

Required Reporting per S.B.1, Rider #6, Available University Fund, Page III-70, 87th Legislature, Regular Session

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

December 1, 2022

Table of Contents

<u>lte</u>	<u>m</u>	Page(s)
1.	Activity Descriptions	1 - 3
2.	Office of the Board of Regents (Staff Positions & Responsibilities)	4
3.	System Office Operations & System Initiatives by Fiscal Year & Method of Finance (including applicable FTEs)	
	FY 2021 Actual	5 - 8
	FY 2022 Actual	9 - 12
	FY 2023 Budget	13 - 16
	FY 2024 Projected	17- 20
	FY 2025 Projected	21 - 24

Activity Descriptions

The Texas A&M University System Offices:

The A&M System Offices provide leadership and certain shared services for the system institutions, including state and federal governmental relations, financial, legal, auditing, administrative services, academic and student program coordination, HUB reporting, and oversight of board policy implementation.

The A&M System Offices has changed 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 academic system 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 benefits, risk, and property insurance programs; facilities planning and construction; communications; audit and legal services; real estate management; information technology services; budgeting, accounting, and payroll.

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.

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 TRB/CCAP appropriations;
- The investment programs for the A&M System (\$6.5 billion) made up of operating funds and endowed funds;
- The A&M System self-insured group health/dental program (\$431 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 2023 marks the tenth year of the research portion of this initiative and the seventh 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 — Gordian. Gordian 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.

Project Specialist II – 1.0 FTE

The Project Specialist II provides office support, records management, and responsible for managing minutes and other Board approved documents for the Board of Regents Office.

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 2021 (Actual)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2021 Actuals			FY 2021 Actuals						
	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 Initatives	
Estimated Beginning 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>	
AUF Allocation	23,025,123	<u>815,583</u>	<u>79,294</u>	<u>19,215,505</u>	<u>0</u>	13,000,000	<u>o</u>	<u>2,198,900</u>	<u>8,593,795</u>	
Expenses										
Salaries	13,269,922	567,319								
Longevity	149,810	11,900								
Wages	104,308	7,943			2,433					
Benefits	3,653,288	135,423			60					
Travel	29,012	0	4,726							
Supplies & Materials	49,933	8,767	42		5,102					
Equipment	166,887	7,942	17,919					1,725	24,201	
Utilities	(654,002)	0	0		(4,191,489)			187,645		
Telecommunications	38,834	9,621	5,530							
Fees & Services	1,772,476	64,740	51,077		923		354,550	468,355	8,535,797	
Maintenance & Repairs	530,262	1,929	0					1,049,716	46,804	
Other Miscellaneous	341	0	0					8	59	
Capital	63,557	0	0			5 050 074		402,819	40.000	
Financial Aid/Scholarships	0	0	0			5,258,674		12,600	46,003	
TOTAL Expenses	<u>19,174,627</u>	<u>815,583</u>	<u>79,294</u>	<u>Q</u>	(4,182,971)	<u>5,258,674</u>	<u>354,550</u>	<u>2,122,867</u>	8,652,864	
Net Transfers	<u>(10,000)</u>	<u>0</u>	<u>Q</u>	<u>(31,985,505)</u>	(10,977,500)	<u>@</u>	<u>0</u>	<u>@</u>	<u>(2,919,878)</u>	
Ending Balance	<u>7,424,184</u>	<u>(0)</u>	<u>0</u>	<u>12,800,399</u>	<u>1,842,174</u>	<u>7,886,017</u>	<u>789,007</u>	<u>5,230,188</u>	<u>5,673,917</u>	
FTEs	<u>89.67</u>	<u>6.13</u>	0.00							

Method of Finance: General Revenue (GR)

		F	Y 2021 Actuals		
	System Office Operations			Specia	al Initiatives
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	Endangered Species Taskforce
GR Appropriation	<u>o</u>	<u>o</u>	<u>o</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 Capital				693,024	40,026
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>

Method of Finance: Institutional Funds

	FY	2021 Actuals	
	System Office		
	Operations		
	(excluding Board Office	Board Office	Board of
	& Regent Expenses)	Operations	Regent Expenses
Institutional Funds	37,282,967	<u>10,710</u>	<u>133,594</u>
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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 (Actual)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

		022 Actuals		FY 2022 Actuals					
	System Office Operations					Special Initi	iatives		
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Chancellor's Rsch/Teaching Initiative	COVID 19 Response	Regents' Grant/Scholarships	Deferred Maintenance	RELLIS Initiative	System Initatives
Estimated Beginning Balance	<u>7,424,184</u>	<u>0</u>	<u>0</u>	<u>12,800,399</u>	<u>1,842,174</u>	<u>7,886,017</u>	<u>789,007</u>	<u>5,230,188</u>	<u>©</u>
AUF Allocation	24,877,000	886,240	144,374	23,000,000	<u>0</u>	<u>13,000,000</u>	2,400,000	6,869,264	18,853,112
Expenses									
Salaries	15,740,485	591,361							
Longevity	168,014	12,740							
Wages	72,399	13,637							
Benefits	4,075,959	141,964							
Travel	101,121	2,881	13,648						2,385
Supplies & Materials	35,053	13,781	86		4 000 750			4 404	0.000
Equipment Utilities	103,647	21,222			4,282,750			4,464	8,689
Telecommunications	695,196 55,340	9,986	6,199						
Fees & Services	2,255,344	69,365	124,441				303,444	548,504	3,091,076
Maintenance & Repairs	618,746	3,507	124,441				303,444	1,622,348	136
Other Miscellaneous	3,442	3,307					44	1,022,340	98
Capital	167,024	5,795						921,458	6,530,574
Financial Aid/Scholarships	206	0,700				6,990,287		021,400	299,857
TOTAL Expenses	24,091,976	886,240	144,374	٥	4,282,750	6,990,287	303,488	3,096,794	9,932,815
•		<u> </u>		=					
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>(24,000,000)</u>	<u>Q</u>	<u>0</u>	<u>Q</u>	<u>0</u>	<u>0</u>
Ending Balance	<u>8,209,208</u>	<u>(0)</u>	<u>0</u>	<u>11,800,399</u>	<u>(2,440,576)</u>	<u>13,895,729</u>	<u>2,885,519</u>	<u>9,002,658</u>	<u>8,920,297</u>
FTEs	<u>95.53</u>	<u>5.80</u>	<u>0.00</u>						

Method of Finance: General Revenue (GR)

	FY 2022 Actuals							
	System Office Operations			Special Ir	nitiatives			
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	GEER			
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>	<u>103,118</u>			
Expenses Salaries Longevity Wages Benefits Travel Supplies & Materials Equipment Utilities Telecommunications Fees & Services Maintenance & Repairs Other Miscellaneous Capital				731,526	41,445 61,673			
TOTAL Expenses	<u>Q</u>	<u>0</u>	<u>0</u>	<u>731,526</u>	<u>103,118</u>			
FTEs	0.00	0.00	0.00	0.00	0.00			

Method of Finance: Institutional Funds

	FY	2022 Actuals	
	System Office		
	Operations		
	(excluding Board Office	Board Office	Board of
	& Regent Expenses)	Operations	Regent Expenses
Institutional Funds	<u>37,504,841</u>	<u>18,592</u>	<u>416,956</u>
	<u> </u>	<u>,</u>	<u> </u>
Expenses			
Salaries	17,858,368		
Longevity	249,786		
Wages	994,587	18,511	
Benefits	4,591,260	81	
Travel	329,030		40,202
Supplies & Materials	701,933		5,620
Equipment	595,091		4,900
Utilities	17,135		
Telecommunications	84,932		4,706
Fees & Services	8,104,613		166,425
Maintenance & Repairs	1,525,437		727
Other Miscellaneous	1,252,382		194,375
Scholarships	1,694		
Debt Service	14		
Capital	1,198,579		
TOTAL Expenses	<u>37,504,841</u>	<u>18,592</u>	<u>416,956</u>
FTEs	<u>175.65</u>	<u>0.00</u>	<u>0.00</u>

FY 2023 (Budget)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

		FY	2023 Budget		FY 2023 Budget	
		System Office				
		Operations	D 1055	5	Special Initia	
		(excluding Board Office	Board Office	Board of	Chancellor's	Regents'
		& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Scholarships
Estimated Beginn	ning Balance	8.209,208	<u>o</u>	<u>0</u>	<u>o</u>	<u>13,895,729</u>
AUF Allocation		<u>25,872,000</u>	<u>905,000</u>	<u>147,000</u>	<u>20,000,000</u>	<u>13,000,000</u>
Expenses						
S	alaries	16,041,273	605,503			
Lo	ongevity	186,144	11,200			
W	/ages	50,820	8,000			
В	enefits	4,906,255	165,689			
Tı	ravel	157,400	3,000	15,000		
S	upplies & Materials	89,500	13,000	8,000		
	quipment	81,200	8,000	5,000		
	tilities	775,000	0			
	elecommunications	57,800	8,000	8,500		
	ees & Services	1,772,899	33,000	50,000		
	laintenance & Repairs	51,000	3,000	1,000		
	ther Miscellaneous	643,000	280	12,500		
	apital	0	0	0		
Fi	inancial Aid/Scholarships	0	0	0		13,000,000
TOTAL Expenses		<u> 24,812,291</u>	<u>858,672</u>	<u>100,000</u>	<u>0</u>	<u>13,000,000</u>
Net Transfers		<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>0</u>
Ending Balance		<u>9,268,917</u>	<u>46,328</u>	<u>47,000</u>	<u>Q</u>	<u>13,895,729</u>
FTEs		<u>101.71</u>	<u>7.00</u>	0.00		

Method of Finance: General Revenue (GR)

	FY 2023 Budget							
	System Office Operations	Special I	nitiatives					
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	GEER			
GR Appropriation	<u>0</u>	<u>0</u>	<u>o</u>	<u>731,526</u>	<u>103,118</u>			
Expenses Salaries Longevity Wages Benefits Travel Supplies & Materials Equipment Utilities Telecommunications Fees & Services Maintenance & Repairs Other Miscellaneous Capital				731,526	103,118			
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>	<u>103,118</u>			
FTEs	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			

Method of Finance: Institutional Funds

	FY 2023 Budget						
	System Office						
	Operations						
	(excluding Board Office	Board Office	Board of				
	& Regent Expenses)	Operations	Regent Expenses				
Institutional Funds	<u>30,602,384</u>	<u>50,438</u>	<u>146,215</u>				
Expenses							
Salaries	18,113,311	20,438					
Longevity	270,274						
Wages	213,559	30,000					
Benefits	5,001,124	0					
Travel	536,150	0	31,500				
Supplies & Materials	258,100		7,000				
Equipment	118,600		2,900				
Utilities	5,000						
Telecommunications	104,410		1,200				
Fees & Services	4,390,675	0	61,000				
Maintenance & Repairs	234,828		400				
Other Miscellaneous	1,326,353	0	42,215				
Scholarships	0		0				
Debt Service	0						
Capital	30,000						
TOTAL Expenses	<u>30,602,384</u>	<u>50,438</u>	<u>146,215</u>				
FTEs	<u>180.52</u>	<u>0.00</u>	<u>0.00</u>				

FY 2024 (Projected)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

			2024 Projected		FY 2024 Projected	
		System Office				
		Operations			Special Initiat	
		(excluding Board Office	Board Office	Board of	Chancellor's	Regents'
		& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Scholarships
Estimated Beginning	Balance	<u>9,268,917</u>	<u>8,920,297</u>	<u>0</u>	<u>0</u>	<u>13,895,729</u>
AUF Allocation		<u> 26,907,000</u>	<u>921,000</u>	<u>150,000</u>	<u>20,000,000</u>	<u>13,000,000</u>
Expenses						
Salar		16,362,000	618,000			
Longe		190,000	11,000			
Wage		52,000	8,000			
Bene		5,004,000	169,000			
Trave		161,000	3,000	15,000		
	lies & Materials	91,000	13,000	8,000		
	oment	83,000	8,000	5,000		
Utilitie	= =	791,000	0	0		
	communications	59,000	8,000	9,000		
	& Services	1,808,000	34,000	51,000		
	tenance & Repairs	52,000	3,000	1,000		
	r Miscellaneous	656,000	0	13,000		
Capit		0	0	0		40.000.000
Finan	ncial Aid/Scholarships	0	0	0		13,000,000
TOTAL Expenses		<u>25,309,000</u>	<u>875,000</u>	<u>102,000</u>	<u>o</u>	<u>13,000,000</u>
Net Transfers		<u>0</u>	<u>0</u>	<u>o</u>	<u>TBD</u>	<u>o</u>
Ending Balance		<u>10,866,917</u>	<u>8,966,297</u>	<u>48,000</u>	<u>0</u>	<u>13,895,729</u>
FTEs		<u>101.71</u>	<u>7.00</u>	<u>0.00</u>		

Method of Finance: General Revenue (GR)

	FY 2024 Projected					
	System Office Operations	Special Initia	tives			
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	GEER	
GR Appropriation	0	<u>0</u>	<u>o</u>	<u>731,526</u>	<u>103,118</u>	
Expenses Salaries Longevity Wages Benefits Travel Supplies & Materials Equipment Utilities Telecommunications Fees & Services Maintenance & Repairs Other Miscellaneous Capital				731,526	103,118	
TOTAL Expenses	<u>o</u>	<u>0</u>	<u>0</u>	<u>731,526</u>	<u>103,118</u>	
FTEs	0.00	0.00	0.00	0.00	0.00	

Method of Finance: Institutional Funds

	FY 2024 Projected			
	System Office			
	Operations			
	(excluding Board Office	Board Office	Board of	
	& Regent Expenses)	Operations	Regent Expenses	
Institutional Funds	<u>30,909,000</u>	<u>51,000</u>	<u>148,000</u>	
Expenses				
Salaries	18,294,000	21,000		
Longevity	273,000			
Wages	216,000	30,000		
Benefits	5,051,000			
Travel	542,000	0	32,000	
Supplies & Materials	261,000		7,000	
Equipment	120,000		3,000	
Utilities	5,000			
Telecommunications	105,000		1,000	
Fees & Services	4,435,000	0	62,000	
Maintenance & Repairs	237,000		0	
Other Miscellaneous	1,340,000	0	43,000	
Scholarships	0		0	
Debt Service	0			
Capital	30,000			
TOTAL Expenses	<u>30,909,000</u>	<u>51,000</u>	<u>148,000</u>	
FTEs	<u>182.60</u>	<u>0.00</u>	<u>0.00</u>	

FY 2025 (Projected)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2025 Projected		FY 2025 Projected			
	System Office					
	Operations			Special Initiatives		
	(excluding Board Office	Board Office	Board of	Chancellor's	Regents'	
	& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Scholarships	
Estimated Beginning Balance	<u>10,866,917</u>	<u>13,895,729</u>	<u>0</u>	<u>0</u>	<u>13,895,729</u>	
AUF Allocation	<u>27,983,000</u>	<u>937,000</u>	<u>153,000</u>	<u>20,000,000</u>	<u>13,000,000</u>	
Expenses						
Salaries	16,689,000	630,000				
Longevity	194,000	11,000				
Wages	53,000	8,000				
Benefits	5,104,000	172,000				
Travel	164,000	3,000	15,000			
Supplies & Materials	93,000	13,000	8,000			
Equipment	85,000	8,000	5,000			
Utilities	807,000	0	0			
Telecommunications	60,000	8,000	9,000			
Fees & Services	1,844,000	35,000	52,000			
Maintenance & Repairs	53,000	3,000	1,000			
Other Miscellaneous	669,000	0	13,000			
Capital	0	0	0			
Financial Aid/Scholarships	0	0	0		13,000,000	
TOTAL Expenses	<u>25,815,000</u>	<u>891,000</u>	<u>103,000</u>	<u>0</u>	13,000,000	
Net Transfers	<u>0</u>	<u>0</u>	<u>o</u>	<u>TBD</u>	<u>o</u>	
Ending Balance	<u>13,034,917</u>	<u>13,941,729</u>	<u>50,000</u>	<u>0</u>	<u>13,895,729</u>	
FTEs	<u>101.71</u>	<u>7.00</u>	0.00			

Method of Finance: General Revenue (GR)

	FY 2025 Projected				
	System Office Operations			Special Initia	tives
	(excluding Board Office & Regent Expenses)	Board Office Operations	Board of Regent Expenses	Need Based Scholarships	GEER
GR Appropriation	<u>0</u>	<u>0</u>	<u>0</u>	<u>731,526</u>	<u>103,118</u>
Expenses Salaries Longevity Wages Benefits Travel Supplies & Materials Equipment Utilities Telecommunications Fees & Services Maintenance & Repairs Other Miscellaneous Capital				731,526	103,118
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>o</u>	<u>731,526</u>	<u>103,118</u>
FTEs	0.00	<u>0.00</u>	0.00	0.00	0.00

Method of Finance: Institutional Funds

	FY 2025 Projected			
	System Office			
	Operations			
	(excluding Board Office	Board Office	Board of	
	& Regent Expenses)	Operations	Regent Expenses	
		-1.000	4.42.222	
Institutional Funds	<u>31,217,000</u>	<u>51,000</u>	<u>149,000</u>	
Expenses				
Salaries	18,477,000	21,000		
Longevity	276,000	_ :, = :		
Wages	218,000	30,000		
Benefits	5,102,000	,		
Travel	547,000	0	32,000	
Supplies & Materials	264,000		7,000	
Equipment	121,000		3,000	
Utilities	5,000			
Telecommunications	106,000		1,000	
Fees & Services	4,479,000	0	63,000	
Maintenance & Repairs	239,000		0	
Other Miscellaneous	1,353,000	0	43,000	
Scholarships	0		0	
Debt Service	0			
Capital	30,000			
TOTAL Expenses	<u>31,217,000</u>	<u>51,000</u>	<u>149,000</u>	
FTEs	<u>182.60</u>	<u>0.00</u>	<u>0.00</u>	
FTEs	<u>182.60</u>	<u>0.00</u>		