



UNIVERSITY OF GUAM
UNIBETSEDAT GUAHAN

OFFICE OF THE PRESIDENT

UOG Station, Mangilao, Guam 96923

Telephone: (671) 735-2990 • Fax: (671) 734-2296

February 17, 2006

The Honorable Senator Edward J.B. Calvo
Chairman, Finance, Taxation and Commerce Committee
I Mina'Bente Ocho Na Liheslaturan Guåhan
155 Hesler Street
Hagatna, Guam 96910

Committee on Finance, Taxation and Commerce
Office of Finance and Budget

Date Rcv'd: 02/17/06

Time: 5:00pm

Rcv'd by: RJW

Print Name: Rose SN

Re: University of Guam FY 2007 General Operations Budget and
Appropriation Request

Dear Senator Calvo:

On behalf of the Board of Regents, students, faculty, staff and administration of the University of Guam, I am transmitting Board of Regents' Resolution No. 06-09 and the University's FY07 appropriation request. The Regents unanimously approved Resolution No. 06-09 and the attached FY07 General Operations Budget at their regularly scheduled Board meeting on February 16, 2006.

The University respectfully submits this request for a legislative appropriation in the following amounts for our FY07 General Operations Budget:

- (1) \$31,723,732 for operations. This represents an additional appropriation of \$5.8 million over last year as an investment in a sustainable future for higher education on Guam and in the region. This increase addresses: \$1.7 million for critical personnel needs, particularly for nursing, business and education faculty; \$0.6 million for library resources, as the tobacco funding has ended; \$1.0 million for information technology, to bring computing into the classroom and sustain core operations; \$1.6 million for regulatory compliance and deferred maintenance, as our physical assets continue to deteriorate; and the remainder to offset unfunded mandates, such as utility rate increases and employee increments.
- (2) \$608,148 of special appropriations. Included are: \$204,200 for the Water & Environmental Research Institute (WERI) Guam Hydrological Survey; \$173,948 for the WERI Guam Comprehensive Water Monitoring Program; \$140,000 for the Guam Aquaculture Development and Training Center Hatchery; and \$90,000 for the Northern and Southern Soil and Water Conservation Program.

For several years now, the University has worked closely with the Legislature and Governor to hold the line in our appropriation requests and limit our expenditures. We have been accountable stewards of public funds - balancing our budget, cutting costs, generating new federal monies that benefit the community, and living within our means. Within the resources available, we have managed to progress using our strategic plan.

Even so, we cannot report that we have sufficient, stable resources to sustain the University within the standards required by our higher education accrediting bodies for student success and academic quality. For the last three years our appropriations for general operations have been at or around \$25-26 million. This level is \$3.3 million less than FY00, when WASC formally expressed concerns about our financial stability and sustainability. Yet, even this level of appropriation has been reduced several times after the budget law was passed. In FY03 there was a mid-year reduction of \$0.3 million. In FY03 and FY05 permanent allotment reserves totaling \$1.8 million were placed against our appropriations. In FY06 the University has absorbed unfunded mandates totaling \$2.8 million for increments, Retirement Fund contribution increases, and utility rate increase mandates without an appropriation increase. Therefore, what nominally appear to be stable appropriations for the last few years are actually decreases in support for higher education. This trend must be reversed. It cannot continue, unless our community is willing to turn back the progress made on the University's strategic plan.

As President, I'm always appreciative of the opportunity to highlight the University's accomplishments and to provide evidence of the effective management of Guam's and Micronesia's only University. In our 54 years of existence, we have accomplished much: 11,500 graduates who are important to Guam's economic vitality; the region's largest single repository of analytical and research capability; and a documented portfolio of service and engagement that reaches into every village, community and island that we serve. With your support in building a strong FY07 budget, we can and will do more.

There are three points that I would like to emphasize.

First, the University is requesting an additional \$5.8 million appropriation in FY07 to address core faculty needs and selective excellence initiatives that respond directly to student needs. In the absence of increased local funding the University must begin a process of reducing or eliminating academic programs of importance to our students. Absent additional, full-time tenure-track faculty we cannot serve the significant new undergraduate student enrollment increase (30%) that we have witnessed over the past four years. I know you are aware of the sharp increase that we have seen in nursing. We are expecting an additional 25% increase this next year, and nursing could easily double in 2-3 years time. These numbers reflect a sustained trend nationally. To further complicate matters we are expecting a sharp increase in students entering the teaching profession, and there is clear evidence that enrollment growth in business will follow as the economy grows stronger. In each of the past three budget years we have emphasized the need for more full-time tenure-track faculty. To balance our budget in 2000, the University eliminated more than 125 vacant positions. To date, we have not had adequate resources with which to build back this basic core capacity. At the same time, we cannot increase our dependency on part-time, adjunct instructors

without risking serious problems with quality and professional accreditation. The funding that we have requested for FY07 will help, but it will neither fully address the most basic needs of our students nor address the deterioration of our infrastructure. Both the Legislature and the Administration are aware that the University is scheduled for a WASC institutional capacity review in March 2007. This review occurs as a prerequisite to the institutional effectiveness and student learning review scheduled for 2008. Given our current local funding level, I do not expect the University to fare well in the upcoming review. Neither will WASC be impressed with last-minute faculty hires. What they will be looking for is evidence of sustained, adequate funding and how we have used those funds to address student and institutional priorities in line with our strategic plan. We must start now, before it is too late. If we cannot achieve adequate funding for FY07, the University will have little choice but to once again revisit our vision for excellence and our strategic plan, and reorganize the institution and further downsize academic programs and support services to be able to live within our means.

Second, it will take both the appropriating body (the Legislature) and the disbursing body (the Administration through BBMR/DOA) working together to address the financial shortfalls we are facing. The FY06 Budget Law and the funding mechanism created for GPSS eliminated much of the Administration's flexibility to manage in a cash-constrained environment. The net effect within one year's time has been to disrupt the University's commitment to its students and to reduce or eliminate progress on goals articulated in our strategic plan. We need the help of our Education Chair and Finance Chair to meet with appropriate Administration officials, including the Governor and his key advisors, and ourselves to work out a solution that will enable the University of Guam to become a great University. We need the Legislature and the Administration to work collaboratively if the University is to achieve its full potential. This island, and our students and faculty in particular, know how hard we have worked in a cash crisis environment to ensure progress. My request is for the Legislative leadership to jointly invite the University and the Administration to the table so that a coordinated solution can be found to our financial problems. One option might be to identify a new tax revenue stream or additional CIP funding for the University. In my opinion, a weak University represents a failure on the part of our entire community. Let's work together to identify a solution.

Third, without spending considerable time at the University neither the Legislature nor the Administration can appreciate the level of engagement that exists between the University and our local community, and the level of support we provide for the community. We have taken on major projects for the benefit of the communities that we serve and for the benefit of the local government. We have serviced an endless number of Federal grants and projects, and, frankly, our faculty and staff have become expert at doing so. The University's talent base and level of professional expertise cannot be matched anywhere on island. The University possesses the vast majority of the island's analytical and research capability. As such, we have provided the island with a cost effective and competitive means of securing and performing on federally funded projects. I am attaching a lengthy list of recent projects that we have performed for the local government and the people of Guam. If our island's leadership wants these projects to grow, the University must be adequately funded to address its key mission. We can generate more Federal funding to address our island's needs, but we need more locally appropriated matching funds at the University to leverage and

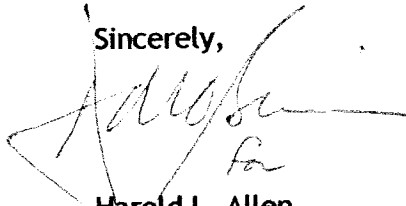
build our capacity to do so. Faculty and staff perform research and work on grants and contracts largely through a released-time process. In other instances we have hired and trained individuals specifically to perform on selected grants and projects. NASULGC considers UOG to be a model institution for community engagement. The change process that we implemented more than three years ago is producing significant dividends. I would like to sustain this momentum.

The University of Guam is an open admissions university that is worthy of this additional investment by the people of Guam. It is affordable and accessible to all the people of Guam. Our mission encompasses not only the future of our children, but also the economic development of our island and the betterment of our society. My hope is that the Legislature, with the support of the Governor, will ensure adequate funding for the University in FY07. Our community, students and faculty need your support and your leadership if our University is to succeed. With sustainable and sufficient funding, the University has shown that it is capable of delivering its mission.

In short, the University, by all performance measures, has done an outstanding job of managing in a resource-constrained environment. If our progress and momentum are to be sustained, we must receive additional funding.

The University of Guam thanks you, the Speaker, the Education Chair and the other members of *I Mina'Bente Ocho Na Liheslaturan Guåhan* for your past and continuing support of our students, faculty, staff and administration. *Si Yu'os Ma'ase'*.

Sincerely,

A handwritten signature in black ink, appearing to read 'H. Allen', written over a large, light-colored scribble or mark.

Harold L. Allen
President

cc: Honorable Mark Forbes, Speaker, and Members of *I Mina'Bente Ocho Na Liheslaturan Guåhan*
Board of Regents, University of Guam

Enclosures

**Government of Guam
Fiscal Year 2007 Budget**

Department/Agency Budget Certification

Department/Agency: University of Guam

Department/Agency Head: President's Office

This is to certify that I have carefully reviewed the attached budget documents and find the amounts requested therein, to be sufficient to execute the mission, goals, and objectives of this department for Fiscal Year 2007. I further certify the accuracy of the information contained in this document.

Department/Agency Head: *Harold L. Allen* Date: 2/17/06
(Signature) UOG President



UNIVERSITY OF GUAM FY 2007 BUDGET

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UNIVERSITY OF GUAM
UNIBETSEDAT GUÅHAN
Board of Regents

Resolution No. 06-09

RELATIVE TO APPROVING THE RECOMMENDATION OF THE BUDGET, FINANCE, INVESTMENTS, AND AUDIT (BFIA) COMMITTEE DURING ITS MEETING OF FEBRUARY 13, 2006 ON THE FY2007 GENERAL OPERATIONS BUDGET

WHEREAS, the University of Guam is the primary U.S. Land Grant institution serving the post-secondary needs of the people of Guam and the region, and is accredited by the Western Association of Schools and Colleges (WASC); and

WHEREAS, the governance of the University is vested in the Board of Regents which is responsible for approving, adopting and submitting an annual budget to *I Liheslaturan Guåhan*; and

WHEREAS, the University received recommendations on areas of resource needs from the University Planning and Budget Advisory Committee (UPBAC) with representation from the Faculty Senate, Deans Council, Administrative Council, Faculty Union, Staff Council, and Student Government Association; and

WHEREAS, WASC identified a stable base budget as the primary concern related to continuing accreditation; and

WHEREAS, the University has demonstrated commitment to a stable, balanced budget in an atmosphere of declining resources related to the problems facing the economies of the island and the region; and

WHEREAS, the University has agreed upon the goals articulated in its strategic plan and focused its revenues and spending upon the highest priorities within its mission; and

WHEREAS, the University has implemented initiatives that enhance, realign and reshape the institution, strengthening its commitment to student learning, academic quality, institutional efficiency and effectiveness, revenue growth, and cost savings; and

WHEREAS, the University has developed a biennial budget focused on its operational needs, critical vacancies, strategic initiatives, and priorities associated with Institutional Compliance and Safety Issues, Revenue Generation, Academic Program Quality/Strategic Planning/Continuous Improvement, and Program and Business Support for FY2007 and 2008; and

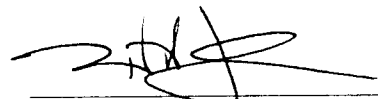
WHEREAS, based upon an assessment of the priority needs of the University and upon the recommendations of UPBAC and the administration, the President recommends the attached FY2007 General Operations Budget for Board approval and a preliminary FY2008 budget for planning purposes; and

WHEREAS, the BFIA Committee met on February 13, 2006, to review the budgets, and now recommends to the Board the attached FY2007 General Operations Budget for approval and a preliminary FY2008 budget for planning purposes; and


NOW, THEREFORE BE IT RESOLVED, that the University of Guam FY2007 General Operations Budget (as attached) is hereby approved to be submitted to *I Mina' Bente Ocho Na Liheslaturan Guåhan* pursuant to law.

BE IT FURTHER RESOLVED, that in an effort to provide a basis for continuity of planning as consistent with best practices, the Board further submits a preliminary FY2008 budget to *I Mina' Bente Ocho Na Liheslaturan Guåhan*.

Adopted this 16th day of February 2006.


Ronald H. Leach, Chairman

ATTESTED:


Harold L. Allen, Executive Secretary

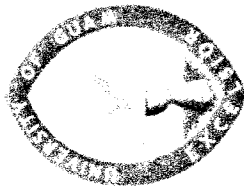
University of Guam
Unibetsedåt Guahan

Mission Statement

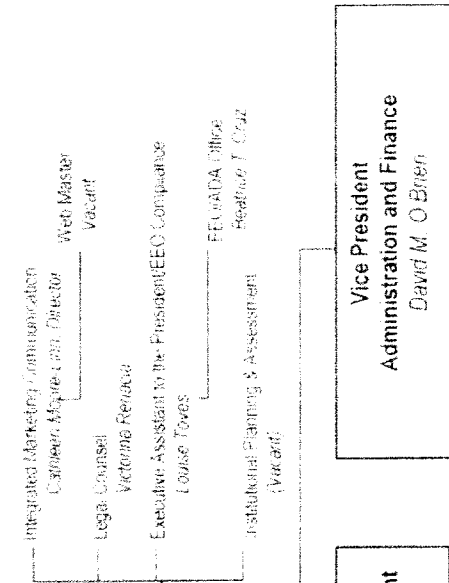
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TO ENLIGHTEN, TO DISCOVER, TO SERVE

- The University of Guam is a U.S. accredited, regional, Land Grant institution. It is dedicated to the search for and dissemination of knowledge, wisdom and truth.
- The University exists to serve its learners and the communities of Guam, Micronesia, and the neighboring regions of the Pacific and Asia.
- The University prepares learners for life by providing the opportunity to acquire knowledge, skill, attitudes, and abilities through the core curriculum, degree programs, research and outreach.
- At the Pacific crosscurrents of the East and West, the University of Guam provides a unique opportunity to discover and acquire indigenous and global knowledge.

-approved August, 1998



**University of Guam
Organizational Chart
December 2, 2005**



**Senior Vice President
Academic and Student Affairs
Dr. Helen J.D. Whippy**

- College of Liberal Arts & Social Sciences
Dr. Mary Spencer, Dean
- Administrative Chair, Dr. James Selmann
- College of Professional Studies
Dr. Sheyng Chen, Dean
- School of Business & Public Administration
Administrative Chair, Dr. Anita Bona Enriquez*
- School of Education
Administrative Chair, Dr. Catherine Storcov*
- School of Nursing, Social Work & Health Science
Administrative Chair, (Vacant)
- College of Natural & Applied Sciences
Dr. Lee Yudin, Dean
- Administrative Chairs, Dr. Henry Tageron*
- Dr. John Brown*
- Enrollment Management & Student Services
Dr. Julie Ulloa-Heath, Dean
- Student Resource Center (SLO- Housing, Health, Career Placement, Counseling)
Admissions & Records Office
Deborah Levin Guerrero, Registrar
- Financial Aid Office
Gloria Fernandez, Director
- Dean of Graduate Programs and Executive Director of Sponsored Program and Research, Dr. Lee Yudin*
- CEEDERS
Dr. Heidi San Nicolas, Director
- Chamorro Language & Culture
Dr. Marilyn C. Sabas, Director*
- Computer Center
Dr. Luan Nguyen, Director
- Economic Development
(Vacant)
- Learning Resources
Christine Scott-Smith, Director
- Marine Laboratory
Barry Smith, Director
- Micronesian Area Research Center
Dr. Dirk Ballenboff, Director
- Micronesian Health & Aging
Roy Adorjay, Associate Director*
- Micronesian Language Institute
Rosa Palermo, Director*
- Water & Environmental Research Institute
Dr. Leroy Heitz, Director
- School Performance & Finance
(Vacant)
- (Vacant)

**Vice President
University and Community Engagement
Dr. Jeff D.T. Barcinas**

- Federal Partnerships (with President)
- University Extension/Urban Outreach
- Professional Development & Life-Long Learning Center
- Rita Edwards, Assistant Director*
- Alumni Relations
Peter Roy Martinez, Director
- English Language Institute
Erina Flores, Assistant Director*
- Planetarium
Pam Eastick, Coordinator
- TRIO Programs
Yuchi Rengui, Director
- Telecommunicator and Distance Education Outreach
Bruce Best, Coordinator
- Marketing Specialist
Chris Bejado

**Vice President
Administration and Finance
David M. O'Brien**

- Office of the Comptroller
Francis Durio, Comptroller
- Liz Guerrero, Business Office
- Bobbie Moiate, General Accounting Supervisor
- Payroll
Gloria Travis, Supervisor
- Procurement
Ben Bona, Supply Management Administrator
- Human Resources Office
John Angaco, Chief Human Resources Officer
- Plant and Facilities
Sunny Perez, Chief Plant & Utilities Officer
- Campus Facilities
Plant Maintenance
Frank Troy, Superintendent
- Security/Safety
Athletic Fieldhouse
Bob Pelecy, Director
- Auxiliary Services/Bookstore
Ann S. A. Leon Guerrero, Director

John Allen 12/14/05

Dr. Harold L. Allen, President Date

*Acting (Approved Search on-Going)



**UNIVERSITY OF GUAM
FY2007 BUDGET REQUEST**

**General
Operations Budget**

UNIVERSITY OF GUAM

A. General Operations Budget

SUMMARY OF GENERAL OPERATIONS BUDGET

	FY2006 \$	FY2007 \$	FY2008 \$
	<u>Reapportioned Budget</u>	<u>Budget Request</u>	<u>Full Year Impact of 2007</u>
Revenues	\$ 33,629,865	\$ 40,238,619	\$ 42,112,501
Expenses	\$ (33,629,865)	\$ (40,238,619)	\$ (42,112,501)
Balance	\$ 0	\$ 0	\$ (0)
Revenues			
Appropriation Request			
Budget for General Operations Request	\$ 25,877,645	\$ 31,723,732	\$ 31,996,062
Yamashita Educator Corps Transfer	600,000	0	0
UOG Higher Education Endowment Fund (Tobacco Fund)	84,398	0	0
Tuition Fund Projected Net Revenue	5,059,822	6,376,598	7,977,083
Federal Matching Funds	1,508,000	1,508,000	1,508,000
Enterprise Development Initiative Net Revenue	300,000	300,000	300,000
Saipan Center Net Revenue	200,000	130,289	131,356
IAI and Other Projected Net Revenue	200,000	200,000	200,000
Total Revenues	\$ 33,629,865	\$ 40,238,619	\$ 42,112,501
Expenses			
Personnel	\$ (26,575,893)	\$ (29,566,977)	\$ (30,942,482)
Operating (Non-personnel)			
Contracts	\$ (2,989,372)	\$ (4,340,366)	\$ (4,340,366)
Travel	0	0	0
Supplies	(509,426)	(625,542)	(688,096)
Equipment	(56,729)	(154,836)	(170,320)
Miscellaneous	(31,730)	(323,168)	(355,485)
Utilities	(2,520,000)	(3,180,225)	(3,498,248)
Capital Outlay for Library & related IT	(516,000)	(502,505)	(502,505)
Capital Outlay for Facilities	(430,715)	(1,545,000)	(1,615,000)
Subtotal Operating (Non-personnel)	\$ (7,053,972)	\$ (10,671,642)	\$ (11,170,019)
Total Expenses	\$ (33,629,865)	\$ (40,238,619)	\$ (42,112,501)
General Operations Balance	\$ 0	\$ 0	\$ (0)

B. Special Appropriations (Continuing)

Water and Environmental Research Institute			
Guam Hydrologic Survey (GHS)	\$ 204,200	\$ 204,200	\$ 204,200
Guam Comprehensive Water Monitoring Prog (CWMP)	173,948	173,948	173,948
GADTC Hatchery	140,000	140,000	140,000
Northern & Southern Soil and Water Conservation Program	90,000	90,000	90,000
Total Special Appropriations	\$ 608,148	\$ 608,148	\$ 608,148

UNIVERSITY OF GUAM FY 2007 General Operations Budget		2007	2007	2007	2007	2007	2007	2007	2007	2007	%
		TOTAL	PERSONNEL	CONTRACTS	SUPPLIES	EQUIP	MISC	UTILITIES	CAPITAL	TOTALS	
		FTE					EXP		OUTLAY		
EXECUTIVE OFFICES											
Vice President's Office	7	634,876	294,637	5,964			22,000			957,477	2.38%
EEO (includes ADA services)	2	84,466	35,000	1,000						120,466	0.30%
Legal Counsel	2	152,445	6,000	1,500						159,945	0.40%
Executive Office Expenses	11	871,787	335,637	8,464	0	22,000	0	0	0	1,237,888	3.08%
ACADEMIC AND STUDENT AFFAIRS											
Senior Vice President's Office	9.5	625,553	107,400	15,000	4,000	30,000				781,953	1.94%
Graduate Studies/OSP	4	246,899	2,700	2,880						252,479	0.63%
Micronesia Area Research Center	13	975,985	16,700	2,500				5,000		1,000,185	2.49%
Micronesian Health and Aging	1	70,500								70,500	0.18%
Marine Lab	15	971,248	9,880							981,128	2.44%
Micronesian Language Institute	2	109,297	5,250	1,000						115,547	0.29%
Water and Environ Research Institute	12	832,214		553						832,767	2.07%
Computer Center	15	850,979	620,000	23,970	3,000	131,500		40,000		1,669,449	4.15%
College of Natural and Applied Sciences	63.5	4,152,562	59,500	22,000	11,200	27,000				4,272,262	10.62%
College of Liberal Arts and Social Sciences	69	4,542,175	85,000	29,100	6,166					4,662,441	11.59%
College of Professional Studies	80	4,992,800	132,720	85,000	35,000	98,168				5,343,688	13.28%
Learning Resources	27	1,462,953	196,470	28,200	39,921			427,505		2,155,049	5.36%
Enrollment Management & Student Services - Dean	4	224,613	30,000	3,000	2,500	7,400				267,513	0.66%
Career Placement	1	66,556	6,000	1,500						74,056	0.18%
Student Counseling	3	187,933	11,500	2,000						201,433	0.50%
Student Life Office	1	80,697	5,000	8,500	550	400				95,147	0.24%
Admissions and Records	14	531,781	10,000	4,875	5,000	200				551,856	1.37%
Student Health	1	81,829	8,000	500						90,329	0.22%
Financial Aid Office	9	433,485	1,500	1,000		1,500				437,485	1.09%
Academic and Student Affairs Expenses	344	21,440,060	1,307,620	231,578	107,337	296,168	0	472,505	0	23,855,268	59.28%
UNIVERSITY & COMMUNITY ENGAGEMENT											
Vice President's Office	2.5	232,095	14,000	3,000						249,095	0.62%
Cooperative Extension Service	24.5	1,550,381								1,550,381	3.85%
UCE Expenses	27.0	1,782,476	14,000	3,000	0	0	0	0	0	1,799,476	4.47%
ADMINISTRATION AND FINANCE											
Vice President's Office	3	247,225	170,000							417,225	1.04%
Comptroller's Office	26	1,241,383	151,000	30,000	10,000	5,000				1,437,383	3.57%
Facilities and Utilities	58	2,015,821	167,800	46,500	32,500					2,262,621	5.62%
Safety and Security	2	84,216	195,600							279,816	0.70%
Human Resources Office	11.5	549,592	52,400	8,000	4,999					614,991	1.53%
Field House	2	79,859								79,859	0.20%
Auxiliary and Postal Services	2	84,273								84,273	0.21%
Administration and Finance Expenses	104.5	4,302,368	736,800	84,500	47,499	5,000	0	0	0	5,176,167	12.86%
Staffing Pattern	486.5	28,396,691									
Other Personnel Costs											
Annualized FY2006 Increments		570,286								570,286	1.42%
Salary Increments		200,000								200,000	0.50%
Funding for Critical Vacancies										0	0.00%
Recruitment Costs		160,000								160,000	0.40%
Other Personnel Costs		240,000								240,000	0.60%
Total Other Personnel Costs		1,170,286	0	0	0	0	0	0	0	1,170,286	2.91%
UTILITY COSTS, CAMPUS SUPPLIES AND BUILDING SAFETY IMPROVEMENTS											
Campus Custodial and Maintenance Supplies				298,000						298,000	0.74%
Maintenance Contract-Fire Alarm System			146,309							146,309	0.36%
Property and Liability Insurance Coverage			1,800,000							1,800,000	4.47%
Academic and Research Internet Access Utility Fund								30,000		30,000	0.07%
Building Repairs and ADA Safety Improvements								1,545,000		1,545,000	3.84%
Power							2,425,000			2,425,000	6.03%
Water / Wastewater							75,000			75,000	0.19%
Telephone							530,000			530,000	1.32%
Hazardous/Metallic Waste Removal							108,225			108,225	0.27%
Trash Removal							42,000			42,000	0.10%
Total			1,946,309	298,000	0	0	3,180,225	1,575,000	0	6,999,534	17.40%
TOTAL											
			PERSONNEL	CONTRACTS	SUPPLIES	EQUIP	MISC	UTILITIES	CAPITAL	TOTAL	%
							EXP		OUTLAY		
Total		29,566,977	4,340,366	625,542	154,836	323,168	3,180,225	2,047,505	40,238,619	100%	

Government of Guam
Fiscal Year 2007 Budget
Program Budget Digest

(BMR BD-1)

Function: Education & Culture
Agency: University of Guam
Operations Budget

Budget Account Code	Appropriation Classification	A	B	Governor's Request			
		FY 2005 Actual Appropriations	FY 2006 Actual Appropriations	FY 2007 General Fund	FY 2007 Federal Fund(s)	FY 2007 Other Fund 1/	FY 2007 Total Req. (C+D+E)
PERSONNEL SERVICES				\$31,723,732		\$8,514,887	
	Regular Salaries/Increments	\$20,409,943	\$20,819,958	\$22,437,895	\$0	\$0	\$22,437,895
	Overtime/Special Pay / Others	0	340,000	1,170,631	0	0	1,170,631
	Benefits	4,862,727	5,402,085	5,958,451	0	0	5,958,451
	TOTAL PERSONNEL SERVICES	\$25,272,670	\$26,562,043	\$29,566,977	\$0	\$0	\$29,566,977
OPERATIONS							
	TRAVEL- Off-Island/Local Mileage.	\$0	\$0	\$0	\$0	\$0	\$0
	CONTRACTUAL SERVICES:	227,330	0	2,156,755	0	2,183,611	4,340,366
	OFFICE SPACE RENTAL:	0	0	0	0	0	0
	SUPPLIES & MATERIALS:	0	0	0	0	625,542	625,542
	EQUIPMENT:	0	0	0	0	154,836	154,836
	SUB-RECIPIENT/SUBGRANT:	0	0	0	0	0	0
	MISCELLANEOUS:	0	0	0	0	323,168	323,168
	TOTAL OPERATIONS	\$227,330	\$0	\$2,156,755	\$0	\$3,287,157	\$5,443,912
UTILITIES							
	Power	\$0	\$0	\$0	\$0	\$2,425,000	\$2,425,000
	Water/ Sewer / Waste Removal	0	0	0	0	225,225	225,225
	Telephone/ Toll	0	0	0	0	530,000	530,000
	TOTAL UTILITIES	\$0	\$0	\$0	\$0	\$3,180,225	\$3,180,225
	INDIRECT COST	\$0	\$0	\$0	\$0	\$0	\$0
	CAPITAL OUTLAY	\$0	\$0	\$0	\$0	\$2,047,505	\$2,047,505
	TOTAL APPROPRIATIONS	\$25,500,000	\$26,562,043	\$31,723,732	\$0	\$8,514,887	\$40,238,619

1/ Specify Fund Source: Tuition Projected Net Revenue
Federal Matching Funds
IAI Projected Net Revenue

FULL TIME EQUIVALENCIES (FTEs)							
UNCLASSIFIED	219	218	271.5	0	0	272	
CLASSIFIED	184	187	215	0	0	215	
TOTAL FTEs	403	405	486.5	0	0	487	

AGENCY DECISION ITEMS							
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Total Agency Decision Items	\$0	\$0	\$0	\$0	\$0	\$0	\$0

GOVERNOR'S RECOMMENDED ITEMS							
	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Total Governor's Recommendations	\$0	\$0	\$0	\$0	\$0	\$0	\$0