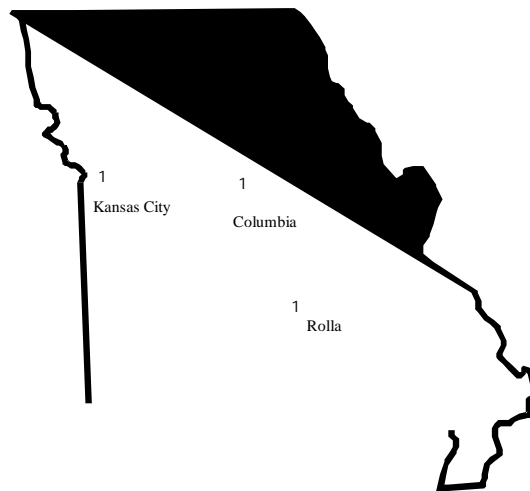


*The*  
***UNIVERSITY of***  
***MISSOURI***  
***SYSTEM***



*Fiscal Year* **2008**  
***Operating Budget***







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# **University of Missouri System FY 2008 Operating Budget**

## **Introduction and Overview**

### **Introduction**

The University of Missouri System Operating Budget sn



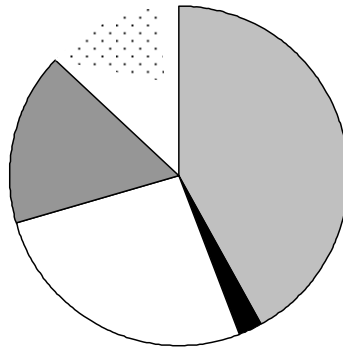


## FY 2008 Current Funds Budget Summary

For fiscal year 2008, the University of Missouri's current funds budget totals almost \$2.3 billion. Of the total current funds budget, 86.8% is unrestricted and 13.2% is restricted. The current funds budget is made up of the University's operations fund, as well as the operating budgets for the Hospitals, auxiliary enterprises, continuing education, service operations, self-insurance funds, and restricted funds.

### Current Funds Revenue Budget

Restricted



**Table 1. Percentage Distribution of FY 2008 Current Funds Revenue Budgets by Type of Fund, by Campus**

	UMC	UM Extension	Hospital	UMKC	UMR	UMSL	UM System Admin.	U-wide Resources	System Total
Operations	46.3%	74.2%	0.0%	71.4%	67.8%	70.1%	68.6%	61.2%	41.9%
Continuing Education	1.8%	0.0%	0.0%	3.1%	3.2%	3.9%	0.0%	0.0%	1.7%
Service Operations	0.4%	0.0%	0.0%	0.2%	0.1%	0.1%	1.3%	0.0%	0.2%
Self Insurance Funds	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	77.9%	0.4%
Auxiliaries Enterprises	33.0%	0.0%	0.0%	8.6%	8.5%	14.4%	3.1%	0.0%	16.4%
Hospital Operations	0.0%	0.0%	99.6%	0.0%	0.0%	0.0%	0.0%	0.0%	26.2%
Total Unrestricted	81.5%	74.2%	99.6%	83.3%	79.6%	88.5%	73.0%	139.1%	86.8%
Restricted Expendable Gifts, Endowments, & State Appropriations	2.9%	0.7%	0.4%	4.7%	3.6%	3.4%	22.1%	-39.1% *	2.8%
Grants and Contracts	15.6%	25.1%	0.0%	12.0%	16.8%	8.1%	4.9%	0.0%	10.4%
Total Restricted	18.5%	25.8%	0.4%	16.7%	20.4%	11.5%	27.0%	-39.1%	137%.7%

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Not included in this category are funds generated from the University Physicians' clinical operations, which are part of the University of Missouri-Columbia Medical School's physicians' practice plan.

Sales and services of auxiliary enterprises totaling \$346.2 million, or 36.8% of the current funds sales and services budget, include revenues from essentially self-supporting activities that provide services and sales primarily to students, faculty, and staff. These include housing and dining halls, intercollegiate athletics, bookstores, parking operations, student unions, recreational facilities, the television station, University Physicians clinics, veterinary medicine clinics, and other miscellaneous activities.

Sales and services of educational activities, totaling \$33.8 million, include the operations of the dental and optometry clinics, as well as activities related to the UMKC medical residency program, Agricultural Experiment Station, Cooperative Extension, and other activities.

Gross tuition and fee revenues of \$570.7 million are the second largest source of revenue and contribute 23.2% of the gross current funds revenue budget. Scholarship allowances, or financial aid, reduce revenue from student fees to \$384.0 million or 16.9% of total net revenue, making it the third largest contributor of total net revenue. Tuition and fees of \$516.9 million are recorded in the operations fund. Student fees of \$36.8 million, related to continuing education, are recorded in a separate fund. The \$16.7 million in student fees in the auxiliary enterprises fund group are activity and facility fees primarily for student health, parking, athletics, and University Centers/Unions.

State appropriations, at \$461.0 million, comprise the third largest source of gross current funds revenue. However, once student fee discounts have been applied to gross fees, state appropriations becomes the second largest contributor of total net current funds revenues at 20.3%. State appropriations include \$418.0 million in the operations fund for the general mission of the University, and \$24.1 million for University Hospitals & Clinics. Restricted appropriations for the Missouri Institute of Mental Health, Missouri Kidney Program, the Missouri Research and Education Network (MOREnet), Missouri Telehealth Network, and Spinal Cord Injury Research total approximately \$18.8 million.

Federal, state, and other grants and contracts combine for total projected revenues of \$314.0 million, or 13.8% of the total current funds revenue budget. These revenues are an estimate of the funds that will be received during FY 2008.

Other revenue sources include federal appropriations (primarily for the Agricultural Experiment Station and Cooperative Extension), investment income, gifts and endowment income (primarily for student aid and chairs/professorships), recovery of facilities and administrative costs (recovery of F&A), which are generated from externally funded grants and contracts, and miscellaneous income.

Table 2, on the following page, shows the percentage distribution of current funds revenues by major revenue source for each campus, UM Extension, the Hospitals, and the system administrative units. Tuition and fees net of financial aid is the largest source of revenue for the St. Louis and Kansas City campuses. State appropriations is the largest contributor for

UM Extension, the Rolla campus, UM System Administration, and University-wide Resources. Sales & services of educational activities and auxiliary enterprises is the largest source of revenue for the Columbia campus and the Hospitals (Patient Services). State appropriations are the second largest source of funds for the Kansas City and St. Louis campuses. Grants and contracts are the second largest source of revenue for the Columbia campus, and net tuition fees are the second largest source for Rolla campus.

**Table 2. Percentage Distribution of FY 2008 Current Funds Revenue Budgets by Major Source, by Campus**

	UM						UM	U-wide	System
	UMC	Extension	Hospital	UMKC	UMR	UMSL	System Admin.	Resources	Total
Net Tuition and Fees	19.3%	0.0%	0.0%	33.2%	25.3%	39.0%	0.0%	-0.3%	16.9%
Federal Appropriations	0.5%	15.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%
State Appropriations	20.1%	53.0%	4.0%	27.8%	34.0%	30.6%	51.6%	43.1%	20.3%
Federal Grants & Contracts	13.1%	10.6%	0.0%	10.4%	15.9%	9.5%	0.0%	0.0%	8.7%
State Grants	2.3%	14.8%	0.0%	1.8%	2.0%	1.6%	5.2%	0.0%	1.9%
Other Grants & Contracts	4.8%	2.0%	0.0%	4.4%	6.7%	3.0%	0.0%	0.0%	3.2%
Gift Income	1.9%	0.3%	0.4%	2.5%	3.4%	2.5%	1.1%	0.0%	1.7%
Recovery of F&A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Endowment and Investment Income	2.6%	0.3%	1.3%	2.7%	3.4%	1.6%	15.8%	38.5%	2.7%
Sales & Services-Educ. Act./Aux.	32.6%	0.5%	94.0%	14.9%	7.9%	11.3%	-0.2%	0.0%	41.4%
Miscellaneous Income	2.8%	2.6%	0.3%	2.3%	1.4%	0.9%	26.5%	18.7%	2.6%
<b>Total Current Funds Revenues</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Note: University of Missouri Extension is a cooperative effort administered by the University of Missouri - Columbia

## Expenditures

Compensation expenditures of \$1.5 billion account for 63.3% of current funds expenditures and transfers in FY 2008. Salary expenditures total \$1.2 billion and employee benefits expense is anticipated to be \$297.4 million. Expense and equipment and capital expenditures of \$699.7 million contribute 30.5% of current funds expenditures and transfers. Budgeted transfers of \$142.5 million, primarily for debt service and maintenance and repair, make up the remaining 6.2% of the budget.

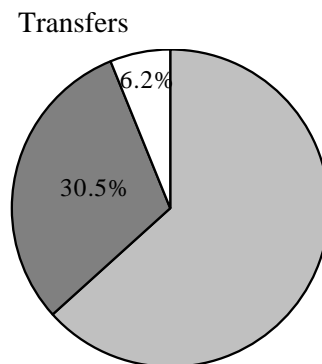


Table 3 shows the percentage distribution of the FY 2008 current funds expenditure budget by object of expense for each campus, UM Extension, the Hospitals, and the system units.

**Table 3. Percentage Distribution of FY 2008 Current Funds Expenditure Budgets by Object of Expense, by Campus**

UM

UM  
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**Table 4. Percentage Distribution of FY 2008 Current Funds Expenditure Budgets by Program Classification, by Campus**

	UM						UM	U-wide	System
	UMC	Extension	Hospital	UMKC	UMR	UMSL	Admin.	Resources	Total
Instruction	37.3%	0.0%	0.0%	47.4%	44.2%	42.6%	0.0%	n/a	28.3%
Research	20.4%	0.0%	0.0%	7.0%	17.9%	5.5%	0.5%	n/a	11.1%
Public Service	6.0%	100.0%	0.0%	7.0%	2.7%	9.0%	38.9%	n/a	8.1%
Academic Support	8.0%	0.0%	0.0%	10.0%	5.0%	12.4%	21.3%	n/a	6.7%
Student Services	3.6%	0.0%	0.0%	4.7%	8.0%	5.6%	2.4%	n/a	3.2%
Institutional Support	4.8%	0.0%	0.0%	10.6%	7.4%	7.9%	35.5%	n/a	5.9%
Operation & Maintenance	5.5%	0.0%	0.0%	7.1%	8.7%	6.5%	1.4%	n/a	4.4%
Scholarships & Fellowships	0.2%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	n/a	0.2%
Auxiliaries Enterprises	14.2%	0.0%	0.0%	5.7%	5.8%	10.5%	0.0%	n/a	8.0%
Hospitals	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	n/a	24.1%
<b>Total Expenditures</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	n/a	100.0%

Note 1: University of Missouri Extension is a cooperative effort administered by the University of Missouri - Columbia

Note 2: University-wide Resources expenditure percentages are omitted because Self Insurance Fund contributions are budgeted at a higher level than expenditures to increase reserve levels. This causes the percentage distributions to be distorted.

Note 3: The majority of student aid is treated as a reduction of revenue rather than as a scholarship expense.

Table 5 on the following page presents the FY 2008 University of Missouri consolidated current funds revenue budget by major revenue source, and the expenditures and transfers budget by object of expense and by major program classification, for the following fund groupings:

- Operations
- Continuing Education
- Service Operations
- Self Insurance Funds
- Auxiliary Enterprises
- Hospital Operations
- Restricted Expendable Gifts, Endowments, and State Appropriations
- Restricted Grants and Contracts (fiscal year estimate of project budgeted funds)

Tables 6 through 13 provide the same information for each campus, as well as for the Hospitals, University of Missouri Extension, University of Missouri System Administration, and University-wide Resources.

Table 5. FY 2008 Current Funds Budget by Type of Funds, University of Missouri - Consolidated

	Operations	Continuing Education	Service Operations	Self Insurance Funds	Auxiliary Enterprises	Hospital Operations	Total Unrestricted	Restricted Endowments, and State Appropriations	Restricted Grants and Contracts	Total Restricted	Total Current Funds
<b>BEGINNING BALANCE</b>	\$197,372,437	\$8,996,901	\$6,251,628	\$104,347,273	\$39,550,866	\$221,650,048	\$578,169,154	\$102,943,746	\$640,000	\$103,583,746	\$681,752,899
<b>REVENUES</b>											
Tuition and Fees	\$516,890,814	\$36,783,785	\$100,000	-	\$16,700,514	-	\$570,475,113	-	\$250,000	\$250,000	\$570,725,113
Less: Scholarship Allowances	(119,329,433)	(552,650)	-	-	(9,052,200)	-	(128,934,283)	(\$19,282,306)	(38,542,000)	(57,824,306)	(186,758,588)
Net Student Fees	\$397,561,381	\$36,231,135	\$100,000	-	\$7,648,314	-	\$441,540,830	(\$19,282,306)	(\$38,292,000)	(\$57,574,306)	\$383,966,524
Federal Appropriations	13,141,988	-	-	-	-	-	13,141,988	-	-	-	13,141,988
State Appropriations	418,008,713	-	-	-	\$24,129,166	-	442,137,879	18,848,329	-	18,848,329	460,986,208
Federal Grants and Contracts	-	-	-	-	-	-	-	-	197,476,000	197,476,000	197,476,000
State Grants and Contracts	-	-	-	-	-	-	-	-	42,908,000	42,908,000	42,908,000
Other Grants and Contracts	-	-	-	-	-	-	-	-	73,612,000	73,612,000	73,612,000
Gift Income	1,093,760	3,190	-	-	7,588,000	-	8,684,950	28,935,466	-	28,935,466	37,620,416
Recovery of F&A	43,356,380	-	-	-	-	-	43,356,380	-	(43,356,380)	(43,356,380)	-
Endowment and Investment Income	13,970,265	-	-	\$7,375,289	755,960	7,243,090	29,344,604	32,808,198	5,000	32,813,198	62,157,802
Sales & Services-Educ Act/Auxiliaries	32,521,856	803,710	396,693	-	346,167,158	561,257,106	941,146,523	69,955	100,000	169,955	941,316,478
Miscellaneous Income	32,873,779	366,510	4,981,382	2,336,763	11,074,849	1,745,625	53,378,908	1,963,706	2,900,000	4,863,706	58,242,614
<b>TOTAL REVENUES</b>	\$952,528,122	\$37,404,545	\$5,478,075	\$9,712,052	\$373,234,281	\$594,374,987	\$1,972,732,062	\$63,343,348	\$235,352,620	\$298,695,968	\$2,271,428,031
<b>EXPENDITURES &amp; TRANSFERS</b>											
Salaries and Wages	\$592,597,683	\$11,236,295	\$35,628,886	3,082,684,002	2,283,052,745	7,000,634,625	1,152,222,222	(103,814,914)	5,441,171	4,872,887	12,112,061





Table 7. FY 2008 Current Funds Budget by Type of Funds, University of Missouri Extension

	Operations	Continuing Education	Service Operations	Self Insurance Funds	Auxiliary Enterprises	Hospital Operations	Total Unrestricted	Restricted Gifts, Endowments, and State Appropriations	Restricted Grants and Contracts	Total Restricted	Total Current Funds
<b>BEGINNING BALANCE</b>	\$14,042,604	-	-	-	-	-	\$14,042,604	\$895,000	-	\$895,000	\$14,937,604
<b>REVENUES</b>											
Tuition and Fees	-	-	-	-	-	-	-	-	-	-	-
Less: Scholarship Allowances	-	-	-	-	-	-	-	-	-	-	-
Net Student Fees	-	-	-	-	-	-	-	-	-	-	-
Federal Appropriations	\$8,163,941	-	-	-	-	-	\$8,163,941	-	-	-	\$8,163,941
State Appropriations	27,173,801	-	-	-	-	-	27,173,801	-	-	-	27,173,801
Federal Grants and Contracts	-	-	-	-	-	-	-	-	\$5,476,000	\$5,476,000	5,476,000
State Grants and Contracts	-	-	-	-	-	-	-	-	7,596,000	7,596,000	7,596,000
Other Grants and Contracts	-	-	-	-	-	-	-	-	1,004,000	1,004,000	1,004,000
Gift Income	-	-	-	-	-	-	-	\$177,100	-	177,100	177,100
Recovery of F&A	1,200,000	-	-	-	-	-	1,200,000	-	(1,200,000)	-	-
Endowment and Investment Income	3,500	-	-	3,500	-	-	3,500	147,900	-	147,900	151,400
Sales & Services-Educ Act/Auxiliaries	246,575	-	-	-	-	-	246,575	-	-	-	246,575
Miscellaneous Income	1,298,189	-	-	-	-	-	1,298,189	17,200	-	17,200	1,315,389
<b>TOTAL REVENUES</b>	\$38,086,006	-	-	-	-	-	\$38,086,006	\$342,200	\$12,876,000	\$13,218,200	\$51,304,206
<b>EXPENDITURES &amp; TRANSFERS</b>											
Salaries and Wages	\$25,692,254	-	-	-	-	-	\$25,692,254	\$19,500	\$7,082,000	\$7,101,500	\$32,793,754
Employee Benefits	7,228,530	-	-	-	-	-	7,228,530	3,100	1,931,000	1,934,100	9,162,630
Total Compensation	\$32,920,784	-	-	-	-	-	\$32,920,784	\$22,600	\$9,013,000	\$9,035,600	\$41,956,384
Expense and Equipment											
Other Operating Expense	\$6,272,891	-	-	-	-	-	\$6,272,891	\$95,100	\$3,863,000	\$3,958,100	\$10,230,991
Capital Expenditures	5,800	-	-	-	-	-	5,800	-	-	-	5,800
Internal Sales	(378,198)	-	-	-	-	-	(378,198)	-	-	-	(378,198)
Employer & Employee Contributions	-	-	-	-	-	-	-	-	-	-	-
Net Expense and Equipment Expenditures	\$5,900,493	-	-	-	-	-	\$5,900,493	\$95,100	\$3,863,000	\$3,958,100	\$9,858,593
<b>TOTAL EXPENDITURES</b>	\$38,821,278	-	-	-	-	-	\$38,821,278	\$117,700	\$12,876,000	\$12,993,700	\$51,814,978
Internal Transfers											
Mandatory Transfers	\$925,490	-	-	-	-	-	\$925,490	-	-	-	\$925,490
Non-Mandatory Transfers	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES AND TRANSFERS</b>	\$39,746,768	-	-	-	-	-	\$39,746,768	\$117,700	\$12,876,000	\$12,993,700	\$52,740,468
<b>ENDING BALANCE</b>	\$12,381,842	-	-	-	-	-	\$12,381,842	\$1,119,500	-	\$1,119,500	\$13,501,342
<b>Expenditures by Program Classification</b>											
Instruction	-	-	-	-	-	-	-	-	-	-	-
Research	-	-	-	-	-	-	-	-	-	-	-
Public Service	\$38,821,278	-	-	-	-	-	\$38,821,278	\$114,500	\$12,876,000	\$12,990,500	\$51,811,778
Academic Support	-	-	-	-	-	-	-	-	-	-	-
Student Services	-	-	-	-	-	-	-	-	-	-	-
Institutional Support	-	-	-	-	-	-	-	-	-	-	-
Operation & Maintenance of Plant	-	-	-	-	-	-	-	-	-	-	-
Scholarships & Fellowships	-	-	-	-	-	-	-	3,200	-	3,200	3,200
Auxiliaries	-	-	-	-	-	-	-	-	-	-	-
Hospitals	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures by Program Classification</b>	\$38,821,278	-	-	-	-	-	\$38,821,278	\$117,700	\$12,876,000	\$12,993,700	\$51,814,978

Note: Columns may not add due to rounding.

Table 8. FY 2008 Current Funds Budget by Type of Funds, University of Missouri - Hospital & Clinics\*

	Operations	Continuing Education	Service Operations	Self Insurance Funds	Auxiliary Enterprises	Hospital Operations	Total Unrestricted	Restricted Gifts, Endowments, and State Appropriations	Restricted Grants and Contracts	Total Restricted	Total Current Funds
<b>BEGINNING BALANCE</b>	-	-	-	-	-	\$221,650,048	\$221,650,048	\$3,549,683	-	\$3,549,683	\$225,199,731
<b>REVENUES</b>											
Tuition and Fees	-	-	-	-	-	-	-	-	-	-	-
Less: Scholarship Allowances	-	-	-	-	-	-	-	-	-	-	-
Net Student Fees	-	-	-	-	-	-	-	-	-	-	-
Federal Appropriations	-	-	-	-	-	-	-	-	-	-	-
State Appropriations	-	-	-	-	-	\$24,129,166	\$24,129,166	-	-	-	\$24,129,166
Federal Grants and Contracts	-	-	-	-	-	-	-	-	-	-	-
State Grants and Contracts	-	-	-	-	-	-	-	-	-	-	-
Other Grants and Contracts	-	-	-	-	-	-	-	-	-	-	-
Gift Income	-	-	-	-	-	-	-	\$2,300,000	-	\$2,300,000	2,300,000
Recovery of F&A	-	-	-	-	-	-	-	-	-	-	-
Endowment and Investment Income	-	-	-	-	-	7,243,090	7,243,090	214,600	-	214,600	7,457,690
Sales & Services-Educ Act/Auxiliaries	-	-	-	-	-	561,257,106	561,257,106	68,850	-	68,850	561,325,956
Miscellaneous Income	-	-	-	-	-	1,745,625	1,745,625	-	-	-	1,745,625
<b>TOTAL REVENUES</b>	-	-	-	-	-	\$594,374,987	\$594,374,987	\$2,583,450	-	\$2,583,450	\$596,958,437
<b>EXPENDITURES &amp; TRANSFERS</b>											
Salaries and Wages	-	-	-	-	-	\$218,545,751	\$218,545,751	\$259,139	-	\$259,139	\$218,804,890
Employee Benefits	-	-	-	-	-	62,774,545	62,774,545	74,970	-	74,970	62,849,515
Total Compensation	-	-	-	-	-	\$281,320,296	\$281,320,296	\$334,109	-	\$334,109	\$281,654,405
Expense and Equipment	-	-	-	-	-	\$249,489,828	\$249,489,828	\$354,300	-	\$354,300	\$249,844,128
Other Operating Expense	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditures	-	-	-	-	-	-	-	(50,000)	-	(50,000)	(11,977,885)
Internal Sales	-	-	-	-	-	(11,927,885)	(11,927,885)	-	-	-	-
Employer & Employee Contributions	-	-	-	-	-	\$237,561,943	\$237,561,943	\$304,300	-	\$304,300	\$237,866,243
Net Expense and Equipment Expenditures	-	-	-	-	-	\$518,882,239	\$518,882,239	\$638,618,239	\$56,997	\$575,524	\$576,143
<b>TOTAL EXPENDITURES</b>	-	-	-	-	-	\$518,882,239	\$518,882,239	\$638,618,239	\$56,997	\$575,524	\$576,143

Table 9. FY 2008 Current Funds Budget by Type of Funds, University of Missouri - Kansas City

	Operations	Continuing Education	Service Operations	Self Insurance Funds	Auxiliary Enterprises	Hospital Operations	<b>Total Unrestricted</b>	Restricted Expendable Gifts, Endowments, and State
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Table 11. FY 2008 Current Funds Budget by Type of Funds, University of Missouri - St. Louis

	Operations	Continuing Education	Service Operations	Self Insurance Funds	Auxiliary Enterprises	Hospital Operations	Total Unrestricted	Restricted Gifts, Endowments, and State Appropriations	Restricted Grants and Contracts	Total Restricted	Total Current Funds
<b>BEGINNING BALANCE</b>	\$16,313,189	\$2,380,229	\$92,510	-	\$78,020	-	\$18,863,948	\$7,403,993	-	\$7,403,993	\$26,267,940
<b>REVENUES</b>											
Tuition and Fees	\$82,580,378	\$7,099,101	-	-	\$6,781,520	-	\$96,460,999	-	-	-	\$96,460,999
Less: Scholarship Allowances	(13,666,920)	(228,150)	-	-	(757,000)	-	(14,652,070)	(\$1,222,157)	(\$9,000,000)	(\$10,222,157)	(24,874,227)
Net Student Fees	\$68,913,458	\$6,870,951	-	-	\$6,024,520	-	\$81,808,929	(\$1,222,157)	(\$9,000,000)	(\$10,222,157)	\$71,586,772
Federal Appropriations	-	-	-	-	-	-	-	-	-	-	-
State Appropriations	56,071,743	-	-	-	-	-	56,071,743	-	-	-	56,071,743
Federal Grants and Contracts	-	-	-	-	-	-	-	-	17,500,000	17,500,000	17,500,000
State Grants and Contracts	-	-	-	-	-	-	-	-	3,000,000	3,000,000	3,000,000
Other Grants and Contracts	-	-	-	-	-	-	-	-	5,500,000	5,500,000	5,500,000
Gift Income	-	-	-	-	-	-	-	4,586,393	-	4,586,393	4,586,393
Recovery of F&A	2,150,000	-	-	-	-	-	2,150,000	-	(2,150,000)	(2,150,000)	-
Endowment and Investment Income	160,400	-	-	-	-	-	160,400	2,722,902	-	2,722,902	2,883,302
Sales & Services-Educ Act/Auxiliaries	556,000	31,850	-	-	20,149,013	-	20,736,863	100	-	100	20,736,963
Miscellaneous Income	804,356	277,000	251,113	-	132,254	-	1,464,723	161,640	-	161,640	-

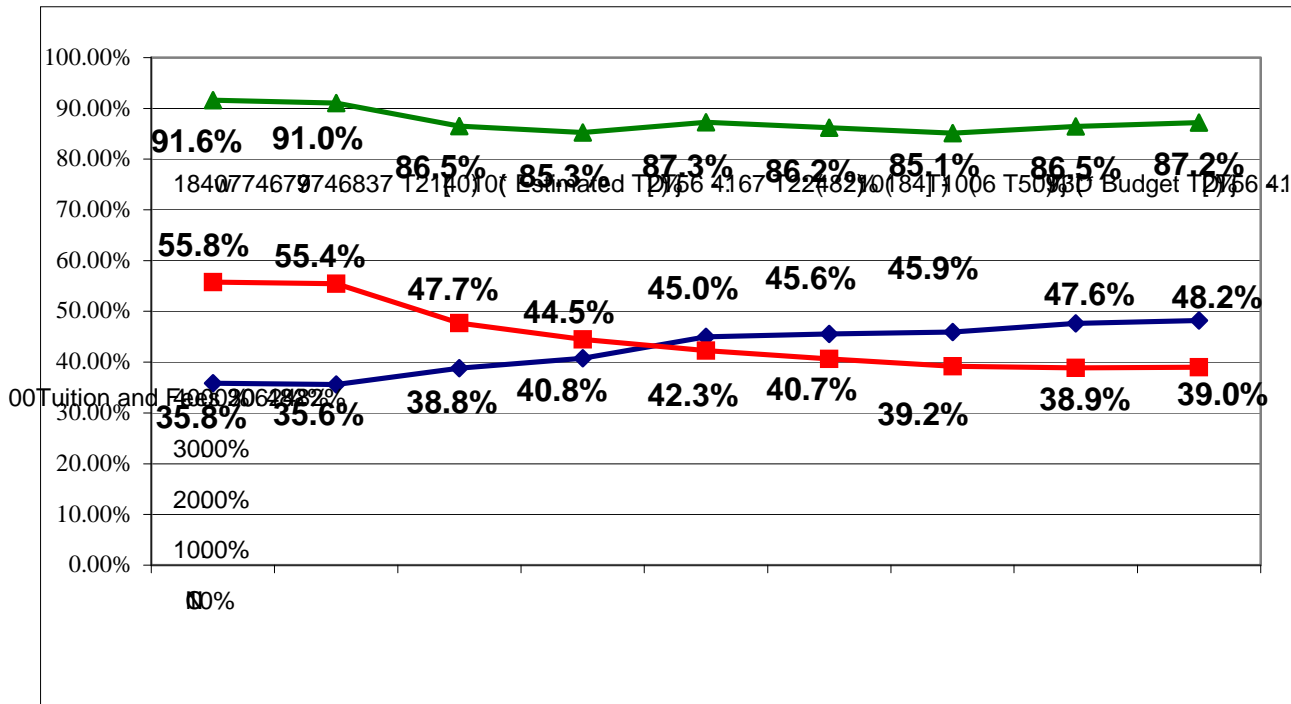




## University of Missouri System FY 2008 Operations Fund Budget Summary

The operations fund is where the majority of the University's instructional and public service activities are budgeted and accounted for. The operations fund comprises approximately 41.9% of the University's current funds budget. State appropriations are recorded here, with the exception of those appropriations that are line itemed for the University Hospitals and the other Curators' programs. The majority of student fees are also recorded in the operations fund. State appropriations and tuition and fees are the primary sources of revenue in the operations fund. Historically these two sources of funds accounted for over 91% of operations fund revenues, before scholarship allowances are applied. However, in recent years, they have dropped to about 87% of gross operations fund revenues. Of the FY 2008 budgeted gross operations fund revenues, 48.2% comes from tuition and fees before student aid and 39.0% comes from state appropriations.

### Gross Tuition and Fees and State Appropriations





revenues. When scholarship allowances, or financial aid, are netted against tuition and fees in accordance with GASB 34/35 the net student fees contribution declines to 41.7% of net revenues making them the second largest contributor with \$397.6 million. State appropriations, in the amount of \$418.0 million, is the largest source of net revenue at 43.9%. Together, they fund 85.6% of the operations fund budget. Table 14, displays the FY 2008 operations fund budget by source of funds and expenditure category along with the revenue contribution and the expense distribution percentage.

	<b>UM System Total</b>	<b>Percent Distribution</b>
<b>BUDGETED BEGINNING BALANCE</b>	\$197,372,437	
<b>REVENUES</b>		
Gross Tuition and Fees	\$516,890,814	
Less: Scholarship Allowances	(119,329,433)	
Net Tuition and Fees	\$397,561,381	41.7%
Federal Appropriations	13,141,988	1.4%
State Appropriations	418,008,713	43.9%
Gift Income	1,093,760	0.1%
Recovery of Facilities & Administrative Costs	43,356,380	4.6%
Endowment and Investment Income	13,970,265	1.5%

Table 15 displays the percentage distribution of FY 2008 operations fund net revenues by major source for each campus, UM Extension, UM System Administration, and University-wide Resources.

**Table 15. Percentage Distribution of FY 2008 Operations Fund Revenue Budgets by Major Source, by Campus**

	UM					UM	U-wide	System
	UMC	Extension	UMKC	UMR	UMSL	System Admin.	Resources	Total
Net Tuition and Fees	41.7%	0.0%	44.7%	40.4%	53.6%	0.0%	-0.5%	41.7%
Federal Appropriations	1.4%	21.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%
State Appropriations	43.9%	71.4%	38.9%	50.3%	43.6%	44.7%	70.4%	43.9%
Gift Income	0.1%	0.0%	0.1%	1.0%	0.0%	0.0%	0.0%	0.1%
Recovery of F&A	4.5%	3.2%	2.7%	5.9%	1.7%	0.4%	0.0%	4.6%
Endowment & Investment Income	1.5%	0.0%	0.3%	0.4%	0.1%	22.9%	30.1%	1.5%
Sales & Services-Education Activities	3.4%	0.6%	11.6%	0.6%	0.4%	0.3%	0.0%	3.4%
Miscellaneous Income	3.5%	3.4%	1.7%	1.4%	0.6%	31.7%	0.0%	3.4%
<b>Total Revenues</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: University of Missouri Extension is a cooperative effort administered by the University of Missouri - Columbia

Tuition and fees (net of scholarship allowances) and state appropriations are the primary sources of revenue for all four campuses. These two sources of revenue fund 85.6% of the operations fund budget at the University of Missouri-Columbia, 83.6% at the University of Missouri-Kansas City, 90.7% at the University of Missouri-Rolla, and 97.2% at the University of Missouri-St. Louis. University of Missouri Extension is funded primarily by state and federal appropriations. At the University of Missouri System Administration, the major sources of funds are state appropriations and miscellaneous income. State appropriations and endowment and investment income are the only material sources of revenue for University-wide Resources.

Compensation expenditures make up 77.0% of the operations fund budget. Salaries and wages of \$592.6 million, account for 60.8% of the



Tables A1 through A7 in the appendix present the operations fund expenditure budgets by administrative division for each campus, University of Missouri Extension, UM System Administration, and University-wide Resources. The tables provide summary totals for salaries & wages, employee benefits, other operating expenses, capital expenditures, and transfers (by type), for each college, school, and division.

Tables A8 through A15 in the appendix present the operations fund budget by minor program classification (PCS) category for the campuses, University of Missouri Extension, UM System Administration, and University-wide Resources. The tables provide summary totals for salaries & wages, employee benefits, other operating expenses, capital expenditures, and transfers.

## FY 2008 Other Curators' Programs Budget Summary

In addition to the general state appropriation for the operations of the University, the Curators receive line-itemed state appropriations for the University Hospitals & Clinics, Missouri Rehabilitation Center, Missouri Kidney Program, Missouri Institute of Mental Health, Missouri Telehealth Network, Spinal Cord Injury Research, Missouri Research and Education Network (MOREnet), and the State Historical Society of Missouri.

Table 18 presents summary budget data for the Missouri Kidney Program, Missouri Institute of Mental Health, Missouri Telehealth Network and Spinal Cord Injury Research. These programs are recorded as restricted current funds.

**Table 18. FY 2008 Operating Budget Summaries for the Missouri Kidney Program, the Missouri Institute of**

Missouri Kidney Program Fund 2010	Missouri Institute of Mental Health Fund 2020	Missouri Telehealth Network Fund 2015	Spinal Cord Injury Research Fund 2050
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**Table 19. FY 2008 Operating Budget Summary for the Missouri Research and Education Network (MOREnet)**

Operations

**University of Missouri System**  
**Operating Budget**  
**Fiscal Year 2008**

**Appendix**







**Table A2. FY2008 Operations Fund, Original Expenditure Budget, University of Missouri Extension by Administration Unit and Major Object of Expense**

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<u>College/School/Division</u>								
VP for Outreach & Extension								
Agriculture & Natural Resources	\$8,781,824	\$2,150,254	\$620,361	\$5,800	\$11,558,239	(\$278,939)	-	\$11,279,300
Business & Industry	1,308,084	408,781	146,300	-	1,863,165	(66,035)	-	1,797,130
Human Environmental Sciences	3,855,953	1,148,983	642,251	-	5,647,187	(316,476)	-	5,330,711
Youth	4,015,829	1,201,889	293,528	-	5,511,246	(212,898)	-	5,298,348
Community Development	2,014,882	628,053	983,824	-	3,626,759	(197,615)	-	3,429,145
Health	79,000	19,779	3,007	-	101,786	-	-	101,786
Vet Med	262,000	67,916	36,000	-	365,916	(139,000)	-	226,916
Outreach Development Fund	-	-	10,000	-	10,000	1,160,003	-	1,170,003
Administration	2,128,870	642,918	157,308	-	2,929,096	-	-	2,929,096
Program Support	3,245,812	959,957	3,002,114	-	7,207,883	976,450	-	8,184,333
<b>Total Expenditures and Transfers</b>	<b>\$25,692,254</b>	<b>\$7,228,530</b>	<b>\$5,894,693</b>	<b>\$5,800</b>	<b>\$38,821,278</b>	<b>\$925,490</b>	<b>-</b>	<b>\$39,746,768</b>

Note: Columns may not add due to rounding.



<u>College/School/Division</u>	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<b>Provost</b>								
Academic&Instruction Depts	\$31,669,318	\$8,761,849	\$2,581,046	\$115,411	\$43,127,624	-	-	\$43,127,624
Info Access & Tech Services	3,282,416	950,266	2,166,951	50,000	6,449,633	(\$31,900)	-	6,417,733
School of Extended Learning	2,420,085	523,159	1,001,396	-	3,944,640	(3,059,778)	-	884,862
Undergraduate Studies	820,680	237,727	422,494	50,000	1,530,901	(10,000)	-	1,520,901
Sponsored Programs	2,290,630	561,177	698,508	720,000	4,270,315	(339,517)	-	3,930,798
Enrollment Management	2,157,910	641,178	885,141	-	3,684,229	-	-	3,684,229
Provost	3,988,530	1,186,660	1,962,559	1,159,307	8,297,056	-	-	8,297,056
Graduate Studies	132,000	40,102	-	-	172,102	-	-	172,102
	\$46,761,569	\$12,902,118	\$9,718,095	\$2,094,718	\$71,476,500	(\$3,441,195)	-	\$68,035,305
<b>Chancellor</b>								
Chancellors Office	\$526,766	\$145,699	\$392,907	-	\$1,065,372	\$100,000	-	\$1,165,372
<b>Office of Administrative Services</b>								
Office of Administrative Services	\$5,491,554	\$1,627,504	\$3,041,621	\$2,079,123	\$12,239,802	(\$38,200)	-	\$12,201,602
<b>Office of Student Affairs</b>								
Office of Student Affairs	\$3,058,996	\$834,809	\$1,701,148					

**Table A5. FY2008 Operations Fund, Original Expenditure Budget, University of Missouri - St Louis by Administrative Unit and Major Object of Expense**

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<b>College/School/Division</b>								
<b>VC for Academic Affairs</b>								
College of Fine Arts & Commun	\$4,661,592	\$1,225,286	\$795,740	\$6,000	\$6,688,618	(\$256,472)	-	\$6,432,146
College of Arts & Sciences	19,527,928	4,788,347	1,575,534	160,000	26,051,809	(689,000)	-	25,362,809
College of Business Administration	8,114,282	2,229,942	401,501	-	10,745,725	(367,203)	-	10,378,522
College of Education	7,192,451	1,968,082	587,286	72,700	9,820,519	(827,421)	-	8,993,098
Graduate School	680,027	190,069	93,701	-	963,797	-	-	963,797
Extension Division	1,729,286	451,164	173,363	-	2,353,813	(260,405)	-	2,093,408
Libraries	2,266,101	651,075	138,853	1,907,987	4,964,016	(201,820)	-	4,762,196
College of Optometry	3,355,600	1,011,328	657,631	225,000	5,249,559	30,000	-	5,279,559
VC Academic Affairs	2,331,376	588,140	273,951	-	3,193,467	878,619	-	4,072,086
Vice Provost Student Affairs	4,205,678	1,304,215	1,753,106	-	7,262,999	(59,500)	-	7,203,499
College of Nursing	4,395,354	1,253,397	757,752	300,000	6,706,503	819,325	-	7,525,828
Honors College	687,962	167,545	93,300	-	948,807	-	-	948,807
Center for International Studies	1,113,755	306,454	318,800	-	1,739,009	(102,000)	-	1,637,009
Center for Academic Development	522,641	136,508	92,696	-	751,845	-	-	751,845
Center for the Humanities	68,545	18,635	25,373	-	112,553	-	-	112,553
UMSL/Washington Univ. Engineering	169,758	48,822	2,414,500	-	2,633,080	-	-	2,633,080
VP Research	1,552,738	430,889	2,159,273	100,000	4,242,900	(689,639)	-	3,553,261
Public Policy Research Centers	294,170	83,886	82,511	-	460,567	-	-	460,567
<b>Total VC for Academic Affairs</b>	<b>\$62,869,244</b>	<b>\$16,853,784</b>	<b>\$12,394,871</b>	<b>\$2,771,687</b>	<b>\$94,889,586</b>	<b>(\$1,725,516)</b>	<b>-</b>	<b>\$93,164,070</b>
<b>Chancellor</b>								
Chancellor-Special Units	\$302,985	\$92,047	\$16,668	-	\$411,700	-	-	\$411,700
Chancellor	476,406	134,541	230,962	-	841,909	-	-	841,909
<b>Total Chancellor</b>	<b>\$779,391</b>	<b>\$226,588</b>	<b>\$247,630</b>	<b>-</b>	<b>\$1,253,609</b>	<b>-</b>	<b>-</b>	<b>\$1,253,609</b>
<b>Vice Chancellor Administrative</b>								
VC Administrative Services	\$315,856	\$80,876	\$1,142,822	\$10,000	\$1,549,554	\$306,979	\$100,000	\$1,956,533
ASD Finance Support	130,661	36,821	395,334	-	562,816	210,688	564,312	1,337,816
Facilities Services	3,354,508	973,851	5,647,665	-	9,976,024	(1,200,504)	578,838	9,354,358
Institutional Safety	1,355,790	410,926	517,918	-	2,284,634	21,081	-	2,305,715
Human Resources	600,120	178,782	104,098	-	883,000	(8,000)	-	875,000
Facilities Planning	134,258	36,899	30,843	-	202,000	-	-	202,000
KWMU Radio	239,372	72,718	(61,792)	-	250,298	61,792	-	312,090
<b>Total Vice Chancellor Administrative</b>	<b>\$6,130,565</b>	<b>\$1,790,873</b>	<b>\$7,776,888</b>	<b>\$10,000</b>	<b>\$15,708,326</b>	<b>(\$607,964)</b>	<b>\$1,243,150</b>	<b>\$16,343,512</b>
<b>VC for University Relations</b>								
VC University Relations	\$2,583,273	\$700,696	\$1,626,354	-	\$4,910,323	(\$414,136)	-	\$4,496,187
<b>Budget Development &amp; Planning</b>								
Budget Development & Planning	\$369,663	\$190,002	\$518,790	-	\$1,078,455	\$2,907,580	-	\$3,986,035
<b>VC for Managerial &amp; Tech Services</b>								
Information Technology Svcs	\$3,873,436	\$1,014,667	\$4,264,555	\$433,000	\$9,585,658	(\$108,698)	-	\$9,476,960
VC for Managerial & Technologies	467,153	141,576	23,818	-	632,547	-	-	632,547
Finance	715,993	215,036	228,749	-	1,159,778	(77,303)	-	1,082,475
Business Services	276,105	79,441	8,725	-	364,271	-	-	364,271
<b>Total VC for Managerial &amp; Tech Svcs</b>	<b>\$5,332,687</b>	<b>\$1,450,720</b>	<b>\$4,525,847</b>	<b>\$433,000</b>	<b>\$11,742,254</b>	<b>(\$186,001)</b>	<b>-</b>	<b>\$11,556,253</b>
<b>VC Development</b>								
University Development	\$1,083,274	\$329,099	(\$118,921)	-	\$1,293,452	\$363,376	-	\$1,656,828
<b>Total Expenditures and Transfers</b>	<b>\$79,148,097</b>	<b>\$21,541,762</b>	<b>\$26,971,459</b>	<b>\$3,214,687</b>	<b>\$130,876,005</b>	<b>\$337,339</b>	<b>\$1,243,150</b>	<b>\$132,456,494</b>

Note: Columns may not add due to rounding.

Salaries & Wages	Staff Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non- Mandatory Transfers	Total Expenditures
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**Table A7. FY 2008 Operations Fund, Original Expenditure Budget, University of Missouri - University-wide Resources by Administrative Unit and Major Object of Expense**

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<u>College/School/Division</u>								
University Wide Resources								
University Wide Resources	\$80,000	\$15,000	\$25,000	-	\$120,000	\$6,880,288	\$460,800	\$7,461,088
Total Expenditures and Transfers	<u>\$80,000</u>	<u>\$15,000</u>	<u>\$25,000</u>	<u>-</u>	<u>\$120,000</u>	<u>\$6,880,288</u>	<u>\$460,800</u>	<u>\$7,461,088</u>

Note: Columns may not add due to rounding.

**Table A8. FY2008 Operations Fund, Budgeted Expenditures by Program by Major Object of Expense, University of Missouri - Consolidated**

Salaries & Wages	Employee Benefits	Other Operating
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Table A10. FY2008 Operations Fund, Budgeted Expenditures by Program by Major Object of Expense, University of Missouri Extension

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<b>INSTRUCTION</b>								
On-Campus General Academic Instruction	-	-	-	-	-	-	-	-
Community Education	-	-	-	-	-	-	-	-
Off Campus General Academic Instruction	-	-	-	-	-	-	-	-
<b>TOTAL INSTRUCTION</b>	-	-	-	-	-	-	-	-
<b>RESEARCH</b>								
Institutes and Research Centers	-	-	-	-	-	-	-	-
Individual and Project Research	-	-	-	-	-	-	-	-
<b>TOTAL RESEARCH</b>	-	-	-	-	-	-	-	-
<b>PUBLIC SERVICE</b>								
Community Service	-	-	\$90,000	-	\$90,000	(\$164,000)	-	(\$74,000)
Cooperative Extension Service	\$25,692,254	\$7,228,530	5,804,693	\$5,800	38,731,278	1,089,490	-	39,820,768
Public Broadcasting Service	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SERVICE</b>	\$25,692,254	\$7,228,530	\$5,894,693	\$5,800	\$38,821,278	\$925,490	-	\$39,746,768
<b>ACADEMIC SUPPORT</b>								
Libraries	-	-	-	-	-	-	-	-
Museums and Galleries	-	-	-	-	-	-	-	-
Educational Media Services	-	-	-	-	-	-	-	-
Ancillary Support	-	-	-	-	-	-	-	-
Acad Admin and Personnel Development	-	-	-	-	-	-	-	-
<b>TOTAL ACADEMIC SUPPORT</b>	-	-	-	-	-	-	-	-
<b>STUDENT SERVICES</b>								
Student Services Administration	-	-	-	-	-	-	-	-
Social and Cultural Development	-	-	-	-	-	-	-	-
Counseling and Career Guidance	-	-	-	-	-	-	-	-
Financial Aid Administration	-	-	-	-	-	-	-	-
Student Health Services	-	-	-	-	-	-	-	-
Student Admission & Records	-	-	-	-	-	-	-	-
<b>TOTAL STUDENT SERVICES</b>	-	-	-	-	-	-	-	-
<b>INSTITUTIONAL SUPPORT</b>								
Executive Management	-	-	-	-	-	-	-	-
Fiscal Operations	-	-	-	-	-	-	-	-
General Administration	-	-	-	-	-	-	-	-
Public Relations and Development	-	-	-	-	-	-	-	-
<b>TOTAL INSTITUTIONAL SUPPORT</b>	-	-	-	-	-	-	-	-
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>								
Physical Plant Administration	-	-	-	-	-	-	-	-
Building Maintenance	-	-	-	-	-	-	-	-
Custodial Services	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Landscape and Grounds Maintenance	-	-	-	-	-	-	-	-
Major Repairs and Renovations	-	-	-	-	-	-	-	-
Security and Safety	-	-	-	-	-	-	-	-
Logistical Services	-	-	-	-	-	-	-	-
<b>TOTAL OPERATION &amp; MAINTENANCE-PLANT</b>	-	-	-	-	-	-	-	-
<b>SCHOLARSHIPS AND FELLOWSHIPS</b>								
Scholarships	-	-	-	-	-	-	-	-
Fellowships	-	-	-	-	-	-	-	-
<b>TOTAL SCHOLARSHIPS</b>	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING EXPENDITURES</b>	\$25,692,254	\$7,228,530	\$5,894,693	\$5,800	\$38,821,278	\$925,490	-	\$39,746,768
<b>TRANSFERS</b>	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES &amp; TRANSFERS</b>	\$25,692,254	\$7,228,530	\$5,894,693	\$5,800	\$38,821,278	\$925,490	-	\$39,746,768

Note: Columns may not add due to rounding.

Table A11. FY2008 Operations Fund, Budgeted Expenditures by Program by Major Object of Expense, University of Missouri - Kansas City

Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal
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**Table A12. FY2008 Operations Fund, Budgeted Expenditures by Program by Major Object of Expense, University of Missouri - Rolla**

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<b>INSTRUCTION</b>								
On-Campus General Academic Instruction	\$35,787,461	\$9,937,226	\$5,442,533	\$55,711	\$51,222,931	\$210,558	-	\$51,433,489
Community Education	-	-	16,035	-	16,035	-	-	16,035
Off Campus General Academic Instruction	1,218,000	179,500	133,820	-	1,531,320	(1,529,889)	-	1,431
<b>TOTAL INSTRUCTION</b>	<b>\$37,005,461</b>	<b>\$10,116,726</b>	<b>\$5,592,388</b>	<b>\$55,711</b>	<b>\$52,770,286</b>	<b>(\$1,319,331)</b>	<b>-</b>	<b>\$51,450,955</b>
<b>RESEARCH</b>								
Institutes and Research Centers	\$1,272,991	\$270,385	\$292,724	-	\$1,836,100	-	-	\$1,836,100
Individual and Project Research	1,649,375	407,360	1,080,830	\$824,700	3,962,265	(\$831,900)	-	3,130,365
<b>TOTAL RESEARCH</b>	<b>\$2,922,366</b>	<b>\$677,745</b>	<b>\$1,373,553</b>	<b>\$824,700</b>	<b>\$5,798,364</b>	<b>(\$831,900)</b>	<b>-</b>	<b>\$4,966,464</b>
<b>PUBLIC SERVICE</b>								
Community Service	\$229,400	\$69,224	\$402,004	-	\$700,628	(\$150,000)	-	\$550,628
Cooperative Extension Service	144,179	44,811	30,645	-	(\$831,900)	-	-	(\$656,976)



**Table A14. FY2008 Operations Fund, Budgeted Expenditures by Program by Major Object of Expense, University of Missouri - System Administration**

	Salaries & Wages	Employee Benefits	Other Operating Expenses	Capital Expenditures	Total Expenditures	Internal Transfers	Mandatory and Non-Mandatory Transfers	Total Expenditures & Transfers
<b>INSTRUCTION</b>								
On-Campus General Academic Instruction	-	-	-	-	-	-	-	-
Community Education	-	-	-	-	-	-	-	-
Off Campus General Academic Instruction	-	-	-	-	-	-	-	-
<b>TOTAL INSTRUCTION</b>	-	-	-	-	-	-	-	-
<b>RESEARCH</b>								
Institutes and Research Centers	-	-	-	-	-	-	-	-
Individual and Project Research	-	-	-	-	-	-	-	-
<b>TOTAL RESEARCH</b>	-	-	-	-	-	-	-	-
<b>PUBLIC SERVICE</b>								
Community Service	\$6,185,885	\$1,841,055	\$4,290,884	\$55,758	\$12,373,582	-	\$689,627	\$13,063,209
Cooperative Extension Service	-	-	-	-	-	-	-	-
Public Broadcasting Service	-	-	-	-	-	-	-	-
<b>TOTAL PUBLIC SERVICE</b>	\$6,185,885	\$1,841,055	\$4,290,884	\$55,758	\$12,373,582	-	\$689,627	\$13,063,209
<b>ACADEMIC SUPPORT</b>								
Libraries	\$1,233,146	\$332,668	\$3,967,347	-	\$5,533,161	-	-	\$5,533,161
Museums and Galleries	-	-	-	-	-	-	-	-
Educational Media Services	542,093	175,103	1,411,924	-	2,129,120	-	-	2,129,120
Ancillary Support	904,062	248,218	266,967	-	1,419,247	(\$411,416)	-	1,007,831
Acad Admin and Personnel Development	1,478,670	443,122	1,581,590	-	3,503,382	(701,913)	-	2,801,469
<b>TOTAL ACADEMIC SUPPORT</b>	\$4,157,971	\$1,199,111	\$7,227,828	-	\$12,584,910	(\$1,113,329)	-	\$11,471,581
<b>STUDENT SERVICES</b>								
Student Services Administration	\$1,008,774	\$302,632	\$407,450	-	\$1,718,856	(\$1,718,856)	-	-
Social and Cultural Development	-	-	-	-	-	-	-	-
Counseling and Career Guidance	-	-	-	-	-	-	-	-
Financial Aid Administration	-	-	-	-	-	-	-	-
Student Health Services	-	-	-	-	-	-	-	-
Student Admission & Records	-	-	4,000	-	4,000	(2,000)	-	\$2,000
<b>TOTAL STUDENT SERVICES</b>	\$1,008,774	\$302,632	\$411,450	-	\$1,722,856	(\$1,720,856)	-	\$2,000
<b>INSTITUTIONAL SUPPORT</b>								
Executive Management	\$4,197,505	\$1,210,415	\$885,427	-	\$6,293,347	(\$1,045,050)	-	\$5,248,297
Fiscal Operations	3,008,247	892,112	183,688	-	4,084,047	(627,902)	-	3,456,145
General Administration	6,793,533	1,873,714	2,601,613	\$1,000	11,269,860	(1,543,485)	\$750,133	10,476,508
Public Relations and Development	1,580,823	453,827	1,015,167	35,000	3,084,817	(144,263)	357,000	3,297,554
<b>TOTAL INSTITUTIONAL SUPPORT</b>	\$15,580,108	\$4,430,068	\$4,685,895	\$36,000	\$24,732,071	(\$3,360,700)	\$1,107,133	\$22,478,504
<b>OPERATIONS AND MAINTENANCE OF PLANT</b>								
Physical Plant Administration	\$472,795	\$139,226	(\$52,716)	-	\$559,305	-	-	\$559,305
Building Maintenance	-	-	440,000	-	440,000	-	-	440,000
Custodial Services	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Landscape and Grounds Maintenance	-	-	-	-	-	-	-	-
Major Repairs and Renovations	-	-	-	-	-	-	-	-
Security and Safety	-	-	-	-	-	-	-	-
Logistical Services	-	-	-	-	-	-	-	-
<b>TOTAL OPERATION &amp; MAINTENANCE-PLANT</b>	\$472,795	\$139,226	\$387,284	-	\$999,305	-	-	\$999,305

