SAINT LOUIS UNIVERSITY

President’s Report

2021
Momentum

From the Latin, *movimentum*: “to move”

Merriam-Webster Dictionary: “strength or force gained by motion or by a series of events”

I am fond of the word “momentum.” It is essential for achieving an aspirational level of success. By putting the right actions into motion, excellence will follow. And by all measures, Saint Louis University’s great momentum led to our many successes this past year.

These successes are possible solely because the entire SLU community pulled together, pitched in, sacrificed and recommitted themselves to the greater good. One example is that classes began this fall with more than 96% of students, faculty and staff fully vaccinated and wearing masks indoors. That allows us to be safely together working to reach our vision “to be a global Jesuit university that is mission-focused, student- and patient-centered, and research-driven, working with the people of St. Louis to reimagine, transform and unify our city.”

We call our combined efforts OneSLU, and as OneSLU, Saint Louis University is on the move. We have momentum. And I am pleased to share with you some of the exciting accomplishments of 2021.

Higher purpose. Greater good.

Fred P. Pestello, Ph.D.
President

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President
addressing the many challenges presented by COVID-19 was the top priority in 2021. Saint Louis University successfully wrapped up its 2020-21 academic year with mostly in-person classes, entirely in-person labs and 3,500 students living on campus. But how was SLU able to keep its campus open at a time when other colleges across the country were being forced to shelter in place, suspend in-person classes or move completely online?

University leadership made the decision early in the crisis to engage SLU’s medical, public health and disaster preparedness experts to lead the University’s response as a team. That academic year 2020-21 response included:

- Random asymptomatic testing of 10% of on-campus students each week
- A rapid response contact tracing program, with quarantine and isolation housing on campus
- State approval to administer thousands of doses of COVID-19 vaccines on campus
- An online COVID-19 dashboard that was updated twice weekly
- More than 150 campus updates sent to the SLU community

Success in the Most Challenging Year

Hundreds of SLU students volunteered to assist with testing, contact tracing, vaccinations and delivering meals to those students in quarantine or isolation housing. Additionally, the percentage of all students testing positive for COVID-19 was far below that of the city of St. Louis and surrounding areas.

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These efforts were named OneSLU, a phrase that was adopted across all SLU campuses as a shared commitment to care for the entire Saint Louis University community. For the fall 2021 semester, SLU was early to announce a requirement that all students, faculty and staff be vaccinated or receive a medical or religious exemption.

- Of students, faculty and staff fully vaccinated for the fall 2021 semester: 96+%
- Documented cases of disease transmission in classrooms and labs: 0
- People vaccinated by SLU on campus and in the community: 13,608
- COVID-19 tests administered on campus: 22,093
Commitment to Academic Excellence

LU faculty members are known for their commitment to their students, and that dedication shone brightly during the faculty’s transition to both in-person and virtual teaching during the 2020-21 academic year. Though hybrid offerings were available, 75% of classes and 100% of labs were taught in person. And by the fall 2021 semester, nearly all undergraduate classes were taught in person.

That commitment to in-person learning is led by Michael Lewis, Ph.D., who was named SLU's permanent provost in February 2022. Lewis had been interim provost since July 2020, and his SLU career goes back to 2004, when he joined the chemistry faculty. One of his top priorities is developing a new academic strategic plan to further enhance SLU's educational excellence.

Some enhancements, though, started in the fall, when SLU became just the fourth Jesuit university in the country to formally establish a Department of African American Studies. Christopher Tinson, Ph.D., leads the new department, which has more autonomy to hire its own faculty, grant tenure, set curricula and establish graduate-level programs.

Another academic innovation in 2021 was the creation of a new program to assist SLU’s Pell-eligible, first-generation and disabled students in meeting the academic and social challenges of college. The program SOAR (Students’ Opportunity for Achievement and Resources) is part of the University’s commitment to attract and retain underrepresented students.

And once again in 2021, SLU’s academic programs were recognized among the best in the country. Saint Louis University’s continued recognition as one of the country’s “Best Value” universities is especially important as students and families choose the right school for them.

“I have been a member of the SLU community for nearly 17 years, and I know the amazing capabilities of our faculty and staff.”
— Michael Lewis, Ph.D., Provost

Best Value School

Research Institute Helps Boost Research Growth

In 2021, 60 researchers from 20 departments were working on COVID-19 projects. As part of a record-setting $50 million gift from Dr. Jeanne and Rex Sinquefield, the Saint Louis University Research Institute launched a rapid-response COVID-19 Seed Fund to support many of these projects, including:

- Improving antibody response
- Studying the evolution and function of COVID-19
- Using 3D printers to develop customized masks for hospital health care workers
- Health misinformation, media exposure, uncertainty and anxiety during the pandemic
- Gambling addiction during COVID-19

In addition, the SLU Center for Vaccine Development is home to one of only 10 federally funded Vaccine Treatment and Evaluation Units (VTEUs); the center tested multiple treatments and vaccines during the COVID-19 pandemic, including the Moderna and Johnson & Johnson/Janssen vaccines.

While COVID-related research remains a top priority, Saint Louis University is committed to research growth across a wide array of academic areas. Thanks to support from the SLU Research Institute, faculty at SLU have launched six new research centers and institutes: The Geospatial Institute at SLU (GeoSLU); the Water Access, Technology, Environment and Resources (WATER) Institute; the Advanced HEA1th Data (AHEAD) Institute; the Institute for Healing Justice and Equity; the Institute for Drug and Biotherapeutic Innovation; and the Center for Additive Manufacturing (SLUCAM).

$12.5 million
National Science Foundation funding to the Donald Danforth Plant Science Center for the New Roots for Restoration Biology Integration Institute to be led by SLU biology professor Allison Miller, Ph.D.

$5M
Grant awarded to SLU to train Department of Defense and National Geospatial-Intelligence Agency workforces to meet the increasing need of the geospatial industry and federal intelligence agencies.

$14.4M
Grant revenue received for infectious diseases research at SLU, an increase of $7.7 million from 2020.

$53M
External research expenditures at SLU in 2021, up 15% from 2020.
The largest fundraising campaign in SLU’s 203-year history is closing in on its $500 million goal, already setting a record for the most campaign dollars ever raised at the University.

Accelerating Excellence: The Campaign for Saint Louis University has raised $490.5 million as of Oct. 31, 2021, with eight months left in the campaign.

“That we received this level of support during such a challenging time speaks to the commitment of our alumni and other partners who want to ensure that the University continues to grow and thrive in the years ahead. I thank each of them for their ongoing support,” said University President Fred P. Pestello, Ph.D.

SLU raised $71 million during the 2020-21 fiscal year, making it the University’s third-largest fundraising year ever. The first- and second-largest fundraising years also happened during the campaign, in fiscal years 2018 and 2019.

While all of the campaign’s priorities succeeded during 2021, it is especially noteworthy that more than $8 million was raised for student scholarships, which will help SLU attract and retain outstanding students from St. Louis and across the country.

Pestello and Development Vice President Sheila Manion gave special thanks to the campaign’s co-chairs, alumni and trustees Richard Chaifetz, Psy.D., and Rex Sinquefield, who, in addition to leading the campaign, have given two of the largest gifts in University history.

Historic Giving Sets Records

2021 Fiscal Year Results

$71M in gifts and pledges

15K donors

14 gifts of $1 million or more

3 gifts of $5 million or more

$8M raised for student scholarships

CAMPAIGN PRIORITIES

› Academic Excellence
› Scholarships
› Health Sciences
› Business Education
› Athletics

$490,572,325

Raised for the Accelerating Excellence Campaign as of Oct. 31, 2021
More Students at All Levels Choosing SLU

In fall 2021, SLU welcomed the second-largest freshman class in University history, and total student enrollment was the highest since fall 2016. The percentage of freshman students of color grew to 22.1%, as the University stepped up efforts to advance inclusive excellence on campus. The percentage of freshmen receiving Pell Grants was the largest in University history.

To further improve access to a Saint Louis University education, SLU is standardized-test-optional for all incoming freshmen for the second consecutive year. In fact, more than 50% of students who enrolled in fall 2021 chose not to submit test scores.

SLU’s ability to remain open, teach a majority of classes in person, and house 3,500 students on campus during the 2020-21 academic year fostered confidence with students and parents who were reassured that the University would be just as safe for students during 2021-22. Such confidence led to increased applications. In fact, total applications for undergraduate, graduate and professional programs were all up substantially from the prior fall, ultimately enrolling students from all 50 states and more than 70 foreign countries.

Again this year, SLU’s average student debt ranked among the lowest for all private institutions in the country, and nearly 40% of SLU students graduate with no student loan debt.
On Juneteenth 2021, Jonathan Smith, Ph.D., SLU’s respected and beloved inaugural vice president for diversity and community engagement, died suddenly at age 61 following a stroke. An outstanding teacher and mentor, Dr. Smith led the creation of initiatives and outreach that will have a lasting impact on diversity, equity and inclusion at SLU. Some of those initiatives included championing a Board of Trustees Diversity, Equity and Inclusion Committee, and recognizing Juneteenth as an official University holiday for the first time.

University President Fred P. Pestello, Ph.D., prioritized advancing diversity, equity and inclusion initiatives across the University and in the St. Louis community. Thus, significant progress was made toward furthering the Clock Tower Accords—a 13-point agreement that serves as a blueprint for advancing diversity, equity and inclusion on campus. This progress was highlighted during a week of programming commemorating the seventh anniversary of the October 2014 occupation of SLU’s iconic clock tower plaza during protests surrounding the local police shootings of Michael Brown and VonDerrit Myers Jr.

Dr. Smith’s work continues under the leadership of Interim Vice President Amber Johnson, Ph.D., who is committed to eliminating barriers and creating pathways to inclusive excellence. These include:

- Defining inclusive excellence at SLU that is mission-driven, innovative and cutting edge.
- Establishing campus-wide solutions that bring about cultural and structural transformation.
- Launching initiatives that repair and prevent harm such as The Good Neighbor Initiative, comprehensive and qualitative research on institutional equity, and the establishment of a community resource center in a now-closed public-school building.
- Campus-wide healing and training in groundbreaking approaches to healing justice, radical inclusion and humanized equity.

“Jonathan was a visionary. He was the man who brought all of our ideas to life. Now it’s our turn to give his ideas life and to make sure what he wanted to see happens.”

— AMBER JOHNSON, Ph.D., INTERIM VICE PRESIDENT FOR DIVERSITY AND COMMUNITY ENGAGEMENT

22.9% Of freshmen received Pell Grants, the highest percentage in SLU history

22.1% Freshman students of color, up 5.3% from fall 2020
Return of the Global Experience

LU’s Madrid, Spain, campus — the American university in Spain — returned to a fully in-person experience in fall 2021 after implementing hybrid programming during the previous academic year due to COVID-19. The virus had limited the ability of students — both from SLU and dozens of other colleges and universities — to study abroad in Madrid and throughout Europe.

However, at the start of the 2021-22 academic year, enrollment at the Madrid Campus showed significant growth year-over-year, building on a nearly 55-year tradition of academic excellence and welcoming students from more than 50 countries. The campus, which was established in 1967, typically enrolls approximately 900 students per semester — roughly 500 of whom are studying abroad and roughly 400 of whom are permanent students who are completing their degrees in Spain.

Offering students the opportunity for a global experience has always been a cornerstone of a SLU education. But with the spread of COVID-19 varying from country to country, in fall 2021 SLU recommended the Madrid Campus as students’ primary study abroad location due to its strong health and safety protocols.

Back in St. Louis, the number of new international freshmen rebounded in fall 2021, after a COVID-19-impacted fall 2020, during which many international students could not get visas to come to the United States.

“Our American, English-speaking identity distinguishes us. We’re offering liberal arts, quality classes, small classes, engaged classes, continuous assessment — in other words, we’re offering a kind of education that’s not readily accessible outside of the United States.”

— PAUL VITA, PH.D., DIRECTOR AND ACADEMIC DEAN OF SAINT LOUIS UNIVERSITY - MADRID

MADRID FACTS

15 + 2
15 undergraduate and 2 graduate degrees

200
Accredited courses taught each semester

100+
Faculty members, plus dedicated staff, academic support services and wellness resources
As a Catholic, Jesuit institution, SLU’s mission is at the forefront of every decision and initiative. The first line of SLU’s mission statement says: “The mission of Saint Louis University is the pursuit of truth for the greater glory of God and for the service of humanity.”

SLU welcomes students, faculty and staff of all faiths, traditions and practices and encourages them to explore and deepen their faith lives.

Leading that ecumenical approach are the approximately 50 Jesuit priests and Jesuits in formation who teach, study and minister at SLU — more members of the Society of Jesus than at many other Jesuit universities.

In April, SLU broke ground on a campus Jesuit Center that will have 20 bedrooms for SLU Jesuits and five for guests. It will also have a chapel, dining space and meeting rooms for enhanced interaction between the Jesuits and the wider SLU community.

Inspired by the Jesuit call to be men and women for and with others, SLU is continually recognized as one of the nation’s top universities for community service. The Princeton Review ranks SLU as the country’s No. 2 school for community service and places SLU 10th on the list of the best private schools for making an impact. In fact, SLU has more than 30 student organizations that are primarily focused on community service.

Even in a year affected by COVID-19, more than 69% of SLU students engaged in community service. What’s even more remarkable is that it happened when volunteer rates were down nationally by 66%.

SLU’s own Campus Kitchen, which makes and delivers nutritious meals to the underserved in St. Louis, never stopped operating and delivered nearly 24,000 meals during academic year 2020-21.

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Living Our Jesuit Mission

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800
Approximate number of students of all faiths who attend Sunday evening Mass each week

500+
People who participate in Campus Ministry retreats each year

43,000
Pounds of food donated to SLU’s Campus Kitchen in 2021

2
National ranking for community service by The Princeton Review

665,000
Estimated total service hours completed by students in academic-year 2020-21

18
Grants of $1,000 each awarded to student groups for projects to benefit the community
Leading the Revitalization of Midtown

Saint Louis University is the anchor of the Midtown area of St. Louis, where more urban development is taking place than almost any other part of the region.

The catalyst for much of this urban renewal is the St. Louis Midtown Redevelopment Corporation, formed by SLU and SSM Health — the master developers for more than 400 acres around the University.

More than $700 million in housing, retail and business projects are completed, underway or planned in this area. Summer 2021 saw the opening of City Foundry STL, a former manufacturing site converted to a giant food hall, along with office space, a movie theater and a grocery store — all just a block from SLU’s North Campus.

In October, plans were unveiled for a new development that will include a 70,000-square-foot Target store and luxury apartments on land close to SLU’s Medical Center and SSM Health Saint Louis University Hospital. For SLU, this $60 million signature development which will serve the entire SLU community as well as our neighbors, is the kind of transformational urban project that was envisioned when the redevelopment district was approved by the city of St. Louis.

As important, SLU has worked with a residential neighborhood within the redevelopment district to build more than 40 new homes on what had been vacant properties. SLU asked the neighborhood residents to take the lead in reviewing housing development proposals and selecting the winners.

The University’s efforts to revitalize its neighborhood are getting noticed. In 2021, SLU was honored for its commitment to using minority- and women-owned construction firms in all of its redevelopment projects.

“We have been in St. Louis for more than 200 years, and we are investing in the future of our city with our neighbors.”

— DAVID HEIMBURGER, SLU VICE PRESIDENT AND CFO

PROJECTS INCLUDE

1,182
Apartment units

41 + 12
41 homes and 12 condos

153
Hotel rooms

548,000sf
Of commercial space

160,000sf
Of office space

$700 million
Total value of all redevelopment projects to be completed by 2023.
Growing an Amazing Campus

During the tenure of SLU President Fred P. Pestello, Ph.D., SLU has seen many much-needed campus renovations and building projects that enhance the on-campus experience for students, patients, faculty and staff.

In addition to the recent campus additions of several new structures — two residence halls, the Interdisciplinary Science and Engineering Building and the construction by SSM Health of Saint Louis University Hospital and the SLUCare Center for Specialized Medicine — 2021 saw more construction projects get underway.

As is fitting for SLU’s status as a leader in geospatial education and research, renovations were made to a building in the heart of campus to bring the academic geospatial program in the same space with SLU’s new, research-focused Geospatial Institute, which already has been awarded nearly $10 million in research and training grants.

Outdoors, the amphitheater next to SLU’s iconic clock tower was expanded this year to provide even more gathering and event space for students. In October, the amphitheater was dedicated in honor and memory of SLU’s first vice president for diversity and community engagement, the late Jonathan Smith, Ph.D., who was a champion of diversity, equity and inclusion.

In addition, several construction and renovation projects are in process. These include a nearly 8,000-square-foot renovation of the School of Medicine’s Learning Resource Center to provide advanced active learning spaces, which will provide for enhanced collaboration, simulations and flipped classrooms. The project will be completed in spring 2022.

127 Buildings on St. Louis campus

292 Campus acres in Midtown St. Louis

12 SLU’s national ranking as a “Green Power Partner” by the U.S. Environmental Protection Agency

LEED-certified

The new Interdisciplinary Science and Engineering Building and the forthcoming Jesuit Center
On the Forefront of Patient Care

LUCare Physician Group is the academic medical practice of Saint Louis University and features more than 600 physicians who also are faculty members in the SLU School of Medicine—the oldest medical school west of the Mississippi River.

After transitioning many non-critical appointments to virtual visits as COVID-19 cases grew dramatically in 2020 and into 2021, SLUCare, following CDC guidance, returned to mostly in-person patient visits by spring 2021. The practice saw patient visits and procedures and revenue increase in fiscal year 2021.

SLUCare researchers also developed a national blueprint, promoted by the American College of Surgeons, for restarting elective surgeries during COVID-19.

SLUCare has an academic affiliation agreement with its Catholic hospital partner SSM Health, which operates eight hospitals in the greater St. Louis area, including Saint Louis University Hospital and Cardinal Glennon Children’s Hospital. SLUCare physicians and health care providers perform surgeries and other procedures at these facilities.

The practice now has more than 30 clinic locations in St. Louis and western Illinois, with its primary location in the new Center for Specialized Medicine right next to the new SSM Health Saint Louis University Hospital. The state-of-the-art CSM is equipped with the newest and most technologically advanced medical treatment equipment and facilities anywhere.

97
Physicians listed in the annual St. Louis Magazine “Top Docs” issue

600+
Health care professionals in 56 specialties

33
Clinic locations

1.5M
Visits to slucare.edu in fiscal year 2021
Expanding Alumni Outreach and Support

In 2021, alumni engagement events continued to be primarily virtual, with more than 90 events and 15,000 registrants since the pandemic began. These included:

- The School of Social Work’s 90th Anniversary Celebration
- The St. Louis Literary Award presentation to author Michael Chabon, hosted by St. Louis native and Emmy Award-winning actor Jon Hamm
- Virtual regional events highlighting venues in specific cities across the country

One major in-person alumni event was the long-awaited commencement ceremony for the Class of 2020, held on campus on Aug 7, 2021. Honoring the 2020 graduates was a priority for University President Fred P. Pestello, Ph.D., and SLU’s recent alumni, who had seen their ceremony upended by the pandemic. More than 3,000 people participated in the three days of events that culminated with the graduation ceremony, during which 2020 graduates finally had their moment to walk across the stage.

Due to the rise of the COVID-19 delta variant, the annual September Homecoming and Family Weekend was scaled back, but outdoor events, including a tailgate party, soccer game and fireworks, allowed alumni to celebrate together safely.

Saint Louis University’s commitment to preparing SLU alumni for successful careers begins before students ever graduate. For fiscal year 2021, there were nearly 2,000 unique Career Services counselor student appointments (10.8% of all students). Fifty percent of the appointments were with seniors and graduate students. In addition, nearly 3,900 new employers, 48,000 new jobs and 16,000 new internships were added to the campus job database.
Building on a Winning Tradition

Due to the COVID-19 pandemic, SLU student-athletes and coaches had an incredibly busy spring 2021. That’s because SLU’s conference, the Atlantic 10, moved fall sports to the spring — resulting in all of SLU’s 18 Division 1 athletics teams completing their seasons between January and June. During that time, SLU teams were involved in 219 regular-season contests, the most of any A-10 program with similar sports.

In fall 2021, the women’s soccer team captured its fourth straight A-10 regular season and tournament titles, becoming the first women’s soccer team in conference history to achieve that four-peat. The team advanced to the NCAA Women’s Soccer Championship, marking its fourth consecutive appearance. The men’s soccer team won the A-10 regular season title undefeated and were nationally ranked.

And, for the first time ever, SLU sent both its men’s (NIT) and women’s (WNIT) basketball teams to postseason play.

In October, SLU announced the construction of the new O’Loughlin Family Champions Center. The 25,000-square-foot facility will be built on the northwest end of the Chaifetz Arena complex and will be 100% privately funded. The center will serve all 18 varsity sports as well as other student groups, and it will house offices for academic support, nutritional support, sports psychology services, spiritual development programming, individual sport operations centers and technology suites.

Construction also is underway on a new 5,000-square-foot athletic facility that will be home to men’s and women’s soccer locker rooms, a soccer sports medicine facility and a conference room overlooking Hermann Stadium. The project should be completed in time for the 2022 spring season.
Saint Louis University expanded its already strong financial position in fiscal year 2021. SLU achieved all-time highs in total assets and endowment assets, with total assets growing by 12.7%, and the endowment growing 27.3% from fiscal year 2020.

In addition, the University maintained its external Moody’s (A1) and S&P’s (AA-) credit ratings even in the COVID-challenged fiscal year, placing SLU among the top Jesuit colleges and universities’ credit ratings.

### A Financially Strong University

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### Total Assets (As of June 30 of the listed year, 000’s omitted)

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<th>Year</th>
<th>Cash and cash equivalents</th>
<th>Accounts Receivable, Net</th>
<th>Prepaid Expenses</th>
<th>Investments</th>
<th>Notes Receivable</th>
<th>Unsecured Bond Proceeds</th>
<th>Funds Held By Trustees</th>
<th>Land, Buildings, and Equipment, Net</th>
<th>Right of Use Assets - Operating Leases</th>
<th>Right of Use Assets - Financing Leases</th>
<th>Other Assets, Net</th>
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<tr>
<td>2019</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2020</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>2021</td>
<td>$2,817,245</td>
</tr>
</tbody>
</table>

### Consolidated Statements of Financial Position (As of June 30, 2021)

#### ASSETS (000’s omitted)

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$68,936</td>
</tr>
<tr>
<td>Accounts Receivable, Net</td>
<td>$162,320</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$9,480</td>
</tr>
<tr>
<td>Investments</td>
<td>$1,530,107</td>
</tr>
<tr>
<td>Notes Receivable</td>
<td>$27,888</td>
</tr>
<tr>
<td>Unsecured Bond Proceeds</td>
<td>$18,881</td>
</tr>
<tr>
<td>Funds Held By Trustees</td>
<td>$84,579</td>
</tr>
<tr>
<td>Land, Buildings, and Equipment, Net</td>
<td>$779,425</td>
</tr>
<tr>
<td>Right of Use Assets - Operating Leases</td>
<td>$18,585</td>
</tr>
<tr>
<td>Right of Use Assets - Financing Leases</td>
<td>$30,236</td>
</tr>
<tr>
<td>Other Assets, Net</td>
<td>$86,808</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,817,245</strong></td>
</tr>
</tbody>
</table>

#### LIABILITIES AND NET ASSETS (000’s omitted)

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$35,238</td>
</tr>
<tr>
<td>Accrued Payroll and Benefits</td>
<td>$65,050</td>
</tr>
<tr>
<td>Deposits and Deferred Revenues</td>
<td>$51,247</td>
</tr>
<tr>
<td>Line of Credit Payable</td>
<td>$20,000</td>
</tr>
<tr>
<td>Other Accrued Liabilities</td>
<td>$86,329</td>
</tr>
<tr>
<td>Lease Liabilities - Operating</td>
<td>$48,250</td>
</tr>
<tr>
<td>Lease Liabilities - Financing</td>
<td>$39,378</td>
</tr>
<tr>
<td>Notes and Bonds Payable</td>
<td>$506,800</td>
</tr>
<tr>
<td>U.S. Government Refundable Grants</td>
<td>$16,128</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$829,104</strong></td>
</tr>
</tbody>
</table>

#### REVENUE (000’s omitted)

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care</td>
<td>$395,111</td>
</tr>
<tr>
<td>Tuition and Fees, Net of Scholarship Allowances</td>
<td>$261,673</td>
</tr>
<tr>
<td>Investment Return, Net</td>
<td>$63,840</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>$48,497</td>
</tr>
<tr>
<td>Government Grants and Contracts</td>
<td>$48,250</td>
</tr>
<tr>
<td>Contributions and Private Grants</td>
<td>$28,920</td>
</tr>
<tr>
<td>All Other</td>
<td>$9,760</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$866,051</strong></td>
</tr>
</tbody>
</table>

#### EXPENSES (000’s omitted)

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>$559,861</td>
</tr>
<tr>
<td>Supplies, Repairs, Utilities and Other Expenses</td>
<td>$219,341</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>$49,378</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$23,840</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$852,420</strong></td>
</tr>
</tbody>
</table>

#### NET OPERATING MARGIN:

<table>
<thead>
<tr>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$13,631</strong></td>
<td><strong>$13,631</strong></td>
</tr>
</tbody>
</table>
BOARD OF TRUSTEES
Joseph Conran (A&S ’67, LAW ’70), Chair
Marian (Bo) Mehan (VSN ’74, LAW ’82), Vice Chair
Akberet Boykin-Farr (CSB ’93, GRAD CSB ’95, GRAD A&S ’02)
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B. Todd Jones
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Ruth Evans, Past President

STAFF ADVISORY COMMITTEE
Sue Stevens, Chair

STUDENT GOVERNMENT ASSOCIATION
Nandini Fonseca, President