Major Goals for Vice Chancellor Finance & Administration – FY18

VC Finance & Admin Services' (VCFA) major goals for 2017-2018 advance progress on the Strategic Plan's three areas: Student Success, Principle-Centered Leadership, and Performance Excellence that are directly aligned to the Board's Charge (BOTI) and 6 Strategic Priorities of AlamoINSTITUTES, AlamoADVISE, AlamoENROLL, Dual Credit (including ECHS and Academies), Student Completion (4DX WIG), and Quality. *Listed below are some of the objectives and action plans that have been identified at the Vice Chancellor Finance & Admin. in support of the colleges 2017-18 goals. The objectives and action plans that support the Board of Trustee Institute Charge (BOTI) or any of the six Alamo Colleges Strategic Priorities are annotated with an " * ".*

VCFA staff provides districtwide support in the areas of Finance & Fiscal Services (FFS), Human Resources & Organizational Development (HR), Facilities Operations & Maintenance (FAC), Police Department (DPS), Student Financial Aid (SFA), Student Contact Center (CC), and Project Facilitation (PF).

FY18 VCFA Goals: Organized by BOTI July 2016 (FY17) and April 2017 (FY18) Board Charge *

ALAMO ENGAGE/Faculty Development (FY17 BOTI #1 and FY18 BOTI #4)
- Post deployment assessment and continued improvement of Faculty Development Plan feature in AlamoTALENT to support faculty evaluation and faculty development.
- Faculty Development curriculum developed in coordination with the Colleges (hiring 1 Faculty Fellow from each of our 5 Colleges) - Full-time Faculty Orientation & Enrichment with a focus on teaching meta-profession
- Continued enhancement of Adjunct Faculty Orientation and Certification Program.
- Create a Learning Metric and Data Plan to review Learning Effectiveness and Learning Investment. This plan will be complete with dashboard, metrics, and benchmarks using the National Benchmark targets from the Assoc. of Talent Development State of the Industry Report.
- Activate the Certification Management Module in the AlamoTALENT system

ALAMO WAY – Institutional Leadership Capability Development (FY17 BOTI #2)
- Implement of Talent Management System for online performance planning, SMART goals, competencies and development plan and evaluations for staff to align individual/personal performance to Alamo Colleges District strategies. *
- Launch the Volunteer Program process in Alamo Talent to document, manage and expand the number of volunteers and their activity across the Alamo Colleges District.
- Increase the number of Employees utilizing PDCA tools and Project Management Tools and supervisor coaching and leadership skills (Speed of Trust).
- Incorporate hybrid training modules to compliment supervisory offerings in the area of HR Tools for Supervisors, leadership development, and customer service.
- Roll out the new Employment Process and ATS Training module to all managers, supervisors and employees involved in the hiring process in live and online formats.

PROJECT MANAGEMENT (also supports charge Implementing AlamoINSTITUTES)
(FY17 BOTI #3 & #10; and FY18 BOTI #3): Project Facilitation Office established in FY17 to support VCSS and VCAS subject-matter expert teams on District-Wide Projects.

- Maintain implementation plan status integrating activities of AlamoADVISE, AlamoINSTITUTES, and the new EAB Navigate student experience tool. *
- Provide project facilitation support for district-wide projects :
  - Soft-launch of Navigate 1.0 Student Experience System for MyMap for pilot cohort of 1300 FTIC students at PAC and full launch at all 5 colleges by April 2018 (for Fall 2018 registration).
  - Successful re-engagement and re-launch with added functionality the Grades First Case Management System utilized for early alerts (including working with Executive Faculty Council).
  - Expand support of project teams with project management task tracking, issue resolution, reports and tools
- Launch PFO web page to host the district project and operational initiatives dashboard for continued transparency;

GENERAL OBLIGATION BONDS and CAPITAL IMPROVEMENT PROGRAM (CIP) to fund critical COLLEGE Facilities needs under the leadership of Pamela Ansboury, AVC Finance and Fiscal Services AND John Strybos, AVC Facilities. (FY17 BOTI #4)

- Ratings: Maintain "AAA" ratings for general obligation debt with Moody's and S&P.
- Implement 2018 Debt management Plan including successful issue of first tranche of CIP bonds, concurrent with partial refunding of Ltd Tax 2007/2007A bonds (selection of syndicate, coordinate required documentation, respond to due diligence / rating agency inquiries and calls, Official Statement, craft net roadshow for investors, etc.). Cash defeasance of Ltd Tax 2007 bonds   Total amount of new/refunded/defeased debt is $325 million
- Compliance: Maintain full compliance with all Public Funds Investment Act (PFIA) requirements
- Submit Financial reporting and management areas for continued awards and feedback reports:
  - Texas Comptroller Leadership Circle 2016 Platinum Award-financial transparency
  - GFOA Distinguished Budget Presentation award
  - National Purchasing Institute (NPI) Achievement of Excellence Award
  - GFOA Certificate of Achievement for Excellence in Financial Reporting
- Establish and Facilitate CIP Citizens Bond Oversight Committee meetings,
- CIP Projects – Tranche 1: Develop Designs and select contractors to begin construction on 1st Tranche projects of the $450,000,000 CIP.
- Finance and Fiscal Services: Purchase construction services and correctly and accurately account for CIP bond proceeds by project.

DSO BUILDING (FY17 BOTI #6): Construct the District Support Building design to consolidate 500 DSO employees for productivity enhancements and to address severe safety and environmental issues at the current facilities. Phase move-in dates: July 2018 – Dec. 2018.

ACHIEVING HIGHER GRADUATION & COMPLETION RATES (FY17 BOTI #7) and
SYSTEM OF METRICS (FY17 BOTI #9)

- ALL VCFA DEPARTMENTS: Participate in the testing, training and rollout of Banner 9 (XE).
- Continued refinement of processes in support of new Tuition strategy to incent faster student completion (Summer Momentum Plan)
- Partner with VCAS and ISD partners to implement the new cost-share model for dual credit high school programs that provide funding for college faculty release/quality oversight and permit continued waiver of tuition for students (> 12,000 students currently)
- Student Financial Aid
    - Complete Northeast Lakeview certification for Title IV federal financial assistance
    - Re-design the Student Financial Aid website with student and user input
    - Perform FOCUS PDCA events to complete Phase 2 of the Student Withdrawal workflow incorporating "Return to Title IV" and other departments requirements to eliminate student confusion with multiple processes and facilitate compliance with federal regulations
    - Create self-service financial aid training modules for new hires and current staff to facilitate compliance, accuracy of student data, and an educated workforce
    - Implement the NASFAA Compliance Engine template for our Policy & Procedure manual.
- Student Call Center:
    - Continue refinement of comprehensive call center that not only answers the student calls (> 95% service level), but is designed with a comprehensive knowledge base to answer the question, provides information to improve web and other communications, is an early-alert on system issues, proactively reviews student account to answer the unasked question, and engages actively with all student front-office operations and college leadership on results and areas for improvement.
    - Enhance web and phone information available to students
        - Implement online Frequently Asked Questions (FAQs)
        - 21ALAMO- Phase 2 After Hours Support Call Tree
    - Enhance data and analytics program including:
        - Revamp Contact Center Alamo Share to increase administrator and department access to KPI data
        - Deploy initiative for increased outbound reporting of call topic dispositions to department process improvement partners to collaborate on OFI (Opportunities for Improvement)
        - Deploy initiative to increase data and communications regarding the Call Center Model for Success call prevention strategies
    - Training improvements: Transition current Admissions and Records, Business Office, and Student Financial Aid training programs to multi-media formatting for more efficient agent and department access

EMERGENCY RESPONSIVENESS SYSTEM (FY17 BOTI #12): Risk Management & DPS
- Maintain recognized status with Texas Police Chief's Association Best Practices Program
- Develop multi-year plan to enhance emergency responsiveness utilizing information from November 2016 Board Fall retreat on current safety capabilities/protocols and identify additional initiatives to increase emergency preparedness.
- Complete deployment of Continuity of Operations (COOP) Impact Analysis and departmental plan development for organization to implement the business recovery phase of the Alamo Colleges Emergency Operation Plan.
- Complete deployment of the Desktop Alert application for Emergency Notification System.
- Develop and deliver live, real-world, Emergency response/recovery exercises
- Conduct hazard vulnerability assessment update for all Alamo locations
- Develop of Live Safety and Emergency response plans for new DSO and CIP buildings.
- Complete development of emergency medical training program for policy officers in collaboration with DPS and EMT faculty to enhance first responder capacity across Alamo Colleges District.
- Collaborate with Facilities Department Support fire/life safety health & wellness considerations in new buildings & CIP and renovation of existing buildings.
- Evaluate Mass Notification System software and available market options.
- Complete Geographical Information System (GIS) mapping of neighboring Alamo College District hazards.
- Conduct State mandated Safety and Security Audit on district-wide program.

SACSCOC ACCREDITATION (FY17 BOTI #13):
- Complete Northeast Lakeview certification to gain ability to provide Title IV federal financial assistance to NLC students.
- Supply financial, HR, and financial aid reporting for IPEDS/THECB/DOE

ROI METHODOLOGY (FY18 BOTI #7):
- Establish an ROI methodology and template for all strategic and program initiatives presented to the Board for approval: The ROI template will be utilized in each proposal with the expectation that the college/district project will report annually to the Board as to the achievement of the ROI indicators

COLLEGE PERFORMANCE INCENTIVE PROGRAM (FY18 BOTI #9):
- Create an Incentive Program component within the Annual Operating Budget Formula Funding methodology to recognize College improvements in key operational metrics. Measures to be determined by Fall 2017 for Board to approve amount of set-aside to fund the incentive starting in FY19 colleges' annual operating budgets.

See APPENDIX for Summary of Other Performance Excellence FY18 Goals for VCFA departments.

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Summary of Accomplishments for 2016-2017

Organized by July 2016 (FY17) BOTI Board Charge *

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1. ALAMO ENGAGE/Faculty Development
- Developed a <u>faculty leadership</u> institute jointly with Faculty Super Senate for faculty senators, chairs, program coordinators, and other faculty assuming leadership roles.(Training Sum. '17)
- Launched the <u>Faculty Development Plan feature in AlamoTALENT</u> to support faculty evaluation and faculty development.
- Expanded <u>Adjunct Faculty Orientation and launched Certification Program</u>

2. ALAMO WAY – Institutional Leadership Capability Development
- Implemented employee exit interview system to improve Alamo Colleges District standing as a best place to work through systematic collection and analysis of qualitative and quantitative data to identify opportunities for workplace improvement. *

3. PROJECT MANAGEMENT (also supports charge #10 Implementing AlamoINSTITUTES): Project Facilitation Office established in FY17 to support VCSS and VCAS subject-matter expert teams on District-Wide Projects.
- Developed detailed implementation plan integrating activities of AlamoADVISE, AlamoINSTITUTES, and the new EAB Navigate student experience tool. *

4. GENERAL OBLIGATION BOND: Work in Support of General Obligations bond election May 2017 to fund critical COLLEGE Facilities needs under the leadership of Pamela Ansboury, AVC Finance and Fiscal Services AND John Strybos, AVC Facilities.
- <u>Ratings:</u> For the first time, both Moody's and S&P have rated Alamo Colleges' outstanding general obligation debt "AAA".
- <u>Superior debt management</u> performed by Finance and Fiscal Services department, has created capacity for a new Capital Improvement (CIP) General Obligation Bond issuance in FY2017 totaling $450 million with no tax rate increase (debt refunded/called)
- <u>Compliance:</u> Achieved full compliance with all Public Funds Investment Act (PFIA) requirements with the State Auditor's Office (SAO) biannual investment audit.
- <u>Award-winning Financial reporting and management:</u>
  - Texas Comptroller Leadership Circle 2016 Platinum Award-financial transparency
  - GFOA Distinguished Budget Presentation award - 6th year
  - National Purchasing Institute (NPI) Achievement of Excellence Award-5th yr
  - GFOA Certificate of Achievement for Excellence in Financial Reporting-7th yr
- Facilitated <u>Citizens Bond Advisory Committee meetings</u>, coordinating with Pres., VC.
- <u>CIP Priority Project List</u>: Coordinated with college presidents and VCEWD to inventory all facilities projects and critical workforce centers of excellence needs, prioritize, and develop a draft allocation at project level; $450M budget and project list approved by the Board of Trustees in January 2017.
- <u>Supported information requests for May Bond Election.</u>

6. DSO BUILDING: Completed the development of the District Support Building design to consolidate 500 DSO employees for productivity enhancements and to address severe safety and environmental issues at the current facilities.

- Facilitated DSO Building Citizen's Advisory Committee Fall 2016.
- Project Design Consultants, Engineers, and Construction Contractor have been selected, gained Board approval on design, and construction underway for target occupancy 7/2018 – 12/2018.
- Successful issuance of revenue bonds to fund construction.

7. ACHIEVING HIGHER GRADUATION & COMPLETION RATES and
9. SYSTEM OF METRICS

- Developed and Implemented new Tuition strategy in Spr. '17 to incent faster student completion (<u>Summer Momentum Plan</u>). Over $3M of student scholarships provided under the SMP in Summer 2017 for over 7,400 students (51% participation by eligible students).
- Partnered with VCAS and ISD partners to develop <u>a new cost-share model for dual credit</u> high school programs that provide funding for college faculty release/quality oversight and permit continued waiver of tuition for students (> 12,000 students currently)
- Student Financial Aid, Business Offices, Department of Public Safety, and Human Resources completed <u>their 5th WIG cycle</u>, surpassing their goals each time. These 4DX teams' WIG achievements not only supported the district's surpassing the student completions target, but student/employee satisfaction survey results significantly improved:
  - o SFA   from 87% to 94%
  - o Business Offices   from 76% to 93%
  - o DPS   from 83% to 86%
- Student Financial Aid
  - o Deployed numerous workflow automations reducing the need to students to come to the office, increased SFA team productivity by presenting information from various sources into one screen for review/awarding, speeding up awarding timeframe, and reducing risk of non-compliance (i.e. return of funds when students drop a class).
  - o No findings in FY15 or FY16 annual audit
  - o Used Project Management System for FY17 new aid year start up
  - o Go-live implementation of Withdrawal Workflow in August of 2017 with training in progress

- Student Call Center:
  - Deployed a comprehensive call center that not only answers the student calls (> 95% service level), but is designed with a comprehensive knowledge base to answer the question, provides information to improve web and other communications, is an early-alert on system issues, proactively reviews student account to answer the unasked question, and engages actively with all student front-office operations and college leadership on results and areas for improvement.
  - Consolidated Student Service extensions into a single Tier 1 phone number, 21ALAMO.
  - Reduced number of Tier 2 transfers through continued Tier 1 content development based on analysis of frequent call drivers.
  - Maintained supportive call center operations and communications for expanding district initiatives to include the Refund Select process and Summer Momentum Tuition Plan.
  - Collaborated with district and college Public Relations to align website Contact Us pages
  - Expanded Oracle CX call reason code selections to increase granularity of student inbound call topics
  - Expanded call calibration program to include content verification, repeat call patterns, and call model effectiveness

12. EMERGENCY RESPONSIVENESS SYSTEM: Risk Management & DPS
- Held a November 2016 Board Fall retreat providing information on current safety capabilities/protocols and identify additional initiatives to increase emergency preparedness.
- Implemented classroom lock system and protocol to prevent entry into room during emerg.

13. SACSCOC ACCREDITATION:
- In a support role to the five colleges, VCFA team assisted with meeting the accreditation requirements, specifically faculty credentials (HR), finance requirements, Title IV, and facilities. In addition, we supplied financial, HR, and financial aid reporting for IPEDS/THECB/DOE
- Worked with Dept. of Education to gain separate OPEID. Pending final approval from SACSCOC to submit documentation to gain ability to issue financial aid to NLC students.

Summary of Other Performance Excellence Accomplishments for 2016-2017

- Human Resources/Organizational Development:
  - Deployed AlamoLEAVE software to manage and analyze leave requests, leave utilization and compliance with leave regulations.
  - Converted Faculty Stipends to Non-Instructional (release) Time to ensure total workload is viewable and within guidelines to meet regulatory requirements.
  - Provided support in creating new job descriptions to support the implementation of Alamo Colleges' strategies and plans for ACOL and Pathways/Institutes.
  - Participated in PAC's Baldrige's application and site visit preparation.
  - Visited all the college Career Placement Offices this year and partnered with them to participate in activities that directly targeted students to include: job fairs, welcome weeks and graduation Fiesta.
  - Trained Advisors on HR topics such as Job Readiness and Resume Writing Workshops.
  - Began tracking the number of students and graduate hires with efforts to increase the number hired.
  - Enhanced Veteran's recruiting by partnering with college Veteran Affairs Offices to hire more graduates of the Alamo Colleges. The Employment Team visited all the Veteran Offices this year and is partnering with them to assist in hiring more Veterans through job fairs and student interaction.
  - Launched recruiting "Apply with Mobile" feature in AlamoTALENT to allow job applicants the flexibility to apply via mobile devices.
  - Increase hiring managers' awareness of how the employment process works and build a consultative approach to staffing positions to increase satisfaction among candidates and hiring departments through live visits to departments at all colleges to show managers, faculty and staff the services that are available during the hiring process.
  - An new Employment Process and ATS training course (hiring briefing) was developed and will be offered to anyone who is involved in the hiring and/or interview process.
  - Implemented a formal Volunteer Program process & portal in AlamoTALENT to document, manage and expand the number of volunteers and their activity across the College District. The Volunteer Program process and portal is in progress and will continue this year with a target implementation date in the first quarter of 2018.
  - Implemented online performance planning, SMART goals, competencies and development plan and evaluations for staff to align individual/personal performance to the Alamo Colleges strategies.
    - Over 180 training sessions were provided for employees and supervisors in live and webinar session as well as FAQ's and job aides.
    - Performance coaching workshops are being are being completed over the summer for supervisors.
  - This year the "Emerging Leaders program" (for non-supervisory staff) was taken to scale across the college district.
    - DSO, NVC, SPC & PAC each graduated an Emerging Leader Cohort.
    - By January 2018, all Colleges and DSO will have Emerging Leader Cohorts.

- o The Employee Development team obtained additional certifications for the training on employees in the areas of:
    - Instructional Design
    - Change Management
    - Crucial Conversations
    - Speed of Trust
    - State Safe Environment
  - o Celebrated 10 Years of Leadership Development through the ALAS program.
    - Over 400 leaders have gone through this workshop.
  - o Received the FIT City Platinum Award for Healthy Workplace and our work with employee wellness.
  - o Implemented AlamoENGAGE Exit Interview System and conducted interviews of retrospectively back to January 2016 with a ---a 60% participation rate.
  - o In collaboration with Student Financial Aid, hired and placed over 500 work studies.
  - o Implemented Workplace Bullying Prevention Training for Staff and Faculty
    - 456 faculty and staff attended live sessions at each College and DSO featuring national speakers brought to the Alamo Colleges District
      - 281 Attendees Understanding & Eradicating Workplace Bullying
      - 175 Attended Bully in the Ivory Tower
  - o Administered the Personal Assessment of the College Environment, highest ever completion of 2276 employees (44.9%) and highest overall scores.
  - o In support of the WIG, HR has worked with college 4DX coaches and facilitators to certify 55 4DX coaches with an estimated 80 certified coaches by end of FY17.
  - o In conjunction with IC^2 Institute, Faculty Development and Innovation worked together to host the first Entrepreneurship boot camp. As a result, two teams pitched their ideas to the Learning Company Board and one team is continuing to develop their idea and prototype.
  - o In partnership with the Baldrige facilitator and college representatives, completed Section 5 and part of section 7 of the Baldrige award application.
  - o Secured funding for a Venture for America Fellow to assist in standing up the entrepreneurship program.
  - o Developed partnerships with the 80/20 Foundation, Launch SA, SBDC, UTSA CITE program, Lift Fund and other incubators to support the entrepreneurship program.
  - o Took over administration of the Faculty 180 system
- HR/Risk Management
  - o Implemented and deployed AED (defibrillators) district wide.
  - o Implemented software and began deployment of the E-Panic Button solution for emergency response in classrooms and work areas.
  - o Acquired and began implementation or a Continuity of Operations System to support business recovery phase of the Alamo Colleges District Emergency Operation Plan.

- FFS
  - Implemented Summer Momentum Plan with Financial Aid.
  - Implemented e-procurement and contract management tool.
  - Treasury: Coordinated Alamo's second "Underwriter's Summit".   For this unique program, twice a year, over a two-week week period, the Associate Vice Chancellor and the Treasurer meet individually with each of the 15 investment banking firms in the underwriters pool to learn about any updates to the firm, learn about their recent relevant transactions, and discuss the firm's analyses of upcoming Alamo financings. It allows the firms to showcase their ideas and talents. These meetings help in the development of the annual Debt Management Plan and are the basis for selecting the syndicates for future debt issuances.
  - Treasury: In order to efficiently review unit price and activity for the over 80 service categories across 20+ bank accounts for Bank of America's monthly billing, Treasury developed a model to utilize a download of the billing and 1) compare each unit price to the negotiated unit cost, and 2) display the trend of activity of each of the banking services. Any discrepancies detected by the two reviews are flagged for further investigation.   This model will help to quickly identify these in a timely basis so that the pricing can be corrected and an adjustment made to the fees charged.
  - Treasury: The first banking transactions, an internal transfer between bank accounts and an external wire transfer, were successfully performed by the Treasury via mobile phone utilizing "CashPro Mobile".   It is anticipated that Treasury will implement and rollout CashPro Mobile later this calendar year as a tool for business continuity that could be used as a backup for monitoring cash balances and initiating transfers in cases where employees are unable to access computers.
  - Treasury: The Government Treasurers' Organization of Texas (GTOT) awarded the Alamo Colleges District the Certificate of Distinction for its Investment Policy for the two-year period ending February 28, 2019. There are only two other community colleges in the state that hold this Certificate. The Review Committee had no recommendations for changes and congratulated the District on an "excellent policy".
  - Treasury: As of April 30, investment income for operations exceeded $1 million Fiscal 2017 year to date. The last time investment income from operations exceeded $1 million was eight years ago in FY 2009.
  - Treasury: $34,880,000 Alamo Community College District Revenue Financing System Senior Lien Revenue Bonds, Series 2017 and $15,690,000 Variable Rate Revenue Financing System Senior Lien Revenue Bonds, Series 2017 were successfully sold. Stifel, Nicolaus and Company was the senior manager for the issues; the other members of the underwriting syndicate were Wells Fargo, Frost Capital Markets, and Seibert, Cisneros, Shank.   These bonds were rated Aa2 by Moody's and AA- by S&P, and both agencies raised their outlook during the ratings process. Proceeds from these bonds will be used to construct the District Support Operations Building.   The debt was structured with a variable rate component; this was the first time that Alamo Colleges has issued variable rate bonds.
  - Treasury: Executing Alamo's Board-approved debt strategy in advance of the CIP, $28 million of additional debt capacity was realized at one time through several debt transactions. The first payment in February of the 2016 Ltd Tax Refunding Bonds was designed with a structure to have an initial principal payment of over $13 million. Additionally, the remaining 2006 Maintenance Tax Notes, in the amount of $7.4 million were paid off that month, creating additional capacity and at the same time realizing a net

present value savings of $1 million. Both transactions also contributed to a continued stable debt tax rate.

- o Grants Compliance: Designed Risk Assessment process for Pre-award process for all sub-awards and for active grants in the portfolio. Testing will begin in FY17 with full implementation in FY18.
- o Grants Compliance: Onboarded 56 new grant awards totaling over $27 million with the highest number of grants awarded by the U.S. Department of Education, U.S. Department of Health and Human Services, Texas Workforce Commission, National Science Foundation and Texas Higher Education Coordinating Board.
- o Grants Compliance: Conducted two Grant Program Managers Training sessions with over 60 Managers and Staff present at each session. Speakers Bureau included the Leadership teams from the various DSO's that impact Grant operations on a day-to-day basis.
- o Grants Accounting: Collaborated with Student Financial Aid, Bursar, Treasury, and IT departments to ensure timely disbursement/refunds to students to drawdown federal funds to support the refunds.
- o Grants Accounting: Processed over 700 reports (monthly and year-end), at a 97% efficiency rate.
- o Grants Accounting: Redesigned Schedule of Expenditures of Federal Awards (SEFA) to meet new Uniform Guidance Requirements.
- o General Accounting: Oversaw FY2016 audit process – no findings.
- o General Accounting: Presented Inventory training for Equipment Monitoring, Successful Audit Risk Review. 132 Grant Program Managers and employees in attendance.
- o General Accounting: Successfully administered enterprise-wide completion of the annual physical inventory review for 325 departments. Achieved 99.82% accountability for 45,031 inventoried assets valued at $91,166,744. 4th year in a row successfully achieving less than 0.5% inventory loss rate.
- o General Accounting: Launched process improvement mid-year review of 42 or departments for 21,206 inventoried assets valued at $37,058,856 to improve collaboration, decrease risks in accountability and reduce inventory losses for departments. Accomplished in 5 weeks.
- o General Accounting: Completed FY16 CAFR, NLC AFR, and Alamo Foundation Audit Report; received Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting Award for the District's FY2016 CAFR.
- o General Accounting: Presented on financial reporting for pensions (GASB 68) topic at the TACCBO Annual Conference.
- o General Accounting: Compiled and submitted DOE Title V Endowment reports – catching up twenty years of data and streamlined associated reconciliations.
- o Payroll: Worked collaboratively with the Human Resource department and established a process allocating personal leave (16 hrs) to newly hired employees whose 90-day probation extended after September 1st.
- o Payroll: Collaborated with the Human Resource department to increase direct deposit enrollment for Work-studies, resulting in an overall 98% participation rate in direct deposit.
- o Records Management: Completed District Support Operations (DSO) critical records inventories, with the exception of Human Resources.
- o Records Management: Transmitted the completed critical records inventory worksheets to Risk Management for inclusion in the Business Continuity Plan that Risk Management is currently developing.
- o Budget: Led the annual budget development process for the Alamo Colleges District including developing & maintaining the timeline by which leadership and budget managers

follow to meet the budget cycle deadlines. Based on the workload model methodology using historical data & key metrics, developed and distributed each PVC members allocated portion of funding for FY17; Developed additional reporting & tracking for the Vacancy Credit (budget strategy based on dollars loaded on vacant positions that go unspent each year); Developed template for PVC presentations to the Board at July retreat

- o Budget: Completely overhauled the FY2018 funding model to equitably allocate available funds throughout the District at the PVC level using consistent methods throughout
- o Budget: Streamlined the variance analysis package, creating a dashboard that provides a comprehensive view of results as compared to budget.
- o Budget: CE/Workforce - Improved the revenue and expense reporting package specifically designed to track CE Consolidated organization and maintained a CE pricing model to be used by all CE personnel in pricing out the various CE programs
- o Budget: Completed ROI analysis for several new programs, including: NVC Cyber Security, PAC Brewing, PAC Healthcare Administrator, SPC Massage Therapy, SPC/SWC Advanced Manufacturing Technology

- DPS
  - o Brought to scale the Video Insight Dashboard connecting access control ID system and cameras; and enabling remote lock-down or door access.
  - o Successfully implemented Sergeant rotation / career development program.
  - o Increased the number of found property returned to owner items from 270 to 714 items.
  - o Successfully implemented Police One Academy online training system to include Alamo Colleges Police Department policy and procedure training with testing in addition to delivering 200+ courses to TCOLE licensed department members.
  - o Increased campus security by fielding 2,117 security surveillance systems (cameras).
  - o Successful implementation of patrol rifles, training and equipping of 16 patrol officers.
  - o Successful completion of annual firearms qualification of all sworn peace officers.
- FAC
  - o Completed major construction projects to enhance and improve the student learning environment and the ability of the colleges to provide quality learning opportunities, including:
    - SPC Turbon Student Center Construction.
    - SPC Veterans Outreach and Transition Center Construction.
    - PAC Natatorium HVAC replacement.
    - SAC Fletcher Administration Building Phase 1 renovation.
    - NVC additional surface parking and pedestrian safety improvements.
  - o Recognitions from Hispanic Contractors and Energy Systems Laboratory for construction and energy management projects respectively.

Schedules and Appendix to be added by District Budget Office

Compiled by Finance based on Banner Budget Distribution made by VC and Chancellor; with total matching Workload allocation.

Direct Support Operations (DSO) functions are administered by the district in support of the Alamo Colleges District, with: a) "Direct Support" performed on-site at the College locations and/or directly on behalf of the colleges; and b) "Indirect Support" performed in various locations for entire Alamo Colleges District.

Appendix

Appendix __

Summary of Other VCFA Department Goals for 2017-2018

<u>**Student Success:**</u>
- Facilities and Construction:
  - Complete major construction projects to enhance and improve the student learning environment and the ability of the colleges to provide quality learning opportunities, including:
    - SAC – Veterans' Victory Center
    - SAC- Priority 1 Preventive Maintenance Renovation Projects
    - NVC – Live Oak Hall Additional Elevator
    - EETC- Phase 1 EDA Grant Funded Renovations
- Human Resources/Organizational Development:
  - Continue to provide the training developed in FY17 for student career center advisors in the preparation of students for job searches and employment.
  - Participate in career center events that directly help the students prepare for the workforce and find jobs.
  - Expand efforts to recruit and employ veterans and graduates of the Alamo Colleges.
  - Launch Behavior Interviewing at scale throughout the Alamo Colleges District with live and online offerings.
  - Continue implementation of the entrepreneurship program by
    - Create course content, and
    - Run a second cohort of at least seven teams through the program in Fall 2017 in support of the Learning Company Board process.
- Department of Public Safety:
  - Continue to recruit from San Antonio College Law Enforcement Training Academy.
  - Plan and organize National Night Out event at San Antonio College in October.
- Finance and Fiscal Services:
  - Business Office: Create a 1098-T training guide for DBO and CBO teams to assist with answering student questions.

<u>**Performance Excellence:**</u>
- Project Facilitation Office: Publish quarterly newsletter including reference information on project/change mgmt. support and consultative services offered.
- HR/Organizational Development:
  - Conduct self-audits within the HR department to ensure Alamo Colleges District is continuously in compliance with federal/EEO requirements.
  - Provided support in creating new job descriptions to support the implementation of Alamo Colleges' strategies and plans for the Connections to Entry side of Advising.
  - Update and automate the 90-day probationary evaluation form
  - Retrain current Civil Rights Investigators, and train new investigators
  - Certify a total of 180 4DX coaches.
  - Modernize the idea program and implement a challenge-based innovation program using the principles of human centered design.

- Department of Public Safety (DPS):
    - Complete training and deployment of less lethal bean bag delivery system.
    - Complete training and deployment of protective shield system for patrol officers.
    - Continue Meet the Staff video program.
    - Continue supervisory participation in ALAS Program (Deputy Chief Jesse Trevino)
    - Continue supervisory participation in the Bill Blackwood Law Enforcement Institute of Texas Management Program.
- Finance and Fiscal Services:
    - Finance and Fiscal Services: Implement full functionality of e-procurement and contract management services.
    - Finance and Fiscal Services: Develop annual training program/schedule
    - Finance and Fiscal Services: Participate in Alamo Colleges District's National Baldrige Application process
    - Treasury: Perform as the Beta test site for a new on-line investment portfolio tracking system to be implemented by the Investment Advisor, FirstSouthwest Asset Management. Timing and completion of this project is dependent upon FirstSouthwest Asset Management's progress and schedule.
    - Treasury: Improve process for receipts of non-student payments. Many non-student payments are being made to Alamo via check and received in the DSO office. This inefficient and less secure receipting process entails manual logging and scanning of the checks and storage until a representative from the Business Office comes to Houston Street to pick up the checks for eventual deposit.   Many of these vendors may be willing to pay Alamo electronically if approached and presented with the option.   Treasury will review the receipt history at the DSO to identify and contact these vendors with the necessary information with the goal to move them to electronic payment. *(FY 2018 FOCUS PDCA project).*
    - Treasury/Accounts Payable: Improve the process for wire transfers and examine ways to move requests to ACH direct deposit. Wire transfers are an expensive payment option from both a bank service cost and internal processing perspective. As a transaction that requires exception processing and that has a finality of payment, it also is a frequent target for fraud.   Treasury will work with Accounts Payable, International Programs, Grants, Student Financial Services and IT on a project to standardize requests, ensure that the items are properly recorded in Banner, and examine ways to move wire requests to ACH direct deposit through the expansion of the addenda record. *(FY 2018 FOCUS PDCA project).*
    - Payroll: Improve process to reduce the volume of timesheets not submitted or approved in WTE (Web Time Entry) by 3%.
    - Payroll: Promote the use of electronic receipt of IRS forms 1095C and W2 by employees to reduce cost of paper forms and mailings.
    - Accounts Payable: Revise Travel Procedures to incorporate best practices.
    - General Accounting: Implement new GASB Standard #75 for Other Post-Employment Benefits.
    - Grants Compliance: Monitor FY2018 sub-awards in grant portfolio for performance and address deficiencies in meeting the contract Scope of Work with the Grant Program Manager.

- o Grants Compliance: Implement Pre-award Risk Assessment to document risk level for contracted partners or sub-awardees proposed in the grant application.
- o Business Office: Reduce the 60 days+ outstanding receivables, by contacting students more frequently.
- o Business Office: Improve process for uploading CRN spreadsheets submitted by CE-CSI and SST-Wtnops.
- o Business Office: Create a new procedure for receiving Petty Cash receipts within 3-5 business days.
- o Business Office: Develop an Office Safety Action plan for each location of the Business Office.
- o Business Office: Research other methods of refunding students to possibly reduce the costs associated with refunding.
- o Business Office: Create a new process for Instructional Material Fee assessments.
- o Budget: Partner with General Accounting, create a comprehensive reporting package to be provided to the Board of Trustees on a monthly basis that provides an executive level summary of revenues & expenses and comparisons to budget; also provide an annual forecast based on actuals & trends
- o Budget: Build upon the success of the newly designed FY18 funding model to further ensure equitable allocation of all funds between each of the five colleges & DSO
- o Budget: Establish a consistent pattern of face to face meetings to discuss financial outcomes (budget vs. actual, trends & forecasts); potential pattern: 3 times per year (Dec/Jan, May, Aug)
- o Purchasing and Contract Administration: Increase awareness with the ethnic chambers of commerce of any competitive bid solicitations issued.
- o Purchasing and Contract Administration: Participate in efforts to design, coordinate, and implement the e-procurement system PCard module functionalities to reduce the number of late PCard Expense Reports.
- o Records Management: Complete an inventory of 100% of the critical records located at San Antonio College (SAC) and Northeast Lakeview College (NLC).
- o Records Management: Complete Data Breach Policy and its accompanying Procedure to submit to Ross Laughead, General Counsel, for completion of the final draft.
- o Records Management: Complete Red Flags Rule Policy and its accompanying Procedure to submit to Pamela Ansboury, Associate Vice Chancellor, Finance and Fiscal Services, for completion of the final draft. Create Red Flags Rule training material targeted to Alamo Colleges District employees in compliance with the Red Flags Rule regulations.

VC Finance & Admin Services				
	FY17 Approved	FY18 Requested	Increase/ (Decrease)	Δ %
Operating Budget				
Labor				
Salary & Wages	25,558,876	25,792,310	233,434	0.9%
Fringe Benefits*	7,706,529	8,002,622	296,093	3.8%
Total Labor	**33,265,405**	**33,794,932**	**529,527**	**1.6%**
Non-Labor	39,087,711	41,404,154	2,316,443	5.9%
Capital[1]	-	-	-	0.0%
Technology & Telecommunications Usage[1]	-	-	-	0.0%
Total Non-Labor	**39,087,711**	**41,404,154**	**2,316,443**	**5.9%**
Total Expenses before Overlays	**72,353,116**	**75,199,086**	**2,845,970**	**3.9%**
FY18 Compensation Increase		443,228	443,228	0.0%
Student Success (Fac. Dev & Fellows, DPS)	211,627	1,258,784	1,047,157	494.8%
Total Expenses with Overlays	**72,564,743**	**76,901,098**	**4,336,355**	**6.0%**

[1] Included within DSO Workload

Staffing Summary by Functional Categories - Full Time Positions

	FY17 Approved			FY18 Proposed			FY17 vs. FY18
	Filled	Vacant	Total	Filled	Vacant	Total	Total
Vice Chancellor Finance + Adm	2.00	-	2.00	2.00	-	2.00	-
AVC HR	71.00	8.00	79.00	70.00	9.00	79.00	-
AVC Facilities	151.00	14.00	165.00	151.00	14.00	165.00	-
AVC Finance & Fiscal Services	92.00	8.00	100.00	91.00	9.00	100.00	-
Student Financial Services	51.00	-	51.00	50.00	1.00	51.00	-
Department of Public Safety	89.00	7.00	96.00	89.00	19.00	108.00	12.00
Call Center Oversight	4.00	-	4.00	4.00	-	4.00	-
Project Facilitation Office	4.00	1.00	5.00	4.00	1.00	5.00	-
Total VCFA	**464.00**	**38.00**	**502.00**	**461.00**	**53.00**	**514.00**	**12.00**

Note: FY17 Actual and FY18 Proposed FTEs are based on Argos download Salary Planner data as of 06/27/17

**FTE = Full time Employees, excl. grants and revenue-funded

Compiled by Finance based on Banner Budget Distribution made by VC and Chancellor; with total matching Workload allocation.

Work Function	FTE	Direct / Indirect	TYPE	Productivity Metric FY16 Budget ($ in M)	Budget Per ($ in M)
VC Finance & Admin Services	**514**				
VC & Admin/Support	2	Indirect	All Funds Expense	$ 658.5	$ 329.3
AVC HR	79				
Emergency / Risk Management	5	Direct	Enrollment	65,688	13,138
CE/Grants/Workstudy	3	Indirect	FT & PT employees	4,408	1,469
Compensation	4	Indirect	FT & PT employees	4,408	1,102
Employment	8	Indirect	FT & PT employees	4,408	551
HR/OD AVC & Admin	7	Indirect	FT & PT employees	4,408	630
HRIS & Reporting	5	Indirect	FT & PT employees	4,408	882
IX/VII/ADA Employee Relations	8	Indirect	FT & PT employees	4,408	551
Position Control	1	Indirect	FT & PT employees	4,408	4,408
Benefits	7	Indirect	FT & PT employees	4,408	630
Org Learning/Talent Mgmt	14	Indirect	FT & PT employees	4,408	315
Campus HR/Benefits Office	4	Indirect	FT & PT employees	4,408	1,102
Faculty Development	10	Indirect	FT & PT employees	4,408	441
Records/Transactions	3	Indirect	FT & PT employees	4,408	1,469
AVC Facilities	165				
Grounds	15	Direct	Acres	957	64
Housekeeping	60	Direct	Gross Sq Ft	5,455,794	90,930
Maintenance	65	Direct	Gross Sq Ft	5,455,794	83,935
AVC & Admin	7	Indirect	Gross Sq Ft	5,455,794	779,399
Facilities (including Construction, Vehicle Replacement)	18	Indirect	Gross Sq Ft	5,455,794	303,100
AVC Finance & Fiscal Services	100				
Campus Business Office	15	Direct	Enrollment	65,688	4,379
FFS AVC & Admin	3	Indirect	All Funds Expense	$ 658.5	$ 219.5
Budget	6	Indirect	All Funds Expense	$ 658.5	$ 109.8
3rd Party Billing & Back Office	10	Indirect	Enrollment	65,688	6,569
Controller/Gen Acctg/Recon/Reporting	15	Indirect	All Funds Expense	$ 658.5	$ 43.9
Disbursements - Payroll	7	Indirect	FT & PT employees	4,408	630
Disbursement - Accounts Payable	8	Indirect	All Funds Expense	$ 658.5	$ 82.3
Inventory Control	4	Indirect	Fixed Assets & Controll	$ 785.7	$ 196.4
Systems & Internal Controls	1	Indirect	All Funds Expense	$ 658.5	$ 658.5
Grants & Contract Compliance	7	Indirect	Grant & Contract Exp	$ 132.2	$ 18.9
Purchasing	19	Indirect	All Funds Expense	$ 658.5	$ 34.7
Records Mgmt	3	Indirect	All Funds Expense	$ 658.5	$ 219.5
Treasury	2	Indirect	All Cash & Investments	$ 150.8	$ 75.4
Student Financial Services	51	Direct	Enrollment	65,688	1,288
Public Safety	108	Direct			
Police Officers	85	Direct	Enrollment	65,688	773
College Front Desk	7	Direct	Enrollment	65,688	9,384
Dispatch & Other	16	Direct	Enrollment	65,688	4,106
Call Center Oversight	4	Direct	Enrollment	65,688	16,422.00
Project Facilitation	5	Direct	Enrollment	65,688	13,138

Direct Support Operations (DSO) functions are administered by the district in support of the Alamo Colleges District, with: a) "Direct Support" performed on-site at the College locations and/or directly on behalf of the colleges; and b) "Indirect Support" performed in various locations for entire Alamo Colleges District.

Appendix

VC Finance & Admin Services			
(in millions)			
	FY16	FY17	FY18
	Actual	Approved	Requested
Formula:			
Instruction	-	(0.0)	-
Academic Support	0.0	-	-
Student Services	3.1	5.8	4.8
Institutional Support	13.5	25.0	26.9
Public Service	-	-	-
Operations and Maintenance of Plant	21.1	40.4	43.3
Institutional Scholarships	0.1	-	-
Auxiliary Enterprises	0.1	0.2	0.2
Total Formula & Non-Formula before Overlay	**37.9**	**71.3**	**75.2**
Capital[1]	2.1	-	-
Technology & Telecommunications Usage[1]	-	-	-
FY18 Compensation Increase			0.4
Institutes, ACOL, DPS, Fac. Dev & Fellows		0.2	1.3
Total Expenses with Overlays	**40.0**	**71.5**	**76.9**
% Of Instruction/ AcadSupport/ StudentSrvs to Total Expenses before Overlays	**8%**	**8%**	**6%**
[1] Included within DSO Funding			

VC Finance & Admin Services					
				Y-o-Y	
	FY16	FY17	FY18	FY18 Requested v FY17	
	Actual	Approved	Requested	$	%
Total Expenses before Overlays	**39,974,302**	**72,564,743**	**76,901,098**	**4,336,355**	**6.0%**
AVC HR	4,615,542	8,986,503	9,895,751	909,248	10.1%
AVC Facilities	23,544,316	41,589,921	44,239,375	2,649,454	6.4%
AVC Finance & Fiscal Services	4,586,116	9,055,190	8,896,662	(158,528)	-1.8%
Student Financial Services	2,428,228	-	4,004,883	(100,902)	0.0%
Department of Public Safety	3,787,909	6,649,657	7,517,387	867,730	13.0%
Call Center Oversight	721,996	1,834,690	1,906,208	71,518	3.9%
Project Facilitation Office	-	404,884	601,527	196,643	48.6%

"Where the Work is Performed"

	College Budgets	District Support Ops (DSO)
Instruction	Credit Students	Non-credit Contract & CE
Academic Support	Library, Course & Curriculum Development, Faculty Development	Academic Administration, Academic Success, Technical Support (Computer Srv. & AV)
Student Services	Enrollment Mgmt, Admissions, Testing, Advising, Student Activities, Veterans Support, Disability Services, Counseling, Student Development, Pre-college programs (TRIO), Community Partnerships, Student Conduct, Title IX, Off-campus Military Education Centers	Financial Aid, Records & Transcripts (CSI), Call Ctr, Interpreter & Immunization Services, Off Campus Military Educ. Centers
Institutional Support	College Administration (President, VPs, Campus Business Office, Technology Center, Campus Staff) Grant Mgmt., college-specific strategic planning	Police, HR, IT, IRES, Finance & Fiscal (Bus. Office - DSO, AP, Payroll, Treasury, Grants Compliance, Inventory Control, Records Retention, Purchasing), Community & Alumni relations, Internal Audit, Legal, Ethics, Strategic Planning, Risk Mgmt.
Maintenance & Operations		Utilities, Housekeeping, Grounds, Building Mtn., Construction Project Mgmt, Preventive Mtn.
General Institutional		Debt Service, Insurance, Bad Debt, Tax Appraisal/Collection, Enterprise-wide fees (audit, collection agency, armored car, bank service, credit card), Institutional Reserve, Staff Council
Other (Public Svc, Aux, Scholarships)	Child Care Center, Planetarium/Challenger Center, Student Publications, Natatorium Operations	Lectures, Food Service, Grants to students by institution or entitlement programs