

SALISBURY UNIVERSITY

Budget Report

Fiscal Year
2026



Salisbury
UNIVERSITY

Make Tomorrow Yours

TABLE OF CONTENTS

INTRODUCTION	3
KEY UPDATES FOR FY26.....	3
BUDGET CALENDAR – FY26.....	4
BUDGETED REVENUE	5
REVENUE OVERVIEW	5
REVENUE BY SOURCE	5
STATE GENERAL FUND SUPPORT	7
ENROLLMENT TRENDS	8
UNIVERSITY BUDGET SUMMARIES	9
FY26 VS. FY25 BUDGETED EXPENSES BY DIVISION/AREA (BEFORE REORGANIZATION)	9
FY26 BUDGET OVERVIEW (AFTER REORGANIZATION).....	11
BUDGET SUMMARY BY DIVISION: OVERVIEW	14
REDUCTIONS AND ESCALATIONS	15
BUDGET SUMMARY BY DIVISION	16
<i>Academic Affairs</i>	16
<i>Administration & Finance</i>	18
<i>Advancement</i>	19
<i>Inclusion, Access, & Belonging</i>	20
<i>President</i>	21
<i>Public Affairs</i>	22
<i>Student Affairs</i>	23
STRATEGIC BUDGETING SHIFT: PAY FORWARDS	24
WHY WE ARE SHIFTING	24
IMPACT ON FY26 AND BEYOND	24
CAPITAL BUDGETS / CAPITAL PROJECTS	25
CAPITAL IMPROVEMENT PROGRAM (CIP) – STATE-FUNDED	25
SYSTEM-FUNDED CONSTRUCTION PROGRAM (SFCP) – USM-FUNDED.....	25
APPENDIX: BUDGET ENGAGEMENTS	26
GLOSSARY OF TERMS	27

INTRODUCTION

The Fiscal Year 2026 (FY26) budget report for Salisbury University (SU) is designed to provide relevant information to the campus community about the University's financial position and the factors that contributed to the development of the budget for FY26. This report presents a high-level picture of SU's internal budget for FY26, which ranges from July 1, 2025, to June 30, 2026.

This year's budget was developed amid significant fiscal challenges for the State of Maryland, which is working to close a projected \$3 billion deficit. As a result, funding to the University System of Maryland (USM) was reduced by approximately \$155 million.

Despite these constraints, Salisbury University remains in strong financial standing due to years of careful stewardship and strategic planning. Guided by our mission and institutional values, we have approached the FY26 budget process with a focus on long-term sustainability, protecting essential academic programs, and minimizing impacts to students, faculty, and staff wherever possible.

In preparing this budget, we prioritized shared responsibility. Divisions across campus contributed to identifying cost savings and operational efficiencies, while maintaining our commitment to academic excellence and student success. We also explored opportunities to strengthen revenue through strategic program expansion, enrollment growth, and external partnerships.

KEY UPDATES FOR FY26

- Our final operating budget for FY26 came in at \$227.8 million. This reflects \$8.9 million in expense reductions and \$9.8 million in increased operating costs driven by factors such as cost-of-living adjustments (COLAs), rising IT expenditures, utility rates, and library/reference subscription fees, among other expenses, the details of which are outlined in this report.
- We made a strategic budgeting change this year and accounted for \$3.3 million in routine annual expenses that historically had been pre-paid through "pay forward" funding. Pay forward money has been an aggregate of leftover 01, 02, and 03 funds at the end of a fiscal year that are typically used toward one-time expenses, realized in the previous fiscal year for expenses occurring in the current fiscal year.
- We had to rebalance how we were spending these leftover funds for several reasons, including that based on budget forecasting, we do not believe we will continue to have leftover funds at the levels we have had in previous years. Moving forward, items that, up until now, have been realized as a pay forward will roll into 03 operating expenses and be budgeted up front to assure that we have the most accurate accounting of University expenses. Most of what

you see as a pay forward item in this report, will be rolled over into a recurring expense for FY27 and beyond.

- Prior to the start of FY26, several changes were made to SU's organizational structure; including, Auxiliary Services moving under the Division of Administration and Finance, Enrollment Management moving from Academic Affairs to the President's Office, and University Analysis, Reporting, and Assessment (UARA) moving to Academic Affairs/Office of the Provost from the President's Office. This should be kept in mind when looking at divisional budget increases/decreases for the FY26 final budget.
- Previous reports included detailed Position Identification Number (PIN) histories that traced allocations by division or department. However, the State of Maryland no longer requires institutions to track PINs at that level. Vacant PINs are now managed centrally at the University level rather than being housed within specific divisions or units, and each year. Because of this change, detailed PIN histories are no longer documented within Workday in the same manner as in past years. For that reason, this report does not include a PIN history section.

BUDGET CALENDAR – FY26¹

MONTH	MILESTONE/ACTIVITY	RESPONSIBLE PARTY	NOTES/DEADLINES
September/ October	Budget Training Workshops	Budget Office	For employees who track and maintain budgets and actual expenses.
January	Revenue Scenarios Developed	Budget Office/Finance	Development of preliminary revenue scenarios incorporating rate increases and enrollment projections.
February	Preparation for Internal Budget Process and submission of requested tuition, fee, room and board rates to USM.	Budget Office	Finalize budget preparation collection process. Communicate the process to campus.
March	Budget Preparation Begins (through May)	Departments/Divisions	
April	Legislative Session Ends	State/USM	Final State Appropriation (General Funds) amount is communicated to institutions.
April	Review/Adjust Revenue Forecast	Budget Office/Finance	Finalize revenue forecast based on enrollment trends and state appropriation (general funds).
May	Finalize Budget Requests for Review	Departments/Divisions	Budget requests should be submitted by mid-May to ensure sufficient time for review by Budget Office.
June	Final Budget Approval	Budget Office/Finance	
July	New Fiscal Year Begins		

¹ A full list of communications and engagements held in advance of FY26 about the University's budget, cuts, and participation from faculty, staff, and students can be found in the Appendix.

BUDGETED REVENUE

REVENUE OVERVIEW

Salisbury University receives two main types of revenue streams that support its operations: **restricted** and **unrestricted funds**. Understanding the difference between these two categories is essential to knowing how the university builds its budget and allocates resources.

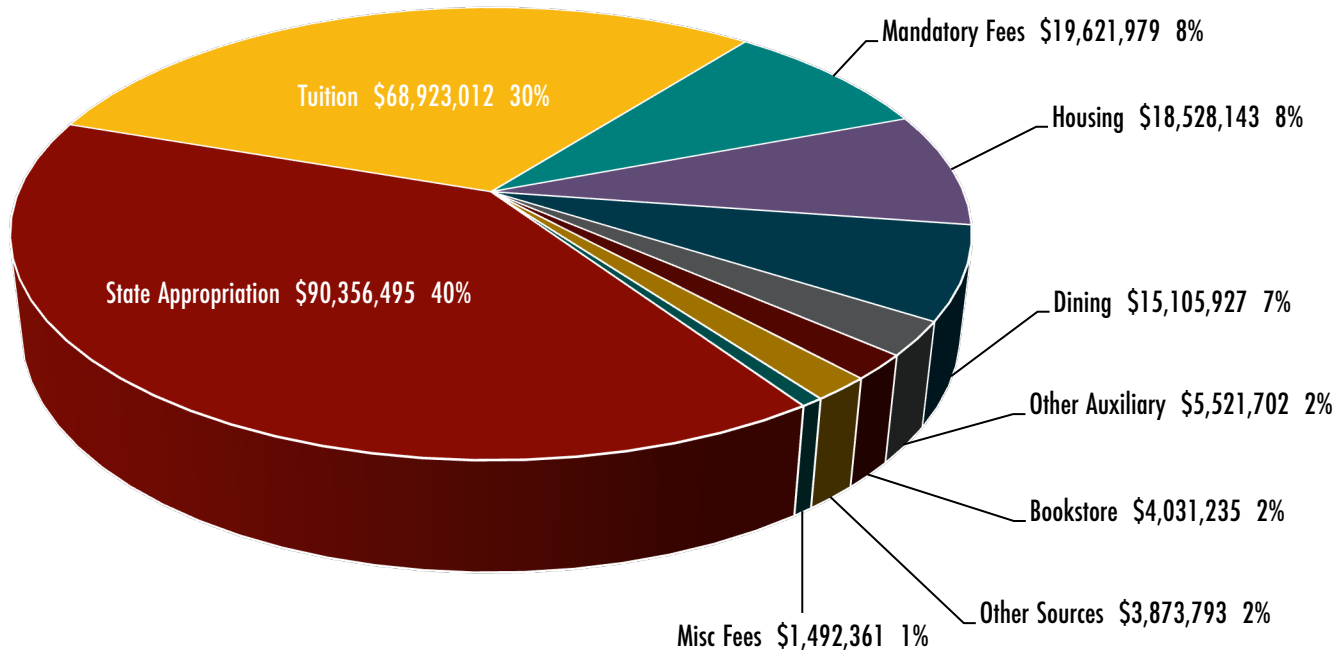
- **Unrestricted Revenue** is funding the university can use for general operations and expenses, such as salaries, utilities, and student services. It includes money from sources like tuition, state appropriations, and auxiliary services.
- **Restricted Revenue** is funding that must be used for specific purposes as defined by the provider – such as grants, donations, or contracts. This money can only be spent on the projects or activities it was designated for.

Historically, SU has separated unrestricted revenues into three categories:

- **State-support** revenue includes state appropriations, fall/spring tuition and fees revenue, and other unrestricted funds.
- **Self-support** revenue includes summer and mini-mester tuition and fees.
- **Auxiliary** revenue includes student fees and revenue generated from auxiliary areas such as housing, dining, and the Bookstore.

REVENUE BY SOURCE

Supporting Budgeted USources Percentages



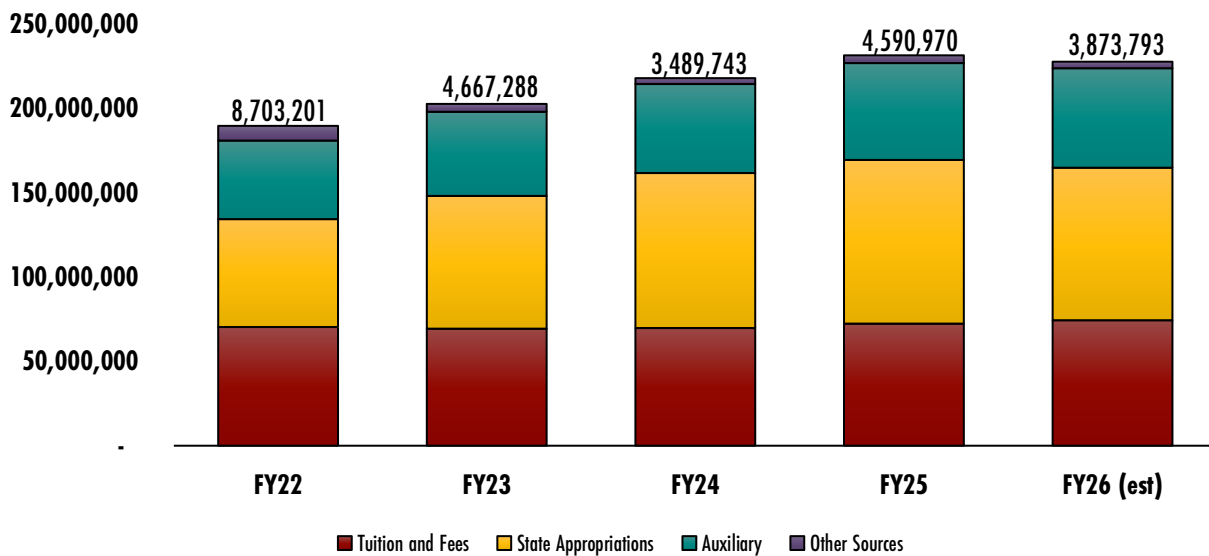
Supporting Budgeted USources

REVENUE BY SOURCE	FY26
State Appropriation	\$ 90,356,495
Tuition	\$ 68,923,012
Mandatory Fees	\$ 19,621,979
Housing	\$ 18,528,143
Dining	\$ 15,105,927
Other Auxiliary	\$ 5,521,702
Bookstore/Retail	\$ 4,031,235
Other Sources	\$ 3,873,793
Misc. Fees	\$ 1,492,361
Total	\$ 227,454,646

Unrestricted Operating Revenue History (Budgeted Revenue)

REVENUE	FY22	FY23	FY24	FY25	FY26 (EST)
Tuition and Fees	70,287,721	69,298,501	69,670,731	72,289,389	74,283,697
State Appropriations	63,903,645	78,645,174	91,823,737	96,955,264	90,356,495
Auxiliary	46,554,185	49,850,950	52,728,774	57,396,268	58,940,662
Other Sources	8,703,201	4,667,288	3,489,743	4,590,970	3,873,793
Fed/State Stimulus	8,199,282	1,299,780	-	-	-
Investment Income	440,445	3,300,004	4,832,648	4,714,849	3,750,000
Miscellaneous	63,474	67,504	(1,342,905)	(123,879)	123,793
	189,448,752	202,461,913	217,712,985	231,231,891	227,454,647

SU Unrestricted (Control) Revenue Trends



STATE GENERAL FUND SUPPORT

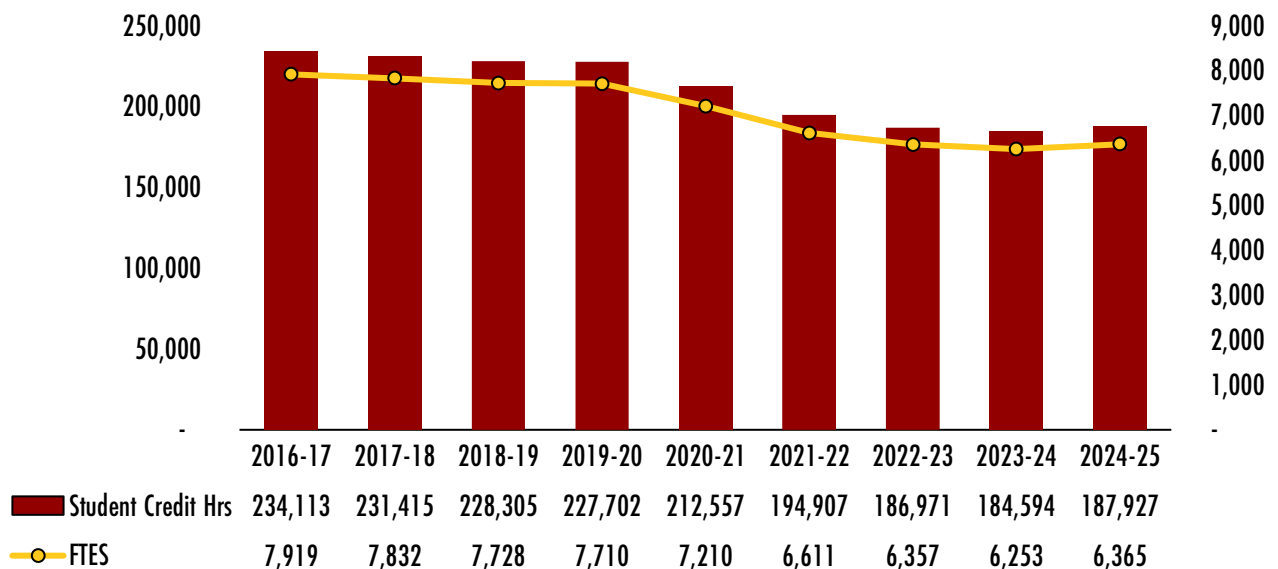
The University's General Fund (State Appropriation) support decreased by approximately \$6.6 million in FY26 when compared to FY25 despite COLA/merit increases (1% COLA effective July 1).

While increases in General Fund (State Appropriations) support between FY22 and FY25 from the state gives the impression of an operational budget increase, the reality is these funds are already earmarked for the increased expenses detailed above and cannot be used in support of anything except for employee salary and benefits. We saw a decrease in state support for FY26, as shown in the chart below.

History of State Appropriations (90% of increase since FY20 related to COLA/Merit)

YEAR	STATE APPROPRIATIONS	YOY CHANGE	COLA/MERIT	OTHER
FY20	\$ 58,280,356			
FY21	\$ 60,827,717	\$ 2,547,361	\$ 2,442,846	\$ 104,515
FY22	\$ 63,903,645	\$ 3,075,928	\$ 3,256,187	\$ (180,259)
FY23	\$ 78,645,174	\$ 14,741,529	\$ 7,891,563	\$ 6,849,966
FY24	\$ 91,823,737	\$ 13,178,563	\$ 5,744,024	\$ 7,434,539
FY25	\$ 96,955,265	\$ 5,131,528	\$ 7,721,792	\$ (2,590,264)
FY26	\$ 90,356,495	\$ (6,598,770)	\$ 1,811,014	\$ (8,409,784)
Total		\$ 32,076,139	\$ 28,867,426	\$ 3,208,713
			90.0%	10%

ENROLLMENT TRENDS



Enrollment is one of the most critical drivers of revenue for Salisbury University. Tuition and fees – paid by students – comprise a substantial portion of SU’s unrestricted revenue, which is a primary funding source used for day-to-day operating expenses of the University. SU has seen an 18.7% drop since 2013. This decrease in enrollment represents millions in lost revenue. This decline places direct pressure on the operating budget, limiting our ability to grow programs and invest in new strategic initiatives without making reductions elsewhere.

Because unrestricted revenue is not bound by donor restrictions or state capital allocations, it is the most flexible and essential funding stream for managing the core functions of the University. However, with enrollment still below pre-COVID-19 levels, that critical revenue stream has not fully recovered.

This reality makes it even more important that SU continues to align spending with current enrollment trends and develops creative strategies to grow enrollment, strengthen retention, and increase alternate revenue sources to support a sustainable financial future.

UNIVERSITY BUDGET SUMMARIES

FY26 VS. FY25 BUDGETED EXPENSES BY DIVISION/AREA (BEFORE REORGANIZATION)

EXPENDITURES BY DIVISION/AREA	FY26 BUDGET	FY25 BUDGET	+/
Academic Affairs			
Associate Provost	1,137,829	992,352	145,477
Asst. Provost for International Education	102,522	511,897	(409,375)
Assoc. VP of Academic Affairs	2,834,046	2,141,498	692,548
Dean of CHHS	13,820,762	14,137,109	(316,347)
Dean of Clarke Honors College	724,224	680,356	43,868
Dean of Fulton School	20,211,572	22,390,700	(2,179,128)
Dean of Graduate Studies	1,186,018	1,265,672	(79,654)
Dean of Henson School	14,887,101	15,876,187	(989,086)
Dean of Libraries	4,230,022	4,360,906	(130,884)
Dean of Perdue School	13,985,980	14,360,664	(374,684)
Dean of Seidel School	6,270,164	6,860,683	(590,519)
Enrollment Management	6,502,332	5,253,919	1,248,413
Provost	3,956,485	4,208,614	(252,129)
Registrar	1,197,849	1,278,897	(81,048)
Rommel Center for Entrepreneurship	363,295	373,033	(9,738)
Institutional Aid	19,920,000	18,270,488	1,649,512
Subtotal Academic Affairs	111,330,201	112,962,974	(1,632,773)
Administration & Finance			
Facilities & Capital	21,786,701	22,940,438	(1,153,737)
Finance	8,242,663	6,932,015	1,310,648
Human Resources	2,113,912	2,309,650	(195,738)
Information Technology	10,942,106	10,425,179	516,927
University Police	4,219,746	4,333,510	(113,763)
Utilities	5,232,889	4,776,820	456,069
Subtotal Administration & Finance	52,538,018	51,717,611	820,406
Advancement			
Advancement	1,241,215	1,179,263	61,952
Development & Alumni	1,287,601	1,369,611	(82,010)
Subtotal Advancement	2,528,816	2,548,874	(20,058)

EXPENDITURES BY DIVISION/AREA	FY26 BUDGET	FY25 BUDGET	+/-
Inclusion, Access, & Belonging			
Office of Access & Accommodations	591,469	505,414	86,055
Inclusion, Access, & Belonging	1,125,827	1,207,226	(81,399)
Office of Institutional Equity	811,179	802,823	8,356
Subtotal Inclusion, Access, & Belonging	2,528,475	2,515,464	13,012
President			
Athletics & Campus Recreation	7,244,683	6,774,460	470,223
General Counsel	384,393	468,648	(84,255)
Office of the President	2,101,377	2,306,476	(205,099)
University Analysis, Reporting, & Assessment	728,489	785,174	(56,685)
Subtotal President	10,458,942	10,334,758	124,184
Public Affairs			
Government Relations	530,899	286,300	244,599
University Communications	2,244,175	2,043,148	201,027
Subtotal Public Affairs	2,775,074	2,329,448	445,626
Student Affairs			
Assoc. VP of Student Affairs	1,621,853	1,791,106	(169,253)
Bookstore	4,324,034	3,778,070	545,963
Conference Services	464,012	506,133	(42,121)
Dean of Students	1,522,370	1,511,293	11,076
Dining Services	11,872,993	11,395,078	477,915
Director of Housing	2,498,071	2,544,763	(46,692)
VP of Student Affairs	1,526,018	1,736,895	(210,877)
Subtotal Student Affairs	23,829,350	23,263,339	566,011
Debt Service	9,349,028	9,385,238	(36,210)
Facilities Renewal	10,208,900	9,637,560	571,340
Fund Balance (required contribution)	2,277,398	2,292,545	(15,147)
Grand Total	227,824,202	226,987,810	836,391

FY26 BUDGET OVERVIEW (AFTER REORGANIZATION)

FY26 BUDGET AFTER REORGANIZATION	01 PIN	02 CONTRACTUAL	03 OPERATING	GRAND TOTAL
Academic Affairs				
Associate Provost	681,195	72,724	383,910	1,137,829
Asst. Provost for International Education	91,372	-	11,150	102,522
Assoc. VP of Academic Affairs	3,134,243	679,180	373,777	4,187,200
Dean of CHHS	11,625,561	1,971,140	224,061	13,820,762
Dean of Clarke Honors College	526,369	163,903	33,952	724,224
Dean of Fulton School	17,646,838	1,774,428	790,307	20,211,573
Dean of Graduate Studies	358,740	-	5,570	364,310
Dean of Henson School	12,880,696	1,416,579	589,826	14,887,101
Dean of Libraries	2,789,559	230,575	1,209,888	4,230,022
Dean of Perdue School	12,743,902	1,201,304	404,069	14,349,275
Dean of Seidel School	5,077,964	1,062,925	129,275	6,270,164
Office of Sponsored Programs	819,458	-	2,250	821,708
Provost	1,767,908	2,195,563	405,647	4,369,118
University Analysis, Reporting, & Assessment	601,314	69,075	58,100	728,489
Subtotal Academic Affairs	70,745,118	10,837,396	4,621,782	86,204,296
Administration & Finance				
Bookstore	1,038,424	227,210	3,058,400	4,324,034
Dining Services	4,634,004	2,182,243	5,056,745	11,872,992
Facilities & Capital	15,720,515	1,950,020	4,576,178	22,246,713
Finance	5,433,554	54,365	2,425,690	7,913,609
Human Resources	1,693,289	272,523	148,100	2,113,912
Information Technology	6,994,849	352,145	3,966,918	11,313,912
University Police	3,917,691	244,537	390,572	4,552,800
Subtotal Admin & Finance	39,432,326	5,283,043	19,622,603	64,337,973
Advancement				
Advancement	676,430	-	564,785	1,241,215
Development & Alumni	1,116,348	21,450	149,803	1,287,601
Subtotal Advancement	1,792,778	21,450	714,588	2,528,816

FY26 BUDGET AFTER REORGANIZATION	01 PIN	02 CONTRACTUAL	03 OPERATING	GRAND TOTAL
Inclusion, Access, & Belonging				
Office of Access & Accommodations	425,068	121,857	44,544	591,469
Inclusion, Access, & Belonging	698,379	302,548	124,900	1,125,827
Office of Institutional Equity	617,453	118,291	75,435	811,179
Subtotal Inclusion, Access, & Belonging	1,740,900	542,696	244,879	2,528,475
President				
Athletics & Campus Recreation	3,911,915	1,355,981	1,976,787	7,244,683
Enrollment Management	3,698,579	352,840	2,450,913	6,502,332
General Counsel	303,193	-	81,200	384,393
Office of the President	1,326,579	-	206,860	1,533,439
Subtotal President	9,240,265	1,708,821	4,715,760	15,664,846
Public Affairs				
Government Relations	169,777	101,372	259,750	530,899
University Communications	1,849,608	130,557	264,010	2,244,175
Subtotal Public Affairs	2,019,385	231,929	523,760	2,775,074
Student Affairs				
Assoc. VP of Student Affairs	61,295	150,173	88,530	299,998
Career Services	435,491	48,180	36,102	519,773
Dean of Students	2,064,495	105,472	300,999	2,470,966
Director of Housing	618,857	524,835	1,354,379	2,498,071
Student Involvement and Leadership	388,681	40,996	600	430,277
VP of Student Affairs	546,260	20,000	11,161	577,421
Subtotal Student Affairs	4,115,080	889,656	1,791,771	6,796,507
Debt Service			9,349,028	9,349,028
Facilities Renewal			10,208,900	10,208,900
Institutional Aid		70,000	19,850,000	19,920,000
Utilities			5,232,889	5,232,889
Fund Balance (required contribution)			2,277,398	2,277,398
Grand Total	129,085,852	19,584,991	79,153,358	227,824,201

Areas where increases were seen are often reflective of budgeting for strategic priorities and structural realities. Although SU is navigating a budget reduction due to state funding cuts, certain areas are seeing increases for the following reasons:

1. Essential Services and Infrastructure

- **Finance and Information Technology:** These increases reflect rising costs in technology systems, cyber protections, and financial operations. Finance also now serves as a holding area for multiple budget contingencies and fringe benefits, which skews year-over-year comparisons.
- **Utilities:** Energy costs have increased significantly due to inflation and rate hikes – SU must budget for these unavoidable operational expenses.
- **Facilities Renewal:** This is mandated by the USM to maintain safe, functional buildings. It can't be reduced without risking higher long-term costs or regulatory non-compliance.

2. Student-Centered Investments

- **Enrollment Management:** Reflects targeted investments in recruiting and retaining students – a key strategy for reversing long-term enrollment declines and boosting revenue.
- **Institutional Aid:** More aid is being allocated to help students afford SU, supporting both access and enrollment goals without over-relying on tuition hikes.
- **Office of Access and Accommodations:** In line with strategic goals around inclusion, access, and belonging, SU is increasing support for student wellness and accessibility services.

3. Self-Supporting and Revenue-Generating Areas

- **Dining Services and Bookstore:** These auxiliary enterprises are self-funded and operate based on demand. Increases here often reflect increased usage or planned revenue growth, not general fund spending.

4. Targeted Growth or Realignment

- **Government Relations and Public Affairs:** Reflect a strategic push to increase advocacy and visibility at the state level and beyond, particularly important as SU competes for state funding and legislative support.
- **Pay Forwards:** As highlighted earlier in the report, pay forwards are typically categorized as money unspent at the end of a fiscal year (leftover funds from 01, 02, and/or 03). We have made the strategic shift away from pay forwards for several reasons. For one, given the state budget challenges and cuts received by the University in recent years, we do not anticipate having funds left over at the end of FY26 that could be categorized as pay forwards. Additionally, we believe it is important that we move away from this budgeting process because we want there to be greater visibility and accuracy on how much money our programs require to fund.

Budget Summary by Division: Overview

The following “Budget Summary by Division” sections provide a high-level view of how Salisbury University allocates and manages its resources across major administrative areas within each division. These charts are designed to show both the proportion of the overall University budget held by each division and the primary categories of expenses within those areas. Additionally, the charts provide a more in-depth view of where reductions, escalations, and other increases were experienced.

Each divisional budget is presented using standard state expense categories, also referred to as Objects. These Objects provide a consistent framework for classifying and comparing expenditures across the University System of Maryland.

The three referenced categories are:

- **Object 01 – Salaries and Benefits:**
This includes all expenses related to permanent, full-time employees who are hired into state PIN (Position Identification Number) lines. These costs make up the majority of the University’s budget.
- **Object 02 – Contractual Services and Labor:**
This category includes compensation for adjunct faculty, temporary staff, overloads, and other contractual personnel.
- **Object 03 – Operating Expenses:**
This captures non-labor expenditures such as utilities, supplies, travel, equipment, and discretionary costs like events, catering, or external consulting.

Together, these Objects account for nearly all University spending and illustrate the balance between labor costs (which are largely fixed) and operational expenses (which provide greater flexibility for budget adjustments). By displaying each division’s budget across these categories, the summary highlights where resources are concentrated and how reductions or efficiencies must be considered in the context of SU’s overall financial sustainability.

REDUCTIONS AND ESCALATIONS

When reviewing the divisional budget summaries, it is important to distinguish between true increases to the bottom line and shifts in how funds are categorized or reported.

- **Object 01 – Salaries and Benefits:**

Increases in this category are largely the result of state-mandated cost of living adjustments (COLAs) for employees. These are escalations applied across all state institutions and do not necessarily represent discretionary growth in SU's workforce. As you will see, a major portion of the reductions were made in 01. This does not mean employees were laid off to realize these savings; rather, long-standing vacant positions were eliminated from the overall budget. Many of these roles had been open for multiple years.

- **Organizational Changes:**

Some apparent increases are not new dollars but rather lateral transfers resulting from centralizing funds or reorganizing departments and functions. For example, when a unit or group of employees moves from one division to another, the receiving division's budget will appear larger even though the University's overall expenditures remain unchanged.

- **Objects 02 and 03 – Contractual Services and Operating Expenses:**

Reductions are concentrated in these areas. Cuts include limiting discretionary spending (such as travel, catering, or events), reviewing adjunct contracts and overload payments, and consolidating operational costs to create efficiencies.

This framework helps clarify that while certain lines show growth, much of it is driven by external mandates or accounting realignments, not expanded spending. At the same time, reductions in contractual and operating expenses represent deliberate efforts to absorb cuts while minimizing impact on core academic programs and student services.

As you will see, the green "variances" columns will illustrate that SU met its target of making necessary reductions in response to the budget cuts from the State of Maryland. However, cost escalations (such as the previously discussed COLA as well as rising expenses like utilities), strategic investments (e.g. institutional aid), and revenue projections will show a year-over-year comparison between FY25 and FY26 that is essentially flat.

Certain lines include details about how amounts were reached; please note they are not exhaustive in detail but meant to be representative to add context.

BUDGET SUMMARY BY DIVISION

Academic Affairs

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Academic Affairs	76,246,129	(3,336,741)	617,055	(2,719,686)	73,526,444
1	Provost	1,609,527	(540)	7,007	(10,533)	1,598,994
2	Associate Provost	603,703	73,990	3,502	77,492	681,195
3	Assoc. VP of Academic Affairs	1,783,769	111,891	12,815	124,706	1,908,475
4	Asst. Provost for Intl Education	411,069	(323,526)	3,829	(319,697)	91,372
5	Dean of CHHS	11,366,513	164,451	94,597	259,048	11,625,561
6	Dean of Clarke Honors College	461,039	62,389	2,941	65,330	526,369
7	Dean of Fulton School	19,174,726	(1,694,265)	166,375	(1,527,890)	17,646,836
8	Dean of Graduate Studies	1,230,172	(59,784)	7,810	(51,974)	1,178,198
9	Dean of Henson School	13,545,552	(766,042)	101,186	(664,856)	12,880,696
10	Dean of Libraries	2,935,171	(172,385)	26,773	(145,612)	2,789,559
11	Dean of Perdue School	12,676,226	(371,117)	107,243	(263,874)	12,412,352
12	Dean of Seidel School	5,454,955	(421,431)	44,440	(376,991)	5,077,964
13	Enrollment Management	3,570,520	99,208	28,851	128,059	3,698,579
14	Registrar	1,092,725	(21,150)	7,169	(13,981)	1,078,744
15	Rommel Center for Entrepreneurship	330,463	(1,430)	2,517	1,087	331,550
16	Institutional Aid	-	-	-	-	-

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Academic Affairs	12,192,127	(1,420,966)	420,000	(1,000,966)	11,191,161
17	Provost	1,912,650	(142,516)	420,000	277,484	2,190,134
18	Associate Provost	138,654	(65,930)	-	(65,930)	72,724
19	Assoc. VP of Academic Affairs	294,580	351,174	-	351,174	645,754
20	Asst. Provost for Intl Education	88,328	(88,328)	-	(88,328)	-
21	Dean of CHHS	2,402,361	(431,221)	-	(431,221)	1,971,140
22	Dean of Clarke Honors College	174,117	(10,214)	-	(10,214)	163,903
23	Dean of Fulton School	2,229,683	(455,255)	-	(455,255)	1,774,428
24	Dean of Graduate Studies	-	-	-	-	-
25	Dean of Henson School	1,639,611	(223,032)	-	(223,032)	1,416,579
26	Dean of Libraries	392,394	(161,819)	-	(161,819)	230,575
27	Dean of Perdue School	1,210,155	(8,851)	-	(8,851)	1,201,304
28	Dean of Seidel School	1,240,827	(177,902)	-	(177,902)	1,062,925
29	Enrollment Management	315,355	37,485	-	37,485	352,840
30	Registrar	84,412	(45,557)	-	(45,557)	38,855
31	Rommel Center for Entrepreneurship	-	-	-	-	-
32	Institutional Aid	69,000	1,000	-	1,000	70,000

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Academic Affairs	24,524,718	(786,497)	2,874,374	2,087,877	26,612,595
33	Provost	686,437	(519,080)	-	(519,080)	167,357
34	Associate Provost	249,995	133,915	-	133,915	383,910
35	Assoc. VP of Academic Affairs	63,149	(26,494)	243,162	216,668	279,817
36	Asst. Provost for Intl Education	12,500	(1,350)	-	(1,350)	11,150
37	Dean of CHHS	368,235	(162,475)	18,301	(144,174)	224,061
38	Dean of Clarke Honors College	45,200	(12,248)	1,000	(11,248)	33,952
39	Dean of Fulton School	986,291	(217,984)	22,000	(195,984)	790,307
40	Dean of Graduate Studies	35,500	(27,680)	-	(27,680)	7,820
41	Dean of Henson School	691,024	(101,198)	-	(101,198)	589,826
42	Dean of Libraries	1,033,341	(351,102)	527,649	176,547	1,209,888
43	Dean of Perdue School	474,283	(215,709)	113,750	(101,959)	372,324
44	Dean of Seidel School	164,901	(35,626)	-	(35,626)	129,275
45	Enrollment Management	1,368,044	782,869	300,000	1,082,869	2,450,913
46	Registrar	101,760	(21,510)	-	(21,510)	80,250
47	Rommel Center for Entrepreneurship	42,570	(10,825)	-	(10,825)	31,745
48	Institutional Aid	18,201,488	-	1,648,512	1,648,512	19,850,000

NOTES	
2, 18	PIN conversion in ID&D; Majority of amount transferred from Associate Provost 02 line to Associate Provost 01 line
3, 19	PIN conversion in Writing Center; Majority of amount transferred from Associate VP of Academic Affairs 02 line to Associate VP of Academic Affairs 01 line
5	Increases to this line account for filling multiple vacant Nursing faculty positions, offset by 01 reductions elsewhere in CHHS
6, 22	Conversion of contractual lecturer position to PIN; Majority of amount transferred from Dean of Clarke Honors College 02 line to Dean of Clarke Honors College 01 line
7, 9-12	01 reductions through the elimination of vacant positions that had gone unfilled for multiple years
13, 29	Conversion of Intl. Enrollment Coordinator to PIN; Majority of amount transferred from Enrollment Management 02 line to Enrollment Management 01 line
17	Cost escalation attributed to increasing budget for faculty summer and mini-mester offerings
19, 23	Net increase due to budget shift for GAs who support the Writing Center, moved from English Dept. to AVPAA 02 decrease reflected in Fulton's budget
34	Additional funding for the processing/administrative/legal fees for international faculty to receive permanent residence
33, 35	Reorganized USource that was previously under the Provost (transfer from Provost to AVPAA)
42	Renewal/purchase of library subscriptions and other academic databases
43	Renewal/purchase of academic training and development tools as well as PSOB specific academic database
45	Admissions: Increase in mailing costs, and readjustment for budgeting too low in FY25
45	Integrated Marketing: Renewal of Google Search marketing campaign, expansion of digital marketing, RNL replacement (Cancellation of RNL contract that had been paid for in FY25)

BUDGET SUMMARY BY DIVISION

Administration & Finance

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Administration & Finance	32,974,405	(836,966)	1,020,878	183,912	33,158,318
1	Facilities & Capital	15,669,324	(431,954)	98,310	(333,644)	15,335,680
2	Utilities	-	-	-	-	-
3	Finance	4,660,735	18,407	830,710	849,117	5,509,852
4	Human Resources	1,583,539	99,092	10,658	109,750	1,693,289
5	Information Technology	7,073,580	(345,111)	49,634	(295,477)	6,778,103
6	University Police	3,987,228	(177,400)	31,566	(145,834)	3,841,393

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Administration & Finance	2,900,569	(355,761)	211,362	(144,399)	2,756,170
7	Facilities & Capital	2,273,612	(329,832)	-	(329,832)	1,943,780
8	Utilities	-	-	-	-	-
9	Finance	127,236	(2,115)	-	(2,115)	125,121
10	Human Resources	61,161	-	211,362	211,362	272,523
11	Information Technology	256,833	(15,868)	-	(15,868)	240,965
12	University Police	181,727	(7,946)	-	(7,946)	173,781

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Administration & Finance	15,842,637	(817,525)	1,598,418	780,893	16,623,530
13	Facilities & Capital	4,997,502	(490,261)	-	(490,261)	4,507,241
14	Utilities	4,776,820	-	456,069	456,069	5,232,889
15	Finance	2,144,044	463,646	-	463,646	2,607,690
16	Human Resources	664,950	(516,850)	-	(516,850)	148,100
17	Information Technology	3,094,766	(314,077)	1,142,349	828,272	3,923,038
18	University Police	164,555	40,017	-	40,017	204,572

NOTES	
3	Centralized misc. 01 costs (e.g. leave payouts, tuition waivers, overtime and shift differentials) A&F is now holding these funds centrally for the entire university to be dispersed as needed
4	Net increase for the planned mid-year conversion of HR director position
10	Filling of previously announced HR positions (e.g. Workday Business Analyst and Director of Employee Experience)
14	Estimated calculation for inflation costs to utilities for the University
15	For expenses related to specific tuition waivers like Yellow Ribbon, Homeless Youth, and other USM remission benefits – Actual expense for FY25 was \$1.3M (\$950k budgeted)
17	Primarily accounts for the renewal or purchase of services benefitting every member of campus, like internet service, firewalls and information security, and licensing agreements (e.g. Microsoft)

BUDGET SUMMARY BY DIVISION

Advancement

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Advancement	2,058,674	(280,462)	14,566	(265,896)	1,792,778
1	Advancement	841,452	(171,138)	6,116	(165,022)	676,430
2	Development & Alumni	1,217,222	(109,324)	8,450	(100,874)	1,116,348

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Advancement	17,323	4,127	-	4,127	21,450
3	Advancement	-	-	-	-	-
4	Development & Alumni	17,323	4,127	-	4,127	21,450

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Advancement	472,877	(347,122)	588,833	241,711	714,588
5	Advancement	337,811	(125,026)	352,000	226,974	564,785
6	Development & Alumni	135,066	(222,096)	236,833	14,737	149,803

NOTES	
5	Primarily accounts for the renewal or purchase of technology to service the management of the annual fund
6	Primarily accounts for the renewal or purchase of donor-related technology (e.g. Donor Search & Gravity) and other development related activities

BUDGET SUMMARY BY DIVISION

Inclusion, Access, & Belonging

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Inclusion, Access, & Belonging	1,720,469	2,216	18,215	20,431	1,740,900
1	Office of Access & Accommodations	434,146	(11,689)	2,611	(9,078)	425,068
2	Inclusion, Access, & Belonging	670,609	23,682	4,088	27,770	698,379
3	Office of Institutional Equity	615,713	(9,776)	11,516	1,740	617,453

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Inclusion, Access, & Belonging	400,375	56,282	86,039	142,321	542,696
4	Office of Access & Accommodations	35,818	-	86,039	86,039	121,857
5	Inclusion, Access, & Belonging	246,267	56,281	-	56,281	302,548
6	Office of Institutional Equity	118,290	1	-	1	118,291

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Inclusion, Access, & Belonging	394,620	(161,829)	12,088	(149,741)	244,879
7	Office of Access & Accommodations	35,450	9,094	-	9,094	44,544
8	Inclusion, Access, & Belonging	290,350	(177,538)	12,088	(165,450)	124,900
9	Office of Institutional Equity	68,820	6,615	-	6,615	75,435

NOTES	
4	Budgeting for Testing Coordinator, Accessibility Specialist
5	Budgeting for GA and contractual student labor
8	Purchase of educational equipment and transportation services for Powerful Connections and international students

BUDGET SUMMARY BY DIVISION

President

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	President	6,819,458	(413,097)	52,578	(360,519)	6,458,939
1	Athletics & Campus Recreation	3,997,902	(115,637)	29,650	(85,987)	3,911,915
2	General Counsel	387,448	(86,723)	2,468	(84,255)	303,193
3	Office of the President	1,738,929	(112,606)	16,194	(96,412)	1,642,517
4	UARA	695,179	(98,131)	4,266	(93,865)	601,314

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	President	1,272,171	(107,137)	260,022	152,885	1,425,056
5	Athletics & Campus Recreation	1,165,034	-	190,947	190,947	1,355,981
6	General Counsel	-	-	-	-	-
7	Office of the President	107,137	(107,137)	-	(107,137)	-
8	UARA	-	-	69,075	69,075	69,075

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	President	2,243,129	326,818	5,000	331,818	2,574,947
9	Athletics & Campus Recreation	1,611,524	360,263	5,000	365,263	1,976,787
10	General Counsel	81,200	-	-	-	81,200
11	Office of the President	460,410	(1,550)	-	(1,550)	458,860
12	UARA	89,995	(31,895)	-	(31,895)	58,100

NOTES	
5	Increases due to rising minimum amounts based on new USM non-exempt pay structure and additional graduate assistants
8	Backfill for PIN vacancy
9	Inflationary increases for travel, food services, equipment, and game officials

BUDGET SUMMARY BY DIVISION

Public Affairs

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Public Affairs	1,845,615	153,702	20,068	173,770	2,019,385
1	Government Relations	-	169,029	748	169,777	169,777
2	University Communications	1,845,615	(15,327)	19,320	3,993	1,849,608

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Public Affairs	73,828	158,101	-	158,101	231,929
3	Government Relations	25,000	76,372	-	76,372	101,372
4	University Communications	48,828	81,729	-	81,729	130,557

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Public Affairs	410,005	(43,945)	157,700	113,755	523,760
5	Government Relations	261,300	(29,550)	28,000	(1,550)	259,750
6	University Communications	148,705	(14,395)	129,700	115,305	264,010

NOTES	
1	Addition of Public Affairs Coordinator (not initially in FY25 budget) and new 01 budgeting method whereas 20% of the 01 expenses for the Chief of Staff/VP of Public Affairs is budgeted for in Public Affairs, remainder budgeted in President 01
3	Contractual positions for Public Affairs / GA
4	Contractual positions for Creative Services
6	Primarily accounts for the increased purchase price of printed materials during the Centennial year

BUDGET SUMMARY BY DIVISION

Student Affairs

01 Budgets

		FY25 BUDGET 01 PIN	01 VARIANCES	01 INCREASES	01 CHANGE (TOTAL)	FY26 FINAL 01 PIN
	Student Affairs	10,828,013	(509,070)	70,145	(438,925)	10,389,088
1	Assoc. VP of Student Affairs	1,222,287	(128,489)	8,414	(120,075)	1,102,212
2	Bookstore	860,813	172,289	5,321	177,610	1,038,424
3	Conference Services	391,841	(9,457)	2,451	(7,006)	384,835
4	Dean of Students	1,223,924	80,200	17,256	97,456	1,321,381
5	Dining Services	4,838,894	(235,015)	30,126	(204,889)	4,634,005
6	Director of Housing	634,713	(20,368)	4,512	(15,856)	618,857
7	VP of Student Affairs	1,655,540	(368,230)	2,065	(366,165)	1,289,375

02 Budgets

		FY25 BUDGET 02 CONTRACTUAL	02 VARIANCES	02 INCREASES	02 CHANGE (TOTAL)	FY26 FINAL 02 CONTRACTUAL
	Student Affairs	3,179,974	(33,198)	269,753	236,555	3,416,529
8	Assoc. VP of Student Affairs	388,328	(37,799)	-	(37,799)	350,529
9	Bookstore	137,457	-	89,753	89,753	227,210
10	Conference Services	6,476	(236)	-	(236)	6,240
11	Dean of Students	112,982	(24,790)	-	(24,790)	88,192
12	Dining Services	1,943,516	58,727	180,000	238,727	2,182,243
13	Director of Housing	547,597	(22,762)	-	(22,762)	524,835
14	VP of Student Affairs	43,618	(6,338)	-	(6,338)	37,280

03 Budgets

		FY25 BUDGET 03 OPERATING	03 VARIANCES	03 INCREASES	03 CHANGE (TOTAL)	FY26 FINAL 03 OPERATING
	Student Affairs	9,255,352	(147,196)	915,577	768,381	10,023,733
15	Assoc. VP of Student Affairs	180,491	(11,379)	-	(11,379)	169,112
16	Bookstore	2,779,800	(21,400)	300,000	278,600	3,058,400
17	Conference Services	107,816	(34,879)	-	(34,879)	72,937
18	Dean of Students	174,387	(61,590)	-	(61,590)	112,797
19	Dining Services	4,612,668	-	444,077	444,077	5,056,745
20	Director of Housing	1,362,453	(8,074)	-	(8,074)	1,354,379
21	VP of Student Affairs	37,737	(9,874)	171,500	161,626	199,363

NOTES	
1, 7	Salary savings for FY26 for vacant VPSA and AVPSA
2	Inclusion of 2 unfilled/open PINs that were not initially included in the FY25 budget
4	Funding to fill vacant Case Manager position
5, 12	Increase in contractual labor due to re-opening of Bistro, backfill for some vacant PINs with contractual positions
16	Estimated cost of resale items – expected significant cost inflation and increased royalty fees. Expected tariffs increase.
19	Increase for rising food costs – based on anticipated increase in demand from additional Dining Dollars; Third-party vendor fees (e.g. \$60k for Grub Hub contract)
21	Increase accounts for renewal and purchase of counseling and health services technology and software (e.g. TimelyCare)

STRATEGIC BUDGETING SHIFT: PAY FORWARDS

A significant change in Salisbury University's financial planning for FY26 has been in achieving greater accuracy in planning for operational needs than in years prior. This new approach is a partial response to the state's persistent structural deficit and the volatility of higher education funding.

As we enter FY26, SU is moving away from the pay forward practice. While it provided short-term stability, this approach is no longer sustainable in the face of repeated structural cuts to state funding and continuing enrollment pressures. Simply put, the old model has been adding to the challenge of balancing the next fiscal year budget.

WHY WE ARE SHIFTING

- **Transparency:** Ending the practice provides a clearer, more accurate picture of each fiscal year's true costs and revenues.
- **Sustainability:** Relying on one-time set-asides year after year made it increasingly difficult to address permanent, ongoing reductions.
- **Flexibility:** By aligning expenses more closely with each year's anticipated revenues, SU can make more deliberate decisions about where to adjust and where to invest.

IMPACT ON FY26 AND BEYOND

For FY26, this shift means the University is confronting the full scope of our budget reduction directly, rather than relying on temporary offsets from the prior year. While this makes the task more difficult in the near term, it positions SU on firmer ground for long-term financial health. Each division will now plan based on the actual dollars available in the year, ensuring that reductions are both transparent and permanent.

CAPITAL BUDGETS / CAPITAL PROJECTS

A capital project refers to large-scale design or construction initiatives that typically exceed \$1 million in total cost. These include projects including new academic or administrative buildings, major renovations, utility or infrastructure upgrades, and residence hall and dining facility improvements.

These projects are funded through two main sources:

CAPITAL IMPROVEMENT PROGRAM (CIP) – STATE-FUNDED

- The Capital Improvement Program (CIP) is funded by the State of Maryland through bond funds, with no repayment required by the University. These dollars are restricted for use on academic and academic-support facilities, such as classroom buildings and utility systems. (e.g. Blackwell Hall)

SYSTEM-FUNDED CONSTRUCTION PROGRAM (SFCP) – USM-FUNDED

- The System-Funded Construction Program (SFCP) is financed through bonds issued by the University System of Maryland, which Salisbury University repays over a typical 20-year period. Repayments come from auxiliary revenues – such as student fees for housing, dining, or parking – and the program supports projects like dining halls, residence hall renovations, and parking garages.

CAPITAL FUNDS CANNOT BE REALLOCATED - THEY ARE RESTRICTED BY LAW AND POLICY

- They cannot be used for salaries, daily operations, academic programs, or administrative functions.
- Operating budget shortfalls cannot be “backfilled” using capital project money.
- This ensures that facilities stay safe, functional, and future-ready without compromising day-to-day educational services.

Think of It Like This: Capital funds are like a mortgage or construction loan – you can only spend it on the house, not on groceries, tuition, or gas. Even if your monthly budget is tight, you can’t just dip into your home loan to pay your bills.

APPENDIX: BUDGET ENGAGEMENTS

DATE	ENGAGEMENT	AUDIENCE	LED BY
Jan. 26, 2025	Email: SU's Budget Outlook	Faculty and Staff	President Lepre
Feb. 4, 2025	The Tuesday Report: SU's Budget Outlook	Faculty, Staff, Students, Foundation & Alumni Boards	President Lepre
Feb. 24, 2025	Consortium Coordinating Committee meeting	Shared Governance Heads	President Lepre
Mar. 28, 2025	Consortium Coordinating Committee meeting	Shared Governance Heads	President Lepre
Apr. 1, 2025	Budget Presentation	Extended Cabinet	Admin. & Finance / Academic Affairs
Apr. 2, 2025	Budget Presentation	Deans, Department Chairs / School Directors	Admin. & Finance / Academic Affairs
Apr. 3, 2025	Budget Presentation	Deans, Department Chairs / School Directors	Admin. & Finance / Academic Affairs
Apr. 4, 2025	Email: FY26 Budget Update	Faculty and Staff	President Lepre
Apr. 7, 2025	Dean's Council: Guiding principles discussion	Deans	Academic Affairs
Apr. 10, 2025	Ad Hoc Budget Advisory Council meeting	BAC Members	Academic Affairs
Apr. 12, 2025	Email guidance & FAQ from Provost	Deans, Chairs, Directors	Academic Affairs
Apr. 14, 2025	Ad Hoc BAC meeting / CHHS School Town Hall	BAC Members / CHHS Faculty	Academic Affairs / CHHS
Apr. 15, 2025	School director-level meetings (CHHS)	CHHS Leadership	CHHS
Apr. 18, 2025	Ad Hoc BAC meeting / Seidel faculty full-day meeting	BAC Members / Seidel Faculty	Academic Affairs / Seidel
Apr. 22, 2025	University-wide budget talking points shared	All Employees	Admin. & Finance
Apr. 23, 2025	Henson Town Hall / Seidel leadership meeting	Henson Faculty / Seidel Leadership	Henson / Seidel
Apr. 24, 2025	Seidel school-wide meeting	Seidel Faculty and Staff	Seidel
Apr. 30, 2025	Internal Budget Reduction Plans due	All Divisions	Admin. & Finance
Apr. 30, 2025	SGA Presidents, incoming and outgoing	SGA Presidents	President Lepre
Apr. 30, 2025	Faculty Town Hall	All Faculty	President Lepre
May 2025	Division-level internal budget approvals	All Division Leadership	Admin. & Finance
May 1, 2025	Staff Town Hall	All Staff	President Lepre
May 1, 2025	Ad Hoc BAC meeting / Perdue school-wide meeting	BAC Members / Perdue Faculty	Academic Affairs / Perdue
May 5, 2025	Ad Hoc BAC meeting	BAC Members	Academic Affairs
May 6, 2025	Ad Hoc BAC meeting	BAC Members	Academic Affairs
May 6, 2025	Virtual Town Hall	All Faculty, Staff, and Students	President Lepre
May 8, 2025	Seidel school-wide meeting	Seidel Faculty	Seidel
May 8, 2025	Chairs and Directors FLC	Chairs and Directors	President Lepre
May 9, 2025	Student Town Hall	All Students	President Lepre
May 9, 2025	Open Budget Town Hall	All Faculty, Staff, and Students	President Lepre
May 22-23, 2025	Cabinet Budget Session	Cabinet, Deans, AVPs	President Lepre
June 2025	Final confirmation of state funding levels and mandates	Administration & Finance	Admin. & Finance
July 2025	FY26 budgets finalized	Budget Office & Department Heads	Admin. & Finance
August 2025	Budget trainings begin	Budget Administrators	Admin. & Finance

GLOSSARY OF TERMS

- **01 Budget Pool:** Refers to the “Object 01” account code for “Salaries and Wages (PIN/Regular Salaries and Benefits)” used to record actual expenses and revenues within a department.
- **02 Budget Pool:** Refers to the “Object 02” account code for “Technical and Special Fees (All Contractual Salaries/Benefits, Honoraria)” used to record actual expenses and revenues within a department. Examples include graduate assistantships, student workers, and contractual workers.
- **03 Budget Pool:** Refers to the “Object 03” account code for “Operating Expenditures” used to record actual expenses and revenues within a department.
- **14 Budget Pool:** Refers to the “Object 14” account code for “Land & Structures (Large Dollar Projects – Physical Plant, Auxiliary, Plant Fund Depts.)” used to record actual expenses and revenues within a department.
- **Auxiliary Enterprises:** Activities within the University that furnish goods or services to students, faculty, or staff and charge a fee directly related to, although not necessarily equal to, the cost of the goods or services. Auxiliary enterprises are essentially self-supporting activities. Examples include Dining Services, SU Bookstore, residence halls.
- **Contractual Salaries and Benefits:** All expenses associated with employees who are not in a state PIN (Position Identification Number) and hired on a contractual or temporary basis.
- **Discount Rate:** The percentage of average tuition and fee reduction through institutional awards and grants given per student.
- **Facilities Renewal:** Expenses earmarked for the planned renovation, adaptation, replacement, or upgrade of the systems of a capital asset during its life span such that it meets assigned functions in a spend reliable manner. The University System of Maryland requires each institution to expense a targeted amount for this purpose each fiscal year.
- **Fiscal Year:** The period used by the state for budgeting and accounting purposes. It begins July 1 and runs through June 30 the following calendar year.
- **Institutional Aid:** Expenses earmarked for student awards, including scholarships and need-based grants.
- **PIN Salaries and Benefits:** All expenses related to employees who are in a state PIN (Position Identification Number) and hired on a permanent basis.
- **State Appropriations:** Unrestricted revenue received for current operations from legislative acts and the State of Maryland. In most cases, funds are awarded to the University System of Maryland (USM) in total and allocated by USM to individual institutions. Also referred to as general funds.
- **Unrestricted Funds:** Resources provided to or generated by the institution with no restrictions on their use.



Make Tomorrow Yours

.....

Go to salisbury.edu



Salisbury University is a proud member of the University System of Maryland.

Salisbury University is an equal educational and employment opportunity institution.