



New Mexico State University's

College of Agriculture and Home Economics

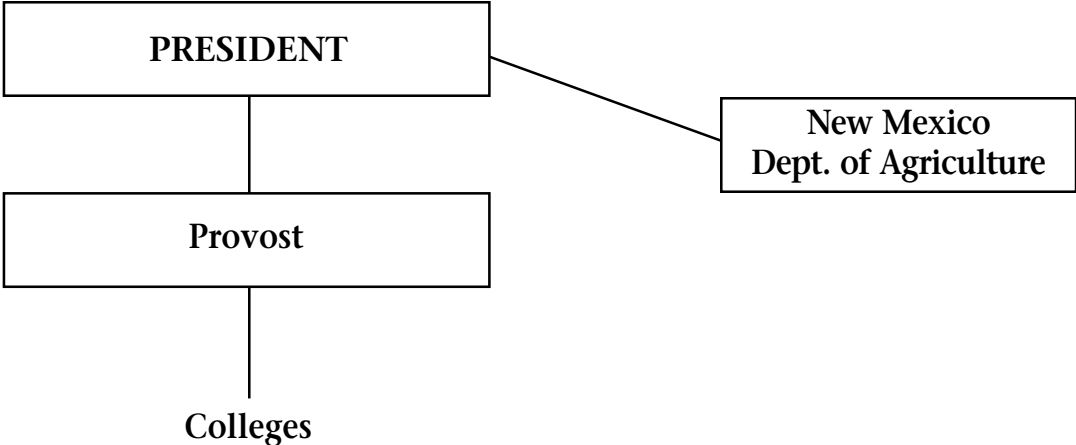
10/10/03

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New Mexico State University



Agriculture and Home Economics

Arts and Sciences

Business Admin. and Economics

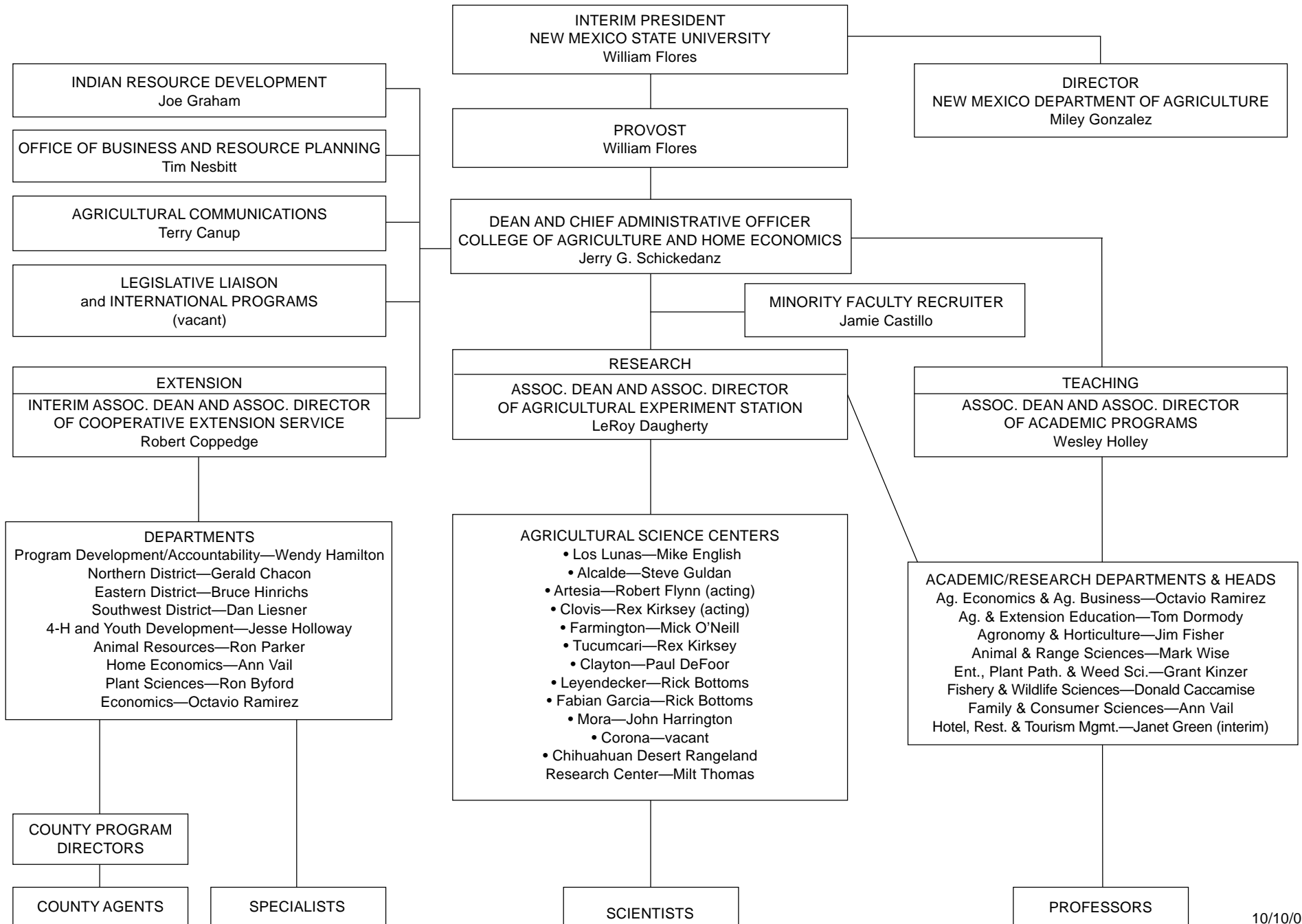
Education

Engineering

Health and Social Services



NMSU College of Agriculture and Home Economics

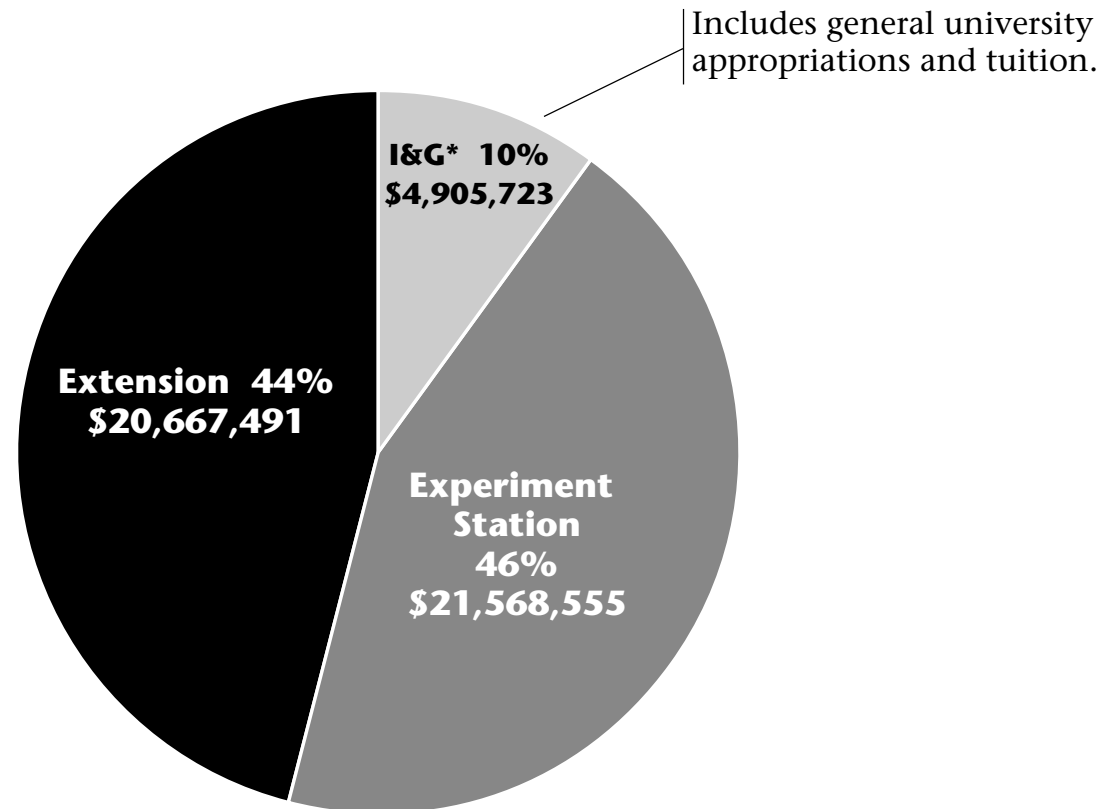


Land-Grant System Legislation

- Morrill Act, 1862
 - established land-grant schools
- Hatch Act, 1887
 - established Agricultural Experiment Station system
- Smith-Lever Act, 1914
 - established Cooperative Extension Service system

College of Agriculture & Home Economics

Total Income Distribution
Fiscal Year 2001-2002



TOTAL = \$47,141,769

**I&G is the common term for instruction and general purposes funding. These funds support Academic Programs.*



I&G Dollars Leveraged

College of Agriculture and Home Economics

- 10 percent of College of Agriculture and Home Economics funds derive from the Instruction and General formula funds.
- These funds generate 39.03 FTE teaching positions in the college.
- These FTE are spread among 100 faculty members who teach on campus under split teaching/research and/or Extension positions.
- 88 percent of college funds derive from appropriations for the Agricultural Experiment Station and Cooperative Extension Service, plus grants and contracts.
- I&G funds leverage research and Extension dollars to offer a broader array of expertise in the classroom.

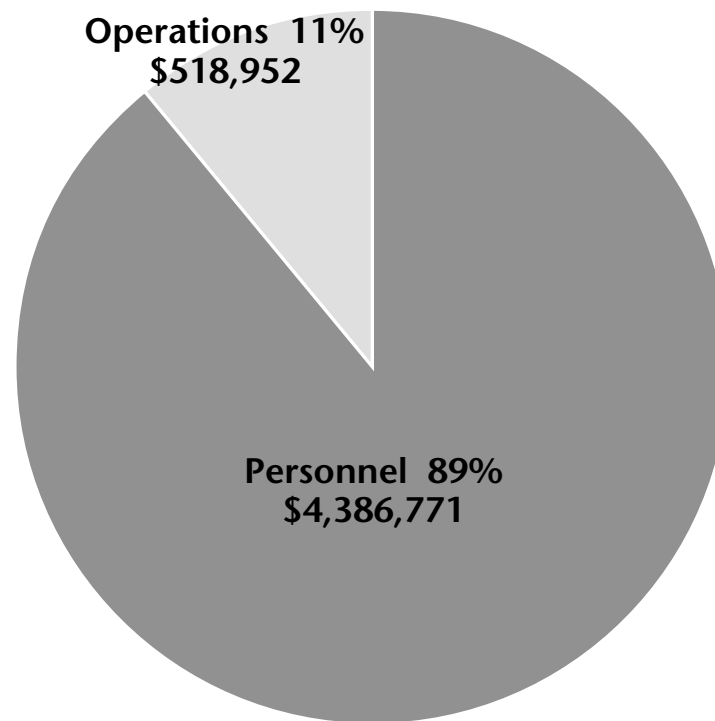
ACADEMIC PROGRAMS

Academic Programs Office

of the College of Agriculture and Home Economics

Expenditure Distribution

Fiscal Year 2001-2002



TOTAL = \$4,905,723

Academic Programs

Actual Results of Operations (1990-1994)

	<u>FY 89/90</u>	<u>FY 90/91</u>	<u>FY 91/92</u>	<u>FY 92/93</u>	<u>FY 93/94</u>
INCOME					
State appropriations	<u>\$2,782,666</u>	<u>\$3,596,536</u>	<u>\$3,664,212</u>	<u>\$3,825,564</u>	<u>\$4,382,251</u>
TOTAL INCOME	<u>\$2,782,666</u>	<u>\$3,596,536</u>	<u>\$3,664,212</u>	<u>\$3,825,564</u>	<u>\$4,382,251</u>
EXPENDITURES					
Personnel					
Salaries	<u>\$2,009,157</u>	<u>\$2,707,528</u>	<u>\$2,747,844</u>	<u>\$2,800,714</u>	<u>\$3,185,225</u>
Benefits	<u>411,877</u>	<u>473,551</u>	<u>577,054</u>	<u>644,164</u>	<u>747,152</u>
Total Personnel	<u>\$2,421,034</u>	<u>\$3,181,079</u>	<u>\$3,324,898</u>	<u>\$3,444,878</u>	<u>\$3,932,377</u>
Operations	<u>361,632</u>	<u>415,457</u>	<u>339,314</u>	<u>380,686</u>	<u>449,874</u>
TOTAL EXPEND.	<u>\$2,782,666</u>	<u>\$3,596,536</u>	<u>\$3,664,212</u>	<u>\$3,825,564</u>	<u>\$4,382,251</u>

Academic Programs

Actual Results of Operations (1996-2002)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>	<u>FY 98/99</u>	<u>FY 99/00</u>	<u>FY 00/01</u>	<u>FY 01/02</u>
INCOME							
State appropriations	<u>\$4,644,725</u>	<u>\$4,497,034</u>	<u>\$4,387,737</u>	<u>\$4,677,515</u>	<u>\$4,630,952</u>	<u>\$4,721,223</u>	<u>\$4,905,723</u>
TOTAL INCOME	\$4,644,725	\$4,497,034	\$4,387,737	\$4,677,515	\$4,630,952	\$4,721,223	\$4,905,723
EXPENDITURES							
Personnel							
Salaries	<u>\$3,366,691</u>	<u>\$3,250,374</u>	<u>\$3,220,096</u>	<u>\$3,268,047</u>	<u>\$3,254,381</u>	<u>\$3,347,504</u>	<u>\$3,454,150</u>
Benefits	<u>707,005</u>	<u>682,579</u>	<u>676,220</u>	<u>784,331</u>	<u>878,683</u>	<u>870,351</u>	<u>932,621</u>
Total Personnel	<u>\$4,073,696</u>	<u>\$3,932,953</u>	<u>\$3,896,316</u>	<u>\$4,052,378</u>	<u>\$4,133,064</u>	<u>\$4,217,855</u>	<u>\$4,386,771</u>
Operations	<u>571,029</u>	<u>564,082</u>	<u>491,421</u>	<u>625,137</u>	<u>497,888</u>	<u>503,308</u>	<u>518,952</u>
TOTAL EXPEND.	\$4,644,725	\$4,497,035	\$4,387,737	\$4,677,515	\$4,630,952	\$4,721,223	\$4,905,723

Bachelor's degree programs not offered at any other New Mexico institution

College of Agriculture and Home Economics

- Agricultural Biology
- Agricultural Economics and Agricultural Business
- Agricultural and Extension Education
- Agronomy
- Animal Science
- Clothing, Textiles, and Fashion Merchandising
- Fishery Science
- General Agriculture
- Horticulture
- Hotel, Restaurant, and Tourism Management
- Human Nutrition/Food Science
- Range Science
- Soil Science
- Wildlife Science

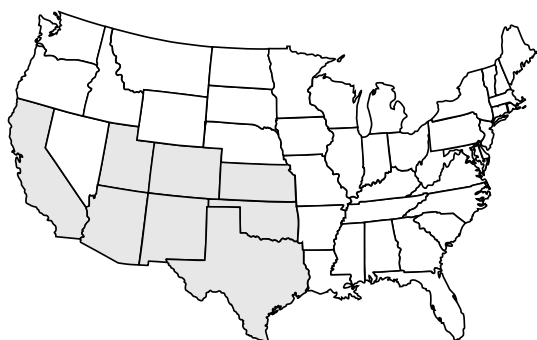
Other bachelor's degree programs

College of Agriculture and Home Economics

- Environmental Science
- Family and Consumer Science
- Family and Consumer Science Education
- Recreation Areas Management

Program-Specific Transfer Agreements*

College of Agriculture and Home Economics



TOTAL TRANSFER AGREEMENTS

109

The college may have agreements in more than one program area at each institution.

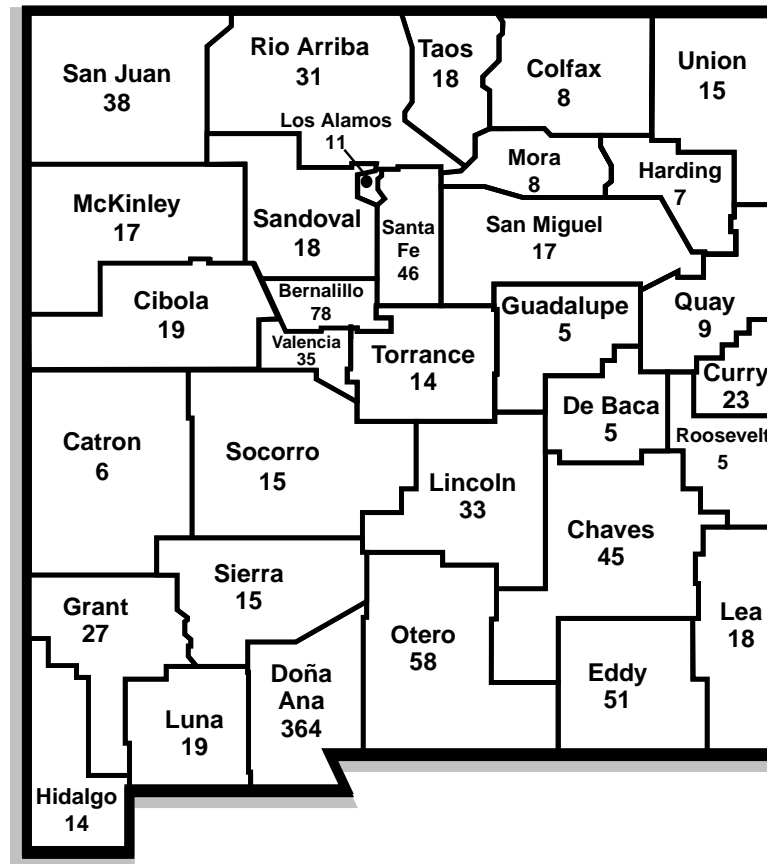
*Transfer agreements, also called articulation agreements, are formal agreements between universities, colleges, and some high schools (or their divisions) that allow students to easily transfer credits hours earned at one institution to another.

Institution	Location	Institution	Location
NEW MEXICO			
Albuquerque TVI	Albuquerque	Phoenix College	Phoenix
Clovis Community College	Clovis	Rio Salado Community College	Phoenix
Eastern New Mexico University	Roswell	Scottsdale Community College	Scottsdale
Luna Vocational Technical Inst.	Las Vegas	South Mountain Community College ..	Phoenix
Mayfield High School	Las Cruces	Navajo Community College	Tsaile
New Mexico Junior College	Hobbs	Northern Arizona University	Flagstaff
New Mexico Military Institute	Roswell	CALIFORNIA	
NMSU—Carlsbad Branch	Carlsbad	Cypress College	Cypress
NMSU—Doña Ana Branch	Las Cruces	Imperial Valley College	Imperial
NMSU—Alamogordo Branch	Alamogordo	Modesto Junior College	Modesto
NMSU—Grants Branch	Grants	COLORADO	
Northern New Mexico Community College	Española	Trinidad State Junior College	Trinidad
San Juan College	Farmington	KANSAS	
Santa Fe Community College	Santa Fe	Haskell Indian Nations University	Lawrence
Southwestern Indian Polytechnic Institute	Albuquerque	Johnson County Community College	Overland Park
UNM—Gallup Branch	Gallup	OKLAHOMA	
UNM—Los Alamos Branch	Los Alamos	Murray State College	Tishomingo
UNM—Taos Branch	Taos	Oklahoma State University	Oklahoma City
UNM—Valencia Branch	Los Lunas	TEXAS	
ARIZONA			
Central Arizona College	Coolidge	Clarendon College	Clarendon
Cochise College	Douglas	El Paso Community College	El Paso
Eastern Arizona University	Thatcher	UTAH	
Maricopa Community Colleges District Chandler-Gilbert Community College ..	Chandler	Utah State University	Logan
Estrella Mountain Community College Center	Avondale	INTERNATIONAL	
GateWay Community College	Phoenix	Alpine School for Hotel and Tourism Management Studies	Greece
Glendale Community College	Glendale		
Mesa Community College	Mesa		
Paradise Valley Community College	Phoenix		



Student Origins

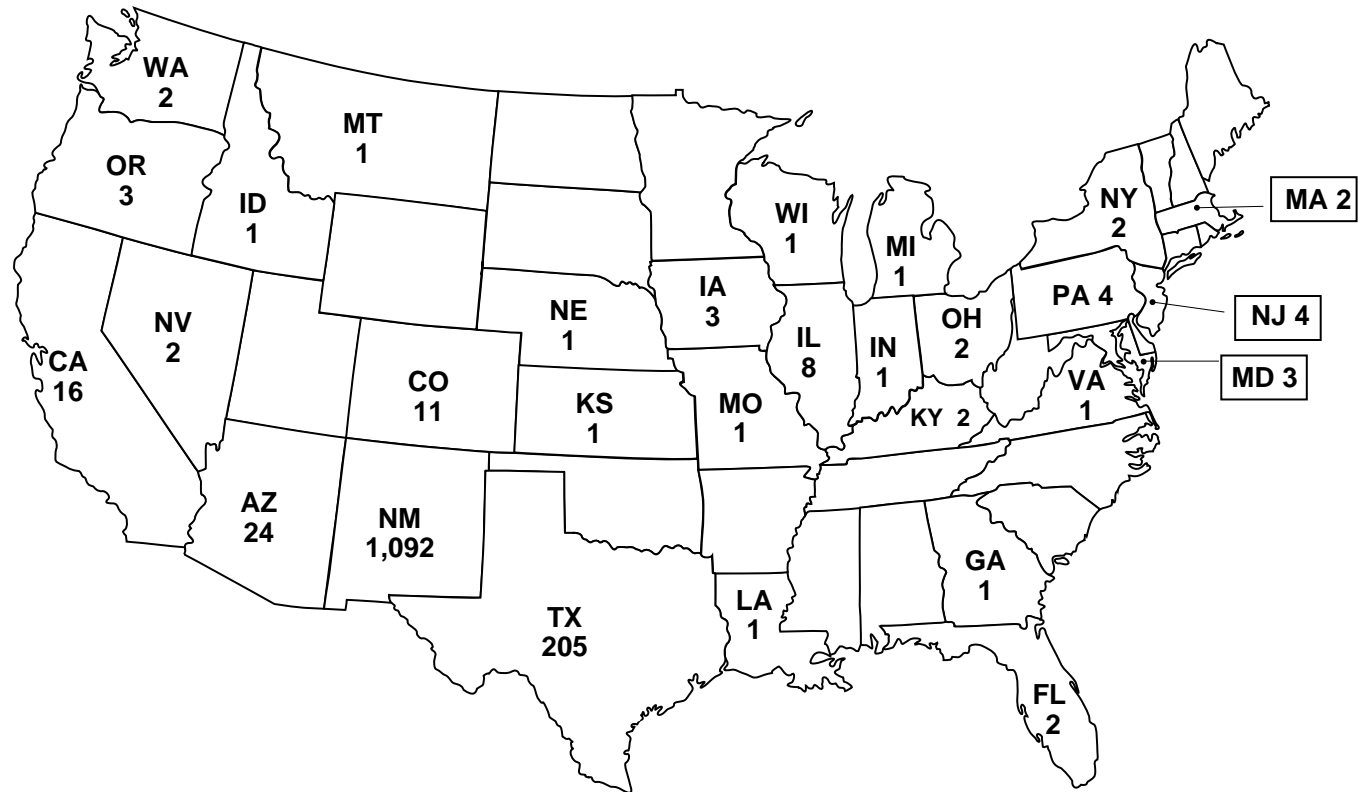
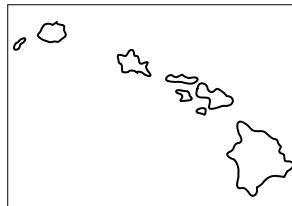
New Mexico Undergraduate Enrollment, Fall 2002*
College of Agriculture and Home Economics
(Total = 1,092)



**Source: College of Agriculture and Home Economics, Office of Academic Programs.*

Student Origins

U.S. Undergraduate Enrollment, Fall 2002[†]
College of Agriculture and Home Economics
(Total = 1,420)*

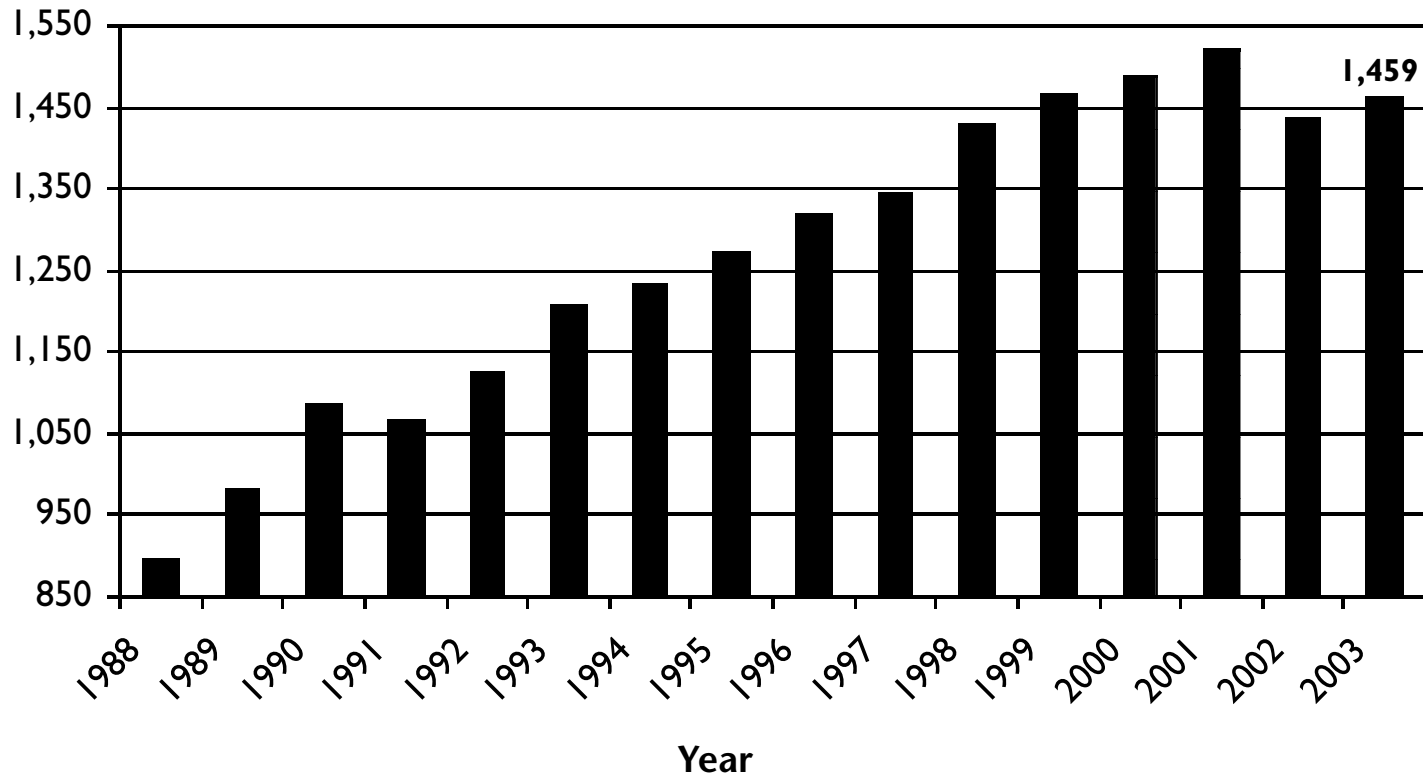


[†]Sources: NMSU Institutional Research, Planning, and Outcomes Assessment.

*Does not include international students or students whose residency was unknown at time of admission.
Total undergraduate enrollment for Fall 2002 is 1,420.

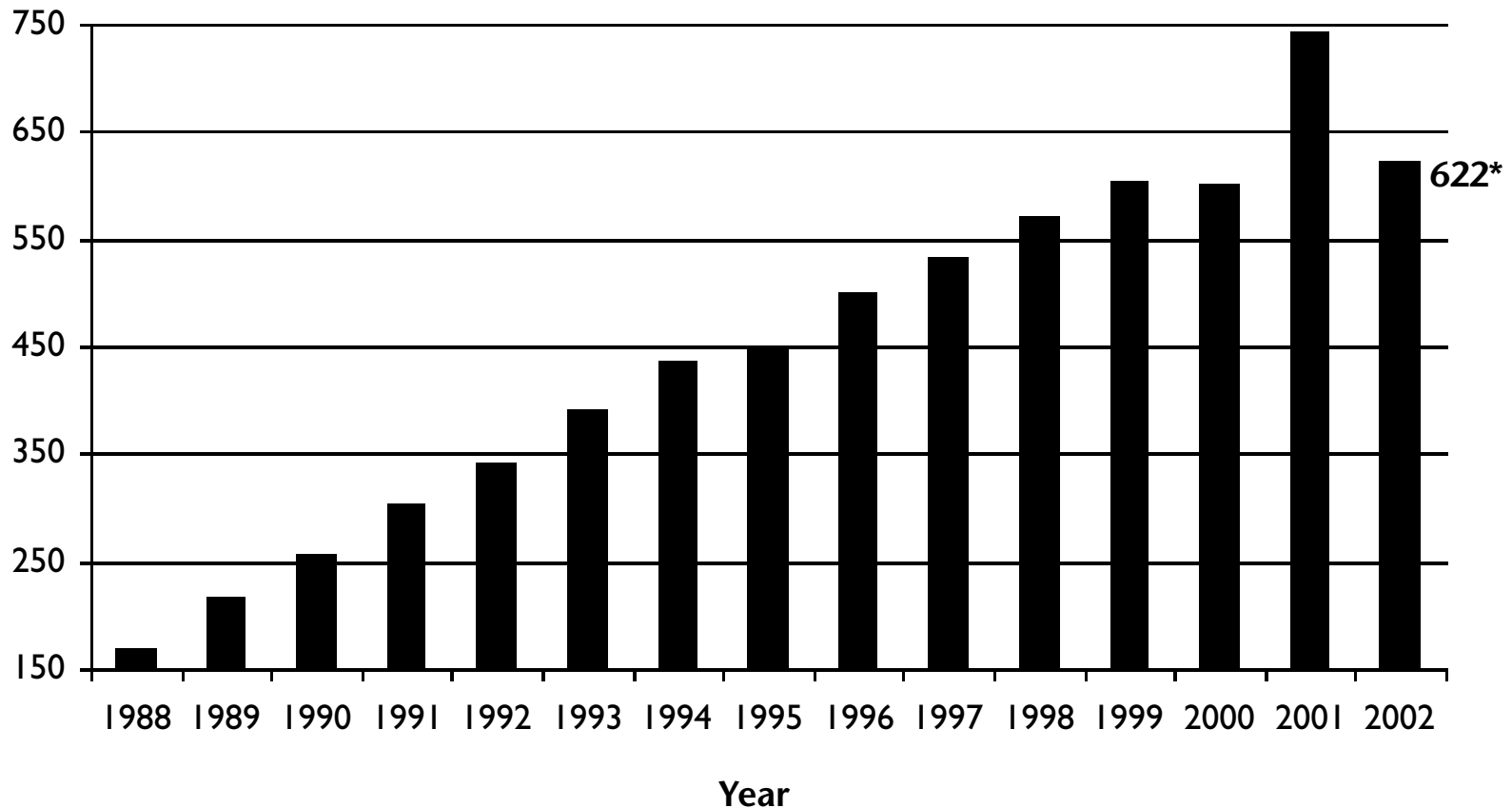
Undergraduate Enrollment (Fall)

College of Agriculture and Home Economics



Minority Undergraduate Enrollment (Fall)

College of Agriculture and Home Economics

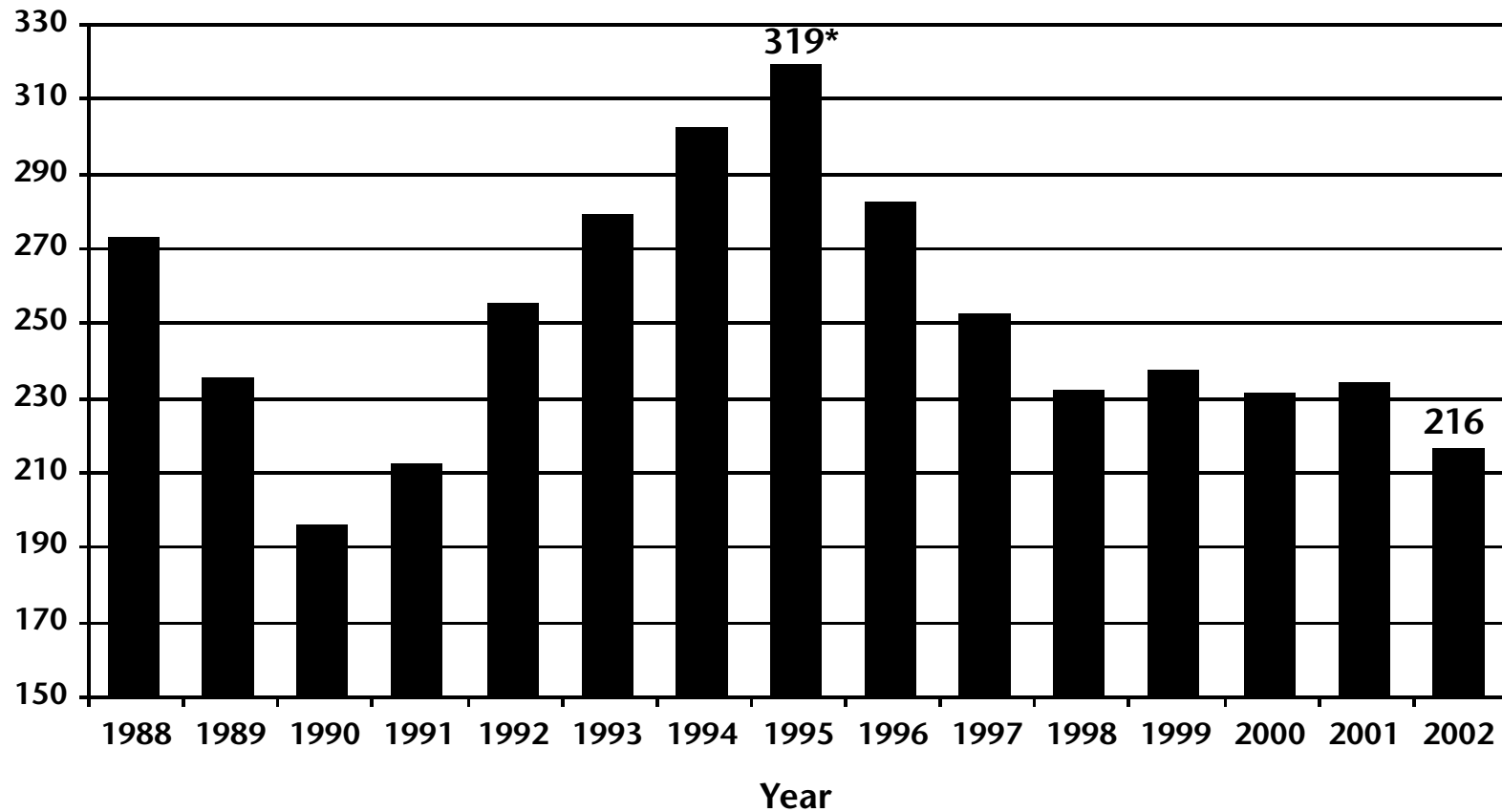


**This total based on student self-identification data: 43 African American, 17 Asian, 518 Hispanic and 44 Native American.
(Note: 447 students identified themselves as Caucasian, 352 identified themselves as "other" and 16 identified themselves as international students. These were not included in the minority total.)*



Graduate Enrollment (Fall)

College of Agriculture and Home Economics



**All-time high.*



COOPERATIVE EXTENSION SERVICE

Smith-Lever Act

Section 2

“Cooperative agricultural extension work shall consist of the development of practical applications of research knowledge and giving of instruction and practical demonstrations of existing or improved practices or technologies in agriculture, home economics, and rural energy, and subjects relating thereto to persons not attending or resident in said colleges...”

New Mexico Statutes

Section 76-2-1: Matching federal allotment to state

“... for the maintenance of the cooperative extension work ... there is hereby permanently appropriated out of any money in the state treasury ... the sum of one dollar [(\$1.00)] for each dollar allotted annually by the secretary of agriculture as provided in said act of congress [Smith-Lever Act of 1914] to the state of New Mexico”

New Mexico Statutes

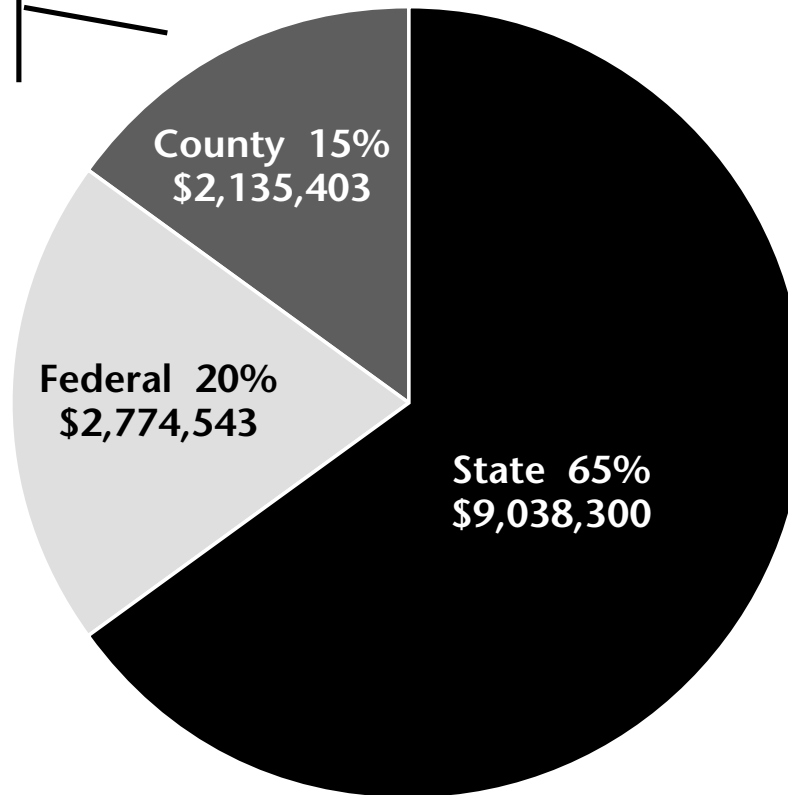
Section 76-2-4: Cooperative agricultural extension

“... in any county employing a county agent under the term of said acts [Morrill Act of 1862 and Smith-Lever Act of 1914], the board of county commissioners is authorized, upon petition of at least one hundred bona fide taxpayers within the county, to provide and appropriate such funds as are necessary for maintenance of cooperative extension work in agriculture and home economics within the county.”

Cooperative Extension Service

Appropriated Income Distribution
Fiscal Year 2001-2002

Counties contribute one-third of county Extension office expenses. Counties do not support state staff.

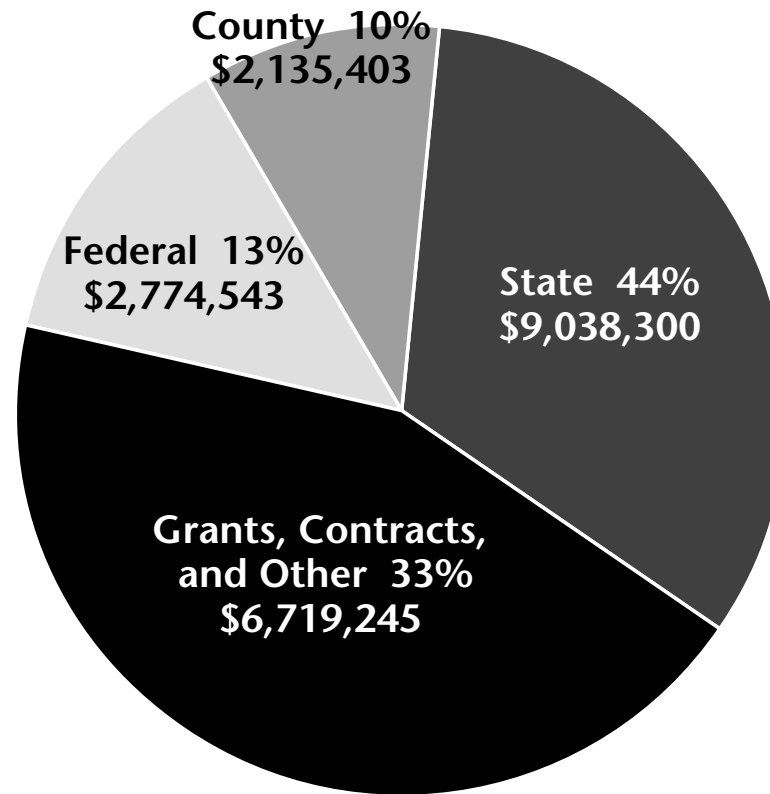


TOTAL = \$13,948,246

Cooperative Extension Service

Income Distribution

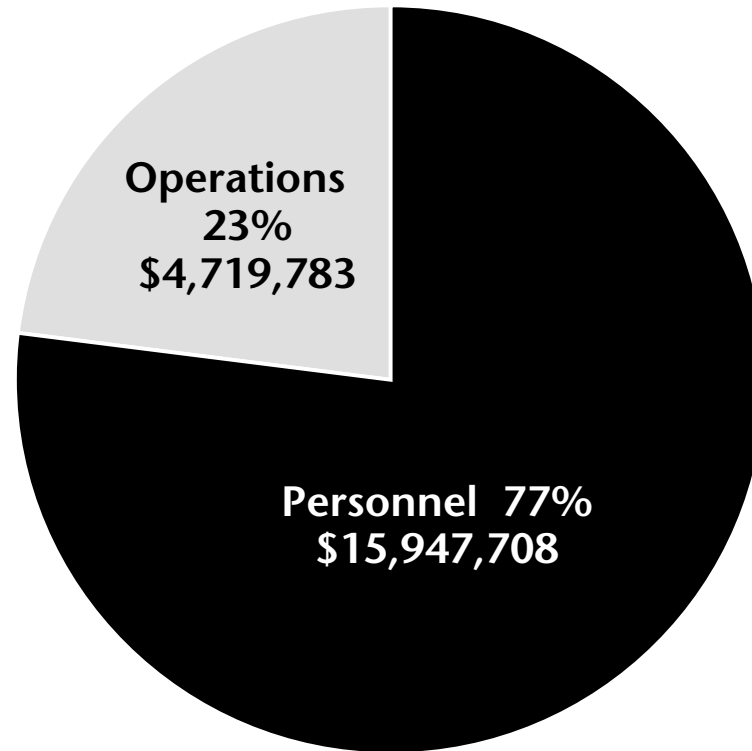
Fiscal Year 2001-2002



TOTAL = \$20,667,491

Cooperative Extension Service

Expenditure Distribution
Fiscal Year 2001-2002



TOTAL = \$20,667,491

Cooperative Extension Service

Actual Results of Operations (1990-1995)

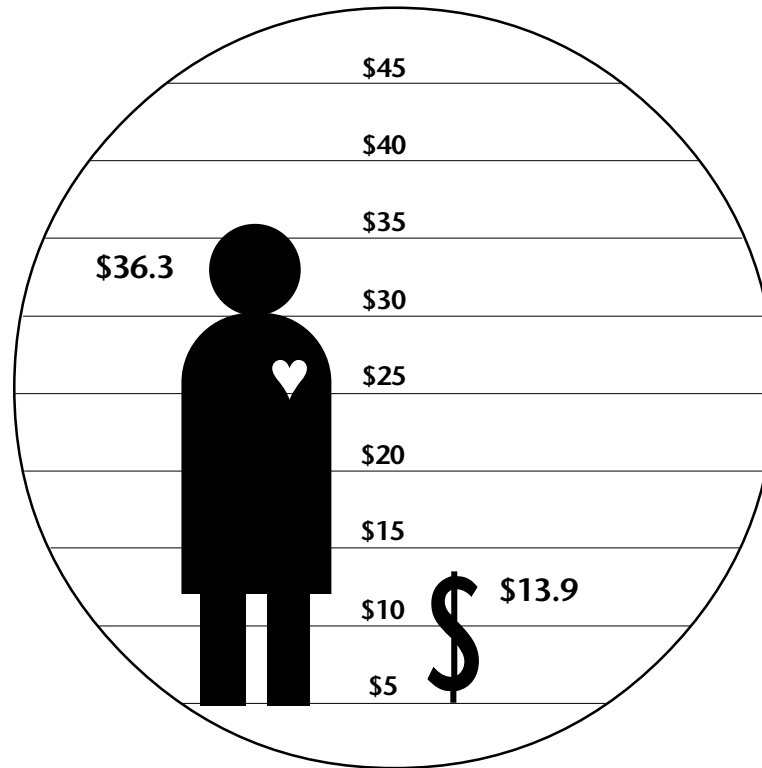
	<u>FY 89/90</u>	<u>FY 90/91</u>	<u>FY 91/92</u>	<u>FY 92/93</u>	<u>FY 93/94</u>	<u>FY 94/95</u>
INCOME						
Appropriations						
State	\$5,169,600	\$5,389,400	\$5,626,100	\$6,143,100	\$6,488,500	\$6,759,400
Federal	2,570,242	2,423,006	2,511,987	2,910,529	3,137,437	3,169,550
County	1,574,769	1,668,459	1,752,949	1,664,042	1,716,855	1,833,496
Grants, Contracts, and Other	<u>294,593</u>	<u>465,499</u>	<u>900,649</u>	<u>1,241,573</u>	<u>1,059,210</u>	<u>1,348,432</u>
TOTAL INCOME	\$9,609,204	\$9,946,364	\$10,791,685	\$11,939,244	\$12,402,002	\$13,110,878
EXPENDITURES						
Personnel						
Professional	\$5,005,091	\$5,153,690	\$5,497,874	\$5,662,584	\$5,906,982	\$6,281,413
Support Staff	1,115,192	1,156,397	1,159,032	1,235,875	1,243,769	1,263,890
Student, Other	91,867	99,967	103,632	128,664	152,318	179,699
Benefits	<u>1,646,769</u>	<u>1,816,657</u>	<u>1,882,267</u>	<u>2,037,606</u>	<u>2,120,031</u>	<u>2,142,547</u>
Total Personnel	7,858,919	8,226,711	8,642,805	9,064,729	9,423,100	9,867,549
Operations	1,580,913	1,621,662	1,818,960	2,400,759	2,726,197	2,983,170
Equipment	<u>169,372</u>	<u>97,991</u>	<u>329,920</u>	<u>473,756</u>	<u>252,705</u>	<u>260,159</u>
Total Operations	<u>1,750,285</u>	<u>1,719,653</u>	<u>2,148,880</u>	<u>2,874,515</u>	<u>2,978,902</u>	<u>3,243,329</u>
TOTAL EXPEND.	\$9,609,204	\$9,946,364	\$10,791,685	\$11,939,244	\$12,402,002	\$13,110,878

Cooperative Extension Service

Actual Results of Operations (1996-2002)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>	<u>FY 98/99</u>	<u>FY 99/00</u>	<u>FY 00/01</u>	<u>FY 01/02</u>
INCOME							
Appropriations							
State	\$6,792,630	\$7,282,100	\$7,163,604	\$7,703,400	8,244,700	8,511,600	\$9,038,300
Federal	3,146,848	2,756,102	2,918,518	2,904,128	3,055,315	3,019,719	2,774,543
County	1,807,225	1,893,263	1,876,721	1,983,447	1,881,128	2,094,571	2,135,403
Grants, Contracts, and Other	<u>1,826,176</u>	<u>2,208,058</u>	<u>2,120,860</u>	<u>3,929,902</u>	<u>7,332,230</u>	<u>7,393,025</u>	<u>6,719,245</u>
TOTAL INCOME	\$13,572,879	\$14,139,523	\$14,079,703	\$16,520,877	20,513,373	21,018,915	\$20,667,491
EXPENDITURES							
Personnel							
Professional	\$6,601,992	\$6,889,768	\$6,554,968	\$6,103,374	6,342,707	7,179,721	\$8,267,498
Support Staff	1,355,305	1,387,703	1,429,334	2,401,592	2,608,750	2,731,286	3,272,385
Student, Other	156,219	139,904	135,559	171,811	205,060	198,838	349,278
Benefits	<u>2,268,888</u>	<u>2,411,056</u>	<u>2,333,390</u>	<u>2,669,601</u>	<u>3,595,661</u>	<u>3,540,140</u>	<u>4,058,547</u>
Total Personnel	10,382,404	10,828,431	10,453,251	11,346,378	12,752,178	13,649,985	15,947,708
Operations	2,897,901	3,078,269	3,348,592	4,937,982	7,370,313	7,046,569	4,416,319
Equipment	<u>292,574</u>	<u>232,823</u>	<u>277,860</u>	<u>236,517</u>	<u>390,877</u>	<u>322,361</u>	<u>303,464</u>
Total Operations	<u>3,190,475</u>	<u>\$3,311,092</u>	<u>3,626,452</u>	<u>5,174,499</u>	<u>7,761,190</u>	<u>7,368,930</u>	<u>4,719,783</u>
TOTAL EXPEND.	\$13,572,879	\$14,139,523	\$14,079,703	\$16,520,877	20,513,368	21,018,915	\$20,667,491







Volunteer Contributions Out-Match Appropriations



**Dollar value of volunteer hours
compared with appropriated income**

(millions of dollars, FY 2001-02)

Extension Volunteer Contributions*

Volunteers	Description	Number	Total hours	Avg. no. hours/month/volunteer	Dollar value
 Members of County Advisory Committees	Community members sit on advisory boards for each county Extension office. Advisory boards make recommendations for educational or research programs and provide feedback.	655	No objective count is available.	—	—
 Farm/Ranch Research Demonstration Cooperators	Research on crops, livestock, and rangelands needs to be conducted in the varied growing conditions across the state and in actual farm and ranch conditions. Cooperators work with researchers to conduct these studies.	213	No objective count is available.	—	—
 EFNEP/FSNEP Program Volunteers	The Expanded Food and Nutrition Education (EFNEP) program and the Food Stamp Nutrition Education (FSNEP) Program work with agencies such as WIC, public schools, and domestic violence shelters to provide nutrition education to low-income families.	Not available for 01-02	—	—	—
 Family Community Education, and Extension Homemaker Club Members	FCE/EHC members volunteer time to the community and Extension organizations. They take Extension lessons to other groups, and donate time and money to disseminate <i>Baby's First Wish</i> , a statewide newsletter for parents of children from birth to age 2.	1,314	52,034	3.3 hr/mo	Total: \$780,516 Hourly: \$15
 Master Program Volunteers	In exchange for advanced training in a special skill, Master Volunteers contribute 40 hours of service per year training others. Program areas include home gardening, food preservation, childcare, composting, and many others.	500	19,800	3.31 hrs/mo	Total: \$297,000 Hourly: \$15
 4-H Adult Volunteers	4-H volunteers (both teens and adults) teach youth in over 100 program areas that vary widely from computers and livestock, to bicycle safety and photography.	9,762	2,132,021	18.2/mo.	Total: \$35,263,624 Hourly: \$16.54

*Updated 9/03

AGRICULTURAL EXPERIMENT STATION

Constitution of the State of New Mexico

Article XII, section 11: State educational institutions

“... All lands, together with the natural products thereof and the money proceeds of any of the lands and products, held in trust for the institutions, respectively, under their former names, and all properties heretofore granted to, or owned by or be considered granted to, the institutions individually under their names as hereinafter adopted and confirmed. The appropriations made and which may hereafter be made to the state by the United States for agriculture and mechanical colleges and experiment stations in connection therewith shall be paid to the New Mexico state university, formerly know as New Mexico college of agriculture and mechanic arts.”

(As repealed and reenacted November 8, 1960; as amended November 3, 1964.)

Agricultural Experiment Station

As the research arm of the college, the Agricultural Experiment Station supports research designed to:

- enhance agricultural profitability
- stimulate economic development utilizing natural resources
- improve the quality, safety, and reliability of food and fiber products
- sustain the environment with ecologically integrated practices
- manage and protect natural resources
- improve the quality of life for the people of New Mexico

Agricultural Experiment Station

- Interacts with all academic and Extension departments in the college by supporting scholarly research programs.
- Cooperates with other NMSU research institutes and various state and federal agencies in providing research opportunities to benefit New Mexico's citizens.

Agricultural Experiment Station Faculty

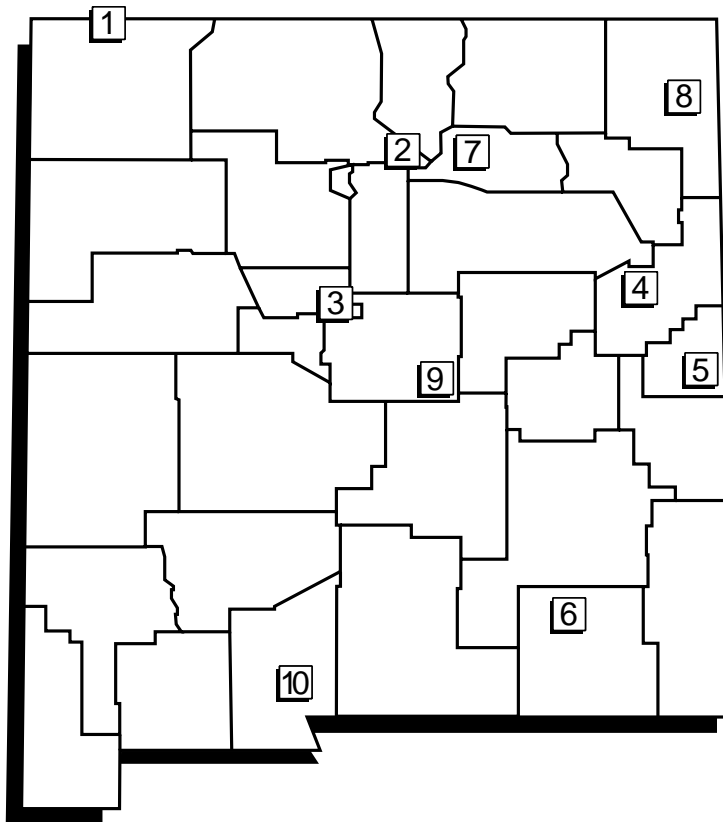
College of Agriculture and Home Economics

2001-02

Faculty FTE (AES Appointment)	60.60
Total Faculty (AES Appointments)*	105
AES Employs Students at all levels of instruction	Number of Programs
Undergraduate degree programs	18
Master's degree programs	9
Doctoral degree programs	3

*Instruction FTE constitutes the majority of the remaining FTE

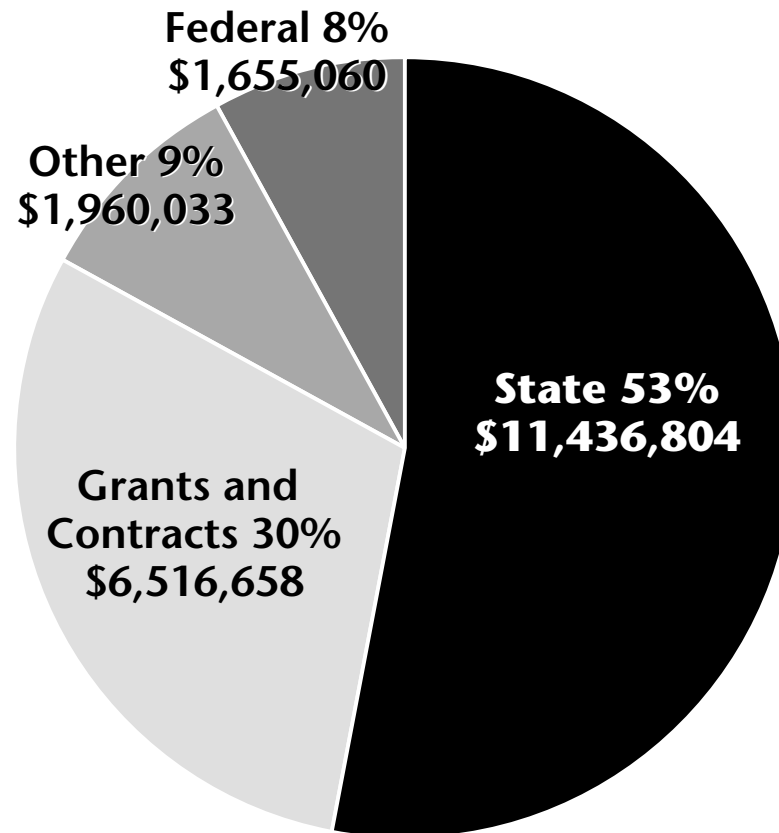
New Mexico Agricultural Science Centers



- 1 Farmington
- 2 Alcalde
- 3 Los Lunas
- 4 Tucumcari
- 5 Clovis
- 6 Artesia
- 7 Mora
- 8 Clayton Livestock Research Center
- 9 Corona Range and Livestock Research Center
- 10 New Mexico State University
 - Chihuahuan Desert Rangeland Research Center
 - Leyendecker Plant Science Center
 - Fabian Garcia Research Center
 - Animal Parasite Center

Agricultural Experiment Station

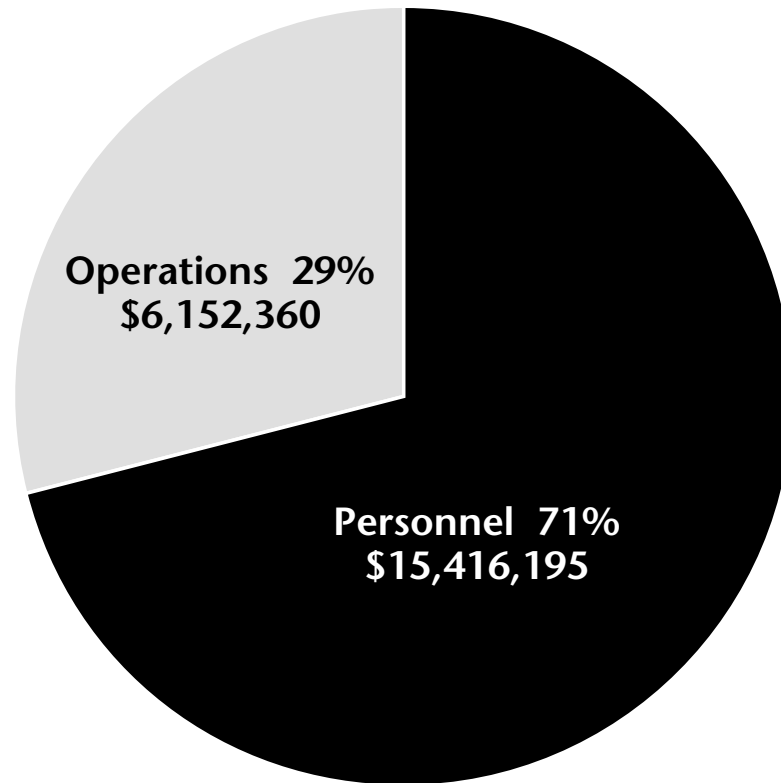
Total Income Distribution
Fiscal Year 2001-2002



TOTAL = \$21,568,555

Agricultural Experiment Station

Expenditure Distribution
Fiscal Year 2001-2002



TOTAL = \$21,568,555

Agricultural Experiment Station

Actual Results of Operations (1990-1995)

	<u>FY 89/90</u>	<u>FY 90/91</u>	<u>FY 91/92</u>	<u>FY 92/93</u>	<u>FY 93/94</u>	<u>FY 94/95</u>
INCOME						
Appropriations						
State	\$7,041,700	\$7,389,900	\$7,810,900	\$8,490,100	\$8,997,200	\$9,186,500
Federal	1,401,229	1,674,389	1,644,969	1,426,387	1,672,644	1,732,278
Grants and						
Contracts	3,103,074	3,191,068	4,114,559	4,532,238	5,130,224	5,074,648
Other	<u>869,643</u>	<u>1,225,815</u>	<u>888,093</u>	<u>775,313</u>	<u>870,175</u>	<u>987,778</u>
TOTAL INCOME	\$12,415,646	\$13,481,172	\$14,458,521	\$15,223,988	\$16,670,243	\$16,981,204
EXPENDITURES						
Personnel						
Professional	\$5,708,376	\$6,040,079	\$6,434,011	\$6,750,671	\$7,513,869	\$8,156,847
Supp.Staff	522,000	582,624	571,699	554,541	612,721	702,377
Student and Other	852,945	840,080	1,132,153	1,382,960	1,609,971	1,493,046
Benefits	<u>1,345,620</u>	<u>1,598,413</u>	<u>1,689,482</u>	<u>1,756,074</u>	<u>2,001,442</u>	<u>2,173,688</u>
Total Personnel	8,428,941	9,061,196	9,827,345	10,444,246	11,737,949	12,525,958
Operations	3,547,473	3,697,576	3,885,772	4,157,596	4,369,375	3,677,429
Equipment	<u>439,232</u>	<u>722,400</u>	<u>745,404</u>	<u>622,146</u>	<u>562,919</u>	<u>777,817</u>
Total						
Operations	<u>3,986,705</u>	<u>4,419,976</u>	<u>4,631,176</u>	<u>4,779,742</u>	<u>4,932,294</u>	<u>4,455,246</u>
TOTAL EXPEND.	\$12,415,646	\$13,481,172	\$14,458,521	\$15,223,988	\$16,670,243	\$16,981,204

Agricultural Experiment Station

Actual Results of Operations (1996-2002)

	<u>FY 95/96</u>	<u>FY 96/97</u>	<u>FY 97/98</u>	<u>FY 98/99</u>	<u>FY 99/00</u>	<u>FY 00/01</u>	<u>FY 01/02</u>
INCOME							
Appropriations							
State	\$9,356,880	\$9,810,200	\$9,515,904	\$10,113,200	10,604,400	10,881,800	11,436,804
Federal	1,572,710	1,322,976	1,703,240	1,543,455	2,024,678	1,740,261	1,655,060
Grants and							
Contracts	5,299,679	5,308,347	5,134,623	5,050,139	5,215,435	5,569,737	6,516,658
Other	1,284,711	941,242	1,179,976	1,189,514	1,441,643	1,439,154	1,960,033
TOTAL INCOME	\$17,513,980	\$17,382,765	\$17,533,743	\$17,896,308	19,286,156	19,630,952	21,568,555
EXPENDITURES							
Personnel							
Professional	\$8,672,968	\$8,381,706	\$8,245,804	\$8,585,865	8,677,262	8,784,675	8,942,152
Supp. Staff	719,690	714,320	735,750	773,288	846,355	1,810,366	1,841,131
Student and Other	1,337,889	1,287,320	1,351,215	597,742	629,715	674,313	1,843,246
Benefits	2,275,224	2,281,778	2,213,401	2,447,823	3,321,722	2,793,766	2,789,666
Total Personnel	13,005,771	12,665,124	12,546,170	12,404,718	13,475,054	14,063,120	15,416,195
Operations	3,785,403	4,134,221	4,446,448	4,745,527	5,173,550	4,960,441	5,320,242
Equipment	722,806	583,420	541,125	746,063	637,552	607,391	832,118
Total							
Operations	4,508,209	4,717,641	4,987,573	5,491,590	5,811,102	5,567,832	6,152,360
TOTAL EXPEND.	\$17,513,980	\$17,382,765	\$17,533,743	\$17,896,308	19,286,156	19,630,952	21,568,555

INDIAN RESOURCE DEVELOPMENT

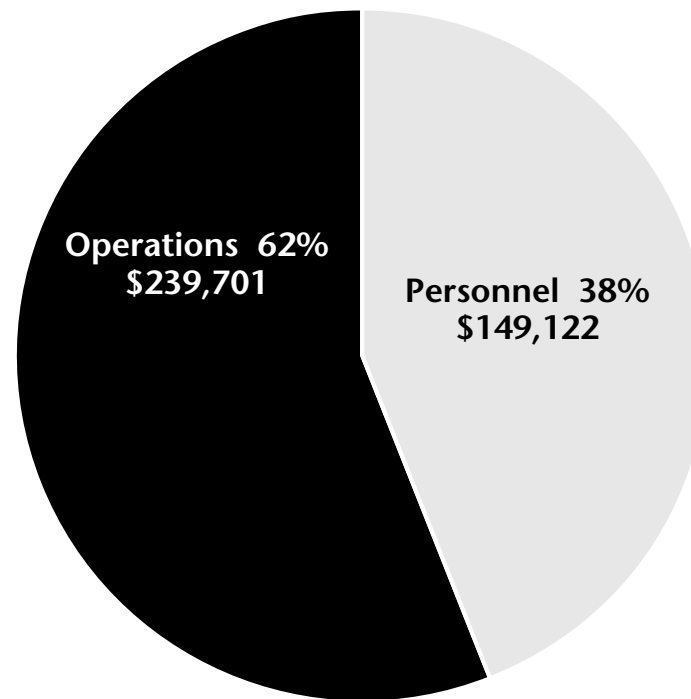
New Mexico Statutes

Section 21-01-1: Indian Resources Development Act

“... to provide funds to New Mexico State University in order that agricultural and engineering education and work experience opportunities may be provided to Indian students ...”

Indian Resource Development

College of Agriculture & Home Economics
Expenditure Distribution, Fiscal Year 2003



TOTAL = \$388,823

Indian Resource Development

College of Agriculture & Home Economics

Actual Results of Operations (1999, 2000, 2003)

INCOME	FY 99	FY 00	FY 03
State Appropriations	\$363,202	\$381,187	\$388,823
TOTAL INCOME	\$363,202	\$381,187	\$388,823
<hr/>			
EXPENDITURES			
Personnel			
Salaries	\$132,587	\$137,890	\$124,490
Benefits	<u>27,044</u>	<u>37,230</u>	<u>\$24,632</u>
Total Personnel	\$159,631	\$175,120	\$149,122
Operations	\$203,571	\$206,067	\$239,701
TOTAL EXPEND.	\$363,202	\$381,187	\$388,823
