

Internal Operating Budget & Plan

Fiscal Year 2017

Division of Administration and Finance

PUBLISHED OCTOBER 2016

TU
TOWSON UNIVERSITY

Table of Contents

- Introduction 2
- Profile..... 3
- University Budget Summaries..... 5
 - University Operating Budget Overview 6
 - Sources of Operating Revenue 7
 - Revenue Operating Summary..... 8
 - Expenditure Operating Summary 9
- Unrestricted Budget Summaries..... 11
 - State-Assisted Allocation Overview 12
 - Self-Support Allocation Overview 14
 - Auxiliary Enterprises Allocation Overview 16
- Divisional Budget Summaries 18
 - President’s Office Budget 19
 - Academic Affairs Division Budget 22
 - Administration and Finance Division Budget..... 28
 - Innovation and Applied Research Division Budget..... 33
 - Student Affairs Division Budget 36
 - University Advancement Division Budget..... 40
 - University Marketing and Communications Division Budget 42
- Program Budget Summaries 52
- Restricted Budget Summaries..... 55
 - Large Grant and Contract Awards..... 56
 - Capital Budget Projects..... 58
- Appendix: 60

Introduction

The FY 2017 Operating Budget and Plan for Towson University presents a detailed outline of the university's internal budget during fiscal year 2017 (academic/calendar year 2016-2017). The budget is managed by TU's administration with input from the Resource Planning and Advisory Committee (RPAC), following directives from the governor, Maryland State General Assembly and the University System of Maryland (USM).

FY 2017 is the university's first full fiscal year under the leadership of President Kim Schatzel. The beginning of any new administration calls for a more flexible budget that can accommodate new initiatives and new budgetary priorities. To that end, additional funding in FY 2017 was allocated as one-time revisions/increases to initiative budgets versus additions to divisional base budgets. With the exception of mandatory increases such as merit pay and fringe benefit increases, base budgets remained even from FY 2016 to FY 2017. The distribution of FY 2017 initiative funding will be re-evaluated during the FY 2018 budget process.

This book aims to help TU's faculty, staff, students and community understand the university's financial environment and the factors that contribute to it. The book begins with a brief institutional profile, followed by a summary of the overall university budget and then a summary of the university's unrestricted budget, which is divided into three categories: state-assisted, self-support and auxiliary enterprises. The book also provides each division's overall unrestricted budget, as well as a breakdown of that budget by category. The book concludes with a section on restricted budgets, including information about large grants and contracts and capital budget projects. Additional charts on budget trends and historical information are provided in the appendix. A glossary of terms is also provided for reference.

The charts and descriptions that follow are intended to provide a clear yet comprehensive profile of the university's overall budget.

Profile

Towson University (TU) is consistently recognized as one of the nation's best regional public universities, offering more than 100 bachelor's, master's and doctoral degree programs while maintaining moderate tuition prices. Despite being the lowest-funded institution in the USM, the university continues to achieve above-average graduation rates. Using careful budgeting and planning, TU produces graduates for 36% below the average cost of USM campuses.

TU is committed to providing a quality, affordable education to Maryland's students. Programs on our home campus, instruction at TU in Northeastern Maryland and interdisciplinary partnerships with public and private organizations throughout Baltimore and the state help prepare more than 5,800 annual graduates for lifelong employment and success. Towson University is proud to be Maryland's largest producer of educators and a state leader in undergraduate health professions.



Budget Process Calendar

TU's budget planning process begins six months before a respective fiscal year and involves a mix of stakeholder presentations, agency submissions and legislative decisions that can change/impact the final budget. The calendar below presents the steps in planning, implementing and closing budget cycles. External steps are highlighted in yellow.

	Julian Calendar	
FY 2016 Planning Cycle	↓	FY 2017 Planning Cycle
	2015	
▪ Governor releases FY16 Budget	Jan	▪ BOR 10 Year Enrollment Plan Submitted
▪ FY16 Tuition & Mandatory Fee Rate Submitted to USM		
▪ FY16 Room, Board & Student Parking Fee Presentation to SGA	Feb	
▪ Bi-Annual General Assembly Operating Budget Testimony		
▪ Internal FY16 Budget Submission Due to UBO		
▪ Refine FY16 Enrollment Projections	Mar	
▪ FY16 Room, Board & Student Parking Rates submitted to USM		
▪ Internal FY16 Budget Presentation to RPAC		
▪ FY16 Final Budget Decision from DLS & General Assembly	Apr	
▪ FY16 Board, & Student Parking Fee Approval from BOR		
▪ RPAC Makes Final Recommendations for FY16 Internal Budget		
▪ FY16 Final Review and Approval of Fees by RPAC	May	
▪ FY16 Tuition & Fee Approval from BOR		
▪ 1st Time Full-Time Enrollment Contracts Due		
▪ FY16 Internal Budgets Loaded in PeopleSoft	Jun	
FY16 BUDGET BEGINS	Jul	FY15 BUDGET ENDS
▪ FY16 Working Budget Amendment Due if Required	Aug	▪ Receive Governor's Instructions for FY17 Budget Request
	Sept	▪ Towson submits FY17 Budget Request to USM
▪ FY16 Operating Budget & Plan Book Published	Oct	
	Nov	▪ FY17 Tuition & Mandatory Fee Presentation to SGA
	Dec	▪ Internal FY17 Guideline Letters are distributed
FY 2018 Planning Cycle	2016	
▪ BOR 10 Year Enrollment Plan Submitted	Jan	▪ Governor releases FY17 Budget
		▪ FY17 Tuition & Mandatory Fee Rate Submitted to USM
	Feb	▪ FY17 Room, Board & Student Parking Fee Presentation to SGA
		▪ Internal FY17 Budget Submission Due to UBO
		▪ Refine FY17 Enrollment Projections
	Mar	▪ FY17 Room, Board & Student Parking Rates submitted to USM
		▪ Internal FY17 Budget Presentation to RPAC
	April	▪ FY17 Final Budget Decision from DLS & General Assembly
		▪ FY17 Board, & Student Parking Fee Approval from BOR
		▪ RPAC Makes Final Recommendations for FY17 Internal Budget
▪ FY16 Closing Budget Amendment Due if Required	May	▪ FY17 Final Review and Approval of Fees by RPAC
		▪ FY17 Tuition & Fee Approval from BOR
		▪ 1st Time Full-Time Enrollment Contracts Due
FY16 BUDGET ENDS	Jun	▪ FY17 Internal Budgets Loaded in PeopleSoft
	Jul	FY17 BUDGET BEGINS
▪ Receive Governor's Instructions for FY18 Budget Request	Aug	▪ FY17 Working Budget Amendment Due if Required
▪ Towson submits FY18 Budget Request to USM	Sept	
	Oct	▪ FY17 Operating Budget & Plan Book Published
▪ FY18 Tuition & Mandatory Fee Presentation to SGA	Nov	
▪ Internal FY18 Guideline Letters are distributed	Dec	

University Budget Summaries

University Operating Budget Overview

Towson University’s internal operating budget is comprised of two fund groups:

1. **Unrestricted budgets** are resources provided to the institution with no restrictions on their use. These resources are separated into three categories:
 - a. *State-assisted budgets* encompass the unrestricted operations related to student instruction and activities, public services, academic support, institutional support, need-based student financial aid, non-auxiliary facilities operations and system-wide debt services.
 - b. *Self-support budgets* encompass operations related to the conduct of instruction, research and activities that exist to provide instructional and laboratory experiences for students. This could include goods and services that may be sold to students, faculty, staff and the general public.
 - c. *Auxiliary enterprises* budgets encompass operations within the university that furnish goods and services to students, faculty or staff, and charge fees directly related to, although not necessarily equal to, the cost of the goods or services. Auxiliary Enterprises may also furnish goods and services to the general public incidentally.
2. **Restricted budgets** encompass governmentally sponsored research grants and contracts, nongovernmental grants, certain endowment and gift income, and student aid from external sources.

	Revenue			Expenditures			Fund Balance Target
	FY 2017	FY 2016	+/-	FY 2017	FY 2016	+/-	FY 2017
State-Assisted Budget	302,958,971	285,588,647	17,370,324	301,279,939	284,938,852	16,341,087	1,679,032
Self-Support Budget	17,682,008	18,977,927	-1,295,919	17,725,329	17,918,654	-193,325	-43,321
Auxiliary Enterprises Budget	128,551,555	123,673,821	4,877,734	126,142,456	121,919,133	4,223,323	2,409,099
Total Unrestricted	449,192,534	428,240,395	20,952,139	445,147,724	424,776,639	20,371,085	4,044,810
Restricted Budget	50,112,331	50,172,050	-59,719	50,112,331	50,172,050	-59,719	0
Grand Total	499,304,865	478,412,445	20,892,420	495,260,055	474,948,689	20,311,366	4,044,810

Note: Capital budget projects are located on page 58.

Sources of Operating Revenue

Towson University's estimated revenue budget for FY 2017 is \$499.3 million. The six main sources are listed below along with their total revenues and a description of what those revenues contain.

State Appropriations

In FY 2017 TU will receive an estimated \$119.1 million in state appropriations. This is a \$12.0 million increase over FY 2016.

Fall/Spring Tuition and Fees

This category includes graduate and undergraduate in-state and out-of-state tuition collected in the fall and spring terms. Undergraduate in-state tuition increased 2.0 percent from FY 2016 to FY 2017. The undergraduate out-of-state tuition increased 1.1 percent from FY 2016. The total estimate for tuition revenue in FY 2017 is \$161.9 million.

The technology fee increased 3.3 percent from FY 2016 to FY 2017. The total estimate for technology fee revenue in FY 2017 is \$3.9 million. Additional student user fees include overload surcharge fees, application fees, music fees, transcript fees, international student fees, registration/enrollment fees and lab/class fees. The total estimate for student user fee revenue in FY 2017 is \$5.3 million.

Summer and minimester terms are considered self-support functions and are assessed an overhead charge. This overhead charge covers the terms' administrative costs, which are performed in the state-assisted area. The total estimate for overhead revenue is \$4.2 million.

Indirect cost recovery from auxiliary and self-support areas (excluding summer and minimester operations) cover the cost of administrative duties performed for these operations in the state-assisted area. The total estimate for indirect cost recovery revenue in FY 2017 is \$5.5 million.

Other types of revenue included in this category are diploma replacement costs, Bursar fees (such as returned check fees), health center fees, judicial fines, revenue from TU programs at the USM's Institute at Hagerstown, interest, library fines and indirect cost recovery from grants and contracts. The total estimate for other fees and revenue in FY 2017 is \$3.2 million.

Self-Support

This category includes all self-generating revenue within the self-support area. The total estimate for self-support revenue is \$17.7 million.

Auxiliary Enterprises

This category includes auxiliary student fees and self-generated revenue from auxiliary areas such as housing, dining, the University Store and athletics. The student fee revenue is estimated to produce \$50.4 million in FY 2017, which is \$2 million more than FY 2016. The self-generated revenue is estimated to produce \$78.2 million in FY 2017, which is \$2.8 million more than FY 2016.

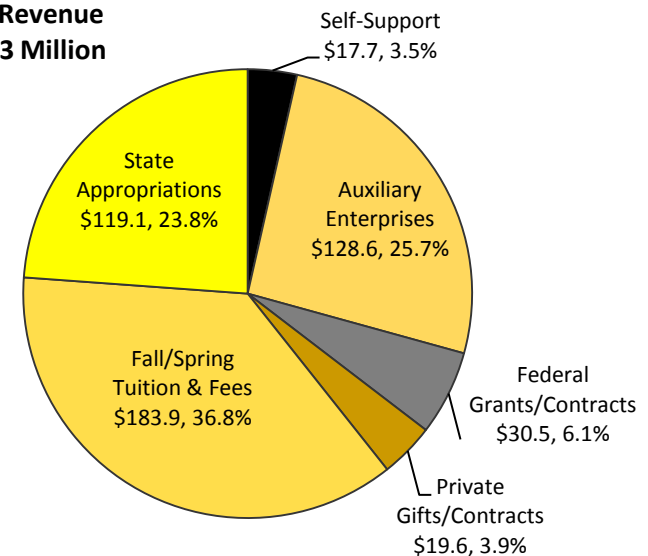
Federal Grants/Contracts

This category includes revenue generated from all federal grants and contracts. Use of these revenues is restricted to the terms of the grant or contract from which the revenues were received. The total estimate for federal grants and contracts is \$30.5 million.

Private Gifts/Contracts

This category includes revenue generated from private, state and local grants and gifts. Use of these revenues is restricted to the terms of the gift or contract from which the revenues were received. The total estimate for private gifts and contracts is \$19.6 million.

**Sources of Revenue
Total \$499.3 Million**



Revenue Operating Summary

The revenue budget chart below shows the sources of funding for the entire campus. The self-support and auxiliary enterprises areas may transfer funds to state-assisted areas. Restricted funds, federal grants/contracts and private gifts/contracts must remain with the unit and used for the purpose intended.

Revenue Budget	FY 2017	FY 2016	+/-
State-Assisted Funds			
State Appropriations	119,069,060	107,050,342	12,018,718
Fall/Spring Tuition	161,872,466	157,792,735	4,079,731
Technology Fee	3,876,150	3,708,000	168,150
Student User Fees	5,270,365	4,856,215	414,150
Summer/Minimester Overhead	4,173,225	3,927,550	245,675
Indirect Cost Recovery from Auxiliary Enterprises and Self Support	5,494,205	5,436,444	57,761
Other Fees and Unrestricted Revenue	3,203,500	2,817,361	386,139
Subtotal State-Assisted Funds	302,958,971	285,588,647	17,370,324
Self-Support Funds			
Summer and Minimester Revenue	13,830,000	13,542,870	287,130
Self-Generated Revenue	3,852,008	5,435,057	-1,583,049
Subtotal Self-Support Funds	17,682,008	18,977,927	-1,295,919
Auxiliary Enterprises Funds			
Auxiliary Student Fee	50,402,954	48,371,600	2,031,354
Self-Generated Revenue	78,148,601	75,302,221	2,846,380
Subtotal Auxiliary Enterprises Funds	128,551,555	123,673,821	4,877,734
Restricted Funds			
Federal Grants/Contracts	30,494,225	30,494,225	0
Private State Gifts/Contracts	19,618,106	19,677,825	-59,719
Subtotal Restricted Funds	50,112,331	50,172,050	-59,719
Total Funds	499,304,865	478,412,445	20,892,420

Expenditure Operating Summary

The Expenditure Budget Chart below shows the original budget for the entire campus.

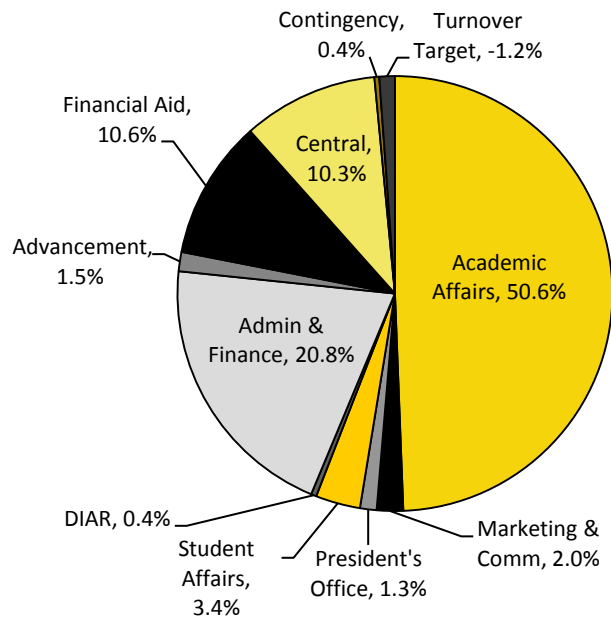
Expenditure Budget	FY 2017	FY 2016	+/-
State-Assisted Funds			
President's Office	3,807,081	3,769,477	37,604
University Marketing and Communications Division	6,033,210	5,805,573	227,637
Academic Affairs Division	152,302,273	142,857,413	9,444,860
Student Affairs Division	10,235,494	9,290,549	944,945
Innovation & Applied Research Division	1,230,156	1,198,003	32,153
Administration & Finance Division	62,734,681	59,308,843	3,425,838
University Advancement Division	4,414,961	4,217,765	197,196
Financial Aid	31,900,276	30,793,545	1,106,731
Central Division	31,068,875	29,505,647	1,563,228
University Contingency	1,102,932	1,742,037	-639,105
Turnover Target	-3,550,000	-3,550,000	0
Subtotal State-Assisted Funds	301,279,939	284,938,852	16,341,087
Self-Support Funds			
Academic Affairs Division	14,209,547	14,394,003	-184,456
Student Affairs Division	160,138	114,543	45,595
Innovation & Applied Research Division	1,618,056	1,652,542	-34,486
Administration & Finance Division	1,737,588	1,757,566	-19,978
Subtotal Self-Support Funds	17,725,329	17,918,654	-193,325
Auxiliary Enterprises Funds			
President's Office - Athletics	19,222,661	19,921,031	-698,370
Academic Affairs Division	542,340	529,624	12,716
Student Affairs Division	35,227,619	30,366,677	4,860,942
Administration & Finance Division	59,856,101	59,514,192	341,909
Central Division	10,085,339	9,896,294	189,045
Auxiliary Contingency	1,208,396	1,691,315	-482,919
Subtotal Auxiliary Enterprises Funds	126,142,456	121,919,133	4,223,323
Restricted Funds			
Federal Grants/Contracts	30,494,225	30,494,225	0
Private Gifts/Contracts	19,618,106	19,677,825	-59,719
Subtotal Restricted Funds	50,112,331	50,172,050	-59,719
Total Funds	495,260,055	474,948,689	20,311,366

Unrestricted Budget Summaries

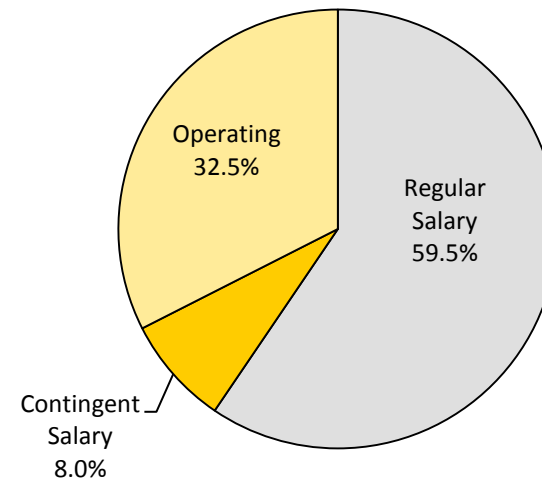
State-Assisted Allocation Overview

The chart to the left shows the divisional breakdown of expenditures. The chart to the right shows the division of state-assisted funds between regular salary, contingent salary and operating budgets. Based on the limited revenue increase, only costs considered to be mandatory were funded.

State-Assisted Allocation by Division



State-Assisted Allocation Summary



State-Assisted Allocation Overview

Regular salary, contingent salary and operating budgets are summarized for each division in the table below. Rather than allocating additional funding to divisional base budgets, funds were distributed as one-time allocations for division initiatives. These initiative allocations are outlined by department below.

Additional details on each division's budget are listed on the following pages.

	State-Assisted Revenue Funds			302,958,971	
State-Assisted Expenditure Budget FY 2016	Regular Salary	Contingent Salary	Operating	FY 2017	Dist. %
President's Office	2,635,829	80,888	1,090,364	3,807,081	1.3%
University Marketing & Communications	3,792,179	242,373	1,998,658	6,033,210	2.0%
Academic Affairs	120,678,477	20,144,099	11,479,697	152,302,273	50.6%
Student Affairs	7,445,866	825,719	1,963,909	10,235,494	3.4%
Innovation & Applied Research	819,091	281,254	129,811	1,230,156	0.4%
Administration & Finance	42,259,744	1,126,687	19,348,250	62,734,681	20.8%
University Advancement	3,598,571	15,700	800,690	4,414,961	1.5%
Financial Aid	948,501	0	30,951,775	31,900,276	10.6%
Central Division	589,137	1,492,935	28,986,803	31,068,875	10.3%
University Contingency	0	0	1,102,932	1,102,932	0.4%
Turnover Target	-3,550,000	0	0	-3,550,000	-1.2%
Total State-Assisted Funds	179,217,395	24,209,655	97,852,889	301,279,939	100.0%
			Balance	1,679,032	
			Allocated to President's Office Initiatives	723,760	
			Allocated to Academic Affairs Initiatives	461,070	
			Allocated to Student Affairs Initiatives	100,000	
			Allocated to Administration & Finance Initiatives	70,500	
			State-Assisted Fund Balance Target	323,702	

Self-Support Allocation Overview

By USM directive, self-support operations must contribute 1.0 percent of their annual revenues to the university’s fund balance account. Residual funds beyond the 1.0 percent contribution are available to support the respective area’s operations and can be budgeted in the current year. Areas may also be allowed to access their accumulated fund balances if the use of those funds does not negatively impact compliance with the USM directive.

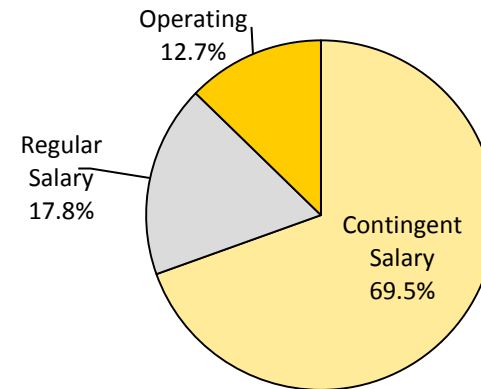
The university has a limited ability to authorize the use of prior year fund balances, but expenditures must be coordinated with the University Budget Office before they are implemented. Upon receiving a request to use prior year fund balance resources, the Budget Office will assess its impact on the total fund balance and will work with the division to craft a financial plan that gives flexibility to the requesting area while maintaining compliance with the USM directive.

An overhead assessment rate of 32 percent is applied to summer session revenue. A rate of 22 percent is applied to minimester revenue. Innovation and Applied Research is exempt from the fund balance requirement and the indirect cost assessment for FY 2017 if they end the fiscal year at a deficit. All other self-support departments, including closed Towson Learning Network (TLN) courses, are assessed a 6.5 percent indirect cost assessment (IDC) based on self-generated revenue.

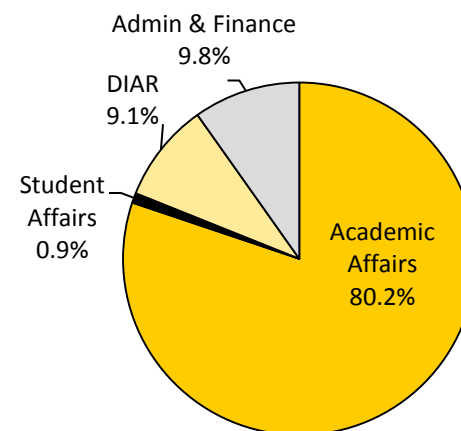
These indirect cost assessments generate a revenue stream to recover the cost of providing services to self-support areas that are not direct-billed services (e.g., payroll process, procurement and other administrative support functions). It is the university’s intention to grow the IDC to 9.78 percent.

Self-support departments must either spend within the plans submitted or the revenues generated—whichever is the lesser amount. Revisions to these plans must be documented on the E&G budget amendment form located on the Budget Office website and submitted to the Budget Office via the divisional budget officer.

Self-Support Allocation Summary



Self-Support Allocation Summary



Self-Support Allocation Overview

The chart below summarizes revenue, regular salary, contingent salary and operating budgets by division. Additional details on each division's budget are listed on the following pages.

Self Support Budget FY 2017	Self Generated Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Dist. %	Fund Balance Target
Academic Affairs	14,426,356	2,093,158	10,091,403	2,024,986	14,209,547	80.2%	216,809
Student Affairs	150,480	0	8,750	151,388	160,138	0.9%	-9,658
Innovation & Applied Research	1,367,584	276,733	2,222,000	-880,677	1,618,056	9.1%	-250,472
Administration & Finance	1,737,588	779,399	0	958,189	1,737,588	9.8%	0
Total Self Support Funds	17,682,008	3,149,290	12,322,153	2,253,886	17,725,329	100.0%	-43,321

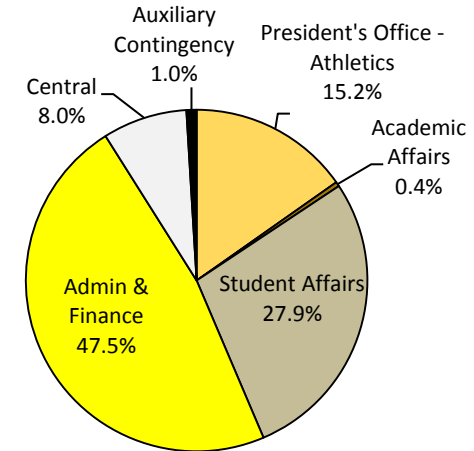
Auxiliary Enterprises Allocation Overview

Towson University’s auxiliary enterprises are activities that furnish goods or services to the campus community and charge a fee directly related to—though not necessarily equal to—the cost of the goods or services. The estimated FY 2017 budget distribution for auxiliary enterprises is listed in the table on the following page. The indirect cost assessment (IDC) for auxiliary departments is 6.5 percent. Departments that receive student fees are not eligible for the IDC. The assessment only affects departments with solely self-generated revenue. It is the university’s intention to grow the IDC to 9.78 percent of applicable departments’ revenues. Any savings from vacant auxiliary position attrition earnings are held centrally.

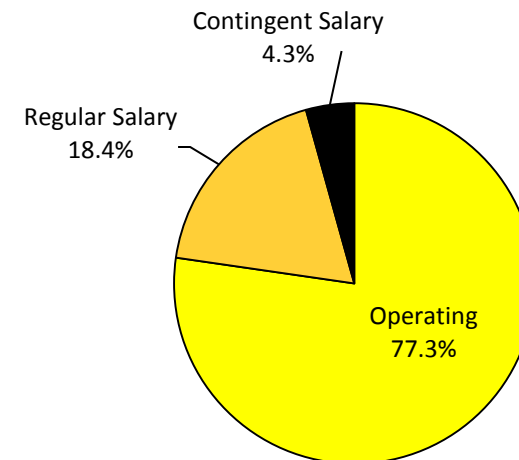
The chart at the top right shows the divisional breakdown of expenditures. The chart at the bottom right summarizes the regular salary, contingent salary and operating budgets.

The chart below shows revenue by sources.

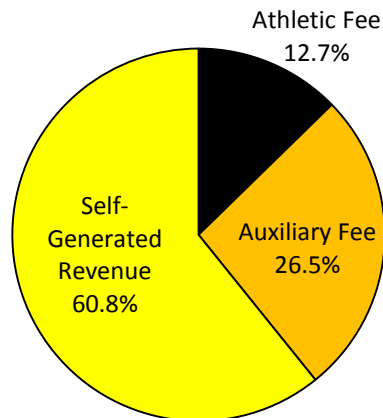
Auxiliary Allocation by Division



Auxiliary Allocation Summary



Auxiliary Revenue Sources



Auxiliary Enterprises Allocation Overview

The table below summarizes auxiliary revenue, regular salary, contingent salary and operating budgets by division. Additional details on each division's budget are listed on the following pages.

Auxiliary Enterprises Budget FY 2017	Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Dist. %	Fund Balance Target
President's Office - Athletics	19,222,661	7,917,340	786,073	10,519,248	19,222,661	15.2%	0
Academic Affairs	542,340	270,565	51,000	220,775	542,340	0.4%	0
Student Affairs	35,427,619	4,953,024	2,289,025	27,985,570	35,227,619	27.9%	200,000
Administration & Finance	62,065,200	10,052,569	2,327,669	47,475,863	59,856,101	47.5%	2,209,099
Central	10,085,339	0	0	10,085,339	10,085,339	8.0%	0
Auxiliary Contingency	1,208,396	0	0	1,208,396	1,208,396	1.0%	0
Total Auxiliary Funds	128,551,555	23,193,498	5,453,767	97,495,191	126,142,456	100.0%	2,409,099

Divisional Budget Summaries

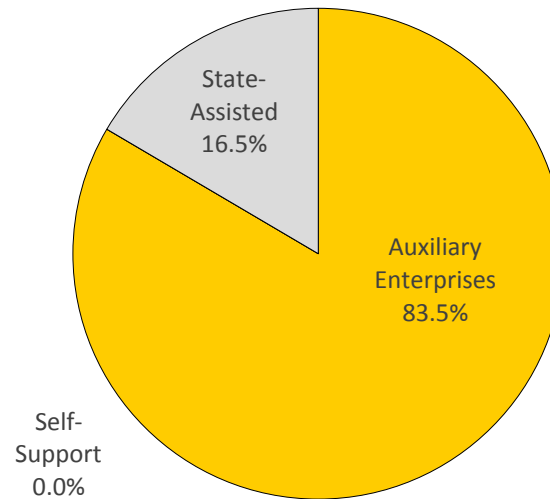
President's Office Budget

The table below shows all unrestricted funds for the President's Office. Additional budget details are listed on the following pages.

Expenditures by Unit	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
President's Office	2,439,286	0	19,222,661	21,661,947
Leadership Program	163,373	0	0	163,373
University Counsel	865,750	0	0	865,750
Office of Fair Practice	206,084	0	0	206,084
Office of Equal Opportunity Diversity	132,588	0	0	132,588
Total	3,807,081	0	19,222,661	23,029,742

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.

President's Office – Funding by Source



President's Office Budget – State-Assisted

The distribution of state-assisted funding for the President's Office is shown in the table below:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
President's Office				
President's Office	2,635,829	80,888	1,090,364	3,807,081
Total	2,635,829	80,888	1,090,364	3,807,081
Distribution Percentage	69.2%	2.1%	28.6%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit, FLSA, and the increased cost of fringe benefits [\$214,716]. Funding was reallocated from central and the university contingency for a new ADA coordinator position [\$96,000] and for reorganization within the President's Office [\$34,327]. One position with funding was reallocated to Academic Affairs [\$157,439] and funding for the 150th celebration [\$150,000] was eliminated.

President's Office	FY 2017	FY 2016	+/-
President's Office	3,807,081	3,769,477	37,604
Total	3,807,081	3,769,477	37,604

One-time initiative budgets of \$723,760 were allocated for well-being community outreach [\$12,500]; support and two positions for the University Counsel [\$224,910]; support and Title IX and ADA training for Fair Practices [\$120,000]; support and two positions for Equal Opportunity and Diversity [\$281,350]; affinity groups [\$10,000]; graduate assistantships [\$15,000]; ADA projects [\$20,000]; technology accessibility [\$15,000]; and special projects [\$25,000].

President's Office Budget - Auxiliary Enterprises (Athletics)

The breakdown of the auxiliary enterprise budget within the President's Office (Athletics) is detailed in the table below:

Auxiliary Budget - FY 2017	Athletic Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
President's Office									
Athletics	16,315,200	2,907,461	19,222,661	7,917,340	786,073	250,000	10,269,248	19,222,661	0
Total	16,315,200	2,907,461	19,222,661	7,917,340	786,073	250,000	10,269,248	19,222,661	0
Distribution Percentage				41.2%	4.1%	1.3%	53.4%	100.0%	

The following table compares the auxiliary budget allocations in FY 2017 and FY 2016. The change in budget reflects the reorganization of facilities, grounds and budget operations moving to Administration & Finance to better align university functions.

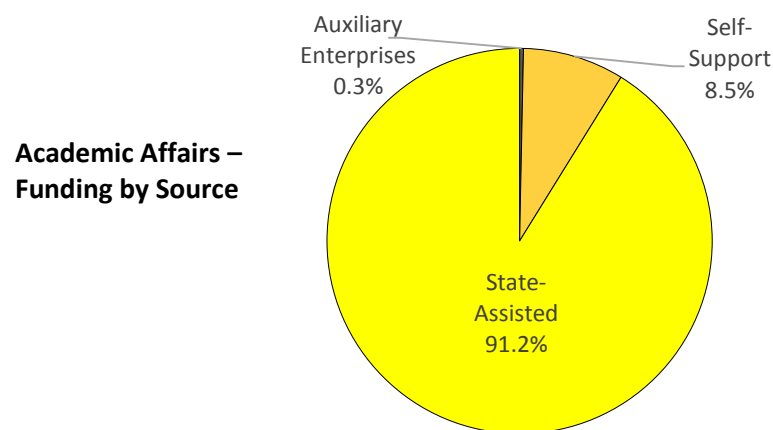
President's Office	FY 2017	FY 2016	+/-
Athletics	19,222,661	19,921,031	-698,370
Total	19,222,661	19,921,031	-698,370

Academic Affairs Division Budget

The table below shows all unrestricted funds for Academic Affairs. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
Academic Affairs Administration	33,342,925	10,620,867		43,963,792
Academic Student Services	2,294,773	6,088		2,300,861
College of Business & Economics	14,023,257	23,257		14,046,514
College of Education	10,008,608	206,083		10,214,691
College of Fine Arts & Communications	14,430,148	543,242	542,340	15,515,730
College of Graduate Education & Research	791,986	122,233		914,219
College of Health Professions	15,784,576	113,831		15,898,407
College of Liberal Arts	22,322,541	27,428		22,349,969
Enrollment Management	7,529,710	73,870		7,603,580
Fisher College of Science & Mathematics	23,131,130	372,436		23,503,566
Institute for Well Being	593,720	665,217		1,258,937
Interdisciplinary Program	12,000	0		12,000
International Programs	1,156,572	1,434,995		2,591,567
Library	6,880,327	0		6,880,327
Total	152,302,273	14,209,547	542,340	167,054,160

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.



Academic Affairs Division Budget – State Assisted

State-assisted funding for the Academic Affairs Division is distributed per the following table:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Academic Affairs				
Academic Affairs Administration	13,140,931	17,811,344	2,390,650	33,342,925
Academic Student Services	1,700,292	447,300	147,181	2,294,773
College of Business & Economics	13,632,388	77,760	313,109	14,023,257
College of Education	9,223,014	214,312	571,282	10,008,608
College of Fine Arts & Communications	12,866,913	391,540	1,171,695	14,430,148
College of Graduate Education & Research	723,825	7,000	61,161	791,986
College of Health Professions	14,752,684	140,850	891,042	15,784,576
College of Liberal Arts	21,342,049	246,860	733,632	22,322,541
Enrollment Management	6,654,217	219,000	656,493	7,529,710
Fisher College of Science & Mathematics	21,095,438	480,253	1,555,439	23,131,130
Institute for Well Being	593,720	0	0	593,720
Interdisciplinary Program	0	0	12,000	12,000
International Programs	924,572	76,880	155,120	1,156,572
Library	4,028,434	31,000	2,820,893	6,880,327
Total	120,678,477	20,144,099	11,479,697	152,302,273
Distribution Percentage	79.2%	13.2%	7.5%	100.0%

Academic Affairs Division Budget – State Assisted

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA and the increased cost of fringe benefits [\$8,773,997] as well as one required contingent conversion [\$10,632]. One position with funding and operating costs was reallocated from the President’s Office and Central [\$183,898] to Academic Affairs’ administrative area. Revenue shifted from self-support to state-assisted for the PAST program [\$394,683] and additional revenue was generated from lab/class fees [\$53,650]. In FY 2017, Academic Affairs received enhancement funding from the USM for the achievement gap [\$111,941] and STEM [\$141,059]. Funding was reallocated to central for contingent health benefits [\$225,000].

Academic Affairs	FY 2017	FY 2016	+/-
Academic Affairs Administration	33,342,925	31,560,986	1,781,939
Academic Student Services	2,294,773	2,291,160	3,613
College of Business & Economics	14,023,257	13,370,522	652,735
College of Education	10,008,608	9,479,544	529,064
College of Fine Arts & Communications	14,430,148	13,421,306	1,008,842
College of Graduate Education & Research	791,986	716,398	75,588
College of Health Professions	15,784,576	13,678,791	2,105,785
College of Liberal Arts	22,322,541	21,352,677	969,864
Enrollment Management	7,529,710	7,310,560	219,150
Fisher College of Science & Mathematics	23,131,130	21,267,302	1,863,828
Institute for Well Being	593,720	573,850	19,870
Interdisciplinary Program	12,000	12,000	0
International Programs	1,156,572	1,128,557	28,015
Library	6,880,327	6,693,760	186,567
Total	152,302,273	142,857,413	9,444,860

A one-time initiative budget of \$461,070 was allocated to Academic Affairs in FY 2017 for faculty promotion and tenure.

Academic Affairs Division Budget – Self-Support

The Academic Affairs self-support budget is distributed as shown the following table:

Self-Support Budget FY 2017	Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Fund Balance Target
Academic Affairs						
Academic Affairs Administration	10,789,700	1,002,053	8,799,521	819,293	10,620,867	168,833
Academic Student Services	7,425	0	0	6,088	6,088	1,337
College of Business & Economics	23,300	0	14,455	8,802	23,257	43
College of Education	136,881	97,629	56,555	51,899	206,083	-69,202
College of Fine Arts & Communications	511,758	145,309	298,762	99,171	543,242	-31,484
College of Graduate Education & Research	127,600	48,009	1,075	73,149	122,233	5,367
College of Health Professions	116,924	0	101,178	12,653	113,831	3,093
College of Liberal Arts	46,179	0	11,200	16,228	27,428	18,751
Enrollment Management	99,606	0	0	73,870	73,870	25,736
Fisher College of Science & Mathematics	381,948	0	172,412	200,024	372,436	9,512
Institute for Well Being	683,852	211,558	207,075	246,584	665,217	18,635
International Programs	1,501,183	588,600	429,170	417,225	1,434,995	66,188
Total	14,426,356	2,093,158	10,091,403	2,024,986	14,209,547	216,809
Distribution Percentage		14.7%	71.0%	14.3%	100.0%	

Academic Affairs Division Budget – Self-Support

The table below summarizes the revenue and expenditure expectations for each college/area.

Academic Affairs - FY 2017	Revenue Expectations				Expenditure Expectations			
	Self Generated	Revenue Transfer	Fund Balance Requirement	Total Revenue	Base Budget	IDC Requirement	Total Expenditures	Balance
Academic Affairs Administration	12,280,620	-1,464,688	26,232	10,789,700	10,450,357	170,510	10,620,867	168,833
Academic Student Services	7,500	0	75	7,425	5,600	488	6,088	1,337
College of Business & Economics	0	23,300	0	23,300	23,257	0	23,257	43
College of Education	118,000	20,000	1,119	136,881	198,809	7,274	206,083	-69,202
College of Fine Arts & Communications	501,473	15,200	4,915	511,758	511,295	31,947	543,242	-31,484
College of Graduate Education & Research	152,600	-25,000	0	127,600	112,314	9,919	122,233	5,367
College of Health Professions	59,490	58,030	596	116,924	110,325	3,506	113,831	3,093
College of Liberal Arts	43,010	3,600	431	46,179	24,632	2,796	27,428	18,751
Enrollment Management	134,000	-33,054	1,340	99,606	65,160	8,710	73,870	25,736
Fisher College of Science & Mathematics	209,461	174,582	2,095	381,948	358,821	13,615	372,436	9,512
Institute for Well Being	627,230	62,894	6,272	683,852	624,447	40,770	665,217	18,635
International Programs	1,686,563	-168,080	17,300	1,501,183	1,334,890	100,105	1,434,995	66,188
Total	15,819,947	-1,333,216	60,375	14,426,356	13,819,907	389,640	14,209,547	216,809

Academic Affairs Division Budget – Auxiliary Enterprises

The breakdown of the auxiliary enterprise (Marching Band) budget within Academic Affairs is detailed in the table below:

Auxiliary Budget - FY 2017	Auxiliary Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
Academic Affairs									
College of Fine Arts & Communications	542,340	0	542,340	270,565	51,000	0	220,775	542,340	0
Total	542,340	0	542,340	270,565	51,000	0	220,775	542,340	0
Distribution Percentage				49.9%	9.4%	0.0%	40.7%	100.0%	

The table below compares the auxiliary budget allocations in FY 2017 and FY 2016. The auxiliary enterprise within Academic Affairs is the TU marching band, housed within the College of Fine Arts and Communications. Additional auxiliary fee funding was provided for merit pay and the increased cost of fringe benefits.

Academic Affairs	FY 2017	FY 2016	+/-
College of Fine Arts & Communications	542,340	529,624	12,716
Total	542,340	529,624	12,716

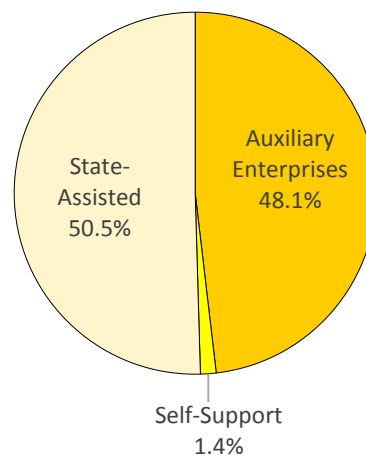
Administration and Finance Division Budget

The table below shows all unrestricted funds for Administration and Finance. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
Administration and Finance VP	2,514,956	0	0	2,514,956
Mail Services	284,279	0	0	284,279
Facilities Management	24,679,249	0	2,362,580	27,041,829
Financial Affairs	6,809,449	0	0	6,809,449
Human Resources	2,396,002	0	0	2,396,002
Information Technology Service	18,364,756	1,737,588	0	20,102,344
Public Safety	7,685,990	0	458,874	8,144,864
Auxiliary Services	0	0	57,034,647	
Total	62,734,681	1,737,588	59,856,101	67,293,723

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.

Administration & Finance – Funding by Source



Administration and Finance Division Budget - State-Assisted

The distribution of state-assisted funds within Administration and Finance is outlined in the table below:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Administration and Finance				
Administration and Finance VP	2,137,597	23,665	353,694	2,514,956
Mail Services	201,921	32,315	50,043	284,279
Facilities Management	11,777,006	248,430	12,653,813	24,679,249
Financial Affairs	6,284,257	81,827	443,365	6,809,449
Human Resources	2,093,364	28,090	274,548	2,396,002
Information Technology Service	12,869,265	602,615	4,892,876	18,364,756
Public Safety	6,896,334	109,745	679,911	7,685,990
Total	42,259,744	1,126,687	19,348,250	62,734,681
Distribution Percentage	67.4%	1.8%	30.8%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA, the increased cost of fringe benefits [\$1,788,276] and one required contingent conversion [\$14,177]. Funding was reallocated from Central for camera maintenance [\$40,000] and from the University Contingency for reorganization within Administration and Finance [\$596,191]. The FY 2017 budget also includes facilities renewal costs [\$917,194] and Hidden Waters operating costs [\$70,000].

Administration and Finance	FY 2017	FY 2016	+/-
Administration and Finance VP	2,514,956	1,750,134	764,822
Mail Services	284,279	277,789	6,490
Facilities Management	24,679,249	22,845,520	1,833,729
Financial Affairs	6,809,449	6,799,741	9,708
Human Resources	2,396,002	2,326,588	69,414
Information Technology Service	18,364,756	17,809,692	555,064
Public Safety	7,685,990	7,499,379	186,611
Total	62,734,681	59,308,843	3,425,838

In FY 2017, a one-time initiative budget of \$70,500 was allocated to Administration and Finance for an outreach specialist position in Human Resources.

Administration and Finance Division Budget - Self-Support

The self-support budget for Administration and Finance is distributed as shown in the following table:

Self-Support Budget FY 2017	Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Fund Balance Target
Administration and Finance						
Information Technology Services	1,737,588	779,399	0	958,189	1,737,588	0
Total	1,737,588	779,399	0	958,189	1,737,588	0
Distribution Percentage		44.9%	0.0%	55.1%	100.0%	

The table below summarizes the revenue and expenditure expectations for each area.

Administration and Finance - FY 2017	Revenue Expectations				Expenditure Expectations			
	Self Generated	Revenue Transfer	Fund Balance Requirement	Total Revenue	Base Budget	IDC Requirement	Total Expenditures	Balance
Information Technology Services	1,738,200	0	612	1,737,588	1,733,610	3,978	1,737,588	0
Total	1,738,200	0	612	1,737,588	1,733,610	3,978	1,737,588	0

Administration and Finance Division Budget - Auxiliary Enterprises

The breakdown of the auxiliary enterprise budget within Administration and Finance is detailed in the table below. The major auxiliary enterprises within Administration and Finance are the University Store, Dining Services, Parking and Transportation Services, Event and Conference Services, the University Child Care Center, SECU Arena operations and contractual campus security services.

Auxiliary Budget - FY 2017	Auxiliary Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
Administration and Finance									
University Store	0	8,100,000	8,100,000	1,279,334	189,156	526,500	6,100,621	8,095,611	4,389
Dining	0	24,200,000	24,200,000	183,337	28,000	1,573,000	20,300,416	22,084,753	2,115,247
Events and Conference Services	1,761,315	2,400,383	4,161,698	1,152,316	393,739	0	2,615,643	4,161,698	0
Parking and Transportation	3,355,119	5,997,000	9,352,119	1,939,455	897,836	0	6,514,828	9,352,119	0
University Union	1,697,328	0	1,697,328	753,763	52,952	0	890,613	1,697,328	0
West Village Commons	3,378,383	0	3,378,383	245,457	91,136	0	3,041,790	3,378,383	0
TU Marriott	0	1,150,000	1,150,000	5,000	0	74,750	1,045,163	1,124,913	25,087
SECU TC Events Management	280,098	0	280,098	91,936	60,624	0	127,538	280,098	0
University Child Care	535,974	857,000	1,392,974	559,972	327,182	0	505,820	1,392,974	0
Other Auxiliary Services	3,005,716	2,525,430	5,531,146	3,237,755	281,044	108,680	1,839,291	5,466,770	64,376
Auxiliary Services	14,013,933	45,229,813	59,243,746	9,448,325	2,321,669	2,282,930	42,981,723	57,034,647	2,209,099
SECU Arena/Sports Complex Ops	2,112,580	250,000	2,362,580	604,244	6,000	0	1,752,336	2,362,580	0
Public Safety	458,874	0	458,874	0	0	0	458,874	458,874	0
Total	16,585,387	45,479,813	62,065,200	10,052,569	2,327,669	2,282,930	45,192,933	59,856,101	2,209,099
Distribution Percentage				16.8%	3.9%	3.8%	75.5%	100.0%	

Administration and Finance Division Budget - Auxiliary Enterprises

The table below compares the auxiliary budget allocations in FY 2017 and FY 2016. Additional auxiliary fee funding and reallocations provided resources for merit pay, FLSA, the increased cost of fringe benefits, and increased debt and maintenance costs. The allocation also increased as a result of moving athletic facilities and grounds from the President’s Office – Athletic budget to the Administration and Finance Division. In order to accommodate contract increases, additional operating costs were approved for Dining Services, to be supported by Dining’s self-generated revenue. Vacant positions in the University Store were reallocated to Events and Conference Services and University Child Care to better serve the needs of the university.

Administration and Finance	FY 2017	FY 2016	+/-
Auxiliary Services			
University Store	8,095,611	8,819,180	-723,569
Dining	22,084,753	22,392,938	-308,185
Events and Conference Services	4,161,698	3,785,953	375,745
Parking and Transportation	9,352,119	8,485,147	866,972
University Union	1,697,328	2,019,562	-322,234
West Village Commons	3,378,383	3,396,432	-18,049
TU Marriott	1,124,913	1,124,913	0
SECU TC Events Management	280,098	277,221	2,877
University Child Care	1,392,974	1,268,368	124,606
Other Auxiliary Services	5,466,770	5,435,688	31,082
Auxiliary Services Total	57,034,647	57,005,402	29,245
SECU Arena and Sports Complex Operations	2,362,580	2,049,916	312,664
Public Safety	458,874	458,874	0
Total	59,856,101	59,514,192	341,909

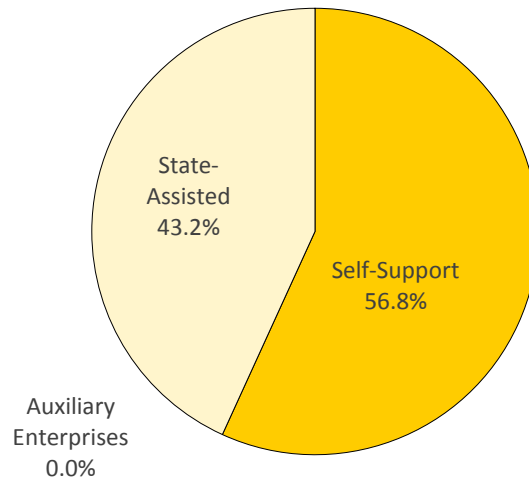
Innovation and Applied Research Division Budget

The table below shows all unrestricted funds for Innovation and Applied Research. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
Center for GIS	0	53,235	0	53,235
Center Professional Studies	0	978,831	0	978,831
Entrepreneurship Incubator	0	282,549	0	282,549
Innovation and Applied Research	1,230,156	114,697	0	1,344,853
Office of IT Services	0	22,191	0	22,191
RESI Research and Consult	0	166,553	0	166,553
Total	1,230,156	1,618,056	0	2,848,212

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.

Innovation and Applied Research – Funding by Source



Innovation and Applied Research Division Budget - State-Assisted

The following table shows the distribution of state-assisted funding within Innovation and Applied Research:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Innovation and Applied Research				
Innovation and Applied Research	819,091	281,254	129,811	1,230,156
Total	819,091	281,254	129,811	1,230,156
Distribution Percentage	66.6%	22.9%	10.6%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA and the increased cost of fringe benefits [\$32,153].

Innovation and Applied Research	FY 2017	FY 2016	+/-
Innovation and Applied Research	1,230,156	1,198,003	32,153
Total	1,230,156	1,198,003	32,153

Innovation and Applied Research Division Budget - Self-Support

The Innovation and Applied Research budget is distributed as shown in the following table:

Self-Support Budget FY 2017	Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Fund Balance Target
Innovation and Applied Research						
Center for GIS	53,235	25,559	391,877	-364,201	53,235	0
Center Professional Studies	980,016	118,436	876,385	-15,990	978,831	1,185
Entrepreneurship Incubator	78,744	0	249,555	32,994	282,549	-203,805
Innovation and Applied Research	98,796	24,159	37,016	53,522	114,697	-15,901
Office of IT Services	22,241	20,862	393,872	-392,543	22,191	50
RESI Resrach and Consult	134,552	87,717	273,295	-194,459	166,553	-32,001
Total	1,367,584	276,733	2,222,000	-880,677	1,618,056	-250,472
Distribution Percentage		17.1%	137.3%	-54.4%	100.0%	

The table below summarizes the revenue and expenditure expectations for each area.

Innovation & Applied Research - FY 2017	Revenue Expectations				Expenditure Expectations			
	Self Generated	Revenue Transfer	Fund Balance Requirement	Total Revenue	Base Budget	IDC Requirement	Total Expenditures	Balance
Center for GIS	10,000	43,235	0	53,235	53,235	0	53,235	0
Center Professional Studies	922,565	57,451	0	980,016	978,831	0	978,831	1,185
Entrepreneurship Incubator	78,744	0	0	78,744	282,549	0	282,549	-203,805
Innovation and Applied Research	89,796	9,000	0	98,796	114,697	0	114,697	-15,901
Office of IT Services	600	21,641	0	22,241	22,191	0	22,191	50
RESI Research and Consult	26,000	108,552	0	134,552	166,553	0	166,553	-32,001
Total	1,127,705	239,879	0	1,367,584	1,618,056	0	1,618,056	-250,472

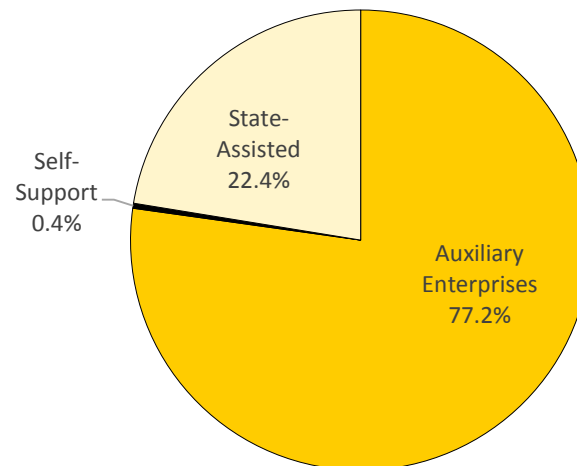
Student Affairs Division Budget

The table below shows all unrestricted funds for Student Affairs. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
Campus Life	1,271,427		4,150,685	5,422,112
Housing & Residence Life			29,522,427	
Office of Diversity	1,184,556		252,423	1,436,979
Student Affairs Administration	1,036,743		978,169	2,014,912
Student Development Programs	6,742,768	160,138	323,915	7,226,821
Total	10,235,494	160,138	35,227,619	16,100,824

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.

Student Affairs – Funding by Source



Student Affairs Division Budget - State-Assisted

State-assisted funding for Student Affairs is distributed per the following table:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Student Affairs				
Campus Life	509,548	298,836	463,043	1,271,427
Office of Diversity	830,467	71,490	282,599	1,184,556
Student Affairs Administration	866,711	24,976	145,056	1,036,743
Student Development Programs	5,239,140	430,417	1,073,211	6,742,768
Total	7,445,866	825,719	1,963,909	10,235,494
Distribution Percentage	72.7%	8.1%	19.2%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA and the increased cost of fringe benefits [\$378,445]. Additional revenue was generated from the Health Center [\$37,000] and from the new orientation program [\$382,500]. Enhancement funding was provided for achievement gap [\$147,000].

Student Affairs	FY 2017	FY 2016	+/-
Campus Life	1,271,427	875,437	395,990
Office of Diversity	1,184,556	1,004,245	180,311
Student Affairs Administration	1,036,743	885,759	150,984
Student Development Programs	6,742,768	6,525,108	217,660
Total	10,235,494	9,290,549	944,945

A one-time initiative budget of \$100,000 was allocated for a position within the Center for Student Diversity, and the operating costs for that position.

Student Affairs Division Budget - Self-Support

The Student Affairs self-support budget is distributed as shown in the following table:

Self-Support Budget FY 2017	Revenue	Regular Salary	Contingent Salary	Operating	FY 2017	Fund Balance Target
Student Affairs						
Student Development Programs	150,480	0	8,750	151,388	160,138	-9,658
Total	150,480	0	8,750	151,388	160,138	-9,658
Distribution Percentage		0.0%	5.5%	94.5%	100.0%	

The table below summarizes the revenue and expenditure expectations for each area. The deficit shown is a result of special circumstances that permit the use of prior year funding, specifically a FY 2011 grant which funds a temporary graduate assistant position within Veterans' Affairs.

Student Affairs – FY 2017	Revenue Expectations				Expenditure Expectations			
	Self Generated	Revenue Transfer	Fund Balance Requirement	Total Revenue	Base Budget	IDC Requirement	Total Expenditures	Balance
Student Development Programs	152,000	0	1,520	150,480	150,258	9,880	160,138	-9,658
Total	152,000	0	1,520	150,480	150,258	9,880	160,138	-9,658

Student Affairs Division Budget - Auxiliary Enterprises

The breakdown of the auxiliary enterprise budget within Student Affairs is detailed in the table below. The auxiliary enterprises within Student Affairs include, but are not limited to, Housing and Residence Life, Campus Recreation Services, Student Activities, Leadershape and diversity programming.

Auxiliary Budget - FY 2017	Auxiliary Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
Student Affairs									
Campus Life	4,111,785	38,900	4,150,685	1,951,210	720,614	0	1,478,861	4,150,685	0
Housing & Residence Life	0	29,722,427	29,722,427	2,484,909	1,299,885	677,438	25,060,195	29,522,427	200,000
Office of Diversity	252,423	0	252,423	0	35,000	0	217,423	252,423	0
Student Affairs Administration	978,169	0	978,169	232,430	233,526	0	512,213	978,169	0
Student Development Programs	323,915	0	323,915	284,475	0	0	39,440	323,915	0
Total	5,666,292	29,761,327	35,427,619	4,953,024	2,289,025	677,438	27,308,132	35,227,619	200,000
Distribution Percentage				14.1%	6.5%	1.9%	77.5%	100.0%	

The table below compares Student Affairs' auxiliary budget allocations in FY 2017 and FY 2016. Additional auxiliary fee funding and reallocations provided resources for merit pay, FLSA, the increased cost of fringe benefits, COLA increases, increased debt and maintenance costs, new operating expenses in Campus Recreation Services including three positions, and new operating expenses in Civic Engagement and Leadership. A new resident life coordinator position was approved for Housing and Residence Life (HRL), to be supported by HRL's self-generated revenue.

Student Affairs	FY 2017	FY 2016	+/-
Campus Life	4,150,685	3,909,836	240,849
Housing & Residence Life	29,522,427	25,125,248	4,397,179
Office of Diversity	252,423	252,423	0
Student Affairs Administration	978,169	808,236	169,933
Student Development Programs	323,915	270,934	52,981
Total	35,227,619	30,366,677	4,860,942

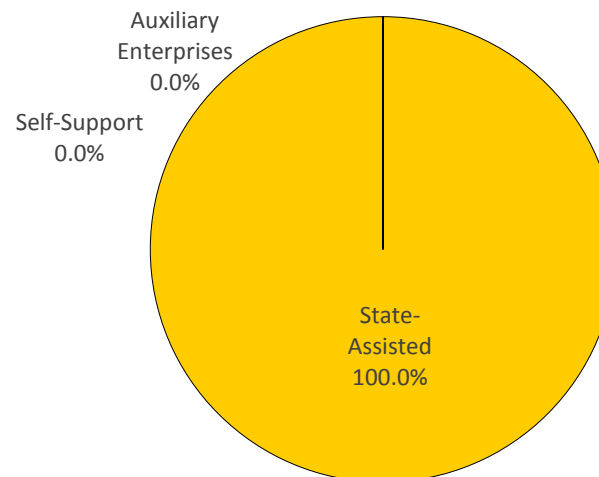
University Advancement Division Budget

The table below shows all unrestricted funds for University Advancement. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
Development & Alumni	3,556,464	0	0	3,556,464
University Advancement	858,497	0	0	858,497
Total	4,414,961	0	0	4,414,961

The chart below shows the breakdown between state-assisted, self-support and auxiliary enterprises funding.

University Advancement – Funding by Source



University Advancement Division Budget - State-Assisted

State-assisted funding for University Advancement is distributed per the table below:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
University Advancement				
Development and Alumni	2,947,517	15,700	593,247	3,556,464
University Advancement	651,054	0	207,443	858,497
Total	3,598,571	15,700	800,690	4,414,961
Distribution Percentage	81.5%	0.4%	18.1%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA and the increased cost of fringe benefits [\$197,196].

University Advancement	FY 2017	FY 2016	+/-
Development and Alumni	3,556,464	3,414,421	142,043
University Advancement	858,497	803,344	55,153
Total	4,414,961	4,217,765	197,196

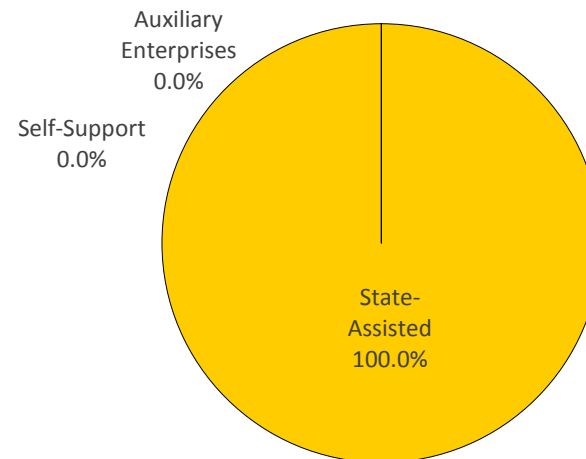
University Marketing and Communications Division Budget

The table below shows all unrestricted funds for University Marketing and Communications. Additional budget details are listed on the following pages.

Expenditures by College	State-Assisted	Self-Support	Auxiliary Enterprises	Total Expenditures
University Marketing	6,033,210			6,033,210
Total	6,033,210	0	0	6,033,210

The chart below shows the breakdown between state-assisted, self-support, and auxiliary enterprises funding.

University Marketing and Communications – Funding by Source



University Marketing and Communications Division Budget - State-Assisted

The table below shows the distribution of state-assisted funding in the Marketing and Communications Division:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
University Marketing & Communications				
University Marketing	3,792,179	242,373	1,998,658	6,033,210
Total	3,792,179	242,373	1,998,658	6,033,210
Distribution Percentage	62.9%	4.0%	33.1%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for merit pay, FLSA and the increased cost of fringe benefits [\$219,050]. Funding was reallocated from the University Contingency for reorganization within WTMD [\$8,587].

University Marketing & Communications	FY 2017	FY 2016	+/-
University Marketing	6,033,210	5,805,573	227,637
Total	6,033,210	5,805,573	227,637

Financial Aid – State Assisted

The table below shows the distribution of state-assisted funding for student Financial Aid:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Financial Aid				
Financial Aid Student - Department Supported	0	0	2,300,000	2,300,000
Financial Aid Student - Restricted	0	0	130,000	130,000
Financial Aid Student - Tuition Supported Aid	0	0	27,028,266	27,028,266
Financial Aid Student - Waivers	948,501	0	1,493,509	2,442,010
Total	948,501	0	30,951,775	31,900,276
Distribution Percentage	3.0%	0.0%	97.0%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Additional funding was provided in FY 2017 for increased independent grant scholarships [\$1,058,846] and graduate assistant waivers [\$47,885].

Financial Aid	FY 2017	FY 2016	+/-
Financial Aid Student - Department Supported	2,300,000	2,300,000	0
Financial Aid Student - Restricted	130,000	130,000	0
Financial Aid Student - Tuition Supported Aid	27,028,266	25,969,420	1,058,846
Financial Aid Student - Waivers	2,442,010	2,394,125	47,885
Total	31,900,276	30,793,545	1,106,731

Central Division Budget - State-Assisted

State-assisted funding for the Central Division is distributed as shown in the following table:

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Central				
Workmen's Compensation/Shady Grove	500,300	0	65,000	565,300
TUSC	0	0	12,000	12,000
Annual Picnic/Insurance and Contracts	0	0	925,000	925,000
State Retirement, Personnel and Budget System Charges	0	0	524,837	524,837
Facilities Operations	0	0	685,378	685,378
Snow Removal/Smoke-Free Operations	0	0	600,000	600,000
Towson City Center Rent	0	0	1,511,759	1,511,759
Student Technology	258,075	0	3,618,075	3,876,150
PC Replacement	0	0	350,000	350,000
Utilities	0	0	10,586,911	10,586,911
7400 York Road	0	0	321,614	321,614
Commencement	0	11,300	243,700	255,000
Retirement and Health Adjustment	-169,238	0	0	-169,238
ADA Coordinator	0	0	0	0
Contingent ACA	0	1,481,635	0	1,481,635
Academic Revenue Bond Payments	0	0	9,542,529	9,542,529
Total	589,137	1,492,935	28,986,803	31,068,875
Distribution Percentage	1.9%	4.8%	93.3%	100.0%

Central Division Budget - State-Assisted

The table below compares the budget allocations in FY 2017 and FY 2016. The considerable funding adjustments are a result of the following:

- The reallocation of camera maintenance to Administration and Finance [\$40,000]
- The reallocation of 7400 York Road operations to Towson City Center rent [\$156,786]
- A student technology increase associated with higher revenue expectations [\$168,150]
- A utilities decrease [\$26,459]; academic revenue bond increase [\$354,589]; and retirement and health adjustment [\$1,202,948]
- The reallocation of an ADA coordinator to the President’s Office [\$96,000]

Central	FY 2017	FY 2016	+/-
Workmen's Compensation/Shady Grove	565,300	565,300	0
TUSC	12,000	12,000	0
Annual Picnic/Insurance and Contracts	925,000	925,000	0
State Retirement, Personnel & Budget System Charges	524,837	524,837	0
Facilities Operations	685,378	725,378	-40,000
Snow Removal/Smoke-Free Operations	600,000	600,000	0
Towson City Center Rent	1,511,759	1,354,973	156,786
Student Technology	3,876,150	3,708,000	168,150
PC Replacement	350,000	350,000	0
Utilities	10,586,911	10,613,370	-26,459
7400 York Road	321,614	478,400	-156,786
Commencement	255,000	255,000	0
Contingent Affordable Care Act – Health Insurance	1,481,635	232,700	1,248,935
Retirement and Health Adjustment	-169,238	-123,251	-45,987
ADA Coordinator	0	96,000	-96,000
Academic Revenue Bond Payments	9,542,529	9,187,940	354,589
Total	31,068,875	29,505,647	1,563,228

Central Division - Auxiliary Enterprises

The breakdown of the Central auxiliary budget is detailed in the table below. The Central Division provides funding for the general auxiliary campus debt and IDC. Its funding may be used to comprise the fund balance if necessary.

Auxiliary Budget - FY 2017	Auxiliary Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
Central									
Burdick Debt	3,171,355	0	3,171,355	0	0	0	3,171,355	3,171,355	0
Central Fund Auxiliary Complex	2,242,882	0	2,242,882	0	0	2,232,182	10,700	2,242,882	0
	4,671,102	0	4,671,102	0	0	0	4,671,102	4,671,102	0
Total	10,085,339	0	10,085,339	0	0	2,232,182	7,853,157	10,085,339	0
Distribution Percentage				0.0%	0.0%	22.1%	77.9%	100.0%	

The table below compares the auxiliary budget allocations in FY 2017 and FY 2016. Additional auxiliary fees were provided for the increased debt and IDC.

Central	FY 2017	FY 2016	+/-
Burdick Debt	3,171,355	3,115,955	55,400
Central Fund Auxiliary Complex	2,242,882	2,128,591	114,291
	4,671,102	4,651,748	19,354
Total	10,085,339	9,896,294	189,045

University Contingency - State-Assisted

Per the table below, all state-assisted funding for the university contingency is allocated to the operating budget. The contingency provides a reserve of funds for any unplanned expenses or potential future reductions to state-assisted funds. It may be used to comprise the fund balance if necessary.

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
University Contingency	0	0	1,102,932	1,102,932
Distribution Percentage	0.0%	0.0%	100.0%	100.0%

The table below compares the budget allocations in FY 2017 and FY 2016. Funding was reallocated from the university contingency to various divisions for personnel reorganizations [\$639,105].

University Contingency	FY 2017	FY 2016	+/-
Total	1,102,932	1,742,037	-639,105

Auxiliary Contingency

The auxiliary contingency provides a reserve of funds for any unplanned expenses, allocated per the following table:

Auxiliary Budget - FY 2017	Auxiliary Student Fee Revenue	Self Generated Revenue	Total Revenue	Regular Salary	Contingent Salary	Internal IDC	Operating	FY 2017	Fund Balance Target
Auxiliary Contingency	1,208,396	0	1,208,396	0	0	0	1,208,396	1,208,396	0
Total	1,208,396	0	1,208,396	0	0	0	1,208,396	1,208,396	0
Distribution Percentage				0.0%	0.0%	0.0%	100.0%	100.0%	

The table below compares the auxiliary contingency budget allocations in FY 2017 and FY 2016.

Auxiliary Contingency	FY 2017	FY 2016	+/-
Auxiliary Contingency	1,208,396	1,691,315	-482,919
Total	1,208,396	1,691,315	-482,919

State-Assisted – Turnover Target

The turnover target comes from anticipated staff position vacancies and allows \$3,550,000 to be budgeted to the operating side of the university. The turnover target distribution is shown in the table below.

State-Assisted Expenditure Budget FY 2017	Regular Salary	Contingent Salary	Operating	FY 2017
Turnover Target	-3,550,000	0	0	-3,550,000
Distribution Percentage	100.0%	0.0%	0.0%	100.0%

The chart below compares the budget allocations in FY 2017 and FY 2016.

Turnover Target	FY 2017	FY 2016	+/-
Total	-3,550,000	-3,550,000	0

Program Budget Summaries

Unrestricted Budget by Program

NACUBO standards dictate that universities organize unrestricted budgets by program to enable accurate comparison between universities. Program descriptions are below. The chart to the right shows a breakdown of the university's unrestricted budget by program.

Program 01 - Instruction

Includes activities that are part of the institution's instructional program. Expenses for credit and noncredit courses; remedial and tutorial instruction, and regular, special, and extension sessions are included.

Program 02 - Research

Includes activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the institution. Included in this category are expenses for individual and/or project research as well as that of institutes and research centers

Program 03 - Public Service

Includes activities established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. These activities include community service programs and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.

Program 04 - Academic Support

Includes activities conducted to provide support services to the institution's primary missions: instruction, research and public service. It includes the retention, preservation and display of educational materials, such as libraries; the provision of services that directly assist the aca-

demically functions of the institution; media such as audio-visual services and technology such as computing support, academic administration (including academic deans but not chairpersons) and personnel development providing administration support and management direction to the three primary missions (instruction, research and public service).

Program 05 - Student Services

Includes activities for offices of admissions and enrollment services and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instructional program. Included in this category are expenses for student activities, cultural events, intramural athletics, student organizations, counseling and career guidance, student aid administration, and offices of enrollment management and student health services.

Program 06 - Institutional Support

Includes expenses for central executive-level activities concerned with management and long-range planning for the entire institution. It includes executive management, fiscal operations, general administration and logistical services, public relations and development, and administrative computing support.

Program 07 - Physical Plant Ops/Maintenance

Activities related to the operation and maintenance of the physical plant, including all operations established to provide services and maintenance related to campus grounds and facilities, utilities and property insurance.

Program 08 - Auxiliary Enterprises

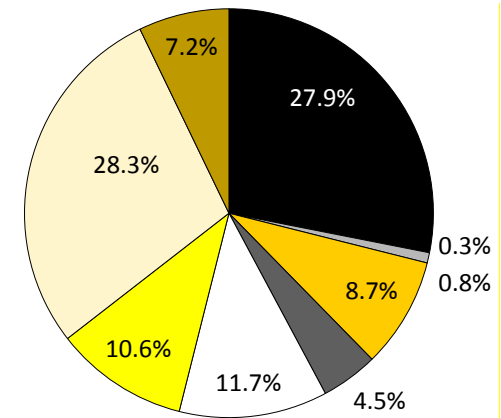
Activities within the university that furnish goods or services to students, faculty, or staff, and charge a fee directly related to, although not necessarily equal to, the cost of the goods or services. Auxiliary enterprises are essentially self-

supporting activities. The general public may be served incidentally by auxiliary enterprises.

Program 17 - Scholarships and Fellowships

Expenses for student awards, i.e. scholarships, tuition remission or graduate assistantships.

Budget Distribution by Program



Academic

Instruction	\$123,983	27.9%
Research	1,115	0.3%
Academic Support	38,935	8.7%
Scholarship & Fellowship	31,900	7.2%
Total Academic	\$195,932	44.0%

Public Service	3,630	0.8%
Student Services	20,099	4.5%
Institutional Support	52,256	11.7%
Oper & Maint of Plant	47,088	10.6%
Auxiliary Enterprises	126,142	28.3%

Total	\$445,148	100.0%
--------------	------------------	---------------

Unrestricted Totals by Program

Unrestricted Expenditures by Program	President's Office	Academic Affairs	Marketing & Comm.	Student Affairs	DIAR	Admin & Finance	Univ. Advncmt	Financial Aid	Central	Cont. Reserve & Turnover	Total
State-Assisted											
Instruction	0	107,342,470	0	0	0	0	0		5,000,915	1,102,932	113,446,317
Research	0	703,032	0	0	0	0	0		0		703,032
Public Service	0	306,027	0	0	0	0	0		0		306,027
Academic Support	163,373	23,184,356	1,212,995	0	0	12,917,773	0		0		37,478,497
Student Services	0	9,008,896	1,631,323	9,198,751	0	0	0		0		19,838,970
Institutional Support	3,643,708	11,757,492	3,188,892	1,036,743	1,230,156	25,976,861	4,414,961		2,819,769	-3,550,000	50,518,582
Oper/Maint, Phys Plant	0	0	0	0	0	23,840,047	0		23,248,191		47,088,238
Scholarship/Fellowship								31,900,276			31,900,276
Subtotal State-Assisted	3,807,081	152,302,273	6,033,210	10,235,494	1,230,156	62,734,681	4,414,961	31,900,276	31,068,875	-2,447,068	301,279,939
Self-Support											
Instruction	0	10,536,781		0	0	0					10,536,781
Research	0	222,724		0	188,744	0					411,468
Public Service	0	1,894,096		65	1,429,312	0					3,323,473
Academic Support	0	1,456,150		0	0	0					1,456,150
Student Services	0	99,796		160,073	0	0					259,869
Institutional Support	0	0		0	0	1,737,588					1,737,588
Oper/Maint, Phys Plant	0	0		0	0	0					0
Scholarship/Fellowship											0
Subtotal Self-Support	0	14,209,547	0	160,138	1,618,056	1,737,588	0	0	0	0	17,725,329
Auxiliary Enterprises											
Auxiliary Enterprises	19,222,661	542,340		35,227,619	0	59,856,101			10,085,339	1,208,396	126,142,456
Subtotal Auxiliary Enterprises	19,222,661	542,340	0	35,227,619	0	59,856,101	0	0	10,085,339	1,208,396	126,142,456
Grand Total Unrestricted	23,029,742	167,054,160	6,033,210	45,623,251	2,848,212	124,328,370	4,414,961	31,900,276	41,154,214	-1,238,672	445,147,724

Restricted Budget Summaries

Restricted Allocation Summary

The university's restricted resources are comprised of government-sponsored research grants and contracts, nongovernmental grants, certain endowment and gift income, and student aid from external sources. The table to the right details the funds that make up the university's restricted-use resources.

Restricted Budget	FY 2017
Federal Grants & Contracts	30,494,225
Private Gifts & Grants	7,645,100
State/Local Grants & Contracts	11,898,006
Endowment Income	75,000
Other Sources	0
Total	50,112,331

Large Grant and Contract Awards

The university receives hundreds of grants and contracts each fiscal year. The awards listed below are in alphabetical order by title and represent some of the major grants and contracts that will be active in FY 2017. Please note that the funds for many of the grants and contracts are awarded over an extended period of time, thus the total award amount of the projects listed below will be greater than the restricted award total (given above) for FY 2017 alone.

Major grants:

Advancing the Understanding of the Ecological Risk of Per- and Polyfluoroalkyl Substances

Award Amount: \$1,220,643

Award Organization: U.S. Department of Defense

Responsible Division: Academic Affairs \ Fisher College \ Environmental Sciences \ Christopher Salice

CAREER: Identifying Small Proteins in E-coli

Award Amount: \$668,658

Award Organization: National Science Foundation

Responsible Division: Academic Affairs \ Fisher College \ Biological Sciences \ Matthew Hemm

CAREER: Secured and Efficient Energy-Based Critical Infrastructure

Award Amount: \$436,453

Award Organization: National Science Foundation

Responsible Division: Academic Affairs \ Fisher College \ Computer & Information Sciences \ Wei Yu

Cosmic Recycling Research: Quasars, Galaxies and Intergalactic Environs

Award Amount: \$637,143

Award Organization: National Science Foundation

Responsible Division: Academic Affairs \ Fisher College \ Physics, Astronomy & Geosciences \ Jennifer Scott

Examining the effects of exercise on the vascular function in obstructive sleep apnea

Award Amount: \$441,527

Award Organization: National Heart, Lung and Blood Institute

Responsible Division: Academic Affairs \ Health Professions \ Kinesiology \ Devon Dobrosielski

Facilitating Seamless Transitions from Community College to TU

Award Amount: \$839,829

Award Organization: National Institute for General Medical Sciences (NIGMS)

Responsible Division: Academic Affairs \ Fisher College \ Biology \ Gail Gasparich

Fuzzy Based Value of Information for Situational Battlefield Awareness

Award Amount: \$491,118

Award Organization: Army Research Labs

Responsible Division: Academic Affairs \ Fisher College \ Computer & Information Sciences \ Robert Hammell

MRI: Acquisition of a Field Emission Scanning Electron Microscope

Award Amount: \$530,545

Award Organization: National Science Foundation

Responsible Division: Academic Affairs \ Fisher College \ Vonnie Shields

Major grants (continued):

SDAT Hosting and Application Agreement 2012-2017

Award Amount: \$1,646,767

Award Organization: Maryland State Department of Assessment and Taxes

Responsible Division: Innovation & Applied Research \ Office of IT Services
\ Wayne Hart

Towson Degree Completion Initiative

Award Amount: \$1,658,385

Award Organization: Maryland Higher Education Commission

Responsible Department: Academic Affairs \ College of Health Professions
\ Nursing \ Bonnie Fuller

Towson University Federal Cyber Service: Scholarship for Service Program

Award Amount: \$1,321,590

Award Organization: National Science Foundation

Responsible Department: Academic Affairs \ Fisher College \ Computer and
Information Sciences \ Shiva Azadegan, Blair Taylor, Alfreda Dudley

Capital Budget Projects

A capital project is generally defined by the USM as any design or construction project that exceeds a total project cost of \$1 million. Capital projects are usually grouped into two categories: State-Funded Capital Projects and System-Funded Capital Projects. Descriptions of ongoing capital projects are provided on the following pages. The projects correspond with the university’s master plan, which is available on the Facilities Management website.

State-Funded Capital Projects

State-funded capital projects are typically financed with bond funds allocated from the state of Maryland budget to individual institutions. Institutions are not required to reimburse the state for these bonds. Projects eligible for funding from the state include both academic and academic support buildings (such as administration buildings, infrastructure and utility improvements). Towson University’s ongoing state-funded capital projects, as requested by TU and supported by the Board of Regents, are listed in chronological order below.

New Science Facility

Total Budget: \$183.8 million
Size: 316,000 GSF
Project Schedule: August 2014 – May 2020

The new Science facility (316,000 GSF/184,730 NASF) will allow for a high level of integration between teaching and research spaces and provide adaptability to allow for future student learning and research grant opportunities. The project will maximize the project goals of Science on Display and Celebrating Research through a highly visible location at the historic front of the university’s campus, and will facilitate collaboration by aligning all of the departments and programs of the Fisher College of Science and Mathematics into two adjacent buildings. The new facility will house Biology, Chemistry, Physics, Astronomy and Geosciences, Environmental Sciences, Molecular Biology, Biochemistry and Bio-Informatics (MB3), and Science Education departments and programs.

College of Health Professions Building

Total Budget: \$156.25 million
Size: 228,993 GSF
Project Schedule: July 2019 (anticipated) – July 2023

A new 228,993 GSF/ 130,853 NASF Health Professions building is proposed to consolidate all of the Health Professions departments into one facility. The

new facility will house the academic undergraduate and graduate programs of the Nursing, Occupational Therapy, Kinesiology, Health Science, and Communications Sciences and Disorders departments. The new facility will address existing facility/space deficiencies and accommodate projected growth in both undergraduate and graduate curriculums in an effort to graduate more health professionals to meet the current and projected state and regional workforce shortage.

Visual Communications Technology Renovation

Total Budget: \$112.65 million
Size: 220,245 GSF
Project schedule: July 2021 (anticipated) – July 2024

The Visual and Communication Technology Renovation project, as proposed, will renovate the 220,000 GSF/ 137,000 NASF of the current Smith Hall. Approximately 65,200 NASF will be renovated for the relocation and consolidation of the Communications and Electronic Film and Media departments. The College of Fine Arts and Communications is currently housed in 151,737 NASF in the Center for the Arts, Media Center and Van Bokkelen Hall. Based on projected enrollment growth, the space need requirement for this college is expected to increase to 217,980 NASF over the ten-year planning period. The remaining space in the building will be repurposed to address the university’s current and projected space need deficit and used primarily for general classroom, office and student support spaces.

System-Funded Capital Projects

System-funded capital projects are financed through the sale of bonds by the USM. The debt service of these bonds is typically a 20-year amortization period paid for by the institution primarily through Auxiliary revenue sources including student fees. Projects eligible for funding through this financing method include dining halls, student unions, parking facilities, recreation facilities and residence hall renovations. Towson University’s ongoing System-Funded Capital projects are listed below.

Recreation Building Phase 2

Total Budget: \$40.5 million
 Size: 90,000 GSF
 Project schedule: April 2014 – November 2017

This project is for the design and construction of a 90,000 GSF/58,000 NASF addition to Burdick Hall to provide additional indoor recreational space to support planned enrollment growth. Indoor spaces will include two multi-purpose courts, additional fitness and cardio areas, studios and support spaces.

Residence Tower Renovation

Total Budget: \$32.4 million
 Size: 101,988 GSF
 Project schedule: July 2015 – January 2018

This project is for the renovation of the Residence Tower, which was constructed in 1972. The building’s infrastructure and systems are at or near the end of their life cycle. This project will completely renovate the building’s exterior envelope, windows, mechanical, electrical, telecommunications and interior finishes.

Newell Dining Renovation

Total Budget: \$5 million (university funded)
 Size: 46,312 GSF
 Project schedule: July 2015 – January 2017

This project is for the comprehensive renovation of Newell Dining Hall. The renovation is slated to include repairs to the exterior building envelope, new lighting, interior finishes, electrical distribution panels, hot water tanks, rooftop HVAC units, trash compactors, chilled water and steam infrastructure and a grease interceptor.

University Union Addition and Renovation

Total Budget: \$103.77 million
 Size: 80,000 GSF new; 168,203 renovated
 Project schedule: January 2017 – July 2021

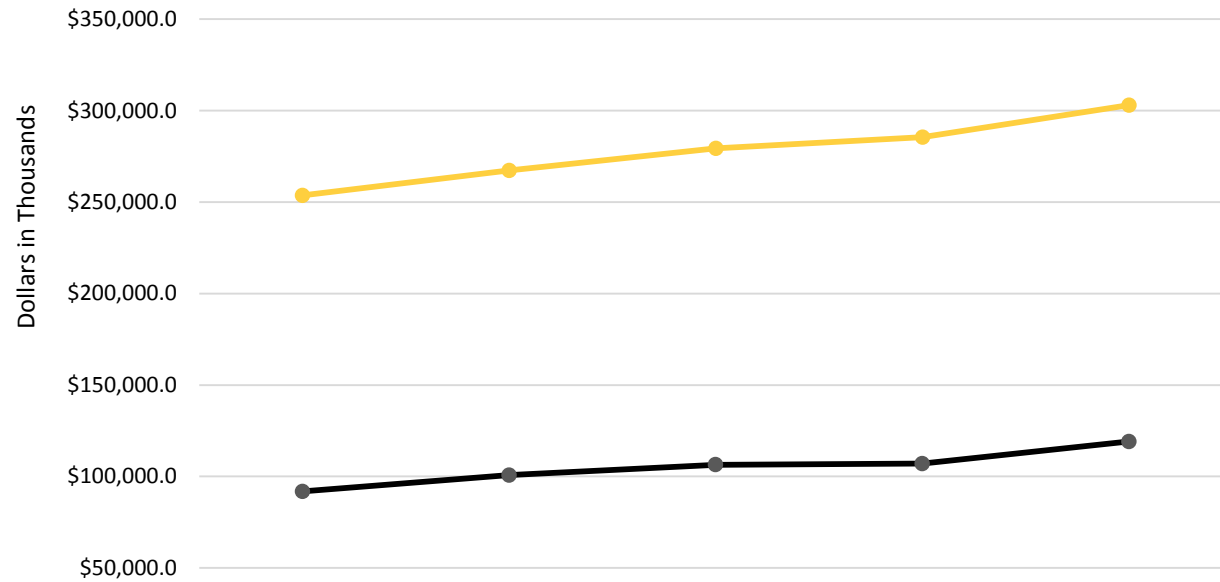
This project involves an addition (80,000 GSF/45,000 NASF) and complete renovation of the existing building (168,203 GSF/109,044 NASF). The university Union is the most heavily utilized facility on campus. There has been a shortage of space in the facility for years, as it was originally designed for an enrollment of 10,000 students. Office and meeting space for student organizations is the most critical space deficiency, along with lounge and study space. At present, many student organizations are without office or support space and are dispersed to inappropriate facilities throughout the campus. Improved merchandising and food service facilities are also needed.

Appendix

Appendix 1: TU Budget Trends

The graph below shows the budget for state appropriations along with fall/spring tuition and fees for the past five years.

State-Assisted Revenue Budget



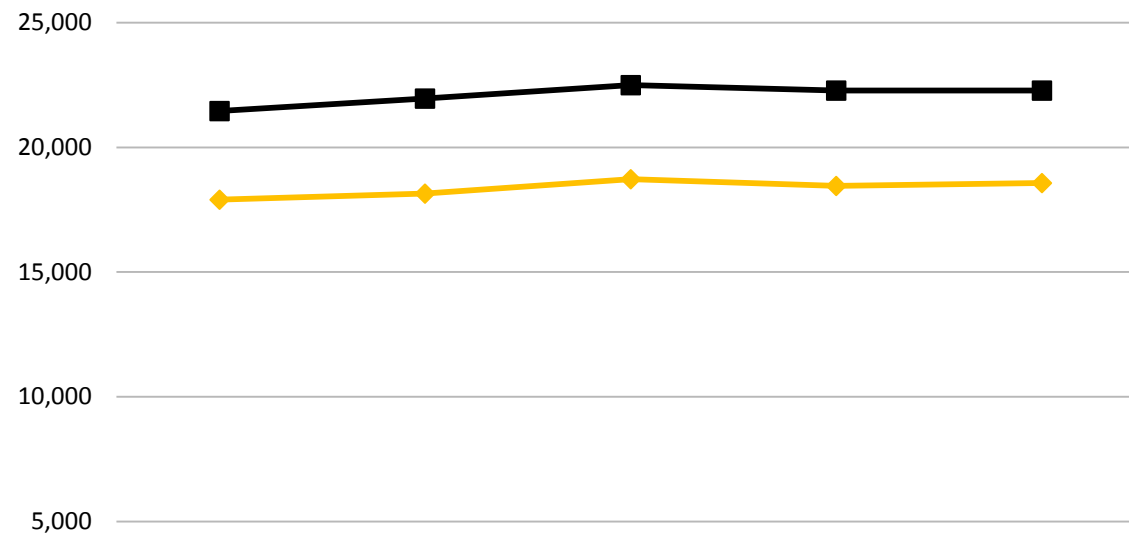
	FY2013	FY2014	FY2015	FY2016	FY2017
● Fall/Spring Tuition and Fees	\$161,754.8	\$166,541.0	\$172,890.2	\$178,538.3	\$183,889.9
● State Appropriations	\$91,854.4	\$100,706.3	\$106,438.7	\$107,050.3	\$119,069.1

● State Appropriations ● Fall/Spring Tuition and Fees

Appendix 2: TU Historical Information

The graph below shows the actual student full-time equivalency (FTE) and student headcount for the past five years.

Student History

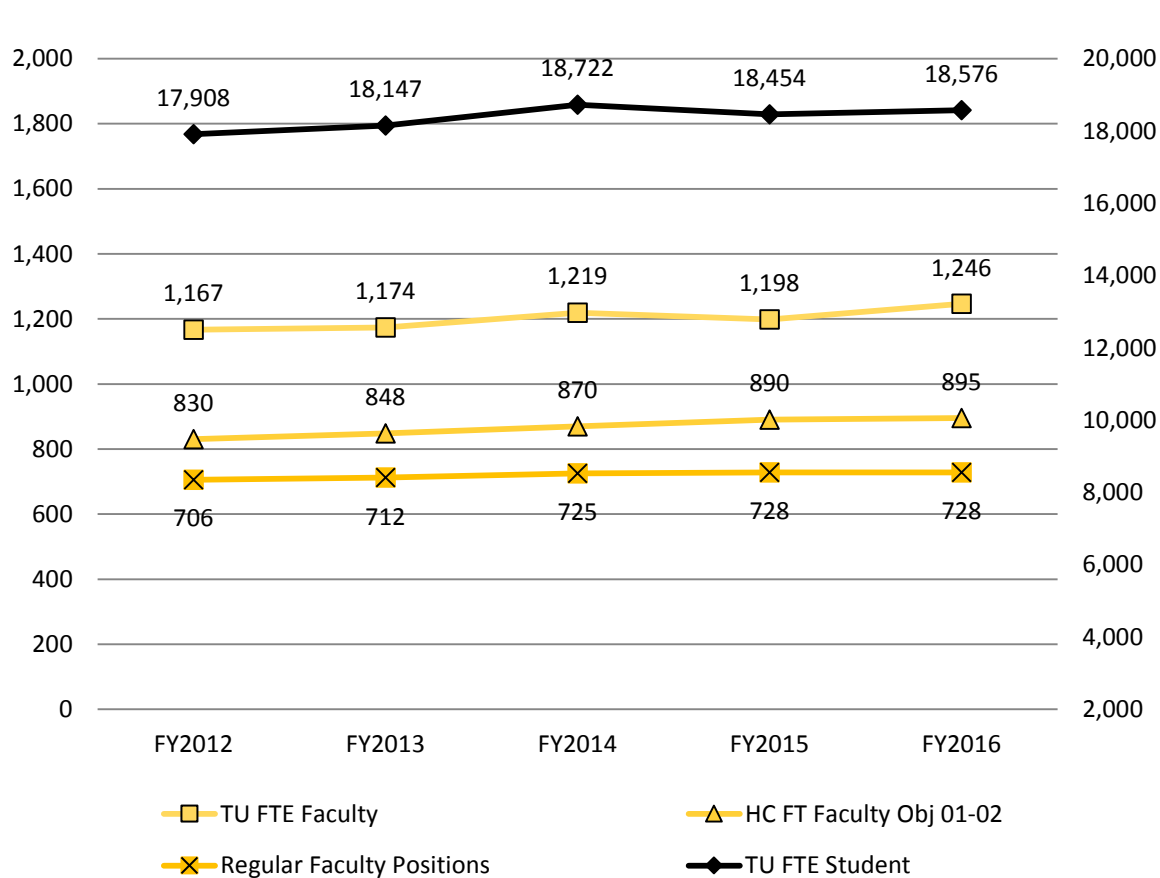


	FY2012	FY2013	FY2014	FY2015	FY2016
◆ TU FTE Student	17,908	18,147	18,722	18,454	18,576
■ TU Student Headcount	21,464	21,960	22,499	22,285	22,284

Appendix 2: TU Historical Information

The graph on the left shows the actual student full-time equivalency (FTE), faculty FTE, faculty full-time headcount in objects 01 and 02, and the number of regular object 01 faculty positions (vacant and filled) for the past five years. The graph on the right shows the number of FTE students for each FTE faculty member and for each regular faculty member over the past five years.

TU Student/Faculty Comparison History

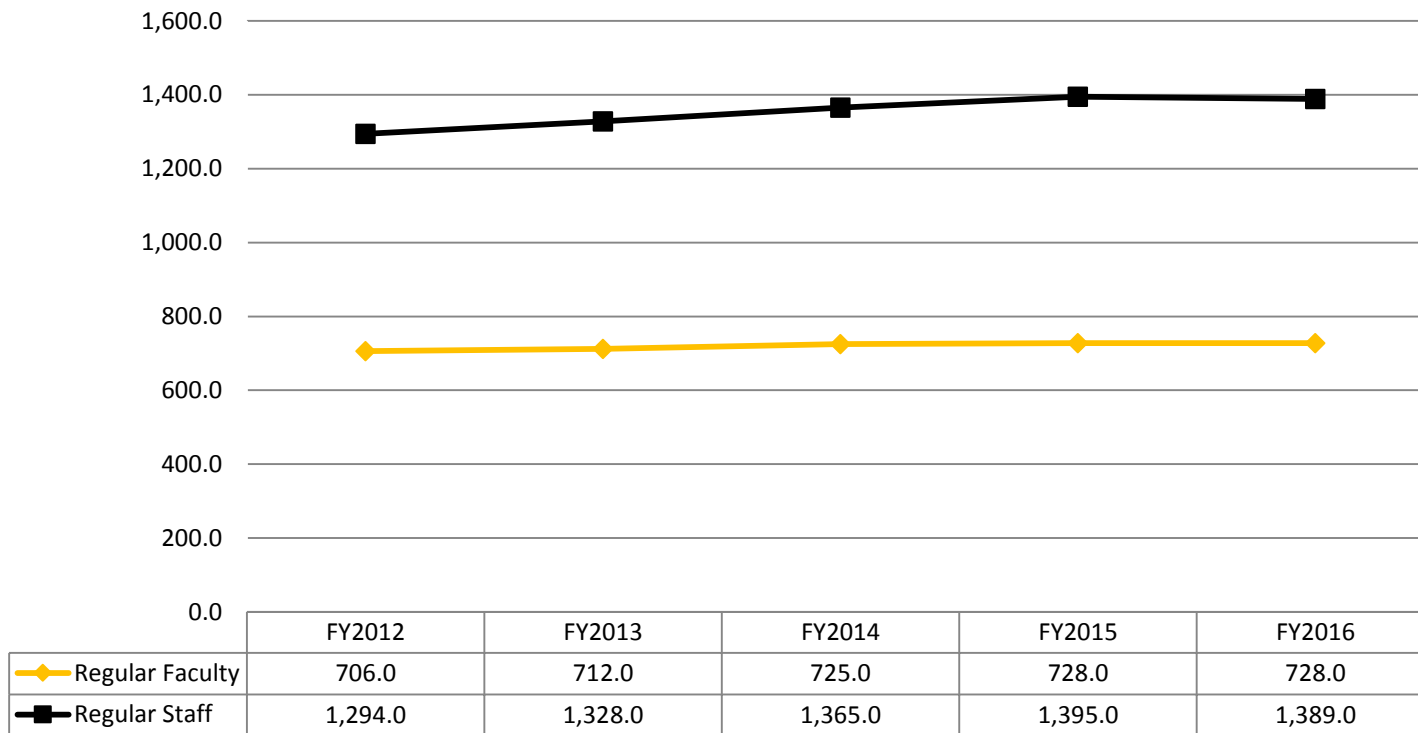


	FTE Student to FTE Faculty Ratio	FTE Student to Regular Faculty Ratio
2012	15.5:1	25:1
2013	15.8:1	25:1
2014	15.4:1	25:1
2015	15.4:1	25:1
2016	14.9:1	25.5:1

Appendix 2: TU Historical Information

The graph below shows the actual number of authorized regular faculty and staff positions for the past five years.

Regular Faculty & Staff Positions (Object 01)



Appendix 3: USM Historical Trends

The table below shows the number of full time equivalent (FTE) students in the USM and each USM institution over the past 14 years.

USM Statewide Annualized FTEs

	USM	Bowie	Coppin	Frostburg	Salisbury	Towson	UB	UMB	UMBC	UMCP	UMES	UMUC
FY 2000	80,403	3,283	2,768	4,174	5,133	12,826	3,048	5,141	8,087	26,138	2,735	7,070
FY 2001	85,367	3,224	2,804	4,299	5,482	13,003	3,110	5,045	8,446	26,592	3,018	10,344
FY 2002	89,715	3,684	2,988	4,304	5,689	13,354	3,132	5,250	8,864	27,544	3,082	11,824
FY 2003	91,887	3,814	2,947	4,438	5,882	13,771	3,280	5,144	9,116	27,619	3,348	12,528
FY 2004	93,510	3,970	2,840	4,503	5,985	13,561	3,355	5,140	9,271	28,254	3,261	13,370
FY 2005	95,592	4,004	3,035	4,401	6,078	13,978	3,646	5,242	9,331	28,088	3,277	14,512
FY 2006	97,206	4,076	3,302	4,206	6,188	14,391	3,303	5,415	9,172	29,002	3,342	14,809
FY 2007	100,892	4,156	3,061	4,162	6,538	15,347	3,401	5,541	9,291	29,241	3,566	16,588
FY 2008	104,101	4,317	3,001	4,265	6,829	16,104	3,724	5,767	9,411	30,179	3,449	17,055
FY 2009	109,236	4,496	3,175	4,434	7,219	17,274	3,985	5,974	9,749	30,728	3,821	18,381
FY 2010	114,148	4,532	3,159	4,646	7,423	17,590	4,274	6,381	10,232	31,328	3,981	20,602
FY 2011	116,212	4,534	3,011	4,733	7,592	17,869	4,429	6,477	10,500	31,532	4,094	21,441
FY 2012	120,484	4,484	2,905	4,608	7,842	17,908	4,425	6,504	10,769	31,483	4,166	25,390
FY 2013	119,187	4,308	2,773	4,573	7,861	18,151	4,458	6,522	11,082	31,331	4,131	23,997
FY 2014	119,438	4,437	2,656	4,559	7,879	18,722	4,438	6,432	11,227	31,353	3,969	23,766
FY 2015	123,525	4,609	2,489	4,608	7,855	18,480	4,359	6,408	11,368	31,820	4,069	27,460
FY 2016	126,948	4,369	2,390	4,670	7,805	18,576	4,203	6,445	11,271	32,140	4,148	30,931

Source: USM Budget Office, USM Institutional Research

Note: UMUC's fiscally self-sustaining status permits use of all credit hours in FTEs computation. All other institutions use only fall and spring credit hours in the computation of annualized FTEs.

Glossary

Academic Support:

Includes activities conducted to provide support services to the institution's primary missions: instruction, research and public service. It includes the retention, preservation and display of educational materials, such as libraries; the provision of services that directly assist the academic functions of the institution; media such as audio-visual services and technology such as computing support, academic administration (including academic deans but not chairpersons) and personnel development providing administration support and management direction to the three primary missions (instruction, research and public service).

AIT:

Applied Information Technology

Appropriation:

An expenditure authorization with specific limitations as to amount, purpose and time; a formal advance approval of expenditure from designated resources available or estimated to be available.

Auxiliary Enterprises:

Activities within the university that furnish goods or services to students, faculty, or staff, and charge a fee directly related to, although not necessarily equal to, the cost of the goods or services. Auxiliary Enterprises are essentially Self-Supporting activities. The general public may be served incidentally by Auxiliary Enterprises.

Capital Budget:

Generally covers expenditures for the construction or renovation of major facilities.

CIAT:

The Center for Instructional Advancement and Technology (CIAT) supports excellence in teaching and learning by assisting Towson University faculty through instructional design consultations and training; graphic and illustration design; and videography services to for the development of curriculum and course materials; and the implementation of teaching and learning strategies.

CAIT:

See "AIT"

COLA:

Cost of Living Adjustments

Contingent Salaries, Wages and Fringe Benefits:

Employees not in a state PIN (Position Identification Number) and hired on a contractual or temporary basis. All expenses associated with the temporary employee's income are included in this grouping.

Current Funds:

Economic resources, expendable and set aside by the institution for carrying out the primary purposes of the institution, to be expended in the near term and used for operating purposes.

DBM:

Department of Budget and Management

Education and General Self-Support:

See "Sales and Services of Educational Activities"

Education and General State-Assisted:

Education and General (E&G) expenses are recorded for all expenses that are not for Auxiliary Enterprises. They are normally categorized as instruction, research, public service, academic support, student services,

institutional support, operation and maintenance of plant, and scholarships and fellowships.

Endowment Funds:

Funds, the principle of which a donor or other outside agency has stipulated, as a condition of the gift, remain intact (nonexpendable) in perpetuity, and that only the income from the investment of the fund may be expended.

Endowment Income:

Yield, usually in the form of interest or dividends, which occurs as a result of investing the principal of an endowment fund. Capital gains and losses are not part of this.

Fiscal Year:

The period used by the state for budgeting and account purposes. It begins July 1 and runs through June 30 the following calendar year.

Foundation:

Towson University Foundation, Inc. was established in 1970 as a 501 (c) (3) non-profit corporation in order to manage gifts and other funds received for the benefit of TU. The Foundation is organized to receive, hold, invest, manage, use, dispose of and administer property of all kinds whether given absolutely, in trust, by way of agency or otherwise for the benefit and promotion of TU or for education and support activities.

Full-Time Equivalent (FTE):

A means for expressing part-time students or faculty as a full-time unit. The formula is generally based on credit hours. Example: An institution may define full-time as being twelve credit hours; a student taking three credit hours would then be equal to .25 FTE.

Glossary (continued)

Fund Balance:

The difference between actual revenue and actual expenditures.

Furlough:

Furlough is the term used when employees are placed in a temporary non-duty, non-pay status for required budgetary reasons.

Grants and Contracts:

Revenues from governmental agencies (federal, state, or local) received or made available from grants, contracts and cooperative agreements that are not considered contributions.

Gross Square Feet (GSF):

Unit of measurement of a building from outside its exterior walls. This is the standard used throughout the construction industry.

Indirect Cost Assessment (IDC):

An assessment charged to non-state and auxiliary enterprises activities to recover the cost of providing services that are not a direct-billed service (e.g., payroll processing).

Institutional Support:

Includes expenses for central executive-level activities concerned with management and long-range planning for the entire institution. It includes executive management, fiscal operations, general administration and logistical services, public relations and development, and administrative computing support.

Instruction:

Includes activities that are part of the institution's instructional program. Expenses for credit and noncredit courses; remedial and

tutorial instruction, and regular, special, and extension sessions are included.

Investment Income:

Interest revenue earned on cash balances as allocated by the Comptroller of the State of Maryland.

LIMS:

Library Information Management System

Mandatory Transfers:

Transfers arising out of (1) binding legal agreements related to the financing of the educational plant such as amount for debt retirement, interest and required provisions for renewals and replacement of plant, not financed from other sources, and (2) grant agreements with agencies of the federal government, donors and other organizations to match gifts and grants to loan funds.

Miscellaneous Sources:

All sources of current funds revenue not included in other classifications.

Non-Mandatory Transfers:

Transfers that serve a variety of objectives such as moving monies generated through auxiliary enterprises to scholarship funds for use in providing scholarships, or to a capital outlay group for use in providing project funding.

Operating Budget:

Generally includes all of the regular unrestricted income available to the institution plus those restricted funds that are earmarked for instructional activities and department support. Activities included in the operating budget are the basic expenses of departments, schools, and

colleges, including personnel and day-to-day operating costs; student services; libraries; administration; campus operations and maintenance; development; and the unrestricted portion of endowment income, gifts and student aid.

Operation and Maintenance of Physical Plant:

Activities related to the operation and maintenance of the physical plant, including all operations established to provide services and maintenance related to campus grounds and facilities, utilities and property insurance.

Permanent Salaries, Wages and Fringe Benefits:

Employees in a state authorized position (SAP) and hired on a permanent basis. All expenses associated with the permanent employee's income are included in this grouping.

Private Gifts and Grants:

Revenues generated from individuals and non-governmental sources. Includes revenue received from private donors for which no legal consideration is involved.

Public Service:

Includes activities established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. These activities include community service programs and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.

Glossary (continued)

Quasi-Endowment Funds:

Funds, functioning as an endowment, that are unrestricted resources. The decision to invest otherwise spendable resources is made by the institution's governing board or management. These internal designations can be reversed.

Research:

Includes activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the institution. Included in this category are expenses for individual and/or project research as well as that of institutes and research centers.

Restricted Budget:

Encompass governmentally sponsored research grants and contracts, nongovernmental grants, certain endowment and gift income, and student aid from external sources.

Restricted Funds:

Funds limited to a specific use by outside agencies or persons, as distinguished from funds over which the institution has complete control and freedom as to use. Restricted funds have an externally established limitation or stipulation placed on their use.

Sales and Service of Auxiliary Enterprises:

See "Auxiliary Enterprises."

Sales and Services of Educational Activities:

Revenues that are related incidentally to the conduct of instruction, research, and public service and revenues of activities that exist to provide instructional and laboratory experience for students and that incidentally create goods and services that may be sold to students, faculty, staff and the general public.

Scholarships and Fellowships:

Expenses for student awards, i.e. scholarships, tuition remission or graduate assistantships.

State Appropriations:

Unrestricted revenue received for current operations from, or made available to the institution by, legislative acts or the local taxing authority (the state of Maryland). This category does not include government grants and contracts. Also referred to as general funds.

State Authorized Position (SAP):

Regular employee hired on a permanent basis. Formerly known as a position identification number, or PIN.

State Funded Capital Projects:

State funded capital projects are those financed from general funds allocated from the state of Maryland budget to individual institutions. These funds are not required to be repaid to the state by the university. Projects eligible for funding from the state include academic and academic support buildings, including administration buildings, infrastructure and utility improvements.

Student Services:

Includes activities for offices of admissions and enrollment services and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instructional program. Included in this category are expenses for student activities, cultural events, intramural athletics, student organizations, counseling and career guidance, student aid administration, and

offices of enrollment management and student health services.

System Funded Capital Projects:

System funded capital projects are financed through the sale of auxiliary bonds by USM. The debt service of these bonds, typically a 20 year amortization period, is paid for by the institution through auxiliary revenue sources, including student fees. Projects that are eligible for funding through this financing method include dining halls, student unions, recreation facilities, parking facilities and the renovation of residence halls.

TLN:

Towson Learning Network

Tuition and Fees:

Includes all tuition and fees assessed (net of refunds and discounts) for educational purposes.

Unrestricted Funds:

Resources provided to the institution with no restrictions on their use.

Vacant Position Attrition Earnings:

The Executive and Legislative Branches of the Government require agencies to budget for less than 100 percent employment levels. Generally, the expectation of vacant positions is between 2 percent and 4 percent.

Acknowledgements

EXECUTIVE STAFF

Kim Schatzel, *President*
Timothy Chandler, *Provost and Vice President for Academic Affairs*
Joseph Oster, *Vice President of Administration and Finance and Chief Fiscal Officer*
Daraius Irani, *Vice President for Innovation and Applied Research*
Debra Moriarty, *Vice President for Student Affairs*
Michael Cather, *Interim Vice President for University Advancement*
Marina Cooper, *Interim Vice President of Marketing and Communications*
Tim Leonard, *Director of Athletics*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2017 Operating Budget and Plan would not have been possible without the hard work and dedication of the University Budget Office staff who develop, monitor and analyze the complex, multi-million dollar budget of this institution.

Cathy Mattingly, *Director*
Dorothy Proctor, *Associate Budget Director*
Donna M. Auvil, *Budget Coordinator*
Erica D. Jones, *Budget Coordinator*
Deanna Martinez, *Financial Transaction Supervisor*

RESOURCE PLANNING AND ADVISORY COMMITTEE (Academic Year 2015-2016)

The Resource Planning and Advisory Committee (RPAC) is the University Senate's representative voice in Towson University's annual resource planning process. The committee supports the university in a consultative manner by reviewing, advising and recommending on the following:

- annual funding priorities
- annual tuition and fees
- amendments for modifications to the ten-year capital plan
- changes to fiscal policies of the University
- funding priorities in the event of a financial crisis

The RPAC representatives involved in developing Towson University's FY 2017 Operating Budget are listed below in alphabetical order:

Jennifer Ballengee, *University Senate*
Babu Barajwaj, *College of Business and Economics*
Cassy Bennett, *President's Office (ex-officio, non-voting)*
Elizabeth Carbone, *University Advancement*
Timothy Chandler, *Provost's Office (ex-officio, non-voting)*
Paul Evitts, *College of Health Professions*
Jennifer Gajewski, *President's Office (ex-officio, non-voting)*
Shana Gass, *Library*
Amanda Keister, *Graduate Student Association*
Gary Levy, *Provost's Office (ex-officio, non-voting)*
Qing Li, *College of Education*

Bonnie Lingelbach, *Student Affairs*
Michelle Manasse, *AAUP (ex-officio)*
Cathy Mattingly, *University Budget Office (ex-officio, non-voting)*
Jessica Minkove, *Athletics*
Christina Morgan, *Innovation and Applied Research*
Renee Norman, *TU Staff Council*
Joe Oster, *Administration and Finance (ex-officio, non-voting)*
David Ownby, *Fisher College of Science and Mathematics*
Marina Cooper, *University Marketing and Communications*
Scheina Pinchinat, *Student Government Association*
David Reiss, *College of Fine Arts and Communication*
Alex Storrs, *Faculty Salary Review Committee*
Tim Sullivan, *University Senate (ex-officio)*
Virginia Thompson, *College of Liberal Arts*
David Vanko, *Dean's representative*
Carol Wettersten, *Administration & Finance*

EDITORIAL AND DESIGN

Pamela Gorsuch, *Communications Manager, Administration and Finance*
Tyler New, *Graduate Assistant, Administration and Finance*