

Required Reporting per SB1, Rider #7, Available University Fund, Page III-63, 85th Legislature, Regular Session

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

December 1, 2019

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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.

FY 2020 Available University Funding for System Offices, includes an increase to cover the elimination General Revenue appropriations for system office.

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

- The debt program for the A&M System (\$4.6 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 (\$5.1 billion) made up of operating funds and endowed funds;
- The A&M System self-insured group health/dental program (\$343.0 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 (\$9.8 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 2020 marks the eighth year of the research portion of this initiative and the fifth year with regard to the teaching initiative.

IBM Supercomupter

The supercomputer project is a joint funded project between Texas A&M University and the A&M System Offices. This initiative will provide for faster than ever computing in support of a variety of scientific and medical research projects.

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.

Secure Enclave

A secure enclave is a highly secure data storage environment which allows selected users the ability to move and store highly confidential data into and out of the environment.

The data coming into the environment is scanned before going in, to ensure it contains no malware. Data is protected from any and all unauthorized access. The level of protection is consistent with Department of Defense (DoD) requirements as stated under Defense Federal Acquisition Regulation Supplement (DFARS) and the National Institute for Standards and Technology (NIST) 800-171 that govern the terms being applied to relevant contracts and grants.

Regents' Grant Initiative

FY 2020 marks the second year of this Board of Regents initiative that is designed to 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.

Other Initiatives

Security Operations Assessment – due diligence review of the Security Operations Center.

<u>Self-Insured Property Plan Premium Supplement</u> - to partially offset the Educational and General property insurance annual premium cost for the period of March 1, 2019 to February 28, 2020.

<u>Workday Subscription Supplement</u> - to offset the annual FY 2019 subscription cost for all members of the A&M Systems.

<u>Modernization of the Financial Accounting System (FAMIS)</u> – four year project to move the current A&M System financial system to a new technology platform. In addition to moving to a new platform, project will include the addition of new enhancements, addressing technical risks, and improvements to business processes.

<u>Deferred Maintenance Assessment</u> – to assist the A&M System Regional Universities in identifying their deferred maintenance backlog, identifying needs (repair, replacement, modernization, infrastructure, etc.) and developing a multi-year capital investment plan.

OFFICE OF THE BOARD OF REGENTS

Staff Positions and Responsibilities

• Executive Director, Board of Regents – 1 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 FTE

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

Manager, Board Office – 1 FTE

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

• Manager, Board Operations – 1 FTE

Performs administrative duties including coordinating meeting logistics/arrangements, maintaining the website and coordination of special events for Board of Regents.

• Executive Administrative Associate – 1 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 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.

Administrative Coordinator I – 1 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.

• 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 2018 (Actual)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2018 Actual			FY 2018 Actual	
	System Office				
	Operations			Special Initiati	ves
	(excluding Board Office	Board Office	Board of	Chancellor's	RELLIS/IFFM/
	& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Secure Enclave
Estimated Beginning Balance	<u>3,659,864</u>	<u>0</u>	<u>0</u>	<u>2,857,966</u>	<u>0</u>
AUF Allocation	<u>21,002,012</u>	<u>770,231</u>	<u>103,757</u>	<u>30,722,000</u>	<u>3,006,614</u>
Expenses					
Salaries	12,647,841	492,240			
Longevity	170,215	11,620			
Wages	39,847	7,976			
Benefits	3,528,903	123,208			
Travel	186,635	5,629	10,187		
Supplies & Materials	42,546	10,133	144		135
Equipment	(195,788)	22,382	17,576		(55,238)
Utilities	465,147				700,424
Telecommunications	72,954	15,347	5,548		
Fees & Services	1,196,785	77,660	67,472		566,309
Maintenance & Repairs	509,382	4,036	2,826		51,150
Other Miscellaneous	11,034	2	4		440
Capital	0				1,743,394
Financial Aid					
TOTAL Expenses	<u>18,675,499</u>	<u>770,231</u>	<u>103,757</u>	<u>o</u>	<u>3,006,614</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	(10,300,000)	<u>o</u>
Ending Balance	<u>5,986,377</u>	<u>0</u>	<u>0</u>	<u>23,279,966</u>	<u>o</u>
FTEs	<u>98.76</u>	<u>6.10</u>	<u>0.00</u>		

Method of Finance: General Revenue (GR)

FY 2018 Actual				
System Office Operations			Speci	al Initiatives
(excluding Board Office	Board Office	Board of	Need Based	Endangered
& Regent Expenses)	Operations	Regent Expenses	Scholarships	Species Taskforce
<u>0</u>	<u>0</u>	<u>0</u>	<u>730,001</u>	<u>40,026</u>
			700 004	40.000
			730,001	40,026
<u>0</u>	0	<u>0</u>	<u>730,001</u>	<u>40.026</u>
0.00	0.00	0.00	0.00	0.00
	Operations (excluding Board Office & Regent Expenses)	Operations (excluding Board Office & Regent Expenses) Q Q Q Q Q Q Q Q Q Q Q Q Q Q	System Office Operations (excluding Board Office & Regent Expenses) © © © © © © © © © © © © ©	System Office Operations (excluding Board Office & Board of Regent Expenses) Q Q Q Q T30,001 730,001

Method of Finance: Institutional Funds

	- V2040 A 4 1					
		2018 Actual				
	System Office					
	Operations					
	(excluding Board Office	Board Office	Board of			
	& Regent Expenses)	Operations	Regent Expenses			
Institutional Funds	<u>33,018,865</u>	<u>41,688</u>	<u>330,339</u>			
Expenses						
Salaries	14,082,115					
Longevity	225,018					
Wages	1,074,264	40,116				
Benefits	, ,	·				
	3,568,321	1,572	00.040			
Travel	621,668		28,043			
Supplies & Materials	336,144		7,686			
Equipment	828,989		1,884			
Utilities	15,978					
Telecommunications	106,967		6,613			
Fees & Services	10,986,471		83,189			
Maintenance & Repairs	559,703		4,137			
Other Miscellaneous	574,876		198,788			
Capital	38,350		,			
TOTAL Expenses	<u>33,018,865</u>	<u>41,688</u>	<u>330,339</u>			
FTEs	<u>167.66</u>	<u>0.00</u>	<u>0.00</u>			

FY 2019 (Actual)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2019 Actual		FY 2019 Actual		
	System Office Operations			Special Initia	atives
	(excluding Board Office	Board Office	Board of	Chancellor's	RELLIS/Sec. Enclave
	& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Other Initiatives
Estimated Beginning Balance	<u>5,918,982</u>	<u>0</u>	<u>0</u>	<u>23,279,966</u>	<u>5,022,037</u>
AUF Allocation	<u>21,439,677</u>	<u>757,279</u>	<u>100,043</u>	<u>12,500,000</u>	<u>24,767,784</u>
Expenses					
Salaries	14,026,812	505,704			
Longevity	171,882	11,800			
Wages	59,404	11,353			
Benefits	3,861,797	121,363			
Travel	201,066	638	7,533		
Supplies & Materials	45,237	11,213	430		1,500
Equipment	165,216	7,030	369		3,138
Utilities	1,038,954				9,954
Telecommunications	94,518	8,738	7,905		
Fees & Services	1,641,863	77,731	78,768		5,384,920
Maintenance & Repairs	676,715	830	4,450		1,698,977
Other Miscellaneous	6,525	0	7		36
Capital	0				4,564,032
Financial Aid/Scholarships					1,901,236
TOTAL Expenses	<u>21,989,989</u>	<u>756,400</u>	<u>99,462</u>	<u>o</u>	<u>13,563,793</u>
Net Transfers	<u>o</u>	<u>0</u>	<u>0</u>	(24,999,567)	<u>o</u>
Ending Balance	<u>5,368,670</u>	<u>879</u>	<u>582</u>	10,780,399	<u>16,226,027</u>
FTEs	<u>106.01</u>	<u>5.76</u>	<u>0.00</u>		

Method of Finance: General Revenue (GR)

			FY 2019 Actuals		
	System Office Operations			•	al Initiatives
	(excluding Board Office	Board Office	Board of	Need Based	Endangered
	& Regent Expenses)	Operations	Regent Expenses	Scholarships	Species Taskforce
GR Appropriation	<u>o</u>	<u>0</u>	<u>0</u>	<u>730,001</u>	40.026
Expenses Salaries Longevity Wages Benefits Travel Supplies & Materials Equipment Utilities Telecommunications Fees & Services Maintenance & Repairs Other Miscellaneous Capital				730,001	40,026
TOTAL Expenses	<u>0</u>	<u>0</u>	<u>Q</u>	<u>730,001</u>	<u>40,026</u>
FTEs	<u>0.00</u>	<u>0.00</u>	0.00	<u>0.00</u>	0.00

Method of Finance: Institutional Funds

	FY	2019 Actuals	
	System Office		
	Operations		
	(excluding Board Office	Board Office	Board of
	& Regent Expenses)	Operations	Regent Expenses
Institutional Funds	22.252.420	24.020	274 620
institutional Funds	<u>32,252,420</u>	<u>34,928</u>	<u>374,638</u>
Expenses			
Salaries	14,997,605	11,525	
Longevity	221,323		
Wages	557,775	22,426	
Benefits	3,667,056	977	
Travel	683,171		17,536
Supplies & Materials	347,172		5,612
Equipment	161,585		1,462
Utilities	16,265		
Telecommunications	125,380		6,138
Fees & Services	10,232,474		131,411
Maintenance & Repairs	386,048		3,510
Other Miscellaneous	774,532		208,969
Capital	82,035		
TOTAL Expenses	<u>32,252,420</u>	<u>34,928</u>	<u>374,638</u>
FTEs	<u>169.58</u>	<u>0.00</u>	<u>0.00</u>

FY 2020 (Budget)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2020 Budget			FY 2020 Budget		
	System Office					
	Operations			Special Initia		
	(excluding Board Office	Board Office	Board of	Chancellor's	Regents'	
	& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Other Initiatives	
Estimated Beginning Balance	<u>5,368,670</u>	<u>0</u>	<u>o</u>	10,780,399	16,226,027	
AUF Allocation	22,121,212	<u>778,788</u>	<u>100,000</u>	22,010,000	<u>3,000,000</u>	
Expenses						
Salaries	13,068,013	556,342				
Longevity	176,242	12,080				
Wages	50,820	8,000				
Benefits	4,028,764	133,845				
Travel	152,700	3,000	15,000			
Supplies & Materials	93,500	13,000	8,000			
Equipment	84,200	8,000	7,500			
Utilities	775,000					
Telecommunications	59,000	8,000	8,500			
Fees & Services	1,550,866	33,000	50,000		5,271,410	
Maintenance & Repairs	51,000	3,000	1,000			
Other Miscellaneous	611,500	520	10,000			
Capital	10,000					
Financial Aid/Scholarships					3,000,000	
TOTAL Expenses	<u>20,711,605</u>	<u>778,787</u>	100,000	<u>0</u>	<u>8,271,410</u>	
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>o</u>	
Ending Balance	<u>6,778,277</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>10,954,617</u>	
FTEs	<u>102.26</u>	<u>7.00</u>	<u>0.00</u>			

Method of Finance: General Revenue (GR)

			FY 2020 Budget		
	System Office Operations			Specia	al Initiatives
	(excluding Board Office		Board of	Need Based	Endangered
	& Regent Expenses)	Operations	Regent Expenses	Scholarships	Species Taskforce
GR Appropriation	<u>Q</u>	<u>0</u>	<u>Q</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 Capital				730,001	40,026
TOTAL Expenses	<u>0</u>	<u>o</u>	<u>0</u>	<u>730.001</u>	<u>40.026</u>
FTEs	0.00	0.00	0.00	0.00	0.00

Method of Finance: Institutional Funds

ystem Office Operations ding Board Office egent Expenses) 26,182,889	Board Office Operations <u>30,000</u>	Board of Regent Expenses
ding Board Office egent Expenses) 26,182,889	Operations	Regent Expenses
26,182,889	Operations	Regent Expenses
<u>26,182,889</u>	•	•
	<u>30,000</u>	170 000
	<u>30,000</u>	
45.044.000		<u>170,000</u>
45 044 000		
15,314,239		
261,230		
295,910	30,000	
3,995,234		
571,900		31,500
256,100		7,000
123,600		2,900
5,000		
105,050		1,200
4,306,956		61,000
261,828		400
655,842		66,000
30,000		
<u>26,182,889</u>	<u>30,000</u>	<u>170,000</u>
	<u>0.00</u>	<u>0.00</u>
	105,050 4,306,956 261,828 655,842 30,000	105,050 4,306,956 261,828 655,842 30,000 26,182,889 30,000

FY 2021 (Projected)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

	FY 2021 Projected		FY 2021 Projected		
	System Office Operations			Special Initia	atives
	(excluding Board Office	Board Office	Board of	Chancellor's	Regents'
	& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Other Initiatives
Estimated Beginning Balance	<u>6,778,277</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>10,954,617</u>
AUF Allocation	<u>22,085,000</u>	805,000	<u>110,000</u>	<u>23,000,000</u>	<u>3,000,000</u>
Expenses					
Salaries	13,329,000	567,000			
Longevity	180,000	12,000			
Wages	52,000	8,000			
Benefits	4,109,000	137,000			
Travel	153,000	3,000	15,000		
Supplies & Materials	94,000	13,000	8,000		
Equipment	84,000	8,000	8,000		
Utilities	775,000				
Telecommunications	59,000	8,000	8,500		
Fees & Services	1,551,000	33,000	50,000		4,398,965
Maintenance & Repairs	51,000	3,000	1,000		
Other Miscellaneous	612,000	13,000	19,500		
Capital	10,000				
Financial Aid/Scholarships					3,000,000
TOTAL Expenses	21,059,000	805,000	<u>110,000</u>	<u>0</u>	<u>7,398,965</u>
Net Transfers	<u>0</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>o</u>
Ending Balance	<u>7,804,277</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,555,652</u>
FTEs	<u>102.26</u>	<u>7.00</u>	<u>0.00</u>		

Method of Finance: <u>Institutional Funds</u>

	FY	2021 Projected	
	System Office		
	Operations		
	(excluding Board Office	Board Office	Board of
	& Regent Expenses)	Operations	Regent Expenses
Institutional Funds	<u> 26,444,000</u>	<u>30,000</u>	<u> 170,000</u>
montational rando	<u> 20,777,000</u>	<u> </u>	<u> 110,000</u>
Expenses			
Salaries	15,467,000		
Longevity	264,000		
Wages	299,000	30,000	
Benefits	4,035,000		
Travel	578,000		31,500
Supplies & Materials	259,000		7,000
Equipment	125,000		2,900
Utilities	5,000		
Telecommunications	106,000		1,200
Fees & Services	4,350,000		61,000
Maintenance & Repairs	264,000		400
Other Miscellaneous	662,000		66,000
Capital	30,000		
TOTAL Expenses	<u>26,444,000</u>	<u>30,000</u>	<u>170,000</u>
FTEs	<u>177.34</u>	<u>0.00</u>	<u>0.00</u>

Method of Finance: Institutional Funds

	FY 2021 Projected			
	System Office	-		
	Operations			
	(excluding Board Office	Board Office	Board of	
	& Regent Expenses)	Operations	Regent Expenses	
			1-0 -00	
Institutional Funds	<u>24,534,670</u>	<u>30,000</u>	<u>170,000</u>	
Expenses				
Salaries	14,749,000			
Longevity	268,000			
Wages	301,000	30,000		
Benefits	3,908,000			
Travel	648,500		31,500	
Supplies & Materials	276,100		7,000	
Equipment	114,600		2,900	
Utilities	5,000			
Telecommunications	99,050		1,200	
Fees & Services	3,000,000		61,000	
Maintenance & Repairs	258,850		400	
Other Miscellaneous	866,570		66,000	
Capital	40,000			
	 			
TOTAL Expenses	<u>24,534,670</u>	<u>30,000</u>	<u>170,000</u>	
FTEs	<u>177.34</u>	<u>0.00</u>	<u>0.00</u>	

FY 2022 (Projected)

System Office Operations & System Initiatives

Method of Finance: Available University Fund (AUF)

		FY 2022 Projected		FY 2022 Projected		
		System Office				
		Operations			Special Initi	
		(excluding Board Office	Board Office	Board of	Chancellor's	Regents'
		& Regent Expenses)	Operations	Regent Expenses	Research/Teaching Initiative	Grant/Other Initiatives
Estimated Beginning Balance		<u>7,804,277</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,555,652</u>
AUF Allocati	on	<u>22,071,000</u>	<u>819,000</u>	<u>110,000</u>	23,000,000	<u>3,000,000</u>
Expenses						
-	Salaries	13,596,000	578,000			
	Longevity	184,000	12,000			
	Wages	53,000	8,000			
	Benefits	4,191,000	140,000			
	Travel	153,000	3,000	15,000		
	Supplies & Materials	94,000	13,000	8,000		
	Equipment	84,000	8,000	8,000		
	Utilities	775,000				
	Telecommunications	59,000	8,000	8,500		4 000 005
	Fees & Services	1,551,000	33,000	50,000		4,398,965
	Maintenance & Repairs Other Miscellaneous	51,000	3,000	1,000		
	Capital	612,000 10,000	13,000	19,500		
	Financial Aid/Scholarships	10,000				3,000,000
	i ilialiciai Alu/Scholaiships					3,000,000
TOTAL Expenses		<u>21,413,000</u>	<u>819,000</u>	<u>110,000</u>	<u>0</u>	<u>7,398,965</u>
Net Transfer	's	<u>o</u>	<u>0</u>	<u>0</u>	<u>TBD</u>	<u>Q</u>
Ending Balance		<u>8,462,277</u>	<u>0</u>	<u>0</u>	<u>Q</u>	<u>2,156,687</u>
FTEs		<u>102.26</u>	<u>7.00</u>	0.00		

Method of Finance: General Revenue (GR)

		FY 2022 Projected			
	System Office Operations			Special Initiatives	
	(excluding Board Office	Board Office	Board of	Need Based	Endangered
	& Regent Expenses)	Operations	Regent Expenses	Scholarships	Species Taskforce
GR Appropriation	<u>0</u>	<u>0</u>	<u>Q</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 Capital				730,001	40,026
TOTAL Expenses	0	<u>0</u>	<u>o</u>	<u>730,001</u>	<u>40,026</u>
FTEs	0.00	0.00	0.00	0.00	0.00

Method of Finance: Institutional Funds

	FY 2022 Projected				
	System Office				
	Operations				
	(excluding Board Office	Board Office	Board of		
	& Regent Expenses)	Operations	Regent Expenses		
Institutional Funds	<u>26,710,000</u>	<u>30,000</u>	<u>170,000</u>		
Expenses					
Salaries	15,622,000				
Longevity	267,000				
Wages	302,000	30,000			
Benefits	4,075,000				
Travel	584,000		31,500		
Supplies & Materials	262,000		7,000		
Equipment	126,000		2,900		
Utilities	5,000				
Telecommunications	107,000		1,200		
Fees & Services	4,394,000		61,000		
Maintenance & Repairs	267,000		400		
Other Miscellaneous	669,000		66,000		
Capital	30,000				
TOTAL Expenses	<u>26,710,000</u>	30,000	<u>170,000</u>		
FTEs	<u>177.34</u>	<u>0.00</u>	<u>0.00</u>		