

(Approved at June 25, 2020 Board of Trustees Special Meeting)

COLLEGE OF CHARLESTON
UNIVERSITY OF CHARLESTON, SC
Budget, Finance & Facilities Committee Meeting
Board of Trustees Meeting
June 9, 2020

Zoom Video Conference*
Stern Center Ballroom

Presiding:
David M. Hay, Chair, Board of Trustees

TUESDAY, JUNE 9, 2020
9:00 a.m.

Board Members Participating In-Person – Trustees David Hay (Chair), Chuck Baker, Laurin Burch, Beth Burke, John Busch, Demetria Clemons (Vice Chair), Hank Futch, Steve Swanson and Tav Swarat

Board Members Participating via Zoom Video Conference – Trustees Cherry Daniel, Henrietta Golding, Shawn Holland, Randy Lowell, Toya Pound, Renée Romberger, Penny Rosner, Brian Stern, Craig Thornton, Ricci Welch and John Wood

Other Attendees – President Andrew Hsu, Michaela Abbott, Betty Craig, John Curtis, Elizabeth Kassebaum, John Loonan and Paul Patrick

Other Attendees Participating via Zoom Video Conference – Mark Berry, Alicia Caudill, Renard Harris, Ron Menchaca, John Morris, Angela Mulholland, Amy Orr, Ed Pope, Matt Roberts, Mark Staples, Suzette Stille, Chris Tobin and Fran Welch; Jenna Schiferl, Post & Courier

(only attending Board Members, President Hsu, Chief of Staff, Senior Leadership Team, Board Office Staff, and others presenting or participating in the meeting are noted as attendees).

WELCOME

Elizabeth Kassebaum, Executive Secretary for the Board of the Trustees and meeting organizer for today's virtual meeting, welcomed everyone and turned the meeting over to President Hsu.

*Board of Trustees Meeting held via Zoom Video Conferencing due to COVID-19 crisis.

PRESIDENT'S REMARKS

President Hsu introduced John Loonan, the College's new Chief Financial Officer and Executive Vice President of Business Affairs. John brings extensive experience in financial management, analysis, and administration from executive positions in higher education and in the public and private sectors. Since 2013, he has served as the vice president of administration and finance and CFO at Bloomsburg University in Bloomsburg, Pa. From 2007 to 2013, John was the vice president for finance and fiscal management at the College of Nanoscale Science and Engineering (today's SUNY Polytechnic Institute). At SUNY, John was also the research foundation operations manager for the college as well as president of the college's property management firm from 2009 to 2013. Prior to entering higher education, John served in multiple positions in the New York Army National Guard, including comptroller and financial manager for the guard's federal funding operations. John's experience also includes operations and finance manager for Affiliated Computer Services from 1997 to 2004. A U.S. Army veteran and member of the New York National Guard from 1988 to 2007, John earned his accounting degree from Siena College and his MBA from Rensselaer Polytechnic Institute.

BUDGET, FINANCE AND FACILITIES COMMITTEE MEETING

Trustee Randy Lowell, Chair; Trustee John Wood, Vice Chair

Committee Members – *Trustees Randy Lowell (chair); Chuck Baker; Beth Burke; Demetria Clemons; Henrietta Golding; Shawn Holland, Renée Romberger; Brian Stern; Steve Swanson; and John Wood (Vice Chair); David Hay, ex officio; Andrew Hsu, ex officio, non-voting*

Other Board Member(s) – *Trustees Laurin Burch, John Busch, Cherry Daniel, Hank Futch, Toya Pound, Penny Rosner, Tav Swarat, Craig Thornton and Ricci Welch*

Call to Order

Committee Chair Randy Lowell called the meeting to order at 9:07 a.m. He welcomed everyone and noted that the committee will consider two Resolutions – (1) Budget Adjustments and (2) Three-Month Continuing Budget.

Paul Patrick, Chief of Staff, presented power points providing additional information regarding Quarterly Budget Adjustments FY20 /FY 20 Projected Year-End and the FY21 Budget Proposal.

[Committee Chair Lowell welcomed Jenna Schiferl, Post and Courier Reporter.]

Executive Session

The motion was made by Trustee John Wood, and seconded by Trustee Steve Swanson, to go into Executive Session at 10:32 a.m. for the following purposes: (1) Employee records – legal matters and executive contract negotiations – personnel matters; and (2) Discussion of trade secrets (Section 30-4-40) where public disclosure would expose commercially valuable plans, marketing services, and competitive information. All in favor.

[Only the Board Members, President Hsu, Senior Team, Amy Orr, Dawn Willan and Elizabeth Kassebaum remained for Executive Session. All other attendees entered the waiting room.]

The motion was made by Trustee John Wood, and seconded by Trustee Steve Swanson, to come out of Executive Session at 11:50 a.m. and resume regular session. All in favor.

Regular Session resumed.

Committee Chair Lowell noted for the record that no action was taken during Executive Session.

The motion was made by Trustee John Wood, and seconded by Trustee Beth Burke, to approve the 2019-2020 Revenue and Expense Budget Adjustments for the period ending May 31, 2020 Resolution. Committee Chair Lowell called for the yeas and nays, and the motion unanimously passed. [Detailed 2019-2020 Revenue and Expense Budget Adjustments information can be found at the end of these meeting minutes.]

**COLLEGE OF CHARLESTON
RESOLUTION OF THE BOARD OF TRUSTEES
BUDGET ADJUSTMENTS**

June 9, 2020

WHEREAS, College management has reviewed its projections of revenues and expenses for the year 2019-2020 and, based on that review, has recommended certain reallocations and adjustments to the budget previously approved by the Board; and

WHEREAS, those recommended reallocations and adjustments were presented to the Board’s Budget and Finance Committee and were determined to be reasonable and appropriately supported by College management.

NOW THEREFORE, be it

RESOLVED, that the Board hereby approves the recommended reallocations and adjustments to the approved budget for year 2019-2020, as presented by College management to the Budget and Finance Committee and as further detailed in the table captioned “College of Charleston 2019-2020 Revenue and Expense Budget Adjustments May 31, 2020” contained in the Board of Trustees briefing materials dated June 3, 2020; and

RESOLVED, that all actions of College management to effectuate these reallocations and adjustments prior to the effective date of this Resolution are hereby ratified and affirmed.

The motion was made by Trustee John Wood, and seconded by Trustee Brian Stern, to approve the Three-Month Continuing Budget Tuition and Fees, Student Housing Fees, Food Service Fees and Budget for FY 2020-2021 Resolution. Committee Chair Lowell called for the yeas and nays, and the motion unanimously passed.

Committee Chair Lowell noted for the record that the Three-Month Continuing Budget Resolution includes a tuition freeze, a small surcharge for students beyond full-time starting with the 17th Credit

Hour, and a modest increase in housing and meal plans (discounted rate for the last two weeks of the semester).

**COLLEGE OF CHARLESTON
THREE MONTH CONTINUING BUDGET RESOLUTION
OF THE BOARD OF TRUSTEES
ON
TUITION AND FEES, STUDENT HOUSING FEES, FOOD SERVICE FEES
AND BUDGET FOR FISCAL YEAR 2020-2021**

June 9, 2020

**As Approved and Recommended by the
Budget and Finance Committee
June 9, 2020**

WHEREAS, College management has presented the Board separate documents, entitled the College of Charleston 2020-2021 Proposed Budget and the College of Charleston 2020-2021 Fees (collectively referred to in this Resolution as the “Proposed Budget and Fees”) that are included herein by this reference;

WHEREAS, the Proposed Budget and Fees contains recommendations regarding adjustments to student tuition and fees as well as a College budget for the 2020-2021 Fiscal Year;

WHEREAS, College management is of the opinion that the proposed three month continuing budget resolution and its tuition and fee recommendations for the 2020-2021 Fiscal Year are reasonable given the current enrollments uncertainty, state budget concerns and legislatively initiated salary and retirement increases, and fully consistent with the need to maintain elements of the College’s Strategic Plan and to meet the operational and deferred capital needs of the College, while taking into account the effect on its students and families, and the College’s tuition level relative to other public institutions of higher education in the State; and

WHEREAS, the Board of Trustees instructs the Administration to continue efforts to review program costs and strive for improved efficiencies.

NOW THEREFORE, BE IT ---

RESOLVED, that for the 2020-2021 Fiscal Year, College management is hereby authorized and directed to freeze undergraduate and graduate tuition for each semester to match fiscal year 2019-2020 in the following amounts:

- \$6,259, for in-state undergraduate students;
- \$6,885, for in-state graduate students;
- \$16,424, for out-of-state undergraduate students; and
- \$18,066, for out-of-state graduate students;

RESOLVED, that for the 2020-2021 Fiscal Year, College management is hereby authorized and directed to set a small surcharge for students beyond full time starting with the 17th Credit Hour:

- \$80/HOUR, for in-state undergraduate students; and

- \$120/HOUR, for out-of-state undergraduate students

RESOLVED, that for the 2020-2021 Fiscal Year, College management is hereby authorized to assess student fees in the amounts presented to the Board in the Proposed Budget and Fees and to implement the proposed budget contained therein; and

RESOLVED, that the Board hereby approves a 2.65% increase in the rates for Tiers 2 and 3 residential housing and related programs as detailed; and

RESOLVED, that the Board hereby approves a 2.24% increase in the charges for meal plans and related programs as detailed; and

RESOLVED, that the Board hereby approves that in both the case of the residence hall rate increase and meal plan charge increase, the College will offer an up-front discount that will account for the last two weeks of the semester being planned to be offered remotely; and

RESOLVED, that the Administration shall not spend, commit, or utilize any funds from any reserve account without prior approval of the Board; and

RESOLVED, that the College continue its review of program costs and efficiencies; and

RESOLVED, that the College provide timely notice to students and student applicants of the tuition and fees for the 2020-2021 Fiscal Year.

Motion to Adjourn

The motion was made by Trustee John Wood, and seconded by Trustee Steve Swanson, that the Budget, Finance and Facilities Committee be adjourned at 10:52 a.m. All in favor.

BOARD OF TRUSTEES MEETING

Chair Hay called the meeting to order at 10:53 a.m. noting that the meeting notice has been posted and the press notified as required by the Freedom of Information Act.

Chair Hay began the meeting by reiterating how much the Board Members appreciate all that the President, administration and faculty have been doing and continue to do to help our institution continue with forward progress during this unprecedented time.

Before getting into the business of today's meeting, Chair Hay took a moment to comment on the current climate.

"I have to admit I have been through a wide range of emotions these past two weeks. For my family and me, as we were boarding up Croghan's on King Street, this has been very personal.

But I realize it has been very personal for everyone, both for those in the middle of it and those watching from a distance.

What is happening across this country is another opportunity for our nation to wake up to the many issues Black Americans face on a daily basis. If riots are the language of the unheard, as Martin Luther King, Jr. so eloquently stated in the 1960s, then we better listen carefully in 2020.

As trustees of this institution, we must listen ... we all have to do a better job of listening. Those voices calling for change are our students, our faculty, our staff, our alumni, and our community members. They have been calling for change for years ... for too many years.

I am very proud of the College of Charleston and the campus leadership's position that the College is a place for solutions. I agree with President Hsu that education is the key.

I also appreciate Chief Diversity Officer Renard Harris and his comments in the virtual town hall meeting last week that we are dealing with and living with the sins of our fathers, but that we can all choose today to be against racism and inequality.

Our strategic plan has the theme of diversity, equity and inclusion binding together our focus on student success, employee success and national university status. We, as an institution, are finally in a position, I believe, to actually execute numerous strategies and live up to those values of social justice, equity, and inclusion. Yes, we have challenges in front of us, not the least being budget and COVID-19. But I am more confident than ever that the College of Charleston – the administration, the faculty, the staff and the students – they are in a position to address those many issues head on ... and together, we all rise.”

Approval of Minutes

The motion was made by Trustee John Busch, and seconded by Trustee Tav Swarat, that the minutes of the May 7, 2020 Board of Trustees Meeting be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.

The motion was made by Trustee Demetria Clemons, and seconded by Trustee Hank Futch, that the minutes of the May 19, 2020 Board of Trustees Meeting/Budget Workshop be approved as presented. The Chair called for the yeas and nays, and the Minutes were approved.

Approval of Committee Resolutions

The Budget, Finance and Facilities Committee met this morning and approved the 2019-2020 Revenue and Expense Budget Adjustments for the period ending May 31, 2020. **The Budget, Finance and Facilities Committee moves that the Resolution to Approve the 2019-2020 Revenue and Expense Budget Adjustments for the period ending May 31, 2020 be adopted as presented. The Chair called for the yeas and nays, and the motion was unanimously approved.**

The Budget, Finance and Facilities Committee met this morning and approved the Three-Month Continuing Budget on Tuition and Fees, Student Housing Fees, Food Service Fees and Budget for the FY 2020-2021 Resolution. **The Budget, Finance and Facilities Committee moves that the Resolution to Approve the Three-Month Continuing Budget on Tuition and Fees, Student Housing Fees, Food Service Fees and Budget for the FY 2020-2021 be adopted as presented. The Chair called for the yeas and nays, and the motion was unanimously approved.**

Chair Hay then turned the meeting over to President Hsu for the COVID-19/Reopening update.

COVID-19/REOPENING UPDATE

President Hsu's report included three topics for discussion:

- (1) The College's response to COVID-19 and how we are preparing our campus to return;
- (2) the Strategic Plan; and
- (3) the current unrest, especially how it affects our black students and black alumni.

The College's response to COVID-19 and how we are preparing our campus to return

- “Regarding COVID-19, the College is currently in Phase 1 in its Return-to-Campus work plan.
 - That means about 12 percent of our faculty and staff are on campus at any one time.
 - We are monitoring the numbers reported by DHEC before initiating Phase 2, which would bring back to campus another small percentage of our workforce.
 - Based on the increase of positive cases these past two weeks, we are certainly in no rush to enter Phase 2.
 - I imagine we will not initiate Phase 2 until after the July 4th holiday.
 - There are many campus working groups finalizing their recommendations to me, which are due by June 15.
 - These recommendations will inform our decisions for successfully and safely reopening our campus.
 - These groups are looking at everything – testing, contact tracing, classroom set-up, technology needs ... for our students and for our classrooms, foot traffic flow on campus, the dining experience, room assignments, among many other areas.
 - So far, I am very pleased with the hard work being done by our various campus working groups.
 - They have shown themselves to be very creative, imaginative, and flexible.
 - The hybrid academic calendar, which we announced earlier, is one that tries to allow for the unique Charleston experience while still keeping our students and greater campus community as safe as possible.
- A student laptop requirement we are exploring will be extremely beneficial, especially as we face down another active hurricane season.
- And a team is also working with Hilton Smith and a charitable trust to establish a closer partnership with MUSC on testing protocols.
- I am looking forward to getting all of the working groups’ suggestions and finalizing our plans as quickly as possible, which I will then share with you.”

The Strategic Plan

- “Now, let me talk briefly about the strategic plan.
 - As you remember, you all approved the strategic plan in early May.
 - The senior leadership team has been working to flesh out the strategies and objectives in order to assign owners and thus, accountability.
 - As I mentioned to you in my first interview, I will not let our strategic plan be some “idea document” collecting dust on a shelf.
 - I am excited to have John Loonan and Suzanne Austin join our talented senior leadership team in order for us to execute what I consider a very ambitious, but doable plan.
 - Everywhere on campus ... everywhere in the state ... everywhere in the country I have visited ... people talk about the potential of the College of Charleston.
 - Through this strategic plan, we will unlock that potential and transform this hidden gem into a national university.
 - To do that, this summer, we are finetuning and finalizing a few pieces within the plan.
 - We are working on the collateral to accompany the plan.
 - And we are working on an implementation strategy.
- This summer and over the course of this academic year, we will work with a consulting group to train campus leaders ... senior team members, deans, chairs and influential members of campus ... and to help us create user-friendly dashboards to track our progress.
- While there is much uncertainty right now, we CAN be certain about this: we control our own destiny.

- We control our own destiny by working together to achieve our shared vision as it pertains to student success, employee success and raising the College to national university status.”

The current unrest, especially how it affects our black students and black alumni

- “Now, I would like to change gears and speak about the unrest and conflict affecting our country.
- Actually, I want to focus on its impact on our campus.
- I know from talking and listening to many members of our campus community that these issues of inequity are not new to the College of Charleston.
- They affect most universities across the country, but here, the sense of division seems, to me, greater.
- As I learn more about Charleston and its evolution as a city and region, I am seeing more clearly how deep the wounds of racial injustice are.
- As a university, we can be a source of healing. We have to be a source of healing.
- I know some of you have worked with different campus members on diversity planning groups over the years to address the disparities you have seen for decades.
- I know much work has been done, and we, as an institution, have made progress ... significant progress ... in so many areas.
- That being said, there is still so much to be done. The progress we’ve made doesn’t feel substantial to many of our constituents, so, therefore, it seems to some like inaction.
- I will be honest. In my first year here, I have gotten frustrated at times with the amount of time it seems to take to get some things done.
- Perhaps it is the engineer in me, but I expect things to happen ... happen more quickly. If this were an experiment, we would already be in the testing phase for so many different initiatives and not still in the hypothesis discussion.
- As an engineer, I know that everything that we try may not work. And that is OK.
- We learn from it and we then try something else.
- In the corporate world, they call it failing fast. In the academic world, we call it learning.
- If we try nothing or keep doing the same thing over and over again, we will never get a different result.
- Watching what has unfolded across the country breaks my heart.
- My personal American experience has been very different.
- While I know what it feels like to be an “other,” I do not know what it feels like to be a black person in Charleston ... in the South ... in the United States of America.
- I, too, have much to learn.
- So, what are our next steps?
- Well, the strategic plan plays an important role in helping our campus move closer to living up to our core value of diversity, equity, and inclusion.
- In our strategic plan, we have outlined several initiatives ... things we have apparently talked about for years ... and now we are going to put them into practice.
- We are going to expand our diversity training to not just first-year students, but to include all faculty and staff.
- When? Now.
- That one is a no-brainer. No matter your background, everyone can benefit from a focus on being more inclusive and more mindful.
- We are going to institute a “critical conversations” component in our courses, managed by the provost, in order for each class, each discipline to look at the COVID-19 pandemic and the racial implications from this summer’s protests.
- Our students need to talk about these issues, and our faculty can help lead those discussions and show how they have relevancy in every corner of campus. It benefits both our students and our faculty.

- Many of our black alumni feel disconnected from this institution. I want to know why that is so that we can fix it.
- I will be meeting and listening to black alumni voices and will make sure that campus leadership also hears those voices.
- To that end, I plan to establish a diversity advisory board made up of alumni, campus members, students, and community members.
- They will serve as a sounding board to me and give feedback on initiatives we are proposing and implementing.
- I want this group to be from around the country, especially now that we all have a better sense of this virtual meeting technology and how to use it.
- That way, we can get ... and we can benefit from ... as many different perspectives as possible.
- I haven't quite worked out the details yet on this group's charge or the make-up of this advisory board, so there will be more to come on that front.
- Yes, there will be more to come. Much more ...
 - ... such as a review of our spending on student clubs ...
 - ... deeper investment in our diversity programming on campus ...
 - ... perhaps a new campus climate survey ...
 - ... perhaps a dedicated fundraising drive for underserved populations ...
 - ... or a review of all of our policies and practices so that we may see if there are unintended biases in the way we are doing things, from the residence halls to our HR practices.
- These are just some of the ideas I have asked my team to consider.
- I hope to have some of these initiatives finalized soon, but I wanted to give you a sense that now is the time for action.
- Our black students and our black alumni need us right now ... they need to see that their Alma Mater cares and that we have real solutions to offer.
- Because ... we do.”

- “In closing, I want to say how hopeful I am for the College of Charleston.
- There are great people here ... many, *many* great people.
- And they care.
- Just like you, they care a lot.
- I think our best days are just ahead.
- I am looking forward to getting busy ... even busier, I guess ... in making the College of Charleston fully and truly realize all of its amazing potential.
- Thank you. “

NEW BUSINESS/OLD BUSINESS

Presentation to Michaela Abbott

Chair Hay informed everyone that Michaela Abbott will be leaving the College on July 17 to pursue her Ph.D. in Public Administration at N.C. State.

Michaela has served as Staff Assistant in the Board of Trustees Office since January 2019. She received her bachelor's degree in Documentary Studies and Production from Ithaca College and her master's degree in Public Administration from the College in December.

Since this will be Michaela's last Board meeting, Chair Hay thanked her on behalf of the Board for her service to the College of Charleston by presenting her with a College of Charleston leather folder.

[Elizabeth Kassebaum took photo of Michaela with Chair Hay and President Hsu].

Housekeeping Items

Elizabeth Kassebaum briefed the Board on several housekeeping items.

Board Bylaws Amendment

- The new Strategic Plan will require an amendment to the “Mission Statement” section of the Board Bylaws. Amended Board Bylaws to incorporate the new Mission Statement will be presented for approval by the full Board at the August Board meeting.

An email notice regarding the Bylaws amendment will be sent to the Board members by the end of June to provide the 30-day notice for Bylaws Amendments as required by the Board Bylaws so the Board will be able to vote on the Bylaws Amendment at the August Board meeting.

Board Meetings for remainder of year

- At the moment, we plan to have the August 6-7 and October 15-16 Board of Trustees meetings virtually and in-person on campus.

Nominations for the three Board Officers will be accepted at the August 6 Audit and Governance Committee meeting until the end of the Board meeting on August 7. At the close of the August 7 Board meeting, nominated Trustees may begin soliciting support until election(s) take place at the October 16 Board meeting. Their service will begin at the close of the October 16 Board meeting.

Nominations for Trustees Emeriti will be accepted by the Audit and Governance Committee at its meeting on August 6 through the end of the Board meeting on August 7. Election of Trustees Emeriti will be held at the October 16 Board of Trustees meeting.

Trustee Cherry Daniel, elected for six terms (24 years), may declare herself “Trustee Emeritus” upon retirement. Other previously retired Board members will require nominations at the August Board meeting.

Special Board Meetings

- A two-hour special Board meeting will be scheduled on Thursday, June 25, to President Hsu to present the “Fall 2020 Recovery and Return to Campus Plan.”
- Since the budget most likely won’t be ready until the middle of August, a special Board meeting will be scheduled later that month or early September to approve the 2020-2021 final budget.

Executive Committee Meeting

- The next Executive Committee meeting is tentatively scheduled for July 23, 2020 at 10 a.m. virtually and in-person.

2021 Board Meeting Dates

- Wednesday, January 27, and Thursday, January 28
(*change to Wednesday/Thursday is recommended as the tentative date for CofC Day/Founder’s Day is Friday, January 29*)
- Thursday, April 8, and Friday, April 9
(*Easter is Sunday, April 4, and The Heritage is April 12-18*)
- Monday, June 14, and Tuesday, June 15
- Thursday, August 5, and Friday, August 6
- Thursday, October 14, and Friday, October 15

Board Candidate Elections

- Board Candidate Elections Schedule has been postponed. We expect there will be a Joint Assembly to elect Trustees when the General Assembly returns in September.

On-line Summer Classes

- Trustee Steve Swanson participated in one of Professor Bill Manaris' on-line Computer Science classes a few weeks ago and thoroughly enjoyed it.

If any other Board members would like to participate in either a Summer I or Summer II on-line class, please let Elizabeth know.

Spring Commencement

- Spring Commencement has been tentatively rescheduled for Sunday, October 11. Inclement weather date will be Sunday, October 25, with details to be confirmed.

Motion to Adjourn

The motion was made by Trustee Beth Burke, and seconded by Trustee Demetria Clemons, that the meeting be adjourned at 12:24 p.m. All in favor.

COLLEGE OF CHARLESTON
 2019-2020 REVENUE AND EXPENSE BUDGET ADJUSTMENTS
 EXECUTIVE DIVISION
 MAY 31, 2020

ADJUSTED BUDGET FISCAL YEAR	EXPLANATION	REVENUE													TOTAL EXPENSE ADJUSTMENTS	
		TOTAL ADJUSTMENTS	PRESIDENT	INSTITUTIONAL RESERVE	ENROLLMENT RESERVE	PROVOST	SCHOOLS	GRADUATE SCHOOL	LIBRARIAN AFFAIRS	BUSINESS AFFAIRS	INFORMATION TECHNOLOGY	FACIL. PLNG. MAINT & OPER	STUDENT AFFAIRS	INSTITUTIONAL ADVANCEMENT		MARKETING & COMMUNICATIONS
2019	ADJUSTED BUDGET FISCAL YEAR	\$ 210,639,653	\$ 32,653,979	\$ 5,291,296	\$ 1,393,000	\$ 17,280,194	\$ 69,024,624	\$ 632,276	\$ 6,726,530	\$ 14,448,373	\$ 16,026,866	\$ 14,414,975	\$ 4,451,095	\$ 2,921,102	\$ 23,917,211	\$ 22,872,144
2020	PERSONNEL (UNION) / ROBERT KAU / VACANCY / SWEET'S	\$ 210,639,653	\$ 100,214	\$ -	\$ -	\$ 36,098	\$ 220,771	\$ (232,879)	\$ (49,914)	\$ (24,027)	\$ 253,820	\$ (91,573)	\$ (14,232)	\$ (45,259)	\$ (195,837)	
2020	FUND ADMISSIONS EXP	\$ -	\$ 188,581	\$ (188,581)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	INSTITUTIONAL RESERVE FUNDING	\$ -	\$ -	\$ 1,660,547	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,660,547)	
2020	COLGAR SHUTTLE	\$ -	\$ -	\$ 77,343	\$ -	\$ 22,161	\$ -	\$ -	\$ -	\$ (139,251)	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	MODERN THINK WORKPLACE SURVEY	\$ -	\$ -	\$ (22,161)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	MARKETING AND COMMUNICATIONS SUPPORT	\$ -	\$ -	\$ (124,596)	\$ -	\$ 239,299	\$ -	\$ -	\$ -	\$ (205,000)	\$ -	\$ -	\$ -	\$ -	\$ 126,996	
2020	CHARLESTON FUNDING	\$ -	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,935	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	HARBOR WALK SECURITY	\$ -	\$ -	\$ (44,335)	\$ (899,973)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	FUND LEASE EXPENSES	\$ -	\$ 699,975	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	FUND ADJUSTMENTS	\$ -	\$ -	\$ 189,301	\$ -	\$ -	\$ (189,301)	\$ -	\$ -	\$ (36,642)	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	F20 SECURITY FEE FUNDING	\$ -	\$ 36,642	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,290	\$ -	\$ -	\$ -	\$ -	
2020	F20 PERMA ROOF REPAIR	\$ -	\$ -	\$ (17,290)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	ADJUNCT FUNDING	\$ -	\$ -	\$ -	\$ -	\$ (2,667,317)	\$ 2,667,317	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	PROLIFITY / STUDENT RESEARCH	\$ -	\$ -	\$ -	\$ -	\$ (76,094)	\$ 72,094	\$ 4,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	SCHOLARSHIPS	\$ -	\$ 42,092	\$ -	\$ -	\$ -	\$ (42,092)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	WBA AWARDS	\$ -	\$ 276,821	\$ -	\$ -	\$ -	\$ (276,821)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
2020	OPERATIONAL	\$ -	\$ (2,349)	\$ -	\$ -	\$ (50,073)	\$ 54,096	\$ (500)	\$ (600)	\$ (150)	\$ 326	\$ (750)	\$ -	\$ -		
2020	CAPITAL PROJECT FUNDING RETURN	\$ -	\$ -	\$ 1,600,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,296	
2020	LOTTERY FUNDS	\$ -	\$ 1,600,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,296	
2020	OPRE EDRS COURSE REVENUE	\$ -	\$ 430,291	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,291	
2020	WBA TUTION CREDIT	\$ -	\$ 669,520	\$ -	\$ -	\$ -	\$ 669,520	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 669,520	
2020	REACH PROGRAM FUNDING	\$ -	\$ 344,912	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344,912	
2020	WORLDWIDE REVENUE	\$ -	\$ 2,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,950	
2020	LEAVE LIABILITY ADJUSTMENT	\$ -	\$ (4,117,239)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,117,239)	
2020	FUND ADJUSTMENTS - INCREASES/DECREASES	\$ -	\$ 1,310,661	\$ (4,117,239)	\$ -	\$ 1,294,027	\$ 9,044,691	\$ 36,479	\$ 418,599	\$ 710,235	\$ 996,651	\$ 801,346	\$ 423,596	\$ 363,607	\$ (16,646,927)	
2020	BUDGET ADJUSTMENTS - INCREASES/DECREASES	\$ (796,426)	\$ 3,026,038	\$ (1,611,973)	\$ (899,973)	\$ (696,236)	\$ (2,577,819)	\$ (153,700)	\$ 365,075	\$ 349,926	\$ 1,660,097	\$ (731,022)	\$ (473,262)	\$ 341,643	\$ (17,369,511)	
2020	ADJUSTED BUDGET MAY 2020	\$ 209,843,227	\$ 35,721,617	\$ 4,109,326	\$ 800,026	\$ 16,571,349	\$ 81,202,442	\$ 442,576	\$ 7,121,705	\$ 14,798,279	\$ 17,696,952	\$ 15,172,996	\$ 4,961,627	\$ 3,313,745	\$ 2,726,666	
		\$ 209,843,227	\$ 35,721,617	\$ 4,109,326	\$ 800,026	\$ 16,571,349	\$ 81,202,442	\$ 442,576	\$ 7,121,705	\$ 14,798,279	\$ 17,696,952	\$ 15,172,996	\$ 4,961,627	\$ 3,313,745	\$ 2,726,666	

NOTE: REVENUE FUNDS INCLUDES PRIOR YEAR CARRY FORWARD OF \$1,679,289