

Fiscal Year 2019/2020 Budget Presentation

House Ways & Means Committee Higher Education Subcommittee

> Rep. Simrill, Chair Rep. Cobb-Hunter Rep. Finley

AJ Newton, Staff





College of Charleston Snapshot

- The College of Charleston is a state-supported, coeducational institution of higher education. The Board of Trustees is the governing body for the College and is responsible for the administration and management thereof. Founded in 1770 and chartered in 1785, the College is the oldest educational institution south of Virginia, and the thirteenth oldest in the United States. Today, this thriving academic institution offers a superior liberal arts and sciences education for more than 10,000 undergraduate and graduate students. The College has six undergraduate schools, an honors college, and The Graduate School of the University of Charleston, South Carolina. These schools offer 68 undergraduate degrees, 76 minors, 21 graduate degrees, and 10 graduate certificate programs.
- In December 2018 the College announced the hiring of our 23rd president, Dr. Andrew Hsu. Dr. Hsu will begin his service as President on May 16, 2019.
- In addition to the ongoing Presidential Transition, the College is currently in the middle of planning for our 250th Anniversary which will be celebrated in calendar year 2020. These two events happening simultaneously will offer the College of Charleston a remarkable opportunity to honor our past and set an exciting course for the next 250 years.

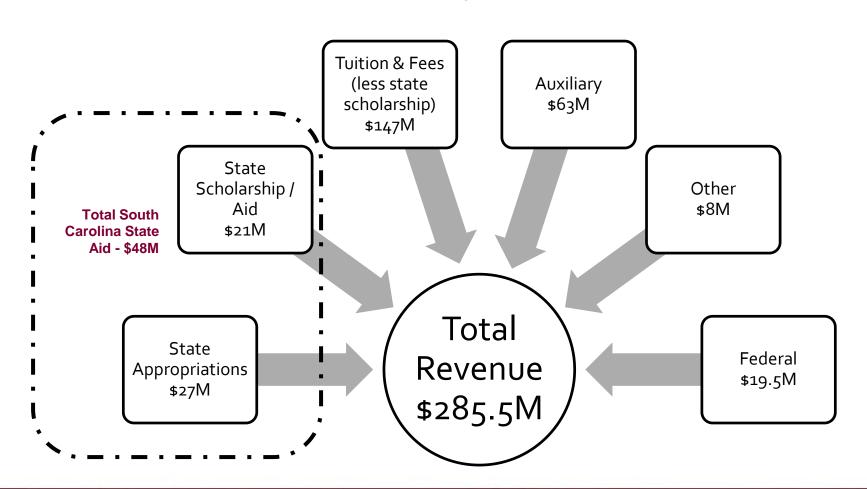


Appropriations History

	Recurring State Funds	Nonrecurring/ Capital	Total Funds
Fiscal Year 2019	\$26,696,579	\$3,500,000	\$269,259,355
Fiscal Year 2018	\$25,369,672		\$267,932,448
Fiscal Year 2017	\$24,101,091	\$1,250,000	\$258,663,867
Fiscal Year 2016	\$21, 937,647	\$1,900,000	\$256,500,423

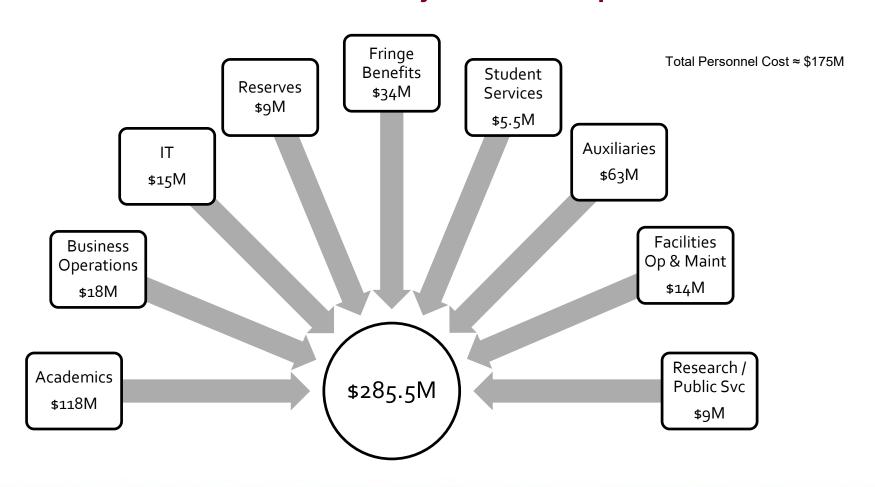


Fiscal Year 2019 Projected Revenue





Fiscal Year 2019 Projected Expenses





Carry Forward (FY 2018 year end)

					Projected	
		FY15-16	FY16-17	FY17-18	FY18-19	
Recurring:	State Appropriation	-	-	-	-	
Other Funds:	College and Other Fees	950,214	2,696,415	2,798,678	2,000,000	Needed for unanticipated expenditures
	Summer School					
	Other Sources					
	Student Clubs and Sports Clubs	N/A	N/A	N/A	N/A	Funds are allocated and expended annually
	Campus Recreation Services	N/A	N/A	N/A	N/A	Funds are allocated and expended annually
	Non-Degree Education / Other Programs	N/A	N/A	N/A	N/A	Funds are allocated and expended annually
	State, Local, Private - Grants & Contracts	N/A	N/A	N/A	N/A	Revenue is recognized as expenses are incurred
	College Stores	1,763,927	1,968,255	2,247,315	2,440,167	Section 117.11 of the 2018-2019 Appropriations
	Vending	406,463	481,797	562,068	611,568	Act states, in part, that the fees "shall be
	Health Services	799,871	885,169	923,076	923,076	sufficient to fully cover the total direct operating
	Athletics	1,076,174	1,595,370	818,993	818,993	and capital expenses of providing such facilities
	Housing	11,560,377	16,716,189	22,077,809	23,950,748	and services". As such, it is incumbent upon the institution to have fund balances sufficient to
	Food Services	3,255,129	3,996,176	3,405,968	4,743,667	make upcoming debt service payments, as well
	Parking	5,053,763	5,684,133	6,011,946	6,414,292	as address any emergency, or capital needs.
Federal:		N/A	N/A	N/A	N/A	Revenue is recognized as expenses are incurred



Capital Projects and Maintenance

- The size and historic nature of the College of Charleston campus is both a blessing and a curse.
- The College has 119 buildings totaling over 2 million square feet.
- With an average age of 104 years, over half (54%) of our buildings are over 100 years old.
- We maintain an active capital and maintenance campaign.
- We have a universal Capital Improvement Fee as part of our full tuition/fee structure.
 - 1. The current fee is \$878/semester generating \$17.8M/FY
 - 2. \$483 of the \$878 is currently pledged for debt service
 - 3. The balance of the fee is used to fund on-going capital projects and maintenance \$395/semester or \$8.6M/FY

Capital Projects and Maintenance cont.

- For the last decade the College has largely focused on renovating and caring for our existing campus. Outside the limited expansion of the Jewish Studies Center completed in 2016 (15,000 square feet, and 20% funded privately) the College has not engaged in 'new' construction projects.
 - 1. 2009 School of Math and Science
 - 2009 Cato Center for the Arts
 - 3. 2008 TD Arena
 - 4. 2007 Liberty and George St Residence Hall Complex
- During FY 2018 our spend on major renovation/maintenance projects was \$6.2M (and in FY 2017 it was \$4.6M).
- On our 5 year CPIP there is 1 new construction project a new parking garage.
 - 1. There are only 2 total rebuilds, Craig Hall and College Lodge (both residence halls)

Complete list of capital projects over \$100,000 and ongoing maintenance can be found in the appendix; pages 28-29



Fiscal year 2020 Recurring Request

Request	Amount	Description
State Support	\$2.5 million	This represents about a 9% increase in state support. If granted, the College's funding level would still be below the high water mark of \$33M in 2009 (pre-recission bill). Additional investment would be used to support the College's growing SC enrollment and some of our most important initiatives and academic programs — computer science and supply chain, opportunities for veterans, diversity recruitment and retention, etc.



Fiscal year 2020 Nonrecurring Request

Request	Amount	Description
Evacuation Transportation	\$250,000	Under orders issued by the Governor the College has been required to fully evacuate our campus in each of the last 3 years (2016, Matthew; 2017, Irma; and 2018, Michael). We have nearly 3,500 students living in campus housing. Each year about 100 of students do not have anywhere to go. Our outsourced model for transportation services (CARTA) does not meet our evacuation needs. Funds would be used to by 2 buses.



Fiscal year 2020 Capital Request

Request	Amount	Description
58 George	\$3.9 million	Total renovation of a 6,300 square foot historic house (built in 1803) in the center of campus. House was taken offline in 2015 due to structural concerns.
Slicox Gymnasium	\$24 million	Complete renovation and redesign of the original 1939 College Gym. Currently home to our Public Health Program. Renovation will include increasing building capacity by adding new square footage in the existing building footprint.



Fiscal year 2020 Capital Request

Request	Amount	Description
Simons Center for the Arts	\$46 million	Total renovation of the 85,000 square foot arts center. Currently houses programs in Arts History, Arts Management, Theater, Dance, Music and Studio Arts. The building is also home to the College's Emmet Robinson Theater and Recital Hall. The renovation will allow for a satellite central energy facility to address deficiencies in steam/chilled water capacity throughout campus.

Other Fiscal year Request

- Federal Funds None
- Other Funds None
- FTEs None
- Provisos None



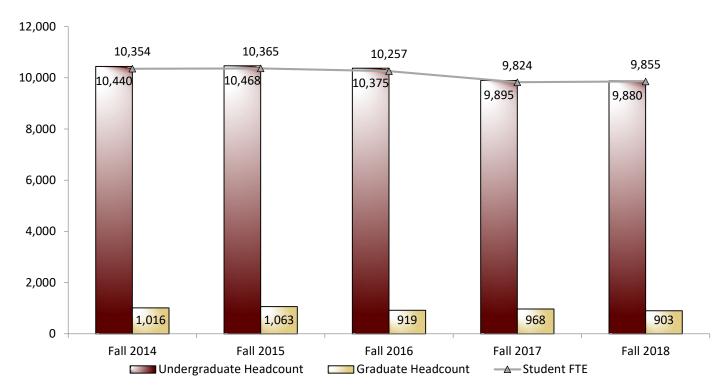
Appendix





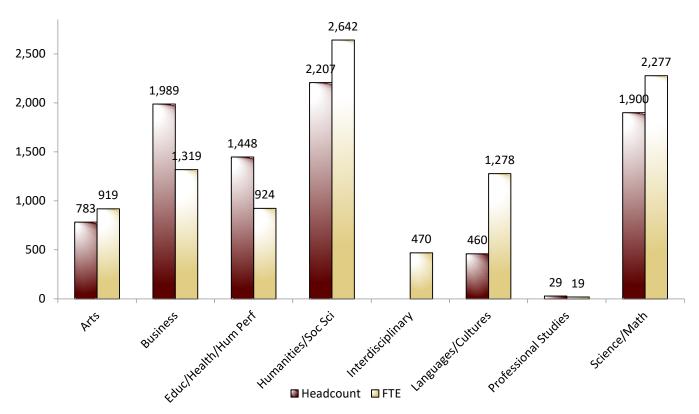
Headcount and Student Full-Time Equivalents

Fall Semesters





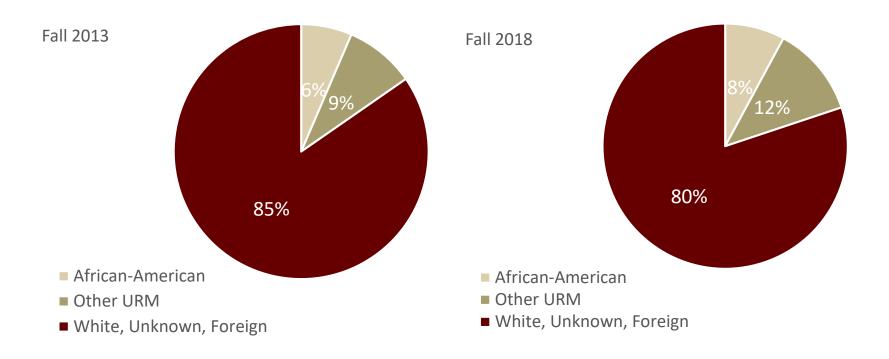
Fall 2018 Enrollments by School



Headcount data reflect enrollment based on student major/school. Undecided/undeclared students are not included.



Minority Enrollment Change Over Time



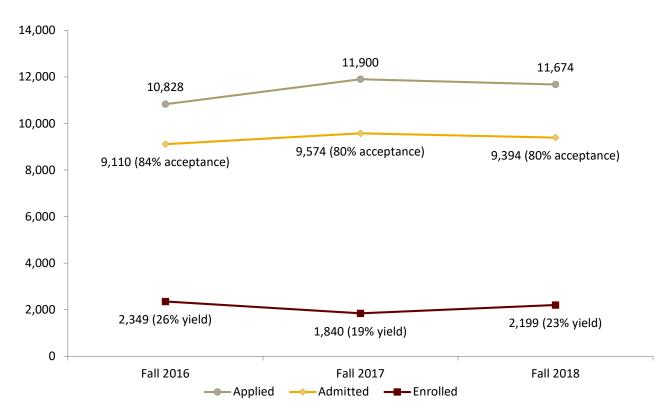
	African-American	Other URM	White/Unk/Fgn
Fall 2013	749	1034	9836
Fall 2018	850	1294	8639





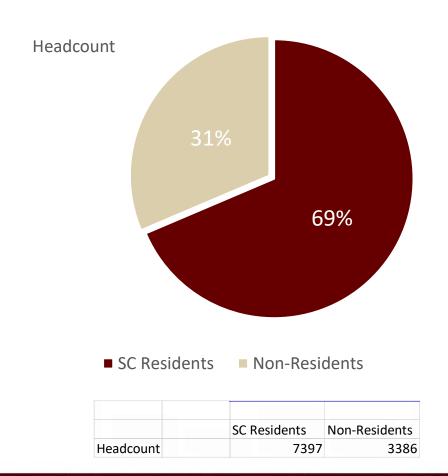
Applied, Admitted and Enrolled Students

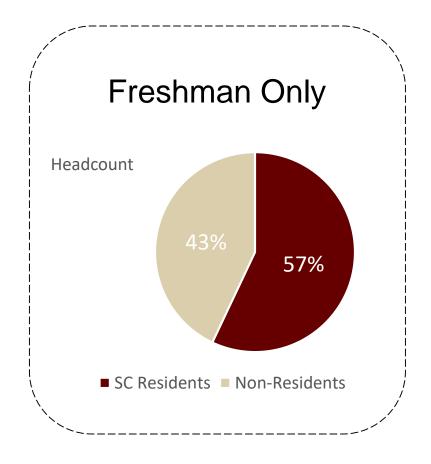
Fall Semesters





Residency

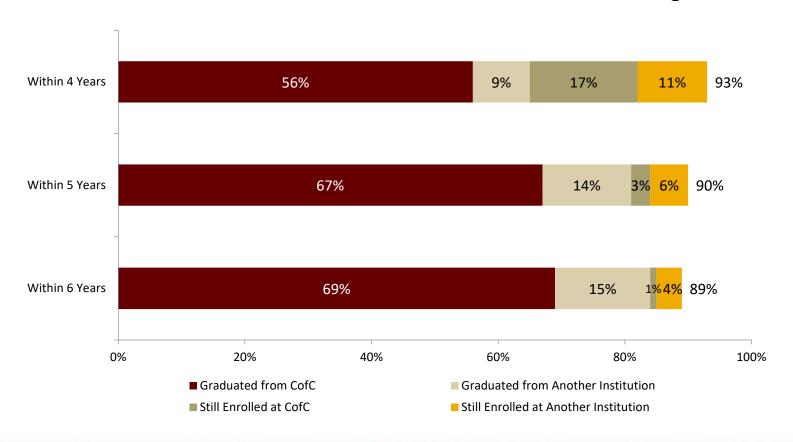








Students Success and Progress Rate First-Time Full-Time Students Starting Fall 2011





Tuition History

COLLEGE OF CHARLESTON - TUITION AND	FEES	PER SEME	STER										
		UNDERGRADUATES											
	20	014-2015	2015-2016		2016-2017		2017-2018			2018-2019			
FULL-TIME FEES (12 HOURS OR MORE)													
COLLEGE FEES	\$	3,700	\$	3,830	\$	4,023	\$	4,269	\$	4,402			
ECOllective FEE		10		10		10		10		10			
SECURITY FEE (SPRING 2016)				50		50		50		50			
TUITION FEE		35		35		35		35		35			
CAPITAL IMPROVEMENT FUND		781		804		804		844		878			
ATHLETICS		605		623		623		639		664			
HEALTH SERVICES		73		73		73		75		85			
STUDENT ACTIVITIES		75		75		75		77		85			
TOTAL IN-STATE	\$	5,279	\$	5,500	\$	5,693	\$	5,999	\$	6,209			
PERCENT INCREASE FROM PRIOR YEAR		<u>3.20</u> %		<u>3.25</u> %		<u>3.50</u> %		<u>5.38</u> %		<u>3.50</u> %			
OUT-OF-STATE DIFFERENTIAL	\$	8,495	\$	8,772	\$	9,079	\$	9,194	\$	9,591			
TOTAL OUT-OF-STATE	\$	13,774	\$	14,272	\$	14,772	\$	15,193	\$	15,800			
PERCENT INCREASE FROM PRIOR YEAR		<u>3.20</u> %		<u>3.25</u> %		<u>3.50</u> %		<u>2.85</u> %		<u>4.00</u> %			



Tuition Fee Schedule 2018/2019 AY

COLLEGE OF CHARLESTON							4		-		_					
TUITION AND FEES 2018-2019			 		<u></u>		_		_		_					
DED OFMEOTED		GRADUATE	GRADUATE	UNDERG			_	GRAD			_		SCHOOL OF PROFESSIONAL			
PER SEMESTER	20	17-2018	2017-2018	2018	-201 I	19	-	2018	-20	019	_	Р			٩L	
							+				4		STUI	JIES		
			UG + 10%		IN	ICREASE		UG + 10%	11	NCREASE				INCR	REASE	
FULL-TIME FEES (12 HOURS OR MORE)																
COLLEGE FEES	\$	4,269	\$ 4,869	\$ 4,402	\$	133		\$ 5,023	\$	154		\$	3,191	\$	-	
ECOllective FEE		10	10	10		-		10		-			7		-	
SECURITY FEE		50	50	50		-		50		-			36		-	
TUITION FEE		35	35	35		-		35		-			25		-	
CAPITAL IMPROVEMENT FUND - E&G		844	844	878		34		878		34			636		-	
ATHLETICS		639	639	664		25		664		25			481		-	
HEALTH SERVICES		75	75	85		10		85		10			62		-	
STUDENT ACTIVITIES		77	77	85		8		85		8			62		-	
TOTAL IN-STATE	\$	5,999	\$ 6,599	\$ 6,209	\$	210		\$ 6,830	\$	231		\$	4,500	\$	-	
OUT-OF-STATE DIFFERENTIAL	\$	9,194	\$ 10,113	\$ 9,591	\$	397		\$ 10,550	\$	437		\$	7,177	\$	-	
TOTAL OUT-OF-STATE	\$	15,193	\$ 16,712	\$ 15,800	\$	607		\$ 17,380	\$	668		\$ 1	11,677	\$	-	
PART-TIME FEES (11 HOURS OR LESS)																
PER CREDIT HOUR IN-STATE	\$	500	\$ 550	\$ 517	\$	17		\$ 569	\$	19		\$	375	\$	-	
PER CREDIT HOUR OUT-OF-STATE	\$	1,266	\$ 1,393	\$ 1,317	\$	51	-	\$ 1,448	\$	55	-	\$	973	\$	-	



Full Fee Schedule 2018/2019 AY



Scholarships and Grants 2018/2019 AY

State					
Name of Program	Number of Awards	Award Amount			
Palmetto Fellows Scholarship	527	3,743,250.2			
Palmetto Fellows Enhancement	203	497,122			
LIFE Scholarship	2558	12,254,742.28			
LIFE Scholarship Enhancement	468	1,133,705.9			
HOPE Scholarship	227	467,600			
SC Need Based Grant	679	1,532,670			
Teacher Loan Program	85	364,187			
Teacher Fellows Program, Prof. Emp.	29	8,700			
Teaching Fellows Program	90	508,359			
Call Me MISTER	12	47,000			
National Guard Grant	12	45,000			
Computer Scholarship Fund Recruitment	30	121,250			
Computer Scholarship Fund Retention	1	2,000			
Other	9	35,802			
SC College Transition Program	2	15,000			
Overall - Summary	4932	20,776,388.38			



Waiver and Abatement Report 2018/2019 AY

	Fiscal Year	2014-15	2015-16	2016-17	2017-18
Total Number of	f Abatement Recipients	463	509	493	488
Detail of Abatements	# Full Abatement	218	200	178	158
	# Partial Abatement	245	309	315	330
	Amt Full Abatement	\$3,595,509	\$3,324,297	\$3,068,702	\$2,808,324
	Amt Partial Abatement	\$1,664,024	\$2,243,317	\$1,962,080	\$2,065,315
	Total Abatements	\$5,259,533	\$5,567,614	\$5,030,782	\$4,873,639
Other Aid Awarded to Abatement	Federal Grants/Scholarships	\$167,789	\$190,478	\$207,742	\$187,160
Recipients	State Grants/Scholarships	\$17,500	\$17,000	\$29,000	\$42,500
	Local Grants/Scholarships	\$0	\$0	\$0	\$0
	Institutional Grants/Scholarships	\$1,554,451	\$1,484,735	\$1,239,324	\$1,508,779
	Private Grants/Scholarships	\$166,032	\$170,606	\$102,099	\$112,188
	Total Other Grant/Scholarship Aid	\$1,905,772	\$1,862,819	\$1,578,165	\$1,850,627



Debt Management

Annual Debt Payments 2018-2019:			FY19 Principal	Original	Principal
	Maturity	Payment	And Interest	Principal	Due After
	Date	Date	Payments	Amount	FY19 Paymen
Series 2003A	6/1/2023	12/1/2018	\$ 49.781		
State Institution Bonds		6/1/2019	\$ 49,781 499,781		
State Institution Bonds (School of Business)		6/1/2019	\$ 549,582	\$ 7,200,000	\$ 2,050,0
(School of Business)			3 049,002	\$ 7,200,000	\$ 2,050,0
Series 2004A	4/1/2019	10/1/2018	\$ 10,465		
(Dorm Deferred Maintenance)		4/1/2019	465,465		
			<u>\$ 475.930</u>	\$ 5,190,000	\$
Series 2011A	4/1/2037	10/1/2018	\$ 595,729		
(New Science Center)		4/1/2019	1,655,730		
(New Joseph Jose		47.1720.10	\$ 2,251,459	\$ 33,745,000	\$ 27,685,0
			2.201.400	0 33,140,000	0 27,000,0
Series 2012A	4/1/2032	10/1/2018	\$ 304,122		
(Refunding 2002A- Kelly House)		4/1/2019	1,439,122		
(Refunding 2002C- McAlister Hall)			\$ 1,743,244	\$ 25,630,000	\$ 18,150,0
Series 2013A	4/1/2033	10/1/2018	\$ 125,489		
(Refunding 2003D - Dorm Renovation)		4/1/2019	540,469		
(Refunding 2003D - Parking Deck)			<u>\$ 665,938</u>	\$ 12,510,000	\$ 7,285,0
Series 2013B	4/1/2034	10/1/2018	\$ 394,728		
(Refunding 2004B - Academic		4/1/2019	1,014,728		
Buildings / Student Center)			\$ 1,409,456	\$ 24,835,000	\$ 21,685,0
Series 2014A	4/1/2044	10/1/2018	\$ 1,048,919		
(Hollings Science Center Renovation /		4/1/2019	2,181,919		
Expansion)		4/1/2015	\$ 3.228.838	\$ 54,255,000	\$ 51,005.0
Expansion			<u> </u>	\$ 54,255,000	0 01,000,0
Series 2017A	4/1/2037	10/1/2018	\$ 852,762		
(Refunding 2007C - George / Liberty		4/1/2019	2,257,763		
Street Project			S 3.110,525	\$ 42,705,000	\$ 39,985,0
Series 2017B	4/1/2037	10/1/2018	S 632,128		
(Refunding 2007D - Arena, Science		4/1/2019	1,662,128		
Center, School of the Arts)			\$ 2,294,256	\$ 31,345,000	\$ 29,335,0
				0.007 145 6	
			\$ 15,729,208	\$237,415,000	\$ 197,140,0



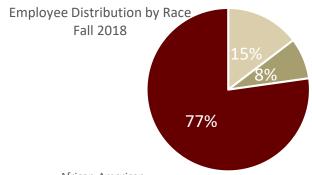
Employee Data

Employee Counts All Employees on Payroll Fall 2014 to Fall 2018*

IPEDS Employee Category**	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Full-time faculty	542	548	531	522	534
Full-time staff permanent	899	897	856	864	876
Full-time staff temporary	125	117	138	119	117
All full-time employees	1,566	1,562	1,525	1,505	1,527
Part-time faculty	366	367	364	356	355
Part-time staff	216	198	168	183	160
Graduate Assistants	175	165	173	169	171
All part-time employees	757	730	705	708	686
College Total	2,323	2,292	2,230	2,213	2,213

Source: IPEDS Human Resources

^{**}TPEDS includes permanent and temporary positions and classifies employees under a full- or part-time category. IPEDS categorizes librarians as staff so the faculty count above only represents regular faculty positions.



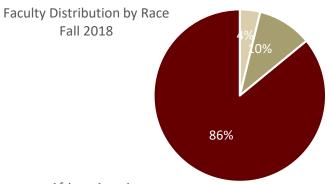
African-American

Roster Faculty - Internal Counts Fall 2014 to Fall 2018*

Rank	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Professors	145	153	155	157	148
Associate Professors	175	180	181	182	184
Assistant Professors	184	176	159	148	156
Instructors	70	65	60	60	70
Total Roster Faculty	574	574	555	547	558
Percent with Terminal Degrees**	90%	90%	91%	92%	90%
Percent with Tenure***	63%	63%	65%	66%	65%

^{*}Internal faculty counts include Library faculty and faculty on leave without pay.

^{***}Includes roster faculty on sabbatical and excludes both visiting faculty occupying a state line and administrators holding faculty rank.



- African-American
- Other URM
- White, Unknown, Foreign

^{*}All employees on the payroll as of November 1st of each reporting year

Other URM

[■] White, Unknown, Foreign

^{**}Includes faculty occupying a state line and roster faculty on sabbatical or paid leave.



Capital Project Summary, >\$100K

COLLEGE OF CHARLESTON PLANT FUND BUDGET November 30, 2018

						November 30, 2018							
Active Capital Improvement Projects													
		College Fees	State Appropriation	Tuition	Excess PIF	State CIB	Acad. & Admin. Fac. Rev. Bonds	Auxiliary Funds	Federal	Private	Other	Total Budget	Actual to 11/30/2018
Life Sciences Deferred Maint - Misc	770136 CPE9622	rees	Appropriation		FIF	CID	rac. Nev. bolics	runus			624.873	624,873	289,975
Rita Hollings Science Center Renovation	770161 CPE9647	3,000,000	4,000,000			2,000,000	55,000,000				46.0010	64,000,000	61,647,141
Dixie Plantation Field Station Construction	770162 CPE9648				1.768.554					1.031.446		2.800.000	2,553,036
Simons Center for the Arts Renovation	770164 CPE9650	315,000	529,781									844,781	755,061
2013-14 Maintenance Needs	770167 CPE9653										1,651,940	1,651,940	1,369,999
176 Lockwood Drive Renovation	770160 CPE9655				5,400,000							5,400,000	4,855,264
Physical Plant Renovation	770170 CPE9656	3,555,000										3,555,000	7,359
2014-15 Maintenance Needs	770172 CPE9658				244,704						1,111,371		999,208
Lesesne House Renovation	770174 CPE9660	2,800,000										2,800,000	2,202,840
Avery Envelope Reno & Mechanical System Replace	770176 CPE9662				2,207,955							2,287,955	1,000,244
McConnell Residence Hall HVAC System Replace	770177 CPE9663							3,616,180				3,616,180	1,322,391
2015-18 Maintenance Needs	770178 CPE9664				265,699						124,301	390,000	
McAlister Residence Hall Renovation	770179 CPE9665							248,460				248,460	240,200
City Bistro Interior Renovation	770180 CPE9666							2,171,360				2,171,360	925,539
Sottile Theatre Stage Renovation	770181 CPE9667				3,209,700					1,500,000		4,709,700	154,237
Campus Security	772011 CPI0412	90,751										90,751	84,362
Sotile Theatre Upgrades	772051 CPI0451	535,000								50,000		585,000	522,158
Grice Marine Lab Environmental Health	772055 CP10455	555,000										555,000	504,548
Grice Marine Lab Hoods, Casework	772056 CPI0456	162,715							341,285			504,000	480,850
Arena Marquee	772073 CPI0473	330,000										330,000	250,644
6 Green Way Renovation	772077 CP10477	721,310										721,310	615,531
Dixie Plantation Power Distribution System	772106 CP10506	558,000										558,000	497,138
11 Glebe Renovation	772142 CPI0542	18,000										18,000	35,700
Silcox Window Repair	772148 CPI0548	650,000										650,000	48,401
Simons Center Air Handler #14 Replacement	772157 CP10557	210,200										210,200	236,445
Center for Souther Jewish Heritage Upfit	772174 CPI0574									100,000		100,000	63,456
Arnold Hall Kitchen Renovation	772177 CP10577									111,950		111,950	99,808
Johnson Squash Court Upfit Einstein's Bagel Walk in Cooler	772179 CPI0579 772180 CPI0580							135.026		500,000		500,000 135,026	248,390 126.617
	772180 CP10580 772181 CP10581	320.000						135,026				135,026 320.000	126,617
Bell Elevator Repairs & ADA Access Constr City Bistro Exterior Renovation	772181 CP10581 772182 CP10582	320,000						914,100				914,100	856.122
92 Wentworth Refresh	772183 CPI0583							986,467				986,467	868,503
Sotile Theater Stage Repairs	772184 CPI0584	25,680						086,467				25.680	21.170
Historic Student Houses Fiber Expansion	772185 CPI0585	500.850										500.850	495.509
20 Warren Water Heater & Pump Replacement	772186 CPI0586	300,830						186,000				186.000	107.976
Addlestone Active Student Learning Center Upfit	772187 CPI0587	154,000						180,000		126,000		230,000	185,747
Kelly House Summer Refresh	772190 CP10590	104,000						999 000		120,000		999 000	821 686
McAlister Dorm Summer Refresh	772191 CPI0591							611,500				611,500	227,309
Liberty St Residence Hall Outside Air Replacement	772192 CPI0592							265,850				265,850	197,434
Bell Mechanical Room Upfit	772194 CPI0594	327,550						200,000				327,550	137.163
Harbor Walk East Upfit	772195 CPI0595	250,000										250,000	214,111
Johnson Phys Ed Center - Weight Room Reno	772196 CPI0596	200,000						225,122				225,122	209.518
Lightsey Transfer Center Conversion	772197 CP10597	374,448						200,122				374,448	177.497
Buist Residence Hall Electrical Upgrade	772198 CPI0598	98,472						147,708				246.180	19.500
Lightsey Academic Experience Hub Upfit	772200 CP10600	227,000										227.000	223,367
Simons Center Emergency Basement Slab Replacement	772201 CP10601	300,000										300,000	165,692
Maybank First Floor Refresh	772202 CP10602	340,000										340,000	45,101
McAlister Dorm Roof Membrance Replacement	772203 CP10603							850,000				850,000	5,000
Addlestone Envelope Repairs	772205 CP10605	140,000										140,000	9,830
TD Area Floating Flooring System	772206 CP10606							135,000				135,000	
Historic House Exterior Painting	772207 CP10607							247,500				247,500	174,248
Berry Residence Hall	772208 CP10608							260,000				260,000	
George St. Aprs Refresh	772209 CP10609							428,500				428,500	
Tate Protox Upfit	772204 CPI0604	128,919.00										128,919	1,519
School Science & Math Temporary Chiller Upgrade	772210 CP10610	396,500										396,500	50,280
Dixie Plantation Dike & Trail Repairs	772212 CPI0612								134,013			134,013	26,309
Education Center Skylight Replacement	772213 CP10613	250,000										250,000	9,967
Buist Dorm Elevator Renovation	772188 CPI0588							175,000				175,000	
Addlestone Library Master Plan & Lab Upfit	772211 CPI0611	100,000										100,000	
College Lodge Bathroom Refresh	772214 CPI0614							256,175				256,175	229,090
Central Energy Deaerator Replacement	772215 CPI0615	210,000										210,000	-
Johnson Physical Ed Center Modular Chillers Repair	772216 CP10616	149,995										149,995	
Beatty Center Student Success Suite Upfit	772217 CP10617	100,000							76,951			176,951	-
Chick-Fil-A Store Renovation	772218 CPI0618							920,000				920,000	-
OPINE TOTAL		A +3 00+C	A . COO 30:		* ** *** ***	0.000.00		A			0.510.10	* ***	
GRAND TOTAL		\$ 17,894,390	\$ 4,529,781 \$	5 .	\$ 13,150,012 \$	2,000,000	\$ 55,000,000	5 13,778,938	5 552,249	\$ 3,419,396	3,512,485	\$ 113,843,851	\$ 88,411,983

¹ Life Sciences Act ² Lottery Maintenance Funds

| FLANT FUND: |



Maintenance Summary

Renovation Inical System Replace Inical Upgrades Inical System System Inical System System System Inical System System System Inical System System System Inical System Sy
Transport Tran
12 2014-15 Maintenance Needs 13 11 Cabebox Street Renovation 14 Leseane House Renovation 15 Avery Envelope Reno & Mecha 17 McComnell Residence Hall HAVA 19 McAlister Residence Hall Renovation 17 McComnell Residence Hall Renovation 20 City Bistro Intenior Renovation 22 Sotilis Theatre Ubgrades 23 Sotilis Theatre Ubgrades 24 Sotilis Theatre Betall Shell Spad 25 Sotilis Theatre Retall Shell Spad 26 Sotilis Theatre Retall Shell Spad 26 Sotilis Theatre Retall Shell Spad 27 Gince Marine Lab Environmental 28 Sotilis Theatre Retall Shell Spad 28 Sotilis Theatre Retall Shell Resover Center Chiller & Boiler Re 26 Avery Centra Chiller & Boiler Re 26 Avery Centra Chiller & Boiler Re 26 Avery Centra Chiller & Boiler Re 26 Sotilis Theatre Retall Short Puller 27 Bustons Center Air Handlar #14 28 Meeting St Repairs & Life St 27 Greek House Porches Temp Sa 28 Frest Foods Refresh 29 Enviror's Ponting Baseball Dugout 27 Bustons Counter Jewish Herrin 21 Apogee Residential Hall Wireles 28 Frest Foods Refresh 29 Conter for Souther Jewish Herrin 39 Addiestone Active Student Lear 30 Addiestone Active





THANK YOU FOR YOUR TIME.

Steve Osborne, Interim President
Paul Patrick, EVP for Business Affairs and CFO
Sam Jones, SVP Fiscal Services
Shirley Hinson, Governmental Affairs