

# *Operating and Capital Budget*

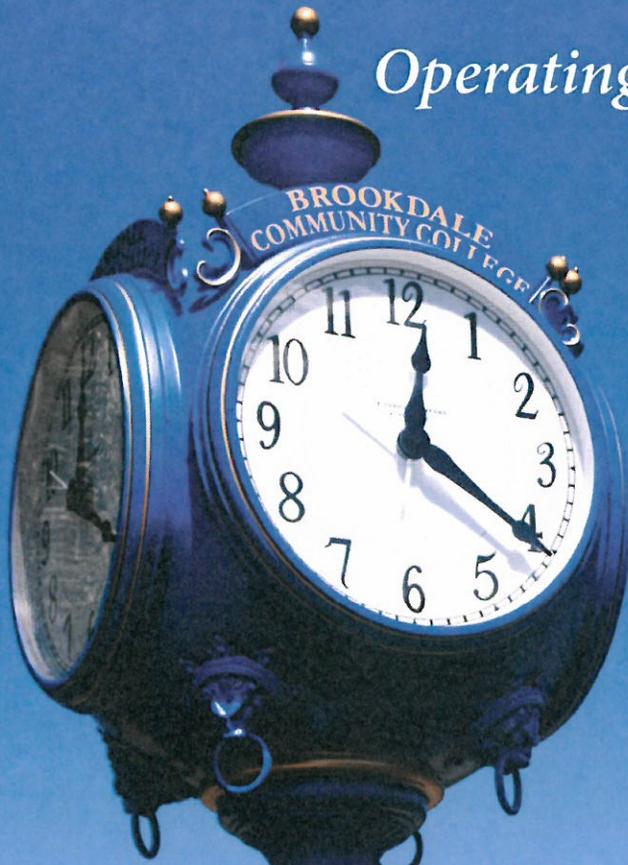
*Fiscal Year 2015*

*Prepared by*

Finance and Operations

Brookdale Community College

January 23, 2014



# BROOKDALE



**BROOKDALE COMMUNITY COLLEGE  
FY15 BUDGET**

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# Enrollment Tables: FY09 – FY15

- Headcount
  - From a high in FY10 of 42,113 to the FY15 budget of 38,134
  - Headcount impacts the following student services:
    - Admissions
    - Registration
    - Financial Aid
    - Accounts Receivable
    - Counseling
  - Facilities – parking, custodial, furniture & equipment
  - Safety & Security
  - Information Technology
  
- 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 FY09 – FY13, credit enrollment decreased 2.1%, for an average of 0.5% per year
  
  - Cost per credit FTE for the period FY09-FY13 has increased on average 1.8% per year, a reflection of a continued focus on cost containment and fiscal responsibility

Table No. 1

**Brookdale Community College  
Full and Part Time Student Headcount  
FY09 - FY15**

<b>Term</b>	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY14 Projected</b>	<b>FY15 Budget</b>
Summer III	2,498	2,547	2,522	2,563	2,400	2,330	2,420	2,420
% of Year	6.3%	6.1%	6.0%	6.4%	6.2%	6.1%	6.3%	6.3%
Fall	15,508	16,643	16,836	15,918	15,640	15,249	15,187	15,187
% of Year	39.4%	39.5%	40.2%	40.0%	40.1%	40.0%	39.8%	39.8%
Spring	14,769	15,958	15,705	14,934	14,610	14,303	14,303	14,303
% of Year	37.5%	37.9%	37.5%	37.4%	37.5%	37.5%	37.5%	37.5%
Summer I & II	6,629	6,965	6,835	6,474	6,311	6,224	6,224	6,224
% of Year	16.8%	16.5%	16.3%	16.2%	16.2%	16.3%	16.3%	16.3%
<b>Total</b>	<b>39,404</b>	<b>42,113</b>	<b>41,898</b>	<b>39,889</b>	<b>38,961</b>	<b>38,106</b>	<b>38,134</b>	<b>38,134</b>
% Increase/(Decrease)		6.9%	(0.5%)	(4.8%)	(2.3%)	(2.2%)	0.1%	0.1%

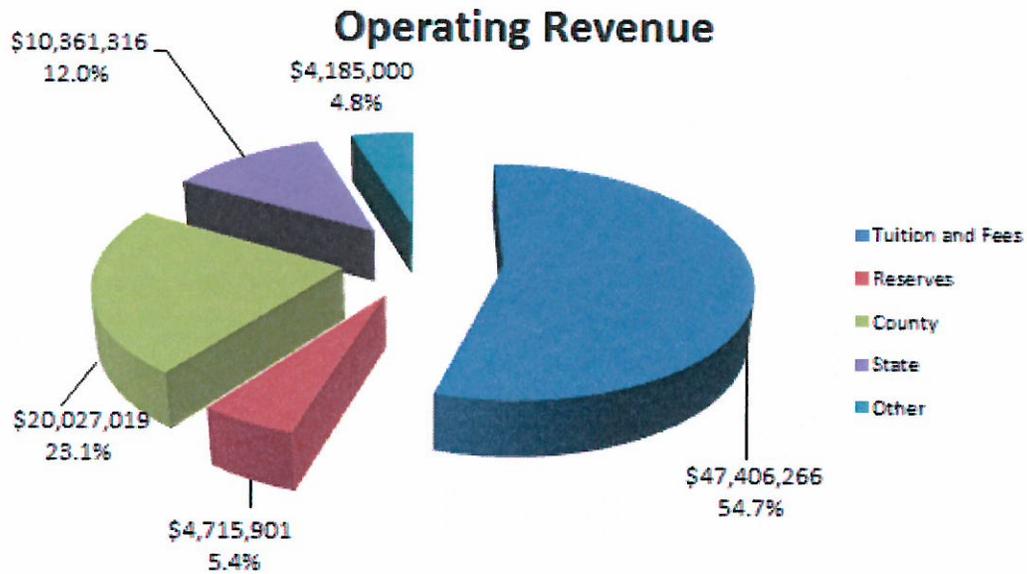
Table No. 2

**Brookdale Community College  
Enrollment History - FTEs  
FY09 - FY15**

	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Budget Projected</b>	<b>FY15 Budget</b>
<b>Credit FTEs:</b>							
Summer III	315	331	330	334	315	306	313
% of Year	2.6%	2.6%	2.6%	2.8%	2.7%	2.7%	2.8%
Fall	5,151	5,565	5,673	5,267	5,076	4,988	4,963
% of Year	43.2%	44.0%	44.7%	44.2%	44.2%	43.6%	43.8%
Spring	4,703	5,078	5,004	4,657	4,524	4,493	4,493
% of Year	39.4%	40.2%	39.3%	39.1%	39.4%	39.3%	39.6%
Summer I & II	949	1,007	985	928	899	892	892
% of Year	8.0%	8.0%	7.8%	7.8%	7.8%	7.8%	7.9%
<b>Credit Subtotal</b>	<b>11,118</b>	<b>11,981</b>	<b>11,992</b>	<b>11,186</b>	<b>10,814</b>	<b>10,679</b>	<b>10,661</b>
% of Year	93.2%	94.8%	94.4%	93.9%	94.1%	93.4%	93.9%
% Increase/(Decrease)		7.8%	0.1%	(6.7%)	(3.3%)	(4.5%)	(0.2%)
<b>Non-Credit FTEs:</b>							
Non-Fundable FTEs	807	662	707	726	680	750	693
% of Year	6.8%	5.2%	5.6%	6.1%	5.9%	6.6%	6.1%
<b>Total</b>	<b>11,925</b>	<b>12,643</b>	<b>12,699</b>	<b>11,912</b>	<b>11,494</b>	<b>11,429</b>	<b>11,354</b>
% Increase/(Decrease)		6.0%	0.4%	(6.2%)	(3.5%)	(0.6%)	(0.7%)

# Operating Revenue: FY15

The following pages provide a comprehensive look at the College's projected revenue streams for FY15:



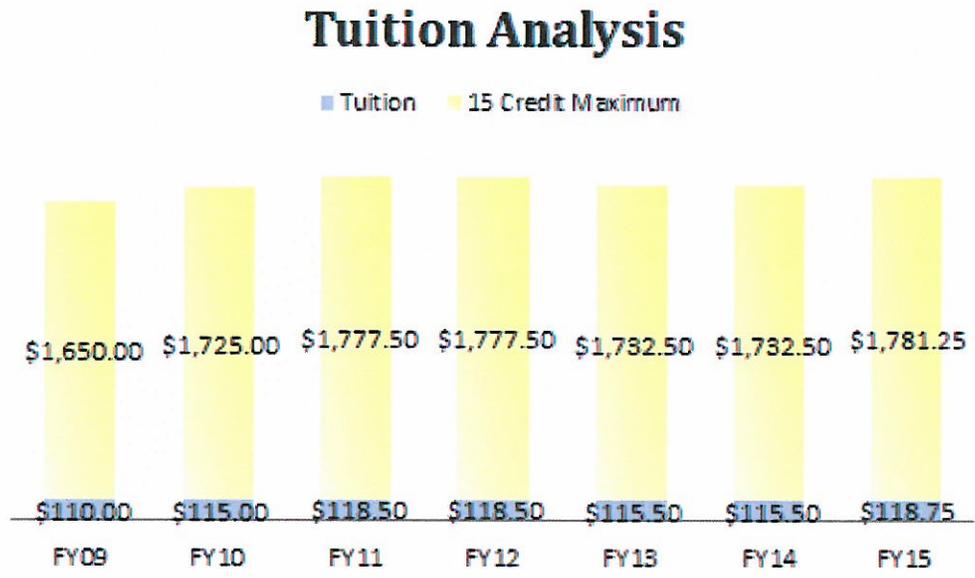
- **FY15 Budget Parameters**
  - Stable State support
  - 6% decrease in County aid
  - 2.8% tuition increase
  - Total financial impact to student taking 15 credits in a semester - \$60.45
  - \$3.5M + reduction in self-financing operating budget

**OPERATING REVENUE**

In support of the FY15 Operating Budget, Brookdale anticipates that revenue will consist of the following:

A. **Tuition** **\$ 41,162,121**  
**47.5%**

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 FY09, the College's tuition rates are as indicated below:



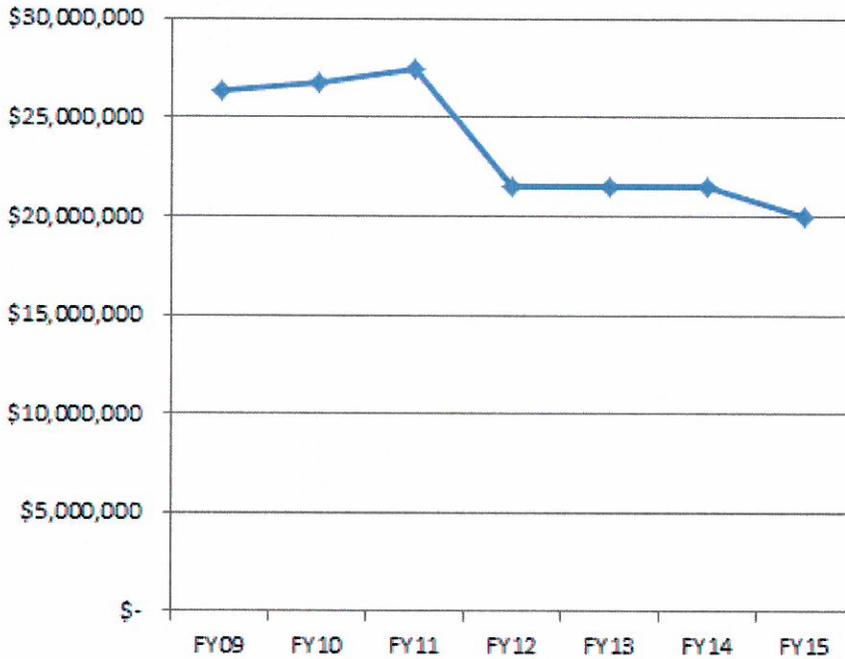
The tuition revenue estimated for FY15 is based on the College raising tuition to \$118.75 per SCH, to a maximum of \$1,781.25 per semester. This represents a \$3.25 or 2.8% increase over FY14. The Board of Trustees is sensitive to the financial impact a tuition increase can have on students. In response to this concern, the College is developing a 5-year responsible, predictable and fair tuition long range plan, which will allow students to predict with greater certainty their college expense.

**B. County**

**\$ 20,027,019**  
**23.1%**

The College received the following operating support from FY09 – FY14:

**County Aid**

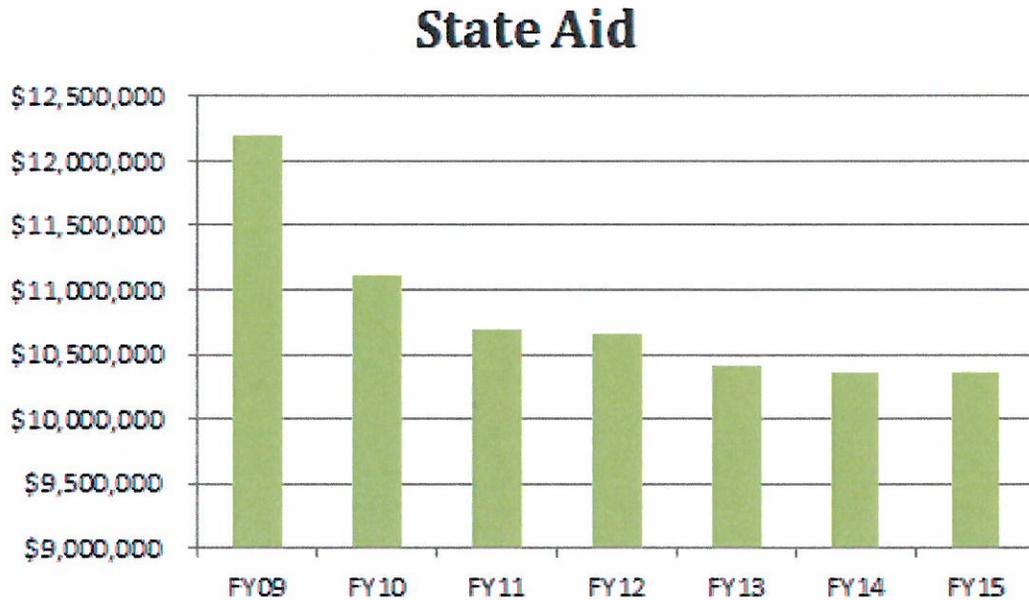


The request for FY15 represents a \$1.4M, or a 6% decrease from the FY14 budget due to the continued economic constraints faced at the County level, which were exacerbated by Superstorm Sandy. The County's allocation to the College's Operating Budget is approved by the Monmouth County Freeholders at the Board of School Estimate meeting, typically held in February of each year.

**C. State Support**

**\$ 10,361,316**  
**12.0%**

The College received the following Operating Aid from the State from FY09 – FY14:



FY14 State Operating Aid to the sector was \$134,123,000, and the preliminary allocation of aid to Brookdale is \$10,361,316. 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 2014. For FY15, Brookdale’s budgeted allocation is unchanged, as a conservative estimate based on the continued economic struggles at the State level.

Governor Christie is expected to present a draft budget in January; then, after a series of hearings with the Senate and Assembly Appropriations Committee, modifications maybe made, with the Governor approving the final budget on or about June 30, 2014.

State support for the College has varied from 24.4 percent in FY89, to 7.7 percent in FY14.

**D. General Service Fees** **\$ 4,744,145**  
**5.5%**

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 FY15 is based on the fee increasing from \$27.72 to \$28.50 per SCH or 24% of tuition.

**E. Non-Credit Income** **\$ 3,050,000**  
**3.5%**

In FY15, the College is projecting revenue of \$3,050,000 from Business and Community Development operations. The projected revenue exceeds the combined operating and capital expenditures for the units involved, and includes the following programs: Lifelong Learning, Career and Professional Development, Workforce and Contract Training, Academic Camps, New Jersey Alternate Route for Teacher Certification, Health Care Training, and Trips and Excursions.

**F. Interest Income** **\$ 185,000**  
**0.2%**

The College is projecting interest income of \$185,000, as interest rates are not predicted to rise in FY15 significantly. Rates are heavily influenced by economic conditions like unemployment and are also guided by the Federal Reserve.

**G. Other Fees** **\$ 1,500,000**  
**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** **\$ 950,000**  
**1.1%**

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**

**\$ 4,715,901**  
**5.4%**

The College is allocating \$4,715,901 from reserves to the FY15 operating budget, which represents a reduction from the FY14 revised budget of over \$3.8 million dollars. 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 to reduce our reliance on reserves include, 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  
FY09 - FY15**

	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Revised Budget</b>	<b>FY14 Projected</b>	<b>FY15 Budget</b>
Tuition	\$39,179,698 44.3%	\$44,668,746 47.1%	\$46,013,307 48.3%	\$43,091,728 50.3%	\$40,792,432 48.0%	\$40,110,324 44.2%	\$40,042,302 45.9%	\$41,162,121 47.5%
Monmouth County	26,360,468 29.8%	26,787,228 28.2%	27,456,909 28.9%	21,456,909 25.0%	21,456,909 25.2%	21,456,909 23.6%	21,456,909 24.6%	20,027,019 23.1%
State Aid	12,196,625 13.8%	11,115,157 11.7%	10,685,964 11.2%	10,660,107 12.4%	10,417,121 12.2%	10,417,065 11.5%	10,361,316 11.9%	10,361,316 12.0%
Federal Aid	- 0.0%	668,724 0.7%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%	- 0.0%
General Service Fees	4,466,286 5.0%	5,056,688 5.3%	5,262,161 5.5%	4,965,438 5.8%	4,692,795 5.5%	4,624,007 5.1%	4,594,860 5.3%	4,744,145 5.5%
Non Credit Income	3,193,010 3.6%	3,392,387 3.6%	3,008,326 3.2%	2,887,310 3.4%	3,000,400 3.5%	3,000,000 3.3%	3,050,000 3.5%	3,050,000 3.5%
Interest Income	668,774 0.8%	422,011 0.4%	263,000 0.3%	171,310 0.2%	152,299 0.2%	185,000 0.2%	150,000 0.2%	185,000 0.2%
Other Fees**	1,422,189 1.6%	1,596,560 1.7%	1,578,470 1.7%	1,509,864 1.8%	1,477,562 1.7%	1,500,000 1.7%	1,422,500 1.6%	1,500,000 1.7%
Other Income	995,700 1.1%	1,230,319 1.3%	879,883 0.9%	956,365 1.1%	886,414 1.0%	950,000 1.0%	852,180 1.0%	950,000 1.1%
Reserves	- 0.0%	- 0.0%	- 0.0%	- 0.0%	2,192,796 2.6%	8,569,837 9.4%	5,276,099 6.1%	4,715,901 5.4%
<b>TOTAL</b>	<b>\$88,482,750</b>	<b>\$94,937,820</b>	<b>\$95,148,020</b>	<b>\$85,699,031</b>	<b>\$85,068,728</b>	<b>\$90,813,142</b>	<b>\$87,206,166</b>	<b>\$86,695,502</b>

\$ Incr/(Decr) Over Previous Year	\$ 6,455,070	\$ 210,200	\$ (9,448,989)	\$ (630,303)	\$ 5,744,414	\$ 2,137,438	\$ (510,664)
% Incr/(Decr) Over Previous Year	7.3%	0.2%	(9.9%)	(0.7%)	6.8%	2.5%	(0.6%)

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

**Brookdale Community College  
Operating Budget Summary  
FY15**

	FY13 Actual		FY14 Revised Budget		FY14 Projected		FY15 Budget	
	Amount	% of Total						
Current Revenue:								
Tuition	\$ 40,792,432	48.0%	\$ 40,110,324	44.2%	\$ 40,042,302	45.9%	\$ 41,162,121	47.5%
Monmouth County	21,456,909	25.2%	21,456,909	23.6%	21,456,909	24.6%	20,027,019	23.1%
State Aid	10,417,121	12.3%	10,417,065	11.5%	10,361,316	11.9%	10,361,316	11.9%
General Service Fees	4,692,795	5.5%	4,624,007	5.1%	4,594,860	5.3%	4,744,145	5.5%
Non Credit Income	3,000,400	3.5%	3,000,000	3.3%	3,050,000	3.5%	3,050,000	3.5%
Interest Income	152,299	0.2%	185,000	0.2%	150,000	0.2%	185,000	0.2%
Other Fees	1,477,562	1.7%	1,500,000	1.7%	1,422,500	1.6%	1,500,000	1.7%
Other Income	886,414	1.0%	950,000	1.1%	852,180	1.0%	950,000	1.1%
Reserves	2,192,796	2.6%	8,569,837	9.4%	5,276,099	6.1%	4,715,901	5.4%
<b>Total Current Revenue</b>	<b>\$ 85,068,728</b>	<b>100.0%</b>	<b>\$ 90,813,142</b>	<b>100.0%</b>	<b>\$ 87,206,166</b>	<b>100.0%</b>	<b>\$ 86,695,502</b>	<b>100.0%</b>
Current Expenditures:								
Educational Services	\$ 43,723,225	51.5%	\$ 44,406,564	48.9%	\$ 43,375,053	49.7%	\$ 43,883,840	50.6%
Bus & Comm Develop	2,894,108	3.4%	2,844,859	3.1%	2,907,372	3.3%	2,834,100	3.3%
Finance & Operations	6,636,353	7.8%	6,365,035	7.0%	6,316,328	7.2%	6,383,592	7.4%
President's Office	8,125,302	9.6%	7,965,702	8.8%	7,897,479	9.1%	7,872,779	9.1%
Develop, Comm & Gov't Rel	540,315	0.6%	573,220	0.6%	558,220	0.6%	511,245	0.6%
Benefits	16,649,789	19.6%	19,444,747	21.4%	17,899,784	20.5%	17,761,768	20.5%
General Expenses	3,941,544	4.6%	6,314,035	7.0%	5,352,950	6.2%	4,669,478	5.4%
Utilities	2,558,092	3.0%	2,898,980	3.2%	2,898,980	3.3%	2,778,700	3.2%
<b>Total Current Expenditures</b>	<b>\$ 85,068,728</b>	<b>100.0%</b>	<b>\$ 90,813,142</b>	<b>100.0%</b>	<b>\$ 87,206,166</b>	<b>100.0%</b>	<b>\$ 86,695,502</b>	<b>100.0%</b>

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

Expenditures after distribution of salary increases to cost centers:

Educational Services	\$ 44,036,946
Bus & Comm Develop	2,845,795
Finance & Operations	6,413,527
President's Office	7,899,841
Develop, Comm & Gov't Rel	515,958
Benefits	17,761,768
General Expenses	4,442,967
Utilities	2,778,700
	<b>\$ 86,695,502</b>

## Operating Expenditures: FY15

A summary of the College's Operating Expenditures:

- FY14 projected expenditures \$87,206,166, a reduction from the FY14 revised budget of \$90,813,142
- FY15 Budget of \$86,695,502 reflects a 0.6% decrease from the FY14 revised
- Savings achieved can be attributed to:
  - Personnel retirements and attrition (salary and benefits)
  - Reductions in general expense reserves for vacation accruals, auxiliary enterprises and operations
  - Management and staff's continued commitment to balance the budget

## **OPERATING EXPENDITURES**

The Operating Budget for FY15 decreased by \$4,117,640 or 4.5 percent over the FY14 revised budget.

### **1. Salary Increases \$ 598,937**

Labor agreements with the Administrative Association and Professional Staff Association expired June 30, 2014. Estimated settlement funds have been reserved in General Institutional for FY15. The Faculty Association reached a 3 year agreement effective July 1, 2013 through June 30, 2016 and Fraternal Order of Police has an existing labor contract through June 30, 2015; salary increases have been allocated to their cost centers.

### **2. Part Time Faculty Costs \$ (22,000)**

Part time faculty instructional costs have decreased by \$22,000, due to a reduction in the enrollment projection and the efficient use of part time faculty in the classroom.

### **3. Benefits \$ (1,682,979)**

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 overall decrease in benefits, mainly due to staffing changes. Benefits constitute 20.5 percent of the overall Operating Budget.

### **4. Deferred Positions \$ (240,717)**

The College has projected a savings of \$240,717 resulting from various deferred positions located throughout the operating budget.

### **5. Retirements/Attrition \$ (503,771)**

The College has projected a savings of \$503,771 from staff retirements and attrition.

### **6. Various Operating Expenses \$ (322,553)**

Various line items in the amount of \$322,553 reflect a combination of immaterial adjustments to other line items in the budget (i.e., travel, office & instructional supplies, part-time hourly).

**7. General Expenses**

**\$ (1,944,557)**

The general institutional budget decreased by \$1,944,557, due to a reduction in reserve allocations for deferred salaries, vacation accrual, and a reduction of bad debt expenses, and various other general other expenses.

Table No. 5

**Brookdale Community College**  
**Operating Expenditures**  
**FY09 - FY15**

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY14</b>	<b>FY14</b>	<b>FY15</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Revised Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Budget</b>
Educational Services	\$ 42,246,464 51.5%	\$ 45,461,450 51.1%	\$ 45,327,773 51.4%	\$ 44,089,227 52.7%	\$ 43,723,225 51.4%	\$ 44,406,564 48.9%	\$ 43,375,053 49.7%	\$ 43,375,053 49.7%	\$ 43,883,840 50.6%
Business & Comm Development	3,255,615 4.0%	3,175,274 3.6%	3,041,439 3.4%	3,032,301 3.6%	2,894,108 3.4%	2,844,859 3.1%	2,907,372 3.3%	2,907,372 3.3%	2,834,100 3.3%
Finance & Operations	6,196,128 7.6%	6,975,186 7.8%	6,688,606 7.6%	6,165,671 7.4%	6,636,353 7.8%	6,365,035 7.0%	6,316,328 7.2%	6,316,328 7.2%	6,383,592 7.4%
BOT & President's Division	7,844,217 9.6%	8,219,467 9.2%	8,205,376 9.3%	7,732,726 9.2%	8,125,302 9.6%	7,965,702 8.8%	7,897,479 9.1%	7,897,479 9.1%	7,872,779 9.1%
Develop, Comm & Gov't Relations	444,679 0.5%	452,754 0.5%	468,505 0.5%	526,225 0.6%	540,315 0.6%	573,220 0.6%	558,220 0.6%	558,220 0.6%	511,245 0.6%
Benefits	13,542,294 16.5%	15,535,807 17.5%	15,827,114 17.9%	15,931,255 19.0%	16,649,789 19.6%	19,444,747 21.4%	17,899,784 20.5%	17,899,784 20.5%	17,761,768 20.5%
General Expenses	3,800,892 4.6%	4,928,846 5.5%	5,241,512 6.0%	3,680,410 4.4%	3,941,544 4.6%	6,314,035 7.0%	5,352,950 6.1%	5,352,950 6.1%	4,669,478 5.4%
Utilities	4,732,414 5.8%	4,165,582 4.7%	3,452,743 3.9%	2,593,279 3.1%	2,558,092 3.0%	2,898,980 3.2%	2,898,980 3.3%	2,898,980 3.3%	2,778,700 3.2%
<b>Total</b>	<b>\$ 82,062,703</b>	<b>\$ 88,914,366</b>	<b>\$ 88,253,068</b>	<b>\$ 83,751,094</b>	<b>\$ 85,068,728</b>	<b>\$ 90,813,142</b>	<b>\$ 87,206,166</b>	<b>\$ 87,206,166</b>	<b>\$ 86,695,502</b>
<b>\$ Incr/(Decr) Over Previous Year</b>	<b>\$ 6,851,663</b>	<b>\$ 6,851,663</b>	<b>\$ (661,298)</b>	<b>\$ (4,501,974)</b>	<b>\$ 1,317,634</b>	<b>\$ 5,744,414</b>	<b>\$ (3,606,976)</b>	<b>\$ (3,606,976)</b>	<b>\$ (510,664)</b>
<b>% Incr/(Decr) Over Previous Year</b>	<b>8.3%</b>	<b>8.3%</b>	<b>(0.7%)</b>	<b>(5.1%)</b>	<b>1.6%</b>	<b>6.8%</b>	<b>(4.0%)</b>	<b>(4.0%)</b>	<b>(0.6%)</b>

**Brookdale Community College**  
**Operating Budget Increases/(Decreases)**  
**FY15**

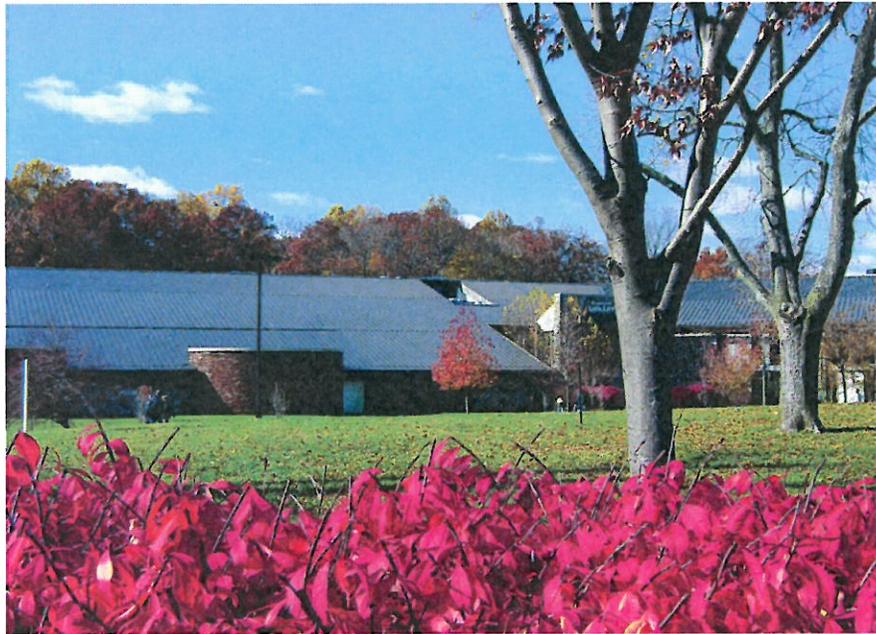
<b>FY14 Revised Budget</b>		\$ 90,813,142
Salary & Benefits		
Salary Adjustments	\$ 598,937	
Part Time Faculty Costs	(22,000)	
Benefit Costs	(1,682,979)	
Deferred Positions	(240,717)	
Retirements/ Attrition	<u>(503,771)</u>	
Total Salary & Benefits		\$ (1,850,530)
Operating		
Various Line Item Decreases	(322,553)	
General expenses	<u>(1,944,557)</u>	
Total Operating		<u>(2,267,110)</u>
Total Salary & Benefits & Operating		<u>(4,117,640)</u>
<b>FY15 Budget</b>		<u><u>\$ 86,695,502</u></u>

## Capital Budget FY15

- Table 8 summarizes the Capital Budget's revenue and expenditure requests:

FY15 Capital Budget is \$11,281,458, and includes

- Information Technology Upgrades
- A continued focus on Deferred Maintenance
- Debt service obligations

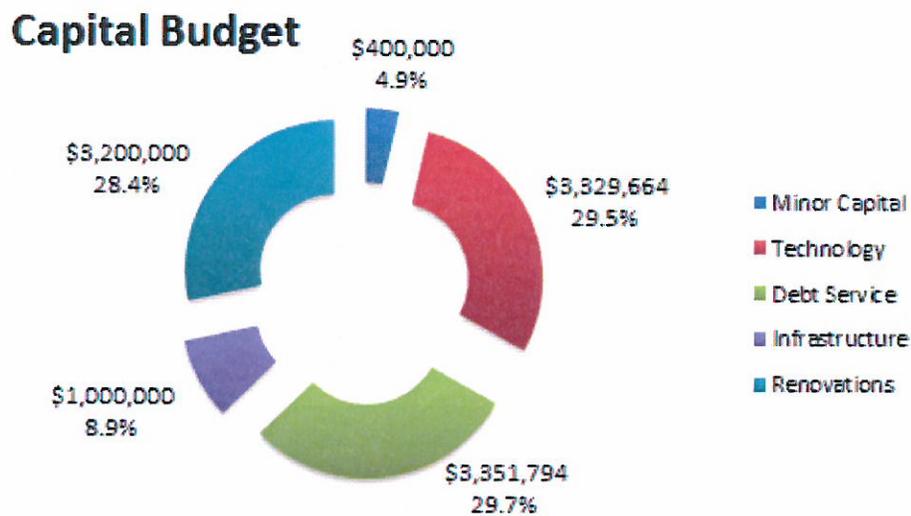


## CAPITAL BUDGET REVENUE

Table 7 provides details of the FY15 Capital Budget and summarizes the capital revenue by source and category.

The total anticipated Capital Budget is \$11,281,458.

A portion of the general service fee supports capital and technology initiatives at the Lincroft and Freehold campuses, as well as the Higher Education Centers. The College has also appropriated funds for the balance of annual debt service obligations, infrastructure improvements and 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 \$4,200,000 for renewals and replacements, which are the infrastructure projects and deferred maintenance costs identified in the College's Facilities Master Plan.

The College's FY15 Minor Capital Budget is \$7,081,458. This amount represents \$3,329,664 or technology needs, \$400,000 to fund campus wide equipment and furniture requests, and \$3,351,794 for the debt service obligations.

Table No. 7

**Brookdale Community College  
Capital Budget Summary  
FY15**

	FY14 Revised Budget		FY15 Request	
	Amount	Percent of Total	Amount	Percent of Total
<b>Revenue</b>				
<b>County:</b>				
County Chapter 12	\$ 2,125,000	6.7%	\$ 1,600,000	14.2%
County Bond	2,000,000	6.3%	-	0.0%
Subtotal County	4,125,000	13.0%	1,600,000	14.2%
<b>State:</b>				
State Higher Education Bond	12,000,000	37.8%	-	0.0%
State HETI	1,160,562	3.7%	-	0.0%
State ELF	2,724,303	8.6%	-	0.0%
State Chapter 12	2,125,000	6.7%	1,600,000	14.2%
Subtotal State	18,009,865	56.8%	1,600,000	14.2%
<b>Other:</b>				
Other	6,210,000	19.7%	4,588,635	40.7%
Fees	3,360,681	10.6%	3,492,823	31.0%
Subtotal Other	9,570,681	30.3%	8,081,458	71.6%
Total Revenue	31,705,546	100.0%	11,281,458	100.0%
<b>Expenditures:</b>				
Construction	16,000,000	50.5%	-	0.0%
Minor Capital	10,555,546	33.3%	7,081,458	62.8%
Renewal & Replacements	5,150,000	16.2%	4,200,000	37.2%
Total Expenditures	\$ 31,705,546	100.0%	\$ 11,281,458	100.0%

## Budget Statistics: FY09 – FY15

Table 8 provides statistics for the following:

- Revenue \$86,695,502
  - Tuition & Fees 2.5%
  - State 0.0%
  - County -6.0%
  
- Expense \$86,695,502
  
- FTEs
  - Credit Enrollment (0.2%)
  - Credit 10,661 FTEs
  - Cost \$7,831 per FTE

Table 9 provides Negotiation Data for the four associations

- Salaries
  - Administrative and Professional Staff Associations are currently in negotiations for FY15.

**Brookdale Community College  
Budget Statistics  
FY09 - FY15 Revenue & Expense**

	<b>FY09 Actual</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Revised Budget</b>	<b>FY14 Projected</b>	<b>FY15 Budget</b>
<b>Revenue:</b>								
Tuition & Fees	\$ 45,068,173	\$ 51,321,994	\$ 52,853,938	\$ 49,567,030	\$ 46,962,789	\$ 46,234,331	\$ 46,059,662	\$ 47,406,266
% of Budget	50.8%	54.1%	55.5%	57.8%	55.2%	51.0%	52.6%	54.7%
% Incr/(Decr) Over Prior Yr		13.9%	3.0%	(6.2%)	(5.3%)	(1.6%)	(0.4%)	2.5%
Monmouth County	26,360,468	26,787,228	27,456,909	21,456,909	21,456,909	21,456,909	21,456,909	20,027,019
% of Budget	29.9%	28.2%	28.9%	25.0%	25.2%	23.6%	24.5%	23.1%
% Incr/(Decr) Over Prior Yr		1.6%	2.5%	(21.9%)	0.0%	0.0%	0.0%	(6.7%)
State Aid	12,196,625	11,115,157	10,685,964	10,660,107	10,417,121	10,417,065	10,361,316	10,361,316
% of Budget	13.8%	11.7%	11.2%	12.3%	12.2%	11.5%	11.7%	12.0%
% Incr/(Decr) Over Prior Yr		(8.9%)	(3.9%)	(0.2%)	(2.3%)	(0.0%)	(0.5%)	(0.5%)
Federal Aid	-	668,724	-	-	-	-	-	-
% of Budget	0.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Income	4,857,484	5,044,717	4,151,209	4,014,985	4,039,113	4,135,000	4,052,180	4,185,000
% of Budget	5.5%	5.3%	4.4%	4.7%	4.8%	4.6%	4.6%	4.8%
% Incr/(Decr) Over Prior Yr		3.9%	(17.7%)	(3.3%)	0.6%	2.4%	(2.0%)	1.2%
Reserves	-	-	-	-	2,192,797	8,569,837	5,578,586	4,715,901
% of Budget	0.0%	0.0%	0.0%	0.0%	2.6%	9.4%	6.4%	5.4%
<b>Total</b>	<b>\$ 88,482,750</b>	<b>\$ 94,937,820</b>	<b>\$ 95,148,020</b>	<b>\$ 85,699,031</b>	<b>\$ 85,068,729</b>	<b>\$ 90,813,142</b>	<b>\$ 87,508,653</b>	<b>\$ 86,695,502</b>
\$ Incr/(Decr) Over Prior Yr	\$	\$ 6,455,070	\$ 210,200	\$ (9,448,989)	\$ (630,302)	\$ 5,114,111	\$ (3,304,489)	\$ (813,151)
% Incr/(Decr) Over Prior Yr		7.3%	0.2%	(9.9%)	(0.7%)	6.8%	(3.6%)	(4.5%)
<b>Tuition Rates</b>	\$ 110.00	\$ 115.00	\$ 118.50	\$ 118.50	\$ 115.50	\$ 115.50	\$ 115.50	\$ 118.75
<b>Tuition &amp; Fees</b>								
<b>Per Credit FTE</b>	\$ 4,053.62	\$ 4,283.62	\$ 4,407.43	\$ 4,431.17	\$ 4,342.78	\$ 4,329.46	\$ 4,320.39	\$ 4,446.70

Table No. 8 Cont'd

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Actual	FY14 Revised Budget	FY14 Projected	FY15 Budget
<b>Expenses:</b>								
Total Operating	\$ 82,062,703	\$ 88,914,366	\$ 88,253,068	\$ 83,751,094	\$ 85,068,729	\$ 90,813,142	\$ 87,508,653	\$ 86,695,502
\$ Incr/(Decr) Over Prior Yr		6,851,663	(661,298)	(4,501,974)	1,317,635	7,062,048	(3,304,489)	(4,117,640)
% Incr/(Decr) Over Prior Yr		8.3%	(0.7%)	(5.1%)	1.6%	6.8%	(3.6%)	(4.5%)
<b>FTEs:</b>								
Credit	11,118	11,981	11,992	11,186	10,814	10,679	10,661	10,661
% Incr/(Decr) Over Prior Yr		7.8%	0.1%	(6.7%)	(3.3%)	(1.2%)	(0.2%)	(0.2%)
Non Credit	807	662	707	726	680	750	693	693
Total FTE	11,925	12,643	12,699	11,912	11,494	11,429	11,354	11,354
% Incr/(Decr) Over Prior Yr		6.0%	0.4%	(6.2%)	(3.5%)	(0.6%)	(0.7%)	(0.7%)
<b>Non Credit Expenditures</b>	3,255,615	3,175,274	3,041,439	3,032,301	2,894,108	2,844,859	3,209,859	3,209,859
<b>Net Credit Expenditures</b>	78,807,088	85,739,092	85,211,629	80,718,793	82,174,621	87,968,283	84,298,794	83,485,643
<b>Cost Per FTE:</b>								
Credit	\$ 7,088	\$ 7,156	\$ 7,106	\$ 7,216	\$ 7,599	\$ 8,238	\$ 7,907	\$ 7,831
% Incr/(Decr) Over Prior Yr		1.0%	(0.7%)	1.6%	5.3%	8.4%	(4.0%)	(4.9%)
Each Tuition % =	\$ 411,621							
Each State % =	103,613							
Each County % =	214,569							
Each General Srv Fee % =	47,441							
Each \$1 Tuition Increase =	346,628							
Each \$1 Gen Fee Increase =	43,103							
Each \$1 Tech Fee Increase =	20,798							
Each \$1 Debt Serv Fee Incr =	10,399							

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  
FY09 - FY15**

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

**PSA**

FY09	4.0%	FY12	\$500 + 2%
FY10	4.0%	FY13	\$500 + 2%
FY11	\$500 + 2%	FY14	1.0%

**FACULTY**

FY09	\$1,375 + 2.0%	FY12	\$936 + 2.0%
FY10	4.0%	FY13	\$967 + 2.0%
FY11	\$907 + 2.0%	FY14	1.0% or \$750, whichever is greater
		FY15	2.0% or \$1,400, whichever is greater

**ADMINISTRATORS**

FY09	\$1,176 + 2.0%	FY12	\$778 + 2.0%
FY10	\$1,225 + 2.0%	FY13	\$803 + 2.0%
FY11	\$754 + 2.0%	FY14	1.0%

**FOP**

FY09	4.55%	FY12	0.0%
FY10	3.9%	FY13	1.5%
FY11	3.75%	FY14	1.5%
		FY15	1.5%

*PSA and Administrators do not have a negotiated settlement for FY15.*