

THE TEXAS A&M UNIVERSITY SYSTEM

FY 2021 EXECUTIVE SUMMARY

FISCAL YEAR ENDING AUGUST 31, 2021

System Members

Universities

Prairie View A&M University

President: Ruth Simmons

Established: 1876

Tarleton State University

President: James L. Hurley

Established: 1899

Joined A&M System: 1917

Texas A&M International University

President: Pablo Arenaz

Established: 1970

Joined A&M System: 1989

Texas A&M University

President: Michael K. Young

Established: 1876

Texas A&M University at Galveston

CEO: Col. Michael E. Fossum

Texas A&M Health Science Center

Senior VP and CEO: Greg Hartman

Established: 1999

Texas A&M University – Central Texas

President: Marc A. Nigliazzo

Established: 2009

Texas A&M University – Commerce

President: Mark Rudin

Established: 1889

Joined A&M System: 1996

Texas A&M University – Corpus Christi

President: Kelly M. Miller

Established: 1947

Joined A&M System: 1989

Texas A&M University – San Antonio

President: Cynthia Teniente-Matson

Established: 2009

Texas A&M University – Kingsville

President: Mark Hussey

Established: 1925

Joined A&M System: 1989

Texas A&M University – Texarkana

President: Emily Fourmy Cutrer

Established: 1971

Joined A&M System: 1996

West Texas A&M University

President: Walter Wendler

Established: 1910

Joined A&M System: 1990

Agencies

Texas A&M AgriLife

VC and Dean: Patrick Stover

Texas A&M AgriLife Research

Director: Patrick Stover

Established: 1887

Texas A&M AgriLife Extension Service

Director: Jeff Hyde

Established: 1915

Texas A&M Forest Service

Director: Thomas G. Boggus

Established: 1915

Texas A&M Veterinary Medical Diagnostic Laboratory

Director: Bruce L. Akey

Established: 1967

Texas A&M Engineering Experiment Station

VC and Dean: M. Katherine Banks

Established: 1914

Texas A&M Engineering Extension Service

Director: David Coatney

Established: 1948

Texas A&M Transportation Institute

Director: Gregory D. Winfree

Established: 1950

Texas Division of Emergency Management

Director: W. Nim Kidd

Joined A&M System: 2019

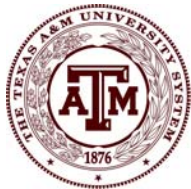
System Offices

Texas A&M University System Offices

Chancellor: John Sharp

www.tamus.edu

Established: 1948



TEXAS A&M UNIVERSITY SYSTEM



BUDGET NARRATIVE

Introduction

The Texas A&M University System is committed to serving the citizens of the State of Texas and understands that the valuable, but limited, resources provided to us must be utilized in the most efficient and effective manner and, as always, with the benefit of the State taxpayers foremost on our minds. The A&M System will continue to act as good stewards of the State of Texas' limited resources and will ensure the benefit to the State taxpayer is considered in every academic, research and service activity performed. The 86th legislature approved the transfer of the Texas Division of Emergency Management (TDEM) from the Texas Department of Public Safety to the Texas A&M University System effective September 1, 2019. TDEM will be a separate agency within the Texas A&M University System and will continue to provide critical emergency programs to the citizens of the State of Texas.

The A&M System remains focused on advancing its core mission of teaching and research. In so doing, it is important we continue to focus on keeping the cost of attending our universities affordable, expanding student access, improving existing programs, developing new programs to meet new demands, expanding research and commercialization capabilities, and implementing operational efficiencies through shared services, strategic outsourcing, public/private partnerships, and other opportunities. The imperative of excellence in all we do and the reality of resource limitations in the State of Texas increase the difficulty of meeting these challenges and dictate that we devote our collective skills to ensuring that the productivity of all System resources is optimized.

In the pages to follow, each member will provide an executive budget summary detailing the changes to their overall revenues and expenses based on the impact of the COVID-19 pandemic, the funding received through the CARES Act, the state mandated state appropriation reduction, enrollment, and services provided by our agencies.

Revenues

FY 2021 marks the second year of the biennium. Overall, FY 2021 Total Revenues are budgeted to decrease by \$184 million (-2.8%), when compared to the FY 2020 original budget.

State Appropriations are budgeted to decrease by \$56 million (4.2%) compared to FY 2020. This decrease is associated with state mandated reduction.



TEXAS A&M UNIVERSITY SYSTEM



BUDGET NARRATIVE CONTINUED

Federal Appropriations are up due to the CARES Act funding received by our universities to provide institutional support.

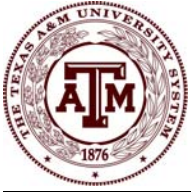
Higher Education Fund (HEF) is budgeted to increase \$1.8 million or (4%) based on the update to the HEF formula allocation model. This allocation will remain level for the next 5 years. *In general, HEF can be used to acquire land; construct, repair, and rehabilitate buildings; and purchase capital equipment and library books.*

AUF income is budgeted to decrease by \$58 million. This decrease is due to one-time funds of \$83.3 million that were received in FY 2020. TAMU, TAMHSC, and PVAMU will receive \$122 million, \$29 million, and \$27.6 million per year, respectively. In addition, the following AUF allocations have also been proposed: 1) Debt Service - \$170 million, 2) Regents' Grants - \$3 million, 3) Regents' Scholarships - \$10 million, and 4) One-time excellence initiatives of up to \$68 million. The one-time excellence funds will be used to support the Chancellor's Research Initiative, Renowned Faculty Program, Rising Star Program, and National Academy Scholars Program.

Tuition and Fees are budgeted to increase by \$29 million (2%), when compared to the FY 2020 original budget. FY 2021 will mark the seventh year of guaranteed tuition and fee rates available for all students. This increase is associated with the 2.6% HEPI inflation adjustment.

Contracts and Grants are budgeted to decrease by \$160 million or (-7%). Decrease is due to revised projections by our Texas Division of Emergency Management. Gifts were budgeted conservatively at \$184 million. Student Financial Assistance is up 11% or \$33 million due to the student portion of the funding received by the CARES Act.

In addition, Investment Income has been budgeted conservatively at \$137 million for FY 2021. The FY 2021 budget estimate is based primarily on the Cash Concentration Pool estimated returns of 3% and the System Endowment Fund return of \$0.318341 cents per unit per year.



TEXAS A&M UNIVERSITY SYSTEM



BUDGET NARRATIVE CONTINUED

Expenditures

FY 2021 Total Expenditures are budgeted at \$6.2 billion. This is a net decrease of \$105 million (-1.7%) when compared to the FY 2020 budget.

When you exclude debt service and pass-thru funds included in the TDEM budget, Personnel Costs account for almost 60% of our total proposed budget for FY 2021. Overall, Personnel Costs are projected to remain relatively level with FY 2020. As a result of the uncertainties surrounding the upcoming fiscal year, many of our members will maintain a flexible hiring freeze, eliminate non-essential vacant positions, and institute reductions in force where needed. However, these decisions have allowed some of our members to implement various salary retention plans meant to reward their high performing employees.

Total FY 2021 Personnel Costs (faculty and staff salaries, wages, and benefits) of \$2.6 billion are budgeted to increase by \$37.8 million or 1% as compared to FY 2020 budget.

Utilities are budgeted at \$128.7 million, which is 2% higher than what was budgeted for FY 2020. Increase is primarily attributable to new facilities coming online around the System. The A&M System continues to make every effort to improve ongoing conservation efforts and better management of purchased utilities.

Scholarships and Discounts are both projected to increase slightly. This is primarily due to the inflation adjusted increase to Tuition and Fees, state mandated financial aid set-asides, and Texas Grant funding.

Equipment (Capitalized) is projected to decrease by \$3.6 million due to conservative estimates. Operations and Maintenance expenditures are budgeted to decrease by \$134 million due to revised pass-through activity projected by TDEM.

Debt Service expenditures are budgeted to increase by \$14 million. Of the total debt service amount of \$488 million, \$170 million (35%) and \$318 million (65%) will be financed through the A&M System PUF and RFS debt financing programs, respectively.

THE TEXAS A&M UNIVERSITY SYSTEM

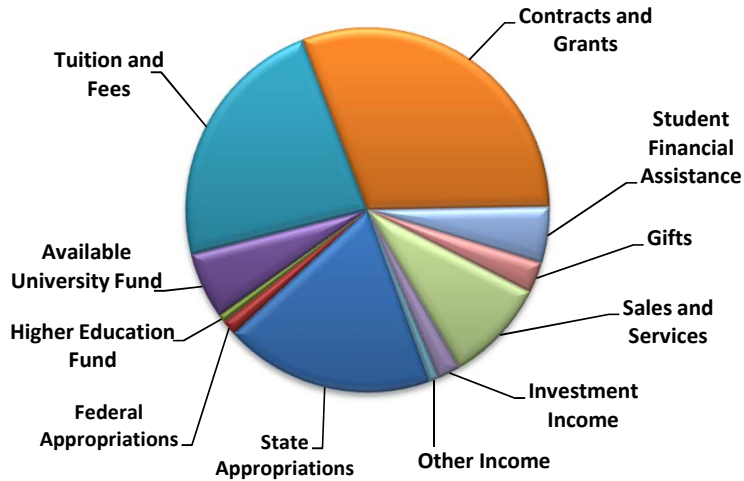
FY 2021 Budget Graphs

(In Thousands)



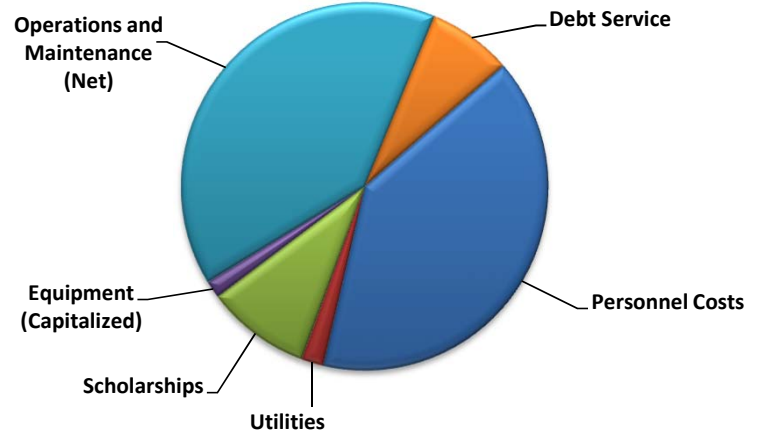
FY 2021 BUDGET REVENUES

\$6,348,141 Total



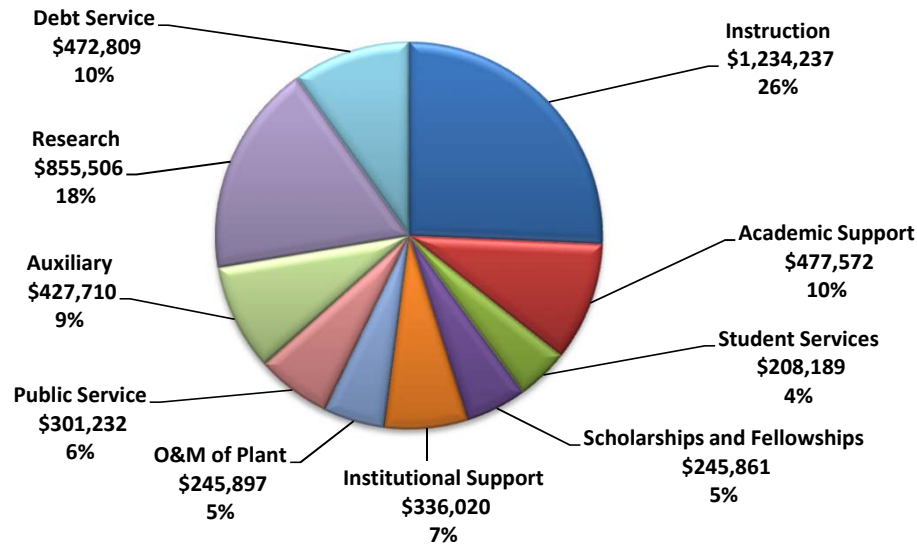
FY 2021 BUDGET EXPENDITURES

\$6,231,014 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
 FY 2021 EXECUTIVE BUDGET SUMMARY
 (In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 3,977,407	\$ 4,128,577	\$ 3,577,176	\$ 3,840,460	\$ 4,668,365		\$ 827,906	22%
<i>Restatement: (prior year correction)</i>	0	(1,027,762)	(2,952)					
REVENUES								
State Appropriations	\$ 1,245,438	\$ 1,232,727	\$ 1,284,269	\$ 1,310,060	\$ 1,254,548	20%	(55,512)	-4%
Federal Appropriations	35,567	36,412	38,355	40,587	87,985	1%	47,399	117%
Higher Education Fund	46,587	46,587	46,587	46,587	48,420	1%	1,833	4%
Available University Fund	271,276	597,415	378,638	453,036	394,910	6%	(58,126)	-13%
Tuition and Fees	1,350,660	1,409,053	1,485,053	1,518,303	1,546,857	24%	28,554	2%
Contracts and Grants	692,817	724,103	768,122	2,206,928	2,047,321	32%	(159,608)	-7%
Student Financial Assistance	294,675	317,535	337,996	301,410	334,690	5%	33,281	11%
Gifts	136,971	192,213	208,747	180,120	183,743	3%	3,624	2%
Sales and Services	647,593	659,605	674,050	614,170	611,351	10%	(2,819)	0%
Investment Income	309,721	257,265	210,469	133,248	136,983	2%	3,735	3%
Other Income	102,148	109,249	116,646	60,153	56,509	1%	(3,644)	-6%
Discounts	(327,206)	(329,994)	(361,755)	(332,390)	(355,177)	-6%	(22,786)	7%
TOTAL REVENUES	\$ 4,806,247	\$ 5,252,172	\$ 5,187,176	\$ 6,532,210	\$ 6,348,141	100%	\$ (184,069)	-3%
EXPENDITURES								
Salaries - Faculty	\$ 753,002	\$ 762,996	\$ 812,662	\$ 861,194	\$ 867,863	14%	\$ 6,669	1%
Salaries - Non-Faculty	936,810	949,848	991,597	1,058,801	1,066,273	17%	7,472	1%
Wages	178,582	181,938	181,703	154,589	159,779	3%	5,190	3%
Benefits	488,674	493,901	514,680	524,589	543,067	9%	18,478	4%
Personnel Costs	2,357,068	2,388,683	2,500,643	2,599,173	2,636,982	42%	37,809	1%
Utilities	104,384	134,191	130,728	126,821	128,743	2%	1,922	2%
Scholarships	573,689	592,399	633,483	603,909	605,628	10%	1,719	0%
Discounts	(327,206)	(329,994)	(361,755)	(332,390)	(355,177)	-6%	(22,786)	7%
Equipment (Capitalized)	117,568	142,496	129,565	102,862	99,251	2%	(3,612)	-4%
Operations and Maintenance (Net)	1,228,177	1,272,780	1,299,221	2,761,765	2,627,739	42%	(134,026)	-5%
Debt Service	400,306	410,990	473,147	473,917	487,848	8%	13,931	3%
TOTAL EXPENDITURES	\$ 4,453,985	\$ 4,611,546	\$ 4,805,032	\$ 6,336,056	\$ 6,231,014	100%	\$ (105,043)	-2%
TRANSFERS								
Other	(201,092)	(164,264)	(115,829)	(4,273)	4,673		8,946	-209%
NET TRANSFERS	\$ (201,092)	\$ (164,264)	\$ (115,829)	\$ (4,273)	\$ 4,673		\$ 8,946	-209%
NET INCREASE (DECREASE)	151,169	476,362	266,316	191,881	121,801		(70,081)	-37%
ENDING CURRENT NET POSITION	\$ 4,128,577	\$ 3,577,176	\$ 3,840,460	\$ 4,032,341	\$ 4,790,166		\$ 757,825	19%

* Excludes estimated expense associated with Other Post-Employment Benefits ("OPEB") and TRS Pension.
 TAMUS amount for OPEB in FY 2015 is \$124 million, FY 2016 is \$134 million, FY 2017 is \$167.6 million, FY 2018 is \$145.2 million, FY 2019 (\$462.5) million.
 The cumulative impact of OPEB excluded in the Net Position is \$968 million.



THE TEXAS A&M UNIVERSITY SYSTEM
FY 2021 EXECUTIVE BUDGET SUMMARY
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 1,107,913	\$ 1,110,270	\$ 1,119,493
Academic Support	346,139	358,772	418,508
Student Services	179,340	176,230	193,429
Scholarships and Fellowships	118,691	126,845	133,711
Institutional Support	329,170	322,106	332,342
O&M of Plant	220,272	241,393	241,276
Public Service	230,412	275,736	247,392
Research	374,023	375,636	382,421
E&G and Designated Subtotal:	\$ 2,905,960	\$ 2,986,988	\$ 3,068,573
Auxiliary:			
Auxiliary	\$ 384,498	\$ 417,598	\$ 427,710
Auxiliary Subtotal:	\$ 384,498	\$ 417,598	\$ 427,710
Restricted:			
Instruction	\$ 101,225	\$ 105,053	\$ 114,744
Academic Support	49,594	55,964	59,064
Student Services	11,798	14,549	14,760
Scholarships and Fellowships	101,710	108,122	112,150
Institutional Support	2,719	3,722	3,678
O&M of Plant	3,833	3,997	4,621
Public Service	61,313	59,517	53,840
Research	431,084	445,157	473,085
Restricted Subtotal:	\$ 763,276	\$ 796,057	\$ 835,928
Debt Service	\$ 400,251	\$ 410,878	\$ 472,809
TOTAL:			
Instruction	\$ 1,209,138	\$ 1,215,323	\$ 1,234,237
Academic Support	395,732	414,736	477,572
Student Services	191,137	190,779	208,189
Scholarships and Fellowships	220,402	234,967	245,861
Institutional Support	331,889	325,828	336,020
O&M of Plant	224,106	245,390	245,897
Public Service	291,725	335,253	301,232
Auxiliary	384,498	417,598	427,710
Research	805,106	820,794	855,506
Debt Service	400,251	410,878	472,809
TOTAL:	\$ 4,453,984	\$ 4,611,546	\$ 4,805,031



The Texas A&M University System
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)

	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 534,863	\$ 525,851	\$ (9,012)
Designated	3,175,007	3,372,504	198,920
Auxiliary	380,793	378,564	(2,229)
Restricted	1,032,034	1,037,640	5,606
Total Change in Net Position	\$ 5,122,696	\$ 5,314,559	\$ 193,286

For detailed explanations, please see member schedules.

THE TEXAS A&M UNIVERSITY SYSTEM

ACADEMICS

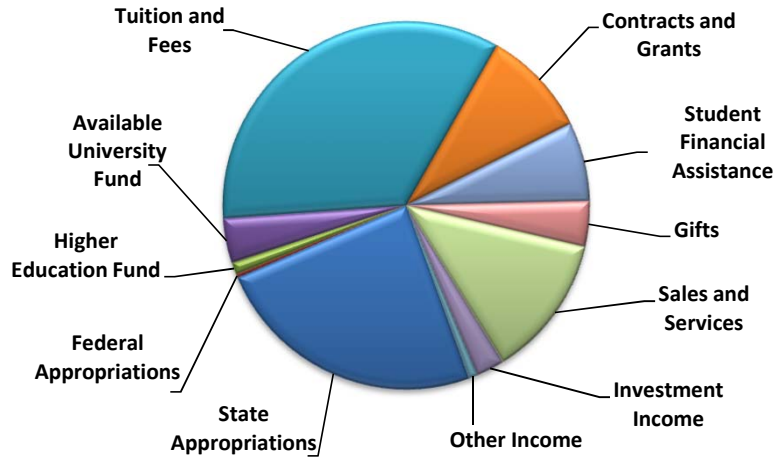
FY 2021 Budget Graphs

(In Thousands)



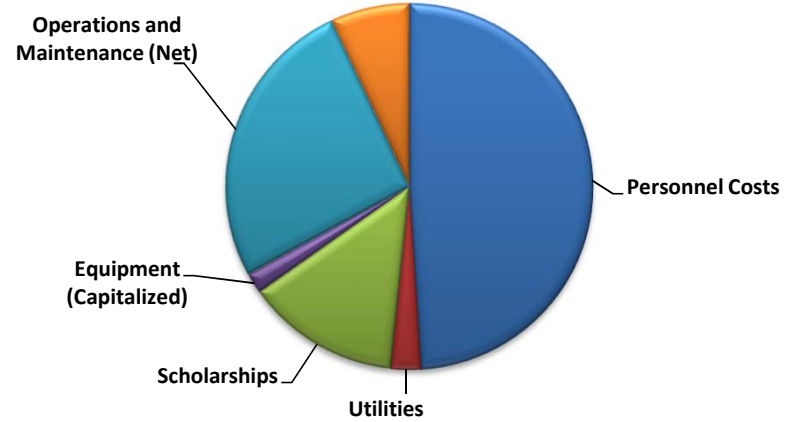
FY 2021 BUDGET REVENUES

\$4,073,425 Total



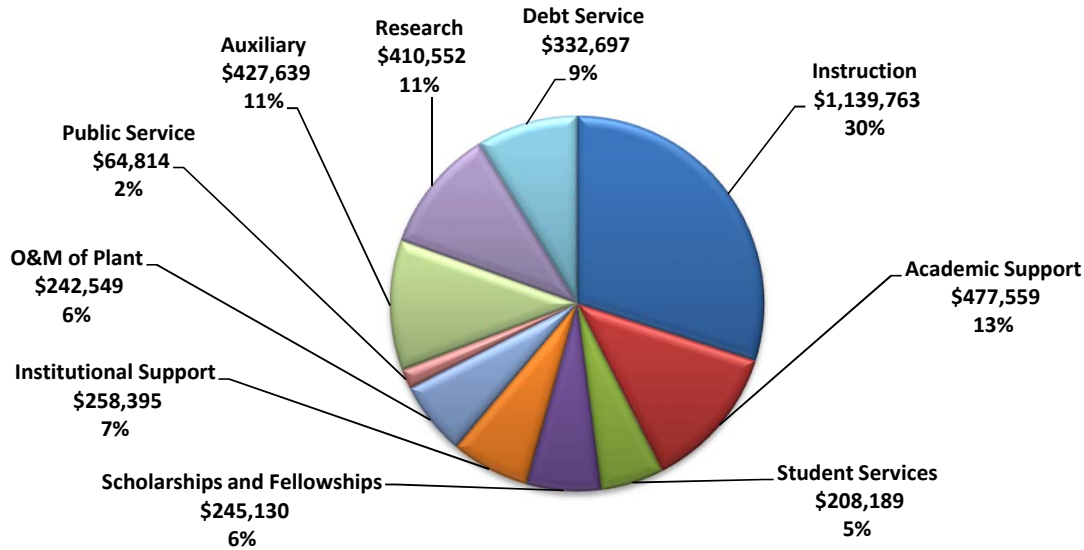
FY 2021 BUDGET EXPENDITURES

\$3,980,380 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
ACADEMICS
FY 2021 EXECUTIVE BUDGET SUMMARY
(In Thousands)



	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 2,526,166	\$2,621,726	\$2,792,201	\$ 2,967,038	\$ 3,105,606	\$ 3,308,340		\$ 202,734	7%
<i>Restatement: (prior year correction)</i>	0	0	0	(2,952)					
REVENUES									
State Appropriations	\$ 944,021	\$1,004,924	\$ 998,824	\$ 995,512	\$ 1,046,959	\$ 1,013,879	25%	\$ (33,080)	-3%
Federal Appropriations	10,215	8,044	9,431	9,859	13,080	59,537	1%	46,457	355%
Higher Education Fund	31,058	46,587	46,587	46,587	46,587	48,420	1%	1,833	4%
Available University Fund	142,939	134,951	164,821	189,605	170,461	178,677	4%	8,216	5%
Tuition and Fees	1,243,128	1,326,322	1,383,551	1,459,831	1,489,742	1,521,569	37%	31,827	2%
Contracts and Grants	370,816	345,894	357,199	386,584	408,837	411,960	10%	3,123	1%
Student Financial Assistance	275,051	294,675	317,535	337,996	301,410	334,690	8%	33,281	11%
Gifts	171,988	130,857	184,278	202,094	174,172	177,887	4%	3,714	2%
Sales and Services	556,496	566,930	578,805	586,551	544,797	543,306	13%	(1,490)	0%
Investment Income	113,294	247,850	179,689	117,975	106,747	106,831	3%	83	0%
Other Income	48,994	53,395	67,726	86,863	34,496	31,846	1%	(2,650)	-8%
Discounts	(278,966)	(327,206)	(329,994)	(361,755)	(332,390)	(355,177)	-9%	(22,786)	7%
TOTAL REVENUES	\$ 3,629,035	\$3,833,223	\$3,958,452	\$ 4,057,701	\$ 4,004,898	\$ 4,073,425	100%	\$ 68,527	2%
EXPENDITURES									
Salaries - Faculty	\$ 636,790	\$ 679,152	\$ 693,831	\$ 744,449	\$ 787,459	\$ 794,702	20%	\$ 7,243	1%
Salaries - Non-Faculty	649,078	685,176	689,428	722,213	761,816	766,896	19%	5,080	1%
Wages	134,091	151,510	150,625	153,360	131,438	137,128	3%	5,690	4%
Benefits	352,224	381,122	384,843	404,483	407,729	425,521	11%	17,793	4%
Personnel Costs	1,772,182	1,896,961	1,918,726	2,024,506	2,088,442	2,124,247	53%	35,805	2%
Utilities	92,425	93,304	120,916	117,467	112,686	114,339	3%	1,653	1%
Scholarships	501,804	561,044	578,659	618,344	590,830	589,695	15%	(1,135)	0%
Discounts	(278,966)	(327,206)	(329,994)	(361,755)	(332,390)	(355,177)	-9%	(22,786)	7%
Equipment (Capitalized)	96,529	73,898	87,064	94,525	76,279	78,050	2%	1,772	2%
Operations and Maintenance (Net)	936,522	946,639	951,750	981,168	1,060,511	1,127,556	28%	67,045	6%
Debt Service	230,990	291,575	292,098	333,034	310,521	301,669	8%	(8,852)	-3%
TOTAL EXPENDITURES	\$ 3,351,487	\$3,536,214	\$3,619,219	\$ 3,807,288	\$ 3,906,879	\$ 3,980,380	100%	\$ 73,501	2%
TRANSFERS									
Other	(181,989)	(126,533)	(164,397)	(108,893)	(2,203)	4,423		6,626	-301%
NET TRANSFERS	\$ (181,989)	\$ (126,533)	\$ (164,397)	\$ (108,893)	\$ (2,203)	\$ 4,423		\$ 6,626	-301%
NET INCREASE (DECREASE)	95,560	170,476	174,836	141,520	95,816	97,467		1,652	2%
ENDING CURRENT NET POSITION	\$ 2,621,726	\$2,792,201	\$2,967,038	\$ 3,105,606	\$ 3,201,422	\$ 3,405,808		\$ 204,386	6%



THE TEXAS A&M UNIVERSITY SYSTEM

Academics

FY 2021 EXECUTIVE BUDGET SUMMARY

(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 1,055,996	\$ 1,043,970	\$ 1,048,436
Academic Support	346,139	358,772	418,508
Student Services	179,340	176,230	193,429
Scholarships and Fellowships	117,928	126,115	132,981
Institutional Support	254,008	251,967	255,293
O&M of Plant	218,663	239,964	239,774
Public Service	46,347	47,528	47,120
Research	149,086	149,339	158,672
E&G and Designated Subtotal:	\$ 2,367,506	\$ 2,393,885	\$ 2,494,212
Auxiliary:			
Auxiliary	\$ 383,929	\$ 416,188	\$ 427,639
Auxiliary Subtotal:	\$ 383,929	\$ 416,188	\$ 427,639
Restricted:			
Instruction	\$ 79,081	\$ 82,201	\$ 91,328
Academic Support	49,594	55,939	59,051
Student Services	11,798	14,549	14,760
Scholarships and Fellowships	101,707	108,120	112,148
Institutional Support	1,710	3,130	3,102
O&M of Plant	3,833	3,996	2,775
Public Service	19,041	18,366	17,695
Research	226,479	230,847	251,881
Restricted Subtotal:	\$ 493,242	\$ 517,149	\$ 552,740
TOTAL:			
Instruction	\$ 1,135,077	\$ 1,126,171	\$ 1,139,763
Academic Support	395,732	414,711	477,559
Student Services	191,137	190,779	208,189
Scholarships and Fellowships	219,634	234,236	245,130
Hospitals and Clinics	0	0	0
Institutional Support	255,718	255,097	258,395
O&M of Plant	222,496	243,959	242,549
Public Service	65,388	65,894	64,814
Auxiliary	383,929	416,188	427,639
Research	375,565	380,186	410,552
Debt Service	291,537	291,997	332,697
TOTAL:	\$ 3,536,214	\$ 3,619,219	\$ 3,807,288



The Texas A&M University System

ACADEMICS

Change in Net Position

Fiscal Year 2021 Budget

(In Thousands)

	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 437,248	\$ 431,715	\$ (5,533)
Designated	2,020,441	2,120,770	100,329
Auxiliary	380,793	378,564	(2,229)
Restricted	469,858	474,758	4,900
Plant	0	12,697	12,697
Total Change in Net Position	\$ 3,308,339	\$ 3,405,807	\$ 97,467

For detailed explanations, please see member schedules.



THE TEXAS A&M UNIVERSITY SYSTEM

AGENCIES

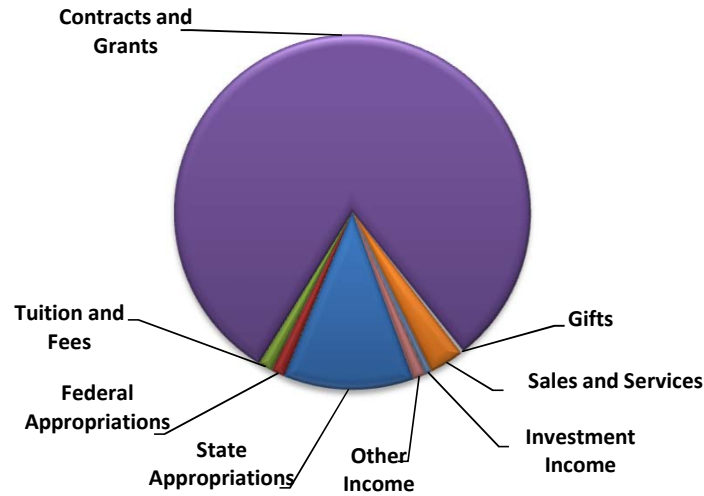
FY 2021 Budget Graphs

(In Thousands)



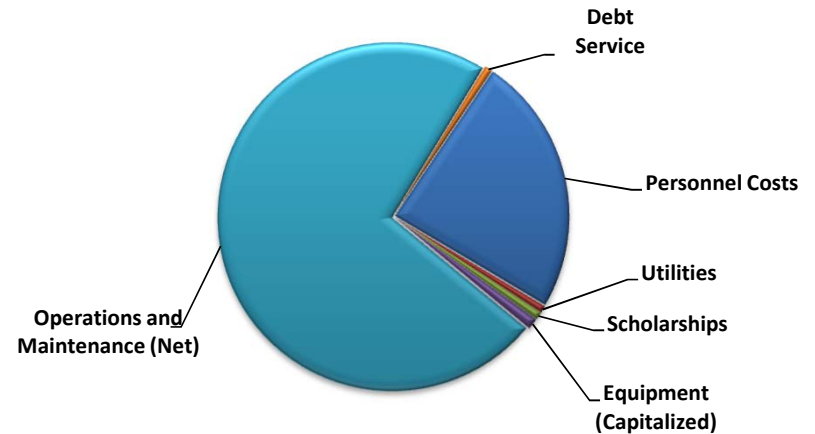
FY 2021 BUDGET REVENUES

\$2,029,637 Total



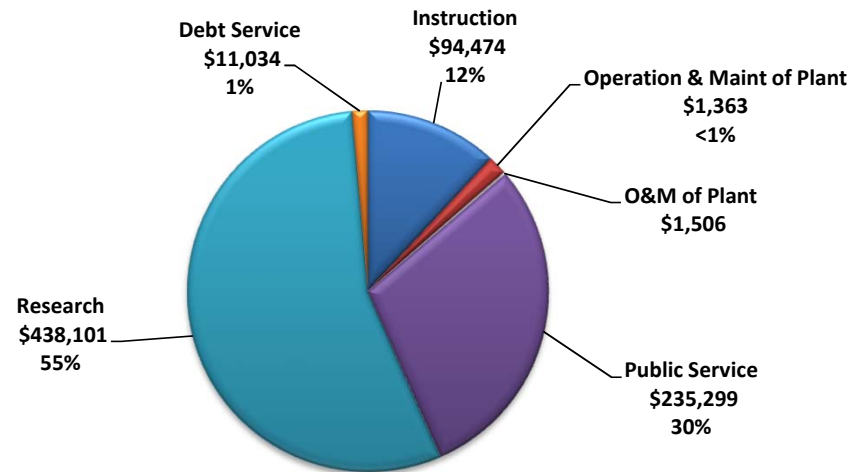
FY 2021 BUDGET EXPENDITURES

\$2,039,892 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
AGENCIES
FY 2021 EXECUTIVE BUDGET SUMMARY
(In Thousands)



	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 409,291	\$ 379,297	\$ 363,495	\$ 328,901	\$ 367,792	\$ 897,934		\$ 530,142	144%
<i>Restatement: (prior year correction)</i>	0	0	0	0					
REVENUES									
State Appropriations	\$ 225,010	\$ 239,658	\$ 233,133	\$ 287,987	262,331	239,976	12%	\$ (22,355)	-9%
Federal Appropriations	27,282	27,523	26,982	28,495	27,507	28,449	1%	942	3%
Tuition and Fees	24,273	24,338	25,502	25,223	28,561	25,288	1%	(3,273)	-11%
Contracts and Grants	329,710	331,675	353,425	364,700	1,789,090	1,626,359	80%	(162,731)	-9%
Gifts	6,815	5,335	7,156	5,850	5,754	5,664	0%	(91)	-2%
Sales and Services	69,592	73,835	70,132	77,211	69,220	67,187	3%	(2,033)	-3%
Investment Income	13,122	29,502	18,821	10,950	13,461	12,052	1%	(1,408)	-10%
Other Income	20,672	22,476	26,312	28,222	25,656	24,662	1%	(994)	-4%
TOTAL REVENUES	\$ 716,475	\$ 754,015	\$ 761,462	\$ 828,369	2,221,579	2,029,637	100%	\$ (191,943)	-9%
Percent of Budget									
EXPENDITURES									
Salaries - Faculty	\$ 72,370	\$ 73,626	\$ 69,033	\$ 67,791	73,735	73,161	4%	\$ (574)	-1%
Salaries - Non-Faculty	229,514	236,927	244,990	251,946	281,488	282,437	14%	950	0%
Wages	27,800	26,969	30,642	27,935	23,065	22,565	1%	(499)	-2%
Benefits	97,111	103,406	104,850	105,554	112,217	112,665	6%	448	0%
Personnel Costs	426,795	440,928	449,515	453,226	490,504	490,828	24%	324	0%
Utilities	12,021	10,729	12,093	12,197	13,360	13,629	1%	269	2%
Scholarships	13,568	12,641	13,738	13,237	12,349	15,240	1%	2,891	23%
Equipment (Capitalized)	37,787	32,731	23,033	27,850	26,564	21,180	1%	(5,384)	-20%
Operations and Maintenance (Net)	244,918	247,008	300,349	276,102	1,666,932	1,484,611	73%	(182,321)	-11%
Debt Service	7,252	12,177	11,813	11,035	14,612	14,403	1%	(209)	-1%
TOTAL EXPENDITURES	\$ 742,341	\$ 756,214	\$ 810,541	\$ 793,647	\$ 2,224,321	\$ 2,039,892	100%	\$ (184,429)	-8%
TRANSFERS									
Other	(4,127)	(13,604)	14,486	4,249	5,259	12,619		7,360	140%
NET TRANSFERS	\$ (4,127)	\$ (13,604)	\$ 14,486	\$ 4,249	\$ 4,589	\$ 12,619		\$ 8,030	175%
NET INCREASE (DECREASE)	(29,994)	(15,802)	(34,593)	38,971	1,844	2,363		519	28%
ENDING CURRENT NET POSITION	\$ 379,297	\$ 363,495	\$ 328,901	\$ 367,792	\$ 373,432	\$ 908,323		\$ 534,891	143%



THE TEXAS A&M UNIVERSITY SYSTEM
Agencies
FY 2021 EXECUTIVE BUDGET SUMMARY
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 51,917	\$ 66,299	\$ 71,058
Institutional Support	25,569	13,072	13,234
O&M of Plant	1,609	1,429	1,503
Public Service	183,965	226,994	199,954
Research	222,131	222,305	223,993
E&G and Designated Subtotal:	\$ 485,191	\$ 530,099	\$ 509,741
Restricted:			
Instruction	\$ 22,144	\$ 22,852	\$ 23,416
Institutional Support	0	0	0
O&M of Plant	1	1	3
Public Service	40,281	39,059	35,345
Research	196,437	206,728	214,108
Restricted Subtotal:	\$ 258,863	\$ 268,641	\$ 272,873
TOTAL:			
Instruction	\$ 74,061	\$ 89,151	\$ 94,474
Institutional Support	25,569	13,072	13,234
O&M of Plant	1,610	1,430	1,506
Public Service	224,246	266,053	235,299
Auxiliary	0	0	0
Research	418,568	429,033	438,101
Debt Service	12,159	11,802	11,034
TOTAL:	\$ 756,214	\$ 810,541	\$ 793,647



The Texas A&M University System

AGENCIES

Change in Net Position

Fiscal Year 2021 Budget

(In Thousands)

	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 97,615	\$ 86,317	\$ (3,479)
Designated	1,154,566	198,539	98,684
Restricted	562,175	18,620	707
Total Change in Net Position	\$ 1,814,357	\$ 303,476	\$ 95,911

For detailed explanations, please see member schedules.

BUDGET NARRATIVE

Introduction:

The University's post COVID-19 enrollment projections were adjusted down to 9,000 student head count and 120,890 semester credit hours. Additionally, the University experienced a 5% state mandated budget reduction, low performance in investment income, and a projected decline in sales and services triggered by student enrollment. These factors contributed to the University's decision to implement a 6.5% strategic budget reduction across State appropriations and Institutional funds. Applying the reduction to these funds provides financial flexibility that allows the University to leverage resources during this time of uncertainty.

Revenues:

- Impact of COVID-19
 - Overall Revenues up 3% (considering CARES/MSI funds)
 - Overall Revenues (not considering CARES/MSI funds)
 - Pre COVID-19 – Down 1%
 - Post COVID-19 – Down 4%
- 5% cut in State Appropriations
 - Total Biennial Amount \$4,3 million
 - GR \$4.15 million
 - FY 2020 Reduction Taken \$1.64 million
 - FY 2021 Reduction Taken \$2.51 million
 - FY 2021 - GR-Dedicated (Fund 5029) \$136,128
- Enrollment Projections
 - Tuition and Fee revenues are built on 95% of the enrollment projections from the Provost and Enrollment Management
 - Pre COVID-19: 9,300 – Headcount 124,974 SCHs
 - Decrease of 2% from FY 2020 Budget
 - Post COVID-19: 9,000 – Headcount 120,890 SCHs
 - Decrease of 5% from FY 2020 Budget
 - Weekly Enrollment Reports - Daily change averages about 1%

BUDGET NARRATIVE CONTINUED

Expenses:

- Impact of COVID-19
 - Overall Expenses up 4% (considering CARES/MSI funds)
 - Overall Expenses (not considering CARES/MSI funds)
 - Pre/Post COVID-19 – Down 3%
- Institutional Priorities
 - Safe learning environment for students, faculty and staff
 - Enrollment
 - Budget
- Personnel
 - Pre COVID-19
 - Up to 2% One-time Faculty and Staff Merit, Contingent upon Enrollment and State Funds (Removed Post COVID-19)
 - Faculty Tenure and Promotions
 - Career Ladder Promotions for University Police Department
- CARES Act/MSI Funding – how will this be used to assist students/institution in the Fall
 - \$9.8 million - Student Grants
 - \$2.5 million – Online Fee Waivers
 - \$1.7 million – Delivery of Instruction
 - \$810,000 - Student (Health) Services Support
 - \$211,000 - Student (Band) Services
 - \$3.9 million – Contingency Funds

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 Current Reserve balance
 - \$47.0 million, 2.98 months
- FY 2020 Projected Reserve balance
 - \$47.5 million, 3.0 months
 - Projection for FY 2021
 - Relatively the same or increase
 - Ask Units to continue to look for cost containment measures until the effects of COVID-19 are known

Capital and Deferred Plan:

Currently, we have no significant changes to the current capital and deferred maintenance plan; however, future funding levels will determine the extent of changes to the current plan. There is one FY 2021 proposed project on the Capital Plan: EB Evans Building Renovation with a project budget of \$8.1 million.



Prairie View A&M University
FY 2021 Highlighted Budget Components
(In Thousands)

FY 2020 Board Approved Expense Budget	\$	240,721
FY 2021 Proposed Expense Budget		251,239
Difference	\$	10,518
% Change		4%

Personnel Costs

Salaries - Faculty
 Faculty Position Conversion
 Faculty Promotion and Tenure

Salaries Non-Faculty Lines
 Information Technology Enhancement &
 AG Research and Extension Programs
 University Police Department Career Ladder
 Community Affairs
 Less: Budget Reductions - Elimination of 17 Vacant FTEs
 and Reduced Salaries

Wages
 Less: Budget Reductions

Benefits

Utilities
 Cost-Savings

Scholarship Programs (Net of Discounts)

Equipment
 Research Activity and Student Center

Operations and Maintenance
 CARES ACT/MCI Funding 17,651
 Less: Budget Reductions (2,407)

Debt Service

Method of Finance

Available University Funds

 395 Contracts and Grants; Federal
 Appropriations; Available University Funds;
 University Service Fees; Investment Income;
 and State Appropriations - GR

(28) General Revenue and Designated Tuition

(221) All Funds

(2) Designated Tuition

(5,374) Tuition and Fees; Designated and Gifts,
 Contracts & Grants

(27) State Appropriations - GR Dedicated -Reduction;
 Auxiliary, Designated Tuition, and University
 Service Fees

15,244 Federal Appropriations; Auxiliary; Designated
 Tuition, University Service Fees; and
 State Appropriations-GR-Dedicated

(30) 27% GR-TRB, 60% Designated Tuition, & 13%
 Auxiliary

TOTAL:	\$	10,518
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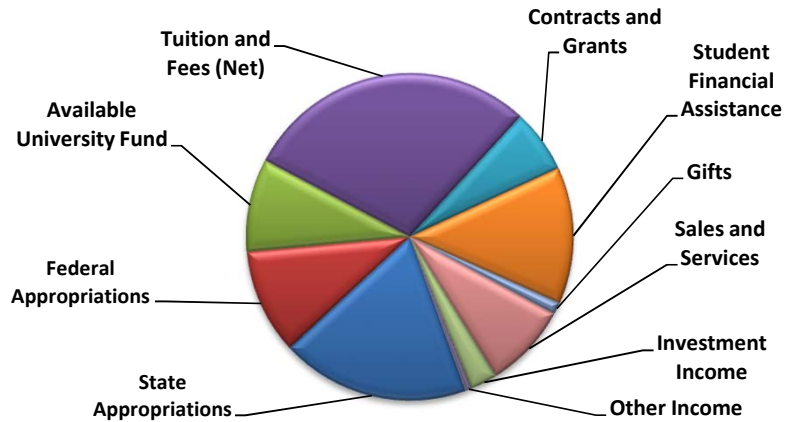


THE TEXAS A&M UNIVERSITY SYSTEM
Prairie View A&M University
FY 2021 Budget Graphs
(In Thousands)



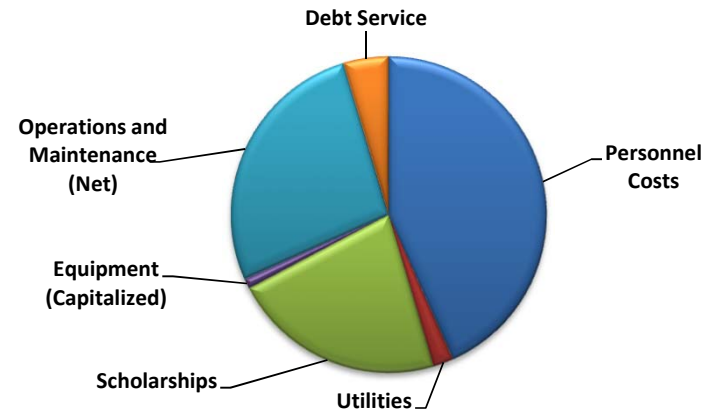
FY 2021 BUDGET REVENUES

\$249,061 Total



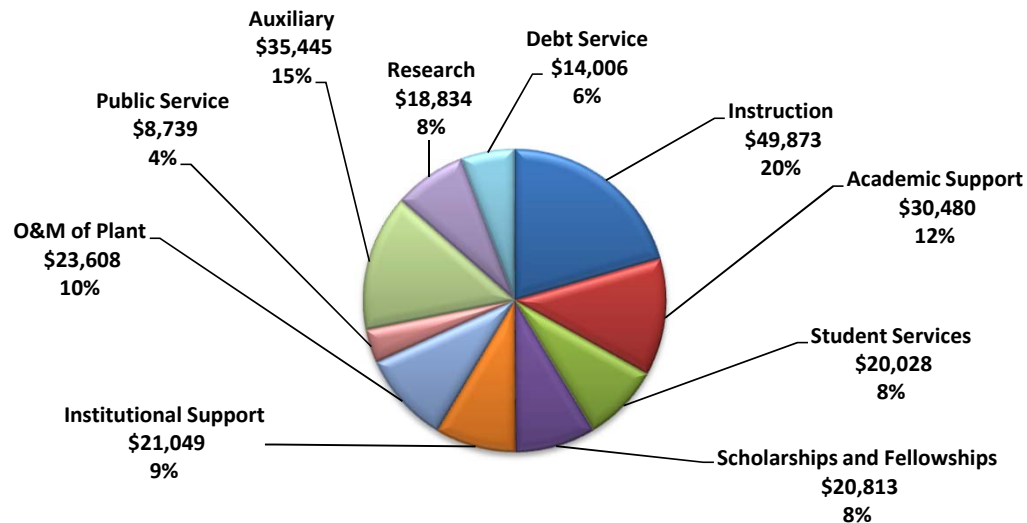
FY 2021 BUDGET EXPENDITURES

\$251,239 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Prairie View A&M University
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 171,752	\$ 165,199	\$ 162,622	\$ 151,855	\$ 156,000		\$ 4,145	3%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 60,492	\$ 58,075	\$ 57,449	\$ 58,732	\$ 56,040	23%	\$ (2,691)	-5%
Federal Appropriations	8,029	9,409	9,838	13,080	31,160	13%	18,080	138%
Available University Fund	20,602	24,793	24,956	24,956	27,639	11%	2,683	11%
Tuition and Fees (Net)	81,860	86,010	91,460	91,310	87,177	35%	(4,132)	-5%
Contracts and Grants	13,301	14,497	18,556	18,000	18,844	8%	844	5%
Student Financial Assistance	37,381	39,820	43,916	38,929	40,560	16%	1,630	4%
Gifts	2,224	1,796	2,284	3,500	3,523	1%	23	1%
Sales and Services	25,153	25,140	27,004	28,035	25,068	10%	(2,967)	-11%
Investment Income	15,011	9,619	6,148	8,777	7,962	3%	(816)	-9%
Other Income	5,768	4,675	4,703	1,858	1,836	1%	(23)	-1%
Discounts	(47,595)	(45,872)	(53,506)	(45,225)	(50,747)	-20%	(5,523)	12%
TOTAL REVENUES	\$ 222,226	\$ 227,963	\$ 232,809	\$ 241,952	\$ 249,061		\$ 7,109	3%
EXPENDITURES								
Salaries - Faculty	\$ 31,572	\$ 33,679	\$ 37,340	\$ 43,550	\$ 44,111	18%	\$ 561	1%
Salaries - Non-Faculty	43,955	45,556	46,784	54,639	55,034	22%	395	1%
Wages	5,469	6,594	6,943	5,027	4,999	2%	(28)	-1%
Benefits	22,002	22,427	24,126	26,879	26,658	11%	(221)	-1%
Personnel Costs	102,998	108,256	115,193	130,094	130,802	52%	708	1%
Utilities	5,547	6,120	5,430	6,311	6,309	3%	(2)	0%
Scholarships	62,526	64,113	71,978	65,977	66,126	26%	149	0%
Discounts	(47,595)	(45,872)	(53,506)	(45,225)	(50,747)	-20%	(5,523)	12%
Equipment (Capitalized)	3,805	5,755	7,096	3,105	3,078	1%	(27)	-1%
Operations and Maintenance (Net)	65,908	68,764	82,677	66,438	81,682	33%	15,244	23%
Debt Service	15,844	14,033	14,006	14,020	13,990	6%	(30)	0%
TOTAL EXPENDITURES	\$ 209,034	\$ 221,170	\$ 242,875	\$ 240,721	\$ 251,239		\$ 10,518	4%
TRANSFERS								
Other	(19,746)	(9,370)	(701)	374	241		(133)	-36%
NET TRANSFERS	\$ (19,746)	\$ (9,370)	\$ (701)	\$ 374	\$ 241		\$ (133)	-36%
NET INCREASE (DECREASE)	(6,553)	(2,577)	(10,767)	1,605	(1,937)		(3,543)	-221%
ENDING CURRENT NET POSITION	\$ 165,199	\$ 162,622	\$ 151,855	\$ 153,460	\$ 154,063		\$ 603	0%



THE TEXAS A&M UNIVERSITY SYSTEM
Prairie View A&M University
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 44,965	\$ 45,408	\$ 48,941
Academic Support	16,670	15,337	18,330
Student Services	15,428	16,858	18,651
Scholarships and Fellowships	7,046	8,290	11,729
Institutional Support	17,646	20,507	20,756
O&M of Plant	20,067	19,224	23,607
Public Service	2,871	2,830	2,596
Research	6,713	9,660	10,501
E&G and Designated Subtotal:	\$ 131,406	\$ 138,113	\$ 155,113
Auxiliary:			
Auxiliary	\$ 31,332	\$ 33,603	\$ 35,445
Auxiliary Subtotal:	\$ 31,332	\$ 33,603	\$ 35,445
Restricted:			
Instruction	\$ 777	\$ 847	\$ 932
Academic Support	6,540	9,151	12,151
Student Services	1,853	2,260	1,377
Scholarships and Fellowships	7,435	9,711	9,084
Institutional Support	118	154	292
O&M of Plant	117	5	0
Public Service	5,647	5,841	6,142
Research	7,966	7,451	8,333
Restricted Subtotal:	\$ 30,454	\$ 35,421	\$ 38,310
TOTAL:			
Instruction	\$ 45,742	\$ 46,255	\$ 49,873
Academic Support	23,210	24,488	30,480
Student Services	17,281	19,118	20,028
Scholarships and Fellowships	14,481	18,001	20,813
Institutional Support	17,764	20,660	21,049
O&M of Plant	20,184	19,229	23,608
Public Service	8,518	8,671	8,739
Auxiliary	31,332	33,603	35,445
Research	14,679	17,112	18,834
Debt Service	15,842	14,032	14,006
TOTAL:	\$ 209,034	\$ 221,170	\$ 242,875



Prairie View A&M University
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 32,000	\$ 28,621	\$ (3,379)
Designated	85,000	85,091	91
Auxiliary	20,000	21,351	1,351
Restricted	19,000	19,000	0
Change in Net Position	\$ 156,000	\$ 154,063	\$ (1,937)

Explanation for Net Decrease*

Functional and General	\$ (3,379)	One-time use of fund balances for the following uses: 1). Scholarships to enhance recruiting efforts and offering \$1,000,000 in scholarships for FY 2021, and 2). CRI projects balances utilized of previously appropriated AUF funding, and 3). One-time funds related to the operations of the Center for Study and Prevention of Juvenile Delinquency Center.
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TARLETON STATE UNIVERSITY

BUDGET NARRATIVE

Introduction:

In order to remain good stewards of state resources, Tarleton strives to be financially conservative. Tarleton has one of the lowest overhead cost rates among all state universities in Texas (THECB). The university has the lowest general revenue per FTSE and receives the smallest amount of capital funds per FTSE from PUF in the A&M System (THECB & TAMUS Treasury Services).

Prior to the COVID19 pandemic, Tarleton reduced operating budgets by ~10% to provide funds for faculty/staff merit and student success initiatives. The focus of the reduction initiative was finding efficiencies in operations and reducing operational waste in order to invest in Tarleton's human resources. Faculty/Staff merit at Tarleton has totaled only 2% over the past three years, making this initiative imperative for retaining a talented workforce.

Tarleton's priorities going forward:

- **Increase student access, opportunity and affordability**
 - Continuing the Distinguished High School Partnership Program
 - Establishing a Distinguished Community College Partnership Program
 - Reducing costs for residential students
 - Increase faculty-led student research opportunities
 - Continued funding of new scholarship programs (GAP, Tarleton Promise)
- **Raise the institutional profile to enhance national visibility**
 - Design a university ten year strategic plan
 - Successfully complete SACS-COS reaffirmation of accreditation
 - Expand graduate programs at Fort Worth instructional site
 - Continue transition to NCAA Division I athletics
- **Establish the Texas Center for Rural Research, Innovation and Economic Development**
 - Hire the university's first Vice President for Research, Innovation and Economic Development
 - Build a stand-alone research facility
 - Increase research expenditures 25% by 2030.

TARLETON STATE UNIVERSITY

BUDGET NARRATIVE CONTINUED

Revenues

- COVID-19 has certainly made an impact on our community as well as our university. Tarleton has conservatively budgeted and forecasted revenues in all categories based on the current market volatility due to the uncertainties caused by the pandemic.
- State Appropriations are budgeted to decrease \$3.5 million (-4%) compared to FY 2020 budget. This is a result of the request from the Governor's Office and the Legislative Budget Board to return 5% of General Revenue appropriations for FY 2020 and FY 2021. Tarleton's reduction plan will rely on a combination of strategies for the upcoming fiscal year: a reduction in force of positions that were critically reviewed and determined as either duplicative in effort or a centralization of positions; a freeze on filling vacant positions and a monitoring and reduction in non-essential spending.
- Pre-COVID-19 enrollment projections were based upon an average of the last 3 years enrollments; Post-COVID-19 enrollments were kept flat to be conservative.
- The impacts of COVID-19 on revenues will likely be felt most in the areas of athletic ticket sales, the Child Development Center revenues, and gift revenues due to the postponement of the Annual Giving Day.
- COVID-19 testing services will be provided to all athletes before participation in sports. Tests will also be provided to students and staff with approximately 1,300 tests per month provided in an agreement with the A&M System.
- Increased revenues and cash flows will be realized by Tarleton due to the purchase of the three privatized student housing projects on its campus.

Expenses:

- Impact of COVID-19
 - Post COVID-19 budgets in staff salaries have decreased due to reduction in force
 - Post COVID-19 budgets have increased due to need for cleaning supplies and COVID-19 responses
 - Increases in operational budgets are due to Privatized Housing needs for utilities, maintenance
- Institutional Priorities
 - Focus on improving student access, opportunity and affordability
 - Provide a reasonable merit increase to faculty and staff in order to recruit and retain a talented workforce
 - Establish the Texas Center of Rural Research, Innovation and Economic Development
 - Raise the institutional profile to enhance national visibility
- The University allocated over \$2.3 million in funds received from the Federal CARES Act student aid funds to FY 2021, and the Regents Scholarship allocation of \$819,000.

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 Current Reserve balances of \$85 million will support 2.6 months of operations
- FY 2020 Projected Reserve balance of \$90.7 million will support 3 months of operations
- Projection for FY 2021 is expected to remain level and support 3 months of operations

Capital Plan:

Top priorities:

- Child Development Center
- Health Sciences Center - \$72 million
- Continued Improvement in the Fort Worth Campus (Fort Worth Building #2) - \$66 million



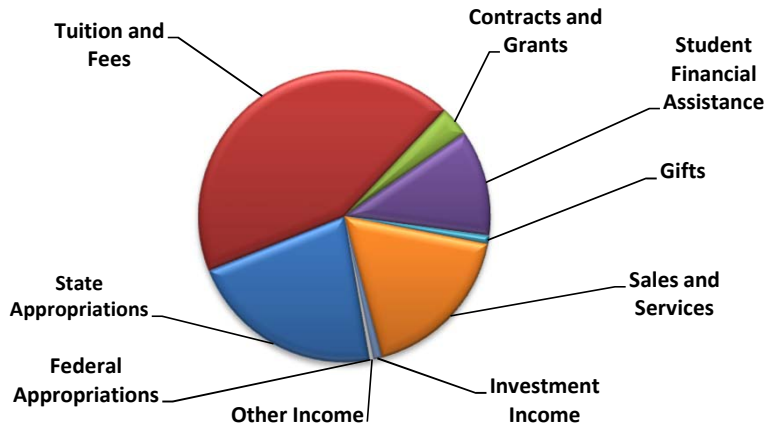
Tarleton State University
FY 2021 Highlighted Budget Components
(In Thousands)

FY 2020 Board Approved Expense Budget	\$ 203,255
FY 2021 Proposed Expense Budget	219,545
Difference	\$ 16,289
% Change	8.0%

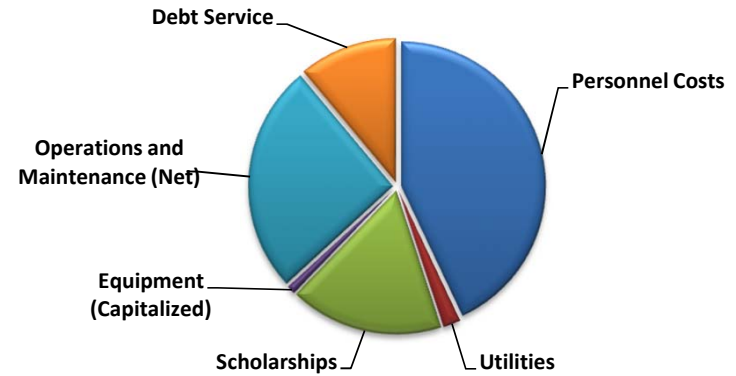
		<u>Method of Finance</u>
Personnel Costs		
Proposed Salary Plan	\$ 2,044	50% Appropriations, 40% Tuition and Fees, 10% Auxiliary Revenue
Increased Benefit Costs	1,548	60% State Appropriations, 30% Tuition and Fees, 20% Auxiliary
Wages	1,224	70% Tuition & Fees, 15% Auxiliary, 15% Restricted
Utilities	1,193	85% Tuition & Fees, 15% Auxiliary
Scholarships and Discounts Change	(8,635)	Tuition and Fees
O&M to realign with actuals	9,889	85% Tuition & Fees, 15% Auxiliary
	-	
Equipment (Capitalized) to realign with actuals	982	85% Tuition & Fees, 15% Auxiliary
Debt Service	8,043	Auxiliary-Privatized Housing, Tuition & Fees
TOTAL:	\$ 16,289	

THE TEXAS A&M UNIVERSITY SYSTEM
Tarleton State University
FY 2021 Budget Graphs
(In Thousands)

FY 2021 BUDGET REVENUES
\$219,320 Total

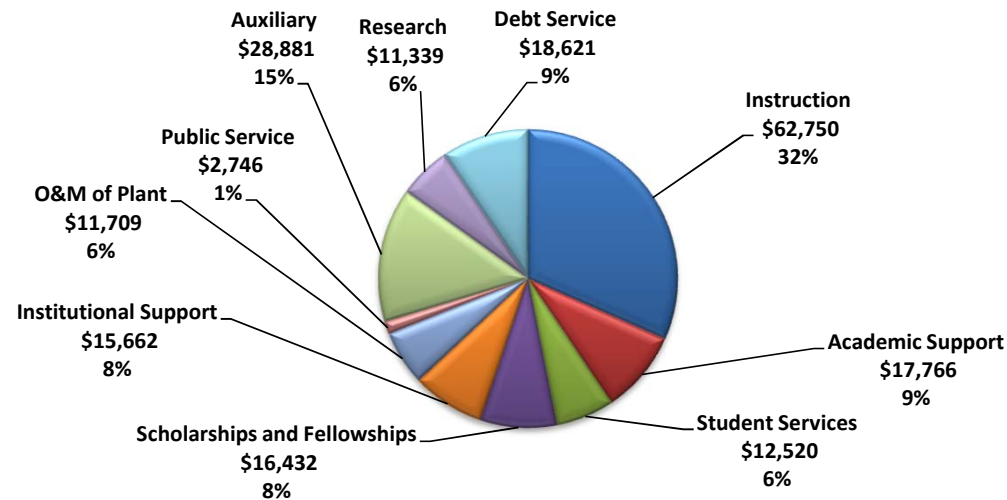


FY 2021 BUDGET EXPENDITURES
\$219,545 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Tarleton State University
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 64,133	\$ 73,683	\$ 85,003	\$ 90,691	\$ 90,691		\$ (0)	0%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 55,269	\$ 66,315	\$ 56,654	\$ 56,007	\$ 53,498	24%	\$ (2,509)	-4%
Federal Appropriations	0	0	0	0	533	0%	533	100%
Tuition and Fees	92,129	92,506	97,665	104,148	106,455	49%	2,307	2%
Contracts and Grants	8,387	8,353	8,069	8,709	8,198	4%	(511)	-6%
Student Financial Assistance	27,698	29,778	30,821	25,029	28,916	13%	3,888	16%
Gifts	3,595	1,883	5,664	1,287	2,311	1%	1,025	80%
Sales and Services	32,484	30,941	28,492	32,697	43,876	20%	11,179	34%
Investment Income	8,953	6,903	5,490	3,034	2,460	1%	(574)	-19%
Other Income	863	653	677	301	405	0%	104	34%
Discounts	(30,029)	(24,299)	(24,997)	(28,325)	(27,332)	-12%	992	-4%
TOTAL REVENUES	\$ 199,348	\$ 213,034	\$ 208,536	\$ 202,887	\$ 219,320		\$ 16,432	8%
EXPENDITURES								
Salaries - Faculty	\$ 36,667	\$ 35,883	\$ 38,430	\$ 39,681	\$ 41,225	19%	\$ 1,544	4%
Salaries - Non-Faculty	33,794	35,111	35,808	34,623	35,123	16%	500	1%
Wages	4,840	5,408	5,697	3,977	5,201	2%	1,224	31%
Benefits	22,298	22,936	23,259	23,095	24,644	11%	1,548	7%
Personnel Costs	97,599	99,338	103,193	101,376	106,193	48%	4,817	5%
Utilities	3,276	2,540	2,683	3,616	4,809	2%	1,193	33%
Scholarships	48,587	41,939	42,505	52,154	42,526	19%	(9,627)	-18%
Discounts	(30,029)	(24,299)	(24,997)	(28,325)	(27,332)	-12%	992	-4%
Equipment (Capitalized)	3,140	1,796	1,621	1,382	2,365	1%	982	71%
Operations and Maintenance (Net)	49,186	50,642	54,800	53,834	63,723	29%	9,889	18%
Debt Service	18,195	16,786	18,621	19,217	27,260	12%	8,043	42%
TOTAL EXPENDITURES	\$ 189,954	\$ 188,742	\$ 198,426	\$ 203,255	\$ 219,545		\$ 16,289	8%
TRANSFERS								
Other	155	(12,971)	(4,422)	368	225		(143)	-39%
NET TRANSFERS	\$ 155	\$ (12,971)	\$ (4,422)	\$ 368	\$ 225		\$ (143)	-39%
NET INCREASE (DECREASE)	9,549	11,320	5,688	0	0		(0)	-100%
ENDING CURRENT NET POSITION	\$ 73,683	\$ 85,003	\$ 90,691	\$ 90,691	\$ 90,691		\$ (0)	0%



THE TEXAS A&M UNIVERSITY SYSTEM
Tarleton State University
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 62,086	\$ 62,018	\$ 61,855
Academic Support	13,081	13,826	14,131
Student Services	10,843	10,928	11,298
Scholarships and Fellowships	5,460	5,577	5,020
Institutional Support	14,045	13,946	15,660
O&M of Plant	12,165	11,306	11,709
Public Service	1,724	1,885	2,076
Research	3,998	5,082	5,701
E&G and Designated Subtotal:	\$ 123,401	\$ 124,570	\$ 127,449
Auxiliary:			
Auxiliary	\$ 27,040	\$ 27,243	\$ 28,881
Auxiliary Subtotal:	\$ 27,040	\$ 27,243	\$ 28,881
Restricted:			
Instruction	\$ 858	\$ 914	\$ 895
Academic Support	385	393	3,635
Student Services	919	1,386	1,222
Scholarships and Fellowships	12,173	11,008	11,413
Institutional Support	8	5	2
O&M of Plant	185	56	0
Public Service	676	542	671
Research	6,114	5,842	5,638
Restricted Subtotal:	\$ 21,317	\$ 20,144	\$ 23,475
TOTAL:			
Instruction	\$ 62,944	\$ 62,932	\$ 62,750
Academic Support	13,466	14,219	17,766
Student Services	11,762	12,314	12,520
Scholarships and Fellowships	17,633	16,585	16,432
Institutional Support	14,053	13,951	15,662
O&M of Plant	12,349	11,362	11,709
Public Service	2,399	2,427	2,746
Auxiliary	27,040	27,243	28,881
Research	10,112	10,924	11,339
RFS Debt Service Transfers	18,195	16,786	18,621
TOTAL:	\$ 189,954	\$ 188,742	\$ 198,426



Tarleton State University
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	<u>Estimated Beginning Net Position</u>	<u>Estimated Ending Net Position</u>	<u>Change In Net Position</u>
Fund Group (Current Funds Only)			
Functional and General	\$ 5,905	\$ 5,905	\$ -
Designated	44,602	44,602	0
Auxiliary	22,695	22,695	0
Restricted	17,489	17,489	0
Change in Net Position	<u>\$ 90,691</u>	<u>\$ 90,691</u>	<u>\$ -</u>

Explanation for Net Decrease*

* if applicable

BUDGET NARRATIVE

Introduction:

Texas A&M International University (TAMIU) has been a fiscally conservative steward of its resources, maintaining one of the lowest administrative costs for regional universities across the State. Starting in early March, anticipating the effect the COVID-19 pandemic would have on our students, employees, and budget, we began reviewing opportunities for savings in our budget.

The COVID-19 trifecta – the virus' impact on oil prices, sales tax, and employment – has impacted our planning for the future as we factor in reductions in revenue from State appropriations, tuition and fees, and South Texas' oil-driven philanthropy. Following a 5% biennial reduction in State appropriations, our fall enrollment is currently lagging by roughly 5%, following an increase in spring and summer enrollment. This variance is due primarily to a decrease in the incoming freshman class, but we are doubling our efforts over the summer to increase the size of this cohort and remain cautiously optimistic that we can reduce this decrease.

Despite this, we have built a fiscally conservative budget with built-in contingencies should revenues be higher rate than projected.

Revenues:

Our pre-COVID revenues were projected to increase \$2.0 million, or 2% over the current year budget, largely due to increases in higher education funds, tuition and fee revenue, and student financial assistance.

- Our conservative budget is now built on a 6% decrease in revenues, but this was offset by the federally appropriated CARES funds, resulting in a net decrease of 4%.
- Our 5% biennial reduction totaled \$2.3 million of which \$1.2 million was reduced from the FY 2021 budget
- Enrollment is now expected to decrease between 5% and 7% versus an initial projected increase of 3% to 4%, resulting in a lower tuition and fee revenue projection. However, our budget was built on a more conservative 10% reduction.
- Contracts and grant revenue is projected to be cut in half, but this is due to the planned closeout of certain grants and is not a COVID-related reduction.
- Modest decreases have also been planned in sales and services and investment income.

BUDGET NARRATIVE CONTINUED

Expenses:

Our pre-COVID expenses were projected to increase by \$1.8 million largely due to rising personnel costs from a 1.5% merit pool, and increases in scholarships and equipment.

- Our budget is now built on a \$4.6 million decrease in expenses.
- Our primary priority is to retain and, when necessary, recruit the talented, high quality faculty our students deserve. We are also excited to launch petroleum and computer engineering and our public health program—a timely addition during these times.
- Our biennial reduction is reflected in the decrease in personnel costs due to our flexible hiring freeze and operations and maintenance resulting from reductions in travel budgets.
- We have not budgeted for a merit increase, but are seeking approval for a 0 – 1.5% pool should enrollment improve.
- Our CARES Student funding was \$4.7 million with just under half of that awarded in the spring and summer with the balance to be awarded this fall.
- Our CARES Institutional funding was also \$4.7 million and that is being used to prepare for our “new normal” including technology expenses for virtual or hybrid delivery of classes and disinfecting/virus mitigation expenses.

Reserves:

- FY 2019 balance was \$26.3 million, or 3.6 months
- FY 2020 reserves are expected to remain relatively flat at roughly 3.5 months.
- FY 2021 reserves are expected to remain relatively flat at roughly 3.3 months barring additional unexpected budget reductions from the State.

Capital Plan:

Barring State funding for capital projects in the 87th Legislative Session, TAMIU has no proposed projects on the capital plan. We have, however, requested \$80 million Tuition Revenue Bond funding for a Health Sciences Education and Research Center in our Legislative Appropriations Request.

Texas A&M International University

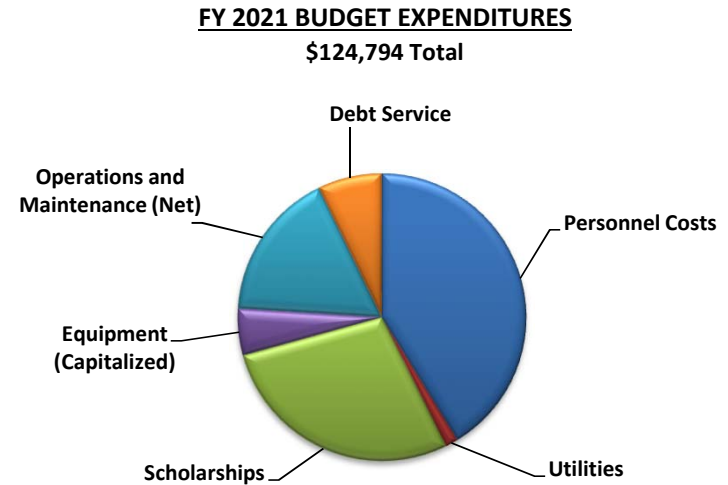
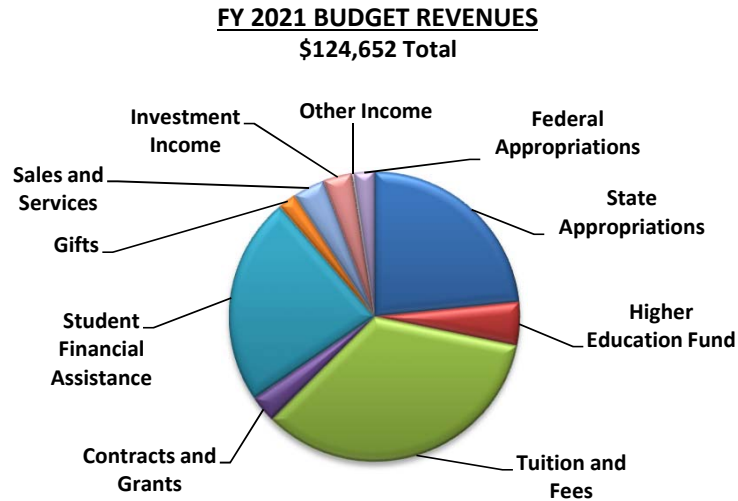
FY 2021 Highlighted Budget Components

(In Thousands)

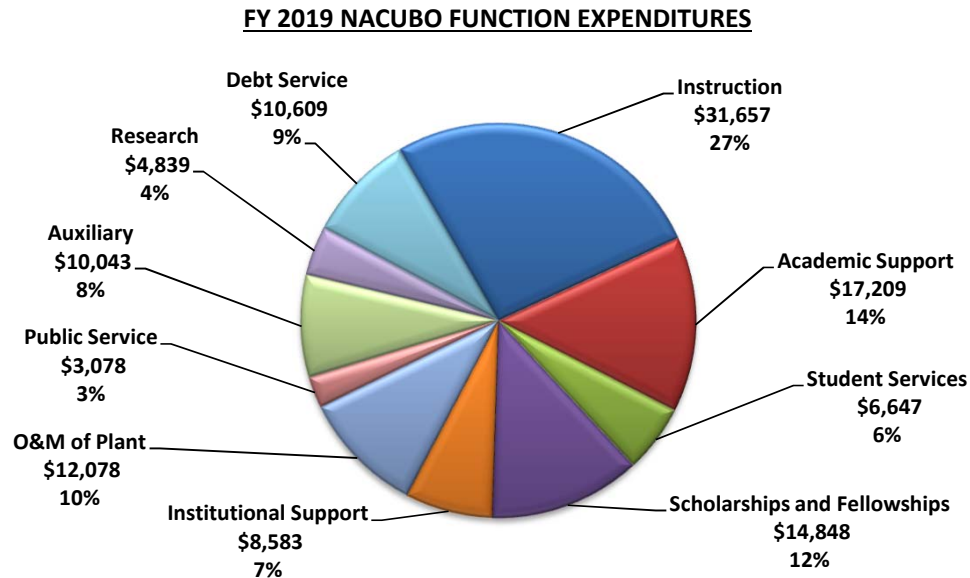
FY 2020 Board Approved Expense Budget	\$	129,443
FY 2021 Proposed Expense Budget		124,794
Difference	\$	(4,649)
% Change		-3.6%

Personnel Costs		<u>Method of Finance</u>
Reduction in Summer School Budget	\$ (323)	Tuition
Closed Positions	(203)	Contracts and Grants
Benefits	242	Tuition and Fees; Grants
Decrease in O&M funds (Travel, M&O, Def. Maint.)	(1,781)	Tuition and Fees, Grants
Decrease in institutional scholarships	(696)	Tuition
Increase in tuition discounts	(1,789)	Tuition and Fees
Decrease in TRB	(99)	State Appropriation
TOTAL:	\$ (4,649)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M International University
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M International University
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 67,813	\$ 73,088	\$ 79,998	\$ 88,838	\$ 88,838		\$ 0	0%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 41,830	\$ 37,375	\$ 37,463	\$ 37,262	\$ 36,084	29%	\$ (1,178)	-3%
Federal Appropriations	0	0	0	0	3,556	3%	3,556	n/a
Higher Education Fund	6,710	6,710	6,710	6,710	7,462	6%	752	11%
Tuition and Fees	49,363	53,137	58,163	55,135	52,868	42%	(2,267)	-4%
Contracts and Grants	11,379	9,159	5,711	10,275	4,578	4%	(5,696)	-55%
Student Financial Assistance	28,264	32,196	35,459	33,156	35,891	29%	2,735	8%
Gifts	5,060	3,122	4,234	3,115	3,100	2%	(15)	0%
Sales and Services	5,271	5,100	5,291	5,763	5,456	4%	(307)	-5%
Investment Income	7,112	5,364	4,067	5,337	4,993	4%	(344)	-6%
Other Income	1,079	754	1,576	299	299	0%	(0)	0%
Discounts	(25,760)	(28,052)	(31,916)	(27,847)	(29,636)	-24%	(1,789)	6%
TOTAL REVENUES	\$ 130,309	\$ 124,865	\$ 126,758	\$ 129,205	\$ 124,652		\$ (4,553)	-4%
EXPENDITURES								
Salaries - Faculty	\$ 19,635	\$ 19,452	\$ 20,588	\$ 22,702	\$ 22,379	18%	\$ (323)	-1%
Salaries - Non-Faculty	23,882	23,760	23,469	24,041	23,839	19%	(203)	-1%
Wages	4,492	4,094	3,941	3,621	3,621	3%	(0)	0%
Benefits	12,919	12,833	12,798	13,620	13,862	11%	242	2%
Personnel Costs	60,928	60,140	60,797	63,985	63,700	51%	(285)	0%
Utilities	1,813	1,565	1,520	2,191	2,191	2%	0	n/a
Scholarships	36,615	41,829	46,860	44,028	43,332	35%	(696)	-2%
Discounts	(25,760)	(28,052)	(31,916)	(27,847)	(29,636)	-24%	(1,789)	6%
Equipment (Capitalized)	1,517	1,055	1,173	8,300	8,110	6%	(190)	-2%
Operations and Maintenance (Net)	28,546	27,272	30,549	27,585	25,994	21%	(1,591)	-6%
Debt Service	12,680	10,435	10,609	11,201	11,103	9%	(99)	-1%
TOTAL EXPENDITURES	\$ 116,338	\$ 114,243	\$ 119,591	\$ 129,443	\$ 124,794		\$ (4,649)	-4%
TRANSFERS								
Other	(8,696)	(3,711)	1,673	238	142		(96)	-40%
NET TRANSFERS	\$ (8,696)	\$ (3,711)	\$ 1,673	\$ 238	\$ 142		\$ (96)	-40%
NET INCREASE (DECREASE)	5,275	6,911	8,840	0	(0)		(0)	-300%
ENDING CURRENT NET POSITION	\$ 73,088	\$ 79,998	\$ 88,838	\$ 88,838	\$ 88,838		\$ 0	0%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M International University
FY 2021 Executive Budget Summary
 (In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 29,472	\$ 28,761	\$ 30,225
Academic Support	13,401	13,493	13,842
Student Services	6,895	6,049	6,113
Scholarships and Fellowships	2,120	2,720	3,357
Institutional Support	7,294	7,391	8,564
O&M of Plant	9,958	9,938	12,075
Public Service	2,197	1,970	1,884
Research	1,685	1,549	1,598
E&G and Designated Subtotal:	\$ 73,022	\$ 71,872	\$ 77,659
Auxiliary:			
Auxiliary	\$ 7,244	\$ 8,181	\$ 10,043
Auxiliary Subtotal:	\$ 7,244	\$ 8,181	\$ 10,043
Restricted:			
Instruction	\$ 2,109	\$ 1,796	\$ 1,432
Academic Support	7,799	5,824	3,367
Student Services	735	517	534
Scholarships and Fellowships	8,619	10,999	11,491
Institutional Support	17	69	20
O&M of Plant	2	17	3
Public Service	1,287	1,323	1,194
Research	2,825	3,209	3,240
Restricted Subtotal:	\$ 23,392	\$ 23,755	\$ 21,280
TOTAL:			
Instruction	\$ 31,581	\$ 30,557	\$ 31,657
Academic Support	21,200	19,317	17,209
Student Services	7,630	6,566	6,647
Scholarships and Fellowships	10,739	13,719	14,848
Institutional Support	7,311	7,461	8,583
O&M of Plant	9,960	9,956	12,078
Public Service	3,484	3,293	3,078
Auxiliary	7,244	8,181	10,043
Research	4,510	4,758	4,839
RFS Debt Service Transfers	12,680	10,435	10,609
TOTAL:	\$ 116,338	\$ 114,243	\$ 119,591



Texas A&M International University
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 20,589	\$ 20,589	\$ -
Designated	36,063	36,063	-
Auxiliary	17,250	17,250	-
Restricted	14,936	14,936	-
Change in Net Position	\$ 88,838	\$ 88,838	\$ -

Explanation for Net Decrease*

* if applicable

BUDGET NARRATIVE

Introduction:

Two major assumptions in preparing our Programmatic Budget Review documents for FY 2021 were (1) a 5% reduction in state appropriations (approximately \$16.7 million) and (2) a modification of our classroom delivery and increasing safety in response to the continuing COVID-19 pandemic. With respect to the latter, the following modifications will have an impact on our cost structure (discussed in the “Expenses” section) in FY 2021:

- Three major types of delivery will be provided: (1) traditional face-to-face; (2) hybrid (face-to-face with students alternating face-to-face participation with synchronous participation); and, (3) fully online delivery (either synchronous delivery or asynchronous).
- We are identifying non-traditional spaces (large conference/gathering rooms, student meeting rooms, etc.) to convert to classrooms to accommodate as much face-to-face and hybrid instruction as possible.
- We are extending our classes to offer a more robust schedule in evenings to accommodate as much face-to-face and hybrid instruction as possible.
- We are adding technology, plexiglass barriers in key locations, and increasing PPE and hand sanitation availability.

Revenues:

As noted above, the 5% reduction in state appropriations reduced our revenues by \$16.7 million in both FY 2020 (retroactively) and FY 2021.

Since the onset of COVID-19, the primary impact on our FY 2020 revenues has been through prorated credits issued to students for dining, parking, and housing for Spring 2020 (estimated total = \$13.1 million) as well as foregone revenues in these areas from cancelled athletic and other events, summer programs, new student conferences, and other activities (estimated total = \$7.6 million). As of July 1, housing and dining are expected to issue an additional \$3.4 million in credits for Fall 2020.

Assuming Texas A&M University can return to a resident campus model and return to a normal level of students on campus and in the community for Fall 2020, the impact on our FY 2021 revenues will largely be felt in tuition and fees in graduate programs with high levels of international enrollments, which may be lost if those students are unable to travel to campus or enroll in programs. In addition, we will suffer losses from waivers in distance education differential tuition which cannot be charged without creating inconsistent treatment for students in a hybrid environment.

Undergraduate enrollments, housing deposits, and parking permit sales have been largely consistent with prior (non-COVID) years, suggesting that these programs may be less affected. However, students have recently received their draft fall schedules and are currently reviewing their options. Furthermore, any major changes in the pandemic landscape could result in undergraduate students either deciding to delay their admission or take a gap year (resulting in lost tuition and fee revenues as well as housing, dining, and parking revenues) or pursuing their education remotely (resulting in lost housing, dining, and parking revenues).

BUDGET NARRATIVE CONTINUED

Expenses:

- Because of the modifications to our classroom delivery noted in the Introduction, COVID-19 is expected to have a significant impact on our expenses, including:
 - Technology costs to allow recording and streaming of all courses offered in face-to-face, hybrid, or online formats.
 - Costs associated with modifying non-traditional teaching spaces to allow for face-to-face or hybrid instruction with physical distancing.
 - Costs associated with PPE and enhanced cleaning services to ensure a safer environment for students, faculty, and staff.
 - Seed grants provided to colleges and faculty for technology enhancements to develop high-quality online courses for those courses to be offered exclusively in that format.
- Our institutional priorities have not changed; we are still focused on the teaching, research, and outreach components of our institution.
 - While a state reduction of 5% would be harmful in any circumstance, this reduction is potentially harmful to the student success initiatives we developed through the institutional enhancement funding of \$27.5 million we received in the last legislative session.
 - One significant impact of COVID that we are considering is the increased importance of personal technology to our students necessitated by the modified delivery models.
- From a personnel standpoint, we will be reducing our staffing through both RIF of personnel associated with less strategic programs as well as not filling vacant positions.
- Our current merit plan provides a base merit increase of 1.25% and a 0.75% one-time merit increase, with a particular focus on compensation of lower-paid employees.
- Texas A&M University will receive a total of \$39.8 million in CARES Act Funding, with \$37.4 million for the main campus (the other \$2.4 million is split between HSC and Galveston). The Part I funding of \$18.7 million (which must be provided directly to students) focused on providing emergency grants to students for loss of student and family income, access to technology, summer rent payments, and financial support for continued enrollment. The Part II funding of \$18.7 million will be used to partially offset many of the costs associated with modifying our classroom delivery noted above.

Reserves:

- FY 2019: \$502.7 million, 4.1 months
- FY 2020 (Projected): \$425 million, 3.4 months
- While a great deal of uncertainty exists in potential expenditures, market returns, and other factors impacting reserves, it is likely that our reserves will decline in FY 2021 because of some of the costs of COVID-19 as well as the need to bridge fund certain items affected by the state mandated budget cuts.

BUDGET NARRATIVE CONTINUED

Capital Plan:

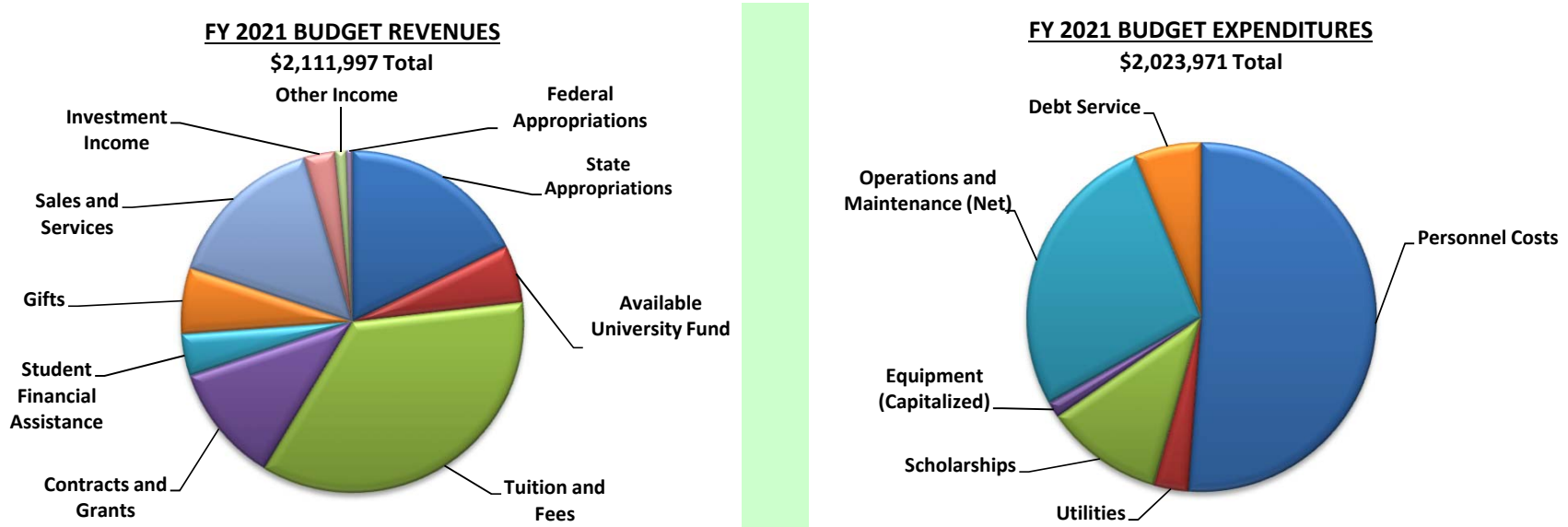
- Major projects added to the capital plan for FY21-25 include:
 - Business Education Complex (Mays Business School): \$74.7 million
 - Residence Life interior finishes and HVAC projects: \$36.8 million
 - Aggieland Visitor Center: \$36.2 million
 - Satellite Utility Plant expansion: \$20.9 million
- Our highest priority future project is a Biological Sciences Complex to support our teaching and research programs. We have included this in our FY 2021-2025 Capital Plan as an unfunded need.

Texas A&M University
FY 2021 Highlighted Budget Components
(In Thousands)

FY 2020 Board Approved Expense Budget	\$	1,966,113
FY 2021 Proposed Expense Budget		2,023,971
Difference	\$	57,858
% Change		2.9%

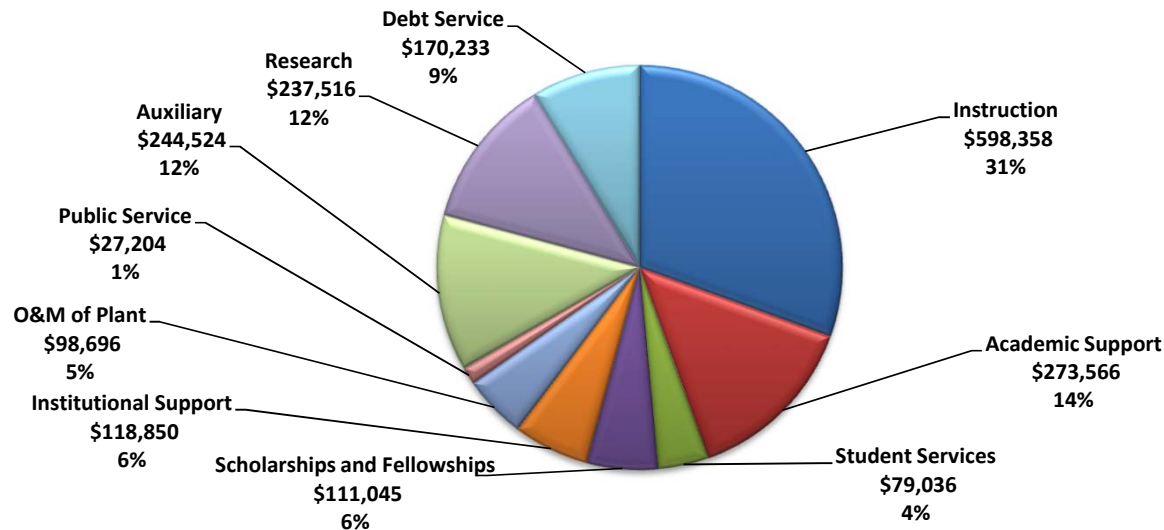
<u>Budget Component</u>		<u>Method of Finance</u>
Faculty Salaries	\$ 10,072	
Targeted Faculty hiring program, Graduate Teaching & Lecturers, Tenured Faculty promotions, Faculty merit program		70% State Appropriations & Statutory Tuition; 20% Designated Tuition & Fees; 10% Contracts & Grants,
Non-Faculty Salaries	6,553	
Increase in support staff related to student success initiatives (enrollment, advising, etc.), Student Affairs, Athletics, Non-Faculty merit program		35% State Appropriations & Statutory Tuition, 33% Designated Tuition & Fees, Sales & Service; 17% Restricted 15% Auxiliary Sales & Service
Wages	487	
Increased use of student workers and other casual positions (Research, Athletics)		42% Contracts & Grants; 34% Auxiliary Sales & Service; 23% Designated Tuition, Fees & Sales and Service; 2% E&G General Revenue & Statutory Tuition
Benefits	15,388	
New hires, promotions, merit program, projected increase in employer-paid group insurance rates, matching budget to actual expenditures		58% State Appropriations & Statutory Tuition; 23% Designated Tuition & Fees; 11% Contracts & Grants; 8% Auxiliary Sales & Service
Total Increase in Personnel Costs	32,500	
Operations & Maintenance	36,691	
Support for targeted faculty & non-faculty hiring programs and student success initiatives, annual increases for maintenance, repairs, custodial related to increase square footage, infrastructure costs related to RELLIS, continued campus renovations, increase in property insurance premiums		58% Designated Tuition & Fees; 20% Contracts & Grants, Gifts; 18% Auxiliary Sales & Service; 4% E&G General Revenue & Statutory Tuition
Debt Service	(8,909)	
Commercial paper principal payments are being deferred due to market conditions.		85% Restricted (Gifts); 11% Auxiliaries; 4% Designated Tuition
Other	(2,424)	Various
TOTAL:	\$ 57,858	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 1,690,191	\$ 1,754,358	\$ 1,825,333	\$ 1,875,068	\$ 2,065,452		\$ 190,384	10%
<i>Restatement: (prior year correction)</i>			(2,702)					
REVENUES								
State Appropriations	\$ 376,313	\$ 378,032	\$ 381,353	\$ 412,304	\$ 399,680	19%	\$ (12,623)	-3%
Federal Appropriations	0	0	0	0	12,500	1%	12,500	100%
Available University Fund	114,464	140,028	135,705	116,505	122,038	6%	5,533	5%
Tuition and Fees	657,517	701,276	754,064	768,503	798,672	38%	30,169	4%
Contracts and Grants	200,849	210,570	236,617	246,719	252,529	12%	5,810	2%
Student Financial Assistance	85,085	87,707	94,115	76,020	89,856	4%	13,836	18%
Gifts	89,777	141,334	158,151	137,979	140,864	7%	2,885	2%
Sales and Services	336,833	374,422	382,054	342,440	345,913	16%	3,473	1%
Investment Income	151,237	106,154	63,602	65,479	66,073	3%	594	1%
Other Income	35,996	42,656	62,069	25,560	23,573	1%	(1,986)	-8%
Discounts	(126,650)	(130,900)	(145,898)	(134,857)	(139,701)	-7%	(4,844)	4%
TOTAL REVENUES	\$ 1,921,421	\$ 2,051,278	\$ 2,121,833	\$ 2,056,651	\$ 2,111,997		\$ 55,346	3%
EXPENDITURES								
Salaries - Faculty	\$ 352,224	\$ 358,504	\$ 386,994	\$ 409,027	\$ 419,099	21%	\$ 10,072	2%
Salaries - Non-Faculty	343,813	345,667	366,237	383,964	390,517	19%	6,553	2%
Wages	105,972	104,076	103,158	89,738	90,225	4%	487	1%
Benefits	186,737	187,534	200,476	192,522	207,910	10%	15,388	8%
Personnel Costs	988,747	995,780	1,056,865	1,075,251	1,107,751	55%	32,500	3%
Utilities	56,528	82,450	81,505	68,466	69,258	3%	792	1%
Scholarships	227,714	241,876	261,617	234,586	237,677	12%	3,091	1%
Discounts	(126,650)	(130,900)	(145,898)	(134,857)	(139,701)	-7%	(4,844)	4%
Equipment (Capitalized)	42,251	50,372	64,504	33,114	31,650	2%	(1,464)	-4%
Operations and Maintenance (Net)	451,721	462,810	470,174	545,521	582,212	29%	36,691	7%
Debt Service	129,137	140,115	170,262	144,033	135,125	7%	(8,909)	-6%
TOTAL EXPENDITURES	\$ 1,769,447	\$ 1,842,502	\$ 1,959,028	\$ 1,966,113	\$ 2,023,971		\$ 57,858	3%
TRANSFERS								
Other	(87,807)	(137,801)	(110,367)	(13,829)	(4,784)		9,045	-65%
NET TRANSFERS	\$ (87,807)	\$ (137,801)	\$ (110,367)	\$ (13,829)	\$ (4,784)		\$ 9,045	-65%
NET INCREASE (DECREASE)	64,167	70,975	52,437	76,710	83,241		6,532	9%
ENDING CURRENT NET POSITION	\$ 1,754,358	\$ 1,825,333	\$ 1,875,068	\$ 1,951,778	\$ 2,148,694		\$ 196,916	10%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 542,660	\$ 527,682	\$ 521,397
Academic Support	187,039	199,024	241,743
Student Services	70,165	69,526	74,030
Scholarships and Fellowships	63,255	71,613	73,669
Institutional Support	119,575	115,977	117,464
O&M of Plant	86,805	97,692	96,169
Public Service	19,908	21,727	22,963
Research	75,843	84,301	88,829
E&G and Designated Subtotal:	\$ 1,165,250	\$ 1,187,543	\$ 1,236,265
Auxiliary:			
Auxiliary	\$ 212,832	\$ 239,910	\$ 244,524
Auxiliary Subtotal:	\$ 212,832	\$ 239,910	\$ 244,524
Restricted:			
Instruction	\$ 64,800	\$ 68,427	\$ 76,961
Academic Support	28,348	29,055	31,823
Student Services	4,218	5,509	5,006
Scholarships and Fellowships	32,190	34,161	37,377
Institutional Support	744	885	1,386
O&M of Plant	2,257	2,100	2,527
Public Service	5,387	4,741	4,241
Research	124,315	130,085	148,687
Restricted Subtotal:	\$ 262,259	\$ 274,964	\$ 308,007
TOTAL:			
Instruction	\$ 607,459	\$ 596,108	\$ 598,358
Academic Support	215,387	228,079	273,566
Student Services	74,383	75,036	79,036
Scholarships and Fellowships	95,445	105,775	111,045
Institutional Support	120,319	116,862	118,850
O&M of Plant	89,063	99,792	98,696
Public Service	25,295	26,468	27,204
Auxiliary	212,832	239,910	244,524
Research	200,157	214,387	237,516
RFS Debt Service Transfers	129,107	140,085	170,233
TOTAL:	\$ 1,769,447	\$ 1,842,502	\$ 1,959,028



Texas A&M University
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 267,701	\$ 267,701	\$ -
Designated	1,232,407	1,321,005	88,599
Auxiliary	223,409	219,043	(4,366)
Restricted	341,936	340,944	(991)
Change in Net Position	\$ 2,065,452	\$ 2,148,694	\$ 83,241

		Explanation for Net Decrease*
Auxiliary	\$ (4,366.15)	One-time use of reserves decrease in revenues in Athletics, Student Health Services & Residence Life due to Covid-19.
Restricted	\$ (991.24)	One-time use of net position to spend down CARES Act funding received in FY2020.

* if applicable

BUDGET NARRATIVE

Introduction:

Beginning in FY 2017 after Hurricane Harvey impacted the region, Texas A&M-Galveston (TAMUG) began to show a decline in its overall enrollment. As a result of strategic changes to its enrollment practices such as dropping the “general academics” option for first time in college students; a new relationship with the College of Engineering that took time to develop, and an acceleration of graduation of upper level students the downward trend continued through FY 2019. Along with many Universities, TAMUG has also suffered a decline in non-resident and foreign students. After tremendous effort in recruiting, Fall 2019 showed a stabilization of its first year enrollment and improvement in first year retention. During the early spring of 2020, we observed good signs of further stabilization for Fall 2020. While we remain cautiously optimistic that our enrollment management strategies will provide some stability, we are also very concerned with what lies ahead as a result of the economic impact of the COVID-19 pandemic and challenges in our capacity to hold face to face classes. All of these impacts are reflected in our prepared FY 2021 budget.

During the last Legislative session, Texas A&M-Galveston’s overall state funding remained relatively static while projections for Tuition and Fee revenue went down. This resulted in an overall reduction in resources. Additionally, over the past two biennium sessions we have traded out higher weighted upper division classes for lower weighted freshmen classes in Engineering. A resulting negative impact has occurred in our operation and space formulas leaving fewer resources to cover the cost of teaching these engineering students. TAMUG continues to work with its TAMU partners to find solutions to these challenges.

Revenues:

We have already experienced spring revenue losses in tuition and fees as well as losses from refunding housing, meal plans and parking. We are currently experiencing losses for the summer term due to occupancy downturn and a significant impact to over 280 cadets who will not receive required summer sea term training. Along with the 5 other state maritime academies, no large training ships will sail this summer. We project losses and expenses through FY 2020 to be about \$7.0 million across all funds plus an additional plan to return \$1.3 million to the state.

Losses include:

- \$2.7 million in Summer Sea Term loss
- \$1.4 million from 5% cut in State Appropriations - ½ from reserves in FY 2020 and ½ in FY 2021 reflected in our budget reduction
- \$1.4 million in housing refunds - an additional \$425,000 in lost revenue due to summer occupancy downturn
- \$519,000 in dining refunds - an additional \$282,000 from loss of dining commissions due to summer downturn

BUDGET NARRATIVE CONTINUED

- \$350,000 in estimated Tuition losses across all funds
- \$70,000 in parking refunds - an additional \$50,000 for loss of parking for summer occupancy
- \$200,000 in small Vessel Operations losses for Spring and Summer
- \$1.0 million in Sea Camp losses due to cancellation of all camps

In determining our FY 2021 Revenue budget we asked each of our units to determine priorities and programs for FY 2021. Based on our enrollment trends to date, we adjusted our Tuition and Fee revenues down to account for an approximate 5% reduction net of increase approved by the board and in expectation of a challenging Legislative Session. We purposely used conservative estimates across the board on all revenue due to continuing concerns regarding headcount for the fall and the fluid nature of this pandemic.

Expenses:

Expenses are adjusted down to reflect revenue estimates as described above. One of our biggest challenges is the added expense required to create and equip socially distanced classrooms, create more class offerings to accommodate this distance, and hire and train additional instructors while continuing to cover fixed cost to operate the University. Not all of these expenses will be covered with the amounts granted by CARES ACT funding. We have therefore reduced budgets overall knowing we may have to use any over realized revenue received in the fall along with possible reserves for these purposes.

- No permanent merit pool is planned for FY 2021
- \$1.4 million in savings from hiring freeze on several permanent faculty and staff positions for FY 2021 plus associated benefits
- Conservative estimate of Dining Commissions results in smaller budgets supported by this funding
- CARES Act Funding will be used as follows:
 - \$589,407 Student portion (\$105,000 Summer 2020; \$484,407 Fall/Spring 2021)
 - \$589,407 Institutional portion - \$200,000 IT classroom equipment; \$20,000 faculty training; \$269,407 classroom safety, additional cleaning and campus safety signage; \$100,000 held for possible additional FY 2021 expenses

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 Current Reserve balance \$37,195,000 or 8 months
- FY 2020 Projected Reserve balance \$39,682,000 or 9 months
- Reserves have been used in FY 2020 to repay the state ½ of the \$1.4 million and are expected to be utilized for infrastructure needs above our normal budgeted amounts, to provide COVID-19 expense needs above that provided by the CARES ACT funding and may be used to defray certain fixed cost increases if necessary. We are specifically concerned about the costs of responding to potential outbreaks that include testing, reporting and monitoring return to work.
- Due to the economic down turn Investment Earnings may come in lower than anticipated for FY 2020 and possibly FY 2021. Budgets are supported by this funding which may require use of reserves.

Capital Plan:

- New proposed FY2021 project: ESCO 2021 (Energy Savings Projects) at a cost of \$8 million
- Listed as an Unfunded Capital Need on the Capital Plan, we have a \$45 million request to authorize Tuition Revenue Bond funding for a Maritime Infrastructure Project. Per the Federal Act governing operation of maritime academies a suitable homeport berth, as approved by the Administration, must be made available by the academy for the safe mooring of the Training Ship while it is under the custody of the Academy. The TRB request includes:
 - Shore-side Dock Infrastructure-\$5.0 million: Existing dock utility connections and mooring is inadequate to support larger vessels, including a National Security Multi-Mission Vessel (NSMV), making the acceptance of a new training ship impossible without infrastructure improvements. Funding will provide proper dock upgrades to accommodate the larger training vessel.
 - Campus Infrastructure-\$35.0 million: The current plant and infrastructure, built in 1976, is aged and outdated. With higher levels of maintenance due to corrosive coastal conditions, capacity must be added and updated to provide adequate utilities for the new ship, the ship's dock as well as backup capacity for the entire campus. Funding will provide a new central plant, related utility equipment, underground thermal, electrical and data grid.
 - State-of-the-art classrooms and labs for the training vessel-\$5.0 million: The NSMV will be delivered as a "shell," and will require additional infrastructure to serve as a training vessel. Funding will provide communication and electronic navigation labs, gas turbine labs, diesel mechanical labs and multi-purpose classrooms.

Texas A&M University at Galveston

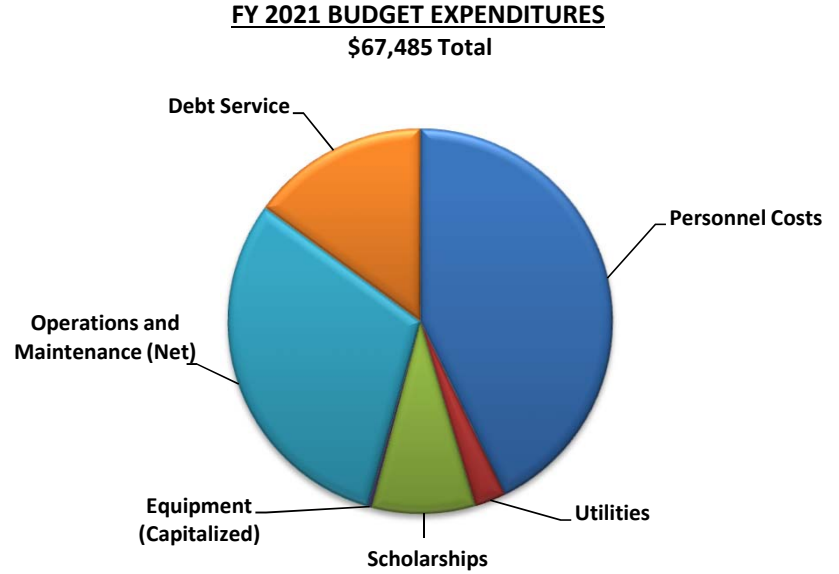
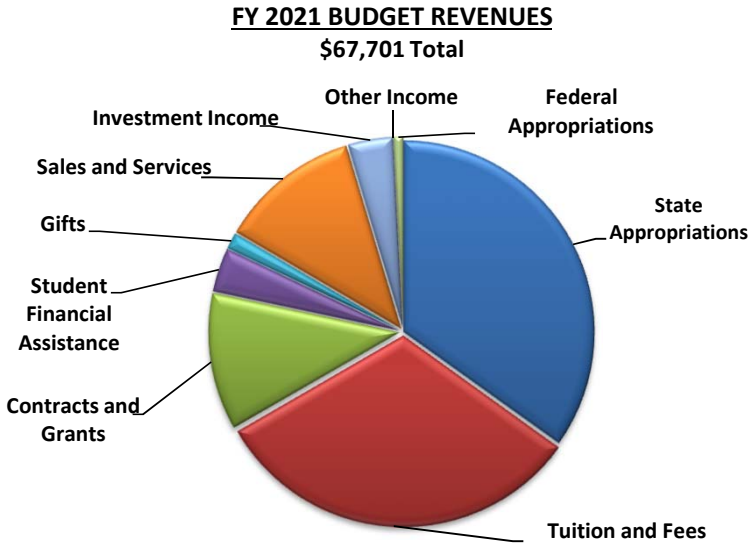
FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$ 75,532
FY 2021 Proposed Expense Budget	67,485
Difference	\$ (8,047)
% Change	-10.7%

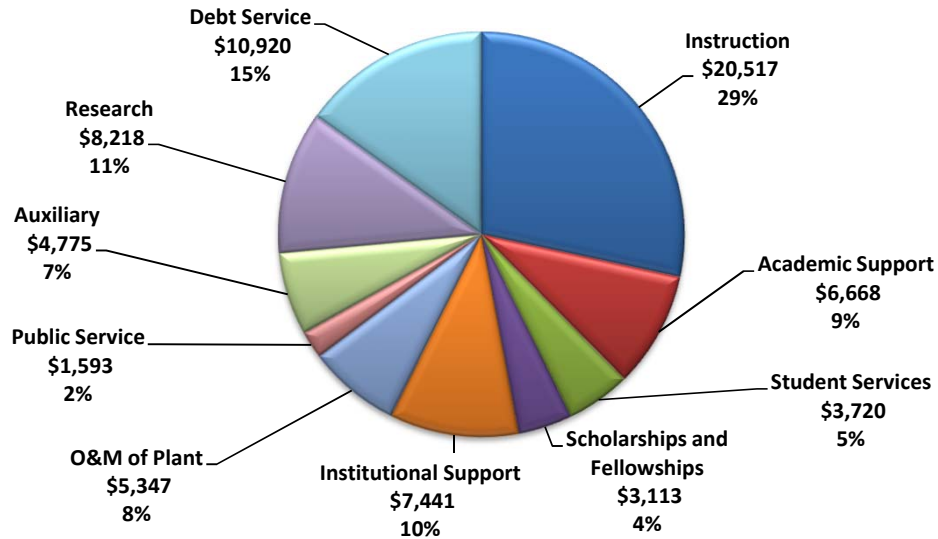
Personnel Costs		<u>Method of Finance</u>
		Tuition and Fees/State
Salaries down due to retirements replaced	\$ (1,412)	Appropriation Reduction
		Tuition and Fees/State
Associated Benefits	(133)	Appropriation Reduction
Wages adjustment to match actuals	341	Tuition and Fees
Scholarships	650	Student Financial Assistance
Discounts	(964)	Tuition and Fees
Eliminated Budget for CWs Pass-Through Inc	(5,100)	Designated Funds
Reductions in Operating Budgets	(1,668)	Tuition and Fees
Utilities	239	Tuition and Fees
TOTAL:	\$ (8,047)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University at Galveston
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University at Galveston
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 50,331	\$ 53,737	\$ 58,144	\$ 60,813	\$ 55,980		\$ (4,833)	-8%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 26,226	\$ 25,264	\$ 25,554	\$ 26,078	\$ 24,939	37%	\$ (1,139)	-4%
Federal Appropriations	0	0	0	0	589	1%	589	100%
Tuition and Fees	24,850	24,072	24,081	24,167	22,769	34%	(1,399)	-6%
Contracts and Grants	6,343	7,927	9,667	12,862	8,294	12%	(4,568)	-36%
Student Financial Assistance	2,869	2,637	2,762	2,111	2,660	4%	549	26%
Gifts	1,687	911	1,035	1,750	1,000	1%	(750)	-43%
Sales and Services	12,236	11,540	10,958	9,302	8,529	13%	(773)	-8%
Investment Income	6,088	4,698	2,932	2,735	2,735	4%	0	n/a
Other Income	232	874	(60)	0	0	0%	0	n/a
Discounts	(4,020)	(3,775)	(3,823)	(2,851)	(3,815)	-6%	(964)	34%
TOTAL REVENUES	\$ 76,397	\$ 74,147	\$ 73,049	\$ 76,155	\$ 67,701		\$ (8,454)	-11%
EXPENDITURES								
Salaries - Faculty	\$ 11,360	\$ 12,002	\$ 12,527	\$ 13,060	\$ 11,907	18%	\$ (1,153)	-9%
Salaries - Non-Faculty	11,064	10,839	11,644	10,956	10,697	16%	(259)	-2%
Wages	2,357	2,121	2,057	1,118	1,459	2%	341	31%
Benefits	6,458	6,205	6,876	6,557	6,424	10%	(133)	-2%
Personnel Costs	31,239	31,168	33,104	31,691	30,488	45%	(1,203)	-4%
Utilities	1,623	1,632	1,742	1,623	1,862	3%	239	15%
Scholarships	6,446	6,083	6,117	6,164	6,224	9%	60	1%
Discounts	(4,020)	(3,775)	(3,823)	(2,851)	(3,815)	-6%	(964)	34%
Equipment (Capitalized)	2,808	471	202	194	203	0%	9	5%
Operations and Maintenance (Net)	22,336	25,748	24,049	28,019	21,859	32%	(6,160)	-22%
Debt Service	10,663	10,683	10,920	10,693	10,664	16%	(29)	0%
TOTAL EXPENDITURES	\$ 71,095	\$ 72,010	\$ 72,310	\$ 75,532	\$ 67,485		\$ (8,047)	-11%
TRANSFERS								
Other	(1,896)	2,270	1,931	111	75		(36)	-32%
NET TRANSFERS	\$ (1,896)	\$ 2,270	\$ 1,931	\$ 111	\$ 75		\$ (36)	-32%
NET INCREASE (DECREASE)	3,406	4,407	2,669	734	291		(443)	-60%
ENDING CURRENT NET POSITION	\$ 53,737	\$ 58,144	\$ 60,813	\$ 61,547	\$ 56,271		\$ (5,277)	-9%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University at Galveston
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 18,240	\$ 19,803	\$ 18,594
Academic Support	5,163	5,189	6,617
Student Services	4,148	3,508	3,670
Scholarships and Fellowships	2,615	2,379	2,323
Institutional Support	8,940	7,784	7,043
O&M of Plant	5,660	5,917	5,346
Public Service	1,399	1,459	1,593
Research	2,775	2,774	2,996
E&G and Designated Subtotal:	\$ 48,942	\$ 48,815	\$ 48,182
Auxiliary:			
Auxiliary	\$ 4,921	\$ 4,816	\$ 4,775
Auxiliary Subtotal:	\$ 4,921	\$ 4,816	\$ 4,775
Restricted:			
Instruction	\$ 636	\$ 524	\$ 1,923
Academic Support	26	17	51
Student Services	43	13	50
Scholarships and Fellowships	838	739	789
Institutional Support	107	161	398
O&M of Plant	1	60	1
Public Service	107	49	0
Research	4,812	6,133	5,222
Restricted Subtotal:	\$ 6,570	\$ 7,696	\$ 8,434
TOTAL:			
Instruction	\$ 18,877	\$ 20,327	\$ 20,517
Academic Support	5,189	5,206	6,668
Student Services	4,191	3,522	3,720
Scholarships and Fellowships	3,453	3,118	3,113
Institutional Support	9,048	7,946	7,441
O&M of Plant	5,662	5,977	5,347
Public Service	1,506	1,508	1,593
Auxiliary	4,921	4,816	4,775
Research	7,587	8,907	8,218
RFS Debt Service Transfers	10,662	10,683	10,920
TOTAL:	\$ 71,095	\$ 72,010	\$ 72,310



Texas A&M University at Galveston
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 1,001	\$ 1,001	\$ -
Designated	36,000	36,000	-
Auxiliary	12,500	12,791	291
Restricted	6,479	6,479	-
Change in Net Position	\$ 55,980	\$ 56,271	\$ 291

Explanation for Net Decrease*

* if applicable

TEXAS A&M HEALTH SCIENCE CENTER

BUDGET NARRATIVE

Introduction:

Texas A&M University Health Science Center (Texas A&M Health) is committed to serving the citizens of the State of Texas and understands that valuable, but limited, financial resources provided must be utilized in an efficient and effective manner. The COVID-19 pandemic has intensified Texas A&M Health's commitment to stand ready to serve, lean into issues, and deliver solutions. During FY 2021, the College of Medicine will enroll 175 first year students, up from 125 in FY 2020. 35 of these students will be the second class for the Engineering Medicine (EnMed) program. The colleges of Nursing, Pharmacy, and the School of Public Health continue to expand enrollment to address the health professions shortage in Texas. The College of Dentistry moved into a new state of the art clinical facility in Dallas which will allow it to expand its educational, clinical, and research mission. With leadership changes at Texas A&M Health, the College of Medicine, and School of Public Health, an extensive strategic planning process is underway to lay out a transformative direction for the health sciences within Texas A&M.

Revenues:

Total Revenues for FY 2021 are budgeted at \$348 million, consistent with the FY 2020 budget. However, significant changes between revenue categories are anticipated.

- COVID-19 has significantly impacted Texas A&M Health Clinical revenue, with revenue projections declining \$6.7 million (35%) from original FY 2021 projections. Hardest hit are the clinics in the College of Dentistry where projected lost revenue is \$2.0 million in FY 2020 and \$5.0 million (46%) in FY 2021. The initial CARES Act funding, while helpful for our students and instructional costs, is not available to assist with lost clinical revenue. To date, College of Dentistry has not received CARES Act provider relief funds, and the College of Medicine has only received \$51,000 based on prior Medicaid services provided. The loss in revenue in FY 2020 - 2021 will be covered primarily from reserves, but as the pandemic continues, it will quickly become difficult to avoid some level of reduction in force. Efficiencies are being implemented where possible, but high PPE and sanitization costs are adding to the financial strain.
- In addition to the COVID reductions discussed above, Sales and Services revenue is budgeted to decrease an additional \$5.2 million due to slower than previously anticipated growth in the overall clinical enterprise and Medicaid 1115 Waiver decreases. A corresponding decrease in expense budget has also been recognized.
- COVID-19 has had a positive impact on Contract and Grant revenue budget. Most notably, a \$4.0 million contract with Department of State Health Services for Contact Tracing services was signed in June. Texas A&M Health is anticipating other clinical and research grants related to COVID. A related expense budget increase for these grants has been included.

TEXAS A&M HEALTH SCIENCE CENTER

BUDGET NARRATIVE CONTINUED

- Texas A&M Health is grateful to be exempted from the 5% cut in state appropriations as were all Higher Education Health Related Institutions. If the 5% cut had been implemented, it would have resulted in a \$12 million cut. Still, recognizing the economic situation and the need to constantly review programs to ensure the highest strategic use of funds, Texas A&M Health is pulling back 4% of the FY 2021 allocated budget for strategic initiatives in preparation for anticipated state reductions in the coming legislative session.
- Enrollment Projections are holding steady and even indicating a slight increase based on application and enrollment data compared to the same time last year. It is anticipated the pandemic will not negatively impact the health related disciplines' enrollment as it has other disciplines. However, as the pandemic continues, it will become increasingly difficult for health science students to receive the necessary clinical contact hours required for graduation.
- Tuition and Fees revenue is budgeted to increase 9% due to Board approved alignment of Texas A&M Health undergraduate program tuition and fee structure with Texas A&M University, and increases in MD and DDS tuition and fees to the median of other Texas MD and DDS programs.

Expenses:

Total Expenditures are budgeted at \$347 million, a decrease of \$4.8 million (1%), compared to the FY 2020 budget.

- COVID-19 has resulted in an expenditure budget increase of \$5.6 million due to the DSHS Contact Tracing contract, a Chancellor's Research Initiative COVID grant, and increases in PPE and sanitization costs.
- FY 2021 Institutional priorities include:
 - Strengthen existing and develop new clinical and research partnerships
 - Institution wide strategic planning to build momentum, integration, and collaboration internally and externally
 - Engineering Medicine continued startup and sustainability
 - Clinical Enterprise growth and sustainability
- Contingent on Board approval, Texas A&M Health proposes a 2% merit pool for one-time merit payments totaling \$3.2 million including benefits.
- The Personnel and Operations budgets both show 2% reductions from the FY2020 budget due to slower than previously anticipated growth in the overall clinical enterprise.
- The Utilities budget reflects a 16% increase due to the opening of three new facilities: 1) Dental Clinic building in Dallas opened December 2019; 2) Medical Research and Education building in Bryan opened Spring 2019; and 3) Discovery Center building in Houston opening August 2020.

TEXAS A&M HEALTH SCIENCE CENTER

BUDGET NARRATIVE CONTINUED

- Texas A&M Health has received \$1.3 million in CARES Act Funding. \$0.6 million will be used for emergency financial aid grants to students, \$0.4 million will assist the Dental and Medical clinics with COVID related issues, and the remaining \$0.3 million will assist with the transition to on-line classes as well as PPE and sanitizing supplies for reopening classrooms and facilities.

Reserves:

- FY 2019 Current Reserve balance - \$63 million / 3.1 months of reserves
- FY 2020 Projected Reserve balance - \$66 million / 3.1 months of reserves
- Projection for FY 2021 – it is anticipated reserves will remain level with FY 2020 due to the continued support from Texas A&M University offset by the startup of new clinical and research initiatives as well as known and unforeseen COVID issues. A portion of reserves will be needed to assist the clinics until clinical revenues return to normal levels.

Capital Plan:

- The En/Health building renovation, as part of the newly named Discovery Center in Houston, is scheduled for completion late this summer.
- The College of Dentistry, after moving into its new Dental Clinic and Education building in Dallas December 2019, is proposing a \$9.6 million renovation to its previous clinic space to provide updated, state of the art educational and research space.
- TMC3 in Houston remains on the Capital Plan, but has experienced delays in moving forward.
- Looking forward, the proposed Research and Nursing Education Building in McAllen will continue Texas A&M's 100 year history of serving the Rio Grande Valley by allowing for the expansion of research capabilities and instruction in high-need areas for the region, Texas, and beyond.



Texas A&M Health Science Center

FY 2021 Highlighted Budget Components

(In Thousands)

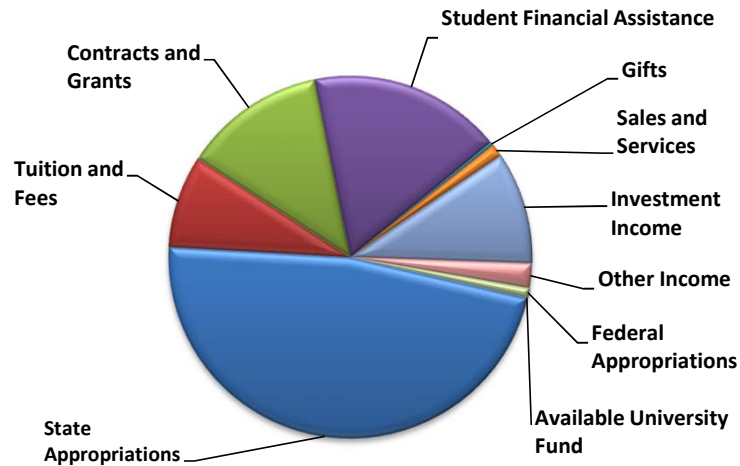
FY 2020 Board Approved Expense Budget	\$	351,413
FY 2021 Proposed Expense Budget		346,581
Difference	\$	(4,832)
% Change		-1.4%

Personnel Costs		<u>Method of Finance</u>
Proposed Merit Plan	\$ 2,411	Tuition and Fees
Faculty Promotions	200	Tuition and Fees
Delayed Staffing in New Initiatives (Practice Plan, EnMed, Psychiatry, & Military Medicine)	(9,553)	Available University Fund
Reduced Vacation Buyouts	(276)	50% AUF, 50% Interest Income
COVID-19 Contact Tracing - Wages	3,500	Contract & Grant Revenue
Chancellor's Grant COVID-19 Research	1,250	Available University Fund
CARES Act	200	Federal Appropriations
COVID-19 additional expenses	650	Contract & Grant and Available University Fund
System Assessment Savings	(493)	Interest Income
Strategic Planning	350	Available University Fund
New Buildings on-line in Dallas and Houston	1,407	Parking Revenue
Scholarships and Discounts for Undergraduates	(74)	50% Tuition and Fees, 50% Grants
Deferred Maintenance	4	Equipment Funds
Operations for New Initiatives delayed	(4,050)	Available University Fund
Debt Service	(358)	Tuition and Fees
TOTAL:	\$ (4,832)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Health Science Center
FY 2021 Budget Graphs
(In Thousands)

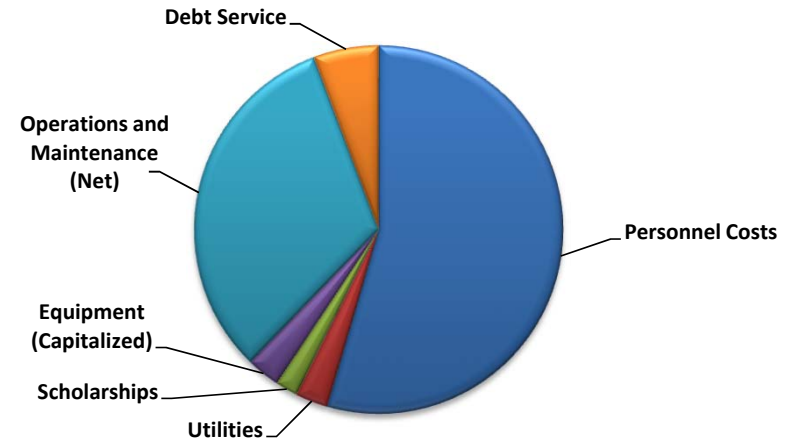
FY 2021 BUDGET REVENUES

\$348,327 Total



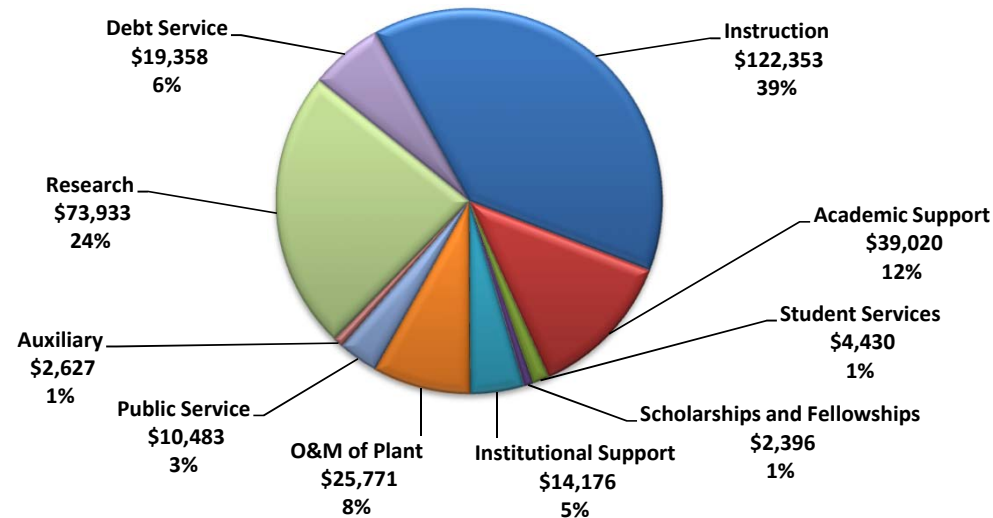
FY 2020 BUDGET EXPENDITURES

\$346,581 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University Health Science Center
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY20 Budget to FY21 Budget		
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 162,316	\$ 195,361	\$ 224,034	\$ 294,232	\$ 317,091		\$ 22,859	8%
<i>Restatement: (prior year correction)</i>			(250)					
REVENUES								
State Appropriations	\$ 161,928	\$ 159,494	\$ 161,455	\$ 165,903	\$ 166,088	48%	185	0%
Federal Appropriations	0	0	0	0	200	0%	200	100%
Available University Fund	0	0	29,000	29,000	29,000	8%	0	n/a
Tuition and Fees	40,400	41,220	43,129	40,929	44,604	13%	3,675	9%
Contracts and Grants	53,730	55,010	56,006	52,313	60,460	17%	8,147	16%
Student Financial Assistance	539	847	1,068	995	1,070	0%	75	8%
Gifts	4,890	4,478	5,404	3,672	4,016	1%	344	9%
Sales and Services	61,902	42,971	41,348	47,113	35,228	10%	(11,885)	-25%
Investment Income	15,727	12,750	10,747	7,450	7,567	2%	117	2%
Other Income	4,520	8,108	10,149	3,311	3,000	1%	(311)	-9%
Discounts	(2,519)	(3,077)	(2,927)	(2,660)	(2,906)	-1%	(247)	9%
TOTAL REVENUES	\$ 341,116	\$ 321,801	\$ 355,380	\$ 348,027	\$ 348,327		\$ 300	0%
EXPENDITURES								
Salaries - Faculty	\$ 61,199	\$ 63,265	\$ 70,037	\$ 79,595	\$ 74,817	22%	\$ (4,778)	-6%
Salaries - Non-Faculty	72,002	68,147	70,316	72,638	71,810	21%	(828)	-1%
Wages	2,533	3,198	6,956	3,436	6,660	2%	3,225	94%
Benefits	33,617	33,303	33,876	38,580	37,243	11%	(1,337)	-3%
Personnel Costs	169,351	167,914	181,185	194,248	190,530	55%	(3,718)	-2%
Utilities	5,665	8,699	7,749	8,579	9,987	3%	1,408	16%
Scholarships	6,201	6,915	6,795	6,626	6,799	2%	173	3%
Discounts	(2,519)	(3,077)	(2,927)	(2,660)	(2,906)	-1%	(247)	9%
Equipment (Capitalized)	7,111	3,916	7,247	10,197	10,200	3%	4	0%
Operations and Maintenance (Net)	109,679	97,749	95,138	114,050	111,957	32%	(2,093)	-2%
Debt Service	19,759	19,341	19,361	20,372	20,014	6%	(358)	-2%
TOTAL EXPENDITURES	\$ 315,247	\$ 301,456	\$ 314,549	\$ 351,413	\$ 346,581		\$ (4,832)	-1%
TRANSFERS								
Other	7,176	8,328	29,617	13,188	13,235		47	0%
NET TRANSFERS	\$ 7,176	\$ 8,328	\$ 29,617	\$ 13,188	\$ 13,235		\$ 47	0%
NET INCREASE (DECREASE)	33,045	28,673	70,448	9,802	14,980		5,179	53%
ENDING CURRENT NET POSITION	\$ 195,361	\$ 224,034	\$ 294,232	\$ 304,033	\$ 332,071		\$ 28,038	9%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University Health Science Center
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 118,862	\$ 113,675	\$ 119,959
Academic Support	32,071	33,317	38,285
Student Services	4,417	5,369	4,350
Scholarships and Fellowships	2,005	1,638	1,911
Institutional Support	14,221	14,993	14,128
O&M of Plant	22,233	23,607	25,781
Public Service	8,602	9,315	8,381
Research	40,459	30,011	30,064
E&G and Designated Subtotal:	\$ 242,870	\$ 231,925	\$ 242,857
Auxiliary:			
Auxiliary	\$ 2,277	\$ 2,893	\$ 2,627
Auxiliary Subtotal:	\$ 2,277	\$ 2,893	\$ 2,627
Restricted:			
Instruction	\$ 2,907	\$ 2,394	\$ 2,395
Academic Support	520	368	736
Student Services	73	71	81
Scholarships and Fellowships	530	415	484
Institutional Support	64	90	49
O&M of Plant	3	2	(9)
Public Service	1,894	2,270	2,102
Research	44,351	41,696	43,869
Restricted Subtotal:	\$ 50,342	\$ 47,306	\$ 49,706
TOTAL:			
Instruction	\$ 121,769	\$ 116,069	\$ 122,353
Academic Support	32,591	33,685	39,020
Student Services	4,490	5,440	4,430
Scholarships and Fellowships	2,535	2,053	2,396
Institutional Support	14,285	15,083	14,176
O&M of Plant	22,236	23,609	25,771
Public Service	10,496	11,586	10,483
Auxiliary	2,277	2,893	2,627
Research	84,811	71,707	73,933
RFS Debt Service Transfers	19,758	19,333	19,358
TOTAL:	\$ 315,247	\$ 301,456	\$ 314,549



Texas A&M Health Science Center
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 53,324	\$ 53,324	\$ -
Designated	242,434	256,235	13,801
Auxiliary	2,067	2,067	-
Restricted	19,266	20,445	1,179
Change in Net Position	\$ 317,091	\$ 332,071	\$ 14,980

Explanation for Net Decrease*

* if applicable

TEXAS A&M UNIVERSITY - CENTRAL TEXAS

BUDGET NARRATIVE

Introduction:

Although the COVID-19 pandemic certainly impacted our campus in FY 2020, the University does not face the financial implications associated with housing or related costs. The CARES Act funding received from the U.S. Department of Education has allowed us to provide emergency relief to students and to prepare the campus for resumption of campus activities in the fall semester.

Overall FY 2021 revenue is budgeted to decrease by \$1.9 million (5%) compared to the FY 2020 budget. This decrease is primarily attributed to the 5% General Revenue funds reduction and lower enrollment targets. A&M Central Texas will address the majority of revenue shortfall with personnel cost savings although use of Reserves may be required depending on enrollment.

Demographics:

- While fall headcounts have trended down slightly, Fall 2019 undergraduate headcount did improve over 2018. Fall 2020 headcount is currently down but several recruiting efforts are on-going to overcome COVID-19 effects.
- As shown in the demographic data, TAMUCT continues to excel in the serving underrepresented Minority and Military Affiliated students. Of note is that these populations graduate at a rate nearly equal to, or exceeding, their percentage of the overall student body.

Revenues:

- State Appropriations are reduced due to the 5% biennial reduction in General Revenue funds. For the FY 2021 budget the amount of general revenue reduction is \$1.1 million.
- Tuition and Fees are budgeted to decrease overall by \$1.2 million (8%) based on not meeting enrollment targets in FY 2020 and enrollment uncertainty for FY 2021 due to the Coronavirus pandemic.
- Designated Tuition will increase as a result of merging the University Services Fee into Designated Tuition for new students beginning in the fall 2020 semester. The rationale for this change is to reduce out of pocket expense for service members using Tuition Assistance benefits.
- Gifts to the university primarily come from the Foundation for scholarship purposes. While their assistance has remained consistent over the years, we also realize that the national pandemic may impact their support. As such, gift revenues were budgeted 7% lower in FY 2021.

TEXAS A&M UNIVERSITY - CENTRAL TEXAS

BUDGET NARRATIVE CONTINUED

- Sales revenue is budgeted to decrease slightly as bookstore, vending sales, coffee bar and associated commissions have been limited in FY 2020 due to enrollment and closure of campus for Spring and Summer terms. While we hope to regain some momentum in sales and commissions in FY 2021, revenue projections have been reduced for the coming year.

Expenses:

Total Expenditures are budgeted to decrease \$834,000 (2%), compared to the FY 2020 budget. This decrease is primarily a result of the reductions in Personnel Costs.

- Personnel Costs are budgeted to decrease \$1.5 million (7%) compared to the FY 2020 budget. As part of our 5% General Revenue reduction plan, certain vacant faculty and staff positions have been placed on hold for FY 2021 which accounts for much of the decrease.
- Wage based position expenses will increase slightly as a result of moving some positions in the QEP Program and to provide for more part-time staff in the Campus Recreation program.
- Scholarship expenses are anticipated to increase slightly for FY 2021 however discussions are on-going with the Foundation to offset this.
- Net Operations and Maintenance costs are budgeted to increase in FY 2021 in part due to costs to enhance classrooms and provide safe learning and work environments due to COVID-19.

Reserves:

- FY 2019 Current Reserve balance: \$11.2 million / 4.7 months
- FY 2020 Projected Reserve balance: \$ 9.0 million / 3.7 months
- It is anticipated that the FY 2021 Reserve balance will decline somewhat due to enrollment uncertainty and General Revenue reductions.

Capital Plan:

- Centralized Operational Reliability and Efficiency (CORE) Facilities
The facilities and maintenance structure would provide a consolidated space for infrastructure support needs. Having infrastructure operations in one facility will provide continuity of operations, cost efficiencies and redundancy for existing systems, along with a dedicated environment for emergency operations. This facility will be submitted as a \$50 million TRB request for the next legislative session.



Texas A&M University-Central Texas

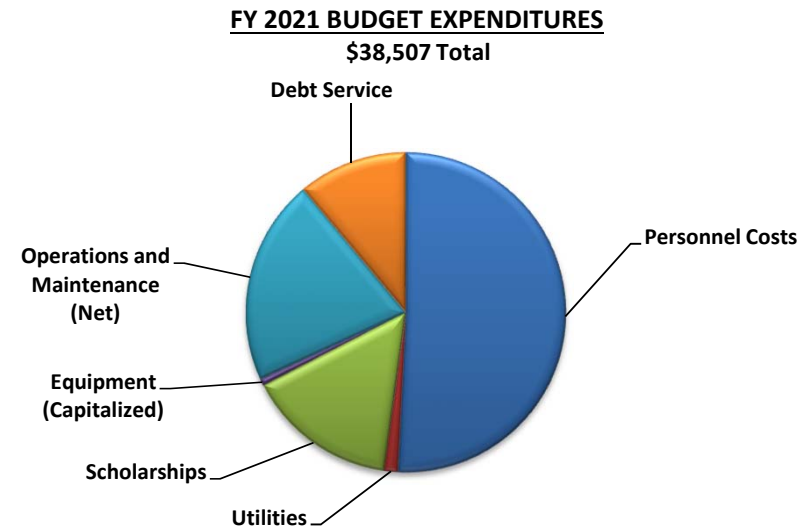
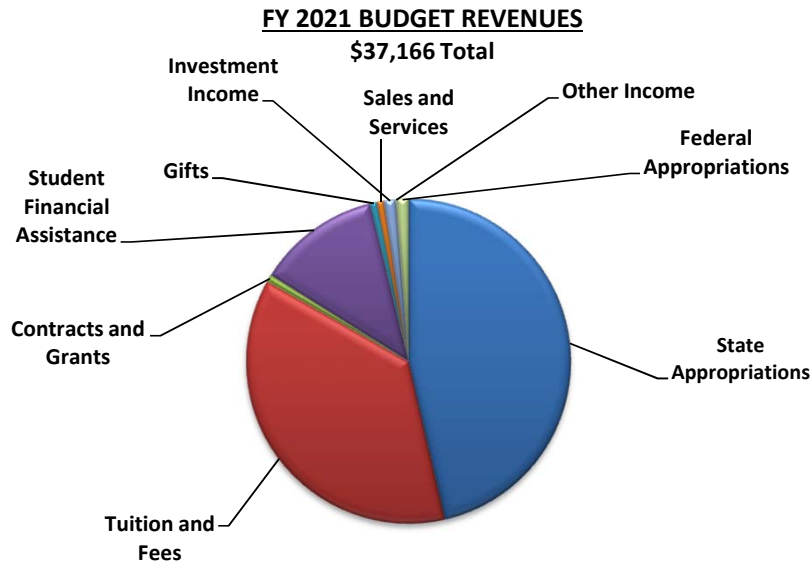
FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	40,633
FY 2021 Proposed Expense Budget		38,507
Difference	\$	(2,126.61)
% Change		-5.2%

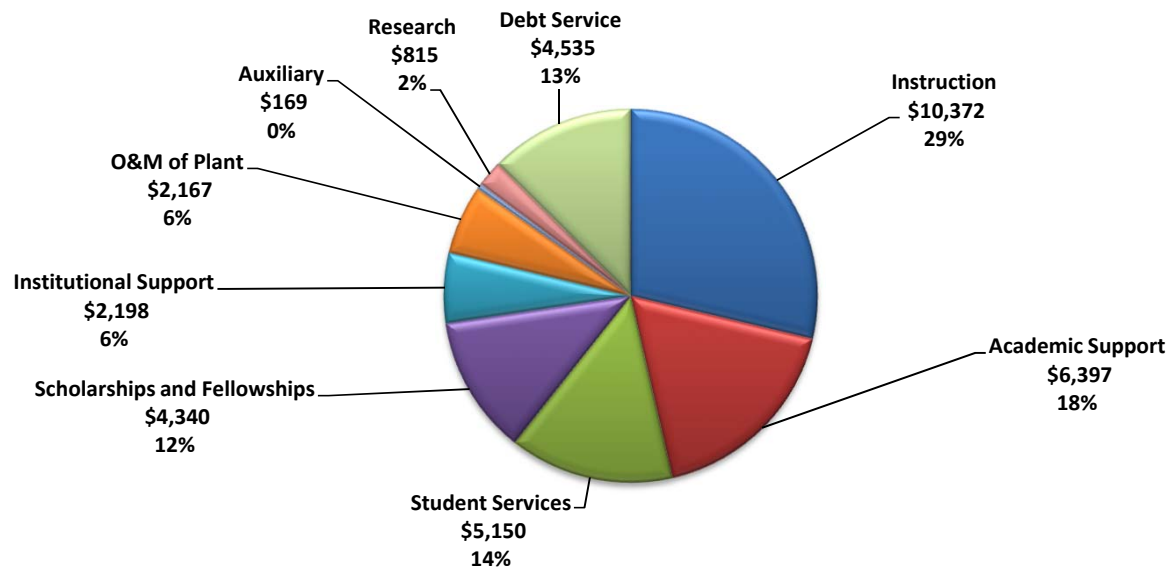
		<u>Method of Finance</u>
Personnel Costs	\$ (1,547)	State Appropriations, Tuition and Fees
Scholarships	(11)	Student Financial Assistance
Discounts	(1,343)	Student Financial Assistance
Operations and Maintenance	778	Federal Appropriations and Student Financial Assistance
Debt Service	(4)	Tuition and Fees
TOTAL:	\$ (2,127)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Central Texas
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Central Texas
FY 2021 Executive Budget Summary
(In Thousands)



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 17,310	\$ 18,687	\$ 19,649	\$ 23,905	\$ 24,100		\$ 195	1%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 19,444	\$ 18,121	\$ 18,595	\$ 19,521	\$ 18,430	50%	\$ (1,091)	-6%
Federal Appropriations	0	6	6	0	481	1%	481	100%
Tuition and Fees	14,783	13,064	14,554	15,845	14,624	39%	(1,221)	-8%
Contracts and Grants	716	609	569	283	283	1%	0	n/a
Student Financial Assistance	4,895	5,141	5,221	4,882	4,882	13%	0	n/a
Gifts	457	441	679	292	273	1%	(19)	-7%
Sales and Services	343	477	467	281	274	1%	(7)	-2%
Investment Income	1,209	968	734	464	464	1%	(0)	0%
Other Income	125	35	105	25	25	0%	0	n/a
Discounts	(2,289)	(2,488)	(2,568)	(1,227)	(2,570)	-7%	(1,343)	109%
TOTAL REVENUES	\$ 39,683	\$ 36,374	\$ 38,362	\$ 40,367	\$ 37,166		\$ (3,201)	-8%
EXPENDITURES								
Salaries - Faculty	\$ 9,264	\$ 8,691	\$ 8,450	\$ 8,656	\$ 7,583	20%	\$ (1,073)	-12%
Salaries - Non-Faculty	7,754	7,674	8,157	8,798	8,427	22%	(371)	-4%
Wages	559	849	813	393	428	1%	35	9%
Benefits	4,196	4,201	4,257	4,563	4,425	11%	(138)	-3%
Personnel Costs	21,773	21,415	21,677	22,410	20,864	54%	(1,547)	-7%
Utilities	392	348	386	568	568	1%	0	n/a
Scholarships	6,728	6,947	6,841	6,289	6,278	16%	(11)	0%
Discounts	(2,289)	(2,488)	(2,568)	(1,227)	(2,570)	-7%	(1,343)	109%
Equipment (Capitalized)	1,507	724	234	283	283	1%	0	n/a
Operations and Maintenance (Net)	7,661	6,602	5,060	7,767	8,545	22%	778	10%
Debt Service	4,432	4,537	4,535	4,543	4,539	12%	(4)	0%
TOTAL EXPENDITURES	\$ 40,203	\$ 38,085	\$ 36,165	\$ 40,633	\$ 38,507		\$ (2,127)	-5%
TRANSFERS								
Other	1,897	2,673	2,060	2,061	2,119		58	3%
NET TRANSFERS	\$ 1,897	\$ 2,673	\$ 2,060	\$ 2,061	\$ 2,119		\$ 58	3%
NET INCREASE (DECREASE)	1,376	962	4,256	1,794	779		(1,016)	-57%
ENDING CURRENT NET POSITION	\$ 18,687	\$ 19,649	\$ 23,905	\$ 25,699	\$ 24,879		\$ (821)	-3%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Central Texas
FY 2021 Executive Budget Summary
(In Thousands)



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 11,147	\$ 10,300	\$ 10,372
Academic Support	6,034	5,781	6,393
Student Services	4,868	5,065	5,018
Scholarships and Fellowships	2,102	2,146	2,177
Institutional Support	4,387	4,147	2,155
O&M of Plant	3,218	2,392	2,167
Public Service	6	2	22
Research	358	552	503
E&G and Designated Subtotal:	\$ 32,119	\$ 30,385	\$ 28,808
Auxiliary:			
Auxiliary	\$ 153	\$ 186	\$ 169
Auxiliary Subtotal:	\$ 153	\$ 186	\$ 169
Restricted:			
Instruction	\$ -	\$ -	\$ -
Academic Support	0	10	4
Student Services	104	129	132
Scholarships and Fellowships	2,401	2,356	2,163
Institutional Support	4	0	43
O&M of Plant	0	0	0
Public Service	0	1	0
Research	990	483	312
Restricted Subtotal:	\$ 3,499	\$ 2,977	\$ 2,653
TOTAL:			
Instruction	\$ 11,147	\$ 10,300	\$ 10,372
Academic Support	6,034	5,791	6,397
Student Services	4,971	5,194	5,150
Scholarships and Fellowships	4,503	4,501	4,340
Institutional Support	4,391	4,147	2,198
O&M of Plant	3,218	2,392	2,167
Public Service	6	3	22
Auxiliary	153	186	169
Research	1,348	1,034	815
RFS Debt Service Transfers	4,432	4,537	4,535
TOTAL:	\$ 40,203	\$ 38,085	\$ 36,165



Texas A&M University - Central Texas
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 1,000	\$ 1,120	\$ 120
Designated	23,000	22,827	(173)
Auxiliary	0	10	10
Restricted	100	922	822
Change in Net Position	\$ 24,100	\$ 24,879	\$ 779

Explanation for Net Decrease*

Designated	\$ (173)	One-time use of reserves for recruiting efforts and technology for online teaching.
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* if applicable

BUDGET NARRATIVE

Introduction:

Texas A&M University-Commerce is the third largest in the System, with approximately 12,000 students and a total revenue budget of \$192 million. We are committed to student preparedness and fulfilling our mission to educate, discover, and achieve. Our FY 2021 budget priorities focus on enhancing retention; implementing an academic advising and financial aid concierge model to support student success; optimizing student health services, counseling, and disability services; elevating research; and expanding ISD outreach.

We emphasize two strategies for the Fall 2020 semester: 1) to take appropriate steps toward maintaining the health and well-being of our students, faculty, and staff and 2) to meet the needs of our students by providing the best educational experience possible. We are excited to welcome students back to campus or studying with us remotely. Our faculty, staff, and students are adapting daily to our evolving landscape and as an institution we are continuing to explore new ways of supporting the diverse needs of our student body.

Revenues:

- Impact of COVID-19
 - \$600,000 CARES Act - student portion is reflected as an increase to student financial assistance
 - \$600,000 CARES Act - institutional portion is reflected as Federal Appropriations
 - \$1.5 million reductions of Sales and Services due to a residence hall closure
- 5% reduction in State Appropriations
 - \$1.9 million
- Enrollment projections
 - Assumed level enrollment for FY 2021
 - Fall enrollment reports look favorable
 - Continue to provide training / testing services

BUDGET NARRATIVE CONTINUED

Expenses:

- Impact of COVID-19
 - \$600,000 CARES Act - student portion is reflected as an increase to Operations and Maintenance
 - \$600,000 CARES Act - institutional portion is reflected as Operations and Maintenance, and scholarships
 - Reserve contingency budget of \$285,000 to reinforce sanitation, enhance HyFlex delivery of instruction, provide face coverings, etc.
- Institutional Priorities
 - Student Preparedness
 - Establishment of Division of Student Success
 - Enhancement to student health services, counseling and student disability services
 - Scholarships and Grants
 - Additional COVID-19 contingency funds

 - An inclusive community characterized by respect and collaboration
 - Merit Pool for Faculty and Staff
 - Promotions and Market Adjustments
 - Associated benefit increases related to the merit plan

 - Transformative operations to serve the mission of a contemporary university
 - Advance Computer Science / Cybersecurity at RELLIS
 - ISD Outreach and University Centers
- Personnel
 - 0 – 2% merit pool, contingent on fall enrollment and availability of funds
 - Faculty promotions (\$75,000) and market adjustments (\$75,000)
 - Voluntary Separation Program for tenured faculty, 12 FTE (\$1.2 million)
 - No specific plans to implement furloughs or pay reductions

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 current reserve balance
 - \$58 million
 - 4.5 months of reserves
- FY 2020 projected reserves
 - \$57 million
 - 4.4 months of reserves
- FY 2021 projection
 - Remain level

Capital Plan:

- Substantial completion of Nursing and Health Sciences Building
- Delay of \$4 million of deferred maintenance projects due to COVID-19

Texas A&M University-Commerce

FY 2021 Highlighted Budget Components

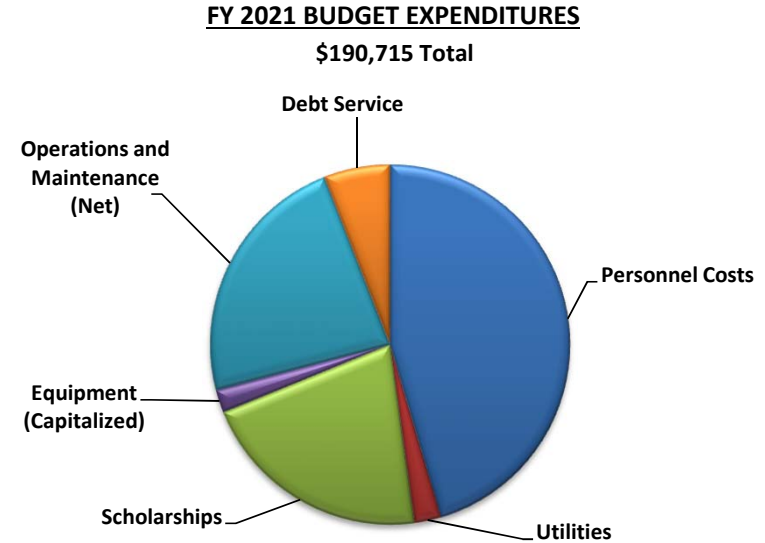
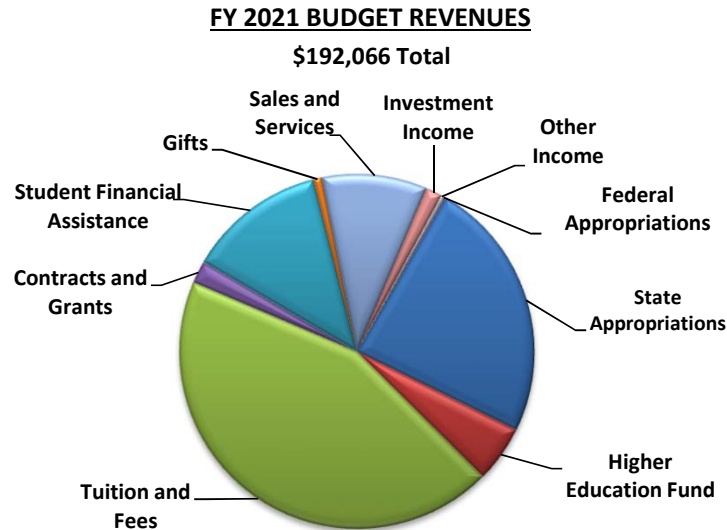
(In Thousands)

FY 2020 Board Approved Expense Budget	\$	185,652
FY 2021 Proposed Expense Budget		190,715
Difference	\$	5,063
% Change		2.7%

Personnel Costs		<u>Method of Finance</u>
Programatic Delays, Program Realignments, Flexi	\$ (1,877)	State Appropriations
Possible Merit Raises (Salaries)	720	Tuition and Fees
Cybersecurity Program (RELLIS)	400	Tuition and Fees
Faculty Promotions	75	Tuition and Fees
Market Adjustments	75	Tuition and Fees
Student Access - Retention Initiatives	640	Tuition and Fees
Benefits	301	Tuition and Fees
Utilities (Nursing and Health Sciences Building)	392	Tuition and Fees
Scholarships - Net Discount (Pell Grant, Institution)	2,295	80% Restricted Funds, 20% Tuition and Fees
Student CARES Act (Operations)	600	100% Federal CARES Act
Technology enhancement (CARES Act - Operations)	246	100% Federal CARES Act
Health Services, Counseling, Student Disability Ser	720	Fees
Additional COVID-19 Contingency (Operations)	285	Fees
ISD Outreach & University Centers (Equipment)	394	Fees
Debt Service	(203)	Fees, Sales & Services

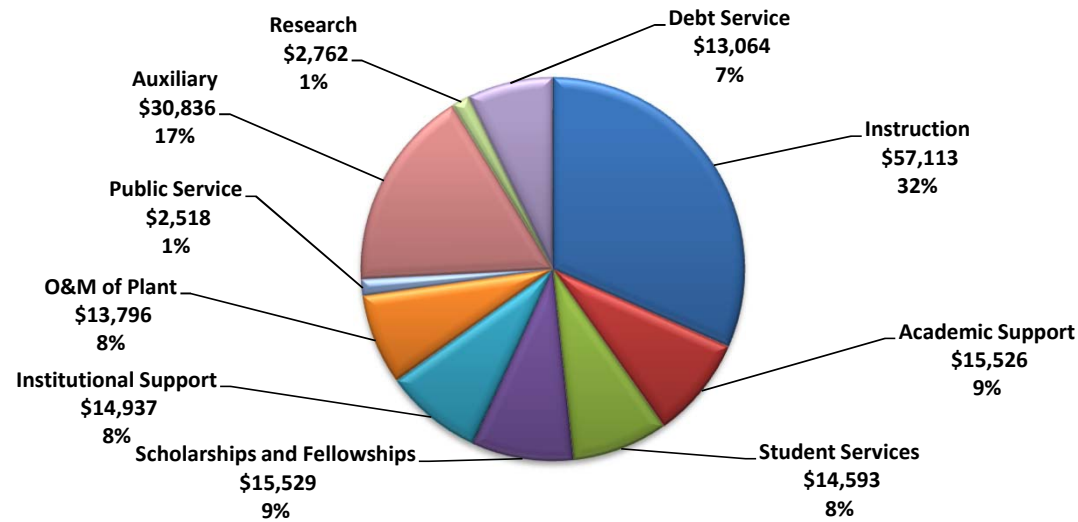
TOTAL:	\$	5,063
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THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Commerce
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Commerce
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 113,801	\$ 120,302	\$ 127,144	\$ 129,009	\$ 127,169		\$ (1,840)	-1%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 53,819	\$ 52,614	\$ 52,812	\$ 53,504	\$ 51,627	27%	\$ (1,877)	-4%
Federal Appropriations	0	0	0	0	600	0%	600	100%
Higher Education Fund	10,786	10,786	10,786	10,786	11,124	6%	338	3%
Tuition and Fees	88,253	86,606	83,542	88,596	94,711	49%	6,116	7%
Contracts and Grants	4,707	3,414	4,051	4,717	4,333	2%	(384)	-8%
Student Financial Assistance	25,482	26,309	26,533	25,376	27,257	14%	1,881	7%
Gifts	1,642	1,837	2,626	1,695	1,700	1%	5	0%
Sales and Services	26,613	25,573	27,032	22,185	20,658	11%	(1,528)	-7%
Investment Income	12,060	8,288	7,293	3,142	3,177	2%	35	1%
Other Income	1,946	1,570	1,763	350	365	0%	15	4%
Discounts	(23,660)	(22,460)	(22,468)	(22,644)	(23,486)	-12%	(842)	4%
TOTAL REVENUES	\$ 201,648	\$ 194,538	\$ 193,970	\$ 187,708	\$ 192,066		\$ 4,358	2%
EXPENDITURES								
Salaries - Faculty	\$ 36,056	\$ 36,200	\$ 37,622	\$ 37,923	\$ 38,223	20%	\$ 299	1%
Salaries - Non-Faculty	30,377	30,018	30,753	31,660	30,939	16%	(721)	-2%
Wages	5,818	5,333	4,835	5,204	5,659	3%	455	9%
Benefits	20,949	21,077	21,414	22,208	22,508	12%	301	1%
Personnel Costs	93,200	92,629	94,624	96,995	97,329	51%	334	0%
Utilities	4,055	3,396	2,961	4,754	5,146	3%	392	8%
Scholarships	42,756	37,792	39,716	41,911	45,048	24%	3,137	7%
Discounts	(23,660)	(22,460)	(22,468)	(22,644)	(23,486)	-12%	(842)	4%
Equipment (Capitalized)	1,628	1,586	1,212	3,993	4,387	2%	394	10%
Operations and Maintenance (Net)	53,260	53,089	51,564	47,683	49,535	26%	1,852	4%
Debt Service	13,497	13,059	13,064	12,958	12,755	7%	(203)	-2%
TOTAL EXPENDITURES	\$ 184,737	\$ 179,092	\$ 180,674	\$ 185,652	\$ 190,715		\$ 5,063	3%
TRANSFERS								
Other	(10,410)	(8,604)	(11,430)	(2,056)	(2,191)		(135)	7%
NET TRANSFERS	\$ (10,410)	\$ (8,604)	\$ (11,430)	\$ (2,056)	\$ (2,191)		\$ (135)	7%
NET INCREASE (DECREASE)	6,501	6,843	1,865	(0)	(840)		(840)	>500%
ENDING CURRENT NET POSITION	\$ 120,302	\$ 127,145	\$ 129,009	\$ 129,009	\$ 126,329		\$ (2,680)	-2%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Commerce
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 60,293	\$ 61,064	\$ 56,781
Academic Support	11,449	11,439	15,248
Student Services	12,628	10,573	12,769
Scholarships and Fellowships	8,253	5,870	6,466
Institutional Support	14,658	14,845	14,741
O&M of Plant	14,076	14,969	13,793
Public Service	2,670	2,025	2,022
Research	1,874	1,488	1,582
E&G and Designated Subtotal:	\$ 125,901	\$ 122,274	\$ 123,401
Auxiliary:			
Auxiliary	\$ 31,111	\$ 31,365	\$ 30,836
Auxiliary Subtotal:	\$ 31,111	\$ 31,365	\$ 30,836
Restricted:			
Instruction	\$ 642	\$ 377	\$ 332
Academic Support	148	243	277
Student Services	1,273	1,453	1,825
Scholarships and Fellowships	9,297	8,121	9,063
Institutional Support	279	265	196
O&M of Plant	0	9	3
Public Service	595	512	496
Research	1,991	1,415	1,180
Restricted Subtotal:	\$ 14,227	\$ 12,394	\$ 13,373
TOTAL:			
Instruction	\$ 60,935	\$ 61,440	\$ 57,113
Academic Support	11,598	11,682	15,526
Student Services	13,901	12,027	14,593
Scholarships and Fellowships	17,550	13,991	15,529
Institutional Support	14,938	15,110	14,937
O&M of Plant	14,077	14,978	13,796
Public Service	3,265	2,537	2,518
Auxiliary	31,111	31,365	30,836
Research	3,864	2,904	2,762
RFS Debt Service Transfers	13,497	13,059	13,064
TOTAL:	\$ 184,737	\$ 179,092	\$ 180,674



Texas A&M University - Commerce
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 7,379	\$ 7,216	\$ (163)
Designated	90,069	89,578	(491)
Auxiliary	26,097	25,912	(185)
Restricted	3,623	3,623	-
Change in Net Position	\$ 127,169	\$ 126,329	\$ (840)

Explanation for Net Decrease*

Functional and General	\$ (163)	One-time funds used to cover State Appropriations reductions
Designated	\$ (491)	One-time funds used to cover State Appropriations reductions
Auxiliary	\$ (185)	One-time funds used to cover State Appropriations reductions

BUDGET NARRATIVE

Introduction:

Texas A&M University Corpus Christi (TAMU-CC) experienced enrollment growth of 51% over the past 17 years. The university adds degree programs in sync with the demands of local employers and prospective students, along with the Texas economy, while providing learning and research experiences unique to our coastal campus.

TAMU-CC is proud to be a good steward of resources and strives to strategically allocate resources in support of student engagement and success. To that end, the university has a faculty to student ratio of 23:1 and operates a Center for Academic Student Achievement (CASA). CASA served 93% of the university's First Time In College (FTIC) students this year. In addition to a myriad of other student success services, CASA assists students in navigating campus life.

TAMU-CC proudly assisted over 1,300 veterans, active duty service members, and dependents of veterans through the enrollment process via our Office of Veterans Affairs. The office also offers specific programming including community building events, orientation, financial aid, and specially developed career workshops.

As part of the university's Quality Enhancement Plan (QEP), the university implemented I-Know, a digital literacy program to prepare students to find, evaluate, create, and communicate knowledge using digital technologies. Additionally, the university launched Open Access Publishing to promote student access to free online digital information.

COVID-19 presents an ever-evolving challenge to the university. Not only may it impact our campus community through decreased enrollment and a loss of revenue to our auxiliary services, but coming on the heels of Hurricane Harvey, it presents an even greater challenge to our campus.

The university's commitment to prudent spending helps it navigate an ever-changing budgetary landscape. Immediately after the stay-at-home order went into effect, classes and operations were moved off-campus, travel was halted, and a hiring freeze was implemented. Additionally, the university prioritized, and placed on hold, outstanding Hurricane Harvey repairs not eligible for FEMA reimbursement.

BUDGET NARRATIVE CONTINUED

Until the full effects of the FY 2020 and FY 2021 budget reductions and COVID-19 stabilize, the university will continue to prioritize spending to ensure its students, faculty, and staff have the resources needed to succeed safely in the campus community. The university hired staff to manage contact tracing,

in cooperation with the local county health agency. However, budget reductions simultaneously require the university to reduce faculty and staff FTE's and funding for wages that would otherwise support student workers.

Revenues:

Total Revenue for FY 2021 is budgeted at \$239 million. This represents a slight increase of \$275 thousand (< 1%) over FY 2020.

The university's share of the state budget reductions netted to \$1.9 million (3%) in State Appropriations. This loss in revenue cannot be sustained long-term. Federal Appropriations, under the Higher Education Emergency Relief Fund, provide the university with \$5 million in institutional support. In FY 2021, these one-time funds will support operations, students, and assist in balancing the university's FY 2021 budget.

Tuition and Fees revenues are budgeted at \$107 million (gross). This represents an increase of \$2.7 million (3%) above FY 2020. The increase is primarily attributed to applying the 2.6% Higher Education Price Index to the tuition & fee rates for Fall 2020 for new students.

Discounts and Allowances on tuition and fees are budgeted at \$26.2 million for FY 2021, an increase of \$5.9 million over FY 2020. Tuition & Fee discounting is an important component to recruiting and retaining students, a continued focus for the university. Many of the university's undergraduate students select guaranteed tuition plans. Currently, 9,547 students are on the Guaranteed Tuition Plan and 141 students are on a one-year plan, keeping tuition and fee revenues relatively flat year to year.

BUDGET NARRATIVE CONTINUED

Research revenues are budgeted at \$30.5 million. This represents a \$1.3 million (5%) increase above FY 2020 and is primarily due to the research activities within the Harte Research Institute, the Lone Star Unmanned Aircraft Systems, and the College of Science and Engineering.

Due to COVID-19, Sales and Services are budgeted to decrease by \$1.2 million (15%). A new housing policy requiring incoming first-year students to live on campus may offset the decrease, but the loss is significant. Other Income is also budgeted to decrease by \$335 thousand (26%).

Expenses:

Total Expenditures for FY 2021 are budgeted at \$238.7 million, a decrease of \$624 thousand (< 1%) over FY 2020.

Personnel Costs are budgeted at \$132 million, an increase of \$2.8 million (2%) over FY 2020 budgeted amounts. The increase is primarily attributed to faculty & staff promotions, applying phase II of the university's salary equity study and the addition of key positions. Due to COVID-19 enrollment

fluctuations and reductions in General Revenue, the university will not award merit, has implemented a flexible hiring freeze, and may need to eliminate positions.

Operations and Maintenance (net) is budgeted to increase \$4.6 million (9%) due to an increase in academic and student support expenditures. The \$5.0 million one-time, Higher Education Emergency Relief Fund, will offset this increase. The university expects to realize a decrease of \$924 thousand (16%) in utility expense due to the implementation of the Phase I – Energy Conservation Project.

Reserves:

Going into FY 2020, the university held \$55.5 million (3.9 months) in operating reserves.

BUDGET NARRATIVE CONTINUED

Capital Plan:

The university has 2 capital projects in the planning phase of construction, the Island Campus Parking Garage and Energy Consumption Reduction – Phase II and will propose 16 Unfunded Capital Needs projects for FY 2022 – FY 2025. The university's RFS Debt Service transfers for FY 2021 are budgeted at \$17.6 million, a reduction of \$2.5 million (12%). Of this amount, \$9.8 million is being funded from general revenue (Tuition Revenue Bonds) and the remaining \$7.8 million is funded with HEF and other fees. Deferred maintenance needs are being addressed but the space deficits continue to grow.

TEXAS A&M UNIVERSITY - CORPUS CHRISTI

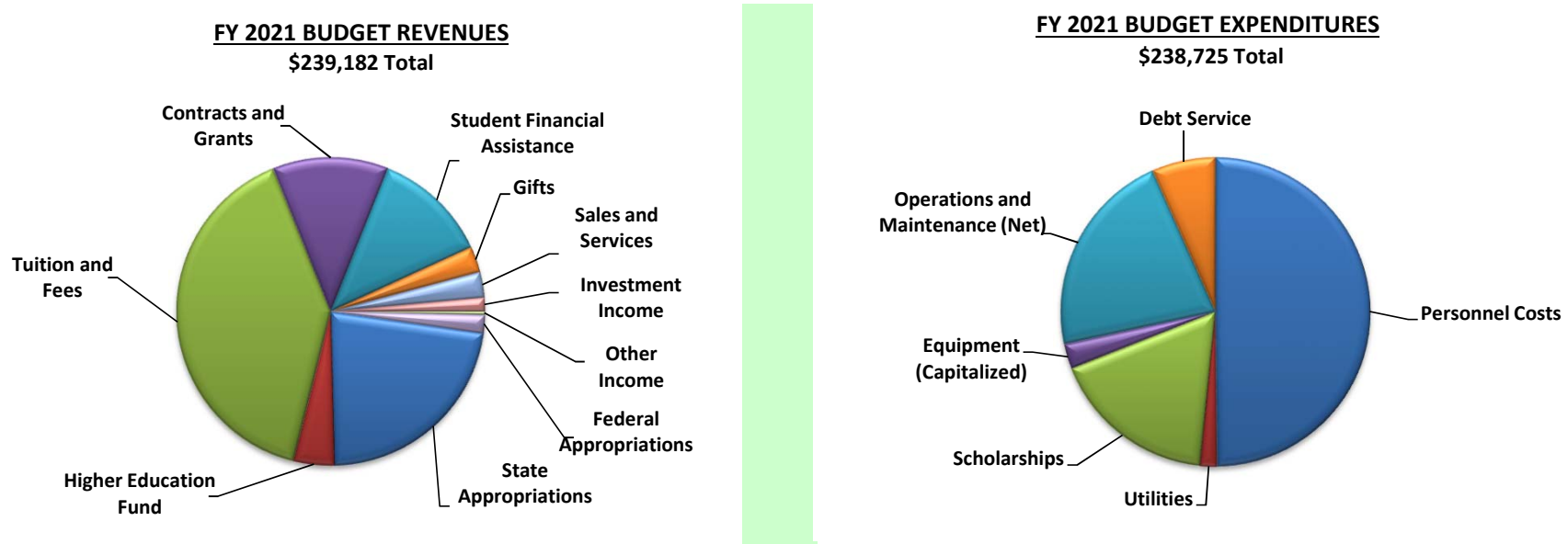
FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	239,350
FY 2021 Proposed Expense Budget		238,725
Difference	\$	(624)
% Change		-0.26%

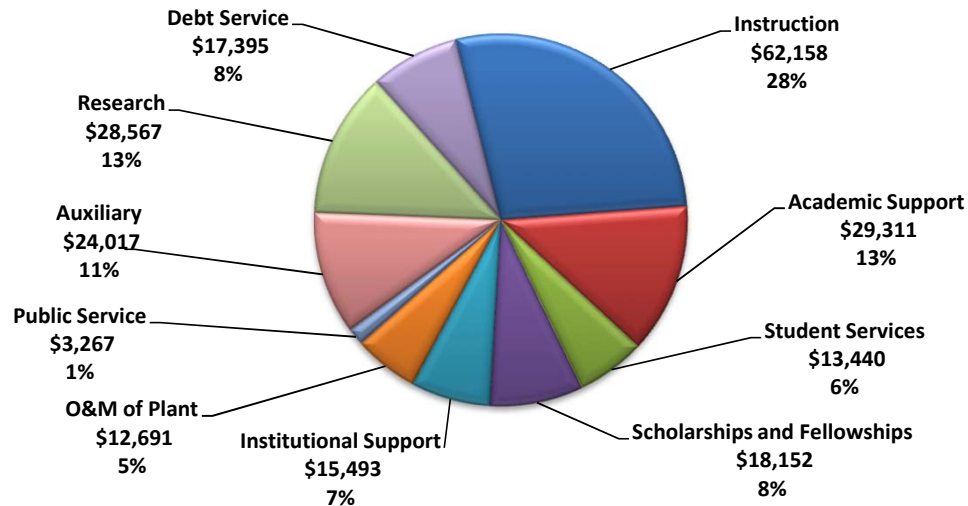
			<u>Method of Finance</u>
Personnel Costs			
Faculty & Staff	\$	2,170	48% State; 32% Designated Tuition & Fees; 10% Auxiliary; 10% Grants & Contracts
Wages		(251)	9% State; 43% Designated Tuition & Fees; 18% Auxiliary; 30% Grants & Contracts
Benefits		906	51% State; 30% Designated Tuition & Fees; 10% Auxiliary; 9% Restricted
Scholarships and Discounting		(5,612)	5% State; 34% Designated Tuition & Fees; 13% Auxiliary; 44% Contracts & Grants; 4% Federal Appropriation
Operations and Maintenance		4,674	15% State; 40% Designated Tuition & Fees; 12% Auxiliary; 30% Contracts & Grants; 3% Federal Appropriation
Debt Service		(2,512)	70% State; 3% Designated Tuition & Fees; 27% Auxiliary
TOTAL:	\$	(624)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Corpus Christi
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Corpus Christi
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY20 Budget to FY21 Budget		
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 77,979	\$ 104,373	\$ 128,581	\$ 127,789	\$ 120,780		\$ (7,009)	-5%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 61,733	\$ 58,179	\$ 58,232	\$ 61,718	\$ 59,814	25%	\$ (1,905)	-3%
Federal Appropriations	0	0	0	0	5,000	2%	5,000	100%
Higher Education Fund	11,136	11,136	11,136	11,136	11,479	5%	342	3%
Tuition and Fees	97,337	101,771	103,674	104,255	107,022	45%	2,767	3%
Contracts and Grants	26,323	28,681	27,543	29,126	30,500	13%	1,374	5%
Student Financial Assistance	26,919	30,042	30,911	32,406	32,406	14%	0	n/a
Gifts	6,569	6,822	6,762	7,226	7,256	3%	30	0%
Sales and Services	11,019	10,065	10,056	8,498	7,203	3%	(1,295)	-15%
Investment Income	9,785	7,897	6,073	3,604	3,814	2%	210	6%
Other Income	1,280	1,137	1,429	1,277	942	0%	(335)	-26%
Discounts	(20,347)	(20,574)	(24,510)	(20,340)	(26,252)	-11%	(5,912)	29%
TOTAL REVENUES	\$ 231,755	\$ 235,157	\$ 231,305	\$ 238,907	\$ 239,182		\$ 275	0%
EXPENDITURES								
Salaries - Faculty	\$ 39,024	\$ 39,967	\$ 44,000	\$ 45,934	\$ 47,064	20%	\$ 1,130	2%
Salaries - Non-Faculty	42,055	43,247	46,291	48,907	49,946	21%	1,040	2%
Wages	7,895	8,020	7,576	6,731	6,480	3%	(251)	-4%
Benefits	23,797	24,519	25,502	27,586	28,492	12%	906	3%
Personnel Costs	112,770	115,753	123,369	129,157	131,982	55%	2,825	2%
Utilities	4,788	4,651	4,504	5,678	4,753	2%	(924)	-16%
Scholarships	39,804	41,848	45,726	45,914	46,214	19%	300	1%
Discounts	(20,347)	(20,574)	(24,510)	(20,340)	(26,252)	-11%	(5,912)	29%
Equipment (Capitalized)	4,665	4,208	5,299	5,963	6,889	3%	926	16%
Operations and Maintenance (Net)	44,827	45,700	52,616	52,805	57,479	24%	4,674	9%
Debt Service	18,070	17,158	17,486	20,173	17,660	7%	(2,512)	-12%
TOTAL EXPENDITURES	\$ 204,575	\$ 208,744	\$ 224,491	\$ 239,350	\$ 238,725		\$ (624)	0%
TRANSFERS								
Other	(786)	(2,205)	(7,605)	442	276		(166)	-38%
NET TRANSFERS	\$ (786)	\$ (2,205)	\$ (7,605)	\$ 442	\$ 276		\$ (166)	-38%
NET INCREASE (DECREASE)	26,393	24,208	(792)	0	733		733	>500%
ENDING CURRENT NET POSITION	\$ 104,373	\$ 128,581	\$ 127,789	\$ 127,789	\$ 121,513		\$ (6,276)	-5%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Corpus Christi
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 52,503	\$ 54,069	\$ 57,911
Academic Support	24,909	24,109	27,754
Student Services	9,483	9,266	13,208
Scholarships and Fellowships	9,257	9,736	9,876
Institutional Support	15,437	15,708	15,019
O&M of Plant	11,007	11,597	12,497
Public Service	2,468	2,280	2,448
Research	6,343	6,065	9,965
E&G and Designated Subtotal:	\$ 131,406	\$ 132,830	\$ 148,676
Auxiliary:			
Auxiliary	\$ 21,484	\$ 22,304	\$ 24,017
Auxiliary Subtotal:	\$ 21,484	\$ 22,304	\$ 24,017
Restricted:			
Instruction	\$ 4,057	\$ 3,990	\$ 4,248
Academic Support	2,183	1,638	1,558
Student Services	236	266	232
Scholarships and Fellowships	7,628	8,774	8,276
Institutional Support	235	293	474
O&M of Plant	439	816	194
Public Service	1,128	1,076	820
Research	17,710	19,663	18,602
Restricted Subtotal:	\$ 33,616	\$ 36,515	\$ 34,403
TOTAL:			
Instruction	\$ 56,560	\$ 58,058	\$ 62,158
Academic Support	27,091	25,747	29,311
Student Services	9,719	9,532	13,440
Scholarships and Fellowships	16,885	18,510	18,152
Institutional Support	15,672	16,001	15,493
O&M of Plant	11,446	12,413	12,691
Public Service	3,596	3,356	3,267
Auxiliary	21,484	22,304	24,017
Research	24,053	25,728	28,567
RFS Debt Service Transfers	18,070	17,095	17,395
TOTAL:	\$ 204,575	\$ 208,744	\$ 224,491



Texas A&M University - Corpus Christi
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 6,501	\$ 6,501	\$ -
Designated	84,444	84,830	385
Auxiliary	17,120	17,232	113
Restricted	12,715	12,950	235
Change in Net Position	\$ 120,780	\$ 121,513	\$ 733

Explanation for Net Decrease*

* if applicable



TEXAS A&M UNIVERSITY - KINGSVILLE



BUDGET NARRATIVE

Introduction:

Texas A&M University-Kingsville adopted a FY 2021 budget with projected revenues based on a 10 % decrease in fall enrollment to account for the anticipated negative impact of COVID-19 on international, dual-credit, and transfer enrollment. The University has developed plans to reduce budgets by an additional 5% in FY 2021 contingent upon actual fall enrollment and unforeseen COVID-19 impacts. Specific actions will be finalized during the first quarter of FY 2021.

Texas A&M University-Kingsville will be developing a new strategic plan in FY 2021 utilizing conservative projections for revenue and enrollment over the next five fiscal years. If revenues exceed projections, surplus funds will be used to fund deferred maintenance, athletics, and reserve accounts.

Recruitment efforts for FY 2021 and beyond will focus on the 70,000 high school graduates per year and more than 160,000 community college students within a 3-hour drive of Texas A&M University- Kingsville. The University will leverage Regent Scholarship funds to create housing scholarships, summer bridge program for first-time in college freshman, and work with 2-year colleges to build transfer pathways and create more opportunities for their students to pursue 4-year degrees and certificate programs.

Revenues:

- The Pre-COVID revenue budget was conservatively prepared based on FY 2020 enrollment trends.
- The \$3.22 biennium cut (5%) in State Appropriations was budgeted as shown below:

	FY20	FY21
FY20 & FY21 Appropriation Cut	12.5% (\$403,000)	87.5% (\$2.82M)

- The University will continue to closely monitor fall enrollment and address any unforeseen impacts. Enrollment projections for headcount and semester credit hours are currently at an approximate 9% decrease as compared to Fall 2019, which is included in the Post-COVID revenue budget.
- CARES Act revenue funding of \$3.92 million included in the FY 2021 budget; \$1.7 million in Student Financial Assistance and \$2.2 million in federal appropriations from the Institutional and Minority Serving Institute funding.

BUDGET NARRATIVE CONTINUED

Expenses:

- Strategic Reductions were made in vacant positions due to the anticipated enrollment decline totaling \$1.44 million.
- Reductions were also made due to the 5% State Appropriation reduction cumulatively between both FY 2020 and FY 2021 in the faculty and staff expenditure lines and a portion in operating expenditures.
- Merit and market adjustments ranging from 1-2% merit and market adjustments will be funded in the budget and will be based on actual revenues from enrollment.
- CARES Act Funding for FY 2021 includes, \$1.7 million in direct student aid, \$1.7 million in IT equipment and upgrades to enhance student on-line learning, and \$516,000 in support of research and graduate studies as a minority serving institution.

Reserves:

- The University's FY 2019 Current Fund Reserve balance total \$35.4 million (3.51 months of reserves).
- The FY 2020 Current Funds Reserve balance is projected to equal \$32.2 million (estimated slightly more than 3 months of reserves) based on year to date spending with storm and COVID-19 related expenditures, which have not received reimbursement from insurance coverage and the Federal Government.
- The University would expect the FY 2021 Current Funds Reserve balances to remain level. The months of reserves would also have minimal change due to strategic reductions in expenditures.

Capital Plan:

- The Capital Plan, similar to the budget, was conservatively developed based on current projected revenues while remaining focused on addressing the University's deferred maintenance.
 - FY2020 Current Approved Project – Lucio Hall Fire Alarm Replacement is needed for student safety in our largest residence hall.
 - FY2021 Proposed Project – Lucio Hall Outside Air Unit Construction is in the planning phase to ensure adequate cooling and heating of the residence hall.
 - TRB Request for Agricultural Facilities (\$70M total/\$60M TRB):
 - Expansion of Veterinary Technology Teaching facilities
 - Replacement of Agriculture Teaching livestock facilities
 - New multi-disciplinary Agriculture Sciences research & teaching facilities
 - New greenhouse and research support facilities – Weslaco

Texas A&M University-Kingsville

FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	163,671
FY 2021 Proposed Expense Budget		164,067
Difference	\$	397
% Change		0.2%

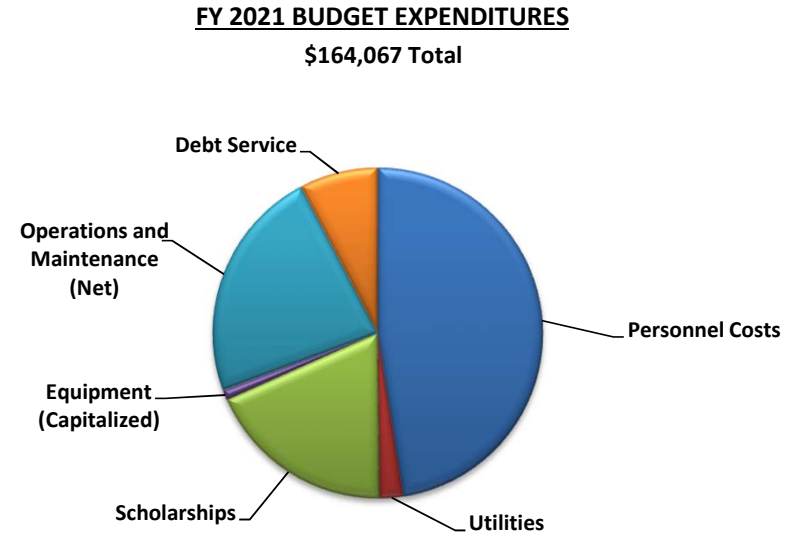
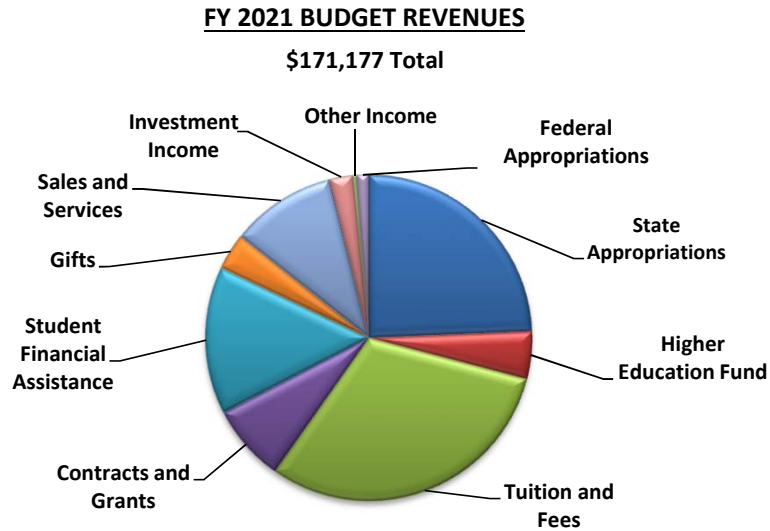
Method of Finance

Personnel:	\$	(1,469)	78% Tuition and Fees; 22% Auxiliary
Net decrease (5% General Revenue vacant positions reduced + 1-2% merit)			
Utilities: New Music Education Building		175	Fees
Scholarships & Discounts		(805)	All funds - decrease in auxiliary revenue
Equipment		82	Higher Education Fund
		1,000	100% Restricted Federal CAREs Act
Operations & Maintenance		2,916	100% Restricted Federal CAREs Act
			Conversion to virtual courses and other COVID-19 related expenditures
		(282)	Comprehensive Research Fund Decrease
			O&M to offset salaries moved to CRF
		(367)	Designated - Strategic reductions due to decrease in revenue and increase in insurance and assessment savings
		(527)	Auxiliary - Strategic reductions due to decrease in revenue & 2 dorm closures
Debt Service		(516)	Tuition Revenue Bond & HEF
		189	Auxiliary - New projects on capital plan

TOTAL:	\$	397
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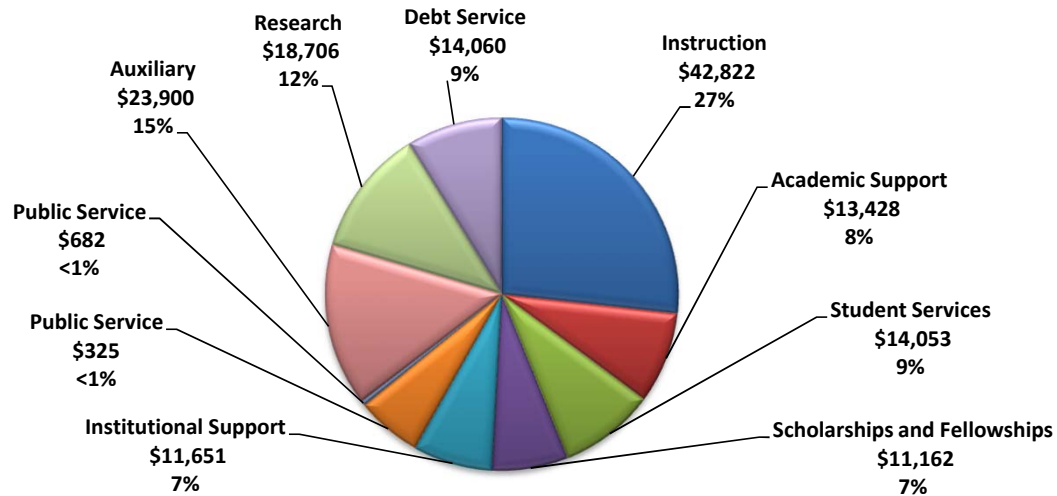


THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Kingsville
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Kingsville
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY20 Budget to FY21 Budget		
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 84,564	\$ 88,486	\$ 88,886	\$ 94,690	\$ 92,591		\$ (2,099)	-2%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 51,504	\$ 48,283	\$ 48,123	\$ 48,464	\$ 45,721	27%	\$ (2,742)	-6%
Federal Appropriations	0	0	0	0	2,216	1%	2,216	100%
Higher Education Fund	8,966	8,966	8,966	8,966	8,858	5%	(108)	-1%
Tuition and Fees	66,835	60,018	61,329	62,380	57,647	34%	(4,733)	-8%
Contracts and Grants	13,432	12,987	13,825	14,615	14,357	8%	(258)	-2%
Student Financial Assistance	22,467	23,883	23,612	25,618	27,479	16%	1,861	7%
Gifts	5,489	7,186	6,525	6,048	6,760	4%	712	12%
Sales and Services	23,001	21,473	21,846	20,415	19,615	11%	(800)	-4%
Investment Income	8,145	5,697	4,340	3,716	4,368	3%	653	18%
Other Income	695	773	1,104	1,024	722	0%	(302)	-30%
Discounts	(18,531)	(19,127)	(17,982)	(16,167)	(16,567)	-10%	(399)	2%
TOTAL REVENUES	\$ 182,003	\$ 170,138	\$ 171,687	\$ 175,078	\$ 171,177		\$ (3,902)	-2%
EXPENDITURES								
Salaries - Faculty	\$ 32,888	\$ 32,357	\$ 31,372	\$ 30,900	\$ 30,648	19%	\$ (252)	-1%
Salaries - Non-Faculty	30,837	31,449	31,018	31,620	30,884	19%	(735)	-2%
Wages	6,244	5,471	5,651	5,405	5,004	3%	(401)	-7%
Benefits	19,942	19,793	19,327	19,375	19,294	12%	(80)	0%
Personnel Costs	89,910	89,071	87,368	87,300	85,831	52%	(1,469)	-2%
Utilities	4,566	4,147	4,037	3,973	4,148	3%	175	4%
Scholarships	33,500	33,484	30,693	34,003	33,598	20%	(406)	-1%
Discounts	(18,531)	(19,127)	(17,982)	(16,167)	(16,567)	-10%	(399)	2%
Equipment (Capitalized)	1,363	1,994	1,221	673	1,755	1%	1,082	161%
Operations and Maintenance (Net)	46,308	42,490	40,695	39,662	41,401	25%	1,740	4%
Debt Service	13,558	13,677	14,060	14,227	13,901	8%	(327)	-2%
TOTAL EXPENDITURES	\$ 170,673	\$ 165,736	\$ 160,092	\$ 163,671	\$ 164,067		\$ 397	0%
TRANSFERS								
Other	(7,407)	(4,002)	(5,791)	(3,471)	(4,111)		(640)	18%
NET TRANSFERS	\$ (7,407)	\$ (4,002)	\$ (5,791)	\$ (3,471)	\$ (4,111)		\$ (640)	18%
NET INCREASE (DECREASE)	3,922	400	5,804	7,937	2,998		(4,938)	-62%
ENDING CURRENT NET POSITION	\$ 88,486	\$ 88,886	\$ 94,690	\$ 102,627	\$ 95,589		\$ (7,038)	-7%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Kingsville
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 43,784	\$ 42,731	\$ 41,180
Academic Support	14,843	14,585	12,664
Student Services	14,160	13,112	12,543
Scholarships and Fellowships	5,999	5,176	4,710
Institutional Support	11,823	11,403	11,551
O&M of Plant	10,778	9,771	9,628
Public Service	815	863	564
Research	5,734	4,978	4,265
E&G and Designated Subtotal:	\$ 107,936	\$ 102,619	\$ 97,105
Auxiliary:			
Auxiliary	\$ 24,042	\$ 24,597	\$ 23,900
Auxiliary Subtotal:	\$ 24,042	\$ 24,597	\$ 23,900
Restricted:			
Instruction	\$ 1,761	\$ 2,336	\$ 1,642
Academic Support	496	439	763
Student Services	1,240	1,482	1,510
Scholarships and Fellowships	7,717	7,153	6,452
Institutional Support	82	163	100
O&M of Plant	95	60	0
Public Service	219	113	118
Research	13,529	13,098	14,441
Restricted Subtotal:	\$ 25,138	\$ 24,843	\$ 25,026
TOTAL:			
Instruction	\$ 45,545	\$ 45,067	\$ 42,822
Academic Support	15,338	15,024	13,428
Student Services	15,399	14,594	14,053
Scholarships and Fellowships	13,716	12,329	11,162
Institutional Support	11,905	11,566	11,651
O&M of Plant	10,873	9,830	9,628
Public Service	1,034	976	682
Auxiliary	24,042	24,597	23,900
Research	19,263	18,076	18,706
RFS Debt Service Transfers	13,558	13,677	14,060
TOTAL:	\$ 170,673	\$ 165,736	\$ 160,092



Texas A&M University - Kingsville
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 6,539	\$ 5,330	\$ (1,209)
Designated	46,164	45,945	(219)
Auxiliary	13,961	14,677	716
Restricted	25,927	29,637	3,710
Change in Net Position	\$ 92,591	\$ 95,589	\$ 2,998

Explanation for Net Decrease*

Functional and General	\$ (1,209)	One-time use of reserves for the mandated 2020-21 5% general revenue reeducation.
Designated	\$ (219)	One-time use of designated reserves as a result of enrollment decline based on uncertainty because of COVID-19.

* if applicable

BUDGET NARRATIVE

Introduction:

The key factors affecting A&M-San Antonio's FY 2021 budget are the COVID-19 pandemic and the related 5% state appropriation cut. As we reviewed our budget to identify where we could absorb the cuts, we took the opportunity to perform a comprehensive review of vacant faculty and staff positions, eliminated several positions, and put in place a hiring freeze that will continue through FY 2021.

A comparison of the FY 2020 budget to the proposed FY 2021 budget results in reduced revenues and expenditures. We based the FY 2020 budget on projected enrollment growth in excess of 3%; actual growth was just over 1%. We project FY 2021 enrollment to remain essentially equal to actual FY 2020 headcount, but with more semester credit hours (SCH). Thus, we expect tuition and fee revenue to exceed FY 2020 actuals only slightly.

Revenues:

- The 5% cut in State Appropriations for the current biennium amounted to \$2.4 million; the portion allocated to FY 2021 is \$1.9 million.
- Prior to the pandemic, we were projecting a 3% increase in headcount enrollment and a somewhat higher increase in SCH based on enrollment funnel activity. At the onset of the pandemic we began planning for a 2% decrease in FY 2021; however, summer enrollment significantly exceeded projections, and fall enrollment is very close to what it was at this time last year. Based on these factors, we set our enrollment projections conservatively to equal actual FY 2020 headcount.
- The decrease in tuition and fees is largely due to the factors noted in the introduction. In addition, the University introduced a new eBook program, "Jaguar Day One". Student charges relating to this program are included in the budget as sales and services; under the previous program, the charges were budgeted as part of tuition and fee revenue.
- Lost revenue for FY 2020 is approximately \$264,000 (\$130,000 in fees not charged during the summer term; \$99,000 in fees refunded to students; and \$35,000 in dining commissions). A portion of our CARES Act funding is available to recoup these lost revenues.
- For FY 2021, we are not charging the athletics fee for fall, a loss of approximately \$600,000 in revenue.

Expenses:

- As noted above, the most significant impact of the COVID-19 pandemic on the University's expense budget was the elimination or defunding of vacant faculty and staff positions.

BUDGET NARRATIVE CONTINUED

- Well over \$1 million of CARES Act funding is projected to be used during FY 2021. At this time, we expect the majority of expenditures not covered by the CARES Act to be reimbursed by FEMA. We do not currently anticipate funding a significant amount of COVID-related expenditures from University reserves.
- Institutional priorities will remain focused on delivering excellent instruction and providing timely services to students and the community, but in a new environment that calls for Community, Safety, and Togetherness. Preparing our faculty to enhance their instructional delivery in a rapidly changing environment is critical, and we are offering additional training through partnerships coordinated by the provost's office. All faculty, staff, and students are receiving training on responsibilities during the pandemic, and must complete certification. Four task forces worked early this summer to provide clarity on the types of plans needed for returning to face-to-face instruction, as well as for faculty, staff, and student engagement on campus this fall. The University is preparing to have testing services on campus this fall through use of the System contract.
- We have reserved approximately \$750,000 of CARES Act student aid funding to award to students in the fall term. Because the term begins before the end of FY 2020, we project just over \$300,000 to impact FY 2021.

Reserves:

- FY 2019 ending uncommitted reserve balance was \$24.3 million, equal to 4.0 months of operations.
- FY 2020 projected uncommitted reserves are \$26.5 million, or roughly 4.2 months of operations.
- We expect reserves to decrease in FY 2021 as we utilize them to provide "bridge funding" to replace state appropriations, and to fund specific one-time expenditures.

Capital Plan:

- In response to uncertainty about future enrollment levels and the economic environment, the University has scaled back the scope of the proposed student recreation center. It is now planned to be a 56,000 square foot structure to cost \$30 million (down from 77,100 square feet at \$41.4 million.)
- Academic building projects are well underway, with one building substantially complete and the other in design.

Texas A&M University San Antonio
FY 2021 Highlighted Budget Components
(In Thousands)

FY 2020 Board Approved Expense Budget	\$ 96,111
FY 2021 Proposed Expense Budget	92,102
Difference	\$ (4,011)
% Change	-4.2%

Personnel Costs

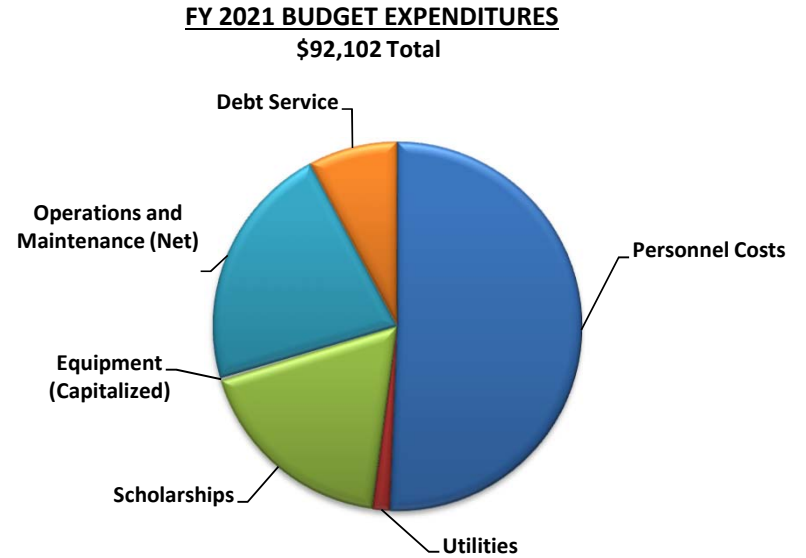
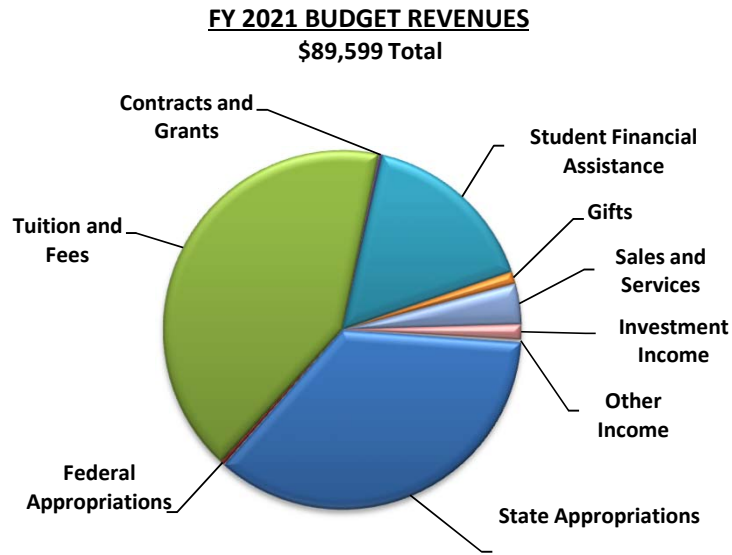
Reduction in Salaries - Faculty due to GR Reduction	\$ (663)	State Appropriations, Tuition and Fees
Increase in Non-Faculty Salaries (net of eliminated positions)	8	Tuition and Fees
Decrease in Wages (reallocation)	(46)	Tuition and Fees
Increase in Benefits due to proportionality change & modifications in calculation	646	Tuition and Fees

Other Operating Expenditures

Increase in Utilities	222	Tuition and Fees
Increase in Need Based Scholarships -CARES Act/Regents Scholarship	1,242	Tuition and Fees
Increase in Scholarship Discounts	(2,740)	Tuition and Fees
Decrease in Departmental Operating Expense	(1,854)	State Appropriations, Tuition & Fees
Decrease in RFS Debt Service-West Parking Lot	(25)	Fees
Decrease in RFS Debt Service- IT Infrastructure	(800)	Fees

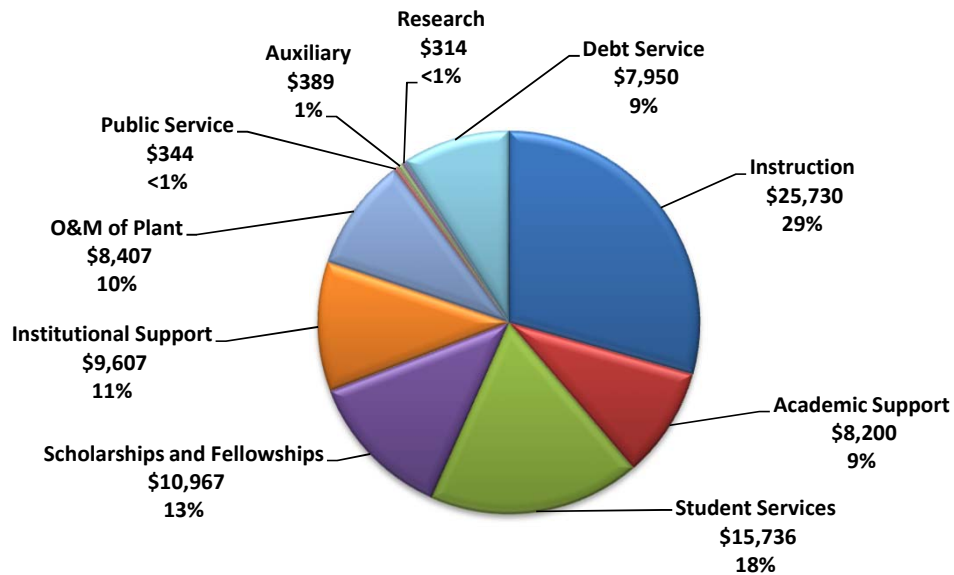
TOTAL:	\$ (4,010)
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THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - San Antonio
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - San Antonio
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 31,116	\$ 36,197	45,618	\$ 44,283	\$ 44,219		\$ (64)	0%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 33,967	\$ 32,418	\$ 32,686	\$ 37,204	\$ 35,335	39%	\$ (1,869)	-5%
Federal Appropriations	0	0	0	0	350	0%	350	100%
Tuition and Fees	32,012	39,058	40,315	45,210	41,410	46%	(3,801)	-8%
Contracts and Grants	424	514	478	939	288	0%	(651)	-69%
Student Financial Assistance	12,552	15,528	17,259	14,443	16,131	18%	1,688	12%
Gifts	830	1,749	2,151	976	1,095	1%	119	12%
Sales and Services	671	903	1,071	1,165	3,672	4%	2,508	215%
Investment Income	2,412	2,211	2,128	1,080	1,349	2%	269	25%
Other Income	88	133	234	234	233	0%	(0)	0%
Discounts	(5,868)	(7,157)	(10,015)	(7,524)	(10,264)	-11%	(2,740)	36%
TOTAL REVENUES	\$ 77,088	\$ 85,358	\$ 86,307	\$ 93,727	\$ 89,599		\$ (4,128)	-4%
EXPENDITURES								
Salaries - Faculty	\$ 12,737	\$ 15,332	\$ 17,418	\$ 18,894	\$ 18,231	20%	\$ (663)	-4%
Salaries - Non-Faculty	13,080	14,677	17,414	21,249	21,257	23%	8	0%
Wages	1,803	2,113	2,790	2,477	2,432	3%	(46)	-2%
Benefits	6,675	7,479	8,836	9,252	9,897	11%	646	7%
Personnel Costs	34,295	39,600	46,459	51,872	51,818	56%	(55)	0%
Utilities	831	894	1,065	1,343	1,565	2%	222	17%
Scholarships	14,638	17,000	20,757	17,304	18,547	20%	1,242	7%
Discounts	(5,868)	(7,157)	(10,015)	(7,524)	(10,264)	-11%	(2,740)	36%
Equipment (Capitalized)	2,239	185	1,543	185	185	0%	0	n/a
Operations and Maintenance (Net)	15,846	17,775	19,886	24,082	22,228	24%	(1,854)	-8%
Debt Service	7,512	7,701	7,950	8,849	8,024	9%	(825)	-9%
TOTAL EXPENDITURES	\$ 69,493	\$ 75,997	\$ 87,645	\$ 96,111	\$ 92,102		\$ (4,010)	-4%
TRANSFERS								
Other	(2,514)	60	4	15	(5)		(20)	-135%
NET TRANSFERS	\$ (2,514)	\$ 60	\$ 4	\$ 15	\$ (5)		\$ (20)	-135%
NET INCREASE (DECREASE)	5,081	9,420	(1,335)	(2,369)	(2,508)		(138)	6%
ENDING CURRENT NET POSITION	\$ 36,197	\$ 45,617	\$ 44,283	\$ 41,914	\$ 41,711		\$ (202)	0%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - San Antonio
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 19,133	\$ 23,773	\$ 25,724
Academic Support	5,937	7,477	7,659
Student Services	11,982	11,327	15,663
Scholarships and Fellowships	3,737	4,040	4,812
Institutional Support	8,242	8,511	9,597
O&M of Plant	6,306	5,111	8,407
Public Service	453	342	257
Research	259	220	214
E&G and Designated Subtotal:	\$ 56,049	\$ 60,801	\$ 72,334
Auxiliary:			
Auxiliary	\$ 567	\$ 349	\$ 389
Auxiliary Subtotal:	\$ 567	\$ 349	\$ 389
Restricted:			
Instruction	\$ -	\$ 29	\$ 6
Academic Support	0	896	541
Student Services	29	147	73
Scholarships and Fellowships	5,033	5,918	6,155
Institutional Support	6	10	11
O&M of Plant	0	0	0
Public Service	115	20	87
Research	185	125	99
Restricted Subtotal:	\$ 5,368	\$ 7,146	\$ 6,973
TOTAL:			
Instruction	\$ 19,133	\$ 23,802	\$ 25,730
Academic Support	5,937	8,373	8,200
Student Services	12,011	11,474	15,736
Scholarships and Fellowships	8,770	9,959	10,967
Institutional Support	8,248	8,521	9,607
O&M of Plant	6,306	5,111	8,407
Public Service	568	362	344
Auxiliary	567	349	389
Research	444	345	314
RFS Debt Service Transfers	7,508	7,701	7,950
TOTAL:	\$ 69,493	\$ 75,997	\$ 87,645



Texas A&M University - San Antonio
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 11,126	\$ 10,224	\$ (901)
Designated	32,219	30,826	(1,393)
Auxiliary	819	661	(158)
Restricted	55	0	(55)
Change in Net Position	\$ 44,219	\$ 41,711	\$ (2,508)

Explanation for Net Decrease*

Functional and General	\$ (901)	Planned one-time use of reserves to be used as a temporary "bridge funding" strategy for critical Academic administrative and support positions due to the reduction in General Revenue Funding. These positions will be moved to base (recurring) funding in FY 2022.
Designated	\$ (1,393)	Planned one-time use of reserves to fund planned one-time expenditures for academic Initiatives such as AACSB accreditation within the College of Business, Strategic Enrollment start-up initiatives, that align with the University's Strategic Plan 2016-2021.
Auxiliary	\$ (158)	Planned one-time use of reserves to partially fund RFS debt service on the West Parking Lot.
Restricted	\$ (55)	Planned one-time use of contract and grant funds given in FY2020 for Fostering Educational Success.

* if applicable

BUDGET NARRATIVE

Introduction:

Texas A&M University-Texarkana (TAMUT) remains a fiscally conservative steward of all available resources, including State appropriations, while maintaining one of the lowest tuition costs among regional universities across the State. Starting in early March 2020, anticipating the impact of the COVID-19 pandemic, TAMUT began reviewing additional opportunities for savings in its already lean budget. TAMUT implemented the hiring freeze called for by the Chancellor, and as we moved into the summer, initiated its own spending freeze, sweeping those funds that departments could not justify spending, into a common pool. These actions have provided TAMUT with a way to meet the required State budget reductions.

Our main concern moving forward is that we do everything possible to ensure quality instruction and student success. As a university that serves a high percentage of low-income and first generation students, we anticipate that the \$1.5 million State cut and potential losses in tuition revenue, in addition to expanded online offerings, will make it impossible to deliver classes and services as we always have. Thus, we are reallocating from our usual expenses, such as travel and events, to those areas. Funds will be used to increase our remote learning capability—through faculty professional development and enhanced technology. Staff are working with faculty to develop programming that helps students be successful using remote forms of learning and also engaging with one another in appropriately social-distanced and remote environments.

Revenues:

- TAMUT's Pre vs. Post-COVID-19 budget changed only by the addition of CARES Act Funding in total \$865,340.
- TAMUT reimbursed students \$357,000 in the form of housing and dining refunds and credits.
- TAMUT 5% General Revenue Reduction over 2 years = \$1.5 million
 - FY 2020 \$750,458
 - FY 2021 \$750,295
- Pre-COVID-19 enrollment projections were based on a slight increase (3%).
- Post-COVID-19 enrollment projections did not change our revenue projections for FY 2021.
- At this time (mid-July), our enrollment looks positive. 50% more freshmen signed up for summer orientation than last year, and our residence hall has its largest waiting list, approximately 20% of capacity. If this trend continues, we could see more than a 3% increase in enrollment.
- While we do not project decreased revenue for FY 2021 beyond the state budget cut, we are building contingency plans in case the COVID-19 pandemic results in last-minute enrollment declines.

BUDGET NARRATIVE CONTINUED

Expenses:

- Due to the 5% General Reduction of \$1.5 million for FY 2020 & FY 2021, the post-COVID-19 budget reflects \$750,295 in reduced expense in areas such as personnel, due to the elimination of 2 staff positions and the continued hiring freeze of non-essential personnel, energy savings, and reductions in operations and travel budgets. As a small institution with limited funding, TAMUT did not budget for COVID-19 operating expenses outside of the funds budgeted with CARES federal stimulus institutional and MSI funds.
- Institutional priorities include (1) implementation of Better East Texas Initiative degree programs (Mechanical Engineering, Social Work, and Nursing) funded during the last legislative session, (2) professional development to enhance online instruction and learning, and (3) expanded technology capacity and use to meet university goals for student learning and success.

Reserves:

- FY 2019 reserve balance was \$7.4 million – 2.7 months
- FY 2020 anticipated reserve balance of \$6.8 million – 2.5 months
- FY 2021 anticipated reserve balance of \$6.5 million – 2.4 months

Capital Plan:

- Remodel of reclaimed space in University Center for Student Life, Career Development, International Studies, and Science & Technology Building, conversion of 2 classrooms to Biology and Chemistry Labs, and expansion of cafeteria dining area to alleviate overcrowding following the opening of the Patterson Student Center
- Pending TRB proposal for Business, Engineering and Technology Building, TAMUT will request \$46 million in Tuition Revenue Bond funding to construct a classroom and office building to house programs in our College of Business, Engineering, and Technology. In the fall of 2017, TAMUT consolidated three colleges into two, both of which provide a more cutting-edge learning environment at lower administrative cost. The College of Business, Engineering, and Technology (CBET) combines the previously stand-alone College of Business with the engineering and technology programs from the former STEM college. The rationale behind this change was to better prepare engineers, computer scientists, and business students for the world of work by developing curricular and project-based intersections between them. Presently, there is no space for these professional disciplines to be housed and work together. Office space is limited on a growing campus and there is little appropriate lab space for instruction and no research space for faculty and the undergraduates who work with them. This building which would include classrooms, teaching/research labs, and faculty and staff offices in approximately 60,000 square feet would meet this need.



Texas A&M University - Texarkana

FY 2021 Highlighted Budget Components

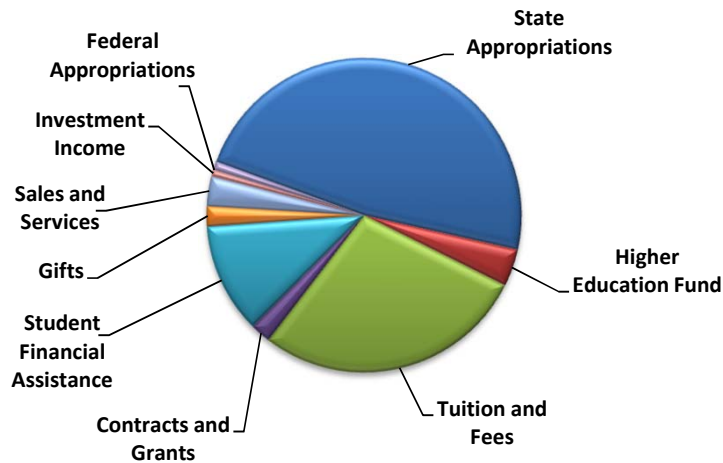
(In Thousands)

FY 2020 Board Approved Expense Budget	\$	48,891	
FY 2021 Proposed Expense Budget		50,247	
Difference	\$	1,355	
% Change		2.8%	

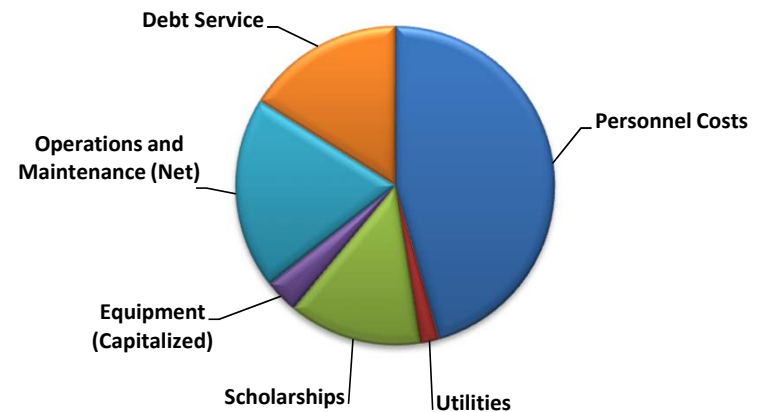
			<u>Method of Finance</u>
Personnel Costs			
Faculty & Staff	\$	99	81% State; 12% Designated Tuition & Fees; 4% Auxiliary; 3% Restricted
Wages		270	2% State; 78% Designated Tuition & Fees; 16% Auxiliary; 4% Restricted
Benefits		(185)	89% State; 5% Designated Tuition & Fees; 4% Auxiliary; 2% Restricted
Total Personnel Costs		<u>184</u>	
Scholarships and Discounting		201	17% State; 25% Designated Tuition & Fees; -2% Auxiliary; 60% Restricted
Operations and Maintenance		948	19% State; 51% Designated Tuition & Fees; 16% Auxiliary; 7% Restricted; 7% Federal Appn.
Debt Service		22	89% State; 11% Auxiliary
TOTAL:	\$	1,355	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Texarkana
FY 2021 Budget Graphs
(In Thousands)

FY 2021 BUDGET REVENUES
\$49,901 Total

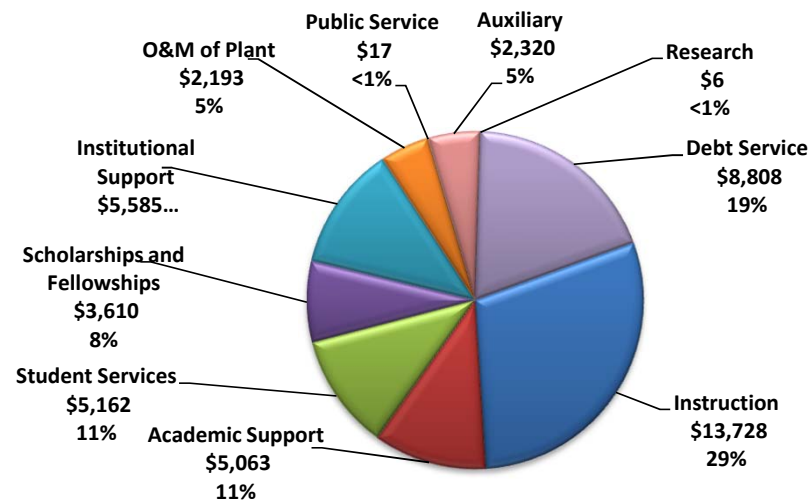


FY 2021 BUDGET EXPENDITURES
\$50,247 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Texarkana
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY20 Budget to FY21 Budget		
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 24,634	\$ 30,972	\$ 20,929	\$ 20,663	\$ 21,660		\$ 997	5%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 23,148	\$ 23,205	\$ 23,417	\$ 26,294	\$ 25,561	51%	\$ (733)	-3%
Federal Appropriations	0	0	0	0	479	1%	479	100%
Higher Education Fund	1,824	1,824	1,824	1,824	2,050	4%	226	12%
Tuition and Fees	12,462	13,389	14,142	14,182	14,940	30%	759	5%
Contracts and Grants	1,335	491	614	961	1,105	2%	144	15%
Student Financial Assistance	3,734	5,366	5,779	5,488	6,074	12%	586	11%
Gifts	833	562	333	957	1,099	2%	142	15%
Sales and Services	1,782	1,993	2,159	1,509	1,611	3%	102	7%
Investment Income	2,699	2,417	1,048	457	370	1%	(87)	-19%
Other Income	15	384	68	0	0	0%	0	n/a
Discounts	(2,883)	(3,399)	(3,536)	(3,276)	(3,389)	-7%	(113)	3%
TOTAL REVENUES	\$ 44,949	\$ 46,232	\$ 45,849	\$ 48,395	\$ 49,901		\$ 1,507	3%
EXPENDITURES								
Salaries - Faculty	\$ 7,250	\$ 7,470	\$ 8,191	\$ 8,761	\$ 8,975	18%	\$ 214	2%
Salaries - Non-Faculty	7,676	8,158	8,602	9,481	9,365	19%	(115)	-1%
Wages	1,302	1,430	1,069	269	538	1%	270	100%
Benefits	4,722	4,807	5,167	5,749	5,564	11%	(185)	-3%
Personnel Costs	20,950	21,865	23,029	24,259	24,443	49%	184	1%
Utilities	486	549	693	1,180	1,017	2%	(163)	-14%
Scholarships	5,712	6,564	7,042	6,956	7,270	14%	314	5%
Discounts	(2,883)	(3,399)	(3,536)	(3,276)	(3,389)	-7%	(113)	3%
Equipment (Capitalized)	178	13,319	1,394	1,718	1,832	4%	115	7%
Operations and Maintenance (Net)	8,235	7,992	8,848	9,441	10,438	21%	997	11%
Debt Service	9,479	9,575	9,021	8,613	8,635	17%	22	0%
TOTAL EXPENDITURES	\$ 42,157	\$ 56,466	\$ 46,491	\$ 48,891	\$ 50,247		\$ 1,355	3%
TRANSFERS								
Other	3,547	191	376	100	75		(25)	-25%
NET TRANSFERS	\$ 3,547	\$ 191	\$ 376	\$ 100	\$ 75		\$ (25)	-25%
NET INCREASE (DECREASE)	6,338	(10,043)	(266)	(396)	(270)		126	-32%
ENDING CURRENT NET POSITION	\$ 30,972	\$ 20,929	\$ 20,663	\$ 20,267	\$ 21,390		\$ 1,124	6%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M University - Texarkana
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 12,051	\$ 13,216	\$13,629
Academic Support	4,859	4,911	4,659
Student Services	3,507	3,706	3,574
Scholarships and Fellowships	1,084	1,259	1,432
Institutional Support	5,037	5,079	5,479
O&M of Plant	1,784	12,908	2,193
Public Service	4	0	0
Research	58	35	6
E&G and Designated Subtotal:	\$ 28,384	\$ 41,113	\$30,972
Auxiliary:			
Auxiliary	\$ 1,807	\$ 2,278	\$ 2,320
Auxiliary Subtotal:	\$ 1,807	\$ 2,278	\$ 2,320
Restricted:			
Instruction	\$ 69	\$ 27	\$ 99
Academic Support	331	345	403
Student Services	46	159	1,589
Scholarships and Fellowships	1,734	1,867	2,178
Institutional Support	29	1,021	106
O&M of Plant	0	20	0
Public Service	261	61	17
Research	18	-	-
Restricted Subtotal:	\$ 2,487	\$ 3,501	\$ 4,391
TOTAL:			
Instruction	\$ 12,120	\$ 13,243	\$13,728
Academic Support	5,189	5,256	5,063
Student Services	3,553	3,865	5,162
Scholarships and Fellowships	2,818	3,126	3,610
Institutional Support	5,067	6,100	5,585
O&M of Plant	1,784	12,928	2,193
Public Service	265	61	17
Auxiliary	1,807	2,278	2,320
Research	75	35	6
RFS Debt Service Transfers	9,479	9,575	8,808
TOTAL:	\$ 42,157	\$ 56,466	\$46,491



Texas A&M University - Texarkana
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 8,721	\$ 8,721	\$ -
Designated	6,504	6,233	(270)
Auxiliary	1,943	1,943	-
Restricted	4,493	4,493	-
Change in Net Position	\$ 21,660	\$ 21,390	\$ (270)

Explanation for Net Decrease*

Designated	\$ (270)	One time use of designated tuition reserves for Athletics operations.
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* if applicable

BUDGET NARRATIVE

Introduction:

The key factors affecting West Texas A&M University's FY 2021 budget are the COVID-19 pandemic and the 5% state appropriation reduction. As we reviewed our FY 2020 budget to identify savings, operational reductions and possible departmental cuts, we found opportunities that allowed us to keep our prime academic mission intact. We looked at making true "vertical" cuts or departmental/service eliminations instead of the across the board reductions. Current vacancies were evaluated as to their relevance to our academic mission and opportunities to reduce expenses that made business sense were identified.

West Texas is in the initial stages of possibilities and growth for some new programs. The new partnership with the Texas A&M University College of Veterinary Medicine is one example that will pay great dividends in a short period as long as they are able to be held harmless from the reductions caused by the pandemic and state revenue shortfalls. The same goes for our recently implemented doctorate in Education. With ties to and emphasis on small and rural school districts, this program was exempted from the reductions as it has exceeded expectations in both numbers of new students as well as where the students are coming from – nationally.

A comparison of the FY 2020 budget to the proposed FY 2021 Post-COVID budget reveals a slight increase of 4% mainly due to CARES Act funding, new fees, a projected increase for student financial aid and the minimal increase to tuition and fee rates. West Texas has always budgeted for minimal to flat growth based upon the previous year and we are hopeful for an increase in the fall of plus one (+1 student) during these uncertain and fluid times. That is not to say we are not working to eclipse our historical enrollment figures but remain cautious and realistic during this time.

Revenues:

West Texas provides the following points to help our regents understand the impact COVID-19 has had on our University's revenues:

- Impact of COVID-19 – (Pre v. Post COVID budget)
 - Pre Revenue Budget \$172.7 million
 - Post COVID Budget \$173.3 million
 - Overall, the budget increased \$625,000 but made up of \$2.9 million state reduction and \$3.0 million increase in CARES Act funding
- 5% cut in State Appropriations
 - \$2.89 million: \$1.45 million (FY 2020) and \$1.45 million (FY 2021)
 - Both years reductions will be taken in FY 2021

BUDGET NARRATIVE CONTINUED

- Enrollment Projections (how have they changed (Pre v Post COVID)
 - Pre COVID Enrollment Projection: 5% increase over Fall 2019 based on trends, applications and acceptances
 - Post COVID Enrollment Projection: +1 from Fall 2019 based on not wanting to show a deficit enrollment
- Lost revenue
 - FY 2020 losses include but are not limited to: Residential Living, Dining and Catering, Intercollegiate Athletics, University Bookstore, Medical Services, and University Parking Services. Estimated and actual revenue loss thus far is \$4.4 million.
- West Texas has conducted or is planning the following Training/Testing services
 - Held a tabletop exercise with the Texas Department of Emergency Management with the focus on residence halls and a positive COVID-19 resident and widespread cases within a residence hall.
 - Planning to use Friday mornings, beginning July 24, to conduct the Texas A&M University/Curative tests for students, faculty and staff. West Texas was given 1,000 test kits which will cover about 15% of this population.
 - Working with Texas Department of Emergency Management to hold drive-in testing on the campus over three timeframes before classes begin – testing dates are July 29-30, August 4-5, and August 26-28.

Expenses:

West Texas provides the following points to help our regents understand the impact COVID-19 has had on our University's expenditures:

- Impact of COVID-19 – (Pre v. Post COVID budget)
 - Pre COVID Expense budget \$173.0 million
 - Post COVID Expense budget \$172.4 million
 - Overall expenses have been reduced by \$500,000 resulting from state reductions in personnel and services and increases in grants and operations related to the CARES Act funding.
- Institutional Priorities will remain the same as always.
 - Instruction and teaching of today's generation
 - Reductions were implemented at a full department level – some departments, not directly supporting the academic mission, were eliminated.
 - With the environment around the virus changing so rapidly, it is tough to gauge what current students and potential students will do.

BUDGET NARRATIVE CONTINUED

- Personnel
 - Our RIF impacted two full-time employees and the university's shuttle bus operation was eliminated.
 - Because of state mandated reductions, the planned 2% budget pool was reduced to a pool of \$150,000 to provide for equity and one time merit payments to highly performing employees.
- CARES Act Funding
 - The CARES Act student portion will have approximately \$2.2 million for aid to students.
 - Biggest hurdles are getting students to complete a FAFSA to become eligible for aid and to then fill out a simple three question application.
 - The University will have approximately \$1.0 million for CARES Act - Institutional will be used to pay for faculty overloads created by reduced class sizes, technology and uses to help the University evolve and expand into online courses.
 - The University will have \$420,000 in Minority Serving Institutions funding will be used to assist minority students adjust to online courses, financial assistance and services required during this pandemic.

Reserves:

- FY 2019 Current Reserve balance is \$46.02 million and 4.41 months of reserves.
- FY 2020 Projected Reserve balance is \$45.0 million and 4.15 months of reserves. This reduction results from uses for COVID19 expenses and loss of revenues.
- Projection for FY 2021 – West Texas expects its budget to remain level with a possibility of an increase compared to estimates for FY 2020.

Capital Plan:

- All non-academic or life safety projects were put on hold in March 2020.
 - Currently we are in design on the following:
 - Phase III Amarillo Center – second floor shell will be turned into our undergraduate Nursing hub
 - Renovation of the Natural Science Building – continuation of renovation completing the second and third floor science labs and replacing the roof
 - Proposed projects requested are as follows:
 - Amarillo Center Phase III Addition – Parking lot
 - Bain Center Phase II – POR completed and awaiting fund raising
 - Cousins Hall – POR came in extremely high and project might be changed to a demolition



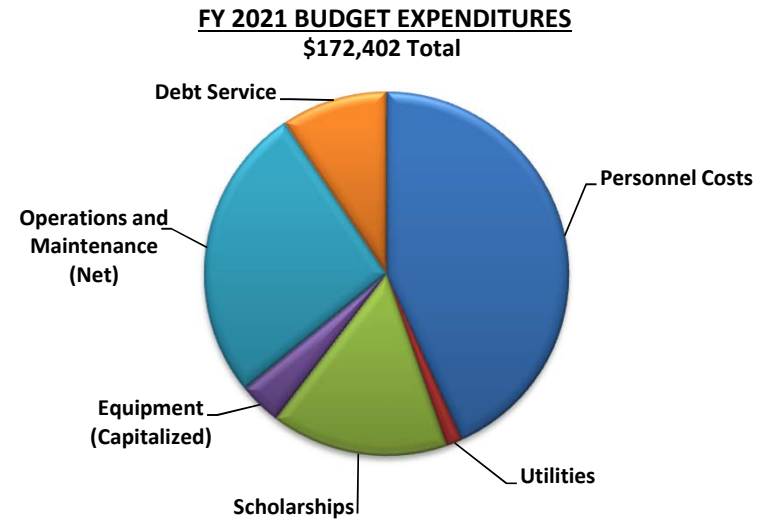
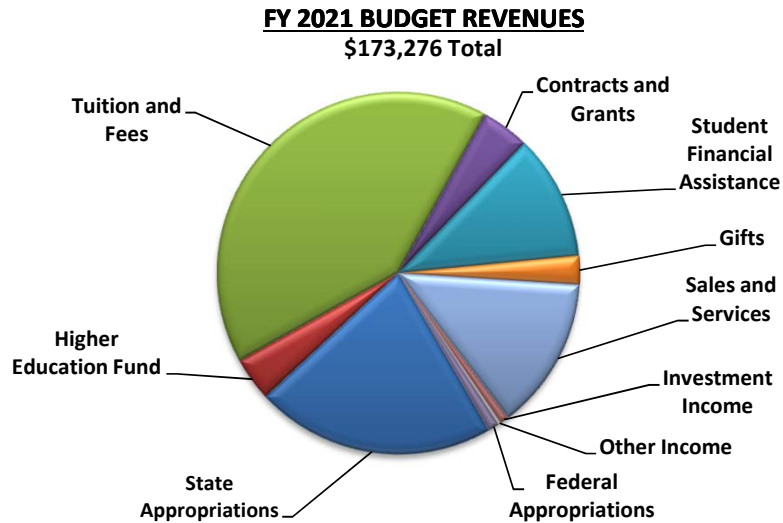
West Texas A&M University
FY 2021 Highlighted Budget Components
(In Thousands)

FY 2020 Board Approved Expense Budget	\$ 166,094
FY 2021 Proposed Expense Budget	172,402
Difference	\$ 6,309
% Change	3.8%

		<u>Method of Finance</u>
Personnel Costs:	\$ 2,712	
<i>Salary Plans (less benefits)</i>	177	Tuition and Fees (Lowered by \$675k due to GR reduction)
<i>Additional/Increased Faculty Lines</i>	1,550	71% State Appropriations; 27% Tuition and Fees; 2% Grant
		(EdD and Agriculture Food Animal increases)
<i>Decreased Staff Lines</i>	(248)	State Appropriations
<i>Wages</i>	378	2% State Appropriations; 98% Tuition and Fees
<i>Benefits</i>	855	59% State Appropriations; 41% Tuition and Fees
Utilities	(1,678)	9% State Appropriations; 63% Tuition and Fees; 28% Auxiliary
Scholarships	1,138	Tuition
Discounts	938	Tuition and Fees
Equipment (Capitalized)	(59)	Tuition and Fees (GR reduction)
Operations and Maintenance:	6,880	
<i>COVID-19 response costs</i>	3,026	CARE Act & Minority Institution Funding
<i>Contingency Funds</i>	1,221	Tuition and Fees
<i>Deferred and Athletic Field Maintenance</i>	1,189	Tuition and Fees
<i>Contracted Services for Dining and Facilities</i>	648	18% Tuition and Fees; 82% Auxiliary (Food Service and Housing)
<i>Property Insurance; Recruiting; Wellness Program</i>	430	Tuition and Fees
<i>Special Item Operation Costs</i>	266	State Appropriations
<i>Athletic Team Travel</i>	100	Auxiliary (Athletics)
Debt Service	(3,622)	Auxiliary (Housing and Athletics)
TOTAL:	\$ 6,309	

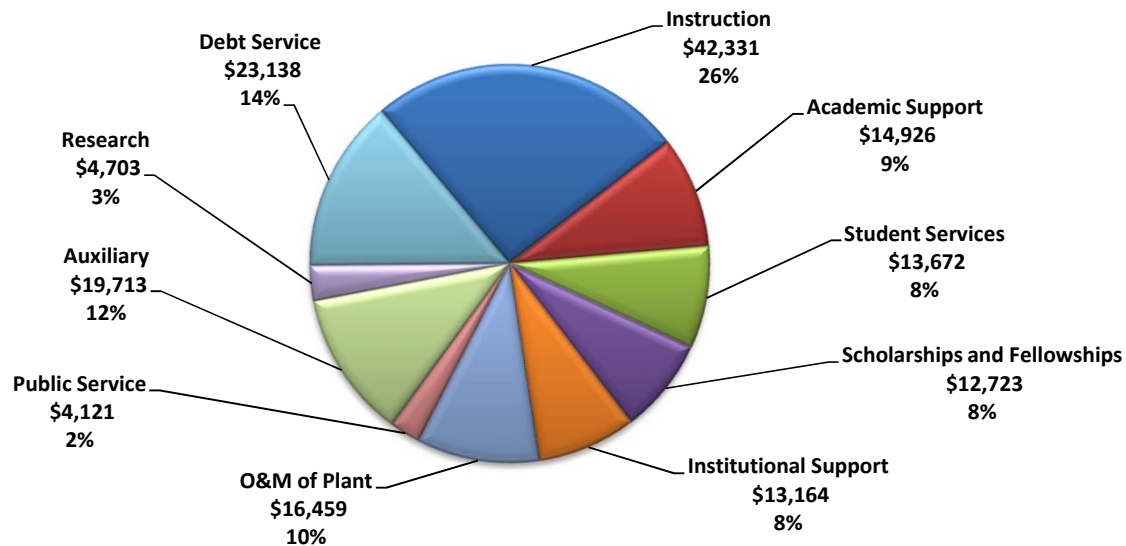


THE TEXAS A&M UNIVERSITY SYSTEM
West Texas A&M University
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
West Texas A&M University
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	% of Budget	FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget		Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 65,784	\$ 77,760	\$ 101,097	\$ 103,769	\$ 103,769		\$ (0)	0%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 39,249	\$ 41,449	\$ 41,721	\$ 43,970	\$ 41,062	24%	\$ (2,908)	-7%
Federal Appropriations	15	15	15	0	1,873	1%	1,873	100%
Higher Education Fund	7,164	7,164	7,164	7,164	7,446	4%	282	4%
Tuition and Fees	68,521	71,426	73,711	75,082	78,670	45%	3,589	5%
Contracts and Grants	4,970	4,987	4,877	9,317	8,191	5%	(1,127)	-12%
Student Financial Assistance	16,791	18,280	20,540	16,958	21,509	12%	4,552	27%
Gifts	7,805	12,157	6,247	5,675	4,889	3%	(786)	-14%
Sales and Services	29,623	28,208	28,773	25,393	26,203	15%	810	3%
Investment Income	7,412	6,722	3,372	1,472	1,498	1%	26	2%
Other Income	786	5,973	3,046	256	446	0%	190	74%
Discounts	(17,056)	(18,815)	(17,608)	(19,448)	(18,510)	-11%	938	-5%
TOTAL REVENUES	\$ 165,281	\$ 177,567	\$ 171,859	\$ 165,838	\$ 173,276		\$ 7,438	4%
EXPENDITURES								
Salaries - Faculty	\$ 29,276	\$ 31,029	\$ 31,479	\$ 28,777	\$ 30,440	18%	\$ 1,663	6%
Salaries - Non-Faculty	24,888	25,124	25,722	29,240	29,056	17%	(184)	-1%
Wages	2,226	1,918	1,873	4,042	4,420	3%	378	9%
Benefits	16,811	17,728	18,569	17,745	18,600	11%	855	5%
Personnel Costs	73,200	75,798	77,643	79,804	82,516	48%	2,712	3%
Utilities	3,735	3,927	3,192	4,404	2,726	2%	(1,678)	-38%
Scholarships	29,817	32,269	31,695	28,917	30,055	17%	1,138	4%
Discounts	(17,056)	(18,815)	(17,608)	(19,448)	(18,510)	-11%	938	-5%
Equipment (Capitalized)	1,687	1,683	1,779	7,172	7,114	4%	(59)	-1%
Operations and Maintenance (Net)	43,127	45,117	45,111	43,623	50,502	29%	6,879	16%
Debt Service	18,750	14,997	23,138	21,621	17,999	10%	(3,622)	-17%
TOTAL EXPENDITURES	\$ 153,261	\$ 154,975	\$ 164,950	\$ 166,094	\$ 172,402		\$ 6,309	4%
TRANSFERS								
Other	(45)	746	(4,237)	255	(874)		(1,129)	-442%
NET TRANSFERS	\$ (45)	\$ 746	\$ (4,237)	\$ 255	\$ (874)		\$ (1,129)	-442%
NET INCREASE (DECREASE)	11,975	23,337	2,672	(0)	0		0	-125%
ENDING CURRENT NET POSITION	\$ 77,760	\$ 101,097	\$ 103,769	\$ 103,769	\$ 103,769		\$ (0)	0%



THE TEXAS A&M UNIVERSITY SYSTEM
West Texas A&M University
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 40,801	\$ 41,471	\$ 41,867
Academic Support	10,682	10,283	11,182
Student Services	10,817	10,942	12,542
Scholarships and Fellowships	4,995	5,671	5,499
Institutional Support	12,702	11,676	13,139
O&M of Plant	14,606	15,532	16,402
Public Service	3,230	2,829	2,315
Research	2,988	2,624	2,445
E&G and Designated Subtotal:	\$ 100,820	\$ 101,028	\$ 105,391
Auxiliary:			
Auxiliary	\$ 19,118	\$ 18,463	\$ 19,713
Auxiliary Subtotal:	\$ 19,118	\$ 18,463	\$ 19,713
Restricted:			
Instruction	\$ 465	\$ 542	\$ 464
Academic Support	2,820	7,562	3,743
Student Services	1,028	1,157	1,130
Scholarships and Fellowships	6,111	6,900	7,224
Institutional Support	16	14	26
O&M of Plant	733	850	57
Public Service	1,726	1,817	1,807
Research	1,673	1,645	2,258
Restricted Subtotal:	\$ 14,572	\$ 20,487	\$ 16,709
TOTAL:			
Instruction	\$ 41,266	\$ 42,013	\$ 42,331
Academic Support	13,502	17,845	14,926
Student Services	11,846	12,099	13,672
Scholarships and Fellowships	11,106	12,571	12,723
Institutional Support	12,718	11,690	13,164
O&M of Plant	15,339	16,382	16,459
Public Service	4,955	4,646	4,121
Auxiliary	19,118	18,463	19,713
Research	4,661	4,269	4,703
RFS Debt Service Transfers	18,750	14,997	23,138
TOTAL:	\$ 153,261	\$ 154,975	\$ 164,950



West Texas A&M University
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 15,462	\$ 15,462	\$ 0
Designated	61,535	61,535	(0)
Auxiliary	22,933	22,933	0
Restricted	3,839	3,839	0
Change in Net Position	\$ 103,769	\$ 103,769	\$ 0

Explanation for Net Decrease*

* if applicable

TEXAS A&M AGRILIFE RESEARCH

BUDGET NARRATIVE

Introduction:

Texas A&M AgriLife Research has budgeted a relatively flat budget for FY 2021. AgriLife had an exceptional year for awards granted in FY 2019 with continued success in FY 2020. As mandated by the Legislature, AgriLife instituted a 5% reduction in State appropriations. This was offset by the increase in contract & grants. As a result, AgriLife budgeted a level expense budget compared to FY 2020.

Revenues:

- 5% State-mandated Reduction - Texas A&M AgriLife Research experienced a reduction of state appropriation of \$5,568,386 for the Biennium, with a reduction of \$2,979,818 for FY 2021.
- Grant revenue is projected to increase by \$1.8 million due to several large awards from DOD, DOE and NIH.
- Sales and Services revenue from testing fees and lab services is projected to have a slight increase over FY 2020 of \$229,000.
- Agriculture was deemed “essential” during the COVID pandemic, which allowed AgriLife Research to continue research efforts on existing grants and allow for change in focus to address COVID research.

Expenses:

FY 2021 expenses are projected to decline slightly. The 5% reduction in state appropriations had an impact on personnel costs and operating, but was offset by the continued work through grants, labs testing/services and core facilities.

- Overall, the FY 2021 Expense Budget decreased by \$4.5 million, from \$205.9 to \$201.4 million, as a result of COVID, primarily in personnel costs.
- Personnel costs are reduced due to state budget reduction
- Prior to the state-mandated reduction, AgriLife Research had planned for a 2% merit. Currently, there is no merit plan. However, market driven adjustments and retention needs will be considered.
- AgriLife Research reorganized units and centralized selected functions to gain efficiencies. This resulted in a reduction in force of approximately 28 positions.

TEXAS A&M AGRILIFE RESEARCH

BUDGET NARRATIVE CONTINUED

Reserves:

AgriLife Research is working with the departmental units to reserve operational funds for departmental commitments. These commitments include faculty start-ups, lab renovations, and future capital projects. Once this is completed, the agency will have a better picture of available uncommitted reserves.

- FY 2019 Current Reserve balance is \$62 million or 5.95 months.
- FY 2020 Reserve balance is projected to be \$35 million, or 3.3 months
- FY 2021 Reserve balance is estimated to stay relatively level with FY 2020 at \$35 million, or 3.3 months.

Capital Plan:

AgriLife Research does not currently have any proposed projects on the capital plan. Should funding become available in the future for the new Nutrition Department at TAMU, the Food System Evidence Center in Dallas, or the Center for Advancing Health through Agriculture, we will add these proposed projects to the capital plan.



Texas A&M AgriLife Research

FY 2021 Highlighted Budget Components

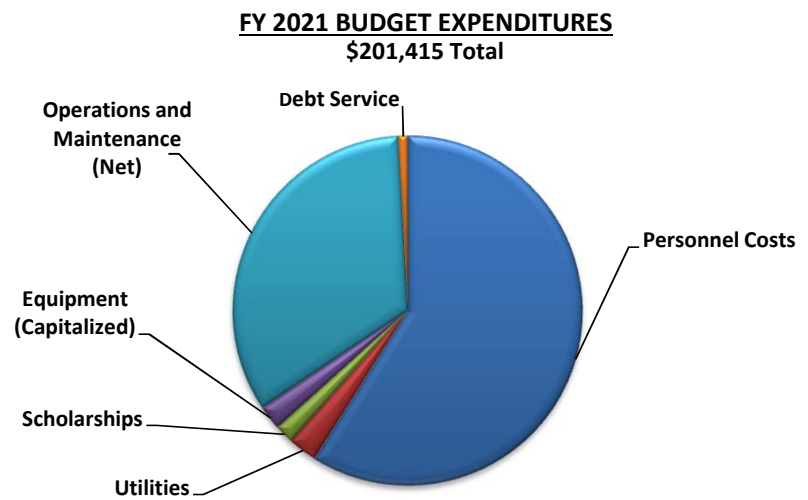
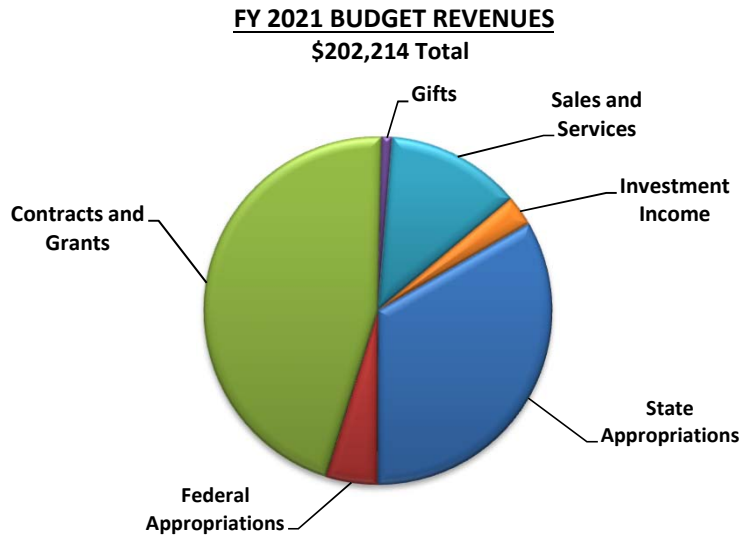
(In Thousands)

FY 2020 Board Approved Expense Budget	\$	201,801
FY 2021 Proposed Expense Budget		201,415
Difference	\$	(387)
% Change		-0.2%

		Method of Finance
Personnel Costs due to 5% reduction	\$ (1,054)	State/Federal Appropriations
Operating costs due to increase grant activity	2,328	Contract and Grants
Equipment	157	Contracts and Grants
Operating Expenditures due to 5% reduction	(1,818)	State and Federal Appropriations
TOTAL:	\$ (387)	

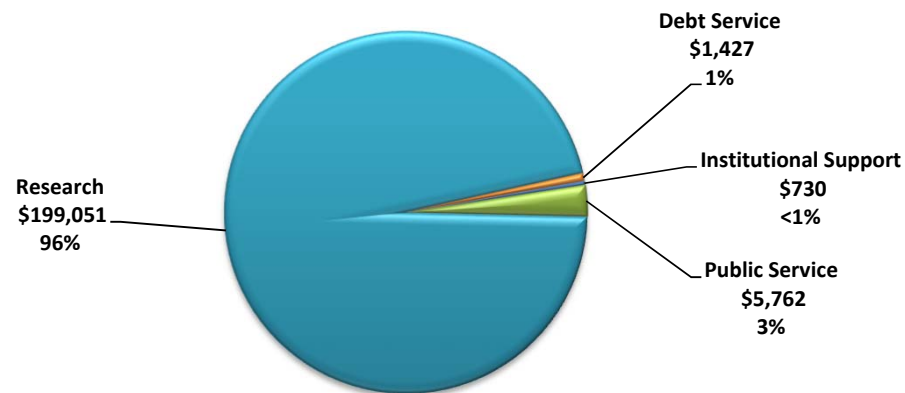


THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Research
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Research
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY20 Budget to FY21 Budget		
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 104,140	\$ 102,874	\$ 123,032	\$ 119,568	\$ 112,769		\$ (6,798)	-6%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 70,442	\$ 68,550	\$ 68,883	\$ 70,456	\$ 67,476	33%	\$ (2,980)	-4%
Federal Appropriations	9,082	9,074	9,758	9,613	9,721	5%	108	1%
Contracts and Grants	87,682	89,088	92,874	90,197	92,016	46%	1,819	2%
Gifts	873	1,674	1,322	2,032	1,962	1%	(71)	-3%
Sales and Services	27,539	27,033	27,041	25,131	25,360	13%	229	1%
Investment Income	13,884	9,142	4,612	5,672	5,679	3%	7	0%
Other Income	1,938	1,535	3,392	0	0	0%	0	n/a
TOTAL REVENUES	\$ 211,260	\$ 206,095	\$ 207,751	\$ 203,102	\$ 202,214		\$ (887)	0%
EXPENDITURES								
Salaries - Faculty	\$ 23,423	\$ 22,760	\$ 22,320	\$ 23,530	\$ 23,445	12%	\$ (85)	0%
Salaries - Non-Faculty	61,790	60,620	60,817	62,997	61,944	31%	(1,053)	-2%
Wages	7,355	7,211	7,455	7,326	7,325	4%	(1)	0%
Benefits	27,360	26,737	27,166	25,882	25,968	13%	85	0%
Personnel Costs	119,929	117,328	117,758	119,736	118,682	59%	(1,054)	-1%
Utilities	4,098	5,270	4,720	5,415	5,417	3%	2	0%
Scholarships	3,078	4,016	3,199	3,509	3,543	2%	34	1%
Equipment (Capitalized)	9,302	10,606	10,576	4,340	4,497	2%	157	4%
Operations and Maintenance (Net)	66,568	66,633	69,289	66,996	67,548	34%	552	1%
Debt Service	1,384	1,325	1,429	1,806	1,727	1%	(79)	-4%
TOTAL EXPENDITURES	\$ 204,359	\$ 205,178	\$ 206,970	\$ 201,801	\$ 201,415		\$ (387)	0%
TRANSFERS								
Other	(8,167)	19,240	(4,245)	(527)	22		549	-104%
NET TRANSFERS	\$ (8,167)	\$ 19,240	\$ (4,245)	\$ (527)	\$ 22		\$ 549	-104%
NET INCREASE (DECREASE)	(1,266)	20,157	(3,464)	773	822		49	6%
ENDING CURRENT NET POSITION	\$ 102,874	\$ 123,032	\$ 119,568	\$ 120,341	\$ 113,591		\$ (6,750)	-6%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Research
FY 2020 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ 222	\$ 92	\$ 730
Public Service	5,330	5,442	5,762
Research	124,336	124,395	119,533
E&G and Designated Subtotal:	\$ 129,888	\$ 129,930	\$ 126,025
Restricted:			
Public Service	\$ 7.80	\$ -	\$ -
Research	73,097	73,935	79,518
Restricted Subtotal:	\$ 73,104	\$ 73,935	\$ 79,518
TOTAL:			
Institutional Support	\$ 222	\$ 92	\$ 730
Public Service	5,338	5,442	5,762
Research	197,432	198,330	199,051
Debt Service	1,367	1,313	1,427
TOTAL:	\$ 204,359	\$ 205,178	\$ 206,970



Texas A&M AgriLife Research
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 6,816	\$ 6,953	\$ 137
Designated	100,406	100,884	478
Restricted	5,547	5,754	207
Plant	0	1,208	1,208
Change in Net Position	\$ 112,769	\$ 113,591	\$ 822

Explanation for Net Decrease*

* if applicable

TEXAS A&M AGRILIFE EXTENSION SERVICE

BUDGET NARRATIVE

Introduction:

Texas A&M AgriLife Extension Service exists to improve the life of every Texan through educational programs and services in a broad set of topics: agriculture and natural resources, family and community health, and youth development. Our network of nearly 500 county agents, which is supported by subject matter specialists located throughout the state, engages locally to bring the resources of AgriLife Extension to bear on individuals, families, businesses, and communities. COVID-19 has impacted how we do this, but our mission is unchanged. Agency personnel have changed their approaches to programming and are actively providing services in direct response to the pandemic.

The Texas A&M AgriLife Extension Service County Extension Agent network is playing a critical role in the State's response to the current COVID-19 pandemic. In April, the County Extension Agent network was mobilized and, in collaboration with the agency's Disaster Assessment and Recovery (DAR) unit, has been working closely with the Texas Division of Emergency Management on deployments supporting Texas Department of State Health Services (DSHS) with inventorying, packaging, and distribution of medical supplies; recovery of collected specimens and delivery of samples to approved testing facilities for analysis. Simultaneously, agents are working with state and federal officials on contact tracing and data entry in response to the pandemic.

In addition, the agency rapidly developed several online courses on COVID-19 relevant topics, with over 158,000 course completions through June. These online courses included trainings for childcare providers and parents who were either in need of, or who would be providing care for children of essential employees throughout the COVID-19 pandemic. Other online courses were developed on the federal CARES Act relief for local governments as well as producers of agricultural commodities. The agency network, covering all 254 counties, continues to disseminate federal CARES Act information to local governments and schools.

Revenues:

Total Revenues for FY 2021 are budgeted to decrease \$788,000 (1%) from the FY 2020 budget. Due to the State budget reduction, general revenue across the 2020-2021 biennium was reduced \$4.8 million. The agency was able to address 35% (\$1.7 million) of the reduction with FY 2020 funds and budgeted the remaining 65% (\$3.1 million) in FY 2021, using one-time reserves, savings resulting from both a hiring freeze and reduced travel, and operating expenses due to COVID-19.

TEXAS A&M AGRILIFE EXTENSION SERVICE

BUDGET NARRATIVE CONTINUED

COVID-19 has directly impacted face to face interactions with clientele and even with expected expansion of participation in online courses, initial revenue projections in this area have been reduced due to the current uncertainty. Summer youth events such as Texas 4-H Roundup and 4-H Congress were both canceled. 4-H camps at the Texas 4-H Center are currently expected to operate at 50% capacity following all camp protocols and guidelines issued by the State. Adult programs such as Beef Cattle Short Course and Texas Master Naturalists and Master Gardeners have either been canceled, deferred to later dates with reduced capacity or moved to online formats. The uncertain impact of these adjustments on face to face meetings and interactions with clientele is driving the revisions of the sales and services projections. Anticipated lost revenues in FY 2020 is currently estimated at \$880,000.

Expenses:

Total Personnel Costs, which represents 79% of Total Expenditures, are budgeted to decrease \$3.1 million (3%). Salary dollars from vacant positions and funds previously held for merit are being used to meet a portion of the FY 2021 reduction.

Throughout the budget reduction process, the agency's highest priority has remained retaining the network of educators and specialists that are the backbone of the network that allows Extension to fulfill its mission to provide unbiased research and education and remain responsive to current and future disasters. The agency did not allow the State FY 2020-2021 reduction to impact any of the \$3.4 million received from the State in FY 2020 supporting the Disaster Readiness and Recovery Initiative. In FY 2021, the agency will strategically expend one-time reserves to continue to protect the network and will not implement any reduction in force. However, this will not be sustainable in the long term if budget reductions become permanent or increase. A permanent reduction in State funding will adversely affect both the County Extension network as well as the specialists that support the network, negatively impacting the agency's mission. The agency will continue to strategically plan for reduction contingencies and pivot accordingly as state guidance and economic conditions evolve.

TEXAS A&M AGRILIFE EXTENSION SERVICE

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 Current Reserve balance - \$19.4 million, 2.4 months
- FY 2020 Projected Reserve balance- \$16.3 million, 2.0 months
 - The anticipated decrease in reserves is primarily due to capital project coming to completion.

Capital Plan:

The agency has no new planned capital projects for FY 2021. The current project for the HVAC and roof replacement for the Wallrath Building in College Station is on target for completion by the end of August 2020.



Texas A&M AgriLife Extension Service

FY 2021 Highlighted Budget Components

(In Thousands)

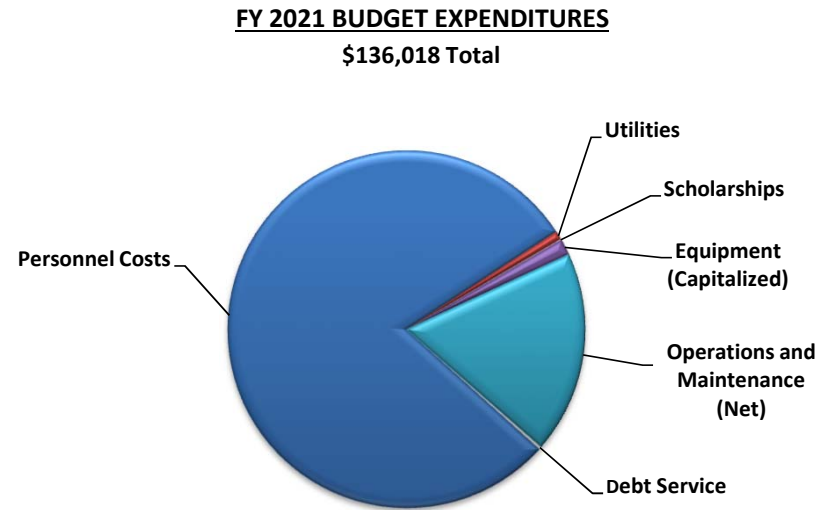
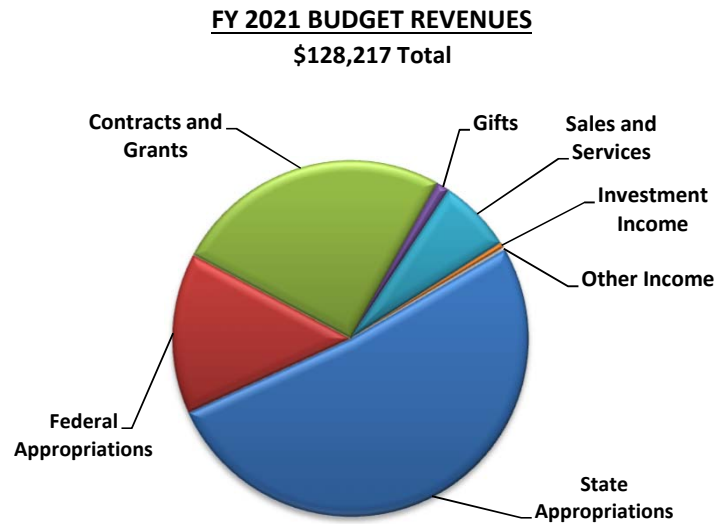
FY 2020 Board Approved Expense Budget	\$	138,236
FY 2021 Proposed Expense Budget		136,018
Difference	\$	(2,218)
% Change		-2%

Method of Finance

Begin phased implementation of agency strategic plan	261	State Appropriations, Local
Merit plan budgeted in FY 2020, not implemented	(1,329)	State Appropriations, Local
Vacant positions- eliminated	(591)	State Appropriations
System Assessments (one-time payment by System)	(399)	Local
Surplus Agricultural Products Grant Program reduction (rider)	(159)	State Appropriations

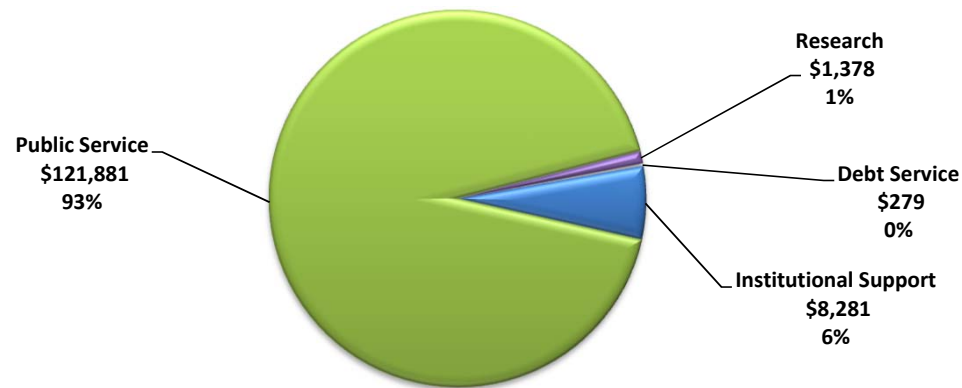
TOTAL:	\$	(2,218)
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THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Extension Service
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Extension Service
FY 2021 Executive Budget Summary
(In Thousand^{e1})



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 41,915	\$ 43,089	\$ 51,406	\$ 53,323	\$ 49,675		\$ (3,648)	-7%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 66,214	\$ 67,654	\$ 68,166	\$ 68,334	\$ 66,041	52%	\$ (2,294)	-3%
Federal Appropriations	18,441	17,908	18,737	17,893	18,728	15%	834	5%
Contracts and Grants	32,665	33,486	33,403	32,147	32,501	25%	353	1%
Gifts	1,985	2,091	2,093	1,497	1,497	1%	0	n/a
Sales and Services	8,379	10,017	9,154	8,400	8,568	7%	168	2%
Investment Income	2,653	1,762	1,455	594	594	0%	0	n/a
Other Income	749	753	620	139	290	0%	151	108%
TOTAL REVENUES	\$ 131,087	\$ 133,671	\$ 133,628	\$ 129,005	\$ 128,217		\$ (788)	-1%
EXPENDITURES								
Salaries - Faculty	\$ 11,226	\$ 9,987	\$ 11,010	\$ 10,897	\$ 9,719	7%	\$ (1,177)	-11%
Salaries - Non-Faculty	57,687	57,219	58,596	64,111	63,208	46%	(904)	-1%
Wages	2,411	2,668	3,137	2,064	2,187	2%	123	6%
Benefits	31,083	30,832	30,930	33,696	32,561	24%	(1,135)	-3%
Personnel Costs	102,408	100,705	103,674	110,768	107,675	79%	(3,093)	-3%
Utilities	1,018	974	1,011	955	1,031	1%	75	8%
Scholarships	178	258	230	87	91	0%	4	5%
Equipment (Capitalized)	1,454	1,448	1,553	1,990	1,990	1%	0	n/a
Operations and Maintenance (Net)	22,813	23,116	25,072	24,138	24,932	18%	794	3%
Debt Service	261	279	279	297	299	0%	2	1%
TOTAL EXPENDITURES	\$ 128,132	\$ 126,781	\$ 131,819	\$ 138,236	\$ 136,018		\$ (2,218)	-2%
TRANSFERS								
Other	(1,781)	1,427	109	4,650	4,135		(515)	-11%
NET TRANSFERS	\$ (1,781)	\$ 1,427	\$ 109	\$ 4,650	\$ 4,135		\$ (515)	-11%
NET INCREASE (DECREASE)	1,173	8,317	1,917	(4,581)	(3,666)		915	-20%
ENDING CURRENT NET POSITION	\$ 43,089	\$ 51,406	\$ 53,323	\$ 48,743	\$ 46,010		\$ (2,733)	-6%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M AgriLife Extension Service
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ 8,265	\$ 9,398	\$ 8,281
Public Service	85,597	84,719	89,614
Research	184	29	336
E&G and Designated Subtotal:	\$ 94,046	\$ 94,146	\$ 98,232
Restricted:			
Public Service	\$ 32,902	\$ 31,816	\$ 32,267
Research	923	540	1,041
Restricted Subtotal:	\$ 33,825	\$ 32,356	\$ 33,308
TOTAL:			
Institutional Support	\$ 8,265	\$ 9,398	\$ 8,281
Public Service	118,499	116,535	121,881
Research	1,107	569	1,378
RFS Debt Service Transfers	261	279	279
TOTAL:	\$ 128,132	\$ 126,781	\$ 131,819



Texas A&M AgriLife Extension Service
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 17,855	\$ 14,638	\$ (3,218)
Designated	28,668	28,568	(100)
Restricted	3,152	2,804	(348)
Change in Net Position	\$ 49,675	\$ 46,010	\$ (3,666)
		Explanation for Net Decrease*	
Functional and General	\$ (3,218)	One-time use of federal carryover funds: About \$1 million in funds will be used to maintain the agent network in FY 2021 by shifting salaries from state to federal funds. One-time funds will be also be used to support strategic agency initiatives such as the Assistant Extension agent program to develop and strengthen the statewide agent network and to support committed one-time faculty start up packages.	
Designated	\$ (100)	One time use of unit reserves due to loss of state appropriations - units shifted salaries and operating to local funds on a one time basis as strategic planning continues for potential	
Restricted	\$ (348)	One-time use of federal carryover funds to the Expanded Food & Nutrition Education Program.	

* if applicable

BUDGET NARRATIVE

Introduction:

If not for the \$2.8 million state-mandated 5% reduction, the TFS FY 2021 budget would be essentially flat.

TFS requested exemptions from the 5% reduction for Fund 0036 and Fund 5064. These are statutory self-leveling funds (i.e. revenue collections limited to appropriations), so reductions won't help the state.

Revenues:

- Revenue budget decreased \$2.3 million (3%), mainly due to the state-mandated reductions.
- Reductions by Fund are:
 - \$0.55 million - Fund 001 General Revenue
 - \$1.1 million - Fund 036 Insurance Companies Maintenance Tax and Insurance Department Fees
 - \$1.2 million - Fund 5064 Rural VFD Assistance Fund
- Contracts and Grants revenue increased \$576,000 (8%), mainly due to increases in State Fire Assistance, Community Fire Protection, and Oak Wilt federal funding.
- Sales and Services decreased \$132,000 (7%) due to lower surplus property sale projections.
- If the requested exemptions are granted, \$2.2 million in revenue would be restored.

Expenses:

- Expense budget decreased \$2.5 million (4%), mainly due to the state-mandated reductions.
- Personnel Costs increased \$182,000 (<1%), as a result of salary increases.
- Equipment (Capitalized) decreased \$2.2 million (47%), due to the state-mandated reductions
- Operations and Maintenance (Net) decreased \$507,000 (1%), which is the net of reductions in fire department grant funds and increases in federal grants.
- If the requested exemptions are granted, \$1.0 million for Equipment and \$1.2 million for fire department grants will be restored.
- Salary Plan includes \$345,000 in promotions and market adjustments. No merit awards planned due to State's budget shortfall.

BUDGET NARRATIVE CONTINUED

Reserves:

- Planned use of service department reserves for \$415,000 in equipment replacement.
- As of the end of FY 2019, agency operating reserves were \$64.5 million, due to accruals of emergency response bills
- TFS expects the deficit to reduce significantly with the receipt of supplemental appropriations from the state rainy day fund and FEMA reimbursements to pay the accrued bills.

Capital Plan:

- TFS has one new project on the capital plan to address facility improvements at multiple locations.



TEXAS A&M FOREST SERVICE

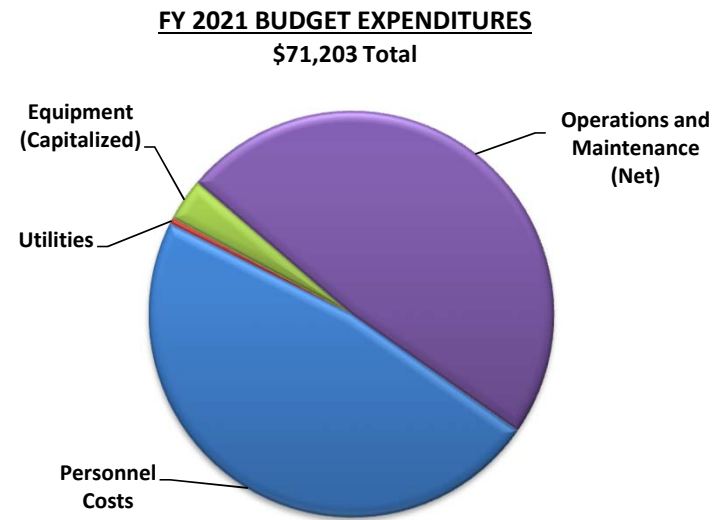
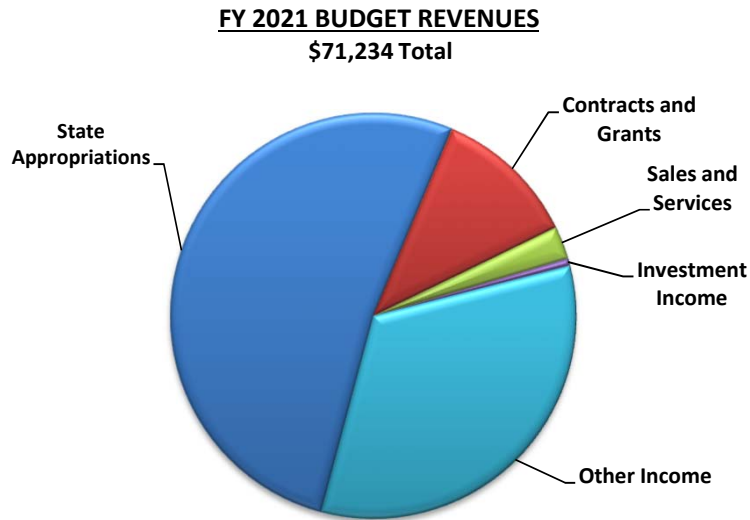
FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	73,703
FY 2021 Proposed Expense Budget		71,203
Difference	\$	(2,500)
% Change		-3.4%

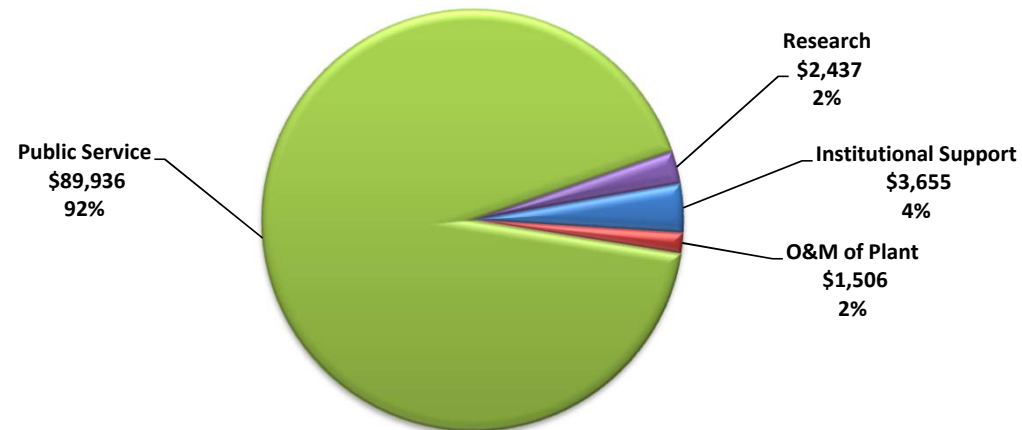
			<u>Method of Finance</u>
Personnel Costs	\$	182	State Appropriations; Contracts and Grants
Utilities		4	Contracts and Grants
Equipment (Capitalized)		(2,179)	State Appropriations; Sales and Services
Operations and Maintenance (Net)		(507)	Other Operating Income; Contracts and Grants, Reserves
TOTAL:	\$	(2,500)	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Forest Service
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Forest Service
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 100,319	\$ 95,477	\$ 39,503	\$ 72,472	\$ 72,482		\$ 10	0%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 46,372	\$ 41,161	\$ 94,690	\$ 38,789	\$ 37,158	52%	\$ (1,630)	-4%
Contracts and Grants	12,269	9,546	9,202	7,597	8,173	11%	576	8%
Gifts	12	23	8	0	0	0%	0	n/a
Sales and Services	5,809	3,597	2,942	2,010	1,878	3%	(132)	-7%
Investment Income	1,303	874	261	409	409	1%	0	n/a
Other Income	18,743	23,168	23,210	24,769	23,616	33%	(1,153)	-5%
TOTAL REVENUES	\$ 84,508	\$ 78,369	\$ 130,313	\$ 73,574	\$ 71,234		\$ (2,339)	-3%
EXPENDITURES								
Salaries - Faculty	\$ 45	\$ 30	\$ (1)	\$ -	\$ -	0%	\$ -	n/a
Salaries - Non-Faculty	21,798	22,047	22,313	23,750	23,969	34%	219	1%
Wages	3,200	5,629	2,328	1,040	1,039	1%	(0)	0%
Benefits	9,704	10,190	9,602	8,952	8,915	13%	(37)	0%
Personnel Costs	34,747	37,896	34,242	33,741	33,922	48%	182	1%
Utilities	295	335	347	326	330	0%	4	1%
Equipment (Capitalized)	8,409	2,520	2,890	4,616	2,437	3%	(2,179)	-47%
Operations and Maintenance (Net)	45,342	91,925	60,055	35,020	34,513	48%	(507)	-1%
TOTAL EXPENDITURES	\$ 88,793	\$ 132,676	\$ 97,534	\$ 73,703	\$ 71,203		\$ (2,500)	-3%
TRANSFERS								
Other	(557)	(1,667)	191	139	83		(56)	-40%
NET TRANSFERS	\$ (557)	\$ (1,667)	\$ 191	\$ 139	\$ 83		\$ (56)	-40%
NET INCREASE (DECREASE)	(4,842)	(55,974)	32,969	10	115		105	>500%
ENDING CURRENT NET POSITION	\$ 95,477	\$ 39,503	\$ 72,472	\$ 72,482	\$ 72,596		\$ 115	0%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Forest Service
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ 3,441	\$ 3,447	\$ 3,655
O&M of Plant	1,609	1,429	1,503
Public Service	75,768	119,872	86,865
Research	1,843	1,965	2,130
E&G and Designated Subtotal:	\$ 82,660	\$ 126,713	\$ 94,152
Restricted:			
O&M of Plant	\$ 1	\$ 1	\$ 3
Public Service	5,630	5,696	3,071
Research	501	265	307
Restricted Subtotal:	\$ 6,132	\$ 5,963	\$ 3,382
TOTAL:			
Institutional Support	\$ 3,441	\$ 3,447	\$ 3,655
O&M of Plant	1,610	1,430	1,506
Public Service	81,398	125,568	89,936
Research	2,344	2,230	2,437
RFS Debt Service Transfers	-	-	-
TOTAL:	\$ 88,793	\$ 132,676	\$ 97,534



Texas A&M Forest Service
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 60,138	\$ 60,643	\$ 506
Designated	11,517	11,126	(391)
Restricted	827	827	-
Change in Net Position	\$ 72,482	\$ 72,596	\$ 115

Explanation for Net Decrease*

Designated	\$ (391)	One-time use of reserves totaling \$415,000 for equipment replacement from the Equipment Rentals/Insurance Recoveries Service Department account.
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* if applicable

BUDGET NARRATIVE

Introduction:

Texas A&M Veterinary Medical Diagnostic Laboratory (TVMDL) is committed to maintaining core services in the next fiscal year. The mission of TVMDL is focused on service; to promote animal health and protect agriculture, companion animal and public health in Texas – and beyond – through excellence in veterinary diagnostic services. The services we provide in maintaining a robust surveillance program have never been so important in today’s environment. Even in challenging budgetary times, it is critically important to monitor diseases and conditions that pose a threat to food safety, public health, animal health, and to the \$18 billion animal industry in Texas.

TVMDL will also continue to provide support to the COVID-19 response. Laboratories in College Station and Amarillo will continue to partner with local human healthcare institutions to perform testing using TVMDL specialized equipment and biocontainment facilities. The budget presented for fiscal year 2021 is lean and focuses on our ability to meet our mission and maintain diagnostic testing. Highlights in revenues, expenses, reserves, and our capital plan are included:

Revenues:

- State Appropriations and Fee Revenues have suffered post COVID outbreak
- 5% cut in State Appropriations - \$127,395 (FY 2020) & \$507,329 (FY 2021)
 - Any reductions in state appropriations negatively impacts the agency’s GIP/Benefit funding
- Lost revenue – Decline in fee revenues from March – May 2020 of 12% (\$411,480)
 - Livestock shows and horse racing event cancellations contribute to 50% of lost revenue
- Testing Services – Decline of 6% in test numbers from last fiscal year (March – May 2020)
 - Animal exports and the movement of animals have drastically decreased

Expenses:

- FY 2021 expense budget focused on maintaining core services in diagnostic testing
- Personnel – rescission of FY 2021 merit program (\$180,000) and the agency will continue to operate in a flexible hiring freeze (\$127,395)
- Travel and Training will be reduced by nearly 50% (\$74,453)

TEXAS A&M VETERINARY MEDICAL DIAGNOSTIC LABORATORY

BUDGET NARRATIVE CONTINUED

- Reduction in marketing and client outreach (\$45,481)
- Deferral of capital expenses (\$80,000)

Reserves:

- FY 19 Current Reserve balance - \$895,000, approximately 0.6 months
- FY 20 Projected Reserve balance - \$1,395,000, approximately 0.8 months
- Projection for FY 21 – \$1,500,000, approximately 0.9 months

Capital Plan:

- Completion of Canyon laboratory facility is expected in September 2020 and remains on schedule.
- No other capital projects are planned.



Texas A&M Veterinary Medical Diagnostic Laboratory

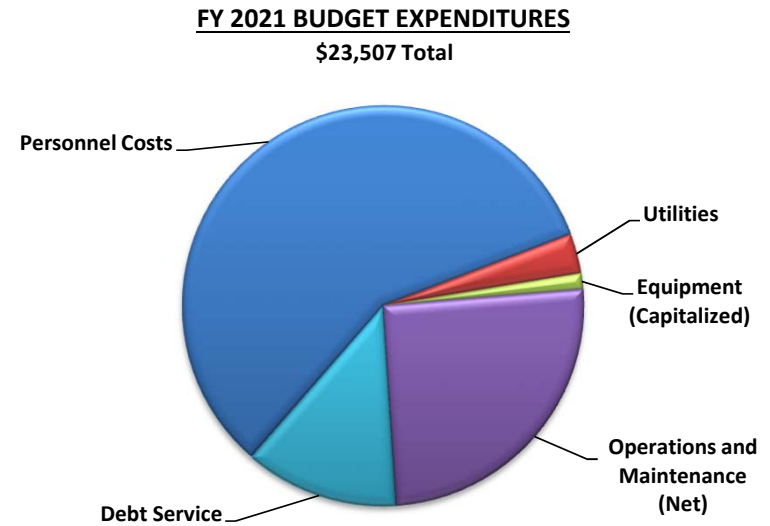
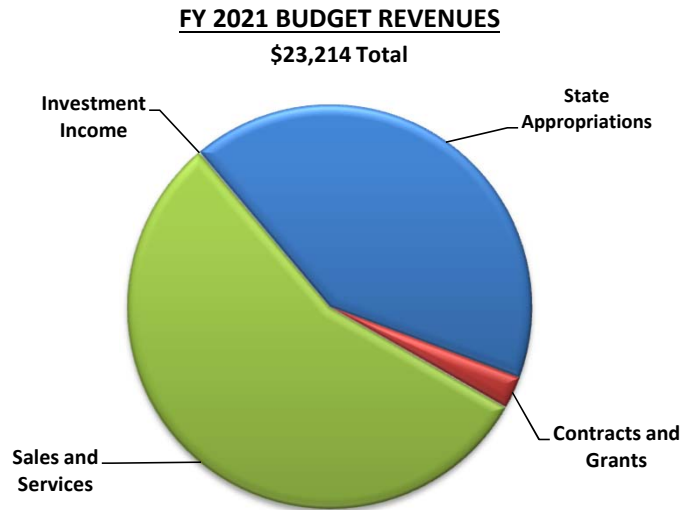
FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	23,350
FY 2021 Proposed Expense Budget		23,507
Difference	\$	157
% Change		0.7%

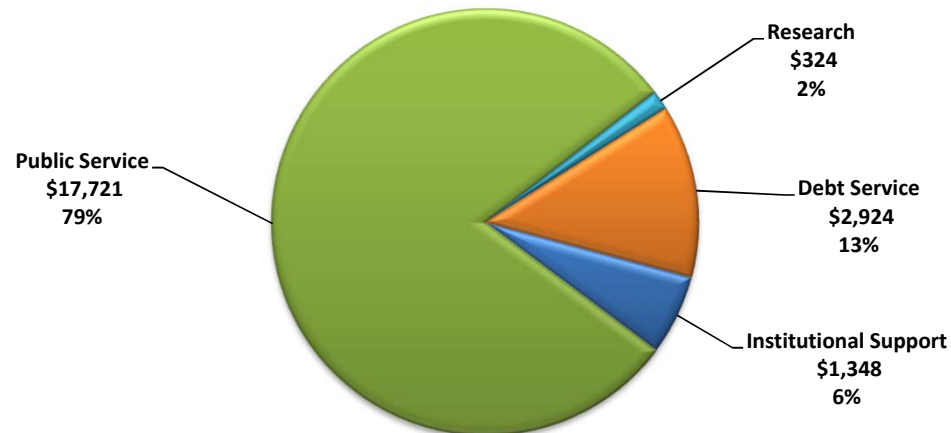
		<u>Method of Finance</u>
Salaries and Wages	\$ (202)	Sales and Services
Benefits	203	Sales and Services
Utilities	(76)	Sales and Services; State Appropriations
Equipment (Capitalized)	28	Sales and Services
Operations and Maintenance	304	Sales and Services; State Appropriations
Debt Service	(100)	Sales and Services; State Appropriations
TOTAL:	\$ 157	

THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Veterinary Medical Diagnostic Laboratory
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Veterinary Medical Diagnostic Laboratory
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 790	\$ 1,013	\$ 1,546	\$ 2,748	\$ 3,422		\$ 674	25%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 9,928	\$ 9,581	\$ 9,579	\$ 10,205	\$ 9,703	42%	\$ (502)	-5%
Contracts and Grants	328	391	330	300	590	3%	290	97%
Sales and Services	11,879	11,919	13,229	12,824	12,896	56%	72	1%
Investment Income	23	38	75	25	25	0%	0	n/a
Other Income	5	0	6	0	0	0%	0	n/a
TOTAL REVENUES	\$ 22,163	\$ 21,929	\$ 23,218	\$ 23,354	\$ 23,214		\$ (140)	-1%
EXPENDITURES								
Salaries - Faculty	\$ 13	\$ 19	\$ 15	\$ -	\$ -	0%	\$ -	n/a
Salaries - Non-Faculty	9,021	8,925	9,188	10,135	9,975	42%	(161)	-2%
Wages	259	168	220	217	176	1%	(41)	-19%
Benefits	3,057	3,077	3,146	3,238	3,441	15%	203	6%
Personnel Costs	12,350	12,189	12,569	13,590	13,591	58%	1	0%
Utilities	727	758	793	831	755	3%	(76)	-9%
Scholarships	4	3	3	0	0	0%	0	n/a
Equipment (Capitalized)	52	222	528	270	298	1%	28	10%
Operations and Maintenance (Net)	5,807	5,432	5,499	5,633	5,937	25%	304	5%
Debt Service	3,000	2,926	2,924	3,026	2,926	12%	(100)	-3%
TOTAL EXPENDITURES	\$ 21,940	\$ 21,531	\$ 22,317	\$ 23,350	\$ 23,507		\$ 157	1%
TRANSFERS								
Other	0	135	300	670	675		5	1%
NET TRANSFERS	\$ 0	\$ 135	\$ 300	\$ 670	\$ 675		\$ 5	1%
NET INCREASE (DECREASE)	223	534	1,202	674	382		(292)	-43%
ENDING CURRENT NET POSITION	\$ 1,013	\$ 1,546	\$ 2,748	\$ 3,422	\$ 3,804		\$ 382	11%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Veterinary Medical Diagnostic Laboratory
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ 1,377	\$ 1,360	\$ 1,348
Public Service	17,189	16,883	17,713
Research	76	12	27
E&G and Designated Subtotal:	\$ 18,642	\$ 18,256	\$ 19,088
Restricted:			
Public Service	\$ -	\$ 0	\$ 8
Research	298	348	297
Restricted Subtotal:	\$ 298	\$ 348	\$ 304
TOTAL:			
Institutional Support	\$ 1,377	\$ 1,360	\$ 1,348
Public Service	17,189	16,883	17,721
Research	374	360	324
RFS Debt Service Transfers	3,000	2,926	2,924
TOTAL:	\$ 21,940	\$ 21,531	\$ 22,317



Texas A&M Veterinary Medical Diagnostic Laboratory

Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 3,061	\$ 3,416	\$ 355
Designated	361	387	26
Restricted	-	-	-
Change in Net Position	\$ 3,422	\$ 3,804	\$ 382

Explanation for Net Decrease*

* if applicable

BUDGET NARRATIVE

Introduction:

The Texas A&M Engineering Experiment Station (TEES) has weathered the COVID-19 “storm” pretty well over the past few months. In March, TEES shut down its research laboratories due to COVID-19 pandemic conditions with a few exceptions for continuing “essential” research efforts important to state and national priorities. Particularly, TEES did not stop essential research activities related to national defense initiatives. Effective 01 June 2020, TEES began reopening research labs per instructions from Office of the Governor and The Texas A&M University System. TEES is actively monitoring impacts on revenue streams based on the COVID-19 pandemic effect on its ability to continue advancing the Agency mission, as well as meeting all obligations, while implementing contingency plans for the future. The primary sponsored research metrics for TEES (proposals, awards, indirect costs recovery, etc.) currently remain strong during this pandemic. TEES’s externally sponsored research expenditures for FY 20 are running approximately \$15M higher (19%) than the same period in FY 19. Research awards are up \$14M (15%) and proposal submissions are up \$115M (19%) over the previous year. The major area of concern for TEES after this COVID-19 pandemic is significantly reduced professional workforce development training programs. Many conferences and short courses, for example, had to be cancelled over the past 4-5 months due to the pandemic. This has resulted in approximately \$2.5M (43%) less than 2019 workforce development division revenues.

Revenues:

The TEES FY 21 Pre-COVID budget showed a modest increase in externally sponsored research funding over FY 20 estimates. However, an uncertainty about further research shutdowns and impact from the pandemic on future federal research funding, TEES leadership felt it prudent to adjust contract and grant revenues down from original estimates. In addition, TEES had pre-COVID increases in its workforce development budget for FY 21. Due to a dramatic drop in workforce development revenues from the pandemic, TEES has drastically reduced those estimates for FY 21 by approximately \$4 million. The fall semester is anticipated to be more of the same and recovery likely will not begin until after January 2021, at the earliest. Finally, the State of Texas has imposed a 5% budget cut on TEES’s General Revenue and General Revenue–Dedicated funds for the FY 20-21 Biennium. This amounted to a \$1.83M reversion of base appropriation and an additional \$2.5M in cuts related to the \$50M appropriation transferred from Office of the Governor for the Innovation Proving Ground at RELLIS Campus as support to U.S. Army Futures Command.

Expenses:

The 5% budget reduction combined with uncertainties about impacts from COVID-19 on TEES’s externally sponsored research has led Agency leadership to take a critical look at all its activities and services. These reviews led to cutting over \$3.4M from TEES’s original FY 21 budget, including: delayed hiring; cuts to targeted programs; elimination of vacant positions; no merit plan; and reductions of capital purchases. Consequently, TEES has had to forego its original commitment to utilize new revenue sources and instead plans to utilize almost \$1 million in FY 20 remaining balances during FY 21 for minimizing negative impacts from cuts on operations budget.

BUDGET NARRATIVE CONTINUED

Reserves:

TEES has been able to maintain a very stable reserve balance of between \$15M to \$20M over the past five years. In FY 19, the operating reserve was 2.7 months, and TEES expects very little change to its reserves during FY 20. The agency also expects FY 21 to remain level with FY 19 and FY 20 amounts.

Capital Plan:

TEES currently has several capital plan projects underway, with several others in planning stages during the next few years. The largest project, known as TEES Research Integration Center (RIC), is paramount to our partnership with U.S. Army Futures Command (AFC) and it is currently under construction. The \$80M project is expected to be completed by August 2021. Two additional AFC related projects, the Innovation Proving Grounds (IPG) and the Ballistic and Aero-Optics Materials (BAM) Facility are both currently “in design” and should begin construction during this Fall semester. The Rowlett Industrial Distribution Building is finishing design and fundraising; it should commence construction in FY 21. The Technology Innovation and Modernization Catalyst (TIMC), also part of the George H.W. Bush Combat Development Complex (BCDC) at RELLIS Campus to support AFC efforts, is currently working through the program of requirements (POR) phase. The Detonation Research Test Facility and the Nuclear Engineering Education Building are both in the planning phase.

Texas A&M Engineering Experiment Station

FY 2021 Highlighted Budget Components

(in thousands)

FY 2020 Board Approved Expense Budget	\$ 172,449
FY 2021 Proposed Expense Budget	170,819
Difference	\$ (1,630)
% Change	-0.9%

Personnel Costs

Changes in Personnel \$ (1,047)

Method of Finance

State Appropriations
 Indirect Cost Recovery; Workforce Development
 Sponsored Research Funds

O&M Increases

Utilities	146	State Appropriations; Indirect Cost Revenue; Other designated and restricted funds Based on increase space and building utilization
Scholarships	2,813	Contracts and Grants
Equipment & O&M	(3,542)	PUF Equipment funding; Indirect Cost Revenue, Sales and Services, and Contracts and Grants. The primary decrease in these expenditures reflects the projected decreases workforce development activities.

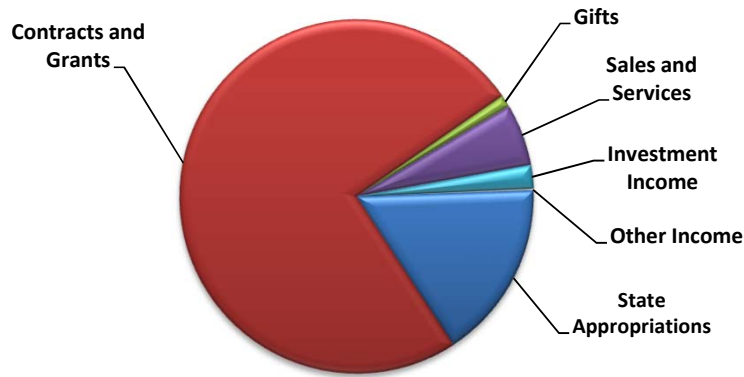
TOTAL:	\$ (1,630)
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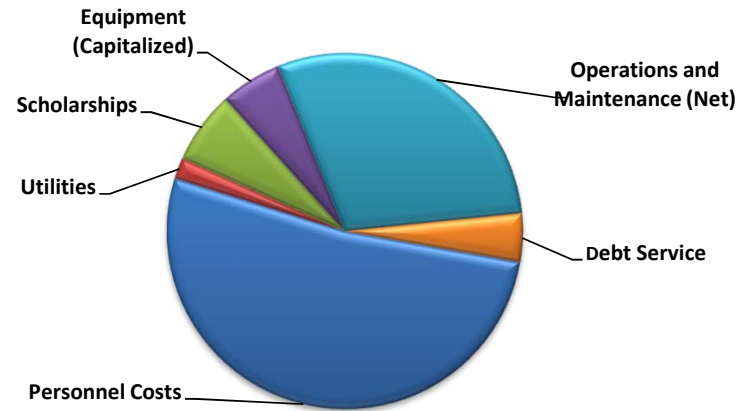
THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Experiment Station
FY 2021 Budget Graphs
(In Thousands)



FY 2021 BUDGET REVENUES
\$166,864 Total



FY 2021 BUDGET EXPENDITURES
\$170,819 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Experiment Station
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 64,968	\$ 51,511	\$ 39,158	\$ 40,971	\$ 43,740		\$ 2,769	7%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 26,661	\$ 27,177	\$ 27,025	\$ 28,255	\$ 27,220	16%	\$ (1,035)	-4%
Contracts and Grants	93,464	105,102	109,594	121,151	124,551	75%	3,401	3%
Gifts	1,885	1,992	1,781	1,800	1,830	1%	30	2%
Sales and Services	9,265	11,307	15,553	13,000	9,426	6%	(3,574)	-27%
Investment Income	6,681	3,717	1,674	3,787	3,537	2%	(250)	-7%
Other Income	361	604	451	300	300	0%	0	n/a
TOTAL REVENUES	\$ 138,318	\$ 149,899	\$ 155,954	\$ 168,293	\$ 166,864		\$ (1,429)	-1%
EXPENDITURES								
Salaries - Faculty (Equivalent)	\$ 19,431	\$ 18,343	\$ 16,063	\$ 21,648	\$ 22,964	13%	\$ 1,317	6%
Salaries - Non-Faculty	41,023	47,323	51,077	49,720	47,857	28%	(1,863)	-4%
Wages	3,766	4,185	4,397	3,638	3,378	2%	(260)	-7%
Benefits	12,554	13,724	13,618	14,922	14,682	9%	(240)	-2%
Personnel Costs	76,774	83,576	85,155	89,927	88,881	52%	(1,047)	-1%
Utilities	2,603	2,892	3,243	3,116	3,262	2%	146	5%
Scholarships	8,972	9,246	9,535	8,473	11,285	7%	2,813	33%
Equipment (Capitalized)	6,751	5,006	9,078	11,680	9,472	6%	(2,207)	-19%
Operations and Maintenance (Net)	48,094	51,541	51,418	52,886	50,421	30%	(2,465)	-5%
Debt Service	5,058	4,800	5,014	6,367	7,497	4%	1,130	18%
TOTAL EXPENDITURES	\$ 148,252	\$ 157,060	\$ 163,443	\$ 172,449	\$ 170,819		\$ (1,630)	-1%
TRANSFERS								
Other	(3,523)	(5,191)	9,301	4,156	2,965		(1,191)	-29%
NET TRANSFERS	\$ (3,523)	\$ (5,191)	\$ 9,301	\$ 4,156	\$ 2,965		\$ (1,191)	-29%
NET INCREASE (DECREASE)	(13,457)	(12,352)	1,812	0	(990)		(990)	n/a
ENDING CURRENT NET POSITION	\$ 51,511	\$ 39,158	\$ 40,971	\$ 40,971	\$ 42,750		\$ 1,779	4%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Experiment Station
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ 195	\$ 238	\$ (5)
Research	66,603	67,896	73,773
E&G and Designated Subtotal:	\$ 66,798	\$ 68,134	\$ 73,767
Restricted:			
Research	\$ 76,395	\$ 84,126	\$ 84,661
Restricted Subtotal:	\$ 76,395	\$ 84,126	\$ 84,661
TOTAL:			
Institutional Support	\$ 195	\$ 238	\$ (5.43)
Research	142,999	152,022	158,434
RFS Debt Service Transfers	5,058	4,800	5,014
TOTAL:	\$ 148,252	\$ 157,060	\$ 163,443



Texas A&M Engineering Experiment Station
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 250	\$ 250	\$ -
Designated	36,990	36,000	(990)
Restricted	6,500	6,500	-
Change in Net Position	\$ 43,740	\$ 42,750	\$ (990)

Explanation for Net Decrease*

Designated	\$ (990,000)	One-time funding necessary for new FY 2021 initiatives due to COVID-19 impact.
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* if applicable

BUDGET NARRATIVE

Introduction:

The Texas A&M Transportation Institute (TTI) is proposing a conservative FY 2021 budget due to the current economic climate resulting from the COVID-19 pandemic. The outlook for TTI's research program remains positive. However, there is on-going uncertainty about how the pandemic might affect TTI's research sponsors and contracts in the coming months.

As a sponsored research agency, 80% of TTI's revenue is generated by competitively sponsored research at all levels of federal, state and local government as well as the private sector. Only 13% of TTI's funding is sourced to state general revenue, and this percentage has remained relatively flat for the last two decades. Of this 13%, about 40% of the general revenue is used to conduct research in safety, border and ports, and to match federal research funding that TTI brings to the State of Texas. The remaining 60% of general revenue is used for facilities, core agency operations and to explore new research opportunities.

Revenues:

TTI is projecting a conservative revenue estimate in the event of unexpected sponsored research contract reductions resulting from the COVID-19 pandemic.

- The total agency revenue budget for FY 2021 is estimated at \$75.8 million, which is projected to remain level with the FY 2020 budget.
- The agency's 5% cut in state general revenue appropriations for FY 2021 is \$380,664.
- For FY 2021, revenue from competitively sponsored research is projected to remain level with FY 2020. To date, TTI has not experienced a significant loss in sponsored research contracts.

Expenses:

TTI is taking a conservative approach in budgeted expenditures because of the elevated uncertainty from the COVID-19 pandemic.

- The total expense budget for FY 2021 is estimated at \$72.7 million. About 63% of the agency's expense budget allocation relates to salaries and fringe benefits of the lifeblood of TTI, our people.
- No merit salary increases are requested for TTI staff at this time.
- The agency is reducing non-essential travel and planned outlays for capital equipment replacement.
- TTI continues to provide strong scholarship support and work opportunities for undergraduate and graduate students pursuing an education in transportation-related areas.

BUDGET NARRATIVE CONTINUED

Reserves:

- FY 2019 current reserve balance: \$8.5 million/3.8 months.
- FY 2020 projected reserve balance: \$8.7 million/3.9 months.
- FY 2021 projected reserve balance expected to remain level.

Capital Plan:

- TTI is proud to be the first A&M System member to locate our headquarters on the RELLIS Campus and had our official ribbon-cutting in September 2019. The facility was completed on time and on budget.
- TTI has no new projects on the Capital Plan for FY 2021.

Texas A&M Transportation Institute

FY 2021 Highlighted Budget Components

(In Thousands)

FY 2020 Board Approved Expense Budget	\$	73,241
FY 2021 Proposed Expense Budget		72,727
Difference	\$	(514)
% Change		-0.7%

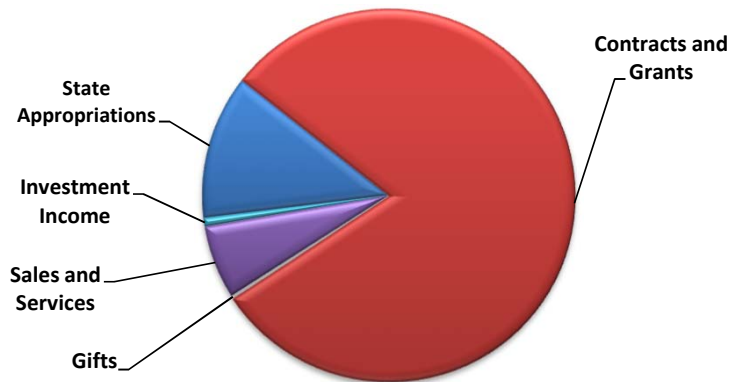
		<u>Method of Finance</u>
Personnel Costs	\$ (585)	Contracts and Grants
Operations and Maintenance (Net)	42	Contracts and Grants
Equipment and Scholarships for Graduate Students	28	Contracts and Grants
Debt Service	1	Patent Income
TOTAL:	\$ (514)	



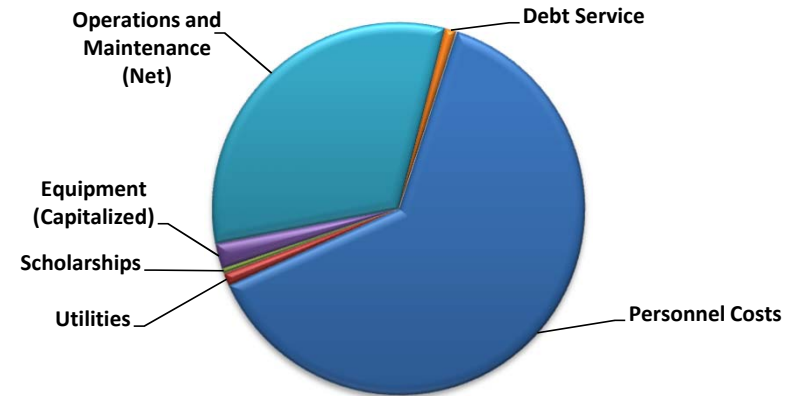
THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Transportation Institute
FY 2021 Budget Graphs
(In Thousands)



FY 2021 BUDGET REVENUES
\$75,796 Total

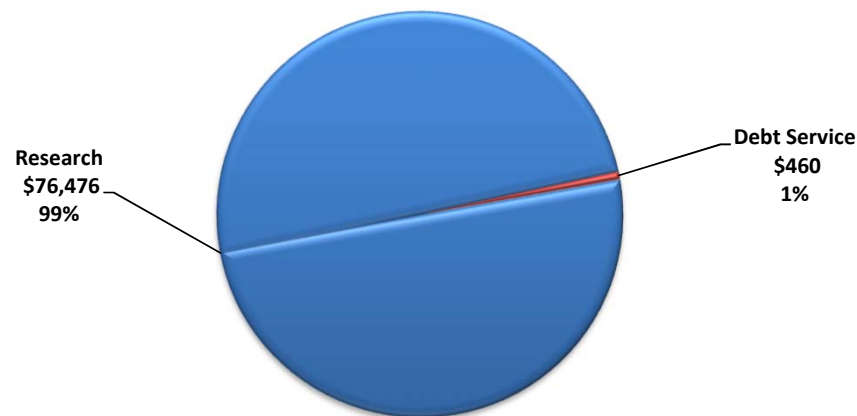


FY 2021 BUDGET EXPENDITURES
\$72,727 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES





THE TEXAS A&M UNIVERSITY SYSTEM
 Texas A&M Transportation Institute
 FY 2021 Executive Budget Summary
 (In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 20,759	\$ 18,316	\$ 16,022	\$ 17,333	\$ 20,204		\$ 2,871	17%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 11,228	\$ 9,244	\$ 9,337	\$ 9,894	\$ 9,500	13%	\$ (394)	-4%
Contracts and Grants	56,366	60,321	61,861	60,501	60,740	80%	239	0%
Gifts	224	168	190	225	175	0%	(50)	-22%
Sales and Services	3,393	3,385	4,917	4,839	4,826	6%	(13)	0%
Investment Income	1,062	616	383	520	554	1%	34	7%
Other Income	557	135	414	0	0	0%	0	n/a
TOTAL REVENUES	\$ 72,680	\$ 73,853	\$ 77,088	\$ 75,979	\$ 75,796		\$ (183)	0%
EXPENDITURES								
Salaries - Faculty	\$ 19,384	\$ 18,259	\$ 17,982	\$ 17,660	\$ 17,032	23%	\$ (628)	-4%
Salaries - Non-Faculty	16,880	18,195	18,922	18,824	18,752	26%	(72)	0%
Wages	1,816	1,815	1,737	1,319	1,409	2%	90	7%
Benefits	9,540	9,612	9,782	8,790	8,815	12%	25	0%
Personnel Costs	47,621	47,880	48,422	46,593	46,008	63%	(585)	-1%
Utilities	664	648	918	800	800	1%	0	n/a
Scholarships	391	214	204	280	320	0%	40	14%
Equipment (Capitalized)	2,365	949	785	1,612	1,600	2%	(12)	-1%
Operations and Maintenance (Net)	23,554	25,991	24,946	23,241	23,283	32%	42	0%
Debt Service	440	448	460	715	716	1%	1	0%
TOTAL EXPENDITURES	\$ 75,035	\$ 76,130	\$ 75,736	\$ 73,241	\$ 72,727		\$ (514)	-1%
TRANSFERS								
Other	(88)	(17)	(42)	133	79		(54)	-41%
NET TRANSFERS	\$ (88)	\$ (17)	\$ (42)	\$ 133	\$ 79		\$ (54)	-41%
NET INCREASE (DECREASE)	(2,443)	(2,294)	1,311	2,871	3,148		277	10%
ENDING CURRENT NET POSITION	\$ 18,316	\$ 16,022	\$ 17,333	\$ 20,204	\$ 23,352		\$ 3,148	16%

THE TEXAS A&M UNIVERSITY SYSTEM
 Texas A&M Transportation Institute
 FY 2021 Executive Budget Summary
 (In Thousands)



EXPENDITURES	<u>FY 2017</u>	<u>FY 2018</u>	<u>FY 2019</u>
Fund Group - NACUBO Function	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
PERCENT OF FISCAL YEAR 2020			
Institutional Support	\$ (1,538)	\$ (1,464)	\$ (1,200)
Public Service	81	78	0
Research	29,089	28,008	28,193
E&G and Designated Subtotal:	\$ 27,632	\$ 26,621	\$ 26,993
Restricted:			
Public Service	\$ 1,741	\$ 1,547	\$ -
Research	45,223	47,514	48,283
Restricted Subtotal:	\$ 46,963	\$ 49,061	\$ 48,283
TOTAL:			
Institutional Support	\$ (1,538)	\$ (1,464)	\$ (1,200)
Public Service	1,821	1,625	0
Research	74,312	75,522	76,476
RFS Debt Service Transfers	440	448	460
TOTAL:	\$ 75,035	\$ 76,130	\$ 75,736



Texas A&M Transportation Institute
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 248	\$ 416	\$ 168
Designated	17,959	20,200	2,241
Restricted	1,997	2,736	739
Change in Net Position	\$ 20,204	\$ 23,352	\$ 3,148

Explanation for Net Decrease*

* if applicable

BUDGET NARRATIVE

Introduction

The FY 2021 budget for TEEX is tempered by the reality of expected reductions in revenue until the third quarter. While there are some expense reductions, the expense for budgeted employees will remain flat in relation to FY 2020. Agency leadership decided to utilize reserves for maintaining professional and skilled workforce employment levels during the third and fourth quarters of FY 2020; it is anticipated that reserve utilization will continue through the first and second quarters of FY 2021.

Revenues

These circumstances significantly impacted the budgeted revenue for FY 2021:

- 5% cut in State Appropriations
 - \$446,177 for FY 2021
- Impact of COVID-19
 - Budgeted revenue levels for FY 2021 were reduced by \$9.5 million because of restrictions which prevented face-to-face and hands on deliveries.
- Training Contact
 - Hours declined during FY 2020 by approximately 1 million hours due to the pandemic restrictions.
 - The estimate for FY 2021 is a decline of about 300,000 hours; it is based upon an expected return to greater levels of training activity and an expectation of holding the annual schools at Brayton Fire Training Field in FY 2021.

Expenses

These circumstances significantly impacted the budgeted expenses for FY 2021:

- Impact of COVID-19
 - Budgeted expense levels for FY 2021 were reduced by \$5.5 million from the budget completed prior to the pandemic, primarily due to several COVID-19 restrictions imposed: lessened travel, consumable consumption during training, and less use of Adjunct (wage) instructors.
- TEEX will not award merit raises in FY 2021
 - Agency leadership decided the priority would be on retaining the professional skilled workforce, to the extent possible, in lieu of awarding merit raises. The current continuity plan does not indicate a Reduction in Force (RIF) will be necessary. However, due to the unpredictability of virus impact, TEEX is making sure documentation is available to support all contingencies.

BUDGET NARRATIVE CONTINUED

Agency Priorities

- COVID-19 has changed the Agency Priorities for FY 2021; the new priorities are:
 - Retain the professional and skilled employee base
 - Return to a positive cash flow
 - Begin rebuilding reserves
 - Recapture prior business
 - Hold the Annual Schools at Brayton Fire Training Field
 - Respond to contemporary state issues (i.e., Law Enforcement Reform with associated training changes)
 - Capitalize on progress made in on-line and virtual delivery methods

Reserves:

- FY 2019 Reserve balance: \$33.0 million/5.14 months
- FY 2020 Projected Reserve balance: \$27.0 million/5.06 months
- FY 2021 Projected Reserve balance: The reserve balances will begin to build beginning in the third quarter of FY 2021. Expected end of FY 2021 reserve balance is estimated at approximately \$30.0 million/5.1 months

Capital Plan:

- Three items were moved from “proposed projects” to “unfunded projects” for FY 2022
- An approved item, the Administrative and Classroom Facility at Brayton Fire Training Field is in a status of “completed” design phase. However, TEEX will not be submitting it for construction approval until the Agency is in a positive cash flow with revenues necessary to support the pro-forma needed for financing.



Texas A&M Engineering Extension Service

FY 2021 Highlighted Budget Components

(In Thousands)

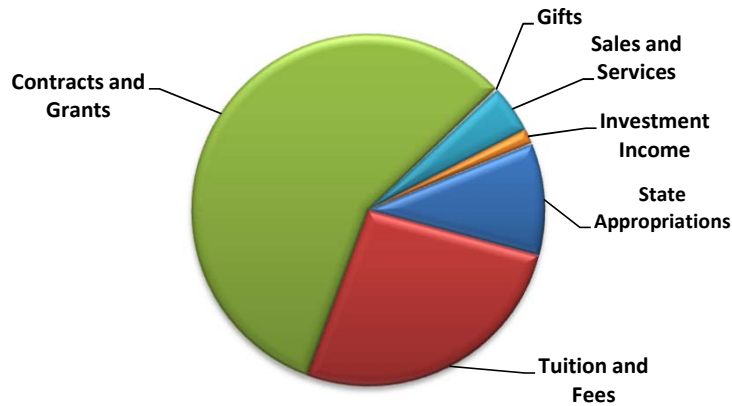
FY 2020 Board Approved Expense Budget	\$ 93,500	
FY 2021 Proposed Expense Budget	93,548	
Difference	\$ 48	
% Change	0.1%	
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		Method of Finance
Personnel Costs	\$ (521)	Tuition and Fees and Contracts and Grants Revenue
Equipment (Capitalized)	(45)	Tuition and Fees
Operations and Maintenance	1,778	Tuition and Fees and Contracts and Grants Revenue
Debt Service	(1,163)	Tuition and Fees
TOTAL:	\$ 48	



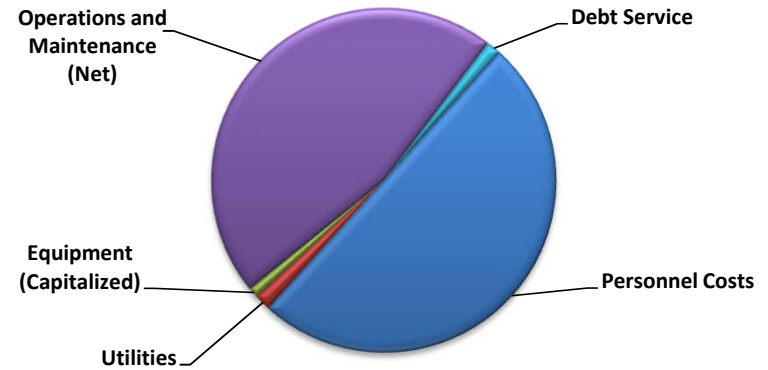
THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Extension Service
FY 2021 Budget Graphs
(In Thousands)



FY 2021 BUDGET REVENUES
\$95,408 Total

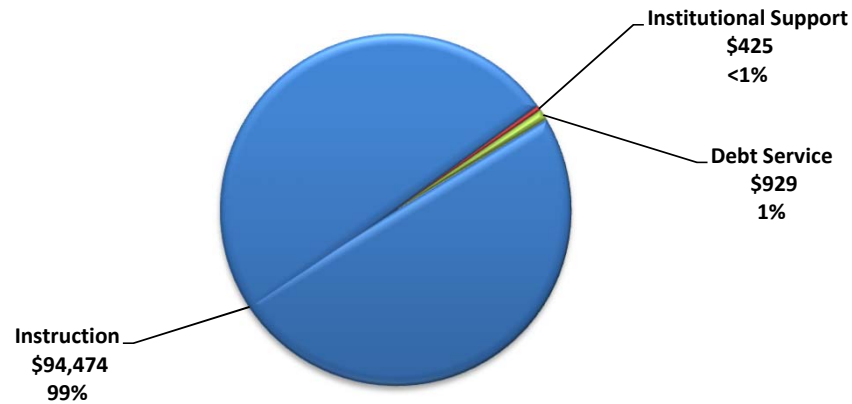


FY 2021 BUDGET EXPENDITURES
\$93,548 Total



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Extension Service
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 46,406	\$ 51,216	\$ 58,154	\$ 61,378	\$ 55,583		\$ (5,794)	-9%
<i>Restatement: (prior year correction)</i>								
REVENUES								
State Appropriations	\$ 8,813	\$ 9,767	\$ 10,306	\$ 10,224	\$ 9,777	10%	\$ (446)	-4%
Tuition and Fees	24,342	25,517	25,223	28,561	25,288	27%	(3,273)	-11%
Contracts and Grants	48,901	55,491	57,436	57,622	54,583	57%	(3,039)	-5%
Gifts	356	1,207	456	200	200	0%	0	n/a
Sales and Services	7,571	2,873	4,376	3,016	4,177	4%	1,162	39%
Investment Income	3,895	2,673	2,491	2,454	1,254	1%	(1,200)	-49%
Other Income	122	119	129	121	129	0%	8	7%
TOTAL REVENUES	\$ 93,999	\$ 97,647	\$ 100,417	\$ 102,197	\$ 95,408		\$ (6,789)	-7%
EXPENDITURES								
Salaries - Faculty	\$ 104	\$ (365)	\$ 402	\$ -	\$ -	0%	\$ -	n/a
Salaries - Non-Faculty	28,728	30,661	31,033	29,868	29,861	32%	(7)	0%
Wages	8,161	8,967	8,660	7,461	7,052	8%	(409)	-5%
Benefits	10,107	10,678	11,310	10,022	9,917	11%	(105)	-1%
Personnel Costs	47,100	49,940	51,406	47,351	46,829	50%	(521)	-1%
Utilities	1,324	1,216	1,163	1,400	1,400	1%	0	n/a
Scholarships	17	2	68	0	0	0%	0	n/a
Discounts	0	0	0	0	0	0%	0	n/a
Equipment (Capitalized)	4,397	2,282	2,438	931	886	1%	(45)	-5%
Operations and Maintenance (Net)	34,830	35,711	39,824	41,417	43,194	46%	1,778	4%
Debt Service	2,034	2,035	929	2,401	1,238	1%	(1,163)	-48%
TOTAL EXPENDITURES	\$ 89,702	\$ 91,186	\$ 95,828	\$ 93,500	\$ 93,548		\$ 48	0%
TRANSFERS								
Other	513	558	(1,365)	(7,409)	599		8,008	-108%
NET TRANSFERS	\$ 513	\$ 558	\$ (1,365)	\$ (7,409)	\$ 599		\$ 8,008	-108%
NET INCREASE (DECREASE)	4,810	7,018	3,224	1,288	2,460		1,172	91%
ENDING CURRENT NET POSITION	\$ 51,216	\$ 58,234	\$ 61,378	\$ 62,666	\$ 58,043		\$ (4,623)	-7%



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Engineering Extension Service
FY 2021 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Instruction	\$ 51,917	\$ 66,299	\$ 71,058
Institutional Support	13,607	0	425
E&G and Designated Subtotal:	\$ 65,524	\$ 66,299	\$ 71,483
Restricted:			
Instruction	\$ 22,144	\$ 22,852	\$ 23,416
Restricted Subtotal:	\$ 22,144	\$ 22,852	\$ 23,416
TOTAL:			
Instruction	\$ 74,061	\$ 89,151	\$ 94,474
Institutional Support	13,607	0	425
RFS Debt Service Transfers	2,034	2,035	929
TOTAL:	\$ 89,702	\$ 91,187	\$ 95,828



Texas A&M Engineering Extension Service
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 8,131	\$ 6,704	\$ (1,427)
Designated	41,915	45,693	3,778
Restricted	5,537	5,646	109
Change in Net Position	\$ 55,583	\$ 58,043	\$ 2,460

		Explanation for Net Decrease*
Functional and General	\$ (1,427)	One-time use of reserves for information technology network equipment upgrades.

* if applicable

BUDGET NARRATIVE

Introduction:

This year, the Texas Division of Emergency Management (TDEM) marks 67 years assisting communities across the state in preparing for, responding to, and recovering from man-made and natural disasters. Texas averages one federal disaster every eight months, and over 100 major disaster declarations have been recorded since 1953.

While responding to disasters is a well-known function of TDEM, we also implement programs to increase public awareness about threats and hazards, coordinate emergency planning, provide an extensive array of specialized training for emergency responders and local officials, and administer disaster recovery and hazard mitigation programs in the State of Texas.

TDEM proudly carries out the emergency management program for the state, and assists cities, counties, and state agencies in planning and implementing their emergency management programs to help prevent or lessen the impact of emergencies and disasters. TDEM serves in 5 critical mission areas of Emergency Management: Prevention, Protection, Mitigation, Response, and Recovery. With just over 300 employees across the state, TDEM is divided into 6 regions. The state has 24 disaster districts staffed with a District Coordinator, and Assistant Chiefs who oversee the emergency management teams in the 6 regions across Texas. Each region is supported by preparedness, recovery and mitigation staff that, together with the district coordinators, provide direct, on the ground support to local jurisdictions whether in an active disaster, moving into recovery, or planning and preparing for the future.

Revenues:

The Texas Division of Emergency Management (TDEM) total budgeted Revenues in FY 2021 are budgeted to decrease by \$179.4 million (12%), compared to the FY 2020 budget. The primary reasons for the overall decrease are related to:

- A State Appropriations decrease of \$13.1 million which is due to the \$10 million added to the FY 2020 state appropriations for the Disaster Loan program awarded to TDEM during the last legislative session. The \$10 million is still available to be loaned, but it was reflected only in the FY 2020 state appropriation numbers. The funds are available to move forward (referred to as “UB authority”) to FY 2021.
- Contracts and Grants are budgeted to decrease by \$166.4 million. The decrease is primarily related to the ***Hurricane Harvey*** pass-through estimates to the local jurisdictions. The FY 2020 budget impact of Harvey was estimated at approximately \$700 million more than actuals. In a normal budget cycle, that estimated decrease (\$700 million) would be reflected in the FY 2021 budget. However, the impact of the ***Texas Covid-19 Pandemic*** response offset most of the estimated reduction for ***Hurricane Harvey***.

BUDGET NARRATIVE CONTINUED

Expenses:

Total Expenditures in FY 2021 are budgeted to decrease \$179.4 million (12%), compared to the FY 2020 budget. Once again, the very large change is primarily due to pass-through funding estimates for *Hurricane Harvey* and the *Texas Covid-19 Pandemic*. Some other highlights are:

- Personnel Costs are budgeted to increase \$5.8 million (21%) over FY 2020 due to market adjustments made during FY 2020 when TDEM moved from being a division under the Texas Department of Public Safety (DPS) to a stand-alone member of The Texas A&M University System and due to filling several positions that had been vacant while under DPS. In addition to the market adjustment, a 3% merit pool is budgeted at \$878,700.
- Utilities are increasing \$117,000 (23%) due to acquiring a larger warehouse and also utilities at the La Posada office space that are now the responsibility of TDEM.
- Operations and Maintenance is the big driver in the decrease and is budgeted to decrease by \$184.3 million (-13%) due to the same reasons discussed previously in the Revenues section above related to *Hurricane Harvey* estimates and the current *Texas Covid-19 Pandemic* response.

Capital Plan:

TDEM is currently working with FP&C to begin the process of selecting a firm to provide a Program of Requirements (POR) for a new State Operations Center (SOC) & TDEM Headquarters. Once a POR firm has been selected, we will then be able to put together a more accurate budget and design & build calendar and will then submit for approval to be added to the TAMUS Capital Plan.



Texas Division of Emergency Management

FY 2021 Highlighted Budget Components

(In Thousands)

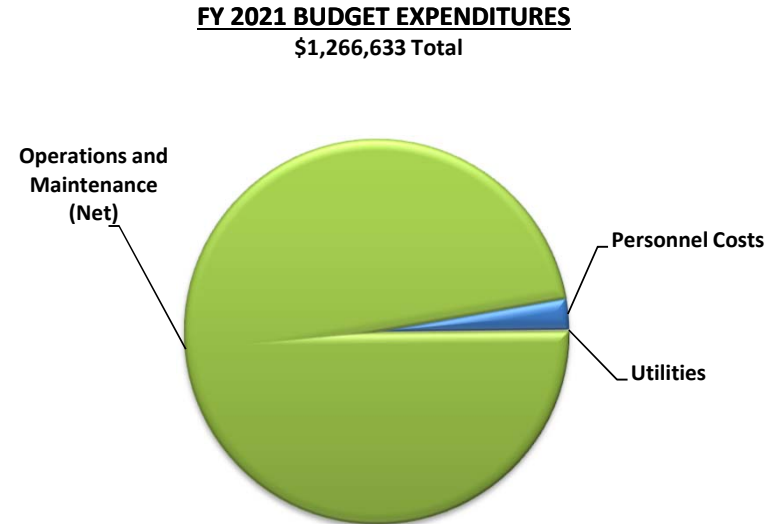
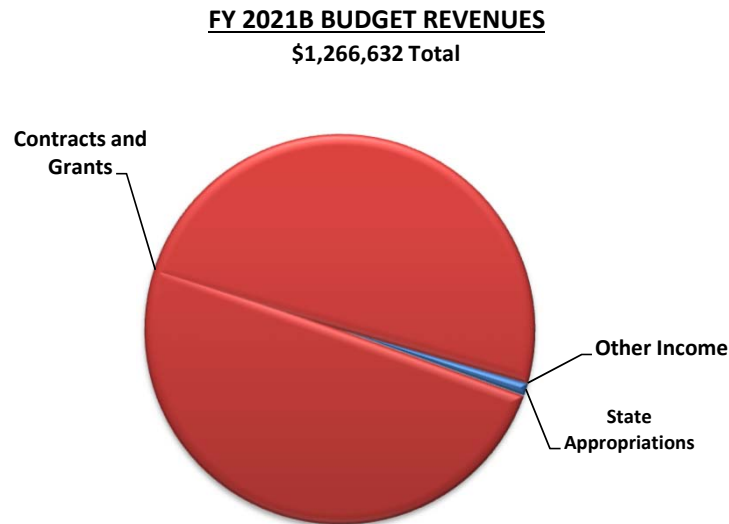
FY 2020 Board Approved Expense Budget	\$	1,446,076
FY 2021 Proposed Expense Budget		1,266,633
Difference	\$	(179,443)
% Change		-12.4%

Method of Finance

Personnel Costs	\$	5,824	GR and Federal Grants and Contracts Transition Changes do to market adjustments and 3% merit is also budget.
Utilities		117	GR and Federal Grants due to reclassification of items.
Equipment		(1,125)	(555) Federal Grants and Contracts
Operations and Maintenance (net)		(184,259)	(555) Federal Grants and Contracts -Pass Through Funds associated with Hurricane Harvey

TOTAL:	\$	(179,443)
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THE TEXAS A&M UNIVERSITY SYSTEM
Texas Division of Emergency Management
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages



THE TEXAS A&M UNIVERSITY SYSTEM
Texas Division of Emergency Management
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2020		FY 2021		FY20 Budget to FY21 Budget	
	Budget		Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ -		\$ 540,058		\$ 540,058	n/a
<i>Restatement: (prior year correction)</i>						
REVENUES						
State Appropriations	\$ 26,174		\$ 13,100	1%	\$ (13,074)	-50%
Contracts and Grants	1,419,575		1,253,205	99%	(166,370)	-12%
Other Income	327		327	0%	0	n/a
TOTAL REVENUES	\$ 1,446,076		\$ 1,266,632		\$ (179,444)	-12%
EXPENDITURES						
Salaries - Faculty	\$ -		\$ -		\$ -	n/a
Salaries - Non-Faculty	20,704		25,001	2%	4,297	21%
Wages	0		0		0	n/a
Benefits	6,418		7,945	1%	1,527	24%
Personnel Costs	27,122		32,946	3%	5,824	21%
Utilities	517		634	0%	117	23%
Equipment (Capitalized)	1,125		0	0%	(1,125)	-100%
Operations and Maintenance (Net)	1,417,312		1,233,053	97%	(184,259)	-13%
TOTAL EXPENDITURES	\$ 1,446,076		\$ 1,266,633		\$ (179,443)	-12%
TRANSFERS						
Other	0		0		0	n/a
NET TRANSFERS	\$ -		\$ -		\$ -	n/a
NET INCREASE (DECREASE)	0		(0)		(0)	n/a
ENDING CURRENT NET POSITION	\$ -		\$ 540,058		\$ 540,058	n/a



Texas Division of Emergency Management
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Functional and General	\$ 1,115	\$ 1,115	\$ (0)
Designated	327	327	0
Restricted	538,616	538,616	-
Plant	0	0	0
Change in Net Position	\$ 540,058	\$ 540,058	\$ (0)

Explanation for Net Decrease*

* if applicable

SYSTEM OFFICES

BUDGET NARRATIVE

Introduction

The A&M System Offices continues to make positive organizational and operational changes to improve the overall services provided to the Board, System members, and departments within the System Offices. Over the past several years, the System Offices has taken the lead in several system-wide initiatives such as overseeing the implementation of Workday project (including various other IT recommendations) and the standardization of title codes and pay plans across the A&M System. In addition, today we are in the middle of modernizing our financial accounting system (FAMIS). Our financial system is the most critical component of everything we do in the finance area. This revitalization/modernization project will bring our financial system into the most current platform/programming language.

The 86th Legislature did continue to provide the System Offices with \$530,234 for need based scholarships and \$199,768 in System Office Operational funding. The total of these amounts (\$730,000), less the 5% state mandated reduction, will be used to fund need based scholarships around the A&M System. These funds will be proportionally allocated to each academic university based on Pell Grant expenses.

Revenues

Overall, System Offices operations are supported by the following revenue streams:

- State Appropriations: \$0 (0%)
- Available University Fund: \$22.98 million (47.0%)
- Special Mineral Fund: \$2.66 million (5.4%)
- Member Assessments: \$21.07 million (43.0%)
- Investment Earnings: \$1.84 million (3.8%)
- A&M Development Foundation: \$0.19 million (0.4%)
- Aircraft Usage Fees: \$0.20 million (0.4%)

Expenditures

As presented at the Programmatic Budget Review meeting, System Offices operational expenditures are budgeted to increase from \$47.97 million to \$48.95 million, or \$0.97 million (2%). This increase includes an employee salary retention plan of \$1 million.



System Offices

FY 2021 Highlighted Budget Components

(In Thousands)

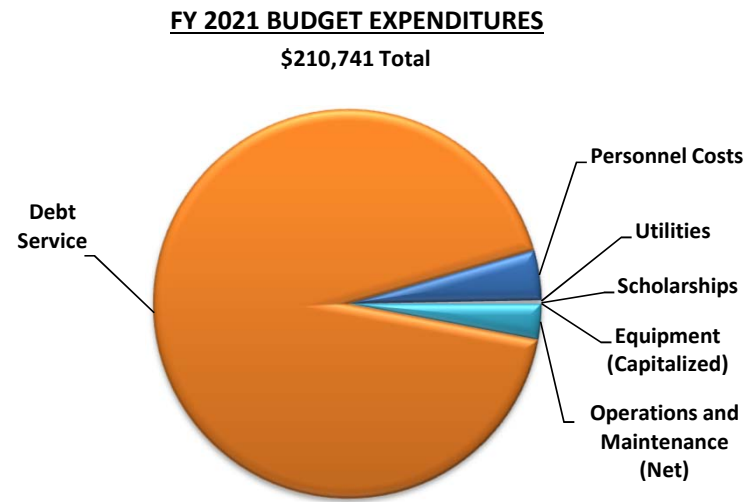
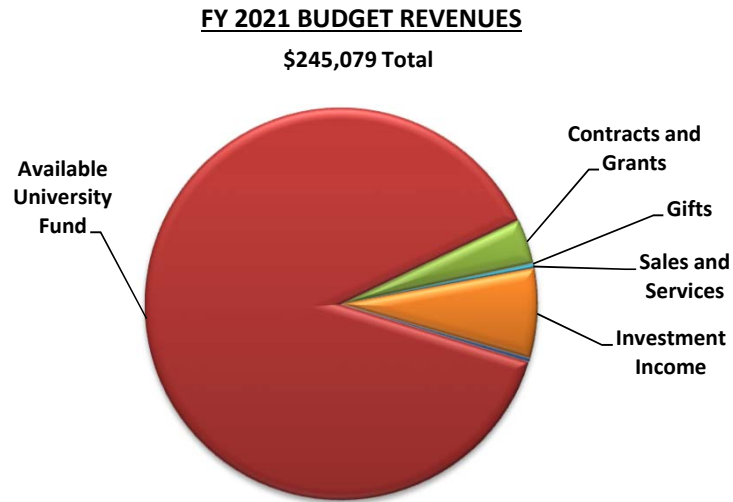
FY 2020 Board Approved Expense Budget	\$	204,856
FY 2021 Proposed Expense Budget		210,741
Difference	\$	5,885
% Change		2.9%

Personnel Costs	\$	1,680
Scholarships		(37)
Operations and Maintenance		(18,751)
Debt Service		22,993

TOTAL:	\$	5,885
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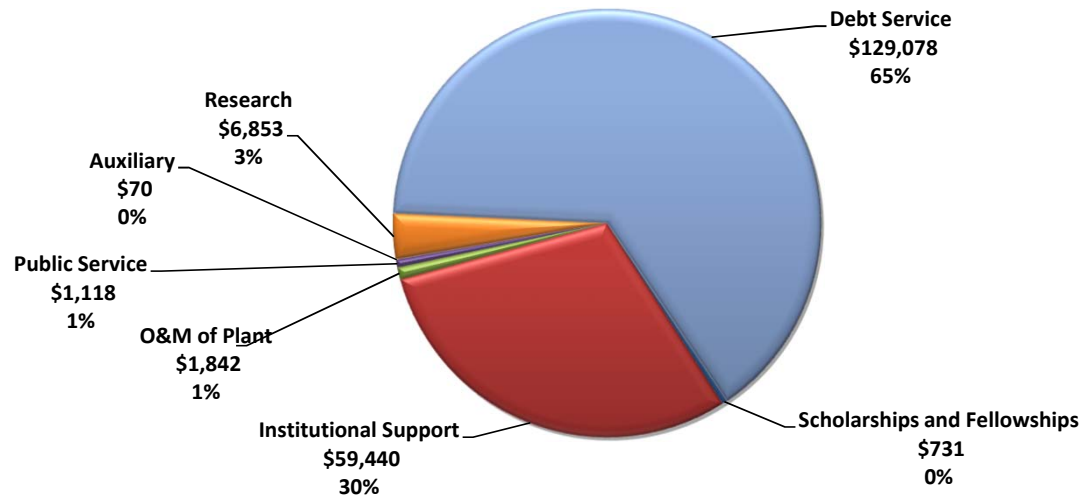


THE TEXAS A&M UNIVERSITY SYSTEM
System Offices
FY 2021 Budget Graphs
(In Thousands)



See Executive Budget Summary for amounts and percentages

FY 2019 NACUBO FUNCTION EXPENDITURES



NACUBO - National Association of College and University Business Officers.

(See Glossary for function definitions)



THE TEXAS A&M UNIVERSITY SYSTEM
System Offices
FY 2021 Executive Budget Summary
(In Thousands)



	FY 2017*	FY 2018*	FY 2019	FY 2020	FY 2021		FY20 Budget to FY21 Budget	
	Actuals	Actuals	Actuals	Budget	Budget	% of Budget	Dollar Variance	Percentage Variance
BEGINNING CURRENT NET POSITION	\$ 972,721	\$ 970,035	\$ 278,974	\$ 360,518	\$ 454,066		\$ 93,548	26%
<i>Restatement: (prior year correction)</i>	0	(1,027,762)						
REVENUES								
State Appropriations	\$ 856	\$ 770	\$ 770	\$ 770	\$ 693	0%	\$ (77)	-10%
Available University Fund	136,653	432,594	189,379	282,575	216,234	88%	(66,342)	-23%
Contracts and Grants	15,229	13,430	16,837	9,002	9,002	4%	0	n/a
Gifts	778	780	804	193	193	0%	0	n/a
Sales and Services	3,477	7,773	3,305	153	858	0%	705	461%
Investment Income	32,369	58,755	81,544	13,040	18,100	7%	5,060	39%
Other Income	26,010	14,795	855	0	0	0%	0	n/a
TOTAL REVENUES	\$ 215,373	\$ 528,896	\$ 293,494	\$ 305,733	\$ 245,079		\$ (60,654)	-20%
EXPENDITURES								
Salaries - Faculty	\$ 223	\$ 94	\$ 422	\$ -	\$ -	0%	\$ -	n/a
Salaries - Non-Faculty	14,432	14,750	16,460	15,497	16,939	8%	1,442	9%
Wages	102	627	368	86	86	0%	0	n/a
Benefits	4,101	4,056	4,418	4,643	4,881	2%	238	5%
Personnel Costs	18,859	19,527	21,668	20,227	21,907	10%	1,680	8%
Utilities	344	1,167	1,052	775	775	0%	0	n/a
Scholarships	4	2	1,902	730	693	0%	(37)	-5%
Equipment (Capitalized)	6,014	28,010	4,282	20	20	0%	0	n/a
Operations and Maintenance (Net)	34,308	19,952	41,151	34,322	15,571	7%	(18,751)	-55%
Debt Service	400,251	410,878	472,809	473,917	487,848	231%	13,931	3%
RFS Debt Transfers	(303,697)	(303,799)	(343,731)	(325,134)	(316,072)	-150%	9,061	-3%
Debt Service	96,554	107,079	129,078	148,783	171,776	82%	22,993	15%
TOTAL EXPENDITURES	\$ 156,083	\$ 175,736	\$ 199,133	\$ 204,856	\$ 210,741		\$ 5,885	3%
TRANSFERS								
Other	(61,975)	(16,459)	(12,817)	(7,329)	(12,368)		(5,039)	69%
NET TRANSFERS	\$ (61,975)	\$ (16,459)	\$ (12,817)	\$ (7,329)	\$ (12,368)		\$ (5,039)	69%
NET INCREASE (DECREASE)	(2,686)	336,702	81,543	93,548	21,970		(71,578)	-77%
ENDING CURRENT NET POSITION	\$ 970,036	\$ 278,974	\$ 360,518	\$ 454,066	\$ 476,036		\$ 21,970	5%

* Excludes estimated expense associated with Other Post-Employment Benefits (OPEB) and TRS Pension Liability beginning in FY15.
TAMUS OPEB amount for FY 2019 is \$462.5 million and TRS Pension is \$33.6 million.

n/a

THE TEXAS A&M UNIVERSITY SYSTEM
System Offices
FY 2020 Executive Budget Summary
(In Thousands)



EXPENDITURES	FY 2017	FY 2018	FY 2019
Fund Group - NACUBO Function	Actuals	Actuals	Actuals
PERCENT OF FISCAL YEAR 2020			
Scholarships and Fellowships	\$ 764	\$ 730	730
Institutional Support	44,120	51,042	58,865
O&M of Plant	0	0	0
Public Service	101	1,215	318
Research	2,806	3,993	(244)
E&G and Designated Subtotal:	\$ 47,789	\$ 56,980	\$ 59,669
Auxiliary:			
Auxiliary	\$ 569	\$ 1,410	70
Auxiliary Subtotal:	\$ 569	\$ 1,410	\$ 70
Restricted:			
Scholarships and Fellowships	\$ 4	\$ 2	1
Hospitals and Clinics			
Institutional Support	1,009	592	576
O&M of Plant	0	0	1,842
Public Service	1,990	2,091	800
Research	8,168	7,582	7,097
Restricted Subtotal:	\$ 11,171	\$ 10,268	\$ 10,316
TOTAL:			
Scholarships and Fellowships	\$ 768	\$ 732	731
Institutional Support	45,128	51,634	59,440
O&M of Plant	0	0	1,842
Public Service	2,091	3,306	1,118
Auxiliary	569	1,410	70
Research	10,974	11,575	6,853
RFS Debt Service Transfers	96,554	107,079	129,078
TOTAL:	\$ 156,084	\$ 175,736	\$ 199,133



System Offices
Change in Net Position
Current Funds
Fiscal Year 2021 Budget
(In Thousands)



	Estimated Beginning Net Position	Estimated Ending Net Position	Change In Net Position
Fund Group (Current Funds Only)			
Designated	\$ 915,000	\$ 1,008,548	\$ 93,548
Change in Net Position	\$ 915,000	\$ 1,008,548	\$ 93,548

Explanation for Net Decrease*

* if applicable



Supplemental Information Table of Contents

1. Academic Enrollment and Semester Credit Hours
2. Texas A&M Health Science Center
 - Student and Program Data
3. Faculty Information
4. Academic and Financial Analytics



THE TEXAS A&M UNIVERSITY SYSTEM

Student Metrics by Member

Student Headcount by Member

	PVAMU		Tarleton		TAMU		TAMUG		TAMU-CT		TAMU-C		TAMU-CC		TAMU-K		TAMU-SA		TAMU-T		WTAMU		SYSTEM TOTAL	% Inc.		
	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.	Headcount	% Inc.		
Fall 2005	7,912	-5%	7,585	3%	4,298	1%	44,578	0%	1,661	3%	1,555	-8%	8,677	2%	8,355	2%	5,779	-6%	883	-8%	1,549	1%	7,293	0%	100,125	-0.3%
Fall 2006	8,006	1%	7,776	3%	4,917	14%	45,380	2%	1,553	-7%	1,688	9%	8,496	-2%	8,585	3%	5,791	0%	909	3%	1,625	5%	7,412	2%	102,138	2%
Fall 2007	8,382	5%	7,739	0%	5,179	5%	46,542	3%	1,614	4%	1,721	2%	8,879	5%	8,563	0%	5,578	-4%	969	7%	1,605	-1%	7,502	1%	104,273	2%
Fall 2008	8,203	-2%	7,756	0%	5,856	13%	48,039	3%	1,612	0%	1,878	9%	8,787	-1%	9,007	5%	5,698	2%	1,436	48%	1,625	1%	7,535	0%	107,432	3%
Fall 2009	8,608	5%	8,598	11%	6,419	10%	48,702	1%	1,774	10%	2,188	17%	9,075	3%	9,468	5%	5,892	3%	2,343	63%	1,597	-2%	7,769	3%	112,433	5%
Fall 2010	8,781	2%	9,340	9%	6,853	7%	49,129	1%	1,867	5%	2,317	6%	10,280	13%	10,033	6%	6,586	12%	3,120	33%	1,803	13%	7,839	1%	117,948	5%
Fall 2011	8,425	-4%	9,893	6%	7,037	3%	49,861	1%	2,035	9%	2,096	-10%	10,726	4%	10,162	1%	6,731	2%	3,554	14%	1,907	6%	7,886	1%	120,313	2%
Fall 2012	8,336	-1%	10,279	4%	7,213	3%	50,227	1%	2,014	-1%	2,253	7%	11,187	4%	10,508	3%	7,234	7%	4,116	16%	1,903	0%	7,909	0%	123,179	2%
Fall 2013	8,250	-1%	10,937	6%	7,431	3%	53,219	6%	2,174	8%	2,404	7%	11,068	-1%	10,913	4%	7,730	7%	4,512	10%	1,805	-5%	8,381	6%	128,824	5%
Fall 2014	8,343	1%	11,681	7%	7,554	2%	56,507	6%	2,305	6%	2,316	-4%	11,490	4%	11,234	3%	8,728	13%	4,521	0%	1,812	0%	8,970	7%	135,461	5%
Fall 2015	8,268	-1%	12,333	6%	7,192	-5%	58,515	4%	2,324	1%	2,466	6%	12,302	7%	11,661	4%	9,207	5%	4,564	1%	1,839	1%	9,482	6%	140,153	3%
Fall 2016	8,762	6%	13,052	6%	7,390	3%	60,435	3%	2,178	-6%	2,619	6%	12,385	1%	12,202	5%	9,278	1%	5,474	20%	1,993	8%	9,901	4%	145,669	4%
Fall 2017	9,125	4%	13,019	0%	7,640	3%	62,802	4%	1,998	-8%	2,575	-2%	12,490	1%	12,236	0%	8,674	-7%	6,460	18%	2,038	2%	10,060	2%	149,117	2%
Fall 2018	9,516	4%	13,118	1%	7,884	3%	63,694	1%	1,806	-10%	2,464	-4%	12,072	-3%	11,929	-3%	8,541	-2%	6,616	2%	2,067	1%	10,030	0%	149,737	0.4%
Fall 2019	8,940	-6%	13,177	0%	8,305	5%	63,859	0%	1,644	-9%	2,440	-1%	11,725	-3%	11,452	-4%	7,479	-12%	6,714	1%	2,053	-1%	9,970	-1%	147,758	-1.3%

Semester Credit Hours by Member

	PVAMU		Tarleton		TAMU		TAMUG		TAMU-CT		TAMU-C		TAMU-CC		TAMU-K		TAMU-SA		TAMU-T		WTAMU		SYSTEM TOTAL	% Inc.		
	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.	Credit Hours	% Inc.		
FY 2005	223,736	5%	201,363	2%	99,095	4%	1,133,621	-2%	46,411	0%	30,197	-7%	204,603	2%	209,698	4%	153,319	-5%	19,335	40%	30,225	2%	177,802	2%	2,529,405	0%
FY 2006	206,046	-8%	204,599	2%	105,306	6%	1,183,378	4%	47,601	3%	30,731	2%	202,241	-1%	214,076	2%	144,036	-6%	17,838	-8%	30,319	0%	178,138	0%	2,564,309	1%
FY 2007	208,265	1%	207,270	1%	113,090	7%	1,192,656	1%	45,063	-5%	31,480	2%	200,814	-1%	220,936	3%	147,461	2%	18,482	4%	31,052	2%	178,884	0%	2,595,453	1%
FY 2008	216,204	4%	203,039	-2%	120,722	7%	1,230,588	3%	46,321	3%	34,585	10%	198,870	-1%	215,136	-3%	135,688	-8%	22,429	21%	32,317	4%	177,514	-1%	2,633,413	1%
FY 2009	210,047	-3%	205,278	1%	130,642	8%	1,249,689	2%	48,021	4%	37,484	8%	197,174	-1%	228,913	6%	134,886	-1%	34,454	54%	32,810	2%	180,343	2%	2,689,741	2%
FY 2010	220,741	5%	216,373	5%	144,110	10%	1,259,364	1%	50,372	5%	43,690	17%	207,525	5%	239,630	5%	151,041	12%	52,981	54%	34,126	4%	186,789	4%	2,806,742	4%
FY 2011	222,722	1%	231,999	7%	153,142	6%	1,264,844	0%	54,774	9%	43,867	0%	232,380	12%	255,785	7%	166,133	10%	66,371	25%	38,069	12%	193,304	3%	2,923,390	4%
FY 2012	218,106	-2%	247,412	7%	151,820	-1%	1,280,878	1%	57,306	5%	44,553	2%	246,366	6%	256,889	0%	173,041	4%	74,128	12%	42,582	12%	195,285	1%	2,988,366	2%
FY 2013	218,047	0%	261,086	6%	153,003	1%	1,287,916	1%	57,078	0%	47,558	7%	256,054	4%	264,971	3%	177,037	2%	83,626	13%	40,935	-4%	199,542	2%	3,046,853	2%
FY 2014	219,649	1%	278,806	7%	159,208	4%	1,363,680	6%	62,746	10%	48,416	2%	248,419	-3%	273,915	3%	206,897	17%	90,343	8%	40,142	-2%	210,430	5%	3,202,651	5%
FY 2015	221,410	1%	295,579	6%	166,481	5%	1,445,220	6%	66,143	5%	49,907	3%	266,868	7%	277,718	1%	213,923	3%	89,188	-1%	41,064	2%	218,668	4%	3,352,169	5%
FY 2016	224,647	1%	310,777	5%	172,933	4%	1,503,029	4%	65,864	-0.4%	53,036	6%	283,834	6%	287,569	4%	223,642	5%	92,624	4%	42,889	4%	228,301	4%	3,489,145	4%
FY 2017	237,630	6%	327,582	5%	178,616	3%	1,546,438	3%	66,948	2%	53,760	1%	284,412	0%	308,738	7%	216,180	-3%	121,785	31%	45,218	5%	229,856	1%	3,616,893	4%
FY 2018	250,761	6%	326,350	0%	187,513	5%	1,585,117	3%	64,665	-3%	50,244	-7%	278,112	-2%	310,247	0%	202,253	-6%	143,861	18%	47,631	5%	230,048	0%	3,676,802	2%
FY 2019*	240,897	-4%	288,233	-12%	175,635	-6%	1,489,093	-6%	56,584	-12%	40,608	-19%	226,584	-19%	260,762	-16%	182,114	-10%	128,861	-10%	41,602	-13%	205,425	-11%	3,336,398	-9%

* Not certified (Fall and Spring terms only)

Note: The percentage increase listed next to each number is the percentage increase from the previous fiscal year.



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Health Science Center
Fall Student Enrollment by Head Count and FTE



School	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
College of Dentistry (COD)										
Head Count	580	573	580	576	581	586	599	598	590	583
FTEs	556.1	556.0	567.0	570.0	571.3	581.4	532.1	592.3	596.7	579.4
College of Medicine (COM)										
Head Count	534	633	706	767	794	920	925	884	808	720
FTEs	534.0	633.0	706.0	767.0	794.0	905.8	884.7	846.1	763.1	682.4
College of Nursing (CON)										
Head Count	121	106	145	184	199	275	306	321	379	400
FTEs	116.2	103.1	141.2	159.3	182.8	252.6	244.4	247.4	294.0	305.3
College of Pharmacy (COP)										
Head Count	329	345	343	347	377	407	439	455	444	442
FTEs	329.0	345.0	343.0	347.0	377.0	407.0	439.0	455.0	444.0	442.0
School of Graduate Studies (SGS) *										
Head Count	112	127	131	126	125	N/A	N/A	N/A	N/A	N/A
FTEs	102.1	108.7	117.1	106.7	110.7	N/A	N/A	N/A	N/A	N/A
School of Public Health (SPH)										
Head Count	282	338	381	417	391	402	748	943	1,230	1,447
FTEs	209.4	256.2	284.4	223.7	354.6	367.8	393.0	512.4	642.8	764.5
Health Science Center (Total)										
Head Count	1,958	2,122	2,286	2,417	2,467	2,590	3,017	3,201	3,451	3,592
FTEs	1,846.8	2,002.0	2,158.7	2,173.7	2,390.4	2,514.5	2,493.2	2,653.2	2,740.6	2,773.6

* The numbers for the School of Graduate Studies shown here are only the students in the biomedical sciences program and Public Health Sciences students who are enrolled in the MSPH and Ph.D. programs.

Full-time equivalent (FTE) enrollment calculated using the Texas Higher Education Coordinating Board contact-hour conversion parameters. Professional students are considered full time and included as head count (each student=1 FTE). Undergraduate and graduate students are converted to FTEs as follows: semester credit hours for the fall semester of each academic year and divided by 15 hours for undergraduates, 12 hours for master's students, and 9 hours for doctoral students. Table only includes State funded contact hours



THE TEXAS A&M UNIVERSITY SYSTEM
 Texas A&M Health Science Center
 Total Faculty Employment by Head Count and FTE



School	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
College of Dentistry (COD)										
Head Count	244	246	254	245	251	286	324	216	249	232
FTEs	150.2	147.5	153.1	151.8	157.1	165.1	192.7	147.2	160.5	148.5
College of Medicine (COM)										
Head Count	125	125	134	129	153	113	281	168	172	167
FTEs	118.7	117.1	124.9	120.5	142.2	100.8	208.4	156.7	157.5	157.8
College of Nursing (CON)										
Head Count	24	22	29	35	37	47	54	54	60	67
FTEs	19.2	20.9	27.2	31.2	34.0	37.7	46.1	42.8	48.9	49.9
College of Pharmacy (COP)										
Head Count	37	42	41	37	45	46	48	53	49	49
FTEs	35.4	40.8	40.2	36.4	44.9	41.9	47.9	51.3	47.8	47.8
Institute of Bioscience & Technology (IBT)										
Head Count	16	13	15	19	22	24	48	20	21	18
FTEs	18.8	13.0	14.6	17.7	20.7	18.8	35.4	18.0	18.8	16.5
School of Public Health (SPH)										
Head Count	49	44	44	47	51	68	108	77	78	69
FTEs	41.9	41.2	42.0	44.0	46.8	58.5	83.4	72.8	75.0	66.6
Health Science Center (Total)										
Head Count	495	492	517	512	559	584	863	588	629	602
FTEs	380.8	380.6	402.0	401.6	445.7	422.9	613.9	488.8	508.8	487.1

Head count and full-time equivalent (FTE) faculty members calculated using only budgeted employees. The College of Medicine has an additional 1259 faculty through a Scott & White clinical contract.



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Health Science Center
Student-to-Faculty Ratio



School	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
College of Dentistry (COD)										
Student-to-Faculty Ratio	3.70	3.77	3.70	3.75	3.64	3.52	2.76	4.02	3.72	3.90
College of Medicine (COM)										
Student-to-Faculty Ratio	4.50	5.41	5.65	6.37	5.58	8.98	4.25	5.40	4.85	3.91
College of Nursing (CON)										
Student-to-Faculty Ratio	6.05	4.93	5.19	5.11	5.38	6.70	5.30	5.78	6.02	6.12
College of Pharmacy (COP)										
Student-to-Faculty Ratio	9.29	8.46	8.53	9.53	8.40	9.72	9.16	8.87	9.29	9.25
School of Public Health (SPH)										
Student-to-Faculty Ratio	5.00	6.22	6.77	5.08	7.58	6.28	4.71	7.04	8.57	11.48
Health Science Center (Total)										
Student-to-Faculty Ratio	4.85	5.26	5.37	5.41	5.36	5.95	4.06	5.43	5.39	5.69

Student Full-time equivalent (FTE) enrollment calculated using the Texas Higher Education Coordinating Board contact-hour conversion parameters. Professional students are considered full time and included as head count (each student=1 FTE). Undergraduate and graduate students are converted to FTEs as follows: semester credit hours for the fall semester of each academic year and divided by 15 hours for undergraduates, 12 hours for master's students, and 9 hours for doctoral students.

Faculty full-time equivalent (FTE) calculated using only budgeted employees. The College of Medicine has an additional 595 faculty through a Scott & White clinic.

TAMHSC does not have faculty headcounts for GSBS, consequently, there is no student-to-faculty ratio for GSBS.



THE TEXAS A&M UNIVERSITY SYSTEM
Texas A&M Health Science Center
Degrees Awarded by Academic Discipline



School	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
College of Dentistry (COD)	171	170	175	172	183	200	180	193	196
BS	30	28	25	28	29	30	25	29	30
Clinical Specialty ¹	35	27	35	35	41	39	38	43	42
DDS	84	101	97	97	99	106	104	101	109
MS	22	14	18	12	14	22	13	18	13
PHD	-	-	-	-	-	3	-	2	2
College of Medicine (COM)	76	100	117	134	157	212	212	193	213
BS	-	-	-	-	-	-	-	-	-
MD	76	100	117	134	157	189	194	178	186
MS	-	-	-	-	-	4	12	4	5
PHD	-	-	-	-	-	19	6	11	22
College of Nursing (CON)	39	80	71	88	124	114	151	207	175
BSN	39	80	71	88	124	114	132	180	152
MSN	-	-	-	-	-	-	19	27	23
College of Pharmacy (COP)	74	69	88	78	86	86	78	88	111
PharmD	74	69	88	78	86	86	78	88	111
School of Graduate Studies (S)	31	28	23	32	25	-	-	-	-
MS	-	4	6	1	4	-	-	-	-
PhD	22	18	12	31	21	-	-	-	-
MSPH	9	6	5	-	-	-	-	-	-
School of Public Health (SPH)	117	91	91	122	164	144	172	147	199
BS	-	-	-	-	-	-	-	15	48
MHA	22	14	24	22	28	35	21	24	35
MPH	95	77	65	95	120	99	137	99	106
MSPH	-	-	-	1	2	5	2	1	1
PhD	-	-	2	3	4	3	7	3	3
DrPH	-	-	-	1	10	2	5	5	6
Health Science Center (Total)	508	538	565	626	739	756	793	828	894
BS	30	28	25	28	29	30	25	44	78
BSN	-	-	-	-	-	-	132	180	152
Clinical Specialty	35	27	35	35	41	39	38	43	42
DDS (Professional)	84	101	97	97	99	106	104	101	109
MD (Professional)	76	100	117	134	157	189	194	178	186
MHA	22	14	24	22	28	35	21	24	35
MPH	95	77	65	95	120	99	137	99	106
MSPH	9	6	5	-	2	5	2	1	1
MS	22	18	24	14	18	26	25	22	18
MSN	-	-	-	-	-	-	19	27	23
PharmD	74	69	88	78	86	86	78	88	111
PhD	22	18	14	34	25	25	13	16	27
DrPH	-	-	-	1	10	2	5	5	6

¹ Some Clinical Specialty Students conc
 Degrees listed with (GSBS) are considered GSBS degrees, but the degrees are awarded by each of the colleges



THE TEXAS A&M UNIVERSITY SYSTEM

Texas A&M Health Science Center

Degrees Offered



Baylor College of Dentistry

Doctor of Dental Surgery (DDS)

Master of Science (MS) (Dental Graduate Specialty Programs)

Advanced Dental Education Programs (Certificate of Completion)

Bachelor of Science, Dental Hygiene (BS)

College of Medicine

Doctor of Medicine (MD)

Doctor of Philosophy, Biomedical Science (PhD)

Doctor of Philosophy, Medical Science (PhD)

Doctor of Philosophy, Neuroscience (PhD)

Master of Science, Biomedical Science (MS)

Master of Science, Education of Healthcare Professionals (MS)

Master of Science, Medical Science (MS)

College of Nursing

Master of Science in Nursing, Family Nurse Practitioner (MSN)

Master of Science in Nursing, Nursing Education (MSN)

Bachelor of Science, Nursing (BSN)

Irma Lerma Rangel College of Pharmacy

Doctor of Pharmacy (PharmD)

Doctor of Philosophy, Pharmaceutical Sciences (PhD), program began Sp

School of Rural Public Health

Doctor of Philosophy, Health Services Research (PhD)

Doctor of Public Health (DrPH)

Master of Public Health (MPH)

Master of Science in Public Health (MSPH)

Master of Health Administration (MHA)

Bachelor of Science

Note : The Institute for Biosciences and Technology does not grant degrees. Instead, the students trained at that facility are included in the programs offered by the College of Medicine.



THE TEXAS A&M UNIVERSITY SYSTEM

Full-Time Faculty Equivalents

Institution	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Prairie View A&M University	390	357	370	370	381	389	385	391	419
Tarleton State University	360	389	410	429	489	500	517	530	511
Texas A&M International University	216	193	210	225	235	244	256	253	226
Texas A&M University	2,074	1,942	1,938	2,017	2,114	2,207	2,247	2,228	2,331
Texas A&M University at Galveston	108	109	109	104	107	112	112	115	117
Texas A&M University - Central Texas	79	80	87	85	91	103	107	97	94
Texas A&M University - Commerce	344	346	366	397	412	426	414	399	376
Texas A&M University - Corpus Christi	365	352	364	371	380	385	300	302	395
Texas A&M University - Kingsville	309	307	317	338	354	347	379	388	386
Texas A&M University - San Antonio	112	128	138	139	145	137	203	217	250
Texas A&M University - Texarkana	64	71	76	77	83	85	92	93	106
West Texas A&M University	311	309	300	311	331	346	365	371	377

Full-Time Faculty Equivalents (FTFE) for Texas A&M University - Central Texas and Texas A&M University - San Antonio before Fall 2009 are not available.

Source: Texas Higher Education Coordinating Board - Accountability System, FTE Faculty Who are Tenure/Tenure-tracked

Sum of the Tenured faculty and the not tenured faculty



<http://analytics.tamus.edu/>

Student Success

Same Institution Freshman Cohort - Graduation and Persistence – Rates
Same Institution Freshman Cohort - First Year Persistence Rates
Same Institution Freshman Cohort - Second Year Persistence Rates
Same Institution Freshman Cohort - Third Year Persistence Rates
Same Institution Freshman Cohort - Four Year Graduation Rates
Same Institution Freshman Cohort - Six Year Graduation Rates
Transfer Students within TAMUS Persistence and Graduation Rates
Transfer Students within TAMUS First Year Persistence Rates
Transfer Students within TAMUS Second Year Persistence Rates
Transfer Students within TAMUS Third Year Persistence Rates
Transfer Students within TAMUS Four Year Graduation Rates
Transfer Students within TAMUS Six Year Graduation Rates
Persistence and Graduation Rates for Total Cohort
Transfer Cohort – Persistence Rates
Transfer Cohort – First Year Persistence Rates
Transfer Cohort – Second Year Persistence Rates
Transfer Cohort – Four Year Graduation Rates
Transfer Cohort – Six Year Graduation Rates
Transfer Cohort – SCH Metrics

Enrollment

Fall Semester Enrollment (by Year)
Most Recent Fall Enrollment by Ethnicity
Enrollment Rate of Change
Incoming Student Characteristics – Enrollment Trend

Degrees Conferred

Degrees Conferred
Degrees Conferred by Level – STEM Degrees
Degrees Conferred by Major

Financial

UAF Summary
Financial Metrics - Operating Expense per FTSE
Financial Metrics - Research Expenditures
Financial Metrics - Research Expenditure per FTFE
Financial Metrics – State Support per FTSE
Financial Metrics - Total Endowment
Financial Metrics - Average Tuition and Fees
Financial Comparison of Financial Metrics
Financial by Department – NACUBO Function
Financial Expense by College - NACUBO Function
Financial Selected Departments – NACUBO Function

Governance

Financial Stretch Goals
First Year Persistence Rates w/Stretch Goals
Four Year Graduation Rates w/Stretch Goals
Six Year Graduation Rates w/Stretch Goals
Degrees Conferred w/Stretch Goals
Critical Workforce - Degrees Awarded to STEM Majors
Degrees Conferred to At Risk Students w/Stretch Goals
Student Success in Selected Ethnicities
Six Year Graduation Rate by Ethnicity per Peer Institutions
Student Success Analysis
Student Success Time to Degree
Total Undergraduate Degrees Conferred

Definitions



**THE TEXAS A&M UNIVERSITY SYSTEM
GLOSSARY OF TERMS
FY 2021 BUDGET**

Fund Groups:

Education and General Funds (E&G Funds)	Primarily includes State Appropriations and Statutory Tuition supporting the core mission of the institution. Examples include Education, Research, Extension, Administrative, Regulatory, and Forestry.
Designated Funds	Primarily includes Designated Tuition and Student Fees. Representing unrestricted funds that have been internally designated to support the core mission of the institution.
Auxiliary Funds	An auxiliary enterprise is an entity that exists primarily to furnish goods or services to students, faculty, or staff, and charges a fee directly related to, although not necessarily equal to, the cost of the goods or services. Auxiliary enterprises are essentially managed as self-supporting units. Examples include Athletics, Dining Services, and Student Housing.
Restricted Funds	Funds available for current purposes, the use of which has been restricted by others (e.g., outside agencies or donors) for specific purposes or to a specific time. Examples include contracts and grants, financial aid, gifts, etc.
Unrestricted Net Position	Net assets that are available for any lawful purpose; these funds are not subject to externally imposed restrictions.

NACUBO FUNCTION:

Instruction	Expenses for all activities that are part of the institution's instruction program including expenses for credit and noncredit courses; academic, vocational and technical instruction; remedial and tutorial instruction; and regular, special and extension sessions.
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THE TEXAS A&M UNIVERSITY SYSTEM
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FY 2021 BUDGET

Academic Support	Expenses incurred to provide support services for the institution's primary missions: instruction, research and public service. Examples include Dean's offices, libraries, course and curriculum development, etc.
Institutional Support	Expenses for central, executive-level activities concerned with management and long-range planning for the entire institution (e.g., the governing board, planning and programming, legal services, fiscal operations, administrative data processing, space management, employee personnel and records, etc.).
Operations and Maintenance of Plant	Expenses for the administration, supervision, operation, maintenance, preservation and protection of the university's physical plant. Includes expenses normally incurred for such items as janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture and equipment; care of grounds; maintenance and operation of buildings and other plant facilities, etc.
Student Services	Includes expenses for activities such as Offices of Admissions, Financial Aid, Registrar, Student Centers, etc. This also includes expenses for activities with the primary purpose of contributing to student's emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instruction program.
Scholarships and Fellowships	Payments made for scholarship grants to students as authorized by law.



THE TEXAS A&M UNIVERSITY SYSTEM
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Auxiliary	Expenses relating to the operation of auxiliary enterprises, including expenses for operation and maintenance of plant and institutional support.
Public Service	Expenses for activities established primarily to provide non-instructional services beneficial to individuals and groups external to the institution (e.g., conferences, institutes, general advisory services, reference bureaus, radio and television)
Research	Expenses for activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the university.
REVENUES:	
State Appropriations	Appropriations from the State General Revenue Fund which supplement member institutional revenue in meeting operating expenses such as faculty salaries, employee benefits, utilities, and institutional support.
Federal Appropriations	Revenues from federal governmental agencies that are for training programs, research, or public service activities.
Higher Education Fund	State appropriated general revenue which is used for construction, library and equipment expenses for Texas public universities that do not benefit from AUF Excellence funding or Permanent University Fund (PUF) bond proceeds.



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Available University Fund	Income from the Permanent University Fund (PUF) endowment derived from dividends, interest and other income resulting from PUF investments.
Tuition and Fees	The amount of money assessed to students for instructional services. Tuition and fees may be charged per term, per course, or per semester credit hour. Includes the statutory tuition rate set by the State legislature, designated tuition set by the Board of Regents, and various student fees.
Exemptions	The reductions of tuition and fees that are required by statute. Examples are Hazlewood or border state students.
Contracts, Grants and Gifts	Total contract and grant revenue from all sources (Federal, State, Private, and Local) less Indirect Costs recovered. Revenues received from gift or contribution non-exchange transactions (bequests, pledges, etc.)
Student Financial Assistance	Revenue collected for the benefit of providing student financial aid. For example, Pell Grants.
Sales and Services	Revenues from the sale of goods or services that are incidental to the conduct of instruction, research or public service. Examples include sales of scientific and literary publications, testing services, veterinary services, university presses, dairy products, data processing services, cosmetology services, auxiliary services, etc.



THE TEXAS A&M UNIVERSITY SYSTEM
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Discounts	Elimination entry related to grant revenue received for payment of tuition and fees. Entry is needed to prevent the overstatement of tuition and fees revenue and grant revenue. For example, Pell grants.
Investment Income	Revenues derived from the institution's investments. Such income may take the form of interest income, dividend income, rental income or royalty income.
Other Income	Other revenues provided to meet current fiscal year operating expenses such as fines, penalties, interest on late payments, etc.



**THE TEXAS A&M UNIVERSITY SYSTEM
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EXPENDITURES:

Salaries - Faculty	Funds expended as compensation for services to faculty (including lecturers and graduate students - teaching).
Salaries - Non-Faculty	Funds expended as compensation for services to non-faculty (includes administrators, professionals, support staff, and graduate students non-teaching).
Wages	Funds expended as compensation for services to non-budgeted employees (including student workers) on an hourly basis. This includes regular or periodic payment to a person for the regular or periodic performance of work or a service and payment to a person for more sporadic performance of work or a service (overtime, extra compensation, summer compensation, bonuses, sick or annual leave, lump sum termination payments, death benefits, etc.).
Benefits	Payments made to, or on behalf of, an individual over and above that received in the form of a salary or wage. Examples include health insurance, retirement plans, social security and Medicare matching, etc.
Utilities	Total funds expended for utilities including electricity, water, natural gas, sewage, etc.
Scholarships	Grants-in-aid, tuition and fee waivers, or other forms of financial aid awarded to a student for the purpose of attending college.



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Discounts	Elimination entry related to total scholarship expenditures funded by grant revenue received for payment of tuition and fees. Entry is needed to prevent the overstatement of tuition and fees revenue and scholarship and grant expenses. For example, Pell grants.
<hr/>	
Operations and Maintenance	Total funds expended for operations and maintenance including all expenditures for operations established to provide services and maintenance related to grounds and facilities. Also includes net service departments as total service department revenue less expenditures (may be a deduction or an addition); claims and losses as decreases in net assets from incidental transactions or other events affecting the organization not resulting from expenses; and movable tangible property such as research equipment, vehicles, machinery and other office equipment that meet the institution's capitalization policy for capital assets.
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Equipment (Capitalized)	Moveable tangible property such as research equipment, vehicles, machinery, and office equipment that meet the institution's capitalization policy for capital assets.
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Debt Service	Funds transferred to the System Offices by the members to pay the interest and charges due on debt held at the System for the benefit of the members, including principal payments.
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ACADEMIC:

Semester credit hours	Semester credit hours (SCH), state-funded and total (both non-state funded and state-funded) generated by undergraduate and graduate level courses and students. Post baccalaureate students are included in the graduate level SCH.
4 and 6-Year Graduation Rate (Same Institution)	First-time entering degree-seeking students who enrolled at an institution in a minimum of 12 SCH their first fall semester who graduated from that same institution after four (six) academic years.
4 and 6-Year Graduation Rate (Total)	First-time entering degree-seeking students who enrolled at an institution in a minimum of 12 SCH their first fall semester who graduated from that same institution or another Texas public or independent institution after four (six) academic years.
1-Year Persistence Rate (Same Institution)	Percentage of first-time entering degree-seeking undergraduates enrolled in at least 12 SCH their first semester who are still enrolled at the same institution one year later.
1-Year Persistence Rate (Total)	Percentage of first-time entering degree-seeking undergraduates enrolled in at least 12 SCH their first semester who are still enrolled at the same or another institution one year later.



THE TEXAS A&M UNIVERSITY SYSTEM
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6-Year Graduation and Persistence Rate

First-time full-time, degree-seeking students who enrolled in a minimum of 12 SCH their first fall semester and have graduated from the same or another Texas public independent university or are still enrolled at the same institution or another Texas public institution after six academic years.
