

**College Council Meeting  
October 21, 2021**

Voting Members Present: Mr. Basch, Dr. Venables, Mr. Law, Mr. Bettez, Ms. Noble, Mr. Rindler, Mr. Hennix (Student Association president).

Campus Administration Present: President Christian; Interim Provost Lyman; Vice Presidents Blaisdell, Gant, Halstead, Marks, and Wright; Tanhena Pacheco Dunn, Associate Vice President, Human Resources, Diversity and Inclusion. Guests: Megan Smailier, Director of Design & Construction.

Interim Chairman's Report:

Mr. Basch called the meeting to order at 3:02 p.m.

Mr. Basch welcomed new Council members – Mr. Bettez, Mr. Rindler, and Mr. Hennix – and the full Council introduced themselves. Mr. Basch moved to approve the minutes from the April 22, 2021, meeting. Mr. Law moved on the motion and Mr. Bettez seconded. The minutes were approved unanimously.

Mr. Basch introduced Director Smailier, who is new to her director role and a longtime staff member at the College. Director Smailier will provide construction updates to the Council in lieu of Assistant Vice President for Facilities Management John Shupe, who retired this year.

Construction Report:

See attachment – “Capital Construction Update for College Council.”

Director Smailier introduced herself and said that she has been with the College for 25 years and has seen a lot of capital progress over that time.

The director provided an overview on the mission and work of Facilities and noted that they partner with other state agencies on large projects, namely SUCF and DASNY. Facilities also uses capital funds assigned to the College to administer some of the projects instead of state agencies.

Since the last Construction Report to the Council about two years ago, Director Smailier addressed how the pandemic led to some delays of products in the broader construction industry, as well as a labor shortage. While these issues have impacted the College, she said that Facilities was still able to deliver some great new spaces and exterior work to campus during this time.

Director Smailier said that several facilities have earned LEED certifications since 2018, including: Wooster Hall (Gold); Minnewaska Hall (GOLD); Engineering Innovation Hub (Gold); and Science Hall (Silver). Mr. Law asked about the meaning of LEED. The director noted it stands for Leadership in Energy and Environmental Design and is part of

the U.S. Green Building Council. Director Smailer said that the campus always designs to a minimum of LEED silver, even when we do not pursue certification (e.g., does not typically occur for smaller projects).

Director Smailer summarized a number of projects that were completed recently with staff and contractors following health and safety protocols throughout the pandemic. These included: Student Union fourth floor renovation; Lecture Center lobby renovation; new space for the Scholar's Mentorship Program; and vestibule updates across several sites. She described some exterior projects as well, such as replacing steps and railings in front of the Haggerty Administration Building and general paving upgrades.

Director Smailer summarized a few projects in construction, including: a new façade to the Fine Arts Building; residence hall bathroom remodel for Bouton Hall; the forthcoming contemplative space; and the Lecture Center bridges.

The director described a few projects starting this spring, including: renovation to Awosting Hall, adding a fourth floor; roof replacements on academic buildings; general masonry repairs; and window replacements for Jacobson Faculty Tower. She also talked about the campus-wide exterior sign replacement project and effort to make College branding present and cohesive across campus.

Finally, Director Smailer noted a few projects in design, including: renovations to College Hall; and to the third floor and Multi-Purpose Room in the Student Union.

Mr. Basch thanked Ms. Smailer and the team for all their hard work.

Ms. Noble asked about the status of the campus's capital plan. Director Smailer said the capital plan has not been updated, likely because of the pandemic. She added that the College coordinates with the SUCF on priority projects.

Vice President Halstead said the College has received a capital funding allocation on a yearly basis and that many are advocating for SUNY to get another five-year plan.

President Christian noted some of the College's space challenges, as the campus has about a 500,000-square-foot space deficit in non-academic space.

Vice President Wright said that the College and SUNY are working on advocacy this fall and will bring the campus's priorities to legislators.

Mr. Hennix asked about design and future plans for Shango/College Hall, especially if it will no longer serve as a residence hall. Director Smailer said that given academic space needs, it was recommended that the College add new floors to separate residence halls and Shango/College be converted into all academic space.

Mr. Basch said there is a mindfulness about the buildings and their history as part of this process.

Mr. Hennix said that his concern is about less beds for first-year students under this plan. Director Smailer said that the use of Ridgeview Hall and housing transfers helps address this concern.

### President's Report:

President Christian welcomed new and returning Council members.

President Christian said that even though everyone is masked indoors, it feels like a normal semester this fall. He added that never before in his 13 years on campus has he seen so many students who are so happy to be back on campus with friends and classmates and having in-person classes with professors. The president said this is a mark of how hard it was for students since March 2020 – whether they are first-time college students whose high school classes were remote or returning students who studied entirely or significantly via distance last year and in spring 2020.

The president shared a few other updates of recent events and happenings on campus.

While the pandemic feels fragile in many parts of the country, President Christian said that the College had mostly good news to report on COVID-19 management, even though we continue to be cautious. The College has reached 100% compliance with the student vaccine mandate, with 97% vaccinated; and we had to disenroll only seven students who did not comply. And about 80% of employees are vaccinated at this time. The president noted that there is good cooperation with the indoor masking mandate and requirement for unvaccinated to be tested weekly.

For infection rates, the president said the latest weekly positivity rate for 869 on campus tests is 0.34%, and the College's number of active daily cases are generally in the single digits. Our contact tracing efforts indicates zero evidence of in-classroom COVID-19 transmission and the positive cases reported mild to no symptoms and no hospitalizations.

At the start of the semester, President Christian noted that some employees with children were anxious about bringing COVID-19 home from campus to their unvaccinated children. Some of that anxiety is being lessened by recent evidence that unvaccinated children are less vulnerable to contracting COVID-19 than fully vaccinated people over age 65.

The president gathered that all of these factors point to the conclusion it's probably safer being in a SUNY New Paltz classroom than shopping in a local supermarket, and this gives the College optimism of being able to complete an in-person semester and hopefully the entire year. We will continue closely monitoring the numbers.

President Christian shared that SUNY New Paltz recently celebrated the completion of the first-ever major fund-raising campaign (wrapped in June) in the College's history. The campaign raised \$24.7 million, surpassing its original \$23 million goal. The president said that the

Foundation/Office of Development & Alumni Relations has launched a two-year “bridge” campaign focused on fundraising for scholarships as planning begins for the next major comprehensive campaign. The president said he looked forward to being involved in this effort during the current year and passing it on to his successor as a work-in-progress.

President Christian said that he thought the Council was aware of Vice President Marks and his apology surrounding the Sojourner Truth statue. The president and vice president let their enthusiasm for the gift of a Sojourner Truth sculpture lead them to charge ahead without involving others in planning the unveiling of the sculpture and the commemoration of the 50-year anniversary of naming the Sojourner Truth Library. The president said the College has postponed that ceremony until spring. Vice President Marks and others have begun meeting with Black Studies faculty and other individuals and groups to seek input into planning a broadly informed, inclusive educational event.

As our enrollment numbers settle out, President Christian reported that this year’s class of first-year students was larger than even before the pandemic—an encouraging observation as the College begins to tackle its strategic enrollment challenges. Our overall enrollment this fall is down 4.8% compared to last year, owing in large part to higher rates of non-returners and depressed transfer and graduate recruitment figures. These patterns have been observed nationwide and are lingering impacts of the pandemic. The president added that the 4.8% enrollment reduction is less than sister campuses that have reductions in the double digits (20%, 40%, etc.). We can take some heart in our fairly modest declines in enrollment.

President Christian said that the Division of Enrollment Management continues to roll out new strategies to increase new student enrollment. They are trying to generate more applications but more importantly to increase yield -- the portion of accepted students who decide to join the College rather than go elsewhere. The president said these efforts focus on both undergraduate and graduate recruitment. The College is adopting a new platform that will help high school students connect more often with us, help us communicate with prospects and applicants earlier and more regularly, and help us get on the radar screen of students who’ve applied to other institutions – but not us – that have similar program offerings.

The president said that he is pleased to leave a legacy for his successor and for future students in the form of a new “President’s Award for Student Excellence.” This was suggested by leaders in Student Affairs to ensure that we are able to honor graduating New Paltz students who have demonstrated academic excellence as well as outstanding achievement in other areas of their collegiate careers. The president added that the award is not only for those who perform exceptionally in the classroom, but also those who have proven themselves outside the classroom as well. The College intends to present the first of these awards in spring 2022. This award will stand alongside and independent of the Chancellor’s Award for Student Excellence.

President Christian said he enjoyed meeting with current students and their parents and family members at a “Parent and Family Weekend” reception earlier this month. He said that we also held a “New Paltz Generations” ceremony that included a “pinning” of current students by their alumni parents. The president heard enthusiastic praise for campus life this fall, the work of faculty and staff to support and teach students so well, the successful work the campus has been doing to keep COVID-19 under control and the pleasure of being in person and on campus.

The president noted that the College held on-campus alumni reunion activities this past weekend. We know that some alumni chose to take advantage of virtual options for some events and the on-campus presence was lower than we hoped. But the mood and level of engagement were bright, happy and inspiring. The president said that he gave a scaled back version of his “State of the College” address emphasizing key elements of our progress these past dozen years – focused on inspiring confidence and reducing anxiety about the future and about attracting a top-notch next president.

The president said that alumni in attendance seemed especially taken with what he shared about the College’s placement in the latest U.S. News and World report college rankings – climbing to No. 6 from No. 9 among all public universities in the North region; climbing from No. 45 last year to No. 31 this year among all non-doctoral colleges – public and private - in the Northeast; being recognized for the first time for inclusion in the “Most Innovative Schools” category, one of only two SUNYs to appear on this list; and continuing to be included on several other particular lists including:

- Best Value Schools
- Best Colleges for Veterans
- Best Undergraduate Teaching
- Top Performers on Social Mobility
- Best Undergraduate Business Programs and Best Undergraduate Engineering Programs. We were one of the only colleges in SUNY to earn this double distinction)
- Best Graduate Programs in Business (MBA), Fine Arts (MFA), Speech-Language Pathology

President Christian shared that he hoped the College’s progress made alumni proud, and that they also recognized that as our reputation has grown, so has the way the world perceives the value of their New Paltz education.

#### Presidential Search Update:

Mr. Law, who is the chair, said that the presidential search is underway. He noted that the Chancellor met with the search committee earlier this month to charge the group and that all procedures for the search process are outlined by SUNY System, including that the Council must have four members on the committee, among other guidelines. Mr. Law said that the committee includes 18 members. He added that the legal authority for presidential appointments rests with

the Chancellor and SUNY Board of Trustees and that the Council will have input by recommending finalists to the board.

Mr. Law concluded by noting that an advertisement for the position is now published in most higher education publications across country. The committee is hoping to begin reviewing applications after Thanksgiving. For further information, Mr. Law said to review the presidential search website.

#### Budget Update:

See attachment – “College Council” PowerPoint.

Vice President Halstead walked through last year’s initial and realized revenue and expenditure projections for the budget. She said that COVID-19 had impacted the budget and led the College to using about \$2.7 million in reserve funds to close its deficit. The vice president said that this is not too bad, considering what world has been through.

For this year, Vice President Halstead said that it’s too early to give predictions of actual revenue and expenses. For projections, the College has ratcheted down its enrollment prediction from last year because of lower retention. And based on forecasted revenue and enrollment, the College is preparing for the need to spend \$8 million in reserves.

The vice president said that students and the College received funding through multiple stimulus packages this year. Across multiple packages, students received about \$15.8 million in financial aid and the College received just under \$22 million. However, some of that latter funding has restrictions and the amount did not cover the College’s total revenue losses.

President Christian added that the College’s level of direct state taxpayer support has stayed flat for at least the last eight years.

Mr. Law asked if the Foundation could raise funds for brick-and-mortar facilities. Vice President Halstead said to the extent they can raise funds for buildings, it is permissible, but it’s a heavy lift. Vice President Marks said at this time the College doesn’t have donors at that level of capacity.

#### Wrap-Up:

Mr. Basch thanked everyone for participating. He said the next meeting is scheduled for November 17, at 3 p.m.

Mr. Basch adjourned the meeting at 4:41 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Richard Winters". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Richard Winters  
Director of Community and Government Relations



## **Capital Construction Update for College Council – October 2021**

### **Facilities Design & Construction**

2 Campus Architects & 3 Project Managers (1 to soon retire)  
1 Capital Project Coordinator & 1 Contract Administrator  
Campus Engineer (advertised now)  
Assistant Director/Campus Architect (vacant) & AVP Facilities Management (vacant)

Partner agencies & primary partner departments on campus – DASNY, SUCF, Facilities Operations, Sustainability, Environmental Health & Safety, Office of Emergency Management, Information Technologies, Residence Life, and Purchasing

### **Project Types**

#### **RESIDENCE HALL PROJECTS**

DASNY (Dormitory Authority of the State of New York) Projects – Studies, larger scale renovations and new buildings using bonded money that is paid back with student room rents, administered by DASNY staff and assisted by Campus staff

Campus Let Projects – smaller renovations, upgrades (finishes & IT) and repairs using campus monies from student room rents and allocations, administered by Campus staff including design & bidding

#### **ACADEMIC, ADMINISTRATION & SITE PROJECTS**

SUCF (State University Construction Fund) Projects – Studies, larger scale renovations and new construction using capital money from state allocations, administered by SUCF staff and assisted by Campus staff

Campus Let Projects – varied size projects (from equipment replacements to new buildings), upgrades and repairs using capital monies but administered fully by Campus staff including in-house or outside consultant design, bidding and construction administration

CAMPUS STANDARDS & PHYSICAL SPACE INVENTORY UPDATING (Campus & SUNY System Administration)

### **Construction during the Pandemic**

Challenges during the pandemic included funding, safe work protocols, material shortages and delivery delays, workforce/labor shortages, and workers falling sick and others needing to then isolate affected progress.

### **Energy Savings and Carbon Reduction**

Climate Leadership & Community Protection Act (CLCPA) & EO166 – NYS goal of 85% reduction of state greenhouse gas emission by 2050 – with every new or renovation project, and initiative-specific projects

BuildSmart 2025 Tracking – Office of Capital Facilities & New York Power Authority (NYPA)

Clean Energy Master Plan – SUCF and New York State Energy Research & Development Authority (NYSERDA)

### **LEED CERTIFICATIONS EARNED SINCE 2018**

Wooster Hall (Renovation) - GOLD 2018  
Minnewaska Hall (Renovation) - GOLD 2019  
Engineering Innovation Hub (New Building) - GOLD 2020  
Science Hall (New Building) - SILVER 2021



### PROJECTS RECENTLY COMPLETED

Student Union Building 4th floor Renovation & Roof Replacement (SUCF) - \$6.3M

[https://www.youtube.com/watch?v=Vg44Kw0I\\_Y0](https://www.youtube.com/watch?v=Vg44Kw0I_Y0)



WFNP The Edge Radio Station



Meditation & Prayer Room

Lecture Center Mechanical Upgrades and Lobby Renovations (SUCF) - \$8.3M



Lecture Center South Lobby

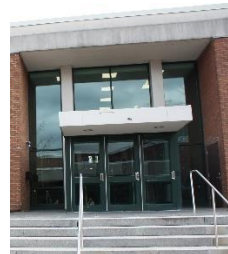


Before

Vestibules at CSB, SUB & HAB and VH Annex roof & window upgrades (SUCF) - \$3.6M



Coykendall Science Building West Entrance Vestibule



Before

**PROJECTS RECENTLY COMPLETED**

Haggerty Administration Building - North Steps & ADA Ramp Railings (Campus Let) - \$220K



Main Entrance Ramp Railing & New Steps to Parking Lot



Before

Parker Theatre ADA Improvements – ground floor (Campus Let) - \$50K

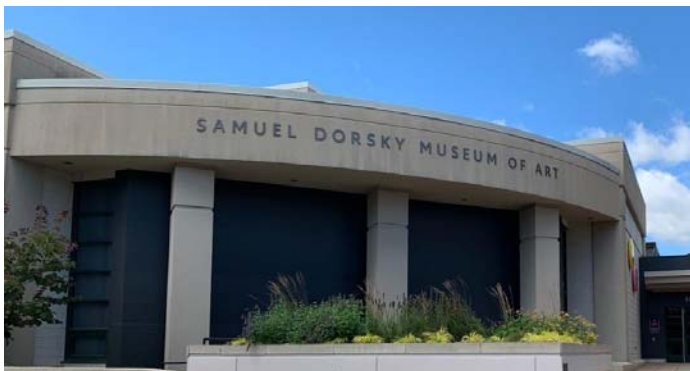


Inside corridor door to Dance Studio 103



Outside 103 Before

Dorsky Museum Wayfinding Signs – exterior signs (Campus Let) - \$50K



New Lettering on Dorsky Museum



Before

### PROJECTS RECENTLY COMPLETED

#### Paving – Southside Loop (Campus Let) - \$385K



New paving, curbs, ADA ramps and improved crosswalks



Before

#### Main Entrance Steps Replacement (Campus Let) - \$345K



New granite steps and railings at the Main Entry Plaza

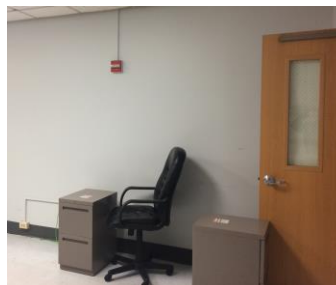


Before

#### Scholar's Mentorship Program move to Student Union (Campus Let) - \$280K



New SMP Student Lounge Space



Before

#### IT Study (SUCF) \$215K – will inform future infrastructure & building level upgrades



**PROJECTS IN CONSTRUCTION**

Fine Arts Building Facade (SUCF) \$4.9M – to be completed Winter 2021-22



Currently in construction



Before

Bouton Residence Hall Bathrooms remodel (DASNY) \$5M – to be completed November 2021



New Single Use All Gender  
Bath/Shower rooms



Before – group-style bath/shower rooms

Contemplative Space (Campus Let) \$240K – due to be complete in November 2021



Architect's Rendering



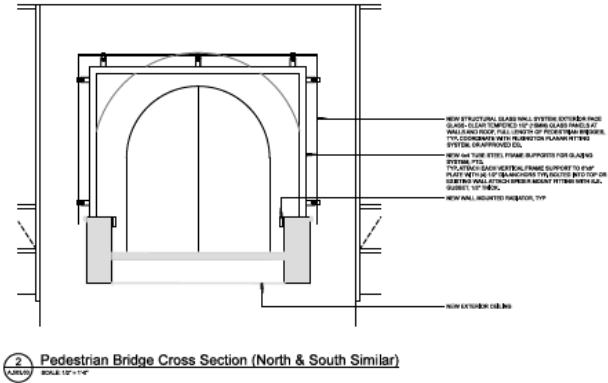
Currently in construction

## PROJECTS IN CONSTRUCTION

Lecture Center Bridges (SUCF) \$1.6M - complete by December 2021



Former rounded acrylic enclosure at bridges



2 Pedestrian Bridge Cross Section (North & South Similar)  
SCALE: 1/8" = 1'-0"

New square-shaped glass enclosure at bridges

Condenser Water Piping Replacement – Student Union Building, Coykendall Science Building, & Old Main (Campus Let) \$2.6M – construction to be completed May 2022



Old condensate pipes scaling



Scale collected from old condensate pipes

**PROJECTS TO START IN CONSTRUCTION IN SPRING 2022**

Awosting Hall Renovation & 4<sup>th</sup> Floor Addition (DASNY) \$31M – May '22 through August '23



Awosting Hall North Elevation rendering by Architecture +

Academic Roof Replacements – Faculty Office Building and Smiley Art Building / College Theatre / Dorsky Museum Complex (SUCF) \$4.4M – spring through fall 2022



Replacing old and failing roofing

Old Main Masonry exterior steps & ramps repair (SUCF) \$1.1M – 2 phases, Spring '22 - Fall '23



Failing masonry work at exterior stairs



Jacobsen Faculty Tower window replacements (SUCF) \$6M – 4 phases, Spring '22 – Winter '23



## PROJECTS OUT TO BID

### Campus-wide Exterior Sign Replacement (Campus Let) \$900K – construction 2022

#### Exterior Wayfinding Sign Array

The wayfinding sign family at-a-glance



### South Turf Field Site Work for ADA access & Bleachers (Campus Let) - \$250K – construction 2022



Adding ADA accessible bleachers to the East Side of the South Turf Field

**PROJECTS IN DESIGN**

Rehab various stairs, ramps & Courtyard (SUCF) \$4.8M – design just started, construction 2023



The courtyard looking West



Existing Stairs between Scudder & Capen Halls

Elevator Rehabs campus wide (SUCF) \$6.3M – 6 buildings, 11 elevators, to be phased '23-'26



Old worn out elevator cabs



Antiquated elevator equipment

Water-Sewer Study (SUCF) \$675K-will inform other campus-wide infrastructure projects when complete in Spring '22, will deliver an up-to-date campus map with all utilities and structures

CHP Makeup Tank (SUCF) \$1.3M - design almost complete, construction summer 2022

Paving 2022 (Campus Let) \$500K – Pond Road from Southside Loop to HAB Parking Lot

HVAC & Controls for Esopus & Lenape Halls (DASNY) \$100K – phased construction summers '22 & '23

Ridgeview Hall Condensation Issues (DASNY) \$50K – construction over Winter '21-'22



**PROJECTS GOING INTO DESIGN**

College Hall Rehab Program & Schematic Design (SUCF) \$4.4M - consultant selection December 2021



ADA accessibility investigation

All Academic Use option

Plans shown from 2017 Feasibility Study by JMZ Architects

Student Union Building 3rd Floor & Multi-Purpose Room Renovation (SUCF) \$7M – design starts Nov ‘21, construction 2023

Peregrine Dining Hall Renovation (SUCF) \$21M – applied for matching grant



Renovation to include passenger elevator, upgraded MEPs and exterior envelope upgrades for energy efficiencies

**PROJECTS REMAINING FROM FORMER CAPITAL PROJECT REQUEST LIST**

Elting Gym Renovation

Haggerty Building Medium Renovation

Arts & Science Quad Renovation

Old Library Renovation

Central Heating Plant Upgrades (started, but more projects forthcoming)

Utilities Upgrades – water, sewer, IT

**ONGOING PROJECTS** – ACM Abatement, ADA Improvements and Health/Safety Initiatives

**NEW PRIORITY INITIATIVES** - Carbon Neutrality Projects that will come from the Clean Energy Master Plan

**END OF PRESENTATION**

Megan Smailer, RA, Director–Facilities Design & Construction

# College Council

October 21, 2021

Presented by:

Michele Halstead, Vice President for Administration & Finance

**FY 20-21 Status of Core Instructional Budget**  
**September 16, 2021**

**REVENUE**

	<b><u>Budget</u></b>	<b><u>Actual Revenue</u></b>	<b><u>Over/under</u></b>
Fall Tuition & Fees	\$ 25,588,756	\$ 23,612,007	\$ (1,976,749)
Spring Tuition & Fees	\$ 24,171,309	\$ 22,820,417	\$ (1,350,892)
<b>Total Funds Generated by Campus Activities</b>	<b>\$ 49,760,065</b>	<b>\$ 46,432,423</b>	<b>\$ (3,327,641)</b>
State Support	\$ 15,994,300	\$ 15,302,913	\$ (691,387)
<b>Total Revenue</b>	<b>\$ 65,754,365</b>	<b>\$ 61,735,336</b>	<b>\$ (4,019,028)</b>

★ 5% reduction

**EXPENDITURES**

	<b><u>Initial Budget</u></b>	<b><u>Year to Date Expenditure</u></b>	<b><u>Over/under</u></b>
Personal Service	\$ 57,538,713	\$ 55,808,023	\$ 1,730,690
Temporary Service	\$ 5,362,869	\$ 4,281,949	\$ 1,080,920
Utilities	\$ 2,596,600	\$ 1,971,700	\$ 624,900
Supplies, Travel, Contracts & Equipment	\$ 3,347,573	\$ 2,401,001	\$ 946,572
<b>Total Expenditures</b>	<b>\$ 68,845,755</b>	<b>\$ 64,462,672</b>	<b>\$ 4,383,083</b>
<b>Projected Deficit (use of reserves)</b>	<b>\$ (3,091,390)</b>	<b>\$ (2,727,336)</b>	
<b>***retroactive payments for CSEA and UPD hit in 20-21 but not UUP***</b>			

\*\*\*Fiscal year 19-20 total expenditures were \$67.4M

<b>FY 21-22 Status of Core Instructional Budget</b>	
<b>Initial</b>	
<b><u>REVENUE</u></b>	
	<b><u>Budget</u></b>
Fall Tuition & Fees	\$ 24,239,535
Spring Tuition & Fees	\$ 22,776,764
<b>Total Funds Generated by Campus Activities</b>	<b>\$ 47,016,300</b>
State Support	\$ 15,994,300
<b>Total Revenue</b>	<b>\$ 63,010,600</b>
<b><u>EXPENDITURES</u></b>	
	<b><u>Initial Budget</u></b>
Personal Service	\$ 58,969,156
Temporary Service	\$ 5,472,778
Utilities	\$ 2,596,600
Supplies, Travel, Contracts & Equipment	\$ 4,116,674
<b>Total Expenditures</b>	<b>\$ 71,155,208</b>
<b>Projected Deficit (use of reserves)</b>	<b>\$ (8,144,608)</b>

# Stimulus vs Revenue Losses

## Summary of Federal Stimulus Funds

<u>Funding Source</u>	<u>Date Received</u>	<u>Student</u>	<u>Institutional</u>	<u>Total</u>
CARES	Summer 2020	\$ 3,268,704	\$ 3,268,703	\$ 6,537,407
CARES supplemental	Summer 2020		\$ 320,986	\$ 320,986
CARES distribution 3	January 2021		\$ 3,761	\$ 3,761
CRRSAA (HEERF II)	Spring 2021	\$ 3,268,704	\$ 7,553,260	\$ 10,821,964
CRRSAA (HEERF II) supplemental	Spring 2021		\$ 462,466	\$ 462,466
ARP *	TBD	\$ 9,322,339	\$ 9,508,395	\$ 18,830,734
ARP Supplemental *	TBD		\$ 847,668	\$ 847,668
			\$ -	
		\$ 15,859,747	\$ 21,965,239	<b>37,824,986</b>

Note: ARP Funding not yet received and Institutional funding has restrictions:

5% mental health

22.5% evidence-based practices to thwart pandemic (HVAC/IT/etc.)

2.5% student need beyond 21-22

70% revenue losses

## Summary of Revenue Losses (not final)

<u>Semester</u>	<u>Room Rent</u>	<u>Fees</u>	<u>Tuition</u>	<u>State Support</u>	<u>Total</u>
spring 2020	5,980,938	777,163	-		6,758,101
fall 2020	5,418,474	816,379	1,976,749		8,211,602
spring 2021	6,140,554		1,350,892	691,400	8,182,846
	17,539,966	1,593,542	3,327,641	691,400	<b>23,152,549</b>

# Questions?