



FISCAL YEAR 2013
Financial Strategy & Budgetary Report

FISCAL YEAR 2013

Financial Strategy & Budgetary Report

Rowan University: From here to there, round two

This document focuses on three key areas:

ENROLLMENT MANAGEMENT


LIBRARY SUPPORT

DEFERRED MAINTENANCE

Not surprisingly, the State of New Jersey's financial contribution to Rowan University has been steadily declining. Rowan has traditionally reacted to its shrinking state allocation by increasing tuition and fees. From FY99 to FY10, students have seen these costs rise an astounding 163%. As a result the University relies very heavily upon tuition in order to run its basic operations.

Impressively, Rowan kept this past year's tuition increase down to a svelte 3% to help curb rising costs in the face of economic downturn and increased student financial hardship as a result. Frugality and mindfulness of University spending throughout FY2012 helped to make this possible. Still, Rowan has a long way to go.

181%
*increase in the
cost of tuition & fees*



This overview of the proposed budget for FY2013 provides insight into the organizational strategy behind the financial information that follows. The institution is continuing to adjust toward a more strategic mind set in the long term as it moves forward in its greatest endeavors.

The purpose of this document is to have a unified understanding of Rowan University's recent past, present, and impending challenges and the proactive activities planned for the upcoming fiscal year. Rowan must be able to be increasingly responsive to changing external and internal stimuli, able to fully maximize its resources, and become accustomed to taking a continuous look at how money is really being spent on a year-round, case-by-case basis.

The following pages highlight the spectrum of activities identified by the University's leadership team. Ongoing progress in these key areas remains imperative to the University's survival, success, and continued growth.

Fiscal Year	Tuition & Fees	NJ State Allocation	OTHERS	Annual AA Budget	AA Budget as % T&F	Total SCH Production	T&F Per SCH
FY99	\$34,854,751	\$35,088,000	\$5,656,111	\$42,642,659	122.3%	233,004	\$150
FY00	\$38,853,193	\$36,983,250	\$5,864,893	\$45,760,692	117.8%	237,699	\$163
FY01	\$41,779,282	\$39,016,082	\$5,800,865	\$47,980,045	114.8%	230,526	\$181
FY02	\$46,973,426	\$38,020,600	\$6,863,868	\$51,858,645	110.4%	238,502	\$197
FY03	\$54,707,992	\$38,128,071	\$7,512,369	\$54,196,896	99.1%	240,765	\$227
FY04	\$61,980,319	\$37,213,262	\$6,720,948	\$55,000,052	88.7%	246,072	\$252
FY05	\$70,491,558	\$39,293,567	\$7,600,658	\$61,648,857	87.5%	254,023	\$278
FY06	\$78,160,684	\$40,645,505	\$9,532,566	\$66,362,560	84.9%	255,816	\$306
FY07	\$83,740,485	\$36,488,000	\$10,728,910	\$69,264,876	82.7%	254,713	\$329
FY08	\$94,223,156	\$38,678,547	\$9,927,527	\$73,692,851	78.2%	265,504	\$355
FY09	\$105,116,525	\$35,799,500	\$10,506,153	\$76,784,798	73.0%	272,098	\$386
FY10	\$115,508,089	\$33,510,000	\$9,242,832	\$79,435,291	68.8%	292,907	\$394
FY11	\$124,776,150	\$29,440,000	\$9,280,422	\$98,382,647	78.8%	299,908	\$416
FY12 Projected	\$130,565,485	\$30,716,000	\$7,436,781	103,014,251	78.9%	309,343	\$422

OTHERS = University Advancement, etc.

ENROLLMENT MANAGEMENT

Embracing Strategic Enrollment Management

Strategic Enrollment Management (SEM) is still new at Rowan—currently less than one year into its official existence. At the outset, SEM was charged with spearheading improvement in three major areas:

- Increase the student profile (e.g., incoming SAT, GPA).
- Boost the diversity of the student body.
- Increase revenue from transfer students.
- Raise retention rates among undergraduate students.

The activities of FY2012 have largely been laying the groundwork for future productivity and results tracking. Nevertheless, as of May 1, 2012, early indicators show positive results of enhanced and newly-implemented efforts to “shape” the incoming cohort of undergraduate students:

- The average SAT of freshman applicants is 18 points higher than this time last year.
- Rowan is on track for an increase in diversity.

Early good news aside, Rowan University must still make considerable operational and process improvements to help fortify against an impending shrinkage of the applicant pool for new students. Caught between the rock of expectation and the hard place of population statistics, the University is beginning to feel the effects of the following factors squeezing it from many sides:

- Census data indicates an upcoming drop in the 18-year-old population. Nearby states such as New York and Pennsylvania will see close to a 20% drop in population at this age point.
- All institutions in the surrounding region have similar enrollment goals of simultaneously raising their student profiles and campus diversity.
- State and federal funding levels continue to drop.
- Student educational expenses continue to rise to increasingly prohibitive heights.

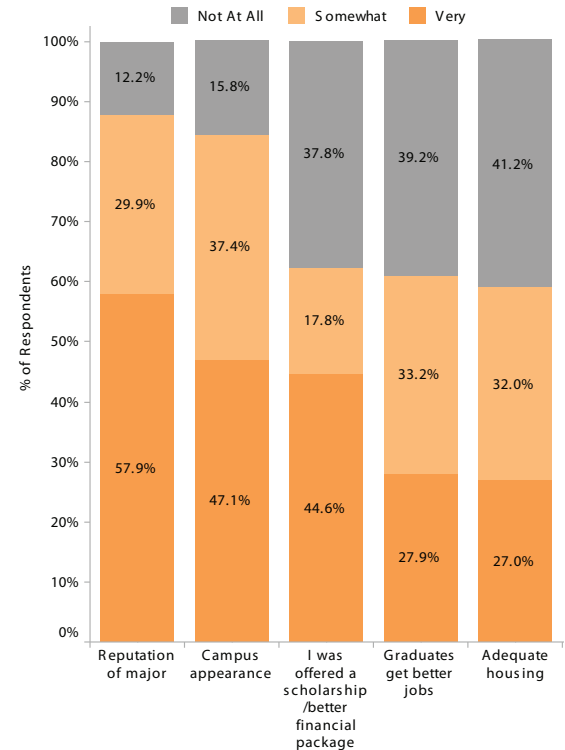
The result of these challenges is more competition for fewer prospective students. Rowan—as with every other institution in higher education—will find itself working harder simply to maintain what it currently enjoys today.

The initial \$2 million allocated to SEM to begin to address Rowan’s current internal process challenges in preparation for then tackling the external ones was spread across three key areas of immediate need:

- Merit-based scholarships to make Rowan more attractive than competitor institutions for the most desirable students.
- A robust Customer Relationship Management (CRM) system to better track prospective students along their path toward application and enrollment—and integrate with Banner, Rowan’s core student information system.
- The implementation of key communicative tools (e.g., Starfish Banner enhancement) to better reach students who are at academic/financial/emotional risk of dropping out or transferring to another institution.

The following pages provide an overview of trends in key indicators for SEM where they are currently available, such as opinion survey and financial aid data.

Most Important Factors in Choosing Another College



“No deposit” survey 2011: Why they didn’t attend

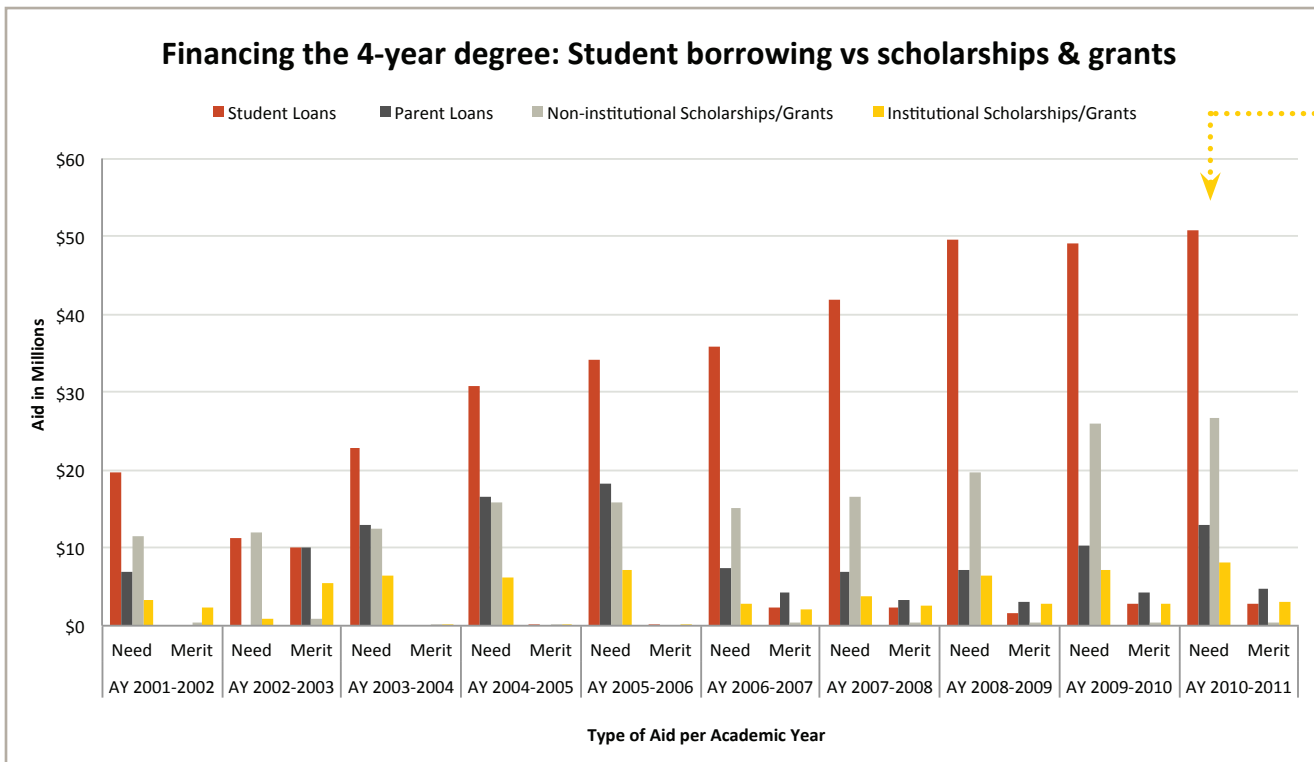
According to Rowan’s very own “no deposit” survey—the voluntary survey of those students who applied and were offered admission to Rowan, but chose instead to attend another institution—participants highlight competitor schools’ individual program reputation, campus appearance, and offering more financial incentive as the top deciding factors for not choosing Rowan University. Roughly half or more of respondents noted these factors were very important in their decision to choose their college or university over Rowan.

ENROLLMENT MANAGEMENT

Rowan's assistance, although improving, is not satisfying student need

Financial Aid, now an arm of Strategic Enrollment Management, offers valuable historical insight into how escalating tuition and fees are impacting students and their parents. The chart below highlights the various forms of aid for both need-based and merit-based funding. It should be noted that Financial Aid figures are always one year behind in reporting as they

can only feature data for academic years that have completely passed (i.e., we are still in AY12). As such, the effects of any enhancements or adjustments made this fiscal/academic year will not be visible for several months still.



Student loans have surpassed the \$50 million mark, while parent loans also skyrocket, and non-institutional sources of funding grow as well.

Rowan must continue to strive toward financial accessibility

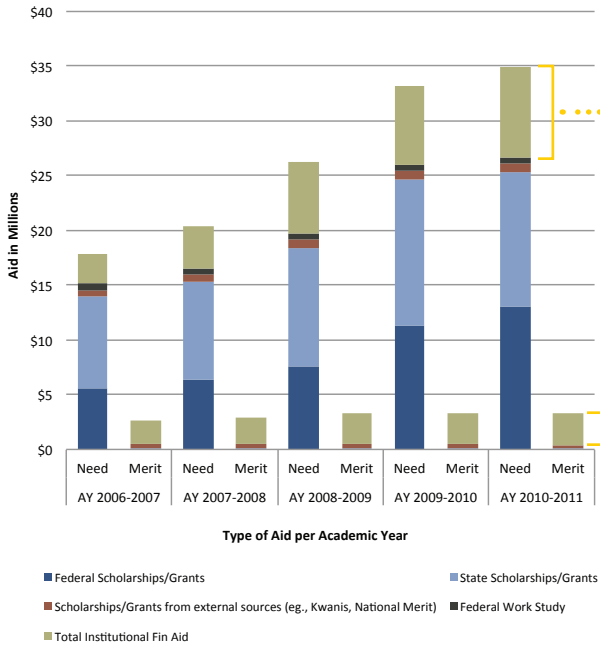
Separating the total financial support into the four major source categories, a significant pattern emerges: student loans are growing at a very rapid pace—doubling in the past five years and quintupling in ten. In the same time period, non-institutional scholarships nearly triple to meet demand. Rowan-funded efforts must continue to increase and remain consistent in order to best meet student demand and keep up with offerings from nearby competitor institutions.

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ENROLLMENT MANAGEMENT

Total Scholarship/Grants Awarded to Enrolled Full-time & Part-time Degree-seeking Undergraduate Students by Source & Need vs Merit



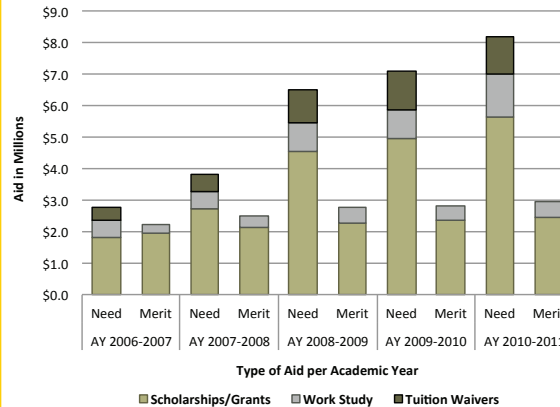
While the University is slowly but steadily fortifying sources of need-based financial aid, it has clearly not been intent on offering incentive for high achieving applicants to enroll and thrive at Rowan.

Through boosting student aid packages, Rowan will be better able to ultimately enroll the top students it works hard to recruit.

A cross-section of Rowan's assistance

Looking exclusively at the breakdown within Rowan-funded financial aid awards, it is apparent that money reserved to recruit desirable, high-achieving students has remained stagnant for the past five years.

Institutional Financial Aid Funded Allocated by Need-Based & Merit-Based Awards



Rowan wants to attract the best and the brightest in our region—and so does every other college and university within driving distance. The University must keep pace and compete appropriately with respect to the packages it offers high achievers. Currently, our competitors are “buying a better student.” Rowan needs to ensure that high-SAT applicants become high-SAT enrolled freshmen by offering worthwhile merit-based scholarships.

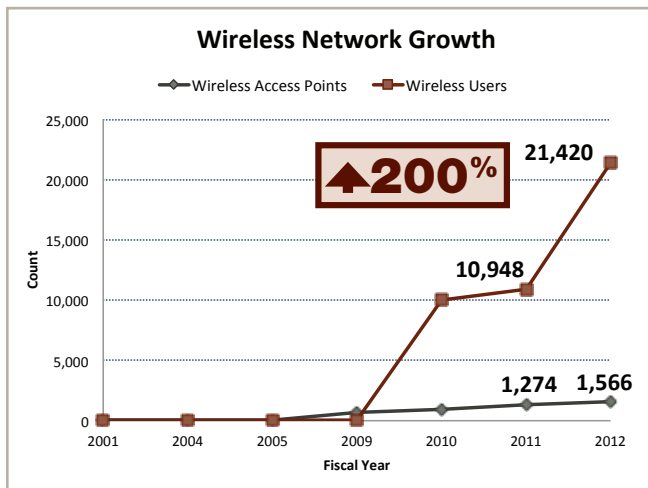
Rowan continues on into the digital age: IT infrastructure support

Information Resources' (IR) budgetary and staffing levels have remained relatively flat in recent fiscal years while continuing to meet demand that has, in some cases, risen ten-fold. The

following charts present an overview of the rising demands on the digital infrastructure core Rowan University—and all institutions today—is built upon.

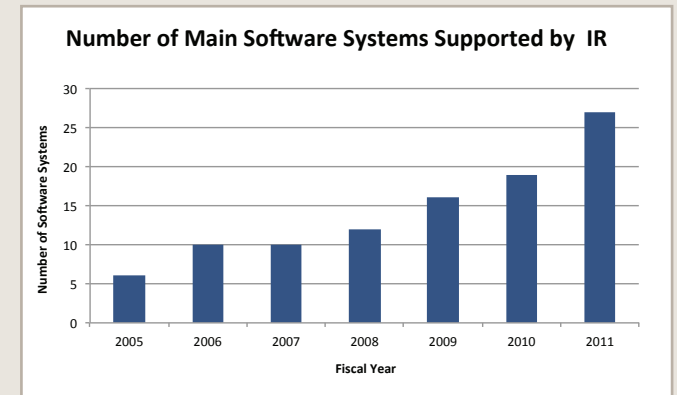
Rapid growth supports today's student

IR has experienced terrific growth in technological areas that directly support the academic infrastructure of the institution at all levels. Wireless users (students and staff who access the internet, email, and more via Rowan's network) nearly doubled from FY11 to FY12.

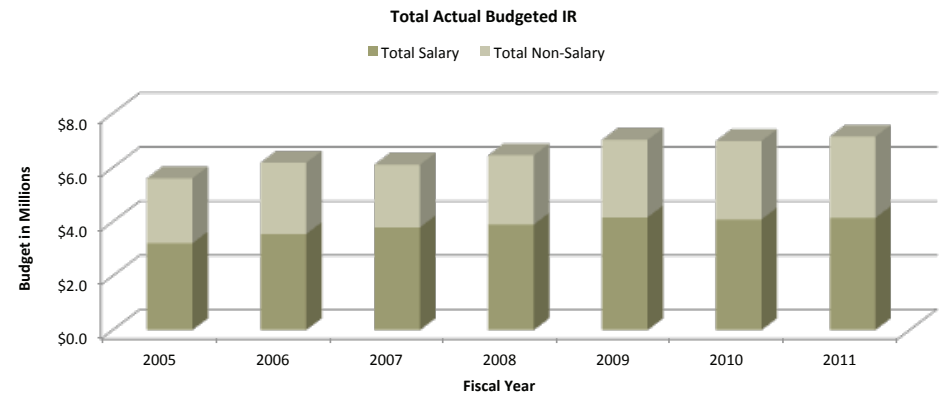


A three-fold increase in main systems supported by IR, while staffing and budget remain unchanged.

As institutions of higher education are uniformly transitioning toward digital workflows in every aspect of daily operations, the burden of work has been steadily shifting from the campus-wide “paper-pushers” to the IR personnel who expertly design and maintain Rowan's most vital data systems. IR has been operating at virtually the same level of staffing for years while demands on systems and resources continue to increase. This is not sustainable.



Despite tremendous growth in systems and network support and innovation, IR's total salary and non-salary budget has remained largely flat.



DEFERRED MAINTENANCE

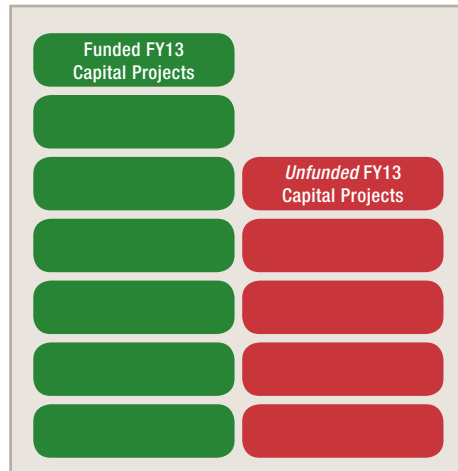
Continued Focus on Deferred Maintenance

Continuing last year's attention to neglected deferred maintenance issues, Facilities has undergone an organizational realignment in recent months in order to better put the spotlight on effective operations and cost savings.

Rowan University is seriously investing to close the gap that has appeared and grown in recent years between projected funding and what is practical over the long run. The proposed capital projects for FY13 continue to chip away at the long list of needed repairs and upgrades to the campus' physical facilities to maintain standards of safety and functionality.

The FY13 proposed capital budget includes funding for \$7.1 million in projects. In addition to the FY13 funding, the Board previously approved the use of \$20 million from reserves to fund various deferred maintenance projects.

This total funding of \$27.1 million will not resolve all the deferred maintenance issues but will provide a good start. There remains a waiting list of projects which will need future funding. The FY13 budget also provides Facilities Operations with increased staffing and non salary support for their operational needs.



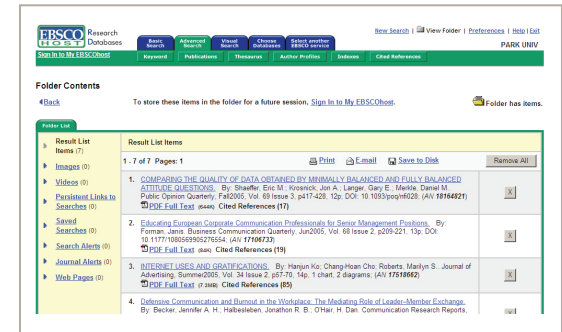
LIBRARY SUPPORT

Providing the Knowledge that Powers Their Education

Rowan is growing—and with that come certain unavoidable growing pains. The University's RfTE (Full Time Equivalency; the calculated figure used to standardize an institution's student population size for various purposes) surpassed the 10,000 mark this fiscal year.

With respect to the library and the resources it provides as the knowledge foundation to Rowan's curriculum, this means an increase in annual expenses to cover the number of students and faculty who need access to a wide variety of materials. The opening of the medical school in FY13 extends that additional need even further. It should be noted that the full extent of the additional financial burden is not fully known. As annual fees for individual collections come up for renewal and the University's various institutional components are reviewed (e.g., number of students, presence of more than one campus, presence of a medical school), vendors are charging Rowan at their prescribed pricing levels for institutions possessing like attributes.

This is nothing more than a "cost of doing business" expense that the University must accommodate. Rowan is not necessarily receiving anything more for its money but, rather, the library is subject to a tiered pricing system on a per vendor basis—with most vendors being dictated by curricular requirements.



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From the desk of the CFO:

Rowan University
Consolidated Operating Budget Proposal
Fiscal Year 2013

Overview:

Presented here is the FY 2013 Consolidated Budget proposal for Rowan University. The Consolidated Budget consists of the various operating budgets for the Regular University, Auxiliary Operations, the College of Graduate and Continuing Education, Cooper Medical School of Rowan University and Special Programs.

The Regular University Budget is the largest portion of the Consolidated Budget. It is the main component where all undergraduate activity occurs and central services are provided.

The Auxiliary Operations Budget includes the operating activities of Residential Learning, the Recreational Center, the Student Center, and Camps and Conferences.

The College of Graduate and Continuing Education includes the Graduate School, Summer Session and the Continuing Education programs.

The Medical School Budget captures the operating activity of CMSRU.

The Special Programs Budget is where the activity of the self funded programs is recorded. Special Programs are accounts with specific funding sources that cover the direct costs of the program. These programs also include the revenue distributions to Academic Affairs' colleges and departments from CGCE and indirect cost recoveries on research grants as well as allocations from the Foundation. The funds are expended according to University policies and procedures.

The FY 2013 Budget was prepared on a consolidated basis. The main objective of the budget process was to develop a budget that balanced the needs of the University community while maintaining affordability. To accomplish this, the process involved reviewing all expenditures for appropriateness and need. Reductions and re-allocations were made between areas and additions were made in targeted strategic areas.

The FY 2013 Budget is built on the initiatives that the Interim President highlighted for FY 2012. In the current FY 2012 budget, new funding was added to enhance Scholarships, Academic Program development, and IT Support. The allocations for these initiatives are built into the base budget for FY 2013.

For FY 2013, the Interim President has identified the following strategic initiatives requiring funding.

- Increase Scholarships
- Deferred Maintenance
- Library Support
- Enrollment Management

The FY 2013 Budget attempts to address these areas. The budget proposal includes an additional \$2 million in funding for scholarships. This funding will be used to enhance both merit and need based aid. As the case in last year's budget, Scholarship funding is of paramount importance. The increase proposed will enable Rowan to compete more effectively for our targeted enrollments against other institutions offering more in scholarship funding.

Deferred Maintenance continues to be an issue for the University. In the FY 2012 Budget, we were able to fund \$2.25 million in projects from operating funds. During FY 2012, the Board approved the use of \$20 million in reserves to fund additional capital and deferred maintenance projects. The FY 2013 proposed capital budget totals \$7.125 million in new projects beyond the allocations made last year. The funding for these \$7.125 million in projects will be a combination of \$2.25 million coming from the operating budget and the balance of \$4.875 million coming from reserves.

In addition to the funding for capital projects, the FY 2013 budget provides Facilities Operations with increased staffing and non-salary support for their operational needs.

An additional \$1.6 million was allocated to Academic Affairs to provide additional funding for both library support, enrollment management and other program initiatives. The library funding will be used to cover increased electronic subscription costs, as the increase in enrollment experienced by the University has elevated Rowan into a new pricing category for these subscription services.

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Enrollment Management has become an integral part of Academic Affairs. This budget includes new funding to support the initiatives in this area. Funding will include salary support for the addition of new staff in Admissions for recruitment and marketing. Additional funding totaling \$429,600 for new marketing and data management software will also enhance enrollment management.

The past volatility in the financial markets continues to negatively impact on the amount of money provided by the Foundation. The Foundation is committed to providing the University with support based on 4.5% of the 12 quarter average market value of the endowment. In FY 2013, the distribution made available to the University to support operations will decrease \$112,427.

We continue to be reliant on State funding. Recently, the Governor indicated in his FY 2013 Budget Address that funding for Higher Education would increase by approximately 6%, and specifically, Rowan University would increase by 12%. Unfortunately, the increases represent the estimated costs of state paid fringe benefits applicable to Rowan University, and a transfer of \$5.69 million previously allocated to Robert Wood Johnson Medical School that is paid to Cooper University Hospital. The State allocation to the University to support operations is remaining the same as FY 2012. By maintaining level funding, support for the salary increases, negotiated by the State for our employees, falls to the University. While the State did increase the number of State Funded benefit positions allocated to Rowan by 47, we had requested a total of 97 additional positions for the Medical School. The University will now be responsible for the fringe benefit costs for any positions exceeding our allotted 47 for the Medical School. It is projected that this cost will be \$623,200. The State has also continued the pattern of not funding our capital needs.

The FY 2013 Budget Proposal calls for a 3% increase in undergraduate tuition and fees for FY 2013. Although the State has not imposed a cap on the tuition increases, as in previous years, we continue to meet our objectives with the goal of affordability. On a consolidated basis, Total Revenues for FY 2013 are budgeted to be \$286.4 million and Total Expenses are anticipated to be \$283.6 million.

Full-Time Undergraduate Tuition and Fee Rates

	<u>FY 2012</u>	<u>FY 2013</u>
Full-Time In-State Tuition	\$8,646	\$8,906
Full-Time Out of State Tuition	\$16,226	\$16,712
Full-Time Fees	\$3,372	\$3,474

Revenue Highlights

- General State appropriations are projected to be \$54.813 million. The Governor's Detailed Budget indicates that funding for Higher Education in FY 2013 will remain at the FY 2012 levels.
- State Paid Fringe Benefits are estimated to be \$31.5 million in FY 2013. The State allotment of positions covered under the State Benefit program is limited to 1,087 for the University and 47 for the Medical School for a total of 1,134.
- We are anticipating undergraduate enrollments to remain at the FY 2012 levels. The Medical School will have 50 students for the first year class. Total tuition revenue is projected to be \$108.4 million in FY 2013. Tuition is budgeted as follows:
 - Regular University (Undergraduate) \$84.4 million
 - CGCE (Includes Graduate and Summer) \$22.1 million
 - Medical School \$ 1.9 million
- Total Student Fee revenue is projected to be \$35.8 million in FY 2013. Fee revenue is budgeted as follows:
 - Regular University (Undergraduate) \$27.1 million
 - Auxiliary \$ 6.2 million
 - CGCE (Includes Graduate and Summer) \$ 2.2 million
 - Medical School \$.3 million
- Rental rates for student housing are budgeted to increase by an average of 2.5%. Total rental income for Auxiliary Operations for FY 2013 is projected to be \$29.6 million assuming an occupancy rate of 95%.
- Other revenue is comprised of revenue generated by indirect cost recoveries, SGA allocations, miscellaneous fees charged at the Recreation Center and Student Center, Cooper University Health System's contribution to the start up cost of the Medical School and Special Program revenue. For FY 2013 we project other revenue to total \$13.1 million, a modest increase of \$.7 million from projected FY 2012 levels.
- Commission revenues net of expenses are decreasing by \$48,413 over projected FY 2012 levels. We are anticipating net Commission Revenues to be \$1.0 million in FY 2013. Commission revenue is generated by the Food Service Operation (Sodexo) and the Bookstore (Barnes & Noble). The decrease in net commissions is a result of rental expenses for the Bookstore increasing faster than the sales commissions received.

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- The projected revenue distribution from CGCE operations is \$12.7 million. This estimate is based on level enrollments for the summer and graduate programs and anticipated enrollment growth of 7% in the extension program. The Regular University will receive \$9.3 million from CGCE and \$3.4 million will be distributed to Academic Affairs through the Special Programs accounts.
- Revenue distributions from Auxiliary Operations are projected to be \$2 million in FY 2013.
- We are anticipating that \$6.9 million of the \$20 million reserve for the Medical School will be utilized in FY 2013 to support operational costs. To date, the Medical School has not required any of the reserve.
- The Foundation allocation decreased \$112,427 from FY 2012 levels to \$5.03 million in FY 2013. The allocation is calculated by multiplying the average market value of the Rowan endowment for the 12 quarters by 4.5 %.
- Interest earnings are projected to decrease by \$75,000 from FY 2012. We are projecting interest income to be \$250,000 in FY 2013. This decrease can be attributed to a decrease in interest rates.
- On a consolidated basis, Non Salary operating expenses are projected to be \$43 million. The Medical School is expected to increase their Non Salary expenditures by \$4.5 million as they prepare for their opening. The Regular University has increased Non Salary expenditures by \$1.9 million, with the majority funding library increases, enrollment management initiatives, and facilities operations needs. Auxiliary Operations increases of \$.7 million are primarily associated with increased cost of Rowan Boulevard and increased technology costs. CGCE increases of \$.6 million are for increased marketing programs and rental expenses for off campus facilities. Special Programs increases of \$.3 million represent the increased distributions to Academic Affairs from CGCE.
- Utility costs, without including the additional funding for the new Medical School of \$975,000, are projected to decrease \$102,000 from FY 2012 levels. The adjustment is driven by decreased utility rates.
- Waivers and scholarships are budgeted at a total of \$14.9 million which includes the additional \$2 million for new merit and need based scholarships.
- Rental expense for Rowan Boulevard is increasing \$649,200. This increase is driven by escalating rental rates and operational costs associated with University leases for student housing on Rowan Boulevard.
- Debt Service expense for FY 2013 is \$33.8 million on outstanding debt of \$417 million.
- The Capital Funding allocation from Operations for FY 2013 is \$2.25 million. An additional \$.5 million is set aside as a reserve for facility emergencies to be utilized upon the approval of the Vice President of Finance.

Expenditure Highlights

- On a consolidated basis, salaries are increasing by \$4.9 million or 4.4% over the FY 2012 budget. This increase is primarily a result of additional funding totaling \$3.4 million included in the Medical School budget for FY 2013. In addition, the budget also includes funding for 14 new staff positions as well as additional part time salary funding totaling \$1.2 million. Also included is funding of \$1.1 million which represents negotiated step increases for bargaining unit employees. It is estimated that there will be no COLA increase for FY 2013. The budget also includes a reduction for vacancies and estimated salary savings of \$.8 million.
- It is anticipated that Fringe Benefit Expenses will exceed the State Paid Fringe Benefits allocation due to the University exceeding its allotted state funded position count of 1,134. 47 of the total 97 additional positions requested for the Medical School were added to our total and are included in the 1,134. If the count remains unchanged, the University will be responsible for a projected \$623,200 in fringe benefit expense for the Medical School and \$316,000 in fringe benefits associated with the 14 new staff positions.

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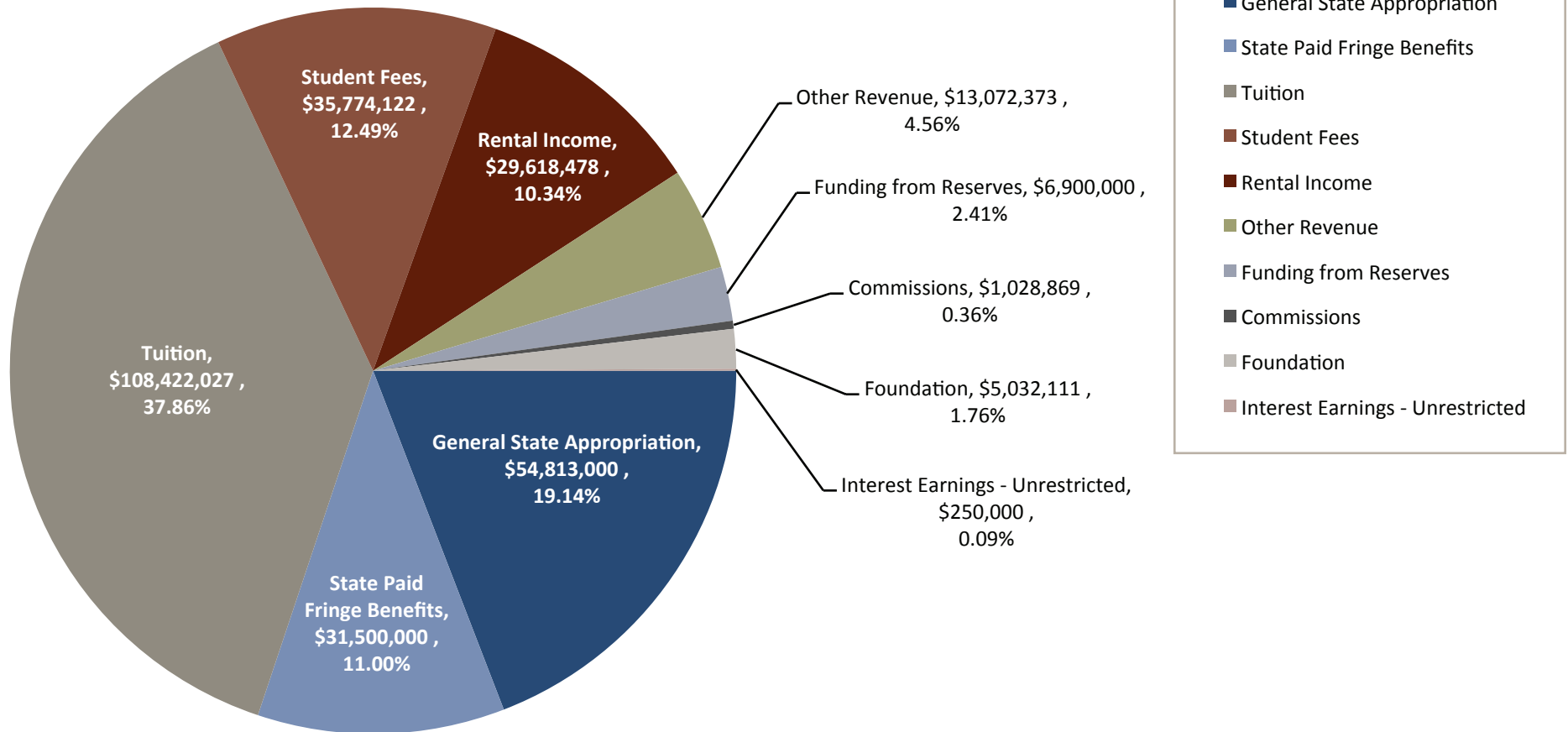
Rowan University Consolidated Budget Analysis Projected FY 2013

	Projected FY 2013 Budget						
	Regular University	Auxiliary Operations	CGCE	Medical School	Special Programs	Eliminations	Total
Revenues							
General State Appropriation	\$30,716,000			\$24,097,000			\$54,813,000
State Paid Fringe Benefits	31,500,000						31,500,000
Tuition	84,443,433		22,038,294	1,940,300			108,422,027
Student Fees	27,089,276	6,169,364	2,205,369	310,113			35,774,122
Rental Income		29,618,478					29,618,478
Other Revenue	835,000	1,825,000		6,412,373	4,000,000		13,072,373
Commissions	1,028,869						1,028,869
Revenue Centers Distributions	9,327,465				3,394,113	12,721,578	0
Revenue Distribution - Auxiliary	2,000,000					2,000,000	0
Funding from Reserves				6,900,000			6,900,000
Foundation	5,032,111						5,032,111
Interest Earnings - Unrestricted	185,000	65,000					250,000
Total	\$192,157,154	\$37,677,842	\$24,243,663	\$39,659,786	\$7,394,113	\$14,721,578	\$286,410,980
Expenditures							
Salary	\$96,679,096	\$6,293,051	\$7,013,372	\$7,528,753			\$117,514,272
Fringe Benefits	31,816,000	1,720,712	1,210,812	623,200			35,370,724
Non-Salary - Operating	23,119,335	4,155,299	1,925,350	6,653,783	7,119,466		42,973,233
Utilities	5,044,816	3,913,424		975,000			9,933,240
Waivers/Scholarships	10,255,000	1,701,628	925,000				12,881,628
Increased Waivers/Scholarships	2,000,000						2,000,000
Rental Expense - Rowan Blvd.		10,209,280					10,209,280
Cooper Hospital Support				16,154,234			16,154,234
Revenue Distributions to Reg Univ.		2,000,000	9,327,465			11,327,465	0
Rev. Ctrs. Distrib. to Academic Affairs			3,394,113			3,394,113	0
Debt Service	21,480,624	4,621,337		7,697,641			33,799,602
Capital Projects	500,000	2,250,000					2,750,000
Total	\$190,894,871	\$36,864,731	\$23,796,112	\$39,632,611	\$7,119,466	\$14,721,578	\$283,586,213
Net	\$1,262,283	\$813,111	\$447,551	\$27,175	\$274,647	\$0	\$2,824,767

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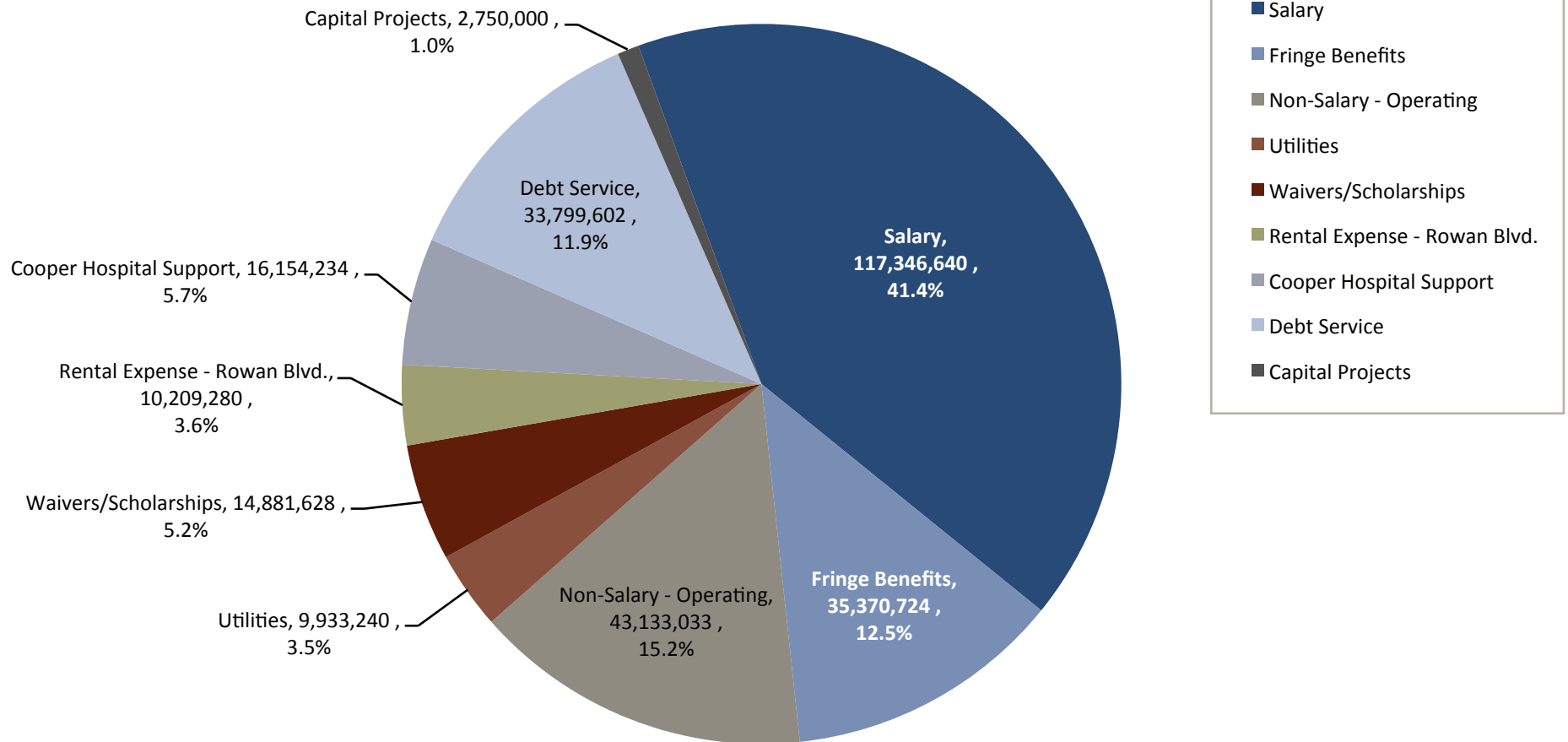
Consolidated Revenues FY 2013 Budget



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Consolidated Expenditures FY 2013 Budget



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▶ REVENUE & EXPENSE OVERVIEW

Revenue Analysis - Regular University Projected 2013

	FY 2012 Base Budget	FY 2013 Base Budget	Change
State Appropriations	\$27,944,000	\$30,716,000	\$2,772,000
State Paid Fringe Benefits	31,000,000	31,500,000	500,000
Tuition			
Base	79,195,465	81,978,328	2,782,863
Tuition Increase - 3%		2,465,105	2,465,105
Total Tuition	<u>79,195,465</u>	<u>84,443,433</u>	<u>5,247,968</u>
Student Fees			
Base	25,558,786	26,295,455	736,669
Fee Increase - 3%		793,821	793,821
Total Fees	<u>25,558,786</u>	<u>27,089,276</u>	<u>1,530,490</u>
Other Revenue			
Indirect Cost	300,000	300,000	0
Rental Income	60,000	60,000	0
Miscellaneous	275,000	275,000	0
SJTP Land Lease	200,000	200,000	0
Total Other Revenue	<u>835,000</u>	<u>835,000</u>	<u>0</u>
Commissions			
Food Service Revenue	2,370,000	2,370,000	0
Food Service Expense	970,000	970,000	0
Net Food Service	<u>1,400,000</u>	<u>1,400,000</u>	<u>0</u>
Barnes/Noble Commissions	680,000	731,300	51,300
Rent	907,718	937,241	29,523
Pilot	50,000	46,630	(3,370)
Other	45,000	118,560	73,560
Net Book Store	(322,718)	(371,131)	(48,413)
Total Commissions	<u>1,077,282</u>	<u>1,028,869</u>	<u>(48,413)</u>
Revenue Center Distributions	9,351,729	9,327,465	(24,264)
Revenue Distribution - Auxiliary	3,100,000	2,000,000	(1,100,000)
Foundation	5,144,538	5,032,111	(112,427)
Interest Earnings	<u>250,000</u>	<u>185,000</u>	<u>(65,000)</u>
Total Revenue - Regular University	<u>\$183,456,800</u>	<u>\$192,157,154</u>	<u>\$8,700,354</u>

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▶ EXPENSE ANALYSIS BY DIVISION

Summary Regular University Expenditures	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
Division						
President	\$8,180,892	\$1,983,569	\$125,000	\$66,963	\$8,505,605	\$2,050,532
Provost	68,724,627	11,941,213	424,284	1,556,969	69,431,614	13,498,182
Finance	2,721,868	197,195	0	(21,500)	2,737,254	175,695
Employee/Labor Relations	1,386,500	79,065	0	0	1,400,030	79,065
Operations/Facilities	9,737,551	2,549,893	333,047	500,000	10,288,145	3,049,893
Student Affairs	3,333,360	721,191	162,026	(201,739)	3,464,671	519,452
Advancement	1,588,204	325,416	144,100	48,000	1,346,777	373,416
General University	(123,160)	3,373,100			(495,000)	3,373,100
Sub-Total Operating Budget	\$95,549,842	\$21,170,642	\$1,188,457	\$1,948,693	\$96,679,096	\$23,119,335
State Paid Fringe Benefits	31,000,000		816,000		31,816,000	
Utilities		5,485,504		(440,688)		5,044,816
Waivers/Scholarships		10,255,000		2,000,000		12,255,000
Debt Service		21,527,772		(47,148)		21,480,624
Capital				500,000		500,000
Total Salary/Non-Salary	\$126,549,842	\$58,438,918	\$2,004,457	\$3,960,857	\$128,495,096	\$62,399,775
Total Regular University Expenditures	<u>\$184,988,760</u>				<u>\$190,894,871</u>	

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

<u>Division - President</u>	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
10100 Office of the President	\$509,559	\$114,350		\$0	\$870,825	\$114,350
10110 Board of Trustees	500	39,050		0	500	39,050
10115 Presidential Lecture Series				20,000		20,000
10120 Civic & Govt Relations	204,982	36,600		(34,100)	90,000	2,500
10125 General Counsel	253,407	8,000		0	182,118	8,000
10130 Commencement/Convocation	0	201,646		13,018		214,664
10132 University Events	132,517	7,050		2,050	119,512	9,100
10140 Media/Public Relations	360,577	48,073		211,827	370,333	259,900
10150 University Senate	90,877	10,322		0	92,491	10,322
40004 University Publications	339,671	187,700		0	362,889	187,700
45004 Instit/Effectiveness/Planning	527,742	30,500	80,000	15,300	621,322	45,800
45006 University Marketing		211,300		(211,300)		
22002 Duplicating	241,264			0	243,980	
34000 Public Safety	3,548,302	404,050		25,000	3,520,045	429,050
57002 Intercollegiate Athletics	1,816,983	650,868	45,000	25,168	1,875,847	676,036
57004 Athletic Tournaments		15,000		0		15,000
57006 Sports Information	154,511	19,060		0	155,743	19,060
Total President	\$8,180,892	\$1,983,569	\$125,000	\$66,963	\$8,505,605	\$2,050,532

New Salary Request

Intercollegiate Athletics - Trainer	\$45,000
Instit/Effectiveness/Planning - Research Analyst	80,000
Total	\$125,000

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

Division - Academic Affairs	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
20000 Provost	\$518,976	\$69,900		\$0	\$381,771	\$69,900
20002 Program Improvement		600,000		0		600,000
20004 Academic Affairs	4,865,000	678,010		(140,000)	6,170,000	538,010
Academic Affairs Salary Savings						
20006 Academic Affairs Instr Technology		2,753,319		0		2,753,319
20010 Camden Campus	1,277,458	238,944		21,556	1,266,122	260,500
20014 Camden Joint Venture	50,000	364,659	(50,000)	0		364,659
20015 Camden Campus New Bldg	228,860	370,100	77,480	(54,000)	324,776	316,100
20016 Library Services	3,169,576	1,628,613		934,096	3,143,027	2,562,709
20026 Non-Salary Research Funds		120,000		140,000		260,000
Total	\$10,109,870	\$6,823,545	\$27,480	\$901,652	\$11,285,696	\$7,725,197
54000 Enrollment Management	\$212,015	\$20,000		\$63,000	\$314,375	\$83,000
54002 Admissions	1,208,820	644,169	192,500	173,000	1,409,708	817,169
56002 Financial Aid	1,000,583	59,056		0	995,495	59,056
41002 University Web Services	468,297	48,500	3,500	76,600	494,573	125,100
54008 Center for Acad Adv/Exploration		9,487	26,000	11,185	358,681	20,672
54010 Acad Transition Program		5,000		1,500	72,283	6,500
Total	\$2,889,715	\$786,212	\$222,000	\$325,285	\$3,645,115	\$1,111,497
20021 Associate Provost Research	\$250,486	\$5,000		\$6,935	\$247,786	\$11,935
20023 Office of Sponsored Programs	209,160	15,267		5,683	251,571	20,950
20025 Technology Transfer				15,000		15,000
Total	\$459,646	\$20,267	\$0	\$27,618	\$499,357	\$47,885
21000 Associate Provost Acad Affairs	\$284,640	\$11,900		\$0	\$176,824	\$11,900
21004 Faculty Center	159,120	19,000		5,400	126,239	24,400
21008 Honors Concentration	45,024	7,700		0	46,749	7,700
21010 ROTC Program		6,000		0		6,000
24060 International Center				0		
55002 Registrar	817,125	64,300		0	832,681	64,300
Total	\$1,305,909	\$108,900	\$0	\$5,400	\$1,182,493	\$114,300
22000 Associate Provost Info Resources	\$331,429	\$669,398		\$562,348	\$301,644	\$1,231,746
22004 Enterprise Information Services	1,879,746	277,749		0	1,867,199	277,749
22008 Instr Technology Services	788,723	166,876		0	891,249	166,876
22010 Network & System Services	1,228,480	511,224		(414,064)	1,264,689	97,160
Total	\$4,228,378	\$1,625,247	\$0	\$148,284	\$4,324,781	\$1,773,531

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Expense Analysis by Department - Regular University Projected 2013

Division - Academic Affairs	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request	
	Salary	Non-Salary			Salary	Non-Salary
23000 Dean Communications	\$587,866	\$68,000		\$0	\$579,591	\$68,000
23004 Communications Lab		13,000		0		13,000
23006 Communications Studies	1,000,391	11,510	34,100	155	1,054,890	11,665
23008 Writing Arts	1,966,107	25,095		3,465	1,903,025	28,560
23009 Writing Center	17,500	2,000	40,000	0	57,500	2,000
23010 Journalism	471,036	8,090		30	488,518	8,120
23012 Public Relations/Advertising	938,357	12,565		(210)	945,707	12,355
23014 Radio/TV/Film	1,320,696	13,505		105	1,333,416	13,610
23016 WGLS Radio Station	227,066	55,000	8,700	4,025	238,753	59,025
Total	\$6,529,019	\$208,765	\$82,800	\$7,570	\$6,601,400	\$216,335
24000 Dean Liberal Arts & Sciences	\$941,865	\$223,200	\$42,600	\$60,300	\$616,667	\$283,500
24004 Afro-American Studies		500		0		500
24005 American Studies		1,000		200		1,200
24006 Asian-American Studies		1,000		0		1,000
24008 Biochemistry Lab		16,500		0		16,500
24010 Biological Sciences	1,499,551	37,000		(2,200)	1,484,583	34,800
24012 Biological Sciences Lab		42,500		0		42,500
24014 Chemistry	1,334,874	25,300		1,000	1,284,875	26,300
24016 Chemistry Lab		41,000		30,000		71,000
24018 Computer Science	1,660,209	15,360		(3,500)	1,637,002	11,860
24020 Computer Science Lab		9,800		(4,100)		5,700
24022 Economics		7,000		(7,000)		
24023 Exploratory Studies	104,122	0		0		
24024 English	1,031,146	13,500		0	993,653	13,500
24025 Environmental Studies				0		
24026 Foreign Language	641,362	6,000		500	621,478	6,500
24028 Geography Lab		3,000		1,000		4,000
24029 Anthropology Lab		500		500		1,000
24030 Geography/Anthropology	581,531	16,400	62,654	0	574,498	16,400
24031 High Tech Work Force		5,000		(5,000)		
24032 History	1,258,850	13,600		0	1,250,458	13,600
24033 Humanities/Social Science		400		0		400
24034 International Studies		500		0		500
24036 Law/Justice	1,021,416	12,600		0	1,022,342	12,600
24038 Liberal Studies Major	64,707	1,000		0	67,606	1,000
24040 Mathematics	2,333,123	24,250		(1,000)	2,424,009	23,250
24042 Philosophy/Religion	744,725	6,000		0	750,939	6,000

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Expense Analysis by Department - Regular University Projected 2013

Division - Academic Affairs	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
24044 Physics	1,481,582	26,000		(200)	1,489,047	25,800
24046 Physics Lab		40,000		0		40,000
24048 Planetarium	102,693	20,000		3,500	104,122	23,500
24050 Political Science	829,549	5,700		3,400	822,630	9,100
24052 Psychology	1,798,303	22,660		(10)	1,785,604	22,650
24054 Psychology Lab		1,800		0		1,800
24058 Sociology	1,422,564	15,000		(1,000)	1,319,540	14,000
24062 Women's Studies		1,000		0		1,000
Total	\$18,852,172	\$655,070	\$105,254	\$76,390	\$18,249,053	\$731,460
25000 Dean Education	\$887,594	\$90,138		\$0	\$831,197	\$90,138
25006 Clinical Services				0		
25010 Educational Leadership				0		
25014 Teacher Education	2,053,909	33,889		0	2,185,998	33,889
25016 Health & Exercise Science	1,541,996	29,893		0	1,541,579	29,893
25018 Health & Exercise Science Lab		1,700		0		1,700
25020 Schaub Resource Room		5,900		0		5,900
25021 Schaub Computer Lab		1,000		0		1,000
25024 Student Services Center	463,445			0	475,257	
25026 Reading	110,175	10,017		(10,017)		
25028 Foundations of Education				0		
25030 Lang, Literacy, Special Education	1,951,090	20,670		10,017	2,002,143	30,687
25032 Ed Services/Admin	368,046			0		
Total	\$7,376,255	\$193,207	\$0	\$0	\$7,036,174	\$193,207
26000 Dean Fine & Performing Arts	\$550,291	\$270,752		\$0	\$545,517	\$270,752
26004 Art	1,678,811	17,000		0	1,627,409	17,000
26006 Art Lab		40,870		0		40,870
26008 Fine & Perf Arts Promotion		13,000		3,400		16,400
26010 Gallery Program		15,000		0		15,000
26012 Music	2,157,886	82,100		0	2,107,816	82,100
26014 Music Lab		5,500		(500)		5,000
26016 Theatre & Dance	859,247	21,000		0	853,053	21,000
26018 Theatre Arts		25,150		0		25,150
26020 FPA Outreach & Recruitment		50,650		0		50,650
Total	\$5,246,235	\$541,022	\$0	\$2,900	\$5,133,795	\$543,922
27000 Dean Business	\$617,303	\$28,188		\$6,362	\$619,224	\$34,550
27003 Accounting Accreditation				10,000		10,000

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Expense Analysis by Department - Regular University Projected 2013

Division - Academic Affairs	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
27004 Accounting & Finance	1,731,230	15,000		1,000	1,741,826	16,000
27006 Accreditation		169,747		14,000		183,747
27008 Business Lab		1,246		0		1,246
27010 Management	1,680,628	14,000		3,600	1,706,572	17,600
27012 Marketing	1,263,593	10,000		4,700	1,269,318	14,700
27014 MBA		2,500		0		2,500
27016 Rohrer Endowed Chair	110,367	15,000	25,000	1,900	134,133	16,900
27018 Campbell Endowed Chair			5,000	20,308	5,000	20,308
Total	\$5,403,121	\$255,681	\$30,000	\$61,870	\$5,476,073	\$317,551
28000 Dean Engineering	\$1,024,729	\$425,897		(\$108,000)	\$909,312	\$317,897
28004 Chemical Engineering	1,146,030	64,000		27,000	1,116,874	91,000
28006 Civil Engineering	981,331	61,400		27,000	995,327	88,400
28008 Electrical Engineering	1,023,721	60,000		27,000	905,123	87,000
28010 Mechanical Engineering	1,010,496	62,000		27,000	952,791	89,000
28012 Engineering Outreach		50,000		0		50,000
28014 Engineering Grad/Research Assts	86,500		(43,250)	0	43,250	
Total	\$5,272,807	\$723,297	(\$43,250)	\$0	\$4,922,677	\$723,297
56006 Institutional Work Study	1,051,500				1,075,000	
60xxx Non-Salary Research Grants						
Total	\$1,051,500	\$0	\$0	\$0	\$1,075,000	\$0
Total Academic Affairs	\$68,724,627	\$11,941,213	\$424,284	\$1,556,969	\$69,431,614	\$13,498,182

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Division - Academic Affairs

New Salary Requests

Camden - New Building - Security Officer	\$35,000
Camden - New Building - 3 Parttime Security	42,480
Camden - Daycare (Closed)	(50,000)
Web Services - Student Workers	3,500
Admissions - Recruiter	65,000
Admissions - Marketing Director	120,000
Admissions - Student Workers	7,500
Center for Acad Advising - Parttime Advisor	26,000
Writing Center - Parttime tutors	40,000
WGLS - Parttime to replace Grad Asst	8,700
Communication Studies - Increased Adj/OL for Eng clinic sections	34,100
Dean LAS - Salary costs of reorganization	42,600
Geography - GIS Specialist PSS2	62,654
Rohrer Endowed Chair - Grad Asst	25,000
Campbell Endowed Chair - Grad Asst	5,000
Engineering - Grad Asst Reduction	(43,250)
Total	\$424,284

One-Time Non-Salary Requests

Writing Arts	\$3,500	Accreditation visit
Dean LAS	11,000	ABET Accreditation
AACSB	10,000	Hosting peer review teams
Enrollment Mgmt	60,000	Costs associated with new i
Admissions	55,000	Redesign recruiting materi
Web Services	8,250	New web site development
Dean Business	1,000	Office furniture
Accounting	1,000	Office furniture
Marketing	1,450	Office furniture
Assoc Prov Research	6,935	Travel to promote new fun
Assoc Prov Research - Technology Transfer	15,000	Funding for patents
Sponsored Programs	5,683	Computer,furniture for nev
Total	\$178,818	

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Expense Analysis by Department - Regular University Projected 2013

	FY 2012 Base Budget		New Salary	Non-Salary	FY 2013 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
<u>Division - Finance</u>						
30000 VP Admin & Finance	\$0	\$31,500		(\$31,500)		
31000 Associate VP/CFO	\$252,038	\$16,000		0	\$252,037	\$16,000
31002 Accounts Payable	376,946	15,395		0	343,546	15,395
31004 Accounting Services	586,538	12,200		0	647,082	12,200
31006 Bursar	1,001,712	101,600		10,000	943,720	111,600
31008 Payroll	307,627	16,500		0	316,175	16,500
45002 Budget	197,007	4,000		0	234,694	4,000
Total Finance	\$2,721,868	\$197,195	\$0	(\$21,500)	\$2,737,254	\$175,695

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
<u>Division - Employee/Labor Relations</u>						
30008 Labor Relations	\$108,854	\$3,240		\$2,000	\$108,854	\$5,240
30016 VP Emp Relations/HR	237,779	10,000		(2,000)	\$237,779	\$8,000
33002 Equity & Diversity	98,256	5,825		0	98,256	5,825
33000 Human Resources	941,611	60,000		0	955,141	60,000
Total Employee/Labor Relations	\$1,386,500	\$79,065	\$0	\$0	\$1,400,030	\$79,065

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

	FY 2012 Base Budget		New Salary	Non-Salary	FY 2013 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
<u>Division - Operations/Facilities</u>						
30004 Construction & Capital Projects	\$626,544	\$23,761	\$60,000	(\$2,255)	\$706,411	\$21,506
31010 Purchasing	302,266	12,700	40,000	400	353,145	13,100
32000 Facilities Parttime	40,000		26,000	0	66,000	
32002 Facilities Administration	758,972	215,849		1	782,024	215,850
32003 Facility Training & Risk Mgmt	391,280	59,587		96,380	391,280	155,967
32004 Custodial	2,417,483	264,240	29,000	100	2,479,874	264,340
32006 Grounds	825,409	289,480	50,000	17,000	881,836	306,480
32007 Facility Systems & Controls	213,455	232,971	35,882	41,029	251,728	274,000
32008 Heating Plant	685,990	503,226	20,000	300,774	713,538	804,000
32010 Trades	2,992,542	894,279	72,165	46,021	3,216,635	940,300
32012 Facility Campus Services	483,610	8,050		550	445,674	8,600
32014 Rugby Pines		45,750		0		45,750
Total Operations/Facilities	\$9,737,551	\$2,549,893	\$333,047	\$500,000	\$10,288,145	\$3,049,893

New Salary Requests

Construction & Capital Projects - Architect	\$60,000
Purchasing - Program Assistant	40,000
Facilities Parttime/Student salary	26,000
Custodial - Building Maint Worker	29,000
Grounds - Overtime	50,000
Facility Systems & Controls - Tech Serv Spec	35,882
Heating Plant - Overtime	20,000
Trades - 3rd Shift Supervisor	45,400
Trades - Repairer	26,765
Total	\$333,047

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

<u>Division - Student Affairs</u>	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
50000 VP Student Affairs	\$101,550	\$75,500		(31,000)	\$53,750	\$44,500
51004 EOF King Scholar	586,804	29,000		(4,400)	605,152	24,600
51006 MAP Program		141,000		26,519		167,519
51008 Career & Academic Planning	334,976	29,358	18,500	8,710	357,136	38,068
51010 Academic Success Center	368,307	50,738	43,200	(4,280)	444,238	46,458
54006 Cultural Diversity	89,915	17,772		0	89,915	17,772
50006 Orientation		185,500	54,000	(185,500)	54,000	
50007 Transfer Orientation		20,800		(20,800)		
50008 PROS	7,637	9,479	8,300	126	15,937	9,605
50009 Parent Orientation		28,000		0	2,500	28,000
50010 Associate VP Student Engagement	249,743	2,500		(2,500)	228,043	
52004 Service Learning	109,791	15,630		(1,230)	113,723	14,400
52006 Intramural Program		19,530		0		19,530
53006 Co-Curricular Transcript	5,000	2,655		(2,655)		
53002 Counseling	712,156	19,261		3,189	733,518	22,450
53004 Student Health Services	667,481	64,468	38,026	11,982	658,214	76,450
53008 Alcohol & Drug Education	100,000	10,000		100	108,545	10,100
Total Student Affairs	\$3,333,360	\$721,191	\$162,026	(\$201,739)	\$3,464,671	\$519,452

New Salary Requests

Career & Academic Planning - P/T Asst Dir	18,500
Academic Success Center - Adj/OI Basic Skills	43,200
Orientation - Coordinator PSS4	45,000
Orientation - Grad Coordinator	9,000
PROS - Intern	5,400
PROS - Student Salary	2,900
Counseling - Intern (cost of \$15,000 funded from revenue account)	0
Student Health Services - Parttime nurse increase	38,026
Total	\$162,026

Non-Salary Adjustments

Orientation and Transfer orientation will move to Special Programs and be supported by a new orientation fee.

(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

<u>Division - Advancement</u>	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
40000 VP Advancement	\$390,755	\$46,382		(\$15,182)	\$165,755	\$31,200
40006 Alumni	200,142	32,802	2,500	5,100	183,315	37,902
40008 Assoc VP Advancement	209,817	36,900		(466)	49,142	36,434
40010 Development Info Services	260,038	77,500	0	30,100	247,466	107,600
40012 Development	479,652	44,000	141,600	26,600	649,795	70,600
40014 Major Gifts		23,680		(3,380)		20,300
40016 Future Fund	47,800	64,152		5,228	51,304	69,380
Total Advancement	\$1,588,204	\$325,416	\$144,100	\$48,000	\$1,346,777	\$373,416

New Salary Requests

Alumni - Student salary	\$2,500
Development Info Services - Parttime temp funded from sal sav	0
Development - 2 Directors (1 pos upgrade and 1 new pos)	141,600
Total	\$144,100

One-Time Non-Salary Requests

Development Info Services	\$40,000	Wealth Screening Service
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(Note 1)

FY 13 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected 2013

<u>Division - General University</u>	FY 2012 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2013 Request	
	Salary	Non-Salary			Salary	Non-Salary
15020 General University	\$376,840	\$3,373,100			\$305,000	\$3,373,100
15025 University Reserve/Salary Savings	(500,000)	0			(800,000)	
Total General University	(\$123,160)	\$3,373,100	\$0	\$0	(\$495,000)	\$3,373,100

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**Auxiliary Services Summary Schedule
Proposed Budget FY 2013**

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees		\$3,036,218	\$3,133,146		\$6,169,364
Housing Rentals	29,618,478				29,618,478
Interest Income					65,000
Sub-Total	29,618,478	3,036,218	3,133,146	0	35,852,842
5040 Fines	0				0
5045 Housing Cancellation Fee	4,000				4,000
5503 Miscellaneous Revenue			2,000		2,000
5502 Merchant Commission	60,000				60,000
5505 Other Income		5,000		550,000	555,000
5506 Rental Income		13,000	4,000	350,000	367,000
5507 ID Card		67,000			67,000
5508 Memberships			175,000		175,000
5509 Guest Fees			22,000		22,000
5510 Equipment Rentals			18,000		18,000
5511 Court Rentals			5,000		5,000
5512 Intramural Fees			15,000		15,000
5513 Instructional Fees			115,000		115,000
5515 Summer Camps			240,000		240,000
5548 Repair Income	180,000				180,000
Sub-Total Other Revenue	244,000	85,000	596,000	900,000	1,825,000
Total Revenue	\$29,862,478	\$3,121,218	\$3,729,146	\$900,000	\$37,677,842

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Auxiliary Services Summary Schedule Proposed Budget FY 2013

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
6002 Salary Full Time	\$2,934,087	\$695,779	\$582,316	\$205,869	\$4,418,051
6003 Salary Part Time	85,000	9,000	150,000	30,000	274,000
6010 Salary Voucher			4,000	10,000	14,000
6012 Student Salary	275,000	110,000	318,000		703,000
6013 Res Dir/Graduate Assistants	211,000	15,000	40,000		266,000
6015 Overtime	165,000	30,000	3,000		198,000
6020 Salary Adjustments	300,000	27,000	55,000		382,000
6040 Clothing Allowance	30,000	6,000	2,000		38,000
Sub-Total Salary	4,000,087	892,779	1,154,316	245,869	6,293,051
6100 Fringe Benefits Pool	1,137,547	268,117	233,676	81,372	1,720,712
 Total Salary & Fringes	 5,137,634	 1,160,896	 1,387,992	 327,241	 8,013,763
 7000 Supplies	 145,000	 45,000	 70,000	 3,000	 263,000
7005 Printing	15,000	6,000	18,000	2,000	41,000
7010 Educational Supplies			500		500
7015 Equipment Under \$5000	130,000	50,000	65,000	2,500	247,500
7020 Purchase Card Clearing	5,000	5,000	22,000	500	32,500
7200 Catering & Official Reception	40,000	8,000	12,000	291,379	351,379
7204 Credit Card Charges	170,000	22,000	22,000		214,000
7206 Professional Services	10,000	30,000	30,000	6,000	76,000
7210 Licenses/Registration Fees	1,000	1,200	10,000	35,000	47,200
7212 Staff Training & Development	6,500	4,000	3,000	1,000	14,500
7216 Travel	15,000	9,000	17,000	6,500	47,500
7218 Telephone	80,000	6,000	6,000	2,000	94,000
7220 Cable Television	175,255				175,255
7222 Moving Relocation	0				0
7224 Postage	3,000	500	5,000	500	9,000
7226 Insurance	70,000	18,000	18,000		106,000
7228 Contracted Service	450,000	120,000	70,000		640,000
7230 Advertising	1,000		2,000	2,500	5,500
7232 Subscriptions/Memberships	2,000	2,500	4,000	1,500	10,000
7234 Other Services	0	2,000	50,000		52,000
7300 Repairs	705,000	60,000	130,000		895,000
7310 Rental Expense	10,000	500	8,000	1,000	19,500
Res Life Programming	312,392				312,392

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Auxiliary Services Summary Schedule
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	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
7400 Reserve Allocation	0	0	6,000		6,000
7410 Transfer	254,223	9,500			263,723
7420 Workmen's Compensation	80,000	40,000	0		120,000
7645 Equipment & Software Over \$5000	120,000	20,000	50,000		190,000
7864 Cost Sharing	(150,000)	(90,000)	44,470	117,380	(78,150)
Sub-Total Non-Salary Oper	<u>2,650,370</u>	<u>369,200</u>	<u>662,970</u>	<u>472,759</u>	<u>4,155,299</u>
7100 Electric	1,580,664	461,210	248,630		2,290,504
7120 Natural Gas	226,853	89,691	41,479		358,023
7130 Fuel Oil	14,750	8,850	5,900		29,500
7140 Water/Sewer	1,117,522	74,825	43,050		1,235,397
Sub-Total Utilities	<u>2,939,789</u>	<u>634,576</u>	<u>339,059</u>	<u>0</u>	<u>3,913,424</u>
7506 Graduate Coordinator Waiver		34,000	65,000		99,000
7500 Tuition & Fee Expense	172,169				172,169
7552 Housing Waivers	1,023,182				1,023,182
7554 Board Waivers	407,277				407,277
Sub-Total Waivers	<u>1,602,628</u>	<u>34,000</u>	<u>65,000</u>	<u>0</u>	<u>1,701,628</u>
Rental Expenses - Rowan Blvd.	10,209,280				10,209,280
Revenue Distributions to University	1,400,000	100,000	400,000	100,000	2,000,000
7704 Debt Service	3,328,778	575,189	717,370		4,621,337
Capital	<u>2,250,000</u>				<u>2,250,000</u>
Total Non Salary	<u>24,380,845</u>	<u>1,712,965</u>	<u>2,184,399</u>	<u>572,759</u>	<u>28,850,968</u>
Total Expenditures	<u>\$29,518,479</u>	<u>\$2,873,861</u>	<u>\$3,572,391</u>	<u>\$900,000</u>	<u>\$36,864,731</u>
Excess/(Deficit)	\$343,999	\$247,357	\$156,755	\$0	\$813,111

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Budget Analysis - Auxiliary Services

	2009	Actual 2010	2011	Base Budget 2012	Request 2013
Revenues					
Student Fees	5,126,231.00	5,425,149.00	5,676,537.10	5,890,545.00	6,169,364.00
Housing Rentals	18,807,358.83	22,997,763.04	25,908,838.01	28,876,040.00	29,618,478.00
Interest Income	301,262.36	147,007.34		75,000.00	65,000.00
Sub-Total	24,234,852.19	28,569,919.38	31,585,375.11	34,841,585.00	35,852,842.00
Fines	0.00	60.00	70.00	80.00	0.00
Application Fees	0.00	(354.60)	0.00	0.00	0.00
Housing Cancellation Fee	15,500.00	12,500.00	24,750.00	9,500.00	4,000.00
Miscellaneous Revenue	(1,096.86)	(3,784.47)	4,678.43	2,000.00	2,000.00
Merchant Commission	53,229.85	65,474.77	74,270.63	60,000.00	60,000.00
Other Income	24,303.24	527,663.09	437,054.44	556,000.00	555,000.00
Rental Income	628,982.54	347,842.58	359,598.61	405,000.00	367,000.00
ID Card	62,085.00	81,175.87	68,241.74	66,000.00	67,000.00
Memberships	276,000.63	210,891.00	174,863.69	190,000.00	175,000.00
Guest Fees	28,949.00	23,849.00	21,978.00	24,000.00	22,000.00
Equipment Rentals	18,368.50	19,248.35	19,133.00	20,000.00	18,000.00
Court Rentals	921.00	2,610.00	7,570.00	4,000.00	5,000.00
Intramural Fees	13,532.00	15,334.95	16,969.90	14,000.00	15,000.00
Instructional Fees	134,688.75	121,793.25	105,146.00	125,000.00	115,000.00
Summer Camps	182,949.59	34,882.00	238,055.15	220,000.00	240,000.00
Repair Income	40,241.00	51,134.53	157,839.73	71,000.00	180,000.00
Forfeited Security Deposit	16,588.85	54,520.40	4,249.50	0.00	0.00
Sub-Total Other Revenue	1,495,243.09	1,564,840.72	1,714,468.82	1,766,580.00	1,825,000.00
Total Revenue	25,730,095.28	30,134,760.10	33,299,843.93	36,608,165.00	37,677,842.00

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Budget Analysis - Auxiliary Services

	2009	Actual 2010	2011	Base Budget 2012	Request 2013
Expenditures					
Salary Full Time	3,276,758.15	3,504,122.33	3,943,413.63	4,357,285.00	4,418,051.00
Salary Part Time	242,445.83	166,102.74	204,985.75	237,000.00	274,000.00
Salary Voucher	8,559.88	8,496.75	8,956.75	13,000.00	14,000.00
Student Salary	557,303.18	618,905.13	571,702.02	735,000.00	703,000.00
Graduate Assistants	216,519.11	232,543.73	211,449.29	216,000.00	266,000.00
Overtime	163,454.20	216,317.97	231,076.39	193,000.00	198,000.00
Salary Adjustments	376,844.03	491,594.23	371,618.13	400,000.00	382,000.00
Clothing Allowance	0.00	33,951.88	34,127.50	38,000.00	38,000.00
Sub-Total Salary	4,841,884.38	5,272,034.76	5,577,329.46	6,189,285.00	6,293,051.00
Fringe Benefits Pool	1,211,457.64	1,253,156.47	1,422,758.26	1,561,935.00	1,720,712.00
Total Salary & Fringes	6,053,342.02	6,525,191.23	7,000,087.72	7,751,220.00	8,013,763.00
Supplies	250,696.19	300,653.08	313,583.71	263,000.00	263,000.00
Printing	50,906.41	46,189.63	75,799.76	41,000.00	41,000.00
Educational Supplies	0.00	0.00	600.00	500.00	500.00
Equipment Under \$5000	245,422.93	179,756.18	207,107.23	127,500.00	247,500.00
Purchase Card Clearing	35,004.05	59,583.36	53,346.80	45,500.00	32,500.00
Catering & Official Reception	192,144.86	418,844.14	373,464.49	399,000.00	351,379.00
Credit Card Charges	158,715.29	177,911.79	222,516.17	153,760.00	214,000.00
Professional Services	90,869.66	105,133.66	60,145.04	98,000.00	76,000.00
Licenses/Registration Fees	16,983.36	31,226.96	33,511.47	49,200.00	47,200.00
Staff Training & Development	23,143.17	11,033.28	5,809.95	15,500.00	14,500.00
Travel	70,665.09	53,304.44	39,710.81	46,500.00	47,500.00
Telephone	121,350.60	127,629.31	101,058.56	134,000.00	94,000.00
Cable Television	121,944.04	102,398.02	143,704.15	140,000.00	175,255.00
Moving Relocation	0.00	1,500.00	0.00	0.00	0.00
Postage	9,937.99	10,885.26	8,507.54	13,500.00	9,000.00
Insurance	80,820.89	96,755.97	85,331.87	117,000.00	106,000.00
Contracted Service	588,698.51	504,302.94	615,897.13	630,000.00	640,000.00
Advertising	6,626.68	6,866.01	5,209.13	6,700.00	5,500.00
Subscriptions/Memberships	6,946.25	5,870.41	4,950.95	10,500.00	10,000.00
Other Services	21,434.38	33,700.34	199,090.96	57,000.00	52,000.00
Repairs	592,585.92	448,830.32	423,545.86	644,970.00	895,000.00
Rental Expense	6,565.33	13,908.52	16,549.54	17,500.00	19,500.00
Res Life Programming	226,425.33	247,856.16	269,990.79	280,000.00	312,392.00
Reserve Allocation	127,986.69	15,500.00	(114.00)	6,000.00	6,000.00
Transfer	1,081.88	31,500.00	0.00	41,000.00	263,723.00

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Budget Analysis - Auxiliary Services

	2009	Actual 2010	2011	Base Budget 2012	Request 2013
Workmen's Compensation	74,897.48	78,615.81	188,448.24	98,000.00	120,000.00
Equipment & Software Over \$5000	23,013.71	70,524.87	124,848.72	108,000.00	190,000.00
HUD Subsidy	0.00	0.00	0.00	0.00	0.00
Excess Debt Service Funds	(21,700.64)	0.00	0.00	0.00	0.00
Indirect Costs	(77,986.69)	0.00	0.00	0.00	0.00
Cost Sharing	295,473.22	121,337.96	(205,760.90)	(52,000.00)	(78,150.00)
Sub-Total Non-Salary Oper	3,340,652.58	3,301,618.42	3,366,853.97	3,491,630.00	4,155,299.00
Electric	1,824,418.60	1,652,832.98	1,649,174.36	1,966,170.00	2,290,504.00
Natural Gas	699,491.99	571,458.32	380,132.40	467,781.00	358,023.00
Fuel Oil	37,967.28	44,065.75	9,704.80	59,000.00	29,500.00
Water/Sewer	737,554.00	818,139.21	956,148.59	1,081,710.00	1,235,397.00
Sub-Total Utilities	3,299,431.87	3,086,496.26	2,995,160.15	3,574,661.00	3,913,424.00
Graduate Coordinator Waiver	60,108.00	62,857.00	109,325.00	107,000.00	99,000.00
Tuition & Fee Expense	190,289.20	217,888.30	126,705.00	144,262.00	172,169.00
Housing Waivers	625,062.85	798,998.46	866,954.24	986,467.00	1,023,182.00
Board Waivers	233,682.25	344,556.58	348,109.19	380,688.00	407,277.00
Sub-Total Waivers	1,109,142.30	1,424,300.34	1,451,093.43	1,618,417.00	1,701,628.00
Rental Expense - Rowan Blvd.	0.00	4,316,800.00	6,912,880.00	9,560,080.00	10,209,280.00
Revenue Distributions to University	0.00	700,000.00	1,015,000.00	3,100,000.00	2,000,000.00
Debt Service	4,424,071.69	4,453,113.18	4,619,795.90	4,623,633.00	4,621,337.00
Capital - Interest Funded	301,262.36	147,007.34	0.00	0.00	0.00
Capital	4,773,737.64	5,802,151.40	2,961,122.40	2,250,000.00	2,250,000.00
Total Non Salary	17,248,298.44	23,231,486.94	23,321,905.85	28,218,421.00	28,850,968.00
Total Expenditures	23,301,640.46	29,756,678.17	30,321,993.57	35,969,641.00	36,864,731.00
Excess/(Deficit)	2,428,454.82	378,081.93	2,977,850.36	638,524.00	813,111.00

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College of Graduate and Continuing Education Proposed Budget FY 2013

	Summer	Graduate School	Extension	Total
<u>Revenues</u>				
Tuition	\$4,562,294	\$5,771,400	\$11,704,600	\$22,038,294
Student Fees	1,087,188	1,118,181		2,205,369
Total Revenue	\$5,649,482	\$6,889,581	\$11,704,600	\$24,243,663
<u>Expenditures</u>				
Full Time Salary			2,527,062	2,527,062
Part Time Salary			206,667	206,667
Adjunct/Overload			580,000	580,000
Salary Voucher	1,500,000		325,000	1,825,000
Student Salary			20,000	20,000
Salary Adjustments	600,000	2,580,643	(1,326,000)	1,854,643
Clothing Allowance				0
Total Salary	2,100,000	2,580,643	2,332,729	7,013,372
Fringe Benefits	114,750	0	1,096,062	1,210,812
Total Salary & Fringes	2,214,750	2,580,643	3,428,791	8,224,184
Supplies		10,000	10,000	20,000
Printing	2,000	5,000	8,000	15,000
Equipment Under \$5,000		7,000	15,000	22,000
Purchase Card Clearing			5,000	5,000
Catering & Official Reception		1,000	2,500	3,500
Credit Card Charges			160,000	160,000
Professional Services				9,000
Licenses/Registration Fees		300	700	1,000
Staff Training & Development		3,000	7,000	10,000
Travel		5,000	20,000	25,000
Telephone		4,000	8,000	12,000
Postage		2,500	2,500	5,000
Insurance			2,000	2,000
Contracted Services			300,500	300,500
Advertising	85,000	200,000	600,000	885,000
Subscriptions/Memberships	4,500	20,000	25,000	49,500
Other Services			50,000	50,000

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College of Graduate and Continuing Education Proposed Budget FY 2013

	Summer	Graduate School	Extension	Total
Rental Expense	5,000	20,000	300,500	325,500
Reserve Allocation				0
Equipment Over \$5,000			25,000	25,000
Cost Sharing			350	350
Sub-Total - Non-Salary Operating	96,500	277,800	1,542,050	1,925,350
Waivers	375,000	200,000	350,000	925,000
Revenue Distributions to Reg University	2,109,793	2,675,832	4,541,840	9,327,465
Revenue Centers Distrib. to Acad. Affairs	790,927	964,541	1,638,644	3,394,113
Total Non-Salary	3,372,220	4,118,174	8,072,534	15,571,928
Total Expenditures	\$5,586,970	\$6,698,817	\$11,501,325	\$23,796,112
Excess/(Deficit)	\$62,512	\$190,764	\$203,275	\$447,551

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▶ TREND ANALYSIS

Budget Analysis - College of Graduate & Continuing Education

	2009	Actual 2010	2011	Base Budget 2012	Request 2013
Revenues					
Tuition	4,040,793.00	5,238,730.00	21,186,567.50	22,856,220.00	22,038,294.00
Student Fees	10,350.00	11,720.00	2,286,980.89	2,223,102.00	2,205,369.00
Other Revenue	150.00	10,918.85	161,657.63	0.00	0.00
Total Revenue (Note 1)	4,051,293.00	5,261,368.85	23,635,206.02	25,079,322.00	24,243,663.00
Expenditures					
Salary Full Time	1,548,463.25	1,727,938.86	1,900,321.47	2,151,671.00	2,527,062.00
Salary Part Time	38,527.86	181,631.62	206,691.27	92,608.00	206,667.00
Adjunct/Overload	270,061.00	429,697.00	595,786.46	580,000.00	580,000.00
Salary Voucher	1,810,842.50	2,115,001.86	1,923,070.78	1,860,000.00	1,825,000.00
Student Salary	17,327.00	16,241.02	19,127.75	20,000.00	20,000.00
Graduate Assistants	0.00	0.00	158,759.43	200,000.00	0.00
Salary Adjustment	1,000.00	21,298.00	1,667,838.30	1,868,152.00	1,854,643.00
Clothing Allowance	0.00	675.00	700.00	0.00	0.00
Sub-Total Salary	3,686,221.61	4,492,483.36	6,472,295.46	6,772,431.00	7,013,372.00
Fringe Benefits Pool	473,986.84	485,229.11	940,859.97	950,057.00	1,210,812.00
Total Salary & Fringes	4,160,208.45	4,977,712.47	7,413,155.43	7,722,488.00	8,224,184.00
Supplies	8,140.54	11,057.44	14,329.11	16,000.00	20,000.00
Printing	14,368.70	15,603.58	19,402.35	13,500.00	15,000.00
Educational Supplies	0.00	0.00	10,341.49	0.00	0.00
Equipment Under \$5,000	18,807.62	14,128.82	16,457.47	22,000.00	22,000.00
Purchase Card Clearing	5,733.00	7,387.00	3,814.62	5,000.00	5,000.00
Catering & Official Reception	1,875.00	2,636.00	6,823.52	2,500.00	3,500.00
Credit Card Charges	0.00	0.00	126,566.93	0.00	160,000.00
Professional Services	720.00	0.00	12,100.00	0.00	9,000.00
Licenses/Registration Fees	990.00	350.00	0.00	1,000.00	1,000.00
Staff Training & Development	649.00	315.00	2,531.00	2,000.00	10,000.00
Honorarium/Stipends	0.00	0.00	(250.00)	0.00	0.00
Travel	8,916.00	7,804.08	21,592.68	12,000.00	25,000.00
Telephone	10,882.47	14,233.88	13,790.77	10,000.00	12,000.00
Postage	4,473.23	4,005.41	12,225.34	5,000.00	5,000.00
Insurance	1,080.00	0.00	0.00	2,000.00	2,000.00

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▶ TREND ANALYSIS

	2009	Actual 2010	2011	Base Budget 2012	Request 2013
Contracted Services	31,200.00	39,340.00	316,000.05	255,000.00	300,500.00
Advertising	315,028.05	344,448.22	432,623.36	635,000.00	885,000.00
Subscriptions/Memberships	29,433.50	35,000.50	55,998.50	35,000.00	49,500.00
Other Services	19,477.00	48,563.00	19,549.04	50,000.00	50,000.00
Repairs	0.00	0.00	25,000.00	0.00	0.00
Rental Expense	171,112.99	227,845.43	382,918.10	245,000.00	325,500.00
Reserve Allocation	0.00	0.00	0.00	0.00	0.00
Equipment Over \$5,000	0.00	15,372.00	13,801.04	20,000.00	25,000.00
Cost Sharing	29,033.47	(1,750.00)	31,433.67	300.00	350.00
Sub-Total - Non-Salary Operating	671,920.57	786,340.36	1,537,049.04	1,331,300.00	1,925,350.00
Tuition & Fee Expense	2,256.00	0.00	1,530,915.23	1,700,000.00	925,000.00
Rev Dist to Reg University	361,440.00	1,425,000.00	8,794,852.00	9,351,728.80	9,327,465.20
Rev Ctrs Dist Acad Affairs	959,367.00	824,086.00	3,516,516.00	3,173,000.00	3,394,112.82
Total Non-Salary	1,994,983.57	3,035,426.36	15,379,332.27	15,556,028.80	15,571,928.02
Total Expenses	6,155,192.02	8,013,138.83	22,792,487.70	23,278,516.80	23,796,112.02
Excess/(Deficit)	(2,103,899.02)	(2,751,769.98)	842,718.32	1,800,805.20	447,550.98

(Note 1) Revenues for FY 2009 and 2010 for Summer Session and Graduate School were included in Regular University Tuition Revenues. Beginning in FY 2011 these two programs were incorporated into the College of Graduate & Continuing Education.

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▶ OPERATING BUDGET

Medical School

Budget Analysis FY 2013

Revenues

	Actual 2011	Base Budget 2012	Request 2013
State Appropriation	\$18,407,000	\$18,407,000	\$24,097,000
Tuition			1,940,300
Fees		125,000	310,113
Other Revenue - Funding from Cooper Hospital	4,000,000	6,000,000	6,000,000
Other Revenue - Cooper Library Support			412,373
Funding from Reserves		610,000	6,900,000
Total Revenue	\$22,407,000	\$25,142,000	\$39,659,786

Expenditures

Salary Full Time	1,996,581	4,080,540	7,528,753
Salary Adjustment	102,959	0	0
Fringe Benefits	0	605,000	623,200
Total Salary	2,099,540	4,685,540	8,151,953
Supplies	22,008	75,056	361,050
Printing	19,601	29,300	83,850
Educational Supplies	1,201	11,750	91,800
Equipment Under \$5,000	51,902	33,000	88,200
Catering & Official Reception	7,668	24,100	183,650
Professional Services	28,073	731,000	951,285
Licenses/Registration Fees	3,626	0	13,000
Staff Training & Development	0	50,000	122,500
Honorariums/Stipends	8,067	39,000	81,800
Travel	27,884	128,953	182,460
Telephone	29,198	29,520	123,080
Cable/Television	0	0	28,200
Postage	56	2,000	6,500
Insurance	2,169	0	2,400
Contracted Services	670,907	270,000	1,540,900
Advertising	78,769	105,000	38,000
Subscriptions/Memberships	31,654	33,375	76,295
Other Services	7,462	5,000	19,813
Rent Expense	0	210,441	50,000
Lease Expense	0	0	252,000
Transfer to Capital	62,000	0	0
Real Estate Taxes (PILOT)	0	0	180,000
Equipment Over \$5,000	30,000	274,230	2,027,000
Reserve	0	100,000	150,000
Total Non-Salary - Operating	1,082,245	2,151,725	6,653,783

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▶ OPERATING BUDGET

**Medical School
Budget Analysis FY 2013**

	Actual 2011	Base Budget 2012	Request 2013
Electric	0	0	525,000
Natural Gas	0	0	120,000
Water/Sewer	0	0	330,000
Total Utilities	0	0	975,000
Cooper Hospital Support	10,607,000	10,607,000	16,154,234
Debt Service	7,700,577	7,697,641	7,697,641
Total Expenditures	\$21,489,362	\$25,141,906	\$39,632,611
Excess/(Deficit)	\$917,638	\$94	\$27,175

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▶ SUMMARY

**Special Programs Summary Schedule
Proposed Budget FY 2013**

Base Budget 2012	Request 2013
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Revenues

Other Revenue		
Workshop Fees	\$354,675	\$300,000
Other Student Fees	279,149	700,000
Rowan Foundation	1,967,243	1,600,000
Other	1,198,933	1,400,000
Total Other Revenue	3,800,000	4,000,000
Funding from Reserves	337,558	
Revenue Center Distributions	3,173,000	3,394,113
Total Revenues	\$7,310,558	\$7,394,113

Expenditures

Non-Salary Operating	\$3,600,000	\$3,700,000
Academic Affairs Distributions	3,510,558	3,419,466
Total Expenditures	\$7,110,558	\$7,119,466
Net Operating	\$200,000	\$274,647

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▶ CAPITAL PROJECTS

PROPOSED CAPITAL PROJECTS LIST FISCAL YEAR 2013

PRIORITY	CAMPUS ID/BUILDING	USE/STUDENT CENTER	CATEGORY	DESCRIPTION	EST. BUDGET
I	Athletics/Recreation	Aux	CR	Steam Main Replacement, Pit 12 to 14 (Esby to Wilson)	\$ 475,000
I	Athletics/Recreation	Res	AR	Student Center Move grease storage tank on loading dock of Student Center (per FM)	\$ 2,500
M	Athletics/Recreation	Acad	CR	Pool Renovations/Tile replacement - Esby Gym	\$ 100,000
M	Athletics/Recreation	Aux	CR	Restroom Renovation (1 Men and 1 Women) - Esby Gym	\$ 200,000
M	Athletics/Recreation	Aux	AR	Esby Replace wooden bleachers in pool area with new	\$ 10,000
I	Bole	Admin	CR	HVAC Unit Replacement - Bole Hall	\$ 850,000
M	Bozorth	Acad	DM	Bozorth Hall Acoustical Tiles Replaced in TV studio	\$ 5,000
I	Bunce	Acad	DM	Repair 3rd floor windows, blinds and tiles - Bunce Hall	\$ 35,000
I	Campus	A/S	CR	Annual ENGR FEASIBILITY AND DESIGN FRF PROJECTS	\$ 75,000
I	Campus	Acad	CR	Storm water master plan	\$ 200,000
I	Campus	A/S	CR	West Campus storage building roof replacement	\$ 30,000
I	Campus	A/S	CR	Annual Facilities Conditions Audits 2013	\$ 75,000
I	Campus	A/S	CR	Annual General Roof Inspection / Repairs	\$ 30,000
I	Campus	A/S	CR	Annual paving and sidewalk repairs	\$ 75,000
I	Campus	A/S	CR	Repairing / inspecting site drainage inlets / laterals	\$ 50,000
I	Campus	A/S	CR	Furniture	\$ 50,000
I	Campus	A/S	CR	Carpet	\$ 100,000
I	Campus	Aux	AR	Front money for FEMA water remediation (75% reimbursement)	\$ 250,000
M	Campus	A/S	CR	Recycling containers (6-Month payback)	\$ 15,000
I	Cassady	Admin	LS	Cassady Life Safety /HVAC Improvement	\$ 75,000
I	Central Plant	A/S	CR	Hering Plant Boiler Feed Renewal	\$ 500,000
I	Central Plant	A/S	CR	Hering Plant Main Steam Header Repairs (4) valves overhead	\$ 60,000
I	Central Plant	A/S	CR	Bearing replacement at cooling towers #2 and #4	\$ 35,000
I	COFPA	Acad	LS	Memorial fire alarm renewal	\$ 25,000
I	Facilities Operations	Admin	CR	Steam trap replacement program at 24 total steam manholes.	\$ 36,000
M	Greenhouse	Aux	DM	John B Sangree Remove Abandoned tanks and boiler	\$ 21,000
I	Hering Plant	A/S	AR	Install heat activated gas shutoff valves in Hering (per FM)	\$ 20,000
I	Housing	Res	CR	Triad elevator renewal	\$ 1,225,000
I	Housing	Res	CR	Mullica Replace Roof	\$ 250,000
I	Housing	Res	CR	Evergreen Replace Roof	\$ 250,000
I	Housing	Res	CR	Replace 20 bathroom fans - Mimosa Hall	\$ 20,000
I	Housing	Res	CR	Evergreen Hall Replace Suite and Bedroom Doors & Hardware	\$ 25,000
M	Housing	Res	CR	Domestic Hot Water Exchanger - Evergreen	\$ 400,000
I	Housing	Res	CR	EPA 400 "Design Only"	\$ 115,000
I	Mullica	Res	CR	Mullica Hall Replace Suite and Bedroom Doors & Hardware	\$ 50,000
M	Rowan	Acad	CR	Replace variable frequency drives - Rowan Hall	\$ 113,000
M	Rowan	Acad	AR	Rowan Hall Chilled Water into Room 145	\$ 15,000
I	Rowan Hall	Acad	CR	Rowan Hall Exterior Lighting Fixture Replacement (14)	\$ 25,000
I	Science	Acad	AR	Science Hall Room 154, 109 & 105 remodel	\$ 110,000

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▶ CAPITAL PROJECTS

PRIORITY	CAMPUS ID/BUILDING	USE/STUDENT CENTER	CATEGORY	DESCRIPTION	EST. BUDGET
M	Athletics/Recreation	Aux	AR	Student Recreation Center Gym Court Dividers	\$ 45,000
M	Athletics/Recreation	Aux	AR	Student Recreation Center Conversion of Conference Room to Smart room	\$ 90,000
M	Student Center	Res	AR	Student Center Conversion of Room 127 to meeting space	\$ 80,000
I	Student Center	Res	AR	Student Center Refurbishment of Owl's Nest	\$ 130,000
M	Athletics/Recreation	Aux	AR	Student Recreation Center UV System for 2nd pool	\$ 50,000
M	Student Center	Res	CR	Student Center Market Place Dish Room Renewal	\$ 200,000
M	Athletics/Recreation	Aux	AR	Student Recreation Center Fitness Floor Covering Replacement	\$ 120,000
I	Student Rec Center	A/S	CR	Rec Center Partial Roof / Skylight Repairs - Rec Center	\$ 102,000
I	Westby	Acad	AR	Room 111 cooling needed for projector - Westby Hall	\$ 20,000
M	Westby	Acad	CR	Westby Hall Room 101 Annex Repairs	\$ 8,000
I	Wilson	Acad	CR	Replacement of Star Drop and drop curtains - Wilson Hall	\$ 95,000
I	Campus	A/S	CR	Environmental remediation	\$ 375,000

Sub-total	\$ 7,312,500
FEMA Reimbursement	\$ (187,500)
Total	\$ 7,125,000

Capital Projects

<p>Priority</p> <p><i>I</i> = Immediate <i>H</i> = High <i>M</i> = Medium <i>L</i> = Low</p>	<p>Use/Student Center</p> <p><i>Acad</i>: Academic <i>A/S</i>: Administration and Staff <i>Aux</i>: Auxiliary <i>Infr</i>: Infrastructure <i>Res</i>: Residential Life</p>	<p>Category</p> <p><i>AR</i>: Adaptive Reuse <i>DM</i>: Deferred Maintenance <i>I</i>: Infrastructure <i>LS</i>: Life Safety <i>New</i>: New Construction <i>CR</i>: Capital Renewal</p>
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Prepared on May 7, 2012

Office of Institutional Effectiveness, Research & Planning

Under the leadership of the Interim President, Ali A. Houshmand

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