



BROOKDALE COMMUNITY COLLEGE

*Operating and Capital Budget*  
*Fiscal Year 2013*

*Prepared by*

Business and Finance

Brookdale Community College

February 9, 2012



**BROOKDALE COMMUNITY COLLEGE  
FY13 BUDGET**

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# Memorandum

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

**From:** Dr. William M. Toms, Interim President

**Date:** February 9, 2012

**Re:** **FY13 Budget**

## Overview

Attached is the College's FY13 budget for approval by the Finance Committee and the full Board of Trustees. This Budget was prepared primarily by the Senior Executive Leadership Team and the Vice President of Finance and her staff. This is a thoughtful, balanced budget and reflects the collective efficiency and commitment provided by Brookdale faculty and staff.

A final Budget will be developed when all revenue sources are finalized, and a revised FY13 Budget will be re-submitted to the Board for their approval in June 2012.

I have reviewed the scope of this Budget with the Finance Director for the County of Monmouth who raised no objection or concerns. Our support request to the County represents no change from the FY12 budget, recognizing the continuing budgetary constraints at the County level. The Board will recall that Operating Aid from Monmouth County dropped 7.8% in FY12, after years of a consistent level of positive financial support.

Operating support from the State of New Jersey continues to decline. The actual allocation of aid from the State will not be known until the Office of Management and Budget 'crunches the numbers' from FY12. The financial climate at the State will be compounded next year by deliberations in Congress that may affect the Pell Grant Program; Perkins Act funding and grant programs intended to advance community colleges across the nation. In the meantime, we have projected flat funding from the State, which will equate to 11% of our total revenues (down from a high of 24.4% in FY89).

Cuts in operating support have consequences, but we have coped with them and found ways to increase efficiency, control expenditures and reduce our operating costs substantially.

## FY13 Budget

In developing the FY13 Budget, I focused on one overarching principle – Access and Affordability for our students – the cornerstone of Brookdale's Mission. The continuing national economic crisis and its influence on state and local resources have touched all of us and many of our students – and

potential students - are suffering more than most. We see it in our falling enrollment numbers and the number of students who have elected to attend Brookdale part-time instead of full-time; in the increasing requests for financial aid, and sadly, in the number of students transferring or graduating from Brookdale with significant debt due to loans.

As we discussed at our January Board meeting, I have proposed, and the Board has agreed, to a **decrease** of \$3 in tuition for FY13 – tuition will be \$115.50 per Student Credit Hour (SCH) to a maximum of \$1,732 – a 2.53% decrease from FY12. General Service Fees will decrease to \$27.72 per SCH – 24% of tuition. I am adamant about ensuring that Tuition and Fees do not preclude access and that a balance is maintained between affordability and sustaining quality. I believe this funding model delivers this balance.

I have authorized the use of \$9,935,808 from Reserves to balance the budget. Some may question this use of our 'rainy day fund' to supplement our revenues, but I submit that our students need it more than the College at this point. Also, we have the ability, with entrepreneurial thinking and fresh ideas, to regenerate some of those reserves. Some of our students may never get a second chance.

The FY13 Budget includes deferring the hire of 11 full time instructional positions, 3 administrative and 15 professional staff, and 1 police position. As you know, Brookdale is a very people-intensive business, which means that 77.3% of the College's operating budget is dedicated to payroll, salaries and employee benefits. Our dedicated employees are the reason our students succeed; that new programs are developed, and programs and partnerships are generated. Every year they are asked to 'do more with less' and every year they succeed; we owe them a debt of gratitude.

I would like to thank the Board of Trustees for your support throughout this challenging year. I appreciate your dedication and continued commitment to our students and our community.



## Enrollment Tables: FY07 – FY13

- Headcount Table 1
- Full Time Equivalent Student (FTEs) Table 2
  - An FTE is one or more student(s) taking a total of 30 credits
  - FTEs are the basis for projecting tuition income and general service fees
  - For the period FY07 – FY13, while enrollment increased 12.7%, for an average of 2.1% per year, from FY11 to FY13, credit FTEs have actually decreased by 661 FTEs or -5.5 percent
  - Cost per FTE during this period has increased 14.0%, for an average of 2.3% per year

Table No. 1

**Brookdale Community College**  
**Full and Part Time Student Headcount**  
**FY07 - FY13**

Term	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Summer III % of Year	2,162 5.9%	2,291 6.1%	2,498 6.3%	2,547 6.1%	2,522 6.0%	2,719 6.4%	2,563 6.4%
Fall % of Year	14,474 39.3%	14,698 39.0%	15,508 39.4%	16,643 39.5%	16,836 40.2%	16,906 39.6%	15,918 39.7%
Spring % of Year	13,912 37.8%	14,315 37.9%	14,769 37.5%	15,958 37.9%	15,705 37.5%	15,766 37.0%	14,844 37.1%
Summer I & II % of Year	6,241 17.0%	6,395 17.0%	6,629 16.8%	6,965 16.5%	6,835 16.3%	7,228 17.0%	6,730 16.8%
Total	36,789	37,699	39,404	42,113	41,898	42,619	40,055

Table No. 2

**Brookdale Community College**  
**Enrollment History - FTEs**  
**FY07 - FY13**

	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Credit FTEs:							
Summer III	272	286	315	331	330	330	334
% of Year	2.5%	2.5%	2.6%	2.6%	2.6%	2.6%	2.8%
Fall	4,663	4,866	5,151	5,565	5,673	5,694	5,297
% of Year	43.1%	43.1%	43.2%	44.0%	44.7%	44.2%	43.8%
Spring	4,262	4,479	4,703	5,078	5,004	5,031	4,730
% of Year	39.3%	39.6%	39.4%	40.2%	39.3%	39.1%	39.2%
Summer I & II	855	883	949	1,007	985	970	970
% of Year	7.9%	7.8%	8.0%	8.0%	7.8%	7.5%	8.0%
Credit Subtotal	10,052	10,514	11,118	11,981	11,992	12,025	11,331
% of Year	92.8%	93.0%	93.2%	94.8%	94.4%	93.4%	93.8%
% Increase/(Decrease)		4.6%	5.7%	7.8%	0.1%	0.3%	-5.8%
Non-Credit FTEs:							
Non-Fundable FTEs	778	790	807	662	707	850	750
% of Year	7.2%	7.0%	6.8%	5.2%	5.6%	6.6%	6.1%
Total	10,830	11,304	11,925	12,643	12,699	12,875	12,081
% Increase/(Decrease)		4.4%	5.5%	6.0%	0.4%	1.4%	-6.2%



## Operating Revenue: FY07 – FY13

The following pages provide a comprehensive look at the College's projected revenue streams for FY13:

Tuition and Fees	\$	48,877,608	51.0%
County		21,456,909	22.4%
State		10,685,964	11.2%
Other		<u>14,685,808</u>	<u>15.4%</u>
	\$	<u>95,706,289</u>	<u>100.0%</u>

- Table 3 provides operating revenue from FY07 - FY13
- Table 4 provides operating revenue and expenditures for FY11 Actual, FY12 Budget, and FY13 Budget.

## **OPERATING REVENUE**

In support of the Operating Budget for FY13, Brookdale anticipates that revenue will consist of the following:

### **A. Tuition**

**\$42,423,264**  
**44.3%**

The current tuition charged by the College is \$118.50 per Student Credit Hour (SCH) to a maximum of \$1,777.50 per term. Since FY07, the College's tuition rates are as indicated below:

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%
FY11	\$118.50	\$1,777.50	+3.0%
FY12	\$118.50	\$1,777.50	-
FY13	\$115.50	\$1,732.50	-2.5%

The tuition revenue estimated for FY13 is based on the College tuition decreasing to \$115.50 per SCH, to a maximum of \$1,732.50 per semester in order to maximize affordability, access, and opportunity.

### **B. County**

**\$ 21,456,909**  
**22.4%**

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</u>
FY07	\$24,413,789	+ 4.5%
FY08	\$25,512,410	+ 4.5%
FY09	\$26,360,468	+3.3%
FY10	\$26,787,228	+1.6%
FY11	\$27,456,909	+2.5%
FY12	\$21,456,909	-7.8%

The request for FY13 represents no change over the FY12 budget due to the economic constraints faced at the County level.

**C. State Support****\$10,685,964****11.2%**

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>
FY07	\$12,652,501	-3.6%
FY08	\$13,367,316	+5.6%
FY09	\$12,196,625	-8.8%
FY10	\$11,115,157	-8.9%
FY11	\$10,685,964	-9.6%
FY12*	\$10,685,964	0%
* Budget		

FY12 State Operating Aid to the sector was \$134,786,000, and the preliminary allocation of aid to Brookdale was \$10,685,964. 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 January of 2012. For FY13, Brookdale's allocation remains unchanged, as a conservative estimate based on the continued economic strains at the State level.

The Governor generally presents a budget in January; then, after a series of hearings with the Senate and Assembly Appropriations Committee, modifications may be made and the Governor approves the final budget on or about June 30, 2012.

State support for the College has varied from 24.4 percent in FY89, to 11 percent in FY12.

**D. General Service Fees****\$ 4,804,344****5.0%**

The General Service Fee supports various student initiatives, including the Associated Students for Brookdale Community College (ASBCC), the Technology Improvement Plan (TIP), and a small percent to the annual debt service obligations of the College. The budget for FY13 is based on the fee decreasing to \$27.72 per SCH or 24 percent of tuition. For each SCH, ASBCC will receive \$2.96 of the General Service Fee to operate the Student Activities Programs.

**E. Non-Credit Income****\$ 3,300,000**  
**3.5%**

In FY13, the College is projecting revenue of \$3,300,000 from Business and Community Development. The projected revenue exceeds the combined operating and capital expenditures for the units involved, which includes the following: Community Education; Professional Development; Workforce and Contract Training; Academic Camps; New Pathways to Teaching in New Jersey; Health Care Training; and Trips and Excursions.

**F. Interest Income****\$ 175,000**  
**0.2%**

The College is projecting interest income of \$175,000 based upon declining interest rates due to the current state of the economy.

**G. Other Fees****\$1,650,000**  
**1.7%**

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****\$ 1,275,000**  
**1.3%**

Other income 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****\$9,935,808**  
**10.4%**

The College is allocating \$9,935,808 from reserves to the FY13 operating budget. The reserve funds were accumulated over a span of years prior to FY12 as a direct result of measures taken to maximize enrollment and reduce College-wide expenses. More recent 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. Appropriation from reserves reduces the amount of funding requested from the County and/or student.



**Brookdale Community College**  
**Operating Revenue**  
**FY07 - FY13**

	(1)				(2)		
	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
Tuition	\$ 31,300,432 38.9%	\$ 34,508,486 40.6%	\$ 39,179,698 43.7%	\$ 44,668,746 46.4%	\$ 46,013,307 48.0%	\$ 46,176,000 47.7%	\$ 42,423,264 44.3%
Monmouth County	24,413,789 30.4%	25,512,410 30.1%	26,360,468 29.4%	26,787,228 27.8%	27,456,909 28.6%	21,456,909 22.1%	21,456,909 22.4%
State Aid	12,652,501 15.8%	13,367,316 15.8%	12,196,625 13.6%	11,115,157 11.6%	10,685,964 11.1%	10,685,964 11.0%	10,685,964 11.2%
Federal Aid	-	-	-	668,724 0.7%	-	-	-
General Service Fees	3,502,321 4.4%	3,903,668 4.6%	4,466,286 5.0%	5,056,688 5.3%	5,262,161 5.5%	5,230,876 5.4%	4,804,344 5.0%
Non Credit Income	2,689,612 3.4%	2,947,355 3.5%	3,193,010 3.6%	3,392,387 3.5%	3,008,326 3.2%	3,300,000 3.4%	3,300,000 3.5%
Interest Income	1,525,206 1.9%	1,133,620 1.3%	668,774 0.7%	422,011 0.4%	263,000 0.3%	200,000 0.2%	175,000 0.2%
Other Fees **	1,298,844 1.6%	1,346,229 1.6%	1,422,189 1.6%	1,596,560 1.7%	1,578,470 1.6%	1,600,000 1.7%	1,650,000 1.7%
Other Income	1,074,190 1.3%	1,075,612 1.3%	995,700 1.1%	1,230,319 1.3%	879,883 1.0%	1,250,000 1.3%	1,275,000 1.3%
Reserves	1,818,762 2.3%	1,043,343 1.2%	1,181,679 1.3%	1,202,647 1.3%	704,986 0.7%	6,984,599 7.2%	9,935,808 10.4%
TOTAL	\$ 80,275,657	\$ 84,838,039	\$ 89,664,429	\$ 96,140,467	\$ 95,853,006	\$ 96,884,348	\$ 95,706,289
\$ Incr/(Decr) Over Previous Year	\$	\$ 4,562,382	\$ 4,826,390	\$ 6,476,038	\$ (287,461)	\$ 1,031,342	\$ (1,178,059)
% Incr/(Decr) Over Previous Year		5.7%	5.7%	7.2%	-0.3%	1.1%	-1.2%

\*\* Technology and debt service fees are not included in other fees; they are shown in the capital fund.

(1) FY12 budgeted revenue is based on 12,025 credit FTEs.

(2) FY13 budgeted revenue is based on 11,331 credit FTEs.

**Brookdale Community College**  
**Operating Budget Summary**  
**FY13**

	FY11 Actual		FY12 Budget		FY13 Budget	
	Amount	% of Total	Amount	% of Total	Amount	% of Total
Current Revenue:						
Tuition	\$ 46,013,307	48.0%	\$ 46,176,000	47.6%	\$ 42,423,264	44.3%
Monmouth County	27,456,909	28.6%	21,456,909	22.2%	21,456,909	22.4%
State Aid	10,685,964	11.1%	10,685,964	11.0%	10,685,964	11.2%
General Service Fees	5,262,161	5.5%	5,230,876	5.4%	4,804,344	5.0%
Non Credit Income	3,008,326	3.2%	3,300,000	3.4%	3,300,000	3.5%
Interest Income	263,000	0.3%	200,000	0.2%	175,000	0.2%
Other Fees	1,578,470	1.7%	1,600,000	1.7%	1,650,000	1.7%
Other Income	879,883	0.9%	1,250,000	1.3%	1,275,000	1.3%
Appropriation from Reserves	704,986	0.7%	6,984,599	7.2%	9,935,808	10.4%
Total Current Revenue	\$ 95,853,006	100.00%	\$ 96,884,348	100.00%	\$ 95,706,289	100.00%

Current Expenditures:

Educational Services	\$ 45,327,773	51.4%	\$ 47,637,068	49.1%	\$ 46,496,307	48.6%
Business & Comm Development	3,041,439	3.4%	3,125,913	3.2%	3,093,651	3.2%
Business & Finance	1,959,305	2.2%	2,116,615	2.2%	2,139,678	2.2%
Admin. & Operations	10,579,298	12.0%	11,285,535	11.7%	11,341,393	11.9%
President's Office	2,355,379	2.7%	2,368,459	2.4%	2,406,324	2.5%
Develop, Comm & Gov't Relations	468,505	0.5%	469,822	0.5%	554,635	0.6%
Benefits	15,827,114	17.9%	18,020,228	18.6%	18,410,458	19.2%
General Expenses	5,241,512	6.0%	5,863,202	6.1%	6,710,782	7.0%
Utilities	3,452,743	3.9%	5,997,506	6.2%	4,553,061	4.8%
Total Current Expenditures	\$ 88,253,068	100.00%	\$ 96,884,348	100.00%	\$ 95,706,289	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	\$46,453,314
Business & Comm Development	3,086,401
Business & Finance	2,132,208
Admin. & Operations	11,269,929
President's Office	2,387,818
Develop, Comm & Gov't Relations	549,315
Benefits	18,410,458
General Expenses	6,863,785
Utilities	4,553,061
	<u>\$ 95,706,289</u>

## **Operating Expenditures: FY07 – FY13**

The following pages detail the College's Operating Expenditures:

- FY12 Budget \$96,884,348
- FY13 Budget \$95,706,289, which reflects a -1.2% decrease over FY12 Budget
- Table 5 provides operating expenditures from FY07 – FY13
- Table 6 summarizes the major changes in the FY13 budget

## **OPERATING EXPENDITURES**

The Operating Budget for FY13 decreased by \$1,178,059 or 1.2 percent over the FY12 budget (Table 6 shows the major increases in the budget).

### **1. Salary Increases**

**\$ 1,259,996**

The College has existing labor contracts with the Faculty, Professional Staff, and Administrative Associations, therefore those salary increases have been allocated to their cost centers. The Fraternal Order of Police is in the midst of negotiations and estimated settlement funds have been reserved in General Institutional.

### **2. Part Time Faculty Costs**

**\$ (552,848)**

Part time faculty instructional costs have decreased by \$552,848, due to a reduction in the enrollment projection and the efficient use of part time faculty in the classroom.

### **3. Benefits**

**\$ 390,230**

Fringe benefits consist of 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 \$390,230, which represents a 2.2 percent increase over the FY12 budget. Benefits constitute 19.1 percent of the overall Operating Budget. The largest increase is related to health benefits and pension costs, which amount to an increase of \$358,056 and \$399,038, respectively, offset by decreases in social security, tuition reimbursement, recovery of fringe, and the employees' contribution to benefits.

### **4. Retirements**

**\$ (739,672)**

The College has projected a savings of \$739,672 from 17 staff retirements in FY12.

### **5. Additional Staff Positions**

**\$ 186,145**

There is a net addition of 2.52 full time equated staff positions for the FY13 budget, which include the Internal Auditor and the Director of Nursing positions.

### **6. Utilities**

**\$(1,431,445)**

The Utility budget decreased by \$1,431,445. The College has increased square footage as a result of renovations; however, with the implementation of energy management initiatives, joint purchasing consortiums, significant upgrades to the Central Utility Plant, and the historical analysis of prior year utility costs, we are anticipating a measurable decrease in costs.



**7. Various Line Item Decreases**

**\$ (290,465)**

This amount represents a combination of numerous immaterial adjustments to other line items in the budget (office supplies, printing, copier expenses and travel).

**Brookdale Community College**  
**Operating Expenditures**  
**FY07 - FY13**

	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>
Educational Services	\$ 38,466,062 51.7%	\$ 40,293,465 50.9%	\$ 42,246,464 51.5%	\$ 45,461,450 51.1%	\$ 45,327,773 51.4%	\$ 47,637,068 49.1%	\$ 46,496,307 48.6%
Business & Comm Development	2,812,727 3.8%	2,918,532 3.7%	3,255,615 4.0%	3,175,274 3.6%	3,041,439 3.4%	3,125,913 3.2%	3,093,651 3.2%
Business & Finance	1,418,037 1.9%	1,543,772 1.9%	1,686,000 2.1%	1,677,064 1.9%	1,959,305 2.2%	2,116,615 2.2%	2,139,678 2.2%
Administration & Operations	8,517,655 11.5%	9,422,920 11.9%	9,884,306 12.0%	11,030,579 12.4%	10,579,298 12.0%	11,285,535 11.7%	11,316,927 11.9%
President's Office	2,212,335 3.1%	2,390,731 3.0%	2,470,039 3.0%	2,487,010 2.8%	2,355,379 2.7%	2,368,459 2.4%	2,406,324 2.5%
Develop, Comm & Gov't Relations	399,440 0.5%	427,834 0.5%	444,679 0.5%	452,754 0.5%	468,505 0.5%	469,822 0.5%	554,635 0.6%
Benefits	12,751,520 17.1%	13,452,370 17.1%	13,542,294 16.5%	15,535,807 17.5%	15,827,114 17.9%	18,020,228 18.6%	18,410,458 19.2%
General Expenses	4,472,679 6.0%	4,350,092 5.5%	3,800,892 4.6%	4,928,846 5.5%	5,241,512 6.0%	5,863,202 6.1%	6,735,248 7.0%
Utilities	3,396,925 4.6%	4,385,581 5.5%	4,732,414 5.8%	4,165,582 4.7%	3,452,743 3.9%	5,997,506 6.2%	4,553,061 4.8%
<b>Total</b>	<b>\$ 74,447,380</b>	<b>\$ 79,185,297</b>	<b>\$ 82,062,703</b>	<b>\$ 88,914,366</b>	<b>\$ 88,253,068</b>	<b>\$ 96,884,348</b>	<b>\$ 95,706,289</b>
<b>% Increase/(Decrease)</b>		<b>6.4%</b>	<b>3.6%</b>	<b>8.3%</b>	<b>-0.7%</b>	<b>9.8%</b>	<b>-1.2%</b>

**Brookdale Community College**  
**Operating Budget Increases/(Decreases)**  
**FY13**

<b>FY12 Budget</b>		<b>\$ 96,884,348</b>
Salary & Benefits		
Salary Adjustments	\$1,259,996	
Part Time Faculty Costs	(552,848)	
Benefit Costs	390,230	
Retirements	(739,672)	
Additional Staff Positions (Table 7A)	<u>186,145</u>	
Total Salary & Benefits		\$ 543,851
Operating		
Utilities	(1,431,445)	
Various Line Item Decreases	<u>(290,465)</u>	
Total Operating		<u>(1,721,910)</u>
Total Salary & Benefits & Operating		<u>(1,178,059)</u>
<b>FY13 Budget</b>		<b><u>\$ 95,706,289</u></b>

## **Operating Staff Changes: FY13**

- Table 7A provides the changes in positions by function and division
- Table 7B provides a summary of deferred positions
- Full time equated staff has increased by 2.52



## **Operating Staff**

Tables 7A and 7B summarize the changes to staffing at the College. The College increased its full time equated staff by 2.52 positions.

A summary of the 30 deferred positions in FY13 is provided as follows:

- 11 full time instructional positions from the Educational Services budget
- 3 Administrative staff positions
- 15 Professional Staff Association (PSA) positions
- 1 Police position

**Brookdale Community College**  
**Changes in Positions by Function and Division**  
**FY13**

Unit	Division Name	Title of Position	FY12 FTE	FY13 FTE	Increase (Decrease) FTE	Increase (Decrease) Amount
<b>President's Division</b>						
Admin	Board of Trustees	Internal Auditor	-	1.00	1.00	103,026
			-	1.00	1.00	103,026
<b>Business &amp; Finance</b>						
Admin	Accounting - Admin	Exec Director-Aux Svcs	0.20	-	(0.20)	(23,473)
PSA	Common Services	Common Svcs Asst	0.78	1.00	0.22	6,770
			0.98	1.00	0.02	(16,703)
<b>Educational Services</b>						
Admin	Office Science/Health Science	Director of Nursing	-	1.00	1.00	79,659
PSA	Chemistry	Learning Assistant	0.50	1.00	0.50	20,163
			0.50	2.00	1.50	99,822
<b>Total</b>			<b>1.48</b>	<b>4.00</b>	<b>2.52</b>	<b>186,145</b>
<b>Admin</b>			<b>1.80</b>			
<b>PSA</b>			<b>0.72</b>			
			<b>2.52</b>			

**Brookdale Community College**  
**FY13 Deferred Positions**

Cost Ctr	Department	Position	FY13 Budget	Part-time allocation	FY13 Savings
<b>President's Division</b>					
1150000	Human Resources	Program Admin	\$ 12,946	\$ 2,500	\$ 10,446
			<b>12,946</b>	<b>2,500</b>	<b>10,446</b>
<b>Administration &amp; Operations</b>					
2250500	Police Department	Sergeant	67,912	20,000	47,912
			<b>67,912</b>	<b>20,000</b>	<b>47,912</b>
<b>Business &amp; Finance</b>					
2102000	Print Shop	Sr Technician	33,959	10,000	23,959
			<b>33,959</b>	<b>10,000</b>	<b>23,959</b>
<b>Educational Services</b>					
3081500	ETS	Office Assistant	33,959	10,000	23,959
3300500	Office Arts & Comm	Sr Office Assistant	33,959	10,000	23,959
3300500	Off Arts & Commun	Office Assistant	30,775	10,000	20,775
3301005	Music	Instructor	51,034	20,700	30,334
3301520	Art	Instructor	51,034	20,700	30,334
3302500	Brookdale Network	Sr Office Assistant	33,959	10,000	23,959
3303000	Brookdale TV	Supervisor	65,144	20,000	45,144
3304000	Office of PAC	Stage Technician	37,142	10,000	27,142
3351010	Computer Labs	Learning Asst	27,018	7,500	19,518
3400500	Off Business & Tech	Office Asst II	30,775	10,000	20,775
3451510	Education	Instructor	131,006	20,700	110,306
3451510	Education	Instructor	51,034	20,700	30,334
3502000	Biology	Learning Asst	20,163	10,000	10,163
3503000	Environmental Sci	Instructor	51,034	20,700	30,334
3503000	Environmental Sci	Learning Asst	40,326	15,000	25,326
3550500	Office of Math	Office Assistant	16,311	5,000	11,311
3551000	Math	Instructor	51,034	20,700	30,334
3701005	Office Stud Affairs	Sr Office Assistant	33,959	10,000	23,959
3701020	Registration	Enrollment Specialist	37,142	10,000	27,142
3701500	Counseling	Instructor	51,034	20,700	30,334
3701500	Counseling	Instructor	51,034	20,700	30,334
3701500	Counseling	Instructor	51,034	20,700	30,334
3701500	Counseling	Instructor	51,034	20,700	30,334
3701500	Counseling	Associate	37,142	10,000	27,142
3704500	Childrens LC	Coordinator	42,996	15,000	27,996
3850500	Library	Instructor	51,034	20,700	30,334
3850500	Library	Sr Assistant	33,959	10,000	23,959
			<b>1,196,075</b>	<b>400,200</b>	<b>795,875</b>
<b>30 positions</b>			<b>\$ 1,310,892</b>	<b>\$ 432,700</b>	<b>\$ 878,192</b>
<b>Summary of Units</b>					
Administrators	\$	83,586	3		
Faculty		413,646	11		
Police		47,912	1		
PSA		333,048	15		
	\$	<b>878,192</b>	<b>30</b>		

## Capital Budget FY13

- Table 8 summarizes the Capital Budget's revenue and expenditure requests:
  - FY13 Capital Budget is \$7,390,680
- Table 9 summarizes the operating and capital requests from the County:
  - FY13 Total County request is \$22,206,909.



## **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 \$7,390,680.

The County and the State will provide a total of \$1,500,000 for Capital Projects funded through Chapter 12; each will contribute \$750,000, or 10.1 percent of the total capital budget. This funding will be used for renovations and infrastructure improvements.

The College has approved general service fees of \$2,393,788 to fund the Technology Improvement Plan (TIP) budget, \$398,964 to fund the WSLC debt service obligation, and \$797,928 to fund the debt service on the Big Four projects. The College has appropriated \$300,000 for infrastructure improvements and \$2,000,000 for Minor Capital purchases.

## **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. There are no new construction projects planned for FY13.

### **Minor Capital**

**\$5,590,680**

The College's FY13 Minor Capital Budget is \$5,590,680. This amount represents \$3,393,787 for technology needs, \$500,000 to fund campus wide equipment and furniture requests, and \$1,696,893 to fund the debt service obligations.

### **Renewals and Replacements**

**\$1,800,000**

The College is requesting \$1,800,000 for renewals and replacements. A total of \$1,500,000 is for Chapter 12 Projects, and \$300,000 will support infrastructure needs.

Table No. 8

**Brookdale Community College**  
**Capital Budget Summary**  
**FY13**

	<b>FY12 Revised Budget</b>		<b>FY13 Request</b>	
	<u>Amount</u>	<u>Percent of Total</u>	<u>Amount</u>	<u>Percent of Total</u>
<b>Revenue</b>				
<b>County:</b>				
County Appropriations	\$ 481,808	10.2%	\$ -	0.0%
County Chapter 12	4,250,000	89.8%	750,000	100.0%
Subtotal County	4,731,808	100.0%	750,000	100.0%
<b>State:</b>				
State Chapter 12	4,250,000	0.0%	750,000	0.0%
	4,250,000	0.0%	750,000	0.0%
<b>Other:</b>				
Other	2,300,000	37.1%	2,300,000	39.0%
Fees	3,892,252	62.9%	3,590,680	61.0%
Subtotal Other	6,192,252	100.0%	5,890,680	100.0%
Total Revenue	15,174,060	100.0%	7,390,680	100.0%
<b>Expenditures:</b>				
Minor Capital	4,594,875	30.3%	5,590,680	75.6%
New Construction	-	0.0%	-	0.0%
Renewal & Replacements	10,579,185	69.7%	1,800,000	24.4%
Total Expenditures	\$ 15,174,060	100.0%	\$ 7,390,680	100.0%

Table No. 9

**Brookdale Community College  
Request from County  
FY13**

	<b>FY12</b>	<b>FY13</b>	<b>Decrease</b>	<b>% Decrease</b>
OPERATING APPROPRIATION	\$21,456,909	\$ 21,456,909	\$ -	0.0%
MINOR CAPITAL APPROPRIATION	-	-	-	0.0%
CAPITAL RENEWALS & REPLACEMENTS *	<u>4,731,808</u>	<u>750,000</u>	<u>(3,981,808)</u>	<u>-84.1%</u>
TOTAL COUNTY APPROPRIATION	<u>\$26,188,717</u>	<u>\$ 22,206,909</u>	<u>\$ (3,981,808)</u>	<u>-15.2%</u>

\* Capital Renewals & Replacements includes \$750,000 which is the County share of Chapter 12

## Budget Statistics: FY07 – FY13

Table 10 provides statistics for the following:

- Revenue      \$95,706,289
  - Tuition & Fees      -7.8%
  - State                      0%
  - County                    0%
- Expense      \$95,706,289 -1.2%
- FTEs
  - Enrollment      - 5.8%
  - Credit              11,331 FTEs
  - Cost                \$8,446 per FTE

Table 11 provides Negotiation Data for the four associations.

- Salaries
  - Fraternal Order of Police are currently in negotiation

Table No. 10

**Brookdale Community College**  
**Budget Statistics**  
**FY07 - FY13 Revenue & Expense**

	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
<b>Revenue:</b>							
Tuition & Fees	\$ 36,101,597	\$ 39,758,383	\$ 45,068,173	\$ 51,321,994	\$ 52,853,938	\$ 53,006,876	\$ 48,877,608
% of Budget	44.9%	46.8%	50.2%	53.5%	55.2%	54.7%	51.0%
% Incr/(Decr) Over Prior Yr		10.1%	13.4%	13.9%	3.0%	0.3%	-7.8%
Monmouth County	24,413,789	25,512,410	26,360,468	26,787,228	27,456,909	21,456,909	21,456,909
% of Budget	30.4%	30.1%	29.5%	28.0%	28.6%	22.2%	22.4%
% Incr/(Decr) Over Prior Yr		4.5%	3.3%	1.6%	2.5%	-21.9%	0.0%
State Aid	12,652,501	13,367,316	12,196,625	10,706,157	10,685,964	10,685,964	10,685,964
% of Budget	15.8%	15.8%	13.6%	11.2%	11.1%	11.0%	11.2%
% Incr/(Decr) Over Prior Yr		5.6%	-8.8%	-12.2%	-0.2%	0.0%	0.0%
Federal Aid	-	-	-	668,724	-	-	-
% of Budget				0.7%			
Other Income	5,289,008	5,156,587	4,857,484	5,044,717	4,151,209	4,750,000	4,750,000
% of Budget	6.6%	6.1%	5.4%	5.3%	4.4%	4.9%	5.0%
% Incr/(Decr) Over Prior Yr		-2.5%	-5.8%	3.9%	-17.7%	14.4%	0.0%
Reserves	1,818,762	1,043,343	1,181,679	1,202,647	704,986	6,984,599	9,935,808
% of Budget	2.3%	1.2%	1.3%	1.3%	0.7%	7.2%	10.4%
<b>Total</b>	<b>\$ 80,275,657</b>	<b>\$ 84,838,039</b>	<b>\$ 89,664,429</b>	<b>\$ 95,731,467</b>	<b>\$ 95,853,006</b>	<b>\$ 96,884,348</b>	<b>\$ 95,706,289</b>
\$ Incr/(Decr) Over Prior Yr		\$ 4,562,382	\$ 4,826,390	\$ 6,067,038	\$ 121,539	\$ 1,031,342	\$ (1,178,059)
% Incr/(Decr) Over Prior Yr		5.7%	5.7%	6.8%	0.1%	1.1%	-1.2%
<b>Tuition Rates</b>	\$ 98.00	\$ 103.00	\$ 110.00	\$ 115.00	\$ 118.50	\$ 118.50	\$ 115.50
<b>Tuition &amp; Fees</b>							
<b>Per Credit FTE</b>	\$ 3,591.48	\$ 3,781.47	\$ 4,053.62	\$ 4,283.62	\$ 4,407.43	\$ 4,408.06	\$ 4,313.62

Table No. 10 Cont'd

	FY07 Actual	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Budget	FY13 Budget
<b>Expenses:</b>							
Total Operating	\$ 74,447,380	\$ 79,185,297	\$ 82,062,703	\$ 88,914,366	\$ 88,253,068	\$ 96,884,348	\$ 95,706,289
\$ Incr/(Decr) Over Prior Yr	4,737,917	2,877,406	6.4%	6,851,663	(661,298)	8,631,280	(1,178,059)
% Incr/(Decr) Over Prior Yr			3.6%	8.3%	-0.7%	9.8%	-1.2%
<b>FTES:</b>							
Credit	10,052	10,514	11,118	11,981	11,992	12,025	11,331
% Incr/(Decr) Over Prior Yr		4.6%	5.7%	7.8%	0.1%	0.3%	-5.8%
Non Credit	778	790	807	662	707	850	750
Total FTE	10,830	11,304	11,925	12,643	12,699	12,875	12,081
% Incr/(Decr) Over Prior Yr		4.4%	5.5%	6.0%	0.4%	1.4%	-6.2%
<b>COST PER FTE:</b>							
Credit	\$ 7,406	\$ 7,531	\$ 7,381	\$ 7,421	\$ 7,359	\$ 8,057	\$ 8,446
% Incr/(Decr) Over Prior Yr		1.7%	-2.0%	0.5%	-0.8%	9.5%	4.8%
Each Tuition % =	\$ 424,233		Tuition % Decrease over FY12 = 2.5%				
Each State % =	\$ 106,860		Tuition Rate \$115.50/Credit, Max \$1,732.50				
Each County % =	\$ 214,569						
Each General Srv Fee % =	\$ 48,043		Tuition Revenue per FTE	\$ 3,744			
Each \$1 Tuition Increase =	\$ 367,301		General Service Fee per FTE	\$ 424			
Each \$1 Gen Fee Increase =	\$ 45,674		Other Fees per FTE	\$ 146			
Each \$1 Tech Fee Increase =	\$ 22,038						
Each \$1 SLC Fee Increase =	\$ 11,019						

State Aid hit a high of 28.8% in FY85

County Support hit a high of 44.1% in FY90

Average increase in County support from FY85-FY89 was 15.4%, with a high in FY89 of 23.4%

**Brookdale Community College**  
**Negotiation Data**  
**FY05 - FY13**

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

**P S A**

FY06	\$275 + 4.0% (N3-N4-N5), (\$475 N1-N2)	FY11	\$500 + 2%
FY07	\$225 + 4.0% (N3-N4-N5), (\$425 N1-N2)	FY12	\$500 + 2%
FY08	4.0%	FY13	\$500 + 2%
FY09	4.0%		
FY10	4.0%		

**FACULTY**

FY05	\$2,564 flat dollar (4.0% avg.)	FY11	\$907 + 2.0%
FY06	\$1,333 + 2.0% (4.0% avg.)	FY12	\$936 + 2.0%
FY07	4.0%	FY13	\$967 + 2.0%
FY08	\$2,698 flat dollar		
FY09	\$1,375 + 2.0%		
FY10	4.0%		

**ADMINISTRATORS**

FY05	\$1,500 + 2.1% (4.0% avg.)	FY11	\$754 + 2.0%
FY06	\$1,500 + 1.0% (4.0% avg.)	FY12	\$778 + 2.0%
FY07	\$1,500 + 1.0% (4.0% avg.)	FY13	\$803 + 2.0%
FY08	4.0%		
FY09	\$1,176 + 2.0%		
FY10	\$1,225 + 2.0%		

**F O P**

FY06	\$250 + 4.0%	FY09	4.55%
FY07	\$250 + 4.0%	FY10	3.9%
FY08	\$250 + 4.0%	FY11	3.75%

Note: FOP are currently in negotiations for FY12-FY14