

FISCAL YEAR 2027

CONSOLIDATED OPERATING BUDGET

Ali A. Houshmand, President

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From the desk of the CFO:

Rowan University
Consolidated Operating Budget Proposal
Fiscal Year 2027

Overview:

Presented here is the FY 2027 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), Virtua Health College (VHC), and the Shreiber School of Veterinary Medicine (Shreiber SVM).

- Regular University Budget: The largest portion of the Consolidated Budget. It serves as the main component where undergraduate traditional and University Glassboro Campus Special Programs activity occurs and central services are provided.
- Auxiliary Operations Budget: Includes the operating activities of Residential Learning, the Recreational and Fitness Centers, the Student Center, and Camps and Conferences.
- Rowan Global: Houses Rowan Online for online programs and Rowan Reach for the Graduate School, Summer & Winter Sessions, non-traditional undergraduate programs, and Continuing Education.
- Cooper Medical School of Rowan University (CMSRU): Captures the operating activity of the University's medical school in Camden.
- Virtua Health College (VHC): Includes operating activity for the Rowan-Virtua School of Osteopathic Medicine, Rowan-Virtua School of Translational Biomedical Engineering and Sciences (RVTBES), the Rita and Larry Salva School of Nursing and Health Professions, the new Physician Assistant (PA) program, Rowan Medicine, and Stratford campus Special Programs.
- Shreiber School of Veterinary Medicine (Shreiber SVM): Captures the setup and operating activity for the University's Veterinary Medicine program on West Campus.

Key FY 2027 Updates & Strategic Initiatives

The FY 2027 Budget Proposal adds positions and non-salary operating costs to support Academic Affairs and other operating units throughout the University.

Major investments are also included within the FY 2027 Budget for the expansion of Rowan Online, overall marketing, as well as startup costs related to the Shreiber School of Veterinary Medicine, Jean and Ric Edelman Fossil Park & Museum, a newly established Physician Assistant Program (PA), and the expansion of our Pediatrics faculty practice plan.

Even though we strive to increase other sources of revenue, we continue to be reliant on State funding. This budget includes a decrease of $5.1 million in state funding compared to FY 2026 appropriations.

Tuition and fee rates for undergraduate and graduate programs increased by 5.0% while in-state and out of state medical programs increased by 5%. In FY 2026, Rowan-Virtua SOM implemented an international rate for its first-time international students that is 10% higher than the out-of-state rate. This higher rate helps to cover the additional acquisition costs associated with international students. The FY 2027 budget proposal addresses our affordability initiative by increasing our undergraduate scholarships by $14.1 million from $96.8 million in the FY 2026 budget to $110.9 million in FY 2027.

On a consolidated basis, Total Revenues for FY 2027 are budgeted at $817.5 million and Total Expenses are anticipated to be $823.8 million, resulting in a current year operating shortfall of $6.3 million.

Strategic Pillars & Financial Accessibility

The budget continues to be developed around the President's four core strategic pillars: **affordability, access, quality, and economic impact on the region**. The investments and operational adjustments detailed below directly align institutional resources with these commitments:

1. Financial Assistance & The Garden State Guarantee

The Garden State Guarantee (GSG) program was fully implemented for FY 2023, and the Higher Education Student Assistance Authority (HESAA) currently manages and facilitates the program. This program is offered to in-state full-time undergraduate students for the fall and spring semesters of their junior and senior years. Students working toward completing their first bachelor's degree, whose Adjusted Gross Income (AGI) (parents' AGI if dependent; student's AGI if independent) is between $0 and $65,000, receive additional grant funding if their other grants and scholarships do not fully cover full-time flat-rate tuition and fees.

Rowan has also continued to fund the expansion of this program to in-state freshman and sophomore students so that eligible students receive coverage for all four years. Additionally, Rowan ensures that students with an AGI between $65,001 and $80,000 pay no more than $7,500 per year after all grants and scholarships are applied.

2. Academic Program Expansion & Healthcare Leadership

- **Shreiber School of Veterinary Medicine (Shreiber SVM):** Major investments continue to support the setup, faculty recruitment, and operating costs of New Jersey's first veterinary school on West Campus, welcoming its second class of students in FY 2027.
- **Physician Assistant (PA) Program:** Targeted resource allocations support the newly established PA program within Virtua Health College to train essential clinical healthcare providers for the region. The program welcomes its first class in FY 2027.
- **Rowan Online Expansion:** Significant capital and operational funding support the growth of Rowan Online, expanding digital degree pathways and modernizing flexible course delivery for non-traditional and traditional students alike.

3. Regional Impact & Brand Investments

- **Edelman Fossil Park & Museum:** Continued operational funding supports the Jean and Ric Edelman Fossil Park & Museum following its opening, driving STEM education, scientific discovery, and regional tourism.
- **Unified Marketing & Branding:** To elevate institutional visibility, attract prospective students, and expand enrollment reach, marketing operations were centralized in FY 2025 under a dedicated Chief Marketing Officer with increased strategic marketing investments.

4. Operational & Workforce Efficiency

- **Workforce Optimization:** To establish long-term structural financial balance, Rowan implemented a voluntary separation package, allowing the University to optimize staffing levels and effectively manage personnel expenditures.
- **Bookstore Partnership Transition:** Rowan transitioned campus bookstore operations from Barnes & Noble Education to Rally House, in partnership with E-Campus, streamlining course material delivery and reducing textbook expenses for students.

Proposed Tuition & Fee Rates (FY 2027)

1. Full-Time Undergraduate Rates

Student Level / Rate Type	FY 2026	FY 2027 Rate
In-State Tuition	$12,344	$12,962
Out-of-State Tuition	$23,168	$24,326
Fees	$5,084	$5,338
Net Tuition & Fees: In-State	$17,428	$18,300
Net Tuition & Fees: Out-of-	$28,252	$29,664

2. Graduate & Professional Degree Program Rates

Program / School	Category	FY 2026	FY 2027
CMSRU Medical	In-State Tuition	$48,266	$50,680
	Out-of-State	$74,368	$78,086
Rowan-Virtua SOM	In-State Tuition	$48,266	$50,680
	Out-of-State	$74,368	$78,086
	International	$84,260	$85,894
Shreiber SVM (Vet)	In-State Tuition	$37,500	$39,376
	Out-of-State	$58,500	$61,426
Physician Assistant	In-State Tuition	N/A	$52,250
	Out-of-State	N/A	$57,750
RVTBES (PhD 9	In-State Tuition	$9,576	$10,055
	Out-of-State	$13,723	$14,408
Graduate Programs	Per Credit Rate	$876.75	$921.00
MBA Program	Per Credit Rate	$940.75	$988.00

Revenue Highlights

- **General State Appropriations:** Projected at $153.8 million, including the Regular University, CMSRU, Rowan-Virtua SOM, and Shreiber SVM. This amount includes $23.2 million in outcome-based appropriations based on a funding rationale that takes into consideration total degrees awarded, low-income students ($0 to $65,000 AGI), as well as degrees awarded to individuals in underrepresented ethnic/racial minority groups, STEM/healthcare fields, transfer students, low-income students, and doctoral programs.

- **State Paid Fringe Benefits:** Estimated to be $175.4 million in FY 2027. The budget assumes a total of 2,050 state funded benefit lines.

- **Enrollments:** Anticipating FY 2027 undergraduate fall enrollments to be 14,487 full-time students. CMSRU is projected to have a total of 471 students, while Rowan-Virtua SOM is projecting enrollments of 1,168 medical students, in addition to 189 TBES full and part-time students.

- **Total Gross Tuition Revenue:** Projected to be $400.0 million in FY 2027. Tuition is budgeted as follows:
  - Regular University (Undergraduate): $204.4 million
  - Rowan Global (Includes Graduate, Summer and Rowan Online): $86.5 million
  - Cooper Medical School: $26.6 million
  - Virtua Health College: $74.2 million
  - Shreiber SVM: $8.3 million

- **Total Student Fee Revenue:** Projected to be $96.0 million in FY 2027. Fee revenue is budgeted as follows:
  - Regular University (Undergraduate): $67.8 million
  - Auxiliary: $15.9 million
  - Rowan Global (Includes Graduate, Summer and Rowan Online): $7.2 million
  - Cooper Medical School: $1.8 million
  - Virtua Health College: $3.3 million

- **Scholarships & Waivers:** For FY 2027, the University increased its budgeted scholarships and waivers on a consolidated basis from the FY 2026 budget by $11.6 million going from $99.3 million in FY 2026 to $110.9 million in FY 2027.

- **Rental Income:** Rental rates for student housing are budgeted to increase by 3.0%. Total rental income for Auxiliary Operations for FY 2027 is projected to be $40.6 million. The budget reflects an anticipated 99.7% occupancy rate in the fall of 2026 for the 3,434 beds on the Rowan campus operated by the University as well as for 220 Rowan Boulevard (456 beds), Holly Pointe Commons (1,412 beds), A3 Housing at 230 Victoria Street and 223 West High Street (557 beds), and A4 Housing (606 beds). The University will have a total of 6,465 beds for residential students in FY 2027. There is also an additional $1.0 million of other smaller rental amounts within the Regular University and the Virtua Health College.

- **Other Revenue & Commission:** Other revenue (comprising Nexus housing placement fees, SGA allocations, SJTP lease payments, Rec Center and Student Center fees, and facility usage reimbursements) is projected to total $5.8 million. Commission revenues net of expenses is anticipated to be $2.1 million for FY 2027.

- **Special Programs:** Revenue from Special Programs, including the Jean and Ric Edelman Fossil Park & Museum, is projected to total $20.5 million.

- **Rowan Global Distribution Model:** Under the revamped model, the budgeted revenue distribution from Rowan Global operations is $16.6 million for FY 2027. The Regular University is budgeted to receive $9.9 million, and Academic Affairs is projected to receive $6.7 million through Special Programs accounts.

- **Auxiliary & Professional Distributions:** Revenue distributions from Auxiliary, CMSRU, VHC, and Shreiber SVM are projected to be $20.3 million in FY 2027.

- **Foundation Allocations:** The Foundation allocation to the Regular University is projected to be $8.7 million in FY 2027. The Virtua Health College allocation from the Foundation is expected to be $3.5 million in FY 2027 (calculated by multiplying the average market value of the Rowan Endowment for the previous 12 quarters by 4.5%).

- **Affiliate Revenue:** Affiliate revenue (payments from Jefferson Health NJ, Virtua, and Inspira) is projected to total $31.1 million.

- **Clinical Revenue:** Clinical revenue, including Rowan Medicine revenue as well as the Shreiber SVM clinical revenue, is projected to total $43.2 million.

- **Investment Earnings:** Investment Earnings-Unrestricted (capturing interest, dividend income, and realized gains/losses from the University's Investment Portfolio) is budgeted at $6.6 million for FY 2027.

Expenditure Highlights

- **Salaries**: On a consolidated basis, salaries are budgeted at $8.4million. Additional funding is included for:
  - $2.7 million in Shreiber SVM to fund 38 faculty and staff positions.
  - $2.8 million to fund 46 positions to expand Rowan Online programs.
  - $2.1 million in Regular University for 30 faculty and staff positions.
  - $0.7 million in Virtua Health College for 8 faculty and staff positions.
  - $0.1million in CMSRU for 1 new position request.
  - Funding for salary increases, contract-specific payments, and annualization of mid-year hires.
  - Reductions for vacancies and estimated salary savings of $29.5 million.

- **Fringe Benefits:** It is anticipated that Fringe Benefit Expenses will exceed the State Paid Fringe Benefits allocation due to the University exceeding its allotted state funded position count. The University will be responsible for a projected $31.4 million in fringe benefit costs associated with the estimated overage.

- **Non-Salary Operating Expenses:** On a consolidated basis, non-salary operating expenses are projected to be $154.4 million, an increase of $12.2 million compared to FY 2026. This increase primarily reflects costs related to the Rowan Online expansion and costs related to the newly completed Research Tower on the West Campus.

- **Utilities:** Utility costs are projected to be $19.7 million, an increase of $2.4million compared to FY 2026, primarily driven higher usage and increases in the water and sewer rates.

- **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 2027 rates, the amount is projected to be $3.5 million.

- **Malpractice Expense:** Projected to total $1.0 million for FY 2027, related to the payments required to the State for medical malpractice coverage for faculty and residents.

- **Debt Service:** Debt Service payments for FY 2027 are budgeted at $50.7 million on outstanding debt, a $1.6 million reduction from FY 2026 levels.

Strategic Summary & Looking Ahead

The FY 2027 Consolidated Operating Budget reflects Rowan University's ongoing commitment to balancing strategic institutional expansion with strict fiscal responsibility. While capital investments, new academic program launches, and state funding shifts continue to shape our operational baseline, strategic efficiency measures—such as workforce optimizations, revamped operating models, and targeted revenue generation—position the institution for long-term sustainability. By maintaining a steadfast focus on affordability, access, quality, and regional economic impact, Rowan University ensures that every dollar invested continues to directly advance our academic mission and support our growing student body.

Rowan University Consolidated Budget Analysis
Projected FY 2027 Budget

	Projected FY 2027 Budget							
	Regular University	Auxiliary Operations	Rowan Global	CMSRU	VHC	SSVM	Eliminations	Total
Revenues								
General State Appropriation	$61,855,000	$0	$0	$48,549,000	$37,229,000	$6,200,000	$0	$153,833,000
MAPS	0	0	0	(34,299,000)	(25,660,832)	0	0	(59,959,832)
State Paid Fringe Benefits	118,666,000	0	0	9,787,000	39,594,000	7,317,000	0	175,364,000
Sub-Total State Support	**$180,521,000**	**$0**	**$0**	**$24,037,000**	**$51,162,168**	**$13,517,000**	**$0**	**$269,237,168**
Tuition	$204,382,571	$0	$86,530,843	$26,615,708	$74,178,700	$8,316,190	$0	$400,024,012
Student Fees	67,806,360	15,924,116	7,207,186	1,758,952	3,296,950	0	0	95,993,564
Tuition & Student Fees	**$272,188,931**	**$15,924,116**	**$93,738,029**	**$28,374,660**	**$77,475,650**	**$8,316,190**	**$0**	**$496,017,576**
Scholarships/Waivers	($100,753,243)	$0	($6,030,000)	($1,050,000)	($2,984,700)	($38,626)	$0	($110,856,569)
Sub-Total Net Tuition & Fees	**$171,435,688**	**$15,924,116**	**$87,708,029**	**$27,324,660**	**$74,490,950**	**$8,277,564**	**$0**	**$385,161,007**
Rental Income	$658,963	$40,585,175	$0	$0	$361,700	$0	$0	$41,605,838
Other Revenue	1,093,440	2,644,756	394,500	1,019,882	170,000	503,500	0	5,826,078
Special Programs	20,171,850	0	0	0	349,000	0	0	20,520,850
Commissions	2,094,000	0	0	0	0	0	0	2,094,000
Revenue Centers Distributions	16,597,871	0	0	0	0	0	16,597,871	0
Distributions - Auxiliary/CMSRU/SOM	20,302,300	0	0	0	0	0	20,302,300	0
Foundation	8,668,000	0	0	0	3,504,140	0	0	12,172,140
Affiliate Revenue	0	0	0	0	31,124,655	0	0	31,124,655
Clinical Revenue	0	0	0	0	35,928,700	7,262,000	0	43,190,700
Interest Earnings - Unrestricted	6,613,000	0	0	0	0	0	0	6,613,000
Total	**$428,156,112**	**$59,154,047**	**$88,102,529**	**$52,381,542**	**$197,091,313**	**$29,560,064**	**$36,900,171**	**$817,545,436**
Expenditures								
Salary	$193,161,404	$9,900,552	$47,251,638	$17,311,678	$83,758,625	$13,955,555	$0	$365,339,452
Fringe Benefits	110,981,798	4,387,112	20,518,402	10,878,506	51,186,196	8,841,690	0	206,793,704
Non-Salary - Operating	86,649,355	6,773,874	8,102,105	11,420,206	32,547,422	8,896,567	0	154,389,529
Utilities	9,373,000	4,669,000	0	1,307,486	2,550,500	1,792,000	0	19,691,986
Tuition/Room/Board Expense	0	3,506,322	0	0	0	0	0	3,506,322
Malpractice	0	0	0	0	973,500	0	0	973,500
Rental Expense - Rowan Blvd.	2,967,900	15,170,549	1,792,785	0	0	0	0	19,931,234
College of Health Sciences Support	2,500,000	0	0	0	0	0	0	2,500,000
Cooper Hospital Support	0	0	0	0	0	0	0	0
Distributions to Reg Univ.	0	6,021,600	9,854,371	2,689,000	9,598,000	1,993,700	30,156,671	0
Rev. Ctrs. Distrib. to Academic Affairs	0	0	6,743,500	0	0	0	6,743,500	0
Debt Service	30,226,732	5,382,285	0	7,093,500	5,700,289	2,267,650	0	50,670,456
Total	**$435,860,189**	**$55,811,294**	**$94,262,801**	**$50,700,376**	**$186,314,532**	**$37,747,162**	**$36,900,171**	**$823,796,183**
Net	**($7,704,077)**	**$3,342,753**	**($6,160,272)**	**$1,681,166**	**$10,776,781**	**($8,187,098)**	**$0**	**($6,250,747)**

Revenue Analysis - Regular University
Projected Budget FY 2027

	FY 2026 Base Budget	FY 2027 Projected Budget	Change
State Appropriations	$61,837,000	$61,855,000	$18,000
State Paid Fringe Benefits	123,890,000	118,666,000	(5,224,000)
Tuition			
Base	$185,726,666	$185,726,666	$0
Increased Enrollments	0	8,913,130	8,913,130
Tuition Increase - 5%	0	9,742,775	9,742,775
Total Tuition	**$185,726,666**	**$204,382,571**	**$18,655,905**
Student Fees			
Base	$59,808,315	$59,808,315	$0
Increased Enrollments	0	3,394,171	3,394,171
Increase non Enrollment Based Fees	0	1,375,000	1,375,000
Fee Increase - 5%	0	3,228,874	3,228,874
Total Fees	**$59,808,315**	**$67,806,360**	**$7,998,045**
Scholarships/Waivers	($101,659,000)	($100,753,243)	$905,757
Rental Income			
South Jersey Tech Park Rental	$601,000	$601,000	$0
South Jersey Tech Park Land Lease	56,275	57,963	1,688
Total Rental Income	**$657,275**	**$658,963**	**$1,688**

Revenue Analysis - Regular University Projected Budget FY 2027	FY 2026 Base Budget	FY 2027 Projected Budget	Change
Other Revenue	$1,072,000	$1,093,440	$21,440
Special Programs	$20,047,662	$20,171,850	$124,188
Commissions			
Food Service Revenue	$27,734,000	$23,975,000	($3,759,000)
Food Service Expense	(27,045,000)	(22,331,000)	4,714,000
Net Food Service	$689,000	$1,644,000	$955,000
Rally House Commissions	$0	$312,500	$312,500
eCampus Commissions	0	137,500	137,500
Book Store Net	0	450,000	450,000
Total Commissions	**$689,000**	**$2,094,000**	**$1,405,000**
Revenue Center Distributions	$8,862,610	$9,854,371	$991,761
Revenue Center Distributions (Special Programs)	6,743,500	6,743,500	0
Distributions - Auxiliary/SOM/CMSRU	14,471,850	20,302,300	5,830,450
Foundation	8,096,000	8,668,000	572,000
Interest Earnings	10,513,000	6,613,000	(3,900,000)
Total Revenue - Regular University	**$400,755,878**	**$426,925,112**	**$26,169,234**

Summary Regular University FY 2027 Expenditures	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
Division						
President	$15,398,319	$5,929,978	$577,944	$736,829	$16,134,837	$6,666,807
Student Access and Pathway Programs	2,060,008	337,334	0	0	2,044,174	337,334
General Counsel	563,918	555,393	0	(200)	578,193	555,193
Marketing	4,989,320	4,194,912	185,964	(1,269,267)	5,400,035	2,925,645
Academic Affairs	118,302,204	12,394,842	1,322,523	(148,000)	125,218,987	12,246,842
Advancement	3,490,164	1,207,241	0	0	3,547,909	1,207,241
Enrollment Management	6,438,334	5,761,496	0	(1,465,617)	6,912,388	4,295,879
Information Resources & Technology	12,525,332	12,964,105	0	1,870,147	13,260,313	14,834,252
Finance	4,835,048	174,312	0	0	5,007,666	174,312
Facilities	15,371,070	5,675,098	0	107,151	15,868,761	5,782,249
General University	(6,070,492)	20,760,099	0	1,990,978	(7,126,042)	22,751,077
Special Programs	5,766,206	15,879,590	0	(1,007,066)	6,314,183	14,872,524
Sub-Total Operating Budget	**$183,669,431**	**$85,834,400**	**$2,086,431**	**$814,955**	**$193,161,404**	**$86,649,355.00**
Fringe Benefits	$126,220,952	$0	$0	$0	$110,981,798	$0
Rental Expense - Rowan Blvd.	0	2,967,900	0	0	0	2,967,900
College of Health Sciences Support	0	2,500,000	0	0	0	2,500,000
Utilities	0	8,602,000	0	771,000	0	9,373,000
Debt Service	0	31,868,521	0	(1,641,789)	0	30,226,732
Total Salary/Non-Salary	**$309,890,383**	**$131,772,821**	**$2,086,431**	**($55,834)**	**$304,143,202**	**$131,716,987**
Total Regular University Expenditures	**$441,663,204**				**$435,860,189**	

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - President	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
10100 Office of the President	$2,027,471	$163,740	$260,000	($100,000)	$2,404,836	$63,740
10110 Board of Trustees	0	56,850	0	0	0	56,850
10120 Government & External Relations	182,875	170,790	168,000	130,000	161,200	300,790
10130 Commencement/Convocation	20,075	1,650,480	0	18,000	2,075	1,668,480
10132 University Events	566,208	44,865	0	100,000	598,341	144,865
18002 Chancellor's Office	793,325	18,391	0	0	872,404	18,391
34000 Public Safety	5,229,142	1,284,900	149,944	78,000	5,667,550	1,362,900
34004 Public Safety Cameras	0	325,000	0	522,469	0	847,469
Total	**$8,819,096**	**$3,715,016**	**$577,944**	**$748,469**	**$9,706,406**	**$4,463,485**
18000 Chief of Staff	$0	$97,000	$0	($11,640)	$0	$85,360
Total	**$0**	**$97,000**	**$0**	**($11,640)**	**$0**	**$85,360**
30008 Labor Relations	$101,192	$5,580	$0	$0	$106,080	$5,580
33000 Human Resources	2,036,701	323,385	0	0	1,779,632	323,385
33002 Equity & Diversity	110,321	6,273	0	0	114,185	6,273
33004 Student Title IX Summit	0	16,000	0	0	0	16,000
33006 Employee Equity	163,440	0	0	0	171,362	0
Total	**$2,411,654**	**$351,238**	**$0**	**$0**	**$2,171,259**	**$351,238**
57002 Athletic General	$969,516	$266,181	$0	$0	$1,036,988	$266,181
57004 Athletic Tournaments	0	15,000	0	0	0	15,000
57006 Sports Information	277,765	48,656	0	0	290,250	48,656
57011 Athletic Training	495,779	70,500	0	0	521,100	70,500
57013 Promotions	0	16,000	0	0	0	16,000
57015 Strength & Conditioning	125,740	11,000	0	0	132,293	11,000
57020 Baseball	154,222	150,500	0	(20,000)	158,117	130,500
57021 Basketball M	130,382	70,700	0	0	135,905	70,700
57022 Football	413,750	212,717	0	76,800	340,173	289,517
57023 Soccer M	148,222	64,920	0	0	152,117	64,920
57024 CC TF M	135,283	137,260	0	(14,400)	139,713	122,860
57030 Basketball W	128,448	70,700	0	0	135,224	70,700
57031 Field Hockey	170,843	75,920	0	(12,000)	180,162	63,920
57032 Lacrosse	186,628	63,500	0	0	195,700	63,500
57033 Soccer W	148,222	64,920	0	0	152,359	64,920
57034 Softball	184,410	121,500	0	(16,000)	198,978	105,500

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - President	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
57035	Volleyball	130,835	60,740	0	0	105,293	60,740
57036	CC TF W	124,486	137,260	0	(14,400)	129,844	122,860
57040	Swim Dive	243,038	108,750	0	0	252,956	108,750
	Sub-Total Athletics	**$4,167,569**	**$1,766,724**	**$0**	**$0**	**$4,257,172**	**$1,766,724**
	Total President	**$15,398,319**	**$5,929,978**	**$577,944**	**$736,829**	**$16,134,837**	**$6,666,807**

New Salary Request	Dollars	Head Count
Assistant Vice President Government Affairs	$168,000	1
Strategic Operationsl Director, Transformation Office	260,000	2
Campus Police Officer	149,944	2
Total	**$577,944**	**5**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Student Access and Pathway Programs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
17000 Student Access and Pathway Programs	$834,810	$74,100	$0	$0	$750,608	$74,100
17002 Center for Neurodiversity	141,700	40,000	0	0	137,646	40,000
51004 ASCEND EOF	852,414	29,800	0	0	911,731	29,800
51005 ASCEND Camden Campus	4,000	15,398	0	0	4,000	15,398
51006 ASCEND MAP/RISE	35,000	105,766	0	0	35,000	105,766
51007 CHAMP/GEAR UP	0	60,170	0	0	0	60,170
54006 Student Engagement	192,084	12,100	0	0	205,189	12,100
Total Student Access and Pathway Programs	**$2,060,008**	**$337,334**	**$0**	**$0**	**$2,044,174**	**$337,334**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - General Counsel	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
10125	General Counsel	$563,918	$26,193	$0	$0	$578,193	$26,193
10126	University Legal Services	0	525,000	0	0	0	525,000
31016	Risk Management	0	4,200	0	(200)	0	4,000
	Total General Counsel	**$563,918**	**$555,393**	**$0**	**($200)**	**$578,193**	**$555,193**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Marketing	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
10140	Media/Public Relations	$700,114	$56,440	$0	$0	$714,335	$56,440
22002	Duplicating	311,425	0	0	0	324,593	0
40004	University Publications	831,535	73,040	0	0	785,183	73,040
40005	Rowan Magazine	0	165,300	0	0	0	165,300
41002	Marketing	2,598,017	2,757,432	0	(1,139,267)	2,787,481	1,618,165
45006	University Marketing	0	1,000,000	0	(130,000)	0	870,000
54022	University Web Services	548,229	142,700	185,964	0	788,443	142,700
	Total Marketing	**$4,989,320**	**$4,194,912**	**$185,964**	**($1,269,267)**	**$5,400,035**	**$2,925,645**

New Salary Request	Dollars	Head Count
Web Specialist	$185,964	2
Total	**$185,964**	**2**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Academic Affairs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
10150 University Senate	$94,637	$4,425	$0	$0	$98,022	$4,425
20000 Sr. VP/Provost	2,348,226	(195,527)	297,037	0	2,884,984	(195,527)
20002 Program Improvement	0	500,000	0	0	0	500,000
20004 Academic Affairs	(1,520,198)	1,579,318	1,025,486	(150,000)	1,400,105	1,429,318
20015 Camden Campus New Bldg	393,138	30,130	0	0	412,164	30,130
20016 Library Services	3,769,768	130,950	0	0	3,892,122	130,950
20017 Library Resources	0	3,370,270	0	0	0	3,370,270
20026 Non-Salary Research Funds	0	310,000	0	0	0	310,000
22036 Institutional Research & Analytics	737,452	48,050	0	0	662,805	48,050
24060 International Center	329,553	115,487	0	0	367,913	115,487
54012 ESL Program	271,168	21,100	0	0	288,557	21,100
Sub-Total Academic Affairs	**$6,423,744**	**$5,914,203**	**$1,322,523**	**($150,000)**	**$10,006,672**	**$5,764,203**
21000 VP Academic Affairs	$387,407	$32,432	$0	$0	$175,274	$32,432
21004 Faculty Center	50,350	27,100	0	0	52,161	27,100
21008 Honors Concentration	465,596	14,912	0	0	561,765	14,912
21010 ROTC Program	0	3,000	0	0	0	3,000
54014 University Scheduling	0	100,000	0	0	0	100,000
55002 Registrar	1,665,591	118,732	0	0	1,763,945	118,732
Sub-Total AP AA	**$2,568,944**	**$296,176**	**$0**	**$0**	**$2,553,145**	**$296,176**
51008 Career & Academic Planning	$1,125,045	$47,600	$0	$0	$883,184	$47,600
51010 Academic Success Center	845,521	80,253	0	0	918,725	80,253
51014 Disability Resources	0	23,000	0	0	0	23,000
54008 University Advising Center	5,637,557	77,200	0	0	5,886,193	77,200
54010 Retention/Tutoring/Basic Skills	597,363	34,633	0	0	797,812	34,633
Sub-Total University College	**$8,205,486**	**$262,686**	**$0**	**$0**	**$8,485,914**	**$262,686**
50000 VP Student Affairs	$679,514	$30,900	$0	$0	$713,022	$30,900
50002 Shuttle Services	8,600	677,450	0	0	8,600	677,450
50006 Orientation	270,832	0	0	0	282,284	0
50008 PROS	60,000	9,500	0	0	60,000	9,500
50009 Parent Orientation	8,360	31,200	0	0	8,360	31,200
50010 Student Engagement	128,706	0	0	0	65,966	0
50030 Center for Esports	99,505	343,025	0	0	90,480	343,025
51016 Resource Center	22,500	0	0	0	22,500	0
52004 Service Learning	130,382	13,900	0	0	130,727	13,900
52006 Intramural Program	0	19,530	0	0	0	19,530
Sub-Total Student Life	**$1,408,399**	**$1,125,505**	**$0**	**$0**	**$1,381,939**	**$1,125,505**

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Academic Affairs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
53002 Counseling Center	$2,036,686	$105,450	$0	$0	$2,060,205	$105,450
53004 Student Health Services	1,371,446	162,800	0	0	1,441,639	162,800
53008 Wellness Health Innovation	322,731	23,400	0	0	331,404	23,400
53014 Rowan Thrive	0	22,100	0	0	0	22,100
Sub-Total Wellness	**$3,730,863**	**$313,750**	**$0**	**$0**	**$3,833,248**	**$313,750**
24000 Dean Science & Mathematics	$863,263	$330,655	$0	$0	$1,057,615	$330,655
24008 Biochemistry Lab	0	17,500	0	0	0	17,500
24010 Biological Sciences	4,352,559	62,300	0	0	4,504,897	62,300
24012 Biological Sciences Lab	0	105,968	0	0	0	105,968
24014 Chemistry	3,252,911	32,700	0	0	3,453,841	32,700
24015 Pharmaceutical Lab	0	38,000	0	0	0	38,000
24016 Chemistry Lab	0	129,000	0	0	0	129,000
24018 Computer Science	3,480,234	23,360	0	0	3,759,894	23,360
24020 Computer Science Lab	0	10,200	0	0	0	10,200
24040 Mathematics	3,903,884	30,250	0	0	3,996,100	30,250
24044 Physics	2,339,270	28,300	0	0	2,454,696	28,300
24046 Physics Lab	0	83,350	0	0	0	83,350
24048 Planetarium	124,065	22,900	0	0	130,588	22,900
24052 Psychology	3,249,017	30,150	0	0	3,444,199	30,150
24054 Psychology Lab	0	1,800	0	0	0	1,800
24102 Biomedical Translational Sciences	69,155	0	0	0	74,201	0
24103 Molecular/ Cellular Biosciences Lab	0	29,300	0	0	0	29,300
Sub-Total CSM	**$21,634,358**	**$975,733**	**$0**	**$0**	**$22,876,031**	**$975,733**
24066 Nursing	$1,739,678	$0	$0	$0	$1,644,717	$0
24100 School of Biomedical Sciences	345,316	36,362	0	0	363,891	36,362
25016 Health & Exercise Science	2,417,213	32,588	0	0	2,770,020	32,588
25018 Health & Exercise Science Lab	0	3,500	0	0	0	3,500
Sub-Total SNHP	**$4,502,207**	**$72,450**	**$0**	**$0**	**$4,778,628**	**$72,450**
24500 Ric Edelman College	$2,079,102	$299,552	$0	$0	$2,304,020	$299,552
24502 Public Policy	0	30,300	0	0	0	30,300
23004 Communications Lab	0	15,000	0	0	0	15,000
23006 Communications Studies	2,090,920	9,540	0	0	2,056,843	9,540
23008 Writing Arts	3,485,644	33,500	0	0	3,220,794	33,500
23009 Writing Center	77,000	2,400	0	0	77,000	2,400
23010 Journalism	1,083,266	7,570	0	0	980,468	7,570
23012 Public Relations/Advertising	1,518,851	9,590	0	0	1,666,789	9,590

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Academic Affairs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
23014	Radio/TV/Film	2,449,095	10,800	0	0	2,684,343	10,800
23016	WGLS Radio Station	317,972	54,400	0	0	333,157	54,400
23018	BMAV	0	4,000	0	0	0	4,000
23020	Center for Sports Comm & Social Impact	0	0	0	20,000	0	20,000
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	1,789,824	14,700	0	0	1,899,332	14,700
24026	World Languages	964,216	4,600	0	0	1,042,435	4,600
24029	Anthropology Lab	0	990	0	0	0	990
24032	History	1,888,151	14,953	0	0	1,829,408	14,953
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	4,500	0	0	0	4,500
24036	Law/Justice	2,169,617	10,142	0	0	2,018,253	10,142
24038	Liberal Studies Major	0	1,000	0	0	0	1,000
24042	Philosophy/Religion	1,046,931	7,346	0	0	1,225,959	7,346
24050	Political Science & Economics	1,659,457	7,540	0	0	1,931,430	7,540
24058	Sociology & Anthropology	2,329,910	14,710	0	0	2,400,826	14,710
24062	Women's Studies	0	2,000	0	0	0	2,000
24065	Social Work Program	0	0	0	0	200,577	0
	Sub-Total Ric Edelman College	**$24,949,956**	**$562,733**	**$0**	**$20,000**	**$25,871,634**	**$582,733**
24600	Dean Earth & Environment	$128,107	$60,400	$0	$0	$137,551	$60,400
24601	Nature Center	50,000	0	0	0	50,000	0
24602	Geology	729,821	25,950	0	0	765,852	25,950
24604	Environmental Science	863,969	39,600	0	0	1,051,736	39,600
24605	Community Planning	0	6,000	0	0	0	6,000
24028	Geography Lab	0	4,000	0	0	0	4,000
24030	Geography & Environment	1,362,156	19,100	0	0	1,456,662	19,100
	Regenerative Food Systems	0	0	0	0	0	0
	Sub-Total SEE	**$3,134,053**	**$155,050**	**$0**	**$0**	**$3,461,801**	**$155,050**
25000	Dean Education	$1,136,569	$137,625	$0	$0	$971,497	$137,625
25010	Educational Leadership	2,202,413	15,285	0	0	2,221,792	15,285
25014	Early Childhood, Elem. Ed., and Crit. Foundations (EEC)	1,510,536	20,500	0	0	1,746,829	20,500
25020	Schaub Resource Room	0	5,900	0	0	0	5,900
25024	Student Services Center	255,050	0	0	0	271,575	0
25026	Content Area Teacher Education (CATE)	1,417,226	19,936	0	0	1,321,643	19,936
25028	Wellness & Inclusive Services in Ed	1,841,642	15,285	0	0	1,921,215	15,285
25030	Critical Literacy, Tech., and Multilingual Ed. (CLTM)	1,519,357	15,949	0	0	1,474,938	15,949
25034	Center for Access, Success & Equity	263,517	0	0	0	274,461	0
	Sub-Total CoEd	**$10,146,310**	**$230,480**	**$0**	**$0**	**$10,203,950**	**$230,480**

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Academic Affairs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
26000 Dean Performing Arts	$1,480,803	$346,465	$0	$0	$1,473,050	$346,465
26004 Art	1,280,749	21,800	0	0	1,283,739	21,800
26006 Art Lab	9,900	24,800	0	0	9,900	24,800
26008 Perf Arts Promotion	0	16,400	0	0	0	16,400
26010 Gallery Program	76,162	46,100	0	0	81,437	46,100
26012 Music	3,050,933	103,600	0	0	3,203,238	103,600
26014 Music Lab	0	5,000	0	0	0	5,000
26016 Theatre & Dance	1,566,661	18,300	0	0	1,283,878	18,300
26018 Theatre Arts	0	23,650	0	0	0	23,650
26020 PA Outreach & Recruitment	0	27,000	0	0	0	27,000
26022 Pep Band	32,000	0	0	(18,000)	32,000	(18,000)
26024 Marching Band	0	378,800	0	0	0	378,800
Sub-Total CPA	**$7,497,208**	**$1,011,915**	**$0**	**($18,000)**	**$7,367,242**	**$993,915**
27000 Dean Business	$1,371,334	$217,100	$0	$0	$1,347,038	$217,100
27003 Accounting Accreditation	0	10,000	0	0	0	10,000
27004 Accounting & Finance	3,352,528	11,500	0	0	3,344,271	11,500
27006 Accreditation	0	234,400	0	0	0	234,400
27010 Management	2,763,702	10,600	0	0	2,600,490	10,600
27012 Marketing	2,787,256	10,250	0	0	3,056,724	10,250
27014 MBA	0	2,500	0	0	0	2,500
27016 Rohrer Endowed Chair	243,485	16,900	0	0	133,903	16,900
27018 Campbell Endowed Chair	0	25,000	0	0	0	25,000
27020 School Innovation & Entrepreneurship	333,967	20,000	0	0	427,302	20,000
Sub-Total CoB	**$10,852,272**	**$558,250**	**$0**	**$0**	**$10,909,728**	**$558,250**
28000 Dean Engineering	$2,759,702	$367,821	$0	$0	$2,748,156	$367,821
28004 Chemical Engineering	1,845,552	95,700	0	0	1,833,745	95,700
28006 Civil Engineering	2,065,929	93,200	0	0	2,196,770	93,200
28008 Electrical Engineering	1,781,301	91,200	0	0	1,967,366	91,200
28010 Mechanical Engineering	2,091,782	93,700	0	0	2,334,066	93,700
28012 Engineering Outreach	0	34,200	0	0	0	34,200
28016 Biomedical Engineering	1,516,769	76,000	0	0	1,285,176	76,000
28018 Experiential Eng Education	1,187,369	64,090	0	0	1,123,776	64,090
Sub-Total CoE	**$13,248,404**	**$915,911**	**$0**	**$0**	**$13,489,055**	**$915,911**
Sub Total Colleges	**$95,964,768**	**$4,482,522**	**$0**	**$2,000**	**$98,958,069**	**$4,484,522**
Total Academic Affairs	**$118,302,204**	**$12,394,842**	**$1,322,523**	**($148,000)**	**$125,218,987**	**$12,246,842**

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Academic Affairs	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary

New Salary Request	Dollars	Head Count
VHC Faculty	$406,761	4
Director Administration	$105,040	1
Budget and Finance Manager	$121,680	1
Teaching Professors	$618,725	6
Professional Services Specialist 3	$70,317	1
Total	**$1,322,523**	**13**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Advancement	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
40000	Sr. VP Advancement	$557,065	$57,200	$0	$0	$586,751	$57,200
40006	Alumni Engagement	435,231	120,355	0	0	456,716	120,355
40008	VP Advancement	491,551	171,100	0	0	515,946	171,100
40010	Advancement Services	383,728	367,206	0	0	272,488	367,206
40012	Development	573,755	86,000	0	0	592,112	86,000
40014	Advancement Communications	312,250	39,150	0	0	325,775	39,150
40016	Rowan Fund	336,371	148,830	0	0	355,729	148,830
40018	Corporate & Foundation Relations	321,469	19,700	0	0	339,952	19,700
40020	Stewardship & Donor Relations	78,744	19,000	0	0	102,440	19,000
40022	Advancement Events	0	178,700	0	0	0	178,700
	Total Advancement	**$3,490,164**	**$1,207,241**	**$0**	**$0**	**$3,547,909**	**$1,207,241**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Enrollment Management	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
54000	VP Enrollment Management	$1,087,325	$147,100	$0	$765,000	$888,864	$912,100
54002	Admissions	2,957,672	3,028,936	0	(1,135,429)	3,045,811	1,893,507
54016	Enrollment Operations	646,890	1,150,510	0	(1,440,410)	1,249,133	(289,900)
54018	Welcome Center	10,000	165,740	0	50,760	10,000	216,500
54020	International Admissions	0	939,760	0	161,312	0	1,101,072
56002	Financial Aid	1,736,447	329,450	0	133,150	1,718,580	462,600
	Total Enrollment Management	**$6,438,334**	**$5,761,496**	**$0**	**($1,465,617)**	**$6,912,388**	**$4,295,879**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Information Resources/Tech	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
45000	Sr VP Info Resources & Technology	$1,117,228	$222,180	$0	($59,410)	$1,793,617	$162,770
45004	Instit/Effectiveness/Planning	2,258,761	19,800	0	0	2,320,641	19,800
22000	IRT Operations	0	4,991,914	0	1,754,490	0	6,746,404
22004	Network Operations	673,129	26,700	0	0	649,275	26,700
22006	Instructional Technology Fee	0	7,258,273	0	175,067	0	7,433,340
22008	Technology Services	366,281	7,000	0	0	252,455	7,000
22010	Network & System Services	132,093	15,400	0	0	135,405	15,400
22014	Network Security	567,275	93,000	0	0	580,771	93,000
22016	NSS System Administration	1,178,246	43,800	0	0	1,218,690	43,800
22018	NSS Desktop Management	799,969	14,310	0	0	816,445	14,310
22020	NSS Installation & Repair	1,546,775	90,550	0	0	1,542,917	90,550
22022	Enterprise Service Center	655,222	13,549	0	0	661,700	13,549
22026	IRT Training Services	770,883	7,979	0	0	797,130	7,979
22028	IRT Project Man.	1,137,810	24,350	0	0	1,189,612	24,350
22030	NSS Development Operations	251,029	18,000	0	0	258,843	18,000
22032	Information Services	803,436	63,000	0	0	810,273	63,000
22034	Security Operations	257,195	14,000	0	0	232,539	14,000
22038	Asset Management	10,000	20,800	0	0	0	20,800
22040	Artificial Intelligence	0	19,500	0	0	0	19,500
	Total Information Resources/Tech	**$12,525,332**	**$12,964,105**	**$0**	**$1,870,147**	**$13,260,313**	**$14,834,252**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Finance	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
31000	Sr VP Finance/CFO	$496,429	$9,590	$0	$0	$516,101	$9,590
31002	Accounts Payable	504,012	22,360	0	0	536,225	22,360
31004	Accounting Services	1,154,596	21,322	0	0	1,211,511	21,322
31006	Bursar	1,265,707	95,310	0	0	1,253,201	95,310
31008	Payroll	546,590	13,280	0	0	577,838	13,280
31010	Purchasing	557,589	8,700	0	0	586,210	8,700
45002	Budget	310,125	3,750	0	0	326,580	3,750
	Total Finance	**$4,835,048**	**$174,312**	**$0**	**$0**	**$5,007,666**	**$174,312**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - Facilities	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
30004	Construction & Capital Projects	$683,275	$85,620	$0	$0	$716,195	$85,620
32000	Facilities Part-time	103,000	0	0	0	103,000	0
32002	Facilities Administration	2,050,943	1,062,827	0	125,000	1,878,994	1,187,827
32003	Facility Training & Risk Mgmt	612,539	552,431	0	0	638,907	552,431
32004	Custodial	4,384,843	299,800	0	0	4,633,612	299,800
32005	Facilities Planning	0	68,785	0	0	0	68,785
32006	Grounds	1,195,320	261,475	0	0	1,236,073	261,475
32007	Facility Systems & Controls	433,442	768,100	0	0	450,235	768,100
32008	Heating Plant	956,459	846,200	0	0	1,056,421	846,200
32010	Trades	4,177,727	1,108,097	0	0	4,378,083	1,108,097
32012	Facility Campus Services	680,742	19,340	0	0	689,086	19,340
32014	High Street Property	0	202,773	0	(103,849)	0	98,924
32016	President Residence	0	112,950	0	0	0	112,950
32018	Camden Bank Building	92,780	276,700	0	86,000	88,155	362,700
32020	Real Estate Operations	0	10,000	0	0	0	10,000
	Total Facilities	**$15,371,070**	**$5,675,098**	**$0**	**$107,151**	**$15,868,761**	**$5,782,249**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

	Division - General University	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
15020	Total General University	$285,000	$16,061,661	$0	$1,941,678	$285,000	$18,003,339
15025	Total Univ Reserve	(6,389,892)	2,422,650	0	275,000	(7,445,442)	2,697,650
31018	Total Glassboro Campus Insurance	0	1,596,147	0	(79,059)	0	1,517,088
56006	Total Instit Work Study	900	0	0	0	900	0
56008	Total Student Work Program	33,500	0	0	0	33,500	0
62014	Total Telephone	0	679,641	0	(146,641)	0	533,000
	Total General University	**($6,070,492)**	**$20,760,099**	**$0**	**$1,990,978**	**($7,126,042)**	**$22,751,077**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Expense Analysis by Department - Regular University
Projected Budget FY 2027

Division - Special Programs	Base Budget 2026	Request 2027
Revenues		
General State Appropriation	$1,000,000	$0
Other Revenue		
Jean and Ric Edelman Fossil Park & Museum	$8,840,252	$8,480,848
Workshop Fees	800,000	800,000
Other Student Fees	3,000,000	3,959,785
Rowan Foundation	5,307,410	5,681,217
Other	2,100,000	1,250,000
Total Other Revenue	**$20,047,662**	**$20,171,850**
Revenue Center Distributions	$6,743,500	$6,743,500
Total Revenues	**$27,791,162**	**$26,915,350**
Expenditures		
Full Time Salary	$5,611,576	$6,069,299
Part Time Salary	154,630	244,884
Fringe Expense	4,021,299	4,355,248
Non-Salary Operating	9,879,590	11,132,894
Non-Salary/Academic Affairs Distributions	6,000,000	3,739,630
Utilities	177,000	187,000
Debt Service	2,842,687	2,842,688
Total Expenditures	**$28,686,782**	**$28,571,643**
Net Operating	**($895,620)**	**($1,656,293)**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Auxiliary Services Summary Schedule
Projected Budget FY 2027

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Revenues					
Student Fees	$0	$8,811,111	$7,113,005	$0	$15,924,116
Housing Rentals	40,585,175	0	0	0	40,585,175
Sub-Total	**$40,585,175**	**$8,811,111**	**$7,113,005**	**$0**	**$56,509,291**
Fines	$4,120	$0	$0	$0	$4,120
Housing Cancellation Fee	77,250	0	0	0	77,250
Merchant Commission	128,750	0	0	0	128,750
Other Income	859,941	637	1,250	0	861,828
Rental Income	0	11,670	0	375,000	386,670
Placement Fee	998,903	0	0	0	998,903
Memberships	0	0	75,000	0	75,000
Guest Fees	0	0	20,000	0	20,000
Equipment Rentals	0	0	6,000	0	6,000
Court Rentals	0	0	25	0	25
Intramural Fees	0	0	5,000	0	5,000
Instructional Fees	0	0	31,000	0	31,000
Miscellaneous Sales	0	0	1,800	0	1,800
Repair Income	48,410	0	0	0	48,410
Sub-Total Other Revenue	**$2,117,374**	**$12,307**	**$140,075**	**$375,000**	**$2,644,756**
Total Revenue	**$42,702,549**	**$8,823,418**	**$7,253,080**	**$375,000**	**$59,154,047**
Expenditures					
Salary Pool	($80,038)	$0	$0	$0	($80,038)
Salary Full Time	4,445,846	1,201,742	934,688	0	6,582,276
Salary Part Time	58,150	0	80,000	0	138,150
Salary Voucher	0	0	14,000	0	14,000

Auxiliary Services Summary Schedule
Projected Budget FY 2027

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Student Salary	305,787	710,000	1,024,292	6,000	2,046,079
Res Dir/Graduate Assistants	669,665	56,920	128,000	0	854,585
Overtime	140,000	40,000	3,500	0	183,500
Salary Adjustments	70,000	32,000	18,000	20,000	140,000
Clothing Allowance	14,300	6,600	1,100	0	22,000
Sub-Total Salary	**$5,623,710**	**$2,047,262**	**$2,203,580**	**$26,000**	**$9,900,552**
Fringe Benefits	$2,943,527	$809,333	$634,252	$0	$4,387,112
Total Salary & Fringes	**$8,567,237**	**$2,856,595**	**$2,837,832**	**$26,000**	**$14,287,664**
Supplies	$315,200	$150,000	$121,000	$0	$586,200
Printing	16,300	22,000	10,000	0	48,300
Educational Supplies	16,000	0	0	0	16,000
Equipment Under $5000	92,500	166,000	129,000	0	387,500
Catering & Official Reception	281,500	55,000	67,000	2,400	405,900
Credit Card Charges	5,000	2,000	9,300	0	16,300
Professional Services	0	0	21,265	5,000	26,265
Licenses/Registration Fees	39,250	3,000	50,000	0	92,250
Staff Training & Development	15,980	4,000	25,000	0	44,980
Mileage Reimbursement	825	0	1,500	0	2,325
Travel	15,590	30,000	18,000	0	63,590
Travel - Student	30,000	0	15,000	0	45,000
Telephone	3,000	2,000	1,000	0	6,000
Postage	600	500	200	0	1,300
Insurance	201,815	56,071	13,436	0	271,322
Contracted Service	1,880,516	415,000	158,615	5,000	2,459,131

Auxiliary Services Summary Schedule
Projected Budget FY 2027

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Advertising	0	0	250	0	250
Subscriptions/Memberships	4,400	6,200	5,000	0	15,600
Other Services	1,000	0	10,000	0	11,000
Sponsorships	10,000	0	0	0	10,000
Repairs	450,000	250,000	156,000	0	856,000
Copier Rental Expense	0	0	1,600	0	1,600
Rental Expense	(11,100)	1,460	95,361	5,000	90,721
Lease Expense	3,893	0	324,222	0	328,115
Reserve Allocation	3,000	0	0	0	3,000
Transfer	31,500	9,500	106,100	0	147,100
Workmen's Compensation	35,000	15,000	0	0	50,000
Internal Payments	3,125	(90,000)	(40,000)	230,000	103,125
Internal Payments Grants	0	0	0	(20,000)	(20,000)
Equipment & Software Over $5000	0	160,000	130,000	0	290,000
Cost Share Reserve	160,000	0	0	0	160,000
Cost Sharing	0	0	255,000	0	255,000
Sub-Total Non-Salary Operating	**$3,604,894**	**$1,257,731**	**$1,683,849**	**$227,400**	**$6,773,874**
Electric	$1,242,000	$296,000	$153,000	$0	$1,691,000
Natural Gas	1,167,000	635,000	238,000	0	2,040,000
Fuel Oil	11,000	6,000	3,000	0	20,000
Water/Sewer	817,000	63,000	38,000	0	918,000
Sub-Total Utilities	**$3,237,000**	**$1,000,000**	**$432,000**	**$0**	**$4,669,000**
Tuition & Fee Expense	$462,991	$0	$0	$0	$462,991
Graduate Coordinator Waivers	0	151,128	221,096	0	372,224
Housing Waivers	1,745,292	0	0	0	1,745,292
Board Waivers	925,815	0	0	0	925,815
Sub-Total Waivers	**$3,134,098**	**$151,128**	**$221,096**	**$0**	**$3,506,322**

Auxiliary Services Summary Schedule
Projected Budget FY 2027

	Residence Life	Student Center	Recreation Center	Camps & Conferences	Total
Rental Expenses - Rowan Blvd.	$3,168,296	$0	$0	$0	$3,168,296
PILOT	1,667,475	0	0	0	1,667,475
Debt Service	3,635,384	1,746,901	0	0	5,382,285
Aux Lease Expense	10,334,778	0	0	0	10,334,778
Revenue Distributions to University	5,100,000	400,000	400,000	121,600	6,021,600
Total Non Salary	**$33,881,925**	**$4,555,760**	**$2,736,945**	**$349,000**	**$41,523,630**
Total Expenditures	**$42,449,162**	**$7,412,355**	**$5,574,777**	**$375,000**	**$55,811,294**
Excess/(Deficit)	**$253,387**	**$1,411,063**	**$1,678,303**	**$0**	**$3,342,753**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Budget Analysis - Auxiliary Services Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Revenues							
Student Fees	$9,942,848	$9,674,947	$10,122,306	$10,606,804	$13,288,089	$14,527,794	$15,924,116
Discount	(9,449,895)	(2,245,000)	0	0	0	0	0
Sub-Total Net Fees	**$492,953**	**$7,429,947**	**$10,122,306**	**$10,606,804**	**$13,288,089**	**$14,527,794**	**$15,924,116**
Housing Rentals	**$20,503,289**	**$27,647,425**	**$29,619,582**	**$28,223,348**	**$36,523,081**	**$39,380,083**	**$40,585,175**
Fines	$1,013	$3,136	$1,033	$6,891	$12,172	$4,000	$4,120
Housing Cancellation Fee	0	70,900	52,750	79,500	70,350	75,000	77,250
Rowan Foundation	3,368	3,442	3,827	5,926	0	0	0
Contra Revenue	(8,049)	0	0	0	0	0	0
Merchant Commission	84,509	113,134	96,604	98,596	124,261	125,000	128,750
Miscellaneous Revenue	1,000	0	0	16,833	89	18,750	0
Other Income	96	4,456	1,754	1,281,800	896,325	760,949	861,828
Rental Income	25,471	198,606	338,169	295,312	362,339	404,330	386,670
ID Card	65,065	77,650	930	0	0	0	0
Memberships	(211)	52,305	75,789	83,056	95,102	75,000	75,000
Guest Fees	0	17,811	26,688	24,568	29,940	23,000	20,000
Equipment Rentals	0	2,989	3,619	3,780	3,941	6,000	6,000
Court Rentals	0	197	79	15	0	25	25
Intramural Fees	(10)	370	330	3,220	6,354	900	5,000
Instructional Fees	2,347	19,834	29,328	19,136	33,522	29,000	31,000
Miscellaneous Sales	355	1,558	2,063	2,566	1,544	1,800	1,800
Repair Income	39,878	42,472	47,553	45,454	57,678	47,000	48,410
Forfeited Sec Deposit	(400)	0	0	0	0	0	0
Participant Fees	0	100	0	0	0	0	0
Recreation Center	0	(433)	433	0	0	0	0
Placement Fee	989,900	1,019,590	1,050,181	1,146,570	970,936	974,014	998,903
Sub-Total Other Revenue	**$1,204,331**	**$1,628,114**	**$1,731,131**	**$3,113,222**	**$2,664,554**	**$2,544,768**	**$2,644,756**
Total Revenue	**$22,200,574**	**$36,705,486**	**$41,473,019**	**$41,943,373**	**$52,475,724**	**$56,452,645**	**$59,154,047**

Budget Analysis - Auxiliary Services Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Expenditures							
Salary Pool	$0	$0	$0	$0	$0	($500,000)	($80,038)
Salary Full Time	5,506,544	5,051,110	4,765,023	5,158,633	5,583,503	6,397,380	6,582,276
Salary Part Time	42,565	73,935	118,108	164,803	78,277	158,151	138,150
Salary Voucher	2,055	7,454	28,250	10,063	9,405	22,225	14,000
Student Salary	236,599	758,544	1,108,405	1,434,146	1,815,804	1,860,301	2,046,079
Graduate Assistants	473,405	511,120	571,008	593,117	642,457	660,770	854,585
Overtime	117,485	162,524	135,181	173,705	184,385	182,500	183,500
Salary Adjustments	46,407	97,955	139,328	108,259	113,054	144,154	140,000
Clothing Allowance	22,550	20,900	18,425	19,250	18,700	23,100	22,000
Relocation Allowance	0	0	6,561	0	0	0	0
Cell Phone Reimbursement	0	0	0	13,384	16,816	0	0
Sub-Total Salary	**$6,447,611**	**$6,683,543**	**$6,890,290**	**$7,675,361**	**$8,462,400**	**$8,948,581**	**$9,900,552**
Fringe Benefits	$2,946,361	$3,039,257	$3,285,107	$4,008,024	$4,011,656	$4,310,334	$4,387,112
Total Salary & Fringes	**$9,393,972**	**$9,722,800**	**$10,175,397**	**$11,683,384**	**$12,474,056**	**$13,258,915**	**$14,287,664**
Supplies	$216,022	$407,797	$356,906	$494,892	$565,706	$555,700	$586,200
Laboratory Supplies	0	0	26	1,107	0	0	0
Printing	12,393	50,947	41,146	46,575	51,133	48,440	48,300
Educational Supplies	139	14,488	15,364	5,957	16,382	15,755	16,000
Medical Supplies (Non-Chargeable)	0	0	0	0	2,205	0	0
Equipment Under $5000	50,438	334,071	227,206	320,895	347,278	383,000	387,500
Purchase Card Clearing	0	32	0	0	0	0	0
Catering & Official Reception	418,833	262,397	304,913	365,904	400,384	380,900	405,900
Credit Card Charges	11,445	13,133	7,769	10,451	11,467	16,300	16,300
Professional Services	0	3,267	12,038	3,168	19,299	23,000	26,265
Licenses/Registration Fees	63,377	76,308	475,356	137,653	108,961	95,050	92,250
Staff Training & Development	3,288	3,458	38,400	27,219	44,167	44,980	44,980
Virtual Conference / Webinars	1,162	1,151	0	683	0	500	0
Honorarium/Stipends	730	0	0	850	0	0	0
Mileage Reimbursement	66	1,229	3,042	2,288	1,830	3,225	2,325
Travel	(98)	30,032	32,629	38,768	29,100	78,640	63,590
Travel - Student	0	11,300	26,325	14,435	38,601	42,000	45,000
Telephone	75,063	71,224	72,985	7,525	74,650	73,700	6,000
Cable Television	237,876	225,649	286,717	298,062	0	0	0
Postage	1,978	599	313	691	280	1,300	1,300
Insurance	173,134	187,971	206,790	191,709	215,361	301,605	271,322
Contracted Service	844,430	924,087	1,037,214	1,864,272	1,869,234	2,577,681	2,459,131
Advertising	976	1,953	600	770	195	250	250
Subscriptions/Memberships	11,210	15,470	17,627	19,209	24,717	16,300	15,600
Other Services	6,691	40,719	28,596	17,392	(41,163)	11,500	11,000
Contra-Expense	(451,188)	(380,201)	(624,673)	0	0	0	0
Marketing Expenses	0	0	0	175	195	0	0
Sponsorships	0	500	0	0	4,768	25,000	10,000
Participant Other (Grants)	0	0	0	(11,000)	(1,932)	0	0
Repairs	480,854	525,192	421,544	299,744	424,056	797,000	856,000
Copier Rental Expense	0	0	0	0	4,996	1,309	1,600

Budget Analysis - Auxiliary Services Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Rental Expense	(38,750)	360,265	543,176	108,444	1,829,107	94,346	90,721
Lease Expense	275,512	308,304	270,445	329,722	286,643	319,334	328,115
Reserve Allocation	0	0	0	0	0	3,000	3,000
Other Expenses	0	0	0	340	0	5,000	0
Transfer	(11,513,338)	(5,075,280)	(42,621)	47,368	44,688	147,100	147,100
Transfer from Rowan Foundation	0	0	0	0	(300)	0	0
Workmen's Compensation	4,211	88,645	51,743	68,581	34,131	50,000	50,000
PILOT	0	0	1,411,173	1,466,018	1,517,814	1,581,944	1,667,475
Internal Payments	(90,250)	(36,568)	77,002	44,138	(2,027)	64,000	103,125
Internal Payments Grants	(180)	(19,296)	(78,088)	(92,172)	(36,184)	0	(20,000)
To SGA	0	0	0	2,525	1,000	0	0
Equipment & Software Over $5000	0	166,634	176,760	301,013	79,435	205,000	290,000
Cost Share Reserve	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Excess Rental Pledge	0	0	0	0	(190,062)	0	0
Aux Lease Expense	9,517,128	9,777,656	9,677,273	9,367,947	9,680,291	10,002,777	10,334,778
Distributions	5,450,000	0	0	0	0	0	0
Cost Sharing	3,850	226,360	248,029	234,145	227,470	250,000	255,000
Sub-Total Non-Salary Oper	**$5,927,001**	**$8,779,493**	**$15,483,726**	**$16,197,466**	**$17,843,874**	**$18,375,636**	**$18,776,127**
Electric	$1,542,180	$1,593,847	$1,738,047	$1,448,364	$1,593,616	$1,506,050	$1,691,000
Natural Gas	703,839	686,151	1,801,594	1,883,123	2,039,849	1,930,050	2,040,000
Fuel Oil	13,815	40,249	34,012	0	18,587	44,100	20,000
Water/Sewer	863,131	931,763	947,113	848,531	889,969	950,100	918,000
Sub-Total Utilities	**$3,122,965**	**$3,252,011**	**$4,520,766**	**$4,180,018**	**$4,542,021**	**$4,430,300**	**$4,669,000**

Budget Analysis - Auxiliary Services Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Tuition & Fee Expense	$273,947	$320,264	$383,782	$383,190	$418,655	$457,375	$462,991
Graduate Coordinator Waivers	268,000	262,218	301,501	318,478	308,288	371,032	372,224
Housing Waivers	1,529,772	1,332,935	1,771,083	2,052,642	2,742,097	1,900,237	1,745,292
Board Waivers	675,982	608,536	705,132	757,029	841,988	959,242	925,815
Sub-Total Waivers	**$2,747,701**	**$2,523,953**	**$3,161,498**	**$3,511,338**	**$4,311,028**	**$3,687,886**	**$3,506,322**
Rental Expense - Rowan Blvd.	$3,017,588	$3,307,107	$2,879,196	$2,711,528	$2,827,297	$3,023,552	$3,168,296
GASB 87 Lease Expense	0	(280,287)	(289,076)	(297,864)	(306,653)	0	0
GASB 87 Lease Amortization	0	218,293	218,293	218,293	218,293	0	0
GASB 87 Interest Expense	0	179,705	176,372	172,655	168,542	0	0
Bad Debt Expense	0	0	8,943	0	0	0	0
Debt Service	3,730,690	3,850,967	3,823,194	3,888,506	3,829,256	0	0
Trustee Fee	0	0	0	0	0	11,000	11,000
2016 C Debt Service	0	0	0	0	0	183,565	152,901
Debt Service-2017	0	0	0	0	0	3,645,295	3,766,098
Debt Service-2021	0	0	0	0	181,516	181,516	181,516
Debt Service-2024	0	0	0	0	269,261	322,438	288,750
USDA Loan payments	0	0	0	0	0	982,020	982,020
Revenue Distributions to University	0	0	0	0	5,600,000	0	0
IDC - Institutional Recovery	0	5,410,095	5,400,000	5,600,000	0	6,044,600	6,021,600
Sub-Total Other	**$6,748,278**	**$12,685,881**	**$12,216,923**	**$12,293,118**	**$12,787,513**	**$14,393,986**	**$14,572,181**
Total Non Salary	**$18,545,945**	**$27,241,338**	**$35,382,913**	**$36,181,939**	**$39,484,435**	**$40,887,808**	**$41,523,630**
Total Expenditures	**$27,939,918**	**$36,964,137**	**$45,558,310**	**$47,865,324**	**$51,958,491**	**$54,146,723**	**$55,811,294**
Excess/(Deficit)	**($5,739,344)**	**($258,651)**	**($4,085,291)**	**($5,921,951)**	**$517,233**	**$2,305,922**	**$3,342,753**

Division of Global Learning & Partnerships Projected Budget FY 2027	Rowan Online	Rowan Reach	Total
Revenues			
Tuition	$43,797,507	$42,733,336	$86,530,843
Student Fees	0	7,207,186	7,207,186
Scholarships/Waivers	(1,500,000)	(4,530,000)	(6,030,000)
Sub-Total Net Tuition & Fees	**$42,297,507**	**$45,410,522**	**$87,708,029**
Other Revenue	$319,500	$75,000	$394,500
Total Revenue	**$42,617,007**	**$45,485,522**	**$88,102,529**
Expenditures			
Salary Pool (Vacancy Factor)	($1,557,332)	($178,992)	($1,736,324)
Salary Full Time - Faculty	0	0	0
Salary Full Time - Staff	10,983,144	3,950,381	14,933,525
Part Time Salary	491,926	795,572	1,287,498
Salary Part Time - Faculty	1,200,000	0	1,200,000
Adjunct/Overload	7,338,583	2,977,875	10,316,458
Summer Session Adjuncts	2,747,105	872,245	3,619,350
Winter Session Adjuncts	0	485,840	485,840
Salary Voucher	1,379,000	151,306	1,530,306
Student Salary	61,250	57,500	118,750
Graduate Assistants	0	0	0
Overtime	0	0	0
Salary Adjustments	0	195,625	195,625
Faculty Salary Accrual	0	0	0
Instructional Salary Allocation	8,858,000	6,442,610	15,300,610
Clothing Allowance	0	0	0
Cell Phone Reimbursement	0	0	0
Total Salary	**$31,501,676**	**$15,749,962**	**$47,251,638**
Fringe Benefits	$13,265,779	$7,252,623	$20,518,402
Total Salary & Fringes	**$44,767,455**	**$23,002,585**	**$67,770,040**
Supplies	$18,500	$0	$18,500
Printing	11,500	0	11,500
Equipment Under $5,000	158,300	0	158,300
Electric	21,000	0	21,000
Catering & Official Reception	48,000	0	48,000
Licenses/Registration Fees	21,000	0	21,000
Staff Training & Development	46,000	0	46,000

Division of Global Learning & Partnerships
Projected Budget FY 2027

	Rowan Online	Rowan Reach	Total
Mileage Reimbursement	25,250	0	25,250
Travel	110,250	0	110,250
Postage	5,000	0	5,000
Insurance	0	18,355	18,355
Contracted Services	4,184,475	23,500	4,207,975
Advertising	16,000	0	16,000
Contracted Employment Services	0	0	0
Subscriptions/Memberships	194,850	0	194,850
Marketing Expenses	62,000	0	62,000
Rental Expense	35,125	508,200	543,325
Lease Expense	64,272	0	64,272
Reserve Allocation	46,000	35,000	81,000
Other expenses	15,500	0	15,500
Equipment Over $5,000	457,000	0	457,000
Cost Sharing	(3,776,073)	5,622,101	1,846,028
Sub-Total Non-Salary Operating	**$1,894,949**	**$6,207,156**	**$8,102,105**
Rent - Rowan Boulevard	$0	$1,792,785	$1,792,785
Revenue Distributions to Reg University	0	9,854,371	9,854,371
Revenue Centers Distrib. to Acad. Affairs	2,114,875	4,628,625	6,743,500
Total Non Salary	**$4,009,824**	**$22,482,937**	**$26,492,761**
Total Expenditures	**$48,777,279**	**$45,485,522**	**$94,262,801**
Excess/(Deficit)	**($6,160,272)**	**$0**	**($6,160,272)**

Division of Global Learning & Partnerships
Projected Budget FY 2027

	Rowan Online	Rowan Reach	Total

New Salary Request	Dollars	Head Count
Success Coach	$264,268	6
Online Admissions Counselor	191,390	5
Director, Instructor Success and Course Operations	114,400	1
Assistant Director, Instructor Success and Course Operations **	76,313	1
Instructor Success Specialist	264,268	4
Online Course Specialist	84,980	1
Online Course Operations	198,201	3
PSS2 Instructional Designer	42,490	1
Part Time Faculty (3/4)	1,200,000	20
Partner Engagement and Activation Manager (CMGMT)	320,000	4
Total	**$2,756,310**	**46**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Budget Analysis Division of Global Learning & Partnerships Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Revenues							
Net Tuition	$47,941,160	$51,679,144	$57,962,134	$68,463,152	$75,400,926	$81,314,052	$86,530,843
Net Student Fees	2,026,869	3,269,650	3,829,580	4,951,355	5,431,953	5,585,892	7,207,186
Discount	(712,461)	(711,885)	0	0	0	0	0
Other Revenue	103,874	164,724	461,348	497,211	369,667	917,120	394,500
Research and Teaching Fellow	(2,244,578)	(2,227,618)	(2,603,563)	(3,200,041)	(3,910,698)	(3,700,000)	(3,830,000)
Scholarships/Waivers	(2,677,568)	(2,792,252)	(3,882,436)	(2,885,399)	(2,150,427)	(2,020,000)	(2,200,000)
Total Revenue	**$44,437,297**	**$49,381,763**	**$55,767,062**	**$67,826,278**	**$75,141,420**	**$82,097,064**	**$88,102,529**
Expenditures							
Salary Pool (Vacancy Factor)	$0	$0	$0	$0	$0	($219,000)	($1,736,324)
Salary Full Time - Faculty	0	0	0	0	0	397,451	0
Salary Full Time - Staff	3,274,843	4,102,606	4,983,527	5,828,110	8,262,819	12,574,724	14,933,525
Salary Part Time - Staff	261,048	489,645	644,923	887,684	1,142,936	849,918	1,287,498
Salary Part Time - Faculty			0	0	0	0	1,200,000
Adjunct/Overload	1,686,382	1,959,609	2,269,457	2,530,106	2,737,163	4,480,000	10,316,458
Summer Session Adjuncts	0	0	0	0	1,741,777	3,365,000	3,619,350
Winter Session Adjuncts	0	0	0	0	0	0	485,840
Salary Voucher	3,494,807	3,792,659	3,716,630	3,704,354	1,708,631	756,533	1,530,306
Student Salary	37,270	115,072	137,597	50,801	23,652	118,750	118,750
Overtime	0	2,922	2,209	0	8,512	0	0
Salary Adjustment	2,242,214	1,781,415	2,924,181	3,772,893	5,795,791	20,827,395	195,625
Faculty Salary Accrual	0	0	0	0	21,349	0	0
Instructional Salary Allocation	0	0	0	0	0	0	15,300,610
Cell Phone Reimbursement	0	0	0	3,368	4,672	0	0
Sub-Total Salary	**$10,996,565**	**$12,243,928**	**$14,678,522**	**$16,777,316**	**$21,447,302**	**$43,150,771**	**$47,251,638**
Fringe Benefits Pool	$0	$0	$0	$0	$0	$9,835,180	$0
Fringe Benefit Adjustments	(6,123)	(11,517)	(7,295)	(6,973)	1,040	10,477,453	0
FICA/Medicare Distributed	665,702	791,579	888,681	990,694	1,195,174	0	3,590,701
Other Fringe Benefits Distributed	1,486,447	2,190,792	3,029,984	4,050,537	5,271,678	0	16,927,701
Fringe Benefits	$2,146,026	$2,970,854	$3,911,370	$5,034,258	$6,467,892	$20,312,633	$20,518,402
Total Salary & Fringes	**$13,142,591**	**$15,214,783**	**$18,589,892**	**$21,811,574**	**$27,915,194**	**$63,463,404**	**$67,770,040**

Budget Analysis Division of Global Learning & Partnerships Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Supplies	$252	$19,300	$13,703	$29,493	$55,644	$14,000	$18,500
Printing	872	74,053	5,850	5,172	11,687	6,500	11,500
Educational Supplies	5,962	0	558	274	0	0	0
Equipment Under $5,000	68,450	98,494	55,634	102,818	318,833	48,000	158,300
Electric	121,581	192,705	209,932	193,502	155,608	20,000	21,000
Natural Gas	6,424	12,024	7,507	1,548	6,234	0	3,000
Catering & Official Reception	0	420	7,545	6,481	16,790	33,000	48,000
Credit Card Charges	7,853	11,311	15,211	18,595	18,228	0	20,000
Professional Services	(6,395)	10,127	4,000	0	0	0	0
Mecial Services Purchased	0	0	0	0	79,500	0	0
Licenses/Registration Fees	22,947	98,803	20,718	17,763	83,501	22,500	21,000
Staff Training & Development	0	0	2,965	9,303	2,855	94,500	46,000
Virtual Conference / Webinars	750	0	3,665	4,392	1,895	0	0
Mileage Reimbursement	0	1,160	2,103	3,392	9,650	31,100	25,250
Travel	(1,479)	32,199	28,258	38,364	98,732	135,000	110,250
Travel - Student	0	1,342	0	0	96	0	0
Telephone	26,785	32,456	32,779	0	34,532	0	56,000
Postage	59	280	115	179	573	3,100	5,000
Insurance	2,388	2,550	2,750	0	0	36,710	18,355
Data Processing Services	25,772	0	0	0	0	0	0
Contracted Services	875,066	1,869,228	1,056,957	4,627,530	11,609,307	1,592,509	4,207,975
Advertising	703,624	937,457	901,903	1,291,330	2,231,930	10,000	16,000
Subscriptions/Memberships	17,858	4,887	10,988	14,750	98,925	187,695	194,850
Other Services	(250)	0	0	10,000	2,215	0	0
Legal Fees	0	0	0	0	3,767	0	0
Marketing Expenses	550	0	0	0	9,980	62,000	62,000
Sponsorships	0	0	0	0	0	0	52,000
Repairs	0	0	300	0	10,064	0	0
Copier Rental Expense	0	0	0	0	5,183	0	0
Rental Expense	563,771	615,720	715,052	450,270	628,736	543,725	543,325
Lease Expense	0	0	0	2,099	21,446	64,272	64,272
GASB 87 Lease Expense	0	(1,792,785)	(1,792,785)	(1,904,985)	(2,082,788)	0	0
GASB 87 Lease Amortization	0	536,200	536,200	544,582	690,738	0	0
GASB 87 Interest Expense	0	353,285	325,841	298,021	277,866	0	0
Reserve Allocation	0	0	0	0	0	1,000,000	81,000
Other expenses	0	0	0	65	13,639	0	15,500

Budget Analysis Division of Global Learning & Partnerships Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Transfer	(24,546)	0	0	(18,484)	(11,214)	(8,925,000)	0
Internal Payments	(1,350)	(33,274)	(30,174)	(9,809)	(3,126)	0	0
Internal Payments with Grants	0	(4,632)	(5,772)	(250)	0	0	0
Tuition & Fee Expense	0	0	0	0	31,043	0	0
Semester Abroad	0	0	30,291	66,542	0	0	0
Performing Arts	0	508	745	0	0	0	0
Equipment Over $5,000	0	0	0	0	95,781	30,000	457,000
Capital Project Maintenance	173,930	173,930	173,930	0	0	0	0
Bad Debt Expense	125,385	145,060	114,683	162,586	0	0	0
Cost Sharing	0	0	665,000	2,010,366	2,021,780	7,594,897	1,846,028
RG UG Online Course Fee from Reg. Univ.	(860,000)	0	(860,000)	(1,812,200)	(1,894,685)	0	0
Sub-Total - Non-Salary Operating	**$1,856,259**	**$3,392,805**	**$2,256,452**	**$6,163,690**	**$14,652,274**	**$2,604,508**	**$8,102,105**
Rent - New Building	$1,792,785	$1,792,785	$1,792,785	$1,792,785	$1,792,784	$1,183,238	$1,792,785
Rev Dist to Reg University	17,694,292	19,701,907	27,637,339	33,631,263	7,218,968	8,862,610	9,854,371
Rev Ctrs Dist Acad Affairs	7,169,438	8,208,347	3,364,760	0	0	6,743,500	6,743,500
Sub-Total - Non-Salary Other	**$26,656,515**	**$29,703,039**	**$32,794,884**	**$35,424,047**	**$9,011,752**	**$16,789,348**	**$18,390,656**
Total - Non-Salary	**$28,512,775**	**$33,095,844**	**$35,051,336**	**$41,587,737**	**$23,664,026**	**$19,393,856**	**$26,492,761**
Total Expenditures	**$41,655,366**	**$48,310,626**	**$53,641,228**	**$63,399,311**	**$51,579,220**	**$82,857,260**	**$94,262,801**
Excess/(Deficit)	**$2,781,931**	**$1,071,137**	**$2,125,834**	**$4,426,967**	**$23,562,200**	**($760,196)**	**($6,160,272)**

Fiscal Year 2027
CONSOLIDATED OPERATING BUDGET

Cooper Medical School of Rowan University Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Revenues							
State Appropriation	$17,220,019	$21,496,580	$20,208,232	$25,036,369	$14,290,126	$48,547,000	$48,549,000
MAPS	0	0	0	0	0	(32,348,000)	(34,299,000)
State Paid Fringe Benefits	5,621,902	6,728,540	8,003,079	9,775,786	9,350,258	10,233,000	9,787,000
Sub-Total State Support	**$22,841,921**	**$28,225,120**	**$28,211,311**	**$34,812,155**	**$23,640,384**	**$26,432,000**	**$24,037,000**
Tuition	$19,636,348	$19,902,093	$21,337,939	$22,859,017	$23,850,192	$24,737,182	$26,615,708
Fees	1,314,697	1,363,929	1,306,868	1,566,356	1,558,247	1,671,880	1,758,952
Discount	0	(180,500)	0	0	0	0	0
Scholarships/Waivers	(176,006)	(39,979)	(2,018,479)	(767,158)	(1,049,380)	(1,050,000)	(1,050,000)
Sub-Total Net Tuition & Fees	**$20,775,039**	**$21,045,543**	**$20,626,328**	**$23,658,214**	**$24,359,059**	**$25,359,062**	**$27,324,660**
Private Contracts	$466,579	$358,083	$299,722	$211,836	$46,070	$0	$0
Miscellaneous Revenue	27,180	638,832	272,549	271,974	306,890	253,236	253,236
Other Revenue - Cooper Library Support	1,249,656	1,178,785	1,112,610	1,194,496	834,312	688,326	766,646
Total Revenue	**$45,360,375**	**$51,446,363**	**$50,522,520**	**$60,148,675**	**$49,186,714**	**$52,732,624**	**$52,381,542**
Expenditures							
Salary Pool	$0	$0	$0	$0	$0	($1,700,000)	($1,469,004)
Salary Full Time - Faculty	84,825	88,018	44,592	111,626	66,898	5,432,069	5,432,832
Salary Full Time - Staff	11,432,041	11,818,312	12,656,084	13,535,174	14,126,696	11,716,579	12,367,304
Salary Part Time	138,035	124,809	168,454	231,297	239,064	340,982	371,146
Adjunct/Overload	0	0	0	0	0	10,000	13,800
Salary Voucher	312,528	360,082	374,836	394,033	365,326	350,100	350,100
Student Salary	37,135	46,546	57,930	32,334	30,466	106,500	74,000
Graduate Assistants	0	0	0	0	56,666	0	37,500
Overtime	224,504	325,924	365,905	358,738	292,696	120,000	120,000
Salary Adjustment	(49,446)	(6,785)	17,376	3,384	0	14,000	0
Clothing Allowance	16,225	15,400	13,750	14,575	12,650	14,000	14,000
Relocation Allowance	6,742	5,000	10,000	7,035	17,357	0	0
Sub-Total Salary	**$12,202,589**	**$12,777,306**	**$13,708,928**	**$14,688,195**	**$15,207,818**	**$16,404,230**	**$17,311,678**
Cell Phone Reimbursement	$0	$0	$0	$14,880	$18,432	$0	$0
Fringe Benefits	6,059,648	7,216,284	8,650,965	10,490,401	10,212,246	10,976,942	10,878,506
Total Salary & Fringes	**$18,262,237**	**$19,993,590**	**$22,359,893**	**$25,193,476**	**$25,438,496**	**$27,381,172**	**$28,190,184**
Supplies	$182,967	$267,136	$227,515	$264,869	$265,352	$219,450	$228,700
Animal and Animal Maintenance	0	103,753	143,882	100,231	59,984	70,000	70,000
Laboratory Supplies	185,763	224,992	257,890	233,365	117,341	199,400	199,400
Printing	15,738	18,876	22,727	14,503	15,147	24,300	21,000
Educational Supplies	144,646	161,008	160,172	229,650	164,006	155,000	142,000

Cooper Medical School of Rowan University Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Medical Supplies (Non-Chargeable)	0	0	0	202	0	0	0
Equipment Under $5,000	186,169	206,813	367,930	370,072	213,490	301,100	297,600
Catering & Official Reception	19,068	206,568	267,734	259,682	237,611	214,500	226,000
Credit Card Charges	724	775	791	826	666	0	0
Professional Services	82,334	185,838	223,295	175,255	67,877	84,000	85,000
Licenses/Registration Fees	1,185,012	1,351,776	1,538,249	1,730,719	1,770,611	2,023,700	2,031,200
Staff Training & Development	5,267	7,152	5,207	9,944	4,184	24,250	8,500
Virtual Conference / Webinars	8,851	11,488	2,213	0	1,947	0	0
Honorarium/Stipends	45,502	89,488	44,586	71,444	134,665	122,300	127,300
Mileage Reimbursement	0	611	2,691	2,120	2,617	3,200	1,700
Travel	387	27,792	113,617	113,033	102,500	97,250	91,750
Travel - Student	1,560	15,176	36,384	48,043	45,237	47,000	46,000
Telephone	64,516	65,245	66,206	0	(5,184)	0	26,000
Moving Relocation	0	0	10,056	0	1,988	0	0
Postage	3,649	7,913	8,984	6,498	7,381	12,600	11,800
Insurance	127,211	152,954	171,454	166,313	172,830	206,622	205,779
Data Processing	0	0	0	0	0	0	0
Contracted Services	2,836,073	2,194,991	2,871,078	3,919,151	4,232,711	3,432,775	3,659,673
Advertising	250	1,380	16,674	7,900	1,284	2,850	1,850
Subscriptions/Memberships	367,241	542,279	624,935	726,300	579,013	670,992	670,947
Other Services	8,951	(43,668)	(22,697)	(32,650)	(72,933)	(81,000)	(83,500)
Contra-Expense	(16,556)	(34,719)	(14,785)	(10,030)	(32,708)	0	0
Marketing Expenses	0	0	0	1,048	0	0	0
Sponsorships	2,500	2,800	21,321	14,106	777	15,000	15,000
Repairs	54,558	121,883	105,610	145,357	145,018	104,000	118,000
Copier Rental Expense	0	0	0	0	17,416	0	18,000
Rent Expense	232,979	247,326	300,804	319,863	300,739	347,460	321,960
Lease Expense	39,113	1,014,980	1,509,556	27,830	17,948	28,858	16,583
Condo. Association Charges	408,658	375,560	408,898	410,741	422,437	424,770	470,475
GASB 87 Lease Expense	0	0	(100,872)	(102,650)	(76,279)	0	0
GASB 87 Lease Amortization	0	0	99,183	99,183	73,390	0	0
GASB 87 Interest Expense	0	0	2,329	1,215	3,025	0	0
Reserve	0	0	0	0	0	20,000	20,000
Other Expenses	135,144	103,689	106,009	147,654	108,167	3,000	3,000
Transfer to Capital	(64,912)	30	6,250	715,000	1,335,778	175,000	175,000
Transfer from Rowan Foundation	(34,500)	(49,810)	(74,970)	(49,011)	(56,492)	(25,000)	(27,000)
Workmen's Compensation	1,130	242	160	17,860	2,419	1,000	1,000
Real Estate Taxes	180,000	191,648	0	0	0	0	0
PILOT	0	0	180,000	180,000	180,000	180,000	180,000
Internal Payments	0	500	1,000	(28,235)	575	0	0
Tuition & Fee Expense	6,704	121,525	0	5,265	2,526	0	0

Cooper Medical School of Rowan University Projected Budget FY 2027	Actual 2021	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Awards	0	500	500	500	500	0	0
Equipment Over $5,000	847,514	1,050,080	676,071	206,101	506,861	918,400	623,720
Capital Project Maintenance	165,600	0	229,865	0	0	0	0
Excess Rental Pledge	(61)	(12,091)	(15,765)	(17,940)	(44,708)	0	0
Trustee Fees	13,000	5,000	5,000	2,500	2,500	20,000	5,000
Aux Lease Expense	0	0	400	1,489,953	1,497,453	1,504,314	1,410,769
IDC - Institutional Recovery	0	196,906	203,392	180,800	0	0	0
Cost Sharing	0	(6,049)	(19,000)	8,717	(42,500)	0	0
Total Non-Salary - Operating	**$7,442,748**	**$9,130,338**	**$10,792,527**	**$12,183,300**	**$12,485,166**	**$11,547,091**	**$11,420,206**
Electric	$615,451	$645,556	$639,985	$652,763	$702,511	$665,000	$801,000
Gasoline	757	1,947	2,126	2,090	1,539	2,786	2,486
Natural Gas	246,418	352,920	321,257	243,028	309,468	335,000	362,000
Water/Sewer	124,033	114,290	88,909	82,084	147,230	120,000	142,000
Total Non-Salary - Utilities	**$986,659**	**$1,114,713**	**$1,052,277**	**$979,965**	**$1,160,747**	**$1,122,786**	**$1,307,486**
Trans to Reg Univ	$0	$500,000	$2,100,000	$2,672,000	$2,592,000	$2,461,000	$2,689,000
Cooper Hospital Support	5,670,021	9,946,580	5,958,232	10,786,369	40,126	1,949,000	0
Debt Service	7,248,185	7,109,123	7,120,543	7,108,500	7,090,623	7,086,750	7,093,500
Total Non-Salary - Other	**$12,918,206**	**$17,555,703**	**$15,178,775**	**$20,566,869**	**$9,722,749**	**$11,496,750**	**$9,782,500**
Total Non-Salary	**$21,347,613**	**$27,800,754**	**$27,023,579**	**$33,730,134**	**$23,368,661**	**$24,166,627**	**$22,510,192**
Total Expenditures	**$39,609,850**	**$47,794,344**	**$49,383,472**	**$58,923,611**	**$48,807,157**	**$51,547,799**	**$50,700,376**
Excess/(Deficit)	**$5,750,525**	**$3,652,019**	**$1,139,048**	**$1,225,065**	**$379,557**	**$1,184,825**	**$1,681,166**

New Salary Request	Dollars	Head Count
Program Coordinator - Master Program	$82,932	1

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

Virtua Health College Consolidated Budget Analysis
Projected FY 2027 Budget

	Rowan-Virtua SOM	VHC Admin	VHC Nursing	Total
Revenues				
General State Appropriation	$35,229,000	$2,000,000	$0	$37,229,000
MAPS	(25,660,832)	0	0	(25,660,832)
State Paid Fringe Benefits	39,594,000	0	0	39,594,000
Sub-Total State Support	**$49,162,168**	**$2,000,000**	**$0**	**$51,162,168**
Tuition	$74,178,700	$0	$0	$74,178,700
Student Fees	3,296,950	0	0	3,296,950
Scholarships/Waivers	(2,984,700)	0	0	(2,984,700)
Sub-Total Net Tuition & Fees	**$74,490,950**	**$0**	**$0**	**$74,490,950**
Rental Income	$361,700	$0	$0	$361,700
Other Revenue	170,000	0	0	170,000
Special Programs	349,000	0	0	349,000
Foundation	800,000	2,704,140	0	3,504,140
Affiliate Revenue	31,124,655	0	0	31,124,655
Faculty Practice Plan Revenue	35,928,700	0	0	35,928,700
Total	**$192,387,173**	**$4,704,140**	**$0**	**$197,091,313**
Expenditures				
Salary	$83,758,625	$0	$0	$83,758,625
Fringe Benefits	51,186,196	0	0	51,186,196
Non-Salary - Operating	28,213,773	3,901,500	432,149	32,547,422
Utilities	2,550,500	0	0	2,550,500
Malpractice	973,500	0	0	973,500
Distributions to Reg Univ.	9,598,000	0	0	9,598,000
Debt Service	4,117,939	1,582,350	0	5,700,289
Total	**$180,398,533**	**$5,483,850**	**$432,149**	**$186,314,532**
Net	**$11,988,640**	**($779,710)**	**($432,149)**	**$10,776,781**

Rowan-Virtua SOM Consolidated Budget Analysis Projected Budget FY 2027	Academic	Faculty Practice	Special Programs	Total
Revenues				
General State Appropriations	$35,229,000	$0	$0	$35,229,000
MAPS	(25,660,832)	0	0	(25,660,832)
State Paid Fringe Benefits	39,594,000	0	0	39,594,000
Tuition	74,178,700	0	0	74,178,700
Student Fees	3,161,350	0	135,600	3,296,950
Rental Income	361,700	0	0	361,700
Other Revenue	170,000	0	349,000	519,000
Waivers/Scholarships	(2,984,700)	0	0	(2,984,700)
Foundation	0	0	800,000	800,000
Affiliate Revenue	31,124,655	0	0	31,124,655
Faculty Practice Plan Revenue	0	35,928,700	0	35,928,700
Total	**$155,173,873**	**$35,928,700**	**$1,284,600**	**$192,387,173**
Expenditures				
Salary	$60,340,839	$22,754,586	$663,200	$83,758,625
Fringe Benefits	42,216,905	8,750,491	218,800	51,186,196
Non-salary - Operating	22,393,089	5,251,684	569,000	28,213,773
Utilities	2,087,500	463,000	0	2,550,500
Malpractice	0	973,500	0	973,500
Revenue Distributions to Reg Univ.	9,598,000	0	0	9,598,000
Debt Service	3,130,323	987,616	0	4,117,939
Total	**$139,766,656**	**$39,180,877**	**$1,451,000**	**$180,398,533**
Net	**$15,407,217**	**($3,252,177)**	**($166,400)**	**$11,988,640**

Expense Analysis by Department - Rowan-Virtua SOM
Projected Budget FY 2027

Division - Academic	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
Clinical	$19,705,877	$1,361,953	$263,500	$294,539	$19,630,010	$1,656,492
Research	7,938,041	760,546	0	(78,691)	8,204,000	681,855
GSBS	2,056,579	569,902	0	293,561	1,982,611	863,463
Office of the Dean	4,111,563	716,000	0	(319,875)	2,976,393	396,125
Finance	539,983	3,000	0	1,000	574,550	4,000
Finance Decision Support	111,239	2,000	0	0	96,887	2,000
FPP Administration	153,269	38,040	0	25,400	368,914	63,440
Academic Affairs	11,964,586	2,721,401	0	434,728	12,598,585	3,156,129
End User Support	2,100,220	198,600	0	225,949	1,614,183	424,549
Marketing	553,410	362,450	0	32,730	569,870	395,180
Institutional Support	1,060,897	8,174,276	0	(1,039,619)	876,180	7,134,657
PA Program	0	0	0	682,388	1,280,956	682,388
Central Support	15,713,730	7,080,096	0	(147,285)	15,856,701	6,932,811
Salary Savings	(6,301,000)	0	0	0	(6,289,001)	0
Sub-Total Operating	**$59,708,394**	**$21,988,264**	**$263,500**	**$404,825**	**$60,340,839**	**$22,393,089**
Fringe Benefits	$45,213,824	$0	$0	$0	42,216,905	$0
Fringe Benefits - Housestaff Billings	0	0	0	0	0	0
Sub-Total Fringe Benefits	**$45,213,824**	**$0**	**$0**	**$0**	**$42,216,905**	**$0**
Utilities	$0	$1,897,000	$0	$190,500	$0	$2,087,500
Malpractice	0	0	0	0	0	0
Distribution to University	0	5,178,000	0	4,420,000	0	9,598,000
Debt Service	0	3,154,853	0	(24,530)	0	3,130,323
Total Salary/Non-Salary	**$104,922,218**	**$32,218,117**	**$263,500**	**$4,990,795**	**$102,557,744**	**$37,208,912**
Total RowanSOM Virtua Academic Expenditures		**$137,140,335**				**$139,766,656**

Expense Analysis by Department - Rowan-Virtua SOM
Projected Budget FY 2027

Division - Academic

New Salary Request	Dollars	Head Count
Director of Administration (Pediatrics)	$130,000	1
Practice (Office) Supervisor (Pediatrics)	19,500	1
Certified Medical Assistant (OBGYN)	13,200	1
Certified Medical Assistant (Pediatrics)	13,200	1
Certified Medical Assistant (Pediatrics)	13,200	1
Instructor - Pediatric Psychologist (Pediatrics)	74,400	1
VHC Faculty	153,000	1
Total	**$416,500**	**7**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.

(Note 2)
See Division-FPP Sheet for salary splits between Academic and FPP divisions.

Expense Analysis by Department - Rowan-Virtua SOM
Projected Budget FY 2027

Division - Faculty Practice Plan	FY 2026 Base Budget Salary	FY 2026 Base Budget Non-Salary	New Salary Requests	Non-Salary Adjustments	FY 2027 Request Salary (Note 1)	FY 2027 Request Non-Salary
Clinical:						
Family Medicine	$6,461,994	$1,870,668	$0	($251,307)	$7,015,327	$1,619,361
NJISA	5,836,297	558,455	0	(38,178)	5,586,131	520,277
Internal Medicine	3,864,775	837,164	0	671,894	4,087,993	1,509,058
Neuromuscular Institute	3,128,276	1,444,189	0	86,895	3,118,747	1,531,084
OB/GYN	2,379,519	600,043	30,800	93,056	2,651,202	693,099
Pediatrics	1,821,597	1,220,146	156,700	247,853	3,002,427	1,467,999
Psychiatry	7,247,316	472,541	0	(3,618)	6,727,936	468,923
Surgery	300,804	146,224	0	1,872	423,899	148,096
RISN	1,480,235	254,450	70,000	87,879	1,182,096	342,329
Salary Savings	(3,071,160)	0	0	0	(3,364,781)	0
Sub-Total FPP Clinical Operating	**$29,449,653**	**$7,403,880**	**$257,500**	**$896,346**	**$30,430,977**	**$8,300,226**
Non Clinical:						
FPP Administration	$793,266	$78,500	$0	($900)	$678,319	$77,600
Revenue Cycle	564,195	465,760	0	(275,760)	593,128	190,000
Institutional General	(235,000)	(1,574,007)	0	(305,635)	(197,347)	(1,879,642)
Debt Service	0	991,747	0	(4,131)	0	987,616
Managed Care	0	0	0	0	0	0
Patient Accounting	0	0	0	0	0	0
Sub-Total Non Clinical Operating	**$1,122,461**	**($38,000)**	**$0**	**($586,426)**	**$1,074,100**	**($624,426)**
Sub-Total Operating	**$30,572,114**	**$7,365,880**	**$257,500**	**$309,920**	**$31,505,077**	**$7,675,800**
Total Salary/Non-Salary	**$30,572,114**	**$7,365,880**	**$257,500**	**$309,920**	**$31,505,077**	**$7,675,800**
Total Faculty Practice Plan		**$37,937,994**				**$39,180,877**

Expense Analysis by Department - Rowan-Virtua SOM
Projected Budget FY 2027
Division - Faculty Practice Plan

New Salary Request	Total Dollars	Academic Component	Clinical Component	Head Count
Practice (Office) Supervisor (Pediatrics)	65,000	19,500	45,500	0
Certified Medical Assistant (OBGYN)	$44,000	$13,200	$30,800	0
Certified Medical Assistant (Pediatrics)	44,000	13,200	30,800	0
Certified Medical Assistant (Pediatrics)	44,000	13,200	30,800	0
Instructor - Pediatric Psychologist (Pediatrics)	124,000	74,400	49,600	0
Registered Dietician (RISN)	70,000	0	70,000	1
Total	**$326,000**	**133,500**	**257,500**	**1**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.
Fringe Benefits are reflected directly in the departments for the purposes of profit/(loss) determination

Shreiber School of Veterinary Medicine (SSVM) Projected Budget FY 2027	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Revenues						
State Appropriation	$7,000,000	$12,000,000	$12,000,000	$12,000,000	$12,000,000	$6,200,000
State Paid Fringe Benefits	0	0	0	0	9,292,000	7,317,000
Sub-Total State Support	**$7,000,000**	**$12,000,000**	**$12,000,000**	**$12,000,000**	**$21,292,000**	**$13,517,000**
Tuition - NJ Resident - Fall	$0	$0	$0	$0	$768,750	$1,771,920
Tuition - Non Resident - Fall	0	0	0	0	965,250	2,303,475
Tuition - NJ Resident - Spring	0	0	0	0	768,750	1,771,920
Tuition - Non Resident - Spring	0	0	0	0	965,250	2,303,475
Tuition - GR - Res - Fall	0	0	0	0	0	82,700
Tuition - GR - Res - Spring	0	0	0	0	0	82,700
Scholarships/Waivers	0	0	0	0	(37,500)	(38,626)
Sub-Total Net Tuition & Fees	**$0**	**$0**	**$0**	**$0**	**$3,430,500**	**$8,277,564**
Private Contracts	$0	$0	$126,500	$128,636	$132,022	$200,000
Other Income	0	0	78,695	0	9,181,000	303,500
Sub-Total Other Revenue	**$0**	**$0**	**$205,195**	**$228,286**	**$9,313,022**	**$503,500**
Lg Animal Equine Revenue	$0	$0	$91,575	$264,972	$700,000	$700,000
Mobile Unit Revenue	0	0	0	0	0	150,000
Small Animal Hospital	0	0	0	0	0	6,400,000
PAWS Farm	0	0	0	2,150	0	12,000
Sub-Total Clinical	**$0**	**$0**	**$91,575**	**$267,122**	**$700,000**	**$7,262,000**
Total Revenue	**$7,000,000**	**$12,000,000**	**$12,296,770**	**$12,495,408**	**$34,735,522**	**$29,560,064**

Shreiber School of Veterinary Medicine (SSVM) Projected Budget FY 2027	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Expenditures						
Salary Pool	$0	$0	$0	$0	($5,000,000)	($9,161,620)
Salary Full Time Faculty	0	0	0	0	10,502,159	11,320,570
Salary Full Time	171,203	1,434,459	2,228,173	4,470,799	8,191,748	10,964,247
Salary Part Time	251,425	29,962	0	0	68,250	220,458
Salary Part Time - Faculty	0	0	0	0	0	155,250
Salary Voucher	0	0	3,000	6,450	0	145,000
Student Salary	0	0	0	0	0	111,800
Overtime	0	0	0	0	0	36,000
Relocation Allowance	0	12,099	5,000	61,795	46,350	163,850
Cell Phone Reimbursement	0	0	384	128	0	0
Sub-Total Salary	**$422,629**	**$1,476,519**	**$2,236,627**	**$4,539,172**	**$13,808,507**	**$13,955,555**
Fringe Benefits	$120,959	$970,383	$1,695,603	$3,199,607	$9,689,518	$8,841,690
Total Salary & Fringes	**$543,587**	**$2,446,903**	**$3,932,229**	**$7,738,779**	**$23,498,025**	**$22,797,245**
Supplies	$3,759	$31,939	$18,531	$22,674	$427,382	$400,692
Laboratory Supplies	0	0	5,781	33,853	0	490,567
Printing	882	7,527	3,146	6,398	34,196	71,000
Educational Supplies	0	0	167	40,923	0	60,908
Medical Supplies (Non-Chargeable)	0	1,736	69,537	55,218	1,242,512	1,135,000
Equipment Under $5000	6,675	51,063	42,389	78,360	731,403	1,055,470
Catering & Official Reception	0	5,973	8,264	6,649	104,800	119,675
Credit Card Charges	0	0	1,494	5,833	0	365,800
Professional Services	0	320	0	106	2,500	0
Licenses/Registration Fees	1,155	20,055	81,873	145,852	445,651	759,567
Staff Training & Development	800	5,760	6,396	3,292	132,449	259,300
Virtual Conference / Webinars	0	0	0	0	0	5,149
Honorarium/Stipends	0	0	0	0	0	23,000
Mileage Reimbursement	459	2,473	6,457	6,267	15,694	19,900
Travel	8,042	36,401	72,533	52,668	82,605	46,050
Travel - Student	0	0	0	0	0	2,500
Telephone	1,535	6,959	0	42,937	50,077	15,000
Postage	0	453	510	924	9,930	10,500
Insurance	0	0	0	214	300,235	383,130
Contracted Service	137,997	84,586	43,965	24,253	684,123	1,043,599
Advertising	7,769	5,603	24,867	12,672	133,800	69,500
Subscriptions/Memberships	20	884	33,302	54,981	35,516	58,575
Other Services	0	515	28	1,102	5,500	30,750
Legal Fees	0	0	0	7,801	0	0
Fundraising Expenses	0	0	95	327	20,000	0

Shreiber School of Veterinary Medicine (SSVM) Projected Budget FY 2027	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Marketing Expenses	0	0	0	1,728	0	0
Sponsorships	0	0	0	2,500	0	0
Repairs	0	0	239	1,677	55,000	99,716
Copier Rental	0	0	0	0	0	29,035
Rental Expense	0	10,919	932	1,920	20,000	20,000
Lease Expense	0	0	0	0	5,000	590,928
GASB 87 Lease Expense	0	0	0	(21,500)	0	0
GASB 87 Lease Amortization	0	0	0	60,779	0	0
GASB 87 Interest Expense	0	0	0	10,904	0	0
Reserve	0	0	0	0	19,983	0
Other expenses	2,466	0	0	2,031	1,879,808	709,976
Transfer	530,000	0	0	846,536	0	0
Equipment & Software Over $5000	0	201,645	233,695	135,189	2,177,242	1,021,280
Capital Project Maintenance	0	600,000	394,100	224,000	0	0
Cost Sharing	0	250	0	0	0	0
Total Non-Salary - Operating	**$701,559**	**$1,075,061**	**$1,048,299**	**$1,869,067**	**$8,615,406**	**$8,896,567**
Electric	$0	$0	$0	$0	$357,250	$1,234,585
Gasoline	0	0	3,461	7,627	24,229	21,700
Natural Gas	0	0	0	0	187,750	499,942
Water/Sewer	0	0	0	0	78,000	35,773
Total Non-Salary - Utilities	**$0**	**$0**	**$3,461**	**$7,627**	**$647,229**	**$1,792,000**
2024 GCIA Bond Dept Service	$0	$0	$0	$1,132,821	$2,267,650	$2,267,650
Trans to Reg Univ	0	0	43,600	387,600	1,051,000	1,993,700
Total Non-Salary - Other	**$0**	**$0**	**$43,600**	**$1,520,421**	**$3,318,650**	**$4,261,350**
Total Non Salary	**$701,559**	**$1,075,061**	**$1,095,360**	**$3,397,114**	**$12,581,285**	**$14,949,917**
Total Expenditures	**$1,245,147**	**$3,521,964**	**$5,027,589**	**$11,135,892**	**$36,079,310**	**$37,747,162**
Excess/(Deficit)	**$5,754,853**	**$8,478,036**	**$7,269,181**	**$1,359,516**	**($1,343,788)**	**($8,187,098)**

New Salary Request	Dollars	Head Count
Anatomy - Faculty	$150,000	1
Vet Skills Faculty	150,000	1
Vet Skills Faculty	150,000	1
Administrative Assistant	50,000	1
Anatomic Pathologist	160,000	1

Shreiber School of Veterinary Medicine (SSVM) Projected Budget FY 2027	Actual 2022	Actual 2023	Actual 2024	Actual 2025	Base Budget 2026	Request 2027
Pharmacologist					150,000	1
Referral Coordinator					60,000	1
Marketing Coordinator					65,000	1
Animal Caretaker (Part-Time)					35,000	1
Animal Caretaker (Part-Time)					35,000	1
Vet Skills Tech - Level 1 (shared with LAFS)					70,000	1
Vet Skills Tech - Level 1					70,000	1
Vet Skills Tech - Level 1 (shared with Shelter Medicine)					70,000	1
Veterinary Technician Supervisor					225,000	3
Veterinary Technician Level 2					173,143	3
Veterinary Technician Level 1					328,685	5
Veterinary Technician Level 2					288,571	5
Imaging Technician					80,001	1
Client Service Representative					232,545	5
Billing Coordinator					117,000	2
Dental Hygienist					65,737	1
Total					**$2,725,682**	**38**

(Note 1)
FY 27 salaries reflect negotiated salary increases and employee turnover.