Financial Commitment between University of California, Merced and University of California Office of the President

Executive Summary

The University of California, Merced has experienced a surge in student applications and record enrollment growth over the last three years. To ensure sufficient funding is in place to accommodate continued growth, the university has secured a three-year financial commitment from the UC Office of the President of $36 million -- $6 million in 2010-11, $12 million in 2011-12 and $18 million in 2012-13. The funds will allow UC Merced to add 600 students (net) per year, resulting in a projected total enrollment of 5,200 in the 2012-13 academic year compared with 3,400 in 2009-10. In addition, ladder-rank faculty appointments will grow from a current total of 130 to approximately 190 over the three-year period, which includes an increase of 50 positions on top of 10 already funded.

Faculty and staff additions during this time assume the continuation of a $5 million supplemental allocation from the state as provided in the governor's budget for the next fiscal year.

It is expected that UC Merced will continue to receive $18 million in enrollment-growth dollars in the years after 2012-13, enabling the university to sustain or possibly accelerate its current growth trajectory. However, in view of the state's economic challenges, assumptions about future funding will be reassessed annually. As a matter of prudent planning, the university is evaluating a number of slower-growth scenarios beyond 2012-13 and will make whatever adjustments might be necessary if state funding cannot be guaranteed at the expected rate. Under current growth assumptions of 600 students per year, and assuming state funding for enrollment growth is sustained, the university expects to be in position to balance its budget by the 2015-16 academic year.

The three-year faculty-growth projection includes 21 new faculty lines for the School of Social Sciences, Humanities and Arts, 15 for the School of Natural Sciences and nine for the School of Engineering. All three schools will compete, individually or in partnership, for the remaining five strategic investment lines. This allocation model will result in a strategic rebalancing of faculty growth that is more representative of other UC campuses. Curriculum development during this period will focus primarily on strengthening existing undergraduate and graduate programs rather than developing additional majors.

Memorandum of Understanding between UC Merced and the University of California, Office of the President

Introduction

In the five years since its opening, UC Merced has aggressively pursued its founding principles of building the first research university of the 21st century and providing a strong focus on student success through inclusive excellence. During this period the campus has grown and matured with the addition of each new faculty member and each class of new students. Today UC Merced is a vibrant campus with an engaged faculty and staff committed to excellence and a student body passionate about their campus and its future development.

A major goal of the campus in the next few years is significantly increased enrollment. The campus must balance the need to increase the ladder rank faculty essential to building a research university coupled with high quality instructional offerings in the context of limited financial resources. In addition, the campus will augment the temporary instructional staff needed to share in the instruction of increasing numbers of undergraduates at the lower division level and add non-instructional staff support critical to both faculty and student success. Space will also be a significant challenge during these coming years. The ability to accommodate faculty, students and staff that are needed to allow for campus growth will require, insofar as funding permits, a flexible approach to its existing space, plus the capital funding necessary for additional growth.

This document is prepared in collaboration with the Office of the President to reflect campus growth plans that are predicated on enhanced efficiency and keen attention to the limitations of state funding for the University of California as a whole. The campus greatly appreciates the strong support from UCOP and its collaboration in UC Merced's growth. This MOU includes an analysis of three near-term scenarios for campus development accompanied by supporting exhibits. In addition, the document includes metrics against which the campus performance can be assessed to ensure that it is effectively fulfilling its commitments under the agreement. All of the scenarios included imply restrictions in growth of faculty numbers that will remain below the desirable systemwide norms for ladder rank faculty (LRF) who comprise only 58 percent of instructional faculty at Merced while other campuses are in the range of 74 percent-80 percent. In addition to the potential impact on undergraduate instruction, the low number of LRF can have serious consequences for the development of both graduate education and research on the campus.

Continued enrollment growth on the Merced campus is a positive both for the campus, in that it will help to insure continued development during this period of State austerity, and for the State of California and the UC system. UC Merced serves the State as well as the UC system by providing access to a substantial number of qualified California students, especially those who are first generation college enrollees and who come from low income families. UC Merced is seriously committed to educating California's diverse population of students from a full range of high schools. The diversity of the student body at UC Merced is a critical element for the systemwide diversity goals and bodes well for educating the population that will guide California's future.

UC Merced has made remarkable progress in the years since its opening. Application numbers, enrollment growth, grant activity, the overall trajectory for the campus and public perception are all positive as the campus moves into the second five years of operation. Although this campus was born in a time of State fiscal strife, it has made substantial progress in every metric that is critical to building a 21st century research university; application numbers, enrollment, (Exhibit A), and research funding (Exhibit B) all show significant increases.

Basic Assumptions

UCOP will provide $36M in funding over a three year period in return for the following campus commitments:

1. UC Merced will enroll 600 additional fully funded students per year from 2010 to 2013. At the end of this period, it will have an enrollment of approximately 5,200 students, compared to the current 3,400 FTE. Enrollment growth is predicated on the availability of a total of $36M ($6M, $12M, $18M) in funding from the Office of the President over this period. It is expected that there will be a continuation of the $18M in enrollment growth dollars in the years after 2012/13, although the source of such funds has not been identified. (Exhibit H series displays the primary revenue sources for the campus during the period of the MOU.) This plan will be updated annually to assess the availability of at least $18M in permanent continuation funding without which the future structure of UC Merced is uncertain, and the plan for continued growth will be reassessed each year. If permanent state funding for enrollment growth resumes, growth at UC Merced possibly can be accelerated.

2. The general parameters outlined for faculty and staff growth also are contingent on the continuation of the $5M supplemental allocation from the State as allocated in the Governor's budget for the next fiscal year. The UC Office of the President will strive to ensure that this amount is added from state funds to the permanent base budget for the campus.

3. The Office of the President has provided access to a $5M per year loan that is a crucial extension of UC Merced's budget in the years prior to reaching financial stability.

4. UC Merced has 19 undergraduate majors that will form the foundation for undergraduate education during the next three years, and nine graduate areas (Exhibit C). In the near-term UC Merced will not develop additional majors that would require new resources and diminish the campus' ability to strengthen current offerings; undergraduate offerings now accommodate approximately 80 percent of student enrollment on the other UC general campuses. The campus will expand the depth of its graduate programs during this period to strengthen research development and facilitate growth in the number of graduate student TA's to aid faculty in the delivery of instruction.

5. The campus will encourage enrollment of current and new students in majors that are the most cost effective both in terms of the campus's operational and capital budget needs. While the students' strong interest in the basic and applied sciences is seen as positive for the long term economic needs of the San Joaquin Valley, enlarging the School of Social Sciences, Humanities and Arts is a positive path for the campus's near-term growth needs. The Social Sciences and Management Building in 2011-12 will provide needed space for faculty growth in these disciplines.

6. Special emphasis will be placed on hiring faculty for the growth of a broad based undergraduate management program housed in the School of Social Sciences, Humanities and Arts. Management is a popular major on the campus and growth of the management specific faculty will enhance continued growth in its enrollment. Those anticipated faculty hires are encompassed in the numbers displayed in Exhibit D.

7. Students who apply to UC Merced typically seek to reside in on-campus housing .The campus strongly feels that additional on-campus housing is needed to accommodate limited growth as projected in this MOU. The low or no-growth scenarios evaluated in this document will make it

difficult to cover the required debt ratios, and the lack of housing will hamper UC Merced's ability to attract students, as was learned in the opening years of 2005 and 2006. In addition, an increase in the number of students living off campus will increase our traffic counts on adjacent streets and will hasten the required transportation mitigation costs. If either of these two scenarios is required, however, the campus would consider a variety of options including requesting tolerance for a temporary lower than standard debt ratio. (Exhibit E).

8. This analysis envisions that UC Merced will attain a balanced budget with a student population of approximately 7,000-7,500 FTE, an enrollment that will be reached in the 2015-16 academic year if growth is funded by the State.

The Plan for 2010-2013

During the next three years UC Merced will continue to enroll 600 additional students per year. The first year's realization of this plan will be met by enrolling about 1,270 freshmen, 200 transfer and 50 graduate students in the fall semester of 2010 (accompanying display).

Ladder rank faculty (LRF) numbers will grow from the current faculty size of 122 LRF by 50 FTE within the three Schools during the three years of the plan. At least 45 faculty lines will be allocated as part of a three-year rolling plan; five or more lines will be strategically invested through a campus-wide proposal process focusing on the five strategic areas of growth identified in the campus academic vision statement: *Beginning: A Legacy Renewed for the 21st Century*. The analysis is based on models of faculty hiring sequenced in either 17+17+16 new faculty every three years or 25+25+0 new faculty every three years. This allocation of new FTE, although it does not reverse the negative trend in the student to ladder rank faculty ratio, does allow for continued programmatic maturation in existing majors across all three Schools that will bolster both the research and teaching missions critical to the campus (Exhibit F). The overall student to faculty ratio is currently weighted toward temporary instructional staff.

This three-year allocation model represents a strategic reorientation of faculty growth from the basic and applied science intensive focus of the last five years to a School of Social Sciences, Humanities and Arts (SSHA) focus that is more representative of our sister UC campuses. Of the first 45 faculty lines, 21 have been earmarked for SSHA, 15 for the School of Natural Sciences (SONS), and nine for the School of Engineering (SOE). Furthermore, redirection of new hires will continue through the decade resulting in 50 percent of FTE in SSHA and management disciplines by 2020. In addition, all three Schools, individually or in partnership, will compete for the five strategic investment lines that will be made available.

The proposed distribution of faculty considers faculty growth, critical faculty retention issues in the Schools and the space constraints in the sciences and engineering. Restricting all faculty hires to the social sciences, humanities and management for the next three years would not take account of the ongoing needs in both engineering and natural sciences. It might also put at risk significant investments of $45M the campus has already made in these areas, should faculty in the SONS and SOE perceive a campus-wide lack of interest in further development of their areas. The campus has recruited a Dean of Engineering with a vision for the future of the School and who will require some resources to implement his vision through the addition of appropriate faculty lines, albeit under constrained finances.

Accountability Metrics

To insure that the enrollment growth dollars will be used in the most effective way to build the campus, the following metrics will measure UC Merced's performance during and after the period of the MOU.

First, during the three years of the compact UC Merced will meet its enrollment growth goals for both undergraduate and graduate student enrollment. Through growth of the social sciences, humanities and management programs student enrollment will be increasingly directed to non-laboratory based majors that are more cost effective.

Second, the campus will achieve initial WASC accreditation in July of 2011. This key milestone opens the opportunity for accreditation of engineering programs that are critical for the success of our graduates. It also provides opportunity for the campus to be defined as a research university in the Carnegie classification of universities in 2015.

Third, the campus will continue the positive trajectory for growth in extramural research funding. Although a shift to a more social science oriented campus may reduce the year-over-year increase in research support, the advancement of UC Merced's junior faculty in the sciences and engineering should continue to provide the catalyst for substantial growth. Current research expenditures per FTE are comparable to other general campuses without a medical center.

Fourth, the campus will track undergraduate and graduate retention rates and will continue with success workshops that are aimed at retaining and graduating an increasing number of UC Merced's first generation and at risk students. The initial 2005 cohort was retained at 63 percent after three years and achieved a four-year graduation rate of 33.6 percent. Student Affairs and the Center for Research on Teaching Excellence are implementing a variety of programs, such as summer bridge programs, that are intended to increase retention and graduation rates among our students (Exhibit G).

Fifth, the campus will track enrollment in all majors. The campus will implement the undergraduate management program and the formation of the Gallo entrepreneurship center and will move forward with hiring LRF in management. By the year 2013-14, 50 percent of the students will graduate from SSHA associated majors.

Sixth, the campus will gather and report data reflecting success at providing classes needed by students and comment on how impacted classes were addressed.

Seventh, a critical element for the campus and for the Office of the President is to move the campus to a financial position where there is a reasonable ability to balance UC Merced's budget, pay down its accumulated debt and begin to invest in the future. Financial models indicate that by the 2015-16 academic year a balanced budget would be achieved given growth of the student body at 600 additional students annually, although this is contingent on the State's ability to fund enrollment growth.

Eighth, the campus has invested over $45M in its current faculty. Recruitment of new faculty and retention of existing faculty is critical to building distinction in academic programs. Success will be assessed by documenting the campus' ability to hire its top-ranked candidates for faculty positions.

Beyond 2013

The exercise outlined below looks at the three growth scenarios in the years beyond the duration of the compact (Exhibit H series). Scenario 1 provides the best pathway to UC Merced's future as a research university, albeit with far less than ideal resources. The other two scenarios could recreate many of the issues that plagued the development of UC Riverside and UC Santa Cruz in the 1970s and require a prolonged pathway to maturity and success. Each of the scenarios considers three years of funding at $6 million per year for student enrollment growth, followed by two years of funding consistent with 600 additional students per year, 300 additional students per year, or no new students per year. The budget for each scenario includes measures that will result in a balanced budget in 2013/14 and 2014/15, and the

probable effects of those measures on the health and quality of the campus. The Office of the President and the campus will annually review the funding available for the next few years and adjust enrollment growth and faculty and staff hiring for the immediate future in the light of funding.

Scenario 1 envisions a continuation of the growth rate outlined in the LREP that would build the campus by approximately 600 fully funded students per year. This scenario is contingent on the continued ability to fully fund enrollment growth in the 2010 – 2013 years and to provide additional marginal cost dollars appropriate to annual growth of 600 additional students in the years beyond 2013 (Exhibit H-1).

By all analyses, this is the most effective pathway forward for the campus. It would enable the campus to achieve a positive bottom line in 2015-16 while continuing to grow modestly the faculty, staff and other needs. Ultimately, this scenario would provide additional resources to be invested in UC Merced's future, most importantly allowing an increase in the growth rate of the faculty to bring the campus into closer alignment with the UC norms for the proportion of teaching faculty who are LRF and also help the campus reach its graduate student enrollment goals. This model also provides resources adequate for the campus to meet its debt service obligation for auxiliaries and to begin to pay down the accumulated debt sooner than more restrictive scenarios.

Scenario 2 allows for the addition of 300 students per year in the two years immediately following the MOU. It relies on the State's ability to provide new State funding for enrollment growth of 300 students per year (Exhibit H-2).

The campus could continue to operate at this reduced rate of growth for two years, but this scenario would require that the campus address some issues to maintain a slowed, but still positive momentum. This situation would extend the time at which the campus could achieve self-supporting financial stability, likely up to three years compared to scenario one. Growth would slow in all areas. Specific steps that would be required to meet the financial exigencies of a slowed growth rate for two years include: 1) reduced hiring of ladder rank faculty to half the number outlined in the previous scenarios, 2) reduced staff hires comparable to the reduction in the student and faculty growth rates, 3) reduced co-curricular programs for students, 4) curtailed startup packages in higher cost and higher yield areas and additional focus on hiring in lower cost areas in the humanities and social sciences, 5) reassess 10 year capital plans, 6) decreased campus support for graduate education, 7) reduced support for research initiatives that bring large scale multiuser research instrumentation to UC Merced, 8) seek forgiveness and/or alternative repayment schedules for operational debt service.

These actions could trigger a decline in faculty and staff morale and make hiring and retention more difficult. UC Merced would strive to maintain morale and a team spirit, but if the reduced growth persists, it would be difficult to avoid the perception of an institution at risk. This situation could erode the benefits derived through UC Merced's growing success in serving California's most diverse, economically challenged and needy population. The slowed growth scenario likely would have a negative near term impact on fund raising efforts and could erode what has been a high level of community and regional support for the campus.

Scenario 3. While both UC Merced and the Office of the President sincerely hope that this scenario does not happen, circumstances must be evaluated that would occur should state funding not allow further growth. The Office of the President and the campus will continue to work with the state to provide enrollment funding for UC Merced. However, in the undesirable case where UC Merced was required to remain at a population of 5,200 students for up to two years beyond the term of this MOU, owing to a slower than anticipated recovery by the state, all new faculty and staff hires would be eliminated (Exhibit H-3). Faculty who choose to depart would most likely be replaced with non-ladder rank instructors, thus eliminating almost all start up costs. To the extent possible, all vacated staff positions would be left

unfilled except in mission critical cases. Some non-critical services and programs would be curtailed. The campus also would need to defer debt repayments on UC internal loans. The campus would focus on freshman recruitment in order to maximize the flow of dollars to housing and dining services. Of necessity, this would minimize the transfer student enrollment since such students generally do not reside on campus and, with too few LRF, fewer upper division courses may be available. The campus will in all scenarios pursue recruitment of greater numbers of non-resident students to maximize revenues.

Of course, the campus would make every effort to provide a UC-quality education to the students who chose to enroll. The campus would emphasize the smaller campus experience and would explore boosting revenues through extension programs and distance learning arrangements. In concert with other UC campuses, UC Merced would explore lower-cost delivery of some instruction which will require close collaboration with the Academic Senate.

The campus has invested heavily in attracting a senior cadre of faculty who are distinguished in their fields of expertise. Retention of these faculty underpins the quality of the academic and research programs on campus and will greatly influence the campus' ability to retain students, particularly at the graduate level. More recently, an increasing number of junior faculty have been added to the academic ranks. These more recent arrivals have already distinguished themselves by successfully competing for research dollars and several have received national and international prizes or awards for their work. As these junior faculty members achieve tenure, they will be entering the most productive period of their careers and a point when their marketability will increase. The campus greatly wishes to retain these individuals, in whom investments have been substantial, and who are the key to strengthening the core disciplines. Scenario three would significantly jeopardize retention of these outstanding young faculty.

Staff members are equally critical to the successful development and operation of the campus. It is vital that these individuals, who are essential to the success of students and faculty, be retained. It is also clear that as UC Merced grows both student and faculty numbers it will need to increase a staff that is already extremely lean. Scenario three would make retention of staff much more difficult.

A serious danger of this scenario could be the perception throughout the State and nation that UC Merced is an eroding campus that might not attract or retain the enrollment needed to maintain a steady state. Attrition could continue to erode the faculty and staff and the negative perception of a lagging institution would prevent the campus from recruiting UC-quality replacements. This would also place a greater part of the curriculum in the hands of temporary instructional staff and would further depress the research capability of the campus. It would also negatively impact fundraising prospects for the campus. The Office of the President and UC Merced would try to mitigate these perceptions but should such a lack of growth funding persist for a number of years it will be very difficult for a small campus to sustain a consistently positive experience for students and faculty.

UC Merced recently was designated as a Hispanic Serving Institution (HSI) by the federal government. A slowing in the growth of the campus and the expected attendant drop off in enrollment demand and challenges associated with retention of faculty and staff could jeopardize this status and the possibility of procuring additional federal funds in support of both the educational and research missions of the campus. UC Merced's designation as the second UC campus to receive HSI status provides further visibility for the entire system.

With concerted effort on everyone's part, the campus could survive two years of no growth. However, a prolonged time to self-sufficiency and a growing debt would further reduce the campus's ability to achieve financial stability. The campus cannot function as a full UC campus under a prolonged no-growth scenario.

Budgetary Self-Sufficiency

The campus estimates that achieving an enrollment base of about 7,000-7,500 fully-funded students will enable the campus to reach the point of budgetary self-reliance and the ability to begin the process of decreasing the accumulated debt. It is clearly in everyone's best interest that UC Merced achieves this milestone as quickly and efficiently as possible. Based on the current models, the growth of 600 new students per year would realize a positive income stream in 2015-16. This assumes that we continue with a faculty and staff hiring plan identical to the one proposed for the three years of the compact and that there are no unfunded mandates that further erode our purchasing power (Exhibit H series).

It is important to note that enrollment growth is directly tied to growth in the faculty ranks and that increases in faculty and students will require additional instructional space and offices for faculty. Coupled with the growth in faculty and student numbers, comes the need for additional staff to ensure student and faculty success.

Space

The following would be the expected impact on UC Merced's capital program under each scenario. The campus believes that the planned timeframe for housing 4 is important and is based on the need for additional on campus housing to accommodate a population of 5,200 students at approximately the same percentage as UC Merced will be able to accommodate our 4000 students with the opening of housing three this fall.

600 FTE Growth Model:

In March 2010, UC Merced's 10 Year Capital Financial Plan (CFP) and Physical Design Framework (PDF) were accepted by the Regents. One year prior, in March 2009, Merced's Long Range Development Plan (LRDP) was approved by the Regents, of course depending on state-funded enrollment growth and capital support for both plans. Though the enrollment assumptions in these three documents do not directly align with the 600 FTE growth model discussed herein, they track closely enough (11,094 student FTE in AY 20/21 under the CFP, PDF and LRDP vs. 10,277 student FTE in AY 20/21 under the 600 FTE model) that the campus' recent CFP can be considered reflective of the timing, scope and program of capital projects required to support the 600 FTE growth model (Exhibit J-1).[1]

300 FTE Growth Model:

All State-funded capital projects through the Instruction and Student Academic Services building would be delivered in accordance with the CFP, provided State or other funding is acquired (Exhibit J-2). These projects include:

- Science and Engineering 2;
- Castle 1200 – Facilities Renewal;

[1] The Academic Surge Building proposed in the March 2010 Capital Financial Plan was to be a $20MM non-State funded facility. In the intervening months, the campus submitted a PPG for a $40MM State funded Academic Surge Building. For the purposes of evaluating the enrollment scenarios relative to capital project needs, all scenarios assume the $20MM project as proposed in the March 2010 Capital Financial Plan.

- Instruction and Student Academic Services Building;

- Campus Instructional Space Renovations; and

- Site Development and Infrastructure Phases 4, 5, 6, 7, and a reduced scope Phase 8.

Subsequent projects would be postponed as below:[2]

- Instruction & Research Building ($116MM) would be postponed from an anticipated occupancy date of August 2016 to August 2019.

- Professional School ($67.4MM) would be postponed from an anticipated occupancy date of August 2019 to at least August 2021.

- Environmental Health and Safety, Facilities Management and Public Safety Facility ($33MM) would be postponed from an anticipated occupancy date of August 2020 to at least August 2021.

- Central Campus West Site Development and Infrastructure ($45MM) would be postponed from an anticipated completion date of August 2021 to at least August 2022.

- Classroom & Office Building 2 ($44.5MM) would be postponed from an anticipated occupancy date of August 2020 to at least August 2021.

- Instruction & Research Building 2 ($65.9MM) would be postponed from an anticipated occupancy date of August 2021 to at least August of 2022.

The impact of reduced enrollment growth on non-State funded capital projects are more complex than those of State funded projects, as the financial models related to repayment of existing capital project debt have been based on increased student enrollments in accordance with the 2009 LDRP. Nevertheless, reductions in student enrollments would likely result in decreased demand for future non-State capital projects.

Zero FTE Growth Model:

Under this model, all State-funded projects beyond the Site Development and Infrastructure Phase 6 project would be deferred until growth resumes (Exhibit J-3. The list of project deferrals includes:

- Site Development and Infrastructure Phase 7 ($11.7MM)

- Site Development and Infrastructure Phase 8 ($65MM)

[2] The current planning model extends through the 20-21 AY. The office of Capital Planning & Space Management is in the process of extending the model's planning horizon but, at this time, estimates beyond the 20-21 AY do not have the same clarity of those within the scope of the current model.

- Instruction and Student Academic Services Building ($48.7MM)
- Campus Instructional Space Renovations ($6.1MM)
- Instruction and Research Building ($116MM)
- Professional School ($67.4MM)
- Environmental Health and Safety, Facilities Management and Public Safety Facility ($33MM)
- Central Campus West Site Development and Infrastructure ($45MM)
- Classroom and Office Building 2 ($44.5MM)
- Instruction and Research Building 2 ($65.9MM)

The impact of a zero growth model on non-State capital projects would be similar in theme to those discussed in the 300 growth model scenario above, although a zero growth model will degrade the ability of campus auxiliaries to repay debt incurred for current capital projects, and may require a restructuring of that debt or assistance with required debt ratios.

Conclusion

The next five years are especially critical to the maturation of UC Merced as an independent campus built from the culture of excellence provided by our sister campuses.

The successful recruitment and retention of students, faculty and staff is critical to the UC Merced campus. Significant investments have been made to ensure student enrollment growth and it is critical that the students who begin as freshmen, or who come as transfer students, are able to acquire the courses necessary to graduate in a timely manner. It is also essential that the campus develop the educational, and co-curricular facilities that students reasonably expect to find while attending a UC campus. On the other hand, the campus has to prepare for whatever funding becomes available, even if inadequate funding continues for some years. Exhibit K provides a summary of the most critical data for each of the three growth scenarios to address different funding levels.

As the campus weathers the anticipated period of continued austerity, it is also critical that faculty, students and staff perceive a solid future of growth on the campus, although funding is uncertain for such growth. UC Merced is the only research university in the San Joaquin Valley and will play an increasingly important role in addressing the severe economic plight of the region. The campus is proud of its record in attracting a high degree of ethnic and geographic diversity among the student body, a factor that argurs well for sound future growth and is beneficial to the UC system. The Office of the President and the campus are committed to securing funding for continuing growth, but this remains a challenging task.

The agreement outlined in this MOU extends the opportunity for campus development that is so crucial for the future of the State and for that of the San Joaquin Valley. UC Merced already has had a significant and positive impact on one of the poorest and most underdeveloped regions of California. The presence of a UC campus in this area has been a beacon of hope and a catalyst for enhanced college preparedness by students from throughout the region, while the research of the faculty is already having an impact on many of the area's most pressing problems.

We are very appreciative to the Office of the President for the concern and support voiced for UC Merced. This strong interest from systemwide leaders makes the campus optimistic about the future of the campus and the region.

Mark G Yudof President University of California	7/13/10 Date	Steve Kang Chancellor University of California, Merced	7/13/10 Date

Exhibit A
Enrollment - FTE and Applications

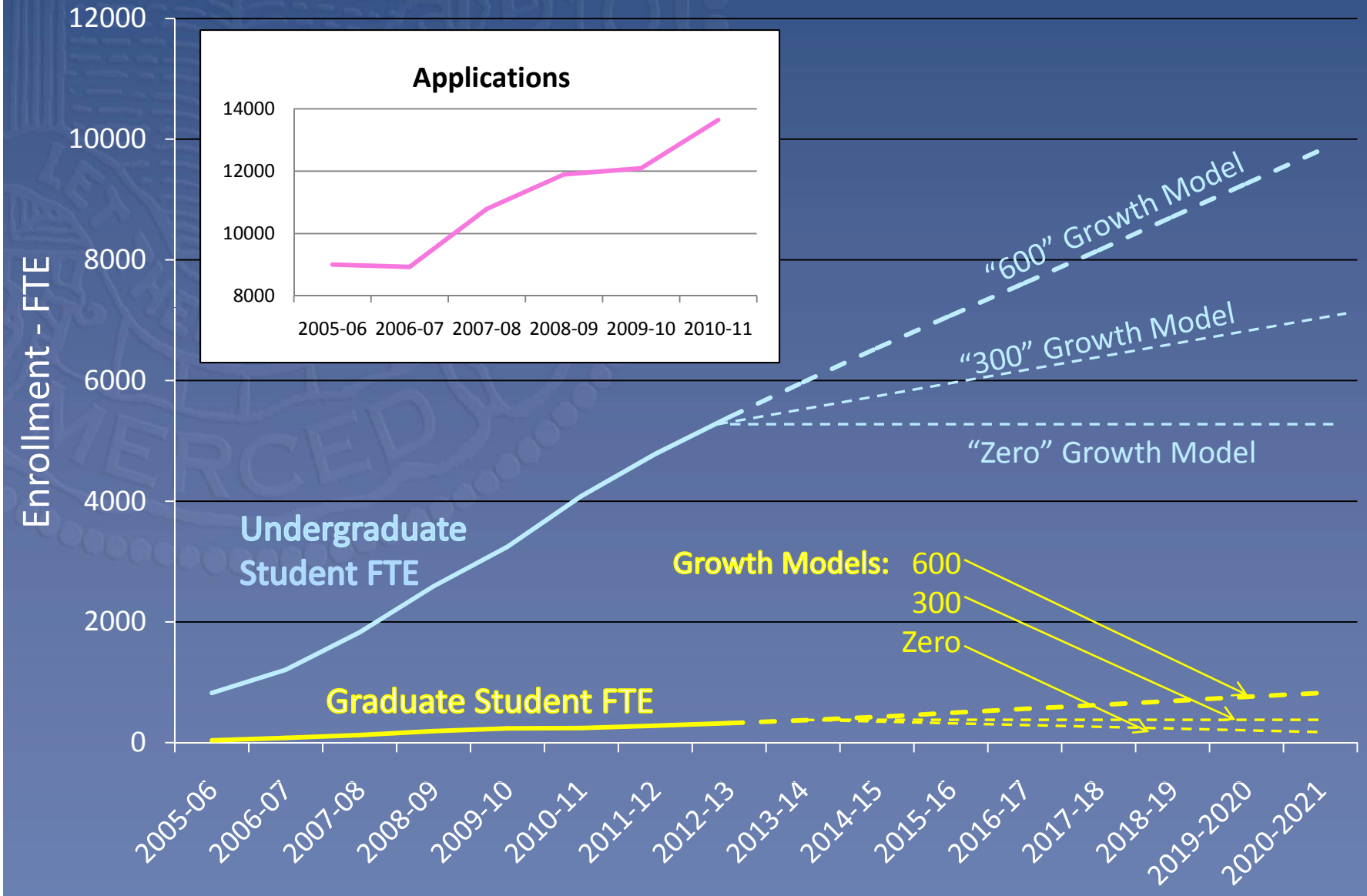
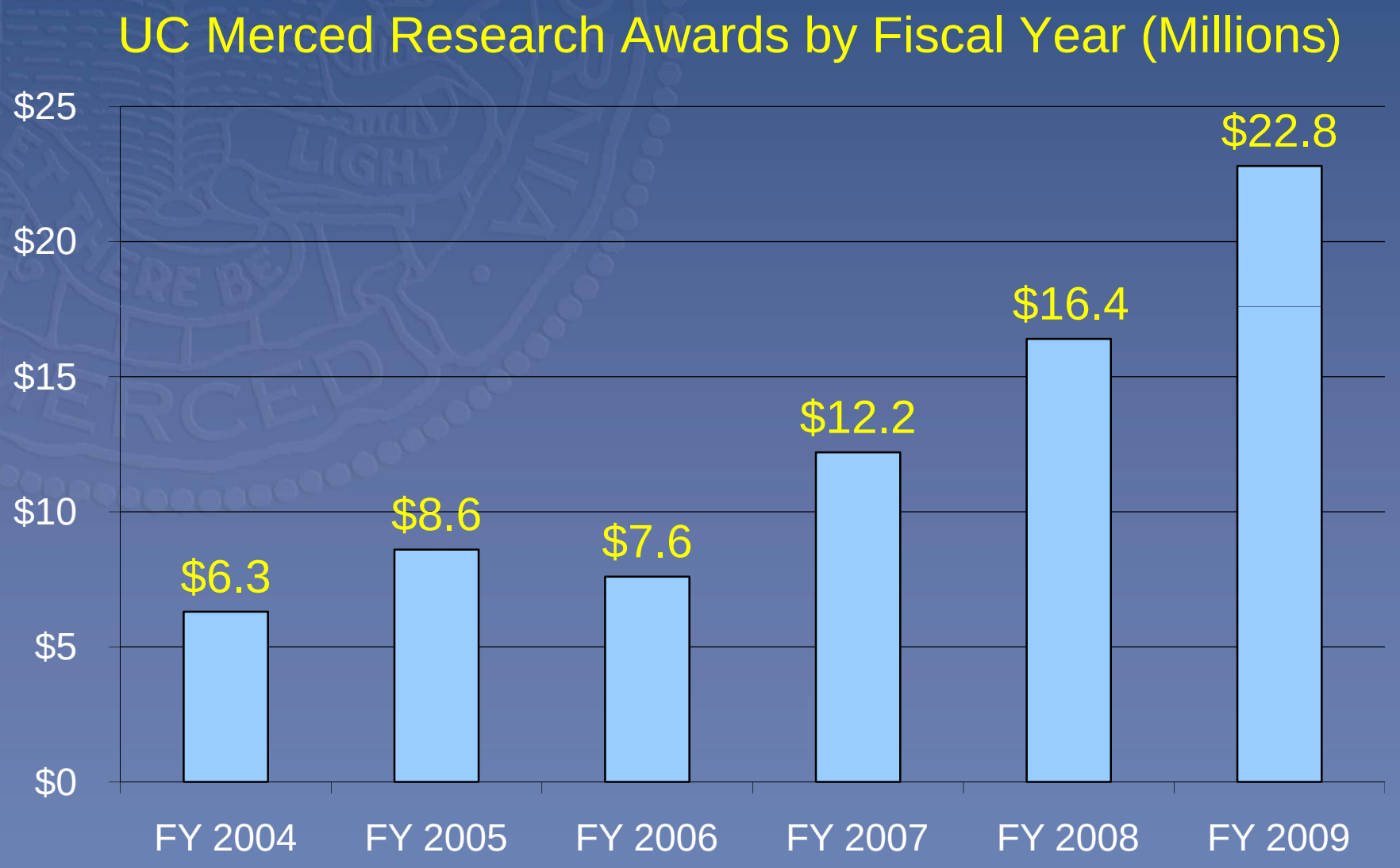


Exhibit B
Research Expenditures



UCMERCED

Exhibit C

Undergraduate Majors and Graduate Programs

School of Engineering Undergraduate Majors

Bioengineering
Computer Science & Engineering
Environmental Engineering
Materials Science & Engineering
Mechanical Engineering

Graduate Studies- Ph.D. and M.S. Programs

Biological Engineering and Small Scale Technologies
Electrical Engineering and Computer Science
Environmental Systems
Mechanical Engineering and Applied Mechanics

School of Natural Sciences Undergraduate Majors

Applied Mathematics
Biological Sciences
Chemical Sciences
Earth Systems Sciences
Physics

Graduate Studies – Ph.D. and M.S. Programs

Applied Mathematics
Physics and Chemistry
Quantitative and Systems Biology

School of Social Sciences, Humanities and Arts Undergraduate Majors

Anthropology
Cognitive Sciences
Economics
History
Literature and Cultures
Management
Political Sciences
Psychology
Sociology

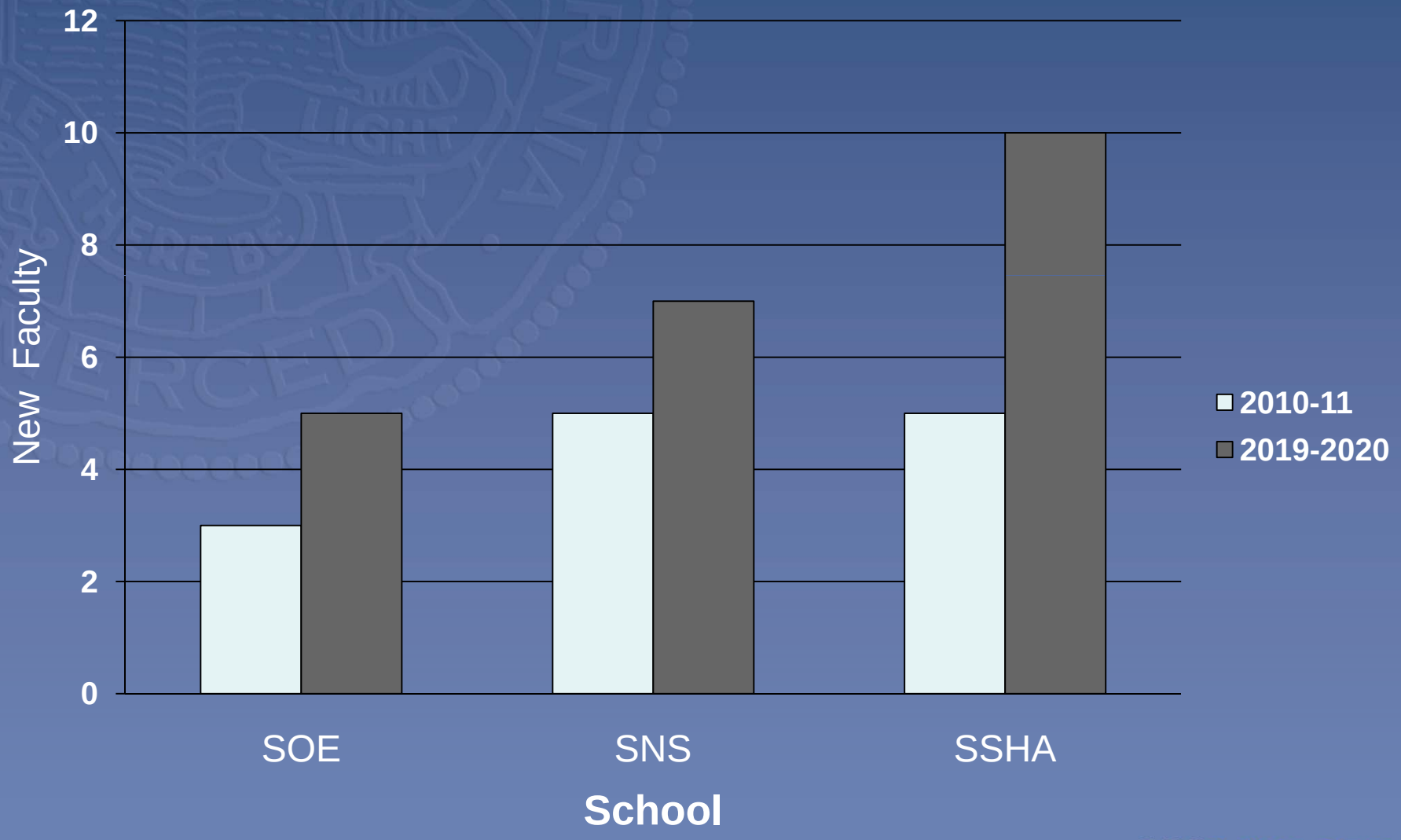
Graduate Studies – Ph.D. and M.S. Programs

Social and Cognitive Sciences
World Cultures

UCMERCED

Exhibit D

Ladder Rank Faculty - Distribution by School



UCMERCED

Exhibit E
Beds Available and Anticipated Demand

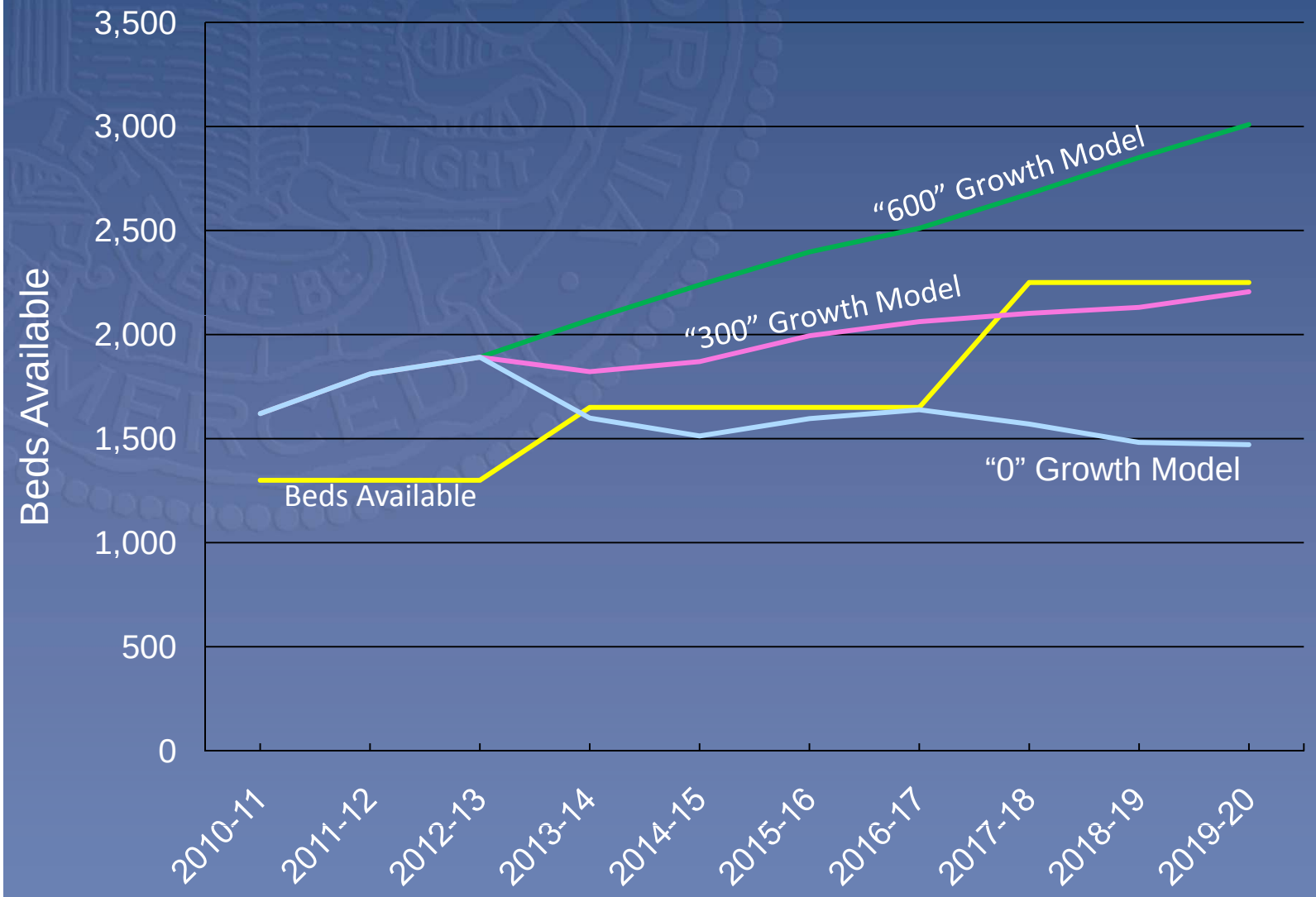


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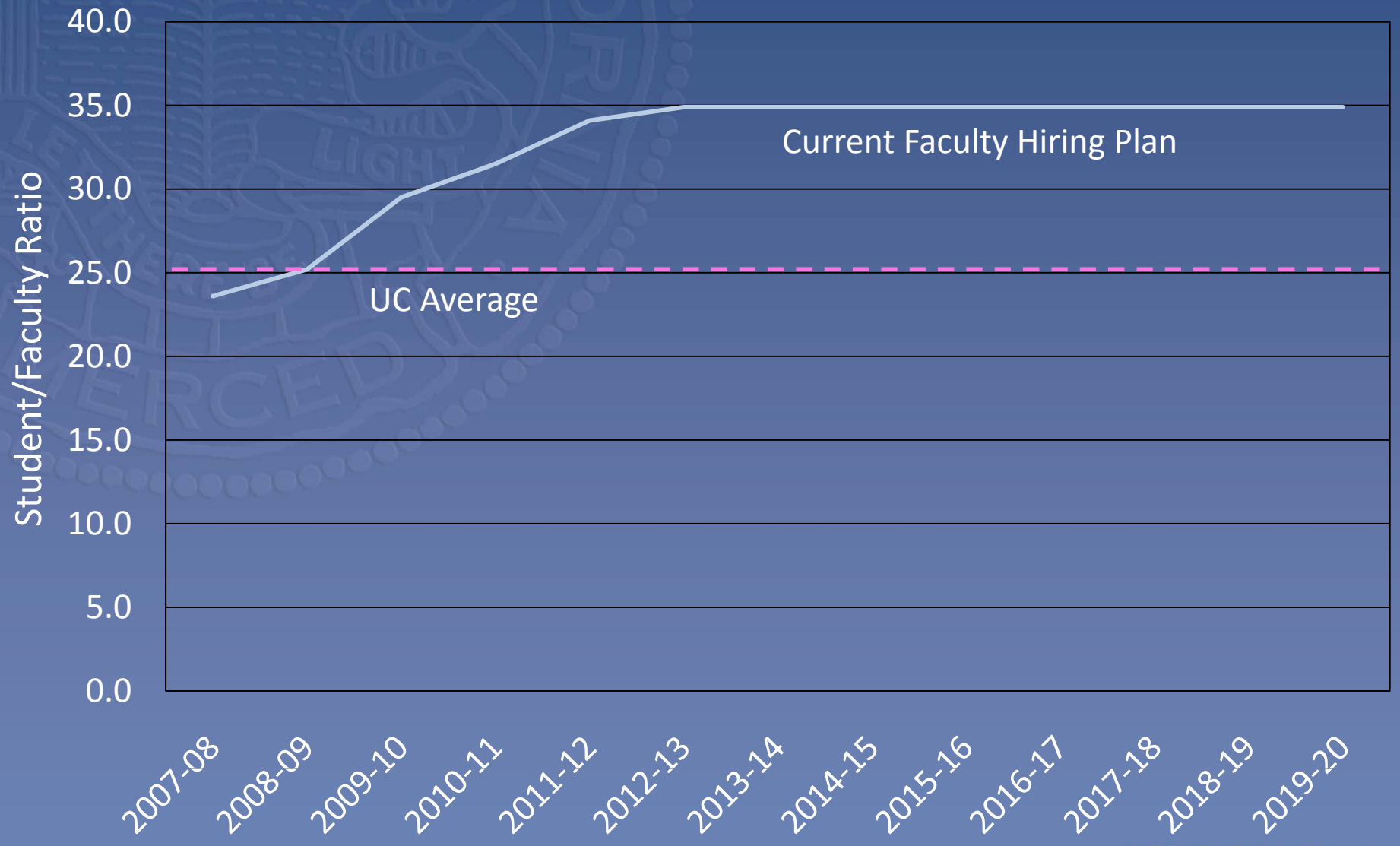
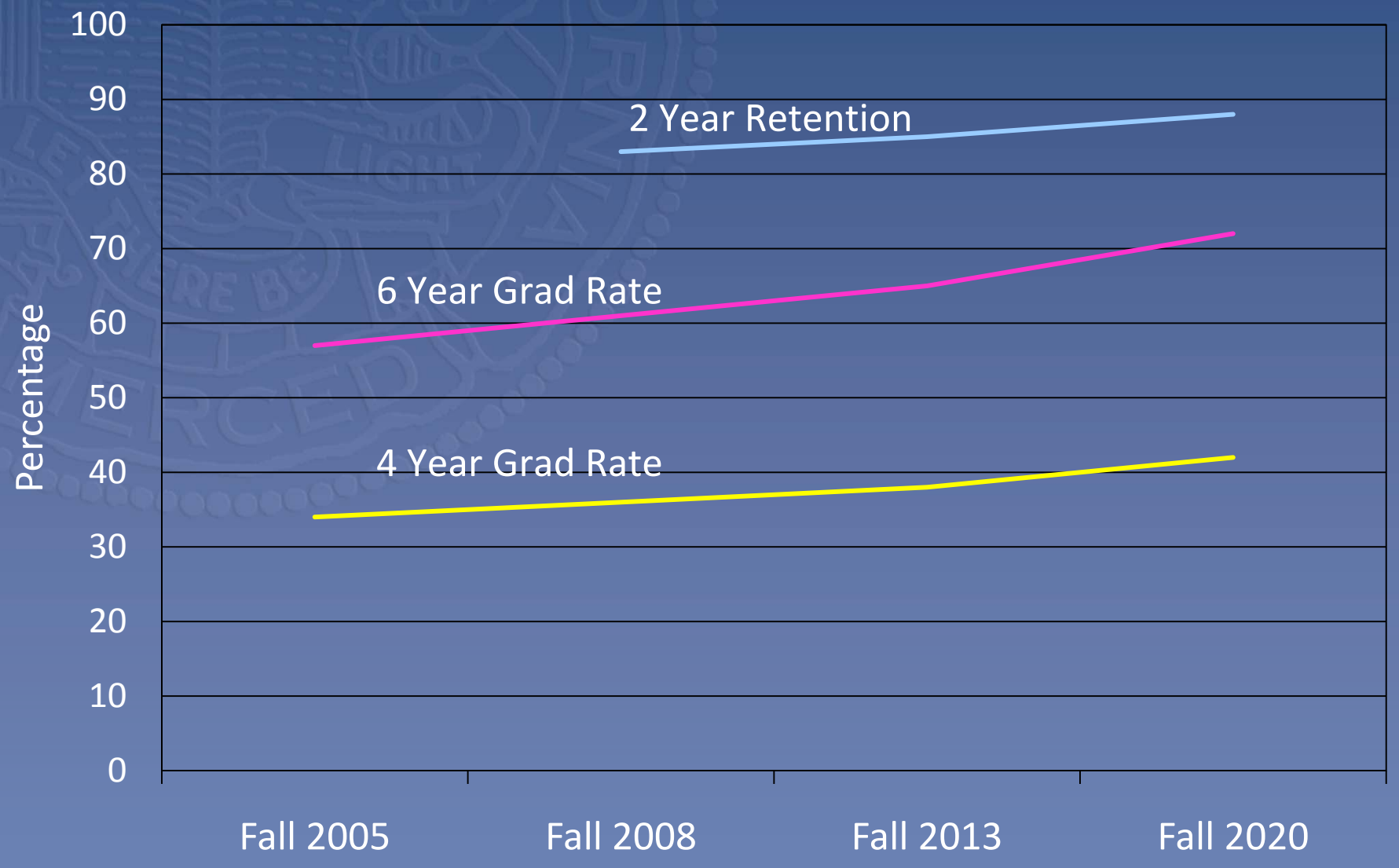
Exhibit F
Student/Ladder Rank Faculty Ratio



UCMERCED

Exhibit G

Actual and Projected -Retention and Graduation Rates



UCMERCED

Exhibit H-1

AGREEMENT WITH UCOP

UC MERCED CORE FUNDING
Budget Plan Scenario 1A: 600 FTE 50 Fa
Over Three Year Span
Comprehensive Picture Based on $36M Agreement Over Three Years

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Total Student FTE	4327	5063	5716	6343	6963
SOURCES OF FUNDS					
BASE STATE APPROPRIA	10000000	10000000	10000000	10000000	10000000
ENROLLMENT SUPPORT	34670191	40670191	46670191	51470191	56270191
STUDENT FEE INCOME	28255000	33797000	38411000	42694000	46912000
STUDENT AID ALLOCATIO	14773592	17230619	19545135	21710272	23865107
SUPPLEMENT STATE APP	5000000	5000000	5000000	5000000	5000000
LINE OF CREDIT WITH UC	5000000	5000000	5000000	5000000	5000000
OTHER (ICR; STIP; Lottery	15115000	12815000	13206000	13624000	13947000
TOTAL CORE REVENUE	112813783	124512810	137832326	149498463	160994298
USE OF FUNDS					
INSTRUCTION AND RESE	34729000	39585000	43964000	45879000	49950000
ACADEMIC PLANNING, SU	12638956	12949294	13224883	13490730	13753842
STUDENT AFFAIRS	9100000	9500000	10644000	11285000	11917000
STUDENT AID	14773592	17230619	19545135	21710272	23865107
GENERAL ADMIN AND SE	35984128	38656922	41562922	43691483	46323666
DEBT SERVICE (Core Ope	1630746	2236896	2449396	2661896	2946361
OTHER (UCRP; Addl Staffi	9384000	10296000	11272110	11939000	12297170
TOTAL COMMITMENTS	118240421	130454732	142662447	150657381	161053146
BALANCE AFTER PLANNED SAVINGS	-4856638	-5371921	-4260120	-900421	-58848
CUMULATIVE BALANCE/DEFICIT		-10228559	-14488679	-15389100	-15447948

PROJECTED REVENUE: RELIANCE ON STATE FUNDING AND FEE INCOME TO MEET EXPECTED COMMIT

PERCENT OF TOTAL - Sources of Projected Funds					
STATE/ENROLLMENT SUF	40%	41%	41%	41%	41%
FEE INCOME	25%	27%	28%	29%	29%
STUDENT AID	13%	14%	14%	15%	15%
SUPPLEMENT STATE APF	4%	4%	4%	3%	3%
LINE OF CREDIT WITH UC	4%	4%	4%	3%	3%
OTHER (ICR; STIP; Lottery	13%	10%	10%	9%	9%
PERCENT OF TOTAL - Use of Projected Funds					
INSTRUCTION AND RESE	29%	30%	31%	30%	31%
ACADEMIC PLANNING, SU	11%	10%	9%	9%	9%
STUDENT AFFAIRS	8%	7%	7%	7%	7%
STUDENT AID	12%	13%	14%	14%	15%
GENERAL ADMIN AND SE	30%	30%	29%	29%	29%

DEBT SERVICE (Core Ope	1%	2%	2%	2%	2%
OTHER (UCRP; Addl Staffir	8%	8%	8%	8%	8%

ASSUMPTIONS:

A. Enrollment growth is based on growth of 600 FTE per year

B. Student enrollment support is valued at $10,000 per FTE with expected $6M-$12M-$18M

C. $6.3 million for student enrollment support received in FY 2008-09 will continue in the bas

D. Student fees raised 15% 2009-10 midyear increase Ed Fee Only; Grad Fees flat; 15% Ec

E. Ongoing OMP remains flat.

F. Student/faculty workload ratio is 18.7:1 to derive Faculty FTE generated; actual approved

600 FTE Enrollment Growth

FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
7570	8176	8783	9403	10,023
10000000	10000000	10000000	10000000	10000000
61070191	65870191	70670191	75470191	80270191
51017000	55113000	59221000	63421000	67619000
25995904	28123267	30250630	32424352	34599791
5000000	5000000	5000000	5000000	5000000
13817000	14227000	14634000	15045000	15456000
166900095	178333458	189775821	201360543	212944982
52982000	55977000	59651000	62964000	66220000
13952000	14201000	14449000	14705000	14959000
12533000	13147000	13764000	14396000	15028000
25995904	28123267	30250630	32424352	34599791
46786902.7	47722640.7	47961253.9	48920479	49898888.6
5055504	5589686	5826501	6063316	6300131
11595000	11160000	11088311	13079190	15919000
168900311	175920594	182990696	192552337	202924811
499784.34	4802864.29	10146209	13450898	19020171.4
-14948163.7	-10145299.4	909.6268	13451807.6	32471979.1

Positive Bottom Line at 7570 FTE in 2015-16

Accumulated Deficit Cleared at 8783 FTE in 2017-18

T

43%	43%	43%	42%	42%
31%	31%	31%	31%	32%
16%	16%	16%	16%	16%
3%	3%	3%	2%	2%
8%	8%	8%	7%	7%
31%	32%	33%	33%	33%
8%	8%	8%	8%	7%
7%	7%	8%	7%	7%
15%	16%	17%	17%	17%
28%	27%	26%	25%	25%

3%	3%	3%	3%	3%
7%	6%	6%	7%	8%

M over the next 3 years. Reduced to $8000 in out years. Revenue based on exactly 'plus 600 FTE'.
ıse funding for UC Merced.
d Fee in 2010-11; flat in out years; Reg Fee flat at 2009-10 levels.

d recruitments based on 17-17-16 plan; same faculty recruitment plan in out years.

Exhibit H-2

AGREEMENT WITH UCOP

UC MERCED CORE FUNDING

Budget Plan Scenario 2B: 300 FTE 50 Fa

Over Three Year Span; Reduced Hires in Out Years

Comprehensive Picture Based on $36M Agreement Over Three Years

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Total Student FTE	4327	5063	5716	6026	6344
SOURCES OF FUNDS					
BASE STATE APPROPRIA	10000000	10000000	10000000	10000000	10000000
ENROLLMENT SUPPORT	34670191	40670191	46670191	49070191	51470191
STUDENT FEE INCOME	28255000	33797000	38411000	40418000	42469000
STUDENT AID ALLOCATIO	14773592	17230619	19545135	20621694	21739461
SUPPLEMENT STATE APP	5000000	5000000	5000000	5000000	5000000
LINE OF CREDIT WITH UC	5000000	5000000	5000000	5000000	5000000
OTHER (ICR; STIP; Lottery	15115000	12815000	13206000	13511000	13728000
TOTAL CORE REVENUE	112813783	124512810	137832326	143620885	149406652
USE OF FUNDS					
INSTRUCTION AND RESE	34729000	39585000	43964000	44375000	42444000
ACADEMIC PLANNING, SU	12638956	12949294	13224883	13361730	13500842
STUDENT AFFAIRS	9100000	9500000	10644000	10901000	11168000
STUDENT AID	14773592	17230619	19545135	20621694	21739461
GENERAL ADMIN AND SE	35984128	38656922	41562922	43691483	45941666
DEBT SERVICE (Core Ope	1630746	2236896	2449396	2661896	2946361
OTHER (UCRP; Addl Staffi	9384000	10296000	11272110	10904751.5	11845124
TOTAL COMMITMENTS	118240421	130454732	142662447	146517555	149585454
BALANCE AFTER PLANNED SAVINGS	-4856638	-5371921	-4260120	-3672421	-994926
CUMULATIVE BALANCE/DEFICIT		-10228559	-14488679	-18161100	-19156026

PROJECTED REVENUE: RELIANCE ON STATE FUNDING AND FEE INCOME TO MEET EXPECTED COMMIT

PERCENT OF TOTAL - Sources of Projected Funds					
STATE/ENROLLMENT SUP	40%	41%	41%	41%	44%
FEE INCOME	25%	27%	28%	28%	28%
STUDENT AID	13%	14%	14%	14%	15%
SUPPLEMENT STATE APP	4%	4%	4%	3%	3%
LINE OF CREDIT WITH UC	4%	4%	4%	3%	3%
OTHER (ICR; STIP; Lottery	13%	10%	10%	9%	9%
PERCENT OF TOTAL - Use of Projected Funds					
INSTRUCTION AND RESE	29%	30%	31%	30%	28%
ACADEMIC PLANNING, SU	11%	10%	9%	9%	9%
STUDENT AFFAIRS	8%	7%	7%	7%	7%
STUDENT AID	12%	13%	14%	14%	15%

GENERAL ADMIN AND SE	30%	30%	29%	30%	31%
DEBT SERVICE (Core Ope	1%	2%	2%	2%	2%
OTHER (UCRP;Addl Staffin	8%	8%	8%	7%	8%

ASSUMPTIONS:

A. Enrollment growth is based on growth of 300 FTE per year

B. Student enrollment support is valued at $10,000 per FTE with expected $6M-$12M-$18M

C. $6.3 million for student enrollment support received in FY 2008-09 will continue in the bas

D. Student fees raised 15% 2009-10 midyear increase Ed Fee Only; Grad Fees flat; 15% Ec

E. Ongoing OMP remains flat.

F. Student/faculty workload ratio is 18.7:1 to derive Faculty FTE generated; actual approved

300 FTE Enrollment Growth

FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
6646	6946	7247	7539	7,833
10000000	10000000	10000000	10000000	10000000
53870191	56270191	58670191	61070191	63470191
44394000	46316000	48262000	50144000	52047000
22812586	23868541	24910760	25920356	26931669
5000000	5000000	5000000	5000000	5000000
13419000	13596000	13773000	13945000	14118000
149495777	155050732	160615951	166079547	171566860
44995000	45987000	48268000	49247000	51503000
13574000	13697000	13820000	13940000	14061000
11415000	11660000	11906000	12141000	12379000
22812586	23868541	24910760	25920356	26931669
46401082.7	46865093.5	47333744.4	47807081.9	48285152.7
5055504	5589686	5826501	6063316	6300131
9786708	10529539	11473655.5	11619095	13365898
154039881	158196859	163538661	166737849	172825851
-994249	57454	121209	1410898	1418599
-20150275	-20092821	-19971611	-18560713	-17142115

Positive Bottom Line at FTE
6946 FTE in 2016-17

Accumulated Deficit Reduced But Not Cleared

TMENTS

43%	43%	43%	43%	43%
30%	30%	30%	30%	30%
15%	15%	16%	16%	16%
3%	3%	3%	3%	3%
9%	9%	9%	8%	8%
29%	29%	30%	30%	30%
9%	9%	8%	8%	8%
7%	7%	7%	7%	7%
15%	15%	15%	16%	16%

30%	30%	29%	29%	28%
3%	4%	4%	4%	4%
6%	7%	7%	7%	8%

M over the next 3 years. Reduced to $8000 in out years. Revenue based on exactly 'plus 300 FTE'.
ıse funding for UC Merced.
d Fee in 2010-11; flat in out years; Reg Fee flat at 2009-10 levels.

d recruitments based on 17-17-16 plan; halved faculty recruitment plan in out years.

Exhibit H-3

AGREEMENT WITH UCOP

UC MERCED CORE FUNDING

Budget Plan Scenario 3A: Zero (0) FTE G

Over Three Year Span; Zero (0) Hires in Out Years

Comprehensive Picture Based on $36M Agreement Over Three Years

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Total Student FTE	4327	5063	5716	5725	5727
SOURCES OF FUNDS					
BASE STATE APPROPRIA	10000000	10000000	10000000	10000000	10000000
ENROLLMENT SUPPORT	34670191	40670191	46670191	46670191	46670191
STUDENT FEE INCOME	28255000	33797000	38411000	38641590	38421410
STUDENT AID ALLOCATIO	14773592	17230619	19545135	19588060	19620683
SUPPLEMENT STATE APP	5000000	5000000	5000000	5000000	5000000
LINE OF CREDIT WITH UC	5000000	5000000	5000000	5000000	5000000
OTHER (ICR; STIP; Lottery	15115000	12815000	13206000	13325000	13464000
TOTAL CORE REVENUE	112813783	124512810	137832326	138224841	138176284
USE OF FUNDS					
INSTRUCTION AND RESE	34729000	39585000	43964000	43634000	36912000
ACADEMIC PLANNING, SU	12638956	12949294	13224883	13237730	13247842
STUDENT AFFAIRS	9100000	9500000	10644000	10538000	10422000
STUDENT AID	14773592	17230619	19545135	19588060	19620683
GENERAL ADMIN AND SE	35984128	38656922	41562922	43691483	45941666
DEBT SERVICE (Core Ope	1630746	2236896	2449396	2661896	2946361
OTHER (UCRP; Addl Staffi	9384000	10296000	11272110	8456167.67	7659000
TOTAL COMMITMENTS	118240421	130454732	142662447	141807337	136749552
BALANCE AFTER PLANNED SAVINGS	-4856638	-5371921	-4260120	-3582495.67	-3955926
CUMULATIVE BALANCE/DEFICIT		-10228559	-14488679	-18071174.7	-22027100.7

PROJECTED REVENUE: RELIANCE ON STATE FUNDING AND FEE INCOME TO MEET EXPECTED COMMIT

PERCENT OF TOTAL - Sources of Projected Funds					
STATE/ENROLLMENT SUP	40%	41%	41%	41%	41%
FEE INCOME	25%	27%	28%	28%	28%
STUDENT AID	13%	14%	14%	14%	14%
SUPPLEMENT STATE APP	4%	4%	4%	4%	4%
LINE OF CREDIT WITH UC	4%	4%	4%	4%	4%
OTHER (ICR; STIP; Lottery	13%	10%	10%	10%	10%
PERCENT OF TOTAL - Use of Projected Funds					
INSTRUCTION AND RESE	29%	30%	31%	31%	27%
ACADEMIC PLANNING, SU	11%	10%	9%	9%	10%
STUDENT AFFAIRS	8%	7%	7%	7%	8%
STUDENT AID	12%	13%	14%	14%	14%

GENERAL ADMIN AND SE	30%	30%	29%	31%	34%
DEBT SERVICE (Core Ope	1%	2%	2%	2%	2%
OTHER (UCRP;Addl Staffin	8%	8%	8%	6%	6%

ASSUMPTIONS:

A. Enrollment growth is based on growth of zero (0 FTE) per year in outyears.

B. Student enrollment support is valued at $10,000 per FTE with expected $6M-$12M-$18M

C. $6.3 million for student enrollment support received in FY 2008-09 will continue in the bas

D. Student fees raised 15% 2009-10 midyear increase Ed Fee Only; Grad Fees flat; 15% Ec

E. Ongoing OMP remains flat.

F. Student/faculty workload ratio is 18.7:1 to derive Faculty FTE generated; actual approved

Zero FTE Enrollment Growth

FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
5720	5725	5706	5671	5,629
10000000	10000000	10000000	10000000	10000000
46670191	46670191	46670191	46670191	46670191
38515200	37961860	37258000	36833000	36369000
19620683	19643004	19562305	19409492	19222339
5000000	5000000	5000000	5000000	5000000
5000000				
8056000	13058000	13051000	13038000	13023000
132862074	132333055	131541496	130950683	130284530
36854000	36854000	36743000	36672000	36600000
13194000	13196000	13188000	13174000	13156000
10295000	10489520	10540440	10540440	10591360
19620683	19643004	19562305	19409492	19222339
43423521	43857756.2	44296333.8	44739297.1	45186690.1
5055504	5589686	5826501	6063316	6300131
7759000	7759000	7875385	7993515.78	8113418.51
136201708	137388966	138031965	138592061	139169939
-5550249	-5055911.21	-6490468.77	-7641377.88	-8885408.59
-27577349.7	-32633260.9	-39123728.6	-46765106.5	-55650515.1

Significant accumulated debt by 2019-20

TMENTS

43%	43%	43%	43%	43%
29%	29%	28%	28%	28%
15%	15%	15%	15%	15%
4%	4%	4%	4%	4%
4%	0%	0%	0%	0%
6%	10%	10%	10%	10%
27%	27%	27%	26%	26%
10%	10%	10%	10%	9%
8%	8%	8%	8%	8%
14%	14%	14%	14%	14%

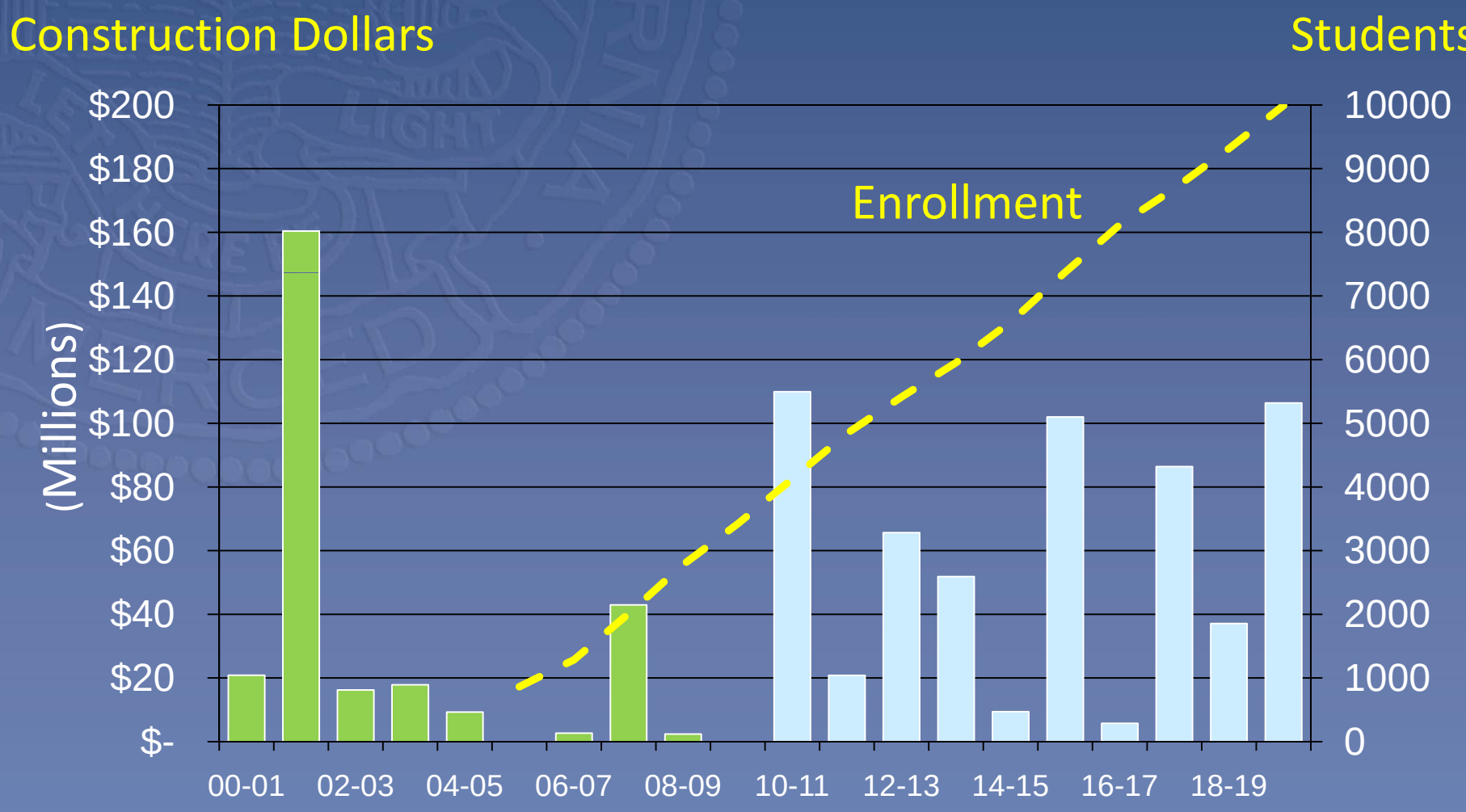
32%	32%	32%	32%	32%
4%	4%	4%	4%	5%
6%	6%	6%	6%	6%

M over the next 3 years.
ıse funding for UC Merced.
d Fee in 2010-11; flat in out years; Reg Fee flat at 2009-10 levels.

d recruitments based on 17-17-16 plan; zero (0 FTE) faculty recruitment plan in out years.

Exhibit I

Our Space Challenge and the10 Year Capital Plan



UCMERCED

Exhibit J-1 **DRAFT** CPEC SPACE ANALYSIS (2010-11 to 2020-21)

Draft as of: April 23, 2010

		Based on Historical Data					Based on Updated 600 FTE Growth Enrollment Scenario										
		05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
A	**TOTAL STUDENT FTE**	**862**	**1,285**	**2,008**	**2,780**	**3,420**	**4,140**	**4,828**	**5,478**	**6,095**	**6,699**	**7,303**	**7,886**	**8,473**	**9,077**	**9,680**	**10,277**
	Annual enrollment growth		423	723	772	640	720	688	650	617	604	604	583	587	604	603	597
	Annual % enrollment growth		49%	56%	38%	23%	21%	17%	13%	11%	10%	9%	8%	7%	7%	7%	6%
A	**Undergraduate**	**824**	**1,206**	**1,885**	**2,617**	**3,185**	**3,900**	**4,547**	**5,155**	**5,731**	**6,282**	**6,822**	**7,344**	**7,870**	**8,413**	**8,952**	**9,482**
	Annual enrollment growth	-	382	679	732	595	715	647	608	576	551	540	522	526	543	539	530
	Annual % enrollment growth	-	14.7%	26.2%	28.3%	23.0%	22.5%	16.6%	13.4%	11.2%	9.6%	8.6%	7.7%	7.2%	6.9%	6.4%	5.9%
A	**UG Majors by School**																
	ENG			18.8%	20.5%	19.1%	19.1%	18.6%	18.1%	18.1%	18.1%	17.5%	17.0%	16.5%	16.0%	15.5%	15.0%
	NS			37.7%	34.9%	36.5%	36.6%	36.2%	35.7%	34.9%	34.9%	34.5%	34.5%	34.5%	35.0%	35.0%	35.0%
	SSHA			43.5%	44.6%	44.4%	44.3%	45.2%	46.2%	47.0%	47.0%	48.0%	48.5%	49.0%	49.0%	49.5%	50.0%
A	**Graduate**	**38**	**79**	**124**	**164**	**235**	**240**	**281**	**323**	**364**	**417**	**481**	**542**	**603**	**664**	**728**	**795**
	Annual enrollment growth	-	41	45	40	51	5	41	42	41	53	64	61	61	61	64	67
	Annual % enrollment growth	-	108.2%	56.7%	32.3%	31.3%	2.0%	17.1%	14.9%	12.7%	14.6%	15.3%	12.7%	11.3%	10.1%	9.6%	9.2%
	% Grad enrollment	-	6.1%	6.2%	5.9%	6.9%	5.8%	5.8%	5.9%	6.0%	6.2%	6.6%	6.9%	7.1%	7.3%	7.5%	7.7%
A	**Total Faculty FTE**	**63**	**105**	**136**	**185**	**200**	**231**	**271**	**306**	**339**	**372**	**405**	**437**	**470**	**503**	**536**	**569**
	Ladder	45	69	83	110	118	135	152	169	185	202	219	235	252	269	285	301
	Ladder Faculty Growth		24	14	27	8	17	17	17	16	17	17	16	17	17	16	16
	% Ladder Rank of faculty	71.4%	65.7%	61.0%	59.5%	59.0%	58.2%	56.0%	55.2%	54.5%	54.2%	54.0%	53.7%	53.6%	53.4%	53.1%	52.9%
	Grad Student/Ladder Faculty	0.84	1.14	1.49	1.49	1.99	1.78	1.85	1.91	1.97	2.07	2.20	2.31	2.40	2.47	2.56	2.64
	Total Lad Fac FTE by School																
	ENG			24	28	26	29	32	34	37	39	42	44	47	49	52	54
	%			28%	25%	22%	22%	21%	20%	20%	19%	19%	19%	19%	18%	18%	18%
	NS			32	41	47	52	56	61	65	70	74	78	82	86	90	93.5
	%			38%	37%	39%	38%	37%	36%	35%	34%	34%	33%	32%	32%	31%	31%
	SSHA			29	42	46	54	63	71	79	88	97	105	114	123	131	140.2
	%			34%	38%	39%	40%	42%	42%	43%	44%	44%	45%	45%	46%	46%	47%
	Strategic Hires			-	-	-	-	1	3	4	5	6	8	9	11	12	13
	%			0%	0%	0%	0%	1%	2%	2%	2%	3%	3%	4%	4%	4%	4%
	Lecturer	18	36	53	75	82	97	119	137	155	171	186	203	218	234	251	268
	Stu/Fac ratio	13.7	12.2	14.8	15.0	17.1	17.9	17.8	17.9	18.0	18.0	18.0	18.0	18.0	18.1	18.1	18.1
B	**Post Docs**	**6**	**11**	**9**	**17**	**18**	**24**	**31**	**39**	**47**	**56**	**66**	**76**	**87**	**100**	**113**	**126**
	Ratio Post Docs to FTE Faculty	0.10	0.10	0.07	0.09	0.09	0.10	0.11	0.13	0.14	0.15	0.16	0.17	0.19	0.20	0.21	0.22
	Annual Post Doc Growth		5	(2)	8	1	6	7	8	8	9	10	10	11	12	13	14
A	**TAs**	**15**	**26**	**36**	**50**	**64**	**93**	**109**	**123**	**136**	**149**	**161**	**173**	**185**	**198**	**211**	**223**
	Ratio TA / Undergrad	55	46	52	52	50	42	42	42	42	42	42	42	43	42	42	43
	Net New TA		11	10	14	14	29	16	14	13	13	12	12	12	13	13	12
C	**Total Staff FTE**	**349**	**377**	**486**	**563**	**629**	**671**	**812**	**948**	**1,085**	**1,229**	**1,376**	**1,530**	**1,691**	**1,860**	**2,037**	**2,219**
	Ratio Staff FTE / Fac FTE	5.5	3.6	3.6	3.0	3.1	2.9	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
	Net New Staff FTE		28	109	77	66	42	141	136	137	144	147	154	161	169	177	182
	Annual % Staff FTE Growth		8%	29%	16%	12%	7%	21%	17%	14%	13%	12%	11%	11%	10%	10%	9%

	CPEC I&R Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
D	**Classroom**																
	Allowance	4,961	7,369	11,517	15,951	19,582	23,757	27,703	31,428	34,962	38,408	41,840	45,154	48,491	51,926	55,353	58,741
	Inventory	28,273	28,273	28,273	28,273	28,273	30,633	30,633	30,633	30,633	30,633	40,633	40,633	42,433	42,433	58,358	72,608
	Delta	23,312	20,904	16,756	12,322	8,691	6,876	2,930	(795)	(4,329)	(7,775)	(1,207)	(4,521)	(6,058)	(9,493)	3,005	13,867
	% Adequacy	**570%**	**384%**	**245%**	**177%**	**144%**	**129%**	**111%**	**97%**	**88%**	**80%**	**97%**	**90%**	**88%**	**82%**	**105%**	**124%**
E	**Class Laboratory**																
	Allowance	8,652	12,852	20,085	27,819	34,152	41,432	48,314	54,811	60,975	66,983	72,969	78,748	84,568	90,560	96,536	102,445
	Inventory	25,915	25,915	25,915	25,915	25,915	30,555	30,555	30,555	30,555	37,586	40,586	40,586	44,786	44,786	44,786	54,386
	Delta	17,263	13,063	5,830	(1,904)	(8,237)	(10,877)	(17,759)	(24,256)	(30,420)	(29,397)	(32,383)	(38,162)	(39,782)	(45,774)	(51,750)	(48,059)
	% Adequacy	**300%**	**202%**	**129%**	**93%**	**76%**	**74%**	**63%**	**56%**	**50%**	**56%**	**56%**	**52%**	**53%**	**49%**	**46%**	**53%**
F	**Research / Scholarly Activity**																
	Allowance																
	ENG			*15,934*	*20,500*	*20,278*	*24,009*	*27,554*	*30,029*	*33,310*	*35,881*	*38,530*	*40,709*	*43,360*	*45,435*	*48,200*	*50,237*
	NS			*27,123*	*35,906*	*41,664*	*49,132*	*55,873*	*62,267*	*67,653*	*73,966*	*79,100*	*84,818*	*90,362*	*96,649*	*102,741*	*108,754*
	SSHA			*17,822*	*26,277*	*29,598*	*36,149*	*43,836*	*50,574*	*57,303*	*63,966*	*71,064*	*77,770*	*84,842*	*91,837*	*99,044*	*106,719*
	Total Allowance			60,880	82,683	91,541	109,290	127,264	142,870	158,266	173,813	188,693	203,297	218,565	233,921	249,985	265,710
	Inventory			117,170	117,170	117,170	149,850	149,850	169,054	169,054	207,452	207,452	207,452	246,452	246,452	260,452	269,402
	Delta			56,290	34,487	25,629	40,560	22,586	26,184	10,788	33,639	18,759	4,155	27,887	12,531	10,467	3,692
	% Adequacy			**192%**	**142%**	**128%**	**137%**	**118%**	**118%**	**107%**	**119%**	**110%**	**102%**	**113%**	**105%**	**104%**	**101%**
G	**Academic Office Facilities**																
	Allowance																
	ENG			*8,342*	*11,188*	*11,281*	*13,711*	*15,779*	*17,320*	*19,297*	*20,995*	*22,491*	*23,809*	*25,313*	*26,577*	*28,122*	*29,320*
	NS			*13,395*	*17,760*	*20,842*	*25,341*	*29,119*	*32,591*	*35,535*	*39,063*	*41,981*	*45,273*	*48,521*	*52,341*	*55,905*	*59,415*
	SSHA			*13,731*	*20,214*	*23,024*	*28,808*	*34,927*	*40,477*	*45,982*	*51,263*	*57,126*	*62,676*	*68,505*	*74,212*	*80,322*	*86,714*
	Total Allowance			35,468	49,163	55,147	67,861	79,824	90,389	100,814	111,321	121,598	131,758	142,338	153,129	164,349	175,448
	Inventory			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	Delta			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	% Adequacy			**173%**	**125%**	**111%**	**114%**	**97%**	**85%**	**77%**	**81%**	**78%**	**72%**	**77%**	**72%**	**76%**	**71%**
	Research + Office Facilities																
	Allowance																
	ENG			*24,276*	*31,688*	*31,560*	*37,720*	*43,333*	*47,350*	*52,607*	*56,876*	*61,020*	*64,518*	*68,672*	*72,011*	*76,322*	*79,558*
	NS			*40,518*	*53,666*	*62,506*	*74,473*	*84,992*	*94,858*	*103,188*	*113,029*	*121,081*	*130,091*	*138,883*	*148,990*	*158,645*	*168,169*
	SSHA			*31,554*	*46,491*	*52,622*	*64,957*	*78,763*	*91,051*	*103,285*	*115,229*	*128,190*	*140,446*	*153,347*	*166,049*	*179,367*	*193,432*
	Total Allowance			96,348	131,845	146,688	177,151	207,088	233,259	259,080	285,133	310,291	335,055	360,903	387,050	414,334	441,158
	Inventory			178,430	178,430	178,430	226,980	226,980	246,184	246,184	297,720	302,720	302,720	356,720	356,720	385,720	394,670
	Delta			82,082	46,585	31,742	49,829	19,892	12,925	(12,896)	12,587	(7,571)	(32,335)	(4,183)	(30,330)	(28,614)	(46,488)
	% Adequacy			**185%**	**135%**	**122%**	**128%**	**110%**	**106%**	**95%**	**104%**	**98%**	**90%**	**99%**	**92%**	**93%**	**89%**

	Auxiliary Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
	Housing																
	Total Number Beds (Built)	602	602	1,008	1,008	1,008	1,308	1,308	1,308	1,308	1,658	1,658	1,658	1,658	1,658	2,208	2,208
	Total Student FTE / Built Beds	1.43	2.13	1.99	2.76	3.39	3.17	3.69	4.19	4.66	4.04	4.40	4.76	5.11	5.47	4.38	4.65
H	Addl Beds to Maintain 2.0 Ratio					702	762	1,106	1,431	1,740	1,692	1,994	2,285	2,579	2,881	2,632	2,931
	Parking																
	Total Number of Spaces	903	954	1,441	1,441	2,091	2,091	2,091	2,091	2,691	3,016	3,016	3,366	3,366	3,826	3,826	4,376
	Spaces / Student FTE	1.05	0.74	0.72	0.52	0.61	0.51	0.43	0.38	0.44	0.45	0.41	0.43	0.40	0.42	0.40	0.43
I	Addl Spaces to Maintain .7 CR					303	807	1,289	1,744	1,576	1,673	2,096	2,154	2,565	2,528	2,950	2,818
	Addl Acre Req .7 CR (120 SP/A)					2.5	6.7	10.7	14.5	13.1	13.9	17.5	18.0	21.4	21.1	24.6	23.5

A : Data based on the most recent campus modeling by the Office of Institutional Planning & Analysis (IPA).

B : Post-doctoral figures were modeled by using the most recent historical Post-Doc to Faculty ratio (.09 in 09/10) and assuming level increases to achieve a .22 ratio by 20-21.

C : Staff FTE are based on the most recent campus modeling by IPA. This data will need to be revised based on more recent considerations regarding staffing levels.

D : Classroom space allowances are driven by Weekly Student Contact Hours (WSCH). Spaces covered by the "Classroom" category are: *Classroom* (Code 110); *Seminar* (Code 130); *Classsroom Service* (Code 125). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 82% of total WSCHs took place in a classroom environment. Preliminary analysis of 2009 utilization data indicates this proportion decreased to 78%. For the purposes of this model, 82% of WSCH were apportioned to classroom.

E : Class Laboratory space allowances are driven by WSCH. Spaes covered by the "Class Laboratory" category are: *Class Laboratory* (Code 260); *Special Class Laboratory* (Code 261); *Shop - Teaching Lab* (Code 711), *Storage - Teaching Lab* (Code 721); *Class Lab Service* (Code 265); *Shop Service - Teaching Lab* (Code 726). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 18% of total WSCHs took place in a class lab environment. Preliminary analysis of 2009 utilization data indicates this proportion increased to 22%. For the purposes of this model, 18% of WSCH were apportioned to class lab.

F : Research / Scholarly Activity is driven by Faculty FTE, Grad Student headcount and Postdoc headcount, with varying allowances by discipline. Spaces covered by the "Research / Scholarly Activity" category are: *Research Lab/Studio* (Code 210); *Research Office* (Graduate Students) (Code 211); *Scholarly Activity* (Code 250); *Shop* (Code 710); *Storage* (Code 720); *Research Lab or Office Service* (Codes 010, 225, 226, 255, 510 515, 560, 565, 715).

G : Academic Office Facilities are driven by Faculty FTE, Teaching Assistant headcount and Postdoc headcount. Spaces covered by the "Academic Office" category are: Academic Office (310); Other Office (320); Conference Room (340); Storage - Office (322); Office/Conference Room Service (Codes 335, 345).

H : The number of additional beds required to meet the LRDP goal of a two-year housing guarantee (or a 2.0 student to bed ratio). Some number of this excess demand could be met through convert double rooms to triples.

I : The number of additional parking spaces required to meet the LRDP target of a .7 parking space to student FTE ratio.

Exhibit J-2 **DRAFT** CPEC SPACE ANALYSIS (2010-11 to 2020-21)

Draft as of: April 23, 2010

		Based on Historical Data					Based on Updated 300 FTE Growth Enrollment Scenario										
		05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
A	**TOTAL STUDENT FTE**	**862**	**1,286**	**1,953**	**2,780**	**3,481**	**4,327**	**5,063**	**5,716**	**6,026**	**6,344**	**6,646**	**6,946**	**7,247**	**7,539**	**7,833**	**8,109**
	Annual enrollment growth		424	667	827	701	846	736	653	310	318	302	300	301	292	294	276
	Annual % enrollment growth		49%	52%	42%	25%	24%	17%	13%	5%	5%	5%	5%	4%	4%	4%	4%
A	**Undergraduate**	**824**	**1,207**	**1,827**	**2,590**	**3,245**	**4,085**	**4,782**	**5,393**	**5,656**	**5,919**	**6,160**	**6,405**	**6,661**	**6,909**	**7,162**	**7,397**
	Annual enrollment growth	-	383	620	763	655	840	697	611	263	263	241	245	256	248	253	235
	Annual % enrollment growth	-	14.8%	23.9%	29.5%	25.3%	25.9%	17.1%	12.8%	4.9%	4.6%	4.1%	4.0%	4.0%	3.7%	3.7%	3.3%
A	**UG Majors by School**																
	ENG			43.5%	44.6%	44.4%	44.3%	45.2%	46.2%	47.0%	47.0%	48.0%	48.5%	49.0%	49.0%	49.5%	50.0%
	NS			18.8%	20.5%	19.1%	19.1%	18.6%	18.1%	18.1%	18.1%	17.5%	17.0%	16.5%	16.0%	15.5%	15.0%
	SSHA			37.7%	34.9%	36.5%	36.6%	36.2%	35.7%	34.9%	34.9%	34.5%	34.5%	34.5%	35.0%	35.0%	35.0%
A	**Graduate**	**38**	**79**	**126**	**190**	**236**	**242**	**281**	**323**	**370**	**425**	**486**	**541**	**586**	**630**	**671**	**712**
	Annual enrollment growth	-	41	47	64	52	6	39	42	47	55	61	55	45	44	41	41
	Annual % enrollment growth	-	107.9%	59.5%	50.8%	27.4%	2.5%	16.1%	14.9%	14.6%	14.9%	14.4%	11.3%	8.3%	7.5%	6.5%	6.1%
	% Grad enrollment	-	6.1%	6.5%	6.8%	6.8%	5.6%	5.6%	5.7%	6.1%	6.7%	7.3%	7.8%	8.1%	8.4%	8.6%	8.8%
A	**Total Faculty FTE**	**63**	**105**	**136**	**185**	**200**	**231**	**271**	**306**	**322**	**339**	**355**	**371**	**388**	**403**	**419**	**434**
	Ladder	45	69	83	110	118	135	152	169	185	193	202	210	218	227	235	243
	Ladder Faculty Growth		24	14	27	8	17	17	17	16	9	9	8	9	9	8	8
	% Ladder Rank of faculty	71.4%	65.7%	61.0%	59.5%	59.0%	58.2%	56.0%	55.2%	57.3%	56.9%	56.8%	56.5%	56.3%	56.2%	56.0%	56.0%
	Grad Student/Ladder Faculty	0.84	1.14	1.52	1.73	2.00	1.80	1.85	1.91	2.00	2.20	2.41	2.58	2.69	2.78	2.86	2.93
	Total Lad Fac FTE by School																
	ENG			24	28	26	29	32	34	37	38	40	41	42	43	45	45.5
	%			28%	25%	22%	22%	21%	20%	20%	20%	20%	19%	19%	19%	19%	19%
	NS			32	41	47	52	56	61	65	67	69	71	73	75	77	79
	%			38%	37%	39%	38%	37%	36%	35%	35%	34%	34%	33%	33%	33%	33%
	SSHA			29	42	46	54	63	71	79	84	88	92	97	101	105	109.7
	%			34%	38%	39%	40%	42%	42%	43%	43%	44%	44%	44%	45%	45%	45%
	Strategic Hires			-	-	-	-	1	3	4	5	5	6	7	8	8	8.5
	%			0%	0%	0%	0%	1%	2%	2%	2%	2%	3%	3%	3%	3%	4%
	Lecturer	18	36	53	75	82	97	119	137	138	146	154	162	169	177	184	191
	Stu/Fac ratio	13.7	12.2	14.4	15.0	17.4	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7
B	**Post Docs**	**6**	**11**	**9**	**17**	**18**	**24**	**31**	**39**	**44**	**51**	**58**	**65**	**72**	**80**	**88**	**96**
	Ratio Post Docs to FTE Faculty	0.10	0.10	0.07	0.09	0.09	0.10	0.11	0.13	0.14	0.15	0.16	0.17	0.19	0.20	0.21	0.22
	Annual Post Doc Growth		5	(2)	8	1	6	7	8	6	6	7	7	7	8	8	8
A	**TAs**	**15**	**26**	**36**	**50**	**64**	**93**	**109**	**123**	**129**	**135**	**140**	**146**	**151**	**157**	**163**	**168**
	Ratio TA / Undergrad	55	46	51	52	51	44	44	44	44	44	44	44	44	44	44	44
	Net New TA		11	10	14	14	29	16	14	6	6	5	6	5	6	6	5
C	**Total Staff FTE**	**349**	**377**	**486**	**563**	**629**	**671**	**812**	**948**	**1,031**	**1,120**	**1,208**	**1,300**	**1,395**	**1,492**	**1,592**	**1,691**
	Ratio Staff FTE / Fac FTE	5.5	3.6	3.6	3.0	3.1	2.9	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
	Net New Staff FTE		28	109	77	66	42	141	136	83	89	88	92	95	97	100	99
	Annual % Staff FTE Growth		8%	29%	16%	12%	7%	21%	17%	9%	9%	8%	8%	7%	7%	7%	6%

	CPEC I&R Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
D	**Classroom**																
	Allowance	4,960	7,374	11,192	15,919	19,935	24,840	29,067	32,810	34,555	36,337	38,020	39,698	41,393	43,037	44,696	46,251
	Inventory	28,273	28,273	28,273	28,273	28,273	30,633	30,633	30,633	30,633	30,633	40,633	40,633	42,433	42,433	58,358	72,608
	Delta	23,313	20,899	17,081	12,354	8,338	5,793	1,566	(2,177)	(3,922)	(5,704)	2,613	935	1,040	(604)	13,662	26,357
	% Adequacy	**570%**	**383%**	**253%**	**178%**	**142%**	**123%**	**105%**	**93%**	**89%**	**84%**	**107%**	**102%**	**103%**	**99%**	**131%**	**157%**
E	**Class Laboratory**																
	Allowance	8,651	12,861	19,519	27,763	34,767	43,321	50,694	57,220	60,264	63,372	66,307	69,233	72,189	75,057	77,950	80,662
	Inventory	25,915	25,915	25,915	25,915	25,915	30,555	30,555	30,555	30,555	37,586	40,586	40,586	44,786	44,786	44,786	54,386
	Delta	17,264	13,054	6,396	(1,848)	(8,852)	(12,766)	(20,139)	(26,665)	(29,709)	(25,786)	(25,721)	(28,647)	(27,403)	(30,271)	(33,164)	(26,276)
	% Adequacy	**300%**	**202%**	**133%**	**93%**	**75%**	**71%**	**60%**	**53%**	**51%**	**59%**	**61%**	**59%**	**62%**	**60%**	**57%**	**67%**
F	**Research/Scholarly Activity**																
	Allowance																
	ENG			*21,170*	*27,730*	*28,577*	*33,756*	*40,216*	*45,428*	*47,600*	*49,979*	*53,049*	*55,705*	*58,570*	*60,778*	*63,789*	*66,288*
	NS			*22,616*	*31,046*	*35,243*	*41,517*	*46,448*	*51,417*	*53,854*	*56,555*	*58,361*	*60,365*	*62,212*	*64,087*	*66,024*	*67,790*
	SSHA			*16,900*	*24,094*	*27,655*	*33,915*	*40,623*	*46,258*	*49,314*	*52,487*	*55,327*	*58,287*	*61,362*	*64,751*	*67,775*	*70,871*
	Total Allowance			60,686	82,870	91,475	109,188	127,287	143,103	150,767	159,021	166,738	174,358	182,145	189,617	197,587	204,949
	Inventory			117,170	117,170	117,170	149,850	149,850	169,054	169,054	207,452	207,452	207,452	246,452	246,452	260,452	269,402
	Delta			56,484	34,300	25,695	40,662	22,563	25,951	18,287	48,431	40,714	33,094	64,307	56,835	62,865	64,453
	% Adequacy			**193%**	**141%**	**128%**	**137%**	**118%**	**118%**	**112%**	**130%**	**124%**	**119%**	**135%**	**130%**	**132%**	**131%**
G	**Academic Office Facilities**																
	Allowance																
	ENG			*12,629*	*17,063*	*18,484*	*23,033*	*27,605*	*31,567*	*33,377*	*35,125*	*37,391*	*39,432*	*41,500*	*43,204*	*45,443*	*47,384*
	NS			*10,115*	*14,250*	*15,888*	*18,868*	*21,294*	*23,668*	*25,011*	*26,428*	*27,318*	*28,312*	*29,243*	*30,180*	*31,137*	*32,013*
	SSHA			*12,725*	*17,850*	*20,775*	*25,960*	*30,926*	*35,154*	*37,299*	*39,751*	*41,867*	*44,220*	*46,633*	*49,445*	*51,899*	*54,371*
	Total Allowance			35,468	49,163	55,147	67,861	79,824	90,389	95,687	101,304	106,577	111,964	117,376	122,829	128,480	133,768
	Inventory			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	Delta			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	% Adequacy			**173%**	**125%**	**111%**	**114%**	**97%**	**85%**	**81%**	**89%**	**89%**	**85%**	**94%**	**90%**	**98%**	**94%**
	Research + Office Facilities																
	Allowance																
	ENG			*33,799*	*44,793*	*47,061*	*56,789*	*67,821*	*76,995*	*80,976*	*85,104*	*90,440*	*95,137*	*100,070*	*103,982*	*109,232*	*113,673*
	NS			*32,730*	*45,296*	*51,132*	*60,385*	*67,742*	*75,084*	*78,865*	*82,983*	*85,680*	*88,677*	*91,455*	*94,268*	*97,161*	*99,802*
	SSHA			*29,625*	*41,944*	*48,430*	*59,875*	*71,549*	*81,412*	*86,612*	*92,238*	*97,194*	*102,507*	*107,995*	*114,196*	*119,674*	*125,242*
	Total Allowance			96,154	132,033	146,622	177,049	207,112	233,492	246,454	260,326	273,314	286,322	299,521	312,446	326,067	338,717
	Inventory			178,430	178,430	178,430	226,980	226,980	246,184	246,184	297,720	302,720	302,720	356,720	356,720	385,720	394,670
	Delta			82,276	46,397	31,808	49,931	19,868	12,692	(270)	37,394	29,406	16,398	57,199	44,274	59,653	55,953
	% Adequacy			**186%**	**135%**	**122%**	**128%**	**110%**	**105%**	**100%**	**114%**	**111%**	**106%**	**119%**	**114%**	**118%**	**117%**

	Auxiliary Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
	Housing																
	Total Number Beds (Built)	602	602	1,008	1,008	1,008	1,308	1,308	1,308	1,308	1,658	1,658	1,658	1,658	1,658	2,208	2,208
	Total Student FTE / Built Beds	1.43	2.14	1.94	2.76	3.45	3.31	3.87	4.37	4.61	3.83	4.01	4.19	4.37	4.55	3.55	3.67
H	Addl Beds to Maintain 2.0 Ratio					733	856	1,224	1,550	1,705	1,514	1,665	1,815	1,966	2,112	1,709	1,847
	Parking																
	Total Number of Spaces	903	954	1,441	1,441	2,091	2,091	2,091	2,091	2,691	3,016	3,016	3,366	3,366	3,826	3,826	4,376
	Spaces / Student FTE	1.05	0.74	0.74	0.52	0.60	0.48	0.41	0.37	0.45	0.48	0.45	0.48	0.46	0.51	0.49	0.54
I	Addl Spaces to Maintain .7 CR					346	938	1,453	1,910	1,527	1,425	1,636	1,496	1,707	1,451	1,657	1,300
	Addl Acre Req .7 CR (120 SP/A)					2.9	7.8	12.1	15.9	12.7	11.9	13.6	12.5	14.2	12.1	13.8	10.8

A : Data based on the most recent campus modeling by the Office of Institutional Planning & Analysis (IPA).

B : Post-doctoral figures were modeled by using the most recent historical Post-Doc to Faculty ratio (.09 in 09/10) and assuming level increases to achieve a .22 ratio by 20-21.

C : Staff FTE are based on the most recent campus modeling by IPA. This data will need to be revised based on more recent considerations regarding staffing levels.

D : Classroom space allowances are driven by Weekly Student Contact Hours (WSCH). Spaces covered by the "Classroom" category are: *Classroom* (Code 110); *Seminar* (Code 130); *Classsroom Service* (Code 125). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 82% of total WSCHs took place in a classroom environment. Preliminary analysis of 2009 utilization data indicates this proportion decreased to 78%. For the purposes of this model, 82% of WSCH were apportioned to classroom.

E : Class Laboratory space allowances are driven by WSCH. Spaes covered by the "Class Laboratory" category are: *Class Laboratory* (Code 260); *Special Class Laboratory* (Code 261); *Shop - Teaching Lab* (Code 711), *Storage - Teaching Lab* (Code 721); *Class Lab Service* (Code 265); *Shop Service - Teaching Lab* (Code 726). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 18% of total WSCHs took place in a class lab environment. Preliminary analysis of 2009 utilization data indicates this proportion increased to 22%. For the purposes of this model, 18% of WSCH were apportioned to class lab.

F : Research / Scholarly Activity is driven by Faculty FTE, Grad Student headcount and Postdoc headcount, with varying allowances by discipline. Spaces covered by the "Research / Scholarly Activity" category are: *Research Lab/Studio* (Code 210); *Research Office* (Graduate Students) (Code 211); *Scholarly Activity* (Code 250); *Shop* (Code 710); *Storage* (Code 720); *Research Lab or Office Service* (Codes 010, 225, 226, 255, 510 515, 560, 565, 715).

G : Academic Office Facilities are driven by Faculty FTE, Teaching Assistant headcount and Postdoc headcount. Spaces covered by the "Academic Office" category are: Academic Office (310); Other Office (320); Conference Room (340); Storage - Office (322); Office/Conference Room Service (Codes 335, 345).

H : The number of additional beds required to meet the LRDP goal of a two-year housing guarantee (or a 2.0 student to bed ratio). Some number of this excess demand could be met through convert double rooms to triples.

I : The number of additional parking spaces required to meet the LRDP target of a .7 parking space to student FTE ratio.

Exhibit J-3 **DRAFT** CPEC SPACE ANALYSIS (2010-11 to 2020-21)

Draft as of: April 23, 2010

		Based on Historical Data					Based on Updated 0 FTE Growth Enrollment Scenario										
		05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
A	**TOTAL STUDENT FTE**	**862**	**1,286**	**1,953**	**2,780**	**3,481**	**4,327**	**5,063**	**5,716**	**5,725**	**5,727**	**5,720**	**5,725**	**5,706**	**5,671**	**5,629**	**5,582**
	Annual enrollment growth		424	667	827	701	846	736	653	9	2	(7)	5	(19)	(35)	(42)	(47)
	Annual % enrollment growth		49%	52%	42%	25%	24%	17%	13%	0%	0%	0%	0%	0%	-1%	-1%	-1%
A	**Undergraduate**	**824**	**1,207**	**1,827**	**2,590**	**3,245**	**4,085**	**4,782**	**5,393**	**5,355**	**5,302**	**5,241**	**5,203**	**5,153**	**5,097**	**5,040**	**4,985**
	Annual enrollment growth	-	383	620	763	655	840	697	611	(38)	(53)	(61)	(38)	(50)	(56)	(57)	(55)
	Annual % enrollment growth	-	14.8%	23.9%	29.5%	25.3%	25.9%	17.1%	12.8%	-0.7%	-1.0%	-1.2%	-0.7%	-1.0%	-1.1%	-1.1%	-1.1%
A	**UG Majors by School**																
	ENG			43.5%	44.6%	44.4%	44.3%	45.2%	46.2%	47.0%	47.0%	48.0%	48.5%	49.0%	49.0%	49.5%	50.0%
	NS			18.8%	20.5%	19.1%	19.1%	18.6%	18.1%	18.1%	18.1%	17.5%	17.0%	16.5%	16.0%	15.5%	15.0%
	SSHA			37.7%	34.9%	36.5%	36.6%	36.2%	35.7%	34.9%	34.9%	34.5%	34.5%	34.5%	35.0%	35.0%	35.0%
A	**Graduate**	**38**	**79**	**126**	**190**	**236**	**242**	**281**	**323**	**370**	**425**	**479**	**522**	**553**	**574**	**589**	**597**
	Annual enrollment growth	-	41	47	64	52	6	39	42	47	55	54	43	31	21	15	8
	Annual % enrollment growth	-	107.9%	59.5%	50.8%	27.4%	2.5%	16.1%	14.9%	14.6%	14.9%	12.7%	9.0%	5.9%	3.8%	2.6%	1.4%
	% Grad enrollment	-	6.1%	6.5%	6.8%	6.8%	5.6%	5.6%	5.7%	6.5%	7.4%	8.4%	9.1%	9.7%	10.1%	10.5%	10.7%
A	**Total Faculty FTE**	**63**	**105**	**136**	**185**	**200**	**231**	**271**	**306**	**306**	**306**	**306**	**306**	**305**	**303**	**301**	**299**
	Ladder	45	69	83	110	118	135	152	169	185	185	185	185	185	185	185	185
	Ladder Faculty Growth		24	14	27	8	17	17	17	16	-	-	-	-	-	-	-
	% Ladder Rank of faculty	71.4%	65.7%	61.0%	59.5%	59.0%	58.4%	56.1%	55.2%	60.5%	60.5%	60.5%	60.5%	60.7%	61.1%	61.5%	61.9%
	Grad Student/Ladder Faculty	0.84	1.14	1.52	1.73	2.00	1.79	1.85	1.91	2.00	2.30	2.59	2.82	2.99	3.10	3.18	3.23
	Total Lad Fac FTE by School																
	ENG			24	28	26	29	32	34	37	37	37	37	37	37	37	37
	%			28%	25%	22%	21%	21%	20%	20%	20%	20%	20%	20%	20%	20%	20%
	NS			32	41	47	52	56	61	65	65	65	65	65	65	65	64.5
	%			38%	37%	39%	38%	37%	36%	35%	35%	35%	35%	35%	35%	35%	35%
	SSHA			29	42	46	54	63	71	79	79	79	79	79	79	79	79.2
	%			34%	38%	39%	40%	42%	42%	43%	43%	43%	43%	43%	43%	43%	43%
	Strategic Hires			-	-	-	-	1	3	4	4	4	4	4	4	4	4
	%			0%	0%	0%	0%	1%	2%	2%	2%	2%	2%	2%	2%	2%	2%
	Lecturer	18	36	53	75	82	96	119	137	121	121	121	121	120	118	116	114
	Stu/Fac ratio	13.7	12.2	14.4	15.0	17.4	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7	18.7
B	**Post Docs**	**6**	**11**	**9**	**17**	**18**	**24**	**31**	**39**	**42**	**46**	**50**	**53**	**57**	**60**	**63**	**66**
	Ratio Post Docs to FTE Faculty	0.10	0.10	0.07	0.09	0.09	0.10	0.11	0.13	0.14	0.15	0.16	0.17	0.19	0.20	0.21	0.22
	Annual Post Doc Growth		5	(2)	8	1	6	7	8	4	4	4	4	3	3	3	3
A	**TAs**	**15**	**26**	**36**	**50**	**64**	**93**	**109**	**123**	**122**	**121**	**119**	**118**	**117**	**116**	**115**	**113**
	Ratio TA / Undergrad	55	46	51	52	51	44	44	44	44	44	44	44	44	44	44	44
	Net New TA		11	10	14	14	29	16	14	(1)	(1)	(2)	(1)	(1)	(1)	(1)	(2)
C	**Total Staff FTE**	**349**	**377**	**486**	**563**	**629**	**670**	**813**	**949**	**979**	**1,010**	**1,040**	**1,071**	**1,098**	**1,121**	**1,144**	**1,166**
	Ratio Staff FTE / Fac FTE	5.5	3.6	3.6	3.0	3.1	2.9	3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9
	Net New Staff FTE		28	109	77	66	41	143	136	30	31	30	31	27	23	23	22
	Annual % Staff FTE Growth		8%	29%	16%	12%	7%	21%	17%	3%	3%	3%	3%	3%	2%	2%	2%

	CPEC I&R Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
D	**Classroom**																
	Allowance	4,960	7,374	11,192	15,919	19,935	24,840	29,067	32,810	32,807	32,755	32,652	32,631	32,485	32,257	31,996	31,714
	Inventory	28,273	28,273	28,273	28,273	28,273	30,633	30,633	30,633	30,633	30,633	40,633	40,633	42,433	42,433	58,358	72,608
	Delta	23,313	20,899	17,081	12,354	8,338	5,793	1,566	(2,177)	(2,174)	(2,122)	7,981	8,002	9,948	10,176	26,362	40,894
	% Adequacy	**570%**	**383%**	**253%**	**178%**	**142%**	**123%**	**105%**	**93%**	**93%**	**94%**	**124%**	**125%**	**131%**	**132%**	**182%**	**229%**
E	**Class Laboratory**																
	Allowance	8,651	12,861	19,519	27,763	34,767	43,321	50,694	57,220	57,216	57,125	56,945	56,909	56,653	56,257	55,801	55,309
	Inventory	25,915	25,915	25,915	25,915	25,915	30,555	30,555	30,555	30,555	37,586	40,586	40,586	44,786	44,786	44,786	54,386
	Delta	17,264	13,054	6,396	(1,848)	(8,852)	(12,766)	(20,139)	(26,665)	(26,661)	(19,539)	(16,359)	(16,323)	(11,867)	(11,471)	(11,015)	(923)
	% Adequacy	**300%**	**202%**	**133%**	**93%**	**75%**	**71%**	**60%**	**53%**	**53%**	**66%**	**71%**	**71%**	**79%**	**80%**	**80%**	**98%**
F	**Research/Scholarly Activity**																
	Allowance																
	ENG			*21,170*	*27,730*	*28,577*	*33,619*	*40,205*	*45,418*	*44,117*	*44,224*	*44,775*	*45,124*	*45,269*	*44,968*	*44,896*	*44,775*
	NS			*22,616*	*31,046*	*35,243*	*41,431*	*46,428*	*51,397*	*51,763*	*51,973*	*51,778*	*51,715*	*51,563*	*51,327*	*51,096*	*50,791*
	SSHA			*16,900*	*24,094*	*27,655*	*33,820*	*40,608*	*46,242*	*46,975*	*47,146*	*47,109*	*47,280*	*47,336*	*47,452*	*47,384*	*47,249*
	Total Allowance			60,686	82,870	91,475	108,871	127,242	143,057	142,855	143,343	143,661	144,119	144,169	143,746	143,376	142,816
	Inventory			117,170	117,170	117,170	149,850	149,850	169,054	169,054	207,452	207,452	207,452	246,452	246,452	260,452	269,402
	Delta			56,484	34,300	25,695	40,979	22,608	25,997	26,199	64,109	63,791	63,333	102,283	102,706	117,076	126,586
	% Adequacy			**193%**	**141%**	**128%**	**138%**	**118%**	**118%**	**118%**	**145%**	**144%**	**144%**	**171%**	**171%**	**182%**	**189%**
G	**Academic Office Facilities**																
	Allowance																
	ENG			*12,629*	*17,063*	*18,484*	*22,969*	*27,604*	*31,566*	*31,133*	*31,184*	*31,612*	*31,895*	*32,073*	*31,913*	*31,977*	*31,936*
	NS			*10,115*	*14,250*	*15,888*	*18,835*	*21,292*	*23,666*	*24,025*	*24,239*	*24,138*	*24,120*	*24,060*	*23,957*	*23,857*	*23,730*
	SSHA			*12,725*	*17,850*	*20,775*	*25,903*	*30,923*	*35,151*	*35,507*	*35,745*	*35,728*	*35,968*	*36,124*	*36,423*	*36,487*	*36,478*
	Total Allowance			35,468	49,163	55,147	67,706	79,819	90,383	90,665	91,169	91,478	91,983	92,257	92,293	92,321	92,144
	Inventory			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	Delta			61,260	61,260	61,260	77,130	77,130	77,130	77,130	90,268	95,268	95,268	110,268	110,268	125,268	125,268
	% Adequacy			**173%**	**125%**	**111%**	**114%**	**97%**	**85%**	**85%**	**99%**	**104%**	**104%**	**120%**	**119%**	**136%**	**136%**
	Research + Office Facilities																
	Allowance																
	ENG			*33,799*	*44,793*	*47,061*	*56,588*	*67,810*	*76,984*	*75,250*	*75,408*	*76,387*	*77,019*	*77,342*	*76,881*	*76,874*	*76,711*
	NS			*32,730*	*45,296*	*51,132*	*60,266*	*67,720*	*75,062*	*75,789*	*76,213*	*75,915*	*75,835*	*75,623*	*75,284*	*74,953*	*74,522*
	SSHA			*29,625*	*41,944*	*48,430*	*59,723*	*71,532*	*81,394*	*82,481*	*82,891*	*82,837*	*83,248*	*83,460*	*83,875*	*83,871*	*83,727*
	Total Allowance			96,154	132,033	146,622	176,576	207,061	233,440	233,520	234,512	235,139	236,102	236,426	236,040	235,697	234,960
	Inventory			178,430	178,430	178,430	226,980	226,980	246,184	246,184	297,720	302,720	302,720	356,720	356,720	385,720	394,670
	Delta			82,276	46,397	31,808	50,404	19,919	12,744	12,664	63,208	67,581	66,618	120,294	120,680	150,023	159,710
	% Adequacy			**186%**	**135%**	**122%**	**129%**	**110%**	**105%**	**105%**	**127%**	**129%**	**128%**	**151%**	**151%**	**164%**	**168%**

	Auxiliary Analysis	**05-06**	**06-07**	**07-08**	**08-09**	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**	**17-18**	**18-19**	**19-20**	**20-21**
	Housing																
	Total Number Beds (Built)	602	602	1,008	1,008	1,008	1,308	1,308	1,308	1,308	1,658	1,658	1,658	1,658	1,658	2,208	2,208
	Total Student FTE / Built Beds	1.43	2.14	1.94	2.76	3.45	3.31	3.87	4.37	4.38	3.45	3.45	3.45	3.44	3.42	2.55	2.53
H	Addl Beds to Maintain 2.0 Ratio					733	856	1,224	1,550	1,555	1,206	1,202	1,205	1,195	1,178	607	583
	Parking																
	Total Number of Spaces	903	954	1,441	1,441	2,091	2,091	2,091	2,091	2,691	3,016	3,016	3,366	3,366	3,826	3,826	4,376
	Spaces / Student FTE	1.05	0.74	0.74	0.52	0.60	0.48	0.41	0.37	0.47	0.53	0.53	0.59	0.59	0.67	0.68	0.78
I	Addl Spaces to Maintain .7 CR					346	938	1,453	1,910	1,317	993	988	642	628	144	114	(469)
	Addl Acre Req .7 CR (120 SP/A)					2.9	7.8	12.1	15.9	11.0	8.3	8.2	5.3	5.2	1.2	1.0	(3.9)

A : Data based on the most recent campus modeling by the Office of Institutional Planning & Analysis (IPA).

B : Post-doctoral figures were modeled by using the most recent historical Post-Doc to Faculty ratio (.09 in 09/10) and assuming level increases to achieve a .22 ratio by 20-21.

C : Staff FTE are based on the most recent campus modeling by IPA. This data will need to be revised based on more recent considerations regarding staffing levels.

D : Classroom space allowances are driven by Weekly Student Contact Hours (WSCH). Spaces covered by the "Classroom" category are: *Classroom* (Code 110); *Seminar* (Code 130); *Classsroom Service* (Code 125). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 82% of total WSCHs took place in a classroom environment. Preliminary analysis of 2009 utilization data indicates this proportion decreased to 78%. For the purposes of this model, 82% of WSCH were apportioned to classroom.

E : Class Laboratory space allowances are driven by WSCH. Spaes covered by the "Class Laboratory" category are: *Class Laboratory* (Code 260); *Special Class Laboratory* (Code 261); *Shop - Teaching Lab* (Code 711), *Storage - Teaching Lab* (Code 721); *Class Lab Service* (Code 265); *Shop Service - Teaching Lab* (Code 726). Merced's most recent formal submission of classroom utilization data (2009) indicated approximately 18% of total WSCHs took place in a class lab environment. Preliminary analysis of 2009 utilization data indicates this proportion increased to 22%. For the purposes of this model, 18% of WSCH were apportioned to class lab.

F : Research / Scholarly Activity is driven by Faculty FTE, Grad Student headcount and Postdoc headcount, with varying allowances by discipline. Spaces covered by the "Research / Scholarly Activity" category are: *Research Lab/Studio* (Code 210); *Research Office* (Graduate Students) (Code 211); *Scholarly Activity* (Code 250); *Shop* (Code 710); *Storage* (Code 720); *Research Lab or Office Service* (Codes 010, 225, 226, 255, 510 515, 560, 565, 715).

G : Academic Office Facilities are driven by Faculty FTE, Teaching Assistant headcount and Postdoc headcount. Spaces covered by the "Academic Office" category are: Academic Office (310); Other Office (320); Conference Room (340); Storage - Office (322); Office/Conference Room Service (Codes 335, 345).

H : The number of additional beds required to meet the LRDP goal of a two-year housing guarantee (or a 2.0 student to bed ratio). Some number of this excess demand could be met through convert double rooms to triples.

I : The number of additional parking spaces required to meet the LRDP target of a .7 parking space to student FTE ratio.

EXHIBIT K-1

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
ENROLLMENT (GROWTH = 600 FTE PER YEAR) AFTER 2012-13										
UG	4,085	4,782	5,393	5,973	6,538	7,078	7,617	8,159	8,713	9,266
GRAD	242	281	323	370	425	492	559	624	690	757
TOTAL FTE	4,327	5,063	5,716	6,343	6,963	7,570	8,176	8,783	9,403	10,023
FACULTY FTE GENERATED BY 18.7:1	231.39	270.75	305.67	339.20	372.35	404.81	437.22	469.68	502.83	535.99
FACULTY RECRUITMENTS	13.00	17.00	17.00	16.00	17.00	17.00	16.00	17.00	17.00	16.00
(New)										
SOE	3.00	3.00	2.00	3.00	3.00	3.00	2.00	3.00	2.00	3.00
SNS	5.00	4.00	5.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
SSHA	5.00	9.00	8.00	8.00	8.00	9.00	8.00	9.00	9.00	8.00
STRATEGIC HIRES		1.00	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00
SALARIES	$ 1,092,000	$ 1,428,000	$ 1,445,000	$ 1,360,000	$ 1,445,000	$ 1,445,000	$ 1,360,000	$ 1,445,000	$ 1,445,000	$ 1,360,000
BENEFITS	$ 251,160	$ 328,440	$ 332,350	$ 312,800	$ 332,350	$ 332,350	$ 312,800	$ 332,350	$ 332,350	$ 312,800
START-UP	$ 6,300,000	$ 6,900,000	$ 7,300,000	$ 6,700,000	$ 7,200,000	$ 6,900,000	$ 6,600,000	$ 6,900,000	$ 6,800,000	$ 6,700,000
OTHER SUPPORT	$ 130,000	$ 170,000	$ 170,000	$ 160,000	$ 170,000	$ 170,000	$ 160,000	$ 170,000	$ 170,000	$ 160,000
TOTAL (ONGOING)	$ 1,343,160	$ 1,756,440	$ 1,777,350	$ 1,672,800	$ 1,777,350	$ 1,777,350	$ 1,672,800	$ 1,777,350	$ 1,777,350	$ 1,672,800
TOTAL (ONE TIME)	$ 6,430,000	$ 7,070,000	$ 7,470,000	$ 6,860,000	$ 7,370,000	$ 7,070,000	$ 6,760,000	$ 7,070,000	$ 6,970,000	$ 6,860,000
CUMULATIVE FACULTY FTE BY SCHOOL										
SOE	29.00	32.00	34.00	37.00	40.00	43.00	45.00	48.00	50.00	53.00
SNS	52.00	56.00	61.00	65.00	69.00	73.00	77.00	81.00	85.00	89.00
SSHA	54.00	63.00	71.00	79.00	87.00	96.00	104.00	113.00	122.00	130.00
STRATEGIC HIRES		1.00	3.00	4.00	6.00	7.00	9.00	10.00	12.00	13.00
CUMULATIVE FACULTY FTE TOTAL	135.00	152.00	169.00	185.00	202.00	219.00	235.00	252.00	269.00	285.00
CUMULATIVE FACULTY SALARIES AND BENEFITS	$ 13,864,483	$ 15,620,923	$ 17,398,273	$ 19,071,073	$ 20,848,423	$ 22,625,773	$ 24,298,573	$ 26,075,923	$ 27,853,273	$ 29,526,073
TOTAL OF CUMULATIVE AND NEW FACULTY SALARIES AND BENEFITS	$ 15,207,643	$ 17,377,363	$ 19,175,623	$ 20,743,873	$ 22,625,773	$ 24,403,123	$ 25,971,373	$ 27,853,273	$ 29,630,623	$ 31,198,873
LECTURER FTE										
TOTAL AS GENERATED TO MAINTAIN RATIO OF 18.7:1	96.1	118.7	136.7	154.2	170.4	185.8	202.2	217.7	233.8	251.0
LECTURERS SALARIES AND BENEFITS										
TOTAL AS GENERATED BY FORMULA AND TO MAINTAIN 18.7:1	$ 5,191,418	$ 6,412,293	$ 7,384,671	$ 8,576,912	$ 9,477,989	$ 10,334,568	$ 11,246,768	$ 12,108,909	$ 13,004,424	$ 13,961,122
TA FTE (TOTAL AS GENERATED BY FORMULA)	92.8	108.7	122.6	135.8	148.6	160.9	173.1	185.4	198.0	210.6
SALARIES, BENEFITS, FEES	$ 4,734,886	$ 5,542,773	$ 6,496,114	$ 7,194,750	$ 7,875,318	$ 8,525,773	$ 9,175,023	$ 9,827,886	$ 10,495,205	$ 11,161,318
TOTAL (PROJECTED) STAFF FTE	414	450	486	522	570	618	666	714	762	810
(EXCLUDES STAFF ON FUNDING FROM CONTRACTS & GRANTS; GIFTS; AUXS.)										
STAFF/LADDER FACULTY RATIO	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1
SALARIES AND BENEFITS	$ 31,618,865	$ 36,000,000	$ 38,880,000	$ 41,760,000	$ 46,740,000	$ 50,676,000	$ 54,612,000	$ 58,548,000	$ 62,484,000	$ 66,420,000

EXHIBIT K-2

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
ENROLLMENT (GROWTH = 300 FTE PER YEAR) AFTER 2012-13										
UG	4,085	4,782	5,393	5,656	5,919	6,160	6,405	6,661	6,909	7,162
GRAD	242	281	323	370	425	486	541	586	630	671
TOTAL FTE	4,327	5,063	5,716	6,026	6,344	6,646	6,946	7,247	7,539	7,833
FACULTY FTE GENERATED BY 18.7:1	231.39	270.75	305.67	322.25	339.25	355.40	371.44	387.54	403.16	418.88
FACULTY RECRUITMENTS	13.00	17.00	17.00	16.00	8.00	9.00	8.00	9.00	8.00	9.00
(New)										
SOE	3.00	3.00	2.00	3.00	1.00	2.00	1.00	2.00	1.00	2.00
SNS	5.00	4.00	5.00	4.00	2.00	2.00	2.00	2.00	2.00	2.00
SSHA	5.00	9.00	8.00	8.00	5.00	4.00	4.00	4.00	4.00	4.00
STRATEGIC HIRES		1.00	2.00	1.00		1.00	1.00	1.00	1.00	1.00
SALARIES	$ 1,092,000	$ 1,428,000	$ 1,445,000	$ 1,360,000	$ 680,000	$ 765,000	$ 680,000	$ 765,000	$ 680,000	$ 765,000
BENEFITS	$ 251,160	$ 328,440	$ 332,350	$ 312,800	$ 156,400	$ 175,950	$ 156,400	$ 175,950	$ 156,400	$ 175,950
START-UP	$ 6,300,000	$ 6,900,000	$ 7,300,000	$ 6,700,000	$ 3,000,000	$ 3,900,000	$ 3,300,000	$ 3,900,000	$ 3,300,000	$ 3,900,000
OTHER SUPPORT	$ 130,000	$ 170,000	$ 170,000	$ 160,000	$ 80,000	$ 90,000	$ 80,000	$ 90,000	$ 80,000	$ 90,000
TOTAL (ONGOING)	$ 1,343,160	$ 1,756,440	$ 1,777,350	$ 1,672,800	$ 836,400	$ 940,950	$ 836,400	$ 940,950	$ 836,400	$ 940,950
TOTAL (ONE TIME)	$ 6,430,000	$ 7,070,000	$ 7,470,000	$ 6,860,000	$ 3,080,000	$ 3,990,000	$ 3,380,000	$ 3,990,000	$ 3,380,000	$ 3,990,000
CUMULATIVE FACULTY FTE BY SCHOOL										
SOE	29.00	32.00	34.00	37.00	38.00	40.00	41.00	43.00	44.00	46.00
SNS	52.00	56.00	61.00	65.00	67.00	69.00	71.00	73.00	75.00	77.00
SSHA	54.00	63.00	71.00	79.00	84.00	88.00	92.00	96.00	100.00	104.00
SRATEGIC HIRES		1.00	3.00	4.00	4.00	5.00	6.00	7.00	8.00	9.00
CUMULATIVE FACULTY FTE TOTAL	135.00	152.00	169.00	185.00	193.00	202.00	210.00	219.00	227.00	236.00
CUMULATIVE FACULTY SALARIES AND BENEFITS	$ 13,864,483	$ 15,620,923	$ 17,398,273	$ 19,071,073	$ 19,907,473	$ 20,848,423	$ 21,684,823	$ 22,625,773	$ 23,462,173	$ 24,403,123
TOTAL OF CUMULATIVE AND NEW FACULTY SALARIES AND BENEFITS	$ 15,207,643	$ 17,377,363	$ 19,175,623	$ 20,743,873	$ 20,743,873	$ 21,789,373	$ 22,521,223	$ 23,566,723	$ 24,298,573	$ 25,344,073
LECTURER FTE										
TOTAL AS GENERATED TO MAINTAIN RATIO OF 18.7:1	96.1	118.7	136.7	137.2	146.3	153.4	161.4	168.5	176.2	182.9
LECTURERS SALARIES AND BENEFITS										
TOTAL AS GENERATED BY FORMULA AND TO MAINTAIN 18.7:1	$ 5,191,500	$ 6,411,900	$ 7,383,900	$ 7,633,900	$ 8,134,792	$ 8,532,474	$ 8,979,830	$ 9,374,538	$ 9,798,098	$ 10,171,985
TA FTE (TOTAL AS GENERATED BY FORMULA)	92.8	108.7	122.6	128.5	134.5	140.0	145.6	151.4	157.0	162.8
SALARIES, BENEFITS, FEES	$ 4,734,886	$ 5,542,773	$ 6,496,114	$ 6,812,909	$ 7,129,705	$ 7,420,000	$ 7,715,114	$ 8,023,477	$ 8,322,205	$ 8,626,955
TOTAL (PROJECTED) STAFF FTE	414	450	486	504	522	540	558	576	594	612
(EXCLUDES STAFF ON FUNDING FROM CONTRACTS & GRANTS; GIFTS; AUXS.)										
STAFF/LADDER FACULTY RATIO	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1
SALARIES AND BENEFITS	$ 31,618,865	$ 36,000,000	$ 38,880,000	$ 40,320,000	$ 42,804,000	$ 44,280,000	$ 45,756,000	$ 47,232,000	$ 48,708,000	$ 50,184,000

EXHIBIT K-3

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
ENROLLMENT (GROWTH = 0 FTE PER YEAR) AFTER 2012-13										
UG	4,085	4,782	5,393	5,357	5,305	5,244	5,206	5,156	5,100	5,063
GRAD	242	281	323	368	422	476	519	550	571	586
TOTAL FTE	4,327	5,063	5,716	5,725	5,727	5,720	5,725	5,706	5,671	5,649
FACULTY FTE GENERATED BY 18.7:1	231.39	270.75	305.67	306.15	306.26	305.88	306.15	305.13	303.26	302.09
FACULTY RECRUITMENTS	13	17	17	16	0	0	0	0	0	0
(New)										
SOE	3	3	2	3						
SNS	5	4	5	4						
SSHA	5	9	8	8						
STRATEGIC HIRES		1	2	1	0	0	0	0	0	0
SALARIES	$ 1,092,000	$ 1,428,000	$ 1,445,000	$ 1,360,000						
BENEFITS	$ 251,160	$ 328,440	$ 332,350	$ 312,800						
START-UP	$ 6,300,000	$ 6,900,000	$ 7,300,000	$ 6,700,000						
OTHER SUPPORT	$ 130,000	$ 170,000	$ 170,000	$ 160,000						
TOTAL (ONGOING)	$ 1,343,160	$ 1,756,440	$ 1,777,350	$ 1,672,800						
TOTAL (ONE TIME)	$ 6,430,000	$ 7,070,000	$ 7,470,000	$ 6,860,000						
CUMULATIVE FACULTY FTE BY SCHOOL										
SOE	29.00	32.00	34.00	37.00	37.00	37.00	37.00	37.00	37.00	37.00
SNS	52.00	56.00	61.00	65.00	65.00	65.00	65.00	65.00	65.00	65.00
SSHA	54.00	63.00	71.00	79.00	79.00	79.00	79.00	79.00	79.00	79.00
STRATEGIC HIRES		1.00	3.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
CUMULATIVE FACULTY FTE TOTAL	135.00	152.00	169.00	185.00	185.00	185.00	185.00	185.00	185.00	185.00
CUMULATIVE FACULTY SALARIES AND BENEFITS	$ 13,864,483	$ 15,620,923	$ 17,398,273	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233
TOTAL OF CUMULATIVE AND NEW FACULTY SALARIES AND BENEFITS	$ 15,207,643	$ 17,377,363	$ 19,175,623	$ 20,744,033	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233	$ 19,071,233
LECTURER FTE										
TOTAL AS GENERATED TO MAINTAIN RATIO OF 18.7:1	96.1	118.7	136.7	121.1	121.3	120.9	121.1	120.1	118.3	117.1
LECTURERS SALARIES AND BENEFITS										
TOTAL AS GENERATED BY FORMULA AND TO MAINTAIN 18.7:1	$ 5,191,500	$ 6,411,900	$ 7,383,900	$ 6,738,590	$ 6,744,539	$ 6,723,718	$ 6,738,590	$ 6,682,076	$ 6,577,971	$ 6,512,533
TA FTE (TOTAL AS GENERATED BY FORMULA)	92.8	108.7	122.6	121.8	120.6	119.2	118.3	117.2	115.9	115.1
SALARIES, BENEFITS, FEES	$ 4,734,886	$ 5,542,773	$ 6,496,114	$ 6,452,750	$ 6,390,114	$ 6,316,636	$ 6,270,864	$ 6,210,636	$ 6,143,182	$ 6,098,614
TOTAL (PROJECTED) STAFF FTE	414	450	486	486	486	486	486	486	486	486
(EXCLUDES STAFF ON FUNDING FROM CONTRACTS & GRANTS; GIFTS; AUXS.)										
	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1	~3:1
SALARIES AND BENEFITS	$ 31,618,865	$ 36,000,000	$ 38,880,000	$ 38,880,000	$ 39,852,000	$ 39,852,000	$ 39,852,000	$ 39,852,000	$ 39,852,000	$ 39,852,000