APPENDIX F

DETAILED PROJECTIONS OF MOST PLAN-RELATED EXPENSES AND REVENUES
## Strategic Plan 2011-2025

### Projections of Expenses and Revenues

#### Expenses*

<table>
<thead>
<tr>
<th>1. Implement New Academic Programs</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
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<tbody>
<tr>
<td><strong>Implement New Graduate Programs</strong></td>
<td></td>
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</tr>
<tr>
<td>Counseling and School Psychology PhD</td>
<td>(356,000)</td>
<td>(545,000)</td>
<td>(788,000)</td>
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<tr>
<td>Business Administration PhD</td>
<td>(456,000)</td>
<td>(961,000)</td>
<td>(1,389,000)</td>
<td>(2,103,000)</td>
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<tr>
<td>Developmental and Brain Sciences PhD</td>
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<td>(823,000)</td>
<td>(652,000)</td>
<td>(781,000)</td>
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<tr>
<td>Global Governance and Human Security PhD</td>
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<td>(528,000)</td>
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<td>(993,000)</td>
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<tr>
<td>Applied Linguistics PhD</td>
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<td>(196,000)</td>
<td>(369,000)</td>
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<td>Applied Sociology PhD</td>
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<td>(309,000)</td>
<td>(545,000)</td>
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<tr>
<td>Transnational, Cultural and Community Studies PhD</td>
<td>(331,000)</td>
<td>(580,000)</td>
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<td>Applied Physics PhD</td>
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<tr>
<td>Exercise and Health Sciences PhD</td>
<td>(403,000)</td>
<td>(593,000)</td>
<td>(741,000)</td>
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<tr>
<td>Higher Education Administration PhD</td>
<td>(137,000)</td>
<td>(138,000)</td>
<td>(139,000)</td>
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<tr>
<td>Leadership In Urban Schools PhD</td>
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<tr>
<td>Applied Economics MA</td>
<td>(175,000)</td>
<td>(442,000)</td>
<td>(454,000)</td>
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<td><strong>Implement New Undergraduate Programs</strong></td>
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<tr>
<td>Communications CLA</td>
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<td>(289,000)</td>
<td>(406,000)</td>
<td>(527,000)</td>
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<td>Asian Studies: SE Asian Track CLA</td>
<td>(4,000)</td>
<td>(146,000)</td>
<td>(140,000)</td>
<td>(145,000)</td>
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<td>International Relations CLA</td>
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<td>(4,000)</td>
<td>(166,000)</td>
<td>(161,000)</td>
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<td>Computer and Electrical Engineering CSM</td>
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<td>(1,037,000)</td>
<td>(1,252,000)</td>
<td>(1,645,000)</td>
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<td>(21,000)</td>
<td>(22,000)</td>
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<tr>
<td>Business Intelligence Track, CM-BSIT</td>
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<tr>
<td>Non-Profit Management, CM Concentration</td>
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<tr>
<td><strong>The Honors Program</strong></td>
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<tr>
<td>Establish the Honors College</td>
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<tr>
<td>Develop curriculum for new Honors College</td>
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<td></td>
</tr>
<tr>
<td>Increase enrollment to 5% of undergraduate population</td>
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<td></td>
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<tr>
<td>Allocate space and administrative structure</td>
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<tr>
<td><strong>2. Increase the Capacity and Size of the Faculty</strong></td>
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<tr>
<td><strong>Hire Additional Tenure-Stream Faculty to Deal with Existing Deficits, Building to 50% of Total Headcount Faculty</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Build Tenure-Stream Faculty to 45% of Total Headcount Faculty by 2015</td>
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</tr>
<tr>
<td>Build Tenure-Stream Faculty to 50% of Total Headcount Faculty by 2025</td>
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<tr>
<td><strong>Hire NEW faculty lines to satisfy new faculty needs</strong></td>
<td></td>
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<tr>
<td>&lt;Tenure-Stream 45% of Total Headcount/18,000 Students&gt;</td>
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<tr>
<td><strong>Tenure-Stream Faculty for Existing Programs</strong></td>
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<tr>
<td>&lt;New Hires&gt;</td>
<td>(865,000)</td>
<td>(2,520,000)</td>
<td>(4,270,000)</td>
<td>(5,030,000)</td>
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<tr>
<td><strong>Tenure-Stream Faculty in New Program Proposals (Costs)</strong></td>
<td></td>
<td></td>
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</table>

*Nos. 1-5 include initiatives specifically related to the strategic plan. No. 6 includes other anticipated initiative*
3. Increase the Capacity and Size of Academic Support and Non-Acad

Staff and Resources

Enrollment Growth Management

<table>
<thead>
<tr>
<th>&lt;Teaching Assistants&gt;</th>
<th>(200,000)</th>
<th>(400,000)</th>
<th>(600,000)</th>
<th>(600,000)</th>
</tr>
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<tbody>
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<td>&lt;Financial Aid Office&gt;</td>
<td>(54,000)</td>
<td>(121,000)</td>
<td>(175,000)</td>
<td>(175,000)</td>
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<tr>
<td>&lt;Registrar/Enrollment Systems and Development&gt;</td>
<td>(67,000)</td>
<td>(67,000)</td>
<td>(67,000)</td>
<td>(67,000)</td>
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<tr>
<td>&lt;OITA/ISS&gt;</td>
<td>(67,000)</td>
<td>(134,000)</td>
<td>(201,000)</td>
<td>(201,000)</td>
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<td>&lt;Graduate Admissions evaluator&gt;</td>
<td>(47,000)</td>
<td>(47,000)</td>
<td>(47,000)</td>
<td>(47,000)</td>
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<td>&lt;One Stop office&gt;</td>
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<td>(67,000)</td>
<td>(67,000)</td>
<td>(67,000)</td>
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<tr>
<td>&lt;Bursar's office&gt;</td>
<td>(54,000)</td>
<td>(54,000)</td>
<td>(54,000)</td>
<td>(54,000)</td>
</tr>
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</table>

4. Build Systems that Support Student Success

Develop Start on-track/Stay on-track system

Develop system of on-track indicators

Tracking Software | (60,000) | (60,000) | (60,000) | (60,000) |
Darwin Upgrade | (30,000) |
Increase capacity for advising at department level

Professional Advisors Hired | (336,000) | (682,000) | (1,174,000) | (1,679,000) |

Improve placement testing

Improve math testing system and writing assessment | (17,000) |
Improve academic support services

Tutoring, hosted study groups, supplemental instruction | (40,000) | (40,000) | (60,000) | (60,000) |
Deploy targeted services for off-track students

1-2 Credit course for students on probation | (75,000) | (75,000) | (100,000) | (100,000) |

Implement the "Freshmen Commitment" system

Provide Enhanced Orientation, Intake Advising and Entry Assessments

Develop Transition and Engagement Programs

Establish college and department welcome events

College Welcome Receptions, Learning Community | (50,000) | (50,000) | (50,000) | (50,000) |
Programming Funds

Implement transition and success skills seminars

Expand use of peer mentor/advisors

Peer Mentors for Learning Communities | (43,000) | (60,000) | (78,000) | (102,000) |
Fully Implement Freshman Success Program with College Partners

Coordinator of First Year Programs | (67,000) | (69,000) | (71,000) | (74,000) |

Limit class size in ENG 101 to 18

English 101 sections reduced to 18 | (340,000) | (622,000) | (1,052,000) |

Address Informational, Customer Service, and Policy Issues

Identify and purchase technology to increase student access to information

FAQ Software | (15,000) | (7,500) | (7,500) | (7,500) |
Increase ability of staff to provide students with needed information

Training and Workshops | (5,000) | (5,000) | (5,000) | (5,000) |
Increase On-and Off-Campus Employment Opportunities

Implement work study pilot for freshmen

Student Employment Professional (67,000) (69,000) (71,000) (74,000)
Peer Mentors for student employment pilot (18,000) (18,000) (18,000) (18,000)
03 Funds to support continuous employment (100,000) (100,000) (100,000) (100,000)
Develop and implement employment pilot with WB Mason
Identify other financial barriers to student success

Develop An Analysis and Evaluation System

Assessment Professional (67,000) (69,000) (71,000) (74,000)

5. Increase the Capacity of Facilities/Physical Plant

Improve the Space Allocation Decision Making Process

Appoint a full-time space coordinator (70,000) (70,000) (70,000) (70,000)

Identify and act on additional temporary space needed (2,000,000) (2,000,000) (2,000,000)

Identify/allocate 4 to 6 100-150 student additional classrooms
Identify/allocate office space for faculty/staff to serve 18,000

Complete and Open Planned Buildings

Open Integrated Science Complex
Open General Academic Building I
Open General Academic Building II
Open General Academic Building III
Open New Residence Halls
Use of Bayside Property

Subtotal: Strategic Plan Initiatives (3,948,000) (12,043,500) (17,541,500) (21,901,500)

6. Other Initiatives

Vice-Chancellor A&F (250,000) (250,000) (250,000) (250,000)

ORSP

<Associate Director for Post Award Services> (132,000) (132,000) (132,000) (132,000)
<Associate Director for Research Compliance> (132,000) (132,000) (132,000) (132,000)
<Director of CVIP> (132,000) (132,000) (132,000) (132,000)
<Senior Contract & Grant Database Administrator> (112,200) (112,200) (112,200) (112,200)
<Billing/Invoicing Assistant> (52,800) (52,800) (52,800) (52,800)
<Time & Effort Certification Administrator> (72,600) (72,600) (72,600) (72,600)
<Research Development Specialist> (99,000) (99,000) (99,000) (99,000)
<Billing/Invoicing Specialist> (72,600) (72,600) (72,600) (72,600)
<Senior Pre-Award research Administrator> (99,000) (99,000) (99,000) (99,000)
<Senior Post-Award research Administrator> (99,000) (99,000) (99,000) (99,000)
<Grant Writer> (132,000) (132,000) (132,000) (132,000)
<Associate Director for Research development & Training> (132,000) (132,000) (132,000) (132,000)
<Web Designer/Developer> (99,000) (99,000) (99,000) (99,000)
<Associate Director for Pre-Award Services> (132,000)

University Advancement: 4 MGO Officers (538,000) (538,000) (538,000) (538,000)
<table>
<thead>
<tr>
<th>Position</th>
<th>Salary 1</th>
<th>Salary 2</th>
<th>Salary 3</th>
<th>Salary 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;Enterprise Architecture Implementation Project Manager&gt;</td>
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<td>&lt;Systems Administrator for Research Computing Support&gt;</td>
<td>(105,600)</td>
<td>(105,600)</td>
<td>(105,600)</td>
<td>(105,600)</td>
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<tr>
<td>&lt;Desktop Support&gt;</td>
<td>(72,600)</td>
<td>(72,600)</td>
<td>(72,600)</td>
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<tr>
<td>&lt;Applications Administrator&gt;</td>
<td>(80,520)</td>
<td>(80,520)</td>
<td>(80,520)</td>
<td>(80,520)</td>
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<tr>
<td>&lt;Systems Administrator: Virtual Computing Lab&gt;</td>
<td>(105,600)</td>
<td>(105,600)</td>
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<tr>
<td>&lt;AV Maintenance Technician&gt;</td>
<td>(66,000)</td>
<td>(66,000)</td>
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<tr>
<td>&lt;Telecom Engineer&gt;</td>
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<td>(92,400)</td>
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<td>&lt;Network Security Administrator&gt;</td>
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<td>(112,200)</td>
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<td>(72,600)</td>
<td>(72,600)</td>
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<tr>
<td>&lt;Classroom Support Technician (2)&gt;</td>
<td>(121,440)</td>
<td>(121,440)</td>
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<tr>
<td>&lt;Event Support Media Production Technician&gt;</td>
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<td>(66,000)</td>
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<tr>
<td>&lt;Database Administrator&gt;</td>
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<tr>
<td>&lt;Desktop Support&gt;</td>
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<td>(72,600)</td>
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<td>&lt;Classroom Support Technician (2)&gt;</td>
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<td>(60,720)</td>
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<table>
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<tr>
<th>Position</th>
<th>Salary 1</th>
<th>Salary 2</th>
<th>Salary 3</th>
<th>Salary 4</th>
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<tr>
<td>Healey Library</td>
<td>(531,600)</td>
<td>(1,267,700)</td>
<td>(2,797,500)</td>
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<td>Athletics</td>
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<td>(750,000)</td>
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<td>(1,500,000)</td>
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Subtotal: Other Initiatives (2,659,920) (4,806,820) (7,294,660) (9,763,480)

TOTAL EXPENSES (6,607,920) (16,850,320) (24,836,160) (31,664,980)
Revenue

Secure New and Additional Revenues

1. Increase and establish more differential fees (Low scenario)

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<th></th>
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<th>CNHS</th>
<th>CSM</th>
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<td></td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

2. New Revenues from University College

   Increase professional development and non-credit programs

   - <Additional courses>
     - 80,000
     - 120,000
     - 160,000
     - 160,000

   Increase the capacity of pre-collegiate programs

   - <ESL>
     - 300,000
     - 300,000
     - 300,000
     - 300,000
   - <MAIA>
     - 90,000
     - 90,000
     - 90,000
     - 90,000
   - <Himachal Pradesh>
     - 20,000
     - 20,000
     - 20,000
     - 20,000
   - <Navitas>
     - 132,000
     - 132,000
     - 132,000
     - 132,000

   Increase the usage of remote sites

   - <Nantucket>
     - 30,000
     - 30,000
     - 30,000
     - 30,000
   - <Plymouth>
     - 44,000
     - 44,000
     - 44,000
     - 44,000

   Develop new academic programs

   Increase credit offerings on campus

   - Weekend college program 1 TBD
   - Weekend college program 2 TBD

   Increase collaborative programs

   - International Relations Online BA
     - 75,000
     - 275,000
     - 400,000
   - History Online MA
     - 80,000
     - 200,000
     - 300,000
   - Environmental Science PSM TBD
   - Biotechnology PSM TBD
   - Computer Science PSM TBD
   - Survey Research Methodology CLA Certificate TBD

   Increase UC's own programs

   - Online Post-Disaster Reconstruction Certificate
     - 50,000
     - 100,000
     - 100,000
     - 100,000
   - Health Science Analytics Masters
     - 80,000
     - 200,000
     - 300,000
   - Health Informatics Graduate Certificate
     - 100,000
     - 100,000
     - 100,000
   - Global Public Administration Master
     - 80,000
     - 200,000
     - 300,000
   - Increase summer offerings
     - 500,000
     - 540,000
     - 570,000
     - 600,000
   - Increase credit course offerings online
     - 50,000
     - 100,000
     - 150,000
     - 200,000
   - Increase credit "blended" courses

3. Servicing Un-Met Student Demand for Classes

   - CNHS addresses unmet demand per year (6 new section)
     - 218,000
     - 224,000
     - 231,000
     - 238,000
   - CM addresses unmet demand per year (2 new sections)
     - 73,000
     - 75,000
     - 77,000
     - 79,000
   - CLA/CSM address unmet demand per year (8 new sections)
     - 291,000
     - 299,000
     - 308,000
     - 318,000

4. University Advancement

5. ORSP

6. New Enrollment Revenue (Elsewhere)

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<th>TOTAL REVENUE</th>
<th>3,278,000</th>
<th>5,289,000</th>
<th>7,987,000</th>
<th>14,511,000</th>
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<td>NET REVENUE/(EXPENSE)</td>
<td>(3,329,920)</td>
<td>(11,561,320)</td>
<td>(16,849,160)</td>
<td>(17,153,980)</td>
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