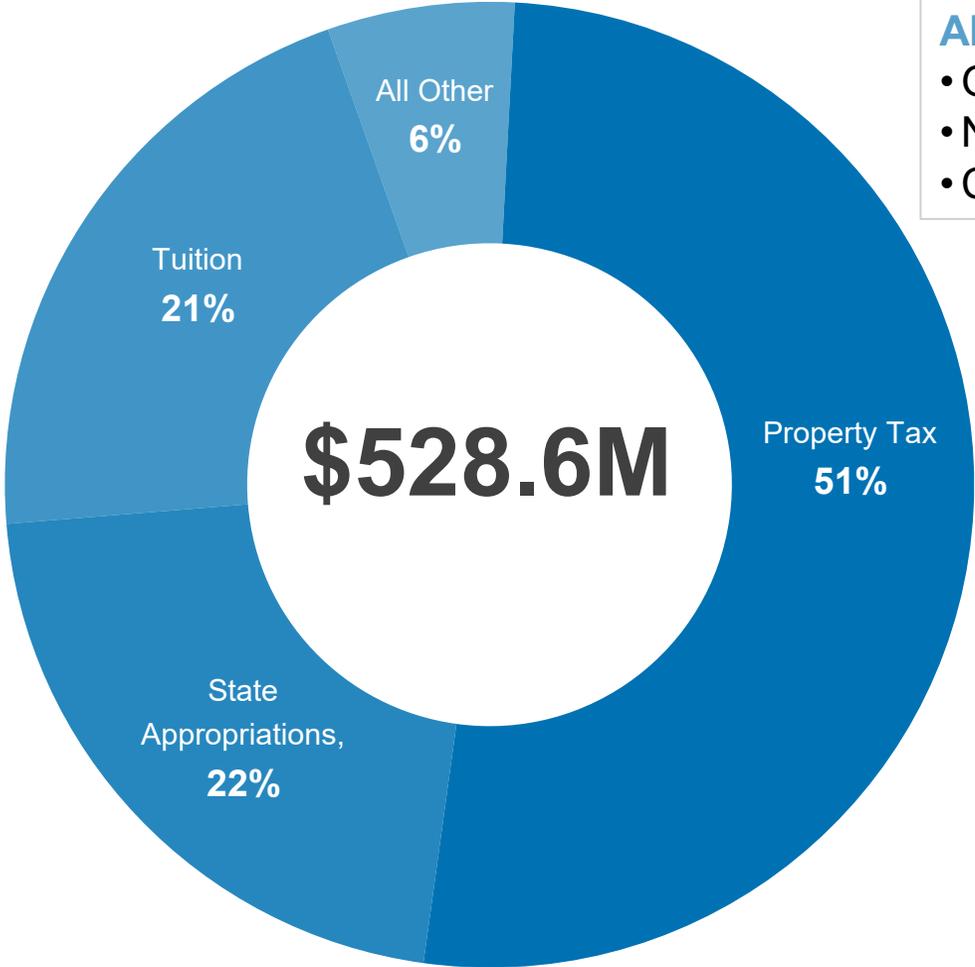
APPENDIX



ALAMO
COLLEGES
DISTRICT



General Revenue: What Does it Resource?



Tuition \$110.4M

- Instruction
- Student Services
- Alamo BOOKS+

State Appropriations \$113.8M

- Instruction
- Academic Support
- Student Services
- Fringe Benefits
- Veteran’s Centers

All Other \$33.0M

- General Institutional
- Non-formula
- Continuing Education (CE)

Ad Valorem Tax \$271.4M

- Facilities & Utilities
- Preventative Maintenance
- Core
- Enterprise-wide
- Fringe Benefits



State Appropriations Overview – House Bill 8

Performance Metrics

- Associate Degrees & Assoc. Degrees in High-demand fields
- Transfers w/ 15 SCH
- Dual Credit 15 SCH
- Certificates & Certificates in High-demand field
- Occupational Skills Award & OSA in High-demand fields

Weights

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

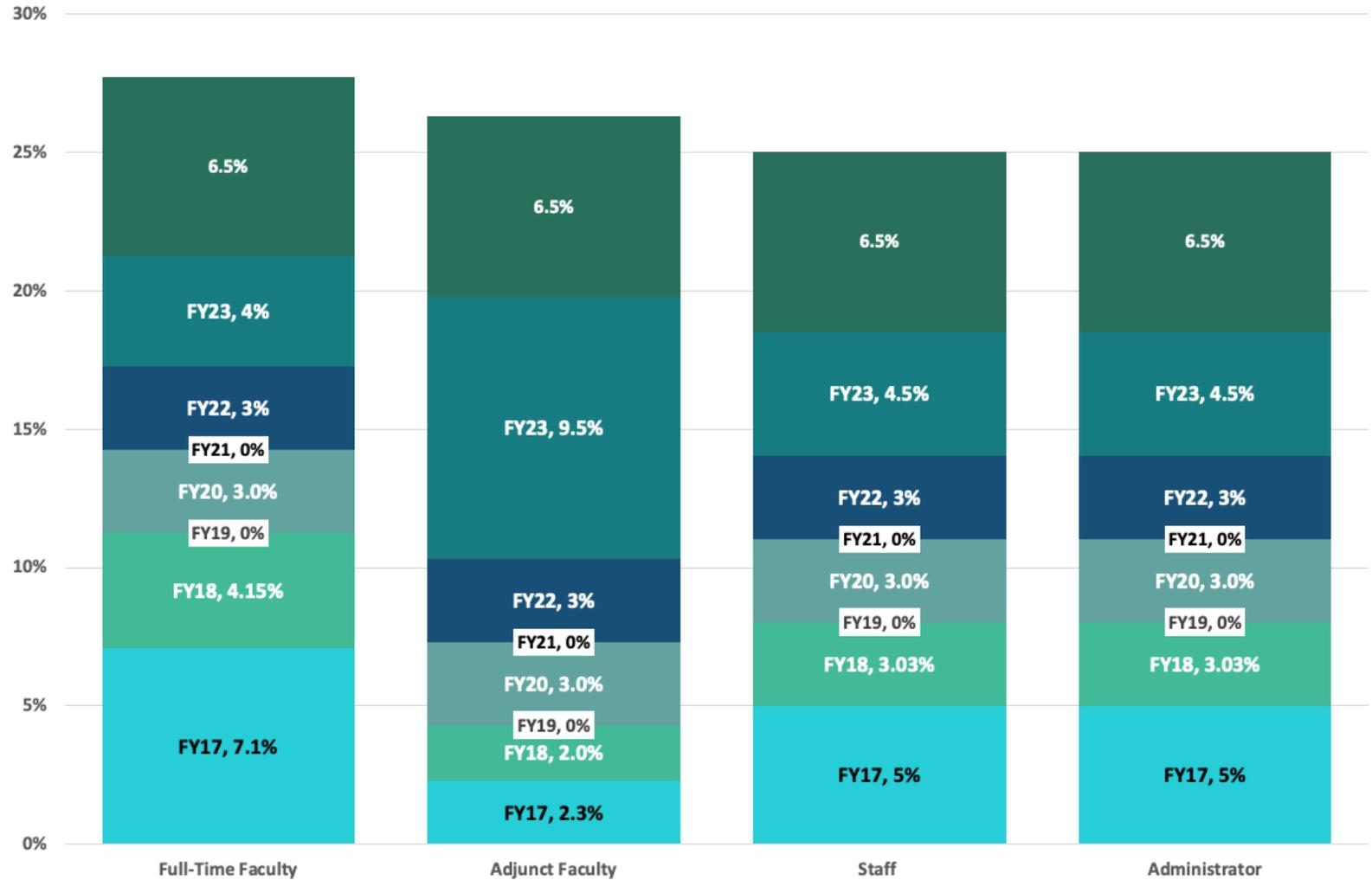
Outcomes

- **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



Smart Talent Market Adjustments FY17 – FY24

8-year Average
of **3.1-3.5%**
per year



FY25 SmartTALENT Recommendations

FY25 Priorities	# Impacted	Eff. 9/1/24 w/benefits
3.5% market adjustments for all employees & student workers (excl grant funded)	4,605	\$10,895,000
Minimum Adj. Commitment of \$2,000/year or \$0.96/hour for staff & student workers	1,366	\$514,977
3.5% High/Wage/High Demand Stipend increase	Verifying	\$500,000
Livable wages for employees & student employees	1,366	Included above
Staff additional education equity plan (<i>project annual eligibility of 2.4%</i>)	57 e.	\$303,000
Align Chairs, Deans, VPs	94	\$615,000
	Working Total	\$12,827,977
	Budget Target	\$13,000,000
	Variance	\$172,023
Expenses not Included above: \$5,000 1-time Faculty MYC Contract Awards	113	\$706,250
Expenses not Included above: FY25 ORP Supplement Option	266	\$460,821

Inflation Rate Data

Consumer Price Index for All Urban Consumers (CPI-U)															
12-Month Percent Change															
Series Id:	CUUR0000SA0L1E														
Not Seasonally Adjusted															
Series Title:	All items less food and energy in U.S. city average,														
Area:	U.S. city average														
Item:	All items less food and energy														
Base Period:	1982-84=100														
Years:	2014 to 2024														
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	HALF1	HALF2	
2014	1.6	1.6	1.7	1.8	2.0	1.9	1.9	1.7	1.7	1.8	1.7	1.6	1.8	1.7	
2015	1.6	1.7	1.8	1.8	1.7	1.8	1.8	1.8	1.9	1.9	2.0	2.1	1.7	1.9	
2016	2.2	2.3	2.2	2.1	2.2	2.2	2.2	2.3	2.2	2.1	2.1	2.2	2.2	2.2	
2017	2.3	2.2	2.0	1.9	1.7	1.7	1.7	1.7	1.7	1.8	1.7	1.8	2.0	1.7	
2018	1.8	1.8	2.1	2.1	2.2	2.3	2.4	2.2	2.2	2.1	2.2	2.2	2.1	2.2	
2019	2.2	2.1	2.0	2.1	2.0	2.1	2.2	2.4	2.4	2.3	2.3	2.3	2.1	2.3	
2020	2.3	2.4	2.1	1.4	1.2	1.2	1.6	1.7	1.7	1.6	1.6	1.6	1.8	1.6	
2021	1.4	1.3	1.6	3.0	3.8	4.5	4.3	4.0	4.0	4.6	4.9	5.5	2.6	4.5	
2022	6.0	6.4	6.5	6.2	6.0	5.9	5.9	6.3	6.6	6.3	6.0	5.7	6.2	6.1	
2023	5.6	5.5	5.6	5.5	5.3	4.8	4.7	4.3	4.1	4.0	4.0	3.9	5.4	4.2	
2024	3.9	3.8	3.8	3.6	3.4										

Source: https://data.bls.gov/timeseries/CUUR0000SA0L1E?output_view=pct_12mths#



Discussion and Possible Action on Fiscal Year 2024-2025 All Funds Budget

Presented to the Board for approval at the Special Board Meeting on July 13, 2024

MINUTE ORDER

“The Board of Trustees hereby approves the Fiscal Year 2024-25 all funds budget with total projected revenues of \$811.3; restricted and plant fund balance outflow of resources of \$0; operating fund balance commitment of \$0; and total expenses of \$976.9 (Exhibit I).”

RECOMMENDATION:

“The Board of Trustees hereby approves the Proposed Fiscal Year 2024 - 2025 All Funds Budget with total revenues of \$811.3 million, with restricted revenues of \$282.7 million and general revenue of \$528.6 million; total expenses of \$976.9 million with restricted expenses of \$448.3 million and operating expenses of \$528.6 million; operating fund balance commitment of \$0 (Exhibit I).”

PURPOSE

Approval of the Proposed Fiscal Year 2024 – 2025 All Funds Budget includes all restricted accounts and operating budgets for Alamo Colleges District - San Antonio College, St. Philip’s College, Palo Alto College, Northwest Vista College, Northeast Lakeview College and district-wide support operations. The Proposed Fiscal Year 2024 - 2025 Consolidated Operating and Capital Budget serves as a financial plan and guide for the Colleges and Departments to begin operations for the upcoming Fall 2024 semester. In January 2025, we will submit for approval budget adjustments for prior year balance roll forwards, fund balance updates and as necessary, revenue updates.

BACKGROUND

The 2024-25 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 FY25 budget include:

- Revenues
 - Projected 8.1% increase in projected enrollment
 - Increase of \$16.0 million in ad valorem tax revenue – 5.5% taxable assessed valuation growth (TAV) in Bexar County, and a 98% collection rate. Provides sustainable funding for student success strategies and Facilities Maintenance and Operations with no tax rate increase
 - State Appropriations, based on the new outcomes-based formula funding & weighting model, decreased \$3.0 million as the Texas Higher Education Coordinating Board (THECB) formula run utilizes THECB forecasted outcomes for FY25, with the opportunity for an adjustment in February 2025 if preliminary outcomes are greater than projected.
 - Investment Income increases \$3.2 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

ALAMO COLLEGES DISTRICT

PROPOSED FY 2024-2025 BUDGET

Description	FY24 Approved	FY25 Proposed	\$ Change	% Change
General Operating Revenues				
M&O Property Tax Revenue	\$ 255.4	\$ 271.4	\$ 16.0	6.25%
State Appropriations	116.8	113.8	(3.0)	-2.50%
Tuition & Fees	102.9	110.4	7.5	7.30%
All Other Revenue	28.8	33.0	4.2	14.50%
<u>Additional Resources</u>				
Designated Fund Balance	-	-	-	-
Total General Operating Revenues	\$ 503.9	\$ 528.6	\$ 24.7	4.9%
Operating Expenses				
College Formula	\$ 190.6	\$ 201.9	\$ 11.2	5.9%
ACCESS Formula	97.6	99.5	2.0	1.9%
Facilities/Utilities	33.2	35.7	2.5	7.5%
Preventative Maintenance	19.5	13.5	(6.0)	-30.8%
Capital	5.3	5.3	-	0.0%
College Non-Formula	10.2	13.1	2.9	28.4%
Enterprise-wide	39.2	38.2	(1.0)	-2.6%
Fringe Benefits	71.5	73.0	1.4	2.0%
Student-Focused Strategies	36.7	34.9		
Talent Strategies	-	13.5		
Total Operating Expenses	\$ 503.9	\$ 528.6	\$ 24.7	4.9%
Restricted Revenues				
Student Financial Aid	\$ 86.7	\$ 94.8	\$ 8.1	9.3%
Federal, State & Non-Gov't Grants	40.6	40.6	-	0.0%
Capital Projects	30.8	44.4	13.6	44.2%
Debt Service	102.2	102.9	0.7	0.7%
Total Restricted Revenues	\$ 260.3	\$ 282.7	\$ 22.4	8.6%
Restricted Expenses				
Student Financial Aid	\$ 86.7	\$ 94.8	\$ 8.1	9.3%
Federal, State & Non-Gov't Grants	40.6	40.6	-	0.0%
Capital Projects	213.6	208.1	(5.5)	-2.6%
Debt Service	102.2	104.8	2.6	2.5%
Total Restricted Expenses	\$ 443.1	\$ 448.3	\$ 5.2	1.2%

Figures shown above are presented in millions.

Discussion and Possible Action on FY25 Smart Talent Compensation Adjustments

Presented to the Alamo Colleges District Board of Trustees for approval on July 13, 2024.

MINUTE ORDER

“The Alamo Colleges District Board of Trustees hereby approves compensation adjustments effective September 1, 2024, or as otherwise 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 market adjustments are recommended to support the recruiting and retention of the excellent talent required to achieve the Alamo Colleges District Moonshot **“partnering to end poverty in our community through education and training”**.

Completion of the two final phases of the **Equity Pay Project** initiated in 2020 is also recommended and in keeping with the multi-year Smart Talent priorities established during the last two budget cycles.

MARKET ADJUSTMENTS

Careful analysis of the job markets supports market-based adjustments to remain competitive for talent in FY25 and ranked as the number one total-compensation priority of both faculty and staff in surveys conducted in May 2024 by the **Faculty and Staff Competitive Compensation Committees** in conjunction with Evergreen Consulting.

Recommendation 1 – 3.5% Market Adjustment

A 3.5% market adjustment of all base salaries and wages is recommended to keep pace competitively with market trends. This adjustment is within the limitations of the FY25 budget and is recommended for all employees: Faculty, Adjunct Faculty, CE Instructors, Full-Time and Part-Time Staff, Student Workers, Work Study Students and Administrators.

- Market adjustments for faculty are recommended to become effective with Fall 2024 faculty contracts. All other market adjustments are recommended to become effective September 1, 2024.
- The projected FY25 cost of the adjustments, including benefits, is \$10,895,000 for approximately 4,605 active employees,

Recommendation 2 – 3.5% Faculty High-Wage/High-Demand Stipend Adjustment

A 3.5% market adjustment of all high-wage/high-demand faculty stipends is recommended. The College District provides stipends to remain competitive for faculty talent supporting: Nursing, Healthcare, Advanced Manufacturing, IT and Cyber Security Engineering programs.

- High-Wage/High-Demand Faculty Stipend Adjustments are recommended to become effective with Fall 2024 faculty contracts
- The projected FY25 cost of the adjustments, including benefits, is \$500,000 for 300+ faculty,

Recommendation 3 – Minimum Market Adjustments

A Market Adjustment of greater than 3.5% is recommended for staff and students if the gross annual market increase is less than \$2,000/year if full-time or if the hourly equivalent, \$0.96/hour if employed part-time.

- This recommendation increases the minimum hourly rate 5.3% for staff, from \$18.05 in FY24 to \$19.01 in FY25.
- This recommendation increases the student worker/work-study rate 6.3% from \$15.33 in FY24 to \$16.29 in FY25.
- These larger market adjustments are recommended to become effective September 1, 2024.
- The projected FY25 cost of the minimum market adjustments, including benefits, is \$514,977 for 1,366 active staff and student workers,

EQUITY PAY PROJECT COMPLETION

The ***Hiring Offer Equity*** phase of the ***Equity Pay Project*** was completed in FY20, establishing consistent district-wide job offers that do not exceed existing staff pay through use of a standard equity pay assessment and pay offer calculation that is based on education, experience and review of existing staff pay.

The second ***Equity Pay Project*** phase was completed over three budget cycles (FY22 – FY24) to align all internal staff pay, by job families, using the standard equity pay formula.

Two final ***Equity Pay Project*** refinements are recommended for FY25 to ensure ongoing, continuous and consistent maintenance of equity pay relationships between employees and overall equity within the compensation structure.

Recommendation 4 – Staff Additional Education Attainment Equity Plan

A means to ensure recognition and compensation consideration for additional education attained by staff after the conclusion is required. Establishment of an annual opportunity for full-time and part-time staff to submit additional degrees completed, and application of the equity pay factors for education in a pay recalculation, is recommended. This approach will be consistent with the annual opportunity faculty are afforded to submit and receive additional pay for additional education attained.

- This recommendation is aligned with prior recommendations of the Executive Staff Senate and the survey results of the Staff Competitive Compensation Committee Survey of staff priorities.
- An online education submission portal established for the original equity pay reviews can be repurposed for the annual submission of additional staff education.
- This plan is recommended to become effective in FY25 with the first collection of additional education transcripts and pay recalculations to occur during the Fall 2024 semester. This

will all first year compensation adjustments to become effective January 1, 2025.

- In subsequent years, the staff submission scheduled will be aligned with the faculty schedule to allow for all staff and faculty education attainment pay adjustments to occur on September 1.
- This recommendation is projected to benefit approximately 57 staff employees in FY25 with an estimated cost of \$303,000.

Recommendation 5 – College Chair, Dean and Vice President Pay Equity Alignment

Adjustment of College Department Chair, Dean and Vice President compensation, as necessary, beyond a 3.5% market adjustment is recommended to achieve equitable flat-rate salaries of: \$118,162 for all college administrative and faculty Chairs; \$129,602 for all college Deans; and \$180,00 for all college Vice Presidents.

- The recommended adjustment criteria will be applied to all, approximately 87, Chairs, Deans and Vice Presidents at a projected cost of \$615,000.
- These adjustments are recommended to become effective with the FY25 Administrator and Faculty contracts.

IMPLICATIONS

Financial: FY25 cost with benefits: **\$12,827,977**

Strategic Plan: III. Performance Excellence

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

ATTACHMENTS: none

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

Dr. Mike Flores Date
Chancellor





MOAKCASEY

PROVEN LEADERS ADVANCING TEXAS SCHOOLS

| Alamo2034

Alamo Colleges District
July 2024

How Will We Develop Alamo 2034?

- Systems Approach
- Strategy Execution
 - Mindset
 - Systems Framework (Baldrige)
 - Strategy Execution Tools
- Timeline



Systems **Perspective**

Manage all components of your organization as a unified whole

Systemic

Well-ordered, repeatable, and exhibiting the use of data and information so that learning is possible, and processes can be continually improved.



Process

Linked activities with the purpose of producing a product or service for a customer (user) within or outside your organization.



“85% of the reasons of failure are deficiencies in the **system** and **processes** instead of the employees. The role of the leader is to change the process, not to badger individuals or employees to do better.”

W. Edwards Deming

WHY A SYSTEMS APPROACH?

4

Improved Student Outcomes

Increased Staff Morale, Performance, and Retention

Increased Community Satisfaction, Involvement, and Support

Greater Return on Investment

Alamo2034 Strategy Execution

Mindset – Framework - Tools



Mindset

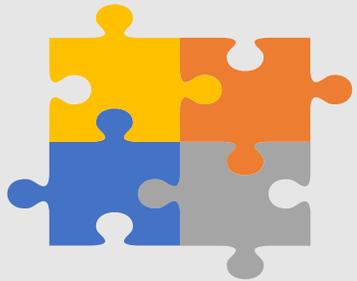
A governance mindset is the **foundational approach** and **attitude** boards adopt when overseeing the organization and its strategic alignment of systems.

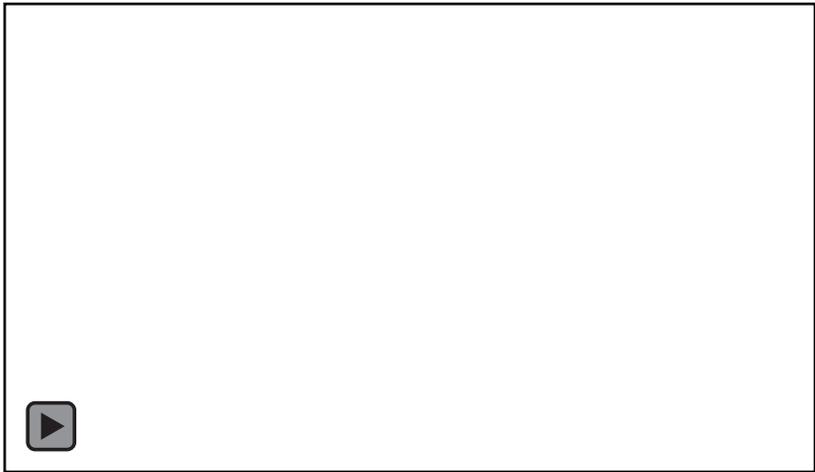
“Systems” Framework

A “systems” framework is the process for conducting **internal systems checks** to ensure well-ordered, repeatable processes that lead to continuous improvement.

Strategy Execution Tools

These tools facilitate the translation of **strategic goals** into **actionable** tasks, track progress, and ensure alignment across the organization.





Mindset

Foundation/Alignment



Team Trust
• Sets the Foundation



Three Essential Roles
• Alignment, Clarity, and Efficacy



Continuous Improvement
• Plan-Do-Check-Act (PDCA)



Strategic Alignment
• Silo Busting

Strategic Role

Board and Chancellor



Looks to the long term...usually 5-10 years

Big Picture...View from 50,000 feet



Provides overall structure for district-wide goals

Overlooks entire system and sees how the parts relate to the whole



Sets clear targets for overall goals

Focuses on representing the community's needs and interests



Works ON macro system



Tactical Role

Chancellor and Leadership Team



Sees Wide Picture...View from 10,000 feet



Coordinates and overlooks the component parts of the organization



Focuses on working directly with internal/external customers



Looks out 1-2 years



Provides structure at the Colleges and department level



Creates and deploys plans that will lead to improvement



Depending on the situation, works ON macro system or IN micro system

Operational Role

Instructional & Operational Leaders & Front-line Staff



Ground Level Picture...Day to Day



Coordinates and overlooks the component parts of the organization



Focuses primarily on the students and staff



Looks days or weeks out...sometimes looking at full year during planning sessions



Provides structure at campus/department level



Refines and adjusts plans so that improvement will result



Works IN micro system

3 Essential Roles

Continuous Improvement Model

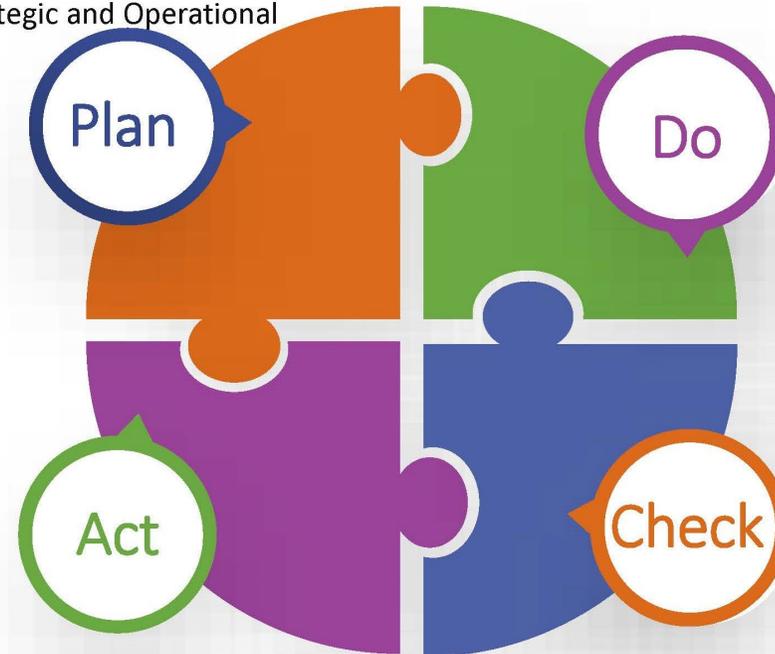
Everyone in the system has a role, but everyone is not in every role.

Plan

- Key strategic actions
- Key work & key support plans
- Tactical Role gathers feedback from Strategic and Operational Roles

Do

- Execution of key strategic actions
- Tactical and Operational Roles



Act

- Tactical Role adjusts key strategic actions as appropriate
- Adjustments reported to Strategic and Operational Roles

Check

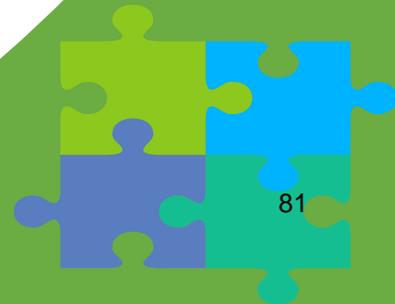
- Outputs/interim measures
- Tactical Role reports to Strategic/Operational Roles and Community Advisory Committee

Framework



Framework for Performance Excellence

- Visionary Leadership
- Strategic Direction and Execution
- Voice of Staff
- Voice of Customer
- Data to Knowledge
- Effective and Efficient Processes
- Results Driven



Strategy Execution Tools

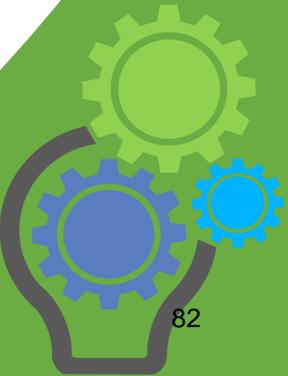


Primary Execution Tool:

- Balanced Scorecard
- Strategic Plan
- Performance Management Framework

These may look different in form but should contain the same components:

- Strategic Priorities
- Strategic Objectives/Goals
- Tactical Actions/Strategies
- Lead Measures: Indicates Progress Toward Goal
- Lag Measures: Measures Success of Goal



Timeline

January: Board Adopt MVV and Strategic Objectives



November: Advisory Group and Presidents-Near Final Draft



October: Advisory Group First Draft



September: Feedback Sessions at Colleges



August: Advisory Group Feedback and Design



ALAMO
COLLEGES
DISTRICT

Your **MoakCasey** Strategic Planning Team



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