



MEETING OF THE BOARD OF TRUSTEES MEETING AS A COMMITTEE OF THE WHOLE

TUESDAY, JANUARY 16, 2018
6:00 PM

**GEORGE E. KILLEN COMMUNITY EDUCATION & SERVICE CENTER
ROOM 101 COMMUNITY MEETING ROOM
201 W. SHERIDAN
SAN ANTONIO, TEXAS**

NOTICE IS HEREBY GIVEN THAT A MEETING AS A COMMITTEE OF THE WHOLE OF THE BOARD OF TRUSTEES OF THE ALAMO COMMUNITY COLLEGE DISTRICT WILL BE HELD ON TUESDAY, JANUARY 16, 2018. THE MEETING WILL CONVENE IN OPEN SESSION AT 6:00 PM. THE "COMMITTEE OF THE WHOLE" WILL PARTICIPATE IN AN IN-DEPTH DETAILED WORKING CONSIDERATION OF AGENDA ITEMS FOR WHICH FINAL ACTION WILL BE CONSIDERED AT THE NEXT REGULARLY SCHEDULED BOARD MEETING.

This Meeting as a Committee of the Whole 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 Committee will convene in Executive Session in accordance with Tex. Govt. Code §§ 551.071 - 551.087. 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 Committee will consider, discuss, and take appropriate action regarding the following items:

AGENDA

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **CERTIFICATION AND POSTING OF NOTICE**
4. **PLEDGES OF ALLEGIANCE**
5. **ELECTIONS**
 - A. Discussion and Possible Action To Approve an Order Calling for a General Election for Trustees of the District and a Special Election for the Trustee of District 9 To Be Held on May 5, 2018 4
6. **STUDENT SUCCESS - Clint Kingsbery, Chair**
 - A. Alamo Academies Update, Gene Bowman 10
 - B. I-BEST Presentation, Melissa Sadler-Nitu 27

C. Continuing Education Update, <i>Tim Rockey</i>	61
D. Student Financial Aid Update, <i>Tomas Campos</i>	67
7. AUDIT, BUDGET AND FINANCE - <i>Roberto Zarate, Chair</i>	
A. Internal Audit Quarterly Update, <i>William G. Wullenjohn, Sr.</i>	80
B. Discussion and Possible Action on the Annual Review of the Internal Audit Charter	94
C. Discussion and Possible Action on the Annual Review of the Audit Committee Charter	103
D. Discussion and Possible Action on Audit Services Policy C.1.2 and Internal Audit Protocol C.1.2.1	112
E. Discussion and Possible Action on Amending the Contract with Brainfuse, Inc. for the Purchase of Online Tutoring Services	121
F. Discussion and Possible Action on Amending the Contract with Gold Hill Associates for the Purchase of Executive Search Services	123
G. Discussion and Possible Action on Purchase of Double-Station Electronic Troubleshooting Hydraulic Training Simulator for the Alamo Colleges – St. Philip’s College	125
H. Discussion and Possible Action on the Proposals Received for the Purchase of Print Advertisements for Legal and Public Notices	127
8. BUILDING, GROUNDS & SITES SELECTION - <i>Joe Alderete, Chair</i>	
A. Construction Status Report, <i>John Strybos</i>	130
B. Discussion and Possible Action on the Purchase of Plumbing and Pipefitting Maintenance & Repair Services	138
9. EXECUTIVE SESSION	
A. Pursuant to §551.071, Texas Government Code, the Committee of the Whole may consult with its attorneys to seek their advice on 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.	
B. Pursuant to § 551.071, Texas Government Code, the Committee of the Whole may consult with its attorneys about pending and threatened litigations.	
C. Pursuant to § 551.071, Texas Government Code, the Committee of the Whole may consult with its attorneys about pending EEOC charges.	
D. Pursuant to §551.072, Texas Government Code, the Committee of the Whole may deliberate the purchase, exchange, lease or value of real property.	
E. Pursuant to §551.074, Texas Government Code, the Committee of the Whole may deliberate the appointment, employment, evaluation, reassignment, duties, performance of duties, discipline, or dismissal of a public officer or employee(s), including, without limitation, the Chancellor.	
F. Any action on these matters will be taken in Open Session.	
10. RECONVENE OPEN MEETING	
11. ADJOURNMENT	

POSTED AT THE ACCD GEORGE KILLEN COMMUNITY EDUCATION & SERVICE
CENTER, 101 COMMUNITY MEETING ROOM, (201 WEST SHERIDAN) AT
4:00 P.M. ON THIS 12TH DAY OF JANUARY 2018

This meeting site is wheelchair accessible. The accessible entrance is located at the front entrance to Building E (entrance faces S. Flores Street). Accessible parking spaces are located in front of Building E, located in the parking lot that faces South Flores 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 calling Sandra Mora, Board Liaison, at 210-485-0030.

“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. Bruce H. Leslie
Chancellor

Discussion and Possible Action To Approve an Order Calling for a General Election for Trustees of the District and a Special Election for the Trustee of District 9 To Be Held on May 5, 2018

Presented to the Committee of the Whole of the BOARD OF TRUSTEES of the ALAMO COMMUNITY COLLEGE DISTRICT on January 17, 2018 and to be presented to the BOARD OF TRUSTEES at a regular meeting on January 23, 2018.

MINUTE ORDER:

“In Accordance with the Attached Order and Its Attachments, The Alamo Community College District Board of Trustees: (i) Calls for a General Election To Be Held on May 5, 2018 To Elect Three Single-Member District Trustees for District Five (5), District Six (6), and District Seven (7) for six-year terms; and (ii) Calls for a Special Election To Be Held on May 5, 2018 to Fill An Unexpired Term for the position of Single-Member District Trustee Nine (9); and (iii) Calls for the Elections on the Uniform Election Date of May 5, 2018 during which multiple entities are holding their elections in Bexar County, Texas.

PURPOSE:

To call and order a general election to fill Trustee positions for Districts Five (5), Six (6) and Six (7) which current terms expire in May 2018 and new terms to expire in 2024, and to call and order a special election to fill the unexpired term of office for Trustee position Nine (9), which current term expires in May 2020, in accordance with the attached Order.

BACKGROUND:

To comply with the Texas Education Code and the Texas Election Code, it is necessary to the Board to adopt the attached Order calling for a general election to be held on May 5, 2018 to fill vacancies for single member trustee positions in District Five (5), Six (6), and Seven (3) of the Alamo Community College District Board caused by the expiration of the regular terms of these offices, and calling for a special election to be held on May 5, 2018 to fill an unexpired term for a single member trustee position in District Nine (9). The Alamo Colleges District’s Elections are conducted by Bexar County Elections Administration and jointly with other political subdivisions.

IMPLICATIONS:

Financial:	Election Costs To Be Determined
Strategic Plan:	N/A
Human Resources:	N/A

ATTACHMENTS: Exhibit 1 – Order Calling Trustee General Election and Special Election to Fill An Unexpired Term

**ORDER CALLING TRUSTEE GENERAL ELECTION AND
SPECIAL ELECTION TO FILL AN UNEXPIRED TERM**

WHEREAS, the Board of Trustees (the “Board”) of the Alamo College Community District (“ACCD,” “District,” or “Alamo Colleges District”) has the authority to call a general election on May 5, 2018 for trustees to serve six-year terms for single-member Districts Five (5), Six (6), and Seven (7); and a special election on the same day to fill an unexpired term for trustee single-member District Nine (9) and,

WHEREAS, multiple entities are holding elections on the same date; and

WHEREAS, the Board has the authority pursuant to Chapter 271 Texas Election Code and Chapter 791 of the Texas Government Code, to enter into a contract for election services with Bexar County, Texas and joint election agreements with other entities holding elections on the same date;

IT IS, THEREFORE, ORDERED BY THE BOARD OF TRUSTEES OF THE ALAMO COMMUNITY COLLEGE DISTRICT THAT:

Section 1. Call of Election; Date; Eligible Electors; and Hours. The Board hereby calls and orders the general election and special election (the “Elections”) shall be held on Saturday, May 5, 2018, which is seventy-eight (78) or more days from the date of the adoption of this Order (the “Order”) within the territory of ACCD for trustees to serve six-year terms for single-member Districts Five (5), Six (6), and Seven (7); and to fill an unexpired term for single-member District Nine (9). The current terms for trustee positions in Districts Five (5), Six (6), and Seven (7) expire in May 2018, and the new terms will expire in 2024. The term of office for trustee position in District Nine (9) will expire in 2020. All resident, qualified electors of ACCD shall be entitled to vote for candidates for the ACCD Board trustee positions at issue. The Board hereby finds that holding the Elections on such date, which is a uniform election date, is in the public interest. The hours during which the polling places are to be open on Election Day for the Elections shall be from 7:00 a.m. to 7:00 p.m.

Section 2. Conduct of Election, Election Services Agreements and Appointment of Election Officers. The Elections shall be conducted by election officers, in accordance with the Texas Education Code, the Texas Election Code and the Constitution and laws of the State of Texas and the United States of America. An electronic voting system, as defined and described in Title 8 of the Texas Election Code, shall be utilized for the Elections.

Pursuant to Chapter 31 of the Texas Election Code, the Board orders that these Elections be conducted under the terms and conditions of an Election Services Agreement between Bexar County, Texas and the Alamo Community College District, which will be adopted at a subsequent meeting of the Board. Under said agreement, Bexar County, under the direction of the Bexar County Elections Administrator, will conduct joint elections for multiple entities, including the Alamo Community College District.

Chapter 271 of the Texas Election Code provides that the authorities of two or more political subdivisions which have ordered elections for the same day in all or part of the same territory may enter into an agreement to hold the elections jointly in election precincts that can be served by common polling places, and the Board is expressly authorizing this action. This Joint Election Agreement will be approved at a subsequent meeting of the Board.

Section 3. Voting Precincts. Except as otherwise provided herein the presently existing boundaries and territory of the respective Bexar County Election Precincts, which are wholly or partially within the territorial boundaries of ACCD, are hereby designated as the voting precincts of ACCD for the Elections. The precinct numbers for ACCD's election precincts shall be the corresponding Bexar County Election Precinct Number of each precinct that is wholly or partially within the District.

Section 4. Early Voting Polling Places and Times. The early voting polling places and times for early voting in Bexar County will be approved at a subsequent meeting of the board.

Section 5. Polling Places. The Election Day polling places for the Elections for each of the respective precincts in Bexar County will be approved at a subsequent meeting of the board. Section 271.003 of the Texas Election Code provides that voters of a particular election precinct or a political subdivision may be served in a joint election by a common polling place located outside the boundary of the election precinct or political subdivision if the location can adequately and conveniently serve the affected voters and will facilitate the orderly conduct of the elections. To the extent any polling place utilized by the District and designated at a subsequent meeting of the board for the conduct of the Elections is located outside the boundaries of an election precinct, the Board specifically finds that the polling place selected by the District is convenient and will adequately serve the voters of the District.

Section 6. Presiding Judges and Alternates. The Board hereby designates the presiding judges and alternate presiding judges appointed by the Bexar County Elections Administrator for the respective election precincts. The presiding judge at each precinct shall have authority to retain and deputize clerks for the conduct of the Elections in accordance with the directives established by the Bexar County Elections Administrator for these elections.

In the event that Bexar County shall determine from time to time that (a) the polling places hereby established and designated shall become unavailable or unsuitable for such use, or it would be in the District's best interests to relocate the polling places, or (b) that the Presiding Election Judge, Alternate Presiding Judges appointed or hereinafter designated shall become disqualified or unavailable, the County is hereby authorized to designate and appoint in writing substitute polling places, Presiding Election Judges or Alternate Presiding Election Judges, giving such notice as is required by the Election Code and as deemed sufficient. Furthermore, the County is hereby authorized to allow Presiding Election Judges or Alternate Presiding Election Judges, upon request to designate and appoint such additional clerks as may be required from time to time to assist at polling places in order to efficiently carry out the duties of the office, giving such notice as is required by the Election Code and as deemed sufficient.

Section 7. Election Information to be provided in Spanish. Except as otherwise provided by the Election Services Agreement or Texas Election Code, the Bexar County Elections Administrator shall be responsible for the preparation of notices, instructions, orders, ballots and other written material pertaining to the Elections and shall cause each such document to be translated into and furnished to voters in both the English language and the Spanish language in order to aid and assist voters speaking Spanish as a primary or an alternative language to properly participate in the election process. In addition, the Bexar County Elections Administrator is hereby authorized and directed to make available to the voters having the need of an individual capable of acting as a translator and speaking both English and Spanish languages who will assist Spanish speaking voters in understanding and participating in the election process. The ACCD Elections Administrator is hereby authorized and directed to post any required notices or other written materials in English and Spanish.

Section 8. Appointment of ACCD Custodian of Records and Agent. To the extent not otherwise provided for in the Election Services Agreement, the Board appoints Sandra Mora, ACCD's Elections Administrator, as the ACCD Custodian of Records ("ACCD Custodian") and agent to the Board Secretary to perform the duties related to the conduct and maintenance of records of the Elections as required under the Texas Election Code during the period beginning the fiftieth (50th) day before Election Day for the general election, and the third (3rd) day after the Board approves the Order calling a special election, and ending not earlier than the fortieth (40th) day after the day of the Elections. In particular, the ACCD Custodian shall provide applications for candidates, accept applications from candidates for a place on the ballot, determine the order in which names will appear on the ballot for the trustee positions based on a drawing, and accept and maintain records regarding campaign expenditures that may be filed with ACCD.

The ACCD Custodian shall maintain an office open for election duties for at least three hours each day, during regular office hours, on regular business days during the period required by law. The ACCD Custodian shall post notice of the location and hours of her office as required by the Texas Election Code. The ACCD Custodian shall maintain in her office, the documents, records and other items relating to the elections and shall be the person designated to receive documents on behalf of ACCD that are required by the Texas Election Code.

Section 9. Appointment of General Custodian of Election Records. Pursuant to Section 271.010 of the Texas Election Code and Election Services Agreement, the Board approves and appoints Jacquelyn Callanen, Bexar County Elections Administrator, as General Custodian of Election Records ("General Custodian"). The General Custodian shall secure all ballot boxes and preserve all voted ballots securely in a locked room in the locked ballot boxes for the period for preservation required by the Election Code.

Section 10. Early Voting by Mail. The Board appoints Jacquelyn Callanen, Bexar County Elections Administrator, as ACCD's Joint Early Voting Clerk. Ballot applications and ballots voted by mail shall be addressed to ACCD's Joint Early Voting Clerk at the address indicated immediately below.

Jacquelyn F. Callanen
Bexar County Elections Administrator

1103 S. Frio, Suite 100
San Antonio, Texas 78207

The ACCD Joint Early Voting Clerk shall collect all applications for ballots received at the above address during the period allowed by the Texas Election Code.

Section 11. Early Voting. The presiding judge of the Bexar County Early Voting Ballot Board shall count and return early voting ballots in accordance with the Election Code. The presiding judges of the Early Voting Ballot Board shall appoint two or more election clerks, and such judge and clerks shall constitute the early voting ballot board and shall perform the duties set forth for such board in the Election Code.

Section 12. Canvassing of Returns, Declaring Results. The General Custodian shall provide a written return of the Election results to the ACCD Custodian. The ACCD Custodian shall make a written return of the Election results to the Board in accordance with the Election Code. The Board shall canvass the returns and declare the results of the Elections.

If the Board finds at the time of canvassing the election results, that no candidate for a particular place for trustee has received the votes of a majority of the resident, qualified electors voting at the Elections, including those voting early, then a runoff election will be ordered by the Board between the two candidates receiving the highest number of votes for the particular place and at a time and under procedures appropriate under the Texas Election Code.

Section 13. Notice of Election. Notice of the Elections, stating in substance the contents of this Order, shall be published one time in the English and Spanish languages, in a newspaper published within ACCD's territory at least 10 days and no more than 30 days before the Elections and as otherwise may be required by the Texas Election Code. Notice of the Elections shall also be posted on the bulletin board used by the Board to post notices of the Board's meetings no later than the 21st day before the Elections and at any other place required by the Texas Election Code.

Section 14. Training of Election Officials. Pursuant to the Election Code, a public school of instruction for all election officers shall be held as provided by the Election Services Agreement.

Section 15. Authorization to Execute. The Chair of the Board is authorized to execute and the Secretary of the Board is authorized to attest this Order on behalf of the Board. The Chair of the Board is authorized to do all other things legal and necessary in connection with the holding and consummation of the Elections.

Section 15. Effective Date. This Order is effective immediately upon its passage and approval.

PASSED AND APPROVED the 23rd day of January, 2018.

Dr. Yvonne Katz, Chair
Alamo Community College District
Board of Trustees

ATTEST:

Secretary,
Board of Trustees

Alamo Academies



**Aerospace
Academy**



**Information
Technology &
Security Academy**



**Advanced
Technology &
Manufacturing
Academy**



**Health
Professions
Academy**



**Heavy
Equipment
Academy**

**Gene Bowman, Executive Director
January 16, 2018**

Alamo Academies

=

Proven Workforce Talent Pipeline!

The Challenge

Address the “skills-gap”

Multiple Industries

- Replace a retiring workforce
- Transfer knowledge & experience
- Develop pipeline of young workers prepared to take jobs in their industry

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The Solution

The Alamo Academies

A STEM-based instructional model in partnership with:

- Industry
- School Districts
- Local Communities & Government Entities
- Alamo Colleges

Providing high school youth with a tuition-free career path.

Marrying industry, workforce, and economic development to produce a STEM-based high school-to-career pipeline.



The Model

Target: High School Juniors and Seniors

1. Industry Demand-driven and Collaborative Program
2. Dual Credit Program of Studies Leading to College Diploma
3. Nationally Recognized Industry Certifications
4. Stackable Credentials
5. Comprehensive Student Support Systems

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Proven Model - Duplicated by Many!

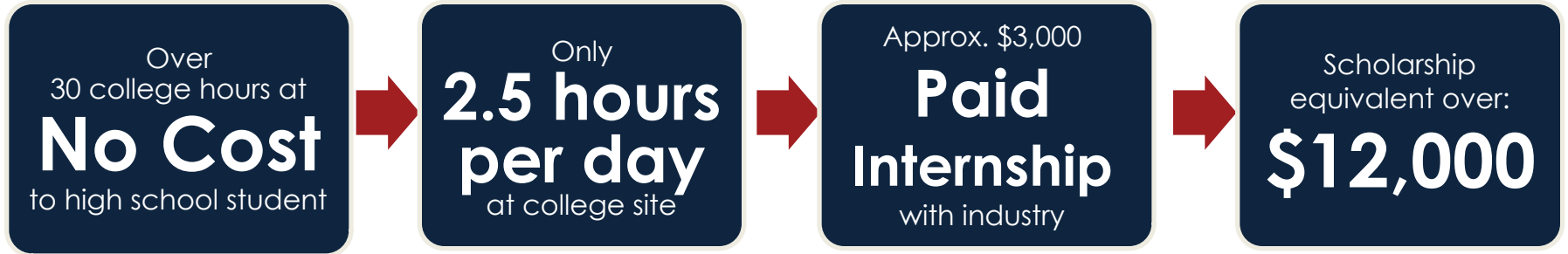


ALAMO
COLLEGES
DISTRICT



2 Year Program of Studies

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100% ATTAINMENT OF PERFORMANCE TARGETS

Recruitment

Achieve 100% capacity at Census date per Industry guidance

Graduates

Meet/exceed state Level- I Certificate graduation rate

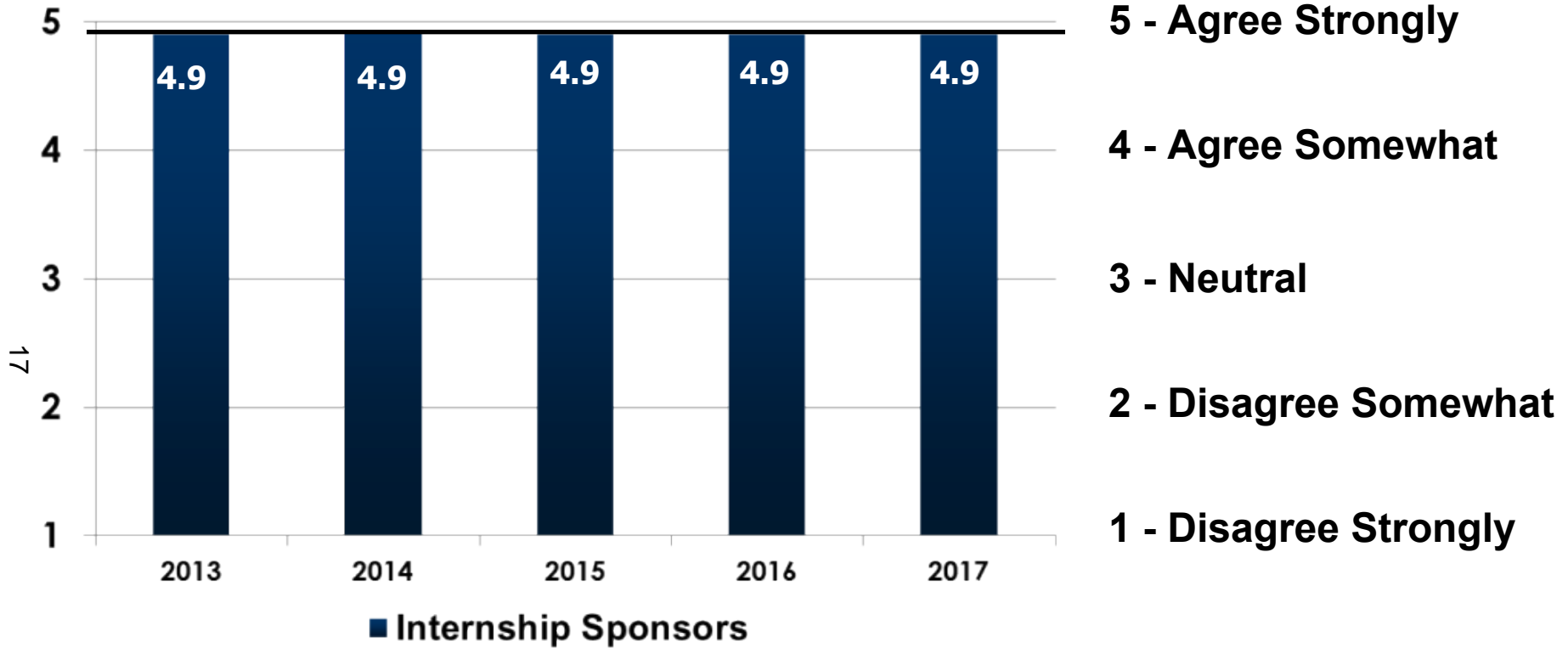
Internships

Obtain internships for all qualified Academy students

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INDUSTRY SATISFACTION



Alamo Academies = The Future of Business!

The Impact

95%

2-yr grads to careers
and/or higher ed.

3,132

industry & workforce
certificates awarded

Statistics

AMT

42% offered high-paying jobs

100%

capacity enrollment
last 4 years

19

The Results To Date

- **78%** minority students
- **86%** economically disadvantaged
- **1,414** highly-skilled graduates
- **100%** high school graduation
- **63%** college graduation rate

Walk college stage before high school graduation!

20



The Results To Date

Diversity

- **Hispanic** **70%**
- **Caucasian** **22%**
- **African-American** **6%**
- **Asian** **2%**

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Gender

Historical

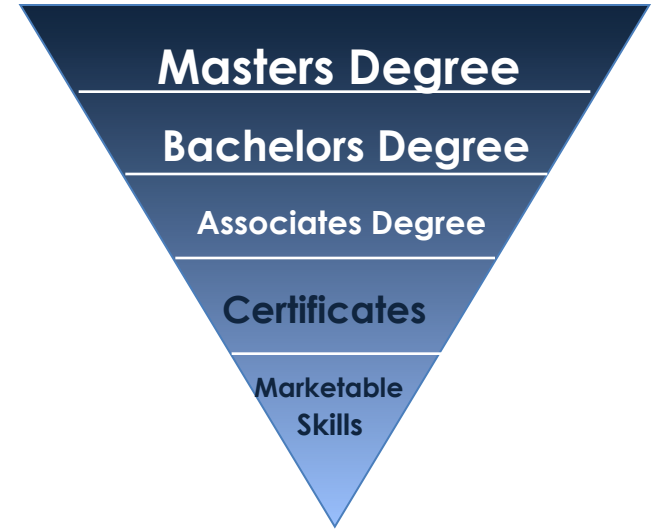
- **Male** **77%**
- **Female** **23%**

Today

- **Male** **62%**
- **Female** **38%**



“Pathways Unbound”



**Continue to improve and focus on what we do best:
Workforce Talent Pipeline!**

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International, National & State Recognitions

- Texas Higher Education Coordinating Board [THECB]
Star Award [October 2012]
- Manufacturing Skills Standards Council [MSSC]
Best Practices Model [March 2013]
- 23 ▪ International Economic Development Council [IEDC]
Gold Award Winner Human Capital Category [July 2014]
- Bellwether Award Winner [January 2015]



Recognition Continued

- National Career Pathways Network Career Pathways Partnership Award [October 2014/2016]



- IT Subcommittee U.S. House of Representatives on Oversight and Government Reform Regarding Closing the IT Gap in Federal IT [September 2016]



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- CyberPatriot
 - National Champions 2012
 - National Finals 6 out of 7 Years
 - Mayor's Cup Award 6 out of 7 Years
 - 5 ITSA Teams currently in Platinum Round
 - 1 Team currently ranked top 12 in Nation (~5800 teams)



Alamo Academies = The American Dream!



Questions



**Aerospace
Academy**



**Information
Technology &
Security Academy**



**Advanced
Technology &
Manufacturing
Academy**



**Health
Professions
Academy**



**Heavy
Equipment
Academy**

www.alamoacademies.com



ALAMO
COLLEGES
DISTRICT

Alamo Colleges Integrated Education Skills Training Integration

Further, Faster... Finished!

Board PVC - Update

Alamo Integrated Education Skills Training (I-BEST)
January Alamo Colleges Board of Trustee's Update



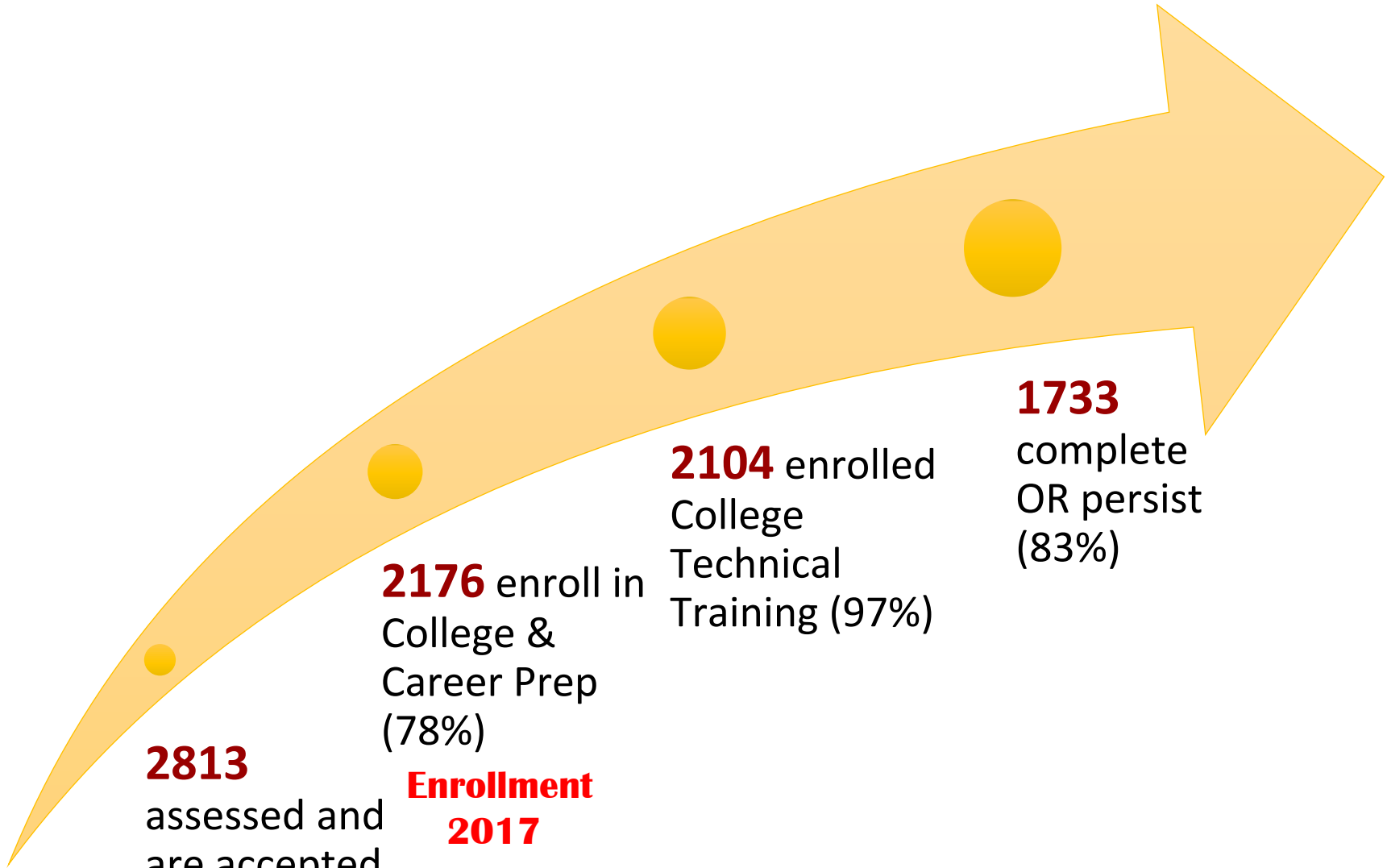


From 100 Academic At-Risk Enrollments in 2010 to 2,176 in 2017

Target 2,500 in 2018



28



1733 Completers

1298 Verified as Employed (75%)

**Enrollment
2017**



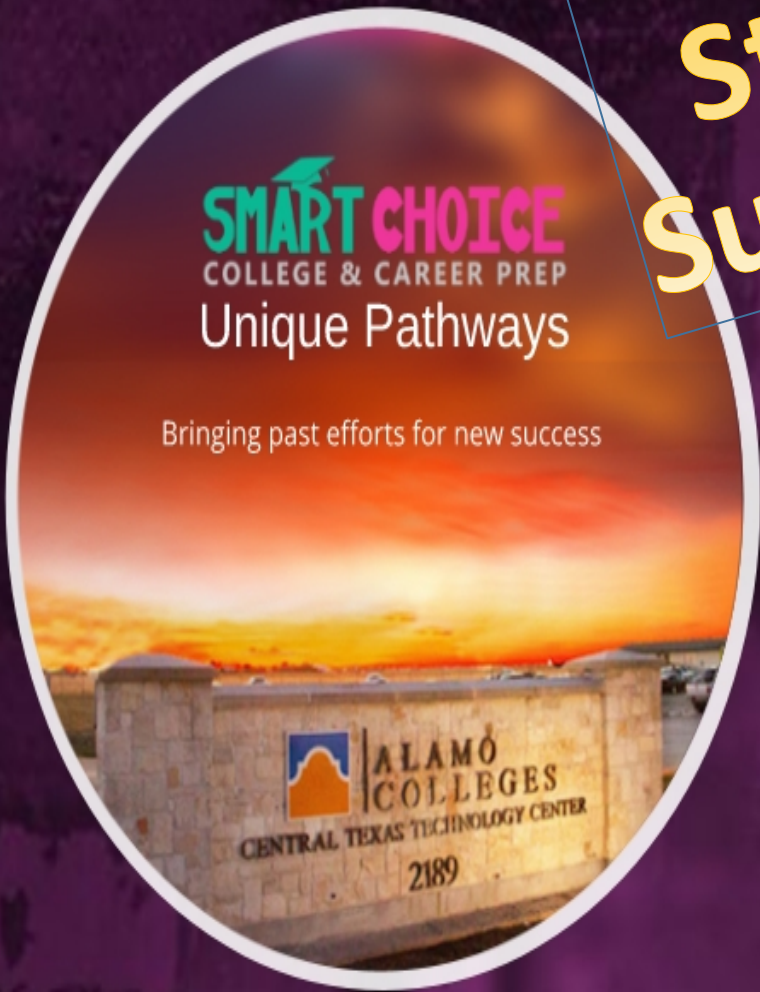
*A four day standardized set of assessments allows...
Alamo Colleges to assess (not testing) what
students CAN do instead of what students
CAN'T do.*

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“The combination of temporal, financial, and academic stresses may leave students overwhelmed and contribute to a decreased probability of completing their intended degree(s) (A Pilot Study of Holistic Assessments... Rikoon, 2014).



Holistic Assessment (Smart Choice) Culminates in "My Alamo Real Plan"



Student Success!!

MAINSTREAM

30

JOBS FIRST

EL CIVICS

HOLISTIC Portfolio (Assets)

Academic Diagnostics

TSIA
TABE

BEST Plus BEST Literacy

GAIN

Personal

Portfolio Assessment-
Barriers issues preventing regular attendance (Face-to-face Interviews)
Learning Styles
Personality Assessment (Myers-Briggs)
Personal Interviews looking for Skills/Experiences in education and employment history

Career/Institute Attributes

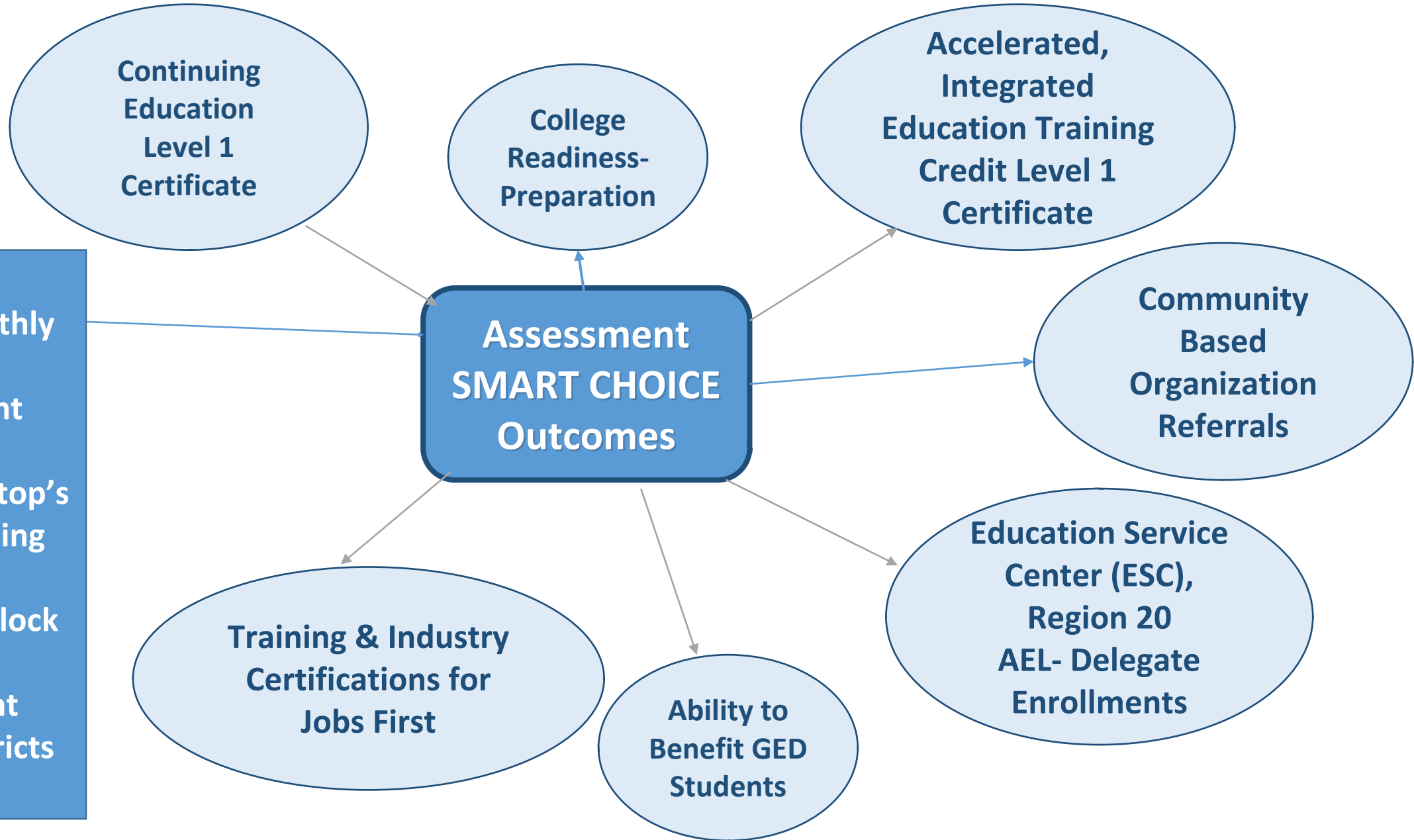
Career Interest Inventory (RAISIC)
College Readiness Assessment (Face-to-face Interviews)
Soft Skills Assessment (Edmentum)
Build Electronic Portfolio (ACES)



IBEST – Integrated Education Training Outcomes

N=1500 Monthly Outreach Recruitment

- WSA-One Stop's
- Public Housing
- CBO'S
- Proximity Block Walking
- Independent School Districts





Alamo I-BEST Target Demand Occupation Course

Blocked

Accelerated

Integrated

Credit Based Course or Mirrored Continuing Education Course

Hard Skill Approved Content

Contextualized Basic Skills Component-Competency Based

Language Skills

Math Skills

Job Development and Readiness Skills

Leadership Development Skills Preparation to obtain entry level employment

Competency Based Soft Skills/Badges to retain employment

Integrated Education Training Phase 1 Programs at Alamo Colleges

**Manufacturing
Institute**

**DIESEL HEAVY
EQUIPMENT
L1- 16 CR (SPC)**

**WAREHOUSE
MANAGEMENT
L1 – 16 CR (PAC)**

**Health &
Bioscience
Institute**

**COMMUNITY
HEALTH
WORKER
L1 – 17 CR
(NVC)**

**Science &
Technology
Institute**

**COMPUTER
DESKTOP
SUPPORT
TECHNICIAN
L1 – 15 CR (SAC)**

Phase 2

Integrated Education Training Programs at Alamo Colleges

Phase 2
Fall 2018

Advanced Manufacturing & Logistics Institute

- Diesel Heavy Equipment L1 - 16 Cr (SPC)
- Warehouse Management L1 - 16 Cr (PAC)
- Transportation Management L1 - 16 Cr (PAC)
- Manufacturing Management L1 - 18 Cr (PAC)
- Refrigeration L1 - 24 Cr (SPC)
- Inert Gas GTAW/GMAW Welder L1 - 30 Cr (SPC)

Health & Bioscience Institute

- Community Health Worker L1 - 17 Cr (NVC)
- Pharmacy Technology ASHP L1 - 31 Cr (NVC)
- Medical Assisting L2 - 48Cr (SAC)
- Certified Nursing Assistant L1 - 18Cr (SPC)

Science & Technology Institute

- Computer Desktop Support Technician L1 - 15 Cr (SAC)
- Cisco Certified Network Associate CCNA L1 - 16 Cr (SAC)
- Information Assurance & Cyber Security L1 - 28 Cr (SAC)
- Windows Server Administrator MCSA L1 - 15 Cr (SAC)

Public Service Institute

- Early Childhood and Family Studies L2 - 30 Cr (SPC)
- Leadership in Public Services L1 - 18 Cr (SAC)

Creative & Communication Arts Institute

- Digital Media L1 - 33 Cr (NVC)
- Windows Programming L1 - 18 Cr (NVC)

Business & Entrepreneurship Institute

- Customer Service/Sales Operations L1 - 24 Cr (NVC)
- Administrative Assistant L1 - 42 Cr (PAC)
- Bill and Account Collector L1 - 16 Cr (PAC)

From 4 to 21 Integration Occupational Pathway Programs by Fall 2018: Each must be (1) Blocked (2) Accelerated, and (3) Stackable



ALAMO
COLLEGES
DISTRICT

New Markets



Investment/Benefit Comparison

Alamo I-BEST Student

Cost = \$1,550

Time = 4 months

**Outcome = Level 1
(Stackable) Certificate**

Proprietary Student

Cost = \$18,000 *Cost is based on collective
proprietary school average

Time = 8 months

**Outcome = Diploma with
complex articulations**

Minimum Wage \$15,000 per year - (\$7.25 hr)
College Technical Certificate = \$ 35,919.00 - (\$18.70 hr)
College Technical Associate Degree = \$45,386.00 - (\$23.63 hr)

Minimum Wage to Certificate = 58% increase
Certificate to Associate Degree = 21% increase

Questions and Feedback



Alamo Colleges Integrated
Education Skills Training
Integration

Further, Faster... Finished!



ALAMO
COLLEGES
DISTRICT



Presentation Appendices

Presidents and Vice Chancellor's Update

Alamo Integrated Education Skills Training (I-BEST)

January Alamo Colleges Board of Trustee's Update

Background: Alamo I-BEST

2010 -2014 - early adopter of Washington State IBEST Model –\$1.5 Million DOL Grant

- Pilot of 30 to 100 enrollments per year
- Health Careers Training included Pharmacy Tech, LVN, CNA, Community Health Worker, and Medical Front Office
- Attained DOL verified completion rate of 90% & 75% placement

May 18, 2013 - Governor Rick Perry signed Texas Senate Bill (SB) 307, transferred responsibility for adult education from the Texas Education Agency to Texas Workforce Commission (TWC, 2015) to implement IBEST like/Integrated Adult Education Programs

- DOL funding replaced by alternate funding sources (TWC Adult Basic Education funds). Additional funding included ATX, AARP (50+) Workforce, DARS & FAFSA fund qualifying students
- Target most at-academic risk students (5th and below) continue meeting DOL and WSA standards

2014 –Workforce Innovation and Opportunity Act (WIOA) into law on July 22nd

- Alamo Colleges THECB and TWC designated as early IET/IBEST State Leader college
- Diversified and increased enrollments; Averaging almost 1,000 enrollments 2014 in three years

2015 - Scaled enrollment and diversified training programs to Regional Centers (WETC, WCOE, BETC, CTTC).

2016 – Bellwether Winner and Finalist for THECB Star Award –Adopted IBEST to academically at risk students.

2016-17 Board encourages integration and expansion to internal student populations

Present - Plan for integrating academic at-risk student population (4th and below) into the Integration Education Training (IET)/IBEST opportunities

OUR STUDENTS

- Functioning 8th Grade and Below
- 50% do not have high school credentials
- Single head of household young children
- Unemployed or Underemployed
- Face significant life turbulence

Female

Age 37

Hispanic

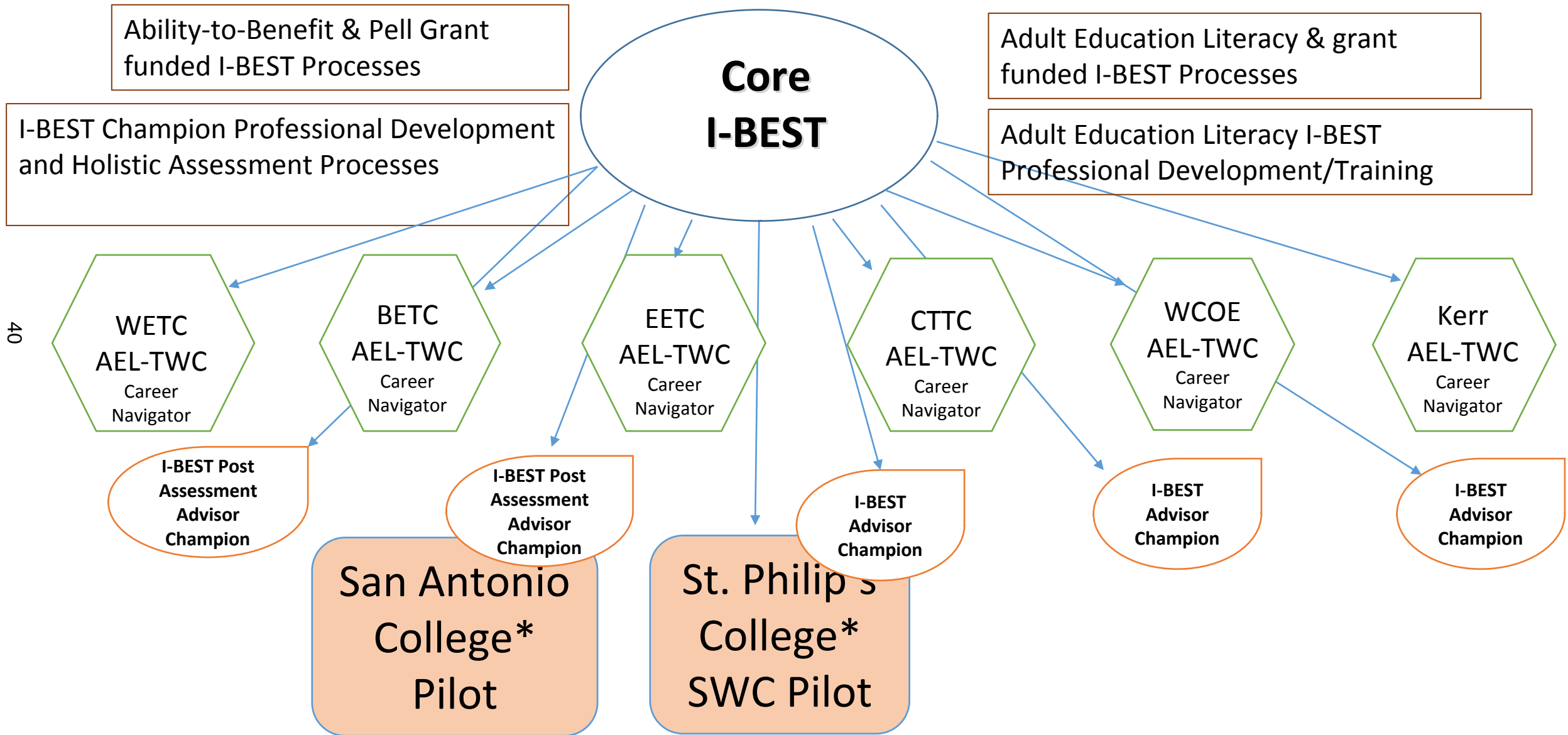
6th Grade Reading



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Current Program Structure



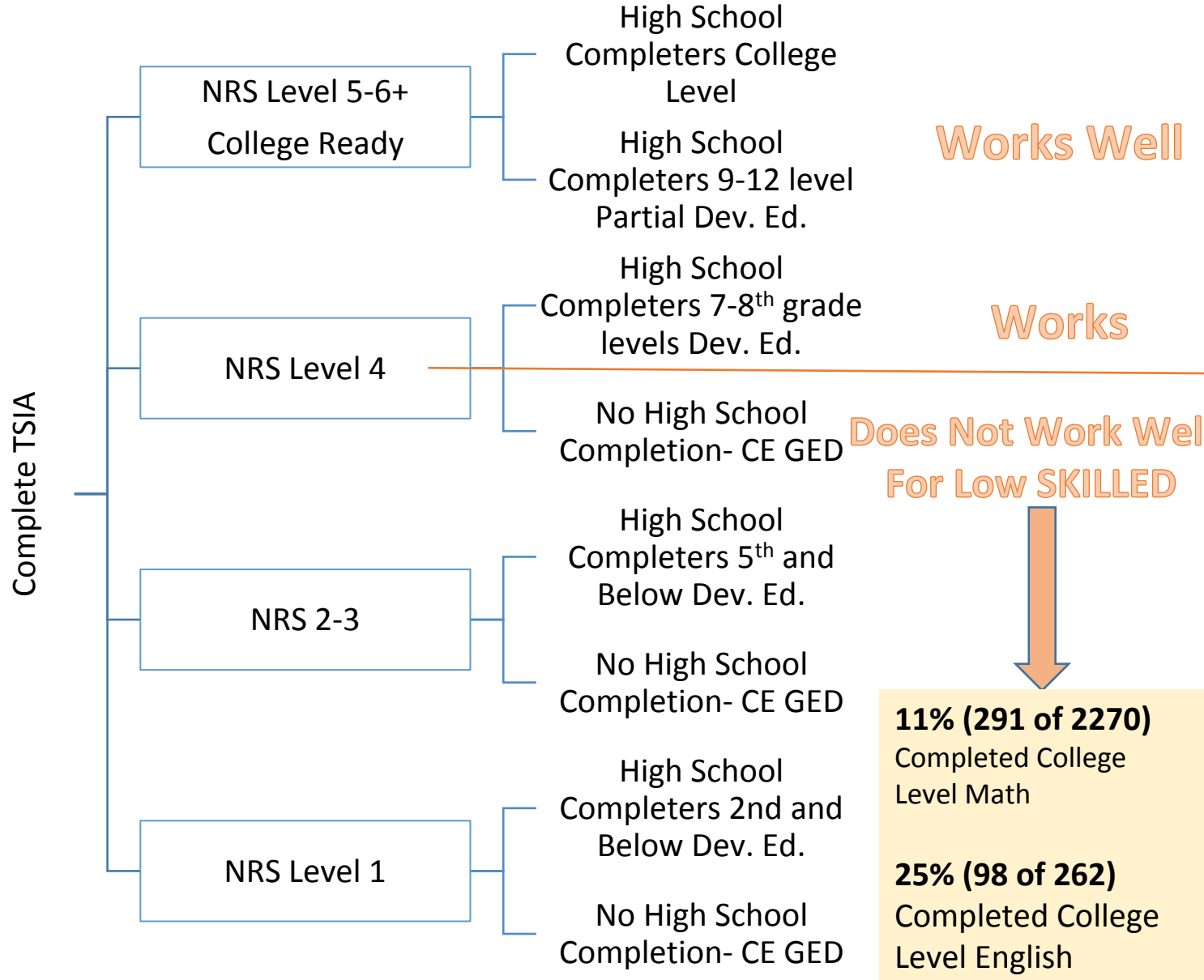
40



Need Integration and IBEST Program Options for Academic NRS 4th and Below



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Holistic Assessment – Student Focus Groups Voices (EETC, WETC, CTTC)

This is a great program they taught me things I didn't know about college"

Teaching Courses Plan Problems Instructors Knowledgeable

They took their time to work with me. and made me feel very comfortable

Goals TESTS Liked Step Teachers Fact Career

Assessment tests and Next step planning... and just the wealth of information highlights of the program;

Nice College Took Learning Hands Help me Understand

The 1 on 1 and the help for me to better understand the steps towards my career/degree.

The extra programs they provide you with so you can practice and get ready for whatever comes next in our smart plan"

All the information on financial aid and other programs that work with St. Philip's to help financially challenged with help to go to college"

I like that they had different programs come speak to us, and like that they help step by step to get to where you need to be.

PURPOSE

The Alamo I-BEST Mainstream Integration Initiative serves as a plan to bring Alamo I-BEST Career Pathways to the individual colleges.

–“Community college students will be more likely to persist and succeed in programs that are tightly and consciously structured, with relatively little room for individuals to unintentionally deviate from paths toward completion, and with limited bureaucratic obstacles for students to circumnavigate.”
–Scott-Clayton (2011)



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SMART CHOICE
COLLEGE & CAREER PREP

How it Works at Pilot Site (s) San Antonio College!

- Working with Developmental Education to create an AEL funded Bridge: Intensive College Readiness Course

English	Math
INRW 0420- CRN 31703	Math 0410 - CRN 30193
INRW 0120- CRN 31702	Math 0105 – CRN 30262

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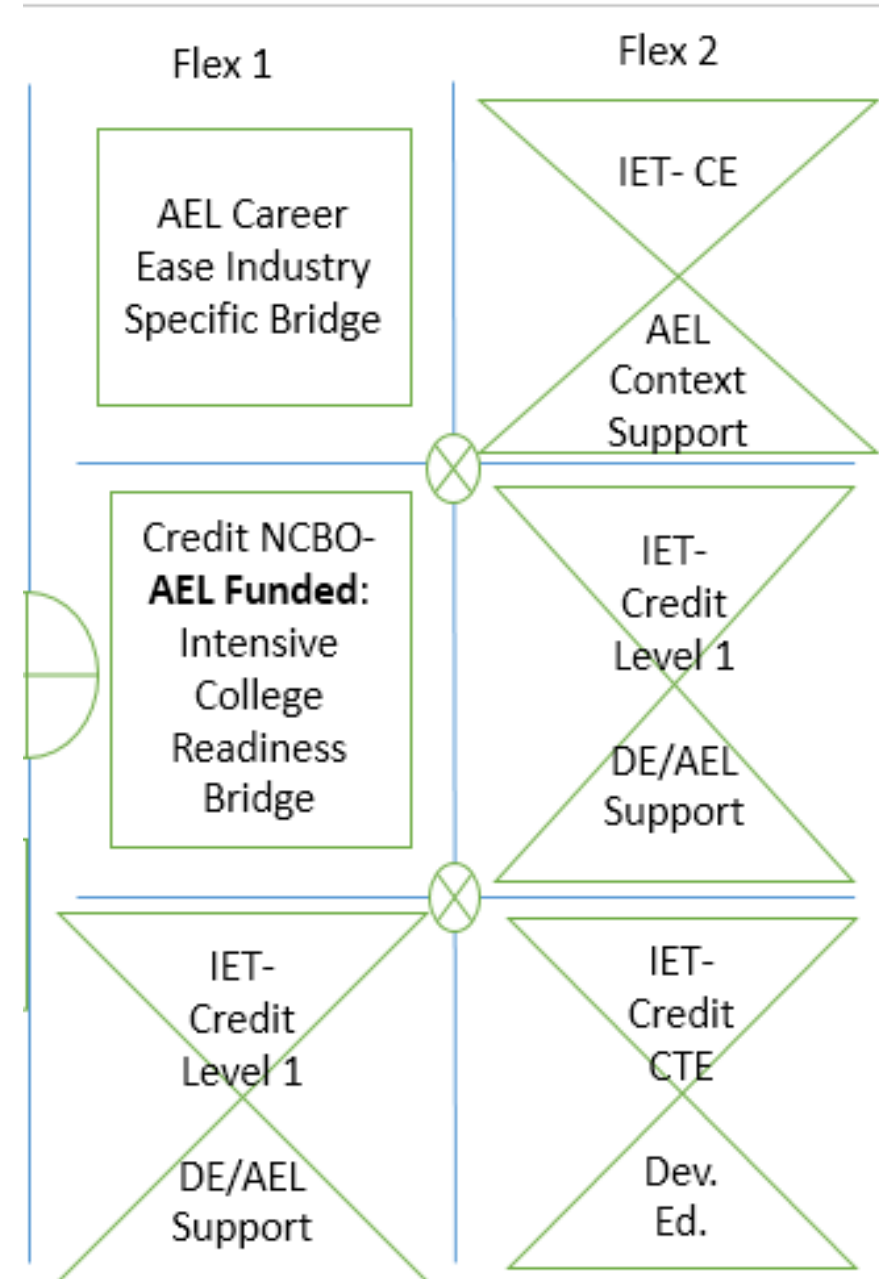
- Collaborated with SAC Advising team to identify ICR students for Spring Flex 1 and follow-up Flex 2 courses
 - Co-Located Career Navigator with Advising TEAM
 - Identify Target Demand Industry Level 1 Certificate students and offer IET support
 - Joint recruitment effort with San Antonio ISD post Gear Up Students – Smart Choice Event



Pilot St. Philip's College-SWC!

- Providing Smart Choice on-site with SPC-SWC support
- Working with Target Demand Level 1 Certificate programs to support existing students with support and braided funding
- Striving to integrate AEL students into Target Demand Level 1 Certificate programs through Credit and Continuing Education mirrored courses and skill specific contextualized support

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I-BEST and Integration Opportunities

1. Action to require Smart Choice Holistic Assessment for students NRS 4 and Below in all subject areas
2. Allow SMART Choice entry of students without High School Completions into Level 1 Credit Certificate Pathway Programs
3. One I-BEST trained Champion/ Liaison at college campuses
4. Marketing support for student outreach

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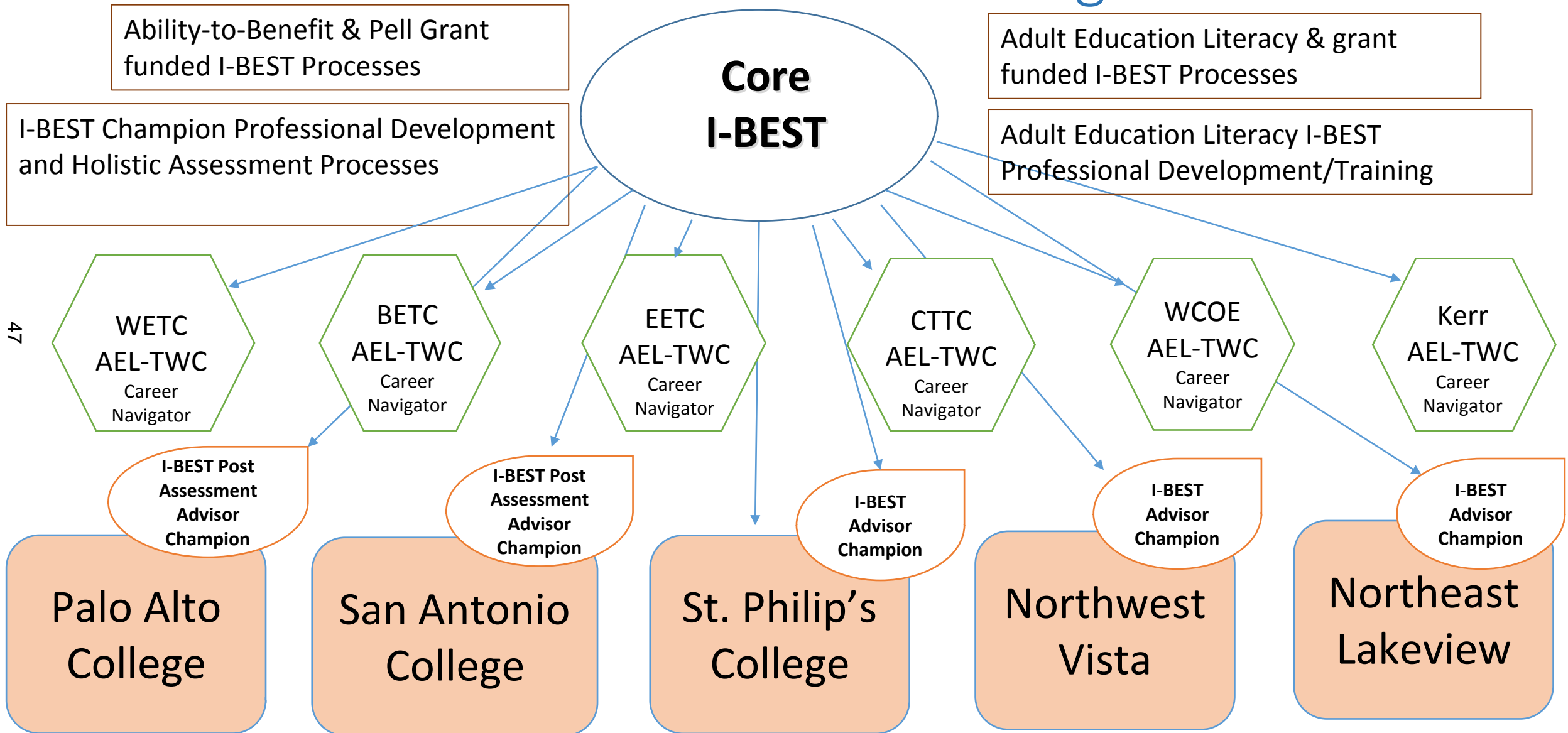
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ACTION = SUCCESS

Making the new system work means changes to policy.

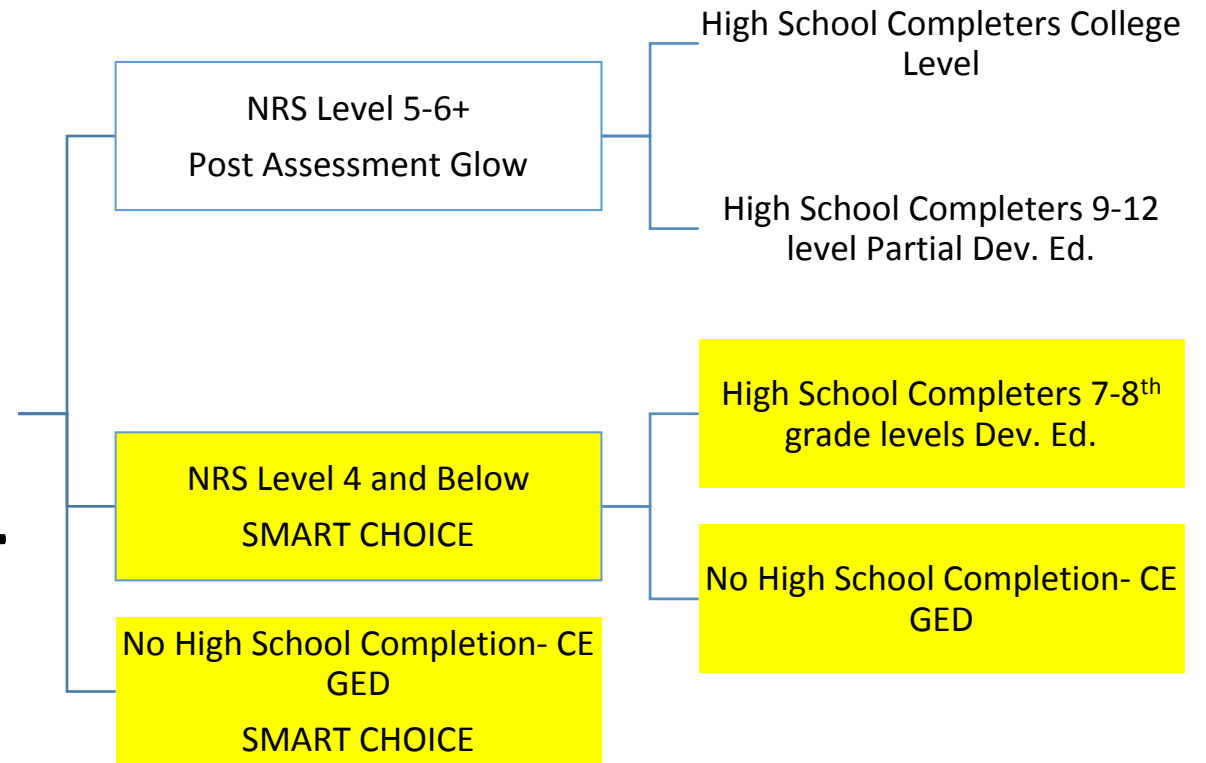
Proposed Integration of IBEST at Alamo Colleges



Summary and Recommendations - Academic At-Risk (4th NRS and Below)

- We know Alamo I-BEST is right model
- We know it works
- To continue internal integration of the I-BEST model
 - We need mandatory Holistic-Smart Choice Assessment for *Academically At Risk*
 - Allow non-high school completers access to Alamo Enroll via Smart Choice
 - We need Smart Choice Assessment Sites at each college
 - We need a link to post assessment advising at each college
 - We need more Integrated Instructional Programs (accelerated, blocked, contextualized, stackable)
 - We need more CE to Credit Articulation

Complete TSIA





Mainstream Occupational Integration: Integrated Education Training (IET)

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IET aligns with the definition of Career Pathways in WIOA and represents a hallmark for innovative AEL instruction and Workforce Training for individuals who are Basic Skills Deficient.

TEXAS WORKFORCE COMMISSION ADULT EDUCATION AND LITERACY LETTER,
October 13, 2016



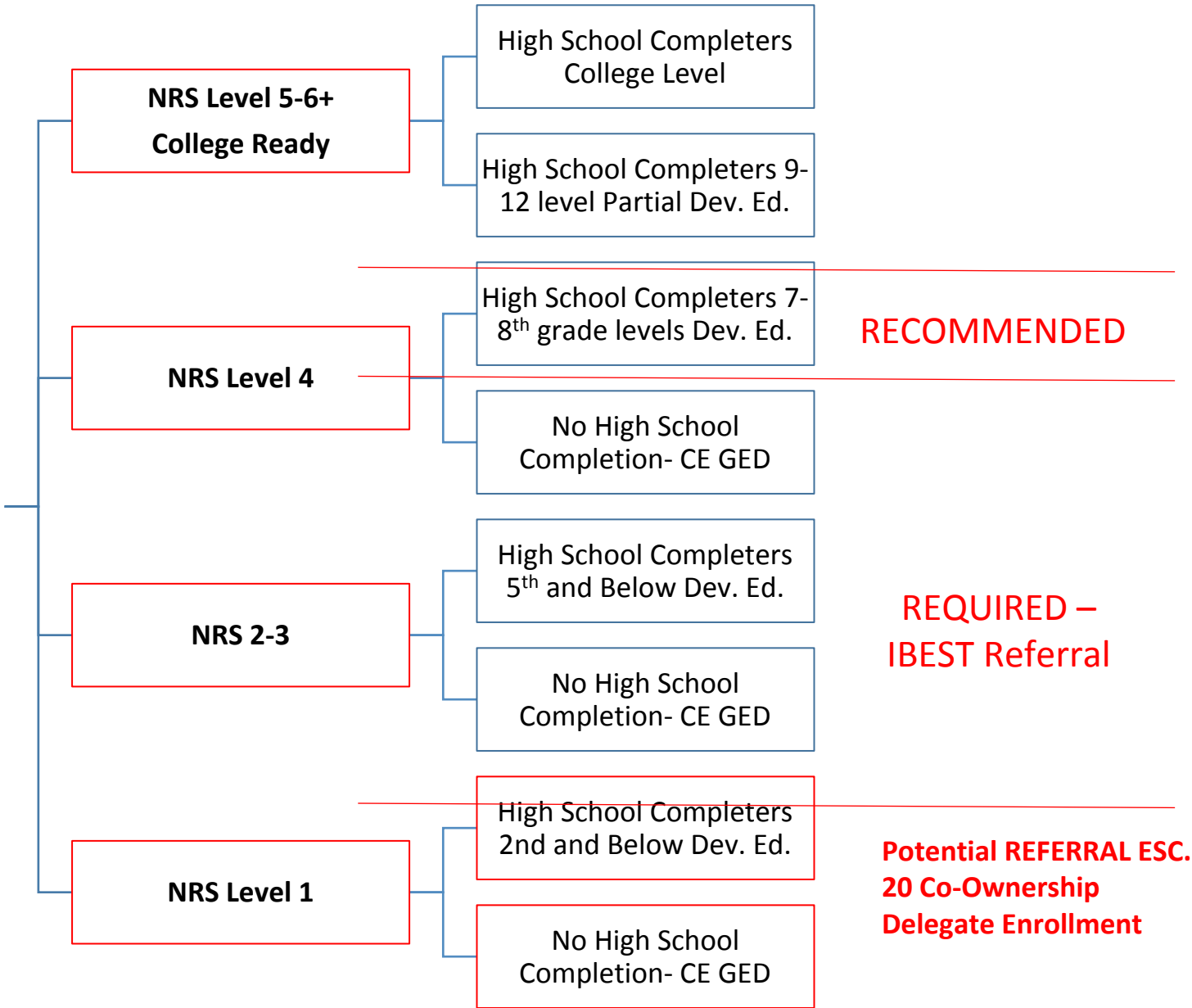
Alamo I-BEST Target Populations

Existing College students that score NRS 4 & below and demonstrate interest in Workforce/Occupational Level 1 Certificates

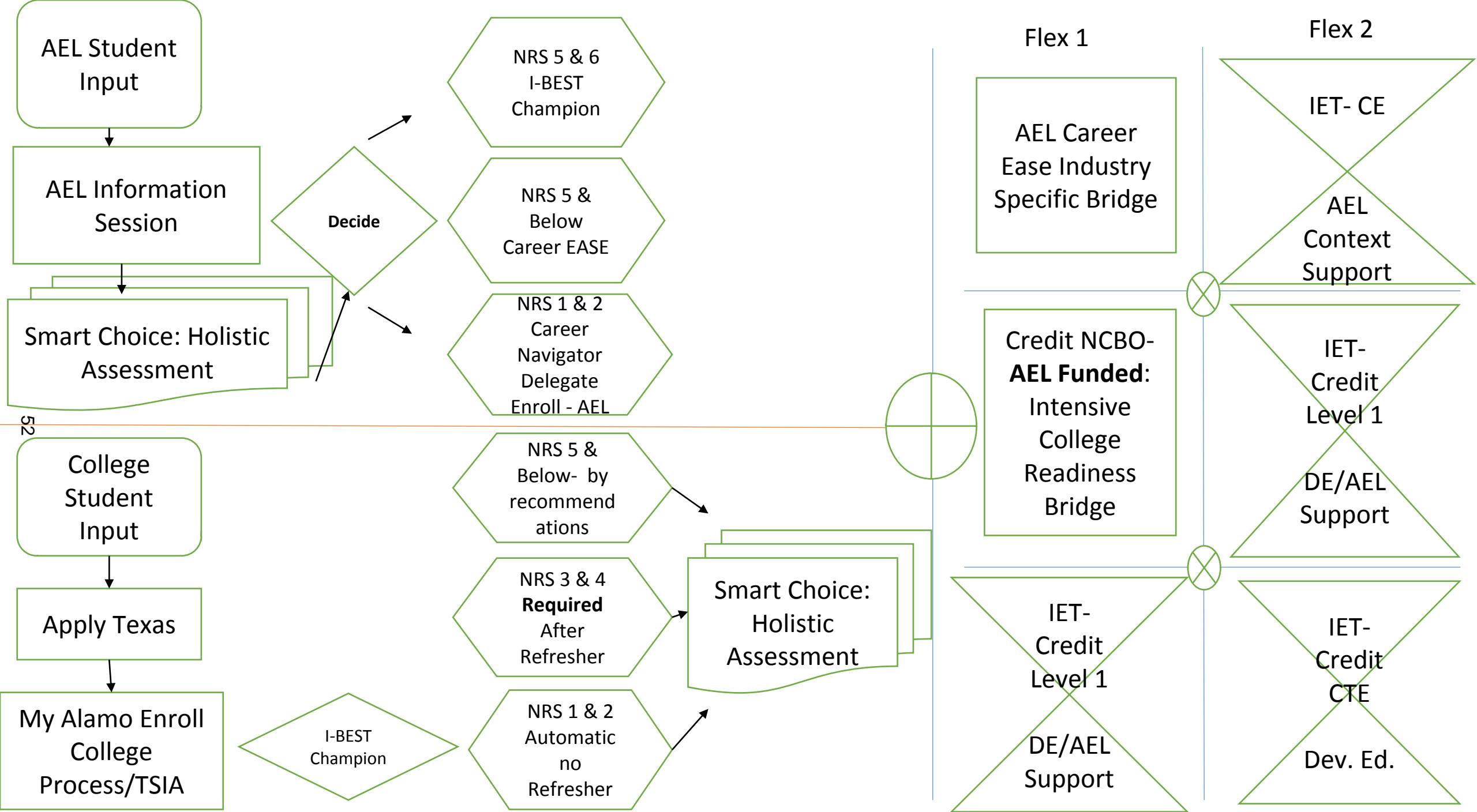
Adult Education & Literacy students NRS 3 & up interested in Continuing Education and/or Workforce/Occupational Level 1 Certificates

Recommended for the 2,532 FTIC Students that scored NRS 4th and Below Mainstream Alamo Enrollment Process

Students Complete TSIA



**HOLISTIC
ASSESSMENT**



Integrated Education Training (IET) Level 1 Credit

Certificate Block Example

Credit Course Requirement 1
 Pell (or other) Funded:
 Contact Hour
 Reimbursement Eligible

Credit Course Requirement 1
 AEL (WIOA Title II) Funded:
NOT Contact Hour
 Reimbursable

Contextualized Basic Education
 Support: Lab Credit - Pell (or
 other) Funded: Contact Hour
 Reimbursement Eligible

Contextualized Adult Education
 & Literacy Support (AEL): Lab
 Non-Credit, **NOT** Contact Hour
 Reimbursable

Credit Course Requirement 2
 Pell (or other) Funded:
 Contact Hour
 Reimbursement Eligible

Credit Course Requirement 2
 AEL (WIOA Title II) Funded:
NOT Contact Hour
 Reimbursable

Contextualized Basic Education
 Support: Lab Credit - Pell (or
 other) Funded: Contact Hour
 Reimbursement Eligible

Contextualized Adult Education
 & Literacy Support (AEL): Lab
 Non-Credit, **NOT** Contact Hour
 Reimbursable

Credit Course Requirement 3
 Pell (or other) Funded:
 Contact Hour
 Reimbursement Eligible

Credit Course Requirement 3
 AEL (WIOA Title II) Funded:
NOT Contact Hour
 Reimbursable

Contextualized Basic Education
 Support: Lab Credit - Pell (or
 other) Funded: Contact Hour
 Reimbursement Eligible

Contextualized Adult Education
 & Literacy Support (AEL): Lab
 Non-Credit, **NOT** Contact Hour
 Reimbursable

Partial Integration Model





Technical Details of IET in Credit

- Level 1 Certificate courses have to be blocked for shorter time completion
- Level 1 Certificate courses have to be mirrored to ensure non-contact hour reimbursement when federally funded
- Courses must be created in refundable and non-refundable formats for Banner
- Must have support courses in a partially integrated system
- Support Courses must be mirrored for Credit to Continuing Education
- Support Courses must be created in refundable and non-refundable formats for Banner



SMART CHOICE

COLLEGE & CAREER PREP

Projected Budget Alamo I-BEST Integration

Hollistic Assessment

Purpose	Cost	Description
FTE (2)	\$ 36,000.00	9 months I-BEST Advisors
CE	\$ 33,750.00	Special Fee and Loading
Total	\$ 69,750.00	

Curriculum Building

Purpose	Cost	Description
Dev. Ed.	\$ 125,000.00	Supplemental Pay for Instructors
CE	\$ 62,500.00	CE Instructors
CE-ABE	\$ 62,500.00	Adult Ed. Instructors
Total	\$ 250,000.00	

Advertising Outreach

Purpose	Cost	Description
FTE (1)	\$ 65,323.00	12 month I-BEST Outreach
Materials	\$ 14,677.00	Supplies & Technology
Total	\$ 80,000.00	

Administrative & Data Costs

Purpose	Cost	Description
FTE (2)	\$ 63,210.00	12 month data input
Supplies	\$ 5,000.00	Office Supplies
Total	\$ 68,210.00	
	\$ 467,960.00	Total Allocation Request



College Programs

Palo Alto College

Advanced Manufacturing & Logistics Institute

- Warehouse Management Level 1
- Block Schedule
- Complete Program in 1 Semester
- Recruiting 15 New Students
- Mainstream Using Pell
- January Class Start

St. Philip's College SWC

Diesel Heavy Equipment Level 1 Advanced Manufacturing & Logistics Institute

- Block Schedule
- Complete Program in 1 Semester
- Recruiting 15 New Students
- Mainstream Using Pell
- January Class Start



College Programs

Northwest vista College

Health & Biosciences Institute

- Community Health Worker Level 1
- Flex Scheduling Due To Location
- Executing Substantive Change for EETC
- Recruiting 15 New Students
- Mainstream Using Pell
- January Class Start
- Pathway to Inventory

San antonio College

Science & Technology Institute

- Computer Desk Support Technician Level 1
- Block Schedule
- Complete Program in 1 Semester
- Recruiting 15 New Students
- Mainstream Using Pell
- Negotiating Program – Dec 1



THECB ATX Grant Leverage to Mainstream

Intensive College readiness

ICR

- Students enrolling through college credit application
- Math and INRW Developmental Education Course + Non-Course Competency Based Option
- Courses entered into system
- 18 Clock hours per week
- College Ready by Fall, 2018
- Recruiting 18 New Students
- Assistance on recruitment from SAC Advising Department
- January Class Start

Integrated Career pathways

ICP

- Warehouse Management – PAC
- Community Health Worker – NVC
- Diesel Heavy Equipment – SPC/SWC
- Certified Nurse Aid – SPC
- Computer Desk Support Tech - SAC



Region 20 ATX Grant Leverage to Mainstream

Shared or tuition

- Welding, CompTIA A+, CompTIA Network +, Warehouse Management, Community Health Worker, C.N.A., Medical Assistant, Air Conditioning Servicing.
- Level 1 College Certification or Occupational Skills Award OSA or Industry Certification
- Courses entered into system
- Recruiting 15 New Students
- Assistance from SAC Advising Department
- January Class Start

Integrated Education Training (IET)

- Warehouse Management – PAC
- Community Health Worker – NVC
- Welding & Air Conditioning Servicing – SPC/SWC
- Certified Nurse Aid – SPC/PAC
- Computer Desk Support Tech & Medical Assisting - SAC



Leveraged Grant Deliverables


REGION 20 ATX

SHARED PROGRAM

Welding	24 Enrollments
Air Conditioning Service	32 Enrollments
Warehouse Management	8 Enrollments
Community Health Worker	24 Enrollments
CompTIA A+	24 Enrollments
CompTIA Network +	16 Enrollments
C.N.A.	80 Enrollments
Medical Assisting	24 Enrollments

232 Enrollments, 210 Completers
7/1/2017 – 12/31/2018

THECB ATX ICR

MATH 0410 + 0105	}	
INRW 0120 + 0420		
MATH 1332 Contemporary Mathematics		
ENGL 1301 Composition I		

120 Enrollments, 100 Completers
5/1/2017 – 8/31/2019

THECB ATX ICP

Welding Inert Gas GTAW/GMAW	40 Enrollments
CNC Operator	40 Enrollments
Warehouse Management	40 Enrollments
Community Health Worker	52 Enrollments
Pharmacy Technology	40 Enrollments
Information Assurance & Cyber Security	32 Enrollments
Dental Assisting	32 Enrollments

125 Enrollments, 100 Completers
5/1/2017 – 8/31/2019
CBM001, CBM00A & CBM009



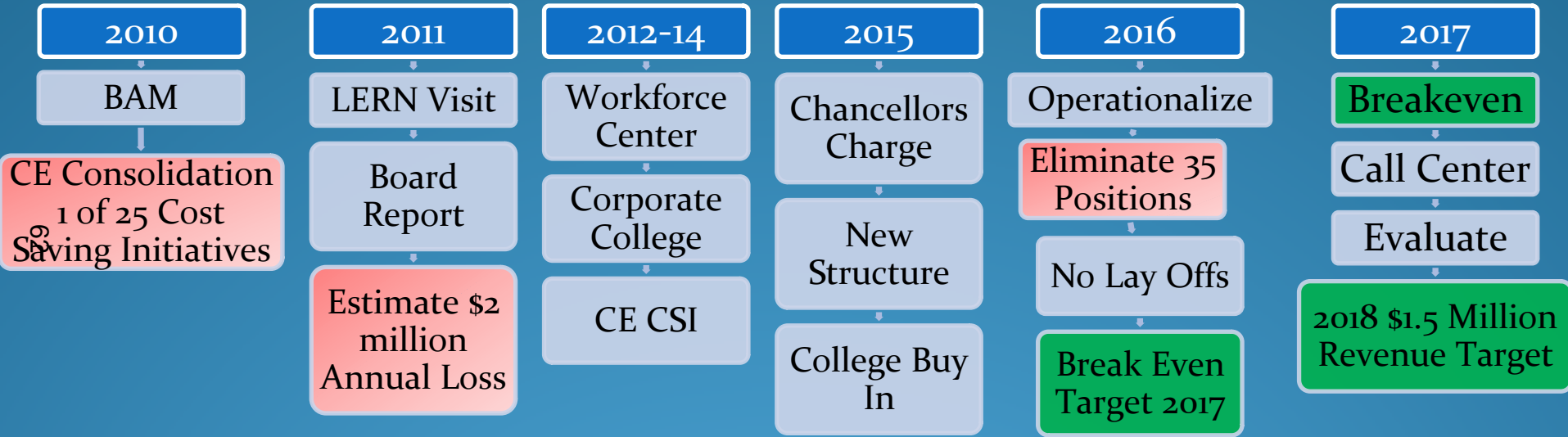
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Workforce Training Network

Continuing Education & Corporate College
BAM to SLAM Update

Mr. Tim Rockey – AVC Continuing Education

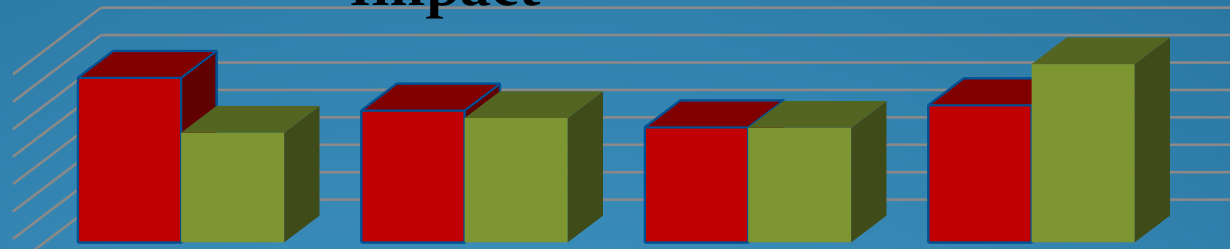
CE - BAM to Slam Journey



Chart/Graph Slide

BAM Journey

From \$-2 Million to \$1.5 Positive Budget Impact



	2010	2016	2017	2018*
Expense	\$6,000,000	\$4,805,818	\$4,194,294	\$5,000,000
Revenue	\$4,000,000	\$4,533,571	\$4,178,532	\$6,500,000



2018 – CE Production Strategies

- **Align Center of Excellence labs to Economic Growth Clusters to increase CE courses for incumbent workers in Health; IT; and Advanced Manufacturing Markets**
- **Increase “Shared Classes” at Colleges and Pathways from CE to Credit**
- **Increase International Contracts in Partnership with Office of International Programs (Mexico, India, China)**
- **Increase Distance Learning Offerings for Corporate Partners in Partnership with ACOL**



Thank you

Questions?

Annual Production

Year	Total Enrollment	Reimbursable Hours	Non-Reimbursable Hours	Total Hours
2016	12,109	437,320	188,451	625,771
2017	12,817	379,919	70,542	450,461

Contract Performance

Year	Partner Count	Revenue
2016	30	\$1,912,733
2017	33	\$2,124,340



Student Financial Aid Update

Student Success Committee
January 16, 2018



Student Financial Aid

Student Financial Aid

Unit Mission Statement: Ensure access and support for our diverse communities by providing financial resources for student success.



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Student Financial Aid Staff

Agenda

1. Changes to Fiscal Operations and Application to participate report.
2. Achieving the Dream Webinar.
3. Association of Community Colleges Trustees pilot on “One FAFSA”.
4. Legislative issues.
5. Student Satisfaction Survey.

FISAP

- Filed a separate FISAP for each of the Alamo Colleges
- Each college will receive a unique allocation of Campus-based funding
- Tentative allocations available in February - actual in April

Financial Literacy Webinar

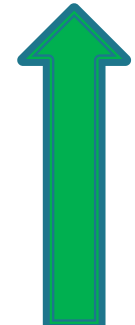
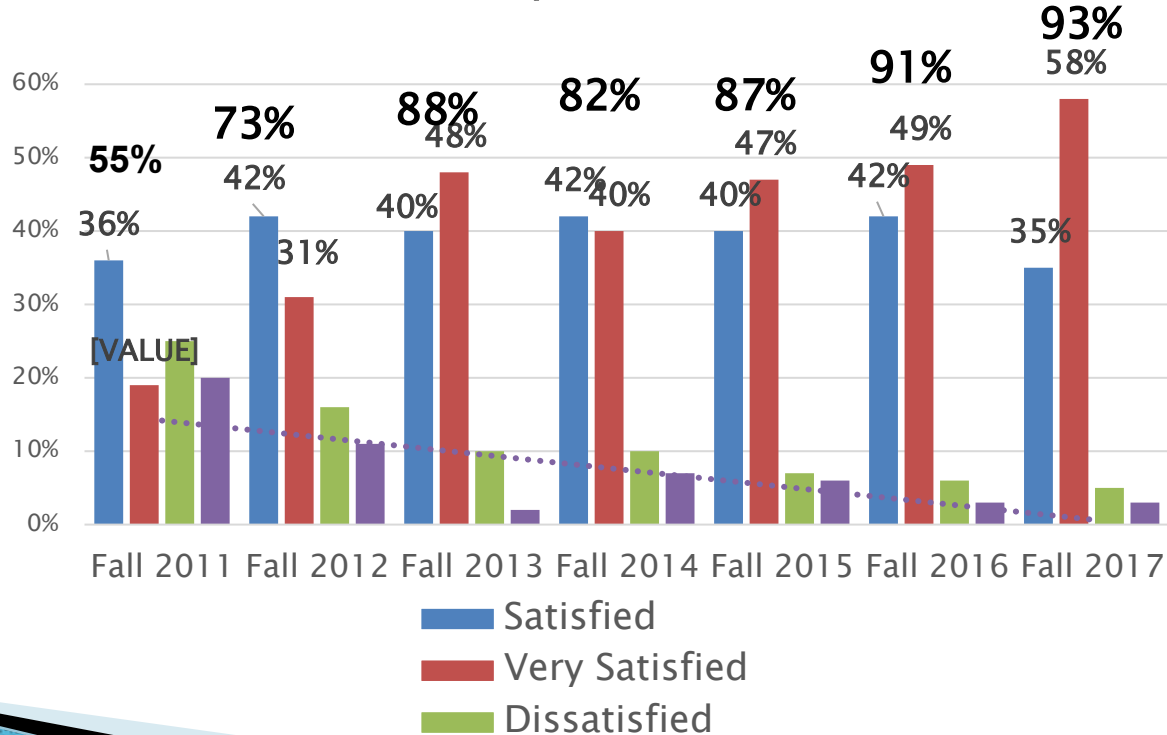
- ▶ On October 18th, Dr. Whitis participated in a national webinar sponsored by the Department of Education, Achieving the Dream (ATD) and the Treasury Department on “Promoting Financial Success for College and Career Technical Colleges”.
- ▶ Alamo Colleges was the only Higher Educational Institution selected to participate by ATD based on our participation in the ATD Student Financial Empowerment Grant Program.

Legislative Issue Assistance

- Mr. Alan Ahmad, Director of Compliance, Process Improvement and Communication completed his tenure as President of the Texas Association of Student Financial Aid Administrators (TASFAA).
- Working in conjunction with TASFAA and other colleges, the Alamo Colleges District successfully impacted the implementation of H.B. 653 (Improving access and student outcomes in the TEOG program) which would have had a negative impact on Pell eligible students by limiting the amount of state aid provided in addition to Pell.

Evidence of Student Satisfaction From 55% Approval to 93% Approval!

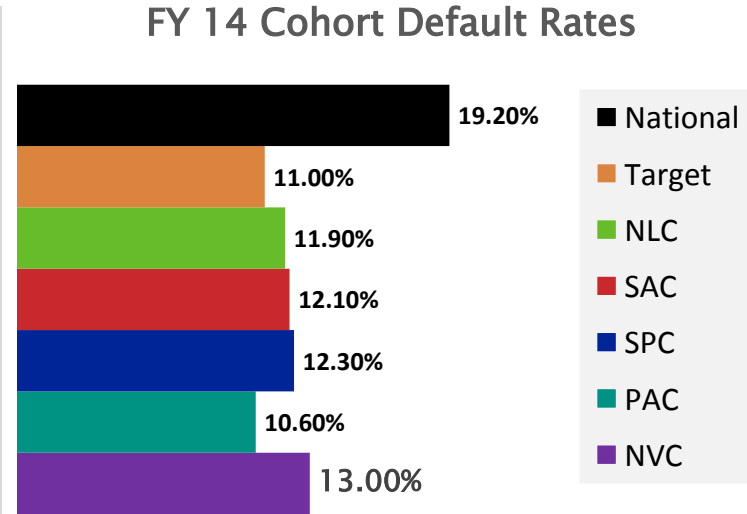
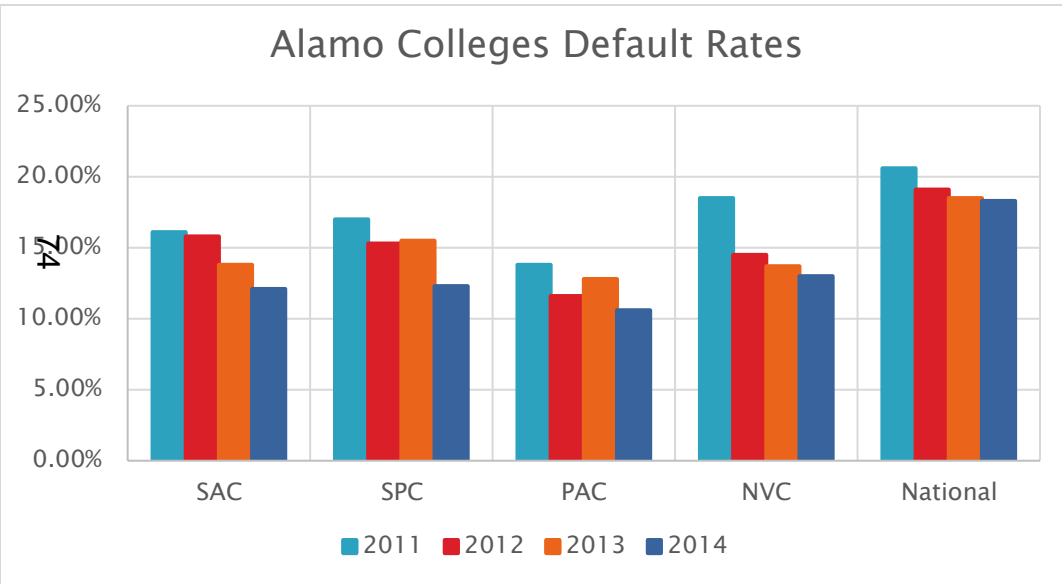
Student Survey Satisfaction Results



Our best ever Fall Rating and our highest ever VERY SATISFIED rating!

Alamo Colleges Default Rates

FY14 is the most current rate available. Measured as a 3 year cohort.



Reasons for Positive Trends

- ▶ Thank you to our Partners!
- ▶ Collaboration is Key!
 - Information Technology
 - Human Resources
 - Call Center Operations
 - Finance and Administration
 - Student Services



Any Questions?

Grant Thornton Audit

Student Financial Aid had no findings for FY15 and FY16, as presented to the Audit, Budget and Finance Committee of Alamo Colleges District. FY17 is not complete as of this presentation.



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Major Programs Audited	CFDA Number	Results
Student Financial Assistance Cluster	84.007, 84.003, 84.063, 84.268	No Findings Identified

SFA Data for AY15, 16, 17

	EOY 2014-2015	EOY 2015-2016	EOY 2016-2017
Unduplicated FAFSA's Received	69,801	67,224	63,308
FAFSA's Selected for Verification Completed	9,465	11,707	11,245
Number of Students Awarded	34,475	31,291	34,043
Number of Students Paid	27,708	26,277	28,617
Funds Disbursed to Students	\$130,912,379	\$122,020,312	\$122,732,024

Three Year Allocation History

	AY 15-16	AY-16-17	AY 17-18	AY 18-19
FCWS	\$ 1,136,104	\$ 1,167,203	\$ 1,158,062	TBD
FSEOG	\$ 1,088,656	\$ 1,112,983	\$ 1,140,233	TBD
TCWS	\$ 263,290	\$ 242,382	\$ 236,194	TBD
TEOG	\$ 3,981,916	\$ 3,332,950	\$ 3,562,903	TBD
TX Grant	\$ 420,026	\$ -	\$ -	TBD
Totals	\$ 6,889,992	\$ 5,855,518	\$ 6,097,392	



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Internal Audit Quarterly Update

January 16, 2018

Internal Audit Plan for Fiscal Year 2018

(Status as of December 15, 2017)

	FY 2018 Audit Plan Projects	Status	Phase
1	Enterprise Risk Management and Safety (<i>full scope audit</i>)	✓	-
2	Tobin Lofts – (Public-Private Housing Partnership) (<i>Confidential & Privileged Attorney Work Product</i>)	✓	-
3	Full-Time Temporary Faculty Utilization (<i>Targeted review</i>)	In Progress	Reporting
4	Software Acquisition, Implementation, and Management (<i>full scope audit</i>)	In Progress	Fieldwork
5	Construction Contracts and Project Management – DSO (<i>full scope audit</i>)	Planned	-
6	Software Licensing Compliance (<i>full scope audit</i>)	Planned	-
7	Institutional Research - Internal Reporting (Performance Management) (<i>full scope</i>)	Planned	-
8	Procurement and Contract Management (<i>full scope audit</i>)	Planned	-
9	Independent Contract Workers (Joint Employer Liability Risks) (<i>full scope audit</i>)	Planned	-
10	Title IX Compliance (<i>scope TBD</i>)	Planned	-
11	Issues Follow-Up	Ongoing	-

Internal Audit Plan for Fiscal Year 2018 (Continued)

(Status as of December 15, 2017)

	FY 2018 Audit Plan Projects	Status	Phase
	FY 2018 Special Requests		
12	No Special Requests Received as of December 15, 2017.	-	-
	FY 2018 Process Reviews and Consulting Engagements		
13	Business Office (Bursar) <i>(Process Review)</i>	Planned	-
14	International Programs <i>(Process Review)</i>	Planned	-
15	External Quality Assessment Review <i>(Independent Quality Review of Internal Audit)</i>	Planned Q2	-
16	Internal Quality Assessment Review <i>(Update Self Assessment of Internal Audit)</i>	Planned Q1	-
	FY 2018 Investigations		-
17	EthicsPoint (Case #542) Investigation <i>(Case Received August 15, 2017)</i>	✓	-
18	Allegation of Misappropriation of Assets <i>(Case Received October 31, 2017)</i>	✓	-

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Financial and Operational Impact Assessment

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Financial Impact	Operational Impact
>\$250K	Gross Negligence/Illegal Act/Material Impact
\$50K - \$250K	Policy Compliance/Lack of Internal Controls
<\$50K	Efficiency/Effectiveness Opportunities

Enterprise Risk Management (ERM) and Safety

Objective Included	Findings/Priority	Management Action Plan
<p>Determine if staff, faculty, and students are prepared for and can respond to emergencies, including fire, inclement weather, and/or active shooter.</p>	<ul style="list-style-type: none"> • Drills and Tabletop exercises are not consistent at the Colleges and the District. • Building Action Team (BAT) member rosters, support for BAT member training, and BAT Guides are not consistently maintained. • Emergency Response/Recovery Team (ERT) member rosters are not consistently updated. 	<ul style="list-style-type: none"> • ERM continues to work with the District and the Colleges to schedule drills and Tabletop exercises, to assist with BAT member support and training, to help implement and update BAT Guides, and to provide support regarding ERT members.
<p>Determine if emergency communications to staff, faculty, and students are timely and accurate.</p>	<ul style="list-style-type: none"> • Safety and emergency information available around College and District buildings can be improved. 	<ul style="list-style-type: none"> • None. • ERM will work with Facilities and Alamo Colleges Police Department to ensure communication and information is provided to staff, faculty, and students.

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Internal Audit (IA) Required Communications

Std.	Communication Requirement	Timing
1000	The CAE <u>must</u> periodically review the internal audit charter and present it to senior management and the Board for approval.	01/2018
1010	The CAE <u>should</u> discuss the Mission of Internal Audit and the mandatory elements of the International Professional Practices Framework with senior management and the board.	04/2017
1110	The CAE <u>must</u> confirm to the Board, at least annually, the organizational independence of the internal audit activity.	04/2017
1111	The CAE <u>must</u> communicate and interact directly with the Board.	Ongoing
1312	The CAE <u>must</u> discuss with the Board the form and frequency of external assessments and the qualifications and independence of the external assessor or assessment team, including any potential conflicts of interest.	10/2017
CS 1320	The CAE <u>must</u> communicate the results of the quality assurance and improvement program to senior management and the Board. Disclosure should include: the scope and frequency of both the internal and external assessments; the qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest; conclusions of assessors; and corrective action plans.	Ext. QAR 10/2015 Int. QAR 10/2017
2020	The CAE <u>must</u> communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the Board for review and approval. The CAE <u>must</u> also communicate the impact of resource limitations.	7/2017 & 8/2017
2060	The CAE <u>must</u> report periodically to senior management and the Audit Committee on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards. Reporting <u>must</u> also include significant risk and control issues, including fraud risks, governance issues, and other matters that require the attention of senior management and/or the Board.	10/2017 & Ongoing



Projects in Progress

Enterprise Risk Management and Safety Audit

- Report finalized and issued on November 22, 2017.

Tobin Lofts – (Public-Private Housing Partnership)

Confidential & Privileged Attorney Work Product

- Final memo to Alamo Colleges District Outside Counsel Issued November 22, 2017.
- Request for Internal Audit Services received from Outside Counsel on September 22, 2017.

Full-Time Temporary Faculty Utilization Review

- Planning phase completed.
- Test work completed. Drafting report.
- Due to the number of stakeholders involved, projected issue date for final report is February 28, 2018.

Projects in Progress (Continued)

Software Acquisition, Implementation, and Management Audit

- Planning phase completed.
- Fieldwork phase was placed on temporary hold during October and November of 2017 to focus on higher priority audit engagements.
- Test work currently in progress.

Investigations and Compliance Reviews

- Completed EthicsPoint investigation (Case #542) and final memo issued on October 20, 2017. This case was received on August 15, 2017.
- Completed investigation on an allegation of misappropriation of assets requested by Human Resources on October 31, 2017.

External Quality Assessment Review of Internal Audit

- Currently updating Internal Quality Assessment Review documentation in preparation for the External Quality Assessment Review scheduled for early May of 2018.

Internal Audit Department Update

Audit Project Status Summary

- One full scope audit project completed and report issued.
- One full scope audit performed as *confidential and privileged attorney work project*.
- One EthicsPoint investigation completed and memo issued.
- One HR requested investigation completed and memo issued.
- Two full scope audits in fieldwork testing phase.

Staffing

- Hired one new staff member for the Internal Audit Team:
 - One Lead Senior Internal Auditor - (*hire date: August 21, 2017*).
 - Vacancy created at the end of June when the previous incumbent in this position resigned to accept another job opportunity.
 - New hire accomplished within approved FY2018 Internal Audit salary budget. Internal Audit continues to be fully staffed.

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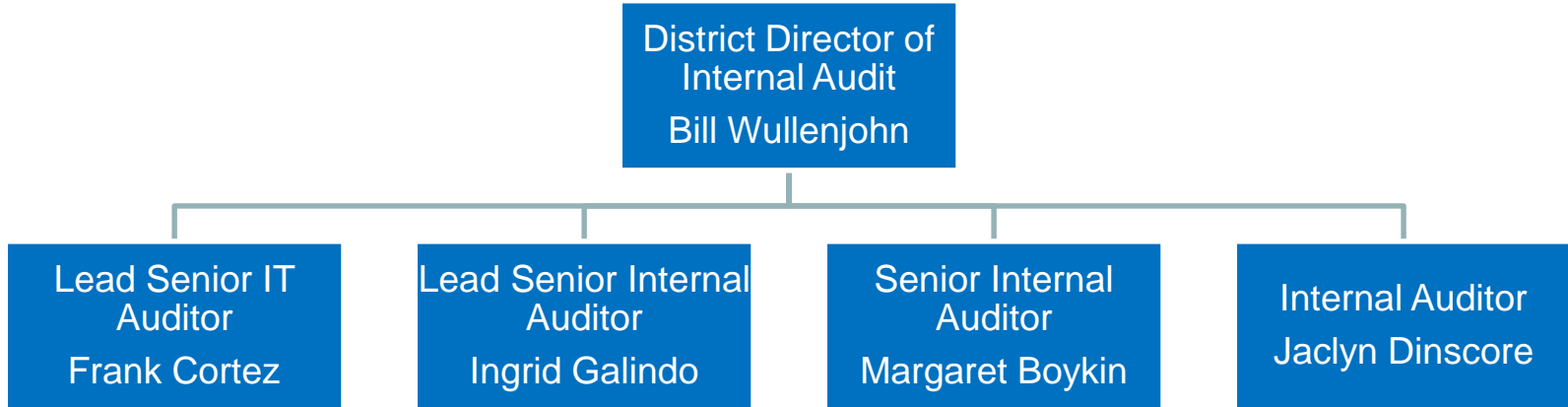


Internal Audit Department Update (Continued)

- New employee orientation completed for the new hire and training and development plans for all staff completed for 2017.
- High priority placed on current staff and the new hire having multiple professional certifications or working to obtain additional professional certifications over the next year or two (e.g., Certified Internal Auditor (CIA) professional certification).

Internal Audit Department Organizational Chart

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Internal Audit Documentation Updates

Internal Audit Charter

- Internal Audit is not proposing any changes to the Internal Audit Charter.

Audit Committee Charter

- Internal Audit is not proposing any changes to the Audit Committee Charter.

Audit Services Policy (C.1.2)

- Internal Audit is not proposing any changes to the Audit Services Policy (C.1.2).

Internal Audit Protocol (C.1.2.1)

- Internal Audit is not proposing any changes to the Internal Audit Protocol (C.1.2.1).

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Status of Management Action Plans (Status as of December 15, 2017)

Management Responses to Internal Audits				
	As of September 1, 2017		As of December 15, 2017	
Closed	0	0%	3	10%
Past Due	18	100%	21	73%
Open	0	0%	5	17%
Total	18	100%	29	100%

* Past due items related primarily to:

- 1 State Reporting
- 7 Grants Related
- 2 IT Network Security
- 9 HR Employment and Compensation
- 2 Facilities Management Process Review

Thank You!

ALAMO COLLEGES INTERNAL AUDIT CHARTER

Effective: January 23, 2018

MISSION AND SCOPE OF WORK:

The mission of the Internal Audit Department is to provide independent, objective assurance and consulting services designed to add value and improve the organization's operations. It helps Alamo Colleges accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of work of the Internal Audit Department is to determine whether the organization's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- The systems of internal control established to ensure compliance with Alamo Colleges' policies, plans and procedures, laws, and regulations are adequate and functioning as intended.
- Interaction with the various governance groups occurs as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the organization's control processes.
- Significant governmental or regulatory issues impacting the organization are recognized and addressed properly.

Opportunities for improving management control, economy, and the organization's image may be identified during audits. They will be communicated to the appropriate level of management.

ROLE:

The internal audit activity is established by the Board of Trustees, the highest level of governing body (hereafter referred to as the Board). The internal audit activity's responsibilities are defined by the Board as part of their oversight role.

PROFESSIONALISM:

The internal audit activity will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the internal audit activity will adhere to Alamo Colleges' relevant policies and procedures and the internal audit activity's standard operating procedures manual.

The internal audit activity will also perform audits in accordance with Generally Accepted Governmental Auditing Standards (GAGAS). Those standards require auditors plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives.

ALAMO COLLEGES INTERNAL AUDIT CHARTER

Effective: January 23, 2018

ORGANIZATION AND INDEPENDENCE:

The District Director of Internal Audit is the Chief Audit Executive at Alamo Colleges. To provide for the independence of the Internal Audit Department, its personnel report to the Chief Audit Executive, who reports functionally to the Board and administratively to the Chancellor or his delegate.

The Board demonstrates this functional reporting relationship by:

- Approving the internal audit charter.
- Approving the risk based internal audit plan.
- Approving the internal audit budget and resource plan.
- Receiving communications from the Chief Audit Executive on the internal audit activity's performance relative to its plan and other matters.
- Approving decisions regarding the appointment and removal of the Chief Audit Executive.
- Approving the remuneration of the Chief Audit Executive.
- Making appropriate inquiries of management and the Chief Audit Executive to determine whether there are any inappropriate scope or resource limitations.

The Chief Audit Executive enhances independence and meets the Institute of Internal Auditor's *Standard* requirement of communication and direct interaction with the Board through periodic meetings with the Board, including private sessions. In addition, the Chief Audit Executive confirms with the Board the organizational independence of the Internal Audit Department on an annual basis.

The internal audit activity will remain free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude.

AUTHORITY:

The internal audit activity, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of Alamo Colleges' records, physical properties, and personnel pertinent to carrying out any engagement. All employees are requested to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Board, subject to compliance with the Texas Open Meetings Act.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair the internal auditor's judgment. Internal Audit is not authorized to initiate or approve accounting transactions external to the Internal Audit Department or direct the activities of any organization employee not employed by the Internal Audit Department, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors.

OBJECTIVITY:

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

ALAMO COLLEGES
INTERNAL AUDIT CHARTER

Effective: January 23, 2018

RESPONSIBILITY:

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls, as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives.

This includes:

- Evaluating risk exposure relating to achievement of the organization's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the organization's risk management processes.
- Performing consulting and advisory services related to governance, risk management, and control, as appropriate for the organization.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board.
- Evaluating specific operations at the request of the Board or management, as appropriate.

The Chief Audit Executive and staff of the Internal Audit Department have responsibility to:

- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Perform consulting services, beyond Internal Audit's assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services. When performing these consulting services, the Internal Audit Department will maintain and monitor its independence and objectivity.

INTERNAL AUDIT PLAN:

At least annually, the Chief Audit Executive will submit to senior management and the Board an internal audit plan for review and approval. The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next fiscal/calendar year. The Chief Audit Executive will communicate the impact of resource limitations and significant interim changes to senior management and the Board.

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the Board. The Chief Audit Executive will review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the Board through periodic activity reports.

**ALAMO COLLEGES
INTERNAL AUDIT CHARTER**

Effective: January 23, 2018

REPORTING AND MONITORING:

A written report will be prepared and issued by the Chief Audit Executive or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal audit results will also be communicated to the Board.

The internal audit report may include management's response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response, whether included within the original audit report or provided thereafter (i.e., within thirty days) by management of the audited area, should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The Chief Audit Executive will periodically report to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM:

The internal audit activity will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of the internal audit activity's conformance with the Definition of Internal Auditing and the *Standards*, and an evaluation of whether internal auditors apply the Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

The Chief Audit Executive will communicate to senior management and the Board on the internal audit activity's quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every three years.

Mr. William G. Wullenjohn, Sr.
District Director of Internal Audit

Date

Dr. Bruce H. Leslie
Chancellor

Date

Mr. Roberto Zárate
Topic Chairman, Audit, Budget & Finance,
Committee of the Whole

Date

Related Procedure:

Alamo Colleges Internal Audit Protocol

ALAMO COLLEGES INTERNAL AUDIT CHARTER

Effective: January 17, 2017

MISSION AND SCOPE OF WORK:

The mission of the Internal Audit Department is to provide independent, objective assurance and consulting services designed to add value and improve the organization's operations. It helps Alamo Colleges accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

The scope of work of the Internal Audit Department is to determine whether the organization's network of risk management, control, and governance processes, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- The systems of internal control established to ensure compliance with Alamo Colleges' policies, plans and procedures, laws, and regulations are adequate and functioning as intended.
- Interaction with the various governance groups occurs as needed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Employee's actions are in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and adequately protected.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the organization's control processes.
- Significant governmental or regulatory issues impacting the organization are recognized and addressed properly.

Opportunities for improving management control, economy, and the organization's image may be identified during audits. They will be communicated to the appropriate level of management.

ROLE:

The internal audit activity is established by the Board of Trustees, the highest level of governing body (hereafter referred to as the Board). The internal audit activity's responsibilities are defined by the Board as part of their oversight role.

PROFESSIONALISM:

The internal audit activity will govern itself by adherence to The Institute of Internal Auditors' mandatory guidance including the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes principles of the fundamental requirements for the professional practice of internal auditing and for evaluating the effectiveness of the internal audit activity's performance.

The Institute of Internal Auditors' Practice Advisories, Practice Guides, and Position Papers will also be adhered to as applicable to guide operations. In addition, the internal audit activity will adhere to Alamo Colleges' relevant policies and procedures and the internal audit activity's standard operating procedures manual.

The internal audit activity will also perform audits in accordance with Generally Accepted Governmental Auditing Standards (GAGAS). Those standards require auditors plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for findings and conclusions based on the audit objectives.

ALAMO COLLEGES INTERNAL AUDIT CHARTER

Effective: January 17, 2017

ORGANIZATION AND INDEPENDENCE:

The District Director of Internal Audit is the Chief Audit Executive at Alamo Colleges. To provide for the independence of the Internal Audit Department, its personnel report to the Chief Audit Executive, who reports functionally to the Board and administratively to the Chancellor or his delegate.

The Board demonstrates this functional reporting relationship by:

- Approving the internal audit charter.
- Approving the risk based internal audit plan.
- Approving the internal audit budget and resource plan.
- Receiving communications from the Chief Audit Executive on the internal audit activity's performance relative to its plan and other matters.
- Approving decisions regarding the appointment and removal of the Chief Audit Executive.
- Approving the remuneration of the Chief Audit Executive.
- Making appropriate inquiries of management and the Chief Audit Executive to determine whether there are any inappropriate scope or resource limitations.

The Chief Audit Executive enhances independence and meets the Institute of Internal Auditor's *Standard* requirement of communication and direct interaction with the Board through periodic meetings with the Board, including private sessions. In addition, the Chief Audit Executive confirms with the Board the organizational independence of the Internal Audit Department on an annual basis.

The internal audit activity will remain free from interference by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of a necessary independent and objective mental attitude.

AUTHORITY:

The internal audit activity, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all of Alamo Colleges' records, physical properties, and personnel pertinent to carrying out any engagement. All employees are requested to assist the internal audit activity in fulfilling its roles and responsibilities. The internal audit activity will also have free and unrestricted access to the Board, subject to compliance with the Texas Open Meetings Act.

Internal auditors will have no direct operational responsibility or authority over any of the activities audited. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair the internal auditor's judgment. Internal Audit is not authorized to initiate or approve accounting transactions external to the Internal Audit Department or direct the activities of any organization employee not employed by the Internal Audit Department, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors.

OBJECTIVITY:

Internal auditors will exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors will make a balanced assessment of all the relevant circumstances and not be unduly influenced by their own interests or by others in forming judgments.

ALAMO COLLEGES
INTERNAL AUDIT CHARTER

Effective: January 17, 2017

RESPONSIBILITY:

The scope of internal auditing encompasses, but is not limited to, the examination and evaluation of the adequacy and effectiveness of the organization's governance, risk management, and internal controls, as well as the quality of performance in carrying out assigned responsibilities to achieve the organization's stated goals and objectives.

This includes:

- Evaluating risk exposure relating to achievement of the organization's strategic objectives.
- Evaluating the reliability and integrity of information and the means used to identify, measure, classify, and report such information.
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the organization.
- Evaluating the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- Evaluating the effectiveness and efficiency with which resources are employed.
- Evaluating operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned.
- Monitoring and evaluating governance processes.
- Monitoring and evaluating the effectiveness of the organization's risk management processes.
- Performing consulting and advisory services related to governance, risk management, and control, as appropriate for the organization.
- Reporting periodically on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan.
- Reporting significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by the Board.
- Evaluating specific operations at the request of the Board or management, as appropriate.

The Chief Audit Executive and staff of the Internal Audit Department have responsibility to:

- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this Charter.
- Perform consulting services, beyond Internal Audit's assurance services, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services. When performing these consulting services, the Internal Audit Department will maintain and monitor its independence and objectivity.

INTERNAL AUDIT PLAN:

At least annually, the Chief Audit Executive will submit to senior management and the Board an internal audit plan for review and approval. The internal audit plan will consist of a work schedule as well as budget and resource requirements for the next fiscal/calendar year. The Chief Audit Executive will communicate the impact of resource limitations and significant interim changes to senior management and the Board.

The internal audit plan will be developed based on a prioritization of the audit universe using a risk-based methodology, including input of senior management and the Board. The Chief Audit Executive will review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to senior management and the Board through periodic activity reports.

ALAMO COLLEGES
INTERNAL AUDIT CHARTER

Effective: January 17, 2017

REPORTING AND MONITORING:

A written report will be prepared and issued by the Chief Audit Executive or designee following the conclusion of each internal audit engagement and will be distributed as appropriate. Internal audit results will also be communicated to the Board.

The internal audit report may include management's response and corrective action taken or to be taken in regard to the specific findings and recommendations. Management's response, whether included within the original audit report or provided thereafter (i.e., within thirty days) by management of the audited area, should include a timetable for anticipated completion of action to be taken and an explanation for any corrective action that will not be implemented.

The internal audit activity will be responsible for appropriate follow-up on engagement findings and recommendations. All significant findings will remain in an open issues file until cleared.

The Chief Audit Executive will periodically report to senior management and the Board on the internal audit activity's purpose, authority, and responsibility, as well as performance relative to its plan. Reporting will also include significant risk exposures and control issues, including fraud risks, governance issues, and other matters needed or requested by senior management and the Board.

QUALITY ASSURANCE AND IMPROVEMENT PROGRAM:

The internal audit activity will maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. The program will include an evaluation of the internal audit activity's conformance with the Definition of Internal Auditing and the *Standards*, and an evaluation of whether internal auditors apply the Code of Ethics. The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.

The Chief Audit Executive will communicate to senior management and the Board on the internal audit activity's quality assurance and improvement program, including results of ongoing internal assessments and external assessments conducted at least every three years.

Mr. William G. Wullenjohn, Sr.
District Director of Internal Audit

Date

Dr. Bruce H. Leslie
Chancellor

Date

Mr. Roberto Zárate
Topic Chairman, Audit, Budget & Finance,
Committee of the Whole

Date

Related Procedure:

Alamo Colleges Internal Audit Protocol

Discussion and Possible Action on the Annual Review of the Audit Committee Charter

Presented to the Board Acting as Committee of the Whole on January 16, 2018, and recommended for approval to the ALAMO COLLEGES BOARD OF TRUSTEES on January 23, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves the Audit Committee Charter attached to this Minute Order to be effective as of January 23, 2018."

PURPOSE

Annually, the Audit, Budget, and Finance Committee must review and assess the adequacy of its charter, and provide its approval of the charter. No changes are recommended by the Internal Audit Department to the Audit Committee Charter. An annual review and any updates to the charter require Board approval.

BACKGROUND

To facilitate the required review and assessment of the Audit Committee Charter, the District Director of Internal Audit established a process to review and suggest revisions each year.

IMPLICATIONS

Financial: None
Strategic Plan: Goal III – Performance Excellence
Human Resources: None

ATTACHMENTS: Audit Committee Charter, Effective January 23, 2018
Current Audit Committee Charter

William G. Wullenjohn, Sr. Date
District Director of Internal Audit

Roberto Zárate Date
Chairman, Audit, Budget & Finance Committee



ALAMO
COLLEGES
DISTRICT

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 23, 2018

This **Charter** applies when the Alamo Colleges Board of Trustees, acting as a Committee of the Whole, functions as the Alamo Colleges Audit Committee (“Audit Committee”).

PURPOSE

To assist the board of directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the company's process for monitoring compliance with laws and regulations and the code of conduct.

AUTHORITY

The Audit Committee, acting through its Topic Chairperson, has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organization.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all auditing and non-audit services performed by the external auditor.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation
- Retain independent counsel or other advisors as deemed necessary to carry out the Board’s audit duties.
- Seek any information it requires from employees-all of whom are directed to cooperate with the committee’s requests-or external parties.
- Meet with District Management and Staff, external auditors, or outside counsel, as necessary.

COMPOSITION

The composition of Audit Committee will be determined from time to time by the Board of Trustees. At present, the Alamo Colleges Board of Trustees, acting as a Committee of the Whole, functions as the Audit Committee The Board’s Chairperson will appoint Audit Committee Chairs and Vice-Chairs.

MEETINGS

The Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require. Committee members are expected to attend each meeting. The Committee will invite the Chancellor and District Management, Board members, auditors, and other appropriate parties to attend meetings and provide pertinent information, as necessary. In compliance with the Texas Open Meetings Act, it will hold executive sessions with auditors as

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 23, 2018

deemed appropriate. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared.

RESPONSIBILITIES

The Committee will carry out the following responsibilities:

Financial Statements

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand the pronouncements' impact on the financial statements.
- Review with the administration and the external auditors the results of the annual financial audit, including any difficulties encountered.
- Review the annual financial statements and consider whether they are complete, consistent with information known to Committee Members, and reflect the application of appropriate accounting principles.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- Review with the administration and the external auditors all matters required to be communicated to the Committee under generally accepted accounting and auditing standards.
- Understand how management develops interim financial information, and the nature and extent of external auditor involvement.
- Review interim financial reports with District Management and the auditors, and consider whether the proposed reports are complete and consistent with the information known to Committee Members.

Internal Control

- Consider the effectiveness of the District's internal control systems, including information technology security and controls.
- Consider the scope of internal and external auditors' review of internal controls over financial reporting, and obtain reports on significant findings and recommendations, together with the Chancellor's and District Management's responses.

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 23, 2018

Internal Audit

- Approve the internal audit charter.
- Approve decisions regarding the appointment and removal of the chief audit executive. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the chief audit executive.
- Approve the annual audit plan and all major changes to the plan. Review the internal audit activity's performance relative to its plan.
- Review with the chief audit executive the internal audit budget, resource plan, activities, and organizational structure of the internal audit function.
- At least once per year, review the performance of the chief audit executive and concur with the annual compensation and salary adjustment.
- Review the effectiveness of the internal audit function, including compliance with appropriate government auditing standards and conformance with The Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and *International Standards for the Professional Practice of Internal Auditing*.
- To the extent permitted by the Texas Open Meetings Act meet on a regular basis separately with the District Director of Internal Audit to discuss any matters that the Committee believes can and should be discussed privately.

External Audit

- Review the external auditors' proposed audit scope and approach, and coordinate external audit efforts with the Vice Chancellor for Finance and Administration.
- Review the performance of the external auditors and recommend to the Board the appointment or discharge of the auditors.
- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the District, including non-audit services, and discussing the relationships with the auditors.
- In compliance with Texas Open Meetings Act meet on a regular basis separately with the external auditors to discuss any matters that the Committee believes can and should be discussed privately.

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of the Chancellor's and District Management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.
- Review the findings of any examinations by regulatory agencies and any auditors' observations.
- Review the process for communicating the code of conduct to Alamo Colleges' personnel and for monitoring compliance therewith.
- Obtain regular updates from the Chancellor, the District Ethics and Compliance Officer, and the District Office of Legal Services regarding compliance matters.

**ALAMO COLLEGES
AUDIT COMMITTEE CHARTER**

Effective: January 23, 2018

Reporting Responsibilities

- As appropriate, the Committee will review and report to the Board of Trustees about its activities, issues, and related recommendations.
- As appropriate, provide an open avenue of communication among internal audit, the external auditors, and the Board of Trustees.
- Review any other reports the District issues that relate to Committee responsibilities, including all outside consultant reports.

Other Responsibilities

- Perform other activities related to this **Charter** as requested by the Board of Trustees.
- Institute and oversee special investigations as needed.
- Review and assess the adequacy of the Committee **Charter** annually, requesting board approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.

Alamo Colleges
Mr. Roberto Zárate
Topic Chairman, Audit, Budget and Finance
Committee of the Whole

Date

Alamo Colleges
Dr. Yvonne Katz
Board of Trustees Chair

Date



ALAMO
COLLEGES
DISTRICT

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 17, 2017

This **Charter** applies when the Alamo Colleges Board of Trustees, acting as a Committee of the Whole, functions as the Alamo Colleges Audit Committee (“Audit Committee”).

PURPOSE

To assist the board of directors in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the company's process for monitoring compliance with laws and regulations and the code of conduct.

AUTHORITY

The Audit Committee, acting through its Topic Chairperson, has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organization.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all auditing and non-audit services performed by the external auditor.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation
- Retain independent counsel or other advisors as deemed necessary to carry out the Board’s audit duties.
- Seek any information it requires from employees-all of whom are directed to cooperate with the committee’s requests-or external parties.
- Meet with District Management and Staff, external auditors, or outside counsel, as necessary.

COMPOSITION

The composition of Audit Committee will be determined from time to time by the Board of Trustees. At present, the Alamo Colleges Board of Trustees, acting as a Committee of the Whole, functions as the Audit Committee The Board’s Chairperson will appoint Audit Committee Chairs and Vice-Chairs.

MEETINGS

The Committee will meet at least four times a year, with authority to convene additional meetings, as circumstances require. Committee members are expected to attend each meeting. The Committee will invite the Chancellor and District Management, Board members, auditors, and other appropriate parties to attend meetings and provide pertinent information, as necessary. In compliance with the Texas Open Meetings Act, it will hold executive sessions with auditors as

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 17, 2017

deemed appropriate. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials. Minutes will be prepared.

RESPONSIBILITIES

The Committee will carry out the following responsibilities:

Financial Statements

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand the pronouncements' impact on the financial statements.
- Review with the administration and the external auditors the results of the annual financial audit, including any difficulties encountered.
- Review the annual financial statements and consider whether they are complete, consistent with information known to Committee Members, and reflect the application of appropriate accounting principles.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- Review with the administration and the external auditors all matters required to be communicated to the Committee under generally accepted accounting and auditing standards.
- Understand how management develops interim financial information, and the nature and extent of external auditor involvement.
- Review interim financial reports with District Management and the auditors, and consider whether the proposed reports are complete and consistent with the information known to Committee Members.

Internal Control

- Consider the effectiveness of the District's internal control systems, including information technology security and controls.
- Consider the scope of internal and external auditors' review of internal controls over financial reporting, and obtain reports on significant findings and recommendations, together with the Chancellor's and District Management's responses.

ALAMO COLLEGES
AUDIT COMMITTEE CHARTER

Effective: January 17, 2017

Internal Audit

- Approve the internal audit charter.
- Approve decisions regarding the appointment and removal of the chief audit executive. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the chief audit executive.
- Approve the annual audit plan and all major changes to the plan. Review the internal audit activity's performance relative to its plan.
- Review with the chief audit executive the internal audit budget, resource plan, activities, and organizational structure of the internal audit function.
- At least once per year, review the performance of the chief audit executive and concur with the annual compensation and salary adjustment.
- Review the effectiveness of the internal audit function, including compliance with appropriate government auditing standards and conformance with The Institute of Internal Auditors' Definition of Internal Auditing, Code of Ethics, and *International Standards for the Professional Practice of Internal Auditing*.
- To the extent permitted by the Texas Open Meetings Act meet on a regular basis separately with the District Director of Internal Audit to discuss any matters that the Committee believes can and should be discussed privately.

External Audit

- Review the external auditors' proposed audit scope and approach, and coordinate external audit efforts with the Vice Chancellor for Finance and Administration.
- Review the performance of the external auditors and recommend to the Board the appointment or discharge of the auditors.
- Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the District, including non-audit services, and discussing the relationships with the auditors.
- In compliance with Texas Open Meetings Act meet on a regular basis separately with the external auditors to discuss any matters that the Committee believes can and should be discussed privately.

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of the Chancellor's and District Management's investigation and follow-up (including disciplinary action) of any instances of noncompliance.
- Review the findings of any examinations by regulatory agencies and any auditors' observations.
- Review the process for communicating the code of conduct to Alamo Colleges' personnel and for monitoring compliance therewith.
- Obtain regular updates from the Chancellor, the District Ethics and Compliance Officer, and the District Office of Legal Services regarding compliance matters.

**ALAMO COLLEGES
AUDIT COMMITTEE CHARTER**

Effective: January 17, 2017

Reporting Responsibilities

- As appropriate, the Committee will review and report to the Board of Trustees about its activities, issues, and related recommendations.
- As appropriate, provide an open avenue of communication among internal audit, the external auditors, and the Board of Trustees.
- Review any other reports the District issues that relate to Committee responsibilities, including all outside consultant reports.

Other Responsibilities

- Perform other activities related to this **Charter** as requested by the Board of Trustees.
- Institute and oversee special investigations as needed.
- Review and assess the adequacy of the Committee **Charter** annually, requesting board approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.

Alamo Colleges
Mr. Roberto Zárate
Topic Chairman, Audit, Budget and Finance
Committee of the Whole

Date

Alamo Colleges
Dr. Yvonne Katz
Board of Trustees Chair

Date



ALAMO
COLLEGES
DISTRICT

Discussion and Possible Action on Audit Services Policy C.1.2 and Internal Audit Protocol C.1.2.1

Presented to the Board Acting as Committee of the Whole on January 16, 2018, and recommended for approval to the ALAMO COLLEGES BOARD OF TRUSTEES on January 23, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves the policies and procedures related to audit services as attached to this Minute Order."

PURPOSE

Periodic review and approval.

BACKGROUND

The Audit Services Policy (C.1.2) pertains to both external audit and internal audit. The Audit Services Policy was last amended on January 17, 2017. No changes are recommended by the Internal Audit Department to the Audit Services Policy.

The Internal Audit Protocol (C.1.2.1) was last amended on January 17, 2017. No changes are recommended by the Internal Audit Department to the Internal Audit Protocol.

It is proposed that the Audit Services Policy and the Internal Audit Protocol be reviewed and approved by the Board.

IMPLICATIONS

Financial: None

Strategic Plan: Goal III – Performance Excellence

Human Resources: None

ATTACHMENTS: Audit Services Policy (C.1.2), Effective January 23, 2018
Current Audit Services Policy
Internal Audit Protocol (C.1.2.1), Effective January 23, 2018
Current Internal Audit Protocol

William G. Wullenjohn, Sr. Date
District Director of Internal Audit

Roberto Zárate Date
Chairman, Audit, Budget & Finance Committee



ALAMO
COLLEGES
DISTRICT

C.1.2 (Policy) Audit Services

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 1-23-18

External Audits

The Board shall select an auditing firm for a designated period through a Request for Proposal (RFP) or an engagement letter that outlines the Board's expectations for the annual audit and ensures that the audit firm follows the guidelines and standards of the American Institute of Certified Public Accountants (AICPA), the Governmental Accounting Standards Board (GASB), and the Government Accountability Office (GAO).

The purpose of the annual audit is to:

1. Assess whether Alamo Colleges' financial statement present fairly, in all material respects, the financial position of the District.
2. Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by Alamo Colleges.
3. Determine Alamo Colleges' compliance with requirements described by the U.S. Office of Management and Budget (OMB).

A comprehensive annual financial report (CAFR), including opinion letters from the engaged external auditor, shall be submitted annually to the Board. A copy of the independent audit shall become a part of the Board's official minutes and shall be available to the public for inspection during regular office hours.

Periodically, the Chancellor shall submit reports to the Board evaluating the work of the College District's external auditor.

The CAFR for the fiscal year ending August 31 shall be filed with the Coordinating Board on or prior to January 1, following the close of the fiscal year for which the audit was made. Three copies of the annual report shall be submitted to the Coordinating Board. Additional copies shall be submitted to other governmental agencies, as required.

Internal Audits

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve District operations. The Internal Audit Department will help the District accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

The Internal Audit activity is established by the Board of Trustees and its responsibilities are defined by the Board as part of their oversight role. The overall role and responsibilities of the Internal Audit function shall be outlined in the Internal Audit Charter, which must be reviewed with and approved by the Board of Trustees annually.

Internal Audit shall conduct its duties in accordance with the Institute of Internal Audit's Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing, as well as Generally Accepted Government Auditing Standards.

C.1.2 (Policy) Audit Services

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 1-23-18

Internal auditors shall have full, free and unrestricted access to Alamo Colleges' records (manual and electronic), physical properties, and personnel relevant to Internal Audit planned projects, investigations, process reviews, or activities requested by the Board or management. When possible, Internal Audit shall be granted necessary access to systems and/or folders to obtain documentation directly. If direct access is not possible, Internal Audit shall coordinate with management to request and receive information and documentation directly from the employee(s) responsible. Internal Audit shall keep management apprised of documents and information requested and/or collected. Management shall not alter, filter, omit or limit information provided to Internal Audit. Documents and information given to internal auditors during a review shall be handled in the same prudent manner as by those employees normally accountable for them.

Internal auditors shall have no direct responsibility or any authority over any activities or operations they review. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair the internal auditor's judgment.

Audit findings and recommendations related to efficiency and effectiveness of processes, adequacy of internal controls, and compliance with legal, regulatory and policy requirements shall be included in a written report to be provided to applicable members of management and the Board. An annual report on Internal Audit activities shall be approved by the Board and published on the Alamo Colleges website in accordance with the Texas Internal Auditing Act.

Internal Audit will follow up on findings and recommendation and report status to the Board on a periodic basis. In addition, Internal Audit will maintain a quality assurance and improvement program.

The District Director of Internal Audit is authorized to notify the appropriate regulatory, law enforcement, and legal authorities of any potential criminal audit findings. The Chancellor and the Board shall be notified prior to such action. Any instances when it is suspected or confirmed money was lost, misappropriated, or misused or that other fraudulent or unlawful conduct has occurred should be reported to Internal Audit and Legal for consideration for reporting to the State Auditor's Office in accordance with Tex. Gov. Code § 321.022.

All internal audits shall be conducted in accordance with the procedures for internal audit services in [C.1.2.1 \(Procedure\) Internal Audit Protocol](#).

[C.1.2.1 \(Procedure\) Internal Audit Protocol](#)

Legal Reference - TACC Policy Reference Manual

CDC(LEGAL) - Accounting: Audits

C.1.2 (Policy) Audit Services

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 1-17-17

External Audits

The Board shall select an auditing firm for a designated period through a Request for Proposal (RFP) or an engagement letter that outlines the Board's expectations for the annual audit and ensures that the audit firm follows the guidelines and standards of the American Institute of Certified Public Accountants (AICPA), the Governmental Accounting Standards Board (GASB), and the Government Accountability Office (GAO).

The purpose of the annual audit is to:

1. Assess whether Alamo Colleges' financial statement present fairly, in all material respects, the financial position of the District.
2. Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by Alamo Colleges.
3. Determine Alamo Colleges' compliance with requirements described by the U.S. Office of Management and Budget (OMB).

A comprehensive annual financial report (CAFR), including opinion letters from the engaged external auditor, shall be submitted annually to the Board. A copy of the independent audit shall become a part of the Board's official minutes and shall be available to the public for inspection during regular office hours.

Periodically, the Chancellor shall submit reports to the Board evaluating the work of the College District's external auditor.

The CAFR for the fiscal year ending August 31 shall be filed with the Coordinating Board on or prior to January 1, following the close of the fiscal year for which the audit was made. Three copies of the annual report shall be submitted to the Coordinating Board. Additional copies shall be submitted to other governmental agencies, as required.

Internal Audits

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve District operations. The Internal Audit Department will help the District accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, and governance processes.

The Internal Audit activity is established by the Board of Trustees and its responsibilities are defined by the Board as part of their oversight role. The overall role and responsibilities of the Internal Audit function shall be outlined in the Internal Audit Charter, which must be reviewed with and approved by the Board of Trustees annually.

Internal Audit shall conduct its duties in accordance with the Institute of Internal Audit's Definition of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing, as well as Generally Accepted Government Auditing Standards.

C.1.2 (Policy) Audit Services

Responsible Department: Vice Chancellor for Finance and Administration

Board Adoption: 8-18-09

Last Board Action: 1-17-17

Internal auditors shall have full, free and unrestricted access to Alamo Colleges' records (manual and electronic), physical properties, and personnel relevant to Internal Audit planned projects, investigations, process reviews, or activities requested by the Board or management. When possible, Internal Audit shall be granted necessary access to systems and/or folders to obtain documentation directly. If direct access is not possible, Internal Audit shall coordinate with management to request and receive information and documentation directly from the employee(s) responsible. Internal Audit shall keep management apprised of documents and information requested and/or collected. Management shall not alter, filter, omit or limit information provided to Internal Audit. Documents and information given to internal auditors during a review shall be handled in the same prudent manner as by those employees normally accountable for them.

Internal auditors shall have no direct responsibility or any authority over any activities or operations they review. Accordingly, they will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair the internal auditor's judgment.

Audit findings and recommendations related to efficiency and effectiveness of processes, adequacy of internal controls, and compliance with legal, regulatory and policy requirements shall be included in a written report to be provided to applicable members of management and the Board. An annual report on Internal Audit activities shall be approved by the Board and published on the Alamo Colleges website in accordance with the Texas Internal Auditing Act.

Internal Audit will follow up on findings and recommendation and report status to the Board on a periodic basis. In addition, Internal Audit will maintain a quality assurance and improvement program.

The District Director of Internal Audit is authorized to notify the appropriate regulatory, law enforcement, and legal authorities of any potential criminal audit findings. The Chancellor and the Board shall be notified prior to such action. Any instances when it is suspected or confirmed money was lost, misappropriated, or misused or that other fraudulent or unlawful conduct has occurred should be reported to Internal Audit and Legal for consideration for reporting to the State Auditor's Office in accordance with Tex. Gov. Code § 321.022.

All internal audits shall be conducted in accordance with the procedures for internal audit services in [C.1.2.1 \(Procedure\) Internal Audit Protocol](#).

[C.1.2.1 \(Procedure\) Internal Audit Protocol](#)

Legal Reference - TACC Policy Reference Manual

CDC(LEGAL) - Accounting: Audits

C.1.2.1 (Procedure) Internal Audit Protocol

Responsible Department: District Director of Internal Audit

Based on Board Policy C.1.2 - Audit Services

Board Adoption: 8-18-09

Last Board Action: 1-23-18

The internal audit function of the Alamo Colleges plays a key role in efforts to be accountable for the operations and for the delivery of services to its constituency. It is incumbent that this process adds value to the organization. The goal of this process is to increase accountability and transparency through collaboration.

Annual Planning

- An organization-wide risk assessment will be performed annually; the results will be reported to the Board of Trustees.
- An audit plan will be developed based on the risk assessment and presented to the Board of Trustees for approval.
- The audit plan may include a combination of full scope, limited scope, analytical review, and/or consulting projects. An estimate of time for internal resources and/or cost for external resources will be provided. The number of projects in a given plan year may vary depending on the scope and nature of the work to be performed. The approved audit plan will be shared with management and key personnel in departments that will be affected.

Projects

- Internal audit will hold a pre-entrance conference with the department leadership team. The purpose is to discuss the audit process, communicate expectations, establish a preliminary scope and timeline, and identify staff to be involved.
- Prior to the start of fieldwork, an entrance conference with essential personnel will be held to discuss and agree on the scope and objectives (value-added approach) for the project, and if it is an audit or non-audit service.
- A work plan, including milestones and an estimated completion date, will be established by the internal audit team with input from the client department staff to achieve a clear understanding of the requirements for the project.
- Concerns, findings, and recommendations will be communicated in writing to the project department leadership.
- Weekly status updates will be provided to department leadership during the project fieldwork phase. Status meetings will be held as needed to discuss potential issues.
- An exit conference will be held with department leadership and the related President or Vice Chancellor to discuss the results of the engagement, including any findings and recommendations, and to reach an agreement on corrective action to be taken.

C.1.2.1 (Procedure) Internal Audit Protocol

Responsible Department: District Director of Internal Audit

Based on Board Policy C.1.2 - Audit Services

Board Adoption: 8-18-09

Last Board Action: 1-23-18

Reporting and Monitoring

- Reports should separately delineate findings from operational efficiency or best practice recommendations. Significant findings of non-compliance with laws, policies, and procedures; internal control deficiencies; and financial misstatements should be emphasized.
- A draft report will be submitted to the Administration for review and comment. Reports will be accurate, objective, complete, clear, concise, constructive, complete, and timely per the Internal Audit Standards. If the Administration disagrees with any of the findings presented in the report, they may include a written management response in the final report.
- A report will be considered complete upon management concurrence, submission of any responses, or thirty workdays after distributing the draft.
- A final report, including any management responses, will be submitted to the Board.

Charter

The Internal Audit Charter is available online at

<http://www.alamo.edu/main.aspx?id=16537>

Legal Reference - TACC Policy Reference Manual
CDC(LEGAL) - Accounting: Audits

C.1.2.1 (Procedure) Internal Audit Protocol

Responsible Department: District Director of Internal Audit

Based on Board Policy C.1.2 - Audit Services

Board Adoption: 8-18-09

Last Board Action: 1-17-17

The internal audit function of the Alamo Colleges plays a key role in efforts to be accountable for the operations and for the delivery of services to its constituency. It is incumbent that this process adds value to the organization. The goal of this process is to increase accountability and transparency through collaboration.

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- Weekly status updates will be provided to department leadership during the project fieldwork phase. Status meetings will be held as needed to discuss potential issues.
- An exit conference will be held with department leadership and the related President or Vice Chancellor to discuss the results of the engagement, including any findings and recommendations, and to reach an agreement on corrective action to be taken.

C.1.2.1 (Procedure) Internal Audit Protocol

Responsible Department: District Director of Internal Audit

Based on Board Policy C.1.2 - Audit Services

Board Adoption: 8-18-09

Last Board Action: 1-17-17

Reporting and Monitoring

- Reports should separately delineate findings from operational efficiency or best practice recommendations. Significant findings of non-compliance with laws, policies, and procedures; internal control deficiencies; and financial misstatements should be emphasized.
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- A report will be considered complete upon management concurrence, submission of any responses, or thirty workdays after distributing the draft.
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Charter

The Internal Audit Charter is available online at

<http://www.alamo.edu/main.aspx?id=16537>

Legal Reference - TACC Policy Reference Manual
CDC(LEGAL) - Accounting: Audits

Discussion and Possible Action on Amending the Contract with Brainfuse, Inc. for the Purchase of Online Tutoring Services

Presented to the Board Acting as Committee of the Whole on January 16, 2018, and now presented to the Board for approval on January 23, 2018.

MINUTE ORDER

“The Board of Trustees hereby approves amending the contract with Brainfuse, Inc. providing for the purchase of Online Tutoring Services in the estimated annual amount of \$156,000, with no change to the price, as requested by the Vice Chancellor for Academic Success.

PURPOSE

Approval of this contract amendment increases the expenditures previously authorized, and extends the term of the agreement. This action enables the continued purchase of existing vendor hosted, enterprise-wide, Online Tutoring Services. The Online Tutoring Services are delivered at no charge to students and do not replace current tutoring centers or services. These services increase the availability of tutoring options for students during peak times, and when services are not available in person or if online, tutoring is preferable to the student. Additionally, these services provide an array of tutoring subjects (i.e. math, writing, reading, and other core curricula) designed to enhance the delivery of support services to the students.

BACKGROUND

In October 2014, the Board of Trustees awarded a contract to Brainfuse, Inc. providing for the purchase of Online Tutoring Services for a four-year period ending August 21, 2018 for an annual estimated amount of \$72,000.

In January 2018, Representatives from each of the colleges and the Office of the Vice Chancellor for Academic Success requested that a contract extension be awarded based on ongoing promotional activities, unused service hours, positive student satisfaction and the success of integration with the existing Learning Management System. Approval of this action enables continued delivery of services to meet current and future student demands; avoidance of startup costs/delays; and stability to the program's service delivery. This contract amendment is recommended for an additional 3-year period beginning September 2018 through August 2021, and may be renewed annually thereafter, upon mutual consent of Brainfuse, Inc. and the Alamo Colleges District.

IMPLICATIONS

Financial: \$156,000 estimated annually; 114001-842303; NVC Operating, 115001-852011; NLC Operating, 111001-815008; SAC Operating, 113001-831008; PAC Operating; 112001-826081; SPC Operating

Strategic Objective: Goal I Student Success; and III - Performance Excellence

Employee Services: None

ATTACHMENTS: Contract Extension: Price Tabulation

Gary O'Bar, C.P.M.
Director Purchasing & Contract Administration

Dr. Jo-Carol Fabianke
Vice Chancellor for Academic Success

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

Dr. Bruce H. Leslie
Chancellor

Discussion and Possible Action on Amending the Contract with Gold Hill Associates for the Purchase of Executive Search Services

Presented to the Board Acting as Committee of the Whole on January 16, 2018 and now presented to the Board for approval on January 23, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves amending a contract with Gold Hill Associates for an increased authorization for the purchase of Executive Search Services for a new estimated annual amount of \$200,000, as requested by the Associate Vice Chancellor for Human Resources & Organizational Development."

PURPOSE

Approval of this contract amendment increases the expenditures previously authorized. Approval of this action enables negotiated changes to the contract that will result in continued service delivery to meet current and future requirements by providing for the purchase of executive search services on an as needed basis to fill key administrative positions that may arise at Alamo Colleges District. The scope of work requires the contractor to recruit, screen, and assess applicants from a diverse pool of qualified prospects, including minorities and women, down to a group of 6 to 10 to be interviewed by hiring officials; and the contractor will provide applicant confidentiality throughout the screening and hiring process. Approval of this action enables continued delivery of services to meet current and future requirements; avoidance of startup costs/delays; and stability to the program's service delivery.

BACKGROUND

In May 2012, the Board of Trustees awarded a contract to Gold Hill Associates providing for the purchase of Executive Search Services for an initial term ending August 2014 with two, one-year options for renewal for an estimated price of \$25,000 per-search. Award was made on a best value basis as the result of soliciting competitive sealed proposals.

In 2016, the contract was amended by Purchasing & Contract Administration, under authority of Policy C.1.5, to raise the per-search fee estimate to \$35,000 with an annual fee cap of \$100,000 and to extend the term of the agreement to August 31, 2018, with a one-year option to renew ending August 31, 2019, to continue purchasing services on an as needed basis. Due to the number of searches activated year-to-date, it has become necessary to amend this contract to increase the previously authorized annual purchase amount to allow for continuation of services if additional support is required within any 12-month period.

IMPLICATIONS

Financial: Up to \$200,000 annually based on turnover at the senior administrative levels; funding is not encumbered with this action and will be provided once requirements are identified.

Strategic Plan: Goal 1 - Student Success; Goal III - Performance Excellence

Employee Services: None

ATTACHMENTS: Price Tabulation

Gary O'Bar, C.P.M.
Director Purchasing & Contract Administration

Linda Boyer-Owens, MA, SPHR
Associate Vice Chancellor for Human Resources &
Organizational Development

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

Dr. Bruce H. Leslie
Chancellor, Alamo Colleges District



Price Tabulation

Purchase of Executive Search Services

SERVICES		GOLD HILL ASSOCIATES
1.	Using guidelines and requirements for the vacant position as established by the District, advise on marketing and targeting strategies to advertise and attract qualified applicants. (Price per search)	\$4,000
2.	Assist hiring officials and screening committees (if any) in developing a comprehensive model or profile of qualities and qualifications as a premise for comparative consideration. (Price per search)	\$4,000
3.	Using mail, telephone, internet, and/or networking, conduct a recruitment campaign to develop a pool of qualified applicants that is representative of the diverse community that the Alamo Colleges serves. (Price per search)	\$10,000
4.	Receive, review and produce a complete application package on 25 to 35 interested and qualified prospects including minorities and women. (Price per search)	\$7,000
5.	Evaluate the applicant pool to a group of 6 to 10 applicants who meet the published requirements and submit those applicants' packages to the hiring committee or hiring officials. (Price per search)	\$5,000
6.	As needed, assist committee members and hiring officials in developing appropriate questions to conduct effective interviews. (Price per search)	\$1,000
7.	As needed, using appropriate methods to advise on and assist with reference checks and background investigations to determine finalists' fitness for public service. (Price per search)	\$4,000

Discussion and Possible Action on Purchase of Double-Station Electronic Troubleshooting Hydraulic Training Simulator for the Alamo Colleges – St. Philip’s College

Presented to the Board Acting as Committee of the Whole on January 16, 2018 and now presented to the Board for approval on January 23, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves the purchase to Fluid Power Training Institute for the purchase of a Double-Station Electronic Troubleshooting Hydraulic Training Simulator in the amount of \$119,890 as requested by the office of the President for St. Philip’s College."

PURPOSE

This contract action provides for the purchase of a Double-Station Electronic Troubleshooting Hydraulic Training Simulator for use by the Diesel Technology Center at the St. Philip’s College Southwest Campus Diesel Technology Center. The purchase includes a “foundation building” training system to help teach students Pascal’s Law, inertia, power, resistance, pressure differential, series, and parallel theory necessary in obtaining the job skillsets for an industry utilizing advanced hydraulic systems.

BACKGROUND

The recommended provider is the inventor, designer, and manufacturer of this training system. Their hydraulic training system has the Safe-T-Bleed system for de-energizing and air-bleeding hydraulic systems and components. It also has the MicroLeak hydraulic component performance testing, Flex-plate system, and Plug-and-play modules. Representatives from the Alamo Colleges District St. Philip’s College Diesel Technology Center, having knowledge and experience with the provider and training systems, concluded that the recommended system performs well and meets their requirements. This purchase is being made on a sole source basis.

IMPLICATIONS

Financial: \$119,890, 112002-828543-74603, 71251 and 71101.

Strategic Plan: Goal I - Student Success; Goal III - Performance Excellence

Employee Services: None

ATTACHMENTS: Price Tabulation

Gary O’Bar, C.P.M.
Director Purchasing & Contract Administration

Dr. Adena Loston
President, St. Philip's College

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

Dr. Bruce H. Leslie
Chancellor, Alamo Colleges District



Price Tabulation

Purchase of Double-Station Electronic Troubleshooting Hydraulic Simulator

	DESCRIPTION	Price
1.	Double-Station Electronic Troubleshooting Hydraulic Training Simulator, MF2 102D TSE Model.	\$114,780
2.	Diagnostic Accessories, MF102-DA	\$3,160
3.	Shipping	\$1,950

Discussion and Possible Action on the Proposals Received for the Purchase of Print Advertisements for Legal and Public Notices

Presented to the Board Acting as Committee of the Whole on January 16, 2018 and now presented to the Board for approval on January 23, 2018.

MINUTE ORDER

"The Board of Trustees hereby approves the contract to Hearst Media Services, La Prensa de San Antonio for Items # 1, 2, 3 and 4, and Barton Publications Inc. for Item # 3 and 4, providing for the purchase of print advertisements for legal, public notices, classified and general advertisements in the combined estimated annual amount of \$195,000."

PURPOSE

This contract action provides for the purchase of advertisement services of qualified newspapers in the local and surrounding areas. These contracts are used when the Alamo Colleges District requires the publishing of legal and public notices, such as those for public hearings and invitation for competitive sealed proposals. Additionally, these contracts can be utilized for the publishing of classified or general advertisements such as employment hiring notices on an indefinite-order, indefinite-quantity basis. The amounts shown represent the Alamo College District's best estimates for a one-year period. The amount paid will be determined by the amount of advertisements purchased.

BACKGROUND

A notice, soliciting proposals for print advertisements for legal and public notices, was advertised in the San Antonio Express News and La Prensa twice over a thirty-day period. Additionally, the Alamo Colleges District Purchasing Department sent notices to 71 potential Offerors. Representatives from the Alamo Colleges District Office of Legal Services, Human Resources and Organization Development, the Office of Communications and Engagement, and the Treasury Department evaluated the three proposals received by the CSP deadline. As a result of this effort, the proposals, submitted by Hearst Media Services, La Prensa de San Antonio for Items # 1, 2, 3 and 4, and Barton Publications Inc. for Items # 3 and 4 are recommended for award on a best value basis. The term of these contracts begins upon award and will terminate August 31, 2019, and has four, one-year options to renew upon mutual consent of the contractors and the Alamo Colleges District. The contract awarded to Barton Publications, Inc. will contribute to the Alamo Colleges District Small, Minority, Woman-Owned, and Veteran-Owned Business Enterprise (SMWVBE) program aspirational goals.

IMPLICATIONS

Financial: Estimated \$195,000 annually and purchased on an as needed basis; funding is not encumbered with this action and will be provided with each requirement.

Strategic Plan: Goal I – Student Success; Goal III Performance Excellence

Employee Services: None

ATTACHMENTS: Proposal Tabulation and Evaluation Criteria

Gary O'Bar, C.P.M.
District Director for Purchasing

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

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

Dr. Bruce H. Leslie
Chancellor, Alamo Colleges



PRICE TABULATION

PURCHASE OF PRINT ADVERTISEMENTS FOR LEGAL AND PUBLIC NOTICES

ITEM NO.	ITEM DESCRIPTION	ESTIMATED ANNUAL QUANTITY	AVERAGE SIZE (LINE X COLUMN)		BARTON PUBLICATIONS, INC.	HEARST MEDIA SERVICES	LA PRENSA DESAN ANTONIO
1	Legal Advertisements	24	46L x 1c	Sunday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$21.00 per column
				Saturday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	No Bid per line No Bid per column
				Weekday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$25.00 per column
2	Public Notices	10	60L x 2c	Sunday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$21.00 per column
				Saturday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	No Bid per line No Bid per column
				Weekday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$25.00 per column
3	Classified Advertisements	10	93L x 2c	Sunday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$21.00 per column
				Saturday Rates:	No Bid per line No Bid per column	\$10.22 per line \$143.08 per column	No Bid per line No Bid per column
				Weekday Rates:	\$0.00 per line \$10.50 per column	\$10.22 per line \$143.08 per column	\$0.00 per line \$25.00 per column
4	General Advertisements	10	1/2-page	Sunday Rates:	No Bid per line No Bid per column	\$0.00 per line \$108.00 per column	\$0.00 per line \$21.00 per column
				Saturday Rates:	No Bid per line No Bid per column	\$0.00 per line \$80.00 per column	No Bid per line No Bid per column
				Weekday Rates:	\$0.00 per line \$10.50 per column	\$0.00 per line \$80.00 per column	\$0.00 per line \$25.00 per column
PRICE RANKING					3	1	2
TECHNICAL RANKING					3	1	2
OVERALL RANKING					3	1	2

Notes:

1. The actual amount paid will be based on the size and frequency of the advertisements.
2. This award includes options (i.e. font, color, custom photo, etc.), and English or Spanish language print is available.
3. The Offeror's proposed base rates were evaluated in determining the ranking.



EVALUATION CRITERIA
PURCHASE OF PRINT ADVERTISEMENTS FOR LEGAL AND PUBLIC NOTICES

Criteria	Points
1. Purchase Price	70
2. Extent to Which the Goods or Services Meet the District's Needs	30
Total:	100

REPORT ON CONSTRUCTION STATUS

JOHN W. STRYBOS, P.E., C.E.M.
ASSOCIATE VICE CHANCELLOR
OF FACILITIES
January 16, 2018



Presentations, Articles, Awards, Events

- December 11, 2017 – Rose Reyes attended the American Geophysical Union Fall Meeting and presented on Training a Green Workforce with STEM Initiatives at the Alamo Colleges District.

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Project Updates

Location	Project	Funding Source	Budget (\$ Millions)	Duration (months)	Status as of December 31, 2017
SAC	Veterans' Victory Center	State Appropriation	\$7.6	24	Seventy percent (70%) complete
SAC	Veterans Project Phase 2	State Appropriation	\$8.1	36	Concept Discussion
EETC	ADA Improvements	EDA Grant	\$1.5	18	Design Starting
DSO	District Support Operations Building	Revenue Bonds	\$58.0	24	Fifteen percent (15%) complete
SPC/SWC	Redundant Police Dispatch Center	2017 CIP	\$1.56	6	Five percent (5%) complete
Total			\$76.76		

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Construction Projects

San Antonio College Fletcher Vice President Suite Renovation



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CIP Related Solicitations

- RFQ 17C-020C [Purchase of Architecture/Engineering and Master Planning Services](#) - 43 responses received on June 27, 2017. Awarded on August 24, 2017
- RFQ 17C-021C [Purchase of Construction Project Management / Program Management Services](#) - 7 responses received on July 13, 2017. Awarded on September 19, 2017
- CSP 17C-022 Purchase of Construction Services for Redundant Police Dispatch Center. Competitive Sealed Proposals (CSP). 6 responses receive on September 21, 2017. Projected award on October 23, 2017
- RFP 18C-005 Purchase of Construction Manager at Risk Services. Sixteen (16) proposals were received on n November 21, 2017. Plan to select up 10 firms at the February 17, 2018 Board of Trustees meeting.

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District Support Operations (DSO) Building Update



District Support Operations Building Project Schedule

- January 20, 2017 – Ground Breaking Ceremony
- January, 31 2017 - Contractor Mobilizes to site
- June 5, 2017- Construction starts
- April 30, 2018 – Topping out Ceremony
- November 30, 2018 – Substantial Completion
- December 1, 2018 through December 31, 2018 – relocate personnel to DSO Building
- December 1, 2018 – Ribbon Cutting Ceremony

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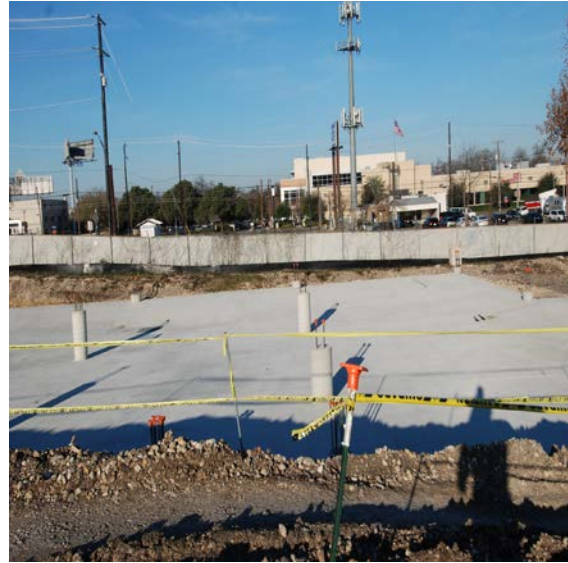


District Support Operations Building

Building B, C



Building D Foundation



Far End-Building E



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Discussion and Possible Action on the Purchase of Plumbing and Pipefitting Maintenance & Repair Services

Presented to the Board Acting as Committee of the Whole on January 16, 2018, and now presented to the Board for approval on January 23, 2018.

MINUTE ORDER

“The Board of Trustees hereby awards contracts to provide for the purchase of Plumbing and Pipefitting Maintenance & Repair Services to: A-Ram Plumbing, Inc.; Bolin Plumbing, Ltd.; Way Engineering, Ltd., Columbia Contracting Corporation, and TD Industries on an as needed basis in the estimated annual amount of \$500,000 as requested by the Associate Vice Chancellor of Facilities Operations and Construction Management.”

PURPOSE

This contract action provides for the purchase of Plumbing and Pipefitting Maintenance & Repair Services as requested by Facilities Operations and Construction Management. The services will be purchased on an as needed basis and substantially on the basis of the scope of work and the contract prices. The scope of work may include maintenance, repair, alteration, renovation, remediation, or minor construction of a facility when the work is of recurring nature but the delivery type, and quantities of work required are indefinite. The contractor(s) will also provide the labor and equipment for installation services and repair or replacement of equipment, such as; electric and gas water heaters, as well as emergency backhoe services, locate, repair and replace leaking water and sewer pipes (pvc, cpvc, cast iron pipe, galvanic pipe and copper tubing), unclog sewer lines, and repair and replace gas lines and fittings.

BACKGROUND

A notice soliciting Competitive Sealed Proposals (CSP) was advertised in the San Antonio Express News and La Prensa twice over a thirty-one day period. Additionally, Purchasing and Contract Administration sent notices to fifty potential Offerors. The five proposals received by the CSP deadline were evaluated by representatives from Facilities Operations and Construction Management. As a result of this effort, the proposals submitted by A-Ram Plumbing, Inc.; Bolin Plumbing, Ltd.; Columbia Contracting Corporation; TD Industries; and Way Engineering, Ltd. are recommended for award on a best value basis. An evaluation process to formally award multiple contracts to various Offerors was conducted to reduce the delays in repetitive bidding, expand the range of services, and to ensure services are available when needed. The amount paid will depend on the amount of services purchased. The contracts awarded will begin upon award and terminate August 31, 2018 and have three, one-year options to renew upon mutual consent of the contractors and the Alamo Colleges District. The contracts awarded to A-Ram Plumbing, Inc., and Bolin Plumbing, Ltd. will contribute to the Alamo Colleges District Small, Minority, Women, and Veteran Owned Business Enterprise (SMWVBE) Program Aspiration Goals.

IMPLICATIONS

Financial: \$500,000 estimated annually; Funding is not encumbered with this action and will be provided as requirements are identified.

Strategic Objective: Goal I – Student Success; Goal III – Performance Excellence

Employee Services: None

ATTACHMENTS: Price Tabulation, Evaluation Criteria

Gary O'Bar, C.P.M.
Director Purchasing & Contract Administration

John W. Strybos, P.E.
Associate Vice Chancellor of Facilities Operations and
Construction Management

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

Dr. Bruce H. Leslie
Chancellor



PRICE TABULATION
Purchase of Plumbing and Pipefitting Maintenance & Repair Services

Item		A-Ram Plumbing, Inc.		Bolin Plumbing, Ltd.		Columbia Contracting Corporation		TD Industries		Way Engineering, LTD	
		Prime Time	Outside Prime Time	Prime Time	Outside Prime Time	Prime Time	Outside Prime Time	Prime Time	Outside Prime Time	Prime Time	Outside Prime Time
1	Hourly rate for (1) Licensed Master Plumber	\$85.00	\$127.50	\$110.00	\$165.00	No Bid	No Bid	\$80.00	\$120.00	\$85.00	\$106.00
2	Hourly rate for (1) Licensed Journeyman Plumber	\$65.00	\$97.50	\$110.00	\$165.00	No Bid	No Bid	\$80.00	\$120.00	\$79.00	\$99.00
3	Hourly rate for (1) Licensed Apprentice Plumber	\$49.00	\$73.50	\$50.00	\$75.00	\$38.00	\$49.40	\$70.00	\$105.00	\$68.00	\$85.00
4	Hourly rate for (1) Licensed Pipe Fitter	\$65.00	\$97.50	No Bid	No Bid	\$65.00	\$84.50	\$85.00	\$127.50	\$74.00	\$94.00
5	Hourly rate for (1) Certified Welder	\$89.00	\$133.50	No Bid	No Bid	\$65.00	\$84.50	\$85.00	\$127.50	\$70.00	\$87.00
6	Hourly rate for (1) Equipment Operator	\$89.00	\$133.50	No Bid	No Bid	\$33.00	\$42.90	\$80.00	\$120.00	\$79.00	\$99.00
7	Hourly rate for (1) Supervisor/Foreman	\$85.00	\$127.50	\$110.00	\$165.00	\$78.00	\$101.40	\$95.00	\$142.50	\$90.00	\$112.00
8	Hourly rate for (1) Project Manager	\$85.00	\$127.50	\$110.00	\$165.00	\$82.00	\$107.00	\$95.00	\$142.50	\$95.00	\$119.00
Price Rank		3	4	2	2	1	1	5	5	4	3
Technical Rank		1	1	2	2	4	4	3	3	5	5
Overall Rank		3	3	2	2	1	1	4	4	5	5

Note: Evaluation of the proposal pricing included the Alamo Colleges District best estimates for work required in a one-year period.



EVALUATION CRITERIA

Purchase of Plumbing and Pipefitting Maintenance & Repair Services

Criteria	Maximum Points
1. Purchase Price	30
2. Offeror's Extent to Meet the District's Needs	25
3. Offeror's Experience & Reputation	20
4. Offeror's Past Performance with Owners	7
4. Relevant Factor's Specifically Listed in the Proposal (Amount of Lead Time, Health & Safety Plan, Experienced Modification Rate, OSHA Recordable Incident Rates, OSHA Lost Workday Case Incident Rates)	25
Total:	100