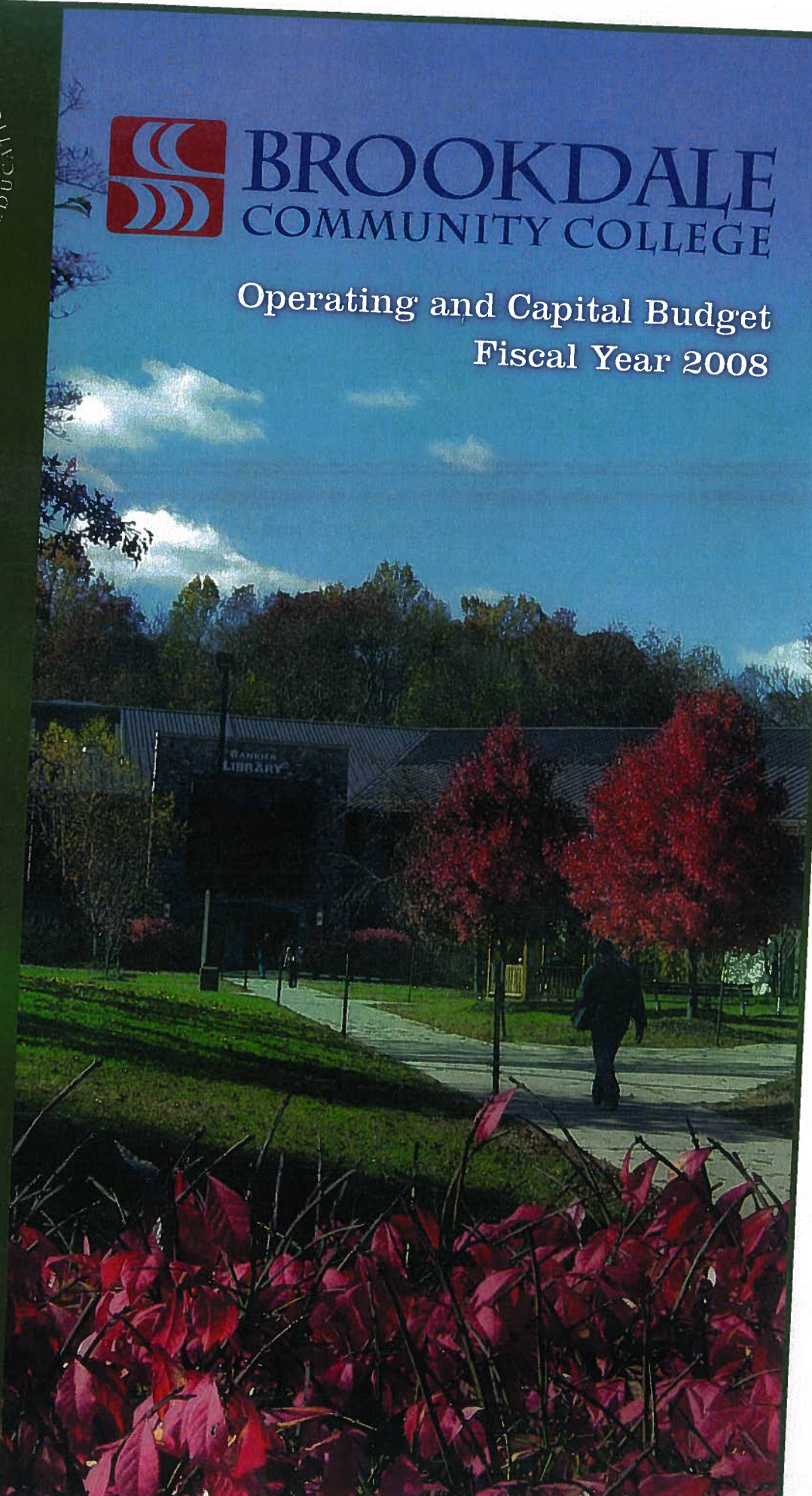




BROOKDALE COMMUNITY COLLEGE

Operating and Capital Budget
Fiscal Year 2008



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December 14, 2006

**BROOKDALE COMMUNITY COLLEGE
FY08 BUDGET**

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MEMORANDUM

TO: The Campus Community

FROM: Dr. Peter F. Burnham, President

RE: FY 2007-08 Budget

DATE: November 8, 2006

I am aware that many of you have been engaged in budget preparations for several weeks, and that the Educational Services budget hearings featured thoughtful and carefully prepared requests based on departmental plans, data books and the Matrix. As we continue to build the budget for next year, I want to take this opportunity to share several concepts which will drive the decision-making relative to the College's FY'08 budget submission to the Board of Trustees and the Monmouth County Board of Chosen Freeholders.

First, we are fortunate to have the 2007-08 Planning Matrix and the Educational Services Master Plan (ESMP) finished at this point, allowing their use as guideposts for prioritizing budget requests and decisions. This anticipation of strategic direction is a critical context for decision-making, especially at a time when resources will be tight. Regardless of the economic environment, our decisions are always based on our mission of providing affordable, open access, high quality programs.

Second, as I have noted repeatedly over the last several years, the most critical element of our financial solvency is continued success in enrollment development. Not only is Brookdale recognized by increasing numbers of students and community members as an excellent educational environment, hence demand is high; also, the primary stream of revenue that supports the College is student revenue through the combination of increased enrollment and tuition and fee revenue. However, the irony of "growth", as the basis for financial capability, is that it puts greater stress on staff and facilities to respond to that increased demand. The College community is to be commended for their ingenuity and ability to maintain high standards as we face these financial challenges.

The fundamental problem in New Jersey is that community colleges are being penalized for our success. Despite the demand for access, public tax support has been unable to keep up proportionately with the resource needs dictated by this increased demand. Last year's State budget reduction has created a structural deficit in the budget for Brookdale which we have filled this year through deferrals of hiring, one-time savings thanks to a special County appropriation to support the new Bayshore Higher Education Center in Hazlet; and miscellaneous other adjustments. Most significantly, we deferred, for one-year, the initiation of the 5 year, evolving plan for staffing the second campus at Freehold. But, ironically, growth and demand have put such pressure on Lincroft, that

the need for this second campus, located in the heart of the growth area of Monmouth County, is even greater now than it was last year.

Recent high school census numbers show us that Monmouth County high schools will graduate 4-5% more students in June 2007. Based on our yield of these graduates, we anticipate enrollment growth of at least 2.5% above this year's record enrollments for Fall, 2006. While this is a good thing in terms of revenue and mission response, it does require recognition that staffing and support are stretched, in some cases, to critical levels. The number of people seeking access through the Higher Education Centers illustrates even more the success and challenges of responding to the "growth model."

Third, you may recall that in March, I noted that we set a goal of a \$1 million reduction in operational overhead by October 2006 to enable us to go forward under the State's budget reduction. Although we have been partially successful in achieving this goal through job realignments, deferrals and position freezes, it is apparent that necessary, student-service and mission-based functions cannot be adequately provided without replacement of staff and in some cases, expansion. As the 2007-08 budget requests are submitted, I will review, with the Cabinet and the Executive Vice Presidents, the absolutely critically needed functions which must be addressed. We will also review the practicality, in a growth environment, of the \$1 million reduction. What has not changed, however, is the reality of limited resources which simply cannot meet all the expectations and demands.

Fourth, at this time, we are confident that our requests, both in operating and capital support, will be honored by the Monmouth County Board of Chosen Freeholders. Yet, I need not tell you that this is a relatively "new" Board committed to controlling taxes and scrutinizing every County allocation closely. Therefore, it is difficult to assume anything which adds another dimension of uncertainty to our long-term fiscal planning.

As we go forward in the next several weeks reviewing budget requests, priority will be given to responding to growth needs and supporting the basic mission and purposes of Brookdale. In March, I emphasized that even with the Governor's budget cuts, we would remain committed to our core mission to provide transfer and career programs, basic skills coursework and life long learning. That hasn't changed. It is imperative that the College initiate the steps necessary to evolve the second campus in Freehold; the growth factor necessitates this. And, the College will make efforts to support and enable the actions critical to initiating Phase II of the Educational Services Master Plan.

Yet, it is important for all members of the campus community to note that fixed expenses will consume major portions of the modest discretionary dollars available. We are fortunate to have resolved professional association agreements with nearly all units. We have an allowance for increased costs of fringe benefits; we will be absorbing "new space" costs in 2007-08 with NAS and the new Hazlet space fully operational; and stabilization in energy costs will help. Increases in the overall cost of technology and technology support is affecting the budget; and, we look to make some additional adjustments in maintenance and cleaning to respond to the concerns about the

conditions of all of our facilities. We must address our location in Asbury Park, and, as of this writing, we have a major "ask" before the Freeholders to address the serious deficiencies of our Long Branch site. Also, as I anticipate the final report from the Commission for an Academic Leadership Model (CALM), flexibility has been built into the budget to permit some organizational changes in Educational Services.

On the capital side of the budget, goals include finalizing plans for the Arena renovation and the renovation and expansion of Auto-Tech. In addition, there are major infrastructure issues at all sites, including parking lot repairs and expansion, roadway and path re-paving, replacement and upgrade of the College's phone system and electrical capacity, as well as needed improvements in various other areas of basic operations.

All of these issues combine to make the 2007-08 budget a bold and exciting challenge. We are hopeful that Governor Corzine will be able to commit to his promise not to reduce community college appropriations any more; and, if we are to be optimistic, we could hope that the State would consider filling the "hole" it left in community college budgets this year (in our case we lost \$500,000 from 2005 funding levels). But, that would be excessively optimistic. And, because of the uncertainty of State support, we will be proposing a tuition rate for next year that will extend us beyond the \$100/credit hour threshold. We are not pleased about this; but, with over 48% of our total revenue dependent on tuition (rate plus enrollment)) we have little choice. Our budget growth plan for 2007-08 is targeted at 5.28% from 2006-07 levels (this year) that includes an average salary growth of +4% and various increases as noted above. This allows very little "wiggle room" for new initiatives; and, it will require creative management with new positions such as "growth by substitution" (exchanging lines from one area to another); re-alignment of functions and services to affect savings and improve services, as well as a review of all services and functions that may be less closely aligned to core mission responsibilities.

I have scheduled two President's Forums to discuss this further with the campus community to receive your input and answer your questions. The first Forum will be held on Friday, December 1, 2006 in Navesink I, II and III from 11:45am to 1:15pm. The second Forum will be held on Tuesday, January 23, 2007 in Navesink I and II from 11:45am to 1:15pm. I am confident that, with everyone's help and cooperation, we can continue to provide our students and our community with excellent education and service.

I thank all of you in advance for your continued support and commitment to achieving these goals.

PFB/bab

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TABLE NO. 1

**BROOKDALE COMMUNITY COLLEGE
CREDIT ENROLLMENT HISTORY - FULL AND PART TIME STUDENTS
FY02 - FY08**

TERM	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 REVISED BUDGET	FY08 BUDGET
SUMMER III	1,780	1,966	2,092	2,096	2,219	2,235	2,290
PERCENT OF YEAR	5.7%	6.0%	6.1%	6.0%	6.2%	6.1%	6.1%
FALL	11,988	12,725	13,204	13,755	13,905	14,390	14,750
PERCENT OF YEAR	38.2%	38.7%	38.9%	39.2%	38.8%	39.0%	39.0%
SPRING	11,871	12,560	12,845	13,241	13,332	14,110	14,460
PERCENT OF YEAR	37.9%	38.2%	37.8%	37.8%	37.2%	38.2%	38.2%
SUMMER I & II	5,698	5,628	5,829	5,978	6,363	6,180	6,335
PERCENT OF YEAR	18.2%	17.1%	17.2%	17.0%	17.8%	16.7%	16.7%
TOTAL	31,337	32,879	33,970	35,070	35,819	36,915	37,835

TABLE NO. 2

**BROOKDALE COMMUNITY COLLEGE
ENROLLMENT HISTORY - F.T.E.S.
FY02 - FY08**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 REVISED BUDGET	FY08 BUDGET
CREDIT F.T.E.S.:							
SUMMER III	217	242	261	263	273	280	287
PERCENT OF YEAR	2.4%	2.6%	2.8%	2.6%	2.6%	2.6%	2.6%
FALL	3,707	4,012	4,184	4,411	4,484	4,614	4,729
PERCENT OF YEAR	41.7%	42.4%	43.0%	43.8%	42.8%	43.3%	42.5%
SPRING	3,508	3,761	3,866	3,985	4,032	4,247	4,353
PERCENT OF YEAR	39.4%	39.8%	39.7%	39.5%	38.5%	39.9%	39.1%
SUMMER I & II	769	771	801	817	862	845	867
PERCENT OF YEAR	8.7%	8.2%	8.2%	8.1%	8.2%	7.9%	7.8%
CREDIT SUBTOTAL	8,201	8,786	9,112	9,476	9,651	9,986	10,236
PERCENT OF YEAR	92.2%	93.0%	93.7%	94.0%	92.1%	93.7%	92.0%
PERCENT INCREASE OR DECREASE (-)		7.1%	3.7%	4.0%	1.8%	3.5%	2.5%
FROM PREV. YEAR							
NON-CREDIT F.T.E.S.:							
FUNDED	140	135	179	211	224	175	250
PERCENT OF YEAR	1.6%	1.4%	1.8%	2.1%	2.1%	1.6%	2.2%
NON-FUNDED	556	528	436	392	611	500	650
PERCENT OF YEAR	6.2%	5.6%	4.5%	3.9%	5.8%	4.7%	5.8%
NON-CREDIT S/T	696	663	615	603	835	675	900
PERCENT OF YEAR	7.8%	7.0%	6.3%	6.0%	7.9%	6.3%	8.0%
TOTAL	8,897	9,449	9,727	10,079	10,486	10,661	11,136
PERCENT INCR OR DECR (-)		6.2%	2.9%	3.6%	4.0%	1.7%	4.5%

OPERATING REVENUE

In support of the Operating Budget for FY08, Brookdale anticipates that revenue will consist of the following:

A. Tuition

\$33,318,180
40.3%

The current tuition charged by the College is \$98.00 per Student Credit Hour (SCH) to a maximum of \$1,470.00 per term. Since FY02, the College's tuition has been increased as indicated below:

<u>Year</u>	<u>Per SCH</u>	<u>Max of</u>	<u>Percent of Incr./Decr.</u>
FY02	\$78.00	\$1,170.00	+4.0%
FY03	\$80.00	\$1,200.00	+2.6%
FY04	\$83.75	\$1,256.25	+4.7%
FY05	\$87.75	\$1,316.25	+4.7%
FY06	\$91.75	\$1,376.25	+4.6%
FY07	\$98.00	\$1,470.00	+6.8%

The tuition revenue estimated for FY08 is based on the College increasing tuition to \$103.00 per SCH, to a maximum of \$1,545.00 per semester. This represents a 5.1 percent increase over FY07.

B. State Support

\$12,625,904
15.3%

The College received the following Operating Aid from the State in the past six years:

<u>Year</u>	<u>Amount of Aid</u>	<u>Percent of Incr./Decr.</u>
FY02	\$12,785,620	+ 6.5%
FY03	\$12,587,647	- 1.5%
FY04	\$13,402,999	+ 6.5%
FY05	\$13,041,595	- 2.7%
FY06	\$13,123,834	+ 6.0%
FY07*	\$12,625,904	-3.8%

* Budget

FY07 Operating Aid to the sector was \$155,806,000, and the preliminary allocation of aid to Brookdale is \$12,625,904. The actual allocation of aid will not be known until all of the

audited enrollments of the 19 community colleges have been received by the Office of Management and Budget. The actual allocation of aid will be determined in early January of 2007. For FY08, Brookdale budgeted no increase over the FY07 preliminary allocation of aid.

The Governor will present a budget in early January; then, after a series of hearings with the Senate and Assembly Appropriation Committee, modifications may be made, and the Governor will approve the final budget on or about June 30, 2007.

State support for the College went from 24.4 percent in FY89, to 15.3 percent in FY08.

C. County

\$ 25,512,410
30.8%

The College has received the following County support in the past six years:

<u>Year</u>	<u>Amount of Aid</u>	<u>Percent of Incr./Decr.</u>
FY02	\$20,169,912	0.0%
FY03	\$20,472,461	+ 1.5%
FY04	\$21,393,721	+ 4.5%
FY05	\$22,356,438	+ 4.5%
FY06	\$23,362,478	+ 4.5%
FY07	\$24,413,789	+4.5%

The request for FY08 anticipates an increase from the County in the amount of \$1,098,621, which represents a 4.5 percent increase over FY07.

D. General Service Fees

\$ 3,633,780
4.4%

The General Service Fee supports various student initiatives, including the Associated Students for Brookdale Community College (ASBCC), the Technology Improvement Plan (T.I.P.), and provides a small contribution to the Warner Student Life Center. The budget for FY08 is based on the fee increasing to \$22.66 per SCH or 22 percent of tuition. For each SCH, ASBCC will receive \$3.27 of the General Service Fee to operate the Student Activities Program. The allocation to ASBCC represents 21.2 percent of the total fee, excluding the \$6.18 portion allocated to T.I.P. and \$1.03 portion allocated to the Warner Student Life Center.

E. Non-credit income

\$ 3,125,000
3.8%

In FY08, the College is projecting revenue of \$3,125,000 from Non-credit income. The revenue exceeds the combined operating and capital budget for the units involved, which

includes the following: Community Education; Business and Economic Development; Contract Training; Summer Sports, Fitness Lab and Academic Camps; Gifted and Talented Program at Sandy Hook; Black Heritage Series; Performing Arts; Commencement, Trips and Excursions; and Use of Facilities. If either revenue or expenditures are increased or decreased, the other must be adjusted accordingly. Although the Summer Sports Camps and Fitness Lab were reorganized under Student Development, the revenue is still included as a source of Non-credit income.

F. Interest Income **\$1,025,000**
1.2%

The College is projecting an average investment of funds in the amount of \$20 million dollars at an average interest rate of 5.1 percent for FY08.

G. Other Fees **\$1,300,000**
1.6%

Other fees include application fees, late registration fees, installment loan fees, and laboratory fees. Due to the significance of this amount, it is shown as a separate line item in the revenue budget.

H. Other Income **\$ 786,100**
1.0%

This includes income from recovery of fringe benefits and indirect costs on grants, library fines, transcript fees, International Education, and all other miscellaneous sources.

I. Reserves **\$ 1,382,801**
1.7%

The College is allocating \$1,382,801 from reserves to the FY08 budget. The reserve funds were accumulated in FY06 as a direct result of measures taken to reduce College-wide expenses. Some of the measures taken included, but were not limited to, the elimination or deferral of open and vacant positions, control of utility costs, reduction in operating costs, and the conscious effort on the part of the College to self finance some of its operating budget. Allocation from reserves reduces the amount of funding requested from the County and/or student.

**BROOKDALE COMMUNITY COLLEGE
OPERATING REVENUE
FY02 - FY08**

	FY02 ACTUAL	FY03 ACTUAL	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 REVISED BUDGET	FY08 BUDGET
TUITION	\$20,360,937 33.2%	\$22,460,654 35.4%	\$24,118,931 36.2%	\$26,590,604 37.1%	\$28,433,214 37.8%	\$30,926,642 39.5%	\$33,318,180 40.3%
STATE AID	\$12,785,620 20.8%	\$12,587,647 19.9%	\$13,402,999 20.1%	\$13,041,595 18.2%	\$13,123,834 17.5%	\$11,743,749 15.0%	\$12,625,904 15.3%
MONMOUTH COUNTY	\$20,169,912 32.9%	\$20,472,461 32.3%	\$21,393,721 32.1%	\$22,356,438 31.2%	\$23,362,478 31.1%	\$24,413,789 31.2%	\$25,512,410 30.8%
GEN SVC FEES	\$2,220,212 3.6%	\$2,436,302 3.9%	\$2,617,119 3.9%	\$2,900,683 4.1%	\$3,113,744 4.1%	\$3,377,182 4.3%	\$3,633,780 4.4%
NON CREDIT INCOME	\$3,078,385 5.0%	\$2,611,959 4.1%	\$2,667,841 4.0%	\$2,782,745 3.9%	\$2,886,077 3.8%	\$3,100,000 4.0%	\$3,125,000 3.8%
INTEREST INCOME	\$423,439 0.7%	\$391,402 0.6%	\$290,826 0.4%	\$576,111 0.8%	\$1,060,327 1.4%	\$1,000,000 1.3%	\$1,025,000 1.2%
OTHER FEES **	\$648,571 1.1%	\$845,745 1.3%	\$759,236 1.1%	\$1,012,885 1.4%	\$1,247,274 1.7%	\$1,150,000 1.5%	\$1,300,000 1.6%
OTHER INCOME	\$471,673 0.8%	\$392,108 0.6%	\$619,084 0.9%	\$630,775 0.9%	\$650,292 0.9%	\$675,000 0.9%	\$786,100 1.0%
RESERVES	\$1,191,320 1.9%	\$1,215,430 1.9%	\$843,526 1.3%	\$1,700,000 2.4%	\$1,311,947 1.7%	\$1,818,762 2.3%	\$1,382,801 1.7%
TOTAL	\$61,350,069	\$63,413,708	\$66,713,283	\$71,591,836	\$75,189,187	\$78,205,124	\$82,709,175
\$ INCR OVER PRV YR	\$2,569,269 4.4%	\$2,063,639 3.4%	\$3,299,575 5.2%	\$4,878,553 7.3%	\$3,597,351 5.0%	\$3,015,937 4.0%	\$4,504,051 5.8%
% INCR OVER PRV YR							

** TECHNOLOGY AND SLC FEES ARE NOT INCLUDED IN OTHER FEES; THEY ARE SHOWN IN THE CAPITAL FUND.

(1) FY07 REVISED BUDGETED REVENUE IS BASED ON ENROLLMENT OF 10,661 TOTAL FTES AND 9,986 CREDIT FTES.

(2) FY08 REVENUE PROJECTION IS BASED ON ENROLLMENT OF 11,136 TOTAL FTES AND 10,236 CREDIT FTES.

**BROOKDALE COMMUNITY COLLEGE
OPERATING BUDGET SUMMARY**

FY08

	FY06 ACTUAL		FY07 REVIBUD.		FY08 BUDGET	
	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL
Current Revenue:						
Tuition	\$28,433,214	37.8%	\$30,926,642	39.5%	\$33,318,180	40.3%
State Aid	13,123,834	17.5%	11,743,749	15.0%	12,625,904	15.3%
Monmouth County	23,362,478	31.1%	24,413,789	31.2%	25,512,410	30.9%
General Service Fees	3,113,744	4.1%	3,377,182	4.3%	3,633,780	4.4%
Non Credit Income	2,886,077	3.8%	3,100,000	4.0%	3,125,000	3.8%
Interest Income	1,060,327	1.4%	1,000,000	1.3%	1,025,000	1.2%
Other Fees	1,247,274	1.7%	1,150,000	1.5%	1,300,000	1.6%
Other Income	650,292	0.9%	675,000	0.9%	786,100	1.0%
Reserves	1,311,947	1.7%	1,818,762	2.3%	1,382,801	1.7%
Total Current Revenue	\$75,189,187	100.00%	\$78,205,124	100.00%	\$82,709,175	100.00%

Current Expenditures:

Educational Services	\$36,644,387	50.8%	\$37,998,723	48.6%	\$40,501,787	49.0%
Office of Bus & Comm Develop	2,808,943	3.9%	3,098,906	4.0%	2,861,419	3.5%
Business & Finance	1,210,106	1.7%	1,758,783	2.2%	1,910,914	2.3%
Admin. & Operations	8,411,553	11.7%	8,582,057	11.0%	9,083,949	11.0%
President's Office	2,164,709	3.0%	2,229,054	2.9%	2,348,156	2.8%
Develop, Comm & Gov't Rel	401,360	0.5%	411,070	0.5%	428,257	0.5%
Benefits	11,728,851	16.3%	13,033,861	16.6%	14,167,997	17.1%
General Expenses	5,013,777	6.9%	5,781,652	7.4%	6,102,454	7.4%
Utilities	3,726,754	5.2%	5,311,018	6.8%	5,304,242	6.4%
Total Current Expenditures	\$72,110,440	100.00%	\$78,205,124	100.00%	\$82,709,175	100.00%

Salaries have been allocated to the various divisions for those groups that have not negotiated settlement.

Expenditures before distribution of salary increases to cost centers:

Educational Services	\$40,481,326
Office of Bus & Comm Develop	2,855,988
Business & Finance	1,904,487
Admin. & Operations	9,002,891
President's Office	2,331,074
Develop, Comm & Gov't Rel	422,385
Benefits	14,167,997
General Expenses	6,238,785
Utilities	5,304,242
Total	\$82,709,175

OPERATING EXPENDITURES

The Operating Budget increased by \$4,504,051 or 5.8 percent over the FY07 budget. During this period, the College is projecting a 2.5 percent increase in enrollment over the FY07 projected enrollment, (Table 6 shows the major increases in the budget).

1. Salary Increases

\$1,723,348

The College has completed negotiations with all units except the Fraternal Order of Police (FOP); therefore, those salary increases have been allocated to the various cost centers in the budget. Salary increases for the FOP are currently being negotiated and are therefore reserved.

2. Benefits

\$1,134,136

Fringe benefits consist of Sabbaticals, Social Security, Pension Funds, Workers Compensation, Health Benefits, Short Term Disability, Dental, N.J. Unemployment Insurance, and other miscellaneous items.

The College is anticipating an increase in benefit costs of \$1,134,136. This represents an 8.7 percent increase over the FY07 budget. Benefits constitute 17.1 percent of the overall Operating Budget.

The largest increase is related to health benefits, social security, and pension costs which amount to an increase of \$618,496, \$174,790, and \$316,164 respectively. All other benefits increased by \$24,686.

The Social Security rate remains at 7.65 percent, which includes 1.45 percent on taxable Medicare wages. The maximum taxable wages will increase from \$94,200 in calendar year 2006 to a maximum of \$97,500 in calendar year 2007. Medicare wages are not subject to a maximum. All fringe benefit costs have been budgeted based on a combination of actual historical costs and current year information.

3. Part Time Faculty Costs

\$484,553

Part Time Faculty Instructional Costs have increased by \$484,553, due to the increase in projected enrollment of 250 F.T.E.S. and the mix of full time and part time faculty instructional costs.

4. Additional Staff Positions

\$210,132

There are an additional 4.13 net Full Time Equated Staff (F.T.E.S.) positions in the budget. Of this amount, 4.0 F.T.E.S. represent new teaching faculty positions, 1.0 F.T.E.S. represent F.O.P., .66 F.T.E.S. in additional learning assistants and a decrease in 1.53 F.T.E.S. in clerical staff.

5. Reserve for Educational Services Reorganization \$400,000

The College has set aside \$400,000 to act on one of the recommendations put forth by the Commission for an Academic Leadership Model (CALM). The details of the reorganization are not known at this time.

6. College Contracts \$270,000

Due to contractual commitments, the College has increased the Information Technology budget by \$145,000 and its custodial services budget by \$125,000.

7. Reserve for Credit and Non Credit Enrollment Decrease \$264,638

The College is reserving \$264,638 in the event the FY08 projected enrollment is not realized.

8. Northern Monmouth Reserve \$59,548

The College is reserving \$59,548 for the Northern Monmouth Facility.

9. Consultant and Financial Aid \$51,250

Consulting fees and Financial Aid match have increased in the net by \$51,250.

10. Branch Campus Reserve \$42,075

The College is reserving \$42,075 for the Western Monmouth branch campus initiative.

11. Office of Business and Community Development (OBCD) \$(242,918)

The College has decreased non credit salaries and expenses by \$242,918 in order to implement the College's plan for breakeven in three years.

12. Various Line Items \$107,289

The budget increased by \$107,289 as a result of numerous increases and decreases in the various line items of the budget that would be too numerous to list. These items are spread throughout the entire College budget.

TABLE NO. 5

**BROOKDALE COMMUNITY COLLEGE
OPERATING EXPENDITURES
FY02 - FY08**

	FY02	FY03	FY04	FY05	FY06	FY07 REVISED	FY08
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
EDUCATIONAL SERVICES	\$30,770,933 52.8%	\$32,132,123 51.9%	\$33,141,360 51.2%	\$34,809,725 51.7%	\$36,644,387 50.8%	\$37,998,723 48.6%	\$40,501,787 49.0%
OFFICE OF BUS & COMM DEVEL	2,841,725 4.8%	2,734,137 4.5%	2,766,724 4.3%	2,848,939 4.2%	2,808,943 3.9%	3,098,906 4.0%	2,861,419 3.5%
BUSINESS & FINANCE	1,307,039 2.2%	1,332,277 2.2%	1,383,707 2.1%	1,243,080 1.9%	1,210,106 1.7%	1,758,783 2.2%	1,910,914 2.3%
ADMIN. & OPERATIONS	7,370,576 12.7%	7,896,663 12.8%	8,059,991 12.4%	8,484,529 12.6%	8,411,553 11.7%	8,582,057 11.0%	9,083,949 11.0%
PRESIDENT'S OFFICE	1,839,707 3.2%	1,900,580 3.1%	2,007,706 3.1%	2,040,617 3.0%	2,164,709 3.0%	2,229,054 2.9%	2,348,156 2.8%
DEVELOP, COMM & GOV'T REL	373,397 0.6%	362,020 0.6%	375,443 0.6%	367,973 0.5%	401,360 0.5%	411,070 0.5%	428,257 0.5%
BENEFITS	8,168,939 14.0%	9,103,997 14.7%	10,081,937 15.6%	10,595,989 15.7%	11,728,851 16.3%	13,033,861 16.6%	14,167,997 17.1%
GENERAL EXPENSES	2,369,308 4.1%	2,822,932 4.6%	3,836,618 5.9%	3,940,905 5.9%	5,013,777 6.9%	5,781,652 7.4%	6,102,454 7.4%
UTILITIES	3,290,022 5.6%	3,470,457 5.6%	3,112,753 4.8%	3,020,734 4.5%	3,726,754 5.2%	5,311,018 6.8%	5,304,242 6.4%
TOTAL	\$58,331,646	\$61,755,186	\$64,766,239	\$67,352,491	\$72,110,440	\$78,205,124	\$82,709,175
PERCENT INCREASE	6.4%	5.9%	4.9%	4.0%	7.1%	8.5%	5.8%

Reserve for salary increases have been applied to divisional costs.

**BROOKDALE COMMUNITY COLLEGE
OPERATING BUDGET INCREASES/(DECREASES)
FY08**

FY07 REVISED BUDGET		\$78,205,124
SALARY ADJUSTMENTS	\$1,723,348	
BENEFITS	1,134,136	
PART TIME FACULTY COSTS	484,553	
ADDITIONAL STAFF POSITIONS (TABLES 7A-7C)	210,132	
RESERVE FOR ED SERVICES REORG	<u>400,000</u>	
TOTAL SALARIES & BENEFITS		3,952,169
OPERATING:		
CUSTODIAL & IT CONTRACTS	270,000	
RES FOR CREDIT & NON-CREDIT ENROLL DECR	264,638	
NORTHERN MONMOUTH RESERVE	59,548	
CONSULTANT FEES & FINANCIAL AID MATCH	51,250	
BRANCH CAMPUS RESERVE	42,075	
NON CREDIT COURSES	(242,918)	
VARIOUS LINE ITEM INCREASES	<u>107,289</u>	
TOTAL OPERATING		<u>551,882</u>
TOTAL SALARIES & OPERATING		<u>4,504,051</u>
FY08 BUDGET		<u><u>\$82,709,175</u></u>

Operating Staff

Tables 7A, 7B and 7C summarize the changes to staffing at the College. The College increased its full time equated staff by 4.13 positions.

A total of 4.00 full time instructional positions were added to Educational Services in order to continue to provide quality education in accordance with the growth the College is experiencing.

Learning assistants were increased by .66 F.T.E.S., due to the elimination of 1.00 F.T.E. in Business Technology Systems, offset by the addition of two .83 F.T.E.S., in Theater and Respiratory Therapy.

Administrators' overall F.T.E.S. held constant, with the addition of a Foundation position and the elimination of a position in Human Resources. The Police department increased 1.0 F.T.E., which represents a new security guard for the Asbury Park HEC. Finally, there was a decrease of 1.53 F.T.E.S. in clerical staff.

In addition to the enrollment driven faculty increase, the College has effectively utilized the substitution principle. The balance of F.T.E.S. are new positions created in cost centers that had needs and funded them with cost centers that had less or no need.

TABLE NO. 7A

**BROOKDALE COMMUNITY COLLEGE
F.T.E.S. ADDED OR REDUCED IN BUDGET BY DIVISION
FY08**

ACCOUNT NUMBER	DEPARTMENT NAME	TITLE OF POSITION	NAME	FY07 FTE	FY08 FTE	INCR. (DECR.) F.T.E.	INCR. (DECR.) AMOUNT
President's							
1150000	Human Resources	Staff Development Spec	Unnamed	1.00	0.00	(1.00)	\$ (45,118)
				1.00	0.00	(1.00)	(45,118)
Administration & Operations							
2250500	Police	Security Guard - Asbury	Unnamed	0.00	1.00	1.00	28,000
				0.00	1.00	1.00	28,000
Educational Services							
3300500	Theater	Learning Assistant	Unnamed	0.00	0.83	0.83	28,693
3351000	Mathematics	Instructor	Unnamed	0.00	1.00	1.00	44,968
3401505	Management	Instructor	Unnamed	1.00	0.00	(1.00)	(44,968)
3401510	Business Tech Systems	Learning Assistant	Vitelli	1.00	0.00	(1.00)	(31,874)
3451515	Fitness	Instructor	Unnamed	0.00	1.00	1.00	44,968
3452500	Psychology	Instructor	Unnamed	0.00	1.00	1.00	44,968
3501515	Respiratory Therapy	Learning Assistant	Unnamed	0.00	0.83	0.83	32,988
3601505	Electronics & Engineering	Instructor	Unnamed	1.00	0.00	(1.00)	(44,968)
3700515	Student Support Services	Student Dev. Associate	Unnamed	0.66	0.00	(0.66)	(18,198)
3800500	Library	Instructor	Unnamed	0.00	1.00	1.00	44,968
3800500	Library	Senior Assistant	Unnamed	1.00	0.00	(1.00)	(21,843)
3800500	Library	Library Assistant	Unnamed	0.53	0.00	(0.53)	(10,881)
3801000	WMHEC	Instructor - English	Unnamed	0.00	1.00	1.00	44,968
3801000	WMHEC	Instructor - Mathematics	Unnamed	0.00	1.00	1.00	44,968
3802000	Bayshore	HEC Assistant	Lorincz	0.00	0.66	0.66	16,735
				5.19	8.32	3.13	175,492
Development, Community & Govt Relations							
4250000	Foundation	Events Coordinator	Unnamed	0.00	1.00	1.00	51,758
				0.00	1.00	1.00	51,758
TOTAL INCR. (DECR.) IN F.T.E.S.				6.19	10.32	4.13	\$ 210,132

TABLE NO. 7B

**BROOKDALE COMMUNITY COLLEGE
F.T.E.S. ADDED OR REDUCED IN BUDGET BY FUNCTION
FY08**

ACCOUNT NUMBER	DEPARTMENT NAME	TITLE OF POSITION	NAME	FY07 FTE	FY08 FTE	INCR. (DECR.) F.T.E.	INCR. (DECR.) AMOUNT
Administrators							
1150000	Human Resources	Staff Development Spec	Unnamed	1.00	0.00	(1.00)	\$ (45,118)
4250000	Foundation	Events Coordinator	Unnamed	0.00	1.00	1.00	51,758
				1.00	1.00	0.00	6,640
Faculty							
3351000	Mathematics	Instructor	Unnamed	0.00	1.00	1.00	44,968
3401505	Management	Instructor	Unnamed	1.00	0.00	(1.00)	(44,968)
3451515	Fitness	Instructor	Unnamed	0.00	1.00	1.00	44,968
3452500	Psychology	Instructor	Unnamed	0.00	1.00	1.00	44,968
3601505	Electronics & Engineering	Instructor	Unnamed	1.00	0.00	(1.00)	(44,968)
3800500	Library	Instructor	Unnamed	0.00	1.00	1.00	44,968
3801000	WMHEC	Instructor - English	Unnamed	0.00	1.00	1.00	44,968
3801000	WMHEC	Instructor - Mathematics	Unnamed	0.00	1.00	1.00	44,968
				2.00	6.00	4.00	179,872
Paraprofessionals							
3300500	Theater	Learning Assistant	Unnamed	0.00	0.83	0.83	28,693
3401510	Business Tech Systems	Learning Assistant	Vitelli	1.00	0.00	(1.00)	(31,874)
3501515	Respiratory Therapy	Learning Assistant	Unnamed	0.00	0.83	0.83	32,988
				1.00	1.66	0.66	29,807
Police							
2250500	Police	Security Guard - Asbury	Unnamed	0.00	1.00	1.00	28,000
				0.00	1.00	1.00	28,000
Clerical							
3700515	Student Support Services	Student Dev. Associate	Unnamed	0.66	0.00	(0.66)	(18,198)
3800500	Library	Senior Assistant	Unnamed	1.00	0.00	(1.00)	(21,843)
3800500	Library	Library Assistant	Unnamed	0.53	0.00	(0.53)	(10,881)
3802000	Bayshore	HEC Assistant	Lorincz	0.00	0.66	0.66	16,735
				2.19	0.66	(1.53)	(34,187)
			TOTAL	6.19	10.32	4.13	\$ 210,132

**BROOKDALE COMMUNITY COLLEGE
ANALYSIS OF NEW OR REDUCED POSITIONS
FY08**

	FY07 FTE	FY08 FTE	INCR. (DECR.) F.T.E.
President/Vice Presidents/Deans	13.00	13.00	0.00
Administrators	144.06	144.06	0.00
Faculty	219.90	223.90	4.00
Counselors	19.40	19.40	0.00
Library Associates	6.00	6.00	0.00
Clerical	119.30	117.77	(1.53)
Technical Specialists	42.59	42.59	0.00
Paraprofessionals	87.77	88.43	0.66
Confidentials	9.00	9.00	0.00
Maintenance	19.00	19.00	0.00
Police Officers	20.56	21.56	1.00
	<u>700.58</u>	<u>704.71</u>	<u>4.13</u>

CAPITAL BUDGET

The following tables, 8 and 9, provide details of the Capital Budget. Table 8 summarizes capital revenue by source and category. Table 9 provides an overview of County funding.

The total anticipated Capital Budget is \$4,444,180. The County is funding \$2,000,000 of the anticipated Capital Budget or 45 percent, fees will fund \$2,144,180 or 48.2 percent, with the College funding the remaining balance of \$300,000 or 6.8 percent.

Expenditures are broken down into the following categories; New Construction, Renewals and Replacements, and Minor Capital. New Construction and Renewals and Replacements are a result of the projects and related costs identified in the College's Facilities Master Plan.

The County has approved \$2,000,000 in Minor Capital funds, of which \$750,000 will support the College's Technology Improvement Plan (T.I.P.), and the balance will be used for minor capital purchases.

The College is funding \$1,827,888 with student fees to fund the Technology Improvement Plan, \$316,292 in student fees to fund a portion of the WSLC debt service, and \$300,000 to fund infrastructure improvements.

Minor Capital

\$4,144,180

The College is requesting \$4,144,180 in Minor Capital. This request represents \$2,577,888 for the Technology Improvement Plan (T.I.P.), \$316,292 for the SLC debt service and \$1,250,000 for various requests from all cost centers, as well as general institutional requests for furniture and equipment replacements needed to insure the health, safety, and operation of the College.

Renewals and Replacements

\$ 300,000

The College's infrastructure requires an ongoing commitment of capital. Founded in 1967, the College facilities are in need of repair, which include mechanical, electrical, and plumbing systems, signage, property, and grounds maintenance. Although the College is in great need of infrastructure improvements, at this point the College can only fund \$300,000.

TABLE NO. 8

**BROOKDALE COMMUNITY COLLEGE
CAPITAL BUDGET SUMMARY
FY08**

	FY07 REVISED		FY08 REQUEST	
	<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>	<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>
Revenue				
County:				
County Appropriations	\$2,000,000	100.0%	\$2,000,000	100.0%
Subtotal County	<u>2,000,000</u>	<u>100.0%</u>	<u>2,000,000</u>	<u>100.0%</u>
Other:				
Other	300,000	12.9%	300,000	12.3%
Fees	2,025,685	87.1%	2,144,180	87.7%
Subtotal Other	<u>2,325,685</u>	<u>100.0%</u>	<u>2,444,180</u>	<u>100.0%</u>
Total Revenue	<u>4,325,685</u>	<u>100.0%</u>	<u>4,444,180</u>	<u>100.0%</u>
Expenditures:				
Minor Capital	4,025,685	93.1%	4,144,180	93.2%
New Construction	-	0.0%	-	0.0%
Renewal & Replacements	300,000	6.9%	300,000	6.8%
Total Expenditures	<u>\$4,325,685</u>	<u>100.0%</u>	<u>\$4,444,180</u>	<u>100.0%</u>

TABLE NO. 9

**BROOKDALE COMMUNITY COLLEGE
REQUEST FROM COUNTY
FY08**

	FY07	FY08	INCREASE	% INCR.
OPERATING APPROPRIATION	\$24,413,789	\$25,512,410	\$1,098,621	4.5%
MINOR CAPITAL APPROPRIATION	<u>2,000,000</u>	<u>2,000,000</u>	-	0.0%
TOTAL FROM APPROPRIATION	26,413,789	27,512,410	1,098,621	4.2%
CAPITAL RENEWALS & REPLACEMENTS	<u>-</u>	<u>-</u>	-	0.0%
TOTAL	<u><u>\$26,413,789</u></u>	<u><u>\$27,512,410</u></u>	<u><u>\$1,098,621</u></u>	<u><u>4.2%</u></u>

**BROOKDALE COMMUNITY COLLEGE
BUDGET STATISTICS
FY02 - FY08 REVENUE & EXPENSE**

	FY02	FY03	FY04	FY05	FY06	FY07	FY08
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	REV BUDGET	BUDGET
REVENUE:							
TUITION & FEES	\$23,229,720	\$25,742,701	\$27,495,286	\$30,504,172	\$32,794,232	\$35,453,824	\$38,251,960
% OF BUDGET	37.9%	40.6%	41.2%	42.6%	43.6%	45.2%	46.1%
% INCR OVER PRV YR	13.3%	10.8%	6.8%	10.9%	7.5%	8.1%	7.9%
STATE AID	12,785,620	12,587,647	13,402,999	13,041,595	13,123,834	11,743,749	12,625,904
% OF BUDGET	20.8%	19.9%	20.1%	18.2%	17.5%	15.0%	15.3%
% INCR OVER PRV YR	6.5%	-1.5%	6.5%	-2.7%	0.6%	-10.5%	7.5%
MONMOUTH COUNTY	20,169,912	20,472,461	21,393,721	22,356,438	23,362,478	24,413,789	25,512,410
% OF BUDGET	32.9%	32.2%	32.1%	31.2%	31.1%	31.3%	30.9%
% INCR OVER PRV YR	0.0%	1.5%	4.5%	4.5%	4.5%	4.5%	4.5%
OTHER INCOME	3,973,497	3,395,469	3,577,751	3,989,631	4,596,696	4,775,000	4,936,100
% OF BUDGET	6.6%	5.4%	5.3%	5.6%	6.1%	6.1%	6.0%
% INCR OVER PRV YR	3.6%	-14.5%	5.4%	11.5%	15.2%	3.9%	3.4%
RESERVES	1,191,320	1,215,430	843,526	1,700,000	1,311,947	1,818,762	1,382,801
% OF BUDGET	1.9%	1.9%	1.3%	2.4%	1.7%	2.3%	1.7%
TOTAL	\$61,350,069	\$63,413,708	\$66,713,283	\$71,591,836	\$75,189,187	\$78,205,124	\$82,709,175
\$ INCR OVER PRV YR	\$2,569,269	\$2,063,639	\$3,299,575	\$4,878,553	\$3,597,351	\$3,015,937	\$4,504,051
% INCR OVER PRV YR	4.4%	3.4%	5.2%	7.3%	5.0%	4.0%	5.8%
TUITION RATES	\$78.00	\$80.00	\$83.75	\$87.75	\$91.75	\$98.00	\$103.00
TUITION & FEES PER CREDIT FTE	\$2,832.55	\$2,929.97	\$3,017.48	\$3,219.10	\$3,398.01	\$3,550.35	\$3,737.00
EXPENSES:							
TOTAL OPERATING	\$58,331,646	\$61,755,186	\$64,766,239	\$67,352,491	\$72,110,440	\$78,205,124	\$82,709,175
\$ INCR OVER PRV YR	2,334,009	3,423,540	3,011,053	2,586,252	4,757,949	6,094,684	4,504,051
% INCR OVER PRV YR	4.2%	5.9%	4.9%	4.0%	7.1%	8.5%	5.8%

TABLE NO. 10 (continued)

**BROOKDALE COMMUNITY COLLEGE
BUDGET STATISTICS
FY02 - FY08 REVENUE & EXPENSE**

	FY02	FY03	FY04	FY05	FY06	FY07	FY08
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	REV BUDGET	BUDGET
FTEs:							
CREDIT	8,201	8,786	9,112	9,476	9,651	9,986	10,236
% INCR OVER PRV YR	7.1%	7.1%	3.7%	4.0%	1.8%	3.5%	2.5%
NON-CREDIT	696	663	615	603	835	675	900
TOTAL FTE	8,897	9,449	9,727	10,079	10,486	10,661	11,136
% INCR OVER PRV YR	7.1%	6.2%	2.9%	3.6%	4.0%	1.7%	4.5%

COST PER FTE:

CREDIT	\$7,113	\$7,029	\$7,108	\$7,108	\$7,472	\$7,831	\$8,080
% INCR OVER PRV YR	-2.8%	-1.2%	1.1%	0.0%	5.1%	4.8%	3.2%
CREDIT & NON-CREDIT	\$6,556	\$6,536	\$6,658	\$6,682	\$6,877	\$7,336	\$7,427
% INCR OVER PRV YR	-2.7%	-0.3%	1.9%	0.4%	2.9%	6.7%	1.2%

EACH TUITION % =

EACH STATE % =	\$333,182	STATE % INCREASE OVER FY07= 0.0%					
EACH COUNTY % =	\$126,259	COUNTY % INCREASE OVER FY07= 4.5%					
EACH GEN FEE % =	\$255,124	TUITION % INCREASE OVER FY07= 5.1%					
EACH GEN FEE % =	\$47,795	TUITION RATE \$103.00/CREDIT, MAX \$1,545.00					
EA \$1. TUITION INCR =	\$323,477						
EA \$1. GEN FEE INCR =	\$38,235						
EA \$1. TECH FEE INCR =	\$19,409						
EA \$1. SLC FEE INCR =	\$3,235						

TUIT REVENUE PER FTE \$3,255
GENL SRV FEE PER FTE \$355

STATE AID HIT A HIGH OF 28.8% IN FY85
COUNTY SUPPORT HIT A HIGH OF 44.1% IN FY90
% OF COUNTY INCREASE HIT A HIGH IN FY89 OF 23.4%
AVERAGE INCREASE IN COUNTY SUPPORT FROM FY85-FY89 WAS 15.4%

**BROOKDALE COMMUNITY COLLEGE
NEGOTIATION DATA
FY97 - FY10**

Listed below are the negotiated settlements for the three major units of the College.

P S A

FY97	\$1,291 flat dollar (5% avg.)	FY03	\$511 + 4.2% (5.99% overall)
FY98	4.75%	FY04	\$160 + 4.2%
FY99	2.5% + \$350. (avg. 3.75%)	FY05	4.0%
FY00	3.6%	FY06	\$275 + 4.0% (N3-N4-N5), (\$475 N1-N2)
FY01	3.5%	FY07	\$225 + 4.0% (N3-N4-N5), (\$425 N1-N2)
FY02	3.6%	FY08	4.0%

FACULTY

FY99	\$2,080.00 (3.73% avg.)	FY05	\$2,564.00 flat dollar (4.0% avg.)
FY00	3.6%	FY06	\$1,333.00 + 2.0% (4.0% avg.)
FY01	3.5%	FY07	4.00%
FY02	\$2,178.00 flat dollar (3.6% avg.)	FY08	\$2,698.00 flat dollar
FY03	\$1,316.00 + 2.1% (4.2% avg.)	FY09	\$1,375.00 + 2.0%
FY04	4.20%	FY10	4.00%

ADMINISTRATORS

FY99	\$1,705.00 (3.73% avg.)	FY05	\$1,500.00 + 2.1% (4.0% avg.)
FY00	3.6%	FY06	\$1,500.00 + 1.0% (4.0% avg.)
FY01	3.5%	FY07	\$1,500.00 + 1.0% (4.0% avg.)
FY02	\$2,184.00 flat dollar (3.6% avg.)	FY08	4.0%
FY03	\$1,316.00 + 2.1% (4.2% avg.)	FY09	\$1,176.00 + 2.0%
FY04	4.20%	FY10	\$1,225.00 + 2.0%