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DIVISION OF **ADMINISTRATION & FINANCE**

INTERNAL OPERATING BUDGET AND PLAN

FISCAL YEAR **2018**



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Introduction

The FY 2018 Operating Budget and Plan for Towson University presents a detailed outline of the university's internal budget during fiscal year 2018 (academic/calendar year 2017-2018). 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).

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 the budget process calendar followed by a brief institutional profile, a summary of the overall university budget and then a summary of the university's unrestricted budget. The unrestricted budget 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.

In FY 2017 all initiative increases were designated as one-time. The distribution of FY 2017 initiative funding was re-evaluated during the FY 2018 budget process and is detailed in the Divisional Budget Summaries Section. All new funding approved in FY 2018 was linked to TU's Strategic Plan Goals and is featured in the new "Highlights of Funding for Strategic Plan Goals" section.

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) has been 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 44% 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 eighteen 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 2017 Planning Cycle | ↓ | FY 2018 Planning Cycle |
| | 2016 | |
| <ul style="list-style-type: none"> ▪ Governor releases FY17 Budget ▪ FY17 Tuition & Mandatory Fee Rate Submitted to USM | Jan | <ul style="list-style-type: none"> ▪ BOR 10 Year Enrollment Plan Submitted |
| <ul style="list-style-type: none"> ▪ FY17 Room, Board & Student Parking Fee Presentation to SGA ▪ Internal FY17 Budget Submission Due to UBO ▪ Refine FY17 Enrollment Projections | Feb | |
| <ul style="list-style-type: none"> ▪ FY17 Room, Board & Student Parking Rates submitted to USM ▪ Internal FY17 Budget Presentation to RPAC | Mar | |
| <ul style="list-style-type: none"> ▪ FY17 Final Budget Decision from DLS & General Assembly ▪ FY17 Board, & Student Parking Fee Approval from BOR ▪ RPAC Makes Final Recommendations for FY17 Internal Budget | Apr | |
| <ul style="list-style-type: none"> ▪ FY17 Final Review and Approval of Fees by RPAC ▪ FY17 Tuition & Fee Approval from BOR ▪ 1st Time Full-Time Enrollment Contracts Due ▪ FY17 Internal Budgets Loaded in PeopleSoft | May | |
| | Jun | FY16 BUDGET ENDS |
| FY17 BUDGET BEGINS | Jul | |
| <ul style="list-style-type: none"> ▪ FY17 Working Budget Amendment Due if Required | Aug | <ul style="list-style-type: none"> ▪ Receive Governor's Instructions for FY18 Budget Request |
| | Sept | <ul style="list-style-type: none"> ▪ Towson submits FY18 Budget Request to USM |
| <ul style="list-style-type: none"> ▪ FY17 Operating Budget & Plan Book Published | Oct | |
| | Nov | <ul style="list-style-type: none"> ▪ FY18 Tuition & Mandatory Fee Presentation to SGA |
| | Dec | <ul style="list-style-type: none"> ▪ Internal FY18 Guideline Letters are distributed |
| | 2017 | |
| <ul style="list-style-type: none"> ▪ BOR 10 Year Enrollment Plan Submitted | Jan | <ul style="list-style-type: none"> ▪ Governor releases FY18 Budget ▪ FY18 Tuition & Mandatory Fee Rate Submitted to USM |
| | Feb | <ul style="list-style-type: none"> ▪ FY18 Room, Board & Student Parking Fee Presentation to SGA ▪ Bi-Annual General Assembly Operating Budget Testimony ▪ Internal FY18 Budget Submission Due to UBO ▪ Refine FY18 Enrollment Projections |
| | Mar | <ul style="list-style-type: none"> ▪ FY18 Room, Board & Student Parking Rates submitted to USM ▪ Internal FY18 Budget Presentation to RPAC |
| | April | <ul style="list-style-type: none"> ▪ FY18 Final Budget Decision from DLS & General Assembly ▪ FY18 Board, & Student Parking Fee Approval from BOR ▪ RPAC Makes Final Recommendations for FY18 Internal Budget |
| <ul style="list-style-type: none"> ▪ FY17 Closing Budget Amendment Due if Required | May | <ul style="list-style-type: none"> ▪ FY18 Final Review and Approval of Fees by RPAC ▪ FY18 Tuition & Fee Approval from BOR ▪ 1st Time Full-Time Enrollment Contracts Due ▪ FY18 Internal Budgets Loaded in PeopleSoft |
| FY17 BUDGET ENDS | Jun | |
| | Jul | FY18 BUDGET BEGINS |
| <ul style="list-style-type: none"> ▪ Receive Governor's Instructions for FY19 Budget Request ▪ Towson submits FY19 Budget Request to USM | Aug | <ul style="list-style-type: none"> ▪ FY18 Working Budget Amendment Due if Required |
| | Sept | |
| <ul style="list-style-type: none"> ▪ FY19 Tuition & Mandatory Fee Presentation to SGA ▪ Internal FY19 Guideline Letters are distributed | Oct | <ul style="list-style-type: none"> ▪ FY18 Operating Budget & Plan Book Published |
| | Nov | |
| | Dec | |
| | May-18 | <ul style="list-style-type: none"> ▪ FY18 Closing Budget Amendment Due if Required |
| | Jun-18 | FY18 BUDGET ENDS |

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 |
|------------------------------|--------------------|-------------|-----------|--------------------|-------------|------------|---------------------|
| | FY2018 | FY2017 | +/- | FY2018 | FY2017 | +/- | FY 2018 |
| State-Assisted Budget | 307,372,708 | 302,958,971 | 4,413,737 | 307,372,708 | 301,279,939 | 6,092,769 | 0 |
| Self-Support Budget | 18,896,222 | 17,682,008 | 1,214,214 | 17,841,655 | 17,725,329 | 116,326 | 1,054,567 |
| Auxiliary Enterprises Budget | 132,467,742 | 128,551,555 | 3,916,187 | 130,186,879 | 117,142,456 | 13,044,423 | 2,280,863 |
| Total Unrestricted | 458,736,672 | 449,192,534 | 9,544,138 | 455,401,242 | 436,147,724 | 19,253,518 | 3,335,430 |
| Restricted Budget | 50,112,331 | 50,112,331 | 0 | 50,112,331 | 50,112,331 | 0 | 0 |
| Grand Total | 508,849,003 | 499,304,865 | 9,544,138 | 505,513,573 | 486,260,055 | 19,253,518 | 3,335,430 |

Note: Capital budget projects are located on page 61.

Sources of Operating Revenue

Towson University’s estimated revenue budget for FY 2018 is \$508.8 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 2018 TU will receive an estimated \$120.4 million in state appropriations, which is a \$1.4 million increase over FY 2017.

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 2017 to FY 2018. The undergraduate out-of-state and graduate tuition increased 5.0 percent from FY 2017. The total estimate for tuition revenue in FY 2018 is \$164.2 million.

The technology fee increased 7.5 percent from FY 2017 to FY 2018. The total estimate for technology fee revenue in FY 2018 is \$4.1 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 2018 is \$5.5 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 2018 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, interest, library fines and indirect cost recovery from grants and contracts. The total estimate for other fees and revenue in FY 2018 is \$3.4 million.

Self-Support

This category includes all self-generating revenue within the self-support area. The total estimate for self-support revenue is \$18.9 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 \$53.2 million in FY 2018, which is \$2.8 million more than FY 2017. The self-generated revenue is estimated to produce \$79.3 million in FY 2018, which is \$1.1 million more than FY 2017.

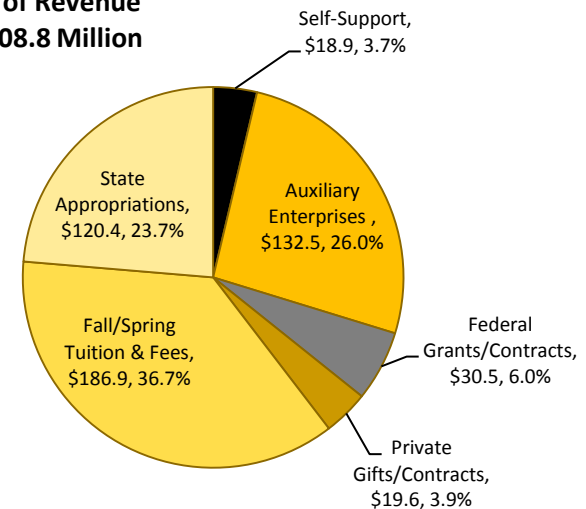
Federal Grants/Contracts

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 \$508.8 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 2018 | FY 2017 | +/- |
|--|--------------------|--------------------|------------------|
| State-Assisted Funds | | | |
| State Appropriations | 120,437,831 | 119,069,060 | 1,368,771 |
| Fall/Spring Tuition | 164,234,093 | 161,872,466 | 2,361,627 |
| Technology Fee | 4,101,600 | 3,876,150 | 225,450 |
| Student User Fees | 5,475,675 | 5,270,365 | 205,310 |
| Summer/Minimester Overhead | 4,173,225 | 4,173,225 | 0 |
| Indirect Cost Recovery from Auxiliary Enterprises and Self Support | 5,546,784 | 5,494,205 | 52,579 |
| Other Fees and Unrestricted Revenue | 3,403,500 | 3,203,500 | 200,000 |
| Subtotal State-Assisted Funds | 307,372,708 | 302,958,971 | 4,413,737 |
| Self-Support Funds | | | |
| Summer and Minimester Revenue | 13,830,000 | 13,830,000 | 0 |
| Self-Generated Revenue | 5,066,222 | 3,852,008 | 1,214,214 |
| Subtotal Self-Support Funds | 18,896,222 | 17,682,008 | 1,214,214 |
| Auxiliary Enterprises Funds | | | |
| Auxiliary Student Fee | 53,172,665 | 50,402,954 | 2,769,711 |
| Self-Generated Revenue | 79,295,077 | 78,148,601 | 1,146,476 |
| Subtotal Auxiliary Enterprises Funds | 132,467,742 | 128,551,555 | 3,916,187 |
| Restricted Funds | | | |
| Federal Grants/Contracts | 30,494,225 | 30,494,225 | 0 |
| Private State Gifts/Contracts | 19,618,106 | 19,618,106 | 0 |
| Subtotal Restricted Funds | 50,112,331 | 50,112,331 | 0 |
| Total Funds | 508,849,003 | 499,304,865 | 9,544,138 |

Expenditure Operating Summary

The expenditure budget chart below shows the original budget for the entire campus.

| Expenditure Budget | FY 2018 | FY 2017 | +/- |
|--|--------------------|--------------------|-------------------|
| State-Assisted Funds | | | |
| Executive Division | 6,871,685 | 3,807,081 | 3,064,604 |
| University Marketing and Communications Division | 6,437,488 | 6,033,210 | 404,278 |
| Academic Affairs Division | 153,013,756 | 152,302,273 | 711,483 |
| Student Affairs Division | 10,437,087 | 10,235,494 | 201,593 |
| Innovation & Applied Research Division | 1,705,931 | 1,230,156 | 475,775 |
| Administration & Finance Division | 61,136,448 | 62,734,681 | -1,598,233 |
| University Advancement Division | 4,689,232 | 4,414,961 | 274,271 |
| Financial Aid | 32,395,240 | 31,900,276 | 494,964 |
| Central Division | 33,524,599 | 31,068,875 | 2,455,724 |
| University Contingency | 711,242 | 1,102,932 | -391,690 |
| Turnover Target | -3,550,000 | -3,550,000 | 0 |
| Subtotal State-Assisted Funds | 307,372,708 | 301,279,939 | 6,092,769 |
| Self-Support Funds | | | |
| Academic Affairs Division | 14,104,328 | 14,209,547 | -105,219 |
| Student Affairs Division | 233,105 | 160,138 | 72,967 |
| Innovation & Applied Research Division | 1,728,605 | 1,618,056 | 110,549 |
| Administration & Finance Division | 1,775,617 | 1,737,588 | 38,029 |
| Subtotal Self-Support Funds | 17,841,655 | 17,725,329 | 116,326 |
| Auxiliary Enterprises Funds | | | |
| Executive Division - Athletics | 20,203,669 | 19,222,661 | 981,008 |
| Academic Affairs Division | 542,340 | 542,340 | 0 |
| Student Affairs Division | 36,419,147 | 35,227,619 | 1,191,528 |
| Administration & Finance Division | 60,713,479 | 59,856,101 | 857,378 |
| Central Division | 11,612,086 | 1,085,339 | 10,526,747 |
| Auxiliary Contingency | 696,158 | 1,208,396 | -512,238 |
| Subtotal Auxiliary Enterprises Funds | 130,186,879 | 117,142,456 | 13,044,423 |
| Restricted Funds | | | |
| Federal Grants/Contracts | 30,494,225 | 30,494,225 | 0 |
| Private Gifts/Contracts | 19,618,106 | 19,618,106 | 0 |
| Subtotal Restricted Funds | 50,112,331 | 50,112,331 | 0 |
| Total Funds | 505,513,573 | 486,260,055 | 19,253,518 |

Highlights of New Internal Operating Funding for Strategic Plan Goals

Additional funding to each divisional budget is linked to eight strategic university goals and guided by eight presidential priorities:

Strategic Goal 1: Academic Excellence and Student Success

- \$975,015– Promotions and tenure for permanent faculty and librarians
- \$127,849 – Library Information Management System (LIMS) increase
- \$73,977 – Required contingent II staff positions conversion to permanent positions
- \$232,500 – Permanent Academic Advising and Administrative Assistant positions, contingent summer staff advising positions, and supplies and brochures needed for student orientation program
- \$437,700 – Permanent Identity & Access Administrator, Solutions Architect, and Solutions Analyst positions
- \$300,198 – Graduate Assistant tuition remission, and IG scholarship increases
- \$259,419 – Salesforce admissions applications, licenses, social studio, and license true up/renewal
- \$68,000 – Permanent Assistant Director of Assessment and Operations position in the Career Center
- \$1,314,783 – Academic Bond Debt, facilities renewal and replacement, and Towson City rent increases

Strategic Goal 2a: Innovation in Teacher and Leader Preparation

Strategic Goal 2b: STEM Workforce Development

- ❖ See Capital Funding for new Science Building – page 61

Strategic Goal 2c: National and International Reputation for Arts and Arts Education

Strategic Goal 3: Innovation, Entrepreneurships, and Applied Research

- \$389,109 – Permanent Major Gifts Director, Alumni Outreach & Engagement Director, Alumni Career and Campus Relations Director, and Annual Giving Associate Director positions
- \$476,863 – BTU Partnerships Coordinator and resources to support BTU throughout campus

Strategic Goal 4: Internships and Experiential Learning Opportunities

Strategic Goal 5: A Model for Leadership Development

Highlights of Funding for Strategic Plan Goals (continued):

Strategic Goal 6: A Model for Campus Diversity

- \$373,035 – Permanent VP and Administrative Assistant for Inclusion and Institutional Equity positions and Assistant Director for Inclusion position
- \$15,000 – Cultural competency programming for faculty and staff
- \$16,000 – Intergroup dialog program and diversity & inclusion workshops for faculty and staff
- \$61,000 – Title IX case management systems, training for faculty and staff, additional training for diversity personnel
- \$15,000 – DAC work groups and programming for faculty/staff affinity groups
- \$100,000 – Permanent CSD Associate Director for Cultural Competency Education position and resources associated with new position
- \$289,662 – Permanent Staff Attorney, Paralegal and Outreach Specialist positions and continuing education and certifications associated with positions
- \$81,910 – Permanent Assistant Director of Civility Education position and resources associate with position

Strategic Goal 7: Student, Faculty, Staff, and Community Well-being

- \$10,000 – Community relations outreach events, publications, displays, and deliverables
- \$13,734 – Required contingent II staff positions conversions to permanent positions
- \$47,520 – New project tracking system, improvements and content development to TU website, and professional development for digital strategy team
- \$250,000 – Market list and recruitment event cost for prospective students at TU main campus and TUNE
- \$15,000 – Student ambassador minimum wage increase
- \$30,100 – Graduate Assistants for presidential communications and to work on metrics and assessment in facilities
- \$39,975 – Neighborhood patrol and TU Police Department operations increase
- \$94,463 – Permanent Multi-Trade Supervisor position
- \$81,780 – Permanent Counseling Center Staff Psychologist position

Strategic Goal 8: Excellence in Athletics

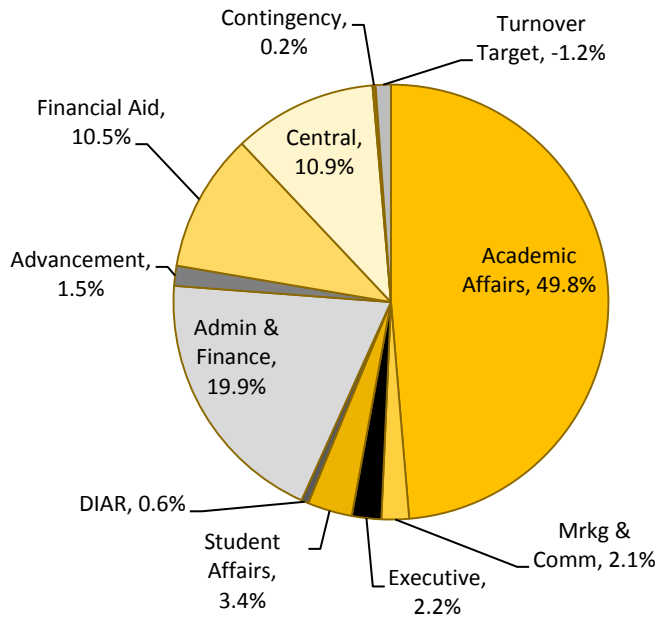
- \$194,766 – Athletic academic scholarship increase

Unrestricted Budget Summaries

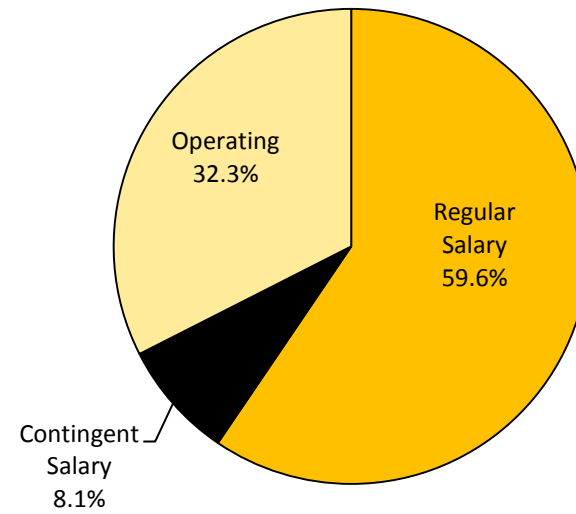
State-Assisted Allocation Overview

The chart on 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.

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

| | State-Assisted Revenue Funds | | | 307,372,708 | |
|---|------------------------------|-------------------|-------------------|--------------------|---------------|
| State-Assisted Expenditure Budget FY 2017 | Regular Salary | Contingent Salary | Operating | FY 2018 | Dist. % |
| Executive | 5,199,470 | 130,988 | 1,541,227 | 6,871,685 | 2.2% |
| University Marketing & Communications | 3,917,452 | 241,858 | 2,278,178 | 6,437,488 | 2.1% |
| Academic Affairs | 121,394,825 | 20,486,391 | 11,132,540 | 153,013,756 | 49.8% |
| Student Affairs | 7,728,454 | 745,479 | 1,963,154 | 10,437,087 | 3.4% |
| Innovation & Applied Research | 935,308 | 459,807 | 310,816 | 1,705,931 | 0.6% |
| Administration & Finance | 40,108,193 | 1,194,437 | 19,833,818 | 61,136,448 | 19.9% |
| University Advancement | 3,872,842 | 35,000 | 781,390 | 4,689,232 | 1.5% |
| Financial Aid | 948,501 | 0 | 31,446,739 | 32,395,240 | 10.5% |
| Central Division | 2,783,181 | 1,492,935 | 29,248,483 | 33,524,599 | 10.9% |
| University Contingency | 0 | 0 | 711,242 | 711,242 | 0.2% |
| Turnover Target | -3,550,000 | 0 | 0 | -3,550,000 | -1.2% |
| Total State-Assisted Funds | 183,338,226 | 24,786,895 | 99,247,587 | 307,372,708 | 100.0% |
| | | | Balance | 0 | |

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.

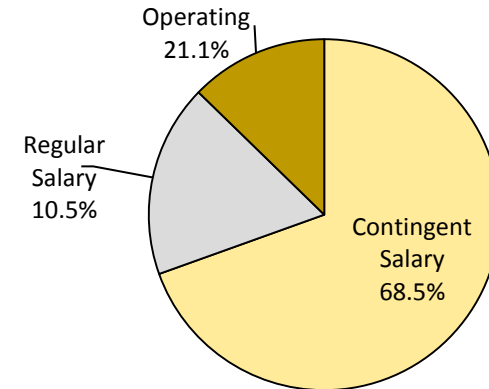
The university has a limited ability to authorize the use of prior year fund balances, but expenditures must be coordinated with the University Budget Office before they are implemented. Upon receiving a request to use prior year fund balance resources, the Budget Office will assess its impact on the 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 2018 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.

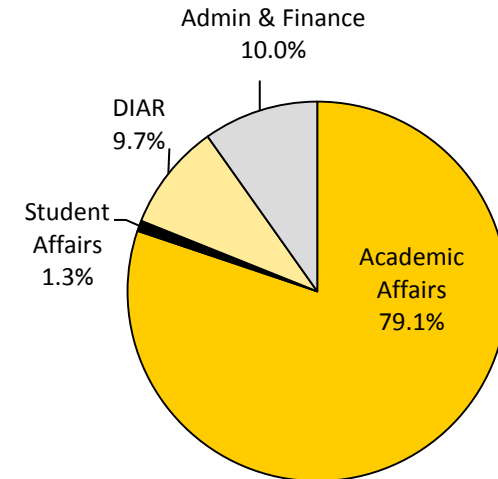
These indirect cost assessments generate a revenue stream to recover the cost of providing services to self-support areas that are not direct-billed services (e.g., payroll process, procurement and other administrative support functions). It is the university’s intention to grow the IDC to 9.78 percent.

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 2018 | Self-Generated Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Dist. % | Fund Balance Target |
|---------------------------------|------------------------|------------------|-------------------|------------------|-------------------|---------------|---------------------|
| Academic Affairs | 15,184,376 | 1,054,020 | 9,877,524 | 3,172,784 | 14,104,328 | 79.1% | 1,080,048 |
| Student Affairs | 233,105 | 0 | 60,175 | 172,930 | 233,105 | 1.3% | 0 |
| Innovation & Applied Research | 1,678,738 | 60,912 | 2,275,732 | -608,039 | 1,728,605 | 9.7% | -49,867 |
| Administration & Finance | 1,800,003 | 754,473 | 0 | 1,021,144 | 1,775,617 | 10.0% | 24,386 |
| Total Self Support Funds | 18,896,222 | 1,869,405 | 12,213,431 | 3,758,819 | 17,841,655 | 100.0% | 1,054,567 |

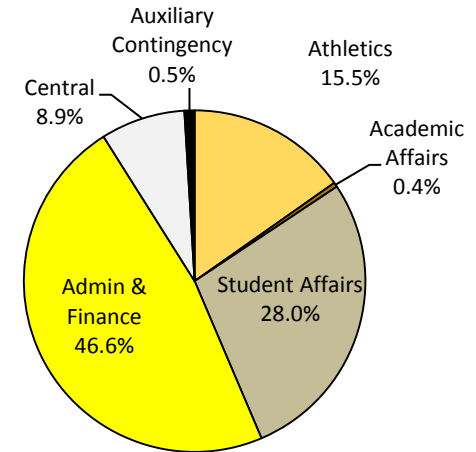
Auxiliary Enterprises Allocation Overview

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 2018 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.

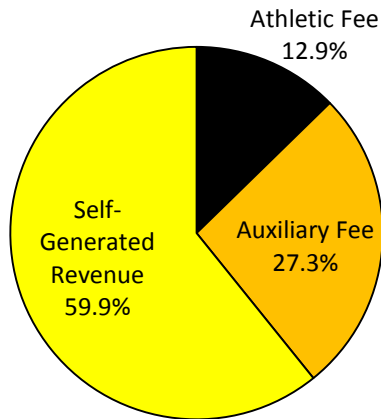
The chart at the top right shows the divisional breakdown of expenditures while the one at the bottom right summarizes the regular salary, contingent salary and operating budgets.

The chart below shows revenue by sources.

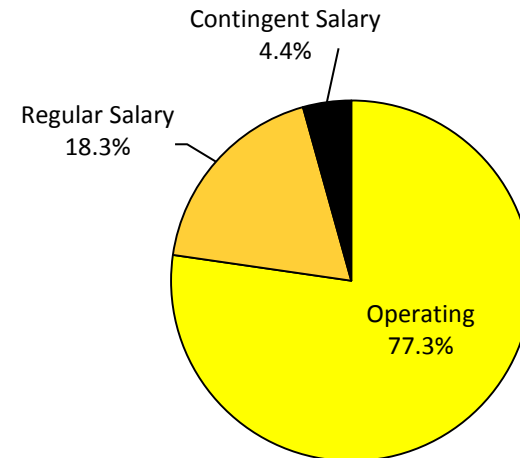
Auxiliary Allocation by Division



Auxiliary Revenue Sources



Auxiliary Allocation Summary



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 2018 | Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Dist. % | Fund Balance Target |
|--------------------------------------|--------------------|-------------------|-------------------|--------------------|--------------------|---------------|---------------------|
| Athletics | 20,203,669 | 8,180,112 | 722,998 | 11,300,559 | 20,203,669 | 15.5% | 0 |
| Academic Affairs | 542,340 | 270,565 | 56,450 | 215,325 | 542,340 | 0.4% | 0 |
| Student Affairs | 36,619,147 | 5,334,408 | 2,516,276 | 28,568,463 | 36,419,147 | 28.0% | 200,000 |
| Administration & Finance | 62,794,342 | 10,081,384 | 2,448,546 | 48,183,549 | 60,713,479 | 46.6% | 2,080,863 |
| Central | 11,612,086 | 0 | 0 | 11,612,086 | 11,612,086 | 8.9% | 0 |
| Auxiliary Contingency | 696,158 | 0 | 0 | 696,158 | 696,158 | 0.5% | 0 |
| Total Auxiliary Funds | 132,467,742 | 23,866,469 | 5,744,270 | 100,576,140 | 130,186,879 | 100.0% | 2,280,863 |

Divisional Budget Summaries

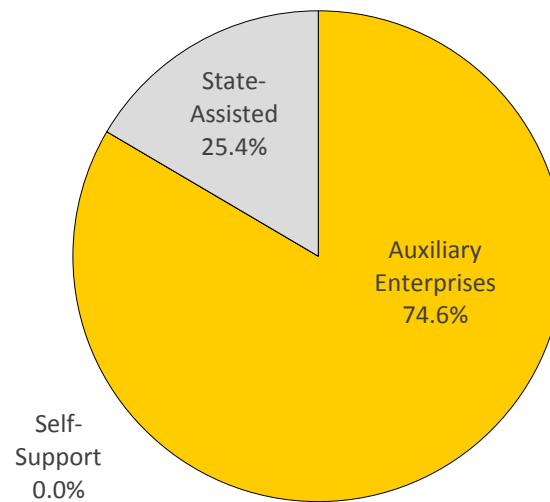
Executive Division Budget

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

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|----------------------------------|-----------------------|---------------------|------------------------------|---------------------------|
| President's Office | 2,223,229 | 0 | 20,203,669 | 22,426,898 |
| Inclusion & Institutional Equity | 1,107,025 | 0 | 0 | 1,107,025 |
| Legal Affairs & Human Resources | 3,541,431 | 0 | 0 | 3,541,431 |
| Total | 6,871,685 | 0 | 20,203,669 | 27,075,354 |

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

Executive - Funding by Source



Executive Division – State-Assisted

The distribution of state-assisted funding for Executive is shown in the table below:

| State-Assisted Expenditure Budget FY 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|------------------|-------------------|------------------|------------------|
| Executive | | | | |
| President's Office | 1,576,018 | 25,506 | 621,705 | 2,223,229 |
| Inclusion & Institutional Equity | 791,159 | 53,382 | 262,484 | 1,107,025 |
| Legal Affairs & Human Resources | 2,832,293 | 52,100 | 657,038 | 3,541,431 |
| Total | 5,199,470 | 130,988 | 1,541,227 | 6,871,685 |
| Distribution percentage | 75.7% | 1.9% | 22.4% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. One-time initiative budgets from FY 2017 were reviewed and approved as base additional funding in FY 2018, which include well-being community outreach [\$10,000], support and three positions for the University Counsel [\$302,662], support and two positions for Inclusion and Institutional Equity [\$350,035], and graduate assistantship in President's Office [\$15,000]. Additional funding was provided in FY 2018 for salary adjustments during the fiscal year [\$146,983], new minimum non-exempt pay scale [\$12,868], additional support for Inclusion and Institutional Equity [\$64,000], and graduate assistantship in Inclusion and Institutional Equity [\$20,000]. Funding was reallocated from Administration and Finance to Legal Affairs to accommodate the shift of Human Resources Department [\$2,342,679]. One position with funding was reallocated to University Marketing [\$187,123] and funding for distinguished faculty award [\$2,500] was reallocated to Academic Affairs. The FY 2017 mid-year reduction [\$10,000] was carried forward in FY 2018.

| Executive | FY 2018 | FY 2017 | +/- |
|----------------------------------|------------------|-----------|------------|
| President's Office | 2,223,229 | 3,807,081 | -1,583,852 |
| Inclusion & Institutional Equity | 1,107,025 | | 1,107,025 |
| Legal Affairs & Human Resources | 3,541,431 | | 3,541,431 |
| Total | 6,871,685 | 3,807,081 | 3,064,604 |

Executive Division Budget - Auxiliary Enterprises (Athletics)

The breakdown of the auxiliary enterprise budget within Athletics is detailed in the table below:

| Auxiliary Budget - FY 2018 | Athletic Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|----------------------------|------------------------------|------------------------|-------------------|----------------|-------------------|--------------|------------|-------------------|---------------------|
| Executive Athletics | 17,072,665 | 3,131,004 | 20,203,669 | 8,180,112 | 722,998 | 0 | 11,300,559 | 20,203,669 | 0 |
| Total | 17,072,665 | 3,131,004 | 20,203,669 | 8,180,112 | 722,998 | 0 | 11,300,559 | 20,203,669 | 0 |
| Distribution percentage | | | | 40.5% | 3.6% | 0.0% | 55.9% | 100.0% | |

The following table compares the auxiliary budget allocations in FY 2018 and FY 2017. The change in budget reflects the reorganization of development personnel moving to University Advancement to better align university functions, increases to sports operations and performance, and increases to scholarships.

| Executive | FY 2018 | FY 2017 | +/- |
|--------------|-------------------|------------|---------|
| Athletics | 20,203,669 | 19,222,661 | 981,008 |
| Total | 20,203,669 | 19,222,661 | 981,008 |

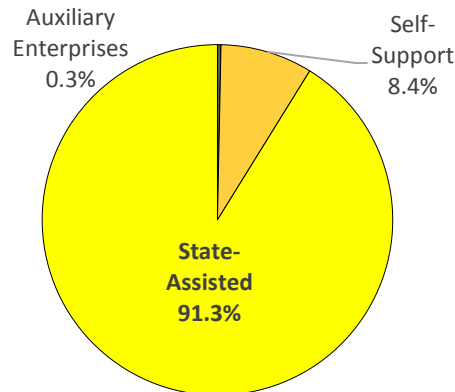
Academic Affairs Division Budget

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 | 28,998,895 | 9,513,235 | | 38,512,130 |
| Academic Student Services | 2,381,307 | 6,023 | | 2,387,330 |
| College of Business & Economics | 14,948,942 | 26,000 | | 14,974,942 |
| College of Education | 10,613,531 | 29,362 | | 10,642,893 |
| College of Fine Arts & Communications | 14,972,906 | 598,234 | 542,340 | 16,113,480 |
| College of Graduate Education & Research | 791,986 | 82,025 | | 874,011 |
| College of Health Professions | 16,816,014 | 61,107 | | 16,877,121 |
| College of Liberal Arts | 23,543,328 | 28,582 | | 23,571,910 |
| Enrollment Management | 7,609,479 | 88,870 | | 7,698,349 |
| Fisher College of Science & Mathematics | 23,555,860 | 286,965 | | 23,842,825 |
| Institute for Well Being | 596,815 | 641,045 | | 1,237,860 |
| Interdisciplinary Program | 12,000 | 0 | | 12,000 |
| International Programs | 1,168,240 | 2,742,880 | | 3,911,120 |
| Library | 7,004,453 | 0 | | 7,004,453 |
| Total | 153,013,756 | 14,104,328 | 542,340 | 167,660,424 |

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

**Academic Affairs –
Funding by Source**



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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|--------------------|-------------------|-------------------|--------------------|
| Academic Affairs | | | | |
| Academic Affairs Administration | 8,958,310 | 17,902,817 | 2,137,768 | 28,998,895 |
| Academic Student Services | 1,713,576 | 471,000 | 196,731 | 2,381,307 |
| College of Business & Economics | 14,569,539 | 46,850 | 332,553 | 14,948,942 |
| College of Education | 9,737,487 | 214,200 | 661,844 | 10,613,531 |
| College of Fine Arts & Communications | 13,405,691 | 448,300 | 1,118,915 | 14,972,906 |
| College of Graduate Education & Research | 723,825 | 16,200 | 51,961 | 791,986 |
| College of Health Professions | 15,784,122 | 249,220 | 782,672 | 16,816,014 |
| College of Liberal Arts | 22,616,631 | 242,664 | 684,033 | 23,543,328 |
| Enrollment Management | 6,758,268 | 229,700 | 621,511 | 7,609,479 |
| Fisher College of Science & Mathematics | 21,543,736 | 564,400 | 1,447,724 | 23,555,860 |
| Institute for Well Being | 596,815 | 0 | 0 | 596,815 |
| Interdisciplinary Program | 0 | 0 | 12,000 | 12,000 |
| International Programs | 936,240 | 70,040 | 161,960 | 1,168,240 |
| Library | 4,050,585 | 31,000 | 2,922,868 | 7,004,453 |
| Total | 121,394,825 | 20,486,391 | 11,132,540 | 153,013,756 |
| Distribution percentage | 79.3% | 13.4% | 7.3% | 100.0% |

Academic Affairs Division Budget – State Assisted

The table below compares the budget allocations in FY 2018 and FY 2017. One-time initiative budget of \$461,070 for faculty promotion and tenure from FY 2017 was reviewed and approved as base additional funding in FY 2018. Additional funding was provided in FY 2018 for exempt minimum salary adjustments during the fiscal year [\$104,520], faculty promotion and tenure in FY18 [\$513,945], LIMS (Library Informational Management Systems) increase [\$127,849], three required contingent conversation positions [\$73,977], and new minimum non-exempt pay scale [\$76,239]. Supplementary revenue was generated from the new orientation program [\$153,750] and a decline of revenue from the lab/class fee is projected [\$27,190]. Funding was reallocated from Executive to Academic Affairs for distinguished faculty award [\$2,500]. Academic Affairs received one position with funding from University Marketing [\$68,862]. The FY 2017 mid-year reduction [\$397,563] was carried forward in FY 2018 along with a reversion of FLSA funding [\$446,476].

| Academic Affairs | FY 2018 | FY 2017 | +/- |
|--|--------------------|-------------|------------|
| Academic Affairs Administration | 28,998,895 | 33,342,925 | -4,344,030 |
| Academic Student Services | 2,381,307 | 2,294,773 | 86,534 |
| College of Business & Economics | 14,948,942 | 14,023,257 | 925,685 |
| College of Education | 10,613,531 | 10,008,608 | 604,923 |
| College of Fine Arts & Communications | 14,972,906 | 14,430,148 | 542,758 |
| College of Graduate Education & Research | 791,986 | 791,986 | 0 |
| College of Health Professions | 16,816,014 | 15,784,576 | 1,031,438 |
| College of Liberal Arts | 23,543,328 | 22,322,541 | 1,220,787 |
| Enrollment Management | 7,609,479 | 7,529,710 | 79,769 |
| Fisher College of Science & Mathematics | 23,555,860 | 23,131,130 | 424,730 |
| Institute for Well Being | 596,815 | 593,720 | 3,095 |
| Interdisciplinary Program | 12,000 | 12,000 | 0 |
| International Programs | 1,168,240 | 1,156,572 | 11,668 |
| Library | 7,004,453 | 6,880,327 | 124,126 |
| Total | 153,013,756 | 152,302,273 | 711,483 |

A total of \$1,093,400 was reallocated within Academic Affairs budget to support a contingent II position in OSPR, two regular faculty positions in CHP, one regular staff position in CHP, five new permanent lecturer positions for FCSM and CBE, increase operating budgets in FCSM and CHP, one regular staff position for TUNE, increase stipend for department chairpersons, increase for non-operating library budget, and shifting faculty salaries from CLA & COFAC to CHP.

Academic Affairs Division Budget – Self-Support

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

| Self-Support Budget FY 2018 | Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Fund Balance Target |
|--|-------------------|------------------|-------------------|------------------|-------------------|---------------------|
| Academic Affairs | | | | | | |
| Academic Affairs Administration | 10,441,630 | 73,353 | 8,681,779 | 758,103 | 9,513,235 | 928,395 |
| Academic Student Services | 6,435 | 0 | 0 | 6,023 | 6,023 | 412 |
| College of Business & Economics | 26,000 | 0 | 17,010 | 8,990 | 26,000 | 0 |
| College of Education | 53,757 | 0 | -36,309 | 65,671 | 29,362 | 24,395 |
| College of Fine Arts & Communications | 608,695 | 148,655 | 346,338 | 103,241 | 598,234 | 10,461 |
| College of Graduate Education & Research | 110,000 | 0 | 1,075 | 80,950 | 82,025 | 27,975 |
| College of Health Professions | 62,429 | 0 | 49,401 | 11,706 | 61,107 | 1,322 |
| College of Liberal Arts | 46,550 | 0 | 15,736 | 12,846 | 28,582 | 17,968 |
| Enrollment Management | 99,606 | 0 | 0 | 88,870 | 88,870 | 10,736 |
| Fisher College of Science & Mathematics | 310,846 | 0 | 121,141 | 165,824 | 286,965 | 23,881 |
| Institute for Well Being | 651,070 | 232,757 | 154,842 | 253,446 | 641,045 | 10,025 |
| International Programs | 2,767,358 | 599,255 | 526,511 | 1,617,114 | 2,742,880 | 24,478 |
| Total | 15,184,376 | 1,054,020 | 9,877,524 | 3,172,784 | 14,104,328 | 1,080,048 |
| Distribution percentage | | 7.5% | 70.0% | 22.5% | 100.0% | |

Academic Affairs Division Budget – Self-Support

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

| Academic Affairs - FY 2018 | Revenue Expectations | | | | Expenditure Expectations | | | |
|--|----------------------|-------------------|--------------------------|-------------------|--------------------------|-----------------|--------------------|------------------|
| | Self-Generated | Revenue Transfer | Fund Balance Requirement | Total Revenue | Base Budget | IDC Requirement | Total Expenditures | Balance |
| Academic Affairs Administration | 11,787,620 | -1,324,688 | 21,302 | 10,441,630 | 9,374,770 | 138,465 | 9,513,235 | 928,395 |
| Academic Student Services | 6,500 | 0 | 65 | 6,435 | 5,600 | 423 | 6,023 | 412 |
| College of Business & Economics | 0 | 26,000 | 0 | 26,000 | 26,000 | 0 | 26,000 | 0 |
| College of Education | 35,000 | 19,107 | 350 | 53,757 | 27,087 | 2,275 | 29,362 | 24,395 |
| College of Fine Arts & Communications | 587,893 | 26,000 | 5,198 | 608,695 | 564,446 | 33,788 | 598,234 | 10,461 |
| College of Graduate Education & Research | 135,000 | -25,000 | 0 | 110,000 | 73,250 | 8,775 | 82,025 | 27,975 |
| College of Health Professions | 61,037 | 2,000 | 608 | 62,429 | 57,159 | 3,948 | 61,107 | 1,322 |
| College of Liberal Arts | 43,385 | 3,600 | 435 | 46,550 | 25,762 | 2,820 | 28,582 | 17,968 |
| Enrollment Management | 134,000 | -33,054 | 1,340 | 99,606 | 80,160 | 8,710 | 88,870 | 10,736 |
| Fisher College of Science & Mathematics | 205,461 | 107,440 | 2,055 | 310,846 | 273,610 | 13,355 | 286,965 | 23,881 |
| Institute for Well Being | 618,360 | 38,894 | 6,184 | 651,070 | 600,852 | 40,193 | 641,045 | 10,025 |
| International Programs | 2,869,200 | -73,150 | 28,692 | 2,767,358 | 2,556,382 | 186,498 | 2,742,880 | 24,478 |
| Total | 16,483,456 | -1,232,851 | 66,229 | 15,184,376 | 13,665,078 | 439,250 | 14,104,328 | 1,080,048 |

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 2018 | Auxiliary Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|---------------------------------------|-------------------------------|------------------------|----------------|----------------|-------------------|--------------|----------------|----------------|---------------------|
| Academic Affairs | | | | | | | | | |
| College of Fine Arts & Communications | 542,340 | 0 | 542,340 | 270,565 | 56,450 | 0 | 215,325 | 542,340 | 0 |
| Total | 542,340 | 0 | 542,340 | 270,565 | 56,450 | 0 | 215,325 | 542,340 | 0 |
| Distribution percentage | | | | 49.9% | 10.4% | 0.0% | 39.7% | 100.0% | |

The table below shows the auxiliary budget allocations in FY 2018 and FY 2017. The auxiliary enterprise within Academic Affairs is the TU marching band, housed within the College of Fine Arts and Communications.

| Academic Affairs | FY 2018 | FY 2017 | +/- |
|---------------------------------------|----------------|---------|-----|
| College of Fine Arts & Communications | 542,340 | 542,340 | 0 |
| Total | 542,340 | 542,340 | 0 |

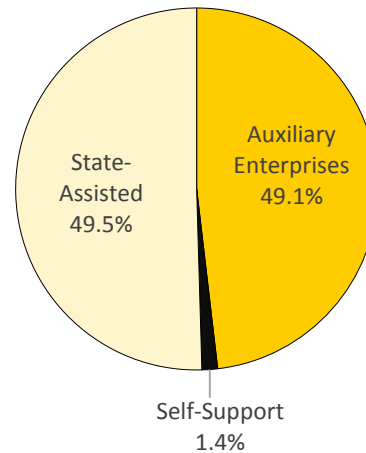
Administration and Finance Division Budget

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

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|--------------------------------|-------------------|------------------|-----------------------|--------------------|
| Administration & Finance VP | 2,429,421 | 0 | 0 | 2,429,421 |
| Mail Services | 276,887 | 0 | 0 | 276,887 |
| Facilities Management | 25,228,219 | 0 | 2,362,580 | 27,590,799 |
| Financial Affairs | 6,755,201 | 0 | 0 | 6,755,201 |
| Human Resources | 0 | 0 | 0 | 0 |
| Information Technology Service | 18,435,068 | 1,775,617 | 0 | 20,210,685 |
| Public Safety | 8,011,652 | 0 | 458,874 | 8,470,526 |
| Auxiliary Services | 0 | 0 | 57,892,025 | 57,892,025 |
| Total | 61,136,448 | 1,775,617 | 60,713,479 | 123,625,544 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|-------------------|-------------------|-------------------|-------------------|
| Administration & Finance | | | | |
| Administration & Finance VP | 1,956,309 | 108,008 | 365,104 | 2,429,421 |
| Mail Services | 194,529 | 32,315 | 50,043 | 276,887 |
| Facilities Management | 11,537,913 | 296,423 | 13,393,883 | 25,228,219 |
| Financial Affairs | 6,269,262 | 43,476 | 442,463 | 6,755,201 |
| Information Technology Service | 12,952,756 | 604,273 | 4,878,039 | 18,435,068 |
| Public Safety | 7,197,424 | 109,942 | 704,286 | 8,011,652 |
| Total | 40,108,193 | 1,194,437 | 19,833,818 | 61,136,448 |
| Distribution percentage | 65.6% | 2.0% | 32.4% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Additional funding was provided in FY 2018 for salary adjustments during the fiscal year [\$86,593], TUPD MOU increase [\$212,890], new minimum non-exempt pay scale [\$72,283], renewal and replacement increase [\$917,194], a graduate assistantship in facilities [\$16,000], neighborhood patrol [\$25,000], and operating increase for TUPD [\$14,975]. Funding was reallocated to Legal Affairs from Administration and Finance to accommodate the shift of Human Resources Department [\$2,342,679]. The FY 2017 mid-year reduction [\$549,273] was carried forward in FY 2018 along with a reversion of FLSA funding [\$51,216].

| Administration & Finance | FY 2018 | FY 2017 | +/- |
|--------------------------------|-------------------|------------|------------|
| Administration & Finance VP | 2,429,421 | 2,514,956 | -85,535 |
| Mail Services | 276,887 | 284,279 | -7,392 |
| Facilities Management | 25,228,219 | 24,679,249 | 548,970 |
| Financial Affairs | 6,755,201 | 6,809,449 | -54,248 |
| Human Resources | 0 | 2,396,002 | -2,396,002 |
| Information Technology Service | 18,435,068 | 18,364,756 | 70,312 |
| Public Safety | 8,011,652 | 7,685,990 | 325,662 |
| Total | 61,136,448 | 62,734,681 | -1,598,233 |

A total of \$156,748 was reallocated within the Administration and Finance budget to support salary adjustments, shift funding from maintenance contracts to storm water maintenance, and within Financial Affairs.

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 2018 | Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Fund Balance Target |
|---------------------------------|------------------|----------------|-------------------|------------------|------------------|---------------------|
| Administration & Finance | | | | | | |
| Information Technology Services | 1,800,003 | 754,473 | 0 | 1,021,144 | 1,775,617 | 24,386 |
| Total | 1,800,003 | 754,473 | 0 | 1,021,144 | 1,775,617 | 24,386 |
| Distribution percentage | | 42.5% | 0.0% | 57.5% | 100.0% | |

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

| Administration & Finance - FY 2018 | Revenue Expectations | | | | Expenditure Expectations | | | |
|------------------------------------|----------------------|------------------|--------------------------|------------------|--------------------------|-----------------|--------------------|---------------|
| | Self-Generated | Revenue Transfer | Fund Balance Requirement | Total Revenue | Base Budget | IDC Requirement | Total Expenditures | Balance |
| Information Technology Services | 1,800,680 | 0 | 677 | 1,800,003 | 1,771,218 | 4,399 | 1,775,617 | 24,386 |
| Total | 1,800,680 | 0 | 677 | 1,800,003 | 1,771,218 | 4,399 | 1,775,617 | 24,386 |

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 Services, Transportation Services, Event and Conference Services, the University Child Care Center, SECU Arena operations and contractual campus security services.

| Auxiliary Budget - FY 2018 | Auxiliary Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|--|-------------------------------|------------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------|---------------------|
| Administration & Finance | | | | | | | | | |
| University Store | 0 | 7,825,000 | 7,825,000 | 1,335,226 | 189,156 | 508,625 | 5,781,931 | 7,814,938 | 10,062 |
| Dining | 0 | 24,902,000 | 24,902,000 | 183,337 | 28,000 | 1,618,630 | 21,095,897 | 22,925,864 | 1,976,136 |
| Events & Conference Services | 1,780,165 | 2,364,109 | 4,144,274 | 1,128,081 | 434,254 | 0 | 2,581,939 | 4,144,274 | 0 |
| Parking & Transportation | 3,457,754 | 6,155,000 | 9,612,754 | 2,005,724 | 1,052,824 | 0 | 6,554,206 | 9,612,754 | 0 |
| University Union | 1,854,669 | 0 | 1,854,669 | 760,321 | 55,287 | 0 | 1,039,061 | 1,854,669 | 0 |
| West Village Commons | 3,381,251 | 0 | 3,381,251 | 298,588 | 51,108 | 0 | 3,031,555 | 3,381,251 | 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 | 458,456 | 925,000 | 1,383,456 | 546,434 | 327,182 | 0 | 509,840 | 1,383,456 | 0 |
| Other Auxiliary Services | 3,004,236 | 2,435,150 | 5,439,386 | 3,182,493 | 244,111 | 105,964 | 1,837,240 | 5,369,808 | 69,578 |
| Auxiliary Services | 14,216,629 | 45,756,259 | 59,972,888 | 9,537,140 | 2,442,546 | 2,307,969 | 43,604,370 | 57,892,025 | 2,080,863 |
| SECU Arena and Sports Complex Operations | 2,362,580 | 0 | 2,362,580 | 544,244 | 6,000 | 0 | 1,812,336 | 2,362,580 | 0 |
| Public Safety | 458,874 | 0 | 458,874 | 0 | 0 | 0 | 458,874 | 458,874 | 0 |
| Total | 17,038,083 | 45,756,259 | 62,794,342 | 10,081,384 | 2,448,546 | 2,307,969 | 45,875,580 | 60,713,479 | 2,080,863 |
| Distribution percentage | | | | 16.6% | 4.0% | 3.8% | 75.6% | 100.0% | |

Administration and Finance Division Budget - Auxiliary Enterprises

The table below compares the auxiliary budget allocations in FY 2018 and FY 2017. Additional auxiliary fee funding and reallocations provided resources for increased debt and maintenance costs and contingent drivers in Transportation. In order to accommodate contract increases, additional operating costs were approved for Dining Services, to be supported by Dining's self-generated revenue. Resources were reallocated within the division for salary scale adjustments and one position from Auxiliary IT to Transportation.

| Administration & Finance | FY 2018 | FY 2017 | +/- |
|--|-------------------|------------|----------|
| Auxiliary Services | | | |
| University Store | 7,814,938 | 8,095,611 | -280,673 |
| Dining | 22,925,864 | 22,084,753 | 841,111 |
| Events & Conference Services | 4,144,274 | 4,161,698 | -17,424 |
| Parking & Transportation | 9,612,754 | 9,352,119 | 260,635 |
| University Union | 1,854,669 | 1,697,328 | 157,341 |
| West Village Commons | 3,381,251 | 3,378,383 | 2,868 |
| TU Marriott | 1,124,913 | 1,124,913 | 0 |
| SECU TC Events Management | 280,098 | 280,098 | 0 |
| University Child Care | 1,383,456 | 1,392,974 | -9,518 |
| Other Auxiliary Services | 5,369,808 | 5,466,770 | -96,962 |
| Auxiliary Services Total | 57,892,025 | 57,034,647 | 857,378 |
| SECU Arena and Sports Complex Operations | 2,362,580 | 2,362,580 | 0 |
| Public Safety | 458,874 | 458,874 | 0 |
| Total | 60,713,479 | 59,856,101 | 857,378 |

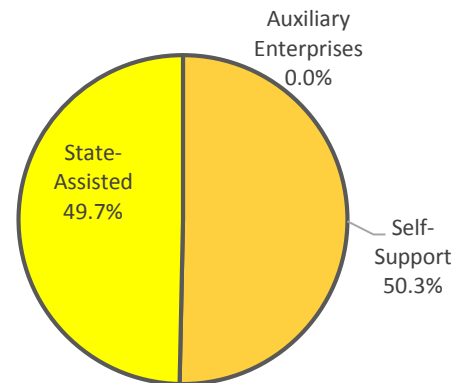
Innovation and Applied Research Division Budget

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

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|-------------------------------|-----------------------|---------------------|------------------------------|---------------------------|
| Center for GIS | 0 | 65,697 | 0 | 65,697 |
| Center Professional Studies | 0 | 1,039,994 | 0 | 1,039,994 |
| Innovation & Applied Research | 1,705,931 | 154,380 | 0 | 1,860,311 |
| Office of IT Services | 0 | 348,163 | 0 | 348,163 |
| RESI Research & Consult | 0 | 43,546 | 0 | 43,546 |
| Venture Creation | 0 | 76,825 | 0 | 76,825 |
| Total | 1,705,931 | 1,728,605 | 0 | 3,434,536 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|----------------|-------------------|----------------|------------------|
| Innovation & Applied Research | | | | |
| Innovation & Applied Research | 935,308 | 459,807 | 310,816 | 1,705,931 |
| Total | 935,308 | 459,807 | 310,816 | 1,705,931 |
| Distribution percentage | 54.8% | 27.0% | 18.2% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Additional funding was provided in FY 2018 for salary adjustments during the fiscal year [\$17,893], support for existing staff [\$174,649], contingent BTU position [\$67,681], and BTU support throughout campus [\$216,640]. The FY 2017 mid-year reduction [\$1,088] was carried forward in FY 2018.

| Innovation & Applied Research | FY 2018 | FY 2017 | +/- |
|-------------------------------|------------------|-----------|---------|
| Innovation & Applied Research | 1,705,931 | 1,230,156 | 475,775 |
| Total | 1,705,931 | 1,230,156 | 475,775 |

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 2018 | Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Fund Balance Target |
|-------------------------------|------------------|----------------|-------------------|-----------------|------------------|---------------------|
| Innovation & Applied Research | | | | | | |
| Center for GIS | 65,697 | 0 | 497,624 | -431,927 | 65,697 | 0 |
| Center Professional Studies | 1,040,984 | 0 | 998,945 | 41,049 | 1,039,994 | 990 |
| Innovation & Applied Research | 103,524 | 60,912 | 33,641 | 59,827 | 154,380 | -50,856 |
| Office of IT Services | 348,163 | 0 | 506,497 | -158,334 | 348,163 | 0 |
| RESI Research & Consult | 43,546 | 0 | 187,370 | -143,824 | 43,546 | 0 |
| Venture Creation | 76,824 | 0 | 51,655 | 25,170 | 76,825 | -1 |
| Total | 1,678,738 | 60,912 | 2,275,732 | -608,039 | 1,728,605 | -49,867 |
| Distribution percentage | | 3.5% | 131.7% | -35.2% | 100.0% | |

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

| Innovation & Applied Research - FY 2018 | 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 | 55,697 | 0 | 65,697 | 65,697 | 0 | 65,697 | 0 |
| Center Professional Studies | 1,000,984 | 40,000 | 0 | 1,040,984 | 1,039,994 | 0 | 1,039,994 | 990 |
| Innovation & Applied Research | 103,524 | 0 | 0 | 103,524 | 154,380 | 0 | 154,380 | -50,856 |
| Office of IT Services | 600 | 347,563 | 0 | 348,163 | 348,163 | 0 | 348,163 | 0 |
| RESI Research & Consult | 18,000 | 25,546 | 0 | 43,546 | 43,546 | 0 | 43,546 | 0 |
| Venture Creation | 76,824 | 0 | 0 | 76,824 | 76,825 | 0 | 76,825 | -1 |
| Total | 1,209,932 | 468,806 | 0 | 1,678,738 | 1,728,605 | 0 | 1,728,605 | -49,867 |

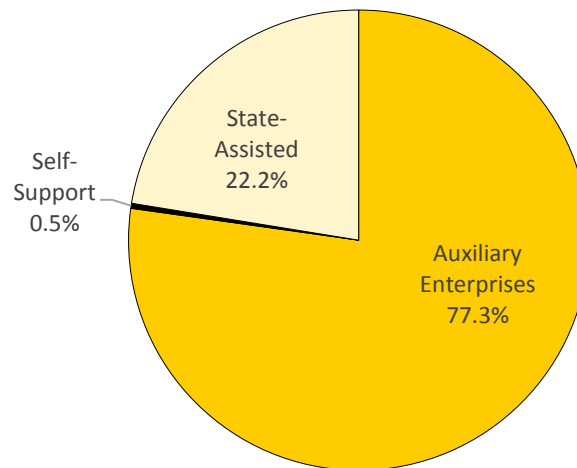
Student Affairs Division Budget

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

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|--------------------------------|-----------------------|---------------------|------------------------------|---------------------------|
| Campus Life | 1,310,736 | | 4,741,579 | 6,052,315 |
| Housing & Residence Life | | | 30,079,538 | 30,079,538 |
| Center for Student Diversity | 1,473,824 | | 914,127 | 2,387,951 |
| Student Affairs Administration | 1,181,172 | | 351,055 | 1,532,227 |
| Student Development Programs | 6,471,355 | 233,105 | 332,848 | 7,037,308 |
| Total | 10,437,087 | 233,105 | 36,419,147 | 47,089,339 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|------------------|-------------------|------------------|-------------------|
| Student Affairs | | | | |
| Campus Life | 521,269 | 298,836 | 490,631 | 1,310,736 |
| Center for Student Diversity | 1,073,225 | 76,490 | 324,109 | 1,473,824 |
| Student Affairs Administration | 1,038,070 | 24,976 | 118,126 | 1,181,172 |
| Student Development Programs | 5,095,890 | 345,177 | 1,030,288 | 6,471,355 |
| Total | 7,728,454 | 745,479 | 1,963,154 | 10,437,087 |
| Distribution percentage | 74.0% | 7.1% | 18.8% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. One-time initiative budget of \$100,000 for one position and support in the Center for Student Diversity from FY 2017 was reviewed and approved as base additional funding in FY 2018. Additional funding was provided in FY 2018 for salary adjustments during the fiscal year [\$33,021], exempt minimum salary adjustments [\$37,589], required contingent II position conversation to regular status [\$5,296], new minimum non-exempt pay scale [\$8,437], program funds for civility education [\$10,000], and salary compression and reclassification of positions [\$31,301]. Supplemental revenue was generated from the new orientation program [\$78,750]. The FY 2017 mid-year reduction [\$40,000] was carried forward in FY 2018 along with a reversion of FLSA funding [\$62,801].

| Student Affairs | FY 2018 | FY 2017 | +/- |
|--------------------------------|-------------------|------------|----------|
| Campus Life | 1,310,736 | 1,271,427 | 39,309 |
| Office of Diversity | 1,473,824 | 1,184,556 | 289,268 |
| Student Affairs Administration | 1,181,172 | 1,036,743 | 144,429 |
| Student Development Programs | 6,471,355 | 6,742,768 | -271,413 |
| Total | 10,437,087 | 10,235,494 | 201,593 |

A total of \$252,833 was reallocated within Student Affairs budget to support contingent salary for SCCE Hearing Officer, conversion of contingent I position in Health Center, new Doctoral Intern contingent I position in Counseling Center, and shifting a coordinator position from Student Activities to New Student Programs.

Student Affairs Division Budget - Self-Support

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

| Self-Support Budget FY 2018 | Revenue | Regular Salary | Contingent Salary | Operating | FY 2018 | Fund Balance Target |
|------------------------------|----------------|----------------|-------------------|----------------|----------------|---------------------|
| Student Affairs | | | | | | |
| Student Development Programs | 233,105 | 0 | 60,175 | 172,930 | 233,105 | 0 |
| Total | 233,105 | 0 | 60,175 | 172,930 | 233,105 | 0 |
| Distribution percentage | | 0.0% | 25.8% | 74.2% | 100.0% | |

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

| Student Affairs - FY2018 | Revenue Expectations | | | | Expenditure Expectations | | | |
|------------------------------|----------------------|------------------|--------------------------|----------------|--------------------------|-----------------|--------------------|----------|
| | Self-Generated | Revenue Transfer | Fund Balance Requirement | Total Revenue | Base Budget | IDC Requirement | Total Expenditures | Balance |
| Student Development Programs | 235,525 | 0 | 2,420 | 233,105 | 217,375 | 15,730 | 233,105 | 0 |
| Total | 235,525 | 0 | 2,420 | 233,105 | 217,375 | 15,730 | 233,105 | 0 |

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 2018 | Auxiliary Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|--------------------------------|-------------------------------|------------------------|-------------------|------------------|-------------------|----------------|-------------------|-------------------|---------------------|
| Student Affairs | | | | | | | | | |
| Campus Life | 4,624,203 | 117,376 | 4,741,579 | 2,170,447 | 939,331 | 0 | 1,631,801 | 4,741,579 | 0 |
| Housing & Residence Life | 0 | 30,279,538 | 30,279,538 | 2,493,008 | 1,319,965 | 595,793 | 25,670,772 | 30,079,538 | 200,000 |
| Office of Diversity | 903,227 | 10,900 | 914,127 | 377,545 | 105,575 | 0 | 431,007 | 914,127 | 0 |
| Student Affairs Administration | 351,055 | 0 | 351,055 | 0 | 151,405 | 0 | 199,650 | 351,055 | 0 |
| Student Development Programs | 332,848 | 0 | 332,848 | 293,408 | 0 | 0 | 39,440 | 332,848 | 0 |
| Total | 6,211,333 | 30,407,814 | 36,619,147 | 5,334,408 | 2,516,276 | 595,793 | 27,972,670 | 36,419,147 | 200,000 |
| Distribution percentage | | | | 14.6% | 6.9% | 1.6% | 76.8% | 100.0% | |

The table below compares Student Affairs' auxiliary budget allocations in FY 2018 and FY 2017. Additional auxiliary fee funding and reallocations provided resources for increased maintenance costs, new operating expenses in Campus Recreation Services including one position, new operating expenses in Civic Engagement and Leadership, new contingent II position in Greek Life, and contingent II conversion to regular status in Student Activities. PE Athletic Recreation department was reallocated to Central Auxiliary. Resources were reallocated within the division for realignment of Director of Student Activities, new position in Civic Engagement & Leadership, salary scale adjustments, and shift from campus life programming to Greek Life and LeaderShape budgets.

| Student Affairs | FY 2018 | FY 2017 | +/- |
|--------------------------------|-------------------|------------|-----------|
| Campus Life | 4,741,579 | 4,150,685 | 590,894 |
| Housing & Residence Life | 30,079,538 | 29,522,427 | 557,111 |
| Office of Diversity | 914,127 | 252,423 | 661,704 |
| Student Affairs Administration | 351,055 | 978,169 | -627,114 |
| Student Development Programs | 332,848 | 323,915 | 8,933 |
| Total | 36,419,147 | 35,227,619 | 1,191,528 |

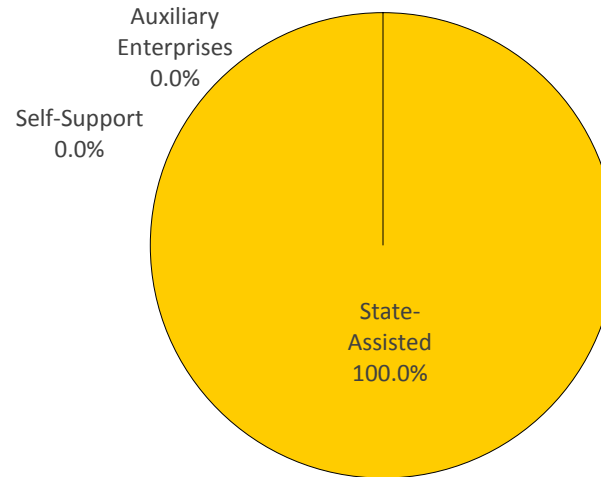
University Advancement Division Budget

The table below shows all unrestricted funds for University Advancement, with all of the funding being state-assisted. Additional budget details are listed on the following pages.

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|-----------------------------|-----------------------|---------------------|------------------------------|---------------------------|
| Alumni | 818,525 | 0 | 0 | 818,525 |
| Development | 3,012,622 | 0 | 0 | 3,012,622 |
| University Advancement | 858,085 | 0 | 0 | 858,085 |
| Total | 4,689,232 | 0 | 0 | 4,689,232 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|------------------|-------------------|----------------|------------------|
| University Advancement | | | | |
| Alumni | 525,047 | 20,000 | 273,478 | 818,525 |
| Development | 2,408,395 | 10,400 | 305,069 | 2,723,864 |
| University Advancement | 939,400 | 4,600 | 202,843 | 1,146,843 |
| Total | 3,872,842 | 35,000 | 781,390 | 4,689,232 |
| Distribution percentage | 82.6% | 0.7% | 16.7% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Additional funding was provided in FY 2018 for salary adjustments during the fiscal year [\$44,288], exempt minimum salary adjustments [\$18,771], and new non-exempt minimum pay scale [\$6,571]. To better align university functions, development personnel moved from Athletics to University Advancement [\$288,758]. The FY 2017 mid-year reduction [\$45,038] was carried forward in FY 2018 along with a reversion of FLSA funding [\$39,079].

| University Advancement | FY 2018 | FY 2017* | +/- |
|------------------------|------------------|-----------|----------|
| Alumni | 818,525 | | 818,525 |
| Development & Alumni* | 2,723,864 | 3,556,464 | -832,600 |
| University Advancement | 1,146,843 | 858,497 | 288,346 |
| Total | 4,689,232 | 4,414,961 | 274,271 |

*Development & Alumni were together in FY17

A total of \$69,719 was reallocated within University Advancement budget to support a Director of Alumni Career and Campus Relations position.

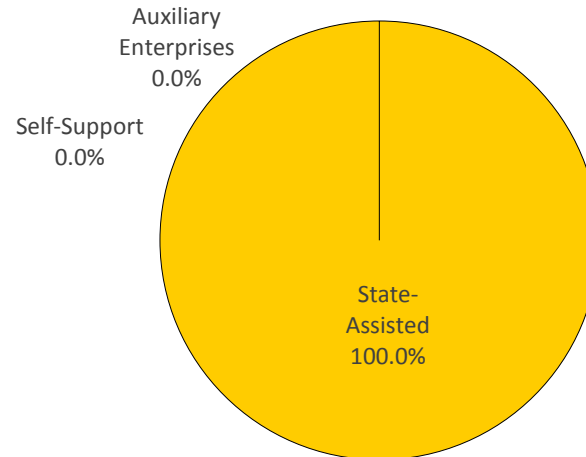
University Marketing and Communications Division Budget

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

| Expenditures by Unit | State-Assisted | Self-Support | Auxiliary Enterprises | Total Expenditures |
|--------------------------------------|-----------------------|---------------------|------------------------------|---------------------------|
| University Marketing & Communication | 6,437,488 | | | 6,437,488 |
| Total | 6,437,488 | 0 | 0 | 6,437,488 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|------------------|-------------------|------------------|------------------|
| University Marketing & Communications | | | | |
| University Marketing | 3,917,452 | 241,858 | 2,278,178 | 6,437,488 |
| Total | 3,917,452 | 241,858 | 2,278,178 | 6,437,488 |
| Distribution percentage | 60.9% | 3.8% | 35.4% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Additional funding was provided in FY 2018 for exempt minimum salary adjustments made during the fiscal year [\$13,493], required contingent II conversion to regular status [\$8,438], new non-exempt minimum pay scale [\$550]; new project tracking system, improvements and content development to TU website, and professional development for digital strategy team [\$47,520]; market list and recruitment event cost for prospective students at TU main campus and TUNE [\$250,000], student ambassador minimum wage increase [\$15,000], and graduate assistantship [\$14,100]. One position with funding was reallocated from Executive to University Marketing [\$187,123] and one position with funding was reallocated to Academic Affairs from University Marketing [\$68,862]. The FY 2017 mid-year reduction [\$20,000] was carried forward in FY 2018 along with a reversion of FLSA funding [\$43,084].

| University Marketing & Communications | FY 2018 | FY 2017 | +/- |
|---------------------------------------|------------------|-----------|---------|
| University Marketing | 6,437,488 | 6,033,210 | 404,278 |
| Total | 6,437,488 | 6,033,210 | 404,278 |

Financial Aid – State Assisted

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

| State-Assisted Expenditure Budget FY 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|----------------|-------------------|-------------------|-------------------|
| Financial Aid | | | | |
| Financial Aid Student - Department Supported | 0 | 0 | 2,494,766 | 2,494,766 |
| Financial Aid Student - Restricted | 0 | 0 | 130,000 | 130,000 |
| Financial Aid Student - Tuition Supported Aid | 0 | 0 | 27,305,291 | 27,305,291 |
| Financial Aid Student - Waivers | 948,501 | 0 | 1,516,682 | 2,465,183 |
| Total | 948,501 | 0 | 31,446,739 | 32,395,240 |
| Distribution percentage | 2.9% | 0.0% | 97.1% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Additional funding was provided in FY 2018 for increased athletic talent scholarships [\$194,766], independent grant scholarships [\$277,025], and graduate assistant waivers [\$23,173].

| Financial Aid | FY 2018 | FY 2017 | +/- |
|---|-------------------|------------|---------|
| Financial Aid Student - Department Supported | 2,494,766 | 2,300,000 | 194,766 |
| Financial Aid Student - Restricted | 130,000 | 130,000 | 0 |
| Financial Aid Student - Tuition Supported Aid | 27,305,291 | 27,028,266 | 277,025 |
| Financial Aid Student - Waivers | 2,465,183 | 2,442,010 | 23,173 |
| Total | 32,395,240 | 31,900,276 | 494,964 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|------------------|-------------------|-------------------|-------------------|
| Central | | | | |
| Workmen's Compensation/Shady Grove | 500,300 | 0 | 65,000 | 565,300 |
| TUSC | 0 | 0 | 12,000 | 12,000 |
| Annual Picnic/Insurance & Contracts | 0 | 0 | 925,000 | 925,000 |
| State Retirement, Personnel & 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 | 1,554,759 | 1,554,759 |
| Student Technology | 356,726 | 0 | 3,744,874 | 4,101,600 |
| PC Replacement | 0 | 0 | 350,000 | 350,000 |
| Utilities | 0 | 0 | 10,064,784 | 10,064,784 |
| 7400 York Road | 0 | 0 | 321,614 | 321,614 |
| Commencement | 0 | 11,300 | 243,700 | 255,000 |
| Contingent ACA | 0 | 1,481,635 | 0 | 1,481,635 |
| Retirement, Salary Scale, and Health Adjustment | 687,211 | 0 | 0 | 687,211 |
| FY18 Positions Approved | 1,238,944 | 0 | 0 | 1,238,944 |
| License True Up | 0 | 0 | 102,419 | 102,419 |
| Salesforce | 0 | 0 | 157,000 | 157,000 |
| Academic Revenue Bond Payments | 0 | 0 | 9,897,118 | 9,897,118 |
| Total | 2,783,181 | 1,492,935 | 29,248,483 | 33,524,599 |
| Distribution percentage | 8.3% | 4.5% | 87.2% | 100.0% |

Central Division - State-Assisted

The table below compares the budget allocations in FY 2018 and FY 2017. The considerable funding adjustments are a result of the following:

- A student technology increase associated with higher revenue expectations [\$225,450]
- A utilities decrease [\$522,127]
- Academic revenue bond increase [\$354,589]
- Retirement and health adjustment [\$856,449]
- Towson City Center rent increase [\$43,000]
- License True Up [\$102,419] and Salesforce [\$157,000] for campus
- FY 2018 new positions to be reviewed [\$1,238,944]

| Central | FY 2018 | FY 2017 | +/- |
|---|-------------------|-------------------|------------------|
| Workmen's Compensation/Shady Grove | 565,300 | 565,300 | 0 |
| TUSC | 12,000 | 12,000 | 0 |
| Annual Picnic/Insurance & Contracts | 925,000 | 925,000 | 0 |
| State Retirement, Personnel & Budget System Charges | 524,837 | 524,837 | 0 |
| Facilities Operations | 685,378 | 685,378 | 0 |
| Snow Removal/Smoke-Free Operations | 600,000 | 600,000 | 0 |
| Towson City Center Rent | 1,554,759 | 1,511,759 | 43,000 |
| Student Technology | 4,101,600 | 3,876,150 | 225,450 |
| PC Replacement | 350,000 | 350,000 | 0 |
| Utilities | 10,064,784 | 10,586,911 | -522,127 |
| 7400 York Road | 321,614 | 321,614 | 0 |
| Commencement | 255,000 | 255,000 | 0 |
| Contingent ACA | 1,481,635 | 1,481,635 | 0 |
| Retirement and Health Adjustment | 687,211 | -169,238 | 856,449 |
| FY18 Positions Approved | 1,238,944 | 0 | 1,238,944 |
| License True Up | 102,419 | 0 | 102,419 |
| Salesforce | 157,000 | 0 | 157,000 |
| Academic Revenue Bond Payments | 9,897,118 | 9,542,529 | 354,589 |
| Total | 33,524,599 | 31,068,875 | 2,455,724 |

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 2018 | Auxiliary Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|----------------------------|-------------------------------|------------------------|-------------------|----------------|-------------------|------------------|------------------|-------------------|---------------------|
| Central | | | | | | | | | |
| Burdick Debt | 4,457,060 | 0 | 4,457,060 | 0 | 0 | 0 | 4,457,060 | 4,457,060 | 0 |
| Central Fund Auxiliary | 2,357,200 | 0 | 2,357,200 | 0 | 0 | 2,346,500 | 10,700 | 2,357,200 | 0 |
| Complex | 4,668,327 | 0 | 4,668,327 | 0 | 0 | 0 | 4,668,327 | 4,668,327 | 0 |
| PE ATH REC Facility Fund | 129,499 | 0 | 129,499 | 0 | 0 | 0 | 129,499 | 129,499 | 0 |
| Total | 11,612,086 | 0 | 11,612,086 | 0 | 0 | 2,346,500 | 9,265,586 | 11,612,086 | 0 |
| Distribution percentage | | | | 0.0% | 0.0% | 20.2% | 79.8% | 100.0% | |

The table below compares the auxiliary budget allocations in FY 2018 and FY 2017. Additional auxiliary fees were provided for the increased debt and IDC. The allocation also increased as a result of moving PE Athletic Recreation Fund from Student Affairs.

| Central | FY 2018 | FY 2017 | +/- |
|--------------------------|-------------------|------------|-----------|
| Burdick Debt | 4,457,060 | 3,171,355 | 1,285,705 |
| Central Fund Auxiliary | 2,357,200 | 2,242,882 | 114,318 |
| Complex | 4,668,327 | 4,671,102 | -2,775 |
| PE ATH REC Facility Fund | 129,499 | 0 | 129,499 |
| Total | 11,612,086 | 10,085,339 | 1,526,747 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|----------------|-------------------|-----------|----------------|
| University Contingency | 0 | 0 | 711,242 | 711,242 |
| Distribution percentage | 0.0% | 0.0% | 100.0% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017. Funding was reallocated from the university contingency to University Advancement for development personnel reorganization [\$288,758]. The FY 2017 mid-year reduction [\$102,932] was carried forward in FY 2018.

| University Contingency | FY 2018 | FY 2017 | +/- |
|------------------------|----------------|-----------|----------|
| Total | 711,242 | 1,102,932 | -391,690 |

Auxiliary Contingency

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

| Auxiliary Budget - FY 2018 | Auxiliary Student Fee Revenue | Self-Generated Revenue | Total Revenue | Regular Salary | Contingent Salary | Internal IDC | Operating | FY 2018 | Fund Balance Target |
|----------------------------|-------------------------------|------------------------|----------------|----------------|-------------------|--------------|-----------|----------------|---------------------|
| Auxiliary Contingency | 696,158 | 0 | 696,158 | 0 | 0 | 0 | 696,158 | 696,158 | 0 |
| Total | 696,158 | 0 | 696,158 | 0 | 0 | 0 | 696,158 | 696,158 | 0 |
| Distribution percentage | | | | 0.0% | 0.0% | 0.0% | 100.0% | 100.0% | |

The table below compares the auxiliary contingency budget allocations in FY 2018 and FY 2017.

| Auxiliary Contingency | FY 2018 | FY 2017 | +/- |
|-----------------------|----------------|-----------|----------|
| Auxiliary Contingency | 696,158 | 1,208,396 | -512,238 |
| Total | 696,158 | 1,208,396 | -512,238 |

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 2018 | Regular Salary | Contingent Salary | Operating | FY 2018 |
|---|----------------|-------------------|-----------|-------------------|
| Turnover Target | -3,550,000 | 0 | 0 | -3,550,000 |
| Distribution Percentage | 100.0% | 0.0% | 0.0% | 100.0% |

The table below compares the budget allocations in FY 2018 and FY 2017.

| Turnover Target | FY 2018 | FY 2017 | +/- |
|-----------------|-------------------|------------|-----|
| 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 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).

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

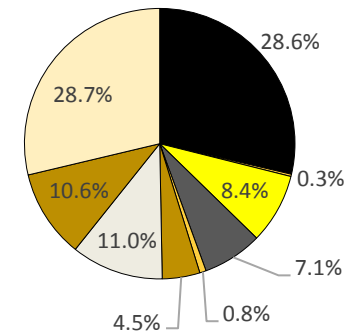
Activities within the university that furnish goods or services to students, faculty, or staff, and charge a fee directly related to, although not

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 | \$132,100 | 29.0% |
| Research | \$1,256 | 0.3% |
| Academic Support | \$38,023 | 8.3% |
| Scholarship/Fellowship | \$32,395 | 7.1% |
| | \$203,775 | 44.7% |
| Public Service | \$3,489 | 0.8% |
| Student Services | \$20,386 | 4.5% |
| Institutional Support | \$49,833 | 10.9% |
| Oper/Maint, Phys Plant | \$47,732 | 10.5% |
| Auxiliary Enterprises | \$130,187 | 28.6% |
| | \$455,401 | 100.0% |

all dollars are in thousands

Unrestricted Totals by Program

| Unrestricted Expenditures by Program | Executive | Academic Affairs | Marketing & Comm. | Student Affairs | Innovation & Research | Admin & Finance | University Advancement | Financial Aid | Central | Contingency Reserve & Turnover | Total |
|---------------------------------------|-------------------|--------------------|-------------------|-------------------|-----------------------|--------------------|------------------------|-------------------|-------------------|--------------------------------|--------------------|
| State-Assisted | | | | | | | | | | | |
| Instruction | 0 | 113,040,841 | 0 | 0 | 0 | 0 | 0 | 0 | 7,713,448 | 711,242 | 121,465,531 |
| Research | 0 | 703,032 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 703,032 |
| Public Service | 0 | 306,027 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 306,027 |
| Academic Support | 78,698 | 22,388,512 | 1,321,123 | 0 | 0 | 12,887,456 | 0 | 0 | 0 | 0 | 36,675,789 |
| Student Services | 0 | 9,078,907 | 1,703,416 | 9,255,915 | 0 | 0 | 0 | 0 | 0 | 0 | 20,038,238 |
| Institutional Support | 6,792,987 | 7,496,437 | 3,412,949 | 1,181,172 | 1,705,931 | 23,640,816 | 4,689,232 | 0 | 2,687,498 | -3,550,000 | 48,057,022 |
| Oper/Maint, Phys Plant | 0 | 0 | 0 | 0 | 0 | 24,608,176 | 0 | 0 | 23,123,653 | 0 | 47,731,829 |
| Scholarship/Fellowship | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 32,395,240 | 0 | 0 | 32,395,240 |
| Subtotal State-Assisted | 6,871,685 | 153,013,756 | 6,437,488 | 10,437,087 | 1,705,931 | 61,136,448 | 4,689,232 | 32,395,240 | 33,524,599 | -2,838,758 | 307,372,708 |
| Self-Support | | | | | | | | | | | |
| Instruction | 0 | 10,634,691 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,634,691 |
| Research | 0 | 161,412 | 0 | 0 | 391,709 | 0 | 0 | 0 | 0 | 0 | 553,121 |
| Public Service | 0 | 1,845,892 | 0 | 455 | 1,336,896 | 0 | 0 | 0 | 0 | 0 | 3,183,243 |
| Academic Support | 0 | 1,347,537 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,347,537 |
| Student Services | 0 | 114,796 | 0 | 232,650 | 0 | 0 | 0 | 0 | 0 | 0 | 347,446 |
| Institutional Support | 0 | 0 | 0 | 0 | 0 | 1,775,617 | 0 | 0 | 0 | 0 | 1,775,617 |
| Oper/Maint, Phys Plant | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Scholarship/Fellowship | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal Self-Support | 0 | 14,104,328 | 0 | 233,105 | 1,728,605 | 1,775,617 | 0 | 0 | 0 | 0 | 17,841,655 |
| Auxiliary Enterprises | | | | | | | | | | | |
| Auxiliary Enterprises | 20,203,669 | 542,340 | 0 | 36,419,147 | 0 | 60,713,479 | 0 | 0 | 11,612,086 | 696,158 | 130,186,879 |
| Subtotal Auxiliary Enterprises | 20,203,669 | 542,340 | 0 | 36,419,147 | 0 | 60,713,479 | 0 | 0 | 11,612,086 | 696,158 | 130,186,879 |
| Grand Total Unrestricted | 27,075,354 | 167,660,424 | 6,437,488 | 47,089,339 | 3,434,536 | 123,625,544 | 4,689,232 | 32,395,240 | 45,136,685 | -2,142,600 | 455,401,242 |

Restricted Budget Summaries

Restricted Allocation Summary

The university's restricted resources are comprised of government-sponsored research grants and contracts, non-governmental 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 2018 |
|--------------------------------|-------------------|
| 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 2018. 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 2018 alone.

Major grants:

RUI: Collaborative Research: Acoustic Study of Lattice Dynamics and Elastic Properties in Perovskite

Award Amount: \$287,340

Award Organization: National Science Foundation

Responsible Department: Academic Affairs \ Fisher College \ Physics, Astronomy & Geosciences \ Gary Pennington, Rajeswari Kolagani, Jia-An Yan, Jeffrey Ray Simpson

Towson University Nursing Collaborative Partnership Program

Award Amount: \$1,266,250

Award Organization: Maryland Higher Education Commission

Responsible Department: Academic Affairs \ Health Professions \ Nursing \ Haley Mark, Teresa Nikstaitis, Regina Donovan Twigg

Bridges to the Doctorate: A Partnership between Towson University and University of Maryland School of Medicine

Award Amount: \$200,761 Yr. 1 released (5 yr. amount: \$1,335,910)

Award Organization: National Institute of Health

Responsible Department: Academic Affairs \ Fisher College \ Biological Sciences \ Elana Ehrlich, Michelle Snyder

CyberCorps: Scholarship for Service at Towson University

Award Amount: \$3,972,413

Award Organization: National Science Foundation

Responsible Department: Academic Affairs \ Fisher College \ Computer & Information Sciences \ Shiva Azadegan \ Joshua Dehlinger \ Siddharth Kaza \ Michael O'Leary \ Blair Taylor

Maryland 2017 – 2018 Alliance Grant

Award Amount: \$114,518

Award Organization: National Geographic Society

Responsible Department: Academic Affairs \ Liberal Arts \ Geography & Environmental Planning \ Virginia Thompson

TU-REP: Our Path to Inclusive Excellence

Award Amount: \$1,000,000

Award Organization: Howard Hughes Medical Institute

Responsible Department: Academic Affairs \ Fisher College \ Biological Sciences \ Laura Gough, Ryan Casey, Matthew Hemm, David Schaefer

English Learners Moving to Proficient Outcomes with Engagement and Rigor (EMPOWER)

Award Amount: \$2,221,722

Award Organization: U.S. Department of Education

Responsible Department: Academic Affairs \ Education \ Special Education \ Patricia Rice Doran, Gilda Martinez-Alba, Elizabeth Neville

SusChEM: Collaborative Research: Environmental Fate and Effects of Dichloroacetamide Safeners: An Overlooked Class of Emerging Contaminants?

Award Amount: \$135,231

Award Organization: National Science Foundation

Responsible Department: Academic Affairs \ Fisher College \ Chemistry \ John Sivey, Christopher Salice

Major grants (continued):

FY18 Child Care Career and Professional Development Fund

Award Amount: \$163,424

Award Organization: Maryland State Department of Education

Responsible Department: Academic Affairs \ Education \ Early

Childhood Education \ Ocie Watson-Thompson

Metamaterial Superconductors

Award Amount: \$346,064

Award Organization: Defense Advanced Research Projects Agency

Responsible Department: Academic Affairs \ Fisher College \ Physics,

Astronomy & Geosciences \ Vera Smolyanina

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: Feb 2013 – July 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: \$160.7 million
Size: 228,993 GSF
Project Schedule: July 2019 – 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: \$116.3 million
Size: 220,245 GSF
Project schedule: July 2023 – July 2026 (anticipated)

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 – Jan. 2018

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.

University Union Addition and Renovation

Total Budget: \$108.8 million
 Size: 80,000 GSF new; 168,203 renovated
 Project schedule: Jan. 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.



Residence Tower Renovation

Total Budget: \$33.9 million
 Size: 101,988 GSF
 Project schedule: July 2015 – March 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.

Glen Dining Renovation

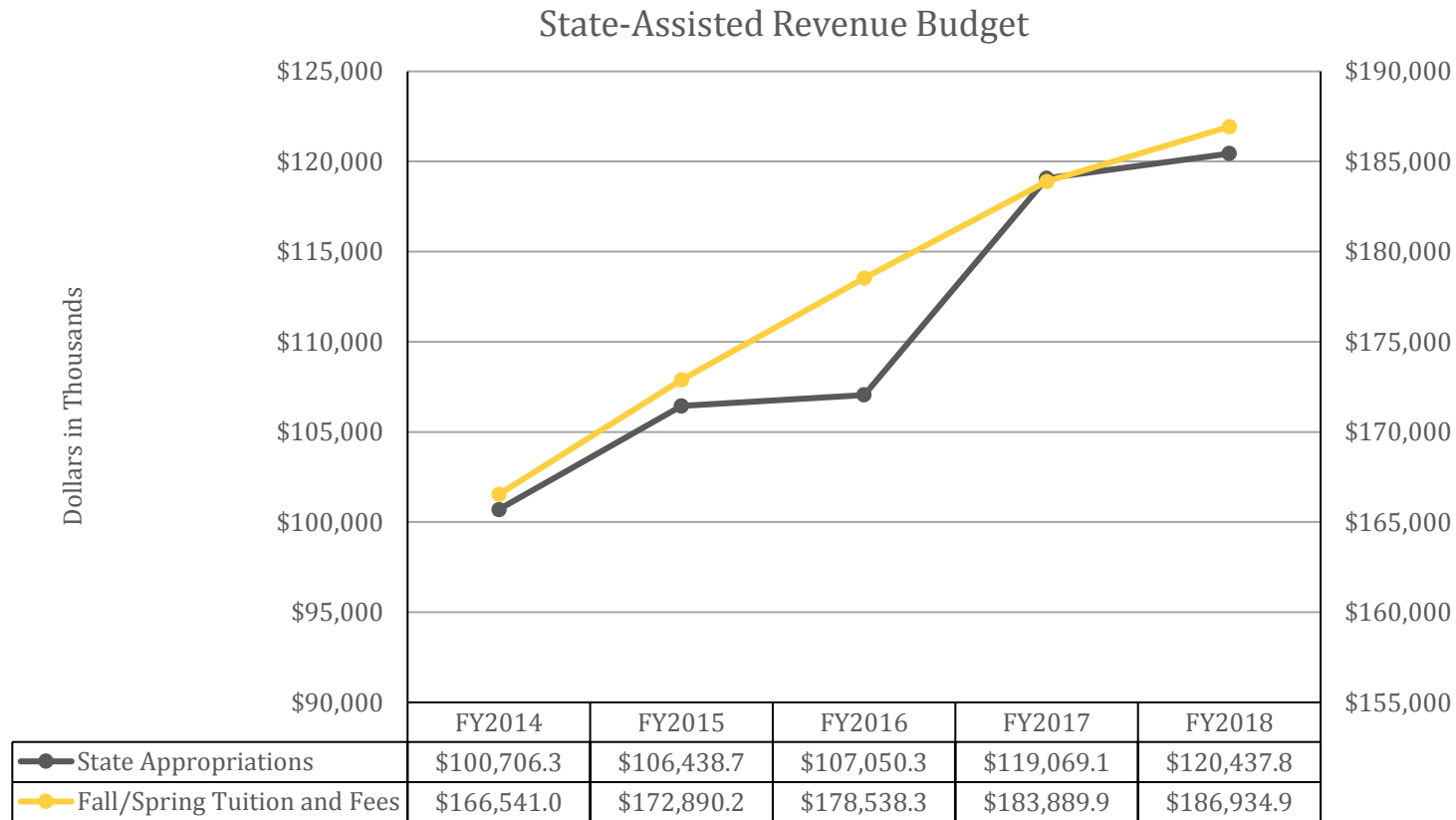
Total Budget: \$8.8 million (university funded)
 Size: 31,956 GSF
 Project schedule: August 2017 – May 2019

This project is for the comprehensive renovation of Glen Dining Hall. The renovation to include repairs to the exterior building envelope, lighting, interior finishes and reconfiguration, electrical distribution panels, hot water tanks, rooftop HVAC units, trash compactors, and emergency generators.

Appendix

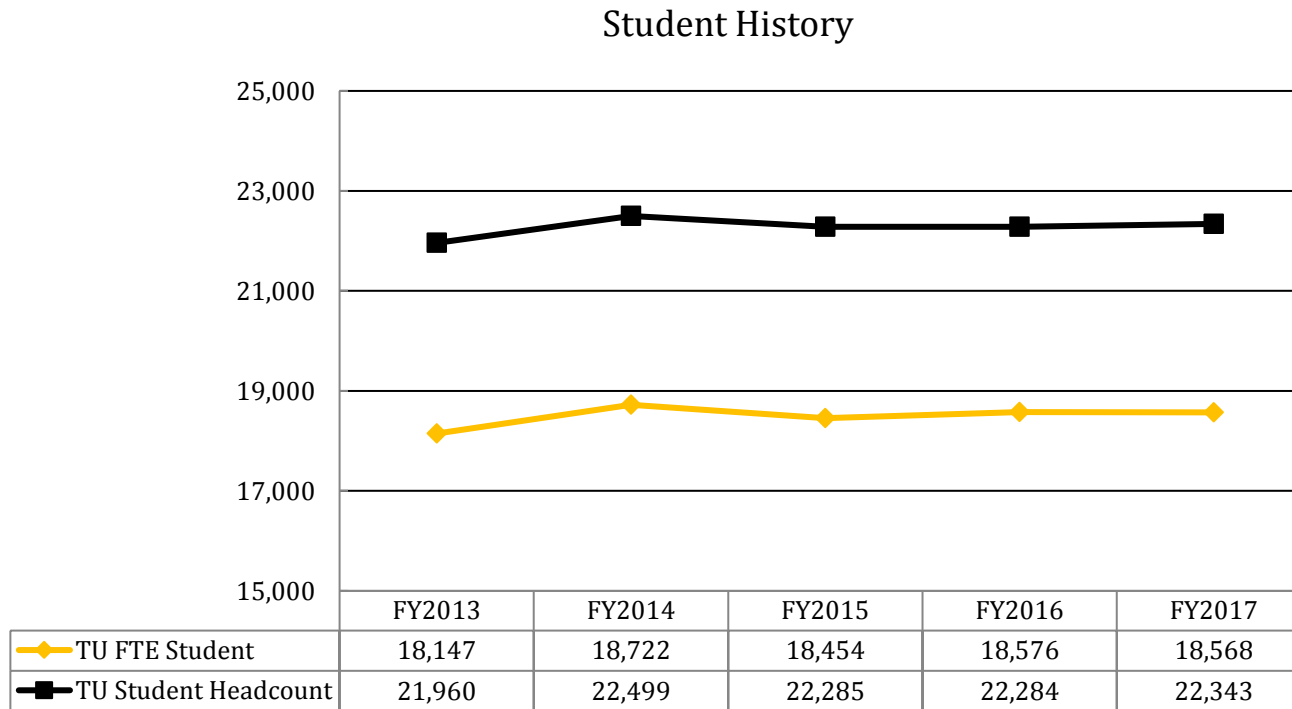
Appendix 1: TU Budget Trends

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



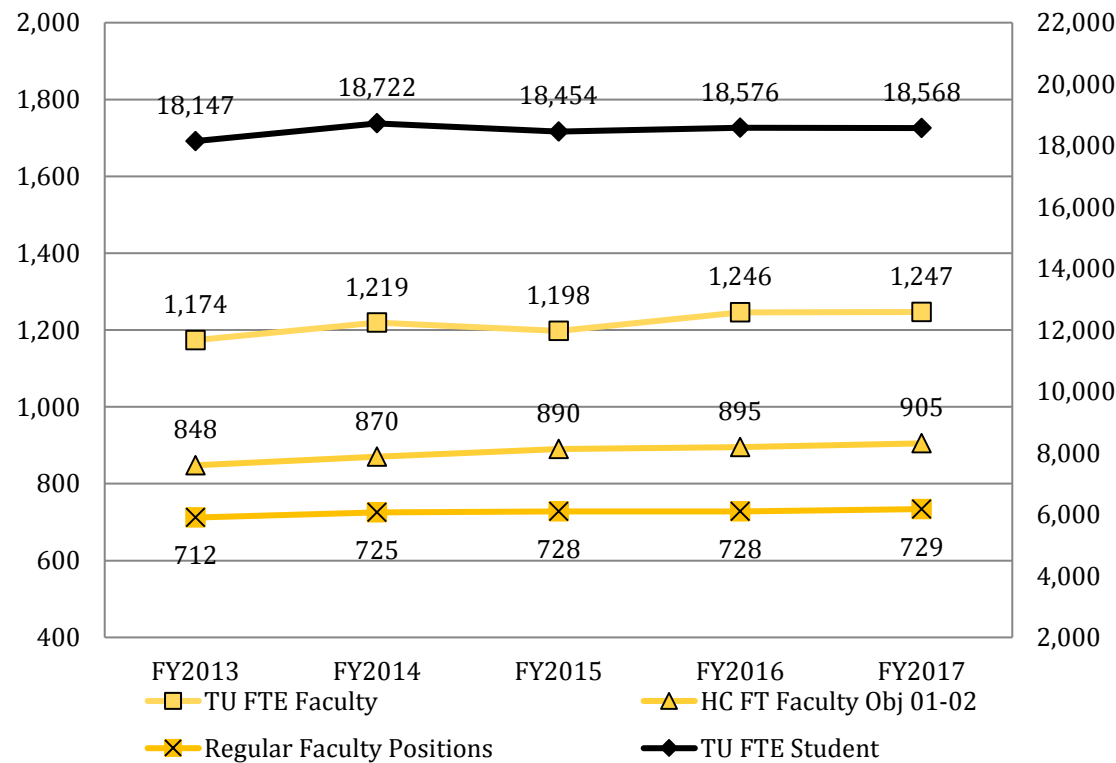
Appendix 2: TU Historical Information

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



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.

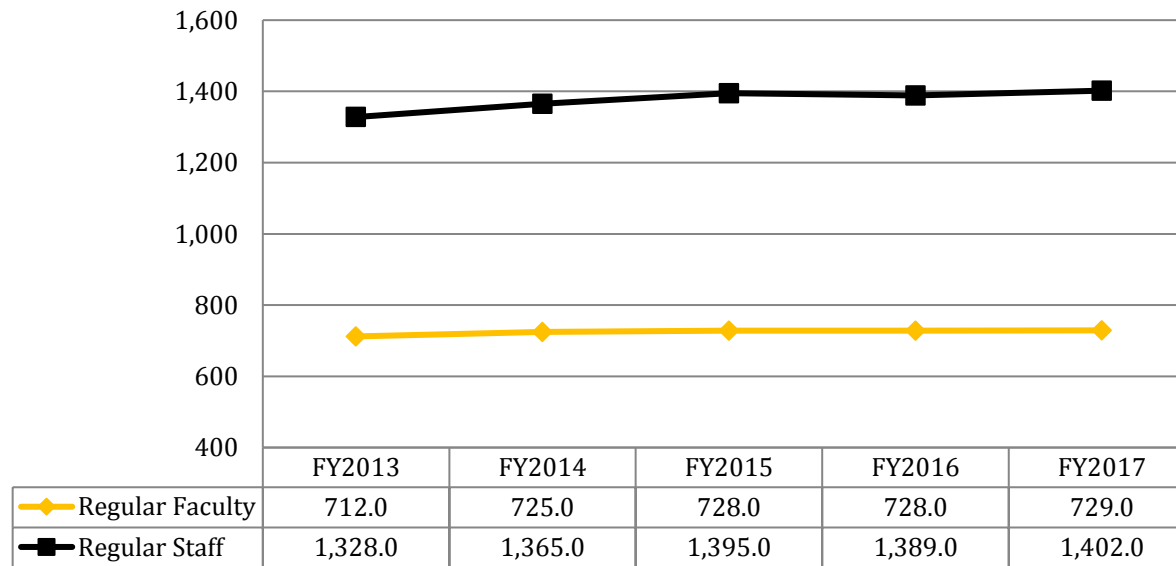


| | FTE Student to FTE Faculty Ratio | FTE Student to Regular Faculty Ratio |
|------|----------------------------------|--------------------------------------|
| 2013 | 15.8:1 | 25:1 |
| 2014 | 15.4:1 | 25:1 |
| 2015 | 15.4:1 | 25:1 |
| 2016 | 14.9:1 | 25.5:1 |
| 2017 | 14.9:1 | 25.5:1 |

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 15 years.

USM Statewide Annualized FTEs

| | USM | Bowie | Coppin | Frostburg | Salisbury | Towson | UB | UMB | UMBC | UMCP | UMES | UMUC |
|---------|---------|-------|--------|-----------|-----------|--------|-------|-------|--------|--------|-------|--------|
| 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 |
| FY 2017 | 130,708 | 4,684 | 2,365 | 4,584 | 7,919 | 18,568 | 3,980 | 6,707 | 11,092 | 33,108 | 3,651 | 34,050 |

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*
 Brian DeFilippis, *Vice President for University Advancement*
 Marina Cooper, *Vice President of Marketing and Communications*
 Leah Cox, *Vice President of Inclusion and Institutional Equity*
 Traevana Byrd, *Vice President for Legal Affairs & Human Resources and General Counsel*
 Tim Leonard, *Director of Athletics*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2018 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*
 Renee Timms, *Budget Associate*

RESOURCE PLANNING AND ADVISORY COMMITTEE (Academic Year 2016-2017)

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 2018 Operating Budget are listed below in alphabetical order:

Jennifer Ballengee, *University Senate (ex-officio)*
 Babu Barajwaj, *College of Business and Economics*
 Cassy Bennett, *President's Office (ex-officio, non-voting)*
 Hana Bor, *College of Liberal Arts*
 Elizabeth Carbone, *University Advancement*
 Timothy Chandler, *Provost's Office (ex-officio, non-voting)*
 Marina Cooper, *University Marketing and Communications*
 Donna Cox, *Faculty Salary Review Committee*
 Mary Crowe, *Student Government Association*
 Paul Evitts, *College of Health Professions*
 Patricia Garay, *Graduate Student Association*

Shana Gass, *Library*
 Shohreh Kaynama, *Dean's representative*
 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*
 David Reiss, *College of Fine Arts and Communication*
 Carol Wettersten, *Administration & Finance*

EDITORIAL AND DESIGN

Carol Wettersten, *Administration & Finance*
 Simi Akinmuda, *Graduate Assistant, Administration and Finance*