

Broome County

SUNY  **BROOME**

Adopted
BUDGET
FY 2009 - 2010

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Office of the Broome County Executive

Barbara J. Fiala, County Executive



2009-2010 OFFICIALS

COLLEGE OFFICIALS

Dr. John W. Deans, Interim President

Julia E. Peacock, Interim Vice
President for Academic Affairs

Nancy A. LaBare, Interim Vice President
for Student Affairs

Grant F. Newton, Vice President for
Administrative & Financial Affairs

Regina Losinger, Budget Officer

Richard David, Public Affairs Officer

COUNTY LEGISLATORS

Mark R. Whalen, 1st District,

Timothy P. Cleary, 2nd District

Jason T. Garnar, 3rd District

Joseph S. Sanfilippo, 4th District

John F. Hutchings, 5th District

Suzanne Gorman Messina, 6th District

Marchie Diffendorf, 7th District

Wayne L. Howard, 8th District

Stephen D. Herz, 9th District

Jerry F. Marinich, 10th District

Ronald J. Keibel, 11th District

Donald T. Moran, 12th District

Matthew J. Pasquale, 13th District

Richard A. Materese, 14th District

Gene E. LaBare, 15th District

Mario M. Nirchi, 16th District

Suzann W. Buchta, 17th District, Chairwoman
Education, Culture and Recreation Committee

Barry Klipsch, 18th District

Daniel D. Reynolds, 19th District, Chairman

BOARD OF TRUSTEES

Robert J. Moppert, Chairperson

Dr. Angelo Mastrangelo
Vice Chairperson
George F. Akel, Jr.

Margaret T. Coffey

Timothy Grippen

Joyce Majewski

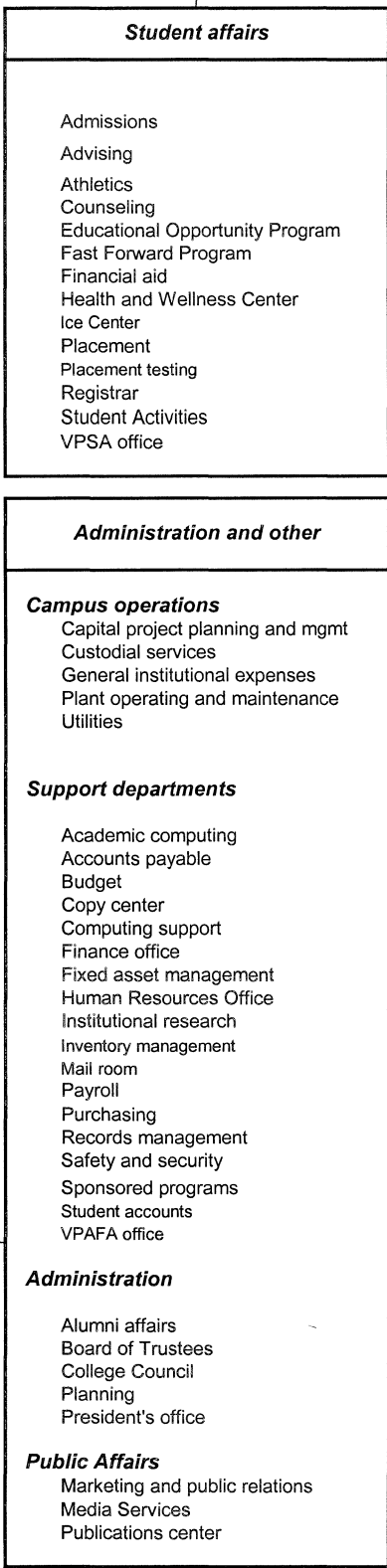
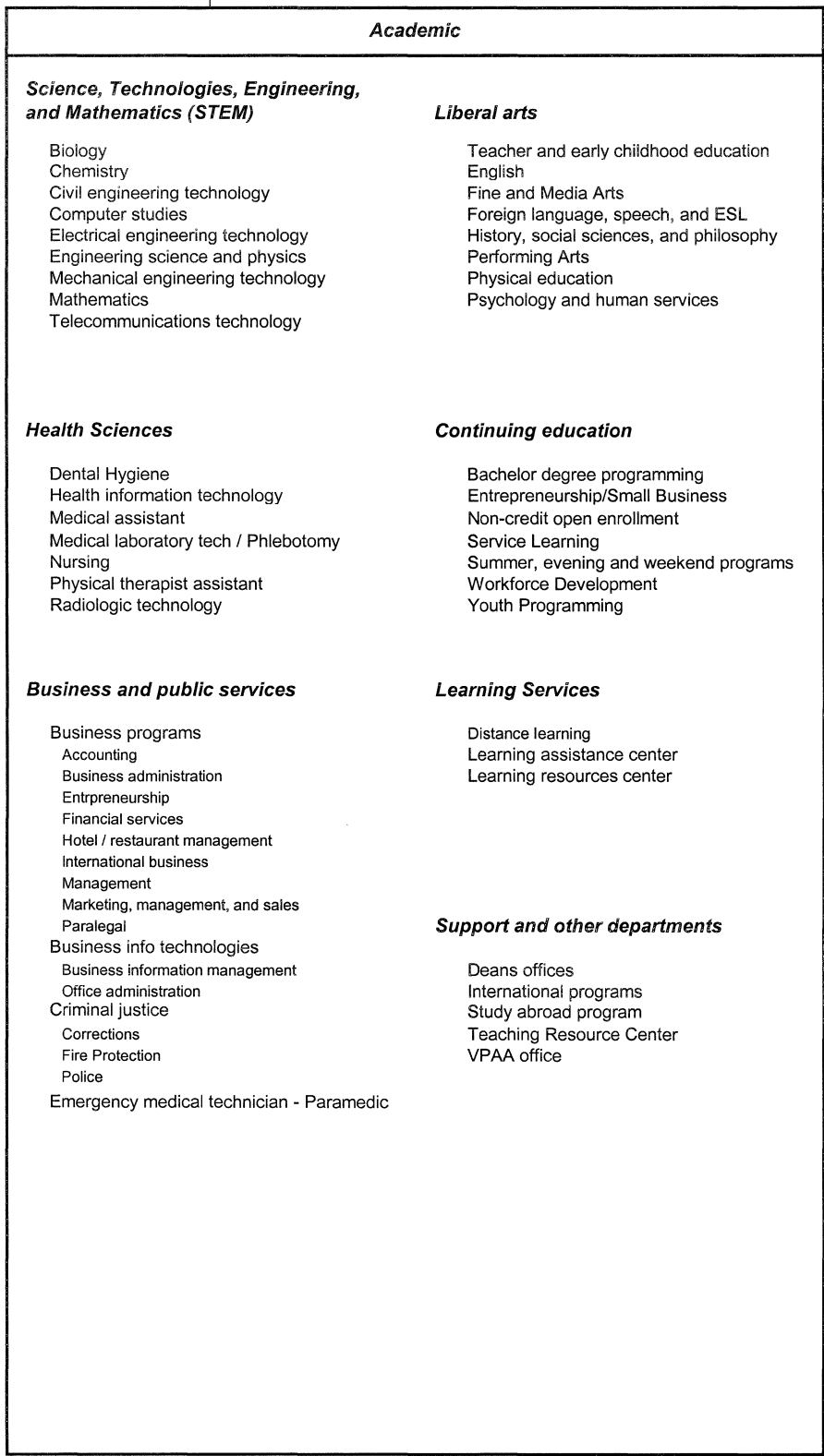
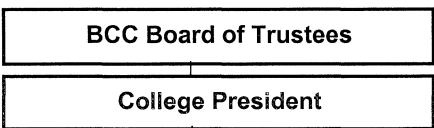
Marc Newman

James Orband

Nicholas G. Serafini, Jr.

Zachary Riley, Student Trustee

BCC 2009-10 organizational chart



Intro No. #11
Date 7/16/09
Reviewed by ELV
Co. Attorney
Date 6/17/09

RESOLUTION
BROOME COUNTY LEGISLATURE
BINGHAMTON, NEW YORK

Permanent No. 09-303
Date Adopted 7/16/09
Effective Date 7/20/2009

Introduced by: Finance and Education, Culture and Recreation Committees

Seconded by: Hon. Marchie Diffendorf

RESOLUTION ADOPTING THE BUDGET FOR BROOME COMMUNITY COLLEGE FOR 2009-2010

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 Broome Community College for the college fiscal year September 1, 2009 through August 31, 2010, in the sum of \$48,707,586 be approved, and be it

FURTHER RESOLVED, that the Sponsor Contribution for Broome Community College for the college fiscal year September 1, 2009 through August 31, 2010, in the sum of \$6,791,937 be approved, and be it

FURTHER RESOLVED, that the Broome Community College's operating budget be submitted to the State University Board of Trustees 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 16th day of July, 2009, by a majority of the members elected to the Legislature of said County at a regular meeting of said Legislature.

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

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of said Legislature this 17th day of July, 2009.

Date sent to County Executive July 17, 2009

Approved [Signature]
County Executive

Date 7/20, 2009

[Signature]
Clerk, County Legislature
County of Broome

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Office of the Broome County Executive

Barbara J. Fiala, County Executive



BROOME COMMUNITY COLLEGE BUDGET MESSAGE

June 3, 2009

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

Ladies and Gentlemen:

I am herewith submitting my recommendations for the Broome Community College (BCC) 2009-2010 Budget.

The proposed 2009-2010 budget calls for an appropriation increase of \$1,640,818 to \$48,707,587 which represents a 3.5% increase over the adopted 2008-2009 budget.

The 2009-2010 budget reflects an anticipated enrollment of 5,357 full-time equivalent (FTE) students. This compares with an adopted 2008-2009 level of 4,980 FTE and actual FTE enrollment for 2007-2008 of 4,969.

The BCC Budget includes the funding of one additional staff, a Campus Safety Officer to address campus and student safety concerns.

Although state reimbursement per FTE has remained constant, BCC officials are projecting a decrease in some revenues like the charge-backs to other NYS Counties because of a reduction in the chargeback rate per student full-time equivalent (derived from a SUNY provided formula) and miscellaneous revenues because of declining interest rates. These circumstances and the increase in expenditures have led to the BCC Budget calling for a \$114 increase in student tuition to \$3,276 per year vs. \$3,162 for 2008-2009. Even with this modest increase, BCC is at the low end of the tuition scale for New York State community colleges and is lower than all surrounding SUNY community colleges.

The 3.5% increase can be broken down into two segments. The first set of costs includes personnel salary increases for negotiated contracts, fringe benefit costs for health insurance increases, and unfunded mandated retirement costs. The other half of the increase is budgeted to provide support and instruction for the anticipated record high 5,357 FTE enrollment.

The BCC Budget requests an increase in County support of \$261,228, a 4.0% increase, for a total of \$6,791,938.

Several productive meetings between BCC and the County Budget Office dealing with the financial status and plans of BCC obviated the need to make any further adjustments to BCC's 2009-2010 budget requests.

Sincerely,

A handwritten signature in cursive script, appearing to read "Barbara J. Fiala".

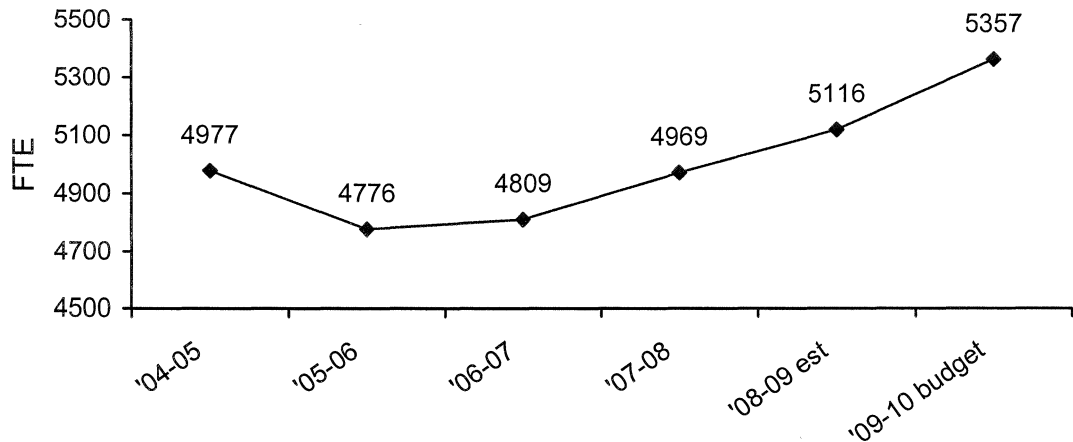
BARBARA J. FIALA
County Executive

2009-10 Broome Community College Adopted Operating Budget

	2008-09 Adopted Budget	2009-10 Proposed Change	2009-10 Recommended Budget	2009-10 Adopted Change	2009-10 Adopted Budget	% Change	% Budget
ASSUMPTIONS:							
Student Enrollment FTE (5,116 forecast 08-09)	4,980	377	5,357	377	5,357	7.6%	
State Aid (basic per FTE)	\$2,675	\$0	\$2,675	\$0	\$2,675	0%	
Tuition	\$3,162	\$114	\$3,276	\$114	\$3,276	3.6%	
Broome County Support		\$261,228		\$261,227		4%	
EXPENSES:							
Personnel	\$25,705,606	\$1,346,647	\$27,052,253	\$1,346,646	\$27,052,252	5.2%	55.5%
Fringe Benefits	\$12,136,679	\$272,638	\$12,409,317	\$272,638	\$12,409,317	2.2%	25.5%
Contractual Expenses	\$8,694,484	(\$13,467)	\$8,681,017	(\$13,467)	\$8,681,017	-0.2%	17.8%
Equipment	\$530,000	\$35,000	\$565,000	\$35,000	\$565,000	6.6%	1.2%
Total Expenses	\$47,066,769	\$1,640,818	\$48,707,587	\$1,640,817	\$48,707,586	3.5%	100.0%
REVENUES:							
State Aid	\$13,414,630	355,876	\$13,770,506	\$355,876	\$13,770,506	2.7%	28.3%
Broome County (sponsor)	\$6,530,710	\$261,228	\$6,791,938	\$261,227	\$6,791,937	4.0%	13.9%
Tuition	\$16,380,810	\$1,898,054	\$18,278,864	\$1,898,054	\$18,278,864	11.6%	37.5%
Chargebacks to other counties	\$2,657,065	(\$83,099)	\$2,573,966	(\$83,099)	\$2,573,966	-3.1%	5.3%
Out of state tuition	\$1,353,650	\$40,107	\$1,393,757	\$40,107	\$1,393,757	3.0%	2.9%
Miscellaneous Revenues	\$4,872,120	(\$612,470)	\$4,259,650	(\$612,470)	\$4,259,650	-12.6%	8.7%
Fund balance Appropriation	\$1,857,784	(\$218,878)	\$1,638,906	(\$218,878)	\$1,638,906	-11.8%	3.4%
Total Revenues	\$47,066,769	\$1,640,818	\$48,707,587	\$1,640,817	\$48,707,586	3.5%	100.0%

Student enrollment highlights

Record high student enrollment is anticipated in 2009-10—an increase of 7.6% over this year's budget and nearly 5% over this year estimated actual enrollments. During challenging economic times, as is currently the case, BCC has historically experienced enrollment growth.



With $\frac{3}{4}$ of BCC operating revenues—state aid, tuition, out-of-state tuition, chargeback revenues and student fees - being driven by student enrollment levels, the enrollment increase is one way that next year's budget is being balanced, but the revenues are not being planned for as "on-going".

The additional revenues associated with the enrollment growth are not likely to be available in the long-term - they will likely disappear as the economy recovers and students return to the labor force, and as the number of local high school graduates—of whom 1/3 attend BCC—declines as currently projected.

BCC student profile

6,625 credit students (64% full-time, 36% part-time)

over 8,000 non-credit students

over 1/3 of the local high school graduates attend BCC

nearly 1,000 graduates a year

Over 50 academic programs in business, health sciences, technologies, and liberal arts

18% are under age 18; 55% are 18-24 years of age; 27% are age 25 +

55% female, 45% male

70% are Broome County residents

24% are from other NYS counties

4% are from elsewhere in the USA

2% are international students from 45 countries

41,000+ Alumni

Budget highlights

New York State community colleges escaped the budget axe when federal economic stimulus funds were used to fund a proposed 10% state aid reduction in 2009-10. The reduction would have meant the loss of \$1.4 million in state aid next year for BCC. SUNY has cautioned that the federal economic stimulus funds are temporary, and that it is very possible community colleges will face significant cuts in 2010-11. As such, a long-term perspective and a cautious approach have been taken in developing next year's budget.

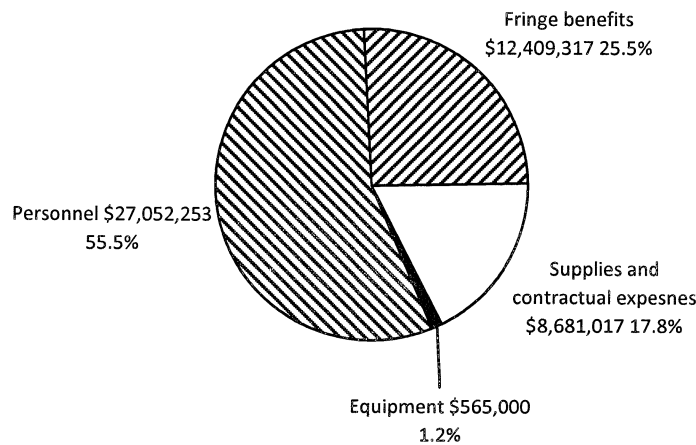
A 4-prong approach has been taken to develop next year's operating budget:

1. Reducing spending
2. Increasing enrollment
3. Increasing tuition
4. Using more fund balance

Expense highlights

The BCC operating budget is proposed to increase by \$1,640,818 (3.5%) in 2009-10. One half of the proposed budget increase is budgeted to provide additional instruction to support record high 5,357 FTE enrollment. The remainder of the increase provides funding for negotiated salary increases and rising health and retirement fringe benefit costs.

5.5% of full-time positions (22 of 403) are being held vacant at an annual savings of \$1.4 million. In addition, some department contractual expense budgets have been reduced to fund other areas of greater need and higher priority. 81% of the college operating budget is spent for personnel and fringe benefits, displayed in stripes on the pie chart below.



- **Personnel** - is budgeted to increase by \$700,000 to support instruction for enrollment growth. The remainder of the increase—\$646,000, an amount equal to 2.5% of the personnel budget—is for critical hires including one new safety position and salary increases for continuing faculty and staff.
- **Fringe benefits** - are budgeted to increase by \$272,638 (2.2%) to fund a state mandated unfunded increase in ORP retirement employer contribution, instructional fringe benefits related to enrollment growth, and an estimated 9% 2010 increase in health insurance rates. The increase is smaller than it would have otherwise been as the result of positions being held vacant and 2009 health increases being less than budgeted.
- **Contractual expenses** - are budgeted to be \$13,467 (.2%) less than last year.
- **Equipment** – is budgeted to increase by \$35,000 (6.6%) as the result of growing student enrollment and technology fees, which fund ¾ of the campus equipment budget.

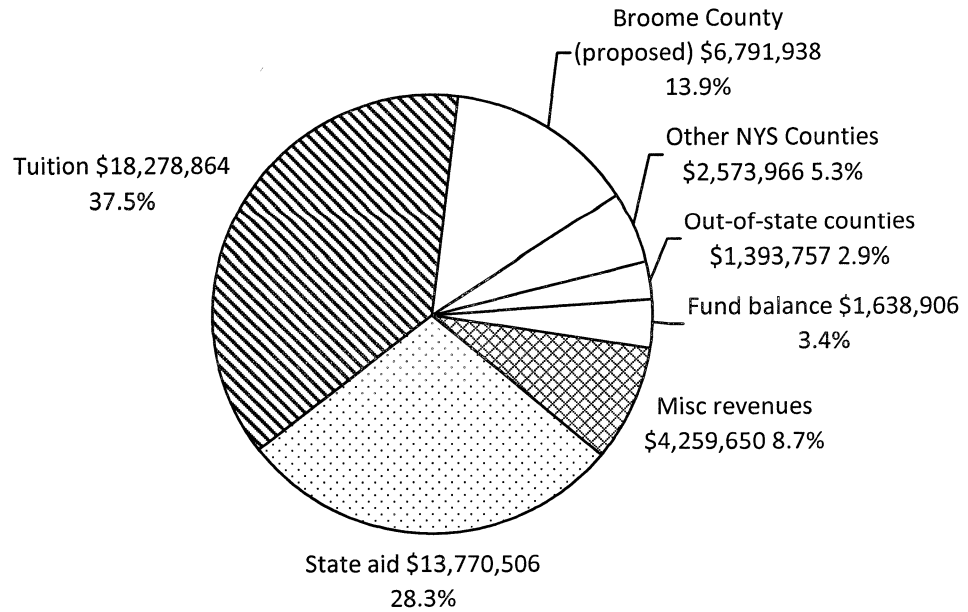
BCC expenses compare favorably with other NYS Community Colleges

BCC spends less per student credit hour than the average New York State Community College, especially interesting in light of the great number of inherently higher cost health sciences and technologies programs Broome offers. In addition, a greater percentage of Broome’s operating budget is spent for instruction than all but 4 of the 30 community colleges:

<u>2007-08</u>	<u>Cost per student credit hour</u>	<u>% budget spent on instruction</u>
<i>High</i>	\$545	56%
<i>Average</i>	\$302	48%
BCC	\$289	51%
<i>Low</i>	\$236	29%

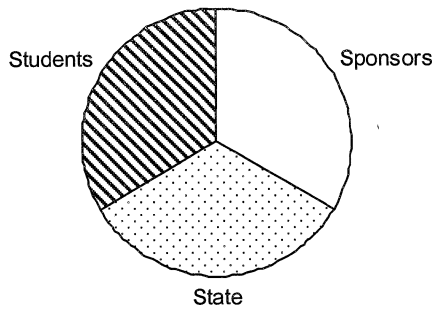
Revenue highlights

¾ of BCC operating revenues follow student enrollment—as enrollment grows, tuition, out-of-state tuition, student fees, chargeback revenues, and state aid increase, and as enrollment declines, these revenues decrease.



White slices count as "sponsor's share"

NYS community college funding philosophy envisions an equal sharing of costs by students, the state, and sponsors. "Sponsors" include Broome County Government (referred to as sponsors contribution), chargebacks to other NYS counties for their residents attending BCC, out-of-state tuition charges (double), and fund balance. To encourage equal cost sharing, there is a 40% cap on the percentage of the net operating budget (total budget less miscellaneous revenues) that can be funded with state aid and a 33.3% cap on the percentage that can be funded by student tuition.



NYS funding philosophy:

Equal sharing of costs by students, state, and sponsors

In the past 15 years New York State community college students have picked up an increasing share of the cost of their education as the state has relaxed the 1/3 tuition cap and reduced its funding in response to continuing financial constraints. Historically, state aid funded a much larger percentage of New York State community college budgets—40% at BCC in the early 1990's.

However, in the 1990's the New York State Governor eliminated all supplemental state aid to community colleges including aid for technical and business programs, part-time and disadvantaged students, core operations, equipment, full-time faculty, contract courses, and millage, resulting in a loss of \$1.3 million in state revenues per year for BCC and a reduction in the state share of the budget to 1/3. The sponsor share of the budget has historically been less than the recommended 1/3, and when combined with the state aid reductions, has resulted in the student share of the net operating budget growing beyond 1/3.

➤ **State aid increases \$356k (2.7%) as result of enrollment growth**

.... Governor proposed \$1.4 million (10%) reduction funded with federal economic stimulus \$\$\$

State aid is budgeted to increase by \$355,876 (2.7%) next year as the result of this year's enrollment growth. A \$1,400,000 (10%) reduction in state aid was proposed by Governor Paterson, and thankfully was restored with federal economic stimulus dollars.

State aid is set annually by the New York State Senate and Assembly and the Governor. The state aid funding formula is based upon prior years student enrollment full-time equivalents (FTE) multiplied by an amount per student FTE (\$2,675 last year, this year and next). In times of rising enrollments, state aid is based upon the prior year enrollment, and in times of declining enrollments, the loss of funding is cushioned by state aid being based upon a weighted average of the prior three years enrollments— 50% prior year, 30% second prior year, and 20% third prior year.

➤ **Broome County funding proposed to increase \$261k (4%) to support enrollment growth**

Broome County Government funding is proposed to increase by \$261,228 (4%) to support record high 5,357 FTE enrollment and nearly 5% enrollment growth, and to sustain quality instruction and support services for BCC's 6,600+ students.

Broome County funding and other sources of revenue included in the "sponsor share" category—chargebacks to other counties, out-of-state tuition, and fund balance—fund 26% of the college budget and 28% of college net operating costs (total budget less miscellaneous revenues), \$2.4 million less than the full 1/3 envisioned by New York State for community college funding.

➤ **Tuition planned to rise by \$114 (3.6%) to \$3,276**

Tuition is planned to rise by \$114 to \$3,276, an inflationary increase of 3.6%. This increase is approximately half of what had been considered necessary, and is possible due to the proposed 10% state aid cut being restored. This tuition increase is necessary to fund rising salary and fringe benefit costs, and within the context of next year being the second in a row without any increase in state aid per student.

BCC is currently at the lower end of the tuition scale for New York community colleges, and is lower than all surrounding SUNY community colleges. All tuition increases must be approved by the SUNY and BCC Boards of Trustees.

➤ **Chargebacks to other counties declines by \$83k (3.1%)**
... formula driven

Chargebacks to other counties are budgeted to decline by \$83,099 (3.1%) next year. This charge to other New York State Counties for their residents attending BCC is calculated based upon a SUNY formula that takes into consideration budgeted revenues, expenses, and enrollments, and it is adjusted up or down for prior year actuals. In prior years where actual costs were less than budgeted (as in 2007-08), the chargeback per student FTE for the next year is adjusted downward.

➤ **Out-of-state tuition revenues to increase by \$40k (3%)**

Out-of-state tuition revenues are budgeted to increase due to an increase in the tuition rate. Continued efforts are underway to attract more international and Study Abroad Program students.

➤ **Miscellaneous revenues budgeted to decrease by \$612k (12.6%)**

Miscellaneous revenues are budgeted to decrease by \$612,470 (12.6%) next year as the result of declining interest rates, budget neutral reductions in Study Abroad Program revenues (and expenses), and the anticipated non-direct receipt of Medicare D subsidy from Broome County.

Miscellaneous revenues are a significant source of funding for BCC—they fund 8.7% of the operating budget. The largest revenues included in this area are student fees and fines, study abroad program fees, non-credit continuing education and ice center revenues, interest earnings, and indirect grant revenues.

\$1.6 million fund balance budgeted for use next year

... \$1.08 million to fund 2% on-going operations, \$559k for multi-year software implementation

\$1.08 million is planned to be used next year for continuing operations—an amount equal to 2% of the budget, and an increase of several hundred thousand dollars over what has historically been “typical” for BCC to budget. In addition, \$559,000 in fund balance is budgeted for the third year of the campus-wide software implementation.

One-half of New York State community colleges budget to use fund balance. For at least the past two decades, BCC has budgeted to use fund balance for several percentages of operating revenues, and as the result of careful, strategic budget management, has not needed to use it most years. Historical trends show that the college can budget to use several hundred thousand dollars more in fund balance yet maintain adequate reserves.

The use of fund balance for operations is balanced with a competing need to retain sufficient fund balance for responsible management of the College's operations. New York State Education Code section 602.1d requires that fund balance be "maintained at a level consistent with sound cash management procedures", and SUNY recommends that college fund balances be maintained at a level equal to 5% to 15% of the net operating costs (total budget less miscellaneous revenues).

BCC's undesignated fund balance is forecast to be \$4.4 million at the end of 2008-09, an amount equivalent to 10% of net operating costs. The fund balance was purposefully grown to this level to provide funding for the multi-year software implementation project, to provide adequate on-going revenues to support approximately 2% of annual operating costs, and to keep the fund balance within the range recommended by SUNY. At the end of the 2009-10 fiscal year—if \$1.6 million is used as budgeted, the undesignated fund balance will be \$2.8 million, an amount equal to 6% of net operating costs and still within the range recommended by SUNY.

Full-time positions authorized by BCC Board of Trustees

There are 403 approved full-time positions in 2009-10, 381 of which are funded, including a new Campus Safety Officer position that has been added. All College positions are authorized by the BCC Board of Trustees.

Title	Unit	Grade	2007-08	2008-09	2009-10
			<i>May 1, 2009</i>		
Counselor - 10 month	Faculty	8	1	1	1
Librarian - 10 month	Faculty	8	1	1	1
Professor	Faculty	8	63	57	59
Programmer Analyst II	Faculty	7A	3	3	3
Systems Analyst	Faculty	7A	1	2	2
Associate Counselor - 10 month	Faculty	6	2	1	1
Associate Counselor	Faculty	6A	1	1	1
Associate Librarian - 10 month	Faculty	6	1	1	1
Associate Professor	Faculty	6	54	50	50
Clinical nursing skills center instructional specialist	Faculty	5	2	2	2
Learning Specialist - 10 month	Faculty	5	3	3	3
Clinical Radiologic tech instructional specialist	Faculty	5A	2	2	2
Learning Specialist	Faculty	5A	1	1	1
Multi-media Instructional Designer	Faculty	5A	2	3	3
Network Telecommunications Specialist	Faculty	5A	1	1	1
Programmer Analyst I	Faculty	5A	3	3	2
Staff Associate	Faculty	5A	7	6	6
Learning disabilities specialist - 10 month	Faculty	5	1	1	1
Assistant Counselor	Faculty	4A	1	4	4
Assistant Librarian - 10 month	Faculty	4	1	1	1
Assistant Librarian	Faculty	4A	2	2	2
Assistant Professor	Faculty	4	42	47	44
Academic advisor	Faculty	3A	5	5	5
Publications assistant	Faculty	3A	1	1	1
Instructor	Faculty	3	4	4	5
Technical Assistant II - 10 month	Faculty	2	5	5	5
Technical Assistant IIA	Faculty	2A	10	9	9
Technical Assistant IA	Faculty	1A		1	1
Director of Campus Operations	Guild	13	1	1	1
Director of Financial Aid	Guild	11	1	1	1
Director of Information Technology	Guild	11	1	1	1
Director of LRC and LAC	Guild	10		1	1
Banner project manager	Guild	9	-	-	1

Full-time positions authorized by BCC Board of Trustees

Title	Unit	Grade	2007-08	2008-09	2009-10
				<i>5/1/2009</i>	
Director of Admissions	Guild	9	1	1	1
Director of Athletics	Guild	9	1	1	1
Director of Campus Safety and Security	Guild	9	1	1	1
Director of Counseling	Guild	9	1	1	1
Director of Health and Wellness Center	Guild	9	1	1	1
Director of Ice Center	Guild	9	1	1	1
Director of Learning Resource Center	Guild	9	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
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 Institutional Research and Planning	Guild	7	1	1	1
Director of Sponsored Programs	Guild	7	1	1	1
Director of Web and Media Resources	Guild	7		1	1
Director of Workforce Development	Guild	7	1	1	1
Assistant Controller	Guild	6	1	1	1
Assistant Director Campus Safety and Security	Guild	6	-	1	1
Assistant Director if Networking / Telecommunications	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 Director of Financial Aid	Guild	6		1	1
Bursar	Guild	6	1	1	1
Director of Electronic Communications	Guild	6	1	-	-
Director of Publications	Guild	6	1	1	1
Assistant Director of the 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 Athletics	Guild	4	1	1	1
Assistant Director Campus Safety and Security	Guild	4	1	-	-
Assistant Director of Financial Aid	Guild	4	1	-	-
Staff Assistant	Guild	2	8	8	8

Full-time positions authorized by BCC Board of Trustees

Title	Unit	Grade	2007-08	2008-09 <i>5/1/2009</i>	2009-10
President	Mgmt Conf	15	1	1	1
Vice President for Academic Affairs	Mgmt Conf	14	1	1	1
VP for Administrative and Financial Affairs	Mgmt Conf	14	1	1	1
Vice President for Student Affairs	Mgmt Conf	14	1	1	1
Dean	Mgmt Conf	11		2	2
Dean of Health Sciences and Science, Technology, Engineering, and Mathematics (STEM)	Mgmt Conf	11	1	-	-
Dean of Business and Public Services	Mgmt Conf	11	1	1	1
Dean of Continuing Education	Mgmt Conf	11	1	1	1
Dean of Liberal Arts	Mgmt Conf	11	1	1	1
Controller	Mgmt Conf	9	1	1	1
Budget Officer	Mgmt Conf	7	1	1	1
Human Resources Officer	Mgmt Conf	6	1	1	1
Human Resources Assistant	Mgmt Conf	5	1	1	1
Public Affairs Officer	Mgmt Conf	5	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	3	3	3
Senior Clerk	Conf Clerical	14		1	1
Stenographic Secretary	Conf Clerical	14	2	1	1
Personnel Clerk	Conf Clerical	9	1	1	1

Full-time positions authorized by BCC Board of Trustees

Title	Unit	Grade	2007-08	2008-09	2009-10
				5/1/2009	
Purchasing Agent	ESPA	20	1	1	1
Senior Accountant	ESPA	18	1	1	1
Payroll Supervisor	ESPA	17	1	1	1
Accountant	ESPA	16	1	1	1
Campus Peace Officer	ESPA	16	2	2	2
Office Manager	ESPA	16	3	3	3
Senior Computer Operator	ESPA	16	1	1	1
Senior Data Entry Operator	ESPA	14	1	1	1
Audio Visual Services Manager	ESPA	13	1	1	1
Campus Safety Officer	ESPA	13	1	1	2
Computer Operator	ESPA	13	1	1	1
Principal Account Clerk	ESPA	13	1	1	1
Secretary	ESPA	13	19	20	20
Senior Offset Duplicating Machine Operator	ESPA	13	1	1	1
Stenographic Secretary	ESPA	13	8	8	8
Student Accounts Specialist	ESPA	13	4	4	4
Custodial Supervisor	ESPA	11	1	1	1
Senior Recorder	ESPA	11	1	1	1
Maintenance Mechanic	ESPA	10	4	4	4
Painter	ESPA	10	1	1	1
Courier	ESPA	9	3	3	3
Recorder	ESPA	9	3	3	3
Senior Account Clerk	ESPA	9	5	6	6
Student Records Specialist	ESPA	9	4	4	4
Data Entry Machine Operator	ESPA	8	2	2	2
Keyboard Specialist	ESPA	8	5	4	4
Senior Library Clerk	ESPA	8	1	1	1
Account Clerk	ESPA	7	1	2	2
Account Clerk Typist	ESPA	7	2	2	2
Duplicating Center Worker	ESPA	7	1	1	1
Junior Offset Duplicating Machine Operator	ESPA	7	1	1	1
Maintenance Worker	ESPA	7	5	5	5
Telephone Operator	ESPA	7	1	1	1
Clerk	ESPA	6	1	-	-
Custodial Worker	ESPA	6	27	27	27
Library Clerk	ESPA	6	3	3	3
Total full-time positions			402	402	403