

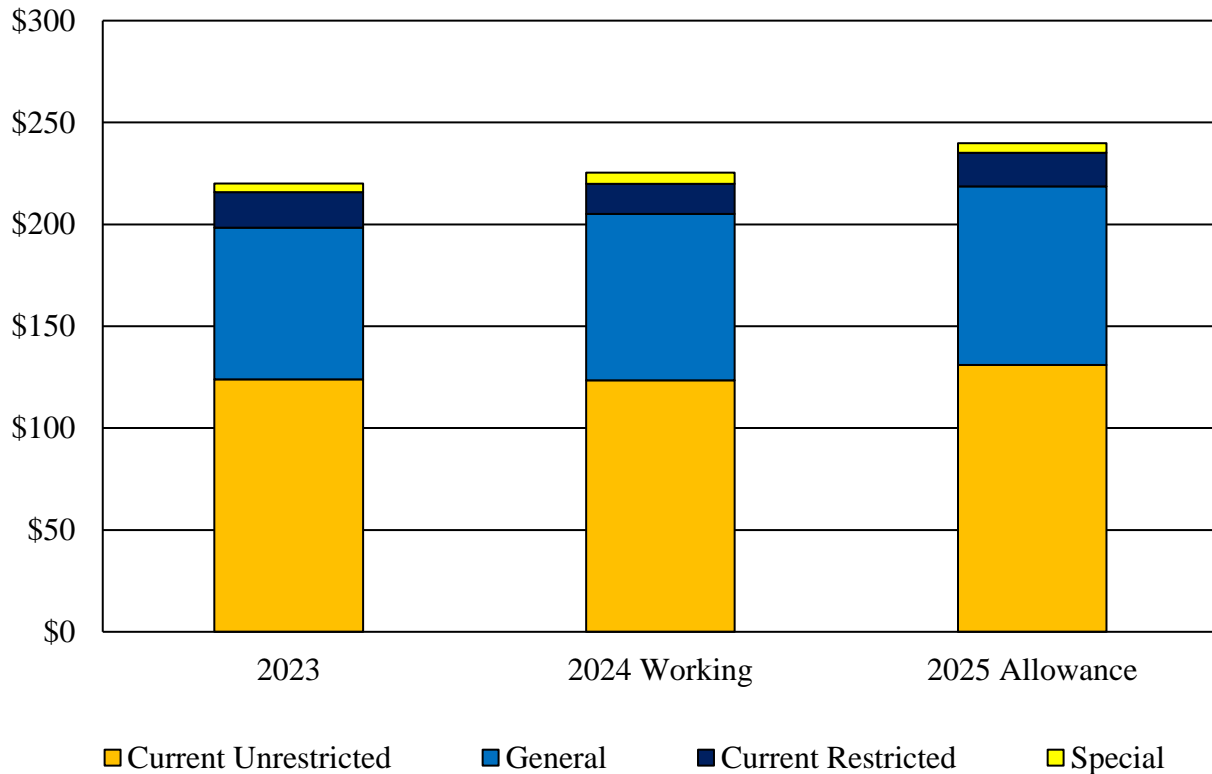
R30B29
Salisbury University
University System of Maryland

Executive Summary

Salisbury University (SU) is a comprehensive university emphasizing undergraduate liberal arts, sciences, preprofessional programs, and selected applied graduate programs.

Operating Budget Summary

**Fiscal 2025 Budget Increases \$14.5 Million, or 6.4%, to \$239.9 Million
(\$ in Millions)**



Note: The fiscal 2024 working appropriation includes deficiencies. The fiscal 2024 impacts of statewide salary adjustments appear in the Statewide Account in the Department of Budget and Management (DBM), and adjustments are not reflected in this institution's budget. The fiscal 2025 impacts of the fiscal 2024 statewide salary adjustments appear in this institution's budget. The fiscal 2025 statewide salary adjustments are centrally budgeted in DBM and are not included in the institution's budget.

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- General funds increase by \$5.8 million, or 7.1%, in the fiscal 2025 allowance after accounting for a proposed deficiency appropriation for fiscal 2024 that would replace \$1.1 million in general fund with Higher Education Investment Fund (HEIF). After adjusting for the deficiency, the HEIF decreases by 13.5%, or \$0.7 million, in fiscal 2025. Overall, State funding increases by 5.8%, or \$5.1 million, in fiscal 2025.
- When excluding the fiscal 2024 general salary increases and increments budgeted in the fiscal 2025 allowance but not included in the fiscal 2024 working appropriation, State funds decrease 0.1%, or \$75,570 in fiscal 2025.

Key Observations

- ***Undergraduate Enrollment Declines:*** While undergraduate enrollment declined for a third year, the rate of decline slowed to 1.5% (98 students) to 6,280 students in fall 2023. However, the number of transfers grew by 2.2%, or 11 students, in fall 2023.
- ***Education and General Deficits:*** Education and general (E&G) expenditures have exceeded revenues in five of the past six years. These shortfalls were covered by surpluses in the auxiliary enterprise. This trend raises concerns about the continual reliance on these surpluses to cover shortfalls in the academic enterprises and efforts to realign expenditures with revenues.

Operating Budget Recommended Actions

1. See the University System of Maryland overview for systemwide recommendations.

R30B29
Salisbury University
University System of Maryland

Operating Budget Analysis

Program Description

SU is a comprehensive university emphasizing undergraduate liberal arts, sciences, preprofessional programs, and selected applied graduate programs. SU prepares students to pursue careers in a global economy and to meet the State’s workforce needs. The university aims to empower students with knowledge, skills, and core values that contribute to active citizenship, gainful employment, and lifelong learning.

SU seeks to be a widely recognized comprehensive institution for excellence in education both in and out of the classroom and for its model programs in civic engagement. Traditional academic curriculum will be enriched with undergraduate research, international experiences, internships, and community outreach activities. Although SU emphasizes undergraduate education, it also provides specialized master’s degree programs that uniquely serve the needs of the regional area.

Carnegie Classification: Master’s Colleges and Universities: Larger Programs

Fall 2023 Undergraduate Enrollment Headcount	Fall 2023 Graduate Enrollment Headcount
Male	Male
2,772	161
Female	Female
3,509	588
Total	Total
6,281	749

Fall 2023 New Students Headcount	Campus (Main Campus)
First-time	Acres
1,376	188.0
Transfers/Others	Buildings
521	102
Graduate (Masters)	Average Age
176	43 years
Graduate (Doctoral)	Oldest
16	Holloway Hall (1925)
Total	
2,089	

Programs	Degrees Awarded (2022-2023)
Bachelor’s	Bachelor’s
48	1,605
Master’s	Master’s
17	287
Doctoral (Research)	Doctoral (Research)
1	5
Doctoral (Professional Practice)	Doctoral (Professional Practice)
1	8
	Total Degrees
	1,905

Proposed Fiscal 2025 In-state Tuition and Fees*

Undergraduate Tuition	\$7,860
Mandatory Fees	\$3,246

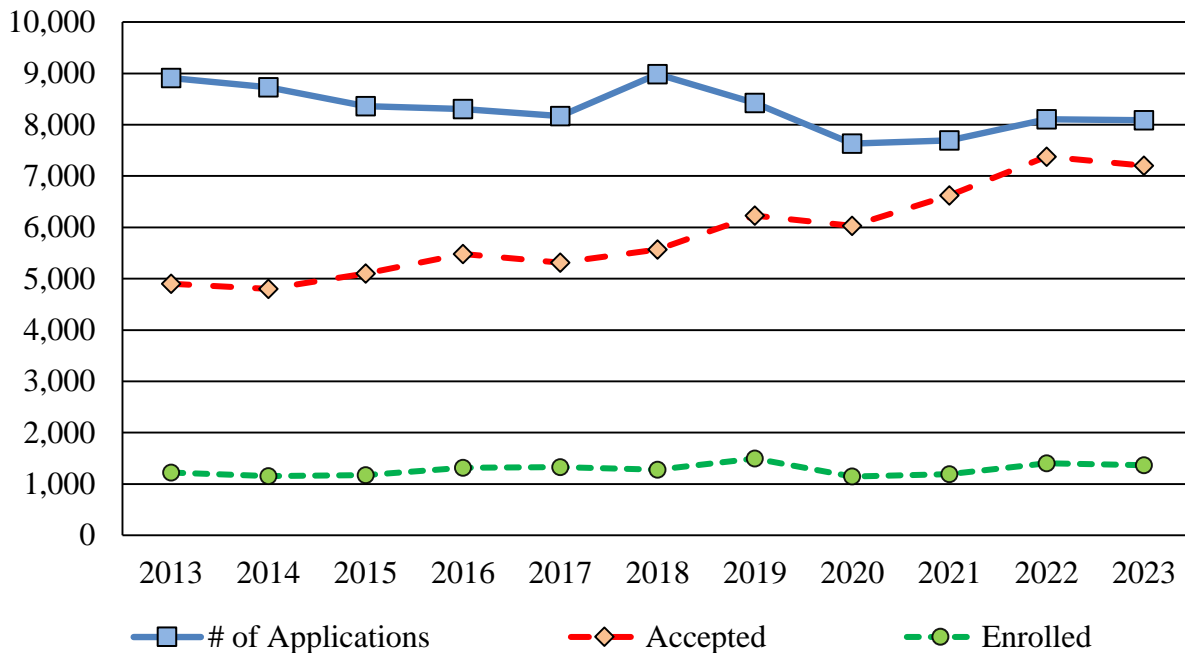
*Contingent on Board of Regents approval.

Performance Analysis

1. First Time Undergraduate Applications

The number of applications reached its highest level of 8,983 for fall 2018 but then declined by 15.1% to 7,631 for fall 2020, as shown in **Exhibit 1**, which can be attributed to the pandemic. For fall 2019, the acceptance increased from 62% to 74% resulting in a 16.8% increase in enrollment to 1,496, which was the largest entering class. Between fall 2020 and fall 2023, applications increased by 6.0% to 8,090, but the number remains below the prepandemic level. However, the acceptance rate steadily increased to 91% for fall 2022 and slightly declined to 89% for fall 2023. In general, during the pandemic, institutions expected a decline in their yield rate (the percentage of accepted students who enrolled) and therefore increased their acceptance rate. The yield rate declined from an average of 24% prior to fall 2019 to 19% in the subsequent years. The overall impact was that enrollment increased for fall 2019 and 2020 and declined for fall 2022 and 2023.

Exhibit 1
First-time Applications, Accepted, and Enrolled
Fall 2013-2023

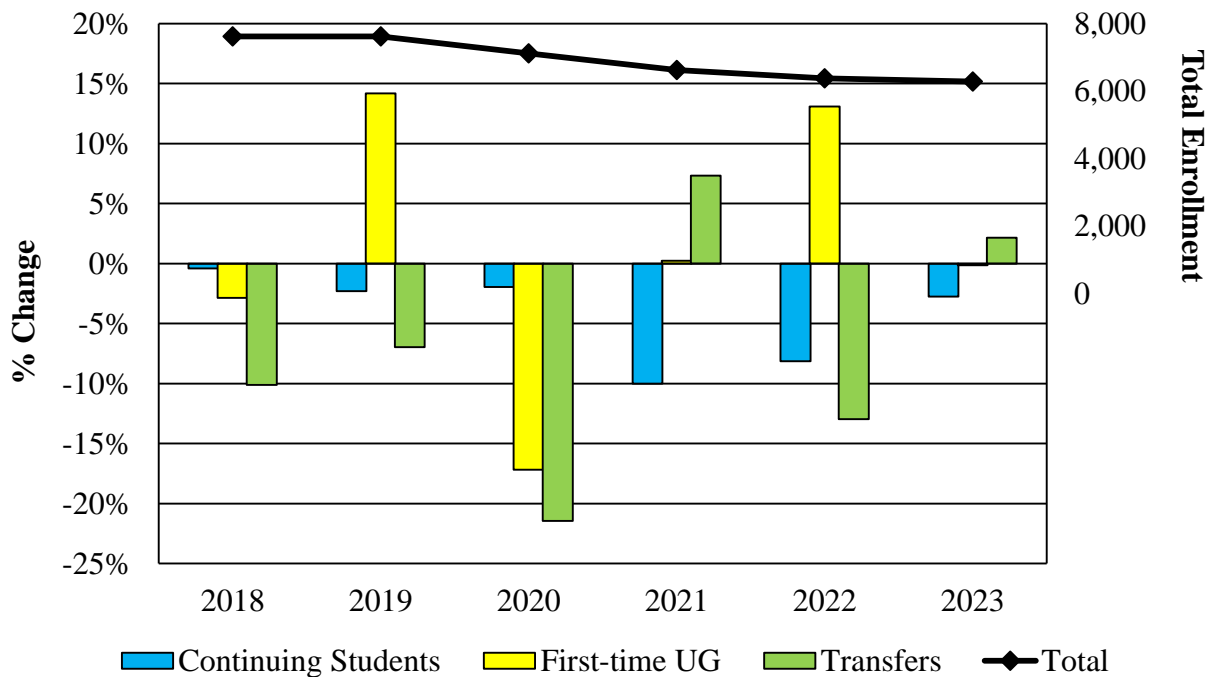


Source: University System of Maryland; Department of Legislative Services

2. Undergraduate Headcount Enrollment

While undergraduate enrollment declined for a third year, the rate of decline slowed to 1.5%, or 98 students, to 6,280 students in fall 2023. As shown in **Exhibit 2**, enrollment has not yet recovered to the prepandemic level of 7,622 students in fall 2019. Continuing students accounted for 86.1% (1,156 students) of the drop in students since fall 2019 with the majority of the decline (927 students) occurring in fall 2021 and 2022, indicating that the pandemic may have negatively impacted enrollment.

Exhibit 2
Change and Total Headcount Undergraduate Enrollment
Fall 2018-2023



UG: undergraduate

Source: University System of Maryland, Department of Legislative Services

Transfer students increased by 2.2%, or 11 students, in fall 2023. Despite this increase, enrollment of transfers has fallen from a high of 997 in fall 2014 to 521 in fall 2023; a drop of 47.7%. While this can be attributed to the continuous enrollment decline at the community colleges, this is a concern as transfers can help with enrollment growth and provide flexible pathways for upward mobility for underserved students including low-income and first-generation students.

After increasing by 13.1% (160 students) in fall 2022, enrollment of first-time students slightly decreased by 2 to 1,381 students in fall 2023. This is 92 students less than fall 2019 enrollment, which at 1,473 students, was SU's largest entering class.

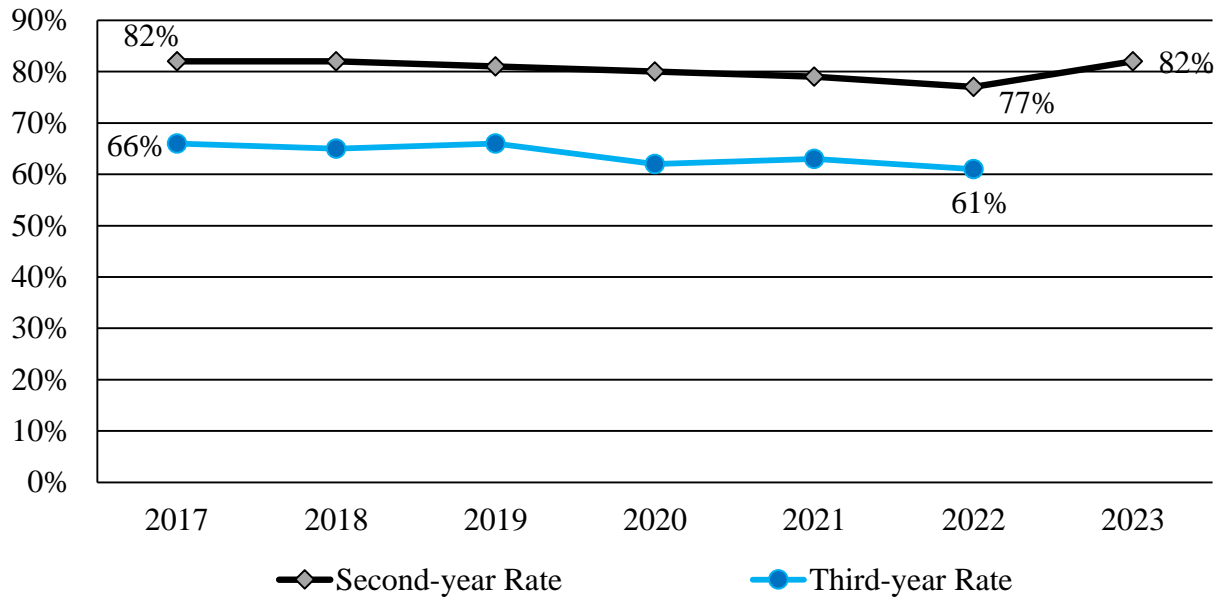
The President should comment on, given the national trend of enrollment declines at regional institutions, how SU will be able to stabilize and grow enrollment.

3. Retention Rates

Student retention rates provide a measure of student progress and an institution's performance: a high retention rate indicates the ability of an institution to keep students and high retention rates increase the likelihood that a student will succeed and graduate. As students are more likely to drop out during their first year, the second-year rate is an indicator of a number of factors, from students not being prepared for college to institutional support designed to retain students. However, institutions tend to focus efforts on retaining first-year students and do not provide the supports needed to keep students beyond their second year, thereby increasing their chances to graduate.

On average, the fiscal 2017 through 2020 cohort achieved a second-year rate of 81%. The retention rate declined to its lowest rate of 77% with the fiscal 2022 cohort, as shown in **Exhibit 3**. This is a trend seen at other institutions, which can be attributed to the effects of the pandemic, indicating students may not have had a positive experience taking courses online or decided to stay closer to home. The rate for the fiscal 2023 cohort returned to prepandemic rates, improving to 82%.

**Exhibit 3
Second- and Third-year Retention Rate
Fiscal 2017-2023 Cohorts**



Source: University System of Maryland

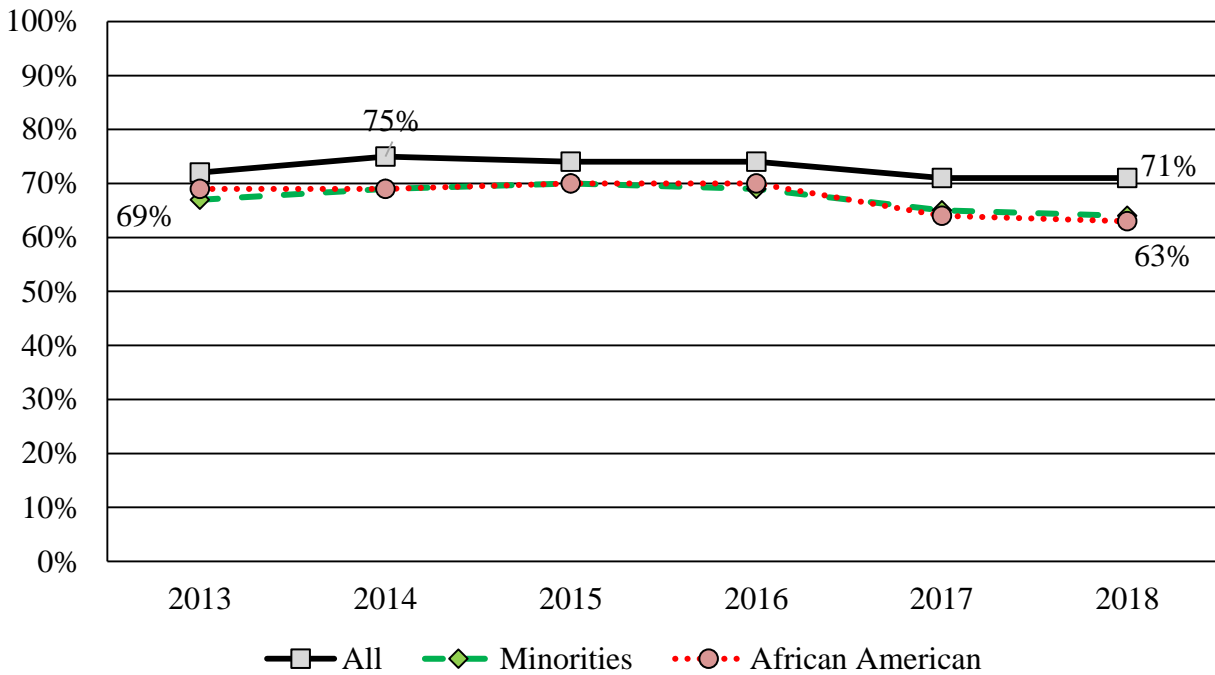
Prior to the pandemic, the third-year rate remained fairly stable at 66% and worsened to 62% with the fiscal 2020 cohort. While the rate rebounded to 63% with the fiscal 2021 cohort, it declined to 61% with the fiscal 2022 cohort. Given the second- and third-year rates tend to mirror each other, it is expected the third-year rate will improve with 2023 cohort.

4. Graduation Rates

Graduation rates are, in part, another measure of student retention and efficiency – as more students graduate, it frees up more room, allowing an institution to enroll more students. National data shows students of color, low-income, and/or first-generation graduate at a lower rate than their peers, which points to the need to develop strategies and services to support the success of these students and close the achievement gap. **Exhibit 4** shows the six-year graduation rates by ethnicity for the fiscal 2013 through the 2018 cohorts. The fiscal 2014 cohort of all students achieved the highest rate of 75%, while fiscal 2015 minorities and African American cohorts reached their highest rate of 70%. The rates for all students declined to 71% with the 2017 cohort and remained stable with the 2018 cohort. Since the 2015 cohort, the rate for minorities has fallen to 64% with the 2018 cohort, and the rate for African American cohort declined to 63%. Since the

2016 cohort, the achievement gap has been relatively stable at 5 and 4 percentage points for minorities and African American cohorts, respectively.

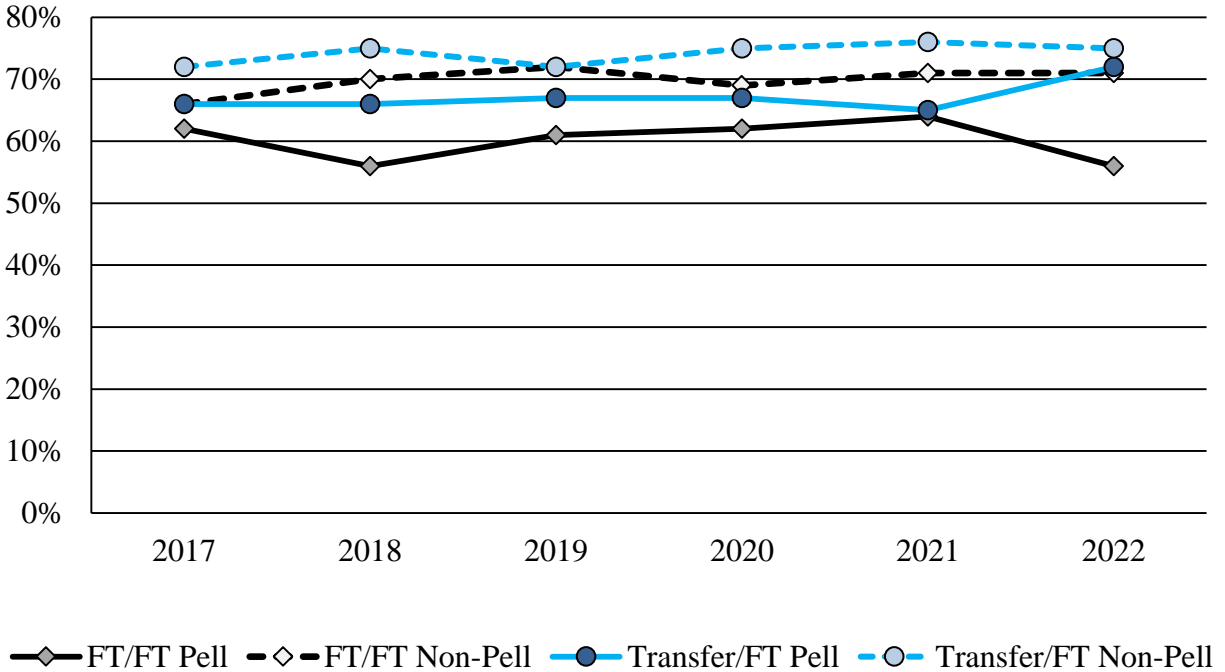
Exhibit 4
Six-year Graduation Rates
Fiscal 2013-2018 Cohorts



Source: University System of Maryland

While much attention has been paid to the achievement gap between the races, increasingly, attention has also turned to the achievement gap between low-income and other students. Nationally, according to the National Center for Education Statistics, the average six-year graduation rate of the 2016 cohort of Pell students at four-year public institutions was 48%, compared to 66.6% for non-Pell students, and 59.2% for all students. In general, transfer students (Pell and non-Pell) graduate at higher rates than first-time/full-time (FT/FT) students and Pell students graduate at a lower rate than non-Pell students, as shown in **Exhibit 5**. Overall, non-Pell students (FT/FT and transfers) graduate at a higher rate than Pell students and transfer non-Pell students graduate at the highest rate, consistently exceeding 70%. FT/FT Pell students graduate at the lowest rate, which decreased from a high rate of 64% in 2021 to 56% in 2022. This indicates there are opportunities for SU to target programs and initiatives toward Pell students to help improve their success.

Exhibit 5
Six-year Graduation Rates of Pell and Non-Pell Students
2017-2022



FT/FT: first-time/full-time

Note: As of August 1 of each year.

Source: Integrated Postsecondary Education Data System

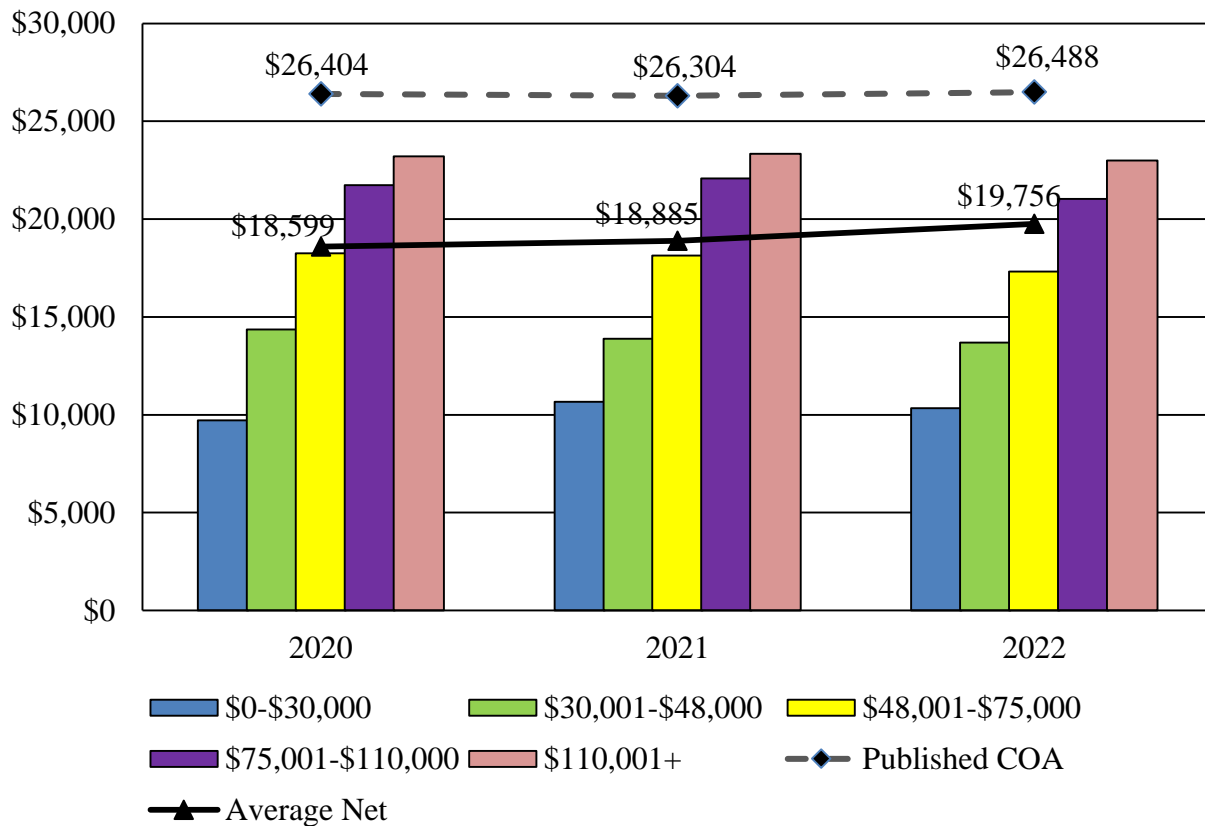
5. Affordability

Cost of Attendance

When considering the affordability of college, students and families tend to focus on the published cost of attendance (COA), or sticker price. COA is the total cost of attending college for one year, including tuition and fees, room and board, books, supplies, and other expenses. However, the focus should be on the average net price, which is the cost to the student after accounting for the average amount of federal, State, and institutional aid awarded to all undergraduate SU students. As shown in **Exhibit 6**, in fiscal 2022, the average net price for beginning full-time students was \$19,756, or 25.4% lower than the published COA for a FT/FT

student. The average cost to a student varies by income level. Those with a lower family income receive more financial aid, thereby lowering the average price of attending college. The average net price for a family with an income between \$0 and \$30,000 increased by \$618 (6.4%) between fiscal 2020 and 2022. At \$10,337, in fiscal 2022, the average net price for these families is \$16,151, or 61.0%, below the published price. For all other income categories excluding the highest level, the average net price decreased in fiscal 2021. This reflects the freezing of tuition and fees and room and board rates at the fiscal 2020 level in order to maintain affordability to families during the economic uncertainty related to the COVID-19 pandemic.

Exhibit 6
In-State Cost of Attendance vs Average Net Price by Income Level
Fiscal 2020-2022



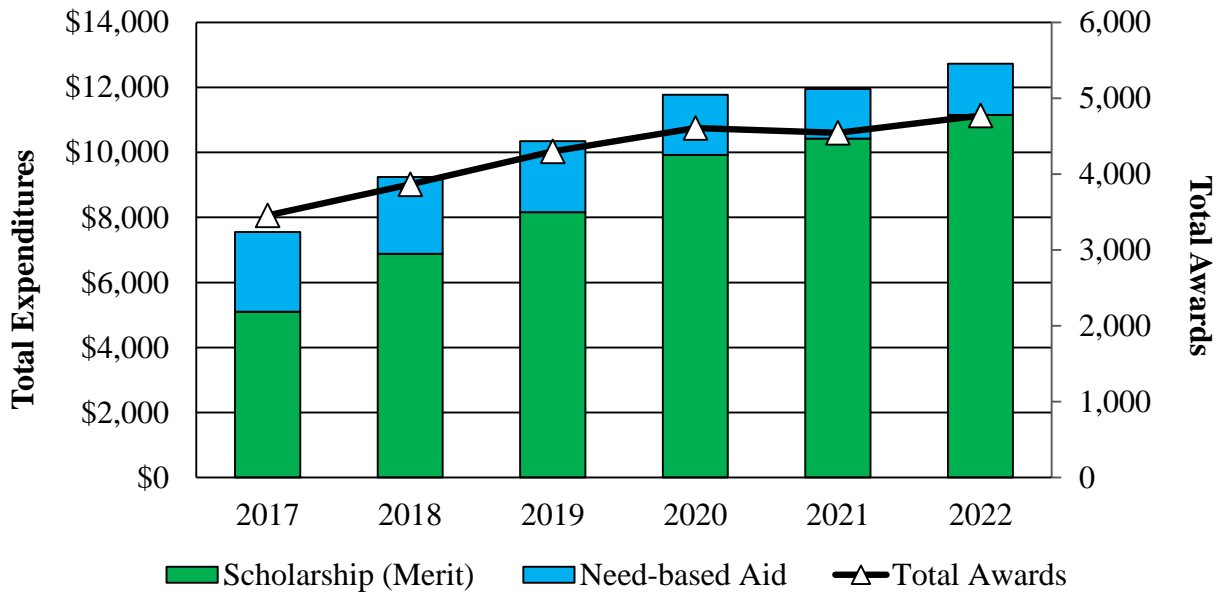
COA: cost of attendance

Source: National Center for Education Statistics' College Navigator

Institutional Aid

Between fiscal 2017 and 2022, total expenditures on institutional aid grew by 68.5%, or \$5.2 million, to \$12.7 million, as shown in **Exhibit 7**. However, during this time period, spending on need-based aid dropped by 36.0%, or \$0.9 million, to \$1.6 million with a corresponding 30.9% decline in the number of awards. Spending on scholarships grew by 118.6%, or \$6.1 million, to \$11.2 million in fiscal 2022. Overall, the portion of institutional aid spent on need-based declined from comprising 32.4% of expenditures in fiscal 2017 to 12.3% in fiscal 2022.

Exhibit 7
Institutional Aid Expenditures and Awards
Fiscal 2017-2022
(\$ in Thousands)



Source: Maryland Higher Education Commission; Department of Legislative Services

The decreased spending on need-based aid runs counter to the University System of Maryland (USM) Board of Regents instruction to institutions to use a portion of the tuition revenue increases for institutional aid directed toward those undergraduate students with the highest financial need, offsetting increases in tuition rates, thereby holding harmless those with the greatest need.

The President should comment on why expenditures on need-based aid have declined over the past five years.

Implementation of the simplified Free Application for Federal Student Aid (FAFSA) for the 2024-2025 academic year will not only increase the number of students eligible to receive a Pell award and the maximum Pell award but will also result in some students seeing a reduction or losing their Pell award due to changes in determining Pell eligibility (See the HIGHED – Higher Education Overview analysis for further discussion on the FAFSA simplification).

SU projects 122 students will see a decrease in their Pell award, which includes students who may lose Pell eligibility; 1,084 students may see an increase in their Pell award; and the amount of the Pell award will not change for 3,898 students. SU estimates that they would need an additional \$0.8 million in funding in fiscal 2025 to make students whole including \$0.5 million to cover decreases in Pell awards of returning students; \$0.2 million to cover the Professional Judgement cases in which financial aid administrators are given discretions to make adjustments – on a case-by-case basis and with adequate documentation – to data elements of a student’s FAFSA to account for special circumstances; and \$0.1 million to cover returning students who may lose Pell eligibility due to having a sibling attending college at the same time. SU indicates that they will try to make students whole.

Given the continuing shortfall in E&G revenues, the President should comment on where SU will find the funds to make students whole.

Fiscal 2024 Working Budget

Proposed Deficiency Appropriation

The fiscal 2025 budget includes a proposed deficiency appropriation of \$32.0 million across USM institutions and Morgan State University, that would replace general funds with the HEIF due to the use of higher than anticipated revenue, of which SU’s share is \$1.1 million.

Education and General Expenditures

Since tuition and fee revenue in the allowance is based on enrollment projections, increases and decreases in enrollment can have a significant effect on an institution’s revenue. Therefore, looking at the changes in expenditures by program area between fiscal 2023 and 2024, when institutions knew their fall enrollment, provides a more accurate picture of funding priorities. It should be noted the fiscal 2024 working appropriation does not reflect working budget amendments.

Exhibit 8 shows budget changes for unrestricted funds by program area for fiscal 2023 and 2024, in which expenditures increase by \$7.9 million, or 3.9%, in fiscal 2024. In fiscal 2024, E&G grew by 4.1%, or \$6.6 million. Spending increases across all program areas, excluding scholarships and fellowships, are related to the annualization of the fiscal 2023 general salary increases. Other spending increases include:

- \$1.1 million, or 4.4%, on operations and maintenance of plant is related to USM’s policy that sets an institution’s spending on facilities renewal at 2% of the replacement value of State-supported facilities; and
- \$0.8 million, or 4.2%, on academic support is related to increases in equipment costs.

Exhibit 8
Budget Changes for Unrestricted Funds by Program
Fiscal 2023-2024
(\$ in Thousands)

	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Adjusted</u>	<u>2023-24</u> <u>Change</u>	<u>2023-24</u> <u>% Change</u>
Expenditures				
Instruction	\$66,939	\$69,451	\$2,511	3.8%
Scholarships and Fellowships	16,181	17,814	1,633	10.1%
Operation and Maintenance of Plant	24,909	26,013	1,104	4.4%
Academic Support	19,279	20,089	810	4.2%
Public Service	2,945	3,736	791	26.9%
Student Services	9,777	10,104	327	3.3%
Research	767	658	-109	-14.2%
Institutional Support	23,021	22,599	-422	-1.8%
E&G Total	\$163,820	\$170,465	\$6,645	4.1%
Auxiliary Enterprises	\$38,810	\$40,093	\$1,282	3.3%
Total Expenditures	\$202,630	\$210,557	\$7,927	3.9%
Revenues				
Tuition and Fees	\$69,488	\$70,033	\$545	0.8%
State Funds ¹	78,645	87,163	8,518	10.8%
Other	8,088	2,075	-6,013	-74.3%
Total E&G Revenues	\$156,221	\$159,272	\$3,051	2.0%
Auxiliary Enterprises	\$49,253	\$53,248	\$3,994	8.1%
Transfer (to)/from Fund Balance	-2,844	-1,962		
Available Unrestricted Revenues	\$202,630	\$210,557	\$7,927	3.9%

¹State funds include general funds and Higher Education Investment Funds.

Note: Fiscal 2024 includes deficiency appropriation, but does not include budget amendments, and does not reflect statewide salary adjustments that are centrally budgeted in the Statewide Account in the Department of Budget and Management.

Source: Governor's Fiscal 2025 Budget Books, Department of Legislative Services

The decrease of \$0.4 million, or 1.8%, in institutional support is due to a decline in equipment purchases.

In fiscal 2023 and 2024, E&G expenditures exceed revenues by \$7.6 and \$11.2 million, respectively, which will be covered by auxiliary surpluses of \$10.4 million and \$13.2 million, as shown in **Exhibit 9**. Except for fiscal 2021, E&G expenditures have exceeded revenues in each of the last seven years. In fiscal 2021, SU received \$7.9 million in federal relief funds that offset a \$6.1 million decline in tuition and fee revenue resulting in a surplus of E&G revenues. Despite receiving \$8.4 million in federal relief funds in fiscal 2022, expenditures exceeded revenues by \$8.5 million. It should be noted that even though SU received \$4 million in general funds in fiscal 2024 related to funding guideline attainment (as specified in Chapter 683 of 2021), the E&G deficit increased to \$11.2 million.

Exhibit 9
Education and General Revenues and Expenditures
Fiscal 2018-2024
(\$ in Thousands)

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
E&G Revenues	\$136,073	\$134,898	\$141,013	\$143,939	\$144,526	\$156,221	\$159,272
E&G Expenses	141,477	150,149	148,743	143,198	153,048	163,820	170,465
E&G							
Surplus/Deficit	-\$5,405	-\$15,251	-\$7,731	\$741	-\$8,522	-\$7,599	-\$11,193
Auxiliary							
Revenues	\$58,398	\$59,178	\$51,516	\$44,435	\$47,395	\$49,253	\$53,248
Expenditures	48,383	43,290	38,497	35,793	37,812	38,810	40,093
Auxiliary							
Surplus/Deficit	\$10,016	\$15,888	\$13,019	\$8,642	\$9,583	\$10,443	\$13,155
Total							
Surplus/Deficit	\$4,611	\$637	\$5,288	\$9,383	\$1,061	\$2,844	\$1,962

Source: Governor’s Fiscal 2025 Budget Books

All the E&G shortfalls were covered by surpluses in auxiliary enterprises. Auxiliary enterprises, such as residence halls, dining services, and athletics, are self-supporting relying on charges to students and faculty to cover expenses. Surpluses are expected in order to pay for future expenses, such as renovations or upgrades to facilities. While institutions will use auxiliary surpluses to cover shortfalls in E&G expenditures, the relatively large E&G deficits and auxiliary surpluses raise concerns including why E&G expenditures have not been reduced to better align

with E&G revenues, are students being overcharged for auxiliary services, and/or is auxiliary spending being reduced in order to cover the E&G shortfall.

The President should comment on the reliance on the relatively high auxiliary surpluses to cover E&G spending and on efforts to align E&G expenditures with revenues.

Fiscal 2025 Proposed Budget

The fiscal 2025 State funds grow by 5.8%, or \$5.1 million, over the fiscal 2024 working appropriation, as shown in **Exhibit 10**. When excluding the impact of the fiscal 2024 general salary increases in fiscal 2025, which are not included in the fiscal 2024 working appropriation but are budgeted centrally in the Statewide Account in the Department of Budget and Management, State funds decrease by 0.1%, or \$75,570 in fiscal 2025.

Exhibit 10
Proposed Budget
Fiscal 2023-2025
(\$ in Thousands)

	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Adjusted</u>	<u>2025</u> <u>Adjusted</u>	<u>2024-2025</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Funds	\$74,410	\$82,823	\$82,362	-461	-0.6%
Deficiency – HEIF Swap		-1,122			
Adjusted General Funds	\$74,410	\$81,701	\$82,362	\$661	0.8%
Special Funds					
HEIF	\$4,235	\$4,340	\$4,726	\$386	8.9%
Deficiency – HEIF Swap		1,122			
Total HEIF	\$4,235	\$5,462	\$4,726	-\$736	-13.5%
Adjusted State Operating Funds	\$78,645	\$87,163	\$87,088	-\$76	-0.1%
Adjustment – Fiscal 2024 COLA/Increment			\$5,167		
Total State Operating Funds	\$78,645	\$87,163	\$92,255	\$5,092	5.8%
Other Unrestricted Funds	\$126,829	\$125,356	\$133,144	\$7,788	6.2%
Transfer (to)/from Fund Balance	-2,844	-1,962	-2,107		
Net Unrestricted Funds	\$202,630	\$210,557	\$223,293	\$12,736	6.0%
Total Restricted Funds	\$17,419	\$14,875	\$16,600	\$1,725	11.6%
Total Funds	\$220,050	\$225,432	\$239,893	\$14,461	6.4%

COLA: cost-of-living adjustment

HEIF: Higher Education Investment Fund

Note: Numbers may not sum to total due to rounding. The fiscal 2024 working appropriation includes deficiencies. The fiscal 2024 impacts of statewide salary adjustments appear in the Statewide Account in the Department of Budget and Management (DBM), and adjustments are not reflected in this institution's budget. The fiscal 2025 impacts of the fiscal 2024 statewide salary adjustments appear in this institution's budget. The fiscal 2025 statewide salary adjustments are centrally budgeted in DBM and are not included in the institution's budget.

Source: Governor's Budget Books, Fiscal 2025, Department of Legislative Services

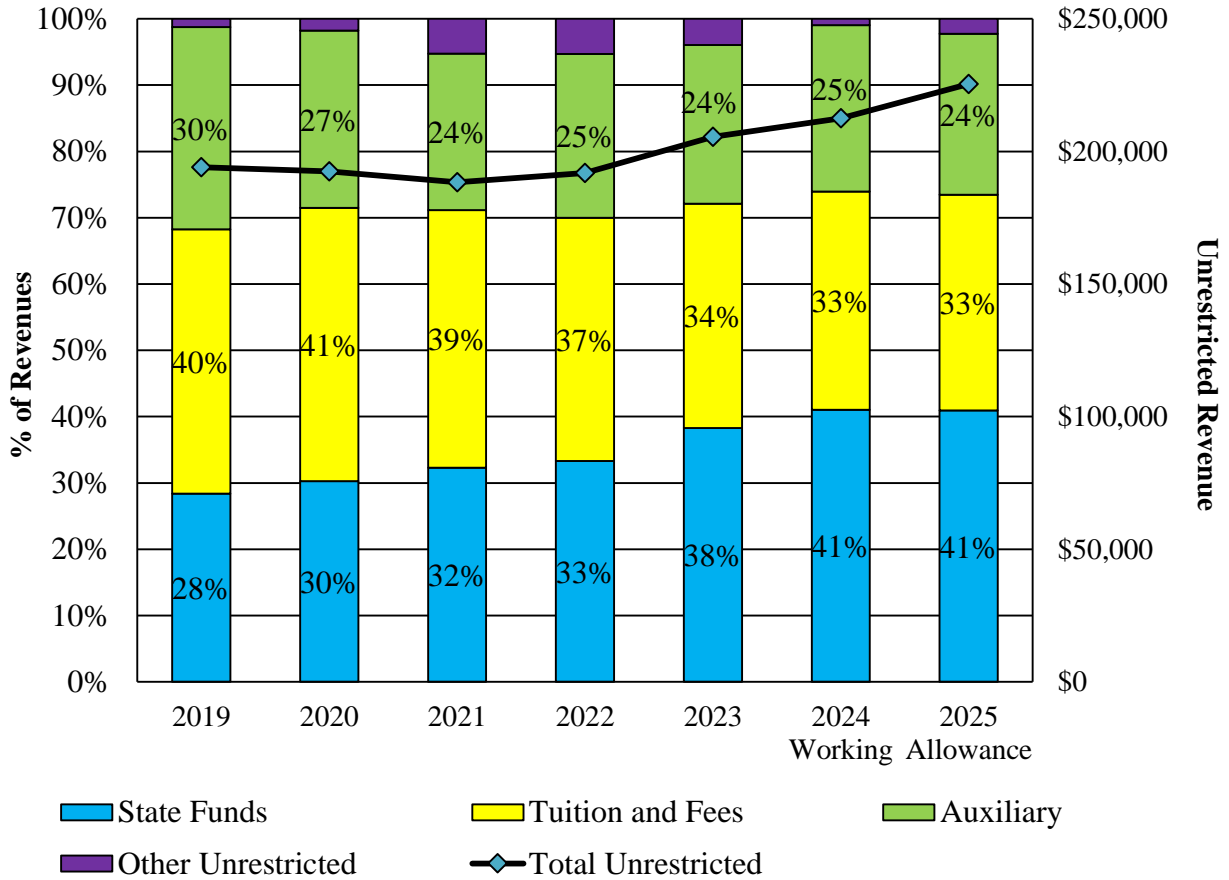
State funds decrease \$2.1 million related to adjusting the turnover rate to 6%, which is partly offset by increases allocated for various statewide costs.

Other unrestricted funds increase by 6.2%, or \$7.8 million, of which \$3.0 million is related to other sources. As previously noted, the fiscal 2024 working appropriation does not reflect budget amendments through which SU increased other sources by \$3.8 million mainly related to interest income being \$2.5 million higher than budgeted and the reclassification of auxiliary-related investment interest, ground rent, and orientation revenues from auxiliary to other sources. When including the budget amendment, SU projects a decrease of \$0.7 million in other sources due to using more conservative numbers for interest and ground rent. Tuition and fee revenue is projected to increase by 4.8%, or \$3.4 million, in fiscal 2025, which partially reflects a planned 2% increase in tuition for resident undergraduate students, and auxiliary revenues grow by 2.6%, or \$1.4 million.

Unrestricted Revenues by Source

The financial impact of COVID-19 can be seen in fiscal 2021 with a revenue decline of \$5.7 million, to \$188.4 million, compared to fiscal 2019, as shown in **Exhibit 11**. In fiscal 2021, SU dedensified campus while most classes were taught remotely, which led to a \$7.1 million and \$6.1 million decline in auxiliary and tuition and fee revenue, respectively. The loss in revenues was partly offset by the use of \$7.9 million in federal relief funds. In fiscal 2022, even though tuition and fees declined by \$2.8 million, total revenues increased by \$3.5 million partly due to the use of \$8.0 million in federal relief funds. While total revenues exceed the prepandemic level in fiscal 2023, the composition has changed with State funds comprising the largest share of the revenues at 38% compared to 28% in fiscal 2019. Prior to the pandemic, tuition and fees accounted for 40% and auxiliary 30% of revenues but, by fiscal 2023, these revenues account for 34% and 24%, respectively. In fiscal 2024 and 2025 it is projected that State funds will comprise 41% of unrestricted revenues with tuition and fees accounting for over a third of revenues. However, as previously discussed, a comparison cannot be made between fiscal 2024 and 2025.

Exhibit 11
Unrestricted Revenues by Fund Source
Fiscal 2019-2025



Note: State funds include general funds and the Higher Education Investment Funds. Fiscal 2024 does not include general salary increases that are budgeted centrally in the Statewide Account in the Department of Budget and Management. The impacts of the fiscal 2024 general salary increase are included in the fiscal 2025 allowance.

Source: Governor’s Fiscal 2025 Budget Books; Department of Legislative Services

Personnel Data

	<u>FY 23</u> <u>Actual</u>	<u>FY 24</u> <u>Working</u>	<u>FY 25</u> <u>Allowance</u>	<u>FY 24-25</u> <u>Change</u>
Regular Positions	1,102.00	1,102.00	1,102.00	0.00
Contractual FTEs	<u>373.19</u>	<u>373.24</u>	<u>391.53</u>	<u>18.29</u>
Total Personnel	1,475.19	1,475.24	1,493.53	18.29

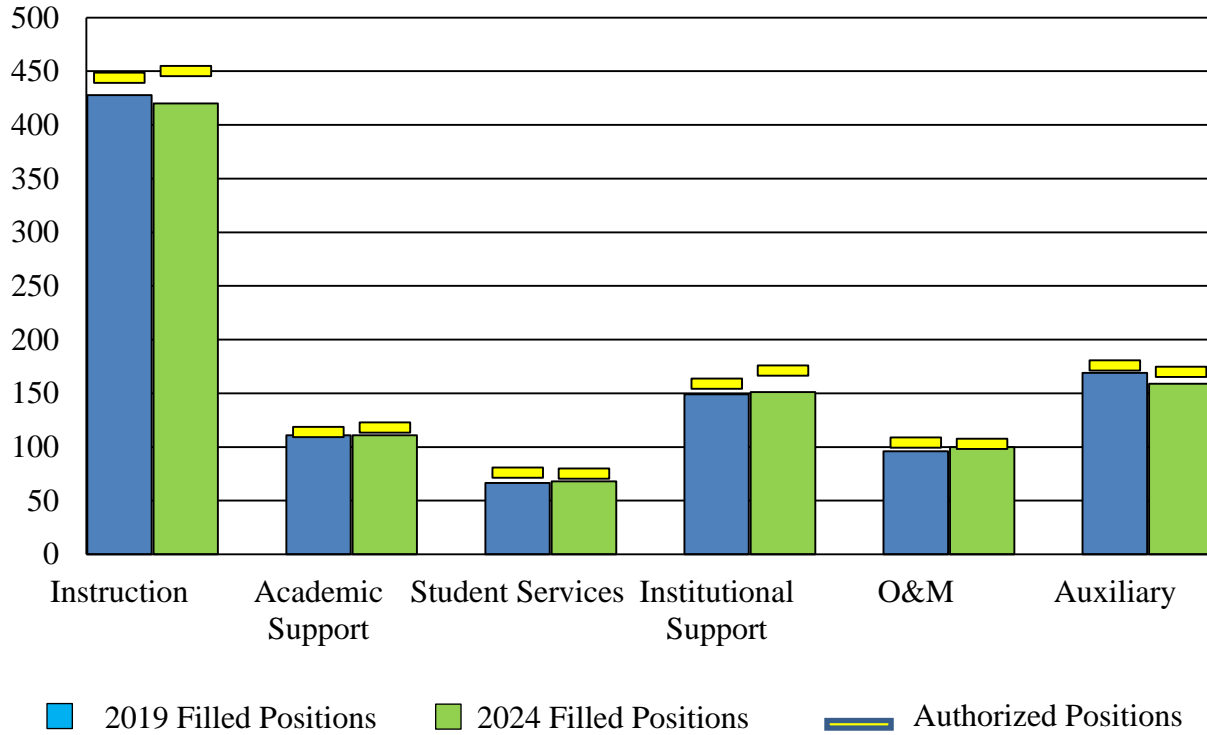
Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	64.14	5.82%
Positions and Percentage Vacant as of 12/31/23	69.00	6.26%
Vacancies Above Turnover	4.86	

- USM has personnel autonomy and may create or abolish positions during the fiscal year. In fiscal 2024 year to date, SU has not added or abolished any regular positions.
- The fiscal 2025 allowance provides for an increase of 18.29 contractual full-time equivalents (FTE) of which 9.2 FTE are in instruction and are mostly teaching faculty related to a projected enrollment increase in fiscal 2025 that would increase class demand and 0.5 FTE for library support; 3.2 FTE in public service related to grants; 3.2 FTE in auxiliary in dining and athletics; 1.2 in operations and maintenance of plant for facility maintenance; 0.5 FTE in student services to support admissions and the Registrar; and 0.5 FTE in institutional support for University police.

Between fiscal 2019 and 2024, the percentage of unfilled positions, excluding research and public service, increased from 5.0% (54 FTE) to 7.2% (78 FTE). As shown in **Exhibit 12**, the largest increase in unfilled positions occurred in instruction, which grew from 16 FTE in fiscal 2019 to 30 FTE, or 6.7% of FTE, in fiscal 2024. At 11.7% (20 FTE), institutional support has the highest percentage of unfilled positions in fiscal 2024. While the number of authorized auxiliary positions decreased by 6 FTEs, the number of unfilled positions grew by 4 FTEs to 11 FTEs in fiscal 2024. The increase in the number of unfilled positions since fiscal 2019 shows the continuing challenge faced by institutions in hiring and retaining personnel since the end of the pandemic.

Exhibit 12
Authorized and Filled Positions
Fiscal 2019 and 2024



O&M: Operations and Maintenance of Plant

Note: Filled positions as of October 1.

Source: Governor’s Fiscal 2025 Budget Books; Salisbury University

Operating Budget Recommended Actions

1. See the University System of Maryland overview for systemwide recommendations.

**Appendix 1
Object/Fund Difference Report
Salisbury University**

<u>Object/Fund</u>	<u>FY 23 Actual</u>	<u>FY 24 Working Appropriation</u>	<u>FY 25 Allowance</u>	<u>FY 24 - FY 25 Amount Change</u>	<u>Percent Change</u>
Positions					
01 Regular	1,102.00	1,102.00	1,102.00	0.00	0%
02 Contractual	373.19	373.24	391.53	18.29	4.9%
Total Positions	1,475.19	1,475.24	1,493.53	18.29	1.2%
Objects					
01 Salaries and Wages	\$ 114,845,368	\$ 120,987,782	\$ 123,645,154	\$ 2,657,372	2.2%
02 Technical and Special Fees	22,473,628	23,768,494	25,961,999	2,193,505	9.2%
03 Communication	356,130	389,134	360,558	-28,576	-7.3%
04 Travel	2,227,144	1,821,785	3,078,778	1,256,993	69.0%
06 Fuel and Utilities	4,525,933	4,050,626	5,263,560	1,212,934	29.9%
07 Motor Vehicles	-36,062	160,800	-31,981	-192,781	-119.9%
08 Contractual Services	16,906,809	13,395,891	16,614,053	3,218,162	24.0%
09 Supplies and Materials	8,266,448	8,165,710	9,331,453	1,165,743	14.3%
10 Equipment – Replacement	1,550,856	1,503,542	1,750,862	247,320	16.4%
11 Equipment – Additional	2,024,177	1,386,380	2,293,978	907,598	65.5%
12 Grants, Subsidies, and Contributions	26,566,195	28,664,654	29,692,079	1,027,425	3.6%
13 Fixed Charges	11,701,302	11,499,858	12,045,644	545,786	4.7%
14 Land and Structures	8,641,746	9,637,560	9,886,614	249,054	2.6%
Total Objects	\$ 220,049,674	\$ 225,432,216	\$ 239,892,751	\$ 14,460,535	6.4%
Funds					
40 Unrestricted Fund	\$ 202,630,220	\$ 210,557,216	\$ 223,292,751	\$ 12,735,535	6.0%
43 Restricted Fund	17,419,454	14,875,000	16,600,000	1,725,000	11.6%
Total Funds	\$ 220,049,674	\$ 225,432,216	\$ 239,892,751	\$ 14,460,535	6.4%

Note: The fiscal 2024 appropriation does not include deficiencies, targeted revenues, or across-the-board reductions. The fiscal 2025 allowance does not include contingent reductions or cost-of-living adjustments.

**Appendix 2
Fiscal Summary
Salisbury University**

<u>Program/Unit</u>	<u>FY 23 Actual</u>	<u>FY 24 Wrk Approp</u>	<u>FY 25 Allowance</u>	<u>Change</u>	<u>FY 24 - FY 25 % Change</u>
01 Instruction	\$ 66,939,347	\$ 69,450,634	\$ 73,214,171	\$ 3,763,537	5.4%
02 Research	1,575,165	1,556,656	1,531,920	-24,736	-1.6%
03 Public Service	11,126,617	8,814,214	9,778,449	964,235	10.9%
04 Academic Support	19,279,475	20,089,024	20,421,829	332,805	1.7%
05 Student Services	9,910,092	10,194,833	11,964,842	1,770,009	17.4%
06 Institutional Support	23,021,449	22,599,496	25,347,262	2,747,766	12.2%
07 Operation and Maintenance Of Plant	24,909,013	26,013,086	27,521,435	1,508,349	5.8%
08 Auxiliary Enterprises	38,810,304	40,092,601	42,607,290	2,514,689	6.3%
17 Scholarships and Fellowships	24,478,212	26,621,672	27,505,553	883,881	3.3%
Total Expenditures	\$ 220,049,674	\$ 225,432,216	\$ 239,892,751	\$ 14,460,535	6.4%
Unrestricted Fund	\$ 202,630,220	\$ 210,557,216	\$ 223,292,751	\$ 12,735,535	6.0%
Restricted Fund	17,419,454	14,875,000	16,600,000	1,725,000	11.6%
Total Appropriations	\$ 220,049,674	\$ 225,432,216	\$ 239,892,751	\$ 14,460,535	6.4%

Note: The fiscal 2024 appropriation does not include deficiencies, targeted revenues, or across-the-board reductions. The fiscal 2025 allowance does not include contingent reductions or cost-of-living adjustments.