

SECTION VII:

ADMINISTRATIVE OPERATIONS

2004 INSTITUTIONAL PROFILE

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS^[1]

YEAR ENDED JUNE 30, 2001 - JUNE 30, 2004

(dollars in thousands)

Revenues	\$	\$	\$	\$	Percent Change
Operating revenues:	06/30/2001^[2]	6/30/2002	6/30/2003^[3]	6/30/2004	FY01 to FY04
Student tuition and fees, net	16,808	18,746	21,841	25,410	51.2%
Federal grants and contracts	3,222	3,915	3,906	3,521	9.3%
State and local grants and contracts	8,667	4,104	3,945	4,004	-53.8%
Auxiliary enterprises	15,367	16,816	19,765	22,266	44.9%
Other	275	530	225	370	34.5%
Total operating revenues	44,339	44,111	49,682	55,571	25.3%
Expenses					
Operating expenses:					
Instruction	20,860	23,352	24,187	25,296	21.3%
Academic support	3,542	3,508	4,301	4,464	26.0%
Student services	6,139	6,186	7,662	8,232	34.1%
Institutional support	8,588	10,920	12,553	14,351	67.1%
Student financial aid and scholarships	683	841	902	702	2.8%
Operations and maintenance of plant	7,602	7,105	8,233	9,395	23.6%
Depreciation	4,186	4,997	5,460	6,576	57.1%
Auxiliary	10,401	11,707	12,351	13,043	25.4%
Total operating expenses	62,001	68,616	75,649	82,059	32.4%
Operating loss	(17,662)	(24,505)	(25,967)	(26,488)	50.0%
Nonoperating revenue (expenses):					
State of New Jersey appropriations	27,698	28,206	28,172	28,627	3.4%
Investment income	1,631	937	816	1,306	-19.9%
Interest on capital - asset related debt	(3,301)	(5,496)	(6,868)	(7,560)	129.0%
Other nonoperating revenue	33	31	10,501	226	584.8%
Net nonoperating revenue	26,061	23,678	32,621	22,599	-13.3%
Decrease/increase in net assets	8,399	(827)	6,654	(3,889)	-146.3%
Net assets - beginning of year	45,671	54,070	52,394	59,048	29.3%
Net assets - end of year	54,070	53,243	59,048	55,159	2.0%

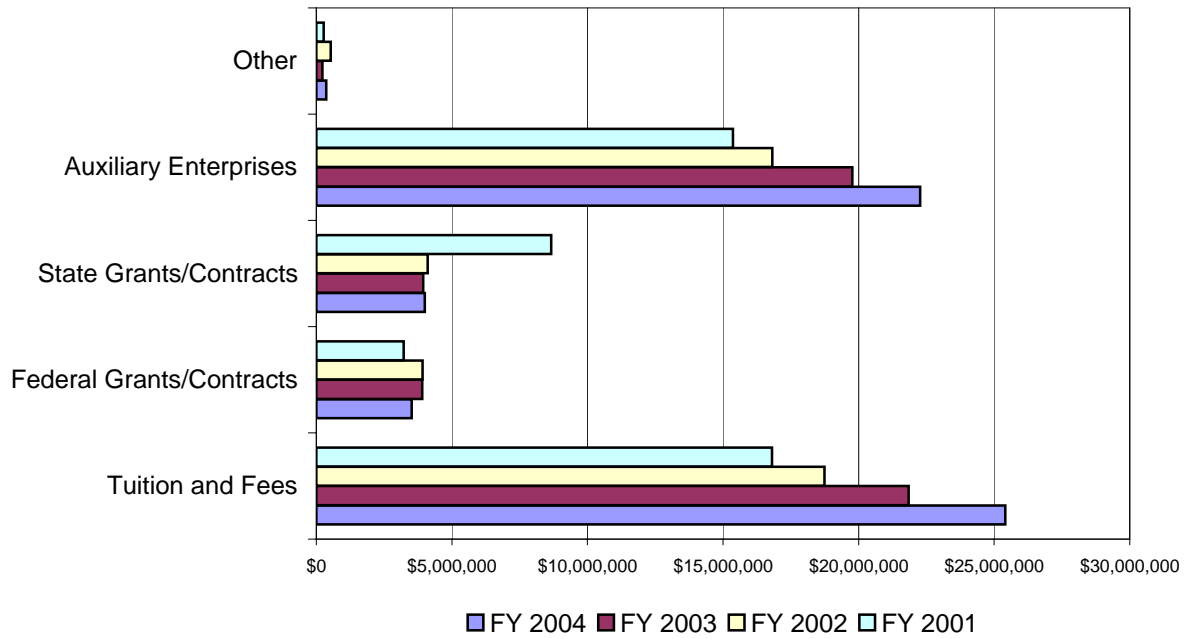
[1] Effective for the year beginning July 1, 2001, the College adopted Governmental Accounting Standards Board Statement (GASB) No. 35, Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities. Due to the change in reporting standards a five-year trend table will not be possible until FY 2007.

[2] Restated

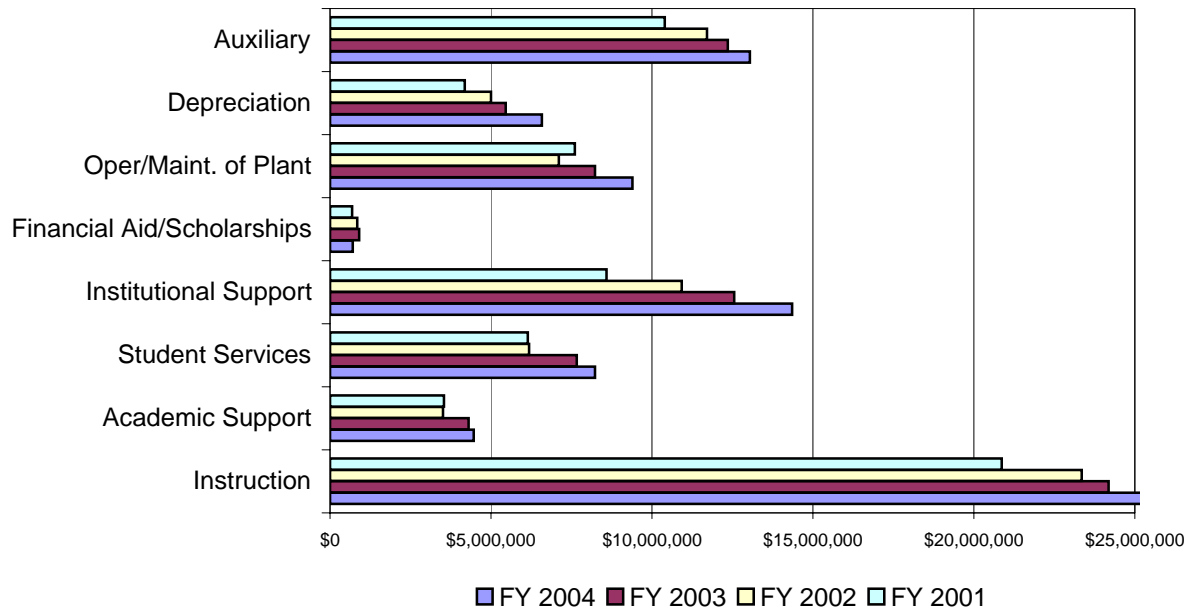
[3] Restated due to reclassification of Revenue and Expense from Auxiliary to Education & General.

Source: Ramapo College of New Jersey Financial Statements, June 30, 2001, 2002, 2003, 2004

Statement of Revenues



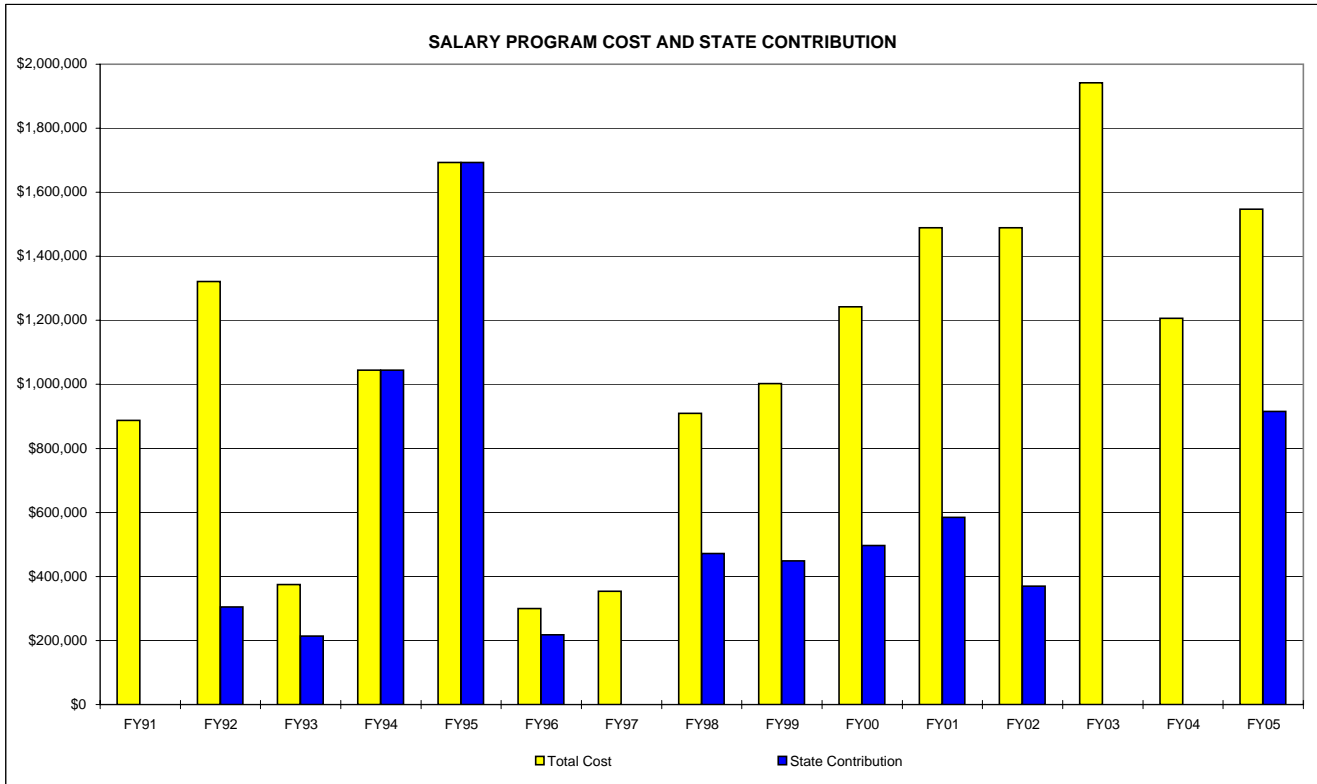
Statement of Expenditures



SALARY PROGRAM: COST AND FUNDING [1]

Fiscal Year	Total Salary Program	Percent Change From Previous Year	Amount Provided by State for Salary Program	
			Dollars	Percent of Total
1988	\$897,826	N/A	\$826,000	92.00%
1989	\$795,433	-11.4%	\$397,000	49.91%
1990	\$790,464	-0.6%	\$197,616	25.00%
1991	\$888,000	12.3%	\$0	0.00%
1992	\$1,321,793	48.9%	\$305,000	23.07%
1993	\$583,785	-55.8%	\$214,000	36.66%
1994	\$1,044,000	78.8%	\$1,044,000	100.00%
1995	\$1,693,000	62.2%	\$1,693,000	100.00%
1996	\$300,025	-82.3%	\$218,000	72.66%
1997	\$353,794	17.9%	\$0	0.00%
1998	\$909,743	157.1%	\$472,000	51.88%
1999	\$982,394	8.0%	\$449,000	45.70%
2000	\$866,000	-11.8%	\$497,000	57.39%
2001	\$1,242,429	43.5%	\$585,000	47.09%
2002	\$1,489,000	19.8%	\$369,500	24.82%
2003	\$1,942,000	30.4%	\$0	0.00%
2004	\$1,206,716	-37.9%	\$0	0.00%
2005	\$1,546,741	28.2%	\$916,000	59.22%

[1] The fiscal year salary program includes any cost-of-living adjustments, step increases, and catch-up costs from the prior year. The expense represents the increase to the continuation salary costs from one year to the next.



TUITION AND FEES ⁽¹⁾

UNDERGRADUATE

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2000-01	2001-02	2002-03	2003-2004	2004-2005		
	\$	\$	\$	\$	\$	00/01 to 04/05	03/04 to 04/05
Annual (full-time) ⁽²⁾							
Tuition	\$4,166.40	\$4,416.00	\$4,835.52	\$5,270.00	\$5,640.00	35.37%	7.02%
Student Activity Fee	\$395.20	\$427.20	\$490.56	\$571.20	\$603.20	52.63%	5.60%
Student Center Fee	\$427.20	\$433.60	\$433.60	\$433.60	\$433.60	1.50%	0.00%
General Service Fee	\$417.60	\$453.44	\$512.00	\$576.00	\$771.84	84.83%	34.00%
Experiential Learning Fee ⁽³⁾	\$32.00	\$64.00	\$70.40	\$80.00	\$84.80	165.00%	6.00%
Media & Technology Fee ⁽⁴⁾	-	\$384.00	\$432.00	\$480.00	\$547.20	N/A	14.00%
Total	\$5,438.40	\$6,178.24	\$6,774.08	\$7,410.80	\$8,080.64	48.58%	9.04%
Per Credit (part-time)							
Tuition	\$130.20	\$138.00	\$151.11	\$164.70	\$176.25	35.37%	7.01%
Student Activity Fee	\$12.35	\$13.35	\$15.33	\$17.85	\$18.85	52.63%	5.60%
Student Center Fee	\$13.35	\$13.55	\$13.55	\$13.55	\$13.55	1.50%	0.00%
General Service Fee	\$13.05	\$14.17	\$16.00	\$18.00	\$24.12	84.83%	34.00%
Experiential Learning Fee ⁽³⁾	\$1.00	\$2.00	\$2.20	\$2.50	\$2.65	165.00%	6.00%
Media & Technology Fee ⁽⁴⁾	-	\$12.00	\$13.50	\$15.00	\$17.10	N/A	14.00%
Total	\$169.95	\$193.07	\$211.69	\$231.60	\$252.52	48.58%	9.03%

Non-Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2000-2001	2001-02	2002-03	2003-2004	2004-2005		
	\$	\$	\$	\$	\$	00/01 to 04/05	03/04 to 04/05
Annual (full-time) ⁽²⁾							
Tuition	\$7,291.20	\$7,801.60	\$8,737.92	\$9,524.80	\$10,192.00	39.78%	7.00%
Student Activity Fee	\$395.20	\$427.20	\$490.56	\$571.20	\$603.20	52.63%	5.60%
Student Center Fee	\$427.20	\$433.60	\$433.60	\$433.60	\$433.60	1.50%	0.00%
General Service Fee	\$417.60	\$453.44	\$512.00	\$576.00	\$771.84	84.83%	34.00%
Experiential Learning Fee ⁽³⁾	\$32.00	\$64.00	\$70.40	\$80.00	\$84.80	165.00%	6.00%
Media & Technology Fee ⁽⁴⁾	-	\$384.00	\$432.00	\$480.00	\$547.20	N/A	14.00%
Total	\$8,563.20	\$9,563.84	\$10,676.48	\$11,665.60	\$12,632.64	47.52%	8.29%
Per Credit (part-time)							
Tuition	\$227.85	\$243.80	\$273.06	\$297.65	\$318.50	39.78%	7.00%
Student Activity Fee	\$12.35	\$13.35	\$15.33	\$17.85	\$18.85	52.63%	5.60%
Student Center Fee	\$13.35	\$13.55	\$13.55	\$13.55	\$13.55	1.50%	0.00%
General Service Fee	\$13.05	\$14.17	\$16.00	\$18.00	\$24.12	84.83%	34.00%
Experiential Learning Fee ⁽³⁾	\$1.00	\$2.00	\$2.20	\$2.50	\$2.65	165.00%	6.00%
Media & Technology Fee ⁽⁴⁾	-	\$12.00	\$13.50	\$15.00	\$17.10	N/A	14.00%
Total	\$267.60	\$298.87	\$333.64	\$364.55	\$394.77	N/A	8.29%

GRADUATE

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2000-2001	2001-02	2002-03	2003-2004	2004-2005		
	\$	\$	\$	\$	\$	00/01 to 04/05	03/04 to 04/05
Per Credit (part-time)							
MALS/GET	\$285.00	\$302.00	\$330.69	\$360.45	\$385.70	35.33%	7.01%
MBA	\$295.00	\$312.70	\$342.41	\$373.25	\$399.40	35.39%	7.01%
Student Activity Fee	\$1.37	\$1.45	\$1.45	\$1.65	\$1.85	35.04%	12.12%
Student Center Fee	\$1.37	\$1.45	\$1.45	\$1.50	\$1.85	35.04%	23.33%
General Service Fee	\$1.36	\$1.45	\$1.59	\$1.70	\$1.85	36.03%	8.82%
Media & Technology Fee ⁽⁴⁾	-	\$12.00	\$13.50	\$15.00	\$17.10	N/A	14.00%
MALS/GET Total	\$289.10	\$318.35	\$348.68	\$380.30	\$408.35	41.25%	7.38%
MBA Total	\$299.10	\$329.05	\$360.40	\$393.10	\$422.05	41.11%	7.36%
Non-Resident							
Per Credit (part-time)							
MALS/GET	\$358.00	\$379.50	\$425.04	\$463.30	\$495.75	38.48%	7.00%
MBA	\$372.00	\$394.30	\$441.62	\$481.40	\$515.10	38.47%	7.00%
Student Activity Fee	\$1.37	\$1.45	\$1.45	\$1.65	\$1.85	35.04%	12.12%
Student Center Fee	\$1.37	\$1.45	\$1.45	\$1.50	\$1.85	35.04%	23.33%
General Service Fee	\$1.36	\$1.45	\$1.59	\$1.70	\$1.85	36.03%	8.82%
Media & Technology Fee ⁽⁴⁾	-	\$12.00	\$13.50	\$15.00	\$17.10	N/A	14.00%
MALS/GET Total	\$362.10	\$395.85	\$443.03	\$483.15	\$518.40	43.16%	7.30%
MBA Total	\$376.10	\$410.65	\$459.61	\$501.25	\$537.75	42.98%	7.28%

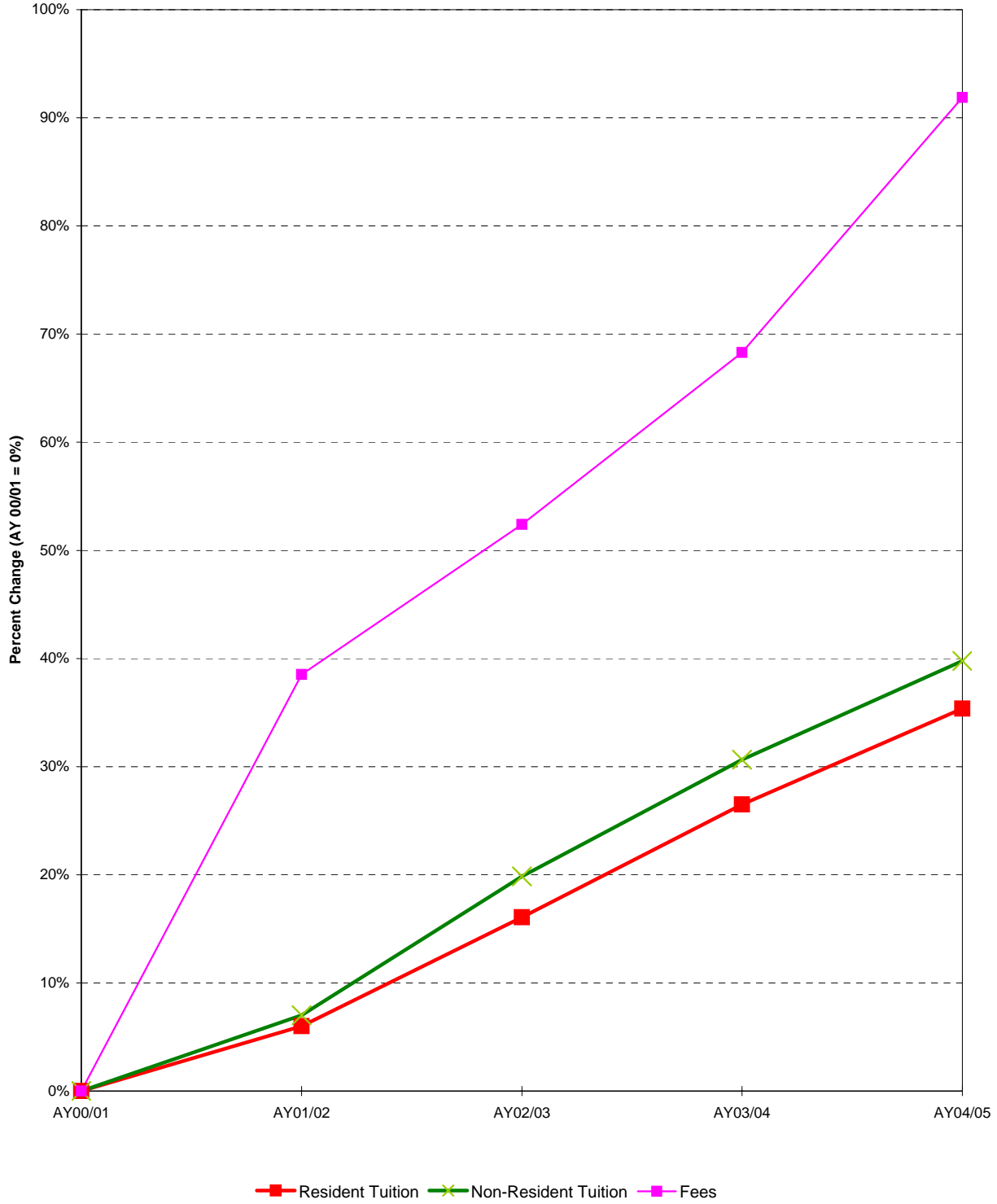
[1] The fee charges are the same for both resident and non-resident students.

[2] Prior to Fall 99 full-time undergraduate students pay on the basis of 15 credits per semester (30 annualized) for 12 to 18 credits, inclusive. As of Fall 99, full-time undergraduate students pay on the basis of 16 credits per semester (32 annualized) for 12 to 19 credits, inclusive.

[3] Experiential Learning Fee instated Fall 2000 semester (\$1.00 per credit hour).

[4] M&T fee previously assessed as flat fee. As of Fall 2001 M&T is a tuition related fee calculated on a per credit basis.

CUMULATIVE PERCENT CHANGE IN FULL-TIME TUITION AND FEES



OTHER STUDENT FEES

Resident & Non-Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change 00/01 to 04/05	Percent Change 03/04 to 04/05
	2000-01	2001-02	2002-03	2003-04	2004-05		
	\$	\$	\$	\$	\$		
Admission Deposit (undergrad) ^[1]	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	0.0%	0.0%
Admission Deposit (grad)	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0.0%	0.0%
Application (undergrad)	\$50.00	\$50.00	\$50.00	\$55.00	\$55.00	10.0%	0.0%
Application (grad)	\$55.00	\$55.00	\$55.00	\$55.00	\$55.00	0.0%	0.0%
Athletic Lab Fees:							
Tennis	\$10.00	\$10.00	\$10.00	\$10.00	\$15.00	50.0%	50.0%
Injury Management	\$15.00	\$15.00	\$15.00	\$15.00	\$20.00	33.3%	33.3%
First Aid/CPR	\$35.00	\$35.00	\$35.00	\$35.00	\$40.00	14.3%	14.3%
Scuba Diving	\$135.00	\$135.00	\$135.00	\$135.00	\$140.00	3.7%	3.7%
Golf	\$35.00	\$35.00	\$35.00	\$35.00	\$35.00		
Housing Deposit	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0.0%	0.0%
ID Card Replacement	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	0.0%	0.0%
Laboratory							
1st lab ^[2]	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	0.0%	0.0%
Each lab thereafter	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	0.0%	0.0%
Media & Technology ^[3]							
Full-time	\$200.00	(3)	(3)	(3)	(3)	N/A	N/A
Part-time	\$130.00	(3)	(3)	(3)	(3)	N/A	N/A
Medical Insurance ^[4]	\$67.00	\$67.00	\$86.00	\$86.00	\$97.00	44.8%	12.8%
Monthly Payment Plan App. Fee	\$70.00	\$75.00	\$75.00	\$90.00	\$100.00	42.9%	33.3%
Orientation: ^[5]							
Full-time	\$100.00	\$100.00	\$130.00	\$130.00	\$130.00	30.0%	0.0%
Part-time	\$25.00	\$25.00	\$25.00	--	--	N/A	N/A
Transfers	\$50.00	\$50.00	\$65.00	\$65.00	\$65.00	30.0%	0.0%
Parking Fee:							
Full-time	\$100.00	\$100.00	\$100.00	\$75.00	\$90.00	-10.0%	20.0%
Part-time	\$100.00	\$100.00	\$100.00	\$75.00	\$90.00	-10.0%	20.0%
Second car decal	\$30.00	\$30.00	\$30.00	\$20.00	\$30.00	0.0%	50.0%
Replacement decal	\$30.00	\$30.00	\$30.00	\$20.00	\$30.00	0.0%	50.0%
Dishonored Check	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	0.0%	0.0%
Redeposit Check	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	0.0%	0.0%
Student Teaching Fee	\$125.00	\$125.00	\$125.00	\$125.00	\$200.00	60.0%	60.0%
Teacher Certification Fee	\$75.00	\$75.00	\$75.00	\$75.00	\$175.00	133.3%	133.3%
Official Transcript	\$5.00	\$5.00	\$5.00	\$25.00	\$25.00	400.0%	0.0%

[1] Folded into tuition of students accepted and enrolled: Non-refundable to applicants who do not enroll.

[2] Fee instated 94-95 Academic Year.

[3] Flat fee initially instated 94-95 Academic Year. As of Fall 2001 M&T changed from flat fee to a tuition related fee calculated on a per credit basis.

[4] Restated

[5] Part-time student orientation fee dropped AY 03-04.

CHARGES FOR STUDENT HOUSING AND MEAL PLANS

Student Housing	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2000-01	2001-02	2002-03	2003-04	2004-05		
	\$	\$	\$	\$	\$	00/01 to 04/05	03/04 to 04/05
<i>Garden Style Apartments</i>							
2 person/1 bedroom ^[1]	\$5,230.00	\$5,518.00	\$5,320.00	\$6,142.00	\$6,480.00	23.9%	5.5%
4 person/2 bedroom ^[2]	\$4,778.00	\$5,042.00	\$5,822.00	\$5,612.00	\$5,920.00	23.9%	5.5%
6 person/2 bedroom	-	-	-	-	\$5,628.00	N/A	N/A
<i>Lodge</i>							
one bedroom, common bath	\$5,130.00	\$5,412.00	\$5,770.00	\$5,510.00	-	N/A	N/A
<i>Oak Hall</i>							
2 person/1 bedroom	\$5,230.00	\$5,518.00	\$5,822.00	\$6,142.00	-	N/A	N/A
double room	-	-	-	-	\$6,480.00	N/A	N/A
<i>Pine Hall</i>							
6 person/3 bedroom ^[3]	\$4,692.00	\$4,950.00	\$5,222.00	\$5,510.00	-	N/A	N/A
double room	-	-	-	-	\$5,812.00	N/A	N/A
<i>Linden Hall</i>							
4 person/2 bedroom ^[4]	\$4,692.00	\$4,950.00	\$5,222.00	\$5,510.00	-	N/A	N/A
double room	-	-	-	-	\$5,812.00	N/A	N/A
<i>Maple Hall</i>							
double room	\$5,230.00	\$5,518.00	\$5,822.00	\$6,142.00	\$6,480.00	23.9%	5.5%
triple room	\$3,924.00	-	-	\$5,836.00	\$6,154.00	N/A	5.4%
<i>The Village</i>							
single room	-	-	\$5,822.00	\$6,600.00	\$6,960.00	N/A	5.5%
<i>The Overlook</i>							
double room	-	-	-	-	\$6,480.00	N/A	N/A
<i>Meal Plan</i>							
10 meals (Tasty 10) ^[5]	\$1,750.00	\$1,802.00	\$1,940.00	\$1,940.00	\$2,038.00	16.5%	5.1%
Flexible 5	-	-	\$2,020.00	\$2,020.00	\$2,120.00	N/A	5.0%
The Ultimate	-	-	\$2,500.00	\$2,500.00	\$2,624.00	N/A	5.0%
The Super 14	-	-	\$2,460.00	\$2,460.00	\$2,580.00	N/A	4.9%
10+ meals	\$2,226.00	\$2,226.00	-	-	-	N/A	N/A
15 meals	\$2,014.00	\$2,014.00	-	-	-	N/A	N/A
15+ meals	\$2,330.00	\$2,330.00	-	-	-	N/A	N/A
19 meals	\$2,118.00	\$2,118.00	-	-	-	N/A	N/A
19+ meals	\$2,422.00	\$2,422.00	-	-	-	N/A	N/A
200 Block Meal Plan	\$2,110.00	\$2,110.00	-	-	-	N/A	N/A
5 and \$500 Flex Meal Plan ^[6]	\$1,920.00	\$1,920.00	-	-	-	N/A	N/A

[1] One Bedroom Apt/Double Room
 [2] Two Bedroom Apt/Double Room
 [3] Double Room

[4] Double Room
 [5] Renamed Tasty Plan, Fall 2002
 [6] New board plan instated Fall 2000.

SALES AND INCOME TO THE COLLEGE FROM THE CAMPUS STORE

Fiscal Year	Sales			Commission *		
	Amount	Percent Change From Previous Year	Cumulative Percent Change From 1984	Amount	Percent Change From Previous Year	Cumulative Percent Change From 1984
1984	\$744,198	N/A	0.0%	\$31,233	N/A	0.0%
1985	\$692,509	-6.9%	-6.9%	\$34,421	10.2%	10.2%
1986	\$786,730	13.6%	5.7%	\$39,174	13.8%	25.4%
1987	\$902,522	14.7%	21.3%	\$48,903	24.8%	56.6%
1988	\$1,044,635	15.7%	40.4%	\$84,309	72.4%	169.9%
1989	\$1,048,231	0.3%	40.9%	\$87,628	3.9%	180.6%
1990	\$1,235,057	17.8%	66.0%	\$91,589	4.5%	193.2%
1991	\$1,500,000	21.5%	101.6%	\$120,000	31.0%	284.2%
1992	\$1,511,888	0.8%	103.2%	\$131,070	9.2%	319.7%
1993	\$1,577,806	4.4%	112.0%	\$137,003	4.5%	338.6%
1994	\$1,647,700	4.4%	121.4%	\$143,300	4.6%	358.8%
1995	\$1,718,917	4.3%	131.0%	\$154,703	8.0%	395.3%
1996	\$1,718,409	0.0%	130.9%	\$154,694	0.0%	395.3%
1997	\$1,810,524	5.4%	143.3%	\$162,947	5.3%	421.7%
1998	\$1,907,934	5.4%	156.4%	\$171,714	5.4%	449.8%
1999	\$2,056,818	7.8%	176.4%	\$185,114	7.8%	492.7%
2000	\$2,138,544	4.0%	187.4%	\$192,469	4.0%	516.2%
2001	\$2,523,811	18.0%	239.1%	\$222,143	15.4%	611.2%
2002	\$2,521,055	-0.1%	238.8%	\$242,232	9.0%	675.6%
2003	\$3,012,500	19.5%	304.8%	\$289,120	19.4%	825.7%
2004	\$3,056,600	1.5%	310.7%	\$299,002	3.4%	857.3%

* Commission is 8.5% of sales (minus sales tax and refunds) up to one million dollars, and 9% over one million dollars.

FOOD SERVICE COMMISSION

Fiscal Year	Income *	Percent Change From Previous Year	Cumulative Percent Change From 1987
1987	\$36,538	N/A	0.0%
1988	\$39,000	6.7%	6.7%
1989	\$41,147	5.5%	12.6%
1990	\$41,000	-0.4%	12.2%
1991	\$75,000	82.9%	105.3%
1992	\$85,000	13.3%	132.6%
1993	\$90,000	5.9%	146.3%
1994 ^[1]	\$66,350	-26.3%	81.6%
1995	\$63,471	-4.3%	73.7%
1996	\$60,883	-4.1%	66.6%
1997	\$69,704	14.5%	90.8%
1998	\$66,148	-5.1%	81.0%
1999 ^[2]	\$49,119	-25.7%	34.4%
2000	(\$66,349)	-235.1%	-281.6%
2001	\$336,802	-607.6%	821.8%
2002	\$175,765	-47.8%	381.0%
2003	\$360,934	105.4%	887.8%
2004	\$309,002	-14.4%	745.7%

* Income from 8/86 to 8/90 was generated by a monthly rental fee plus 1% of the gross income over \$400,000 (not including Meal Plan). The next contract (8/90 to 8/93) included commission to the College as follows: 5% on all sales up to \$1.5 million, and 8% over \$1.5 million. There was a minimum guarantee per year for each of the three years of the contract of \$75,000, \$85,000, and \$90,000 respectively.

[1] In 9/93 the Food Service changed from DAKA to Woods. \$58,800 paid by Woods and \$7,550 paid by DAKA.

[2] Lower revenues are a result of change in accounting method.

**CAPITAL PROJECTS STATUS REPORT
(as of 07/13/05)**

Name	Budget	Encumbered & Expended To Date	Balance	Funding Source	Actual or Estimated Construction Start Date	Estimated Completion Date	Status
Mansion Renovations	\$2,051,930	\$1,929,861	\$122,069	HECIP	7/1/01	07/31/05	7
Sports and Recreation Center	\$27,752,500	\$27,394,647	\$357,853	EFABI, HECIP, FR	12/15/02	04/30/05	8
Sustainability Education Center	\$1,143,000 ^[1]	\$258,136	\$884,864	EFABI, GR, HUD, RCR	10/1/05	5/30/06	3
Phase IX Housing (Inc.Garage & Loop Rd, Utility Reloc.)	\$59,220,108	\$29,956,891	\$29,263,217	EFABI	3/1/05	07/31/06	7
Center for Science, Education & Technology	\$27,900,000	\$1,123,180	\$26,776,820	EFABI	8/1/05	06/30/07	3
Scupture Studio	\$248,165			HECIP	09/01/03	07/15/02	8
Library Waterproofing	\$33,994			HECIP	09/01/03	11/30/02	8
Phase VIII Housing	\$23,600,000			EFABI	07/01/03	01/31/03	7
Health Services Building Renovation	\$355,265			HECIP	04/15/04	01/31/03	7
Student Center Renovations Phase IV	\$4,636,500			EFABI	01/01/04	05/31/03	7

[1] Building concept has been revised. Budget includes \$245,000 spent on prior conception.

Funding Source Code:

EFABI Educational Facilities Authority Bond Issue
 HECIP Higher Education Capital Improvement Program
 RCR Ramapo College Reserve
 FR Fund Raising
 GR Grant Funding
 HUD VA HUD Funding
 TBD To Be Determined

Status Code:

1 Concept
 2 A/E Award
 3 Design Initiated
 4 Design Complete
 5 NJ DCA Code Review
 6 Construction Bidding
 7 Under Construction
 8 Substantially Complete
 9 Completed and Closed Out

STAFFING SUMMARY BY JOB CATEGORY
Fiscal Year 2000 - 2004

	FY 2000		FY 2001		FY 2002		FY 2003		FY 2004		Percent Change 00 to 04	Percent Change 03 to 04
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.		
Faculty ^[1]	151	26.9%	166	28.6%	175	29.7%	178	30.5%	187	29.5%	23.8%	5.1%
Deans of Schools/Library	6	1.1%	6	1.0%	6	1.0%	6	1.0%	6	0.9%	0.0%	0.0%
Administrative ^[2]	12	2.1%	13	2.2%	13	2.2%	13	10.5%	8	12.0%	-33.3%	-38.5%
Professional	178	31.7%	190	32.7%	198	33.6%	199	34.1%	223	35.2%	25.3%	12.1%
Other	113	20.1%	136	23.4%	136	23.1%	126	21.6%	133	21.0%	17.7%	5.6%
Clerical	102	18.1%	70	12.0%	62	10.5%	61	10.5%	76	12.0%	-25.5%	24.6%
Total	562		581		590		583		633		12.6%	8.6%

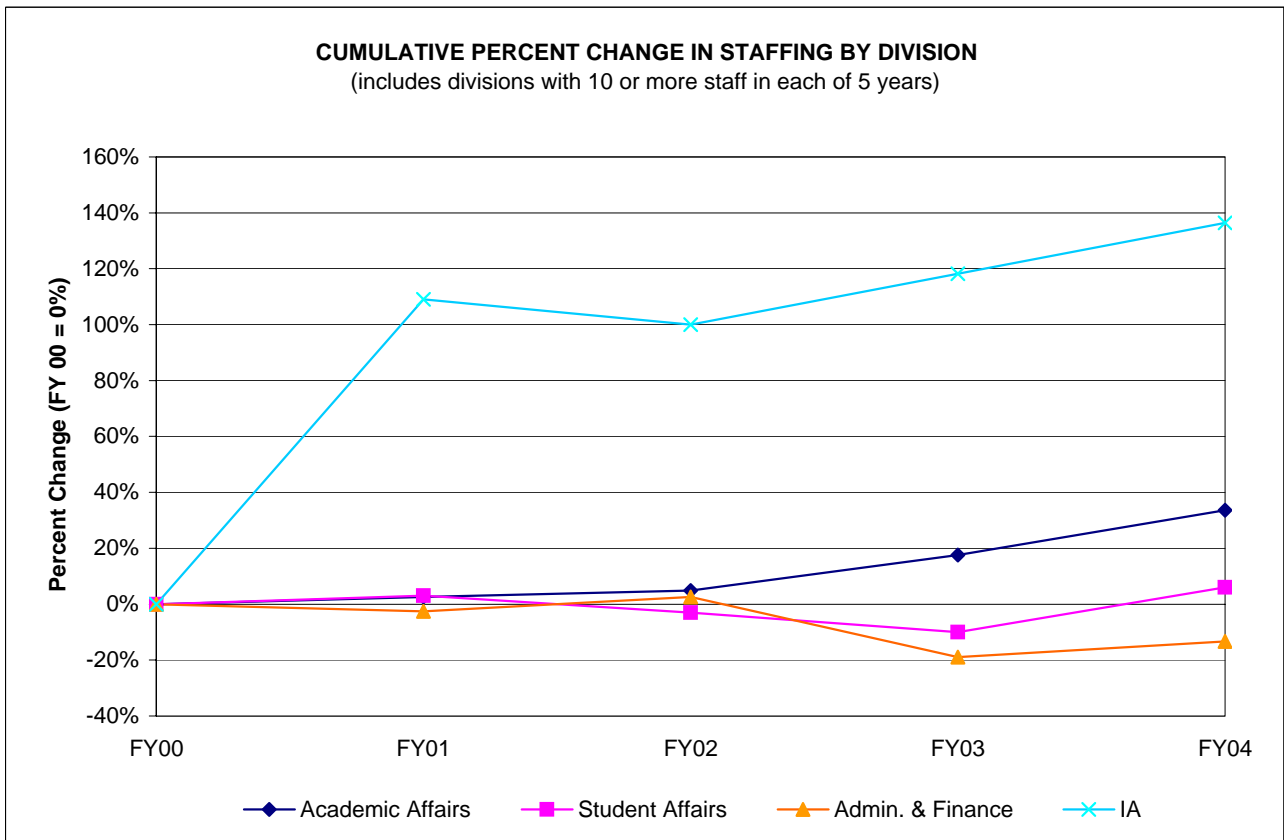
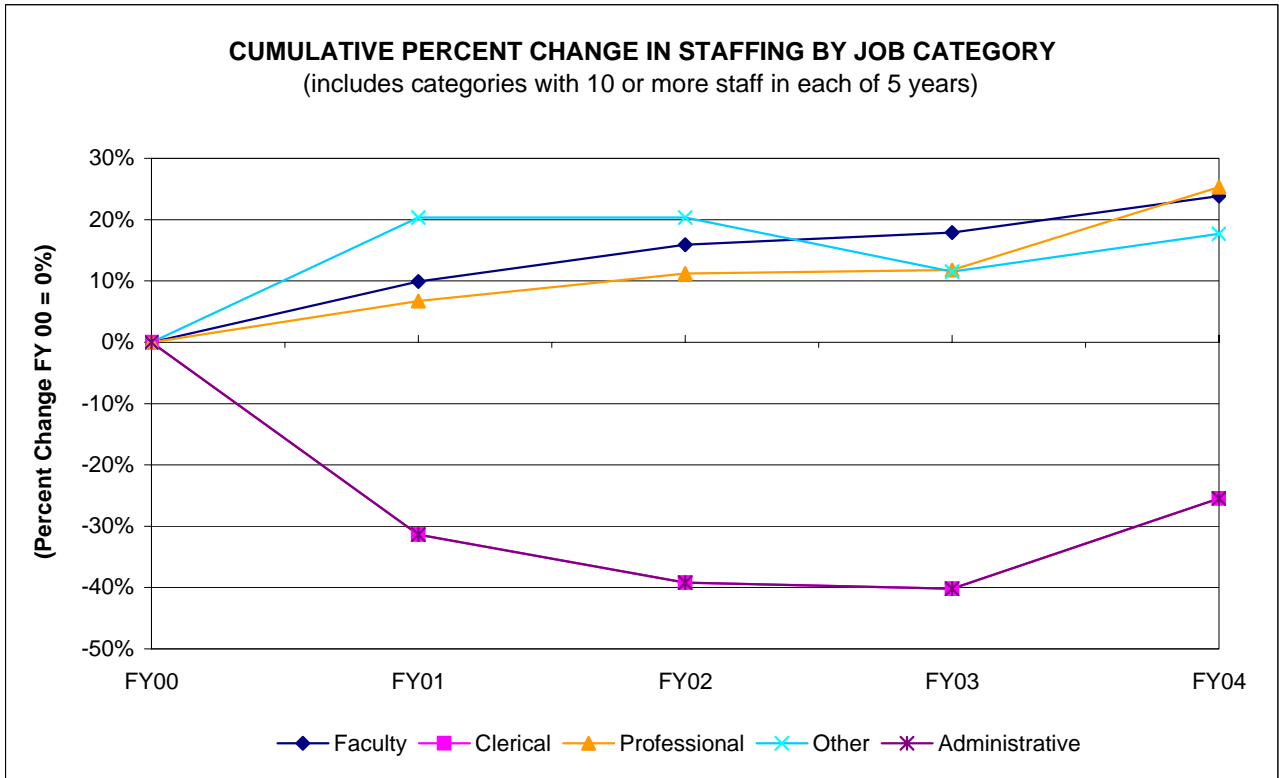
[1] Includes librarians and full-time substitutes (temporary faculty hired to replace permanent faculty on paid leave or sabbatical). Excludes faculty/staff on long-term disability who are not expected to return.

[2] The Administrative configuration changed in 2004 to include the President, the Provost, the Vice Presidents, and the Vice Provosts.

STAFFING SUMMARY BY DIVISION
Fiscal Year 2000 - 2004

	FY 2000		FY 2001		FY 2002		FY 2003		FY 2004 ^[3]		Percent Change 00 to 04	Percent Change 03 to 04
	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.	No.	Pct.		
Academic Affairs	268	47.7%	275	47.3%	281	47.6%	315	54.0%	358	56.6%	33.6%	13.7%
Student Affairs	100	17.8%	103	17.7%	97	16.4%	90	15.4%	106	16.7%	6.0%	17.8%
Administration & Finance	158	28.1%	154	26.5%	162	27.5%	128	22.0%	137	21.6%	-13.3%	7.0%
Enrollment Management	20	3.6%	21	3.6%	22	3.7%	21	3.6%	--	0.0%	N/A	N/A
Institutional Advancement	11	2.0%	23	4.0%	22	3.7%	24	4.1%	26	4.1%	136.4%	8.3%
President's Office	5	0.9%	5	0.9%	6	1.0%	5	0.9%	6	0.9%	20.0%	20.0%
Total	562		581		590		583		633		12.6%	8.6%

[3] Academic Affairs' staffing summary for FY 04 includes employees previously reported under Enrollment Management.



Academic Affairs's staffing summary for FY 04 includes employees previously reported under Enrollment Management.

**STAFFING SUMMARY BY DIVISION AND JOB CATEGORY
Fiscal Year 2004**

	Academic Affairs ^[1]		Student Affairs		Admin. & Finance		Inst. Advancement		President's Office	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Faculty	187	52.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Deans of Schools/Library	6	1.7%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Administrative	4	1.1%	1	0.9%	1	0.7%	1	3.8%	1	16.7%
Professional	106	29.6%	60	56.6%	38	27.7%	16	61.5%	3	50.0%
Other	12	3.4%	34	32.1%	83	60.6%	4	15.4%	0	0.0%
Clerical	43	12.0%	11	10.4%	15	10.9%	5	19.2%	2	33.3%
Total	358		106		137		26		6	

**STAFFING SUMMARY BY DIVISION AND SEX
Fiscal Year 2004**

	Academic Affairs ^[1]		Student Affairs		Admin. & Finance		Inst. Advancement		President's Office	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Female	193	53.9%	54	50.9%	46	33.6%	18	69.2%	5	83.3%
Male	165	46.1%	52	49.1%	91	66.4%	8	30.8%	1	16.7%
Total	358		106		137		26		6	

**STAFFING SUMMARY BY DIVISION AND ETHNICITY
Fiscal Year 2004**

	Academic Affairs ^[1]		Student Affairs		Admin. & Finance		Inst. Advancement		President's Office	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Amer. Indian/Alaskan Nat.	2	0.6%	1	0.9%	5	3.6%	0	0.0%	0	0.0%
Asian/Pacific Islander	22	6.1%	5	4.7%	4	2.9%	2	7.7%	0	0.0%
Black, non-Hispanic	35	9.8%	17	16.0%	27	19.7%	1	3.8%	1	16.7%
Hispanic	19	5.3%	4	3.8%	12	8.8%	2	7.7%	0	0.0%
White, non-Hispanic	278	77.7%	79	74.5%	89	65.0%	21	80.8%	5	83.3%
Missing/Other	2	0.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	358		106		137		26		6	

[1] Academic Affairs's staffing summary for FY 04 includes employees previously reported under Enrollment Management.

**STAFFING SUMMARY BY JOB CATEGORY AND DIVISION
Fiscal Year 2004**

	Faculty		Deans of Schools		Administrative		Professional		Other		Clerical	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Academic Affairs	187	100.0%	6	100.0%	4	50.0%	106	47.5%	12	9.0%	43	56.6%
Student Affairs	0	0.0%	0	0.0%	1	12.5%	60	26.9%	34	25.6%	11	14.5%
Administration & Finance	0	0.0%	0	0.0%	1	12.5%	38	17.0%	83	62.4%	15	19.7%
Institutional Advancement	0	0.0%	0	0.0%	1	12.5%	16	7.2%	4	3.0%	5	6.6%
President's Office	0	0.0%	0	0.0%	1	12.5%	3	1.3%	0	0.0%	2	2.6%
Total	187		6		8		223		133		76	

**STAFFING SUMMARY BY JOB CATEGORY AND SEX
Fiscal Year 2004**

	Faculty		Deans of Schools		Administrative		Professional		Other		Clerical	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Female	81	43.3%	2	33.3%	5	62.5%	128	57.4%	30	22.6%	70	92.1%
Male	106	56.7%	4	66.7%	3	37.5%	95	42.6%	103	77.4%	6	7.9%
Total	187		6		8		223		133		76	

**STAFFING SUMMARY BY JOB CATEGORY AND ETHNICITY
Fiscal Year 2004**

	Faculty		Deans of Schools		Administrative		Professional		Other		Clerical	
	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.	No.	Col. Pct.
Amer. Indian/Alaskan Nat.	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	3.8%	3	3.9%
Asian/Pacific Islander	10	5.3%	0	0.0%	0	0.0%	17	7.6%	3	2.3%	3	3.9%
Black, non-Hispanic	15	8.0%	1	16.7%	2	25.0%	28	12.6%	27	20.3%	8	10.5%
Hispanic	10	5.3%	0	0.0%	0	0.0%	9	4.0%	14	10.5%	4	5.3%
White, non-Hispanic	151	80.7%	5	83.3%	6	75.0%	168	75.3%	84	63.2%	58	76.3%
Missing/Other	1	0.5%	0	0.0%	0	0.0%	1	0.4%	0	0.0%	0	0.0%
Total	187		6		8		223		133		76	

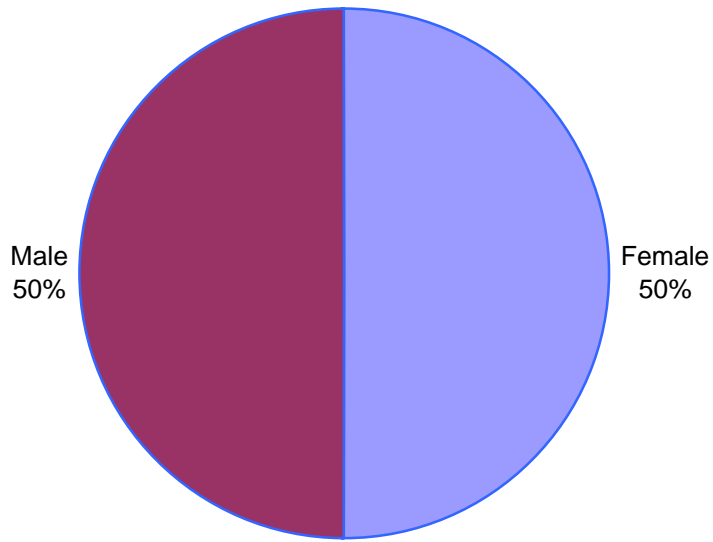
**STAFFING SUMMARY BY JOB CATEGORY, ETHNICITY, AND SEX
Fiscal Year 2004**

	Amer. Ind./ Nat. Al.		Asian/Pac. Isl.		Black, non-Hisp.		Hispanic		White, non-Hisp.		Missing/Other	
	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male
Faculty	0	0	2	8	4	11	8	2	66	85	1	0
Deans of Schools	0	0	0	0	0	1	0	0	2	3	0	0
Administrative	0	0	0	0	1	1	0	0	4	2	0	0
Professional	0	0	6	11	17	11	4	5	100	68	1	0
Other	3	2	0	3	7	20	3	11	17	67	0	0
Clerical	3	0	2	1	8	0	4	0	53	5	0	0
TOTAL	6	2	10	23	37	44	19	18	242	230	2	0

**STAFFING SUMMARY BY DIVISION, ETHNICITY, AND SEX
Fiscal Year 2004**

	Amer. Ind./ Nat. Al.		Asian/Pac. Isl.		Black, non-Hisp.		Hispanic		White, non-Hisp.		Missing	
	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male	# Female	# Male
Academic Affairs	2	0	7	15	17	18	12	7	153	125	2	0
Student Affairs	1	0	1	4	6	11	2	2	44	35	0	0
Admin. & Finance	3	2	1	3	13	14	4	8	25	64	0	0
Inst. Advancement	0	0	1	1	0	1	1	1	16	5	0	0
President's Office	0	0	0	0	1	0	0	0	4	1	0	0
TOTAL	6	2	10	23	37	44	19	18	242	230	2	0

Employees by Sex (N=633)



Employees by Ethnicity (N=633)

