



**Required Reporting per
S.B.1, Rider #6, Available University Fund,
Page III-65, 87th Legislature, Regular Session**

**System Office Operations & System Initiatives
by Fiscal Year and Method of Finance**

December 1, 2021

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Activity Descriptions

The Texas A&M University System Offices:

The A&M System Offices provide leadership and certain shared services for the system institutions (as detailed below) including financial, legal, auditing, and administrative services, academic and student program coordination, and HUB reporting, and oversight of board policy implementation.

System Offices have developed incrementally, as needed, to address the needs of member institutions for additional services, and pursuant to Regents' policies.

To a greater extent than any other in Texas, the A&M System has deliberately consolidated certain essential services and functions at the System Offices to take advantage of economies of scale and to provide value-added expertise that would otherwise be too expensive to acquire and maintain by the members independently, including cash, debt and investment management; health, risk, and property insurance programs; facilities planning and construction; communications; audit and legal services.

The majority of these services are billed (assessed) to and paid for by the A&M System member institutions from a variety of funding sources that are under their control. For example, all the internal auditors and legal counsel are part of the System Offices. Other centralized services include budgeting, accounting, payroll, and data reporting; fiscal management; investment management, intergovernmental relations; facilities planning and construction; real estate management; information technology services; and risk management.

In addition, the A&M System Offices operate several system-wide activities which include:

- The debt program for the A&M System (\$5.0 billion) which, in part, is funded through the biennial General Appropriations Act via tuition revenue bond (TRB) appropriations;
- The investment programs for the A&M System (\$7.1 billion) made up of operating funds and endowed funds;
- The A&M System self-insured group health/dental program (\$395.0 million) funded from employee and employer premiums;
- The A&M System workers' compensation insurance program (\$2.5 million) funded from member assessments; and
- The A&M System property and auto insurance programs (\$24.0 million) funded from member assessments and operated for the benefit of our member institutions.

Chancellor's Research/Teaching Initiative

The objective of the Chancellor's Research/Teaching Initiative is to provide one-time funds to Texas A&M University and/or Prairie View A&M University for the recruitment and hiring of faculty members who will have a transformative impact upon the teaching and research missions of the University. It is envisioned that such candidates will markedly enhance research funding awarded to the University from federal, international, industrial, and/or foundation sources.

Funds are allocated based on the required incentives necessary to recruit the faculty members that are above and beyond what Texas A&M University or Prairie View A&M University can provide through their routine funding sources. FY 2022 marks the ninth year of the research portion of this initiative and the sixth year with regard to the teaching initiative.

RELLIS Initiative

The RELLIS Initiative represents a new and unique opportunity to develop a cost effective model for higher education emphasizing collaboration among a broad base of partner institutions. The vision for the RELLIS Initiative is to create a collaborative and transparent environment for students, faculty and industry to participate in education and conduct research across institutional boundaries at a single campus location. Students will enroll at one institution but will be able to seamlessly take courses and complete credentials from any of the partner institutions. Research can be collaboratively conducted by faculty from multiple institutions and industry at a single location. The System will own the instructional facilities, allowing the space to be efficiently shared by the partners.

Regents' Grant Initiative

This 10 year commitment (effective FY 2019) will help Texas A&M System students facing significant hardships to stay in school and graduate on time without incurring additional debt.

Texas A&M System leaders have identified an important gap in financial aid programs. Students who come from families with income that is too high to allow them to qualify for federal Pell Grants, but too modest to provide a cushion in case of unexpected expenses are particularly vulnerable to having their progress toward a college degree derailed. Victims of disaster, natural or otherwise, could be eligible for the grants.

The Regents' Grants will provide resident undergraduates with an additional source of one-time grant funding that can help them overcome unforeseen financial hardships.

Regents' Scholarship Initiative

This is a new 10 year commitment effective with FY 2021. The goal of this scholarship program is to assist A&M System universities in attracting students to the university who are from low-income, first generation, and/or underrepresented populations.

COVID-19 Response

In March of 2020, like institutions across the state and nation, the Texas A&M System institutions switched to emergency online learning and our agencies adapted their service delivery in response to the COVID-19 pandemic. To assist our A&M System institution, funds were allocated to help with testing, cleaning supplies, and contact tracing costs.

Deferred Maintenance

The issue of deferred maintenance is an issue that has been around and growing over many years. Therefore, as a means of getting a better handle on the overall assessment of our deferred maintenance needs across the A&M System, we have contracted with a nationally recognized company – Sightlines (part of the Gordian Group). Sightlines is the leading provider of facilities benchmarking & analysis and deferred maintenance expertise to higher education institutions, having provided services to more than 450 campuses throughout the United States. The goal of this project is to get an overall comprehensive assessment of our deferred maintenance needs and to establish a system-wide strategic plan to address the problem.

System-wide Operational Support

To assist our members during this pandemic and financial uncertainty, the A&M System has allocated resources to assist all members in areas such as:

- software subscriptions,
- modernization of our legacy financial system,
- employer health insurance costs,
- E&G property insurance costs, and
- Shared service operational costs.

OFFICE OF THE BOARD OF REGENTS

Staff Positions and Responsibilities

- **Executive Director, Board of Regents – 1.0 FTE**

Principal officer to the Board of Regents in the administration of the responsibilities of the Office of the Board of Regents and the principal staff officer to each member of the Board in the discharge of his or her responsibilities.

- **Assistant to the Board of Regents – 1.0 FTE**

Performs administrative duties to support the Executive Director and the Board of Regents Office.

- **Manager, Board Office – 1.0 FTE**

Performs management and administrative duties in support of the Board of Regents Office.

- **Manager, Board Operations – 1.0 FTE**

Performs administrative duties including management of Board of Regents special events, meeting logistics/arrangements, maintaining the office website and supervision and scheduling of Administrative Associate/front desk and student workers.

- **Executive Administrative Associate – 1.0 FTE**

Performs advanced administrative duties in support of Board of Regents Office. Types, transcribes, proofreads, edits and formats minutes of the Board.

- **Administrative Associate V – 1.0 FTE**

Performs administrative duties including composing, typing and distributing memoranda and other correspondence. Answers telephone and greets visitors to the Office of the Board of Regents. Assists with special events and supervises and coordinates schedules for all student workers.

- **Student Workers**

The Board Office staffs several student worker positions to assist with special events and any other administrative duties as necessary. Actual FTE count will vary depending on the actual number of hours worked by each student.

FY 2020 (Actual)

**System Office Operations
&
System Initiatives**

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Available University Fund (AUF)**

	FY 2020 Actuals			FY 2020 Actuals					
	System Office Operations			Special Initiatives					
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Chancellor's Research/Teaching Initiative	COVID 19 Response	Regents' Grant/Scholarships	Deferred Maintenance	RELLIS Initiative	System-Wide Operational Support
Estimated Beginning Balance	<u>5,368,670</u>	<u>0</u>	<u>0</u>	<u>10,780,399</u>	<u>0</u>	<u>1,194,264</u>	<u>2,069,340</u>	<u>5,717,333</u>	<u>0</u>
AUF Allocation	<u>22,109,454</u>	<u>810,244</u>	<u>80,302</u>	<u>18,660,000</u>	<u>14,427,000</u>	<u>3,000,000</u>	<u>0</u>	<u>2,843,000</u>	<u>4,838,169</u>
Expenses									
Salaries	16,386,245	555,268							
Longevity	194,237	11,540							
Wages	60,972	7,042							282,500
Benefits	4,252,789	131,140							41,471
Travel	156,502	1,218	5,532		1,928				
Supplies & Materials	43,472	8,729	226		158,093			526	
Equipment	48,052	3,054	17,400		5,191,083			961	
Utilities	780,067							255,141	3,652
Telecommunications	(6,334)	9,971	5,840						
Fees & Services	1,352,264	80,020	51,299		34,773		925,689	277,865	4,362,474
Maintenance & Repairs	575,010	2,261			44,820			1,252,796	(8,858)
Other Miscellaneous	75	1	5				95	(2,079)	0
Capital	34,085				159,600			1,605,568	109,088
Financial Aid/Scholarships	0					4,049,573		15,400	47,842
TOTAL Expenses	<u>23,877,436</u>	<u>810,244</u>	<u>80,302</u>	<u>0</u>	<u>5,590,297</u>	<u>4,049,573</u>	<u>925,784</u>	<u>3,406,179</u>	<u>4,838,169</u>
Net Transfers	<u>(17,000)</u>	<u>0</u>	<u>0</u>	<u>(3,870,000)</u>	<u>(200,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>3,583,688</u>	<u>0</u>	<u>0</u>	<u>25,570,399</u>	<u>8,636,703</u>	<u>144,691</u>	<u>1,143,556</u>	<u>5,154,155</u>	<u>0</u>
FTEs	<u>104.07</u>	<u>6.05</u>	<u>0.00</u>						

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **General Revenue (GR)**

	FY 2020 Actuals				
	System Office Operations			Special Initiatives	
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	Endangered Species Taskforce
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>730,001</u>	<u>40,026</u>
Expenses					
Salaries					
Longevity					
Wages					
Benefits					
Travel					
Supplies & Materials					
Equipment					
Utilities					
Telecommunications					
Fees & Services					
Maintenance & Repairs					
Other Miscellaneous				730,002	40,026
Capital					
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>730,002</u>	<u>40,026</u>
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Institutional Funds**

	FY 2020 Actuals		
	System Office Operations (excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses
Institutional Funds	<u>30,413,133</u>	<u>25,092</u>	<u>256,790</u>
Expenses			
Salaries	15,365,022	8,091	
Longevity	226,915		
Wages	673,507	16,297	
Benefits	3,877,125	703	
Travel	380,528		6,208
Supplies & Materials	237,110		6,711
Equipment	312,477		3,357
Utilities	15,441		
Telecommunications	131,789		4,854
Fees & Services	7,636,885		102,036
Maintenance & Repairs	758,595		40
Other Miscellaneous	822,019		126,907
Scholarships	9,487		6,677
Debt Service	587		
Capital	(34,353)		
TOTAL Expenses	<u>30,413,133</u>	<u>25,092</u>	<u>256,790</u>
FTEs	<u>174.47</u>	<u>0.00</u>	<u>0.00</u>

FY 2021 (Actual)

**System Office Operations
&
System Initiatives**

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **General Revenue (GR)**

	FY 2021 Actuals				
	System Office Operations			Special Initiatives	
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	Endangered Species Taskforce
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>693,024</u>	<u>40,026</u>
Expenses					
Salaries					
Longevity					
Wages					
Benefits					
Travel					
Supplies & Materials					
Equipment					
Utilities					
Telecommunications					
Fees & Services					
Maintenance & Repairs					
Other Miscellaneous				693,024	40,026
Capital					
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>693,024</u>	<u>40,026</u>
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Institutional Funds**

	FY 2021 Actuals		
	System Office Operations (excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses
Institutional Funds	<u>37,282,967</u>	<u>10,710</u>	<u>133,594</u>
Expenses			
Salaries	16,594,519	10,487	
Longevity	245,761		
Wages	743,515	223	
Benefits	4,205,760		
Travel	131,681		11,792
Supplies & Materials	310,823		8,811
Equipment	122,833		3,328
Utilities	15,652		
Telecommunications	99,944		5,226
Fees & Services	6,417,489		49,895
Maintenance & Repairs	765,185		35
Other Miscellaneous	400,362		51,967
Scholarships	5,081		2,541
Debt Service	263		
Capital	7,224,100		
TOTAL Expenses	<u>37,282,967</u>	<u>10,710</u>	<u>133,594</u>
FTEs	<u>175.70</u>	<u>0.00</u>	<u>0.00</u>

FY 2022 (Budget)

**System Office Operations
&
System Initiatives**

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Available University Fund (AUF)**

	FY 2022 Budget			FY 2022 Budget					
	System Office Operations			Special Initiatives					
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Chancellor's Rsch/Teaching Initiative	COVID 19 Response	Regents' Grant/Scholarships	Defferred Maintenance	RELLIS Initiative	System Initiatives
Estimated Beginning Balance	<u>7,424,184</u>	<u>0</u>	<u>0</u>	<u>12,800,399</u>	<u> </u>	<u>7,886,017</u>	<u>789,007</u>	<u>5,230,188</u>	<u>0</u>
AUF Allocation	<u>22,071,000</u>	<u>819,000</u>	<u>110,000</u>	<u>23,000,000</u>	<u>14,427,000</u>	<u>3,000,000</u>	<u>0</u>	<u>2,843,000</u>	<u>16,715,966</u>
Expenses									
Salaries	15,112,888	584,625							
Longevity	0	0							
Wages	50,820	8,000							
Benefits	4,255,426	139,000							
Travel	0								
Supplies & Materials	0								
Equipment	0								
Utilities	775,000								
Telecommunications	0								
Fees & Services	0								
Maintenance & Repairs	2,395,665		100,000						
Other Miscellaneous	0								
Capital	10,000								
Financial Aid/Scholarships	0	68,280							
TOTAL Expenses	<u>22,599,799</u>	<u>799,905</u>	<u>100,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>6,895,385</u>	<u>19,095</u>	<u>10,000</u>	<u>0</u>	<u> </u>	<u>10,886,017</u>	<u>789,007</u>	<u>8,073,188</u>	<u>16,715,966</u>
FTEs	<u>94.44</u>	<u>6.00</u>	<u>0.00</u>						

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: General Revenue (GR)

	FY 2022 Budget			
	System Office Operations			Special Initiatives
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
Expenses				
Salaries				
Longevity				
Wages				
Benefits				
Travel				
Supplies & Materials				
Equipment				
Utilities				
Telecommunications				
Fees & Services				
Maintenance & Repairs				
Other Miscellaneous				731,526
Capital				
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Institutional Funds**

	FY 2022 Budget		
	System Office Operations (excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses
Institutional Funds	<u>26,479,084</u>	<u>50,438</u>	<u>149,562</u>
Expenses			
Salaries	17,239,495	20,438	
Longevity	0	0	
Wages	213,559	30,000	
Benefits	4,295,192		3,347
Travel	0		0
Supplies & Materials	0		
Equipment	30,000		
Utilities	5,000		
Telecommunications	0		
Fees & Services	0		
Maintenance & Repairs	4,695,838		146,215
Other Miscellaneous			
Scholarships			
Debt Service			
Capital			
TOTAL Expenses	<u>26,479,084</u>	<u>50,438</u>	<u>149,562</u>
FTEs	<u>178.62</u>	<u>0.00</u>	<u>0.00</u>

FY 2023 (Projected)

**System Office Operations
&
System Initiatives**

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: Available University Fund (AUF)

	FY 2023 Projected			FY 2023 Projected	
	System Office Operations			Special Initiatives	
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Chancellor's Research/Teaching Initiative	Regents' Grant/Scholarships
Estimated Beginning Balance	<u>6,895,385</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,886,017</u>
AUF Allocation	<u>22,071,000</u>	<u>819,000</u>	<u>110,000</u>	<u>23,000,000</u>	<u>3,000,000</u>
Expenses					
Salaries	15,415,000	596,000			
Longevity	0	0			
Wages	52,000	8,000			
Benefits	4,341,000	142,000			
Travel	0	0	0		
Supplies & Materials	0	0	0		
Equipment	0	0	0		
Utilities	791,000				
Telecommunications	0	0	0		
Fees & Services	0	0	0		
Maintenance & Repairs	2,444,000	0	102,000		
Other Miscellaneous	0	0	0		
Capital	10,000	0	0		
Financial Aid/Scholarships	0	70,000	0		
TOTAL Expenses	<u>23,053,000</u>	<u>816,000</u>	<u>102,000</u>	<u>0</u>	<u>0</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>0</u>
Ending Balance	<u>5,913,385</u>	<u>3,000</u>	<u>8,000</u>	<u>0</u>	<u>13,886,017</u>
FTEs	<u>97.13</u>	<u>6.73</u>	<u>0.00</u>		

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: General Revenue (GR)

	FY 2023 Projected			
	System Office Operations			Special Initiatives
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
Expenses				
Salaries				
Longevity				
Wages				
Benefits				
Travel				
Supplies & Materials				
Equipment				
Utilities				
Telecommunications				
Fees & Services				
Maintenance & Repairs				
Other Miscellaneous				731,526
Capital				
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Institutional Funds**

	FY 2023 Projected		
	System Office Operations (excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses
Institutional Funds	<u>26,744,000</u>	<u>51,000</u>	<u>148,000</u>
Expenses			
Salaries	17,412,000	21,000	
Longevity	0		
Wages	216,000	30,000	
Benefits	4,338,000		
Travel	0	0	0
Supplies & Materials	0		0
Equipment	30,000		0
Utilities	5,000		
Telecommunications	0		0
Fees & Services	0	0	0
Maintenance & Repairs	4,743,000		148,000
Other Miscellaneous	0	0	0
Scholarships	0		0
Debt Service	0		
Capital	0		
TOTAL Expenses	<u>26,744,000</u>	<u>51,000</u>	<u>148,000</u>
FTEs	<u>182.60</u>	<u>0.00</u>	<u>0.00</u>

FY 2024 (Projected)

**System Office Operations
&
System Initiatives**

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Available University Fund (AUF)**

	FY 2024 Projected			FY 2024 Projected	
	System Office Operations (excluding Board Office & Regent Expenses)			Special Initiatives	
	Board Office Operations	Board of Regent Expenses		Chancellor's Research/Teaching Initia	Regents' Grant/Scholarships
Estimated Beginning Balance	<u>0</u>	<u>16,715,966</u>	<u>0</u>	<u>0</u>	<u>13,886,017</u>
AUF Allocation	<u>22,071,000</u>	<u>819,000</u>	<u>110,000</u>	<u>23,000,000</u>	<u>3,000,000</u>
Expenses					
Salaries	15,723,000	608,000			
Longevity	0	0			
Wages	53,000	8,000			
Benefits	4,428,000	145,000			
Travel	0	0	0		
Supplies & Materials	0	0	0		
Equipment	0	0	0		
Utilities	807,000	0	0		
Telecommunications	0	0	0		
Fees & Services	0	0	0		
Maintenance & Repairs	2,493,000	0	104,000		
Other Miscellaneous	0	0	0		
Capital	10,000	0	0		
Financial Aid/Scholarships	0	71,000	0		
TOTAL Expenses	<u>23,514,000</u>	<u>832,000</u>	<u>104,000</u>	<u>0</u>	<u>0</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>0</u>
Ending Balance	<u>(1,443,000)</u>	<u>16,702,966</u>	<u>6,000</u>	<u>0</u>	<u>16,886,017</u>
FTEs	<u>97.13</u>	<u>6.73</u>	<u>0.00</u>		

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: General Revenue (GR)

	FY 2024 Projected			
	System Office Operations			Special Initiatives
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
Expenses				
Salaries				
Longevity				
Wages				
Benefits				
Travel				
Supplies & Materials				
Equipment				
Utilities				
Telecommunications				
Fees & Services				
Maintenance & Repairs				
Other Miscellaneous				731,526
Capital				
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

THE TEXAS A&M UNIVERSITY SYSTEM
Reporting Requirements for System Office Operations & System Initiatives
by Fiscal Year and Method of Finance

Method of Finance: **Institutional Funds**

	FY 2024 Projected		
	System Office Operations (excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses
Institutional Funds	<u>27,010,000</u>	<u>51,000</u>	<u>149,000</u>
Expenses			
Salaries	17,586,000	21,000	
Longevity	0		
Wages	218,000	30,000	
Benefits	4,381,000		
Travel	0	0	0
Supplies & Materials	0		0
Equipment	30,000		0
Utilities	5,000		
Telecommunications	0		0
Fees & Services	0	0	0
Maintenance & Repairs	4,790,000		149,000
Other Miscellaneous	0	0	0
Scholarships	0		0
Debt Service	0		
Capital	0		
TOTAL Expenses	<u>27,010,000</u>	<u>51,000</u>	<u>149,000</u>
FTEs	<u>182.60</u>	<u>0.00</u>	<u>0.00</u>