



FISCAL YEAR 2021
CONSOLIDATED OPERATING BUDGET

Ali A. Houshmand, President

Fiscal Year 2021

CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

From the desk of the CFO:

Rowan University Consolidated Operating Budget Proposal Fiscal Year 2021

Overview:

Presented here is the FY 2021 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 and Fitness Centers, the Student Center, and Camps and Conferences.

Rowan Global includes the Graduate School, Summer Session and the Continuing Education programs.

The Cooper Medical School of Rowan University Budget captures the operating activity of the University's medical School in Camden.

The Rowan School of Osteopathic Medicine Budget includes the operating activity for RowanSOM Medical School, Graduate School of Biomedical Sciences, Faculty Practice Plans (Rowan Medicine), 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 2021 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 for our students. To accomplish this, the process involved reviewing all proposed expenditures for appropriateness and need. Reductions and re-allocations were made between areas, and additions were made in targeted strategic areas as well as to cover additional COVID-19 related costs.

As in the past few years, the FY 2021 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 2021 Budget Proposal also adds positions and non-salary operating costs to support the expansion of the RowanSOM Academic and Rowan Medicine operations at the Rowan College of South Jersey (RCSJ) campus, Academic Affairs, and to support the fight against COVID-19.

With the Rowan Medicine practices at RCSJ slated to open in the second half of the fiscal year and the continued efforts to prepare the RowanSOM medical school to accept students at the new campus at RCSJ in FY 2023, the FY 2021 budget allocates \$2.5 million of expenses to this expansion, an increase of \$2.3 million over the FY 2020 budget.

An additional \$0.8 million for salary was allocated to the Academic Affairs Division to provide funding for nine Tenure Tract Professors.

The University is enhancing its cleaning process by bringing in outside contractors to do additional and enhanced cleaning during the week and on the weekend for its administrative, academic and housing facilities. The budgeted amount for this enhanced cleaning is \$1.4 million.

Tents are also being placed at several locations around campus to promote social distancing by providing additional outdoor space. The tents are budgeted at \$0.3 million. Testing for COVID-19 and other Wellness Center costs are budgeted at \$0.3 million. The University has also budgeted an additional \$4.2 million for supplies such as sanitizer, wipes, signage for social distancing and Plexiglas to increase social distancing as well as equipment or related projects that might be needed.

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The Research model at Rowan University has an enhanced emphasis on entrepreneurship and shared research initiatives across divisions. The FY 2021 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: Advanced Materials & Manufacturing Institute (AMMI); 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. As outlined in the Governors FY 2021 Revised Detailed Budget released in August 2020, the FY 2021 budget includes \$6.2 million in base appropriation cuts and another \$2.5 million in special appropriation cuts for a total of \$8.7 million in appropriation cuts compared to the FY 2020 approved appropriations.

The FY 2021 budget proposal addresses our affordability initiative by calling for a 10.00% cut in in-state undergraduate tuition and fees from a previously approved 2.25% increase in undergraduate tuition and fees resulting in a net decrease in undergraduate tuition and fees of 7.98%; while maintaining CMSRU, RowanSOM and the Graduate School of Biomedical Sciences (GSBS) tuition rates at FY 2020 levels.

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 have exceeded that target in FY 2018 and the FY 2021 tuition and fee revenue is based on 13,331 full-time undergraduates.

On a consolidated basis, Total Revenues for FY 2021 are budgeted at \$532.1 million and Total Expenses are anticipated to be \$536.0 million.

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

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2020</u>	<u>FY 2021</u>
In-State Tuition	\$10,076	\$10,303
Out of State Tuition	\$18,908	\$19,335
Fees	\$3,984	\$4,074
Discount		<\$1,438>
Net Tuition and Fees: In-State	\$14,060	\$12,939
Net Tuition and Fees: Out of State	\$22,892	\$21,971
<u>Full-Time CMSRU Tuition Rates</u>		
In-State Tuition	\$40,479	\$40,479
Out of State Tuition	\$64,240	\$64,240
<u>Full-Time Rowan SOM Tuition Rates</u>		
In-State Tuition	\$41,339	\$41,339
Out of State Tuition	\$66,324	\$66,324
<u>Full-Time GSBS Tuition Rates</u>		
In-State Tuition	\$8,202	\$8,202
Out of State Tuition	\$11,882	\$11,882

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Revenue Highlights

- General State appropriations are projected to be \$66.6 million, including the Regular University, CMSRU, and RowanSOM. This amount includes a \$31 thousand increase in the Regular University base appropriations for outcome-based appropriations. The Outcomes-Based Allocation for each school is based on a funding rationale that takes into consideration the total number of degrees awarded by the institution, the number of degrees awarded to individuals from underrepresented ethnic and racial minority groups, and the percentage of students at the institution who qualify for needs-based financial aid awards. The budget also assumes \$8.7 million of cuts in appropriations for FY 2021. These appropriations reflected in this budget also reflects the effects 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 FY 2021 net since its General State appropriations are projected to decrease \$3.9 million (\$0.3 million due to the first quarter appropriations cut and \$3.6 million due to MAPS) from \$18.4 million to \$14.5 million which is offset by its Cooper Hospital Support payment projected to decrease by \$3.6 million from \$6.9 million to \$3.3 million. RowanSOM's projected General State Appropriations are expected to decrease \$2.4 million with \$1.9 million due to the FY 2021 appropriation cuts and \$0.5 million due to MAPS with an offsetting increase to RowanSOM's Faculty Practice Plan Revenue of \$0.5 million.
- State Paid Fringe Benefits are estimated to be \$82.1 million in FY 2021. The State allotment of positions covered under the State Benefit program are assumed to be the same as FY 2020; 1,650 for the University and RowanSOM, and 105 for CMSRU, for a total of 1,755 state funded benefit lines.
- We are anticipating undergraduate enrollments to shrink slightly, because of the effects of COVID-19, to a total of 13,331 full-time students for FY 2021. The Cooper Medical School of Rowan University is projected to have a total of 431 students. RowanSOM is projecting enrollments of 817 medical students, in addition to 164 GSBS full and part-time students. Total gross tuition revenue is projected to be \$245.9 million in FY 2021. Tuition is budgeted as follows:

▪ Regular University (Undergraduate)	\$143.2 million
▪ Rowan Global (Includes Graduate and Summer)	\$46.0 million
▪ Cooper Medical School	\$20.0 million
▪ RowanSOM	\$37.3 million
- Total Student Fee revenue is projected to be \$60.9 million in FY 2021. Fee revenue is budgeted as follows:

▪ Regular University (Undergraduate)	\$45.8 million
▪ Auxiliary	\$9.9 million
▪ Rowan Global (Includes Graduate and Summer)	\$1.9 million
▪ Cooper Medical School	\$1.3 million
▪ RowanSOM	\$2.0 million
- For FY 2021, the University has discounted its undergraduate tuition and fees by 10% (\$17.9 million) and scholarships and waivers are projected to decrease on a consolidated basis from the FY 2020 year-end projection by \$2.2 million resulting in an overall increase of \$15.7 million in financial support to our students.
- Rental rates for student housing are budgeted to increase by 3.0%. Total rental income for Auxiliary Operations for FY 2021 is projected to be \$21.6 million. Rental Income has been significantly impacted by the drop off in housing demand. The budget reflects an anticipated 60.2% average occupancy rate for the 3,411 beds on the Rowan campus operated by the University. Triad was removed in the FY 2021 budget but will now be used to quarantine students living in University Housing that come down with COVID-19. When including 220 Rowan Boulevard (456 beds), Holly Pointe Commons (1,415 beds), A3 Housing at 230 Victoria Street and 223 West High Street (557 beds) and the

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A4 Housing (604 beds), the University will have a total of 6,443 beds for residential students in FY 2021; a decrease of 242 beds from FY 2020.

- Other revenue is comprised of Nexus housing placement fees, 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 2021 we project these items to total \$13.0 million. In FY 2021, we also budgeted an additional \$21.1 million of stimulus funding through the CARES Act that brings our total expected Other Revenue to \$34.1 million.
- Commission revenues net of expenses are anticipated to be \$1.6 million for FY 2021. The drop off is due to the decrease in students living on campus and the resulting decrease in student meal plans which a large portion of the commission revenue is attributed to.
- The Rowan Global Distribution model is based on a predetermined amount per student credit hour above a minimum threshold. The budgeted revenue distribution from Rowan Global operations is \$24.3 million for FY 2021. This estimate is based on anticipated enrollment growth of 6.6% over FY20 actuals. The Regular University is budgeted to receive \$17.0 million from Rowan Global and Academic Affairs is projected to receive \$7.3 million in Rowan Global distributions through the Special Programs accounts.
- Revenue distributions from RowanSOM are projected to be \$4.6 million in FY 2021.
- The Foundation allocation to the Regular University is projected to increase slightly to \$6.4 million in FY 2021. The Rowan Foundation allocation is calculated by multiplying the average market value of the Rowan endowment for the previous 12 quarters by 4.5%. RowanSOM is expected to receive distributions of \$0.6 million from the Foundation in FY 2021.
- Affiliate revenue reflects payments from Jefferson Health New Jersey and Inspira for faculty effort related to teaching residents in the GME program plus Chief of Service responsibilities for the hospital. For FY 2021, affiliate revenue is projected to total \$3.2 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 170,000 annually. In addition, significant contract payments for medical directorships and other contracted service agreements, such as behavioral health services, account for approximately eighteen percent (18%) of the revenues. For FY 2021, FPP revenues are projected at \$32.9 million budgeted as follows:
 - Fee for Service payments (CMS and third party payers) \$26.9 million
 - Contract payments \$6.0 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 2021, these billings are projected to total \$21.8 million.
- Investment Earnings-Unrestricted captures the interest and dividend income as well as realized gains and losses from the Universities Investment Portfolio. The FY 2021 budget was adjusted to \$2.6 million, a \$1.5 million decrease from the FY2020 budget because of lower interest rates.

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Expenditure Highlights

- On a consolidated basis, salaries are budgeted at \$251.6 million. Additional funding is included for the following: \$0.8 million in Regular University for nine new Tenure Tract Faculty, \$0.1 million in CMSRU for one new faculty position and \$2.2 million in RowanSOM for four new full-time administrative academic positions to support enrollment growth, three full time administrative academic positions for the Rowan Branch Campus at RCSJ, 28 new lines within the Faculty Practice Plan, an estimated \$5.9 million for negotiated salary increases as well as other contract specific payments and annualization of midyear hires are included on a consolidated basis. The budget also includes a reduction for vacancies and estimated salary savings of \$6.0 million for the Regular University, \$0.3 million for Auxiliary, \$0.2 million for Rowan Global \$0.8 million for CMSRU and \$4.3 million for RowanSOM for a total of \$11.6 million; an increase of \$5.7 million over the FY 2020 budget. The salaries line also includes \$4.5 million of savings due to furloughs from across the University.
- It is anticipated that Fringe Benefit Expenses will exceed the State Paid Fringe Benefits allocation due to the University exceeding its allotted state funded (fringe) position count of 1,755. The University as a whole will be responsible for a projected \$19.0 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 \$101.2 million. The University has increased Non Salary expenditures by \$9.6 million. This increase is a result of \$6.1 million related to COVID-19 costs to comply with social distancing guidelines, wellness related costs including testing, enhanced cleaning costs, tent rentals and additional PPE, \$1.3 million additional spending in Special Programs due primarily to the higher distributions from Rowan Global, \$2.7 million estimated payment to Nexus to meet the University's 95% occupancy guarantee, \$0.4 million additional costs for the expansion of RowanSOM at the RCSJ campus and \$0.3 million in additional insurance costs. All other non-salary expenses are expected to decrease by \$1.2 million as additional cuts were made to help offset some of the unfavorable effects that COVID-19 has had on this budget.
- Utility costs on a consolidated basis, are projected to be \$11.1 million; a decrease of \$0.5 million compared to the FY 2020 budget. The decrease is due to a combination of locking in lower natural gas prices and lower usage of utilities in general.
- 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 2021 rates, the amount is projected to be \$3.4 million.
- Malpractice expense for FY 2021 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 2021 are budgeted at \$40.0 million on outstanding debt; a decrease of \$0.6 million from the FY2020 budgeted levels.
- In order to update the University's infrastructure the FY 2021 budget includes funding for Capital Projects. Funded from the RowanSOM budgets, the FY 2021 consolidated budget allows for a total of \$1.5 million to be allocated for capital improvements throughout the campuses.

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Rowan University Consolidated Budget Analysis Projected FY 2021 Budget								
	Projected FY 2021 Budget							
	Regular University	Auxiliary Operations	Rowan Global	CMSRU	Rowan SOM	Special Programs	Eliminations	Total
Revenues								
General State Appropriation	\$25,416,000	\$0	\$0	\$14,545,542	\$26,659,473	\$0	\$0	\$66,621,015
State Paid Fringe Benefits	\$56,388,000	\$0	\$0	\$5,226,000	\$20,473,315	\$0	\$0	\$82,087,315
Sub-Total State Support	\$81,804,000	\$0	\$0	\$19,771,542	\$47,132,788	\$0	\$0	\$148,708,330
Tuition	\$143,210,079	\$0	\$46,016,523	\$20,021,014	\$37,342,247	\$0	\$0	\$246,589,863
Student Fees	\$45,789,979	\$9,935,584	\$1,902,832	\$1,342,010	\$1,977,150	\$0	\$0	\$60,947,555
Discount	(\$7,980,162)	(\$9,935,584)	(\$17,229)	\$0	\$0	\$0	\$0	(\$17,932,975)
Scholarships/Waivers	(\$25,600,000)	\$0	(\$5,000,000)	(\$190,500)	(\$882,446)	\$0	\$0	(\$31,672,946)
Sub-Total Net Tuition & Fees	\$155,419,896	\$0	\$42,902,126	\$21,172,524	\$38,436,951	\$0	\$0	\$257,931,497
Rental Income	\$530,520	\$21,643,249	\$0	\$0	\$67,500	\$0	\$0	\$22,241,269
Other Revenue	\$21,659,861	\$2,197,517	\$230,000	\$1,905,219	\$868,501	\$7,210,000	\$0	\$34,071,098
Commissions	\$1,584,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,584,000
Revenue Centers Distributions	\$16,980,614	\$0	\$0	\$0	\$0	\$7,271,000	\$24,251,614	\$0
Distributions - Auxiliary/SOM	\$4,576,579	\$0	\$0	\$0	\$0	\$0	\$4,576,579	\$0
Foundation	\$6,406,000	\$0	\$0	\$0	\$550,000	\$0	\$0	\$6,956,000
Affiliate Revenue	\$0	\$0	\$0	\$0	\$3,228,434	\$0	\$0	\$3,228,434
Faculty Practice Plan Revenue	\$0	\$0	\$0	\$0	\$32,946,331	\$0	\$0	\$32,946,331
Housestaff Billings	\$0	\$0	\$0	\$0	\$21,840,507	\$0	\$0	\$21,840,507
Interest Earnings - Unrestricted	\$2,635,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,635,000
Total	\$291,596,470	\$23,840,766	\$43,132,126	\$42,849,285	\$145,071,012	\$14,481,000	\$28,828,193	\$532,142,466
Expenditures								
Salary	\$141,973,176	\$7,241,081	\$11,273,779	\$13,450,241	\$77,618,304	\$0	\$0	\$251,556,581
Fringe Benefits	\$59,273,836	\$2,729,058	\$2,189,909	\$5,696,157	\$31,180,033	\$0	\$0	\$101,068,993
Non-Salary - Operating	\$48,457,422	\$8,209,748	\$2,185,721	\$9,237,451	\$19,698,881	\$13,450,000	\$0	\$101,239,223
Utilities	\$4,930,500	\$3,069,200	\$0	\$928,360	\$2,135,141	\$0	\$0	\$11,063,201
Tuition/Room/Board Expense	\$0	\$3,421,822	\$0	\$0	\$0	\$0	\$0	\$3,421,822
Malpractice	\$0	\$0	\$0	\$0	\$3,250,000	\$0	\$0	\$3,250,000
Rental Expense - Rowan Blvd.	\$2,899,500	\$12,396,928	\$1,792,785	\$0	\$0	\$0	\$0	\$17,089,213
College of Health Sciences Support	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Cooper Hospital Support	\$0	\$0	\$0	\$3,284,042	\$0	\$0	\$0	\$3,284,042
Distributions to Reg Univ.	\$0	\$0	\$16,980,614	\$0	\$4,576,579	\$0	\$21,557,193	\$0
Rev. Ctrs. Distrib. to Academic Affairs	\$0	\$0	\$7,271,000	\$0	\$0	\$0	\$7,271,000	\$0
Debt Service	\$24,120,517	\$3,730,689	\$0	\$7,274,037	\$4,923,606	\$0	\$0	\$40,048,849
Capital Projects	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0	\$1,500,000
Total	\$284,154,951	\$40,798,526	\$41,693,808	\$39,870,288	\$144,882,544	\$13,450,000	\$28,828,193	\$536,021,924
Net	\$7,441,519	(\$16,957,760)	\$1,438,318	\$2,978,997	\$188,468	\$1,031,000	\$0	(\$3,879,458)

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Revenue Analysis - Regular University Projected Budget FY 2021			
	FY 2020 Base Budget	FY 2021 Projected Budget	Change
State Appropriations	\$28,903,000	\$25,416,000	(\$3,487,000)
State Paid Fringe Benefits	61,039,000	56,388,000	(4,651,000)
Tuition			
Base	141,550,808	141,550,808	0
Decreased Enrollments	0	(1,489,782)	(1,489,782)
Tuition Increase - 2.25%	0	3,149,053	3,149,053
Total Tuition	141,550,808	143,210,079	1,659,271
Student Fees			
Base	45,488,112	45,488,112	0
Decreased Enrollments	0	(705,736)	(705,736)
Fee Increase - 2.25%	0	1,007,603	1,007,603
Total Fees	45,488,112	45,789,979	301,867
Discount	0	(7,980,162)	(7,980,162)
Scholarships/Waivers	(27,200,000)	(25,600,000)	1,600,000
Rental Income			
South Jersey Tech Park Rental	370,000	421,937	51,937
Camden Garage Ground Lease	0	33,333	33,333
Bozorth Rental	147,600	75,250	(72,350)
Total Rental Income	517,600	530,520	12,920
Other Revenue			
Miscellaneous	454,500	363,500	(91,000)
SJTP Land Lease	250,000	250,000	0
Stimulus Funding	0	21,046,361	21,046,361
Total Other Revenue	704,500	21,659,861	20,955,361
Commissions			
Food Service Revenue	5,680,000	3,600,000	(2,080,000)
Food Service Expense	(1,380,000)	(1,281,000)	99,000
Net Food Service	4,300,000	2,319,000	(1,981,000)
Barnes/Noble Commissions	750,000	650,000	(100,000)
Rent	(1,050,056)	(1,081,260)	(31,204)
Other	(234,944)	(303,740)	(68,796)
Net Book Store	(535,000)	(735,000)	(200,000)
Total Commissions	3,765,000	1,584,000	(2,181,000)
Revenue Center Distributions	15,014,461	16,980,614	1,966,153
Distributions - Auxiliary/SOM	9,700,000	4,576,579	(5,123,421)
Foundation	6,197,000	6,406,000	209,000
Interest Earnings	4,057,000	2,635,000	(1,422,000)
Funding from Reserves	0	0	0
Total Revenue - Regular University	\$289,736,481	\$291,596,470	\$9,840,151

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Summary Regular University Expenditures	FY 2020 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2021 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Division						
President	\$12,524,967	\$3,867,250	\$0	(\$589,290)	\$12,551,327	\$3,277,960
Diversity, Equity and Inclusion	1,641,485	341,716	0	(35,145)	1,911,905	306,571
General Counsel	372,638	274,150	0	68,701	412,475	342,851
Academic Affairs	92,983,405	10,751,991	631,050	(1,138,789)	94,834,718	9,613,202
Advancement	2,631,215	704,600	0	(6,600)	2,331,925	698,000
Enrollment Management	10,938,745	2,285,864	0	(100,054)	10,899,049	2,185,810
Information Resources & Technology	8,664,627	9,128,596	0	1,041,843	8,766,067	10,170,439
Finance	3,724,169	255,840	0	(35,900)	3,652,587	219,940
Facilities & Administration	12,367,986	4,643,412	0	203,940	11,790,623	4,847,352
General University	(1,140,000)	9,166,850	0	7,628,447	(5,177,500)	16,795,297
Sub-Total Operating Budget	\$144,709,237	\$41,420,269	\$631,050	\$7,037,153	\$141,973,176	\$48,457,422
Fringe Benefits	\$64,634,335	\$0	\$0	\$0	\$59,273,836	\$0
Rental Expense - Rowan Blvd.	0	2,899,500	0	0	0	2,899,500
College of Health Sciences Support	0	2,500,000	0	0	0	2,500,000
Utilities	0	5,155,009	0	(224,509)	0	4,930,500
Debt Service	0	24,114,783	0	5,734	0	24,120,517
Capital Projects	0	4,000,000	0	(4,000,000)	0	0
Total Salary/Non-Salary	\$209,343,572	\$80,089,561	\$631,050	\$2,818,378	\$201,247,012	\$82,907,939
Total Regular University Expenditures	<u>\$289,433,133</u>				<u>\$284,154,951</u>	

(Note 1)

FY 21 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 2021						
<u>Division - President</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10100 Office of the President	\$1,081,640	\$157,200	\$0	(\$1,500)	\$1,100,273	\$155,700
10101 President UPC Card	0	0	0	0	0	0
10110 Board of Trustees	0	68,350	0	(10,500)	0	57,850
10115 Presidential Lecture Series	0	20,000	0	0	0	20,000
10120 Government & External Relations	440,000	236,025	0	(84,349)	255,433	151,676
10130 Commencement/Convocation	20,075	1,198,500	0	(762,105)	19,038	436,395
10132 University Events	211,553	37,350	0	10,900	211,291	48,250
10150 University Senate	102,768	6,425	0	(1,200)	98,989	5,225
29000 VP Strategic Ventures & Initiatives	0	0	0	0	299,043	0
Total	\$1,856,036	\$1,723,850	\$0	(\$848,754)	\$1,984,067	\$875,096
18000 Sr. VP Health Sciences	\$364,270	\$40,800	\$0	(\$33,500)	\$549,228	\$7,300
53002 Counseling Center	1,533,346	113,000	0	(23,500)	1,572,500	89,500
53004 Student Health Serv	1,105,228	147,600	0	(11,200)	1,050,220	136,400
53008 Healthy Campus Init	210,006	59,900	0	(1,350)	214,848	58,550
Total	\$3,212,850	\$361,300	\$0	(\$69,550)	\$3,386,796	\$291,750
30008 Labor Relations	\$142,093	\$8,650	\$0	(\$1,600)	\$142,093	\$7,050
33000 Human Resources	1,615,447	208,700	0	103,710	1,540,530	312,410
33004 Student Title IX Summit	0	22,000	0	(6,000)	0	16,000
33006 Employee Equity	0	0	0	0	128,799	0
Total	\$1,757,540	\$239,350	\$0	\$96,110	\$1,811,422	\$335,460
10140 Media/Public Relations	\$572,713	\$70,000	\$0	(\$10,000)	\$481,719	\$60,000
40004 University Publications	638,944	79,400	0	(1,100)	635,066	78,300
40005 Rowan Magazine	0	200,300	0	(35,000)	0	165,300
45006 University Marketing	0	429,000	0	40,000	0	469,000
22002 Duplicating	212,160	0	0	0	210,981	0
Total	\$1,423,817	\$778,700	\$0	(\$6,100)	\$1,327,766	\$772,600

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - President</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
30016 Sr. VP Community/Econ Development	\$406,440	\$2,000	\$0	\$0	\$176,658	\$2,000
34000 Public Safety	3,868,284	413,050	0	(7,150)	3,864,618	405,900
34004 Public Safety Cameras	0	349,000	0	246,154	0	595,154
Total	\$4,274,724	\$764,050	\$0	\$239,004	\$4,041,276	\$1,003,054
 Total President	 \$12,524,967	 \$3,867,250	 \$0	 (\$589,290)	 \$12,551,327	 \$3,277,960

(Note 1)

FY 21 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 2021						
<u>Division - Diversity, Equity and Inclusion</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
17000 SVP Diversity, Equith and Inclusion	\$493,494	\$75,000	\$0	(\$5,000)	\$627,764	\$70,000
33002 Equity & Diversity	110,759	8,563	0	(1,225)	83,000	7,338
51004 EOF King Scholar	796,004	30,100	0	(520)	976,429	29,580
51005 EOF Camden Campus	4,000	17,050	0	(3,700)	2,000	13,350
51006 MAP Program	35,000	119,978	0	(15,700)	33,000	104,278
51007 CHAMP/GEAR UP	0	62,000	0	0	0	62,000
54006 Cultural Diversity	202,228	29,025	0	(9,000)	189,712	20,025
Total Diversity, Equity and Inclusion	\$1,641,485	\$341,716	\$0	(\$35,145)	\$1,911,905	\$306,571

(Note 1)

FY 21 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 2021						
<u>Division - General Counsel</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10125 General Counsel	\$372,638	\$17,650	\$0	(\$4,229)	\$412,475	\$13,421
10126 University Legal Services	0	250,000	0	75,000	0	325,000
31016 Risk Management	0	6,500	0	(2,070)	0	4,430
Total General Counsel	\$372,638	\$274,150	\$0	\$68,701	\$412,475	\$342,851

(Note 1)

FY 21 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 2021						
<u>Division - Academic Affairs</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
20000 Sr. VP/Provost	\$853,371	(\$169,800)	\$0	(\$2,540)	\$843,485	(\$172,340)
20002 Program Improvement	0	645,000	0	0	0	645,000
20004 Academic Affairs	10,384,800	612,318	0	(265,318)	11,509,000	347,000
20010 Camden Campus	0	14,700	0	0	0	14,700
20014 Camden Joint Venture	0	0	0	0	0	0
20015 Camden Campus New Bldg	393,666	34,630	0	(2,830)	391,138	31,800
20016 Library Services	3,351,980	2,795,629	0	(28,300)	3,314,666	2,767,329
20026 Non-Salary Research Funds	0	310,000	0	(155,000)	0	155,000
24060 International Center	216,831	119,500	0	(32,100)	220,887	87,400
54012 ESL Program	363,882	21,500	0	(1,900)	365,593	19,600
Total	\$15,564,530	\$4,383,477	\$0	(\$487,988)	\$16,644,769	\$3,895,489
21000 VP Academic Affairs	\$381,017	\$36,900	\$0	(\$4,600)	\$379,735	\$32,300
21004 Faculty Center	48,351	29,900	0	(7,820)	47,967	22,080
21008 Honors Concentration	358,085	37,800	0	(17,320)	361,409	20,480
21010 ROTC Program	0	8,000	0	(4,500)	0	3,500
55002 Registrar	995,667	77,300	0	(6,860)	1,009,722	70,440
Total	\$1,783,120	\$189,900	\$0	(\$41,100)	\$1,798,833	\$148,800
23000 Dean Commun & Creative Arts	\$1,116,069	\$142,105	\$0	(\$23,677)	\$1,104,743	\$118,428
23004 Communications Lab	0	15,000	0	0	0	15,000
23006 Communications Studies	1,655,909	14,550	0	(1,165)	1,645,449	13,385
23008 Writing Arts	2,576,249	35,000	0	(2,698)	2,517,568	32,302
23009 Writing Center	77,000	3,000	0	(800)	76,000	2,200
23010 Journalism	683,362	9,250	0	(440)	690,979	8,810
23012 Public Relations/Advertising	1,221,863	12,950	0	(840)	1,232,535	12,110
23014 Radio/TV/Film	1,371,364	15,300	0	(670)	1,491,077	14,630
23016 WGLS Radio Station	237,700	60,000	0	(700)	227,587	59,300
23018 BMAV	0	4,000	0	(125)	0	3,875
26004 Art	935,289	19,100	0	(400)	1,058,468	18,700
26006 Art Lab	9,900	28,150	0	(12,150)	4,950	16,000
26010 Gallery Program	5,000	45,000	0	(10,455)	2,500	34,545
Total	\$9,889,705	\$403,405	\$0	(\$54,120)	\$10,051,856	\$349,285

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - Academic Affairs</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
24000 Dean Science & Mathematics	\$1,046,754	\$366,900	\$0	(\$51,000)	\$940,918	\$315,900
24008 Biochemistry Lab	0	16,500	0	1,000	0	17,500
24010 Biological Sciences	2,083,764	43,800	71,213	(5,000)	2,161,725	38,800
24012 Biological Sciences Lab	0	87,386	0	2,205	0	89,591
24014 Chemistry	2,159,860	35,300	0	0	2,186,970	35,300
24016 Chemistry Lab	0	135,886	0	(14,186)	0	121,700
24018 Computer Science	2,173,117	15,860	0	(800)	2,191,537	15,060
24020 Computer Science Lab	0	10,200	0	(700)	0	9,500
24040 Mathematics	3,291,818	32,250	0	(3,525)	3,355,909	28,725
24044 Physics	1,868,890	34,800	0	(450)	1,874,582	34,350
24046 Physics Lab	0	64,887	0	(1,437)	0	63,450
24048 Planetarium	87,191	23,500	0	0	89,988	23,500
24052 Psychology	2,639,208	36,650	0	(1,950)	2,642,579	34,700
24054 Psychology Lab	0	1,800	0	0	0	1,800
24066 Nursing	770,219	0	0	0	635,525	0
24100 School of Biomedical Sciences	99,960	13,000	0	(3,000)	100,763	10,000
24102 Biomedical Translational Sciences	540,553	52,500	0	(29,300)	552,420	23,200
25016 Health & Exercise Science	1,976,105	33,893	0	(3,646)	1,922,133	30,247
25018 Health & Exercise Science Lab	0	1,700	0	0	0	1,700
Total	\$18,737,439	\$1,006,812	\$71,213	(\$111,789)	\$18,655,049	\$895,023
24500 Dean Humanities & Social Science	\$820,039	\$226,600	\$0	(\$53,150)	\$785,318	\$173,450
24004 Afro-American Studies	0	500	0	0	0	500
24005 American Studies	0	1,200	0	(60)	0	1,140
24006 Asian-American Studies	0	1,000	0	0	0	1,000
24024 English	1,390,868	15,000	0	1,673	1,374,283	16,673
24026 Foreign Language	954,633	6,500	0	(200)	959,548	6,300
24032 History	1,609,848	13,600	0	3,608	1,623,228	17,208
24033 Humanities/Social Science	0	400	0	0	0	400
24034 International Studies	0	500	0	0	0	500
24036 Law/Justice	1,658,821	14,100	76,911	0	1,745,256	14,100
24038 Liberal Studies Major	0	1,000	0	0	0	1,000
24042 Philosophy/Religion	855,496	6,000	0	2,536	859,956	8,536
24050 Political Science & Economics	1,062,046	9,100	0	(604)	1,069,308	8,496
24058 Sociology & Anthropology	1,567,457	14,000	0	(20)	1,597,934	13,980
24062 Women's Studies	0	1,000	0	0	0	1,000
Total	\$9,919,208	\$310,500	\$76,911	(\$46,217)	\$10,014,831	\$264,283

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - Academic Affairs</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
24600 Dean Earth & Environment	\$296,379	\$101,000	\$0	(\$700)	\$290,674	\$100,300
24601 Nature Center	50,000	0	0	0	50,000	0
24602 Geology	574,352	42,000	0	(6,250)	620,340	35,750
24604 Environmental Science	436,650	25,000	74,063	16,300	506,937	41,300
24028 Geography Lab	0	4,000	0	0	0	4,000
24029 Anthropology Lab	0	1,000	0	0	0	1,000
24030 Geography & Environment	937,653	21,400	0	(1,175)	904,783	20,225
Total	\$2,295,034	\$194,400	\$74,063	\$8,175	\$2,372,734	\$202,575
25000 Dean Education	\$970,726	\$140,788	\$0	\$6,837	\$958,892	\$147,625
25010 Educational Leadership	1,577,584	0	0	0	1,527,190	0
25014 Interdisciplinary & Inclusive Ed	2,452,895	29,000	0	0	2,423,649	29,000
25020 Schaub Resource Room	0	5,900	0	(440)	0	5,460
25021 Schaub Computer Lab	0	1,000	0	0	0	1,000
25024 Student Services Center	211,733	0	0	0	191,259	0
25026 STEAM Ed	778,030	20,000	74,062	0	856,311	20,000
25030 Lang, Literacy,Sociocultural Ed	1,897,843	29,000	0	(480)	1,821,866	28,520
Total	\$7,888,811	\$225,688	\$74,062	\$5,917	\$7,779,167	\$231,605
26000 Dean Performing Arts	\$809,887	\$332,402	\$0	(\$10,550)	\$807,592	\$321,852
26008 Perf Arts Promotion	0	16,400	0	0	0	16,400
26012 Music	2,122,012	99,100	76,911	7,095	2,209,858	106,195
26014 Music Lab	0	5,000	0	(100)	0	4,900
26016 Theatre & Dance	1,125,407	21,000	0	(1,910)	1,149,065	19,090
26018 Theatre Arts	0	25,150	0	0	0	25,150
26020 PA Outreach & Recruitment	0	30,000	0	(3,795)	0	26,205
26022 Pep Band	22,000	0	0	0	11,000	0
Total	\$4,079,306	\$529,052	\$76,911	(\$9,260)	\$4,177,515	\$519,792

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - Academic Affairs</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
27000 Dean Business	\$1,058,615	\$148,550	\$0	(\$4,500)	\$1,031,319	\$144,050
27003 Accounting Accreditation	0	10,000	0	0	0	10,000
27004 Accounting & Finance	2,979,528	15,000	0	(1,365)	2,995,250	13,635
27006 Accreditation	0	251,747	0	(44,755)	0	206,992
27008 Business Lab	0	1,246	0	(249)	0	997
27010 Management	2,324,512	17,600	102,241	(500)	2,407,401	17,100
27012 Marketing	2,115,420	16,250	135,000	(3,000)	2,238,250	13,250
27014 MBA	0	2,500	0	0	0	2,500
27016 Rohrer Endowed Chair	124,271	16,900	0	(3,337)	149,611	13,563
27018 Campbell Endowed Chair	0	25,000	0	(12,250)	0	12,750
Total	\$8,602,346	\$504,793	\$237,241	(\$69,956)	\$8,821,831	\$434,837
28000 Dean Engineering	\$1,710,463	\$375,397	\$0	\$6,525	\$1,712,039	\$381,922
28004 Chemical Engineering	1,446,262	100,700	0	(10,040)	1,380,129	90,660
28006 Civil Engineering	1,586,258	98,100	90,825	(8,680)	1,575,247	89,420
28008 Electrical Engineering	1,634,447	96,700	0	(8,525)	1,516,083	88,175
28010 Mechanical Engineering	1,776,206	98,700	89,044	(8,200)	1,946,973	90,500
28012 Engineering Outreach	0	53,200	0	(2,544)	0	50,656
28016 Biomedical Engineering	1,015,155	80,000	0	(10,750)	1,101,543	69,250
28018 Experiential Eng Education	782,588	40,000	0	17,090	875,845	57,090
Total	\$9,951,379	\$942,797	\$179,869	(\$25,124)	\$10,107,859	\$917,673
Sub Total Academic Affairs	\$88,710,878	\$8,690,824	\$790,270	(\$831,462)	\$90,424,444	\$7,859,362
50000 VP Student Affairs	\$258,314	\$49,675	\$0	(\$11,225)	\$232,769	\$38,450
50002 Shuttle Services	8,600	523,790	0	92,970	8,600	616,760
50006 Orientation	304,072	0	0	0	299,810	0
50008 PROS	60,000	9,500	0	(2,610)	30,000	6,890
50009 Parent Orientation	8,360	32,730	0	0	4,180	32,730
50010 Student Engagement	110,236	0	0	0	107,025	0
51010 Academic Success Center	439,207	35,950	0	19,113	449,337	55,063
51014 Disability Resources	0	23,000	0	0	0	23,000
51016 Resource Center	22,500	0	0	0	21,250	0
52004 Service Learning	134,180	14,900	0	(3,100)	137,649	11,800
52006 Intramural Program	0	19,530	0	0	0	19,530
Sub-Total Student Affairs	\$1,345,469	\$709,075	\$0	\$95,148	\$1,290,620	\$804,223

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - Academic Affairs</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
57002 Intercollegiate Athletics	\$2,686,428	\$1,306,842	(\$159,220)	(\$405,875)	\$2,853,888	\$900,967
57004 Athletic Tournaments	0	15,000	0	0	0	15,000
57006 Sports Information	240,630	30,250	0	3,400	265,766	33,650
Sub-Total Athletics	\$2,927,058	\$1,352,092	(\$159,220)	(\$402,475)	\$3,119,654	\$949,617
 Total Academic Affairs	 \$92,983,405	 \$10,751,991	 \$631,050	 (\$1,138,789)	 \$94,834,718	 \$9,613,202
<u>New Salary Request</u>			<u>Dollars</u>	<u>Head Count</u>		
Tennure Tract Lines			\$790,270	9		
Total			\$790,270	9		

(Note 1)

FY 21 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 2021						
<u>Division - Advancement</u>	FY 2020 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2021 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
40000 Sr. VP Advancement	\$414,347	\$124,010	\$0	(\$35,210)	\$68,069	\$88,800
40006 Alumni Engagement	337,425	61,825	0	(5,400)	323,996	56,425
40008 VP Advancement	641,795	87,495	0	34,010	698,525	121,505
40010 Advancement Services	274,886	121,585	0	0	274,105	121,585
40012 Development	314,551	80,800	0	0	320,575	80,800
40014 Advancement Communications	226,942	45,000	0	0	231,190	45,000
40016 Rowan Fund	140,323	130,855	0	0	137,862	130,855
40018 Corporate & Foundation Relations	217,011	21,480	0	0	217,453	21,480
40020 Stewardship & Donor Relations	63,935	31,550	0	0	60,150	31,550
Total Advancement	\$2,631,215	\$704,600	\$0	(\$6,600)	\$2,331,925	\$698,000

(Note 1)

FY 21 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 2021						
<u>Division - Enrollment Management</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
54000 VP Enrollment Management	\$1,088,024	\$580,675	\$0	(\$32,675)	\$965,046	\$548,000
41002 University Web Services	938,804	30,750	0	(30,750)	108,743	0
51008 Career & Academic Planning	634,276	51,000	0	(11,430)	636,226	39,570
54002 Admissions	2,060,748	1,153,500	0	(12,350)	2,545,839	1,141,150
54008 University Advising Center	4,389,015	110,800	0	(42,639)	4,500,661	68,161
54010 Retention/Tutoring/Basic Skills	237,750	0	0	41,681	184,554	41,681
54014 University Scheduling	66,740	0	0	0	64,094	0
54016 Strategic Planning & Management	227,962	34,650	0	(2,100)	602,794	32,550
54018 Welcome Center	0	104,789	0	4,409	0	109,198
56002 Financial Aid	1,295,426	219,700	0	(14,200)	1,291,092	205,500
Total Enrollment Management	\$10,938,745	\$2,285,864	\$0	(\$100,054)	\$10,899,049	\$2,185,810

(Note 1)

FY 21 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 2021						
<u>Division - Information Resources/Tech</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
45000 Sr VP Info Resources & Technology	\$1,680,077	\$288,978	\$0	\$1,072	\$1,610,884	\$290,050
45004 Instit/Effectiveness/Planning	2,411,143	94,500	0	(55,630)	2,501,649	38,870
22000 IRT Operations	0	2,738,405	0	2,546,684	0	5,285,089
22004 Network Operations	521,280	63,900	0	5,500	508,065	69,400
22006 Instructional Technology Fee	0	5,334,788	0	(1,333,725)	0	4,001,063
22008 Technology Services	967,074	6,000	0	0	929,157	6,000
22010 Network & System Services	78,206	16,300	0	0	80,592	16,300
22014 Network Security	303,468	160,077	0	(7,000)	302,474	153,077
22016 NSS System Administration	958,610	70,270	0	2,650	975,978	72,920
22018 NSS Desktop Management	413,790	35,310	0	(4,440)	415,646	30,870
22020 NSS Installation & Repair	546,869	74,995	0	(9,875)	547,876	65,120
22022 Enterprise Service Center	280,681	28,608	0	(11,623)	282,872	16,985
22026 IRT Training Services	503,429	25,930	0	(9,570)	505,874	16,360
22028 IRT Project Man.	0	161,930	0	(136,880)	105,000	25,050
22030 NSS Development Operations	0	28,605	0	700	0	29,305
22032 Informaiton Services	0	0	0	53,980	0	53,980
Total Information Resources/Tech	\$8,664,627	\$9,128,596	\$0	\$1,041,843	\$8,766,067	\$10,170,439

(Note 1)

FY 21 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - Finance</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
31000 Sr VP Finance/CFO	\$569,643	\$28,700	\$0	(\$3,850)	\$573,758	\$24,850
31002 Accounts Payable	353,243	31,940	0	(4,380)	349,276	27,560
31004 Accounting Services	718,113	25,300	0	(1,360)	709,814	23,940
31006 Bursar	1,044,935	136,600	0	(26,990)	1,031,096	109,610
31008 Payroll	407,775	16,500	0	(1,120)	363,357	15,380
31010 Purchasing	465,841	12,700	0	0	457,413	12,700
45002 Budget	164,619	4,100	0	1,800	167,873	5,900
Total Finance	\$3,724,169	\$255,840	\$0	(\$35,900)	\$3,652,587	\$219,940

(Note 1)

FY 21 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 2021						
<u>Division - Facilities</u>	FY 2020 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2021 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
30004 Construction & Capital Projects	\$704,764	\$108,600	\$0	(\$7,200)	\$538,668	\$101,400
32000 Facilities Part-time	86,500	0	0	0	78,250	0
32002 Facilities Administration	1,360,113	866,255	0	(1,800)	1,379,803	864,455
32003 Facility Training & Risk Mgmt	506,609	181,035	0	170,519	464,298	351,554
32004 Custodial	3,516,167	331,775	0	1,884	3,381,827	333,659
32005 Facilities Planning	0	73,000	0	(4,900)	0	68,100
32006 Grounds	929,607	243,940	0	20,535	918,071	264,475
32007 Facility Systems & Controls	328,949	290,300	0	251,957	320,436	542,257
32008 Heating Plant	834,688	838,100	0	59,952	810,773	898,052
32010 Trades	3,615,572	1,158,000	0	(286,483)	3,438,019	871,517
32012 Facility Campus Services	485,017	17,100	0	0	460,478	17,100
32014 High Street Property	0	192,616	0	(833)	0	191,783
32016 President Residence	0	79,527	0	(1,627)	0	77,900
32018 Camden Bank Building	0	263,164	0	1,936	0	265,100
Total Facilities	\$12,367,986	\$4,643,412	\$0	\$203,940	\$11,790,623	\$4,847,352

(Note 1)

FY 21 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

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Expense Analysis by Department - Regular University Projected Budget FY 2021						
<u>Division - General University</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
15020 General University	\$285,000	\$5,964,883	\$0	\$7,297,098	\$285,000	\$13,261,981
15025 University Reserve/Salary Savings	(2,500,000)	0	0	0	(6,000,000)	0
Support for Cost Ctrs	0	1,007,350	0	28,484	0	1,035,834
15005 Indirect Cost Distributions	0	1,400,423	0	(600)	0	1,399,823
31018 Glassboro Campus Insurance	0	794,194	0	303,465	0	1,097,659
56006 Institutional Work Study	1,075,000	0	0	0	537,500	0
Total General University	(\$1,140,000)	\$9,166,850	\$0	\$7,628,447	(\$5,177,500)	\$16,795,297

(Note 1)

FY 21 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Auxiliary Services Summary Schedule Projected Budget FY 2021

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees	\$0	\$4,880,429	\$5,055,155	\$0	\$9,935,584
Discount	0	(4,880,429)	(5,055,155)		(9,935,584)
Housing Rentals	21,643,249	0	0	0	21,643,249
Sub-Total	21,643,249	0	0	0	21,643,249
Fines	800	0	0	0	800
Merchant Commission	130,000	0	0	0	130,000
Miscellaneous Revenue	0	0	1,000	0	1,000
Other Income	614,900	500	1,000	0	616,400
Rental Income	0	10,000	1,000	50,000	61,000
Placement Fee	1,018,272	0	0	0	1,018,272
ID Card	0	120,000	0	0	120,000
Memberships	0	0	60,000	0	60,000
Guest Fees	19,345	0	6,000	0	25,345
Equipment Rentals	0	0	6,000	0	6,000
Court Rentals	0	0	200	0	200
Intramural Fees	0	0	10,000	0	10,000
Instructional Fees	0	0	50,000	0	50,000
Miscellaneous Sales	0	0	2,000	0	2,000
Repair Income	36,500	0	0	0	36,500
Sub-Total Other Revenue	1,879,817	130,500	137,200	50,000	2,197,517
Total Revenue	\$23,523,066	\$130,500	\$137,200	\$50,000	\$23,840,766

Fiscal Year 2021

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CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Auxiliary Services Summary Schedule Projected Budget FY 2021

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
Salary Pool	(\$311,000)	\$0	\$0	\$0	(\$311,000)
Salary Full Time	3,832,901	824,273	973,335	228,505	5,859,014
Salary Part Time	87,677	10,000	30,000	0	127,677
Salary Voucher	9,000	0	3,000	6,000	18,000
Student Salary	181,238	120,000	280,000	0	581,238
Res Dir/Graduate Assistants	503,377	32,000	51,300	0	586,677
Overtime	140,000	28,000	2,000	0	170,000
Salary Adjustments	120,750	32,000	15,000	20,000	187,750
Clothing Allowance	16,225	4,400	1,100	0	21,725
Sub-Total Salary	4,580,168	1,050,673	1,355,735	254,505	7,241,081
 Fringe Benefits Pool	 1,787,542	 383,646	 451,956	 105,914	 2,729,058
 Total Salary & Fringes	 \$6,367,710	 \$1,434,319	 \$1,807,691	 \$360,419	 \$9,970,139
 Supplies	 \$200,000	 \$134,000	 \$50,000	 \$1,500	 \$385,500
Printing	\$8,400	\$22,000	\$19,000	\$500	49,900
Educational Supplies	18,800	0	0	0	18,800
Equipment Under \$5000	73,860	100,000	120,000	1,500	295,360
Purchase Card Clearing	0	0	0	0	0
Catering & Official Reception	293,689	30,000	10,000	15,000	348,689
Credit Card Charges	13,000	2,000	6,000	0	21,000
Professional Services	500	0	5,000	2,000	7,500
Licenses/Registration Fees	36,382	6,000	32,000	0	74,382
Staff Training & Development	13,289	3,000	1,800	0	18,089
Honorarium/Stipends	0	0	0	0	0
Mileage Reimbursement	2,825	0	600	0	3,425
Travel	0	0	0	1,500	1,500
Travel - Student	0	0	0	0	0
Telephone	52,900	10,000	7,500	2,000	72,400
Cable Television	207,072	0	0	0	207,072
Postage	3,375	500	250	150	4,275
Insurance	178,831	20,927	12,130	0	211,888
Contracted Service	571,063	210,000	120,000	5,000	906,063
Advertising	1,750	0	250	0	2,000
Subscriptions/Memberships	3,404	3,200	96,000	1,200	103,804
Other Services	3,000	3,000	25,000	0	31,000
Sponsorships	0	1,000	0	0	1,000

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CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Auxiliary Services Summary Schedule Projected Budget FY 2021					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Repairs	400,000	100,000	145,000	0	645,000
Rental Expense	2,549,731	2,500	77,731	5,000	2,634,962
Lease Expense	3,093	0	271,499	0	274,592
Addl Rent Holly Pointe	0	0	0	0	0
Reserve Allocation	136,750	0	0	0	136,750
Other Expenses	11,000	0	0	0	11,000
Transfer	821,284	9,500	316,013	0	1,146,797
Workmen's Compensation	35,000	30,000	0	0	65,000
Equipment & Software Over \$5000	9,000	70,000	25,000	0	104,000
Cost Sharing	160,000	10,000	240,000	18,000	428,000
Sub-Total Non-Salary Oper	\$5,807,998	\$767,627	\$1,580,773	\$53,350	\$8,209,748
Electric	\$1,024,600	\$176,100	\$140,500	\$0	\$1,341,200
Natural Gas	421,500	232,600	134,300	0	788,400
Fuel Oil	10,300	4,900	3,000	0	18,200
Water/Sewer	826,300	60,400	34,700	0	921,400
Sub-Total Utilities	\$2,282,700	\$474,000	\$312,500	\$0	\$3,069,200
Tuition & Fee Expense	\$421,386	\$0	\$0	\$0	\$421,386
Graduate Coordinator Waiver	0	118,000	131,000	0	249,000
Housing Waivers	1,907,704	0	0	0	1,907,704
Board Waivers	843,732	0	0	0	843,732
Sub-Total Waivers	\$3,172,822	\$118,000	\$131,000	\$0	\$3,421,822
Rental Expenses - Rowan Blvd.	\$12,396,928	\$0	\$0	\$0	\$12,396,928
Revenue Distributions to University	0	0	0	0	0
Debt Service	2,439,259	571,350	720,080	0	3,730,689
Capital	0	0	0	0	0
Total Non Salary	\$26,099,707	\$1,930,977	\$2,744,353	\$53,350	\$30,828,387
Total Expenditures	\$32,467,417	\$3,365,296	\$4,552,044	\$413,769	\$40,798,526
Excess/(Deficit)	(\$8,944,351)	(\$3,234,796)	(\$4,414,844)	(\$363,769)	(\$16,957,760)

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CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Budget Analysis - Auxiliary Services	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Revenues							
Student Fees	\$7,208,465	\$8,065,389	\$9,024,846	\$9,593,408	\$9,973,897	\$9,953,391	\$9,935,584
Discount	0	0	0	0	0	0	(9,935,584)
Housing Rentals	33,886,699	35,309,748	33,811,485	32,803,139	32,398,816	33,240,210	21,643,249
Sub-Total	41,095,164	43,375,137	42,836,331	42,396,547	42,372,713	43,193,601	21,643,249
Fines	0	0	19,625	15,084	22,715	14,400	800
Housing Cancellation Fee	29,825	22,625	53,450	60,550	83,375	60,000	60,000
Facilities Rental	0	0	0	0	0	0	0
Merchant Commission	83,873	93,759	138,115	141,336	131,171	100,000	130,000
Miscellaneous Revenue	29,105	2,239	5	43,615	2,130	1,000	1,000
Other Income	2,069	2,371	2,696,077	1,745,045	1,630,276	1,749,115	594,400
Rental Income	777,623	771,824	737,311	695,587	458,690	736,300	61,000
ID Card	101,225	103,890	121,844	120,890	114,291	123,600	120,000
Memberships	153,595	137,705	122,223	109,150	119,621	120,000	60,000
Guest Fees	26,553	20,583	22,581	27,194	27,441	47,400	25,345
Equipment Rentals	8,060	5,944	5,868	3,665	4,647	6,000	6,000
Court Rentals	178	2,346	105	108	108	500	200
Intramural Fees	15,071	13,103	14,587	9,481	22,283	18,300	10,000
Instructional Fees	156,294	147,133	128,032	105,341	95,167	125,000	50,000
Summer Camps	285,317	197,736	193,951	139,186	0	0	0
Computer Sales	0	0	20	0	0	0	0
Miscellaneous Sales	1,186	2,405	2,283	4,212	2,829	2,000	2,000
Repair Income	88,695	92,737	63,613	61,655	65,040	64,000	36,500
Forfeited Sec Deposit	8,125	22,200	19,600	24,949	0	22,400	22,000
Participant Fees	175	0	20	630	0	0	0
Recreation Center	0	0	(273)	0	0	0	0
Student Center	0	0	(50)	0	0	0	0
Conference and Event Services	0	0	0	0	0	0	0
Placement Fee	0	0	0	0	0	988,613	1,018,272
Vendor Discounts Taken	0	0	0	1,258	0	0	0
Sub-Total Other Revenue	1,766,968	1,638,600	4,338,989	3,308,933	2,779,783	4,178,628	2,197,517
Total Revenue	\$42,862,132	\$45,013,737	\$47,175,320	\$45,705,480	\$45,152,496	\$47,372,229	\$23,840,766

Fiscal Year 2021

CONSOLIDATED OPERATING BUDGET

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Budget Analysis - Auxiliary Services	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Expenditures							
Salary Pool	\$0	\$0	\$0	\$0	\$0	\$0	(\$311,000)
Salary Full Time	4,384,269	4,569,881	4,850,098	5,200,000	5,432,998	6,078,556	5,859,014
Salary Part Time	208,027	191,258	189,203	154,102	92,661	172,000	127,677
Salary Voucher	99,921	92,875	88,474	54,750	39,099	18,000	18,000
Student Salary	820,002	882,676	943,549	1,087,311	1,170,172	1,154,684	581,238
Graduate Assistants	362,456	400,499	480,044	516,968	584,337	642,425	586,677
Overtime	184,284	191,985	214,808	211,673	194,309	215,000	170,000
Salary Adjustments	\$256,951	\$458,132	\$271,319	(51,201)	147,218	226,250	187,750
Clothing Allowance	26,125	0	45,100	25,300	25,025	42,500	21,725
Sub-Total Salary	6,342,035	6,787,305	7,082,595	7,198,903	7,685,818	8,549,415	7,241,081
Fringe Benefits Pool	1,798,699	2,103,062	304,235	0	0	2,894,895	2,622,226
FICA/Medicare Distributed	1,240	1,232	412,158	431,906	442,662	20,280	18,858
Other Fringe Benefits Distributed	0	0	1,844,359	2,221,599	2,249,261	98,147	87,974
Sub-Total Fringe	1,799,938	2,104,294	2,560,752	2,653,505	2,691,923	3,013,322	2,729,058
Total Salary & Fringes	\$8,141,973	\$8,891,600	\$9,643,347	\$9,852,408	\$10,377,741	\$11,562,737	\$9,970,139
Supplies	\$478,989	\$504,918	\$543,189	\$584,593	\$556,397	\$580,650	\$385,500
Printing	70,805	78,540	105,465	92,241	70,941	100,540	49,900
Educational Supplies	12,331	12,249	13,316	15,677	16,805	18,800	18,800
Equipment Under \$5000	551,623	1,105,482	461,322	534,743	282,009	373,000	295,360
Purchase Card Clearing	23,150	25,121	26,541	26,596	7,066	2,500	0
Catering & Official Reception	396,576	488,061	492,466	642,259	759,178	631,865	348,689
Credit Card Charges	242,239	24,744	28,768	22,707	20,638	9,000	21,000
Professional Services	61,115	62,605	23,702	1,250	5,730	14,500	7,500
Licenses/Registration Fees	69,922	23,828	59,736	64,387	63,806	67,777	74,382
Staff Training & Development	28,693	36,443	36,240	33,997	28,362	35,348	18,089
Honorarium/Stipends	5,109	28,600	18,350	(1,150)	1,500	4,700	0
Mileage Reimbursement	474	665	3,315	2,570	8,804	925	3,425
Travel	114,467	96,990	93,489	109,852	114,530	102,450	1,500
Travel - Student	0	683	15,678	25,762	47,894	37,100	0
Telephone	120,836	119,432	69,580	87,632	85,031	68,800	72,400
Cable Television	126,275	125,430	226,221	225,420	230,080	235,000	207,072
Moving Relocation	1,617	0	2,792	0	0	0	0
Postage	4,256	4,138	5,117	3,414	893	4,525	4,275
Insurance	133,152	198,921	137,414	109,562	144,799	151,419	211,888

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CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Budget Analysis - Auxiliary Services	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Contracted Service	842,843	914,104	827,383	1,001,198	800,759	1,041,425	906,063
Advertising	8,833	1,036	479	404	1,395	1,500	2,000
Subscriptions/Memberships	17,125	17,177	18,735	30,154	16,122	20,755	103,804
Other Services	49,379	61,408	66,492	49,038	38,128	56,000	31,000
Marketing Expenses	0	0	50	0	0	0	0
Sponsorships	0	0	(2,000)	1,000	1,000	0	1,000
Repairs	633,425	669,362	723,069	571,125	620,234	780,000	645,000
Rental Expense	(85,461)	(93,515)	(102,165)	103,333	(50,803)	(69,097)	2,634,962
Lease Expense	0	3,307	4,192	290,157	234,605	266,748	274,592
Addl Rent Holly Pointe	0	0	0	64,920	46,840	70,000	-
Reserve Allocation	0	0	0	0	361,067	187,750	136,750
Other Expenses	1,899	340,927	385,893	96,250	765	0	11,000
Transfer	47,000	120,753	1,187,519	696,071	1,184,100	1,444,440	1,146,797
Transfer from Rowan Foundation	0	0	(820)	(1,378)	(1,378)	0	0
Workmen's Compensation	2,372	116,704	13,552	52,764	114,496	85,000	65,000
Real Estate Taxes	0	0	0	0	0	0	0
SGA Program Expenses	0	0	0	0	0	0	0
Equipment & Software Over \$5000	561,312	56,779	41,375	39,718	105,081	151,250	104,000
Cost Share Reserve	0	0	0	160,000	160,000	160,000	160,000
Aux Lease Expense	0	0	0	8,773,372	9,024,012	0	0
Cost Sharing	261,150	565,333	252,435	157,034	232,014	258,000	268,000
Sub-Total Non-Salary Oper	\$4,781,504	\$5,710,223	\$5,778,889	\$14,666,672	\$15,332,899	\$6,892,670	\$8,209,748
Electric	\$1,310,021	\$1,400,887	\$1,317,189	\$1,298,592	\$1,327,032	\$1,432,100	\$1,341,200
Natural Gas	781,960	794,386	710,833	739,555	876,953	931,500	788,400
Fuel Oil	31,174	2,603	11,154	30,587	17,818	16,700	18,200
Water/Sewer	1,187,432	1,011,591	980,540	914,895	914,850	936,500	921,400
Sub-Total Utilities	\$3,310,587	\$3,209,467	\$3,019,716	\$2,983,628	\$3,136,653	\$3,316,800	\$3,069,200
Tuition & Fee Expense	\$235,978	\$337,520	\$333,475	\$347,090	\$370,144	\$435,716	\$421,386
Graduate Coordinator Waiver	95,605	100,578	106,136	152,070	220,540	221,000	249,000
Housing Waivers	1,187,693	1,302,413	1,600,813	1,686,755	1,978,957	1,944,694	1,907,704
Board Waivers	484,832	495,290	684,658	696,840	796,596	783,530	843,732
To Rowan University Foundation	0	0	0	0	0	0	0
Sub-Total Waivers	\$2,004,108	\$2,235,801	\$2,725,082	\$2,882,755	\$3,366,237	\$3,384,940	\$3,421,822

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Budget Analysis - Auxiliary Services	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Rental Expense - Rowan Blvd.	\$10,281,909	\$10,511,050	\$10,862,988	\$2,510,583	\$2,577,173	\$12,076,992	\$12,396,928
Over/Short Fund	0	0	133	0	0	0	0
Revenue Distributions to University	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	5,500,000	0
Debt Service	4,615,436	4,615,436	4,011,641	4,096,821	3,902,339	3,746,349	3,730,689
Capital	442,000	1,300,842	2,757,409	4,815,925	705,609	778,000	0
	<u>\$19,839,345</u>	<u>\$20,927,328</u>	<u>\$22,132,172</u>	<u>\$15,923,329</u>	<u>\$11,685,121</u>	<u>\$22,101,341</u>	<u>\$16,127,617</u>
 Total Non Salary	 \$29,935,545	 \$32,082,819	 \$33,655,859	 \$36,456,385	 \$33,520,910	 \$35,695,751	 \$30,828,387
 Total Expenditures	 \$38,077,518	 \$40,974,419	 \$43,299,206	 \$46,308,793	 \$43,898,651	 \$47,258,488	 \$40,798,526
 Excess/(Deficit)	 \$4,784,614	 \$4,039,318	 \$3,876,114	 (\$603,313)	 \$1,253,845	 \$113,741	 (\$16,957,760)

Fiscal Year 2021

CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Division of Global Learning & Partnerships Projected Budget FY 2021			
	Traditional Program	Extension	Total
Revenues			
Tuition	\$14,092,500	\$31,924,023	\$46,016,523
Student Fees	1,845,649	57,183	1,902,832
Discount	(17,229)	0	(17,229)
Scholarships/Waivers	(3,000,000)	(2,000,000)	(5,000,000)
Sub-Total Net Tuition & Fees	12,920,920	29,981,206	42,902,126
Total Revenue	\$12,920,920	\$30,211,206	\$43,132,126
Expenditures			
Salary Pool (Vacacny Factor)	\$0	(166,000)	(166,000)
Full Time Salary	0	3,860,563	3,860,563
Part Time Salary	0	186,716	186,716
Adjunct/Overload	0	2,200,000	2,200,000
Salary Voucher	700,000	2,250,000	2,950,000
Student Salary	0	17,500	17,500
Salary Adjustments	2,040,269	184,731	2,225,000
Clothing Allowance	0	0	0
Total Salary	2,740,269	8,533,510	11,273,779
Fringe Benefits	53,550	2,136,359	2,189,909
Total Salary & Fringes	\$2,793,819	\$10,669,869	\$13,463,688
Supplies	\$3,000	\$10,000	\$13,000
Printing	3,000	10,000	13,000
Equipment Under \$5,000	3,000	35,000	38,000
Purchase Card Clearing	3,500	3,500	7,000
Electric	0	267,167	267,167
Natural Gas	0	500	500
Catering & Official Reception	2,000	7,500	9,500
Credit Card Charges	0	0	0
Professional Services	5,000	100,000	105,000
Licenses/Registration Fees	0	0	0
Staff Training & Development	0	22,200	22,200
Mileage Reimbursement	0	5,000	5,000
Travel	0	5,000	5,000
Telephone	3,000	8,000	11,000
Postage	1,000	10,000	11,000
Insurance	0	2,124	2,124

Fiscal Year 2021
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Division of Global Learning & Partnerships
Projected Budget FY 2021

	Traditional Program	Extension	Total
Contracted Services	0	967,300	967,300
Advertising	0	770,000	770,000
Subscriptions/Memberships	10,000	40,000	50,000
Other Services	\$0	\$0	0
Rental Expense	0	560,000	560,000
Equipment Over \$5,000	3,000	12,000	15,000
Capital Project Maintenance	0	173,930	173,930
Cost Sharing	0	0	0
Sub-Total Non-Salary Operating	\$36,500	\$3,009,221	\$3,045,721
Rent - Rowan Boulevard	\$0	\$1,792,785	\$1,792,785
Revenue Distributions to Reg University	5,198,132	11,782,482	16,980,614
RG UG Online Course Fee from Reg. Univ.	0	(860,000)	(860,000)
Revenue Centers Distrib. to Acad. Affairs	4,222,000	3,049,000	7,271,000
Total Non Salary	\$9,456,632	\$18,773,488	\$28,230,120
Total Expenditures	\$12,250,451	\$29,443,357	\$41,693,808
Excess/(Deficit)	\$670,469	\$767,849	\$1,438,318

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
<u>Revenues</u>							
Tuition	\$25,005,854	\$27,885,738	\$29,730,586	\$31,461,336	\$36,748,346	\$38,687,983	\$46,016,523
Student Fees	2,131,870	2,110,533	2,462,721	2,490,530	2,531,698	2,573,170	1,902,832
Discount							(17,229)
Scholarships/Waivers	(1,525,765)	(1,963,621)	(2,159,704)	(2,762,814)	(3,455,100.50)	(3,200,000)	(5,000,000)
Sub-Total Net Tuition & Fees	25,611,959	28,032,650	30,033,603	31,189,052	35,824,943	38,061,153	42,902,126
Other Revenue	141,458	153,197	226,929	143,128	211,025	230,000	230,000
Total Revenue	\$25,753,417	\$28,185,847	\$30,260,532	\$31,332,180	\$36,035,968	\$38,291,153	\$43,132,126
<u>Expenditures</u>							
Salary Pool (Vacacny Factor)	\$0	\$0	\$0	\$0	\$0	\$0	(\$166,000)
Salary Full Time	2,384,696	2,777,322	3,234,767	3,640,769	3,940,583	3,931,583	3,860,563
Salary Part Time	217,163	225,485	209,392	240,112	300,021	185,777	186,716
Adjunct/Overload	971,688	1,139,318	1,117,009	1,215,740	1,605,639	1,400,000	2,200,000
Salary Voucher	2,818,662	2,724,022	2,596,255	2,598,544	2,442,803	3,000,000	2,950,000
Student Salary	60,425	30,109	21,288	31,979	35,233	30,000	17,500
Graduate Assistants	3,000	6,000	6,000	15,000	19,000	0	0
Overtime	0	0	0	53	105	0	0
Salary Adjustment	1,513,747	1,881,599	2,429,305	2,307,825	818,657	1,788,000	2,225,000
Clothing Allowance	0	0	0	0	0	0	0
Sub-Total Salary	7,969,381	8,783,855	9,614,016	10,050,022	9,162,040	10,335,360	11,273,779
Fringe Benefits	0	0	0	2,890	(208,240)	0	0
Fringe Benefits Pool	1,266,578	1,559,522	1,983,305	588,684	634,120	2,279,253	2,189,909
Other fringe Benefits Distributed	0	0	0	1,555,448	1,631,401	0	0
Total Salary & Fringes	\$9,235,958	\$10,343,377	\$11,597,322	\$12,197,044	\$11,219,321	\$12,614,613	\$13,463,688
Supplies	\$15,536	\$15,700	\$8,497	\$12,363	\$17,546	\$11,000	\$13,000
Printing	23,692	24,559	15,258	15,724	12,080	13,000	13,000
Educational Supplies	0	0	1,476	0	0	0	0
Equipment Under \$5,000	24,584	29,050	33,086	23,144	56,821	24,000	38,000
Purchase Card Clearing	10,120	14,919	11,012	9,116	64	7,000	7,000
Electric	108,615	262,117	189,077	257,792	261,928	215,000	267,167
Natural Gas	14,784	2,870	2,870	4,423	458	24,000	500
Catering & Official Reception	7,935	12,645	8,626	7,106	4,820	9,500	9,500
Credit Card Charges	190,093	13,034	18,099	12,177	12,373	0	0
Professional Services	6,850	2,500	(1,500)	(360)	448	5,000	105,000

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Licenses/Registration Fees	962	28,990	29,725	6,410	5,802	0	0
Staff Training & Development	0	320	1,305	981	2,212	3,500	22,200
Honorarium/Stipends	0	0	0	0	0	0	0
Mileage Reimbursement	495	2,336	2,776	2,039	2,260	3,000	5,000
Travel	\$10,630	\$11,447	\$10,201	4,464	16,126	10,000	5,000
Telephone	10,408	13,002	15,746	30,000	34,474	11,000	11,000
Postage	22,605	19,065	(5,043)	10,168	5,083	11,000	11,000
Insurance	2,241	2,836	1,935	1,812	2,031	2,124	2,124
Contracted Services	634,124	661,088	640,643	663,471	825,864	967,300	967,300
Advertising	437,726	629,358	825,757	882,021	955,474	1,100,000	770,000
Subscriptions/Memberships	49,765	42,726	119,557	48,779	62,265	113,000	50,000
Other Services	3,954	12,130	5,110	8,068	16,040	0	0
Marketing Expenses	0	0	0	0	1,479	0	0
Repairs	0	0	0	0	0	0	0
Rental Expense	337,113	416,513	330,415	489,092	526,409	490,000	560,000
Landscaping (SJTP only)	0	0	0	0	0	0	0
Reserve Allocation	0	0	0	0	0	0	0
Other expenses	0	0	(25,000)	1,200	0	0	0
Transfer	0	25,300	0	21,475	0	0	0
Transfer from Rowan Foundation	(348)	(1,537)	(770)	0	0	0	0
Workmen's Compensation	208	0	0	0	0	0	0
Equipment Over \$5,000	6,366	10,891	0	0	9,747	15,000	15,000
Capital Maintenance Project	0	173,930	173,930	173,930	173,930	173,930	173,930
Indirect Costs	0	0	0	0	(5,424)	0	0
Distributions	0	0	0	0	0	0	0
Cost Sharing	64,616	4,750	0	5,544	0	0	0
Sub-Total - Non-Salary Operating	\$1,983,072	\$2,430,538	\$2,412,788	\$2,690,940	\$3,000,310	\$3,208,354	\$3,045,721
 Rent - New Building	 \$1,792,785	 \$1,792,785	 \$1,792,785	 \$1,792,785	 \$0	 \$1,792,785	 \$1,792,785
Rev Dist to Reg University	8,501,385	11,897,604	9,907,323	10,387,881	15,565,511	15,014,461	16,980,614
RG UG Online Course Fee from Reg. Univ.	0	0	(498,355)	(629,720)	(761,410)	(810,000)	(860,000)
Rev Ctrs Dist Acad Affairs	3,222,605	1,233,572	4,539,404	3,852,767	3,107,678	5,305,000	7,271,000
Total Non-Salary	\$15,499,847	\$17,354,499	\$18,153,945	\$18,094,653	\$20,912,089	\$24,510,600	\$28,230,120
 Total Expenditures	 \$24,735,805	 \$27,697,876	 \$29,751,267	 \$30,291,697	 \$32,131,411	 \$37,125,213	 \$41,693,808
 Excess/(Deficit)	 \$1,017,612	 \$487,971	 \$509,265	 \$1,040,483	 \$3,904,558	 \$1,165,940	 \$1,438,318

Fiscal Year 2021

CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Cooper Medical School of Rowan University Projected Budget FY 2021	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Revenues							
State Appropriation	\$27,847,000	\$26,778,000	\$22,637,285	\$12,448,763	\$18,415,860	\$18,415,860	\$14,545,542
State Paid Fringe Benefits	3,740,574	4,305,770	4,608,254	4,686,958	4,805,781	5,425,000	5,226,000
Sub-Total State Support	31,587,574	31,083,770	27,245,539	17,135,721	23,221,641	23,840,860	19,771,542
Tuition	7,046,488	10,378,701	12,830,626	14,611,231	16,344,793	18,776,285	20,021,014
Fees	590,877	817,016	797,301	872,767	1,157,785	1,250,580	1,342,010
Scholarships/Waivers	0	0	0	0	(190,526)	(190,500)	(190,500)
Private Contracts	0	0	0	0	147,554	0	701,526
Miscellaneous Revenue	31,697	234,681	309,470	246,796	310,222	852,121	481,615
Other Revenue - Cooper Library Support	408,982	429,879	485,830	472,092	906,420	461,148	722,078
Revenue Centers Distributions	0	0	0	32,327	0	35,000	0
Funding from Reserves	0	0	0	0	0	0	0
Total Revenue	\$39,665,618	\$42,944,047	\$41,668,766	\$33,370,935	\$41,897,890	\$45,025,494	\$42,849,285
Expenditures							
Salary Pool	\$0	\$0	\$0	\$0	\$0	(\$202,314)	(\$743,000)
Salary Full Time	9,230,150	9,696,652	9,275,137	9,541,561	10,222,874	12,610,613	13,135,572
Salary Part Time	245,184	310,276	217,481	224,429	250,184	396,394	371,319
Adjunct/Overload	0	0	0	0	0	46,000	64,000
Salary Voucher	4,450	10,450	11,010	25,932	37,236	0	450,100
Student Salary	219,355	172,586	154,437	98,999	92,545	94,500	38,250
Overtime	191,488	259,723	182,583	187,607	208,363	120,000	120,000
Salary Adjustment	(19,360)	85,628	(210,620)	(244,763)	(329,548)	0	0
Clothing Allowance	12,100	0	20,900	17,050	15,125	14,000	14,000
Relocation Allowance	0	0	0	1,896	551	0	0
Sub-Total Salary	9,883,367	10,535,315	9,650,927	9,852,711	10,497,329	13,079,193	13,450,241
Fringe Benefits	3,740,574	4,305,770	4,768,657	4,617,647	4,957,799	6,130,365	5,696,157
Total Salary & Fringes	\$13,623,941	\$14,841,085	\$14,419,584	\$14,470,357	\$15,455,128	\$19,209,558	\$19,146,398
Supplies	\$316,073	\$422,804	\$379,873	\$330,743	\$273,230	\$330,110	281,930
Laboratory Supplies	0	0	9,283	204,147	314,041	465,000	1,103,400
Printing	54,761	39,712	14,101	15,859	20,731	52,858	30,758
Educational Supplies	132,129	118,123	110,160	39,770	133,544	139,000	148,500
Equipment Under \$5,000	147,380	322,478	390,852	328,951	272,373	253,541	325,900
Purchase Card Clearing	40,762	48,726	21,308	15,674	7,992	19,000	4,000

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Cooper Medical School of Rowan University Projected Budget FY 2021	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Catering & Official Reception	121,597	228,753	179,886	211,304	246,982	229,260	197,370
Professional Services	381,316	89,080	5,792	4,874	9,922	50,000	179,000
Licenses/Registration Fees	965,435	1,126,896	1,181,566	1,398,451	1,617,748	1,845,148	2,037,605
Staff Training & Development	35,761	43,037	12,959	22,571	22,293	71,000	33,675
Honorariums/Stipends	98,723	109,380	41,399	30,330	53,222	156,000	81,750
Mileage Reimbursement	0	0	4,341	3,437	1,705	7,100	6,600
Travel	\$169,344	\$105,047	\$64,755	\$67,421	106,835	135,405	75,703
Travel - Student	0	4,257	20,007	15,186	19,498	22,500	7,875
Telephone	68,363	67,256	59,543	87,449	87,917	89,189	97,908
Moving Relocation	0	2,500	4,548	19,720	2,044	20,000	0
Postage	8,342	12,774	4,941	4,382	5,950	14,260	12,960
Insurance	91,804	97,659	99,312	98,034	111,906	112,959	143,535
Data Processing Services	0	0	0	0	253	207	227
Contracted Services	2,032,574	2,175,787	2,140,991	2,137,569	2,271,706	2,727,685	2,709,138
Advertising	5,084	9,341	15,485	5,685	2,768	19,250	7,750
Subscriptions/Memberships	191,038	211,115	224,822	280,007	295,518	122,387	103,780
Other Services	51,482	110,701	14,129	27,833	160,911	89,689	87,989
Legal Fees	0	0	0	2,032	0	0	0
Sponsorships	0	0	1,000	0	4,000	7,000	5,000
Standardized/SIM Patients	0	0	0	215,546	242,872	392,050	1,050
Repairs	14,635	26,485	37,966	38,702	18,690	49,500	67,500
Rent Expense	6,264	31,825	708,642	499,573	232,241	463,815	660,116
Lease Expense	(242,900)	51,111	63,814	70,445	122,924	108,079	104,467
Reserve	0	0	0	0	0	10,000	10,000
Other Expense	0	87,987	15,352	1,959	2,258	7,500	6,800
Transfer to Capital	0	0	0	0	500	0	0
Transfer from Rowan Foundation	(975)	(70,183)	(11,000)	0	(9,708)	0	0
Transfer from Alumni Association	0	0	0	(50)	0	0	0
Workmen's Compensation	15,747	8,003	6,513	45,095	377	1,000	1,000
Real Estate Taxes (PILOT)	180,395	180,000	180,197	180,000	180,000	180,000	180,000
Tuition & Fee Expense	900	1,350	900	450	0	0	0
Buildings	0	0	19,406	0	0	0	0
Equipment Over \$5,000	241,268	106,138	44,378	252,038	528,293	338,929	516,165
Capital Project Maintenance	0	0	10,800	0	0	0	0
Trustee Fees	11,500	5,500	8,000	3,000	8,000	7,500	8,000
Cost Sharing	1,300	150	0	660	833	0	0
Total Non-Salary - Operating	\$5,140,102	\$5,773,792	\$6,086,022	\$6,658,848	\$7,370,369	\$8,536,921	\$9,237,451

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Cooper Medical School of Rowan University Projected Budget FY 2021	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Base Budget 2020	Request 2021
Electric	\$648,539	\$565,507	\$558,659	\$651,561	\$618,058	\$636,700	\$610,260
Gasoline	1,806	2,994	2,210	2,384	2,377	3,000	2,500
Natural Gas	260,997	168,969	196,597	166,979	235,603	230,700	223,500
Water/Sewer	59,451	63,950	85,002	66,958	103,156	85,000	92,100
Total Utilities	\$970,792	\$801,420	\$842,467	\$887,882	\$959,195	\$955,400	\$928,360
Cooper Hospital Support	16,250,450	16,281,495	10,806,207	729,377	6,865,860	6,865,860	3,284,042
Debt Service	7,879,369	7,873,930	7,867,492	7,842,609	7,867,892	7,864,131	7,274,037
Total Expenditures	\$43,864,654	\$45,571,722	\$40,021,771	\$30,589,073	\$38,518,444	\$43,431,870	\$39,870,288
Excess/(Deficit)	(\$4,199,036)	(\$2,627,675)	\$1,646,995	\$2,781,862	\$3,379,446	\$1,593,624	\$2,978,997
<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>					
Associate Professor (partial year)	\$10,417	1					
Total	\$10,417	1					

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

RowanSOM Consolidated Budget Analysis Projected Budget FY 2021				
	Academic	Faculty Practice	Special Programs	Total
Revenues				
General State Appropriations	\$26,659,473	\$0	\$0	\$26,659,473
State Paid Fringe Benefits	20,473,315	0	0	20,473,315
Tuition	37,342,247	0	0	37,342,247
Student Fees	1,896,982	0	80,168	1,977,150
Rental Income	67,500	0	0	67,500
Other Revenue	243,501	0	625,000	868,501
Waivers / Scholarships	(882,446)	0	0	(882,446)
Commissions	0	0	0	0
Revenue Distribution - Auxiliary	0	0	0	0
Foundation	0	0	550,000	550,000
Interest Earnings - Unrestricted	0	0	0	0
Affiliate Revenue	2,728,434	0	500,000	3,228,434
Faculty Practice Plan Revenue	0	32,946,331	0	32,946,331
Housestaff Billings	21,330,507	0	510,000	21,840,507
Total	\$109,859,513	\$32,946,331	\$2,265,168	\$145,071,012
Expenditures				
Salary	\$57,568,287	\$18,743,717	\$1,306,300	\$77,618,304
Fringe Benefits	25,992,222	4,837,411	350,400	31,180,033
Non-salary - Operating	13,893,530	5,225,351	580,000	19,698,881
Utilities	1,656,779	478,362	0	2,135,141
Malpractice	2,261,400	988,600	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.	2,896,302	1,680,277	0	4,576,579
Interfund Expense Support	0	0	0	0
Debt Service	3,885,828	1,037,778	0	4,923,606
Capital Projects	1,500,000	0	0	1,500,000
Total	\$109,654,348	\$32,991,496	\$2,236,700	\$144,882,544
Net	\$205,165	(\$45,165)	\$28,468	\$188,468

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CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Expense Analysis by Department - RowanSOM Projected Budget FY 2021

Division - Academic	FY 2020 Base Budget		New Salary		FY 2021 Request	
	Salary	Non-Salary	Requests	Non-Salary Adjustments	Salary (Note 1)	Non-Salary
Clinical	\$ 13,793,433	\$ 1,130,637	\$ 729,618	(\$8,819)	\$ 14,913,543	\$ 1,121,818
Research	6,594,513	643,189	0	27,823	6,572,943	671,012
GSBS	1,815,454	477,525	0	(232,875)	1,821,387	244,650
Office of the Dean	1,890,987	246,650	0	(44,007)	1,519,872	202,643
Finance	430,342	11,200	0	(3,881)	377,588	7,319
Academic Affairs	6,634,151	1,850,444	123,450	(356,875)	7,492,769	1,493,569
GME	526,155	177,973	0	(18,186)	540,050	159,787
End User Support and ASET	1,735,511	247,735	0	(27,100)	1,784,599	220,635
Marketing	414,067	280,200	0	6,450	421,231	286,650
Institutional Support	1,971,893	3,207,135	0	418,732	1,596,041	3,625,868
Housestaff Salaries	13,539,566	0	0	0	13,686,916	0
Central Support	7,363,386	5,914,350	0	(56,535)	6,651,681	5,857,816
Sub-Total Operating	\$56,888,735	\$14,191,389	\$853,068	(\$297,859)	\$57,568,287	\$13,893,530
Fringe Benefits	\$23,232,013	\$0	\$0	\$0	\$21,958,445	\$0
Fringe Benefits - Housestaff Billings	5,071,482	0	0	0	4,033,777	0
Sub-Total Fringe Benefits	\$28,303,495	\$0	\$0	\$0	\$25,992,222	\$0
Utilities	0	1,671,571	0	(14,792)	0	1,656,779
Malpractice	0	2,285,000	0	(23,600)	0	2,261,400
Distribution to University	0	3,021,299	0	(124,997)	0	2,896,302
Debt Service	0	3,876,674	0	9,154	0	3,885,828
Capital Projects	0	3,185,000	0	(1,685,000)	0	1,500,000
Total Salary/Non-Salary	\$85,192,230	\$28,230,933	\$853,068	(\$2,137,094)	\$83,560,509	\$26,093,839
Total RowanSOM Academic Expenditures		<u>\$113,423,163</u>				<u>\$109,654,348</u>

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Expense Analysis by Department - RowanSOM Projected Budget FY 2021

<u>New Salary Request</u>		<u>Dollars</u>	<u>Head Count</u>	
ACADEMIC				
Program Coordinator (Family Medicine)		\$47,000	1	Academic only
Administrative Assistant (Cell Biology)		\$10,000	1	Academic only
Administrative Coordinator (AA/Fam Med - CME) (Special Programs)		\$18,000	0	Academic only
Assistant Professor (NJISA)		34,000	}	Academic portion of clinical positions
Assistant Professor (OB/GYN)		119,200		
CMA - (Family Medicine)		9,500		
Total		\$237,700	2	
Sewell Positions				
ASST PROF-CM	Family Med	\$39,872	}	Academic portion of clinical positions
ASST PROF-CM	Family Med	\$39,872		
ASST PROF-CM	Family Med	\$39,872		
CERTIFIED MED ASST	Family Med	\$3,534		
CERTIFIED MED ASST	Family Med	\$3,534		
CERTIFIED MED ASST	Family Med	\$3,534		
OFFICE MANAGER	Family Med	\$6,059		
ASSISTANT PROFESSOR CM	NMI	\$39,872		
CERTIFIED MED ASST	NMI	\$3,534		
CERTIFIED MED ASST	NMI	\$3,534		
ASSISTANT PROFESSOR CM	NMI	\$39,922		
CERTIFIED MED ASST	NMI	\$3,534		
ASSISTANT PROFESSOR CM	Peds	\$39,983		
CERTIFIED MED ASST	Peds	\$3,534		
CERTIFIED MED ASST	Peds	\$3,534		
ASST PROF-CM	Psych	\$39,830		
ASSC PROF-CM-SC HD	RISN	\$104,884		
ASSISTANT PROFESSOR CM	RISN	\$39,753		
ASSISTANT PROFESSOR CM	RISN	\$39,843		
INSTRUCTOR	RISN	\$8,061		
INSTRUCTOR	RISN	\$8,061		
CERTIFIED MED ASST	RISN	\$3,534		
CERTIFIED MED ASST	RISN	\$3,534		
CERTIFIED MED ASST	RISN	\$3,534		
CERTIFIED MED ASST	RISN	\$3,534		
OFFICE MANAGER	RISN	\$6,059		

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Expense Analysis by Department - RowanSOM Projected Budget FY 2021

ADMINISTRATOR	RISN	\$12,623	
RowanSOM-Sewell (potential Mgd Care/CBO/Admin)		\$7,069	
Director - Human Resources		\$48,450	Academic only
RowanSOM-Sewell (IRT)		\$12,875	
Total-Sewell		\$615,368	0
Grand Total		\$853,068	2

(Note 1)

FY 20 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions

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Expense Analysis by Department - RowanSOM
Projected Budget FY 2021

<u>Division - Faculty Practice Plan</u>	FY 2020 Base Budget		New Salary	Non-Salary	FY 2021 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
Clinical:						
Family Medicine	\$ 3,547,171	\$1,836,956	\$ 117,039	(\$94,473)	\$3,755,413	\$1,742,483
NJISA	3,743,897	624,669	136,000	(30,925)	3,826,574	593,744
Internal Medicine	2,771,209	1,465,583	0	322,143	2,734,282	1,787,726
Neuromuscular Institute	1,434,834	959,254	62,224	(28,378)	1,303,251	930,876
OB/GYN	2,229,726	677,263	80,800	183,365	2,132,695	860,628
Pathology	0	0	0	0	0	0
Pediatrics	1,157,009	1,038,416	35,210	(8,357)	1,301,493	1,030,059
Psychiatry	3,942,787	534,799	23,657	(31,654)	3,732,284	503,145
House Calls	447,635	69,931	0	7,049	541,857	76,980
RISN	169,790	111,479	267,355	(47,451)	354,022	64,028
Surgery	0	0	0	0	0	0
Sub-Total FPP Clinical Operating	\$19,444,058	\$7,318,349	\$722,285	\$271,318	\$19,681,871	\$7,589,667
Non Clinical:						
FPP Administration	\$1,000,736	\$53,875	\$0	\$11,995	\$734,575	\$65,870
Revenue Cycle	1,419,947	2,158,284	0	81,557	1,584,536	2,239,841
Institutional General	(1,354,000)	(1,398,006)	44,498	(67,816)	(1,210,796)	(1,465,822)
Debt Service	0	1,037,778	0	0	0	1,037,778
Managed Care	655,740	55,156	0	(3,706)	666,724	51,450
Patient Accounting	2,426,915	(532,267)	0	423,851	2,124,218	(108,416)
Sub-Total Non Clinical Operating	\$4,149,338	\$1,374,820	\$44,498	\$445,881	\$3,899,257	\$1,820,701
Total Salary/Non-Salary	\$23,593,396	\$8,693,169	\$766,782	\$717,199	\$23,581,128	\$9,410,368
Total Faculty Practice Plan		<u>\$ 32,286,565</u>				<u>\$ 32,991,496</u>

Fiscal Year 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Expense Analysis by Department - RowanSOM Projected Budget FY 2021

Division - Faculty Practice Plan

<u>New Salary Request</u>		<u>Total Dollars</u>	<u>Academic Component</u>	<u>Clinical Component</u>	<u>Head Count</u>
Assistant Professor (NJISA)		\$170,000	\$34,000	\$136,000	1
Assistant Professor (OB/GYN)		\$200,000	\$119,200	\$80,800	1
CMA - (Family Medicine)		31,667	9,500	22,167	1
Sewell Campus New Positions					
ASST PROF-CM	Family Med	\$ 58,537	\$ 39,872	\$ 18,665	1
ASST PROF-CM	Family Med	\$ 58,537	\$ 39,872	\$ 18,665	1
ASST PROF-CM	Family Med	\$ 58,537	\$ 39,872	\$ 18,665	1
CERTIFIED MED ASST	Family Med	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	Family Med	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	Family Med	\$ 11,781	\$ 3,534	\$ 8,247	1
OFFICE MANAGER	Family Med	\$ 20,196	\$ 6,059	\$ 14,137	1
ASSISTANT PROFESSOR CM	NMI	\$ 61,112	\$ 39,872	\$ 21,240	1
CERTIFIED MED ASST	NMI	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	NMI	\$ 11,781	\$ 3,534	\$ 8,247	1
ASSISTANT PROFESSOR CM	NMI	\$ 56,166	\$ 39,922	\$ 16,243	1
CERTIFIED MED ASST	NMI	\$ 11,781	\$ 3,534	\$ 8,247	1
ASSISTANT PROFESSOR CM	Peds	\$ 58,699	\$ 39,983	\$ 18,717	1
CERTIFIED MED ASST	Peds	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	Peds	\$ 11,781	\$ 3,534	\$ 8,247	1
ASST PROF-CM	Psych	\$ 63,487	\$ 39,830	\$ 23,657	1
ASSC PROF-CM-SC HD	RISN	\$ 154,808	\$ 104,884	\$ 49,924	1
ASSISTANT PROFESSOR CM	RISN	\$ 80,581	\$ 39,753	\$ 40,828	1
ASSISTANT PROFESSOR CM	RISN	\$ 75,699	\$ 39,843	\$ 35,856	1
INSTRUCTOR	RISN	\$ 26,869	\$ 8,061	\$ 18,808	1
INSTRUCTOR	RISN	\$ 26,869	\$ 8,061	\$ 18,808	1
CERTIFIED MED ASST	RISN	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	RISN	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	RISN	\$ 11,781	\$ 3,534	\$ 8,247	1
CERTIFIED MED ASST	RISN	\$ 11,781	\$ 3,534	\$ 8,247	1
OFFICE MANAGER	RISN	\$ 20,196	\$ 6,059	\$ 14,137	1
ADMINISTRATOR	RISN	\$ 42,075	\$ 12,623	\$ 29,453	1
RowanSOM-Sewell (potential Mgd Care/CBO/Admin)		\$ 32,059	\$ 7,069	\$ 24,990	1
RowanSOM-Sewell (IRT)		\$ 32,382	\$ 12,875	\$ 19,508	1
CERTIFIED MEDICAL ASST	RISN	\$ 26,554	\$ -	\$ 26,554	1
Total		\$1,496,400	729,618	\$ 766,782	33

(Note 1)

FY 20 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 2021 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **44**

Special Programs Summary Schedule - Glassboro Campus Projected Budget FY 2021

	Base Budget 2020	Request 2021
<u>Revenues</u>		
General State Appropriation	\$2,000,000	\$0
Other Revenue		
Workshop Fees	650,000	750,000
Other Student Fees	2,000,000	2,910,000
Rowan Foundation	1,800,000	2,000,000
Other	1,250,000	1,550,000
Total Other Revenue	5,700,000	7,210,000
Revenue Center Distributions	5,270,000	7,271,000
Total Revenues	\$12,970,000	\$14,481,000
<u>Expenditures</u>		
Non-Salary Operating	\$7,400,000	\$6,450,000
Non-Salary/Academic Affairs Distributions	4,800,000	7,000,000
Total Expenditures	\$12,200,000	\$13,450,000
Net Operating	\$770,000	\$1,031,000