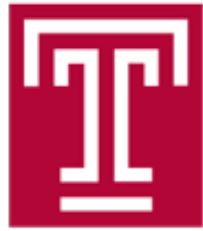


APPROVED BY THE BOARD OF TRUSTEES on JULY 9, 2019



TEMPLE
UNIVERSITY®

**PROPOSED BUDGET
FISCAL YEAR 2019-2020**

PROPOSED OPERATING BUDGET FISCAL YEAR 2019-2020

Introduction:

In developing the FY 2019-2020 budget, the University continues to prioritize its strong commitment to access and affordability. As such, Fly in 4 and the Temple Option remain essential cornerstones of the University's admissions and retention strategies.

This year's budget includes a base tuition increase of 0% for resident undergraduates and 2.9% for non-resident undergraduates and no increase to mandatory fees. It also includes a 2% increase in the Commonwealth Appropriation.

The decentralized budget model (RCM) implemented in FY 2014-2015 has incentivized administrative and academic units to operate more efficiently and to identify opportunities to responsibly grow revenue. These combined actions help to reduce the cost of attendance and student indebtedness.

The FY 2019-2020 proposed budget is presented in appendix A.

Proposed Fiscal Year 2019-2020 Budget:

The University Operating Budget for FY 2019-2020 has been developed according to the following assumptions and principles:

Revenue Changes:

- Changes to the budget are based upon considerations for inflation and the overall economy, labor contracts, comparison with peer institutions, pricing accessibility, campus infrastructure, student services, and the impact on student indebtedness.
- The following conditions are used for the calculation of the revenue:
 - Undergraduate base tuition will remain flat for resident students and increase 2.9% for non-resident students.
 - Active tuition differentials, approved by the Board, will be implemented in accordance with the next programmed step as outlined in their implementation plan.

- Graduate tuition will be increased 2.9% for resident and non-resident students.
- Professional Schools' tuition will be adjusted according to market conditions and in comparison with peer institutions.
- For fall 2019, the incoming class is projected to be the same as the incoming class of fall 2018 (7,335 students).
- Overall, undergraduate enrollment is estimated to decline by 450 students due to the success of Fly in 4. Over the past three years, the four-year graduation rate has increased from 44% to 55%.

Tuition and fee revenue from all sources is expected to increase by \$3.9 million. The FY 2019-2020 tuition schedule is presented in appendix B.

- Commonwealth Appropriation is projected increase by 2% or \$3.1 million to \$158.2 million.
- Auxiliary enterprise and Medical and Dental practice plan revenues in total will decrease by \$209.4 million. Auxiliary enterprise revenue will increase by \$2.1 million and practice plan revenue will decrease by \$211.5 million due to the transfer of the Medical School faculty practice plan to the Temple University Health System.
- Revenues from other income sources including indirect cost recovery will increase by \$5.1 million. \$3.6 million of the increase is associated with increased investment income and \$0.7 million is due to increases in indirect cost recovery.

The total changes in University revenues for FY 2019-2020 from all sources, excluding the transfer of the Medical School faculty practice plan will be \$14.2 million.

Expense Changes:

Funding in the FY 2019-2020 budget was limited to those items necessary to maintain the current operations as well as strengthen compliance and student support. Meeting the obligations under collectively bargained labor contracts continues to be a main driver of the change in expenses.

Expenditure changes include:

- **Financial Aid** (\$0.2 million) – to reflect the proportional increase relative to the changes in tuition revenue.

- **Salary** (\$18.5 million) **and Benefits** (\$5.2 million) – required changes relative to bargaining units and merit increases for certain non-represented personnel, and increases in employee benefit costs. Increases in employee benefit costs are led by changes in basic medical costs and prescription costs.
- **General Expenditures** (\$8.3 million) – changes in expenditures including the allocation of tuition differentials to schools and colleges, increases in the plant development fund, utilities and graduate tuition remission.
- **Strategic Investments** (\$3.2 million) - changes to support new facilities and strategic investments for compliance, community relations, and intercollegiate athletics.
- **Auxiliary Enterprise and Medical & Dental Practice Plans** (-\$209.4 million) – auxiliary enterprise and practice plan expenses are expected to decrease due to the transfer of the Medical School faculty practice plan.
- **Budget Reductions** (-\$23.3 million) – due to the University’s commitment to keeping tuition affordable and the success of Fly in 4. The University will reduce its expenditure base to balance the budget. Approximately \$20 million of the reduction will be allocated to the individual schools, colleges and support units. The units will look to eliminate vacant positions; find operating efficiencies and ultimately consider a workforce reduction to achieve their individual budget reduction targets. The remaining \$3.3 million reduction will be achieved by eliminating merit salary increases for non-represented personnel above a certain salary grade.

The total changes in university operating expenditures for FY 2019-2020 from all sources excluding the transfer of the Medical School faculty practice plan will be \$14.2 million.

Summary

The FY 2019-2020 proposed budget continues to strengthen Temple University’s commitment to accessibility, affordability, excellence, diversity, and cost containment.

TEMPLE UNIVERSITY
FY2020 Proposed Operating Budget

	Proposed Budget
Revenue:	
1. Tuition and Fees	\$952,911,884
2. Commonwealth Appropriation	\$158,206,000
3. Indirect Cost Recovery	\$37,597,011
4. Other Sources	\$27,902,605
5. Total Education and General Revenue	\$1,176,617,500
6. Auxiliary Enterprises	\$118,167,500
7. Practice Plans	\$0
8. Total Other Revenue	\$118,167,500
9. Total Revenue	\$1,294,785,000
Expenditures:	
Revenue Centers	
10. Academic Revenue Centers	\$586,063,858
11. Non-Academic Revenue Centers	\$98,032,500
12. Total Revenue Centers	\$684,096,358
Support Units	
13. President	\$94,224,622
14. Provost	\$253,949,569
15. Chief Operating Officer	\$161,720,349
16. Vice President, CFO and Treasurer	\$100,794,102
17. Total Support Units	\$610,688,642
18. Total Expenditures	\$1,294,785,000
19. Budget Margin	\$0

The individual unit budgets include an allocation of the \$23.0 million budget reduction.

TEMPLE UNIVERSITY
FY2020 Proposed Operating Budget

	Proposed Budget
Academic Revenue Centers	
20. Beasley School of Law	\$31,150,000
21. Center for the Performing and Cinematic Arts	\$30,891,462
22. College of Education	\$17,864,211
23. College of Engineering	\$23,224,925
24. College of Liberal Arts	\$78,754,600
25. College of Public Health	\$43,960,844
26. College of Science and Technology	\$57,429,473
27. Fox School of Business and Management	\$103,258,149
28. Klein College of Media and Communication	\$21,753,952
29. Kornberg School of Dentistry	\$36,459,127
30. Lewis Katz School of Medicine	\$77,145,362
31. School of Pharmacy	\$14,892,293
32. School of Podiatric Medicine	\$13,235,254
33. School of Tourism and Hospitality	\$10,575,781
34. Tyler School of Art and Architecture	\$23,489,781
35. Provost Sponsored Programs	\$1,978,644
36. Total Academic Revenue Centers	\$586,063,858
Non-Academic Revenue Centers	
37. Other Auxiliaries	\$150,000
38. Bookstores	\$1,327,500
39. Liacouras Center	\$2,700,000
40. Parking Services	\$6,396,000
41. Residence Halls	\$87,459,000
42. Total Non-Academic Revenue Centers	\$98,032,500
43. Total Revenue Centers	\$684,096,358

The individual unit budgets include an allocation of the \$23.0 million budget reduction.

TEMPLE UNIVERSITY
FY2020 Proposed Operating Budget

	Proposed Budget
Support Units	
President	
44. Office of the President	\$8,876,501
45. Intercollegiate Athletics	\$31,148,304
46. Institutional Advancement	\$17,346,374
47. University Marketing	\$10,702,233
48. Vice President for Research	\$9,169,580
49. Office of University Counsel	\$6,070,372
50. International Affairs	\$3,875,938
51. Government Affairs	\$2,047,505
52. Center for Equity and Inclusion	\$1,321,425
53. Internal Audit	\$1,235,241
54. Vice President for Public Affairs	\$1,348,272
55. Compliance Office	\$754,681
56. University Secretary	\$328,196
57. Total President	\$94,224,622
Provost	
58. Office of the Provost	\$23,940,766
59. Financial Aid - Undergraduate	\$116,518,664
60. Computer Services	\$30,303,163
61. Libraries	\$23,356,519
62. Student Affairs	\$12,485,906
63. Enrollment Management	\$10,534,386
64. International Campuses	\$9,385,562
65. Financial Aid - Graduate	\$8,823,982
66. University College	\$6,613,362
67. Vice Provost for U/G Studies	\$6,666,012
68. Vice Provost Faculty Affairs	\$2,297,060
69. Temple Press	\$2,045,227
70. Graduate School	\$978,960
71. Total Provost	\$253,949,569

The individual unit budgets include an allocation of the \$23.0 million budget reduction.

TEMPLE UNIVERSITY
FY2020 Proposed Operating Budget

	Proposed Budget
Chief Operating Officer	
72. Office of the COO	\$1,786,441
73. Facilities Management	\$45,623,945
74. Plant Development Fund	\$42,932,981
75. Campus Safety	\$27,543,624
76. Utilities	\$23,644,995
77. Real Estate/WRTI	\$11,189,541
78. Recreation Services	\$5,035,654
79. Environ Health & Radiation Safety	\$2,567,588
80. Purchasing	\$1,389,959
81. Business Services	\$5,621
82. Total SVP Construction, Facilities & Ops	\$161,720,349
Vice President, CFO and Treasurer	
83. Office of the VP, CFO & Treasurer	\$4,547,452
84. Institutional Expenses	\$83,795,475
85. Human Resources	\$5,666,250
86. Controller's Office	\$4,585,278
87. University Budget Office	\$980,200
88. Risk Management	\$729,447
89. OWLcard Office	\$420,000
90. Digital Document Services	\$70,000
91. Total Vice President, CFO and Treasurer	\$100,794,102
92. Total Support Units	\$610,688,642

The individual unit budgets include an allocation of the \$23.0 million budget reduction.

**Temple University
2019-2020 Tuition Rate Schedule
Undergraduate Students**

	Full-time Semester Rate ¹		Full-time Annual Rate ²		Full-time Overload Rate ³ (per credit hour)		Part-time Rate ⁴ (per credit hour)	
	PA Resident	Out of State Resident	PA Resident	Out of State Resident	PA Resident	Out of State Resident	PA Resident	Out of State Resident
Center for Performing and Cinematic Arts								
Boyer College of Music	\$9,276	\$16,296	\$18,552	\$32,592	\$515	\$905	\$773	\$1,358
Theater, Film, Media Arts	\$8,856	\$15,336	\$17,712	\$30,672	\$492	\$852	\$738	\$1,278
College of Education	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208
College of Engineering	\$9,960	\$16,416	\$19,920	\$32,832	\$553	\$912	\$830	\$1,368
College of Liberal Arts	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208
College of Public Health								
Public Health	\$9,768	\$17,028	\$19,536	\$34,056	\$543	\$946	\$814	\$1,419
Social Work	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208
College of Science and Technology	\$9,972	\$16,404	\$19,944	\$32,808	\$554	\$911	\$831	\$1,367
Fox School of Business and Management								
Fox School of Business and Management	\$10,308	\$18,804	\$20,616	\$37,608	\$573	\$1,045	\$859	\$1,567
Online Bachelor of Business Administration (OBBA)							\$595	\$595
Klein College of Media and Communication	\$8,856	\$15,336	\$17,712	\$30,672	\$492	\$852	\$738	\$1,278
School of Sport, Tourism and Hospitality Management	\$10,308	\$18,804	\$20,616	\$37,608	\$573	\$1,045	\$859	\$1,567
Tyler School of Art and Architecture								
Fine Arts (BFA)	\$11,316	\$18,780	\$22,632	\$37,560	\$629	\$1,043	\$943	\$1,565
Architecture	\$10,188	\$17,016	\$20,376	\$34,032	\$566	\$945	\$849	\$1,418
All Other Programs	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208
University Studies	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208
Non-Matriculated Students (Continuing Studies)	\$8,040	\$14,496	\$16,080	\$28,992	\$447	\$805	\$670	\$1,208

All students are assessed the University Services Fee during each academic semester based upon the number of credit hours they register for. The fee breakdown can be found on the last page of this document.

1. The full-time semester tuition is assessed to students who register for 12 - 18 credit hours per academic semester.

2. The full-time annual tuition consists of the fall and spring semesters. There are additional charges associated with summer registration.

3. The full-time overload is assessed to full-time students who register for credit hours exceeding 18 per academic semester. Each credit hour over 18 is assessed at this per credit hour rate.

4. Part-time rate is assessed to students who register for less than 12 credit hours per academic semester. Each credit hour registered is assessed at the part-time rate.

**Temple University
2019-2020 Tuition Rate Schedule
Graduate Programs**

	Part-time Rate (per credit hour)	
	PA Resident	Out of State Resident
Center for Performing and Cinematic Arts		
Boyer College of Music	\$1,068	\$1,423
Online MM in Music Education	\$784	\$784
Theater, Film, Media Arts	\$1,051	\$1,406
College of Education		
College of Education	\$942	\$1,297
Executive Educational Leadership Programs	\$1,184	\$1,513
College of Education Program in Jamaica		
Doctoral	\$1,074	\$1,074
Master's	\$1,191	\$1,191
College of Engineering	\$1,135	\$1,490
College of Liberal Arts	\$942	\$1,297
College of Public Health		
Public Health	\$988	\$1,358
Public Health - Online Programs	\$975	\$975
Social Work	\$942	\$1,297
Social Work - Online Programs	\$975	\$975
College of Science and Technology		
College of Science and Technology	\$1,159	\$1,514
Post baccalaureate Program		
Basic Core Medical Science (rate assumes fall, spring and two summer sessions)	\$28,850	\$35,590
Advanced Core Medical Science (rate assumes fall and spring semesters)	\$28,850	\$35,590
Fox School of Business and Management		
Master of Business Administration (GMBA) †	\$1,188	\$1,245
Master of Business Administration (PMBA) †	\$1,188	\$1,188
Executive Master of Business Administration (EMBA)		
Class of 2018 (per credit hour)	\$1,999	\$1,999
Class of 2019 (per credit hour)	\$1,999	\$1,999
Online Master of Business Administration (OMBA)	\$1,245	\$1,245
Master of Accountancy (MAcc) †	\$1,114	\$1,114
Master of Science - Professional Finance Suite (MS-FARM, MSFE, MSIM) †	\$1,114	\$1,114
Master of Science in IT Auditing and Cyber Security (MS-ITACS) †	\$1,114	\$1,114
Master of Science in Digital Innovation in Marketing (MS-DIM) †	\$1,114	\$1,114

**Temple University
2019-2020 Tuition Rate Schedule
Graduate Programs**

	Part-time Rate (per credit hour)	
	PA Resident	Out of State Resident
Online Master of Science in Human Resource Management †	\$1,114	\$1,114
Master of Science Business Analytics †	\$1,114	\$1,114
Master of Science Statistics and Data Science †	\$1,114	\$1,114
Master of Science Marketing (Strategic Advertising (in partnership with Klein College), Market Research and Enterprise Marketing)†	\$1,114	\$1,114
Master of Innovation Management and Entrepreneurship†	\$1,114	\$1,114
Master of Science (all other MS programs not listed above) †	\$1,114	\$1,245
Doctor of Philosophy (PhD)	\$898	\$1,231
Executive Doctor of Business Administration Program (EDBA)	\$2,300	\$2,300
<i>† Additional fees apply - please consult the Fox School of Business website</i>		
Klein College of Media and Communication	\$1,051	\$1,406
School of Sport, Tourism and Hospitality Management	\$933	\$1,082
Tyler School of Art and Architecture		
Fine Arts (MFA)	\$1,142	\$1,516
Architecture	\$1,138	\$1,493
All Other Programs	\$942	\$1,297

All students are assessed the University Services Fee during each academic semester based upon the number of credit hours they register for. The fee breakdown can be found on the last page of this document.

Temple University
2019-2020 Tuition Rate Schedule
Professional Programs

	Academic Year Rate		Per Credit Hour	
	PA Resident	Out of State Resident	PA Resident	Out of State Resident
Beasley School of Law				
Day Juris Doctor	\$26,980	\$41,354		
Evening Juris Doctor	\$21,584	\$33,092		
Part-Time Juris Doctor			\$1,043	\$1,672
<i>In addition to any University wide fees, Juris Doctor students, full- and part-time, are assessed a Student Bar Association fee of \$50</i>				
S.J.D. Program <i>(Students are assessed a \$12,000 matriculation fee during admit term)</i>			\$1,043	\$1,672
International Masters of Law (LL.M)	\$31,092	\$31,092	\$1,450	\$1,450
Master of Law in Trial Advocacy (LL.M)	\$26,250	\$26,250		
Graduate Tax Program			\$874	\$1,127
Summer Abroad: Rome <i>(Tuition includes an assessed \$300 Program Fee)</i>	\$3,800	\$3,800		
Temple Summer Professional Experience Curriculum (T-Spec) <i>(Tuition includes an assessed \$250 Program Fee)</i>	\$3,750	\$3,750		
Law Summer Washington DC <i>(Tuition includes an assessed \$500 Program Fee)</i>	\$4,750	\$4,750		
Temple - China (15 months tuition)	\$28,000	\$28,000		
Kornberg School of Dentistry				
DMD Program	\$59,952	\$67,376		
Post Dentistry Foreign Training 2 Year Program	\$79,800	\$79,800		
Advanced Faculty Program	\$12,360	\$12,360		
Graduate (Endodontics / Orthodontics / Periodontics)	\$59,952	\$67,376		
Graduate - MS Oral Health Sciences			\$1,400	\$1,400
Dental Public Health (Graduate)	\$41,408	\$41,408		
Post Baccalaureate Program - PreDental	\$41,600	\$41,600		
Lewis Katz School of Medicine				
MD Program	\$53,406	\$56,628		
Graduate				
Urban Bioethics			\$1,889	\$2,229
Biomedical Sciences - MS Degree			\$944	\$1,295
Biomedical Sciences - PhD Degree			\$944	\$1,295
Physician Assistant - MMS Degree			\$737	\$773
Post baccalaureate Program				
Basic Core Medical Science <i>(rate assumes fall, spring and two summer sessions)</i>	\$28,850	\$35,590		
Advanced Core Medical Science <i>(rate assumes fall and spring semesters)</i>	\$28,850	\$35,590		
School of Pharmacy				
Doctor of Pharmacy	\$34,754	\$37,282	\$945	\$1,078
Graduate (including M.S. in Quality Assurance)			\$1,072	\$1,358
School of Podiatric Medicine				
D.P.M. Program	\$41,344	\$43,200		

All students are assessed the University Services Fee during each academic semester based upon the number of credit hours they register for. The fee breakdown can be found on the last page of this document.

**Temple University
2019-2020 Tuition Rate Schedule**

University Services Fee

All students are assessed the non-refundable University Services Fee every semester. The University Services fee is a single, comprehensive fee that helps fund a number of university services, including:

- Funding for state-of-the art computer equipment and technologies to provide support for the students' academic experiences, including e-mail access and modern lab facilities;
- Access to all student activities, events and recreational facilities;
- Expansion and maintenance of recreational and academic facilities to enhance and improve student life;
- Availability of basic student health and treatment services provided by nurses and physicians on campus.

The fee structure for the fall and spring semesters is:

9+ credits	\$445
5.0 to 8.9 credits	\$319
1.0 to 4.9 credits	\$163

The fee structure for each summer session is:

9+ credits	\$224
5.0 to 8.9 credits	\$170
1.0 to 4.9 credits	\$102