

FISCAL YEAR 2019 | PUBLISHED OCTOBER 2018

TOWSON UNIVERSITY
**INTERNAL OPERATING
AND BUDGET PLAN**



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Introduction

The FY 2019 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 2019 (academic/calendar year 2018-2019), with key financial information 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 governmentally sponsored research grants and contracts. The appendix offers information on TU budget trends as well as historical context for budget decisions, including TU enrollment, TU employment and USM enrollment. 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 consistently recognized as one of the nation's best regional 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 85 percent of TU students are from Maryland, and 86 percent of students stay in Maryland to live and work after graduation.

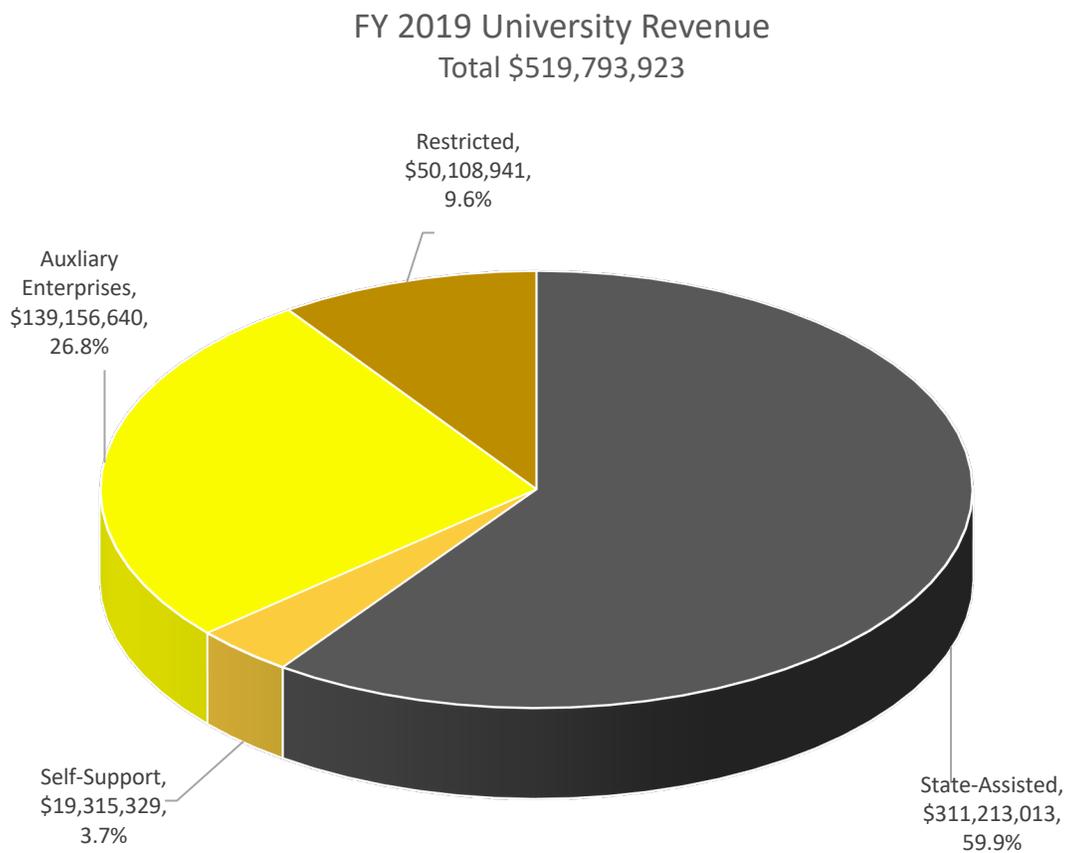
TU is committed to providing a quality, affordable education to Maryland's students. Programs on our home campus, instruction at TU in Northeastern Maryland and interdisciplinary partnerships with public and private organizations throughout Baltimore and the state help prepare more than 5,500 annual graduates for lifelong employment and success. Towson University is proud to be Maryland's largest producer of educators and a state leader in undergraduate health professions.

University Budget Summaries

FY 2019 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 governmentally sponsored research grants and contracts, nongovernmental grants, certain endowment and gift income, and student aid from external sources.

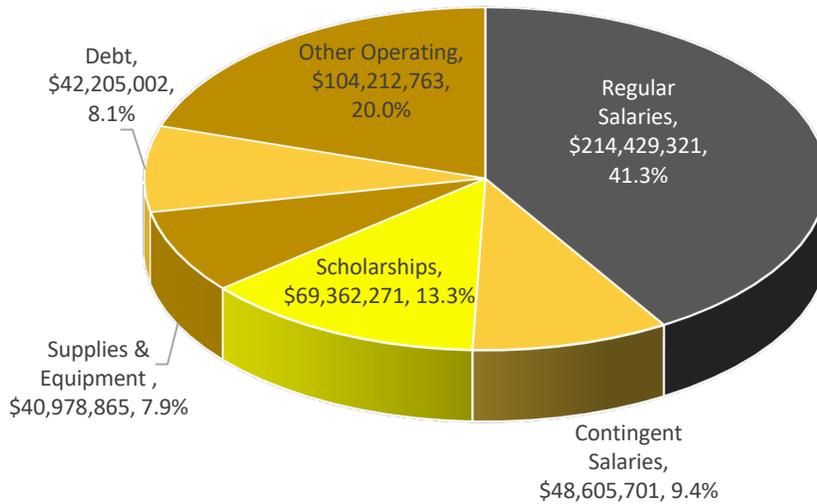


FY 2019 University Expenditure Overview

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

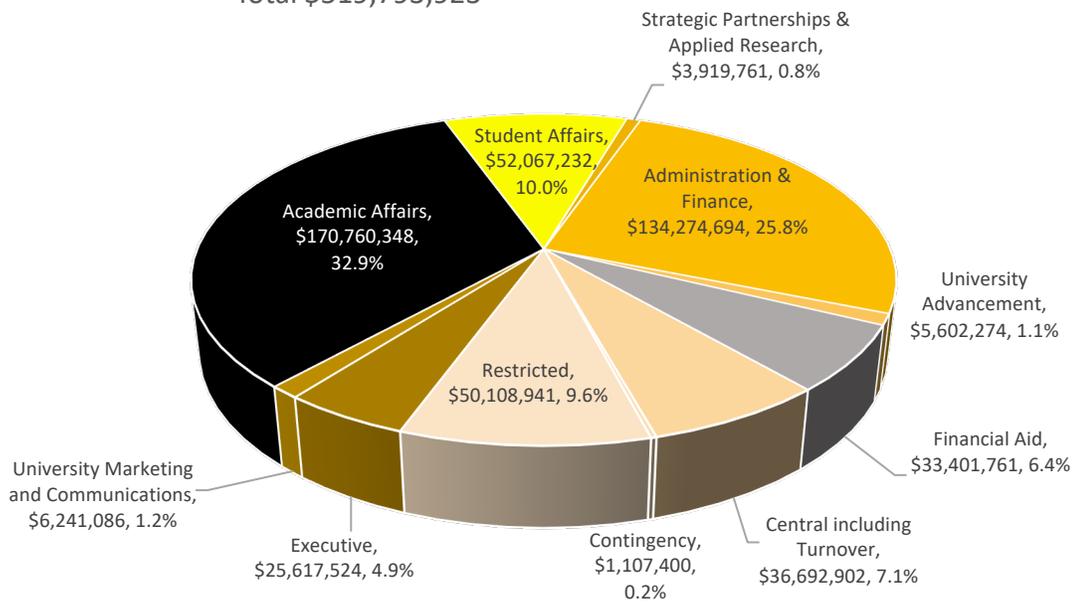
FY 2019 University Classification of Expenditures

Total \$519,793,923



FY 2019 University Expenditures by Division

Total \$519,793,923



Revenue Operating Summary

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

Revenue Budget	FY 2019	FY 2018	+/-
State-Assisted Funds			
State Appropriations	\$119,150,636	\$120,437,831	\$(1,287,195)
Fall/Spring Tuition	168,817,459	164,234,093	4,583,366
Technology Fee	4,345,358	4,101,600	243,758
Student User Fees	5,503,795	5,475,675	28,120
Summer/Minimester Overhead	4,173,225	4,173,225	0
Indirect Cost Recovery from Auxiliary Enterprises and Self Support	5,819,040	5,546,784	272,256
Other Fees and Unrestricted Revenue	3,403,500	3,403,500	0
Subtotal State-Assisted Funds	\$311,213,013	\$307,372,708	\$ 3,840,305
Self-Support Funds			
Summer and Minimester Revenue	\$ 13,830,000	\$ 13,830,000	\$ 0
Self-Generated Revenue	5,485,329	5,066,222	419,107
Subtotal Self-Support Funds	\$ 19,315,329	\$ 18,896,222	\$ 419,107
Auxiliary Enterprises Funds			
Auxiliary Student Fee	\$ 56,266,308	\$ 53,172,665	\$ 3,093,643
Self-Generated Revenue	82,890,332	79,295,077	3,595,255
Subtotal Auxiliary Enterprises Funds	\$139,156,640	\$132,467,742	\$ 6,688,898
Restricted Funds			
Federal Grants/Contracts	\$ 32,494,225	\$ 30,494,225	\$ 2,000,000
Private State Gifts/Contracts	17,614,716	19,618,106	(2,003,390)
Subtotal Restricted Funds	\$ 50,108,941	\$ 50,112,331	\$ (3,390)
Total Funds	\$519,793,923	\$508,849,003	\$ 10,944,920

Expenditure Operating Summary

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

Expenditure Budget	FY 2019	FY 2018	+/-
State-Assisted Funds			
Executive Division	\$ 4,252,066	\$ 6,871,685	\$(2,619,619)
University Marketing and Communications Division	6,241,086	6,437,488	(196,402)
Academic Affairs Division	154,974,892	153,013,756	1,961,136
Student Affairs Division	10,998,836	10,437,087	561,749
Strategic Partnerships & Applied Research Division	1,878,656	1,705,931	172,725
Administration & Finance Division	65,593,424	61,136,448	4,456,976
University Advancement Division	5,602,274	4,689,232	913,042
Financial Aid	33,401,761	32,395,240	1,006,521
Central Division	31,485,187	33,524,599	(2,039,412)
University Contingency	711,242	711,242	0
Turnover Target	(3,926,411)	(3,550,000)	(376,411)
Subtotal State-Assisted Funds	\$311,213,013	\$307,372,708	\$ 3,840,305
Self-Support Funds			
Academic Affairs Division	\$ 15,243,116	\$ 15,184,376	\$ 58,740
Student Affairs Division	233,105	233,105	0
Innovation & Applied Research Division	2,041,105	1,678,738	362,367
Administration & Finance Division	1,798,003	1,800,003	(2,000)
Subtotal Self-Support Funds	\$ 19,315,329	\$ 18,896,222	\$ 419,107
Auxiliary Enterprises Funds			
Executive Division - Athletics	\$ 21,365,458	\$ 20,203,669	\$ 1,161,789
Academic Affairs Division	542,340	542,340	0
Student Affairs Division	40,835,291	36,619,147	4,216,144
Administration & Finance Division	66,883,267	62,794,342	4,088,925
Central Division	9,134,126	11,612,086	(2,477,960)
Auxiliary Contingency	396,158	696,158	(300,000)
Subtotal Auxiliary Enterprises Funds	\$139,156,640	\$132,467,742	\$ 6,688,898
Restricted Funds			
Federal Grants/Contracts	\$ 32,494,225	\$ 30,494,225	\$ 2,000,000
Private Gifts/Contracts	17,614,716	19,618,106	(2,003,390)
Subtotal Restricted Funds	\$ 50,108,941	\$ 50,112,331	\$ (3,390)
Total Funds	\$519,793,923	\$508,849,003	\$10,944,920

Highlights of FY 2019 New 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.

Strategic Goal 1: Academic Excellence and Student Success	
\$522,405	Promotions and tenure for permanent faculty and librarians
\$733,200	Eight new regular faculty positions
\$82,724	Library Information Management System (LIMS) increase
\$390,360	TIGER Way graduate funding includes graduate stipend increase, 10 additional graduate assistantships, stipends for the development of five new graduate programs, and stipends for the conversion and creation of seven online graduate programs
\$611,049	Four permanent Human Resources partners and one Human Resources application administrator position
\$451,777	Academic bond debt and Towson City Center rent increases
\$841,753	Graduate assistant tuition remission and IG scholarship increases
Strategic Goal 2a: Innovation in Teacher and Leader Preparation	
\$67,520	Faculty Development Center increase, including operating budget and director stipend
\$30,450	Oracle True UP license and increased maintenance cost, as well as MEEC Microsoft renewal
Strategic Goal 2b: STEM Workforce Development	
Strategic Goal 2c: National and International Reputation for Arts and Arts Education	
\$12,575	Funding to support one permanent position conversion from contingent in the Art Department
Strategic Goal 3: Innovation, Entrepreneurship, and Applied Research	
\$172,725	Permanent executive director of entrepreneurship position
\$120,219	Salary adjustment funding to support several positions in the Development and Alumni areas
Strategic Goal 4: Internships and Experiential Learning Opportunities	
Strategic Goal 5: A Model for Leadership Development	
Strategic Goal 6: A Model for Campus Diversity	
\$141,000	TIGER Way transfer student funding, including pre-transfer evaluator and pre-transfer advisor positions
\$36,920	Salary adjustment funding to support two positions in the Office for Inclusion and Institutional Equity
\$98,700	Permanent deaf interpreter position
Strategic Goal 7: Student, Faculty, Staff, and Community Well-being	
\$150,367	Permanent career coach and BASICS/substance treatment clinician positions, plus increased psychiatry hours
\$101,520	Permanent manager of athletic marketing and salary adjustment funding to support marketing coordinator position
\$102,252	Salary adjustment funding to support many positions within Administration & Finance
\$75,500	DoIT wireless subscription costs for public safety radio system maintenance and social sentinel software support
Strategic Goal 8: Excellence in Athletics	
\$40,000	Funding to support two permanent position conversions from contingent status in Athletics Facilities
\$164,768	Athletic academic scholarship increase

State-Assisted Budget

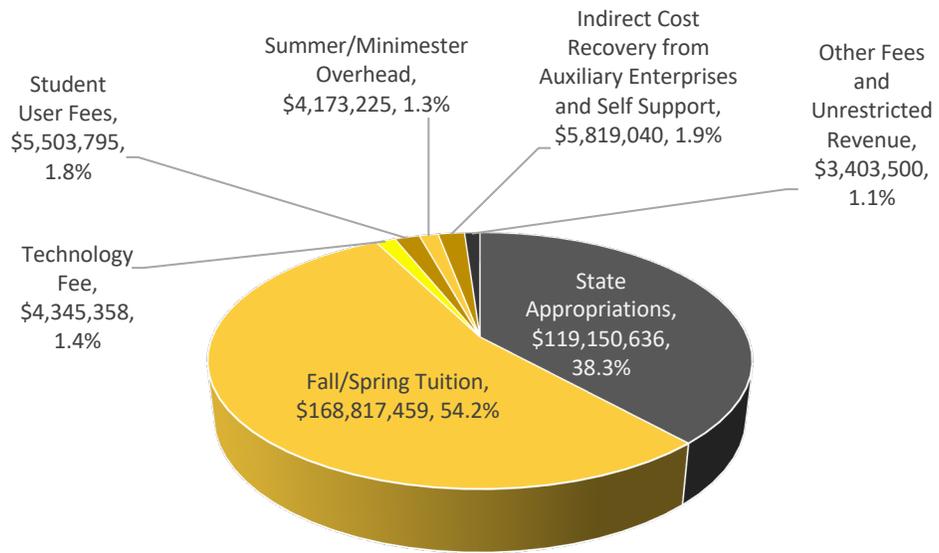
State-Assisted Revenue and Expenditure Budget by Category

State-Assisted Revenue		FY 2019	FY 2018	+/-	% Change
1	State Appropriations	\$119,150,636	\$120,437,831	\$(1,287,195)	-1.1%
2	Fall/Spring Tuition	168,817,459	164,234,093	4,583,366	2.8%
3	Technology Fee	4,345,358	4,101,600	243,758	5.9%
4	Student User Fees	5,503,795	5,475,675	28,120	0.5%
5	Summer/Minimester Overhead	4,173,225	4,173,225	0	0.0%
6	Indirect Cost Recovery from Auxiliary Enterprises and Self Support	5,819,040	5,546,784	272,256	4.9%
7	Other Fees and Unrestricted Revenue	3,403,500	3,403,500	0	0.0%
Total State-Assisted Revenue		\$311,213,013	\$307,372,708	\$ 3,840,305	1.2%

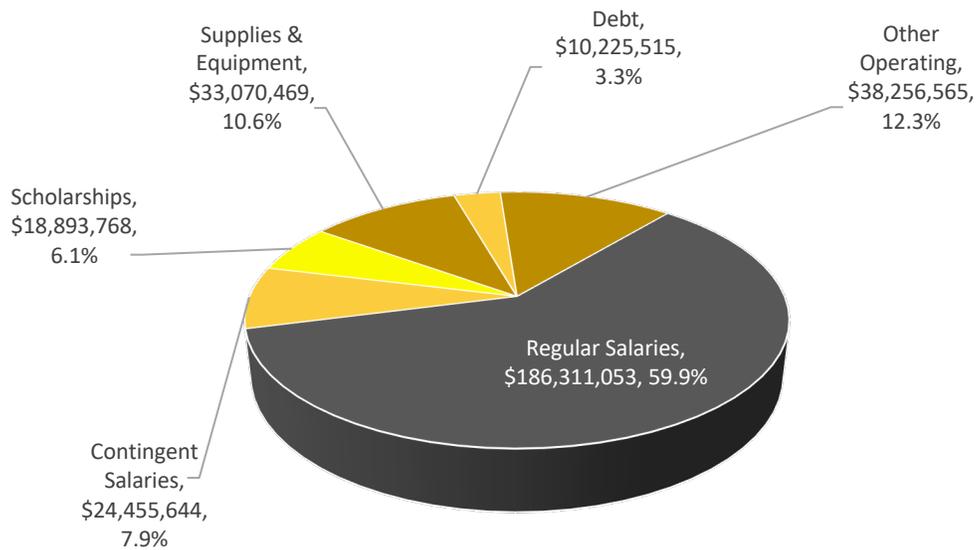
State-Assisted Expenditures					
8	Regular Salaries	\$186,311,053	\$183,322,135	\$ 2,988,918	1.6%
9	Contingent Salaries	24,455,644	24,786,895	(331,251)	-1.3%
10	Scholarships	18,893,768	18,046,171	847,597	4.7%
11	Supplies & Equipment	33,070,469	31,963,780	1,106,689	3.5%
12	Debt	10,225,515	9,897,118	328,397	3.3%
13	Other Operating	38,256,565	39,356,609	(1,100,045)	-2.8%
Total State-Assisted Expenditures		\$311,213,013	\$307,372,708	\$ 3,840,305	1.2%

Budget Notes	
1	Net effect of FY 18 base cuts carried forward, health reductions and COLA increase
2	Tuition increases include two percent for in-state undergraduate students and five percent for all others
3	Technology fee includes three percent increase over FY 18. Additional revenue is based on increased enrollment.
5	Additional revenue projection in auxiliary enterprises and self-support areas
8	Support for new positions, promotion and tenure, and salary adjustments
9	Cost reduction for contingent health insurance
10	Scholarship support for tuition and enrollment increases
11&13	Reallocation of resources between supplies/equipment and other operating
12	Additional cost associated with debt on academic buildings

FY 2019 State-Assisted Overview



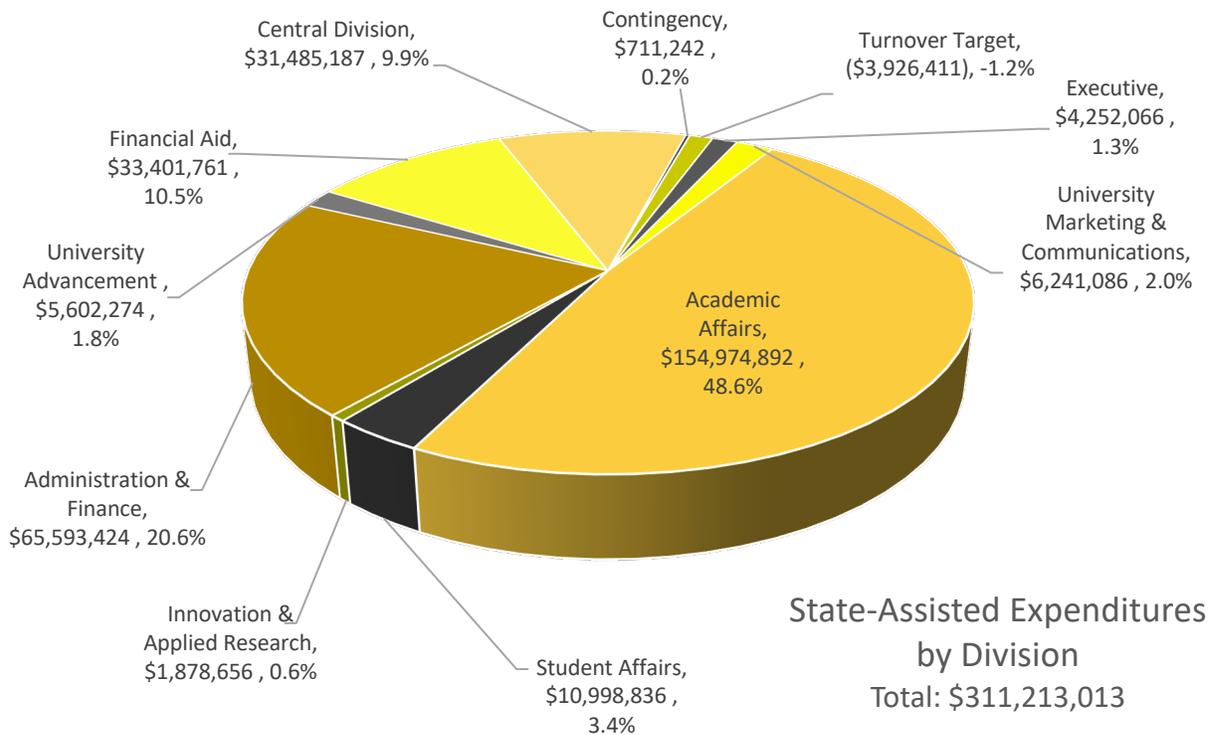
State-Assisted Revenue by Category
Total: \$311,213,013



State-Assisted Expenditures by Category
Total: \$311,213,013

FY 2019 State-Assisted Divisional Budgets

State-Assisted Expenditure Budget FY 2019	Regular Salary	Contingent Salary	Operating	FY 2019	Dist. %
Executive	\$ 2,905,289	\$ 85,388	\$ 1,261,389	\$ 4,252,066	1.4%
University Marketing & Communications	4,038,969	142,434	2,059,683	6,241,086	2.0%
Academic Affairs	122,486,111	20,996,644	11,492,137	154,974,892	49.8%
Student Affairs	8,382,888	683,216	1,932,732	10,998,836	3.5%
Innovation & Applied Research	1,108,033	402,828	367,795	1,878,656	0.6%
Administration & Finance	43,851,898	1,097,256	20,644,270	65,593,424	21.1%
University Advancement	4,746,888	8,100	847,286	5,602,274	1.8%
Financial Aid	948,501	0	32,453,260	33,401,761	10.7%
Central Division	1,768,886	1,039,778	28,676,523	31,485,187	10.1%
University Contingency	0	0	711,242	711,242	0.2%
Turnover Target	(3,926,411)	0	0	(3,926,411)	-1.3%
Total State-Assisted Funds	\$186,311,052	\$24,455,644	\$100,446,317	\$311,213,013	100.0%



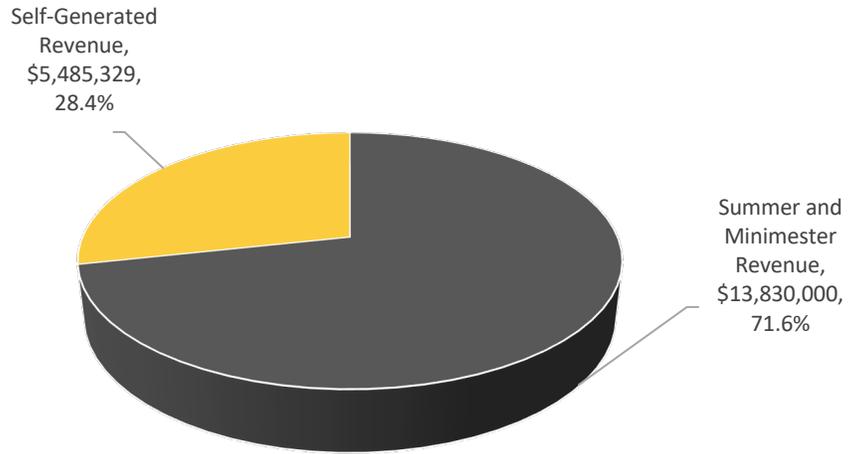
Self-Support Budget

Self-Support Revenue and Expenditure Budget by Category

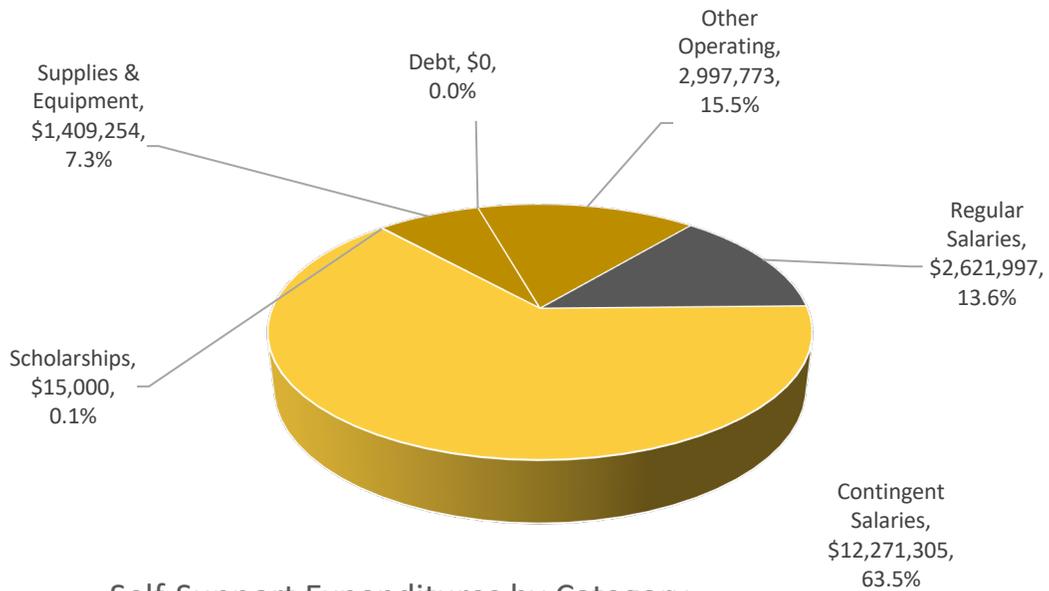
Self-Support Revenue	FY 2019	FY 2018	+/-	% Change
1 Summer and Minimester Revenue	\$13,830,000	\$13,830,000	\$ 0	0.0%
2 Self-Generated Revenue	5,485,329	5,066,222	419,107	8.3%
Total Self-Support Revenue	\$19,315,329	\$18,896,222	\$ 419,107	8.3%

Self-Support Expenditures	FY 2019	FY 2018	+/-	% Change
3 Regular Salaries	\$ 2,621,997	\$ 1,869,405	\$ 752,592	40.3%
4 Contingent Salaries	12,271,305	12,213,431	57,874	0.5%
5 Scholarships	15,000	15,000	0	0.0%
6 Supplies & Equipment	1,409,254	1,614,697	(205,443)	-12.7%
7 Debt	0	0	0	0.0%
8 Other Operating	2,997,773	3,183,689	(185,916)	-5.8%
Total Self-Support Expenditures	\$19,315,329	\$18,896,222	\$ 419,107	22.2%

FY 2019 Self-Support Overview



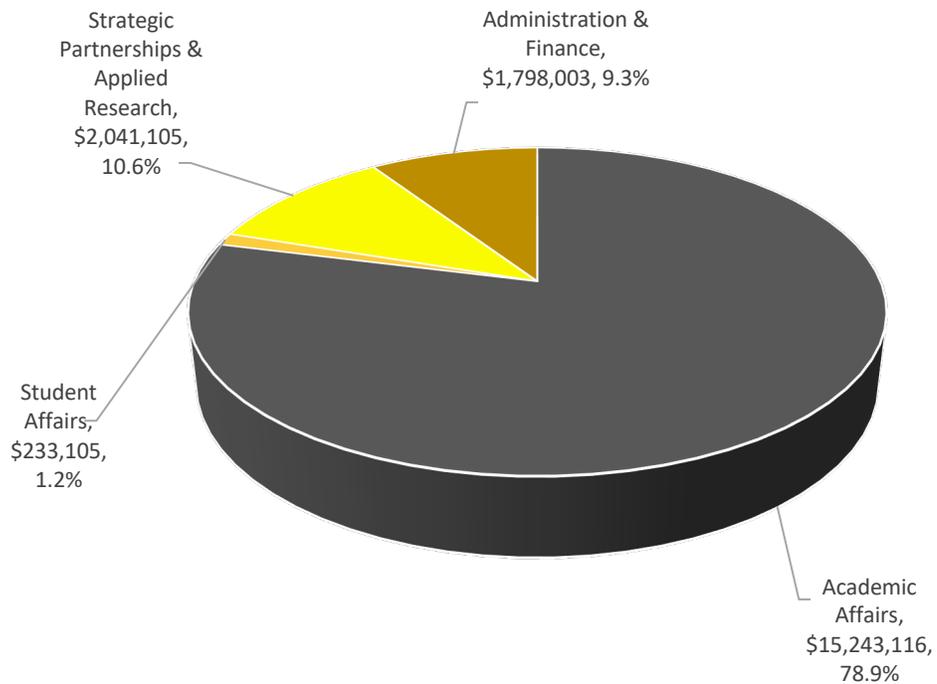
Self-Support Revenue by Category
Total: \$19,315,329



Self-Support Expenditures by Category
Total: \$19,315,329

FY 2019 Self-Support Divisional Budgets

Self-Support Budget FY 2019	Regular Salary	Contingent Salary	Operating	FY 2019	Distr. %
Academic Affairs	\$1,743,475	\$ 9,861,311	\$3,638,330	\$15,243,116	78.9%
Student Affairs	0	60,175	172,930	233,105	1.2%
Strategic Partnerships & Applied Research	60,912	2,349,819	(369,626)	2,041,105	10.6%
Administration & Finance	817,610	0	980,393	1,798,003	9.3%
Total Self-Support Funds	\$2,621,997	\$12,271,305	\$4,422,027	\$19,315,329	100.0%



Self-Support Expenditures by Division

Total: \$19,315,329

Auxiliary Enterprises Budget

Auxiliary Enterprises Revenue and Expenditure Budget by Category

Auxiliary Enterprises Revenue		FY 2019	FY 2018	+/-	% Change
1	Auxiliary Student Fee	\$ 56,266,308	\$ 53,172,665	\$4,583,366	5.8%
2	Self-Generated Revenue	82,890,332	79,295,077	243,758	4.5%
Total Auxiliary Enterprises Revenue		\$139,156,640	\$132,467,742	\$4,827,124	5.0%

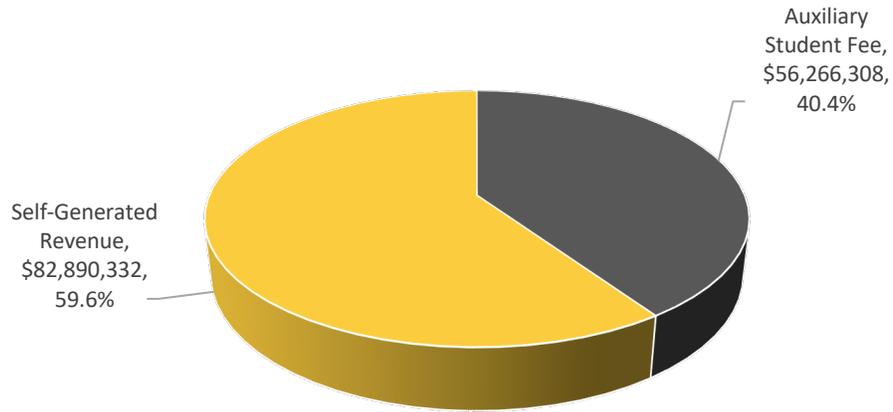
Auxiliary Enterprises Expenditures					
3	Regular Salaries	\$ 24,836,114	\$ 23,866,469	\$ 969,645	4.1%
4	Contingent Salaries	6,105,755	5,744,270	361,485	6.3%
5	Scholarships	6,055,474	5,897,791	157,683	2.7%
6	Supplies & Equipment	13,074,539	10,032,743	3,041,796	30.3%
7	Debt	31,979,487	30,835,095	1,144,392	3.7%
8	Other Operating	57,105,271	56,091,374	1,013,897	1.8%
Total Auxiliary Enterprises Expenditures		\$139,156,640	\$132,467,742	\$6,688,898	5.0%

Budget Notes	
1	Fee increases include five percent for athletics, two percent for auxiliary services, and four percent for auxiliary construction
2	Four percent meal plan increase on average; room increase between two and a half percent and four percent; as well as a two percent parking increase
3	Support for new positions and salary adjustments
4	Support for increases in housing and student life areas
5	Scholarship support for tuition increase
6&8	Support for increases in housing associated with the reopening of the Residence Tower and the Residences at 10 West Burke Avenue
7	Additional cost associated with debt on auxiliary buildings

FY 2019 Auxiliary Enterprises Overview

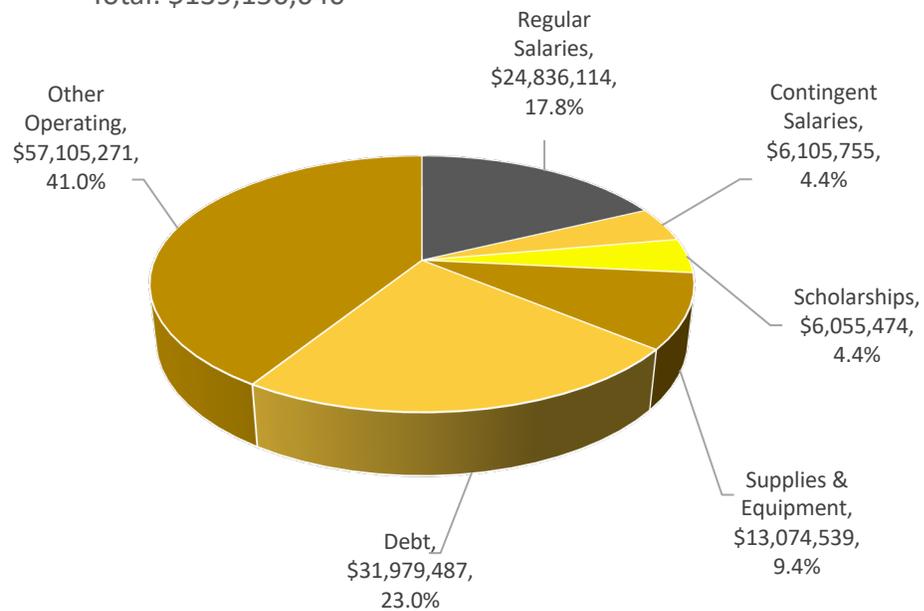
Auxiliary Enterprises Revenue by Category

Total: \$139,156,640



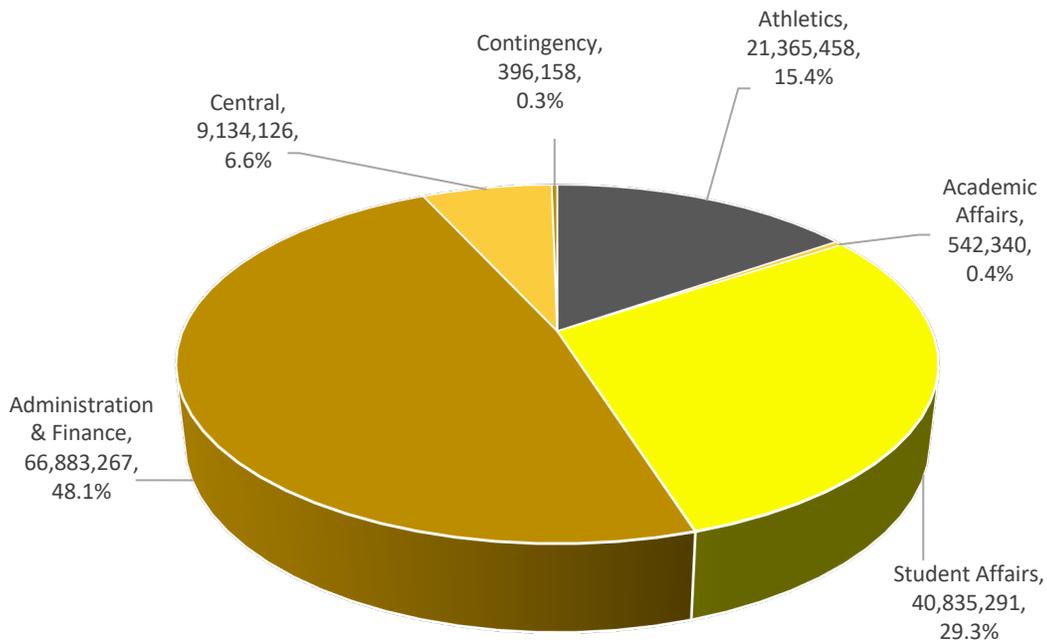
Auxiliary Enterprises Expenditures by Category

Total: \$139,156,640



FY 2019 Auxiliary Divisional Budgets

Auxiliary Enterprises - FY 2019	Regular Salary	Contingent Salary	Operating	FY 2019	Dist. %
Athletics	\$ 8,625,087	\$ 774,838	\$ 11,965,533	\$ 21,365,458	15.4%
Academic Affairs	270,565	45,450	226,325	542,340	0.4%
Student Affairs	5,508,862	2,848,087	32,478,342	40,835,291	29.3%
Administration & Finance	10,258,889	2,375,264	54,249,114	66,883,267	48.1%
Central	172,711	62,116	8,899,299	9,134,126	6.6%
Contingency	0	0	396,158	396,158	0.3%
Total Auxiliary Enterprises Funds	\$24,836,114	\$6,105,755	\$108,214,771	\$139,156,640	100.0%



Auxiliary Enterprises Expenditures by Division
Total: \$139,156,640

Restricted Budget

Restricted Revenue and Expenditure Budget by Category

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

Restricted Revenue		FY 2019	FY 2018	+/-	% Change
1	Federal Grants/Contracts	\$32,494,225	\$30,494,225	\$ 2,000,000	6.6%
2	Private State Gifts/Contracts	17,614,716	19,618,106	(2,003,390)	-10.2%
Total Restricted Revenue		\$50,108,941	\$50,112,331	-3,390	0.0%

Restricted Expenditures					
3	Regular Salaries	\$ 660,157	\$ 403,633	\$ 256,524	63.6%
4	Contingent Salaries	5,772,997	8,252,497	(2,479,500)	-30.0%
5	Scholarships	35,984,710	31,305,210	4,679,500	14.9%
6	Supplies & Equipment	1,837,922	2,037,922	(200,000)	-9.8%
7	Debt	0	0	0	0.0%
8	Other Operating	5,853,155	8,113,069	(2,259,914)	-27.9%
Total Restricted Expenditures		\$50,108,941	\$50,112,331	\$ (259,914)	0.0%

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 2019. 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 2019 alone.

Bridges to the Baccalaureate: Facilitating Seamless Transitions from Community College to Towson University

Award Amount: \$230,927 (year one released; five year amount is \$1,342,771)
Award Organization: National Institutes of Health
Responsible Department: Academic Affairs \ Fisher College \ Biological Sciences
Principal Investigators: Michelle Snyder and Elana Ehrlich

CyberCorps: Scholarship for Service at Towson University

Award Amount: \$3,972,413 (five years)
Award Organization: National Science Foundation
Responsible Department: Academic Affairs \ Fisher College \ Computer & Information Sciences
Principal Investigators: Joshua Dehlinger, Siddharth Kaza, Michael O'Leary and Blair Taylor

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

Award Amount: \$2,221,722 (five years)
Award Organization: U.S. Department of Education
Responsible Department: Academic Affairs \ Education \ Special Education
Principal Investigators: Patricia Rice Doran, Gilda Martinez-Alba and Elizabeth Neville

Increasing the Supply of Qualified Nurse Faculty

Award Amount: \$285,247 (year one released; three year amount is \$902,000)
Award Organization: Maryland Higher Education Commission
Responsible Department: Academic Affairs \ Health Professions \ Nursing
Principal Investigator: Hayley Mark

Online Option for Degree Completion

Award Amount: \$269,363 (year one released; three year amount is \$1,050,062)
Award Organization: Maryland Higher Education Commission
Responsible Department: Academic Affairs \ Health Professions \ Nursing
Principal Investigators: Briana Snyder and Hayley Mark

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

Award Amount: \$733,689 (three years)
Award Organization: National Science Foundation
Responsible Department: Academic Affairs \ Fisher College \ Biological Sciences
Principal Investigators: John LaPolla and Faith Weeks

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

Award Amount: \$287,340 (three years)
Award Organization: National Science Foundation
Responsible Departments: Academic Affairs \ Fisher College \ Physics, Astronomy & Geosciences
Principal Investigators: Gary Pennington, Rajeswari Kolagani, Jia-An Yan and Jeffrey Ray Simpson

Towson University CyberSecurity Curricula Development

Award Amount: \$443,852 (two years)
Award Organization: National Security Agency
Responsible Department: Academic Affairs \ Fisher College \ Computer & Information Systems
Principal Investigator: Sidd Kaza

Towson University REP: Our Path to Inclusive Excellence

Award Amount: \$1,000,000 (five years)
Award Organization: Howard Hughes Medical Institute
Responsible Department: Academic Affairs \ Fisher College \ Biological Sciences
Principal Investigators: Laura Gough, Ryan Casey, Matthew Hemm and David Schaefer

Capital Budget Projects

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

State-Funded Capital Projects

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

New Science Complex

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

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

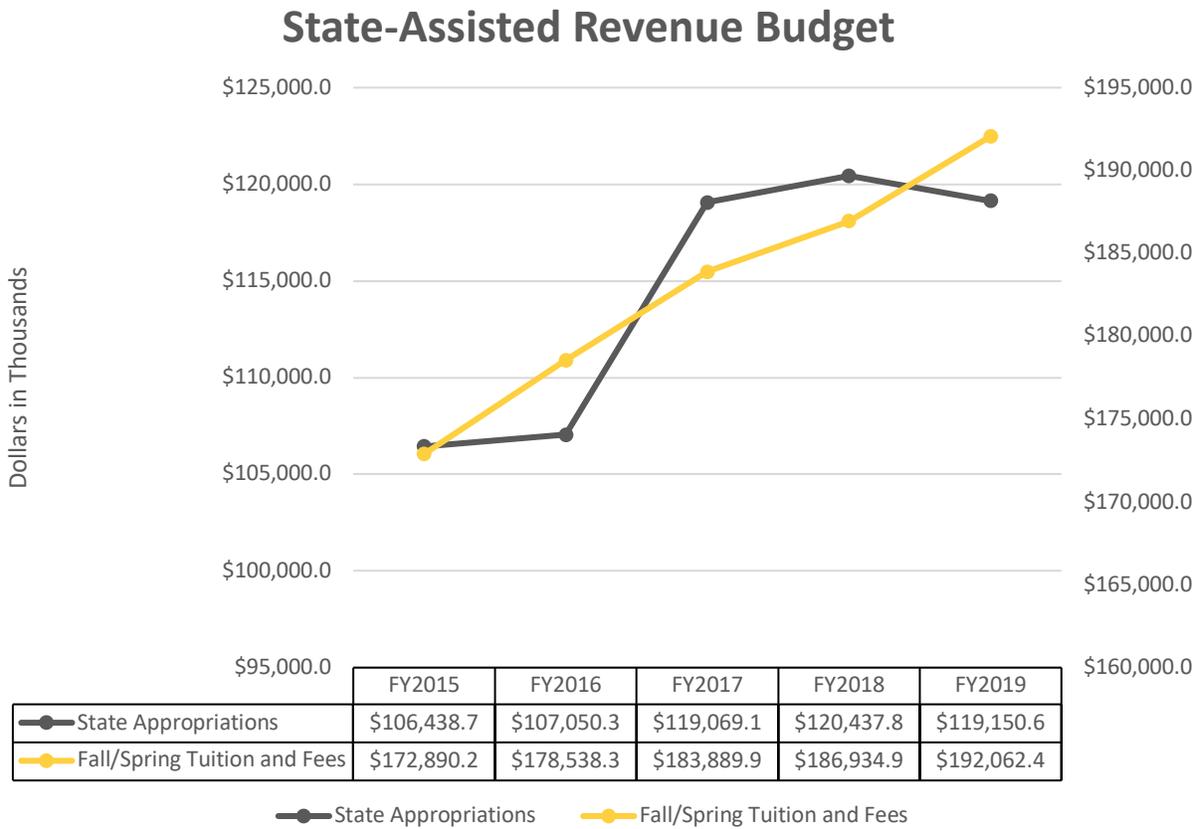
Total Budget: \$8.8 million (university-funded)
Size: 31,956 GSF
Project schedule: August 2017 – May 2019

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.

Appendix

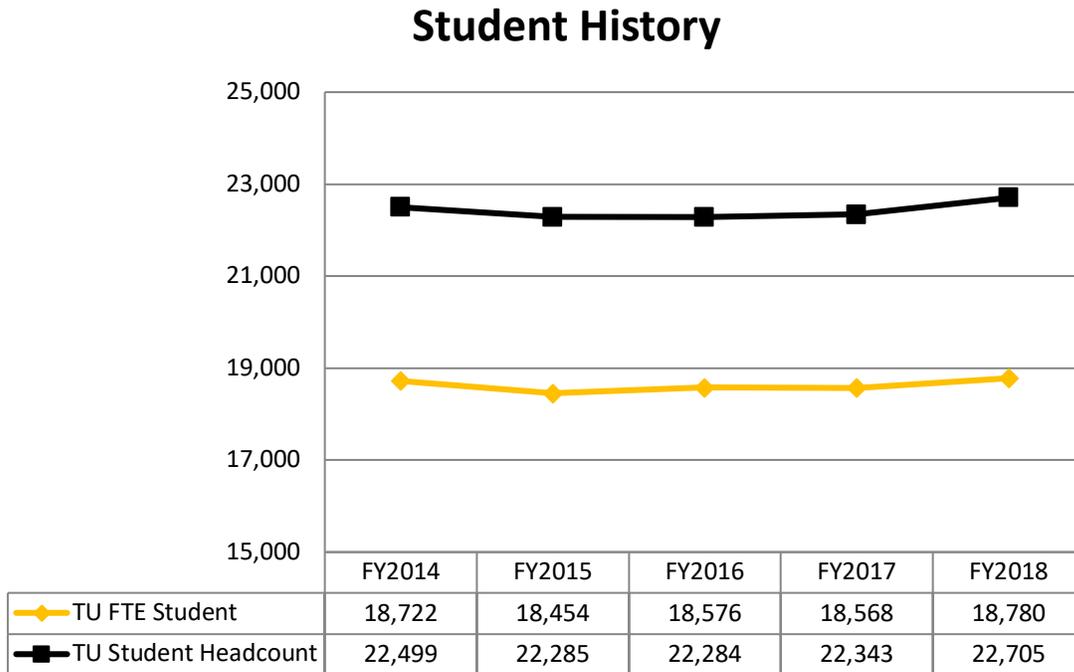
Appendix 1: TU Budget Trends

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



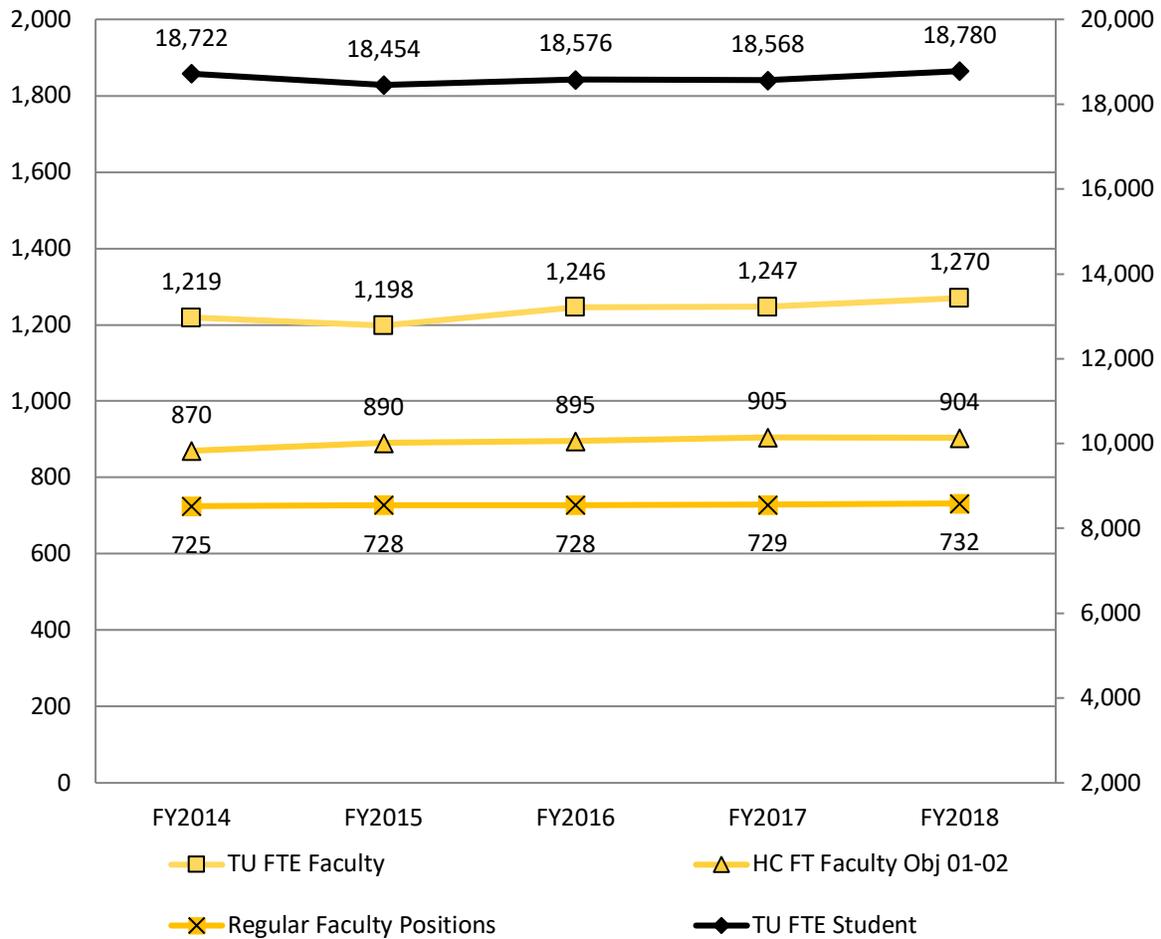
Appendix 2: TU Historical Information

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



Appendix 2: TU Historical Information

The graph 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.

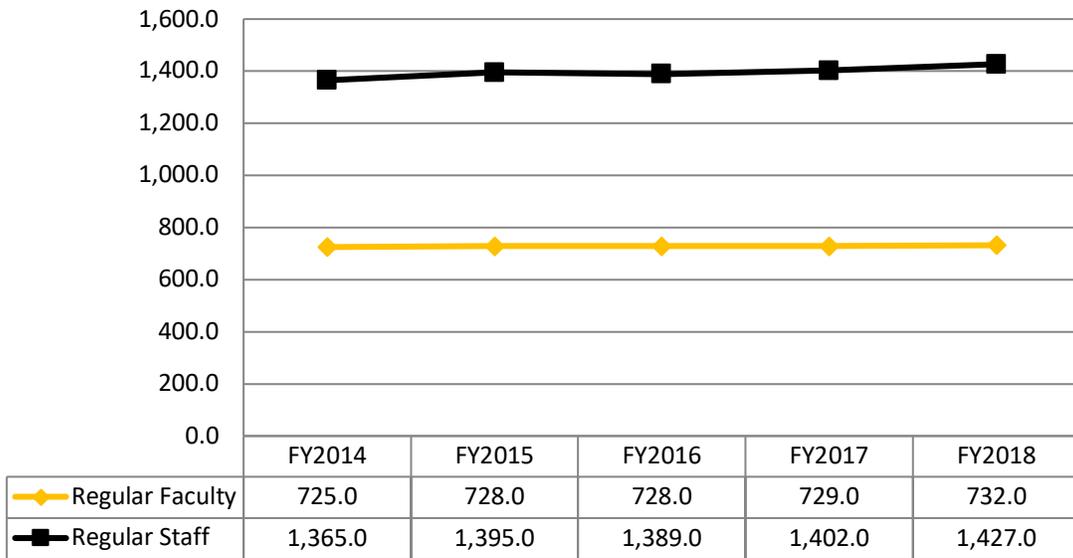


	FY2014	FY2015	FY2016	FY2017	FY2018
FTE Student to FTE Faculty Ratio	15.4:1	15.4:1	14.9:1	14.9:1	14.8:1
FTE Student to Regular Faculty Ratio	25:1	25:1	25.5:1	25.5:1	25.5:1

Appendix 2: TU Historical Information

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

Regular Faculty & Staff Positions (Object 01)



Appendix 3: USM Historical Trends

The table below shows the number of full time equivalent (FTE) students in the USM and each USM institution over the past 15 years.

USM Statewide Annualized Full-Time Equivalent Students (FTES)

	USM	Bowie	Coppin	Frostburg	Salisbury	Towson	UB	UMB	UMBC	UMCP	UMES	UMUC
FY 2004	93,510	3,970	2,840	4,503	5,985	13,561	3,355	5,140	9,271	28,254	3,261	13,370
FY 2005	95,592	4,004	3,035	4,401	6,078	13,978	3,646	5,242	9,331	28,088	3,277	14,512
FY 2006	97,206	4,076	3,302	4,206	6,188	14,391	3,303	5,415	9,172	29,002	3,342	14,809
FY 2007	100,892	4,156	3,061	4,162	6,538	15,347	3,401	5,541	9,291	29,241	3,566	16,588
FY 2008	104,101	4,317	3,001	4,265	6,829	16,104	3,724	5,767	9,411	30,179	3,449	17,055
FY 2009	109,236	4,496	3,175	4,434	7,219	17,274	3,985	5,974	9,749	30,728	3,821	18,381
FY 2010	114,148	4,532	3,159	4,646	7,423	17,590	4,274	6,381	10,232	31,328	3,981	20,602
FY 2011	116,212	4,534	3,011	4,733	7,592	17,869	4,429	6,477	10,500	31,532	4,094	21,441
FY 2012	120,484	4,484	2,905	4,608	7,842	17,908	4,425	6,504	10,769	31,483	4,166	25,390
FY 2013	119,187	4,308	2,773	4,573	7,861	18,151	4,458	6,522	11,082	31,331	4,131	23,997
FY 2014	119,438	4,437	2,656	4,559	7,879	18,722	4,438	6,432	11,227	31,353	3,969	23,766
FY 2015	123,525	4,609	2,489	4,608	7,855	18,480	4,359	6,408	11,368	31,820	4,069	27,460
FY 2016	126,948	4,369	2,390	4,670	7,805	18,576	4,203	6,445	11,271	32,140	4,148	30,931
FY 2017	130,708	4,684	2,365	4,584	7,919	18,568	3,980	6,707	11,092	33,108	3,651	34,050
FY2018	132,633	5,097	2,246	4,338	7,832	18,780	3,692	6,884	11,223	33,671	3,317	35,553
NOTE: UMUC's fiscally self-sustaining status permits use of all credit hours in FTES computation. All other institutions use only fall and spring credit hours in the computation of annualized FTES.												
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 (instruction, research and public service).

AIT:

Applied Information Technology

Appropriation:

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

Auxiliary Enterprises:

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

Capital Budget:

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

CIAT:

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

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

Gross Square Feet (GSF):

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

Indirect Cost Assessment (IDC):

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

Institutional Support:

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

Instruction:

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

Investment Income:

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

LIMS:

Library Information Management System

Mandatory Transfers:

Transfers arising out of (1) binding legal agreements related to the financing of the educational plant such as amount for debt retirement, interest and required provisions for renewals and replacement of plant, not financed from other sources, and (2) grant agreements with agencies of

the federal government, donors and other organizations to match gifts and grants to loan funds.

Miscellaneous Sources:

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

Non-Mandatory Transfers:

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

Operating Budget:

Generally includes all of the regular unrestricted income available to the institution plus those restricted funds that are earmarked for instructional activities and department support. Activities included in the operating budget are the basic expenses of departments, schools, and colleges, including personnel and day-to-day operating costs; student services; libraries; administration; campus operations and maintenance; development; and the unrestricted portion of endowment income, gifts and student aid.

Operation and Maintenance of Physical Plant:

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

Permanent Salaries, Wages and Fringe Benefits:

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

Private Gifts and Grants:

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

Public Service:

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

Quasi-Endowment Funds:

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

Research:

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

Restricted Budget:

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

Restricted Funds:

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

Sales and Service of Auxiliary Enterprises:

See "Auxiliary Enterprises."

Sales and Services of Educational Activities:

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

Scholarships and Fellowships:

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

State Appropriations:

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

State Authorized Position (SAP):

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

State Funded Capital Projects:

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

Student Services:

Includes activities for offices of admissions and enrollment services and activities with the primary purpose of contributing to students' emotional and physical well-being and intellectual, cultural and social development outside the context of the formal instructional program. Included in

this category are expenses for student activities, cultural events, intramural athletics, student organizations, counseling and career guidance, student aid administration, and offices of enrollment management and student health services.

System Funded Capital Projects:

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

TLN:

Towson Learning Network

Tuition and Fees:

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

Unrestricted Funds:

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

Vacant Position Attrition Earnings:

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

Acknowledgements

EXECUTIVE STAFF

Kim Schatzel, *President*
David Vanko, *Interim Provost and Executive Vice President for Academic Affairs*
Benjamin Lowenthal, *Vice President for Administration and Finance and Chief Fiscal Officer*
Leah Cox, *Vice President of Inclusion and Institutional Equity*
Daraius Irani, *Vice President for the Division of Strategic Partnerships and Applied Research*
Sara Slaff, *Vice President for Legal Affairs and General Counsel*
Debra Moriarty, *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*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2019 Operating Budget and Plan would not have been possible without the hard work and dedication of the University Budget Office staff who develop, monitor and analyze the complex, multi-million dollar budget of this institution. For more information about the operating budget, visit their website: towson.edu/budgetoffice.

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

RESOURCE PLANNING AND ADVISORY COMMITTEE (Academic Year 2017-2018)

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

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

The RPAC representatives involved in developing Towson University's FY 2019 Operating Budget during the 2017-18 academic year are listed below in alphabetical order:

Jennifer Ballengee, *University Senate (ex-officio)*
Babu Barajwaj, *College of Business and Economics*
Cassy Bennett, *President's Office (ex-officio, non-voting)*
Hana Bor, *College of Liberal Arts*
Elizabeth Carbone, *University Advancement*
Mary Carter, *College of Health Professions*
Timothy Chandler, *Provost's Office (ex-officio, non-voting)*
Marina Cooper, *University Marketing and Communications*
Mary Cowles, *TU Staff Council*
Shana Gass, *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*
Bonnie Lingelbach, *Student Affairs*
Cathy Mattingly, *University Budget Office (ex-officio, non-voting)*
John McLucas, *AAUP (ex-officio)*
Jessica Minkove, *Athletics*
Christina Morgan, *Innovation and Applied Research*
Nicholas Myers, *Graduate Student Association*
Robert Campbell, *Administration and Finance (ex-officio, non-voting)*
David Ownby, *Fisher College of Science and Mathematics*
David Reiss, *College of Fine Arts and Communication*
Sam Sidh, *President's Office (ex-officio, non-voting)*
Bezawit Tenna, *Student Government Association*
Carol Wettersten, *Administration & Finance*