



Internal Operating Budget & Plan

FISCAL YEAR 2022

Published October 2021



Table of Contents

Introduction.....	2
Profile	3
Budget Calendar	4
Strategic Budget Decisions	5
University Budget Summaries	6
FY 2022 University Operating Revenue Overview	6
FY 2022 University Expenditure Overview.....	7
FY 2022 Revenue Operating Summary	8
FY 2022 Expenditure Operating Summary.....	9
State-Assisted Budget.....	10
FY 2022 State-Assisted Revenue and Expenditure Budget by Category	11
FY 2022 State-Assisted Overview	12
FY 2022 State-Assisted Divisional Budgets	13
Self-Support Budget.....	14
FY 2022 Self-Support Revenue and Expenditure Budget by Category.....	15
FY 2022 Self-Support Overview	16
FY 2022 Self-Support Divisional Budgets	17
Auxiliary Enterprises Budget.....	18
FY 2022 Auxiliary Enterprises Revenue and Expenditure Budget by Category.....	19
FY 2022 Auxiliary Enterprises Overview	20
FY 2022 Auxiliary Divisional Budgets	21
Restricted Budget	22
Large Grant and Contract Awards	22
Capital Budget Projects.....	23
Appendix.....	24
Appendix 1: TU Budget Trends	25
Appendix 2: TU Historical Information	26
Appendix 3: USM Enrollment Trends.....	29
Glossary	30
Acknowledgements	33

Introduction

The FY 2022 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 2022 (academic/calendar year 2021-2022). Key financial information is broken down by revenue source. Unrestricted sources are listed first and are divided into three categories—state-assisted, self-support and auxiliary enterprises. Restricted sources are next, and are comprised of government-sponsored research grants and contracts as well as capital budget projects. The appendix offers information on TU budget trends as well as historical context for budget decisions, such as university employment levels and university- and system-wide enrollment levels. A glossary of terms is provided for reference.

Towson University's budget is managed by the university administration with input from the 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. Using careful budgeting and planning, TU produces diverse graduates for \$31,635 below the average cost of USM campuses, creating value for both our students and our state.

Leading the Region

LARGEST
public institution in the
greater Baltimore region

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

5,864
annual graduates
AY 2020-2021

A Great Return on Investment

TOP 3
best investments in
higher education
Money Magazine

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

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

Fostering Inclusive Success

Recognized as a
TOP 100
university for overall
student diversity
U.S. News & World Report

At 73%, TU's African
American six-year
graduation rate is nearly
**THIRTY POINTS
HIGHER** than the
national average

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

Budget Calendar

Our internal budget is developed on a 12-month cycle that begins with administrative strategic planning and progresses through a variety of presentations and input sessions with campus stakeholders. Our original FY 2022 internal resource planning and allocation process is outlined below. Once approved, the budget may be adjusted based on external factors such as state budget cuts or institutional revenue shortfalls.

Calendar Month & Year	Fiscal Year	Budget Development
Sept. 2020	2021	Year-over-year fall headcount and full time equivalent students are reported to the president and PC.
Oct. 2020		The FY 2022 phase one internal budget instructions (including fee instructions) are sent to divisional budget officers.
Nov. 2020		The FY 2022 housing fee is presented to the SGA.
Dec. 2020		The financial aid budget is reported for the following fiscal year.
Dec. 2020		The University Budget Committee (UBC) and Resource Planning & Advisory Committee (RPAC) hold meetings to discuss strategic budgeting for the next fiscal year.
Jan. 2021		The FY 2022 phase one internal budget submission is due to the University Budget Office.
Jan. 2021		TU vice presidents review the FY 2022 budget with the CFO.
Jan. 2021		President's Cabinet (PC) reviews FY 2022 divisional initiatives requests, including fee proposals.
Late Jan. 2021		TU's administration discusses the budget and fees with members of student leadership prior to the fee forum.
Feb. 2021		FY 2022 fee forum presentation to the Student Government Association.
Feb. 2021		PC approves the preliminary FY 2022 budget.
March 2021		The PC's strategic budget decisions and approved fees are presented to UBC.
March 2021		The PC's strategic budget decisions and approved fees are presented to RPAC.
Late March 2021		The FY 2022 phase two internal budget instructions are sent to divisional budget officers.
Late April 2021		The FY 2022 phase two internal budget submission is due to the University Budget Office.
June 2021		All FY 2022 internal budgets are loaded into PeopleSoft and Budget Planning.
July 2021		2022
Oct. 2021		The University Budget Office publishes its FY 2022 Operating Budget and Plan Book.

Strategic Budgeting Decisions

For FY 2022 Towson University shifted to a strategic budgeting model whereby all known expenses are permanently included in the base budget. This shift results in the appearance of an initial deficit which is subsequently balanced through vacant position savings and other cost-savings measures. The measures being implemented for FY 2022 are provided below. Additional details are supplied in the budget notes on pages 11, 15 and 19.

TU’s administration determines and applies these cost-savings measures very intentionally to prioritize the quality of our education and infrastructure. We continue to support initiatives that reinforce the academic mission and continue strategically investing in key institutional goals. Such support includes converting contingent lecturers to regular full-time faculty and investing in the creation of a new building for our College of Health Professions programs. We remain deeply committed to student success and to serving as an anchor institution for greater Baltimore.

FY 2022 Cost-Savings Measures
Received approximately \$6.5 million in institutional CARES Act funding to offset COVID-related losses.
Limited FY 2022 expenditures to those that are absolutely essential.
Required leadership approval for any purchase over \$20,000.
Maintained a partial hiring freeze for non-mission critical and nonessential new positions.
Maintained last year’s 9.3 percent pro-rata reduction to the state-assisted operating budget, instituting it as a permanent reduction to the base budget.
Implemented reductions to auxiliary operating budgets to account for reduced revenues.
Deferred more than \$2.1 million in funding for new initiatives.
Limited construction and facilities renewals to projects necessary for reopening campus or maintaining campus safety, with the exception of ongoing/planned construction on the new Science Complex, University Union, StarTUp at the Armory, 401 Washington and the College of Health Professions facility.

FY 2021 Cost-Savings Actions

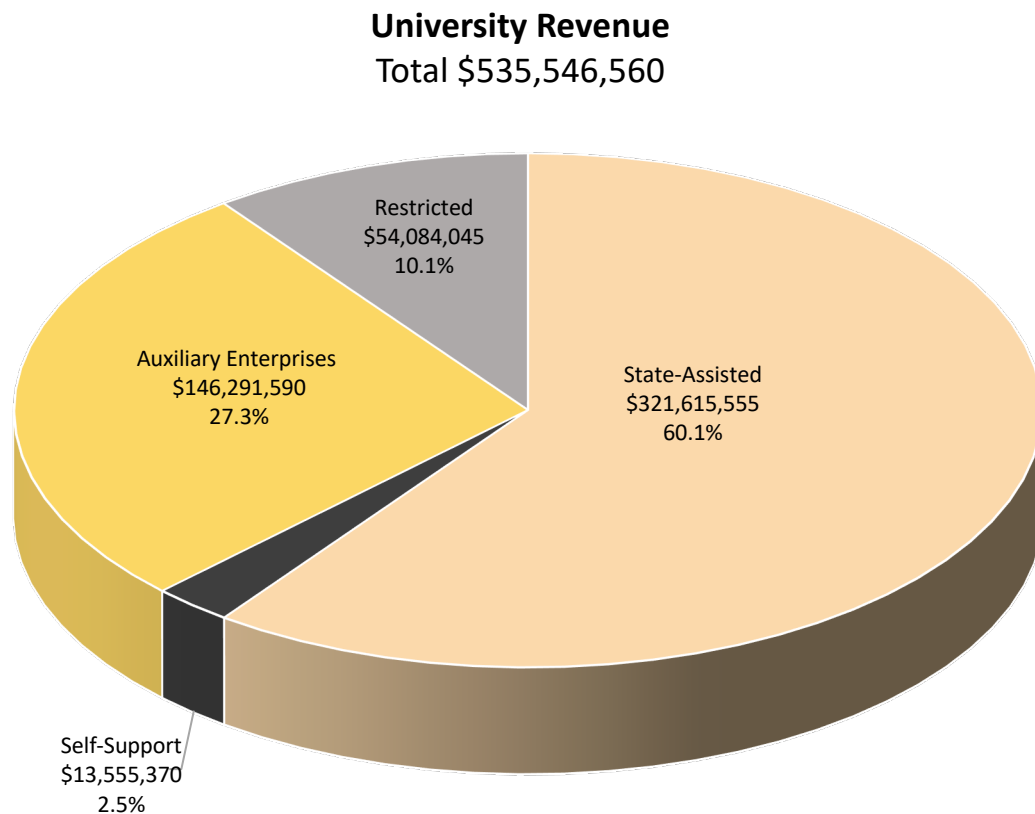
In FY 2021 TU implemented a broader series of cost-savings actions to mitigate the significant budgetary impacts of COVID-19. As a result, the university minimized projected FY 2021 deficit losses, setting the stage for financial success in FY 2022 and beyond.

University Budget Summaries

FY 2022 University Operating Revenue Overview

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

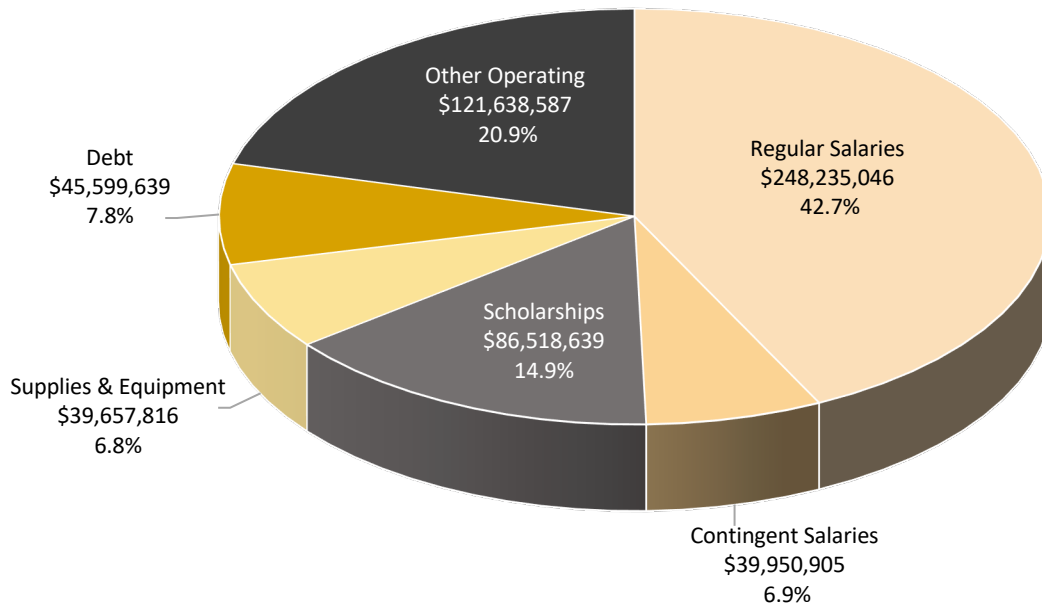
1. **Unrestricted revenues** are resources provided to the institution with no restrictions on their use. These resources are separated into three categories:
 - a. *State-assisted* revenue includes state appropriations, fall/spring tuition and fees, summer/minimester overhead, indirect cost recovery 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.



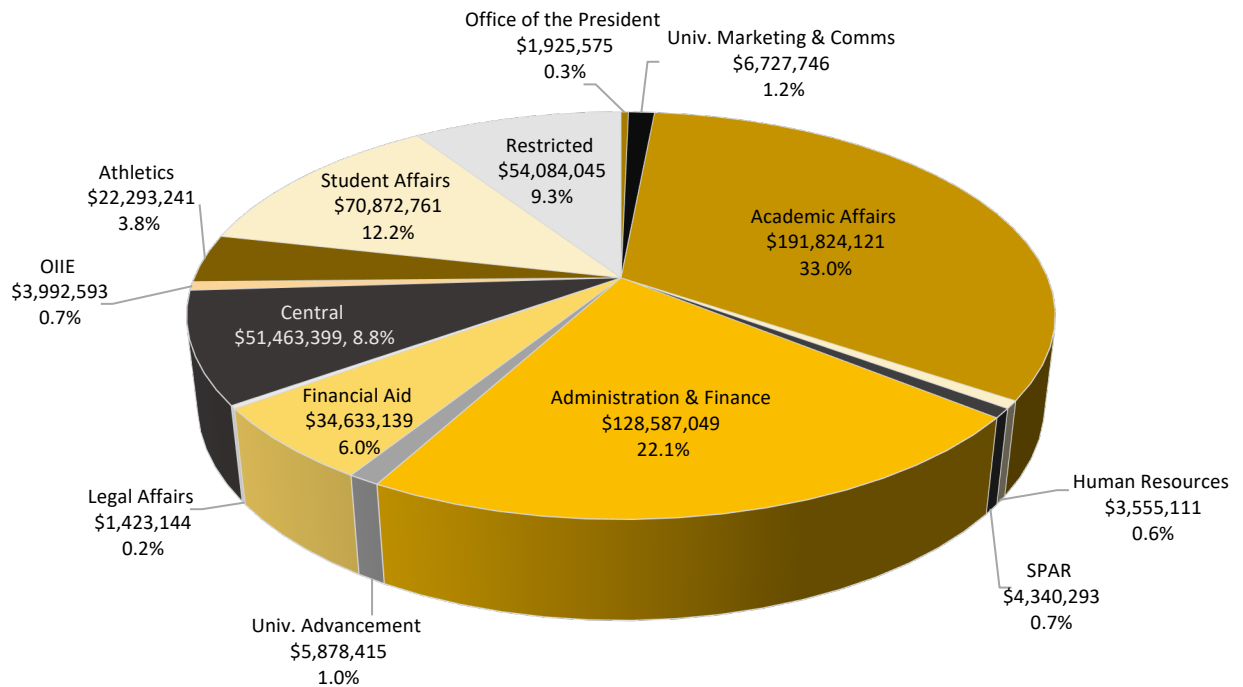
FY 2022 University Expenditure Overview

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

Expenditures by Category Total \$581,600,632



Expenditures by Division Total \$581,600,632



FY 2022 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 2022	FY 2021	+/-	% Change
State-Assisted Funds				
State Appropriations	\$ 138,396,191	\$ 131,276,110	\$ 7,120,081	5.4%
Fall/Spring Tuition	158,775,173	155,151,188	3,623,985	2.3%
Technology Fee	4,436,941	4,436,941	0	0.0%
Student User Fees	4,734,250	4,945,030	(210,780)	-4.3%
Summer/Minimester Overhead	4,200,000	4,200,000	0	0.0%
Indirect Cost Recovery	4,000,000	4,000,000	0	0.0%
Other Fees and Unrestricted Revenue	7,073,000	17,193,418	(10,120,418)	-58.9%
Subtotal State-Assisted Funds	\$ 321,615,555	\$ 321,202,687	\$ 412,868	0.1%
Self-Support Funds				
Summer and Minimester Revenue	\$ 15,820,750	\$ 15,741,300	79,450	0.5%
Self-Generated Revenue	(2,265,380)	(2,224,248)	(41,132)	1.8%
Subtotal Self-Support Funds	\$ 13,555,370	\$ 13,517,052	\$ 38,318	0.3%
Auxiliary Enterprises Funds				
Auxiliary Student Fee	\$ 61,166,139	\$ 61,498,174	\$ (332,035)	-0.5%
Self-Generated Revenue	85,125,451	62,938,300	22,187,151	35.3%
Subtotal Auxiliary Enterprises Funds	\$ 146,291,590	\$ 124,436,474	\$ 21,855,116	17.6%
Restricted Funds				
Federal Grants/Contracts	\$ 33,882,804	\$ 37,715,035	\$ (3,832,231)	-10.2%
Private State Gifts/Contracts	20,201,241	12,415,730	7,785,511	62.7%
Subtotal Restricted Funds	\$ 54,084,045	\$ 50,130,765	\$ 3,953,280	7.9%
Total Funds	\$ 535,546,560	\$ 509,286,978	\$ 26,259,582	5.2%

FY 2022 Expenditure Operating Summary

The expenditure budget chart below shows the original budget for the entire campus. The Academic Affairs budget increase provided support for converting lecturers to full-time positions. The Central budget increased with the reinstatement of the USM fund balance requirement, which was suspended for FY 2021.

Expenditure Budget	FY 2022	FY 2021	+/-	% Change
State-Assisted Funds				
Office of the President	\$ 1,925,575	\$ 1,965,939	\$ (40,364)	-2.1%
Univ. Marketing & Comms	6,633,179	6,701,944	(68,765)	-1.0%
Academic Affairs	178,556,759	169,542,159	9,014,600	5.3%
Student Affairs	10,806,466	10,433,622	372,844	3.6%
SPAR	2,586,142	2,591,112	(4,970)	-0.2%
Administration & Finance	75,532,947	74,223,698	1,309,249	1.8%
University Advancement	5,878,415	5,861,682	16,733	0.3%
Financial Aid	34,633,139	34,633,139	0	0.0%
Central	44,364,831	40,168,364	4,196,467	10.4%
OIIE	3,499,947	3,526,084	(26,137)	-0.7%
Legal Affairs	1,423,144	1,410,158	12,986	0.9%
Human Resources	3,555,111	3,551,578	3,533	100.0%
Subtotal State-Assisted Funds	\$ 369,395,655	\$ 354,609,479	\$ 14,786,176	4.2%
Self-Support Funds				
Academic Affairs	\$ 11,152,551	\$ 11,203,888	\$ (51,337)	-0.5%
Univ. Marketing & Comms	94,567	72,457	22,110	30.5%
Student Affairs	132,408	127,175	5,233	4.1%
SPAR	1,754,151	2,006,614	(252,463)	-12.6%
Administration & Finance	74,180	66,603	7,577	11.4%
Subtotal Self-Support Funds	\$ 13,207,857	\$ 13,476,737	\$ (268,880)	-2.0%
Auxiliary Enterprises Funds				
Athletics	\$ 22,293,241	\$ 22,338,912	\$ (45,671)	-0.2%
OIIE	492,646	584,317	(91,671)	-15.7%
Academic Affairs	2,114,811	2,189,082	(74,271)	-3.4%
Student Affairs	59,933,887	50,604,765	9,329,122	18.4%
Administration & Finance	52,979,922	52,298,667	681,255	1.3%
Central	7,098,568	9,833,427	(2,734,859)	-27.8%
Subtotal Auxiliary Enterprises Funds	\$ 144,913,075	\$ 137,849,170	\$ 7,063,905	5.1%
Restricted Funds				
Federal Grants/Contracts	\$ 33,882,804	\$ 37,715,035	\$ (3,832,231)	-10.2%
Private Gifts/Contracts	20,201,241	12,415,730	7,785,511	62.7%
Subtotal Restricted Funds	\$ 54,084,045	\$ 50,130,765	\$ 3,953,280	7.9%
Total Funds	\$ 581,600,632	\$ 556,066,151	\$ 25,534,481	4.6%

State-Assisted Budget

FY 2022 State-Assisted Revenue and Expenditure Budget by Category

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

State-Assisted Revenue		FY 2022	FY 2021	+/-	% Change
1	State Appropriations	\$ 138,396,191	\$ 131,276,110	\$ 7,120,081	5.4%
2	Fall/Spring Tuition	158,775,173	155,151,188	3,623,985	2.3%
3	Technology Fee	4,436,941	4,436,941	0	0.0%
4	Student User Fees	4,734,250	4,945,030	(210,780)	-4.3%
5	Summer/Minimester Overhead	4,200,000	4,200,000	0	0.0%
6	Indirect Cost Recovery	4,000,000	4,000,000	0	0.0%
7	Other Fees and Unrestricted Revenue	7,073,000	17,193,418	(10,120,418)	-58.9%
*Total State-Assisted Revenue		\$ 321,615,555	\$ 321,202,687	\$ 412,868	0.1%

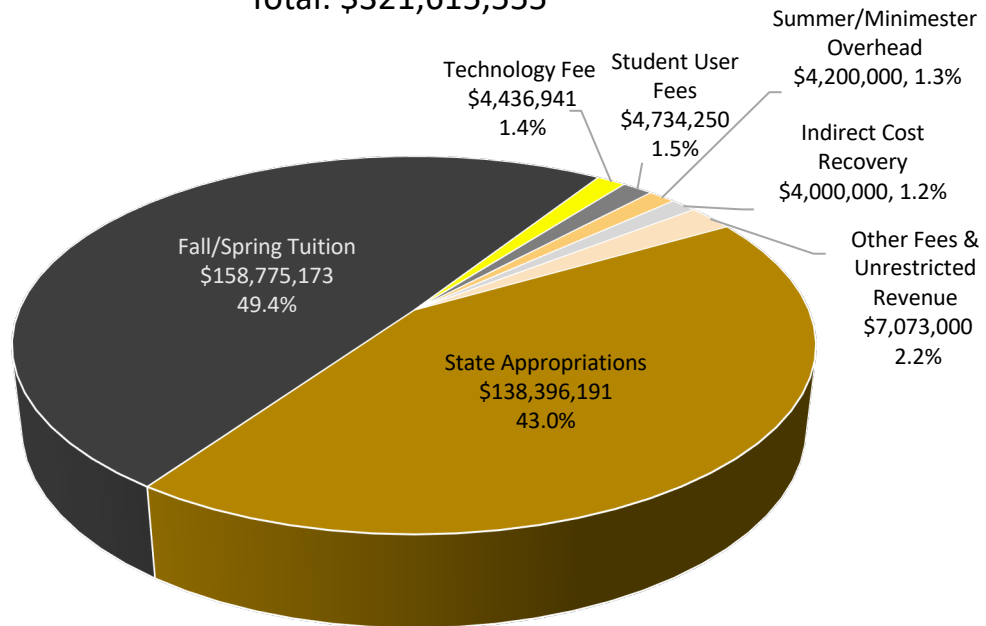
State-Assisted Expenditures					
8	Regular Salaries	\$ 217,575,924	\$ 202,779,967	\$ 14,795,957	7.3%
9	Contingent Salaries	21,881,581	32,774,973	(10,893,392)	-33.2%
10	Scholarships	34,220,372	34,207,441	12,931	0.0%
11	Supplies & Equipment	23,389,050	20,796,235	2,592,815	12.5%
12	Debt	10,225,515	10,225,515	0	0.0%
13	Other Operating	62,103,213	53,825,348	8,277,865	15.4%
*Total State-Assisted Expenditures		\$ 369,395,655	\$ 354,609,479	\$ 14,786,176	4.2%

Budget Notes	
1	The FY 2022 increase reflects the expiration of FY 2021 budget cuts as well as newly-allocated funding.
2	Slight increase is due to the USM-approved tuition and fee increase for FY 2022.
4	Fee revenue decreased as a result of lower enrollment.
7	Decreased FY 2022 unrestricted revenue reflects the net \$12.9 million in budgeted, one-time state and federal CARES Act funding allocated for FY 2021.
8	Increase is a result of converting contingent lecturers to regular full-time faculty and cost of living adjustments.
9	Decrease is a result of converting contingent lecturers to regular full-time faculty.
13	Budgeted additional funds for planned recurring expenses, including information technology infrastructure and the mandatory state fund balance contribution.
*	The difference between FY 2022 state-assisted revenue and expenditures is a result of shifting to a strategic budgeting model, whereby all known expenses are permanently included in the base budget. The budget is subsequently balanced through vacant position savings and other cost-savings measures. See page 5 for details.

FY 2022 State-Assisted Overview

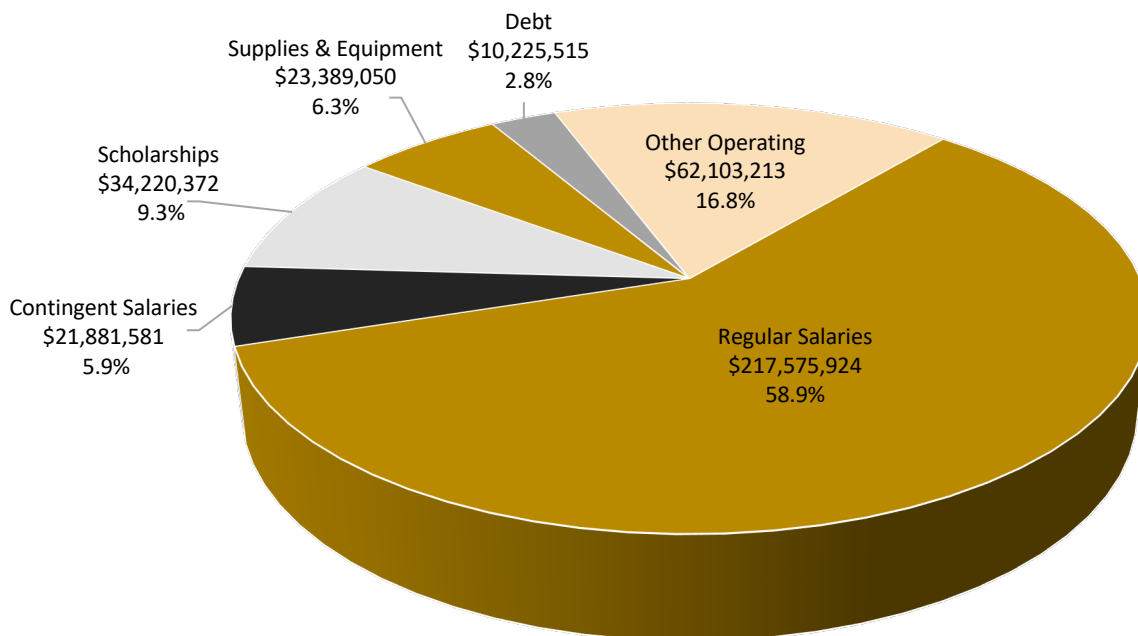
State-Assisted Revenue by Category

Total: \$321,615,555



State-Assisted Expenditures by Category

Total: \$369,395,655



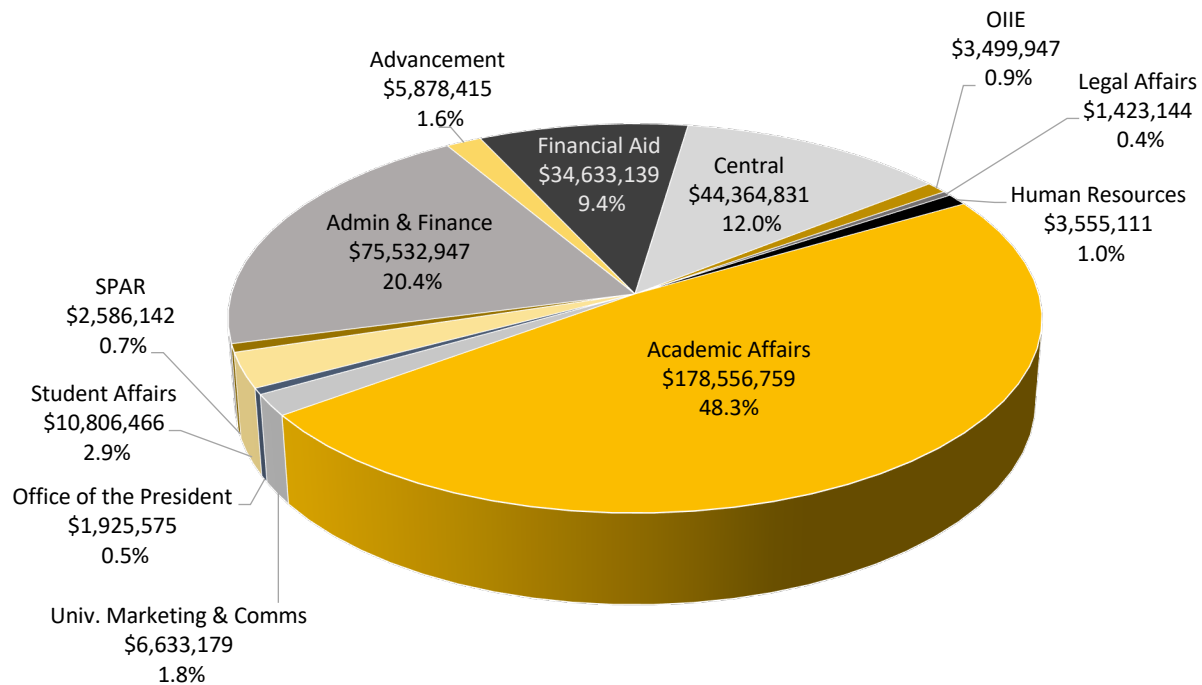
The difference between FY 2022 state-assisted revenue and expenditures is subsequently balanced through vacant position savings and other cost-savings measures. Additional details are provided on page 5.

FY 2022 State-Assisted Divisional Budgets

State-Assisted Expenditure Budget	Regular Salary	Contingent Salary	Operating	FY 2022 Total	Dist. %
Office of the President	\$ 1,241,092	\$ 204,337	\$ 480,146	\$ 1,925,575	0.5%
Univ. Marketing & Comms	4,112,543	57,603	2,463,033	6,633,179	1.8%
Academic Affairs	147,889,612	16,167,744	14,499,403	178,556,759	48.3%
Student Affairs	8,844,888	816,831	1,144,747	10,806,466	2.9%
SPAR	1,197,892	1,063,599	324,651	2,586,142	0.7%
Administration & Finance	44,759,490	2,314,252	28,459,205	75,532,947	20.4%
University Advancement	5,061,909	27,700	788,806	5,878,415	1.6%
Financial Aid	948,501	0	33,684,638	34,633,139	9.4%
Central Division	-3,068,748	1,038,978	46,394,601	44,364,831	12.0%
OIIE	2,468,910	154,037	877,000	3,499,947	0.9%
Legal Affairs	1,038,182	0	384,962	1,423,144	0.4%
Human Resources	3,081,653	36,500	436,958	3,555,111	1.0%
Total State-Assisted Funds	\$217,575,924	\$21,881,581	\$129,938,150	\$369,395,655	100.0%

State-Assisted Expenditures by Division

Total: \$369,395,655



Self-Support Budget

FY 2022 Self-Support Revenue and Expenditure Budget by Category

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

Self-Support Revenue		FY 2022	FY 2021	+/-	% Change
1	Summer and Minimester Revenue	\$ 15,820,750	\$ 15,741,300	79,450	0.5%
2	Self-Generated Revenue	(2,265,380)	(2,224,248)	(41,132)	1.8%
*Total Self-Support Revenue		\$ 13,555,370	\$ 13,517,052	\$ 38,318	.3%

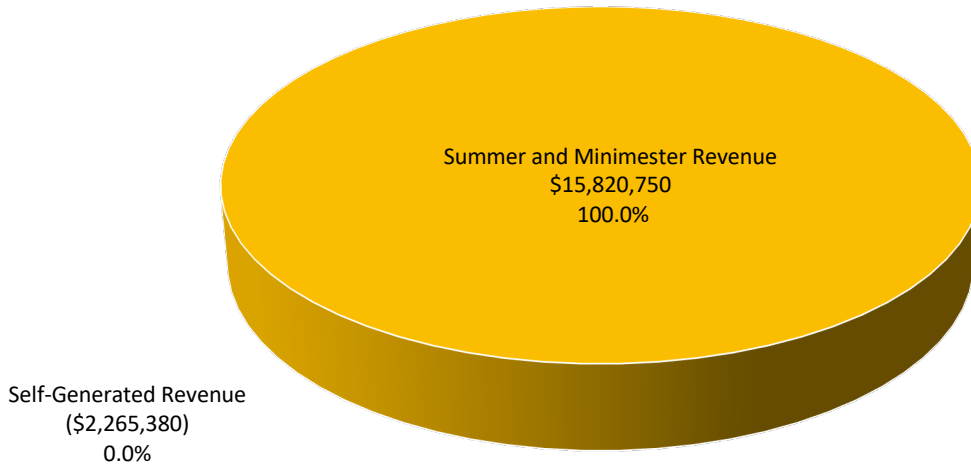
Self-Support Expenditures					
3	Regular Salaries	\$ 2,610,852	\$ 2,919,049	\$ (308,197)	-10.6%
4	Contingent Salaries	7,271,465	7,266,325	5,140	0.1%
5	Scholarships	54,000	54,000	0	0.0%
6	Supplies & Equipment	1,423,066	1,089,813	333,253	30.6%
7	Debt			0	0.0%
8	Other Operating	1,848,474	2,147,550	(299,076)	-13.9%
*Total Self-Support Expenditures		\$ 13,207,857	\$ 13,476,737	\$ (268,880)	-2.0%

Budget Notes	
3	Regular salaries decreased primarily as a result of the Wellness Center closure. In addition, the salary of an English Language Center employee was moved to the state-assisted budget.
8	Operating expenditures decreased as a result of the Wellness Center closure.
*	The difference between the total self-support revenue and total self-support expenditures is the required fund balance contribution.

FY 2022 Self-Support Overview

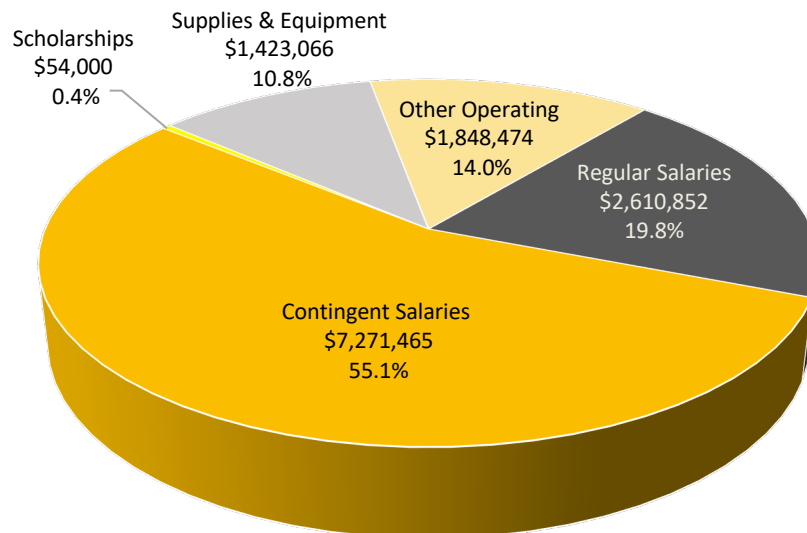
Self-Support Revenue by Category

Total: \$13,555,370



Self-Support Expenditures by Category

Total: \$13,207,857

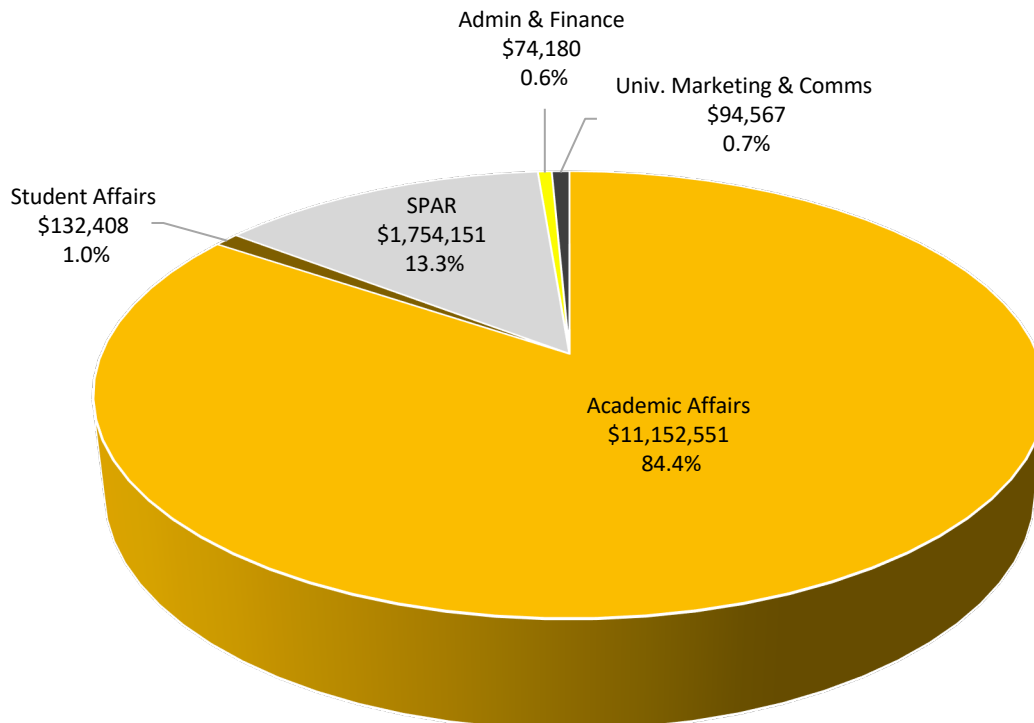


The difference between the total self-support revenue and total self-support expenditures is the required fund balance contribution.

FY 2022 Self-Support Divisional Budgets

Self-Support Budget	Regular Salary	Contingent Salary	Operating	FY 2022	Distr. %
Academic Affairs	\$ 1,673,146	\$ 5,569,332	\$ 3,910,073	\$ 11,152,551	84.4%
Student Affairs	0	72,889	59,519	132,408	1.0%
SPAR	0	1,629,244	124,907	1,754,151	13.3%
Administration & Finance	843,139	0	(768,959)	74,180	0.6%
Univ. Marketing & Comms	94,567	0	0	94,567	0.7%
Total Self-Support Funds	\$ 2,610,852	\$ 7,271,465	\$ 3,325,540	\$ 13,207,857	100.0%

Self-Support Expenditures by Division Total: \$13,207,857



Auxiliary Enterprises Budget

FY 2022 Auxiliary Enterprises Revenue and Expenditure Budget by Category

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

Auxiliary Enterprises Revenue	FY 2022	FY 2021	+/-	% Change
1 Auxiliary Student Fee	\$ 61,166,139	\$ 61,498,174	\$ (332,035)	-0.5%
2 Self-Generated Revenue	85,125,451	62,938,300	22,187,151	35.3%
Total Auxiliary Enterprises Revenue	\$ 146,291,590	\$ 124,436,474	\$ 21,855,116	17.6%

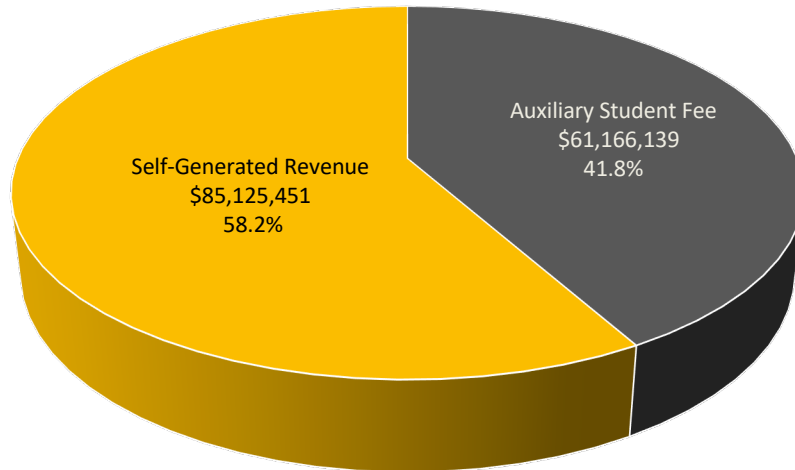
Auxiliary Enterprises Expenditures				
3 Regular Salaries	\$ 27,573,886	\$ 27,691,109	\$ (117,223)	-0.4%
4 Contingent Salaries	6,713,172	5,811,577	901,595	15.5%
5 Scholarships	5,987,451	6,432,641	(445,190)	-6.9%
6 Supplies & Equipment	14,337,661	8,016,246	6,321,415	78.9%
7 Debt	35,374,124	34,475,039	899,085	2.6%
8 Other Operating	54,926,781	55,422,558	(495,777)	-0.9%
Total Auxiliary Enterprises Expenditures	\$ 144,913,075	\$ 137,849,170	\$ 7,063,905	5.1%

Budget Notes	
1	Fee revenue decreased as a result of lower enrollment.
2	Increased revenue reflects the resumption of normal housing, dining and parking operations as TU returned to campus.
5	Increased scholarship support was provided in FY 2021, including emergency aid awarded during COVID-19.
6	Increase is a result of restoring the housing budget for furniture, fixtures and equipment as TU returned to normal campus operations.
7	Additional costs associated with debt on auxiliary buildings.

FY 2022 Auxiliary Enterprises Overview

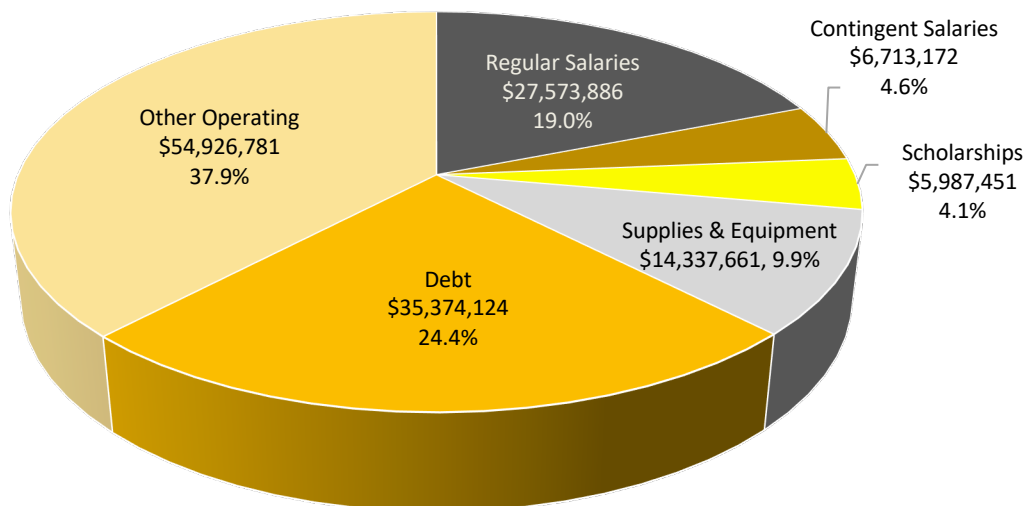
Auxiliary Enterprises Revenue by Category

Total: \$146,291,590



Auxiliary Enterprises Expenditures by Category

Total: \$144,913,075

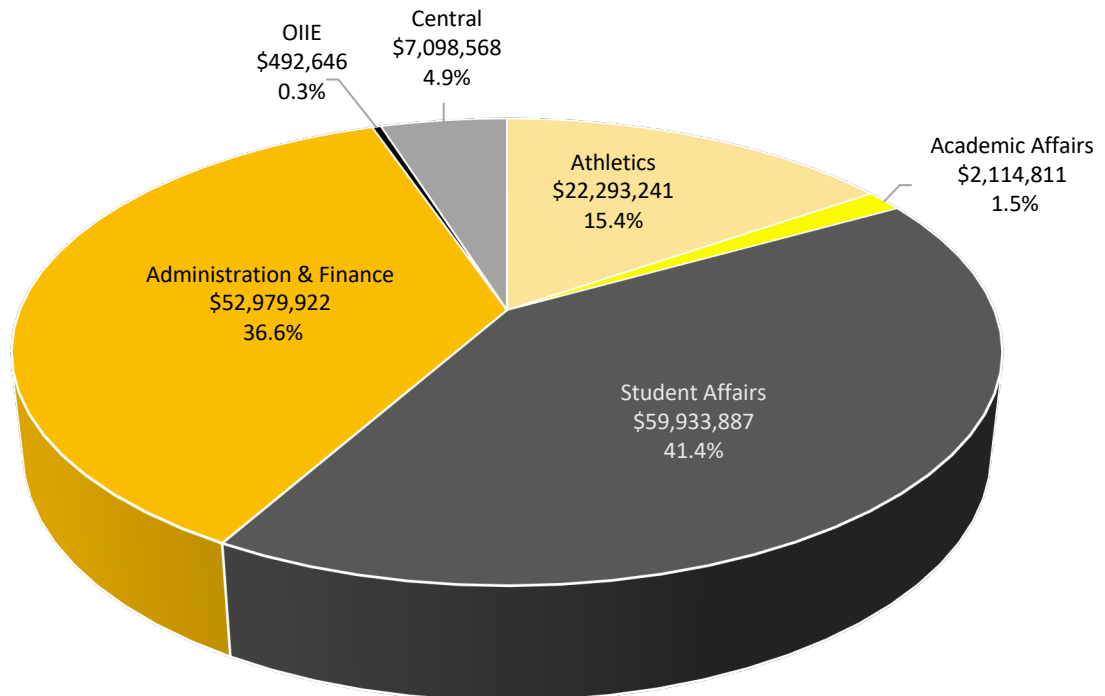


FY 2022 Auxiliary Divisional Budgets

Auxiliary Enterprises	Regular Salary	Contingent Salary	Operating	FY 2022	Dist. %
Athletics	\$ 9,537,643	\$ 847,200	\$ 11,908,398	\$ 22,293,241	15.4%
Academic Affairs	860,154	509,128	745,529	2,114,811	1.5%
Student Affairs	8,863,891	3,900,684	47,169,312	59,933,887	41.4%
Administration & Finance	8,076,499	1,403,160	43,500,263	52,979,922	36.6%
OIE	235,699	53,000	203,947	492,646	0.3%
Central	0	0	7,098,568	7,098,568	4.9%
Contingency	0	0	0	0	0.0%
Total Auxiliary Enterprises Funds	\$ 27,573,886	\$ 6,713,172	\$ 110,626,017	\$ 144,913,075	100.0%

Auxiliary Expenditures by Division

Total: \$144,913,075



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 2022. 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 2022 alone.

Child Career and Professional Development Fund

Award Amount: \$332,414

Award Organization: Maryland State Department of Education

Responsible Department: Early Childhood Education; Ocie Watson-Thompson

Development of an Online Spanish Course

Award Amount: \$455,000 (two years)

Award Organization: Maryland State Department of Education

Responsible Department: Languages, Literatures & Cultures; Colleen Ebacher and Lea Ramsdell

The KSHV Ubiquitome: Developing a CURE (Course-based undergraduate research experience)

Award Amount: \$397,381

Award Organization: National Institutes of Health

Responsible Department: Biological Sciences; Elana Ehrlich

Machine Learning-Based Entity Fingerprinting

Award Amount: \$483,226 (two years)

Award Organization: National Security Agency

Responsible Department: Computer & Information Systems; Aisha Ali-Gombe

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

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

Award Organization: National Security Agency

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

The Online Practice Suite: Practice Spaces, Simulations and Virtual Reality Environments for Preservice Teachers

Award Amount: \$216,519; anticipated three-year total is \$291,738

Award Organization: National Science Foundation Subaward from Educational Testing Service

Responsible Department: Physics, Astronomy & Geological Sciences; Pamela Lottero-Perdue

Recruiting, Educating, and Graduating a Diverse Community of Mathematicians

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

Award Organization: National Science Foundation

Responsible Department: Mathematics; Michael O'Leary, Alexei Kolesnikov, Lindsey-Kay Lauderdale

Capital Budget Projects

A capital project is generally defined by the USM as any design or construction project that exceeds a total project cost of \$1 million. Descriptions of ongoing capital projects are listed below by funding type.

State-Funded Capital Projects

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

College of Health Professions Building

Total Budget:	\$174.6 million
Size:	235,000 GSF
Project Schedule:	July 2021 – August 2024

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

System-Funded Capital Projects

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

Glen Towers Renovation

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

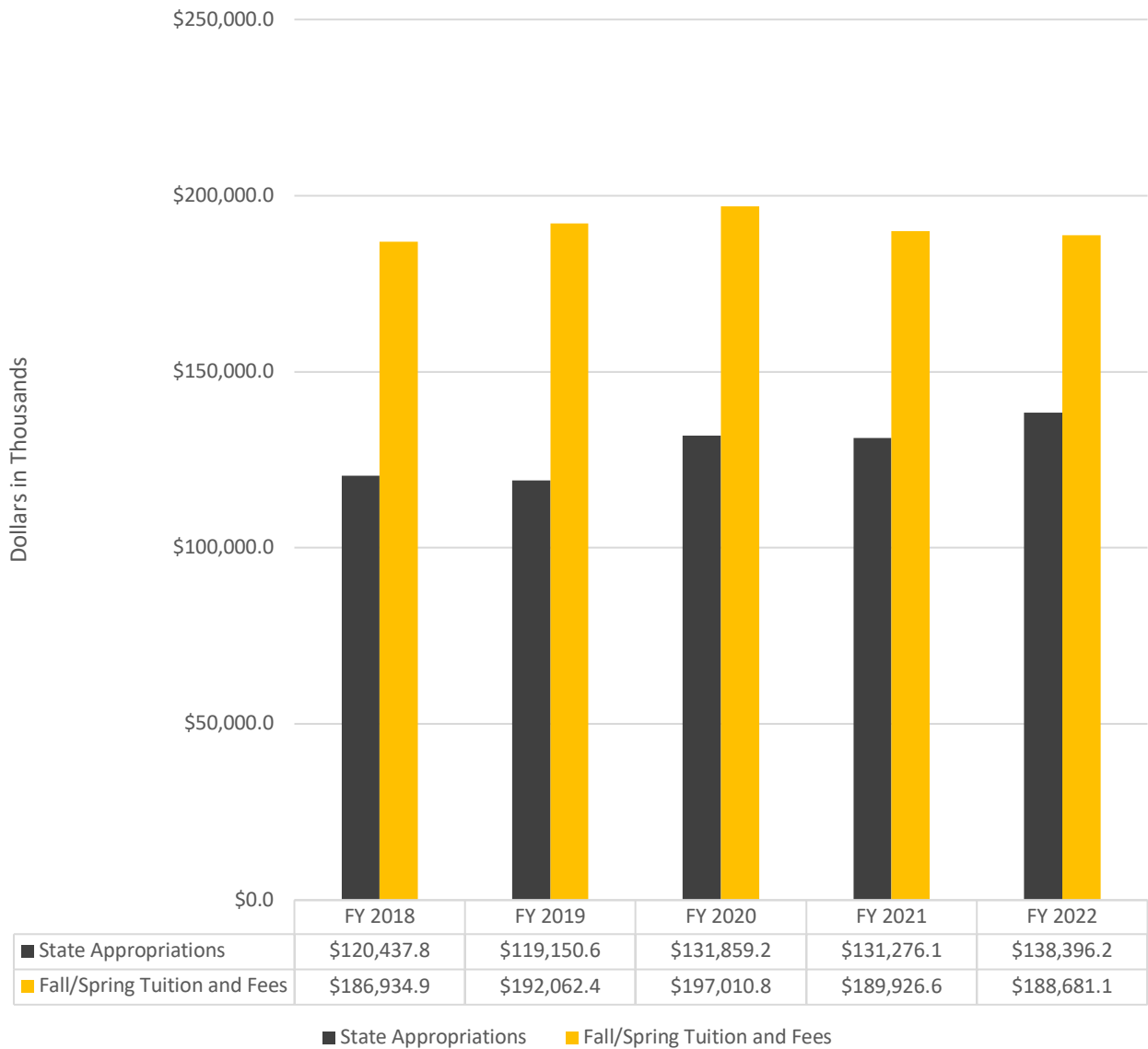
This project will update the utility infrastructure and replace the exterior facades on the Glen Towers. The Towers comprise 40 percent of campus-owned student housing. Constructed 35 years ago, the four high-rise buildings have housed more than 50,000 TU students. This reinvestment in the Towers complex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

Appendix

Appendix 1: TU Budget Trends

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

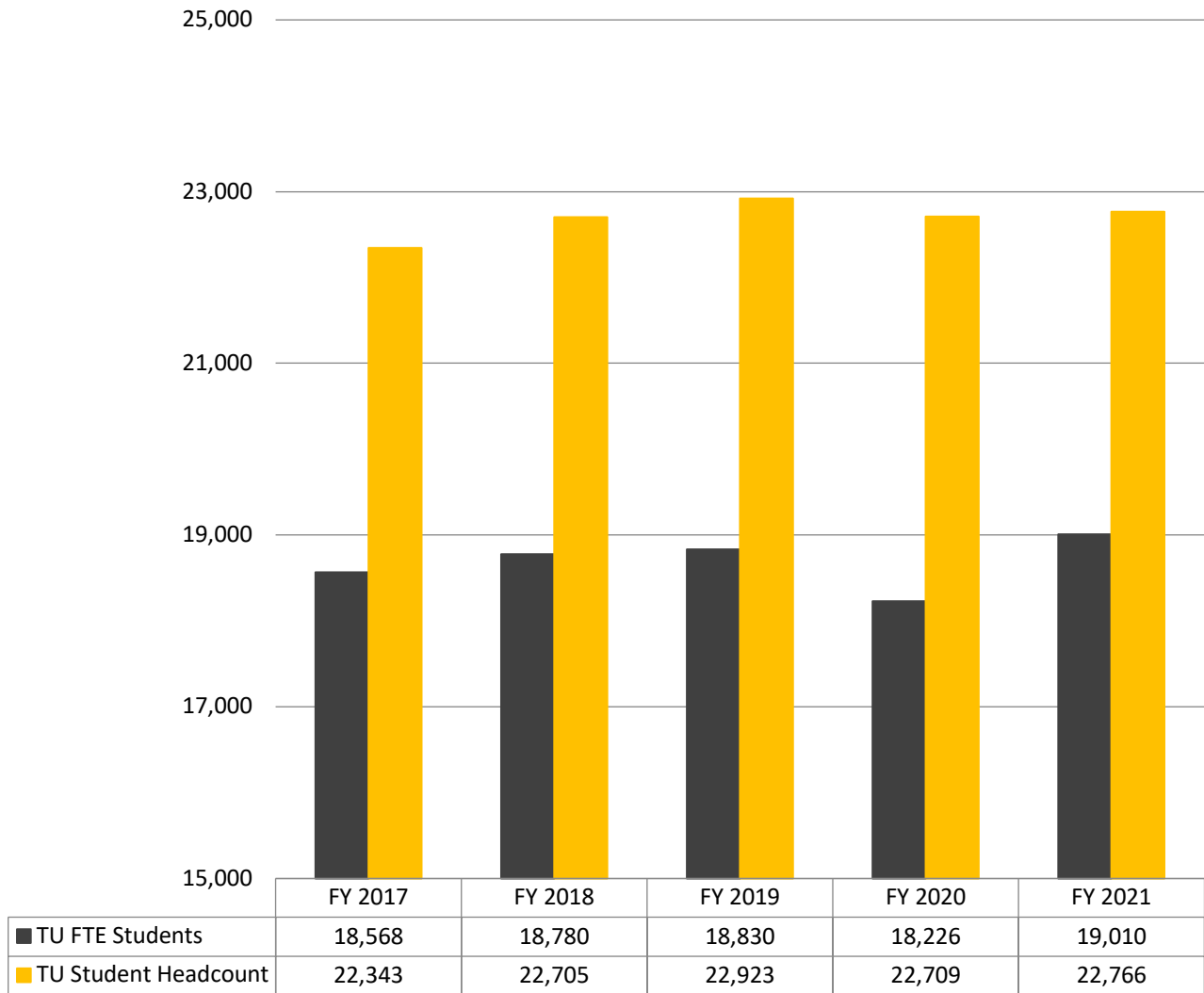
State-Assisted Revenue Budget



Appendix 2: TU Historical Information

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

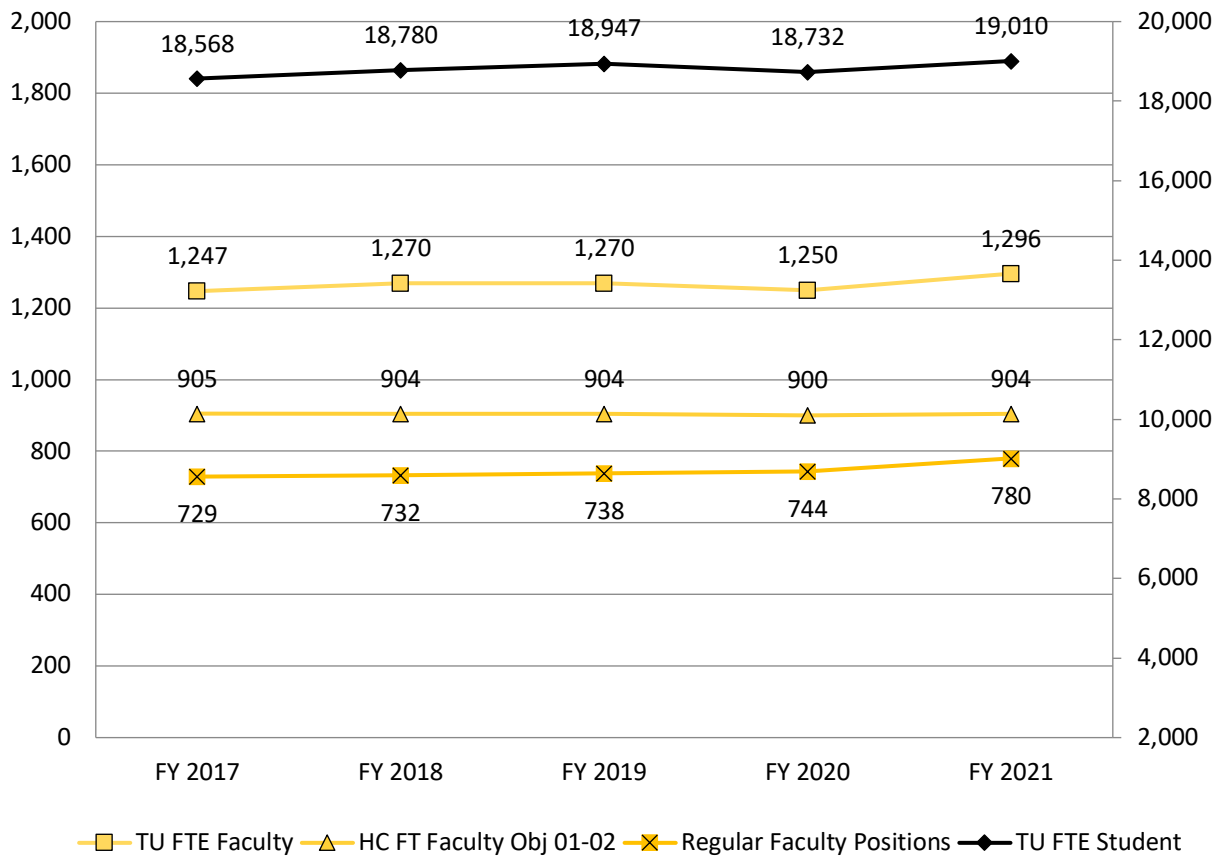
Enrollment History



Appendix 2: TU Historical Information

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

Student & Faculty FTE

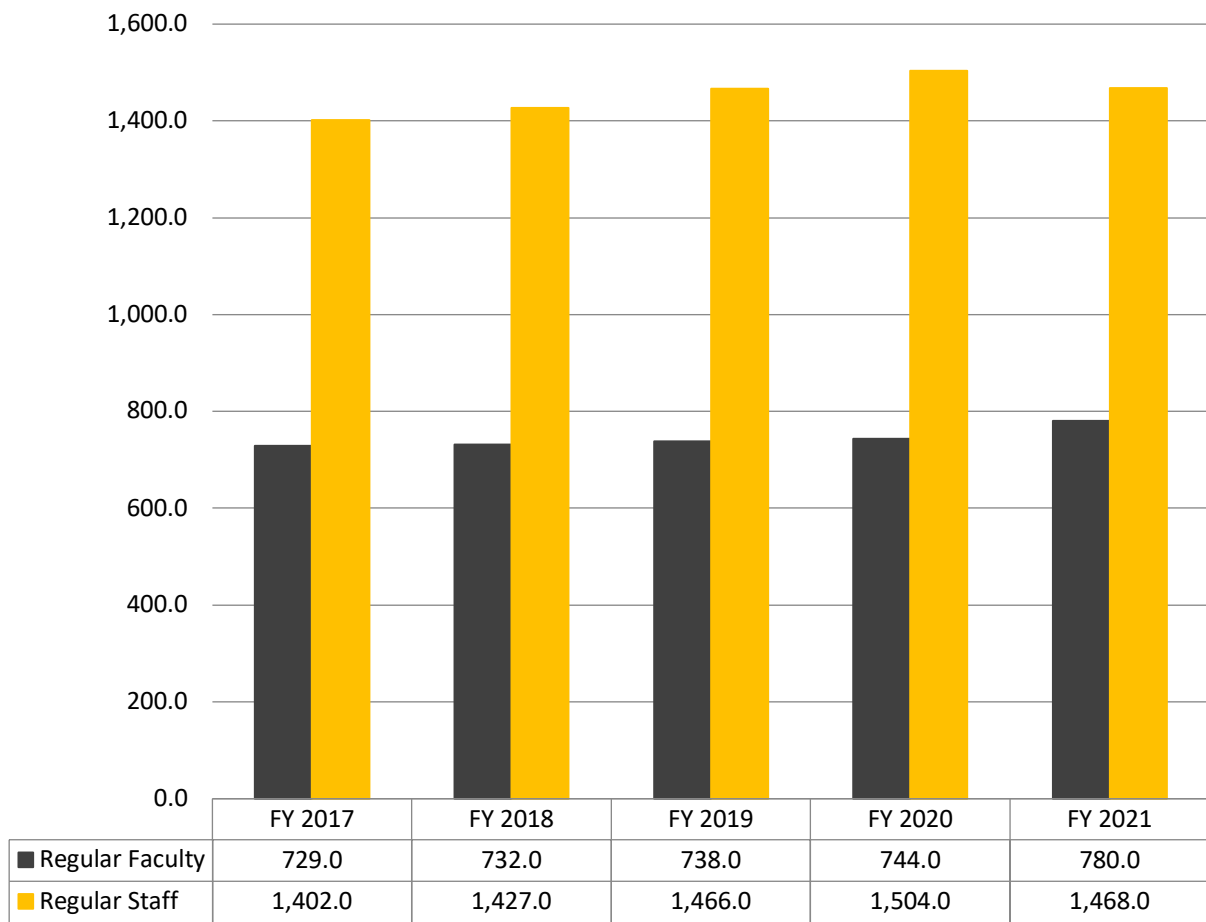


	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
FTE Student to FTE Faculty Ratio	14.9:1	14.8:1	14.9:1	14.9:1	14.7:1
FTE Student to Regular Faculty Ratio	25.5:1	25.7:1	25.7:1	25.2:1	24.4:1

Appendix 2: TU Historical Information

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

Regular Faculty & Staff Positions (Object 01)



Appendix 3: USM Enrollment Trends

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

USM Statewide Annualized Full-Time Equivalent Students (FTES)

	USM	Bowie	Coppin	FSU	SU	TU	UB	UMB	UMBC	UMCP	UMES	UMUC
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
FY 2020	130,178	5,084	2,125	4,012	7,710	18,732	2,931	6,859	11,068	33,776	2,668	35,213
FY 2021	131,581	5,191	2,183	4,200	7,940	19,010	3,033	6,822	11,381	34,250	2,940	34,631

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

Source: USM Budget Office, USM Institutional Research, Sept. 22, 2021

Glossary

Academic Support:

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

AIT:

Applied Information Technology

Appropriation:

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

Auxiliary Enterprises:

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

Capital Budget:

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

CIAT:

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

COLA:

Cost of Living Adjustments

Contingent Salaries, Wages and Fringe Benefits:

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

Current Funds:

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

DBM:

Department of Budget and Management

Education and General Self-Support:

See "Sales and Services of Educational Activities"

Education and General State-Assisted:

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

Endowment Funds:

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

Endowment Income:

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

Fiscal Year:

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

Foundation:

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

Full-Time Equivalent (FTE):

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

Fund Balance:

The difference between actual revenue and actual expenditures.

Furlough:

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

Grants and Contracts:

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

Gross Square Feet (GSF):

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

Indirect Cost Recovery (IDC):

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

Institutional Support:

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

Instruction:

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

Investment Income:

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

LIMS:

Library Information Management System

Mandatory Transfers:

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

Miscellaneous Sources:

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

Non-Mandatory Transfers:

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

OIIE:

Office of Inclusion and Institutional Equity

Operating Budget:

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

Operation and Maintenance of Physical Plant:

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

Permanent Salaries, Wages and Fringe Benefits:

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

Private Gifts and Grants:

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

Public Service:

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

Quasi-Endowment Funds:

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

Research:

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

Restricted Budget:

Encompass government-sponsored research grants and contracts, nongovernment grants, certain endowment and gift income, and student aid from external sources.

Restricted Funds:

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

Sales and Service of Auxiliary Enterprises:

See "Auxiliary Enterprises."

Sales and Services of Educational Activities:

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

Scholarships and Fellowships:

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

SPAR:

The Division of Strategic Partnerships & Applied Research

State Appropriations:

Unrestricted revenue received for current operations from, or made available to the institution by, legislative acts or

the local taxing authority (the state of Maryland). This category does not include government grants and contracts. Also referred to as general funds.

State Authorized Position (SAP):

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

State Funded Capital Projects:

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

Student Services:

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

System Funded Capital Projects:

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

TLN:

Towson Learning Network

Tuition and Fees:

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

Unrestricted Funds:

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

Vacant Position Attrition Earnings:

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

Acknowledgements

PRESIDENT'S CABINET

Kim Schatzel, *President*
Melanie Perreault, *Provost and Executive VP for Academic Affairs*
Benjamin Lowenthal, *VP for Administration & Finance and Chief Fiscal Officer*
Patricia Bradley, *Interim VP for Inclusion & Institutional Equity*
Daraius Irani, *VP for Strategic Partnerships & Applied Research*
Sara Slaff, *VP for Legal Affairs and General Counsel*
Vernon Hurte, *VP for Student Affairs*
Brian DeFilippis, *VP for University Advancement*
Sean Welsh, *Interim VP for University Marketing & Communications*
Steve Jones, *VP for Operations and Chief Human Resources Officer*
Tim Leonard, *Director of Athletics*
Katie Maloney, *Executive Director of Governmental Affairs & Community Relations*
Charles Herring, *Director of Public Safety and Chief of Police*

UNIVERSITY BUDGET OFFICE

The creation of the FY 2022 Operating Budget and Plan would not have been possible without the hard work and dedication of the University Budget Office (UBO) staff who develop, monitor and analyze TU's complex, multimillion-dollar budget. For more information about the operating budget, visit towson.edu/budgetoffice.

Brandon Cohen, *UBO Director and Associate VP for Administration & Finance*
Dorothy Proctor, *Associate Director*
Deanna Martinez, *Budget Application Specialist*
Donna Auvil, *Budget Coordinator*
Gregory Bunch, *Senior Financial Analyst*
Julie Hall, *Budget Coordinator*

UNIVERSITY BUDGET COMMITTEE

The University Budget Committee (UBC) is comprised of leadership representatives who drive TU's strategic budgeting process. UBC advises on budget planning and reporting to align the distribution of university resources with TU's mission, strategic goals and presidential priorities. The UBC representatives involved in developing TU's FY 2022 Operating Budget during the 2020-21 academic year are as follows:

Jennifer Ballengee, *Academic Senate*
Babu Baradwaj, *College of Business & Economics*

Regina Carlow, *College of Fine Arts & Communications*
Chris Chulos, *College of Liberal Arts*
Brandon Cohen, *University Budget Office*
Suzanna Conrad, *University Libraries*
Brian DeFilippis, *University Advancement*
Vernon Hurte, *Student Affairs*
Shohreh Kaynama, *College of Business & Economics*
Benjamin Lowenthal, *Administration & Finance*
Laurie Mullen, *College of Education*
Melanie Perreault, *Academic Affairs*
Lisa Plowfield, *College of Health Professions*
David Vanko, *Fisher College of Science & Mathematics*
Sean Welsh, *University Marketing & Communications*
Carol Wettersten, *Administration & Finance*

RESOURCE PLANNING AND ADVISORY COMMITTEE

The Resource Planning and Advisory Committee (RPAC) is the University Senate's representative voice in Towson University's resource planning process. The committee reviews and advises on strategic funding priorities, annual tuition and fees, and funding priorities in the event of a financial crisis. They also provide a regular channel of communication between TU leadership and campus stakeholders. The RPAC representatives involved in developing Towson University's FY 2022 Operating Budget during the 2020-21 academic year are listed below:

Jennifer Ballengee, *Academic Senate (ex-officio)*
Babu Baradwaj, *College of Business and Economics*
Jonathan Beckett, *Graduate Student Association*
Kevin Burke, *Academic Affairs (ex-officio, non-voting)*
Elizabeth Carbone, *University Advancement*
Matthew Chambers, *Intercollegiate Athletics*
Brandon Cohen, *Univ. Budget Office (ex-officio, non-voting)*
Natalie Dabrowski, *University Marketing & Communications*
Rick Davis, *Library*
Ming Den, *Faculty Salary Review Committee*
Theresa Jenkins, *Staff Senate (ex-officio)*
Amanda Jozkowski, *College of Health Professions*
Shohreh Kaynama, *Deans' representative*
Qing Li, *College of Education*
Ben Lowenthal, *Admin & Finance (ex-officio, non-voting)*
Bonnie Lingelbach, *Student Affairs*
Renee McGlothlin, *OIIE*
Joel Moore, *Fisher College of Science and Mathematics*
Christina Morgan, *SPAR*
Daniel Mydlack, *AAUP (ex-officio)*
Melanie Perreault, *Academic Affairs (ex-officio, non-voting)*
James Roberts, *College of Liberal Arts*
Steve Satta, *College of Fine Arts & Communication*
Carol Wettersten, *Admin & Finance (ex-officio, non-voting)*
Kirsten Whiting, *Student Government Association*