

**BROOKDALE COMMUNITY COLLEGE
FY14 BUDGET**

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Memorandum



To: Mr David Flaherty, Chair of the Finance Committee
All Members of the Board of Trustees

From: Dr. Maureen Murphy

Date: January 24, 2013

Re: Proposed FY14 Budget

Attached is Brookdale Community College's Proposed Operating and Capital Budget for Fiscal Year 2014. I have spent my six month tenure at the College carefully considering our financial options in the context of the Jubilee Plan and the Board's Strategic Priorities. After thoughtful deliberation with senior staff, in particular the Vice President of Finance, I am confident that this budget reflects the Board's – and my own - commitment to accessible, quality higher education for all Monmouth County residents.

A final Budget will be developed when all revenue sources are finalized, and a revised FY14 Budget will be re-submitted to the Board for their approval in June 2013.

I reviewed the scope of this Budget with the Monmouth County Administrator who raised no objection or concerns. Our support request to the County represents no change from the FY13 budget, recognizing the continuing budgetary constraints at the County level, particularly in the aftermath of Super Storm Sandy. Following your approval, the FY14 budget will be forwarded to the Board of School Estimate to certify the County's share.

Operating support from the State of New Jersey continues to decline. Due to the poor fiscal condition of the State, our State Aid projection remains flat; we optimistically anticipate no change in State aid in FY14.

As directed by the Board, there is no recommended increase in tuition or fees for FY14.

I have authorized the appropriation of College Reserves to balance the budget. The FY14 Budget includes deferring the hire of 9 full time instructional positions, 4 administrative and 9 professional staff. As you know, Brookdale is a people-intensive business, which means that the bulk 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.

By serving as careful stewards of public resources, the College has been able to continue preparing students to become the educated workforce of the future; transfer to the college or university or their choice, and engage in lifelong learning. I would like to thank the Board of Trustees for your support; I appreciate your dedication and continued commitment to our students and our community.

Enrollment Tables: FY08 – FY14

- **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 FY08 – FY12, credit enrollment increased 6.4%, for an average of 1.6% per year**
 - **Cost per credit FTE for the period FY08-FY12 has decreased less than 1%**

Table No. 1

**Brookdale Community College
Full and Part Time Student Headcount
FY08 - FY14**

Term	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY13 Projected	FY14 Budget
Summer III % of Year	2,291 6.1%	2,498 6.3%	2,547 6.1%	2,522 6.0%	2,563 6.4%	2,563 6.4%	2,400 6.1%	2,330 6.1%
Fall % of Year	14,698 39.0%	15,508 39.4%	16,643 39.5%	16,836 40.2%	15,918 40.0%	15,918 39.7%	15,640 40.0%	15,249 40.0%
Spring % of Year	14,315 37.9%	14,769 37.5%	15,958 37.9%	15,705 37.5%	14,934 37.4%	14,844 37.1%	14,670 37.5%	14,303 37.6%
Summer I & II % of Year	6,395 17.0%	6,629 16.8%	6,965 16.5%	6,835 16.3%	6,474 16.2%	6,730 16.8%	6,416 16.4%	6,224 16.3%
Total	37,699	39,404	42,113	41,898	39,889	40,055	39,126	38,106

Table No. 2

**Brookdale Community College
Enrollment History - FTEs
FY08 - FY14**

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budget	FY13 Projected	FY14 Budget
Credit FTEs:								
Summer III	286	315	331	330	334	334	315	306
% of Year	2.5%	2.6%	2.6%	2.6%	2.8%	2.8%	2.7%	2.7%
Fall	4,866	5,151	5,565	5,673	5,267	5,297	5,117	4,988
% of Year	43.1%	43.2%	44.0%	44.7%	44.2%	43.8%	43.8%	43.6%
Spring	4,479	4,703	5,078	5,004	4,657	4,730	4,606	4,493
% of Year	39.6%	39.4%	40.2%	39.3%	39.1%	39.2%	39.4%	39.3%
Summer I & II	883	949	1,007	985	928	970	920	892
% of Year	7.8%	8.0%	8.0%	7.8%	7.8%	8.0%	7.9%	7.8%
Credit Subtotal	10,514	11,118	11,981	11,992	11,186	11,331	10,958	10,679
% of Year	93.0%	93.2%	94.8%	94.4%	93.9%	93.8%	93.8%	93.4%
% Increase/(Decrease)		5.7%	7.8%	0.1%	(6.7%)	1.3%	(2.0%)	(2.5%)
Non-Credit FTEs:								
Non-Fundable FTEs	790	807	662	707	726	750	725	750
% of Year	7.0%	6.8%	5.2%	5.6%	6.1%	6.2%	6.2%	6.6%
Total	11,304	11,925	12,643	12,699	11,912	12,081	11,683	11,429
% Increase/(Decrease)		5.5%	6.0%	0.4%	(6.2%)	1.4%	(1.9%)	(2.2%)

Operating Revenue: FY08 – FY14

The following pages provide a comprehensive look at the College's projected revenue streams for FY14:

Tuition and Fees	\$	46,234,331	50.1%
County		21,456,909	23.3%
State		10,660,107	11.5%
Other		<u>13,918,746</u>	15.1%
	\$	<u>92,270,093</u>	100.0%

- Table 3 provides operating revenue from FY08 - FY14.
- Table 4 provides operating revenue and expenditures for FY12 Actual, FY13 Revised Budget, FY13 Projected and FY14 Budget.

OPERATING REVENUE

In support of the FY14 Operating Budget, Brookdale anticipates that revenue will consist of the following:

A. Tuition **\$ 40,110,324**
43.5%

The current tuition charged by the College is \$115.50 per Student Credit Hour (SCH) to a maximum of \$1,732.50 per term. Since FY08, the College's tuition rates are as indicated below:

<u>Year</u>	<u>Per SCH</u>	<u>Max of</u>	<u>Percent of Incr./Decr.</u>
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 FY14 is based on the College maintaining the FY13 tuition of \$115.50 per SCH, to a maximum of \$1,732.50 per semester. This represents no increase over FY13.

B. County **\$ 21,456,909**
23.3%

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

<u>Year</u>	<u>Amount of Aid</u>	<u>Percent of Incr</u>
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	(21.9%)
FY13	21,456,909	(2.2%)

The request for FY14 represents no change over the FY13 budget due to the continued economic constraints faced at the County level, which were exacerbated by Hurricane Sandy.

C. State Support

\$ 10,660,107
11.5%

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>
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	10,660,107	(0.2%)
FY13*	10,660,107	-
* Budget		

FY13 State Operating Aid to the sector was \$134,786,000, and the preliminary allocation of aid to Brookdale was \$10,660,107. The actual allocation of aid will be determined after all of the audited enrollments of the 19 community colleges have been received by the Office of Management and Budget, sometime in January of 2013. For FY14, Brookdale's allocation is budgeted 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 with the Governor approving the final budget on or about June 30, 2013.

State support for the College has varied from 24.4 percent in FY89, to 11.2 percent in FY13.

D. General Service Fees

\$ 4,624,007
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 FY14 is based on the fee remaining at \$27.72 per SCH or 24% of tuition. For each SCH, ASBCC will receive \$2.96 of the General Service Fee to operate Student Activities Programs.

E. Non-Credit Income **\$ 3,000,000**
3.3%

In FY14, the College is projecting revenue of \$3,000,000 from Business and Community Development. The projected revenue exceeds the combined operating and capital expenditures for the units involved, and include 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 **\$ 185,000**
0.2%

The College is projecting interest income of \$185,000 based upon current economic conditions.

G. Other Fees **\$ 1,500,000**
1.6%

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 **\$ 950,000**
1.0%

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 **\$ 9,783,746**
10.6%

The College is allocating \$9,783,746 from reserves to the FY14 operating budget. The reserve funds were accumulated over a span of years prior to FY13 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 students.

**Brookdale Community College
Operating Revenue
FY08 - FY14**

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Revised Budget ¹	FY13 Projected ²	FY14 Budget ³
Tuition	\$ 34,508,486 41.1%	\$ 39,179,698 44.3%	\$ 44,668,746 47.1%	\$ 46,013,307 48.3%	\$ 43,091,728 50.3%	\$ 42,423,264 44.6%	\$ 41,143,809 45.7%	\$ 40,110,324 43.5%
Monmouth County	25,512,410 30.4%	26,360,468 29.8%	26,787,228 28.2%	27,456,909 28.9%	21,456,909 25.0%	21,456,909 22.5%	21,456,909 23.8%	21,456,909 23.3%
State Aid	13,367,316 16.0%	12,196,625 13.8%	11,115,157 11.7%	10,685,964 11.2%	10,660,107 12.4%	10,660,107 11.2%	10,660,107 11.8%	10,660,107 11.5%
Federal Aid	- 0.0%	- 0.0%	668,724 0.7%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
General Service Fees	3,903,668 4.7%	4,466,286 5.0%	5,056,688 5.3%	5,262,161 5.5%	4,965,438 5.8%	4,804,344 5.0%	4,746,852 5.3%	4,624,007 5.0%
Non Credit Income	2,947,355 3.5%	3,193,010 3.6%	3,392,387 3.6%	3,008,326 3.2%	2,887,310 3.4%	3,300,000 3.6%	2,917,870 3.2%	3,000,000 3.3%
Interest Income	1,133,620 1.4%	668,774 0.8%	422,011 0.4%	263,000 0.3%	171,310 0.2%	175,000 0.2%	163,755 0.2%	185,000 0.2%
Other Fees **	1,346,229 1.6%	1,422,189 1.6%	1,596,560 1.7%	1,578,470 1.7%	1,509,864 1.8%	1,650,000 1.7%	1,495,900 1.7%	1,500,000 1.6%
Other Income	1,075,612 1.3%	995,700 1.1%	1,230,319 1.3%	879,883 0.9%	956,365 1.1%	1,275,000 1.3%	923,480 1.0%	950,000 1.0%
Reserves	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	9,468,858 9.9%	6,528,353 7.3%	9,783,746 10.6%
TOTAL	\$ 83,794,696	\$ 88,482,750	\$ 94,937,820	\$ 95,148,020	\$ 85,699,031	\$ 95,213,482	\$ 90,037,035	\$ 92,270,093

\$ Incr/(Decr) Over Previous Year	\$ 4,688,054	\$ 6,455,070	\$ 210,200	\$ (9,448,989)	\$ 9,514,451	\$ 4,338,004	\$ 2,233,058
% Incr/(Decr) Over Previous Year	5.6%	7.3%	0.2%	(9.9%)	11.1%	5.1%	2.5%

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

¹ FY13 budgeted revenue is based on 11,331 credit FTEs.

² FY13 projected revenue is based on 10,958 credit FTEs.

³ FY14 budgeted revenue is based on 10,679 credit FTEs.

**Brookdale Community College
Operating Budget Summary
FY14**

	FY12 Actual		FY13 Revised Budget		FY13 Projected		FY14 Budget	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
Current Revenue:								
Tuition	\$ 43,091,728	50.3%	\$ 42,423,264	44.6%	\$ 41,143,809	45.7%	\$ 40,110,324	43.5%
Monmouth County	21,456,909	25.0%	21,456,909	22.5%	21,456,909	23.8%	21,456,909	23.3%
State Aid	10,660,107	12.4%	10,660,107	11.2%	10,660,107	11.8%	10,660,107	11.5%
General Service Fees	4,965,438	5.8%	4,804,344	5.1%	4,746,852	5.3%	4,624,007	5.0%
Non Credit Income	2,887,310	3.4%	3,300,000	3.5%	2,917,870	3.2%	3,000,000	3.3%
Interest Income	171,310	0.2%	175,000	0.2%	163,755	0.2%	185,000	0.2%
Other Fees	1,509,864	1.8%	1,650,000	1.7%	1,495,900	1.7%	1,500,000	1.6%
Other Income	956,365	1.1%	1,275,000	1.3%	923,480	1.0%	950,000	1.0%
Reserves	-	0.0%	9,468,858	9.9%	6,528,353	7.3%	9,783,746	10.6%
Total Current Revenue	\$ 85,699,031	100.0%	\$ 95,213,482	100.0%	\$ 90,037,035	100.0%	\$ 92,270,093	100.0%
Current Expenditures:								
Educational Services	\$ 44,089,227	52.7%	\$ 46,020,487	48.3%	\$ 44,581,243	49.5%	\$ 45,021,498	48.8%
Office of Bus & Comm Develop	3,032,301	3.6%	3,029,175	3.2%	3,062,988	3.4%	2,855,226	3.1%
Business & Finance	1,948,922	2.3%	2,125,739	2.2%	2,093,519	2.3%	2,123,695	2.3%
Admin. & Operations	9,756,707	11.7%	11,143,723	11.7%	10,478,817	11.6%	10,585,217	11.4%
President's Office	2,192,768	2.6%	2,476,541	2.6%	2,485,561	2.8%	2,372,764	2.6%
Develop. Comm & Gov't Rel	526,225	0.6%	559,315	0.6%	547,589	0.6%	567,619	0.6%
Benefits	15,931,255	19.0%	18,141,851	19.1%	17,821,396	19.8%	19,452,224	21.1%
General Expenses	3,680,410	4.4%	7,486,601	7.9%	5,875,872	6.6%	6,354,650	6.9%
Utilities	2,593,279	3.1%	4,230,050	4.4%	3,090,050	3.4%	2,937,200	3.2%
Total Current Expenditures	\$ 83,751,094	100.0%	\$ 95,213,482	100.0%	\$ 90,037,035	100.0%	\$ 92,270,093	100.0%
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	\$ 44,740,409							
Office of Bus & Comm Develop	2,850,185							
Business & Finance	2,110,751							
Admin. & Operations	10,565,886							
President's Office	2,358,538							
Develop. Comm & Gov't Rel	565,603							
Benefits	19,452,224							
General Expenses	6,689,297							
Utilities	2,937,200							
	\$ 92,270,093							

Operating Expenditures: FY08 – FY14

The following pages detail the College's Operating Expenditures:

- FY13 projected expenditures \$90,037,035
- FY14 Budget of \$92,270,093 reflects a 2.5% increase over the FY13 Projected Budget
- Table 5 provides operating expenditures from FY08 – FY14
- Table 6 summarizes the major changes in the FY14 budget

OPERATING EXPENDITURES

The Operating Budget for FY14 decreased by \$2,943,389 or 3.1 percent over the FY13 revised budget.

1. Salary Increases \$ 480,820

The College is in the midst of negotiations with the Faculty and Professional Staff Associations and estimated settlement funds have been reserved in General Institutional. The Administrative Association reached a one year extension of their agreement and the Fraternal Order of Police has an existing labor contract; salary increases have been allocated to their cost centers.

2. Part Time Faculty Costs \$ (449,977)

Part time faculty instructional costs have decreased by \$449,977, due to a reduction in the enrollment projection and the efficient use of part time faculty in the classroom.

3. Benefits \$ 1,310,373

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 \$1,310,373, which represents a 7.2 percent increase over the FY13 revised budget. Benefits constitute 21.1 percent of the overall Operating Budget.

4. Deferred Positions \$ (347,314)

The College has projected a savings of \$347,314 resulting from 22 deferred positions.

5. Retirements \$ (695,234)

The College has projected a savings of \$695,234 from staff retirements.

6. Other Staff Positions \$ (210,721)

There is a net decrease of 3.40 full time equated staff positions for the FY14 budget.

7. Utilities \$ (582,850)

The Utility budget decreased by \$582,850. 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.

8. Debt Service \$ (1,310,000)

Since the cost of debt service is related to capital renovations, the budget line items have been transferred to the capital fund.

9. Infrastructure \$ (600,000)

A total of \$600,000 related to infrastructure items has been transferred to the capital fund.

10. Various Line Item Decreases \$ (538,486)

Various line items in the amount of \$538,486 reflect a combination of immaterial adjustments to other line items in the budget (i.e., office supplies, printing, copier expenses and travel).

**Brookdale Community College
Operating Expenditures
FY08 - FY14**

	FY08	FY09	FY10	FY11	FY12	FY13	FY13	FY14
	Actual	Actual	Actual	Actual	Actual	Revised Budget	Projected	Budget
Educational Services	\$ 40,293,465 50.9%	\$ 42,246,464 51.5%	\$ 45,461,450 51.1%	\$ 45,327,773 51.4%	\$ 44,089,227 52.7%	\$ 46,020,487 48.3%	\$ 44,581,243 49.5%	\$ 45,021,498 48.8%
Business & Comm Development	2,918,532 3.7%	3,255,615 4.0%	3,175,274 3.6%	3,041,439 3.4%	3,032,301 3.6%	3,029,175 3.2%	3,062,988 3.4%	2,855,226 3.1%
Business & Finance	1,543,772 1.9%	1,686,000 2.1%	1,677,064 1.9%	1,959,305 2.2%	1,948,922 2.3%	2,125,739 2.2%	2,093,519 2.3%	2,123,695 2.3%
Administration & Operations	9,422,920 11.9%	9,884,306 12.0%	11,030,579 12.4%	10,579,298 12.0%	9,756,707 11.7%	11,143,723 11.7%	10,478,817 11.6%	10,585,217 11.4%
President's Office	2,390,731 3.0%	2,470,039 3.0%	2,487,010 2.8%	2,355,379 2.7%	2,192,768 2.6%	2,476,541 2.6%	2,485,561 2.8%	2,372,764 2.6%
Develop, Comm & Gov't Relations	427,834 0.5%	444,679 0.5%	452,754 0.5%	468,505 0.5%	526,225 0.6%	559,315 0.6%	547,589 0.6%	567,619 0.6%
Benefits	13,452,370 17.1%	13,542,294 16.5%	15,535,807 17.5%	15,827,114 17.9%	15,931,255 19.0%	18,141,851 19.1%	17,821,396 19.8%	19,452,224 21.1%
General Expenses	4,350,092 5.5%	3,800,892 4.6%	4,928,846 5.5%	5,241,512 6.0%	3,680,410 4.4%	7,486,601 7.9%	5,875,872 6.6%	6,354,650 6.9%
Utilities	4,385,581 5.5%	4,732,414 5.8%	4,165,582 4.7%	3,452,743 3.9%	2,593,279 3.1%	4,230,050 4.4%	3,090,050 3.4%	2,937,200 3.2%
Total	\$ 79,185,297	\$ 82,062,703	\$ 88,914,366	\$ 88,253,068	\$ 83,751,094	\$ 95,213,482	\$ 90,037,035	\$ 92,270,093
\$ Incr/(Decr) Over Previous Year	\$ 2,877,406	\$ 6,851,663	\$ (661,298)	\$ (4,501,974)	\$ 11,462,388	\$ 6,285,941	\$ 7,500,000	\$ 2,233,058
% Incr/(Decr) Over Previous Year	3.6%	8.3%	(0.7%)	(5.1%)	13.7%	7.5%	8.2%	2.5%

Brookdale Community College
Operating Budget Increases/(Decreases)
FY14

FY13 Revised Budget		\$ 95,213,482
Salary & Benefits		
Salary Adjustments	\$ 480,820	
Part Time Faculty Costs	(449,977)	
Benefit Costs	1,310,373	
Deferred Positions	(347,314)	
Retirements	(695,234)	
Decrease Staff Positions (Table 7A)	<u>(210,721)</u>	
Total Salary & Benefits		\$ 87,947
Operating		
Debt Service to Capital Fund	(1,310,000)	
Infrastructure to Capital Fund	(600,000)	
Utilities	(582,850)	
Various Line Item Decreases	<u>(538,486)</u>	
Total Operating		<u>(3,031,336)</u>
Total Salary & Benefits & Operating		<u>(2,943,389)</u>
FY14 Budget		<u><u>\$ 92,270,093</u></u>

Operating Staff Changes: FY14

- Table 7A provides the changes in positions by function and division
- Table 7B provides a summary of deferred positions
- Full time equated staff funded by the operating budget decreased by 3.40

Operating Staff

Tables 7A and 7B summarize the changes to staffing at the College. The College decreased its full time equated staff funded by the operating budget by 3.40 positions.

A summary of the 22 deferred positions in FY14 is provided as follows:

- 9 full time instructional positions from the Educational Services budget
- 4 Administrative staff positions
- 9 Professional Staff Association (PSA) positions

Table No. 7A

Brookdale Community College
Changes in Positions by Function and Division
FY14

Unit	Division Name	Title of Position	Name	FY13 FTE	FY14 FTE	Increase (Decrease) FTE	Increase (Decrease) Amount
President's Division							
Admin	Board of Trustees	Admin. Asst. to Board	Karl	1.00	0.80	(0.20)	\$ (14,061)
Admin	President's Office	Conf. Admin. Asst.	Kenney	1.00	0.80	(0.20)	(11,910)
Admin	Public Relations & Comm.	Events Administrator	Quinn *	1.00	-	(1.00)	(63,896)
				3.00	1.60	(1.40)	(89,867)
Outreach, Bus & Comm Dev							
Admin	Office of OBCD-Admin	Executive Director		1.00	-	(1.00)	(103,859)
Admin	Office of OBCD-Admin	Coord. Life Long Lrng.	Costa	-	1.00	1.00	46,172
PSA	Office of OBCD-Admin	Senior Office Assistant	Unnamed	1.00	-	(1.00)	(42,467)
				2.00	1.00	(1.00)	(100,154)
Educational Services							
PSA	Computer Science Dept	Part-time	Doll	0.50	-	(0.50)	(10,350)
PSA	Psychology	Part-time	Schmelter	0.50	-	(0.50)	(10,350)
				1.00	-	(1.00)	(20,700)
				Total	6.00	2.60	(3.40) \$ (210,721)

* Salary transferred to auxiliary budget

Admin	(1.40)
PSA	(2.00)
	<u>(3.40)</u>

Table 7B

**Brookdale Community College
FY14 Deferred Positions**

Cost Ctr	Department	Position	FY14 Budget	Part-time allocation	FY14 Savings
President's Division					
1150000	Human Resources	Emp. Specialist	\$ 49,792	\$ 2,500	\$ 47,292
			49,792	2,500	47,292
Business & Finance					
2102000	Common Services	Clerk	38,826	10,000	28,826
			38,826	10,000	28,826
Educational Services					
3300505	Languages	Instructor	120,198	20,700	99,498
3300505	Languages	Instructor	103,823	20,700	83,123
3351505	Reading	Instructor	91,304	20,700	70,604
3400505	Computer Science	Instructor	60,929	20,700	40,229
3451000	History	Instructor	130,980	20,700	110,280
3452500	Psychology	Associate	45,210	20,700	24,510
3501000	Nursing	Instructor	87,009	20,700	66,309
3501000	Nursing	Instructor	65,862	20,700	45,162
3501000	Nursing	Support Specialist	38,703	10,000	28,703
3503000	Environmental Sciences	Instructor	52,994	20,700	32,294
3504000	Chemistry	Learning Asst.	40,326	10,000	30,326
3551000	Math	Learning Asst.	41,887	10,000	31,887
3551000	Math	Learning Asst.	41,887	10,000	31,887
3650505	Adult Education	Learning Specialist	64,584	10,000	54,584
3652000	Testing Services	Sr. Testing Tech.	35,519	10,000	25,519
3650510	Teaching Learn. Ctr.	Web Developer	62,753	20,000	42,753
3702005	Student Life & Act.	Sr. Office Asst.	43,083	10,000	33,083
3801000	Western Monmouth	Evening Admin.	48,601	10,000	38,601
			1,175,652	286,300	889,352
Outreach, Business & Community Development					
3750500	OBCD	Operations Mgr.	71,559	20,000	51,559
3750500	OBCD	Sr. Office Asst.	35,519	10,000	25,519
			107,078	30,000	77,078
22 positions			Total	\$ 1,371,348	\$ 328,800
				\$1,042,548	
Summary of Units					
Administrators	\$	180,205	4		
Faculty		572,009	9		
PSA		290,334	9		
	\$	1,042,548	22		

Capital Budget FY14

- Table 8 summarizes the Capital Budget's revenue and expenditure requests:
 - FY14 Capital Budget is \$23,570,681
- Table 9 summarizes the operating and capital requests from the County:
 - FY14 Total County request is \$21,456,909

CAPITAL BUDGET REVENUE

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

The total anticipated Capital Budget is \$23,570,681.

The Building Our Future Bond Act referendum, successfully passed by State of New Jersey voters in November 2012, provides grants to New Jersey's public institutions and independent institutions of higher education to construct and equip higher education facilities. The bill requires public research universities and State colleges and universities and county colleges which receive capital project grants to provide institutional funds in an amount to support 25% of the cost of the project. The College's total share is \$16,000,000; \$12,000,000 from bond proceeds and the required 25% match of \$4,000,000.

The College has approved the general service fees in the amount of \$2,240,454 to fund the Technology Improvement Plan (TIP) budget, \$373,409 to fund the WSLC debt service obligation and \$746,818 to fund the debt service on the Big Four projects. The College has appropriated \$1,310,000 for debt service obligations, \$900,000 for infrastructure improvements and \$2,000,000 for Minor Capital purchases.

CAPITAL BUDGET EXPENDITURES

Expenditures are broken down into the following categories; Renewals and Replacements and Minor Capital. The College's capital budget includes \$16,900,000 for renewals and replacements, which are the projects and related costs identified in the College's Facilities Master Plan.

Minor Capital

The College's FY14 Minor Capital Budget is \$6,670,681. This amount represents \$3,240,454 for technology needs, \$500,000 to fund campus wide equipment and furniture requests, and \$2,930,227 for the debt service obligations.

**Brookdale Community College
Capital Budget Summary
FY14**

	FY13 Revised Budget		FY14 Request	
	Amount	Percent of Total	Amount	Percent of Total
Revenue				
County:				
County Chapter 12	\$ 750,000	10.1%	\$ -	0.0%
Subtotal County	750,000	10.1%	-	0.0%
State:				
State Higher Education Bond	-	0.0%	12,000,000	50.9%
State Chapter 12	750,000	10.1%	-	0.0%
Subtotal State	750,000	10.1%	12,000,000	50.9%
Other:				
Other	2,300,000	31.2%	8,210,000	34.8%
Fees	3,590,680	48.6%	3,360,681	14.3%
Subtotal Other	5,890,680	79.8%	11,570,681	49.1%
Total Revenue	7,390,680	100.0%	23,570,681	100.0%
Expenditures:				
Minor Capital	5,590,680	75.6%	6,670,681	28.3%
Renewal & Replacements	1,800,000	24.4%	16,900,000	71.7%
Total Expenditures	\$ 7,390,680	100.0%	\$ 23,570,681	100.0%

Table No. 9

**Brookdale Community College
Request from County
FY14**

	FY13	FY14	Increase/ (Decrease)	% Increase/ (Decrease)
Operating Appropriation	\$ 21,456,909	\$ 21,456,909	\$ -	0.0%
Capital Renewals & Replacements*	<u>750,000</u>	<u>-</u>	<u>(750,000)</u>	<u>(100.0%)</u>
Total County Appropriation	<u>\$ 22,206,909</u>	<u>\$ 21,456,909</u>	<u>\$ (750,000)</u>	<u>(3.4%)</u>

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

Budget Statistics: FY08 – FY14

Table 10 provides statistics for the following:

- Revenue \$92,270,093
 - Tuition & Fees (5.4%)
 - State 0.0%
 - County 0.0%
- Expense \$92,270,093
- FTEs
 - Enrollment (2.5%)
 - Credit 10,679 FTEs
 - Cost \$8,373 per FTE

Table 11 provides Negotiation Data for the four associations

- Salaries
 - Faculty and Professional Staff are currently in negotiations

**Brookdale Community College
Budget Statistics
FY08 - FY14 Revenue & Expense**

	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Revised Budget	FY13 Projected	FY14 Budget
Revenue:								
Tuition & Fees	\$ 39,758,383	\$ 45,068,173	\$ 51,321,994	\$ 52,853,938	\$ 49,567,030	\$ 48,877,608	\$ 47,386,561	\$ 46,234,331
% of Budget	47.4%	50.8%	54.1%	55.5%	57.8%	51.3%	52.7%	50.1%
% Incr/(Decr) Over Prior Yr		13.4%	13.9%	3.0%	(6.2%)	(1.4%)	(3.1%)	(5.4%)
Monmouth County	25,512,410	26,360,468	26,787,228	27,456,909	21,456,909	21,456,909	21,456,909	21,456,909
% of Budget	30.4%	29.9%	28.2%	28.9%	25.0%	22.5%	23.8%	23.3%
% Incr/(Decr) Over Prior Yr		3.3%	1.6%	2.5%	(21.9%)	0.0%	0.0%	0.0%
State Aid	13,367,316	12,196,625	11,115,157	10,685,964	10,660,107	10,660,107	10,660,107	10,660,107
% of Budget	16.0%	13.8%	11.7%	11.2%	12.3%	11.2%	11.8%	11.5%
% Incr/(Decr) Over Prior Yr		(8.8%)	(8.9%)	(3.9%)	(0.2%)	0.0%	0.0%	0.0%
Federal Aid	-	-	668,724	-	-	-	-	-
% of Budget	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Income	5,156,587	4,857,484	5,044,717	4,151,209	4,014,985	4,750,000	4,005,105	4,135,000
% of Budget	6.2%	5.5%	5.3%	4.4%	4.7%	5.1%	4.4%	4.5%
% Incr/(Decr) Over Prior Yr		(5.8%)	3.9%	(17.7%)	(3.3%)	18.3%	(15.7%)	(12.9%)
Reserves	-	-	-	-	-	9,468,858	6,528,353	9,783,746
% of Budget	0.0%	0.0%	0.0%	0.0%	0.0%	9.9%	7.3%	10.6%
Total	\$ 83,794,696	\$ 88,482,750	\$ 94,937,820	\$ 95,148,020	\$ 85,699,031	\$ 95,213,482	\$ 90,037,035	\$ 92,270,093

% Incr/(Decr) Over Prior Yr	\$ 4,688,054	\$ 6,455,070	\$ 210,200	\$ (9,448,989)	\$ 9,514,451	\$ 4,338,004	\$ 2,233,058
% Incr/(Decr) Over Prior Yr	5.6%	7.3%	0.2%	(9.9%)	11.1%	5.1%	2.5%
Tuition Rates	\$ 103.00	\$ 110.00	\$ 115.00	\$ 118.50	\$ 118.50	\$ 115.50	\$ 115.50
Tuition & Fees	\$ 3,781.47	\$ 4,053.62	\$ 4,283.62	\$ 4,407.43	\$ 4,431.17	\$ 4,313.62	\$ 4,324.38
Per Credit FTE							\$ 4,329.46

Table No. 10 Cont'd

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
	Actual	Actual	Actual	Actual	Actual	Revised Budget	Budget
Expenses:							
Total Operating	\$ 79,185,297	\$ 82,062,703	\$ 88,914,366	\$ 88,253,068	\$ 83,751,094	\$ 95,213,482	\$ 92,270,093
\$ Incr/(Decr) Over Prior Yr		2,877,406	6,851,663	(661,298)	(4,501,974)	11,462,388	2,233,058
% Incr/(Decr) Over Prior Yr		3.6%	8.3%	(0.7%)	(5.1%)	13.7%	2.5%
FTEs:							
Credit	10,514	11,118	11,981	11,992	11,186	11,331	10,679
% Incr/(Decr) Over Prior Yr		5.7%	7.8%	0.1%	(6.7%)	1.3%	(2.5%)
Non Credit	790	807	662	707	726	750	750
Total FTE	11,304	11,925	12,643	12,699	11,912	12,081	11,429
% Incr/(Decr) Over Prior Yr		5.5%	6.0%	0.4%	(6.2%)	1.4%	(2.2%)
Non Credit Expenditures	2,918,532	3,255,615	3,175,274	3,041,439	3,032,301	3,029,175	2,853,577
Net Credit Expenditures	76,266,765	78,807,088	85,739,092	85,211,629	80,718,793	92,184,307	89,416,516
Cost Per FTE:							
Credit	\$ 7,254	\$ 7,088	\$ 7,156	\$ 7,106	\$ 7,216	\$ 8,136	\$ 8,373
% Incr/(Decr) Over Prior Yr		(2.3%)	1.0%	(0.7%)	1.6%	12.7%	5.5%
Each Tuition % =	\$ 401,103						
Each State % =	106,601						
Each County % =	214,569						
Each General Srv Fee % =	46,240						
Each \$1 Tuition Increase =	347,276						
Each \$1 Gen Fee Increase =	43,184						
Each \$1 Tech Fee Increase =	20,837						
Each \$1 Debt Serv Fee Incr =	10,418						

Tuition % Increase over FY13 = 0.0%
 Tuition Rate \$115.50/Credit, Max \$1,732.50
 Tuition Revenue per FTE \$ 3,756
 General Service Fee per FTE 433
 Other Fees per FTE 140

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%

Table No. 11

**Brookdale Community College
Negotiation Data
FY08 - FY14**

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

PSA				
	FY08	4.0%	FY11	\$500 + 2%
	FY09	4.0%	FY12	\$500 + 2%
	FY10	4.0%	FY13	\$500 + 2%
FACULTY				
	FY08	\$2,698 flat dollar	FY11	\$907 + 2.0%
	FY09	\$1,375 + 2.0%	FY12	\$936 + 2.0%
	FY10	4.0%	FY13	\$967 + 2.0%
ADMINISTRATORS				
	FY08	4.0%	FY11	\$754 + 2.0%
	FY09	\$1,176 + 2.0%	FY12	\$778 + 2.0%
	FY10	\$1,225 + 2.0%	FY13	\$803 + 2.0%
			FY14	1.0%
FOP				
	FY09	4.55%	FY12	0%
	FY10	3.9%	FY13	1.5%
	FY11	3.75%	FY14	1.5%
			FY15	1.5%

PSA and Faculty do not have a negotiated settlement for FY14.