### SCENARIO: BEST GUESS CASE

#### 2020-2021 PROJECTION

#### ASSUMPTIONS

1. Enrollment FYE % Change
2. Enrollment FYE
3. Tuition Rate % Change
4. Tuition Rate
5. Appropriation % Change
6. Salary % Change (FY)
7. Benefits % Change (CY)
8. Non-Salary % Change (FY)
9. Utilities % Change (FY)

#### REVENUE

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>STATE APPROPRIATION</td>
<td>$21,981,668</td>
</tr>
<tr>
<td>TUITION</td>
<td>$18,514,856</td>
</tr>
<tr>
<td>CARES ACT GRANT</td>
<td>$2,290,260</td>
</tr>
<tr>
<td>FEE REVENUE</td>
<td>$1,394,113</td>
</tr>
<tr>
<td>OTHER REVENUE</td>
<td>$796,474</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$44,977,371</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONNEL</td>
<td>$37,004,294</td>
</tr>
<tr>
<td>SABBATICALS</td>
<td>$407,617</td>
</tr>
<tr>
<td>RETIREE INSURANCE/SEVERENCE</td>
<td>$510,000</td>
</tr>
<tr>
<td>UNEMPLOYMENT</td>
<td>$160,000</td>
</tr>
<tr>
<td><strong>TOTAL PERSONNEL</strong></td>
<td><strong>$38,081,910</strong></td>
</tr>
<tr>
<td>NON-PERSONNEL</td>
<td>$5,813,746</td>
</tr>
<tr>
<td>EQUIPMENT</td>
<td>$400,000</td>
</tr>
<tr>
<td>FACULTY PROFESSIONAL DEVELOPMENT</td>
<td>$72,360</td>
</tr>
<tr>
<td>TUITION WAIVER</td>
<td>$60,000</td>
</tr>
<tr>
<td>DEBT SERVICE</td>
<td>$1,144,750</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>REPAIR AND REPLACEMENT</td>
<td>$328,871</td>
</tr>
<tr>
<td><strong>TOTAL NON-PERSONNEL</strong></td>
<td><strong>$9,119,727</strong></td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$47,201,637</strong></td>
</tr>
</tbody>
</table>

#### REVENUE - EXPENSES

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE - EXPENSES</strong></td>
<td><strong>($2,224,266)</strong></td>
</tr>
</tbody>
</table>

Recommendations to Offset Deficit:
- Align Instructional Costs with Enrollment Projection: $1,026,921
- Reduction in Personnel Due To Vacancies: $500,000
- Freeze Equipment Budget: $400,000
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freeze Non Essential Travel and Professional Dev</td>
<td>$200,000</td>
</tr>
<tr>
<td>Disallow Food Expenses for FY21</td>
<td>$40,000</td>
</tr>
<tr>
<td>Reduction in Administrative Expenses</td>
<td>$167,500</td>
</tr>
<tr>
<td>Reduction in Perkins Funding</td>
<td>($110,155)</td>
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<tr>
<td>Surplus/Deficit</td>
<td>$0</td>
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</tbody>
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