



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee
164 Food Science and Nutrition
1334 Eckles Avenue
St. Paul, Minnesota 55108
Telephone (612)373-3226

AGENDA

UNIVERSITY SENATE CONSULTATIVE COMMITTEE

September 16, 1982

12:30 - 1:15

Regents Room, Morrill Hall

1. Fix agenda.
2. Minutes of August 26 meeting (sent previously).
3. Report of the Chair (oral).
4. Report of the Student Chair (oral).
5. Report from representatives attending Regents meetings:
 - Educational Policy Committee - Fredricks
 - Faculty and Staff Affairs - Howe
 - Committee of the Whole - Howe.
6. Northrop Auditorium's safety for rock concerts - Iverson.
7. Adjourn for conversation with the President.



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MINUTES

APPROVED 9/30/82

SENATE CONSULTATIVE COMMITTEE

Thursday, September 16, 1982

1:05 - 1:40 p.m.

300 Morrill Hall

Members present: Phyllis Freier, Barry Hogen, John Howe, Julie Iverson, Dave Lenander, Rick Linden, Marv Mattson, Douglas Pratt, Donald Spring, Pat Swan (Chair), John Turner.

Guests present: Carol Pazandak, Neal Vanselow, Maureen Smith.

1. Agenda. One addition: report from the Senate Budget Subcommittee.

2. Minutes of August 26. Approved as distributed.

3. Report of the Chair. Professor Swan apologized to the student members for the fact that the FCC meeting had run overtime with business accumulated during the summer. She urged the students, any time they wish to discuss items on the FCC agenda, to have them added to the SCC agenda.

4. Report of the Student Chair. Mr. Lenander read the headings from and circulated a list of student concerns by campus which had been shared with the Regents earlier this month. The Regents are reported to still have some differences with the revised student fees plan. Mr. Lenander circulated pertinent documents regarding proposed student pay plans. At the September 30 meeting, he will move that the Twin Cities Campus Assembly Steering Committee refer the discussion paper on pay plans to the Assembly Committee on Student Affairs for comment.

5. Committee reports.

A. Senate Budget Subcommittee. Professor John Turner, chairman of the subcommittee, called the SCC's attention to the composition of this body as specified by the Senate by-laws: "The vice chair of the Senate as chair; the chairs of the Faculty and Student Consultative Committees; and one faculty and one student member of the Senate Consultative Committee chosen by the vice chair of the Senate," with staff assistance from the president's liaison officer to the Consultative Committee (Marilee Ward) as an ex officio member of the subcommittee. Professor Turner has asked Professor Mattson and Anne Hunt to serve along with chairs Swan and Lenander.

To expedite a response to a budget request made in April, Professor Turner asked the SCC as a whole to vote directly. The Committee on Summer Sessions submitted a request for \$4,950 for a research assistant to help in the conduct of a survey, plus \$470 for secretarial help, supplies, and duplication.

Professor Turner has learned from Marilee Ward that requests come from Senate committees for this sort of staff assistance from time to time but have never been fulfilled. He moved that the Senate Committee on Summer Sessions be informed it will be allotted \$220 in addition to the \$250 the Budget Subcommittee awarded last spring (a total of \$470 for S&E), but that the Senate budget cannot afford the nearly \$5,000 for an R.A. Motion carried without dissent.

6. Reports from Regents meetings.

A. Educational Policy Committee. Professor Swan summarized Professor Fredricks's report to the FCC on the discussion regarding University-industry relationships in research. The task force to develop policy is to report to the administration and the Regents in March, 1983 instead of December, 1982 as originally planned. Professor Pratt has named faculty members from the groups the administration recommended be included: C. Eugene Allen (Senate Committee on Research), Ellen Berscheid (Faculty Affairs), Robert Holt (concerned scholar, personally disinterested), and Douglas Pratt (SCC). Vice President Keller has agreed with the FCC to add representation from IT and the Medical School but not specifically from the Graduate School, as the FCC asked, since each faculty member appointed is a member of the Graduate School faculty. Professors Swan and Pratt will confer and name the additional members as soon as possible.

B. Faculty and Staff Affairs Committee. Professor Howe reported the Regents asked policy questions about purposes of leaves. Vice President Keller reported to them on major searches underway. Professor Robert Morris, Chairman of the Tenure Committee, reported to the Regents on how he envisions his committee proceeding this year in revising the 1973 document and coordinating with the Regents and central administration. Discussion included assurances the three groups would maintain communication on the topic.

C. Committee of the Whole.

(1) President's report. Professor Howe outlined President Magrath's "splendid report" on his summer sabbatical and his reflections on realms of thought and action particularly relevant to this University: international economic development and rural development, international education, and the moral education mutually of faculty and students.

(2) Biennial request and capital request. Vice President Kegler presented a budget central administration calls "lean and tight." Faculty and civil service salary requests are to be filled in later. Kegler stressed that the budget is grounded firmly in the planning process. There was little discussion of the specifics. Professor Howe commented that he sees clear implications and messages conveyed in this budget which the Finance Committee and probably later the Consultative Committee will want to study.

(3) Hospital renewal project update was received with much interest and discussion. Vice President Vanselow and Mr. Atwood (chair of the renewal update study) reported to the Regents. The current design is termed lean, tough, appropriate, workable. The financial projections are workable by conservative estimates, but the manner of financing is still unresolved. Vice President Bohem says the state is unlikely to issue bonds before the fall of 1983 at the earliest. Options for earlier financing include costly short-term bonds, the

University's issuing its own bonds, and "going private." The last implies having built a private facility which would then be leased back to the University to operate. The Regents passed a resolution asking central administration to pursue all three options in detail and report back. Because federal tax laws which would make the private option attractive to investors are about to change, this course, if chosen, would have to be underway by the end of 1982.

Vice President Vanselow told the SCC that the University's issuing bonds and private financing are presently the two most viable financing options. They would put the full faith and credibility of the University on the line. Estimates are that the cost of debt service under private financing would enable the University Hospitals to operate at patient per-day charges \$10 less than if the University issued bonds.

7. Safety of Northrop Auditorium. Julie Iverson. Ms. Iverson reported on her exchange of correspondence with Vice President Bohlen. The letters were circulated. Mr. Bohlen's letter explains that structural studies have been made and have determined Northrop safe for the kinds of functions it has been used for; monitoring continues. Ms. Iverson expressed her concern that there is the possibility for panic and that ushers could do more to reassure audiences that balcony movement is not dangerous. She suggested rock concerts or the numbers of persons seated in the balconies could be restricted.

The SCC meeting adjourned at about 1:40 for the conversation with the President.

Respectfully submitted,

Meredith B. Poppele

Meredith B. Poppele,
Executive Assistant



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University Senate Consultative Committee
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Record approved 9/30/82

CONVERSATION WITH THE PRESIDENT
September 16, 1982
1:40 - 3:45
300 Morrill Hall

Present: Phyllis Freier, Barry Hogen, John Howe, Julie Iverson, Dave Lenander, Rick Linden, Marv Mattson, Douglas Pratt, Donald Spring, Pat Swan, John Turner, President Magrath, Vice Presidents Hasselmo, Keller and Vanselow, Carol Pazandak, Maureen Smith.

President Magrath said his summer sabbatical had been very valuable and made him appreciate the value for faculty of sabbaticals; "We must never give it up," he said. He would see value in a two- to three-month period of stopping work for all levels of professionals and for tradespeople. He said he feels very strongly about the matters on which he addressed the Regents-- international education and development, and continued that there is no place more appropriate than the universities to hold dialogues on moral issues. This is a world of ideas, he said, and we ought to talk about these ideas. There is a sense in which we are our ideas.

We make a great mistake when we let others set an agenda for us, said President Magrath. He asked for talk about the nature of education and the joys of education. While we are under many constraints, he acknowledged, the one thing we can control is our attitude.

He welcomed Vice President Neal Vanselow and Dr. Vanselow's expressed desire to attend SCC meetings.

Continuing business.

1. Biennial request. The President stated that the Regents seem well-disposed to the request, which they will vote on at their October meeting in Waseca. The administration is concerned about faculty and civil service salaries, the latter of which depend on salaries granted to other state employees. The University needn't submit its faculty salary request until January when the new governor and legislature take office. Meanwhile, the administration will consult further and will assess the inflation rate. Regents will get the salary proposal in November or December. The Regents seem disposed he said, if not to redress past declines, to address the future.

Tuition questions remain unresolved. The University must negotiate the offset with the legislature. Our intent will be hold the increase down as much as possible, said Dr. Magrath.

He called the building request very lean. The University essentially is asking for the funding for the buildings already approved and those of high need. One can only speculate on chances of any of those projects moving forward.

Vice President Keller distributed data on University of Minnesota faculty salaries for the period FY 1967 through FY 1982. The drop in real dollars ranges from 21% to 26% depending on rank. He said comparison with three groups, other Big Ten schools, 18 AAU peer institutions, and 9 sunbelt schools for FY 1974-5 and FY 1981-2 will not demonstrate to the legislature a Minnesota disadvantage. Minnesota's changes have been similar to those of the first two groups and salaries are now 4% to 5% less than the averages in the sunbelt group. The conclusion for the moment is that the comparisons demonstrate what we already know--that faculties everywhere have suffered a loss in real income. We cannot yet corroborate what we know experientially, he said, that we are losing "stars." We can document the fact that Minnesota is not recruiting outstanding people at nearly the same rate it is losing them.

President Magrath observed that the sunbelt universities are not yet peers of Minnesota, which is a major research university. Historically the major research universities have been well in advance in their salaries.

The next statistical analysis, said Vice President Keller, should be of the external market; people are choosing, either initially or later in their careers, to work in the private zone rather than the academic. He said the University is studying all available data before composing the salary request. The University will try to obtain also data on salary ranges by rank.

Professor Turner recommended making comparisons with those academic institutions that have been most successful at pulling away our outstanding faculty. President Magrath agreed, noting that some private universities can very successfully outbid the University.

2. Rajender consent decree. President Magrath reported that Mr. Dunham is trying to settle as many cases as possible without a trial. The University has filed suit against its insurance companies to recover damage payments. Professor Swan asked Vice President Hasselmo if he could comment further on an analysis of costs of settlements. Dr. Hasselmo said the University's counsel is making that analysis but it is not conclusive because of the number of cases still under negotiation and because of the decision to appeal Judge Lord's ruling regarding fee payment to successful plaintiff counsel. Apart from legal fees, the cost has been several hundreds of thousands of dollars; some settlements have been as low as \$2,000; many are in the \$15,000-\$20,000 range. The administration expects to see a decrease in overall legal expenses because of the University's new internal construction of legal counsel.

3. Searches.

- Director of University Hospitals. President Magrath and Vice President Vanselow are participants in this search.

- Assistant Vice President for Academic Affairs. Vice President Keller said sufficient external interest in procedures has been shown to warrant his asking Lillian Williams to attend each meeting of the search committee or to confer with the committee chair after each meeting, to check the committee's procedures exhaustively.

- Dean of the College of Agriculture. The search committee is satisfied that the implications about the nature of the position are appropriate and they are proceeding with the search.

- Dean of the Graduate School. The search is moving on apace.

- Associate Dean of the College of Education. Ken Hoey has been selected.

- Associate Vice President for Finance. There is a huge number of potential candidates. The search is proceeding slowly.

4. Search committees generally. The Regents' Faculty and Staff Affairs Committee asked about guidelines for establishing search committees. They suggested that an improved procedure would be for a search committee to select its own chair. Vice President Keller differs, and pointed out that the chair chosen must be someone known to be able to follow through on all the associated details of the task.

Professor Turner spoke for keeping search committees small, even though every member of a large committee may make good contributions. Since the objective is to pick the best person possible, the key question in identifying search committee members is whether each has a keen sense for personnel. There normally is overemphasis on representation and not enough on personnel sense. President Magrath commented on the difficulty, despite firm resolve, of keeping search committees small (6-7 members) because of others' strong push for representativeness. Professor Turner reemphasized the point of the search.

5. Numbers of administrators. President Magrath said the Regents have asked if the University has too many deans, and associate and assistant deans. The administration has agreed to study the question and report back on whether there has been a proliferation.

6. Collective bargaining. The President told the SCC that confidential negotiations are going on. The faculty representatives want a settlement and he believes they are bargaining in good faith as is the administration. The process is immensely time-consuming, taking most of Associate V. P. Al Linck's time, and much of that of many others. It is not unusual, he said, for a first contract to take this amount of time. Vice President Hasselmo said one such first contract took between four and five years.

7. University planning. President Magrath said he is deeply committed to the planning work the University has underway. He has a recommendation from

Vice President Hasselmo regarding the second cycle which he will discuss with the vice presidents and with the appropriate Senate councils. Some of the key aspects he cited are

- a strong push on cycle two of the planning process;
- a review of the institutional planning document;
- calling for an updating of plans from each unit;
- the relationship of program priorities to fiscal constraints;
- whether the process could include a study of two or three thematic issues;
- the President's involving himself in the planning process at several stages;
- the budget issues - critical.

Vice President Hasselmo said the first cycle created a vehicle for decision-making that tied together administrative planning. There is now a more systematic mode of interaction between the levels of administration. The second cycle should maintain and develop those communication channels, while keeping the workings as simple as possible, and identify key decision-making points. Prime goals are to maintain priorities and to subject the remaining units of the University to the same scrutiny as the academic units were subjected to in the most recent planning. He expects units to be enabled to contemplate working at different resource levels and to develop scenarios for each. To have a financial range specified for planning introduced realism, he said.

The administration must decide whether to adopt particular agenda for two-year periods. There is much interest in this approach, but it is hard to agree upon which items to choose. Hasselmo's inclination is to focus on two or three issues and be able to show at the end of two years what the University has accomplished in each of those.

Professor Turner said that now that the University has undergone retrenchment he has a sense of how important this planning really is. It should not be underemphasized. The good that can come of it includes the building of the sense of community.

When the unit is the locus of the planning, Professor Turner said, certain kinds of issues can be missed, such as uses of high technology. For instance, he asked, has the University yet reserved any television channels? (It has not.) It should; some high schools have already done so. There are indications that industry is beginning to erode higher education's turf with technologies, such as Control Data's PLATO. Maybe, he suggested, we should have someone in the humanities explore what the University should do in the realm of high technology and education. The President referred to the work of the committee studying internal communications (CCI). Vice President Hasselmo reported that the University sent a representative to a major national conference on cable television to keep aware of how the field is moving.

President Magrath cited international education, his special interest, as being another inter-unit matter rather than an intra-unit matter.

Professor Pratt said that planning is now taken seriously by the deans because it is linked to budgeting, but that it wasn't always so, and that if the link is not continued, cynicism and mere lip service to planning will return easily. President Magrath said that although the deans are not enchanted with the biennial budget request, they recognize that it is closely connected with the planning priorities process. Dr. Keller reminded the SCC that only those units were invited to make requests whose priority statements justified a request to the legislature.

The President and Vice President Hasselmo said they would report further on planning in mid-October, probably at the same meeting (October 21) at which the President will present to SCC his University Policy Agenda for 1982-83.

8. Instructional quality. The President said he is in favor of the approach the SCC has taken so far (including development of questions which it has forwarded to the Educational Policy Committee). He next wants to consult with Vice Presidents Keller and Wilderson.

9. Additional SCC questions. Professor Swan raised three additional questions the SCC would like to discuss at this meeting or in the near future:

- Implementation of the recommendations of the Ad Hoc Committee on the Twin Cities' Libraries, particularly that for an outside review;
- Composition of the task force on University-industry relations;
- Surveillance of foreign students and restrictions upon foreign students.

A. Foreign students. President Magrath called surveillance a very difficult problem. Another problem, that of restrictions, seems to be arising again. Some of the collective organizations of higher education are studying the issue. There have been some real attempts in this country to block information, including at least one conference.

B. University-industry relations. The President said the American Association of Universities will explain to Congress that it doesn't want federal regulation in this area, but rather freedom for each university to negotiate its own relationship. He predicted this posture would antagonize some members of Congress. Vice President Keller said the task force will start work as soon as he receives the faculty names from the Consultative Committee. Professor Howe stated that the function of a graduate school dean at this University would seem to include the question under discussion (hence his/her membership on the task force is desirable).

C. Libraries and the Sorauf report. Vice President Keller said he had met several times with the library faculty and separately with the Senate Library Committee about recommendations in the report. One result from the report has been full development of the P/A ranks, with a description of each rank, for library employees. He has recently written to the libraries regarding academic ranks, explaining that the administration no longer expects librarians to hold a faculty rank in a non-faculty position. The Library Council

is concerned about this policy. (A librarian may have a faculty rank through a joint position in an academic unit.) The new categorization applies at the time of promotion and tenure. No librarian presently employed will be involuntarily changed to a P/A rank, but all new librarians will be hired into a P/A class.

Sensitizing middle management was another recommendation of the Sorauf report on which Vice President Keller says there has been progress.

Restructuring library governance. Keller said the library staff has established a constitution review committee for the "faculty constitution;" whether it will become part of a larger committee remains to be decided.

External review. Keller received from the Library Committee in the spring a report requesting an external review. He said he has not yet responded to the request and still has reservations.

Mr. Lenander said he thinks the faculty status position regarding librarians is very desirable, and he asked whether the same standard will be applied to faculty in other units who do not teach.

Vice President Keller replied that others will be examined by the same standards. Only those who demonstrate teaching and research will be 'faculty'. He and Vice President Wilderson have agreed on the application of the criteria to the Office of Student Affairs. Mr. Lenander asked whether it will apply to any people in the Health Sciences. V. P. Keller said Health Sciences has not asked for an exemption, and that he will hold to the same standards, recognizing differences in how the teaching and research components are applied. The library, he said, has strained but longstanding interpretations of teaching and research; yet even under those criteria, many are not able to meet the standards for promotion. Hence the library staff is skewed towards the instructor and assistant professor ranks. In fact, he said, use of the P/A ranks should enable us to reward valuable people who were unable to advance in the faculty ranks. He acknowledged in response to Mr. Lenander's question that that prospect might also be attractive to some people in the Health Sciences.

Professor Swan and President Magrath agreed that while the meeting had been long, it had been good. The President told the group that he was glad to be back and to be engaging in this sort of discussion.

The meeting adjourned at 3:45 p.m.

Meredith Poppele,
recorder

UNIVERSITY OF MINNESOTA
Faculty Cash Salaries
FY1967 through FY1982

FY	Current \$	Nine Month				Twelve Month				Graduate Assistants			
		Professor	Associate Professor	Assistant Professor	Instructor	Professor	Associate Professor	Assistant Professor	Instructor	50% Teaching Assistant	50% Teaching Associate I	50% Teaching Associate II	50% Research Assistant
1967		\$15,665	\$11,435	\$ 9,270	\$ 6,867	\$18,235	\$14,045	\$11,784	\$ 9,014	\$ 2,322	\$ 2,646	\$ 2,858	\$ 2,322
1968		16,978	12,458	9,906	7,506	19,644	15,179	12,780	9,893	2,520	2,835	3,150	2,430
1969		18,102	13,162	10,511	8,206	20,842	16,417	13,679	10,616	2,772	3,123	3,465	2,646
1970		18,844	13,851	11,020	8,910	21,872	16,987	14,458	11,456	3,060	3,420	3,780	2,925
1971		19,836	14,281	11,527	9,527	22,943	17,933	15,405	12,063	3,240	3,627	4,005	3,096
1972		20,431	14,913	12,117	10,036	23,839	18,863	16,141	12,516	3,375	3,780	4,167	3,222
1973		21,108	15,391	12,451	10,187	24,592	19,729	16,700	13,180	3,483	3,906	4,302	3,375
1974		22,096	15,942	12,832	10,723	25,643	20,862	17,990	14,128	3,654	4,104	4,518	3,546
1975		22,744	16,541	13,374	11,042	27,044	21,672	18,843	14,900	3,834	4,311	4,743	3,726
1976		24,799	18,063	14,623	12,115	29,785	23,952	20,680	16,424	4,104	4,617	5,076	3,987
1977		26,018	18,741	14,969	12,483	31,080	25,121	21,249	17,020	4,226	4,757	5,229	4,109
1978		27,432	19,693	15,826	13,026	32,882	26,613	22,219	17,856	4,703	5,252	5,589	4,469
1979		29,189	21,005	16,876	13,895	34,601	27,937	23,251	18,967	5,004	5,589	5,949	4,761
1980		31,263	22,459	18,070	15,237	37,164	29,491	24,727	20,108	5,355	5,985	6,372	5,094
1981		33,484	24,013	19,349	16,709	39,917	31,131	26,296	21,318	5,724	6,408	6,822	5,454
1982		36,343	25,646	21,096	18,363	43,162	34,239	28,485	23,317	6,129	6,867	7,308	5,841
<u>Constant 81 \$</u>													
1967	263.4	41,262	30,120	24,417	18,088	48,031	36,995	31,039	23,743	\$ 6,116	\$ 6,969	\$ 7,528	\$ 6,116
1968	254.9	43,277	31,755	25,250	19,133	50,073	38,691	32,576	25,217	6,422	7,225	8,028	6,193
1969	243.2	44,024	32,010	25,563	19,957	50,688	39,926	33,267	25,818	6,741	7,594	8,426	6,434
1970	229.6	43,266	31,802	25,302	20,457	50,218	39,002	33,196	26,303	7,026	7,853	8,680	6,716
1971	218.2	43,282	31,161	25,152	20,788	50,062	39,130	33,614	26,321	7,071	7,915	8,740	6,757
1972	210.6	43,028	31,407	25,518	21,136	50,205	39,725	33,993	26,359	7,109	7,962	8,777	6,786
1973	202.6	42,765	31,182	25,226	20,639	49,823	39,971	33,834	26,703	7,056	7,913	8,715	6,837
1974	185.9	41,076	29,636	23,855	19,934	47,670	38,782	33,443	26,264	6,793	7,629	8,399	6,592
1975	167.3	38,051	27,673	22,375	18,473	45,245	36,257	31,524	24,928	6,416	7,214	7,937	6,235
1976	156.3	38,761	28,232	22,856	18,936	46,554	37,437	32,323	25,671	6,413	7,214	7,932	6,230
1977	147.8	38,455	27,699	22,124	18,450	45,936	37,129	31,406	25,156	6,246	7,031	7,729	6,073
1978	138.4	37,966	27,255	21,903	18,028	45,509	36,832	30,751	24,713	6,510	7,270	7,737	6,187
1979	126.5	36,924	26,571	21,348	17,577	43,770	35,340	29,413	23,993	6,330	7,070	7,525	6,023
1980	111.6	34,890	25,064	20,166	17,004	41,475	32,912	27,595	22,441	5,974	6,677	7,108	5,683
1981	100.0	33,484	24,013	19,349	16,709	39,917	31,131	26,296	21,318	5,724	6,408	6,822	5,454
1982	91.9(est.)	33,399	23,569	19,387	16,876	39,666	31,466	26,178	21,428	5,633	6,311	6,716	5,368
Below High		24.1%	26.4%	24.2%	20.2%	21.7%	21.3%	23.0%	19.8%	20.8%	20.7%	23.5%	21.5%



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September 3, 1982

President C. Peter Magrath
202 Morrill Hall

Dear Peter:

I'm sure you have spent the summer gathering your energy; thus we will expect you to burst upon our scene Thursday afternoon with an enthusiastic State of the Union address. We are all looking forward to receiving a transfer of energy and renewed enthusiasm from you!

Perhaps you will also want to review with us the status of some of our continuing business, including anything new to be said about the biennial request, the Rajender consent decree business, searches, and collective bargaining.

We wish to discuss briefly with you our response to date to your letter of June 9 on quality of instruction. As always, we welcome the opportunity to hear and consider any issues and questions you wish to bring to our attention.

Sincerely,

Patricia B. Swan, Chair,
Senate Consultative Committee

PBS:mbp

implementation of decs. of University Senate



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1334 Eckles Avenue
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cc: SCC
7-29

July 12, 1982

President C. Peter Magrath
202 Morrill Hall

Dear Peter:

The Senate Consultative Committee customarily sends copies of the minutes of its meetings to each of the University Regents. Since significant SCC business is often considered during our monthly conversations with you, and important faculty business is often under discussion in the FCC meetings and the FCC's conversations with you, it has occurred to me that we could alert the Regents to the full range of matters the SCC is addressing if we customarily sent them the record of all four of these kinds of meetings. I would appreciate the opportunity for a brief conversation with you on this subject, at your convenience.

Sincerely,

A handwritten signature in cursive script that reads "Pat".

Patricia B. Swan, Chair,
Senate Consultative Committee

PBS:mbp

Cash Salaries
1981-82 vs. 1974-75

	9-10 Month Faculty				11-12 Month Faculty				Weighted Mean (D)
	Professor	Associate Professor	Assistant Professor	Instructor	Professor	Associate Professor	Assistant Professor	Instructor	
MINNESOTA									
1981-82	\$36,343	\$25,646	\$21,096	\$18,363	\$43,162	\$34,239	\$28,485	\$23,317	\$31,533
1974-75	22,744	16,541	13,374	11,042	27,044	21,672	18,843	14,900	20,034
Seven Year Increase-\$	13,599	9,105	7,722	7,321	16,118	12,567	9,642	8,417	11,499
-%	59.8%	55.0%	57.7%	66.3%	59.6%	58.0%	51.2%	56.5%	57.4%
OTHER BIG 10 PUBLICS-MEDIAN									
1981-82	\$36,074	\$26,513	\$21,935	\$17,433	\$44,289	\$33,438	\$27,434	\$20,963	\$31,526
1974-75	22,883	16,786	13,961	11,367	28,051	22,295	19,221	14,150	20,463
Seven Year Increase-\$	13,191	9,730	7,974	6,066	16,238	11,143	8,213	6,813	11,063
-%	57.6%	58.0%	57.1%	53.4%	57.9%	50.0%	42.7%	48.1%	54.1%
18 AAU PEER SCHOOLS (E) -MEDIAN									
1981-82	\$37,442	\$27,283	\$21,935	\$17,265	\$45,906	\$34,553	\$27,818	\$21,540	\$32,412
1974-75	23,261	17,085	14,111	11,105	28,379	22,428	18,987	14,268	20,635
Seven Year Increase-\$	14,181	10,198	7,824	6,160	17,527	12,125	8,831	7,272	11,777
-%	61.0%	59.7%	55.4%	55.5%	61.8%	54.1%	46.5%	51.0%	57.1%
9 SUNBELT SCHOOLS (F) -MEDIAN									
1981-82	\$35,867	\$27,839	\$21,637	\$16,850	\$42,988	\$35,830	\$28,632	\$21,728	\$31,894
1974-75	22,566	16,785	13,765	10,543	26,768	20,669	17,503	12,419	19,588
Seven Year Increase-\$	13,301	11,054	7,872	6,307	16,220	15,161	11,129	9,309	12,306
-%	58.9%	65.9%	57.2%	59.8%	60.0%	73.4%	63.6%	75.0%	62.8%

(D) Weighted by U/M rank and term distribution.

(E) Big 10, Chicago, Maryland, North Carolina, Oregon, Pittsburgh, Texas, Virginia, Washington, Cal-Berkeley.

(F) Alabama, Arizona, Georgia, Houston, North Carolina, Texas, Utah, Virginia.