



TU TOWSON
UNIVERSITY

INTERNAL OPERATING
BUDGET & PLAN

FISCAL YEAR 2020

Published October 2019

Table of Contents

Introduction	2
Profile.....	3
University Budget Summaries.....	4
FY 2020 University Operating Revenue Overview.....	4
FY 2020 University Expenditure Overview.....	5
FY 2020 Revenue Operating Summary	6
FY 2020 Expenditure Operating Summary.....	7
Highlights of New FY 2020 Operating Funding for Strategic Plan Goals.....	8
State-Assisted Budget.....	9
FY 2020 State-Assisted Revenue and Expenditure Budget by Category.....	10
FY 2020 State-Assisted Overview	11
FY 2020 State-Assisted Divisional Budgets.....	12
Self-Support Budget.....	13
FY 2020 Self-Support Revenue and Expenditure Budget by Category	14
FY 2020 Self-Support Overview.....	15
FY 2020 Self-Support Divisional Budgets	16
Auxiliary Enterprises Budget.....	17
FY 2020 Auxiliary Enterprises Revenue and Expenditure Budget by Category.....	18
FY 2020 Auxiliary Enterprises Overview	19
FY 2020 Auxiliary Divisional Budgets	20
Restricted Budget.....	21
Large Grant and Contract Awards	21
Capital Budget Projects.....	22
Appendix.....	24
Appendix 1: TU Budget Trends.....	24
Appendix 2: TU Historical Information.....	25
Appendix 3: USM Historical Trends	28
Glossary.....	29
Acknowledgements	32

Introduction

The FY 2020 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 2020 (academic/calendar year 2019-2020). 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 primarily composed of government-sponsored research grants and contracts. The appendix offers information on TU budget trends as well as historical context for budget decisions, including TU/USM enrollment levels and TU employment levels. A glossary of terms is provided for reference.

Towson University's budget is managed by the university administration with input from the University Budget Committee (UBC) and 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. Despite receiving the lowest funding per student in the USM, the university continues to achieve graduation rates that are among the highest in the USM. Using careful budgeting and planning, TU produces graduates for 44 percent below the average cost of USM campuses—and those graduates contribute to Maryland's workforce. Approximately 84 percent of incoming first-time, full-time freshman live on-campus. Approximately 86 percent of TU students are from Maryland, and 86 percent of students stay in Maryland to live and work after graduation.

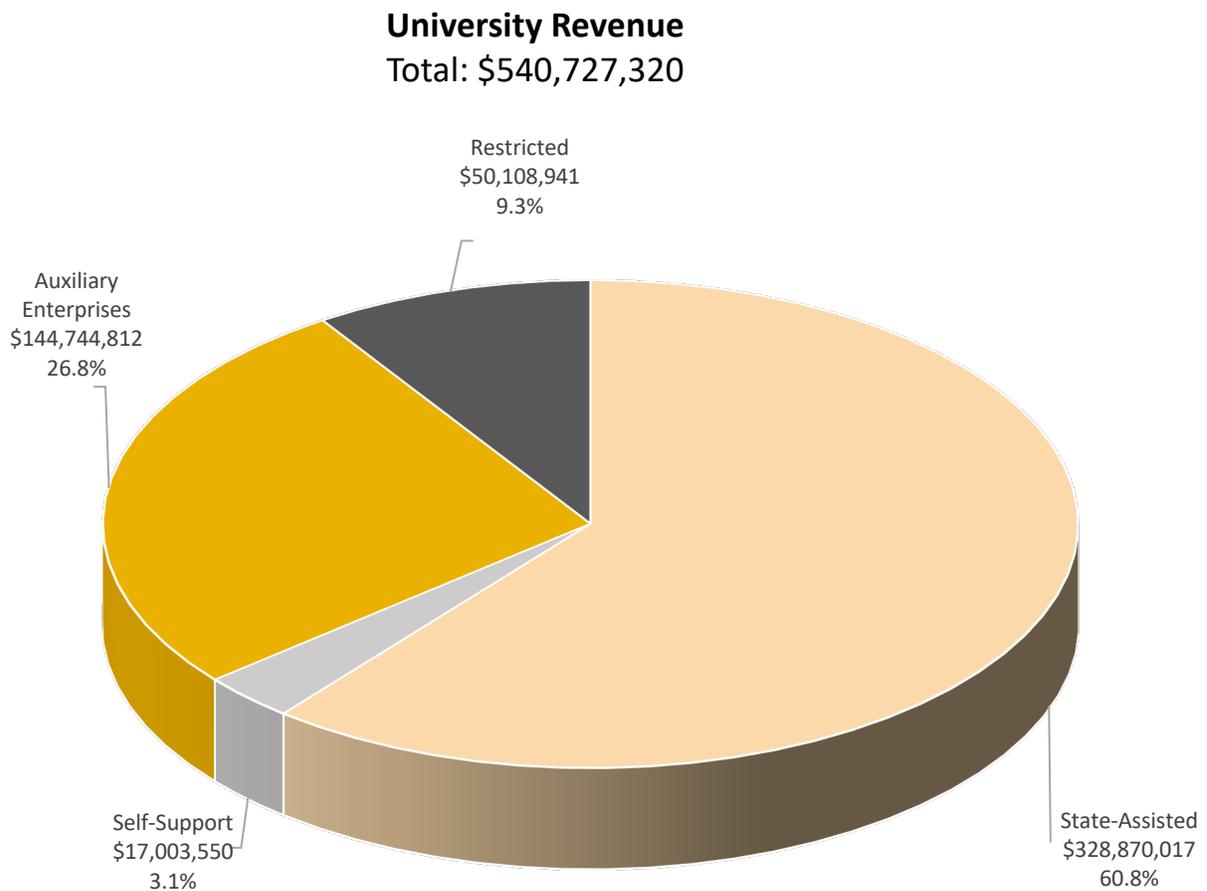
TU is committed to providing a quality, affordable education to Maryland's students. Programs on our home campus, instruction at TU in Northeastern Maryland and interdisciplinary partnerships with public and private organizations throughout Baltimore and the state help prepare more than 5,700 annual graduates for lifelong employment and success. Towson University is proud to be Baltimore's largest university, Maryland's largest producer of educators and a state leader in undergraduate health professions.

University Budget Summaries

FY 2020 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** encompass government-sponsored research grants and contracts, non-government grants, certain endowment and gift income, and student aid from external sources.

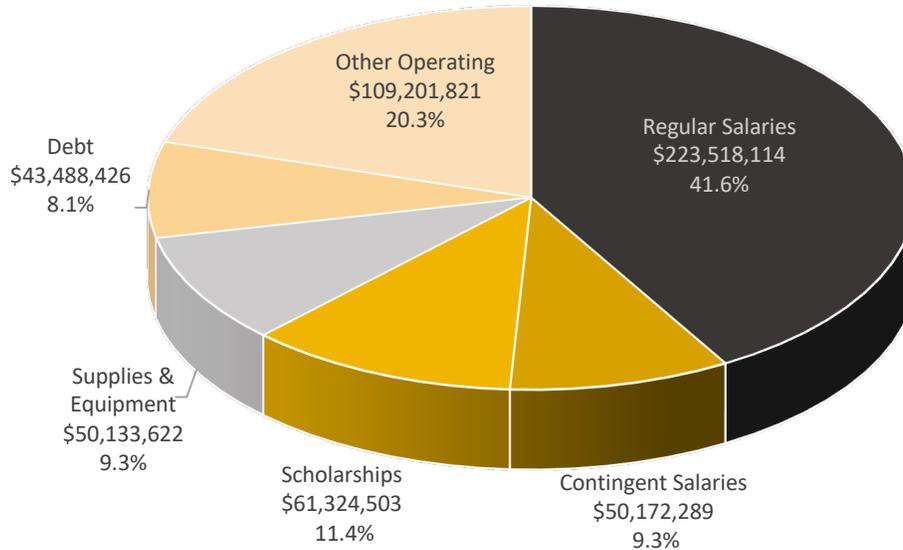


FY 2020 University Expenditure Overview

The “other operating” cost category includes travel, communications, motor vehicles, contractual services, fixed charges, land and structures, and the fund balance requirement. The difference between the total university revenue and total university expenditures is the required fund balance contribution of \$2.8 million.

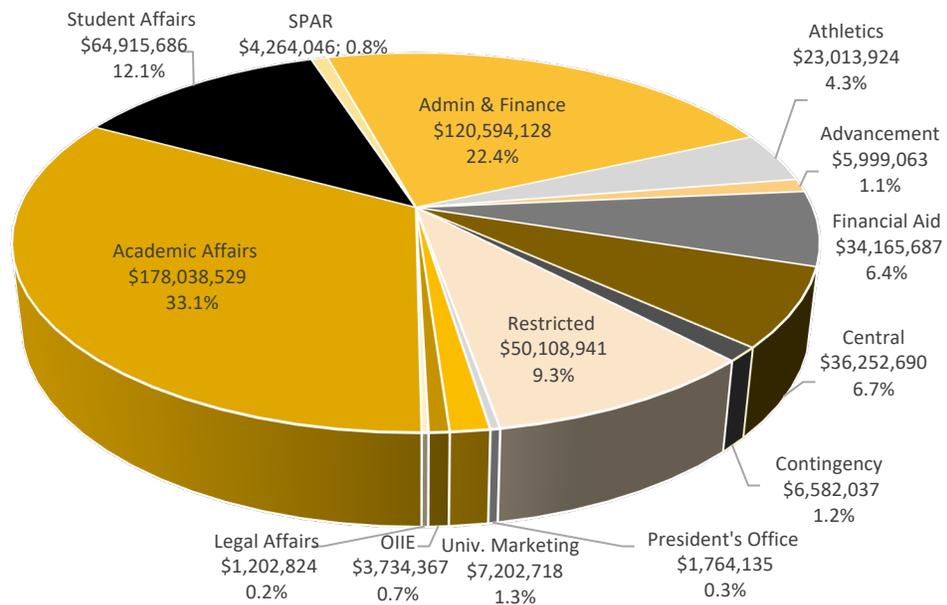
Expenditures by Category

Total: \$537,838,775



Expenditures by Division

Total \$537,838,775



FY 2020 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 2020	FY 2019	+/-	% Change
State-Assisted Funds				
State Appropriations	\$ 131,859,194	\$ 119,150,636	\$ 12,708,558	10.7%
Fall/Spring Tuition	172,406,823	168,817,459	3,589,364	2.1%
Technology Fees	4,345,358	4,345,358	0	0.0%
Student User Fees	5,976,295	5,503,795	472,500	8.6%
Summer/Minimester Overhead	4,173,225	4,173,225	0	0.0%
Indirect Cost Recovery	5,946,622	5,819,040	127,582	2.2%
Other Fees and Unrestricted Revenue	4,162,500	3,403,500	759,000	22.3%
Subtotal State-Assisted Funds	\$ 328,870,017	\$ 311,213,013	\$ 17,657,004	5.7%
Self-Support Funds				
Summer and Minimester Revenue	\$ 13,798,492	\$ 13,830,000	\$ (31,508)	-0.2%
Self-Generated Revenue	3,205,058	5,485,329	(2,280,271)	-41.6%
Subtotal Self-Support Funds	\$ 17,003,550	\$ 19,315,329	\$ (2,311,779)	-12.0%
Auxiliary Enterprises Funds				
Auxiliary Student Fees	\$ 59,109,297	\$ 56,266,308	\$ 2,842,989	5.1%
Self-Generated Revenue	85,635,515	82,890,332	2,745,183	3.3%
Subtotal Auxiliary Enterprises Funds	\$ 144,744,812	\$ 139,156,640	\$ 5,588,172	4.0%
Restricted Funds				
Federal Grants/Contracts	\$ 32,494,225	\$ 32,494,225	0	0.0%
Private State Gifts/Contracts	17,614,716	17,614,716	0	0.0%
Subtotal Restricted Funds	\$ 50,108,941	\$ 50,108,941	0	0.0%
Total Funds	\$ 540,727,320	\$ 519,793,923	\$ 20,933,397	4.0%

FY 2020 Expenditure Operating Summary

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

Expenditure Budget	FY 2020	FY 2019	+/-	% Change
State-Assisted Funds				
Office of the President	\$ 1,764,135	\$ 4,252,066	\$ (2,487,931)	-58.5%
OIIE	3,223,494	0	3,223,494	100.0%
Legal Affairs	1,202,824	0	1,202,824	100.0%
Univ. Marketing & Comms	7,110,923	6,241,086	869,837	13.9%
Academic Affairs	161,379,994	154,974,892	6,405,102	4.1%
Student Affairs	10,265,044	10,998,836	(733,792)	-6.7%
SPAR	2,316,057	1,878,656	437,401	23.3%
Administration & Finance	67,752,523	65,593,424	2,159,099	3.3%
University Advancement	5,999,063	5,602,274	396,789	7.1%
Financial Aid	34,165,687	33,401,761	763,926	2.3%
Central	31,637,432	31,485,187	152,245	0.5%
University Contingency	6,582,037	711,242	5,870,795	825.4%
Turnover Target	(4,529,196)	(3,926,411)	(602,785)	15.4%
Subtotal State-Assisted Funds	\$ 328,870,017	\$ 311,213,013	\$ 17,657,004	5.7%
Self-Support Funds				
Academic Affairs	\$ 14,610,291	\$ 15,243,116	\$ (632,825)	-4.2%
Univ. Marketing & Comms	91795	0	91795	100.0%
Student Affairs	233,105	233,105	0	0.0%
SPAR	1,947,989	2,041,105	(93,116)	-4.6%
Administration & Finance	62,008	1,798,003	(1,735,995)	-96.6%
Subtotal Self-Support Funds	\$ 16,945,188	\$ 19,315,329	\$ (2,370,141)	-12.3%
Auxiliary Enterprises Funds				
Athletics	\$ 23,013,924	\$ 21,365,458	\$ 1,648,466	7.7%
OIIE	510,873	0	510,873	100.0%
Academic Affairs	2,048,244	542,340	1,505,904	277.7%
Student Affairs	54,417,537	40,835,291	13,582,246	33.3%
Administration & Finance	52,779,597	66,883,267	(14,103,670)	-21.1%
Central	9,144,454	9,134,126	10,328	0.1%
Auxiliary Contingency	0	396,158	(396,158)	-100.0%
Subtotal Aux. Enterprises Funds	\$ 141,914,629	\$ 139,156,640	\$ 2,757,989	2.0%
Restricted Funds				
Federal Grants/Contracts	\$ 32,494,225	\$ 32,494,225	0	0.0%
Private Gifts/Contracts	17,614,716	17,614,716	0	0.0%
Subtotal Restricted Funds	\$ 50,108,941	\$ 50,108,941	0	0.0%
Total Funds	\$ 537,838,775	\$ 519,793,923	\$ 18,044,852	3.5%

Highlights of New FY 2020 Operating Funding for Strategic Plan Goals

Additional base funding for each divisional budget is linked to the university's eight strategic goals and guided by the eight presidential priorities. The funding listed below was allocated as of July 1, 2019:

Strategic Goal 1: Academic Excellence and Student Success

\$1,166,220	Eleven new regular faculty positions
\$734,298	Graduate assistant positions, tuition remission and IG scholarship increases
\$147,830	Library Information Management System (LIMS) increase; Library operating budget increase
\$121,400	Stipends for staff and student advisors for first-semester transfer students

Strategic Goal 2a: Innovation in Teacher and Leader Preparation

\$741,500	Oracle True Up license and increased maintenance cost, as well as MEEC Microsoft renewal and ERP replacement project including Oracle Cloud Budget and Planning, Financials and Human Capital Management
\$650,000	Enhancement nursing
\$300,000	Enhancement teacher scholarship

Strategic Goal 2b: STEM Workforce Development

\$2,212,000	New Science Complex equipment
\$728,200	Enhancement TUNE – faculty, coordinator, advisors; IT programmer adjustment

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

\$30,000	Center for the Arts operating budget increase
----------	---

Strategic Goal 3: Innovation, Entrepreneurship and Applied Research

\$342,090	Venture Creation existing staff support
\$126,900	Addition of senior director of Advancement Marketing & Communications
\$85,000	BTU transportation

Strategic Goal 4: Internships and Experiential Learning Opportunities

\$67,566	COFAC external outreach coordinator
\$67,566	CHP career coach

Strategic Goal 5: A Model for Leadership Development

\$95,000	Faculty Development Center increase, including operating budget and FDRC increase
\$8,000	TUSC operating budget increase

Strategic Goal 6: A Model for Campus Diversity

\$30,000	Increased professional development needs
\$12,000	Increased campus-wide diversity initiative

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

\$260,000	University publication and print budget, advertising
\$259,828	New positions: staff psychologist, case manager in student affairs, social worker in DSS
\$207,000	TU Magazine

Strategic Goal 8: Excellence in Athletics

\$173,988	Athletic academic scholarship
\$124,700	Athletics advertising
\$16,920	Salary adjustment for reclassification of coordinator of Athletic Development

State-Assisted Budget

FY 2020 State-Assisted Revenue and Expenditure Budget by Category

State-Assisted Revenue	FY 2020	FY 2019	+/-	% Change
1 State Appropriations	\$ 131,859,194	\$ 119,150,636	\$ 12,708,558	10.7%
2 Fall/Spring Tuition	172,406,823	168,817,459	3,589,364	2.1%
3 Technology Fees	4,345,358	4,345,358	0	0.0%
4 Student User Fees	5,976,295	5,503,795	472,500	8.6%
5 Summer/Minimester Overhead	4,173,225	4,173,225	0	0.0%
6 Indirect Cost Recovery	5,946,622	5,819,040	127,582	2.2%
7 Other Fees and Unrestricted Revenue	4,162,500	3,403,500	759,000	22.3%
Total State-Assisted Revenue	\$ 328,870,017	\$ 311,213,013	\$ 17,657,004	5.7%

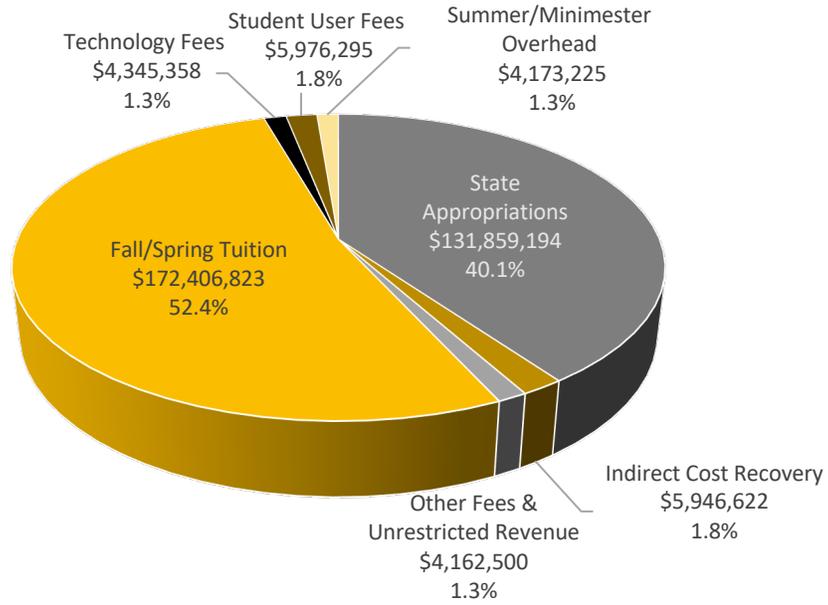
State-Assisted Expenditures				
8 Regular Salaries	\$ 193,191,064	\$ 186,311,053	\$ 6,880,011	3.7%
9 Contingent Salaries	26,750,049	24,455,644	2,294,405	9.4%
10 Scholarships	19,065,581	18,893,768	171,813	0.9%
11 Supplies & Equipment	33,785,295	33,070,469	714,827	2.2%
12 Debt	10,225,515	10,225,515	0	0.0%
13 Other Operating	45,852,513	38,256,565	7,595,949	19.9%
Total State-Assisted Expenditures	\$ 328,870,017	\$ 311,213,013	\$ 17,657,004	5.7%

Budget Notes	
1	Net effect of the FY 2019 increase to state appropriations, FY 2019 COLA true-up, FY 2020 three percent COLA, new facilities operating, and workforce development initiative.
2	Tuition increased by two percent for in-state undergraduate students and five percent for all other students.
4	Conservative increase based on increased enrollment projections.
6&7	Additional unrestricted revenue projections, inclusive of auxiliary enterprises and self-support areas.
8	Support for new positions, promotion and tenure, and salary adjustments, including three percent COLA.
9	Support for new contractual positions and salary adjustments, including COLA.
10	Scholarship support for tuition and enrollment increases.
11&13	Increase to contractual services inclusive of marketing, academic resources and infrastructure upgrades.
12	Additional costs associated with debt on buildings.

FY 2020 State-Assisted Overview

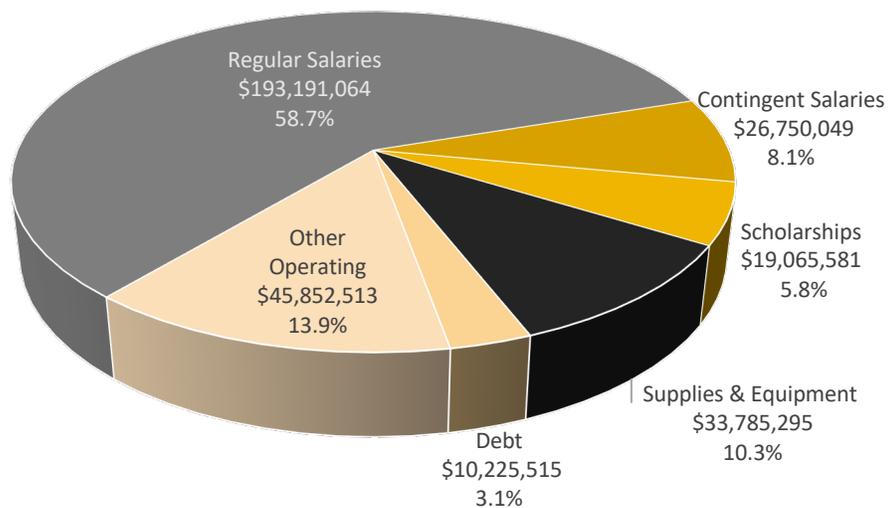
State-Assisted Revenue by Category

Total: \$328,870,017



State-Assisted Expenditures by Category

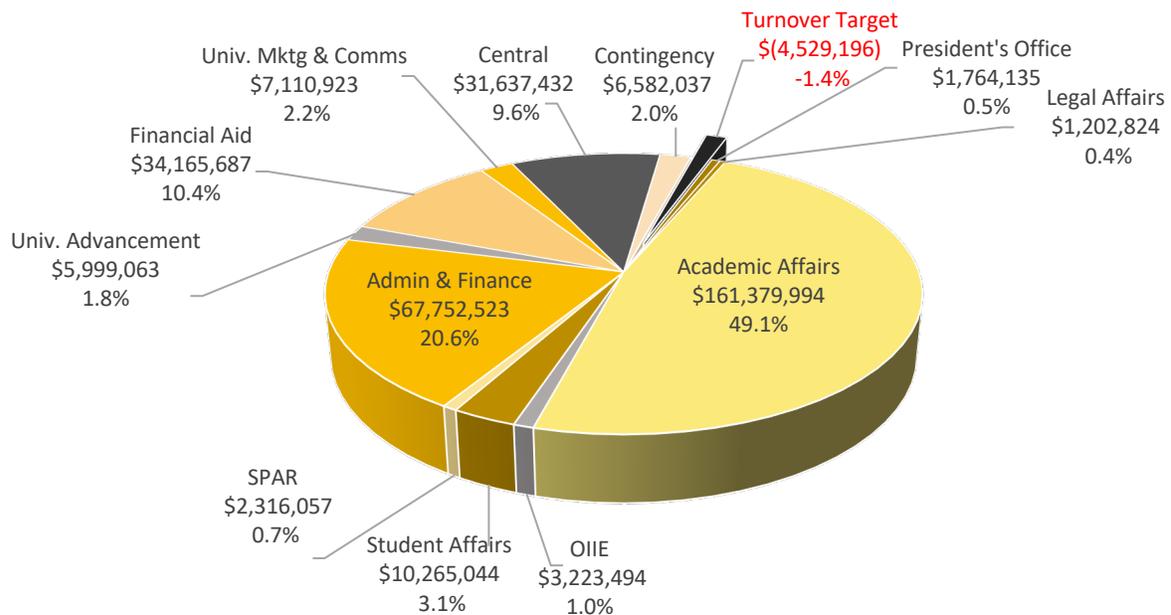
Total: \$328,870,017



FY 2020 State-Assisted Divisional Budgets

State-Assisted Expenditure Budget FY 2020	Regular Salary	Contingent Salary	Operating	FY 2020	Dist. %
Office of the President	\$ 1,220,049	\$ 14,625	\$ 529,461	\$ 1,764,135	0.5%
OIIE	2,304,502	142,263	776,729	3,223,494	1.0%
Legal Affairs	809,627	8,747	384,450	1,202,824	0.4%
Univ. Marketing & Comms	4,336,384	118,274	2,656,265	7,110,923	2.2%
Academic Affairs	127,188,181	22,070,470	12,121,343	161,379,994	49.1%
Student Affairs	8,125,215	669,553	1,470,276	10,265,044	3.1%
SPAR	916,610	972,776	426,671	2,316,057	0.7%
Administration & Finance	45,264,961	1,687,833	20,799,729	67,752,523	20.6%
University Advancement	5,037,427	25,730	935,906	5,999,063	1.8%
Financial Aid	948,501	0	33,217,186	34,165,687	10.4%
Central	1,568,803	1,039,778	29,028,851	31,637,432	9.6%
University Contingency	0	0	6,582,037	6,582,037	2.0%
Turnover Target	(4,529,196)	0	0	(4,529,196)	-1.4%
Total State-Assisted Funds	\$ 193,191,064	\$ 26,750,049	\$ 108,928,904	\$ 328,870,017	100.0%

State-Assisted Expenditures by Division
Total: 328,870,017



Self-Support Budget

FY 2020 Self-Support Revenue and Expenditure Budget by Category

Towson University's self-support revenue and expenditure budget is listed below by category.

Self-Support Revenue		FY 2020	FY 2019	+/-	% Change
1	Summer and Minimester Revenue	\$ 13,798,492	\$ 13,830,000	\$ (31,508)	-0.2%
2	Self-Generated Revenue	3,205,058	5,485,329	(2,280,271)	-41.6%
*Total Self-Support Revenue		\$ 17,003,550	\$ 19,315,329	\$ (2,311,779)	-12.0%

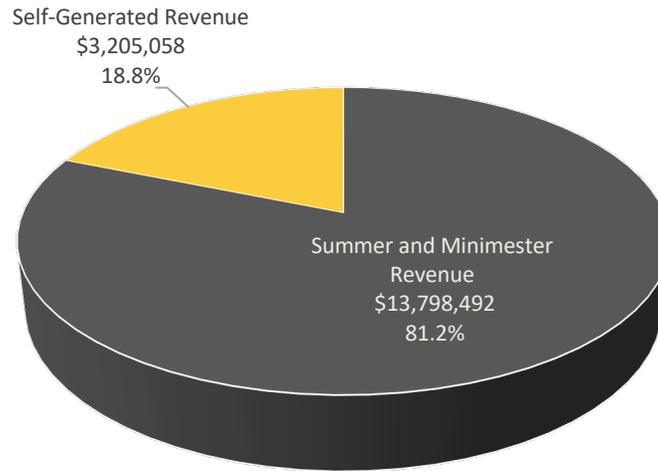
Self-Support Expenditures					
3	Regular Salaries	\$ 2,733,911	\$ 2,621,997	\$ 111,914	4.3%
4	Contingent Salaries	11,679,022	12,271,305	(592,283)	-4.8%
5	Scholarships	54,000	15,000	39,000	260.0%
6	Supplies & Equipment	1,214,436	1,409,254	(194,818)	-13.8%
7	Other Operating	1,263,819	2,997,773	(1,733,954)	-57.8%
*Total Self-Support Expenditures		\$ 16,945,188	\$ 19,315,329	\$ (2,370,141)	-12.3%

Budget Notes	
2	The decrease in self-generated revenue from FY 2019 to FY 2020 is the result of a change in the way the University Budget Office recognizes departmental chargebacks for telecommunications services. Previously these chargebacks were budgeted as revenue and updated to expenses in a revised budget. Effective FY 2020, the chargebacks are included in the original budget as contra-expenses.
*	The difference between the total self-support revenue and total self-support expenditures is the required fund balance contribution of \$58,362.

FY 2020 Self-Support Overview

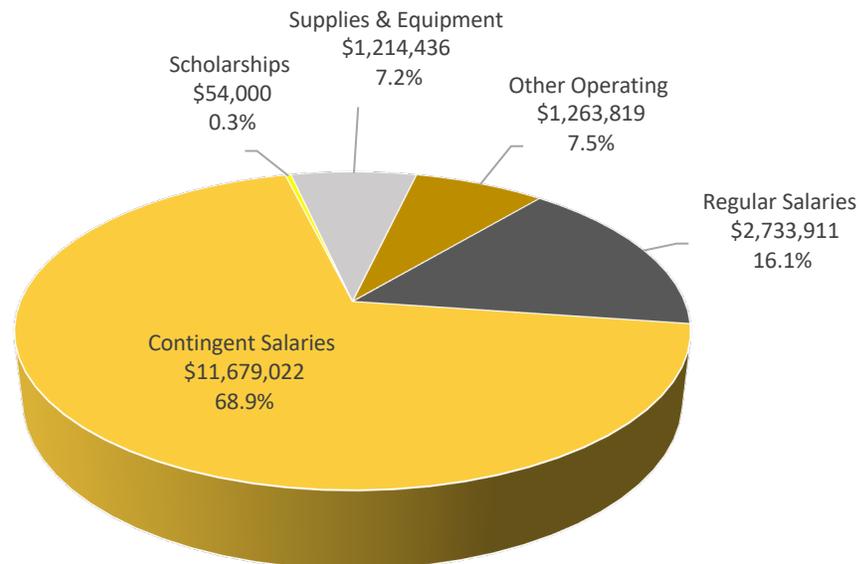
Self-Support Revenue by Category

Total: \$17,003,550



Self-Support Expenditures by Category

Total: \$16,945,188

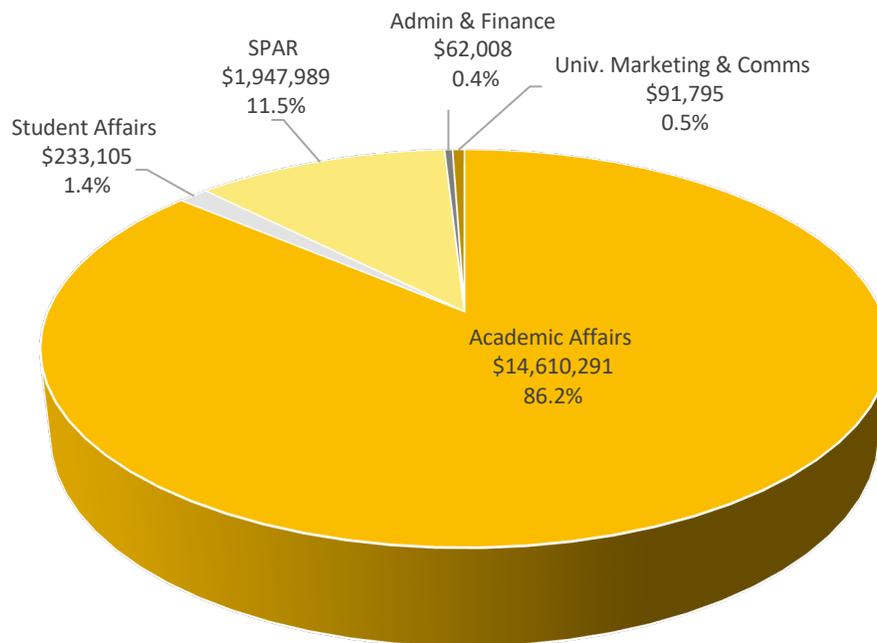


FY 2020 Self-Support Divisional Budgets

Self-Support Budget FY 2020	Regular Salary	Contingent Salary	Operating	FY 2020	Distr. %
Academic Affairs	\$ 1,837,807	\$ 9,760,683	\$ 3,011,801	\$ 14,610,291	86.2%
Student Affairs	0	75,600	157,505	233,105	1.4%
SPAR	0	1,842,739	105,250	1,947,989	11.5%
Univ. Marketing & Comms	91,795	0	0	91,795	0.5%
Administration & Finance	804,309	0	(742,301)	62,008	0.4%
Total Self Support Funds	\$ 2,733,911	\$ 11,679,022	\$ 2,532,255	\$ 16,945,188	100.0%

Self-Support Expenditures by Division

Total: \$16,945,188



Auxiliary Enterprises Budget

FY 2020 Auxiliary Enterprises Revenue and Expenditure Budget by Category

Auxiliary Enterprises Revenue		FY 2020	FY 2019	+/-	% Change
1	Auxiliary Student Fees	\$ 59,109,297	\$ 56,266,308	\$ 2,842,989	5.1%
2	Self-Generated Revenue	85,635,515	82,890,332	2,745,183	3.3%
*Total Auxiliary Enterprises Revenue		\$ 144,744,812	\$ 139,156,640	\$ 5,588,172	4.0%

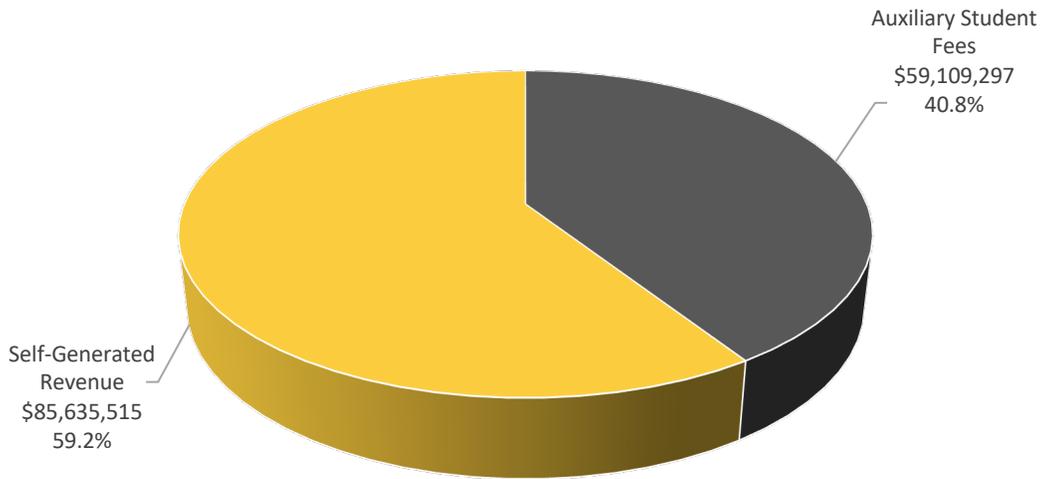
Auxiliary Enterprises Expenditures					
3	Regular Salaries	\$ 26,932,982	\$ 24,836,114	\$ 2,096,868	8.4%
4	Contingent Salaries	5,970,221	6,105,755	(135,534)	-2.2%
5	Scholarships	6,220,212	6,055,474	164,738	2.7%
6	Supplies & Equipment	13,295,969	13,074,539	221,430	1.7%
7	Debt	33,262,911	31,979,487	1,283,424	4.0%
8	Other Operating	56,232,334	57,105,271	(872,937)	-1.5%
*Total Auxiliary Enterprises Expenditures		\$ 141,914,629	\$ 139,156,640	\$ 2,757,989	2.0%

Budget Notes	
1	Fee increases include four percent for athletics and five percent for auxiliary construction. The Auxiliary Services fee remained flat year-over-year.
2	Increase in meal plans, board and parking.
3	Support for new positions and salary adjustments.
4	Projected reduction in contingent health insurance expenses.
5	Scholarship support for tuition increases.
6	Increases for the replacement of athletic equipment.
7	Additional cost associated with debt on auxiliary buildings.
8	A reduction in one-time expenses from FY 2019 associated with the Burdick Renovation.
*	The difference between the total auxiliary enterprises revenue and total auxiliary enterprises expenditures is the required fund balance contribution of \$2.8 million.

FY 2020 Auxiliary Enterprises Overview

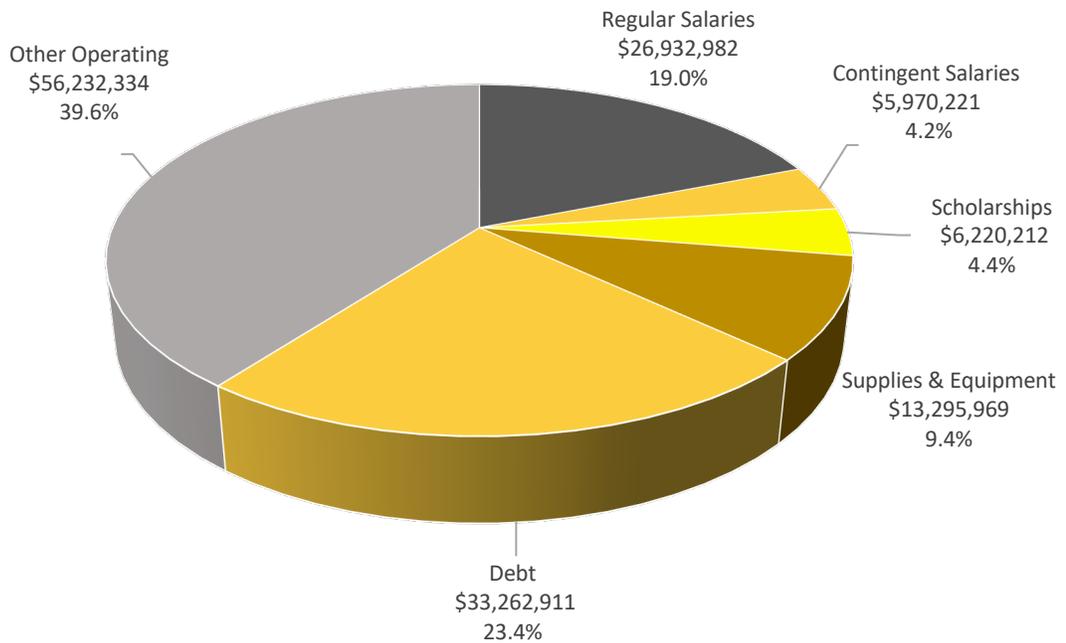
Auxiliary Enterprises Revenue by Category

Total: \$144,744,812



Auxiliary Enterprises Expenditures by Category

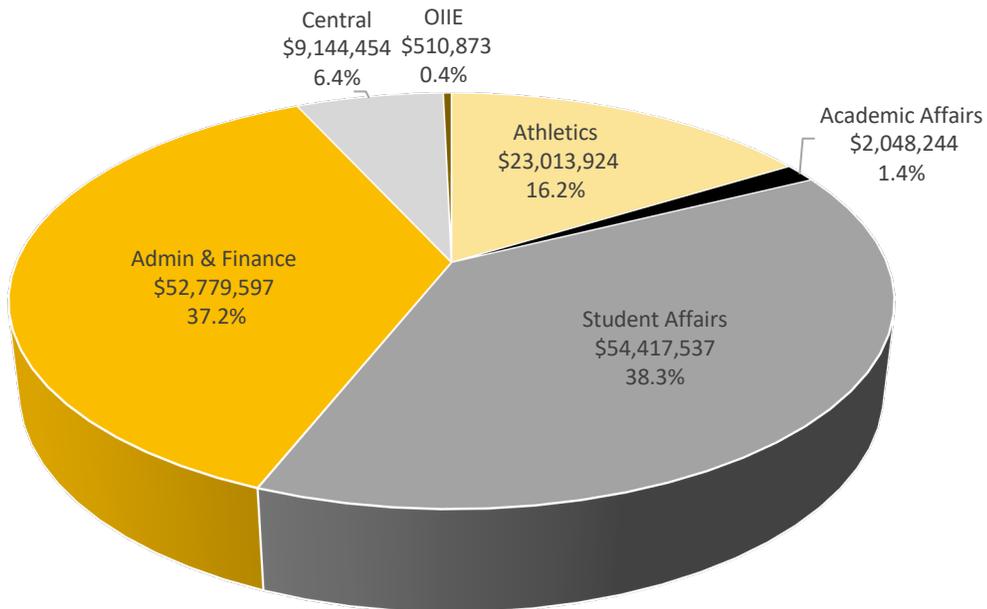
Total: 141,914,629



FY 2020 Auxiliary Divisional Budgets

Auxiliary Enterprises - FY 2020	Regular Salary	Contingent Salary	Operating	FY 2020	Dist. %
Athletics	\$ 9,361,352	\$ 770,002	\$ 12,882,570	\$ 23,013,924	16.2%
Academic Affairs	914,217	413,885	720,142	2,048,244	1.4%
Student Affairs	8,136,859	3,424,246	42,856,432	54,417,537	38.3%
Administration & Finance	7,976,109	1,250,572	43,552,916	52,779,597	37.2%
Central	311,995	64,016	8,768,443	9,144,454	6.4%
OIIE	232,450	47,500	230,923	510,873	0.4%
Total Auxiliary Enterprises Funds	\$ 26,932,982	\$ 5,970,221	\$ 109,011,426	\$ 141,914,629	100.0%

Auxiliary Enterprises Expenditures by Division
Total: \$141,914,629



Restricted Budget

The university's restricted resources are comprised of government-sponsored research grants and contracts, non-government grants, certain endowment and gift income, and student aid from external sources.

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 2020. 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 2020 alone.

Bridges to the Baccalaureate: Facilitating Seamless Transitions from Community College to TU

Award Amount: \$509,747; anticipated five-year total is \$1,342,771

Award Organization: National Institutes of Health

Responsible Department: Biological Sciences; Michelle Snyder & Elana Ehrlich

CyberCorps: Scholarship for Service at TU

Award Amount: \$2,543,752; anticipated four-year total is \$3,972,413

Award Organization: National Science Foundation

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

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

Award Amount: \$729,048; anticipated five-year total is \$2,221,722

Award Organization: U.S. Department of Education

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

Increasing the Supply of Qualified Nurse Faculty

Award Amount: \$285,247; anticipated three-year total is \$902,000

Award Organization: Maryland Higher Education Commission

Responsible Department: Nursing; Hayley Mark, Elizabeth Austin & Nancy Hannafin

Online Option for Degree Completion

Award Amount: \$742,699; anticipated three-year total is \$1,050,062

Award Organization: Maryland Higher Education Commission

Responsible Department: Nursing; Briana Snyder

A Phylogenomic Approach to Understanding the Symbiosis Between Acropyga Ants and Xenococcine Mealybugs

Award Amount: \$733,689 (over three years)

Award Organization: National Science Foundation

Responsible Department: Biological Sciences; John LaPolla and Faith Weeks

Physiological, Ecological and Environmental Determinants of PFAS Uptake in Freshwater Fish: Towards an Improved Bioaccumulation Model

Award Amount: \$442,739; anticipated four-year total is \$1,735,137

Award Organization: U.S. Department of Defense

Responsible Department: Environmental Science; Christopher Salice

TU NIST PREP Gaithersburg

Award Amount: \$205,795; anticipated five-year total is \$1,036,027

Award Organization: National Institute of Standards & Technology

Responsible Department: Computer & Information Systems; Wei Yu

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 at towson.edu/facilities.

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 projects, as requested by TU and supported by the Board of Regents, are listed in chronological order below.

New Science Complex

Total Budget:	\$183.8 million
Size:	316,000 GSF
Project Schedule:	Feb. 2013 – Oct. 2020

The new Science Complex (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 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:	\$165.9 million
Size:	228,993 GSF
Project Schedule:	Sept. 2019 – Jan. 2024

A new 228,993 GSF/130,853 NASF building for the College of Health Professions will consolidate the college's departments into one facility. The building will house academic undergraduate and graduate programs for the Nursing, Occupational Therapy, Kinesiology, Health Science, and Speech-Language Pathology & Audiology departments. The project will address existing facility/space deficiencies as well as projected growth in both undergraduate and graduate curriculums in response to the current and projected state and regional workforce shortage. Maryland's 22,000 unfilled health professions positions result in approximately \$1.6 billion in unrealized wages and \$170 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 projects are listed below.

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 frequently-used building on TU's 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.

Glen Dining Renovation

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

This project is for the comprehensive renovation of Glen Dining Hall, which serves approximately 200,000 meals annually. The building needs updated infrastructure to prevent safety issues and accommodate increased demand during the renovation of the University Union. The Glen Dining Hall renovation includes repairs to the exterior building envelope, lighting, interior finishes, interior reconfiguration, electrical distribution panels, hot water tanks, rooftop HVAC units, trash compactors and emergency generator.

Glen Towers Renovation

Total Budget:	\$58.1 million (university-funded)
Size:	Mechanical & structural upgrades to all four buildings
Project schedule:	N/A; Sept. 2019 – Aug. 2024

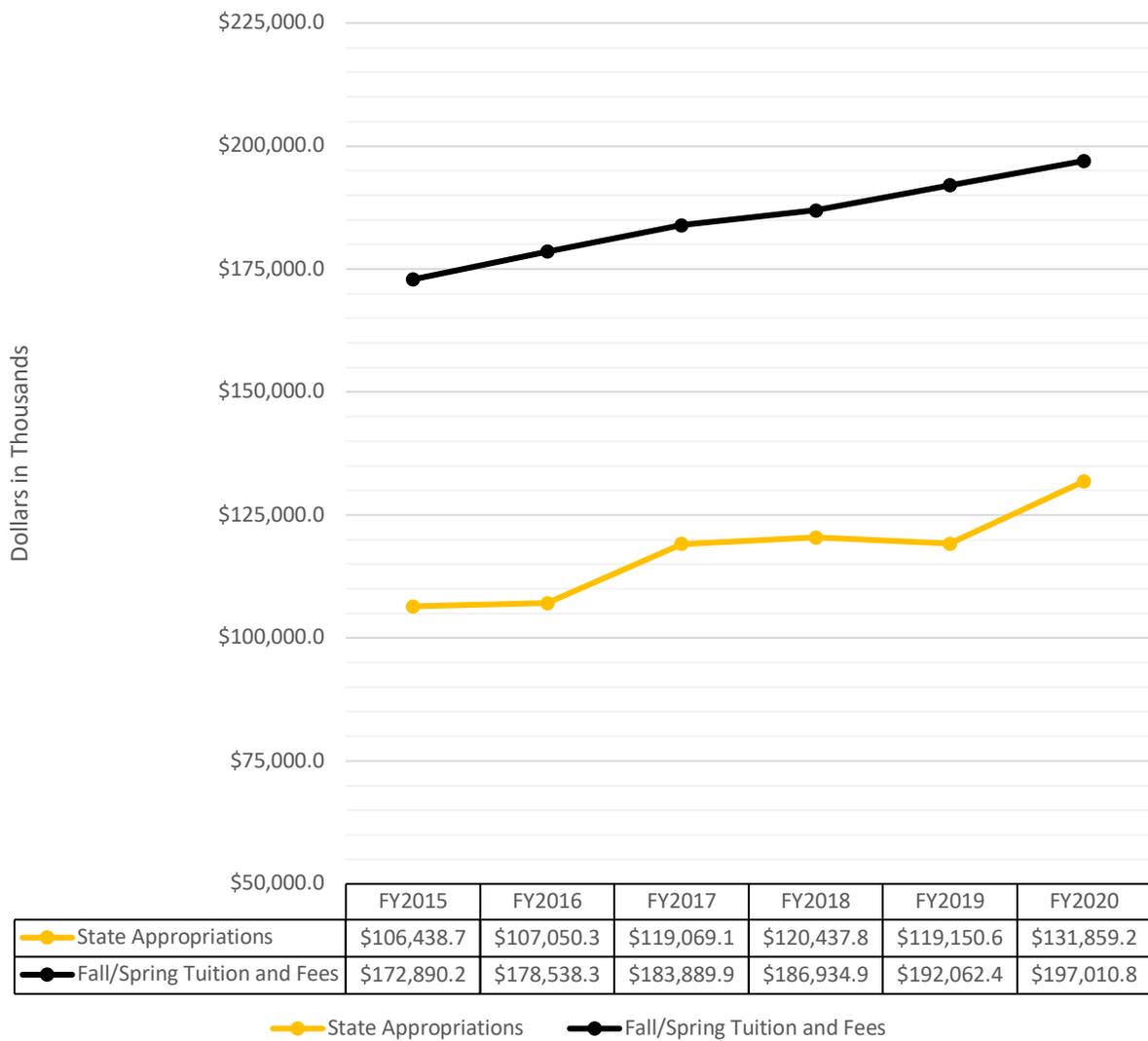
This project involves the replacement, repair and renovation of exterior glazing, structural concrete systems, and exterior concrete walls, respectively. The multi-phase project will renovate HVAC and supporting infrastructure as well as the surrounding exterior plaza.

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.

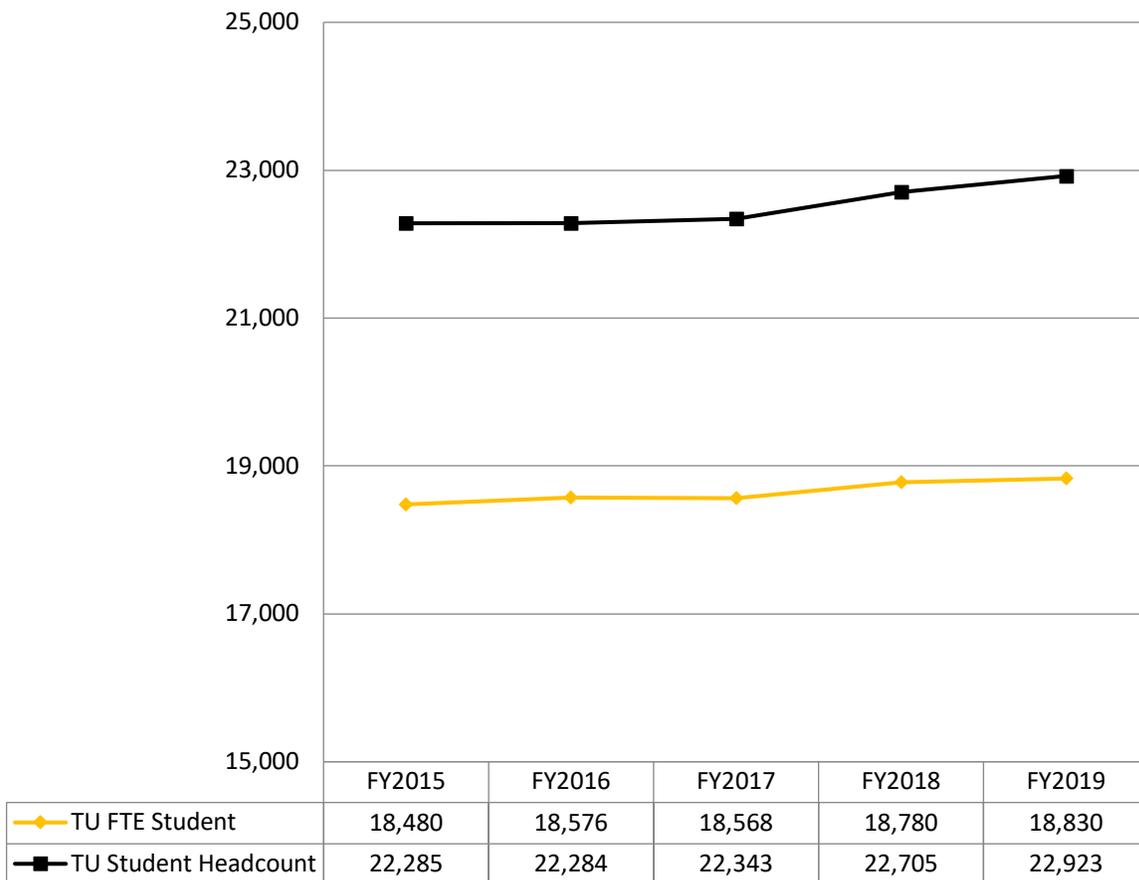
State-Assisted Revenue Budget



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.

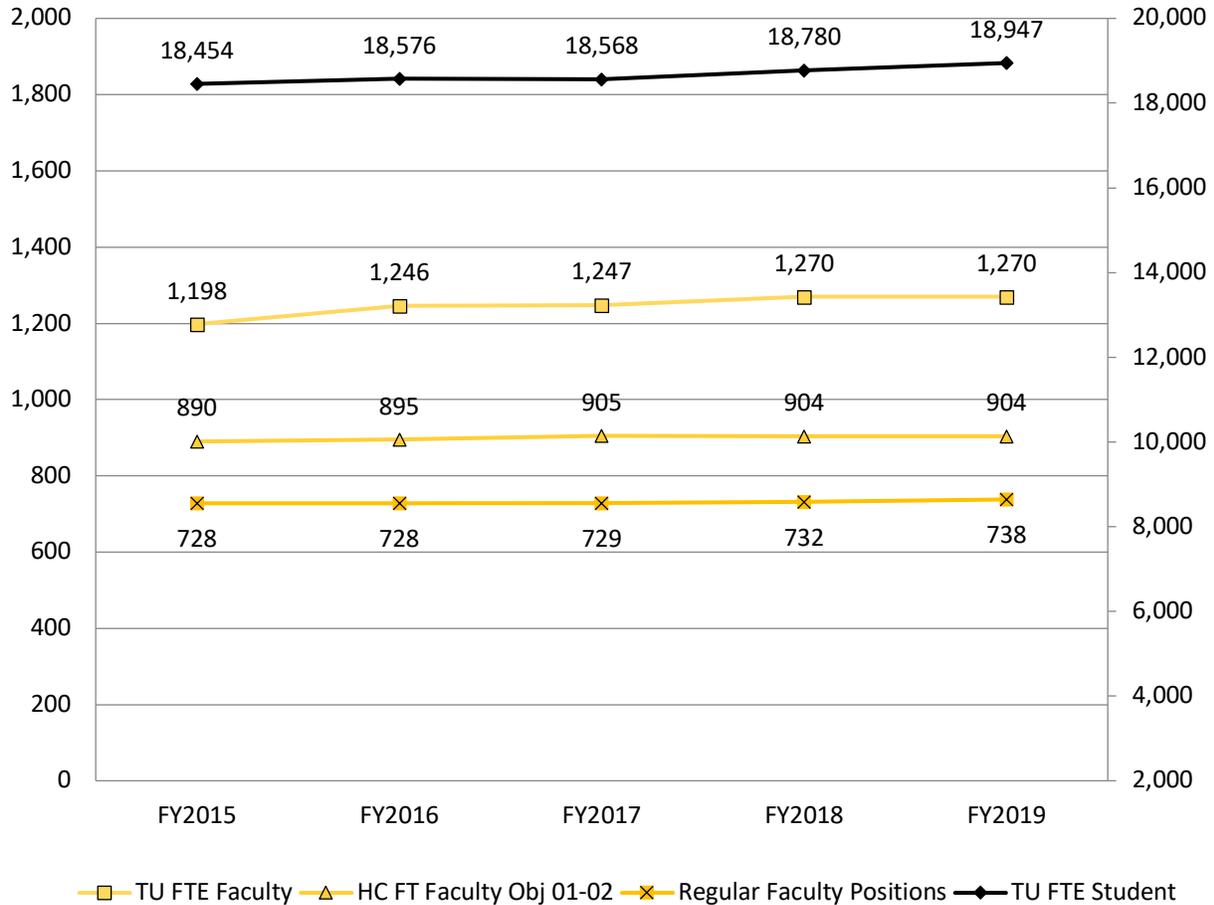
Enrollment History



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

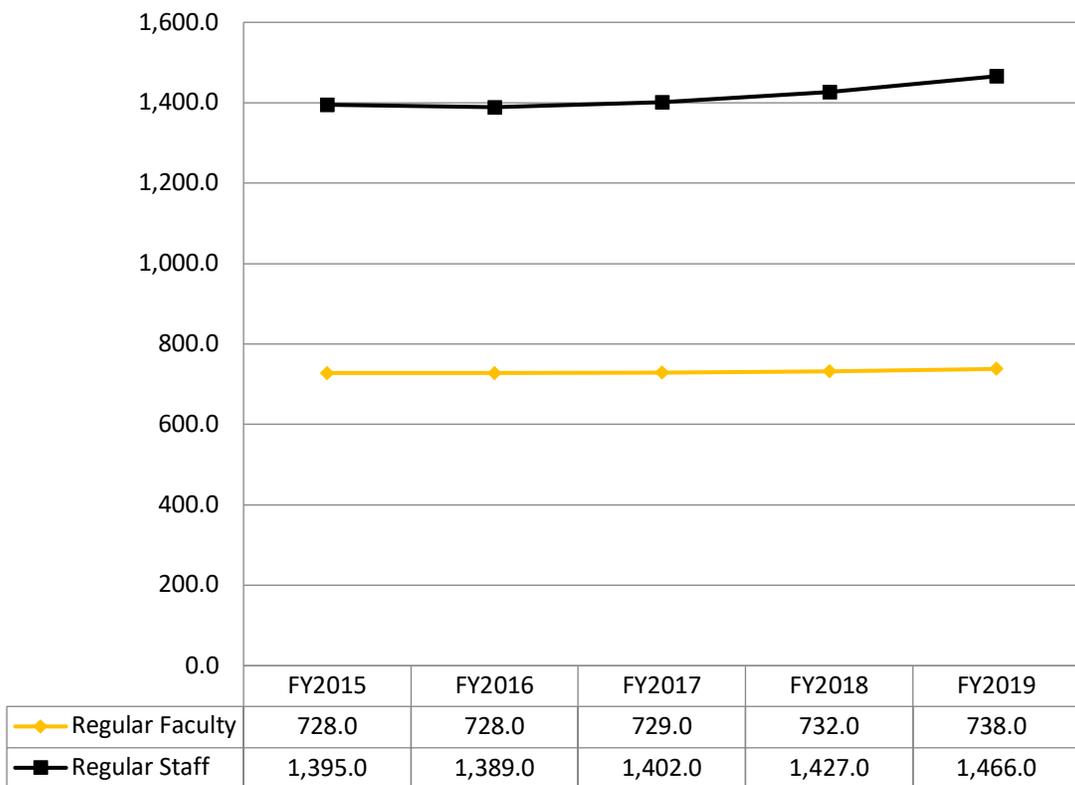


	FY2015	FY2016	FY2017	FY2018	FY2019
FTE Student to FTE Faculty Ratio	15.4:1	14.9:1	14.9:1	14.8:1	14.8:1
FTE Student to Regular Faculty Ratio	25:1	25.5:1	25.5:1	25.5:1	25.7:1

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 Full-Time Equivalent Students (FTES)

	USM	Bowie	Coppin	Frostburg	Salisbury	Towson	UB	UMB	UMBC	UMCP	UMES	UMUC
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
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

Note: UMUC's 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

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 COUNCIL

Kim Schatzel, *President*
Melanie Perreault, *Provost and Executive Vice President for Academic Affairs*
Benjamin Lowenthal, *Vice President for Administration and Finance and Chief Fiscal Officer*
Leah Cox, *Vice President for Inclusion & Institutional Equity*
Daraius Irani, *Vice President for Strategic Partnerships and Applied Research*
Sara Slaff, *Vice President for Legal Affairs and General Counsel*
S. Maggie Reitz, *Interim Vice President for Student Affairs*
Brian DeFilippis, *Vice President for University Advancement*
Marina Cooper, *Vice President for University Marketing and Communications*
Tim Leonard, *Director of Athletics*
Katie Maloney, *Executive Director of Governmental and Community Relations*
Charles Herring, *Director of Public Safety and Chief of Police*
Steve Jones, *Associate Vice President of Human Resources*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2020 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 the complex, multimillion-dollar budget of this institution. For more information about the operating budget, visit towson.edu/budgetoffice.

Brandon Cohen, *UBO Director and Associate Vice President for Administration and Finance*
Dorothy Proctor, *Associate Director*
Deanna Martinez, *PeopleSoft Specialist*
Donna M. Auvil, *Budget Coordinator*
Erica D. Jones, *Budget Coordinator*
Gregory Bunch, *Senior Financial Analyst*

UNIVERSITY BUDGET COMMITTEE (Academic Year 2018-2019)

The University Budget Committee (UBC) is comprised of leadership representatives who drive TU's strategic budgeting process. The Committee advises on budget planning and reporting to ensure the distribution of university resources aligns with TU's mission, strategic goals and presidential priorities.

The UBC representatives involved in developing Towson University's FY 2020 Operating Budget during the 2018-19 academic year are as follows:

Jennifer Ballengee, *Academic Senate*
Terry Cooney, *College of Liberal Arts*
Marina Cooper, *University Marketing and Communications*

Brian DeFilippis, *University Advancement*
Shohreh Kaynama, *College of Business & Economics*
Benjamin Lowenthal, *Administration and Finance*
Debra Moriarty, *Student Affairs*
Laurie Mullen, *College of Education*
David Ownby, *Fisher College of Science & Mathematics*
Susan Picinich, *College of Fine Arts & Communication*
Lisa Plowfield, *College of Health Professions*
David Vanko, *Fisher College of Science & Mathematics*

RESOURCE PLANNING AND ADVISORY COMMITTEE (Academic Year 2018-2019)

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

The RPAC representatives involved in developing Towson University's FY 2020 Operating Budget during the 2018-19 academic year are listed below:

Jennifer Ballengee, *University Senate (ex-officio)*
Babu Barajwaj, *College of Business and Economics*
Hana Bor, *College of Liberal Arts*
Catherine Breneman, *College of Liberal Arts*
Elizabeth Carbone, *University Advancement*
Mary Carter, *College of Health Professions*
Matthew Chambers, *Intercollegiate Athletics*
Cathy Mattingly, *University Budget Office (ex-officio, non-voting)*
Mary Cowles, *TU Staff Council*
Natalie Dabrowski, *University Marketing & Communications*
Rick Davis, *Library*
Joyce Garczynski, *Faculty Salary Review Committee*
Shohreh Kaynama, *Dean's representative*
Gary Levy, *Provost's Office (ex-officio, non-voting)*
Qing Li, *College of Education*
Benjamin Lowenthal, *Administration & Finance (ex-officio, non-voting)*
Bonnie Lingelbach, *Student Affairs*
John McLucas, *AAUP (ex-officio)*
Jessica Minkove, *Intercollegiate Athletics*
Christina Morgan, *SPAR*
David Ownby, *Fisher College of Science and Mathematics*
Melanie Perreault, *Academic Affairs (ex-officio, non-voting)*
Steve Satta, *College of Fine Arts & Communication*
Yohannes Sium, *Graduate Student Association*
Carol Wettersten, *Administration & Finance*