

SECTION VII:

ADMINISTRATIVE OPERATIONS

2008 INSTITUTIONAL PROFILE

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

YEAR ENDED JUNE 30, 2004 THROUGH JUNE 30, 2008
(dollars in thousands)

Revenues	\$	\$	\$	\$	\$	% Change	% Change
Operating revenues:	6/30/2004	6/30/2005	6/30/2006	6/30/2007	6/30/2008 ^[3]	FY04 to FY08	FY07 to FY08
Student tuition and fees, net	25,410	29,746	32,342	35,735	40,081	57.7%	12.2%
Federal grants and contracts	3,521	3,926	3,834	4,388	4,602	30.7%	4.9%
State and local grants/contracts	4,004	4,751	5,013	5,277	7,274	81.7%	37.8%
Auxiliary enterprises	22,266	23,234	24,858	27,750	30,829	38.5%	11.1%
Contributions	--	--	--	--	5,687	N/A	N/A
Other	370	1,348	42	619	2,520	581.1%	307.1%
Total operating revenues	55,571	63,005	66,089	73,769	90,993	63.7%	23.3%
Expenses							
Operating expenses:							
Instruction	25,296	26,851	28,675	32,123	36,654	44.9%	14.1%
Research and Public Service	--	--	--	--	67		
Academic support	4,464	4,756	5,364	5,620	5,564	24.6%	-1.0%
Student services	8,232	9,155	9,496	9,825	10,219	24.1%	4.0%
Institutional support	14,351	13,874	15,260	15,670	16,592	15.6%	5.9%
Student financial aid/scholarships	702	847	600	697	1,061	51.1%	52.2%
Operations and maint.of plant	9,395	9,653	11,048	11,730	12,987	38.2%	10.7%
Fundraising	--	--	--	--	314		
Depreciation	6,576	7,697	8,879	9,564	11,335	72.4%	18.5%
Auxiliary	13,043	13,313	14,475	15,355	17,025	30.5%	10.9%
Total operating expenses	82,059	86,146	93,797	100,584	111,818	36.3%	11.2%
Operating loss	(26,488)	(23,141)	(27,708)	(26,815)	(20,825)	-21.4%	-22.3%
Nonoperating revenue (expense):							
State of NJ appropriations	28,627	32,430	33,688	33,202	34,836	21.7%	4.9%
Investment income	1,306	1,596	2,891	2,746	1,482	13.5%	-46.0%
Interest/asset related debt	(7,560)	(9,025)	(9,658)	(8,555)	(8,466)	12.0%	-1.0%
Other nonoperating revenue	226	362	1,111	410	2,373	950.0%	478.8%
Net nonoperating revenue	22,599	25,363	28,032	27,803	30,225	33.7%	8.7%
Decrease/increase in net assets	(3,889)	2,222	324	988	9,600	346.9%	871.7%
Net assets - begin of year	59,048	55,159	57,381	57,705	69,148	17.1%	19.8%
Net assets - end of year	55,159	57,381	57,705	58,693	78,748	42.8%	34.2%

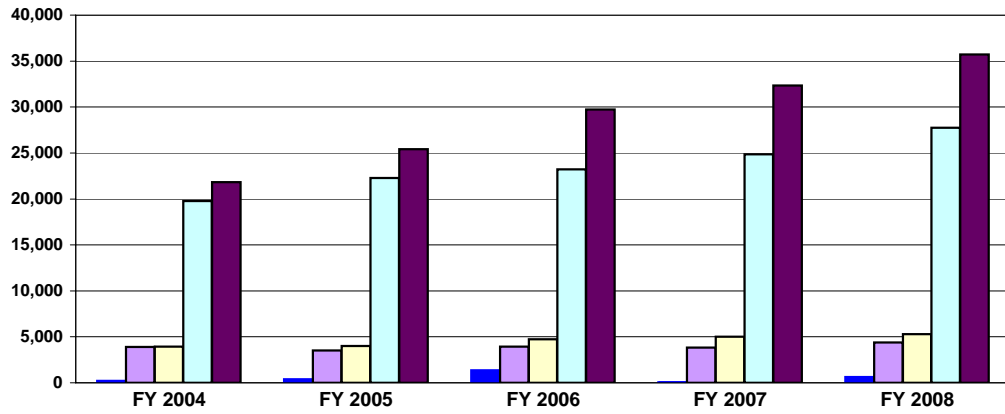
[1] Effective for the year beginning July 1, 2001, the College adopted Governmental Accounting Standards Board Statement (GASB) No. 35, Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities.

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

[3] For the first time, as of FY08, amounts reflect the combined financial statement of Revenue and Expense for Ramapo College and the component unit Ramapo College Foundation. This accounts for new items within revenue and expense categories.

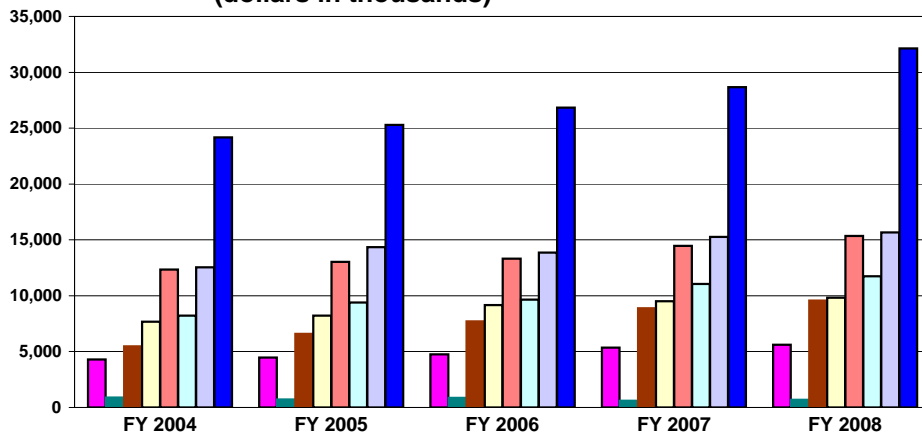
Source: Ramapo College of New Jersey Financial Statements, June 30, 2004, 2005, 2006, 2007, 2008

Statement of Revenues (dollars in thousands)



■ Other	225	370	1,348	42	619
■ Federal Grnt/Cntrct	3,906	3,521	3,926	3,834	4,388
■ State Grnt/Cntrct	3,945	4,004	4,751	5,013	5,277
■ Auxiliary	19,765	22,266	23,234	24,858	27,750
■ Tuition/Fees	21,841	25,410	29,746	32,343	35,735

Statement of Expenditures (dollars in thousands)



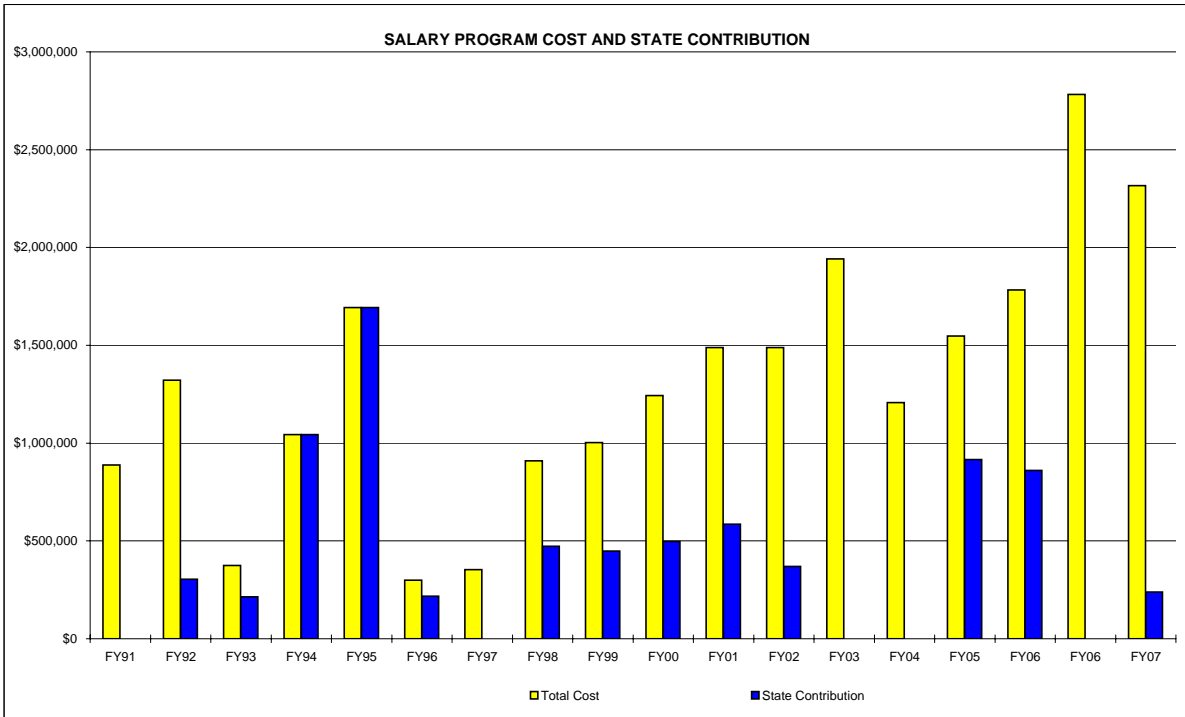
■ Academic Support	4,301	4,464	4,756	5,364	5,620
■ Financial Aid/Scholarships	902	702	847	600	697
■ Depreciation	5,460	6,576	7,697	8,879	9,564
■ Student Services	7,662	8,232	9,155	9,496	9,825
■ Auxiliary	12,351	13,043	13,313	14,475	15,355
■ Oper/Maint. of Plant	8,233	9,395	9,653	11,048	11,730
■ Institutional Support	12,553	14,351	13,874	15,260	15,670
■ Instruction	24,187	25,296	26,851	28,675	32,123

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%
2006 ^[2]	\$1,782,528	15.2%	\$861,000	48.30%
2007	\$2,783,000	56.1%	\$0	0.00%
2008	\$2,300,427	-17.3%	\$238,172	10.35%

[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.

[2] Total Salary Program amount revised for 2006.



TUITION AND FEES^[1]

UNDERGRADUATE

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009		
	\$	\$	\$	\$	\$	04/05 to 08/09	07/08 to 08/09
<u>Annual (full-time)^[2]</u>							
Tuition	\$5,640.00	\$6,091.20	\$6,579.20	\$6,904.00	\$7,459.20	32.26%	8.04%
Student Activity Fee	\$603.20	\$635.20	\$686.40	\$721.60	\$800.00	32.63%	10.86%
Student Center Fee	\$433.60	\$433.60	\$468.80	\$468.80	\$468.80	8.12%	0.00%
General Service Fee	\$771.84	\$822.40	\$888.00	\$907.20	\$988.80	28.11%	8.99%
Experiential Learning Fee ^[3]	\$84.80	\$89.60	\$96.00	\$96.00	\$104.00	22.64%	8.33%
Media & Technology Fee ^[4]	\$547.20	\$592.00	\$640.00	\$691.20	\$752.00	37.43%	8.80%
Facilities Fee	-	\$128.00	\$137.60	\$176.00	\$192.00	N/A	9.09%
Total:	\$8,080.64	\$8,792.00	\$9,496.00	\$9,964.80	\$10,764.80	33.22%	8.03%
<u>Per Credit (part-time)</u>							
Tuition	\$176.25	\$190.35	\$205.60	\$215.75	\$233.10	32.26%	8.04%
Student Activity Fee	\$18.85	\$19.85	\$21.45	\$22.55	\$25.00	32.63%	10.86%
Student Center Fee	\$13.55	\$13.55	\$14.65	\$14.65	\$14.65	8.12%	0.00%
General Service Fee	\$24.12	\$25.70	\$27.75	\$28.35	\$30.90	28.11%	8.99%
Experiential Learning Fee ^[3]	\$2.65	\$2.80	\$3.00	\$3.00	\$3.25	22.64%	8.33%
Media & Technology Fee ^[4]	\$17.10	\$18.50	\$20.00	\$21.60	\$23.50	37.43%	8.80%
Facilities Fee	-	\$4.00	\$4.30	\$5.50	\$6.00	N/A	9.09%
Total:	\$252.52	\$274.75	\$296.75	\$311.40	\$336.40	33.22%	8.03%

Non-Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009		
	\$	\$	\$	\$	\$	04/05 to 08/09	07/08 to 08/09
<u>Annual (full-time)^[2]</u>							
Tuition	\$10,192.00	\$11,008.00	\$11,889.60	\$12,475.20	\$14,169.60	39.03%	13.58%
Student Activity Fee	\$603.20	\$635.20	\$686.40	\$721.60	\$800.00	32.63%	10.86%
Student Center Fee	\$433.60	\$433.60	\$468.80	\$468.80	\$468.80	8.12%	0.00%
General Service Fee	\$771.84	\$822.40	\$888.00	\$907.20	\$988.80	28.11%	8.99%
Experiential Learning Fee ^[3]	\$84.80	\$89.60	\$96.00	\$96.00	\$104.00	22.64%	8.33%
Media & Technology Fee ^[4]	\$547.20	\$592.00	\$640.00	\$691.20	\$752.00	37.43%	8.80%
Facilities Fee	-	\$128.00	\$137.60	\$176.00	\$192.00	N/A	9.09%
Total:	\$12,632.64	\$13,708.80	\$14,806.40	\$15,536.00	\$17,475.20	38.33%	12.48%
<u>Per Credit (part-time)</u>							
Tuition	\$318.50	\$344.00	\$371.55	\$389.85	\$442.80	39.03%	13.58%
Student Activity Fee	\$18.85	\$19.85	\$21.45	\$22.55	\$25.00	32.63%	10.86%
Student Center Fee	\$13.55	\$13.55	\$14.65	\$14.65	\$14.65	8.12%	0.00%
General Service Fee	\$24.12	\$25.70	\$27.75	\$28.35	\$30.90	28.11%	8.99%
Experiential Learning Fee ^[3]	\$2.65	\$2.80	\$3.00	\$3.00	\$3.25	22.64%	8.33%
Media & Technology Fee ^[4]	\$17.10	\$18.50	\$20.00	\$21.60	\$23.50	37.43%	8.80%
Facilities Fee	-	\$4.00	\$4.30	\$5.50	\$6.00	N/A	9.09%
Total:	\$394.77	\$428.40	\$462.70	\$485.50	\$546.10	38.33%	12.48%

GRADUATE

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009		
	\$	\$	\$	\$	\$	04/05 to 08/09	07/08 to 08/09
<u>Per Credit (part-time)</u>							
MALS/GET (& MSN beginning 07/08)	\$385.70	\$416.60	\$449.95	472.20	510.00	32.23%	8.01%
MBA	\$399.40	\$431.35	\$465.85	488.90	528.00	32.20%	8.00%
Student Activity Fee	\$1.85	\$2.00	\$2.15	\$2.25	\$2.25	21.62%	0.00%
Student Center Fee	\$1.85	\$1.85	\$2.00	\$2.00	\$2.00	8.11%	0.00%
General Service Fee	\$1.85	\$12.30	\$13.30	\$13.35	\$13.55	632.43%	1.50%
Media & Technology Fee ^[4]	\$17.10	\$18.50	\$20.00	\$21.60	\$23.50	37.43%	8.80%
Facilities Fee	-	\$4.00	\$4.30	\$4.60	\$6.00	N/A	30.43%
MALS/GET/MSN Total:	\$408.35	\$455.25	\$491.70	\$516.00	\$557.30	36.48%	8.00%
MBA Total:	\$422.05	\$470.00	\$507.60	\$532.70	\$575.30	36.31%	8.00%
<u>Non-Resident</u>							
<u>Per Credit (part-time)</u>							
MALS/GET (& MSN beginning 07/08)	\$495.75	\$535.40	\$578.25	\$606.85	\$655.50	32.22%	8.02%
MBA	\$515.10	\$556.30	\$600.80	\$630.50	\$681.00	32.21%	8.01%
Student Activity Fee	\$1.85	\$2.00	\$2.15	\$2.25	\$2.25	21.62%	0.00%
Student Center Fee	\$1.85	\$1.85	\$2.00	\$2.00	\$2.00	8.11%	0.00%
General Service Fee	\$1.85	\$12.30	\$13.30	\$13.35	\$13.55	632.43%	1.50%
Media & Technology Fee ^[4]	\$17.10	\$18.50	\$20.00	\$21.60	\$23.50	37.43%	8.80%
Facilities Fee	-	\$4.00	\$4.30	\$4.60	\$6.00	N/A	30.43%
MALS/GET Total:	\$518.40	\$574.05	\$620.00	\$650.65	\$702.80	35.57%	8.02%
MBA (& MSN as of 07/08) Total:	\$537.75	\$594.95	\$642.55	\$674.30	\$728.30	35.43%	8.01%

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

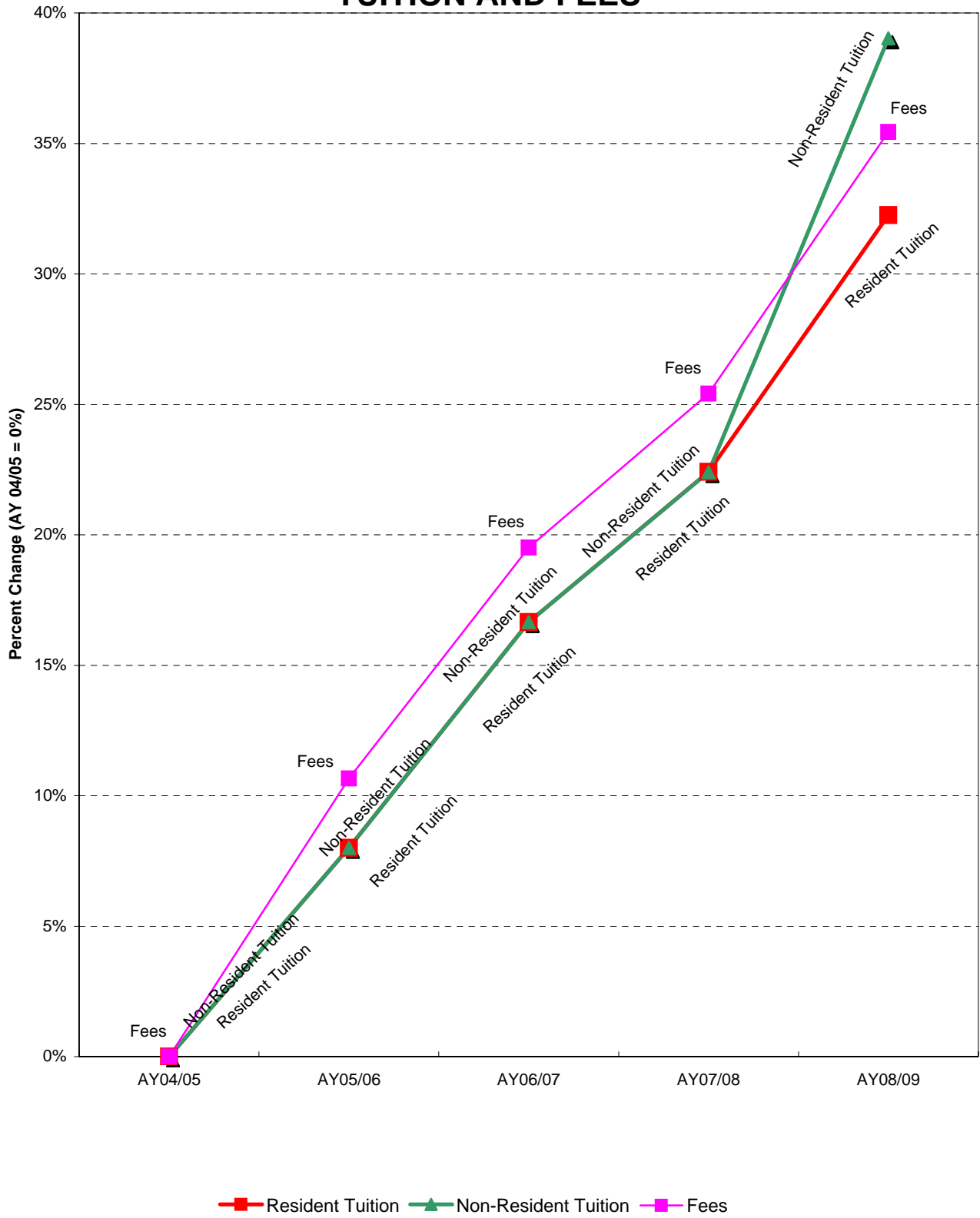
[2] AY 02-03 to AY 05-06, full-time undergraduate students paid on the basis of 16 credits per semester (32 annualized) for 12 to 19 credits, inclusive.

As of Fall 2006, full-time undergraduate students pay on the basis of 16 credits per semester (32 annualized) for 12 to 18 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 04/05 to 08/09	Percent Change 07/08 to 08/09
	2004-05 \$	2005-06 \$	2006-07 \$	2007-08 \$	2008-09 \$		
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)	\$55.00	\$55.00	\$55.00	\$55.00	\$60.00	9.1%	9.1%
Application (grad)	\$55.00	\$55.00	\$55.00	\$55.00	\$60.00	9.1%	9.1%
Athletic Lab Fees:							
Tennis	\$15.00	\$15.00	\$15.00	\$15.00	\$20.00	33.3%	33.3%
Injury Management	\$20.00	\$20.00	N/A	N/A	\$20.00	N/A	N/A
First Aid/CPR	\$40.00	\$40.00	\$40.00	\$40.00	\$45.00	12.5%	12.5%
Scuba Diving	\$140.00	\$140.00	\$140.00	\$140.00	\$150.00	7.1%	7.1%
Golf	\$35.00	\$35.00	\$35.00	\$35.00	\$45.00	28.6%	28.6%
Housing Deposit	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0.0%	0.0%
ID Card Replacement (1st replacement)	\$15.00	\$15.00	\$15.00	\$25.00	\$25.00	66.7%	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	(3)	(3)	(3)	(3)	(3)	N/A	N/A
Part-time	(3)	(3)	(3)	(3)	(3)	N/A	N/A
Medical Insurance ^[4]	\$97.00	\$120.00	\$136.00	\$152.00	\$158.00	62.9%	3.9%
Monthly Payment Plan - Application							
Fee (yearly) ^[5]	\$100.00	\$100.00	\$120.00	\$120.00	\$120.00	20.0%	0.0%
Orientation: ^[6]							
Full-time	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	0.0%	0.0%
Part-time	--	--	--	--	--	N/A	N/A
Transfers	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	0.0%	0.0%
Parking Fee:							
Full-time	\$90.00	\$100.00	\$200.00	\$214.00	\$214.00	137.8%	0.0%
Part-time	\$90.00	\$100.00	\$100.00	\$107.00	\$107.00	18.9%	0.0%
Second car decal	\$30.00	\$30.00	\$65.00	\$69.55	\$69.55	131.8%	0.0%
Replacement decal	\$30.00	\$30.00	\$65.00	\$69.55	\$69.55	131.8%	0.0%
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	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0.0%	0.0%
Teacher Certification Fee	\$175.00	\$175.00	\$175.00	\$175.00	\$175.00	0.0%	0.0%
Official Transcript	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	0.0%	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. Lab fees, if any, vary depending on the course.

[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] AY04/05 - AY07/08 fees are for non-international students. Same fee for resident and international students instated AY0809.

[5] Monthly Payment Plan Application Fee for AY 06-07 is \$60 per semester, Fall 06 + Spr 07.

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

CHARGES FOR STUDENT HOUSING AND MEAL PLANS

Student Housing	Academic Year 2004-05 \$	Academic Year 2005-06 \$	Academic Year 2006-07 \$	Academic Year 2007-08 \$	Academic Year 2008-09 \$	Percent Change 04/05 to 08/09	Percent Change 07/08 to 08/09
<i>Garden Style Apartments</i>							
2 person/1 bedroom ^[1]	\$6,480.00	\$7,000.00	\$7,390.00	\$7,760.00	\$8,150.00	25.8%	5.0%
3 person/1 bedroom ^[2]	--	--	\$6,860.00	\$7,200.00	\$7,560.00	N/A	5.0%
4 person/2 bedroom ^[3]	\$5,920.00	\$6,300.00	\$6,650.00	\$6,990.00	\$7,340.00	24.0%	5.0%
6 person/2 bedroom	\$5,628.00	\$5,800.00	\$6,120.00	\$6,430.00	\$6,750.00	N/A	5.0%
<i>Oak Hall</i>							
double room	\$6,480.00	\$6,840.00	\$7,220.00	\$7,480.00	\$7,860.00	N/A	5.1%
<i>Pine Hall</i>							
double room	\$5,812.00	\$6,140.00	\$6,480.00	\$6,810.00	\$7,150.00	N/A	5.0%
<i>Laurel Hall</i>							
4 single bedrooms per unit	-	-	\$7,090.00	\$7,600.00	\$7,980.00	N/A	N/A
<i>Linden Hall</i>							
double room	\$5,812.00	\$6,140.00	\$6,480.00	\$6,810.00	\$7,150.00	N/A	5.0%
<i>Maple Hall</i>							
double room	\$6,480.00	\$6,840.00	\$7,220.00	\$7,480.00	\$7,860.00	21.3%	5.1%
triple room	\$6,154.00	\$6,340.00	\$6,690.00	\$7,030.00	\$7,380.00	19.9%	5.0%
<i>The Village</i>							
single room	\$6,960.00	\$7,400.00	\$7,810.00	\$8,200.00	\$8,610.00	23.7%	5.0%
<i>The Overlook</i>							
double room	\$6,480.00	\$6,840.00	\$7,220.00	\$7,570.00	\$7,950.00	N/A	5.0%
<i>Meal Plan</i>							
10 meals (Tasty 10) ^[4]	\$2,038.00	\$2,038.00	\$2,100.00	\$2,200.00	\$2,310.00	13.3%	5.0%
Flexible 5	\$2,120.00	\$2,120.00	--	--	--	N/A	N/A
Sensible 6 ^[5]	--	--	\$2,120.00	\$2,250.00	\$2,360.00	N/A	4.9%
The Ultimate (unlimited)	\$2,624.00	\$2,624.00	\$2,704.00	\$2,830.00	\$2,970.00	13.2%	4.9%
The Super 14	\$2,580.00	\$2,580.00	\$2,660.00	\$2,780.00	\$2,920.00	13.2%	5.0%
Laurel Hall Flex dollars ^[5]	--	--	\$800.00	--	--	N/A	N/A

[1] One Bedroom Apt/ Double Room

[2] One Bedroom Apt/ Triple Room

[3] Two Bedroom Apt/ Double Room

[4] Renamed Tasty Plan, Fall 2002

[5] New board plan instated Fall 2006

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%
2005	\$3,255,140	6.5%	337.4%	\$320,045	7.0%	924.7%
2006	\$3,060,360	-6.0%	311.2%	\$314,700	-1.7%	907.6%
2007	\$2,777,933	-9.2%	273.3%	\$300,000	-4.7%	860.5%
2008	\$2,960,883	6.6%	297.9%	\$303,658	1.2%	872.2%

* Prior to FY 06, Commission was 8.5% of sales (minus sales tax and refunds) up to \$1,000,000, and 9% for over one million dollars. As of FY 06, Commission is 10.1% of sales (minus sales tax and refunds) up to \$2,500,000, and 11.1% for over \$2,500,000.

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%
2005	\$460,175	48.9%	1159.4%
2006	\$325,815	-29.2%	791.7%
2007	\$293,064	-10.1%	702.1%
2008	\$585,340	99.7%	1502.0%

* 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. \$7,550 paid by DAKA and \$58,800 paid by Woods.

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

**CAPITAL PROJECT STATUS REPORT
(as of 12/4/08)**

Project Name	Bd. of Trustees Approved	Project Budget	Encumbered & Expended To Date	Balance	Funding Source	Est/Actual Construction Start Date	Estimated Completion Date	Status
Electrical Distribution Upgrade	11/21/05	\$972,000	\$207,000	\$765,000	EFABI	3/1/2008	12/31/2009	4
Campus Spiritual Center	4/20/05	\$1,645,000	\$304,800	\$1,340,200	FR	9/30/2008	7/31/2009	7
Sustainability Education Center	4/20/05	\$1,344,300	\$1,285,000	\$59,300	EFABI, GR, RCR	10/15/2007	4/30/2009	7
Athletic Field Renovations	11/21/05	\$2,175,000	\$2,150,550	\$24,450	EFABI	8/15/2007	12/31/2008	7
Wetlands Mitigation	6/23/04	\$220,000	\$220,000	\$0	EFABI	12/15/2007	12/31/2008	8
Anisfield School of Business	4/18/05	\$32,682,600	\$32,330,900	\$351,700 ^[a]	EFABI	3/15/2006	8/15/2007	8
Anisfield School of Business Fifth Floor Fit-Up	9/22/08	\$2,850,000	\$315,000	\$2,535,000	FR	12/1/2008	7/31/2009	4
Total		\$41,888,900	\$36,498,250	\$2,540,650				

Status Code:

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

Funding Source Code:

- EFABI Educational Facilities Authority Bond Issue
- RCR Ramapo College Reserves
- FR Fund Raising
- GR Grant Funding

[a] Balance takes into account projected and pending changes, Anisfield contribution of \$1,000,000, and FIPSE Grant of \$734,700.