1. **How have you handled the shortfalls of recent years? Where do you get the $ for this?**
   Any shortfall depicted in a report was paid for by Athletics. Athletics has two fund balances. One sits over the state accounts, any expenditures from this account require me to get approval from the Campus CFO and President. The other fund balance consists of privately raised funds. We use these funds to cover any shortfall by one of our teams or an administrative unit.

2. **Have you made cuts or reallocations in your budget to prevent future shortfalls?**
   Athletics has cut five positions over the past 2-3 years. We have constant budget meetings/reviews to evaluate additional opportunities to cut our budget.

3. **Have student scholarships been affected by the shortfalls?**
   We have done our best to protect scholarships from any cuts.

4. **What would you do if you were required to cut 2% or 4% from your budget, leaving scholarships untouched?**
   Athletics experienced budget cuts this year. Athletics eliminated the men’s and women’s swimming and diving teams last year. If other cuts occur, Athletics will consider whether or not certain other sports will be tiered or eliminated.

5. **Is there evidence that students’ decision to attend C of C is influenced by our athletic programs?**
   How many students do we recruit via athletics, and how many of them are residents and NR? Our teams are covered by local, regional and national media. My opinion is that C of C is enhanced by having an NCAA Division I athletics program these past 25 years. Many share that opinion. We add about 100 student-athletes per year. Our coaches recruit approximately 750-1,000 prospects each year. Also, many youth are exposed to C of C through sports camps each year. About 85% of our student-athletes are non-resident.

6. **Are there plans for earning a larger share of your budget via sales and philanthropy?**
   We try. Currently we generate about $3M per year from sales and philanthropy. Annual fundraising for Athletics ranks second at C of C behind only the Business School.

7. **How was the athletic fee set at its current level?**
   When C of C studied and decided to join the Colonial Athletic Association (CAA), a series of discussions occurred between the President, CFO and AD about modest annual increases to the athletics fee over a five year period that would allow our athletics budget to be competitive in the CAA.
How does the athletic fee compare against our peers?
According to USA Today in 2015, the state universities in the CAA provide the following percent of support to athletics:

- James Madison  82%
- Towson         80%
- Delaware       78%
- C of C          75%
- UNC-Wilmington 72%
- William & Mary  54%

Within the state of South Carolina, according to a January 2015 article in the Post & Courier, it appears athletic fee is:

- The Citadel     $2,392
- Coastal Carolina $2,292
- S.C. State      $2,192
- Winthrop        $1,450
- C of C          $1,210
- USC Upstate     $950