



BROOKDALE COMMUNITY COLLEGE



Operating and Capital Budget Fiscal Year 2011

Prepared by

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BROOKDALE COMMUNITY COLLEGE FY11 BUDGET

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MEMORANDUM

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

FROM: Dr. Margaret McMenamin, Acting President

DATE: December 7, 2009

SUBJECT: The Brookdale Budget 2011 (2010-2011)

My primary purpose in this memorandum is to set a framework for the Board's discussion of the FY11 budget and the challenges we face as we continue to support the College's unparalleled growth.

- Enrollment continues to grow, particularly in recent high school graduates; over one-third of the college-bound high school graduates of Monmouth County are choosing to attend Brookdale. In addition, there are increases in returning students (those who have "stopped out" for a semester or more) and continuing students (retention from semester to semester and year to year).
- One out of three students is choosing to take their classes at the Branch Campus or at one of the Higher Education Centers, validating the Board's decision to decentralize our offerings. Our challenge is to maintain those sites, and the courses and programs offered there, to ensure they are comparable to the Lincroft site.
- Credit Hours and therefore FTEs are up in many areas; effective scheduling has led to more credits being taken by more students. Students are coming to campus and staying on campus - spending the day going to classes, utilizing the Student Life Center, working in the Information Commons and participating in College activities.
- Growth continues to be strong in hybrid and on-line courses, emphasizing the importance of adequate smart classrooms and technology to support all learning strategies. In addition, continual professional development is needed for faculty and staff to keep pace with the tremendous rate of growth on the information superhighway.
- Enormous numbers of students sought financial aid this semester; and many of their needs were met. This includes the awarding of over \$1 million dollars to NJ STARS students. However, changes in NJ STARS eligibility, mandated by the State, will disappoint many potential students.

A review of our Opening Enrollment Report (December 2009 Board Report) clearly shows that Brookdale Community College, consistent with its Mission, Vision and Strategic Plan, is exceeding its goal of service to the greater Monmouth County community. As predicted, our

capability to build on this success in the FY 2011 budget is in danger of being severely hampered by the continuing economic crisis and its influence on both state and local resources earmarked to support higher education. Although we continue to yield a significant percentage of graduating seniors, high school census numbers indicate a declining pool of those students over the next several years. While we continue our recruitment efforts with that cohort, we must turn increased attention to the 'non-traditional' student. Demand for career and workforce programs in our credit and continuing education divisions is at an all time high.

The Board will recall that last year's budget appropriations from our local sponsor were negatively affected by the then-developing economic crisis. This year's fiscal picture has our local and state government offices preparing for the worst.

As we enter our critical budget planning period, the potential gain for community colleges from President Obama's Recovery Act is still largely unknown. Governor-elect Christie has not made any definitive statements regarding support for higher education, and/or community colleges. The Monmouth County Board of Chosen Freeholders has called upon all County departments to submit budgets with 5-15% reductions in spending.

Brookdale continues to be the highest tuition community college in New Jersey (we believe there is value-added for that price). However, given the pressure on discretionary income and the high levels of debt incurred by students through financial aid, and reliance on credit cards for tuition payment, there is a genuine concern that raising the tuition too high may severely affect enrollment which is the ultimate driving force in the College's revenue picture.

Predicted increases in fixed costs, from benefits to energy to basic materials, will provide little discretion for allocating new dollars to new initiatives. In developing this budget, we have worked as a "One Brookdale" 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. The following Guiding Principles, written by Dr. Burnham, directed our budget discussions:

Guiding Principles

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 initial actions 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 2010 projected FTE is the budget target for 2011, with retention as the deciding factor. Ultimately, as always, our financial success will depend on enrollment.

The campus community began planning for the 2011 budget back in 2009, when Matrix 2011 development began. Utilizing the Guiding Principles established by Dr. Burnham during last year's budget process, I have worked closely with Executive Vice President Jim Sulton and Vice President George Fehr, to present to you a realistic and efficient budget for your consideration and discussion. I look forward to our discussion at the Board meeting on December 17, 2009.

- c. Academic Division Deans
Cabinet Members

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Enrollment Tables: FY05 – FY11

- **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 FY05 – FY11, while enrollment increased 29.8%, for an average of 5.0% per year; cost per F.T.E.S. has only increased 11.7%, for an average of 1.9% per year
 - From FY09 to FY11 credit FTEs have increased by 1,185 F.T.E.S. or 10.7%

TABLE NO. 1

BROOKDALE COMMUNITY COLLEGE
CREDIT ENROLLMENT HISTORY - FULL AND PART TIME STUDENTS
FY05 - FY11

TERM	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 BUDGET
SUMMER III	2,096	2,219	2,162	2,291	2,498	2,585	2,547	2,760
PERCENT OF YEAR	6.0%	6.2%	5.9%	6.1%	6.3%	6.3%	6.0%	6.3%
FALL	13,755	13,905	14,474	14,698	15,508	16,050	16,643	17,163
PERCENT OF YEAR	39.2%	38.8%	39.3%	39.0%	39.4%	38.8%	39.5%	39.4%
SPRING	13,241	13,332	13,912	14,315	14,769	15,915	15,890	16,343
PERCENT OF YEAR	37.8%	37.2%	37.8%	37.9%	37.5%	38.5%	37.7%	37.5%
SUMMER I & II	5,978	6,363	6,241	6,395	6,629	6,775	7,098	7,338
PERCENT OF YEAR	17.0%	17.8%	17.0%	17.0%	16.8%	16.4%	16.8%	16.8%
TOTAL	35,070	35,819	36,789	37,699	39,404	41,325	42,178	43,604

TABLE NO. 2

**BROOKDALE COMMUNITY COLLEGE
ENROLLMENT HISTORY - F.T.E.S.
FY05 - FY11**

	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 BUDGET	FY10 PROJECTED	FY11 BUDGET
CREDIT F.T.E.S.:								
SUMMER III	263	273	272	286	315	326	331	342
PERCENT OF YEAR	2.6%	2.6%	2.5%	2.5%	2.6%	2.7%	2.6%	2.6%
FALL	4,411	4,484	4,663	4,866	5,151	5,337	5,589	5,785
PERCENT OF YEAR	43.8%	42.7%	43.1%	43.1%	43.2%	43.5%	43.8%	44.0%
SPRING	3,985	4,032	4,262	4,479	4,703	4,805	5,030	5,206
PERCENT OF YEAR	39.5%	38.5%	39.3%	39.6%	39.4%	39.1%	39.4%	39.5%
SUMMER I & II	817	862	855	883	949	937	937	970
PERCENT OF YEAR	8.1%	8.2%	7.9%	7.8%	8.0%	7.6%	7.3%	7.4%
CREDIT SUBTOTAL	9,476	9,651	10,052	10,514	11,118	11,405	11,887	12,303
PERCENT OF YEAR	94.0%	92.0%	92.8%	93.0%	93.2%	92.9%	93.0%	93.5%
PERCENT INCREASE FROM PREV. YEAR	4.0%	1.8%	4.2%	4.6%	5.7%	2.6%	6.9%	3.5%
NON-CREDIT F.T.E.S.:								
NON-FUNDABLE F.T.E.S	603	835	778	790	807	875	875	850
PERCENT OF YEAR	6.0%	8.0%	7.2%	7.0%	6.8%	7.1%	7.0%	6.5%
TOTAL	10,079	10,486	10,830	11,304	11,925	12,280	12,762	13,153
PERCENT INCREASE	3.6%	4.0%	3.3%	4.4%	5.5%	3.0%	7.0%	3.1%

Operating Revenue: FY05 – FY11

The following revenue pages provide a comprehensive look at the College's revenue streams for FY11:

Tuition and Fees	\$ 52,518,964	53.8%
State	11,586,794	11.9%
County	27,456,909	28.1%
Other	<u>6,100,475</u>	<u>6.2%</u>
	<u>\$ 97,663,142</u>	<u>100.0%</u>

- Table 3 provides operating revenue from FY05 - FY11
- Table 4 provides operating revenue and expenditures for FY09 Actual, FY10 Revised Budget, FY10 Projected, and FY11 Budget.

OPERATING REVENUE

In support of the Operating Budget for FY11, Brookdale anticipates that revenue will consist of the following:

A. Tuition

\$46,087,037
47.1%

The current tuition charged by the College is \$115.00 per Student Credit Hour (SCH) to a maximum of \$1,725.00 per term. Since FY05, the College's tuition has been increased as indicated below:

Year	Per SCH	Max of	Percent of Incr./Decr.
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%
FY10	\$115.00	\$1,725.00	+4.5%

The tuition revenue estimated for FY11 is based on the College increasing tuition to \$118.50 per SCH, to a maximum of \$1,777.50 per semester. This represents a 3.0 percent increase over FY10.

B. State Support

\$11,586,794
11.9%

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

Year	Amount of Aid	Percent of Incr./Decr.
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	\$12,196,625	-8.8%
FY10*	\$12,151,080	-0.4%

* Budget

FY10 Operating Aid to the sector was \$149,093,000, and the preliminary allocation of aid to Brookdale is \$12,196,620. 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 2010. For FY11, Brookdale has budgeted a 5.0 percent decrease over the FY10 preliminary allocation of aid.

The Governor will present a budget in early January; then, after a series of hearings with the Senate and Assembly Appropriations Committee, modifications may be made, and the Governor will approve the final budget on or about June 30, 2010.

State support for the College went from 24.4 percent in FY89, to 11.9 percent in FY11.

C. County

\$ 27,456,909
28.1%

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

Year	Amount of Aid	Percent of Incr
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%
FY10	\$26,787,228	+1.6%

The request for FY11 anticipates an increase from the County in the amount of \$669,681, which represents a 2.5 percent increase over FY10.

D. General Service Fees

\$ 5,031,927
5.2%

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 the Big 4 Projects. The budget for FY11 is based on the fee increasing to \$28.44 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 18.5 percent of the total fee, excluding the \$7.11 portion allocated to TIP and \$3.55 portion allocated to the Warner Student Life Center and the Big Four Projects debt service obligations.

E. Non-Credit Income

\$ 3,200,000
3.3%

In FY11, the College is projecting revenue of \$3,200,000 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; Direct Pathways; New Pathways; Health Care Training; and Trips and Excursions. If either revenue or expenditures are increased or decreased, the other must be adjusted accordingly.

F. Interest Income

\$ 900,000
0.9%

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 FY11.

G. Other Fees

\$1,400,000
1.4%

Other fees include application fees, transcript fees, late 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

\$ 1,125,000
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

\$ 875,475
0.9%

The College is allocating \$875,475 from reserves to the FY11 budget. The reserve funds were accumulated in FY09 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, 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
FY05 - FY11**

	FY05		FY06		FY07		FY08		FY09		(1) FY10		(2) FY10 PROJECTED	(3) FY11 BUDGET
	ACTUAL		ACTUAL		ACTUAL		ACTUAL		ACTUAL		REV BUDGET			
TUITION	\$26,590,604	37.1%	\$28,433,214	37.8%	\$31,300,432	38.9%	\$34,508,486	40.6%	\$39,179,698	43.7%	\$41,434,365	44.7%	\$43,867,802	\$46,087,037
													45.9%	47.1%
STATE AID	13,041,595		13,123,834		12,652,501		13,367,316		12,196,625		12,151,080		12,196,620	11,586,794
	18.2%		17.5%		15.8%		15.8%		13.6%		13.1%		12.7%	11.9%
FEDERAL AID	-		-		-		-		-		-		\$668,724	-
													0.7%	0.0%
MONMOUTH COUNTY	22,356,438		23,362,478		24,413,789		25,512,410		26,360,468		26,787,228		26,787,228	27,456,909
	31.2%		31.1%		30.4%		30.1%		29.4%		29.0%		28.0%	28.1%
GEN SVC FEES	2,900,683		3,113,744		3,502,321		3,903,668		4,466,286		4,527,785		4,994,142	5,031,927
	4.1%		4.1%		4.4%		4.6%		5.0%		4.9%		5.2%	5.2%
NON CREDIT INCOME	2,446,679		2,541,932		2,689,612		2,947,355		3,193,010		3,050,000		3,050,000	3,200,000
	3.4%		3.4%		3.4%		3.5%		3.6%		3.3%		3.2%	3.3%
INTEREST INCOME	576,111		1,060,327		1,525,206		1,133,620		668,774		900,000		504,822	900,000
	0.8%		1.4%		1.9%		1.3%		0.7%		1.0%		0.5%	0.9%
OTHER FEES **	1,012,885		1,247,274		1,298,844		1,346,229		1,422,189		1,350,000		1,471,000	1,400,000
	1.4%		1.7%		1.6%		1.6%		1.6%		1.5%		1.5%	1.4%
OTHER INCOME	966,841		994,437		1,074,190		1,075,612		995,700		1,100,000		971,575	1,125,000
	1.4%		1.3%		1.3%		1.3%		1.1%		1.2%		1.0%	1.2%
RESERVES	1,700,000		1,311,947		1,818,762		1,043,343		1,181,679		1,202,647		1,202,647	875,475
	2.4%		1.7%		2.3%		1.2%		1.3%		1.3%		1.3%	0.9%
TOTAL	\$71,591,836		\$75,189,187		\$80,275,657		\$84,838,039		\$89,664,429		\$92,503,105		\$95,714,560	\$97,663,142
\$ INCR OVER PRV YR	\$4,878,553		\$3,597,351		\$5,086,470		\$4,562,382		\$4,826,390		\$2,838,676		\$6,050,131	\$1,948,582
% INCR OVER PRV YR	7.3%		5.0%		6.8%		5.7%		5.7%		3.2%		6.7%	2.0%

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

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

(2) FY10 PROJECTED REVENUE IS BASED ON 11,887 CREDIT FTES.

(3) FY11 BUDGETED REVENUE IS BASED ON 12,303 CREDIT FTES.

BROOKDALE COMMUNITY COLLEGE OPERATING BUDGET SUMMARY FY11

	FY09 ACTUAL		FY10 REV/BUD.		FY10 PROJECTED		FY11 BUDGET	
	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL	AMOUNT	% OF TOTAL
Current Revenue:								
Tuition	\$39,179,698	43.7%	\$41,434,365	44.7%	\$43,867,802	45.9%	\$46,087,037	47.1%
State Aid	12,196,625	13.6%	12,151,080	13.1%	12,196,620	12.7%	11,586,794	11.9%
Federal Aid	-	-	-	-	668,724	0.7%	-	0.0%
Monmouth County	26,360,468	29.4%	26,787,228	29.0%	26,787,228	28.0%	27,456,909	28.1%
General Service Fees	4,466,286	5.0%	4,527,785	4.9%	4,994,142	5.2%	5,031,927	5.2%
Non Credit Income	3,193,010	3.6%	3,050,000	3.3%	3,050,000	3.2%	3,200,000	3.3%
Interest Income	668,774	0.7%	900,000	1.0%	504,822	0.5%	900,000	0.9%
Other Fees	1,422,189	1.6%	1,350,000	1.5%	1,471,000	1.5%	1,400,000	1.4%
Other Income	995,700	1.1%	1,100,000	1.2%	971,575	1.0%	1,125,000	1.2%
Reserves	1,181,679	1.3%	1,202,647	1.3%	1,202,647	1.3%	875,475	0.9%
Total Current Revenue	\$89,664,429	100.00%	\$92,503,105	100.00%	\$95,714,560	100.00%	\$97,663,142	100.00%
Current Expenditures:								
Educational Services	\$42,246,464	51.5%	\$45,148,860	48.8%	\$46,716,304	48.8%	\$47,095,578	48.2%
Office of Bus & Comm Develop	3,255,615	4.0%	2,998,385	3.2%	3,102,481	3.2%	3,131,687	3.2%
Business & Finance	1,686,000	2.1%	2,090,211	2.3%	2,162,777	2.3%	1,975,318	2.0%
Admin. & Operations	9,884,306	12.0%	10,791,269	11.7%	11,165,912	11.7%	11,434,218	11.7%
President's Office	2,470,039	3.0%	2,558,055	2.8%	2,646,864	2.8%	2,625,656	2.7%
Develop, Comm & Gov't Rel	444,679	0.5%	454,429	0.5%	470,206	0.5%	480,767	0.5%
Benefits	13,542,294	16.5%	15,287,196	16.5%	15,817,926	16.5%	17,597,540	18.0%
General Expenses	3,800,892	4.6%	7,222,972	7.8%	7,473,734	7.8%	6,821,733	7.0%
Utilities	4,732,414	5.8%	5,951,728	6.4%	6,158,356	6.4%	6,500,645	6.7%
Total Current Expenditures	\$82,062,703	100.00%	\$92,503,105	100.00%	\$95,714,560	100.00%	\$97,663,142	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	\$45,686,561							
Office of Bus & Comm Develop	3,072,985							
Business & Finance	1,880,012							
Admin. & Operations	11,346,775							
President's Office	2,509,839							
Develop, Comm & Gov't Rel	453,429							
Benefits	17,597,540							
General Expenses	8,615,356							
Utilities	6,500,645							
	\$97,663,142							

Operating Expenditures: FY05 – FY11

The following pages detail the College's Operating Expenditures.

- FY10 Revised Budget \$92,503,105
- FY10 Projected \$95,714,560
- FY11 Budget \$97,663,142; a 5.6% increase over FY10 Revised Budget, and a 2% increase over FY10 Projected
- Table 5 provides operating expenditures from FY05 – FY11
- Table 6 summarizes the major changes in the FY11 budget

OPERATING EXPENDITURES

The Operating Budget for FY11 increased by \$5,160,037 or 5.6% percent over the FY10 revised budget and 2.0 percent over FY10 Projected. During this period, the College is projecting a 3.5 percent increase in enrollment over the FY10 projected enrollment (Table 6 shows the major increases in the budget).

1. Salary Increases

\$1,834,735

The College has completed negotiations with the Fraternal Order of Police; therefore, those salary increases have been allocated to their cost centers. All other bargaining units are in the midst of negotiations and estimated settlement funds have been reserved in general institutional.

2. Benefits

\$2,310,344

Fringe benefits consist of Sabbaticals, Social Security, Pension Funds, Workers' Compensation, Health Benefits, Short Term Disability, Dental, NJ Unemployment Insurance, and other miscellaneous items. The College is anticipating an increase in benefit costs of \$2,310,344. This represents a 15.1% increase over the FY10 budget. Benefits constitute 18% of the overall Operating Budget. The largest increase is related to health benefits, social security, pension costs and dental, which amount to an increase of \$1,366,004, \$277,302, \$235,546, and \$51,692, respectively. All other benefits increased by \$379,800.

3. Additional Staff Positions

\$ 204,567

There are an additional 4 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 1 professional staff position has been eliminated.

4. Part Time Faculty Costs

\$ 279,034

Part time faculty instructional costs have increased by \$279,034, due to the increase in projected enrollment of 416 F.T.E.S. and the mix of full time and part time faculty instructional costs.

5. Utilities

\$ 548,917

The utility budget assumes a 5.0 percent increase in rates, as well as an increase in demand at the Higher Education Centers and additional square footage at the Lincroft campus due to the Auto Tech and Arena renovations.

6. HR Reclassification Study

\$ 200,000

The College issued an RFP for a HR Reclassification Study, which is in progress. The cost of the study is estimated to be \$200,000, which includes the cost of any position reclassifications resulting from the study.

7. Various Line Item Decreases

\$ (217,560)

The budget decreased by \$217,560 as a result of numerous increases and decreases to the various line items in the budget, which are spread throughout the entire College budget.

TABLE NO. 5

**BROOKDALE COMMUNITY COLLEGE
OPERATING EXPENDITURES
FY05 - FY11**

	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 REVISED BUDGET	FY10 PROJECTED	FY11 BUDGET
EDUCATIONAL SERVICES	\$34,809,725 51.7%	\$36,644,387 50.8%	\$38,466,062 51.7%	\$40,293,465 50.9%	\$42,246,464 51.5%	\$45,148,860 48.8%	\$46,716,304 48.8%	\$47,095,578 48.2%
OFFICE OF BUS & COMM DEV	2,848,939 4.2%	2,808,943 3.9%	2,812,727 3.8%	2,918,532 3.7%	3,255,615 4.0%	2,998,385 3.2%	3,102,481 3.2%	3,131,687 3.2%
BUSINESS & FINANCE	1,243,080 1.9%	1,210,106 1.7%	1,418,037 1.9%	1,543,772 1.9%	1,686,000 2.1%	2,090,211 2.3%	2,162,777 2.3%	1,975,318 2.0%
ADMIN. & OPERATIONS	8,484,529 12.6%	8,411,553 11.7%	8,517,655 11.5%	9,422,920 11.9%	9,884,306 12.0%	10,791,269 11.7%	11,165,912 11.7%	11,434,218 11.7%
PRESIDENT'S OFFICE	2,040,617 3.0%	2,164,709 3.0%	2,212,335 3.1%	2,390,731 3.0%	2,470,039 3.0%	2,558,055 2.8%	2,646,864 2.8%	2,625,656 2.7%
DEVELOP, COMM & GOV'T REL	367,973 0.5%	401,360 0.5%	399,440 0.5%	427,834 0.5%	444,679 0.5%	454,429 0.5%	470,206 0.5%	480,767 0.5%
BENEFITS	10,595,989 15.7%	11,728,851 16.3%	12,751,520 17.1%	13,452,370 17.1%	13,542,294 16.5%	15,287,196 16.5%	15,817,926 16.5%	17,597,540 18.0%
GENERAL EXPENSES	3,940,905 5.9%	5,013,777 6.9%	4,472,679 6.0%	4,350,092 5.5%	3,800,892 4.6%	7,222,972 7.8%	7,473,734 7.8%	6,821,733 7.0%
UTILITIES	3,020,734 4.5%	3,726,754 5.2%	3,396,925 4.6%	4,385,581 5.5%	4,732,414 5.8%	5,951,728 6.4%	6,158,356 6.4%	6,500,645 6.7%
TOTAL	\$67,352,491 4.0%	\$72,110,440 7.1%	\$74,447,380 3.2%	\$79,185,297 6.4%	\$82,062,703 3.6%	\$92,503,105 12.7%	\$95,714,560 16.6%	\$97,663,142 2.0%
PERCENT INCREASE								

TABLE NO. 6

**BROOKDALE COMMUNITY COLLEGE
OPERATING BUDGET INCREASES/(DECREASES)
FY11**

FY10 REVISED BUDGET			\$92,503,105
Salary & Benefits			
Salary Adjustments	\$1,834,735		
Benefit Costs	2,310,344		
Additional Staff positions	204,567		
Part Time Faculty Costs	<u>279,034</u>		
Total Salary & Benefits		\$4,628,680	
Operating			
Utilities	548,917		
HR Classification Study	200,000		
Various Line Item Decreases	<u>(217,560)</u>		
Total Operating		<u>531,357</u>	
Total Salary, Benefits, and Operating			<u>5,160,037</u>
FY11 BUDGET			<u><u>\$97,663,142</u></u>

Operating Staff Changes: FY11

- 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 4

Operating Staff

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

A total of five 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.

Profession Staff Association (PSA) positions decreased by one.

**BROOKDALE COMMUNITY COLLEGE
CHANGES IN POSITIONS BY FUNCTION AND DIVISION
FY11**

Unit	DIVISION NAME	TITLE OF POSITION	NAME	FY10 FTE	FY11 FTE	INCR. (DECR.) FTE	INCR. (DECR.) AMOUNT
President's Office							
Admin	College Relations	Admin Asst	Speilzinger	1.00	0.00	(1.00)	(40,516)
				<u>1.00</u>	<u>0.00</u>	<u>(1.00)</u>	<u>(40,516)</u>
A & O							
PSA	EVP	Sr. Office Asst	Brannagan	0.00	1.00	1.00	28,237
Admin	Facilities	Field Inspector	Brennan	0.00	1.00	1.00	46,920
PSA	Physical Plant	Operating Engineer	Unnamed	1.00	0.00	(1.00)	(34,143)
PSA	Physical Plant	Operating Engineer	Unnamed	1.00	0.00	(1.00)	(36,381)
				<u>2.00</u>	<u>2.00</u>	<u>0.00</u>	<u>4,633</u>
Educational Services							
Faculty	English	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	History	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Environmental Science	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Mathematics	Instructor	Unnamed	0.00	1.00	1.00	48,090
Faculty	Biology	Instructor	Unnamed	0.00	1.00	1.00	48,090
Total, Ed Services				<u>0.00</u>	<u>5.00</u>	<u>5.00</u>	<u>240,450</u>
Total				<u>3.00</u>	<u>7.00</u>	<u>4.00</u>	<u>204,567</u>
Faculty				5			
Admin				0			
PSA				<u>-1</u>			
				4			

TABLE 7B

**BROOKDALE COMMUNITY COLLEGE
ANALYSIS OF NEW OR REDUCED POSITIONS
FY11**

	FY10	FY11	INCR. (DECR) F.T.E.
President/Vice Presidents/Deans	13.00	13.00	0.00
Administrators	157.06	157.06	0.00
Faculty	233.90	238.90	5.00
Counselors	19.40	19.40	0.00
Library Associates	7.00	7.00	0.00
Clerical/Support Staff	117.77	118.77	1.00
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	17.00	(2.00)
Police Officers	21.56	21.56	0.00
	<u>730.13</u>	<u>734.13</u>	<u>4.00</u>

Capital Budget FY11

- Table 8 summarizes the Capital Budget's revenue and expenditure requests
 - FY11 Capital Budget is \$9,761,336
- Table 9 summarizes the operating and capital requests from the County
 - FY11 Total County request is \$31,438,717 or a 4.7 percent increase

CAPITAL BUDGET REVENUE

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 \$9,761,336. The County is funding \$3,981,808 of the anticipated Capital budget or 40.8 percent, the State of New Jersey will fund \$1,500,000, or 15.3 percent, fees will fund \$3,979,528, or 40.8 percent, and the College will fund the remaining balance of \$300,000, or 3.1 percent.

The County and the State will provide a total of \$3,000,000 for Capital Projects funded through Chapter 12; each will contribute \$1,500,000. This funding will be used for renovations and infrastructure improvements.

The County has approved \$2,481,808 of which \$1,000,000 will support the College's Technology Improvement Plan (T.I.P.), and the balance will be used for minor capital purchases, the Warner Student Life Center debt service obligations and the debt service for the Big Four bond projects.

The College has approved general service fees to fund \$2,637,763 of the T.I.P. budget, \$447,255 of the WSLC debt service obligation, \$894,510 of the debt service on the Big Four projects, and \$300,000 for infrastructure improvements.

CAPITAL BUDGET EXPENDITURES

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.

Minor Capital

\$4,637,763

The College is requesting a total Capital Budget of 9,761,336. The budget consists of \$4,637,763 in Minor Capital. This request represents \$3,637,763 for technology and \$500,000 for various requests from all cost centers for furniture and equipment, and \$500,000 to fund the debt service on the Warner Student Life Center.

Renewals and Replacements

\$5,123,573

The College is requesting \$5,123,573 for renewals and replacements. A total of \$1,823,573 is for the debt service obligations of the College, \$3,000,000 is for Chapter 12 Projects, and \$300,000 is for infrastructure needs.

**BROOKDALE COMMUNITY COLLEGE
CAPITAL BUDGET SUMMARY
FY11**

FY10 REVISED

FY11 REQUEST

Revenue

County:

County Appropriations
County Chapter 12
Subtotal County

<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>	<u>AMOUNT</u>	<u>PERCENT OF TOTAL</u>
\$2,000,000	61.5%	\$2,481,808	62.3%
1,250,000	38.5%	1,500,000	37.7%
<u>3,250,000</u>	<u>100.0%</u>	<u>3,981,808</u>	<u>100.0%</u>

State:

State Chapter 12

1,250,000	100.0%	1,500,000	0.0%
<u>1,250,000</u>	<u>100.0%</u>	<u>1,500,000</u>	<u>0.0%</u>

Other:

Other
Fees
Subtotal Other

5,573,000	62.8%	300,000	7.0%
3,301,407	37.2%	3,979,528	93.0%
<u>8,874,407</u>	<u>100.0%</u>	<u>4,279,528</u>	<u>100.0%</u>

Total Revenue

<u>13,374,407</u>	<u>100.0%</u>	<u>9,761,336</u>	<u>100.0%</u>
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Expenditures:

Minor Capital
New Construction
Renewal & Replacements
Total Expenditures

5,301,407	39.6%	4,637,763	47.5%
-	0.0%	-	0.0%
8,073,000	60.4%	5,123,573	52.5%
<u>\$13,374,407</u>	<u>100.0%</u>	<u>\$9,761,336</u>	<u>100.0%</u>

**BROOKDALE COMMUNITY COLLEGE
REQUEST FROM COUNTY
FY11**

	FY10	FY11	INCR	% INCR.
OPERATING APPROPRIATION	\$26,787,228	\$27,456,909	\$669,681	2.5%
MINOR CAPITAL APPROPRIATION	2,000,000	2,000,000	-	0.0%
CAPITAL RENEWALS & REPLACEMENTS *	<u>1,250,000</u>	<u>1,981,808</u>	<u>731,808</u>	<u>36.9%</u>
TOTAL COUNTY APPROPRIATION	<u>\$30,037,228</u>	<u>\$31,438,717</u>	<u>\$1,401,489</u>	<u>4.7%</u>

* Capital Renewals & Replacements includes \$1,500,000 which is the County share of Chapter 12, and \$481,808 which represents the Debt Service on the Big Four Projects.

Budget Statistics: FY05 – FY11

Table 10 provides statistics for the following:

- Revenue \$97,663,142
 - Tuition & Fees +4.3%
 - State -5%
 - County +2.5
- Expense \$97,663,142
 - Expense +2.0%
- F.T.E.S.
 - Enrollment +3.5%
 - Credit 12,303
 - Cost \$7,938

Table 11 provides Negotiation Data for the four associations.

- Salaries
 - Fraternal Order of Police have settled
 - Remaining bargaining units are still in negotiations

TABLE NO. 10

**BROOKDALE COMMUNITY COLLEGE
BUDGET STATISTICS
FY05 - FY11 REVENUE & EXPENSE**

	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 REV. BUDGET	FY10 PROJECTED	FY11 BUDGET
REVENUE:								
TUITION & FEES	\$30,504,172	\$32,794,232	\$36,101,597	\$39,758,383	\$45,068,173	\$47,312,150	\$50,332,944	\$52,518,964
% OF BUDGET	42.6%	43.6%	44.9%	46.8%	50.2%	51.0%	52.6%	53.8%
% INCR OVER PRV YR	10.9%	7.5%	10.1%	10.1%	13.4%	5.0%	11.7%	4.3%
STATE AID	13,041,595	13,123,834	12,652,501	13,367,316	12,196,625	12,151,080	12,196,620	11,586,794
% OF BUDGET	18.2%	17.5%	15.8%	15.8%	13.6%	13.1%	12.7%	11.9%
% INCR/(DECR) OVER PRV YR	-2.7%	0.6%	-3.6%	5.6%	-8.8%	-0.4%	0.0%	-5.0%
FEDERAL AID	-	-	-	-	-	-	668,724	-
% OF BUDGET	-	-	-	-	-	-	0.7%	-
MONMOUTH COUNTY	22,356,438	23,362,478	24,413,789	25,512,410	26,360,468	26,787,228	26,787,228	27,456,909
% OF BUDGET	31.2%	31.1%	30.4%	30.1%	29.5%	29.1%	28.0%	28.1%
% INCR OVER PRV YR	4.5%	4.5%	4.5%	4.5%	3.3%	1.6%	1.6%	2.5%
OTHER INCOME	3,989,631	4,596,696	5,289,008	5,156,587	4,857,484	5,050,000	4,526,397	5,225,000
% OF BUDGET	5.6%	6.1%	6.6%	6.1%	5.4%	5.5%	4.7%	5.3%
% INCR/(DECR) OVER PRV YR	11.5%	15.2%	15.1%	-2.5%	-5.8%	4.0%	-6.8%	15.4%
RESERVES	1,700,000	1,311,947	1,818,762	1,043,343	1,181,679	1,202,647	1,202,647	875,475
% OF BUDGET	2.4%	1.7%	2.3%	1.2%	1.3%	1.3%	1.3%	0.9%
TOTAL	\$71,591,836	\$75,189,187	\$80,275,657	\$84,838,039	\$89,664,429	\$92,503,105	\$95,714,560	\$97,663,142
\$ INCR OVER PRV YR	\$4,878,553	\$3,597,351	\$5,086,470	\$4,562,382	\$4,826,390	\$2,838,676	\$6,050,131	\$1,948,582
% INCR OVER PRV YR	7.3%	5.0%	6.8%	5.7%	5.7%	3.2%	6.7%	2.0%
TUITION RATES	\$87.75	\$91.75	\$98.00	\$103.00	\$110.00	\$115.00	\$115.00	\$118.50
TUITION & FEES								
PER CREDIT FTE	\$3,219.10	\$3,398.01	\$3,591.48	\$3,781.47	\$4,053.62	\$4,148.37	\$4,234.28	\$4,268.79
EXPENSES:								
TOTAL OPERATING	\$67,352,491	\$72,110,440	\$74,447,380	\$79,185,297	\$82,062,703	\$92,503,105	\$95,714,560	\$97,663,142
\$ INCR OVER PRV YR	2,586,252	4,757,949	2,336,940	4,737,917	2,877,406	10,440,402	13,651,857	1,948,582
% INCR OVER PRV YR	4.0%	7.1%	3.2%	6.4%	3.6%	12.7%	16.6%	2.0%

	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 REV. BUDGET	FY10 PROJECTED	FY11 BUDGET
FTEs:								
CREDIT	9,476	9,651	10,052	10,514	11,118	11,405	11,887	12,303
% INCR OVER PRV YR	4.0%	1.8%	4.2%	4.6%	5.7%	2.6%	6.9%	3.5%
NON-CREDIT	603	835	778	790	807	875	875	850
TOTAL FTE	10,079	10,486	10,830	11,304	11,925	12,280	12,762	13,153
% INCR OVER PRV YR	3.6%	4.0%	3.3%	4.4%	5.5%	3.0%	7.0%	3.1%
COST PER FTE:								
CREDIT	\$7,108	\$7,472	\$7,406	\$7,531	\$7,381	\$8,111	\$8,052	\$7,938
% INCR/(DECR) OVER PRV YR	0.0%	5.1%	-0.9%	1.7%	-2.0%	9.9%	9.1%	-1.4%
CREDIT & NON-CREDIT	\$6,682	\$6,877	\$6,874	\$7,005	\$6,882	\$7,533	\$7,500	\$7,425
% INCR/(DECR) OVER PRV YR	0.4%	2.9%	0.0%	1.9%	-1.8%	9.5%	9.0%	-1.0%

EACH TUITION % =
EACH STATE % =
EACH COUNTY % =
EACH GEN FEE % =
EA \$1. TUITION INCR =
EA \$1. GEN FEE INCR =
EA \$1. TECH FEE INCR =
EA \$1. SLC FEE INCR =

\$460,870
\$115,868
\$274,569
\$50,319
\$388,920
\$47,534
\$23,335
\$11,668

TUITION % INCREASE OVER FY10= 3.1%
TUITION RATE \$118.50/CREDIT, MAX \$1,777.50
TUIT REVENUE PER FTE \$3,746
GENL SRV FEE PER FTE \$409

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
FY02 - FY11**

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

P S A

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

FY06 \$275 + 4.0% (N3-N4-N5), (\$475 N1-N2)
FY07 \$225 + 4.0% (N3-N4-N5), (\$425 N1-N2)
FY08 4.0%
FY09 4.0%
FY10 4.0%

FACULTY

FY02 \$2,178.00 flat dollar (3.6% avg.)
FY03 \$1,316.00 + 2.1% (4.2% avg.)
FY04 4.2%

FY05 \$2,564.00 flat dollar (4.0% avg.)
FY06 \$1,333.00 + 2.0% (4.0% avg.)
FY07 4.0%
FY08 \$2,698.00 flat dollar
FY09 \$1,375.00 + 2.0%
FY10 4.0%

ADMINISTRATORS

FY02 \$2,184.00 flat dollar (3.6% avg.)
FY03 \$1,316.00 + 2.1% (4.2% avg.)
FY04 4.2%

FY05 \$1,500.00 + 2.1% (4.0% avg.)
FY06 \$1,500.00 + 1.0% (4.0% avg.)
FY07 \$1,500.00 + 1.0% (4.0% avg.)
FY08 4.0%
FY09 \$1,176.00 + 2.0%
FY10 \$1,225.00 + 2.0%

F O P

FY03 \$511 + 4.2%
FY04 \$160 + 4.2%
FY05 4.0%

FY09 4.55%
FY10 3.9%
FY11 3.75%

FY06 \$250 + 4.0%
FY07 \$250 + 4.0%
FY08 \$250 + 4.0%

note: P S A, Faculty and Administrators are currently in negotiations for FY11-FY13