

SECTION VII:

**ADMINISTRATIVE
OPERATIONS**

2011 INSTITUTIONAL PROFILE

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

YEAR ENDED JUNE 30, 2007 THROUGH JUNE 30, 2011
(dollars in thousands)

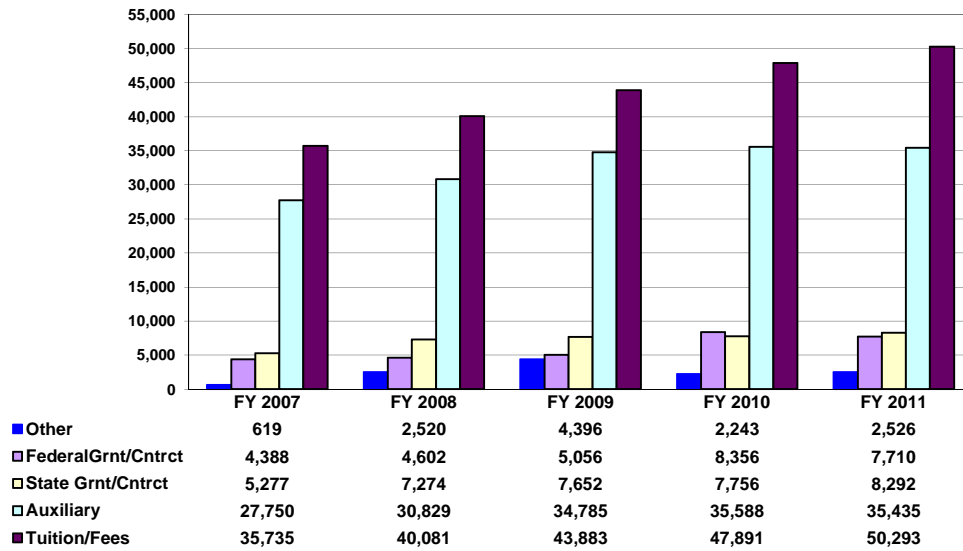
Revenues	\$	\$	\$	\$	\$	% Change	% Change
Operating revenues:	6/30/2007	6/30/2008 ^[2]	6/30/2009	6/30/2010	6/30/2011	FY07 to FY11	FY10 to FY11
Student tuition and fees, net	35,735	40,081	43,883	47,891	50,293	40.7%	5.0%
Federal grants and contracts	4,388	4,602	5,056	8,356	7,710	75.7%	-7.7%
State and local grants/contracts	5,277	7,274	7,652	7,756	8,292	57.1%	6.9%
Auxiliary enterprises	27,750	30,829	34,785	35,588	35,435	27.7%	-0.4%
Contributions	--	5,687	999	1,640	3,717	N/A	N/A
Other	619	2,520	4,396	2,243	2,526	308.1%	12.6%
Total operating revenues	73,769	90,993	96,771	103,474	107,973	46.4%	4.3%
Expenses							
Operating expenses:							
Instruction	32,123	36,654	38,608	39,952	43,030	34.0%	7.7%
Research and Public Service	--	67	59	215	65	N/A	-69.8%
Academic support	5,620	5,564	5,525	5,840	6,058	7.8%	3.7%
Student services	9,825	10,219	10,984	10,392	11,537	17.4%	11.0%
Institutional support	15,670	16,592	17,090	16,001	16,451	5.0%	2.8%
Student financial aid/scholarships	697	1,061	1,160	717	672	-3.6%	-6.3%
Operations and maint.of plant	11,730	12,987	14,252	14,231	14,570	24.2%	2.4%
Fundraising	--	314	403	541	608	N/A	12.4%
Depreciation	9,564	11,335	11,052	10,601	10,561	10.4%	-0.4%
Auxiliary	15,355	17,025	18,502	18,597	18,568	20.9%	-0.2%
Total operating expenses	100,584	111,818	117,635	117,087	122,120	21.4%	4.3%
Operating loss	(26,815)	(20,825)	(20,864)	(13,613)	(14,147)	-47.2%	3.9%
Nonoperating revenue (expense):						N/A	N/A
State of NJ appropriations	33,202	34,836	34,869	32,935	16,770	-49.5%	-49.1%
Investment income	2,746	1,482	(482)	636	1,946	-29.1%	206.0%
Interest/asset related debt	(8,555)	(8,466)	(11,010)	(10,345)	(10,021)	17.1%	-3.1%
Other nonoperating revenue	410	2,373	--	7	--	N/A	N/A
Net nonoperating revenue	27,803	30,225	23,377	24,176	25,573	-8.0%	5.8%
Decrease/increase in net assets	988	9,600	2,513	10,570	11,426	1056.5%	8.1%
Net assets - begin.of year	57,705	69,148	78,748	81,261	91,831	59.1%	13.0%
Net assets - end of year	58,693	78,748	81,261	91,831	103,257	75.9%	12.4%

[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.

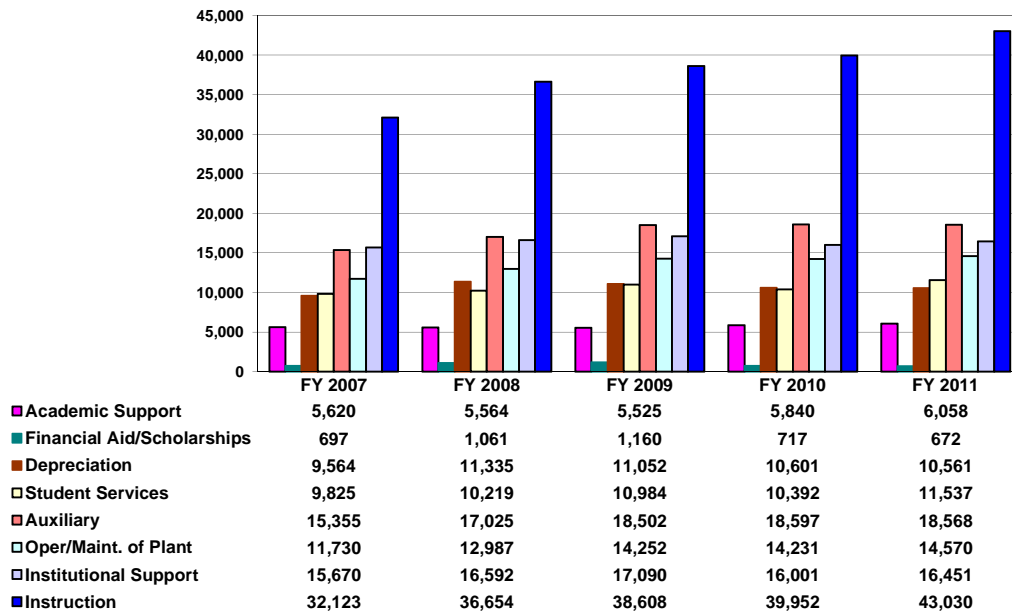
[2] For the first time, as of FY08, amounts reflect the combined financial statement of Revenue and Expense for Ramapo College and the component unit Ramapo College Foundation. This accounts for new items within revenue and expense categories.

Source: Ramapo College of New Jersey Financial Statements, June 30, 2007, 2008, 2009, 2010, 2011

Statement of Revenues (dollars in thousands)



Statement of Expenditures (dollars in thousands)



TUITION AND FEES^[1]

UNDERGRADUATE

Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
	\$	\$	\$	\$	\$	07/08 to 11/12	10/11 to 11/12
Annual (full-time)^[2]							
Tuition	\$6,904.00	\$7,459.20	\$7,683.20	\$7,804.80	\$8,187.20	18.59%	4.90%
Student Activity Fee	\$721.60	\$800.00	\$824.00	\$824.00	\$864.00	19.73%	4.85%
Student Center Fee	\$468.80	\$468.80	\$468.80	\$468.80	\$491.20	4.78%	4.78%
General Service Fee	\$907.20	\$988.80	\$1,024.00	\$1,024.00	\$1,075.20	18.52%	5.00%
Experiential Learning Fee	\$96.00	\$104.00	\$107.20	\$107.20	\$112.00	16.67%	4.48%
Media & Technology Fee	\$691.20	\$752.00	\$782.40	\$782.40	\$820.80	18.75%	4.91%
Facilities Fee	\$176.00	\$192.00	\$198.40	\$198.40	\$208.00	18.18%	4.84%
Capital Improvement Fee ^[3]	--	--	\$328.00	\$664.00	\$1,000.00	N/A	50.60%
Total:	\$9,964.80	\$10,764.80	\$11,416.00	\$11,873.60	\$12,758.40	28.03%	7.45%
Per Credit (part-time)							
Tuition	\$215.75	\$233.10	\$240.10	\$243.90	\$255.85	18.59%	4.90%
Student Activity Fee	\$22.55	\$25.00	\$25.75	\$25.75	\$27.00	19.73%	4.85%
Student Center Fee	\$14.65	\$14.65	\$14.65	\$14.65	\$15.35	4.78%	4.78%
General Service Fee	\$28.35	\$30.90	\$32.00	\$32.00	\$33.60	18.52%	5.00%
Experiential Learning Fee	\$3.00	\$3.25	\$3.35	\$3.35	\$3.50	16.67%	4.48%
Media & Technology Fee	\$21.60	\$23.50	\$24.45	\$24.45	\$25.65	18.75%	4.91%
Facilities Fee	\$5.50	\$6.00	\$6.20	\$6.20	\$6.50	18.18%	4.84%
Capital Improvement Fee ^[3]	--	--	\$10.25	\$20.75	\$31.25	N/A	50.60%
Total:	\$311.40	\$336.40	\$356.75	\$371.05	\$398.70	28.03%	7.45%

Non-Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
	\$	\$	\$	\$	\$	07/08 to 11/12	10/11 to 11/12
Annual (full-time)^[2]							
Tuition	\$12,475.20	\$14,169.60	\$15,366.40	\$15,609.60	\$16,374.40	31.26%	4.90%
Student Activity Fee	\$721.60	\$800.00	\$824.00	\$824.00	\$864.00	19.73%	4.85%
Student Center Fee	\$468.80	\$468.80	\$468.80	\$468.80	\$491.20	4.78%	4.78%
General Service Fee	\$907.20	\$988.80	\$1,024.00	\$1,024.00	\$1,075.20	18.52%	5.00%
Experiential Learning Fee	\$96.00	\$104.00	\$107.20	\$107.20	\$112.00	16.67%	4.48%
Media & Technology Fee	\$691.20	\$752.00	\$782.40	\$782.40	\$820.80	18.75%	4.91%
Facilities Fee	\$176.00	\$192.00	\$198.40	\$198.40	\$208.00	18.18%	4.84%
Capital Improvement Fee ^[3]	--	--	\$328.00	\$664.00	\$1,000.00	N/A	50.60%
Total:	\$15,536.00	\$17,475.20	\$19,099.20	\$19,678.40	\$20,945.60	34.82%	6.44%
Per Credit (part-time)							
Tuition	\$389.85	\$442.80	\$480.20	\$487.80	\$511.70	31.26%	4.90%
Student Activity Fee	\$22.55	\$25.00	\$25.75	\$25.75	\$27.00	19.73%	4.85%
Student Center Fee	\$14.65	\$14.65	\$14.65	\$14.65	\$15.35	4.78%	4.78%
General Service Fee	\$28.35	\$30.90	\$32.00	\$32.00	\$33.60	18.52%	5.00%
Experiential Learning Fee	\$3.00	\$3.25	\$3.35	\$3.35	\$3.50	16.67%	4.48%
Media & Technology Fee	\$21.60	\$23.50	\$24.45	\$24.45	\$25.65	18.75%	4.91%
Facilities Fee	\$5.50	\$6.00	\$6.20	\$6.20	\$6.50	18.18%	4.84%
Capital Improvement Fee ^[3]	--	--	\$10.25	\$20.75	\$31.25	N/A	50.60%
Total:	\$485.50	\$546.10	\$596.85	\$614.95	\$654.55	34.82%	6.44%

GRADUATE

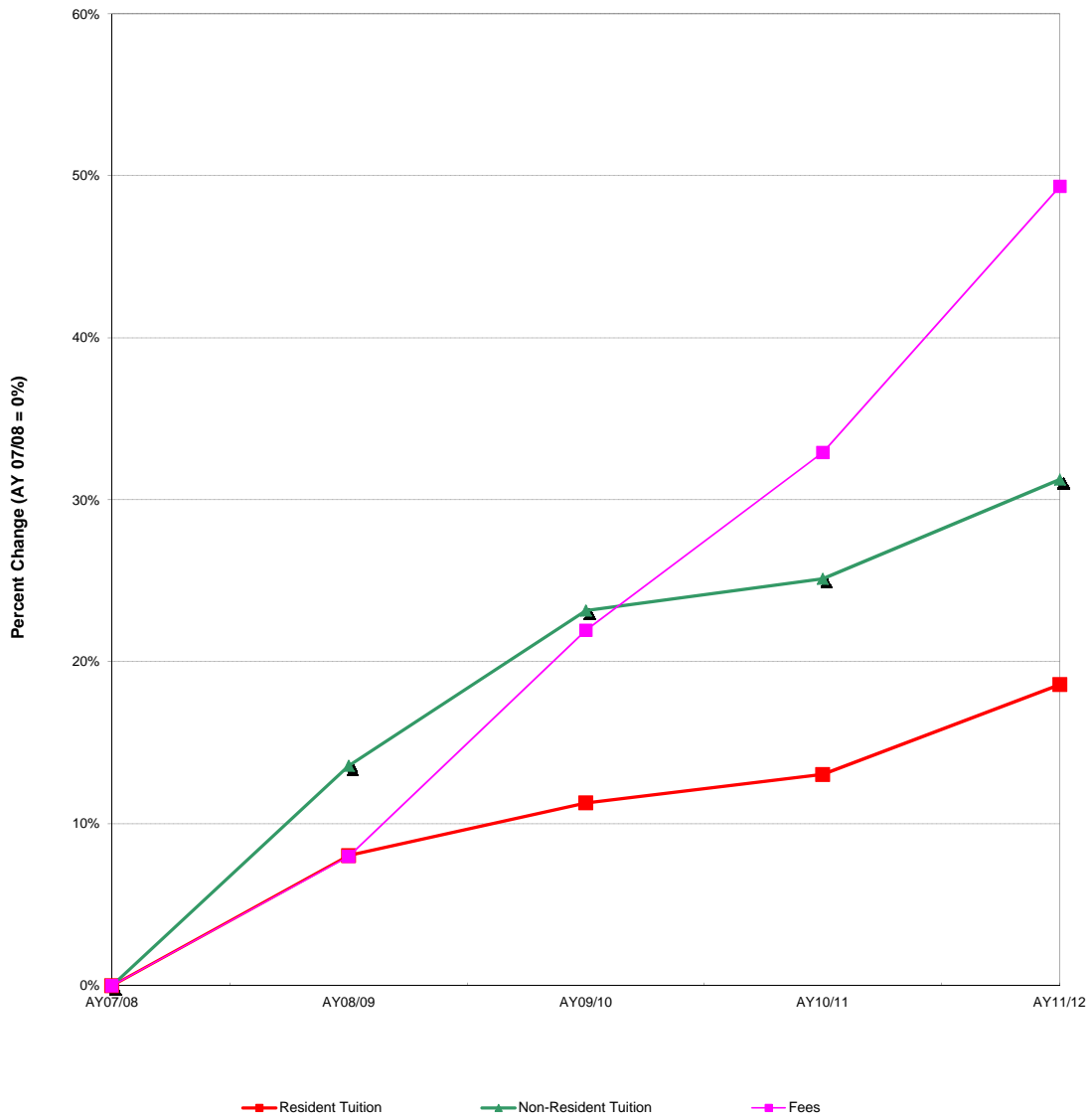
Resident	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change	Percent Change
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012		
	\$	\$	\$	\$	\$	07/08 to 11/12	10/11 to 11/12
Per Credit (part-time)							
MALS /MSET /MSN /MASS /MAEL	472.20	510.00	525.30	\$525.30	\$551.05	16.70%	4.90%
MBA	488.90	528.00	543.85	543.85	570.50	16.69%	4.90%
Student Activity Fee	\$2.25	\$2.25	\$2.25	\$9.65	\$10.15	351.11%	5.18%
Student Center Fee	\$2.00	\$2.00	\$2.15	\$14.65	\$15.35	667.50%	4.78%
General Service Fee	\$13.35	\$13.55	\$13.80	\$32.00	\$33.60	151.69%	5.00%
Media & Technology Fee	\$21.60	\$23.50	\$24.45	\$24.45	\$25.65	18.75%	4.91%
Facilities Fee	\$4.60	\$6.00	\$6.20	\$6.20	\$6.50	41.30%	4.84%
Capital Improvement Fee ^[3]	--	--	\$10.25	\$20.75	\$31.25	N/A	50.60%
MALS /MSET /MSN /MASS Total:	\$516.00	\$557.30	\$584.40	\$633.00	\$673.55	30.53%	6.41%
MBA Total:	\$532.70	\$575.30	\$602.95	\$651.55	\$693.00	30.09%	6.36%
Non-Resident							
Per Credit (part-time)							
MALS /MSET /MSN /MASS /MAEL	\$606.85	\$655.50	\$675.20	\$675.20	\$708.30	16.72%	4.90%
MBA	\$630.50	\$681.00	\$701.45	\$701.45	\$735.85	16.71%	4.90%
Student Activity Fee	\$2.25	\$2.25	\$2.25	\$9.65	\$10.15	351.11%	5.18%
Student Center Fee	\$2.00	\$2.00	\$2.15	\$14.65	\$15.35	667.50%	4.78%
General Service Fee	\$13.35	\$13.55	\$13.80	\$32.00	\$33.60	151.69%	5.00%
Media & Technology Fee	\$21.60	\$23.50	\$24.45	\$24.45	\$25.65	18.75%	4.91%
Facilities Fee	\$4.60	\$6.00	\$6.20	\$6.20	\$6.50	41.30%	4.84%
Capital Improvement Fee ^[3]	--	--	\$10.25	\$20.75	\$31.25	N/A	50.60%
IAMS /MSET /MSN /MASS /MAEL Total:	\$650.65	\$702.80	\$734.30	\$782.90	\$830.80	27.69%	6.12%
MBA Total:	\$674.30	\$728.30	\$760.55	\$809.15	\$858.35	27.29%	6.08%

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

[2] 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] Capital Improvement Fee instated Fall 2009 semester.

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 07/08 to 11/12	Percent Change 10/11 to 11/12
	2007-08	2008-09	2009-10	2010-11	2011-12		
	\$	\$	\$	\$	\$		
Admission Deposit (undergrad) ^[1]	\$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,degree-seeking)	\$55.00	\$60.00	\$60.00	\$60.00	\$60.00	9.1%	0%
Application (grad)	\$55.00	\$60.00	\$60.00	\$60.00	\$60.00	9.1%	0%
Course Fees ^[2]	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	0.0%	0%
Graduation Application Fee ^[3]	--	--	\$100.00	\$100.00	\$100.00	N/A	0%
Housing Deposit- new student	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	0%	0%
Housing Deposit- continuing student room reservation	--	--	--	\$500.00	\$500.00	N/A	0%
ID Card Replacement ^[4] (1st replacement)	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	0.0%	0.0%
Health Insurance (undergrad) ^[5] covers fall + spring	\$152.00	\$158.00	\$166.00	\$250.00	\$715.00	370%	186%
Health Insurance (undergrad) ^[5] covers spring only	--	--	--	--	\$417.00	N/A	N/A
Health Insurance (grad) ^[5] covers fall + spring	--	--	--	\$361.00	\$1,033.00	N/A	186%
Health Insurance (grad) ^[5] covers spring only	--	--	--	--	\$603.00	N/A	N/A
Monthly Payment Plan - Application Fee - Fall semester	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	0.0%	0%
Monthly Payment Plan - Application Fee - Spring semester	\$60.00	\$60.00	\$60.00	\$60.00	\$60.00	0.0%	0%
Orientation							
Freshmen	\$130.00	\$130.00	\$130.00	\$130.00	\$130.00	0%	0%
Transfers	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	0%	0%
Parking Fee (Commuter)							
Fall & Spring	\$214.00	\$214.00	\$214.00	\$214.00	\$214.00	0.0%	0%
Spring only	\$107.00	\$107.00	\$107.00	\$107.00	\$107.00	0.0%	0%
Second car decal or Replacement decal ^[6]	\$69.55	\$69.55	69.95 / 65.00 ^[6]	\$65.00	\$65.00	-6.5%	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 Education Practicum Fee	--	--	--	\$100.00	\$100.00	N/A	0%
Teacher Certification Fee	\$175.00	\$175.00	\$190.00	\$190.00	\$190.00	8.6%	0.0%
Official Transcript ^[7]	\$25.00	\$25.00	\$25.00	\$25.00	\$25.00	0%	0%

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

[2] Course Fees are supplemental charges (e.g., Lab Fee, Administrative Fee, Equipment Fee, Rental Fee, Studio Fee, Modeling Fee, and Assessment Fee) that support the instruction of specifically designated courses throughout the curriculum. The amount can range from \$15 to \$150, with most course fees being \$50.00 (except for Nursing course fees which tend to be higher). The Dean of each School or the Director of Athletics determines which courses require supplemental fees. .

[3] The Graduation Application Fee covers costs associated with the Commencement such as Senior Day, tenting the band shell and the mailing of diplomas.

[4] ID Card Replacement fees double after first replacement. AY10/11 2nd replacement is \$50, 3rd replacement is \$100.

[5] AY06/07-both 07/08 Health Insurance fees are for all non-international students. AY08/09 same fee charged for resident and international students, UG and GR. AY10/11 included higher rate for GR students.

[6] Each Additional or Replacement Decal was \$65.00 for Residents and \$69.55 for Commuters in AY09/10.

[7] The Transcript Fee is a *one time* flat-fee that entitles a student to receive an *unlimited* number of *official* transcripts per career at *no additional* cost.

CHARGES FOR STUDENT HOUSING AND MEAL PLANS

Student Housing	Academic Year	Academic Year	Academic Year	Academic Year	Academic Year	Percent Change 07/08 to 11/12	Percent Change 10/11 to 11/12
	2007-08	2008-09	2009-10	2010-11	2011-12		
	\$	\$	\$	\$	\$		
<i>Garden Style Apartments</i>							
2 person/1 bedroom ^[1]	\$7,760.00	\$8,150.00	\$8,500.00	\$8,840.00	\$9,020.00	16.2%	2.0%
3 person/1 bedroom ^[2]	\$7,200.00	\$7,560.00	--	--	--	N/A	N/A
4 person/2 bedroom ^[3]	\$6,990.00	\$7,340.00	\$7,700.00	\$8,010.00	\$8,170.00	16.9%	2.0%
6 person/2 bedroom	\$6,430.00	\$6,750.00	--	--	--	N/A	N/A
<i>Bischoff (Oak) Hall</i>							
double room	\$7,480.00	\$7,860.00	\$8,200.00	\$8,530.00	\$8,700.00	16.3%	2.0%
triple room	--	--	\$7,550.00	\$7,860.00	\$8,020.00	N/A	2.0%
<i>Pine Hall</i>							
double room	\$6,810.00	\$7,150.00	\$7,400.00	\$7,700.00	\$7,860.00	15.4%	2.1%
<i>Laurel Hall</i>							
4 single bedrooms per unit	\$7,600.00	\$7,980.00	\$8,300.00	\$8,640.00	\$8,810.00	15.9%	2.0%
<i>Linden Hall</i>							
double room	\$6,810.00	\$7,150.00	\$7,500.00	\$7,800.00	\$7,960.00	16.9%	2.1%
<i>Mackin (Maple) Hall</i>							
double room	\$7,480.00	\$7,860.00	--	--	--	N/A	N/A
triple room	\$7,030.00	\$7,380.00	\$7,550.00	\$7,860.00	\$8,020.00	14.1%	2.0%
<i>The Village</i>							
single room	\$8,200.00	\$8,610.00	\$9,000.00	\$9,360.00	\$9,550.00	16.5%	2.0%
<i>The Overlook</i>							
double room	\$7,570.00	\$7,950.00	\$8,200.00	\$8,530.00	\$8,700.00	14.9%	2.0%
<i>Meal Plan</i>							
The Ultimate (unlimited)	\$2,830.00	\$2,970.00	\$3,090.00	\$3,200.00	\$3,300.00	16.6%	3.1%
The Super 14 (14 meals/wk. + \$100 flex)	\$2,780.00	\$2,920.00	\$3,040.00	\$3,140.00	\$3,220.00	15.8%	2.5%
Sensible 6 (6 meals/wk. + \$450 flex)	\$2,250.00	\$2,360.00	\$2,460.00	\$2,550.00	\$2,650.00	17.8%	3.9%
Tasty 10 (10 meals/wk. + \$100 flex)	\$2,200.00	\$2,310.00	\$2,400.00	\$2,490.00	\$2,560.00	16.4%	2.8%
Laurel Hall Flex dollars	--	--	\$800.00	\$800.00	\$800.00	N/A	0.0%

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

SALES AND INCOME TO THE COLLEGE FROM THE CAMPUS STORE

Fiscal Year	Sales			Commission ^[1]		
	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	-6.95%	-6.9%	\$34,421	10.21%	10.2%
1986	\$786,730	13.61%	5.7%	\$39,174	13.81%	25.4%
1987	\$902,522	14.72%	21.3%	\$48,903	24.84%	56.6%
1988	\$1,044,635	15.75%	40.4%	\$84,309	72.40%	169.9%
1989	\$1,048,231	0.34%	40.9%	\$87,628	3.94%	180.6%
1990	\$1,235,057	17.82%	66.0%	\$91,589	4.52%	193.2%
1991	\$1,500,000	21.45%	101.6%	\$120,000	31.02%	284.2%
1992	\$1,511,888	0.79%	103.2%	\$131,070	9.23%	319.7%
1993	\$1,577,806	4.36%	112.0%	\$137,003	4.53%	338.6%
1994	\$1,647,700	4.43%	121.4%	\$143,300	4.60%	358.8%
1995	\$1,718,917	4.32%	131.0%	\$154,703	7.96%	395.3%
1996	\$1,718,409	-0.03%	130.9%	\$154,694	-0.01%	395.3%
1997	\$1,810,524	5.36%	143.3%	\$162,947	5.34%	421.7%
1998	\$1,907,934	5.38%	156.4%	\$171,714	5.38%	449.8%
1999	\$2,056,818	7.80%	176.4%	\$185,114	7.80%	492.7%
2000	\$2,138,544	3.97%	187.4%	\$192,469	3.97%	516.2%
2001	\$2,523,811	18.02%	239.1%	\$222,143	15.42%	611.2%
2002	\$2,521,055	-0.11%	238.8%	\$242,232	9.04%	675.6%
2003	\$3,012,500	19.49%	304.8%	\$289,120	19.36%	825.7%
2004	\$3,056,600	1.46%	310.7%	\$299,002	3.42%	857.3%
2005	\$3,255,140	6.50%	337.4%	\$320,045	7.04%	924.7%
2006	\$3,060,360	-5.98%	311.2%	\$314,700	-1.67%	907.6%
2007	\$2,777,933	-9.23%	273.3%	\$300,000	-4.67%	860.5%
2008	\$2,960,883	6.59%	297.9%	\$303,658	1.22%	872.2%
2009	\$3,014,362	1.81%	305.0%	\$309,594	1.95%	891.2%
2010	\$2,988,374	-0.86%	301.6%	\$306,710	-0.93%	882.0%
2011	\$2,618,282	-12.38%	251.8%	\$300,000	-2.19%	860.5%

[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 ^[1]	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 ^[2]	\$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 ^[3]	\$49,119	-25.7%	34.4%
2000	(\$66,349)	-235.1%	-281.6%
2001 ^[4]	\$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%
2010	\$896,751	66.8%	2354.3%
2011	\$775,754	-13.5%	2023.1%

[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.

**Ramapo College of New Jersey
Capital Project Status Report
(as of June 5, 2012)**

	Project Name	Project Budget (\$)	Encumbered & Expended To Date (\$)	Balance (\$)	Funding Source	Actual or Estimated Construction Start Date	Estimated Completion Date	Status
1	Student Center HVAC Upgrade and Other Building Improvements	8,000,000	7,489,000	511,000	EFABI	5/15/2011	10/30/2011	7
2	Re-Roofing/Solar Panel Installation	2,950,000	614,800	2,335,200	PPP, RCR	4/1/2011	8/31/2012	7
3	Library Renovations / Center for Reading and Writing	650,000	85,500	564,500	EFABI, RCR	8/1/2011	2/1/2012	5
4	Site Survey - Low Voltage Cabling	45,000	44,994	6	RCR	2/1/2011	7/31/2011	4
5	Phase II Housing Renovation	6,700,000	301,000	6,399,000	EFABI, RCR	5/31/2012	12/31/2012	4
6	G-Wing Renovation/ Adler Center for Nursing Addition	54,000,000	1,686,000	52,314,000	EFABI, FR, RCR	5/1/2012	8/31/2014	3
7	Cogeneration Public/Private Partnership	216,100	105,500	110,600	RCR, PPP			3
8	Exterior and Interior Signage	1,300,000	1,082,600	217,400	RCR			3
9	A & B Wing Renovations	6,000,000	1,000	5,999,000	EFABI, FR, RCR	6/1/2013	8/31/2014	3
10	E- Wing Renovation	600,000	2,905	597,095	EFABI, RCR	5/1/2012	9/1/2012	3
11	Campus Master Plan	300,000	10,000	290,000	EFABI, RCR	3/1/2012	2/1/2013	3
Total		\$ 80,761,100	\$ 11,423,299	\$ 69,337,801				

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:

- PPP Public/Private Partnership
- EFABI Educational Facilities Authority Bond Issue
- RCR Ramapo College Reserves
- FR Fund Raising
- GR Grant Funding