

Legislative Appropriations Request
For Fiscal Years 2018 and 2019

Submitted to the
Governor's Office of Budget, Planning and Policy
And the Legislative Budget Board

By
Blinn College
August 5, 2016

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Administrator's Statement

8/5/2016 8:20:53AM

85th Regular Session, Agency Submission, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

954 Blinn Junior College

BLINN COLLEGE ADMINISTRATOR'S STATEMENT
85TH Regular Session, Agency Submission, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

Board of Trustees

Officers

David Sommer, President

Douglas R. Borchardt, Vice President

Atwood C. Kenjura, Secretary

Members - Hometown - Term Expires

David Sommer - Brenham, Texas - 5-2019

Douglas R. Borchardt - Brenham, Texas - 5-2017

Atwood C. Kenjura - Brenham, Texas - 5-2019

Theodora V. Boehm - Brenham, Texas - 5-2017

Stacy Aschenbeck - Brenham, Texas - 5-2021

Charles Moser - Brenham, Texas - 5-2017

Richard Powell - Brenham, Texas - 5-2021

Nancy Berry - College Station, Texas - 12-2017

Ann Horton - Bryan, Texas - 12-2017

Blinn College Mission Statement

Blinn College is a comprehensive community college committed to educational excellence and to individual and community enhancement.

Blinn College Vision Statement

Blinn College will be the leading educational, cultural and economic resource for our stakeholders.

Administrator's Statement

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Significant changes in policy since last appropriation request:

The Blinn College Board of Trustees has raised tuition and fees charged to students by:

- 11% in-district student tuition
- 16% out-of-district student tuition
- 56% out-of-state/foreign student tuition
- 16% general fee increase for all students

The increases in tuition and fees were necessary to accommodate an increase in enrollment without an increase in State funding to support the growth. Blinn College is committed to maintaining a quality education for students. While the College's services and programs have not been reduced to date, the ability of the College to continue its mission and goals would be negatively impacted by any reductions in State funding.

Significant changes in provision of services:

Student headcount enrollment has increased 5.2% since the last appropriation request and 33.7% since 2006. State funding has lagged in supporting this substantial increase. State funding for Blinn College has increased only 3.5% and 12% during these same time frames respectively.

Significant externalities:

Blinn College will be expanding the current facilities in both Bryan, Texas and Brenham, Texas to accommodate the increase in student enrollment.

Blinn College and Texas A&M University have a proud history of developing innovative partnerships. Since 2001, the Texas A&M-Blinn TEAM (Transfer Enrollment at A&M) Program has served as the nation's model for a collaborative, co-enrollment partnership between a major university and a community college. Texas A&M and Blinn College built upon the TEAM Program's success with the Texas A&M Engineering Academies on the Bryan and Brenham campuses of Blinn College. The engineering academies offer students pathways to pursue an engineering degree from Texas A&M and help to meet the nationwide demand for highly skilled engineering graduates.

The Texas A&M University System, has recently unveiled plans to invest \$150 million to create a new research and development campus to help companies move ideas from the laboratory to the marketplace while also offering a new path toward a college degree. This new campus, RELLIS, establishes a new educational community combining a major university system and a community college at a single physical location.

One aspect of the RELLIS Campus plan involves the development of a multi-institutional Gateway Education Center that will provide space for Texas A&M System member institutions and Blinn College to offer a variety of curricula.

Administrator's Statement

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While plans have not been finalized, Blinn College anticipates the RELIS Campus facility will initially accommodate approximately 2,500 students, and is scheduled to open in 2018.

Blinn College currently has 1,324 beds on the Brenham campus to accommodate students needing housing. Each fall, for the past 3 years, Blinn College has had a waiting list of students requesting to reside in on-campus student housing. The Fall 2016 waiting list has over 1,000 students. Blinn College is in the process of developing a Public, Private Partnership, (P3) agreement to build a new 400 bed student housing facility for the Fall 2018 term. This would accommodate a 30% growth in the on-campus residential students.

Additional formula funds request 2018-2019:

Blinn College endorses the \$1.828 billion request for community and technical college total funding for the 2018-19 biennium as outlined in the Texas Association of Community College's funding request.

For the 2018-19 biennium, the core should be increased by \$250,000 per district, per year, to help support the basic operating costs of all institutions, especially small and rural institutions.

For the 2018-19 biennium, student success points should be funded at a rate that is no less than the rate student success points were funded for the 2014-15 biennium (\$185 per student success point).

For the 2018-19 biennium, instructional funding should be increased by \$45 million to allow community colleges the ability to meet workforce skills demands, increase dual credit courses, and expand educational opportunities for all students.

Policy Recommendations:

The 50 public community colleges of Texas respectfully request additional funding in state appropriations for the 2018-19 biennium. The Texas Community Colleges are the core drivers of the 60X30TX Strategic Higher Education Plan.

The Challenge: Texas' challenge in realizing the desired outcomes of 60X30TX is magnified by two realities:

- 1) Economically disadvantaged students and students from Hispanic and African-American communities are less likely to enroll in higher education and complete a program of study; and
- 2) The proportion of public school students who are from economically disadvantaged families is growing (currently 59%). According to Texas Education Agency data, Hispanic and African-American students make up more than 60% of the K-12 Pipeline.

Administrator's Statement

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954 Blinn Junior College

Strategies for achieving the goals of 60X30TX:

State funding will enable Blinn College to address the specific postsecondary education and workforce training needs of our local communities. With increased State funding, Blinn College would make investments in:

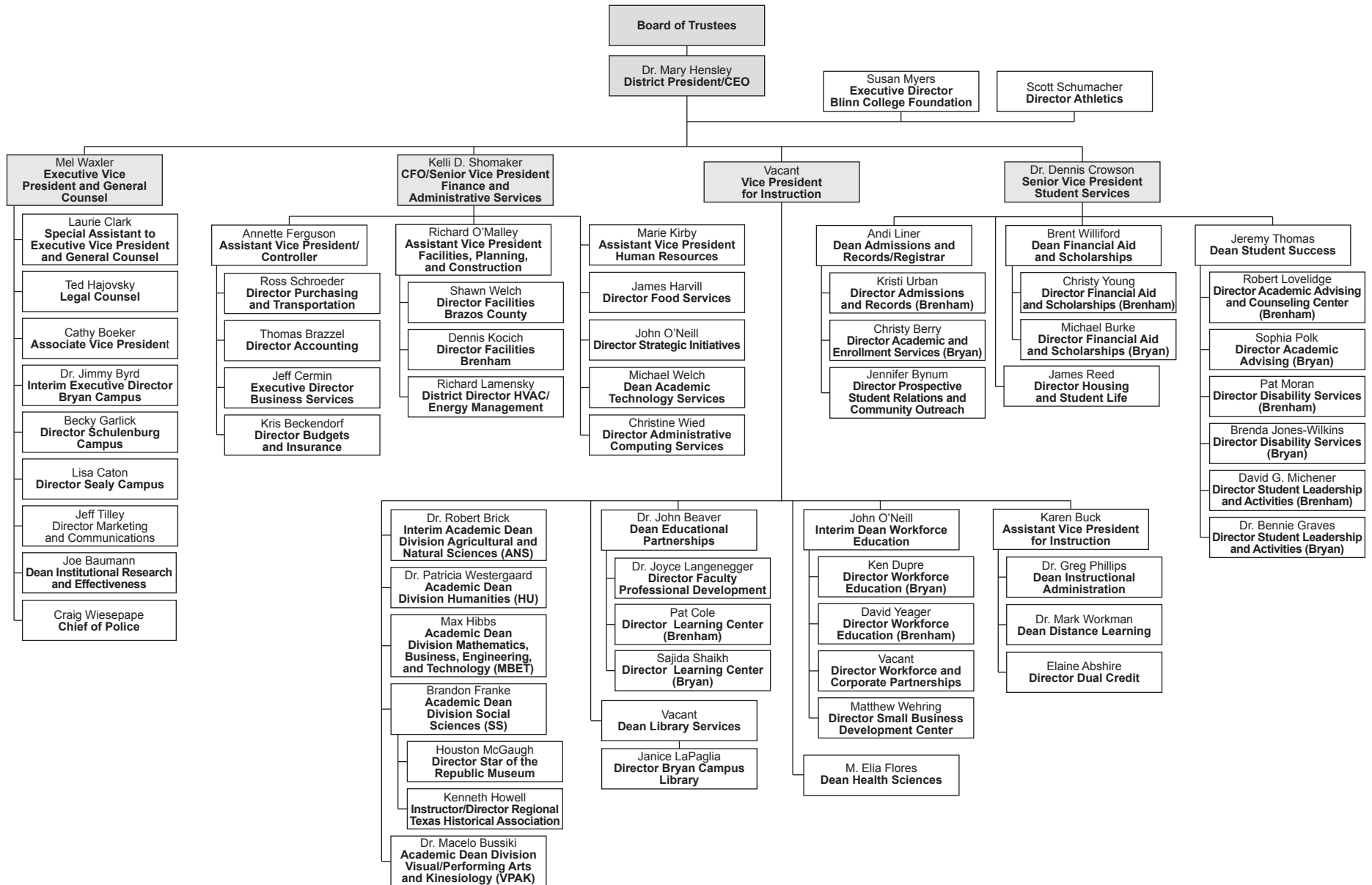
- Mathways Project
- Expansion of Dual Credit
- Improve student readiness for college level courses
- Texas Guided Pathways Project
- Additional equipment and program support for area targeted occupation training
- Expansion of student advising
- Expansion of articulation agreements with four year universities

Blinn College will be piloting the New Mathways Project in developmental math classes. Additional funding would allow the College to provide additional training for faculty members in this area. Blinn College would like to expand advising and training for students in several areas. Blinn College would expand dual credit at high schools with a high economically disadvantaged student count. The College believes that an advisor will be needed to work with the students and the ISD's to prepare and inform students on what is necessary to participate in the dual credit program to increase participation. Additionally, Blinn College believes by implementing a holistic and proactive advising model there will be an overall increase in student success, while expanding the work with four year universities to create a more seamless pathway for student to transfer. Blinn College would also provide training to improve student financial literacy and reduce the level of student loan debt. Blinn College is currently working with underprepared students to test out of developmental level courses with course reviews in both math and reading. Additional funding would support continued curriculum and faculty development for these review courses. Blinn College would like to see increased Jobs for Education (JET) funding for programs and equipment. In addition, the College would also like to see a restructure of the rubric to allow funding for new programs that do not have a history of a large number of students, if the training is in a targeted occupation for the area.

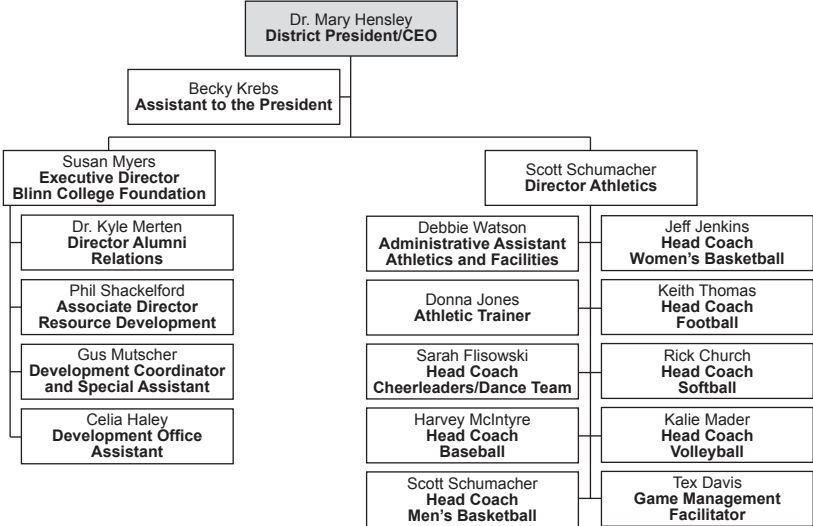
Reimbursement for Hazelwood Exemption:

Blinn College appreciates the first step taken by the 83rd Legislature (the passage of HB 1025) in the process of extending financial relief to institutions of higher education from the rising costs associated with the Hazelwood Exemption. During the FY 2014, FY 2015 and FY 2016 terms, Blinn College has incurred \$1,155,895, \$1,191,829, and \$1,508,658 respectively in Hazelwood Exemption expense. Hazelwood is one of several exemptions that higher education institutions are responsible for and Blinn College requests the Texas Legislature recognize the hardship this program places on the individual colleges and asks for increased State funding to assist in off-setting this rising expense.

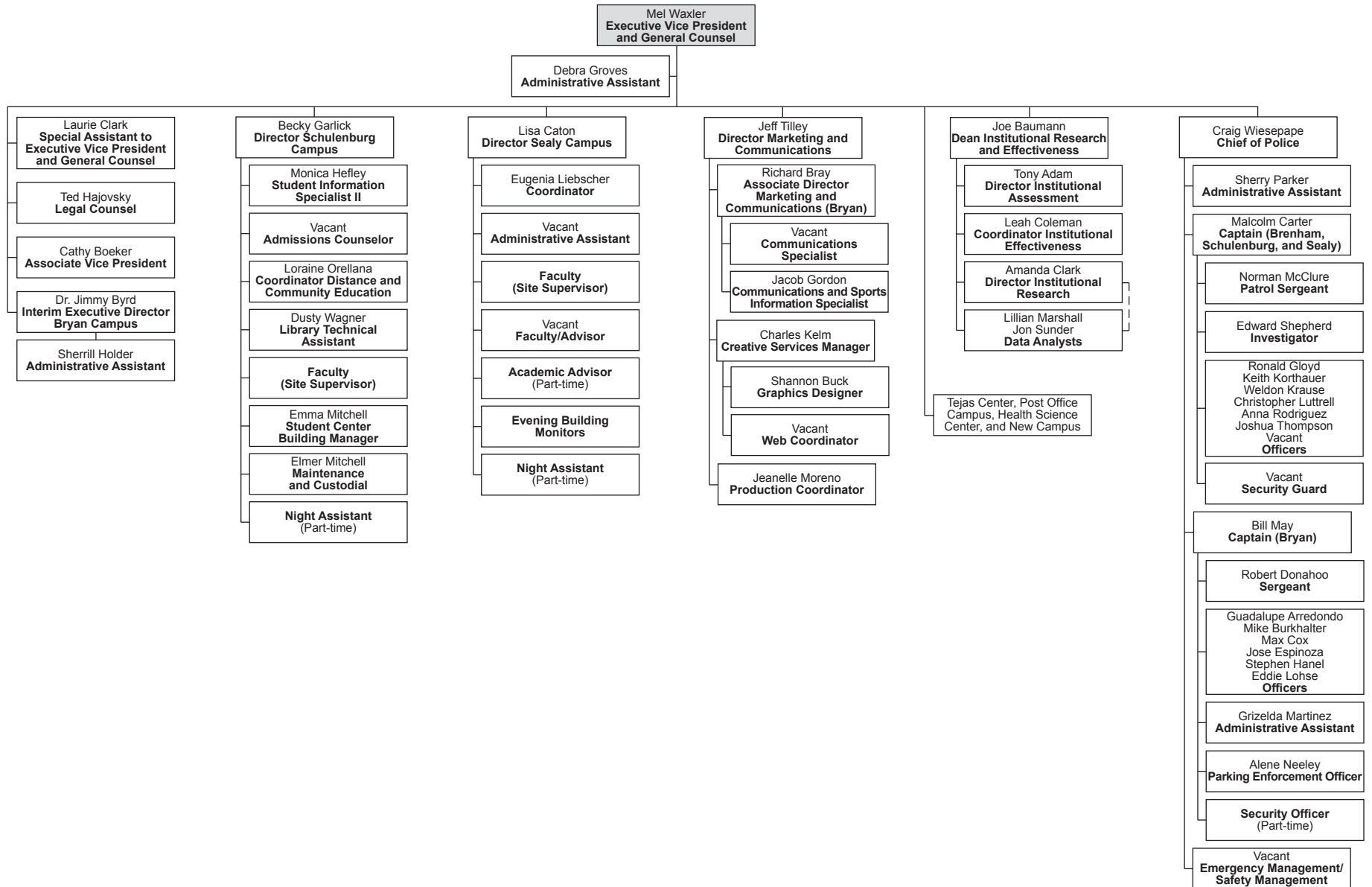
BLINN COLLEGE ORGANIZATION BY PERSONNEL



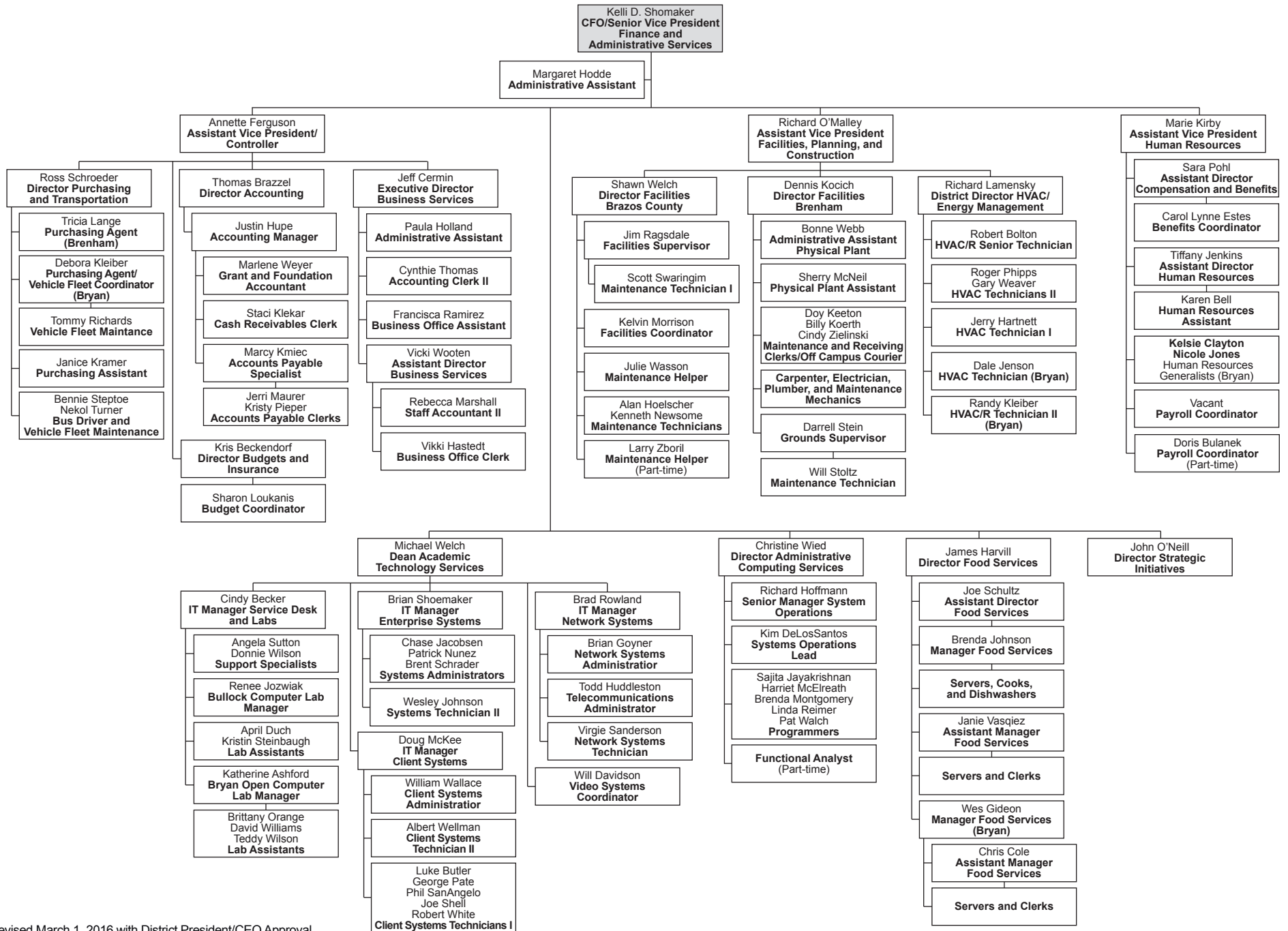
BLINN COLLEGE ORGANIZATION BY PERSONNEL



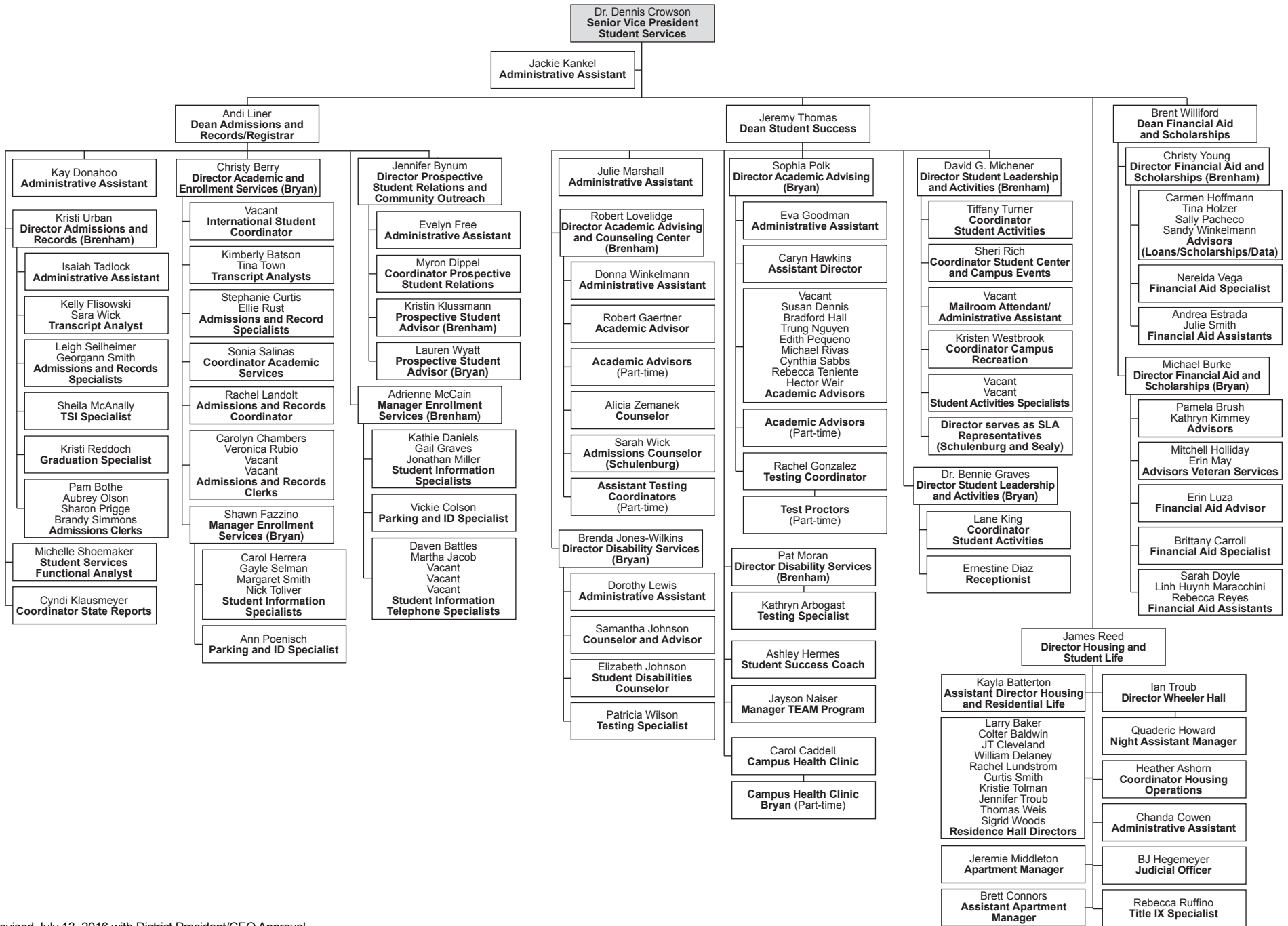
BLINN COLLEGE ORGANIZATION BY PERSONNEL



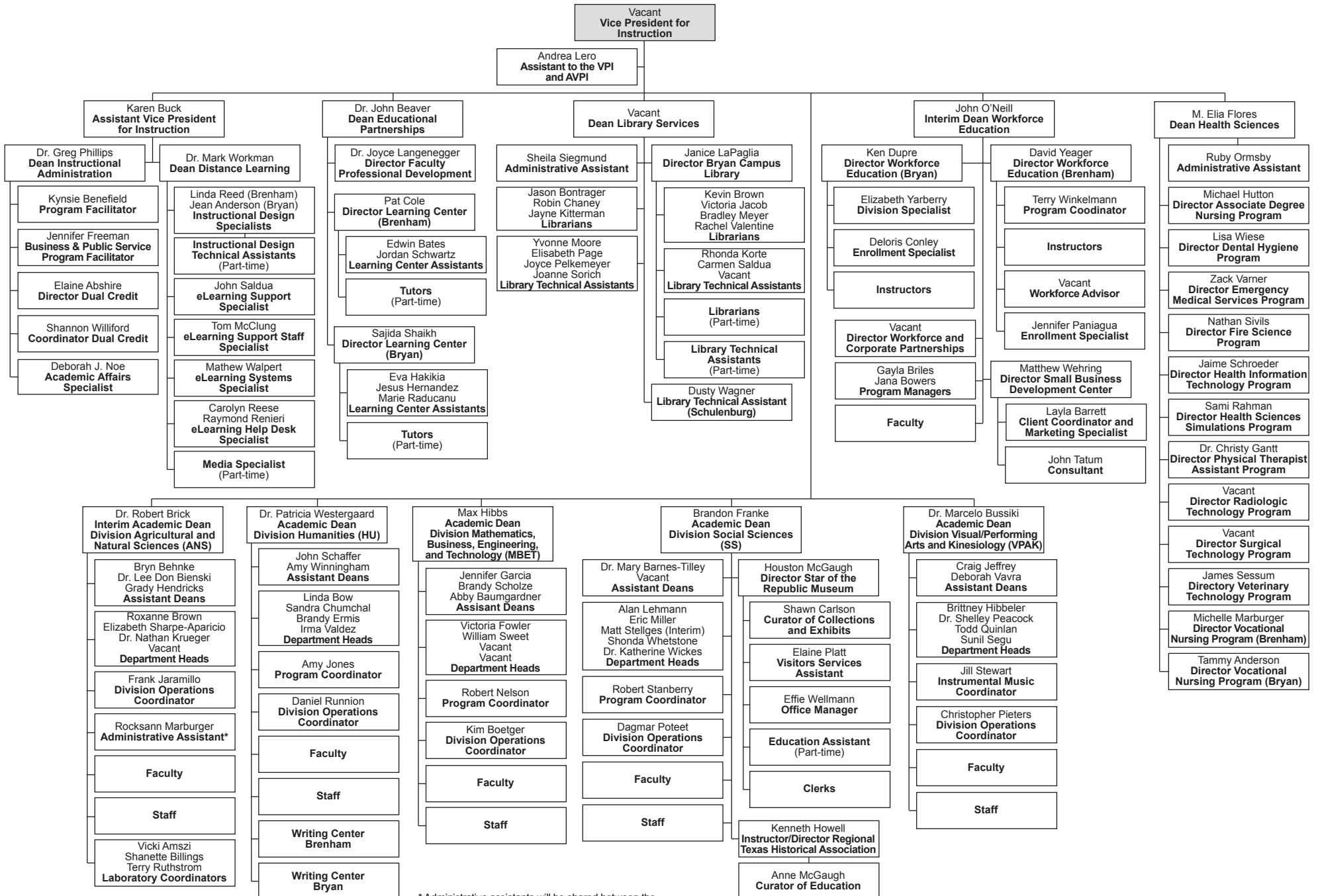
BLINN COLLEGE ORGANIZATION BY PERSONNEL



BLINN COLLEGE ORGANIZATION BY PERSONNEL



BLINN COLLEGE ORGANIZATION BY PERSONNEL



* Administrative assistants will be shared between the MBET and ANS divisions, related to the most effective location and task completion.



CERTIFICATE

Agency Name Blinn College

This is to certify that the information contained in the agency Legislative Appropriation Request filed with the Legislative Budget Board (LBB) and the Office of the Governor, Budget Division, is accurate to the best of my knowledge and that the electronic submission to the LBB via the Automated Budget and Evaluation System of Texas (ABEST) and the PDF file submitted via the LBB Document Submission application are identical.

Additionally, should it become likely at any time that unexpended balances will accrue for any account, the LBB and the Governor's office will be notified in writing in accordance with Article IX, Section 7.01 (2016-17 GAA).

Chief Executive Officer or Presiding Judge

Mary Hensley
Signature

Dr. Mary Hensley by Mel Waxler,
Printed Name signature authority for the District President/CEO

Signature Authority for District President/CEO
Title

08/05/2016
Date

Board or Commission Chair

David Sommer
Signature

David Sommer
Printed Name

President, Board of Trustees
Title

8/05/2016
Date

Chief Financial Officer

Kelli D. Shomaker
Signature

Kelli Shomaker
Printed Name

Senior VP of Finance
Title

8/05/2016
Date

2.A. Summary of Base Request by Strategy

8/5/2016 8:20:54AM

85th Regular Session, Agency Submission, Version 1

Automated Budget and Evaluation System of Texas (ABEST)

954 Blinn Junior College

Goal / Objective / STRATEGY	Exp 2015	Est 2016	Bud 2017	Req 2018	Req 2019
1 Provide Instruction					
1 Provide Administration and Instructional Services					
1 CORE OPERATIONS (1)	500,000	500,000	500,000	0	0
2 SUCCESS POINTS (1)	2,144,851	2,485,179	2,485,178	0	0
3 CONTACT HOUR FUNDING (1)	19,842,762	20,710,386	20,710,386	0	0
2 Provide Special Item Instructional Support					
1 STAR OF THE REPUBLIC MUSEUM	253,827	450,000	450,000	432,000	432,000
TOTAL, GOAL 1	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
TOTAL, AGENCY STRATEGY REQUEST	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
TOTAL, AGENCY RIDER APPROPRIATIONS REQUEST*				\$0	\$0
GRAND TOTAL, AGENCY REQUEST	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000

(1) - Formula funded strategies are not requested in 2018-19 because amounts are not determined by institutions.

2.A. Summary of Base Request by Strategy

8/5/2016 8:20:54AM

85th Regular Session, Agency Submission, Version 1

Automated Budget and Evaluation System of Texas (ABEST)

954 Blinn Junior College

Goal / Objective / STRATEGY	Exp 2015	Est 2016	Bud 2017	Req 2018	Req 2019
<u>METHOD OF FINANCING:</u>					
General Revenue Funds:					
1 General Revenue Fund	22,741,440	24,145,565	24,145,564	432,000	432,000
SUBTOTAL	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
TOTAL, METHOD OF FINANCING	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000

*Rider appropriations for the historical years are included in the strategy amounts.

2.B. Summary of Base Request by Method of Finance
 85th Regular Session, Agency Submission, Version 1
 Automated Budget and Evaluation System of Texas (ABEST)

8/5/2016 8:20:54AM

Agency code: **954** Agency name: **Blinn Junior College**

METHOD OF FINANCING	Exp 2015	Est 2016	Bud 2017	Req 2018	Req 2019
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GENERAL REVENUE

1 General Revenue Fund

REGULAR APPROPRIATIONS

Regular Appropriations from MOF Table (2014-15 GAA)

\$22,741,440	\$0	\$0	\$0	\$0
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Comments: Regular Appropriations

Regular Appropriations from MOF Table (2016-17 GAA)

\$0	\$24,145,565	\$24,145,564	\$432,000	\$432,000
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Comments: Regular Appropriations

TOTAL, General Revenue Fund	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
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TOTAL, ALL GENERAL REVENUE	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
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GRAND TOTAL	\$22,741,440	\$24,145,565	\$24,145,564	\$432,000	\$432,000
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FULL-TIME-EQUIVALENT POSITIONS

TOTAL, ADJUSTED FTES

2.B. Summary of Base Request by Method of Finance

8/5/2016 8:20:54AM

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Automated Budget and Evaluation System of Texas (ABEST)

Agency code: **954**

Agency name: **Blinn Junior College**

METHOD OF FINANCING

Exp 2015

Est 2016

Bud 2017

Req 2018

Req 2019

**NUMBER OF 100% FEDERALLY
FUNDED FTEs**

2.E. Summary of Exceptional Items Request
 85th Regular Session, Agency Submission, Version 1
 Automated Budget and Evaluation System of Texas (ABEST)

DATE: 8/5/2016
 TIME : 8:20:54AM

Agency code: 954

Agency name: **Blinn Junior College**

Priority	Item	2018			2019			Biennium	
		GR and GR/Dedicated	All Funds	FTEs	GR and GR/Dedicated	All Funds	FTEs	GR and GR/Dedicated	All Funds
1	Star of the Republic Museum	\$18,000	\$18,000		\$18,000	\$18,000		\$36,000	\$36,000
Total, Exceptional Items Request		\$18,000	\$18,000		\$18,000	\$18,000		\$36,000	\$36,000

Method of Financing

General Revenue	\$18,000	\$18,000		\$18,000	\$18,000		\$36,000	\$36,000
General Revenue - Dedicated								
Federal Funds								
Other Funds								
	\$18,000	\$18,000		\$18,000	\$18,000		\$36,000	\$36,000

Full Time Equivalent Positions

Number of 100% Federally Funded FTEs

2.F. Summary of Total Request by Strategy
 85th Regular Session, Agency Submission, Version 1
 Automated Budget and Evaluation System of Texas (ABEST)

DATE : 8/5/2016
 TIME : 8:20:55AM

Agency code: 954 Agency name: Blinn Junior College

Goal/Objective/STRATEGY	Base 2018	Base 2019	Exceptional 2018	Exceptional 2019	Total Request 2018	Total Request 2019
1 Provide Instruction						
<i>1 Provide Administration and Instructional Services</i>						
1 CORE OPERATIONS	\$0	\$0	\$0	\$0	\$0	\$0
2 SUCCESS POINTS	0	0	0	0	0	0
3 CONTACT HOUR FUNDING	0	0	0	0	0	0
<i>2 Provide Special Item Instructional Support</i>						
1 STAR OF THE REPUBLIC MUSEUM	432,000	432,000	18,000	18,000	450,000	450,000
TOTAL, GOAL 1	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000
TOTAL, AGENCY STRATEGY REQUEST	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000
TOTAL, AGENCY RIDER APPROPRIATIONS REQUEST						
GRAND TOTAL, AGENCY REQUEST	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000

2.F. Summary of Total Request by Strategy
 85th Regular Session, Agency Submission, Version 1
 Automated Budget and Evaluation System of Texas (ABEST)

DATE : 8/5/2016
 TIME : 8:20:55AM

Agency code: 954 Agency name: Blinn Junior College

Goal/Objective/STRATEGY	Base 2018	Base 2019	Exceptional 2018	Exceptional 2019	Total Request 2018	Total Request 2019
General Revenue Funds:						
1 General Revenue Fund	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000
	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000
TOTAL, METHOD OF FINANCING	\$432,000	\$432,000	\$18,000	\$18,000	\$450,000	\$450,000

FULL TIME EQUIVALENT POSITIONS

Schedule 3C: Group Insurance Data Elements (Community Colleges)
85th Regular Session, Agency Submission, Version 1
Automated Budget and Evaluation System of Texas (ABEST)

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954 Blinn Junior College

	Total I & A Enrollment	Local Non I & A	Total Enrollment
FULL TIME ACTIVES			
1a Employee Only	417	48	465
2a Employee and Children	117	9	126
3a Employee and Spouse	56	11	67
4a Employee and Family	92	3	95
5a Eligible, Opt Out	4	0	4
6a Eligible, Not Enrolled	17	1	18
Total for this Section	703	72	775
PART TIME ACTIVES			
1b Employee Only	0	0	0
2b Employee and Children	0	0	0
3b Employee and Spouse	0	0	0
4b Employee and Family	0	0	0
5b Eligible, Opt Out	0	0	0
6b Eligible, Not Enrolled	0	0	0
Total for this Section	0	0	0
Total Active Enrollment	703	72	775

954 Blinn Junior College

	Total I & A Enrollment	Local Non I & A	Total Enrollment
FULL TIME RETIREES by ERS			
1c Employee Only	0	0	0
2c Employee and Children	0	0	0
3c Employee and Spouse	0	0	0
4c Employee and Family	0	0	0
5c Eligible, Opt Out	0	0	0
6c Eligible, Not Enrolled	0	0	0
Total for this Section	0	0	0
PART TIME RETIREES by ERS			
1d Employee Only	0	0	0
2d Employee and Children	0	0	0
3d Employee and Spouse	0	0	0
4d Employee and Family	0	0	0
5d Eligible, Opt Out	0	0	0
6d Eligible, Not Enrolled	0	0	0
Total for this Section	0	0	0
Total Retirees Enrollment	0	0	0
TOTAL FULL TIME ENROLLMENT			
1e Employee Only	417	48	465
2e Employee and Children	117	9	126
3e Employee and Spouse	56	11	67
4e Employee and Family	92	3	95
5e Eligible, Opt Out	4	0	4
6e Eligible, Not Enrolled	17	1	18
Total for this Section	703	72	775

954 Blinn Junior College

	Total I & A Enrollment	Local Non I & A	Total Enrollment
TOTAL ENROLLMENT			
1f Employee Only	417	48	465
2f Employee and Children	117	9	126
3f Employee and Spouse	56	11	67
4f Employee and Family	92	3	95
5f Eligible, Opt Out	4	0	4
6f Eligible, Not Enrolled	17	1	18
Total for this Section	703	72	775

4.A. Exceptional Item Request Schedule
 85th Regular Session, Agency Submission, Version 1
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DATE: **8/5/2016**
 TIME: **8:20:55AM**

Agency code: **954**

Agency name:
Blinn Junior College

CODE	DESCRIPTION	Excp 2018	Excp 2019
	Item Name: Star of the Republic Museum		
	Item Priority: 1		
	IT Component: No		
	Anticipated Out-year Costs: No		
	Involve Contracts > \$50,000: No		
	Includes Funding for the Following Strategy or Strategies: 01-02-01 Star of the Republic Museum		

OBJECTS OF EXPENSE:

2009	OTHER OPERATING EXPENSE	18,000	18,000
TOTAL, OBJECT OF EXPENSE		\$18,000	\$18,000

METHOD OF FINANCING:

1	General Revenue Fund	18,000	18,000
TOTAL, METHOD OF FINANCING		\$18,000	\$18,000

DESCRIPTION / JUSTIFICATION:

Blinn College sincerely appreciates the increase in funding given by the 84th Legislature (the passage of HB1) to remove the burden of nearly \$400,000 per biennium that was placed on Blinn College. To reduce this appropriation would only return the burden of these costs back to the College. The Museum has practiced conservative budgeting, availed itself of third party funds from the Washington on the Brazos Park Association and others, but even the most resourceful entity faces difficulty when funds are cut. Blinn College respectfully requests the funds needed to sustain and grow this critical education tool for future generations of Texans.

EXTERNAL/INTERNAL FACTORS:

Major accomplishments to date and expected over the next two years: See Schedule 9
 Year established and funding source prior to receiving special item funding: See Schedule 9
 Formula funding: See Schedule 9
 Non-general revenue sources of funding: See Schedule 9
 Consequences of not funding: See Schedule 9

6.I. Percent Biennial Base Reduction Options

10 % REDUCTION

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Automated Budget and Evaluation System of Texas (ABEST)

Date: 8/5/2016
Time: 8:20:56AM

Agency code: **954** Agency name: **Blinn Junior College**

Item Priority and Name/ Method of Financing	REVENUE LOSS			REDUCTION AMOUNT			TARGET
	2018	2019	Biennial Total	2018	2019	Biennial Total	
1 Star of the Republic Museum							
Category: Programs - Service Reductions (Contracted)							
Item Comment: Areas that would be reviewed							
1) Elimination/reduction of the \$ 50,000 required investment in educational and public awareness programs from HB 1; 84th Legislative Session							
2) Elimination of position(s)							
3) Reduction in Operating hours							
Strategy: 1-1-1 Core Operations							
<u>General Revenue Funds</u>							
1 General Revenue Fund	\$6,500	\$6,500	\$13,000	\$43,200	\$43,200	\$86,400	
General Revenue Funds Total	\$6,500	\$6,500	\$13,000	\$43,200	\$43,200	\$86,400	
Item Total	\$6,500	\$6,500	\$13,000	\$43,200	\$43,200	\$86,400	
FTE Reductions (From FY 2018 and FY 2019 Base Request)							
AGENCY TOTALS							
General Revenue Total	\$6,500	\$6,500	\$13,000	\$43,200	\$43,200	\$86,400	\$86,400
Agency Grand Total	\$6,500	\$6,500	\$13,000	\$43,200	\$43,200	\$86,400	
Difference, Options Total Less Target							
Agency FTE Reductions (From FY 2018 and FY 2019 Base Request)							

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Special Item: 1 **Star of the Republic Museum**

(1) Year Special Item: 1969
Original Appropriations: \$800,000

(2) Mission of Special Item:

The Star of the Republic Museum was created by the Texas Legislature and is administered by Blinn College as a cultural and educational institution. Its purpose is to collect and preserve the material culture of the Texas Republic (1836-1846) and to interpret the history, cultures, diversity and values of early Texans. The Museum strives to inspire interest, understanding and appreciation of Texas heritage for students, teachers, scholars, and the general public through exhibits, tours, programs, web activities and outreach.

(3) (a) Major Accomplishments to Date:

The museum has collected, through purchases and donations, a core collection of over 8,100 items relating to the Republic Period of Texas history. The museum is the only museum in the State that focuses exclusively on this period. As a State History Museum, the museum serves the entire state with its research, publications, and exhibits as evidenced by attendance data that show over 50% of its visitors are out of this region, over 15% out of state and 15% foreign.

The museum has worked to increase the diversity of its visitors and the cultural competency of its staff over the past several years. In 2013, the museum reached out to the Hispanic population with an English/Spanish exhibit of Theodore Gentilz's 19th century paintings of San Antonio and South Texas. Last year the museum offered an exhibit and related events spotlighting the history of 19th century African Americans in Texas, including summer programs for local youth.

(3) (b) Major Accomplishments Expected During the Next 2 Years:

The museum's goals for the next two years are to continue researching descendants of the signers of the Texas Declaration of Independence. Over 5,000 living descendants have been identified and an estimated 30,000 are still out there. The museum has received numerous donations of artifacts and documents from the descendants and several cash donations.

The museum recently submitted an NEH Common Heritage grant proposal that--if received--will facilitate and encourage a relationship with the local community of Washington, that is largely descended from African American slaves, as the museum collects and catalogs its history and artifacts. This trend is expected to continue for the next several years as the museum strives to attract new and underserved audiences.

(4) Funding Source Prior to Receiving Special Item Funding:

None, the Star of the Republic Museum has always been funded at least in part by State funds.

(5) Formula Funding:

N

(6) Startup Funding:

N

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(7) Transition Funding:

N

(8) Non-general Revenue Sources of Funding:

HB 634 of the 61st Texas Legislature transferred ownership of the museum to Blinn college and appropriated an annual operating budget. State funding for the operations was increase by the 84th Texas Legislature HB 1 to offset the nearly \$400,000 burden per biennium that was being placed on Blinn College. Blinn College sincerely appreciates the increase in funding given by the 84th Legislature (the passage of HB1) however, to reduce this appropriation would only return the burden of these costs back to the College. The Museum has practiced conservative budgeting, availed itself of third party funds from the Washington on the Brazos Park Association and others, but even the most resourceful entity faces difficulty when funds are cut. Blinn College respectfully requests the funds needed to sustain and grow this critical education tool for future generations of Texans.

(9) Consequences of Not Funding:

Blinn College is a fast growing institution that finds itself in the position of needing to focus all possible resources to fund the student growth we are experiencing. A major component to maximizing resources to pay for growth is assessing all programs. If additional financial assistance is not continued at 2016-2017 levels by the State, Blinn College may be in a position where the expense will be a factor considered when tuition and fee increases are contemplated or where Museum operations could need to be scaled back, which would be a loss to the entire State.
