



FISCAL YEAR 2014

CONSOLIDATED OPERATING BUDGET

Ali. A. Houshmand, President

Fiscal Year 2014

CONSOLIDATED OPERATING BUDGET

CFO's Message **1**

Regular University **7**

Auxiliary Operations **26**

CGCE **34**

Medical School **38**

Special Programs **40**

From the desk of the CFO:

Rowan University Consolidated Operating Budget Proposal Fiscal Year 2014

Overview:

Presented here is the FY 2014 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 2014 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 2014 Budget is built on the initiatives that the President highlighted in FY 2013. In the current FY 2013 budget, new funding was added to enhance scholarships, enrollment management, and library support. The allocations for these initiatives are built into the base budget for FY 2014.

The FY 2014 Budget Proposal addresses the following strategic initiatives requiring funding:

- Increased Faculty Lines
- Support for School of Health Sciences
- Funding for New Facilities on Rowan Boulevard
- Increased funding for Operations

The budget proposal includes an additional \$2.3 million in salary and fringe benefits costs for 34 new instructor faculty lines. The addition of these positions will address the shortfall of full-time faculty in the most economical means possible.

As per the New Jersey Medical and Health Sciences Education Restructuring Act, Rowan and Rutgers Camden are required to each contribute \$2.5 million toward a School of Health Sciences to be established. This budget provides for this funding.

Scheduled to open in the fall of 2013, the new parking garage and College of Graduate and Continuing Education building on Rowan Boulevard will cost \$1.8 million and \$2 million in FY 2014 respectively. These facilities will provide much needed parking space for our resident students and enable the CGCE program to consolidate operations with anticipated future growth to offset costs.

An additional \$.75 million was allocated to Academic Affairs to provide funding for 3 new development directors, 2 additional IT positions, 1 managerial position for the Rohrer College of Business, and non-salary support including additional lab costs, start up funds for new faculty, and increased IT maintenance costs.

Enrollment Management has become an integral part of University planning. This budget includes new funding of \$.4 million to support the initiatives in this area. Funding includes salary support for the addition of 1 new staff in Admissions for recruitment and 2 new staff in Academic Advising, in addition to non-salary support for Web Services and Admissions.

An additional \$.5 million was allocated to Facilities Operations to support increased non-salary needs.

Intercollegiate Athletics was allocated an additional \$.4 million to provide funding for 1 new staff in Sports Information and support for increased non-salary costs for team travel,

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meals, and equipment. In the past, the University has relied heavily on student athletes providing their own equipment and fund-raising. This funding will put the University on par with our like institutions.

Student Affairs was allocated an additional \$.2 million to provide funding for a psychologist in counseling, 1 staff position for EOF, 1 staff position for the Student Health Center, and 1 staff position in Academic Success, in addition to non-salary support for increased program costs.

We continue to be reliant on State funding. Recently, the Governor indicated in his FY 2014 Budget Address that funding for Higher Education would increase. The increases represent the estimated costs of state paid fringe benefits applicable to Rowan University, and a transfer of \$3.75 million previously allocated to Robert Wood Johnson Medical School Camden for administrative and security costs as outlined in the 2009 Executive Order. The State allocation to the University to support operations is remaining the same as FY 2013. By maintaining level funding, support for the salary increases, negotiated by the State for our employees, falls to the University. The State did, however, increase the number of State Funded benefit positions allocated to Rowan to 105 for the Medical School. This is the number of positions we requested, and should alleviate Rowan from having to pay fringe benefit costs for Medical School positions.

Through strategic budget planning and initiatives, the FY 2014 Budget Proposal calls for **no** increase in undergraduate tuition and fees for FY 2014. Although the State has not imposed a cap on tuition increases as in previous years, we continue to meet our objectives with the goal of affordability, and are extremely pleased to be able to present this budget without increased costs to our undergraduate students. On a consolidated basis, Total Revenues for FY 2014 are budgeted at \$297.8 million and Total Expenses are anticipated to be \$296.5 million.

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2013 & 2014</u>
Full-Time In-State Tuition	\$8,906
Full-Time Out of State Tuition	\$16,712
Full-Time Fees	\$3,474

Revenue Highlights

- General State appropriations are projected to be \$58.563 million. The Governor's Detailed Budget indicates that funding for Higher Education in FY 2014 will remain

at the FY 2013 level, with the addition to Rowan of the \$3.75 million transferred from Robert Wood Johnson Medical School Camden.

- State Paid Fringe Benefits are estimated to be \$39.5 million in FY 2014. The State allotment of positions covered under the State Benefit program is limited to 1,087 for the University and 105 for the Medical School for a total of 1,192.
- We are anticipating undergraduate enrollments to grow by 300 FTE's over the FY 2013 levels. The Medical School will have a total of 110 students. Total tuition revenue is projected to be \$115.9 million in FY 2014. Tuition is budgeted as follows:
 - Regular University (Undergraduate) \$90.0 million
 - CGCE (Includes Graduate and Summer) \$21.5 million
 - Medical School \$ 4.4 million
- Total Student Fee revenue is projected to be \$38.3 million in FY 2014. Fee revenue is budgeted as follows:
 - Regular University (Undergraduate) \$29.1 million
 - Auxiliary \$ 6.5 million
 - CGCE (Includes Graduate and Summer) \$ 2.2 million
 - Medical School \$.5 million
- Rental rates for student housing are budgeted to increase by an average of 2%. Total rental income for Auxiliary Operations for FY 2014 is projected to be \$30.2 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 2014 we project other revenue to total \$9 million.
- Commission revenues net of expenses are anticipated to remain at approximately \$1.0 million in FY 2014. Commission revenue is generated by the Food Service Operation (Sodexo) and the Bookstore (Barnes & Noble).
- The projected revenue distribution from CGCE operations is \$10.8 million. This estimate is based on a projected 4% reduction in enrollments for the summer program and anticipated enrollment growth of 6% in the graduate and extension program. The Regular University will receive \$7.9 million from CGCE and \$2.9 million will be distributed to Academic Affairs through the Special Programs accounts.

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- Revenue distributions from Auxiliary Operations are projected to be \$4 million in FY 2014.
- The Foundation allocation is projected to be \$5 million in FY 2014. 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 increase by \$165,000 from FY 2013. We are projecting interest income to be \$350,000 in FY 2014.
- Rental expense for Rowan Boulevard is increasing \$1.4 million. This increase is a combination of the \$2 million costs of the new parking garage and the reduction in housing costs from renegotiated leases.
- Debt Service expense for FY 2014 is \$33.4 million on outstanding debt of \$404 million.
- Capital Projects will be funded by a portion of the surplus generated in FY 2013.

Expenditure Highlights

- On a consolidated basis, salaries are increasing by \$5.9 million or 5% over the FY 2013 budget. This increase is primarily a result of additional funding for new positions totaling \$2.2 million and estimated salary increases of \$2.2 million across the University. Additional funding of \$1.5 million is included in the Medical School budget, representing 19 additional positions for FY 2014. The budget also includes a reduction for vacancies and estimated salary savings of \$2 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 1,192. If the count remains unchanged, the University will be responsible for a projected \$1,350,000 in fringe benefit costs associated with the 48 new full-time positions.
- On a consolidated basis, Non Salary operating expenses are projected to be \$46.4 million. The Regular University has increased Non Salary expenditures by \$3 million, with the majority funding the new parking garage and increased operating initiatives. Auxiliary Operations increases of \$1.2 million are primarily associated with renegotiated costs of Rowan Boulevard and are offset by decreased costs of rental expense. The Medical School, CGCE, and Special Programs have combined reductions of \$.8 million primarily representing the decreased distributions to Academic Affairs from CGCE.
- Utility costs, are projected to decrease \$.5 million from FY 2013 budgeted levels, based on actual FY 2013 year to date costs.
- Waivers and scholarships are budgeted at a total of \$14.9 million.

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**Rowan University Consolidated Budget Analysis
Projected Budget FY 2014**

	Projected FY 2014 Budget						
	Regular University	Auxiliary Operations	CGCE	Medical School	Special Programs	Eliminations	Total
Revenues							
General State Appropriation	\$30,716,000			\$27,847,000			\$58,563,000
State Paid Fringe Benefits	39,500,000						39,500,000
Tuition	90,044,278		21,449,130	4,385,700			115,879,108
Student Fees	29,056,081	6,500,353	2,169,690	546,950			38,273,074
Rental Income		30,177,894					30,177,894
Other Revenue	835,000	1,872,000		2,311,345	4,000,000		9,018,345
Commissions	1,028,869						1,028,869
Revenue Centers Distributions	7,881,528				2,950,000	10,831,528	0
Revenue Distribution - Auxiliary Foundation	4,500,000					4,500,000	0
Interest Earnings - Unrestricted	4,998,340						4,998,340
	350,000						350,000
Total	\$208,910,096	\$38,550,247	\$23,618,820	\$35,090,995	\$6,950,000	\$15,331,528	\$297,788,630
Expenditures							
Salary	\$101,199,693	\$6,443,519	\$6,730,606	\$9,036,852			\$123,410,670
Fringe Benefits	40,850,000	2,062,556	1,354,876	0			44,267,432
Non-Salary - Operating	26,151,317	5,396,908	1,577,300	6,566,858	6,750,000		46,442,383
Utilities	4,794,816	3,562,522		1,072,680			9,430,018
Waivers/Scholarships	12,255,000	1,872,377	825,000				14,952,377
Rental Expense - Rowan Blvd.		9,624,466	2,000,000				11,624,466
College of Health Sciences Support	2,500,000						2,500,000
Cooper Hospital Support				10,518,949			10,518,949
Revenue Distributions to Reg Univ.		4,500,000	7,881,528			12,381,528	0
Rev. Ctrs. Distrib. to Academic Affairs			2,950,000			2,950,000	0
Debt Service	21,083,636	4,616,477		7,697,641			33,397,754
Capital Projects		0					0
Total	\$208,834,462	\$38,078,825	\$23,319,310	\$34,892,980	\$6,750,000	\$15,331,528	\$296,544,049
Net	\$75,634	\$471,422	\$299,510	\$198,015	\$200,000	\$0	\$1,244,581

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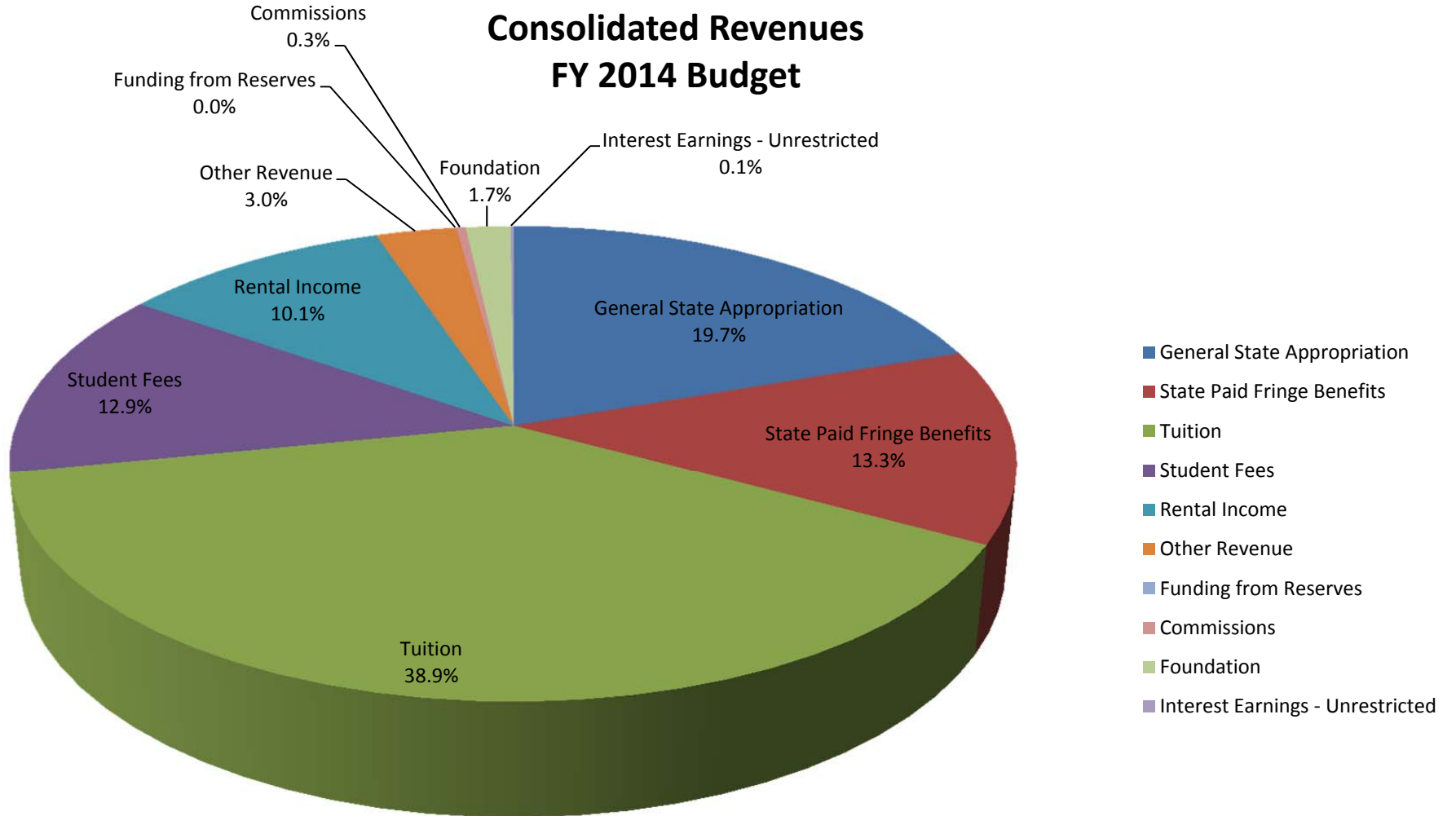
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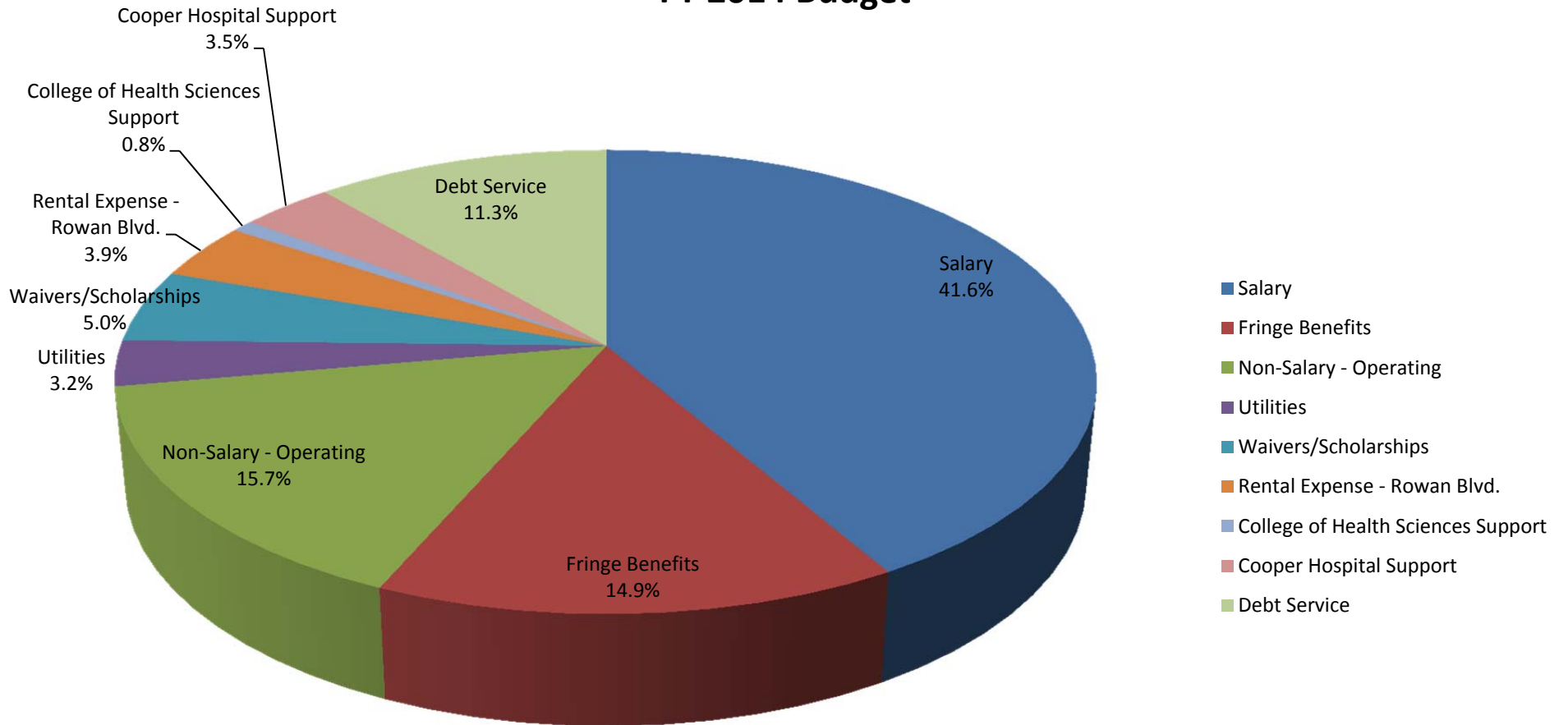
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**Consolidated Expenditures
FY 2014 Budget**



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**Revenue Analysis - Regular University
Projected Budget FY 2014**

	FY 2013 Base Budget	FY 2014 Base Budget	Change
State Appropriations	\$30,716,000	\$30,716,000	\$0
State Paid Fringe Benefits	31,500,000	39,500,000	8,000,000
Tuition			
Base	84,443,433	90,044,278	5,600,845
Tuition Increase - 0%		0	0
Total Tuition	<u>84,443,433</u>	<u>90,044,278</u>	<u>5,600,845</u>
Student Fees			
Base	27,089,276	29,056,081	1,966,805
Fee Increase - 0%		0	0
Total Fees	<u>27,089,276</u>	<u>29,056,081</u>	<u>1,966,805</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	731,300	731,300	0
Rent	937,241	937,241	0
Pilot	46,630	46,630	0
Other	118,560	118,560	0
Net Book Store	<u>(371,131)</u>	<u>(371,131)</u>	<u>0</u>
Total Commissions	<u>1,028,869</u>	<u>1,028,869</u>	<u>0</u>

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**Revenue Analysis - Regular University
Projected Budget FY 2014**

	FY 2013 Base Budget	FY 2014 Base Budget	Change
Revenue Center Distributions	9,327,465	7,881,528	(1,445,937)
Revenue Distribution - Auxiliary Foundation	2,000,000	4,500,000	2,500,000
	5,032,111	4,998,340	(33,771)
Interest Earnings	185,000	350,000	165,000
	<hr/>	<hr/>	<hr/>
Total Revenue - Regular University	\$192,157,154	\$208,910,096	\$16,752,942

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Summary Regular University Expenditures	FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
Division						
President	\$8,505,605	\$2,050,532	\$43,300	\$337,100	\$8,934,830	\$2,387,632
Health Sciences	0	0	0	40,000	380,000	40,000
Academic Innovation & Partnerships	0	0	0	0	240,000	0
Enrollment Management	3,752,198	988,247	128,000	213,952	4,122,299	1,202,199
Academic Affairs	64,696,352	12,331,117	1,872,300	302,800	67,700,741	12,633,917
Finance	2,684,795	175,695	0	0	2,864,118	175,695
Employee/Labor Relations	1,400,030	79,065	13,000	0	1,442,533	79,065
Operations/Facilities	10,288,145	3,049,893	0	500,000	10,500,561	3,549,893
Student Affairs	3,425,194	519,452	174,579	36,248	3,483,097	555,700
Advancement	1,346,777	333,416	0	54,000	1,511,514	387,416
General University	580,000	3,373,100	0	1,766,700	20,000	5,139,800
Sub-Total Operating Budget	\$96,679,096	\$22,900,517	\$2,231,179	\$3,250,800	\$101,199,693	\$26,151,317
State Paid Fringe Benefits	31,816,000		9,034,000		40,850,000	
College of Health Sciences Support		0		2,500,000		2,500,000
Utilities		5,044,816		(250,000)		4,794,816
Waivers/Scholarships		12,255,000		0		12,255,000
Debt Service		21,480,624		(396,988)		21,083,636
Capital		500,000		(500,000)		0
Total Salary/Non-Salary	\$128,495,096	\$62,180,957	\$11,265,179	\$4,603,812	\$142,049,693	\$66,784,769
Total Regular University Expenditures	<u>\$190,676,053</u>				<u>\$208,834,462</u>	

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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**Expense Analysis by Department - Regular University
Projected 2014**

<u>Division - President</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
10100	Office of the President	\$870,825	\$114,350		(\$9,850)	\$840,633	\$104,500
10110	Board of Trustees	500	39,050		(6,250)	500	32,800
10115	Presidential Lecture Series		20,000		0		20,000
10120	Civic & Govt Relations	90,000	2,500		(2,500)		
10125	General Counsel	182,118	8,000		2,500	480,000	10,500
10130	Commencement/Convocation	0	214,664		12,686		227,350
10132	University Events	119,512	9,100		0	125,248	9,100
10140	Media/Public Relations	370,333	259,900		(214,900)	456,166	45,000
10150	University Senate	92,491	10,322		(3,897)	94,279	6,425
40004	University Publications	362,889	187,700		0	371,295	187,700
45004	Instit/Effectiveness/Planning	621,322	45,800		0	627,133	45,800
45006	University Marketing				214,900		214,900
22002	Duplicating	243,980			0	225,622	
34000	Public Safety	3,520,045	429,050		5,000	3,579,532	434,050
57002	Intercollegiate Athletics	1,875,847	676,036		339,411	1,934,479	1,015,447
57004	Athletic Tournaments		15,000		0		15,000
57006	Sports Information	155,743	19,060	43,300	0	199,943	19,060
Total President		\$8,505,605	\$2,050,532	\$43,300	\$337,100	\$8,934,830	\$2,387,632

New Salary Request

Sports Info - Prof Serv Spec

\$43,300

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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**Expense Analysis by Department - Regular University
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		FY 2013 Base Budget		New Salary	Non-Salary	FY 2014 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
<u>Division - Health Sciences</u>							
17000	VP Health Sciences	\$0	\$0		\$40,000	\$380,000	\$40,000
	Total Health Sciences	\$0	\$0	\$0	\$40,000	\$380,000	\$40,000
<u>Division - Acad Innovation & Partnerships</u>							
18000	VP Acad Innov & Partnerships	\$0	\$0		\$0	\$240,000	\$0
	Total Acad Innov & Partnerships	\$0	\$0	\$0	\$0	\$240,000	\$0

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**Expense Analysis by Department - Regular University
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		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
<u>Division - Enrollment Management</u>							
54000	VP Enrollment Management	\$314,375	\$23,000		\$213,952	\$756,884	\$236,952
54002	Admissions	1,409,708	762,169	40,000	0	1,434,714	762,169
56002	Financial Aid	995,495	59,056		0	955,933	59,056
41002	University Web Services	494,573	116,850		0	420,054	116,850
54008	Center for Acad Adv/Exploration	465,764	20,672	88,000	0	469,982	20,672
54010	Acad Transition Program	72,283	6,500		0	84,732	6,500
Total Enrollment Management		\$3,752,198	\$988,247	\$128,000	\$213,952	\$4,122,299	\$1,202,199

New Salary Request

Admissions - Recruiter	40,000
Ctr for Acad Adv - 1 Prof Staff, 1 Clerk	88,000
Total	\$128,000

Adjustments made to FY 2013 Non-Salary for One-Time Allocations

VP Enrollment Management	(\$60,000)	IT Expenditures
Admissions	(55,000)	Redesign of recruiting materials
University Web Services	(8,250)	New web site development
Total	(\$123,250)	

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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**Expense Analysis by Department - Regular University
Projected 2014**

<u>Division - Academic Affairs</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
20000	Provost	\$381,771	\$49,900		\$0	\$429,861	\$49,900
20002	Program Improvement		600,000		0		600,000
20004	Academic Affairs	6,170,000	537,010	1,560,900	0	7,880,900	537,010
	Academic Affairs Salary Savings						
20006	Academic Affairs Instr Technology		2,753,319		0		2,753,319
20010	Camden Campus	1,266,122	260,500		41,000	1,279,269	301,500
20014	Camden Joint Venture		364,659		0		364,659
20015	Camden Campus New Bldg	324,776	316,100		0	332,433	316,100
20016	Library Services	3,143,027	2,562,709		0	3,168,891	2,562,709
20026	Non-Salary Research Funds		260,000		50,000		310,000
	Total	\$11,285,696	\$7,704,197	\$1,560,900	\$91,000	\$13,091,354	\$7,795,197
20021	Associate Provost Research	\$247,786	\$5,000		\$0	\$255,214	\$5,000
20023	Office of Sponsored Programs	304,030	15,267		0	321,453	15,267
20025	Technology Transfer		0		0		0
	Total	\$551,816	\$20,267	\$0	\$0	\$576,667	\$20,267
21000	Associate Provost Acad Affairs	\$176,824	\$11,900		\$0	\$204,009	\$11,900
21004	Faculty Center	126,239	24,400		0	125,895	24,400
21008	Honors Concentration	46,749	7,700		0	52,050	7,700
21010	ROTC Program		7,000		0		7,000
55002	Registrar	832,681	64,300		5,000	871,256	69,300
	Total	\$1,182,493	\$115,300	\$0	\$5,000	\$1,253,210	\$120,300

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**Expense Analysis by Department - Regular University
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<u>Division - Academic Affairs</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
22000	Associate Provost Info Resources	\$301,644	\$1,231,746		\$40,800	\$453,005	\$1,272,546
22004	Enterprise Information Services	1,867,199	277,749	60,000	0	1,943,375	277,749
22008	Instr Technology Services	891,249	166,876		0	900,347	166,876
22010	Network & System Services	1,264,689	97,160	60,000	0	1,338,322	97,160
	Total	\$4,324,781	\$1,773,531	\$120,000	\$40,800	\$4,635,049	\$1,814,331
23000	Dean Commun & Creative Arts	\$579,591	\$95,000		\$3,000	\$604,000	\$98,000
23004	Communications Lab		13,000		3,000		16,000
23006	Communications Studies	1,115,490	11,665		0	1,061,599	11,665
23008	Writing Arts	1,842,425	25,060	15,000	0	1,854,094	25,060
23009	Writing Center	57,500	2,000		0	57,500	2,000
23010	Journalism	488,518	8,120		0	495,262	8,120
23012	Public Relations/Advertising	945,707	12,355		0	910,912	12,355
23014	Radio/TV/Film	1,333,416	13,610		0	1,368,274	13,610
23016	WGLS Radio Station	238,753	59,025		0	212,502	59,025
26004	Art	1,627,409	17,000		0	1,658,642	17,000
26006	Art Lab		40,870		0		40,870
26010	Gallery Program		15,000		4,000		19,000
	Total	\$8,228,809	\$312,705	\$15,000	\$10,000	\$8,222,785	\$322,705
24000	Dean Science & Mathematics	\$526,770	\$160,900	\$33,800	\$40,000	\$718,271	\$200,900
24008	Biochemistry Lab		16,500		0		16,500
24010	Biological Sciences	1,605,104	34,800		0	1,479,420	34,800

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<u>Division - Academic Affairs</u>	FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
24012 Biological Sciences Lab		42,500		35,000		77,500
24014 Chemistry	1,345,475	26,300		0	1,403,100	26,300
24016 Chemistry Lab		71,000		30,000		101,000
24018 Computer Science	1,576,402	11,860		0	1,613,641	11,860
24020 Computer Science Lab		5,700		0		5,700
24040 Mathematics	2,489,764	23,250		0	2,633,350	23,250
24044 Physics	1,314,371	25,800		0	1,330,989	25,800
24046 Physics Lab		40,000		15,000		55,000
24048 Planetarium	104,122	23,500		0	105,163	23,500
24052 Psychology	1,785,604	22,650		0	1,768,583	22,650
24054 Psychology Lab		1,800		0		1,800
24100 School of Biomedical Sciences				4,000		4,000
Total	\$10,747,612	\$506,560	\$33,800	\$124,000	\$11,052,517	\$630,560
24500 Dean Humanities & Social Science	\$291,552	\$111,600		\$16,000	\$531,374	\$127,600
24004 Afro-American Studies		500		0		500
24005 American Studies		1,200		0		1,200
24006 Asian-American Studies		1,000		0		1,000
24024 English	1,054,253	13,500		1,500	1,019,946	15,000
24026 Foreign Language	621,478	6,500		0	609,038	6,500
24028 Geography Lab		4,000		0		4,000
24029 Anthropology Lab		1,000		0		1,000
24030 Geography/Anthropology	574,498	16,400		0	589,370	16,400

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<u>Division - Academic Affairs</u>	FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
24032 History	1,189,858	13,600		0	1,187,413	13,600
24033 Humanities/Social Science		400		0		400
24034 International Studies		500		0		500
24036 Law/Justice	1,022,342	12,600		1,500	1,041,820	14,100
24038 Liberal Studies Major		1,000		0		1,000
24042 Philosophy/Religion	750,939	6,000		0	745,325	6,000
24050 Political Science	729,897	9,100		0	620,931	9,100
24058 Sociology	1,258,940	14,000		0	1,177,289	14,000
24062 Women's Studies		1,000		0		1,000
Total	\$7,493,757	\$213,900	\$0	\$19,000	\$7,522,506	\$232,900
25000 Dean Education	\$831,197	\$90,138		\$0	\$770,646	\$90,138
25010 Educational Leadership				0		
25014 Teacher Education	2,185,998	33,889		0	2,164,147	33,889
25016 Health & Exercise Science	1,541,579	29,893		0	1,526,596	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	475,257			0	477,136	
25030 Lang, Literacy, Special Education	2,002,143	30,687		0	2,003,375	30,687
25032 Ed Services/Admin				0		
Total	\$7,036,174	\$193,207	\$0	\$0	\$6,941,900	\$193,207

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<u>Division - Academic Affairs</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
26000	Dean Performing Arts	\$545,517	\$279,402		\$3,000	\$485,043	\$282,402
26008	Perf Arts Promotion		16,400		0		16,400
26012	Music	2,047,894	82,100		0	2,018,715	82,100
26014	Music Lab		5,000		0		5,000
26016	Theatre & Dance	853,053	21,000		0	824,896	21,000
26018	Theatre Arts		25,150		0		25,150
26020	PA Outreach & Recruitment		35,000		0		35,000
26022	Pep Band				0	22,000	
	Total	\$3,446,464	\$464,052	\$0	\$3,000	\$3,350,654	\$467,052
27000	Dean Business	\$619,224	\$33,550	\$108,800	\$5,000	\$904,565	\$38,550
27003	Accounting Accreditation		10,000		0		10,000
27004	Accounting & Finance	1,741,826	15,000		0	1,782,476	15,000
27006	Accreditation		173,747		0		173,747
27008	Business Lab		1,246		0		1,246
27010	Management	1,706,572	17,600		0	2,008,587	17,600
27012	Marketing	1,269,318	13,250		0	982,668	13,250
27014	MBA		2,500		0		2,500
27016	Rohrer Endowed Chair	134,133	16,900		0	131,363	16,900
27018	Campbell Endowed Chair	5,000	20,308		0	5,000	20,308
	Total	\$5,476,073	\$304,101	\$108,800	\$5,000	\$5,814,659	\$309,101
28000	Dean Engineering	\$909,312	\$317,897	\$33,800	\$5,000	\$1,168,362	\$322,897

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<u>Division - Academic Affairs</u>		FY 2013 Base Budget		New Salary	Non-Salary	FY 2014 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
		(Note 1)					
28004	Chemical Engineering	1,116,874	91,000		0	1,128,867	91,000
28006	Civil Engineering	995,327	88,400		0	1,017,604	88,400
28008	Electrical Engineering	905,123	87,000		0	951,793	87,000
28010	Mechanical Engineering	952,791	89,000		0	972,814	89,000
28012	Engineering Outreach		50,000		0		50,000
28014	Engineering Grad/Research Assts	43,250			0		
	Total	\$4,922,677	\$723,297	\$33,800	\$5,000	\$5,239,440	\$728,297
60xxx	Non-Salary Research Grants						
	Total	\$0	\$0	\$0	\$0	\$0	\$0
	Total Academic Affairs	\$64,696,352	\$12,331,117	\$1,872,300	\$302,800	\$67,700,741	\$12,633,917

New Salary Requests

Academic Affairs - 34 New Faculty	\$1,560,900
Enterprise Info Serv - Analyst	60,000
Network & System Serv - Administrator	60,000
Writing Arts - Perm PT Clerical	15,000
Dean Science & Math - Development Director	67,600
Dean Business - Development Dir	67,600
Dean Business - Director RCOB	75,000
Dean Engineering - Development Director	67,600

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Dept Reimb for 3 Development Directors	(101,400)
Total	\$1,872,300

Adjustments made to FY 2013 Non-Salary for One-Time Allocations

Writing Arts	(\$3,500)	Accreditation visit
Dean Science & Mathematics	(11,000)	ABET Accreditation
Accreditation - AACSB	(10,000)	Hosting peer review teams
Dean Business	(1,000)	Office furniture
Accounting	(1,000)	Office furniture
Marketing	(1,450)	Office furniture
Associate Provost Research	(6,935)	Travel to promote new funding
Technology Transfer	(15,000)	Funding for patents
Office of Sponsored Programs	(5,683)	Computer, furniture for new hire
Total	(\$55,568)	

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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		FY 2013 Base Budget		New Salary	Non-Salary	FY 2014 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
		(Note 1)					
<u>Division - Finance</u>							
30000	VP Admin & Finance	\$0	\$0		\$0		
31000	Associate VP/CFO	\$252,037	\$16,000		0	\$379,044	\$16,000
31002	Accounts Payable	343,546	15,395		0	352,699	15,395
31004	Accounting Services	594,623	12,200		0	600,401	12,200
31006	Bursar	943,720	111,600		0	966,541	111,600
31008	Payroll	316,175	16,500		0	317,076	16,500
45002	Budget	234,694	4,000		0	248,357	4,000
Total Finance		\$2,684,795	\$175,695	\$0	\$0	\$2,864,118	\$175,695

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
<u>Division - Employee/Labor Relations</u>							
30008	Labor Relations	\$108,854	\$5,240		\$0	\$115,000	\$5,240
30016	VP Emp Relations/HR	237,779	8,000		0	\$250,993	8,000
33002	Equity & Diversity	98,256	5,825		0	143,068	5,825
33000	Human Resources	955,141	60,000	13,000	0	933,472	60,000
Total Employee/Labor Relations		\$1,400,030	\$79,065	\$13,000	\$0	\$1,442,533	\$79,065

New Salary Request

Human Resources - Parttime Emp Relations \$13,000

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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		FY 2013 Base Budget		New Salary	Non-Salary	FY 2014 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
						(Note 1)	
<u>Division - Operations/Facilities</u>							
30004	Construction & Capital Projects	\$706,411	\$21,506		\$0	\$668,766	\$21,506
31010	Purchasing	353,145	13,100		0	368,256	13,100
32000	Facilities Parttime	66,000			0	66,000	
32002	Facilities Administration	782,024	215,850		500,000	904,421	715,850
32003	Facility Training & Risk Mgmt	423,280	155,967		0	350,693	155,967
32004	Custodial	2,479,874	264,340		0	2,557,220	264,340
32006	Grounds	849,836	306,480		0	870,131	306,480
32007	Facility Systems & Controls	251,728	274,000		0	265,213	274,000
32008	Heating Plant	713,538	804,000		0	762,120	804,000
32010	Trades	3,216,635	940,300		1,400	3,250,334	941,700
32012	Facility Campus Services	445,674	8,600		(1,400)	437,407	7,200
32014	Rugby Pines		45,750		0		45,750
Total Operations/Facilities		\$10,288,145	\$3,049,893	\$0	\$500,000	\$10,500,561	\$3,549,893

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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<u>Division - Student Affairs</u>	FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
50000 VP Student Affairs	\$53,750	\$44,500		615	\$55,287	\$45,115
51004 EOF King Scholar	605,152	24,600	41,229	200	619,901	24,800
51006 MAP Program		167,519		2,196		169,715
51008 Career & Academic Planning	317,659	38,068		0	319,063	38,068
51010 Academic Success Center	444,238	46,458	28,350	(7,158)	367,405	39,300
54006 Cultural Diversity	89,915	17,772		0	90,814	17,772
50006 Orientation	186,847			0	191,256	
50007 Transfer Orientation				0		
50008 PROS	15,937	9,605		(105)	15,937	9,500
50009 Parent Orientation	2,500	28,000		300	2,500	28,300
50010 Associate VP Student Engagement	95,196			0	98,052	
52004 Service Learning	113,723	14,400		500	116,099	14,900
52006 Intramural Program		19,530		0		19,530
53006 Co-Curricular Transcript				0		
53002 Counseling	733,518	22,450	78,000	8,485	776,626	30,935
53004 Student Health Services	658,214	76,450	27,000	9,110	720,509	85,560
53008 Healthy Campus Initiative	108,545	10,100		22,105	109,648	32,205
Total Student Affairs	\$3,425,194	\$519,452	\$174,579	\$36,248	\$3,483,097	\$555,700

New Salary Requests

EOF King Scholar - Prog Asst	\$41,229
Acad Success Ctr - Clerk Typist	28,350
Counseling - Psychologist	78,000
Student Health Services - Clerk	27,000
Total	<u>\$174,579</u>

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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<u>Division - Advancement</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
40000	VP Advancement	\$165,755	\$31,200		(\$14,900)	\$321,212	\$16,300
40006	Alumni	183,315	37,902		98	189,679	38,000
40008	Assoc VP Advancement	49,142	36,434		34,066	50,975	70,500
40010	Advancement Services	209,066	67,600		18,816	199,579	86,416
40012	Development	688,195	70,600		25,200	697,032	95,800
40014	Major Gifts		20,300		15,100		35,400
40016	Future Fund	51,304	69,380		(24,380)	53,037	45,000
Total Advancement		\$1,346,777	\$333,416	\$0	\$54,000	\$1,511,514	\$387,416

Adjustments made to FY 2013 Non-Salary for One-Time Allocations

Advancement Services

(\$40,000) Wealth Screening Service

(Note 1)

FY 14 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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<u>Division - General University</u>		FY 2013 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2014 Request	
		Salary	Non-Salary			Salary	Non-Salary
15020	General University	\$305,000	\$3,373,100		1,766,700	\$945,000	\$5,139,800
15025	University Reserve/Salary Savings	(800,000)	0			(2,000,000)	
56006	Institutional Work Study	1,075,000				1,075,000	
Total General University		\$580,000	\$3,373,100	\$0	\$1,766,700	\$20,000	\$5,139,800

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**Auxiliary Services Summary Schedule
Projected Budget FY 2014**

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees		\$3,199,638	\$3,300,715		\$6,500,353
Housing Rentals	30,177,894				30,177,894
Interest Income					0
Sub-Total	30,177,894	3,199,638	3,300,715	0	36,678,247
Fines	0				0
Housing Cancellation Fee	15,000				15,000
Miscellaneous Revenue			2,000		2,000
Merchant Commission	60,000				60,000
Other Income	20,000	4,000		550,000	574,000
Rental Income		13,000	5,000	350,000	368,000
ID Card		70,000			70,000
Memberships			175,000		175,000
Guest Fees			19,000		19,000
Equipment Rentals			12,000		12,000
Court Rentals			2,000		2,000
Intramural Fees			15,000		15,000
Instructional Fees			120,000		120,000
Summer Camps			260,000		260,000
Repair Income	180,000				180,000
Sub-Total Other Revenue	275,000	87,000	610,000	900,000	1,872,000
Total Revenue	\$30,452,894	\$3,286,638	\$3,910,715	\$900,000	\$38,550,247

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**Auxiliary Services Summary Schedule
Projected Budget FY 2014**

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
Salary Full Time	\$2,984,667	\$717,502	\$546,202	\$209,298	\$4,457,669
Salary Part Time	85,000	9,000	145,000	30,000	269,000
Salary Voucher			4,000	10,000	14,000
Student Salary	275,000	140,000	340,000	10,000	765,000
Res Dir/Graduate Assistants	261,350	16,000	41,000		318,350
Overtime	220,000	30,000	3,000		253,000
Salary Adjustments	250,000	25,000	45,000	10,000	330,000
Clothing Allowance	30,000	5,000	1,500		36,500
Sub-Total Salary	4,106,017	942,502	1,125,702	269,298	6,443,519
Fringe Benefits Pool	1,376,879	328,371	259,330	97,976	2,062,556
Total Salary & Fringes	5,482,896	1,270,873	1,385,032	367,274	8,506,075
Supplies	145,000	50,000	70,000	3,000	268,000
Printing	20,000	10,000	28,000	2,000	60,000
Educational Supplies			500		500
Equipment Under \$5000	650,000	100,000	100,000	2,500	852,500
Purchase Card Clearing	5,000	5,000	22,000	0	32,000
Catering & Official Reception	60,000	10,000	16,000	265,000	351,000
Credit Card Charges	266,000	22,000	22,000		310,000
Professional Services	5,000	30,000	56,000	4,500	95,500
Licenses/Registration Fees	1,000	1,200	10,000	35,000	47,200
Staff Training & Development	8,000	4,000	2,000	1,000	15,000
Travel	15,000	9,000	20,000	5,000	49,000
Telephone	90,000	6,000	6,000	2,000	104,000
Cable Television	179,722				179,722

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**Auxiliary Services Summary Schedule
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	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Moving Relocation	0				0
Postage	3,500	500	5,000	500	9,500
Insurance	80,000	18,000	40,000		138,000
Contracted Service	738,807	125,000	55,000		918,807
Advertising	500		2,000	7,500	10,000
Subscriptions/Memberships	1,000	2,500	5,000	1,500	10,000
Other Services	0	2,000	50,000		52,000
Repairs	525,000	65,000	90,000		680,000
Rental Expense	10,000	500	9,000	3,000	22,500
Res Life Programming	242,995				242,995
Reserve Allocation	0	0	0		0
Transfer	493,184	9,500	6,000		508,684
Workmen's Compensation	130,000	40,000	0		170,000
Equipment & Software Over \$5000	50,000	65,000	95,000		210,000
Cost Sharing	0	(90,000)	50,000	100,000	60,000
Sub-Total Non-Salary Oper	3,719,708	485,200	759,500	432,500	5,396,908
Electric	1,346,079	461,210	248,630		2,055,919
Natural Gas	199,749	86,298	40,900		326,947
Fuel Oil	3,206	1,677	1,095		5,978
Water/Sewer	1,079,136	71,850	22,692		1,173,678
Sub-Total Utilities	2,628,170	621,035	313,317	0	3,562,522
Graduate Coordinator Waiver		34,000	60,000		94,000
Tuition & Fee Expense	234,860				234,860
Housing Waivers	1,093,056				1,093,056
Board Waivers	450,461				450,461
Sub-Total Waivers	1,778,377	34,000	60,000	0	1,872,377

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Projected Budget FY 2014**

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Rental Expenses - Rowan Blvd.	7,671,949				7,671,949
Triple Net Lease Expense	1,952,517				1,952,517
Revenue Distributions to University	3,700,000	200,000	500,000	100,000	4,500,000
Debt Service	3,328,778	574,609	713,090		4,616,477
Capital	0				0
Total Non Salary	<u>24,779,499</u>	<u>1,914,844</u>	<u>2,345,907</u>	<u>532,500</u>	<u>29,572,750</u>
Total Expenditures	<u>\$30,262,395</u>	<u>\$3,185,717</u>	<u>\$3,730,939</u>	<u>\$899,774</u>	<u>\$38,078,825</u>
Excess/(Deficit)	\$190,499	\$100,921	\$179,776	\$226	\$471,422

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Budget Analysis - Auxiliary Services

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Revenues						
Student Fees	5,126,231.00	5,425,149.00	5,676,537.10	6,014,246.34	6,169,364.00	6,500,353.00
Housing Rentals	18,807,358.83	22,997,763.04	25,908,838.01	29,364,821.32	29,618,478.00	30,177,894.00
Interest Income	301,262.36	147,007.34			65,000.00	
Sub-Total	24,234,852.19	28,569,919.38	31,585,375.11	35,379,067.66	35,852,842.00	36,678,247.00
Fines	0.00	60.00	70.00	0.00	0.00	0.00
Application Fees	0.00	(354.60)	0.00	0.00	0.00	0.00
Housing Cancellation Fee	15,500.00	12,500.00	24,750.00	15,300.00	4,000.00	15,000.00
Miscellaneous Revenue	(1,096.86)	(3,784.47)	4,678.43	7,448.00	2,000.00	2,000.00
Merchant Commission	53,229.85	65,474.77	74,270.63	62,664.83	60,000.00	60,000.00
Other Income	24,303.24	527,663.09	437,054.44	109,762.93	555,000.00	574,000.00
Rental Income	628,982.54	347,842.58	359,598.61	738,820.58	367,000.00	368,000.00
ID Card	62,085.00	81,175.87	68,241.74	74,205.30	67,000.00	70,000.00
Memberships	276,000.63	210,891.00	174,863.69	184,818.48	175,000.00	175,000.00
Guest Fees	28,949.00	23,849.00	21,978.00	14,510.46	22,000.00	19,000.00
Equipment Rentals	18,368.50	19,248.35	19,133.00	15,129.76	18,000.00	12,000.00
Court Rentals	921.00	2,610.00	7,570.00	1,154.50	5,000.00	2,000.00
Intramural Fees	13,532.00	15,334.95	16,969.90	13,725.50	15,000.00	15,000.00
Instructional Fees	134,688.75	121,793.25	105,146.00	114,949.13	115,000.00	120,000.00
Summer Camps	182,949.59	34,882.00	238,055.15	310,838.90	240,000.00	260,000.00
Repair Income	40,241.00	51,134.53	157,839.73	116,589.15	180,000.00	180,000.00
Forfeited Security Deposit	16,588.85	54,520.40	4,249.50	0.00	0.00	0.00
Sub-Total Other Revenue	1,495,243.09	1,564,840.72	1,714,468.82	1,779,917.52	1,825,000.00	1,872,000.00
Total Revenue	25,730,095.28	30,134,760.10	33,299,843.93	37,158,985.18	37,677,842.00	38,550,247.00

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Budget Analysis - Auxiliary Services

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Expenditures						
Salary Full Time	3,276,758.15	3,504,122.33	3,943,413.63	4,146,379.88	4,418,051.00	4,457,669.00
Salary Part Time	242,445.83	166,102.74	204,985.75	182,905.08	274,000.00	269,000.00
Salary Voucher	8,559.88	8,496.75	8,956.75	15,266.65	14,000.00	14,000.00
Student Salary	557,303.18	618,905.13	571,702.02	607,731.86	703,000.00	765,000.00
Graduate Assistants	216,519.11	232,543.73	211,449.29	226,145.09	266,000.00	318,350.00
Overtime	163,454.20	216,317.97	231,076.39	274,336.41	198,000.00	253,000.00
Salary Adjustments	376,844.03	491,594.23	371,618.13	152,225.59	382,000.00	330,000.00
Clothing Allowance	0.00	33,951.88	34,127.50	21,450.00	38,000.00	36,500.00
Sub-Total Salary	4,841,884.38	5,272,034.76	5,577,329.46	5,626,440.56	6,293,051.00	6,443,519.00
Fringe Benefits Pool	1,211,457.64	1,253,156.47	1,422,758.26	1,609,296.12	1,720,712.00	2,062,556.00
Total Salary & Fringes	6,053,342.02	6,525,191.23	7,000,087.72	7,235,736.68	8,013,763.00	8,506,075.00
Supplies	250,696.19	300,653.08	313,583.71	270,699.46	263,000.00	268,000.00
Printing	50,906.41	46,189.63	75,799.76	44,878.31	41,000.00	60,000.00
Educational Supplies	0.00	0.00	600.00	0.00	500.00	500.00
Equipment Under \$5000	245,422.93	179,756.18	207,107.23	240,773.15	247,500.00	852,500.00
Purchase Card Clearing	35,004.05	59,583.36	53,346.80	35,221.95	32,500.00	32,000.00
Catering & Official Reception	192,144.86	418,844.14	373,464.49	333,492.47	351,379.00	351,000.00
Credit Card Charges	158,715.29	177,911.79	222,516.17	271,127.27	214,000.00	310,000.00
Professional Services	90,869.66	105,133.66	60,145.04	59,856.04	76,000.00	95,500.00
Licenses/Registration Fees	16,983.36	31,226.96	33,511.47	33,244.39	47,200.00	47,200.00
Staff Training & Development	23,143.17	11,033.28	5,809.95	9,334.29	14,500.00	15,000.00
Travel	70,665.09	53,304.44	39,710.81	37,285.79	47,500.00	49,000.00
Telephone	121,350.60	127,629.31	101,058.56	98,314.92	94,000.00	104,000.00

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	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Cable Television	121,944.04	102,398.02	143,704.15	183,197.04	175,255.00	179,722.00
Moving Relocation	0.00	1,500.00	0.00	0.00	0.00	0.00
Postage	9,937.99	10,885.26	8,507.54	6,787.20	9,000.00	9,500.00
Insurance	80,820.89	96,755.97	85,331.87	113,434.88	106,000.00	138,000.00
Contracted Service	588,698.51	504,302.94	615,897.13	511,330.89	640,000.00	918,807.00
Advertising	6,626.68	6,866.01	5,209.13	6,349.00	5,500.00	10,000.00
Subscriptions/Memberships	6,946.25	5,870.41	4,950.95	7,500.57	10,000.00	10,000.00
Other Services	21,434.38	33,700.34	199,090.96	27,637.20	52,000.00	52,000.00
Repairs	592,585.92	448,830.32	423,545.86	614,994.45	895,000.00	680,000.00
Rental Expense	6,565.33	13,908.52	16,549.54	24,174.66	19,500.00	22,500.00
Res Life Programming	226,425.33	247,856.16	269,990.79	265,828.54	312,392.00	242,995.00
Reserve Allocation	121,986.69	9,500.00	(114.00)	0.00	0.00	0.00
Transfer	7,081.88	37,500.00	0.00	47,000.00	269,723.00	508,684.00
Workmen's Compensation	74,897.48	78,615.81	188,448.24	96,168.65	120,000.00	170,000.00
Equipment & Software Over \$5000	23,013.71	70,524.87	124,848.72	124,935.03	190,000.00	210,000.00
HUD Subsidy	0.00	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	0.00
Indirect Costs	(77,986.69)	0.00	0.00	0.00	0.00	0.00
Cost Sharing	295,473.22	121,337.96	(205,760.90)	(255,436.07)	(78,150.00)	60,000.00
Sub-Total Non-Salary Oper	3,340,652.58	3,301,618.42	3,366,853.97	3,208,130.08	4,155,299.00	5,396,908.00
Electric	1,824,418.60	1,652,832.98	1,649,174.36	1,633,533.84	2,290,504.00	2,055,919.00
Natural Gas	699,491.99	571,458.32	380,132.40	314,947.24	358,023.00	326,947.00
Fuel Oil	37,967.28	44,065.75	9,704.80	5,859.33	29,500.00	5,978.00
Water/Sewer	737,554.00	818,139.21	956,148.59	1,005,766.69	1,235,397.00	1,173,678.00
Sub-Total Utilities	3,299,431.87	3,086,496.26	2,995,160.15	2,960,107.10	3,913,424.00	3,562,522.00

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Budget Analysis - Auxiliary Services

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Graduate Coordinator Waiver	60,108.00	62,857.00	109,325.00	80,868.00	99,000.00	94,000.00
Tuition & Fee Expense	190,289.20	217,888.30	126,705.00	158,486.00	172,169.00	234,860.00
Housing Waivers	625,062.85	798,998.46	866,954.24	1,004,369.76	1,023,182.00	1,093,056.00
Board Waivers	233,682.25	344,556.58	348,109.19	393,846.27	407,277.00	450,461.00
Sub-Total Waivers	<u>1,109,142.30</u>	<u>1,424,300.34</u>	<u>1,451,093.43</u>	<u>1,637,570.03</u>	<u>1,701,628.00</u>	<u>1,872,377.00</u>
Rental Expense - Rowan Blvd.	0.00	4,316,800.00	6,912,880.00	9,711,316.20	9,393,280.00	7,671,949.00
Triple Net Lease Expense	0.00	0.00	0.00	0.00	816,000.00	1,952,517.00
Revenue Distributions to University	0.00	700,000.00	1,015,000.00	3,100,000.00	2,000,000.00	4,500,000.00
Debt Service	4,424,071.69	4,453,113.18	4,619,795.90	4,623,633.00	4,621,337.00	4,616,477.00
Capital - Interest Funded	301,262.36	147,007.34	0.00	0.00	0.00	0.00
Capital	<u>4,773,737.64</u>	<u>5,802,151.40</u>	<u>2,961,122.40</u>	<u>2,250,000.00</u>	<u>2,250,000.00</u>	<u>0.00</u>
Total Non Salary	<u>17,248,298.44</u>	<u>23,231,486.94</u>	<u>23,321,905.85</u>	<u>27,490,756.41</u>	<u>28,850,968.00</u>	<u>29,572,750.00</u>
Total Expenditures	23,301,640.46	29,756,678.17	30,321,993.57	34,726,493.09	36,864,731.00	38,078,825.00
Excess/(Deficit)	2,428,454.82	378,081.93	2,977,850.36	2,432,492.09	813,111.00	471,422.00

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**College of Graduate and Continuing Education Summary Schedule
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	Summer	Graduate School	Extension	Total
Revenues				
Tuition	\$4,032,400	\$5,164,000	\$12,252,730	\$21,449,130
Student Fees	1,236,490	933,200		2,169,690
Total Revenue	\$5,268,890	\$6,097,200	\$12,252,730	\$23,618,820
Expenditures				
Full Time Salary			\$2,624,404	\$2,624,404
Part Time Salary			50,000	50,000
Adjunct/Overload			550,000	550,000
Salary Voucher	1,400,000		400,000	1,800,000
Student Salary			20,000	20,000
Salary Adjustments	650,000	2,312,202	(1,276,000)	1,686,202
Clothing Allowance				0
Total Salary	2,050,000	2,312,202	2,368,404	6,730,606
Fringe Benefits	107,100	38,250	1,209,526	1,354,876
Total Salary & Fringes	2,157,100	2,350,452	3,577,930	8,085,482
Supplies		5,000	7,000	12,000
Printing	500	2,500	8,000	11,000
Equipment Under \$5,000		5,000	10,000	15,000
Purchase Card Clearing			5,000	5,000
Catering & Official Reception		1,000	7,500	8,500
Credit Card Charges	18,000	56,000	90,000	164,000
Professional Services		5,000		5,000
Licenses/Registration Fees			700	700
Staff Training & Development			1,500	1,500
Travel		1,000	20,000	21,000
Telephone		1,100	16,000	17,100

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**College of Graduate and Continuing Education Summary Schedule
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	Summer	Graduate School	Extension	Total
Postage			25,000	25,000
Contracted Services			250,000	250,000
Advertising	90,000	200,000	460,000	750,000
Subscriptions/Memberships	4,000	20,000	30,000	54,000
Other Services			15,000	15,000
Rental Expense		10,000	150,000	160,000
Equipment Over \$5,000			10,000	10,000
Cost Sharing			52,500	52,500
Sub-Total Non-Salary Operating	112,500	306,600	1,158,200	1,577,300
Waivers	275,000	150,000	400,000	825,000
Rent - Rowan Boulevard			2,000,000	2,000,000
Revenue Distributions to Reg University	1,997,556	2,378,880	3,505,092	7,881,528
Revenue Centers Distrib. to Acad. Affairs	700,000	853,000	1,397,000	2,950,000
Total Non Salary	3,085,056	3,688,480	8,460,292	15,233,828
Total Expenditures	\$5,242,156	\$6,038,932	\$12,038,222	\$23,319,310
Excess/(Deficit)	\$26,734	\$58,268	\$214,508	\$299,510

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**College of Graduate & Continuing Education
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	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Revenues						
Tuition	4,040,793.00	5,238,730.00	21,186,567.50	20,075,689.62	22,038,294.00	21,449,130.00
Student Fees	10,350.00	11,720.00	2,286,980.89	2,065,911.98	2,205,369.00	2,169,690.00
Other Revenue	150.00	10,918.85	161,657.63	50,330.88	0.00	0.00
Total Revenue (Note 1)	4,051,293.00	5,261,368.85	23,635,206.02	22,191,932.48	24,243,663.00	23,618,820.00
Expenditures						
Salary Full Time	1,548,463.25	1,727,938.86	1,900,321.47	2,111,060.80	2,527,062.00	2,624,404.00
Salary Part Time	38,527.86	181,631.62	206,691.27	144,087.01	206,667.00	50,000.00
Adjunct/Overload	270,061.00	429,697.00	595,786.46	495,093.42	580,000.00	550,000.00
Salary Voucher	1,810,842.50	2,115,001.86	1,923,070.78	2,025,995.54	1,825,000.00	1,800,000.00
Student Salary	17,327.00	16,241.02	19,127.75	11,375.89	20,000.00	20,000.00
Graduate Assistants	0.00	0.00	158,759.43	0.00	0.00	0.00
Salary Adjustment	1,000.00	21,298.00	1,667,838.30	1,917,299.59	1,854,643.00	1,686,202.00
Clothing Allowance	0.00	675.00	700.00	0.00	0.00	0.00
Sub-Total Salary	3,686,221.61	4,492,483.36	6,472,295.46	6,704,912.25	7,013,372.00	6,730,606.00
Fringe Benefits Pool	473,986.84	485,229.11	940,859.97	1,056,370.43	1,210,812.00	1,354,876.00
Total Salary & Fringes	4,160,208.45	4,977,712.47	7,413,155.43	7,761,282.68	8,224,184.00	8,085,482.00
Supplies	8,140.54	11,057.44	14,329.11	22,154.35	20,000.00	12,000.00
Printing	14,368.70	15,603.58	19,402.35	17,305.30	15,000.00	11,000.00
Educational Supplies	0.00	0.00	10,341.49	0.00	0.00	0.00
Equipment Under \$5,000	18,807.62	14,128.82	16,457.47	19,772.21	22,000.00	15,000.00
Purchase Card Clearing	5,733.00	7,387.00	3,814.62	5,032.43	5,000.00	5,000.00
Catering & Official Reception	1,875.00	2,636.00	6,823.52	7,850.27	3,500.00	8,500.00
Credit Card Charges	0.00	0.00	126,566.93	164,350.58	160,000.00	164,000.00
Professional Services	720.00	0.00	12,100.00	4,440.00	9,000.00	5,000.00
Licenses/Registration Fees	990.00	350.00	0.00	0.00	1,000.00	700.00

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**College of Graduate & Continuing Education
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	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Staff Training & Development	649.00	315.00	2,531.00	979.00	10,000.00	1,500.00
Honorarium/Stipends	0.00	0.00	(250.00)	0.00	0.00	0.00
Travel	8,916.00	7,804.08	21,592.68	26,447.53	25,000.00	21,000.00
Telephone	10,882.47	14,233.88	13,790.77	18,024.15	12,000.00	17,100.00
Postage	4,473.23	4,005.41	12,225.34	26,853.24	9,500.00	25,000.00
Insurance	1,080.00	0.00	0.00	0.00	2,000.00	0.00
Contracted Services	31,200.00	39,340.00	316,000.05	265,105.87	300,500.00	250,000.00
Advertising	315,028.05	344,448.22	432,623.36	619,884.46	885,000.00	750,000.00
Subscriptions/Memberships	29,433.50	35,000.50	55,998.50	32,348.50	45,000.00	54,000.00
Other Services	19,477.00	48,563.00	19,549.04	21,734.65	50,000.00	15,000.00
Repairs	0.00	0.00	25,000.00	(11,284.70)	0.00	0.00
Rental Expense	171,112.99	227,845.43	382,918.10	456,580.00	325,500.00	160,000.00
Reserve Allocation	0.00	0.00	0.00	0.00	0.00	0.00
Workmen's Compensation	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Over \$5,000	0.00	15,372.00	13,801.04	0.00	25,000.00	10,000.00
Cost Sharing	29,033.47	(1,750.00)	31,433.67	300.00	350.00	52,500.00
Sub-Total - Non-Salary Operating	671,920.57	786,340.36	1,537,049.04	1,697,877.84	1,925,350.00	1,577,300.00
Tuition & Fee Expense	2,256.00	0.00	1,530,915.23	942,598.74	925,000.00	825,000.00
New Building						2,000,000.00
Rev Dist to Reg University	361,440.00	1,425,000.00	8,794,852.00	8,430,212.00	9,327,465.00	7,881,528.00
Rev Ctrs Dist Acad Affairs	959,367.00	824,086.00	3,516,516.00	2,929,259.00	3,394,112.00	2,950,000.00
Total Non-Salary	1,994,983.57	3,035,426.36	15,379,332.27	13,999,947.58	15,571,927.00	15,233,828.00
Total Expenditures	6,155,192.02	8,013,138.83	22,792,487.70	21,761,230.26	23,796,111.00	23,319,310.00
Excess/(Deficit)	(2,103,899.02)	(2,751,769.98)	842,718.32	430,702.22	447,552.00	299,510.00

(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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Revenues

	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
State Appropriation	\$18,407,000	\$18,407,000	\$24,097,000	\$27,847,000
Tuition			1,940,300	4,385,700
Fees		72,800	310,113	546,950
Other Revenue - Funding from Cooper Hospital	4,000,000	6,000,000	6,000,000	2,000,000
Other Revenue - Cooper Library Support			412,373	311,345
Funding from Reserves			6,900,000	0

Total Revenue	\$22,407,000	\$24,479,800	\$39,659,786	\$35,090,995
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Expenditures

Salary Full Time	1,996,581	3,072,165	7,528,753	8,763,797
Salary Part Time				273,055
Salary Voucher		195		0
Student Salary		1,318		0
Salary Adjustment	102,959	58,460	0	0
Sub-Total Salary	2,099,540	3,132,137	7,528,753	9,036,852
Fringe Benefits	0	262,329	623,200	0
Total Salary & Fringes	2,099,540	3,394,466	8,151,953	9,036,852
Supplies	22,008	44,724	361,050	462,909
Printing	19,601	31,739	83,850	69,356
Educational Supplies	1,201	434	91,800	81,845
Equipment Under \$5,000	51,902	56,227	88,200	57,000
Purchase Card Clearing		15,413		0
Catering & Official Reception	7,668	32,417	183,650	162,573
Professional Services	28,073	874,610	951,285	706,202
Licenses/Registration Fees	3,626	76,131	13,000	11,750
Staff Training & Development	0	28,248	122,500	148,500
Honorariums/Stipends	8,067	30,066	81,800	142,300

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Medical School Projected Budget FY 2014	Actual 2011	Actual 2012	Base Budget 2013	Request 2014
Travel	27,884	41,276	182,460	219,535
Telephone	29,198	30,816	123,080	141,200
Cable/Television	0		28,200	34,908
Moving Relocation		7,481		10,000
Postage	56	2,316	6,500	18,500
Insurance	2,169		2,400	22,280
Contracted Services	670,907	35,895	1,540,900	1,476,038
Advertising	78,769	28,737	38,000	21,029
Subscriptions/Memberships	31,654	3,472	76,295	77,695
Other Services	7,462	(12)	19,813	37,588
Rent Expense	0	153,137	50,000	0
Lease Expense	0		252,000	270,000
Other Expense		1,103		0
Transfer to Capital	62,000		0	0
Real Estate Taxes (PILOT)	0		180,000	180,000
Equipment Over \$5,000	30,000	35,300	2,027,000	2,099,650
Trustee Fees		15,402		16,000
Reserve	0		150,000	100,000
Total Non-Salary - Operating	1,082,245	1,544,932	6,653,783	6,566,858
Electric	0	0	525,000	600,000
Natural Gas	0	0	120,000	150,000
Water/Sewer	0	0	330,000	322,680
Total Utilities	0	0	975,000	1,072,680
Cooper Hospital Support	10,607,000	10,550,564	16,154,234	10,518,949
Debt Service	7,700,577	7,697,641	7,697,641	7,697,641
Total Expenditures	\$21,489,362	\$23,187,603	\$39,632,611	\$34,892,980
Excess/(Deficit)	\$917,638	\$1,292,197	\$27,175	\$198,015

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**Special Programs Summary Schedule
Projected Budget FY 2014**

Base Budget 2013	Request 2014
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Revenues

Other Revenue		
Workshop Fees	\$300,000	\$325,000
Other Student Fees	700,000	650,000
Rowan Foundation	1,600,000	1,600,000
Other	1,400,000	1,425,000
Total Other Revenue	4,000,000	4,000,000
Funding from Reserves		
Revenue Center Distributions	3,394,113	2,950,000
Total Revenues	\$7,394,113	\$6,950,000

Expenditures

Non-Salary Operating	\$3,700,000	\$3,850,000
Academic Affairs Distributions	3,419,466	2,900,000
Total Expenditures	\$7,119,466	\$6,750,000
Excess/(Deficit)	\$274,647	\$200,000