

**I. Basic Facts and Description of Department of Student Life/Student Union****a. Mission and goals**

The purpose of the Department of Student Life is to foster and facilitate student experiences that integrate academic learning with student development. Additionally, the department maintains and operates the Jean Hower Taber Student Union with exceptional and intentional care. The mission and vision statements are:

**Mission**

The Department of Student Life is committed to building community through collaborative learning experiences that provide our students the opportunity to engage, serve, and lead.

**Vision**

The department's vision is to provide unrivaled services and experiences for all.

**Goals**

The goals for the department for the near term were:

1. Increase customer service provided by The Jean Hower Taber Student Union to the Akron Community by placing emphasis on employee training and development, attention to detail, and a focus on continuous improvement and satisfaction, while building meaningful interpersonal relationships between full time staff and student employees.
2. The event planning staff will increase external guests request for rental of the facility in order to increase the revenue stream by 10% over FY 18.
3. Increase coaching and support services, by 5% in order to continually enhance the overall success and retention of students, while enhancing student's sense of belonging and respect.
4. Increase collaborative partners and engagement, by 10% in order to maximize support of traditional advocacy programs, leadership development offerings and community service initiatives.
5. Increase the level of co-curricular engagement, which assist in the holistic development of students, expand knowledge of campus resources, and support the retention and academic success of all students, by 10% over FY 18.

**b. Services**

The Department of Student Life is comprised of three major areas: Student Union facility (divided into facility operations, event planning/scheduling, and administration), campus programming, and student organizations. Within these areas are 14 functional areas: student union building operations, maintenance & technology, game room operations, student union information center, business office, administration desk, event planning/space scheduling, student marketing, campus programming (including Zips Programming Network), civic engagement, community service, leadership programming, the Office of Fraternity and Sorority Life, and the Student Organization Resource Center (SOuRCe).

Each major category is featured below:

**Student Union facility operations**

**Service**

The Student Union facility operations team (information desk, game room, operations, technology, and maintenance) work collaboratively to ensure the building functions as a primary hub for all guests. Our wide range of services for meetings and events include assisting with all set up and tear down, technology and maintenance-related needs. Additional services include answering all campus-related questions; acting as a building lost and found at the Information Center; and assisting building partners with their daily operations. Department staffs also work diligently to create friendly, engaging, safe recreational spaces for guests and comfortable spaces for students to study and interact with peers.

**Critical Partners**

See Appendix A for all Department of Student Life/Student Union partners.

**Customers/End-Users**

The facility operations team serves a wide variety of customers: student organizations, campus constituencies, external clients, faculty/staff, students, and guests.

**Key Performance Analysis**

**Jean Hower Taber Student Union Visitors**

	<b>FY16 Total</b>	<b>FY17 Total</b>	<b>FY18 Total</b>
<b>SU Visitors</b>	1,890,392	1,825,765	1,681,394
<b>Game Room Visitors</b>	56,596	50,276	43,740
<b>Meeting Room Visitors</b>	197,395	179,587	170,191

**Brief Assessment**

Through collaboration between the Information Center and operations team, the staff provides exemplary customer service to all guests and customers of the building. Staff also excels in preparing for and executing events and conferences for those who use our building, proven by the 7000+ meetings and events hosted in fiscal year 2018. Although aging technology and resources are identified challenges for us, our maintenance and technology teams do an exceptional job of maintaining our current equipment and resources, while making the customer experience as convenient as possible. Opportunities for growth and improvement of efficiencies are to be found in the potential restoration and upgrading of outdated equipment and improved training strategies and preventative maintenance thanks to the addition of new staff in July of 2018.

**Student Union Scheduling & Events**

**Service**

The Student Union Scheduling & Events team is responsible for reserving and coordinating the use of all Student Union facilities and outdoor common spaces.

**Critical partners**

See Appendix A for all Department of Student Life/Student Union partners.

**Customers/End Users**

Customer and end users include student organizations, campus based users, and external clients.

**Key performance analysis**

**Jean Hower Taber Student Union Benchmarks**

	<b>FY16 Total</b>	<b>FY17 Total</b>	<b>FY18 Total</b>
Event/Meeting #s	7,244	5,585	7,059
Campus Users Revenue	\$ 53,135.25	\$ 48,533.25	\$ 48,287.52
External Client Revenue	\$ 39,594.95	\$ 61,151.00	\$ 47,865.21
Total Revenue	\$ 92,730.20	\$ 109,684.25	\$ 96,152.73

**Brief Assessment**

Strength lies in the customer service provided to each of the 7000+ users of reserved spaces in the facility. Current challenges are decreased external client usage this past year plus migrating to a new space reservation system. Opportunities include increasing customer relationship building, developing positive intangible experiences for customers, marketing the Student Union, creating a strategy to assess customers' experience, and developing a focus on potential summer conferences.

**Student Union Administration**

**Service**

The Student Union administration provides administrative support in daily activities of the Department of Student Life and function of the Jean Hower Taber Student Union in order to support institutional retention initiatives.

**Critical Partners**

See Appendix A for all Department of Student Life/Student Union partners

**Customers**

Student Union Administration serves as a liaison to over 330 student organizations, an average of 9000 visitors, 15 staff members, and 100+ student employees when working with internal campus partners to assist with their financial, marketing, and employment needs.

**Key Performance Analysis**




**Brief Assessment**

Student Life Administration challenges include a decrease in hours of operations within the Center for Service and Leadership, as well as a decrease in number of student assistants providing service in this area as a result of budget cuts.

**Campus Programming**

**Service**

Campus Programming plans regularly-scheduled engaging events and programs for students that support their academic learning and development. All programming events are purposefully created to foster a culture of leadership, service, and civic responsibility in order to assist with institutional retention initiatives. Significant campus and community programs include: SpringFest, Make a Difference Day, Homecoming, and New Roo Weekend/Week of Welcome.

**Critical Partners**

See Appendix A for all Department of Student Life/Student Union partners

**Customers**

On an annual basis, Student Life programs reach an average of 44,000 students. Below are specific populations that our services target:

- |                       |                             |
|-----------------------|-----------------------------|
| First Year Students   | Non-Profits and Agencies    |
| Sophomore Celebration | City of Akron residents     |
| Senior Week           | Underrepresented minorities |
| Parents/Families      | International students      |
| Commuter/Residential  | Non-traditional students    |

**Key Performance Analysis**

On average, Campus Programming offers over 100 programs in the first six weeks of the fall semester, engaging 19,000+ students. Research proves that students who engage in campus involvement within the first six weeks have a higher retention rate. During FY18, the reduction in programs offered compared to the previous two years was a result of budget reductions and program reviews. Although the Department of Student Life saw a budget reduction and the departure of 3 essential full-time personnel and 4 graduate assistant at the start of fall 2017, the Department still successfully implemented over 290 programs reaching over 44,000 students. Over 430 financial documents were processed for student programming.

**serveAkron**

	Fall 2015	Spring 2016	FY 16	Fall 2016	Spring 2017	FY 17	Fall 2017	Spring 2018	FY 18
Total Participants	2,547	1,165	3,712	2,727	1,244	3,971	1,405	985	2,390
Service Hours Completed	2,548	1,504	4,052	2,681	2,700	5,381	1,314	2,157.75	3,471.75
Cost Savings to Community	\$22,797.45	\$31,547.07	\$54,344.52	\$21,716.10	\$21,865.95	\$43,582.05	\$10,635.30	\$17,909.95	\$28,545.25



**Programs and Services to Students**

	Fall 2015	Spring 2016	FY 16	Fall 2016	Spring 2017	FY 17	Fall 2017	Spring 2018	FY 18
Programs Offered	205	219	424	232	174	406	166	125	291
Attendance	29,275	22,139	51,414	30,683	18,683	49,366	25,400	19,138	44,538

**Brief Assessment**

Student Life programming area continues to provide nationally recognized programs, services, and co-curricular experiences that radically impact student success and development. By creating collaborative venues of engagement and developing relationships through effective community building, assessment data collected shows a significant correlation between campus connectivity and student retention. Continual efforts to enhance marketing strategies, develop assessment tools, and create connections with the commuter population and disengaged students remain priorities for the Programming area.

**Student Organizations**

**Service**

The Student Organization Resource Center (SOuRCe) and the Office of Fraternity and Sorority Life enhance the student experience through co-curricular opportunities that foster personal and organizational development. Primary services include advising, education, training, programming, and administrative and financial oversight. Support is provided to undergraduate and graduate student governments, over 330 registered student organizations, groups interested in establishing a new student organization, and students seeking involvement in campus life.

**Critical Partners**

See Appendix A for all Department of Student Life/Student Union partners

**Customers**

Programs and services are tailored to add value to the student experience and promote the success of student organizations and their leaders. Annually, an average of 14,000 students are involved in one or more student organizations. Below are specific populations that our services target:

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|--------------------------------|-------------------------------|
| Student Leaders (800+)         | Commuter/residential students |
| General FSL members (872)      | Transfer students             |
| Campus/chapter advisors (350+) | Non-profit agencies           |
| Off-campus vendors (76)        | Underrepresented minorities   |
| First year students            | International students        |
| Parents/families               | Non-traditional students      |

**Key Performance Analysis**

Research proves that students who engage in campus involvement are more likely to persist to graduation. Assessment of UA fraternity and sorority members has shown they seek involvement opportunities to develop more personal relationships, gain leadership opportunities, and participate in an organization with values

similar to their own. Furthermore, the top three skills students who engage in student organizations report developing are team cohesion, conflict management, and decision making abilities. Over the last three years, the number of students involved in a student organization has increased by 23%, while enrollment has declined or remained flat. With the assistance of the Student Life Business Office and over 4,600 financial documents were processed for student organizations in FY18. Additionally, the Office of Fraternity and Sorority Life advised chapter leaders on risk management practices for over 80 registered social, philanthropic, and new member events.

### Fraternity and Sorority Life

	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018
Fraternity and Sorority Members	886	796	865	841	897	872
% of all undergraduates in FSL	4.6	4.6	5.5	5.8	6.0	6.0
Average FSL GPA	2.96	3.1	3.03	3.04	3.01	3.04
% of FSL students above all undergraduate average GPA	58%	62%	59%	58%	57%	58%
Community Service Hours Completed	10,130.60	5,524.90	8,766.05	7,879.23	11,301.09	8,490.00
Charitable Money Raised	\$51,329.16	\$52,895.43	\$24,816.23	\$45,491.22	\$34,368.93	\$56,549.60

Council of Affiliation	PHC	IFC	NPHC
Number of Chapters	6	13	4
Total Membership	388	462	22
FY18 Total	872		

### Student Organizations

	Fall 2015	Spring 2016	Fall 2016	Spring 2017	Fall 2017	Spring 2018
Registered Student Orgs.	313	346	326	368	320	330
Involved Members	12,008	12,655	12,706	13,470	12,959	15,631

#### Brief Assessment

The UA fraternity and sorority community has earned national recognition annually for the past three years, in addition to ranking above all institutions participating in the national AFA-Benchworks Assessment in 16 of 18 factors related to overall program effectiveness. Efforts to overcome negative national attention of fraternities and sororities, reaching disengaged students, and budgetary restrictions are continual challenges for the SOuRCe and the Office of Fraternity and Sorority Life. Functional area priorities include opportunities to add new student organizations and fraternal organizations, the migration to a cutting-edge student organization online platform, and utilizing assessment data to refine programs and services. See Appendix B.

#### a. Resources.

The department of student life staff is a talented, resilient group. The greatest strength in the overall operation of the department lies in the daily contributions made by our full time and 110+ student staff. It is significant to the overall mission of the University and its' retention efforts.

**Personnel.** Please see Appendix C for the department organizational chart and Appendix D for the table of full time employees and their functions.

**Financials.** Please refer to Appendix E is the past five years' financial reports. The department revenues decreased sharply by nearly \$700,000 in FY 16 with a change in food service providers and in FY 17 \$940,000 was charged to the department to sweep most of the existing fund balance giving an appearance of deficit spending. The amount of general fund transfer to the department changed between FY 16 and FY 18 to partially account for the loss of revenue from the change in food vendors while the steady increase in expenses can be attributed to maintenance of an aging facility and increased custodial expenses due a change in reporting structure.

**Equipment and technology.** The student union facility relies on different types of technology (sound equipment, laptop computers, and projectors) plus set up furniture and equipment for meeting rooms and ballrooms. The game room operation requires a front-end computer system, properly functioning bowling lanes, and billiards tables. The Department also rely on up-to-date software for space scheduling and marketing needs.

**Space.** The Jean Hower Taber Student Union is a blended-use facility that is 192,500 square feet in size. The building features 11 meeting rooms, multiple lounges, a grand ballroom, a 300+ seat theatre, a game room, a faculty/staff dining space, an information center, seven retail food operations, a bookstore, a bank, a copy and mail services store, four general fund office suites (VP, Student Affairs, Dean of Students, and Career Services, ESports), the Board of Trustees suite, and the Department of Student Life office suite that includes office and pod space for student organizations.

## **I. Future Plans**

### **a. Potential changes.**

The potential changes have just occurred within the last year—elimination of graduate assistants and continued reduction of general fund allocation. Over the course of next year, Student Life will adjust to the new staffing model and look for efficiencies and opportunities (i.e. expanding marketing efforts for the facility in order to create additional revenue streams; redesigning program offerings to reduce expenses; and expanding in-house maintenance to reduce overall costs in the repair and upkeep of the facility. The continued reduction of general fund allocation will challenge us to offer our services to students differently and/or reducing hours of operation of the facility while still having an impact on the Akron experience.

### **b. Trends.**

Two revenue streams for the department rely on enrollment—the bookstore and bank. If the downward enrollment trend continues, decreased commissions will follow. Additionally, throughout the budgeting process these past three years, the opportunity to reinvest in furniture, fixtures, and equipment has not existe. Deferred maintenance is substantial and needs to be addressed.

Within the national landscape for fraternities and sororities, there are several key areas of national influence and focus. National associations and organizations focus are on three key trends including harm reduction and safety, wellness and mental health education, and new member education. These three areas are increasing education and training at both the national and local levels.

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**Appendix A –Critical Partners  
Department of Student Life/Student Union**

<b>Campus Partners</b>	
Alumni Association	Office of the President
Aramark Food Services	Office of Multicultural Development
Athletics	Physical Facilities Operations Center (PFOC)
Barnes and Noble	PNC
Board of Trustees	Purchasing Department
Campus Programs	Rape Crisis Center
Capital Planning	Residence Life and Housing
Career Center	School of Law
Club Esports	serveAkron
Club Sports	Student Conduct and Community Standards
Computer Center	Student Life Business Office
Counseling Center	Student Life Marketing Department
Dean of Students	330 Student Organizations
EJ Thomas Hall	Student Recreation and Wellness
Faculty and Staff Campus Advisors	Student Union Operations
General Counsel	UAPD
Health and Safety	University Communicatioin and Marketing
Lockshop	University Scheduling
New Student Orientation	Vice President of Student Affairs Office
Office of the Controller	ZipAssist

<b>External Partners</b>	
Association of fraternity/sorority Advisors	Inter/national fraternity and sorority headquarters
Association of Fraternal Leadership & Values	National Panhellenic Conference
CampusLabs	National Pan-Hellenic Council
Coca-Cola Company	North American Interfraternity Council
Chapter Advisors	80 non-profit community agencies
Chapter Housing Corporations	Vendors and Contractors
External Building Clients	

Attachment 4 - Project Features  
 Description of Project Features

Item No.	Description	Quantity	Unit	Notes
1	Excavation and backfill	1000	cu yd	
2	Concrete foundation	100	sq ft	
3	Reinforcing steel	1000	lbs	
4	Formwork	1000	sq ft	
5	Gravel base	1000	cu yd	
6	Asphalt paving	1000	sq ft	
7	Site preparation	1000	sq ft	
8	Drainage system	1000	sq ft	
9	Landscaping	1000	sq ft	
10	Final grading	1000	sq ft	

**Appendix B –Fraternity and Sorority Life Awards & Benchmarking  
Department of Student Life/Student Union**

**Fraternity and Sorority Life National Awards:**

**Panhellenic Council- Association of Fraternal Leadership and Values (AFLV) Awards:**

<b>Award/Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Academic Achievement	X	X	X
Council Management	X	X	X
Community Service and Philanthropy			X
Leadership and Educational Development	X	X	X
Membership Recruitment	X	X	X
Public Relations	X	X	X
Risk Reduction and Management	X	X	X
Self-Governance and Judicial Affairs	X	X	
<b>Sutherland Award (Overall Division Winner)</b>	X	X	

**Panhellenic Council- National Panhellenic Conference**

<b>Award/Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Council Excellence Award			X
Council Achievement Award	X	X	NA

**Interfraternity Council -Association of Fraternal Leadership and Values (AFLV) Awards:**

<b>Award/Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Academic Achievement	X	X	X
Council Management	X	X	X
Community Service and Philanthropy	X	X	X
Leadership and Educational Development	X	X	X
Membership Recruitment	X		X
Public Relations	X	X	X
Risk Reduction and Management	X	X	X
Self-Governance and Judicial Affairs	X	X	
<b>Jellison Award (Overall Division Winner)</b>	X	X	X

**Order of Omega – Order of Omega National Awards:**

<b>Award/Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Order of Omega-Outstanding Chapter		X	X

**Fraternity and Sorority Life National Benchmarking Data:**

Fraternity and Sorority Life administers the AFA/Benchworks Fraternity/Sorority Assessment every three years with the most recent administrations being in 2015 and 2018. This assessment is the only nationally produced and validated research-based instrument for fraternity/sorority professional staff members on college campuses. Student development theory and research is used pinpoint areas of focus.

**Figure 1: Longitudinal Trends of Top Predictor Factors**

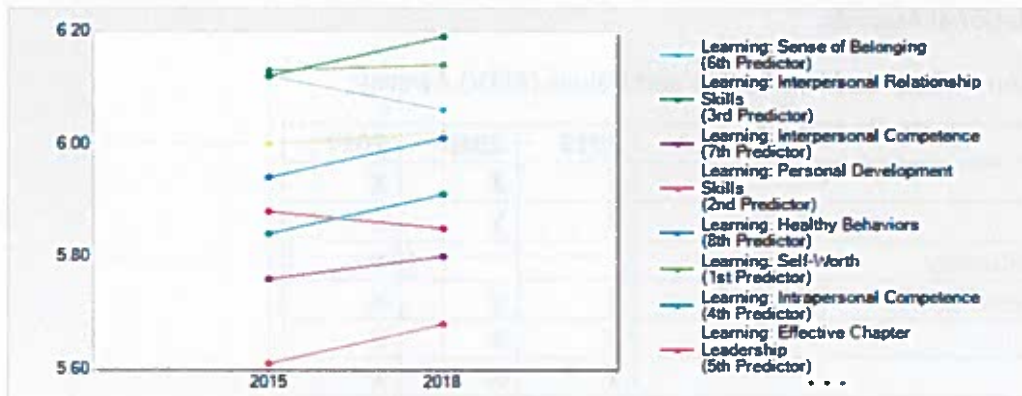


Figure 1 illustrates the longitudinal trends for the factors that are predictors for overall program effectiveness in years 2015 and 2018. The yellow line indicates overall program effectiveness, which is the dependent variable. The top three strengths for 2018 were Learning: Interpersonal Relationship Skills (3<sup>rd</sup> Predictor), Learning: Self-Worth (1<sup>st</sup> Predictor), and Learning: Sense of Belonging (6<sup>th</sup> Predictor).

**Figure 2: Overall Factors Benchmarked Against Groups**

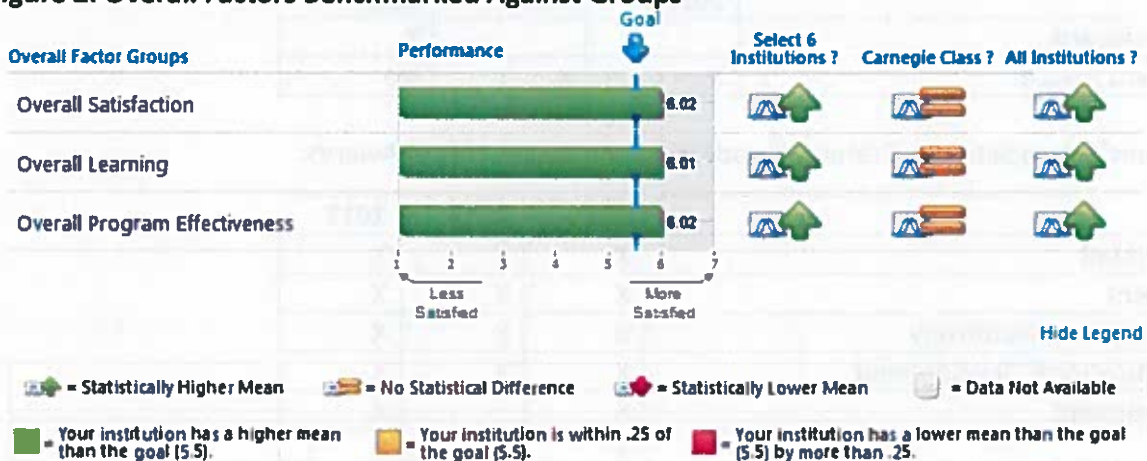
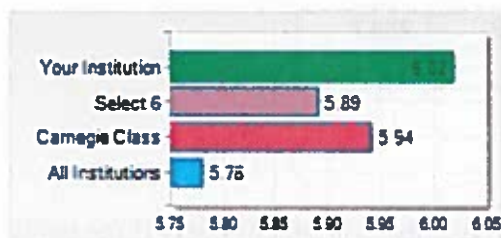


Figure 2 illustrates the three overall factor groups, with UA's mean performance and how the score compares with our Select 6, Carnegie Class, and All Institutions.

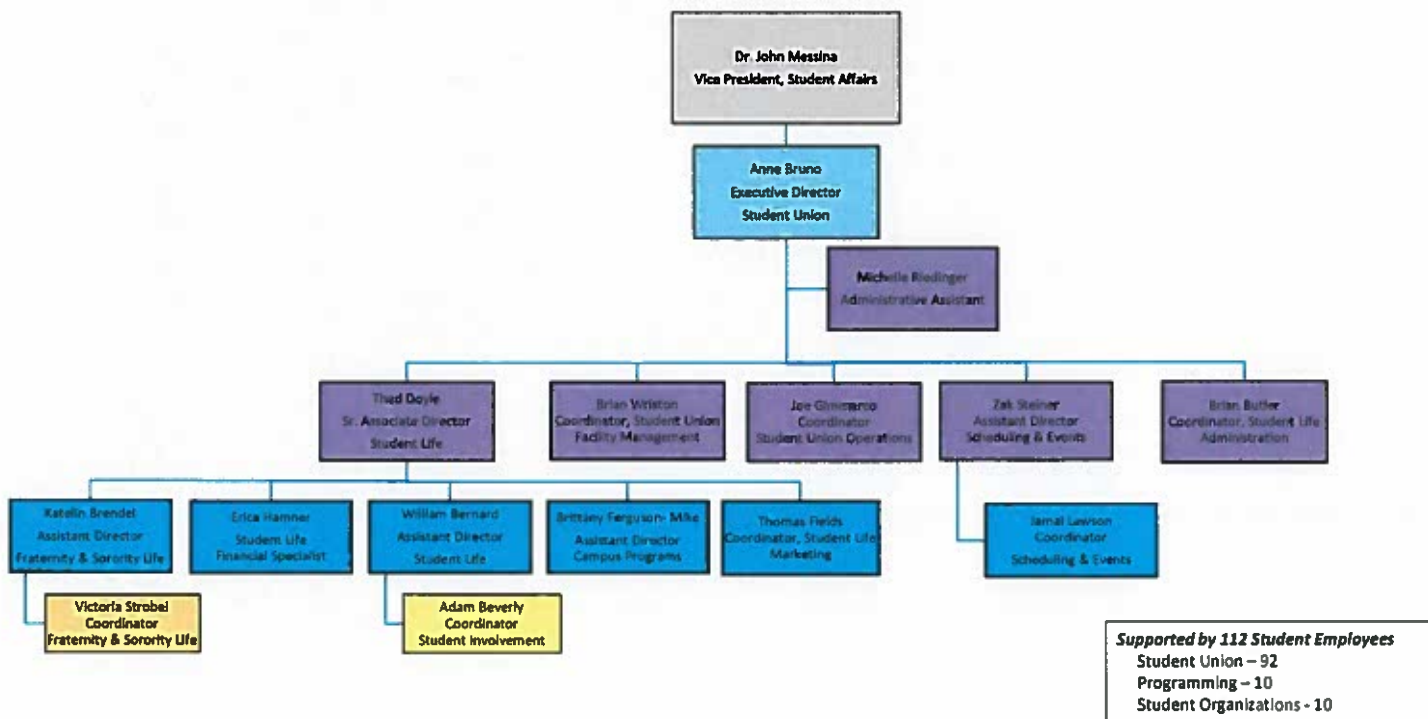
**Figure 3: Overall Program Evaluation Rankings**



	N	Mean	Std Dev				
Your Institution	624	6.02	1.05				
	N	Mean	Std Dev	Min	Max	Difference	Rank
Select 6	2189	5.89	1.14	5.72	6.09	0.13	2 of 7
Carnegie Class	3854	5.94	1.09	5.66	6.09	0.08	4 of 10
All Institutions	28635	5.78	1.16	5.46	6.20	0.24	8 of 56

Figure 3 illustrates the overall program evaluation and benchmark rankings when compared with the three different benchmarked groups are shown above.

# Student Life/Student Union







## STUDENT LIFE

TITLE	KEY FUNCTIONS	# IN POSITION
<i>Executive, Director, Student Union</i>	Provide leadership to the Dept. of Student Life/Student Union staff and direct the operational, financial, and personnel functions of the department. Serve as advisor to Undergraduate Student Government and a liaison to the business partners within the Student Union	1
<i>Sr. Associate Director Student Life</i>	Manage and supervise the Center for Service and Leadership within the Department of Student Life	1
<i>Assistant Director, Student Life</i>	Coordinate and organize campus-wide community service projects and seek new opportunities to better students and the community. Coordinate and organize campus-wide leadership programs. Oversee the Student Organization Resource Center (SOuRCe) office and programs.	1
<i>Assistant Director, Fraternity &amp; Sorority Life</i>	Function as the primary advisor and program coordinator for the Fraternity and Sorority community to provide students with a quality, challenging and educational experience.	1
<i>Assistant Director, Campus Programs</i>	Coordinate and oversee all major campus programs. Engage and retain students through employment and involvement opportunities.	1
<i>Assistant Director, Scheduling and Events</i>	Manage event planning for coordination of conferences, events and scheduling with student organizations and those wanting to use outdoor space. Act as a liaison with student organizations and their advisors to facilitate conferences and events. Manage and administer software packages associated with scheduling and event planning.	1
<i>Coordinator, Fraternity and Sorority Life</i>	Serve as an advisor and program coordinator for the Fraternity and Sorority community to provide students with a quality, challenging and educational experience.	1
<i>Coordinator, Scheduling and Events</i>	Schedule reservations through the ZSLIVE and OrgSync scheduling programs. Coordinate planning of events and scheduling with internal and external clients.	1
<i>Coordinator, Student Involvement</i>	Coordinate community service activities and provide leadership to student organization programs.	1
<i>Coordinator, Student Life Administration</i>	Work with students in the department employment program to develop, mentor and retain them. Assist with Undergraduate Student Government and their members. Assist with department and USG assessment programs and training.	1
<i>Coordinator, Student Life Marketing</i>	Review, edit and keeping up to date Student Life and Student Union websites along with the Student Union digital signage; Edit items for Zipmail and posting department social media items; Hiring, supervision and training of student employees/designers for department marketing area. Develop and implement marketing strategies.	1
<i>Coordinator, Student Union Operations</i>	Assist in supervising the daily operations and student personnel of the Student Union while overseeing the execution of various events and activities.	1
<i>Coordinator, Student Union Facility Management</i>	Oversee management of building equipment, repair and replacement, facility improvement and technology needs for the Student Union, department staff and clients.	1
<i>Student Life Financial Specialist</i>	Coordinate the financial functions within the Department of Student Life. Hire and supervise student workers for the student employment program. Review and post all transactions. Manage Visa purchasing card program and other programs as assigned.	1
<i>Administrative Assistant</i>	Provide assistance to supervisors in the administration of departmental programs or activities. Direct daily office operations pertaining to departmental programs and procedures. Relieve supervisors of routine and some non-routine administrative duties. Exercise independent judgment in resolving issues or concerns related to departmental policies and procedures.	1

SECRET

No.	Description	Remarks
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Department of Student Life Financials

	Annual Budget FY14	Annual Actual FY14	Variance FY14	Annual Budget FY15	Annual Actual FY15	Variance FY15	Annual Budget FY16	Annual Actual FY16	Variance FY16	Annual Budget FY17	Annual Actual FY17	Variance FY17	Annual Budget FY18	Annual Actual FY18	Variance FY18
<b>Available Resources</b>															
Beginning Fund Balance	\$1,276,126	\$1,276,126	\$0	\$1,330,664	\$1,330,664	\$0	\$1,501,633	\$1,501,633	\$0	\$1,039,862	\$1,039,862	\$0	\$527,379	\$527,379	\$0
Revenues	1,764,526	1,713,637	(50,889)	1,664,312	1,905,992	241,680	1,206,385	1,048,226	(158,159)	1,730,000	1,091,666	(638,334)	936,000	932,666	(334)
Transfers-In	4,399,368	4,399,368	0	4,299,757	4,299,757	0	4,522,391	4,522,391	0	4,993,000	4,984,413	(8,587)	4,850,264	4,817,241	(33,023)
Total Available Resources	7,390,020	7,379,131	(10,889)	7,294,333	7,536,413	242,080	7,230,409	7,072,250	(158,159)	7,755,862	7,118,042	(637,820)	6,333,641	6,277,287	(56,354)
<b>Uses of Resources</b>															
Operating Expenses	\$4,250,351	\$4,008,667	\$241,684	\$5,964,069	\$4,007,015	(1,957,054)	\$5,713,508	\$5,970,645	257,137	\$4,231,500	\$5,646,313	1,414,813	\$5,778,014	\$5,527,246	(250,768)
Capital Projects	(84,527)	0	84,527	0	32,297	32,297	15,268	119,941	104,673	0	0	0	0	0	0
Transfers-Out	6,163,694	6,008,667	155,027	5,934,069	6,034,580	100,511	5,778,776	6,032,186	253,410	6,231,500	6,590,662	359,162	5,778,014	5,533,538	(244,476)
Total Uses															
	\$0	\$104,338	\$104,338	\$0	\$171,169	\$171,169	\$0	(46,670)	(46,670)	(10,000)	(17,583)	(50,263)	\$4,748	\$195,909	\$187,771
Net Surplus (Deficit)	\$0	\$104,338	\$104,338	\$0	\$171,169	\$171,169	\$0	(46,670)	(46,670)	(10,000)	(17,583)	(50,263)	\$4,748	\$195,909	\$187,771
End-of-Fiscal-Year Surplus (Deficit)	\$1,276,126	\$1,380,464	\$104,338	\$1,330,664	\$1,501,833	\$171,169	\$1,501,633	\$1,095,963	(405,670)	\$1,079,862	\$27,179	\$501,581	\$53,627	\$73,340	\$187,771

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