



**FISCAL YEAR 2016**  
**CONSOLIDATED OPERATING BUDGET**

Ali A. Houshmand, President

# Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

## *From the desk of the CFO:*

### **Rowan University Consolidated Operating Budget Proposal Fiscal Year 2016**

#### *Overview:*

Presented here is the FY 2016 Consolidated Budget proposal for Rowan University. The Consolidated Budget consists of the various operating budgets for the Regular University, Auxiliary Operations, the Division of Global Learning and Partnerships (formerly CGCE now known as Rowan Global), 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 Division of Global Learning and Partnerships 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 on the Glassboro campus 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 Rowan Global, 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 2016 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. Built into the FY 2016 Budget are additional allocations made during the FY 2015 year that were made to accommodate, and funded by, the increased revenues realized from an unprecedented enrollment growth in undergraduate students. FY 2015 undergraduate enrollments were 850 FTE's over our projected targets for the fiscal year. Additional faculty (30 part-time  $\frac{3}{4}$  positions), advisors (11 positions), and various other administration positions (9) were added to the budget totaling \$2.788 million.

The FY 2016 Budget is built on the four "pillars" that the President has identified 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 2016 Budget Proposal addresses the following strategic initiatives requiring funding:

- Increased funding for Academic Affairs
- Increased support for Scholarships
- Increased funding for Technology
- Increased funding for Student Services

An additional \$3.5 million was allocated to the Academic Affairs Division, which includes Student Services, to provide funding for the following new positions: 55 part-time  $\frac{3}{4}$  faculty, increased adjunct/overload costs, 1 lab coordinator, 1 secretary, 2 counselors, 1 psychologist, 1 nurse practitioner, and 1 nurse. Non-salary allocations were increased \$1.5 million, which consist of \$1.3 million to support divisional operations and faculty start-up costs, and \$.2 million to support student services.

Strategic Enrollment Management continues to be an integral part of University planning. This budget includes new funding of \$.7 million to support the initiatives in this area. Funding includes salary support for the addition of 4 new academic advisors, and 4 new web developers.

# Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Intercollegiate Athletics was allocated an additional \$.2 million to provide funding for new full-time assistant coaches in basketball, football, and swimming, and support for increased non-salary costs for team travel, meals, and equipment.

Information technology costs continue to be a priority as security initiatives and increased enrollments have strained our resources. This budget provides for \$.4 million in additional funding for 5 new positions in this area, and an increase of \$.8 million in non-salary support from increased technology fee revenues.

Even as we strive to increase other sources of revenues, we continue to be reliant on State funding. Recently, the Governor indicated in his FY 2016 Budget Address that funding for Higher Education would remain level at the FY 2015 amount. While in total this statement is correct, the proposed budget reallocates 2.6% of Higher Education funding from operations support, to support for estimated fringe benefit costs. Individual Universities will see anywhere from a 3.7% to 14% reduction in operating support. Rowan's proposed reduction is 3.8%, or \$3.409 million. 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 2016. This remains an obstacle that the University must overcome, as the current State negotiated fringe benefit rate is 40.15% of full-time salary.

The FY 2016 budget proposal addresses our affordability initiative in two ways. First, the budget includes an increase in University funded undergraduate scholarships of \$2 million, an 11% increase over the amount budgeted for FY 2015. Secondly, through strategic budget planning and initiatives, the FY 2016 Budget Proposal calls for a modest 2% increase in undergraduate tuition and fees for FY 2016; a 3% increase in CMSRU tuition; and a 2.5% increase in Rowan SOM and GSBS tuition.

On a consolidated basis, Total Revenues for FY 2016 are budgeted at \$464.7 million and Total Expenses are anticipated to be \$464.2 million.

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

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2015</u>	<u>FY 2016</u>
In-State Tuition	\$9,076	\$9,256
Out of State Tuition	\$17,030	\$17,370
Fees	\$3,540	\$3,608
 <u>Full-Time CMSRU Tuition Rates</u>		
In-State Tuition	\$34,917	\$35,965
Out of State Tuition	\$55,414	\$57,076
 <u>Full-Time Rowan SOM Tuition Rates</u>		
In-State Tuition	\$36,360	\$37,269
Out of State Tuition	\$58,340	\$59,798
 <u>Full-Time GSBS Tuition Rates</u>		
In-State Tuition	\$7,580	\$7,770
Out of State Tuition	\$10,980	\$11,254

### ***Revenue Highlights***

- General State appropriations are projected to be \$85.383 million, including the Regular University, CMSRU, and RowanSOM. This amount reflects a \$3.409 million reduction from FY 2015.
- State Paid Fringe Benefits are estimated to be \$58.8 million in FY 2016. The State allotment of positions covered under the State Benefit program is limited to 1,549 for the University and RowanSOM, and 105 for CMSRU, for a total of 1,654.

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

- We are anticipating undergraduate enrollments to grow to a total of 11,222 full-time students for FY 2016. The Cooper Medical School of Rowan University will have a total of 262 students. RowanSOM is projecting enrollments of 640 medical students, in addition to 195 GSBS full and part-time students. Total gross tuition revenue is projected to be \$175.1 million in FY 2016. Tuition is budgeted as follows:
 

▪ Regular University (Undergraduate)	\$110.7 million
▪ Rowan Global (Includes Graduate and Summer)	\$27.0 million
▪ Cooper Medical School	\$11.1 million
▪ RowanSOM	\$26.3 million
- Total Student Fee revenue is projected to be \$48.0 million in FY 2016. Fee revenue is budgeted as follows:
 

▪ Regular University (Undergraduate)	\$35.4 million
▪ Auxiliary	\$7.9 million
▪ Rowan Global (Includes Graduate and Summer)	\$2.3 million
▪ Cooper Medical School	\$.9 million
▪ RowanSOM	\$1.5 million
- For FY 2016, University funded scholarships and waivers are projected to increase on a consolidated basis over the FY 2015 budgeted total by \$2.5 million. The majority of the increase is attributed to an 11% increase, or \$2.0 million in additional funding for undergraduate student scholarships.
- Rental rates for student housing are budgeted to increase by an average of 2.8%. Total rental income for Auxiliary Operations for FY 2016 is projected to be \$35.2 million. The revenues have been adjusted to reflect an estimate for “tripled” dorm rooms to accommodate the increased demand for housing.
- Other revenue is comprised of revenue generated by indirect cost recoveries, SGA allocations, fees charged at the Recreation Center, Student Center and Fitness Center, reimbursements for facility usage, other miscellaneous fees, and Special Program revenue. For FY 2016 we project other revenue to total \$9.1 million.
- Commission revenues net of expenses are anticipated to be \$2.5 million for FY 2016. This amount has been adjusted to reflect the loss of the one-time increase of \$3 million from the negotiated contract with Gourmet Dining for FY 2015, but does anticipate a \$1 million increase from operations.
- The projected revenue distribution from Rowan Global operations is \$12.5 million. This estimate is based on anticipated enrollment growth of 10.5% in the extension program. The Regular University will receive \$9.4 million from Rowan Global, \$3 million will be distributed to Academic Affairs through the Special Programs accounts, and \$.1 million is projected for CMSRU.
- Revenue distributions from Auxiliary Operations and RowanSOM are projected to be \$5.5 million in FY 2016.
- The Foundation allocation is projected to be \$6 million in FY 2016 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 previous 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 2016, affiliate revenue is projected to total \$3.1 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 2016, FPP revenues are projected at \$36.7 million budgeted as follows:
 

▪ Fee for Service payments (CMS and third party payers)	\$25.0 million
▪ Contract payments	\$11.7 million

# Fiscal Year 2016

## CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

---

- 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 2016, these billings are projected to total \$22.3 million.

### ***Expenditure Highlights***

- On a consolidated basis, salaries are budgeted at \$219.3 million. Additional funding is included for the following: \$4.9 million in Regular University for 55 new ¾ faculty, 26 full-time positions and various part-time allocations; \$.5 million in CMSRU for 9 new full-time positions; and \$1.5 million for RowanSOM for 14 new full-time positions. Negotiated salary increases for the 1,654 state supported positions at the University total \$1.5 million. The budget also includes a reduction for vacancies and estimated salary savings of \$2.5 million for the Regular University and \$.8 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 1,654. If the count remains unchanged, the University will be responsible for a projected \$2 million in fringe benefit costs associated with the estimated overage.
- On a consolidated basis, Non Salary operating expenses are projected to be \$76.8 million. The Regular University has increased Non Salary expenditures by \$4.2 million, with the majority split between Academic Affairs, Enrollment Management, Information Technology, and General University. Increased costs associated with additional facilities in Glassboro, anticipated increased shuttle services, and increases in legal and auditing costs totaling approximately \$1.5 million were funded in the General University budget. Auxiliary Operations increases of \$2.9 million are primarily associated with costs for furniture replacement, carpet replacement, reserves set aside for estimated costs associated with temporarily housing students in nearby hotels if demand exceeds our capacity, and estimated contracted costs associated with Rowan Boulevard leases.
- Utility costs on a consolidated basis, are projected to remain at FY 2015 budgeted levels, based on actual FY 2015 year to date costs.
- Tuition/Room/Board Waivers represents the anticipated expenditure for the benefits given to Student Residence Directors and Student Residence Assistants in student housing. Based on FY 2016 rates, the amount is projected to be \$2.2 million.
- Malpractice expense for FY 2016 is projected to total \$3.2 million and is related to the payments required to the State for medical malpractice coverage for faculty and residents.
- Debt Service payments for FY 2016 are budgeted at \$39 million on outstanding debt.
- In order to address the University's future needs to fund the replacement of depreciated assets, the FY 2016 budget includes a category for depreciation. Funded from the Regular University and RowanSOM budgets, the FY2016 consolidated budget allows for a total of \$7 million to be allocated for these future costs.
- Capital projects of \$1.3 million are budgeted for RowanSOM, primarily for facility renovations and minor improvements.

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Rowan University Consolidated Budget Analysis</b>								
<b>Projected Budget FY 2016</b>								
	<b>Projected FY 2016 Budget</b>							
	<b>Regular University</b>	<b>Auxiliary Operations</b>	<b>Rowan Global</b>	<b>CMSRU</b>	<b>Rowan SOM</b>	<b>Special Programs</b>	<b>Eliminations</b>	<b>Total</b>
<b>Revenues</b>								
General State Appropriation	\$29,537,000			\$26,778,000	\$29,068,000			\$85,383,000
State Paid Fringe Benefits	40,850,000			4,500,000	13,425,000			58,775,000
Sub-Total State Support	70,387,000			31,278,000	42,493,000			144,158,000
Tuition	110,686,798		27,026,158	11,090,599	26,305,057			175,108,612
Student Fees	35,461,237	7,873,640	2,267,030	919,342	1,520,337			48,041,586
Scholarships/Waivers	(20,500,000)		(1,450,000)		(752,650)			(22,702,650)
Sub-Total Net Tuition & Fees	125,648,035	7,873,640	27,843,188	12,009,941	27,072,744			200,447,548
Rental Income		35,197,458			244,000			35,441,458
Other Revenue	835,000	1,600,000	47,515	802,388	1,888,935	3,950,000		9,123,838
Commissions	2,528,869							2,528,869
Revenue Centers Distributions	9,368,989			100,000		3,000,000	12,468,989	0
Distributions - Auxiliary/SOM	5,500,000						5,500,000	0
Foundation	5,876,172				100,000			5,976,172
Affiliate Revenue					3,109,000			3,109,000
Faculty Practice Plan Revenue					36,677,814			36,677,814
Housestaff Billings					22,298,723			22,298,723
Interest Earnings - Unrestricted	600,000							600,000
Funding from Reserves				4,316,473				4,316,473
<b>Total</b>	<b>\$220,744,065</b>	<b>\$44,671,098</b>	<b>\$27,890,703</b>	<b>\$48,506,802</b>	<b>\$133,884,216</b>	<b>\$6,950,000</b>	<b>\$17,968,989</b>	<b>\$464,677,895</b>
<b>Expenditures</b>								
Salary	\$116,270,787	\$7,022,869	\$8,965,528	\$11,520,788	\$75,506,747			\$219,286,719
Fringe Benefits	42,576,450	2,018,867	1,476,295	4,779,043	23,267,000			74,117,655
Non-Salary - Operating	32,678,124	9,680,907	2,290,410	6,979,376	18,496,038	6,700,000		76,824,855
Utilities	5,034,556	3,782,624		1,120,000	2,535,475			12,472,655
Tuition/Room/Board Expense		2,193,654						2,193,654
Malpractice					3,238,000			3,238,000
Rental Expense - Rowan Blvd.		8,291,830	1,792,785					10,084,615
College of Health Sciences Support	2,500,000							2,500,000
Cooper Hospital Support				16,234,982				16,234,982
Distributions to Reg Univ.		4,500,000	9,368,989		1,000,000		14,868,989	0
Rev. Ctrs. Distrib. to Academic Affairs			3,100,000				3,100,000	0
Debt Service	21,686,072	4,615,437		7,872,613	4,816,046			38,990,168
Depreciation	4,000,000				3,000,000			7,000,000
Capital Projects					1,262,000			1,262,000
<b>Total</b>	<b>\$224,745,989</b>	<b>\$42,106,188</b>	<b>\$26,994,007</b>	<b>\$48,506,802</b>	<b>\$133,121,306</b>	<b>\$6,700,000</b>	<b>\$17,968,989</b>	<b>\$464,205,303</b>
<b>Net</b>	<b>(\$4,001,924)</b>	<b>\$2,564,910</b>	<b>\$896,696</b>	<b>\$0</b>	<b>\$762,910</b>	<b>\$250,000</b>	<b>\$0</b>	<b>\$472,592</b>

# Fiscal Year 2016

## CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Revenue Analysis - Regular University</b>			
<b>Projected Budget FY 2016</b>			
	<b>FY 2015 Base Budget</b>	<b>FY 2016 Projected Budget</b>	<b>Change</b>
<b>State Appropriations</b>	\$30,716,000	\$29,537,000	(\$1,179,000)
<b>State Paid Fringe Benefits</b>	40,850,000	40,850,000	0
<b>Tuition</b>			
Base	93,336,008	101,135,028	15,195,960
Increased Enrollments		7,396,940	
Tuition Increase - 2%		2,154,830	2,154,830
<b>Total Tuition</b>	<u>93,336,008</u>	<u>110,686,798</u>	<u>17,350,790</u>
<b>Student Fees</b>			
Base	30,190,795	32,574,011	4,612,241
Increased Enrollments		2,229,025	
Fee Increase - 2%		658,201	658,201
<b>Total Fees</b>	<u>30,190,795</u>	<u>35,461,237</u>	<u>5,270,442</u>
<b>Scholarships/Waivers</b>	(18,500,000)	(20,500,000)	(2,000,000)
<b>Other Revenue</b>			
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
<b>Total Other Revenue</b>	<u>835,000</u>	<u>835,000</u>	<u>0</u>
<b>Commissions</b>			
Food Service Revenue	5,870,000	3,870,000	(2,000,000)
Food Service Expense	970,000	970,000	0
Net Food Service	<u>4,900,000</u>	<u>2,900,000</u>	<u>(2,000,000)</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	(371,131)	(371,131)	0
<b>Total Commissions</b>	<u>4,528,869</u>	<u>2,528,869</u>	<u>(2,000,000)</u>
<b>Revenue Center Distributions</b>	8,737,038	9,368,989	631,951
<b>Distributions - Auxiliary/SOM</b>	5,500,000	5,500,000	0
<b>Foundation</b>	5,510,664	5,876,172	365,508
<b>Interest Earnings</b>	<u>300,000</u>	<u>600,000</u>	<u>300,000</u>
<b>Total Revenue - Regular University</b>	<b>\$202,004,374</b>	<b>\$220,744,065</b>	<b>\$18,739,691</b>

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Summary Regular University Expenditures	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
<b>Division</b>						
President	\$7,804,264	\$1,798,782	\$149,500	\$449,000	\$8,124,599	\$2,247,782
Executive VP Administration	9,677,083	2,965,730	800,000	149,500	12,717,121	3,115,230
Academic Affairs	68,970,224	9,101,700	3,504,000	1,455,200	74,636,837	10,556,900
Health Sciences & Research	979,039	380,267	54,000	0	1,119,353	380,267
Information Resources & Technology	5,878,275	5,459,521	400,000	794,736	6,570,952	6,254,257
Finance	3,250,903	188,795	0	0	3,240,136	188,795
Operations/Facilities	10,646,539	3,763,793	0	0	10,709,789	3,763,793
General University	(580,000)	4,797,300	0	1,373,800	(848,000)	6,171,100
<b>Sub-Total Operating Budget</b>	<b>\$106,626,327</b>	<b>\$28,455,888</b>	<b>\$4,907,500</b>	<b>\$4,222,236</b>	<b>\$116,270,787</b>	<b>\$32,678,124</b>
Fringe Benefits	41,535,125				42,576,450	
College of Health Sciences Support		2,500,000				2,500,000
Utilities		4,794,816		239,740		5,034,556
Debt Service		19,024,276		2,661,796		21,686,072
Depreciation				4,000,000		4,000,000
<b>Total Salary/Non-Salary</b>	<b>\$148,161,452</b>	<b>\$54,774,980</b>	<b>\$4,907,500</b>	<b>\$11,123,772</b>	<b>\$158,847,237</b>	<b>\$65,898,752</b>
<b>Total Regular University Expenditures</b>	<b><u>\$202,936,432</u></b>				<b><u>\$224,745,989</u></b>	

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions



**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>							
<b>Projected Budget FY 2016</b>							
<u>Division - President</u>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>		
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>	
10100	Office of the President	\$1,049,000	\$129,500			\$1,139,700	\$129,500
10110	Board of Trustees		32,800				32,800
10115	Presidential Lecture Series		20,000				20,000
10125	General Counsel	490,000	18,500		10,000	575,000	28,500
	University Legal Services				400,000		400,000
10150	University Senate	97,317	6,425			97,156	6,425
30016	VP Chief of Staff	256,000	8,000			262,400	8,000
34000	Public Safety	3,614,831	434,050		(31,000)	3,588,575	403,050
57002	Intercollegiate Athletics	2,091,502	1,115,447	149,500	70,000	2,252,874	1,185,447
57004	Athletic Tournaments		15,000				15,000
57006	Sports Information	205,614	19,060			208,894	19,060
	<b>Total President</b>	<b>\$7,804,264</b>	<b>\$1,798,782</b>	<b>\$149,500</b>	<b>\$449,000</b>	<b>\$8,124,599</b>	<b>\$2,247,782</b>

**New Salary Request**

Intercollegiate Athletics - 3 Assistant Coaches \$149,500

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Expense Analysis by Department - Regular University Projected Budget FY 2016							
Division - Exec VP Administration		FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request	
		Salary	Non-Salary			Salary (Note 1)	Non-Salary
18000	Exec VP Administration	\$0	\$0			\$0	
31016	Risk Management	103,044	5,000			103,044	5,000
	<b>Total</b>	<b>\$103,044</b>	<b>\$5,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$103,044</b>	<b>\$5,000</b>
30008	Labor Relations	\$125,000	\$5,240			\$128,125	\$5,240
33002	Equity & Diversity	154,043	5,825	60,000		217,043	5,825
33000	Human Resources	986,891	105,000	45,000	31,000	1,093,314	136,000
	<b>Total</b>	<b>\$1,265,934</b>	<b>\$116,065</b>	<b>\$105,000</b>	<b>\$31,000</b>	<b>\$1,438,482</b>	<b>\$147,065</b>
54000	VP Enrollment Management	\$824,144	\$496,952			\$876,651	\$496,952
24060	International Center	\$141,978	90,000			\$125,988	90,000
41002	University Web Services	511,380	116,850	400,000		948,149	116,850
54002	Admissions	1,410,028	762,169		5,000	1,512,318	767,169
54008	University Advising Center	1,402,077	20,672	240,000		2,739,896	20,672
54010	Retention/Tutoring/Basic Skills	146,194	6,500			156,279	6,500
54012	ESL Program				21,500	382,386	21,500
56002	Financial Aid	1,011,009	59,056			1,002,019	59,056
	<b>Total</b>	<b>\$5,446,810</b>	<b>\$1,552,199</b>	<b>\$640,000</b>	<b>\$26,500</b>	<b>\$7,743,686</b>	<b>\$1,578,699</b>
40000	VP Advancement	\$171,212	\$66,300			\$466,230	\$66,300
40006	Alumni	252,906	38,000			257,052	38,000
40008	Assoc VP Advancement	101,172	70,500			107,640	70,500
40010	Advancement Services	256,199	96,416			302,340	96,416
40012	Development	720,786	95,800			862,923	95,800
40014	Major Gifts		35,400				35,400
40016	Future Fund	49,913	45,000			52,382	45,000
	<b>Total</b>	<b>\$1,552,188</b>	<b>\$447,416</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,048,567</b>	<b>\$447,416</b>
10120	Civic & Govt Relations	\$0	\$0				\$0
10130	Commencement/Convocation		388,350				388,350
10132	University Events	127,052	9,100			105,000	9,100
10140	Media/Public Relations	475,161	45,000			498,115	45,000
40004	University Publications	472,784	187,700	55,000	92,000	564,753	279,700

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>						
<b>Projected Budget FY 2016</b>						
<u>Division - Exec VP Administration</u>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>	
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>
45006 University Marketing		214,900			214,900	
22002 Duplicating	234,110	0			215,474	0
Total	\$1,309,107	\$845,050	\$55,000	\$92,000	\$1,383,342	\$937,050
<b>Total Exec VP Administration</b>	<b>\$9,677,083</b>	<b>\$2,965,730</b>	<b>\$800,000</b>	<b>\$149,500</b>	<b>\$12,717,121</b>	<b>\$3,115,230</b>

**New Salary Request**

Equity & Diversity - Title IX Director	\$60,000
Human Resources - Prof Serv Spec 4	45,000
University Web Services - 4 Web Developers	400,000
University Advising Center - 4 Advisors	240,000
University Publications - Parttime Designers	55,000
Total	\$800,000

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Expense Analysis by Department - Regular University Projected Budget FY 2016						
Division - Academic Affairs	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
20000 Sr. VP/Provost	\$453,061	\$49,900	\$26,000		\$482,714	\$49,900
20002 Program Improvement		600,000				600,000
20004 Academic Affairs	7,632,000	577,010	3,100,000	790,000	10,701,000	1,367,010
20010 Camden Campus	1,209,337	301,500		(36,800)	298,352	264,700
20014 Camden Joint Venture		464,659		135,000		599,659
20015 Camden Campus New Bldg	350,631	316,100			358,978	316,100
20016 Library Services	3,116,117	2,636,550		90,000	3,013,966	2,726,550
20026 Non-Salary Research Funds		310,000				310,000
Total	\$12,761,146	\$5,255,719	\$3,126,000	\$978,200	\$14,855,010	\$6,233,919
21000 VP Academic Affairs	\$206,971	\$36,900			\$224,000	\$36,900
21004 Faculty Center	148,809	29,400		3,500	154,770	32,900
21008 Honors Concentration	53,640	7,700		7,500	179,750	15,200
21010 ROTC Program		7,000		1,000		8,000
55002 Registrar	891,646	74,800		2,500	919,339	77,300
Total	\$1,301,066	\$155,800	\$0	\$14,500	\$1,477,859	\$170,300
23000 Dean Commun & Creative Arts	\$613,764	\$103,000		\$10,000	\$914,074	\$113,000
23004 Communications Lab		16,000				16,000
23006 Communications Studies	1,110,843	11,678			1,147,817	11,678
23008 Writing Arts	2,059,228	32,630			2,428,927	32,630
23009 Writing Center	65,000	2,000	3,000		68,000	2,000
23010 Journalism	634,187	8,237			619,103	8,237
23012 Public Relations/Advertising	896,662	12,425			876,212	12,425
23014 Radio/TV/Film	1,406,230	13,475			1,078,408	13,475
23016 WGLS Radio Station	195,113	59,050			201,253	59,050
26004 Art	1,702,462	22,230			1,562,669	22,230
26006 Art Lab		35,480				35,480
26010 Gallery Program		19,000				19,000
Total	\$8,683,489	\$335,205	\$3,000	\$10,000	\$8,896,463	\$345,205
24000 Dean Science & Mathematics	\$660,214	\$225,900		\$80,000	\$508,529	\$305,900
24008 Biochemistry Lab		16,500				16,500
24010 Biological Sciences	1,711,015	39,800	45,000	4,000	1,995,076	43,800
24012 Biological Sciences Lab		87,386				87,386
24014 Chemistry	1,676,331	31,300		4,000	1,780,507	35,300
24016 Chemistry Lab		120,886				120,886
24018 Computer Science	1,583,636	11,860		4,000	1,476,214	15,860
24020 Computer Science Lab		5,700				5,700

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Expense Analysis by Department - Regular University Projected Budget FY 2016							
Division - Academic Affairs	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request		
	Salary	Non-Salary			Salary (Note 1)	Non-Salary	
24040	Mathematics	2,709,053	28,250		4,000	3,234,563	32,250
24044	Physics	1,532,354	30,800		4,000	1,466,717	34,800
24046	Physics Lab		64,887				64,887
24048	Planetarium	107,004	23,500			107,004	23,500
24052	Psychology	1,742,767	27,650		4,000	1,876,486	31,650
24054	Psychology Lab		1,800				1,800
24100	School of Biomedical Sciences	11,280	4,000		9,000		13,000
24102	Biomedical Translational Sciences		20,000			178,345	20,000
25016	Health & Exercise Science	1,645,886	29,893		4,000	1,695,240	33,893
25018	Health & Exercise Science Lab		1,700				1,700
	<b>Total</b>	<b>\$13,379,540</b>	<b>\$771,812</b>	<b>\$45,000</b>	<b>\$117,000</b>	<b>\$14,318,681</b>	<b>\$888,812</b>
24500	Dean Humanities & Social Science	\$548,850	\$145,600		\$19,000	\$546,901	\$164,600
24004	Afro-American Studies		500				500
24005	American Studies		1,200				1,200
24006	Asian-American Studies		1,000				1,000
24024	English	1,110,828	15,000			1,095,403	15,000
24026	Foreign Language	667,677	6,500			672,573	6,500
24028	Geography Lab		4,000				4,000
24029	Anthropology Lab		1,000				1,000
24030	Geography/Anthropology	664,785	16,400			739,019	16,400
24032	History	1,286,198	13,600			1,340,397	13,600
24033	Humanities/Social Science		400				400
24034	International Studies		500				500
24036	Law/Justice	1,190,252	14,100			1,322,268	14,100
24038	Liberal Studies Major		1,000				1,000
24042	Philosophy/Religion	751,423	6,000			810,224	6,000
24050	Political Science	707,522	9,100			607,085	9,100
24058	Sociology	1,264,050	14,000			1,363,421	14,000
24062	Women's Studies		1,000				1,000
	<b>Total</b>	<b>\$8,191,585</b>	<b>\$250,900</b>	<b>\$0</b>	<b>\$19,000</b>	<b>\$8,497,291</b>	<b>\$269,900</b>
25000	Dean Education	\$664,699	\$119,138		\$5,000	\$674,705	\$124,138
25010	Educational Leadership						0
25014	Teacher Education	2,142,366	33,889			2,112,195	33,889
25020	Schaub Resource Room		5,900				5,900
25021	Schaub Computer Lab		1,000				1,000
25024	Student Services Center	284,933	0			262,069	0
25026	STEAM					327,256	0

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>							
<b>Projected Budget FY 2016</b>							
<b>Division - Academic Affairs</b>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>		
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>	
25030	Lang, Literacy,Special Education	1,969,381	30,687	30,000		1,726,521	30,687
25032	Ed Services/Admin						
	<b>Total</b>	<b>\$5,061,379</b>	<b>\$190,614</b>	<b>\$30,000</b>	<b>\$5,000</b>	<b>\$5,102,746</b>	<b>\$195,614</b>
26000	Dean Performing Arts	\$663,194	\$287,402		\$5,000	\$731,498	\$292,402
26008	Perf Arts Promotion		16,400				16,400
26012	Music	2,144,513	82,100		17,000	2,184,874	99,100
26014	Music Lab		5,000				5,000
26016	Theatre & Dance	949,180	21,000			929,655	21,000
26018	Theatre Arts		25,150				25,150
26020	PA Outreach & Recruitment		35,000		(5,000)		30,000
26022	Pep Band	22,000				22,000	0
	<b>Total</b>	<b>\$3,778,887</b>	<b>\$472,052</b>	<b>\$0</b>	<b>\$17,000</b>	<b>\$3,868,027</b>	<b>\$489,052</b>
27000	Dean Business	\$931,216	\$38,550		\$68,000	\$1,004,894	\$106,550
27003	Accounting Accreditation		10,000				10,000
27004	Accounting & Finance	1,979,658	15,000			2,002,310	15,000
27006	Accreditation		198,747				198,747
27008	Business Lab		1,246				1,246
27010	Management	2,004,692	17,600			2,028,849	17,600
27012	Marketing	1,254,525	13,250			1,478,933	13,250
27014	MBA		2,500				2,500
27016	Rohrer Endowed Chair	0	16,900				16,900
27018	Campbell Endowed Chair		20,308				20,308
	<b>Total</b>	<b>\$6,170,091</b>	<b>\$334,101</b>	<b>\$0</b>	<b>\$68,000</b>	<b>\$6,514,986</b>	<b>\$402,101</b>
28000	Dean Engineering	\$1,284,788	\$330,397		\$30,000	\$1,397,551	\$360,397
28004	Chemical Engineering	1,166,636	95,000			1,348,309	95,000
28006	Civil Engineering	1,189,575	92,400			1,276,100	92,400
28008	Electrical Engineering	1,059,163	91,000			1,276,441	91,000
28010	Mechanical Engineering	1,094,981	93,000			1,348,284	93,000
28012	Engineering Outreach		50,000				50,000
28016	Biomedical Engineering	180,000	28,000		15,000	370,924	43,000
	<b>Total</b>	<b>\$5,975,143</b>	<b>\$779,797</b>	<b>\$0</b>	<b>\$45,000</b>	<b>\$7,017,609</b>	<b>\$824,797</b>
	<b>Sub-Total Academic Affairs</b>	<b>\$65,302,326</b>	<b>\$8,546,000</b>	<b>\$3,204,000</b>	<b>\$1,273,700</b>	<b>\$70,548,672</b>	<b>\$9,819,700</b>
50000	VP Student Affairs	\$55,288	\$45,115			\$93,664	\$45,115
50006	Orientation	199,274	0			203,859	0

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Expense Analysis by Department - Regular University Projected Budget FY 2016							
<u>Division - Academic Affairs</u>	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request		
	Salary	Non-Salary			Salary (Note 1)	Non-Salary	
50008	PROS	16,000	9,500			16,000	9,500
50009	Parent Orientation	2,500	28,300			2,500	28,300
50010	Student Engagement	98,052	0			100,504	0
51004	EOF King Scholar	656,356	24,800			612,466	24,800
51005	EOF Camden Campus	0	0		8,500		8,500
51006	MAP Program		169,715				169,715
51008	Career & Academic Planning	295,378	38,068			378,570	38,068
51010	Academic Success Center	267,993	39,300			277,720	39,300
51014	Disability Resources				150,000		150,000
52004	Service Learning	121,415	14,900			117,227	14,900
52006	Intramural Program		19,530				19,530
53002	Counseling	1,009,432	30,935	163,500	15,000	1,164,159	45,935
53004	Student Health Services	737,523	85,560	136,500	8,000	903,277	93,560
53008	Healthy Campus Initiative	116,283	32,205			125,815	32,205
54006	Cultural Diversity	92,404	17,772			92,404	17,772
<b>Sub-Total Student Affairs</b>		<b>\$3,667,898</b>	<b>\$555,700</b>	<b>\$300,000</b>	<b>\$181,500</b>	<b>\$4,088,165</b>	<b>\$737,200</b>
<b>Total Academic Affairs</b>		<b>\$68,970,224</b>	<b>\$9,101,700</b>	<b>\$3,504,000</b>	<b>\$1,455,200</b>	<b>\$74,636,837</b>	<b>\$10,556,900</b>

**New Salary Request**

Provost - Upgrade Provost Scholar	\$26,000
Academic Affairs - 55 Part-time 3/4 faculty	2,200,000
Academic Affairs - Adjunct/Overload	900,000
Writing Center - Parttime	3,000
Biological Sciences - Lab Coordinator	45,000
Lang, Literacy, Special Education - Secretary	30,000
Counseling - 2 Counselors	103,500
Counseling - Psychologist	60,000
Student Health Services - Nurse Practitioner	85,000
Student Health Services - Nurse	51,500
<b>Total</b>	<b>\$3,504,000</b>

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>						
<b>Projected Budget FY 2016</b>						
<u>Division - Health Sciences</u>	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
17000 Sr. VP Health Sciences	\$380,000	\$60,000			\$439,200	\$60,000
20021 VP Research	255,962	5,000			259,920	5,000
20023 Office of Sponsored Programs	343,077	20,267	54,000		420,233	20,267
20024 Research Compliance		8,500				8,500
20025 Technology Transfer		286,500				286,500
<b>Total Health Sciences</b>	<b>\$979,039</b>	<b>\$380,267</b>	<b>\$54,000</b>	<b>\$0</b>	<b>\$1,119,353</b>	<b>\$380,267</b>

**New Salary Request**

Office of Sponsored Programs - Pre Award Spec \$54,000

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions



**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>						
<b>Projected Budget FY 2016</b>						
<u>Division - Information Resources/Tech</u>	<u>FY 2015 Base Budget</u>		<u>New Salary</u>	<u>Non-Salary</u>	<u>FY 2016 Request</u>	
	<u>Salary</u>	<u>Non-Salary</u>	<u>Requests</u>	<u>Adjustments</u>	<u>Salary (Note 1)</u>	<u>Non-Salary</u>
45000 VP Info Resources & Technology	\$582,279	\$274,900			\$765,102	\$274,900
45004 Instit/Effectiveness/Planning	475,551	65,900			598,244	65,900
22000 Assoc VP Info Resources	462,025	1,306,681				1,306,681
22004 Enterprise Information Services	1,887,871	51,300			1,757,858	51,300
22006 Instructional Technology Fee		3,374,390		794,736		4,169,126
22008 Academic Technology	1,075,804	68,150	50,000		1,191,755	68,150
22010 Network & System Services	1,394,745	93,200	50,000		703,483	93,200
22014 Network Security		225,000			275,000	225,000
22016 NSS System Administration			120,000		712,864	0
22018 NSS Desktop Management			180,000		283,551	0
22020 NSS Installation & Repair					283,095	0
<b>Total Information Resources/Tech</b>	<b>\$5,878,275</b>	<b>\$5,459,521</b>	<b>\$400,000</b>	<b>\$794,736</b>	<b>\$6,570,952</b>	<b>\$6,254,257</b>

**New Salary Request**

Academic Technology - Prof Serv Spec 4	\$50,000
Network & Sys Serv - Service Center Call Analyst	50,000
NSS System Administration - Operations Manager	120,000
NSS Desktop Management - 2 Sr Systems Admin	180,000
<b>Total</b>	<b>\$400,000</b>

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

**Fiscal Year 2016  
CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>						
<b>Projected Budget FY 2016</b>						
<u>Division - Finance</u>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>	
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>
31000 Sr. VP Finance/CFO	\$291,000	\$16,000			\$298,275	\$16,000
31002 Accounts Payable	357,892	15,395			331,318	15,395
31004 Accounting Services	605,867	12,200			589,172	12,200
31006 Bursar	1,005,400	111,600			1,011,143	111,600
31008 Payroll	340,436	16,500			337,863	16,500
31010 Purchasing	388,012	13,100			397,450	13,100
45002 Budget	262,296	4,000			274,915	4,000
<b>Total Finance</b>	<b>\$3,250,903</b>	<b>\$188,795</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,240,136</b>	<b>\$188,795</b>

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University Projected Budget FY 2016</b>						
<u>Division - Operations/Facilities</u>	FY 2015 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2016 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
30004 Construction & Capital Projects	\$770,917	\$21,506			\$786,411	\$21,506
32000 Facilities Parttime	66,000	0			70,000	0
32002 Facilities Administration	1,041,709	942,850			1,073,132	942,850
32003 Facility Training & Risk Mgmt	353,669	155,967			354,300	155,967
32004 Custodial	2,664,852	264,340			2,673,232	264,340
32006 Grounds	897,232	306,480			893,189	306,480
32007 Facility Systems & Controls	291,273	274,000			296,057	274,000
32008 Heating Plant	785,013	804,000			783,941	804,000
32010 Trades	3,342,125	941,700			3,337,421	941,700
32012 Facility Campus Services	433,749	7,200			442,106	7,200
32016 President Residence		45,750				45,750
<b>Total Operations/Facilities</b>	<b>\$10,646,539</b>	<b>\$3,763,793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,709,789</b>	<b>\$3,763,793</b>

**(Note 1)**

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - Regular University</b>						
<b>Projected Budget FY 2016</b>						
<b><u>Division - General University</u></b>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>	
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>
15020 General University	\$845,000	\$4,797,300		1,068,800	\$577,000	\$5,866,100
15025 University Reserve/Salary Savings	(2,500,000)	0		305,000	(2,500,000)	305,000
56006 Institutional Work Study	1,075,000				1,075,000	
<b>Total General University</b>	<b>(\$580,000)</b>	<b>\$4,797,300</b>	<b>\$0</b>	<b>\$1,373,800</b>	<b>(\$848,000)</b>	<b>\$6,171,100</b>

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Auxiliary Services Summary Schedule</b>					
<b>Projected Budget FY 2016</b>					
	<b>Residence Halls</b>	<b>Student Center</b>	<b>Recreation Center</b>	<b>Camps &amp; Conferences</b>	<b>Total</b>
<b>Revenues</b>					
Student Fees		\$3,877,522	\$3,996,118		\$7,873,640
Housing Rentals	35,197,458				35,197,458
Sub-Total	35,197,458	3,877,522	3,996,118	0	43,071,098
Housing Cancellation Fee	20,000				20,000
Miscellaneous Revenue			4,000		4,000
Merchant Commission	90,000				90,000
Other Income	20,000	2,000			22,000
Rental Income		14,000	6,000	725,000	745,000
ID Card		80,000			80,000
Memberships			180,000		180,000
Guest Fees			22,000		22,000
Equipment Rentals			9,000		9,000
Court Rentals			1,000		1,000
Intramural Fees			15,000		15,000
Instructional Fees			132,000		132,000
Summer Camps			230,000		230,000
Repair Income	50,000				50,000
Sub-Total Other Revenue	180,000	96,000	599,000	725,000	1,600,000
<b>Total Revenue</b>	<b>\$35,377,458</b>	<b>\$3,973,522</b>	<b>\$4,595,118</b>	<b>\$725,000</b>	<b>\$44,671,098</b>

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Auxiliary Services Summary Schedule</b>					
<b>Projected Budget FY 2016</b>					
	<b>Residence Halls</b>	<b>Student Center</b>	<b>Recreation Center</b>	<b>Camps &amp; Conferences</b>	<b>Total</b>
<b><u>Expenditures</u></b>					
Salary Full Time	\$3,308,899	\$722,739	\$668,036	\$214,750	\$4,914,424
Salary Part Time	126,720	18,000	45,000	20,000	209,720
Salary Voucher			90,000	7,000	97,000
Student Salary	275,000	170,000	420,000	0	865,000
Res Dir/Graduate Assistants	304,725	19,000	41,000		364,725
Overtime	250,000	32,000	2,500		284,500
Salary Adjustments	150,000	23,000	38,000	40,000	251,000
Clothing Allowance	30,000	5,000	1,500		36,500
Sub-Total Salary	4,445,344	989,739	1,306,036	281,750	7,022,869
Fringe Benefits Pool	1,357,342	294,387	278,850	88,288	2,018,867
<b>Total Salary &amp; Fringes</b>	<b>5,802,686</b>	<b>1,284,126</b>	<b>1,584,886</b>	<b>370,038</b>	<b>9,041,736</b>
Supplies	230,000	90,000	100,000	2,000	422,000
Printing	20,000	11,000	28,000	100	59,100
Equipment Under \$5000	800,000	75,000	105,000	0	980,000
Purchase Card Clearing	5,000	5,000	19,000	0	29,000
Catering & Official Reception	180,000	13,000	25,000	170,000	388,000
Credit Card Charges	20,000	24,000	25,000	0	69,000
Professional Services	5,000	20,000	45,000	3,000	73,000
Licenses/Registration Fees	4,000	10,000	17,000	35,000	66,000
Staff Training & Development	15,000	4,000	1,000	0	20,000
Travel	25,000	13,000	24,000	0	62,000
Telephone	106,000	7,000	7,000	2,000	122,000
Cable Television	250,000				250,000
Moving Relocation	0				0
Postage	3,500	500	4,000	100	8,100
Insurance	172,763	19,624	11,375		203,762
Contracted Service	2,255,000	180,000	70,000	0	2,505,000
Advertising	500		1,000	0	1,500
Subscriptions/Memberships	7,000	3,000	5,000	1,000	16,000
Other Services	0	2,000	50,000		52,000
Repairs	1,150,000	82,000	100,000	0	1,332,000
Rental Expense	809,711	1,000	10,000	20,000	840,711
Res Life Programming	368,981				368,981
Reserve Allocation	260,000	0	0		260,000

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Auxiliary Services Summary Schedule</b>					
<b>Projected Budget FY 2016</b>					
	<b>Residence Halls</b>	<b>Student Center</b>	<b>Recreation Center</b>	<b>Camps &amp; Conferences</b>	<b>Total</b>
Transfer	305,253	9,500	6,000		320,753
Real Estate Taxes	0				0
Workmen's Compensation	100,000	52,000	0		152,000
Equipment & Software Over \$5000	50,000	460,000	350,000	0	860,000
Cost Sharing	100,000	(90,000)	190,000	20,000	220,000
Sub-Total Non-Salary Oper	<u>7,242,708</u>	<u>991,624</u>	<u>1,193,375</u>	<u>253,200</u>	<u>9,680,907</u>
Electric	1,248,398	180,294	94,402		1,523,094
Natural Gas	470,760	265,236	148,718		884,714
Fuel Oil	7,720	9,967	6,668		24,355
Water/Sewer	1,223,461	85,000	42,000		1,350,461
Sub-Total Utilities	<u>2,950,339</u>	<u>540,497</u>	<u>291,788</u>	<u>0</u>	<u>3,782,624</u>
Graduate Coordinator Waiver		42,000	65,800		107,800
Tuition & Fee Expense	307,692				307,692
Housing Waivers	1,277,450				1,277,450
Board Waivers	500,712				500,712
Sub-Total Waivers	<u>2,085,854</u>	<u>42,000</u>	<u>65,800</u>	<u>0</u>	<u>2,193,654</u>
Rental Expenses - Rowan Blvd.	8,291,830				8,291,830
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>27,599,509</u>	<u>2,347,690</u>	<u>2,764,053</u>	<u>353,200</u>	<u>33,064,452</u>
<b>Total Expenditures</b>	<b><u>\$33,402,195</u></b>	<b><u>\$3,631,816</u></b>	<b><u>\$4,348,939</u></b>	<b><u>\$723,238</u></b>	<b><u>\$42,106,188</u></b>
<b>Excess/(Deficit)</b>	<b><u>\$1,975,263</u></b>	<b><u>\$341,706</u></b>	<b><u>\$246,179</u></b>	<b><u>\$1,762</u></b>	<b><u>\$2,564,910</u></b>

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Budget Analysis - Auxiliary Services</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Base Budget 2015</b>	<b>Request 2016</b>
<b>Revenues</b>						
Student Fees	5,676,537.10	6,014,246.34	6,301,604.31	6,440,225.31	6,759,601.00	7,873,640.00
Housing Rentals	25,908,838.01	29,364,821.32	29,459,205.74	30,613,443.24	32,069,718.00	35,197,458.00
Interest Income						
<b>Sub-Total</b>	<b>31,585,375.11</b>	<b>35,379,067.66</b>	<b>35,760,810.05</b>	<b>37,053,668.55</b>	<b>38,829,319.00</b>	<b>43,071,098.00</b>
Fines	70.00	0.00	0.00	100.00	0.00	0.00
Application Fees	0.00	0.00	0.00	0.00	0.00	0.00
Housing Cancellation Fee	24,750.00	15,300.00	22,575.00	41,525.00	20,000.00	20,000.00
Miscellaneous Revenue	4,678.43	7,448.00	8,523.00	4,342.28	6,000.00	4,000.00
Merchant Commission	74,270.63	62,664.83	82,101.05	105,899.66	60,000.00	90,000.00
Other Income	437,054.44	109,762.93	57,606.75	50,217.85	24,000.00	22,000.00
Rental Income	359,598.61	738,820.58	737,610.72	729,901.80	915,000.00	745,000.00
Conference and Event Services			7,090.00		0.00	0.00
ID Card	68,241.74	74,205.30	106,065.00	52,346.00	70,000.00	80,000.00
Memberships	174,863.69	184,818.48	183,275.00	172,484.34	180,000.00	180,000.00
Guest Fees	21,978.00	14,510.46	17,758.50	19,928.00	20,000.00	22,000.00
Equipment Rentals	19,133.00	15,129.76	9,880.50	8,900.92	12,000.00	9,000.00
Court Rentals	7,570.00	1,154.50	1,266.00	1,019.00	2,000.00	1,000.00
Intramural Fees	16,969.90	13,725.50	14,995.50	16,233.00	15,000.00	15,000.00
Instructional Fees	105,146.00	114,949.13	116,037.40	115,303.40	125,000.00	132,000.00
Summer Camps	238,055.15	310,838.90	126,875.85	279,048.25	260,000.00	230,000.00
Repair Income	157,839.73	116,589.15	54,418.74	69,942.84	50,000.00	50,000.00
Forfeited Security Deposit	4,249.50	0.00	0.00	0.00	0.00	0.00
<b>Sub-Total Other Revenue</b>	<b>1,714,468.82</b>	<b>1,779,917.52</b>	<b>1,546,079.01</b>	<b>1,667,192.34</b>	<b>1,759,000.00</b>	<b>1,600,000.00</b>
<b>Total Revenue</b>	<b>33,299,843.93</b>	<b>37,158,985.18</b>	<b>37,306,889.06</b>	<b>38,720,860.89</b>	<b>40,588,319.00</b>	<b>44,671,098.00</b>



## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Budget Analysis - Auxiliary Services	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Base Budget 2015	Request 2016
<b>Expenditures</b>						
Salary Full Time	3,943,413.63	4,146,379.88	4,171,415.57	4,256,541.69	4,845,643.00	4,914,424.00
Salary Part Time	204,985.75	182,905.08	246,144.45	239,177.79	253,000.00	209,720.00
Salary Voucher	8,956.75	15,266.65	9,100.72	31,273.40	13,500.00	97,000.00
Student Salary	571,702.02	607,731.86	651,863.19	733,803.80	815,000.00	865,000.00
Graduate Assistants	211,449.29	226,145.09	255,502.03	331,821.24	350,350.00	364,725.00
Overtime	231,076.39	274,336.41	198,935.07	275,562.25	254,500.00	284,500.00
Salary Adjustments	371,618.13	152,225.59	144,665.00	220,537.08	238,000.00	251,000.00
Clothing Allowance	34,127.50	21,450.00	27,500.00	25,025.00	36,500.00	36,500.00
Sub-Total Salary	5,577,329.46	5,626,440.56	5,705,126.03	6,113,742.25	6,806,493.00	7,022,869.00
Fringe Benefits Pool	1,422,758.26	1,609,296.12	1,926,476.11	2,208,341.48	2,501,813.00	2,018,867.00
<b>Total Salary &amp; Fringes</b>	<b>7,000,087.72</b>	<b>7,235,736.68</b>	<b>7,631,602.14</b>	<b>8,322,083.73</b>	<b>9,308,306.00</b>	<b>9,041,736.00</b>
Supplies	313,583.71	270,699.46	272,237.45	316,008.30	301,000.00	422,000.00
Printing	75,799.76	44,878.31	48,908.82	48,518.90	60,000.00	59,100.00
Educational Supplies	600.00	0.00	464.00	0.00	0.00	0.00
Equipment Under \$5000	207,107.23	240,773.15	316,988.83	788,343.51	861,833.00	980,000.00
Purchase Card Clearing	53,346.80	35,221.95	24,235.62	22,908.33	29,000.00	29,000.00
Catering & Official Reception	373,464.49	333,492.47	311,960.78	303,143.98	386,000.00	388,000.00
Credit Card Charges	222,516.17	271,127.27	245,144.65	221,894.73	268,500.00	69,000.00
Professional Services	60,145.04	59,856.04	52,542.56	71,511.98	75,500.00	73,000.00
Licenses/Registration Fees	33,511.47	33,244.39	45,724.60	50,343.89	53,200.00	66,000.00
Staff Training & Development	5,809.95	9,334.29	13,988.28	19,986.79	19,000.00	20,000.00
Travel	39,710.81	37,285.79	47,898.14	50,447.34	57,000.00	62,000.00
Telephone	101,058.56	98,314.92	101,244.45	110,437.43	107,100.00	122,000.00
Cable Television	143,704.15	183,197.04	177,542.06	193,454.09	200,000.00	250,000.00
Moving Relocation	0.00	0.00	0.00	0.00	10,000.00	0.00
Postage	8,507.54	6,787.20	6,317.04	4,340.36	8,500.00	8,100.00
Insurance	85,331.87	113,434.88	166,759.37	150,424.21	223,000.00	203,762.00
Contracted Service	755,308.04	711,151.68	793,733.15	1,146,948.15	1,134,800.00	2,505,000.00
Advertising	5,209.13	6,349.00	784.04	8,831.98	11,500.00	1,500.00
Subscriptions/Memberships	4,950.95	7,500.57	6,446.45	12,768.48	10,000.00	16,000.00
Other Services	199,090.96	27,637.20	46,743.54	55,725.30	52,000.00	52,000.00
Repairs	284,134.95	415,173.66	368,293.69	775,747.07	705,000.00	1,332,000.00
Rental Expense	16,549.54	24,174.66	708,818.93	969,563.22	323,199.00	840,711.00
Res Life Programming	269,990.79	265,828.54	319,661.85	232,253.92	364,431.00	368,981.00
Reserve Allocation	(114.00)	0.00	0.00	0.00	0.00	260,000.00

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Budget Analysis - Auxiliary Services</b>	<b>Actual 2011</b>	<b>Actual 2012</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Base Budget 2015</b>	<b>Request 2016</b>
Transfer	0.00	47,000.00	47,000.00	47,000.00	881,255.00	320,753.00
Transfer from Rowan Foundation	0.00	0.00	(135.00)	0.00	0.00	0.00
Real Estate Taxes	0.00	0.00	0.00	0.00	0.00	0.00
Workmen's Compensation	188,448.24	96,168.65	191,811.37	74,032.73	192,000.00	152,000.00
Equipment & Software Over \$5000	124,848.72	124,935.03	142,628.40	144,810.66	400,000.00	860,000.00
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	(205,760.90)	(255,436.07)	(13,374.25)	75,741.23	80,000.00	220,000.00
<b>Sub-Total Non-Salary Oper</b>	<b>3,366,853.97</b>	<b>3,208,130.08</b>	<b>4,444,368.82</b>	<b>5,895,186.58</b>	<b>6,813,818.00</b>	<b>9,680,907.00</b>
Electric	1,649,174.36	1,633,533.84	2,022,224.42	2,102,329.78	2,108,367.00	1,523,094.00
Natural Gas	380,132.40	314,947.24	283,070.54	305,617.99	291,640.00	884,714.00
Fuel Oil	9,704.80	5,859.33	11,819.33	28,677.00	12,106.00	24,355.00
Water/Sewer	956,148.59	1,005,766.69	1,260,508.46	1,226,821.75	1,285,746.00	1,350,461.00
<b>Sub-Total Utilities</b>	<b>2,995,160.15</b>	<b>2,960,107.10</b>	<b>3,577,622.75</b>	<b>3,663,446.52</b>	<b>3,697,859.00</b>	<b>3,782,624.00</b>
Graduate Coordinator Waiver	109,325.00	80,868.00	69,804.00	79,466.00	100,000.00	107,800.00
Tuition & Fee Expense	126,705.00	158,486.00	174,875.70	241,264.34	273,091.00	307,692.00
Housing Waivers	866,954.24	1,004,369.76	1,026,893.04	1,106,006.94	1,221,384.00	1,277,450.00
Board Waivers	348,109.19	393,846.27	404,277.14	413,080.44	432,978.00	500,712.00
<b>Sub-Total Waivers</b>	<b>1,451,093.43</b>	<b>1,637,570.03</b>	<b>1,675,849.88</b>	<b>1,839,817.72</b>	<b>2,027,453.00</b>	<b>2,193,654.00</b>
Rental Expense - Rowan Blvd.	6,912,880.00	9,711,316.20	8,659,752.06	8,374,179.13	8,060,606.00	8,291,830.00
Revenue Distributions to University	1,015,000.00	3,100,000.00	2,000,000.00	4,500,000.00	4,500,000.00	4,500,000.00
Debt Service	4,619,795.90	4,623,633.00	4,619,109.32	4,514,813.32	4,615,437.00	4,615,437.00
Capital - Interest Funded	0.00	0.00	0.00	0.00	0.00	0.00
Capital	2,961,122.40	2,250,000.00	2,289,000.00	810,450.00	0.00	0.00
<b>Total Non Salary</b>	<b>23,321,905.85</b>	<b>27,490,756.41</b>	<b>27,265,702.83</b>	<b>29,597,893.27</b>	<b>29,715,173.00</b>	<b>33,064,452.00</b>
<b>Total Expenditures</b>	<b>30,321,993.57</b>	<b>34,726,493.09</b>	<b>34,897,304.97</b>	<b>37,919,977.00</b>	<b>39,023,479.00</b>	<b>42,106,188.00</b>
<b>Excess/(Deficit)</b>	<b>2,977,850.36</b>	<b>2,432,492.09</b>	<b>2,409,584.09</b>	<b>800,883.89</b>	<b>1,564,840.00</b>	<b>2,564,910.00</b>

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Division of Global Learning &amp; Partnerships Projected Budget FY 2016</b>			
	<b>Traditional Program</b>	<b>Extension</b>	<b>Total</b>
<b><u>Revenues</u></b>			
Tuition	\$9,522,262	\$17,503,896	\$27,026,158
Student Fees	2,267,030		2,267,030
Scholarships/Waivers	(875,000)	(575,000)	(1,450,000)
Sub-Total Net Tuition & Fees	<u>10,914,292</u>	<u>16,928,896</u>	<u>27,843,188</u>
Other Revenue		<u>47,515</u>	<u>47,515</u>
<b>Total Revenue</b>	<b><u>\$10,914,292</u></b>	<b><u>\$16,976,411</u></b>	<b><u>\$27,890,703</u></b>
<b><u>Expenditures</u></b>			
Full Time Salary		\$2,937,800	\$2,937,800
Part Time Salary		209,329	209,329
Adjunct/Overload		735,000	735,000
Salary Voucher	1,400,000	1,535,000	2,935,000
Student Salary		57,000	57,000
Salary Adjustments	3,241,399	(1,150,000)	2,091,399
Clothing Allowance			0
Total Salary	<u>4,641,399</u>	<u>4,324,129</u>	<u>8,965,528</u>
Fringe Benefits	<u>107,100</u>	<u>1,369,195</u>	<u>1,476,295</u>
Total Salary & Fringes	4,748,499	5,693,324	10,441,823
Supplies	5,000	8,000	13,000
Printing	3,000	10,000	13,000
Equipment Under \$5,000	5,000	13,500	18,500
Purchase Card Clearing	2,000	5,000	7,000
Electric		140,808	140,808
Natural Gas		25,000	25,000
Catering & Official Reception	1,000	7,500	8,500
Credit Card Charges	0	5,000	5,000
Professional Services	0	0	0
Licenses/Registration Fees	0	700	700
Staff Training & Development	500	3,000	3,500
Mileage Reimbursement	1,500	5,000	6,500
Travel	1,500	5,000	6,500
Telephone	1,100	16,000	17,100
Postage	1,100	25,000	26,100
Insurance		2,914	2,914

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Division of Global Learning &amp; Partnerships</b>			
<b>Projected Budget FY 2016</b>			
	<b>Traditional Program</b>	<b>Extension</b>	<b>Total</b>
Contracted Services	100,000	750,000	850,000
Advertising	150,000	550,000	700,000
Subscriptions/Memberships	25,000	35,000	60,000
Other Services		7,500	7,500
Rental Expense	0	348,788	348,788
Equipment Over \$5,000	0	5,000	5,000
Cost Sharing	0	25,000	25,000
Sub-Total Non-Salary Operating	<u>296,700</u>	<u>1,993,710</u>	<u>2,290,410</u>
Rent - Rowan Boulevard		1,792,785	1,792,785
Revenue Distributions to Reg University	4,165,717	5,203,272	9,368,989
Revenue Centers Distrib. to Acad. Affairs	<u>1,400,000</u>	<u>1,700,000</u>	<u>3,100,000</u>
Total Non Salary	<u>5,862,417</u>	<u>10,689,767</u>	<u>16,552,184</u>
<b>Total Expenditures</b>	<b><u>\$10,610,916</u></b>	<b><u>\$16,383,091</u></b>	<b><u>\$26,994,007</u></b>
<b>Excess/(Deficit)</b>	<b><u>\$303,376</u></b>	<b><u>\$593,320</u></b>	<b><u>\$896,696</u></b>

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Budget Analysis Division of Global Learning & Partnerships	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Base Budget 2015	Request 2016
<b>Revenues</b>						
Tuition	21,186,567.50	20,075,689.62	20,154,367.94	21,987,142.26	23,178,633.00	27,026,158.00
Student Fees	2,286,980.89	2,065,911.98	1,951,999.29	2,185,239.94	2,359,678.00	2,267,030.00
Scholarships/Waivers	(1,530,915.23)	(942,598.74)	(775,779.89)	(1,349,421.25)	(1,050,000.00)	(1,450,000.00)
Sub-Total Net Tuition & Fees	21,942,633.16	21,199,002.86	21,330,587.34	22,822,960.95	24,488,311.00	27,843,188.00
Other Revenue	161,657.63	50,330.88	34,729.32	26,727.00	0.00	47,515.00
<b>Total Revenue (Note 1)</b>	<b>22,104,290.79</b>	<b>21,249,333.74</b>	<b>21,365,316.66</b>	<b>22,849,687.95</b>	<b>24,488,311.00</b>	<b>27,890,703.00</b>
<b>Expenditures</b>						
Salary Full Time	1,900,321.47	2,111,060.80	2,392,919.38	2,473,632.53	2,753,359.00	2,937,800.00
Salary Part Time	206,691.27	144,087.01	54,182.50	113,286.03	70,000.00	209,329.00
Adjunct/Overload	595,786.46	495,093.42	654,274.52	779,374.35	700,000.00	735,000.00
Salary Voucher	1,923,070.78	2,025,995.54	2,130,140.01	2,467,661.75	2,050,000.00	2,935,000.00
Student Salary	19,127.75	11,375.89	32,312.63	35,292.83	30,000.00	57,000.00
Graduate Assistants	158,759.43	0.00	5,760.02	4,250.03	0.00	0.00
Salary Adjustment	1,667,838.30	1,917,299.59	1,540,682.16	1,940,832.87	1,925,234.00	2,091,399.00
Clothing Allowance	700.00	0.00	0.00	0.00	0.00	0.00
Sub-Total Salary	6,472,295.46	6,704,912.25	6,810,271.22	7,814,330.39	7,528,593.00	8,965,528.00
Fringe Benefits Pool	940,859.97	1,056,370.43	1,301,562.44	1,541,900.45	1,658,960.00	1,476,295.00
<b>Total Salary &amp; Fringes</b>	<b>7,413,155.43</b>	<b>7,761,282.68</b>	<b>8,111,833.66</b>	<b>9,356,230.84</b>	<b>9,187,553.00</b>	<b>10,441,823.00</b>
Supplies	14,329.11	22,154.35	12,528.86	15,836.57	13,000.00	13,000.00
Printing	19,402.35	17,305.30	15,868.34	17,267.46	13,000.00	13,000.00
Educational Supplies	10,341.49	0.00	0.00	0.00	0.00	0.00
Equipment Under \$5,000	16,457.47	19,772.21	17,810.46	14,294.46	18,000.00	18,500.00
Purchase Card Clearing	3,814.62	5,032.43	2,677.98	4,667.23	5,000.00	7,000.00
Electric	0.00	0.00	0.00	78,259.11	0.00	140,808.00
Natural Gas	0.00	0.00	0.00	0.00	0.00	25,000.00
Catering & Official Reception	6,823.52	7,850.27	23,693.40	11,334.75	8,500.00	8,500.00
Credit Card Charges	126,566.93	164,350.58	181,833.95	173,853.71	164,000.00	5,000.00
Professional Services	12,100.00	4,440.00	4,535.00	29,948.00	5,000.00	0.00
Licenses/Registration Fees	0.00	0.00	576.00	40.00	700.00	700.00
Staff Training & Development	2,531.00	979.00	4,033.00	6.95	3,500.00	3,500.00
Honorarium/Stipends	(250.00)	0.00	0.00	0.00	0.00	0.00
Mileage Reimbursement	0.00	0.00	0.00	12,173.19	10,000.00	6,500.00

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Budget Analysis Division of Global Learning & Partnerships	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Base Budget 2015	Request 2016
Travel	21,592.68	26,447.53	25,092.69	10,320.51	11,000.00	6,500.00
Telephone	13,790.77	18,024.15	14,002.78	11,014.93	17,100.00	17,100.00
Postage	12,225.34	26,853.24	40,278.77	16,942.81	26,100.00	26,100.00
Insurance	0.00	0.00	0.00	0.00	0.00	2,914.00
Contracted Services	316,000.05	265,105.87	266,818.72	336,779.52	863,561.00	850,000.00
Advertising	432,623.36	619,884.46	712,581.91	682,947.72	660,000.00	700,000.00
Subscriptions/Memberships	55,998.50	32,348.50	54,097.00	49,512.00	50,000.00	60,000.00
Other Services	19,549.04	21,734.65	1,555.82	0.00	15,000.00	7,500.00
Repairs	25,000.00	(11,284.70)	0.00	0.00	0.00	0.00
Rental Expense	382,918.10	456,580.00	131,211.69	286,194.36	35,000.00	348,788.00
Reserve Allocation	0.00	0.00	0.00	0.00	0.00	0.00
Transfer	0.00	0.00	23,993.00	0.00	0.00	0.00
Transfer for Rowan Foundation	0.00	0.00	(250.00)	0.00	0.00	0.00
Workmen's Compensation	0.00	0.00	0.00	3,074.44	0.00	0.00
Equipment Over \$5,000	13,801.04	0.00	0.00	0.00	10,000.00	5,000.00
Cost Sharing	31,433.67	300.00	24,900.00	25,095.96	52,500.00	25,000.00
Sub-Total - Non-Salary Operating	1,537,049.04	1,697,877.84	1,557,839.37	1,779,563.68	1,980,961.00	2,290,410.00
New Building Lease				1,471,053.53	2,116,573.00	1,792,785.00
Rev Dist to Reg University	8,794,852.00	8,430,212.00	8,496,897.00	7,498,240.44	8,737,038.20	9,368,989.00
Rev Ctrs Dist Acad Affairs	3,516,516.00	2,929,259.00	3,126,924.00	2,989,005.00	2,401,998.00	3,100,000.00
Total Non-Salary	13,848,417.04	13,057,348.84	13,181,660.37	13,737,862.65	15,236,570.20	16,552,184.00
<b>Total Expenditures</b>	<b>21,261,572.47</b>	<b>20,818,631.52</b>	<b>21,293,494.03</b>	<b>23,094,093.49</b>	<b>24,424,123.20</b>	<b>26,994,007.00</b>
<b>Excess/(Deficit)</b>	<b>842,718.32</b>	<b>430,702.22</b>	<b>71,822.63</b>	<b>(244,405.54)</b>	<b>64,187.80</b>	<b>896,696.00</b>

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Cooper Medical School of Rowan University Projected Budget FY 2016	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Base Budget 2015	Request 2016
<b>Revenues</b>						
State Appropriation	\$18,407,000	\$18,407,000	\$24,097,000	\$27,847,000	\$27,847,000	\$26,778,000
State Paid Fringe Benefits					5,000,000	4,500,000
Sub-Total State Support	18,407,000	18,407,000	24,097,000	27,847,000	32,847,000	31,278,000
Tuition	0	0	1,940,300	4,322,300	7,782,229	11,090,599
Fees	0	72,800	262,873	468,966	692,000	919,342
Sub-Total Net Tuition & Fees	0	72,800	2,203,173	4,791,266	8,474,229	12,009,941
Miscellaneous Revenue	4,000,000	6,000,000	6,000,000	2,000,000	155,000	339,100
Other Revenue - Cooper Library Support	0	0	419,915	456,218	327,475	463,288
Revenue Centers Distributions	0	0	0	0	0	100,000
Funding from Reserves					1,330,905	4,316,473
<b>Total Revenue</b>	<b>\$22,407,000</b>	<b>\$24,479,800</b>	<b>\$32,720,088</b>	<b>\$35,094,484</b>	<b>\$43,134,609</b>	<b>\$48,506,802</b>
<b>Expenditures</b>						
Salary Full Time	1,996,581	3,072,165	6,268,713	8,144,449	10,962,147	11,067,110
Salary Part Time	0	0	157,008	222,891	216,930	215,678
Salary Voucher	0	195	24,935	33,915	0	0
Student Salary	0	1,318	17,691	203,958	80,000	174,000
Overtime	0	0	117,978	167,294	50,000	50,000
Salary Adjustment	102,959	58,460	95,276	(99,452)	28,000	0
Clothing Allowance	0	0	3,025	11,000	11,000	14,000
Sub-Total Salary	2,099,540	3,132,137	6,684,626	8,684,054	11,348,077	11,520,788
Fringe Benefits	0	262,329	258,038	0	5,279,125	4,779,043
Total Salary & Fringes	2,099,540	3,394,466	6,942,663	8,684,054	16,627,202	16,299,831
Supplies	22,008	44,724	250,687	183,455	523,954	518,039
Printing	19,601	31,739	27,903	49,943	87,756	84,109
Educational Supplies	1,201	434	210,197	192,040	140,415	207,500
Equipment Under \$5,000	51,902	56,227	59,376	166,302	223,808	299,564
Purchase Card Clearing	0	15,413	48,086	47,016	0	0
Gasoline	0	0	0	0	0	5,000
Catering & Official Reception	7,668	32,417	97,710	136,382	206,448	241,806
Professional Services	28,073	874,610	680,152	712,041	658,800	205,000
Licenses/Registration Fees	3,626	76,131	747,606	733,961	6,750	5,750
Staff Training & Development	0	28,248	47,086	50,494	99,500	105,000
Honorariums/Stipends	8,067	30,066	51,706	28,117	290,270	186,689
Travel	27,884	41,276	79,474	70,676	258,574	207,620
Telephone	29,198	30,816	87,415	86,885	131,420	100,420
Moving Relocation	0	7,481	4,820	27,778	13,000	13,000
Postage	56	2,316	2,557	3,484	18,500	14,330
Insurance	2,169	0	79,445	69,850	68,736	100,119

## Fiscal Year 2016 CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Cooper Medical School of Rowan University Projected Budget FY 2016	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Base Budget 2015	Request 2016
Contracted Services	670,907	35,895	829,039	1,286,417	2,341,942	2,551,186
Advertising	78,769	28,737	2,678	2,574	17,500	15,000
Subscriptions/Memberships	31,654	3,472	279,346	188,266	81,850	85,015
Other Services	7,462	(12)	983	25,649	66,628	32,650
Repairs	0	0	4,377	14,776	20,000	25,000
Rent Expense	0	153,137	14,658	627	0	71,500
Lease Expense	0	0	195,914	0	0	0
Other Expense	0	1,103	0	0	0	0
Transfer to Capital	62,000	0	0	0	0	0
Transfer from Rowan Foundation	0	0	(2,920)	0	0	0
Workmen's Compensation	0	0	0	12,707	0	0
Real Estate Taxes (PILOT)	0	0	90,000	180,000	180,000	180,000
Equipment Over \$5,000	30,000	35,300	115,440	232,916	1,661,131	1,636,622
Capital Project Maintenance	0	0	0	40,000	0	0
Trustee Fees	0	15,402	5,500	10,500	16,000	16,000
Cost Sharing	0	0	0	300	0	0
Reserve	0	0	0	0	100,000	72,457
<b>Total Non-Salary - Operating</b>	<b>1,082,245</b>	<b>1,544,932</b>	<b>4,009,237</b>	<b>4,553,155</b>	<b>7,212,982</b>	<b>6,979,376</b>
Electric	0	0	600,016	723,502	650,000	715,000
Natural Gas	0	0	288,214	314,121	160,000	300,000
Water/Sewer	0	0	75,988	95,712	150,000	105,000
<b>Total Utilities</b>	<b>0</b>	<b>0</b>	<b>964,218</b>	<b>1,133,334</b>	<b>960,000</b>	<b>1,120,000</b>
Cooper Hospital Support	10,607,000	10,550,564	16,192,427	10,528,696	10,514,872	16,234,982
Debt Service	7,700,577	7,697,641	7,801,159	7,869,363	7,819,553	7,872,613
<b>Total Expenditures</b>	<b>\$21,489,362</b>	<b>\$23,187,603</b>	<b>\$35,909,704</b>	<b>\$32,768,602</b>	<b>\$43,134,609</b>	<b>\$48,506,802</b>
<b>Excess/(Deficit)</b>	<b>\$917,638</b>	<b>\$1,292,197</b>	<b>(\$3,189,616)</b>	<b>\$2,325,881</b>	<b>\$0</b>	<b>\$0</b>
<b><u>New Salary Request - FY2016</u></b>						
Operations - Sr. Building Maint Worker (Partial Year)	\$23,250					
Operations - Events Coordinator	45,000					
Student Affairs - Clerk Typist	32,000					
Academic Affairs - Assistant Dean	230,625					
Academic Affairs - Educational Coordinator	50,000					
Academic Affairs - Learning Specialist	70,000					
Biomedical Sciences - Faculty (2) (Spring hires)	50,000					
Simulation - Clerk Typist	30,000					
<b>Total</b>	<b>\$530,875</b>					

FY 16 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions



Fiscal Year 2016  
CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>RowanSOM Consolidated Budget Analysis Projected Budget FY 2016</b>				
	<b>Academic</b>	<b>Faculty Practice</b>	<b>Special Programs</b>	<b>Total</b>
<b><u>Revenues</u></b>				
General State Appropriations	\$29,068,000			\$29,068,000
State Paid Fringe Benefits	13,425,000			13,425,000
Sub-Total State Support	<u>42,493,000</u>			<u>42,493,000</u>
Tuition	26,305,057			26,305,057
Student Fees	1,462,737		57,600	1,520,337
Waivers / Scholarships	(752,650)			(752,650)
	<u>27,015,144</u>		<u>57,600</u>	<u>27,072,744</u>
Rental Income	244,000			244,000
Other Revenue	370,000	690,935	828,000	1,888,935
Foundation			100,000	100,000
Affiliate Revenue	2,609,000		500,000	3,109,000
Faculty Practice Plan Revenue		36,677,814		36,677,814
Housestaff Billings	<u>21,742,723</u>		<u>556,000</u>	<u>22,298,723</u>
<b>Total Revenue</b>	<b><u>\$94,473,867</u></b>	<b><u>\$37,368,749</u></b>	<b><u>\$2,041,600</u></b>	<b><u>\$133,884,216</u></b>
<b><u>Expenditures</u></b>				
Salary	\$49,769,681	\$24,884,066	\$853,000	\$75,506,747
Fringe Benefits	18,413,000	4,512,000	342,000	23,267,000
Non-salary - Operating	12,871,136	4,925,902	699,000	18,496,038
Utilities	2,015,000	520,475		2,535,475
Malpractice	2,160,000	1,078,000		3,238,000
Interfund Expense Support	1,000,000			1,000,000
Debt Service	3,778,268	1,037,778		4,816,046
Depreciation	3,000,000			3,000,000
Capital Projects	<u>1,262,000</u>			<u>1,262,000</u>
<b>Total Expenditures</b>	<b><u>\$94,269,085</u></b>	<b><u>\$36,958,221</u></b>	<b><u>\$1,894,000</u></b>	<b><u>\$133,121,307</u></b>
<b>Excess/(Deficit)</b>	<b><u>\$204,782</u></b>	<b><u>\$410,528</u></b>	<b><u>\$147,600</u></b>	<b><u>\$762,910</u></b>

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - RowanSOM Projected Budget FY 2016</b>						
<b>Division - Academic</b>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>	
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>
Clinical	\$8,578,171	\$25,900	\$523,000	\$359,207	\$9,861,348	\$385,107
Research	5,383,982	682,041	186,500	(13,666)	5,293,767	668,375
GSBS	1,269,252	840,645	26,500	(230,970)	1,400,649	609,675
Office of the Dean	1,627,388	137,450		12,950	1,769,305	150,400
Finance	901,740	15,000		(250)	539,647	14,750
Finance Decision Support	-	-		17,549	462,137	17,549
Academic Affairs	3,199,730	1,693,973	55,000	(53,752)	3,545,215	1,640,221
GME	222,731	73,510		6,230	280,338	79,740
End User Support and ASET	1,220,057	410,915		(146,075)	1,454,748	264,840
Marketing	304,290	400,000		(49,358)	305,929	350,642
Media Resources	245,355	19,735		(19,735)	-	-
Institutional Support	1,245,599	7,560,643		(3,824,714)	1,391,713	3,735,929
Housestaff Salaries	13,860,285	-		-	13,570,066	-
Central Support (from Supporting Schedule)	10,271,632	5,252,453		(298,546)	9,894,820	4,953,907
<b>Sub-Total Operating</b>	<b>48,330,212</b>	<b>17,112,265</b>	<b>791,000</b>	<b>(4,241,129)</b>	<b>49,769,681</b>	<b>12,871,136</b>
Fringe Benefits	14,455,000	-		-	13,425,000	-
Fringe Benefits - Housestaff Billings	5,633,000	-		-	4,988,000	-
<b>Sub-Total Fringe Benefits</b>	<b>20,088,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,413,000</b>	<b>-</b>
Utilities	-	2,483,874		(468,874)	-	2,015,000
Malpractice	-	1,886,000		274,000	-	2,160,000
Distribution to University	-	1,000,000		-	-	1,000,000
Distribution to Faculty Practice Plan	2,500,000	-		-	-	-
Debt Service	-	3,457,699		320,569	-	3,778,268
Depreciation	-	-		3,000,000	-	3,000,000
Capital	-	810,000		452,000	-	1,262,000
<b>Total Salary/Non-Salary</b>	<b>\$70,918,212</b>	<b>\$26,749,838</b>	<b>\$791,000</b>	<b>(\$663,434)</b>	<b>\$68,182,681</b>	<b>\$26,086,404</b>
<b>Total RowanSOM Academic Expenditures</b>		<b><u>\$97,668,050</u></b>				<b><u>\$94,269,085</u></b>

**New Salary Request**

Clinical Enterprise (see Division - Faculty Practice Plan for detail)	\$523,000	
Research - Grant Writer; Vivarium Director; Admin Analyst (shared with GSBS)	186,500	Vivarium Director delayed hire to January 2016
GSBS - Admin Analyst (shared with Research)	26,500	
Academic Affairs - Asst. Director for Student Affairs and Alumni Engagement	55,000	
<b>Total</b>	<b>\$791,000</b>	

**(Note 1)**

FY 16 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions

**Fiscal Year 2016**  
**CONSOLIDATED OPERATING BUDGET**

CFO's Message 7 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

<b>Expense Analysis by Department - RowanSOM Projected Budget FY 2016</b>						
<b>Division - Faculty Practice Plan</b>	<b>FY 2015 Base Budget</b>		<b>New Salary Requests</b>	<b>Non-Salary Adjustments</b>	<b>FY 2016 Request</b>	
	<b>Salary</b>	<b>Non-Salary</b>			<b>Salary (Note 1)</b>	<b>Non-Salary</b>
<b>Clinical:</b>						
Family Medicine	\$4,104,630	\$1,183,111	\$0	(\$1,610)	\$3,814,921	\$1,181,501
NJISA	3,473,256	630,684		(41,178)	3,236,642	589,506
Internal Medicine	7,758,041	1,257,079	478,000	(55,845)	4,903,436	1,201,233
Neuromuscular Institute	1,817,975	620,762		(175,812)	938,724	444,950
OB/GYN	3,338,562	584,809		(47,619)	2,896,460	537,190
Pathology	1,637,223	174,510		(12,848)	1,426,213	161,662
Pediatrics	898,034	545,882	122,000	(90,411)	1,030,541	455,471
Psychiatry	8,280,098	796,063		(75,917)	7,340,404	720,146
Surgery	32,843	343		(343)	-	-
Sub-Total FPP Clinical Operating	31,340,662	5,793,244	600,000	(501,584)	25,587,341	5,291,660
<b>Non Clinical:</b>						
Financial Affairs	-	85,900		(30,700)	-	55,200
FPP Administration	359,139	8,618	158,000	232,782	565,137	241,400
Revenue Cycle	1,251,531	1,196,162		13,589	1,294,905	1,209,751
Institutional General	355,341	(1,662,402)		1,371,110	(585,592)	(291,293)
Debt Service		1,037,778		-		1,037,778
Managed Care	582,227	86,550		(32,487)	519,985	54,063
Patient Accounting	2,447,333	152,620		(189,025)	2,014,290	(36,405)
Sub-Total Non Clinical Operating	4,995,571	905,226	158,000	1,365,269	3,808,725	2,270,495
Sub-Total Operating	36,336,233	6,698,470	758,000	863,685	29,396,066	7,562,155
Distribution from Academic Support	(2,500,000)	-		-	-	-
Total Salary/Non-Salary	\$33,836,233	\$6,698,470	\$758,000	\$863,685	\$29,396,066	\$7,562,155
<b>Total Faculty Practice Plan</b>		<b><u>\$40,534,703</u></b>				<b><u>\$36,958,221</u></b>

<b>New Salary Request</b>	<b>Practice Plan Share</b>	<b>Academic Share</b>
Family Medicine - Admin Analyst II	\$0	\$63,000
Internal Medicine - Assoc. Prof (Rheum); 3 Asst. Prof (Neuro & 2 Pulm)	478,000	312,000
Pediatrics - Asst. Professor and CMA	122,000	23,000
FPP Admin - Assoc. Prof (Population Health); Quality Assur. Officer; Admin Asst.	158,000	125,000
Total	\$758,000	\$523,000

**(Note 1)**

FY 16 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions  
Fringe Benefits are reflected directly in the departments for the purposes of profit/(loss) determination

Fiscal Year 2016  
CONSOLIDATED OPERATING BUDGET

CFO's Message 1 Regular University 5 Auxiliary Services 20 Global Learning & Partnerships 26 CMSRU 30 RowanSOM 32 Special Programs (Glassboro Campus) 35

Special Programs Summary Schedule - Glassboro Campus		
Projected Budget FY 2016		
	Base Budget	Request
	2015	2016
<b><u>Revenues</u></b>		
Other Revenue		
Workshop Fees	\$400,000	\$450,000
Other Student Fees	300,000	1,500,000
Rowan Foundation	1,000,000	1,000,000
Other	2,300,000	1,000,000
Total Other Revenue	4,000,000	3,950,000
Revenue Center Distributions	2,401,998	3,000,000
<b>Total Revenues</b>	<b>\$6,401,998</b>	<b>\$6,950,000</b>
<b><u>Expenditures</u></b>		
Non-Salary Operating	\$3,850,000	\$3,900,000
Non-Salary/Academic Affairs Distributions	2,400,000	2,800,000
<b>Total Expenditures</b>	<b>\$6,250,000</b>	<b>\$6,700,000</b>
<b>Net Operating</b>	<b>\$151,998</b>	<b>\$250,000</b>