

**SECTION VII:**

**ADMINISTRATIVE OPERATIONS**

2009 INSTITUTIONAL PROFILE

**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS<sup>[1]</sup>**

**YEAR ENDED JUNE 30, 2005 THROUGH JUNE 30, 2009**

(dollars in thousands)

<b>Revenues</b>	\$	\$	\$	\$	\$	% Change	% Change
<b>Operating revenues:</b>	6/30/2005	6/30/2006	6/30/2007	6/30/2008 <sup>[3]</sup>	6/30/2009	FY05 to FY09	FY08 to FY09
Student tuition and fees, net	29,746	32,342	35,735	40,081	43,883	47.5%	9.5%
Federal grants and contracts	3,926	3,834	4,388	4,602	5,056	28.8%	9.9%
State and local grants/contracts	4,751	5,013	5,277	7,274	5,576	17.4%	-23.3%
Auxiliary enterprises	23,234	24,858	27,750	30,829	34,785	49.7%	12.8%
Contributions	--	--	--	5,687	999	N/A	-82.4%
Other	1,348	42	619	2,520	4,396	226.1%	74.4%
<b>Total operating revenues</b>	<b>63,005</b>	<b>66,089</b>	<b>73,769</b>	<b>90,993</b>	<b>96,771</b>	<b>53.6%</b>	<b>6.3%</b>
<b>Expenses</b>							
<b>Operating expenses:</b>							
Instruction	26,851	28,675	32,123	36,654	38,608	43.8%	5.3%
Research and Public Service	--	--	--	67	59	N/A	N/A
Academic support	4,756	5,364	5,620	5,564	5,525	16.2%	-0.7%
Student services	9,155	9,496	9,825	10,219	10,984	20.0%	7.5%
Institutional support	13,874	15,260	15,670	16,592	17,090	23.2%	3.0%
Student financial aid/scholarships	847	600	697	1,061	1,160	37.0%	9.3%
Operations and maint.of plant	9,653	11,048	11,730	12,987	14,252	47.6%	9.7%
Fundraising	--	--	--	314	403	N/A	28.3%
Depreciation	7,697	8,879	9,564	11,335	11,052	43.6%	-2.5%
Auxiliary	13,313	14,475	15,355	17,025	18,502	39.0%	8.7%
<b>Total operating expenses</b>	<b>86,146</b>	<b>93,797</b>	<b>100,584</b>	<b>111,818</b>	<b>117,635</b>	<b>36.6%</b>	<b>5.2%</b>
Operating loss	(23,141)	(27,708)	(26,815)	(20,825)	(20,864)	-9.8%	0.2%
<b>Nonoperating revenue (expense):</b>							
State of NJ appropriations	32,430	33,688	33,202	34,836	34,869	7.5%	0.1%
Investment income	1,596	2,891	2,746	1,482	(482)	-130.2%	-132.5%
Interest/asset related debt	(9,025)	(9,658)	(8,555)	(8,466)	(11,010)	22.0%	30.0%
Other nonoperating revenue	362	1,111	410	2,373	--	N/A	N/A
Net nonoperating revenue	25,363	28,032	27,803	30,225	23,377	-7.8%	-22.7%
Decrease/increase in net assets	2,222	324	988	9,600	2,513	13.1%	-73.8%
<b>Net assets - begin.of year</b>	<b>55,159</b>	<b>57,381</b>	<b>57,705</b>	<b>69,148</b>	<b>78,748</b>	<b>42.8%</b>	<b>13.9%</b>
<b>Net assets - end of year</b>	<b>57,381</b>	<b>57,705</b>	<b>58,693</b>	<b>78,748</b>	<b>81,261</b>	<b>41.6%</b>	<b>3.2%</b>

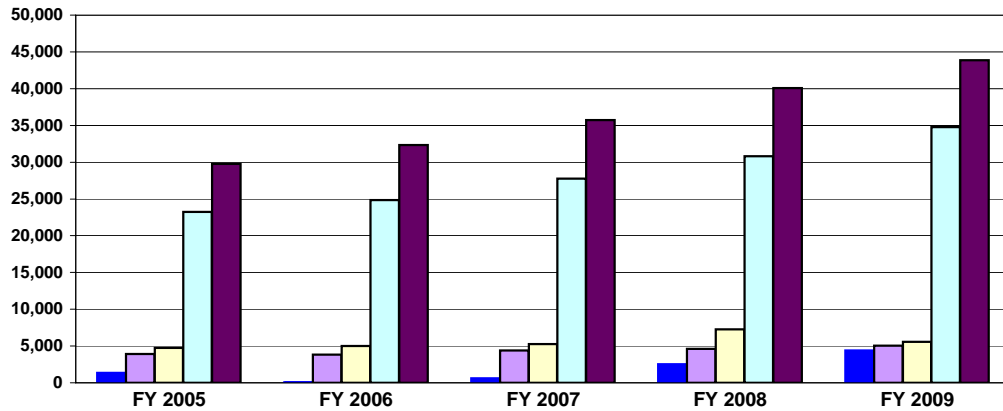
[1] Effective for the year beginning July 1, 2001, the College adopted Governmental Accounting Standards Board Statement (GASB) No. 35, Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities.

[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.

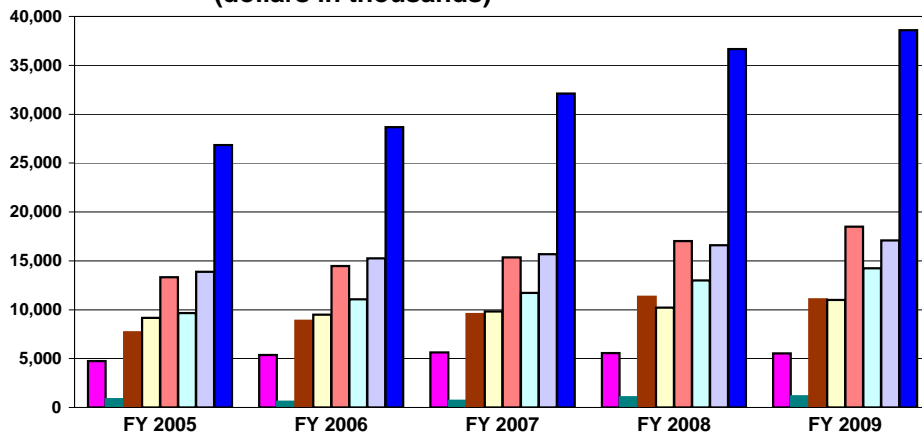
Source: Ramapo College of New Jersey Financial Statements, June 30, 2005, 2006, 2007, 2008, 2009

### Statement of Revenues (dollars in thousands)



Other	1,348	42	619	2,520	4,396
Federal Grnt/Cntrct	3,926	3,834	4,388	4,602	5,056
State Grnt/Cntrct	4,751	5,013	5,277	7,274	5,576
Auxiliary	23,234	24,858	27,750	30,829	34,785
Tuition/Fees	29,746	32,342	35,735	40,081	43,883

### Statement of Expenditures (dollars in thousands)



Academic Support	4,756	5,364	5,620	5,564	5,525
Financial Aid/Scholarships	847	600	697	1,061	1,160
Depreciation	7,697	8,879	9,564	11,335	11,052
Student Services	9,155	9,496	9,825	10,219	10,984
Auxiliary	13,313	14,475	15,355	17,025	18,502
Oper/Maint. of Plant	9,653	11,048	11,730	12,987	14,252
Institutional Support	13,874	15,260	15,670	16,592	17,090
Instruction	26,851	28,675	32,123	36,654	38,608

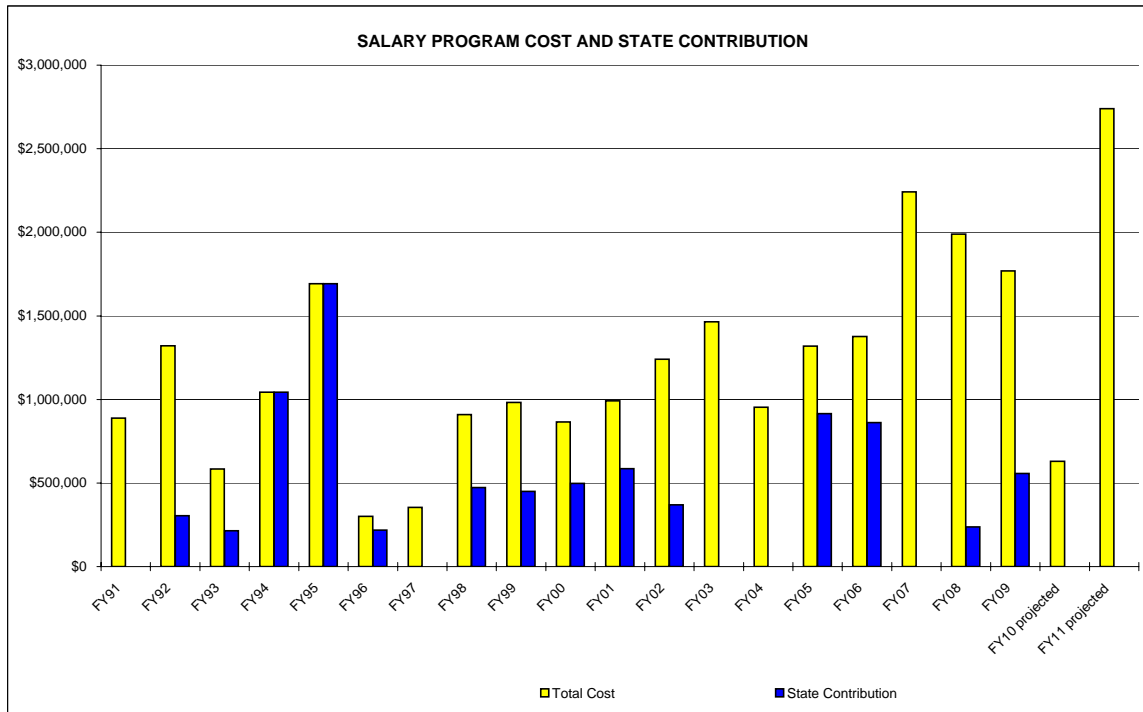
**SALARY PROGRAM: COST AND FUNDING<sup>[1]</sup>**

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 <sup>[2]</sup>	\$991,704	14.5%	\$585,000	58.99%
2002	\$1,240,874	25.1%	\$369,500	29.78%
2003	\$1,464,832	18.0%	\$0	0.00%
2004	\$953,854	-34.9%	\$0	0.00%
2005	\$1,318,766	38.3%	\$916,000	69.46%
2006	\$1,376,440	4.4%	\$861,000	62.55%
2007	\$2,240,921	62.8%	\$0	0.00%
2008	\$1,988,351	-11.3%	\$238,172	11.98%
2009	\$1,769,820	-11.0%	\$557,250	31.49%
2010 proj. <sup>[3]</sup>	\$630,135	-64.4%	\$0	0.00%
2011 proj.	\$2,740,035	334.8%	\$0	0.00%

[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] As of FY2001, Managerial salary program costs are not included in total salary. In prior years the state provided partial funding for the Managerial salary program.

[3] 2010 COLA deferred until January 2011.



**TUITION AND FEES <sup>[1]</sup>**

**UNDERGRADUATE**

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010		
	\$	\$	\$	\$	\$	05/06 to 09/10	08/09 to 09/10
<b>Annual (full-time) <sup>[2]</sup></b>							
Tuition	\$6,091.20	\$6,579.20	\$6,904.00	\$7,459.20	\$7,683.20	26.14%	3.00%
Student Activity Fee	\$635.20	\$686.40	\$721.60	\$800.00	\$824.00	29.72%	3.00%
Student Center Fee	\$433.60	\$468.80	\$468.80	\$468.80	\$468.80	8.12%	0%
General Service Fee	\$822.40	\$888.00	\$907.20	\$988.80	\$1,024.00	24.51%	3.56%
Experiential Learning Fee <sup>[3]</sup>	\$89.60	\$96.00	\$96.00	\$104.00	\$107.20	19.64%	3.08%
Media & Technology Fee <sup>[4]</sup>	\$592.00	\$640.00	\$691.20	\$752.00	\$782.40	32.16%	4.04%
Facilities Fee	\$128.00	\$137.60	\$176.00	\$192.00	\$198.40	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$328.00	N/A	N/A
<b>Total:</b>	<b>\$8,792.00</b>	<b>\$9,496.00</b>	<b>\$9,964.80</b>	<b>\$10,764.80</b>	<b>\$11,416.00</b>	<b>29.85%</b>	<b>6.05%</b>
<b>Per Credit (part-time)</b>							
Tuition	\$190.35	\$205.60	\$215.75	\$233.10	\$240.10	26.14%	3.00%
Student Activity Fee	\$19.85	\$21.45	\$22.55	\$25.00	\$25.75	29.72%	3.00%
Student Center Fee	\$13.55	\$14.65	\$14.65	\$14.65	\$14.65	8.12%	0%
General Service Fee	\$25.70	\$27.75	\$28.35	\$30.90	\$32.00	24.51%	3.56%
Experiential Learning Fee <sup>[3]</sup>	\$2.80	\$3.00	\$3.00	\$3.25	\$3.35	19.64%	3.08%
Media & Technology Fee <sup>[4]</sup>	\$18.50	\$20.00	\$21.60	\$23.50	\$24.45	32.16%	4.04%
Facilities Fee	\$4.00	\$4.30	\$5.50	\$6.00	\$6.20	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$10.25	N/A	N/A
<b>Total:</b>	<b>\$274.75</b>	<b>\$296.75</b>	<b>\$311.40</b>	<b>\$336.40</b>	<b>\$356.75</b>	<b>29.85%</b>	<b>6.05%</b>

Non-Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010		
	\$	\$	\$	\$	\$	05/06 to 09/10	08/09 to 09/10
<b>Annual (full-time) <sup>[2]</sup></b>							
Tuition	\$11,008.00	\$11,889.60	\$12,475.20	\$14,169.60	\$15,366.40	39.59%	8.45%
Student Activity Fee	\$635.20	\$686.40	\$721.60	\$800.00	\$824.00	29.72%	3.00%
Student Center Fee	\$433.60	\$468.80	\$468.80	\$468.80	\$468.80	8.12%	0%
General Service Fee	\$822.40	\$888.00	\$907.20	\$988.80	\$1,024.00	24.51%	3.56%
Experiential Learning Fee <sup>[3]</sup>	\$89.60	\$96.00	\$96.00	\$104.00	\$107.20	19.64%	3.08%
Media & Technology Fee <sup>[4]</sup>	\$592.00	\$640.00	\$691.20	\$752.00	\$782.40	32.16%	4.04%
Facilities Fee	\$128.00	\$137.60	\$176.00	\$192.00	\$198.40	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$328.00	N/A	N/A
<b>Total:</b>	<b>\$13,708.80</b>	<b>\$14,806.40</b>	<b>\$15,536.00</b>	<b>\$17,475.20</b>	<b>\$19,099.20</b>	<b>39.32%</b>	<b>9.29%</b>
<b>Per Credit (part-time)</b>							
Tuition	\$344.00	\$371.55	\$389.85	\$442.80	\$480.20	39.59%	8.45%
Student Activity Fee	\$19.85	\$21.45	\$22.55	\$25.00	\$25.75	29.72%	3.00%
Student Center Fee	\$13.55	\$14.65	\$14.65	\$14.65	\$14.65	8.12%	0%
General Service Fee	\$25.70	\$27.75	\$28.35	\$30.90	\$32.00	24.51%	3.56%
Experiential Learning Fee <sup>[3]</sup>	\$2.80	\$3.00	\$3.00	\$3.25	\$3.35	19.64%	3.08%
Media & Technology Fee <sup>[4]</sup>	\$18.50	\$20.00	\$21.60	\$23.50	\$24.45	32.16%	4.04%
Facilities Fee	\$4.00	\$4.30	\$5.50	\$6.00	\$6.20	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$10.25	N/A	N/A
<b>Total:</b>	<b>\$428.40</b>	<b>\$462.70</b>	<b>\$485.50</b>	<b>\$546.10</b>	<b>\$596.85</b>	<b>39.32%</b>	<b>9.29%</b>

**GRADUATE**

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010		
	\$	\$	\$	\$	\$	05/06 to 09/10	08/09 to 09/10
<b>Per Credit (part-time)</b>							
MALS/GET (& MSN beginning 07/08)	\$416.60	\$449.95	472.20	510.00	525.30	26.09%	3.00%
MBA	\$431.35	\$465.85	488.90	528.00	543.85	26.08%	3.00%
Student Activity Fee	\$2.00	\$2.15	\$2.25	\$2.25	\$2.25	12.50%	0%
Student Center Fee	\$1.85	\$2.00	\$2.00	\$2.00	\$2.15	16.22%	7.50%
General Service Fee	\$12.30	\$13.30	\$13.35	\$13.55	\$13.80	12.20%	1.85%
Media & Technology Fee <sup>[4]</sup>	\$18.50	\$20.00	\$21.60	\$23.50	\$24.45	32.16%	4.04%
Facilities Fee	\$4.00	\$4.30	\$4.60	\$6.00	\$6.20	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$10.25	N/A	N/A
MALS/GET/MSN Total:	\$455.25	\$491.70	\$516.00	\$557.30	\$584.40	28.37%	4.86%
MBA Total:	\$470.00	\$507.60	\$532.70	\$575.30	\$602.95	28.29%	4.81%
<b>Non-Resident</b>							
<b>Per Credit (part-time)</b>							
MALS/GET (& MSN beginning 07/08)	\$535.40	\$578.25	\$606.85	\$655.50	\$675.20	26.11%	3.01%
MBA	\$556.30	\$600.80	\$630.50	\$681.00	\$701.45	26.09%	3.00%
Student Activity Fee	\$2.00	\$2.15	\$2.25	\$2.25	\$2.25	12.50%	0.00%
Student Center Fee	\$1.85	\$2.00	\$2.00	\$2.00	\$2.15	16.22%	7.50%
General Service Fee	\$12.30	\$13.30	\$13.35	\$13.55	\$13.80	12.20%	1.85%
Media & Technology Fee <sup>[4]</sup>	\$18.50	\$20.00	\$21.60	\$23.50	\$24.45	32.16%	4.04%
Facilities Fee	\$4.00	\$4.30	\$4.60	\$6.00	\$6.20	55.00%	3.33%
Capital Improvement Fee <sup>[5]</sup>	--	--	--	--	\$10.25	N/A	N/A
MALS/GET/MSN Total:	\$574.05	\$620.00	\$650.65	\$702.80	\$734.30	27.92%	4.48%
MBA Total:	\$594.95	\$642.55	\$674.30	\$728.30	\$760.55	27.83%	4.43%

[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.

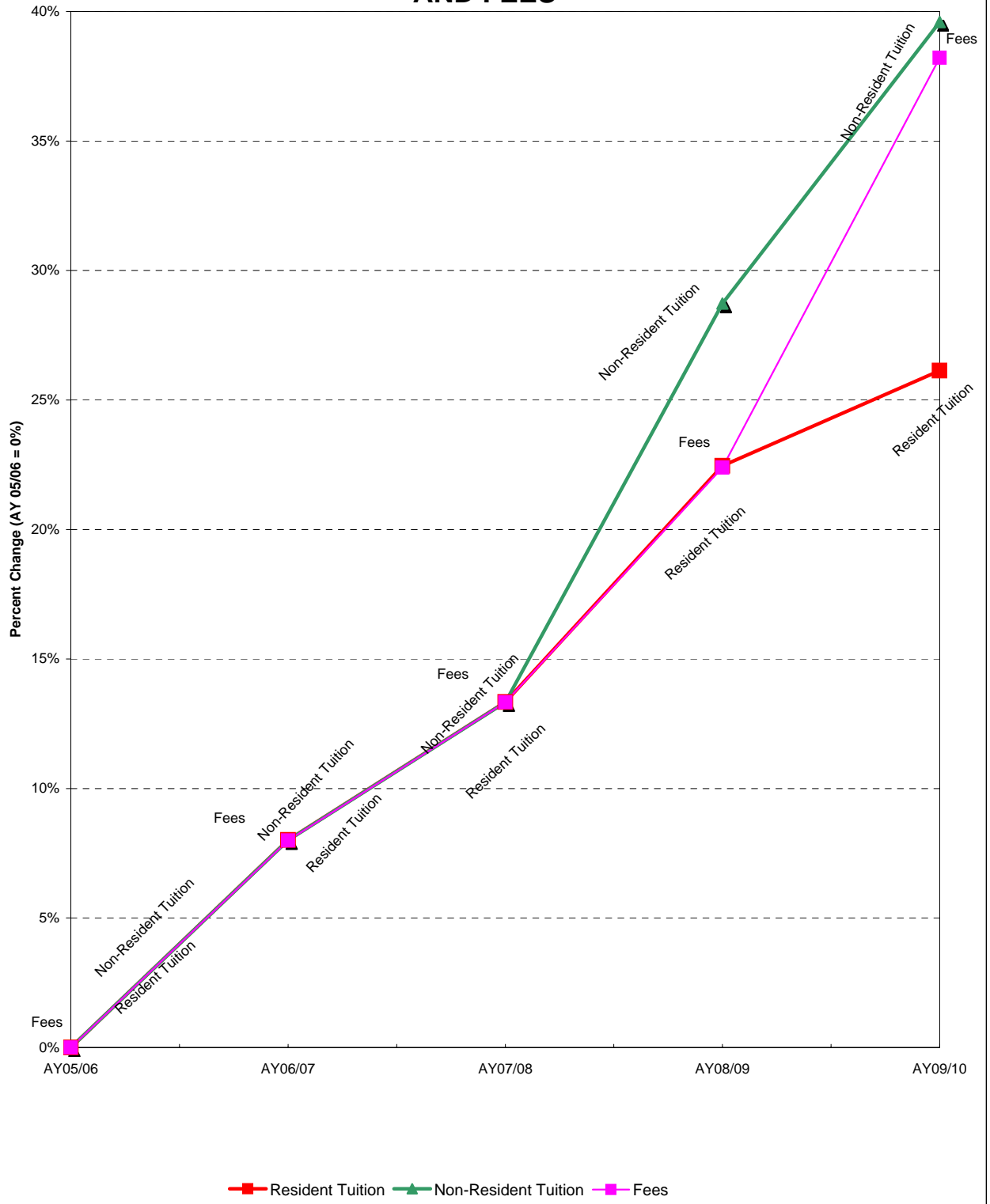
As of Fall 2006, full-time undergraduate students pay on the basis of 16 credits per semester (32 annualized) for 12 to 18 credits, inclusive.

[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.

[5] Capital Improvement Fee instated Fall 2009 semester (\$10.25 per credit hour).

## 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 05/06 to 09/10	Percent Change 08/09 to 09/10
	2005-06 \$	2006-07 \$	2007-08 \$	2008-09 \$	2009-10 \$		
Admission Deposit (undergrad) <sup>[1]</sup>	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	0%	0%
Admission Deposit (grad)	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0%	0%
Application (undergrad)	\$55.00	\$55.00	\$55.00	\$60.00	\$60.00	9.1%	0%
Application (grad)	\$55.00	\$55.00	\$55.00	\$60.00	\$60.00	9.1%	0%
Athletic Lab Fees:							
Tennis	\$15.00	\$15.00	\$15.00	\$20.00	\$20.00	33.3%	0%
Injury Management	\$20.00	N/A	N/A	\$20.00	\$20.00	0%	0%
First Aid/CPR	\$40.00	\$40.00	\$40.00	\$45.00	\$45.00	12.5%	0%
Scuba Diving	\$140.00	\$140.00	\$140.00	\$150.00	\$150.00	7.1%	0%
Golf	\$35.00	\$35.00	\$35.00	\$45.00	\$45.00	28.6%	0%
Housing Deposit	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0%	0%
ID Card Replacement (1st replacement)	\$15.00	\$15.00	\$25.00	\$25.00	\$25.00	66.7%	0.0%
Laboratory							
1st lab <sup>[2]</sup>	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	0%	0%
Each lab thereafter	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	0%	0%
Media & Technology <sup>[3]</sup>							
Full-time	(3)	(3)	(3)	(3)	(3)	N/A	N/A
Part-time	(3)	(3)	(3)	(3)	(3)	N/A	N/A
Medical Insurance <sup>[4]</sup>	\$120.00	\$136.00	\$152.00	\$158.00	\$166.00	38.3%	5.1%
Monthly Payment Plan - Application Fee (yearly) <sup>[5]</sup>	\$100.00	\$120.00	\$120.00	\$120.00	\$120.00	20.0%	0%
Orientation: <sup>[6]</sup>							
Full-time	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	0%	0%
Part-time	--	--	--	--	--	N/A	N/A
Transfers	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	0%	0%
Parking Fee:							
Full-time	\$100.00	\$200.00	\$214.00	\$214.00	\$214.00	114.0%	0%
Part-time	\$100.00	\$100.00	\$107.00	\$107.00	\$107.00	7.0%	0%
Second car decal	\$30.00	\$65.00	\$69.55	\$69.55	69.95 / 65.00 <sup>[7]</sup>	133.2%	0%
Replacement decal	\$30.00	\$65.00	\$69.55	\$69.55	69.95 / 65.00 <sup>[7]</sup>	133.2%	0%
Dishonored Check	\$40.00	\$40.00	\$40.00	\$40.00	\$40.00	0%	0%
Redeposit Check	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00	0%	0%
Student Teaching Fee	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0%	0%
Teacher Certification Fee	\$175.00	\$175.00	\$175.00	\$175.00	\$190.00	8.6%	8.6%
Official Transcript	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	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. See page G-4 for details.

[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.

[7] Each Additional or Replacement Decal is \$65.00 for Residents and \$69.55 for Commuters (all terms).

**CHARGES FOR STUDENT HOUSING AND MEAL PLANS**

Student Housing	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change 04/05 to 08/09	Percent Change 07/08 to 08/09
	2005-06	2006-07	2007-08	2008-09	2009-10		
	\$	\$	\$	\$	\$		
<i>Garden Style Apartments</i>							
2 person/1 bedroom <sup>[1]</sup>	\$7,000.00	\$7,390.00	\$7,760.00	\$8,150.00	\$8,500.00	21.4%	4.3%
3 person/1 bedroom <sup>[2]</sup>	--	\$6,860.00	\$7,200.00	\$7,560.00	--	N/A	N/A
4 person/2 bedroom <sup>[3]</sup>	\$6,300.00	\$6,650.00	\$6,990.00	\$7,340.00	\$7,700.00	22.2%	4.9%
6 person/2 bedroom	\$5,800.00	\$6,120.00	\$6,430.00	\$6,750.00	--	N/A	N/A
<i>Bischoff (Oak) Hall</i>							
double room	\$6,840.00	\$7,220.00	\$7,480.00	\$7,860.00	\$8,200.00	19.9%	4.3%
triple room	--	--	--	--	\$7,550.00	N/A	N/A
<i>Pine Hall</i>							
double room	\$6,140.00	\$6,480.00	\$6,810.00	\$7,150.00	\$7,400.00	20.5%	3.5%
<i>Laurel Hall</i>							
4 single bedrooms per unit	-	\$7,090.00	\$7,600.00	\$7,980.00	\$8,300.00	N/A	4.0%
<i>Linden Hall</i>							
double room	\$6,140.00	\$6,480.00	\$6,810.00	\$7,150.00	\$7,500.00	22.1%	4.9%
<i>Mackin (Maple) Hall</i>							
double room	\$6,840.00	\$7,220.00	\$7,480.00	\$7,860.00	--	N/A	N/A
triple room	\$6,340.00	\$6,690.00	\$7,030.00	\$7,380.00	\$7,550.00	19.1%	2.3%
<i>The Village</i>							
single room	\$7,400.00	\$7,810.00	\$8,200.00	\$8,610.00	\$9,000.00	21.6%	4.5%
<i>The Overlook</i>							
double room	\$6,840.00	\$7,220.00	\$7,570.00	\$7,950.00	\$8,200.00	19.9%	3.1%
<i>Meal Plan</i>							
10 meals (Tasty 10) <sup>[4]</sup>	\$2,038.00	\$2,100.00	\$2,200.00	\$2,310.00	\$2,400.00	17.8%	3.9%
Flexible 5	\$2,120.00	--	--	--	--	N/A	N/A
Sensible 6 <sup>[5]</sup>	--	\$2,120.00	\$2,250.00	\$2,360.00	\$2,460.00	N/A	4.2%
The Ultimate (unlimited)	\$2,624.00	\$2,704.00	\$2,830.00	\$2,970.00	\$3,090.00	17.8%	4.0%
The Super 14	\$2,580.00	\$2,660.00	\$2,780.00	\$2,920.00	\$3,040.00	17.8%	4.1%
Laurel Hall Flex dollars <sup>[5]</sup>	--	\$800.00	--	--	\$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 <sup>[1]</sup>		
	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	N/A
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%
2009	\$3,014,362	1.8%	305.0%	\$309,594	2.0%	891.2%

[1] 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 <sup>[1]</sup>	Percent Change From Previous Year	Cumulative Percent Change From 1987
1987	\$36,538	N/A	N/A
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 <sup>[2]</sup>	\$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 <sup>[3]</sup>	\$49,119	-25.7%	34.4%
2000	(\$66,349)	-235.1%	-281.6%
2001 <sup>[4]</sup>	\$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%
2009	\$537,594	-8.2%	1371.3%

[1] 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.

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

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

[4] In 7/01 there was a change in contract from commission to profit and loss.

**CAPITAL PROJECT STATUS REPORT  
(as of March 29, 2010)**

	BOT Approved	Project Budget (\$)	Encumbered & Expended To Date (\$)	Balance (\$)	Funding Source	Actual or Estimated Construction Start Date	Estimated Completion Date	Status
1	11/21/05	972,000	961,500	10,500	EFABI	3/1/2008	6/30/2010	7
2	4/20/05	1,719,750	1,645,100	74,650	FR, RCR	9/30/2008	8/31/2009	7
3	4/20/05	1,345,000	1,328,500	16,500	EFABI, GR, RCR, FR	10/15/2007	8/31/2009	7
4	11/21/05	2,285,000	2,284,300	700	EFABI	8/15/2007	7/31/2009	7
5	6/23/04	220,000	220,000	-	EFABI	12/15/2007	7/31/2009	8
6	9/22/08	2,850,000	2,850,000	-	FR	12/1/2008	8/31/2009	7
7	2/23/09	471,000	290,600	180,400	RCR	12/1/2008		3
8	2/23/09	467,900	302,600	165,300	RCR	12/1/2008		3
9	6/19/09	126,000	103,000	23,000	EFABI	11/1/2009	5/1/2010	7
10		155,000	139,800	15,200	RCR	1/1/2009	12/31/2009	8
11	6/19/09	225,000	192,200	32,800	RCR			1
<b>Total</b>		<b>\$ 10,836,650</b>	<b>\$ 10,317,600</b>	<b>\$ 519,050</b>				

Status Code:

- 1 Concept
- 2 Architect/Engineering Consultants
- 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