

WLU Board of Governors

Regular Meeting

Wednesday, August 19, 2020 – 4:00 p.m.

Location: Shaw Hall Board Room

“...to provide our students with the opportunity for a high quality undergraduate, graduate and professional education.”

- I. Call to Order/Roll Call/Quorum and Mission Statement**
- II. Introductions**
 - A. CMTA Presentation**
- III. Swearing in New Board Members**
- IV. Public Comment** Description: Up to 10 individuals may sign in to speak in open session for three minutes each. The sign-in sheet will be available from Executive Secretary Mary Ann Edwards fifteen minutes prior to the meeting until the noticed start time.
- V. Agenda Order (Board may move to change order of consideration)**
- VI. Approval of Minutes**
 - A. Minutes of the Full Board June 3, 2020* (pg. 3-6)
 - B. Minutes of the Executive Committee August 5, 2020* (pg. 7-8)
- VII. Board Items**
 - A. Approval of Proposed Policy No. 59: Modified Duties for Certain Full-Time Faculty (pg. 9-13)

*Action Items
- VIII. Reports**
 - A. Provost (Crawford)
 - B. Enrollment (Cook)
 - C. Staff (Baker)
 - D. Faculty (Gall)
 - E. SGA (Yakicic)
- IX. President's Report** (pg. 14-16)
- X. Finance Report (Linger)** (pg. 17)
- XI. Information Gathering (Members may ask questions or gather information to prepare for future agenda items without general discussion or action at this meeting.)**
- XII. Next Meeting Date – Wednesday, October 14, 2020**
- XIII. Adjournment**

**West Liberty University
Board of Governors**

**Minutes
June 3, 2020**

Attendance:

Jack Adams, Kelly Baker, Richard Carter, Cindy Fluharty, Robert Gall, Rich Lucas, Kris Williams, Isabella Yakicic

Unable to Attend:

Joe Carey, William Mercer

Administration/Faculty/Staff:

Scott Cook, Linda Cowan, Brian Crawford, Mary Ann Edwards, Steve Greiner, Matthew Harder, Diana Harto, Jason Koegler, Ryan Koenig, Roberta Linger, Cathy Monteroso, Sara Sweeney, Ron Witt

I. Call to Order/Roll Call/Quorum and Mission Statement

Chair Lucas called the meeting to order at 4:00 p.m. and a quorum was established.

II. Introductions

None.

III. Public Comment

None.

IV. Approval of Minutes

A. Minutes of the Full Board April 1, 2020*

On motion by Robert Gall and seconded by Jack Adams, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the full Board of April 1, 2020.

B. Minutes of the Executive Committee May 20, 2020*

On motion by Kris Williams and seconded by Kelly Baker, it was unanimously adopted by the West Liberty University Board of Governors to approve the minutes of the Executive Committee of May 20, 2020.

V. Agenda Order

No changes were made to the order of the agenda.

VI. Board Items

A. Election of Officers*

It was the recommendation of the Executive Committee for the continuation of the current officers, those being Rich Lucas, Chair, Kris Williams, Vice Chair, and Jack Adams, Secretary.

On motion by Richard Carter and seconded by Isabella Yakicic, it was unanimously adopted by the West Liberty University Board of Governors to approve the slate of officers as stated.

B. Schedule of Meetings July 2020 – June 2021*

On motion by Jack Adams and seconded by Robert Gall, it was unanimously adopted by the West Liberty University Board of Governors to approve the meeting schedule for July 2020 through June 2021.

C. Annual Graduate Degree Report*

Ms. Sweeney noted that there were no major changes from last year. Two items of note for the fall semester were the first classes for the Master of Science in Dental Hygiene and the Master of Arts in Clinical Psychology.

D. MS Exercise Physiology*

Dr. Crawford stated that the proposal for the MS in Exercise Physiology has been approved on campus by the Graduate Studies Council and Faculty Senate, and is now brought to the Board for consideration. Dr. Monteroso and Dr. Koenig presented information on the program, noting that the current facility will accommodate the program, as well as current faculty. As the program grows it will be evaluated as to whether there will be a need for additional faculty. Overall the program is well positioned to get started.

On motion by Rich Lucas and seconded by Jack Adams, it was unanimously adopted by the West Liberty University Board of Governors to approve the proposal for the new degree program Master of Science in Exercise Physiology.

E. BS Exercise Physiology Pre-AT Major*

Dr. Crawford stated that this is a new major inside the existing Pre-Athletic Training Program and replaces the BS Athletic Training program, which is being discontinued. The major has been approved by the Curriculum Committee and is now brought to the Board for consideration.

On motion by Jack Adams and seconded by Kris Williams, it was unanimously adopted by the West Liberty University Board of Governors to approve the proposal to add the new Pre-Athletic Training major to the BS in Exercise Physiology Program.

F. Dental Hygiene Fee*

Ms. Linger stated that at the last Board meeting the tuition and fee schedule for FY 21 was approved. Since that time the Dental Hygiene area approached the University and asked to add a \$160/fee to DH 286. The fee is for the purchase of a cavitron, which the students can take with them when they go out to practice.

On motion by Richard Carter and seconded by Kelly Baker, it was unanimously adopted by the West Liberty University Board of Governors to approve the Dental Hygiene fee as stated.

VII. Reports

A. Provost (Crawford)

Dr. Crawford updated on new programs, noting the MS in Athletic Training has received all approvals necessary but will have a delayed start until the fall of 2022, due to the specialized accreditation requirement, with changing requirements that have been in flux for quite some time. The BS in the program will have its last graduates in the spring of 2022 and they will be able to immediately apply for candidacy for the MS program. The Pre-AT major approved today will prepare students to make this transition. The MS in Speech Language Pathology was approved at the HEPC and submitted to the HLC. We are waiting to see if a site visit is required and hoping to submit in August, depending on the HLC.

The MS in Art Therapy and Counseling is on the HEPC's June agenda for approval and will go from there to the HLC. The MS in Exercise Physiology approved today will go to the HEPC and probably be on their September agenda for approval.

In 2018 the HLC required an interim report by May 2020 on Strategic Planning, which was submitted and accepted with no further information or follow-up required. We should not hear from them again until May 2022.

A brief discussion followed with regard to the fall class schedule. Dr. Crawford will be preparing a letter to go out to all faculty, including all information available at this time.

B. Enrollment (Cook)

Mr. Cook distributed a handout with regard to enrollment. Applications for the fall are up for first-time freshman but down in transfers. There were a significant number of transfers last fall with the Wheeling University situation. The largest decline in enrollment is in Liberal Arts – down 30%, Arts & Communication down 7%, and Sciences down less than 1%; Business and Education are both up for the fall semester. Overall headcount enrollment is up for the fall at this time, as well as graduate studies. At this time housing is behind from last year, which was anticipated. We are also anticipating a decline in international students since some will not be allowed to leave the country.

C. Staff (Baker)

Ms. Baker stated that a staff council meeting was held today and they voted on the following statement to be presented to the Board:

“We have had requests from several staff members of the possibility of receiving more detailed information and clarification to the employees regarding the financial situation and overall state of the on-going pandemic situation.”

D. Faculty (Gall)

Dr. Gall stated that new Faculty Senate representatives were elected in the spring and the entire slate can be viewed on their web site. Jon Cerra is the new chair; a position he has held in the past. Faculty are concerned about the fall return to campus and feel they are not getting enough information about what’s happening, decisions being made, and are anxious about not being part of the consultation for the semester. They would like to have more input on what decisions are going to be made regarding the fall start. It’s understood that it’s fluid and decisions can’t be made yet, but there is a good deal of anxiety and hope that people will take that into account as we move forward. It was noted that information Dr. Crawford stated he would be sending out this week or the first of next should be helpful.

E. SGE (Yakicic)

Ms. Yakicic stated that they are trying to figure out options for the next semester and what guidelines and restrictions may be in place in the fall. A brief discussion followed on spring graduates returning for a live commencement ceremony. Mr. Cook will survey graduates on a date that would work best for them.

VIII. President’s Report

Dr. Greiner noted that May was the first virtual commencement in the history of West Liberty and although not like the real thing, turned out well with a lot of positive comments. The PA Program commencement will also be virtual.

Construction continues on the 4th floor of Campbell Hall with the labs for Behavioral Health and Speech Pathology expected to be completed around September 1st. The lighting projects are ongoing in the Library and Main Hall, replacing interior and exterior lights; these are the first two buildings in the process. The major water leaks we’ve had on campus have been repaired and we will likely see major savings in our water bill.

We have a Critical Incidence Response Team (CIRT), made up of Mr. Cook, faculty, staff, maintenance, and other representatives from the entire campus. They meet regularly to identify safety measures and precautions for a return to campus. The Executive Committee does have a pandemic event plan which we will be following with our first students coming back to campus, those being the PA students beginning June 29th. There will be social distancing in classes and labs, with Dr. Childers working to make sure all plans are in place. CIRT has identified each room on campus, its capacity, and are looking at 50% capacity for each room. In discussions with IT Director Joe Rodella, we are looking at a zoom license for the entire campus. As an example for classes held, a class of 30 students could have half in class one day while the other half is on zoom, and switch for the second day. Professors can still choose to prerecord classes if necessary, which was done in the spring semester.

Maintenance has been putting in sneeze guards where necessary and floor markings for social distancing. We are in the process of ordering masks and disinfectant and hope to be able to

provide a cloth mask for every student, staff, and faculty member. We have received 1,000 donated masks and two boxes of disinfectant from our friends in China. We are also talking about the possibility of starting the semester early and ending by Thanksgiving, which other schools will most likely be doing. A brief discussion followed on the financial impact of other schedule scenarios.

IX. Finance Report (Linger)

Ms. Linger noted that the report is as of May 31, 2020. A refund of room and board to students for the second half of the semester totaled \$1,001,049. We were able to recover those credits with Part 2 of the CARES money received, using about \$26,653 of WLU's budget to cover these funds. All other areas are running on or near budget and should end up with a positive balance at the end of the year, unless something unexpected comes up before that time. The budget will be tight and we need to continue to be conservative and monitor the cash position. A brief discussion followed on the cash position.

X. Information Gathering

None.

XI. Next Meeting Date – Wednesday, August 19, 2020.

XII. Adjournment

On motion by Richard Carter and seconded by Robert Gall, the meeting adjourned at 4:49 p.m.

Richard Lucas _____
Chair

Jack Adams _____
Secretary

**WEST LIBERTY UNIVERSITY
BOARD OF GOVERNORS**

**Executive Committee
Minutes
August 5, 2020**

Executive Committee Members Present: Jack Adams, Rich Lucas, Kris Williams

WLU Administrators: Scott Cook, Brian Crawford, Stephen Greiner, Roberta Linger

1. Chair Lucas called the meeting to order at 8:00am.
2. President Greiner gave an update on candidates for BOG positions. Jack Adams and Richard Carter have been reappointed. Two candidates, Michael Baker and Jamie Evick have been approved by the Governor's Office but two others, Ron Scott and Joelle Moray were not approved. Two other individuals have been suggested as possibilities. There was some discussion and it was decided that the Executive Committee will seek out more possible candidates before the full board meeting. If the two new approved members are available for the August 19th meeting they can be sworn in then.
3. A representative from CMTA will call in to the August 19th BOG meeting to provide update on the lighting project.
4. Ms. Linger provided an update on year-end numbers for the FY20 budget. She reported that we generated 97.2% of expected revenue. Graduate tuition exceeded the budgeted amount while undergraduate tuition and room and board were slightly under what was expected. Expenses were lower than would otherwise have been the case as there was less spending in the last quarter while the campus was closed. Overall there was a slightly positive balance at the end of the fiscal year. In large part this was due to CARES Act funding, which allowed us to reimburse ourselves for room and board refunds. Spending against the FY21 budget is limited at this point, as there is considerable uncertainty about what the coming months will bring.
5. Mr. Cook gave an enrollment update. He reported that there are currently 2,212 students registered, which is a 1.5% increase over this time last year. He reported that the demand for student housing is stronger than expected and, because most students on-campus students have been provided single rooms, there are almost 100 on the wait list at this time. There have been negotiations with Oglebay, which has agreed to provide extra housing in the Chalet and one wing of the Lodge, as necessary.
6. Dr. Crawford provided an update on academic preparations for instruction for the fall semester. Classroom instruction will include expanded use of technology so that students can participate in many classes in-seat or remotely.
7. President Greiner provided a report on the following items:
 - a. The start of the fall semester is still planned for August 17th. Students have begun to move belongings into the dorms on a staggered schedule.
 - b. COVID-19 testing. The Governor changed his approach recently from targeted to mass testing. When testing was first directed by the Governor there was no plan established at the state level. We originally thought we could count on Wheeling Hospital as a possible testing provider, however they no longer have the resources to help. The Governor has now said that local health departments will conduct the testing. The Ohio County Director initially balked at this, but now is making arrangements. Based on recommendations from the county health director, we asked students, staff and faculty to get tested before

arrival. Now, the health director says that all testing must be done on campus. He will be on campus today and will be asked again to reconsider this stance, as a significant number of individuals have already arranged to be tested privately in the last few days. The Governor is expected to make a major announcement related to education today, although it is unknown what this might be.

- c. There has been a request made by a parent to expand our metro rate into Prince Georges County, Maryland: Currently, five Maryland counties that border West Virginia have been approved for the metro rate. Prince Georges County does not border West Virginia and we currently have nine students from there. This action is not recommended at this time and the item will not be brought to the full board for consideration.
 - d. Athletics: The NCAA Board held a meeting on fall championships yesterday and an announcement is expected today. The MEC has made no decision other than to delay the start of fall sports to October 1st and is waiting for the NCAA announcement before making any other changes.
8. The meeting was adjourned at 8:36am.

Richard Lucas

Chair

Jack Adams

Secretary

**POLICY 59 - MODIFIED DUTIES FOR CERTAIN FULL-TIME FACULTY
WEST LIBERTY UNIVERSITY**

Action Item

At the April 1, 2020 meeting, the Board of Governors approved the notice of intent for Board of Governors policies, specifically a policy that would deal with the modification of duties for full-time faculty. The policy, Modified Duties for Certain Full-Time Faculty, was disseminated to campus for 30-day comment with one comment received. The comment received was reviewed and the Board is asked to approve this policy.

Proposed Resolution: *Resolved*, that the West Liberty University Board of Governors approves the Policy 59, Modified Duties for Certain Full-Time Faculty.

MODIFIED DUTIES FOR CERTAIN FULL-TIME FACULTY – COMMENTS RECEIVED:

Received - Monday, June 15, 1:23 p.m.

- I disagree with section 5.5 that "new parental responsibilities" are explicitly indicated as a qualifying "Personal Life Situation". While I believe the University should accommodate adverse circumstances, "new parental responsibilities" seems discriminatory to those who cannot have children, or families that simply choose not to. At very least, I think the definition should specify that the "Personal Life Situation" must present a reasonable and legitimate impediment to one's work performance.



NEW REQUEST

WEST LIBERTY UNIVERSITY BOARD OF GOVERNORS POLICY # Modified Duties for Certain Full-Time Faculty Extension of Tenure Clock

Approval Date:
Effective Date:
Revision History:
President's Signature:

SECTION 1: Purpose and Scope

- 1.1. This Rule sets forth the circumstances under which a Faculty Member's assigned duties may be modified and the process to request a short-term modification of assigned duties.
- 1.2. This Rule applies to all Full-time Faculty Members (tenured, tenure-track, and non-tenure-track faculty) on 9-, 10-, or 11- month contracts who do not accrue sick or annual leave at West Liberty University.
- 1.3 This policy is not intended to cover situations involving disability, reassigned time for scholarly or administrative duties, or change from full-time to part-time status.

SECTION 2: Modification of Duties

- 2.1 As appropriate, the Provost may modify the assigned duties of Full-time Faculty Members to achieve the University's objectives.
- 2.2 A Personal Life Situation may arise that could cause a Full-time Faculty Member to request a modification of assigned duties. A Full-time Faculty Member may request a modification of assigned duties for one semester with no reduction in salary or benefits.
 - 2.2.1 In such situations, the modified duties are proposed by the Faculty Member, reviewed by the chairperson and the dean, and approved by the Provost.

SECTION 3: Requesting Modification of Duties

- 3.1 To initiate the modified duties request, a Faculty Member shall consult with their department chair and complete the Request for Modified Duties form. All such requests must include documentation to substantiate the necessity of the modified duties.
- 3.2 Chair Approval: Upon approval, the chair will send the request to the dean; If the chair does not support the request, the reasons for denial shall be provided in writing, and the request automatically forwarded to the dean for further review.

- 3.3 Dean Approval: Upon approval, the dean will send the request to the Provost for final approval. If the dean does not support the request, the reasons for denial shall be provided in writing, and the request automatically forwarded to the Provost for further review.
- 3.4 Provost Approval: The Provost has final approval. A Faculty member whose request for Modified Duties is denied may appeal one time to the Provost, in writing, by providing additional information and/or justification. However, the decision of the Provost is final.
- 3.5 Faculty Members who receive a modification of duties typically are responsible for scholarly work, student advising, research and other professional service, as appropriate and in keeping with reasonable expectations for flexibility, for the period in which the faculty member is given a release from traditional teaching. The workload will represent a full-time equivalent assignment.

SECTION 4: Extension of Tenure Track

- 4.1 The Provost shall implement a process for Faculty Members to request a Tenure-Track Period extension for a Personal Life Situation. At a minimum, such requests must be made within one year of the qualifying event using a form available from the Provost. Requests will be reviewed and commented upon by the Faculty Member's chair and dean and acted upon by the Provost.
- 4.2 A Faculty Member who has been granted an extension may request that he or she be reviewed for tenure in advance of their extended Critical Year. Such a request must be made in writing and approved by the Provost.
 - 4.3.1 If tenure is denied subsequent to such request and approval, the Faculty Member will be provided with a terminal contract for one year notwithstanding that the full period of the extension has not yet passed.
- 4.4 An extension of the Tenure Track Period in no way limits the right of the University to terminate a Tenure Track appointment prior to a Faculty Member's Critical Year, should circumstances warrant such action.

SECTION 5: Definitions

- 5.1 "Critical Year" means the penultimate year of the tenure-track period, which typically is the sixth year.
- 5.2 "Faculty" is defined in WLU BOG Policy 25. Effective: August 23, 2017.
- 5.3 "Faculty Member" means an individual member of the Faculty.
- 5.4 "Full-time" means a 1.0 full-time equivalent position.
- 5.5 "Personal Life Situation" means a personal situation, as determined by the Provost, that has, or will likely have, significant impact on a Faculty Member's productivity

including, but not limited to, new parental responsibilities, caring for a parent, responding to serious illness of the Faculty Member or someone in their immediate family, or some other extenuating circumstance.

- 5.6 “Provost” shall mean the Provost of West Liberty University or the Provost’s designee.

SECTION 6: Delegation

- 6.1 The Board of Governors delegates to the Provost the authority to adopt additional academic affairs internal policies and procedures to effectuate the implementation of this Board of Governors Rule or in furtherance of any other authority that the Board of Governors has specifically delegated to the President pursuant to this Rule. Any actions taken pursuant to this delegation must be consistent with the guidelines provided by this Rule.

SECTION 7: Authority

- 7.1 W. Va. Code § 18B-1-6 and § 18B-8-7.

PRESIDENT'S REPORT TO WLU
Board of Governors
August 19, 2020

- West Liberty University has made adjustments to its fall academic calendar due to the pandemic. Fall changes to calendar include starting classes one week earlier than planned. Classes began on Aug. 15 at the Highlands Campus and on Aug. 17 on the main campus. Move-in dates were staggered and COVID-19 testing was conducted in conjunction with the Ohio County Health Department and the West Virginia National Guard. Fall Commencement is now scheduled for Saturday, Nov. 21. The last official day of class will follow commencement and is planned for Tuesday, Nov. 24. Final exams are scheduled for Nov. 28 – Dec. 4 and will take place online, allowing students to remain at home after Thanksgiving break.
- Fall 2020 undergraduate enrollment is at approximately the same level as this time last year. Graduate enrollment is slightly ahead of last year. Single room housing will be available to students, and students who wish to have a roommate will be able to do so.
- Construction on the remaining apartment building has been delayed and not expected to be open in time for the fall semester. Construction of the Behavioral Health Lab and the Speech Pathology and Audiology Lab are scheduled for completion September 1. Construction on the expanded weight room is underway and expected to be completed in the fall. The Indoor Practice Facility has been cleared by the fire marshal for occupancy.
- Last year, the international Sport Literature Association met in Paris, France. This summer more than 50 participants took part in the annual meeting virtually, in a conference hosted by West Liberty University. Facilitator for the meeting was [Dr. Jeremy Larance](#). The group gathered on Zoom June 18 – 20. Presenters were from Australia, Canada, France, Poland, and every time zone in North America.
- In an effort to supply masks to staff as they return to work, West Liberty University had a willing seamstress busy stitching up protection. Longtime Technical Director of Theatre Meta Lasch and her husband Richard Deenis have been creating cloth masks for

about six weeks. Deenis is an adjunct member of the theatre faculty and a carpenter. They offered to make us as many as needed for WLU staff.

- *Assistant Professor of Biology (Zoology/Ecology) Dr. Zachary Loughman made the news again this spring as the Ohio Division of Wildlife discovered a new species.* The Ohio Division of Wildlife announced the discovery of a new species in Ohio: the blue crayfish, which Ohio researchers have been searching for since 1975. The colorful crayfish was discovered in eastern Ohio on May 19.
- Several West Liberty University students in the Gary E. West College of Business recently participated in the Future Business Leaders of America-Phi Beta Lambda national competition. The 2020 national winners were: Kyle Carusa, first place, Entrepreneurship Concepts; Collin Hlad, third place, Entrepreneurship Concepts; Jonathan Howard, sixth place, Client Services; MaCall Brummage, first place, Sales Presentation; and Collin Hlad and Kyle Caruso, tenth place, Small Business.
- West Liberty University junior [Alex Easthom](#) won the 101st West Virginia Amateur on the Old White TPC course at The Greenbrier. The Ravenswood, W.Va. native is a former West Virginia Junior Amateur champion and a 2-time NCAA Division II All-Region honoree.
- The Intercollegiate Tennis Association has honored the West Liberty University women's tennis program as a national ITA All-Academic Team for the ninth consecutive year.
- In May the WLU Foundation, under the direction of Angie Zambito-Hill, and in conjunction with the WLU Office of Financial Aid, began a Helping Hilltoppers Scholarship Campaign that has resulted in more than \$50,000 to assist West Liberty University students affected by the pandemic during the 2020 – 2021 academic year. Whether it's used for books, childcare, transportation or tuition and fees, the amount of the award will not exceed \$500.
- Emma Haley, a recent graduate from St. Clairsville High School, is one of 25 high school students selected as West Virginia's first Underwood-Smith Teaching Scholars. She will receive the state's newest and most prestigious scholarship of up to \$10,000 per year,

or \$40,000 total, for their college education as they prepare to pursue careers as West Virginia teachers. She plans to double major in early education and special education.

- The West Liberty University volleyball team is a recipient of the 2020 United States Marine Corps/American Volleyball Coaches Association Team Academic Award.
- The West Liberty University women's basketball team checked in at No. 21 when the Women's Basketball Coaches Association (WBCA) released its 25th annual NCAA Division II Academic Top 25. The Lady Hilltoppers posted a combined team grade point average of 3.656 for the 2019-20 academic year.

West Liberty University
FY20 Operating Budget Status (for the year ending 6/30/2020)

6/30/2020

<u>Sources:</u>	<u>FY20 Original Budget</u>	<u>Adjusted Budget</u>	<u>Bud Var</u>	<u>YTD Actual</u>	<u>Variance</u>	<u>% of Adjusted</u>
Undergraduate Tuition and Fees:	20,681,359	20,681,359	0	20,017,304	(664,055)	96.8%
<i>Related Discounts:</i>	(3,202,744)	(3,202,744)		(3,684,333)	481,590	
<i>Net:</i>	17,478,615	17,478,615		16,332,971	(1,145,644)	93.4%
Graduate Tuition:	3,077,986	3,077,986	0	3,438,409	360,423	111.7%
<i>Related Discounts:</i>	(387,480)	(387,480)		(481,732)	94,252	
<i>Net:</i>	2,690,506	2,690,506		2,956,677	266,171	109.9%
Room and Board:	10,668,218	10,668,218	0	10,624,431	(43,787)	99.6%
<i>Related Discounts plus COVID-19</i>	(1,909,776)	(1,909,776)		(2,276,004)	366,228	
<i>Net:</i>	8,758,442	8,758,442		8,348,427	(410,015)	95.3%
State Appropriation	8,829,582	8,829,582	0	9,102,662	273,080	103.1%
Other	1,718,978	1,718,978	0	1,625,466	(93,512)	94.6%
	39,476,123	39,476,123	0	38,366,203	(1,109,921)	97.2%
<u>Uses:</u>						
Personal Services	18,821,955	18,821,955	0	18,891,959	(70,004)	100.4%
Fringe Benefits	4,855,708	4,855,708	0	4,500,306	355,402	92.7%
Utilities	3,133,299	3,133,299	0	2,551,228	582,071	81.4%
Debt	2,388,925	2,388,925	0	2,342,178	46,747	98.0%
Rent	1,249,295	1,249,295	0	1,054,102	195,193	84.4%
Contractual Services	4,119,914	4,119,914	0	4,017,024	102,890	97.5%
Other	4,860,289	4,860,289	0	4,841,103	19,186	99.6%
	39,429,385	39,429,385	0	38,197,900	1,231,485	96.9%
<u>Net:</u>	46,739	46,739	0	168,303		
<u>Discounts</u>	5,500,000	5,500,000	0	6,442,070	(942,070)	117.1%
Includes 26 out of 26 pays. (Plus Increment):				100%		
12 months:				100%		