

THE UNIVERSITY OF GUAM

Interim Financial Report



Submitted to

**The Western Association of Schools and Colleges
Accrediting Commission for Senior Colleges and Universities**

March 1, 2008

Helen J.D. Whippy, Interim President



March 1, 2008

Mr. Ralph A. Wolff
Executive Director
Western Association of Schools and Colleges
985 Atlantic Avenue, Suite 100
Alameda, CA 94501

Dear Mr. Wolff,

Buenas yan Hafa Adai. Enclosed is the University of Guam's *Interim Financial Report*, as required by the WASC Senior Commission in its letter of July 13, 2007, transmitting the *Capacity and Preparatory Review Team Report*. The report addresses the University's financial condition and the steps taken to assure long-term financial stability. In taking action and in preparing the report the University has carefully reviewed the team's recommendations.

WASC and the University have agreed to use the Financial Report Format, which is focused on specific financial aspects of this requirement. The as-of dates for report data are noted. Five bound copies together with appendices are being sent by delivery service to you. Our response is also being transmitted electronically with attachments to Dr. Richard C. Giardina.

The University will demonstrate in this progress report that:

- It understands the WASC financial issues and has substantively addressed each recommendation.
- Important outcomes have resulted from the actions taken.
- Significant financial challenges remain, but our processes keep us strong and focused.

Despite the challenging financial conditions, the University is collaboratively building support for its core mission, and is focused on demonstrating student learning outcomes and providing evidence of educational effectiveness. We are a stronger, wiser and leaner institution than we were 14 months ago. The University looks forward to welcoming its tenth president in 2008. The new president will lead a University community with experience in assessment, committed to our mission, and strong enough to flourish given the vagaries of our island economy

Sincerely,

Helen J.D. Whippy, Interim President

cc: Dr. Richard C. Giardina, Adjunct Associate Director, WASC.

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1. NATURE OF THE INSTITUTIONAL CONTEXT

The University of Guam is an open-admissions, four-year land-grant institution, located on the island of Guam in the Western Pacific Ocean. The University's mission is *Inina, Diskubre, Setbisio*: to Enlighten, to Discover, to Serve. The University offers 35 degree programs at the undergraduate level and 14 master's level programs. The University is within four hours' flying time of all of the major cities of Asia. It is the only US-accredited four-year university located within the western Pacific region, an area the size of the continental US. It was founded as the Territorial College of Guam in 1952 and designated a land grant institution by the United States Congress in 1972. Of the University's 3,282 students (up 3.3% from Fall 2006), 91% are of Asian-Pacific Islander ethnicity, and 70% are full-time (Fall 2007 figures.) There are 832 total employees, including 182 full-time faculty and 36 administrators. The University had \$73 million in consolidated gross revenues in FY06. Local government appropriations are 38% of consolidated revenue, but 77% of unrestricted general operations revenue. Other primary revenue sources are research grants, contracts, tuition and fees.

Guam's economy is tied to Asian markets. It is driven by tourism and the military, and to a lesser extent, by real estate and construction. As part of a global reallocation of U.S. armed forces, significant military resources will be shifted to Guam (expected direct investment of \$15 billion over 10 years), which is forecast to dramatically boost Guam's economic growth (*Economic Forecast*, First Hawaiian Bank, 2006-2007).

In November 2001, the University began a process of self-reflection and dialogue, resulting in a set of strategic initiatives defining areas of focus and goals for the University community. These are: a) Enhancing Academic Quality Through Core Functions; (b) Supporting Student Success, Institutional Visibility and Enrollment Growth; (c) Promoting the Land Grant Mission of University and Community Engagement; and (d) Strengthening Institutional Effectiveness and Efficiency. These strategic initiatives have been used as guiding priorities and the standards for achievement throughout the past seven years.

2. STATEMENT ON REPORT PREPARATION

The writing team of David O'Brien, Vice President for Administration and Finance, and Dr. Roseann Jones, Professor of Economics and Faculty Senate Vice President, prepared the University's Interim Financial Report. The Comptroller, Registrar and Endowment Foundation Executive Director and their staffs provided data, evidence and required documentation. Input and comments were provided by the Institutional Improvement and Sustainability Task Force (IISTF) and 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. The Board of Regents reviewed a summary of the issues and responses from Interim President Dr. Helen Whippy, who has approved and submitted the report.

This report utilizes and updates information provided in the May 15, 2007, *University Response to the WASC Capacity and Preparatory Review Team Report* and in the *Financial Updates* submitted on October 16 and November 5, 2007.

3. NARRATIVE RESPONSE TO FINANCIAL ISSUES

A Capacity and Preparatory Review Team visited the University in January 2007 to examine our ability and preparedness to demonstrate educational effectiveness. At that time the institution was receiving only 50% of its FY07 allotment payments, attempting to

collect government appropriation receivables that went back to 2005, and facing an 8% mid-year reduction in its budgeted appropriations.¹ After reviewing the recommendations of the visiting team, the WASC Senior Commission stated in its letter of July 13, 2007:

“Clearly overshadowing all other institutional capacity issues facing the University is the ongoing and seemingly never ending issue of finance. The institution is once again facing a severe financial crisis as a result of the territorial government's failure to allocate the appropriated dollars to the campus on a timely basis. As a result, the University is required to undertake extraordinary cash management practices in order to assure that it can meet its payroll and pay its vendors. The 2007 visiting team, as visiting teams before it, urged that concentrated attention be given to attempting to achieve financial stability in the face of annual territorial budgetary uncertainty. It called for:

1. Finding financial balance and planning for alternative financial futures, working in close collaboration with the legislature and the governor;
2. Right-sizing the institution in terms of what the budget can afford;
3. Leveraging the University's Foundation and alumni capabilities, and engaging in more extensive and productive development efforts;
4. Evaluating various revenue-generating opportunities, and creating an analysis and business case for each that will feed into a comprehensive business plan;
5. Promoting collaboration among the colleges in developing self-support operations to improve opportunities for faculty to earn additional pay and for the colleges themselves to generate additional revenue.”

The University will demonstrate in this *Interim Financial Report* that:

- *It understands the WASC financial issues and has substantively addressed each recommendation.* The report provides a description of the actions taken since the team's January 2007 visit, an assessment of the actions, and future challenges and plans.
- *Important outcomes have resulted from the actions taken.* The report provides evidence that: collaboration and communication with the government has improved and is more systematic; the institution's financial position is better and more stable than when the team visited; and initiatives are underway related to academic and program priorities, revenue growth, entrepreneurial opportunities and an affordable organization that will strengthen educational effectiveness and position the institution for a sustainable future.
- *Significant financial challenges remain, but our processes keep us strong and focused.* As long as the government's carry-forward deficit and current structural deficit remain, there will be a continuing threat of allotment holdbacks, slow or missed allotment payments, and the likelihood of no/ low growth in appropriations.

¹ The Guam Legislature appropriates funds to the University in annual budget laws signed by the Governor. The Governor's Bureau of Budget and Management Research (BBMR) releases allotments to the University as revenues are realized. The Governor's Department of Administration (DOA) makes allotment payments as cash balances allow.

Issue #1: Finding financial balance and planning for alternative financial futures, working in close collaboration with the legislature and the governorIssue #1 Actions Taken

In collaboration with government and community leaders, the University has taken actions aimed at achieving financial stability, sustainability and evidence-based planning:

- Participating in the Education Finance Working Group:
In January 2007 the University spearheaded the formation of a Guam Education Finance Working Group to quantify budgetary and cash gaps, propose a short-term governmental financial recovery plan and improve financial planning. Members include Guam's education and government finance leaders. While the group has generally completed its work as of this writing, communications among the members continue.
- Chairing the Education Committee of the Civilian Military Task Force (CMTF):
The CMTF is tasked to prepare plans and project needs for the 2012-14 military buildup on Guam. Members include high-level local and federal government, legislative, military and industry leaders. The University President has been selected by the Governor to chair the Education Sub-Committee and has membership on several others.. The University and CMTF meet monthly to forecast medium-and-longer-term educational infrastructure needs and investments including degree programs, personnel, facilities and partnerships.
- Budgeting and establishing funding priorities in collaboration with government leaders:
Each year, the University Board and executives meet with the Governor and key legislators both in advance of the formal budget submission and frequently during the legislative appropriations process to explain and advocate for the University's funding needs. The University and government finance managers and their staff meet quarterly regarding short-term financial planning and communicate bi-weekly regarding allotment payments.

Issue #1 Assessment of Impacts

Significant progress in improving financial stability, sustainability and evidence-based planning has resulted from these more frequent and more systematic collaborative efforts:

- The Legislature and Governor incorporated deficit elimination and refinancing into amended FY07 and FY08 budget laws. These new policy actions address the government's \$540 million cumulative deficit and ongoing structural deficit, bringing financial balance back to government finances over the next several years and, thereby, reducing allotment holdbacks and payment delays faced by the University and others. This is one of the long-term goals.
- The Education Finance Working Group and Civilian Military Task Force put a sharper focus on the government's sizable financial commitment to education.
- In March 2007 the University and the Department of Administration (DOA) agreed on the financial statement recognition of FY05-06 appropriations receivable and in December 2007 on the FY07 receivable. Since then, the University has received 100% of its FY06 and FY07 General Fund appropriations net of the announced holdbacks of 10% and 5% respectively. FY05-07 payments for the Leon Guerrero Building debt service are on hold pending the Territorial Highway Fund's audit results.

- In May 2007 the University, DOA and the Bureau of Budget and Management Research (BBMR) agreed on a revised, realistic allotment and payment schedule. It has led to stable bi-weekly allotments and a series of catch-up payments. Demonstrating the success of this strategy, the University has since received payments that meet or exceed the agreed upon amounts, with two exceptions since June 2007. This is an important improvement.
- The University's FY07 appropriations were reduced by 8% mid-year under an amended budget law. Later that year with higher revenue projections in hand, the legislature restored the budget cuts in a show of support for higher education. However, as realized General Fund revenues were insufficient to fully fund the restored budget, BBMR later held back \$1.5 million (5%) from the University and other entities. The final result was the University received payments totaling approximately 95% of its original FY07 budget.
- FY08 was another competitive year for local government appropriation funding. The legislature appropriated \$1 million (4%) more for University general operations. Allotments have again been reduced by 5% for most government entities, including the University. As per University policy and following recommendations from the University Planning and Budget Advisory Committee (UPBAC), the President and Board approved a reapportioned FY08 budget in line with the expected funding (See Appendix IV). This budget supports the institution at current levels with highest priorities given to student learning in the classroom, new IT initiatives, and the second phase of faculty salary scale increases. A line item for support of assessment projects across the campus has been included.
- Since the University has now received its prior years' appropriations, the government is paying the FY08 allotments. The University and the government have mutually agreed to pay old obligations first in a still cash-constrained environment.
- The more frequent and systematic collaborations with the government are a positive change. In the short-term the University has benefited from advance notice and input into revenue forecasts, allotment payments, allotment holdbacks and budget submittals, allowing more effective financial management, budgeting and planning. In the longer-term the networking may bring more investment and funding, as the University's role in shaping island priorities and supporting public policy is valued and recognized. The government understands the impact of local financial and policy decisions on institutional stability and student learning. Government leaders see the University's potential to drive Guam's economic and social development.

Issue #1 Future Challenges and Plans

The Guam government has identified education, public health and safety as its three highest priorities. When it comes to funding, the priority for education has not translated into substantial further government investment in University growth initiatives. This situation and future allotment holdbacks appear likely to continue for some time, because revenue growth has not equaled the underfunded needs of government entities and critical health programs. Additionally, there are unmet pressures to set aside some of the revenue increases towards retiring the deficit, holding reserves, and investing in basic infrastructure for the military buildup. It is also clear that the government continues to have a problem with revenue collection and stability due to tax policies (under review).

As budgets and plans move forward into FY09 and beyond, the University's challenge will be to increase funding levels by delivering value. The trust and support built over the past year will assist in making the case to government leaders for further investment.

Issue #2: Right-sizing the institution in terms of what the budget can afford

Issue #2 Actions Taken

In consultation with the Board and its constituent councils, the University has taken several actions internally aimed at achieving financial stability, sustainability and evidence-based planning:

- Establishing the Institutional Improvement and Sustainability Task Force (IISTF):

IISTF is co-chaired by the three Vice Presidents. Its members include faculty, student, staff and administrative leaders. Its charter is to recommend permanent changes that strengthen academic quality and student learning, better align structures with strategic objectives, and position the University to sustain educational effectiveness in an environment of scarce resources. Prior to making its initial recommendations in June 2007, IISTF spent several months identifying six areas of focus tied to the *WASC Capacity and Preparatory Review Team Report*; analyzing data, best practices and benchmarks; and soliciting input from stakeholders and University councils. IISTF is currently developing a second round of recommendations.

- Applying lessons learned from FY06-08 plans, budgets and results on financial balance, stability and sustainability at an institution-wide strategic retreat:

The University held an institution-wide strategic planning and budget retreat in December 2007. Topics included: economic forecasts; government planning assumptions; progress on strategic goals; prior years' financial results; enrollment, tuition and appropriation revenue scenarios; strategic initiatives; and capital plans. For the first time a five-year financial model and assumptions were presented (See Appendix VII). Scenarios showed the impact of different assumptions. From the discussions and data, it became evident that the most realistic, near-term scenario was driven by the government funding assumption: steady-state or minimal growth appropriations with a high likelihood of allotment holdbacks in the \$1 million dollar range, the average for five of the last six years. Given this scenario, the University faces an annual \$6-7 million revenue gap (9-10% of consolidated revenues) in implementing its existing strategic initiatives.

Issue #2 Assessment of Impacts

Implementation of Institutional Improvement and Sustainability Task Force and strategic retreat recommendations has led to progress towards rightsizing the organization:

- The President and Board approved IISTF's initial recommendations in June 2007. They are now being implemented. Keeping educational effectiveness as the primary outcome, the recommendations also enable cost savings and resource reallocation from administrative de-layering and functional consolidation. The changes are being achieved within the University's current financial capacity. The recommendations being implemented include:
 - Make the three professional schools autonomous and responsive to student demands and workforce needs, disbanding the College of Professional Studies (done);

- Delegate authorities and decision-making to academic units (draft with IISTF);
 - Hire a much-needed institutional researcher who also coordinates assessment (candidates are being interviewed), and an administrator to support the growing number of grants and contracts in the area of graduate studies and sponsored programs (search committee appointed);
 - Reassess and analyze the undergraduate programs (number of students, credit hour production, faculty full-time equivalent, cost per student) and resources for better alignment with student demand (data produced);
 - Consolidate the management of entrepreneurial initiatives under a Professional and International Programs unit (done), which will also collaborate with the colleges in developing their revenue opportunities (ongoing); and
 - Require that new and existing entrepreneurial initiatives and auxiliary enterprises be driven by feasibility studies and business plans, and that business-oriented organizations be evaluated annually according to performance targets (ongoing).
- Based on the discussions with attendees at the strategic retreat and with IISTF and UPBAC, the University is evaluating its strategic initiatives, refining its strategic plan and assessing how it will balance its budgets for stability, sustainability and growth:
 - Previously, the University had prepared its budget to include all proposed initiatives, and then asked the legislature to fund the entire package. This year, the University has prepared and will present its FY09-10 budget requests to the legislature in two parts: 1) A no-growth base that is sufficiently balanced within existing funding levels to sustain academic quality, student learning and infrastructure support; and 2) Five growth and investment initiatives tied to University strategic goals and in support of public policy priorities. The University also has submitted a listing of capital improvement projects for purposes of long-term investment planning (See Appendix IV).
 - Based on the last five years of experience, the no-growth base budget will be funded by steady-state or minimal growth government appropriations (i.e., 3-4% increase for general operations as in FY08) that are supplemented by revenues from the previously BOR-approved 10% tuition rate increase.
 - Based upon UPBAC's recommendations, the University ranked five growth initiatives: i) Professional workforce development (nurses, educators, mental health personnel, environmentalists, accountants); ii) Information technology and technology-enhanced student learning; iii) Environmental, community, economic development; iv) Faculty salary scale adjustments nationally benchmarked for recruitment and retention; and v) Support for increased student enrollment. These will be presented as reasonably sized investment packages that will be undertaken as funding is available from legislative appropriation or other sources.

Issue #2 Future Challenges and Plans

- What has been a difficult issue internally is defining the "base": what's in and what's not. More analyses and discussions will continue as the FY09 budget appropriation becomes clearer. This approach indicates the University's determination to live within its means. The challenge is to reallocate and realign within the base in ways that accommodate student enrollment growth and program demand in a steady-state appropriations environment, as well as allow some room for strategic investment.

- Given the announced allotment holdbacks in FY08, the University will update its financial management plan and controls. Expenditure certification and cash management will be revised to incorporate a five-year average of holdbacks.
- Related to these efforts, IISTF is coordinating three overlapping initiatives, intending to have recommendations for campus discussions this semester:
 - An Educational Effectiveness Self Study (EESS) that will reflect the University's progress and commitment to educational effectiveness and student learning. It will be aligned with recommendations in the *WASC Capacity and Preparatory Review Team Report*. An updated Academic Strategic Plan with academic and program priorities tied to institutional strategic goals is a key deliverable.
 - A Revenue Generation & Entrepreneurial Opportunities initiative will collaboratively address increasing revenues from existing sources as well as new sources.
 - Driven by the two other initiatives, a Strategic Organizational and Financial Plan will address a sustainable, cost-effective baseline organization within available resources; new or enhanced revenue sources; and a balanced or better financial position that supports educational effectiveness.

Issue #3: Leveraging the University's Foundation and alumni capabilities, and engaging in more extensive and productive development efforts.

Issue #3 Actions Taken

The UOG Endowment Foundation, a private not-for-profit corporation with Directors including four University Board of Regent members and the President, has taken actions related to fundraising for capital projects and scholarships:

- Intensifying major gift fundraising for facilities, student scholarships, pledges for the annual fund drive/endowed gifts/planned gifts, and naming opportunities.
- Preparing for rollout of a new capital campaign, based on a strategic fundraising plan to be developed at a retreat planned for April 2008.
- Evaluating the productivity of its fundraising events and added several new development efforts.
- Becoming current on its financial audits and published accounts.

Leveraging alumni capabilities has been addressed by several actions:

- Visiting regional alumni chapters to renew their ties to the University.
- Updating and extending the alumni database.

Issue #3 Assessment of Impacts

These efforts have led to results in fundraising and scholarships (See Appendices V-VI):

- The Tan Sui-Lin family has given \$1 million for the benefit of the library. The gift will support an information literacy classroom as well as other programs and projects. The Felix Martinez Camacho & Antonia Garcia Camacho family and Personal Finance Center donated \$125 thousand in support of the Jesus and Eugenia Leon Guerrero School of Business and Public Administration Building. Mobil Oil Guam gave \$100 thousand for the Leon Guerrero Building and library.
- The James and Young Hee Ji family donated additional funds for scholarships to the \$500 thousand that they have donated over many years.

- In 2007 \$164 thousand was raised from 373 new individual donors and \$933 thousand from 65 new corporate donors.
- The Foundation has submitted a \$250 thousand grant to the Administration of Native American Grants for an entrepreneurial lecture and publication series.
- The Foundation and University boards are taking steps related to a capital campaign:
 - A building naming policy has been approved;
 - A price list of suggested donations for naming buildings, halls and classrooms has been approved;
 - A review of the University's Physical Master Plan has begun, linking facilities priorities with academic priorities and updating the costs of development.
- A quarterly newsletter, website and monthly appeals e-letter to the alumni and donor databases have recently been implemented.

Issue #3 Future Challenges and Plans

- Rollout of a capital campaign requires the Board and Foundation to follow through on the strategic fund raising retreat tentatively planned for April, produce a prioritized plan for various types of fund raising, and focus on reaching targets. The Foundation's capital campaign and annual plan will be reviewed with the new President.
- Endowed faculty and deanships and new scholarship donations are targeted for 2008.
- Guam Community College and the Guam Public School System have recently established foundations, which will provide competition to the UOG Foundation for the limited donor base on our small island.
- IISTF has proposed an alumni fundraising campaign in collaboration with the colleges and schools in 2008-09.
- In 2003, due to large withdrawals from the its land-grant endowment fund in 1999-2000, the University added a spending restriction to its Investment Policy. The policy requires that the fund reach an inflation-adjusted corpus before spending will be authorized. Strategic financial planning estimates that this will be in FY11-12. IISTF will develop proposals to revise the spending policy once that point is reached.

Issue #4: Evaluating various revenue-generating opportunities and creating an analysis and business case for each that will feed a comprehensive business plan.

Issue #4 Actions Taken

As previously noted, government appropriations to the University will likely be insufficient to implement existing strategic initiatives over the next few years unless new revenue sources are found, existing sources enhanced, and/or internal efficiencies and adjustments are implemented. Several actions begun in prior years have been made more effective. New actions have been initiated to address the gap and prioritize activities within the initiatives. These actions are part of the strategic financial assumptions and financial plans being developed (See Issue #2). The University has been:

- Implementing an integrated enrollment management strategy:
The Enrollment Management and Student Services (EMSS) Dean and the Integrated Marketing Communications Director have collaborated with academic administrators to enhance targeted enrollment management, marketing and imaging efforts. The first

Graduate Program Information Fair was held in December 2007, and drew over 70 potential applicants. The colleges and schools have been engaged in student recruitment, student advising, and retention, all key functions of an integrated, effective strategy. The University website has been revised, and web-based registration and payment have been implemented

- Continuing phased tuition increases of 10% per annum through 2010, as approved by the Board in 2005:

Even with the approved tuition increases, the University remains accessible, affordable and competitive. In AY07-08 UOG students paid 32% less for tuition and fees than the \$6,185 average of in-state students attending public universities (*Trends in College Pricing*, College Board, 2007).

- Implementing course fees and facilities usage fees, where need is demonstrated:

These fees supplement the government appropriation, supporting colleges' operating expenses and faculty development.

- Sustaining increases in federal financial aid and grants revenues and related indirect cost revenues:

The University is becoming a more competitive research and service institution in the region for bringing in outside monies and programs that benefit the community. Grants and contracts support a wide range of outreach programs to Guam's disabled and aging populations, partnerships to improve education, Chamorro language and culture preservation, coral reef studies, suicide and violence prevention, tax preparation for low income earners, and others.

- Improving the finances of auxiliary enterprises and entrepreneurial ventures through business plans and consolidated management:

Auxiliary and entrepreneurial enterprises had historically run deficits that were subsidized by the University's general operations. Successful efforts have been underway to fully implement business plans, build sales and revenues, turn surpluses and reduce carry-forward deficits.

- Seeking diversified funding sources for capital outlay needs:

In FY07 following a U.S. Supreme Court decision, the University lost a \$2 million capital outlay appropriation due to the cancellation of a planned bond refinancing. The University approached the Legislature, requesting participation in the revised bond financing, and the Governor's Office, requesting \$1.8 million of additional funding for capital improvement projects from federal Compact Impact monies (pending).

- Improving the collection of outstanding student receivables.

Issue #4 Assessment of Impacts

Except where noted, the results that follow are from audited FY06 financial statements, as compared to the prior year (See Appendix I). While the FY07 audit is not yet completed, the trends below continue (See Appendix III).

- University-generated revenues have grown from \$27 million (44%) of consolidated gross revenues in FY01 to \$45.7 million (62%) in FY06, a record level. This increase over a five-year period has primarily been driven by the increase in revenues from federal grants/contracts and tuition/fees/enrollment.

- Gross student tuition and fee revenues increased by \$1.3 million primarily due to increased enrollment and a 10% annual increase in tuition rates.
- Consolidated (Federal, local, private) grant and contract revenues increased by \$1.6 million (6% over prior year, 12% over six years) to \$25 million.
- Auxiliary enterprises revenues increased by \$145 thousand (7%). Costs are lower. Almost all have business plans and are now self-sustaining or turning a surplus.
- After a review of business plans and performance results, the University took action in 2007 to close several ventures or warn managers that were underperforming or had not met objectives. Funds were reallocate to those showing more promise.
- The legislature appropriated an additional \$315 thousand in FY08 for renovations to the nursing building from a revised bond refinancing.
- The Governor has submitted \$562 thousand of the University's capital improvement projects to the US Department of Interior for priority FY09 federal funding. The University has previously received \$1.1 million from this source, and projects have been underway since 2007.
- Collections of outstanding student receivables reached new highs, increasing by \$165 thousand (25%) in FY06. Collections procedures for credit bureau reporting, collections from co-signers, court judgments and tax refund offsets are being updated.

Issue #4 Future Challenges and Plans

- Total student headcount has increased at an average rate of 3% per annum (Fall semester figures) over the last three years, despite annual 10% tuition increases (See Appendix VIII). The 3,282 student headcount in 2007 was the highest enrollment since 2001. There was a leveling off during Spring 2008. The University plans to focus on student retention.
- The University was awarded low-risk auditee status for federal grants and contracts in the FY06 audit for the second consecutive year. To retain this status, the University must make a strong case to local policymakers for funding the infrastructure required for continued support of its 82 federal grants and for future grants.

Issue #5: Promoting collaboration among the colleges in developing self-support operations to improve opportunities for faculty to earn additional pay and for the colleges themselves to generate additional revenue

Issue #5 Actions Taken

The University has encouraged the colleges, schools and research units to develop partnerships, contractual relationships and other forms of collaboration by allowing net revenue earned from the contracts to remain with the unit for discretionary use within approved budgets. The newly negotiated, five-year Faculty Union Agreement and the Comprehensive Faculty Evaluation System (CFES) allow faculty to be recognized and earn outside income from consulting and research activities within Board policy. The University supports these efforts in several ways:

- Providing infrastructure and administrative support for ongoing entrepreneurial efforts, such as:

- The Water and Environmental Research Institute (WERI) has developed a niche to offer water analysis, watershed research and GIS services under contract to the local government and industry.
- The School of Business and Public Administration (SBPA) partners with a Japanese accounting firm in offering accounting courses for their students with a bachelor's degree who are interested in obtaining a U.S. CPA certification.
- Providing infrastructure and administrative support for new entrepreneurial initiatives, such as:
 - The Micronesian Area Research Center has developed a business plan and is increasing its faculty resources and industry partnerships to offer archaeological services related to the military buildup on island.
 - The College of Natural and Applied Sciences has developed a business plan and partnered with a Taiwanese firm in supplying and marketing pathogen-free shrimp.
 - The School of Education has introduced an alternative teacher certification track.
- Supporting collaborative efforts, such as:
 - The Center for Excellence in Developmental Disabilities, Education, Research and Service (CEDDERS) has partnered with government health agencies on federal grants and subcontracts. In collaboration with the colleges and schools CEDDERS offers contracts to faculty for services related to its grants.
 - The NIH-funded U-56 Cancer Center partnership grant with the Cancer Research Center of Hawaii has mentored faculty from several schools and colleges to develop projects that address health and cancer disparities in Guam in partnership with the Department of Health and Social Services.
 - The College of Liberal Arts and Social Sciences provides technical assistance to the Guam Preservation Trust and government museum archives. The college also participates with the Guam Department of Mental Health and Substance Abuse on suicide prevention and mental health planning.
 - Continuing education utilizes many University faculty and staff to offer courses.
 - The University contracts faculty with appropriate expertise for planning, assessment support, development of policy and procedures and others.

Issue #5 Assessment of Impacts

- In FY06 revenues from private grants and contracts, educational sales/services and miscellaneous increased by \$500 thousand (13%).
- Faculty have opportunities to supplement their salaries and to travel through research and service initiatives. The community and University also benefit from their expertise.

Issue #5 Future Challenges and Plans

- While faculty have more opportunity to earn additional monies, some may not have the time or skills. Workshops designed to enhance faculty knowledge and skills for research collaboration and entrepreneurial activity will be suggested topics for the 2009 Faculty Development Day.
- Following a study, two faculty salary scale adjustments totaling about 7% were implemented in January 2007 and 2008. The study demonstrated that University

faculty salaries were 7-24% below national benchmarks (CUPA 2006), depending upon rank and discipline. Further phased increases are planned over the next two fiscal years, subject to availability of funds. This is one of the growth and investment initiatives identified in Issue #2 and presented to the legislature for FY09 funding.

- The planned military buildup on Guam will offer tremendous opportunities for skilled professionals and experts at the University.

4. CONCLUDING STATEMENT

The University is financially more stable at this date compared to January 2007, when the Capacity and Preparatory Review Team visited. At that time the institution was receiving only 50% of its FY07 allotment payments, attempting to collect government appropriation receivables that went back to 2005, and facing an 8% mid-year reduction in its budgeted appropriations.

The University's financial position remains a significant challenge, as the government's carry-forward deficit and current structural deficit have resulted in the continuing threat of allotment holdbacks, slow or missed allotment payments, and the likelihood of steady-state or minimal growth appropriations for the next few years.

Nevertheless, the University has made significant progress in responding to the financial issues raised by the WASC team. The University has received 100% of its General Fund appropriations receivable from FY06 and FY07, stable bi-weekly allotment payments, and a 4% higher FY08 appropriation through planning and close consultation with the government. University generated revenues and enrollment have increased. Daily cash balances have increased. University leaders are meeting regularly with the governor and legislature. IISTF is consultatively developing further recommendations to strengthen educational effectiveness and position the University for a sustainable future. The CMTF Education Sub-Committee, under the University's leadership, is projecting longer-term educational needs at all levels. Administrators, faculty and staff have responded collaboratively in developing and implementing financial management controls and processes that protect academic quality and student learning. The University community has begun to re-assess its needs and plans based on priorities, developed a "no-growth base" that maintains capacity to demonstrate educational effectiveness within the resources available, and put forward initiatives for future growth and investment tied to public policy priorities.

Despite the challenging financial conditions, the University is collaboratively building support for its core mission, and is focused on demonstrating student learning outcomes and providing evidence of educational effectiveness. We are a stronger, wiser and leaner institution than we were 14 months ago.

The University looks forward to welcoming its tenth president in 2008. The new president will lead a University community with experience in assessment, committed to our mission, and strong enough to flourish given the vagaries of our island economy.

5. REQUIRED DOCUMENTATION

Appendices follow, as requested in the *WASC Financial Report Format* document.

Appendix I: FY06 Financial Statements Audit

Appendix II:

- a) FY08 Year-to-Date Consolidated Financial Statements
- b) FY08 General Operations Budget and Year-End Projections

UNIVERSITY OF GUAM
 Consolidated Statement of Revenues, Expenses, and Changes in Net Assets **(Unaudited)**
 Fiscal Year to Date Ending December 31, 2007
 (With Comparative Figures for Fiscal Year to Date Ending December 31, 2006)

REVENUES	FYTD 2008	FYTD 2007
Operating Revenues	10/01 - 12/31/07	10/01 - 12/31/06
Student tuition and fees	\$ 4,766,068	\$ 4,187,641
Scholarship discounts/allowance	(1,590,064)	(1,592,724)
Federal grants/contracts	4,486,334	5,035,495
State(GovGuam) grants & contracts	43,189	9,485
Non government grants & contracts	481,649	519,434
Sales & services of education dept	162,908	133,606
Auxiliary enterprises:	120,940	108,367
Other revenues	524,690	651,715
Total operating revenues	8,995,714	9,050,019
 Operating Expenses		
Educational and general:		
Instruction	4,094,477	3,909,028
Research	1,603,483	1,793,542
Public service	1,150,231	1,279,640
Academic support	1,459,400	1,347,692
Student services	800,900	1,093,326
Institutional support	1,559,856	1,784,992
Operations and maintenance plant	1,012,765	1,339,208
Depreciation	621,921	627,476
Scholarships & fellowships	2,300,924	3,768,619
Auxiliary enterprises:	270,054	279,339
Total operating expenses	14,874,011	17,222,862
Operating income (loss).	(5,878,297)	(8,172,843)
 NONOPERATING REVENUES (EXPENSES)		
State (GovGuam) appropriations	8,300,658	8,463,931
Investment income (net of expense)	(171,952)	676,325
Interest on capital assets-debt related	(230,897)	(230,897)
Expended for plant facilities-net	(89,411)	(34,614)
Debt service-DOA bond	(506,911)	(506,865)
Transfers-Agencies – net	0	0
Total other revenues/expenses	(596,322)	(541,479)
Increase in net assets	1,423,190	195,037
 NET ASSETS		
Net assets-beginning of period	87,523,795	86,204,082
Net assets-end of period	\$ 88,946,985	\$ 86,339,119

FY08 General Operations Budget and Year-end Projections

	A FY2008 Board Approved Res# 07-44 Reapportioned Budget	B FY2008 Prorated Reapportioned Budget	C FY2008 Actual Reapportioned Budget	D=C-B Variance Actual to Budget	E Forecast (less 5%) Jan-Sept	F=C+E Total Actual + Forecast
Revenues						
Appropriation Request for General Operations	28,123,707	7,030,927	7,030,927	0	19,686,595	26,717,522
UOG Higher Education Endowment Fund (Tobacco Fund)	232,426	58,107	0	(58,107)	232,426	232,426
Appropriation Request for YEC	1,314,696	219,116	219,116	0	1,029,845	1,248,961
YEC Collections	125,000	31,250	47,141	15,891	77,859	125,000
Tuition Fund Projected Net Revenue	7,776,096	2,414,636	2,439,097	24,461	5,321,898	7,760,995
Federal Matching Funds	1,508,000	377,000	377,000	0	1,131,000	1,508,000
PIP Net Revenue (transfer)	200,000	50,000	0	(50,000)	200,000	200,000
IAI Net Revenue (transfer)	50,000	12,500	11,381	(1,119)	41,709	53,090
Total Revenues	39,329,925	10,193,535	10,124,662	(68,874)	27,721,332	37,845,994
Expenses						
Total Personnel Expenses	(30,116,240)	(7,529,060)	(6,522,279)	1,006,781	(22,217,957)	(28,740,236)
Operating (Non-personnel) Expenses						
Contracts	(2,843,827)	(1,203,957)	(1,224,578)	(20,621)	(1,619,249)	(2,788,827)
Supplies	(513,949)	(128,487)	(85,361)	43,126	(428,588)	(513,949)
Equipment	(125,328)	(31,332)	(46,815)	(15,483)	(78,513)	(125,328)
Miscellaneous (includes accreditation expenditures)	(164,573)	(41,143)	(37,903)	3,240	(126,669)	(164,573)
Utilities	(3,299,250)	(824,813)	(856,732)	(31,920)	(2,673,952)	(3,530,684)
Library & related IT	(445,525)	(111,381)	(11,369)	100,012	(434,156)	(445,525)
Capital Outlay for repair and maintenance	(525,000)	(131,250)	(74,800)	56,450	(450,200)	(525,000)
Subtotal Operating (Non-personnel) Expenses	(7,917,452)	(2,472,363)	(2,337,559)	134,804	(5,811,326)	(8,093,885)
Subtotal General Operations Expenses before YEC & IT Initiatives	<u>(38,033,692)</u>	<u>(10,001,423)</u>	<u>(8,859,838)</u>	<u>1,141,584</u>	<u>(28,029,283)</u>	<u>(36,834,121)</u>
IT Initiatives	(372,300)	(93,075)	(74,010)	19,065	(271,290)	(345,300)
IISTF Savings	515,763	128,941				
Yamashita Educator Corps (YEC)	(1,439,696)	(359,924)	(502,559)	(142,635)	(871,402)	(1,373,961)
Total General Operations Expenses with YEC & IT Initiatives	(39,329,925)	(10,325,481)	(9,436,407)	1,018,015	(29,171,975)	(38,553,382)
Surplus (Deficit)	0	(131,946)	688,255	949,141	(1,450,643)	(707,389)

Note 1

Personnel Expenses forecast	
Include filled positions as of 1/18/08 and faculty pay adjustment eff 1/21/08	20,997,014
Vacant positions resulting from turnover (50%)	321,908
Vacancy listing - positions unfilled to date (50%)	401,305
Other Personnel cost for balance of FY	497,730
Total	22,217,957

Appendix III: FY07 Consolidated Financial Statements (unaudited)

UNIVERSITY OF GUAM
 Consolidated Statement of Net Assets
 September 30, 2007
 (With Comparative figures for 2006)

ASSETS	Unaudited	Audited
	FY 2007	FY 2006
Current Assets		
Cash & cash equivalents	\$ 3,320,296	\$ 4,600,872
Short term investments	115,332	111,643
Due from GovGuam	9,304,754	3,350,000
Acct/Note receivable-tuition net	3,203,890	2,759,869
Acct receivable others	1,314,550	1,187,500
Accounts receivable-grants/contracts	1,911,294	1,131,511
Inventories	521,466	614,431
Other current assets	1,028,631	559,718
Total current assets	20,720,213	14,315,544
Non Current Assets		
Restricted cash & cash equivalents	2,480,371	3,795,261
Long term investments, endowment	16,439,219	14,489,534
Construction in progress	232,049	0
Capital assets, net	72,439,223	73,404,534
Total non current assets	91,590,862	91,689,329
Total assets	\$112,311,075	\$106,004,873
 LIABILITIES		
Current Liabilities		
Accounts payable, short term debt & accrued liabilities	\$ 3,827,090	\$ 4,892,367
Accounts payable FGIA/contracts	282,289	0
Deferred revenue	5,496,151	4,301,124
Total current liabilities	9,605,530	9,193,491
Non current Liabilities		
Deposits-agency	173,774	1,583,892
Long term notes/bonds payable	13,524,174	10,864,519
Long term liabilities/accrued leave	2,803,515	1,646,862
Total non current liabilities	16,501,463	14,095,273
Total liabilities	26,106,993	23,288,764
 NET ASSETS:		
Invested in capital assets, net of related debts	59,130,442	62,389,854
Restricted		
Nonexpendable:	4,905,446	5,015,944
Expendable	7,312,627	7,736,139
Unrestricted	14,855,569	7,574,172
Total net assets	86,204,082	82,716,109
Total liabilities & net assets	\$112,311,075	\$106,004,873

UNIVERSITY OF GUAM

Consolidated Statement of Revenues, Expenses, and Changes in Net Assets

Year ended September 30, 2007
(With Comparative Figures for 2006)

REVENUES	Unaudited	Audited
Operating Revenues	FY 2007	FY 2006
Student tuition and fees	\$ 14,998,558	\$ 12,958,734
Scholarship discounts/allowance	(6,170,365)	(4,931,545)
Federal grants/contracts	25,268,268	24,834,075
State (GovGuam) grants & contracts	169,016	525,087
Non-government. grants & contracts	629,093	717,454
Sales & services of education dept	531,940	501,237
Auxiliary enterprises:	2,448,663	2,225,286
FEMA disaster recoveries		18,727
Other revenues	3,055,789	3,042,424
Total operating revenues	40,930,962	39,891,479
 OPERATING EXPENSES		
Educational and general:		
Instruction	16,679,873	16,834,230
Research	8,888,369	9,673,858
Public service	6,468,006	6,278,184
Academic support	6,828,079	6,796,839
Student services	4,439,329	3,689,970
Institutional support	5,832,625	4,760,240
Operations and maintenance plant	6,171,280	5,359,090
Depreciation	2,487,685	2,241,174
Scholarships & fellowships	9,139,499	7,531,803
Auxiliary enterprises:	2,232,050	2,373,044
Total operating expenses	69,166,795	65,538,432
Operating income (loss).	(28,235,833)	(25,646,953)
 NONOPERATING REVENUES (EXPENSES)		
State (GovGuam) appropriations	30,631,158	26,961,338
Investment income (net of expense)	2,133,354	857,761
Interest on capital assets-debt related	(576,523)	(157,390)
Debt service-DOA bond	(2,027,697)	(2,027,302)
Transfers-Agencies – net	2,600	600,000
Net other revenues/expenses	30,162,892	26,234,407
Increase in net assets	1,927,059	587,455
NET ASSETS		
Net assets-beginning of year	82,716,109	82,128,655
Adjustment to net assets-beginning		
Yamashita Educators Corps transfer to UOG per PL 28-150	1,889,586	
GovGuam allotment control	(328,672)	
Net assets-end of year	\$ 86,204,082	\$ 82,716,109

Appendix IV: FY08-10 Budgets and Key Assumptions



UNIVERSITY OF GUAM
UNIBETSEDĀT GUAHAN

President's Office

February 27, 2008

The Honorable Senator Mark Forbes
Speaker & Chair, Education, General and Omnibus Matters Committee
I Mina'Bente Nuebi Na Liheslaturan Guåhan
Hagåtña, Guam 96910

The Honorable Senator Edward J.B. Calvo
Chair, Finance, Taxation, Commerce & Economic Development Committee
Office of Finance and Budget
I Mina'Bente Nuebi Na Liheslaturan Guåhan
Hagåtña, Guam 96910

The Honorable Senator Judith T. Won Pat
Majority Leader and Vice Chair, Education, General and Omnibus Matters Committee
I Mina'Bente Nuebi Na Liheslaturan Guåhan
Hagåtña, Guam 96910

Re: University of Guam FY 2009 Budgets and Related Appropriation Requests

Dear Speaker Forbes, Senator Calvo and Senator Won Pat:

Buenas yan Hafa Adai. On behalf of the University of Guam's Board of Regents, students, faculty, staff and administrators, thank you for the \$1 million increase in our FY'08 appropriations. Our University is stronger and better able to serve our communities as a result of that decision. We again request your support for our FY'09 budgets. We can and will do more.

At their meeting of February 21, 2008, the Regents unanimously approved the following budget resolutions attached hereto:

- Resolution No. 08-09 relative to the FY'09 Student Financial Aid Program (SFAP); and
- Resolution No. 08-10 relative to the FY'09 General Operations Budget (including the Yamashita Educator Corps (YEC) and continuing special appropriation requests).

FY09 APPROPRIATION REQUESTS

The University respectfully submits the following FY'09 appropriation requests:

- (1) \$34,182,526 for general operations (i.e., \$29.3M for a no-growth base plus \$4.9 million for five growth initiatives)
- (2) \$3,714,368 for SFAP and \$1,952,549 for YEC
- (3) \$643,148 of continuing special appropriations, as previously funded.

In addition, the University submits \$40,730,000 as a planning figure for further discussion about long-term capital investment.

THE UNIVERSITY'S FINANCIAL POSITION

As we present these FY09 appropriation requests, the most significant issue facing the University is the provision of stable, sustainable funding. In January 2007 a WASC Capacity and Preparatory Review Team visited the University, examining our ability and preparedness to demonstrate educational effectiveness. At that time the institution was at risk, receiving only 50% of its allotment payments, attempting to collect government appropriation receivables that went back to 2005, and facing an 8% mid-year reduction in its budgeted appropriations. After reviewing the recommendations of the visiting team, the WASC Senior Commission stated in its report of July 13, 2007:

“Clearly overshadowing all other institutional capacity issues facing the University is the ongoing and seemingly never ending issue of finance. The institution is once again facing a severe financial crisis as a result of the territorial government's failure to allocate the appropriated dollars to the campus on a timely basis. As a result, the University is required to undertake extraordinary cash management practices in order to assure that it can meet its payroll and pay its vendors. The 2007 visiting team, as visiting teams before it, urged that concentrated attention be given to attempting to achieve financial stability in the face of annual territorial budgetary uncertainty.”

The report recommended that the University work in collaboration with the Legislature and Governor to find financial stability and sustainability, right-size the institution in terms of what the budget can afford, and develop revenue generating initiatives.

THE UNIVERSITY'S RESPONSE

Since the July 2007 report, progress has been made in responding to the issues raised by WASC. Working and planning ahead with DOA and BBMR, the University has received relatively stable bi-weekly allotment payments and 100% of our General Fund appropriations receivable from FY06 and FY07² have been paid. University generated revenues are up. The Legislature appropriated \$1 million (4%) more for our FY08 General Operations Budget. University leaders are meeting collaboratively with the Legislature, Governor's Office and Civilian Military Task Force to address educational plans and needs.

The University community has also held an institution-wide strategic retreat to address our financial situation. The retreat included our Board, students, administrators, faculty and staff. Given the economic data and our financial history, we developed a set of scenarios and assumptions that enabled us to re-assess our plans and appropriation requests based on our priorities for student learning and educational effectiveness.

THE UNIVERSITY'S APPROPRIATION REQUEST: GENERAL OPERATIONS

² Since the University has received the prior years' receivables, FY08 allotment payments are now being paid. It is important to state that the University, DOA and BBMR mutually agreed to pay older obligations first in a still cash-constrained environment. Also, FY05-07 payments for the Jesus and Eugenia Leon Guerrero Building debt service to USDA are on hold pending the Territorial Highway Fund's audit results.

Based on the WASC report recommendations and discussions at the strategic retreat, the University is evaluating our strategic initiatives and assessing how we will balance the budget for stability, sustainability and growth. In the past several years, we have prepared our budget by including all proposed initiatives, and then asked the Legislature to fund the total package. This year following the retreat, we have developed a FY'09 General Operations Budget, which has an appropriation request totaling \$34.2 million. We present our request in two-parts:

(1) A No-Growth Base:

The University requests \$29.3 million for a "no-growth base". This is an additional \$1 million (4%) more than last year's appropriation. This request is marginally sufficient to sustain academic quality, student learning and infrastructure support. A \$29.3 million "base" appropriation enables the University to deliver existing program offerings to our current students, support the current levels of federal grants and programs, and carry out our basic mission without substantive growth. The \$1 million appropriation increase requested as part of the no-growth base, when supplemented by revenues from the BOR-approved 10% tuition rate increase, is necessary to fund sizeable utility rate increases, higher retirement contributions, normal merit increases, high priority positions to address deficiencies identified by WASC, and needed renovations to our information technology (IT) and facilities.

(2) Five Growth and Investment Initiatives:

The University has the potential, but not the funding in its no-growth base appropriation, to drive the island's economic and social development. In addition through its participation in the Civilian Military Task Force, the University understands and requests funding for medium-and-longer-term educational infrastructure needs and investments (including degree programs, personnel, facilities, partnerships) that will be required in support of the military build-up. With funding, we can achieve these public policy objectives.

In addition to the \$29.3 million for the "base", we request a further \$4.9 million for five growth initiatives in support of high priority public policies. In order these are:

- i) \$1.4 million for professional workforce development to train nurses, educators, mental health personnel, environmentalists and accountants. Without the additional funds, we are at our limit to train more of these professionals.
- ii) \$1 million for information technology (IT) and technology-enhanced student learning needed so as not to fall further behind the technology changes that are a must to stay competitive and succeed in today's world. Right now, the University does not even have the IT infrastructure to continue 24x7 operations (also utilized by the government), backup systems, or provide students and faculty with effective internet access.
- iii) Environmental, community and economic development. The University will fund this initiative in FY09 through its own grant and contract revenue generation. However, we need sufficient "base" funding to generate and support these grants.
- iv) \$1.5 million for phased faculty salary adjustments that have been nationally benchmarked to recruit and retain the best minds to help drive Guam's economic and social development.

- v) \$1.5 million to support increased student enrollment. With much difficulty, the University has so far absorbed the average 3% annual growth over the past several years. We have 3,282 students, the highest since 2001. The University is showing the strains. Our academic, IT and physical infrastructure is wasting away, because there are insufficient funds for replacement, renovation and repair. For example we have had to turn students away from classes, because we have not had money to repair the air conditioning in our large Lecture Hall or protect it from the frequent power surges. Without additional funding, we will be unable to admit additional students in high demand programs and to provide sufficient courses for students to graduate in a timely manner. The University is already experiencing a leveling off of enrollment growth this semester, because our students are directly impacted by these problems. The requested increase will provide the academic quality, student learning and infrastructure needed for high quality educational effectiveness, as we grow in response to student demand.

The University presents the above five growth initiatives as reasonably sized investments that will be undertaken as funding is available.

THE UNIVERSITY'S APPROPRIATION REQUEST: STUDENT FINANCIAL AID (YEC AND SFAP)

(1) Student Financial Aid Program (SFAP):

The University requests a \$3.7 million SFAP appropriation for financial aid programs that will fund 481 students within legal mandates and policies. This request is \$1.2 million more than that appropriated last year. \$585,000 from collections that are circulated back into the program will supplement this appropriation. With this funding higher education becomes accessible and affordable for more students. This funding will help students become the community and government leaders, nurses, health professionals, business managers, public servants and others who will be needed for the future. Most of this funding and these students stay on Guam. With a rollover budget only 367 scholarships will be available and there will be the need to limit credit hours and replacement awards. Three BOR-approved programs will be either severely limited or not funded. These awards are for our best academically performing students (regents scholarship), in support of our military (ROTC scholarships) and our world-class Marine Laboratory (graduate scholarships).

(2) Dr. Antonio C. Yamashita Educator Corps Program (YEC):

The University is requesting \$1.9 million for YEC that will fund 150 undergraduate scholarships for new certified teachers, 20 graduate scholarships for Guidance Counselors & Administrators, and 100 scholarships for current teachers to maintain certification. \$125,000 from collections that are circulated back into the program will supplement this appropriation. This amount reflects about a 34% increase in scholarships available for certified personnel committed to the Guam Public School System. With a rollover budget only 100 scholarships will be available and recertification program will not be funded.

THE UNIVERSITY'S APPROPRIATION REQUEST: SPECIAL APPROPRIATIONS

The University is requesting \$643,148 of special appropriations. This request is the same as last year. Included are: \$204,200 for the Water & Environmental Research Institute (WERI) Hydrological Survey; \$173,948 for the WERI Comprehensive Water Monitoring Program; \$140,000 for the Aquaculture Development and Training Center Hatchery; and \$125,000 for the Northern and Southern Soil and Water Conservation Programs. These are special projects that address unique community needs using specialized University expertise. All have a good record of results. They have all been requested and supported by the Legislature for years.

THE UNIVERSITY'S LONG-TERM INVESTMENTS: CAPITAL IMPROVEMENT PROJECTS

The University submits \$40.7 million as a planning figure for capital improvement projects (CIP) including academic needs for long-term investment. The University has identified key capital investments from its Physical Master Plan and recently identified needs that provide the necessary educational capacity for Guam's social and economic development. The Board of Regents will review these facility and infrastructure needs in March 2008 to establish priorities and update the plan. Included are: \$8.4 million for a new Student Center; \$7.3 million for a Nursing extension to the Health Science Building; \$10.3 million for the Center for Excellence in Developmental Disabilities, Education, Research and Service (CEDDERS) Building; \$1.0 million for a 2nd Floor Extension to the MARC building for archiving and preserving Guam's history; \$3.2 million for renovation of the Fine Arts Building; \$5.0 million for a Fine Arts Building Extension; \$1.5 million for the Marine Lab; and \$4 million for the Unified Digital Campus Project, which will provide hardware, software and implementation of an integrated student, financial aid, finance, human resources and development system.

CONCLUDING STATEMENT

There are four key points to emphasize in closing.

First, the University needs \$29.3 million for a sustainable, no-growth base in order to deliver its basic mission and demonstrate educational effectiveness when the WASC accreditation team arrives in Spring 2009.

We have done our best to use the appropriation for General Operations wisely, leveraging it to obtain grants and contracts and supplementing it with University-generated revenues as far as we can. We are now at our limit. The University has shown over the years that an additional \$1 million (4%) appropriation will be spent responsibly.

Second, the University can and will do more, given additional funding for specific growth investments.

With an additional investment of \$4.9 million in growth initiatives the University will help drive the highest priority public policies that are critical to Guam's economic and social development and support the educational infrastructure needs associated with the military buildup.

Third, the University is an open admissions institution that is recognized for providing high quality, accessible and affordable education for the people of Guam.

With an investment of \$3.7 million in SFAP and \$1.9 million in YEC this will remain true for our best and brightest students.

Fourth, the University has renowned research institutes that are providing critical expertise for the community's unique water quality, conservation and ecological needs.

With a continuing investment of \$0.6 million, WERI, the GADTC hatchery and the soil and water conservation programs will be able to build upon the databases and programs that have proven themselves successful.

The University of Guam recognizes and thanks the members of *I Mina'Bente Nuebi Na Liheslaturan Guåhan* and the people of Guam for past and continuing support of our island's land grant university and students. We are a reflection of your continuing efforts on our behalf. *Si Yu'os Ma'ase'.*

Sincerely,

Helen J.D. Whippy, Ph.D.
Interim President

cc: The Honorable Felix P. Camacho, Governor of Guam
Members of *I Mina'Bente Nuebi Na Liheslaturan Guåhan*
Board of Regents, University of Guam

Enclosures: 1) FY09 University of Guam General Operations Budget and Related Appropriation Requests (General Operations including YEC and Special Appropriations)
2) FY09 Student Financial Aid Program budget and Appropriation Request

A. General Operations Budget		FY2008	FY2009	FY2010
		Board Approved Res# 07-44	Board Approved Res# 08-10	First Pass
SUMMARY OF GENERAL OPERATIONS BUDGET		Budget Reapportion	Budget Request	Budget Request
	Revenues	\$ 39,329,925	\$ 47,537,060	\$ 52,223,660
	Expenses	(39,329,925)	(47,537,060)	(52,223,660)
	Balance	\$ 0	\$ (0)	\$ (0)
Revenues				
	Appropriation Request for No Growth base	\$ 28,123,707	\$ 29,272,013	\$ 32,036,551
	Appropriation Request for Growth Initiatives		\$ 4,910,513	\$ 4,910,513
	UOG Higher Education Endowment Fund (Tobacco Fund)	232,426		
	Subtotal Appropriation request for Gen Ops (excl YEC)	28,356,133	\$ 34,182,526	\$ 36,947,064
	Appropriation Request for Yamasita Educator Corp (YEC)	1,314,696	1,952,549	2,077,549
	YEC Collections (transfer)	125,000	125,000	125,000
	Tuition Fund Projected Net Revenue	7,776,096	9,475,985	11,273,047
	Federal Matching Funds	1,508,000	1,508,000	1,508,000
	PIP Net Revenue (transfer)	200,000	200,000	200,000
	IAI Net Revenue (transfer)	50,000	93,000	93,000
	Total Revenues	\$ 39,329,925	\$ 47,537,060	\$ 52,223,660
Expenses				
	Personnel Expenses			
	Existing Personnel	\$ (28,305,139)	\$ (28,498,006)	\$ (31,004,010)
	Salary Increments (FY09)	(200,000)	(200,000)	(200,000)
	Other Personnel Cost	(470,189)	(667,189)	(667,189)
	Vacant Positions-Replacements		(601,263)	(601,263)
	Subtotal	(28,975,328)	(29,966,458)	(32,472,462)
	Vacant Positions-Priority Positions	(1,140,911)	(876,292)	(876,292)
	Total Personnel Expenses - no growth base	\$ (30,116,240)	\$ (30,842,750)	\$ (33,348,754)
	Operating (Non-personnel) Expenses			
	Contracts	\$ (3,096,127)	\$ (3,127,850)	\$ (3,277,861)
	Supplies	(513,949)	(562,104)	(660,733)
	Equipment	(175,328)	(146,030)	(279,451)
	Accreditation		(67,200)	(133,370)
	Miscellaneous	(164,573)	(46,611)	
	Utilities	(3,299,250)	(3,836,573)	(4,220,231)
	Library & related IT	(515,525)	(515,525)	(656,355)
	Academic CIP		(200,000)	(200,000)
	Capital Outlay for repair and maintenance	(525,000)	(800,000)	(1,397,000)
	Subtotal Operating (Non-personnel) Expenses	(8,289,752)	(9,301,893)	(10,825,001)
	Subtotal General Operations Expenses before YEC & Initiatives	\$ (38,405,992)	\$ (40,144,643)	\$ (44,173,755)
	Professional Workforce Development		(1,350,224)	\$ (1,350,224)
	Information Technology & Tech Enhanced Student Learning		(988,547)	\$ (988,547)
	Faculty Salary Adjustments		(1,508,574)	\$ (2,041,062)
	Enrollment Growth		(1,467,523)	\$ (1,467,523)
	IISTF Savings	515,763		
	YEC Awards and Expenditures	(1,439,696)	\$ (2,077,549)	\$ (2,202,549)
	Total General Operations Expenses with YEC & IT Initiatives	\$ (39,329,925)	\$ (47,537,060)	\$ (52,223,660)
	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 Programs	125,000	125,000	125,000
	Total Special Appropriations	\$ 643,148	\$ 643,148	\$ 643,148
C. Capital Outlay: Long-Term Capital Investment			\$ 40,730,000	

**Key Assumptions by Unit
FY09 Baseline and Growth Initiatives**

General Operations Detail	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	2009	
	Vacant FTE	Vacant (\$) Positions	Filled FTE	PERSONNEL	CONTRACTS	SUPPLIES	EQUIP	MISC EXP	UTILITIES	CAPITAL OUTLAY	TOTALS	%	
EXECUTIVE OFFICES													
President's Office			6	814,877	294,837	5,984	0				915,278	2.28%	
EEO (includes ADA services)			2	124,127	35,000	1,000	10,000	500			170,627	0.43%	
Legal Counsel			2	178,834	6,000	1,200					185,834	0.46%	
Executive Office Expenses	0	0	10	917,438	335,637	8,164	10,000	500	-	-	1,271,739	3.17%	
ACADEMIC AND STUDENT AFFAIRS													
Senior Vice President's Office	1	104,000	5	318,832	94,200	15,000	4,000	30,000			461,832	1.15%	
Assessment					100,000						100,000	0.25%	
Faculty Senate			1	21,872							21,872	0.05%	
CEDDERS			1	177,355							177,355	0.44%	
Graduate Studies/OSP	2	188,340	11	37,813	6,600	1,980	4,000				50,393	0.13%	
Micro Area Res Center (ML, Cham Lang & Culture)	2	101,340	11	927,857	21,950	2,381	0		5,000		957,188	2.38%	
Marine Lab	1	27,806	13	880,942	9,880	0					890,822	2.47%	
Water and Environmental Research Institute	1	72,703	9	683,062		553					683,615	1.70%	
Computer Center	3	146,689	12	724,525	473,000	15,341	3,000				1,215,866	3.03%	
College of Natural and Applied Sciences (note 1)	7	344,423	85.5	6,876,234	58,823	28,492	9,750	5,250			6,778,548	16.89%	
College of Liberal Arts and Social Sciences	7	417,988	66	4,865,370	68,000	20,000	2,702	10,521			5,066,593	12.62%	
School of Business and Public Administration	7	462,738	25	1,952,290	17,000	10,000		33,700			2,012,990	5.01%	
School of Education	5	278,281	29	2,069,808	54,000	12,800	15,000	6,000			2,157,406	5.37%	
School of Education (accreditation)								3,500			3,500	0.01%	
School of Nursing (note 1)	6	304,303	12	770,507	75,000	12,800	1,000				859,307	2.14%	
UOG Library	1	80,748	26	1,554,726	199,000	16,320	22,079			370,525	2,162,650	5.39%	
Enrollment Management & Student Services-Dean	1	36,400	3	204,232	8,000	1,250		600			214,082	0.53%	
Career Placement			1	71,258	4,000	1,000	1,500				77,758	0.19%	
Student Counseling			3	244,318	1,500	1,500	2,500	250			250,068	0.62%	
Student Life Office			1	85,056	2,000	1,000	500	200			88,756	0.22%	
Admissions and Records	3	97,438	11	473,882	15,000	4,875	0	200			493,757	1.23%	
Student Health			1	89,025	6,000	325					95,350	0.24%	
Financial Aid Office	2	102,814	7	351,411	1,500	1,250	0	400			354,561	0.88%	
Academic and Student Affairs Expenses	49	2,746,008	323	23,379,572	1,215,453	146,867	66,031	90,621	-	375,525	25,274,069	62.96%	
UNIVERSITY & COMMUNITY ENGAGEMENT													
Vice President's Office			3	332,012	14,000	1,573	0				347,585	0.87%	
UCE Expenses	0	0	3	332,012	14,000	1,573	-	0	0	0	347,585	0.87%	
ADMINISTRATION AND FINANCE													
Vice President's Office	0	-	2	214,847	15,000	2,000	3,000				234,847	0.58%	
Comptroller's Office	1.5	149,500	21	982,984	152,000	25,000	10,000	4,000			1,173,984	2.92%	
Facilities and Utilities	12	342,290	48	1,805,428	40,000	18,000	52,000	1,800			1,915,226	4.77%	
Safety and Security			2	84,406	55,000	22,500					161,906	0.40%	
Human Resources Office	0	-	10	530,095	16,000	10,000	4,999	16,890			577,984	1.44%	
Field House			2	86,533							86,533	0.22%	
Auxiliary and Postal Services			2	65,472							65,472	0.16%	
Administration and Finance Expenses	14	491,790	87	3,769,562	278,000	75,500	69,999	22,690	-	-	4,215,751	10.50%	
Staffing Pattern													
			423	28,398,586									
Other Personnel Costs													
Vacancies	30.5	1,477,555									1,477,555	3.68%	
Salary Increments (FY08)				99,420							99,420	0.25%	
Salary Increments (FY09)				200,000							200,000	0.50%	
Recruitment Costs				160,000							160,000	0.40%	
CES-PSEP Local Match				10,189							10,189	0.03%	
Other Personnel Costs				245,000							245,000	0.61%	
Total Other Personnel Costs	30.5	1,477,555	0	714,609	0	0	0	0	0	0	2,192,164	5.46%	
UTILITY COSTS, CAMPUS SUPPLIES AND BUILDING SAFETY IMPROVEMENTS													
Campus Custodial and Maintenance Supplies						330,000					330,000	0.82%	
Security Guard Services					188,160						188,160	0.42%	
Property and Liability Insurance Coverage					1,000,000						1,000,000	2.49%	
Academic and Research Internet Access Utility Fund									70,000		70,000	0.17%	
Academic Capital									200,000		200,000	0.50%	
Capital Outlay and ADA Safety Improvements									800,000		800,000	1.99%	
Power									3,146,573		3,146,573	7.84%	
Water / Wastewater									60,000		60,000	0.15%	
Telephone									520,000		520,000	1.30%	
Hazardous/Metallic Waste/Trash Removal									110,000		110,000	0.27%	
Total				0	1,168,160	330,000	0	0	3,836,573	1,070,000	6,404,733	15.95%	
Institutional Initiatives													
IT Initiatives				252,000	116,600	0	0			70,000	438,600	1.09%	
Total				252,000	116,600	0	0	0	0	70,000	438,600	1.09%	
Subtotal before YEC & IT Initiatives	30.5	1,477,555	423	29,365,195	3,127,850	562,104	146,030	113,811	3,836,573	1,515,525	40,144,643	100%	
Growth Initiatives	32	1,760,243		1,508,574	825,159		470,735			750,157	5,314,888		
Yamashita Educator Corps Program								2,077,549			2,077,549		
Total with YEC & IT Initiatives	62.5	3,237,798		30,873,769	3,953,009	562,104	616,765	2,191,360	3,836,573	2,265,682	47,537,060		

Key Assumptions by Unit FY08 Approved												
	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	2008	
	Vacant	Vacant (\$)	Filled	PERSONNEL	CONTRACTS	SUPPLIES	EQUIP	MISC	UTILITIES	CAPITAL	TOTALS	
	FTE	Positions	FTE					EXP		OUTLAY	%	
EXECUTIVE OFFICES												
President's Office	1	20,987	5	588,286	294,637	5,964					888,867	2.34%
EEO (includes ADA services)	1	61,462	1	28,783	35,000	1,000	10,000	500			75,283	0.20%
Legal Counsel	0	-	2	172,357	6,000	1,200					179,557	0.47%
Executive Office Expenses	2	82,448	8	789,406	335,637	8,164	10,000	500	0	0	1,143,707	3.01%
ACADEMIC AND STUDENT AFFAIRS												
Senior Vice President's Office	1	100,800	5	395,887	94,200	15,000	4,000	30,000			539,067	1.42%
Assessment					100,000						100,000	0.26%
Faculty Senate	0	-	1	21,484							21,484	0.06%
CEEDERS	0	-	1	167,489							167,489	0.44%
Graduate Studies/OSP	2	165,753	1	33,865							33,865	0.09%
Chamorro Language & Culture	0	-	1	122,584							122,584	0.32%
Micronesian Area Research Center	0	-	11	957,475	17,700	1,381				5,000	981,556	2.58%
Micronesian Health and Aging Studies	0	-	0	0							0	0.00%
Marine Lab	1	26,950	13	886,881	9,880						896,761	2.36%
Micronesian Language Institute	0	-	2	27,017	4,250	1,000					32,267	0.08%
Water and Environ Research Institute	1	48,888	10	756,475		553					757,028	1.99%
Computer Center	1	55,236	12	715,836	473,000	15,341	3,000				1,207,177	3.18%
College of Natural and Applied Sciences	2	133,200	80.5	6,108,778	48,000	20,192	8,750	5,000			6,190,720	16.29%
College of Liberal Arts and Social Sciences	1	57,167	67	4,724,224	88,000	20,000	0	13,223			4,825,447	12.70%
School of Business	0	-	26.5	1,932,304	33,000	12,800	1,000	44,500			2,023,604	5.32%
School of Education	1	28,907	28	1,884,955	54,000	12,800	1,000	23,500			1,976,255	5.20%
School of Nursing	2	114,335	17	1,056,210	75,000	12,800	1,000				1,145,010	3.01%
Learning Resources	0	-	27	1,557,601	199,000	18,320	22,079			370,525	2,165,525	5.70%
Enrollment Management & Student Services - De	0	-	3	198,499	8,000	1,250		600			208,349	0.55%
Career Placement	0	-	1	70,627	4,000	1,000	1,500				77,127	0.20%
Student Counseling	0	-	3	235,258	1,500	1,500	2,500	250			241,008	0.63%
Student Life Office	0	-	1	82,335	2,000	1,000	500	200			86,035	0.23%
Admissions and Records	1	33,415	13	529,381	15,000	4,800					549,181	1.44%
Student Health	0	-	1	88,407	6,000	325					94,732	0.25%
Financial Aid Office	1	-	7	403,330	1,500	650		1,000			406,480	1.07%
Academic and Student Affairs Expenses	14	764,652	332	22,956,881	1,214,030	138,712	45,329	118,273	0	375,525	24,848,749	65.38%
UNIVERSITY & COMMUNITY ENGAGEMENT												
Vice President's Office	0	-	3	327,533	14,000	1,573					343,106	0.90%
UCE Expenses	0	0	3	327,533	14,000	1,573	0	0	0	0	343,106	0.90%
ADMINISTRATION AND FINANCE												
Vice President's Office	0	-	2	210,113	15,000	2,000	3,000				230,113	0.61%
Comptroller's Office	3.5	118,467	21	1,082,420	152,000	25,000	10,000	4,000			1,273,420	3.35%
Facilities and Utilities	6	155,125	45.0	1,879,640	40,000	16,000	52,000	1,800			1,789,440	4.71%
Safety and Security	0	-	2	84,310	49,000	12,500				25,000	170,810	0.45%
Human Resources Office	0	-	11	548,159	16,000	10,000	4,999	40,000			619,158	1.63%
Field House	0	-	2	84,849							84,849	0.22%
Auxiliary and Postal Services	1	22,220	1	42,029							42,029	0.11%
Administration and Finance Expenses	10.5	293,812	84.0	3,731,320	272,000	65,500	69,999	45,800	0	25,000	4,209,619	11.08%
Staffing Pattern												
Other Personnel Costs	26.5	1,140,911	427.0	27,805,139								
Vacancies				1,140,911							1,140,911	3.00%
Salary Increments (FY08)				200,000							200,000	0.53%
Recruitment Costs				160,000							160,000	0.42%
CES-CIG/PSEP Local Match				30,189							30,189	0.08%
Other Personnel Costs				253,000							253,000	0.67%
Total Other Personnel Costs				1,784,100	0	0	0	0	0	0	1,784,100	4.69%
UTILITY COSTS, CAMPUS SUPPLIES AND BUILDING SAFETY IMPROVEMENTS												
Campus Custodial and Maintenance Supplies						300,000					300,000	0.79%
Security Guard Services					158,160						158,160	0.42%
Property and Liability Insurance Coverage					850,000						850,000	2.24%
Academic and Research Internet Access Utility Fund										70,000	70,000	0.18%
Capital Outlay and ADA Safety Improvements										500,000	500,000	1.32%
Power									2,625,591		2,625,591	6.91%
Water / Wastewater									60,000		60,000	0.16%
Telephone									513,660		513,660	1.35%
Hazardous/Metallic Waste/Trash Removal									100,000		100,000	0.26%
Total					1,008,160	300,000	0	0	3,299,250	570,000	5,177,410	13.62%
Institutional Initiatives												
Faculty Salary Adjustment				500,000							500,000	1.32%
Total				500,000	0	0	0	0	0	0	500,000	1.32%
Subtotal before YEC & IT Initiatives:		1,140,911	427.0	30,089,240	2,843,827	513,949	125,328	164,573	3,299,250	970,525	38,006,692	100%
IT Initiatives				27,000	252,300		50,000				399,300	
IISTF Savings		(515,763)									(515,763)	
Yamashita Educator Corps Program			5	0	1,439,696	0	0	0			1,439,696	
Total with YEC & IT Initiatives		625,148		30,116,240	4,535,823	513,949	175,328	164,573	3,299,250	1,040,525	39,329,925	

Key Assumptions by Growth Initiatives						
FY09 Detail						
Priority	Revenue : \$130K for each 1% of enrollment growth	Salary	Benefits			
1	Professional Workforce Development					
	Nursing					
	1 ASSISTANT PROFESSOR (Nursing)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Nursing)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Nursing)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Nursing)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Biology)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Math)	42,821	12,846	55,667		
	1 ASSISTANT PROFESSOR (Nutrition)	42,821	12,846	55,667		
	1 WORD PROCESSING SECRETARY II (Nursing)	19,974	5,992	25,966		
	Supplies/Materials/Equipment for labs and teaching			123,031		
	Subtotal				538,668	538,668
	Education					
	1 ASSISTANT - ASSOCIATE PROF (Foundations)	47,780	14,334	62,114		
	1 ASSISTANT - ASSOCIATE PROF (Administration)	47,780	14,334	62,114		
	1 ASSISTANT - ASSOCIATE PROF (Counseling)	47,780	14,334	62,114		
	1 ASSISTANT - ASSOCIATE PROF (Elementary Education)	47,780	14,334	62,114		
	1 DOCUMENTATION CLERK	22,942	6,883	29,825		
	Supplies/Materials/Equipment for labs and teaching			74,947		
	Subtotal				353,228	353,228
	Mental Health					
	1 ASSISTANT-ASSOC PROF (Clinical Psychology)	47,780	14,334	62,114		
	1 ASSISTANT-ASSOC PROF (Sociology)	47,780	14,334	62,114		
	Subtotal				124,228	124,228
	Accounting/Business/Tourism					
	1 ASSISTANT - ASSOCIATE PROF(Accounting)	53,000	15,900	68,900		
	1 ASSISTANT - ASSOCIATE PROF (MIS)	53,000	15,900	68,900		
	1 ASSISTANT - ASSOCIATE PROF (Legal Studies)	53,000	15,900	68,900		
	1 ASSISTANT - ASSOCIATE PROF (Prof MBA)	53,000	15,900	68,900		
	1 ASSISTANT - ASSOCIATE PROF (Entrepreneurship/Tourism)	45,000	13,500	58,500		
	Subtotal				334,100	334,100
	Total - Workforce Development				1,350,224	1,350,224
2	Information Technology & Tech Enhanced Student Learning					
	1 JUNIOR PROGRAMMER ANALYST	41,000	12,300	53,300		
	1 DATA (QUALITY) CONTROL	28,000	8,400	36,400		
	1 INFORMATION/COMPUTER TECHNICIAN	28,000	8,400	36,400		
	1 COMPUTER TECHNICIAN SUPERVISOR	28,683	8,605	37,288		
	Computer Center for new releases and capacity upgrades			105,159		
	IT Initiatives (UTAC)			720,000		
	Total - IT for Technology Enabled Student Learning				988,547	988,547
3	Environmental / Community / Economic Development					
	Revenue Source will be University generated in FY09					
4	Faculty Salary Adjustments	1,508,574			1,508,574	1,508,574
5	Enrollment Growth					
	1 ASSISTANT-ASSOC PROF (English)	47,780	14,334	62,114		
	1 ASSISTANT-ASSOC PROF (English)	47,780	14,334	62,114		
	1 ASSISTANT-ASSOC PROF (European History)	47,780	14,334	62,114		
	1 EMSS-A & R -PROGRAM COORDINATOR II	26,520	7,956	34,476		
	1 EMSS-FAO PROGRAM COORDINATOR III	28,678	8,603	37,281		
	1 ASSOCIATE DEAN, CNAS	45,000	13,500	58,500		
	1 ASSOCIATE DEAN, CLASS	62,629	24,769	107,418		
	1 MARC - CLERK TYPIST I	15,840	4,752	20,592		
	Operations					
	CLASS			68,732		
	MARC/MLI/Chamorro Language & Culture			7,819		
	Marine Lab			12,750		
	Enrollment Management & Student Services			15,550		
	Career Development Office			7,200		
	Student Counseling			5,950		
	Student Life Office			10,700		
	Financial Aid Office			5,850		
	President's Office for marketing and advertising			59,899		
	EEO/ADA			26,500		
	Legal Office			400		
	SVP Office			13,200		
	RFK Library for acquisitions			153,157		
	UCE			11,227		
	Comptroller's Office			16,000		
	Facilities & Utilities			10,960		
	Capital Outlay			597,000		
	Total - Enrollment Growth				1,467,523	1,467,523
	Grand Total				5,314,868	5,314,868

Key Assumptions - Staffing						
FY09 Replacement Positions in Baseline						
						30%
						Vacant
Vac	Department	Unit	Name	Position	Salary	Benefits
1	COLL OF PROFESSIONAL STUDIES	BUSINESS ADMINISTRATION	Vacant (Kim, Duck Ret 12/21/07)	ASSOCIATE PROFESSOR (Int1 Business/Tourism)	62,114	18,634
1	COLL OF PROFESSIONAL STUDIES	SCHOOL OF BUS. & PUBLIC ADMIN	Vacant (Pangelinan, Chris V)	INSTRUCTOR	36,839	11,051
1	COLL OF NATURAL & APPLIED SCIENCES	COLL OF NATURAL&APPLIED SCIEN	VACANT (Calvo, June)	SECRETARY II (Typist)	19,974	5,992
1	ADMISSIONS AND RECORDS, EMSS	EMSS- ADMISSIONS AND RECORDS	VACANT (Andrew, Soledad)approved	RECORDS & REGISTRATION TECHNICIAN	22,234	6,670
1	ADMISSIONS AND RECORDS, EMSS	EMSS- ADMISSIONS AND RECORDS	VACANT	PROGRAM COORDINATOR I (vice Supervisor)	26,197	7,859
1	LEARNING RESOURCES	LEARNING RESOURCES	Vacant (COHEN, ARLENE 1-18-08)	ASSOCIATE PROFESSOR	62,114	18,634
1	SPONSORED PROGRAM & RESEARCH	MICRONESIAN AREA RES. CENTER	VACANT (Driver, M)	ASSOCIATE PROFESSOR	62,114	18,634
1	SPONSORED PROGRAM & RESEARCH	WATER & ENVIRON. RES INSTITUTE	Vacant (HEITZ, L)	PROFESSOR	55,925	16,778
0.5	COMPTROLLERS OFFICE	AF-COMPTROLLERS' OFFICE	VACANT (Guerrero, E)	BURSAR / GAS	25,000	7,500
1	COMPTROLLERS OFFICE	AF-COMPTROLLERS' OFFICE	VACANT (Quinto, F)	COMPTROLLER	90,000	27,000
					462,510	138,753
						601,263

Key Assumptions - FY08-09 Capital Outlay										
Facility Name	Project Title	CIP - I		CMF 07	FY07 CO	CIP - II		Gen Ops Budget		Priority List
		A/E	Est Cost			A/E	Est Cost	CO2008	CO2009	
In \$000's										
Science Building	AC System Replacement		120							
HLATTE	Health Professionals Training Facility		50							
Plant Maintenance	Containment Berm		20							
School of Education	AC Component Replacement, Compressor		30							
CNAS	AC Component Replacement, Compressor		30							
School of Education	UV Lighting for Air Quality Improvement		50							
CLASS: EC	AC System Replacement		170							
New Student Center	Design and Specification	350								
Science Building	Additional Math / Science Classrooms		250							
CNAS	UV Lighting for Air Quality Improvement		50							
DOI Phase I: Totals		350	770							
Campus Wide	Deferred Maintenance Projects			340						
Campus Wide	Structural Upgrades				500					
Campus Wide	HVAC Upgrades				210					
Campus Wide	ADA Compliance				75					
Health Science	Nursing Building Expansion				360					
Campus Wide	CMMS				100					
Campus Wide	Deferred Maintenance Projects				200					
Campus Wide	CIP Projects				100					
RFK Library	Library Related IT Projects				455					
Bond Refinancing Proceeds: Totals					2,000					
Health Science	2nd Floor Renovation / Addition					50	300			
Fieldhouse	Roof Rehabilitation and Painting					20	230			
Computer Center	Building Infrastructure Upgrades					45	200			
WERI	Replace AC Equipment						20			
CNAS	Distance Education Classroom					50	200			
Campus Wide	ADA Compliance					50	200			
Campus Buildings	Painting Structures/Facilities						600			
Fieldhouse	Gymnasium Upgrades + AC Expansion					20	330			
DOI Phase II: Totals						235	2,080			
LG Building	Typhoon Shutters						20			
Computer Center	Generator Enclosure									
	Generator Tie-in for Library, CNAS, HS							27	27	16
	Computer Lab Additions									
	Lab Equipment							20		
	Fire Suppression System Upgrade									
	PC Network Hardware / Software Upgrade									
	A/C Replacement							125	125	2
	Student Web Services Business Support									
Computer Center Subtotal								172	152	
HSB/StuCtr/SciBldg	Electrical Panel Replacements							20	20	15
SOE	A/C Air Handler Replacement							20	20	4
Science Bldg	Fumehood Casing Replacement							40	40	8
	A/C Air Handler Replacement							40	40	9
	Science Lab Equipment							90		
HSB/SciBldg Subtotal								210	120	
CLASS	Facility Upgrades									
	- Modern Language Computer Lab							40	40	11
	- Computer Assisted Language Lab									
	- English Language Lab/ Classroom Tehnology Upgrades							45		
CLASS Subtotal								85	40	
Fieldhouse	Fieldhouse Renovations									
	- Old Main A/C Chiller/Mechanical Building Renovation							20		
	- Water Distribution Gate Valves Replacement							30	30	5
	- Painting							100		
	- Supply AC Unit, Contract Maintenance HVAC System							150	150	3
	- Main Mechanical Rm. Plumbing Renovation							50		
	- Men's & Women's Locker Rm. Renovation							100	100	12
Fieldhouse Subtotal								450	280	
Miscellaneous Building	Marine Lab Structural Rehabilitation							100	100	6
	Warehouse A & B Structural Roof Eave/Rafter Repairs							40	40	13
Miscellaneous Buildings Subtotal								140	140	
Plant/Facilities	Plant/Facilities Shop Extension & Furnishings							225		
	Utility Vehicles / Forklift / Riding Mower							50	100	14
Campus Wide	Deferred Maintenance Projects							340	340	1
Campus Wide	Roof Repairs and Coatings							150	150	7
Campus Wide	ADA Compliance							75	75	10
Plant/Facilities & Campus Wide Subtotal								840	665	
GRAND TOTALS		350	770	340	2,000	235	2,100	1,897	1,397	
Long-Term Capital Improvement Projects										
	Student Center									\$ 8,420
	Nursing Extension to Health-Science									7,300
	Center for Excellence in Developmental Disabilities Education, Research, and Service (CEDDERS) Building Project									10,300
	MARC 2nd Floor Extension									1,000
	Fine Arts Renovation									3,250
	Fine Arts Building Extension (lab, classrooms, offices, exhibition room)									5,000
	Marine Lab Renovation and Extension (research labs, classrooms)									1,460
	Unified Digital Campus Project (Implementation of Integrated System Hardware & Software for Student Financial Aid, Finance, HR, and Developme									4,000
Total - Long-Term Capital Improvement Projects (not necessarily in priority order)										\$ 40,730

Key Assumptions - Information Technology						
FY08 IT Initiatives						
PRIORITY	FUNDING	INITIATIVE		2008	2008	ASSUMPTIONS
				draft	draft	
				2009	2009	
				estimate	estimate	
				Genl Ops Budget	NAF Budgets	
1		Web Services & Presence				
	Gen Ops	Web Coordinator/Web Services	C	\$ 29		contractual or staffing
	Gen Ops	Offsite Web Hosting	C	45		WSI website services, content mgmt software
	Gen Ops	Broadband	C	60		T-1 x 2
	Gen Ops	Hardware & software	C	2		computer and supplies
				136		
2		ITRC Infrastructure Investment				
	.5 CC nat, .5 GenOps	Main UPS	E	20	20	criticalbackup during power outages
	.5 CC nat, .5 GenOps	Fire Suppression	C	30		certification FY07/08, replacement FY09
	.5 CC nat, .5 GenOps	Dedicated Backup Generator Enclosure	CO	45	46	new generator enclosure and connections
	.5 CC nat, .5 GenOps	Server/ Other Hardware / Software Upgrades	CO	25	25	hardware and software replacement cycling
	.5 CC nat, .5 GenOps	Software Licenses (anti-virus)	C	7	7	increased frequency of attacks & problems
	.5 SVP nat, .5 GenOps	Broadband	C	30	30	T-1 x 2
				157	127	
3		Technology Enabled Students, Faculty & Staff				
	Gen Ops	Instructional Equipment	E	30		classroom projectors administered by Library Instructional Media
	Gen Ops	Faculty payments for DE Content/ Class Development	C	43	-	SVP will administer with input from colleges and schools
				73	-	
4		Distributed IT Initiative for Student Learning				
	.5 colleges nat, .5 Gen Ops	College Technology Coordinators (1 per college)	P	27	27	\$40k plus benefits, 12 months work, implementation TBD by colleges
	.5 EMSS nat, .5 Gen Ops	EMSS Technology Coordination Services	C		16	strengthening efforts that are already showing results
	.5 colleges nat, .5 Gen Ops	4 Tech assistants (colleges + OSP)	P		18	\$10/hr, 20 hrs/wk, 9 mos, 4 grad students, \$4200 tuition
	.5 colleges nat, .5 Gen Ops	Operations cost (colleges + OSP)	S	-	30	computer, software, supplies \$15k per location
				27	27	
5		Technology Enabled Students, Faculty & Staff				
	Gen Ops	Equipment for Faculty and Student Development				Centrally held equipment at RFK pending evaluation of college capacities
	Gen Ops	User licenses	C	6	5	Site Licenses for MS Office 07
	.5 colleges nat, .5 Gen Ops	Minimum system for faculty (1 yr of 4 yr cycle only)	E		45	laptop & s/w upgrade, 4 yr cycle, 180 faculty, central purchase
	.5 colleges nat, .5 Gen Ops	Minimum system for administrators & staff	E	-	90	desktop & s/w upgrade, 5 yr cycle, 330 staff, central purchase
				6	-	
					140	45
6		Colleges for Academics & Business Processes				
	Gen Ops	Release 13 Web-based applications	C		30	student, advisory and business processes
	Gen Ops	Web registration & advisement				
	.5 PDF nat, .5 Gen Ops	Business Process Redesign Project	C			Financial Mgt/Reporting/HRO software, implement, Datatel, training
	.5 PDF nat, .5 Gen Ops	Procurement & Business Office				
	Gen Ops	IPEDS / Fact Book interface	C	-	-	
				-	-	
7		Distance Education				
	Gen Ops	Equipment for DE Classroom	E		20	Enterprise Development efforts in Warehouse A classroom
				-	-	SVP will administer
				-	-	
				-	50	
7		IT Cost Savings Opportunities				
Med	No Fund	Voice over IP telephony (VoIP)				ITRC est hardware, software, consulting for 10K devices
Med	No Fund	Fiber optics for VoIP				additions / upgrades to infrastructure
Med	No Fund	Telephone savings				ITRC est GTA & long distance savings
				-	-	
				-	-	
		Grand Total		\$ 399	\$ 154	\$ 781
		GenOps Funding		399		781
		President's Developmental Fund-NAF (Priority 5)				
		Colleges/EMSS-NAF (Priority 3 and 4)			27	206
		Computer Center- NAF (Priority 2)			97	182
		SVP- NAF (Priority 2)			30	30

Key Assumptions - Information Technology					
FY09 IT Baseline					
PRIORITY	Funding	INITIATIVE		2009	
					ASSUMPTIONS
				Genl Ops Budget	
1		Web Services & Presence			
	Gen Ops	Web Services Coordination	C	\$ 25	contractual or staffing
	Gen Ops	Offsite Web Hosting	C	25	hosting, site development, content management
	Gen Ops	Broadband	C	22	T-1 dedicated internet
				72	
2		ITRC Infrastructure Investment			
	.5 CC naf, .5 GenOps	Fire Suppression	C	-	certification FY07/08, replacement FY09
	.5 CC naf, .5 GenOps	Dedicated Backup Generator Enclosure	O	45	new generator enclosure and connections
	.5 CC naf, .5 GenOps	Server/ Other Hardware / Software Upgrades	O	25	hardware and software replacement cycling
	.5 CC naf, .5 GenOps	Software Licenses (anti-virus)	C	7	increased frequency of attacks & problems
	.5 SVP naf, .5 GenOps	Broadband	C	22	T-1 x 2
				99	
3		Distributed IT Initiative for Student Learning			
	.5 colleges naf, .5 Gen Ops	Technology Coordinators (SOE, SBPA, SNWS)	P	151	\$40k plus benefits, 12 months work, implementation TBD by colleges
				151	
5		Distributed IT Initiative for Student Learning			
	.5 colleges naf, .5 Gen Ops	Technology Coordinators (CNAS, CLASS)	P	101	\$40k plus benefits, 12 months work, implementation TBD by colleges
	.5 EMSS naf, .5 Gen Ops	EMSS Technology Coordination Services	C	16	strengthening efforts that are already showing results
				116	
				-	
		Grand Total		\$ 439	

Key Assumptions - Information Technology				
FY09 IT Growth Initiatives				
<i>PRIORITY</i>	Funding	INITIATIVE	2009 draft	
			Gen Ops Budget	ASSUMPTIONS
1		<u>Web Services & Presence</u>		
	Gen Ops	Web Services Coordination	C	\$ - contractual or staffing
	Gen Ops	Offsite Web Hosting	C	- hosting, site development, content management
	Gen Ops	Broadband	C	- T-1 dedicated internet
	Gen Ops	Hardware & software		- computer and supplies
				-
2		<u>ITRC Infrastructure Investment</u>		
	.5 CC naf, .5 GenOps	Main UPS		critical backup during power outages
	.5 CC naf, .5 GenOps	Fire Suppression	C	150 certification FY07/08, replacement FY09
	.5 CC naf, .5 GenOps	Dedicated Backup Generator Enclosure	O	- new generator enclosure and connections
	.5 CC naf, .5 GenOps	Server/ Other Hardware / Software Upgrades	O	- hardware and software replacement cycling
	.5 CC naf, .5 GenOps	Software Licenses (anti-virus)	C	- increased frequency of attacks & problems
	.5 SVP naf, .5 GenOps	Broadband	C	- T-1 x 2
				150
3		<u>Distributed IT Initiative for Student Learning</u>		
	.5 colleges naf, .5 Gen Ops	Technology Coordinators (SOE, SBPA, SNWS)	P	- \$40k plus benefits, 12 months work, implementation TBD by colleges
				-
4		<u>Technology Enabled Students, Faculty & Staff</u>		
	Gen Ops	Instructional Equipment	E	20 classroom projectors administered by Library Instructional Media
	Gen Ops	Faculty payments for DE Content/ Class Development	P	70 SVP will administer with input from colleges and schools
				90
5		<u>Distributed IT Initiative for Student Learning</u>		
	.5 colleges naf, .5 Gen Ops	Technology Coordinators (CNAS, CLASS)	P	- \$40k plus benefits, 12 months work, implementation TBD by colleges
	.5 EMSS naf, .5 Gen Ops	EMSS Technology Coordination Services	C	- strengthening efforts that are already showing results
	.5 colleges naf, .5 Gen Ops	4 Tech assistants (colleges + OSP)	P	18 \$10/hr, 20 hrs/wk, 9 mos, 4 grad students, \$4200 tuition
	.5 colleges naf, .5 Gen Ops	Operations cost (colleges + OSP)	S	30 computer, software, supplies \$15k per location
				48
6		<u>Technology Enabled Students, Faculty & Staff</u>		
	Gen Ops	Equipment for Faculty and Student Development	E	20 Centrally held equipment at RFK pending evaluation of college capacities
	Gen Ops	User licenses	C	5 Site Licenses for MS Office 07
	.5 colleges naf, .5 Gen Ops	Minimum system for faculty (1 yr of 4 yr cycle only)	E	45 laptop & s/w upgrade, 4 yr cycle, 180 faculty, central purchase
	.5 colleges naf, .5 Gen Ops	Minimum system for administrators & staff	E	90 desktop & s/w upgrade, 5 yr cycle, 330 staff, central purchase
				160
7		<u>Colleague for Academics & Business Processes</u>		
	Gen Ops	Release 18 Web-based applications	C	30 student, advisory and business processes
	Gen Ops	Web registration & advisement		
	.5 PDF naf, .5 Gen Ops	HRO Process Redesign Imaging, Workflow, Perf Eval	C	112 software, hardware, implement, Datatel, training
	.5 PDF naf, .5 Gen Ops	Comptroller Office Automation - Procurement & Finl Mgt	C	80 software, hardware, implement, Datatel, training
	Gen Ops	IPEDS / Fact Book interface		-
				222
8		<u>Distance Education</u>		
	Gen Ops	Equipment for DE Classroom	E	20 Enterprise Development efforts in Warehouse A classroom
	Gen Ops	Faculty payments for DE Class Development	P	30 SVP will administer
				50
9		<u>IT Cost Savings Opportunities</u>		
Med	No Fund	Voice over IP telephony (VoIP)		ITRC est hardware, software, consulting for 10K devices
Med	No Fund	Fiber optics for VoIP		additions / upgrades to infrastructure
Med	No Fund	Telephone savings		ITRC est GTA & long distance savings
				-
		Grand Total		\$ 720
		GenOps Funding		720
		President's Developmental Fund-NAF (Priority 5)		
		Colleges/EMSS-NAF (Priority 3 and 4)		
		Computer Center- NAF (Priority 2)		
		SVP - NAF (Priority 2)		

University of Guam
Academic & Student Affairs
Enrollment Management & Student Services
Admissions & Records Office

Key Assumptions - FY08-10 Enrollment and Tuition

ENROLLMENT * CREDIT HOURS * FTE

Data provided by Dee L.G. Admissions & Records Office												Budget Office Analysis					
TOTAL STUDENTS												Actual	Average	Cost \$			
UnderGraduates			Graduates			UnderGraduates			TOTAL			Tuition	CR hours	Per CR			
HEADCOUNT	Degree Status	Credit Hrs	FTEs	HEADCOUNT	Degree Status	Credit Hrs	FTEs	HEADCOUNT	Non-Degree Status	Credit Hrs	FTEs	HEADCOUNT	Credit Hrs	FTEs	Revenue	Per Student	Per Hour
												(K / J)	(M / K)				
FALL																	
Fall 2007	Actual	2,897	35,117	2,926	262	1,826	203	123	1,064	89	3,282	38,007	3,210	6,349,321	11.58	167	
Fall 2006	Actual	2,818	34,106	2,842	253	1,564	174	105	738	62	3,176	36,408	3,077	5,569,037	11.46	153	
Fall 2005	Actual (corrected)	2,713	33,129	2,761	214	1,288	143	107	770	64	3,034	35,187	2,968	4,937,843	11.60	140	
Fall 2004	Actual (corrected)	2,630	31,692	2,641	225	1,392	155	68	599	47	2,923	33,643	2,842	4,016,745	11.51	119	
Fall 2003	Actual	2,630	32,159	2,680	265	1,699	189	93	754	63	2,968	34,612	2,932	3,261,662	11.58	95	
SPRING																	
Spring 2007	Actual	2,683	32,478	2,707	261	1,739	193	105	636	53	3,049	34,853	2,953	4,327,493	11.43	124	
Spring 2006	Actual	2,508	30,183	2,515	226	1,379	153	105	686	57	2,836	32,248	2,726	4,327,493	11.37	134	
Spring 2005	Actual	2,436	29,892	2,491	213	1,365	152	95	645	54	2,744	31,902	2,696	3,727,965	11.63	117	
Spring 2004	Actual	2,438	29,595	2,486	274	1,613	179	59	364	30	2,771	31,572	2,676	3,440,003	11.39	109	
Spring 2003	Actual	2,450	29,931	2,494	283	1,823	203	84	638	53	2,817	32,392	2,750	3,150,903	11.50	97	
SUMMER																	
Summer 2007	Actual	1,041	6,511	543	119	839	93	122	692	58	1,282	8,042	693				
Summer 2006	Actual	978	6,071	506	64	334	37	59	255	21	1,011	6,660	564				
Sum 2005	Tentative	1,014	6,278	523	19	66	7	78	353	29	1,111	6,697	558				

Source: UOG ENR or STUDENT TERMS

FY09 Tuition Forecast	Credit Hour Production	Average Cr hour rate	Gross Tuition	Institutional Expenses	Non-Collectible 9%	Prorated Credit Hour cost	
Fall 2007-Actual	FLAT 38,007	184	6,993,288	(836,969)	(554,070)	5,602,259	
Fall 2008	1% 38,387	184	7,063,221	(836,969)	(560,364)	5,665,899	
	2% 38,767	184	7,133,154	(836,969)	(566,658)	5,729,538	
	3% 39,147	184	7,203,087	(836,969)	(572,952)	5,793,176	
Summer 2007-Actual	FLAT 8,042	173	1,391,266	(435,820)	(85,990)	869,456	
Summer 2008	1% 8,122	173	1,405,179	(435,820)	(87,242)	882,116	
	2% 8,203	173	1,419,091	(435,820)	(88,494)	894,776	
	3% 8,283	173	1,433,004	(435,820)	(89,747)	907,437	
Spring 2008-Actual	FLAT 34,929	184	6,426,936	(890,277)	(498,299)	5,038,369	
Spring 2009	1% 35,278	184	6,491,205	(890,276)	(504,084)	5,096,845	
	2% 35,628	184	6,555,475	(890,276)	(509,868)	5,155,331	
	3% 35,977	184	6,619,744	(890,276)	(515,652)	5,213,816	
					Adjustments note3	Net Tuition	
Note 1					FLAT 11,510,074	(2,438,444)	9,071,630
Institutional expenses as submitted by colleges/schools for adjunct faculty and admin allowance					1% 11,644,861	(2,438,444)	9,206,417
					2% 11,779,645	(2,438,444)	9,341,201
					3% 11,914,429	(2,438,444)	9,475,985
Note 2							
Average credit hour rate calculation	FA07 tuition revenue / credit hour production * 10%						
Fall 07 actual tuition revenue	6,349,321						
Fall 07 actual credit hour production	38,007						
Actual tuition rate for FA07	167						
Actual tuition rate for FA08	173						
Used actual tuition rates for summer							
Note 3 - Adjustments							
Reimbursement of CES/AES Faculty	\$ (125,000)						
Bank Charges for credit cards	(82,500)						
Employee Tuition credit program	(149,600)						
Senior Citizen credit program	(29,700)						
MAIO tuition discount (per President MOU)	(10,000)						
Student Exchange programs	(14,300)						
Transfer to GovGuam for bond debt service	(2,027,344)						
	\$ (2,438,444)						

FY2010 Tuition forecast	Credit Hour Production	Average Cr hour rate	Gross Tuition	Institutional Expenses	Non-Collectible 9%	Prorated Credit Hour cost	
Assumption: 3% increase in credit hour production FA08 and another 3% increase in FA09							
Fall 2008	3% 39,147	184	7,203,087	(836,969)	(572,952)	5,793,176	
Fall 2009	3% 40,322	202	8,150,563	(836,969)	(668,224)	6,655,371	
Summer 2008	3% 8,283	173	1,433,004	(435,820)	(89,747)	907,437	
Summer 2009	3% 8,532	190	1,621,034	(435,820)	(106,669)	1,078,544	
Spring 2009	3% 35,977	184	6,619,744	(890,276)	(515,652)	5,213,816	
Spring 2010	3% 37,056	202	7,490,480	(890,276)	(594,018)	6,006,185	
					Adjustments	Net Tuition	
					13,740,101	(2,467,054)	11,273,047
Note 3 - Adjustments							
Reimbursement of CES/AES Faculty	\$ (125,000)						
Bank Charges for credit cards	(90,750)						
Employee Tuition credit program	(164,560)						
Senior Citizen credit program	(32,670)						
MAIO tuition discount (per President MOU)	(11,000)						
Student Exchange programs	(15,730)						
Transfer to GovGuam for bond debt service	(2,027,344)						
	\$ (2,467,054)						

FY2011 Tuition forecast	Credit Hour Production	Average Cr hour rate	Gross Tuition	Institutional Expenses	Non-Collectible 9%	Prorated Credit Hour cost	
Assumption: 3% increase in credit hour production FA08, FA09, FA10 -- No rate increase							
Fall 2008	3% 39,147	184	7,203,087	(836,969)	(572,952)	5,793,176	
Fall 2009	3% 40,322	202	8,150,563	(836,969)	(668,224)	6,655,371	
Fall 2010	3% 41,531	202	8,369,318	(836,969)	(679,712)	6,872,647	
Summer 2008	3% 8,283	173	1,433,004	(435,820)	(89,747)	907,437	
Summer 2009	3% 8,532	190	1,621,034	(435,820)	(106,669)	1,078,544	
Summer 2010	3% 8,788	190	1,669,666	(435,820)	(111,046)	1,122,799	
Spring 2009	3% 35,977	184	6,619,744	(890,276)	(515,652)	5,213,816	
Spring 2010	3% 37,056	202	7,490,480	(890,276)	(594,018)	6,006,185	
Spring 2011	3% 38,168	202	7,709,308	(890,275)	(613,767)	6,205,866	
					Adjustments	Net Tuition	
					14,201,311	(2,467,054)	11,734,257
Note 3 - Adjustments							
Reimbursement of CES/AES Faculty	\$ (125,000)						
Bank Charges for credit cards	(90,750)						
Employee Tuition credit program	(164,560)						
Senior Citizen credit program	(32,670)						
MAIO tuition discount (per President MOU)	(11,000)						
Student Exchange programs	(15,730)						
Transfer to GovGuam for bond debt service	(2,027,344)						
	\$ (2,467,054)						

Appendix V: Status of Major Gifts

Summary of Major Gifts, Donations and Scholarships 2007 Corporate and Individual

Major Gifts

- The Tan Sui-Lin family has given \$1 million for the benefit of the library. The gift will support an information literacy classroom as well as other programs and projects.
- The Felix Martinez Camacho & Antonia Garcia Camacho family and Personal Finance Center donated \$125 thousand in support of the Jesus and Eugenia Leon Guerrero School of Business and Public Administration Building.
- Mobil Oil Guam gave \$100 thousand for the Leon Guerrero Building and library.

Donations

No. of New Individual Donors 373

No. of New Corporate Donors 65

These numbers include donations from newsletters, appeal letters, e-mail database, mail in and annual fund

Cumulative total for 2007 Individual Donations: \$ 164,025

Cumulative total for 2007 Corporate Donations: \$ 933,079 of which \$32,744.24 in-kind

Etch it in stone

UOG Planetarium

Student Center

UOG Library, Tan Siu Lin Bldg.

School of Business – Anthony A. Leon Guerrero Multi Purpose
Room and the Camacho Family Room

School of Nursing

Isla Center for the Arts

PDLLC/Student Success Center

Payroll donations: General Endowment, Capital Campaign, CEDDERS, Palulap Medallion, Library, Far East Asian Studies, Emeritus Hall, Isla Center, CALS Scholarship, Humanistics Fund, Ceramic Fund, GovGuam Emp. Scholarship,

Scholarships

- The James and Young Hee Ji family donated additional funds for scholarships to the \$500 thousand that they have donated over many years.

James O. Whippy Scholarship

Enrique Castro Scholarship

LMS (Landscape Management Systems) Scholarship

Peg Taylor Scholarship

Harry & Josephine Guthertz Scholarship

JARS Scholarship

Appendix VI: Status of Fundraising Campaigns

Status of Fundraising Campaigns

Capital Campaign

The Capital Campaign is ongoing for naming opportunities in the Jesus S. and Eugenia A. Leon Guerrero School of Business and Public Administration Building and other campus facilities. A naming opportunities list will be created for the Student Center once the final architectural drawing is rendered. (Goal: 3-4 \$200,000 classrooms/ \$1-2 million dollar donations)

A new campaign plan will be launched after the new UOG President, the Board of Regents and the Foundation Board complete their Strategic Plan and the Physical Facilities Master plan has been updated.

Annual Giving and Alumni Support

The UOG Endowment Foundation has agreed to play a more proactive role in garnering alumni support by merging the plans of the Director of Development and Alumni Affairs and the Foundation's fundraising initiatives, including strategic planning and calendar of events with alumni who are corporate leaders in the community.

Planned Special Events include

The Annual Celebrity Chefs Gala will be held on March 26th featuring executive chefs and local celebrities at one of the most exclusive entertainment spots on Guam, the Sandcastle. Proceeds from this event go to scholarships and the capital campaign.

On March 28th, the Jake Shimabukuro Concert will be held at the Marriott Hotel. Expected revenues from that event are expected to be \$40,000-\$50,000.

Shaolin Warriors, Legends of Kung Fu
Celebrity Chefs' Gala Dinner
Businesswoman of the Year Gala Dinner
Summer Fun, Summer 5K Run
3rd Micronesian Medical Symposium

Other

Endowed faculty and deanships and scholarship donations are targeted for 2008.

A new program will be launched entitled the "Presidential Distinguished Speakers' Forum," featuring well renowned scholars and speakers from neighboring regions as well as the Continental U. S.

The Foundation has submitted a \$250,000 grant to the Administration of Native American Grants for an entrepreneurial lecture and publication series.

The Foundation has an electronic appeal letter that is sent out monthly and a published newsletter quarterly as well as a well maintained website.

Appendix VII: FY06-11 Actuals/Plans, Timelines and Assumptions

**University of Guam
Budget Plans, Timelines, and Assumptions
FY06-FY11
(For Further Discussion)**

1. Creation of FY 2009 Budget and Strategic Financial Planning
 - a. Strategic Initiatives and Assumptions - Driven Approach
 - b. Integration of 5-year strategic plan (actuals, budgets and forecasts)
 - c. Content
 - FY 2006 Actual
 - FY 2007 Actual
 - FY 2008 Board Approved Budget
 - FY 2009 Budget
 - FY 2010 Budget
 - FY 2011 Plan

2. Process & Budget Call
 - a. President-formulate budget assumptions & approach
 - b. VPs budget priority meetings with units
 - c. Budget retreat – Dec 6 (9-12, LG Bldg)
 - d. Discussion and creation of budgets in units
 - e. Build and consolidate budgets
 - f. Budget review and input with UPBAC (includes representatives all major University councils)
 - g. President’s review and determination of priorities with VPs
 - h. BFIA and BOR review (Feb)
 - i. Submittal to Legislature (Feb 15 mandated by law)

3. Budget Assumptions – Revenue and Expenditures

	Actual FY 06	Actual FY 07	Budget FY 08	Budget FY 09	Budget FY 10	Plan FY 11
a. Revenue						
Appropriation Request (Note 1)	\$25.9M	\$28.9M	\$28.4M	\$29.3 base \$4.9 growth	\$32 base \$4.9 growth	\$32 base \$4.9 growth
Special Approp (Note 2)	\$0.6M	\$0.6M	\$0.6M	\$0.6M	\$0.6M	\$0.6M
SFAP (Note 2)	\$2.5M	\$2.5M	\$2.5M	\$3.7M	\$3.7M	\$3.7M
YEC (Note 2)	\$1.3M	\$1.3M	\$1.3M	\$2M	\$2M	\$2M
Allotment Control (Note 1)	-\$2.7M	-\$0.51M	-\$1.5M			
Enrollment Fall headcount (Note 3)	3,034	3,176 (4.6%)	3,282 (3.3%)	3,380 (3%)	3,481 (3%)	3,585(3%)
Tuition - Rate (Note4)	\$130 (+10%)	\$143(+10%)	\$157 (+10%)	\$173 (+10%)	\$190 (+10%)	\$190?
Student & Course Fees (Note5)					IT+ \$35/per student/sem	IT+ \$45/per student/sem
Student Fees for PT (<5 Credits) (Note 5)	\$115	\$115	\$115	\$115	\$115	\$115
IAI (Note6)	\$347k	\$303k	\$310k	\$375K	\$375K	\$375K
Prof & Intl Programs-(Note 7) Gross and Net revenue	\$1.2M Gross -15K Net	\$1.2M Gross 164K Net	\$1.7M gross target	\$1.8M gross target	TBD	TBD
New Entrepreneurial Initiatives & Revenue Enhancements (Note 7)						
Fed Grants & Contracts (Note 8) State & Private Contracts	\$26M	\$26M	\$26.8M +3%	\$27.6M +3%	\$28.4M +3%	\$29M +3%
Grants Indirect Cost (Note 9)	\$1.1M	\$0.8M	\$1M	\$1M Goal+1.5-2%	\$1M Goal+1.5-2%	\$1M Goal+1.5-2%

	Actual	Actual	Budget	Budget	Budget	Plan
	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Capital Budget – Academic CIP (Note 23)				\$200K	\$200K	TBD
LG Bldg Debt Service/Sinking Fund (Note 24)	\$635	\$826K	\$826K	\$826K	\$826K	\$826K
Debt service for new Facilities Master Plan projects (Note 24)			\$3M	\$3M	\$3M	\$4M
e. Auxiliary Funds (Note 25) FH, IAC, Dorm, Bkstore, Café, PIP, SGA, Health, TADEO, Planetarium, ISLA				Surplus for transfer to Gen Ops	Surplus for transfer to Gen Ops	Surplus for transfer to Gen Ops
f. Non-Appropriated Funds (NAF) Note 26	Balance	Use Fund 20% Bal	Use Fund 10% Bal	Use Fund 10% Bal	Use Fund 10% Bal	Use Fund 10% Bal

Notes and Discussions

- FY 2008 total appropriation for operations = \$28.4M (\$28.1M from General Fund, \$232K Tobacco settlement proceeds). Request was \$34M. Due to cash shortages from late and held-back allotment payments, key issues are sustainability of currently-configured operations and ability to spend on key hiring/strategic initiatives. Assumption is that allotments will remain flat or minimal increase as GovGuam cumulative deficit remains and needs to be repaid or financed over a multiple year period. After years of allotment holdbacks and based on informal discussions with BBMR/DOA, estimate that 5% allotment control will be placed on FY08 General Operations & Special Appropriations. Availability of military buildup investment funds is unknown. FY09 total appropriation request is \$34.2M (\$29.2M for no-growth base plus \$4.9M for growth initiatives).
- Breakdown of FY08 SFAP, YEC and Special Appropriations.

 - SFAP- \$2,535,670, requested \$3.8M
 - YEC- \$1,314,696, requested \$2.2M
 - Special Appropriations \$643K (appropriations and requests are same):
 - Aquaculture Development and Training Center – 140,000
 - WERI GHS – 204,200
 - WERI Water Resource Monitoring Program – 173,948
 - Northern & Southern Soil and Water Conservation Program – 125,000

Assumption is allotments will remain flat as above.
- Enrollment: EMSS target is to reach a headcount goal of 3,675 for Fall AY 09-10.
UPBAC Recommendation: Enrollment growth should be set at a higher yearly increase of 4.6% to reach a headcount goal of 3600 (Fall only) in FY09. Colleges will each be given enrollment targets, which they will be held accountable for meeting. Recruitment plans should include assistance from student representatives, as new students are able to better relate to their peers. SGA is requested to survey the student population and submit a list of prioritized needs to the EMSS-Dean. 1% increase in credit hours is \$128K in gross revenue. Academic Year 07-08 credit hours total 74K for fall and spring.
- Tuition: Rate increases cover the cost of quality education and staying in line with other similar institutions while remaining affordable. UOG tuition is 68% of public university average (32% less). Other measures will be undertaken such as locating other sources of revenue, cutting expenditures, and asking for bond debt relief to assist in keeping the University affordable and accessible.
BOR 05-21: Tuition rate increase of 10% yearly for 5 years start FA05. 1% increase in tuition rate is \$125K in gross revenue.
- Need to bench mark and revisit student and course fees due to insufficient appropriations for academic operational expenses.
Proposed IT fee increase of \$25 per semester (\$150k to assist in defraying cost of IT resources used for student learning such as additional broadband, web services, college technology coordinators, equipment replacement, etc)
Current per semester fees are \$24 for computer fee and \$44 for internet fee. If additional IT requirements annually are \$1M, then need additional ~\$155 per semester of IT fees or government appropriation.
Need to assess impact of part-time student fees on enrollment.

6. IAI: Decline in previous fiscal years due to increasing competition from US universities with other Japanese partners. FY2008 revenue forecasted at \$310K (revenue sharing is 4.5% to A & R, 15% to SPBA, \$200K building fund, balance to gen ops).
7. Saipan Center was merged with PDLLC as Professional and International Programs (PIP) under UCE in FY07. The BOR has approved the FY 08-09 revenue plans and targets for PIP. VPUCE & Dean CLASS are leading IISTF initiative on entrepreneurial and revenue enhancements. Key will be business plans for revenue growth and bottom line surplus to support operations. Up front subsidy of start-ups means emphasis on feasibility analysis with annual evaluation of agreed business plan targets vs. results.
8. Includes Federal and GovGuam grants and contracts. Grant targets will be given to the colleges by the SVP. 3% target growth each year. Assess viability of supporting small grants/contracts as well as any grants with minimal indirect cost revenues. Recommend 5% - 10% of indirect to cover Business Office & infrastructure support needs.
9. Actual Indirect Cost Rates:
 FY2005 - 65%
 FY2006-FY2010 – 57%
 Actual I/C: FY05-\$869K, FY06-\$1,143K, FY07-\$758K(expiration of Lytico Bodig and Telework grants)
10. Salaries and benefits funded by GovGuam appropriations and federal matching funds. Additional personnel required in planning horizon (FY08 Critical Vacancy List - UOG has advised CMTF that an additional 86 positions are needed for the projected military buildup requirements). Funding has been limited to highest priorities aligned with the strategic plan. Benchmarked faculty salary schedule targets agreed with BOR, but FY09-10 increases still depend upon availability of funds. FY08 impact of faculty salary adjustment effective Jan 09 is \$500K. Classified unified pay scale increase is being studied by Gov Guam. Approximately \$200K is needed for each 1% retirement fund rate increase, which is far below the actuarial requirements.
11. Depreciation is not currently budgeted but is a substantial expense that represents the University's annual usage of capital assets. In proceeding with consolidated financial plans, we must recognize this expense on an annual basis and balance University's consolidated budgets with depreciation included.
12. Energy management savings plan adopted in 2007. Partial implementation as resources allow. Bulk of savings dependent upon capital investment in more energy efficient equipment and buildings. Pay back is high. Utility rates expected to increase by 10-15% due to oil costs. Currently all utility costs are absorbed by Gen Ops except for fraction of cost charged to some auxiliary units. Need to identify and correctly charge utility cost by department/unit.
13. Important for achieving outcomes associated with WASC 2009 Educational Effectiveness Review and sustaining professional accreditation standards.
14. UTAC due to revise IT master plan in AY08-09 and update IT budget requests.
15. Must establish and agree priorities and realistic assessment of funding available for initiatives.
 Strategic Institutional Initiatives: Institutional Compliance and Safety Issues; Revenue Generation; Academic Program Quality/ Strategic Planning/Continuous Improvement; Program and Business Support

A&SA Priorities

WASC
 Assessment
 EMSS Strategic Plan (Recruitment, Retention, Advisement)
 One-stop for student support
 Graduate support
 OSP/grants admin support
 Faculty Hires
 Specialized Accreditation
 Regional programs

A&F Priorities

Business Process Redesign

- Procurement Automation
- Financial Reporting
- Imaging & Workflow Automation

Infrastructure Initiatives

- Energy Savings
- Deferred Maintenance
- CIP
- Computerized

UCE Priorities

Prof & Int'l. Programs
 Edu-tourism
 Service learning center
 President's Leadership & Partnership Council
 UOG Capacity Building
 Engagement Symposium
 UOG Cares (College liaison, Incentive Funds, Faculty Seed Fund/Engagement)

Data mgmt & support	Maintenance Mgmt
Distance Education	UTAC IT Initiatives
Prioritized Academic Programs	Fee Consolidation
IT Initiatives	Revenue Initiatives
YEC Integration with SOE	

16. See BOR-approved Physical Master Plan last updated in 2000. UOG presented CMTF with selected capital improvements that impact the military buildup. See below for estimated capital projects and costs to be presented to the Board in 2008. President calls together effort to revisit Physical Master Plan.

Long-Term Capital Improvement Projects	in \$000's
Student Center	\$8,420
Nursing Extension to Health-Science	7,300
CEDDERS Building Project	10,300
MARC 2nd Floor Extension	1,000
Fine Arts Renovation	3,250
Fine Arts Building Extension (lab, classrooms, offices, exhibition room)	5,000
Marine Lab Renovation and Extension (research labs, classrooms)	1,460
Unified Digital Campus Project	4,000
Total CIP (not necessarily in priority order)	\$40,730

17. *PL: 26-58. Interest, principal and sinking fund payments have begun. GovGuam still owes \$250 for FY06, \$500k for FY05, and \$500k for FY07. DOA/BBMR remain committed to funding these amounts.*
18. Receive \$1.1M in FY07 for capital projects from Governor's CIP funded by federal compact impact funds. Additional \$2M CIP funding is being sought thru Governor's Office, but is uncertain. UOG has compact impact of ~\$7M pa which is used by Governor's Office in its submission for US-DOI funding. In FY2008, UOG-Nursing allocated \$315K with the Oct 2007 refinancing of 1993 bonds. Opportunity for Civilian Military Task Force (CMTF) to obtain additional funding for program facilities associated with military buildup.
19. Fundraising: To be revised to address new Student Center, CEDDERS Center, Admin Building, and Fine Arts renovation. Foundation and President/BOR planning capital campaign.
20. Capital Budget: Recommend 2% of total building cost to be used for capital outlay and building maintenance. Note: FY07 \$2M appropriation (PL28-149/150) with 1993 bond refinancing as source of funds repealed under PL29-02.
21. Additional \$2.1M in deferred maintenance projects identified to be financed over the next five years (\$430K p.a.). Campus Maintenance account fund is being used for identified deferred maintenance projects, but only earnings available for use (FY08 \$180K).
22. \$500K total per BOR Resolution 00-10 (\$340K operations + \$160K NAF). The RFK library will explore moving into replacing acquisitions with electronic versions given the current funding constraints and trends in library holdings of other peer institutions. Partnerships with California, Hawaii, etc should be explored. Replacement of the integrated system is necessary, as current system no longer supported.
23. To be developed by SVP and academic team. Includes ITRC computer ops for academic support, computer labs, and college equipment needs greater than \$5K.

Debt service actuals/ timates based on recent discussions:

	2008	2009	2010	2011	
Debt Service					
PMP Bond	2,027,377	2,027,513	2,028,008	2,027,384	
Academic Capital	126,728				
Federal Reserve	90,000				
LG Building	751,000	751,000	751,000	751,000	
LG Building Reserve	75,000	75,000	75,000	75,000	
Student Center				754,741	
Administration Building				95,097	
MARC Extension				53,670	
Fieldhouse Gym Floor			145,593	145,593	
Total	3,070,105	2,853,513	2,999,601	3,902,485	

24. Targets for Auxiliary funds (after coverage of direct costs and renovation allocation):

	2006				2007			
	Revenue	Transfers	Exp	Sur(deficit)	Revenue	Transfers	Exp	Sur(deficit)
Bookstore (31)	1,553,678		1,534,579	19,098	1,652,431	-	1,457,156	195,275
Dorm (32)	296,533	80,039	328,742	47,830	302,817	80,039	288,230	94,626
Cafeteria (33)	32,940		37,470	(4,530)	49,807	-	42,162	7,645
IAC (34)			239,461	40,148	254,559	-	193,395	61,164
ELI (37)			232,897	(2,462)	354,430	-	259,098	95,332
EMBA (39)	IAC (34)	279,609	(276)	(797)	280	-	-	280
Fieldhouse (41)	ELI (37)	230,434	296,740	(9,367)	229,927	116,303	261,522	84,709
PDLLC (42)			739,603	172,318	884,102	-	651,560	232,542
SGA (43)		8,250	154,995	26,786	9,715	177,508	135,893	51,330
Student Health (44)			72,186	9,532	-	88,757	81,406	7,351
TADEO (45)			143,194	(3,974)	158,265	-	111,235	47,030
Planetarium (46)			53,671	(53,671)	-	-	53,640	(53,640)
ISLA (47)			107,241	(38,876)	67,252	-	68,712	(1,460)
Saipan (48)			145,661	(134,767)	5,916	-	156,838	(150,922)
Distance Learning(49)		30,000	80,334	(50,334)	-	-	12,929	(12,929)
	4,065,143	118,289	4,166,498	16,934	3,969,501	462,607	3,773,776	658,332

25. Use of fund balance is dependent on cash availability. Proposed Administration & Finance NAF fee of 5% for Business Office and infrastructure support needs. IISTF is discussing future handling of NAF issues. Issues include decentralized management, 100% use of student fees, and manageable carryover allowances.

Appendix VIII: Enrollment Summaries



University of Guam
 Academic & Student Affairs
 Enrollment Management & Student Services
 Admissions & Records Office

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ENROLLMENT * CREDIT HOURS * FTE

TOTAL STUDENTS																
		UnderGraduates			Graduates			UnderGraduates			TOTAL					
		Degree Status			Degree Status			Non-Degree Status (includes PostGrad)			STUDENTS					
		HEAD	Credit Hrs	FTEs	HEAD	Credit Hrs	FTEs	HEAD	Credit Hrs	FTEs	PY Var	HEAD	PY Var	Credit Hrs	PY Var	FTEs
FALL		COUNT			COUNT			COUNT				COUNT				
Fall 2007	Actual	2,897	35,117	2,926	262	1,826	203	123	1,064	89	3.3%	3,282	4.4%	38,007	4.6%	3,218
Fall 2006	Actual	2,818	34,106	2,842	253	1,564	174	105	738	62	4.7%	3,176	3.5%	36,408	3.7%	3,077
Fall 2005	Actual (corrected)	2,713	33,129	2,761	214	1,288	143	107	770	64	3.8%	3,034	4.6%	35,187	4.4%	2,968
Fall 2004	Actual (corrected)	2,630	31,692	2,641	225	1,392	155	68	559	47	-2.2%	2,923	-2.8%	33,643	-3.0%	2,842
Fall 2003	Actual	2,630	32,159	2,680	265	1,899	189	93	754	63	-6.0%	2,988	-1.1%	34,612	-1.6%	2,932
Fall 2002	Actual	2,647	31,975	2,665	443	2,288	254	88	722	60	1.7%	3,178	-2.6%	34,985	-2.1%	2,979
Fall 2001	Actual (corrected)	2,697	33,270	2,773	319	1,870	208	109	764	64	-9.5%	3,125	-9.8%	35,904	-9.8%	3,044
Fall 2000	Actual	2,965	37,026	3,066	365	2,061	229	104	739	62	-11.3%	3,454	-10.2%	39,826	-10.5%	3,376
Fall 1999	Actual	3,345	40,803	3,400	442	2,749	305	107	801	67		3,894		44,353		3,772
SPRING																
Spring 2008	Actual	2,667	32,307	2,692	269	1,840	204	104	782	65	-0.3%	3,040	0.2%	34,929	0.3%	2,962
Spring 2007	Actual	2,683	32,478	2,707	261	1,739	193	105	636	53	7.4%	3,049	8.1%	34,853	8.3%	2,953
Spring 2006	Actual	2,508	30,183	2,515	226	1,379	153	105	686	57	3.5%	2,839	1.1%	32,248	1.1%	2,726
Spring 2005	Actual	2,436	29,892	2,491	213	1,365	152	95	645	54	-1.0%	2,744	1.0%	31,902	0.8%	2,696
Spring 2004	Actual	2,438	29,595	2,466	274	1,613	179	59	364	30	-1.6%	2,771	-2.5%	31,572	-2.7%	2,676
Spring 2003	Actual	2,450	29,931	2,494	283	1,823	203	84	638	53	-6.2%	2,817	-3.0%	32,392	-3.1%	2,750
Spring 2002	Actual	2,647	31,368	2,614	357	2,017	224	0	0	0	-5.2%	3,004	-7.7%	33,385	-7.5%	2,838
Spring 2001	Actual	2,731	33,581	2,798	340	2,020	224	98	554	46	-11.4%	3,169	-12.3%	36,155	-12.5%	3,069
Spring 2000	Actual	3,081	37,945	3,162	410	2,574	286	87	697	58		3,578		41,216		3,506
SUMMER																
Summer 2007	Actual	1,041	6,511	543	119	839	93	122	692	58		1,282		8,042		693
Summer 2006	Actual	978	6,071	506	64	334	37	59	255	21		1,101		6,660		564
Summer 2005	Tentative	1,014	6,278	523	19	66	7	78	353	29		1,111		6,697		568
Summer 2004	Actual	923	5,410	451	208	762	85	167	776	65		1,298		6,948		579
Summer 2003	not available	0	0	0	0	0	0	0	0	0		0		0		0
Summer 2002	Actual	990	6,075	506	120	450	50	101	474	40		1,211		6,999		596
Summer 2001	Actual	1,200	6,952	580	144	598	66	98	460	38		1,442		8,020		685
Summer 2000	Actual	1,273	7,736	645	136	556	62	77	371	31		1,486		6,663		737

 University of Guam Academic & Student Affairs Enrollment Management & Student Services Admissions & Records Office								Return to Table of Contents														
Student Enrollment by College/Major/Program Level																						
PROGRAM LEVEL													BY CLASS LEVEL									
TERM	COLLEGE	MAJOR	GR	UG	TOTAL	% of Total Enrollment	% of Total Program Level	FRESHMAN	SOPHOMORE	JUNIOR	SENIOR	UNDERGRAD NON DEGREE	POST GRADUATE	MATRL STUO EXCHANGE	GRADUATE 1ST YEAR	GRADUATE 2ND YR ABV	GRADUATE NON DEGREE					
08/SP	CLASS	ANTHROPOLOGY		5	5	0.2%	0.18%	1	1	2	1											
08/SP	CLASS	ART (GRADUATE)	2		2	0.1%	0.74%										2					
08/SP	CLASS	COMMUNICATION STUDIES	44	44	14%	1.99%		11	15	10	8											
08/SP	CLASS	ENGLISH (GRADUATE)	12		12	0.4%	4.48%										11	1				
08/SP	CLASS	ENGLISH (UNDERGRAD)	32	32	1.1%	1.15%		7	14	9	2											
08/SP	CLASS	FINE ARTS/ART	27	27	0.9%	0.97%		9	10	2	6											
08/SP	CLASS	FINE ARTS/MUSIC	17	17	0.6%	0.61%		5	6	2	4											
08/SP	CLASS	FINE ARTS/THEATER	6	6	0.2%	0.22%		2	1	1	2											
08/SP	CLASS	HISTORY	12	12	0.4%	0.43%			8	2	2											
08/SP	CLASS	INTERDISCIPLINARY ARTS & SCI	4	4	0.1%	0.14%			3	1												
08/SP	CLASS	JAPANESE STUDIES	4	4	0.1%	0.14%		1	1	1	1											
08/SP	CLASS	MICRO STUDIES GRAD	10		10	0.3%	3.72%										3	7				
08/SP	CLASS	PHILOSOPHY	4	4	0.1%	0.14%		1	1		2											
08/SP	CLASS	POLITICAL SCIENCE	28	28	0.9%	10.41%		4	9	11	4											
08/SP	CLASS	PSYCHOLOGY	59	59	1.9%	2.13%		18	21	10	10											
08/SP	CLASS	SOCIOLOGY	10	10	0.3%	0.36%		2	5	2	1											
08/SP	CLASS	UNDE ARTS & SCIENCES	1	1	0.0%	0.04%					1											
SUBTOTAL CLASS			24	253	277	9.1%		61	95	53	44	0	0	0	0	0	16	8				
Class level within College:								22%	34%	19%	16%	0%	0%	0%	0%	0%	6%	3%				
08/SP	CNAS	AGRICULTURE		2	2	0.1%	0.07%			1												
08/SP	CNAS	BIOLOGY		69	69	2.3%	2.49%	16	24	14	15											
08/SP	CNAS	BIOLOGY (GRADUATE)	16		16	0.5%	5.95%										9	7				
08/SP	CNAS	CHEMISTRY		8	8	0.3%	0.29%	4	2	2												
08/SP	CNAS	COMPUTER INFO SYSTEM		25	25	0.8%	0.90%	3	12	8	2											
08/SP	CNAS	COMPUTER SCIENCE		61	61	2.0%	2.20%	32	6	9	14											
08/SP	CNAS	CONSUMER & FAMILY SCIENCE		7	7	0.2%	0.25%	1	5	1												
08/SP	CNAS	ENVIRON SCI (GRAD)	11		11	0.4%	4.09%										4	7				
08/SP	CNAS	MATHEMATICS		23	23	0.8%	0.83%	3	12	3	5											
08/SP	CNAS	PRE DENTAL		2	2	0.1%	0.07%	1		1												
08/SP	CNAS	PRE ENGINEERING		5	5	0.2%	0.18%	2		1	2											
08/SP	CNAS	PRE MEDICAL		1	1	0.0%	0.04%			1												
08/SP	CNAS	PRE VETERINARY		1	1	0.0%	0.04%	1														
08/SP	CNAS	TROPICAL AGRICULTURE RESEARCH		1	1	0.0%	0.04%			1												
SUBTOTAL CNAS			27	205	232	7.6%		63	62	40	40	0	0	0	0	0	13	14				
Class level within College:								27%	27%	17%	17%	0%	0%	0%	0%	6%	6%					
08/SP	SBPA	ACCOUNTING		87	87	2.9%	3.14%	27	40	8	12											
08/SP	SBPA	BUS ADMIN (GRADUATE)	2		2	0.1%	0.74%											2				
08/SP	SBPA	Business Administration (ug)		271	271	8.9%	9.78%	79	85	52	55											
08/SP	SBPA	CRIMINAL JUSTICE		119	119	3.9%	4.29%	46	31	23	19											
08/SP	SBPA	INTERNATNL TOURISM		1	1	0.0%	0.04%		1													
08/SP	SBPA	MANAGEMENT		4	4	0.1%	0.14%	1	2	1												
08/SP	SBPA	PUB ADMIN (GRADUATE)	30		30	1.0%	11.15%									1	13	16				
08/SP	SBPA	PUBLIC ADMIN		28	28	0.9%	1.01%	4	14	4	6											
SBPA			32	510	542	17.8%		157	173	88	92	0	0	0	0	1	13	18				
Class level within School:								29%	32%	16%	17%	0%	0%	0%	0%	2%	3%					
08/SP	SNHS	HEALTH, PE, RECR DAN		26	26	0.9%	0.94%	9	9	2	6											
08/SP	SNHS	NURSING		97	97	3.2%	3.50%		81	12	4											
08/SP	SNHS	PRENURSING		337	337	11.1%	12.16%	152	26	76	83											
08/SP	SNHS	PRE-SOCIAL WORK		2	2	0.1%	0.07%	1	1													
08/SP	SNHS	SOCIAL WORK	11	40	51	1.7%	4.09% (UG)	6	21	8	5						10	1				
SUBTOTAL SNHS			11	502	513	16.9%		168	138	98	98	0	0	0	0	0	10	1				
Class level within School:								32%	27%	19%	19%	0%	0%	0%	0%	2%	0%					
08/SP	SOE	ADMIN & SUPERVISION	32		32	1.1%	11.90%											12	20			
08/SP	SOE	CHAMORU LANG ELED		25	25	0.8%	0.90%	2	18	5	2											
08/SP	SOE	CHAMORU LANG, SEC ED		11	11	0.4%	0.40%	2	8	1												
08/SP	SOE	COUNSELING	41		41	1.3%	15.24%											16	25			
08/SP	SOE	EARLY CHLDHD, ELEM		99	99	3.3%	3.57%	16	37	25	21											
08/SP	SOE	ELEM EDU (GRADUATE)	1		1	0.0%	0.37%											1				
08/SP	SOE	ELEMENTARY EDUCATION		74	74	2.4%	2.87%	19	30	17	8											
08/SP	SOE	ENGL AS SEC LANGUAGE		1	1	0.0%	0.04%															
08/SP	SOE	LANGUAGE & LITERACY	10		10	0.3%	3.72%											2	8			
08/SP	SOE	SECONDARY ED, (GRAD)	11		11	0.4%	4.09%											1	10			
08/SP	SOE	SECONDARY EDUCATION		66	66	2.2%	2.38%	16	22	15	13											
08/SP	SOE	SOCIAL STUDIES SEC		7	7	0.2%	0.25%		4	2	1											
08/SP	SOE	SPECIAL ED (GRAD)	22		22	0.7%	8.18%											4	18			
08/SP	SOE	SPECIAL EDUCATION		19	19	0.6%	0.89%	4	6	4	5											
08/SP	SOE	SPEED RESOURCE CONGR	1		1	0.0%	0.37%											1				
08/SP	SOE	TONG ENS SEC LANG GR	10		10	0.3%	3.72%											5	5			
08/SP	SOE	UNDE EDU GRADUATE	2		2	0.1%	0.14%											1	1			
08/SP	SOE	UNDECLARED EDUCATION		108	108	3.6%	3.90%	74	3	7	24											
SUBTOTAL SOE			130	410	540	17.8%		133	126	77	74	0	0	0	0	0	41	89				
Class level within School:								25%	22%	14%	14%	0%	0%	0%	0%	8%	16%					
08/SP	EMSS	NON DEGREE		72	72	2.4%	2.60%						72									
08/SP	EMSS	NATIONAL STU EXCHANG		5	5	0.2%	0.19%															
08/SP	EMSS	Postgraduate		27	27	0.9%	0.97%						27									
08/SP	EMSS	UNDECLARED		787	787	25.9%	28.40%	496	19	72	200											
08/SP	GRADUATE SCHOOL	NONDEGREE GRAD STDNT	45		45	1.5%	16.73%										43	2				
SUBTOTAL UNDECLARED AND NON DEGREE			45	891	936	30.8%		496	19	72	200	72	27	5	43	0	2	2				
Overall Enrollment by Class Level:								35%	20%	14%	16%	2%	1%	0%	1%	3%	4%					
TOTAL			269	2771	3040	100.0%		1078	613	428	548	72	27	5	44	93	132					

 University of Guam Academic & Student Affairs Enrollment Management & Student Services Admissions & Records Office		9/13/2007																										
Program Review Fact Sheet: Number of Majors by Semester																												
COLLEGE/SCHOO	PROGRAM LEVEL	MAJOR	99/I	00/I	00/C	00/I	01/I	01/C	01/I	02/I	02/C	02/I	03/I	03/C	03/I	04/I	04/C	04/I	05/I	05/C	05/I	06/I	06/C	06/I	07/I	07/C	07/I	
CLASS	GR	ART (GRADUATE)	1	2		1		1	1	3	1	1	1		1	3			2		1						1	
CLASS	GR	ENGLISH (GRADUATE)	1							1			1											5	7	1	9	
CLASS	GR	GEN SOC SCI (GRAD)			2																							
CLASS	GR	MICRONESIAN STUDIES-GRAD CERT																									1	
CLASS	GR	MICRO STUDIES GRAD	18	23	6	12	15	2	9	8	2	15	6	2	8	11	1	11	14	2	13	8		13	14	2	7	
CLASS	GR	UNDE ARTS & SCI,(GR)	1	2	2	3	4	3	2	1	1	3	3		1	2												
CNAS	GR	*BIOLOGY (GRADUATE)	19	24	2	12	19	2	12	13	1	8	8		8	7	3	6	10		10	14		16	13		17	
CNAS	GR	ENVIRON SCI (GRAD)	12	11		10	10		12	8		12	13		14	13	1	11	9	2	10	9			11	14	1	11
SBPA	GR	BUS ADMIN (GRADUATE)	83	67	14	60	36	5	39	29	5	26	29	6	17	11	5	6	3	1	13	11	8	8	1	5	4	
SBPA	GR	PUB ADMIN (GRADUATE)	33	37	40	39	42	27	41	33	6	30	30	8	32	31	15	28	27	5	28	25	13	36	44	29	36	
SBPA	GR	UNDE BUS (GRADUATE)	2	2		1	1	1	1						1	1		1	1		1	1						
SOE	GR	ADMIN & SUPERVISION	24	21	12	19	23	5	17	22	16	31	20	2	36	34	17	31	30	1	30	29	7	31	33	3	25	
SOE	GR	CURR INST ELED(GRAD)	1	2	2			1		1	13	3		1		1	2											
SOE	GR	CURR INST SEC ED(GRA	1			1		2	1	1	1	4				2	1											
SOE	GR	CURR INST SPED (GRAD	3			1				1	1					1	1									1		
SOE	GR	COUNSLNG PRAC TRACK	28	31	4	25	23	11	19	18		14	14		10	8	5	6	2		2	3		1	1	1	1	
SOE	GR	COUNSLNG RES TRACK	1	1	2	2	1	1	2	2		3	1		2	1		1										
SOE	GR	COUNSELING								5	1	10	12	1	4	15	9	18	28	1	21	30	3	30	36	18	44	
SOE	GR	COUNSELOR ED (GRAD)	5	3	10	3	1	1	3	3	1	1							1									
SOE	GR	COUNSELING & GUID	9	6	6	3	7	2	5	5	1	2	3							1								
SOE	GR	ELEM EDU (GRADUATE)	8	6	10	5	4	1	7	2	2	4	1		1	1	1				1	1			1			
SOE	GR	TCHG ENG SEC LANG GR	16	15	8	9	14	6	10	14	10	18	12		12	14	4	15	9		11	15	1	13	13	6	11	
SOE	GR	INSTRUCT LDRSHP(GRAD	3	2	4	2	1		1	2																		
SOE	GR	LANGUAGE & LITERACY	25	32	38	38	28	10	18	19	5	24	24	1	25	21	9	18	18	3	14	12	2	10	11	3	11	
SOE	GR	READING (GRADUATE)	3	2	6	4	2	1	3	2	2	3			1	2	1		2		1	1		1				
SOE	GR	SECONDARY ED, (GRAD)	14	20	16	8	11	4	9	11	4	13	8		5	6	1	6	8	1	10	11	3	14	18	9	17	
SOE	GR	SPECIAL ED (GRAD)	6	5	6	10	10	3	12	8	1	8	4	1	9	9	3	7	2		5	4	2	2	3	8	11	
SOE	GR	SPED RESOURCE CON(GR	3	2	4		1		2	2	1	2	2		1	1	2	1					1					
SOE	GR	UNDE EDU GRADUATE	75	58	56	66	57	19	60	47	25	66	40	7	51	50	28	39	33	2	15	15	4	10	6	2	8	
GRADUATE STUDIES	GR	NONDEGREE GRAD STDNT	42	30	18	38	29	14	33	58	25	53	46	4	27	26	10	20	14	5	28	36	14	50	47	30	48	