

University Contribution Margin Summary

| Overview | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 Budgeted |
|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------------|
| Arts & Sciences | | | | | | |
| Gross Revenue | 149,894,162 | 167,301,453 | 178,436,771 | 195,500,763 | 205,436,903 | 223,907,116 |
| Financial Aid | 36,518,707 | 39,695,655 | 43,447,261 | 47,450,251 | 49,909,691 | 54,834,322 |
| Direct Expenses | 47,802,343 | 52,173,590 | 54,048,765 | 60,133,116 | 63,811,112 | 71,881,611 |
| Contribution | 65,573,112 | 75,432,208 | 80,940,745 | 87,917,397 | 91,716,100 | 97,191,183 |
| Fin Aid/Gross Rev | 24.4% | 23.7% | 24.3% | 24.3% | 24.3% | 24.5% |
| Direct Exp/Gross Rev. | 31.9% | 31.2% | 30.3% | 30.8% | 31.1% | 32.1% |
| Contrib/Gross Rev. | 43.7% | 45.1% | 45.4% | 45.0% | 44.6% | 43.4% |
| Contrib/Student HC | 17,444 | 18,295 | 19,023 | 20,799 | 21,611 | 21,738 |
| Contrib/SCH | 471 | 503 | 517 | 529 | 543 | 552 |
| Management | | | | | | |
| Gross Revenue | 49,304,278 | 52,452,866 | 55,364,139 | 56,044,969 | 59,060,357 | 62,925,024 |
| Financial Aid | 5,098,067 | 5,838,197 | 5,832,317 | 6,637,938 | 7,321,469 | 6,852,714 |
| Direct Expenses | 20,614,978 | 22,682,997 | 25,303,198 | 26,321,609 | 26,292,781 | 30,655,856 |
| Contribution | 23,591,233 | 23,931,672 | 24,228,623 | 23,085,422 | 25,393,082 | 25,416,453 |
| Fin Aid/Gross Rev | 10.3% | 11.1% | 10.5% | 11.8% | 12.4% | 10.9% |
| Direct Exp/Gross Rev. | 41.8% | 43.2% | 45.7% | 47.0% | 44.5% | 48.7% |
| Contrib/Gross Rev. | 47.8% | 45.6% | 43.8% | 41.2% | 43.0% | 40.4% |
| Contrib/Student HC | 6,748 | 6,200 | 6,743 | 8,092 | 8,857 | 8,518 |
| Contrib/SCH | 484 | 478 | 469 | 458 | 492 | 481 |
| Nursing | | | | | | |
| Gross Revenue | 18,870,153 | 21,958,519 | 24,763,527 | 30,072,294 | 34,798,208 | 37,674,796 |
| Financial Aid | 3,328,261 | 4,040,687 | 4,322,993 | 4,819,598 | 5,104,521 | 5,270,588 |
| Direct Expenses | 6,613,884 | 7,548,355 | 9,075,032 | 12,067,209 | 15,881,272 | 20,098,893 |
| Contribution | 8,928,008 | 10,369,477 | 11,365,502 | 13,185,487 | 13,812,416 | 12,305,315 |
| Fin Aid/Gross Rev | 17.6% | 18.4% | 17.5% | 16.0% | 14.7% | 14.0% |
| Direct Exp/Gross Rev. | 35.0% | 34.4% | 36.6% | 40.1% | 45.6% | 53.3% |
| Contrib/Gross Rev. | 47.3% | 47.2% | 45.9% | 43.8% | 39.7% | 32.7% |
| Contrib/Student HC | 9,779 | 10,587 | 11,876 | 11,071 | 10,126 | 8,314 |
| Contrib/SCH | 523 | 550 | 553 | 552 | 506 | 419 |
| Education | | | | | | |
| Gross Revenue | 15,552,020 | 17,295,393 | 18,308,770 | 17,745,774 | 18,265,496 | 18,549,561 |
| Financial Aid | 600,912 | 623,778 | 684,741 | 711,018 | 876,501 | 882,630 |
| Direct Expenses | 9,305,950 | 10,287,658 | 10,810,336 | 11,267,701 | 12,395,103 | 13,957,625 |
| Contribution | 5,645,158 | 6,383,957 | 6,813,693 | 5,767,055 | 4,993,891 | 3,795,774 |
| Fin Aid/Gross Rev | 3.9% | 3.6% | 3.7% | 4.0% | 4.8% | 4.8% |
| Direct Exp/Gross Rev. | 59.8% | 59.5% | 59.0% | 63.5% | 67.9% | 75.2% |
| Contrib/Gross Rev. | 36.3% | 36.9% | 37.2% | 32.5% | 27.3% | 20.5% |
| Contrib/Student HC | 6,136 | 6,333 | 6,661 | 5,897 | 5,014 | 3,551 |
| Contrib/SCH | 312 | 318 | 325 | 289 | 250 | 179 |
| Law | | | | | | |
| Gross Revenue | 26,330,454 | 28,294,388 | 28,833,653 | 27,666,350 | 24,574,734 | 20,237,930 |
| Financial Aid | 3,708,495 | 3,137,007 | 3,610,309 | 3,496,927 | 2,851,613 | 2,690,488 |
| Direct Expenses | 14,160,756 | 16,302,135 | 15,644,143 | 15,852,295 | 15,641,582 | 13,724,432 |
| Contribution | 8,461,203 | 8,855,246 | 9,579,201 | 8,317,128 | 6,081,540 | 3,823,010 |
| Fin Aid/Gross Rev | 14.1% | 11.1% | 12.5% | 12.6% | 11.6% | 13.3% |
| Direct Exp/Gross Rev. | 53.8% | 57.6% | 54.3% | 57.3% | 63.6% | 67.8% |
| Contrib/Gross Rev. | 32.1% | 31.3% | 33.2% | 30.1% | 24.7% | 18.9% |
| Contrib/Student HC | 11,671 | 11,591 | 13,051 | 12,377 | 10,558 | 6,864 |
| Contrib/SCH | 426 | 432 | 488 | 457 | 393 | 260 |
| Total | | | | | | |
| Gross Revenue | 259,951,068 | 287,302,618 | 305,706,860 | 327,030,150 | 342,135,699 | 363,294,427 |
| Financial Aid | 49,254,442 | 53,335,324 | 57,897,621 | 63,115,732 | 66,063,794 | 70,530,743 |
| Direct Expenses | 98,497,911 | 108,994,734 | 114,881,474 | 125,641,930 | 134,021,850 | 150,318,417 |
| Contribution | 112,198,715 | 124,972,560 | 132,927,765 | 138,272,488 | 141,997,030 | 142,531,735 |
| Fin Aid/Gross Rev | 18.9% | 18.6% | 18.9% | 19.3% | 19.3% | 19.4% |
| Direct Exp/Gross Rev. | 37.9% | 37.9% | 37.6% | 38.4% | 39.2% | 41.4% |
| Contrib/Gross Rev. | 43.2% | 43.5% | 43.5% | 42.3% | 41.5% | 39.2% |
| Contrib/Student HC | 11,830 | 12,883 | 13,758 | 14,066 | 13,972 | 13,448 |
| Contrib/SCH | 462 | 482 | 493 | 496 | 501 | 484 |

University Contribution Margin Summary

| Direct Expense Composition | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 Budgeted |
|-------------------------------|--------|--------|--------|--------|--------|--------------------|
|-------------------------------|--------|--------|--------|--------|--------|--------------------|

Arts & Sciences

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 59.8% | 58.2% | 58.2% | 57.6% | 56.8% | 59.3% |
| PT Faculty Comp/ Total Direct Expenses | 17.1% | 19.4% | 21.1% | 20.7% | 21.5% | 17.2% |
| Staff Comp/ Total Direct Expenses | 16.1% | 15.7% | 15.0% | 14.6% | 14.7% | 16.1% |
| Non-Comp Exp/ Total Direct Expenses | 7.0% | 6.7% | 5.7% | 7.2% | 7.0% | 7.4% |

Management

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 47.5% | 50.3% | 46.8% | 45.6% | 46.0% | 48.4% |
| PT Faculty Comp/ Total Direct Expenses | 17.5% | 14.1% | 14.6% | 16.2% | 17.4% | 15.7% |
| Staff Comp/ Total Direct Expenses | 25.5% | 24.5% | 25.0% | 25.8% | 23.9% | 23.2% |
| Non-Comp Exp/ Total Direct Expenses | 9.5% | 11.1% | 13.6% | 12.4% | 12.7% | 12.6% |

Nursing

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 50.3% | 43.9% | 41.8% | 36.3% | 35.6% | 42.1% |
| PT Faculty Comp/ Total Direct Expenses | 22.1% | 25.1% | 24.2% | 23.8% | 20.7% | 19.0% |
| Staff Comp/ Total Direct Expenses | 22.2% | 23.3% | 21.7% | 20.6% | 17.4% | 18.9% |
| Non-Comp Exp/ Total Direct Expenses | 5.4% | 7.7% | 12.3% | 19.3% | 26.3% | 19.9% |

Education

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 43.1% | 45.0% | 43.8% | 45.9% | 45.4% | 48.8% |
| PT Faculty Comp/ Total Direct Expenses | 22.4% | 20.1% | 21.2% | 21.3% | 20.4% | 19.1% |
| Staff Comp/ Total Direct Expenses | 27.4% | 26.8% | 27.1% | 26.9% | 26.4% | 23.7% |
| Non-Comp Exp/ Total Direct Expenses | 7.2% | 8.1% | 7.9% | 5.9% | 7.9% | 8.4% |

Law

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 34.3% | 36.5% | 36.4% | 39.3% | 58.5% | 50.8% |
| PT Faculty Comp/ Total Direct Expenses | 4.9% | 4.3% | 5.7% | 5.8% | 8.9% | 8.9% |
| Staff Comp/ Total Direct Expenses | 31.9% | 28.5% | 29.6% | 30.1% | 19.5% | 22.9% |
| Non-Comp Exp/ Total Direct Expenses | 28.9% | 30.7% | 28.2% | 24.8% | 13.1% | 17.3% |

Average

| | | | | | | |
|---|-------|-------|-------|-------|-------|-------|
| FT Faculty Comp/ Total Direct Expenses | 47.0% | 46.8% | 45.4% | 44.9% | 48.4% | 49.9% |
| PT Faculty Comp/ Total Direct Expenses | 16.8% | 16.6% | 17.4% | 17.5% | 17.8% | 16.0% |
| Staff Comp/ Total Direct Expenses | 24.6% | 23.7% | 23.7% | 23.6% | 20.4% | 21.0% |
| Non-Comp Exp/ Total Direct Expenses | 11.6% | 12.8% | 13.5% | 13.9% | 13.4% | 13.1% |

University Contribution Margin Summary

| Faculty and Staff Unrestricted FTE | FY2010 | FY2011 | FY2012 | FY2013 | FY2014 | FY2015 Budgeted |
|---------------------------------------|--------|--------|--------|--------|--------|--------------------|
|---------------------------------------|--------|--------|--------|--------|--------|--------------------|

Arts & Sciences

| | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|
| Full-Time Faculty FTE | 241.2 | 241.0 | 237.0 | 251.0 | 260.0 | 261.0 |
| Staff FTE | 77.9 | 81.1 | 77.1 | 82.1 | 91.5 | 97.9 |
| FT Faculty FTE/Staff FTE | 3.1 | 3.0 | 3.1 | 3.1 | 2.8 | 2.7 |
| Student HC/FT Faculty FTE | 16 | 17 | 18 | 17 | 16 | 17 |
| Student HC/Staff FTE | 48 | 51 | 55 | 51 | 46 | 46 |
| SCH/FT Faculty FTE | 577 | 622 | 661 | 662 | 650 | 675 |
| SCH/Staff FTE | 1,788 | 1,850 | 2,032 | 2,023 | 1,847 | 1,800 |

Management

| | | | | | | |
|---------------------------|------|------|------|------|------|------|
| Full-Time Faculty FTE | 65.7 | 69.3 | 77.3 | 82.0 | 85.0 | 82.6 |
| Staff FTE | 49.7 | 53.7 | 54.0 | 58.0 | 61.0 | 60.5 |
| FT Faculty FTE/Staff FTE | 1.3 | 1.3 | 1.4 | 1.4 | 1.4 | 1.4 |
| Student HC/FT Faculty FTE | 53 | 56 | 46 | 35 | 34 | 36 |
| Student HC/Staff FTE | 70 | 72 | 67 | 49 | 47 | 49 |
| SCH/FT Faculty FTE | 742 | 722 | 668 | 615 | 608 | 639 |
| SCH/Staff FTE | 981 | 932 | 957 | 870 | 847 | 873 |

Nursing

| | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|
| Full-Time Faculty FTE | 32.0 | 35.0 | 41.0 | 48.0 | 56.0 | 58.6 |
| Staff FTE | 16.0 | 17.0 | 17.0 | 22.0 | 25.0 | 28.5 |
| FT Faculty FTE/Staff FTE | 2.0 | 2.1 | 2.4 | 2.2 | 2.2 | 2.1 |
| Student HC/FT Faculty FTE | 29 | 28 | 23 | 25 | 24 | 25 |
| Student HC/Staff FTE | 57 | 58 | 56 | 54 | 55 | 52 |
| SCH/FT Faculty FTE | 533 | 539 | 501 | 497 | 487 | 502 |
| SCH/Staff FTE | 1,066 | 1,110 | 1,208 | 1,085 | 1,091 | 1,031 |

Education

| | | | | | | |
|---------------------------|------|------|------|------|------|------|
| Full-Time Faculty FTE | 35.0 | 35.0 | 36.0 | 38.0 | 44.0 | 44.5 |
| Staff FTE | 26.2 | 26.5 | 26.5 | 26.5 | 28.8 | 29.3 |
| FT Faculty FTE/Staff FTE | 1.3 | 1.3 | 1.4 | 1.4 | 1.5 | 1.5 |
| Student HC/FT Faculty FTE | 26 | 29 | 28 | 26 | 23 | 24 |
| Student HC/Staff FTE | 35 | 38 | 39 | 37 | 35 | 36 |
| SCH/FT Faculty FTE | 517 | 573 | 583 | 526 | 454 | 477 |
| SCH/Staff FTE | 690 | 757 | 792 | 754 | 694 | 725 |

Law

| | | | | | | |
|---------------------------|------|------|------|------|------|------|
| Full-Time Faculty FTE | 31.0 | 33.7 | 34.4 | 36.0 | 36.8 | 28.0 |
| Staff FTE | 42.7 | 47.2 | 47.7 | 52.9 | 44.8 | 41.6 |
| FT Faculty FTE/Staff FTE | 0.7 | 0.7 | 0.7 | 0.7 | 0.8 | 0.7 |
| Student HC/FT Faculty FTE | 23 | 23 | 21 | 19 | 16 | 20 |
| Student HC/Staff FTE | 17 | 16 | 15 | 13 | 13 | 13 |
| SCH/FT Faculty FTE | 642 | 607 | 571 | 504 | 421 | 524 |
| SCH/Staff FTE | 465 | 434 | 412 | 344 | 345 | 353 |

Total

| | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|
| Full-Time Faculty FTE | 373.9 | 380.3 | 391.3 | 419.0 | 445.0 | 446.7 |
| Staff FTE | 169.8 | 178.3 | 174.6 | 188.6 | 206.3 | 216.2 |
| FT Faculty FTE/Staff FTE | 2.2 | 2.1 | 2.2 | 2.2 | 2.2 | 2.1 |
| Student HC/FT Faculty FTE | 24 | 25 | 25 | 24 | 23 | 24 |
| Student HC/Staff FTE | 53 | 53 | 56 | 53 | 49 | 49 |
| SCH/FT Faculty FTE | 650 | 682 | 689 | 665 | 637 | 659 |
| SCH/Staff FTE | 1,431 | 1,455 | 1,544 | 1,477 | 1,373 | 1,361 |

University Contribution Margin Summary

Notes:

General: FY2015 Budget data is based on ODS Banner Finance data; FY10 - FY14 are based on the College Academic Financial Profiles (Banner Accts. Receiv. and Student Data). Financial Analysis programs included with Arts & Sci FY2009-FY2011; Management FY2012-present

Gross Revenue is tuition less exceptions (including Jesuit Exchange) plus all additional college revenues;

Beginning FY2013, financial activity does not include A&S and Law excluded organizations (see list below)

Financial Aid: Unrestricted aid only; does not include Athletic Room & Board, Athletic Books & Supplies, or ROTC Room & Board;

Aid is allocated to Teaching College using Accounts Receivable and Student Credit Hour data for most recent year.

Direct Expenses: Include online degree program (Org. 360003) costs beginning FY14

FY2014 Actuals as of 9/15/14 and FY2015 Available Budget as of 10/6/14; FY2015 Part-time Faculty budgets allocated based on FY2014 activity.

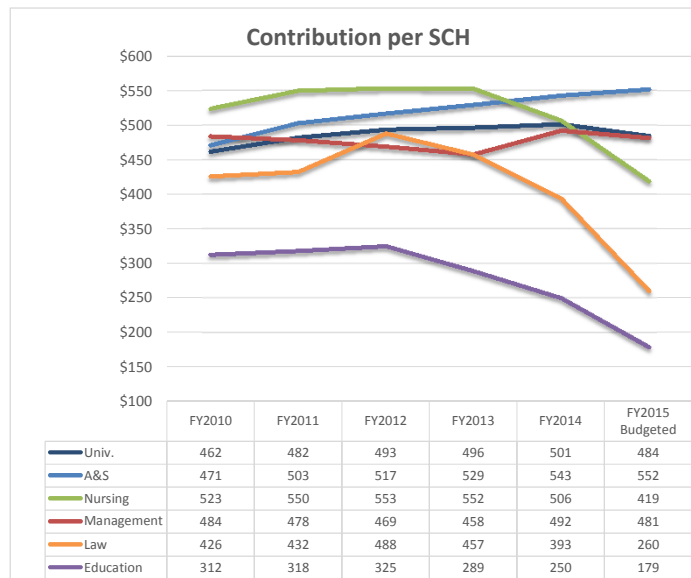
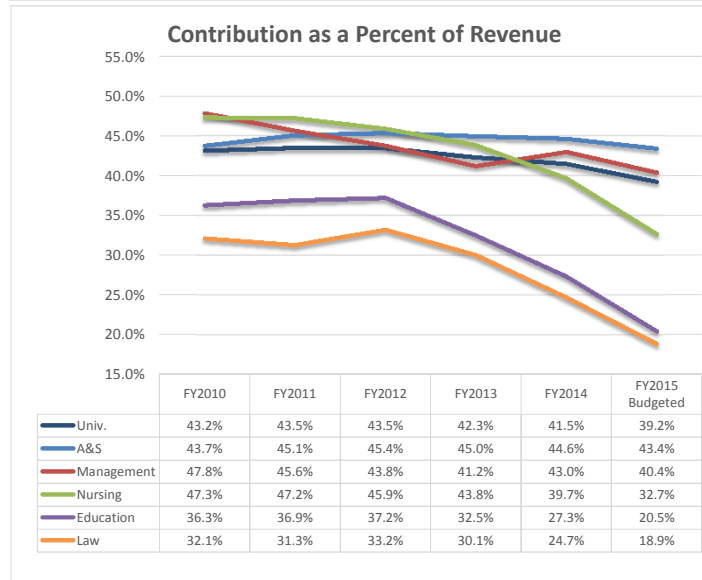
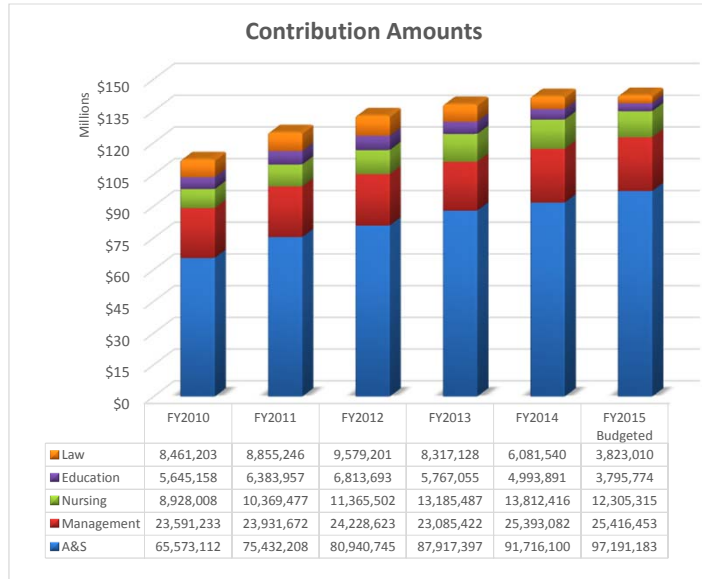
Full-time Equivalent (FTE): Values obtained from Position Audit Reports. In the case of Law, values were obtained from Hyperion.

Counts exclude those for Arts & Sciences and Law organizations listed below.

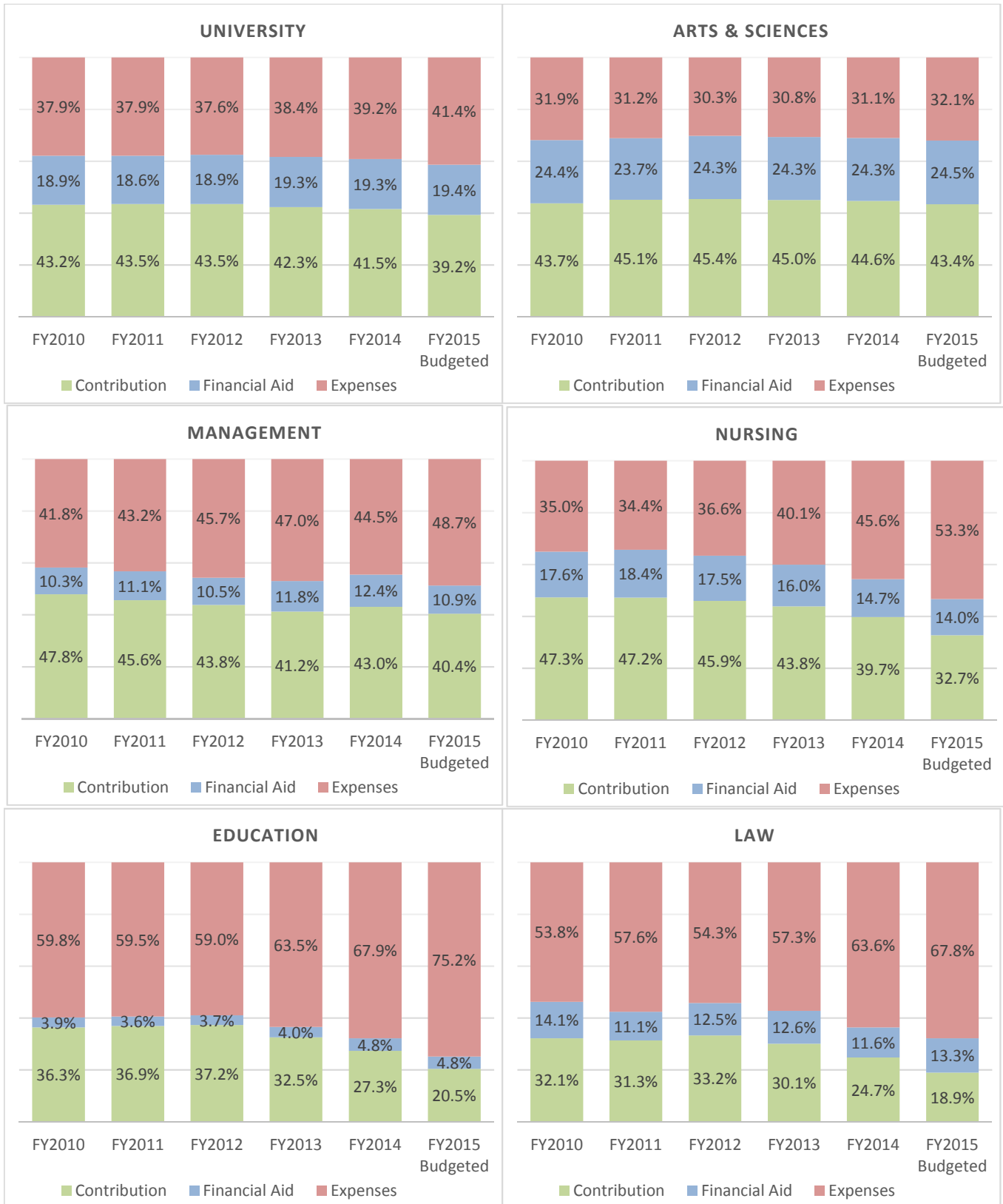
Arts & Sciences Excluded Accounts include Pacific Rim Center (Org 214001), Ricci Libr Acquisition (Org 214004), Chinese-Western Inst (Org 214005), McCarthy Center (Org 221501), McCarthy Ctr Sarlo Grant Cost Share (Org 221504), Lane Center (Org 220001), and KUSF (Org. 219501) *FY14-15.

Law Excluded Accounts include Info Technology Law (Org 261007), Planned Maint. Law (Org 261008), Financial Aid SVC Law (Org 261009), Payroll Info Technology Law (Org 261507), Payroll Financial Aid Services (Org 261509), Payroll Law Alumni and Development (Org 265501) Instruct. Admin. Law (Org 262004), Payroll Instructional Admin Law (Org 262504), Law Admissions (Org 263001), Law Registrar (Org 263002), Payroll Law Admissions (Org 263501), Payroll Law Registrar (Org 263502), Student Services (Org 264002), Law School Grad (Org 264003), Payroll Student Services Law (Org 264502), Law Alumni/Development (Org 265001).

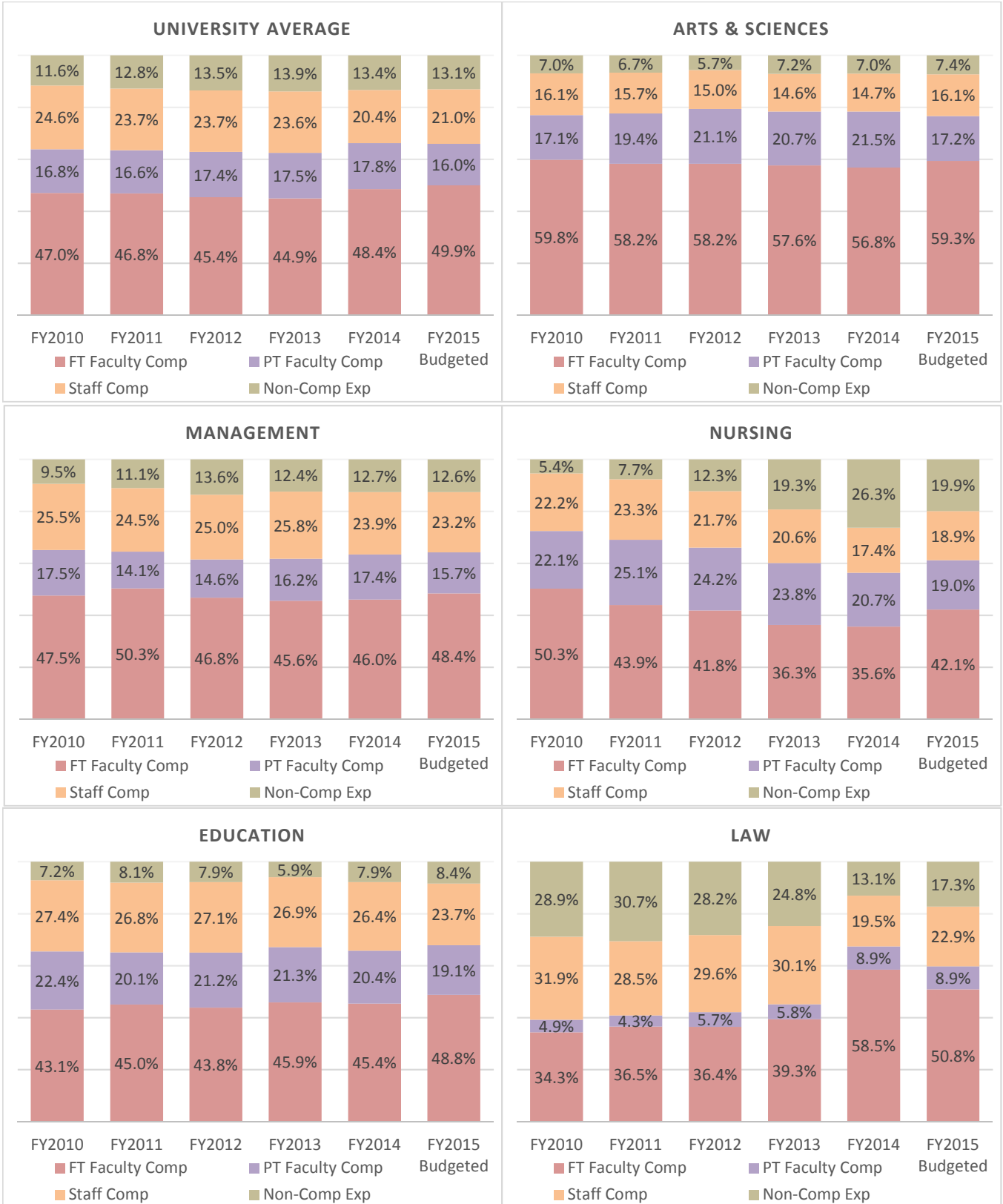
University Contribution Margin Summary Overview



Contribution Margin Summary Revenue Composition



Contribution Margin Summary Expense Composition

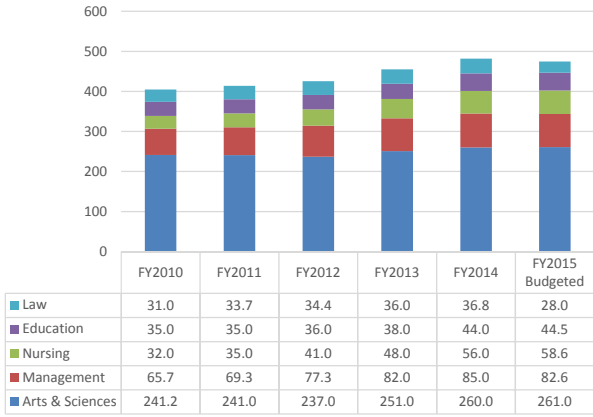


Contribution Margin Summary Annual Change Trends

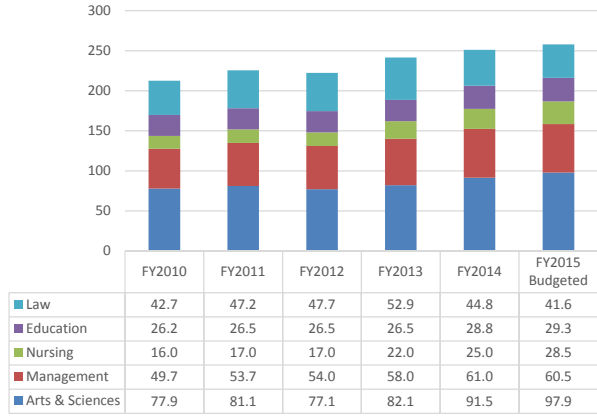
*Note change in y-axis



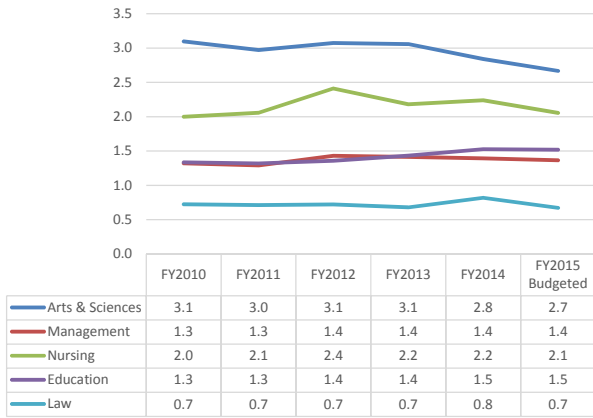
Full-time Faculty FTE



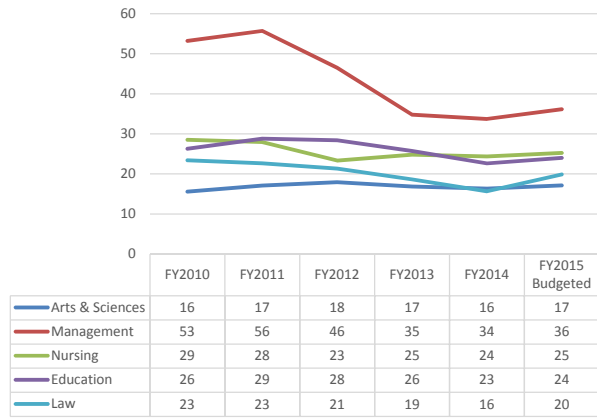
Staff FTE



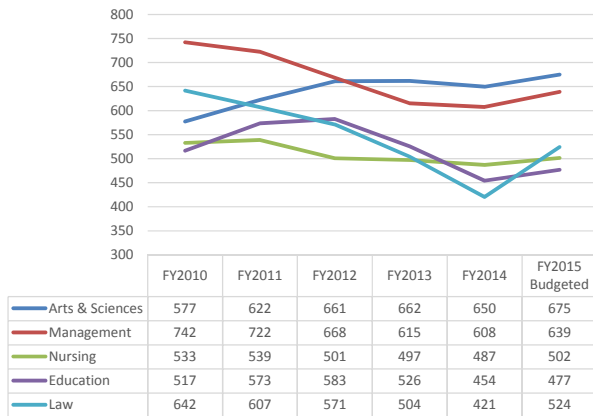
Full-time Faculty per Staff FTE



Student HC per Full-time Faculty FTE



Student SCH per Full-time Faculty FTE



Student SCH per Staff FTE

