



UC Merced Campus Update December 2014

UC Merced 2020 Project – The 2020 Project is an ambitious initiative to develop the second phase of the Merced Campus as a mixed use, master planned development to accommodate 10,000 students by the year 2020.

The 2020 Project consists of the comprehensive development, including the design, construction, financing, operation and maintenance of some or all of the elements, of academic, administrative, research, recreational, student residence and student services building, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping, for UC Merced.

The project will develop up to 1.85 million square feet of new teaching, research and residential space on the 219-acre, university-owned site that includes the existing campus. Housing facilities would add almost 2,000 beds in residence halls, suites and apartments. Upgrades are also planned for existing parking and traffic infrastructure, as well as additions to utilities, outdoor recreation areas, open space areas, roadways, parking and landscaping.

The University issued a Request for Qualifications to pre-qualify a shortlist of potential development teams to participate in a subsequent Request for Proposal process. Statements of Qualifications are currently under evaluation.

Compensations Policy and Strategy- After nearly a year of planning, and listening to employees' concerns, UC Merced is launching a three-year strategy to implement a new compensation policy for non-represented staff members.

The new policy is designed to address three key objectives:

1. Attract and retain talent by increasing the average range of market percentile for UC non-represented staff from the current 31 percent to at least 45 percent;
2. Address basic fairness at UC Merced by identifying salary inequities across the campus within similar job functions and between recent and early hires (salary compression); and
3. Invest in the job functions most critical for achieving the campus's priorities for the 2020 Project

The strategy is the result of a nine-month process that began with a series of listening lessons with managers and non-represented staff.

This will be a multi-pronged initiative that deploys a variety of compensation and workforce management tools:

- **Budget Resources.** A down payment on this initiative \$800,000 for FY 2014-15, will serve to address the grossest inequities in a range of job functions most critical to achieving our goals by 2020. It is anticipated that we will need to make additional investments over the next three years in order to address non-represented staff compensation challenges, and the investments will be a top budget priority.
- **Strategic Workforce Planning.** We will embark on a campuswide process to create a strategic roadmap for our long-term staffing needs.

- **Performance Management.** As we move to a compensation philosophy based on performance, we will create effective, robust and sustainable performance management systems. A revised performance management process is being designed, with the goal of launching a new system by January 2015.
- **Incentive Awards.** The fourth tool will be a new incentive award program that will be funded from both department and central funds. These awards will be available for represented as well as non-represented staff, as they recognize efforts that go above and beyond job descriptions.
- **Professional Training.** The Strategic Workforce Planning Initiative will help identify the gap between current staff skills and the skills that will be needed in the coming years. We will work towards helping current staff members bridge those gaps through rigorous and relevant professional training opportunities that will help them advance and grow professionally.

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