



## University of California, Merced Employees: A History in Annotated Tables and Figures

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### Summary

The development of a recently created employee data set designed to support reporting and analysis created the need to confirm past reports and the potential to track employees over time more easily. That need and potential led to this compilation. The report begins with headcounts over time in detail and in major employee groups. In addition to counts, the report presents those counts per each 1,000 FTE students (undergraduate student credit hours divided by 15 plus graduate student credit hours divided by 12). In addition, the report includes demographic composition and retention over time. Collectively, analysis shows sustained rapid growth in number of employees from about 500 to nearly 1,500 over 11 years. When employee counts are expressed per capita, as employees per 1,000 FTE students, the graphs show an institution initially overstaffed, likely to create a critical mass to support higher education, which declined quickly and plateaued in about Fall 2010. There has been little change in employees per 1,000 FTE students from 2010 to 2015. There has been very little change in racial or ethnic composition overall. About 30% of employees are underrepresented minorities and white employees continue to be about 50%. There has been an increase in nonstudent employee female composition from 49% to 55% in 2015. The percentage of female faculty has not changed. Likewise, the percentage of underrepresented minority faculty has not changed (about 15%).

Table 1

The report begins with a table sorting primary CTO (class type organization) into major employee categories to address questions the reader might have about which title classifications constitute each major categories. That Deans are “Other Academic” for example. It is a large amount of data but should prove to be a useful reference throughout the report. This table does not include student employees. Employee classifications are structured by major categories with annual Fall (“F” in the table) subtotals for 2005 to 2015 in Table 1, beginning with ladder rank faculty and ending with unclassified staff and parking and guards. While the trends over time are consistent in most cases, there are exceptions that reflect differences in interpretation over time. For example, the number of executives increased sharply in fall of 2008 before dropping again in the fall of 2010. Similarly, the number of management services employees dropped to zero in fall of 2012 and the number of fiscal services staff increased sharply at the same time. Fall of 2012 saw a very large increase in school relations services staff. In sum, the patterns reflect the concurrent definitions and changes in number of employees by classification and should be used with caution if a definitional change appears likely. Such changes should occur much less in the future.

**Table 1: UC Merced Faculty and Staff Headcounts Over Time**

	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
FTE Students in Fall	871	1,289	1,914	2,714	3,384	4,349	5,124	5,684	6,091	6,223	6,617
Faculty											
Ladder Rank Faculty_Prof	18	19	21	28	30	29	31	35	37	38	45
Ladder Rank Faculty_Assc	1	2	4	13	15	23	35	47	57	68	67
Ladder Rank Faculty_Asst	26	49	57	65	71	71	63	70	64	84	90
Ladder Rank Faculty_Emeriti	0	0	1	0	2	2	1	1	1	0	0
<b>Total</b>	<b>45</b>	<b>70</b>	<b>83</b>	<b>106</b>	<b>118</b>	<b>125</b>	<b>130</b>	<b>153</b>	<b>159</b>	<b>190</b>	<b>202</b>
<b>Per 1,000 FTE Students</b>	<b>52</b>	<b>54</b>	<b>43</b>	<b>39</b>	<b>35</b>	<b>29</b>	<b>25</b>	<b>27</b>	<b>26</b>	<b>31</b>	<b>31</b>
Lecturers with Security	0	0	1	1	1	1	1	1	2	4	7
Lecturers with Potential Security	2	2	0	0	1	1	2	6	7	7	7
Lecturers	21	46	60	89	94	111	127	138	149	140	156
Visiting	0	0	1	5	2	3	4	8	10	6	2
Adjuncts	0	0	1	1	0	0	0	0	0	0	0
<b>Total</b>	<b>23</b>	<b>48</b>	<b>63</b>	<b>96</b>	<b>98</b>	<b>116</b>	<b>134</b>	<b>153</b>	<b>168</b>	<b>157</b>	<b>172</b>
<b>Per 1,000 FTE Students</b>	<b>26</b>	<b>37</b>	<b>33</b>	<b>35</b>	<b>29</b>	<b>27</b>	<b>26</b>	<b>27</b>	<b>28</b>	<b>25</b>	<b>26</b>
Other Academic											
Coordinator	1	1	3	2	5	4	3	3	2	3	2
Acting Dean	0	2	1	0	0	0	0	2	1	2	1
Dean	0	0	0	0	0	2	3	3	4	4	6
Director	1	0	1	1	1	1	1	1	1	1	1
Librarian	5	5	4	5	5	5	5	7	8	8	7
Miscellaneous	9	1	1	5	2	4	7	0	0	1	1
Post Graduate Research	9	5	2	2	0	0	0	0	0	0	0
Post Doctoral Scholar	7	11	10	16	19	22	31	37	33	39	43
Professional Researcher Regular	3	3	3	2	2	3	4	1	2	3	4
Professional Researcher Visiting	1	0	0	1	1	0	0	0	0	0	0
Project Series	3	5	7	7	7	7	5	8	10	9	13
Specialist	0	0	1	5	6	5	5	10	10	12	16
<b>Total</b>	<b>39</b>	<b>33</b>	<b>33</b>	<b>46</b>	<b>48</b>	<b>53</b>	<b>64</b>	<b>72</b>	<b>71</b>	<b>82</b>	<b>94</b>
<b>Per 1,000 FTE Students</b>	<b>45</b>	<b>26</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>14</b>
All Instruction	107	151	179	248	264	294	328	378	398	429	468
Per 1,000 FTE Students	123	117	94	91	78	68	64	67	65	69	71

**Table 1 Continued: UC Merced Faculty and Staff Headcounts Over Time**

	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
FTE Students in Fall	871	1,289	1,914	2,714	3,384	4,349	5,124	5,684	6,091	6,223	6,617
Staff											
Executives	10	10	11	15	16	12	12	7	7	9	10
Management	56	67	98	116	127	138	140	155	173	180	175
Admin., Budget , Personnel Analyst	40	52	77	98	107	108	128	111	132	143	151
Clerical Services	72	69	69	73	70	83	78	96	94	102	115
Advising Services	38	41	68	74	75	79	93	100	102	107	118
Computer Program Analysis	22	24	27	35	36	42	49	44	50	54	48
Custodial	15	21	23	24	27	35	37	41	47	54	52
Science, Lab, Allied	5	6	13	14	20	18	17	26	32	33	31
Physical Plant Maintenance	13	18	23	23	23	26	28	37	39	41	39
Other	5	4	4	6	7	10	7	0	0	0	0
Recreational Services	0	0	1	5	10	9	9	14	10	19	17
School Relationship Services	0	0	0	0	2	3	3	22	21	22	19
Residential Services	11	2	2	2	8	10	12	11	13	13	13
Placement Services	0	0	0	0	0	0	0	6	4	6	6
Counseling	1	0	1	0	1	1	1	2	1	2	3
Storekeeping	3	2	5	5	5	6	6	4	6	5	6
Food Preparation and Distribution	29	19	21	22	21	26	27	32	33	33	34
Communications	3	6	6	8	9	9	6	8	8	10	11
Art and Graphics	1	1	1	2	2	2	2	2	2	2	3
Architecture and Planning	0	0	0	2	1	1	1	4	5	5	6
Engineering	3	5	3	4	3	3	5	8	6	9	9
Computer Operations	9	11	10	11	10	10	12	11	12	13	10
Management Services	13	14	18	19	19	19	13	0	0	0	0
Fiscal Services	7	7	7	7	8	9	8	26	22	32	30
Employment Services	1	2	2	4	4	4	5	11	11	9	9
Physical Plant Services	2	6	7	8	11	13	21	14	16	16	19
Hospital Attendants	0	0	0	0	0	1	3	3	3	5	5
Health Technologists	0	0	0	0	0	0	0	0	0	1	0
Nursing Services	1	1	0	0	1	1	1	1	2	2	4
Medical Auxiliary	0	0	1	1	1	2	2	2	3	3	3
Social Services	0	0	0	0	0	0	0	1	1	1	1
Psychologists	0	0	0	0	0	0	0	7	1	2	3
Animal Care	0	0	1	1	2	3	3	4	3	4	4
Sciences	4	7	12	13	17	16	22	19	19	22	17
Police and Fire	5	6	7	8	8	7	10	11	11	11	11
Parking and Guard	1	2	2	2	2	4	2	4	4	4	4
Unclassified	0	0	0	2	3	3	4	0	5	1	0
<b>Total Staff</b>	<b>370</b>	<b>403</b>	<b>520</b>	<b>604</b>	<b>656</b>	<b>713</b>	<b>767</b>	<b>844</b>	<b>898</b>	<b>975</b>	<b>986</b>
<i>Per 1,000 FTE Students</i>	425	313	272	223	194	164	150	148	147	157	149
 <b>Campus Total</b>	<b>477</b>	<b>554</b>	<b>699</b>	<b>852</b>	<b>920</b>	<b>1,007</b>	<b>1,095</b>	<b>1,222</b>	<b>1,296</b>	<b>1,404</b>	<b>1,454</b>
<i>Per 1,000 FTE Students</i>	1.8	2.3	2.7	3.2	3.7	4.3	4.7	4.7	4.7	4.4	4.6

**Table 2**

Table 2 is derived from Table 1 but more concisely summarizes the data and also includes student employees. The number of employees by major categories and number of employees in each major category per 1,000 FTE students appear in Table 2. (This table would likely prove especially useful to an institutional planning group in a similar position to UC Merced's before

fall of 2005.) In the first year, there was more than one employee for each two students. By fall of 2010, there was less than one employee for each four students and that ratio has continued so that there are about one employee for each four or five students.

**Table 2: Major Employee Category Counts and FTE Students Over Time**

	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
<b>Faculty</b>	68	118	146	202	216	241	264	306	327	347	374
<b>Other Academic</b>	39	33	33	46	48	53	64	72	71	82	94
<b>Staff</b>	370	403	520	604	656	713	767	844	898	975	986
<b>Student Employees</b>	33	98	141	191	239	248	272	320	349	386	441
<b>Total Without Student Employees</b>	477	554	699	852	920	1,007	1,095	1,222	1,296	1,404	1,454
<b>Employees Per 1,000 FTE Students</b>											
<b>Faculty</b>	78	92	76	74	64	55	52	54	54	56	57
<b>Other Academic</b>	45	26	17	17	14	12	12	13	12	13	14
<b>Staff</b>	425	313	272	223	194	164	150	148	147	157	149
<b>Student Employees</b>	38	76	74	70	71	57	53	56	57	62	67
<b>Total Without Student Employees</b>	548	430	365	314	272	232	214	215	213	226	220

Figure 1

The most interesting pattern shown on Figure 1 is consistent and rapid growth in employee headcounts over time. Because the groups begin at very different values, even equivalent rates of change yield different slopes. Staff was the largest group initially and has remained so. Student employees and Other Academic employees began at a similar point but Student employees quickly tracked the Faculty pattern, both increasing with increasing enrollments. Other Academics have increased by about three times over the period. Faculty and Student employees began at similar values and have increased similarly. Other Academics have increased by nearly three times in value but the plotted line appears relatively flat.

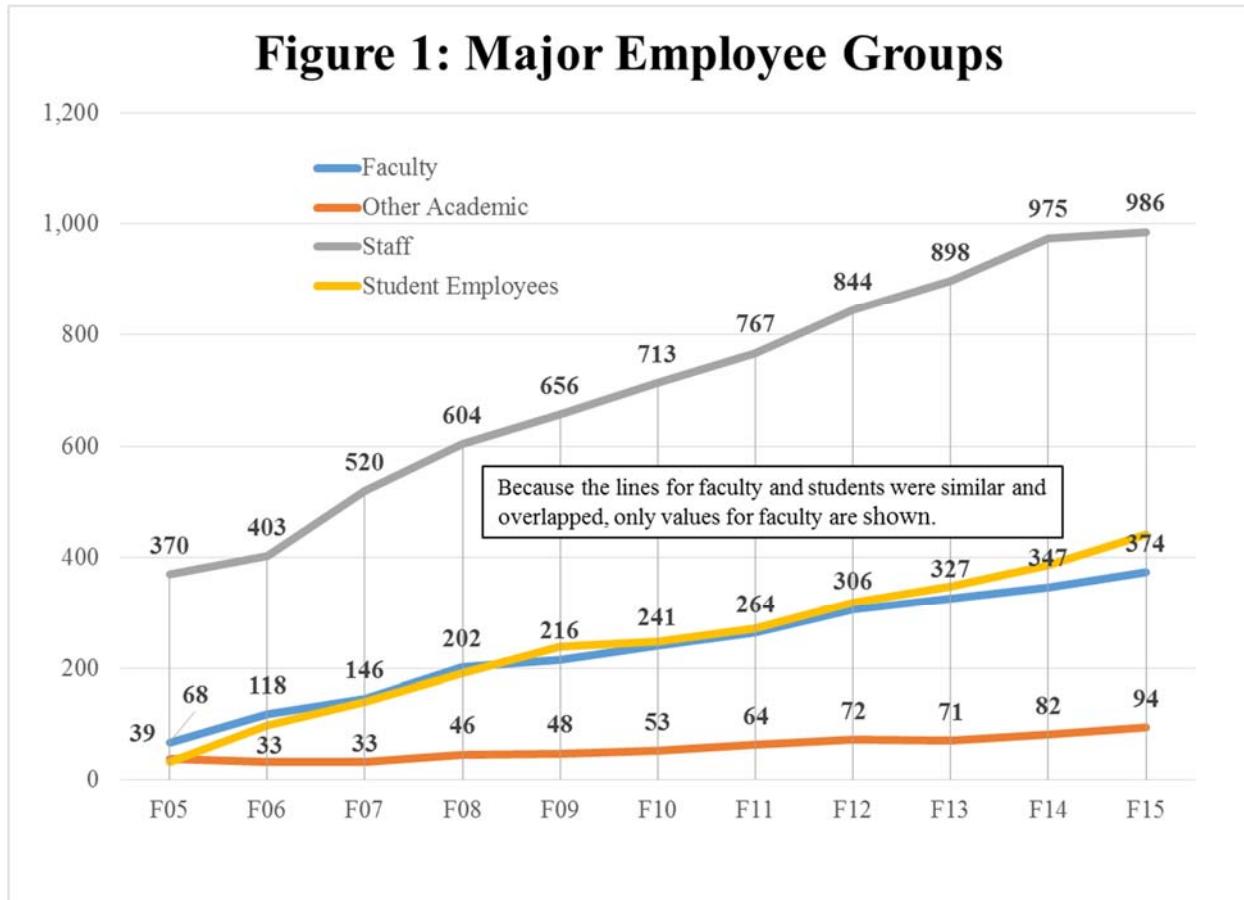


Figure 2

Figure 2 expresses the same values as Figure 1, however now they are presented relative to FTE students (undergraduate student credit hours divided by 15 plus graduate student credit hours divided by 12). That is, the numbers of employees by category are expressed on a per capita basis as headcount number per 1,000 students. For example, in the fall of 2005, UCM had 425 staff per 1,000 FTE students largely because a critical number of staff is required to produce a supporting structure. That value dropped dramatically until fall of 2011 and plateaued there at about 150. Other employee groups dropped on a per capita basis and then leveled off at a similar point in time. In fall of 2015, for each 1,000 FTE students, there were 149 Staff, 57 Faculty, and 14 Other Academics. That is a total of 220 nonstudent employees per 1,000 FTE students.

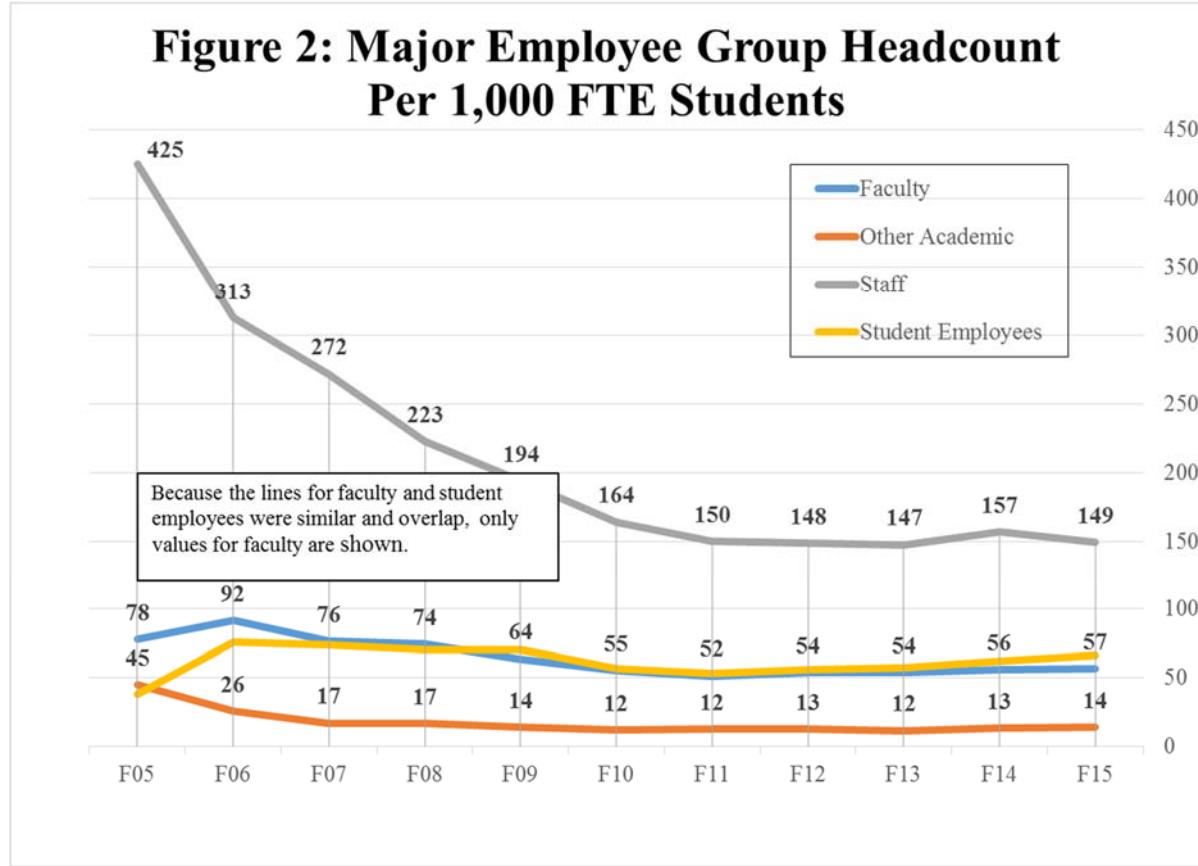


Figure 3

Of the staff to student ratios, Executives (leadership team) ratios are often the focus of accusations of top heavy administrations. The curve of Executives per 1,000 FTE students reflects the necessity of a core group to conduct higher education delivery and plateaued after fall 2011 or 2012. Fall 2012 and 2013 were a low point with just over one (1.1 and 1.2) Executive per 1,000 FTE students. In fall 2015, that had risen slightly to 1.5. It will be interesting to track this figure into fall 2016 and later.

**Figure 3: Executives Per 1,000 FTE Students**

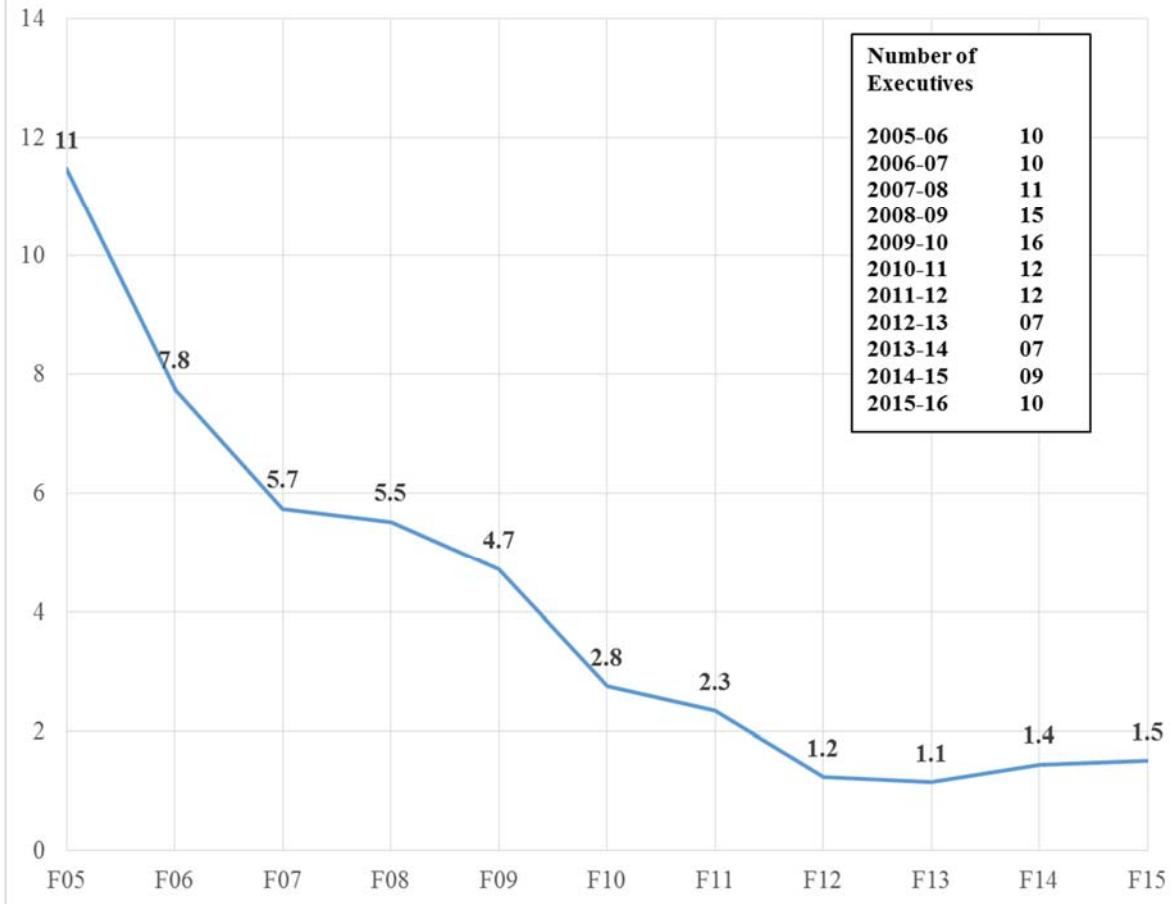


Table 3

Table 3 describes the number of faculty by rank and the ratio of faculty to 1,000 students. The patterns are shown graphically for faculty by rank (Figure 4) and faculty by rank per 1,000 students (Figure 5). Lecturers, professors and assistant professors were similar in number at the start when there were 18 professors, 26 assistant professors and 23 lecturers. By 2015, there were 170 lecturers, 90 assistant professors, and 45 professors. Those trends reflect a remarkable and sustained recruitment. As shown by the near absence of associate professors in the first year, recruitment was initially directed toward the highest and lowest ranks. Over time, assistant professors became associate professors and the number of associate professors showed the most relative growth over the period.

**Table 3: Faculty Counts Over Time (Major Groups)**

	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
Professors	18	19	21	28	30	29	31	35	37	38	45
Assoc. Professors	1	2	4	13	15	23	35	47	57	68	67
Asst. Professors	26	49	57	65	71	71	63	70	64	84	90
Lecturers	23	48	61	90	96	113	130	145	158	152	170
Total	68	118	143	196	212	236	259	297	316	342	372

**Employees Per 1,000 FTE Students**

Professors	21	15	11	10	9	7	6	6	6	6	7
Assoc. Professors				5	4	5	7	8	9	11	10
Asst. Professors	30	38	30	24	21	16	12	12	11	13	14
Lecturers	26	37	32	33	28	26	25	26	26	24	26
Total	78	92	75	72	63	54	51	52	52	55	56

Prior to F08, associate professors was exceptionally producing misleading employees per 1,000 FTE figures.

Figure 4

The pattern of faculty by rank at UC Merced show an unusually ladder-rank composition. Universities typically have more professors than associate professors and more associate professors than assistant professors. UC Merced continues to have more assistant professors than associate professors and more associate professors than full professors. It is important to note this difference when examining instructional costs as UCM's mix is relatively less expensive. The exceptional mix is unlikely to change until enrollment increases stop because new ladder rank faculty will continue to largely be assistant professors.

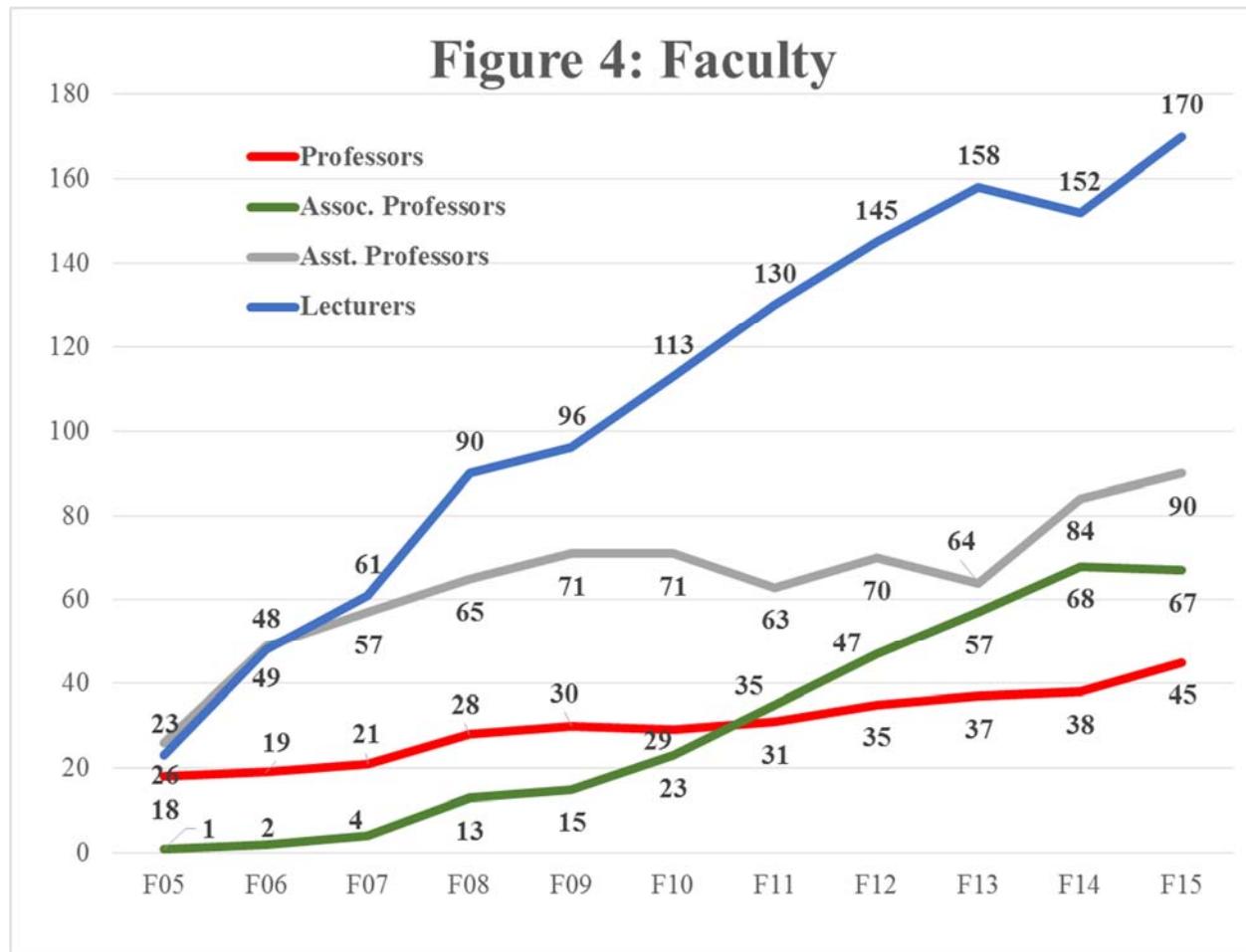


Figure 5

When faculty per 1,000 FTE students is graphed over time, it becomes clear that the ratios began to plateau about fall of 2010. Due to the high and continuing rate of enrollment growth, the relative faculty by ladder ranks has prevented professors per 1,000 FTE faculty to increase substantially. That has also been true of assistant professors. Largely due to very small initial values, associate professors per 1,000 FTE students has increased over time. The University has continued to rely on lecturers and lecturers per 1,000 FTE students has been nearly consistent since fall of 2009.

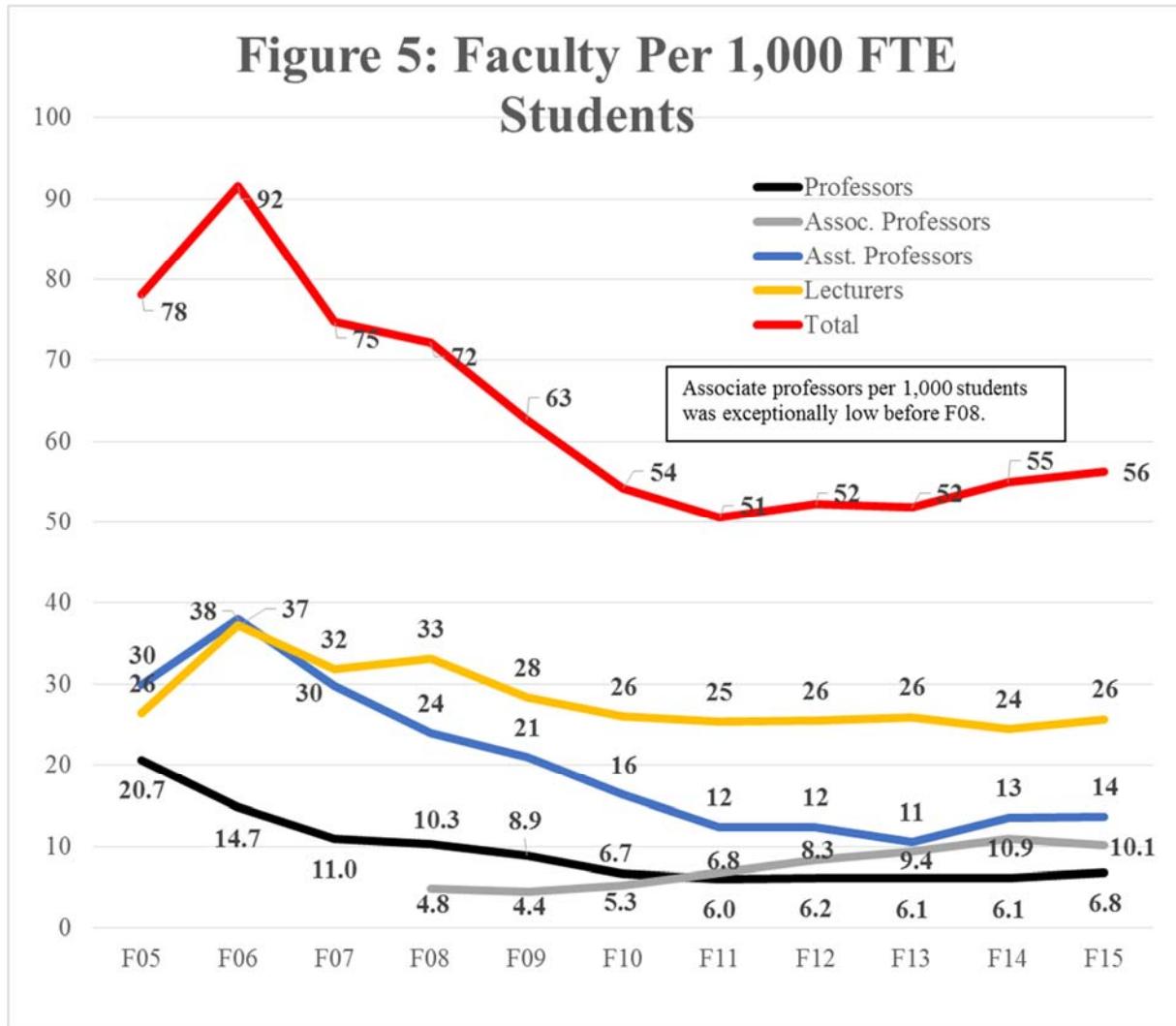


Figure 6

The traditional ladder ranks are combined in Figure 6 to emphasize their comparison to lecturers and adjunct professors. The pattern of faculty per 1,000 FTE students shows a period from fall of 2011 to fall of 2013 when the two lines were overlaid. That period was one of extreme fiscal challenge for the University of California and it appears that UC Merced did what it could to hold on to ladder-rank faculty while relying less on lecturers who have a higher attrition rate.

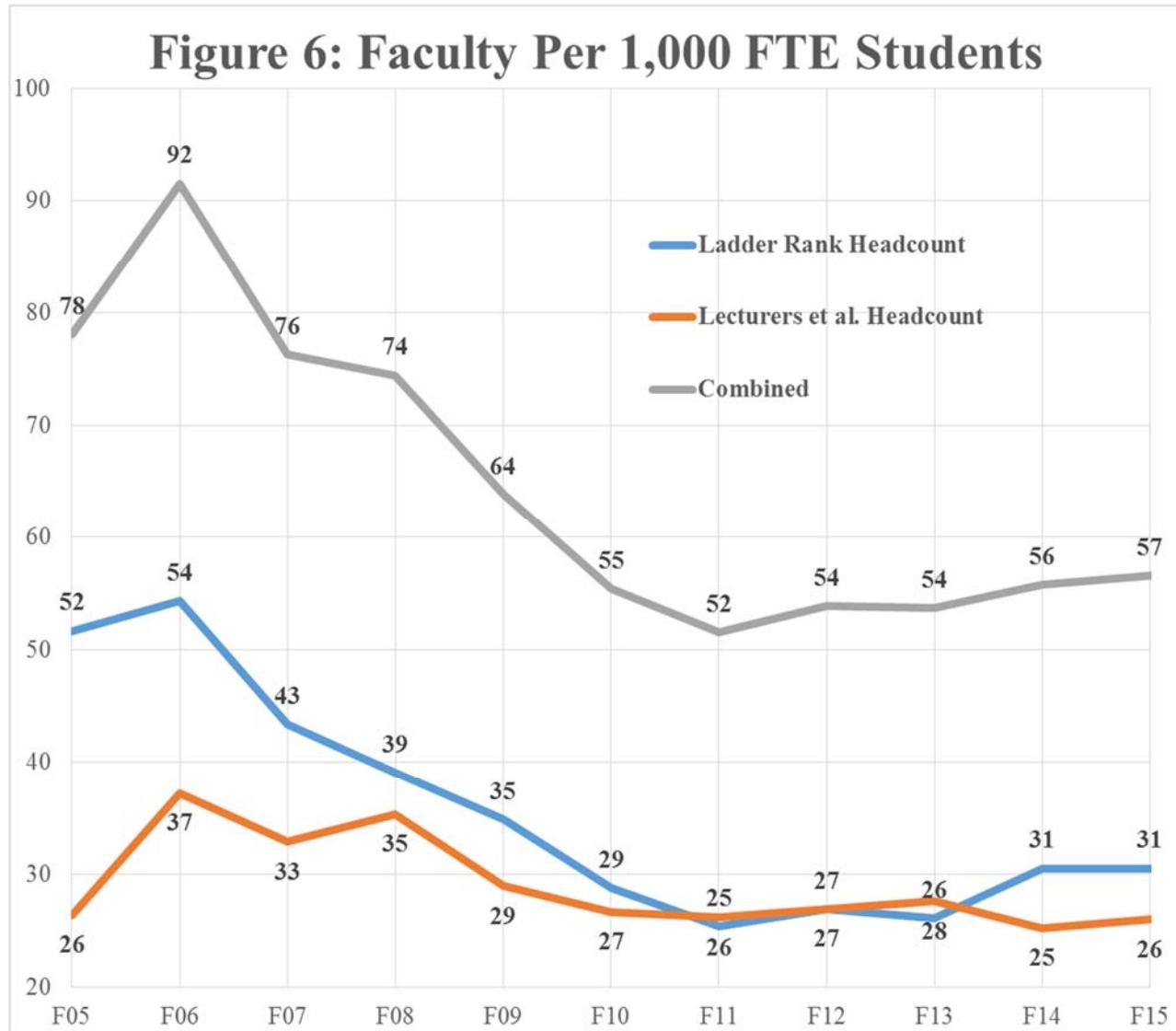


Table 4

Staff per 1,000 FTE students for the five most recent years are shown in Table 4 for cells with at least 5 employees. Recall that this was a period of relative stability overall when expressed in this per capita manner. The relative stability is apparent for most classifications and overall, there is no consistent period of lowest or highest staffing levels but substantial variation is common. Given that UC Merced has about 6,600 FTE students in fall of 2015, a difference of one translates to a difference of 6.6 staff members. For example, management dropped from 28.9 to 26.4 per 1,000 FTE students from fall of 2014 to fall of 2015. That is a decline of 2.5 employees per 1,000 or 16 to 17 employees.

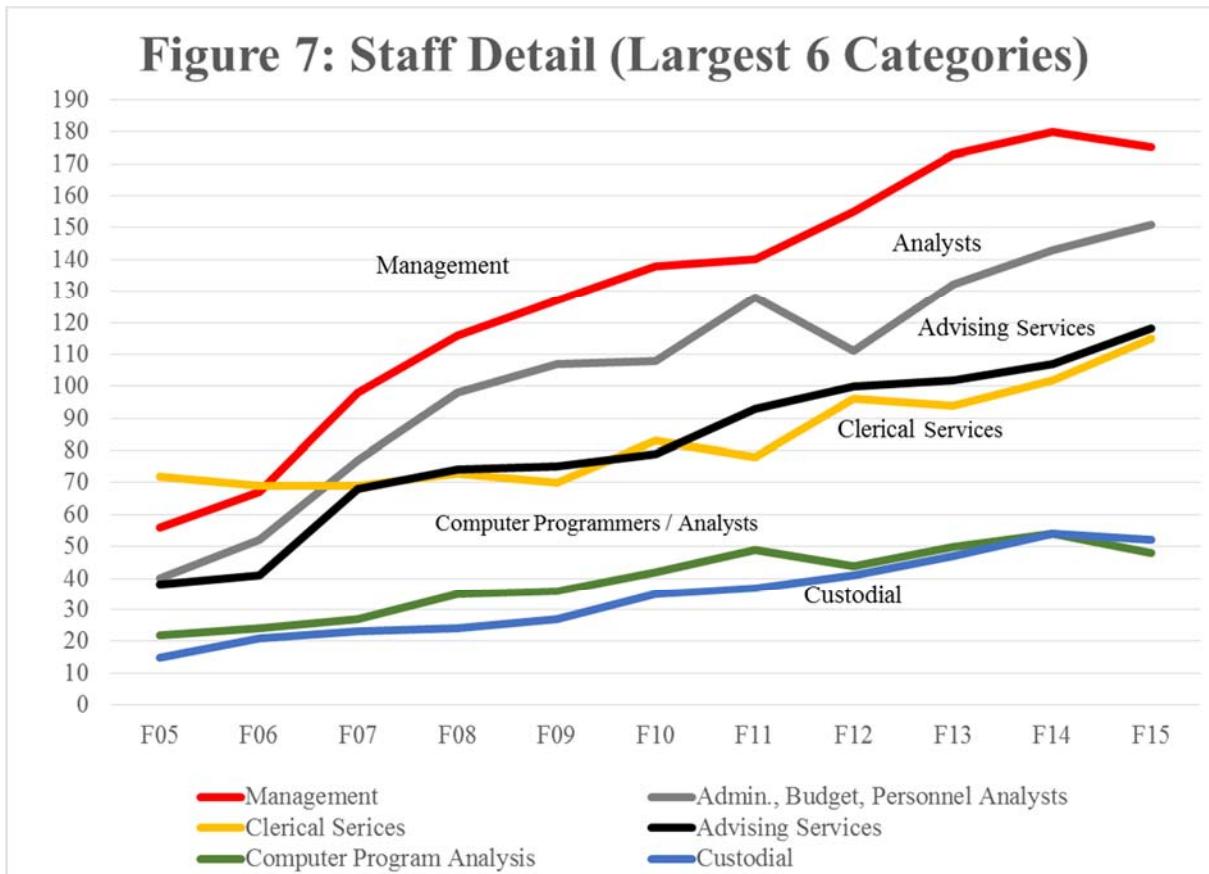
**Table 4: Staff\* Per FTE Students Detail for the Most Recent Five Years**

	<b>F11</b>	<b>F12</b>	<b>F13</b>	<b>F14</b>	<b>F15</b>
Executives	2.3	1.2	1.1	1.4	1.5
Management	27.3	27.3	28.4	28.9	26.4
Admin., Budget , Personnel Analyst	25.0	19.5	21.7	23.0	22.8
Clerical Services	15.2	16.9	15.4	16.4	17.4
Advising Services	18.1	17.6	16.7	17.2	17.8
Computer Program Analysis	9.6	7.7	8.2	8.7	7.3
Custodial	7.2	7.2	7.7	8.7	7.9
Science, Lab, Allied	3.3	4.6	5.3	5.3	4.7
Physical Plant Maintenance	5.5	6.5	6.4	6.6	5.9
Other					
Recreational Services		2.5	1.6	3.1	2.6
School Relationship Services			3.9	3.4	3.5
Residential Services	2.3	1.9	2.1	2.1	2.0
Placement Services					
Counseling					
Storekeeping					
Food Preparation and Distribution	5.3	5.6	5.4	5.3	5.1
Communications				1.6	1.7
Art and Graphics					
Architecture and Planning					
Engineering					
Computer Operations	2.3	1.9	2.0	2.1	1.5
Management Services	2.5				
Fiscal Services		4.6	3.6	5.1	4.5
Employment Services		1.9	1.8		
Physical Plant Services	4.1	2.5	2.6	2.6	2.9
Hospital Attendants					
Health Technologists					
Nursing Services					
Medical Auxiliary					
Social Services					
Psychologists					
Animal Care					
Sciences	4.3	3.3	3.1	3.5	2.6
Police and Fire	2.0	1.9	1.8	1.8	1.7
Parking and Guard					
Unclassified					

\* Except for Executives, restricted to cell counts that are greater than

## Figures 7 and 8

Figures 7 and 8 examine the six largest staff categories over the full history (Figure 7) and track those numbers expressed per 1,000 FTE students (Figure 8). Collectively, Figures 7 and 8 show an institution responding to increasing size by increasing employee counts and repeating the trend noted earlier of an institution that was initially “overstaffed” reaching an equilibrium with growth around fall of 2010.



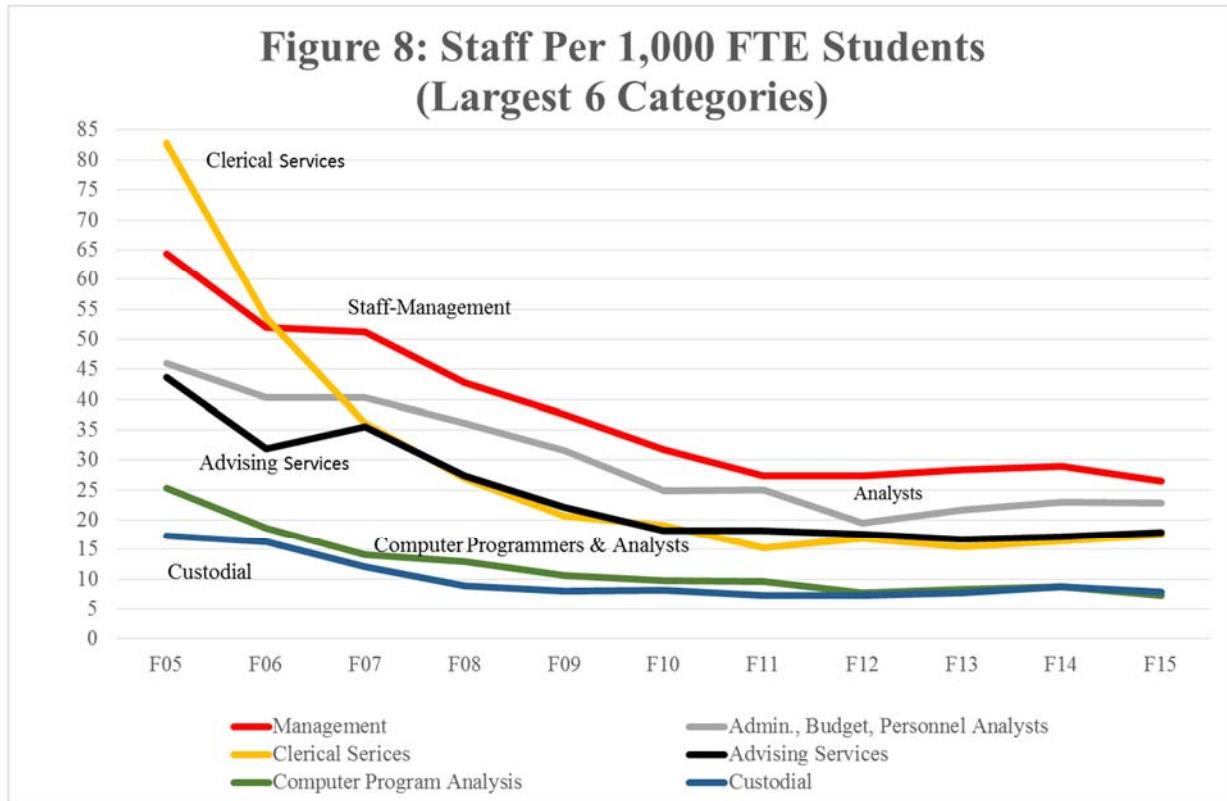


Table 5

Table 5 reports the distribution of time of major employee categories by sex over time. Overall, the University employees more females than males but the proportions vary by employee group. Faculty, Other Academics, and Paid Student Workers are more likely male. Staff are more likely female. At this level of grouping, the relative compositions of the employee categories have been very consistent over time with regards to sex.

**Table 5: UC Merced Sex Composition Over Time**

Faculty	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
Female	43%	36%	37%	42%	43%	40%	42%	42%	43%	43%	43%
Male	57%	64%	63%	58%	57%	60%	58%	58%	57%	57%	57%
Total	68	118	146	202	216	241	264	306	327	347	374
<b>Other Academic (Librarians, Post Docs, etc.)</b>											
Female	36%	36%	27%	33%	31%	28%	23%	28%	31%	32%	36%
Male	64%	64%	73%	67%	69%	72%	77%	72%	69%	68%	64%
Total	39	33	33	46	48	53	64	72	71	82	94
<b>Staff</b>											
Female	55%	56%	57%	59%	59%	58%	57%	57%	58%	59%	61%
Male	45%	44%	43%	41%	41%	42%	43%	43%	42%	41%	39%
Total	370	403	520	604	656	713	767	844	898	975	986
<b>Paid Student Workers</b>											
Female	33%	42%	40%	36%	39%	38%	38%	39%	41%	41%	43%
Male	67%	58%	60%	64%	61%	63%	62%	61%	59%	59%	57%
Total	33	98	141	191	239	248	272	320	349	386	441
<b>Total with Paid Student Workers</b>											
Female	50%	49%	50%	50%	51%	49%	49%	49%	50%	51%	52%
Male	50%	51%	50%	50%	49%	51%	51%	51%	50%	49%	48%
Total	510	652	840	1,043	1,159	1,255	1,367	1,542	1,645	1,790	1,895
<b>Total without Paid Student Workers</b>											
Female	49%	48%	51%	53%	53%	52%	54%	53%	54%	54%	55%
Male	51%	52%	49%	47%	47%	48%	46%	47%	46%	46%	45%
Total	477	554	699	852	920	1,007	1,095	1,222	1,296	1,404	1,454

Table 6

Racial and ethnic composition by major employee categories is shown in Table 6 using Federal reporting definitions. Diversity has been increased slightly among Faculty by the inclusion of more African Americans but that has been offset by small declines in the inclusion of Hispanics and Native Americans. Overall, the proportion of Faculty who are from an underrepresented minority group has been about 15%. Distribution of race/ethnicity for Other Academics shows a declining percentage of Hispanics and increasing percentage of Whites. Overall, the percentage of underrepresented minority Other Academics has declined. There has been little change among Staff. Paid Student Workers are increasingly Asian/Pacific Islander and decreasingly White or Nonresident Alien. Overall, the percentage of underrepresented minority Paid Student Workers has changed very little.

**Table 6: UC Merced Race and Ethnic Composition Over Time**

Faculty	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
African-American	0.0%	0.0%	0.0%	0.0%	0.5%	1.2%	1.9%	1.6%	1.8%	2.3%	2.4%
Asian/Pacific Islander	9%	13%	12%	14%	16%	14%	14%	15%	16%	16%	17%
Hispanic	12%	12%	10%	11%	12%	11%	11%	10%	11%	11%	11%
Native American	1.5%	2.5%	2.1%	1.5%	1.4%	1.7%	1.5%	1.0%	0.9%	0.9%	0.8%
White	72%	60%	62%	62%	64%	63%	65%	66%	64%	62%	60%
Nonresident Alien	6%	12%	12%	7%	2%	3%	3%	4%	5%	5%	5%
Multiple											1.6%
Unknown	0.0%	0.8%	2.1%	4.5%	4.6%	5.8%	3.0%	1.6%	2.1%	2.3%	2.4%
Total	68	118	146	202	216	241	264	306	327	347	374
Under-Represented Minority*	14%	16%	14%	13%	14%	14%	15%	14%	14%	15%	15%
<b>Other Academic (Librarians, Post Docs, etc.)</b>											
African-American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	1.4%	1.2%	1.1%
Asian/Pacific Islander	10%	9%	6%	7%	8%	8%	14%	8%	7%	11%	12%
Hispanic	10.3%	9.1%	9.1%	6.5%	4.2%	7.5%	7.8%	11.1%	4.2%	3.7%	4.3%
Native American	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White	28%	30%	42%	33%	44%	47%	34%	32%	49%	44%	40%
Nonresident Alien	49%	48%	42%	54%	42%	38%	42%	49%	38%	40%	39%
Multiple											2.1%
Unknown	2.6%	3.0%	0.0%	0.0%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%
Total	39	33	33	46	48	53	64	72	71	82	94
Under-Represented Minority*	20%	18%	16%	14%	7.1%	12%	16%	22%	9.1%	8.2%	8.8%
<b>Staff</b>											
African-American	3.0%	3.2%	3.3%	3.5%	4.3%	3.8%	4.0%	3.4%	3.9%	3.9%	3.8%
Asian/Pacific Islander	12%	10%	9%	9%	10%	9%	11%	11%	11%	11%	12%
Hispanic	26%	28%	28%	27%	27%	29%	31%	31%	31%	32%	30%
Native American	0.3%	0.7%	0.6%	1.2%	1.2%	1.1%	1.0%	1.1%	0.9%	0.8%	1.1%
White	52%	53%	53%	53%	52%	52%	51%	51%	50%	49%	49%
Nonresident Alien	2.4%	2.2%	1.3%	1.5%	0.9%	1.0%	0.5%	0.8%	0.8%	0.7%	0.5%
Multiple											1.1%
Unknown	3.8%	3.5%	5.4%	4.6%	4.3%	4.2%	1.0%	1.7%	1.7%	2.2%	2.3%
Total	370	403	520	604	656	713	767	844	898	975	986
Under-Represented Minority*	30%	32%	32%	32%	33%	34%	36%	36%	36%	37%	35%
<b>Paid Student Workers</b>											
African-American	3.0%	3.1%	3.5%	3.1%	2.1%	2.4%	2.9%	1.9%	2.0%	2.8%	3.2%
Asian/Pacific Islander	0%	10%	11%	12%	12%	13%	11%	12%	15%	15%	15%
Hispanic	27%	19%	14%	13%	14%	14%	14%	14%	15%	12%	13%
Native American	3.0%	1.0%	0.0%	0.0%	0.4%	0.4%	0.4%	0.3%	0.9%	1.0%	0.7%
White	64%	52%	44%	39%	41%	40%	40%	38%	38%	39%	34%
Nonresident Alien	3%	13%	26%	30%	28%	29%	30%	31%	27%	26%	25%
Multiple											4.3%
Unknown	0.0%	1.0%	1.4%	3.1%	2.1%	2.0%	1.8%	1.9%	2.3%	3.4%	4.5%
Total	33	98	141	191	239	248	272	320	349	386	441
Under-Represented Minority*	34%	27%	24%	23%	23%	23%	25%	24%	24%	22%	22%
<b>Total with Paid Student Workers</b>											
African-American	2.4%	2.5%	2.6%	2.6%	2.9%	2.9%	3.3%	2.6%	3.0%	3.2%	3.2%
Asian/Pacific Islander	11%	10%	10%	10%	11%	11%	12%	12%	13%	13%	14%
Hispanic	23%	23%	22%	20%	20%	21%	23%	23%	22%	22%	21%
Native American	0.6%	1.1%	0.7%	1.0%	1.0%	1.0%	1.0%	0.8%	0.9%	0.8%	0.9%
White	54%	53%	53%	51%	52%	52%	51%	50%	51%	49%	47%
Nonresident Alien	6.5%	8.0%	8.9%	10.3%	8.4%	8.4%	8.9%	10.1%	8.6%	8.8%	9.1%
Multiple											2.0%
Unknown	2.9%	2.6%	3.9%	4.1%	3.8%	3.9%	1.5%	1.6%	1.8%	2.3%	2.8%
Total	510	652	840	1,043	1,159	1,255	1,367	1,542	1,645	1,790	1,895
Under-Represented Minority*	28%	28%	27%	27%	27%	28%	29%	29%	29%	29%	28%

\* Include African-American, Hispanic and Native American. Percentage excludes nonresident aliens.

**Table 6 Continued: UC Merced Race and Ethnic Composition Over Time**

	F05	F06	F07	F08	F09	F10	F11	F12	F13	F14	F15
<b>Total without Paid Student Workers</b>											
African-American	1.1%	1.7%	2.9%	2.7%	3.2%	3.2%	3.7%	3.1%	3.2%	3.4%	3.2%
Asian/Pacific Islander	10%	9%	9%	10%	11%	10%	12%	13%	12%	13%	13%
Hispanic	28%	27%	25%	24%	23%	24%	26%	25%	25%	25%	24%
Native American	0.4%	1.4%	1.0%	1.3%	1.3%	1.3%	1.1%	1.1%	0.9%	0.8%	1.0%
White	53%	52%	53%	53%	53%	53%	54%	54%	54%	52%	51%
Nonresident Alien	4.1%	6.0%	5.4%	3.8%	3.5%	3.7%	1.8%	2.4%	2.6%	3.4%	4.2%
Multiple											1.3%
Unknown	3.7%	2.9%	4.2%	4.7%	4.9%	4.8%	1.1%	1.8%	2.1%	2.3%	2.3%
Total	477	554	699	852	920	1,007	1,095	1,222	1,296	1,404	1,454
Under-Represented Minority*	30%	32%	30%	30%	29%	30%	32%	30%	30%	30%	29%

\* Include African-American, Hispanic and Native American but excludes nonresident aliens.

Table 7

Annual retention is shown in Table 7 with percentages retained in the same employee category, changing class group but continuing employment, or not actively employed (left or on leave without pay) in the next year. Over the past 10 annual transitions, about 86% have been retained in the same class group, 6% have continued employment but moved to another class group and about 11% left employment. Groups retained in class category at the highest rates have been Ladder-Rank Faculty (96%), Physical Plant Maintenance (96%), and Police and Fire (92%). Groups most likely to continue employment by moving to another class group have been Clerical Services (17%), Fiscal Services (12%), and Executives (11%). Those leaving employment at higher rates have been Science, Laboratory and Allied (50%); Post Docs and Research Scholars (40%); and Other Academic but not Post Docs (32%). These are groups expected to have a limited period of employment. Focusing on the fall 2014 to fall 2015 transition, there were relatively high rates of attrition for Computer Programmers and Analysts (30%) and Police and Fire (27%).

**Table 7: UC Merced Annual Retention Rates for Full Time Employees from Fall 2005 to Fall 2015**

	Fall 05 To Fall 06	Fall 06 To Fall 07	Fall 07 To Fall 08	Fall 08 To Fall 09	Fall 09 To Fall 10	Fall 10 To Fall 11	Fall 11 To Fall 12	Fall 12 To Fall 13	Fall 13 To Fall 14	Fall 14 To Fall 15	Mean Annual
<b>Retained in Class Group</b>											
<b>Faculty</b>											
Ladder Rank Faculty	96%	97%	98%	98%	97%	94%	95%	93%	97%	96%	96%
Lecturers and Adjuncts	74%	63%	78%	74%	79%	74%	78%	82%	77%	78%	76%
<b>Post Docs and Other Academic</b>											
Other Academic, Not Post Doc	52%	71%	62%	61%	59%	55%	55%	54%	61%	65%	59%
Post Docs and Research Scholars	69%	31%	50%	39%	74%	36%	58%	36%	52%	51%	50%
<b>Executive and Management</b>											
Executives	70%	90%	100%	100%	75%	67%	50%	71%	86%	89%	80%
Management	86%	88%	85%	91%	89%	82%	80%	89%	88%	86%	86%
<b>Staff</b>											
Adm. Budget Personnel Analysts	73%	71%	78%	89%	84%	79%	51%	81%	86%	83%	77%
Clerical Services	61%	58%	65%	73%	81%	67%	72%	57%	71%	73%	68%
Advising Services	68%	73%	84%	80%	88%	84%	77%	77%	78%	78%	79%
Computer Programmer Analysts	82%	75%	78%	86%	86%	86%	71%	86%	88%	65%	80%
Custodial	87%	90%	83%	92%	93%	94%	86%	88%	89%	93%	89%
Science, Lab & Allied	80%	33%	46%	36%	40%	44%	29%	58%	44%	42%	45%
Physical Plant Maintenance	100%	94%	96%	100%	100%	96%	93%	92%	97%	95%	96%
School Relations & Services							100%	100%	59%	76%	77%
Police and Fire	100%	100%	100%	100%	88%	100%	80%	91%	91%	73%	92%
Fiscal Services		71%	71%	100%	100%	78%	75%	54%	91%	78%	80%
Sciences	100%	100%	75%	77%	59%	88%	55%	74%	68%	55%	75%
Other	65%	77%	89%	86%	77%	82%	67%	79%	83%	86%	79%
<b>Total</b>	81%	85%	88%	88%	87%	85%	87%	84%	86%	85%	86%
<b>Changed Class Group</b>											
<b>Faculty</b>											
Ladder Rank Faculty	0%	0%	0%	0%	0%	0%	2%	1%	2%	1%	0.5%
Lecturers and Adjuncts	4%	8%	5%	4%	2%	5%	5%	1%	2%	3%	4.0%
<b>Post Docs and Other Academic</b>											
Other Academic, Not Post Doc	9%	6%	19%	4%	7%	6%	9%	6%	8%	16%	9%
Post Docs and Research Scholars	6%	31%	8%	11%	5%	18%	3%	3%	6%	8%	10%
<b>Executive and Management</b>											
Executives*	20%	0%	0%	0%	13%	8%	42%	0%	14%	11%	11%
Management	2%	0%	1%	1%	1%	4%	12%	1%	1%	1%	2.3%
<b>Staff</b>											
Adm. Budget Personnel Analysts*	8%	13%	13%	3%	7%	5%	37%	5%	5%	4%	10%
Clerical Services	17%	30%	22%	15%	7%	18%	15%	17%	15%	10%	17%
Advising Services	5%	10%	1%	8%	3%	1%	13%	11%	4%	7%	6%
Computer Programmer Analysts	14%	13%	11%	9%	0%	2%	20%	0%	2%	6%	8%
Custodial	7%	5%	4%	0%	7%	0%	8%	5%	0%	0%	3.6%
Science, Lab & Allied	0%	0%	8%	7%	0%	6%	12%	4%	6%	6%	5%
Physical Plant Maintenance	0%	0%	0%	0%	0%	0%	4%	5%	0%	2%	1.1%
School Relations & Services						0%	0%	14%	5%	5%	3.8%
Police and Fire	0%	0%	0%	0%	0%	0%	10%	0%	0%	0%	1.0%
Fiscal Services		0%	14%	0%	0%	11%	25%	35%	9%	13%	12%
Sciences	0%	0%	0%	8%	6%	0%	18%	0%	0%	5%	3.6%
Other	3%	7%	4%	4%	4%	8%	19%	11%	5%	4%	7%
<b>Total</b>	6%	9%	6%	4%	3%	5%	14%	6%	4%	4%	6%
* Fall 2011 to Fall 2012 was exceptional due to classification errors in that year.											
<b>Not Actively Employed in Later Fall (Left or On Leave Without Pay)</b>											
<b>Faculty</b>											
Ladder Rank Faculty	4%	3%	2%	2%	3%	6%	3%	6%	1%	3%	3.3%
Lecturers and Adjuncts	22%	29%	17%	22%	19%	21%	16%	17%	21%	18%	20%
<b>Post Docs and Other Academic</b>											
Other Academic, Not Post Doc	39%	24%	19%	36%	34%	39%	36%	40%	32%	19%	32%
Post Docs and Research Scholars	25%	38%	42%	50%	21%	45%	39%	61%	42%	41%	40%
<b>Executive and Management</b>											
Executives	10%	10%	0%	0%	13%	25%	8%	29%	0%	0%	9%
Management	13%	12%	14%	9%	10%	14%	8%	10%	11%	13%	11%
<b>Staff</b>											
Adm. Budget Personnel Analysts	20%	15%	9%	8%	9%	17%	13%	14%	9%	13%	13%
Clerical Services	22%	12%	13%	12%	11%	14%	13%	26%	14%	18%	16%
Advising Services	26%	17%	15%	12%	9%	15%	10%	12%	18%	15%	15%
Computer Programmer Analysts	5%	13%	11%	6%	14%	12%	8%	14%	10%	30%	12%
Custodial	7%	5%	13%	8%	0%	6%	5%	7%	11%	7%	7%
Science, Lab & Allied	20%	67%	46%	57%	60%	50%	59%	38%	50%	52%	50%
Physical Plant Maintenance	0%	6%	4%	0%	0%	4%	4%	3%	3%	2%	2.5%
School Relations & Services						0%	0%	27%	19%	18%	11%
Police and Fire	0%	0%	0%	0%	13%	0%	10%	9%	9%	27%	7%
Fiscal Services		29%	14%	0%	0%	11%	0%	12%	0%	9%	8%
Sciences	0%	0%	25%	15%	35%	13%	27%	26%	32%	41%	21%
Other	32%	15%	7%	10%	19%	10%	14%	10%	12%	10%	14%
<b>Total</b>	14%	10%	9%	10%	11%	12%	10%	13%	11%	13%	11%

Table 8

Table 8 focuses on the annual transition from 2014 to 2015 and the five-year change from 2011 to 2015. The observations about the most recent transition reported in Table 7 are repeated in Table 8 and compared to the mean for all ten annual transitions. Table 8 also includes retention over a five-year period. The analysis shows that a remarkable 40% of employees across all categories left active employment. Retention in the same employee category was highest for Ladder-Rank Faculty (79%), Physical Plant Maintenance (85%), and Custodial (71%). Retention of Executives in the same classification was 8% and of Management was 51%. Among classifications expected to be employed for long periods, those most likely to have changed classification include Administrative, Budget and Personnel Analysts (33%); Clerical Services (29%); Computer Programmer Analysts (26%); and Advising Services (24%).

**Table 8: UC Merced Annual Retention Rate From Fall 2014 to Fall 2015 of Full-Time Employees Compared to Mean Annual Retention Rate and Five-Year Rate**

	Fall 14 To Fall 15	Mean		Mean		Total		Five-Year Change Fall 11 to Fall 15
		Annual Over 10 Transitions	Fall 14 To Fall 15 (Freq)	Annual Over 10 (Freq)	Fall 14 To Fall 15 (Freq)	Mean Annual Over 10 (Freq)		
		Fall 14 To Fall 15	Fall 15 (Freq)	Fall 15 (Freq)	Fall 15 (Freq)	Fall 15 (Freq)		
<b>Retained in Class Group</b>								
<b>Faculty</b>								
Ladder Rank Faculty	96%	96%	99	154	102	118	79%	
Lecturers and Adjuncts	78%	76%	54	130	61	106	47%	
<b>Post Docs and Other Academic</b>								
Other Academic, Not Post Doc	65%	59%	7	23	11	30	23%	
Post Docs and Research Scholars	51%	50%	0	17	2	24	0%	
<b>Executive and Management</b>								
Executives	89%	80%	1	6	3	11	8%	
Management	86%	86%	71	152	82	125	51%	
<b>Staff</b>								
Adm. Budget Personnel Analysts	83%	77%	32	114	68	100	30%	
Clerical Services	73%	68%	19	67	43	81	23%	
Advising Services	78%	79%	28	80	47	78	35%	
Computer Programmer Analysts	65%	80%	13	44	24	38	31%	
Custodial	93%	89%	25	42	29	32	71%	
Science, Lab & Allied	42%	45%	0	14	3	18	0%	
Physical Plant Maintenance	95%	96%	22	38	23	27	85%	
School Relations & Services	77%	85%	2	16	2	12	67%	
Police and Fire	73%	92%	3	10	4	8	43%	
Fiscal Services	78%	80%	2	20	7	14	22%	
Sciences	55%	75%	2	13	5	15	13%	
Other	86%	79%	54	124	82	117	43%	
<b>Total</b>		85%	86%	434	1,064	1,454	948	44%

**Table 8 Continued: UC Merced Annual Retention Rate From Fall 2014 to Fall 2015 of Full-Time Employees Compared to Mean**

**Annual Retention Rate and Five-Year Rate**

	Mean		Mean		Total		Five-Year Change Fall 11 to Fall 15
	Fall 14 To Fall 15	Annual Over 10 Transitions	Fall 14 To Fall 15 (Freq)	Annual Over 10 (Freq)	Fall 14 To Fall 15 (Freq)	Annual Over 10 (Freq)	
<b>Changed Class Group</b>							
<b>Faculty</b>							
<b>Ladder Rank Faculty</b>	1%	0%	1	1			2%
<b>Lecturers and Adjuncts</b>	3%	4%	5	4			6%
<b>Post Docs and Other Academic</b>							
<b>Other Academic, Not Post Doc</b>	16%	9%	7	3			13%
<b>Post Docs and Research Scholars</b>	8%	10%	3	2			9%
<b>Executive and Management</b>							
<b>Executives</b>	11%	11%	1	1			17%
<b>Management</b>	1%	2%	2	3			8%
<b>Staff</b>							
<b>Adm. Budget Personnel Analysts</b>	4%	10%	6	10			33%
<b>Clerical Services</b>	10%	17%	10	13			29%
<b>Advising Services</b>	7%	6%	8	5			24%
<b>Computer Programmer Analysts</b>	6%	8%	3	3			26%
<b>Custodial</b>	0%	4%	0	1			11%
<b>Science, Lab &amp; Allied</b>	6%	5%	2	1			17%
<b>Physical Plant Maintenance</b>	2%	1%	1	0			4%
<b>School Relations &amp; Services</b>	5%	4%	1	1			0%
<b>Police and Fire</b>	0%	1%	0	0			14%
<b>Fiscal Services</b>	13%	12%	4	2			56%
<b>Sciences</b>	5%	4%	1	1			19%
<b>Other</b>	4%	7%	6	9			22%
<b>Total</b>	4%	6%	61	59			16%
<b>Not Actively Employed in Later Fall (Left or On Leave Without Pay)</b>							
<b>Faculty</b>							
<b>Ladder Rank Faculty</b>	3%	3%	6	4			18%
<b>Lecturers and Adjuncts</b>	18%	20%	29	21			47%
<b>Post Docs and Other Academic</b>							
<b>Other Academic, Not Post Doc</b>	19%	32%	8	10			65%
<b>Post Docs and Research Scholars</b>	41%	40%	16	10			91%
<b>Executive and Management</b>							
<b>Executives</b>	0%	9%	0	1			75%
<b>Management</b>	13%	11%	24	14			41%
<b>Staff</b>							
<b>Adm. Budget Personnel Analysts</b>	13%	13%	19	12			37%
<b>Clerical Services</b>	18%	16%	18	13			48%
<b>Advising Services</b>	15%	15%	16	11			41%
<b>Computer Programmer Analysts</b>	30%	12%	16	5			43%
<b>Custodial</b>	7%	7%	4	2			17%
<b>Science, Lab &amp; Allied</b>	52%	50%	17	9			83%
<b>Physical Plant Maintenance</b>	2%	3%	1	1			12%
<b>School Relations &amp; Services</b>	18%	11%	4	2			33%
<b>Police and Fire</b>	27%	7%	3	1			43%
<b>Fiscal Services</b>	9%	8%	3	1			22%
<b>Sciences</b>	41%	21%	9	4			69%
<b>Other</b>	10%	14%	17	16			35%
<b>Total</b>	13%	11%	210	135			40%