



Review of Annual Operating Budget FY02 - FY07

| | State Request | State Appropriation | Fiscal Year Shortfall | % Fiscal Year Shortfall | Tuition/Fee Revenue | Annual % Increase Tuition | % Tuition Cap | Budgetary Expenditure Reductions/Reallocations |
|-------------|---------------|---------------------|-----------------------|-------------------------|---------------------|---------------------------|---------------|--|
| FY02 | 56,110 | 52,133 | (3,977) | -7.1% | 62,378 | 6.9 | - | N/A |
| FY03 | 55,896 | 49,621 | (6,275) | -11.2% | 67,596 | 9.7 | - | 2,896 |
| FY04 | 52,367 | 48,690 | (3,677) | -7.0% | 72,777 | 8.5 | 9.0 | 3,936 |
| FY05 | 51,526 | 50,112 | (1,414) | -2.7% | 74,462 | 8.0 | 8.0 | 6,070 |
| FY06 | 53,131 | 51,512 | (1,619) | -3.0% | 80,024 | 7.0 | 8.0 | 3,303 |
| FY07 | 55,736 | 47,182 | (8,554) | -15.3% | 83,605 | 7.0 | 8.0 | 11,567 |



| New Jersey Institute of Technology | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| FY2007 Budget Development | | | | | | |
| Review of Tuition Revenue | | | | | | |
| (\$000's) | | | | | | |
| | <u>FY2002</u> | <u>FY2003</u> | <u>FY2004</u> | <u>FY2005</u> | <u>FY2006</u> | <u>FY2007</u> |
| Base Tuition | \$ 47,945 | \$ 52,911 | \$ 55,551 | \$ 60,011 | \$ 64,800 | \$ 67,062 |
| Gross Tuition Increase % | 6.9% | 9.7% | 8.5% | 8.0% | 7.0% | 7.0% |
| Gross Tuition Increase \$ | \$ 3,308 | \$ 5,132 | \$ 4,722 | \$ 4,801 | \$ 4,536 | \$ 4,697 |
| Less: Additional Student Awards | \$ (454) | \$ (606) | \$ (1,139) | \$ (1,714) | \$ (827) | \$ (1,770) |
| Net Additional Tuition \$ | \$ 2,854 | \$ 4,526 | \$ 3,583 | \$ 3,087 | \$ 3,709 | \$ 2,927 |
| Actual % Yield From Rate Increase | 6.0% | 8.6% | 6.4% | 5.1% | 5.7% | 4.4% |
| Tuition Increase Discount % | 13.7% | 11.8% | 24.1% | 35.7% | 18.2% | 37.7% |



FY07 Budget Status

Expenditure

- ✓ FY05, FY06 non-recurring funds frozen
- ✓ Limits on FY07 hiring
- ✓ Reduction in FY07 non-academic operating expenditures
- ✓ Slow spending in athletics during transition to NCAA Div I
- ✓ Eliminate “low overhead” training grants in CPE
- ✓ Reduce salary increase obligations (OPEIU/Non-aligned)

Revenue

- Refocus CPE on corporate education and non-traditional students
- Sell cell phone sites
- ✓ Enhance athletic revenue through budgeting funds raised/“guarantees”
- ✓ FY07 adjustment to FY06 projection (e.g., investment income)

✓ = completed

• = in progress



FY07 Budget Status

Considered

- Travel expenditure management-food reimbursement (small)

Considering

- Administrative teaching
- Tuition by credit hour
- Faculty Separation Incentive Program
- Further salary increase reductions (PSA, Police,)



Analysis of FY07 Proposed Budget - Summary

Current Rev 07 11 06

(\$000)

| | | <u>FY06</u> | <u>FY07</u> | <u>\$Δ</u> | <u>%Δ</u> |
|--|--|-------------|-------------|------------|-----------|
| Base Operating Appropriation | | \$50,712 | \$47,182 | (\$3,530) | -7.0% |
| Salary Program | | \$800 | \$0 | (\$800) | -100.0% |
| Total | | \$51,512 | \$47,182 | (\$4,330) | -8.4% |
| Tuition+Fee Revenue | | \$79,175 | \$83,605 | \$4,430 | 5.6% |
| Total | | \$130,687 | \$130,787 | \$100 | 0.1% |
| Commitments/Needs | | | | | |
| Salary Program | | | | (\$4,225) | |
| Fringe Benefits | | | | \$0 | |
| Internal | | | | (\$7,442) | |
| Variance -- surplus/(shortfall) | | | | (\$11,567) | |



Analysis of FY07 Proposed Budget - Summary

Current Rev 07 11 06

(\$000)

| | | | | |
|--|--|--------------------------|--|-------------------|
| Variance -- surplus/(shortfall) | | | | (\$11,567) |
| <u>ACTIONS TO BALANCE</u> | | | | |
| <u>RECURRING</u> | | <u>Reductions</u> | | |
| Personnel | | \$4,001 | | |
| Non-personnel | | \$4,417 | | |
| <u>NONRECURRING</u> | | | | |
| Personnel | | \$2,063 | | |
| Non-personnel | | \$1,086 | | |
| Subtotal - Actions | | \$11,567 | | |
| Subtotal - Expense/ Revenue Actions | | \$11,567 | | |
| Net | | \$0 | | |

New Jersey Institute of Technology

FY 2007 Proposed Operating Budget

(\$000's)

| | FY06 REVISED OPERATING BUDGET | FY07 PROPOSED BUDGET ADJUSTMENTS | FY07 PROPOSED OPERATING BUDGET | FY07 BUDGET TO FY06 PROJECTED | |
|--|--|---|---|----------------------------------|---------------|
| | | | | \$ | % |
| INCOME DETAIL - UNRESTRICTED OPERATIONS | | | | | |
| REGULAR TUITION | 67,061 | 4,697 | 71,758 | 4,696 | 7.0% |
| REGULAR FEES | 9,292 | 556 | 9,848 | 554 | 6.0% |
| OTHER TUITION | 2,822 | (823) | 1,999 | (251) | (11.2%) |
| SUBTOTAL REGULAR TUITION AND FEES | 79,175 | 4,430 | 83,605 | 4,999 | 6.4% |
| GOVERNMENT APPROPRIATIONS: | | | | | |
| STATE APPROPRIATION | 50,112 | (2,930) | 47,182 | (2,930) | (5.8%) |
| SALARY PROGRAM | 800 | (800) | 0 | (1,406) | (100.0%) |
| STATE SUPPORTED FRINGES | 20,671 | 829 | 21,500 | 1,500 | 7.5% |
| TOTAL GOVERNMENT APPROPRIATIONS | 71,583 | (2,901) | 68,682 | (2,836) | (4.0%) |
| OTHER SOURCES: | | | | | |
| OTHER FEES & ASSESSMENTS | 1,426 | 253 | 1,679 | (136) | (7.5%) |
| INVESTMENT INTEREST | 600 | 200 | 800 | (506) | (38.7%) |
| AUXILIARIES | 10,962 | 567 | 11,529 | 378 | 3.4% |
| NON-RECURRING CARRYFORWARD SAVINGS | 0 | 6,205 | 6,205 | 6,205 | 0.0% |
| ALLOCATED BALANCES - PO's | 2,800 | (97) | 2,703 | 410 | 17.9% |
| ALLOCATED BALANCES - OTHER | 900 | 233 | 1,133 | 233 | 25.9% |
| ALLOCATED BALANCES | 3,700 | 136 | 3,836 | 643 | 20.1% |
| FOUNDATION PROGRAMS | 10,637 | (145) | 10,492 | (145) | (1.4%) |
| SUBTOTAL OTHER SOURCES | 27,325 | 7,216 | 34,541 | 6,439 | 22.9% |
| TOTAL REVENUE - CURRENT OPERATIONS | 178,083 | 8,745 | 186,828 | 8,602 | 4.8% |
| RESTRICTED PROGRAMS (NET OF OPERATIONS) | 56,200 | 600 | 56,800 | 1,600 | 2.9% |
| TOTAL OPERATING INCOME BUDGET | 234,283 | 9,345 | 243,628 | 10,202 | 4.4% |

New Jersey Institute of Technology

FY 2007 Proposed Operating Budget

(\$000's)

| | FY06 | FY07 | FY07 | FY07 BUDGET | |
|--|----------------|----------------|----------------|-------------------|---------------|
| | REVISED | PROPOSED | PROPOSED | TO FY06 PROJECTED | |
| | OPERATING | BUDGET | OPERATING | | |
| | BUDGET | ADJUSTMENTS | BUDGET | \$ | % |
| EXPENSE DETAIL - CURRENT OPERATIONS | | | | | |
| PERSONNEL | | | | | |
| ACADEMIC & PROGRAM AREA SALARIES | 70,273 | 3,605 | 73,878 | 3,883 | 5.5% |
| ACADEMIC & PROGRAM AREA FRINGE BENEFITS | 18,740 | 1,951 | 20,691 | 2,510 | 13.8% |
| TOTAL ACADEMIC AREA | 89,013 | 5,556 | 94,569 | 6,393 | 7.3% |
| SUPPORT AREA SALARIES | 17,723 | 647 | 18,370 | 814 | 4.6% |
| SUPPORT AREA FRINGE BENEFITS | 5,329 | (19) | 5,310 | 531 | 11.1% |
| TOTAL SUPPORT AREA | 23,052 | 628 | 23,680 | 1,345 | 6.0% |
| TOTAL PERSONNEL | 112,065 | 6,184 | 118,249 | 7,738 | 7.0% |
| NON - PERSONNEL | | | | | |
| EQUIPMENT | 2,510 | 535 | 3,045 | 1,055 | 53.0% |
| UTILITIES - PHYSICAL PLANT | 5,918 | 1,350 | 7,268 | 1,290 | 21.6% |
| GENERAL OPERATING EXPENSES | 21,649 | (718) | 20,931 | 215 | 1.0% |
| LIBRARY COLLECTIONS | 1,062 | 48 | 1,110 | 48 | 4.5% |
| STUDENT AID | 12,242 | 1,230 | 13,472 | 1,191 | 9.7% |
| MANDATORY TRANS. - DEBT SERVICE | 9,796 | 775 | 10,571 | 777 | 7.9% |
| NON-MANDATORY TRANS. | 2,000 | 2,946 | 4,946 | (6,695) | (57.5%) |
| PRIOR YEAR COMMITMENTS (ALLOCATED BALANCES) | 3,200 | (497) | 2,703 | 410 | 17.9% |
| TOTAL NON - PERSONNEL | 58,377 | 5,669 | 64,046 | (1,709) | (2.6%) |
| RE-INVESTMENT PROGRAM | 1,960 | 743 | 2,703 | 743 | 37.9% |
| ADDITIONAL RE-INVESTMENT FUNDS | 0 | 0 | 0 | 0 | 0.0% |
| UNIVERSITY WIDE BUDGET RESERVES | 5,681 | (3,851) | 1,830 | 1,830 | 0.0% |
| TOTAL RESERVES | 7,641 | (3,108) | 4,533 | 2,573 | 131.3% |
| TOTAL EXPENSES - CURRENT OPERATIONS | 178,083 | 8,745 | 186,828 | 8,602 | 4.8% |
| RESTRICTED PROGRAMS (NET OF OPERATIONS) | 56,200 | 600 | 56,800 | 1,600 | 2.9% |
| TOTAL OPERATING EXPENSES | 234,283 | 9,345 | 243,628 | 10,202 | 4.4% |
| NET | 0 | 0 | 0 | | |



Annual Plant Project Budget Estimate

| | | |
|--|--------------|----------------------------------|
| | | |
| Total Gross Sq Feet (Million) | 2.6 | |
| Ave \$/sf Replacement Value | \$130 | |
| Replacement Value | \$338 | |
| APPA recommended Annual Plant Project Budget (based on a percentage of Replacement Value) | | |
| | % | Dollar Value (\$ Million) |
| Low | 1.50% | \$5.07 |
| High | 3.00% | \$10.14 |



DRAFT
FOR DISCUSSION
NEW JERSEY INSTITUTE OF TECHNOLOGY
Schedule of Tuition & Fees
Actual FY 2006 & FY 2007

EXHIBIT A

Summary Change - In-State Full Time Undergraduate

| | ACTUAL | | DIFFERENCE | |
|--------------------------------|----------------|----------------|---------------|----------------|
| | <u>FY 2006</u> | <u>FY 2007</u> | <u>AMOUNT</u> | <u>PERCENT</u> |
| Full-Time Per Semester Tuition | \$ 4,236 | \$ 4,533 | \$ 297 | 7.0% |
| Full-Time Per Semester Fees | \$ 675 | \$ 720 | \$ 45 | 6.7% |



FY 2007 Proposed Facilities Budget/ Cash Disbursements
Updated 7/05/05

| <u>Resources</u> | FY 2006 Program | FY 2007 Proposed | FY 2008 + Developing |
|---|----------------------------|-----------------------------|---------------------------------|
| Proceeds of NJIT/ State Bonds | | | |
| Plant Fund Allocation | 10,599 | 5,260 | 4,600 |
| Other | | | |
| Fund raising | | | |
| Advance of Fund Raising Proceeds/Contributed Services | 213 | 1,200 | |
| Total Resources | 10,812 | 6,460 | 4,600 |

Projected Disbursements

Priority/Tactic

Develop a core of nationally recognized programs
 Build three programs to national prominence by 2008

| | | | |
|------------------------------------|------------|--------------|------------|
| Expanded SOA studio space Fall 05 | 490 | | |
| Expanded Arch Studio Space Fall 06 | | 1,100 | |
| SOA Model Shop Relocation | | | 400 |
| Total | 490 | 1,100 | 400 |



FY 2007 Proposed Facilities Budget/ Cash Disbursements
Updated 7/05/05

| | FY 2006 | FY 2007 | FY 2008 + |
|--|-------------|-------------|-----------|
| <i>Enhance and enrich the quality of life of the university community and ensure a focus on the student.</i> | | | |
| Develop and implement a landscaping/campus appearance enhancement plan, including improvement of the interior condition of buildings | | | |
| Class/Lab Upgrade Expansion | | | |
| CCS office space | 200 | | |
| Library space | 100 | | |
| Classrooms in Faculty Hall | | 150 | 300 |
| Solar Physics | 150 | | |
| Academic Departments | 250 | 200 | 400 |
| | <hr/> 700 | <hr/> 350 | <hr/> 700 |
| Landscaping | | | |
| Eberhardt | 780 | | |
| Volley Ball Court | 125 | | |
| Added Field drain, sidewalk, lights | 170 | | |
| | <hr/> 1,075 | <hr/> 0 | <hr/> 0 |
| Athletics | | | |
| Fleisher Gym Phase I | 213 | | |
| Renovate Fleisher Gym, Phase II | | 1,200 | |
| Total | <hr/> 213 | <hr/> 1,200 | <hr/> 0 |
| <i>Become nationally recognized for attracting high achieving students from diverse national and international increase of newly admitted undergraduate students, excluding undeclared, to include 25% women</i> | | | |
| Women's Center/ Dean of Students | <hr/> 100 | <hr/> 0 | <hr/> 0 |



FY 2007 Proposed Facilities Budget/ Cash Disbursements
Updated 7/05/05

FY 2006 FY 2007 FY 2008 +

FY 2007 Proposed Facilities Budget/ Cash Disbursements

FY 2006 FY 2007 FY 2008 +
Program Proposed Developing

Other Plant Projects

| | | | |
|---|-------|-------|-------|
| Cypress Lower Level Environmental Upgrade | 300 | | |
| EPA Upgrades | 150 | | |
| East Bulding East Façade | 150 | | |
| Weston Water Supply line replacement | 50 | | |
| Redwood Elevator Upgrade | 150 | | |
| Kupfrian Air Handler | | 300 | |
| GITC Computer Room A/C | 250 | | |
| Cypress Fire Alarm Upgrade | | 350 | |
| Cypress Elevators Upgrade | | 160 | |
| Other Projects | 500 | 500 | 1,000 |
| | <hr/> | | |
| | 1,550 | 1,310 | 1,000 |
| | <hr/> | | |
| Total Facilities Projects | 4,128 | 3,960 | 2,100 |
| | <hr/> | | |

Major Projects - Disbursements

| | | | |
|--|--------|-------|-------|
| East & West Buildings w/ Hazell | 484 | | |
| Cullimore Hall Exterior Rehabilitation | 779 | | |
| Eberhardt Hall Renovations | 5,421 | | |
| | <hr/> | | |
| Total Major Projects | 6,684 | 0 | 0 |
| | <hr/> | | |
| Land Acquisition/Demo/Paving | | 2,500 | 2,500 |
| Total Projected Disbursements | | | |
| | <hr/> | | |
| Net | 10,812 | 6,460 | 4,600 |
| | <hr/> | | |
| \$ | 0 | 0 | 0 |
| | <hr/> | | |



| Future Budget Actions | | | | | | |
|--|---------------------------|-------------------------------|---------------------------|-------------------------------|---------------------------|-------------------------------|
| Action | FY07 Recurring | FY07 Non-recurring | FY08 Recurring | FY08 Non-recurring | FY09 Recurring | FY09 Non-recurring |
| Close 240 King | | | ✓ | | | |
| Rehab 240 King for residential | | | | | ✓ | |
| Dispose of satellite parking lots | | | | ✓ | | |
| Restructure Continuing and Professional Education | ✓ | | | | | |
| Restructure/combine Pre-College/ Community Service | | | ✓ | | | |
| Restructure CHEN bus service | | | ✓ | | | |
| Retirement incentive program (lump sum) | | | | | \$775,000 | |
| Retirement incentive program (60% phase out) | | | | | \$1,000,000 | |
| Cell phone towers | | | \$50,000 | | | |