COMPETITIVE UNIVERSITY WORKFORCE COMMISSION

Final Report

June 2010

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INTRODUCTION

The *Growth Agenda for Wisconsin* is the University of Wisconsin System's long-term strategic plan to strengthen Wisconsin by increasing the number of baccalaureate degree holders and well-paying jobs in Wisconsin communities. Created after a strategic planning process in 2007, the *Growth Agenda* has three core principles: to grow people, jobs, and communities. Since the *Growth Agenda*'s inception, and despite a struggling economy, enrollment at UW institutions reached an all-time high in the fall of 2009 with nearly 179,000 students. In 2010, the *Growth Agenda* will include more specific increases in graduation targets that should propel Wisconsin to be a national leader in its number of degree holders per capita.

The University System's ability to deliver these goals is dependent on a variety of funding mechanisms. It is also dependent on having a high quality faculty, academic staff, and academic and administrative leaders (limited appointees). Federal and state funding, tuition, and continuing improvements in cost efficiency are all necessary for the System to optimize its operations. Competitive compensation and benefits are also required in order to recruit and retain a top-notch University System workforce. The ability of the UW System to deliver on the *Growth Agenda* requires that a reasonable match be found between quality of programs and services and the compensation of those who create and deliver them.

With national studies directly tying a state's per capita income and quality of life to a more educated citizenry, the University of Wisconsin System is a major contributor to the high quality of life enjoyed by residents of the state, through its dedicated efforts to educate and prepare students to become successful and productive members of the workforce. The UW System, through its intellectual capital, not only creates jobs but also provides the educated workforce necessary to fill those jobs. The UW System institutions directly and indirectly create and sustain businesses in Wisconsin.

In February of 2010, UW System President Kevin P. Reilly announced formation of the Competitive University Workforce Commission (hereafter referred to as the "CUWC" or the "Commission"). The Commission was composed of 19 members, including members from the private sector, the UW System Board of Regents, former leaders of state government, and UW System faculty and staff. (A complete list of the CUWC's membership is provided in Attachment A of the Appendix.)

The Commission's charge was: "to measure current compensation and benefit levels of System employees against their counterparts in institutions with which it most actively competes for talent, i.e., its peer institutions; and to make recommendations on how best to close any 2010 competitive gap in compensation and/or benefits, along with a timeline for doing so."

The CUWC met four times, between February and May, 2010. The Commission gathered and reviewed extensive materials presented and provided by members of the Commission and by UW System academic and administrative leaders. In addition, the CUWC reviewed compensation-related materials from both the business and higher education communities.

This is the final report of the Commission. It is intended that some recommendations be implemented immediately, while others may be longer-term goals. The full report will be presented to the President of the UW System at the June 2010 Board of Regents meeting. The President will use the report as he develops budget and policy recommendations for the Board of Regents for the next biennium, as well as when he reviews progress on the goals of the *Growth Agenda*.

BACKGROUND

The University of Wisconsin System is comprised of 13 four-year and 13 two-year institutions as well as statewide Extension offices. The fall 2009 enrollment at UW institutions approached 179,000. With more than 30,000 employees, the UW System is the largest employer in Wisconsin. The focus of the Commission study was on the 21,000 unclassified employees in the UW System categorized according to certain titles of faculty, academic staff, and academic and administrative leaders (limited appointees).

FACULTY

By statute, faculty is defined as individuals holding a specific rank within an academic department or its functional equivalent in a UW System institution. There are four faculty ranks: instructor, assistant professor, associate professor, and professor.

ACADEMIC STAFF

Academic staff are defined by statute. Academic staff are professional administrative personnel, other than faculty or classified staff, with duties primarily associated with higher education institutions or their administration. Academic staff includes student services personnel, admissions officers, and advisors and those who may perform in an instructional or research capacity, such as lecturers or researchers.

ACADEMIC/ADMINISTRATIVE LEADERS (Limited Appointees)

Academic/administrative leaders (limited appointees), defined by statute, are at-will employees serving in titles such as chancellor, vice chancellor, dean, and vice president.

CURRENT PROCESS FOR DETERMINING COMPENSATION INCREASES

Annual compensation increases for UW System faculty, academic staff, and academic/ administrative leaders (limited appointees) are currently determined through the state pay plan process, which sets compensation increases for all state government employees. The state pay plan is approved on a biennial cycle during the same period as, but in a separate process from, the state biennial budget.

The current process for determining pay plan recommendations for UW System employees begins with the System President's consultation with the UW System Compensation Advisory Committee (CAC) on a proposed pay plan recommendation. The President then submits a recommendation (which may be modified from that of the CAC) to the Board of Regents to approve or modify. The Board then forwards its recommendations to the Director of the Office of State Employment Relations (OSER). The OSER director (who also can modify the recommendations) then forwards the recommendations to the legislative Joint Committee on Employment Relations (JCOER) for action. Historically, pay plan increases approved by JCOER have been linked to those of other non-represented state civil service employees.

Supplemental compensation for UW System faculty and academic staff to augment the annual pay plan can be approved as part of the biennial operating budget by recommendations made to the Governor by the Board of Regents when the Board submits its biennial budget request; by the Governor when he/she submits a budget to the legislature; or added anytime during deliberations made by the state's Joint Committee on Finance or by the full legislative bodies. Historically, the legislature has approved various supplements above the pay plan for certain UW System unclassified employees, including the 1985, 1989, 1991, and 1993 biennial budgets. In the 2005, 2007, and 2009 biennial budgets, funding was included for recruitment and retention of certain faculty and academic staff.

FINDINGS

The Commission finds that the current compensation system and the level of compensation for UW System faculty, academic staff, and academic and administrative leaders (limited appointees) are not adequate and that a number of deficiencies exist.

- Average salaries for professors are 9.31%, 28.70%, and 20.00% behind peer median salaries at UW-Madison, UW-Milwaukee, and the UW Comprehensive institutions, respectively. For associate professors, the average salary at UW-Madison exceeds the median peer salaries, while average salaries are 20.88% and 17.37% behind the median peer salaries for UW-Milwaukee and the UW Comprehensive institutions, respectively. At UW-Madison, assistant professors' average salaries exceed the peer median, while at UW-Milwaukee they are 13.37% behind the peer median, and 10.56% behind the peer median at the UW Comprehensive institutions.[1] (*See Attachment B in Appendix)*
- Among academic staff/limited appointees across the UW System, salaries average 8.02% below peers. (*See Attachment C in Appendix*)
- Average salaries for lecturers in the UW System are 23.68% behind peers. For researchers, average salaries are 12.18% behind comparable positions, and for

[1] Adjusted for cost-of-living; peer universities established by 1984 legislative commission.

scientists, average salaries are about on par with market comparisons. (*See Attachment D in Appendix)*

- Senior academic/administrative leaders' salaries are also behind peer medians. (*See Attachment E in Appendix)*

If not remedied in a timely fashion, the Commission believes that these deficiencies could have a damaging effect on the UW System, the UW System's ability to achieve the goals of its *Growth Agenda for Wisconsin*, and on the quality of life in Wisconsin.

The UW System is ultimately a people business, and its success will be determined to a large extent by the quality of the human capital it attracts, employs, and retains.

The CUWC offers the following comments on the findings:

1. Wisconsin has the least position and compensation control among Big Ten institutions (*See Attachment F in Appendix*). Unlike other Big Ten institutions, UW-Madison and other UW institutions:
    - Must report all positions to the state and count them as state employees (only three other Big Ten institutions must do this);
    - Have the compensation of faculty and academic staff tied to other state employees (only true in Wisconsin);
    - Are not allowed to keep all interest earnings on tuition (only true in Wisconsin); and
    - Have statutory limits on tuition increases (only true in Wisconsin).

2. UW institutions are not allowed to use performance as a reason for adjusting salaries with anything other than state-approved pay plan resources. Base budget resources may not be used for merit pay increases.

    Per 36.09(1)(j) Wisconsin Statutes, the Board of Regents can only utilize the following reasons to authorize the use of base resources to adjust salaries:
    - Correction of salary inequities;
    - Funding job reclassifications;
    - Funding promotions;
    - Recognizing competitive factors.

3. The Board of Regents does not have the authority to adjust UW System salary ranges except as authorized by OSER, per an Opinion of the Wisconsin Attorney General.

4. The Board of Regents is not authorized to increase tuition revenues to address compensation needs. Per 36.27(1)(am)(2), the Board may not increase resident undergraduate tuition for compensation beyond an amount sufficient to cover the approved recommendations of the Joint Committee on Employment Relations.

5. The Board of Regents has limited authority with regards to purchasing, capital project planning and expenditure, and management of other areas like utilities, telecommunications, and fringe benefits. More authority in these areas could result in increased available resources funding to offset market salary inequities.

RECOMMENDATIONS

The state of Wisconsin has a well-established history of commitment to higher education and has earned a reputation for being a strong leader in serving the needs of the people of the state. As expounded by the Wisconsin Idea, the boundaries of the University of Wisconsin System are the boundaries of the State, and there is a long heritage of meshing the needs of the broader community with the System's expertise and services. The University of Wisconsin System is attractive to faculty and staff across the nation due to its strong reputation for excellence in teaching and research, licensing and commercialization, the quality of the faculty, the resourcefulness of the staff, and the quality of the student body (both undergraduate and graduate) as exemplified by its outstanding alumni (which include CEOs of top corporations and Nobel Prize nominees).

Wisconsin is also fortunate to have all of its public universities in one system. Having one public university system increases collaboration, efficiency, and the sharing of best practices and creative solutions. It also enhances vital connections to the private sector generally and business communities specifically, as evidenced by the research parks across the state and the strong mutual commitment between the UW System and the communities and regions in which each institution is located.

The UW System generally has a competitive advantage with regard to health care and retirement benefits, assisted by the recently granted ability to provide domestic partner benefits. Because of this competitive advantage with benefits, competitive salaries can be achieved by reaching peer median salaries and not having to go to the top of salary ranges. However, average salaries for faculty and staff are below the medians of their respective peers.

It is important to note that when faculty, academic staff, and academic/administrative leaders leave the UW System, the cost in both human capital and financial resources to recruit for these positions can be substantial. For example, faculty recruitment costs at a doctoral institution can exceed a half-million dollars when laboratory equipment, space, and funding for graduate assistants are included as part of the start-up package. Therefore, every effort to retain faculty, academic staff, and academic/administrative leaders – versus new recruitment – is more cost-effective, but it requires resources and the flexibility to establish a competitive total compensation package to be successful.

The Competitive University Workforce Commission (CUWC) strongly recommends the development of a University of Wisconsin System compensation plan that will enable the UW

System to deliver on its strategic plan for the *Growth Agenda for Wisconsin*. By fulfilling the *Growth Agenda*'s core goals of increasing graduates and increasing jobs in the state, the System will educate tomorrow's workforce, prepare them to work in high-demand fields, perform state-of-the-art research, assist businesses in solving tomorrow's problems, and sustain healthy communities through civic engagement. The underlying foundation to achieve these goals is a competitive UW System workforce. This strategic partnership with the state can only be achieved with both increased state support and increased flexibility.

The Commission further recommends the state reinvest in the University of Wisconsin System to provide adequate compensation for the top quality faculty, academic staff, and academic and administrative leaders (limited appointees). Such a reinvestment would result in measureable achievements toward attaining core goals including increasing the number of baccalaureate degrees, providing the workforce for the future, and improving knowledge transfer to business.

More specifically, the CUWC recommends aligning the UW System's human capital with the goals of the UW System's *Growth Agenda* by advancing the following recommendations:

1. The UW System Board of Regents should adopt a UW System total compensation philosophy that states that the average salaries of faculty, academic staff, and academic and administrative leaders (limited appointees) should reach their respective peer median salary levels, while retaining competitive benefits, by no later than the end of the 2015-2017 biennium. While this reflects an extended timeline, the urgency of restoring the University System's competitive position should be broadly communicated.

2. Salaries represent approximately 73% of total compensation. Therefore, peer salary analyses should be the principal determinant in setting the target compensation levels for faculty, academic staff, and academic and administrative leaders (limited appointees) in the System.

3. The UW System Board of Regents should seek additional flexibility from the state to increase and redistribute resources to address competitive compensation needs across the entire UW System. The Regents should be provided the authority to determine pay plan increases for faculty, academic staff, and academic and administrative leaders (limited appointees), taking into consideration state funding and additional available resources.

    - The Board should work with the state to develop an alternative process for determining compensation (pay plan plus base adjustments). For example, consideration should be given to:
        - Utilizing a separate process from that used for other state employees when determining pay plan increases for faculty, academic staff, and academic and administrative leaders (limited appointees);

    - Changing state statutes to include performance among the permissible reasons for using internal resources to augment salaries;
    - Providing the Board the flexibility to address salary needs when setting tuition rates.

- The Board should work with the Legislature and the Wisconsin Department of Administration (DOA) to explore entrepreneurial ways to generate funds as a means of addressing salary issues. The Board should seek greater flexibility and freedom to manage operations. Savings realized from flexibility could be redirected by the UW System to address high priority needs. Some examples include:

    - Flexibilities in the capital budget process to allow for greater speed in project completion and reduced costs;
    - Additional procurement delegation to the Board of Regents;
    - Management of facilities, utilities, telecommunications, and fringes, with savings accruing to the UW System.

    In return for flexibility, further accountability and performance measures must be developed and incorporated into the annual UW System accountability report.

4. Competitive compensation should be included in the UW System Administration's and each institution's advocacy campaign directed at faculty, students, alumni, business leaders, community organizations, the Governor, and the Legislature.

5. A formal mechanism for sharing institutional human resources best practices across the UW System should be established. Institutions should be encouraged to target areas of greatest need.

6. The Board should consider establishing some form of a Regents' committee to focus on human capital to keep this issue at the forefront of its stewardship responsibilities. Human capital is essential to keeping the UW System and the state competitive.

7. President Reilly should consider establishing workgroups to explore the following issues:
    - Tuition remission and/or tuition assistance programs for employees, spouses, partners, and dependents;
    - Alternatives that maximize the UW System's autonomy and financial capacity to effectively allocate all funds;
    - How pay plan funds are allocated as a means of addressing competitive compensation gaps;
    - The appropriateness of the current institutional peer groups.

APPENDIX

ATTACHMENT A - MEMBERS OF THE COMPETITIVE UNIVERSITY WORKFORCE COMMISSION

Kathi Seifert, retired Executive Vice President, *Co-Chair*
Kimberly-Clark Corporation
Neenah, WI

Michael J. Spector, Regent, *Co-Chair*
Milwaukee, WI

Jennifer Alexander, President
Greater Madison Area Chamber of Commerce, and President, Thrive
Madison, WI

Christy Brown, Vice Chancellor
Finance & Administrative Affairs
UW-Milwaukee
Milwaukee, WI

Craig Culver, President
Culver's Frozen Custard
Prairie du Sac, WI

Donna Dahlvang, Sr. Student Services Coordinator
(Academic Staff Representative)
UW-Superior
Superior, WI

Paul DeLuca, Provost
UW-Madison
Madison, WI

Debbie Durcan, Vice President Finance
UW System
Madison, WI

Michael Falbo, Regent
Chairman/CEO TierOne Bank
Hartland, WI

Charles Grossklaus, Chief Executive Officer
Royal Credit Union
Eau Claire, WI

Joe Heim, Professor
(Faculty Representative)
UW-La Crosse
La Crosse, WI

Larry Isaak, President
Midwestern Higher Education Compact
Minneapolis, MN

Sue Marks, CEO
Pinstripe
Brookfield, WI

Marc Marotta, Partner
Foley & Lardner
Milwaukee, WI

Brian Rude, Vice President
External and Member Relations
Dairyland Power Cooperative
La Crosse, WI

Deloris Sims, Chairman
Legacy Bank
Milwaukee, WI

Rick Wells, Chancellor
UW-Oshkosh
Oshkosh, WI

Steve Wildeck, Vice Chancellor
Administrative & Financial Services
UW Colleges/UW-Extension
Madison, WI

Arthur Zintek, Corporate Vice President
Human Resources
Wisconsin Energy Corporation
Milwaukee, WI

Staff to the Commission:

Tom Anderes, Senior Vice President
Administration and Fiscal Affairs
UW System
Madison, WI

Al Crist, Associate Vice President
Human Resources and Workforce Diversity
UW System
Madison, WI

Freda Harris, Associate Vice President
Budget and Planning
UW System
Madison, WI

Heather LaRoi, Sr. University Relations Specialist
Communications & External Relations
UW System
Madison, WI

Rita Sears, Special Assistant
Office of the President
UW System
Madison, WI

Jess Tormey, Special Assistant
Communications & External Relations
UW System
Madison, WI

Kate Wodyn, Executive Staff Assistant
Administrative and Fiscal Affairs
UW System
Madison, WI

UW-Madison Compared to the Peer Group Median Salary Averages - Adjusted
Average Faculty Salary by Rank (Academic Year - 9 Month Basis)
Adjusted for the Cost of Living
2008-2009

	ERI	Professor		Associate Professor		Assistant Professor	
Institutions	COLI	Adj. Salary	Rank	Adj. Salary	Rank	Adj. Salary	Rank
University of Illinois - Urbana	94.2	$137,600	1	$88,600	2	$81,000	1
University of Michigan - Ann Arbor	105.0	135,300	2	88,700	1	77,700	3
Ohio State University	97.3	129,900	3	86,500	3	77,100	4
University of Texas - Austin	103.0	128,400	4	82,800	7	79,400	2
Michigan State University	100.3	121,500	5	85,600	4	66,700	8
Purdue University	96.0	119,800	6	83,500	6	75,300	5
Indiana University - Bloomington	103.3	114,600	7	79,000	8	68,800	7
UW-Madison	**99.9**	**109,600**	**8**	**84,600**	**5**	**73,100**	**6**
University of Washington - Seattle	118.5	102,700	9	73,500	9	65,800	9
University of Minnesota - Twin Cities	128.2	99,400	10	67,200	10	58,500	10
University of California - Berkeley	151.7	94,600	11	63,300	11	53,600	11
University of California - Los Angeles	163.2	88,500	12	56,400	12	48,800	12
Peer Group Median (Excluding UW-Madison)		119,800		82,800		68,800	
UW-Madison's Average Minus Median		(10,200)		1,800		4,300	
Percentage Increase to Reach Median		9.31%		none		none	

Attachment B-1

UW-Milwaukee Compared to the Peer Group Median Salary Averages - Adjusted
Average Faculty Salary by Rank (Academic Year - 9 Month Basis)
Adjusted for the Cost of Living
2008-09

	ERI	Professor		Associate Professor		Assistant Professor	
Institutions	COLI	Adj. Salary	Rank	Adj. Salary	Rank	Adj. Salary	Rank
SUNY at Buffalo	104.4	$121,300	1	$84,300	2	$68,600	3
Rutgers University - Newark	115.0	120,900	2	86,000	1	75,600	2
Georgia State University	110.2	110,500	3	70,000	8	59,100	9
University of Texas - Dallas	113.4	110,000	4	84,100	3	76,700	1
University of Missouri - Kansas City	97.9	109,000	5	77,100	5	63,700	5
Wayne State University	104.4	106,200	6	80,700	4	66,100	4
University of Cincinnati	98.5	101,200	7	73,500	7	61,100	6
University of Louisville	100.8	100,500	8	76,400	6	58,300	10
Temple University	129.0	95,300	9	67,700	12	48,100	15
Cleveland State University	104.4	95,100	10	68,300	10	56,800	11
University of Toledo	101.3	93,100	11	69,300	9	61,100	6
University of Akron	101.7	90,900	12	68,300	10	59,200	8
University of Illinois - Chicago	137.8	86,100	13	61,300	13	52,900	13
UW-Milwaukee	**119.5**	**78,400**	**14**	**59,400**	**14**	**53,100**	**12**
University of New Orleans	124.0	70,900	15	53,200	15	50,200	14
Peer Group Median (Excluding UW-Milwaukee)		100,900		71,800		60,200	
UW-Milwaukee's Average Minus Median		(22,500)		(12,400)		(7,100)	
Percentage Increase to Reach Median		28.70%		20.88%		13.37%	

Attachment B-2

UW Comprehensives Compared to the Peer Group Median Salary Averages - Adjusted
Average Faculty Salary by Rank (Academic Year - 9 Month Basis)
Adjusted for the Cost of Living
2008-2009

	ERI	Professor		Associate Professor		Assistant Professor	
Institutions	COLI	Adj. Salary	Rank	Adj. Salary	Rank	Adj. Salary	Rank
Wright State University	99.0	$100,500	1	$73,800	6	$63,200	4
Western Illinois University	88.5	98,500	2	76,500	2	62,000	9
Western Michigan University	97.6	97,000	3	72,400	7	57,100	23
University of Northern Iowa	90.2	96,300	4	77,800	1	61,800	11
University of Illinois - Springfield	92.7	96,200	5	71,600	10	59,300	18
Michigan Technological University	98.2	95,400	6	76,000	3	72,200	1
Central Michigan University	98.2	94,000	7	72,200	8	59,200	19
University of Minnesota - Duluth	98.5	93,900	8	74,400	4	56,900	24
Southern Illinois University - Edwardsville	93.9	91,100	9	74,300	5	62,200	7
Eastern Illinois University	95.0	90,500	10	71,800	9	62,700	6
University of Michigan - Dearborn	110.0	89,700	11	71,500	11	64,600	2
Indiana University - Southeast	90.4	88,300	12	70,100	15	63,500	3
Youngstown State University	100.6	88,200	13	69,900	16	58,100	20
Oakland University	106.1	88,000	14	67,700	22	59,600	17
Minnesota State University - Mankato	100.6	88,000	14	69,300	17	61,400	12
Bemidji State University	93.2	87,700	16	71,000	12	62,000	9
Grand Valley State University	100.2	87,400	17	68,100	20	54,500	27
University of Michigan - Flint	99.9	86,500	18	67,500	23	62,900	5
Winona State University	99.1	86,200	19	66,100	25	57,800	21
Purdue University - Calumet	98.0	86,200	19	66,900	24	59,800	15
Eastern Michigan University	103.1	85,700	21	68,900	18	59,700	16
Indiana Purdue University - Fort Wayne	93.5	85,600	22	67,900	21	62,200	7
Ferris State University	98.0	85,500	23	68,200	19	60,700	14
St. Cloud State University	99.1	85,100	24	70,300	14	61,400	12
Northern Michigan University	98.4	83,400	25	64,800	27	54,200	28
University of Southern Indiana	95.4	82,300	26	66,000	26	57,300	22
Minnesota State University - Moorhead	101.5	81,300	27	64,300	28	56,700	25
University of Akron - Wayne	94.1	80,200	28	70,800	13	n/a	n/a
Indiana University at South Bend	98.4	79,400	29	59,300	30	54,900	26
Indiana University - Northwest	101.8	78,300	30	63,500	29	51,900	30
UW Comprehensives	**99.5**	**73,000**	**31**	**59,300**	**30**	**54,000**	**29**
Northeastern Illinois University	137.5	59,000	32	48,900	33	44,400	31
Chicago State University	137.5	58,500	33	49,900	32	43,900	32
Peer Group Median (Excluding UW Comprehensives)		87,600		69,600		59,700	
UW Comprehensives' Average Minus Median		(14,600)		(10,300)		(5,700)	
Percentage Increase to Reach Median		20.00%		17.37%		10.56%	

* Note: Saginaw Valley College is no longer included in the Comprehensives' peer group since they no longer report salary information to AAUP. The last year they did so was in 1999-2000.

Attachment B-3

CUPA-HR Peer Salary Comparisons
(2008-09 Administrative and Mid-Level Compensation Survey Titles)

UW-Madison Peer Group Overall Median	$60,270
UW-Madison Average	$57,651
Percentage increase needed to reach the peer median	**4.54%**
UW-Milwaukee Peer Group Overall Median	$58,698
UW-Milwaukee Average	$56,972
Percentage increase needed to reach the peer median	**3.03%**
UW Comprehensive Peer Group Overall Median	$58,443
UW Comprehensive Average	$51,228
Percentage increase needed to reach the peer median	**14.08%**
Combined Peer Groups' Median	$59,571
UW System Average	$55,147
Overall percentage increase needed to reach the overall peer median	**8.02%**

(CUPA-HR titles do not include executives, coaches, or academic deans)

UW System October 2008 Average Salary Data and FTE

Lecturers	Avg Salary	Total FTE
Distinguished Lecturer	60,580	12.00
Senior Lecturer	49,023	420.28
Lecturer	41,249	1,060.87
Associate Lecturer	32,805	396.54
		1,889.69
Madison		*207.08*
Milwaukee		*353.60*
Comprehensives		*1,329.01*
Overall Lecturer Avg	**41,329**	

2008-09 IPEDS Lecturer Data from Peer Institutions

Lecturers	N= (lecturers reported)	Overall Average Salary
34 Peer Institutions Reporting	3,010	51,115

% Needed to Reach Peer/Market Average or Median: 23.68%

UW System October 2008 Average Salary Data and FTE

Researchers	Avg Salary	Total FTE
Distinguished Researcher	76,729	5.80
Researcher	58,601	177.82
Associate Researcher	49,748	145.58
Assistant Researcher	41,309	151.27
		480.47
Madison		*440.72*
Milwaukee		*29.23*
Comprehensives		*10.52*
Overall Researcher Avg	**50,693**	

2008-09 CUPA-HR Faculty Salary Survey

Researchers - All Disciplines Combined

	Averages Beginning Level	Averages Senior Level	Averages Combined Levels
All Public Institutions	**44,301**	**70,795**	**56,866**
N Researchers	3,526	1,352	4,878
N Institutions	31	33	36

% Needed to Reach Peer/Market Average or Median: 12.18%

UW System October 2008 Average Salary Data and FTE

Scientists	Avg Salary	FTE
Distinguished Scientist	89,602	9.40
Senior Scientist	74,933	139.64
Associate Scientist	59,295	181.74
Assistant Scientist	46,929	239.86
		570.64
Madison		*531.10*
Milwaukee		*29.08*
Comprehensives		*10.46*
Overall Scientist Avg	**58,423**	

SimplyHired Scientist PayScale Web Search (2008-09)

Scientist Titles	Low	Typical	High
Median Across Titles	**45,079**	**57,076**	**73,382**

(Space Scientist, Food, Scientist, Medical Scientist, Research Scientist, Crop Research Scientist, etc.)

The Scientist - Life Sciences Salary Survey (2007)

Scientist Titles	
Median Across Specializations	**59,150**

(Biomedical Engineer, Biophysicist, Bacteriologist, Environmental Scientist, Soil Scientist, etc.)

Overall Scientist Median **58,209**

% Needed to Reach Peer/Market Average or Median: -0.37%

Peer Salary Comparison for UW System President

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$360,126
Regents' Salary Range Midpoint:	$400,140
Regents' Salary Range Maximum:	$440,154

CUPA-HR Median for President: $455,000

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:		UW-System President's Salary 2009-10
Highest	$750,000	
		$414,593
Lowest	$421,500	
		Percent behind the Peers = 18.19%
Mean	$521,554	
Median	$490,000	

Participating Peers

California State University System
CUNY System
SUNY System
University of California System
University of North Carolina System
University of Texas System
University System of Maryland

Peer Salary Comparison for UW System Senior Vice Presidents

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$211,230
Regents' Salary Range Midpoint:	$234,700
Regents' Salary Range Maximum:	$258,170

CUPA-HR Median for Sr. Vice President (Chief Academic Officer):	$340,000
CUPA-HR Median for Sr. Vice President (Chief Business Officer):	$275,910

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:		**UW-System Senior Vice Presidents' Salaries 2009-10**
Highest	$378,000	
		$245,000 (Sr VP-Academic Affairs)
		$245,000 (Sr VP-Admin & Fiscal Affrs)
Lowest	$174,951	
Mean	$286,636	***Percent behind the Peers = 19.25%***
Median	$292,161	

Participating Peers

California State University System
CUNY System
SUNY System
University of North Carolina System
University of Texas System
University System of Maryland

Peer Salary Comparisons for UW System Vice President for Finance

2009-10 OSER Recommended and JCOER Approved Salary Range:		**Salary Range for 2009-10 if Calculated in Accordance with Board of Regents' Policy 6-5:**	
OSER Range Minimum:	$146,867	Regents' Salary Range Minimum:	$169,241
OSER Range Midpoint:	$163,185	Regents' Salary Range Midpoint:	$188,045
OSER Range Maximum:	$179,503	Regents' Salary Range Maximum:	$206,850

CUPA-HR Median for Vice President-Finance (Chief Financial Officer): $252,420
Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:		**UW System Vice President's (Finance) Salary 2009-10**
Highest	$250,000	
		$170,856
Lowest	$110,722	
Mean	$186,851	***Percent behind the Peers = 13.16%***
Median	$193,341	

<u>Participating Peers</u>
CUNY System
SUNY System
University of North Carolina System
University of Texas System
University System of Maryland

Peer Salary Comparison for UW-Madison Chancellor

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$369,907
Regents' Salary Range Midpoint:	$411,008
Regents' Salary Range Maximum:	$452,109

CUPA-HR Median for Chancellor: $429,201

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:	
Highest	$802,125
Lowest	$395,500
Mean	$513,594
Median	$455,000

UW-Madison Chancellor's Salary 2009-10

$437,000

Percent behind the Peers = 4.12%

Participating Peers

Indiana University, Bloomington
Michigan State University
Purdue University, West Lafayette
The Ohio State University
University of California, Berkeley
University of California, Los Angeles
University of Illinois, Urbana-Champaign
University of Michigan, Ann Arbor
University of Minnesota, Twin Cities
University of Texas, Austin
University of Washington

Peer Salary Comparisons for UW-Madison Vice Chancellor/Provost

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$238,468
Regents' Salary Range Midpoint:	$264,965
Regents' Salary Range Maximum:	$291,461

2008-09 CUPA-HR Median for Vice Chancellor/Provost: $340,000

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries		**UW-Madison Vice Chancellor/Provost's Salary 2009-10**
Highest	$517,500	
Lowest	$293,440	
		$291,461
Mean	$361,313	***Percent behind the Peers = 20.94%***
Median	$352,500	

Participating Peers

Indiana University
Ohio State University
Michigan State University
Purdue University
University of California-Berkeley
University of California-Los Angeles
University of Illinois-Urbana
University of Michigan
University of Minnesota
University of Texas-Austin
University of Washington

Peer Salary Comparison for UW-Milwaukee Chancellor

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$297,183
Regents' Salary Range Midpoint:	$330,203
Regents' Salary Range Maximum:	$363,223

CUPA-HR Median for Chancellor: $402,000

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:		**UW-Milwaukee Chancellor's Salary 2009-10**
Highest	$527,403	
		UW-Milwaukee $300,550 (w/personal services contract)
		UW-Milwaukee $280,550 (w/o personal services contract)
Lowest	$244,062	
Mean	$365,494	***Percent behind the Peers = 13.87%***
Median	$342,248	

<u>Participating Peers</u>

Cleveland State University
Georgia State University
Rutgers University-Newark
SUNY-Buffalo
University of Akron
University of Cincinnati
University of Illinois-Chicago
University of Louisville
University of Missouri-Kansas City
University of New Orleans
University of Texas-Dallas
University of Toledo
Wayne State University

Peer Salary Comparison for UW-Milwaukee Vice Chancellor/Provost

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$194,307
Regents' Salary Range Midpoint:	$215,897
Regents' Salary Range Maximum:	$237,487

2008-09 CUPA-HR Median for Vice Chancellor/Provost: $267,695

Based on institutions of the similar size budget and doctoral level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:		**UW-Milwaukee Vice Chancellor/Provost's Salary 2009-10**
Highest	$390,000	
		$226,643
Lowest	$147,400	
Mean	$275,618	***Percent behind the Peers = 18.03%***
Median	$267,513	

Participating Peers

Cleveland State University
Georgia State University
Rutgers University-Newark
SUNY-Buffalo
Temple University
University of Cincinnati
University of Illinois-Chicago
University of Louisville
University of Missouri-Kansas City
University of New Orleans
University of Texas-Dallas
Wayne State University

Peer Salary Comparisons for Non-Doctoral (Comprehensive) Chancellors

Salary Range for 2009-10 Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$194,146
Regents' Salary Range Midpoint:	$215,718
Regents' Salary Range Maximum:	$237,290

CUPA-HR Median for Chancellors: Budget Quartile 2 = $243,600 (GBY, PKS, SUP); Budget Quartile 3 = $260,000 (PLT, RVF); Budget Quartile 4 = $285,200 (EAU, LAC, OSH, STP, STO, WTW, COL/EXT)

Based on institutions of the similar size budget and master level programs from the CUPA-HR (College and University Professional Association for Human Resources) 2008-09 salary survey of 1,329 institutions.

2008-09 Peer Group Salaries:

Highest	$355,350
Lowest	$181,650
Mean	$256,392
Median	$249,500

UW System Non-Doctoral (Comprehensive) Chancellors' Salaries 2009-10

UW-Oshkosh	$217,401
UW-Green Bay	$216,000
UW-Stout	$214,084
UW-Superior	$205,759
UW Colleges/Extension	$200,868
UW-River Falls	$200,000
UW-Whitewater	$199,500
UW-Parkside	$199,500
UW-Eau Claire	$197,949
UW-La Crosse	$197,808
UW-Stevens Point (Interim)	$194,146
UW-Platteville (Interim)	$194,146
Mean	$203,097
Median	$199,750

Percent behind the Peers = 22.85%

Participating Peers

Bemidji State University
Central Michigan University
Eastern Illinois University
Eastern Michigan University
Grand Valley State University
Indiana University-Northwest
Indiana University-South Bend
Indiana University-Southeast
Indiana-Purdue Univ.-Ft. Wayne
Michigan Technological University
Minnesota State Univ.-Mankato
Minnesota State Univ.-Moorhead
Northeastern Illinois University
Northern Michigan University
Oakland University
Purdue University-Calumet
Saginaw Valley State University
St. Cloud State University
Southern Illinois Univ.-Edwardsville
University of Akron
University of Illinois-Springfield
University of Michigan-Dearborn
University of Michigan-Flint
University of Minnesota-Duluth
University of Northern Iowa
University of Southern Indiana
Western Illinois University
Western Michigan University
Winona State University
Wright State University
Youngstown State University

Peer Salary Comparisons for Non-Doctoral Vice Chancellors/Provosts

2009-11 OSER Recommended and JCOER Approved Salary Range:

OSER Range Minimum:	$125,505
OSER Range Midpoint:	$142,449
OSER Range Maximum:	$159,393

2009-10 Salary Range Calculated in Accordance with Board of Regents' Policy 6-5:

Regents' Salary Range Minimum:	$143,083
Regents' Salary Range Midpoint:	$158,981
Regents' Salary Range Maximum:	$174,879

2008-09 Peer Group Salaries:

Highest:	$237,930
Lowest:	$142,659
Mean	$221,180
Median	$172,845

UW System Non-Doctoral (Comprehensive) Vice Chancellor/Provosts' Salaries 2009-10

UW-Green Bay	$162,500*
UW-Whitewater (4/1/10)	$159,393
UW-Eau Claire	$157,000
UW Colleges	$156,000
UW-Extension	$156,000
UW-Oshkosh	$155,943
UW-River Falls	$153,000
UW-Parkside (3/22/10)	$152,000
UW-La Crosse	$150,000
UW-Stout	$149,817
UW-Superior	$145,373
UW-Platteville (Interim)	$143,083
UW-Stevens Point (Interim)	$143,083
Mean	$152,553
Median	$153,000

Percent behind the Peers = 13.30%

Participating Peers

Bemidji State University
Eastern Michigan University
Indiana University-South Bend
Michigan Technological University
Northeastern Illinois University
Purdue University-Calumet
Southern Illinois Univ.-Edwardsville
University of Michigan-Dearborn
University of Northern Iowa
Western Michigan University
Youngstown State University
Central Michigan University
Grand Valley State University
Indiana University-Southeast
Minnesota State Univ.-Mankato
Northern Michigan University
Saginaw Valley State University
University of Akron
University of Michigan-Flint
University of Southern Indiana
Winona State University
Eastern Illinois University
Indiana University-Northwest
Indiana-Purdue Univ.-Ft. Wayne
Minnesota State Univ.-Moorhead
Oakland University
St. Cloud State University
University of Illinois-Springfield
University of Minnesota-Duluth
Western Illinois University
Wright State University

*The JCOER approved salary range maximum was $162,581 when the salary was set. The range maximum was subsequently reduced to $159,393 when JCOER rescinded the 2.0% pay plan.

Public Big 10 Management Flexibilities					
	Authority to create positions by need regardless of funding source.	State and Non-State funded positions reported to state and counted in "total state employees" figures	Faculty or Academic Staff compensation tied to other state employees (civil service)	State limits tuition revenue expenditures to specific appropriation level.	Keep interest earnings on tuition revenue
Illinois	Yes	Yes	No	No	Yes
Indiana	Yes	Yes	No	No	Yes
Iowa	Yes	Yes	No	No	Yes
Michigan	Yes	No	No	No	Yes
Michigan State	Yes	No	No	No	Yes
Minnesota	Yes	No	No	No	Yes
Ohio State	Yes	No	No	No	Yes
Purdue	Yes	No	No	No	Yes
Wisconsin	No	Yes	Yes	Yes, However can exceed for statutorily defined reasons.	No

Attachment F