

<b>AGENCY NAME:</b>	South Carolina State University		
<b>AGENCY CODE:</b>	H24	<b>SECTION:</b>	019



## Fiscal Year 2014-15 Accountability Report

### SUBMISSION FORM

<b>AGENCY MISSION</b>	<p>South Carolina State University (SC State) is a historically Black public 1890 land-grant senior comprehensive institution of approximately 4,500-6,000 students. Located in Orangeburg, South Carolina, SC State University is committed to providing affordable and accessible quality baccalaureate programs in the areas of business, applied professional sciences, mathematics, natural sciences, engineering, engineering technology, education, arts, and humanities. A number of programs are offered at the master's level in teaching, human services and agribusiness, and the educational specialist and doctorate programs are offered in educational administration.</p> <p>SC State University prepares highly skilled, competent and socially aware graduates to enable them to work and live productively in a dynamic, global society. Through technology and traditional methods of teaching and learning, research and service, the University enhances the quality of life of citizens and contributes to the economic development of the state and nation.</p> <p><i>(This mission statement was approved by the S.C. State University Board of Trustees on March 30, 2010 and by the South Carolina Commission on Higher Education May 6, 2010.)</i></p>
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*NOTE: A revised mission statement will be submitted for approval during FY 2016.*

Please identify your agency's preferred contacts for this year's accountability report.

	<b>Name</b>	<b>Phone</b>	<b>Email</b>
<b>PRIMARY CONTACT:</b>	Dr. Rita Jackson Teal	803-536-8986	rfjteal@scsu.edu
<b>SECONDARY CONTACT:</b>	Mr. Edward H. Patrick	803-533-3742	epatric1@scsu.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN/DATE):</b>		
<b>(TYPE/PRINT NAME):</b>	Dr. W. Franklin Evans	

<b>BOARD/CMSN CHAIR (SIGN/DATE):</b>		
<b>(TYPE/PRINT NAME):</b>	Mr. Charles Way, Board of Trustees Chairman	

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**AGENCY’S DISCUSSION AND ANALYSIS**

Located in Orangeburg, S.C., South Carolina State University was founded in 1896 as a land-grant college and the state's sole public college for black youth with a mission of providing education and service to the citizens of the state. In its first century, SC State was a leader in education and continues to lead the way into the next century. It has been home to generations of scholars and leaders in business, military service, government, athletics, education, medicine, science, engineering technology and more.

SC State University focuses on maintaining accreditation of its accredited programs; upgraded its admission procedures to focus more on the utilization of technology and the reduction of paper applications and materials; provides special peer and computer –assisted tutorials in preparation for professional and licensure exams; provides workshops on grant writing to expand research opportunities for faculty; and utilizes advisory boards to ensure that the University continues to meet market needs to better prepare our students to become successful in the workplace. The University reviews those areas that need improvement in our academic programs and support services to improve advisement, retention and graduation rates; as well as in the overall administrative levels for greater efficiency.

SC State University continued to address several challenges, including declining enrollment, decreased financial resources, leadership changes, as well as negative public images over this past year. Although the university began the FY2015 fiscal year with the same top administration, by the end of the fiscal year (June 30, 2015) the university was under the leadership of an interim president and an interim Board of Trustees. Instead of having elected board members, the legislature created special legislation to appoint a seven-member interim board of trustees. Also of significant importance is that the University was placed on Probation in July 2014 by its regional accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) after having been placed on Warning in June 2013 for financial and governance issues.

However, through all of its challenges and changes, SC State University continued a high level of performance as evidenced by: maintaining accreditations of academic and support programs; continuation of outreach services throughout the state; maintaining productive scholarship through research and publishing; and continuing to produce graduates who seek post-graduate study and/or enter the job market. In addition, even with interim leadership, the university was able to produce a comprehensive report and presentation to SACSCOC Commissioners that allowed them to recognize the significant progress the university has made in its financial status and to continue the accreditation of the university, while on probation, for another year, rather than their other option, to remove the university from membership. The university, over the past two years, reduced the number of noncompliance issues from fourteen to five, which focus primarily on financial resources. The university continued to address these remaining issues under the new leadership.

Goal 3 in the university’s strategic plan is to “develop and maintain a financial structure that ensures a balanced budget and creates reserve funds”. Procedures were implemented during the spring of 2015 to improve budget management and revenue growth. Significant changes were made in the budgeting processes and included implementation of a zero-based budgeting model; more detailed financial reporting to the Board, including monthly financial statements; reducing current expenditure levels; and

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reducing personnel. During the fiscal year 2014/15, SC State made reductions and revenue enhancements totaling approximately \$6 million (\$2.5M in initial actions including personnel reductions, elimination of fleet management, reorganization of various offices, reductions in the athletics budget, plus \$3.3M of savings from reductions in operational costs, reducing the number of adjunct faculty, reassignments and leaving vacancies unfilled).

These measures also support goal #4, to *strengthen the university's level of accountability and efficiency*, by implementing those procedures that result in greater accountability, efficiency and transparency. SC State also implemented a monthly close process that allows the university to monitor and respond to issues in a more timely and effective manner. From this close process, the university is better able to generate accurate and timely reporting that includes financial statements, cash projections, year-end forecasting reports and compliance reports. Management is now in a better position to make more informed and timely decisions based on the reporting provided.

As a result of the actions of a legislative subcommittee purporting to close the university in February 2015, resulting in a slew of negative publicity, objective #1 (to *increase enrollment through enhanced recruitment and marketing strategies*) under strategic plan goal #1 (Promote and Sustain a Student-Centered Environment) was compromised. Although a comprehensive and aggressive enrollment management plan was developed, this plan's projections had to be modified downward. As a result, SC State strategically and conservatively developed its FY2016 budget on an enrollment level less than what was projected.

SC State continues to provide appropriate support services to assist its students. Although a larger percentage of out-of-state new students enrolled in SC State in fall 2014, the overall average of in-state students remains at approximately 80%. Unfortunately, over 90% of the students also come to the University needing financial assistance. However, the university received support from alumni and other donors to assist students as much as possible. Even though the university's financial status has decreased the amount of funds that it could offer for scholarships, which significantly impacts enrollment of high achievers, each year, for at least the past five years, the university graduated over 700 students with bachelors, masters, specialists, and doctorate degrees. However, with the decline in enrollment of new students, which began in fall 2008, the decline in the number of degrees is becoming evident. There were 629 degrees awarded during 2014/15 compared to 738 in 2013/14. Many students continue their educational and professional pursuits by attending graduate and professional schools and land jobs in lucrative careers. To date, SC State has 16 graduates who currently are, or have served as, presidents of colleges or universities across this nation; 17 graduates hold the rank of general in the armed services; and the University is one of the largest producers of minority officers for the U.S. Army.

In spite of SC State University's challenges it continues its quest for academic excellence, increased research productivity and state-wide outreach services. By focusing on strategic plan goal #2 (Enhance Academic Programs and Unique Niches) and strategy 2.1 (*Review and assess academic programs to result in continued program accreditations and greater diversity in teaching methodologies and course offerings.*), a new degree program in Industrial Engineering was introduced and approved by the South Carolina Commission on Colleges and SACSCOC along with reaffirmation of accreditation of the Counselor Education Program. Research opportunities continued through the Office of Sponsored Programs and the 1890 Research Program. In addition, goal #5 (Improve the University's Image through Greater Accountability, Enhanced Outreach and Partnerships) along with its accompanying strategy #5.1 (*Provide outreach activities that support the university's 1890 mandate and meet*

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*stakeholders' needs.*) were positively affected to some degree due to the administrative changes made. The new focus was on providing positive messages to the public and continuing to provide outreach services throughout the state. The University has made, and continues to make, every effort to protect the University's services and activities that are critical to maintaining the integrity and quality of the institution.

As evidenced in the FY 2014-15 Performance Measure report for SC State, there were some increases in performance as well as decreases. However, the University is moving forward in enhancing its procedures to ensure that those critical areas of the university that provide our students with the highest quality education and support services are given the highest priority with appropriate resources. It should also be noted that objectives changed from last year due to the implementation of a new strategic plan that began in the 2014/15 fiscal period.

As stated above, projected enrollment will decrease, university leadership has undergone changes, the university is in a probationary status by its regional association, and reductions were made in personnel. Thus, some targets for 2015/16 are lowered on the accompanying table to more realistically reflect the current environment in which the university operates. These reductions, however, are made with the assumption that once the university is removed from probation and its finances are stronger, higher targets will be projected in the future.

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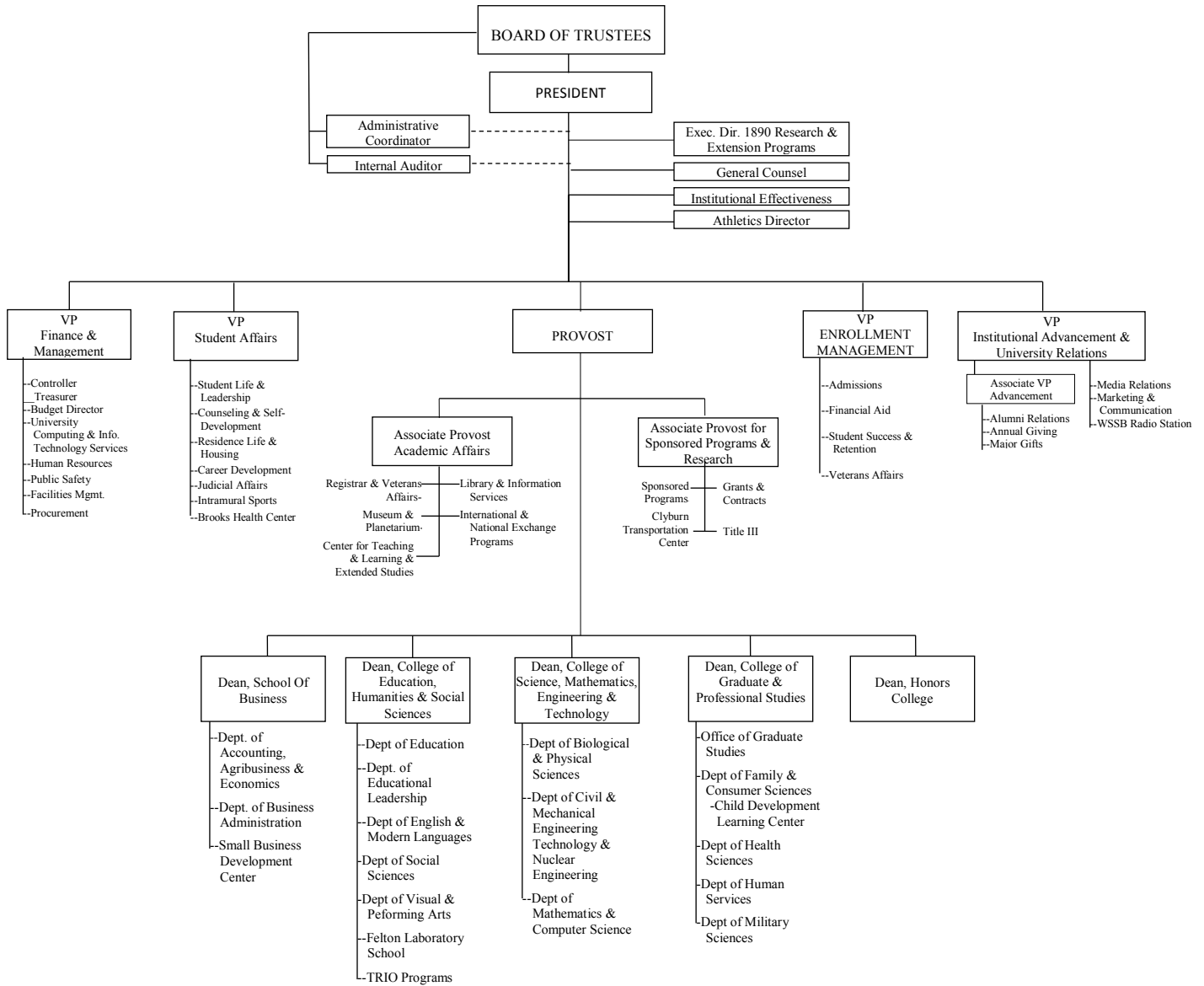
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The following is the approved organizational structure of South Carolina State University as of June 30, 2015.

SC STATE UNIVERSITY ORGANIZATIONAL STRUCTURE



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Strategic Planning Template

Type	Goal	Item # Strat Object	Description
<b>G</b>	<b>1</b>		<b>Promote and Sustain a Student-Centered Environment</b>
<b>S</b>		<b>1.1</b>	<i>Enhance enrollment management strategies to improve student achievement and engagement.</i>
<b>O</b>		<i>1.1.1</i>	Increase enrollment through enhanced recruitment and marketing strategies.
<b>O</b>		<i>1.1.2</i>	Increase student achievement, retention and graduation rates with greater emphasis on student support services.
<b>O</b>		<i>1.1.3</i>	Increase co-curricular learning experiences, including research, leadership opportunities, internships and global awareness.
<b>O</b>		<i>1.1.4</i>	Promote living-learning communities.
<b>G</b>	<b>2</b>		<b>Enhance Academic Programs and Unique Niches</b>
<b>S</b>		<b>2.1</b>	<i>Review and assess academic programs to result in continued program accreditations and greater diversity in teaching methodologies and course offerings.</i>
<b>O</b>		<i>2.1.1</i>	Assess all academic programs for strength, viability and expansion.
<b>O</b>		<i>2.1.2</i>	Identify and promote the university's exemplary academic programs.
<b>O</b>		<i>2.1.3</i>	Increase diversity in academic programming to include continuing education and various distance education methodologies.
<b>O</b>		<i>2.1.4</i>	Increase the number of faculty, staff and students engaged in research and scholarship.
<b>G</b>	<b>3</b>		<b>Develop and Maintain a Financial Structure that Ensures a Balanced Budget and Creates Reserve Funds</b>
<b>S</b>		<b>3.1</b>	<i>Implement procedures to improve budget management and revenue growth.</i>
<b>O</b>		<i>3.1.1</i>	Expand and increase university resources through fundraising, research revenues, and other strategies to ensure fiscal viability and growth.
<b>O</b>		<i>3.1.2</i>	Implement 'best practice' financial management methodologies to result in more effective operations.
<b>O</b>		<i>3.1.3</i>	Increase training and maximize the utilization of technology in all areas of the campus for greater productivity and efficiency.
<b>O</b>		<i>3.1.4</i>	Review and update costs for utilization of campus facilities by external groups.
<b>G</b>	<b>4</b>		<b>Strengthen the University's Level of Accountability and Efficiency</b>
<b>S</b>		<b>4.1</b>	<i>Implement procedures that result in greater accountability, efficiency and transparency.</i>
<b>O</b>		<i>4.1.1</i>	Improve customer service in all university operations.
<b>O</b>		<i>4.1.2</i>	Maintain compliance with all oversight and accrediting associations' rules, regulations and policies.
<b>O</b>		<i>4.1.3</i>	Review and update the university's comprehensive facilities improvement plan.
<b>O</b>		<i>4.1.4</i>	Utilize the assessment process for evaluation of academic and administrative progress.

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
G	5			<b>Improve the University's Image through Greater Accountability, Enhanced Outreach and Partnerships</b>
S		5.1		<i>Provide outreach activities that support the university's 1890 mandate and meet stakeholders' needs.</i>
O			5.1.1	Enhance the public's perception of the university through a comprehensive public relations and marketing plan.
O			5.1.2	Increase and strengthen alliances and partnerships.
O			5.1.3	Establish Research Centers that promote scholarship and the 1890 mandate.
O			5.1.4	Promote outreach programs that strengthen the relationships between the university and the community.

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Performance Measurement

Item	Performance Measure	2013/14	2014/15	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Fall Enrollment (F2013 vs F2014)	3,463	3,331	2,650	07/01-06/30	Institutional Research	Annual	Total Headcount	1.1.1
2	Number New Freshmen Applied (F2013 vs F2014)	1,999	2,911	3,000	07/01-09/01	Admissions	Fall Term	Total Applied	1.1.1
3	Number New Freshmen Enrolled (F2013 vs F2014)	566	641	500	07/01-09/30	Admissions	Fall Term	Total Enrolled	1.1.1
4	Percentage of total enrollment receiving financial aid (Pell, SEOG)	84%	85%	85%	07/01-06/30	Institutional Research	Annual	Percentage	1.1.1
5	Number of students enrolled receiving Pell grants	2295	2,072	NA	07/01-06/30	Financial Aid Office	Annual	Total	1.1.1
6	Percentage of students enrolled receiving Loans	85%	84%	NA	07/01-06/30	Financial Aid Office	Annual	Percentage	1.1.1
7	Retention Rates of All Students Fall to Spring	87.5%	86.3%	85%	07/01-06/30	Institutional Research	Annual	Percentage	1.1.2
8	Retention Rates of All Students Fall to Fall (F12-F13 vs F13-F14)	73%	73%	73%	07/01-06/30	Institutional Research	Annual	Percentage	1.1.2
9	Retention Rates of New Freshmen Fall to Spring	86.2%	87.5%	85%	07/01-06/30	Institutional Research	Annual	Percentage	1.1.2
10	Retention Rates of New Freshmen Fall to Fall	60.7%	62.4%	60%	07/01-06/30	Institutional Research	Annual	Percentage	1.1.2
11	Number of Degrees Awarded	738	629	NA	07/01-07/31	Institutional Research	Annual	Total Awarded	1.1.2
12	Graduation Rate for F2007 vs F2008 Cohorts	35.7%	38.2%	38%	07/01-06/30	Institutional Research	Annual	Percentage of Cohort	1.1.2
13	Graduation rates for Student-Athletes (F2007 vs F2008 cohorts)	71%	51%	70%	07/01-06/30	Athletic Compliance	Annual	Percentage of Cohort	1.1.2
14	Performance of Graduating Education majors on Professional Exams (PRAXIS II)	100%	100%	100%	07/01-06/30	Institutional Research	Annual	Percentage of First-time Test-Takers	1.1.2
15	No. Students received External Awards	53	45	45	07/01-06/30	College Annual Reports	Annual	Total	1.1.3
16	Percentage of Students received Academic Honors & Awards	24%	27%	25%	07/01-06/30	College Annual Reports	Annual	Percentage of Enrolled Students	1.1.3
17	No. student-athletes named to the Mid-Eastern Athletic Conference (MEAC) Commissioner's All-Academic Team	96	101	75	07/01-06/30	Dept of Athletics	Annual	Total Listed	1.1.3
18	No. campus events promoting diversity	21	26	20	07/01-06/30	Office of International & National Student Services	Annual	Total from OINSS	1.1.3
19	No. Students participated in Study Abroad	3	1	1	07/01-06/30	Office of International & National Student Services	Annual	Total from OINSS	1.1.3
20	No. Students engaged in Research	266	212	200	07/01-06/30	Sponsored Programs	Annual	Total Reported	1.1.3
21	No. Students presented at External Conferences	77	34	35	07/01-06/30	College Annual Reports	Annual	Total Reported	1.1.3
22	No. Job Offers/Placement through Career Center	100	74	75	07/01-06/30	Career Center Annual Report	Annual	Total Reported	1.1.3
23	No. students participating in Career Day Extravaganza	350	310	250	07/01-06/30	Career Center Annual Report	Annual	Total Reported	1.1.3
24	Number employers participated in Career Day Extravaganza	74	56	60	07/01-06/30	Career Center Annual Report	Annual	Total Reported	1.1.3
25	Percent Housing Occupancy (fall semesters)	73.1%	80.7%	85%	07/01-06/30	Residence Life	Annual	Percentage	1.1.4
26	No.workshops, seminars through Health Center and Career Center	17	34	20	07/01-06/30	Career Center & Health Center Reports	Annual	Total Reported	1.1.4



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Performance Measurement

Item	Performance Measure	2013/14	2014/15	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
27	No. academic programs applied for / received reaffirmation of accreditation	1 / 1	2 / 2	All that apply	07/01-06/30	Nuclear Engineering (2013) CACREP and AACSB (2014/15)	Annual	Of those applied	2.1.1
28	Senior Exit Survey Ratings (Excellent or Good) of the Quality of Academic Programs	81%	85%	85%	09/01-06/30	Senior Exit Survey Responses	Annual	Percentage	2.1.2
29	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Engineering Technologies and Engineering	#6	#9	#7	07/01-06/30	diverseeducation.com/top100/BachelorsDegreeProducers2013 and 2014	Annual	Ranking Listed	2.1.2
30	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African American) in Family & Consumer Sciences/Human Sciences	#5	#4	#4	07/01-06/30	diverseeducation.com/top100/BachelorsDegreeProducers2013 and 2014	Annual	Ranking Listed	2.1.2
31	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Communication Disorders Sciences and Services	#10	#4	#5	07/01-06/30	diverseeducation.com/top100/BachelorsDegreeProducers2013 and 2014	Annual	Ranking Listed	2.1.2
32	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Baccalaureate (African Americans) in Physical Sciences	#21	#23	#20	Fall 2013 and Fall 2014	diverseeducation.com/top100/BachelorsDegreeProducers2013 and 2014 issues	Annual	Ranking Listed	2.1.2
33	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Communication Disorders Sciences and Services	#8	#5	#6	Fall 2013 and Fall 2014	diverseeducation.com/top100/GraduateDegreeProducers2013 and 2014 issues	Annual	Ranking Listed	2.1.2
34	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Masters (Total Minority) in Rehabilitation and Therapeutic Professions	#7	#2	#5	Fall 2013 and Fall 2014	diverseeducation.com/top100/GraduateDegreeProducers2013 and 2014 issues	Annual	Ranking Listed	2.1.2
35	Rank in Diverse Issues in Higher Education, top 100 Degree Producers: Doctoral-Research (African American) in Education	#52	#11	#15	Fall 2013 and Fall 2014	diverseeducation.com/top100/GraduateDegreeProducers2013 and 2014 issues	Annual	Ranking Listed	2.1.2
36	No. on-line courses offered	24	16		07/01-06/30	Office of Provost	Annual	Total Reported	2.1.3
37	Number of books published by faculty	15	6	15	07/01-06/30	College Annual Reports	Annual	Total Reported	2.1.4
38	No. articles published by faculty	72	21	15	07/01-06/30	College Annual Reports	Annual	Total Reported	2.1.4
39	No. faculty made presentations at professional meetings	94	44	40	07/01-06/30	College Annual Reports	Annual	Total Reported	2.1.4
40	In-state tuition and Required fees full-time undergrad	\$9,776	\$10,088	\$10,088	07/01-06/30	scsu.edu/files/ScheduleofCharges	Annual	Posted Charges	3.1.1
41	Out-of-state tuition and required fees full-time undergrad	\$18,910	\$19,856	\$19,856	07/01-06/30	scsu.edu/files/ScheduleofCharges	Annual	Posted Charges	3.1.1
42	Total Research Grant Amounts Awarded	\$14,473,401	\$12,452,196	\$11,000,000	07/01-06/30	Sponsored Programs Office	Annual	Total Reported	3.1.1
43	Fund Raising (July 1- June 30)	\$2,533,273	\$2,090,892	\$2,500,000	07/01-06/30	Annual Giving Report	Annual	Total Reported	3.1.1
44	No. Professional Development Seminars conducted through the Teaching & Learning Program	11	26	20	07/01-06/30	Office of Teaching & Learning	Annual	Total Reported	3.1.3
45	Teaching & Learning Professional Development Seminar survey results rated Excellent	36.4%	57.7%	75%	07/01-06/30	Office of Teaching & Learning	Annual	Total Reported	3.1.3

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Performance Measurement

Item	Performance Measure	2013/14	2014/15	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
46	Average Univ Characteristics & Quality Survey Results by fall graduating seniors (excellent or good)	77%	69%	75%	07/01-06/30	Institutional Research	Annual	Percentage	4.1.1
47	Average Univ Characteristics & Quality Survey Results by spring graduating seniors (excellent or good)	71%	70%	75%	07/01-06/30	Institutional Research	Annual	Percentage	4.1.1
48	No. academic programs accredited	14	14	14	07/01-06/30	Institutional Research	Annual	Total	4.1.2
49	No. administrative units in the final stage of the assessment process for the most recent fiscal period as of 09/01	34%	11%	50%	07/01-06/30	Admin. Assessment Report System	Annual	Percentage	4.1.4
50	No. academic programs in final stage of the assessment process for the most recent fiscal period as of 09/01	15%	36%	75%	09/01-05/30	Assessment Report System	Annual	Percentage	4.1.4
51	Washington Monthly magazine ranking in Service (ROTC) (Fall 2013 and 2014)	8/284	6/277	#6	07/01-06/30	washingtonmonthly.com college guide rankings	Annual	Ranking Listed	5.1.1
52	No. newspaper articles published from PR office	420	442	450	07/01-06/30	Public Relations	Annual	Total Reported	5.1.1
53	Number of articulation agreements with external agencies with the 1890 Extension & Research	22	20	20	07/01-06/30	1890 Extension Annual Report	Annual	Total Reported	5.1.2
54	No. faculty engaged in research through 1890 Research	18	18	18	07/01-06/30	1890 Research Annual Report	Annual	Total Reported	5.1.3
55	No. Different Outreach Activities Sponsored by 1890 Extension	258	246	250	07/01-06/30	1890 Extension Annual Report	Annual	Total Reported	5.1.4
56	No. individuals served in outreach activities through 1890 Extension	11,796	7,123	7,000	07/01-06/30	1890 Extension Annual Report	Annual	Total Reported	5.1.4

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Program Template

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
INSTRUCTION	Activities that are part of the institution's instruction program. This includes credit and noncredit courses, tutorial instruction and for regular, special and extension sessions.	\$ 6,149,673	\$ 15,441,485	\$ 2,406,603	\$ 23,997,761	\$ 6,292,732	\$ 13,661,085	\$ 2,138,006	\$ 22,091,823	2.1.3
RESEARCH	Activities specifically organized to produce research outcomes, commissioned either by external entities or through a separate budget process of an organizational unit within the institution.	\$ 1,811,182	\$ -	\$ 3,943,643	\$ 5,754,825	\$ 652,495	\$ -	\$ 4,429,152	\$ 5,081,647	1.1.3; 2.1.4; 5.1.3
PUBLIC SERVICE	This category includes funds for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.	\$ 349,978	\$ 959,808	\$ 2,496,769	\$ 3,806,555	\$ 386,960	\$ -	\$ 3,282,635	\$ 3,669,595	5.1.2, 5.1.4
ACADEMIC SUPPORT	Activities associated with the administration of the academic and instructional programs for the university and library holdings.	\$ 871,980	\$ 2,981,897	\$ 212,709	\$ 4,066,586	\$ 1,097,577	\$ 2,957,615	\$ 112,220	\$ 4,167,412	2.1.1, 2.1.2, 2.1.3
STUDENT SERVICES	An overall, holistic approach to providing students with transitional and cultural skills to develop their social and academic awareness.	\$ 2,179,022	\$ 7,479,286	\$ 265,438	\$ 9,923,746	\$ 2,597,577	\$ 6,214,598	\$ 322,127	\$ 9,134,302	1.1.2, 1.1.3, 1.1.4
INSTITUTIONAL SUPPORT	These cost include those activities which are non-instructional in nature, but are integral to the operations of the institution.	\$ 2,413,517	\$ 10,167,207	\$ 4,925,120	\$ 17,505,844	\$ 2,597,577	\$ 6,398,013	\$ 4,536,001	\$ 13,531,591	3.1.2, 3.1.3; 4.1.1, 4.1.2
OPERATIONS AND MAINTENANCE	Provides services and maintenance related to grounds and facilities. Program includes building, grounds maintenance, custodial services, landscaping along with major repairs and renovations.	\$ 1,289,274	\$ 4,983,852	\$ 345,832	\$ 6,618,958	\$ 154,842	\$ 3,210,476	\$ -	\$ 3,365,318	4.1.3
SCHOLARSHIPS	This program accounts for all awards, waivers, abatements and entitlements given to students to defer the costs of attending the University.	\$ 685,272	\$ 2,276,335	\$ 11,108,575	\$ 14,070,182	\$ -	\$ 16,610,388	\$ 11,532,595	\$ 28,142,983	1.1.1, 1.1.2
AUXILIARIES	Includes housing, food services, bookstore, and other self-supporting activities that furnish goods and services to students, faculty and staff.	\$ -	\$ 10,073,751	\$ -	\$ 10,073,751	\$ -	\$ 12,851,925	\$ -	\$ 12,851,925	1.1.4; 5.1.2
DEPRECIATION		\$ -	\$ 5,637,614	\$ -	\$ 5,637,614	\$ -	\$ 5,014,154	\$ -	\$ 5,014,154	
					\$ -				\$ -	