Buffalo State College adhered to federal, state, and local guidelines while offering courses in hybrid and fully online formats during the 2020–2021 academic year due to the ongoing coronavirus pandemic. With the introduction of COVID-19 vaccinations, the campus planned for a robust return to in-person operations in fall 2021.
Buffalo State College selected Brian Cronk as dean of the new School of Arts and Sciences, following a national search. He assumed his new role in January. Cronk, who holds a Ph.D. in psychology from the University of Wisconsin-Milwaukee, comes to Buffalo State from Missouri Western State University in St. Joseph, Missouri, where he most recently served as faculty assistant to the provost and chair of the Psychology Department.
FACILITIES

The new Academic Commons, located on the first floor of E. H. Butler Library, opened in spring 2020. A major component of the $16.1 million renovation of the library, Academic Commons includes the Writing Center, the Math Center, Subject Tutoring, the Educational Opportunity Program’s Academic Center for Excellence (EOP-ACE), the Advising Center, and Student Accessibility Services.

Construction of the $35.5 million final phase (Phase 4) of the new Science and Mathematics Complex was completed in December 2020. This final addition connects the main entrance and lobby to the three-story atrium constructed in the project’s first phase. The lobby contains the spherical stand-alone Whitworth Ferguson Planetarium and features a cafe and seating area. Phase 4 added a lecture hall, classrooms/labs, a greenhouse, graduate student space, faculty offices, and research labs for biology, chemistry, and earth science. Final landscaping for the complex was completed including an outdoor geo-garden/teaching space and bioretention garden.

Buffalo State College announced that it will dedicate a permanent social justice outdoor space on campus to serve as a lasting reminder of the college’s devotion to social justice and equality. Overseeing the project is a working group of seven faculty and staff members from across campus who are involved in different aspects of social justice. The space will be unveiled as part of the college’s 150th anniversary kickoff celebration in fall 2021.

Buffalo State College’s Eckert Herbarium has a new home in the Science and Mathematics Complex. The new space in SAMC 245 contains special metal cabinets that seal tightly to prevent moisture or insect damage to the specimens, and new microscopy, among other enhancements. Named for the late Theodore Eckert, a professor emeritus of biology, the herbarium is a collection of dried and preserved plant specimens. It houses multiple samples from the Western New York region, some dating back to the 1860s.
BLACK LIVES MATTER SIGNS ON CAMPUS

ACADEMIC COMMONS

PERSONAL, AND PROFESSIONAL GROWTH OF ITS STUDENTS, FACULTY,
ACCOLADES

Buffalo State College President Katherine Conway-Turner ranked 10th in Buffalo Business First’s 2020 Power 150 Women list. She also was declared a “2020 Woman of Influence” by the Buffalo-based business journal, and was presented with a Lifetime Achievement Award during a virtual ceremony on September 15. During a Business First leadership roundtable held in July, Conway-Turner spoke about the power of education and what it takes to be a leader. She also talked about being the first generation in her family to earn a high school diploma and go on to college.

Buffalo State College received the 2020 Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education. This marks the eighth year in a row that INSIGHT Into Diversity has named Buffalo State a HEED recipient. HEED is a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. This year, 90 colleges and universities across the country were honored with the award.

For the fifth consecutive year, Washington Monthly magazine included Buffalo State College in its Best Bang for the Buck: Northeast list, a compilation of colleges and universities that offer the most valuable and economically friendly degree programs. Buffalo State placed among the list’s top 100, ranking 57th out of 397 four-year colleges and universities, making it the highest-ranked college in Western New York on the list.

The publication also recognized Buffalo State in its 2020 Master’s University Rankings, placing the college in the 79th spot out of 614 institutions.

Buffalo State College has been recognized once again for its commitment to helping economically disadvantaged students become upwardly mobile. Buffalo State ranked 35th out of 1,449 benchmarked colleges and universities in CollegeNET’s Social Mobility Index (SMI) 2020 assessment. The SMI ranks four-year U.S. colleges and universities according to how effectively they enroll economically disadvantaged students and graduate them into well-paying jobs. Buffalo State is the highest-ranked four-year institution in Western New York on the list and the second highest among SUNY schools.
Buffalo State College was among seven local organizations selected for the second annual Inclusion Diversity Equity Awareness (IDEA) Award, presented by Buffalo Business First and sponsored by M&T Bank and Phillips Lyttle LLP. Buffalo State is the only institution of higher education among the winning organizations. Representatives from the college were honored along with the other winners at a virtual event on March 4.

Buffalo State College junior Alia Williams was among 212 students named a 2021–2022 Newman Civic Fellow by Campus Compact, a national nonprofit organization that works to advance higher education’s public purposes. The 2021 cohort comprises students from 39 states; Washington, D.C.; and Mexico. An early childhood and childhood education major, Williams has mentored first-year Buffalo State students, tutored area children in kindergarten through sixth grade, and served as a leader in Tha Ink Club, Buffalo State’s poetry-based group.

Buffalo State College’s new School of Arts and Sciences, which is being established in the 2021–2022 academic year, will comprise 21 departments and numerous programs formerly housed within the School of Arts and Humanities and the School of Natural and Social Sciences. The goal of aligning the arts and sciences disciplines within a single school is to create additional academic opportunities for students across disciplines.

Buffalo State College will be the first institution in the State University of New York (SUNY) system and in Western New York to offer an interdisciplinary master of science degree in conflict analysis and resolution. The college will also be developing a graduate certificate program in the same field. The 30-credit-hour master’s program and developing 12-credit-hour certificate program will address the need for highly skilled conflict resolvers to work in myriad professions, including business, government, education, health care, criminal justice, ministry, and labor relations.

Buffalo State College’s Global Book Hour celebrated its 10th anniversary with an outdoor curbside pickup event on October 17 to distribute books to parents who participate in the program. Students in the Elementary Education, Literacy, and Educational Leadership Department also recorded weekly online “read-alouds” for children. The brainchild of professor Pixita del Prado Hill and associate professor emerita Kim Truesdell of the Elementary Education, Literacy, and Educational Leadership Department, Global Book Hour is a program that fosters literacy development, serves the community, and hones the skills of teacher candidates.
EVENTS

Buffalo State College's signature service event, Bengals Dare to Care Day, was reformatted as the virtual Bengals Dare to Care 2000. Instead of students heading into the community to tackle various projects in person, the initiative featured a series of weekly online events starting in October. Themes centered on showing Buffalo State's commitment to social responsibility, community building, and social justice, and faculty were encouraged to build this programming into their courses.

Buffalo State College's Homecoming Week celebrated the theme, "Bengals, Always Together." In line with social distancing and remote interactions, the Buffalo State community remained connected and engaged, participating in a series of events, including the virtual 149th Bengal Birthday Bash, virtual Bengal Trivia, and a drive-through Homecoming celebration.

Buffalo State College conferred degrees on more than 1,800 undergraduate and 800 graduate students during its 148th Commencement, which was presented virtually on September 26. Rakia Akter, Jennifer Briones, Bryanna S. Marshall, and Esmeralda Sierra were honored with the SUNY Chancellor’s Award for Student Excellence. Vanessa C. Schieble delivered the baccalaureate student address as the recipient of the President’s Medal for Outstanding Undergraduate Student. Christine J. Garas delivered the graduate student address as the recipient of the President’s Medal for Outstanding Graduate Student. Eva M. Doyle, '75, '82, columnist, educator, and community activist, received a SUNY honorary doctor of humane letters. Say Yes Buffalo, a nonprofit organization that promotes higher education, received the President’s Distinguished Service Award. The Distinguished Alumnus Award was granted to Kenneth L. Huff, '92, '97, educator in the Williamsville Central School District, and Rick W. Kennedy, '77, managing partner of Hodgson Russ. Aitina Fareed-Cooke, '12, '16, owner of Get Fokus’d Productions, received the Young Alumnus Achievement Award.

Buffalo State College’s 2020 Anne Frank Project (AFP) reflected the challenges of a year consumed by a pandemic and worldwide protests over police brutality and other instances of racial injustice. The theme for the 12th annual social justice festival, which took place remotely...
October 13–15, was “Transformation through Innovation.” To follow social distancing guidelines, the free interactive festival was held via BlueJeans video conferencing.

Buffalo State College and Orange County Community College jointly hosted a free virtual lecture by noted anti-racism scholar, professor, author, and historian Ibram X. Kendi, Ph.D., on February 22. The two institutions arranged Kendi’s appearance in conjunction with the State University of New York’s yearlong “64 Changes on 64 Campuses” initiative, intended to reaffirm SUNY’s systemwide commitment to diversity. Kendi spoke on the topic of “Confronting Racism in America.”

Buffalo State College presented Bengalathon 2021, a fundraiser designed to provide emergency financial assistance and academic scholarships for its students, on April 24. The event aired live on WBBZ-TV in Buffalo and livestreamed on the college’s Facebook page. During the event, viewers heard a special message from Buffalo State President Katherine Conway-Turner and stories from Buffalo State students, alumni, and donors. For 24 consecutive years, Buffalo State has hosted its largest fundraiser, Bengal, which has generated millions of dollars in scholarship funds. The college’s signature fundraising event was reimagined in 2020 to a livestream virtual fundraiser in response to the pandemic.

Buffalo State College conferred degrees on roughly 1,650 undergraduate and 700 graduate students during its 149th Commencement on May 15. The celebration was presented virtually, but students enjoyed a stage walk prior to the ceremony. Kelly E. Glowny, Lila M. Rollo, and Matei Schwartz were honored with the SUNY Chancellor’s Award for Student Excellence. Victoire-Grace D. Karambizi was honored with the SUNY Chancellor’s Award for Student Excellence Special Award: Overcoming the Odds. Gabriella J. McKinley delivered the baccalaureate student address as the recipient of the President’s Medal for Outstanding Undergraduate Student, while I’Jaz J. Eberhardt delivered the graduate student address as the recipient of the President’s Medal for Outstanding Graduate Student. Joy Harjo, United States Poet Laureate, received a SUNY honorary doctor of humane letters and delivered the
Commencement address at both ceremonies. The Honorable Byron W. Brown, ’83, mayor of the City of Buffalo, and Ross B. Kenzie, former chairman and CEO of Goldome Bank, received the President’s Distinguished Service Award. The Distinguished Alumnus Award was granted to Linda R. Appleby, ’80, music educator, and Michael J. Garner, ’83, chief diversity and inclusion officer of the Metropolitan Transportation Authority, State of New York. Raven P. Baxter, ’14, ’17, science educator and molecular biologist, and Nathan Mroz, ’16, owner and founder of the BFLO Store, received the Young Alumnus Achievement Award.

Buffalo State College’s 23rd annual Student Research and Creativity Conference (SRCC) was launched virtually on the college’s Digital Commons platform on May 10 and will remain there indefinitely. The 2021 SRCC features almost 150 research papers, posters, oral presentations, and other applied-learning projects on a wide range of topics. Turnout for the longtime academic tradition was robust considering the pandemic.

GRANTS AND GIVING

Sencere Trust Jones was awarded Buffalo State College’s first $10,000 George Floyd Memorial Scholarship. The freshman wrote a poignant essay about his professional ambitions to address racial disparities in the American health-care system as part of the scholarship application process. Buffalo State was one of the first institutions to respond to a national challenge for all colleges and universities to establish a George Floyd Memorial Scholarship Fund, dedicated to social justice in honor of its eponym, George Perry Floyd Jr. Floyd was killed in an act of police brutality in Minneapolis, Minnesota, on May 25, 2020, that sparked global outrage and widespread demand for social change.
RECOMMENDATIONS FOR ACTION 2021–2022

Buffalo State Strategic Priorities During the Pandemic Period (2021-2022)*

1. Stabilize new and continuing student enrollment.
   a. Develop new or showcase existing undergraduate, graduate, or dual degree opportunities to respond to current or new student inquiry or interests.
   b. Provide adequate and necessary support for student recruitment and retention within the current environment and institute the approved recommendations from the Retention Plan 2021.
   c. Develop or showcase mission-aligned programs that best tell the Buffalo State story.
   d. Design programs to meet the needs of workforce development (e.g., micro credentialing, certificates, etc.).
   e. Expand dual enrollment, continued education programs and niche short-term programs.

2. Evaluate campus operations, staffing levels, and job duties across campus to determine appropriate targets given current constraints.
   a. Assess needs by division and identify and optimize efficiencies and/or improve customer service.

3. Increase fundraising activities to support current strategic priorities and expand opportunities to maintain the relevancy and strong position of a Buffalo State degree.
   a. Increase donor dollars through increasing individual giving.
   b. Increase awards from foundations that align with our urban-engaged anchor mission, JEDI excellence, or that support overall academic quality.
   c. Increase collaborations with partners that provide support for campus priorities.
   d. Seek state/federal support and increase funding options now and post-pandemic.

4. Implement and maintain the campus focus on health and safety including those within our reopening plans and required by CDH guidance, New York State Health guidance, CDC guidance, and SUNY guidance.
   a. Support efforts that advance the health and safety of the campus community.
   b. Continue to plan for varied scenarios that can impact the health/safety of campus members.
5. Continue to develop, finalize, or utilize plans to guide the campus efforts, including the next strategic plan; assessment plans for current efforts; strategic resource planning process; multiyear enrollment and divisional plans; implementing JEDI excellence or other plans that secure our future success.

* These priorities are to stabilize and maintain the momentum of campus during this extraordinary period. These do not preclude other significant campus objectives based on the 2016–2021 Strategic Plan. The new strategic plan will be completed Spring 2022 and will delineate goals to guide future campus work.

**JEDI Excellence Initiative**

Over the next two decades, Buffalo State College will focus its attention and elevate JEDI excellence. JEDI stands for justice, equity, diversity, and inclusion. In addition to our long history of excellent academic programs, we also have a strong foundation on many aspects of justice and equity. Today and moving forward, we will build on that foundation, brick by brick, to strengthen our work in this area.

Specifically, we will expand our JEDI focus over the next two decades in these ways:

- We will double the percentage of tenure-track faculty from underrepresented groups, moving from 27 percent in 2021 to 54 percent in 2041. Our current student body is highly diverse, and the majority of our students come from historically underrepresented groups.

- We will build upon our current success to recruit faculty and staff members from diverse backgrounds. The SUNY PRODIG program aims to promote diversity and inclusion within the SUNY faculty ranks, and this is a good starting point. At Buffalo State, we not only hire PRODIG faculty; we move them to tenure track lines on the conclusion of their PRODIG period, so that they may become a part of our permanent faculty now and in the future.

- We will continue to seek ways to build upon this success and to tap into pipeline programs that allow us to recruit, mentor, and hire these outstanding diverse new faculty members.

- We will develop a new Buffalo State pipeline program—called the Buffalo State Reach for the Stars Scholars program—that will encourage, prepare, and support underrepresented undergraduate students to enter the faculty ranks. This program is a graduate preparatory program designed to assist in the academic and professional development of first-generation, low-income, and underrepresented undergraduate students to prepare them for graduate
or professional study. Their involvement in intense research, mentoring, and scholarly activities will place them in a competitive advantage to enter Ph.D. programs and for future professional careers, with a particular focus on joining the faculty ranks.

**Buffalo State will become a recognized leading voice for JEDI work throughout the state and beyond.**

This will be realized by the implementation and growth of the Buffalo State Social Justice Learning Institute that is currently under development. This institute will galvanize existing work across campus in social justice issues and provide an infrastructure and support for furthering our work in this area. The Social Justice Learning Institute will focus on the following areas, with room for more layers to develop as we move ahead through the years:

- We will create a sustainable campus infrastructure with leadership and staff to sustain the center.
- We will develop a social justice-centered curriculum and co-curricular offerings that build on JEDI work. Faculty members have already begun to consider JEDI curricular changes within general education and within some of our departments.
- We will advance social justice and equity-focused research across the college, including developing an atmosphere to secure and expand significant external funding for this research. We will seek research projects that address local, regional, national, and international concerns and build a deep foundation of knowledge that forges an understanding of these issues in ways that lead to action.
- We will cultivate and strengthen our social justice efforts with our community partners, realizing our important connection as an anchor institution that seeks to be an important player in the lifting of our communities. Our many college connections and partners will be convened to develop a roadmap for how research can address critical issues.
- We will effectively communicate our work in this area and become a recognized leader, thus contributing to the social good and bringing visibility to this important and mission-centered work. We already have faculty experts that lend an important voice in JEDI work. We will increase the number and range of these voices that will reach across academic disciplines to add knowledge, create opportunities for dialog, and spearhead collaborative discussions to serve the public good in visible and recognized ways.
• We will build on our cultural traditions with a JEDI perspective and focus on inclusion. Buffalo State has developed and maintained many significant traditions over the years, and we will continue to build upon these traditions. Just this year, we began a new tradition where all first-year students receive their class pin during Convocation to wear proudly to show their Buffalo State pride.

• We will add new traditions and deepen practices that relate to the students of 2021 and beyond. One such tradition will be the birth of a Buffalo State pep band. This will not only be a wonderful opportunity for students with musical talent and band experience to join an affinity group, but also be an opportunity for the entire campus to be uplifted by the spirit of music at athletic events, social activities, and other events that bring joy and jubilation to our campus.

We also seek to build on our traditions of sororities, fraternities, and clubs that provide further feelings of camaraderie and a sense of belonging for our students. We will seek the counsel of our student body of today and tomorrow to add new traditions that are meaningful and contemporary and engage the spirits of today’s college students.

All aspects of JEDI work will serve to contribute to the persistence and academic success of our students and the success of the communities around us.
**COLLEGE FACTS**

**STUDENT PROFILE—FALL 2020**

<table>
<thead>
<tr>
<th>Status</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
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<td>451</td>
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<tr>
<td>Part time</td>
<td>727</td>
<td>579</td>
</tr>
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<td><strong>Total</strong></td>
<td><strong>7,309</strong></td>
<td><strong>1,030</strong></td>
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<table>
<thead>
<tr>
<th>Age</th>
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<tr>
<td>Under 25</td>
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<td>25 and over</td>
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<td>654</td>
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<td><strong>7,309</strong></td>
<td><strong>1,030</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>American/Indian/Alaskan</td>
<td>39</td>
<td>2</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>361</td>
<td>21</td>
</tr>
<tr>
<td>Black (non-Hispanic)</td>
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<td>127</td>
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<tr>
<td>Hispanic</td>
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<td>Other/Unknown</td>
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<td>International</td>
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<tr>
<td>Multi-Race</td>
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<td><strong>Total</strong></td>
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<td>3,597</td>
<td>667</td>
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<tr>
<td>Niagara County</td>
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<tr>
<td>Other NY State</td>
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<td>Outside NY State</td>
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<td>International</td>
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<tr>
<td>Canada</td>
<td>11</td>
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<tr>
<td>Other/Unknown</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>1,030</strong></td>
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<tr>
<th>Gender</th>
<th>Undergraduate</th>
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<tr>
<td>Female</td>
<td>4,212</td>
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<tr>
<td>Male</td>
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<tr>
<th>Residence Halls Occupancy</th>
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<tr>
<td></td>
<td>1,647</td>
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**Costs by Student Category 2020–2021**

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<thead>
<tr>
<th>Tuition</th>
<th>Fees</th>
<th><strong>Total</strong></th>
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<tbody>
<tr>
<td>Undergraduate full-time, state resident</td>
<td>7,070.00</td>
<td>1,358.00</td>
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<tr>
<td>Undergraduate full-time, out-of-state resident</td>
<td>16,890.00</td>
<td>1,358.00</td>
</tr>
<tr>
<td>Graduate, state resident</td>
<td>11,310.00</td>
<td><strong>$805.00</strong></td>
</tr>
<tr>
<td>Graduate, out-of-state resident</td>
<td>23,100.00</td>
<td>805.00</td>
</tr>
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**Number of Degrees Awarded** *July 1, 2020–June 30, 2021*

| Bachelor of Arts             | 394           |
| Bachelor of Music            | 7             |
| Bachelor of Science          | 948           |
| Bachelor of Fine Arts        | 47            |
| Bachelor of Science in Education | 18    |
| **Bachelor Total**           | **1,414**     |
| Master of Arts               | 30            |
| Master of Science            | 225           |
| Master of Science in Education | 185         |
| Master of Public Administration | 13           |
| Master in Music              | 4             |
| Certificate of Advanced Study | 58            |
| **Postgraduate Total**       | **515**       |
| **Overall Total**            | **1,929**     |
### FACULTY AND STAFF PROFILE—FALL 2020

**Status (All Faculty and Staff)**

<table>
<thead>
<tr>
<th>Status</th>
<th>Full Time</th>
<th>Part Time</th>
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<tbody>
<tr>
<td>Full time</td>
<td>1,170</td>
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<tr>
<td>Part time</td>
<td>406</td>
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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,576</strong></td>
<td></td>
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</table>

Number of faculty with tenure: 227  
Percent of full-time faculty with doctoral degrees: 79%  
Percent of full-time faculty with terminal degrees: 84.6%

**Ethnicity**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian/Alaskan</td>
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<td>International</td>
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<td>3</td>
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<tr>
<td>Multiple Races</td>
<td>12</td>
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<tr>
<td>Pacific Islanders</td>
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<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,170</strong></td>
<td><strong>406</strong></td>
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**Number of Full-Time Faculty at Each Rank**

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<th>Rank</th>
<th>Total</th>
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<tr>
<td>Professor</td>
<td>90</td>
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<tr>
<td>Associate</td>
<td>144</td>
</tr>
<tr>
<td>Assistant</td>
<td>66</td>
</tr>
<tr>
<td>Lecturer/Instructors/Other</td>
<td>47</td>
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<td><strong>Total</strong></td>
<td><strong>347</strong></td>
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**Full-Time Faculty: Ethnicity by Gender**

<table>
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<tr>
<th>Ethnicity by Gender</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>Asian/Pacific Islander</td>
<td>38</td>
<td>22</td>
<td>16</td>
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<tr>
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<td>13</td>
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</tr>
<tr>
<td>Hispanic</td>
<td>19</td>
<td>9</td>
<td>10</td>
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<tr>
<td>White (non-Hispanic)</td>
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<td>114</td>
<td>135</td>
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<tr>
<td>American Indian</td>
<td>2</td>
<td>2</td>
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<tr>
<td>International</td>
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<td>8</td>
<td>5</td>
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<tr>
<td>Multiple Races</td>
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<td>1</td>
<td>3</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>347</strong></td>
<td><strong>169</strong></td>
<td><strong>178</strong></td>
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# All College Budget

**Fiscal Year July 1, 2020, to June 30, 2021**

<table>
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<tr>
<th>Revenue</th>
<th>Amount</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$34,119,172</td>
<td>15.27%</td>
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<tr>
<td>Federal Operating Grants and Contracts</td>
<td>$4,178,814</td>
<td>1.87%</td>
</tr>
<tr>
<td>Sales and Services of Auxiliary Enterprises</td>
<td>$13,025,713</td>
<td>5.83%</td>
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<tr>
<td>State Appropriations</td>
<td>$103,037,434</td>
<td>46.11%</td>
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<tr>
<td>Federal Non-operating Grants</td>
<td>$42,839,849</td>
<td>19.17%</td>
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<td>State Non-operating Grants</td>
<td>$14,006,456</td>
<td>6.27%</td>
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<tr>
<td>All Other Operating Grants and Contracts</td>
<td>$9,779,936</td>
<td>4.38%</td>
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<tr>
<td>Gifts, Investment Income, and Other</td>
<td>$2,481,515</td>
<td>1.11%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$223,468,889</strong></td>
<td><strong>100%</strong></td>
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<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Amount</th>
<th>% of Total</th>
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<tr>
<td>Instruction</td>
<td>$88,516,534</td>
<td>36.85%</td>
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<td>Research</td>
<td>$4,258,785</td>
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<td>Public Services</td>
<td>$9,384,841</td>
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<td>Academic Support</td>
<td>$24,242,444</td>
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<td>Student Services</td>
<td>$14,682,041</td>
<td>6.11%</td>
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<td>Institutional Support</td>
<td>$50,577,598</td>
<td>21.06%</td>
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<td>Other Expenses</td>
<td>$254,577</td>
<td>0.11%</td>
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<tr>
<td>Scholarships</td>
<td>$20,348,320</td>
<td>8.47%</td>
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<td>Auxiliary Services</td>
<td>$27,924,716</td>
<td>11.63%</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$240,189,856</strong></td>
<td><strong>100%</strong></td>
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FOUNDATION REPORT

<table>
<thead>
<tr>
<th>Consolidated Foundation Balance Sheet</th>
<th>June 30, 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Investments</td>
<td>$82,497,060</td>
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<tr>
<td>Investment in Split Interest Agreements</td>
<td>$2,844,395</td>
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<tr>
<td>Other Current Assets</td>
<td>$2,772,371</td>
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<tr>
<td>Long-Term Assets</td>
<td>$8,836,462</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$96,950,288</strong></td>
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<tr>
<td>Liabilities</td>
<td>$2,321,061</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td><strong>$94,629,227</strong></td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$96,950,288</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Consolidated Foundation Statement of Activities</th>
<th>June 30, 2021</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
</tr>
<tr>
<td>Private Support</td>
<td>$10,429,303</td>
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<tr>
<td>Fees, Events, Other Revenue</td>
<td>$544,548</td>
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<tr>
<td>Net Investment Income</td>
<td>$18,567,236</td>
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<tr>
<td>Donated Services and Supplies</td>
<td>$1,402,188</td>
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<tr>
<td><strong>Total Revenue and Support</strong></td>
<td><strong>$30,943,275</strong></td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
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<tr>
<td>Change in Value Split Interest Agreements</td>
<td>($538,014)</td>
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<tr>
<td>Total Expenses, Losses, Other</td>
<td>$4,629,175</td>
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<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td><strong>$26,314,100</strong></td>
</tr>
</tbody>
</table>
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