# Broome County SUNY BROOME

# Adopted BUDGET FY 2015 - 2016

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# Office of the Broome County Executive "The People's Office"

Debra A. Preston, County Executive

### 2015-2016 OFFICIALS

#### **COLLEGE OFFICIALS**

Dr. Kevin E. Drumm, President

Francis Battisti, Executive Vice President & Chief Academic Officer

Regina Losinger, Vice President for Administrative & Financial Affairs

Debra A. Morello, Vice President For Student & Economic Development

Jesse Wells, Communications & Marketing Officer

#### **BOARD OF TRUSTEES**

James Orband, Esq Chairperson	Angelo Mastrangelo
Margaret T. Coffey Vice Chairperson	Marc Newman
George F. Akel, Jr.	Nicholas G. Serafini, Jr.
Naima Kradjian	Nancy LaBare
Anthony Paniccia	Aishia Mortenson, Student Trustee

#### **COUNTY LEGISLATORS**

Steven J. Flagg 1 <sup>st</sup> District	Ronald J. Keibel, 9 <sup>th</sup> District
Scott D. Baker, 2 <sup>nd</sup> District	Jerry F. Marinich, 10th District, Chairman
Kelly F. Wildoner, 3 <sup>rd</sup> District	Ron Heebner, 11 <sup>th</sup> District
Kim A. Myers, 4th District	Michael P. Sopchak, 12 <sup>th</sup> District
Daniel J. Reynolds, 5 <sup>th</sup> District	Karl E. Bernhardsen, 13 <sup>th</sup> District
Greg W, Baldwin, 6 <sup>th</sup> District	Jason T. Garnar, 14 <sup>th</sup> District
Matthew J. Pasquale, 7 <sup>th</sup> District	Mark R. Whalen, 15th District
Jason E, Shaw 8 <sup>th</sup> District	

Broome County Office Building . 60 Hawley Street . P.O. Box 1766 . Binghamton, New York 13902 (607) 778-2109 . Fax (607) 778-2044 . www.gobroomecounty.com

#### SUNY Broome Community College Organizational Chart

#### **SUNY Broome Board of Trustees**

#### **College President**

**Shared Governance Councils** 

#### Academic

Science, Technologies, Engineering, and Mathematics (STEM) Biology Chemistry Computer Sciences Engineering Technologies Engineering Science and Physics Mathematics Physical Sciences

#### Liberal Arts

Art and Design Communication and Media Arts English Foreign Language, Speech and ESL History, Philosophy and Social Sciences Performing Arts Physical Education Psychology and Human Services Teacher/Early Childhood Education

#### Health Sciences

Clinical Laboratory Technologies Dental Hygiene Health Information Technology Medical Assisting/Individual Studies Nursing Physical Therapist Assistant Radiologic Technology

#### **Business and Public Services**

Accounting Business Information Management Business Administration Criminal Justice EMT/Paramedic Entrepreneurship Financial Services Fire Protection Technology Hospitality Programs International Business Management Office Management Paralegal Website Development and Management

#### Academic support

Academic Advising Counseling Deans Offices Distance Education Early College Educational Opportunity Program Exec VP / CAO Office Fast Forward (high school programming) Learning Assistance Library Outreach sites Professional Development Teaching Resource Center

#### Governance, Finance, Facilities, & Support

#### Facilities

Capital Project Management Custodial Services Facilities Planning Facilities Improvement Ice Center Plant operation and maintenance Utilities

#### MARCOM

Events planning Marketing and Communications Publications and design Web Development

#### Finances

Accounts Payable Budget Finance Financial Aid Fixed Asset & Inventory Management Payroll Purchasing Student Accounts VPAFA Office

#### Governance

Board of Trustees President's Office Shared Governance Strategic Planning

#### Support

Alumni Affairs Copy Center Employee Wellness General Institutional Expenses Human Resources Mail Room Purchasing Retiree benefits VPAFA Office

#### Institutional Effectiveness and Enrollment Planning

Academic Computing Administrative Computing Assessment Enrollment Management Institutional Effectiveness Institutional Reporting Media Services Network/Telecommunications Registrar

#### Student and Economic Development

Admissions Athletics Child Care Services Health and Safety Job Placement Records Management Sponsored Programs Student Activities Student housing liaison VPSED Office

#### Continuing and International Education Bachelors Degree Programming Entrepreneurship/Small Business International Education and Study Abroad Open Enrollment Programs Workforce Development

Intro No.	4
Date	6/18/15
Reviewed by Co. Attorney	Los
Date	611/15

RESOLUTION BROOME COUNTY LEGISLATURE BINGHAMTON, NEW YORK 
 Permanent No.
 2015-204

 Date Adopted
 6/18/15

 Effective Date
 6/22/15

Sponsored by: Finance and Economic Development, Education & Culture Committees

Seconded by: Hon. Jason E. Shaw

RESOLUTION ADOPTING THE BUDGET FOR SUNY BROOME COMMUNITY COLLEGE FOR 2015-2016

WHEREAS, the Broome County Legislature is required to approve the College's annual unrestricted operating budget, and

WHEREAS, such approval must state the total unrestricted appropriations, sponsor contribution and fiscal year for which the operating budget is approved, and

WHEREAS, the Finance Committee of the County Legislature recommends approval of the total budget and sponsor contribution as presented, now, therefore, be it

RESOLVED, that the unrestricted operating budget for SUNY Broome Community College for the college fiscal year September 1, 2015 through August 31, 2016, in the sum of \$54,148,826 be approved, and be it

FURTHER RESOLVED, that the Sponsor Contribution for SUNY Broome Community College for the college fiscal year September 1, 2015 through August 31, 2016, in the sum of \$7,118,352 be approved, and be it

FURTHER RESOLVED, that SUNY Broome Community College's operating budget be submitted to the State University Board of Trustee's for approval.

COUNTY OF BROOME ) ss.: STATE OF NEW YORK )

. •

I, the undersigned, Clerk of the Legislature of the County of Broome, DO HEREBY CERTIFY that the above is an original resolution of such Legislature duly adopted on the <u>18th</u> day of <u>June</u>, 20<u>15</u>, by a majority of the members elected to the Legislature of said County at a regular meeting of said Legislature.

FURTHER CERTIFY that at the time said resolution was adopted said Legislature was comprised of fifteen members.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of said Legislature this <u>19th</u> day of <u>June</u>, 20<u>15</u>.

		1
Date sent to County Executive June 19, 2015		
Approved I AAA Prester	In	$\sim$
County Executive	Cla	rk Country Logislature
County Executive	018	rk, County Legislature
Date $h \rightarrow .20 / S$		County of Broome

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# Office of the Broome County Executive "The People's Office"

Debra A. Preston, County Executive

SUNY Broome Budget Message

May 29, 2015

Honorable Members Broome County Legislature Governmental Plaza Binghamton, New York 13902

Ladies and Gentlemen:

I respectfully submit the following recommended SUNY Broome 2015-2016 budget for your review.

I have recommended County support of \$7,118,352. This is reflective of the requested 2% increase. This is an increase of \$139,576. Last year's budget had no increase in County support.

The 2015-2016 budget anticipates enrollment to increase by 3% next year. This year saw enrollment increase 5.6%.

Due to continuing financial challenges ten positions (six teaching and four non-teaching) are not being funded.

The moderate recommended increase is necessary to maintain the quality of education, retain and facilitate student success, fund benefit costs and allow facility maintenance at the College.

Sincerely, Debra A. Preston

County Executive

Broome County Office Building . 60 Hawley Street . P.O. Box 1766 . Binghamton, New York 13902 (607) 778-2109 . Fax (607) 778-2044 . www.gobroomecounty.com

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	2014-15 Adopted	2015-16 changes	2015-16 budget	2015-16 additional	2015-16 budget	2015-16 Adopted	2015-16 Adomtod	% %	% 1000-100-100-100-100-100-100-100-100-10
	Budget	pioposed by College	proposed by College	recommended	recommended	l Change	Budget	Clialige	nager
ASSUMPTIONS:									
Student enrollment FTE	4,992	142	\$ 5,134	۰ ج	\$ 5,134	142	: \$ 5,134	2.8%	
State aid per FTE	\$ 2,497	100	\$ 2,597	۲ د	\$ 2,597	100	\$ 2,597	4.0%	
Tuition	\$ 4,108	104	\$ 4,212	، چ	\$ 4,212	104	. \$ 4,212	2.5%	
Broome County support	\$ 6,978,776	139,576	\$ 7,118,352	۰ ۲	\$ 7,118,352	139,576	\$ 7,118,352	2.0%	
EXPENSES:									
Personnel	\$ 28,806,225	\$ 1,496,517	\$ 30,302,742	י ج	\$ 30,302,742	2 \$ 1,496,517	\$30,302,742	5.2%	56.0%
Fringe benefits	\$ 15,259,943	\$ 416,477	\$ 15,676,420	۰ چ	\$ 15,676,420	) \$ 416,477	\$15,676,420	2.7%	29.0%
Contractual expenses	\$ 8,023,094	\$ (118,430)	\$ 7,904,664	۰ چ	\$ 7,904,664	l \$ (118,430)	) \$ 7,904,664	-1.5%	14.6%
Equipment	\$ 265,000	، ه	\$ 265,000	•	\$ 265,000	- \$	\$ 265,000	0.0%	0.5%
Total expenses	\$52,354,262	\$1,794,564	\$ 54,148,826	\$0	\$54,148,826	\$1,794,564	\$54,148,826	3.4%	100.0%
REVENUES:									
State aid	\$ 12,735,583	\$ 952,175	\$ 13,687,758	ч ч	\$ 13,687,758	3 \$ 952,175	\$13,687,758	7.5%	25.3%
Broome County (sponsor)	\$ 6,978,776	\$ 139,576	\$ 7,118,352	۱ ب	\$ 7,118,352	2 \$ 139,576	\$ 7,118,352	2.0%	13.1%
Tuition	\$ 21,330,504	\$ 1,134,441	\$ 22,464,945	۰ چ	\$ 22,464,945	5 \$ 1,134,441	\$22,464,945	5.3%	41.5%
Chargebacks to other counties	\$ 4,225,548	\$ (80,148)	\$ 4,145,400	۰ ج	\$ 4,145,400	) \$ (80,148)	s) \$ 4,145,400	-1.9%	7.7%
Out of state tuition	\$ 1,662,163	\$ 156,876	\$ 1,819,039	۰ ب	\$ 1,819,039	)\$ 156,876	\$ 1,819,039	9.4%	3.4%
Miscellaneous revenues	\$ 5,024,958	\$ (262,136)	\$ 4,762,822	۰ ب	\$ 4,762,822	2 \$ (262,136)	) \$ 4,762,822	-5.2%	8.8%
Fund balance appropriation	\$ 396,730	\$ (246,220)	\$ 150,510	۰ ب	\$ 150,510	) \$ (246,220)	) \$ 150,510	-62.1%	0.3%
Total revenues	\$52,354,262	1,794,564	\$ 54,148,826	، ج	\$ 54,148,826	3 1,794,564	\$54,148,826	3.4%	100.0%

2015-16 Broome Community College Adopted Operating Budget

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### **Student Enrollment Highlights**



With a 5.6% enrollment increase this year, SUNY Broome stood out from its peers this year as the only New York State Community College to report an increase. On-campus student housing, the growth of the Binghamton Advantage Program and the college's focus on retention efforts can be credited for rise in enrollment.

The Student Village, the College's first residence hall, opened this year and added more than 350 students to the campus community. More than 90% of these students are from outside of Broome County. The number of students in the Binghamton Advantage Program – a unique admissions program linking SUNY Broome and Binghamton University – have more than doubled in the past year; more than 90 percent of these students also come from beyond the county's borders.

Retention efforts have also increased over the past five years, with the percentage of fall-to-fall retention increasing from 61% to 63% for full-time students enrolled for the first time. SUNY Broome will be continuing its retention progress with the implementation of Starfish Retention Solutions, beginning this Fall. An organizer and facilitator of student success, Starfish provides tracking, assessment and communication tools that will help increase our retention percentages campus-wide.

Sustaining enrollment is a critical component of sustaining SUNY Broome's financial viability. A shift from attendance to performance based state aid – including measures of student retention and completion – is anticipated in the coming years and will undoubtedly become an integral piece to the College's financial success.

Enrollment at SUNY Broome currently drives 75% of our operating revenues. State aid cuts from nearly seven years ago have not yet been recouped, and phasing in our out-of-county chargeback rate to match our in-county rate will undoubtedly guide our continued focus on enrollment.

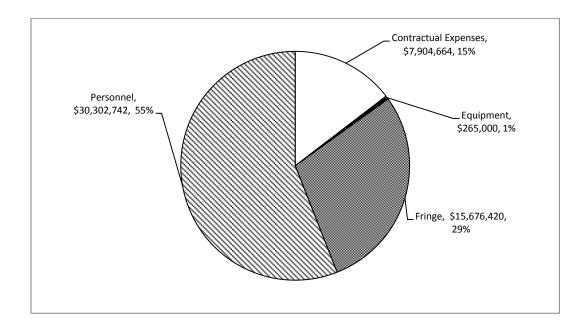
### All About SUNY Broome Community College Students and Graduates



- 45,000+ Alumni, 1,277 degrees awarded to graduates in 2013-14, 912 graduates (71%) from Broome County
- 305 Business & Public Services, 323 Health Sciences, 485 Liberal Arts and 164 STEM graduates in 2013-14
- 48 registered associate degrees and 17 certificate programs offered
- 9,500+ registrations in non-credit continuing education and workforce development courses
- 36% of the local 2014 high school graduates attend SUNY Broome
- 65% students are Broome County residents, 29% are from other New York counties and 6% are from out-ofstate, including international students from 32 different countries.
- 17% students are younger than 18, 48% are 18-21, 20% are 22-29, and 15% are at least 30 years or older
- 57% students are female, 43% male
- 6,924 students were enrolled in credit courses in Fall 2014, including Fast Forward and Early College programs; these programs drew 1,010 students or about 15% of total enrollment
- Student graduation rate and retention is above the median in the SUNY Community College system
- More than 976 high school students are enrolled in 78 Fast Forward college courses offered at 20 partnering schools.
- 8,808 student registrations in 646 fully online sections in the last academic year, 2013-14
- 1,452 registrants in 108 "blended" online/classroom sections last year
- 2,700 student service learning hours and 1,800 student community service hours annually
- 141 full-time teaching faculty and 296 adjunct faculty, with a 16 to 1 student to faculty ratio for fall 2014

# **Expense Highlights**

SUNY Broome Community College is proposing a 3.4% operating budget increase for 2015-16. Our budgetary focus for next year is three-fold: support instruction for increasing enrollment, provide support staff to improve student retention and completion and optimize safety, and continue with the restoration and improvement of our facilities.



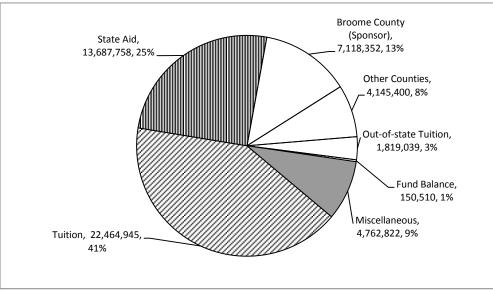
### How Does SUNY Broome Spending Compare?

Favorably!

SUNY Broome spending continues to be student-focused, with nearly half of operating costs going to directly to instruction – more than 24 of 30 SUNY community colleges. Here is how SUNY Broome compares to our peers.

% Spending On	Instruction Fall/Spring	Administration	Facilities
High	51%	20%	21%
Average	42%	10%	14%
Low	33%	5%	10%
SUNY Broome	47%	6%	11%
	(6 <sup>th</sup> highest of 30)	(7 <sup>th</sup> lowest of 30)	(6 <sup>th</sup> lowest of 30*) *up from lowest four years ago

## **Revenue Highlights**

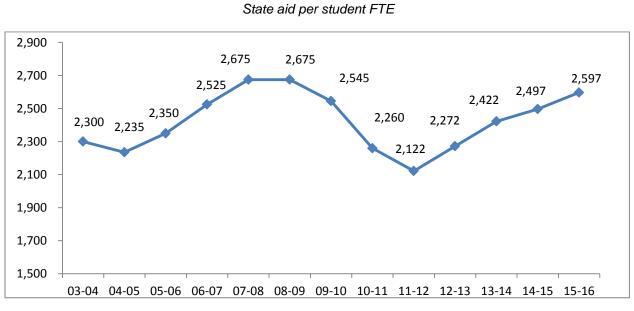


Slices in white referred to as "sponsor share"

### State Aid Approved to Increase \$100 (4.0%) Per Student

... however, state aid is still \$400k less than it would've been 7 years ago at this enrollment level

State aid will increase by \$100 (4%) per full-time equivalent (FTE) student next year to \$2,597. This will provide an increase of \$952k to state aid, thanks to current year enrollment growth and improving fall-to-fall retention rates. This level of state aid is \$400,000 (\$78 per student FTE) less than what the college would've received seven years ago.



1 FTE = 30 student credit hours

### Broome County Support Proposed to Increase By 2%

... amount contributed per resident student anticipated to limit what we may bill other NYS counties

Next year's operating budget proposes a 2% increase in Broome County support. This increase is critically important to continuing to provide quality instruction and support services to help our students complete their studies.

The amount of Broome County support has taken on a critically important dimension as New York State transitions over the next 6 years to limit the amount community colleges may charge other NYS governments for their residents attending to the amount their own sponsoring government provides per resident student.

If fully implemented 'today', for SUNY Broome, this would currently be a \$640,000 15% chargeback revenue decrease, calculated as follows:

Next year SUNY Broome will be billing other NYS counties \$2,520 per student FTE under the historical SUNY chargeback formula, \$389 (15%) more than the \$2,131 Broome County contribution per resident student FTE – an annual revenue loss of \$640k. To the extent that Broome County support per resident student moves towards the historical SUNY billing rate over the next 6 years, the revenue loss will be mitigated.

Broome County capital support – which is not a part of the operating budget or maintenance of effort calculation - is presented for informational purposes including estimates for this year and next. These contributions are very much appreciated, and are helping return our campus to good condition.

Broom	e County ope	erating bu	dget suppo	rt	Broome	e County capit	al support	Total Broome County Support
Year	\$	Increase	% change	% budget funded by Broome County	Debt service payments	Less: Capital chargeback revenues	Broome County capital support	\$
10-11 \$	6,791,937			13.9%	\$ 686,986	\$ (355,182)	\$ 331,804	\$ 7,123,741
11-12	6,791,937	-	0.0%	14.0%	674,623	(388,957)	285,666	7,077,603
12-13	6,841,937	50,000	0.7%	14.0%	973,432	(408,954)	564,478	7,406,415
13-14	6,978,776	136,839	2.0%	13.8%	1,057,225	(531,793)	525,432	7,504,208
14-15	6,978,776	-	0.0%	13.3%	1,535,745	(450,000)	1,085,745	8,064,521
15-16 proposed	7,118,352	139,576	2.0%	13.2%	1,570,765	(420,000)	1,150,765	8,269,117

#### Broome County Funding

### Tuition Planned to Increase By 2.5% - \$52 a Semester

A tuition increase is essential for SUNY Broome to continue to provide quality instruction and support services to foster student retention and completion. SUNY Broome's tuition is currently less than all surrounding SUNY community colleges and in the middle of all NYS community colleges. It is anticipated to stay in or improve its position next year.

Tuition and fees are set by the SUNY Broome Board of Trustees and approved by the SUNY Board of Trustees.

Under New York State regulations, tuition may fund more than one-third of the budget only if the sponsor (Broome County Government) "*maintains effort*" – contributes at least as much in total to the operating budget when enrollments are level or increasing and per resident FTE when they are not. Over \$5 million in tuition revenue is related to Broome County Government maintaining effort.

### **Chargebacks to Other NYS counties**

... shift to lower billing rates begins; \$1 million loss reduced by enrollment growth and Broome County increases

Other NYS county enrollments grew from 25% to 32% of student enrollment this year. This growth can be credited to the introduction of on-campus student housing, where more than 80% of the 366 residents are from other NYS counties than Broome, and also to more than doubling enrollment in the Binghamton Advantage Program (BAP) to over 180 students; the vast majority of whom are New York State residents outside of Broome County. BAP Students live on the BU campus while taking classes at SUNY Broome and participate in student life at both campuses. Once they complete their studies at SUNY Broome, they transfer to BU to complete their degree.

Despite these enrollment increases, next year's operating budget includes a 1.9% reduction in revenue from other NYS county students. This decline is related to the SUNY chargeback billing rate formula, which adjusts prior year actual rates to billed rates.

A 6 year phase-in from the historical SUNY billing rate to the amount Broome County contributes per resident student begins next year – a change being required by New York State. The anticipated annual revenue loss from this shift was estimated to be approximately \$1 million last year and has been reduced to \$640,000 as a result of growth in other county enrollments discussed above The revenue loss will be further reduced if Broome County increases its contribution per resident student over the next 6 years to match what was being billed under the historical SUNY formula.

### Out-Of-State Tuition Budgeted to Increase 9.4%

Sustained enrollment in BAP and housing students will bring in additional out-of-state tuition revenues with an increase in annual tuition.

### Student Fees and Miscellaneous Revenues Budgeted to Decline 5.2%

Declining enrollments in Study Abroad – a national trend, reduced Continuing Education activity, and a change in the transportation fee for part-time students to base it upon credits taken rather than a flat fee will reduce our annual miscellaneous revenues for 2015-16.

### **College Weans Itself Away From Use of Fund Balance**

The use of SUNY Broome's fund balance is set to decline substantially over the next year as the college moves to keep its' fund balance reserves within the 5% to 15% of budget recommended by SUNY and GASB.

Year	Unreserved Fund	d Balance	Unreserved Fund balance as % Net Operating Costs (SUNY advises 5% - 15%)			
01/02	\$	1,354,169	5%			
02/03		2,286,532	7%			
03/04		3,410,008	10%			
04/05		1,651,388	5%			
05/06		2,050,201	6%			
06/07		3,508,287	10%			
07/08		4,873,493	12%			
08/09		6,619,205	17%			
09/10		7,116,333	17%			
10/11		5,884,028	14%			
11/12		4,123,759	9%			
12/13		3,099,243	7%			
13/14		2,575,778	6%			

### **Unreserved Fund Balance Trend**

The use of fund balance for operations is balanced with a competing need to retain sufficient responsible management of the College's operations. New York State Education Code 602.1d requires that fund balance be "maintained at a level consistent with sound cash management procedures."

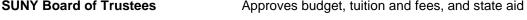
A decision was made several years ago to take revenues associated with enrollment growth and all cost savings to the fund balance – rather than spending them for other purposes – to prepare for anticipated state aid cuts. A 21%, \$2.7 million cut in state aid was made as anticipated, and the reserves were used as planned while the College reduced operating costs to fall into line with available revenues.

# **SUNY Operating Budget Approvals**

Who Approves What

In accordance with New York State and SUNY regulations, four governing bodies approve the following components of the SUNY Broome operating budget:

Broome County Government	Approves bottom line of the budget and the county's contribution
New York State Government	Approves state aid
SUNY Broome Board of Trustees	Approves the budget, student tuition and fees, Broome County Government services, student enrollment FTE, and full-time position count





### THANK YOU

Once again, we appreciate the support of Broome County, and we look forward to working with you on the budgeting challenges we all face in the years to come.







Title	Unit	Grade*	2013-14	2014-15	2015-16
Counselor	Faculty	8	2	2	2
Librarian	Faculty	8	1	1	1
Professor	Faculty	8	55	55	52
Programmer Analyst II	Faculty	7A	4	4	4
Senior Instructional Designer	Faculty	7	1	1	1
Systems Analyst	Faculty	7A	2	2	2
Associate Counselor - 12	Faculty	6A	2	1	1
Associate Librarian	Faculty	6	1	1	1
Associate Professor Clinical Nursing Skills Center Instructional Specialist	Faculty Faculty	6 5	40 2	40 2	35 2
Learning Specialist	Faculty	5	3	3	3
Clinical Radiologic Tech Instructional Specialist	Faculty	5A	2	2	2
Instructional Designer	Faculty	5A	2	2	2
Learning Specialist	Faculty	5A	-	- 1	- 1
Network Telecommunications Specialist	Faculty	5A	2	2	2
Programmer Analyst I	Faculty	5A	- 1	- 1	1
Staff Associate	Faculty	5	1	1	1
Staff Associate	Faculty	5A	5	6	6
Staff Associate - Special Events	Faculty	5A	1	1	1
Staff Associate - Web & Graphic Design	Faculty	5A	1	1	1
Learning Disabilities Specialist -12	Faculty	5A	1	1	1
Assistant Counselor -12	Faculty	4A	1	1	1
Assistant Counselor	Faculty	4	-	1	1
Assistant Librarian	Faculty	4	1	1	1
Assistant Librarian -12	Faculty	4A	2	2	2
Assistant Professor	Faculty	4	64	62	69
Academic Advisor	Faculty	ЗA	5	5	6
Instructor	Faculty	3	1	2	2
Staff Librarian	Faculty	ЗA	-	1	1
Technical Assistant II	Faculty	2	4	4	4
Technical Assistant IIA -12	Faculty	2A	10	10	10
Director of Campus Operations	Guild	13	1	1	1
Dir. Cont.Ed & Worforce Development	Guild	11	1	1	1
Director of Financial Aid	Guild	11	1	1	1
Director of Health & Safety	Guild	11	1	1	1
Director of Information Technology	Guild	11	1	1	1
Director of LRC and LAD	Guild	10	1	1	1
Director of Admissions	Guild	9	1	1	1

403 full-time positions are approved 2015-16. 10 (3%) - 6 teaching and 4 non-teaching - are not funded.

Full-time regular positions are approved by the College Board of Trustees					
Title	Unit	Grade*	2013-14	2014-15	2015-16
Director of Athletics	Guild	9	1	1	1
Director of Ice Center	Guild	9	1	1	1
Director of Networking/Telecommunications	Guild	9	1	1	1
Director of Student Activities	Guild	9	1	1	1
Registrar	Guild	9	1	1	1
Assistant Director Administrative Information Systems	Guild	8	1	1	1
Director of International Education	Guild	8	1	1	1
Director of Placement	Guild	8	1	1	1
Director of Educational Opportunity Program	Guild	7	1	1	1
Director of Sponsored Programs	Guild	7	1	1	1
Director of Marketing & Communications	Guild	7	1	1	1
Assistant Dir. Public Safety	Guild	7	1	1	1
Assistant Director Technology Services	Guild	7	1	1	1
Assistant Controller	Guild	6	1	1	1
Assistant Director of Network/Telecommunication	Guild	6	1	1	1
Assistant Registrar	Guild	6	1	1	1
Assistant to Director of Campus Operations for Custodial Services	Guild	6	1	1	1
Assistant to Director of Campus Operations for Physical Plant	Guild	6	1	1	1
Assistant to Director of Campus Operations for Technical Services	Guild	6	1	1	1
Assistant to President for Institutional Initiatives	Guild	6	1	1	1
Assistant Director of Financial Aid - Operations	Guild	6	1	1	1
Assistant Director of Financial Aid - Veteran's Affairs	Guild	6	1	1	1
Bursar	Guild	6	1	1	1
Assistant Director Ice Center	Guild	5	1	1	1
Assistant Bursar	Guild	4	1	1	1
Assistant Director of Admissions	Guild	4	1	1	1
Assistant Director of Admissions/International Student Services	Guild	4	1	1	1
Assistant Director of Athletics	Guild	4	1	1	1
Staff Assistant	Guild	2	7	7	7
President	Mgmt Conf	15	1	1	1
Executive Vice President and Chief Academic Officer	Mgmt Conf	14	1	1	1
VP for Administrative and Financial Affairs	Mgmt Conf	14	1	1	1
VP for Academic Affairs	Mgmt Conf	14			

403 full-time positions are approved 2015-16. 10 (3%) - 6 teaching and 4 non-teaching - are not funded. *Full-time regular positions are approved by the College Board of Trustees* 

403 full-time positions are approved 2015-16. 10 (3%) - 6 teaching and 4 non-teaching - are not funded.

Full-time regular positions are appr Title	Unit	Grade*	2013-14	2014-15	2015-16
Vice President for Student & Economic	Marrat Conf	11	4	4	1
	Mgmt Conf	14	1	1	1
Assoc. VP & Controller	Mgmt Conf	12	1	1	1
Associate VP and Dean Dean of Institutional Effectiveness & Enrollment Planning	Mgmt Conf Mgmt Conf	10 11	4	4	4
Dean of Continuing Education	Mgmt Conf	11	1	1	-
Dean of Students	Mgmt Conf	11	-	-	1
Human Resources Officer	Mgmt Conf	6	1	1	1
Communications & Marketing Officer	Mgmt Conf	6	1	1	1
Asst. to EVP&CAO	Mgmt Conf	5	1	1	1
Human Resources Assistant	Mgmt Conf	5	1	1	1
Public Affairs Officer	Mgmt Conf	5	-	-	
Budget & Institutional Effectivness Specialist	Mgmt Conf	5	1	1	1
Personnel Specialist	Mgmt Conf	4	1	1	1
Secretary to the President	Conf Clerical	17	1	1	1
Benefits Assistant	Conf Clerical	16	1	1	1
Secretary	Conf Clerical	15	4	4	4
Senior Clerk	Conf Clerical	9	1	1	1
Electrician	ESPA	23	1	1	1
Plumber	ESPA	23	1	1	1
Purchasing Agent	ESPA	20	1	1	1
Senior Accountant	ESPA	18	1	1	1
Payroll Supervisor	ESPA	17	1	1	1
Accountant - (County)	ESPA	16	2	1	1
Campus Peace Officer	ESPA	16	6	7	7
Office Manager	ESPA	16	3	3	3
Senior Computer Operator	ESPA	16	1	1	1
Campus Safety Officer	ESPA	13	2	2	2
Principal Account Clerk	ESPA	13	1	1	1
Secretary	ESPA	13	16	16	16
Senior Duplicating Center Worker	ESPA	13	1	1	1
Senior MaintenanceMechanic	ESPA	13	1	1	1
Stenographic Secretary	ESPA	13	5	4	4
Student Accounts Specialist	ESPA	13	4	4	4
Custodial Supervisor	ESPA	11	1	1	1
Senior Recorder	ESPA	11	2	2	2
Maintenance Mechanic	ESPA	10	5	5	5
Painter	ESPA	10	1	1	1

Full-time regular positions are approved by the College Board of Trustees

Title	Unit	Grade*	2013-14	2014-15	2015-16
Courier	ESPA	9	2	2	2
Recorder	ESPA	9	2	2	2
Senior Account Clerk	ESPA	9	6	7	7
Student Records Specialist	ESPA	9	7	8	8
Keyboard Specialist	ESPA	8	5	4	4
Senior Clerk	ESPA	8	2	2	2
Senior Library Clerk	ESPA	8	1	-	-
Account Clerk	ESPA	7	2	2	2
Account Clerk Typist	ESPA	7	1	-	-
Duplicating Center Worker	ESPA	7	1	2	2
Maintenance Worker	ESPA	7	4	4	4
Custodial Worker	ESPA	6	27	27	27
Library Clerk	ESPA	6	3	3	3
Total full-time positions			403	403	403
*"A" Denotes 12 Month Position in Faculty					

403 full-time positions are approved 2015-16. 10 (3%) - 6 teaching and 4 non-teaching - are not funded.