



OFFICE OF THE PRESIDENT  
DR. CYNTHIA TENIENTE-MATSON

September 14, 2022

**MEMORANDUM**

TO: Members of the University Resources Commission

FROM: Cynthia Teniente-Matson, President

RE: FY 23 Final Budget Updates and Commission Charge

CC: President's Cabinet

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As I stated in my memo dated [May 3, 2022](#), FY22 included the introduction of the updated strategic plan, *Transforming Tomorrow Together*, which provided the opportunity for refinement of the institutional mission, vision, values, and goals, as well as a realignment of resources to strategic priorities. A critical new area of emphasis is Goal 5, creating a culture of excellence, which includes an objective related to demonstrating excellent fiscal stewardship. The University Resources Commission's (URC) deliberations and advisement are a critical element of that stewardship and I offer my sincere thanks for your thoughtful review and advice on the FY23 budget.

As we begin FY 23, enrollment growth is one of the critical factors to increasing our revenue, particularly during a base period where the number of semester credit hours drives the formula funding appropriations we will receive in the FY 24-25 biennium. I am excited to share that we are on track to surpass our budget projections for fall 2022 with a student headcount exceeding 7,000 for the first time in our history. While this is a good start to position us for the future, I am looking to the URC to ensure that we are aligning our resources to our areas of greatest need and where we will see a strong return, particularly as it relates to formula funding. As needed, University leadership and the URC will continue to evaluate one-time resource proposals to support enrollment growth and student retention and persistence.

As also stated in the [May 3, 2022](#) memo, under the leadership of Provost Abdelrahman, we are committed to assessing and advising on a long-term strategy for faculty retention (i.e., salary, professional development, and workload). This summer, I appointed a Faculty Compensation Advisory Committee to review and advise University leadership on matters impacting faculty retention. Updates will be provided to the URC and the broader campus community as



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information becomes available. Additionally, judicious one-time investments will be considered relative to academic program expansion to support growth and strategic plan implementation.

In the coming year, the URC will:

1. Continue its efforts to monitor and review the institutional budget and fiscal matters related to the FY23 budget and the impending 88th Legislative Session;
2. Advise the President's Cabinet about investments in the highest priority areas that may be necessary to achieve strategic plan goals and support a continued growth trajectory that maximizes formula funding;
3. Review the findings of the faculty and staff compensation studies and make recommendations for a multi-year implementation; and
4. Develop a five-year financial forecast that reflects data-informed decisions based on our strategic plan, with emphasis on supporting program and student enrollment growth. This is critically important to allow for thoughtful review of future academic programs and their impact on both revenues and expenditures.

While the new fiscal year is just starting, planning for the next few years starts now and your work in FY23 will impact the University far into the future. I am inspired by the exciting prospects ahead of us as an institution and look forward to a great academic year. Thank you for your partnership and your dedication to Texas A&M University-San Antonio.

*Cynthia Teniente-Matson*