

## University Contribution Margin Summary

Overview	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016 Budgeted
<b>Arts &amp; Sciences</b>						
Revenue	167,301,453	178,436,771	195,500,763	205,432,067	220,081,278	229,591,567
Financial Aid	39,695,655	43,447,261	47,450,251	49,909,691	54,504,608	58,915,189
Expenses	50,746,324	54,292,873	60,374,725	64,247,900	67,756,319	72,569,030
Contribution	76,859,474	80,696,637	87,675,787	91,274,476	97,820,351	98,107,348
Fin Aid/Revenue	23.7%	24.3%	24.3%	24.3%	24.8%	25.7%
Direct Exp/Revenue	30.3%	30.4%	30.9%	31.3%	30.8%	31.6%
Contrib/Revenue	45.9%	45.2%	44.8%	44.4%	44.4%	42.7%
Contrib/Student HC	18,642	18,965	20,742	21,500	21,835	22,252
Contrib/SCH	512	515	528	540	557	568
<b>Management</b>						
Revenue	52,452,866	55,364,139	55,766,772	58,650,892	64,728,598	64,565,835
Financial Aid	5,838,197	5,832,317	6,574,139	7,294,969	7,664,359	6,189,979
Expenses	24,259,723	25,391,636	26,343,997	26,379,248	28,933,840	30,815,356
Contribution	22,354,946	24,140,185	22,848,638	24,976,676	28,130,399	27,560,500
Fin Aid/Revenue	11.1%	10.5%	11.8%	12.4%	11.8%	9.6%
Expenses/Revenue	46.3%	45.9%	47.2%	45.0%	44.7%	47.7%
Contribution/Revenue	42.6%	43.6%	41.0%	42.6%	43.5%	42.7%
Contribution/Student HC	6,200	6,743	8,009	8,712	9,371	9,117
Contribution/SCH	446	467	453	484	513	498
<b>Nursing</b>						
Revenue	21,958,519	24,763,527	30,072,292	34,798,208	37,282,444	38,613,000
Financial Aid	4,040,687	4,322,993	4,819,597	5,104,521	4,849,824	5,268,543
Expenses	7,548,354	9,075,032	12,780,853	16,502,123	19,613,709	22,364,998
Contribution	10,369,478	11,365,502	12,471,842	13,191,565	12,818,911	10,979,459
Fin Aid/Revenue	18.4%	17.5%	16.0%	14.7%	13.0%	13.6%
Expenses/Revenue	34.4%	36.6%	42.5%	47.4%	52.6%	57.9%
Contribution/Revenue	47.2%	45.9%	41.5%	37.9%	34.4%	28.4%
Contribution/Student HC	10,587	11,876	10,472	9,671	8,656	6,923
Contribution/SCH	550	553	523	483	445	345
<b>Education</b>						
Revenue	17,295,393	18,308,770	17,707,449	18,273,761	19,908,132	20,533,757
Financial Aid	623,778	684,741	711,017	882,996	1,232,517	573,276
Expenses	10,102,284	10,564,773	11,383,372	12,467,069	13,312,378	14,603,745
Contribution	6,569,331	7,059,256	5,613,060	4,923,696	5,363,236	5,356,736
Fin Aid/Revenue	3.6%	3.7%	4.0%	4.8%	6.2%	2.8%
Expenses/Revenue	58.4%	57.7%	64.3%	68.2%	66.9%	71.1%
Contribution/Revenue	38.0%	38.6%	31.7%	26.9%	26.9%	26.1%
Contribution/Student HC	6,517	6,901	5,739	4,943	4,957	4,983
Contribution/SCH	327	337	281	246	254	252
<b>Law</b>						
Revenue	28,302,861	28,851,262	27,683,373	24,603,819	23,484,483	22,262,262
Financial Aid	3,137,007	3,610,309	3,496,927	2,851,613	3,637,112	3,885,167
Expenses	20,264,847	20,251,116	19,401,878	19,423,400	12,160,310	13,148,327
Contribution	4,901,007	4,989,837	4,784,568	2,328,806	7,687,060	5,228,768
Fin Aid/Revenue	11.1%	12.5%	12.6%	11.6%	15.5%	17.5%
Expenses/Revenue	71.6%	70.2%	70.1%	78.9%	51.8%	59.1%
Contribution/Revenue	17.3%	17.3%	17.3%	9.5%	32.7%	23.5%
Contribution/Student HC	6,415	6,798	7,120	4,043	13,826	8,744
Contribution/SCH	239	254	263	151	539	352
<b>Total</b>						
Revenue	287,311,091	305,724,469	326,730,650	341,758,747	365,484,935	375,566,421
Financial Aid	53,335,324	57,897,621	63,051,931	66,043,789	71,888,421	74,832,154
Expenses	112,921,532	119,575,431	130,284,824	139,019,739	141,776,556	153,501,456
Contribution	121,054,235	128,251,417	133,393,895	136,695,218	151,819,956	147,232,811
Fin Aid/Revenue	18.6%	18.9%	19.3%	19.3%	19.7%	19.9%
Expenses/Revenue	39.3%	39.1%	39.9%	40.7%	38.8%	40.9%
Contribution/Revenue	42.1%	42.0%	40.8%	40.0%	41.5%	39.2%
Contribution/Student HC	11,278	12,143	13,446	13,606	14,321	13,772
Contribution/SCH	467	476	479	482	515	497

## University Contribution Margin Summary

Expense Composition	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016 Budgeted
<b>Arts &amp; Sciences</b>						
FT Faculty Comp/ Total Revenue	18.0%	17.6%	17.7%	18.1%	17.2%	18.2%
PT Faculty Comp/ Total Revenue	5.8%	6.4%	6.3%	6.2%	6.5%	6.0%
Staff Comp/ Total Revenue	4.8%	4.7%	4.6%	4.7%	4.9%	5.3%
Non-Comp Exp/ Total Revenue	1.7%	1.7%	2.2%	2.2%	2.1%	2.0%
Online Support/ Total Revenue	0.0%	0.0%	0.0%	0.0%	0.1%	0.1%
<b>Management</b>						
FT Faculty Comp/ Total Revenue	22.5%	21.4%	21.6%	21.2%	21.1%	22.2%
PT Faculty Comp/ Total Revenue	6.9%	6.7%	7.6%	7.3%	7.3%	8.4%
Staff Comp/ Total Revenue	10.9%	11.4%	12.1%	10.7%	10.1%	11.4%
Non-Comp Exp/ Total Revenue	5.9%	6.4%	5.9%	5.5%	5.9%	5.6%
Online Support/ Total Revenue	0.0%	0.0%	0.1%	0.2%	0.4%	0.2%
<b>Nursing</b>						
FT Faculty Comp/ Total Revenue	15.1%	15.3%	14.6%	16.6%	18.4%	19.8%
PT Faculty Comp/ Total Revenue	8.6%	8.9%	9.5%	9.2%	11.6%	13.5%
Staff Comp/ Total Revenue	8.0%	8.0%	8.3%	8.0%	8.8%	11.3%
Non-Comp Exp/ Total Revenue	2.7%	4.5%	9.1%	12.1%	11.6%	11.2%
Online Support/ Total Revenue	0.0%	0.0%	1.1%	1.4%	2.2%	2.1%
<b>Education</b>						
FT Faculty Comp/ Total Revenue	26.8%	25.9%	29.3%	31.3%	30.4%	32.3%
PT Faculty Comp/ Total Revenue	12.0%	12.5%	13.5%	13.2%	14.5%	15.6%
Staff Comp/ Total Revenue	15.9%	15.8%	16.8%	17.8%	15.4%	17.9%
Non-Comp Exp/ Total Revenue	3.8%	3.6%	3.7%	4.4%	4.8%	3.6%
Online Support/ Total Revenue	0.0%	0.0%	1.1%	1.5%	1.9%	1.7%
<b>Law</b>						
FT Faculty Comp/ Total Direct Expenses	25.6%	24.8%	26.3%	31.9%	27.6%	28.9%
PT Faculty Comp/ Total Direct Expenses	3.4%	4.4%	4.4%	5.5%	4.5%	5.5%
Staff Comp/ Total Direct Expenses	23.4%	23.7%	25.1%	25.2%	15.1%	18.3%
Non-Comp Exp/ Total Direct Expenses	19.2%	17.3%	14.3%	16.4%	4.5%	6.4%
Online Support/ Total Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%
<b>Average</b>						
FT Faculty Comp/ Total Revenue	21.6%	21.0%	21.9%	23.8%	22.9%	24.3%
PT Faculty Comp/ Total Revenue	7.3%	7.8%	8.3%	8.3%	8.9%	9.8%
Staff Comp/ Total Revenue	12.6%	12.7%	13.4%	13.3%	10.8%	12.8%
Non-Comp Exp/ Total Revenue	6.6%	6.7%	7.0%	8.1%	5.8%	5.8%
Online Support/ Total Revenue	0.0%	0.0%	0.4%	0.6%	0.9%	0.9%

## University Contribution Margin Summary

Faculty and Staff Unrestricted FTE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016 Budgeted
<b>Arts &amp; Sciences</b>						
Full-Time Faculty FTE	241.0	237.0	252.0	261.0	273.5	282.3
Staff FTE	85.8	81.5	86.5	96.0	102.5	101.4
FT Faculty FTE/Staff FTE	2.8	2.9	2.9	2.7	2.7	2.8
Student HC/FT Faculty FTE	17	18	17	16	16	16
Student HC/Staff FTE	48	52	49	44	44	43
SCH/FT Faculty FTE	622	661	659	647	642	612
SCH/Staff FTE	1,748	1,922	1,920	1,760	1,712	1,704
<b>Management</b>						
Full-Time Faculty FTE	69.3	77.3	82.0	85.0	86.6	89.0
Staff FTE	53.7	54.0	58.0	61.0	64.0	66.0
FT Faculty FTE/Staff FTE	1.3	1.4	1.4	1.4	1.4	1.3
Student HC/FT Faculty FTE	56	46	35	34	35	34
Student HC/Staff FTE	72	67	49	47	47	46
SCH/FT Faculty FTE	722	668	615	608	633	621
SCH/Staff FTE	932	957	870	847	857	838
<b>Nursing</b>						
Full-Time Faculty FTE	35.0	41.0	48.0	56.0	59.0	59.7
Staff FTE	17.0	17.0	22.0	25.0	34.5	36.5
FT Faculty FTE/Staff FTE	2.1	2.4	2.2	2.2	1.7	1.6
Student HC/FT Faculty FTE	28	23	25	24	25	27
Student HC/Staff FTE	58	56	54	55	43	43
SCH/FT Faculty FTE	539	501	497	487	488	533
SCH/Staff FTE	1,110	1,208	1,085	1,091	834	872
<b>Education</b>						
Full-Time Faculty FTE	35.0	36.0	38.0	44.0	45.0	47.0
Staff FTE	26.5	26.5	26.5	28.8	32.3	32.6
FT Faculty FTE/Staff FTE	1.3	1.4	1.4	1.5	1.4	1.4
Student HC/FT Faculty FTE	29	28	26	23	24	23
Student HC/Staff FTE	38	39	37	35	34	33
SCH/FT Faculty FTE	573	583	526	454	469	453
SCH/Staff FTE	757	792	754	694	653	653
<b>Law</b>						
Full-Time Faculty FTE	25.7	27.4	28.0	29.8	32.8	34.6
Staff FTE	44.5	41.8	46.2	38.3	36.8	34.8
FT Faculty FTE/Staff FTE	0.6	0.7	0.6	0.8	0.9	1.0
Student HC/FT Faculty FTE	30	27	24	19	17	17
Student HC/Staff FTE	17	18	15	15	15	17
SCH/FT Faculty FTE	796	717	648	519	435	430
SCH/Staff FTE	460	470	394	403	387	427
<b>Total</b>						
Full-Time Faculty FTE	406.0	418.7	448.0	475.8	496.9	512.5
Staff FTE	227.5	220.8	239.2	249.1	270.2	271.4
FT Faculty FTE/Staff FTE	1.8	1.9	1.9	1.9	1.8	1.9
Student HC/FT Faculty FTE	26	25	22	21	21	21
Student HC/Staff FTE	47	48	41	40	39	39
SCH/FT Faculty FTE	639	644	622	596	593	578
SCH/Staff FTE	1,141	1,221	1,165	1,137	1,090	1,091

## University Contribution Margin Summary

### Notes:

**General:** FY2016 Budget data is based on ODS Banner Finance data; FY11 - FY15 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;

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.

**Expenses:** FY2015 Actuals as of 6/26/15 and FY2016 Available Budget as of 9/16/15; FY2016 Part-time Faculty budgets allocated based on FY2015 activity. Online Support Costs allocated from various related Orgs (Schedule Available)

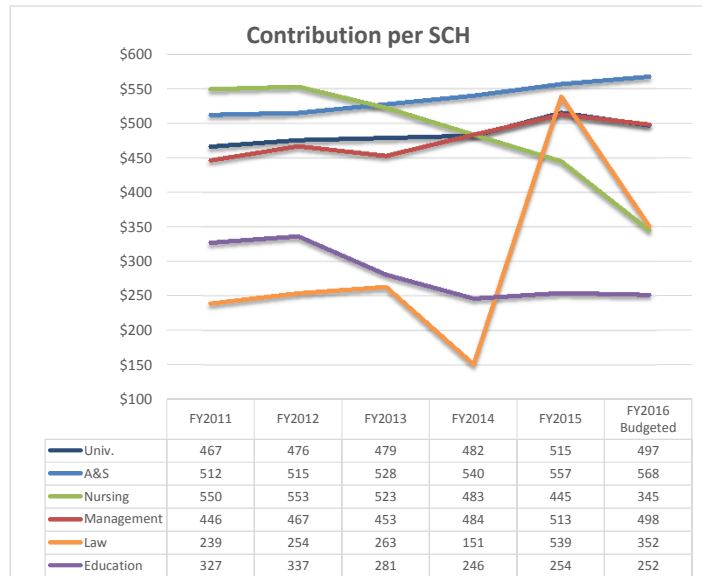
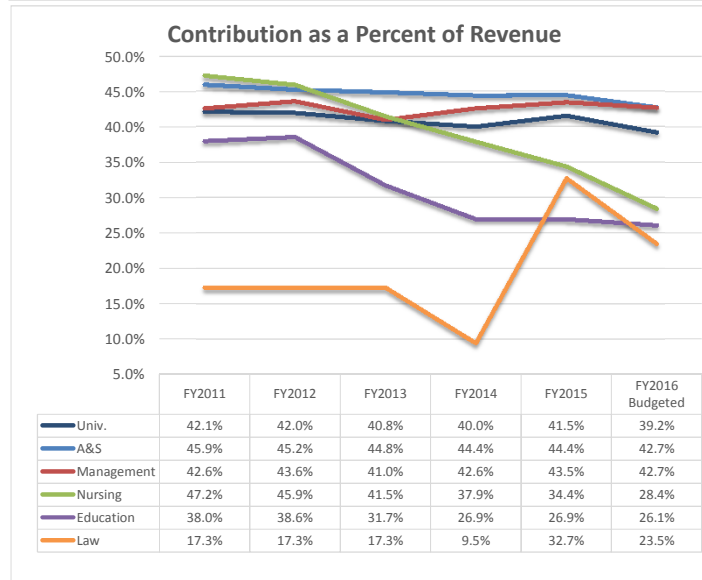
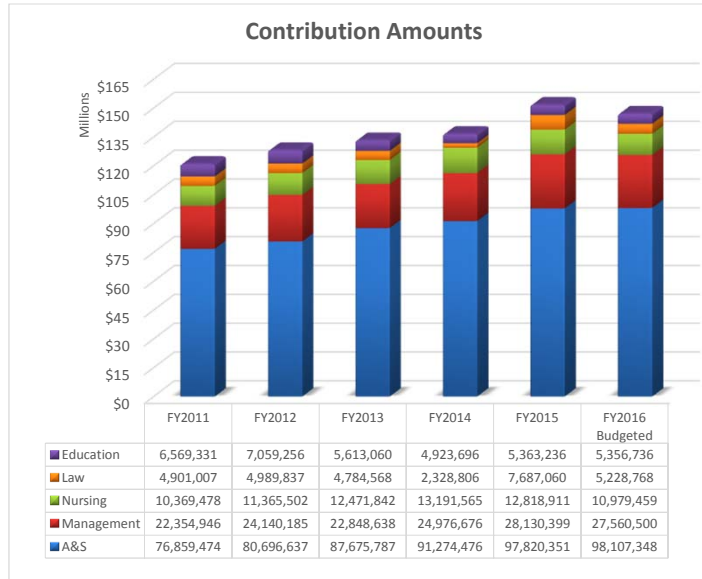
**Full-time Equivalent (FTE):** Values obtained from Position Audit Reports. In the case of Law, values were obtained from Hyperion.

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

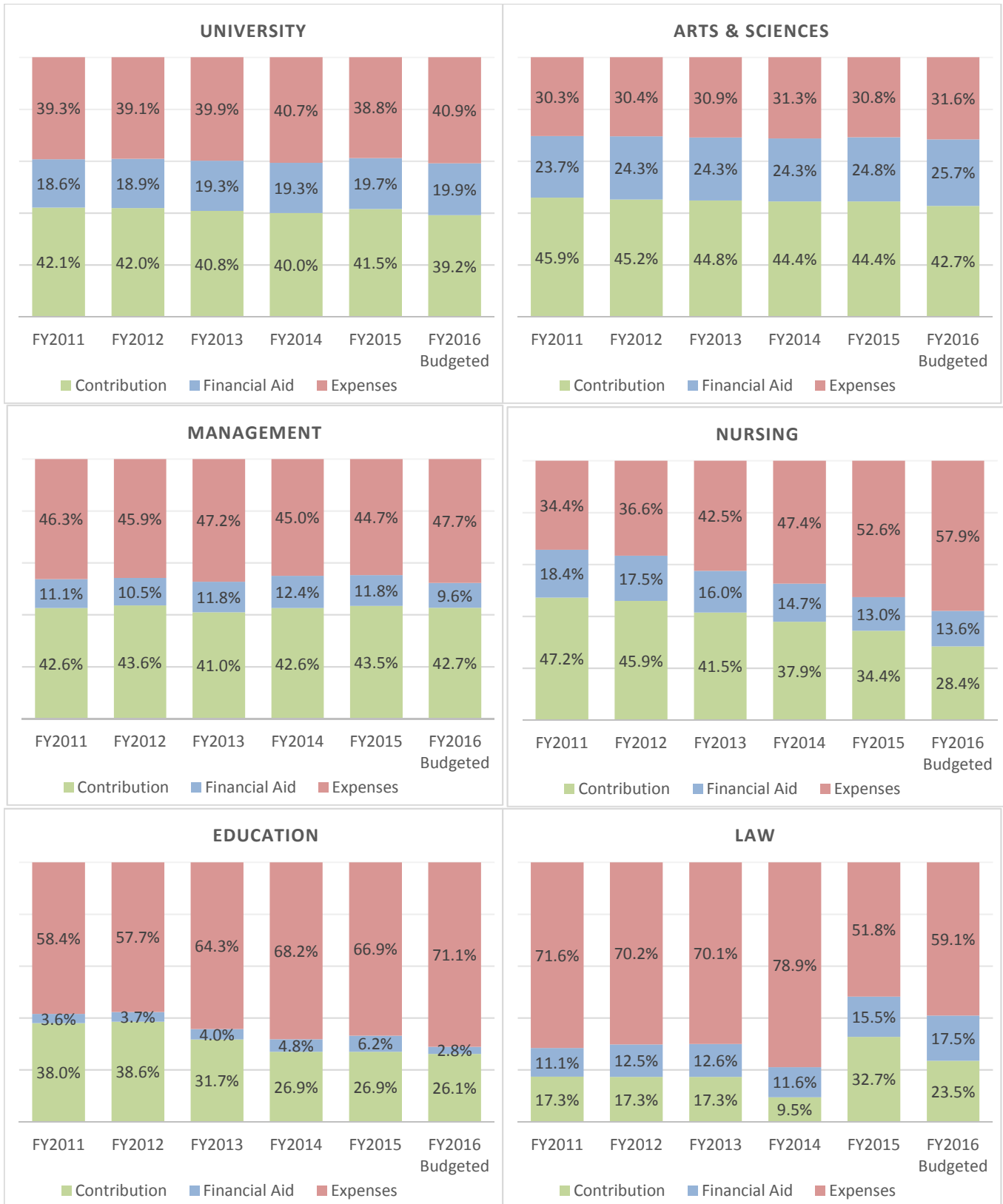
**Arts & Sciences Excluded Accounts** include Ricci Libr Acquisition (Org 214004), Ricci Inst. Oper (Org 214005), KUSF (Org. 219501), Lane Center (Org 220001), McCarthy Center (Org 221501), and McCarthy Ctr Sarlo Grant Cost Share (Org 221504)

**Law Excluded Accounts** include Info Technology Law (Org 261007), Payroll Info Technology Law (Org 261507), Law Registrar (Org 263002), Payroll Law Registrar (Org 263502), Law Alumni/Development (Org 265001), Payroll Law Alumni and Development (Org 265501)

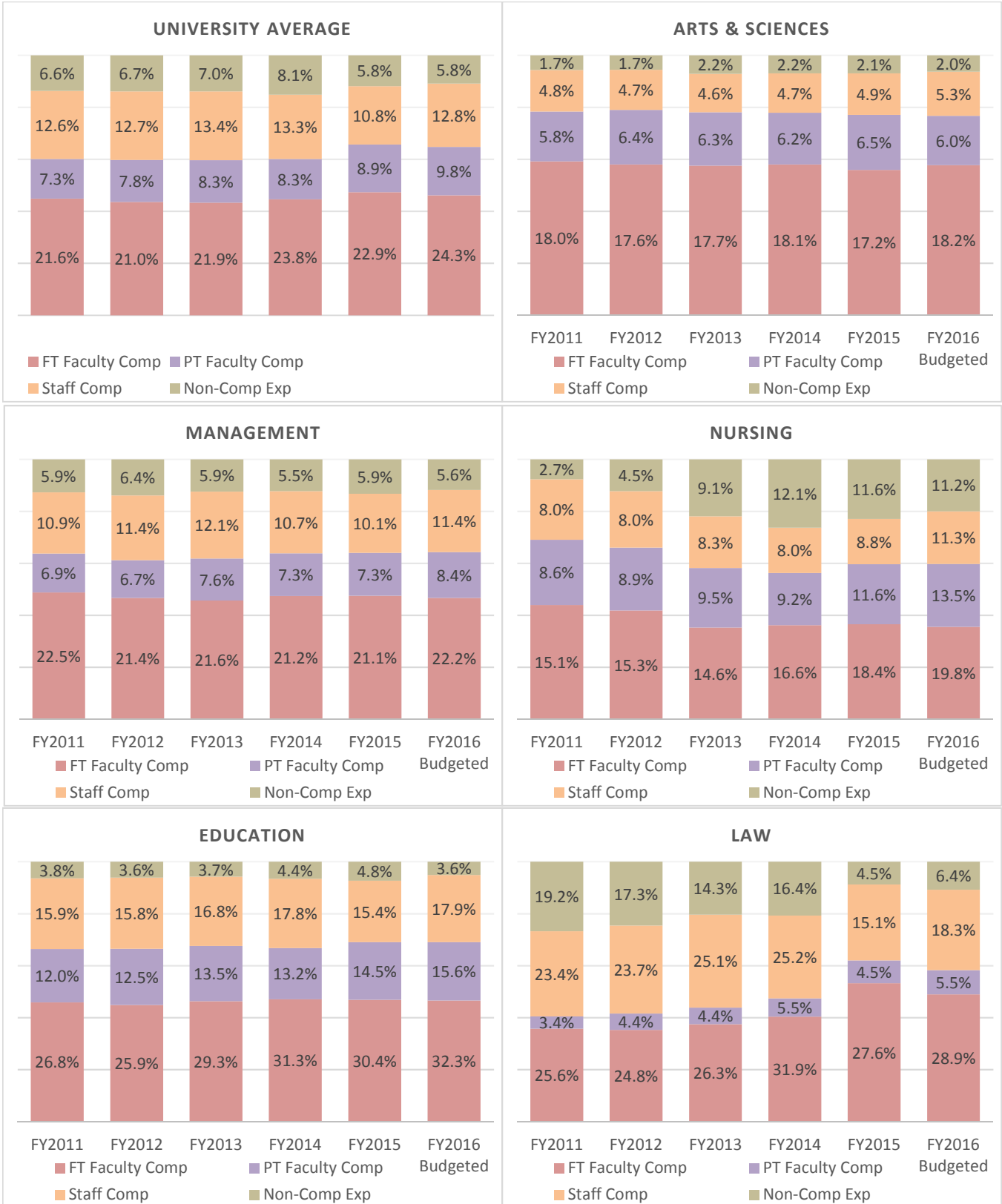
## University Contribution Margin Summary Overview



## Contribution Margin Summary Revenue Composition



## Contribution Margin Summary Expense Composition



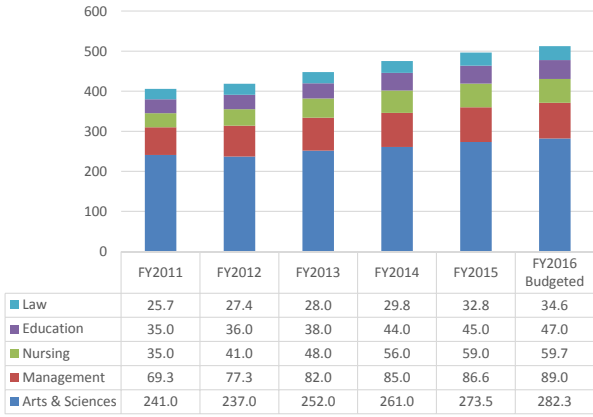
## Contribution Margin Summary Annual Change Trends

\*Note change in y-axis

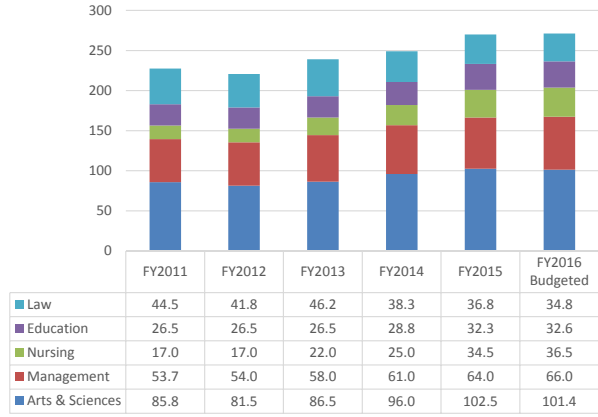




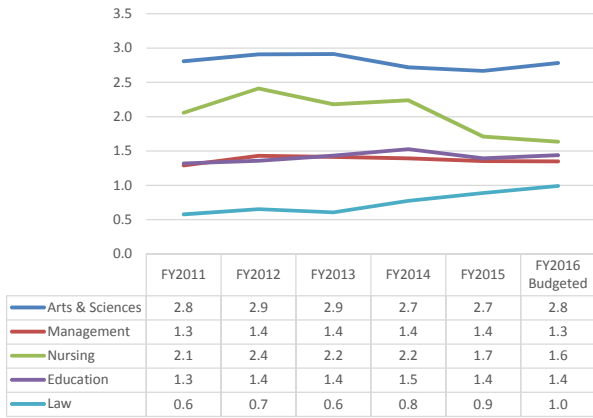
Full-time Faculty FTE



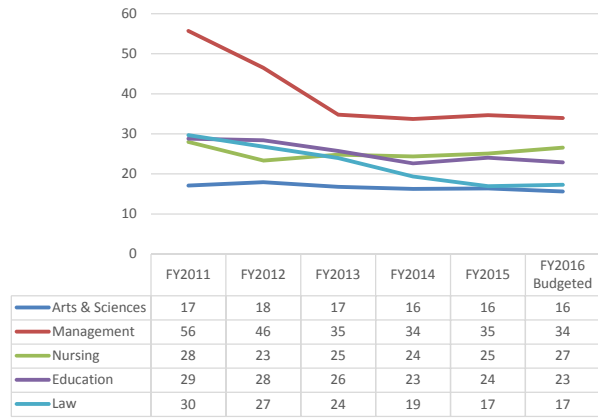
Staff FTE



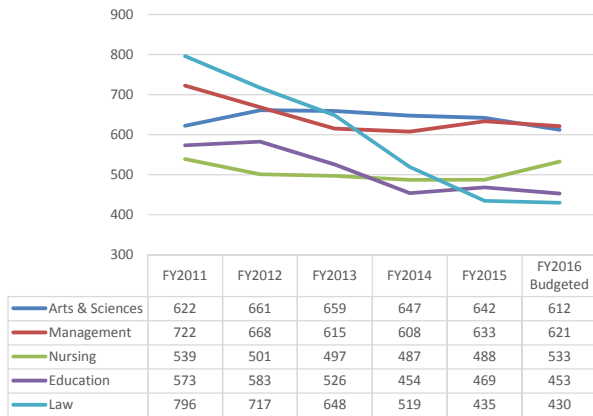
Full-time Faculty per Staff FTE



Student HC per Full-time Faculty FTE



Student SCH per Full-time Faculty FTE



Student SCH per Staff FTE

