



BROOKDALE COMMUNITY COLLEGE



Operating and Capital Budget Fiscal Year 2010

Prepared by
George J. Fehr, Vice President for Business and Finance, January 15, 2009

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**BROOKDALE COMMUNITY COLLEGE
FY10 BUDGET**

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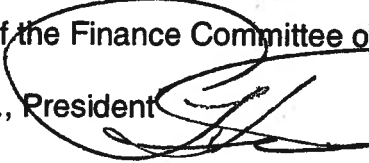
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MEMORANDUM

TO: Ms. Joan Raymond, Chair of the Finance Committee of the Board of Trustees

FROM: Dr. Peter F. Burnham, Ph.D., President 

DATE: December, 2008

SUBJECT: FY10 (2009-2010) Brookdale Budget

C: Board of Trustees, Cabinet

The fall 2008 semester was the most successful in Brookdale's history. Not only is our enrollment at its highest level, we had an extremely smooth opening; and the credit goes to literally hundreds of staff, faculty, administrators and police officers who have enabled all of this to occur.

My primary purpose in this memorandum is to set a framework and the conceptual guidelines for the development of the FY10 budget. I realize many of you are involved heavily in this work already; yet, as budget hearings in various divisions begin I want to set up a clear context for where we stand financially and the tremendous challenge we have to continue to support unparalleled growth in increasingly difficult and stressful financial times.

First, let me reiterate the good news:

- Enrollment, especially among recent high school graduates, continues to grow. We are yielding now well over one-third of the college-bound high school graduates of Monmouth County; and this, coupled with increases in returning students (those who have "stopped out" for a semester or more) and continuing students (retention) has boosted our full-time enrollment to record numbers. Including our part-time students, we have now over 15,000 credit students enrolled at Brookdale in all of our sites.
- Credit Hours and therefore FTEs are up in many areas; effective scheduling and advisement has led to more credits being taken by more students. The effect of this is a high level of productivity as we provide greater access at key times and utilize our facilities more efficiently.
- Growth continues to be strong in on-line and hybrid courses, emphasizing the importance of adequate smart classrooms and technology to support all learning strategies. The surge in demand has put significant pressure on the College to continue to add to assets for the technology-based educational initiatives.

- Enormous numbers of students sought financial aid this semester; and most of their needs were met. This includes the awarding of over \$1 million dollars to 413 NJ STARS students (and they're still processing STARS so this number will increase) who are making a conscious effort to take advantage of the quality experience of a Brookdale education in pursuit of their academic goals.
- Although under enormous pressure all summer, the intake process in CAR advised and registered and processed thousands of applications; then billed and collected funds. The volume impact has been enormous and has pushed all offices and staff – from the College Store to the Writing Center - to the maximum.
- The Higher Education Centers have all seen enormous growth, particularly in the western site, again, yielding unprecedented increases in enrollment.

There is no question that Brookdale Community College, consistent with its Mission, Vision and Strategic Plan, is not only meeting but exceeding its aspiration of service and excellence to the entire community, state and region. Yet, it is also without question that our capability to continue to build on this success and meet the needs of our community is in danger of being severely hampered by the national fiscal crisis which will trickle down to influence both state and local resources earmarked to support higher education.

Here are the basic facts:

- The Governor is preparing to not only direct all elements of state government, including higher education, to prepare for substantial reductions in state aid next year; he is also considering reductions in the current year's allocations.
- The Board of Chosen Freeholders of Monmouth County has called upon all county departments to submit budgets with 10-15% reductions, primarily in personnel.
- Although we continue to yield a significant percentage of graduating seniors, high school census numbers indicate a declining pool of graduating students over the next several years.
- Multiple factors, including the overall decline in the national economy, the potential local impact of the closure of Fort Monmouth, and the attitude that Brookdale students can pay a "user tax" (tuition) will continue to influence public policy on financing higher education for several more years.
- Predicted increases in fixed costs, everything from benefits to energy to basic materials, will provide little discretion for allocating new dollars to new initiatives.
- Brookdale continues to be the highest tuition community college in New Jersey (and we believe there is value-added for that price); however, given the pressure on discretionary income, the high levels of debt incurred by students through financial aid and their increasing credit card use for tuition payments, there is a real concern that pushing the tuition envelope too far will severely affect enrollment which is the ultimate driving force in the College's revenue picture.

Brookdale has persisted through challenging fiscal times before; there is great irony in the fact that we are experiencing such great popularity, demand and success at the same time we are experiencing these severe limitations in all levels of support, making the 2010 and beyond

budget challenge enormous. We must work, as a “One Brookdale” campus community, to identify those things essential to keeping our level of education, service and quality at the highest levels while accepting the difficult task of stepping away from those things which are not core to our mission.

Guiding Principles

Decisions and priorities must be and will be made. It is essential that everyone be aware of the basic guiding principles for the resolution of the 2010 budget.

1. Access, affordability and quality are the cornerstones of our Mission. We must ensure that tuition and fees do not preclude access and that a balance is maintained between affordability and sustaining quality.
2. As always, we will strive to meet new objectives through “growth by substitution.” Unfortunately, the state continues to deny incentives to retirement; however, as vacancies occur they will be scrutinized and replacement lines will be allocated according to the greatest Mission-based need. The College will continue to invest in support, administrative assistance and professional development to maintain effectiveness, quality and efficiency.
3. New faculty, staff, and administrative lines need to be prioritized to align with areas of greatest growth and demand. Realignment of existing positions to meet new needs is encouraged as well as functional consolidations which may free up resources for meeting new needs. New and existing career programs will become increasingly more important as our student demographics shift over the next several years towards meeting the needs of more non-traditional students.
4. Allocations for technology to support both academic and administrative purposes will be given priority in a context of efficiency, productivity and quality of outcomes.
5. Short-term and “one-shot” expenditures need to be deferred and possibly eliminated if not essential to long-term needs. This is particularly true in the area of equipment, consultants, travel, and experimental projects. Emphasis and priority needs will be placed on investments that strengthen long-term results and have continuous benefit.
6. Maintenance will not be deferred; however, priority must be given to those projects and activities essential to the quality-of-life of the College environment and the ongoing health and safety of students and staff, as well as our commitment to ‘greening’ the campus.
7. Cost-effective leasing vs. direct purchase should be examined for all major acquisitions with careful evaluation of both life cycle and end value.
8. The institutional Planning Matrix will continue to focus the priorities of the institution determining, ultimately, initial action and prioritization of staffing and support efforts.
9. As appropriate, the use of temporary vs. permanent employees should be weighed, especially in view of new and potentially sporadic growth so as to not permanently inflate overhead.
10. The securing of an enrollment goal of +3.5% above FY 2009 projected FTE is the budget target for 2010. This is a higher rate of growth than forecast over the past several years; but, it is based on successful achievement and the potential for higher

yield even in a smaller pool. Retention will be key to achieving this success. A major cause for this increase in volume projections is to take the burden from the obvious need to increase the rate (tuition) which will be the only way the College can fill the revenue "hole" left by state and county projected reductions in aid. Ultimately, as always, our financial success will depend on enrollment.

The College will continue to examine and plan for new programs. I am prepared to respond, as appropriate, to the recommendations of the Commission on Student Development Models. And, pending final authorization by the Board of Trustees, we will renew our decision, based on demand from students and community, to pursue full branch campus status in Western Monmouth. However, even in the best of times, this effort will need to be phased in over several years.

In conclusion...

All members of the campus community are aware and appreciate that there is much more to the operating budget than personnel. The Board has insisted that the 2010 budget address critical infrastructure issues including the power plant, basic maintenance, upkeep of all facilities, and parking and roads at all sites, not just Lincroft. In addition, the College will continue its commitment, assuming fair bonding conditions early 2009, to the "Big Four" capital projects. A major portion of these projects, as well as much of the critical infrastructure needs, none of which is glamorous but all of which is essential, will be funded through College reserves

This is a time when we will be tested for our creativity and determination. We are successful because we have been doing this correctly for many years. I will continue, with the Executive Vice Presidents and the Board, to make the difficult decisions necessary to continue access with excellence, assure affordability and enable Brookdale to continue to be among the leading colleges in the state and the nation. I encourage all to assist us in meeting this challenge and to realistically address the practical facts of the current fiscal environment.

I appreciate the dedication, and continued commitment of our Board and staff for the support for our students and community.



Enrollment Tables: FY04 – FY10

- Headcount Table 1

- F.T.E.S. Table 2
 - F.T.E.S. is one or more student(s) taking a total of 30 credits
 - F.T.E.S. is the basis for projecting tuition income and general service fees
 - For the period FY04 – FY10, while enrollment increased 25.2%, for an average of 4.2% per year; cost per F.T.E.S. has only increased 14.6%, for an average of 2.4% per year
 - From FY08 to FY10 enrollment has increased by 891 F.T.E.S. or 8.5%

TABLE NO. 1

**BROOKDALE COMMUNITY COLLEGE
CREDIT ENROLLMENT HISTORY - FULL AND PART TIME STUDENTS
FY04 - FY10**

TERM	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 BUDGET	FY09 PROJECTED	FY10 BUDGET
SUMMER III	2,092	2,096	2,219	2,162	2,291	2,347	2,498	2,585
PERCENT OF YEAR	6.1%	6.0%	6.2%	5.9%	6.1%	6.1%	6.3%	6.3%
FALL	13,204	13,755	13,905	14,474	14,698	15,118	15,508	16,050
PERCENT OF YEAR	38.9%	39.2%	38.8%	39.3%	39.0%	39.0%	38.8%	38.8%
SPRING	12,845	13,241	13,332	13,912	14,315	14,822	15,375	15,915
PERCENT OF YEAR	37.8%	37.8%	37.2%	37.8%	37.9%	38.2%	38.5%	38.5%
SUMMER I & II	5,829	5,978	6,363	6,241	6,395	6,493	6,545	6,775
PERCENT OF YEAR	17.2%	17.0%	17.8%	17.0%	17.0%	16.7%	16.4%	16.4%
TOTAL	33,970	35,070	35,819	36,789	37,699	38,780	39,926	41,325

**BROOKDALE COMMUNITY COLLEGE
ENROLLMENT HISTORY - F.T.E.S.
FY04 - FY10**

	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 BUDGET	FY09 PROJECTED	FY10 BUDGET
CREDIT F.T.E.S.:								
SUMMER III	261	263	273	272	286	293	315	326
PERCENT OF YEAR	2.8%	2.6%	2.6%	2.5%	2.5%	2.6%	2.7%	2.7%
FALL	4,184	4,411	4,484	4,663	4,866	4,895	5,157	5,337
PERCENT OF YEAR	43.0%	43.8%	42.7%	43.1%	43.1%	42.9%	43.4%	43.5%
SPRING	3,866	3,985	4,032	4,262	4,479	4,475	4,642	4,805
PERCENT OF YEAR	39.7%	39.5%	38.5%	39.3%	39.6%	39.2%	39.1%	39.1%
SUMMER I & II	801	817	862	855	883	898	905	937
PERCENT OF YEAR	8.2%	8.1%	8.2%	7.9%	7.8%	7.9%	7.6%	7.6%
CREDIT SUBTOTAL	9,112	9,476	9,651	10,052	10,514	10,561	11,019	11,405
PERCENT OF YEAR	93.7%	94.0%	92.0%	92.8%	93.0%	92.6%	92.8%	92.9%
PERCENT INCREASE FROM PREV. YEAR		4.0%	1.8%	4.2%	4.6%	0.4%	4.8%	3.5%
NON-CREDIT F.T.E.S.:								
NON-FUNDABLE F.T.E.S	615	603	835	778	790	850	850	875
PERCENT OF YEAR	6.3%	6.0%	8.0%	7.2%	7.0%	7.4%	7.2%	7.1%
TOTAL	9,727	10,079	10,486	10,830	11,304	11,411	11,869	12,280
PERCENT INCREASE		3.6%	4.0%	3.3%	4.4%	0.9%	5.0%	3.5%

Operating Revenue: FY04 – FY10

The following revenue pages provide a comprehensive look at the College's revenue streams for FY10:

Tuition and Fees	\$ 47,312,150	50.9%
State	11,595,780	12.5%
County	27,726,887	29.8%
Other	<u>6,252,647</u>	<u>6.8%</u>
	<u>\$ 92,887,464</u>	<u>100.0%</u>

- Table 3 provides operating revenue from FY04 - FY10
- Table 4 provides operating revenue and expenditures for FY08 Actual, FY09 Revised Budget, FY09 Projected, and FY10 Budget.

OPERATING REVENUE

In support of the Operating Budget for FY10, Brookdale anticipates that revenue will consist of the following:

A. Tuition

\$41,434,365
44.5%

The current tuition charged by the College is \$110.00 per Student Credit Hour (SCH) to a maximum of \$1,650.00 per term. Since FY04, 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>
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%
FY08	\$103.00	\$1,545.00	+5.1%
FY09	\$110.00	\$1,650.00	+6.8%

The tuition revenue estimated for FY10 is based on the College increasing tuition to \$115.00 per SCH, to a maximum of \$1,725.00 per semester. This represents a 4.5 percent increase over FY09.

B. State Support

\$11,595,780
12.5%

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>
FY04	\$13,402,999	+ 6.5%
FY05	\$13,041,595	- 2.7%
FY06	\$13,123,834	+ 6.0%
FY07	\$12,652,501	-3.6%
FY08	\$13,367,316	+5.6%
FY09*	\$12,206,084	-8.7%

* Budget

FY09 Operating Aid to the sector was \$149,093,000, and the preliminary allocation of aid to Brookdale is \$12,206,084. 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, and will be determined in early January of 2009. For FY10, Brookdale has budgeted a 5.0 percent decrease over the FY09 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, 2009.

State support for the College went from 24.4 percent in FY89, to 12.5 percent in FY10.

C. County

\$ 27,726,887
29.8%

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>
FY04	\$21,393,721	+ 4.5%
FY05	\$22,356,438	+ 4.5%
FY06	\$23,362,478	+ 4.5%
FY07	\$24,413,789	+ 4.5%
FY08	\$25,512,410	+ 4.5%
FY09	\$26,360,468	+ 3.3%

The request for FY10 anticipates an increase from the County in the amount of \$1,366,419, which represents a 4.0 percent increase over FY09.

D. General Service Fees

\$ 4,527,785
4.8%

The General Service Fee supports various student initiatives, including the Associated Students for Brookdale Community College (ASBCC), the Technology Improvement Plan (TIP), and also provides contributions to the Warner Student Life Center and renovation initiatives. The budget for FY10 is based on the fee increasing to \$27.60 per SCH or 24 percent of tuition. For each SCH, ASBCC will receive \$3.29 of the General Service Fee to operate the Student Activities Program. The allocation to ASBCC represents 19.0 percent of the total fee, excluding the \$6.90 portion allocated to TIP and \$3.45 portion allocated to the Warner Student Life Center and the Big Four Projects.

E. Non-credit income **\$ 3,050,000**
3.3%

In FY10, the College is projecting revenue of \$3,050,000 from Business and Community Development. The revenue exceeds the combined operating and capital expenditures for the units involved, which includes the following: Community Education; Business and Economic Development; Contract Training and Academic Camps; Gifted and Talented Program at Sandy Hook; Black Heritage Series; and Trips and Excursions. If either revenue or expenditures are increased or decreased, the other must be adjusted accordingly.

F. Interest Income **\$ 900,000**
1.0%

The College is projecting an average investment of funds in the amount of \$30 million dollars at an average interest rate of 3.0 percent for FY10.

G. Other Fees **\$1,350,000**
1.5%

Other fees include application fees, transcript fees, late registration fees, installment loan fees, bad check 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 **\$ 1,100,000**
1.2%

This includes income from recovery of fringe benefits and indirect costs on grants, International Education, Summer Sports Camps, Fitness Lab, Use of Facilities and all other miscellaneous sources.

I. Reserves **\$ 1,202,647**
1.3%

The College is allocating \$1,202,647 from reserves to the FY10 budget. The reserve funds were accumulated in FY08 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
FY04 - FY10**

	FY04		FY05		FY06		FY07		FY08		(1) FY09		(2) FY09 PROJECTED		(3) FY10 BUDGET	
	ACTUAL		ACTUAL		ACTUAL		ACTUAL		ACTUAL		REV BUDGET	BUDGET	PROJECTED	BUDGET		
TUITION	\$24,118,931	36.2%	\$26,590,604	37.1%	\$28,433,214	37.8%	\$31,300,432	38.9%	\$34,508,486	40.6%	\$36,722,944	\$41,434,365	\$38,313,063	\$41,434,365	44.6%	
STATE AID	\$13,402,999	20.1%	\$13,041,595	18.2%	\$13,123,834	17.5%	\$12,652,501	15.8%	\$13,367,316	15.8%	\$12,206,084	\$11,595,780	\$12,206,084	\$11,595,780	12.5%	
MONMOUTH COUNTY	\$21,393,721	32.1%	\$22,356,438	31.2%	\$23,362,478	31.1%	\$24,413,789	30.4%	\$25,512,410	30.1%	\$26,360,468	\$27,726,887	\$26,360,468	\$27,726,887	29.8%	
GEN SVC FEES	\$2,617,119	3.9%	\$2,900,683	4.1%	\$3,113,744	4.1%	\$3,502,321	4.4%	\$3,903,668	4.6%	\$4,008,614	\$4,527,785	\$4,187,220	\$4,527,785	4.8%	
NON CREDIT INCOME	\$2,297,857	3.4%	\$2,446,679	3.4%	\$2,541,932	3.4%	\$2,689,612	3.4%	\$2,947,355	3.5%	\$3,017,588	\$3,050,000	\$3,017,588	\$3,050,000	3.3%	
INTEREST INCOME	\$290,826	0.4%	\$576,111	0.8%	\$1,060,327	1.4%	\$1,525,206	1.9%	\$1,133,620	1.3%	\$1,200,000	\$900,000	\$950,000	\$900,000	1.0%	
OTHER FEES **	\$759,236	1.1%	\$1,012,885	1.4%	\$1,247,274	1.7%	\$1,298,844	1.6%	\$1,346,229	1.6%	\$1,325,000	\$1,350,000	\$1,350,000	\$1,350,000	1.5%	
OTHER INCOME	\$989,068	1.5%	\$966,841	1.4%	\$994,437	1.3%	\$1,074,190	1.3%	\$1,075,612	1.3%	\$1,157,412	\$1,100,000	\$1,075,000	\$1,100,000	1.2%	
RESERVES	\$843,526	1.3%	\$1,700,000	2.4%	\$1,311,947	1.7%	\$1,818,762	2.3%	\$1,043,343	1.2%	\$1,181,679	\$1,202,647	\$1,181,679	\$1,202,647	1.3%	
TOTAL	\$66,713,283		\$71,591,836		\$75,189,187		\$80,275,657		\$84,838,039		\$87,179,789	\$92,887,464	\$88,641,102	\$92,887,464		
\$ INCR OVER PRV YR			\$4,878,553	7.3%	\$3,597,351	5.0%	\$5,086,470	6.8%	\$4,562,382	5.7%	\$2,341,750	\$4,246,362	\$3,803,063	\$4,246,362	4.8%	
% INCR OVER PRV YR																

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

(1) FY09 REVISED BUDGETED REVENUE IS BASED ON 10,561 CREDIT FTES.

(2) FY09 PROJECTED REVENUE IS BASED ON 11,019 CREDIT FTES.

(3) FY10 BUDGETED REVENUE IS BASED ON 11,405 CREDIT FTES.

**BROOKDALE COMMUNITY COLLEGE
OPERATING BUDGET SUMMARY**

FY10

	FY08 ACTUAL		FY09 REV/BUD.		FY09 PROJECTED		FY10 BUDGET	
	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL
Current Revenue:								
Tuition	\$34,508,486	40.6%	\$36,722,944	42.1%	\$38,313,063	43.3%	\$41,434,365	44.6%
State Aid	13,367,316	15.8%	12,206,084	14.0%	12,206,084	13.8%	11,595,780	12.5%
Monmouth County	25,512,410	30.1%	26,360,468	30.2%	26,360,468	29.7%	27,726,887	29.8%
General Service Fees	3,903,668	4.6%	4,008,614	4.6%	4,187,220	4.7%	4,527,785	4.8%
Non Credit Income	2,947,355	3.5%	3,017,588	3.5%	3,017,588	3.4%	3,050,000	3.3%
Interest Income	1,133,620	1.3%	1,200,000	1.4%	950,000	1.1%	900,000	1.0%
Other Fees	1,346,229	1.6%	1,325,000	1.5%	1,350,000	1.5%	1,350,000	1.5%
Other Income	1,075,612	1.3%	1,157,412	1.3%	1,075,000	1.2%	1,100,000	1.2%
Reserves	1,043,343	1.2%	1,181,679	1.4%	1,181,679	1.3%	1,202,647	1.3%
Total Current Revenue	\$84,838,039	100.00%	\$87,179,789	100.00%	\$88,641,102	100.00%	\$92,887,464	100.00%
Current Expenditures:								
Educational Services	\$40,293,465	50.4%	\$42,697,259	49.0%	\$44,655,150	50.4%	\$45,302,369	48.8%
Office of Bus & Comm Develop	2,918,532	3.6%	2,956,220	3.4%	3,074,469	3.5%	3,008,009	3.2%
Business & Finance	1,543,772	1.9%	1,998,166	2.3%	2,078,093	2.3%	2,100,737	2.3%
Admin. & Operations	9,422,920	11.8%	9,541,058	10.9%	9,922,700	11.2%	10,878,160	11.7%
President's Office	2,390,731	3.0%	2,484,035	2.9%	2,583,396	2.9%	2,604,615	2.8%
Develop, Comm & Gov't Rel	427,834	0.5%	444,198	0.5%	461,966	0.5%	460,781	0.5%
Benefits	13,452,370	16.9%	15,537,967	17.8%	13,653,233	15.4%	15,467,762	16.6%
General Expenses	4,350,092	5.4%	5,857,336	6.7%	6,548,545	7.4%	7,113,303	7.7%
Utilities	5,170,581	6.5%	5,663,550	6.5%	5,663,550	6.4%	5,951,728	6.4%
Total Current Expenditures	\$79,970,297	100.00%	\$87,179,789	100.00%	\$88,641,102	100.00%	\$92,887,464	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	\$45,280,012
Office of Bus & Comm Develop	3,002,135
Business & Finance	2,093,718
Admin. & Operations	10,871,632
President's Office	2,582,080
Develop, Comm & Gov't Rel	454,429
Benefits	15,467,762
General Expenses	7,183,968
Utilities	5,951,728
Total	\$92,887,464

Operating Expenditures: FY04 – FY10

The following pages detail the College's Operating Expenditures.

- FY09 Revised Budget \$87,179,789
 - FY09 Projected \$88,641,102
 - FY10 Budget \$92,887,464 4.8% increase over FY09 Projected
-
- Table 5 provides operating expenditures from FY04 – FY10
 - Table 6 summarizes the major changes in the FY10 budget.

OPERATING EXPENDITURES

The Operating Budget for FY10 increased by \$5,707,675 or 6.5% percent over the FY09 revised budget, or \$4,246,362 or 4.8% over the FY09 projected budget. During this period, the College is projecting a 3.5 percent increase in enrollment over the FY09 projected enrollment (Table 6 shows the major increases in the budget).

1. Salary Increases **\$2,100,162**

The College has completed negotiations with all unions; therefore, those salary increases have been allocated to the various cost centers in the budget and are therefore reserved.

2. Part Time Faculty Costs **\$ 826,005**

Part Time Faculty Instructional Costs have increased by \$826,005, due to the increase in projected enrollment of 844 F.T.E.S. and the mix of full time and part time faculty instructional costs.

3. Additional Staff Positions (Including Benefits) **\$ 570,930**

There are an additional 7 net Full Time Equated Staff (F.T.E.S.) positions in the budget. Of this amount, 5 F.T.E.S. represent new teaching faculty positions and 2 administrators.

4. Vacation Accrual **\$ 50,000**

The vacation accrual has increased by \$50,000 based on historical costs and general wage increases.

5. Information Technology Improvements **\$ 500,000**

Information Technology Improvements have increased by \$500,000. This is a result of additions made in FY09, and changes needed in FY10.

6. HR Reclassification Study **\$ 100,000**

The College is preparing an RFP for an HR Reclassification Study. The cost of the study is estimated to be \$100,000, which includes the cost of any position reclassifications resulting from the study.

7. Infrastructure Improvements **\$ 607,874**

Many of the renovations that the College has made over the past 10 to 15 years are showing signs of wear. Additionally, there is a need to improve the infrastructure of the College, which includes pipes, valves, parking lots, HVAC, electric upgrades, general building repair, and other general improvements.

8. Student Development Initiative \$ 150,000

The College is conducting a review of Student Development Service, which includes Counseling, Recruiting, Registration, Financial Aid, and other student services. The cost of the study is estimated to be \$150,000.

9. Utilities \$ 288,178

The utility budget assumes a 5% increase in rates, as well as, an increase in demand, particularly at the Higher Education Centers in Northern and Western Monmouth.

10. Reserve for Branch Campus \$ 250,000

The College is reserving \$250,000 as it moves to achieve Branch Campus status in Western Monmouth.

11. Various Line Item Increases \$ 264,526

The budget increased by \$264,526 as a result of numerous increases and decreases to the various line items in the budget, which are spread throughout the entire College budget.

**BROOKDALE COMMUNITY COLLEGE
OPERATING EXPENDITURES
FY04 - FY10**

	FY04	FY05	FY06	FY07	FY08	FY09 REVISED	FY09	FY10
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED	BUDGET
EDUCATIONAL SERVICES	\$33,141,360 51.2%	\$34,809,725 51.7%	\$36,644,387 50.8%	\$38,466,062 51.1%	\$40,293,465 50.4%	\$42,697,259 49.0%	\$44,655,150 50.4%	\$45,302,369 48.8%
OFFICE OF BUS & COMM DEVEL	2,766,724 4.3%	2,848,939 4.2%	2,808,943 3.9%	2,812,727 3.7%	2,918,532 3.6%	2,956,220 3.4%	3,074,469 3.5%	3,008,009 3.2%
BUSINESS & FINANCE	1,383,707 2.1%	1,243,080 1.9%	1,210,106 1.7%	1,418,037 1.9%	1,543,772 1.9%	1,998,166 2.3%	2,078,093 2.3%	2,100,737 2.3%
ADMIN. & OPERATIONS	8,059,991 12.4%	8,484,529 12.6%	8,411,553 11.7%	8,517,655 11.4%	9,422,920 11.8%	9,541,058 10.9%	9,922,700 11.2%	10,878,160 11.7%
PRESIDENT'S OFFICE	2,007,706 3.1%	2,040,617 3.0%	2,164,709 3.0%	2,212,335 3.0%	2,390,731 3.0%	2,484,035 2.9%	2,583,396 3.0%	2,604,615 2.8%
DEVELOP, COMM & GOV'T REL	375,443 0.6%	367,973 0.5%	401,360 0.5%	399,440 0.5%	427,834 0.5%	444,198 0.5%	461,966 0.5%	460,781 0.5%
BENEFITS	10,081,937 15.6%	10,595,989 15.7%	11,728,851 16.3%	12,751,520 16.9%	13,452,370 16.9%	15,537,967 17.8%	13,653,233 15.4%	15,467,762 16.6%
GENERAL EXPENSES	3,836,618 5.9%	3,940,905 5.9%	5,013,777 6.9%	4,472,679 5.9%	4,350,092 5.4%	5,857,336 6.7%	6,548,545 7.4%	7,113,303 7.7%
UTILITIES	3,112,753 4.8%	3,020,734 4.5%	3,726,754 5.2%	4,181,925 5.6%	5,170,581 6.5%	5,663,550 6.5%	5,663,550 6.4%	5,951,728 6.4%
TOTAL	\$64,766,239	\$67,352,491	\$72,110,440	\$75,232,380	\$79,970,297	\$87,179,789	\$88,641,102	\$92,887,464
PERCENT INCREASE		4.0%	7.1%	4.3%	6.3%	9.0%	10.8%	4.8%

**BROOKDALE COMMUNITY COLLEGE
OPERATING BUDGET INCREASES/(DECREASES)
FY10**

FY09 REVISED BUDGET

\$87,179,789

Salary & Benefits:

Additional Staff positions	\$ 456,744
Benefits on Add'l Staff positions	<u>114,186</u>
	\$ 570,930
Salary Adjustments	2,100,162
Vacation Accrual	50,000
Part Time Faculty Costs	<u>826,005</u>

Total Salary & Benefits:

\$3,547,097

Operating:

Infrastructure Improvements	607,874
Information Technology Improvements	500,000
HR Classification Study	100,000
Student Development Initiative	150,000
Utilities	288,178
Reserve for Branch Campus	250,000
Various Line Item Increases	<u>264,526</u>

Total Operating:

2,160,578

Total Salary, Benefits and Operating:

5,707,675**FY10 BUDGET**\$92,887,464

Operating Staff Changes: FY10

- Table 7A provides the changes in positions by function and division
- Table 7B provides a summary of the changes in positions by function
- Full time equated staff has increased by 7

Operating Staff

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

A total of 5 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.

Administrators increased by a total of 2 positions. Administrations and Operations will gain a General Manager of Projects and Educational Services will gain an Executive Director of Educational Technology.

**BROOKDALE COMMUNITY COLLEGE
CHANGES IN POSITIONS BY FUNCTION AND DIVISION
FY10**

Unit	DIVISION NAME	TITLE OF POSITION	NAME	FY09 FTE	FY10 FTE	INCR. (DECR.) FTE	INCR. (DECR.) AMOUNT
Administration and Operation							
Admin	Office of EVP	General Manager, Projects	Unnamed	0.00	1.00	1.00	107,601
				<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>107,601</u>
Educational Services							
Faculty	Respiratory Therapy - DMS	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	English	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Respiratory Therapy - HIT	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Mathematics	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Environmental Science	Instructor	Unnamed	0.00	1.00	1.00	48,090
Admin	Office of Ed Services Tech	Exec Dir, Ed Technology	Camark	0.00	1.00	1.00	108,693
		Total, Ed Services		<u>0.00</u>	<u>6.00</u>	<u>6.00</u>	<u>349,143</u>
		Total		<u>0.00</u>	<u>7.00</u>	<u>7.00</u>	<u>456,744</u>
		Faculty		5			
		Admin		2			
		PSA		<u>0</u>			
				7			

**BROOKDALE COMMUNITY COLLEGE
ANALYSIS OF NEW OR REDUCED POSITIONS
FY10**

	FY09	FY10	INCR. (DECR) F.T.E.
President/Vice Presidents/Deans	13.00	13.00	0.00
Administrators	155.06	157.06	2.00
Faculty	228.90	233.90	5.00
Counselors	19.40	19.40	0.00
Library Associates	7.00	7.00	0.00
Clerical/Support Staff	116.77	116.77	0.00
Technical Specialists	42.59	42.59	0.00
Paraprofessionals	89.85	89.85	0.00
Confidentials	9.00	9.00	0.00
Maintenance	19.00	19.00	0.00
Police Officers	21.56	21.56	0.00
	<u>722.13</u>	<u>729.13</u>	<u>7.00</u>

Capital Budget FY10

- Table 8 summarizes the Capital Budget's revenue and expenditure requests
 - FY10 Capital Budget is \$8,501,407
- Table 9 summarizes the operating and capital requests from the County
 - FY10 Total County request is \$31,376,887

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 \$8,501,407. The County is funding \$3,650,000 of the anticipated Capital budget or 42.9 percent, fees will fund \$3,301,407 or 38.8 percent, the State will fund \$1,250,000 or 14.7 percent, and the College is funding the remaining balance of \$300,000 or 3.6 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 \$3,650,000 in Capital funds, of which \$1,650,000 will be used for Renewals & Replacements projects, \$1,000,000 will support the College's Technology Improvement Plan (T.I.P.), and \$1,000,000 will be used for minor capital purchases.

The College is funding \$3,601,407 in Capital funds, \$2,142,975 with student fees to fund the Technology Improvement Plan, \$1,158,432 in student fees to fund WSLC and Big Four Projects, and \$300,000 to fund infrastructure improvements.

Minor Capital

\$5,301,407

The College is requesting \$5,301,407 in Minor Capital. This request represents \$3,142,975 for the Technology Improvement Plan (T.I.P.), \$1,158,432 for the Warner Student Life Center and the Big Four Projects, and \$1,000,000 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

\$3,200,000

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. The College is in great need of infrastructure improvements and will fund \$300,000 from College Reserves for general improvements; \$2,500,000 of Chapter 12 funds will be used to upgrade the Central Heating Plant, and \$400,000 from County appropriations will be used for debt service obligations.

TABLE NO. 8

**BROOKDALE COMMUNITY COLLEGE
CAPITAL BUDGET SUMMARY
FY10**

	FY09 PROJECTED		FY10 REQUEST	
	<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>	<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>
Revenue				
County:				
County Appropriations	\$2,200,000	100.0%	\$2,400,000	65.8%
County Chapter 12	-	0.0%	1,250,000	34.2%
Subtotal County	<u>2,200,000</u>	<u>100.0%</u>	<u>3,650,000</u>	<u>100.0%</u>
State:				
State Chapter 12	-		1,250,000	100.0%
Subtotal State	<u>-</u>	<u>0.0%</u>	<u>1,250,000</u>	<u>100.0%</u>
Other:				
Other	39,555,671	93.0%	300,000	8.3%
Fees	2,991,987	7.0%	3,301,407	91.7%
Subtotal Other	<u>42,547,658</u>	<u>100.0%</u>	<u>3,601,407</u>	<u>100.0%</u>
Total Revenue	<u>44,747,658</u>	<u>100.0%</u>	<u>8,501,407</u>	<u>100.0%</u>
Expenditures:				
Minor Capital	5,191,987	11.0%	5,301,407	62.4%
New Construction	-	0.0%	-	0.0%
Renewal & Replacements	41,906,423	89.0%	3,200,000	37.6%
Total Expenditures	<u>\$47,098,410</u>	<u>100.0%</u>	<u>\$8,501,407</u>	<u>100.0%</u>

TABLE NO. 9

**BROOKDALE COMMUNITY COLLEGE
REQUEST FROM COUNTY
FY10**

	FY09	FY10	INCR
OPERATING APPROPRIATION	\$26,360,468	\$27,726,887	\$1,366,419
MINOR CAPITAL APPROPRIATION	<u>2,000,000</u>	<u>2,000,000</u>	-
CAPITAL RENEWALS & REPLACEMENTS	<u>200,000</u>	<u>1,650,000</u>	<u>1,450,000</u>
TOTAL COUNTY APPROPRIATION	<u>\$28,560,468</u>	<u>\$31,376,887</u>	<u>\$2,816,419</u>

Budget Statistics: FY04 – FY10

Table 10 provides statistics for the following:

- Revenue \$92,887,464
 - Tuition + 4.5%
 - State -5%
 - County +4%

- Expense \$92,887,464
 - Expense +4.8%

- F.T.E.S.
 - Enrollment +3.5%
 - Credit – 11,405
 - Cost – 8,144

Table 11 provides Negotiation Data for the four associations.

- Salaries +4%

**BROOKDALE COMMUNITY COLLEGE
BUDGET STATISTICS
FY04 - FY10 REVENUE & EXPENSE**

	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 REV. BUDGET	FY09 PROJECTED	FY10 BUDGET
REVENUE:								
TUITION & FEES	\$27,495,286	\$30,504,172	\$32,794,232	\$36,101,597	\$39,758,383	\$42,056,558	\$43,850,283	\$47,312,150
% OF BUDGET	41.2%	42.6%	43.6%	44.9%	46.8%	48.1%	49.4%	50.9%
% INCR OVER PRV YR	6.8%	10.9%	7.5%	10.1%	10.1%	5.8%	10.3%	7.9%
STATE AID	13,402,999	13,041,595	13,123,834	12,652,501	13,367,316	12,206,084	12,206,084	11,595,780
% OF BUDGET	20.1%	18.2%	17.5%	15.8%	15.8%	14.0%	13.8%	12.5%
% INCR/(DECR) OVER PRV YR	6.5%	-2.7%	0.6%	-3.6%	5.6%	-8.7%	-8.7%	-5.0%
MONMOUTH COUNTY	21,393,721	22,356,438	23,362,478	24,413,789	25,512,410	26,360,468	26,360,468	27,726,887
% OF BUDGET	32.1%	31.2%	31.1%	30.4%	30.1%	30.3%	29.8%	29.8%
% INCR OVER PRV YR	4.5%	4.5%	4.5%	4.5%	4.5%	3.3%	3.3%	4.0%
OTHER INCOME	3,577,751	3,989,631	4,596,696	5,289,008	5,156,587	5,375,000	5,042,588	5,050,000
% OF BUDGET	5.3%	5.6%	6.1%	6.6%	6.1%	6.2%	5.7%	5.5%
% INCR/(DECR) OVER PRV YR	5.4%	11.5%	15.2%	15.1%	-2.5%	4.2%	-2.2%	0.1%
RESERVES	843,526	1,700,000	1,311,947	1,818,762	1,043,343	1,181,679	1,181,679	1,202,647
% OF BUDGET	1.3%	2.4%	1.7%	2.3%	1.2%	1.4%	1.3%	1.3%
TOTAL	\$66,713,283	\$71,591,836	\$75,189,187	\$80,275,657	\$84,838,039	\$87,179,789	\$88,641,102	\$92,887,464
\$ INCR OVER PRV YR	\$3,299,575	\$4,878,553	\$3,597,351	\$5,086,470	\$4,562,382	\$2,341,750	\$3,803,063	\$4,246,362
% INCR OVER PRV YR	5.2%	7.3%	5.0%	6.8%	5.7%	2.8%	4.5%	4.8%
TUITION RATES	\$83.75	\$87.75	\$91.75	\$98.00	\$103.00	\$110.00	\$110.00	\$115.00
TUITION & FEES PER CREDIT FTE	\$3,017.48	\$3,219.10	\$3,398.01	\$3,591.48	\$3,781.47	\$3,982.25	\$3,979.52	\$4,148.37
EXPENSES:								
TOTAL OPERATING	\$64,766,239	\$67,352,491	\$72,110,440	\$75,232,380	\$79,970,297	\$87,179,789	\$88,641,102	\$92,887,464
\$ INCR OVER PRV YR	3,011,053	2,586,252	4,757,949	3,121,940	4,737,917	7,209,492	8,670,805	4,246,362
% INCR OVER PRV YR	4.9%	4.0%	7.1%	4.3%	6.3%	9.0%	10.8%	4.8%

	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 REV. BUDGET	FY09 PROJECTED	FY10 BUDGET
FTES:								
CREDIT	9,112	9,476	9,651	10,052	10,514	10,561	11,019	11,405
% INCR OVER PRV YR	3.7%	4.0%	1.8%	4.2%	4.6%	0.4%	4.8%	3.5%
NON-CREDIT	615	603	835	778	790	850	850	875
TOTAL FTE	9,727	10,079	10,486	10,830	11,304	11,411	11,869	12,280
% INCR OVER PRV YR	2.9%	3.6%	4.0%	3.3%	4.4%	0.9%	5.0%	3.5%

COST PER FTE:

CREDIT	\$7,108	\$7,472	\$7,484	\$7,606	\$8,255	\$8,044	\$8,144
% INCR/(DECR) OVER PRV YR	1.1%	0.0%	0.2%	1.6%	8.5%	5.8%	1.2%
CREDIT & NON-CREDIT	\$6,658	\$6,877	\$6,947	\$7,074	\$7,640	\$7,468	\$7,564
% INCR/(DECR) OVER PRV YR	1.9%	0.4%	1.0%	1.8%	8.0%	5.6%	1.3%

EACH TUITION % = \$414,344
 EACH STATE % = \$115,958
 EACH COUNTY % = \$277,269
 EACH GEN FEE % = \$45,278
 EA \$1. TUITION INCR = \$360,299
 EA \$1. GEN FEE INCR = \$43,722
 EA \$1. TECH FEE INCR = \$21,618
 EA \$1. SLC FEE INCR = \$10,809

TUITION % INCREASE OVER FY09= 4.5%
 TUITION RATE \$115.00/CREDIT, MAX \$1,725.00
 TUIT REVENUE PER FTE \$3,633
 GENL SRV FEE PER FTE \$397

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
FY99 - FY11**

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

P S A

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%
FY03	\$511 + 4.2% (5.99% overall)	FY09	4.0%
FY04	\$160 + 4.2%	FY10	4.0%
FY05	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	4.0%
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	4.2%	FY10	4.0%

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	4.2%	FY10	\$1,225.00 + 2.0%

F O P

FY00	3.6%	FY06	\$250 + 4.0%
FY01	3.5%	FY07	\$250 + 4.0%
FY02	3.6%	FY08	\$250 + 4.0%
FY03	\$511 + 4.2%	FY09	4.55%
FY04	\$160 + 4.2%	FY10	3.9%
FY05	4.0%	FY11	3.75%