Broome County SUNY BROOME

Adopted
BUDGET
FY 2016 - 2017

SUNY Broome 2016-17 Budget Adopted Table of Contents

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2016-2017 Officials

SUNY Broome Officials

Dr. Kevin E. Drumm

Dr. Francis Battisti

Regina Losinger

Debra A. Morello

Jesse Wells

President

Executive Vice President & Chief Academic Officer

Vice President for Administrative & Financial Affairs

Vice President for Student & Economic Development

Executive Enrollment Management Officer

SUNY Broome Board of Trustees

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

Broome County Legislature

Steven J. Flagg	1 st District	Ronald J. Keibel	9 th District
Scott D. Baker	2 nd District	Cynthia L. O'Brien	10 th District
Kelly F. Wildoner	3 rd District	Ron Heebner	11 th District
Kim A. Myers	4 th District	Michael P. Sopchak	12 th District
Daniel J. Reynolds	5 th District, Chairman	Karl E. Bernhardsen	13 th District
Greg W. Baldwin	6 th District	Mary A. Kaminsky	14 th District
Matthew J. Pasquale	7 th District	Mark R. Whalen	15 th District
lason F. Shaw	8 th District		

SUNY Broome Community College Organizational Chart

SUNY Broome Board of Trustees

Diversity

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

Associate Vice President and Deans

Distance Education

Early College

Educational Opportunity Program

Executive VP / CAO Office

Fast Forward (High School Programming)

Learning Assistance

Library

Outreach sites

Professional Development

Teaching Resource Center

Institutional Effectiveness

Institutional Reporting and Analytics

Assessment

Governance, Finance, Facilities, & Support

Governance

Board of Trustees

President's Office

Shared Governance

Strategic Planning

Finances

Accounts Payable

Budget

Finance

Financial Aid

Fixed Asset & Inventory Management

Payroll

Purchasing

Student Accounts

VPAFA Office

Facilities

Capital Project Management

Custodial Services

Facilities Planning

Facilities Improvement

Ice Center

Plant operation and maintenance

Utilities

Support

Alumni Affairs

Copy Center

Employee Wellness

General Institutional Expenses

Human Resources

Mail Room

Purchasing

Retiree benefits

Enrollment Management

Enrollment Planning

Marketing & Communications

- -Web Development
- -Social Media Cooridination
- -Media Relations
- -Graphic Design
- -Video and Event Production

Enrollment Services

- -Registrar
- -Placement Asessment

-Enrollment Processing

- Admissions
- -Recruiting
- -Admissions Counseling
- -International Admissions
- -Study Abroad

Information Technology

Academic Computing

Technology Services

Network/Telecommunications

-Instructional Technology Support

Student and Economic Development

Athletics

Child Care Services

Health and Safety

Records Management

Sponsored Programs

Student Activities

Student housing liaison

VPSED Office

Continuing Education and International Education

Entrepreneurship/Small Business

International Education

Open Enrollment Programs

Post Associate Degree Programs and

Partnership Programs

Workforce Development

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Date _	6/16/16	
Reviewed by Co. Attorney _	RUS	
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RESOLUTION

BROOME COUNTY LEGISLATURE BINGHAMTON, NEW YORK

Permanent No. 2016-216

Date Adopted 6/16/16

Effective Date $\sqrt{2000}$

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

Seconded by: Hon. Cindy L. O'Brien

RESOLUTION ADOPTING THE BUDGET FOR SUNY BROOME COMMUNITY COLLEGE FOR 2016-2017

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 fiscal year September 1, 2016 through August 31, 2017, in the sum of \$55,022,708 be approved, and be it

FURTHER RESOLVED, that the Sponsor Contribution for SUNY Broome Community College for fiscal year September 1, 2016 through August 31, 2017, in the sum of \$7,189,536 be approved, and be it

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

COUNTY OF BROOME)	55.1
STATE OF NEW YORK)	

Date

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 16th day of June, 2016, 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>17th</u> day of <u>June</u>, <u>2016</u>.

Approved County Executive June 17, 2016

County Executive

Deputy Clerk, County Legislature
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 16, 2016

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

Ladies and Gentlemen:

I respectfully submit the following recommended SUNY Broome 2016-2017 budget for your review.

I have recommended County support of \$7,189,536. This is a 1% increase or \$71,184. Last year's budget included a 2% increase in County support.

The 2016-2017 budget anticipates enrollment to decrease by 6% next year from the estimates used in last year's budget. This would be a 4% decrease from revised estimates for the current year. This is the average decline among the 30 New York State community colleges.

The student resident hall has remained at maximum occupancy with more than 350 students.

Reorganization of the Admissions, Registrar, Marketing and Communications departments is expected to assist in maintaining enrollment.

Due to continuing financial challenges 14.9 positions (7.9 teaching and 7 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 This Page

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2016-17 Broome Community College Adopted Operating Budget

	2015-16	7	2016-17	2016-17	2016-17		2016-17	2016-17	2016-17		
	Adopted Budget	Prop C	changes proposed by College	budget proposed by College	additional changes recommended		budget recommended	Adopted Change	Adopted Budget	% Change	% Budget
ASSUMPTIONS:											
Student enrollment FTE	5,134		(284)	\$ 4,850	• 9	↔	4,850	(284)	, \$ 4,850	-5.5%	
State aid per FTE	\$ 2,597		100	\$ 2,697	· &	↔	2,697	100	\$ 2,697	3.9%	
Tuition	\$ 4,212		206	\$ 4,418	. ↔	↔	4,418	206	\$ 4,418	4.9%	
Broome County support	\$ 7,118,352		142,367	\$ 7,260,719	\$ (71,183)	33) \$	7,189,536	71,184	\$ 7,189,536	1.0%	
EXPENSES:											
Personnel	\$ 30,302,742	↔	980,883	\$31,283,625	• 9	↔	31,283,625 \$	\$ 980,883	\$31,283,625	3.2%	%6.99%
Fringe benefits	\$ 15,676,420	€	(660,768)	\$ 15,015,652	· \$	↔	15,015,652	\$ (660,768)	\$15,015,652	-4.2%	27.3%
Contractual expenses	\$ 7,904,664	↔	553,767	\$ 8,458,431	· \$	↔	8,458,431 \$	\$ 553,767	\$ 8,458,431	%0'.2	15.4%
Equipment	\$ 265,000	€	1	\$ 265,000	\$	\$	265,000 \$		\$ 265,000	%0:0	0.5%
Total expenses	\$54,148,826	•	\$873,882	\$ 55,022,708	₩	\$0	\$55,022,708	\$873,882	\$55,022,708	1.6%	100.0%
REVENUES:											
State aid	\$ 13,687,758	↔	306,328	\$ 13,994,086	. ↔	↔	13,994,086 \$	\$ 306,328	\$13,994,086	2.2%	25.4%
Broome County (sponsor)	\$ 7,118,352	↔	142,367	\$ 7,260,719	\$ (71,183)	33) \$	7,189,536	\$ 71,184	\$ 7,189,536	1.0%	13.1%
Tuition	\$ 22,464,945	↔	(158,882)	\$ 22,306,063	•	↔	22,306,063 \$	\$ (158,882)	\$22,306,063	-0.7%	40.5%
Chargebacks to other counties	\$ 4,145,400	↔	366,360	\$ 4,511,760	. ↔	↔	4,511,760 \$	\$ 366,360	\$ 4,511,760	8.8%	8.2%
Out of state tuition	\$ 1,819,039	↔	(55,580)	\$ 1,763,459	•	↔	1,763,459 \$	\$ (55,580)	, \$ 1,763,459	-3.1%	3.2%
Miscellaneous revenues	\$ 4,762,822	↔	115,438	\$ 4,878,260	. ↔	↔	4,878,260 \$	\$ 115,438	\$ 4,878,260	2.4%	8.9%
Fund balance appropriation	\$ 150,510	\$	157,851	\$ 308,361	\$ 71,183	33 \$	379,544 \$	\$ 229,034	\$ 379,544	152.2%	%2'0
Total revenues	\$54,148,826		873,882	\$ 55,022,708	· •	\$	55,022,708	873,882	\$55,022,708	1.6%	100.0%

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Student Enrollment Highlights



Student Enrollment is budgeted to decline by 4% next year. SUNY Broome is strategically planning the 2016-17 budget in the spirit of fiscal conservatism, and this starts with enrollment planning. In 2014-15, we saw overall enrollment growth of 5.2 percent, which was the best among all 30 New York State community colleges. The forecast for 2015-16 is indicating an enrollment decline of 1.2 percent, which is still among the top five of all the state's community colleges. The most recent 2015-16 enrollment projections for all 30 colleges range from flat to enrollment declines as much as 12 percent. We are cautiously budgeting to meet the average decline among all New York State community colleges.

SUNY Broome has recently experienced some pockets of enrollment growth due to two programs and the addition of a student residence hall. The Student Village, now in its second year, has remained at maximum occupancy with more than 350 students.

The Binghamton Advantage Program is continuing to see year after year growth. This year, the program has brought in an additional 17 percent compared to last fall. Our partnership with Binghamton University has been a successful one and will continue to grow as it gains more notoriety. The majority of these students are from outside of the Broome County border.

SUNY Broome's Fast Forward program has also seen an increase of 36 percent since last year. Local area high schools are continuing to offer additional courses, thanks to increased student interest. This program will be another key area for driving future enrollments. SUNY Broome has recently increased its marketing efforts to these students for post-high school graduation enrollment.

In our efforts to maintain sustainable enrollments, we have implemented a number of changes internally. Some of these changes include the reorganization of our Admissions, Registrar, and Marketing and Communications departments. These three offices are now under one umbrella to help move prospective students from their initial interest to applying and being accepted, attending orientation, getting advised, and finally becoming enrolled and registered.

Although SUNY Broome is budgeting for an enrollment decline, we are working hard on maintaining our current level of enrollment. We are looking to improve our current student service offerings, by creating outlets for students who have questions and concerns in a 24/7 environment. Customer relationship management software is also on the horizon. This software is intended to help keep the enrollment pipeline flowing smoothly from interested students, to enrolled students. It will take time to realize whether our efforts have been successful.

All About SUNY Broome Community College Students and Graduates

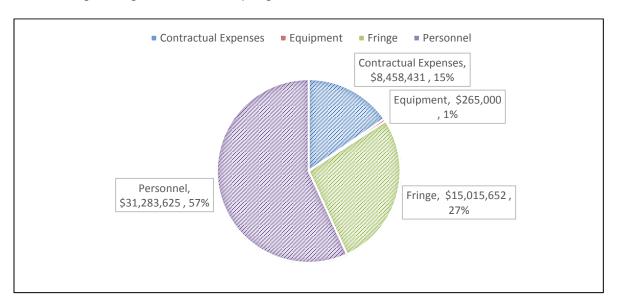


- More than 45,000 alumni; 1,194 degrees awarded in 2014-15 with 875 graduates (73%) from Broome County
- 262 Business & Public Services, 340 Health Sciences, 427 Liberal Arts and 165 STEM graduates in 2014-15
- 51 registered associate degrees and 18 certificate programs offered
- More than 9,500 registrations in non-credit continuing education and workforce development courses
- 41% of the local 2015 high school graduates attend SUNY Broome
- 64% students are Broome County residents, 32% are from other New York counties and 4% are from out-of-state, including international students from 18 different countries.
- 21% students are younger than 18, 47% are 18-21, 18% are 22-29, and 14% are at least 30 years or older
- 57% students are female, 43% male
- 7,243 students were enrolled in credit courses in Fall 2015, including Fast Forward and Early College programs; these programs drew 1,343 students or about 19% of total enrollment
- Student graduation rate and retention is above the median in the SUNY Community College system
- More than 1,323 high school students are enrolled in 83 Fast Forward college courses offered at 20 partnering schools, a 36% increase in enrollment from last year.
- 9,917 student registrations in 714 fully online sections in the last academic year, 2014-15
- 2,425 registrants in 139 "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 20 to 1 student to faculty ratio for Fall 2015

Expense Highlights

SUNY Broome Community College is proposing a 1.6% operating budget increase for 2016-17. The budget includes funding for modest salary increases and \$300k for critical emerging needs and replacements. Favorable retirement rate declines have also been factored in to the overall expense budget picture, as well as an estimated 5 percent increase in health insurance rates.

A \$554k increase in contractual expenses is also included for 2016-17. The increases are related to critical academic support priorities identified during academic planning, academic support software and information security, Achieving the Dream membership, and funding to cover expenses for the growing Fast Forward program.



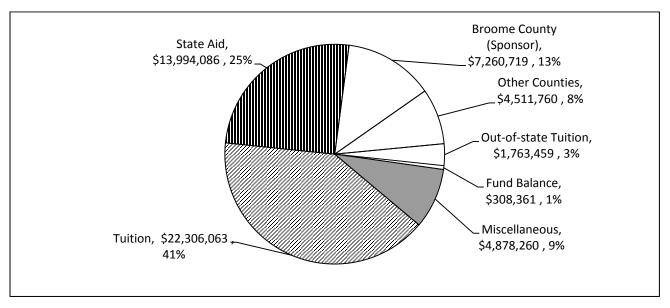
How Does SUNY Broome Spending Compare?

Favorably

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

% Spending On	Instruction	Administration
High	56%	20%
Average	47%	9%
Low	34%	5%
SUNY Broome	50%	7%
	(10 th highest of 30)	(6 th lowest of 30)

Revenue Highlights



Slices in white referred to as "sponsor share"

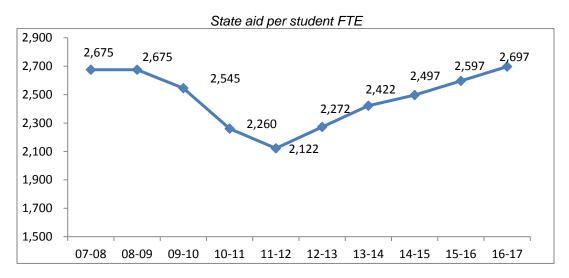
State Aid Approved to Increase \$100 (3.9%) Per Student

... state aid per student FTE is finally restored to amount received 8 years ago, but inflation tells another story

State aid is approved to increase by \$100 (3.9%) per full-time equivalent (FTE) student next year to \$2,697. This will provide an additional \$306k in state aid revenues next year when calculated

Inflation factored in tells a different story about our state aid...

Considering the impact inflation has on the time value of money, peak state aid funding in 2008 would be valued at \$3,098 per FTE today – 15% more. Initially it would seem we have recouped the nearly 20% in state funding cuts we faced from 2009-10 to 2011-12, but when factoring in the price of inflation, we are still behind \$401 per FTE today compared to 2008.



1 FTE = 30 student credit hours

Broome County Support Proposed to Increase By 2%

... your investment in SUNY Broome positively impacts what we can bill other NYS counties

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

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

Implementation of a new chargeback method required under New York State law has been deferred for two years until 2018-19. Any increase in sponsor support will help reduce potential revenue loss over the five-year phase-in period.

Broor	Broome	Total Broome County Support							
Year	\$	Increase	% change	% budget funded by Broome County	Debt service payments	Less: Capital chargeback revenues	Broome County capital support		\$
11-12 \$	6,791,937	0	C	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	(496,536)	\$1,039,209	\$	8,017,985
15-16	7,118,352	139,576	2.0%	13.2%	1,570,765	(400,000)	\$1,170,765	\$	8,289,117
16-17 proposed	7.260.719	142.367	2.0%	13.3%	1.478.417	(400.000)	\$1.078.417	Ś	8.339.136

Broome County Funding

Tuition Planned to Increase By 4.9% - \$103 a Semester

In a period of enrollment decline and less-than-favorable state aid support, a tuition increase will be essential for SUNY Broome to maintain its high level of excellence. SUNY Broome's tuition is currently less than all surrounding SUNY community colleges and in the middle of all New York State community colleges. It is anticipated to stay within this range as most other New York State community colleges are battling enrollment declines.

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* – meaning that it 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. More than \$5 million in tuition revenue is related to Broome County Government maintaining effort.

Chargebacks to Other NYS counties

... phasing-in our rate to current sponsorship rate will begin in the 2018-19 budget year

Other New York State county enrollments have grown by 35 percent over the last two years. Students from other NYS counties used to comprise approximately one-quarter of our population and are now nearly one-third.

This enrollment growth can be credited to greater student housing interest and Binghamton Advantage Program growth. Binghamton Advantage students are enrolled at SUNY Broome, live on Binghamton University's campus and are able to enjoy and participate in student life on both campuses. The presence of student housing on campus has attracted additional students from other New York State counties, who we are now providing assistance in locating off-campus housing options within the surrounding community.

A change in chargeback billing rates required by New York State has been looming over the past year, requiring us to match our chargeback rate for other county residents with the Broome County sponsor rate per resident student. This new formula will be implemented over a five-year phase-in time frame to help mitigate revenue losses. New York State has deferred the phase-in, which was scheduled to begin fall '16, for two years.

Due to a decline in the number of Broome County residents attending Broome over the past four years, which is strongly linked to the decline in the number of high school graduates, the anticipated revenue loss has been largely mitigated at this time. If Broome County enrollments climb at a greater pace than Broome County Government support, this will again surface as a funding concern.

Student Fees and Miscellaneous Revenues Budgeted to Increase 2.4%

Student fees are set to increase by \$100k in 2016-17. Fees that are currently proposed to increase include transportation, distance learning and student activities, and there is a new fee in development for high-cost courses.



Possible Increased Use of Fund Balance

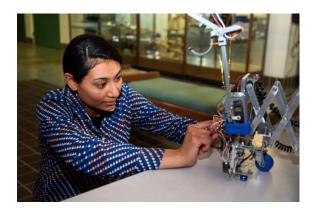
Fund balance use for 2016-17 is budgeted at \$308,361 – 6 tenths of 1% of operating revenues.

Unreserved Fund Balance Trend

Year	Unreserved Fund Ba	Unreserved Fund balance as % Net Operating Costs (SUNY advises 5% - 15%)	
07/08		4,873,493	13.3%
08/09		6,619,205	16.7%
09/10		7,116,333	18.2%
10/11		5,884,028	13.7%
11/12		4,123,759	9.7%
12/13		3,099,243	7.1%
13/14		2,575,778	5.9%
14/15		3,455,653	7.3%
15/16 forecast		3,839,000	8.1%
16/17 budget		3,556,000	7.1%

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 fiscally sound fund balance is recommended by SUNY and GASB to fall within a range of 5% to 15% of budget. A plan is in place to restore college fund balance to the middle of this range.



SUNY Operating Budget Approvals

Who Approves What

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

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

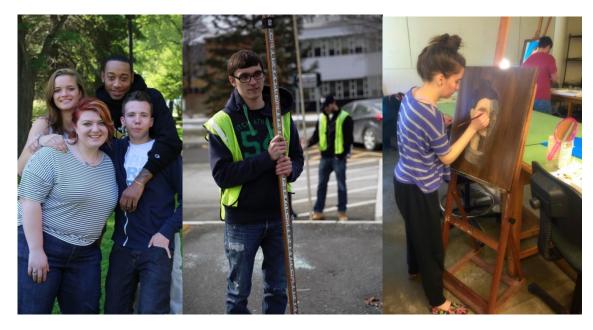
position count

SUNY Board of Trustees Approves budget, tuition and fees, and state aid



THANK YOU

Once again, we appreciate the support of Broome County Government. We look forward to discussing our proposed budget with you.



403 full-time positions are approved 2016-17. 14.9 (3.7%) - 7.9 teaching and 7 non-teaching are not funded.

Title	Unit	Grade	2014-15	2015-16	2016-17
Counselor	Faculty	8	2	2	2
Counselor -12	Faculty	8A	-	-	1
Librarian	Faculty	8	1	1	1
Professor	Faculty	8	55	54	57
Applied Learning & Career Specialist	Faculty	7A	-	1	1
Programmer Analyst II	Faculty	7A	5	5	5
Senior Instructional Designer	Faculty	7	1	1	1
Systems Analyst	Faculty	7A	2	2	2
Associate Counselor -12	Faculty	6A	1	1	-
Associate Librarian -12	Faculty	6A	-	1	1
Associate Professor	Faculty	6	40	40	51
Clinical Nursing Skills Center Instructional Specialist II	Faculty	5	-	1	1
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-12	Faculty	5A	1	1	1
Network Telecommunications Specialist	Faculty	5A	2	1	1
Staff Associate	Faculty	5	1	1	1
Staff Associate -12	Faculty	5A	7	7	7
Staff Associate - Special Events-12	Faculty	5A	1	1	1
Staff Associate - Web & Graphic Design-12	Faculty	5A	1	1	1
Learning Disabilities Specialist -12	Faculty	5	1	1	1
Assistant Counselor -12	Faculty	4A	1	1	1
Assistant Counselor	Faculty	4	1	1	1
Assistant Librarian	Faculty	4	1	1	1
Assistant Librarian -12	Faculty	4A	2	1	1
Assistant Professor	Faculty	4	62	62	48
Clinical Nursing Skills Center Instructional Specialist I	Faculty	4	2	1	1
Academic Advisor	Faculty	3A	5	6	6
Instructor	Faculty	3	2	1	1
Staff Librarian	Faculty	3A	1	1	1
Technical Assistant II	Faculty	2	4	3	3
Technical Assistant IIA - 12	Faculty	2A	10	13	13
Director of Campus Operations	Guild	13	1	1	1
Director of Enrollment Services	Guild	12	-	1	1
Director Continuing Education & Workforce Development	Guild	11	1	1	1
Director of Financial Aid	Guild	11	1	1	1

403 full-time positions are approved 2016-17. 14.9 (3.7%) - 7.9 teaching and 7 non-teaching are not funded.

Title	Unit	Grade	2014-15	2015-16	2016-17
Director of Health and 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	-	-
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	-	-
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	-	-
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	-	-
Assistant Director Public Safety	Guild	7	1	1	1
Assistant Director Technology Services	Guild	7	1	1	1
Assistant Director of Security & Health	Guild	7	1	1	1
Assistant Controller	Guild	6	1	1	1
Assistant Director of Network/Telecommunications	Guild	6	1	1	1
Assistant Registrar	Guild	6	1	1	1
Assistant to Director of Campus Operations for Custodial Services Assistant to Director of Campus Operations for Physical	Guild	6	1	1	1
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 Admissions	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
Resource/Compliance Officer	Guild	6	-	1	1
Assistant Director Ice Center	Guild	5	1	1	1
Assistant Bursar Assistant Director of Admissions / International Student Services	Guild Guild	4 4	1	1	1
Assistant Director of Athletics	Guild	4	1	1	1
Senior Staff Assistant	Guild	3		1	1
Staff Assistant	Guild	3 3	- 6	8	8
President	Mgmt Conf		1	1	1
Fiedinetil	wight Conf	15	1	1	1

403 full-time positions are approved 2016-17. 14.9 (3.7%) - 7.9 teaching and 7 non-teaching are not funded.

Title	Unit	Grade	2014-15	2015-16	2016-17
Executive Vice President and Chief Academic Officer	Mgmt Conf	14	1	1	1
Vice President for Administrative and Financial Affairs	Mgmt Conf	14	1	1	1
Vice President for Student & Economic Development	Mgmt Conf	14	1	1	1
Associate VP & Controller	Mgmt Conf	12	1	1	1
Associate VP and Dean	Mgmt Conf	10	4	4	4
Executive Enrollment Management Officer	Mgmt Conf	10	-	1	1
Dean of Institutional Effectiveness & Enrollment Planning	Mgmt Conf	11	1	1	1
Dean of Students	Mgmt Conf	11	1	1	1
Human Resources Officer	Mgmt Conf	6	1	1	1
Communications & Marketing Officer	Mgmt Conf	6	1	-	-
Human Resources Specialist	Mgmt Conf	6	1	1	1
Asst. to EVP & CAO	Mgmt Conf	5	1	1	1
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
Campus Peace Officer	ESPA	19A	7	6	6
Senior Accountant	ESPA	18	1	1	1
Payroll Supervisor	ESPA	17	1	1	1
Accountant (County)	ESPA	16	1	1	1
Office Manager	ESPA	16	3	3	3
Senior Computer Operator	ESPA	16	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 Maintenance Mechanic	ESPA	13	1	1	1
Stenographic Secretary	ESPA	13	4	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

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Title	Unit	Grade	2014-15	2015-16	2016-17
Courier	ESPA	9	2	2	2
Recorder	ESPA	9	2	2	2
Senior Account Clerk	ESPA	9	7	7	7
Student Records Specialist	ESPA	9	8	8	8
Keyboard Specialist	ESPA	8	4	5	5
Senior Clerk	ESPA	8	2	2	2
Account Clerk	ESPA	7	2	1	1
Duplicating Center Worker	ESPA	7	2	2	2
Maintenance Worker	ESPA	7	5	5	5
Custodial Worker	ESPA	6	26	26	26
Library Clerk	ESPA	6	3	3	3
Total full-time positions			403	403	403
"A" denotes 12 month position in Faculty					