



INTERNAL OPERATING
BUDGET & PLAN
FISCAL YEAR 2023

Published November 2022

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Introduction

The FY 2023 Operating Budget and Plan for Towson University (TU) aims to help the campus community understand the university's financial environment and the factors that contribute to it. The book presents a high-level picture of the university's internal budget during fiscal year 2023 (academic/calendar year 2022-2023). Key financial information is broken down by revenue source. Unrestricted sources are listed first and are divided into three categories—state-assisted, self-support and auxiliary enterprises. Restricted sources are next and are comprised of government-sponsored research grants and contracts as well as capital budget projects. The appendix offers information on TU budget trends as well as historical context for budget decisions, such as university employment levels and university- and system-wide enrollment levels. A glossary of terms is provided for reference.

Towson University's budget is managed by the university administration with input from the Resource Planning and Advisory Committee (RPAC). The budget adheres to directives from the governor, the Maryland General Assembly and the University System of Maryland (USM).

Profile

Towson University has been recognized as one of the region's best and most diverse public universities, offering world-class bachelor's, master's and doctoral degree programs while maintaining moderate tuition prices. Using careful budgeting and planning, TU produces diverse graduates for \$31,635 below the average cost of USM campuses, creating value for both our students and our state.

Leading the Region

LARGEST
public institution in the
greater Baltimore region

Recognized as one of the
BEST
colleges in the **Northeast**
The Princeton Review

5,751
annual graduates
AY 2021-2022

A Great Return on Investment

TOP 3
best investments in
higher education
Money Magazine

TU achieves the **SECOND-
HIGHEST GRADUATION
RATE** in the USM while
receiving the **LOWEST
FUNDING PER STUDENT.**

The #1
**"BEST BANG
FOR THE BUCK"**
in Maryland
Washington Monthly

Fostering Inclusive Success

Only school in Maryland
with **ZERO**
**ACHIEVEMENT
GAP.**

At 74%, TU's African
American six-year
graduation rate is nearly
**THIRTY POINTS
HIGHER** than the
national average.

Recognized as one of the
BEST
universities in the nation
for **social mobility.**
U.S. News & World Report

Budget Calendar

Our internal budget is developed on a 12-month cycle that begins with administrative strategic planning and progresses through a variety of input sessions and presentations with campus stakeholders. Key milestones in the development of our original FY 2023 budget are outlined below. Once approved, the budget may be adjusted based on external factors such as state budget cuts or institutional revenue shortfalls.

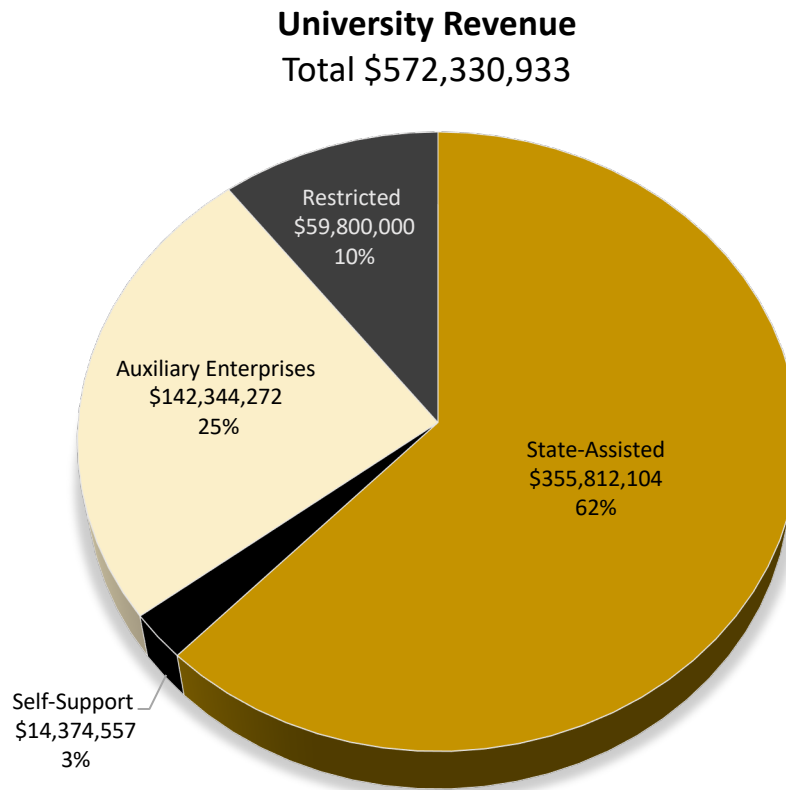
Calendar Month & Year	Fiscal Year	Budget Development
September 2021	2022	Fall headcount and full-time equivalency year-over-year data shared with the president and President's Cabinet
October 2021		FY 2022 Operating Budget and Plan book published
October 2021		FY 2023 internal budget instructions, including fee instructions, sent to divisional budget officers (DBOs)
November 2021		FY 2023 housing fee presented to Student Government Association (SGA)
December 2021		Following fiscal year financial aid budget provided to Financial Aid; Resource Planning and Advisory Committee (RPAC) meetings held to discuss FY 2023 strategic direction
January 2022		Internal FY 2023 budget submission due to University Budget Office FY 2023 budget review with VPs and CFO
January 2022		President's Cabinet reviews divisions' FY 2023 submissions (including fee proposals)
Late January 2022		Pre-meeting with student leadership prior to fee forum
February 2022		FY 2023 fee forum presentation to SGA President's Cabinet approves preliminary FY 2023 budget
March 2022		RPAC reviews preliminary FY 2023 budget
May 2022		FY 2023 phase two internal budget instructions sent to DBOs
Late May 2022		Internal FY 2023 budget submission due to the University Budget Office
June 2022		FY 2023 internal budgets loaded
July 2022		2023
November 2022		FY 2023 Operating Budget and Plan book published

University Budget Summaries

FY 2023 University Operating Revenue Overview

Towson University's internal operating revenue is comprised of two fund groups:

1. **Unrestricted revenues** are resources provided to the institution with no restrictions on their use. These resources are separated into three categories:
 - a. *State-assisted* revenue includes state appropriations, fall/spring tuition and fees, summer/minimester overhead, indirect cost recovery from auxiliary enterprises and self-support areas, and other unrestricted funds.
 - b. *Self-support* revenue includes sales and services of educational activities. This could include goods and services that may be sold to students, faculty, staff and the general public.
 - c. *Auxiliary enterprises* revenue includes auxiliary student fees and self-generated revenue from auxiliary areas such as housing, dining, the University Store and athletics.
2. **Restricted revenues** are primarily comprised of student aid from federal sources. Restricted revenues also come from government-sponsored research grants and contracts, non-government grants, and certain endowment and gift income.

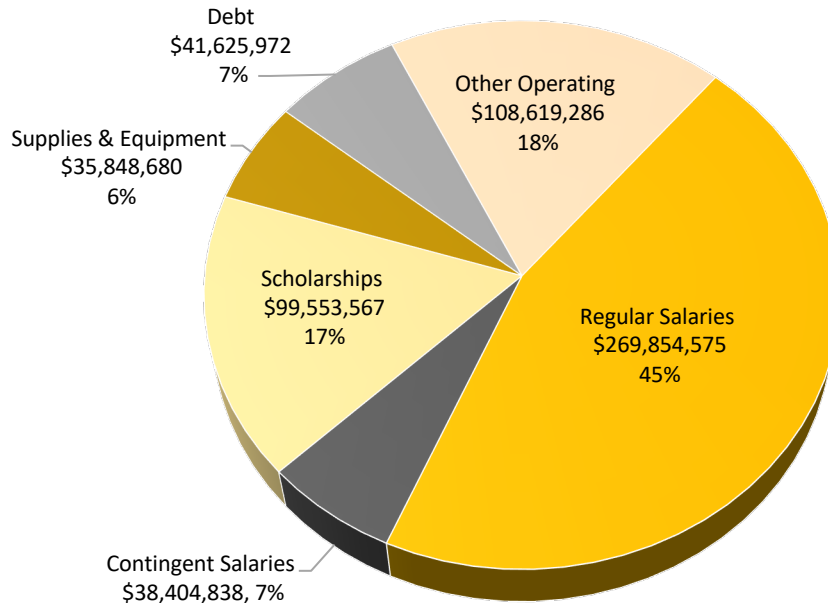


FY 2023 University Expenditure Overview

The "other operating" cost category includes travel, communications, motor vehicles, contractual services, fixed charges, land and structures, and the fund balance requirement.

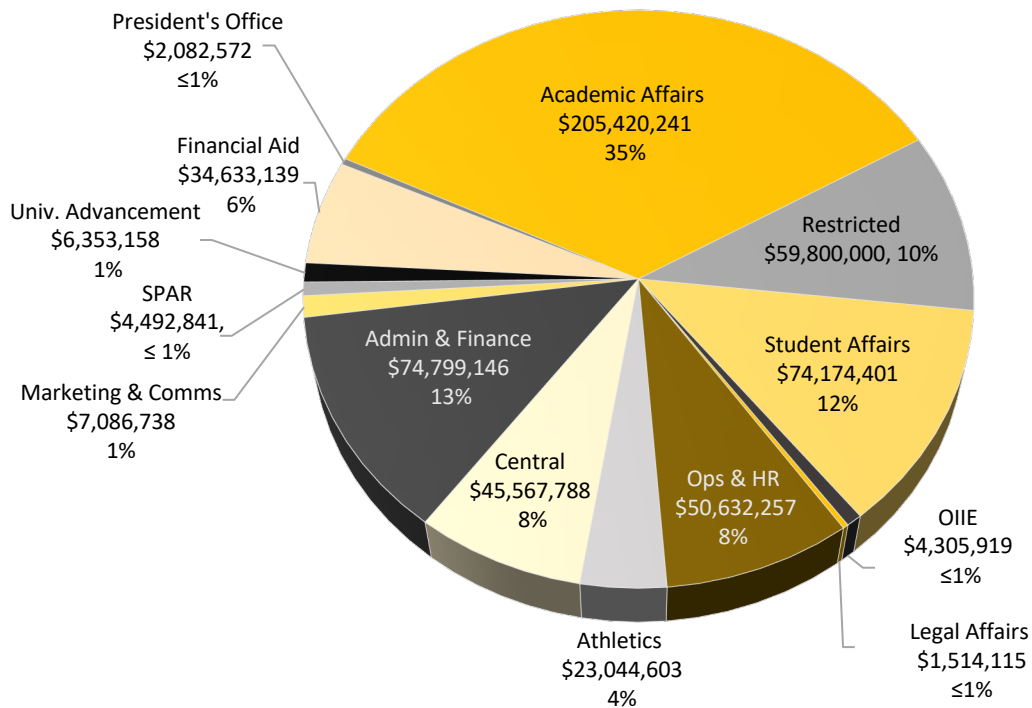
Expenditures by Category

Total \$593,906,918



Expenditures by Division

Total \$593,906,918



FY 2023 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 must be used for the purpose intended.

Revenue Budget	FY 2023	FY 2022	+/-	% Change
State-Assisted Funds				
State Appropriations	\$ 170,743,299	\$ 138,396,191	\$ 32,347,108	23.4%
Fall/Spring Tuition	153,578,995	158,775,173	(5,196,178)	-3.3%
Technology Fee	4,436,941	4,436,941	-	-
Student User Fees	4,736,630	4,734,250	2,380	0.1%
Summer/Minimester Overhead	4,200,000	4,200,000	-	-
Indirect Cost Recovery	4,000,000	4,000,000	-	-
Other Fees and Unrestricted Revenue	14,116,239	7,073,000	7,043,239	99.6%
Subtotal State-Assisted Funds	\$ 355,812,104	321,615,555	\$ 34,196,549	10.6%
Self-Support Funds				
Summer and Minimester Revenue	\$ 16,258,750	\$ 15,820,750	\$ 438,000	2.8%
Self-Generated Revenue	(1,884,193)	(2,265,380)	381,187	16.8%
Subtotal Self-Support Funds	\$ 14,374,557	\$ 13,555,370	\$ 819,187	6.0%
Auxiliary Enterprises Funds				
Auxiliary Student Fee	\$ 62,215,728	\$ 61,166,139	\$ 1,049,589	1.7%
Self-Generated Revenue	80,128,545	85,125,451	(4,996,906)	-5.9%
Subtotal Auxiliary Enterprises Funds	\$ 142,344,273	\$ 146,291,590	\$ (3,947,318)	-2.6%
Restricted Funds				
Federal Grants/Contracts	\$ 49,163,460	\$ 33,882,804	\$ 15,280,656	45.1%
Private State Gifts/Contracts	10,636,540	20,201,241	(9,564,701)	-47.3%
Subtotal Restricted Funds	\$ 59,800,000	\$ 54,084,045	\$ 5,715,955	10.6%
Total Funds	\$ 572,330,933	\$ 535,546,560	\$ 36,784,373	6.9%

FY 2023 Expenditure Operating Summary

The expenditure budget chart below shows the original budget for the entire campus. The Facilities Management subdivision and budget moved from within Administration and Finance to Operations and Human Resources. Auxiliary funding in the Office of Inclusion & Institutional Equity (OIIE) moved to the state-assisted budget. The Athletics scholarships accounting process was adjusted to reflect actual aid disbursement.

Expenditure Budget	FY 2023	FY 2022	+/-	% Change
State-Assisted Funds				
Student Affairs	\$ 12,235,113	\$ 10,806,466	\$ 1,428,647	13.2%
Inclusion & Institutional Equity	4,305,919	3,499,947	805,972	23.0%
Legal Affairs	1,514,115	1,423,144	90,971	6.4%
Operations & Human Resources	34,012,197	3,555,111	30,457,086	856.7%
Athletics	5,025,239	-	5,025,239	100%
Central Division	38,469,220	44,364,831	(5,895,611)	-13.3%
Administration & Finance	39,750,907	75,532,947	(35,782,040)	-47.4%
Univ. Marketing & Communication	6,979,635	6,633,179	346,456	5.2%
SPAR	2,745,523	2,586,142	159,381	6.2%
University Advancement	6,353,158	5,878,415	474,743	8.1%
Financial Aid	34,633,139	34,633,139	-	-
Office of the President	2,082,572	1,925,575	156,997	8.2%
Academic Affairs	190,835,033	178,556,759	12,278,274	6.9%
Subtotal State-Assisted Funds	\$ 378,941,770	\$ 369,395,655	\$ 9,546,115	2.6%
Self-Support Funds				
Student Affairs	\$ 157,277	\$ 132,408	\$ 24,869	18.8%
Administration & Finance	75,200	74,180	1,020	1.4%
Univ. Marketing & Communication	107,103	94,567	12,536	13.3%
SPAR	1,747,318	1,754,151	(6,833)	-0.4%
Academic Affairs	12,283,370	11,152,551	1,130,819	10.1%
Subtotal Self-Support Funds	\$14,370,268	\$ 13,207,857	\$ 1,162,411	8.8%
Auxiliary Enterprises Funds				
Student Affairs	\$ 61,782,011	\$ 59,933,887	\$ 1,848,124	3.1%
Inclusion & Institutional Equity	-	492,646	(492,646)	-100.0%
Operations & Human Resources	16,620,060	17,094,059	(473,999)	-2.8%
Athletics	18,019,364	22,293,241	(4,273,877)	-19.2%
Central Division	7,098,568	7,098,568	-	-
Administration & Finance	34,973,039	35,885,863	(912,824)	-2.5%
Academic Affairs	2,301,838	2,114,811	187,027	8.8%
Subtotal Auxiliary Enterprises Funds	\$ 140,794,880	\$ 144,913,075	\$ (4,118,195)	-2.8%
Restricted Funds				
Federal Grants/Contracts	\$ 49,163,460	\$ 33,882,804	\$ 15,280,656	45.1%
Private Gifts/Contracts	10,636,540	20,201,241	(9,564,701)	-47.3%
Subtotal Restricted Funds	\$ 59,800,000	\$ 54,084,045	\$ 5,715,955	10.6%
Total Funds	\$ 593,906,918	\$ 581,600,632	\$ 12,306,286	2.1%

State-Assisted Budget

FY 2023 State-Assisted Revenue and Expenditure Budget by Category

Towson University's state-assisted revenue and expenditure budget is listed below by category. The appearance of an initial deficit is a result of our strategic budgeting model, which permanently includes all known expenses in the base budget. The budget is subsequently balanced through vacant position savings and other cost-savings measures. In 2023, such measures included limiting purchases and implementing a position turnover target for the Administration and Finance, Operations and Human Resources and Academic Affairs divisions. Additional details are provided in the budget notes underneath the chart.

State-Assisted Revenue		FY 2023	FY 2022	+/-	% Change
1	State Appropriations	\$ 170,743,299	\$ 138,396,191	\$ 32,347,108	23.4%
2	Fall/Spring Tuition	153,578,995	158,775,173	(5,196,178)	-3.3%
3	Technology Fee	4,436,941	4,436,941	-	-
4	Student User Fees	4,736,630	4,734,250	2,380	0.1%
5	Summer/Minimester Overhead	4,200,000	4,200,000	-	-
6	Indirect Cost Recovery	4,000,000	4,000,000	-	-
7	Other Fees and Unrestricted Revenue	14,116,239	7,073,000	7,043,239	99.6%
Total State-Assisted Revenue		\$ 355,812,104	\$ 321,615,555	\$ 34,196,549	10.6%

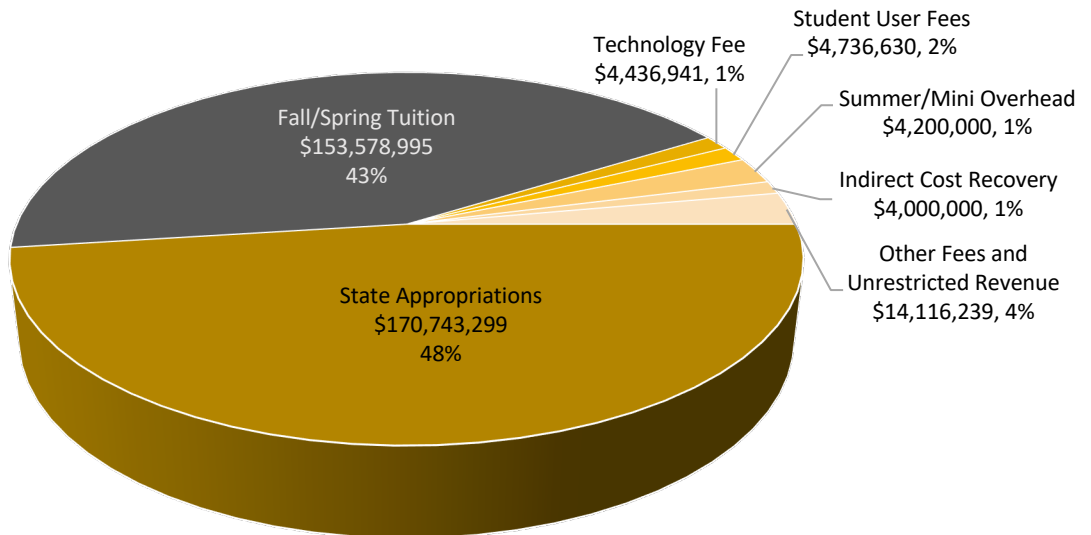
State-Assisted Expenditures					
8	Regular Salaries	\$ 237,343,701	\$ 217,575,924	\$ 19,767,777	9.1%
9	Contingent Salaries	23,613,941	21,881,581	1,728,860	7.9%
10	Scholarships	39,260,689	34,220,372	5,040,317	14.7%
11	Supplies and Equipment	21,972,920	23,389,050	(1,412,630)	-6.0%
12	Debt	4,110,195	10,225,515	(6,115,320)	-59.8%
13	Other Operating	52,640,324	62,103,213	(9,462,889)	-15.2%
Total State-Assisted Expenditures		\$ 378,941,770	\$ 369,395,655	\$ 9,546,115	2.6%

Budget Notes	
1	Increase primarily reflects funding for COLA and merit increases in FY 2022 and FY 2023. Additional increases stemmed from the reinstatement of state funds cut during FY 2021 and an increase in unrestricted financial aid.
2	Slight decrease is a result of reduced enrollment and changes in the enrollment mix.
7/10	The Athletics scholarships accounting process was adjusted to reflect actual aid disbursement.
8/9	Increase is a result of COLA and Merit for both FY 2022 and FY 2023.
12	The debt budget was adjusted to reflect annual USM payments.
13	Reallocation of university funds to mitigate budgetary deficit through cost containment actions; inclusive of division-level operating reallocations and alternative funding sources for deferred maintenance.

FY 2023 State-Assisted Overview

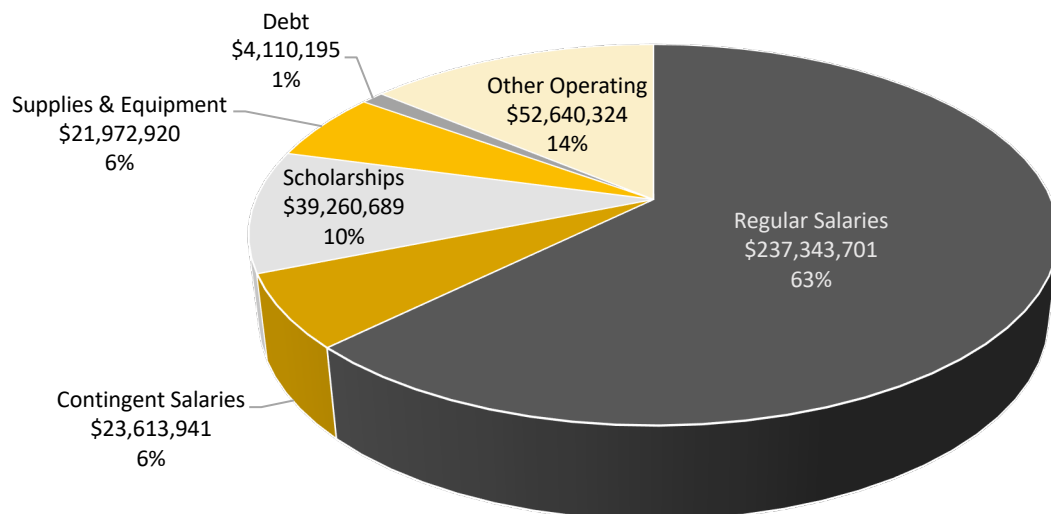
State-Assisted Revenue by Category

Total: \$355,812,104



State-Assisted Expenditures by Category

Total: \$378,941,770



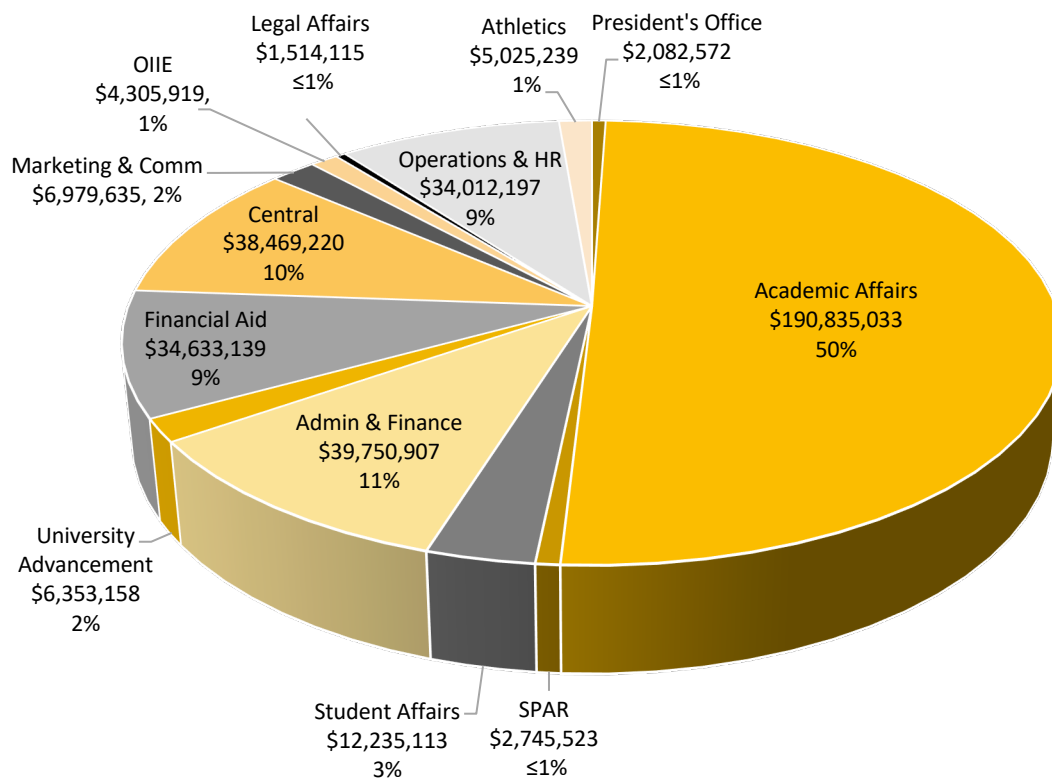
The difference between FY 2023 state-assisted revenue and expenditures is subsequently balanced through vacant position savings and other cost-savings measures. Additional details are provided on page 10.

FY 2023 State-Assisted Divisional Budgets

State-Assisted Expenditure Budget	Regular Salary	Contingent Salary	Operating	FY 2023 Total	Dist %
Office of the President	\$ 1,448,855	\$ 155,389	\$ 478,328	\$ 2,082,572	0.5%
Academic Affairs	159,563,512	18,273,128	12,998,393	190,835,033	50.4%
SPAR	1,218,554	1,173,705	353,264	2,745,523	0.7%
Student Affairs	10,088,687	1,066,455	1,079,971	12,235,113	3.2%
Administration & Finance	32,376,391	1,175,867	6,198,649	39,750,907	10.5%
University Advancement	5,640,789	49,440	662,929	6,353,158	1.7%
Financial Aid	948,501	-	33,684,638	34,633,139	9.1%
Central Division	867,459	1,038,978	36,562,783	38,469,220	10.3%
Univ. Marketing & Communication	4,615,838	57,883	2,305,914	6,979,635	1.8%
Inclusion & Institutional Equity	3,095,683	124,874	1,085,362	4,305,919	1.1%
Legal Affairs	1,162,791	-	351,324	1,514,115	0.4%
Operations & Human Resources	16,316,641	498,222	17,197,334	34,012,197	9.0%
Athletics	-	-	5,025,239	5,025,239	1.3%
Total State-Assisted Funds	\$ 237,343,701	\$ 23,613,941	\$ 117,984,128	\$ 378,941,770	100.0%

State-Assisted Expenditures by Division

Total: \$378,941,770



Self-Support Budget

FY 2023 Self-Support Revenue and Expenditure Budget by Category

Towson University's self-support revenue and expenditure budget is listed below by category. Details are provided in the budget notes underneath the chart.

Self-Support Revenue		FY 2023	FY 2022	+/-	% Change
1	Summer and Minimester Revenue	\$ 16,258,750	\$ 15,820,750	\$ 438,000	2.8%
2	Self-Generated Revenue	(1,884,193)	(2,265,380)	381,187	16.8%
Total Self-Support Revenue		\$ 14,374,557	\$ 13,555,370	\$ 819,187	6.0%

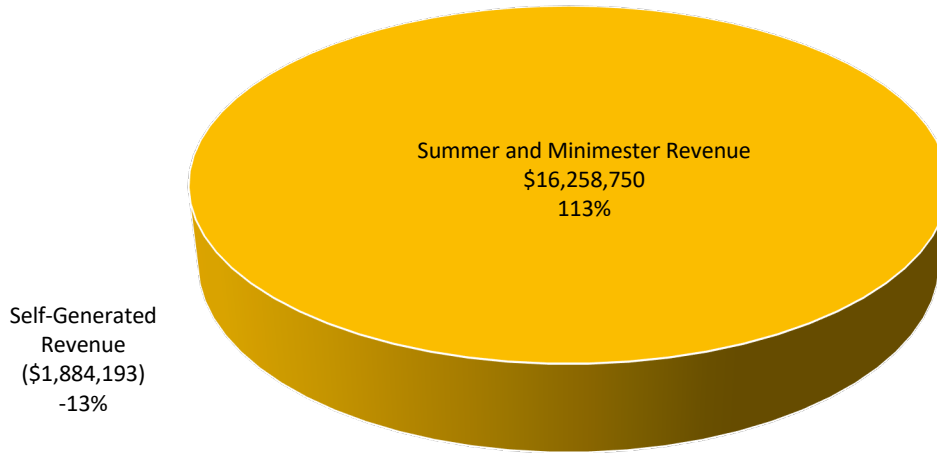
Self-Support Expenditures					
3	Regular Salaries	\$ 2,500,021	\$ 2,610,852	\$ (110,831)	-4.2%
4	Contingent Salaries	7,843,464	7,271,465	571,999	7.9%
5	Scholarships	98,800	54,000	44,800	83.0%
6	Supplies and Equipment	2,261,553	1,423,066	838,484	58.9%
7	Other Operating	1,666,430	1,848,474	(182,044)	-9.8%
Total Self-Support Expenditures		\$ 14,370,268	\$ 13,207,857	\$ 1,162,411	8.8%

Budget Notes	
1 & 2	Self-generated revenue from the summer term and minimester is transferred to the state-assisted budget.
3	The decrease reflects two positions moving from self-support to the stateside budget.

FY 2023 Self-Support Overview

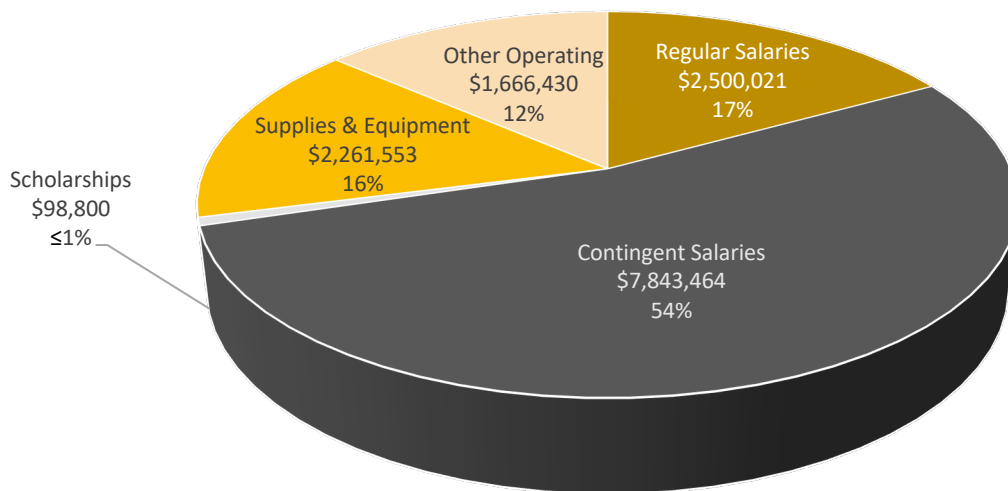
Self-Support Revenue by Category

Total: \$14,374,557



Self-Support Expenditures by Category

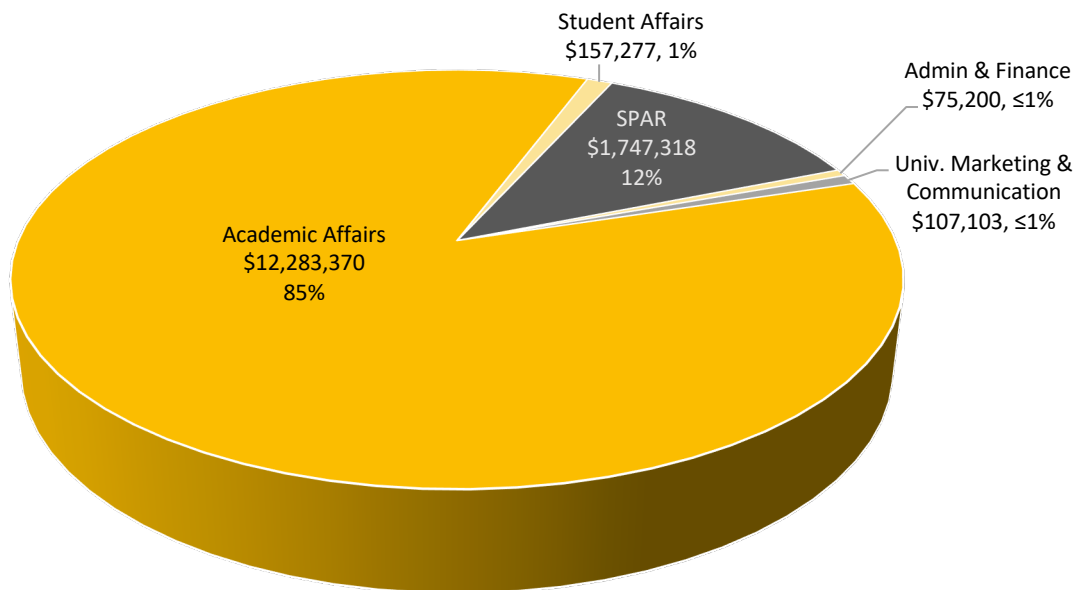
Total: \$14,370,268



FY 2023 Self-Support Divisional Budgets

Self-Support Budget	Regular Salary	Contingent Salary	Operating	FY 2023 Total	Dist. %
Univ. Marketing & Comm.	\$ 107,103	\$ -	\$ -	\$ 107,103	0.7%
Academic Affairs	1,588,076	6,307,993	4,387,301	12,283,370	85.5%
Student Affairs	-	82,591	74,686	157,277	1.1%
SPAR	-	1,452,880	294,438	1,747,318	12.2%
Administration & Finance	804,842	-	(729,642)	75,200	0.5%
Total Self-Support Funds	\$ 2,500,021	\$ 7,843,464	\$ 4,026,783	\$ 14,370,268	100.0%

Self-Support Expenditures by Division Total: \$14,370,268



Auxiliary Enterprises Budget

FY 2023 Auxiliary Enterprises Revenue and Expenditure Budget by Category

Towson University's auxiliary revenue and expenditure budget is listed below by category. Details are provided in the budget notes underneath the chart.

Auxiliary Enterprise Revenue		FY 2023	FY 2022	+/-	% Change
1	Auxiliary Student Fee	\$ 62,215,728	\$ 61,166,139	\$ 1,049,589	1.7%
2	Self-Generated Revenue	80,128,545	85,125,451	(4,996,906)	-5.9%
Total Auxiliary Enterprises Revenue		\$ 142,344,273	\$ 146,291,590	\$ (3,947,318)	-2.7%

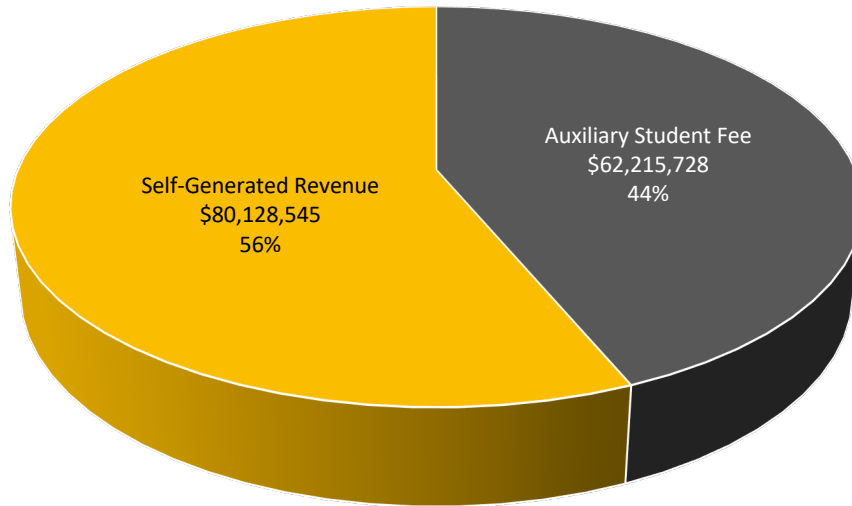
Auxiliary Enterprises Expenditures					
3	Regular Salaries	\$ 30,010,853	\$ 27,573,886	\$ 2,436,967	8.8%
4	Contingent Salaries	6,947,433	6,713,172	234,261	3.5%
5	Scholarships	394,078	5,987,451	(5,593,373)	-93.4%
6	Supplies and Equipment	11,614,207	14,337,661	(2,723,454)	-19.0%
7	Debt	37,515,777	35,374,124	2,141,653	6.1%
8	Other Operating	54,312,532	54,926,781	(614,249)	-1.1%
Total Auxiliary Enterprises Expenditures		\$ 140,794,880	\$ 144,913,075	\$ (4,118,195)	-2.8%

Budget Notes	
1	Rate adjustments increased student fee revenue.
2	Decreased revenue reflects enrollment changes.
5	The Athletics scholarships accounting process was adjusted to reflect actual aid disbursement.
6	Reallocation of equipment and maintenance purchases.

FY 2023 Auxiliary Enterprises Overview

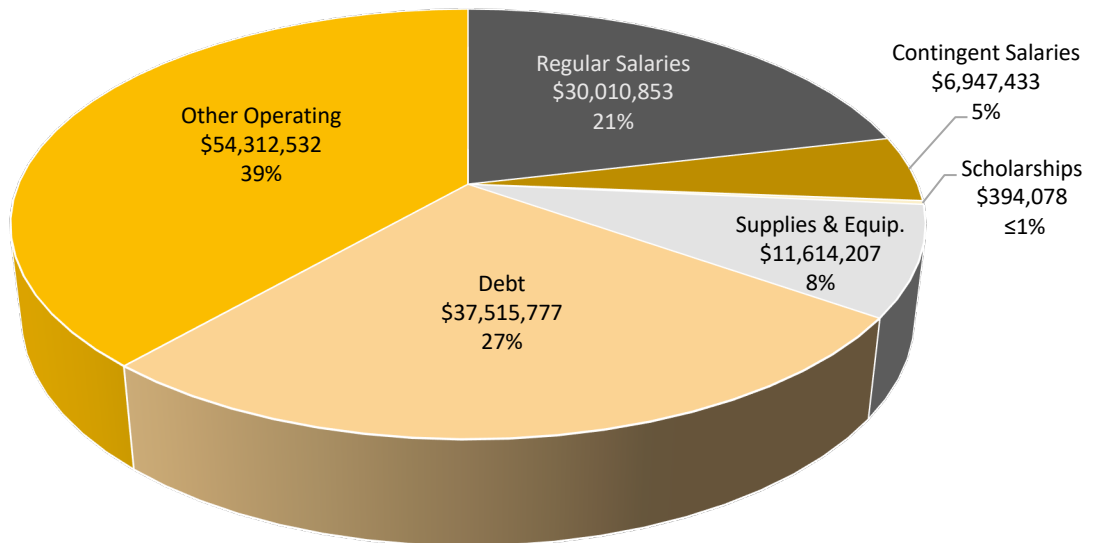
Auxiliary Enterprises Revenue by Category

Total: \$142,344,273



Auxiliary Enterprises Expenditures by Category

Total: \$140,794,880

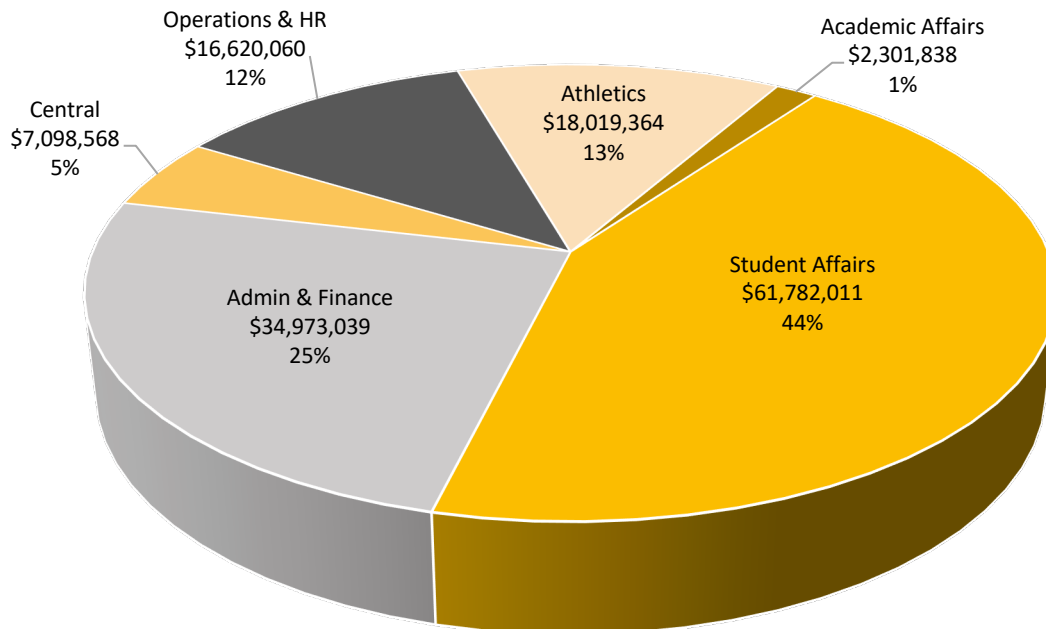


FY 2023 Auxiliary Divisional Budgets

Auxiliary Enterprises	Regular Salary	Contingent Salary	Operating	FY 2023 Total	Dist. %
Academic Affairs	\$ 941,712	\$ 562,501	\$ 797,625	\$ 2,301,838	1.6%
Student Affairs	9,777,814	4,759,278	47,244,919	61,782,011	43.9%
Administration & Finance	4,745,201	516,399	29,711,439	34,973,039	24.8%
Central Division	-	-	7,098,568	7,098,568	5.0%
Operations & Human Resources	4,179,866	317,661	12,122,533	16,620,060	11.9%
Athletics	10,366,260	791,594	6,861,510	18,019,364	12.8%
Total Auxiliary Enterprises Funds	\$ 30,010,853	\$ 6,947,433	\$ 103,836,594	\$ 140,794,880	100.0%

Auxiliary Expenditures by Division

Total: \$140,794,880



Restricted Budget

The university's restricted resources are primarily comprised of student aid from federal sources. Restricted revenues also come from government-sponsored research grants and contracts, non-government grants, and certain endowment and gift income.

Large Grant and Contract Awards

The university receives hundreds of grants and contracts each fiscal year. The awards listed below represent some of the major grants and contracts that will be active in FY 2023. 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 will be greater than the restricted award total for FY 2023 alone.

CyberCorps: Scholarship for Service at Towson University

Award Amount: \$3,424,922 (seven years)

Award Organization: National Science Foundation

Responsible Department: Computer & Information Systems; Joshua Dehlinger, Blair Taylor, Mike O'Leary, Sidd Kaza

Enhancing Literacy for English Learners: Valuing Assets through Engagement (ELEVATE)

Award Amount: \$476,777 (five years)

Award Organization: U. S. Department of Education

Responsible Department: Special Education; Patricia Rice Doran, Gilda Martinez-Alba, Betsy Neville

Harbor Scholar Professional Learning Workshop

Award Amount: \$448,346 (three years)

Award Organization: National Oceanic and Atmospheric Administration

Responsible Department: Center for STEM Excellence; Mary Stapleton

Multi-Tax Ecotoxicity of Novel Fluorine-Free Foams vs New Generation Short-Chair Aqueous Film-Forming Foam Products

Award Amount: \$456,504 (three years)

Award Organization: Strategic Environmental Research and Development Program/EA Engineering

Responsible Department: Environmental Science & Studies; Christopher Salice

The NCAE-C Cybersecurity Curriculum Commission: Building a High-Quality National Cybersecurity Curriculum

Award Amount: \$2,262,482 (two years)

Award Organization: National Security Agency

Responsible Department: Computer & Information Systems; Blair Taylor and Sidd Kaza

Recruiting, Educating, and Graduating a Diverse Community of Mathematicians

Award Amount: \$999,152 (five years)

Award Organization: National Science Foundation

Responsible Department: Mathematics; Michael O'Leary and Alexei Kolesnikov

Teacher Collaborative Grant Program

Award Amount: \$898,755 (three years)

Award Organization: Maryland State Department of Education

Responsible Department: College of Education; Laila Richman

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. Descriptions of major ongoing capital projects are listed below by funding type.

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 administrative buildings, infrastructure and utility improvements). Towson University's ongoing state-funded capital project, as requested by TU and supported by the Board of Regents, is listed below.

College of Health Professions Building

Total Budget:	\$188.6 million
Size:	230,000 GSF
Project Schedule:	July 2021 – August 2024

A new 228,993 GSF/133,430 NASF building for the College of Health Professions will consolidate the college's departments into one facility. The building will house the academic undergraduate and graduate programs of TU's Nursing, Occupational Therapy and Occupational Science, Health Science, and Speech-Language Pathology & Audiology departments. The project will address existing facility/space deficiencies and accommodate projected growth in both undergraduate and graduate curriculums in response to the current and projected statewide health professions workforce shortage. Maryland's 23,000 unfilled health professions positions result in approximately \$1.8 billion in unrealized wages and \$197 million in unrealized state and local tax revenues.

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 project is listed below.

Glen Towers Renovation

Total Budget:	\$58.1 million
Size:	n/a
Project schedule:	July 2021 – July 2025

This project will update the utility infrastructure and replace the exterior facades on the Glen Towers. The Towers comprise 40 percent of campus-owned student housing. Constructed 35 years ago, the four high-rise buildings have housed more than 50,000 TU students. This reinvestment in the Towers complex will update heating and air conditioning systems, replace windows, add terracotta rainscreen systems, and repair and replace exterior storm drains and sanitary lines. It will also restore the Glen Plaza, creating an ADA-accessible pathway from Cross Campus Drive to the Glen Towers and Glen Dining Hall.

Appendix

Appendix 1: TU Budget Trends

The graph below shows the five-year trajectory of revenue from state appropriations and fall/spring tuition and fees.

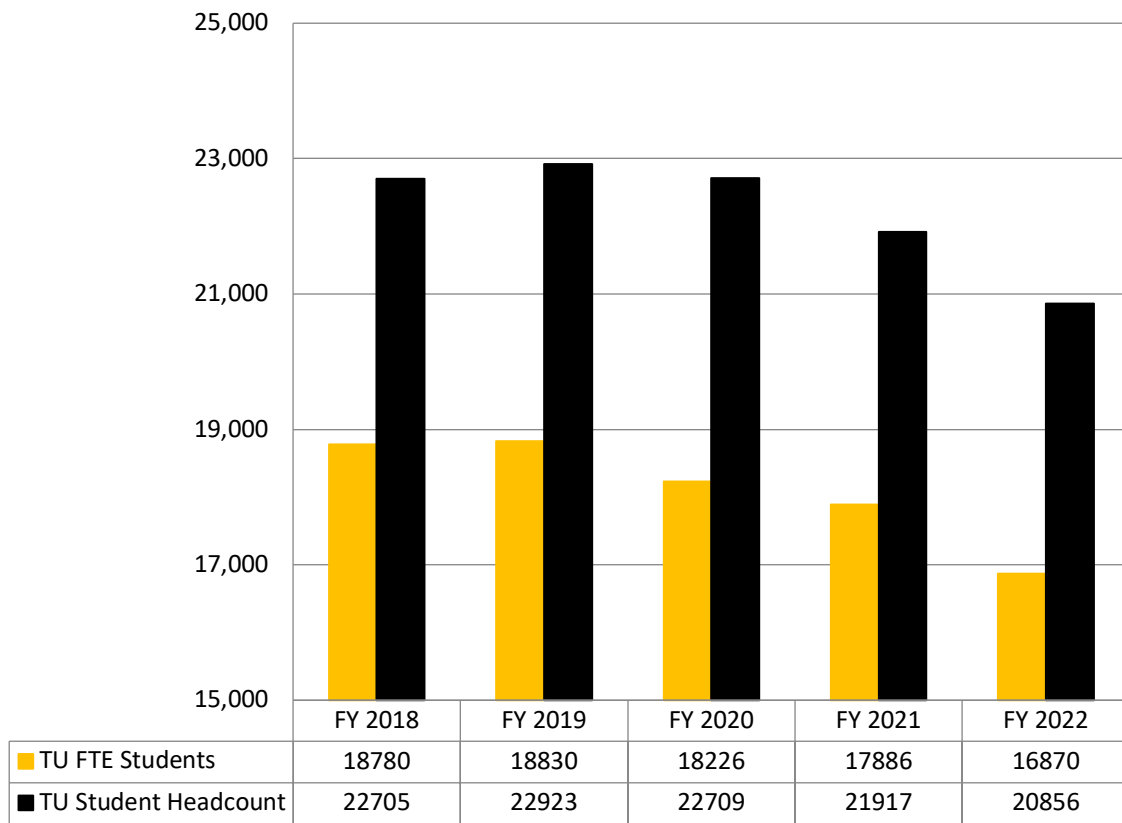
State-Assisted Revenue Budget



Appendix 2: TU Historical Information

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

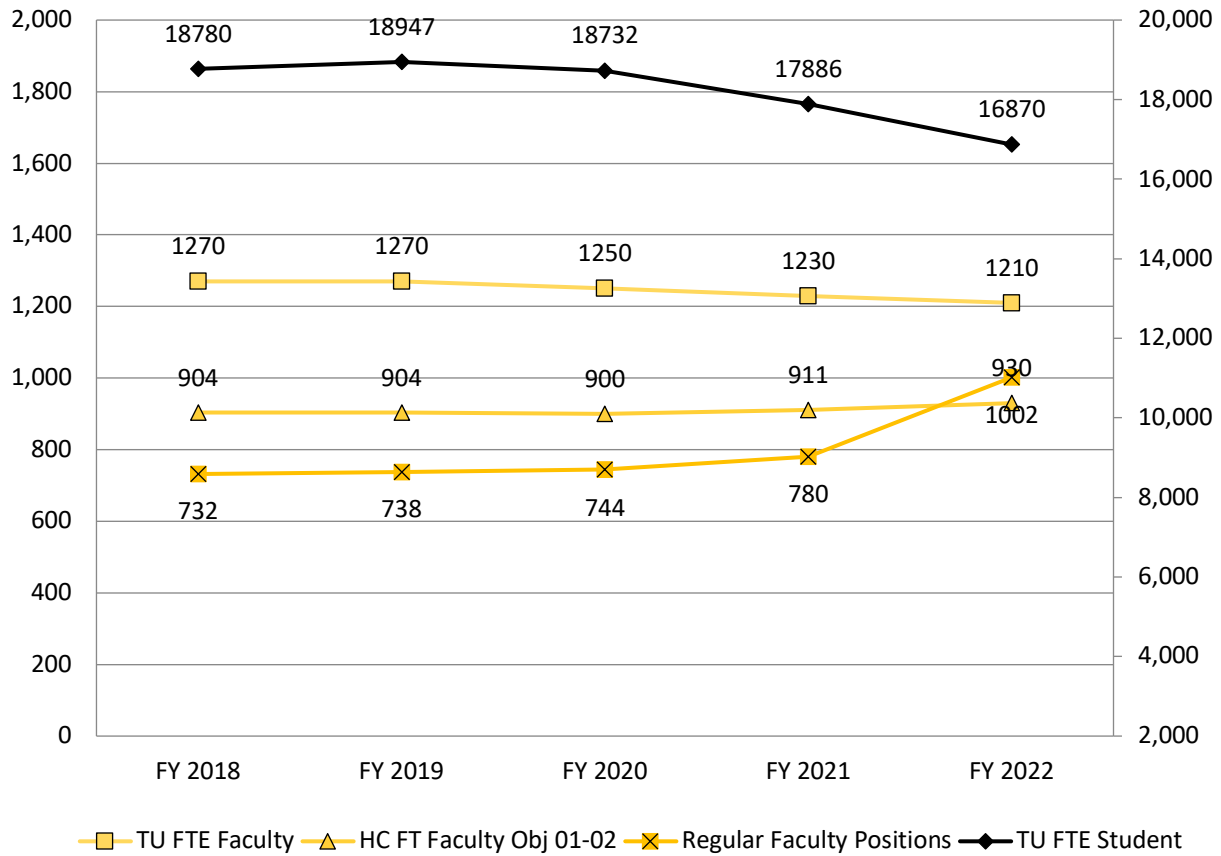
Enrollment History



Appendix 2: TU Historical Information

The graph at the top 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 bottom shows the number of FTE students for each FTE faculty member and for each regular faculty member over the past five years.

Student & Faculty FTE

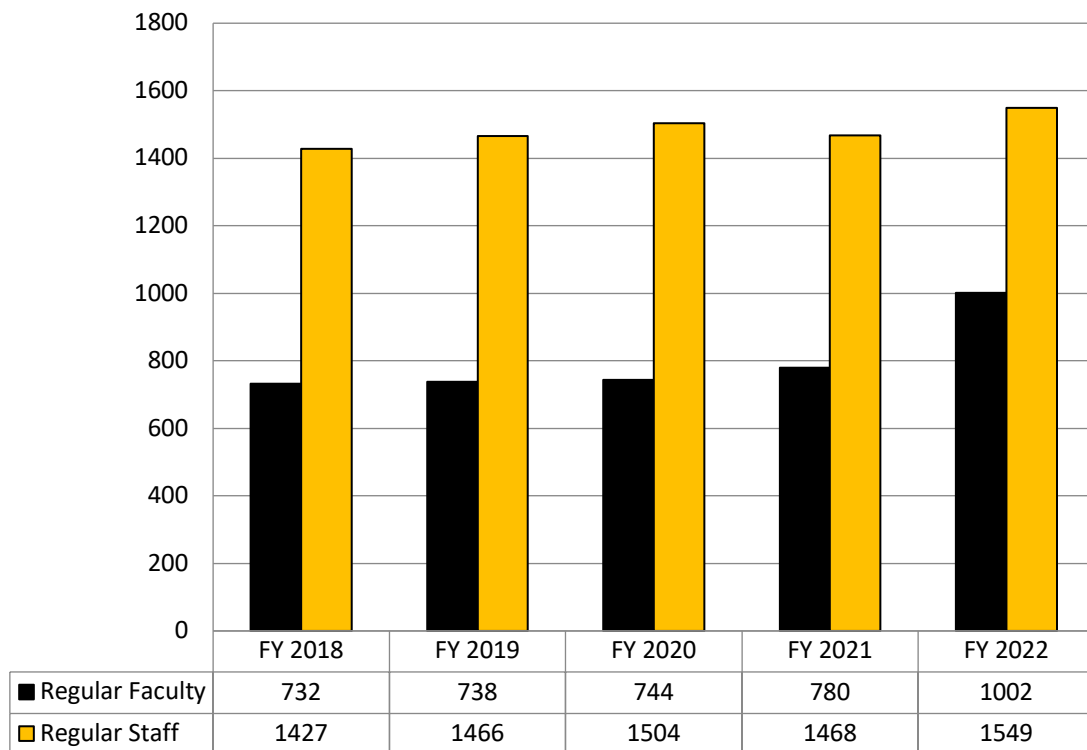


	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FTE Student to FTE Faculty Ratio	14.8:1	14.9:1	14.9:1	14.5:1	13.9:1
FTE Student to Regular Faculty Ratio	25.7:1	25.7:1	25.2:1	22.9:1	16.8:1

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 Enrollment 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 Full-Time Equivalent Students (FTES)

	USM	Bowie	Coppin	FSU	SU	TU	UB	UMB	UMBC	UMCP	UMES	UMGC
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
FY 2018	132,633	5,097	2,246	4,338	7,832	18,780	3,692	6,884	11,223	33,671	3,317	35,553
FY 2019	135,595	5,113	2,312	4,298	7,883	18,830	3,310	6,879	11,448	34,250	2,999	38,273
FY 2020	130,178	5,084	2,125	4,012	7,710	18,732	2,931	6,859	11,068	33,776	2,668	35,213
FY 2021	131,581	5,191	2,183	4,200	7,940	19,010	3,033	6,822	11,381	34,250	2,940	34,631
FY 2022	125,415	4,959	1,600	3,335	6,611	16,870	2,447	7,230	10,910	33,914	2,217	35,322

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

Source: USM Budget Office, USM Institutional Research, Sept. 20, 2022

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.

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 for the development of curriculum and course materials; and the implementation of teaching and learning strategies.

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.

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 government 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 Recovery (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.

OIIE:

Office of Inclusion and Institutional Equity

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, and 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-government 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.

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 government-sponsored research grants and contracts, nongovernment 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 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.

SPAR:

The Division of Strategic Partnerships & Applied Research

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

PRESIDENT'S CABINET

Kim Schatzel, *President*
Melanie Perreault, *Provost and Executive VP for Academic Affairs*
Benjamin Lowenthal, *VP for Administration & Finance and Chief Fiscal Officer*
Patricia Bradley, *VP for Inclusion & Institutional Equity*
Daraius Irani, *VP for Strategic Partnerships & Applied Research*
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Charles Herring, *Director of Public Safety and Chief of Police*
Steve Jones, *VP for Operations and Chief Human Resources Officer*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2023 Operating Budget and Plan would not have been possible without the hard work and dedication of the University Budget Office (UBO) staff who develop, monitor and analyze TU's complex, multimillion-dollar budget. For more information about the operating budget, visit towson.edu/budgetoffice.

Brandon Cohen, *Associate VP for Administration & Finance*
Donna Auvil, *Budget Office Director*
Deanna Martinez, *Budget Application Specialist*
Heather Tolson, *Budget Coordinator*
Julie Hall, *Budget Coordinator*

RESOURCE PLANNING AND ADVISORY COMMITTEE

The Resource Planning and Advisory Committee (RPAC) is the University Senate's representative voice in Towson University's resource planning process. The committee reviews and advises on strategic funding priorities, annual tuition and fees, and funding priorities in the event of a financial crisis. They also provide a regular channel of communication between TU leadership and campus stakeholders. The RPAC representatives involved in

developing Towson University's FY 2023 Operating Budget during the 2021-22 academic year are listed below:

Babu Barajwaj, *College of Business and Economics*
Grace Lienemann, *Graduate Student Association*
Chris Cain, *Intercollegiate Athletics*
Brandon Cohen, *Univ. Budget Office (ex-officio, non-voting)*
Natalie Dabrowski, *University Marketing & Communications*
Joyce Garczynski, *Library*
Ming Den, *Faculty Salary Review Committee*
Theresa Jenkins, *Staff Senate (ex-officio)*
Amanda Jozkowski, *College of Health Professions*
Shohreh Kaynama, *Deans' representative*
Christie Kodama, *College of Education*
Ben Lowenthal, *Admin & Finance (ex-officio, non-voting)*
Bonnie Lingelbach, *Student Affairs*
Renee McGlothlin, *OIIE*
Joel Moore, *Fisher College of Science and Mathematics*
Christina Morgan, *SPAR*
Elin Lobel, *AAUP (ex-officio)*
Melanie Perreault, *Academic Affairs (ex-officio, non-voting)*
James Roberts, *College of Liberal Arts*
Hyang-Sook ("Sook") Kim, *College of Fine Arts & Communication*
Carol Wettersten, *Admin & Finance (ex-officio)*
Jordan Colquitt, *Student Government Association*
Matt Chambers, *Provost's Office*