



FISCAL YEAR 2022
CONSOLIDATED OPERATING BUDGET

Ali A. Houshmand, President

Fiscal Year 2022

CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

From the desk of the CFO:

Rowan University Consolidated Operating Budget Proposal Fiscal Year 2022

Overview:

Presented here is the FY 2022 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, self-supporting Centers and Institutes, as well as allocations from the Foundation. The funds are expended according to University policies and procedures.

The FY 2022 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 2022 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 2022 Budget includes \$2.9 million in additional funding to support Project Insight. Project Insight is an initiative by the University to support student success. This budget includes \$2.8 million in additional funding for need-based scholarships and \$0.1 million for additional personnel to support student success. Project insight allows the University to identify current student issues earlier than we are currently capable of identifying. This will allow the University to intervene earlier, resulting in an improved experience for the student. Project Insight will also allow Rowan University to improve retention and graduation rates for the undergraduate population due to this prompt intervention as well as the need-based scholarships offered.

The FY 2022 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) Sewell campus, Academic Affairs, and t the continuous fight against COVID-19.

With the Rowan Medicine practices opening in April 2021 and the continued efforts to prepare the RowanSOM Medical School to accept students at the new campus at RCSJ in FY 2023, the FY 2022 budget allocates \$7.4 million of expenses to this expansion, an increase of \$4.9 million over the FY 2021 budget. The University continues to have elevated expenses related to COVID-19. The FY 2022 budget includes \$2.4 million related to enhanced cleaning, supplies and wellness related costs.

The Research model at Rowan University has an enhanced emphasis on entrepreneurship and shared research initiatives across divisions. The FY 2022 budget includes \$1.5 million to

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support the estimated start-up of these cost centers and distributions for indirect cost recoveries 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); 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. In February 2021, the Governor indicated in his FY 2022 Detailed Budget that the outcome-based appropriations for Rowan University would increase \$4.7 million compared to FY 2021. This budget is based on that assumption.

The FY 2022 budget proposal addresses our affordability initiative by maintaining undergraduate, CMSRU, RowanSOM and Graduate School of Biomedical Sciences (GSBS) tuition and fees rates at FY21 levels and restoring graduate rates to 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 2022 tuition and fee revenue is based on 13,333 full-time undergraduates.

On a consolidated basis, Total Revenues for FY 2022 are budgeted at \$587.5 million and Total Expenses are anticipated to be \$587.0 million.

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

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2021</u>	<u>FY 2022</u>
In-State Tuition	\$10,303	\$10,303
Out of State Tuition	\$19,335	\$19,335
Fees	\$4,073	\$4,073
Discount	<\$1,438>	\$0
Net Tuition and Fees: In-State	\$12,940	\$14,376
Net Tuition and Fees: Out of State	\$21,972	\$23,408
 <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 \$89.2 million, including the Regular University, CMSRU, and RowanSOM. This amount includes \$3.2 million in normal Regular University outcome-based appropriations and an additional \$4.7 million in the Regular University base appropriations for outcome-based appropriations tied to the Garden State Guarantee that is expected to be fully implemented in FY23. The normal 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. Under this new Garden State Guarantee, New Jersey's 13 four-year public institutions will receive increased funding through the state's outcomes-based funding rationale to support institutions in serving low-income students and underrepresented students of color. In exchange for this increased investment, beginning with the cohort entering in the Fall of 2022, each institution will:

- Publicly promote a "College Promise"-style last-dollar commitment that students with adjusted gross incomes (AGI) of \$65,000 or less will pay zero tuition and fees for their first two years of study
- Create a sliding scale pricing structure for students above this income threshold
- Lock in tuition prices for all students through the length of their academic program

The 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 2022 net since its General State appropriations are projected to increase \$3.1 million (\$0.3 million due to the restoration of planned FY 2021 appropriations cut and \$2.8 million due to MAPS) from \$14.6 million to \$17.7 million, which is offset by its Cooper Hospital Support payment projected to increase by \$2.8 million from \$3.3 million to \$6.1 million. RowanSOM's projected General State Appropriations are expected to increase \$2.2 million with \$1.9 million due

to the restoration of the budgeted FY 2021 appropriation cuts and \$0.3 million due to MAPS with an offsetting decrease to RowanSOM's Faculty Practice Plan Revenue of \$0.3 million.

- State Paid Fringe Benefits are estimated to be \$103.8 million in FY 2022. The State allotment of positions covered under the State Benefit program are assumed to be the same as FY 2021; 105 for CMSRU and 1,898 for the University and RowanSOM for a total of 2,003 state funded benefit lines.
- We are anticipating undergraduate enrollments to be comparable to FY 2021 actual enrollment levels with a total of 13,333 full-time students for FY 2022. The Cooper Medical School of Rowan University is projected to have a total of 446 students while RowanSOM is projecting enrollments of 856 medical students, in addition to 164 GSBS full and part-time students. Total gross tuition revenue is projected to be \$255.8 million in FY 2022. Tuition is budgeted as follows:

▪ Regular University (Undergraduate)	\$143.4 million
▪ Rowan Global (Includes Graduate and Summer)	\$51.5 million
▪ Cooper Medical School	\$20.8 million
▪ RowanSOM	\$40.1 million
- Total Student Fee revenue is projected to be \$62.4 million in FY 2022. Fee revenue is budgeted as follows:

▪ Regular University (Undergraduate)	\$45.6 million
▪ Auxiliary	\$10.2 million
▪ Rowan Global (Includes Graduate and Summer)	\$3.2 million
▪ Cooper Medical School	\$1.4 million
▪ RowanSOM	\$2.0 million

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- For FY 2022, the University eliminated its 10% discount for undergraduate tuition and fees (\$17.9 million budgeted in FY 2021) but increased its budgeted scholarships and waivers on a consolidated basis from the FY2021 budget by \$9.8 million and is offering a \$500 discount to all students who are vaccinated for the fall 2021 semester which is expected to cost the University \$6.8 million in FY 2022, resulting in an overall decrease of \$1.3 million in financial support to our students from FY 2021 levels.
- Rental rates for student housing are budgeted to increase by 3.0%. Total rental income for Auxiliary Operations for FY 2022 is projected to be \$27.9 million. Rental Income is expected to continue to be impacted by the drop off in housing demand. The budget reflects an anticipated 77.3% average occupancy rate for the 3,411 beds on the Rowan campus operated by the University. 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 A4 Housing (604 beds), the University will have a total of 6,443 beds for residential students in FY 2022, the same level as FY 2021, and an expected overall occupancy rate of 81.5%. The University is also offering an additional \$500 housing discount to all students in University housing who are vaccinated for the fall 2021 semester, which is expected to cost the University \$2.3 million in FY 2022.
- 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 2022 we project these items to total \$13.0 million. In FY 2022, we also budgeted an additional \$20.3 million of stimulus funding that brings our total expected Other Revenue to \$33.1 million.
- Commission revenues net of expenses are anticipated to be \$1.2 million for FY 2022. The decrease in commission revenues budgeted in FY 2021 was continued in FY 2022 due to fewer students living on campus and the resulting decrease in student meal plans which a large portion of the commission revenue is attributed.
- 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 \$28.3 million for FY 2022. This estimate is based on anticipated enrollment growth of 6.4% over FY21 actuals. The Regular University is budgeted to receive \$19.7 million from Rowan Global and Academic Affairs is projected to receive \$8.6 million in Rowan Global distributions through the Special Programs accounts.
- Revenue distributions from Auxiliary, CMSRU and RowanSOM are projected to be \$11.0 million in FY 2022.
- The Foundation allocation to the Regular University is projected to increase slightly to \$6.4 million in FY 2022. 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 \$0.8 million from the Foundation in FY 2022.
- Affiliate revenue reflects payments from Jefferson Health New Jersey and Inspira for faculty effort related to teaching residents in the Graduate Medical Education (GME) program plus Chief of Service responsibilities for the hospital. For FY 2022, affiliate revenue is projected to total \$3.6 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 168,000 annually. In addition, significant contract payments for medical directorships and other contracted service agreements, such as behavioral health services, account for approximately seventeen percent (17%) of the revenues. For FY 2022, FPP revenues are projected at \$34.9 million budgeted as follows:

▪ Fee for Service payments (CMS and third party payers)	\$29.1 million
▪ Contract payments	\$5.8 million
- Housestaff Billings primarily consist of the expense for resident salary and fringe benefits, plus the associated per resident malpractice expense, billed to the GME

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affiliated sites resulting in a complete recuperation of these expenses. For FY 2022, these billings are projected to total \$15.6 million.

- Investment Earnings-Unrestricted captures the interest and dividend income as well as realized gains and losses from the Universities Investment Portfolio. The FY 2022 budget was maintained at \$2.6 million due to increased investment balances offset by lower interest rates compared to the FY 2021 budget.

Expenditure Highlights

- On a consolidated basis, salaries are budgeted at \$267.3 million. Additional funding is included for the following: \$0.9 million in Regular University for eleven new positions within the divisions of Diversity, Equity and Inclusion, Academic Affairs, IRT, and General University, \$0.1 million in Rowan Global, \$0.2 million in CMSRU for three new positions to handle its growth and \$1.0 million in RowanSOM for two new full-time administrative academic positions to support enrollment growth, nine full time administrative academic positions for Sewell campus at RCSJ, 14 new lines within the Faculty Practice Plan and an estimated \$14.6 million for negotiated salary increases, other contract specific payments and annualization of midyear hires. 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, \$0.7 million for CMSRU and \$4.1 million for RowanSOM for a total of \$11.3 million; a decrease of \$0.3 million from the FY 2021 budget.
- 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 2,003. 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 \$110.5 million. The University has increased Non-Salary expenditures by \$9.2 million. This increase is a result of \$6.7 million of costs added for the proposed Veterinarian School, \$0.8 million to restore FY2021 commencement cost reductions, \$0.7 million net increase for the CMSRU parking garage lease, \$0.7 million in additional drug costs for RowanSOM's internal medicine area, \$0.5 million additional costs for the expansion of RowanSOM at the RCSJ campus, \$3.0 million additional spending in Special Programs due to \$2.0 million in CREATES funding and to higher distributions from Rowan Global and \$0.4 million in additional insurance costs. Budgeted Covid-19 costs were reduced by \$3.7 million and the budgeted payment to Nexus to meet the University's 95% occupancy guarantee was reduced by \$1.6 million from FY 2021 levels. All other non-salary expenses are expected to increase by \$1.7 million due to inflation and partial restoration of FY 2021 reductions.
- Utility costs on a consolidated basis, are projected to be \$11.8 million; an increase of \$0.7 million compared to the FY 2021 budget. The increase is due to a combination of the opening of the RowanSOM Sewell campus, using more outside air in our HVAC system because of COVID and expected price increases.
- 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 2022 rates, the amount is projected to be \$3.0 million.
- Malpractice expense for FY 2022 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 2022 are budgeted at \$41.9 million on outstanding debt; an increase of \$1.9 million from the FY 2021 budgeted levels due to the end of the capitalized interest period on the 2019A bonds partially offset by lower debt service from the refinancing of the CMSRU 2010A bonds.
- In order to update the University's infrastructure the FY 2022 budget includes funding for Capital Projects. The FY 2022 consolidated budget allows for a total of \$0.4 million for capital improvements in the auxiliary operations on the Glassboro campus. \$7.0 million of the FY 2021 operating surplus is being allocated for FY 2022 capital improvements throughout the campuses.

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Rowan University Consolidated Budget Analysis								
Projected FY 2022 Budget								
	Projected FY 2022 Budget							
	Regular University	Auxiliary Operations	Rowan Global	CMSRU	Rowan SOM	Special Programs	Eliminations	Total
Revenues								
General State Appropriation	\$40,627,000	\$0	\$0	\$17,662,703	\$28,906,339	\$2,000,000	\$0	\$89,196,042
State Paid Fringe Benefits	\$71,908,000	\$0	\$0	\$6,514,000	\$25,360,000	\$0	\$0	\$103,782,000
Sub-Total State Support	\$112,535,000	\$0	\$0	\$24,176,703	\$54,266,339	\$2,000,000	\$0	\$192,978,042
Tuition	\$143,359,525	\$0	\$51,528,895	\$20,766,372	\$40,132,377	\$0	\$0	\$255,787,169
Student Fees	\$45,603,870	\$10,212,566	\$3,207,285	\$1,345,840	\$2,030,663	\$0	\$0	\$62,400,224
Discount	(\$5,905,550)	(\$2,272,500)	(\$249,445)	(\$200,500)	(\$424,960)	\$0	\$0	(\$9,052,955)
Scholarships/Waivers	(\$35,100,000)	\$0	(\$5,000,000)	(\$190,500)	(\$1,159,527)	\$0	\$0	(\$41,450,027)
Sub-Total Net Tuition & Fees	\$147,957,845	\$7,940,066	\$49,486,735	\$21,721,212	\$40,578,553	\$0	\$0	\$267,684,411
Rental Income	\$595,933	\$27,908,531	\$0	\$0	\$60,000	\$0	\$0	\$28,564,464
Other Revenue	\$21,022,704	\$1,925,387	\$0	\$1,989,748	\$874,355	\$7,310,000	\$0	\$33,122,194
Commissions	\$1,242,900	\$0	\$0	\$0	\$0	\$0	\$0	\$1,242,900
Revenue Centers Distributions	\$19,685,997	\$0	\$0	\$0	\$0	\$8,619,000	\$28,304,997	\$0
Distributions - Auxiliary/CMSRU/SOM	\$11,020,191	\$0	\$0	\$0	\$0	\$0	\$11,020,191	\$0
Foundation	\$6,419,000	\$0	\$0	\$0	\$800,000	\$0	\$0	\$7,219,000
Affiliate Revenue	\$0	\$0	\$0	\$0	\$3,556,200	\$0	\$0	\$3,556,200
Faculty Practice Plan Revenue	\$0	\$0	\$0	\$0	\$34,924,136	\$0	\$0	\$34,924,136
Housestaff Billings	\$0	\$0	\$0	\$0	\$15,605,999	\$0	\$0	\$15,605,999
Interest Earnings - Unrestricted	\$2,611,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,611,000
Total	\$323,090,570	\$37,773,984	\$49,486,735	\$47,887,663	\$150,665,582	\$17,929,000	\$39,325,188	\$587,508,346.0
Expenditures								
Salary	\$153,497,538	\$8,000,336	\$12,382,222	\$14,319,030	\$79,138,737	\$0	\$0	\$267,337,863
Fringe Benefits	\$72,788,862	\$3,177,264	\$2,613,082	\$7,001,862	\$37,233,247	\$0	\$0	\$122,814,317
Non-Salary - Operating	\$52,785,630	\$6,576,299	\$2,266,520	\$11,033,794	\$21,366,364	\$16,450,000	\$0	\$110,478,607
Utilities	\$5,298,800	\$3,250,100	\$0	\$1,038,000	\$2,223,262	\$0	\$0	\$11,810,162
Tuition/Room/Board Expense	\$0	\$3,033,561	\$0	\$0	\$0	\$0	\$0	\$3,033,561
Malpractice	\$0	\$0	\$0	\$0	\$3,250,000	\$0	\$0	\$3,250,000
Rental Expense - Rowan Blvd.	\$2,899,500	\$12,696,836	\$1,792,785	\$0	\$0	\$0	\$0	\$17,389,121
College of Health Sciences Support	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Cooper Hospital Support	\$0	\$0	\$0	\$6,112,703	\$0	\$0	\$0	\$6,112,703
Distributions to Reg Univ.	\$0	\$4,720,191	\$19,685,997	\$2,100,000	\$4,200,000	\$0	\$30,706,188	\$0
Rev. Ctrs. Distrib. to Academic Affairs	\$0	\$0	\$8,619,000	\$0	\$0	\$0	\$8,619,000	\$0
Debt Service	\$26,447,263	\$3,851,616	\$0	\$7,114,623	\$4,484,352	\$0	\$0	\$41,897,854
Capital Projects	\$0	\$411,000	\$0	\$0	\$0	\$0	\$0	\$411,000
Total	\$316,217,593	\$45,717,203	\$47,359,606	\$48,720,012	\$151,895,962	\$16,450,000	\$39,325,188	\$587,035,188
Net	\$6,872,977	(\$7,943,219)	\$2,127,129	(\$832,349)	(\$1,230,380)	\$1,479,000	\$0	\$473,158

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Revenue Analysis - Regular University Projected Budget FY 2022			
	FY 2021 Base Budget	FY 2022 Projected Budget	Change
State Appropriations	\$25,416,000	\$40,627,000	\$15,211,000
State Paid Fringe Benefits	56,388,000	71,908,000	15,520,000
Tuition			
Base	\$143,210,079	\$143,210,079	\$0
Increased Enrollments	0	149,446	149,446
Tuition Increase - 0%	0	0	0
Total Tuition	<u>\$143,210,079</u>	<u>\$143,359,525</u>	<u>\$149,446</u>
Student Fees			
Base	45,789,979	45,789,979	0
Increased Enrollments	0	29,791	29,791
Decrease non Enrollment Based Fees	0	(215,900)	(215,900)
Fee Increase - 0%	0	0	0
Total Fees	<u>\$45,789,979</u>	<u>\$45,603,870</u>	<u>(\$186,109)</u>
Discount	(\$7,980,162)	(\$5,905,550)	\$2,074,612
Scholarships/Waivers	(\$25,600,000)	(\$35,100,000)	(\$9,500,000)
Rental Income			
South Jersey Tech Park Rental	\$421,937	\$409,000	(\$12,937)
Camden Garage Ground Lease	33,333	33,333	0
Bozorth Rental	75,250	153,600	78,350
Total Rental Income	<u>\$530,520</u>	<u>\$595,933</u>	<u>\$65,413</u>
Other Revenue			
Miscellaneous	\$363,500	\$470,770	\$107,270
SJTP Land Lease	250,000	250,000	0
Stimulus Funding	21,046,361	20,301,934	(744,427)
Total Other Revenue	<u>\$21,659,861</u>	<u>\$21,022,704</u>	<u>(\$637,157)</u>
Commissions			
Food Service Revenue	\$3,600,000	\$3,319,400	(\$280,600)
Food Service Expense	(1,281,000)	(1,319,400)	(38,400)
Net Food Service	<u>\$2,319,000</u>	<u>\$2,000,000</u>	<u>(\$319,000)</u>
Barnes/Noble Commissions	\$650,000	\$669,500	\$19,500
Rent	(1,081,260)	(1,113,700)	(32,440)
Other	(303,740)	(312,900)	(9,160)
Net Book Store	(735,000)	(757,100)	(22,100)
Total Commissions	<u>\$1,584,000</u>	<u>\$1,242,900</u>	<u>(\$341,100)</u>
Revenue Center Distributions	\$16,980,614	\$19,685,997	\$2,705,383
Distributions - Auxiliary/SOM/CMSRU	\$4,576,579	\$11,020,191	\$6,443,612
Foundation	\$6,406,000	\$6,419,000	\$13,000
Interest Earnings	\$2,635,000	\$2,611,000	(\$24,000)
Funding from Reserves	\$0	\$0	\$0
Total Revenue - Regular University	<u>\$291,596,470</u>	<u>\$323,090,570</u>	<u>\$29,419,488</u>

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Summary Regular University Expenditures	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Division						
President	\$9,614,770	\$2,988,285	\$0	\$750,790	\$9,282,789	\$3,739,075
Diversity, Equity and Inclusion	1,911,905	306,571	48,043	9,107	1,628,153	315,678
General Counsel	412,475	342,851	0	9,854	430,926	352,705
Academic Affairs	102,831,636	9,945,289	115,245	1,192,728	110,754,151	11,138,017
Advancement	2,331,925	698,000	0	0	2,769,256	698,000
Enrollment Management	6,164,088	2,143,398	0	208,152	6,736,265	2,351,550
Information Resources & Technology	8,661,067	10,170,439	442,989	(154,660)	9,658,510	10,015,779
Finance	3,652,587	219,940	0	6,400	3,753,650	226,340
Facilities & Administration	11,790,623	4,847,352	0	11,302	12,824,025	4,858,654
General University	(4,640,000)	16,795,297	299,813	2,294,535	(4,340,187)	19,089,832
Sub-Total Operating Budget	\$142,731,076	\$48,457,422	\$906,090	\$4,328,208	\$153,497,538	\$52,785,630
Fringe Benefits	\$64,634,335	\$0	\$0	\$0	\$72,788,862	\$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	143,791	0	5,298,800
Debt Service	0	24,114,783	0	2,332,480	0	26,447,263
Capital Projects	0	4,000,000	0	(4,000,000)	0	0
Total Salary/Non-Salary	\$207,365,411	\$87,126,714	\$906,090	\$2,804,479	\$226,286,400	\$89,931,193
Total Regular University Expenditures	<u>\$294,492,125</u>				<u>\$316,217,593</u>	

(Note 1)

FY 22 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - President</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10100 Office of the President	\$1,100,273	\$155,700	\$0	\$0	\$1,494,032	\$155,700
10101 President UPC Card	0	0	0	0	0	0
10110 Board of Trustees	0	57,850	0	0	0	57,850
10115 Presidential Lecture Series	0	20,000	0	0	0	20,000
10120 Government & External Relations	255,433	151,676	0	(9,486)	0	142,190
10130 Commencement/Convocation	19,038	436,395	0	819,205	20,075	1,255,600
10132 University Events	211,291	48,250	0	(11,800)	322,402	36,450
29000 VP Strategic Ventures & Initiatives	299,043	0	0	0	0	0
30016 Sr. VP Community/Econ Development	176,658	2,000	0	0	0	2,000
34000 Public Safety	3,864,618	405,900	0	0	4,099,566	405,900
34004 Public Safety Cameras	0	595,154	0	10,171	0	605,325
Total	\$5,926,354	\$1,872,925	\$0	\$808,090	\$5,936,075	\$2,681,015
18000 Sr. VP Health Sciences	\$549,228	\$7,300	\$0	(\$7,300)	\$62,304	\$0
Total	\$549,228	\$7,300	\$0	(\$7,300)	\$62,304	\$0
30008 Labor Relations	\$142,093	\$7,050	\$0	\$0	\$88,825	\$7,050
33000 Human Resources	1,540,530	312,410	0	0	1,648,454	312,410
33004 Student Title IX Summit	0	16,000	0	0	0	16,000
33006 Employee Equity	128,799	0	0	0	137,504	0
Total	\$1,811,422	\$335,460	\$0	\$0	\$1,874,783	\$335,460
10140 Media/Public Relations	\$481,719	\$60,000	\$0	\$0	\$513,349	\$60,000
40004 University Publications	635,066	78,300	0	0	666,797	78,300
40005 Rowan Magazine	0	165,300	0	0	0	165,300
45006 University Marketing	0	469,000	0	(50,000)	0	419,000
22002 Duplicating	210,981	0	0	0	229,481	0
Total	\$1,327,766	\$772,600	\$0	(\$50,000)	\$1,409,627	\$722,600
Total President	\$9,614,770	\$2,988,285	\$0	\$750,790	\$9,282,789	\$3,739,075

(Note 1)

FY 22 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

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Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Diversity, Equity and Inclusion</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
17000 SVP Diversity, Equith and Inclusion	\$627,764	\$70,000	\$48,043	\$2,000	\$710,296	\$72,000
33002 Equity & Diversity	83,000	7,338	0	0	86,735	7,338
51004 EOF King Scholar	976,429	29,580	0	(1,580)	579,055	28,000
51005 EOF Camden Campus	2,000	13,350	0	2,800	4,000	16,150
51006 MAP Program	33,000	104,278	0	4,700	35,000	108,978
51007 CHAMP/GEAR UP	0	62,000	0	1,187	0	63,187
54006 Cultural Diversity	189,712	20,025	0	0	213,067	20,025
Total Diversity, Equity and Inclusion	\$1,911,905	\$306,571	\$48,043	\$9,107	\$1,628,153	\$315,678

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Success Coach	\$48,043	1
Total	\$48,043	1

(Note 1)

FY 22 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 2022						
<u>Division - General Counsel</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10125 General Counsel	\$412,475	\$13,421	\$0	\$9,854	\$430,926	\$23,275
10126 University Legal Services	0	325,000	0	0	0	325,000
31016 Risk Management	0	4,430	0	0	0	4,430
Total General Counsel	\$412,475	\$342,851	\$0	\$9,854	\$430,926	\$352,705

(Note 1)

FY 22 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 2022						
Division - Academic Affairs	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10150 University Senate	\$98,989	\$5,225	\$0	\$0	\$106,569	\$5,225
20000 Sr. VP/Provost	843,485	(172,340)	43,456	2,540	731,260	(169,800)
20002 Program Improvement	0	645,000	0	0	0	645,000
New Academic Prog	0	0	0	0	0	0
20004 Academic Affairs	11,509,000	347,000	0	165,000	14,045,500	512,000
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	391,138	31,800	0	2,830	414,593	34,630
20016 Library Services	3,314,666	2,767,329	0	28,300	3,580,033	2,795,629
20026 Non-Salary Research Funds	0	155,000	0	155,000	0	310,000
Sub-Total Academic Affairs	\$16,157,278	\$3,793,714	\$43,456	\$353,670	\$18,877,955	\$4,147,384
21000 VP Academic Affairs	\$379,735	\$32,300	\$0	\$4,600	\$396,824	\$36,900
21004 Faculty Center	47,967	22,080	0	5,820	49,725	27,900
21008 Honors Concentration	361,409	20,480	0	1,720	384,976	22,200
21010 ROTC Program	0	3,500	0	(500)	0	3,000
55002 Registrar	1,009,722	70,440	0	(640)	1,148,736	69,800
Sub-Total AP AA	\$1,798,833	\$148,800	\$0	\$11,000	\$1,980,261	\$159,800
23000 Dean Commun & Creative Arts	\$1,104,743	\$118,428	\$0	\$5,877	\$1,113,784	\$124,305
23004 Communications Lab	0	15,000	0	0	0	15,000
23006 Communications Studies	1,645,449	13,385	0	1,165	1,759,884	14,550
23008 Writing Arts	2,517,568	32,302	0	2,698	2,759,314	35,000
23009 Writing Center	76,000	2,200	0	800	77,000	3,000
23010 Journalism	690,979	8,810	0	440	735,271	9,250
23012 Public Relations/Advertising	1,232,535	12,110	0	840	1,234,654	12,950
23014 Radio/TV/Film	1,491,077	14,630	0	670	1,491,946	15,300
23016 WGLS Radio Station	227,587	59,300	0	700	243,406	60,000
23018 BMAV	0	3,875	0	125	0	4,000
26004 Art	1,058,468	18,700	0	400	869,437	19,100
26006 Art Lab	4,950	16,000	0	12,150	9,900	28,150
26010 Gallery Program	2,500	34,545	0	10,455	62,648	45,000
Total	\$10,051,856	\$349,285	\$0	\$36,320	\$10,357,244	\$385,605

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University						
Projected Budget FY 2022						
<u>Division - Academic Affairs</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
24000 Dean Science & Mathematics	\$940,918	\$315,900	\$0	\$22,250	\$956,921	\$338,150
24008 Biochemistry Lab	0	17,500	0	0	0	17,500
24010 Biological Sciences	2,161,725	38,800	39,596	10,500	2,361,432	49,300
24012 Biological Sciences Lab	0	89,591	0	16,377	0	105,968
24014 Chemistry	2,186,970	35,300	0	2,900	2,280,154	38,200
24015 Pharmaceutical Lab	0	0	0	35,000	0	35,000
24016 Chemistry Lab	0	121,700	0	0	0	121,700
24018 Computer Science	2,191,537	15,060	0	800	2,384,925	15,860
24020 Computer Science Lab	0	9,500	0	700	0	10,200
24040 Mathematics	3,355,909	28,725	0	2,325	3,638,248	31,050
24044 Physics	1,874,582	34,350	0	(350)	1,974,904	34,000
24046 Physics Lab	0	63,450	0	1,400	0	64,850
24048 Planetarium	89,988	23,500	0	0	96,879	23,500
24052 Psychology	2,642,579	34,700	0	1,950	2,772,801	36,650
24054 Psychology Lab	0	1,800	0	0	0	1,800
24066 Nursing	635,525	0	0	0	889,278	0
24100 School of Biomedical Sciences	100,763	10,000	0	3,000	256,837	13,000
24102 Biomedical Translational Sciences	552,420	23,200	0	0	588,191	23,200
24103 Molecular/ Cellular Biosciences Lab	0	0	0	29,300	0	29,300
25016 Health & Exercise Science	1,922,133	30,247	0	3,246	2,031,720	33,493
25018 Health & Exercise Science Lab	0	1,700	0	0	0	1,700
Total	\$18,655,049	\$895,023	\$39,596	\$129,398	\$20,232,290	\$1,024,421
24500 Dean Humanities & Social Science	\$785,318	\$173,450	\$0	\$28,150	\$829,335	\$201,600
24502 Public Policy	0	0	0	25,000	0	25,000
24004 Afro-American Studies	0	500	0	0	0	500
24005 American Studies	0	1,140	0	60	0	1,200
24006 Asian-American Studies	0	1,000	0	0	0	1,000
24024 English	1,374,283	16,673	0	(573)	1,469,597	16,100
24026 Foreign Language	959,548	6,300	0	200	1,015,523	6,500
24032 History	1,623,228	17,208	0	1,265	1,711,252	18,473
24033 Humanities/Social Science	0	400	0	0	0	400
24034 International Studies	0	500	0	0	0	500
99999 Center for interdisciplinary Studies	0	0	0	3,000	0	3,000
24036 Law/Justice	1,745,256	14,100	0	0	1,838,678	14,100
24038 Liberal Studies Major	0	1,000	0	0	0	1,000
24042 Philosophy/Religion	859,956	8,536	0	510	911,458	9,046
24050 Political Science & Economics	1,069,308	8,496	0	604	1,136,822	9,100

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Academic Affairs</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
24058 Sociology & Anthropology	1,597,934	13,980	0	20	1,673,611	14,000
24062 Women's Studies	0	1,000	0	0	0	1,000
Total	\$10,014,831	\$264,283	\$0	\$58,236	\$10,586,276	\$322,519
24600 Dean Earth & Environment	\$290,674	\$100,300	\$0	(\$8,600)	\$308,857	\$91,700
24601 Nature Center	50,000	0	0	0	50,000	0
24602 Geology	620,340	35,750	0	(1,700)	720,452	34,050
24604 Environmental Science	506,937	41,300	0	(2,250)	542,477	39,050
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	904,783	20,225	0	1,175	1,020,744	21,400
Total	\$2,372,734	\$202,575	\$0	(\$11,375)	\$2,642,530	\$191,200
25000 Dean Education	\$958,892	\$147,625	\$0	\$0	\$999,449	\$147,625
25010 Educational Leadership	1,527,190	0	0	0	1,476,255	0
25014 Interdisciplinary & Inclusive Ed	2,423,649	29,000	0	0	2,460,726	29,000
25020 Schaub Resource Room	0	5,460	0	440	0	5,900
25021 Schaub Computer Lab	0	1,000	0	(1,000)	0	0
25024 Student Services Center	191,259	0	0	0	211,676	0
25026 STEAM Ed	856,311	20,000	0	0	906,381	20,000
25030 Lang, Literacy,Sociocultural Ed	1,821,866	28,520	0	480	1,993,470	29,000
Total	\$7,779,167	\$231,605	\$0	(\$80)	\$8,047,957	\$231,525
26000 Dean Performing Arts	\$807,592	\$321,852	\$0	\$8,550	\$851,182	\$330,402
26008 Perf Arts Promotion	0	16,400	0	0	0	16,400
26012 Music	2,209,858	106,195	0	3,205	2,389,029	109,400
26014 Music Lab	0	4,900	0	100	0	5,000
26016 Theatre & Dance	1,149,065	19,090	0	1,910	1,221,963	21,000
26018 Theatre Arts	0	25,150	0	0	0	25,150
26020 PA Outreach & Recruitment	0	26,205	0	795	0	27,000
26022 Pep Band	11,000	0	0	0	22,000	0
Total	\$4,177,515	\$519,792	\$0	\$14,560	\$4,484,174	\$534,352

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Academic Affairs</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
27000 Dean Business	\$1,031,319	\$144,050	\$0	\$4,500	\$1,085,949	\$148,550
27003 Accounting Accreditation	0	10,000	0	0	0	10,000
27004 Accounting & Finance	2,995,250	13,635	0	1,365	3,122,281	15,000
27006 Accreditation	0	206,992	0	44,708	0	251,700
27008 Business Lab	0	997	0	(997)	0	0
27010 Management	2,407,401	17,100	0	500	2,590,157	17,600
27012 Marketing	2,238,250	13,250	0	3,000	2,328,516	16,250
27014 MBA	0	2,500	0	0	0	2,500
27016 Rohrer Endowed Chair	149,611	13,563	0	3,337	154,821	16,900
27018 Campbell Endowed Chair	0	12,750	0	12,250	0	25,000
Total	\$8,821,831	\$434,837	\$0	\$68,663	\$9,281,724	\$503,500
28000 Dean Engineering	\$1,712,039	\$381,922	\$0	(\$6,525)	\$1,851,486	\$375,397
28004 Chemical Engineering	1,380,129	90,660	0	10,040	1,426,551	100,700
28006 Civil Engineering	1,575,247	89,420	0	8,680	1,749,181	98,100
28008 Electrical Engineering	1,516,083	88,175	0	8,525	1,588,193	96,700
28010 Mechanical Engineering	1,946,973	90,500	0	8,200	1,888,033	98,700
28012 Engineering Outreach	0	50,656	0	(15,456)	0	35,200
28016 Biomedical Engineering	1,101,543	69,250	0	7,750	1,261,592	77,000
28018 Experiential Eng Education	875,845	57,090	0	0	941,788	57,090
Total	\$10,107,859	\$917,673	\$0	\$21,214	\$10,706,824	\$938,887
Sub Total Colleges	\$89,936,953	\$7,757,587	\$83,052	\$681,606	\$97,197,235	\$8,439,193
57002 Intercollegiate Athletics	\$2,853,888	\$900,967	\$0	(\$900,967)	\$1,474,902	\$0
57004 Athletic Tournaments	0	15,000	0	0	0	15,000
57006 Sports Information	265,766	33,650	0	(1,400)	284,580	32,250
57010 General Athletics	0	0	0	245,130	0	245,130
57011 Athletic Training	0	0	0	63,617	248,590	63,617
57012 Equipment Management	0	0	0	3,060	0	3,060
57013 Promotions	0	0	0	15,300	0	15,300
57014 Athletic Communications	0	0	0	19,500	0	19,500
57015 Strength & Conditioning	0	0	0	10,200	0	10,200
57020 Baseball	0	0	0	96,370	99,783	96,370
57021 Basketball M	0	0	0	60,186	96,736	60,186

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CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Academic Affairs</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
57022 Football	0	0	0	168,524	264,463	168,524
57023 Soccer M	0	0	0	49,856	97,663	49,856
57024 CC TF M	0	0	0	94,471	86,912	94,471
57030 Basketball W	0	0	0	60,186	79,958	60,186
57031 Field Hockey	0	0	0	49,609	86,912	49,609
57032 Lacrosse	0	0	0	54,633	97,663	54,633
57033 Soccer W	0	0	0	49,856	99,783	49,856
57034 Softball	0	0	0	73,649	150,954	73,649
57035 Volleyball	0	0	0	45,507	89,612	45,507
57036 CC TF W	0	0	0	94,471	92,830	94,471
57040 Swim Dive	0	0	0	91,711	165,267	91,711
Sub-Total Athletics	\$3,119,654	\$949,617	\$0	\$443,468	\$3,516,608	\$1,393,085
51008 Career & Academic Planning	\$636,226	\$39,570	\$0	\$11,030	\$660,163	\$50,600
54008 University Advising Center	4,771,266	68,161	32,193	25,119	4,771,266	93,280
54010 Retention/Tutoring/Basic Skills	239,349	41,681	0	(31,681)	239,349	10,000
Total Student Affairs	\$5,646,841	\$149,412	\$32,193	\$4,468	\$5,670,778	\$153,880
50000 VP Student Affairs	\$232,769	\$38,450	\$0	\$43,525	\$223,352	\$81,975
50002 Shuttle Services	8,600	616,760	0	0	8,600	616,760
50006 Orientation	299,810	0	0	0	249,025	0
50008 PROS	30,000	6,890	0	2,610	60,000	9,500
50009 Parent Orientation	4,180	32,730	0	0	8,360	32,730
50010 Student Engagement	107,025	0	0	0	111,842	0
51010 Academic Success Center	449,337	55,063	0	0	483,439	55,063
51014 Disability Resources	0	23,000	0	0	0	23,000
51016 Resource Center	21,250	0	0	0	22,500	0
52004 Service Learning	137,649	11,800	0	3,100	149,299	14,900
52006 Intramural Program	0	19,530	0	0	0	19,530
Card Services			0	0	0	0
Sub-Total Student Affairs	\$1,290,620	\$804,223	\$0	\$49,235	\$1,316,417	\$853,458

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Academic Affairs</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
53002 Counseling Center	\$1,572,500	\$89,500	\$0	\$10,500	\$1,677,384	\$100,000
53004 Student Health Serv	1,050,220	136,400	0	3,100	1,140,920	139,500
53008 Healthy Campus Init	214,848	58,550	0	350	234,809	58,900
Sub-Total Wellness	\$2,837,568	\$284,450	\$0	\$13,950	\$3,053,113	\$298,400
Total Academic Affairs	\$102,831,636	\$9,945,289	\$115,245	\$1,192,728	\$110,754,151	\$11,138,017

Expense Analysis by Department - Regular University
Projected Budget FY 2022

Division - Academic Affairs

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Faculty Affairs Coordinator, Academic Affairs	\$43,456	0.5
Discovery Hall Lab Technician	39,596	1.0
Starfish Coordinator	32,193	1.0
Total	\$115,245	2.5

(Note 1)

FY 22 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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CONSOLIDATED OPERATING BUDGET

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Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Advancement</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
40000 Sr. VP Advancement	\$68,069	\$88,800	\$0	\$0	\$71,132	\$88,800
40006 Alumni Engagement	323,996	56,425	0	0	279,185	56,425
40008 VP Advancement	698,525	121,505	0	0	1,005,543	121,505
40010 Advancement Services	274,105	121,585	0	0	296,382	121,585
40012 Development	320,575	80,800	0	0	433,782	80,800
40014 Advancement Communications	231,190	45,000	0	0	245,024	45,000
40016 Rowan Fund	137,862	130,855	0	0	148,112	130,855
40018 Corporate & Foundation Relations	217,453	21,480	0	0	227,239	21,480
40020 Stewardship & Donor Relations	60,150	31,550	0	0	62,857	31,550
Total Advancement	\$2,331,925	\$698,000	\$0	\$0	\$2,769,256	\$698,000

(Note 1)

FY 22 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - Regular University Projected Budget FY 2022						
<u>Division - Information Resources/Tech</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
45000 Sr VP Info Resources & Technology	\$1,610,884	\$290,050	\$0	\$33,550	\$1,573,908	\$323,600
45004 Instit/Effectiveness/Planning	2,501,649	38,870	0	(1,445)	2,672,357	37,425
22000 IRT Operations	0	5,285,089	0	(2,173,356)	0	3,111,733
22004 Network Operations	508,065	69,400	0	28,600	537,949	98,000
22006 Instructional Technology Fee	0	4,001,063	0	1,857,558	0	5,858,621
22008 Technology Services	929,157	6,000	74,040	0	1,085,605	6,000
22010 Network & System Services	80,592	16,300	0	0	86,640	16,300
22014 Network Security	302,474	153,077	123,873	79,143	439,959	232,220
22016 NSS System Administration	975,978	72,920	0	(200)	1,034,258	72,720
22018 NSS Desktop Management	415,646	30,870	0	2,380	436,772	33,250
22020 NSS Installation & Repair	547,876	65,120	0	15,480	604,943	80,600
22022 Enterprise Service Center	282,872	16,985	63,964	15	387,244	17,000
22026 IRT Training Services	505,874	16,360	100,636	0	689,150	16,360
22028 IRT Project Man.	0	25,050	0	8,750	109,725	33,800
22030 NSS Development Operations	0	29,305	80,476	(3,055)	0	26,250
22032 Information Services	0	53,980	0	(2,080)	0	51,900
Total Information Resources/Tech	\$8,661,067	\$10,170,439	\$442,989	(\$154,660)	\$9,658,510	\$10,015,779

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Support Specialist	\$63,964	1
Technician	74,040	1
Network Administrator (NRD)	101,365	1
Security Engineer (NRD)	22,508	1
Integration Specialist (NRD)	80,476	1
Systems Administrator (NRD)	100,636	1
Total	\$442,989	6

(Note 1)

FY 22 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 2022						
<u>Division - Enrollment Management</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
41002 University Web Services	\$108,743	\$0	\$0	\$0	\$0	\$0
54000 VP Enrollment Management	965,046	548,000	0	(12,000)	1,104,812	536,000
54002 Admissions	2,545,839	1,141,150	0	82,500	2,663,404	1,223,650
54014 University Scheduling	64,094	0	0	0	254,355	0
54016 Strategic Planning & Management	602,794	32,550	0	(5,000)	652,284	27,550
54018 Welcome Center	0	109,198	0	(2,838)	10,000	106,360
56002 Financial Aid	1,291,092	205,500	0	41,485	1,429,222	246,985
24060 International Center - 24060	220,887	87,400	0	103,155	234,416	190,555
54012 ESL Program - 54012	365,593	19,600	0	850	387,772	20,450
Total Enrollment Management	\$6,164,088	\$2,143,398	\$0	\$208,152	\$6,736,265	\$2,351,550

(Note 1)

FY 22 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 2022						
<u>Division - Finance</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
31000 Sr VP Finance/CFO	\$573,758	\$24,850	\$0	\$0	\$391,993	\$24,850
31002 Accounts Payable	349,276	27,560	0	0	373,412	27,560
31004 Accounting Services	709,814	23,940	0	0	777,687	23,940
31006 Bursar	1,031,096	109,610	0	6,400	1,134,068	116,010
31008 Payroll	363,357	15,380	0	0	401,419	15,380
31010 Purchasing	457,413	12,700	0	0	496,100	12,700
45002 Budget	167,873	5,900	0	0	178,971	5,900
Total Finance	\$3,652,587	\$219,940	\$0	\$6,400	\$3,753,650	\$226,340

(Note 1)

FY 22 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 2022						
<u>Division - Facilities</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
30004 Construction & Capital Projects	\$538,668	\$101,400	\$0	\$0	\$558,177	\$101,400
32000 Facilities Part-time	78,250	0	0	0	86,500	0
32002 Facilities Administration	1,379,803	864,455	0	(19,759)	1,477,128	844,696
32003 Facility Training & Risk Mgmt	464,298	351,554	0	13,096	485,378	364,650
32004 Custodial	3,381,827	333,659	0	(7,009)	3,763,015	326,650
32005 Facilities Planning	0	68,100	0	(100)	0	68,000
32006 Grounds	918,071	264,475	0	0	993,829	264,475
32007 Facility Systems & Controls	320,436	542,257	0	(57)	346,408	542,200
32008 Heating Plant	810,773	898,052	0	10,348	868,346	908,400
32010 Trades	3,438,019	871,517	0	3,483	3,733,619	875,000
32012 Facility Campus Services	460,478	17,100	0	0	511,625	17,100
32014 High Street Property	0	191,783	0	(2,320)	0	189,463
32016 President Residence	0	77,900	0	1,750	0	79,650
32018 Camden Bank Building	0	265,100	0	11,870	0	276,970
Total Facilities	\$11,790,623	\$4,847,352	\$0	\$11,302	\$12,824,025	\$4,858,654

Division - Facilities & Administration

(Note 1)

FY 22 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 2022						
<u>Division - General University</u>	FY 2021 Base Budget		New Salary	Non-Salary	FY 2022 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
15020 General University	\$285,000	\$13,261,981	\$0	(\$3,480,581)	\$285,000	\$9,781,400
15025 University Reserve/Salary Savings	(6,000,000)	0	0	0	(6,000,000)	0
Support for Cost Ctrs	0	1,035,834	0	(1,297,310)	0	(261,476)
15005 Indirect Cost Distributions	0	1,399,823	0	187,668	0	1,587,491
29500 Veterinarian School	0	0	299,813	6,700,187	299,813	6,700,187
31018 Glassboro Campus Insurance	0	1,097,659	0	184,571	0	1,282,230
56006 Institutional Work Study	1,075,000	0	0	0	1,075,000	0
Total General University	(\$4,640,000)	\$16,795,297	\$299,813	\$2,294,535	(\$4,340,187)	\$19,089,832

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

**Auxiliary Services Summary Schedule
Projected Budget FY 2022**

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees	\$0	\$5,017,784	\$5,194,782	\$0	\$10,212,566
Discount	(2,272,500)	0	0	0	(2,272,500)
Housing Rentals	27,908,531	0	0	0	27,908,531
Sub-Total	<u>\$25,636,031</u>	<u>\$5,017,784</u>	<u>\$5,194,782</u>	<u>\$0</u>	<u>\$35,848,597</u>
Fines	\$24,000	\$0	\$0	\$0	\$24,000
Housing Cancellation Fee	61,800	0	0	0	61,800
Merchant Commission	120,000	0	0	0	120,000
Miscellaneous Revenue	0	0	500	0	500
Other Income	402,600	515	1,000	0	404,115
Rental Income	0	10,300	500	100,000	110,800
Placement Fee	1,018,272	0	0	0	1,018,272
ID Card	0	0	0	0	0
Memberships	0	0	60,000	0	60,000
Guest Fees	0	0	10,000	0	10,000
Equipment Rentals	0	0	1,500	0	1,500
Court Rentals	0	0	100	0	100
Intramural Fees	0	0	0	0	0
Instructional Fees	0	0	45,000	0	45,000
Miscellaneous Sales	0	0	1,500	0	1,500
Repair Income	45,800	0	0	0	45,800
Forfeited Sec Deposit	22,000	0	0	0	22,000
Sub-Total Other Revenue	<u>\$1,694,472</u>	<u>\$10,815</u>	<u>\$120,100</u>	<u>\$100,000</u>	<u>\$1,925,387</u>
Total Revenue	\$27,330,503	\$5,028,599	\$5,314,882	\$100,000	\$37,773,984

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Auxiliary Services Summary Schedule Projected Budget FY 2022					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Expenditures					
Salary Pool	(\$311,000)	\$0	\$0	\$0	(\$311,000)
Salary Full Time	4,176,859	840,691	892,837	0	5,910,387
Salary Part Time	87,546	10,000	91,777	0	189,323
Salary Voucher	9,000	0	3,500	6,000	18,500
Student Salary	412,100	250,000	595,831	0	1,257,931
Res Dir/Graduate Assistants	436,470	55,000	76,500	0	567,970
Overtime	140,000	28,000	2,000	0	170,000
Salary Adjustments	107,125	32,000	15,000	20,000	174,125
Clothing Allowance	16,775	5,225	1,100	0	23,100
Sub-Total Salary	\$5,074,875	\$1,220,916	\$1,678,545	\$26,000	\$8,000,336
Fringe Benefits Pool	\$2,242,868	\$450,975	\$482,962	\$459	\$3,177,264
Total Salary & Fringes	\$7,317,743	\$1,671,891	\$2,161,507	\$26,459	\$11,177,600
Supplies	\$209,408	\$134,000	\$140,000	\$1,500	\$484,908
Printing	24,300	22,000	17,000	500	63,800
Educational Supplies	18,800	0	0	0	18,800
Equipment Under \$5000	30,500	149,825	125,000	1,500	306,825
Purchase Card Clearing	0	0	0	0	0
Catering & Official Reception	298,212	30,000	55,000	15,000	398,212
Credit Card Charges	13,000	2,000	6,000	0	21,000
Professional Services	250	0	5,000	2,000	7,250
Licenses/Registration Fees	37,366	6,000	35,000	0	78,366
Staff Training & Development	19,980	5,000	3,000	0	27,980
Honorarium/Stipends	0	0	0	0	0
Mileage Reimbursement	2,225	0	1,500	0	3,725
Travel	17,300	26,000	18,080	1,500	62,880
Travel - Student	21,000	0	5,000	0	26,000
Telephone	54,200	10,000	7,500	2,000	73,700
Cable Television	236,726	0	0	0	236,726
Postage	625	500	250	150	1,525
Insurance	184,652	21,200	12,130	0	217,982
Contracted Service	538,200	200,000	90,000	5,000	833,200
Advertising	700	0	250	0	950
Subscriptions/Memberships	7,350	3,200	11,000	1,200	22,750
Other Services	7,000	3,000	40,000	0	50,000
Sponsorships	0	1,000	0	0	1,000

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Auxiliary Services Summary Schedule					
Projected Budget FY 2022					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Repairs	400,000	100,000	135,000	0	635,000
Rental Expense	947,350	2,500	72,731	5,000	1,027,581
Lease Expense	3,093	0	280,288	0	283,381
Reserve Allocation	53,000	0	0	0	53,000
Other Expenses	15,364	0	0	0	15,364
Transfer	691,794	9,500	316,100	0	1,017,394
Workmen's Compensation	35,000	30,000	0	0	65,000
Equipment & Software Over \$5000	9,000	70,000	35,000	0	114,000
Cost Sharing	160,000	10,000	240,000	18,000	428,000
Sub-Total Non-Salary Oper	<u>\$4,036,395</u>	<u>\$835,725</u>	<u>\$1,650,829</u>	<u>\$53,350</u>	<u>\$6,576,299</u>
Electric	\$1,060,400	\$185,100	\$143,000	\$0	\$1,388,500
Gasoline	100	0	0	0	100
Natural Gas	453,900	259,600	148,200	0	861,700
Fuel Oil	10,300	4,900	3,000	0	18,200
Water/Sewer	892,100	52,900	36,600	0	981,600
Sub-Total Utilities	<u>\$2,416,800</u>	<u>\$502,500</u>	<u>\$330,800</u>	<u>\$0</u>	<u>\$3,250,100</u>
Tuition & Fee Expense	\$389,438	\$0	\$0	\$0	\$389,438
Graduate Coordinator Waiver	0	158,870	144,606	0	303,476
Housing Waivers	1,648,591	0	0	0	1,648,591
Board Waivers	692,056	0	0	0	692,056
Sub-Total Waivers	<u>\$2,730,085</u>	<u>\$158,870</u>	<u>\$144,606</u>	<u>\$0</u>	<u>\$3,033,561</u>
Rental Expenses - Rowan Blvd.	\$2,919,180	\$0	\$0	\$0	\$2,919,180
Addl Rent Holly Pointe	0	0	0	0	0
Capital	291,000	0	120,000	0	411,000
Debt Service	3,282,096	569,520	0	0	3,851,616
Aux Lease Expense	9,777,656	0	0	0	9,777,656
Revenue Distributions to University	4,700,000	0	0	20,191	4,720,191
Total Non Salary	<u>\$30,153,212</u>	<u>\$2,066,615</u>	<u>\$2,246,235</u>	<u>\$73,541</u>	<u>\$34,539,603</u>
Total Expenditures	<u>\$37,470,955</u>	<u>\$3,738,506</u>	<u>\$4,407,742</u>	<u>\$100,000</u>	<u>\$45,717,203</u>
Excess/(Deficit)	<u>(\$10,140,452)</u>	<u>\$1,290,093</u>	<u>\$907,140</u>	<u>\$0</u>	<u>(\$7,943,219)</u>

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

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Budget Analysis - Auxiliary Services	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Revenues							
Student Fees	\$8,065,389	\$9,024,846	\$9,593,408	\$9,973,897	\$10,394,517	\$9,935,584	\$10,212,566
Discount	0	0	0	0	0	(9,935,584)	(2,272,500)
Housing Rentals	35,309,748	33,811,485	32,803,139	32,398,816	33,904,692	21,643,251	27,908,531
Sub-Total	\$43,375,137	\$42,836,331	\$42,396,547	\$42,372,713	\$44,299,208	\$21,643,251	\$35,848,597
Fines	\$0	\$19,625	\$15,084	\$22,715	\$36,780	\$800	\$24,000
Housing Cancellation Fee	22,625	53,450	60,550	83,375	77,250	60,000	61,800
Application Fee	0	0	0	0	0	0	0
Rowan Foundation	0	0	0	3,060	1,150	0	0
Contra Revenue	0	0	0	0	(6,331,257)	0	0
Facilities Rental	0	0	0	0	0	0	0
Merchant Commission	93,759	138,115	141,336	146,733	138,380	130,000	120,000
Miscellaneous Revenue	2,239	5	43,615	2,130	0	1,000	500
Other Income	2,371	2,696,077	1,745,045	1,630,276	387,341	594,400	404,115
Rental Income	771,824	737,311	695,587	458,690	303,150	61,000	110,800
ID Card	103,890	121,844	120,890	114,291	92,170	120,000	-
Memberships	137,705	122,223	109,150	119,621	94,553	60,000	60,000
Guest Fees	20,583	22,581	27,194	27,441	21,353	25,345	10,000
Equipment Rentals	5,944	5,868	3,665	4,647	3,793	6,000	1,500
Court Rentals	2,346	105	108	108	603	200	100
Intramural Fees	13,103	14,587	9,481	22,283	20,225	10,000	-
Instructional Fees	147,133	128,032	105,341	95,167	42,688	50,000	45,000
Summer Camps	197,736	193,951	139,186	0	0	0	0
Computer Sales	0	20	0	0	0	0	0
Miscellaneous Sales	2,405	2,283	4,212	2,829	644	2,000	1,500
Repair Income	92,737	63,613	61,655	65,040	22,384	36,500	45,800
Forfeited Sec Deposit	22,200	19,600	24,949	0	0	22,000	22,000
Participant Fees	0	20	630	0	0	0	0
Recreation Center	0	(273)	0	0	0	0	0
Student Center	0	(50)	0	0	0	0	0
Conference and Event Services	0	0	0	0	0	0	0
Placement Fee	0	0	0	707,009	874,488	1,018,272	1,018,272
Vendor Discounts Taken	0	0	1,258	0	0	0	0
Sub-Total Other Revenue	\$1,638,600	\$4,338,989	\$3,308,933	\$3,505,413	(\$4,214,307)	\$2,197,517	\$1,925,387
Total Revenue	\$45,013,737	\$47,175,320	\$45,705,480	\$45,878,126	\$40,084,901	\$23,840,768	\$37,773,984

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Budget Analysis - Auxiliary Services	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Expenditures							
Salary Pool	\$0	\$0	\$0	\$0	\$0	(\$311,000)	(\$311,000)
Salary Full Time	4,569,881	4,850,098	5,200,000	5,432,998	5,625,508	5,859,014	5,910,387
Salary Part Time	191,258	189,203	154,102	92,661	117,710	127,677	189,323
Salary Voucher	92,875	88,474	54,750	39,099	22,932	18,000	18,500
Student Salary	882,676	943,549	1,087,311	1,160,172	907,678	581,238	1,257,931
Graduate Assistants	400,499	480,044	516,968	594,337	625,151	598,177	567,970
Overtime	191,985	214,808	211,673	194,309	165,179	170,000	170,000
Salary Adjustments	458,132	271,319	(51,201)	147,218	159,662	176,250	174,125
Clothing Allowance	0	45,100	25,300	25,025	21,725	21,725	23,100
Relocation Allowance	0	0	0	2,336	5,027	0	0
Sub-Total Salary	\$6,787,305	\$7,082,595	\$7,198,903	\$7,688,154	\$7,650,573	\$7,241,081	\$8,000,336
Fringe Benefits Pool	\$2,103,062	\$304,235	\$0	\$0	\$0	\$2,622,226	\$3,175,887
FICA/Medicare Distributed	1,232	412,158	431,906	442,662	455,793	18,858	1,377
Other Fringe Benefits Distributed	0	1,844,359	2,221,599	2,249,261	2,165,821	87,974	0
Sub-Total Fringe	\$2,104,294	\$2,560,752	\$2,653,505	\$2,691,923	\$2,621,614	\$2,729,058	\$3,177,264
Total Salary & Fringes	\$8,891,600	\$9,643,347	\$9,852,408	\$10,380,077	\$10,272,187	\$9,970,139	\$11,177,600
Supplies	\$504,918	\$543,189	\$584,593	\$556,397	\$394,362	\$385,500	\$484,908
Laboratory Supplies	0	0	0	0	382	0	0
Printing	78,540	105,465	92,241	70,941	55,197	49,900	63,800
Educational Supplies	12,249	13,316	15,677	16,805	9,179	18,800	18,800
Equipment Under \$5000	1,105,482	461,322	534,743	281,853	181,274	295,360	306,825
Purchase Card Clearing	25,121	26,541	26,596	7,066	0	0	0
Catering & Official Reception	488,061	492,466	642,259	759,334	521,632	348,689	398,212
Credit Card Charges	24,744	28,768	22,707	20,638	19,727	21,000	21,000
Professional Services	62,605	23,702	1,250	5,730	7,897	7,500	7,250
Licenses/Registration Fees	23,828	78,041	46,082	62,807	64,537	74,382	78,366
Staff Training & Development	36,443	36,240	33,997	29,361	24,847	18,089	27,980
Honorarium/Stipends	28,600	18,350	(1,150)	1,500	2,000	0	0
Mileage Reimbursement	665	3,315	2,570	8,804	3,871	3,425	3,725
Travel	96,990	95,589	109,352	114,746	52,644	1,500	62,880
Travel - Student	683	15,678	25,762	47,894	34,703	0	26,000
Telephone	119,432	69,580	87,632	85,031	75,660	72,400	73,700
Cable Television	125,430	226,221	225,420	230,080	236,726	207,072	236,726
Moving Relocation	0	2,792	0	0	0	0	0
Postage	4,138	5,117	3,414	893	1,872	4,275	1,525
Insurance	198,921	137,414	109,562	144,799	152,761	211,888	217,982

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Budget Analysis - Auxiliary Services	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Contracted Service	914,104	827,383	1,001,198	801,074	695,694	906,063	833,200
Advertising	1,036	479	404	1,395	1,404	2,000	950
Subscriptions/Memberships	17,177	18,735	30,154	16,669	12,073	103,804	22,750
Other Services	61,408	66,492	49,038	38,128	31,482	31,000	50,000
Contra-Expense	0	0	0	0	(300,377)	0	0
Marketing Expenses	0	50	0	0	0	0	0
Sponsorships	0	(2,000)	1,000	1,000	0	1,000	1,000
Repairs	669,362	717,653	576,541	620,234	500,181	645,000	635,000
Rental Expense	(93,515)	(102,165)	103,333	12,031	2,845,869	2,634,962	1,027,581
Lease Expense	3,307	4,192	290,157	234,605	268,200	274,592	283,381
Reserve Allocation	0	0	0	0	0	136,750	53,000
Other Expenses	340,927	385,893	96,250	765	255,926	11,000	15,364
Transfer	120,753	1,187,519	696,071	1,545,167	(3,286,537)	1,146,797	1,017,394
Transfer from Rowan Foundation	0	(820)	(1,378)	(1,378)	0	0	0
Transfer from Alumni Association	0	0	0	(443)	(65)	0	0
Workmen's Compensation	116,704	13,552	52,764	114,496	87,008	65,000	65,000
Real Estate Taxes	0	0	0	0	0	0	0
SGA Program Expenses	0	0	0	0	0	0	0
Internal Payments	0	0	0	(169,259)	(197,618)	0	0
Internal Payments Grants	0	0	0	(145,621)	(137,087)	0	0
Equipment & Software Over \$5000	56,779	41,375	39,718	105,081	114,285	104,000	114,000
Cost Share Reserve	0	0	160,000	160,000	160,000	160,000	160,000
Aux Lease Expense	0	0	8,773,372	9,024,012	9,281,450	9,517,128	9,777,656
Cost Sharing	565,333	252,435	157,034	232,014	224,764	268,000	268,000
Sub-Total Non-Salary Oper	\$5,710,223	\$5,793,878	\$14,588,363	\$15,034,648	\$12,395,922	\$17,726,876	\$16,353,955
Electric	\$1,400,887	\$1,299,352	\$1,316,429	\$1,327,032	\$1,331,710	\$1,341,200	\$1,388,500
Gasoline	0	0	0	0	50	0	100
Natural Gas	794,386	710,833	739,555	876,953	771,901	788,400	861,700
Fuel Oil	2,603	11,154	30,587	17,818	3,088	18,200	18,200
Water/Sewer	1,011,591	980,540	914,895	914,850	898,064	921,400	981,600
Sub-Total Utilities	\$3,209,467	\$3,001,879	\$3,001,465	\$3,136,653	\$3,004,814	\$3,069,200	\$3,250,100

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Budget Analysis - Auxiliary Services	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Tuition & Fee Expense	\$337,520	\$333,475	\$347,090	\$370,144	\$428,056	\$421,386	\$389,438
Graduate Coordinator Waiver	100,578	106,136	152,070	220,540	256,620	249,000	303,476
Housing Waivers	1,302,413	1,600,813	1,686,755	1,978,957	1,918,151	1,907,704	1,648,591
Board Waivers	495,290	684,658	696,840	796,596	819,336	843,732	692,056
To Rowan University Foundation	0	0	0	0	0	0	0
Sub-Total Waivers	\$2,235,801	\$2,725,082	\$2,882,755	\$3,366,237	\$3,422,163	\$3,421,822	\$3,033,561
Rental Expense - Rowan Blvd.	\$10,511,050	\$10,862,988	\$2,510,583	\$2,577,173	\$2,522,041	\$2,879,800	\$2,919,180
Addl Rent Holly Pointe	0	0	64,920	46,840	50,400	0	0
Capital	1,300,842	2,757,409	4,815,925	705,609	778,000	0	411,000
Over/Short Fund	0	133	0	0	0	0	0
Debt Service	4,615,436	4,011,641	4,096,821	3,902,339	3,746,349	3,730,689	3,851,616
Revenue Distributions to University	4,500,000	4,500,000	4,500,000	4,500,000	5,500,000	0	4,720,191
Total Non Salary	\$32,082,819	\$33,653,011	\$36,460,833	\$33,269,499	\$31,419,689	\$30,828,387	\$34,539,603
Total Expenditures	\$40,974,419	\$43,296,358	\$46,313,241	\$43,649,576	\$41,691,875	\$40,798,526	\$45,717,203
Excess/(Deficit)	\$4,039,318	\$3,878,962	(\$607,760)	\$2,228,550	(\$1,606,974)	(\$16,957,758)	(\$7,943,219)

Fiscal Year 2022

CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Division of Global Learning & Partnerships			
Projected Budget FY 2022			
	Traditional Program	Extension	Total
Revenues			
Tuition	\$16,022,320	\$35,506,575	\$51,528,895
Student Fees	3,203,473	3,812	3,207,285
Discount	(249,445)	0	(249,445)
Scholarships/Waivers	(3,000,000)	(2,000,000)	(5,000,000)
Sub-Total Net Tuition & Fees	\$15,976,348	\$33,510,387	\$49,486,735
Total Revenue	\$15,976,348	\$33,510,387	\$49,486,735
Expenditures			
Salary Pool (Vacacny Factor)	\$0	(\$166,000)	(\$166,000)
Full Time Salary	0	4,221,375	4,221,375
Part Time Salary	0	363,039	363,039
Adjunct/Overload	0	2,266,000	2,266,000
Salary Voucher	756,840	2,543,468	3,300,308
Student Salary	0	35,000	35,000
Graduate Assistants	0	10,000	10,000
Salary Adjustments	2,273,322	79,178	2,352,500
Clothing Allowance	0	0	0
Total Salary	\$3,030,162	\$9,352,060	\$12,382,222
Fringe Benefits	57,898	2,555,184	2,613,082
Total Salary & Fringes	\$3,088,060	\$11,907,244	\$14,995,304
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	257,300	257,300
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	15,000	15,000
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

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Division of Global Learning & Partnerships Projected Budget FY 2022			
	Traditional Program	Extension	Total
Insurance	0	2,990	2,990
Contracted Services	82,000	967,300	1,049,300
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
Other Expenses	0	15,000	15,000
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	\$118,500	\$3,008,020	\$3,126,520
Rent - Rowan Boulevard	\$0	\$1,792,785	\$1,792,785
Revenue Distributions to Reg University	6,491,842	13,194,155	19,685,997
RG UG Online Course Fee from Reg. Univ.	0	(860,000)	(860,000)
Revenue Centers Distrib. to Acad. Affairs	5,552,000	3,067,000	8,619,000
Total Non Salary	\$12,162,342	\$20,201,960	\$32,364,302
Total Expenditures	\$15,250,402	\$32,109,204	\$47,359,606
Excess/(Deficit)	\$725,946	\$1,401,183	\$2,127,129
<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>	
PT Advisors (4)	\$100,000	0	
Dual Credit Coordinator	46,866	1	
Graduate Assistant	10,000	0	
Total	\$156,866	1	

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Budget Analysis Division of Global Learning & Partnerships	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Revenues							
Tuition	\$27,885,738	\$29,730,586	\$31,461,336	\$36,748,346	\$43,238,462	\$46,016,523	\$51,528,895
Student Fees	2,110,533	2,462,721	2,490,530	2,531,698	2,896,223	1,902,832	3,207,285
Discount	0	0	0	0	0	(17,229)	(249,445)
Research and Teaching Fellow	0	0	0	(1,594,887)	(2,169,004)	0	0
Scholarships/Waivers	(1,963,621)	(2,159,704)	(2,762,814)	(1,860,213)	(2,248,065)	(5,000,000)	(5,000,000)
Sub-Total Net Tuition & Fees	\$28,032,650	\$30,033,603	\$31,189,052	\$35,824,943	\$41,717,616	\$42,902,126	\$49,486,735
Other Revenue	\$153,197	\$226,929	\$143,128	\$211,025	\$700	\$230,000	\$0
Total Revenue	\$28,185,847	\$30,260,532	\$31,332,180	\$36,035,968	\$41,718,316	\$43,132,126	\$49,486,735
Expenditures							
Salary Pool (Vacacny Factor)	\$0	\$0	\$0	\$0	\$0	(\$166,000)	(\$166,000)
Salary Full Time	2,777,322	3,234,767	3,640,769	3,940,583	3,676,639	3,860,563	4,221,375
Salary Part Time	225,485	209,392	240,112	300,021	259,189	186,716	363,039
Adjunct/Overload	1,139,318	1,117,009	1,215,740	1,605,639	2,008,928	2,200,000	2,266,000
Salary Voucher	2,724,022	2,596,255	2,598,544	2,442,804	2,779,014	2,950,000	3,300,308
Student Salary	30,109	21,288	31,979	35,233	63,117	17,500	35,000
Graduate Assistants	6,000	6,000	15,000	19,000	3,000	0	10,000
Overtime	0	0	53	105	0	0	0
Salary Adjustment	1,881,599	2,429,305	2,307,825	818,657	1,382,249	2,225,000	2,352,500
Clothing Allowance	0	0	0	0	0	0	0
Sub-Total Salary	\$8,783,855	\$9,614,016	\$10,050,022	\$9,162,041	\$10,172,136	\$11,273,779	\$12,382,222
Fringe Benefits	\$0	\$0	\$2,890	(\$208,241)	(\$11,833)	\$0	\$0
Fringe Benefits Pool	1,559,522	1,983,305	588,684	634,120	667,367	2,136,359	2,613,082
Other fringe Benefits Distributed	0	0	1,555,448	1,631,401	1,415,498	0	0
Total Salary & Fringes	\$10,343,377	\$11,597,322	\$12,197,044	\$11,219,321	\$12,243,167	\$13,410,138	\$14,995,304
Supplies	\$15,700	\$8,497	\$12,363	\$17,546	\$15,067	\$13,000	\$13,000
Printing	24,559	15,258	15,724	12,080	10,179	13,000	13,000
Educational Supplies	0	1,476	0	0	16,298	0	0
Equipment Under \$5,000	29,050	33,086	23,144	56,821	96,314	38,000	38,000
Purchase Card Clearing	14,919	11,012	9,116	64	39	7,000	7,000
Electric	262,117	189,077	257,792	261,928	247,307	267,167	257,300
Natural Gas	2,870	2,870	4,423	458	185	500	500
Catering & Official Reception	12,645	8,626	7,106	8,360	5,316	9,500	9,500
Credit Card Charges	13,034	18,099	12,177	12,373	11,186	0	0

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Professional Services	2,500	(1,500)	(360)	448	(62,784)	105,000	105,000
Licenses/Registration Fees	28,990	29,725	6,410	5,802	3,008	0	0
Staff Training & Development	320	1,305	981	2,212	878	22,200	15,000
Honorarium/Stipends	0	0	0	0	0	0	0
Mileage Reimbursement	2,336	2,776	2,039	2,260	1,740	5,000	5,000
Travel	11,447	10,201	4,464	16,126	46,973	5,000	5,000
Telephone	13,002	15,746	30,000	34,826	26,221	11,000	11,000
Postage	19,065	(5,043)	10,168	5,135	519	11,000	11,000
Insurance	2,836	1,935	1,812	2,031	2,068	2,124	2,990
Contracted Services	661,088	640,643	663,471	838,588	637,475	967,300	1,049,300
Advertising	629,358	825,757	882,021	955,474	865,319	770,000	770,000
Subscriptions/Memberships	42,726	119,557	48,779	62,265	58,637	50,000	50,000
Other Services	12,130	5,110	8,068	16,040	25,353	0	0
Marketing Expenses	0	0	0	1,479	3,465	0	0
Repairs	0	0	0	0	0	0	0
Rental Expense	416,513	330,415	489,092	526,409	670,438	560,000	560,000
Landscaping (SJTP only)	0	0	0	0	622	0	0
Reserve Allocation	0	0	0	0	0	0	0
Other expenses	0	(25,000)	1,200	0	0	0	15,000
Transfer	25,300	0	21,475	0	0	0	0
Transfer from Rowan Foundation	(1,537)	(770)	0	0	0	0	0
Workmen's Compensation	0	0	0	0	0	0	0
Internal Payments	0	0	0	(338)	(500)	0	0
Equipment Over \$5,000	10,891	0	0	9,747	0	15,000	15,000
Capital Maintenance Project	173,930	173,930	173,930	173,930	173,930	173,930	173,930
Bad Debt Expense	0	0	0	0	93,808	0	0
Indirect Costs	0	0	0	(5,424)	0	0	0
Distributions	0	0	0	0	0	0	0
Cost Sharing	4,750	0	5,544	0	12,174	0	0
Sub-Total - Non-Salary Operating	\$2,430,538	\$2,412,788	\$2,690,940	\$3,016,640	\$2,961,234	\$3,045,721	\$3,126,520
Rent - New Building	\$1,792,785	\$1,792,785	\$1,792,785	\$1,792,785	\$1,792,785	\$1,792,785	\$1,792,785
Rev Dist to Reg University	11,897,604	9,907,323	10,387,881	14,077,670	16,520,275	16,980,614	19,685,997
RG UG Online Course Fee from Reg. Univ.	0	(498,355)	(629,720)	(693,187)	(809,900)	(860,000)	(860,000)
Rev Ctrs Dist Acad Affairs	1,233,572	4,539,404	3,852,767	4,527,296	5,364,062	7,316,000	8,619,000
Total Non-Salary	\$17,354,499	\$18,153,945	\$18,094,653	\$22,721,204	\$25,828,456	\$28,275,120	\$32,364,302
Total Expenditures	\$27,697,876	\$29,751,267	\$30,291,697	\$33,940,525	\$38,071,623	\$41,685,258	\$47,359,606
Excess/(Deficit)	\$487,971	\$509,265	\$1,040,483	\$2,095,443	\$3,646,692	\$1,446,868	\$2,127,129

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Cooper Medical School of Rowan University Projected Budget FY 2022	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Revenues							
State Appropriation	\$26,778,000	\$22,637,285	\$12,448,763	\$18,415,860	\$12,464,019	\$14,545,542	\$17,662,703
State Paid Fringe Benefits	4,305,770	4,608,254	4,686,958	4,805,781	4,898,631	5,226,000	6,514,000
Sub-Total State Support	<u>\$31,083,770</u>	<u>\$27,245,539</u>	<u>\$17,135,721</u>	<u>\$23,221,641</u>	<u>\$17,362,649</u>	<u>\$19,771,542</u>	<u>\$24,176,703</u>
Tuition	\$10,378,701	\$12,830,626	\$14,611,231	\$16,344,793	\$18,609,629	\$20,021,014	\$20,766,372
Fees	817,016	797,301	872,767	1,157,785	1,212,995	1,311,490	1,345,840
Discount							(200,500)
Scholarships/Waivers	0	0	0	(190,526)	(243,948)	(190,500)	(190,500)
Sub-Total Net Tuition & Fees	<u>\$11,195,717</u>	<u>\$13,627,927</u>	<u>\$15,483,998</u>	<u>\$17,312,052</u>	<u>\$19,578,676</u>	<u>\$21,142,004</u>	<u>\$21,721,212</u>
Private Contracts	\$0	\$0	\$0	\$147,554	\$463,106	\$701,526	\$554,000
Miscellaneous Revenue	234,681	309,470	246,796	340,742	165,163	512,135	494,975
Other Revenue - Cooper Library Support	429,879	485,830	472,092	906,420	1,315,942	722,078	940,773
Revenue Centers Distributions	0	0	32,327	0	0	0	0
Funding from Reserves	0	0	0	0	0	0	0
Total Revenue	<u>\$42,944,047</u>	<u>\$41,668,766</u>	<u>\$33,370,935</u>	<u>\$41,928,410</u>	<u>\$38,885,536</u>	<u>\$42,849,285</u>	<u>\$47,887,663</u>
Expenditures							
Salary Pool	\$0	\$0	\$0	\$0	\$0	(\$743,000)	(\$743,000)
Salary Full Time	9,696,652	9,275,137	9,541,561	10,222,874	11,332,991	13,135,572	13,934,776
Salary Part Time	310,276	217,481	224,429	250,184	200,220	371,319	374,654
Adjunct/Overload	0	0	0	0	0	64,000	64,000
Salary Voucher	10,450	11,010	25,932	37,236	63,558	450,100	450,100
Student Salary	172,586	154,437	98,999	92,545	75,401	38,250	104,500
Overtime	259,723	182,583	187,607	208,363	209,633	120,000	120,000
Salary Adjustment	85,628	(210,620)	(244,763)	(329,548)	3,218	0	0
Clothing Allowance	0	20,900	17,050	15,125	14,300	14,000	14,000
Relocation Allowance	0	0	1,896	551	15,000	0	0
Sub-Total Salary	<u>\$10,535,315</u>	<u>\$9,650,927</u>	<u>\$9,852,711</u>	<u>\$10,497,329</u>	<u>\$11,914,321</u>	<u>\$13,450,241</u>	<u>\$14,319,030</u>
Fringe Benefits	\$4,305,770	\$4,768,657	\$4,617,647	\$4,957,799	\$5,166,472	\$5,696,157	\$7,001,862
Total Salary & Fringes	<u>\$14,841,085</u>	<u>\$14,419,584</u>	<u>\$14,470,357</u>	<u>\$15,455,128</u>	<u>\$17,080,793</u>	<u>\$19,146,398</u>	<u>\$21,320,892</u>
Supplies	\$422,804	\$379,873	\$330,743	\$273,230	\$178,279	\$281,930	\$310,253
Laboratory Supplies	0	9,283	204,147	314,041	180,491	1,103,400	1,103,400
Printing	39,712	14,101	15,859	20,731	15,024	30,758	26,008
Educational Supplies	118,123	110,160	39,770	133,544	278,174	148,500	148,000
Equipment Under \$5,000	322,478	390,852	328,951	272,373	167,266	325,900	359,298
Purchase Card Clearing	48,726	21,308	15,674	7,992	70	4,000	0

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Cooper Medical School of Rowan University Projected Budget FY 2022	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022
Catering & Official Reception	228,753	179,886	211,304	246,982	171,027	197,370	196,704
Credit Card Charges	0	0	0	2,039	1,673	0	0
Professional Services	89,080	5,792	4,874	9,922	60,031	179,000	64,500
Licenses/Registration Fees	1,126,896	1,181,566	1,398,451	1,617,748	1,532,486	2,037,605	2,222,035
Staff Training & Development	43,037	12,959	22,571	22,293	7,086	33,675	38,875
Virtual Conference / Webinars	0	0	0	0	0	0	0
Honorariums/Stipends	109,380	41,399	30,330	53,222	22,985	81,750	126,433
Mileage Reimbursement	0	4,341	3,437	1,705	2,302	6,600	6,400
Travel	\$105,047	\$64,755	\$67,421	106,835	59,868	75,703	66,100
Travel - Student	4,257	20,007	15,186	19,498	10,581	7,875	20,000
Telephone	67,256	59,543	87,449	87,917	69,611	97,908	91,692
Moving Relocation	2,500	4,548	19,720	2,044	0	0	5,000
Postage	12,774	4,941	4,382	5,950	2,315	12,960	12,160
Insurance	97,659	99,312	98,034	111,906	110,786	143,535	146,408
Data Processing Services	0	0	0	253	126	227	0
Contracted Services	2,175,787	2,140,991	2,137,569	2,271,706	2,664,239	2,709,138	2,226,297
Advertising	9,341	15,485	5,685	2,768	1,573	7,750	6,300
Subscriptions/Memberships	211,115	224,822	280,007	295,518	375,637	103,780	102,350
Other Services	110,701	14,129	27,833	160,911	33,464	87,989	38,783
Contra-Expense	0	0	0	(49,157)	(188,511)	0	0
Legal Fees	0	0	2,032	0	0	0	0
Sponsorships	0	1,000	0	4,000	500	5,000	4,000
Standardized/SIM Patients	0	0	215,546	242,872	96,337	1,050	1,500
Repairs	26,485	37,966	38,702	18,690	5,793	67,500	57,000
Rent Expense	31,825	708,642	499,573	232,241	298,216	660,116	248,700
Lease Expense	51,111	63,814	70,445	122,924	140,844	104,467	1,521,015
Condo. Association Charges	0	0	0	0	422,469	0	385,900
Reserve	0	0	0	0	0	10,000	176,188
Other Expense	87,987	15,352	1,959	2,258	1,049	6,800	4,500
Transfer to Capital	0	0	0	500	0	0	0
Transfer from Rowan Foundation	(70,183)	(11,000)	0	(9,708)	0	0	0
Transfer from Alumni Association	0	0	(50)	0	0	0	0
Workmen's Compensation	8,003	6,513	45,095	377	8,840	1,000	1,000
Real Estate Taxes (PILOT)	180,000	180,197	180,000	180,000	180,000	180,000	180,000
Internal Payments	0	0	0	(3,932)	0	0	0
Tuition & Fee Expense	1,350	900	450	0	1,676	0	3,352
Buildings	0	19,406	0	0	0	0	0
Equipment Over \$5,000	106,138	44,378	252,038	528,293	332,505	516,165	1,125,643
Capital Project Maintenance	0	10,800	0	0	125,500	0	0
Trustee Fees	5,500	8,000	3,000	8,000	3,000	8,000	8,000

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Cooper Medical School of Rowan University Projected Budget FY 2022	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Base Budget 2021	Request 2022	
Cost Sharing	150	0	660	833	0	0	0	
Total Non-Salary - Operating	\$5,773,792	\$6,086,022	\$6,658,848	\$7,319,319	\$7,373,310	\$9,237,451	\$11,033,794	
Electric	\$565,507	\$558,659	\$651,561	\$618,058	\$660,028	\$610,260	\$686,700	
Gasoline	2,994	2,210	2,384	2,377	1,477	2,500	1,900	
Natural Gas	168,969	196,597	166,979	235,603	225,819	223,500	237,300	
Water/Sewer	63,950	85,002	66,958	103,156	87,737	92,100	112,100	
Total Utilities	\$801,420	\$842,467	\$887,882	\$959,195	\$975,062	\$928,360	\$1,038,000	
Trans to Reg Univ	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000	
Cooper Hospital Support	16,281,495	10,806,207	729,377	6,865,860	3,113,387	3,284,042	6,112,703	
Debt Service	7,873,930	7,867,492	7,842,609	7,867,892	7,812,519	7,274,037	7,114,623	
Total Expenditures	\$45,571,722	\$40,021,771	\$30,589,073	\$38,467,394	\$36,355,071	\$39,870,288	\$48,720,012	
Excess/(Deficit)	(\$2,627,675)	\$1,646,995	\$2,781,862	\$3,461,016	\$2,530,465	\$2,978,997	(\$832,349)	
<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>						
Manager, Office of Faculty Affairs	\$75,000	1						
Student Support Specialist	63,964	1						
Laboratory Assistant	35,462	1						
Total	\$174,426	3						

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

RowanSOM Consolidated Budget Analysis				
Projected Budget FY 2022				
	Academic	Faculty Practice	Special Programs	Total
Revenues				
General State Appropriations	\$28,906,339	\$0	\$0	\$28,906,339
State Paid Fringe Benefits	25,360,000	0	0	25,360,000
Tuition	40,132,377	0	0	40,132,377
Student Fees	1,941,308	0	89,355	2,030,663
Rental Income	60,000	0	0	60,000
Other Revenue	244,355	0	630,000	874,355
Discount (Vaccine)	(424,960)	0	0	(424,960)
Waivers / Scholarships	(1,159,527)	0	0	(1,159,527)
Commissions	0	0	0	0
Revenue Distribution - Auxiliary Foundation	0	0	800,000	800,000
Interest Earnings - Unrestricted	0	0	0	0
Affiliate Revenue	3,056,200	0	500,000	3,556,200
Faculty Practice Plan Revenue	0	34,924,136	0	34,924,136
Housestaff Billings	15,102,999	0	503,000	15,605,999
Total	\$113,219,091	\$34,924,136	\$2,522,355	\$150,665,582
Expenditures				
Salary	\$59,169,005	\$18,542,832	\$1,426,900	\$79,138,737
Fringe Benefits	31,319,832	5,384,915	528,500	37,233,247
Non-salary - Operating	14,800,840	6,202,524	363,000	21,366,364
Utilities	1,758,061	465,201	0	2,223,262
Malpractice	2,202,200	1,047,800	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.	2,877,339	1,322,661	0	4,200,000
Interfund Expense Support	0	0	0	0
Debt Service	3,446,574	1,037,778	0	4,484,352
Capital Projects	0	0	0	0
Total	\$115,573,851	\$34,003,711	\$2,318,400	\$151,895,962
Net	(\$2,354,760)	\$920,425	\$203,955	(\$1,230,380)

Fiscal Year 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

**Expense Analysis by Department - RowanSOM
Projected Budget FY 2022**

<u>Division - Academic</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
Clinical	\$14,913,543	\$1,121,818	\$245,075	(\$12,408)	\$15,677,640	\$1,109,410
Research	6,572,943	671,012	21,200	22,293	7,068,349	693,305
GSBS	1,821,387	244,650	40,000	148,656	1,866,056	393,306
Office of the Dean	1,519,872	202,643	0	5,307	1,758,548	207,950
Finance	377,588	7,319	0	(669)	386,352	6,650
Finance Decision Support	189,667	1,763	0	12	214,557	1,775
Academic Affairs	7,492,769	1,493,569	350,052	94,914	7,823,549	1,588,483
GME	540,050	159,787	0	(1,020)	572,975	158,767
End User Support and ASET	1,784,599	220,635	0	(134,992)	1,843,983	85,643
Marketing	421,231	286,650	0	650	435,808	287,300
Institutional Support	1,596,041	3,625,868	0	318,587	1,905,428	3,944,455
Housestaff Salaries	13,686,916	0	0	0	9,918,575	0
Central Support	6,651,681	5,842,476	0	481,320	9,697,185	6,323,796
Sub-Total Operating	\$57,568,287	\$13,878,190	\$656,327	\$922,650	\$59,169,005	\$14,800,840
Fringe Benefits	\$21,958,445	\$0	\$0	\$0	\$28,223,650	\$0
Fringe Benefits - Housestaff Billings	4,033,777	0	0	0	3,096,182	0
Sub-Total Fringe Benefits	\$25,992,222	\$0	\$0	\$0	\$31,319,832	\$0
Utilities	0	1,672,119	0	85,942	0	1,758,061
Malpractice	0	2,261,400	0	(59,200)	0	2,202,200
Distribution to University	0	2,896,302	0	(18,963)	0	2,877,339
Debt Service	0	3,885,828	0	(439,254)	0	3,446,574
Capital Projects	0	1,500,000	0	(1,500,000)	0	0
Total Salary/Non-Salary	\$83,560,509	\$26,093,839	\$656,327	(\$1,008,825)	\$90,488,837	\$25,085,014
Total RowanSOM Academic Expenditures		<u>\$109,654,348</u>				<u>\$115,573,851</u>

Fiscal Year 2022 CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

Expense Analysis by Department - RowanSOM Projected Budget FY 2022

New Salary Request	Dollars	Head Count	
ACADEMIC			
Applications Specialist (AA - Clinical Skills Lab)	\$69,000	1	Academic only
Program Support Specialist - 0.6 FTE (GSBS within AA-CTL)	40,000	0	Academic only
Sr. Animal Caretaker (Vivarium)	6,500	1	Academic only
Animal Caretaker - 0.5 FTE (Vivarium)	14,700	0	Academic only
Secretary II - 0.53 FTE (Family Medicine - CME)	24,500	0	Academic only
Assistant Professor (Psychologist) (Family Medicine)	47,500	0	Academic portion of clinical position
Instructor (LCSW)(Psychiatry)	21,000	0	Academic portion of clinical position
Sr. Receptionist /Patient Scheduler (Family Medicine)	10,200	0	Academic portion of clinical position
Certified Medical Assistant (Family Medicine) - 3.0 FTE	11,400	0	Academic portion of clinical position
Total	\$244,800	2	
Sewell Positions			
ASSISTANT PROFESSOR CM	\$59,600		} Academic portion of clinical positions
INSTRUCTOR	13,500		
CERTIFIED MED ASST	11,250		
CERTIFIED MED ASST	5,625		
CERTIFIED MED ASST	5,625		
CERTIFIED MED ASST	11,250		
CERTIFIED MED ASST	5,625		
OFFICE MANAGER	18,000		
TBD	10,500		
TBD	75,000		
Staff Assistant (SA/Curriculum)	3,750	1	
Librarian	20,808	1	
Student Affairs Director	24,750	1	
Admissions Counselor	20,244	1	
Registrar Assistant	13,250	1	
Academic Counselor (CTL)	16,250	1	
PBL Support Staff #1	25,000	1	
PBL Support Staff #2	16,500	1	
Data Application Analyst - Assessment	55,000	1	
Total-Sewell	\$411,527	9	
Grand Total	\$656,327	11	

(Note 1)

FY 22 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions

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CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

**Expense Analysis by Department - RowanSOM
Projected Budget FY 2022**

<u>Division - Faculty Practice Plan</u>	FY 2021 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2022 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
Clinical:						
Family Medicine	\$3,755,412	\$1,742,482	\$137,275	(\$19,457)	\$4,567,919	\$1,723,025
NJISA	3,826,574	593,743	0	6,342	3,845,891	600,085
Internal Medicine	2,734,282	1,787,726	0	879,824	2,709,323	2,667,550
Neuromuscular Institute	1,303,252	930,876	81,375	126,602	1,557,532	1,057,478
OB/GYN	2,132,695	860,628	0	(28,799)	2,044,527	831,829
Pathology	0	0	0	0	0	0
Pediatrics	1,301,493	1,030,059	13,125	14,497	1,320,989	1,044,556
Psychiatry	3,732,284	503,145	49,000	151,452	3,867,818	654,597
House Calls	541,857	76,980	0	(9,733)	494,948	67,247
RISN	354,022	64,028	40,400	26,121	379,248	90,149
Surgery	0	0	0	0	0	0
Sub-Total FPP Clinical Operating	\$19,681,872	\$7,589,667	\$321,175	\$1,146,849	\$20,788,195	\$8,736,516
Non Clinical:						
FPP Administration	\$734,575	\$65,870	\$0	\$780	\$862,117	\$66,650
Revenue Cycle	1,584,536	2,239,841	0	352,358	1,631,748	2,592,199
Institutional General	(1,210,796)	(1,465,822)	56,000	(822,857)	(2,321,288)	(2,288,679)
Debt Service	0	1,037,778	0	0	0	1,037,778
Managed Care	666,724	51,450	0	3,800	730,406	55,250
Patient Accounting	2,124,218	(108,416)	0	(15,334)	2,236,569	(123,750)
Sub-Total Non Clinical Operating	\$3,899,257	\$1,820,701	\$56,000	(\$481,253)	\$3,139,552	\$1,339,448
Sub-Total Operating	\$23,581,129	\$9,410,368	\$377,175	\$665,596	\$23,927,747	\$10,075,964
Interfund Expense Support	0	0	0	0	0	0
Total Salary/Non-Salary	\$23,581,129	\$9,410,368	\$377,175	\$665,596	\$23,927,747	\$10,075,964
Total Faculty Practice Plan		\$ 32,991,497				\$ 34,003,711

Fiscal Year 2022
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**Expense Analysis by Department - RowanSOM
Projected Budget FY 2022**

Division - Faculty Practice Plan

<u>New Salary Request</u>	<u>Total</u>	<u>Academic</u>	<u>Clinical</u>	<u>Head Count</u>
	<u>Dollars</u>	<u>Component</u>	<u>Component</u>	
Assistant Professor (Psychologist) (Family Medicine)	\$95,000	\$47,500	\$47,500	1
Instructor (LCSW)(Psychiatry)	70,000	21,000	49,000	1
Sr. Receptionist /Patient Scheduler (Family Medicine)	34,000	10,200	23,800	1
Certified Medical Assistant (Family Medicine)	38,000	11,400	26,600	1
Sewell Campus New Positions				
ASSISTANT PROFESSOR CM	\$100,000	\$59,600	\$40,400	1
INSTRUCTOR	45,000	13,500	31,500	1
CERTIFIED MED ASST	37,500	11,250	26,250	1
CERTIFIED MED ASST	18,750	5,625	13,125	1
CERTIFIED MED ASST	18,750	5,625	13,125	1
CERTIFIED MED ASST	37,500	11,250	26,250	1
CERTIFIED MED ASST	18,750	5,625	13,125	1
OFFICE MANAGER	60,000	18,000	42,000	1
TBD	35,000	10,500	24,500	1
TBD	75,000	75,000	0	1
Total	\$683,250	\$306,075	\$ 377,175	14

(Note 1)

FY 22 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 2022
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **7** Auxiliary Services **24** Global Learning & Partnerships **31** CMSRU **35** RowanSOM **38** Special Programs (Glassboro Campus) **43**

**Special Programs Summary Schedule - Glassboro Campus
Projected Budget FY 2022**

	Base Budget 2021	Request 2022
Revenues		
General State Appropriation	\$0	\$2,000,000
Other Revenue		
Workshop Fees	750,000	750,000
Other Student Fees	2,910,000	3,010,000
Rowan Foundation	2,000,000	2,000,000
Other	1,550,000	1,550,000
Total Other Revenue	<u>7,210,000</u>	<u>7,310,000</u>
Revenue Center Distributions	<u>7,779,000</u>	<u>8,619,000</u>
Total Revenues	\$14,989,000	\$17,929,000
Expenditures		
Non-Salary Operating	\$6,450,000	\$9,450,000
Non-Salary/Academic Affairs Distributions	<u>7,000,000</u>	<u>7,000,000</u>
Total Expenditures	<u>\$13,450,000</u>	<u>\$16,450,000</u>
Net Operating	<u><u>\$1,539,000</u></u>	<u><u>\$1,479,000</u></u>