COLLEGE OF MICRONESIA-FSM

GUIDELINES FOR DEVELOPING FISCAL YEAR 2028 BUDGET

A. GENERAL GUIDELINES

The college's FY 2028 budget is composed of the following five key components:

1. **Balanced Operating Budget**, which covers the operational expenses for the entire college.
2. **FSM Fisheries and Maritime Institute (FSM-FMI) Budget**, which supports the specific operational needs of FSM-FMI.
3. **Auxiliary Enterprises Budgets**, which include budgets for *revenue-generating services* such as the bookstore, dining hall services, and other auxiliary units.
4. **Board of Regents Budget**, which funds activities and operations related to the governance of the college by the Board of Regents.
5. **SPECIFIC GUIDELINES**
   5.1 The FY 2028 budget process will follow the ***2020 COM-FSM Budget Procedures Handbook***[1] to ensure consistency and compliance with established procedures, while allowing some deviations from the recommended timeline to accommodate emerging priorities and unanticipated challenges.
   5.2 The FY 2028 budget will support the college's 2025-2030 strategic goals and objectives[2], linking them to the college's Institutional Student Learning Outcomes (SLOs) and key performance indicators (KPIs) to foster continuous quality improvement.
   5.3 The FY 2028 budget will be developed in alignment with the lines of authority under the college's organizational structure.
   5.4 The FY 2028 budget will be developed through collaborative efforts, engaging all stakeholders to ensure diverse input and shared ownership of financial priorities.
   5.5 The FY 2028 budget will support the 2028 priorities outlined in each department's Actionable Implementation Plan (ACIP), guided by the college's 2024-2034 Integrated Educational Master Plan[3] and 2025-2030 Strategic Plan.
   5.6 The FY 2028 budget will ensure that sufficient funding is allocated to support ongoing accreditation activities and maintain institutional compliance.
   5.7 The FY 2028 budget will allocate funds to replace and upgrade furniture and fixtures across various facilities, including classrooms, laboratories, learning support areas, residence halls, and other spaces, such as the CTEC Multi-Technical Building, the Teaching Clinic, the Student Services Center at the National Campus, and additional buildings as needed.

B. BUDGET PROCESS

1. The FY 2028 budget's procedures and timeline will generally align with the ***2020 COM-FSM Budget Procedures Handbook*** and the FY 2028 budget development process, with some deviations anticipated to address emerging priorities and unexpected challenges.
2. The VPIS and the Comptroller will lead the development of the FY 2028 budget with support from the Budget Officer for the IS Department and relevant staff from the Department of Innovation and Sustainability (IS).
3. Assessment results from each academic and administrative unit's 2025-2026 assessment plan, captured through Nuventive and other platforms, along with priorities from the 2025-2030

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[1] COM-FSM (14 February 2020). College of Micronesia-FSM: Budget Procedures Handbook. Retrieved on October 15, 2024, from http://www.comfsm.fm/publications/handbook/BudgetProceduresHandbook-2020.pdf

[2] COM-FSM (23-25 September 2024). 2025-2023 Strategic Plan. Retrieved on October 15, 2024, from https://www.comfsm.edu.fm/strategic-plan/

[3] COM-FSM (23-25 September 2024). 2024-2034 Integrated Educational Master Plan. Retrieved on October 15, 2024, from https://www.comfsm.edu.fm/iemp-2/

Strategic Plan, will inform the development of the 2026-2027 assessment plans. These plans will serve as the basis for justifying the FY 2028 budgets.

4. The FY 2028 budget will be entered into the Budget Preparation System (BPS) of the FSM National Government. The Vice President for Innovation and Sustainability (VPIS), Budget Officer for IS, and trained staff familiar with the BPS will compile the budget to ensure alignment with the FSM's required format.
5. Department heads, campus deans—working in collaboration with their direct reports or unit heads at their respective campuses—and heads of units or offices at the National Campus will develop the budget by preparing the budget worksheets.
6. Vice Presidents will determine the resource allocation for each department and unit, and all departments must adhere strictly to these allocations. Any budget increases must be offset by corresponding decreases in other units to maintain balance.
7. Vice Presidents are responsible for conducting budget hearings with their respective offices to ensure that the proposed budgets are accurate and aligned with performance objectives.
8. The FY 2028 budget will be submitted in accordance with the established department allocations to ensure consistency and accountability.
9. A balanced budget will be presented to the Finance Committee and the Senior Leadership Team (SLT) for review and recommendation, followed by review and recommendations by the Executive Committee.
10. The President/CEO will transmit the budget to the board for action in the December 2026 Board of Regents meeting.
11. Upon approval by the college's Board of Regents, the President/CEO will transmit the budget to FSM National Government on or before January 15, 2027.

C. REVENUE PROJECTION GUIDELINES

1. **Data for Enrollment and Revenue Projections**
   a) The Department for Enrollment Management and Student Services (EMSS) will provide relevant data to support the development of revenue projections. This data will include enrollment figures in headcount and credit hours, average credits per student, and the breakdown of full-time versus part-time students, covering the academic years from 2023-2024 to 2025-2026.
   b) Based on the data provided, the Department of Instructional Affairs (IA) will recommend the projected enrollment figures. The IS Department, through the Comptroller, will then calculate the revenue projections for FY 2028 based on these enrollment estimates.
   c) The projected enrollment figures and corresponding revenue projections for FY 2028[4] are as follows:

   - **Tuition and Matriculation Rates.** Tuition will remain at **$145 per credit** for Associate and Certificate programs and **$165 per credit** for Baccalaureate programs. Additionally, matriculation fees—such as registration, laboratory, student activity, health, and other associated costs, except Facilities Fees—will remain unchanged.

   - **Government Support.** The college will consider **$**5,018,539 in support from the FSM Government.

D. RESOURCE ALLOCATION

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1. **Resource Allocation**. Resource distribution will be based on the current organizational structure and a thorough assessment and review of existing programs and services.
2. **Justification for Increases**. Any proposed increases in resource allocation from the FY 2027 budget must be supported by detailed justifications.
3. **Approval of Vacant and New Positions**. All requests for new positions and the filling of vacant positions must adhere to the college's established procedures for creating new roles.
4. **Prioritization of Allocations**. Allocations will first address all fixed costs, followed by an evaluation of individual program priorities to ensure effective resource utilization.

E. THE BUDGET DEVELOPMENT PROCESS AND TIMELINE

July 2026

- SLT will review the guidelines for developing the FY 2028 budget.
- Formulation of FY 2028 revenue projections using enrollment data will take place.

August 2026

- Departments and Offices will complete the 2025-2026 assessment report and develop the 2026-2027 assessment plan by August 31, 2026
- The Office of the VPIS will disseminate the FY 2028 budget worksheet along with the budget allocation for each department and unit under its direct purview by the first week of August.
- The Office of the VPIS will provide budget development training to offices upon request.
- The Comptroller will send out to the Finance Committee the approved budget guidelines and revenue projections.

September 2026

- September 7: Offices and units submit their FY2028 budgets to their respective vice presidents.
- September 14-18: Vice Presidents will conduct departmental budget assessments and deliberation discussions.
- September 21, 2026: Vice presidents submit their completed departmental budgets to the Office of the Vice President for Innovation and Sustainability.
- September 25, 2026: The Comptroller distributes the consolidated college-wide budget.
- September 28, 2026: The College conducts its first college-wide budget deliberation.

October 2026

- The Finance Committee and Executive Committee review and consider the FY2028 budget for endorsement

November 2026

- November 16–20, 2026: The Board of Regents reviews and takes action on the FY2028 budget.

January 15, 2027

- The College President/CEO will transmit the FY 2028 budget to the Office of the FSM President.