

The County College of Monmouth



BROOKDALE



Operating and Capital Budget

Fiscal Year 2016

Prepared by

Finance & Operations, Brookdale Community College, February 26, 2015

**BROOKDALE COMMUNITY COLLEGE
FY16 BUDGET**

Table of Contents

| | |
|--|-----------|
| I. Enrollment | 1 |
| Table Number 1 | 2 |
| Credit Enrollment History - Full and Part-Time Students FY12 through FY16 | |
| Table Number 2 | 3 |
| Enrollment History - FTEs FY12 through FY16 | |
| II. Operating Revenue | 4 |
| Summary | 5 |
| Table Number 3 | 10 |
| Operating Revenue FY12 through FY16 | |
| Table Number 4 | 11 |
| Operating Budget Summary FY14 Actual through FY16 Budget | |
| III. Operating Expenditures | 12 |
| Summary | 13 |
| Table Number 5 | 15 |
| Operating Expenditures FY12 through FY16 | |
| IV. Capital Budget | 16 |
| Summary | 17 |
| Table Number 6 | 18 |
| Capital Budget Summary | |
| V. Additional Budget Statistics | |
| Summary | 19 |
| Table Number 7 | 20 |
| Operating Budget Statistics | |
| Table Number 8 | 22 |
| Negotiation Data | |

Enrollment Tables: FY12 – FY16

- Headcount Table 1
 - From a high in FY12 of 39,889 to the FY16 budget of 38,186
 - Headcount impacts the following student services:
 - Admissions
 - Registration
 - Financial Aid
 - Accounts Receivable
 - Counseling
 - And the following College services:
 - 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 State aid, tuition income and general service fees
 - For the period FY12 – FY14, audited credit enrollment decreased 12.2%, for an average of 4.1% per year
 - Cost per credit FTE for the period FY12-FY16 has only 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
FY12 - FY16**

| Term | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|-----------------------|----------------|----------------|----------------|-------------------|----------------|
| Summer III | 2,563 | 2,400 | 2,420 | 2,291 | 2,291 |
| % of Year | 6.4% | 6.2% | 6.3% | 6.0% | 6.0% |
| Fall | 15,918 | 15,640 | 15,187 | 15,209 | 15,209 |
| % of Year | 40.0% | 40.1% | 39.6% | 39.8% | 39.8% |
| Spring | 14,934 | 14,610 | 14,407 | 14,462 | 14,462 |
| % of Year | 37.4% | 37.5% | 37.5% | 37.9% | 37.9% |
| Summer I & II | 6,474 | 6,311 | 6,375 | 6,224 | 6,224 |
| % of Year | 16.2% | 16.2% | 16.6% | 16.3% | 16.3% |
| Total | 39,889 | 38,961 | 38,389 | 38,186 | 38,186 |
| % Increase/(Decrease) | (4.8%) | (2.3%) | (1.5%) | (0.5%) | 0.0% |

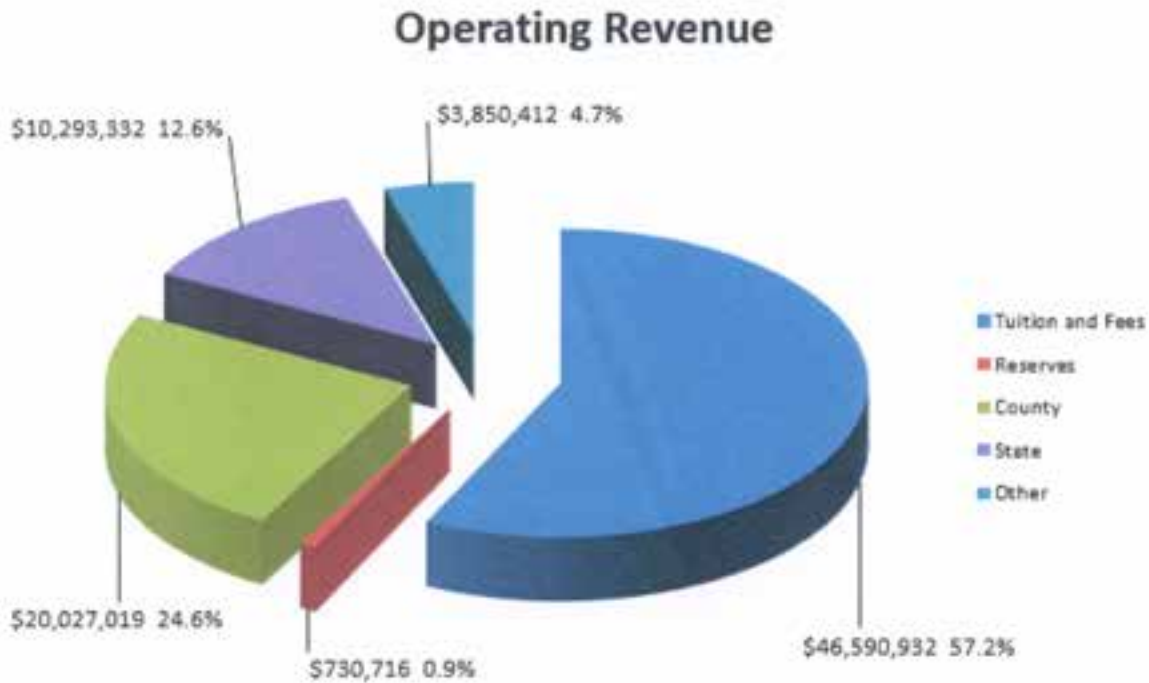
Table No. 2

Brookdale Community College
Enrollment History - FTEs
FY12 - FY16

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|-------------------------|----------------|----------------|----------------|-------------------|----------------|
| Credit FTEs: | | | | | |
| Summer III | 334 | 315 | 313 | 299 | 293 |
| % of Year | 2.8% | 2.7% | 2.8% | 2.7% | 2.7% |
| Fall | 5,267 | 5,076 | 4,920 | 4,817 | 4,721 |
| % of Year | 44.2% | 44.2% | 43.7% | 43.7% | 43.6% |
| Spring | 4,657 | 4,524 | 4,432 | 4,343 | 4,238 |
| % of Year | 39.1% | 39.4% | 39.4% | 39.3% | 39.1% |
| Summer I & II | 928 | 899 | 910 | 892 | 892 |
| % of Year | 7.8% | 7.8% | 8.1% | 8.1% | 8.2% |
| Credit Subtotal | 11,186 | 10,814 | 10,575 | 10,351 | 10,144 |
| % of Year | 93.9% | 94.1% | 94.0% | 93.7% | 93.6% |
| % Increase/(Decrease) | (6.7%) | (3.3%) | (2.2%) | (2.1%) | (2.0%) |
| Non-Credit FTEs: | | | | | |
| Non-Fundable FTEs | 726 | 680 | 672 | 693 | 693 |
| % of Year | 6.1% | 5.9% | 6.0% | 6.3% | 6.4% |
| Total | 11,912 | 11,494 | 11,247 | 11,044 | 10,837 |
| % Increase/(Decrease) | (6.2%) | (3.5%) | (2.1%) | (1.8%) | (1.9%) |

Operating Revenue: FY16

The following pages provide a comprehensive look at the College's projected revenue streams for FY16.



- **FY16 Budget Parameters**

- State aid remains stable
- County aid remains stable
- 3.4% tuition increase
- Total financial impact to student taking 15 credits in a semester - \$74.40 increase
- Reduction in our reliance on self-financing operating budget

OPERATING REVENUE

In support of the FY16 Operating Budget, Brookdale anticipates that revenue will consist of the following:

A. Tuition

\$ 40,494,768
49.7%

The current tuition charged by the College is \$118.75 per Student Credit Hour (SCH) to a maximum of \$1,781.25 per term. Since FY12, the College's tuition rates are as indicated below:



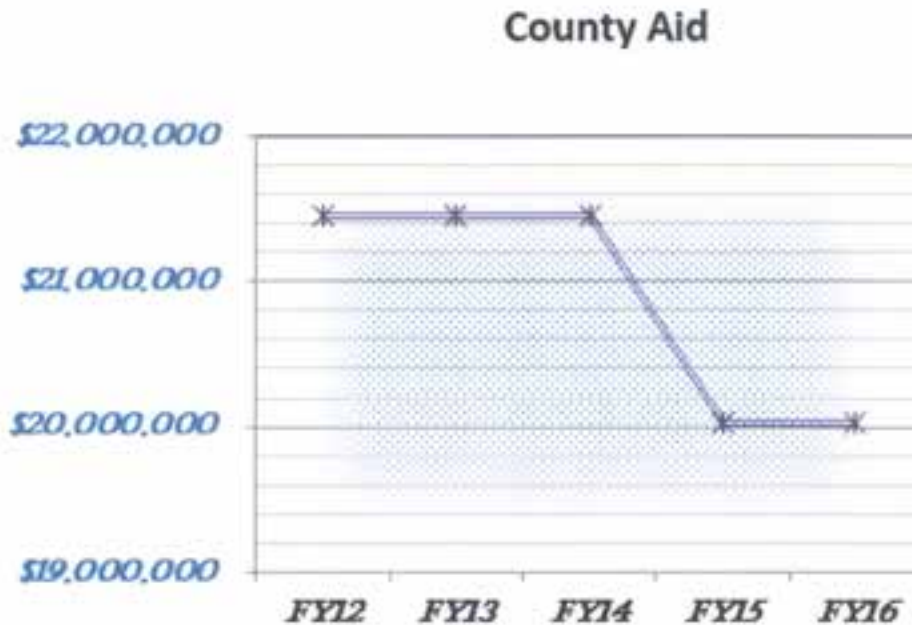
The tuition revenue estimated for FY16 is based on the College raising tuition to \$122.75 per SCH, to a maximum of \$1,841.25 per semester. This represents a \$4.00 or 3.4% increase over FY15, but equates to less than a .75% increase over the five year period.

The Board of Trustees and Senior Executive Staff of the College are sensitive to the financial impact a tuition increase can have on students. In response to this concern, the College is undergoing an extensive reorganization, which includes a reduction in force, the restructuring of academic disciplines for educational optimization, and moving forward with the development of 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
24.6%

The College received the following operating support from FY12 – FY16:



The request for FY16 is \$20,027,019, which represents no change from the FY15 budget due to the continued economic constraints faced at the County level. It should be noted that the County's contribution to the overall operating budget is a critical funding source for the College and continues to be significantly higher than the State's contribution.

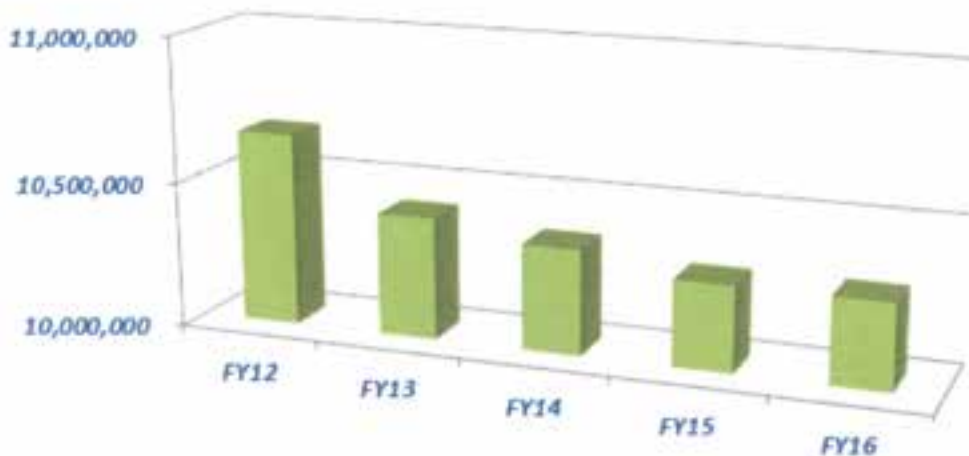
The County's allocation to the College's Operating Budget is approved by the Monmouth County Board of Chosen Freeholders at the Board of School Estimate meeting, which will take place sometime in March 2015.

C. State Support

\$ 10,239,332
12.6%

The College anticipates the following Operating Aid from the State from FY12 – FY16:

State Aid



FY15 State Operating Aid to the sector was \$134,123,000; the preliminary FY16 allocation of aid to Brookdale is \$10,293,332, which reflects no change over FY15 aid. 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 2015. For FY16, Brookdale’s budgeted allocation is expected to remain stable.

Governor Christie presented a draft budget in February; 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, 2015.

State support for the College has varied from 24.4 percent in FY89, to 12.1% in FY15.

D. General Service Fees

\$ 4,666,231
5.7%

The General Service Fee supports various student services and operations, including the Associated Students for Brookdale Community College (ASBCC), the Technology Improvement Plan (TIP), and the annual debt service obligations of the College. A portion of the fee also supports facility needs, such as roadway and lot maintenance, lighting and grounds upkeep. The budget for FY16 is based on the fee increasing from \$28.50 to \$29.46 per SCH or 24% of tuition.

E. Non-Credit Income

\$ 2,875,000
3.5%

In FY16, the College is projecting revenue of \$2,875,000 from Continuing & Professional Services (CPS) operations. The projected revenue exceeds the combined operating and capital expenditures for the units involved, and includes programs offered through Career Pathways, Community Outreach and Evening and Weekend Operations. The following are several highlighted programs offered: 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

\$ 85,000
0.1%

The College is projecting interest income of \$85,000, as interest rates are not predicted to rise significantly in FY16 and the amount of funds available for investing has decreased. Rates are heavily influenced by economic conditions such as unemployment, and are also guided by the Federal Reserve.

G. Other Fees

\$ 1,429,933
1.8%

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

\$ 890,412
1.1%

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

I. Reserves

\$ 730,716
0.9%

The College has reduced the allocation of reserves in the FY16 operating budget from a projected \$5.9M in earlier FY16 budget models to \$730,716. Due to economic constraints, enrollment declines, and a directive from the Board to balance the budget, the use of reserves in the operating budget is no longer a sustainable practice for the College.

Measures taken to eliminate this reliance included a two year, in-depth College-wide analysis of the support structure and academic program offerings. The results of this collaborative process were presented to the Board of Trustees in November 2014 and a subsequent reduction in force, restructuring, and realignment of all facets of the College was approved in December 2014.

Brookdale Community College
Operating Revenue
FY12 - FY16

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Tuition | \$ 43,091,728 50.3% | \$ 40,792,432 48.0% | \$ 40,059,859 48.1% | \$ 40,383,947 47.4% | \$ 40,494,768 49.7% |
| Monmouth County | 21,456,909 25.0% | 21,456,909 25.2% | 21,456,909 25.8% | 20,027,019 23.5% | 20,027,019 24.6% |
| State Aid | 10,660,107 12.4% | 10,417,121 12.2% | 10,293,332 12.4% | 10,293,332 12.1% | 10,293,332 12.6% |
| General Service Fees | 4,965,438 5.8% | 4,692,795 5.5% | 4,594,280 5.5% | 4,572,415 5.4% | 4,666,231 5.7% |
| Non Credit Income | 2,887,310 3.4% | 3,000,400 3.5% | 2,797,089 3.4% | 2,780,000 3.3% | 2,875,000 3.5% |
| Interest Income | 171,310 0.2% | 152,299 0.2% | 96,904 0.1% | 85,000 0.1% | 85,000 0.1% |
| Other Fees ** | 1,509,864 1.8% | 1,477,562 1.7% | 1,464,840 1.8% | 1,429,933 1.7% | 1,429,933 1.8% |
| Other Income | 956,365 1.1% | 886,414 1.0% | 936,515 1.1% | 890,412 1.0% | 890,412 1.1% |
| Reserves | - 0.0% | 2,192,796 2.6% | 1,575,850 1.9% | 4,823,463 5.7% | 730,716 0.9% |
| TOTAL | \$ 85,699,031 | \$ 85,068,728 | \$ 83,275,578 | \$ 85,285,521 | \$ 81,492,411 |
| \$ Incr/(Decr) Over Previous Year | \$ (9,448,989) | \$ (630,303) | \$ (1,793,150) | \$ 2,009,943 | \$ (3,793,110) |
| % Incr/(Decr) Over Previous Year | (9.9%) | (0.7%) | (2.1%) | 2.4% | (4.4%) |

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

Table No. 4

**Brookdale Community College
Operating Budget Summary
FY16**

| | FY14 Actual | | FY15 Projected | | FY16 Budget | |
|-----------------------------------|----------------------|---------------|----------------------|---------------|----------------------|---------------|
| | Amount | % of Total | Amount | % of Total | Amount | % of Total |
| Current Revenue: | | | | | | |
| Tuition | \$ 40,059,859 | 48.1% | \$ 40,383,947 | 47.4% | \$ 40,494,768 | 49.7% |
| Monmouth County | 21,456,909 | 25.8% | 20,027,019 | 23.5% | 20,027,019 | 24.6% |
| State Aid | 10,293,332 | 12.4% | 10,293,332 | 12.1% | 10,293,332 | 12.6% |
| General Service Fees | 4,594,280 | 5.5% | 4,572,415 | 5.4% | 4,666,231 | 5.7% |
| Non Credit Income | 2,797,089 | 3.4% | 2,780,000 | 3.3% | 2,875,000 | 3.5% |
| Interest Income | 96,904 | 0.1% | 85,000 | 0.1% | 85,000 | 0.1% |
| Other Fees | 1,464,840 | 1.8% | 1,429,933 | 1.7% | 1,429,933 | 1.8% |
| Other Income | 936,515 | 1.1% | 890,412 | 1.0% | 890,412 | 1.1% |
| Reserves | 1,575,850 | 1.9% | 4,823,463 | 5.7% | 730,716 | 0.9% |
| Total Current Revenue | \$ 83,275,578 | 100.0% | \$ 85,285,521 | 100.0% | \$ 81,492,411 | 100.0% |
| Current Expenditures: | | | | | | |
| Educational Services | \$ 42,517,294 | 51.2% | \$ 42,691,991 | 50.1% | \$ 32,755,985 | 40.2% |
| Office of Bus & Comm Develop | 2,715,572 | 3.3% | 2,653,400 | 3.1% | 2,996,401 | 3.7% |
| Business & Finance | 6,610,633 | 7.9% | 6,462,611 | 7.6% | 10,813,028 | 13.3% |
| President's Office | 7,924,465 | 9.5% | 7,904,249 | 9.3% | 571,378 | 0.7% |
| Develop, Comm & Gov't Rel | 577,528 | 0.7% | 395,567 | 0.5% | 1,417,575 | 1.7% |
| Benefits | 16,952,794 | 20.4% | 17,640,603 | 20.7% | 5,431,049 | 6.7% |
| General Expenses | 3,485,181 | 4.2% | 4,499,700 | 5.4% | 2,266,600 | 2.8% |
| Utilities | 2,492,111 | 3.0% | 3,037,400 | 3.6% | 470,387 | 0.6% |
| Total Expenditures | \$ 83,275,578 | 100.0% | \$ 85,285,521 | 100.0% | 16,758,618 | 20.6% |
| | | | | | 5,002,228 | 6.1% |
| | | | | | 3,009,162 | 3.7% |
| | | | | | \$ 81,492,411 | 100.0% |
| Total Current Expenditures | | | | | | |

Operating Expenditures: FY16

A summary of the College's Operating Expenditures:

- FY16 Budget of \$81,492,411 reflects a reduction of \$5,925,248 or a 6.8% decrease from the FY16 budget model prior to the implementation of the reduction in force staffing changes and other savings initiatives.
- Savings achieved can be attributed to:
 - Personnel retirements and attrition (salary and benefits)
 - Interest Based Bargaining
 - Program realignment
 - Support staff restructure
 - Reduction in Force
 - Management and staff's continued commitment to balance the budget

OPERATING EXPENDITURES

The Operating Budget for FY16 decreased by \$3,793,110 or 4.4 percent over the FY15 projected budget. *However, it is important to note that this budget represents a \$5,925,248 reduction in the FY16 budget model before the reduction in force staffing changes.* Below are those reductions responsible for the most significant impact.

1. Personnel

\$ 690,355

The Faculty Association reached a three year agreement effective July 1, 2013 through June 30, 2016; the Administrative Association and Professional Staff Association reached a two year agreement, following a one year rollover agreement, effective July 1, 2014 through June 30, 2016; salary increases have been allocated to the various cost centers. The Fraternal Order of Police has an existing labor contract through June 30, 2015; estimated settlement funds have been reserved in General Institutional for FY16.

2. Interest Based Bargaining Outcomes

\$ (122,000)

In an effort to move away from positional bargaining, which is based on fixed, opposing viewpoints and tends to result in compromise or no agreement at all, the College, the Administrative Association and Professional Staff Association engaged in interest-based bargaining (IBB) in Spring 2014. Committees from the three constituencies focused on developing mutually beneficial agreements based on the interests of the groups as a whole, in an effort to create joint value through creative, integrative solutions. The goal of IBB is a win-win outcome, rather than a loss for either group.

Outcomes included changes to existing hiring practices, choices in health benefit coverage and annual salary increases.

3. Benefits

\$ (881,985)

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 the Reduction in Force staffing changes, offset by a projected 8% annual increase in the cost of healthcare. Benefits constitute 20.6 percent of the overall Operating Budget.

4. Reduction in Force (RIF)

\$ (5,201,683)

The College has projected a savings of \$5,201,683 from staff changes following the implementation of the reduction in force. The associated benefit savings from the staffing changes are noted above.

5. General Expenses

\$ 502,528

The general institutional budget increase of \$502,528 was minimized by the reduction in reserve allocations for deferred salaries and vacation accruals, a reduction of bad debt expenses, and various other general other expenses.

Table No. 5

Brookdale Community College
Operating Expenditures
FY12 - FY16

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Presidential Cluster | \$ 7,732,726 9.2% | \$ 8,125,302 9.6% | \$ 7,924,465 9.5% | \$ 7,904,249 9.3% | \$ 571,378 0.7% |
| Learning Cluster | 44,089,227 52.7% | 43,723,225 51.4% | 42,517,294 51.1% | 42,691,991 50.1% | 32,755,985 40.2% |
| Finance & Operations Cluster | 6,165,671 7.4% | 6,636,353 7.8% | 6,610,633 7.9% | 6,462,611 7.6% | 10,813,028 13.3% |
| Continuing & Professional Studies Cluster | 3,032,301 3.6% | 2,894,108 3.4% | 2,715,572 3.3% | 2,653,400 3.1% | 2,996,401 3.7% |
| Student Success Cluster | - 0.0% | - 0.0% | - 0.0% | - 0.0% | 5,431,049 6.7% |
| Human Resources & Organizational Safety Cluster | - 0.0% | - 0.0% | - 0.0% | - 0.0% | 2,266,600 2.8% |
| College Advancement Cluster | 526,225 0.6% | 540,315 0.6% | 577,528 0.7% | 395,567 0.5% | 1,417,575 1.7% |
| Planning and Institutional Effectiveness Cluster | - 0.0% | - 0.0% | - 0.0% | - 0.0% | 470,387 0.6% |
| Benefits | 15,931,255 19.0% | 16,649,789 19.6% | 16,952,794 20.4% | 17,640,603 20.7% | 16,758,618 20.6% |
| General Expenses | 3,680,410 4.4% | 3,941,544 4.6% | 3,485,181 4.2% | 4,499,700 5.3% | 5,002,228 6.1% |
| Utilities | 2,593,279 3.1% | 2,558,092 3.0% | 2,492,111 3.0% | 3,037,400 3.6% | 3,009,162 3.7% |
| Total | \$ 83,751,094 | \$ 85,068,728 | \$ 83,275,578 | \$ 85,285,521 | \$ 81,492,411 |
| \$ Incr/(Decr) Over Previous Year | \$ (4,501,974) | \$ 1,317,634 | \$ (1,793,150) | \$ 2,009,943 | \$ (3,793,110) |
| % Incr/(Decr) Over Previous Year | (5.1%) | 1.6% | (2.1%) | 2.4% | (4.4%) |

Capital Budget FY16

- Table 6 summarizes both Capital Budget revenue and expenditure requests:

FY16 Capital Budget is \$9,122,823 and includes

- Information Technology needs
- Deferred Maintenance funding
- Debt service obligations
- Infrastructure and other renovations
- Chapter 12 initiatives

The current Wall Higher Education Center



Coming soon! The newly designed Wall project

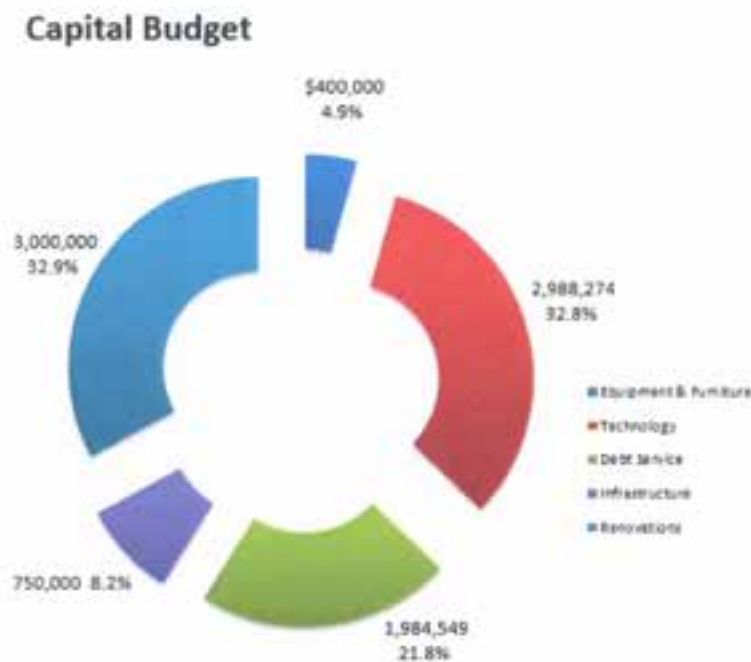


CAPITAL BUDGET REVENUE

Table 6 provides details of the FY16 Capital Budget and summarizes the capital revenue by source and category.

The total anticipated Capital Budget is \$9,122,823.

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 restorations, 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 \$3,750,000 for renewals and replacements, which are the infrastructure projects and deferred maintenance costs identified in the College's Facilities Master Plan.

The College's FY16 Minor Capital Budget is \$5,372,823. This amount represents \$2,988,274 or 32.8% in technology needs, \$400,000 to fund campus wide equipment and furniture requests, and \$1,984,549 or 21.8% for the debt service obligations.

Table No. 6

**Brookdale Community College
Capital Budget Summary
FY16**

| | FY15 Revised Budget June 2014 | | FY16 Request February 2015 | |
|------------------------|----------------------------------|---------------------|-------------------------------|---------------------|
| | Amount | Percent of Total | Amount | Percent of Total |
| Revenue | | | | |
| County: | | | | |
| County Chapter 12 | \$ 1,600,000 | 16.6% | \$ 1,500,000 | 16.4% |
| Subtotal County | 1,600,000 | 16.6% | 1,500,000 | 16.4% |
| State: | | | | |
| State Chapter 12 | 1,600,000 | 16.6% | 1,500,000 | 16.4% |
| Subtotal State | 1,600,000 | 16.6% | 1,500,000 | 16.4% |
| Other: | | | | |
| Other | 3,036,247 | 31.5% | 2,763,891 | 30.4% |
| Fees | 3,406,641 | 35.3% | 3,358,932 | 36.8% |
| Subtotal Other | 6,442,888 | 66.8% | 6,122,823 | 67.2% |
| Total Revenue | 9,642,888 | 100.0% | 9,122,823 | 100.0% |
| Expenditures: | | | | |
| Construction | - | 0.0% | - | 0.0% |
| Minor Capital | 5,442,888 | 56.4% | 5,372,823 | 58.9% |
| Renewal & Replacements | 4,200,000 | 43.6% | 3,750,000 | 41.1% |
| Total Expenditures | \$ 9,642,888 | 100.0% | \$ 9,122,823 | 100.0% |

Budget Statistics: FY12 – FY16

Table 7 provides statistics for the following:

- Revenue \$81,492,411
 - Tuition +3.4%
 - State 0.0%
 - County 0.0%

- Expense \$81,492,411

- FTEs
 - Credit Enrollment -2.0%
 - Credit 10,144 FTEs
 - Cost \$7,738 per FTE

Table 8 provides Negotiation Data for the four associations

- Salaries
 - Fraternal Order of Police (FOP) are currently in negotiations for FY16.

Brookdale Community College
Budget Statistics
FY12 - FY16 Revenue & Expense

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue: | | | | | |
| Tuition & Fees | \$ 49,567,030 | \$ 46,962,789 | \$ 46,118,979 | \$ 46,386,295 | \$ 46,590,932 |
| % of Budget | 57.8% | 55.2% | 55.5% | 54.4% | 57.2% |
| % Incr/(Decr) Over Prior Yr | (6.2%) | (5.3%) | (1.8%) | 0.6% | 0.4% |
| Monmouth County | 21,456,909 | 21,456,909 | 21,456,909 | 20,027,019 | 20,027,019 |
| % of Budget | 25.0% | 25.2% | 25.8% | 23.5% | 24.6% |
| % Incr/(Decr) Over Prior Yr | (21.9%) | 0.0% | 0.0% | (6.7%) | 0.0% |
| State Aid | 10,660,107 | 10,417,121 | 10,293,332 | 10,293,332 | 10,293,332 |
| % of Budget | 12.3% | 12.2% | 12.4% | 12.1% | 12.6% |
| % Incr/(Decr) Over Prior Yr | (0.2%) | (2.3%) | (1.2%) | 0.0% | 0.0% |
| Other Income | 4,014,985 | 4,039,113 | 3,830,508 | 3,755,412 | 3,850,412 |
| % of Budget | 4.7% | 4.8% | 4.6% | 4.4% | 4.7% |
| % Incr/(Decr) Over Prior Yr | (3.3%) | 0.6% | (5.2%) | (2.0%) | 2.5% |
| Reserves | - | 2,192,797 | 1,575,850 | 4,823,463 | 730,716 |
| % of Budget | 0.0% | 2.6% | 1.9% | 5.7% | 0.9% |
| Total | \$ 85,699,031 | \$ 85,068,729 | \$ 83,275,578 | \$ 85,285,521 | \$ 81,492,411 |
| \$ Incr/(Decr) Over Prior Yr | \$ (9,448,989) | \$ (630,302) | \$ (1,793,151) | \$ 2,009,943 | \$ (3,793,110) |
| % Incr/(Decr) Over Prior Yr | (9.9%) | (0.7%) | (2.1%) | 2.4% | (4.4%) |
| Tuition Rates | \$ 118.50 | \$ 115.50 | \$ 115.50 | \$ 118.75 | \$ 122.75 |
| Tuition & Fees Per Credit FTE | \$ 4,431.17 | \$ 4,342.78 | \$ 4,368.57 | \$ 4,493.49 | \$ 4,592.95 |

Table No. 7 Cont'd

| | FY12 Actual | FY13 Actual | FY14 Actual | FY15 Projected | FY16 Budget |
|---|----------------|----------------|----------------|-------------------|----------------|
| Expenses: | | | | | |
| Total Operating | \$ 83,751,094 | \$ 85,068,729 | \$ 83,275,577 | \$ 85,285,521 | \$ 81,492,411 |
| \$ Incr/(Decr) Over Prior Yr | (4,501,974) | 1,317,635 | (1,793,152) | 2,009,944 | (3,793,110) |
| % Incr/(Decr) Over Prior Yr | (5.1%) | 1.6% | (2.1%) | 2.4% | (4.4%) |
| FTEs: | | | | | |
| Credit | 11,186 | 10,814 | 10,557 | 10,323 | 10,144 |
| % Incr/(Decr) Over Prior Yr | (6.7%) | (3.3%) | (2.4%) | (2.2%) | (1.7%) |
| Non Credit | 726 | 680 | 672 | 672 | 693 |
| Total FTE | 11,912 | 11,494 | 11,229 | 10,995 | 10,837 |
| % Incr/(Decr) Over Prior Yr | (6.2%) | (3.5%) | (2.3%) | (2.1%) | (1.4%) |
| Non Credit Expenditures | 3,032,301 | 2,894,108 | 2,715,572 | 2,653,400 | 2,996,401 |
| Net Credit Expenditures | 80,718,793 | 82,174,621 | 80,560,005 | 82,632,121 | 78,496,010 |
| Cost Per FTE: | | | | | |
| Credit | \$ 7,216 | \$ 7,599 | \$ 7,631 | \$ 8,005 | \$ 7,738 |
| % Incr/(Decr) Over Prior Yr | 1.6% | 5.3% | 0.4% | 4.9% | (3.3%) |
| Each Tuition % = | \$ 404,948 | | | | |
| Each State % = | 102,933 | | | | |
| Each County % = | 200,270 | | | | |
| Each General Srv Fee % = | 46,662 | | | | |
| Each \$1 Tuition Increase = | 329,896 | | | | |
| Each \$1 Gen Fee Increase = | 41,023 | | | | |
| Each \$1 Tech Fee Increase = | 19,794 | | | | |
| Each \$1 Debt Serv Fee Incr = | 9,897 | | | | |
| 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% | | | | | |
| Tuition % Increase over FY15 = 3.4% | | | | | |
| Tuition Rate \$122.75/Credit, Max \$1,841.25 | | | | | |
| Tuition Revenue per FTE | | | | \$ | 3,992 |
| General Service Fee per FTE | | | | | 460 |
| Other Fees per FTE | | | | | 141 |

Brookdale Community College
Negotiation Data
FY10 - FY16

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

P S A

| | | | |
|------|------------|------|---|
| FY10 | 4.0% | FY13 | \$500 + 2% |
| FY11 | \$500 + 2% | FY14 | 1.0% |
| FY12 | \$500 + 2% | FY15 | \$500 or \$1,050 dependent on Health Insurance election |
| | | FY16 | \$500 or \$1,050 dependent on Health Insurance election |

FACULTY

| | | | |
|------|--------------|------|---------------------------------------|
| FY10 | 4.0% | FY13 | \$967 + 2.0% |
| FY11 | \$907 + 2.0% | FY14 | 1.0% or \$750, whichever is greater |
| FY12 | \$936 + 2.0% | FY15 | 2.0% or \$1,400, whichever is greater |
| | | FY16 | 2.0% or \$1,450, whichever is greater |

ADMINISTRATORS

| | | | |
|------|----------------|------|---|
| FY10 | \$1,225 + 2.0% | FY13 | \$803 + 2.0% |
| FY11 | \$754 + 2.0% | FY14 | 1.0% |
| FY12 | \$778 + 2.0% | FY15 | \$750 or \$1,550 dependent on Health Insurance election |
| | | FY16 | \$750 or \$1,550 dependent on Health Insurance election |

F O P

| | | | |
|------|-------|------|------|
| FY10 | 3.9% | FY13 | 1.5% |
| FY11 | 3.75% | FY14 | 1.5% |
| FY12 | 0.0% | FY15 | 1.5% |
| | | FY16 | TBD |