



TEXAS A&M UNIVERSITY - SAN ANTONIO

# Programmatic Budget Review

Fiscal Year 2021

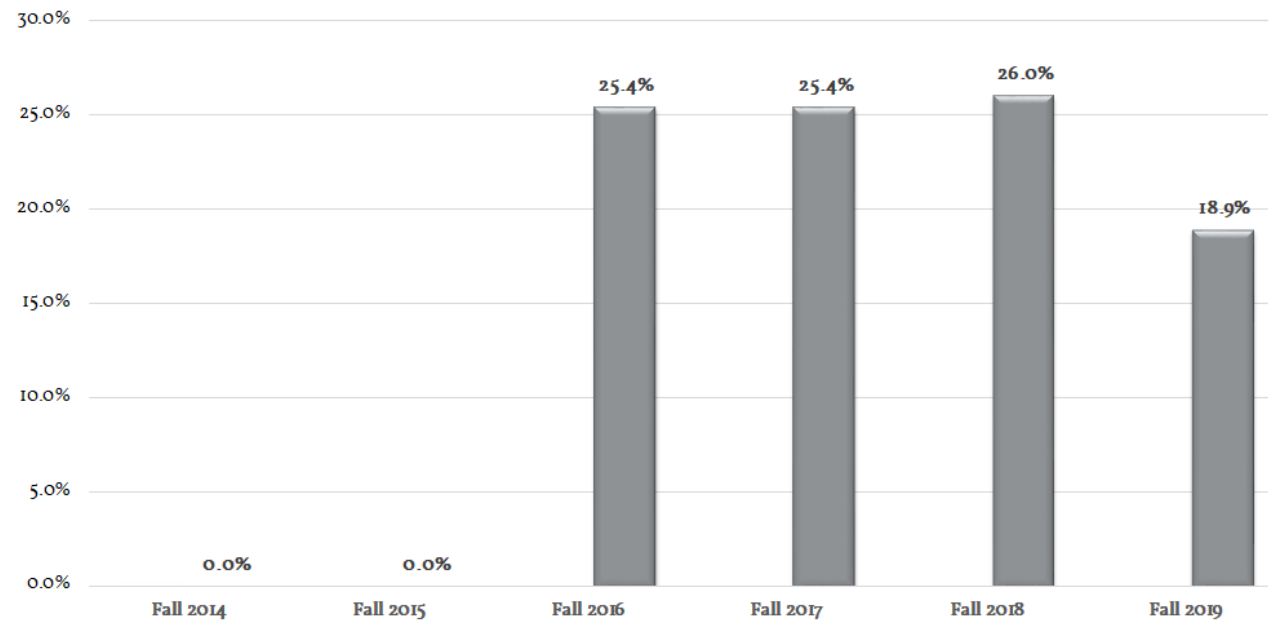


# Section I

## Academics & Operations

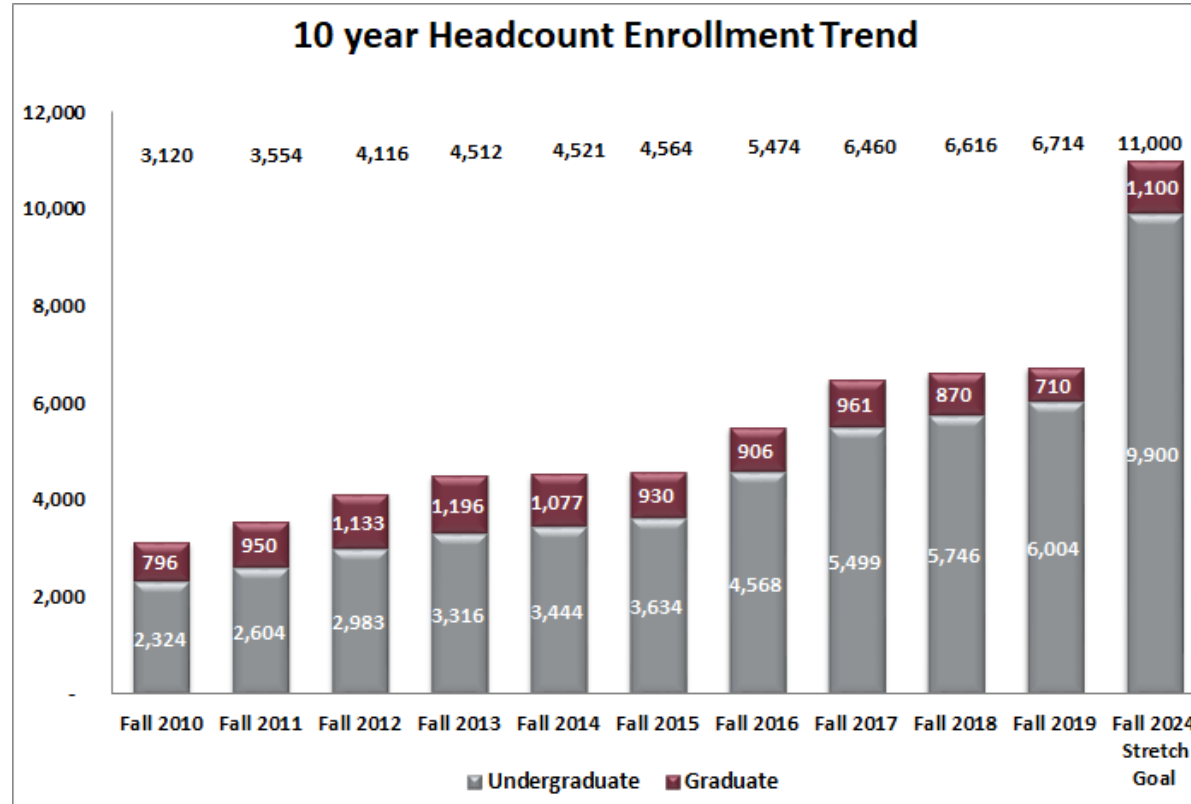


# Yield of Admitted Applications





# 10 Year Enrollment Trend – Stretch Goal



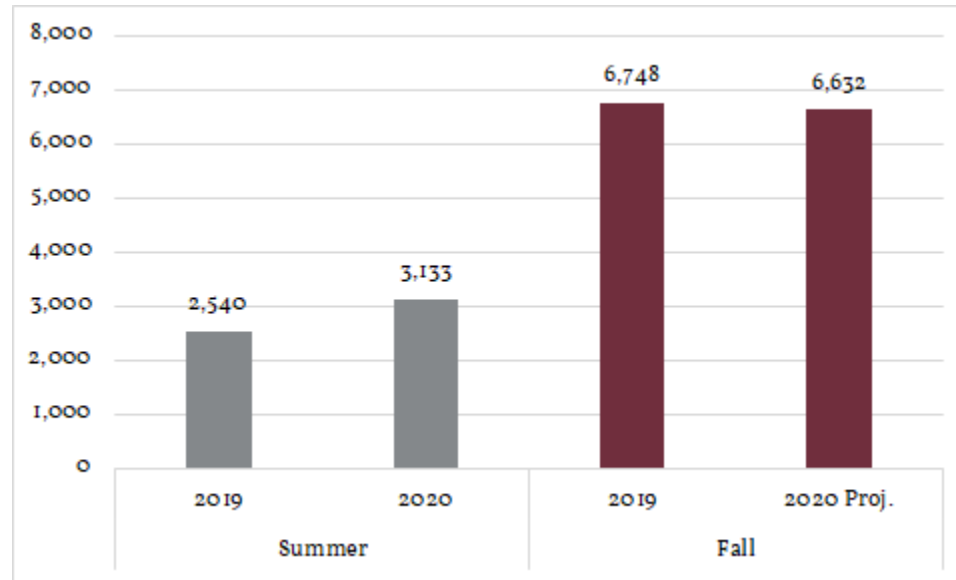


# Impact of COVID-19 on Enrollment

- Maintaining a strong pipeline
- Students hesitant to commit/enroll; those enrolling are taking more credit hours
- Moving orientation online – more difficult to connect with freshmen and parents, providing them with the “in person” experience
- Current headcount slightly down, but SCH higher per student enrolled.
- Student housing is at capacity



# Summer and Fall Enrollment



- 23% growth from summer 2019 to summer 2020.
- Conservative Fall 2020 budgeted headcount, current trends in SCHs may result in exceeding budget.



# Student Demographic Data

Students	Total Enrollment	In State	Percent (%)	Out of State	Percent (%)	Foreign	Percent (%)	African-American	Hispanic	White	Other
Undergraduate	6,004	5,947	99.1%	42	0.7%	15	0.2%	6.9%	73.5%	14.5%	5.0%
Graduate	710	695	97.9%	6	0.8%	9	1.3%	6.3%	57.5%	27.6%	8.6%
Total	6,714	6,642	98.9%	48	0.7%	24	0.4%	6.9%	71.8%	15.9%	5.4%

Source: Data warehouse/CBM Data for residency/level and THECB Accountability System for ethnicity/level



# Plans for Re-opening in the Fall (COVID-19)

- Plans for Instruction
  - Block scheduling for face-to-face instruction
  - Limited face-to-face instruction (approximately 30% of courses)
  - Online Learning Consortium
  - E-Courseware Development Project (ECDP)
- Plans for Research
  - In-person, human interaction research is on hold
  - Previously-approved research studies involving in-person human interaction may submit amendment to switch to online study.





# Plans for Re-opening in the Fall (COVID-19)

- **Plans for Services**

- **Advising**

- All services will continue to be offered remotely
    - In-person services will be accommodated as needed

- **Library will remain open**

- **Counseling**

- Non-crisis/emergency services will continue to offered remotely
    - Crisis/emergency services provided in-person

- **Additional outreach to special student populations**

- **Technology assistance for students**

- Computers and Wi-Fi hotspot service

- **Athletics and Recreational Sports**

- No intercollegiate athletics (men's and women's soccer)
    - Modified operations for campus workout facility
    - Limited intramural sports



# Plans for Re-opening in the Fall (COVID-19)

- Plans for Services - continued
  - Housing and dining
    - Residents required to complete COVID-19 prevention training
    - No more triple occupancy; six isolation beds set aside as contingency
    - Dining area converted to “grab and go” meal service
  - Recruiting
    - Small campus tours will continue, but with limited availability
    - Finding other ways to meet with students on high school/community college campuses.
  - Student Engagement and Events
    - Encouraged to conduct virtual events
    - Room capacities reduced to meet social distancing guidelines
    - Fewer off-campus events



# Plans for Reopening in the Fall (COVID-19)

- Classroom utilization and modifications for student learning:
  - Reduced room capacities in response to health guidelines.
  - HVAC modifications in air exchanges and filtration, but no effluent testing at this time
  - Furniture placement, floor modifications for faculty and student spacing.
  - Plexiglas partitions in student spaces, and on customer countertops.
  - Enhanced technology in selected classrooms to enhance virtual experience.
- Staff working remotely
  - Transition plans in place to return to 100%
  - Flexible work schedules: each manager able to set flexible work schedules due to limitations in office environments and social distancing.



# COVID-19 Outbreak Contingency Plans

- Instruction and research
  - Move to 100% online instruction.
  - All research operations will be suspended.
  - The COVID-19 situation will be assessed by the Provost, Vice Provost for Research and Graduate Studies, Vice President for Business Affairs, and Manager of Environmental Health & Safety.
- Student Housing
  - Housing contracts will still be enforced by the private vendor.
  - The university will negotiate with the vendor to minimize the impact on the students.
- Non-essential faculty and staff work from alternative locations



# Section II

# Financials

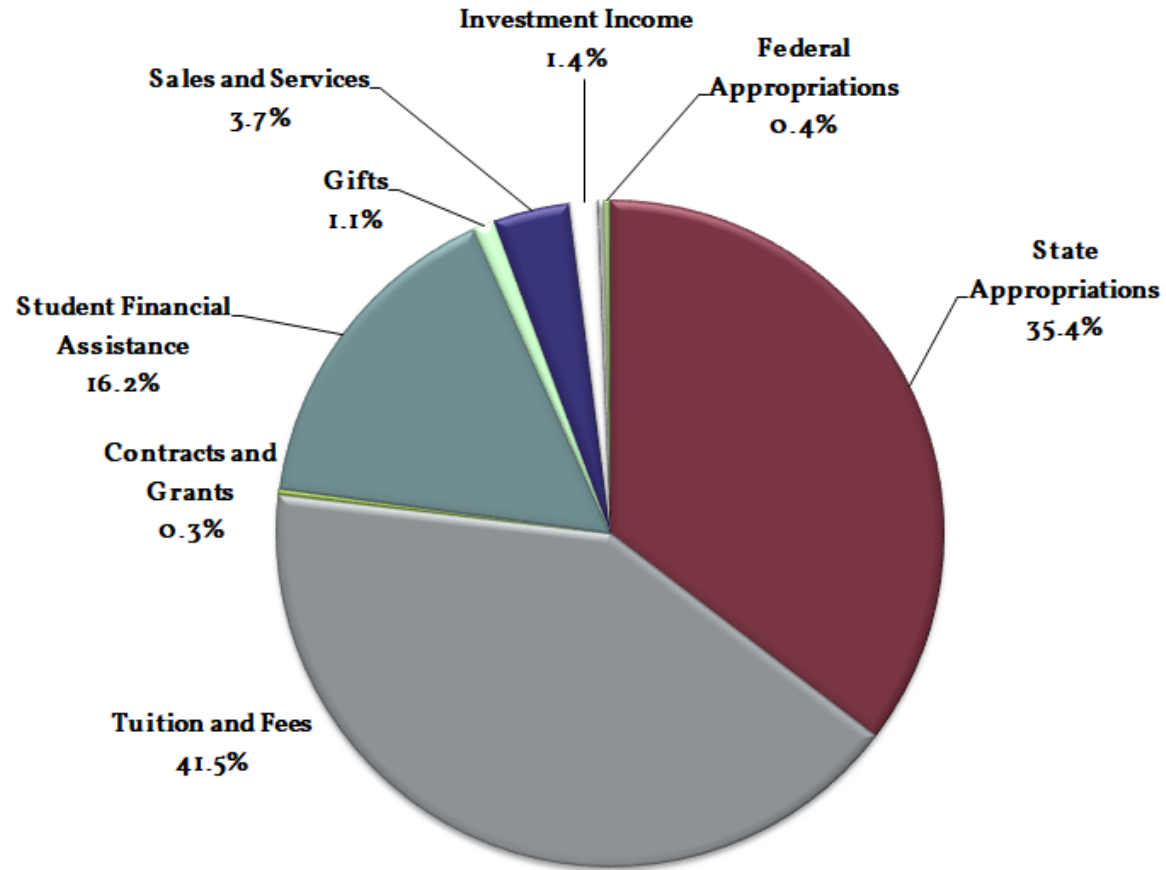


# FY 2021 Proposed Revenue Budget

REVENUES	BUDGET (in thousands)		Variance	
	FY 2020	FY 2021	Amount	%
State Appropriations	\$ 37,204	\$ 35,335	\$ (1,869)	-5%
Federal Appropriations	-	350	350	0%
Tuition and Fees	45,210	41,410	(3,800)	-8%
Contracts and Grants	939	288	(651)	-69%
Student Financial Assistance	14,443	16,131	1,688	12%
Gifts	976	1,095	119	12%
Sales and Services	1,165	3,672	2,507	215%
Investment Income	1,080	1,349	269	25%
Other Income	234	233	(1)	0%
Discounts	(7,524)	(10,264)	(2,740)	36%
<b>TOTAL REVENUES</b>	<b>\$ 93,727</b>	<b>\$ 89,599</b>	<b>\$ (4,128)</b>	<b>-4%</b>



# FY 2021 Proposed Revenue Budget





# Fall 2020 (FY 2021) Tuition and Fees

## Resident Undergraduate Students –Enrolled in 15 SCHs

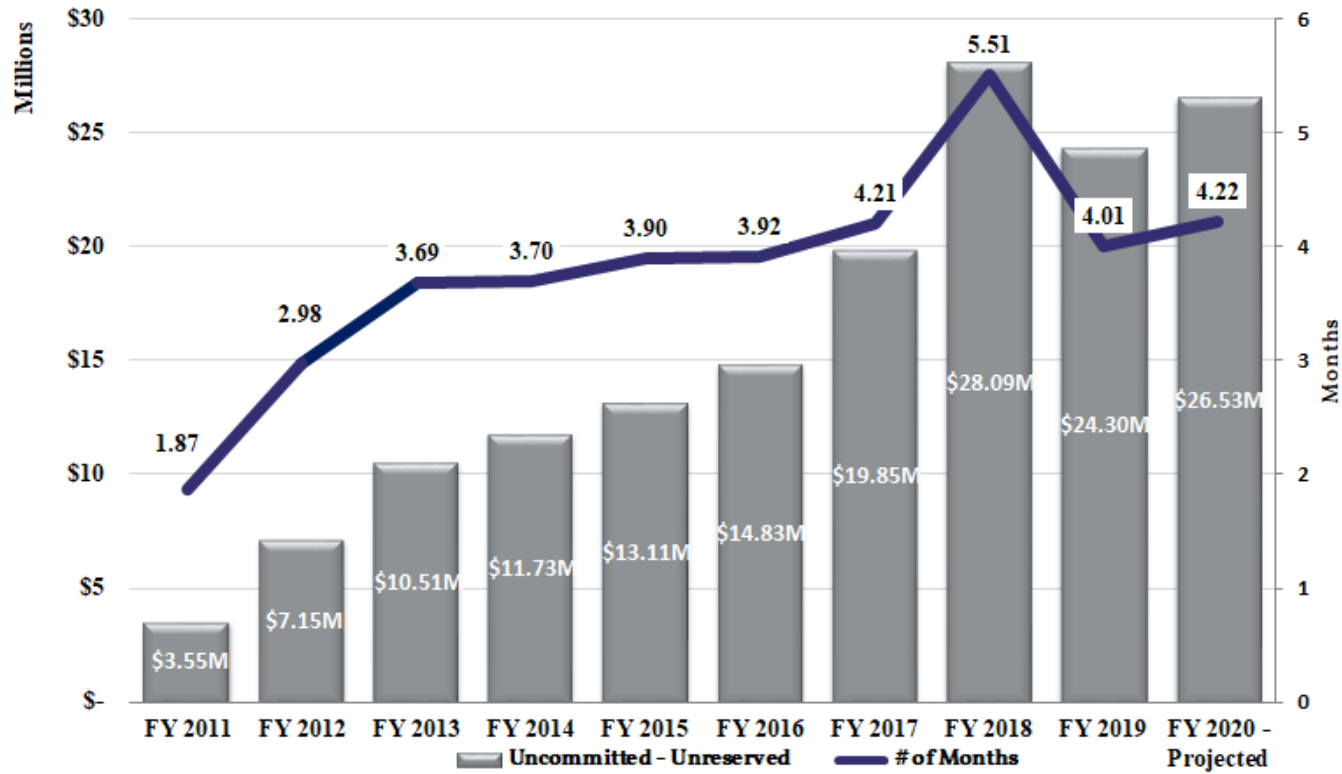
ONE-YEAR VARIABLE RATE							
APPROVED at							
	Fall 19	2.6% HEPI	Aug. 2019 BOR Mtg. Athletic Fee	Student Services Fee	University Services Fee	Fall 20	% Chg.
Undergraduate Resident - ALL	\$4,220	\$109.73	\$120.00	\$150.00	(\$150.00)	\$4,450	5.44%

GUARANTEED RATE		
	Fall 20	% Above Fall 20 Variable Rate
Undergraduate Resident - ALL	\$4,673	5%





# Operating Reserves



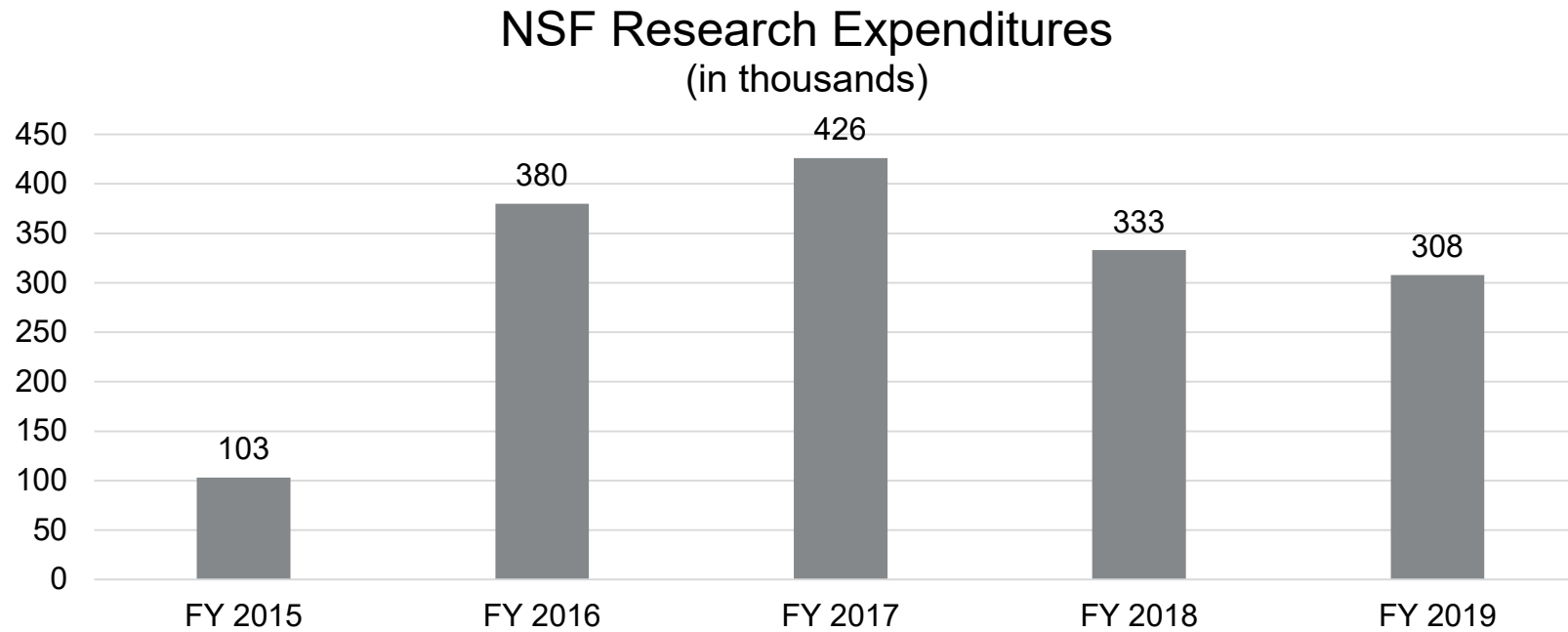


# CARES Act Support

	FY 2020 YTD Actuals & Projected	FY 2021 Projected	Total
<b>Student Aid</b>			
Grants Issued	\$2,500,000	\$306,713	\$2,806,713
# of Students	1,300	200	1,500
<b>Institutional Support</b>			
IT equipment and service	\$ 856,201	\$ 100,000	\$ 956,201
Cleaning and supplies	127,404	600,000	727,404
Instructional changes	370,000	150,000	520,000
Space reconfiguration	40,000	110,000	150,000
Student housing and parking fee refunds	389,643	-	389,643
Other	14,130	49,334	63,464
	<b>\$ 1,797,378</b>	<b>\$1,009,334</b>	<b>\$ 2,806,712</b>
<b>Minority Serving Institution Funding</b>			
Lost revenue - summer recreational sports fee	\$ 130,000	\$ -	\$ 130,000
Lost revenue - dining commissions	35,000	-	35,000
Space reconfiguration	150,000	-	150,000
Instructional needs	-	85,382	85,382
	<b>\$ 315,000</b>	<b>\$ 85,382</b>	<b>\$ 400,382</b>



# NSF Research Expenditures



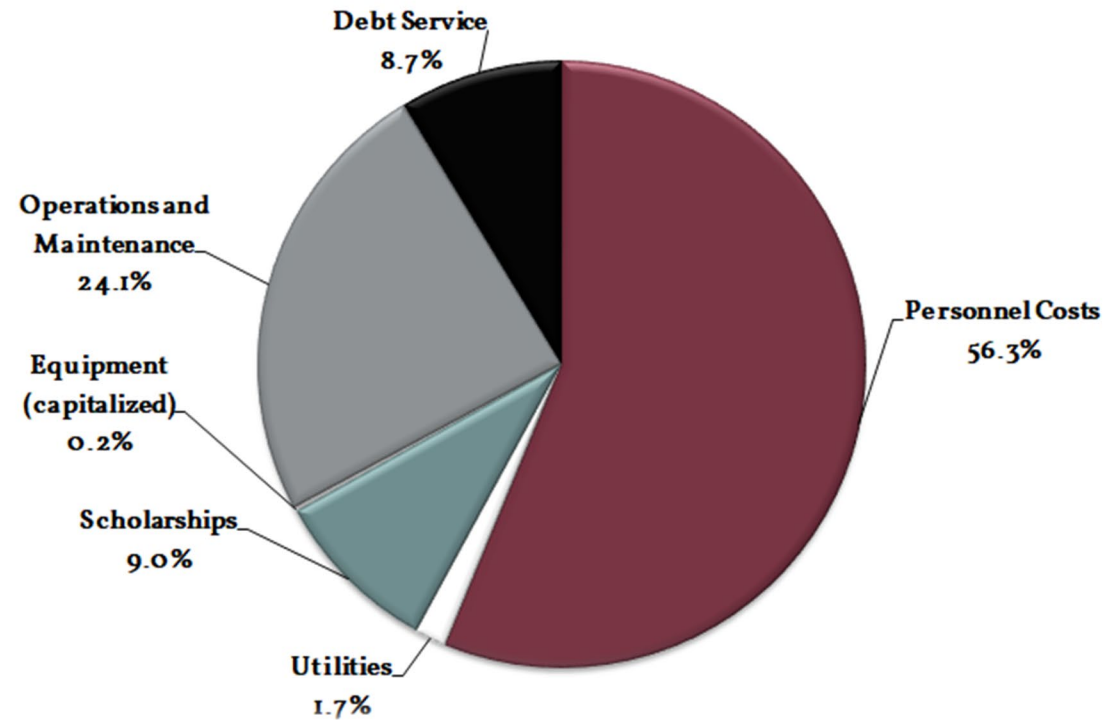


# Proposed Expense Budget Variance by Category

EXPENSES	BUDGET (in thousands)		VARIANCE	
	FY 2020	FY 2021	Amount	%
Salaries - Faculty	\$ 18,894	\$ 18,231	\$ (663)	-4%
Salaries - Non-Faculty	21,249	21,257	8	0%
Wages	2,477	2,432	(45)	-2%
Benefits	9,252	9,897	645	7%
Personnel Costs	\$ 51,872	\$ 51,817	\$ (55)	0%
Utilities	1,343	1,565	222	17%
Scholarships	17,304	18,547	1,243	7%
Discounts	(7,524)	(10,264)	(2,740)	36%
Equipment (capitalized)	185	185	-	0%
Operations and Maintenance	24,082	22,228	(1,854)	-8%
Debt Service	8,849	8,024	(825)	-9%
<b>TOTAL EXPENSES</b>	<b>\$ 96,111</b>	<b>\$ 92,102</b>	<b>\$ (4,009)</b>	<b>-4%</b>



# FY 2021 Proposed Expense Budget





# FY 2021 Proposed Use of Reserves

<b>Fund Group</b>	<b>Amount</b>	<b>Reason</b>
<b>E&amp;G</b>	\$ <b>901,366</b>	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 of General Revenue funding. These positions will be moved to base (recurring) funding in FY 2022.
<b>Designated</b>	\$ <b>1,393,243</b>	Planned one-time use of reserves to cover one-time expenditures that align with the University's Strategic Plan 2016 - 2021.
<b>Auxiliary</b>	\$ <b>157,868</b>	Planned one-time use of reserves to partially fund RFS debt service on the West Parking Lot.
<b>Restricted</b>	\$ <b>55,186</b>	Planned one-time use of contract and grant funds given in FY 2020 for Fostering Educational Success.



# Revised Priorities and Objectives

- The University's priorities and objectives remain largely unchanged from FY20, despite the COVID-19 pandemic
  - Continue to grow faculty to meet comprehensive expansion needs and general student enrollment growth
  - Develop research, safety, and compliance capability
  - Grow the research enterprise
  - Provide student success support for the growing student body
- The FY21 budget provides funding for these priorities at the same level as in FY20
- Public Health and Healthcare Management Program to assist county and region in improving public health quality.



# FY 2021 Salary Plan

FY 2021 SALARY PLAN	AMOUNT
<b>Faculty:</b>	
% Merit Pool	\$ -
Promotions	\$ 36,000
Market Adjustments (Include Class Compensation Impact)	\$ -
<i>Benefits</i>	8,280
<b>Faculty Subtotal:</b>	<b>\$ 44,280</b>
<b>Staff:</b>	
% Merit Pool	\$ -
Promotions	\$ -
Market Adjustments (Include Class Compensation Impact)	\$ -
<i>Benefits</i>	-
<b>Staff Subtotal:</b>	<b>\$ -</b>
<b>Total:</b>	<b>\$ 44,280</b>





# Auxiliary Operations

## Auxiliary Operations

(In Thousands)

	Actuals FY 2019	Budget		Budget Variance		
		FY 2020	FY 2021	Amount	%	
<b>Parking</b>						
Revenue	\$ 529	\$ 645	\$ 400	\$ (245)	-38%	
Expenses	166	281	280	(1)	0%	
Transfers	(249)	(305)	(305)	-	0%	
<b>Net Income/(Loss)</b>	<b>\$ 114</b>	<b>\$ 59</b>	<b>\$ (185)</b>	<b>\$ (244)</b>	<b>-41.4%</b>	

<b>Food Service</b>						
Revenue	\$ 55	\$ 54	\$ 54	\$ -	0%	
Expenses	65	20	30	10	50%	
<b>Net Income/(Loss)</b>	<b>\$ (10)</b>	<b>\$ 34</b>	<b>\$ 24</b>	<b>\$ (10)</b>	<b>-29%</b>	

<b>Bookstore</b>						
Revenue	\$ 79	\$ 224	\$ 224	\$ -	0%	
Expenses	166	207	223	16	8%	
<b>Net Income/(Loss)</b>	<b>\$ (87)</b>	<b>\$ 17</b>	<b>\$ 1</b>	<b>\$ (16)</b>	<b>-94%</b>	



# Athletics

<b>Athletics</b>	
Proposed FY 2021 Budget	
(In Thousands)	
	<b>Budget</b>
Revenue	\$ 724
Expenses	
Personnel Cost	472
Scholarships	125
Operations & Maintenance	127
Total Expenses	724
<b>Net Income/(Loss)</b>	<b>\$ -</b>

- Athletic fee not charged in Fall 2020 due to COVID-19
- Hired staff will be reassigned for the Fall 2020 semester
- Delayed hiring on certain positions





# Capital Plan

<b>Projects</b>	<b>Project Budget (\$)</b>	<b>Primary Funding Source</b>	<b>% Construction Completed</b>	<b>Gross Square Footage</b>	<b>Projected Completion Date</b>
Academic and Administration Bldg., Phase 1	\$30M	PUF	Substantial Completion	55,000	7/2020
Academic and Administration Bldg., Phase 2	\$53M	PUF	In Design	100,000	8/2022
Recreation Center	\$30M	RFS	Programming Revisions to be completed Fall	56,000	8/2023



# Tuition Revenue Bond Request

<b>Priority Project</b>	<b>Planning Amount</b>	<b>TRB Request</b>
Public Health and Education Building	\$75M	\$75M



# Deferred Maintenance

	Projected Deferred Maintenance Expenses						Annual Additions to Deferred Maintenance Account	Deferred Maintenance Account Balance, End of Year
	Madla	CAB	Patriots Casa	Science and Technology	Academic Building Phase I	Total		
<b>Fiscal Year</b>								
<b>FY 20</b>								153,177
<b>FY 21</b>	50,000	25,000	10,000	-	-	85,000	170,000	238,177
<b>FY 22</b>	25,000	25,000	10,000	-	-	60,000	170,000	348,177
<b>FY 23</b>	25,000	25,000	10,000	-	-	60,000	175,000	463,177
<b>FY 24</b>	25,000	50,000	10,000	25,000	-	110,000	200,000	553,177
<b>FY 25</b>	25,000	25,000	10,000	25,000	10,000	95,000	225,000	683,177
	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 10,000</b>	<b>\$ 410,000</b>	<b>\$ 940,000</b>	<b>\$ 530,000</b>

In addition to the budgeted amount to be added to the deferred maintenance account, approximately \$1 million of the University’s FY21 PUF allocation is available for deferred maintenance needs.