

## **Preliminary Report of the Graduate Assistantship Working Group September 2012**

Provost Johannes Britz requested that the Graduate School establish a working group to review the appointment structure and compensation model for graduate assistantships at UWM. The working group membership and charge were discussed with the Graduate Faculty Committee, Research Policy Committee, Academic Planning and Budget Committee and University Committee. The group began meeting in early March 2012, and met throughout the spring and summer.

### **1. Background**

Graduate assistantships at UWM have been administered under two systems in recent years. Teaching assistants, program assistants and project assistants have been under a union contract between the State of Wisconsin and the Milwaukee Graduate Assistants Association. Research assistants were not covered by the union contract and considered unclassified staff with the conditions of employment set by the Graduate School.

Two changes occurred in 2011: the union's rights were terminated by legislative action, and the UW-System gained the ability to revise its appointment and compensation systems decoupled from the State of Wisconsin employment system. In addition, a requirement for UW campuses to set pay rates and policies for Graduate Assistant appointments, and to make them identifiable and transparent, is one key recommendation included in the upcoming University Personnel System (UPS) changes. All these changes provide UWM with a unique opportunity to re-examine the structure and compensation model for its graduate student assistantships.

The Graduate School convened a planning process in 2011 that involved over 80 faculty and staff members from across campus. Increasing support for graduate assistants was one of the top three recommendations in the "Strategic Plan for Research" submitted by the work group.

In parallel with these recent changes, our programs have experienced a decline in UWM's ability to recruit graduate assistants because our pay rates are not competitive with other institutions. This has resulted in a decline in graduate student numbers and quality.

The faculty highlighted the need for increased pay in the 2011 study because competitive rates are needed to attract better-quality students to our programs. Investing in well-prepared and nationally competitive teaching assistants will improve the level of instruction in introductory undergraduate courses, thus contributing to our campus access mission. Better-prepared students will receive their doctoral and masters degrees more quickly and increase our students' research productivity. Improved research productivity will result in the publication of more high-quality papers, enhanced visibility for our programs, improved research proposals, and enhanced external funding rates. Shorter

graduate times will result in an overall decrease in the cost of each graduate and make more efficient use of our resources.

The cost of taking no action is profound: over time, our pay rates will even become less competitive and we will not be able to attract suitable graduate students. This will be detrimental to both our educational and research missions.

Against this background, the working group was asked to recommend changes to our current system. This report presents the results. The report is organized into four parts: (1) a comparative summary of the data on graduate stipends and salaries within UWM and at other universities; (2) a summary of the major findings; (3) a series of recommendations for the future; and (4) a plan for implementing the recommendations.

## **2. Data Collection**

### *2.1 External data*

Graduate assistantship salary data are available for other universities from three sources. First, Oklahoma State University (OSU) conducts an annual survey of pay levels for both Teaching Assistant (TA) and Research Assistant (RA) appointments. The surveys include data from 40 institutions. The pay levels presented are divided into disciplines and include the high, low and average values. Using the average salaries for the last two surveys (2010-11 and 2011-12), the data indicate:

1. The average TA pay (excluding medical disciplines) for nine-month, 50% appointments is \$15,117 and the average RA stipend is \$15,884.
2. The average pay rates vary widely among disciplines with some fields up to 30-35% higher or lower than the averages.
3. In some disciplines, RA rates are higher than TA rates, and in others TA salaries are higher.

A second source of information on salaries at other institutions comes from surveys by individual programs of some of their equivalent programs at other institutions. The working group requested these data from various programs, and received only a few responses. Nevertheless, the data are sufficient to show the variability in support levels within and between programs. At some institutions, assistantship pay is supplemented by additional fellowship or scholarship support that is used to recruit better students. One UWM department compiled data on about 15 programs that indicated average pay rates that were below the OSU survey - one interpretation of this disparity is that institutions do not report their full support package in surveys that identify pay rates in specific programs (as in the UWM survey) but will include the full support level for surveys that do not reveal their individual data (as in the OSU survey).

A third source of information is the survey conducted by the Graduate Faculty Committee in Spring 2011 by writing directly to deans of graduate schools at peer and aspirational universities. Seven complete responses were received showing that the majority had the same stipend for TAs and RAs, although differential rates were used

between disciplines. Project/Program Assistant (PA) rates were unavailable because research universities do not usually use such appointments.

It should also be pointed out that, although it is important, salary is not the only parameter that students use to gauge whether they should join a particular program. Clearly criteria such as the reputation of the University or program play an important role. This suggests that growing institutions such as UWM may need to offer TA and RA salaries higher than the average values will be required to enable us to recruit the best students.

## 2.2 UWM Salaries and Graduate Student Appointments

Internally, UWM's graduate appointment structure includes eleven different categories with eight different salary rates (Table 1). The nine-month, 50% salary rates vary from \$10,471 to \$17,000 for nine-month appointments. The most common appointments during the academic year are at 50% and 33% levels, in part because lesser appointment percentages do not provide health benefits and tuition. Data for the fall 2011 graduate appointments are included in Table 1.

Table 1: UWM data	Appointment percentage			Fall 2011 data		
	100%	50%	33%	Head Count	Total FTE	Total Salary
Teaching Assistant - Doctoral	26,209	13,105	8,649	309	141.79	3,822,946
Teaching Assistant - Dissertator	32,535	16,268	10,737	141	62.73	2,028,090
Teaching Assistant - Non-doctoral Year 1	23,209	11,605	7,659	437	189.29	4,440,837
Teaching Assistant - Non-doctoral Year 2	23,471	11,736	7,745			
Program Assistant - Doctoral	24,256	12,128	8,004	1	0.5	14,838
Program Assistant - Dissertator	29,155	14,578	9,621	0		
Program Assistant - Non-doctoral	20,942	10,471	6,911	3	1.35	28,272
Project Assistant - Doctoral	24,256	12,128	8,004	79	35.93	906,696
Project Assistant - Dissertator	29,155	14,578	9,621	27	11.05	317,267
Project Assistant - Non-doctoral	20,942	10,471	6,911	95	36.08	793,318
Research Assistant	34,000	17,000	11,220	157	65.23	2,342,420
Totals				1,249	543.95	14,694,684

The definitions of the different types of appointments were developed within the framework of the collective bargaining law to clarify different employment categories for bargaining. The definitions in state statutes are as follows (in slightly edited form):

"Teaching assistant" means an enrolled graduate student who is regularly assigned teaching and related responsibilities, other than manual or clerical responsibilities, under the supervision of a member of the faculty. §111.81 (19m) *Wis. Stat.*

"Research assistant" means an enrolled graduate student who is receiving a stipend to conduct research that is primarily for the benefit of the student's own learning and research and which is independent or self-directed, but does not include students provided fellowships, scholarships, or traineeships which are distributed through other titles such as advanced opportunity fellow, fellow, scholar, or trainee, and does not include students with either an F-1 or a J-1 visa issued by the federal department of state. §111.81 (17m) *Wis. Stat.*

"Program assistant" or "project assistant" means an enrolled graduate student who is assigned to conduct research, training, administrative responsibilities or other academic or academic support projects or programs, except regular preparation of instructional materials for courses or manual or clerical assignments, under the supervision of a member of the faculty or academic staff, primarily for the benefit of the university, faculty or academic staff supervisor or a granting agency. "Project assistant" or "program assistant" does not include a graduate student who does work which is primarily for the benefit of the student's own learning and research and which is independent or self-directed. § 111.81 (15m) *Wis. Stat.*

The UW-System is currently working to redefine its own appointment structure to replace these definitions (described in Section 4).

The salaries for each appointment title are uniform across UWM. Recognizing the different compensation levels between disciplines and to address the shortfalls in TA salaries, UWM instituted the Chancellor's Graduate Student Award program in 2002-2003. This program provides differential funding to programs to help them attract outstanding students. The initial allocations reflected the most pressing needs of that time (primarily in STEM disciplines) and have not been evaluated since that time. The OSU data indicate that UWM's current pay rates are now uncompetitive across a wider range of disciplines. Starting in 2008, a new state DIN allocation for graduate student support was used to fund the "Research Excellence Awards" that provide additional fellowship funds to programs based upon the number of RA appointments. The DIN has also been used to provide Chancellor Fellowship funds for new graduate programs. These programs currently provide approximately \$2.8M to programs for fellowships. Some funds are used for stand-alone fellowships but the majority of the awards are used to supplement graduate assistantships. These support programs mitigated some of the worse problems but have not provided a long-term solution to the lack of stipend competitiveness. The growth of undergraduate enrollment increased the number of TA appointments, and the number of RA appointments has increased markedly as extramural funding has increased. Since these funds are fixed, they are spread over more students so that the average remuneration per student has declined.

### 3. Major Findings

#### 3.1. Appointment structure

- The current appointment structure is unnecessarily complex, making it difficult for programs to maintain a constant level of compensation for graduate assistants. This can lead to changes in salaries – some of which may be decreases – over a student’s graduate career.
- The number of titles and corresponding salary levels adds complexity without many advantages beyond minor pay differentiation.
- The differentiation of PA versus RA appointments can be problematic because a graduate student’s role in a research project may include aspects of both types of appointments, and the mix may change over time. The PA rate is generally not competitive, making it difficult to recruit students into a research project; in some cases, PIs are forced to use a PA title even for advanced students because of the current way the PA and RA titles are defined.
- The difference between project and program assistants is not stated, and the compensation level for both titles is very low (bordering on the Federal Poverty level).

#### 3.2. Base salaries

- The average graduate assistantship salaries are well below the national average. Some rates are slightly above the national average but UWM is well behind in many disciplines – particularly in the sciences.
- Graduate assistantship salaries are near or below federal poverty levels for most 33% PA and TA appointments and some 50% PA appointments.
- In most programs, Graduate students are invariably recruited on TA salaries for their first year. Low TA salaries (compared to other institutions) represent a major impediment to student recruiting which, in many cases, cannot be adequately addressed by the limited Chancellor’s Graduate Student Award funds.

#### 3.3. Fellowships are critical

- UWM’s salary structure does not address the marked differences in graduate assistantship salaries among disciplines. The Chancellor’s Graduate Student Award and Research Excellence Award programs attempt to address this problem but the funds are not tied to quantified needs across campus units, and are often insufficient to address the shortfall between the uniform TA salary and the average national salary in disciplines where this difference is large. The fixed funding for Chancellor Awards and Research Excellence programs has eroded the

competitiveness of our compensation in face of inflation and rising compensation rates at other institutions.

- In addition to base salaries and campus fellowships, programs use additional support in the form of philanthropic and extramural fellowships to augment a student's compensation. In some programs, fellowship support is substantial. This allows a marked reduction of a student's workload to the level equivalent to 25% while maintaining a compensation level at the level of a 50% graduate assistant. These split support arrangements are needed to be competitive in some disciplines.

### *3.4. Other*

- Graduate assistantships are used to fill the administrative, research and teaching needs of the University. There has been little effort to consider alternative appointment models that might increase efficiency and/or effectiveness of the graduate student workforce. In light of changes in teaching pedagogy and data management systems, the University should investigate other ways of using graduate assistantships more efficiently, for example by exploring web-based technologies. This may require new professional development or training programs.
- The current system relies upon fellowship funding to keep stipends and/or salaries at competitive levels. However the fellowship funds are fixed so that the pay rates steadily fall behind national norms over time. Any revised system must include built-in mechanisms to sustain competitive salaries/stipends and fellowship funds.
- Tuition costs are not handled in a uniform manner. In-state (instructional) tuition is covered by campus (for TAs and PAs paid from 101 funds, a commitment that dates back to the mid-1990s when the population was smaller), split between campus, school/college and indirect sources (externally funded RAs), or schools/colleges (all other situations). Out-of-state tuition is paid out of campus funds with a contribution from federal awards (equal to 25% of assistantship salaries) that is insufficient to cover the costs. Some tuition billing practices discourage RA appointments in favor of PA appointments. These differences arose for historic reasons but are confusing and not well understood.

## **4. Recommendations**

- 4.1 Use three different types of appointments for graduate assistants: TA for instruction, RA for research, and PA for administration. New statutory definitions (see below) provide suitable new definitions of the RA and PA categories, and have already been presented by UWSA to OSER in preparation for a new UW-only bargaining law. This should not prevent UWM from using its own, possibly simpler, definitions so long as they comport with the new statutes.

- **"Teaching Assistant"** means an enrolled graduate student who is regularly assigned teaching and pedagogically related responsibilities, other than manual or clerical responsibilities, under the supervision of a member of the faculty.
- **"Research Assistant"** means an enrolled graduate student who is receiving a stipend to conduct research that is for the benefit of the student, university, faculty or academic staff supervisor, and/or a granting agency. This title does not include students funded by fellowships, scholarships, or traineeships which are distributed through other titles such as advanced opportunity fellow, fellow, scholar, or trainee.
- **"Project Assistant"** means an enrolled graduate student who is assigned to conduct training, administrative responsibilities or other academic or academic support projects or programs, except regular preparation of instructional materials for courses or manual or clerical assignments, under the supervision of a member of the faculty or academic staff, primarily for the benefit of the university, faculty or academic staff supervisor or a granting agency.

4.2. Adopt a baseline compensation rate of \$15,000 for all nine-month 50% graduate assistant appointments. This rate applies to all PA, TA and RA appointments

4.3. Increase compensation above this baseline value, where needed, to the discipline-specific salary rates reflected in the national survey. These department-specific rates are the minimum compensation for a department and are consistently applied across all types of appointments. (Appendix A presents a schedule of proposed compensation rates using \$2000 increments starting at \$15,000 for 50% nine-month appointments.) The department-specific rates should be re-set every two years using the survey of national compensation rates. We recommend that the Graduate School Dean recommend any changes to the Provost after consulting with the Graduate Program Committee.

- Externally-supported assistantships (almost all of which would be RAs under the definition above) will use the department-specific rates (see appendix A).
- Internally-supported assistantships need to be at the same level as the externally supported appointments. The group identified two alternatives for this:
  - Provide fellowship funds for programs to fund all assistantships up to the targeted disciplinary-specific compensation level.
    - Advantages: The mechanism avoids paying fringe benefits (~28%) on the differential part of the compensation.
    - Disadvantages: Fellowship funds do not increase if salaries are increased.
  - Use different salary rates between programs.
    - Advantages:

- Any increases in salaries would affect the full amount of the compensation.
- Programs could publish their full minimum compensation (base plus disciplinary-specific add-on if applicable) that would be more competitive in each discipline.
- Disadvantages:
  - This would require paying fringe benefits on the differential part of the compensation.
  - This would formalize differential rates.

4.4. Provide campus fellowship funds to all programs for the recruitment and retention of outstanding graduate students. Programs will have discretion about using these funds (as in the case of the current Chancellor Fellowships). We estimate that these funds should be 15% of the total (internally and externally supported) assistantship compensation pool (including all PA, RA and TA appointments) in the unit. The funds should be initially allocated for two years to allow planning and stability in programs, and subsequently adjusted on a biennial FTE counts of graduate assistants and fellows.

4.5 We strongly encourage programs and the Graduate School to work with UWM's Office of Development to make fundraising for new fellowships a priority. The campus fellowship funds (section 4.4) cannot be reduced if programs are successful in attracting philanthropic fellowship funds. In addition, the University should pursue additional support as one component in future DIN requests, as was successfully done in 2007.

4.6. The tuition costs for graduate assistants are paid differently depending upon whether the assistants are appointed as PA or TA versus RA positions, or supported by internal or external funds. We recommend that a consistent model be used that gives Schools and Colleges the ability to manage these commitments. Clearly these changes will need more discussion but the current arrangement should be replaced. We recommend further study resulting in a recommendation in early Spring 2013.

4.7. Initiate a program within Academic Affairs between academic units and support units (CIPD, LTC and UITS) to revise our current assistantship work model in light of new pedagogical models and information management systems. This is most critical for teaching appointments where new pedagogical approaches could improve their effectiveness. This program should include development programs for graduate students to prepare them for future career demands

4.8. It is crucial to include a mechanism to ensure that graduate assistant compensation is maintained at a sustainable level over time after the initial implementation. Two mechanisms to consider:



- Review the discipline-specific compensation levels at UWM and adjust them to match national norms on a regular biennial basis. This would allow our compensation to track our competition over time and build in a mechanism for increasing salaries/stipends.
- Identify a source of funds to add additional funds to the fellowship fund to maintain the same percentage (15%) of fellowships related to units' total graduate assistant pay. As noted in 4.4, adjustments to fellowship funds will need to be on a biennial basis to track changing numbers of graduate assistantships. We suggest augmenting the fellowship fund from the campus 150 funds (the current source of the Chancellor's Fellowships) since the growth in graduate assistants will be dominated by externally-funded RAs. This will link our campus-wide efforts to increase extramural funding to a tangible benefit for all programs.

In addition to these recommendations, there may be other issues worthy of investigation, including, an additional add-on for progress towards degree, determining work loads on an annualized basis thus allowing different work loads between Semester 1 and Semester 2 on the same contract, allowing tuition remission in the summer for graduate assistants who worked in the spring semester but are not employed for the summer, policies regarding minimal enrollment requirements, and some contribution towards segregated fees.

## **5. Implementation**

A time lag is to be expected between the adoption of these recommendations and their implementation. The working group recommends implementation as soon as possible, ideally in the 2013-14 academic year. The timing is critical because offers for new students are made in December and January, so any changes effective for Fall 2013 must be adopted and communicated to the Graduate Admissions Committees in all graduate departments before December 2012.

### ***5.1 Research Assistantships***

This component of the proposal can be implemented for Fall 2013 because it largely impacts externally supported positions.

- Adopt revised RA, TA, PA definitions that would broaden the number of students who fall into the RA category. Eliminate the use of the "program assistant" title, as unnecessary. We anticipate that many externally supported PA positions would convert to RA positions.
- Require programs to use the RA stipend levels at program-specific compensation levels based on national norms (Appendix A). These rates would apply to all external and internal RA appointments. These rates should be reassessed in light of national averages every two years. Grant budgets should include a 2-3% increase in graduate RA salaries to cover potential increases, as done with faculty

and staff salaries. The Graduate School should use campus indirect funds to cover any salary increases for students supported by active grants.

## ***5.2 Teaching and Project Assistantships***

TA and PA positions are largely paid using university funds. We propose three models for implementing the proposal.

### **Option A: Implement full proposal**

- Adopt a base salary of \$15,000 for all graduate TA and PA 50% nine-month appointments (\$30,000 for a 100% FTE).
- Re-allocate the Chancellor's Graduate Student Award and Research Excellence Award funds to fund two pools (the current funding level can cover the fellowship fund and approximately half of the disciplinary differentials, so supplementary funds will be needed):
  - The funds needed to pay the discipline-specific salary differentials between the targeted \$15k and any higher disciplinary rates. This can be distributed as either salary or fellowship, as discussed above.
  - Funding equivalent to 15% of the total model salaries within a unit (i.e., total grad assistant FTE at model). These funds are for fellowships to recruit and retain outstanding students, and their use is at the discretion of programs.
- Estimated cost if implemented in Fall 2011: \$2.9 M to \$3.1 M (depending on whether the program differentials are paid as add-on fellowship or salary)
- Factors to consider
  - Advantages
    - The full impact of the plan is realized in the first year for all students.
    - Full implementation would avoid the need for complex transitional arrangements.
  - Disadvantage
    - Would require campus budget system that can meet the full costs in the first year.

### **Option B: Phase-In over three years by increasing base salary/stipend level**

- Adopt a base salary of \$13,500 for all graduate TA and PA 50% nine-month appointments in the first year (\$27,000 for a 100% FTE). This will increase to \$14,250 in the second year and \$15,000 in year three.

- Re-allocate the Chancellor’s Graduate Student Award and Research Excellence Award funds to fund two pools (the current funding level can cover the fellowship fund and approximately half of the disciplinary salary differentials, so additional funds will be needed):
  - The funds needed to pay the discipline-specific salary differentials between the targeted \$15,000 (9-month, 50%) rate and any higher disciplinary rates. This can be distributed as either salary or fellowship, as discussed above.
  - Funding equivalent to 15% of the total model salaries within a unit (i.e., total grad assistant FTE at model). These funds are for fellowships to recruit and retain outstanding students, and their use is at the discretion of programs.
- Set aside funds to cover transitional costs to the new compensation model
  - Provide salary support for current students with current salaries above the initial discipline-specific rate (i.e., if their program’s salary in the first year of implementation falls below their current salary). This duration of this support will be limited to two years, after which programs will be expected to use their fellowship funds to cover any shortfall.
  - Some programs with current Chancellor Fellowship/Research Excellence Award funds may have decreased funding to support graduate students prior to full implementation of the recommended compensation plan. “Bridge” funds may be needed to cover this shortfall for up to three years.
- Estimated cost if implemented in Fall 2011
  - \$1.1 M to 1.3 M for first year (depending on whether the program differentials are paid as add-on fellowship or salary), increasing to \$2.0-2.2 M in the second year, and \$2.9-3.1 M in the third year.
  - Rough estimate of transitional funding needed: \$225-350k in first year, \$120-175k in year 2. (A more precise estimate requires more detailed data on appointments.)
- Factors to consider
  - Advantage
    - Increases are phased over three years which may allow a smoother incorporation into campus budgets.
  - Disadvantage
    - Increases in years two and three could be delayed.
    - Transitional funds need to be allocated.

### **Option C: Provide new salary/stipend levels to new students only**

- The base salaries in each department will be increased to the recommended levels in Appendix A for new students entering the program in the Fall Semester 2013. The stipends for existing students will remain at the current levels. This will ensure that the proposed changes will immediately impact the recruitment of new students.
- Re-allocate the Chancellor's Graduate Student Award and Research Excellence Award funds into the program-level fellowship funds equivalent to 15% of the total model salaries within a unit (i.e., total grad assistant FTE at model).
- Provide transitional funds to maintain the stipends of the current graduate students at their current levels. In part this will use re-allocated Chancellor's Graduate Student Award and Research Excellence Award funds but additional funds will be needed.
- Rough estimated cost if implemented in Fall 2011
  - \$1.2 M to 1.3 M for first year, increasing to \$2.4-2.6 M in the second year, \$2.6-\$2.85 M in the third year, and \$2.9-3.1 M in the fourth year. (More precise estimates require more detailed data on appointments.)
  - Estimation of transitional funding needed requires detailed appointment data by program but probably \$280-420k in first year, decreasing to \$140-210 in second year, and less than \$100k in year 3.
- Factors to consider
  - Advantages
    - Salary/stipend increases are locked in for future years.
    - Provides an immediate impact on the recruitment of new students.
    - Increases are phased over 3-4 years (although most occur in years 1 and 2), which may allow a smoother incorporation into campus budgets.
  - Disadvantages
    - Creates a disparity between current and new graduate students that could cause potentially severe morale problems.
    - Possible legal issue about hiring students doing the same job at different compensation levels within a program.

### ***5.3 Other changes for immediate implementation***

- Increase fundraising effort for additional fellowship funds.
- Establish a working group to develop a consistent and rationale tuition model for graduate assistants. We recommend that this group include representatives of appropriate faculty governance committees (Graduate Faculty, Research Policy, Academic Planning and Budget Committee and University Committees) and

administrators. The group's recommendations should be made in early Spring 2013.

**Submitted by the working group:**

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Anne Wysocki, Associate Professor, English

David Yu, Interim Dean, Graduate School

Dev Venugopalan, Associate Vice Chancellor, Academic Affairs

Doug Woods, Associate Dean, Graduate School

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Janice Miller, Associate Dean, Business

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Marija Gajdardziska-Josifovska, Associate Dean, Graduate School

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Mark Schwartz, Professor, Geography

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Appendix A: Data on graduate assistantship salaries from corresponding programs in the 2010-11 and 2011-12 Oklahoma State University surveys for 50% academic year appointments. Note that some stipends are composites if two OSU entries appear to correspond to one UWM programs. The recommended salaries for UWM programs is listed in the rightmost column.

School or College	Department	2010-11		2011-12		2-yr average	Recomm. UWM stipends
		TA	RA	TA	RA		
Academic Affairs		13,375	15,817	13,353	14,289	14,209	15,000
Architecture & Urban Planning	Architecture	13,417	13,210	11,492	10,443	12,141	15,000
	AUP Other	13,417	13,210	11,492	10,443	12,141	15,000
	Urban Planning	10,247	11,877	11,190	11,225	11,135	15,000
Business Administration		12,145	11,899	12,964	13,032	12,510	15,000
Continuing Education	Workforce Development Ctr	13,375	15,817	13,353	14,289	14,209	15,000
Education	Administrative Leadership	11,262	14,145	11,986	13,116	12,627	15,000
	Curriculum & Instruction	12,962	11,934	12,719	12,843	12,615	15,000
	Educ Policy & Comm Studies	14,575	13,561	15,111	10,076	13,331	15,000
	Educational Psychology	12,234	12,159	11,919	11,521	11,958	15,000
	Exceptional Education	19,952	13,163	15,193	12,751	15,265	15,000
	Ed - other	13,177	12,679	12,407	12,565	12,707	15,000
Engineering and Applied Sciences	Civil Engr	15,140	16,289	14,725	16,700	15,714	17,000
	Elect Engr & Comp Sci	17,028	19,003	15,537	17,552	17,280	17,000
	Indust & Systems	13,414	13,500	14,147	15,134	14,049	17,000
	Materials	16,478	17,793	19,252	19,174	18,174	17,000
	Mechanical Engr	14,634	16,219	14,848	16,106	15,452	17,000
Freshwater Sciences		17,900	19,566	17,047	18,300	18,203	19,000
Graduate School	21st Cent Studies, Ctr	15,069	13,935	12,202	14,476	13,921	15,000
	Grad School - Other	13,375	15,817	13,353	14,289	14,209	15,000
	NIEHS Core Ctr	17,900	19,566	17,047	18,300	18,203	17,000
Health Sciences	Clinical Lab Sci	11,543	12,377	11,727	13,549	12,299	15,000
	Comm Sci & Disorders	10,813	12,730	10,735	13,376	11,914	15,000
	Health Services	11,543	12,377	11,727	13,549	12,299	15,000
	Human Movement Sci	12,273	12,024	12,719	13,721	12,684	15,000
	Occupational Therapy	12,273	12,024	12,719	13,721	12,684	15,000
	Health Sci - other	11,543	12,377	11,727	13,549	12,299	15,000
Information Studies		17,539	15,991	15,021	14,114	15,666	15,000
Letters & Science	Africology	15,754	13,786	14,044	13,733	14,329	15,000
	Anthropology	16,688	14,278	14,611	12,580	14,539	15,000
	Appl Math & Physics	18,200	18,347	17,124	18,188	17,965	17,000
	Art History	22,237	12,198	10,950	10,769	14,039	15,000
	Biosciences	16,993	18,181	16,010	17,303	17,122	17,000

	Chemistry	18,806	20,950	18,084	19,297	19,284	<b>19,000</b>
	Communication	13,486	13,872	15,753	13,159	14,068	<b>15,000</b>
	Culture & Communities	15,754	13,786	14,044	13,733	14,329	<b>15,000</b>
	Economics	19,231	14,000	16,633	13,654	15,880	<b>15,000</b>
	English	15,711	14,377	14,219	12,980	14,322	<b>15,000</b>
	Field Station	16,993	18,181	16,010	17,303	17,122	<b>17,000</b>
	Foreign Langs & Lit	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	Forensic Studies	16,688	14,278	14,611	12,580	14,539	<b>15,000</b>
	French, Italian, Comp Lit	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	Geography	16,310	19,882	14,071	16,303	16,642	<b>17,000</b>
	Geosciences	16,624	18,744	15,510	16,660	16,885	<b>17,000</b>
	History	15,168	13,230	14,326	12,333	13,764	<b>15,000</b>
	Inst for Global Stud	19,670	10,891	12,095	15,133	14,447	<b>15,000</b>
	International Stud	19,670	10,891	12,095	15,133	14,447	<b>15,000</b>
	Journalism & Mass Comm	15,963	15,268	13,345	15,198	14,943	<b>15,000</b>
	L&S - 21st Cent Studies, Ctr	15,069	13,935	12,202	14,476	13,921	<b>15,000</b>
	L&S - Women's Studies	17,270	11,279	13,203	12,804	13,639	<b>15,000</b>
	L&S other	13,375	15,817	13,353	14,289	14,209	<b>15,000</b>
	Languages Res, Ctr	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	Linguistics	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	MAFLL	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	Math Sci	18,200	18,347	17,124	18,188	17,965	<b>17,000</b>
	Philosophy	16,587	13,993	13,314	11,728	13,906	<b>15,000</b>
	Physics	18,205	21,618	17,169	18,942	18,984	<b>19,000</b>
	Political Science	15,926	13,036	14,254	13,015	14,058	<b>15,000</b>
	Psychology	15,160	15,781	15,160	15,781	15,471	<b>15,000</b>
	Sociology	16,340	14,296	14,432	14,832	14,975	<b>15,000</b>
	Spanish & Portuguese	16,527	14,341	14,389	11,348	14,151	<b>15,000</b>
	Urban Studies	15,112	15,741	14,758	15,315	15,232	<b>15,000</b>
Nursing		15,076	13,716	15,621	13,869	14,571	<b>15,000</b>
Public Health	Public Health Admin	14,979	19,266	12,399	20,124	16,692	<b>17,000</b>
Social Welfare	Criminal Justice - General	11,830	15,788	13,242	15,846	14,177	<b>15,000</b>
	Ctr for Addiction Studies	13,007	10,658	12,922	9,861	11,612	<b>15,000</b>
	Social Welfare - other	13,007	10,658	12,922	9,861	11,612	<b>15,000</b>
	Social Work - General	13,007	10,658	12,922	9,861	11,612	<b>15,000</b>
The Arts	Art & Design General	10,828	11,779	11,394	9,846	10,962	<b>15,000</b>
	Dance General	17,940	13,325	13,787	14,969	15,005	<b>15,000</b>
	Film	14,519	22,188	12,671	11,509	15,222	<b>15,000</b>
	Music - General	13,609	10,059	10,977	9,683	11,082	<b>15,000</b>
	Arts - other	13,436	11,727	11,041	10,748	11,738	<b>15,000</b>