



**PROPOSED RESOLUTION  
ACCEPTING AND CERTIFYING THE FINANCIAL REPORT ON RUTGERS' ALLOCATION  
AND TRANSFER OF RESOURCES ACROSS CAMPUSES  
FOR THE PERIOD JULY 1, 2015 TO JUNE 30, 2016**

**WHEREAS**, pursuant to Section 25 of the New Jersey Medical and Health Sciences Education Restructuring Act, P.L. 2012, c. 45, the Board of Governors of Rutgers, The State University of New Jersey, is required to establish an annual certified public reporting process of the finances of Rutgers in order to measure the flow of resources across the campuses of the University; and

**WHEREAS**, the Executive Vice President for Finance and Administration and University Treasurer prepared a financial report identifying the allocation and transfer of resources across campuses for the fiscal year ending June 30, 2016 (the "Report"), a copy of which is attached hereto; and

**WHEREAS**, the Report was presented to the Committee on Finance and Facilities on November 16, 2016 which discussed the Report and conclusions therein, and the Committee recommended that the Board of Governors of Rutgers, The State University of New Jersey, formally accept and make public the report.

**NOW, THEREFORE, BE IT RESOLVED** that, upon the recommendation of the Committee on Finance and Facilities, the Board of Governors of Rutgers, The State University of New Jersey, hereby accepts the Report on Rutgers' Allocation and Transfer of Resources Across Campuses for the period from July 1, 2015 to June 30, 2016; and

**BE IT FURTHER RESOLVED** that the Board of Governors hereby certifies that the Report shall be made publicly available on the Rutgers website and shall be shared with the New Jersey Office of the State Auditor.

Attachment: Report on Rutgers' Allocation and Transfer of Resources Across Campuses for the Period July 1, 2015 to June 30, 2016.

Board of Governors  
Rutgers, The State University  
of New Jersey  
December 6, 2016

**RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**  
**FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016**  
(dollars in thousands)

	<b>FY16 BUDGET vs JUNE 30, 2016 ACTUALS</b>			
	<u>New Brunswick</u> Budget	<u>New Brunswick</u> Actuals	<u>New Brunswick</u> \$ Variance	<u>New Brunswick</u> % Variance
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	565,073	575,978	10,905	1.9%
State Appropriations	198,014	198,014	0	0.0%
State Paid Fringe Benefits (GU Revenue)	116,096	128,625	12,529	10.8%
Federal Appropriations	6,500	7,429	929	14.3%
Endowment and Investment Income	22,618	18,327	(4,291)	-19.0%
F&A Costs Recovered	50,442	55,832	5,390	10.7%
Contributions	22,028	28,542	6,514	29.6%
Other Revenues	29,642	46,897	17,255	58.2%
Program Support	(1,496)	(1,496)	0	0.0%
Housestaff Recoveries	-	-	-	0.0%
Affiliate Revenues	-	-	-	0.0%
<b>Total Educational and General Revenues</b>	<b>1,008,916</b>	<b>1,058,148</b>	<b>49,232</b>	<b>4.9%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	121,125	95,278	(25,847)	-21.3%
State & Municipal Grants & Contracts	41,070	50,105	9,035	22.0%
Nongovernmental Grants & Contracts	33,321	44,669	11,348	34.1%
Federal Student Aid	50,621	50,720	99	0.2%
State Student Aid	68,398	67,026	(1,372)	-2.0%
Other Revenues	38,223	21,358	(16,865)	-44.1%
<b>Grant, Contract and Scholarship Revenues</b>	<b>352,758</b>	<b>329,156</b>	<b>(23,602)</b>	<b>-6.7%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	-	-	-	0.0%
F&A Costs Recovered	-	-	-	0.0%
State Appropriations	-	-	-	0.0%
Fringe Benefits Paid by the State (RBHS Revenue)	-	-	-	0.0%
Other Revenues	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Auxiliary Enterprises Revenues</b>	<b>309,775</b>	<b>322,859</b>	<b>13,084</b>	<b>4.2%</b>
<b>TOTAL REVENUES</b>	<b>1,671,449</b>	<b>1,710,163</b>	<b>38,714</b>	<b>2.3%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	544,098	554,617	10,519	1.9%
Non Personnel	163,559	168,289	4,730	2.9%
Use of President's Strategic Fund	-	-	-	0.0%
Cost Pool Allocation Expense	249,042	257,882	8,840	3.5%
<b>Total Educational and General Expenses</b>	<b>956,699</b>	<b>980,788</b>	<b>24,089</b>	<b>2.5%</b>
Grant and Contract Expenses				
Personnel	120,147	129,194	9,047	7.5%
Non Personnel	232,611	206,349	(26,262)	-11.3%
<b>Grant, Contract and Scholarship Expenses</b>	<b>352,758</b>	<b>335,543</b>	<b>(17,215)</b>	<b>-4.9%</b>
Healthcare and Professional Services				
Personnel	-	-	-	0.0%
Non Personnel	-	-	-	0.0%
Cost Pool Allocation Expense	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Auxiliary Enterprise Expenses				
Personnel	147,892	132,779	(15,113)	-10.2%
Non Personnel	156,163	152,948	(3,215)	-2.1%
Cost Pool Allocation Expense	49,663	39,597	(10,066)	-20.3%
<b>Total Auxiliary Expenses</b>	<b>353,718</b>	<b>325,324</b>	<b>(28,394)</b>	<b>-8.0%</b>
<b>TOTAL EXPENSES</b>	<b>1,663,175</b>	<b>1,641,655</b>	<b>(21,520)</b>	<b>-1.3%</b>
<b>NET INCREASE(DECREASE)</b>	<b>8,274</b>	<b>68,508</b>	<b>60,234</b>	<b>728.0%</b>

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY  
 FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016  
 (dollars in thousands)

	FY16 BUDGET vs JUNE 30, 2016 ACTUALS			
	Newark Budget	Newark Actuals	Newark \$ Variance	Newark % Variance
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	205,624	215,503	9,879	4.8%
State Appropriations	30,630	30,630	-	0.0%
State Paid Fringe Benefits (GU Revenue)	21,224	23,514	2,290	10.8%
Federal Appropriations	-	-	-	0.0%
Endowment and Investment Income	3,975	3,307	(668)	-16.8%
F&A Costs Recovered	3,973	4,654	681	17.1%
Contributions	4,114	4,063	(51)	-1.2%
Other Revenues	4,153	6,282	2,129	51.3%
Program Support	-	-	-	0.0%
Housestaff Recoveries	-	-	-	0.0%
Affiliate Revenues	-	-	-	0.0%
<b>Total Educational and General Revenues</b>	<b>273,692</b>	<b>287,953</b>	<b>14,261</b>	<b>5.2%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	11,208	12,874	1,666	14.9%
State & Municipal Grants & Contracts	1,684	1,833	149	8.8%
Nongovernmental Grants & Contracts	3,197	4,987	1,790	56.0%
Federal Student Aid	18,430	18,520	90	0.5%
State Student Aid	22,412	21,995	(417)	-1.9%
Other Revenues	2,818	1,119	(1,699)	-60.3%
<b>Grant, Contract and Scholarship Revenues</b>	<b>59,750</b>	<b>61,328</b>	<b>1,578</b>	<b>2.6%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	-	-	-	0.0%
F&A Costs Recovered	-	-	-	0.0%
State Appropriations	-	-	-	0.0%
Fringe Benefits Paid by the State (RBHS Revenue)	-	-	-	0.0%
Other Revenues	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Auxiliary Enterprises Revenues</b>	<b>24,325</b>	<b>23,411</b>	<b>(914)</b>	<b>-3.8%</b>
<b>TOTAL REVENUES</b>	<b>357,767</b>	<b>372,692</b>	<b>14,925</b>	<b>4.2%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	159,876	172,679	12,803	8.0%
Non Personnel	48,056	54,522	6,466	13.5%
Use of President's Strategic Fund	(3,000)	(3,000)	-	0.0%
Cost Pool Allocation Expense	53,126	53,328	202	100.4%
<b>Total Educational and General Expenses</b>	<b>258,058</b>	<b>277,529</b>	<b>19,471</b>	<b>7.5%</b>
Grant and Contract Expenses				
Personnel	10,119	13,815	3,696	36.5%
Non Personnel	49,632	48,076	(1,556)	-3.1%
<b>Grant, Contract and Scholarship Expenses</b>	<b>59,751</b>	<b>61,891</b>	<b>2,140</b>	<b>3.6%</b>
Healthcare and Professional Services				
Personnel	-	-	-	0.0%
Non Personnel	-	-	-	0.0%
Cost Pool Allocation Expense	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Auxiliary Enterprise Expenses				
Personnel	11,450	7,625	(3,825)	-33.4%
Non Personnel	12,690	18,724	6,034	47.5%
Cost Pool Allocation Expense	5,268	4,657	(611)	-11.6%
<b>Total Auxiliary Expenses</b>	<b>29,408</b>	<b>31,006</b>	<b>1,598</b>	<b>5.4%</b>
<b>TOTAL EXPENSES</b>	<b>347,217</b>	<b>370,426</b>	<b>23,208</b>	<b>6.7%</b>
<b>NET INCREASE(DECREASE)</b>	<b>10,550</b>	<b>2,266</b>	<b>(8,284)</b>	<b>-78.5%</b>

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY  
 FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016  
 (dollars in thousands)

	FY16 BUDGET vs JUNE 30, 2016 ACTUALS			
	Camden Budget	Camden Actuals	Camden \$ Variance	Camden % Variance
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	92,851	89,954	(2,897)	-3.1%
State Appropriations	16,501	16,501	-	0.0%
State Paid Fringe Benefits (GU Revenue)	11,879	13,161	1,282	10.8%
Federal Appropriations	-	-	-	0.0%
Endowment and Investment Income	997	900	(97)	-9.8%
F&A Costs Recovered	591	1,079	488	82.5%
Contributions	768	1,266	498	64.9%
Other Revenues	2,325	3,009	684	29.4%
Program Support	-	-	-	0.0%
Housestaff Recoveries	-	-	-	0.0%
Affiliate Revenues	-	-	-	0.0%
<b>Total Educational and General Revenues</b>	<b>125,912</b>	<b>125,870</b>	<b>(42)</b>	<b>0.0%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	1,377	1,428	51	3.7%
State & Municipal Grants & Contracts	2,267	3,940	1,673	73.8%
Nongovernmental Grants & Contracts	623	1,323	700	112.2%
Federal Student Aid	10,369	10,407	38	0.4%
State Student Aid	11,730	11,467	(263)	-2.2%
Other Revenues	2,140	8,577	6,437	300.9%
<b>Grant, Contract and Scholarship Revenues</b>	<b>28,506</b>	<b>37,142</b>	<b>8,636</b>	<b>30.3%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	-	-	-	0.0%
F&A Costs Recovered	-	-	-	0.0%
State Appropriations	-	-	-	0.0%
Fringe Benefits Paid by the State (RBHS Revenue)	-	-	-	0.0%
Other Revenues	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Auxiliary Enterprises Revenues</b>	<b>13,762</b>	<b>9,733</b>	<b>(4,029)</b>	<b>-29.3%</b>
<b>TOTAL REVENUES</b>	<b>168,180</b>	<b>172,745</b>	<b>4,565</b>	<b>2.7%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	89,342	93,153	3,811	4.3%
Non Personnel	24,102	30,192	6,090	25.3%
Use of President's Strategic Fund	(5,500)	(5,500)	-	0.0%
Cost Pool Allocation Expense	15,653	15,697	44	100.3%
<b>Total Educational and General Expenses</b>	<b>123,597</b>	<b>133,542</b>	<b>9,945</b>	<b>8.0%</b>
Grant and Contract Expenses				
Personnel	4,841	11,568	6,727	138.9%
Non Personnel	23,665	23,502	(163)	-0.7%
<b>Grant, Contract and Scholarship Expenses</b>	<b>28,506</b>	<b>35,070</b>	<b>6,564</b>	<b>23.0%</b>
Healthcare and Professional Services				
Personnel	-	-	-	0.0%
Non Personnel	-	-	-	0.0%
Cost Pool Allocation Expense	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Auxiliary Enterprise Expenses				
Personnel	10,162	3,093	(7,069)	-69.6%
Non Personnel	6,590	6,352	(238)	-3.6%
Cost Pool Allocation Expense	4,411	4,405	(6)	-0.1%
<b>Total Auxiliary Expenses</b>	<b>21,163</b>	<b>13,850</b>	<b>(7,313)</b>	<b>-34.6%</b>
<b>TOTAL EXPENSES</b>	<b>173,266</b>	<b>182,462</b>	<b>9,196</b>	<b>5.3%</b>
<b>NET INCREASE(DECREASE)</b>	<b>(5,086)</b>	<b>(9,717)</b>	<b>(4,631)</b>	<b>91.1%</b>

**RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY**  
**FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016**  
(dollars in thousands)

	<b>FY16 BUDGET vs JUNE 30, 2016 ACTUALS</b>			
	<b>RBHS Budget</b>	<b>RBHS Actuals</b>	<b>RBHS \$ Variance</b>	<b>RBHS % Variance</b>
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	155,831	159,287	3,456	2.2%
State Appropriations	130,248	130,124	(124)	-0.1%
State Paid Fringe Benefits (GU Revenue)	107,465	107,286	(179)	-0.2%
Federal Appropriations	-	-	-	0.0%
Endowment and Investment Income	577	7,243	6,666	1154.5%
F&A Costs Recovered	35,734	42,339	6,605	18.5%
Contributions	10,970	11,098	128	1.2%
Other Revenues	41,812	38,866	(2,946)	-7.0%
Program Support	1,496	1,496	(0)	0.0%
Housestaff Recoveries	62,090	82,910	20,820	33.5%
Affiliate Revenues	9,175	10,474	1,299	14.2%
<b>Total Educational and General Revenues</b>	<b>555,399</b>	<b>591,123</b>	<b>35,724</b>	<b>6.4%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	99,513	91,374	(8,139)	-8.2%
State & Municipal Grants & Contracts	67,850	92,267	24,417	36.0%
Nongovernmental Grants & Contracts	49,756	57,194	7,438	14.9%
Federal Student Aid	1,583	3,391	1,808	114.2%
State Student Aid	7,463	5,098	(2,365)	-31.7%
Other Revenues	-	4,004	4,004	0.0%
<b>Grant, Contract and Scholarship Revenues</b>	<b>226,165</b>	<b>253,328</b>	<b>27,163</b>	<b>12.0%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	565,227	533,932	(31,295)	-5.5%
F&A Costs Recovered	6,138	12,679	6,541	106.6%
State Appropriations	64,536	64,661	125	0.2%
Fringe Benefits Paid by the State (RBHS Revenue)	85,991	63,359	(22,632)	-26.3%
Other Revenues	13,979	11,370	(2,609)	-18.7%
<b>Total Healthcare and Professional Services</b>	<b>735,871</b>	<b>686,001</b>	<b>(49,870)</b>	<b>-6.8%</b>
Auxiliary Enterprises Revenues				
	<b>7,723</b>	<b>7,536</b>	<b>(187)</b>	<b>-2.4%</b>
<b>TOTAL REVENUES</b>	<b>1,525,158</b>	<b>1,537,988</b>	<b>12,830</b>	<b>0.8%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	346,643	388,969	42,326	12.2%
Non Personnel	61,273	66,990	5,717	9.3%
Use of President's Strategic Fund	-	-	-	0.0%
Cost Pool Allocation Expense	154,439	144,747	(9,692)	93.7%
<b>Total Educational and General Expenses</b>	<b>562,355</b>	<b>600,706</b>	<b>38,351</b>	<b>6.8%</b>
Grant and Contract Expenses				
Personnel	174,294	184,984	10,690	6.1%
Non Personnel	52,036	73,993	21,957	42.2%
<b>Grant, Contract and Scholarship Expenses</b>	<b>226,329</b>	<b>258,977</b>	<b>32,648</b>	<b>14.4%</b>
Healthcare and Professional Services				
Personnel	560,847	484,091	(76,756)	-13.7%
Non Personnel	131,673	137,560	5,887	4.5%
Cost Pool Allocation Expense	52,945	52,838	(107)	-0.2%
<b>Total Healthcare and Professional Services</b>	<b>745,465</b>	<b>674,489</b>	<b>(70,976)</b>	<b>-9.5%</b>
Auxiliary Enterprise Expenses				
Personnel	1,019	362	(657)	-64.5%
Non Personnel	6,625	3,734	(2,891)	-43.6%
Cost Pool Allocation Expense		603	603	0.0%
<b>Total Auxiliary Expenses</b>	<b>7,644</b>	<b>4,699</b>	<b>(2,945)</b>	<b>-38.5%</b>
<b>TOTAL EXPENSES</b>	<b>1,541,793</b>	<b>1,538,871</b>	<b>(2,922)</b>	<b>-0.2%</b>
<b>NET INCREASE(DECREASE)</b>	<b>(16,635)</b>	<b>(883)</b>	<b>15,752</b>	<b>-94.7%</b>

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY  
 FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016  
 (dollars in thousands)

FY16 BUDGET vs JUNE 30, 2016 ACTUALS				
	<u>Central</u> Budget	<u>Central</u> Actual	<u>Central</u> \$ Variance	<u>Central</u> % Variance
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	39,312	67,946	28,634	72.8%
State Appropriations	-	-	-	0.0%
State Paid Fringe Benefits (GU Revenue)	-	-	-	0.0%
Federal Appropriations	-	-	-	0.0%
Endowment and Investment Income	7,480	18,572	11,092	148.3%
F&A Costs Recovered	-	(4,595)	(4,595)	0.0%
Contributions	-	6,399	6,399	0.0%
Other Revenues	11,764	14,432	2,668	22.7%
Program Support	-	-	-	0.0%
Housestaff Recoveries	-	-	-	0.0%
Affiliate Revenues	-	-	-	0.0%
<b>Total Educational and General Revenues</b>	<b>58,556</b>	<b>102,754</b>	<b>44,198</b>	<b>75.5%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	-	5,915	5,915	0.0%
State & Municipal Grants & Contracts	-	2,911	2,911	0.0%
Nongovernmental Grants & Contracts	-	3,597	3,597	0.0%
Federal Student Aid	-	-	-	0.0%
State Student Aid	-	-	-	0.0%
Other Revenues	-	5,445	5,445	0.0%
<b>Grant, Contract and Scholarship Revenues</b>	<b>-</b>	<b>17,868</b>	<b>17,868</b>	<b>0.0%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	-	-	-	0.0%
F&A Costs Recovered	-	-	-	0.0%
State Appropriations	-	-	-	0.0%
Fringe Benefits Paid by the State (RBHS Revenue)	-	-	-	0.0%
Other Revenues	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Auxiliary Enterprises Revenues</b>				
	-	-	-	<b>0.0%</b>
<b>TOTAL REVENUES</b>	<b>58,556</b>	<b>120,622</b>	<b>62,066</b>	<b>106.0%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	427,121	281,836	(145,285)	-34.0%
Non Personnel	176,671	360,106	183,435	103.8%
Use of President's Strategic Fund	8,500	8,500	-	0.0%
Cost Pool Allocation Expense	(584,547)	(573,753)	10,794	-371.5%
<b>Total Educational and General Expenses</b>	<b>27,745</b>	<b>76,689</b>	<b>48,944</b>	<b>176.4%</b>
Grant and Contract Expenses				
Personnel	-	3,757	3,757	0.0%
Non Personnel	-	11,738	11,738	0.0%
<b>Grant, Contract and Scholarship Expenses</b>	<b>-</b>	<b>15,495</b>	<b>15,495</b>	<b>0.0%</b>
Healthcare and Professional Services				
Personnel	-	-	-	0.0%
Non Personnel	-	-	-	0.0%
Cost Pool Allocation Expense	-	-	-	0.0%
<b>Total Healthcare and Professional Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Auxiliary Enterprise Expenses				
Personnel	-	-	-	0.0%
Non Personnel	-	-	-	0.0%
Cost Pool Allocation Expense	-	-	-	0.0%
<b>Total Auxiliary Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL EXPENSES</b>	<b>27,745</b>	<b>92,184</b>	<b>64,439</b>	<b>232.3%</b>
<b>NET INCREASE(DECREASE)</b>	<b>30,811</b>	<b>28,438</b>	<b>(2,373)</b>	<b>-7.7%</b>

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY  
 FY2016 Budgeted vs Actual Revenues and Expenses as of June 30, 2016  
 (dollars in thousands)

	FY16 BUDGET vs JUNE 30, 2016 ACTUALS			
	Total Budget	Total Actuals	Total \$ Variance	Total % Variance
<b>REVENUES</b>				
Educational and General Revenues				
Tuition and Fees	1,058,691	1,108,668	49,977	4.7%
State Appropriations	375,393	375,269	(124)	0.0%
State Paid Fringe Benefits (GU Revenue)	256,664	272,586	15,922	6.2%
Federal Appropriations	6,500	7,429	929	14.3%
Endowment and Investment Income	35,647	48,349	12,702	35.6%
F&A Costs Recovered	90,740	99,309	8,569	9.4%
Contributions	37,879	51,368	13,489	35.6%
Other Revenues	89,697	109,486	19,789	22.1%
Program Support	-	-	-	0.0%
Housestaff Recoveries	62,090	82,910	20,820	33.5%
Affiliate Revenues	9,175	10,474	1,299	14.2%
<b>Total Educational and General Revenues</b>	<b>2,022,475</b>	<b>2,165,848</b>	<b>143,373</b>	<b>7.1%</b>
Grant and Contract Revenues				
Federal Grants & Contracts	233,223	206,869	(26,354)	-11.3%
State & Municipal Grants & Contracts	112,870	151,056	38,186	33.8%
Nongovernmental Grants & Contracts	86,898	111,770	24,872	28.6%
Federal Student Aid	81,003	83,038	2,035	2.5%
State Student Aid	110,004	105,586	(4,418)	-4.0%
Other Revenues	43,181	40,503	(2,678)	-6.2%
<b>Grant, Contract and Scholarship Revenues</b>	<b>667,180</b>	<b>698,822</b>	<b>31,642</b>	<b>4.7%</b>
Healthcare and Professional Services				
Net Patient Service and Contract Revenues	565,227	533,932	(31,295)	-5.5%
F&A Costs Recovered	6,138	12,679	6,541	106.6%
State Appropriations	64,536	64,661	125	0.2%
Fringe Benefits Paid by the State (RBHS Revenue)	85,991	63,359	(22,632)	-26.3%
Other Revenues	13,979	11,370	(2,609)	-18.7%
<b>Total Healthcare and Professional Services</b>	<b>735,871</b>	<b>686,001</b>	<b>(49,870)</b>	<b>-6.8%</b>
Auxiliary Enterprises Revenues				
	<b>355,585</b>	<b>363,539</b>	<b>7,954</b>	<b>2.2%</b>
<b>TOTAL REVENUES</b>	<b>3,781,111</b>	<b>3,914,210</b>	<b>133,099</b>	<b>3.5%</b>
<b>EXPENSES</b>				
Educational and General				
Personnel	1,567,080	1,491,254	(75,826)	-4.8%
Non Personnel	473,660	680,099	206,439	43.6%
Use of President's Strategic Fund	-	-	-	0.0%
Cost Pool Allocation Expense	(112,287)	(102,099)	10,188	-9.1%
<b>Total Educational and General Expenses</b>	<b>1,928,452</b>	<b>2,069,254</b>	<b>140,802</b>	<b>7.3%</b>
Grant and Contract Expenses				
Personnel	309,401	343,318	33,917	11.0%
Non Personnel	357,943	363,658	5,715	1.6%
<b>Grant, Contract and Scholarship Expenses</b>	<b>667,344</b>	<b>706,976</b>	<b>39,632</b>	<b>5.9%</b>
Healthcare and Professional Services				
Personnel	560,847	484,091	(76,756)	-13.7%
Non Personnel	131,673	137,560	5,887	4.5%
Cost Pool Allocation Expense	52,945	52,838	(107)	-0.2%
<b>Total Healthcare and Professional Services</b>	<b>745,465</b>	<b>674,489</b>	<b>(70,976)</b>	<b>-9.5%</b>
Auxiliary Enterprise Expenses				
Personnel	170,523	143,859	(26,664)	-15.6%
Non Personnel	182,068	181,758	(310)	-0.2%
Cost Pool Allocation Expense	59,342	49,262	(10,080)	-17.0%
<b>Total Auxiliary Expenses</b>	<b>411,933</b>	<b>374,879</b>	<b>(37,054)</b>	<b>-9.0%</b>
<b>TOTAL EXPENSES</b>	<b>3,753,194</b>	<b>3,825,598</b>	<b>72,404</b>	<b>1.9%</b>
<b>NET INCREASE(DECREASE)</b>	<b>27,917</b>	<b>88,612</b>	<b>60,695</b>	<b>217.4%</b>

Rutgers, The State University of New Jersey  
Office of the University Controller  
Reconciliation of HFM Campus Management Report to Audited Financial Statements 2016  
(dollars in thousands)

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	RIAS	Banner	Total
Audited Financial Statements Net Increase in Net Position	\$ 253,424	(152,401)	101,023
New Market Tax Credit Activity	150		150
Plant Funds Activity	142,922	9,951	152,873
Endowment Funds Activity	(76,091)	56,203	(19,888)
Loan Funds Activity	(669)	(512)	(1,181)
Self Insurance Reserve Funds (SIRF)		600	600
Principal and Interest Transfers	(106,600)		(106,600)
Transfer to cover endowment spending policy shortfall	27,549		27,549
Net Increase/Decrease Fair Value of Investments	(9,557)		(9,557)
Capital Appropriations	(117,422)		(117,422)
Additions to Permanent Endowments	(34,709)		(34,709)
GASB 68 adjustments	59,869	35,965	95,834
Other	(60)		(60)
Total Per HFM Campus Statements	\$ 138,806	(50,194)	88,612