



**FISCAL YEAR 2024**  
**CONSOLIDATED OPERATING BUDGET**

Ali A. Houshmand, President

# Fiscal Year 2024

## CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

## *From the desk of the CFO:*

### **Rowan University Consolidated Operating Budget Proposal Fiscal Year 2024**

#### *Overview:*

Presented here is the FY 2024 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 (Rowan Global), Cooper Medical School of Rowan University (CMSRU), Rowan-Virtua School of Osteopathic Medicine (Rowan-Virtua SOM) and the Shreiber School of Veterinary Medicine (Shreiber SVM).

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-Virtua School of Osteopathic Medicine Budget includes the operating activity for Rowan-Virtua SOM Medical School, Graduate School of Biomedical Sciences, Rowan Medicine, and Stratford campus Special Programs.

The Shreiber School of Veterinary Medicine includes the setup and operating activity for the University's Veterinary Medicine program planned to be built on the University's West Campus.

The FY 2024 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.

The FY 2024 Budget continues to be developed 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.

Rowan-Virtua SOM Sewell Campus welcomes its second class in FY 2024 and as expected the campus as a whole is projected to run at a slight deficit in FY 2024. This \$0.6 million deficit is projected to be eliminated in FY25 as the third class of students is admitted.

The university has increased its marketing efforts by adding five additional marketing positions and four additional international center positions and \$0.5 million in non-salary operating costs to increase selectivity and enrollment.

The Garden State Guarantee program was fully implemented for FY 2023. This program is offered to in-state full-time undergraduate students for the fall and spring semesters of their junior and senior years. This program offers students working toward completing their first bachelor's degree, whose Adjusted Gross Income (AGI) (parents AGI if a dependent and students AGI if independent) is at or below \$65,000, institutional support necessary to bring their tuition and fees to net price of \$0 after all grants and scholarships. Those students whose AGI is between \$65,001 and \$80,000 will pay no more than \$7,500 per year after all grants and scholarships and new for FY24, those making between \$80,000 and \$100,000 will pay no more than \$10,000 per year after all grants and scholarships. Another change for FY 2024 is that the Higher Education Student Assistance Authority (HESAA) will assume the management and facilitation of the program. The effect on the FY 2024 budget to Rowan is net \$0 since we have removed both the institutional support expense of the program as well as the state appropriations to cover that support. Rowan has expanded this program to in-state freshman and sophomore students so that students meeting eligibility requirements are eligible for all four years while attending Rowan. The Regular University has included \$4.4 million in institutional support in the FY 2024 budget to fund the Rowan Opportunity program.

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The FY 2024 Budget Proposal also adds positions and non-salary operating costs to support Academic Affairs, Presidents, Advancement, Enrollment Management, IRT, Rowan Global, CMSRU, Rowan-Virtua SOM and Shreiber School of Veterinary Medicine.

The Research model at Rowan University has an enhanced emphasis on entrepreneurship and shared research initiatives across divisions. The FY 2024 budget includes \$1.2 million to 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); and the Virtual Reality Lab.

Even as we strive to increase other sources of revenues, we continue to be reliant on State funding. This budget includes an increase of \$2.5 million in outcome-based appropriations that was proposed by the Governor in the state budget as well as a \$1.0 million increase in funding for research. Due to the changes in the Garden State Guarantee program that was explained earlier, appropriations were reduced by \$6.3 million for this program.

Tuition and fee rates for undergraduate, graduate and medical programs were increased by 5% due to the persistently high core inflation. The FY 2024 budget proposal addresses our affordability initiative by increasing our undergraduate, CMSRU, Rowan-Virtua SOM and Graduate School of Biomedical Sciences (GSBS) scholarships by a cumulative \$11.6 million from \$46.6 million in FY23 (after adjusting out the \$7.9 million in funding for the Garden State Guarantee) to \$58.2 million in FY24.

On a consolidated basis, Total Revenues for FY 2024 are budgeted at \$667.3 million and Total Expenses are anticipated to be \$674.1 million.

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

<u>Full-Time Undergraduate Tuition and Fee Rates</u>	<u>FY 2023</u>	<u>FY 2024</u>
In-State Tuition	\$10,715	\$11,250
Out of State Tuition	\$20,108	\$21,114
Fees	\$4,236	\$4,450
Net Tuition and Fees: In-State	\$14,951	\$15,700
Net Tuition and Fees: Out of State	\$24,344	\$25,564
 <u>Full-Time CMSRU Tuition Rates</u>		
In-State Tuition	\$42,503	\$44,628
Out of State Tuition	\$67,452	\$70,826
 <u>Full-Time Rowan-Virtua SOM Tuition Rates</u>		
In-State Tuition	\$42,503	\$44,628
Out of State Tuition	\$67,452	\$70,826
 <u>Full-Time GSBS Tuition Rates</u>		
In-State Tuition	\$8,432	\$8,854
Out of State Tuition	\$12,084	\$12,688

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### *Revenue Highlights*

➤ General State appropriations are \$115.4 million, including the Regular University, CMSRU, Rowan-Virtua SOM and Shreiber SVM. This amount includes \$7.6 million in outcome-based appropriations which is based on a funding rationale that takes into consideration the total number of degrees awarded by the institution, the number of low-income students (\$0 to \$65,000 adjusted gross income) as well as the number of degrees awarded to individuals in the following areas:

- Underrepresented ethnic and racial minority groups
- STEM and healthcare
- Transfer students
- Low-income students
- Doctoral programs

The appropriations reflected in this budget also highlights 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 2024 net since its General State appropriations are projected to increase \$0.1 million (\$5.0 million due to the increased Cooper Hospital Support received in FY 2023 partially offset by the \$4.9 million increase in the reduction due to MAPS) from \$23.3 million to \$23.4 million, which is offset by its Cooper Hospital Support payment projected to increase by \$0.1 million from \$9.1 million to \$9.2 million. Rowan-Virtua SOM's projected General State Appropriations are expected to decrease \$0.4 million due to an expected increase in MAPS adjustments with an offsetting increase to Rowan-Virtua SOM's Faculty Practice Plan Revenue of \$0.4 million.

➤ State Paid Fringe Benefits are estimated to be \$145.8 million in FY 2024. The State allotment of positions covered under the State Benefit program are assumed to be the same as FY 2023; 105 for CMSRU and 1,898 for the University and Rowan-Virtua SOM for a total of 2,003 state funded benefit lines.

➤ We are anticipating FY 2024 undergraduate fall enrollments to be 12,252 full-time students, a slight decrease compared to the actual FY 2023 enrollment. The Cooper Medical School of Rowan University is projected to have a total of 465 students while Rowan-Virtua SOM is projecting enrollments of 1,026 medical students, including 72 students for its second class at its new Sewell Campus, in addition to 154 GSBS full and part-time students. Total gross tuition revenue is projected to be \$284.5 million in FY 2024. Tuition is budgeted as follows:

▪ Regular University (Undergraduate)	\$144.9 million
▪ Rowan Global (Includes Graduate and Summer)	\$63.1 million
▪ Cooper Medical School	\$23.5 million
▪ Rowan-Virtua SOM	\$53.0 million

➤ Total Student Fee revenue is projected to be \$65.0 million in FY 2024. Fee revenue is budgeted as follows:

▪ Regular University (Undergraduate)	\$46.2 million
▪ Auxiliary	\$10.4 million
▪ Rowan Global (Includes Graduate and Summer)	\$4.3 million
▪ Cooper Medical School	\$1.5 million
▪ Rowan-Virtua SOM	\$2.6 million

➤ For FY 2024, the University increased its budgeted scholarships and waivers on a consolidated basis from the FY2023 budget by \$13.7 million with a majority of the increase as a result of an undergraduate increase of \$10.6 million from \$39.8 million in FY23 (after adjusting out the \$7.9 million in funding for the Garden State Guarantee) to \$50.4 million in FY24.

➤ Rental rates for student housing are budgeted to increase by 2.5%. Total rental income for Auxiliary Operations for FY 2024 is projected to be \$33.1 million. Rental Income is expected to continue to rebound but is not expected to reach pre-pandemic levels. The budget reflects an anticipated 87.5% occupancy rate in the fall of 2023 for the 3,398 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

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University will have a total of 6,427 beds for residential students in FY 2024, approximately the same level as FY 2023, and an expected overall occupancy rate of 91.5% in the fall 2023 semester.

- Other revenue is comprised of Nexus housing placement fees, SGA allocations, SJTP lease payments, fees charged at the Recreation and Fitness Centers, and Student Center, reimbursements for facility usage, other miscellaneous fees, Cost Center revenues, and Special Program revenue. For FY 2024 we project these items to total \$14.3 million.
- Commission revenues net of expenses are anticipated to be \$2.2 million for FY 2024. The increase in commission revenues budgeted in FY 2024 is due to the expectation that meal plans will increase as more students stay in university housing.
- 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 \$35.3 million for FY 2024. The Regular University is budgeted to receive \$31.1 million from Rowan Global and Academic Affairs is projected to receive \$4.2 million in Rowan Global distributions through the Special Programs accounts.
- Revenue distributions from Auxiliary, CMSRU, Rowan-Virtua SOM and Shreiber SVM are projected to be \$13.3 million in FY 2024.
- The Foundation allocation to the Regular University is projected to increase \$0.4 million to \$7.3 million in FY 2024. The Rowan Foundation allocation is calculated by multiplying the average market value of the Rowan endowment for the previous 12 quarters by 4.5%. Rowan-Virtua SOM is expected to receive distributions of \$0.8 million from the Foundation in FY 2024.
- Affiliate revenue reflects payments from Jefferson Health New Jersey, Virtua and Inspira primarily for faculty effort related to teaching residents in the Graduate Medical Education (GME) program plus Chief of Service responsibilities for the hospital. For FY 2024, affiliate revenue is projected to total \$1.9 million.
- Faculty Practice Plan (FPP) revenues primarily consist of fee for service payments, inclusive of quality incentives and capitation payments from the Centers for Medicare &

Medicaid Services (CMS) and other third-party insurance providers for inpatient and outpatient services provided by the Rowan-Virtua SOM 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 seventeen percent (15%) of the revenues. For FY 2024, FPP revenues are projected at \$41.2 million budgeted as follows:

▪ Fee for Service payments (CMS and third-party payers)	\$34.3 million
▪ Contract payments	\$6.9 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 affiliated sites resulting in a complete recuperation of these expenses. The housestaff employment model is in the process of being phased out and thus for FY 2024, these billings are projected to decrease to \$2.7 million.
- Investment Earnings-Unrestricted captures the interest and dividend income as well as realized gains and losses from the Universities Investment Portfolio. The FY 2024 budget has increased to \$10.6 million due to increased investment balances and higher expected interest rates compared to the FY 2023 budget.

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### *Expenditure Highlights*

- On a consolidated basis, salaries are budgeted at \$288.2 million. Additional funding is included for the following: \$1.7 million in Regular University for 23 new positions as well as additional part-time and student salaries within the divisions of Academic Affairs, Advancement, Enrollment Management, Human Resources, IRT and Public Safety, \$0.9 million in Rowan Global relating to four positions to assist with the expansion of our international programs, adjuncts/overload, salary vouchers, part-time and student workers, \$0.1 million in CMSRU for one new professor, \$0.7 million in Rowan-Virtua SOM with \$0.2 million relating to three new positions to handle the expansion of the Sewell campus and \$0.5 million for five new full-time administrative academic positions and one faculty member to support enrollment growth at the Stratford campus, and \$2.3 million in Shreiber SVM to fund 20 positions for the new school of veterinary medicine. The budget also includes funding for salary increases, other contract specific payments and annualization of midyear hires. The budget also includes a reduction for vacancies and estimated salary savings of \$17.0 million; an increase of \$3.6 million from the FY 2023 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 \$25.8 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 \$120.8 million. The University has increased non-salary expenditures by \$2.2 million compared to the FY 2023 budget. This increase is a result of \$0.5 million of costs added for marketing efforts, \$2.8 million in additional drug costs for Rowan-Virtua SOM's internal medicine area, \$0.7 million in enrollment management admissions, \$1.3 million for IRT costs, \$1.1 million for Academic Affairs, \$0.6 million for public safety and \$0.6 million for library services. The Fossil Park was removed from the consolidated budget and will now be treated like the SJTP thus eliminating \$2.0 million from the non-salary operating costs in this budget. Special Programs for the Regular University was reduced by \$2.5 million due to lower revenue center distributions. The Shreiber SVM is decreasing by \$3.9 million as more of its costs are going to salary related costs and less to fund equipment purchases. All other non-salary expenses are expected to increase by \$2.2 million primarily due to smaller additions and inflation.
- Utility costs on a consolidated basis, are projected to be \$16.5 million; an increase of \$2.4 million compared to the FY 2023 budget. The increase is due primarily to higher natural gas prices.
- 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 2024 rates, the amount is projected to be \$3.6 million.
- Malpractice expense for FY 2024 is projected to total \$1.5 million and is related to the payments required to the State for medical malpractice coverage for faculty and residents.
- Debt Service payments for FY 2024 are budgeted at \$41.7 million on outstanding debt; a decrease of \$0.1 million from the FY 2023 budgeted levels.



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Rowan University Consolidated Budget Analysis								
Projected FY 2024 Budget								
	Projected FY 2024 Budget							
	Regular University	Auxiliary Operations	Rowan Global	CMSRU	Rowan-Virtua SOM	SSVM	Eliminations	Total
<b>Revenues</b>								
General State Appropriation	\$46,353,000	\$0	\$0	\$23,442,000	\$33,633,000	\$12,000,000	\$0	\$115,428,000
State Paid Fringe Benefits	\$101,926,000	\$0	\$0	\$8,991,000	\$34,851,000	\$0	\$0	\$145,768,000
Sub-Total State Support	\$148,279,000	\$0	\$0	\$32,433,000	\$68,484,000	\$12,000,000	\$0	\$261,196,000
Tuition	\$144,852,633	\$0	\$63,048,873	\$23,536,852	\$53,027,500	\$0	\$0	\$284,465,858
Student Fees	\$46,232,180	\$10,349,527	\$4,268,255	\$1,519,544	\$2,629,800	\$0	\$0	\$64,999,306
Scholarships/Waivers	(\$50,400,000)	\$0	(\$5,200,000)	(\$800,000)	(\$1,837,100)	\$0	\$0	(\$58,237,100)
Sub-Total Net Tuition & Fees	\$140,684,813	\$10,349,527	\$62,117,128	\$24,256,396	\$53,820,200	\$0	\$0	\$291,228,064
Rental Income	\$551,045	\$33,071,951	\$0	\$0	\$352,500	\$0	\$0	\$33,975,496
Other Revenue	\$8,517,170	\$2,706,679	\$428,000	\$1,889,078	\$767,000	\$0	\$0	\$14,307,927
Commissions	\$2,164,100	\$0	\$0	\$0	\$0	\$0	\$0	\$2,164,100
Revenue Centers Distributions	\$35,290,446	\$0	\$0	\$0	\$0	\$0	\$35,290,446	\$0
Distributions - Auxiliary/CMSRU/SOM Foundation	\$13,340,712	\$0	\$0	\$0	\$0	\$0	\$13,340,712	\$0
Foundation	\$7,331,704	\$0	\$0	\$0	\$800,000	\$0	\$0	\$8,131,704
Affiliate Revenue	\$0	\$0	\$0	\$0	\$1,881,500	\$0	\$0	\$1,881,500
Faculty Practice Plan Revenue	\$0	\$0	\$0	\$0	\$41,150,900	\$0	\$0	\$41,150,900
Housestaff Billings	\$0	\$0	\$0	\$0	\$2,690,600	\$0	\$0	\$2,690,600
Interest Earnings - Unrestricted	\$10,628,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,628,000
<b>Total</b>	<b>\$366,786,990</b>	<b>\$46,128,157</b>	<b>\$62,545,128</b>	<b>\$58,578,474</b>	<b>\$169,946,700</b>	<b>\$12,000,000</b>	<b>\$48,631,158</b>	<b>\$667,354,291</b>
<b>Expenditures</b>								
Salary	\$169,656,037	\$8,142,079	\$15,722,612	\$15,223,204	\$74,682,469	\$4,804,446	\$0	\$288,230,847
Fringe Benefits	\$104,474,459	\$3,777,301	\$4,714,945	\$9,695,535	\$45,789,903	\$3,127,939	\$0	\$171,580,082
Non-Salary - Operating	\$67,974,374	\$5,442,972	\$3,901,820	\$11,261,425	\$28,168,178	\$4,024,015	\$0	\$120,772,784
Utilities	\$7,790,952	\$4,565,333	\$0	\$1,242,786	\$2,899,865	\$0	\$0	\$16,498,936
Tuition/Room/Board Expense	\$0	\$3,561,684	\$0	\$0	\$0	\$0	\$0	\$3,561,684
Malpractice	\$0	\$0	\$0	\$0	\$1,484,000	\$0	\$0	\$1,484,000
Rental Expense - Rowan Blvd.	\$2,962,200	\$13,807,947	\$1,792,785	\$0	\$0	\$0	\$0	\$18,562,932
College of Health Sciences Support	\$2,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000
Cooper Hospital Support	\$0	\$0	\$0	\$9,192,000	\$0	\$0	\$0	\$9,192,000
Distributions to Reg Univ.	\$0	\$5,825,112	\$31,082,446	\$2,672,000	\$4,800,000	\$43,600	\$44,423,158	\$0
Rev. Ctrs. Distrib. to Academic Affairs	\$0	\$0	\$4,208,000	\$0	\$0	\$0	\$4,208,000	\$0
Debt Service	\$26,365,251	\$3,898,552	\$0	\$7,113,500	\$4,365,393	\$0	\$0	\$41,742,696
<b>Total</b>	<b>\$381,723,273</b>	<b>\$49,020,980</b>	<b>\$61,422,607</b>	<b>\$56,400,450</b>	<b>\$162,189,808</b>	<b>\$12,000,000</b>	<b>\$48,631,158</b>	<b>\$674,125,960</b>
<b>Net</b>	<b>(\$14,936,283)</b>	<b>(\$2,892,823)</b>	<b>\$1,122,521</b>	<b>\$2,178,024</b>	<b>\$7,756,892</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$6,771,669)</b>

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**Revenue Analysis - Regular University**  
**Projected Budget FY 2024**

	FY 2023 Base Budget	FY 2024 Projected Budget	Change
<b>State Appropriations</b>	\$49,177,000	\$46,353,000	(\$2,824,000)
<b>State Paid Fringe Benefits</b>	87,313,000	101,926,000	14,613,000
<b>Tuition</b>			
Base	\$140,530,516	\$140,530,516	\$0
Decreased Enrollments	0	(2,574,054)	(2,574,054)
Tuition Increase - 5%	0	6,896,171	6,896,171
<b>Total Tuition</b>	<u>\$140,530,516</u>	<u>\$144,852,633</u>	<u>\$4,322,117</u>
<b>Student Fees</b>			
Base	\$45,124,826	\$45,124,826	\$0
Decreased Enrollments	0	(1,553,278)	(1,553,278)
Increase non Enrollment Based Fees	0	459,100	459,100
Fee Increase - 5%	0	2,201,532	2,201,532
<b>Total Fees</b>	<u>\$45,124,826</u>	<u>\$46,232,180</u>	<u>\$1,107,354</u>
<b>Discount</b>	(\$5,905,550)	\$0	\$5,905,550
<b>Scholarships/Waivers</b>	(\$47,700,000)	(\$50,400,000)	(\$2,700,000)
<b>Rental Income</b>			
South Jersey Tech Park Rental	\$462,000	\$498,000	\$36,000
South Jersey Tech Park Land Lease	51,500	53,045	1,545
Camden Garage Ground Lease	33,333	0	(33,333)
<b>Total Rental Income</b>	<u>\$546,833</u>	<u>\$551,045</u>	<u>\$4,212</u>



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Revenue Analysis - Regular University			
Projected Budget FY 2024			
	FY 2023 Base Budget	FY 2024 Projected Budget	Change
<b>Other Revenue</b>			
Miscellaneous	\$578,490	\$717,170	\$138,680
Special Programs	7,300,000	7,800,000	500,000
<b>Total Other Revenue</b>	<u>\$7,878,490</u>	<u>\$8,517,170</u>	<u>\$638,680</u>
<b>Commissions</b>			
Food Service Revenue	\$4,532,000	\$4,668,000	\$136,000
Food Service Expense	(1,431,000)	(1,473,900)	(42,900)
Net Food Service	<u>\$3,101,000</u>	<u>\$3,194,100</u>	<u>\$93,100</u>
Barnes/Noble Commissions	\$450,000	\$463,500	\$13,500
Rent	(1,146,432)	(1,180,800)	(34,368)
Other	(303,568)	(312,700)	(9,132)
Net Book Store	<u>(1,000,000)</u>	<u>(1,030,000)</u>	<u>(30,000)</u>
<b>Total Commissions</b>	<u>\$2,101,000</u>	<u>\$2,164,100</u>	<u>\$63,100</u>
Revenue Center Distributions	\$30,150,485	\$31,082,446	\$931,961
Revenue Center Distributions (Special Programs)	8,666,000	4,208,000	(4,458,000)
Distributions - Auxiliary/SOM/CMSRU	11,735,391	13,340,712	1,605,321
Foundation	7,532,000	7,331,704	(200,296)
Interest Earnings	3,962,000	10,628,000	6,666,000
<b>Total Revenue - Regular University</b>	<u>\$341,111,991</u>	<u>\$366,786,990</u>	<u>\$24,227,449</u>

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Summary Regular University Expenditures	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
<b>Division</b>						
President	\$10,006,741	\$4,950,199	\$308,215	\$888,921	\$11,111,477	\$5,839,120
Diversity, Equity and Inclusion	1,861,745	366,578	36,212	(9,022)	2,005,191	357,556
General Counsel	478,531	550,611	0	(226)	527,056	550,385
Academic Affairs	116,034,093	11,688,750	376,071	1,427,088	121,924,428	13,115,838
Advancement	2,742,849	787,000	95,594	179,943	2,961,224	966,943
Enrollment Management	6,709,415	3,851,534	474,868	344,441	7,095,348	4,195,975
Information Resources & Technology	10,399,140	11,279,307	446,387	749,976	11,550,618	12,029,283
Finance	4,052,382	226,100	0	(14,038)	4,202,269	212,062
Facilities & Administration	13,269,711	5,093,643	0	269,386	13,918,426	5,363,029
General University	(5,140,000)	12,645,562	0	(580,378)	(5,640,000)	12,065,184
Special Programs	0	15,779,000	0	(2,500,000)	0	13,279,000
<b>Sub-Total Operating Budget</b>	<b>\$160,414,607</b>	<b>\$67,218,284</b>	<b>\$1,737,347</b>	<b>\$756,090</b>	<b>\$169,656,037</b>	<b>\$67,974,374</b>
Fringe Benefits	\$64,634,335	\$0	\$0	\$0	\$104,474,459	\$0
Rental Expense - Rowan Blvd.	0	2,899,500	0	62,700	0	2,962,200
College of Health Sciences Support	0	2,500,000	0	0	0	2,500,000
Utilities	0	5,298,800	0	2,492,152	0	7,790,952
Debt Service	0	26,447,263	0	(82,012)	0	26,365,251
<b>Total Salary/Non-Salary</b>	<b>\$225,048,942</b>	<b>\$104,363,847</b>	<b>\$1,737,347</b>	<b>\$3,228,930</b>	<b>\$274,130,496</b>	<b>\$107,592,777</b>
<b>Total Regular University Expenditures</b>	<b><u>\$329,412,789</u></b>				<b><u>\$381,723,273</u></b>	

**(Note 1)**

FY 24 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions

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CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - President</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10100 Office of the President	\$1,889,574	\$154,700	\$65,000	(\$15,160)	\$2,036,878	\$139,540
10110 Board of Trustees	0	55,850	0	(8,000)	0	47,850
10115 Presidential Lecture Series	0	20,000	0	0	0	20,000
10120 Government & External Relations	0	142,190	0	(400)	0	141,790
10130 Commencement/Convocation	20,075	1,511,510	0	198,820	20,075	1,710,330
10132 University Events	349,585	56,050	0	(8,140)	440,549	47,910
34000 Public Safety	4,199,946	489,400	16,223	523,500	4,635,074	1,012,900
34004 Public Safety Cameras	0	615,339	0	101,661	0	717,000
Total	\$6,459,180	\$3,045,039	\$81,223	\$792,281	\$7,132,576	\$3,837,320
18000 Chief of Staff	\$0	\$0	\$0	\$100,000	\$0	\$100,000
Total	\$0	\$0	\$0	\$100,000	\$0	\$100,000
30003 Labor Relations	\$90,835	\$7,050	\$0	(\$570)	\$94,012	\$6,480
33000 Human Resources	1,675,559	329,510	226,992	(1,970)	2,011,880	327,540
33004 Student Title IX Summit	0	16,000	0	0	0	16,000
33006 Employee Equity	142,191	0	0	0	146,679	0
Total	\$1,908,585	\$352,560	\$226,992	(\$2,540)	\$2,252,571	\$350,020

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - President</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10140 Media/Public Relations	\$614,406	\$60,000	\$0	(\$560)	\$646,202	\$59,440
40004 University Publications	785,894	78,300	0	(260)	815,983	78,040
40005 Rowan Magazine	0	165,300	0	0	0	165,300
45006 University Marketing	0	1,249,000	0	0	0	1,249,000
22002 Duplicating	238,676	0	0	0	264,145	0
<b>Total</b>	<b>\$1,638,976</b>	<b>\$1,552,600</b>	<b>\$0</b>	<b>(\$820)</b>	<b>\$1,726,330</b>	<b>\$1,551,780</b>
<b>Total President</b>	<b>\$10,006,741</b>	<b>\$4,950,199</b>	<b>\$308,215</b>	<b>\$888,921</b>	<b>\$11,111,477</b>	<b>\$5,839,120</b>
<u>New Salary Request</u>			<u>Dollars</u>	<u>Head Count</u>		
Security Officer			\$16,223	1		
Special Assistant to the President			65,000	1		
Labor Manager			115,000	1		
HR Generalist			95,000	1		
Clerk			16,992	0		
<b>Total</b>			<b>\$308,215</b>	<b>4</b>		

**(Note 1)**

FY 24 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 2024						
<u>Division - Diversity, Equity and Inclusion</u>	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
17000 SVP Diversity, Equity and Inclusion	\$760,107	\$78,400	\$0	(\$2,800)	\$807,290	\$75,600
17002 Center for Neurodiversity	51,635	49,000	36,212	(6,000)	89,033	43,000
33002 Equity & Diversity	105,570	7,338	0	(315)	106,080	7,023
51004 EOF King Scholar	684,162	28,000	0	1,300	738,727	29,300
51005 EOF Camden Campus	4,000	17,650	0	788	4,000	18,438
51006 MAP Program	35,000	106,978	0	(1,700)	35,000	105,278
51007 CHAMP/GEAR UP	0	63,187	0	0	0	63,187
54006 Cultural Diversity	221,271	16,025	0	(295)	225,061	15,730
<b>Total Diversity, Equity and Inclusion</b>	<b>\$1,861,745</b>	<b>\$366,578</b>	<b>\$36,212</b>	<b>(\$9,022)</b>	<b>\$2,005,191</b>	<b>\$357,556</b>

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Salary voucher-Neruodiversity	17002 \$10,000	0
Graduate Assistant-Neruodiversity	17002 26,212	0
<b>Total</b>	<b>\$36,212</b>	<b>0</b>

**(Note 1)**

FY 24 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 2024						
<u>Division - General Counsel</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary
					(Note 1)	
10125 General Counsel	\$478,531	\$21,111	\$0	(\$26)	\$527,056	\$21,085
10126 University Legal Services	0	525,000	0	0	0	525,000
31016 Risk Management	0	4,500	0	(200)	0	4,300
<b>Total General Counsel</b>	<b>\$478,531</b>	<b>\$550,611</b>	<b>\$0</b>	<b>(\$226)</b>	<b>\$527,056</b>	<b>\$550,385</b>

**(Note 1)**

FY 24 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 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
10150 University Senate	\$108,386	\$5,225	\$0	\$70,000	\$112,111	\$75,225
20000 Sr. VP/Provost	776,919	(169,800)	0	0	819,144	(169,800)
20002 Program Improvement	0	645,000	0	355,000	0	1,000,000
20004 Academic Affairs	13,045,500	512,000	0	(12,682)	13,738,000	499,318
20010 Camden Campus	0	14,700	0	(14,700)	0	0
20015 Camden Campus New Bldg	432,316	34,630	0	0	365,571	34,630
20016 Library Services	3,759,937	89,600	0	0	3,524,509	89,600
20017 Library Resources	0	3,064,110	0	306,160	0	3,370,270
20026 Non-Salary Research Funds	0	310,000	0	0	0	310,000
24060 International Center	229,289	73,750	(184,096)	(8,875)	76,738	64,875
54012 ESL Program	410,010	21,400	0	-	429,441	21,400
Sub-Total Academic Affairs	\$18,762,357	\$4,600,615	(\$184,096)	\$694,903	\$19,065,514	\$5,295,518
21000 VP Academic Affairs	\$415,033	\$36,900	\$0	\$0	\$429,550	\$36,900
21004 Faculty Center	48,072	27,900	0	0	46,660	27,900
21008 Honors Concentration	402,522	22,200	0	0	423,804	22,200
21010 ROTC Program	0	3,000	0	0	0	3,000
55002 Registrar	1,179,373	69,800	0	56,432	1,309,758	126,232
Sub-Total AP AA	\$2,045,000	\$159,800	\$0	\$56,432	\$2,209,772	\$216,232
57002 Intercollegiate Athletics	\$1,153,039	\$263,592	\$0	\$0	\$1,001,086	\$263,592
57004 Athletic Tournaments	0	15,000	0	0	0	15,000
57006 Sports Information	236,520	53,575	0	0	250,133	53,575
57011 Athletic Training	301,776	75,525	0	0	448,403	75,525
57013 Promotions	0	16,065	0	0	0	16,065
57015 Strength & Conditioning	44,000	10,710	0	0	44,000	10,710
57020 Baseball	128,298	112,819	0	2,625	132,430	115,444
57021 Basketball M	170,754	52,282	0	3,335	226,664	55,617
57022 Football	312,977	173,600	0	5,600	297,968	179,200
57023 Soccer M	133,298	51,569	0	2,240	137,430	53,809
57024 CC TF M	113,231	97,994	0	7,101	118,681	105,095
57030 Basketball W	111,118	52,282	0	3,335	118,028	55,617
57031 Field Hockey	110,281	51,430	0	3,325	115,731	54,755
57032 Lacrosse	157,520	59,343	0	1,795	166,406	61,138
57033 Soccer W	133,298	51,569	0	2,240	137,430	53,809

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
57034 Softball	103,298	90,476	0	1,680	107,430	92,156
57035 Volleyball	106,453	47,370	0	560	112,501	47,930
57036 CC TF W	119,001	97,994	0	7,101	125,182	105,095
57040 Swim Dive	207,240	94,836	0	8,802	219,533	103,638
<b>Sub-Total Athletics</b>	<b>\$3,642,102</b>	<b>\$1,468,031</b>	<b>\$0</b>	<b>\$49,739</b>	<b>\$3,759,036</b>	<b>\$1,517,770</b>
51008 Career & Academic Planning	5705,163	550,600	\$0	\$0	\$1,023,875	\$50,600
54008 University Advising Center	5,058,392	93,280	0	0	5,015,852	93,280
54010 Retention/Tutoring/Basic Skills	268,760	10,000	0	0	242,400	10,000
<b>Sub-Total Student Affairs</b>	<b>\$6,032,315</b>	<b>\$153,880</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,282,127</b>	<b>\$153,880</b>
50000 VP Student Affairs	5238,488	581,975	\$0	\$0	\$521,296	\$81,975
50002 Shuttle Services	8,600	616,760	0	0	8,600	616,760
50006 Orientation	340,281	0	0	0	319,818	0
50008 PROS	60,000	9,500	0	0	60,000	9,500
50009 Parent Orientation	8,360	32,730	0	0	8,360	32,730
50010 Student Engagement	116,094	0	0	0	120,154	0
50030 Center for Esports	87,975	0	0	310,000	95,680	310,000
51010 Academic Success Center	505,877	55,063	0	0	553,847	55,063
51014 Disability Resources	0	23,000	0	0	0	23,000
51016 Resource Center	22,500	0	0	0	22,500	0
52004 Service Learning	152,650	14,900	0	0	159,627	14,900
52006 Intramural Program	0	19,530	0	0	0	19,530
<b>Sub-Total Student Life</b>	<b>\$1,540,825</b>	<b>\$853,458</b>	<b>\$0</b>	<b>\$310,000</b>	<b>\$1,869,882</b>	<b>\$1,163,458</b>
53002 Counseling Center	51,762,841	599,000	\$0	\$11,450	\$1,896,896	\$110,450
53004 Student Health Serv	1,194,674	138,500	0	36,200	1,242,921	174,700
53008 Healthy Campus Init	262,938	51,500	0	(6,000)	286,385	45,500
<b>Sub-Total Wellness</b>	<b>\$3,220,453</b>	<b>\$289,000</b>	<b>\$0</b>	<b>\$41,650</b>	<b>\$3,426,202</b>	<b>\$330,650</b>
23000 Dean Commun & Creative Arts	51,161,315	5124,305	517,225	\$0	\$1,193,032	\$124,305
23004 Communications Lab	0	15,000	0	0	0	15,000
23006 Communications Studies	1,906,347	14,550	0	0	1,974,265	14,550
23008 Writing Arts	2,787,850	35,000	0	0	2,903,656	35,000
23009 Writing Center	77,000	3,000	0	0	77,000	3,000
23010 Journalism	771,793	9,250	0	0	881,268	9,250
23012 Public Relations/Advertising	1,330,086	12,950	0	0	1,327,762	12,950

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
23014 Radio/TV/Film	1,612,333	15,300	0	0	2,085,473	15,300
23016 WGLS Radio Station	261,729	60,000	0	0	275,379	60,000
23018 BMAV	0	4,000	0	0	0	4,000
26004 Art	773,895	19,100	15,157	0	1,056,269	19,100
26006 Art Lab	9,900	28,150	0	0	9,900	28,150
26010 Gallery Program	140,303	45,000	0	0	66,561	45,000
<b>Sub-Total CCCA</b>	<b>\$10,832,551</b>	<b>\$385,605</b>	<b>\$32,382</b>	<b>\$0</b>	<b>\$11,850,565</b>	<b>\$385,605</b>
24000 Dean Science & Mathematics	\$983,081	\$328,150	\$0	\$0	\$1,013,111	\$328,150
24008 Biochemistry Lab	0	17,500	0	0	0	17,500
24010 Biological Sciences	2,308,965	49,300	527,785	23,200	2,699,393	72,500
24012 Biological Sciences Lab	0	105,968	0	0	0	105,968
24014 Chemistry	2,661,046	38,200	0	0	2,942,142	38,200
24015 Pharmaceutical Lab	0	35,000	0	0	0	35,000
24016 Chemistry Lab	0	121,700	0	0	0	121,700
24018 Computer Science	2,632,801	15,860	0	0	2,695,151	15,860
24020 Computer Science Lab	0	10,200	0	0	0	10,200
24040 Mathematics	3,908,340	31,050	0	0	3,349,628	31,050
24044 Physics	2,078,839	34,000	0	0	1,984,130	34,000
24046 Physics Lab	0	64,850	0	0	0	64,850
24048 Planetarium	104,166	23,500	0	0	110,347	23,500
24052 Psychology	2,782,101	36,650	0	0	3,203,594	36,650
24054 Psychology Lab	0	1,800	0	0	0	1,800
24102 Biomedical Translational Sciences	629,460	23,200	0	(23,200)	656,468	0
24103 Molecular/ Cellular Biosciences Lab	0	29,300	0	0	0	29,300
<b>Sub-Total CSM</b>	<b>\$18,088,799</b>	<b>\$966,228</b>	<b>\$527,785</b>	<b>\$0</b>	<b>\$18,653,964</b>	<b>\$966,228</b>
24066 Nursing	\$913,232	\$0	\$0	\$0	\$1,058,801	\$0
24100 School of Biomedical Sciences	230,555	41,300	0	0	267,431	41,300
25016 Health & Exercise Science	2,081,532	35,350	0	0	2,307,429	35,350
25018 Health & Exercise Science Lab	0	3,500	0	0	0	3,500
<b>Sub-Total SNHP</b>	<b>\$3,225,319</b>	<b>\$80,150</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,633,661</b>	<b>\$80,150</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
24500 Dean Humanities & Social Science	\$1,062,539	\$201,600	\$0	\$0	\$1,114,211	\$201,600
24502 Public Policy	0	25,000	0	6,000	0	31,000
24004 Afro-American Studies	0	500	0	0	0	500
24005 American Studies	0	1,200	0	0	0	1,200
24006 Asian-American Studies	0	1,000	0	0	0	1,000
24024 English	1,697,238	16,100	0	0	1,586,720	16,100
24026 World Languages	1,038,918	6,500	0	0	997,097	6,500
24029 Anthropology Lab	0	0	0	990	0	990
24032 History	1,799,203	18,473	0	0	1,839,833	18,473
24033 Humanities/Social Science	0	400	0	0	0	400
24034 International Studies	0	500	0	0	0	500
24035 Center for Interdisciplinary Studies	0	3,000	0	0	0	3,000
24036 Law/Justice	1,948,787	14,100	0	0	1,981,575	14,100
24038 Liberal Studies Major	0	1,000	0	0	0	1,000
24042 Philosophy/Religion	1,046,597	9,046	0	0	892,361	9,046
24050 Political Science & Economics	1,194,373	9,100	0	0	1,400,251	9,100
24058 Sociology & Anthropology	1,772,887	15,000	0	0	1,887,175	15,000
24062 Women's Studies	0	1,000	0	0	0	1,000
<b>Sub-Total CHSS</b>	<b>\$11,560,542</b>	<b>\$323,519</b>	<b>\$0</b>	<b>\$6,990</b>	<b>\$11,699,223</b>	<b>\$330,509</b>
24600 Dean Earth & Environment	\$337,680	\$91,700	\$0	\$0	\$451,198	\$91,700
24601 Nature Center	50,000	0	0	0	50,000	0
24602 Geology	695,100	34,050	0	0	813,287	34,050
24604 Environmental Science	569,987	39,050	0	0	701,073	39,050
24028 Geography Lab	0	4,000	0	0	0	4,000
24030 Geography & Environment	1,185,752	21,400	0	0	1,263,967	21,400
<b>Sub-Total SEE</b>	<b>\$2,838,519</b>	<b>\$190,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,279,525</b>	<b>\$190,200</b>
25000 Dean Education	\$1,031,913	\$147,625	\$0	\$0	\$1,070,635	\$147,625
25010 Educational Leadership	1,674,261	0	0	0	2,575,323	0
25014 Interdisciplinary & Inclusive Ed	2,588,017	29,000	0	0	2,135,999	29,000
25020 Schaub Resource Room	0	5,900	0	0	0	5,900
25024 Student Services Center	210,995	0	0	0	231,524	0
25026 STEAM Ed	942,042	20,000	0	0	917,736	20,000
25030 Lang, Literacy, Sociocultural Ed	2,214,276	29,000	0	0	2,059,369	29,000
<b>Sub-Total CoEd</b>	<b>\$8,661,504</b>	<b>\$231,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,990,586</b>	<b>\$231,525</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
26000 Dean Performing Arts	\$890,521	\$330,402	\$0	\$0	\$905,836	\$330,402
26008 Perf Arts Promotion	0	16,400	0	0	0	16,400
26012 Music	2,398,075	109,400	0	0	2,704,986	109,400
26014 Music Lab	0	5,000	0	0	0	5,000
26016 Theatre & Dance	1,292,974	21,000	0	0	1,378,712	21,000
26018 Theatre Arts	0	25,150	0	0	0	25,150
26020 PA Outreach & Recruitment	0	27,000	0	0	0	27,000
26022 Pep Band	32,000	0	0	0	32,000	0
26024 Marching Band	0	0	0	267,374	0	267,374
<b>Sub-Total CPA</b>	<b>\$4,613,570</b>	<b>\$534,352</b>	<b>\$0</b>	<b>\$267,374</b>	<b>\$5,021,534</b>	<b>\$801,726</b>
27000 Dean Business	\$1,152,732	\$148,550	\$0	\$0	\$1,142,280	\$148,550
27003 Accounting Accreditation	0	10,000	0	0	0	10,000
27004 Accounting & Finance	3,268,252	15,000	0	0	2,984,167	15,000
27006 Accreditation	0	251,700	0	(20,000)	0	231,700
27010 Management	2,685,122	17,600	0	0	2,828,120	17,600
27012 Marketing	2,472,122	16,250	0	0	2,608,975	16,250
27014 MBA	0	2,500	0	0	0	2,500
27016 Rohrer Endowed Chair	160,275	16,900	0	0	192,256	16,900
27018 Campbell Endowed Chair	0	25,000	0	0	0	25,000
27020 School Innovation & Entrepreneurship	0	0	0	20,000	166,686	20,000
<b>Sub-Total CoB</b>	<b>\$9,738,503</b>	<b>\$503,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,922,484</b>	<b>\$503,500</b>
28000 Dean Engineering	\$2,015,891	\$375,397	\$0	\$0	\$2,079,743	\$375,397
28004 Chemical Engineering	1,961,804	100,700	0	0	2,092,455	100,700
28006 Civil Engineering	1,784,361	98,100	0	0	1,985,096	98,100
28008 Electrical Engineering	1,432,879	96,700	0	0	1,528,118	96,700
28010 Mechanical Engineering	1,834,455	98,700	0	0	1,855,632	98,700
28012 Engineering Outreach	0	35,200	0	0	0	35,200
28016 Biomedical Engineering	1,223,006	77,000	0	0	1,789,745	77,000
28018 Experiential Eng Education	979,338	67,090	0	0	929,564	67,090
<b>Sub-Total CoE</b>	<b>\$11,231,734</b>	<b>\$948,887</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,260,353</b>	<b>\$948,887</b>
<b>Sub Total Colleges</b>	<b>\$101,598,398</b>	<b>\$8,924,381</b>	<b>\$376,071</b>	<b>\$1,025,699</b>	<b>\$106,587,181</b>	<b>\$9,950,080</b>
<b>Total Academic Affairs</b>	<b>\$116,034,093</b>	<b>\$11,688,750</b>	<b>\$376,071</b>	<b>\$1,427,088</b>	<b>\$121,924,428</b>	<b>\$13,115,838</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Academic Affairs</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary	Non-Salary (Note 1)

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Int'l Center Advisor- PSS3	\$16,560	1
Int'l Center Advisor- PSS3	14,970	1
Media Center Supervisor (PT)	15,157	0
Asst. Director Ctr Sports Comm (PT)	17,225	0
5 Faculty Lines	527,785	5
PT-Int'l center (broken out)	(20,000)	0
Trsf to Rowan Global	(195,625)	0
Total	\$376,071	7

**(Note 1)**

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Advancement</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
40000 Sr. VP Advancement	\$141,291	\$88,800	\$35,594	(\$9,600)	\$228,679	\$79,200
40006 Alumni Engagement	298,346	56,425	0	50,971	319,796	107,396
40008 VP Advancement	785,539	181,505	0	(2,000)	728,903	179,505
40010 Advancement Services	315,897	136,585	0	148,045	336,829	284,630
40012 Development	475,510	94,800	0	(6,800)	513,059	88,000
40014 Advancement Communications	265,276	45,000	0	3,400	280,325	48,400
40016 Rowan Fund	157,292	130,855	60,000	8,690	221,552	139,545
40018 Corporate & Foundation Relations	237,784	21,480	0	(760)	258,569	20,720
40020 Stewardship & Donor Relations	65,914	31,550	0	(12,003)	73,512	19,547
<b>Total Advancement</b>	<b>\$2,742,849</b>	<b>\$787,000</b>	<b>\$95,594</b>	<b>\$179,943</b>	<b>\$2,961,224</b>	<b>\$966,943</b>

<u>New Salary Request</u>		<u>Dollars</u>	<u>Head Count</u>
Head Clerk	40000	\$35,594	1
Assistant Director of Annual Giving	40016	60,000	1
<b>Total</b>		<b>\$95,594</b>	<b>2</b>

**(Note 1)**

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Enrollment Management</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
41002 University Marketing	336,177	1,075,000	320,000	(117,000)	671,431	958,000
54000 VP Enrollment Management	1,195,229	269,500	0	18,630	947,543	288,130
54002 Admissions	2,768,710	1,326,000	150,000	722,000	2,984,420	2,048,000
54014 University Scheduling	345,890	0	0	200,000	373,677	200,000
54016 Strategic Planning & Management	625,201	137,550	0	(137,550)	575,448	0
54018 Welcome Center	10,000	120,934	0	5,473	10,000	126,407
54020 International Admissions	20,000	596,750	4,868	(364,813)	24,868	231,938
56002 Financial Aid	1,408,208	325,800	0	17,700	1,507,961	343,500
<b>Total Enrollment Management</b>	<b>\$6,709,415</b>	<b>\$3,851,534</b>	<b>\$ 474,868</b>	<b>\$344,441</b>	<b>\$7,095,348</b>	<b>\$4,195,975</b>

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>
Social Media Coordinator	\$60,000	1
Videographer/Photographer	60,000	1
Digital Graphic Designer	60,000	1
Marketing Account Manager and Non-Academic Unit Liaison	65,000	1
Marketing Strategy and Campaign Manager	75,000	1
International Admissions Counselor	12,434	1
International Admissions Processor	12,434	1
Admissions Student Salary	150,000	0
Student Salary	(20,000)	0
<b>Total</b>	<b>\$474,868</b>	<b>7</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Information</u> <u>Resources/Tech</u>	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary
45000 Sr VP Info Resources & Technology	\$1,781,250	\$310,800	\$331,387	\$24,940	\$1,551,975	\$335,740
45004 Instit/Effectiveness/Planning	2,881,602	38,335	15,000	(4,125)	2,134,431	34,210
22000 IRT Operations	0	4,128,770	0	520,974	0	4,649,744
22004 Network Operations	575,669	78,000	10,000	(12,160)	583,096	65,840
22006 Instructional Technology Fee	0	6,081,077	0	165,276	0	6,246,353
22008 Technology Services	1,036,475	7,000	10,000	(200)	351,817	6,800
22010 Network & System Services	96,196	16,300	0	0	0	16,300
22014 Network Security	511,041	157,720	10,000	(1,520)	523,119	156,200
22016 NSS System Administration	1,103,262	71,520	5,000	5,900	1,197,658	77,420
22018 NSS Desktop Management	465,184	33,000	5,000	(1,120)	720,921	31,880
22020 NSS Installation & Repair	638,327	80,800	25,000	(16,750)	1,082,962	64,050
22022 Enterprise Service Center	402,039	18,700	10,000	80	413,632	18,780
22026 IRT Training Services	721,849	9,780	0	(281)	659,251	9,499
22028 IRT Project Man.	186,246	34,050	0	14,600	859,975	48,650
22030 NSS Development Operations	0	40,900	0	3,400	225,864	44,300
22032 Information Services	0	114,750	5,000	15,677	549,021	130,427
22034 Security Operations	0	20,000	5,000	4,700	222,948	24,700
22036 Data Science & Strategic Analytics	0	37,805	5,000	(8,655)	463,948	29,150
22038 Asset Management	0	0	10,000	39,240	10,000	39,240
<b>Total Information Resources/Tech</b>	<b>\$10,399,140</b>	<b>\$11,279,307</b>	<b>\$446,387</b>	<b>\$749,976</b>	<b>\$11,550,618</b>	<b>\$12,029,283</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Information</u> <u>Resources/Tech</u>	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request	
	Salary	Non-Salary			Salary (Note 1)	Non-Salary

<u>New Salary Request</u>		<u>Dollars</u>	<u>Head Count</u>
Project Manager (NRDS)	45000	\$118,741	1
Network Engineer (NRDS)	45000	122,720	1
PSS1 (NRDS)	45000	89,926	1
Student Workers	45004	15,000	0
Student Workers	22004	10,000	0
Student Workers	22008	10,000	0
Student Workers	22014	10,000	0
Student Workers	22016	5,000	0
Student Workers	22018	5,000	0
Student Workers	22020	25,000	0
Student Workers	22022	10,000	0
Student Workers	22032	5,000	0
Student Workers	22034	5,000	0
Student Workers	22036	5,000	0
Student Workers	22038	10,000	0
<b>Total</b>		<b>\$446,387</b>	<b>3</b>

**(Note 1)**

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Finance</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
31000 Sr VP Finance/CFO	\$436,372	\$22,850	\$0	(\$1,360)	\$451,285	\$21,490
31002 Accounts Payable	411,395	27,560	0	(1,160)	417,548	26,400
31004 Accounting Services	912,146	25,940	0	(1,118)	952,762	24,822
31006 Bursar	1,160,627	115,770	0	(10,000)	1,213,351	105,770
31008 Payroll	424,745	15,380	0	0	453,945	15,380
31010 Purchasing	517,642	12,700	0	0	514,160	12,700
45002 Budget	189,455	5,900	0	(400)	199,218	5,500
<b>Total Finance</b>	<b>\$4,052,382</b>	<b>\$226,100</b>	<b>\$0</b>	<b>(\$14,038)</b>	<b>\$4,202,269</b>	<b>\$212,062</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - Facilities</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
30004 Construction & Capital Projects	\$588,617	\$78,000	\$0	\$9,460	\$619,227	\$87,460
32000 Facilities Part-time	86,500	0	0	0	86,500	0
32002 Facilities Administration	1,627,886	1,009,696	0	(199,748)	1,677,773	809,948
32003 Facility Training & Risk Mgmt	525,742	433,640	0	119,360	556,014	553,000
32004 Custodial	3,881,090	316,000	0	0	4,025,962	316,000
32005 Facilities Planning	0	52,450	0	20,000	0	72,450
32006 Grounds	1,046,205	259,475	0	(500)	1,077,162	258,975
32007 Facility Systems & Controls	363,500	621,500	0	54,271	395,801	675,771
32008 Heating Plant	881,387	829,100	0	81,900	910,033	911,000
32010 Trades	3,714,168	905,000	0	209,700	3,919,636	1,114,700
32012 Facility Campus Services	554,616	17,100	0	900	565,295	18,000
32014 High Street Property	0	192,022	0	(3,198)	0	188,824
32016 President Residence	0	81,809	0	605	0	82,414
32018 Camden Bank Building	0	297,851	0	(23,364)	85,023	274,487
<b>Total Facilities</b>	<b>\$13,269,711</b>	<b>\$5,093,643</b>	<b>\$0</b>	<b>\$269,386</b>	<b>\$13,918,426</b>	<b>\$5,363,029</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024						
<u>Division - General University</u>	FY 2023 Base Budget		New Salary	Non-Salary	FY 2024 Request	
	Salary	Non-Salary	Requests	Adjustments	Salary (Note 1)	Non-Salary
15005 Total Ind Cost Distrib	0	719,670	0	21,142	0	740,812
15020 Total General University	285,000	6,933,100	0	(125,223)	285,000	6,807,877
15025 Total Univ Reserve	(6,500,000)	3,564,485	0	(722,989)	(7,000,000)	2,841,496
31018 Total Glassboro Campus Insurance	0	1,428,307	0	246,692	0	1,674,999
56006 Total Instit Work Study	1,075,000	0	0	0	1,075,000	0
<b>Total General University</b>	<b>(\$5,140,000)</b>	<b>\$12,645,562</b>	<b>\$0</b>	<b>(\$580,378)</b>	<b>(\$5,640,000)</b>	<b>\$12,065,184</b>

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Expense Analysis by Department - Regular University Projected Budget FY 2024		
<u>Division - Special Programs</u>	Base Budget 2023	Request 2024
<b><u>Revenues</u></b>		
General State Appropriation	\$2,000,000	\$2,000,000
Other Revenue		
Workshop Fees	650,000	650,000
Other Student Fees	2,500,000	1,500,000
Rowan Foundation	2,600,000	3,600,000
Other	1,550,000	2,050,000
Total Other Revenue	\$7,300,000	\$7,800,000
Revenue Center Distributions	8,666,000	4,208,000
<b>Total Revenues</b>	<b>\$17,966,000</b>	<b>\$14,008,000</b>
<b><u>Expenditures</u></b>		
Non-Salary Operating	\$8,779,000	\$7,279,000
Non-Salary/Academic Affairs Distributions	7,000,000	6,000,000
<b>Total Expenditures</b>	<b>\$15,779,000</b>	<b>\$13,279,000</b>
<b>Net Operating</b>	<b>\$2,187,000</b>	<b>\$729,000</b>

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Auxiliary Services Summary Schedule Projected Budget FY 2024					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
<b>Revenues</b>					
Student Fees	\$0	\$5,091,641	\$5,257,886	\$0	\$10,349,527
Housing Rentals	33,071,951	0	0	0	33,071,951
Sub-Total	\$33,071,951	\$5,091,641	\$5,257,886	\$0	\$43,421,478
Housing Cancellation Fee	\$60,000	\$0	\$0	\$0	\$60,000
Merchant Commission	75,000	0	0	0	75,000
Miscellaneous Revenue	18,750	0	0	0	18,750
Other Income	901,349	530	250	0	902,129
Rental Income	0	10,609	10,000	375,000	395,609
Placement Fee	1,076,436	0	0	0	1,076,436
Memberships	0	0	75,000	0	75,000
Guest Fees	0	0	18,000	0	18,000
Equipment Rentals	0	0	4,000	0	4,000
Court Rentals	0	0	25	0	25
Intramural Fees	0	0	600	0	600
Instructional Fees	0	0	38,000	0	38,000
Miscellaneous Sales	0	0	1,200	0	1,200
Repair Income	41,930	0	0	0	41,930
Sub-Total Other Revenue	\$2,173,465	\$11,139	\$147,075	\$375,000	\$2,706,679
<b>Total Revenue</b>	<b>\$35,245,416</b>	<b>\$5,102,780</b>	<b>\$5,404,961</b>	<b>\$375,000</b>	<b>\$46,128,157</b>

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Auxiliary Services Summary Schedule Projected Budget FY 2024					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
<b>Expenditures</b>					
Salary Pool	(\$500,000)	\$0	\$0	\$0	(\$500,000)
Salary Full Time	4,108,266	963,402	977,446	0	6,049,114
Salary Part Time	58,234	12,000	96,461	38,400	205,095
Salary Voucher	0	0	4,000	0	4,000
Student Salary	273,920	405,000	716,166	6,000	1,401,086
Res Dir/Graduate Assistants	478,605	55,000	77,000	0	610,605
Overtime	140,000	28,000	1,900	0	169,900
Salary Adjustments	107,500	32,000	22,154	20,000	181,654
Clothing Allowance	14,300	5,225	1,100	0	20,625
Sub-Total Salary	<u>\$4,680,825</u>	<u>\$1,500,627</u>	<u>\$1,896,227</u>	<u>\$64,400</u>	<u>\$8,142,079</u>
Fringe Benefits Pool	<u>\$2,434,479</u>	<u>\$662,908</u>	<u>\$676,976</u>	<u>\$2,938</u>	<u>\$3,777,301</u>
<b>Total Salary &amp; Fringes</b>	<b>\$7,115,304</b>	<b>\$2,163,535</b>	<b>\$2,573,203</b>	<b>\$67,338</b>	<b>\$11,919,380</b>
Supplies	\$195,600	\$134,000	\$120,000	\$1,500	\$451,100
Printing	17,250	22,000	14,000	0	53,250
Educational Supplies	3,000	0	0	0	3,000
Equipment Under \$5000	68,500	191,500	111,000	1,500	372,500
Catering & Official Reception	230,212	45,000	57,680	2,400	335,292
Credit Card Charges	5,000	2,000	5,500	0	12,500
Professional Services	0	0	0	2,000	2,000
Licenses/Registration Fees	42,050	3,000	47,550	0	92,600
Staff Training & Development	12,980	4,000	9,600	0	26,580
Virtual Conference / Webinars	0	0	500	0	500
Mileage Reimbursement	1,985	0	2,654	0	4,639
Travel	31,520	20,800	15,824	0	68,144
Travel - Student	27,000	0	9,000	0	36,000
Telephone	54,200	10,000	7,500	2,000	73,700
Cable Television	288,055	0	0	0	288,055
Postage	600	500	200	150	1,450
Insurance	235,811	27,087	15,700	0	278,598
Contracted Service	1,551,753	235,000	235,500	5,000	2,027,253
Advertising	400	0	250	3,000	3,650
Subscriptions/Memberships	5,100	6,200	5,000	0	16,300
Other Services	2,500	0	10,000	0	12,500
Repairs	260,000	75,000	146,000	0	481,000

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Auxiliary Services Summary Schedule Projected Budget FY 2024					
	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Rental Expense	(181,400)	1,000	77,004	5,000	(98,396)
Lease Expense	3,893	0	297,864	0	301,757
Reserve Allocation	53,000	0	0	0	53,000
Other Expenses	5,000	0	0	0	5,000
Transfer	31,500	9,500	6,000	0	47,000
Workmen's Compensation	35,000	15,000	0	0	50,000
Internal Payments	1,000	(90,000)	0	60,000	(29,000)
Equipment & Software Over \$5000	0	0	68,000	0	68,000
Cost Share Reserve	160,000	0	0	0	160,000
Cost Sharing	0	0	245,000	0	245,000
<b>Sub-Total Non-Salary Oper</b>	<b>\$3,141,509</b>	<b>\$711,587</b>	<b>\$1,507,326</b>	<b>\$82,550</b>	<b>\$5,442,972</b>
Electric	\$1,362,369	\$298,000	\$188,829	\$0	\$1,849,198
Natural Gas	991,500	459,500	252,593	0	1,703,593
Fuel Oil	25,700	11,900	6,434	0	44,034
Water/Sewer	875,600	58,500	34,408	0	968,508
<b>Sub-Total Utilities</b>	<b>\$3,255,169</b>	<b>\$827,900</b>	<b>\$482,264</b>	<b>\$0</b>	<b>\$4,565,333</b>
Tuition & Fee Expense	\$409,973	\$0	\$0	\$0	\$409,973
Graduate Coordinator Waiver	0	159,560	191,258	0	350,818
Housing Waivers	2,021,834	0	0	0	2,021,834
Board Waivers	779,059	0	0	0	779,059
<b>Sub-Total Waivers</b>	<b>\$3,210,866</b>	<b>\$159,560</b>	<b>\$191,258</b>	<b>\$0</b>	<b>\$3,561,684</b>
Rental Expenses - Rowan Blvd.	\$2,643,000	\$0	\$0	\$0	\$2,643,000
PILOT	1,797,000	0	0	0	1,797,000
Debt Service	3,319,787	578,765	0	0	3,898,552
Aux Lease Expense	9,367,947	0	0	0	9,367,947
Revenue Distributions to University	4,900,000	350,000	350,000	225,112	5,825,112
<b>Total Non Salary</b>	<b>\$31,635,278</b>	<b>\$2,627,812</b>	<b>\$2,530,848</b>	<b>\$307,662</b>	<b>\$37,101,600</b>
<b>Total Expenditures</b>	<b>\$38,750,582</b>	<b>\$4,791,347</b>	<b>\$5,104,051</b>	<b>\$375,000</b>	<b>\$49,020,980</b>
<b>Excess/(Deficit)</b>	<b>(\$3,505,166)</b>	<b>\$311,433</b>	<b>\$300,910</b>	<b>\$0</b>	<b>(\$2,892,823)</b>
<b><u>New Salary Request</u></b>		<b><u>Dollars</u></b>	<b><u>Head Count</u></b>		
Security Officer		\$16,223	1		

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis - Auxiliary Services	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
<b>Revenues</b>							
Student Fees	\$9,593,408	\$9,973,897	\$10,394,517	\$9,942,848	\$9,674,947	\$10,059,483	\$10,349,527
Discount	0	0	0	(9,449,895)	(2,245,000)	0	0
Housing Rentals	32,803,139	32,398,816	33,904,692	20,503,289	27,647,425	32,833,200	33,071,951
Sub-Total	\$42,396,547	\$42,372,713	\$44,299,208	\$20,996,242	\$35,077,372	\$42,892,683	\$43,421,478
Fines	\$15,084	\$22,715	\$36,780	\$1,013	\$3,136	\$0	\$0
Housing Cancellation Fee	60,550	83,375	77,250	-	70,900	60,000	60,000
Rowan Foundation	-	3,060	1,150	3,368	3,442	-	-
Contra Revenue	-	-	(6,331,257)	(8,049)	-	-	-
Merchant Commission	141,336	131,171	138,380	84,509	113,134	75,000	75,000
Miscellaneous Revenue	24,977	2,130	-	1,000	-	400	18,750
Other Income	1,764,003	1,630,276	387,397	96	4,456	397,422	902,129
Rental Income	696,067	458,690	303,150	25,471	198,606	110,900	395,609
ID Card	120,890	114,291	92,170	65,065	77,650	-	-
Memberships	109,150	119,621	94,553	(211)	52,305	75,000	75,000
Guest Fees	27,194	27,441	21,353	-	17,811	11,000	18,000
Equipment Rentals	3,665	4,647	3,793	-	2,989	3,000	4,000
Court Rentals	108	108	603	-	197	75	25
Intramural Fees	9,481	22,458	20,225	(10)	370	500	600
Instructional Fees	105,341	95,167	42,688	2,347	19,834	35,000	38,000
Summer Camps	139,186	-	-	-	-	-	-
Miscellaneous Sales	4,232	2,829	644	355	1,558	1,200	1,200
Repair Income	61,655	65,040	22,384	39,878	42,472	31,000	41,930
Forfeited Sec Deposit	24,949	-	-	(400)	-	-	-
Participant Fees	630	-	-	-	100	-	-
Recreation Center	-	-	-	-	(433)	-	-
Student Center	-	-	-	-	-	-	-
Placement Fee	414,291	707,009	874,488	989,900	1,019,590	1,048,820	1,076,436
Vendor Discounts Taken	1,258	-	-	-	-	-	-
Sub-Total Other Revenue	\$3,724,044	\$3,490,027	(\$4,214,251)	\$1,204,331	\$1,628,114	\$1,849,317	\$2,706,679
<b>Total Revenue</b>	<b>\$46,120,591</b>	<b>\$45,862,740</b>	<b>\$40,084,957</b>	<b>\$22,200,574</b>	<b>\$36,705,486</b>	<b>\$44,742,000</b>	<b>\$46,128,157</b>



Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis - Auxiliary Services	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
<b>Expenditures</b>							
Salary Pool	\$0	\$0	\$0	\$0	\$0	(\$500,000)	(\$500,000)
Salary Full Time	5,200,000	5,432,998	5,625,508	5,506,544	5,051,110	5,927,183	6,049,114
Salary Part Time	154,102	92,661	117,710	42,565	73,935	176,511	205,095
Salary Voucher	54,750	39,099	22,932	2,055	7,454	10,000	4,000
Student Salary	1,087,311	1,160,172	907,678	236,599	758,544	1,376,070	1,401,086
Graduate Assistants	516,968	594,337	625,151	473,405	511,120	603,980	610,605
Overtime	211,673	194,309	165,179	117,485	162,524	169,500	169,900
Salary Adjustments	(54,151)	147,218	159,662	46,407	97,955	181,500	181,654
Clothing Allowance	25,300	25,025	21,725	22,550	20,900	23,100	20,625
Relocation Allowance	-	2,336	5,027	-	-	-	-
Sub-Total Salary	\$7,195,953	\$7,688,154	\$7,650,573	\$6,447,611	\$6,683,543	\$7,967,844	\$8,142,079
FICA/Medicare Distributed	\$431,906	\$442,662	\$455,793	\$435,377	\$398,560	\$438,863	\$449,307
Other Fringe Benefits Distributed	2,221,599	2,249,261	2,165,821	2,510,984	2,640,696	2,860,996	3,327,994
Sub-Total Fringe	\$2,653,505	\$2,691,923	\$2,621,614	\$2,946,361	\$3,039,257	\$3,299,859	\$3,777,301
<b>Total Salary &amp; Fringes</b>	<b>9,849,458</b>	<b>10,380,077</b>	<b>10,272,187</b>	<b>9,393,972</b>	<b>9,722,800</b>	<b>11,267,703</b>	<b>11,919,380</b>
Supplies	\$584,593	\$556,397	\$394,372	\$216,022	\$407,797	\$461,658	\$451,100
Laboratory Supplies	-	-	382	-	-	-	-
Printing	92,241	70,941	55,197	12,393	50,947	62,900	53,250
Educational Supplies	15,677	16,805	9,179	139	14,488	18,800	3,000
Equipment Under \$5000	536,007	281,853	181,274	50,438	332,978	328,000	372,500
Purchase Card Clearing	26,596	7,066	-	-	32	-	-
Catering & Official Reception	642,259	759,334	521,632	418,833	262,397	398,212	335,292
Credit Card Charges	22,707	20,638	19,727	11,445	13,133	20,500	12,500
Professional Services	1,250	5,730	7,897	-	3,267	7,750	2,000
Licenses/Registration Fees	64,387	60,410	66,934	63,377	76,308	94,278	92,600
Staff Training & Development	33,997	29,225	24,983	3,288	3,458	23,580	26,580
Virtual Conference / Webinars	-	-	-	1,162	1,151	1,000	500
Honorarium/Stipends	(1,150)	1,500	2,000	730	-	-	-
Mileage Reimbursement	2,570	8,804	3,871	66	1,229	5,543	4,639
Travel	109,852	114,530	54,460	(98)	30,032	68,785	68,144
Travel - Student	24,994	47,894	34,703	-	11,300	30,500	36,000
Telephone	88,400	85,031	75,660	75,063	71,224	73,700	73,700
Cable Television	225,420	230,080	236,726	237,876	225,649	288,055	288,055
Moving Relocation	-	-	-	-	-	-	-
Postage	3,414	893	1,872	1,978	599	1,475	1,450

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis - Auxiliary Services	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
Insurance	109,562	144,799	152,761	173,134	187,971	207,885	278,598
Contracted Service	996,841	800,062	696,706	844,430	924,087	1,538,294	2,027,253
Advertising	404	1,395	1,404	976	1,953	650	3,650
Subscriptions/Memberships	30,154	15,978	12,763	11,210	15,470	15,550	16,300
Other Services	47,538	39,628	31,482	6,691	40,719	22,000	12,500
Contra-Expense	-	-	(300,377)	(451,188)	(380,201)	-	-
Sponsorships	1,000	1,000	-	-	500	-	-
Repairs	571,125	620,234	500,181	480,854	525,192	633,000	481,000
Rental Expense	602,980	12,031	2,843,115	(38,750)	360,265	(222,319)	(98,396)
Lease Expense	292,144	234,605	267,711	275,512	308,304	292,965	301,757
Reserve Allocation	-	-	-	-	-	53,000	53,000
Other Expenses	96,250	765	255,926	-	-	-	5,000
Transfer	696,071	1,545,167	(3,286,537)	(11,513,338)	(5,075,280)	47,000	47,000
Transfer from Rowan Foundation	(1,378)	(1,378)	-	-	-	-	-
Transfer from Alumni Association	-	(443)	(65)	-	-	-	-
Workmen's Compensation	52,764	114,496	87,008	4,211	88,645	50,000	50,000
PILOT	-	-	-	-	-	-	1,797,000
SGA Program Expenses	-	-	-	-	-	-	-
Internal Payments	-	(169,259)	(197,618)	(90,250)	(36,568)	(74,022)	(29,000)
Internal Payments Grants	-	(145,621)	(137,087)	(180)	(19,296)	-	-
Equipment & Software Over \$5000	39,718	105,081	114,285	-	166,634	145,000	68,000
Cost Share Reserve	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Aux Lease Expense	8,773,372	9,024,012	9,281,450	9,517,128	9,777,656	10,054,518	9,367,947
Distributions	-	-	-	5,450,000	-	-	-
IDC - Institutional Recovery	-	-	-	-	5,410,095	-	-
Cost Sharing	157,034	232,014	224,764	3,850	226,360	258,000	245,000
<b>Sub-Total Non-Salary Oper</b>	<b>\$15,098,793</b>	<b>\$15,031,696</b>	<b>\$12,398,741</b>	<b>\$5,927,001</b>	<b>\$14,188,495</b>	<b>\$15,066,257</b>	<b>\$16,607,919</b>
Electric	\$1,298,592	\$1,327,032	\$1,331,710	\$1,542,180	\$1,593,847	\$1,609,699	\$1,849,198
Gasoline	-	-	50	-	-	-	-
Natural Gas	739,555	876,953	771,901	703,839	686,151	1,114,433	1,703,593
Fuel Oil	30,587	17,818	3,088	13,815	40,249	22,561	44,034
Water/Sewer	914,895	914,850	898,064	863,131	931,763	976,701	968,508
<b>Sub-Total Utilities</b>	<b>\$2,983,628</b>	<b>\$3,136,653</b>	<b>\$3,004,814</b>	<b>\$3,122,965</b>	<b>\$3,252,011</b>	<b>\$3,723,394</b>	<b>\$4,565,333</b>

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis - Auxiliary Services	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
Tuition & Fee Expense	\$347,090	\$370,144	\$428,056	\$273,947	\$320,264	\$378,522	\$409,973
Graduate Coordinator Waiver	152,070	220,540	256,620	268,000	262,218	342,832	350,818
Housing Waivers	1,686,755	1,978,957	1,918,151	1,529,772	1,332,935	1,964,746	2,021,834
Board Waivers	696,840	796,596	819,336	675,982	608,536	738,880	779,059
<b>Sub-Total Waivers</b>	<b>\$2,882,755</b>	<b>\$3,366,237</b>	<b>\$3,422,163</b>	<b>\$2,747,701</b>	<b>\$2,523,953</b>	<b>\$3,424,980</b>	<b>\$3,561,684</b>
Rental Expense - Rowan Blvd.	\$2,508,596	\$2,577,173	\$2,522,041	\$3,017,588	\$3,307,107	\$3,448,400	\$2,643,000
Addl Rent Holly Pointe	64,920	46,840	50,400	-	-	40,000	-
GASB 87 Lease Expense	-	-	-	-	(280,287)	-	-
GASB 87 Lease Amortization	-	-	-	-	218,293	-	-
GASB 87 Interest Expense	-	-	-	-	179,705	-	-
Capital	4,815,925	705,609	778,000	-	-	-	-
Debt Service	4,096,821	3,902,339	3,746,349	3,730,690	3,850,967	3,833,312	3,898,552
Revenue Distributions to University	4,500,000	4,500,000	5,500,000	-	-	5,435,391	5,825,112
<b>Sub-Total Other</b>	<b>\$15,986,263</b>	<b>\$11,731,961</b>	<b>\$12,596,790</b>	<b>\$6,748,278</b>	<b>\$7,275,785</b>	<b>\$12,757,103</b>	<b>\$12,366,664</b>
<b>Total Non Salary</b>	<b>36,951,439</b>	<b>33,266,548</b>	<b>31,422,508</b>	<b>18,545,945</b>	<b>27,240,244</b>	<b>34,971,734</b>	<b>37,101,600</b>
<b>Total Expenditures</b>	<b>\$46,800,897</b>	<b>\$43,646,625</b>	<b>\$41,694,694</b>	<b>\$27,939,918</b>	<b>\$36,963,044</b>	<b>\$46,239,437</b>	<b>\$49,020,980</b>
<b>Excess/(Deficit)</b>	<b>(\$680,306)</b>	<b>\$2,216,115</b>	<b>(\$1,609,737)</b>	<b>(\$5,739,344)</b>	<b>(\$257,558)</b>	<b>(\$1,497,437)</b>	<b>(\$2,892,823)</b>

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis Division of Global Learning & Partnerships	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
<b>Revenues</b>							
Net Tuition	\$31,461,336	\$36,748,346	\$42,908,313	\$47,941,160	\$51,679,144	\$61,811,563	\$63,051,561
Net Student Fees	2,490,530	2,450,577	2,805,184	2,026,869	3,269,650	3,622,713	4,265,567
Discount	0	0	0	(712,461)	(711,885)	0	0
Other Revenue	167,839	292,146	91,739	103,874	164,724	0	428,000
Research and Teaching Fellow	(1,081,350)	(1,594,887)	(2,169,004)	(2,244,578)	(2,227,618)	0	0
Scholarships/Waivers	(1,681,464)	(1,860,214)	(2,243,805)	(2,677,568)	(2,792,252)	(5,000,000)	(5,200,000)
<b>Total Revenue</b>	<b>\$31,356,891</b>	<b>\$36,035,968</b>	<b>\$41,392,426</b>	<b>\$44,437,297</b>	<b>\$49,381,763</b>	<b>\$60,434,276</b>	<b>\$62,545,128</b>
<b>Expenditures</b>							
Salary Pool (Vacancy Factor)	\$0	\$0	\$0	\$0	\$0	(\$219,000)	(\$219,000)
Salary Full Time	3,640,769	3,940,583	3,676,639	3,274,843	4,102,606	5,299,675	6,350,484
Salary Part Time	240,112	300,021	259,189	261,048	489,645	367,379	563,971
Adjunct/Overload	1,215,740	1,605,639	2,008,928	1,686,382	1,959,609	2,266,000	2,500,000
Salary Voucher	2,610,912	2,442,803	2,779,014	3,494,807	3,792,659	3,343,468	3,706,532
Student Salary	31,979	35,233	63,117	37,270	115,072	35,000	115,000
Graduate Assistants	15,000	19,000	3,000	0	0	10,000	10,000
Overtime	53	105	0	0	2,922	0	0
Salary Adjustment	2,307,825	818,657	1,382,249	2,242,214	1,781,415	2,352,500	2,695,625
Clothing Allowance	0	0	0	0	0	0	0
Sub-Total Salary	\$10,062,389	\$9,162,040	\$10,172,136	\$10,996,565	\$12,243,928	\$13,455,022	\$15,722,612
Fringe Benefits Pool	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits	2,890	(208,240)	(11,833)	(6,123)	(11,517)	0	0
Fringe Benefits Pool	589,630	634,120	667,367	665,702	791,579	3,558,981	4,714,945
Other fringe Benefits Distributed	1,555,448	1,631,401	1,415,498	1,486,447	2,190,792	0	0
Sub-Total Fringe	\$2,147,968	\$2,057,281	\$2,071,031	\$2,146,026	\$2,970,854	\$3,558,981	\$4,714,945
<b>Total Salary &amp; Fringes</b>	<b>\$12,210,358</b>	<b>\$11,219,321</b>	<b>\$12,243,167</b>	<b>\$13,142,591</b>	<b>\$15,214,783</b>	<b>\$17,014,003</b>	<b>\$20,437,557</b>
Supplies	\$12,363	\$17,546	\$15,067	\$252	\$19,300	\$13,000	\$24,000
Printing	15,903	12,080	10,179	872	74,053	30,000	55,000
Educational Supplies	0	0	16,298	5,962	0	0	2,500
Equipment Under \$5,000	25,094	56,821	96,314	68,450	98,494	35,000	84,450
Purchase Card Clearing	9,116	64	39	0	0	0	0
Electric	257,792	261,928	247,307	121,581	192,705	264,384	277,603
Gasoline	0	0	0	0	0	0	5,000
Natural Gas	4,423	458	185	6,424	12,024	9,924	12,924

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
Catering & Official Reception	12,081	8,360	5,316	0	420	2,500	7,000
Credit Card Charges	12,177	12,373	11,186	7,853	11,311	0	0
Professional Services	(360)	448	(62,784)	(6,395)	10,127	10,000	5,000
Licenses/Registration Fees	6,410	5,802	3,008	22,947	98,803	0	14,500
Staff Training & Development	981	2,212	878	0	0	15,000	29,400
Virtual Conference / Webinars	0	0	0	750	0	0	0
Honorarium/Stipends	0	0	0	0	0	0	0
Mileage Reimbursement	2,039	2,260	1,740	0	1,160	2,500	8,000
Travel	4,583	15,518	47,581	(1,479)	32,199	8,000	47,000
Travel - Student	0	0	0	0	1,342	0	0
Telephone	30,768	34,826	26,221	26,785	32,456	20,000	35,300
Postage	10,191	5,135	519	59	280	2,500	4,200
Insurance	1,812	2,031	2,068	2,388	2,550	2,820	3,705
Data Processing Services	0	0	0	25,772	0	0	0
Contracted Services	673,762	838,588	622,782	875,066	1,869,228	595,000	1,738,690
Advertising	882,021	955,474	865,319	703,624	937,457	867,000	912,610
Subscriptions/Memberships	48,779	62,265	58,558	17,858	4,887	10,000	37,500
Other Services	8,068	16,040	25,353	(250)	0	0	0
Marketing Expenses	0	1,479	3,465	550	0	0	0
Sponsorships	0	0	0	0	0	0	0
Repairs	0	0	0	0	0	0	0
Rental Expense	491,192	526,409	670,438	563,771	615,720	560,000	600,000
Lease Expense	0	0	0	0	0	0	0
Addl Rent Rowan Blvd	0	0	0	0	0	0	0
GASB 87 Lease Expense	0	0	0	0	(1,792,785)	0	0
GASB 87 Lease Amortization	0	0	0	0	536,200	0	0
GASB 87 Interest Expense	0	0	0	0	353,285	0	0
Landscaping (SJTP only)	0	0	622	0	0	0	0
Reserve Allocation	0	0	(338)	0	0	0	0
Other expenses	1,200	0	0	0	0	0	0
Transfer	21,475	0	(809,900)	(24,546)	0	0	0
Transfer from Rowan Foundation	0	0	0	0	0	0	0
Workmen's Compensation	0	0	0	0	0	0	0
SGA Program Expenses	0	0	0	0	0	0	0
Internal Payments	0	(338)	(500)	(1,350)	(33,274)	0	0
Internal Payments with Grants	0	0	0	0	(4,632)	0	0
Tuition & Fee Expense	0	0	4,260	0	0	0	0
Semester Abroad	0	0	0	0	0	0	0
Performing Arts	0	0	0	0	508	0	0

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
Research and Teaching Fellow	0	0	0	0	0	0	0
Equipment Over \$5,000	0	9,747	0	0	0	12,000	0
Capital Project Maintenance	173,930	173,930	173,930	173,930	173,930	173,930	0
Bad Debt Expense	0	0	93,808	125,385	145,060	0	0
Indirect Costs	0	(5,424)	0	0	0	0	0
Cost Sharing	5,544	0	12,174	0	0	0	857,438
Sub-Total - Non-Salary Operating	\$2,711,344	\$3,016,033	\$2,141,092	\$2,716,259	\$3,392,805	\$2,633,558	\$4,761,820

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Budget Analysis							
Division of Global Learning & Partnerships	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
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	10,387,881	14,077,670	16,520,275	17,694,292	19,701,907	30,250,485	31,082,446
RG UG Online Course Fee from Reg. Univ.	(629,720)	(761,410)	0	(860,000)	0	(860,000)	(860,000)
Rev Ctrs Dist Acad Affairs	3,852,767	4,595,519	5,364,062	7,169,438	8,208,347	8,666,000	4,208,000
Sub-Total - Non-Salary Other	\$15,403,713	\$19,704,564	\$23,677,122	\$25,796,515	\$29,703,039	\$39,849,270	\$36,223,231
<b>Total - Non-Salary</b>	<b>\$18,115,057</b>	<b>\$22,720,596</b>	<b>\$25,818,214</b>	<b>\$28,512,775</b>	<b>\$33,095,844</b>	<b>\$42,482,828</b>	<b>\$40,985,051</b>
<b>Total Expenditures</b>	<b>\$30,325,415</b>	<b>\$33,939,918</b>	<b>\$38,061,381</b>	<b>\$41,655,366</b>	<b>\$48,310,626</b>	<b>\$59,496,831</b>	<b>\$61,422,607</b>
<b>Excess/(Deficit)</b>	<b>\$1,031,476</b>	<b>\$2,096,050</b>	<b>\$3,331,045</b>	<b>\$2,781,931</b>	<b>\$1,071,137</b>	<b>\$937,445</b>	<b>\$1,122,521</b>
<b><u>New Salary Request</u></b>	<b><u>Dollars</u></b>	<b><u>Head Count</u></b>					
3 P/T Instructional Designer, 1 P/T Videographer, 1 P/T Application Developer	\$75,000	0					
Part time person for Academics and Outreach and two course developers for new academic program development and three offerings for non credit	67,200	0					
Two part timers	50,000	0					
Increase in adjunct overload	234,000	0					
Increase in Salary Vouchers	256,532	0					
Tech student workers	20,000	0					
Student Salary	10,000	0					
2 Students	50,000	0					
Int'l Center Advisor- PSS3	49,679	1					
Int'l Center Advisor- PSS3	44,909	1					
International Admissions Counselor	37,301	1					
International Admissions Processor	37,301	1					
<b>Total</b>	<b>\$931,922</b>	<b>4</b>					



Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Cooper Medical School of Rowan University Projected Budget FY 2024	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
<b>Revenues</b>							
State Appropriation	\$12,448,763	\$18,415,860	\$12,464,019	\$17,220,019	\$21,496,580	\$23,329,000	\$23,442,000
State Paid Fringe Benefits	4,686,958	4,805,781	4,898,631	5,621,902	6,728,540	7,732,000	8,991,000
Sub-Total State Support	\$17,135,721	\$23,221,641	\$17,362,649	\$22,841,921	\$28,225,120	\$31,061,000	\$32,433,000
Tuition	\$14,611,231	\$16,344,793	\$18,609,629	\$19,636,348	\$19,902,093	\$21,668,870	\$23,536,852
Fees	872,767	1,188,305	1,216,295	1,314,697	1,363,929	1,403,260	1,519,544
Discount	0	0	0	0	(180,500)	0	0
Scholarships/Waivers	0	(190,526)	(243,948)	(176,006)	(39,979)	(149,694)	(800,000)
Sub-Total Net Tuition & Fees	\$15,483,998	\$17,342,572	\$19,581,976	\$20,775,039	\$21,045,543	\$22,922,436	\$24,256,396
Private Contracts	\$0	\$147,554	\$463,106	\$466,579	\$358,083	\$554,000	\$396,612
Miscellaneous Revenue	246,796	310,222	161,863	27,180	638,832	254,975	249,350
Other Revenue - Cooper Library Support	472,092	906,420	1,315,942	1,249,656	1,178,785	975,654	1,243,116
Revenue Centers Distributions	32,327	0	0	0	0	0	0
Funding from Reserves	0	0	0	0	0	0	0
<b>Total Revenue</b>	<b>\$33,370,935</b>	<b>\$41,928,410</b>	<b>\$38,885,536</b>	<b>\$45,360,375</b>	<b>\$51,446,363</b>	<b>\$55,768,065</b>	<b>\$58,578,474</b>
<b>Expenditures</b>							
Salary Pool	\$0	\$0	\$0	\$0	\$0	(\$1,200,000)	(\$1,200,000)
Salary Full Time	9,541,561	10,222,874	11,332,991	11,516,866	11,906,330	14,573,381	15,452,567
Salary Part Time	224,429	250,184	200,220	138,035	124,809	335,788	341,037
Adjunct/Overload	0	0	0	0	0	48,000	20,000
Salary Voucher	25,932	37,236	63,558	312,528	360,082	350,100	350,100
Student Salary	98,999	92,545	75,401	37,135	46,546	100,500	106,500
Overtime	189,157	208,363	209,633	224,504	325,924	120,000	120,000
Salary Adjustment	(244,763)	(329,548)	3,218	(49,446)	(6,785)	0	14,000
Clothing Allowance	17,050	15,125	14,300	16,225	15,400	14,000	14,000
Relocation Allowance	1,896	551	15,000	6,742	5,000	5,000	5,000
Sub-Total Salary	\$9,854,261	\$10,497,329	\$11,914,321	\$12,202,589	\$12,777,306	\$14,346,769	\$15,223,204
Fringe Benefits	4,617,647	4,957,799	5,166,472	6,059,648	7,216,284	8,129,842	9,695,535
<b>Total Salary &amp; Fringes</b>	<b>\$14,471,907</b>	<b>\$15,455,128</b>	<b>\$17,080,793</b>	<b>\$18,262,237</b>	<b>\$19,993,590</b>	<b>\$22,476,611</b>	<b>\$24,918,739</b>
Supplies	\$329,924	\$274,049	\$178,279	\$182,967	\$267,136	\$295,753	\$254,102
Animal and Animal Maintenance	0	0	0	0	103,753	0	0
Laboratory Supplies	204,147	314,041	180,491	185,763	224,708	937,400	706,400
Printing	15,859	20,731	15,024	15,738	18,876	23,508	43,600
Educational Supplies	39,770	133,544	278,174	144,646	161,008	153,000	178,250



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CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Cooper Medical School of Rowan University Projected Budget FY 2024	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
Equipment Under \$5,000	328,951	272,373	167,266	186,169	206,813	476,164	313,121
Purchase Card Clearing	15,674	7,992	70	0	0	0	0
Catering & Official Reception	211,304	246,982	171,027	19,068	206,568	197,884	223,144
Credit Card Charges	0	2,039	1,673	724	775	0	0
Professional Services	4,874	9,922	60,031	82,334	185,838	73,500	109,500
Licenses/Registration Fees	1,398,451	1,615,854	1,528,813	1,185,012	1,351,776	2,493,087	1,802,156
Staff Training & Development	22,571	7,693	21,686	5,267	7,152	53,375	51,195
Virtual Conference / Webinars	0	0	0	8,851	11,488	0	0
Honorarium/Stipends	30,330	53,222	22,985	45,502	89,488	97,500	139,600
Mileage Reimbursement	3,437	1,705	2,302	0	611	4,400	3,800
Travel	64,368	109,163	62,787	387	27,482	56,100	62,500
Travel - Student	15,186	19,498	10,581	1,560	15,176	23,500	33,000
Telephone	87,449	87,917	69,611	64,516	65,245	84,392	85,764
Moving Relocation	19,720	2,044	0	0	0	0	60,000
Postage	4,382	5,950	2,315	3,649	7,913	11,230	15,600
Insurance	98,034	111,906	110,786	127,211	152,954	178,276	212,907
Data Processing	0	253	126	0	0	0	0
Contracted Services	2,092,904	2,315,824	2,664,078	2,836,073	2,188,294	2,397,297	2,814,226
Advertising	5,685	2,768	1,573	250	1,380	3,800	1,800
Subscriptions/Memberships	278,631	296,278	376,252	367,241	540,944	92,550	640,989
Other Services	27,833	160,381	33,994	8,951	(43,668)	39,283	42,483
Contra-Expense	0	(49,157)	(188,511)	(16,556)	(34,719)	0	0
Legal Fees	2,032	0	0	0	0	0	0
Sponsorships	0	4,000	500	2,500	2,800	4,000	4,000
Standardized/SIM Patients	215,546	242,872	96,337	0	0	0	0
Repairs	38,702	18,690	5,793	54,558	121,883	114,000	104,000
Rent Expense	499,573	231,956	298,501	232,979	247,326	211,000	281,200
Lease Expense	70,445	121,954	141,047	39,113	1,014,980	1,520,267	41,358
Condo. Association Charges	0	0	422,469	408,658	375,560	425,421	424,770
GASB 87 Lease Expense	0	0	0	0	(983,067)	0	0
GASB 87 Lease Amortization	0	0	0	0	699,742	0	0
GASB 87 Interest Expense	0	0	0	0	595,543	0	0
Reserve	0	0	0	0	0	87,000	87,000
Other Expenses	1,959	2,258	1,049	135,144	103,689	1,000	2,400
Transfer to Capital	0	500	0	(64,912)	30	0	50,000
Transfer from Rowan Foundation	0	(9,708)	0	(34,500)	(49,810)	0	(25,000)
Transfer from Alumni Association	(50)	0	0	0	0	0	0
Workmen's Compensation	45,095	377	8,840	1,130	242	1,000	1,000
Real Estate Taxes	180,000	180,000	180,000	180,000	191,648	180,000	0

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Cooper Medical School of Rowan University Projected Budget FY 2024	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Base Budget 2023	Request 2024
PILOT	0	0	0	0	0	0	180,000
Internal Payments	0	(3,932)	0	0	500	0	0
Tuition & Fee Expense	450	0	1,676	6,704	121,525	3,352	0
Awards	0	0	0	0	500	0	0
Buildings	0	0	0	0	0	0	0
Equipment Over \$5,000	252,038	528,293	332,505	847,514	1,050,080	789,443	746,943
Capital Project Maintenance	0	0	125,500	165,600	0	0	0
Excess Rental Pledge	0	0	0	(61)	(12,091)	0	0
Trustee Fees	3,000	8,000	3,000	13,000	5,000	8,000	8,000
Aux Lease Expense						0	1,489,383
IDC - Institutional Recovery	0	0	0	0	196,906	83,626	72,234
Cost Sharing	660	833	0	0	(6,049)	0	0
<b>Total Non-Salary - Operating</b>	<b>\$6,608,936</b>	<b>\$7,349,067</b>	<b>\$7,388,628</b>	<b>\$7,442,748</b>	<b>\$9,433,930</b>	<b>\$11,120,108</b>	<b>\$11,261,425</b>
Electric	\$651,561	\$618,058	\$660,028	\$615,451	\$645,556	\$692,373	\$720,000
Gasoline	2,384	2,377	1,477	757	1,947	2,786	2,786
Natural Gas	166,979	235,603	225,819	246,418	352,920	315,901	400,000
Water/Sewer	66,958	103,156	87,737	124,033	114,290	160,112	120,000
<b>Total Non-Salary - Utilities</b>	<b>\$887,882</b>	<b>\$959,195</b>	<b>\$975,062</b>	<b>\$986,659</b>	<b>\$1,114,713</b>	<b>\$1,171,172</b>	<b>\$1,242,786</b>
Trans to Reg Univ	\$0	\$0	\$0	\$0	\$500,000	\$2,100,000	\$2,672,000
Cooper Hospital Support	729,377	6,865,860	3,113,387	5,670,021	9,946,580	9,079,000	9,192,000
Debt Service	7,842,609	7,867,892	7,812,519	7,248,185	7,109,123	7,118,043	7,113,500
<b>Total Non-Salary - Other</b>	<b>\$8,571,986</b>	<b>\$14,733,752</b>	<b>\$10,925,906</b>	<b>\$12,918,206</b>	<b>\$17,555,703</b>	<b>\$18,297,043</b>	<b>\$18,977,500</b>
<b>Total Non-Salary</b>	<b>\$16,068,803</b>	<b>\$23,042,014</b>	<b>\$19,289,596</b>	<b>\$21,347,613</b>	<b>\$28,104,346</b>	<b>\$30,588,323</b>	<b>\$31,481,711</b>
<b>Total Expenditures</b>	<b>\$30,540,710</b>	<b>\$38,497,142</b>	<b>\$36,370,389</b>	<b>\$39,609,850</b>	<b>\$48,097,936</b>	<b>\$53,064,934</b>	<b>\$56,400,450</b>
<b>Excess/(Deficit)</b>	<b>\$2,830,224</b>	<b>\$3,431,268</b>	<b>\$2,515,147</b>	<b>\$5,750,525</b>	<b>\$3,348,427</b>	<b>\$2,703,131</b>	<b>\$2,178,024</b>
<b><u>New Salary Request</u></b>		<b><u>Dollars</u></b>		<b><u>Head Count</u></b>			
Assoc Professor, Biostatistician		\$51,500		1			
Adjunct Salary - Post Bac		(48,000)		0			
Adjunct Salary - Humanities		20,000		0			
Student Salary		6,000		0			
Psychiatry Services		14,000		0			
<b>Total</b>		<b>\$43,500</b>		<b>1</b>			

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

Rowan-Virtua SOM Consolidated Budget Analysis				
Projected Budget FY 2024				
	Academic	Faculty Practice	Special Programs	Total
<b>Revenues</b>				
General State Appropriations	\$33,633,000	\$0	\$0	\$33,633,000
State Paid Fringe Benefits	34,851,000	0	0	34,851,000
Tuition	53,027,500	0	0	53,027,500
Student Fees	2,517,400	0	112,400	2,629,800
Rental Income	352,500	0	0	352,500
Other Revenue	245,300	0	521,700	767,000
Waivers / Scholarships	(1,837,100)	0	0	(1,837,100)
Foundation	0	0	800,000	800,000
Affiliate Revenue	1,548,200	0	333,300	1,881,500
Faculty Practice Plan Revenue	0	41,150,900	0	41,150,900
Housestaff Billings	2,526,600	0	164,000	2,690,600
<b>Total</b>	<b>\$126,864,400</b>	<b>\$41,150,900</b>	<b>\$1,931,400</b>	<b>\$169,946,700</b>
<b>Expenditures</b>				
Salary	\$54,785,176	\$18,531,493	\$1,365,800	\$74,682,469
Fringe Benefits	39,406,988	5,874,515	508,400	45,789,903
Non-salary - Operating	17,020,423	10,950,255	197,500	28,168,178
Utilities	2,260,360	639,505	0	2,899,865
Malpractice	475,000	1,009,000	0	1,484,000
Revenue Distributions to Reg Univ.	3,204,000	1,596,000	0	4,800,000
Interfund Expense Support	0	250,000	(250,000)	0
Debt Service	3,327,615	1,037,778	0	4,365,393
<b>Total</b>	<b>\$120,479,562</b>	<b>\$39,888,546</b>	<b>\$1,821,700</b>	<b>\$162,189,808</b>
<b>Net</b>	<b>\$6,384,838</b>	<b>\$1,262,354</b>	<b>\$109,700</b>	<b>\$7,756,892</b>

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

**Expense Analysis by Department - Rowan-Virtua SOM  
Projected Budget FY 2024**

Division - Academic	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request (Note 1)	
	Salary	Non-Salary			Salary	Non-Salary
Clinical	\$16,496,401	\$1,159,349	\$220,200	\$63,746	\$17,868,879	\$1,223,095
Research	8,032,012	833,805	0	54,800	8,454,800	888,605
GSBS	2,035,122	422,614	0	40,431	2,165,188	463,045
Office of the Dean	1,996,511	205,150	0	3,950	2,157,581	209,100
Finance	406,857	6,650	0	1,500	436,890	8,150
Finance Decision Support	203,407	1,775	0	0	180,113	1,775
Academic Affairs	8,808,130	1,261,004	\$364,500	89,773	9,159,523	1,350,777
GME	555,334	152,000	0	(5,500)	382,226	146,500
End User Support and ASET	1,924,741	149,001	0	14,645	1,972,454	163,646
Marketing	452,241	342,510	0	21,440	480,520	363,950
Institutional Support	2,025,009	5,248,689	0	410,648	1,203,398	5,659,337
Housestaff Salaries	5,931,147	0	0	0	1,567,126	0
Central Support	12,964,432	6,414,715	0	127,728	14,374,478	6,542,443
Salary Savings	(3,542,000)	0	0	0	(5,618,000)	0
<b>Sub-Total Operating</b>	<b>\$58,289,344</b>	<b>\$16,197,262</b>	<b>\$584,700</b>	<b>\$823,161</b>	<b>\$54,785,176</b>	<b>\$17,020,423</b>
Fringe Benefits	\$34,494,690	\$0	\$0	\$0	38,758,527	\$0
Fringe Benefits - Housestaff Billings	1,952,292	0	0	0	648,461	0
<b>Sub-Total Fringe Benefits</b>	<b>\$36,446,982</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$39,406,988</b>	<b>\$0</b>
Utilities	0	1,933,260	0	327,100	0	2,260,360
Malpractice	0	1,463,500	0	(988,500)	0	475,000
Distribution to University	0	2,972,000	0	232,000	0	3,204,000
Debt Service	0	3,349,225	0	(21,610)	0	3,327,615
<b>Total Salary/Non-Salary</b>	<b>\$94,736,326</b>	<b>\$25,915,247</b>	<b>\$584,700</b>	<b>\$372,151</b>	<b>\$94,192,164</b>	<b>\$26,287,398</b>
<b>Total RowanSOM Academic Expenditures</b>		<b><u>\$120,651,573</u></b>				<b><u>\$120,479,562</u></b>

Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

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**Expense Analysis by Department - Rowan-Virtua SOM  
Projected Budget FY 2024**

<u>New Salary Request</u>	<u>Dollars</u>	<u>Head Count</u>	
<b>ACADEMIC</b>			
Asst Professor - 1.0 FTE (Cell Biology & Neuroscience)	\$112,500	1	Academic only
Staff Nurse (Family Medicine)	71,000	1	Academic only
Program Support Coordinator (Family Medicine)	67,000	1	Academic only
Ultrasound Specialist Technician (Surgery)	25,200	0	Academic and Clinical Split
Practice Supervisor (Pediatrics)	19,500	0	Academic and Clinical Split
Instructor (Psychologist Pediatrics)	104,500	0	Academic and Clinical Split
<b>Total</b>	<b>\$399,700</b>	<b>3</b>	
<b>Sewell Positions</b>			
Program Coordinator - Ctr for Student Success      ACADEMIC AFFAIRS	\$67,500	1	Academic only
Program Coordinator - Clinical Education      ACADEMIC AFFAIRS	67,500	1	Academic only
Staff Assistant - Student Affairs      ACADEMIC AFFAIRS	50,000	1	Academic only
<b>Total-Sewell</b>	<b>\$185,000</b>	<b>3</b>	
<b>Grand Total</b>	<b>\$584,700</b>	<b>6</b>	

**(Note 1)**

FY24 salaries reflect projected salary increases, employee turnover and reductions for unfunded positions

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**Expense Analysis by Department - Rowan-Virtua SOM**  
**Projected Budget FY 2024**

Division - Faculty Practice Plan	FY 2023 Base Budget		New Salary Requests	Non-Salary Adjustments	FY 2024 Request	
	Salary	Non-Salary			Salary	Non-Salary (Note 1)
<b>Clinical:</b>						
Family Medicine	\$ 5,364,524	\$1,905,233	\$0	(\$43,637)	\$ 5,916,353	\$1,861,596
NJISA	4,374,529	720,112	0	(109,866)	4,363,135	610,246
Internal Medicine	2,864,764	5,157,755	0	2,708,653	2,857,563	7,866,408
Neuromuscular Institute	1,835,921	1,064,234	0	25,346	2,003,737	1,089,580
OB/GYN	1,720,448	783,797	0	(131,173)	1,915,381	652,624
Pediatrics	1,378,389	1,115,301	88,800	82,659	1,583,680	1,197,960
Psychiatry	4,262,479	590,679	0	(110,725)	4,920,389	479,954
Surgery	0	0	0	36,507	238,025	36,507
RISN	567,288	135,211	0	(53,633)	585,427	81,578
Salary Savings	(1,961,747)	0	0	0	(2,716,603)	0
Sub-Total FPP Clinical Operating	\$20,406,595	\$11,472,322	\$88,800	\$2,404,131	\$21,667,087	\$13,876,453
<b>Non Clinical:</b>						
FPP Administration	\$1,371,655	\$196,459	\$0	(\$147,809)	\$754,502	\$48,650
Revenue Cycle	1,844,334	2,683,882	0	(619,375)	948,934	2,064,507
Institutional General	(1,033,104)	(2,109,636)	0	239,136	(507,713)	(1,870,500)
Debt Service	0	1,037,778	0	0	0	1,037,778
Managed Care	785,383	44,200	0	(26,800)	379,098	17,400
Patient Accounting	2,454,155	(145,111)	0	203,361	1,164,100	58,250
Sub-Total Non Clinical Operating	\$5,422,423	\$1,707,572	\$0	(\$351,487)	\$2,738,921	\$1,356,085
Sub-Total Operating	\$25,829,018	\$13,179,894	\$88,800	\$2,052,644	\$24,406,008	\$15,232,538
Interfund Expense Support	0	450,189	0	(200,189)	0	250,000
Total Salary/Non-Salary	\$25,829,018	\$13,630,083	\$88,800	\$1,852,455	\$24,406,008	\$15,482,538
<b>Total Faculty Practice Plan</b>		<b>\$ 39,459,101</b>				<b>\$ 39,888,546</b>

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**Expense Analysis by Department - Rowan-Virtua SOM  
Projected Budget FY 2024**

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>
Ultrasound Specialist Technician (Surgery)	\$63,000	\$25,200	\$37,800	1
Practice Supervisor (Pediatrics)	65,000	19,500	45,500	1
Instructor (Psychologist Pediatrics)	110,000	104,500	5,500	1
<b>Total</b>	<b>\$238,000</b>	<b>\$149,200</b>	<b>\$88,800</b>	<b>3</b>

**(Note 1)**

FY24 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



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Shreiber School of Veterinary Medicine (SSVM) Projected Budget FY 2024	Actual 2022	Base Budget 2023	Request 2024
<b>Revenues</b>			
State Appropriation	\$7,000,000	\$12,000,000	\$12,000,000
Sub-Total State Support	\$7,000,000	\$12,000,000	\$12,000,000
<b>Total Revenue</b>	<b>\$7,000,000</b>	<b>\$12,000,000</b>	<b>\$12,000,000</b>
<b>Expenditures</b>			
Salary Full Time	\$171,203	\$2,547,279	\$ 4,545,962
Salary Part Time	251,425	0	212,134
Relocation Allowance	0	0	46,350
Sub-Total Salary	\$422,629	\$2,547,279	\$4,804,446
Fringe Benefits	120,959	1,555,114	3,127,939
<b>Total Salary &amp; Fringes</b>	<b>\$543,587</b>	<b>\$4,102,393</b>	<b>\$7,932,385</b>
Supplies	\$3,759	\$0	\$297,797
Printing	882	0	24,458
Equipment Under \$5000	6,675	0	243,694
Catering & Official Reception	0	0	62,000
Licenses/Registration Fees	1,155	0	248,950
Staff Training & Development	800	0	74,915
Mileage Reimbursement	459	0	10,175
Travel	8,042	0	78,982
Telephone	1,535	0	12,481
Postage	0	0	5,775
Contracted Service	137,997	0	282,060
Advertising	7,769	0	125,118
Subscriptions/Memberships	20	0	0
Reserve	0	4,147,607	0
Other expenses	2,466	0	1,477,530
Transfer	530,000	0	0
Equipment & Software Over \$5000	0	3,750,000	1,080,080
<b>Total Non-Salary - Operating</b>	<b>\$701,559</b>	<b>\$7,897,607</b>	<b>\$4,024,015</b>
<b>Total Non-Salary</b>	<b>\$701,559</b>	<b>\$7,897,607</b>	<b>\$4,024,015</b>
Trans to Reg Univ	\$0	\$0	\$43,600
<b>Total Expenditures</b>	<b>\$1,245,147</b>	<b>\$12,000,000</b>	<b>\$12,000,000</b>
<b>Excess/(Deficit)</b>	<b>\$5,754,853</b>	<b>\$0</b>	<b>\$0</b>



Fiscal Year 2024  
CONSOLIDATED OPERATING BUDGET

CFO's Message **1** Regular University **6** Auxiliary Services **28** Global Learning & Partnerships **35** CMSRU **39** Rowan-Virtua SOM **42** Shreiber SVM **47**

**Shreiber School of Veterinary Medicine (SSVM)  
Projected Budget FY 2024**

<u>New Salary Request</u>	<u>Head Count</u>
F/T Tenure Track Open Rank Professor	1
F/T Tenure Track Open Rank Professor	1
F/T Tenure Track Open Rank Professor	1
F/T Tenure Track Open Rank Professor	1
F/T Tenure Track Open Rank Professor	1
F/T Tenure Track Open Rank Professor	1
Director, Veterinary Library Services	1
Assistant Director, Environmental Health & Safety	1
Registrar	1
Coordinator, Grants & Sponsored Programs	1
Instructional Designer	1
Sec I (Clerk Typist), Office of the Dean	1
Sec I (Clerk Typist), Academic & Student Affairs	1
Veterinary Technician, Shelter Medicine, Community Practice	0
Veterinary Technician, Shelter Medicine, Community Practice	0
Clinical Faculty, Shelter Veterinarian, Community Practice	1
Clinical Faculty, Large Animal/Equine Veterinarian	1
Clinical Faculty, Large Animal/Equine Veterinarian	1
Large Animal/Equine Veterinary Technician	0
Large Animal/Equine Veterinary Technician	0
Clerk Typist, (Patient Scheduler) Large Animal/Equine	1
Asst. Director, PAWS Farm Educational Center	1
Clerk Typist, (Sec I) PAWS Farm Educational Center	1
Animal Caretaker, PAWS Farm Educational Center	1
PT Instructor, PAWS Farm Educational Center	0
PT Instructor, PAWS Farm Educational Center	0
PT Instructor, PAWS Farm Educational Center	0
Relocation Money	0
Total	20

**(Note 1)**

FY 24 salaries reflect negotiated salary increases, employee turnover and reductions for unfunded positions