



FISCAL YEAR 2018
CONSOLIDATED OPERATING BUDGET

Ali A. Houshmand, President

Fiscal Year 2018

CONSOLIDATED OPERATING BUDGET

CFO's Message 7 Regular University 5 Auxiliary Services 22 Global Learning & Partnerships 28 CMSRU 32 RowanSOM 35 Special Programs (Glassboro Campus) 39

From the desk of the CFO:

Rowan University Consolidated Operating Budget Proposal Fiscal Year 2018

Overview:

Presented here is the FY 2018 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, 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 self-supporting Centers and Institutes, as well as allocations from the Foundation. The funds are expended according to University policies and procedures.

The FY 2018 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.

As in the past few years, the FY 2018 Budget is built on the four "pillars" that the President has identified for consideration 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 2018 Budget Proposal adds additional debt service as well as positions and non-salary operating costs to support new academic space and increased enrollment and to support the following areas requiring additional funding:

- Academic Affairs
- Student Services
- Technology
- Research and Entrepreneurship
- Scholarships

An additional \$5.5 million for salary was allocated to the Academic Affairs Division to provide funding for the following new positions: 17 Tenure Tract Professors, 5 Lecturers, 1 Advisor for Honors Concentration, 1 Disaster Program Director, 2 Secretaries and 2 Professional Staff. Non-salary allocations were decreased by \$0.5 million due to the elimination of costs related to the Camden County Building in Camden.

Strategic Enrollment Management, which now includes Student Services, remains an integral part of University planning. This budget includes new funding of \$1.5 million to support the initiatives in this area. Funding includes salary support for the addition of 1 new counselor and 2 new Academic Advisors bringing the total advisors added since FY14 up to 34.

Information technology costs continue to be a priority as security initiatives and increased enrollments have strained our resources. This budget provides for \$1.0 million in additional funding for this area. Support for 2 new Professional Staff as well as an increase of \$0.7 million in non-salary support is included in this budget to advance the division's initiatives.

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The Research model at Rowan University has recently been revised to include enhanced emphasis on entrepreneurship and shared research initiatives across divisions. To that end, under the umbrella of the Research Division, several cost centers were created in FY 2017. The FY 2018 budget includes \$1.5 million to support the estimated start-up of these cost centers. Through increased research opportunities and contracts for services, the expectation is that these cost centers will reimburse the University for their start-up costs and eventually generate surplus revenues for the University. The current cost centers include the following: Material Science & Engineering Institute (MSEI); Center for Research and Education in Advanced Transportation Engineering Systems (CREATES); Center for Access, Success, and Equity (CASE); the Fossil Park; and the Virtual Reality Lab.

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 2018 Budget Address that funding for Higher Education would remain level at the FY 2017 amount. This budget is based on that assumption.

The FY 2018 budget proposal addresses our affordability initiative in two ways. First, the budget includes an increase in University funded undergraduate scholarships of \$1.2 million, a 5% increase over the amount budgeted for FY 2017. Secondly, through strategic budget planning and initiatives, the FY 2018 Budget Proposal calls for a modest 2.4% increase in undergraduate tuition and fees; a 3.0% increase in CMSRU tuition; a 2.5% increase in Rowan SOM tuition and there is no proposed increase for the Graduate School of Biomedical Sciences (GSBS) tuition.

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. Included in the 25,000 enrollment target was a projection for 12,500 on campus, undergraduate students. We expect to exceed that target in FY 2018, with tuition and fee based on 13,200 full-time undergraduates.

On a consolidated basis, Total Revenues for FY 2018 are budgeted at \$518.5 million and Total Expenses are anticipated to be \$516.6 million.

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

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2017</u>	<u>FY 2018</u>
In-State Tuition	\$9,434	\$9,660
Out of State Tuition	\$17,704	\$18,128
Fees	\$3,674	\$3,762
 <u>Full-Time CMSRU Tuition Rates</u> 		
In-State Tuition	\$37,044	\$38,155
Out of State Tuition	\$58,788	\$60,552
 <u>Full-Time Rowan SOM Tuition Rates</u> 		
In-State Tuition	\$38,201	\$39,156
Out of State Tuition	\$61,292	\$62,823
 <u>Full-Time GSBS Tuition Rates</u> 		
In-State Tuition	\$7,964	\$7,964
Out of State Tuition	\$11,535	\$11,535

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Revenue Highlights

- General State appropriations are projected to be \$74.1 million, including the Regular University, CMSRU, and RowanSOM. This amount reflects the effects of the implementation of the NJ Medicaid Access to Physician Services (MAPS) Program within the New Jersey Medicaid program. The NJ MAPS Program is entirely being funded by transfers of existing state legislative appropriations, mostly from the parent universities of the medical schools. MAPS is not projected to have an effect on CMSRU's FY18 net since its General State appropriations are projected to decrease \$10.4 million from \$27.8 million to \$17.4 million which is offset by its Cooper Hospital Support payment projected to decrease by \$10.4 million from \$16.3 million to \$5.9 million. RowanSOM's projected General State Appropriations are expected to decrease \$0.9 million with an offsetting increase to RowanSOM's Faculty Practice Plan Revenue.
- State Paid Fringe Benefits are estimated to be \$86.1 million in FY 2018. The State allotment of positions covered under the State Benefit program is limited to 1,649 for the University and RowanSOM, and 105 for CMSRU, for a total of 1,754.
- We are anticipating undergraduate enrollments to grow to a total of 13,200 full-time students for FY 2018. The Cooper Medical School of Rowan University will have a total of 338 students. RowanSOM is projecting enrollments of 712 medical students, in addition to 206 GSBS full and part-time students. Total gross tuition revenue is projected to be \$213.8 million in FY 2018. Tuition is budgeted as follows:

▪ Regular University (Undergraduate)	\$133.9 million
▪ Rowan Global (Includes Graduate and Summer)	\$32.1 million
▪ Cooper Medical School	\$15.0 million
▪ RowanSOM	\$32.8 million
- Total Student Fee revenue is projected to be \$57.5 million in FY 2018. Fee revenue is budgeted as follows:

▪ Regular University (Undergraduate)	\$42.6 million
▪ Auxiliary	\$9.5 million
▪ Rowan Global (Includes Graduate and Summer)	\$2.6 million
▪ Cooper Medical School	\$1.0 million
▪ RowanSOM	\$1.8 million
- For FY 2018, University funded scholarships and waivers are projected to increase on a consolidated basis over the FY 2017 budgeted total by \$1.1 million over FY 2017 year end projections by \$2.7 million. The majority of the increase is attributed to a 5% increase, or \$1.2 million in additional funding for undergraduate student scholarships.
- Rental rates for student housing are budgeted to increase by 3.0%. Total rental income for Auxiliary Operations for FY 2018 is projected to be \$34.5 million. These revenues reflect an anticipated 95% occupancy rate for the 3,917 beds on the Rowan campus operated by the University. When including 220 Rowan Boulevard (456 beds), Holly Pointe Commons (1,415 beds) and the new A3 Housing at 230 Victoria Street and 223 West High Street (557 beds) openings for the fall of 2017, the University will have a total of 6,345 beds for residential students in FY 2018.
- Other revenue is comprised of SGA allocations, SJTP lease payments, fees charged at the Recreation Center, Student Center and Fitness Center, reimbursements for facility usage, other miscellaneous fees, Cost Center revenues, and Special Program revenue. For FY 2018 we project other revenue to total \$12.7 million.
- Commission revenues net of expenses are anticipated to be \$3.1 million for FY 2018.
- The projected revenue distribution from Rowan Global operations is \$15.2 million. This estimate is based on anticipated enrollment growth of 4%. The Regular University will receive \$11.1 million from Rowan Global, \$3.9 million will be distributed to Academic Affairs through the Special Programs accounts, and \$0.1 million is projected for CMSRU.
- Revenue distributions from Auxiliary Operations and RowanSOM are projected to be \$8.7 million in FY 2018.
- The Foundation allocation to the Regular University is projected to stay flat at \$6.1 million in FY 2018. The Rowan Foundation allocation is calculated by multiplying the average market value of the Rowan endowment for the previous 12 quarters by 4.5%.

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- 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 2018, 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 200,000 annually. In addition, significant contract payments for medical directorships and other contracted service agreements, such as behavioral health services, account for approximately thirty percent (30%) of the revenues. For FY 2018, FPP revenues are projected at \$33.4 million budgeted as follows:
 - Fee for Service payments (CMS and third party payers) \$23.9 million
 - Contract payments \$9.5 million
 - 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 2018, these billings are projected to total \$22.0 million.
- It is anticipated that Fringe Benefit Expenses will exceed the State Paid Fringe Benefits allocation due to the University exceeding its allotted state funded position count of 1,754. If the count remains unchanged, the Regular University will be responsible for a projected \$3.0 million in fringe benefit costs associated with the estimated overage based on the current fringe rate.
 - On a consolidated basis, Non Salary operating expenses are projected to be \$84.9 million. The Regular University has increased Non Salary expenditures by \$0.5 million, with the majority split between Media & Public Relations, Enrollment Management and Information Technology offset by a reduction in cost center support.
 - Utility costs on a consolidated basis, are projected to decrease \$0.4 million compared to the FY 2017 budgeted levels and increase by \$1.4 million compared to the FY 2017 year end projections. The budget has been adjusted to reflect lower actual costs realized in FY 2017, partially offset by the annualization of additional costs due to new buildings added in FY 2017.
 - 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 2018 rates, the amount is projected to be \$2.9 million.
 - Malpractice expense for FY 2018 is projected to total \$3.3 million and is related to the payments required to the State for medical malpractice coverage for faculty and residents.
 - Debt Service payments for FY 2018 are budgeted at \$41.3 million on outstanding debt; an increase of \$2.9 million over the FY2017 budgeted levels (\$5.0 million over the FY 2017 year end projection) primarily due to the additional debt service payments related to the new academic buildings for Business and Engineering
 - In order to update the University's infrastructure the FY 2018 budget includes funding for Capital Projects. Funded from the Regular University, Auxiliary Operations and RowanSOM budgets, the FY 2018 consolidated budget allows for a total of \$9.7 million to be allocated for capital improvements throughout campus.

Expenditure Highlights

- On a consolidated basis, salaries are budgeted at \$236.3 million. Additional funding is included for the following: \$3.0 million in Regular University for 17 new Tenure Tract Faculty, 5 Lecturers, 16 full-time positions, various part-time allocations; \$0.3 million in Auxiliary Services for 3 new full-time positions and additional student salary; \$0.2 million in Global Learning & Partnerships for 3 new full-time positions and additional part-time allocations; \$0.6 million in CMSRU for 4 new full-time positions and an additional part-time person and \$0.7 million for RowanSOM for 9 new full-time positions to support enrollment growth. An estimated \$2.4 million for negotiated salary increases is included on a consolidated basis. Union contracts expired at the end of FY15 and current negotiations are on-going. The budget also includes a reduction for vacancies and estimated salary savings of \$2.5 million for the Regular University and \$2.0 million for RowanSOM.

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Rowan University Consolidated Budget Analysis								
Projected Budget FY 2018								
	Projected FY 2018 Budget							
	Regular University	Auxiliary Operations	Rowan Global	CMSRU	Rowan SOM	Special Programs	Eliminations	Total
Revenues								
General State Appropriation	\$27,307,000	\$0	\$0	\$17,428,000	\$29,323,000	\$0	\$0	\$74,058,000
State Paid Fringe Benefits	57,466,000	0	0	5,487,000	23,109,000	0	0	86,062,000
Sub-Total State Support	84,773,000			22,915,000	52,432,000			160,120,000
Tuition	133,957,531	0	32,078,392	14,979,311	32,778,398	0	0	213,793,632
Student Fees	42,627,684	9,484,147	2,613,536	1,018,260	1,854,129	0	0	57,597,756
Scholarships/Waivers	(27,300,000)	0	(2,061,765)	0	(677,943)	0	0	(30,039,708)
Sub-Total Net Tuition & Fees	149,285,215	9,484,147	32,630,163	15,997,571	33,954,584			241,351,680
Rental Income	196,302	34,511,000	0	0	60,000	0	0	34,767,302
Other Revenue	899,600	3,437,100	40,000	848,021	1,918,092	5,600,000	0	12,742,813
Commissions	3,137,000	0	0	0	0	0	0	3,137,000
Revenue Centers Distributions	11,143,779	0	0	120,000	0	3,914,000	15,177,779	0
Distributions - Auxiliary/SOM	8,700,000	0	0	0	0	0	8,700,000	0
Foundation	6,134,800	0	0	0	0	0	0	6,134,800
Affiliate Revenue	0	0	0	0	3,109,000	0	0	3,109,000
Faculty Practice Plan Revenue	0	0	0	0	33,434,186	0	0	33,434,186
Housestaff Billings	0	0	0	0	22,037,910	0	0	22,037,910
Interest Earnings - Unrestricted	1,754,000	0	0	0	0	0	0	1,754,000
Total	\$266,023,696	\$47,432,247	\$32,670,163	\$39,880,592	\$146,945,772	\$9,514,000	\$23,877,779	\$518,588,691
Expenditures								
Salary	\$132,583,327	\$8,015,139	\$10,135,683	\$11,607,004	\$73,955,372	\$0	\$0	\$236,296,524
Fringe Benefits	58,023,466	2,929,412	2,398,933	5,743,410	34,513,334	0	0	103,608,555
Non-Salary - Operating	38,572,138	7,215,838	2,544,801	7,876,430	19,615,774	9,150,000	0	84,974,982
Utilities	5,368,405	3,388,500	0	899,000	2,516,850	0	0	12,172,755
Tuition/Room/Board Expense	0	2,936,524	0	0	0	0	0	2,936,524
Malpractice	0	0	0	0	3,250,000	0	0	3,250,000
Rental Expense - Rowan Blvd.	998,600	11,335,750	1,792,785	0	0	0	0	14,127,135
College of Health Sciences Support	2,500,000	0	0	0	0	0	0	2,500,000
Cooper Hospital Support	0	0	0	5,878,000	0	0	0	5,878,000
Distributions to Reg Univ.	0	4,500,000	11,143,779	0	4,200,000	0	19,843,779	0
Rev. Ctrs. Distrib. to Academic Affairs	0	0	4,034,000	0	0	0	4,034,000	0
Debt Service	24,329,147	4,096,821	0	7,873,650	4,951,408	0	0	41,251,026
Capital Projects	4,000,000	2,360,000	0	0	3,300,000	0	0	9,660,000
Total	\$266,375,082	\$46,777,984	\$32,049,981	\$39,877,494	\$146,302,738	\$9,150,000	\$23,877,779	\$516,655,500
Net	(\$351,387)	\$654,263	\$620,182	\$3,098	\$643,034	\$364,000	\$0	\$1,933,190

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Revenue Analysis - Regular University			
Projected Budget FY 2018			
	FY 2017 Base Budget	FY 2018 Projected Budget	Change
State Appropriations	\$28,468,000	\$27,307,000	(\$1,161,000)
State Paid Fringe Benefits	40,850,000	57,466,000	16,616,000
Tuition			
Base	123,860,062	123,860,062	
Increased Enrollments		6,958,353	6,958,353
Tuition Increase - 2.4%		3,139,116	3,139,116
Total Tuition	<u>123,860,062</u>	<u>133,957,531</u>	<u>10,097,469</u>
Student Fees			
Base	39,504,538	39,504,538	
Increased Enrollments		2,124,060	2,124,060
Fee Increase - 2.4%		999,086	999,086
Total Fees	<u>39,504,538</u>	<u>42,627,684</u>	<u>3,123,146</u>
Scholarships/Waivers	(26,000,000)	(27,300,000)	(1,300,000)
Rental Income			
South Jersey Tech Park Rental	0	58,502	58,502
Bozorth Rental	<u>0</u>	<u>137,800</u>	<u>137,800</u>
Total Rental Income	0	196,302	196,302
Other Revenue			
Miscellaneous	325,000	331,500	6,500
A2+A3+A4 per Bed Income	0	318,100	318,100
SJTP Land Lease	<u>250,000</u>	<u>250,000</u>	<u>0</u>
Total Other Revenue	575,000	899,600	324,600
Commissions			
Food Service Revenue	4,270,000	4,990,000	720,000
Food Service Expense	<u>(1,170,000)</u>	<u>(1,390,000)</u>	<u>(220,000)</u>
Net Food Service	3,100,000	3,600,000	500,000
Barnes/Noble Commissions	775,000	815,000	40,000
Rent	(961,668)	(990,284)	(28,616)
Other	<u>(195,000)</u>	<u>(287,716)</u>	<u>(92,716)</u>
Net Book Store	(381,668)	(463,000)	(81,332)
Total Commissions	2,718,332	3,137,000	418,668
Revenue Center Distributions	10,414,655	11,143,779	729,124
Distributions - Auxiliary/SOM	5,500,000	8,700,000	3,200,000
Foundation	6,114,893	6,134,800	19,907
Interest Earnings	800,000	1,754,000	954,000
Funding from Reserves	<u>1,069,000</u>	<u>0</u>	<u>(1,069,000)</u>
Total Revenue - Regular University	<u>\$233,874,480</u>	<u>\$266,023,696</u>	<u>\$32,149,216</u>

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Summary Regular University Expenditures	FY 2017 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2018 Request	
	Salary	Non-Salary			Salary	Non-Salary (Note 1)
Division						
President	\$9,973,756	\$3,308,244	\$145,260	\$843,093	\$10,284,842	\$4,151,337
General Counsel	471,008	155,313	0	169,198	527,333	324,511
Academic Affairs	74,712,748	9,136,420	2,081,246	(462,500)	80,181,195	8,673,920
Advancement	2,508,580	672,600	0	0	2,558,889	672,600
Enrollment Management	12,565,191	3,047,344	326,832	257,563	13,865,272	3,304,907
Information Resources & Technology	6,922,844	7,060,746	170,000	692,385	7,262,758	7,753,131
Finance	4,385,682	336,695	0	54,805	4,675,416	391,500
Operations/Facilities	10,925,522	4,116,693	242,183	101,707	11,522,537	4,218,400
General University	(708,686)	10,151,134	0	(1,069,302)	1,705,085	9,081,832
Sub-Total Operating Budget	\$121,756,645	\$37,985,189	\$2,965,521	\$586,949	\$132,583,327	\$38,572,138
Fringe Benefits	\$41,972,200	\$0	\$0	\$0	\$58,023,466	\$0
Rental Expense - Rowan Blvd.	0	0	0	998,600	0	998,600
College of Health Sciences Support	0	2,500,000	0	0	0	2,500,000
Utilities	0	5,375,658	0	(7,253)	0	5,368,405
Debt Service	0	21,245,516	0	3,083,631	0	24,329,147
Capital Projects	0	4,000,000	0	0	0	4,000,000
Total Salary/Non-Salary	\$163,728,845	\$71,106,363	\$2,965,521	\$4,661,926	\$190,606,793	\$75,768,289
Total Regular University Expenditures	<u>\$234,835,208</u>		<u>\$266,375,082</u>			

(Note 1)

FY 18 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 2018						
<u>Division - President</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
10100 Office of the President	\$1,154,283	\$129,850	\$0	\$31,450	\$911,810.48	\$161,300
10110 Board of Trustees	0	45,100	0	10,100	0	55,200
10115 Presidential Lecture Series	0	20,000	0	0	0	20,000
10120 Government & External Relations	383,870	389,910	5,000	118,697	398,467	508,607
10130 Commencement/Convocation	0	401,500	0	0	0	401,500
10132 University Events	99,046	9,100	0	26,800	176,416	35,900
10150 University Senate	94,477	6,425	0	0	97,381	6,425
17000 Sr. VP Health Sciences	483,038	60,000	0	800	490,743	60,800
Total	<u>\$2,214,714</u>	<u>\$1,061,885</u>	<u>\$5,000</u>	<u>\$187,847</u>	<u>\$2,074,817</u>	<u>\$1,249,732</u>
30008 Labor Relations	\$130,047	\$6,640	\$0	\$0	\$133,298	\$6,640
30016 Sr. VP Community/Econ Development	276,765	2,000	0	0	283,685	2,000
34000 Public Safety	3,476,974	409,050	85,760	45,000	3,717,294	454,050
57002 Intercollegiate Athletics	2,357,292	1,250,009	50,500	11,145	2,508,232	1,261,154
57004 Athletic Tournaments	0	15,000	0	0	0	15,000
57006 Sports Information	218,262	24,060	4,000	3,000	215,690	27,060
Total	<u>\$6,459,340</u>	<u>\$1,706,759</u>	<u>\$140,260</u>	<u>\$59,145</u>	<u>\$6,858,198</u>	<u>\$1,765,904</u>
10140 Media/Public Relations	\$538,552	\$45,000	\$0	\$0	\$557,933	\$45,000
40004 University Publications	573,024	79,400	0	0	595,395	79,400
40005 Rowan Magazine	0	200,300	0	0	0	200,300
45006 University Marketing	0	214,900	0	596,100	0	811,000
22002 Duplicating	188,126	0	0	0	198,500	0
Total	<u>\$1,299,702</u>	<u>\$539,600</u>	<u>\$0</u>	<u>\$596,100</u>	<u>\$1,351,828</u>	<u>\$1,135,700</u>
Total President	\$9,973,756	\$3,308,244	\$145,260	\$843,093	\$10,284,842	\$4,151,337

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**Expense Analysis by Department - Regular University
Projected Budget FY 2018**

Division - President

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Government Affairs student worker	\$5,000	0
Security Officer (Camden)	35,760	1
Public Safety - Overtime	50,000	0
Assistant Coaches-part time	40,000	0
Graduate Assistants (intern position)	10,500	0
Sports Information-part time	4,000	0
<hr/> Total	<hr/> \$145,260	<hr/> 1

(Note 1)

FY 18 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 2018						
<u>Division - General Counsel</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
10125 General Counsel	\$252,340	\$23,365	\$0	\$1,521	\$295,200	\$24,886
10126 University Legal Services	0	100,000	0	150,000	0	250,000
31016 Risk Management	\$0	\$6,500	\$0	\$0	\$0	\$6,500
33002 Equity & Diversity	218,668	15,448	0	1,677	232,133	17,125
33004 Student Title IX Summit	0	10,000	0	16,000	0	26,000
Total General Counsel	\$471,008	\$155,313	\$0	\$169,198	\$527,333	\$324,511

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
None	\$0	0
Total	\$0	0

(Note 1)

FY 18 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 2018						
Division - Academic Affairs	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
	(Note 1)					
20000 Sr. VP/Provost	\$627,339	\$49,900	\$0	(\$335,200)	\$762,202	(\$285,300)
20002 Program Improvement	0	600,000	0	45,000	0	645,000
New Academic Prog	0	0	0	0	0	0
20004 Academic Affairs	10,761,000	612,318	235,000	0	9,808,000	612,318
20010 Camden Campus	0	64,700	0	(50,000)	0	14,700
20014 Camden Joint Venture	0	450,000	0	(412,500)	0	37,500
20015 Camden Campus New Bldg	309,841	316,100	0	0	329,012	316,100
20016 Library Services	3,091,957	2,710,429	0	85,200	3,202,980	2,795,629
20026 Non-Salary Research Funds	0	310,000	0	0	0	310,000
24060 International Center	161,046	115,000	0	0	167,685	115,000
54012 ESL Program	385,554	21,500	0	0	380,702	21,500
Total	\$15,336,737	\$5,249,947	\$235,000	(\$667,500)	\$14,650,582	\$4,582,447
21000 VP Academic Affairs	\$340,490	\$36,900	\$0	\$0	\$352,112	\$36,900
21004 Faculty Center	158,061	32,900	0	0	163,924	32,900
21008 Honors Concentration	256,306	15,200	59,624	10,000	340,934	25,200
21010 ROTC Program	0	8,000	0	0	0	8,000
55002 Registrar	937,621	77,300	30,281	0	910,564	77,300
Total	\$1,692,478	\$170,300	\$89,905	\$10,000	\$1,767,534	\$180,300
23000 Dean Commun & Creative Arts	\$879,678	\$123,705	\$0	\$20,000	\$828,816	\$143,705
23004 Communications Lab	0	15,000	0	0	0	15,000
23006 Communications Studies	1,279,344	12,500	0	0	1,461,935	12,500
23008 Writing Arts	2,440,767	32,500	0	0	2,688,529	32,500
23009 Writing Center	75,000	3,000	2,000	0	77,000	3,000
23010 Journalism	576,446	8,500	0	0	593,627	8,500
23012 Public Relations/Advertising	808,649	12,000	0	0	862,884	12,000
23014 Radio/TV/Film	982,342	13,500	0	0	1,091,447	13,500
23016 WGLS Radio Station	213,779	60,000	0	0	222,758	60,000
26004 Art	1,457,184	21,500	0	0	1,474,340	21,500
26006 Art Lab	0	30,000	7,400	0	7,400	30,000
26010 Gallery Program	5,000	20,000	0	0	5,000	20,000
Total	\$8,718,189	\$352,205	\$9,400	\$20,000	\$9,313,736	\$372,205

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Expense Analysis by Department - Regular University						
Projected Budget FY 2018						
<u>Division - Academic Affairs</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
24000 Dean Science & Mathematics	\$739,645	\$333,900	\$0	\$33,000	\$770,689	\$366,900
24008 Biochemistry Lab	0	16,500	0	0	0	16,500
24010 Biological Sciences	2,182,677	43,800	40,353	0	2,452,850	43,800
24012 Biological Sciences Lab	0	87,386	0	0	0	87,386
24014 Chemistry	1,877,602	35,300	0	0	1,898,811	35,300
24015 Pharmaceutical Lab	0	0	0	0	0	0
24016 Chemistry Lab	0	135,886	0	0	0	135,886
24018 Computer Science	1,697,774	15,860	0	0	1,809,519	15,860
24020 Computer Science Lab	0	5,700	0	0	0	5,700
24040 Mathematics	3,243,209	32,250	0	0	3,259,523	32,250
24044 Physics	1,493,080	34,800	0	0	1,631,320	34,800
24045 Biophysics Lab	0	0	0	0	0	0
24046 Physics Lab	0	64,887	0	0	0	64,887
24048 Planetarium	73,202	23,500	0	0	73,745	23,500
24052 Psychology	1,941,683	31,650	0	5,000	2,332,493	36,650
24054 Psychology Lab	0	1,800	0	0	0	1,800
24100 School of Biomedical Sciences	82,834	13,000	0	0	91,538	13,000
24102 Biomedical Translational Sciences	0	20,000	30,821	0	30,821	20,000
25016 Health & Exercise Science	1,949,146	33,893	0	0	2,148,096	33,893
25018 Health & Exercise Science Lab	0	1,700	0	0	0	1,700
Total	\$15,280,852	\$931,812	\$71,174	\$38,000	\$16,499,404	\$969,812
24500 Dean Humanities & Social Science	\$579,005	\$184,600	\$15,666	\$10,000	\$589,078	\$194,600
24004 Afro-American Studies	0	500	0	0	0	500
24005 American Studies	0	1,200	0	0	0	1,200
24006 Asian-American Studies	0	1,000	0	0	0	1,000
24024 English	1,224,091	15,000	0	0	1,368,377	15,000
24026 Foreign Language	786,020	6,500	0	0	888,590	6,500
24032 History	1,434,554	13,600	0	0	1,506,075	13,600
24033 Humanities/Social Science	0	400	0	0	0	400
24034 International Studies	0	500	0	0	0	500
24036 Law/Justice	1,411,733	14,100	73,011	0	1,558,814	14,100
24038 Liberal Studies Major	0	1,000	0	0	0	1,000
24042 Philosophy/Religion	862,618	6,000	0	0	903,333	6,000
24050 Political Science & Economics	781,242	9,100	70,307	0	921,139	9,100
24058 Sociology & Anthropology	1,450,442	14,000	0	0	1,538,055	14,000
24062 Women's Studies	0	1,000	0	0	0	1,000
Total	\$8,529,705	\$268,500	\$158,984	\$10,000	\$9,273,462	\$278,500

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Expense Analysis by Department - Regular University						
Projected Budget FY 2018						
Division - Academic Affairs	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
24600 Dean Earth & Environment	\$322,984	\$75,000	\$6,000	\$26,000	\$389,983	\$101,000
24604 Environmental Science	0	0	157,602	0	157,602	0
24030 Geography & Environment	784,141	21,400	86,000	0	932,987	21,400
24028 Geography Lab	0	4,000	0	0	0	4,000
24029 Anthropology Lab	0	1,000	0	0	0	1,000
24602 Geology	152,000	20,000	242,057	12,000	447,441	32,000
Total	\$1,259,125	\$121,400	\$491,659	\$38,000	\$1,928,013	\$159,400
25000 Dean Education	\$735,410	\$143,714	\$0	\$25,000	\$827,780	\$168,714
25010 Educational Leadership	0	0	0	0	91,108	0
25014 Interdisciplinary & Inclusive Ed	2,261,880	29,000	0	0	2,646,103	29,000
25020 Schaub Resource Room	0	5,900	0	0	0	5,900
25021 Schaub Computer Lab	0	1,000	0	0	0	1,000
25024 Student Services Center	308,424	0	0	0	282,404	0
25026 STEAM Ed	371,144	19,000	88,754	0	473,910	19,000
25030 Lang, Literacy,Sociocultural Ed	1,691,772	29,000	0	0	1,743,978	29,000
Total	\$5,368,630	\$227,614	\$88,754	\$25,000	\$6,065,283	\$252,614
26000 Dean Performing Arts	\$759,515	\$307,402	\$0	\$20,000	\$781,789	\$327,402
26008 Perf Arts Promotion	0	16,400	0	0	0	16,400
26012 Music	2,221,646	99,100	0	0	2,363,517	99,100
26014 Music Lab	0	5,000	0	0	0	5,000
26016 Theatre & Dance	959,825	21,000	0	0	1,008,881	21,000
26018 Theatre Arts	0	25,150	0	0	0	25,150
26020 PA Outreach & Recruitment	0	30,000	0	0	0	30,000
26022 Pep Band	22,000	0	0	0	22,000	0
Total	\$3,962,986	\$504,052	\$0	\$20,000	\$4,176,188	\$524,052
27000 Dean Business	\$1,024,986	\$136,550	\$28,328	\$12,000	\$1,017,225	\$148,550
27003 Accounting Accreditation	0	10,000	0	0	0	10,000
27004 Accounting & Finance	2,007,042	15,000	232,057	0	2,412,265	15,000
27006 Accreditation	0	198,747	0	0	0	198,747
27008 Business Lab	0	1,246	0	0	0	1,246
27010 Management	2,097,860	17,600	97,056	0	2,341,109	17,600
27012 Marketing	1,619,360	16,250	97,056	0	1,846,586	16,250
27014 MBA	0	2,500	0	0	0	2,500
27016 Rohrer Endowed Chair	0	16,900	0	0	0	16,900
27018 Campbell Endowed Chair	0	25,000	0	0	0	25,000
Total	\$6,749,248	\$439,793	\$454,497	\$12,000	\$7,617,186	\$451,793

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Expense Analysis by Department - Regular University Projected Budget FY 2018						
<u>Division - Academic Affairs</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary (Note 1)
28000 Dean Engineering	\$1,417,843	\$375,397	\$59,234	\$0	\$1,525,616	\$375,397
28004 Chemical Engineering	1,445,751	98,200	84,528	2,500	1,607,803	100,700
28006 Civil Engineering	1,410,246	95,600	84,528	2,500	1,651,973	98,100
28008 Electrical Engineering	1,339,949	94,200	84,528	2,500	1,460,310	96,700
28010 Mechanical Engineering	1,553,938	96,200	84,528	2,500	1,588,597	98,700
28012 Engineering Outreach	0	53,200	0	0	0	53,200
28016 Biomedical Engineering	647,071	58,000	84,528	12,000	941,656	70,000
28018 Experiential Eng Education	0	0	0	10,000	113,855	10,000
Total	\$7,814,798	\$870,797	\$481,874	\$32,000	\$8,889,810	\$902,797
Total Academic Affairs	\$74,712,748	\$9,136,420	\$2,081,246	(\$462,500)	\$80,181,195	\$8,673,920

**Expense Analysis by Department - Regular University
Projected Budget FY 2018**

Division - Academic Affairs

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
New Tenure Tract Lines	\$1,566,539	17
New Lecturers	235,000	5
Writing Center-Student Support	2,000	0
Art-Lab-Student Support	7,400	0
Part Time Employer Engagement	28,328	0
Embedded Honors Advisor	59,624	1
Disaster Program Director	15,666	1
Engineering Technician	59,234	1
Biology Tech	40,353	1
BTS Sec	30,821	1
Student Workers	6,000	0
Clerk/Typist	30,281	1
Total	\$2,081,246	28

(Note 1)

FY 18 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 2018						
<u>Division - Advancement</u>	FY 2017 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2018 Request	
	Salary	Non-Salary			Salary	Non-Salary
40000 Sr. VP Advancement	\$621,766	\$77,800	\$0	\$0	\$565,560	\$77,800
40006 Alumni Engagement	324,198	63,000	0	0	339,775	63,000
40008 VP Advancement	110,325	50,000	0	0	107,805	50,000
40010 Advancement Services	306,597	106,000	0	0	332,794	106,000
40012 Development	927,950	80,800	0	0	916,371	80,800
40014 Advancement Communications	98,244	30,000	0	0	109,854	30,000
40016 Rowan Fund	49,500	225,000	0	0	116,729	225,000
40018 Corporate & Foundation Relations	70,000	15,000	0	0	70,000	15,000
40020 Stewardship & Donor Relations	0	25,000	0	0	0	25,000
Total	\$2,508,580	\$672,600	\$0	\$0	\$2,558,889	\$672,600

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
None	\$0	0
Total	\$0	0

(Note 1)

FY 18 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 2018						
Division - Enrollment Management	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
	(Note 1)					
54000 VP Enrollment Management	\$865,339	\$355,275	\$0	\$57,000	\$991,413	\$412,275
20032 Select Start Program	43,500	17,500	0	0	43,500	17,500
41002 University Web Services	899,617	116,850	5,000	(6,450)	839,402	110,400
51008 Career & Academic Planning	477,655	50,000	0	1,000	485,440	51,000
54002 Admissions	1,784,159	1,085,918	70,000	84,582	1,907,734	1,170,500
54008 University Advising Center	3,107,067	112,000	102,322	70	3,739,793	112,070
54010 Retention/Tutoring/Basic Skills	159,531	10,000	25,000	0	150,102	10,000
54014 University Scheduling	59,624	0	0	0	59,215	0
56002 Financial Aid	1,077,071	69,656	4,000	49,500	1,137,297	119,156
Sub-Total	\$8,473,563	\$1,817,199	\$206,322	\$185,702	\$9,353,896	\$2,002,901
50000 VP Student Affairs	\$94,777	\$45,115	\$0	\$0	\$120,796	\$45,115
50002 Shuttle Services	3,600	423,050	0	47,300	3,600	470,350
50006 Orientation	274,678	0	1,000	0	292,112	0
50008 PROS	21,000	9,500	0	0	21,000	9,500
50009 Parent Orientation	8,360	32,200	0	(1,870)	8,360	30,330
50010 Student Engagement	101,871	0	0	0	104,417	0
51004 EOF King Scholar	636,994	30,600	0	(500)	711,715	30,100
51005 EOF Camden Campus	2,000	16,000	3,100	4,980	5,100	20,980
51006 MAP Program	4,000	174,307	0	(27,000)	4,000	147,307
51007 CHAMP/GEAR UP	0	62,300	0	10,500	0	72,800
51010 Academic Success Center	345,905	39,300	0	5,000	373,433	44,300
51014 Disability Resources	0	150,000	0	(50,000)	0	100,000
52004 Service Learning	110,348	15,400	0	(500)	120,209	14,900
52006 Intramural Program	0	19,530	0	0	0	19,530
53002 Counseling	1,199,659	50,935	56,910	22,915	1,324,699	73,850
53004 Student Health Services	990,610	98,000	9,000	59,219	1,053,037	157,219
53008 Healthy Campus Initiative	124,498	36,136	20,000	564	156,181	36,700
54006 Cultural Diversity	173,328	27,772	8,000	1,253	190,216	29,025
51016 Resource Center	0	0	22,500	0	22,500	0
Sub-Total Student Affairs	\$4,091,628	\$1,230,145	\$120,510	\$71,861	\$4,511,376	\$1,302,006
Total Enrollment Management	\$12,565,191	\$3,047,344	\$326,832	\$257,563	\$13,865,272	\$3,304,907

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Expense Analysis by Department - Regular University						
Projected Budget FY 2018						
<u>Division - Enrollment Management</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Admission Student Salary	\$70,000	0
Financial Aid-Student Salary	4,000	0
Web Services Part Time Salary	5,000	0
Advisors (AFT)	102,322	2
Student Workers in Retention	25,000	0
Licensed Professional Counselor (AFT)	53,910	1
Student Worker Counseling (Graduate coordinator)	3,000	0
Student Worker (EMS)	9,000	0
Student Worker (EOF Camden)	3,100	0
Program Assistant (AFT-Health Campus Initiatives)	20,000	0
Student Worker (orientation)	1,000	0
Care Manager (AFT-Resource Center)	20,000	0
Student Worker (Resource Center)	2,500	0
Student Worker (SJICR)	8,000	0
Total	\$326,832	3

(Note 1)

FY 18 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 2018						
<u>Division - Information Resources/Tech</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
45000 Sr VP Info Resources & Technology	\$1,136,413	\$196,330	\$0	\$0	\$1,018,369	\$196,330
45004 Instit/Effectiveness/Planning	2,433,341	115,700	0	(3,000)	2,423,878	112,700
22000 IRT Operations	0	1,520,265	0	317,326	0	1,837,591
22004 Network Operations	287,282	58,450	96,000	0	390,483	58,450
22006 Instructional Technology Fee	0	4,659,291	0	381,804	0	5,041,095
22008 Technology Services	1,068,295	68,150	74,000	0	1,086,910	68,150
22010 Network & System Services	0	16,300	0	0	0	16,300
22014 Network Security	279,125	225,000	0	0	283,819	225,000
22016 NSS System Administration	681,988	86,220	0	6,000	900,398	92,220
22018 NSS Desktop Management	378,267	40,500	0	0	392,441	40,500
22020 NSS Installation & Repair	376,918	46,145	0	255	474,339	46,400
22022 Enterprise Service Center	281,215	28,395	0	(10,000)	292,121	18,395
Total Information Resources/Tech	\$6,922,844	\$7,060,746	\$170,000	\$692,385	\$7,262,758	\$7,753,131

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
TS-Distributed Support - Evening Classroom Support Technician	\$74,000	1
NSS - Operations - network admin	96,000	1
Total	\$170,000	2

(Note 1)

FY 18 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 2018

<u>Division - Finance</u>	FY 2017 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2018 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
31000 Sr VP Finance/CFO	\$324,172	\$21,000	\$0	\$2,000	\$535,117	\$23,000
31002 Accounts Payable	295,295	15,395	0	14,305	331,116	29,700
31004 Accounting Services	617,432	12,200	0	5,000	669,914	17,200
31006 Bursar	985,877	111,600	0	25,000	1,000,146	136,600
31008 Payroll	344,866	16,500	0	0	381,483	16,500
31010 Purchasing	403,385	13,100	0	0	428,396	13,100
33000 Human Resources	1,135,643	142,900	0	8,500	1,172,001	151,400
45002 Budget	279,012	4,000	0	0	157,242	4,000
Total Finance	\$4,385,682	\$336,695	\$0	\$54,805	\$4,675,416	\$391,500

(Note 1)

FY 18 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 2018						
<u>Division - Operations/Facilities</u>	FY 2017 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2018 Request	
	Salary	Non-Salary			Salary	Non-Salary
					(Note 1)	
30004 Construction & Capital Projects	\$777,071	\$21,506	\$0	\$99,294	\$765,410	\$120,800
32000 Facilities Part-time	70,000	0	0	0	70,000	0
32002 Facilities Administration	1,137,669	950,753	0	(230,253)	1,160,927	720,500
32003 Facility Training & Risk Mgmt	261,908	134,622	0	12,878	267,893	147,500
32004 Custodial	2,912,165	306,133	74,183	9,967	3,164,410	316,100
32005 Facilities Planning	0	63,500	0	9,500	0	73,000
32006 Grounds	875,644	287,438	0	(5,438)	897,840	282,000
32007 Facility Systems & Controls	299,049	286,466	58,000	3,534	367,752	290,000
32008 Heating Plant	787,811	823,725	0	33,275	799,449	857,000
32010 Trades	3,354,479	984,600	110,000	145,400	3,556,699	1,130,000
32012 Facility Campus Services	449,726	7,200	0	10,800	472,157	18,000
32014 High Street Property	0	205,000	0	(26,500)	0	178,500
32016 President Residence	0	45,750	0	39,250	0	85,000
Total Operations/Facilities	\$10,925,522	\$4,116,693	\$242,183	\$101,707	\$11,522,537	\$4,218,400

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Custodial - Sr. Building Maint Wkr.	\$28,871	1
Custodial- Part-Time (7)	45,312	0
Facility Systems-Controls position	58,000	1
Facility Systems-Lab Safety Position	60,000	1
Trades - from CMSRU	50,000	1
Total	\$242,183	4

(Note 1)

FY 18 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 2018						
<u>Division - General University</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
15020 General University	\$716,314	\$5,923,073	\$0	\$139,922	\$3,130,085	\$6,062,995
15025 University Reserve/Salary Savings	(2,500,000)	150,000	0	(150,000)	(2,500,000)	0
Support for Cost Ctrs	0	2,297,045	0	(932,111)	0	1,364,934
15005 Indirect Cost Distributions	0	1,000,420	0	(150,522)	0	849,898
31018 Glassboro Campus Insurance	0	780,596	0	23,409	0	804,005
56006 Institutional Work Study	1,075,000	0	0	0	1,075,000	0
Total General University	(\$708,686)	\$10,151,134	\$0	(\$1,069,302)	\$1,705,085	\$9,081,832

(Note 1)

FY 18 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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**Auxiliary Services Summary Schedule
Projected Budget FY 2018**

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees	\$0	\$4,673,187	\$4,810,960	\$0	\$9,484,147
Housing Rentals	34,511,000	0	0	0	34,511,000
Sub-Total	\$34,511,000	\$4,673,187	\$4,810,960	\$0	\$43,995,147
Housing Cancellation Fee	\$40,000	\$0	\$0	\$0	\$40,000
Miscellaneous Revenue	0	0	4,000	0	4,000
Merchant Commission	100,000	0	0	0	100,000
Other Income	1,843,600	500	0	0	1,844,100
Rental Income	0	10,000	2,000	725,000	737,000
ID Card	0	104,000	0	0	104,000
Memberships	0	0	130,000	0	130,000
Guest Fees	0	0	25,000	0	25,000
Equipment Rentals	0	0	8,000	0	8,000
Court Rentals	0	0	2,000	0	2,000
Intramural Fees	0	0	15,000	0	15,000
Instructional Fees	0	0	140,000	0	140,000
Summer Camps	0	0	193,000	0	193,000
Repair Income	80,000	0	0	0	80,000
Forfeited Security Deposit	15,000	0	0	0	15,000
Sub-Total Other Revenue	\$2,078,600	\$114,500	\$519,000	\$725,000	\$3,437,100
Total Revenue	\$36,589,600	\$4,787,687	\$5,329,960	\$725,000	\$47,432,247

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Auxiliary Services Summary Schedule					
Projected Budget FY 2018					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
Salary Full Time	\$3,719,238	\$793,264	\$812,605	\$215,838	\$5,540,945
Salary Part Time	210,248	6,000	30,000	20,000	266,248
Salary Voucher	0	0	60,000	6,000	66,000
Student Salary	270,821	190,000	585,000	0	1,045,821
Res Dir/Graduate Assistants	385,125	34,000	55,000	0	474,125
Overtime	250,000	38,000	2,500	0	290,500
Salary Adjustments	165,000	42,000	42,000	40,000	289,000
Clothing Allowance	36,000	5,000	1,500	0	42,500
Sub-Total Salary	5,036,431	1,108,264	1,588,605	281,838	8,015,139
Fringe Benefits Pool	1,970,107	415,849	429,339	114,117	2,929,412
Total Salary & Fringes	\$7,006,538	\$1,524,113	\$2,017,945	\$395,955	\$10,944,551
Supplies	\$250,500	\$110,000	\$140,000	\$3,000	\$503,500
Printing	30,000	18,000	37,000	500	85,500
Equipment Under \$5000	277,700	160,000	128,000	1,500	567,200
Purchase Card Clearing	5,000	5,000	17,000	0	27,000
Catering & Official Reception	200,000	22,000	42,000	170,000	434,000
Credit Card Charges	20,000	5,000	10,000	0	35,000
Professional Services	10,000	45,000	20,000	4,000	79,000
Licenses/Registration Fees	10,000	10,000	25,000	0	45,000
Staff Training & Development	30,000	5,000	1,000	0	36,000
Travel	30,000	26,000	35,000	3,000	94,000
Telephone	106,000	8,000	8,000	2,000	124,000
Cable Television	240,075	0	0	0	240,075
Moving Relocation	0	0	0	0	0
Postage	3,500	500	1,500	150	5,650
Insurance	132,464	19,000	18,000	0	169,464
Contracted Service	700,000	275,000	115,000	35,000	1,125,000
Advertising	500		500	0	1,000
Subscriptions/Memberships	8,000	4,000	7,500	1,500	21,000
Other Services	2,500	2,000	90,154	0	94,654
Repairs	500,000	160,000	154,000	0	814,000
Rental Expense	(177,276)	2,500	383,100	20,000	228,324
Lease Expense		0	246,078	0	246,078
Res Life Programming	464,848	0	0	0	464,848
Reserve Allocation	210,000	0	0	0	210,000
Transfer	966,646	9,500	6,000	0	982,146

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Auxiliary Services Summary Schedule					
Projected Budget FY 2018					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Real Estate Taxes	0	0	0	0	0
Workmen's Compensation	5,000	60,000	0	0	65,000
Equipment & Software Over \$5000	9,000	0	100,000	0	109,000
Capital Project Maintenance	0	0	0	0	0
Cost Sharing	160,000	26,400	205,000	18,000	409,400
Sub-Total Non-Salary Oper	<u>\$4,194,456</u>	<u>\$972,900</u>	<u>\$1,789,832</u>	<u>\$258,650</u>	<u>\$7,215,838</u>
Electric	\$1,195,400	\$156,300	\$185,100	\$0	\$1,536,800
Natural Gas	414,600	207,500	121,500	0	743,600
Fuel Oil	6,800	3,200	2,000	0	12,000
Water/Sewer	966,700	89,000	40,400	0	1,096,100
Sub-Total Utilities	<u>\$2,583,500</u>	<u>\$456,000</u>	<u>\$349,000</u>	<u>\$0</u>	<u>\$3,388,500</u>
Graduate Coordinator Waiver	\$0	\$62,000	\$87,550	\$0	\$149,550
Tuition & Fee Expense	373,126	0	0	0	373,126
Housing Waivers	1,705,408	0	900	0	1,706,308
Board Waivers	707,540	0	0	0	707,540
Sub-Total Waivers	<u>\$2,786,074</u>	<u>\$62,000</u>	<u>\$88,450</u>	<u>\$0</u>	<u>\$2,936,524</u>
Rental Expenses - Rowan Blvd.	\$11,335,750	\$0	\$0	\$0	\$11,335,750
Revenue Distributions to University	3,700,000	200,000	500,000	100,000	4,500,000
Debt Service	2,803,179	570,802	722,840	0	4,096,821
Capital	1,610,000	600,000	150,000	0	2,360,000
Total Non Salary	<u>\$29,012,959</u>	<u>\$2,861,702</u>	<u>\$3,600,122</u>	<u>\$358,650</u>	<u>\$35,833,433</u>
Total Expenditures	<u>\$36,019,497</u>	<u>\$4,385,815</u>	<u>\$5,618,067</u>	<u>\$754,605</u>	<u>\$46,777,984</u>
Excess/(Deficit)	<u>\$570,103</u>	<u>\$401,872</u>	<u>(\$288,107)</u>	<u>(\$29,605)</u>	<u>\$654,263</u>
<u>New Salary Request</u>		<u>Dollars</u>	<u>Head Count</u>		
Systems & Logistics Coordinator		\$52,814	1		
Recovery Housing - Post Doc Intern		36,350	1		
Program Assistant		45,000	1		
Student Salary		125,000	0		
Total		<u>\$259,164</u>	<u>3</u>		

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Budget Analysis - Auxiliary Services	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Revenues							
Student Fees	\$6,014,246	\$6,301,604	\$6,440,225	\$7,208,465	\$8,065,389	\$8,800,958	\$9,484,147
Housing Rentals	29,364,821	29,459,206	30,613,443	33,886,699	35,309,748	33,100,618	34,511,000
Sub-Total	\$35,379,068	\$35,760,810	\$37,053,669	\$41,095,164	\$43,375,137	\$41,901,576	\$43,995,147
Fines	\$0	\$0	\$100	\$0	\$0	\$0	\$0
Housing Cancellation Fee	15,300	22,575	41,525	29,825	22,625	20,000	40,000
Miscellaneous Revenue	7,448	8,523	4,342	6,960	4,294	54,000	4,000
Merchant Commission	62,665	82,101	105,900	83,873	93,759	90,000	100,000
Other Income	109,763	57,607	50,218	25,575	20,393	3,097,665	1,844,100
Rental Income	738,821	737,611	729,902	777,623	771,824	739,000	737,000
Conference and Event Services	0	7,090	0	0	0	0	0
ID Card	74,205	106,065	52,346	101,225	103,890	85,000	104,000
Memberships	184,818	183,275	172,484	153,595	137,705	155,000	130,000
Guest Fees	14,510	17,759	19,928	26,553	20,583	20,000	25,000
Equipment Rentals	15,130	9,881	8,901	8,060	5,944	9,000	8,000
Court Rentals	1,155	1,266	1,019	178	2,346	1,000	2,000
Intramural Fees	13,726	14,996	16,233	15,071	13,103	15,000	15,000
Instructional Fees	114,949	116,037	115,303	156,294	147,133	115,000	140,000
Summer Camps	310,839	126,876	279,048	285,317	197,736	215,000	193,000
Repair Income	116,589	54,419	69,943	88,695	92,737	80,000	80,000
Forfeited Security Deposit	0	0	0	8,125	22,200	10,000	15,000
Sub-Total Other Revenue	\$1,779,918	\$1,546,079	\$1,667,192	\$1,766,968	\$1,656,272	\$4,705,665	\$3,437,100
Total Revenue	\$37,158,985	\$37,306,889	\$38,720,861	\$42,862,132	\$45,031,409	\$46,607,241	\$47,432,247

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Budget Analysis - Auxiliary Services	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Expenditures							
Salary Full Time	\$4,146,380	\$4,171,416	\$4,256,542	\$4,384,269	\$4,569,881	\$5,280,675	\$5,540,945
Salary Part Time	182,905	246,144	239,178	192,633	175,360	244,000	266,248
Salary Voucher	15,267	9,101	31,273	99,111	92,665	86,000	66,000
Student Salary	607,732	651,863	733,804	782,826	825,766	920,000	1,045,821
Graduate Assistants	226,145	255,502	331,821	362,456	400,499	466,725	474,125
Overtime	274,336	198,935	275,562	184,284	191,985	284,500	290,500
Salary Adjustments	152,226	144,665	220,537	253,569	455,144	255,000	289,000
Clothing Allowance	21,450	27,500	25,025	26,125	0	36,500	42,500
Sub-Total Salary	5,626,441	5,705,126	6,113,742	6,285,273	6,711,300	7,573,400	8,015,139
Fringe Benefits Pool	1,609,296	1,926,476	2,208,341	1,798,699	2,103,062	2,436,552	2,929,412
Total Salary & Fringes	\$7,235,737	\$7,631,602	\$8,322,084	\$8,083,971	\$8,814,362	\$10,009,952	\$10,944,551
Supplies	\$270,699	\$272,237	\$316,008	\$441,171	\$478,988	\$448,000	\$503,500
Printing	44,878	48,909	48,519	55,531	63,579	79,500	85,500
Educational Supplies	0	464	0	0	0	0	0
Equipment Under \$5000	240,773	316,989	788,344	542,092	1,102,363	1,139,962	567,200
Purchase Card Clearing	35,222	24,236	22,908	23,150	23,551	29,000	27,000
Catering & Official Reception	333,492	311,961	303,144	318,001	432,764	418,000	434,000
Credit Card Charges	271,127	245,145	221,895	242,239	24,744	35,000	35,000
Professional Services	59,856	52,543	71,512	37,791	61,605	94,000	79,000
Licenses/Registration Fees	33,244	45,725	50,344	64,422	20,950	55,000	45,000
Staff Training & Development	9,334	13,988	19,987	22,594	32,593	31,000	36,000
Travel	37,286	47,898	50,447	68,618	55,138	96,000	94,000
Telephone	98,315	101,244	110,437	117,548	117,521	123,000	124,000
Cable Television	183,197	177,542	193,454	125,360	125,430	250,000	240,075
Moving Relocation	0	0	0	0	0	0	0
Postage	6,787	6,317	4,340	2,781	2,848	6,650	5,650
Insurance	113,435	166,759	150,424	133,152	198,921	162,234	169,464
Contracted Service	511,331	573,684	614,215	840,258	894,503	1,010,000	1,125,000
Advertising	6,349	784	8,832	8,261	1,036	1,500	1,000
Subscriptions/Memberships	7,501	6,446	12,768	14,993	14,030	18,500	21,000
Other Services	27,637	46,744	55,725	43,726	52,321	62,000	94,654
Repairs	415,174	368,294	775,747	632,881	669,214	1,120,000	814,000
Rental Expense	24,175	708,819	969,563	(109,094)	(121,580)	(115,123)	228,324
Lease Expense	0	0	0	0	0	0	246,078
Res Life Programming	265,829	319,662	232,254	357,097	368,981	401,911	464,848

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Budget Analysis - Auxiliary Services	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Reserve Allocation	0	0	0	0	0	382,569	210,000
Other Expenses	0	0	0	0	313,263	0	0
Transfer	47,000	47,000	47,000	47,000	120,753	751,855	982,146
Transfer from Rowan Foundation	0	(135)	0	0	0	0	0
Real Estate Taxes	0	0	0	0	0	0	0
Workmen's Compensation	96,169	191,811	74,033	2,372	116,704	80,000	65,000
Equipment & Software Over \$5000	124,935	142,628	144,811	547,036	41,779	1,210,000	109,000
Cost Sharing	(255,436)	(13,374)	135,741	146,526	269,833	341,340	409,400
Sub-Total Non-Salary Oper	\$3,008,309	\$4,224,319	\$5,422,454	\$4,725,506	\$5,481,832	\$8,231,898	\$7,215,838
Electric	\$1,633,534	\$2,022,224	\$2,102,330	\$1,310,021	\$1,400,887	\$1,375,875	\$1,536,800
Natural Gas	314,947	283,071	305,618	781,960	794,386	821,280	743,600
Fuel Oil	5,859	11,819	28,677	31,174	2,603	32,800	12,000
Water/Sewer	1,005,767	1,260,508	1,226,822	1,187,432	1,011,591	1,246,910	1,096,100
Sub-Total Utilities	\$2,960,107	\$3,577,623	\$3,663,447	\$3,310,587	\$3,209,467	\$3,476,865	\$3,388,500
Graduate Coordinator Waiver	\$80,868	\$69,804	\$79,466	\$95,605	\$99,066	\$144,000	\$149,550
Tuition & Fee Expense	158,486	174,876	241,264	235,978	337,520	343,224	373,126
Housing Waivers	1,004,370	1,026,893	1,106,007	1,187,693	1,302,413	1,485,541	1,706,308
Board Waivers	393,846	404,277	413,080	484,832	495,290	692,160	707,540
Sub-Total Waivers	\$1,637,570	\$1,675,850	\$1,839,818	\$2,004,108	\$2,234,289	\$2,664,925	\$2,936,524
Rental Expense - Rowan Blvd.	\$9,911,137	\$8,879,801	\$8,906,912	\$10,281,909	\$10,511,050	\$11,041,501	\$11,335,750
Revenue Distributions to University	3,100,000	2,000,000	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Debt Service	4,623,633	4,619,109	4,514,813	4,615,436	4,615,436	4,314,097	4,096,821
Capital - Interest Funded	0	0	0	0	0	0	0
Capital	2,250,000	2,289,000	810,450	556,000	1,595,842	640,000	2,360,000
Total Non Salary	\$27,490,756	\$27,265,703	\$29,657,893	\$29,993,547	\$32,147,916	\$34,869,286	\$35,833,433
Total Expenditures	\$34,726,493	\$34,897,305	\$37,979,977	\$38,077,518	\$40,962,278	\$44,879,238	\$46,777,984
Excess/(Deficit)	\$2,432,492	\$2,409,584	\$740,884	\$4,784,614	\$4,069,131	\$1,728,003	\$654,263

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Division of Global Learning & Partnerships			
Projected Budget FY 2018			
	Traditional Program	Extension	Total
Revenues			
Tuition	\$11,493,637	\$20,584,755	\$32,078,392
Student Fees	2,549,326	64,210	2,613,536
Scholarships/Waivers	(1,461,765)	(600,000)	(2,061,765)
Sub-Total Net Tuition & Fees	12,581,198	20,048,965	32,630,163
Other Revenue	0	40,000	40,000
Total Revenue	\$12,581,198	\$20,088,965	\$32,670,163
Expenditures			
Full Time Salary	\$0	\$4,009,568	\$4,009,568
Part Time Salary	0	180,227	180,227
Adjunct/Overload	0	1,100,000	1,100,000
Salary Voucher	1,250,000	1,600,000	2,850,000
Student Salary	0	30,000	30,000
Salary Adjustments	3,612,970	(1,647,082)	1,965,888
Clothing Allowance	0	0	0
Total Salary	4,862,970	5,272,714	10,135,683
Fringe Benefits	95,625	2,303,308	2,398,933
Total Salary & Fringes	\$4,958,595	\$7,576,021	\$12,534,616
Supplies	\$5,000	\$8,000	\$13,000
Printing	3,000	10,000	13,000
Equipment Under \$5,000	5,000	5,000	10,000
Purchase Card Clearing	3,500	3,500	7,000
Electric	107,500	107,500	215,000
Natural Gas	14,000	14,000	28,000
Catering & Official Reception	1,000	7,500	8,500
Credit Card Charges	0	7,000	7,000
Professional Services	5,000	0	5,000
Licenses/Registration Fees	0	217,800	217,800
Staff Training & Development	500	3,000	3,500
Mileage Reimbursement	1,500	1,500	3,000
Travel	2,000	8,000	10,000
Telephone	4,000	8,000	12,000
Postage	2,000	18,000	20,000
Insurance	0	2,191	2,191
Contracted Services	50,000	890,000	940,000

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Division of Global Learning & Partnerships Projected Budget FY 2018			
	Traditional Program	Extension	Total
Advertising	300,000	700,000	1,000,000
Subscriptions/Memberships	45,610	45,610	91,220
Other Services	0	36,660	36,660
Rental Expense	170,000	170,000	340,000
Equipment Over \$5,000	5,000	18,000	23,000
Capital Project Maintenance	0	173,930	173,930
Cost Sharing	0	10,000	10,000
Sub-Total Non-Salary Operating	\$724,610	\$2,465,191	\$3,189,801
Rent - Rowan Boulevard	\$0	\$1,792,785	\$1,792,785
Revenue Distributions to Reg University	4,732,479	6,411,300	11,143,779
RG UG Online Course Fee from Reg. Univ.	0	(645,000)	(645,000)
Revenue Centers Distrib. to Acad. Affairs	1,636,000	2,398,000	4,034,000
Total Non Salary	\$7,093,089	\$12,422,276	\$19,515,365
Total Expenditures	\$12,051,684	\$19,998,297	\$32,049,981
Excess/(Deficit)	\$529,514	\$90,668	\$620,182
<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>	
Design & System Adm (MEM) PPS2/4	\$65,000	1	
Program Coord PD- Nursing PSS3/5	66,400	1	
Instructional Design Assistant/PSS2 R24/2	60,000	1	
Part Time Additional	42,793	0	
Total	\$234,193	3	

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Budget Analysis Division of Global Learning & Partnerships	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Revenues							
Tuition	\$20,075,690	\$20,154,368	\$21,987,142	\$25,005,854	\$27,885,738	\$31,607,406	\$32,078,392
Student Fees	2,065,912	1,951,999	2,185,240	2,131,870	2,110,533	2,511,710	2,613,536
Scholarships/Waivers	(942,599)	(775,780)	(1,349,421)	(1,525,765)	(1,963,621)	(2,061,765)	(2,061,765)
Sub-Total Net Tuition & Fees	\$21,199,003	\$21,330,587	\$22,822,961	\$25,611,959	\$28,032,650	\$32,057,351	\$32,630,163
Other Revenue	50,331	34,729	26,727	141,458	153,197	40,000	40,000
Total Revenue (Note 1)	\$21,249,334	\$21,365,317	\$22,849,688	\$25,753,417	\$28,185,847	\$32,097,351	\$32,670,163
Expenditures							
Salary Full Time	\$2,111,061	\$2,392,919	\$2,473,633	\$2,384,696	\$2,777,322	\$3,667,095	\$4,009,568
Salary Part Time	144,087	54,183	113,286	217,163	225,485	123,030	180,227
Adjunct/Overload	495,093	654,275	779,374	971,688	1,139,318	950,000	1,100,000
Salary Voucher	2,025,996	2,130,140	2,467,662	2,818,662	2,724,022	2,975,000	2,850,000
Student Salary	11,376	32,313	35,293	60,425	30,109	57,000	30,000
Graduate Assistants	0	5,760	4,250	3,000	6,000	0	0
Salary Adjustment	1,917,300	1,540,682	1,940,833	1,513,747	1,881,599	1,967,501	1,965,888
Clothing Allowance	0	0	0	0	0	0	0
Sub-Total Salary	6,704,912	6,810,271	7,814,330	7,969,381	8,783,855	9,739,626	10,135,683
Fringe Benefits Pool	1,056,370	1,301,562	1,541,900	1,266,578	1,559,522	1,969,035	2,398,933
Total Salary & Fringes	\$7,761,283	\$8,111,834	\$9,356,231	\$9,235,958	\$10,343,377	\$11,708,661	\$12,534,616
Supplies	\$22,154	\$12,529	\$15,837	\$15,536	\$15,700	\$13,000	\$13,000
Printing	17,305	15,868	17,267	23,692	24,559	18,000	13,000
Educational Supplies	0	0	0	0	0	0	0
Equipment Under \$5,000	19,772	17,810	14,294	24,584	29,050	11,000	10,000
Purchase Card Clearing	5,032	2,678	4,667	10,120	14,919	8,000	7,000
Electric	0	0	78,259	108,615	262,117	216,000	215,000
Natural Gas	0	0	0	14,784	2,870	25,000	28,000
Catering & Official Reception	7,850	23,693	11,335	7,935	12,645	8,500	8,500
Credit Card Charges	164,351	181,834	173,854	190,093	13,034	12,000	7,000
Professional Services	4,440	4,535	29,948	6,850	2,500	5,000	5,000
Licenses/Registration Fees	0	576	40	962	28,990	92,500	217,800
Staff Training & Development	979	4,033	7	0	320	3,500	3,500
Honorarium/Stipends	0	0	0	0	0	0	0
Mileage Reimbursement	0	0	12,173	495	2,336	3,000	3,000
Travel	26,448	25,093	10,321	10,630	11,447	11,500	10,000
Telephone	18,024	14,003	11,015	10,408	13,002	11,900	12,000

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Budget Analysis						Base	Request
Division of Global Learning & Partnerships	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Budget 2017	2018
Postage	26,853	40,279	16,943	22,605	19,065	25,000	20,000
Insurance	0	0	0	2,241	2,836	2,275	2,191
Contracted Services	265,106	266,819	336,780	634,124	661,088	955,000	940,000
Advertising	619,884	712,582	682,948	437,726	629,358	1,000,000	1,000,000
Subscriptions/Memberships	32,349	54,097	49,512	49,765	42,726	60,000	91,220
Other Services	21,735	1,556	0	3,954	18,330	7,500	36,660
Repairs	(11,285)	0	0	0	0	0	0
Rental Expense	456,580	131,212	286,194	337,113	416,513	371,784	340,000
Reserve Allocation	0	0	0	0	0	0	0
Transfer	0	23,993	0	0	25,300	0	0
Transfer from Rowan Foundation	0	(250)	0	(348)	(1,537)	0	0
Workmen's Compensation	0	0	3,074	208	0	0	0
Equipment Over \$5,000	0	0	0	6,366	10,891	25,000	23,000
Capital Maintenance Project	0	0	0	0	173,930	173,930	173,930
Cost Sharing	300	24,900	25,096	64,616	4,750	10,000	10,000
Sub-Total - Non-Salary Operating	\$1,697,878	\$1,557,839	\$1,779,564	\$1,983,072	\$2,436,738	\$3,069,389	\$3,189,801
Rent - New Building	\$0	\$0	\$1,471,054	\$1,792,785	\$1,792,785	\$1,792,785	\$1,792,785
Rev Dist to Reg University	8,430,212	8,496,897	7,498,240	8,501,385	11,897,604	10,914,655	11,143,779
RG UG Online Course Fee from Reg. Univ.	0	0	0	0	0	(500,000)	(645,000)
Rev Ctrs Dist Acad Affairs	2,929,259	3,126,924	2,989,005	3,222,605	1,233,572	4,205,125	4,034,000
Total Non-Salary	\$13,057,349	\$13,181,660	\$13,737,863	\$15,499,847	\$17,360,699	\$19,481,954	\$19,515,365
Total Expenditures	\$20,818,632	\$21,293,494	\$23,094,093	\$24,735,805	\$27,704,076	\$31,190,615	\$32,049,981
Excess/(Deficit)	\$430,702	\$71,823	(\$244,406)	\$1,017,612	\$481,771	\$906,736	\$620,182

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Cooper Medical School of Rowan University Projected Budget FY 2018	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Revenues							
State Appropriation	\$18,407,000	\$24,097,000	\$27,847,000	\$27,847,000	\$26,778,000	\$27,847,000	\$17,428,000
State Paid Fringe Benefits	0	0	0	3,740,574	4,305,770	5,000,000	5,487,000
Sub-Total State Support	18,407,000	24,097,000	27,847,000	31,587,574	31,083,770	32,847,000	22,915,000
Tuition	0	1,940,300	4,322,300	7,046,488	10,378,701	13,277,124	14,979,311
Fees	72,800	262,873	468,966	590,877	817,016	889,127	1,018,260
Sub-Total Net Tuition & Fees	72,800	2,203,173	4,791,266	7,637,365	11,195,717	14,166,251	15,997,571
Miscellaneous Revenue	6,000,000	6,000,000	2,000,000	31,697	234,681	450,433	357,545
Other Revenue - Cooper Library Support	0	419,915	456,218	408,982	429,879	245,000	490,476
Revenue Centers Distributions	0	0	0	0	0	120,000	120,000
<i>Funding from Reserves</i>	0	0	0	0	0	2,501,433	0
Total Revenue	\$24,479,800	\$32,720,088	\$35,094,484	\$39,665,618	\$42,944,047	\$50,330,117	\$39,880,592
Expenditures							
Salary Full Time	\$3,072,165	\$6,268,713	\$8,144,449	\$9,230,150	\$9,696,652	\$11,557,698	\$10,969,504
Salary Part Time	0	157,008	222,891	245,184	310,276	321,820	373,000
Adjunct/Overload	0	0	0	0	0	61,000	46,000
Salary Voucher	195	24,935	33,915	4,450	10,450	0	0
Student Salary	1,318	17,691	203,958	219,355	172,586	172,000	84,500
Overtime	0	117,978	167,294	191,488	259,723	120,000	120,000
Salary Adjustment	58,460	95,276	(99,452)	(19,360)	85,628	0	0
Clothing Allowance	0	3,025	11,000	12,100	0	14,000	14,000
Sub-Total Salary	3,132,137	6,684,626	8,684,054	9,883,367	10,535,315	12,246,518	11,607,004
Fringe Benefits	262,329	258,038	0	3,740,574	4,305,770	5,367,656	5,743,410
Total Salary & Fringes	\$3,394,466	\$6,942,663	\$8,684,054	\$13,623,941	\$14,841,085	\$17,614,174	\$17,350,414
Supplies	\$44,724	\$250,687	\$183,455	\$316,073	\$422,804	\$530,839	\$684,119
Printing	31,739	27,903	49,943	54,761	39,712	81,700	63,730
Educational Supplies	434	210,197	192,040	132,129	118,123	173,000	201,300
Equipment Under \$5,000	56,227	59,376	166,302	147,380	322,478	271,225	353,072
Purchase Card Clearing	15,413	48,086	47,016	40,762	48,726	0	12,000
Gasoline	0	0	0	1,806	2,994	3,000	3,000
Catering & Official Reception	32,417	97,710	136,382	121,597	228,753	326,710	282,312
Professional Services	874,610	680,152	712,041	381,316	89,080	68,000	60,500
Licenses/Registration Fees	76,131	747,606	733,961	965,435	1,126,896	35,500	1,237,801

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Cooper Medical School of Rowan University Projected Budget FY 2018	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Staff Training & Development	28,248	47,086	50,494	35,761	43,037	97,000	81,500
Honorariums/Stipends	30,066	51,706	28,117	98,723	109,380	124,900	192,588
Mileage Reimbursement	0	0	0	0	0	0	2,500
Travel	41,276	78,874	70,676	169,344	105,047	216,900	170,525
Travel - Student	0	0	0	0	4,257	16,800	5,000
Telephone	30,816	87,415	86,885	68,363	67,256	73,420	59,480
Moving Relocation	7,481	4,820	27,778	0	2,500	13,000	15,000
Postage	2,316	2,557	3,484	8,342	12,774	15,030	9,230
Insurance	0	79,445	69,850	91,804	97,659	106,947	106,080
Contracted Services	35,895	829,039	1,286,417	2,032,574	2,175,787	2,814,674	2,685,952
Advertising	28,737	2,678	2,574	5,084	9,341	14,500	22,000
Subscriptions/Memberships	3,472	279,346	188,266	191,038	211,115	86,650	260,675
Other Services	(12)	983	25,649	51,482	110,701	76,200	91,900
Sponsorships	0	0	0	0	0	0	7,000
Repairs	0	4,377	14,776	14,635	26,485	25,000	30,000
Rent Expense	153,137	14,658	627	6,264	31,825	185	445,273
Lease Expense	0	195,914	0	(242,900)	51,111	58,200	69,500
Other Expense	1,103	0	0	0	87,987	75,200	6,500
Transfer to Capital	0	0	0	0	0	0	0
Transfer from Rowan Foundation	0	(2,920)	0	(975)	(70,183)	0	0
Workmen's Compensation	0	0	12,707	15,747	8,003	0	500
Real Estate Taxes (PILOT)	0	90,000	180,000	180,395	180,000	180,000	180,000
Tuition & Fee Expense	0	0	0	900	1,350	0	1,500
Equipment Over \$5,000	35,300	115,440	232,916	241,268	106,138	1,727,000	450,174
Capital Project Maintenance	0	0	40,000	0	0	0	0
Trustee Fees	15,402	5,500	10,500	11,500	5,500	16,000	16,000
Cost Sharing	0	0	300	1,300	150	0	0
Reserve	0	0	0	0	0	150,000	69,720
Total Non-Salary - Operating	\$1,544,932	\$4,008,637	\$4,553,155	\$5,141,908	\$5,776,786	\$7,377,580	\$7,876,430

Fiscal Year 2018
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Cooper Medical School of Rowan University Projected Budget FY 2018	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Base Budget 2017	Request 2018
Electric	\$0	\$600,016	\$723,502	\$648,539	\$565,507	\$750,750	\$596,000
Natural Gas	0	288,214	314,121	260,997	168,969	315,000	212,000
Water/Sewer	0	75,988	95,712	59,451	63,950	105,000	91,000
Total Utilities	\$0	\$964,218	\$1,133,334	\$968,986	\$798,426	\$1,170,750	\$899,000
Cooper Hospital Support	10,550,564	16,192,427	10,528,696	16,250,450	16,281,495	16,297,000	5,878,000
Debt Service	7,697,641	7,801,159	7,869,363	7,879,369	7,873,930	7,870,613	7,873,650
Total Expenditures	\$23,187,603	\$35,909,104	\$32,768,602	\$43,864,654	\$45,571,722	\$50,330,117	\$39,877,494
Excess/(Deficit)	\$1,292,197	(\$3,189,016)	\$2,325,881	(\$4,199,036)	(\$2,627,675)	\$0	\$3,098

<u>New Salary Request</u>	<u>Department Name</u>	<u>Dollars</u>	<u>Head Count</u>
Director, Humanism	Dean's Office	\$100,000	0
Program Assistant (Pss2)	Operations	60,000	1
Clerk Typist	Academic Affairs	30,000	1
Lab Manager	Medical Research	60,000	1
Sr. Associate Dean	Medical Research	288,000	1
Simulation Technician (Part time)	Simulation	25,000	0
Total		\$563,000	4

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RowanSOM Consolidated Budget Analysis				
Projected Budget FY 2018				
	Academic	Faculty Practice	Special Programs	Total
Revenues				
General State Appropriations	\$29,323,000	\$0	\$0	\$29,323,000
State Paid Fringe Benefits	23,109,000	0	0	23,109,000
Tuition	32,778,398	0	0	32,778,398
Student Fees	1,780,537	0	73,592	1,854,129
Rental Income	60,000	0	0	60,000
Other Revenue	423,592	0	1,494,500	1,918,092
Waivers / Scholarships	(677,943)	0	0	(677,943)
Commissions	0	0	0	0
Revenue Centers Distributions	0	0	0	0
Revenue Distribution - Auxiliary	0	0	0	0
Foundation	0	0	0	0
Interest Earnings - Unrestricted	0	0	0	0
Affiliate Revenue	2,609,000	0	500,000	3,109,000
Faculty Practice Plan Revenue	0	33,434,186	0	33,434,186
Housestaff Billings	21,435,910	0	602,000	22,037,910
Total	\$110,841,494	\$33,434,186	\$2,670,092	\$146,945,772
Expenditures				
Salary	\$52,215,399	\$20,964,673	\$775,300	\$73,955,372
Fringe Benefits	29,054,834	5,240,000	218,500	34,513,334
Non-salary - Operating	14,768,891	3,606,597	1,240,286	19,615,774
Utilities	2,000,000	516,850	0	2,516,850
Malpractice	2,269,000	981,000	0	3,250,000
Rental Expense - Rowan Boulevard	0	0	0	0
College of Health Sciences Support	0	0	0	0
Cooper Hospital Support	0	0	0	0
Revenue Distributions to Reg Univ.	4,200,000	0	0	4,200,000
Interfund Expense Support	0	0	0	0
Debt Service	3,913,630	1,037,778	0	4,951,408
Capital Projects	3,300,000	0	0	3,300,000
Total	\$111,721,754	\$32,346,898	\$2,234,086	\$146,302,738
Net	(\$80,260)	\$1,087,288	\$436,006	\$643,034

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Expense Analysis by Department - RowanSOM
Projected Budget FY 2018

<u>Division - Academic</u>	FY 2017 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2018 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Clinical	\$10,044,939	\$443,382	\$0	\$24,631	\$10,817,120	\$468,013
Research	5,156,980	735,195	0	46,551	5,717,776	781,746
GSBS	1,453,470	613,745	0	148,439	1,399,281	762,184
Office of the Dean	1,700,307	266,519	0	2,081	1,700,589	268,600
Finance	571,223	34,200	0	(12,700)	416,812	21,500
Finance Decision Support	334,955	5,900	0	4,100	185,147	10,000
FPP Administration	126,711	0	0	0	95,034	0
Academic Affairs	4,233,862	1,752,757	279,000	267,535	4,939,129	2,020,292
GME	295,935	78,920	0	8,000	370,404	86,920
End User Support and ASET	1,570,482	266,261	0	(11,400)	1,623,013	254,861
Marketing	236,331	250,089	0	0	336,143	250,089
Institutional Support	1,651,126	5,425,830	395,000	(1,440,279)	3,240,226	3,985,551
Housestaff Salaries	13,607,682	0	0	0	13,291,360	0
Central Support	10,013,290	5,056,377	0	802,758	8,083,366	5,859,135
Sub-Total Operating	50,997,293	14,929,175	674,000	(160,284)	52,215,399	14,768,891
Fringe Benefits	17,564,000	0	0	0	23,903,643	0
Fringe Benefits - Housestaff Billings	4,790,000	0	0	0	5,151,191	0
Sub-Total Fringe Benefits	22,354,000	0	0	0	29,054,834	0
Utilities	0	2,000,000	0	0	0	2,000,000
Malpractice	0	2,149,000	0	120,000	0	2,269,000
Distribution to University	0	1,000,000	0	3,200,000	0	4,200,000
Debt Service	0	3,905,490	0	8,140	0	3,913,630
Capital Projects	0	3,350,000	0	(50,000)	0	3,300,000
Total Salary/Non-Salary	\$73,351,293	\$27,333,665	\$674,000	\$3,117,856	\$81,270,233	\$30,451,521
Total RowanSOM Academic Expenditures		<u>\$100,684,958</u>				<u>\$111,721,754</u>

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Expense Analysis by Department - RowanSOM						
Projected Budget FY 2018						
<u>Division - Academic</u>	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Cell Biology-2 Asst Prof (Chair Recruit. Package)	\$270,000	2
Molecular Biology-1 Asst Prof (Research Expansion)	125,000	1
AA Development Coordinator trainer	47,000	1
AA Technical Services Coordinator	47,000	1
AA Admin Coordinator I Clinical education	48,000	1
AA Program Assistant	47,000	1
AA Assessment Staff Assistant	45,000	1
AA PBL Staff Assistant	45,000	1
Total	\$674,000	9

(Note 1)

FY 18 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - RowanSOM						
Projected Budget FY 2018						
Division - Faculty Practice Plan	FY 2017 Base Budget		New Salary	Non-Salary	FY 2018 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	

Clinical:

Family Medicine	\$4,182,637	\$1,469,564	\$0	\$25,954	\$4,190,497	\$1,495,518
NJISA	3,224,524	784,612	0	(16,104)	3,239,385	768,508
Internal Medicine	2,844,646	990,002	0	(75,169)	2,700,270	914,833
Neuromuscular Institute	938,615	525,267	0	1,416	989,871	526,683
OB/GYN	3,012,397	564,575	0	23,816	2,571,132	588,391
Pathology	1,369,063	182,922	0	36,020	1,432,102	218,943
Pediatrics	1,145,622	605,522	0	51,183	1,013,881	656,705
Psychiatry	7,192,931	755,397	0	(84,688)	5,383,239	670,709
House Calls	385,742	85,140	0	(4,073)	332,977	81,067
Surgery	0	0	0	0	0	0
Sub-Total FPP Clinical Operating	<u>\$24,296,176</u>	<u>\$5,963,002</u>	<u>\$0</u>	<u>(\$41,644)</u>	<u>\$21,853,353</u>	<u>\$5,921,357</u>

Non Clinical:

FPP Administration	\$684,666	\$286,950	\$0	\$0	\$729,053	\$286,950
Revenue Cycle	1,296,049	1,217,264	0	152,569	1,357,987	1,369,833
Institutional General	(714,592)	(897,288)	0	(1,053,940)	(1,068,489)	(1,951,228)
Debt Service		1,037,778	0	0		1,037,778
Managed Care	556,610	39,600	0	0	693,934	39,600
Patient Accounting	2,544,251	(556,394)	0	(5,671)	2,638,834	(562,065)
Sub-Total Non Clinical Operating	<u>\$4,366,985</u>	<u>\$1,127,909</u>	<u>\$0</u>	<u>(\$907,042)</u>	<u>\$4,351,320</u>	<u>\$220,868</u>

Sub-Total Operating	\$28,663,160	\$7,090,911	\$0	(\$948,686)	\$26,204,673	\$6,142,225
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Distribution from Academic Support	0	0		0	0	0
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Total Salary/Non-Salary	\$28,663,160	\$7,090,911	\$0	(\$948,686)	\$26,204,673	\$6,142,225
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Total Faculty Practice Plan	<u>\$ 35,754,071</u>				<u>\$ 32,346,898</u>	
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<u>New Salary Request</u>	<u>Dollars</u>	<u>Academic Component</u>	<u>Head Count</u>
None	\$ -	\$ -	0
Total	<u>\$ -</u>	<u>\$ -</u>	<u>0</u>

(Note 1)

FY 18 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 2018
CONSOLIDATED OPERATING BUDGET

Special Programs Summary Schedule - Glassboro Campus		
Projected Budget FY 2018		
	Base Budget 2017	Request 2018
<u>Revenues</u>		
Other Revenue		
Workshop Fees	\$450,000	\$500,000
Other Student Fees	1,500,000	3,000,000
Rowan Foundation	1,100,000	1,200,000
Other	1,450,000	900,000
Total Other Revenue	4,500,000	5,600,000
Revenue Center Distributions	4,085,125	3,914,000
Total Revenues	\$8,585,125	\$9,514,000
<u>Expenditures</u>		
Non-Salary Operating	\$4,450,000	\$5,500,000
Non-Salary/Academic Affairs Distributions	3,800,000	3,650,000
Total Expenditures	\$8,250,000	\$9,150,000
Net Operating	\$335,125	\$364,000