



FISCAL YEAR 2015
CONSOLIDATED OPERATING BUDGET

Ali A. Houshmand, President

Fiscal Year 2015

CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Operations 20 CGCE 26 Medical School 30 RowanSOM 32 Special Programs (RowanSOM) 35 Special Programs (Glassboro Campus) 36

From the desk of the CFO:

Rowan University Consolidated Operating Budget Proposal Fiscal Year 2015

Overview:

Presented here is the FY 2015 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 (CGCE), Cooper Medical School of Rowan University (CMSRU), Rowan School of Osteopathic Medicine (RowanSOM), 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 Cooper Medical School of Rowan University Budget captures the operating activity of CMSRU.

The Rowan School of Osteopathic Medicine Budget includes the operating activity for RowanSOM Medical School, Graduate School of Biomedical Sciences, Faculty Practice Plans, and Stratford campus Special Programs.

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 2015 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 2015 Budget is built on the initiatives that the President highlighted in FY 2014. The President has identified four "pillars" to be considered in strategic planning and decision making: affordability, access, quality, and economic impact on the region. Adjustments and/or additions to the budget were made to position the University to meet these initiatives.

The FY 2015 Budget Proposal addresses the following strategic initiatives requiring funding:

- Increased funding for Academic Affairs
- Support for Scholarships
- Increased funding for Technology
- Increased funding for Operations

An additional \$.5 million was allocated to Academic Affairs to provide funding for 2 counselors, 2 lab technicians, 1 stage manager, 1 graduate coordinator, 1 professional development director, and several part-time positions. Non-salary allocations were increased \$1 million, which consist of \$.6 million for increased instruction technology funding, and \$.4 million to support divisional operations.

Enrollment Management continues to be an integral part of University planning. This budget includes new funding of \$.5 million to support the initiatives in this area. Funding includes salary support for the addition of 2 new academic advisors, and non-salary divisional support, primarily for Web Services and Admissions.

University Advancement has received an additional \$.15 million that will fund 1 new support position in Alumni, 1 new analyst position for Advancement Services, and non-salary support.

New part-time funding for University Publications is also included. The Commencement budget is increased by \$.16 million to reflect additional costs associated with the growth in class sizes and the need to relocate the ceremony to the stadium to accommodate this growth.

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

Intercollegiate Athletics was allocated an additional \$.2 million to provide funding for 1 new full-time track coach and support for increased non-salary costs for team travel, meals, and

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equipment. In the past, the University has relied heavily on student athletes providing for their own equipment and fund-raising.

Information security has become an important initiative both in general and on university campuses. This budget provides for \$.3 million in additional funding for 3 new security experts, 1 network administrator and non-salary support of \$.2 million for security initiatives.

We continue to be reliant on State funding. Recently, the Governor indicated in his FY 2015 Budget Address that funding for Higher Education would increase. The increases represent the estimated costs of state paid fringe benefits applicable to Higher Education. The State allocation to the University to support operations is remaining the same as FY 2014. By maintaining level funding, support for the salary increases, negotiated by the State for our employees, falls to the University. Accessibility remains an important initiative for the University. In response to the Higher Education Restructuring Act, the University has made a goal of expanding enrollments to 25,000 students by the year 2024. Along with this growth comes the requirement for State support of the fringe benefit costs of additional needed positions. Although requested through the State Budget process, no additional support for fringe benefit positions was approved for FY 2015. This remains an obstacle that the University must overcome, as the current State negotiated fringe benefit rate is 50.75% of full-time salary – an extremely high rate.

The FY 2015 budget proposal addresses our affordability initiative in two ways. First, the budget includes an increase in University funded scholarships of \$6.2 million, an increase of 51% over the amount budgeted for FY 2014. Secondly, through strategic budget planning and initiatives, the FY 2015 Budget Proposal calls for a modest 1.9% increase in undergraduate tuition and fees for FY 2015; a 3% increase in CMSRU tuition; and a 1.5% increase in Rowan SOM and GSBS tuition. Although the State has not imposed a cap on tuition increases as in previous years, we continue to make our goal of affordability a high priority.

On a consolidated basis, Total Revenues for FY 2015 are budgeted at \$441.5 million and Total Expenses are anticipated to be \$439.9 million.

Proposed Full-time Tuition & Fee Rates are the following:

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2014</u>	<u>FY 2015</u>
In-State Tuition	\$8,906	\$9,076
Out of State Tuition	\$16,712	\$17,030
Fees	\$3,474	\$3,540
<u>Full-Time CMSRU Tuition Rates</u>		
In-State Tuition	\$33,900	\$34,917
Out of State Tuition	\$53,800	\$55,414
<u>Full-Time Rowan SOM Tuition Rates</u>		
In-State Tuition	\$35,823	\$36,360
Out of State Tuition	\$57,479	\$58,340
<u>Full-Time GSBS Tuition Rates</u>		
In-State Tuition	\$7,467	\$7,580
Out of State Tuition	\$10,817	\$10,980

Revenue Highlights

- General State appropriations are projected to be \$88.8 million, including the Regular University, CMSRU, and RowanSOM. This amount is unchanged from FY 2014.
- State Paid Fringe Benefits are estimated to be \$60.3 million in FY 2015. The State allotment of positions covered under the State Benefit program is limited to 1,087 for the University, 105 for CMSRU, and 445 for RowanSOM, for a total of 1,637.

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- We are anticipating undergraduate enrollments to grow by 250 FTE's over the FY 2014 actual levels. The Cooper Medical School of Rowan University will have a total of 182 students. RowanSOM is projecting enrollments of 638 medical students, in addition to 194 GSBS full and part-time students. Total gross tuition revenue is projected to be \$150 million in FY 2015. Tuition is budgeted as follows:

▪ Regular University (Undergraduate)	\$93.3 million
▪ CGCE (Includes Graduate and Summer)	\$23.2 million
▪ Cooper Medical School	\$ 7.8 million
▪ RowanSOM	\$25.7 million
- Total Student Fee revenue is projected to be \$41.1 million in FY 2015. Fee revenue is budgeted as follows:

▪ Regular University (Undergraduate)	\$30.2 million
▪ Auxiliary	\$ 6.8 million
▪ CGCE (Includes Graduate and Summer)	\$ 2.3 million
▪ Cooper Medical School	\$.7 million
▪ RowanSOM	\$ 1.1 million
- For FY 2015, University funded scholarships and waivers are being treated as a reduction from tuition and fee revenues rather than an expense as in prior years' presentations. An overall increase from FY 2014 total budgeted scholarships and waivers of \$7.2 million is primarily attributed to an increase of \$6.2 million in the Regular University for undergraduate student scholarships. This represents a 51% increase in budgeted scholarships for this category.
- Rental rates for student housing are budgeted to increase by an average of 2.8%. Total rental income for Auxiliary Operations for FY 2015 is projected to be \$32.1 million. The revenues have been adjusted to reflect an estimated 388 "tripled" dorm rooms to accommodate the increased demand for housing.
- Other revenue is comprised of revenue generated by indirect cost recoveries, SGA allocations, miscellaneous fees charged at the Recreation Center and Student Center, and Special Program revenue. For FY 2015 we project other revenue to total \$11 million.
- Commission revenues net of expenses are anticipated to grow by \$3.5 million over FY 2014 levels. The increase is a result of the new negotiated contract with Gourmet Dining and includes a one-time revenue amount of \$3 million.
- The projected revenue distribution from CGCE operations is \$11.1 million. This estimate is based on a projected 12% increase in enrollments for the summer program and enrollment growth of 11% in the extension program. The Regular University will receive \$8.7 million from CGCE and \$2.4 million will be distributed to Academic Affairs through the Special Programs accounts.
- Revenue distributions from Auxiliary Operations and RowanSOM are projected to be \$5.5 million in FY 2015.
- The Foundation allocation is projected to be \$5.6 million in FY 2015 which includes \$.1 million from NJ Health Foundation to support RowanSom. The Rowan Foundation allocation is calculated by multiplying the average market value of the Rowan endowment for the 12 quarters by 4.5 %.
- Affiliate revenue reflects payments from Kennedy University Hospital for faculty effort related to teaching residents in the GME program plus Chief of Service responsibilities for the hospital. For FY 2015, affiliate revenue is projected to total \$2.9 million.
- Faculty Practice Plan (FPP) revenues primarily consist of fee for service payments, inclusive of quality incentives and capitation payments from the Centers for Medicare & Medicaid Services (CMS) and other third party insurance providers for inpatient and outpatient services provided by the RowanSOM faculty. Patient encounters for the FPP approximate 250,000 annually. In addition, significant contract payments for medical directorships and other contracted service agreements, such as hospitalist services, account for approximately one-third of the revenues. For FY 2015, FPP revenues are projected at \$39.7 million budgeted as follows:

▪ Fee for Service payments (CMS and third party payers)	\$25.3 million
▪ Contract payments	\$14.4 million

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- Housestaff Billings primarily consist of the expense for resident salary and fringe benefits, plus associated per resident malpractice expense, billed to the GME affiliated sites resulting in a complete recuperation of these expenses. For FY 2015, these billings are projected to total \$23.0 million.

Expenditure Highlights

- On a consolidated basis, salaries are budgeted at \$211.1 million. Additional funding is included for the following: \$1.3 million in Regular University for 18 new full-time positions and various part-time allocations; \$.3 million in Auxiliary Operations for 4 new full-time positions; \$1.5 million in CMSRU for 20 new full-time positions and various part-time allocations; and \$2.4 million for RowanSOM for 19 new full-time positions. Negotiated salary increases for the 1,637 state supported positions at the University total \$4.3 million. The budget also includes a reduction for vacancies and estimated salary savings of \$2.5 million for the Regular University and \$.5 million for RowanSOM.
- 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 1,637. If the count remains unchanged, the University will be responsible for a projected \$1 million in fringe benefit costs associated with the estimated overage.
- On a consolidated basis, Non Salary operating expenses are projected to be \$73.2 million. The Regular University has increased Non Salary expenditures by \$2.6 million, with the majority split between Academic Affairs, Enrollment Management, Athletics, Facilities, and Information Technology. Auxiliary Operations increases of \$1.6 million are primarily associated with costs of technology upgrades in the residence halls and the additional expenses of tripling freshmen students, and are offset by increased rental income. CMSRU, CGCE, and Special Programs have a combined increase of \$.5 million primarily representing the increased costs associated with expansion of enrollments.
- Utility costs, are projected to remain at FY 2014 budgeted levels, based on actual FY 2014 year to date costs.
- Tuition/Room/Board Waivers is displayed separately this year from Scholarships & Waivers (now shown as a reduction from gross tuition & fees). This amount represents the anticipated expenditure for the benefits given to Student Residence Directors and Student Residence Assistants in student housing.
- Malpractice expense for FY 2015 is projected to total \$3.0 million and is related to the payments required to the State for medical malpractice coverage for faculty and residents.
- Debt Service payments for FY 2015 are budgeted at \$36 million on outstanding debt of \$445 million. The budgeted amount for the Regular University is net of a one-time reduction for FY 2015 of \$2 million reflecting use of debt service reserves from expiring debt to fund a portion of current debt service payments.
- For the Glassboro campus, capital projects will be funded by a portion of any surplus generated in FY 2014. RowanSOM has budgeted \$.8 million for projects, primarily for facility renovations and minor improvements.

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Rowan University Consolidated Budget Analysis Projected Budget FY 2015								
	Projected FY 2015 Budget							
	Regular University	Auxiliary Operations	CGCE	CMSRU	Rowan SOM	Special Programs	Eliminations	Total
Revenues								
General State Appropriation	\$30,716,000			\$27,847,000	\$30,229,000			\$88,792,000
State Paid Fringe Benefits	40,850,000			5,000,000	14,455,000			60,305,000
Sub-Total State Support	71,566,000			32,847,000	44,684,000			149,097,000
Tuition	93,336,008		23,178,633	7,782,229	25,658,167			149,955,037
Student Fees	30,190,795	6,759,601	2,359,678	692,000	1,127,154			41,129,228
Scholarships/Waivers	(18,500,000)		(1,050,000)		(622,600)			(20,172,600)
Sub-Total Net Tuition & Fees	105,026,803	6,759,601	24,488,311	8,474,229	26,162,721			170,911,665
Rental Income		32,069,718			937,000			33,006,718
Other Revenue	835,000	1,759,000		482,475	4,044,922	4,000,000		11,121,397
Commissions	4,528,869							4,528,869
Revenue Centers Distributions	8,737,038					2,401,998	11,139,036	0
Distributions - Auxiliary/SOM	5,500,000						5,500,000	0
Foundation	5,510,664				100,000			5,610,664
Affiliate Revenue					2,890,308			2,890,308
Faculty Practice Plan Revenue					39,684,610			39,684,610
Housestaff Billings					23,038,800			23,038,800
Interest Earnings - Unrestricted	300,000							300,000
Funding from Reserves				1,330,905				1,330,905
Total	\$202,004,374	\$40,588,319	\$24,488,311	\$43,134,609	\$141,542,361	\$6,401,998	\$16,639,036	\$441,520,936
Expenditures								
Salary	\$106,626,327	\$6,806,493	\$7,528,593	\$11,348,077	\$78,806,995			\$211,116,485
Fringe Benefits	41,535,125	2,501,813	1,658,960	5,279,125	27,208,000			78,183,023
Non-Salary - Operating	28,455,888	6,972,773	1,980,961	7,212,982	22,370,706	6,250,000		73,243,310
Utilities	4,794,816	3,697,859		960,000	3,048,575			12,501,250
Tuition/Room/Board Expense		2,027,453						2,027,453
Malpractice					3,050,000			3,050,000
Rental Expense - Rowan Blvd.		7,901,651	2,116,573					10,018,224
College of Health Sciences Support	2,500,000							2,500,000
Cooper Hospital Support				10,514,872				10,514,872
Distributions to Reg Univ.		4,500,000	8,737,038		1,000,000		14,237,038	0
Rev. Ctrs. Distrib. to Academic Affairs			2,401,998				2,401,998	0
Debt Service	19,024,276	4,615,437		7,819,553	4,495,477			35,954,743
Capital Projects		0			810,000			810,000
Total	\$202,936,432	\$39,023,479	\$24,424,123	\$43,134,609	\$140,789,753	\$6,250,000	\$16,639,036	\$439,919,360
Net	(\$932,058)	\$1,564,840	\$64,188	\$0	\$752,608	\$151,998	\$0	\$1,601,576

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Revenue Analysis - Regular University Projected Budget FY 2015			
	FY 2014 Base Budget	FY 2015 Projected Budget	Change
State Appropriations	\$30,716,000	\$30,716,000	\$0
State Paid Fringe Benefits	39,500,000	40,850,000	1,350,000
Tuition			
Base	90,044,278	89,370,862	1,553,084
Increased Enrollments - 250 FTE		2,226,500	
Tuition Increase - 1.9%		1,738,646	1,738,646
Total Tuition	90,044,278	93,336,008	3,291,730
Student Fees			
Base	29,056,081	29,011,133	625,302
Increased Enrollments - 250 FTE		670,250	
Fee Increase - 1.9%		509,412	509,412
Total Fees	29,056,081	30,190,795	1,134,714
Scholarships/Waivers	(12,255,000)	(18,500,000)	(6,245,000)
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	835,000	835,000	0
Commissions			
Food Service Revenue	2,370,000	5,870,000	3,500,000
Food Service Expense	970,000	970,000	0
Net Food Service	1,400,000	4,900,000	3,500,000
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	(371,131)	(371,131)	0
Total Commissions	1,028,869	4,528,869	3,500,000
Revenue Center Distributions	7,881,528	8,737,038	855,510
Distributions - Auxiliary/SOM	4,500,000	5,500,000	1,000,000
Foundation	4,998,340	5,510,664	512,324
Interest Earnings	350,000	300,000	(50,000)
Total Revenue - Regular University	\$196,655,096	\$202,004,374	\$5,349,278

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Summary Regular University Expenditures	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Division						
President	\$7,380,359	\$1,671,782	\$75,000	\$127,000	\$7,804,264	\$1,798,782
Executive VP Administration	8,970,062	2,344,730	345,000	571,000	9,574,039	2,915,730
Academic Affairs	65,148,369	11,355,019	510,244	1,121,071	68,970,224	12,476,090
Health Sciences & Research	1,054,042	60,267	0	33,500	979,039	93,767
Information Resources & Technology	5,262,182	1,860,131	344,000	225,000	5,878,275	2,085,131
Finance	3,235,374	193,795	0	0	3,353,947	193,795
Operations/Facilities	10,402,305	3,263,793	0	500,000	10,646,539	3,763,793
General University	20,000	5,128,800	0	0	(580,000)	5,128,800
Sub-Total Operating Budget	\$101,472,693	\$25,878,317	\$1,274,244	\$2,577,571	\$106,626,327	\$28,455,888
Fringe Benefits	40,850,000		685,125		41,535,125	
College of Health Sciences Support		2,500,000				2,500,000
Utilities		4,794,816				4,794,816
Debt Service		21,083,636		(2,059,360)		19,024,276
Capital						
Total Salary/Non-Salary	\$142,322,693	\$54,256,769	\$1,959,369	\$518,211	\$148,161,452	\$54,774,980
Total Regular University Expenditures		<u>\$196,579,462</u>			<u>\$202,936,432</u>	

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015						
<u>Division - President</u>	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
10100 Office of the President	\$840,633	\$104,500		\$25,000	\$1,049,000	\$129,500
10110 Board of Trustees	500	32,800				32,800
10115 Presidential Lecture Series		20,000				20,000
10125 General Counsel	480,000	16,500		2,000	490,000	18,500
10150 University Senate	94,279	6,425			97,317	6,425
30016 VP Chief of Staff	250,993	8,000			256,000	8,000
34000 Public Safety	3,579,532	434,050			3,614,831	434,050
57002 Intercollegiate Athletics	1,934,479	1,015,447	75,000	100,000	2,091,502	1,115,447
57004 Athletic Tournaments		15,000				15,000
57006 Sports Information	199,943	19,060			205,614	19,060
Total President	\$7,380,359	\$1,671,782	\$75,000	\$127,000	\$7,804,264	\$1,798,782
<u>New Salary Request</u>						
Athletics - Track Coach			\$75,000			

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
Division - Exec VP Administration		FY 2014 Base Budget		New Salary	Non-Salary	FY 2015 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
						(Note 1)	
18000	Exec VP Administration	\$240,000	\$0		\$0	\$0	\$0
	Total	\$240,000	\$0	\$0	\$0	\$0	\$0
30008	Labor Relations	\$115,000	\$5,240			\$125,000	\$5,240
33002	Equity & Diversity	143,068	5,825			154,043	5,825
33000	Human Resources	933,472	60,000			986,891	60,000
	Total	\$1,191,540	\$71,065	\$0	\$0	\$1,265,934	\$71,065
54000	VP Enrollment Management	\$756,884	\$236,952			\$824,144	\$236,952
	Temporary One-time Allocation				350,000		350,000
24060	International Center	0	0			\$141,978	0
41002	University Web Services	420,054	116,850			511,380	116,850
54002	Admissions	1,434,714	762,169			1,410,028	762,169
56002	Financial Aid	955,933	59,056			1,011,009	59,056
54008	University Advising Center	1,126,401	20,672	175,800		1,402,077	20,672
54010	Retention/Tutoring/Basic Skills	154,691	6,500			146,194	6,500
	Total	\$4,848,677	\$1,202,199	\$175,800	\$350,000	\$5,446,810	\$1,552,199
40000	VP Advancement	\$321,212	\$16,300			\$171,212	\$16,300
	Temporary One-time Allocation				50,000		50,000
40006	Alumni	189,679	38,000	42,200		252,906	38,000
40008	Assoc VP Advancement	50,975	70,500			101,172	70,500
40010	Advancement Services	199,579	86,416	45,000	10,000	256,199	96,416
40012	Development	697,032	95,800			720,786	95,800
40014	Major Gifts		35,400				35,400
40016	Future Fund	53,037	45,000			49,913	45,000
	Total	\$1,511,514	\$387,416	\$87,200	\$60,000	\$1,552,188	\$447,416
10120	Civic & Govt Relations	\$0	\$0			\$0	\$0
10130	Commencement/Convocation		227,350		161,000		388,350
10132	University Events	125,248	9,100			127,052	9,100
10140	Media/Public Relations	456,166	45,000			475,161	45,000
40004	University Publications	371,295	187,700	82,000		472,784	187,700

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
<u>Division - Exec VP Administration</u>		FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
45006	University Marketing		214,900				214,900
22002	Duplicating	225,622				234,110	0
	Total	\$1,178,331	\$684,050	\$82,000	\$161,000	\$1,309,107	\$845,050
	Total Exec VP Administration	\$8,970,062	\$2,344,730	\$345,000	\$571,000	\$9,574,039	\$2,915,730
 <u>New Salary Request</u>							
	Advising - 3 Advisors			\$175,800			
	Alumni - Prog Assistant			42,200			
	Advancement Serv - Analyst			45,000			
	Univ Publications - Parttime Designers			82,000			
	Total			\$345,000			

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
Division - Academic Affairs		FY 2014 Base Budget		New Salary	Non-Salary	FY 2015 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
						(Note 1)	
20000	Provost	\$429,861	\$49,900			\$453,061	\$49,900
20002	Program Improvement		600,000				600,000
20004	Academic Affairs	7,880,900	537,010		40,000	7,632,000	577,010
20006	Academic Affairs Instr Technology		2,753,319		621,071		3,374,390
20010	Camden Campus	1,181,894	301,500	3,500		1,209,337	301,500
20014	Camden Joint Venture		364,659		100,000		464,659
20015	Camden Campus New Bldg	332,433	316,100			350,631	316,100
20016	Library Services	3,168,891	2,562,709		73,841	3,116,117	2,636,550
20026	Non-Salary Research Funds		310,000				310,000
	Total	\$12,993,979	\$7,795,197	\$3,500	\$834,912	\$12,761,146	\$8,630,109
21000	Associate Provost Acad Affairs	\$204,009	\$11,900		\$25,000	\$206,971	\$36,900
21004	Faculty Center	125,895	24,400	24,416	5,000	148,809	29,400
21008	Honors Concentration	52,050	7,700			53,640	7,700
21010	ROTC Program		7,000				7,000
55002	Registrar	871,256	69,300		5,500	891,646	74,800
	Total	\$1,253,210	\$120,300	\$24,416	\$35,500	\$1,301,066	\$155,800
23000	Dean Commun & Creative Arts	\$604,000	\$98,000		\$5,000	\$613,764	\$103,000
23004	Communications Lab		16,000				16,000
23006	Communications Studies	1,061,599	11,665		13	1,110,843	11,678
23008	Writing Arts	1,854,094	25,060		7,570	2,059,228	32,630
23009	Writing Center	57,500	2,000	7,500		65,000	2,000
23010	Journalism	495,262	8,120		117	634,187	8,237
23012	Public Relations/Advertising	910,912	12,355		70	896,662	12,425
23014	Radio/TV/Film	1,368,274	13,610		(135)	1,406,230	13,475
23016	WGLS Radio Station	212,502	59,025		25	195,113	59,050
26004	Art	1,658,642	17,000		5,230	1,702,462	22,230
26006	Art Lab		40,870		(5,390)		35,480
26010	Gallery Program		19,000				19,000
	Total	\$8,222,785	\$322,705	\$7,500	\$12,500	\$8,683,489	\$335,205
24000	Dean Science & Mathematics	\$718,271	\$200,900		\$25,000	\$660,214	\$225,900
24008	Biochemistry Lab		16,500				16,500
24010	Biological Sciences	1,479,420	34,800		5,000	1,711,015	39,800
24012	Biological Sciences Lab		77,500		9,886		87,386
24014	Chemistry	1,403,100	26,300	60,000	5,000	1,676,331	31,300
24016	Chemistry Lab		101,000		19,886		120,886
24018	Computer Science	1,613,641	11,860			1,583,636	11,860

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
Division - Academic Affairs		FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request	
		Salary	Non-Salary			Salary (Note 1)	Non-Salary
24020	Computer Science Lab		5,700				5,700
24040	Mathematics	2,583,521	23,250		5,000	2,709,053	28,250
24044	Physics	1,380,818	25,800		5,000	1,532,354	30,800
24046	Physics Lab		55,000		9,887		64,887
24048	Planetarium	105,163	23,500			107,004	23,500
24052	Psychology	1,768,583	22,650		5,000	1,742,767	27,650
24054	Psychology Lab		1,800				1,800
24100	School of Biomedical Sciences		4,000	11,280		11,280	4,000
	Biomedical Translational Sciences				20,000		20,000
	Total	\$11,052,517	\$630,560	\$71,280	\$109,659	\$11,733,654	\$740,219
24500	Dean Humanities & Social Science	\$531,374	\$127,600	\$8,000	\$18,000	\$548,850	\$145,600
24004	Afro-American Studies		500				500
24005	American Studies		1,200				1,200
24006	Asian-American Studies		1,000				1,000
24024	English	1,019,946	15,000			1,110,828	15,000
24026	Foreign Language	609,038	6,500			667,677	6,500
24028	Geography Lab		4,000				4,000
24029	Anthropology Lab		1,000				1,000
24030	Geography/Anthropology	589,370	16,400			664,785	16,400
24032	History	1,187,413	13,600			1,286,198	13,600
24033	Humanities/Social Science		400				400
24034	International Studies		500				500
24036	Law/Justice	1,041,820	14,100			1,190,252	14,100
24038	Liberal Studies Major		1,000				1,000
24042	Philosophy/Religion	745,325	6,000			751,423	6,000
24050	Political Science	620,931	9,100			707,522	9,100
24058	Sociology	1,177,289	14,000			1,264,050	14,000
24062	Women's Studies		1,000				1,000
	Total	\$7,522,506	\$232,900	\$8,000	\$18,000	\$8,191,585	\$250,900
25000	Dean Education	\$606,017	\$90,138		\$29,000	\$664,699	\$119,138
25010	Educational Leadership						
25014	Teacher Education	2,019,346	33,889			2,142,366	33,889
25016	Health & Exercise Science	1,526,596	29,893			1,645,886	29,893
25018	Health & Exercise Science Lab		1,700				1,700
25020	Schaub Resource Room		5,900				5,900
25021	Schaub Computer Lab		1,000				1,000
25024	Student Services Center	273,500				284,933	0

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
Division - Academic Affairs		FY 2014 Base Budget		New Salary	Non-Salary	FY 2015 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
25030	Lang, Literacy,Special Education	1,903,221	30,687			1,969,381	30,687
25032	Ed Services/Admin						
	Total	\$6,328,680	\$193,207	\$0	\$29,000	\$6,707,265	\$222,207
26000	Dean Performing Arts	\$485,043	\$282,402		\$5,000	\$663,194	\$287,402
26008	Perf Arts Promotion		16,400				16,400
26012	Music	2,018,715	82,100			2,144,513	82,100
26014	Music Lab		5,000				5,000
26016	Theatre & Dance	824,896	21,000	45,000		949,180	21,000
26018	Theatre Arts		25,150				25,150
26020	PA Outreach & Recruitment		35,000				35,000
26022	Pep Band	22,000				22,000	
	Total	\$3,350,654	\$467,052	\$45,000	\$5,000	\$3,778,887	\$472,052
27000	Dean Business	\$904,565	\$38,550	\$30,000		\$931,216	\$38,550
27003	Accounting Accreditation		10,000				10,000
27004	Accounting & Finance	1,782,476	15,000			1,979,658	15,000
27006	Accreditation		173,747		25,000		198,747
27008	Business Lab		1,246				1,246
27010	Management	2,008,587	17,600			2,004,692	17,600
27012	Marketing	982,668	13,250			1,254,525	13,250
27014	MBA		2,500				2,500
27016	Rohrer Endowed Chair	131,363	16,900			0	16,900
27018	Campbell Endowed Chair	5,000	20,308				20,308
	Total	\$5,814,659	\$309,101	\$30,000	\$25,000	\$6,170,091	\$334,101
28000	Dean Engineering	\$1,168,362	\$322,897	\$95,000	\$7,500	\$1,284,788	\$330,397
28004	Chemical Engineering	1,128,867	91,000		4,000	1,166,636	95,000
28006	Civil Engineering	1,017,604	88,400		4,000	1,189,575	92,400
28008	Electrical Engineering	951,793	87,000		4,000	1,059,163	91,000
28010	Mechanical Engineering	972,814	89,000		4,000	1,094,981	93,000
28012	Engineering Outreach		50,000				50,000
28016	Biomedical Engineering			30,000	28,000	180,000	28,000
	Total	\$5,239,440	\$728,297	\$125,000	\$51,500	\$5,975,143	\$779,797
	Sub-Total Academic Affairs	\$61,778,430	\$10,799,319	\$314,696	\$1,121,071	\$65,302,326	\$11,920,390
50000	VP Student Affairs	\$55,287	\$45,115			\$55,288	\$45,115
51004	EOF King Scholar	619,901	24,800			656,356	24,800

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
<u>Division - Academic Affairs</u>		FY 2014 Base Budget		New Salary	Non-Salary	FY 2015 Request	
		Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
51006	MAP Program		169,715				169,715
51008	Career & Academic Planning	319,063	38,068			295,378	38,068
51010	Academic Success Center	254,247	39,300			267,993	39,300
54006	Cultural Diversity	90,814	17,772			92,404	17,772
50006	Orientation	191,256				199,274	0
50007	Transfer Orientation						0
50008	PROS	15,937	9,500			16,000	9,500
50009	Parent Orientation	2,500	28,300			2,500	28,300
50010	Associate VP Student Engagement	98,052				98,052	0
52004	Service Learning	116,099	14,900			121,415	14,900
52006	Intramural Program		19,530				19,530
53006	Co-Curricular Transcript						0
53002	Counseling	776,626	30,935	195,548		1,009,432	30,935
53004	Student Health Services	720,509	85,560			737,523	85,560
53008	Healthy Campus Initiative	109,648	32,205			116,283	32,205
Sub-Total Student Affairs		\$3,369,939	\$555,700	\$195,548	\$0	\$3,667,898	\$555,700
Total Academic Affairs		\$65,148,369	\$11,355,019	\$510,244	\$1,121,071	\$68,970,224	\$12,476,090
<u>New Salary Request</u>							
Camden Campus - Parttime Lab Tech				\$3,500			
Faculty Ctr - Parttime Asst Director				24,416			
Writing Ctr - Parttime				7,500			
Chemistry - Technician				60,000			
Biomedical Sci - Parttime Clerical				11,280			
Dean HHS - Parttime				8,000			
Theatre/Dance - Stage Mgr				45,000			
Dean Business - Prof Devel Dir				30,000			
Dean Engineering - Graduate Coordinator				65,000			
Dean Engineering - Technician				30,000			
Biomedical Eng - Clerical				30,000			
Counseling - 2 Counselors				109,548			
Counseling - Parttime Psychiatrist				86,000			
Total				\$510,244			

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
Division - Health Sciences		FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)	
		Salary	Non-Salary			Salary	Non-Salary
17000	VP Health Sciences	\$477,375	\$40,000		\$20,000	\$380,000	\$60,000
20021	Associate Provost Research	255,214	5,000			255,962	5,000
20023	Office of Sponsored Programs	321,453	15,267		5,000	343,077	20,267
	Research Compliance	0	0		8,500		8,500
20025	Technology Transfer		0				0
Total Health Sciences		\$1,054,042	\$60,267	\$0	\$33,500	\$979,039	\$93,767

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015						
<u>Division - Information Resources/Tech</u>	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
45000 VP Info Resources & Technology	\$0	\$0	\$249,000	\$499,900	\$582,279	\$499,900
45004 Instit/Effectiveness/Planning	627,133	45,800		20,100	475,551	65,900
22000 Assoc VP Info Resources	453,005	1,272,546		34,135	462,025	1,306,681
22004 Enterprise Information Services	1,943,375	277,749		(226,449)	1,887,871	51,300
22008 Academic Technology	900,347	166,876		(98,726)	1,075,804	68,150
22010 Network & System Services	1,338,322	97,160	95,000	(3,960)	1,394,745	93,200
Total Information Resources/Tech	\$5,262,182	\$1,860,131	\$344,000	\$225,000	\$5,878,275	\$2,085,131
 <u>New Salary Request</u>						
Network & Sys Serv - 3 Security Experts			\$249,000			
Network & Sys Serv - Telephone Admin			95,000			
Total			<u>\$344,000</u>			

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
<u>Division - Finance</u>	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)		
	Salary	Non-Salary			Salary	Non-Salary	
31000	VP Finance/CFO	\$379,044	\$16,000		\$291,000	\$16,000	
31002	Accounts Payable	352,699	15,395		357,892	15,395	
31004	Accounting Services	600,401	12,200		605,867	12,200	
31006	Bursar	966,541	111,600		1,005,400	111,600	
31008	Payroll	317,076	16,500		340,436	16,500	
31010	Purchasing	371,256	13,100		388,012	13,100	
31016	Risk Management		5,000		103,044	5,000	
45002	Budget	248,357	4,000		262,296	4,000	
Total Finance		\$3,235,374	\$193,795	\$0	\$0	\$3,353,947	\$193,795

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015						
<u>Division - Operations/Facilities</u>	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
30004 Construction & Capital Projects	\$668,766	\$21,506			\$770,917	\$21,506
32000 Facilities Parttime	66,000				66,000	0
32002 Facilities Administration	1,114,421	442,850			1,041,709	442,850
Temporary One-time Allocation				500,000		500,000
32003 Facility Training & Risk Mgmt	350,693	155,967			353,669	155,967
32004 Custodial	2,617,220	264,340			2,664,852	264,340
32006 Grounds	870,131	306,480			897,232	306,480
32007 Facility Systems & Controls	265,213	274,000			291,273	274,000
32008 Heating Plant	762,120	804,000			785,013	804,000
32010 Trades	3,250,334	941,700			3,342,125	941,700
32012 Facility Campus Services	437,407	7,200			433,749	7,200
32016 President Residence		45,750				45,750
Total Operations/Facilities	\$10,402,305	\$3,263,793	\$0	\$500,000	\$10,646,539	\$3,763,793

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - Regular University Projected Budget FY 2015							
<u>Division - General University</u>		FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request	
		Salary	Non-Salary			Salary (Note 1)	Non-Salary
15020	General University	\$945,000	\$5,128,800			\$845,000	\$5,128,800
15025	University Reserve/Salary Savings	(2,000,000)	0			(2,500,000)	0
56006	Institutional Work Study	1,075,000	0			1,075,000	0
Total General University		\$20,000	\$5,128,800	\$0	\$0	(\$580,000)	\$5,128,800

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Auxiliary Services Summary Schedule
Projected Budget FY 2015

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees		\$3,328,410	\$3,431,191		\$6,759,601
Housing Rentals	32,069,718				32,069,718
Sub-Total	32,069,718	3,328,410	3,431,191	0	38,829,319
Housing Cancellation Fee	20,000				20,000
Miscellaneous Revenue			6,000		6,000
Merchant Commission	60,000				60,000
Other Income	20,000	4,000			24,000
Rental Income		10,000	5,000	900,000	915,000
ID Card		70,000			70,000
Memberships			180,000		180,000
Guest Fees			20,000		20,000
Equipment Rentals			12,000		12,000
Court Rentals			2,000		2,000
Intramural Fees			15,000		15,000
Instructional Fees			125,000		125,000
Summer Camps			260,000		260,000
Repair Income	50,000				50,000
Sub-Total Other Revenue	150,000	84,000	625,000	900,000	1,759,000
Total Revenue	\$32,219,718	\$3,412,410	\$4,056,191	\$900,000	\$40,588,319

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Auxiliary Services Summary Schedule
Projected Budget FY 2015

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
Salary Full Time	\$3,235,426	\$731,457	\$660,151	\$218,609	\$4,845,643
Salary Part Time	85,000	18,000	135,000	15,000	253,000
Salary Voucher			3,500	10,000	13,500
Student Salary	275,000	170,000	360,000	10,000	815,000
Res Dir/Graduate Assistants	290,350	19,000	41,000		350,350
Overtime	220,000	32,000	2,500		254,500
Salary Adjustments	150,000	23,000	40,000	25,000	238,000
Clothing Allowance	30,000	5,000	1,500		36,500
Sub-Total Salary	4,285,776	998,457	1,243,651	278,609	6,806,493
Fringe Benefits Pool	1,667,606	375,422	345,928	112,857	2,501,813
Total Salary & Fringes	5,953,382	1,373,879	1,589,579	391,466	9,308,306
Supplies	145,000	75,000	78,000	3,000	301,000
Printing	20,000	11,000	28,000	1,000	60,000
Equipment Under \$5000	689,333	70,000	100,000	2,500	861,833
Purchase Card Clearing	5,000	5,000	19,000	0	29,000
Catering & Official Reception	105,000	11,000	20,000	250,000	386,000
Credit Card Charges	220,000	24,000	24,500	0	268,500
Professional Services	5,000	20,000	46,000	4,500	75,500
Licenses/Registration Fees	1,200	2,000	15,000	35,000	53,200
Staff Training & Development	15,000	3,000	1,000	0	19,000
Travel	23,000	9,000	20,000	5,000	57,000
Telephone	93,100	6,000	6,000	2,000	107,100
Cable Television	200,000				200,000
Moving Relocation	10,000				10,000
Postage	3,500	500	4,000	500	8,500
Insurance	140,000	18,000	65,000		223,000
Contracted Service	764,800	125,000	45,000	0	934,800
Advertising	500		1,000	10,000	11,500
Subscriptions/Memberships	1,000	2,000	5,000	2,000	10,000
Other Services	0	2,000	50,000		52,000
Repairs	750,000	65,000	90,000	0	905,000
Rental Expense	15,000	1,000	8,000	7,500	31,500
Res Life Programming	364,431				364,431
Reserve Allocation	0	0	0		0

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Auxiliary Services Summary Schedule
Projected Budget FY 2015

	Residence Halls	Student Center	Recreation Center	Camps & Conferences	Total
Transfer	865,755	9,500	6,000		881,255
Real Estate Taxes	450,654				450,654
Workmen's Compensation	130,000	62,000	0		192,000
Equipment & Software Over \$5000	50,000	165,000	185,000	0	400,000
Cost Sharing	0	(90,000)	85,000	85,000	80,000
Sub-Total Non-Salary Oper	<u>5,067,273</u>	<u>596,000</u>	<u>901,500</u>	<u>408,000</u>	<u>6,972,773</u>
Electric	1,467,055	421,312	220,000		2,108,367
Natural Gas	191,796	69,202	30,642		291,640
Fuel Oil	6,468	3,415	2,223		12,106
Water/Sewer	1,169,877	85,174	30,695		1,285,746
Sub-Total Utilities	<u>2,835,196</u>	<u>579,103</u>	<u>283,560</u>	<u>0</u>	<u>3,697,859</u>
Graduate Coordinator Waiver		37,000	63,000		100,000
Tuition & Fee Expense	273,091				273,091
Housing Waivers	1,221,384				1,221,384
Board Waivers	432,978				432,978
Sub-Total Waivers	<u>1,927,453</u>	<u>37,000</u>	<u>63,000</u>	<u>0</u>	<u>2,027,453</u>
Rental Expenses - Rowan Blvd.	7,901,651				7,901,651
Revenue Distributions to University	3,700,000	200,000	500,000	100,000	4,500,000
Debt Service	3,328,778	573,569	713,090		4,615,437
Capital	0				0
Total Non Salary	<u>24,760,351</u>	<u>1,985,672</u>	<u>2,461,150</u>	<u>508,000</u>	<u>29,715,173</u>
Total Expenditures	<u>\$30,713,733</u>	<u>\$3,359,551</u>	<u>\$4,050,729</u>	<u>\$899,466</u>	<u>\$39,023,479</u>
Excess/(Deficit)	<u>\$1,505,985</u>	<u>\$52,859</u>	<u>\$5,462</u>	<u>\$534</u>	<u>\$1,564,840</u>

Fiscal Year 2015 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Operations 20 CGCE 26 Medical School 30 RowanSOM 32 Special Programs (RowanSOM) 35 Special Programs (Glassboro Campus) 36

Budget Analysis - Auxiliary Services	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Revenues						
Student Fees	5,425,149.00	5,676,537.10	6,014,246.34	6,301,604.31	6,500,353.00	6,759,601.00
Housing Rentals	22,997,763.04	25,908,838.01	29,364,821.32	29,459,205.74	30,177,894.00	32,069,718.00
Interest Income	147,007.34					
Sub-Total	28,569,919.38	31,585,375.11	35,379,067.66	35,760,810.05	36,678,247.00	38,829,319.00
Fines	60.00	70.00	0.00	0.00	0.00	0.00
Application Fees	(354.60)	0.00	0.00	0.00	0.00	0.00
Housing Cancellation Fee	12,500.00	24,750.00	15,300.00	22,575.00	15,000.00	20,000.00
Miscellaneous Revenue	(3,784.47)	4,678.43	7,448.00	8,523.00	2,000.00	6,000.00
Merchant Commission	65,474.77	74,270.63	62,664.83	82,101.05	60,000.00	60,000.00
Other Income	527,663.09	437,054.44	109,762.93	57,606.75	574,000.00	24,000.00
Rental Income	347,842.58	359,598.61	738,820.58	737,610.72	368,000.00	915,000.00
Conference and Event Services				7,090.00		0.00
ID Card	81,175.87	68,241.74	74,205.30	106,065.00	70,000.00	70,000.00
Memberships	210,891.00	174,863.69	184,818.48	183,275.00	175,000.00	180,000.00
Guest Fees	23,849.00	21,978.00	14,510.46	17,758.50	19,000.00	20,000.00
Equipment Rentals	19,248.35	19,133.00	15,129.76	9,880.50	12,000.00	12,000.00
Court Rentals	2,610.00	7,570.00	1,154.50	1,266.00	2,000.00	2,000.00
Intramural Fees	15,334.95	16,969.90	13,725.50	14,995.50	15,000.00	15,000.00
Instructional Fees	121,793.25	105,146.00	114,949.13	116,037.40	120,000.00	125,000.00
Summer Camps	34,882.00	238,055.15	310,838.90	126,875.85	260,000.00	260,000.00
Repair Income	51,134.53	157,839.73	116,589.15	54,418.74	180,000.00	50,000.00
Forfeited Security Deposit	54,520.40	4,249.50	0.00	0.00	0.00	0.00
Sub-Total Other Revenue	1,564,840.72	1,714,468.82	1,779,917.52	1,546,079.01	1,872,000.00	1,759,000.00
Total Revenue	30,134,760.10	33,299,843.93	37,158,985.18	37,306,889.06	38,550,247.00	40,588,319.00

Fiscal Year 2015
CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Operations 20 CGCE 26 Medical School 30 RowanSOM 32 Special Programs (RowanSOM) 35 Special Programs (Glassboro Campus) 36

Budget Analysis - Auxiliary Services	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Expenditures						
Salary Full Time	3,504,122.33	3,943,413.63	4,146,379.88	4,171,415.57	4,457,669.00	4,845,643.00
Salary Part Time	166,102.74	204,985.75	182,905.08	246,144.45	269,000.00	253,000.00
Salary Voucher	8,496.75	8,956.75	15,266.65	9,100.72	14,000.00	13,500.00
Student Salary	618,905.13	571,702.02	607,731.86	651,863.19	765,000.00	815,000.00
Graduate Assistants	232,543.73	211,449.29	226,145.09	255,502.03	318,350.00	350,350.00
Overtime	216,317.97	231,076.39	274,336.41	198,935.07	253,000.00	254,500.00
Salary Adjustments	491,594.23	371,618.13	152,225.59	144,665.00	330,000.00	238,000.00
Clothing Allowance	33,951.88	34,127.50	21,450.00	27,500.00	36,500.00	36,500.00
Sub-Total Salary	5,272,034.76	5,577,329.46	5,626,440.56	5,705,126.03	6,443,519.00	6,806,493.00
Fringe Benefits Pool	1,253,156.47	1,422,758.26	1,609,296.12	1,926,476.11	2,062,556.00	2,501,813.00
Total Salary & Fringes	6,525,191.23	7,000,087.72	7,235,736.68	7,631,602.14	8,506,075.00	9,308,306.00
Supplies	300,653.08	313,583.71	270,699.46	272,237.45	268,000.00	301,000.00
Printing	46,189.63	75,799.76	44,878.31	48,908.82	60,000.00	60,000.00
Educational Supplies	0.00	600.00	0.00	464.00	500.00	0.00
Equipment Under \$5000	179,756.18	207,107.23	240,773.15	316,988.83	852,500.00	861,833.00
Purchase Card Clearing	59,583.36	53,346.80	35,221.95	24,235.62	32,000.00	29,000.00
Catering & Official Reception	418,844.14	373,464.49	333,492.47	311,960.78	351,000.00	386,000.00
Credit Card Charges	177,911.79	222,516.17	271,127.27	245,144.65	310,000.00	268,500.00
Professional Services	105,133.66	60,145.04	59,856.04	52,542.56	95,500.00	75,500.00
Licenses/Registration Fees	31,226.96	33,511.47	33,244.39	45,724.60	47,200.00	53,200.00
Staff Training & Development	11,033.28	5,809.95	9,334.29	13,988.28	15,000.00	19,000.00
Travel	53,304.44	39,710.81	37,285.79	47,898.14	49,000.00	57,000.00
Telephone	127,629.31	101,058.56	98,314.92	101,244.45	104,000.00	107,100.00
Cable Television	102,398.02	143,704.15	183,197.04	177,542.06	179,722.00	200,000.00
Moving Relocation	1,500.00	0.00	0.00	0.00	0.00	10,000.00
Postage	10,885.26	8,507.54	6,787.20	6,317.04	9,500.00	8,500.00
Insurance	96,755.97	85,331.87	113,434.88	166,759.37	138,000.00	223,000.00
Contracted Service	504,302.94	615,897.13	511,330.89	645,971.90	918,807.00	934,800.00
Advertising	6,866.01	5,209.13	6,349.00	784.04	10,000.00	11,500.00
Subscriptions/Memberships	5,870.41	4,950.95	7,500.57	6,446.45	10,000.00	10,000.00
Other Services	33,700.34	199,090.96	27,637.20	46,743.54	52,000.00	52,000.00
Repairs	448,830.32	423,545.86	614,994.45	516,054.94	680,000.00	905,000.00
Rental Expense	13,908.52	16,549.54	24,174.66	267,001.16	22,500.00	31,500.00
Res Life Programming	247,856.16	269,990.79	265,828.54	319,661.85	242,995.00	364,431.00
Reserve Allocation	9,500.00	(114.00)	0.00	0.00	0.00	0.00

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CFO's Message 7 Regular University 5 Auxiliary Operations 20 CGCE 26 Medical School 30 RowanSOM 32 Special Programs (RowanSOM) 35 Special Programs (Glassboro Campus) 36

Budget Analysis - Auxiliary Services	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Transfer	37,500.00	0.00	47,000.00	47,000.00	508,684.00	881,255.00
Transfer from Rowan Foundation				(135.00)		
Real Estate Taxes	0.00	0.00	0.00	441,817.77	0.00	450,654.00
Workmen's Compensation	78,615.81	188,448.24	96,168.65	191,811.37	170,000.00	192,000.00
Equipment & Software Over \$5000	70,524.87	124,848.72	124,935.03	142,628.40	210,000.00	400,000.00
HUD Subsidy	0.00	0.00	0.00	0.00	0.00	0.00
Excess Debt Service Funds	0.00	0.00	0.00	0.00	0.00	0.00
Indirect Costs						
Cost Sharing	121,337.96	(205,760.90)	(255,436.07)	(13,374.25)	60,000.00	80,000.00
Sub-Total Non-Salary Oper	3,301,618.42	3,366,853.97	3,208,130.08	4,444,368.82	5,396,908.00	6,972,773.00
Electric	1,652,832.98	1,649,174.36	1,633,533.84	2,022,224.42	2,055,919.00	2,108,367.00
Natural Gas	571,458.32	380,132.40	314,947.24	283,070.54	326,947.00	291,640.00
Fuel Oil	44,065.75	9,704.80	5,859.33	11,819.33	5,978.00	12,106.00
Water/Sewer	818,139.21	956,148.59	1,005,766.69	1,260,508.46	1,173,678.00	1,285,746.00
Sub-Total Utilities	3,086,496.26	2,995,160.15	2,960,107.10	3,577,622.75	3,562,522.00	3,697,859.00
Graduate Coordinator Waiver	62,857.00	109,325.00	80,868.00	69,804.00	94,000.00	100,000.00
Tuition & Fee Expense	217,888.30	126,705.00	158,486.00	174,875.70	234,860.00	273,091.00
Housing Waivers	798,998.46	866,954.24	1,004,369.76	1,026,893.04	1,093,056.00	1,221,384.00
Board Waivers	344,556.58	348,109.19	393,846.27	404,277.14	450,461.00	432,978.00
Sub-Total Waivers	1,424,300.34	1,451,093.43	1,637,570.03	1,675,849.88	1,872,377.00	2,027,453.00
Rental Expense - Rowan Blvd.	4,316,800.00	6,912,880.00	9,711,316.20	8,659,752.06	7,671,949.00	7,901,651.00
Triple Net Lease Expense	0.00	0.00	0.00	0.00	1,952,517.00	0.00
Revenue Distributions to University	700,000.00	1,015,000.00	3,100,000.00	2,000,000.00	4,500,000.00	4,500,000.00
Debt Service	4,453,113.18	4,619,795.90	4,623,633.00	4,619,109.32	4,616,477.00	4,615,437.00
Capital - Interest Funded	147,007.34	0.00	0.00	0.00	0.00	0.00
Capital	5,802,151.40	2,961,122.40	2,250,000.00	2,289,000.00	0.00	0.00
Total Non Salary	23,231,486.94	23,321,905.85	27,490,756.41	27,265,702.83	29,572,750.00	29,715,173.00
Total Expenditures	29,756,678.17	30,321,993.57	34,726,493.09	34,897,304.97	38,078,825.00	39,023,479.00
Excess/(Deficit)	378,081.93	2,977,850.36	2,432,492.09	2,409,584.09	471,422.00	1,564,840.00

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College of Graduate and Continuing Education Summary Schedule Projected Budget FY 2015

	Traditional Program	Extension	Total
Revenues			
Tuition	\$9,812,000	\$13,366,633	\$23,178,633
Student Fees	2,359,678		2,359,678
Scholarships/Waivers	(600,000)	(450,000)	(1,050,000)
Total Revenue	\$11,571,678	\$12,916,633	\$24,488,311
Expenditures			
Full Time Salary		\$2,753,359	\$2,753,359
Part Time Salary		70,000	70,000
Adjunct/Overload		700,000	700,000
Salary Voucher	1,400,000	650,000	2,050,000
Student Salary		30,000	30,000
Salary Adjustments	3,170,234	(1,245,000)	1,925,234
Clothing Allowance			0
Total Salary	4,570,234	2,958,359	7,528,593
Fringe Benefits	153,000	1,505,960	1,658,960
Total Salary & Fringes	4,723,234	4,464,319	9,187,553
Supplies	5,000	8,000	13,000
Printing	3,000	10,000	13,000
Equipment Under \$5,000	5,000	13,000	18,000
Purchase Card Clearing		5,000	5,000
Catering & Official Reception	1,000	7,500	8,500
Credit Card Charges	74,000	90,000	164,000
Professional Services	5,000		5,000
Licenses/Registration Fees		700	700
Staff Training & Development	500	3,000	3,500
Mileage Reimbursement		10,000	10,000
Travel	1,000	10,000	11,000
Telephone	1,100	16,000	17,100
Postage	1,100	25,000	26,100
Contracted Services	100,000	763,561	863,561
Advertising	200,000	460,000	660,000
Subscriptions/Memberships	20,000	30,000	50,000
Other Services		15,000	15,000
Rental Expense		35,000	35,000

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**College of Graduate and Continuing Education Summary Schedule
Projected Budget FY 2015**

	Traditional Program	Extension	Total
Equipment Over \$5,000		10,000	10,000
Cost Sharing		52,500	52,500
Sub-Total Non-Salary Operating	416,700	1,564,261	1,980,961
Rent - Rowan Boulevard		2,116,573	2,116,573
Revenue Distributions to Reg University	4,628,671	4,108,367	8,737,038
Revenue Centers Distrib. to Acad. Affairs	1,600,000	801,998	2,401,998
Total Non Salary	6,645,371	8,591,199	15,236,570
Total Expenditures	\$11,368,605	\$13,055,518	\$24,424,123
Excess/(Deficit)	\$203,073	(\$138,885)	\$64,188

Fiscal Year 2015 CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Operations 20 CGCE 26 Medical School 30 RowanSOM 32 Special Programs (RowanSOM) 35 Special Programs (Glassboro Campus) 36

Budget Analysis College of Graduate & Continuing Ed	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Revenues						
Tuition	5,238,730.00	21,186,567.50	20,075,689.62	20,154,367.94	21,449,130.00	23,178,633.00
Student Fees	11,720.00	2,286,980.89	2,065,911.98	1,951,999.29	2,169,690.00	2,359,678.00
Other Revenue	10,918.85	161,657.63	50,330.88	34,729.32	0.00	0.00
Tuition & Fee Expense	0.00	(1,530,915.23)	(942,598.74)	(775,779.89)	(825,000.00)	(1,050,000.00)
Total Revenue (Note 1)	5,261,368.85	22,104,290.79	21,249,333.74	21,365,316.66	22,793,820.00	24,488,311.00
Expenditures						
Salary Full Time	1,727,938.86	1,900,321.47	2,111,060.80	2,392,919.38	2,624,404.00	2,753,359.00
Salary Part Time	181,631.62	206,691.27	144,087.01	54,182.50	50,000.00	70,000.00
Adjunct/Overload	429,697.00	595,786.46	495,093.42	654,274.52	550,000.00	700,000.00
Salary Voucher	2,115,001.86	1,923,070.78	2,025,995.54	2,130,140.01	1,800,000.00	2,050,000.00
Student Salary	16,241.02	19,127.75	11,375.89	32,312.63	20,000.00	30,000.00
Graduate Assistants	0.00	158,759.43	0.00	5,760.02	0.00	0.00
Salary Adjustment	21,298.00	1,667,838.30	1,917,299.59	1,540,682.16	1,686,202.00	1,925,234.00
Clothing Allowance	675.00	700.00	0.00	0.00	0.00	0.00
Sub-Total Salary	4,492,483.36	6,472,295.46	6,704,912.25	6,810,271.22	6,730,606.00	7,528,593.00
Fringe Benefits Pool	485,229.11	940,859.97	1,056,370.43	1,301,562.44	1,354,876.00	1,658,960.00
Total Salary & Fringes	4,977,712.47	7,413,155.43	7,761,282.68	8,111,833.66	8,085,482.00	9,187,553.00
Supplies	11,057.44	14,329.11	22,154.35	12,528.86	12,000.00	13,000.00
Printing	15,603.58	19,402.35	17,305.30	15,868.34	11,000.00	13,000.00
Educational Supplies	0.00	10,341.49	0.00	0.00	0.00	0.00
Equipment Under \$5,000	14,128.82	16,457.47	19,772.21	17,810.46	15,000.00	18,000.00
Purchase Card Clearing	7,387.00	3,814.62	5,032.43	2,677.98	5,000.00	5,000.00
Catering & Official Reception	2,636.00	6,823.52	7,850.27	23,693.40	8,500.00	8,500.00
Credit Card Charges	0.00	126,566.93	164,350.58	181,833.95	164,000.00	164,000.00
Professional Services	0.00	12,100.00	4,440.00	4,535.00	5,000.00	5,000.00
Licenses/Registration Fees	350.00	0.00	0.00	576.00	700.00	700.00
Staff Training & Development	315.00	2,531.00	979.00	4,033.00	1,500.00	3,500.00
Honorarium/Stipends	0.00	(250.00)	0.00	0.00	0.00	0.00
Mileage Reimbursement	0.00	0.00	0.00	0.00	0.00	10,000.00
Travel	7,804.08	21,592.68	26,447.53	25,092.69	21,000.00	11,000.00
Telephone	14,233.88	13,790.77	18,024.15	14,002.78	17,100.00	17,100.00
Postage	4,005.41	12,225.34	26,853.24	40,278.77	25,000.00	26,100.00

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Budget Analysis						
College of Graduate & Continuing Ed	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Insurance	0.00	0.00	0.00	0.00	0.00	0.00
Contracted Services	39,340.00	316,000.05	265,105.87	266,818.72	250,000.00	863,561.00
Advertising	344,448.22	432,623.36	619,884.46	712,581.91	750,000.00	660,000.00
Subscriptions/Memberships	35,000.50	55,998.50	32,348.50	54,097.00	54,000.00	50,000.00
Other Services	48,563.00	19,549.04	21,734.65	1,555.82	15,000.00	15,000.00
Repairs	0.00	25,000.00	(11,284.70)	0.00	0.00	0.00
Rental Expense	227,845.43	382,918.10	456,580.00	131,211.69	160,000.00	35,000.00
Reserve Allocation	0.00	0.00	0.00	0.00	0.00	0.00
Transfer	0.00	0.00	0.00	23,993.00	0.00	0.00
Transfer for Rowan Foundation	0.00	0.00	0.00	(250.00)	0.00	0.00
Workmen's Compensation	0.00	0.00	0.00	0.00	0.00	0.00
Equipment Over \$5,000	15,372.00	13,801.04	0.00	0.00	10,000.00	10,000.00
Cost Sharing	(1,750.00)	31,433.67	300.00	24,900.00	52,500.00	52,500.00
Sub-Total - Non-Salary Operating	786,340.36	1,537,049.04	1,697,877.84	1,557,839.37	1,577,300.00	1,980,961.00
New Building					2,000,000.00	2,116,573.00
Rev Dist to Reg University	1,425,000.00	8,794,852.00	8,430,212.00	8,496,897.00	7,881,528.00	8,737,038.00
Rev Ctrs Dist Acad Affairs	824,086.00	3,516,516.00	2,929,259.00	3,126,924.00	2,950,000.00	2,401,998.00
Total Non-Salary	3,035,426.36	13,848,417.04	13,057,348.84	13,181,660.37	14,408,828.00	15,236,570.00
Total Expenditures	8,013,138.83	21,261,572.47	20,818,631.52	21,293,494.03	22,494,310.00	24,424,123.00
Excess/(Deficit)	(2,751,769.98)	842,718.32	430,702.22	71,822.63	299,510.00	64,188.00

(Note 1) Revenues for FY 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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Cooper Medical School of Rowan University Projected Budget FY 2015	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Revenues					
State Appropriation	\$18,407,000	\$18,407,000	\$24,097,000	\$27,847,000	\$27,847,000
State Paid Fringe Benefits					5,000,000
Tuition	0	0	1,940,300	4,385,700	7,782,229
Fees	0	72,800	262,873	546,950	692,000
Miscellaneous Revenue	4,000,000	6,000,000	6,000,000	2,000,000	155,000
Other Revenue - Cooper Library Support	0	0	419,915	311,345	327,475
Funding from Reserves					1,330,905
Total Revenue	\$22,407,000	\$24,479,800	\$32,720,088	\$35,090,995	\$43,134,609
Expenditures					
Salary Full Time	1,996,581	3,072,165	6,268,713	8,763,797	10,962,147
Salary Part Time	0	0	157,008	273,055	216,930
Salary Voucher	0	195	24,935	0	0
Student Salary	0	1,318	17,691	0	80,000
Overtime	0	0	117,978	0	50,000
Salary Adjustment	102,959	58,460	95,276	0	28,000
Clothing Allowance	0	0	3,025	0	11,000
Sub-Total Salary	2,099,540	3,132,137	6,684,626	9,036,852	11,348,077
Fringe Benefits	0	262,329	258,038	0	5,279,125
Total Salary & Fringes	2,099,540	3,394,466	6,942,663	9,036,852	16,627,202
Supplies	22,008	44,724	250,732	462,909	523,954
Printing	19,601	31,739	27,903	69,356	87,756
Educational Supplies	1,201	434	210,197	81,845	140,415
Equipment Under \$5,000	51,902	56,227	59,376	57,000	223,808
Purchase Card Clearing	0	15,413	48,086	0	0
Catering & Official Reception	7,668	32,417	97,710	162,573	206,448
Professional Services	28,073	874,610	680,152	706,202	658,800
Licenses/Registration Fees	3,626	76,131	747,606	11,750	6,750
Staff Training & Development	0	28,248	47,086	148,500	99,500
Honorariums/Stipends	8,067	30,066	51,706	142,300	290,270
Travel	27,884	41,276	79,474	219,535	258,574
Telephone	29,198	30,816	87,415	141,200	131,420
Cable/Television	0	0	0	34,908	0
Moving/Relocation	0	7,481	4,820	10,000	13,000
Postage	56	2,316	2,557	18,500	18,500
Insurance	2,169	0	79,445	22,280	68,736
Contracted Services	670,907	35,895	829,039	1,476,038	2,341,942
Advertising	78,769	28,737	2,678	21,029	17,500

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Cooper Medical School of Rowan University Projected Budget FY 2015	Actual 2011	Actual 2012	Actual 2013	Base Budget 2014	Request 2015
Subscriptions/Memberships	31,654	3,472	279,346	77,695	81,850
Other Services	7,462	(12)	983	37,588	66,628
Repairs	0	0	4,377	0	20,000
Rent Expense	0	153,137	14,658	0	0
Lease Expense	0	0	195,914	270,000	0
Other Expense	0	1,103	0	0	0
Transfer to Capital	62,000	0	0	0	0
Transfer from Rowan Foundation	0	0	(2,920)	0	0
Real Estate Taxes (PILOT)	0	0	90,000	180,000	180,000
Equipment Over \$5,000	30,000	35,300	115,440	2,099,650	1,661,131
Trustee Fees	0	15,402	5,500	16,000	16,000
Reserve	0	0	0	100,000	100,000
Total Non-Salary - Operating	1,082,245	1,544,932	4,009,282	6,566,858	7,212,982
Electric	0	0	600,016	600,000	650,000
Natural Gas	0	0	288,214	150,000	160,000
Water/Sewer	0	0	75,988	322,680	150,000
Total Utilities	0	0	964,218	1,072,680	960,000
Cooper Hospital Support	10,607,000	10,550,564	16,192,427	10,518,949	10,514,872
Debt Service	7,700,577	7,697,641	7,801,159	7,697,641	7,819,553
Total Expenditures	\$21,489,362	\$23,187,603	\$35,909,749	\$34,892,980	\$43,134,609
Excess/(Deficit)	\$917,638	\$1,292,197	(\$3,189,661)	\$198,015	\$0

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RowanSOM Summary Schedule				
Projected Budget FY 2015				
	Academic	Faculty Practice	Special Programs	Total
Revenues				
General State Appropriations	\$30,229,000			\$30,229,000
State Paid Fringe Benefits	14,455,000			14,455,000
Sub-Total State Support	44,684,000			44,684,000
Tuition	25,658,167			25,658,167
Student Fees	1,069,734		57,420	1,127,154
Scholarships/Waivers	(622,600)			(622,600)
Sub-Total Net Tuition & Fees	26,105,301		57,420	26,162,721
Rental Income	937,000			937,000
Other Revenue	1,339,500	857,922	1,847,500	4,044,922
Foundation			100,000	100,000
Affiliate Revenue	2,890,308			2,890,308
Faculty Practice Plan Revenue		39,684,610		39,684,610
Housestaff Billings	23,038,800			23,038,800
Total	\$98,994,909	\$40,542,532	\$2,004,920	\$141,542,361
Expenditures				
Salary	\$48,318,961	\$29,598,034	\$890,000	\$78,806,995
Fringe Benefits	20,088,000	6,807,000	313,000	27,208,000
Non-Salary - Operating	17,100,390	3,886,316	1,384,000	22,370,706
Utilities	2,507,000	541,575		3,048,575
Malpractice	1,886,000	1,164,000		3,050,000
Interfund Expense Support	3,500,000	(2,500,000)		1,000,000
Debt Service	3,457,699	1,037,778		4,495,477
Capital Projects	810,000			810,000
Total	\$97,668,050	\$40,534,703	\$2,587,000	\$140,789,753
Net	\$1,326,859	\$7,829	(\$582,080)	\$752,608

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Expense Analysis by Department - RowanSOM Projected Budget FY 2015						
Division - Academic	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Clinical	\$7,930,863			\$25,900	\$8,405,463	\$25,900
Research	4,591,331	506,446	452,588	175,595	5,383,981	682,041
GSBS	953,204	143,091		731,908	1,234,248	874,999
Office of the Dean	1,464,278	131,315		6,135	1,627,389	137,450
Finance	875,415	13,750		1,250	901,740	15,000
Academic Affairs	3,023,337	1,397,302	239,775	104,921	3,223,481	1,502,223
GME	211,679	75,193		(1,683)	222,731	73,510
End User Support and ASET	1,075,197	421,118	75,302	(10,203)	1,220,057	410,915
Marketing	299,828	250,172		149,828	304,290	400,000
Media Resources	240,955	19,735		0	245,355	19,735
Institutional Support	1,313,660	8,340,983	750,000	(611,693)	1,418,309	7,729,290
Housestaff Salaries	13,385,000			0	13,860,285	
Central Support	12,363,276	5,574,930	42,000	(345,603)	10,271,632	5,229,327
Sub-Total Operating	47,728,023	16,874,035	1,559,665	226,355	48,318,961	17,100,390
Fringe Benefits	14,580,000				14,455,000	
Fringe Benefits - Housestaff Billings	5,600,000				5,633,000	
Sub-Total Fringe Benefits	20,180,000				20,088,000	
Utilities		2,483,874		23,126		2,507,000
Malpractice		1,740,000		146,000		1,886,000
Distribution to University						1,000,000
Distribution to Faculty Practice	2,500,000				2,500,000	
Debt Service		3,327,454		130,245		3,457,699
Capital				810,000		810,000
Total Salary/Non-Salary	\$70,408,023	\$24,425,363	\$1,559,665	\$1,335,726	\$70,906,961	26,761,089
Total SOM Academic Expenditures	<u>\$94,833,386</u>				<u>\$97,668,050</u>	
New Salary Request						
Research - Cell Biology Chair, 3 Asst. Prof., 1 Prof Staff			452,588			
Academic Affairs - Asst. Dean for Curriculum, 2 Prof Staff, 1 Admin Staff			239,775			
End User Support - User Support Spec. II			75,302			
Institutional Support - Chair for Surgery, 1 - 2 Add'l Faculty, 1 - 2 Admin Staff			750,000			
Development Office - Staff Assistant			42,000			
Total			\$ 1,559,665			

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - RowanSOM Projected Budget FY 2015

<u>Division - Faculty Practice Plan</u>	FY 2014 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2015 Request (Note 1)	
	Salary/Fringe	Non-Salary			Salary/Fringe	Non-Salary
Clinical:						
Family Medicine	\$3,354,711	\$1,211,077	\$112,500	(\$27,966)	\$4,104,629	\$1,183,111
NJISA	3,475,451	650,384		(19,700)	3,473,257	630,684
Internal Medicine	9,203,769	1,384,922	690,000	(157,843)	7,788,042	1,227,079
Neuromuscular Institute	1,892,114	746,910		(126,148)	1,817,976	620,762
OB/GYN	3,786,899	646,330		(61,521)	3,338,562	584,809
Pathology	1,582,581	145,992		28,518	1,695,157	174,510
Pediatrics	718,353	495,342		50,540	898,034	545,882
Psychiatry	8,251,029	676,110		119,953	8,520,097	796,063
Surgery	18,044	30,120		(29,777)	32,843	343
Sub-Total FPP Clinical Operating	32,282,951	5,987,187	802,500	(223,944)	31,668,597	5,763,243
Non Clinical:						
Financial Affairs		78,109		7,791		85,900
FPP Administration	339,667	6,300		2,318	359,139	8,618
Revenue Cycle	1,497,436	906,456	75,670	250,906	1,290,331	1,157,362
Institutional General	71,680	(1,279,843)		(382,559)	57,408	(1,662,402)
Debt Service		1,037,778		-		1,037,778
Managed Care	550,502	73,480		13,070	582,227	86,550
Patient Accounting	2,492,592	110,705		41,915	2,447,332	152,620
Sub-Total Non Clinical Operating	4,951,877	932,985	75,670	(66,559)	4,736,437	866,426
Sub-Total Operating	37,234,828	6,920,172	878,170	(290,503)	36,405,034	6,629,669
Distribution from Academic Support	(2,500,000)				(2,500,000)	
Total Salary/Non-Salary	\$34,734,828	\$6,920,172	\$878,170	(\$290,503)	\$33,905,034	\$6,629,669
Total Faculty Practice Plan	<u>\$41,655,000</u>				<u>\$40,534,703</u>	

New Salary Request

Family Medicine - Asst. Professor	112,500	contract funded in total
Internal Medicine - 2 Asst. Prof (Pulmonary); 1 Asst. Prof. (Gastro)	690,000	partially contract funded
Revenue Cycle - ETM Analyst	75,670	
Total	\$ 878,170	

(Note 1)

FY 15 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions
Fringe Benefits are reflected directly in the departments for the purposes of profit/(loss) determination

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Special Programs - RowanSOM Projected Budget FY 2015	Base Budget FY 2014	Request FY 2015
<u>Revenues</u>		
Student Fees	\$57,000	\$57,420
Other Revenue	1,691,000	1,847,500
Foundation		100,000
	<hr/>	<hr/>
Total Revenues	\$1,748,000	\$2,004,920
<u>Expenditures</u>		
Salary	\$753,000	\$890,000
Fringe Benefits	341,000	313,000
Non-Salary Operating	1,632,000	1,384,000
	<hr/>	<hr/>
Total Expenditures	\$2,726,000	\$2,587,000
Net Operating	<u>(\$978,000)</u>	<u>(\$582,080)</u>

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**Special Programs Summary Schedule - Glassboro Campus
Projected Budget FY 2015**

	Base Budget 2014	Request 2015
Revenues		
Other Revenue		
Workshop Fees	\$325,000	\$400,000
Other Student Fees	650,000	300,000
Rowan Foundation	1,600,000	1,000,000
Other	1,425,000	2,300,000
Total Other Revenue	4,000,000	4,000,000
Revenue Center Distributions	2,950,000	2,401,998
Total Revenues	\$6,950,000	\$6,401,998
Expenditures		
Non-Salary Operating	\$3,850,000	\$3,850,000
Academic Affairs Distributions	2,900,000	2,400,000
Total Expenditures	\$6,750,000	\$6,250,000
Net Operating	\$200,000	\$151,998