

**Committee on Women in the University**  
**(*Faculty Policies & Procedures 6.56.*)**  
**Annual Report, 2015-2016**

**I. Statement of Committee Functions**

In February 2016, by unanimous vote, the committee updated language describing its membership. The Faculty Senate approved the committee's proposed amendments to *Faculty Policies & Procedures 6.56.* on 7 March 2016:

*Faculty Policies & Procedures*

6.56. WOMEN IN THE UNIVERSITY, COMMITTEE ON.

A. MEMBERSHIP: The Committee on Women in the University consists of the following members:

1. Six faculty members appointed by the faculty Committee on Committees for terms of three years
2. Six academic staff member appointed for terms of three years
3. Six university staff members appointed for terms of three years
4. One graduate student and one undergraduate student, appointed by the recognized student governance organization
5. One postdoctoral scholar (research associate, postdoctoral fellow, or postdoctoral trainee), appointed by the Office of Postdoctoral Studies (VCRGE)
6. The Vice Provost for Diversity & Climate and the director of the Office for Equity & Diversity, ex officio, non-voting
7. The chair shall be elected from among the faculty members appointed pursuant to section A.1. Academic staff appointed pursuant to A.2. may be elected to serve as co-chair. University staff appointed pursuant to A.3. may be elected to serve as co-chair.

B. FUNCTIONS:

1. Recommends to administrative offices and governance bodies changes in university priorities, policies, practices, and programs that would improve the status of women
2. Collaborates and consults with administrative offices and governance bodies to more fully support gender equity, employee engagement, an inclusive and respectful culture, and diversity
3. Evaluates and monitors the status of women employees at the university.

The committee's "Operating Procedures" (adopted 17 February 2016) and "Statement on Diversity in the Committee" (adopted December 1999 and updated 21 October 2015) are available upon request from the Office of the Secretary of the Faculty.

Associate Professor Natalia De Leon (Agronomy), Assistant Dean for Admissions & Financial Aid Rebecca Scheller (Law) and Program Assistant Advanced Confidential Kate O'Connor (Office for Equity & Diversity) are co-chairing the committee in 2015-2016.

**II. Current Activities**

The Committee on Women in the University values partnering with fellow governance committees and the university administration in an ongoing, collaborative effort to achieve gender equity and create inclusive environments for work and learning.

We are pleased to partner with women deans and the Office of Learning & Talent Development (formerly, the Office of Human Resource Development) in developing and presenting the annual Women & Leadership Symposium and related events.

### **Awards & Recognition:**

The committee congratulates recipients of UW System's Outstanding Women of Color in Education Award and UW-Madison's Outstanding Women of Color Awards, all of whom are prominent on campus and in the broader community for their notable professional accomplishments and efforts to achieve social justice:

UW System – 20<sup>th</sup> Annual Outstanding Women of Color in Education Award

Heather Johnson, Assistant Professor, Medicine (Cardiology)

UW-Madison – 8<sup>th</sup> Annual Outstanding Women of Color Awards

M. Adams, Co-Executive Director, Freedom, Inc.

Joselyn Diaz-Valdes, Senior Advisor, Office of Student Financial Aid

Lori Kido Lopez, Assistant Professor, Communication Arts

Esmerelda Rodriguez, Ph.D. candidate, Curriculum & Instruction

Emilie Songolo, Senior Academic Librarian, Memorial Library

Heather Johnson, Assistant Professor, Medicine (Cardiology)

Earlise Ward, Associate Professor, School of Nursing

Biographies for recipients of UW System's Annual Outstanding Women of Color in Education Award are posted on the UW System website: [www.wisconsin.edu/grants-awards/women-of-color/](http://www.wisconsin.edu/grants-awards/women-of-color/)

Brief introductions to 2015 UW-Madison Annual Outstanding Women of Color Award recipients are presented in Susannah Brooks' "Seven UW-Madison Women honored as 2015 Outstanding Women of Color" (2 October 2015): <http://news.wisc.edu/seven-uw-madison-women-honored-as-2015-outstanding-women-of-color/>

The committee joins the Women Faculty Mentoring Program in applauding outstanding mentoring of women assistant professors:

2015 Slesinger Award for Excellence in Mentoring

Elizabeth Mertz, Professor, Law

Professor Mertz received a \$2,500 award from the Women's Philanthropy Council, which has generously supported the Slesinger Award since 2004.

The committee congratulates former member Sharon Long, Professor, Soil Science, who received the College of Agricultural & Life Sciences 2016 Equity and Diversity Award.

Finally, the committee acknowledges and thanks one man and one woman honored as "champions for women" by the Women's Philanthropy Council:

2015 Champion Awards

Robert N. Golden, Robert Turell Professor in Medical Leadership,

Dean, School of Medicine & Public Health, and Vice Chancellor for Medical Affairs

Lori DiPrete Brown, Associate Director for Education and Engagement, Global Health Initiative and Director, UW-Madison 4W Initiative

This award provides an opportunity for each recipient to designate a Women's Philanthropy Council gift of \$5,000 to a campus initiative of his or her choice.

Additional details are available in a press release by UW Foundation's Ben Corey, "Two members of UW community honored for advancing status of women" (7 April 2016): [news.wisc.edu/two-members-of-uw-community-honored-for-advancing-status-of-women/](http://news.wisc.edu/two-members-of-uw-community-honored-for-advancing-status-of-women/)

### **Diversity & Inclusion:**

In January 2016, Vice Provost and Chief Diversity Officer Patrick Sims presented an overview of Diversity Framework recommendations being implemented in 2016-2018 and shared recent

accomplishments of each Division of Diversity, Equity & Educational Achievement program. Having observed that ten-year plans often go through a “boom & bust” cycle, with lots of activity in the first 2-3 years and waning attention and effort mid-cycle, a key goal for Vice Provost Sims and colleagues implementing UW-Madison’s Diversity Framework is to build in sustained conversation, momentum, and morale. There is a strong focus on communication and alignment, with new ways of engaging multiple stakeholders, including shared governance committees. [R.E.E.L. Change](#) describes how five goals will be implemented in three year cycles, with two initiatives being introduced each year.

Research & Program Associate Torsheika Maddox, who represents the division as an ex officio member of the Committee on Women, is leading one key initiative, the *Diversity Inventory Project (DIP)*, envisioned as a database that will provide ready access to information about diversity and inclusion-related groups, projects/programs and events at UW-Madison. CWU members and friends were invited to offer ideas and perspectives on what kinds of information would be most helpful to include at campus information and feedback sessions held in February 2016.

Research & Program Associate Jacqui Scott-Papke is leading a second key initiative, to design a campus climate survey that will be fielded in Fall 2016. She is collaborating with campus stakeholders including WISELI, the Office of Academic Planning & Institutional Research, and the Office of Human Resources.

A third key initiative of the Office of the Vice Provost & Chief Diversity Officer is to author a campus diversity statement complementing the university’s strategic framework and vision. A working group with representation from the Campus Diversity & Climate Committee (CDCC), Equity & Diversity Committee Chairs, and Multicultural & Disadvantaged Coordinators is developing a draft statement, based on shared values identified at a December 2015 joint meeting of these committees. The draft will be refined in consultation with shared governance bodies.

### **Early Childhood Care & Education:**

The Committee on Women remains committed to the goal of protecting and building UW-Madison’s early childhood care and education capacity, with an emphasis on sustainably resourcing programs and services, and better coordinating efforts to build collaboration and capacity. In recent years, the committee has been particularly concerned about affordable access to high quality early childhood care and education and has advocated for additional infant and toddler care options for faculty, staff, and students.

In May 2015, the Committee on Women and University Child Care Committee sent a joint letter to Chancellor Rebecca Blank, Provost Sarah Mangelsdorf, and Vice Chancellor for Finance & Administration Darrell Bazzell, requesting their active engagement in developing a campus-level plan to protect and build high quality child care capacity at UW-Madison. Chancellor Blank, Provost Mangelsdorf, and Vice Chancellor Bazzell replied, inviting the committees to propose how the university might best proceed in better coordinating efforts to build collaboration and capacity.

In 2015-2016, a joint working group with membership from both committees studied available data, consulted key stakeholders, including work group member and Office of Child Care & Family Resources Director Cigdem Unal; Associate Vice Chancellor for Facilities Planning & Management Bill Elvey; Space Management Director Doug Rose; UW Housing Director Jeff Novak; Professor & Chair of Human Development & Family Studies Janean Dilworth Bart, who recently led a task force charged to develop a centennial vision for the School of Human Ecology’s Preschool Laboratory; and the UW-Madison Campus Child Care Directors. The work group evaluated demand for programming and services at existing campus centers and sought information about the comparative costs of building, renovating, and leasing space for early childhood programs. In April 2016, the work group requested feedback from the full committee on a proposal to charter a campus level team, led by the

Provost and Vice Chancellor for Finance & Administration that would formulate a strategy for protecting existing centers, building capacity over the next decade, and identifying viable alternatives to relying primarily on tuition increases to support rising operating costs.

### **Parental Leave for Students:**

In October 2015, Assistant Dean Tonya Schmidt (Division of Student Life) presented information about Title IX efforts at UW-Madison and a draft document outlining recommended practices related to parental leave for students. The premise underlying this effort is that pregnancy and parental status should not be a barrier to academic access and success. The committee discussed how to meet the needs of multiple audiences, including students, instructors, and administrators, with a policy solution or information/education campaign, and offered suggestions about the scope and content of a parental leave policy. In February 2016, the committee followed up by discussing family-related leave with recently appointed Title IX Coordinator David Blom.

### **Policy on Children in the Workplace:**

In December 2015, at a joint meeting of the Committee on Women in the University and the University Child Care Committee, members provided the first shared governance review of a draft UW-Madison *Children in the Workplace* policy. The policy was developed in response to a UW System requirement that member campuses adopt a policy providing guidance on the conditions under which an employee may bring a child or children into the workplace. Several campuses adopted UW System's template policy. UW-Madison's project team reviewed the template and developed a policy tailored to our campus, in consultation with a large number of stakeholders including administrative offices, advisory committees, and shared governance groups. The policy positions UW-Madison as a family-friendly university that supports work-life integration by affording appropriate flexibilities to employees. Committee members suggested that managers extend latitude to parents, especially in the period following birth or adoption; articulating an appeal process; and providing managers a context for making decisions about limiting or disallowing the presence of children in the workplace, focusing on policy goals of protecting safety, health, and an undisrupted environment for work and learning.

### **Retirement Planning:**

In April, Department of Employee Trust Funds Deferred Compensation Director Shelly Schueller and Legislative Liaison Tarna Hunter visited the committee and described the genesis and accomplishments of a program called *EMPOWER: Embracing & Promoting Options for Women to Enhance Retirement*. This state-wide campaign was designed with grant funding from the Social Security Administration by ETF, Wisconsin's Deferred Compensation Program, and UW-Madison's Center for Financial Security. By sharing pertinent data and encouraging women of all ages to plan actively and early for retirement, the campaign seeks to reduce the percentage of elderly women living in poverty. The *EMPOWER* team's initial research shows that there are 6 million more women than men over the age of 65, and 75% of individuals over the age of 85 are women. In Wisconsin, nearly two-thirds of all households in poverty are headed by single women and, among older adults, women are more than twice as likely as men to live in poverty. In the cohort of individuals who have retired from state employment, women's average WRS annuities are approximately 20% lower than men's. Many women forego wages due to caregiving obligations and many experience significant costs for long-term care. For all of these reasons, the *EMPOWER* team encourages women to familiarize themselves with a variety of retirement income sources, to calculate how much money they will need in retirement, and to take advantage of supplementary saving programs as well as WRS Retirement and Social Security.

### **Sexual Assault and Sexual Misconduct:**

As an EVOC (End Violence on Campus) partner, the committee remains committed to preventing and

addressing sexual assault and harassment.

In November 2015, Bret Payseur provided an overview of the AAU Sexual Assault Survey Task Force report and recommendations and presented a draft resolution promoting implementation of the task force recommendations, which the committee endorsed. To date the resolution has been endorsed by the Committee on Women in the University, the Committee for GLBTQ People in the University, the Campus Diversity & Climate Committee, the Faculty Senate, the Academic Staff Assembly, and the University Staff Congress.

In December 2015, Violence Prevention Specialist Molly Zemke provided an update on efforts to develop new prevention education programming and resources for employees, including a web-based educational program: [www.uhs.wisc.edu/assault/grademployee](http://www.uhs.wisc.edu/assault/grademployee)

Committee members expressed concern about survey findings – particularly, the high rates of sexual harassment and misconduct experienced by graduate students, gender non-conforming individuals, and women of color – and support for task force recommendations. Resources are needed for prevention education, support services for survivors, and coordination of efforts.

In Spring 2016, Molly Zemke invited committee members to participate in a 21-24 June instructor certification program. Certified facilitators will help present the Green Dot bystander intervention curriculum to a variety of audiences including new Greek students, student athletes, marching band members, and University Housing student staff.

#### **Women & Leadership Symposium:**

The Committee on Women continues to partner with women deans, the Office of Learning & Talent Development, the Women's Philanthropy Council, and others to present the *UW-Madison Women & Leadership Symposium* each summer. Co-chair Natalia DeLeon will provide welcome remarks at the 2016 symposium, to be held on Thursday, 7 July.

The committee thanks the Women's Philanthropy Council for continuing to underwrite the symposium and for sponsoring follow-up "Coffee & Conversation" programming presented by the Office of Learning & Talent Development and UW-Madison's women deans. Since 2010, the Women's Philanthropy Council has generously provided \$60,000 in support. The council voted in October 2015 to provide an additional \$39,000 in support between 2016 and 2021.

### **III. Data on Women Faculty & Staff**

The committee thanks Distinguished Policy & Planning Analyst Margaret Harrigan for her help in obtaining and interpreting institutional data on women academic staff and faculty, and the Office of Academic Planning and Institutional Research for providing both current and historic data on gender and race/ethnicity in the university's Data Digest: <https://apir.wisc.edu/datadigest>

Readers will find additional information about data provided to the committee on the APIR website (<https://apir.wisc.edu/diversity-faculty.htm>), including memos from Margaret Harrigan regarding

"Data on Women and Minority Faculty and Staff at UW-Madison" (31 August 2015):  
[apir.wisc.edu/facultystaff/CWU\\_faculty\\_and\\_staff\\_trends\\_2015\\_final.pdf](https://apir.wisc.edu/facultystaff/CWU_faculty_and_staff_trends_2015_final.pdf)

The Committee on Women in the University continues to monitor the percentage of women in the University of Wisconsin-Madison's workforce (*Appendix 1*):

<b>Women Employed at UW-Madison</b>	<b>1990-1991</b>	<b>2014-2015</b>	<b>2015-2016</b>
Faculty	18%	33.4%	34%
Executive/Director/Administrator (Academic Staff)	38.8%	48.7%	50.4%
Academic Staff	49.1%	54%	54.2%
University Staff	55.6%	50.9%	50%
Employees in Training (including post-doctoral fellows)	26.6%	43.6%	44.4%
Graduate Assistants	34.5%	43.2%	43.3%
<b>Total</b>	<b>41.8%</b>	<b>48%</b>	<b>48.1%</b>

The percentage of women in the faculty has increased from 15.2% in 1987 to 34% in 2015. In 1987, fewer than 9% of faculty holding the title of professor were women; today, 28% of faculty at this rank are women. 41% of associate professors and 44% of assistant professors are women (*Appendix 5*).

In 1987, 6.2% of faculty were Black, Asian, Native American, or Hispanic. Today 19.6% of faculty come from these historically underrepresented groups. Within this cohort, the percentage holding the rank of professor has risen from 5% in 1987 to 16.4% in 2015. 23% of associate professors and 25.3% of assistant professors are members of underrepresented groups (*Appendix 6*).

Among 35 women and 48 men hired at the rank of assistant professor in 2006-2007, the most recent year for which these data are available, 83% of the women and 81% of the men were tenured within nine years (*Appendix 7*). In this same cohort, 78% of minority faculty and 83% of non-minority faculty were tenured (*Appendix 8*). Women and men in the social studies remain significantly less likely to win tenure than their peers, with an tenure rate of only 61% for faculty hired between 2000-01 and 2006-07, compared to 80% in the arts & humanities, 76% in the biological sciences, and 83% in the physical sciences (*Appendix 9*). A 2015 study at Pennsylvania State University compared tenure rates for tenure-track faculty hired in 2007-08 at thirteen major research universities, including UW-Madison. About 76% of UW-Madison tenure-track faculty were promoted to tenure within the time period, compared to 64% at the other institutions studied, and UW-Madison reported higher tenure rates for men, women, minority and non-minority faculty (*Appendix 10*).

Overall, including executive appointments, 54% of academic staff are women. 46.6% of instructional academic staff and 41.6% of research doctoral academic staff are women (*Appendix 1*). In this same cohort, 13.3% of academic staff identify as Black, Asian/Pacific Islander, American Indian, Hispanic, or two or more races. 12% of instructional academic staff and 21.9% of research doctoral academic staff belong to these historically underrepresented groups (*Appendix 2*).

In 1988, 38% of academic staff executive positions were held by women; today, 50.4% of these positions are held by women, with 12.4% held by people of color (*Appendices 1, 2*).

Among university staff, 43.7% of FLSA exempt ("salaried") positions and 52.3% of FLSA non-exempt ("hourly") positions were held by women in 2015 (*Appendix 1*). 8.5% of FLSA exempt positions and 16.8% of FLSA non-exempt positions are held by employees identifying as Black, Asian/Pacific Islander, American Indian, Hispanic, or members of two or more races (*Appendix 2*).

To ensure regular review of data related to all three of the major employment categories, the committee has asked to see some core data each year and some data focusing more specifically on issues of particular interest or concern to faculty, academic staff, or university staff, with the focus rotating among these three employment groups. The committee remains committed to reviewing longitudinal data, rather than 1-year “snapshots.”

This year’s special focus is median salaries for Category A and Category B academic staff. The data do not reveal significant differences in median salaries for Category A academic staff title series. However, within the set of Category B title series reviewed, committee members noted that median salaries look quite different for men and women in senior lecturer and senior scientist positions (*Appendices 16, 17*). A classification and compensation study undertaken system-wide over the next 18 months to two years should help elucidate whether observed differences stem from salary inequities or reflect differences in factors such as whether or not an individual employee holds a PhD, how much time has elapsed since the employee’s highest degree was earned, the amount of time an individual has spent in a given position or at a given rank, and other variables.

### **III. Current and Future Issues or Concerns**

In 2016-2017, the committee will focus on:

- Diversity & Inclusion initiatives
- Early Childhood Care & Education
- Title IX efforts
- Data on University Staff
- and priorities identified by the committee in Fall 2016.

## V. Committee Membership

### Committee on Women in the University, 2015-2016

		Member	Term
		<u>Since</u>	<u>Ends</u>
<u>Faculty:</u>			
Roseanne Clark	Psychiatry	2015	2018
Natalia de Leon (co-chair)	Agronomy	2010	2016
Gail Geiger	Art History	Fall 2015	
Bret Larget	Botany and Statistics	2015	2018
Katherine Magnuson	School of Social Work	2010	2016
Bret Payseur	Genetics	2015	2016
<u>Academic Staff:</u>			
Randi Cartmill	Surgery	2010	2016
Heidi Lang	Wisconsin Union: Social Education Office	2014	2017
Kelly Mallon	College of Letters & Science Dean's Office	2010	2016
Lori Scroggs	Office of Quality Improvement	2015	2016
(filling the seat of Tina Hatch, International Student Services/Student Life, on leave)			
Rebecca Scheller (co-chair)	Law	2012	2018
Nancy Schultz-Darken	Primate Research Center	2012	2018
<u>University Staff:</u>			
Antoinette Coles	University Marketing	2014	2017
Tina Hunter	Sociology	2014	2017
Chris Lalande	DoIT Academic Technology	2014	2018
Kate O'Connor (co-chair)	Office for Equity & Diversity	2014	2017
Angela Thorp	Computer Sciences	2014	2016
Carrie Tobin	School of Nursing	2014	2018
<u>Post-Doctoral Fellow:</u>			
Katie Brenner		2014	2016
<u>Students:</u>			
Rachel Feldman (graduate student)		2014	2016
Tori Varland (undergraduate student)		Spring 2015	
<u>Ex-Officio/Non-Voting:</u>			
Patrick Sims	Office of the Provost, Diversity & Climate	2013	
Torsheika Maddox (designee)	Office of the Vice Provost & CDO	2015	2016
Luis Piñero	Office for Equity & Diversity	1999	
Susan Nelson (designee)	Office for Equity & Diversity	2006	2016
<u>Staff:</u>			
Lindsey Stoddard Cameron	Office of the Secretary of the Faculty	1996	

**[See also the appendices to this report \(link\)](#)**



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**APPENDICES**

**Appendix 1**

**Headcount of Faculty & Staff by Gender**

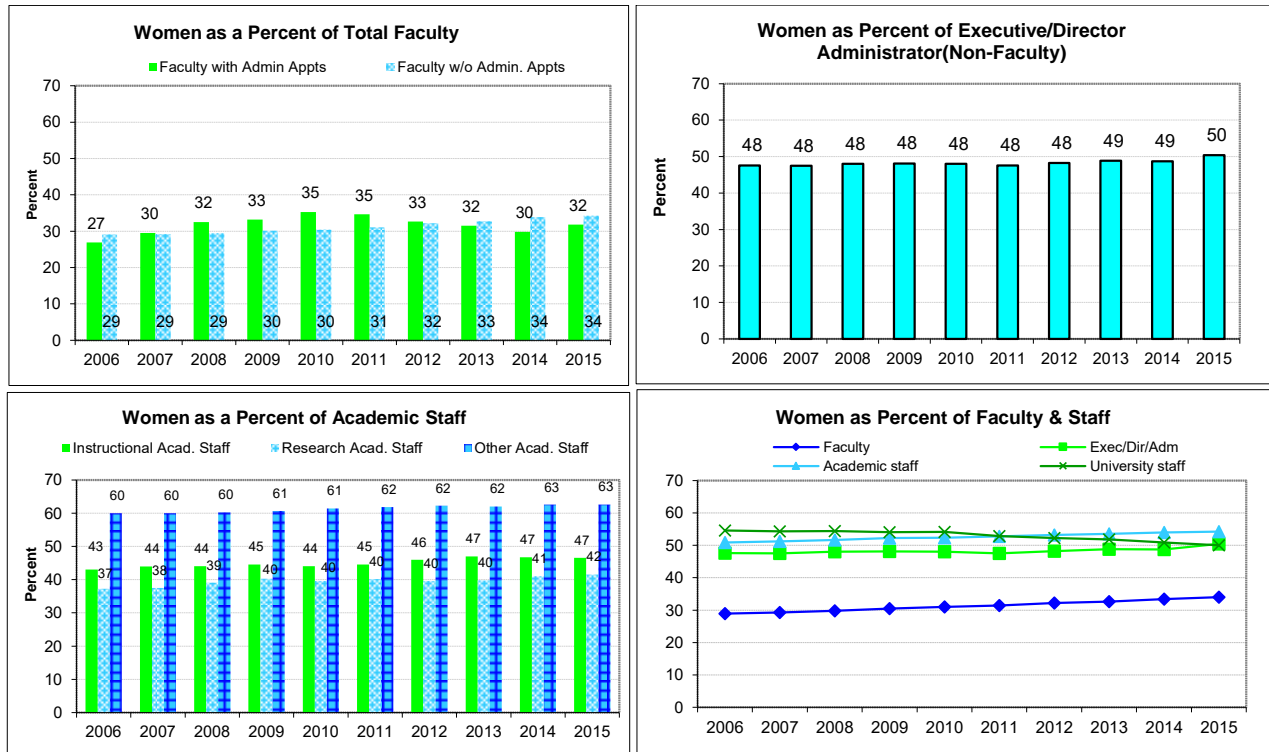
		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Faculty</b>	Women	639	643	648	663	674	671	700	714	742	750
	Men	1,571	1,555	1,530	1,512	1,503	1,464	1,473	1,475	1,478	1,455
	<b>Total</b>	<b>2,210</b>	<b>2,198</b>	<b>2,178</b>	<b>2,175</b>	<b>2,177</b>	<b>2,135</b>	<b>2,173</b>	<b>2,189</b>	<b>2,220</b>	<b>2,205</b>
Faculty with Administrative Appointments	Women	64	67	76	79	84	78	77	76	71	71
	Men	174	160	158	159	154	147	159	165	167	152
	<b>Total</b>	<b>238</b>	<b>227</b>	<b>234</b>	<b>238</b>	<b>238</b>	<b>225</b>	<b>236</b>	<b>241</b>	<b>238</b>	<b>223</b>
Faculty without Administrative Appointments	Women	575	576	572	584	590	593	623	638	671	679
	Men	1,397	1,395	1,372	1,353	1,349	1,317	1,314	1,310	1,311	1,303
	<b>Total</b>	<b>1,972</b>	<b>1,971</b>	<b>1,944</b>	<b>1,937</b>	<b>1,939</b>	<b>1,910</b>	<b>1,937</b>	<b>1,948</b>	<b>1,982</b>	<b>1,982</b>
<b>Executive/Director/Administrator(Non-Faculty)</b>	Women	179	182	186	192	197	193	205	210	212	231
	Men	197	201	201	207	213	213	220	220	223	227
	<b>Total</b>	<b>376</b>	<b>383</b>	<b>387</b>	<b>399</b>	<b>410</b>	<b>406</b>	<b>425</b>	<b>430</b>	<b>435</b>	<b>458</b>
<b>Academic Staff</b>	Women	3,401	3,498	3,609	3,724	3,833	3,836	3,930	3,999	4,116	4,224
	Men	3,285	3,328	3,376	3,397	3,484	3,429	3,453	3,467	3,501	3,566
	<b>Total</b>	<b>6,686</b>	<b>6,826</b>	<b>6,985</b>	<b>7,121</b>	<b>7,317</b>	<b>7,265</b>	<b>7,383</b>	<b>7,466</b>	<b>7,617</b>	<b>7,790</b>
Instructional Academic Staff	Women	871	901	942	973	981	981	1,057	1,084	1,093	1,103
	Men	1,152	1,147	1,197	1,210	1,244	1,221	1,242	1,223	1,246	1,264
	<b>Total</b>	<b>2,023</b>	<b>2,048</b>	<b>2,139</b>	<b>2,183</b>	<b>2,225</b>	<b>2,202</b>	<b>2,299</b>	<b>2,307</b>	<b>2,339</b>	<b>2,367</b>
Research Doctoral Academic Staff	Women	439	450	467	485	499	512	510	511	535	541
	Men	739	750	728	720	762	763	777	773	768	761
	<b>Total</b>	<b>1,178</b>	<b>1,200</b>	<b>1,195</b>	<b>1,205</b>	<b>1,261</b>	<b>1,275</b>	<b>1,287</b>	<b>1,284</b>	<b>1,303</b>	<b>1,302</b>
Other Academic Staff	Women	2,091	2,147	2,200	2,266	2,353	2,343	2,363	2,404	2,488	2,580
	Men	1,394	1,431	1,451	1,467	1,478	1,445	1,434	1,471	1,487	1,541
	<b>Total</b>	<b>3,485</b>	<b>3,578</b>	<b>3,651</b>	<b>3,733</b>	<b>3,831</b>	<b>3,788</b>	<b>3,797</b>	<b>3,875</b>	<b>3,975</b>	<b>4,121</b>
<b>University Staff</b>	Women	2,829	2,843	2,866	2,904	2,929	2,779	2,777	2,774	2,680	2,522
	Men	2,353	2,385	2,399	2,462	2,481	2,473	2,534	2,575	2,590	2,519
	<b>Total</b>	<b>5,182</b>	<b>5,228</b>	<b>5,265</b>	<b>5,366</b>	<b>5,410</b>	<b>5,252</b>	<b>5,311</b>	<b>5,349</b>	<b>5,270</b>	<b>5,041</b>
Exempt University Staff	Women						691	688	699	665	573
	Men						830	847	886	876	739
	<b>Total</b>						<b>1,521</b>	<b>1,535</b>	<b>1,585</b>	<b>1,541</b>	<b>1,312</b>
Non-Exempt University Staff	Women						2,088	2,089	2,075	2,015	1,949
	Men						1,643	1,687	1,689	1,714	1,780
	<b>Total</b>						<b>3,731</b>	<b>3,776</b>	<b>3,764</b>	<b>3,729</b>	<b>3,729</b>
<b>Employees- in- Training</b>	Women	324	325	361	424	422	400	398	395	404	415
	Men	503	482	507	571	588	634	588	519	523	519
	<b>Total</b>	<b>827</b>	<b>807</b>	<b>868</b>	<b>995</b>	<b>1,010</b>	<b>1,034</b>	<b>986</b>	<b>914</b>	<b>927</b>	<b>934</b>
<b>Graduate Assistants</b>	Women	2,310	2,261	2,279	2,327	2,391	2,345	2,355	2,364	2,300	2,241
	Men	2,828	2,822	2,728	2,779	2,900	2,915	2,991	3,015	3,027	2,939
	<b>Total</b>	<b>5,138</b>	<b>5,083</b>	<b>5,007</b>	<b>5,106</b>	<b>5,291</b>	<b>5,260</b>	<b>5,346</b>	<b>5,379</b>	<b>5,327</b>	<b>5,180</b>
<b>Total</b>	<b>Women</b>	9,682	9,752	9,949	10,234	10,446	10,224	10,365	10,456	10,454	10,383
	<b>Men</b>	10,737	10,773	10,741	10,928	11,169	11,128	11,259	11,271	11,342	11,225
<b>Grand Total</b>	<b>Total</b>	<b>20,419</b>	<b>20,525</b>	<b>20,690</b>	<b>21,162</b>	<b>21,615</b>	<b>21,352</b>	<b>21,624</b>	<b>21,727</b>	<b>21,796</b>	<b>21,608</b>

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: October IADS and HRS data.

Notes: Non-duplicating headcount reported: An individual who holds multiple appointments is counted only once. If an individual holds more than one appointment category, that person is reported under the first appointment category that applies, according to the order given in the table. E.g., an individual with both instructional academic staff and other academic staff appointments is shown as instructional academic staff. LTEs, student and unclassified hourly workers are excluded. Prior to 2015, University Staff were called Classified Staff. Faculty with administrative appointments includes Dean, Associate or Assistant Dean, Department Chair, Academic Program Director, Chancellor, Provost, and Vice Provost. Research Academic Staff includes individuals holding Category B Research Title Series: Researcher, Scientist, Research Animal Veterinarian, Instrumentation Innovator, and Visiting Scientist. It does not include Category A Research Staff who assist in research such as Research Specialist.

**Appendix 1, continued:**



(continued)

## Appendix 2

Headcount of Faculty & Staff by Racial/Ethnic Categories  
(Federal Methodology)

		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Faculty</b>	Black/African American (only)	53	51	48	45	47	49	49	54	58	56
	Asian/Pacific Islander (only)	206	216	228	232	238	233	246	256	264	267
	American Indian (only)	12	13	13	12	10	9	9	8	6	7
	Hispanic (all races)	76	77	77	76	77	76	76	76	78	80
	White (only) or Unknown	1,863	1,841	1,812	1,810	1,793	1,754	1,776	1,779	1,794	1,773
	2 or more races (non-Hispanic)					12	14	17	16	20	22
	<b>Total</b>	<b>2,210</b>	<b>2,198</b>	<b>2,178</b>	<b>2,175</b>	<b>2,177</b>	<b>2,135</b>	<b>2,173</b>	<b>2,189</b>	<b>2,220</b>	<b>2,205</b>
Faculty with Administrative Appointments	Black/African American (only)	8	8	4	5	3	4	7	5	6	7
	Asian/Pacific Islander (only)	12	10	14	12	11	11	8	9	10	11
	American Indian (only)	1	1	1	1	2	2	2	0	0	0
	Hispanic (all races)	6	5	4	5	8	8	8	9	10	8
	White (only) or Unknown	211	203	211	215	210	211	207	216	210	197
	2 or more races (non-Hispanic)					4	4	4	2	2	0
	<b>Total</b>	<b>238</b>	<b>227</b>	<b>234</b>	<b>238</b>	<b>238</b>	<b>240</b>	<b>236</b>	<b>241</b>	<b>238</b>	<b>223</b>
Faculty without Administrative Appointments	Black/African American (only)	45	43	44	40	44	45	42	49	52	49
	Asian/Pacific Islander (only)	194	206	214	220	227	222	237	247	254	256
	American Indian (only)	11	12	12	11	8	7	7	8	6	7
	Hispanic (all races)	70	72	73	71	69	68	68	67	68	72
	White (only) or Unknown	1,652	1,638	1,601	1,595	1,583	1,543	1,570	1,563	1,584	1,576
	2 or more races (non-Hispanic)					8	10	13	14	18	22
	<b>Total</b>	<b>1,972</b>	<b>1,971</b>	<b>1,944</b>	<b>1,937</b>	<b>1,939</b>	<b>1,895</b>	<b>1,937</b>	<b>1,948</b>	<b>1,982</b>	<b>1,982</b>
<b>Executive/ Director/ Administrator</b>	Black/African American (only)	18	20	21	21	20	21	25	24	22	23
	Asian/Pacific Islander (only)	5	5	6	5	6	6	7	10	10	13
	American Indian (only)	3	2	2	2	3	2	2	2	1	3
	Hispanic (all races)	16	16	16	16	18	19	15	13	15	14
	White (only) or Unknown	334	340	342	355	361	357	375	378	384	401
	2 or more races (non-Hispanic)					2	1	1	3	3	4
	<b>Total</b>	<b>376</b>	<b>383</b>	<b>387</b>	<b>399</b>	<b>410</b>	<b>406</b>	<b>425</b>	<b>430</b>	<b>435</b>	<b>458</b>
<b>Academic Staff</b>	Black/African American (only)	110	111	109	124	119	125	132	132	132	142
	Asian/Pacific Islander (only)	503	517	556	553	565	562	588	591	584	593
	American Indian (only)	28	33	36	35	28	31	29	29	29	26
	Hispanic (all races)	137	135	147	149	147	153	156	160	165	182
	White (only) or Unknown	5,908	6,030	6,137	6,260	6,424	6,367	6,434	6,501	6,643	6,755
	2 or more races (non-Hispanic)					34	35	44	53	64	92
	<b>Total</b>	<b>6,686</b>	<b>6,826</b>	<b>6,985</b>	<b>7,121</b>	<b>7,317</b>	<b>7,273</b>	<b>7,383</b>	<b>7,466</b>	<b>7,617</b>	<b>7,790</b>
Instructional Academic Staff	Black/African American (only)	34	34	33	35	34	33	31	29	32	34
	Asian/Pacific Islander (only)	158	147	169	162	159	156	164	164	158	168
	American Indian (only)	5	6	9	10	5	5	7	7	7	5
	Hispanic (all races)	52	48	53	53	57	59	57	51	57	55
	White (only) or Unknown	1,774	1,813	1,875	1,923	1,962	1,942	2,029	2,038	2,064	2,084
	2 or more races (non-Hispanic)					8	8	11	18	21	21
	<b>Total</b>	<b>2,023</b>	<b>2,048</b>	<b>2,139</b>	<b>2,183</b>	<b>2,225</b>	<b>2,203</b>	<b>2,299</b>	<b>2,307</b>	<b>2,339</b>	<b>2,367</b>
Research Doctoral Academic Staff	Black/African American (only)	7	9	6	9	9	10	12	10	7	11
	Asian/Pacific Islander (only)	203	215	220	218	229	229	233	242	238	234
	American Indian (only)	1	1	2	2	2	2	2	2	3	3
	Hispanic (all races)	27	28	27	26	23	24	28	24	27	29
	White (only) or Unknown	940	947	940	950	995	1008	1008	1002	1022	1017
	2 or more races (non-Hispanic)					3	3	4	4	6	8
	<b>Total</b>	<b>1,178</b>	<b>1,200</b>	<b>1,195</b>	<b>1,205</b>	<b>1,261</b>	<b>1,276</b>	<b>1,287</b>	<b>1,284</b>	<b>1,303</b>	<b>1,302</b>
Other Academic Staff	Black/African American (only)	69	68	70	80	76	82	89	93	93	97
	Asian/Pacific Islander (only)	142	155	167	173	177	177	191	185	188	191
	American Indian (only)	22	26	25	23	21	24	20	20	19	18
	Hispanic (all races)	58	59	67	70	67	70	71	85	81	98
	White (only) or Unknown	3,194	3,270	3,322	3,387	3,467	3,417	3,397	3,461	3,557	3,654
	2 or more races (non-Hispanic)					23	24	29	31	37	63
	<b>Total</b>	<b>3,485</b>	<b>3,578</b>	<b>3,651</b>	<b>3,733</b>	<b>3,831</b>	<b>3,794</b>	<b>3,797</b>	<b>3,875</b>	<b>3,975</b>	<b>4,121</b>

(continued)

## Appendix 2, continued:

		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>University Staff</b>	Black/African American (only)	126	127	130	133	129	136	146	162	160	152
	Asian/Pacific Islander (only)	196	209	217	239	233	238	239	243	254	255
	American Indian (only)	17	20	16	18	16	14	18	17	14	14
	Hispanic (all races)	256	270	272	288	291	283	272	275	269	269
	White (only) or Unknown	4,587	4,602	4,630	4,688	4,713	4,552	4,606	4,619	4,521	4,302
	2 or more races (non- Hispanic)					28	29	30	33	52	49
	<b>Total</b>	<b>5,182</b>	<b>5,228</b>	<b>5,265</b>	<b>5,366</b>	<b>5,410</b>	<b>5,252</b>	<b>5,311</b>	<b>5,349</b>	<b>5,270</b>	<b>5,041</b>
<b>Exempt University Staff</b>	Black/African American (only)						24	25	26	23	22
	Asian/Pacific Islander (only)						65	64	67	64	54
	American Indian (only)						3	5	4	2	2
	Hispanic (all races)						31	28	27	28	23
	White (only) or Unknown						1,389	1,406	1,453	1,411	1,201
	2 or more races (non- Hispanic)						9	7	8	13	10
	<b>Total</b>						<b>1,521</b>	<b>1,535</b>	<b>1,585</b>	<b>1,541</b>	<b>1,312</b>
<b>Non- Exempt University Staff</b>	Black/African American (only)						112	121	136	137	130
	Asian/Pacific Islander (only)						173	175	176	190	201
	American Indian (only)						11	13	13	12	12
	Hispanic (all races)						252	244	248	241	246
	White (only) or Unknown						3,163	3,200	3,166	3,110	3,101
	2 or more races (non- Hispanic)						20	23	25	39	39
	<b>Total</b>						<b>3,731</b>	<b>3,776</b>	<b>3,764</b>	<b>3,729</b>	<b>3,729</b>
<b>Employees- in- Training</b>	Black/African American (only)	9	14	24	20	23	17	14	10	9	8
	Asian/Pacific Islander (only)	271	275	306	341	324	315	273	244	237	263
	American Indian (only)	1	1	0	0	2	2	1	1	5	3
	Hispanic (all races)	48	46	37	48	36	33	31	35	37	36
	White (only) or Unknown	498	471	501	586	625	674	663	614	625	609
	2 or more races (non- Hispanic)					0	0	4	10	14	15
	<b>Total</b>	<b>827</b>	<b>807</b>	<b>868</b>	<b>995</b>	<b>1,010</b>	<b>1,041</b>	<b>986</b>	<b>914</b>	<b>927</b>	<b>934</b>
<b>Graduate Assistants</b>	Black/African American (only)	127	147	141	147	140	145	142	145	133	128
	Asian/Pacific Islander (only)	1,412	1,345	1,327	1,398	1,257	1,270	1,319	1,351	1,386	1,384
	American Indian (only)	29	27	27	34	27	17	17	29	24	17
	Hispanic (all races)	265	273	260	255	268	262	273	294	299	296
	White (only) or Unknown	3,305	3,291	3,252	3,272	3,589	3,538	3,534	3,498	3,404	3,272
	2 or more races (non- Hispanic)					10	42	61	62	81	83
	<b>Total</b>	<b>5,138</b>	<b>5,083</b>	<b>5,007</b>	<b>5,106</b>	<b>5,291</b>	<b>5,274</b>	<b>5,346</b>	<b>5,379</b>	<b>5,327</b>	<b>5,180</b>
<b>Total</b>	Black/African American (only)	317	343	343	357	349	493	508	527	514	509
	Asian/Pacific Islander (only)	2,397	2,358	2,423	2,529	2,390	2,624	2,672	2,695	2,735	2,775
	American Indian (only)	73	76	78	83	70	75	76	86	79	70
	Hispanic (all races)	542	547	537	544	546	826	823	853	863	877
	White (only) or Unknown	11,908	11,973	12,044	12,283	12,792	17,242	17,388	17,389	17,371	17,112
	2 or more races (non- Hispanic)					58	121	157	177	234	265
<b>Grand Total</b>		<b>15,237</b>	<b>15,297</b>	<b>15,425</b>	<b>15,796</b>	<b>16,205</b>	<b>21,381</b>	<b>21,624</b>	<b>21,727</b>	<b>21,796</b>	<b>21,608</b>

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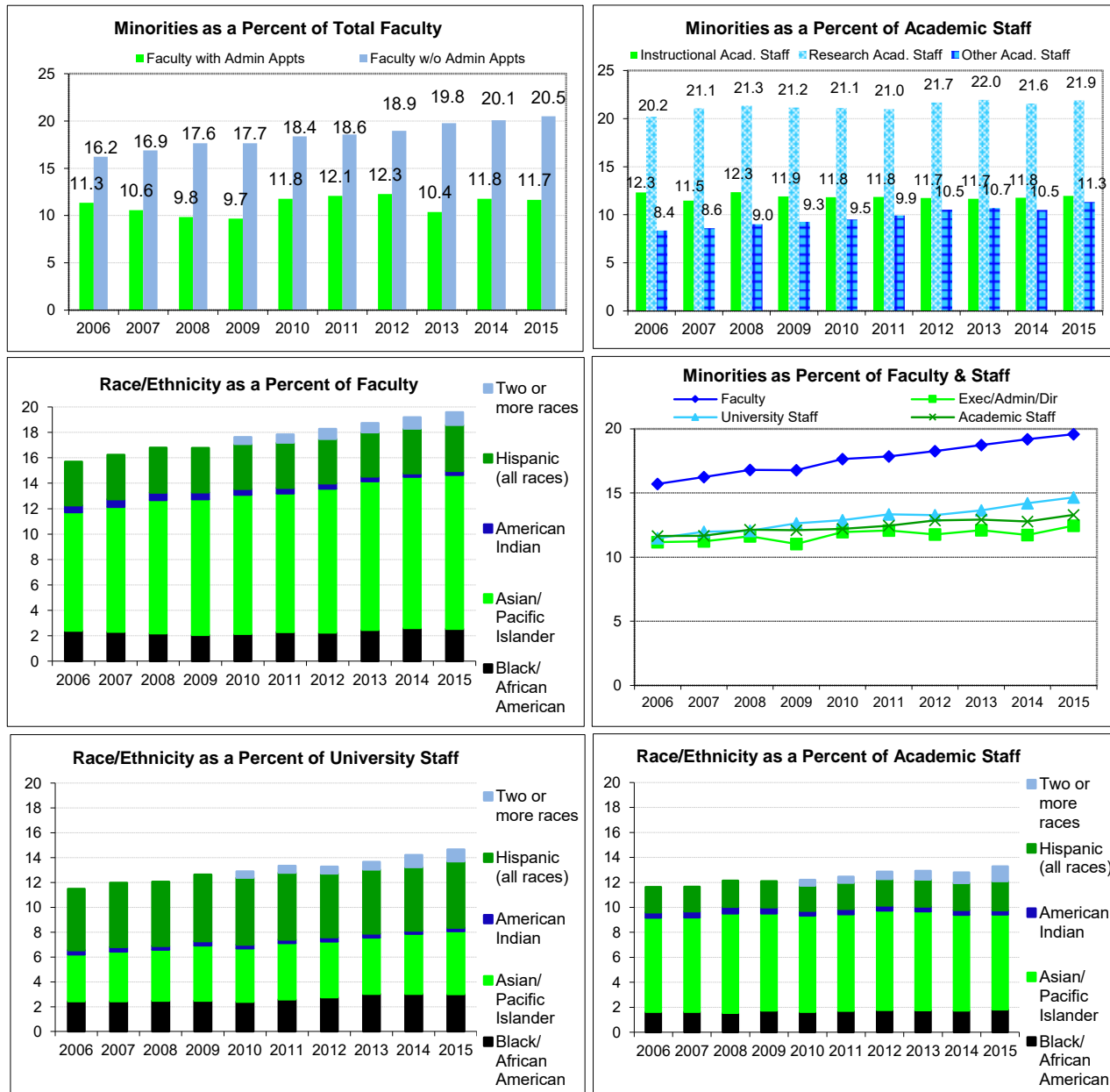
Source: October IADS and HRS data.

Notes: Non-duplicating headcount reported. If an individual holds more than one appointment category, that person is reported under the first appointment category that applies, according to the order given in the table. E.g., an individual with both Instructional Academic Staff and Other Academic Staff appointments is shown as Instructional Academic Staff. LTEs, student and unclassified hourly workers are excluded. Prior to 2015, University Staff were called Classified Staff. In the graphs, Academic Staff includes Executive/Director/Administrator, Instructional and Other Academic Staff.

Changes to Federal rules for the collection and reporting of race/ethnicity data are reflected in data for 2010 and later years. Employees are now asked a two-part question, asking first about Hispanic heritage and then about race. Unlike previous years, individuals may choose to report more than one race. Individuals who reported Hispanic heritage are counted as Hispanic, regardless of race. Those who report two or more races and do not indicate Hispanic heritage are reported in the two or more races category. Because of small numbers, individuals who identified as Native Hawaiian or Pacific Islanders are combined with Asians for this report. Individuals who choose not to report a racial/ethnic category are included with White/Unknown. For years prior to 2010, individuals were asked only one question and were allowed to choose only one racial/ethnic category: Black, Asian (including Native Hawaiian or Pacific Islander), American Indian,

(continued)

Hispanic, or White.  
**Appendix 2, continued:**



(continued)

## Appendix 3

## 2015 Headcount of Faculty &amp; Staff by Gender and Race/Ethnicity

	Faculty	Executive/ Director/ Administrator	Instructional Academic Staff	Research Academic Staff	Other Academic Staff	Exempt Classified Staff	Non-Exempt Classified Staff	Employee- in-Training	Graduate Assistants	Total
<b>Women</b>										
Black/African American (only)	29	12	15	4	54	6	60	5	69	254
Asian (only)	79	10	79	104	120	32	114	83	525	1,146
American Indian (only)	4	0	4	1	8	0	7	2	6	32
Hispanic (all races)	33	5	26	15	56	11	118	16	133	413
Pacific Islander (only)	1	0	1	0	1	0	1	1	1	6
White (only)	558	202	896	394	2,243	510	1,566	243	1,357	7,969
2 or more races (non-Hispanic)	11	1	12	3	42	6	20	9	48	152
Unknown	35	1	70	20	56	8	63	56	102	411
Total	750	231	1,103	541	2,580	573	1,949	415	2,241	10,383
Percent Minority	21%	12%	12%	23%	11%	10%	16%	28%	35%	19%
<b>Men</b>										
Black/African American (only)	27	10	19	7	43	16	70	3	58	253
Asian (only)	187	3	88	130	69	22	84	178	857	1,618
American Indian (only)	3	3	1	2	10	2	5	1	11	38
Hispanic (all races)	47	9	29	14	42	12	128	20	164	465
Pacific Islander (only)	0	0	0	0	1	0	2	1	2	6
White (only)	1,118	193	1,002	569	1,317	672	1,372	230	1,669	8,142
2 or more races (non-Hispanic)	11	4	9	5	21	4	19	6	35	114
Unknown	62	5	116	34	38	11	100	80	143	589
Total	1,455	227	1,264	761	1,541	739	1,780	519	2,939	11,225
Percent Minority	19%	13%	12%	21%	12%	8%	17%	40%	38%	22%
<b>Grand Total</b>	2,205	458	2,367	1,302	4,121	1,312	3,729	934	5,180	21,608
Percent Women	34%	50%	47%	42%	63%	44%	52%	44%	43%	48%
Percent Minority	19.6%	12.4%	12.0%	21.9%	11.3%	8.5%	16.8%	34.8%	36.9%	20.8%

Prepared by UW-Madison Office of Academic Research &amp; Institutional Planning

Source: October HRS data.

Notes: Non-duplicating headcount reported. LTEs, Student and Unclassified hourly workers excluded.

Employees are asked a two-part question, asking first about Hispanic heritage and then about race. Individuals may choose to report more than one race. Individuals who reported Hispanic heritage are counted as Hispanic, regardless of race. Those who report two or more races and do not indicate Hispanic heritage are reported in the two or more races category. Because of small numbers, individuals who identified as Native Hawaiian or Pacific Islanders are combined with Asians for this report. Individuals who choose not to report a racial/ethnic category are reported as Unknown.

(continued)

**Appendix 4****2014 Headcount of Faculty & Staff by Race/Ethnicity/Non-Resident Alien Status**

	Executive/ administrative		Instructional research		Other academic	Exempt classified	Non-Exempt classified	Employee- graduate		
	Faculty	Administrator	Staff	Staff	Staff	Staff	Staff	Training assistants		Total
Black	54	22	34	10	95	22	127	5	104	473
Asian/Pacific Islander	251	13	150	174	161	54	195	40	219	1,257
Native American	7	3	5	3	18	2	12	3	16	69
Hispanic	77	13	52	27	91	23	238	21	212	754
White	1,655	395	1,885	925	3,545	1,182	2,935	388	2,815	15,725
Two or more races	22	5	20	8	63	10	39	15	76	258
Unknown	88	6	171	42	87	19	159	63	28	663
Nonresident Alien	51	1	50	113	61	0	24	399	1,710	2,409
Total	2,205	458	2,367	1,302	4,121	1,312	3,729	934	5,180	21,608
<i>Percent Resident Minority</i>	18.6%	12.2%	11.0%	17.1%	10.4%	8.5%	16.4%	9.0%	12.1%	13.0%
<i>Percent Nonresident Alien</i>	2.3%	0.2%	2.1%	8.7%	1.5%	0.0%	0.6%	42.7%	33.0%	11.1%

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: October HRS data.

Notes: Non-duplicating headcount reported. LTEs, Student and Unclassified hourly workers excluded.

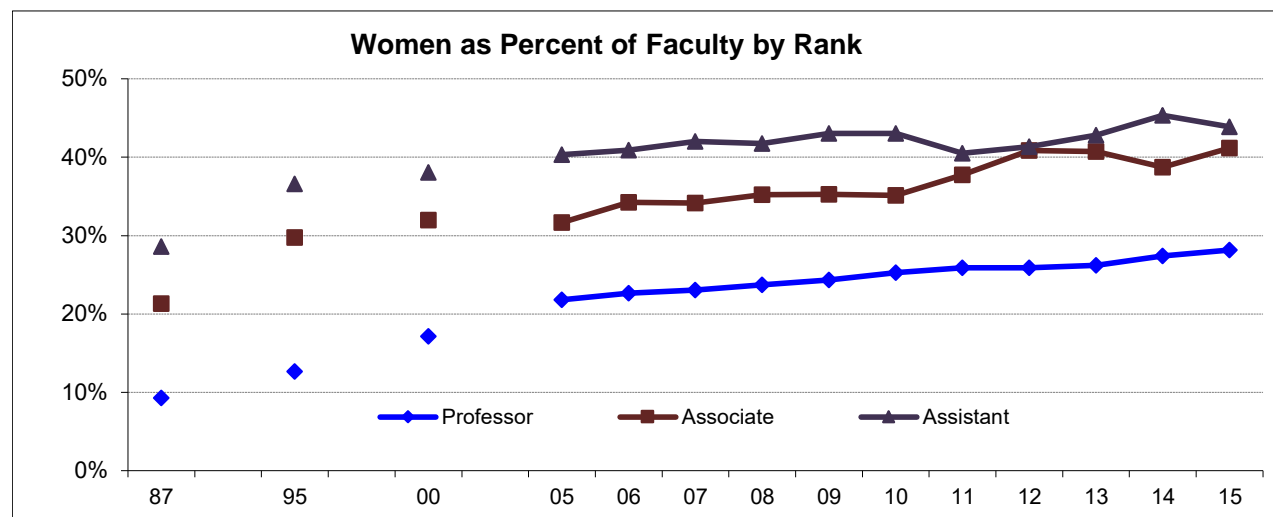
Employees are asked a two-part question, asking first about Hispanic heritage and then about race. Individuals may choose to report more than one race. Individuals who reported Hispanic heritage are counted as Hispanic, regardless of race. Those who report two or more races and do not indicate Hispanic heritage are reported in the two or more races category. Because of small numbers, individuals who identified as Native Hawaiian or Pacific Islanders are combined with Asians for this report. Individuals who choose not to report a racial/ethnic category are reported as unknown. Individuals with a non-permanent Visa status, regardless of race or ethnic heritage, are reported as Nonresident Alien.

(continued)

## Appendix 5

## Faculty Headcount by Rank &amp; Gender

		1987	1995	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Professor</b>	Women	140	181	233	291	298	303	307	312	324	322	329	338	363	370
	Men	1,366	1,248	1,127	1,044	1,019	1,012	987	969	959	922	942	952	961	944
	% Women	9%	13%	17%	22%	23%	23%	24%	24%	25%	26%	26%	26%	27%	28%
<b>Associate Professor</b>	Women	79	135	125	113	135	137	151	153	157	163	172	171	160	168
	Men	292	319	266	244	259	264	278	281	290	269	249	249	253	240
	% Women	21%	30%	32%	32%	34%	34%	35%	35%	35%	38%	41%	41%	39%	41%
<b>Assistant Professor</b>	Women	137	146	161	213	203	202	190	198	192	186	199	205	219	212
	Men	342	253	262	315	293	279	265	262	254	273	282	274	264	271
	% Women	29%	37%	38%	40%	41%	42%	42%	43%	43%	41%	41%	43%	45%	44%
<b>Instructor</b>	Women	2	0	0	0	3	1	0	0	1	0	0	0	0	0
	Men	2	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Faculty</b>	Women	358	462	519	617	639	643	648	663	674	671	700	714	742	750
	Men	2,002	1,820	1,655	1,603	1,571	1,555	1,530	1,512	1,503	1,464	1,473	1,475	1,478	1,455
	<b>Total</b>	2,360	2,282	2,174	2,220	2,210	2,198	2,178	2,175	2,177	2,135	2,173	2,189	2,220	2,205
<i>Women as % of Total</i>		15.2	20.2	23.9	27.8	28.9	29.3	29.8	30.5	31.0	31.4	32.2	32.6	33.4	34.0



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Source: October IADS and HRS data.

Notes: Madison Plan in 1988 and Strategic Hiring Initiative from 1997-2002 and 2003-present both had goals to increase women hires in underrepresented areas.

(continued)



## Appendix 6

## Faculty Headcount by Rank and Race/Ethnicity

	1987	1995	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Professor</b>														
Black	17	20	18	26	27	27	25	22	20	21	20	22	23	25
Asian/Pacific Islander	44	52	57	77	79	87	93	100	109	111	115	123	139	140
American Indian	0	3	3	3	3	3	3	3	2	3	3	4	4	4
Hispanic	14	21	29	35	32	29	32	32	34	36	36	38	38	39
Two or more races									6	6	6	6	7	8
Unknown								11	15	10	13	18	21	22
White	1431	1,333	1,253	1,194	1,176	1,169	1,141	1,113	1,097	1,057	1,078	1,079	1,092	1,076
<b>Associate</b>														
Black	5	10	11	7	5	6	8	7	8	6	8	10	9	8
Asian/Pacific Islander	20	25	31	39	51	51	60	57	58	51	58	66	60	57
American Indian	3	2	1	3	5	5	6	5	5	5	6	4	2	2
Hispanic	6	16	13	11	14	16	12	15	18	19	17	18	24	24
Two or more races									2	3	4	2	3	3
Unknown								10	13	14	16	20	18	16
White	337	401	335	297	319	323	343	340	343	334	312	300	297	298
<b>Assistant</b>														
Black	4	10	23	20	21	18	15	16	19	22	21	22	26	23
Asian/Pacific Islander	24	37	59	82	76	78	76	75	71	71	73	67	65	70
American Indian	0	3	2	5	4	5	4	4	3	1	0	0	0	1
Hispanic	9	15	17	30	30	31	35	29	25	21	23	20	16	17
Two or more races									4	5	7	8	10	11
Unknown								18	24	39	45	51	55	59
White	442	334	322	391	365	349	325	318	300	300	312	311	311	302
<b>Instructor</b>														
Black	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0	0	0	0	0
American Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Two or more races									0	0	0	0	0	0
Unknown									1	0	0	0	0	0
White	4	0	0	0	3	1	0	0	0	0	0	0	0	0
<b>Total Faculty</b>														
Black	26	40	52	53	53	51	48	45	47	49	49	54	58	56
Asian/Pacific Islander	88	114	147	198	206	216	229	232	238	233	246	256	264	267
American Indian	3	8	6	11	12	13	13	12	10	9	9	8	6	7
Hispanic	29	52	59	76	76	76	79	76	77	76	76	76	78	80
Two or more races									12	14	17	16	20	22
Unknown								39	53	63	74	89	94	97
White	2,214	2,068	1,910	1,882	1,863	1,842	1,809	1,771	1,740	1,691	1,702	1,690	1,700	1,676
<b>Total</b>	2,360	2,282	2,174	2,220	2,210	2,198	2,178	2,175	2,177	2,135	2,173	2,189	2,220	2,205
<i>Minority as % of Total</i>	6.2	9.4	12.1	15.2	15.7	16.2	16.9	16.8	17.6	17.8	18.3	18.7	19.2	19.6

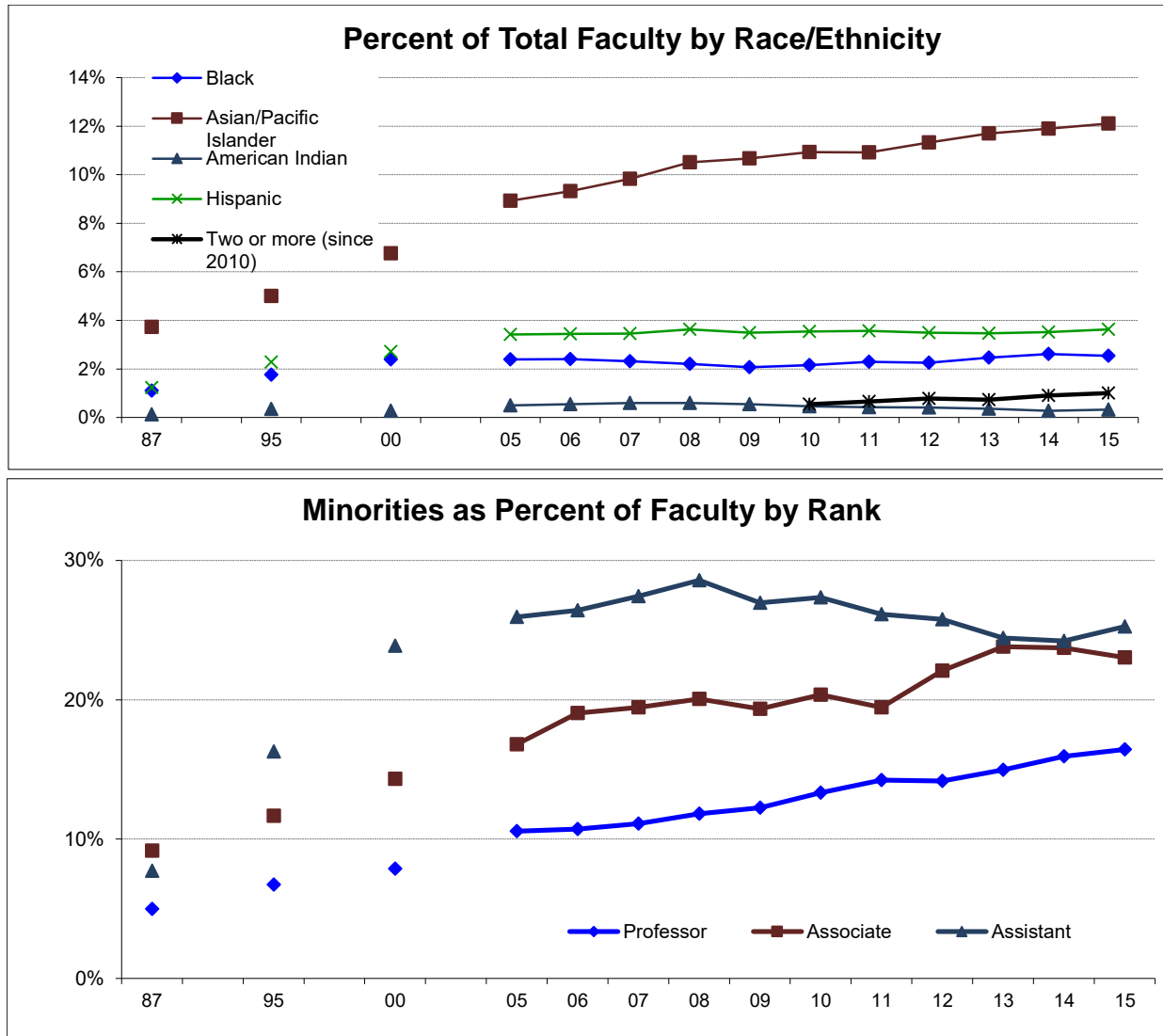
Prepared by UW-Madison Office of Academic Research &amp; Institutional Planning

Source: October IADS and HRS data.

Notes: Madison Plan operated from 1988-1993; Strategic Hiring Initiative ran from 1997-2002 and 2003-present. Both programs had goals to increase minority hires. In 2008 and prior years, "White" includes people who chose not to report their race/ethnicity. Changes to Federal rules for the collection and reporting of race/ethnicity data are reflected in data for 2010 and later years. Employees are now asked a two-part question, asking first about Hispanic heritage and then about race. Unlike previous years, individuals may choose to report more than one race. Individuals who reported Hispanic heritage are counted as Hispanic, regardless of race. Those who report two or more races and do not indicate Hispanic heritage are reported in the two or more races category. Because of small numbers, individuals who identified as Native Hawaiian or Pacific Islanders are combined with Asians for this report. For years prior to 2010, individuals were asked only one question and were allowed to choose only one racial/ethnic category: Black/African American, Asian (including Native Hawaiian or Pacific Islander), American Indian or Alaska Native, Hispanic, or White.

(continued)

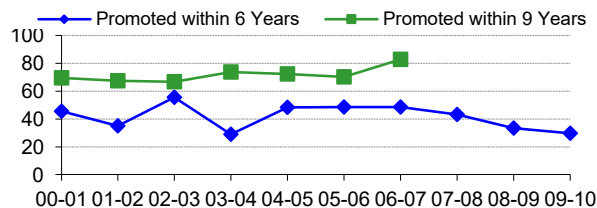
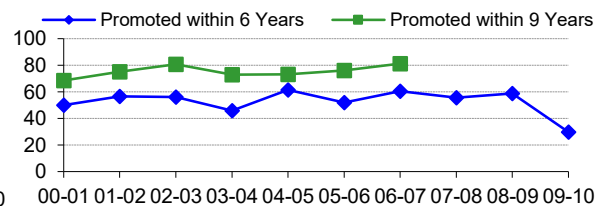
Appendix 6, continued:



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**Appendix 7****Faculty Tenure Promotions by Gender**

Entering Cohort	Women					Men				
	Total Hired	Percent After 6 Years:		Percent After 9 Years:		Total Hired	Percent After 6 Years:		Percent After 9 Years:	
		Promoted	Still Probationa	Promoted	Still Probationa		Promoted	Still Probationa	Promoted	Still Probationa
2000-01	46	46	28	70	4	76	50	28	68	1
2001-02	40	35	45	68	3	76	57	30	75	1
2002-03	36	56	25	67	6	57	56	25	81	0
2003-04	38	29	58	74	0	37	46	32	73	0
2004-05	29	48	34	72	0	52	62	15	73	0
2005-06	37	49	32	70	3	50	52	34	76	2
2006-07	35	49	40	83	0	48	60	35	81	2
2007-08	37	43	43			54	56	33		
2008-09	18	33	44			51	59	25		
2009-10	37	30	43			37	30	41		
Average		42	39	72	2		54	29	75	1

**Percent of Women Promoted to Tenure****Percent of Men Promoted to Tenure**

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: UW-Madison Tenure file and IADS.

Note: Includes only individuals hired as probationary faculty in 2008-09 or earlier. See Technical Note #9 for an explanation of how time to tenure is calculated. Four faculty hired between 2000-01 and 2006-07 were promoted after 9 years (shown as still probationary above).

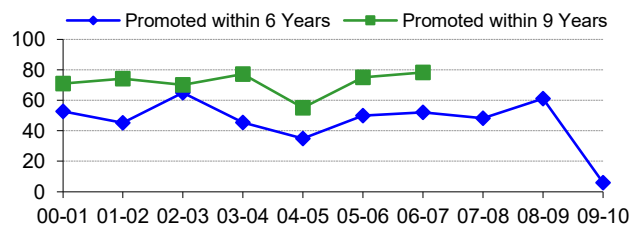
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## Appendix 8

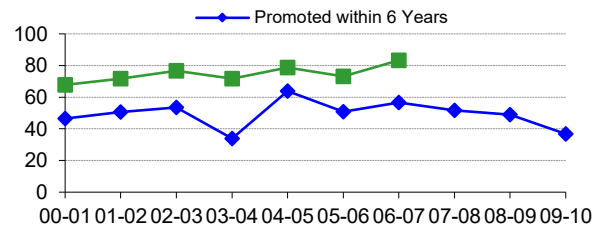
## Faculty Tenure Promotions by Minority Status

Entering Cohort	Total Hired	Minority				Non-Minority				
		Percent After 6 Years:		Percent After 9 Years:		Percent After 6 Years:		Percent After 9 Years:		
		Promoted	Still Probationa	Promoted	Still Probationa	Total Hired	Promoted	Still Probationa	Promoted	Still Probationa
2000-01	38	53	26	71	3	84	46	29	68	2
2001-02	31	45	35	74	0	85	51	34	72	2
2002-03	20	65	10	70	5	73	53	29	77	1
2003-04	22	45	41	77	0	53	34	47	72	0
2004-05	20	35	30	55	0	61	64	20	79	0
2005-06	20	50	30	75	0	67	51	34	73	3
2006-07	23	52	43	78	0	60	57	35	83	2
2007-08	29	48	45			62	52	34		
2008-09	18	61	28			51	49	31		
2009-10	17	6	65			57	37	35		
Average		43	32	72	1		50	32	74	2

Percent of Minority Faculty Promoted to Tenure



Percent of Non-Minority Faculty Promoted to Tenure



Prepared by UW-Madison Office of Academic Research &amp; Institutional Planning

Source: UW-Madison Tenure file and IADS.

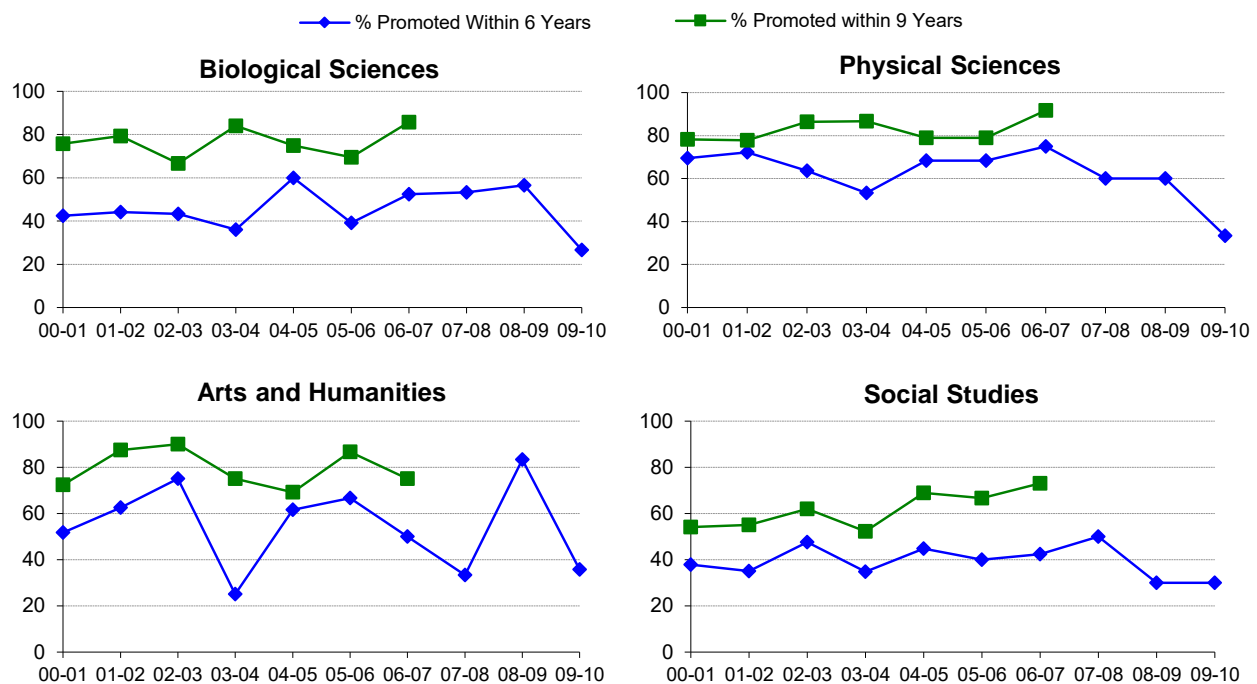
Note: Includes only individuals hired as probationary faculty in 2009-10 or earlier. Minority faculty include those who identified themselves as Black, Asian, Hispanic, American Indian, Pacific Islander, or two or more races. See Technical Note #9 for an explanation of how time to tenure is calculated. Four faculty hired between 2000-01 and 2006-07 were promoted after 9 years (shown as still probationary above).

(continued)

## Appendix 9

## Faculty Tenure Promotions by Divisional Committee Affiliation

Entering Cohort	Biological Sciences			Physical Sciences			Arts and Humanities			Social Studies		
	Total Hired	Percent Promoted within 6 Years	Percent Promoted within 9 Years	Total Hired	Percent Promoted within 6 Years	Percent Promoted within 9 Years	Total Hired	Percent Promoted within 6 Years	Percent Promoted within 9 Years	Total Hired	Percent Promoted within 6 Years	Percent Promoted within 9 Years
2000-01	33	42	76	23	70	78	29	52	72	37	38	54
2001-02	34	44	79	18	72	78	24	63	88	40	35	55
2002-03	30	43	67	22	64	86	20	75	90	21	48	62
2003-04	25	36	84	15	53	87	12	25	75	23	35	52
2004-05	20	60	75	19	68	79	13	62	69	29	45	69
2005-06	23	39	70	19	68	79	15	67	87	30	40	67
2006-07	21	52	86	24	75	92	12	50	75	26	42	73
2007-08	30	53		20	60		15	33		26	50	
2008-09	23	57		20	60		6	83		20	30	
2009-10	15	27		18	33		14	36		20	30	
Average	26	46	76	20	63	83	16	54	80	28	39	61



Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: UW-Madison Tenure file and IADS.

Note: Includes only individuals hired as probationary faculty in 2008-09 or earlier. See Technical Note #9 for an explanation of how time to tenure is calculated. Four faculty hired between 2000-01 and 2006-07 were promoted after 9 years (not shown).

(continued)

**Appendix 10****Tenure Achievement Rates at Peer Institutions for Tenure Track Entrants in 2007-08**

<b>Institution</b>	<b>All Entrants</b>		<b>Female</b>		<b>Male</b>		<b>Minority</b>		<b>Non-Minority</b>	
	<b>Count</b>	<b>Percent Tenured</b>	<b>Count</b>	<b>Percent Tenured</b>	<b>Count</b>	<b>Percent Tenured</b>	<b>Count</b>	<b>Percent Tenured</b>	<b>Count</b>	<b>Percent Tenured</b>
Private AAU - A	29	48%	12	33%	17	59%	7	43%	22	50%
Private AAU - B	84	65%	26	69%	58	64%	20	55%	64	69%
Michigan State University	101	78%	38	76%	63	79%	36	69%	65	85%
Purdue University	85	72%	34	62%	51	78%	32	88%	53	62%
Rutgers University	143	48%	53	26%	90	38%	61	48%	82	35%
University of Arizona	59	63%	25	60%	34	65%	25	52%	34	71%
Public AAU - A	57	84%	23	83%	34	85%	10	90%	47	83%
Public AAU - B	59	56%	25	60%	34	53%	14	29%	45	64%
University of Michigan	105	54%	29	59%	76	53%	30	47%	75	57%
University of Minnesota-Twin Cities	120	50%	50	42%	70	56%	39	54%	81	48%
University of Nebraska-Lincoln	233	79%	87	71%	146	83%	69	72%	164	81%
Penn State University	160	63%	67	52%	93	71%	61	59%	99	66%
University of Wisconsin-Madison	91	76%	37	76%	54	76%	29	79%	62	74%
<b>Total (excluding UW- Madison)</b>	1,235	64%	469	58%	766	66%	404	60%	831	65%

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: Data compiled by Penn State University from submissions by AAU Data Exchange institutions.

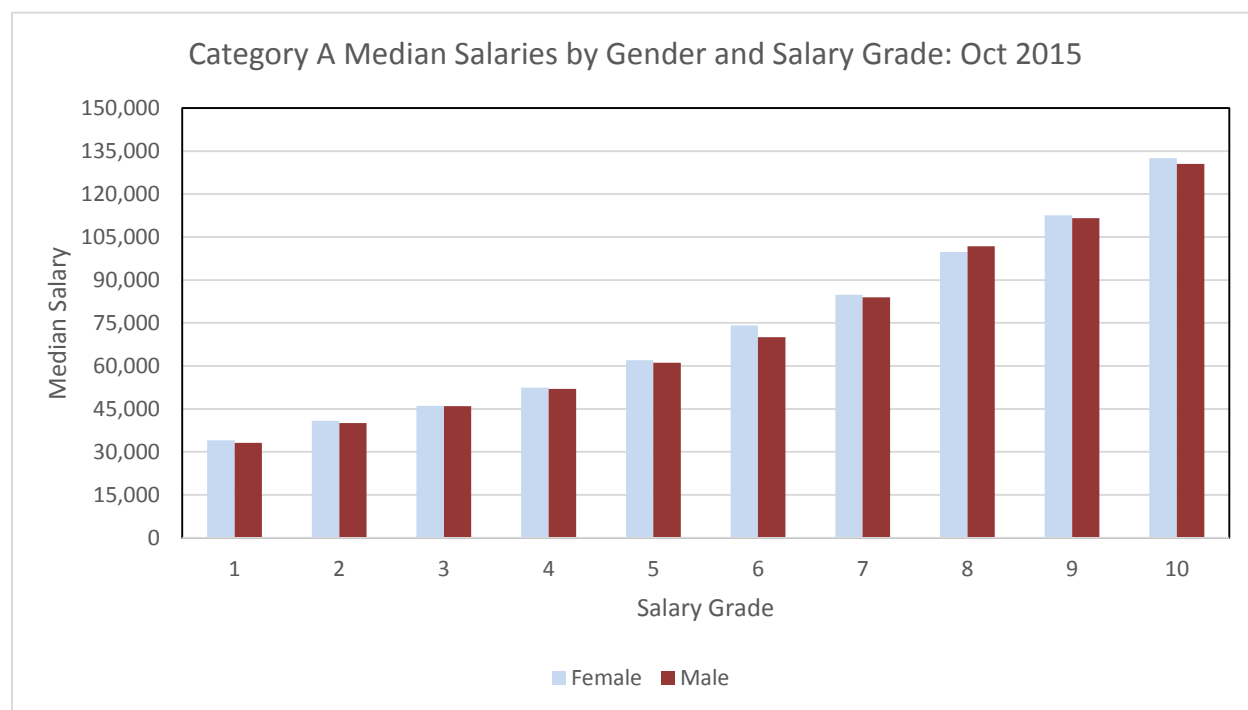
Notes: Includes all tenure-track faculty hired during 2007-08 and whether they had been awarded tenure by summer 2015. Several institutions requested their tenure rates be reported without identifying the name of the institution and are reported here as Public or Private AAU institutions only. Percent tenured includes those who were granted tenure and subsequently resigned. Those not granted tenure includes those who left voluntarily, were denied tenure, or were still in a tenure-track position.

(continued)

## Appendix 11

Category A Limited and Academic Staff:  
Median Salaries by Grade and Gender, October 2015

Salary Grade	Female			Male			Women as % of Total Position	Percent Difference in Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
1	199	34,000	0	124	33,104	0	62%	2.7%
2	261	40,804	2	119	40,000	2	69%	2.0%
3	430	46,040	2	161	45,918	2	73%	0.3%
4	535	52,365	2	185	52,025	2	74%	0.7%
5	526	62,000	4	202	61,079	4	72%	1.5%
6	374	74,160	6	132	70,000	8.5	74%	5.9%
7	94	84,782	3	63	83,978	8	60%	1.0%
8	57	99,722	3	49	101,755	6	54%	-2.0%
9	27	112,556	5	18	111,531	5.5	60%	0.9%
10	19	132,500	4	15	130,497	2	56%	1.5%



Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: HRS EPM OCTJOB\_VW.

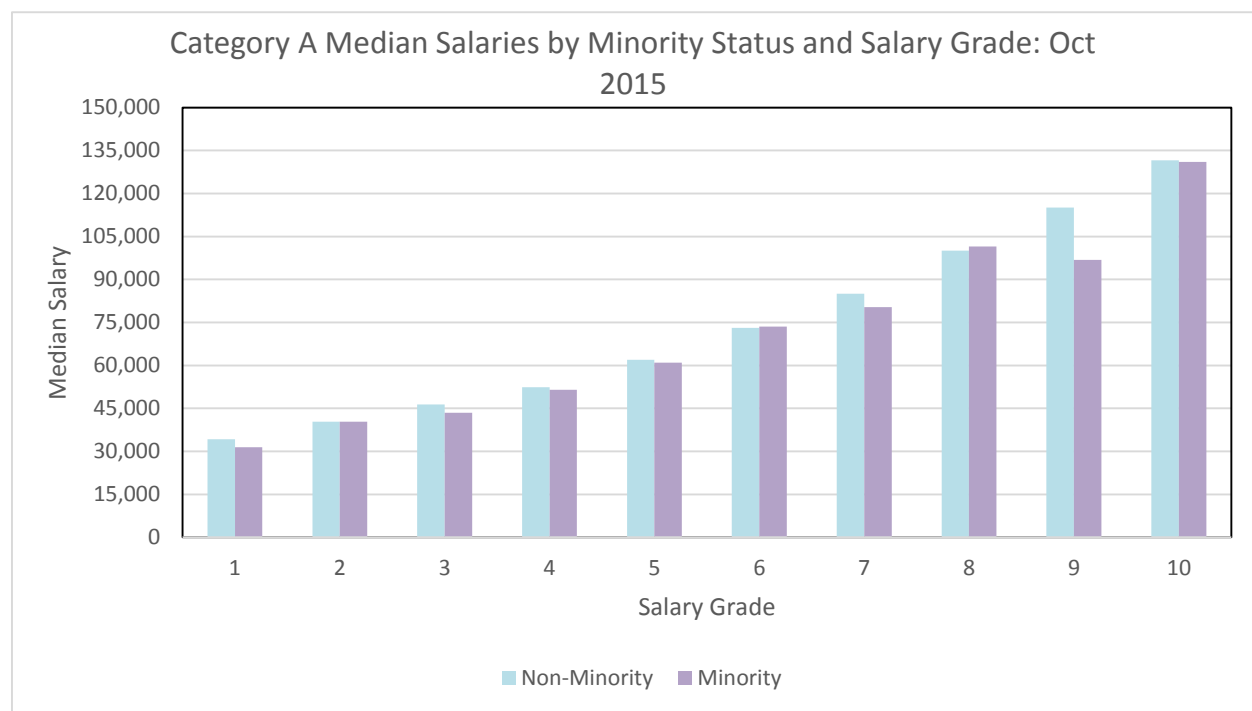
Notes: The data represents a count of paid positions at UW-Madison in October 2015. About 60 individuals have two or more Category A academic or limited staff positions and are counted once for each position held. Nine-month salaries are converted to a 12-month basis. Percent difference in salary shows the female minus male median salary divided by male median salary; a negative number indicates women are paid less than men. Individuals and job titles with extraordinary ranges are excluded.

(continued)

## Appendix 12

**Category A Limited and Academic Staff:  
Median Salaries by Salary Grade and Minority Status, October 2015**

Salary Grade	Minority			Non-Minority			Minorities as % of Total Positions	Percent Difference in Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
1	66	31,405	0	257	34,243	0	20%	-8.3%
2	67	40,400	2	313	40,400	2	18%	0.0%
3	70	43,500	1	521	46,415	2	12%	-6.3%
4	94	51,505	1	626	52,358	2	13%	-1.6%
5	64	60,977	4	664	62,000	4	9%	-1.7%
6	34	73,538	5	472	73,161	7	7%	0.5%
7	19	80,328	5	138	85,077	4	12%	-5.6%
8	13	101,547	2	93	100,032	4	12%	1.5%
9	6	96,885	3	39	115,144	5	13%	-15.9%
10	4	131,015	7	30	131,616	3	12%	-0.5%



Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: HRS EPM OCTJOB\_VW.

Notes: The data represents a count of paid positions at UW-Madison in October 2015. About 60 individuals have two or more Category A academic staff positions and are counted once for each position held. Nine-month salaries are converted to a 12-month basis. Percent difference in salary shows the minority minus non-minority median salary divided by non-minority median salary; a negative number indicates minorities are paid less than non-minorities. Individuals and job titles with extraordinary ranges are excluded.

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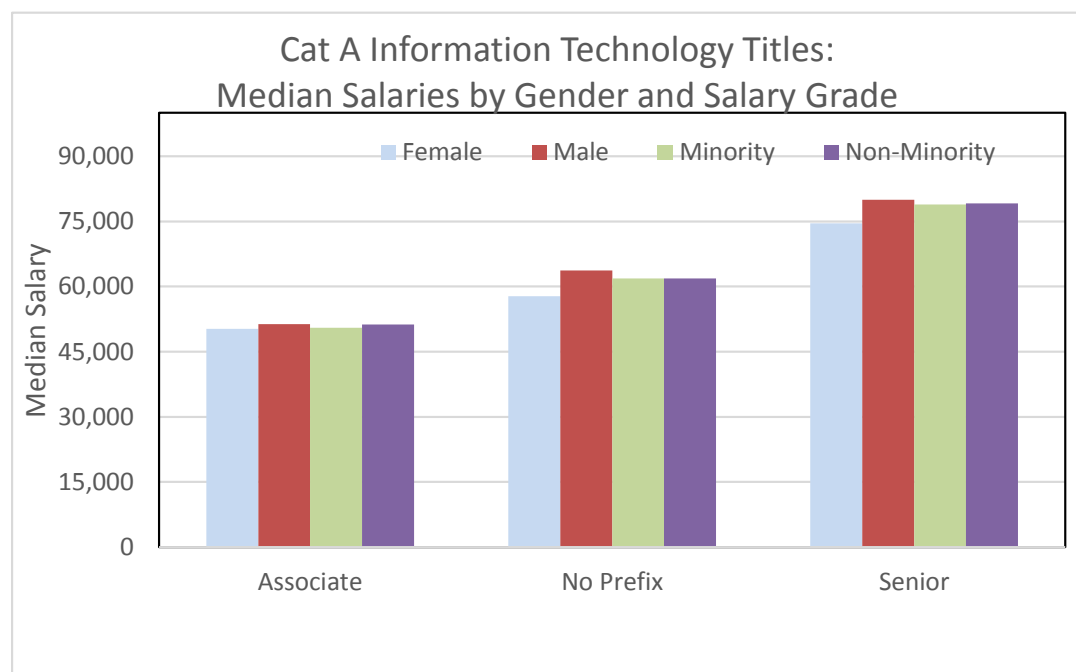


## Appendix 13

**Category A Information Technology Staff in Extraordinary Ranges:  
Median Salaries by Prefix Level, Gender and Minority Status, October 2015**

Prefix Level	Female			Male			Women as % of Total Positions	Percent Difference in Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
Associate	20	50,250	1	58	51,371	1	26%	-2.2%
No Prefix	55	57,772	1	152	63,712	3	27%	-9.3%
Senior	68	74,522	12	240	79,958	10	22%	-6.8%

Prefix Level	Minority			Non-Minority			Minority as % of Total Positions	Percent Difference in Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
Associate	11	50,500	0	67	51,241	1	14%	-1.4%
No Prefix	26	61,911	1	181	61,851	3	13%	0.1%
Senior	27	78,918	10	281	79,178	10	9%	-0.3%



Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: HRS EPM OCTJOB\_VW.

Notes: The data represents a count of paid positions at UW-Madison in October 2015. Nine-month salaries are converted to a 12-month basis. Percent difference in salary shows the female minus male median salary divided by male median salary. The titles in this table are all Information Technology (IT) positions assigned to an extraordinary pay range due to market pressures. IT title series above include: systems programmer, information processing consultant, programmer analyst, data base administrator, IS specialist, information technology - architect, and information technology - strategic consultant.

(continued)

**Appendix 14****Category A Instrumentation Technologists and Instrumentation Specialists in Extraordinary Ranges:  
Median Salaries by Prefix Level and Gender, October 2015**

<b>Instrumentation Specialists</b>								
<b>Prefix Level</b>	<b>Female</b>			<b>Male</b>			<b>Women</b>	
	<b>Number of Positions</b>	<b>Median Salary</b>	<b>Median Years in Position</b>	<b>Number of Positions</b>	<b>Median Salary</b>	<b>Median Years in Position</b>	<b>as % of Total Positions</b>	<b>Percent Difference in Salary</b>
Associate	3	43,000	0	3	51,005	2	50%	-15.7%
No Prefix	5	47,128	4	8	53,741	7	38%	-12.3%
Senior	2	62,943	7	24	61,134	18	8%	3.0%

<b>Instrumentation Technologists</b>								
<b>Prefix Level</b>	<b>Female</b>			<b>Male</b>			<b>Women</b>	
	<b>Number of Positions</b>	<b>Median Salary</b>	<b>Median Years in Position</b>	<b>Number of Positions</b>	<b>Median Salary</b>	<b>Median Years in Position</b>	<b>as % of Total Positions</b>	<b>Percent Difference in Salary</b>
Associate	1	68,079	4	5	60,000	2	17%	13.5%
No Prefix	9	65,955	5	25	71,254	3	26%	-7.4%
Senior	4	81,995	13	27	76,321	15	13%	7.4%

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: HRS EPM OCTJOB\_VW.

Notes: The data represents a count of paid positions at UW-Madison in October 2015. Nine-month salaries are converted to a 12-month basis. Percent difference in salary shows the female minus male median salary divided by male median salary. The titles in this table are positions assigned to an extraordinary pay range due to market pressures.

(continued)

## Appendix 15

### Count of Category A Staff Positions by Extraordinary Range Status, Gender, and Minority Status, October 2015

	Women	Men	% Women	Non-Minority	Minority	% Minority
Standard Pay Ranges	2522	1068	70%	437	3153	12%
Extraordinary Range Positions:						
IT Positions	143	450	24%	64	529	11%
Instrumentation	24	92	21%	8	108	7%
Tech/Specialists						
Other	113	102	53%	9	206	4%
Total	2802	1712	62%	518	3996	11%

Prepared by UW-Madison Office of Academic Research & Institutional Planning

Source: October 2015 HR data, OCTJOB\_VW.

Notes: Includes individuals with paid positions in October 2015 who hold a title with an extraordinary pay range or the individual position has an extraordinary pay range approved. "Other" Extraordinary Range positions include employees such as Bursar, Director of Admissions, Director of Chazen Museum of Art, Director of University Research Park, Clinical Nurse Specialists - Nurse Practitioners, and Student Services Specialists - Sign Language Interpreters, among others.

(continued)

## Appendix 16

Category B Academic Staff:  
Median Salaries by Gender and Title, October 2015

Job Title	Female			Male			Women as % of Total Position	% Diff in Median Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
DIS PROFESSOR (CHS)	1	178,104	36	0			100%	
PROFESSOR (CHS)	28	95,096	18	113	91,811	15	20%	4%
ASSOC PROFESSOR (CHS)	89	76,364	11	125	64,413	10	42%	19%
ASST PROFESSOR (CHS)	120	51,005	3	120	51,510	2	50%	-1%
INSTRUCTOR (CHS)	5	48,000	0	3	50,000	0	63%	-4%
VISITING PROFESSOR	2	125,000	0	8	88,889	0	20%	41%
VISITING ASSOC PROF	3	60,500	0	12	70,227	0	20%	-14%
VISITING ASST PROF	10	61,417	0.5	18	61,111	0.5	36%	1%
ADJUNCT PROFESSOR	0			9	103,140	1	0%	
ADJUNCT ASSOC PROF	4	61,692	1	0			100%	
ADJUNCT ASST PROF	0			15	73,333	0	0%	
ADJUNCT INSTRUCTOR	1	46,948	0	1	50,111	0	50%	-6%
DIS CLINICAL PROF	3	121,528	19	0				
CLINICAL PROFESSOR	37	83,002	17	58	72,941	17	39%	14%
CLINICAL ASSOC PROF	79	63,476	10	68	60,454	10	54%	5%
CLINICAL ASST PROF	212	48,072	3	190	48,072	3	53%	0%
CLINICAL INSTRUCTOR	133	61,206	0	101	61,206	0	57%	0%
SENIOR LECTURER	37	68,674	12	60	84,190	11.5	38%	-18%
LECTURER	68	56,156	0	69	62,837	0	50%	-11%
ASSOC LECTURER	51	43,891	0	39	43,891	0	57%	0%
SR FACULTY ASSISTANT	2	46,935	8.5	2	51,392	12.5	50%	-9%
FACULTY ASSISTANT	38	38,821	0	19	41,824	0	67%	-7%
DIS FACULTY ASSOCIATE	7	86,659	23	5	89,925	25	58%	-4%
FACULTY ASSOCIATE	98	78,010	9	87	82,442	11	53%	-5%
ASSOC FACULTY ASSOC	45	61,111	2	42	73,159	4	52%	-16%
ASST FACULTY ASSOC	48	52,201	1	28	59,841	1	63%	-13%
INSTRMT INNOV-INSTR	0			4	79,396	13.5	0%	
ASSOC INSTRMT INN/INS	0			1	59,166	6	0%	

(continued)

**Appendix 16**, continued:

Job Title	Female			Male			Women as % of Total Position	% Diff in Median Salary
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position		
DIS RESEARCHER	6	99,048	18.5	3	105,449	13	67%	-6%
RESEARCHER	88	75,964	10	123	77,120	10	42%	-1%
ASSOC RESEARCHER	102	63,624	3	84	67,429	4	55%	-6%
ASST RESEARCHER	88	51,300	1	57	58,000	1	61%	-12%
DIS SCIENTIST	8	110,881	25.5	15	117,633	18	35%	-6%
SENIOR SCIENTIST	49	82,803	10	127	94,148	12	28%	-12%
ASSOCIATE SCIENTIST	85	69,078	7	103	74,977	6	45%	-8%
ASSISTANT SCIENTIST	109	56,106	1	191	56,560	1	36%	-1%
SR VISITING SCIENTIST	1	79,908	15	1	85,000	0	50%	-6%
ASSOC VISIT SCIENTIST	0			2	66,250	0	0%	
ASST VISIT SCIENTIST	1	37,471	0	5	40,000	0	17%	-6%
DIS INSTRMT INN/RES	0			2	129,856	21	0%	
INSTRMT INNOV/RES	0			29	100,735	11	0%	
ASSOC INSTRMT INN/RES	2	76,304	5	27	88,750	11	7%	-14%
ASST INSTRMT INN/RES	4	74,084	2	10	90,731	9	29%	-18%
RESEARCH ANIMAL VET	4	136,703	16	4	147,697	9.5	50%	-7%
ASSOC RES ANIMAL VET	5	115,680	6	2	114,988	7	71%	1%
ASST RES ANIMAL VET	5	114,455	4	2	104,626	2	71%	9%

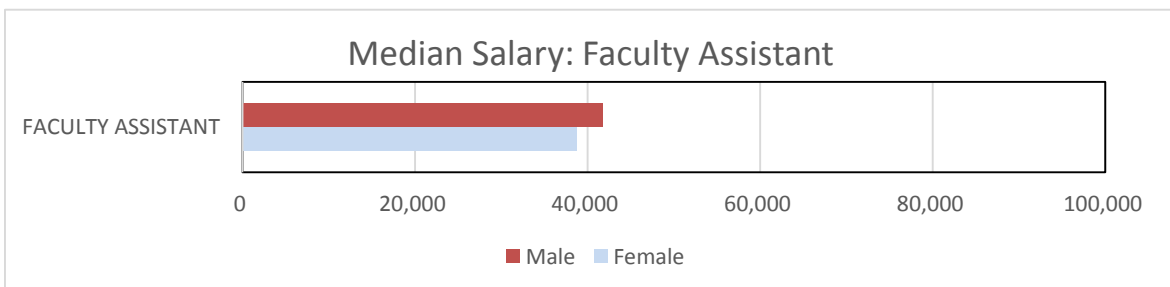
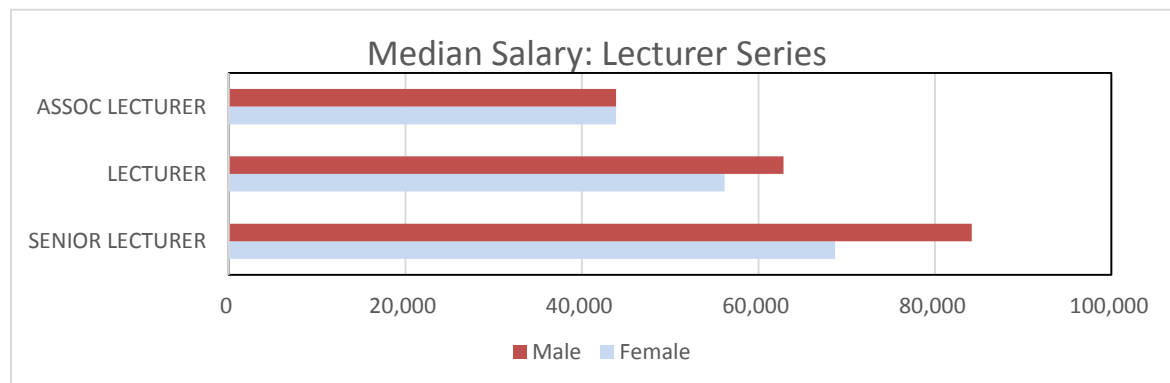
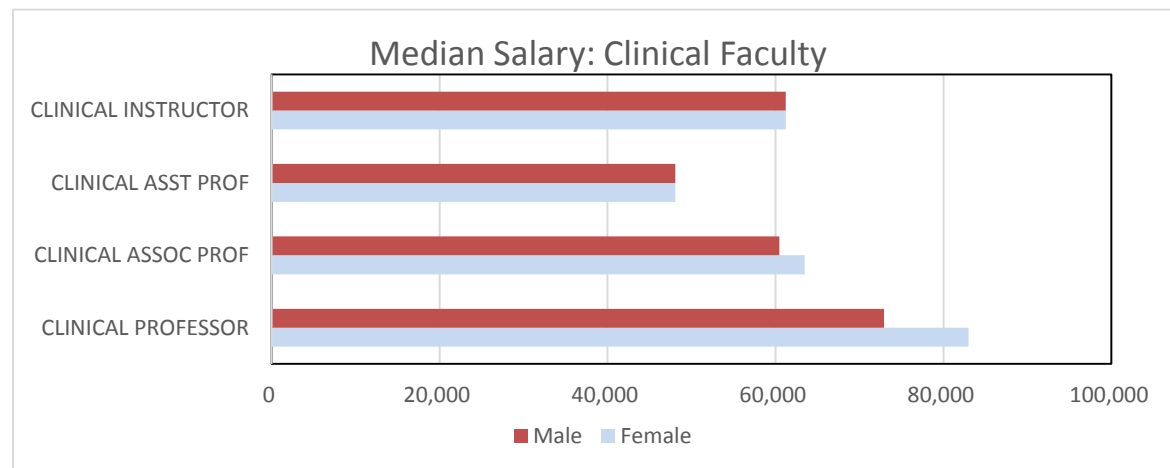
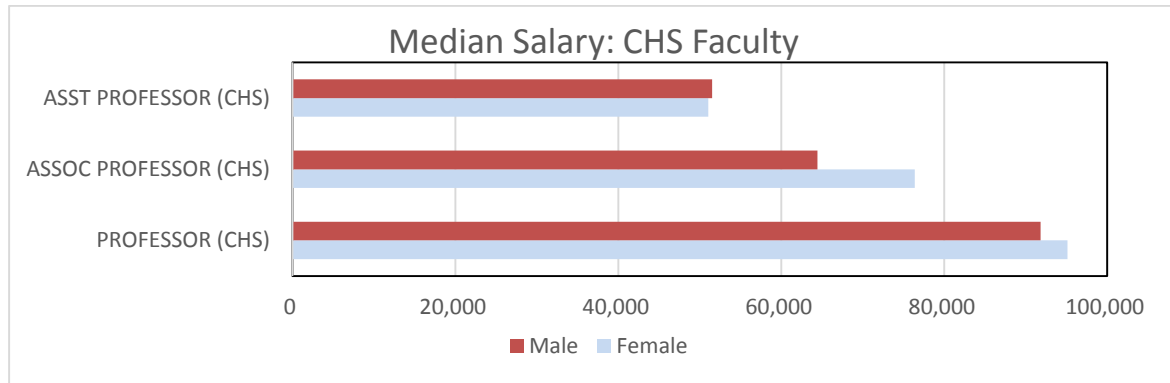
Prepared by UW-Madison Office of Academic Research &amp; Institutional Planning

Source: HRS EPM OCTJOB\_VW.

Notes: The data represents a count of paid positions at UW-Madison in October 2015. About 65 individuals have two or more Category B academic staff positions and are counted once for each position held. Nine-month salaries are converted to a 12-month basis. Percent difference in salary shows the female minus male median salary divided by male median salary.

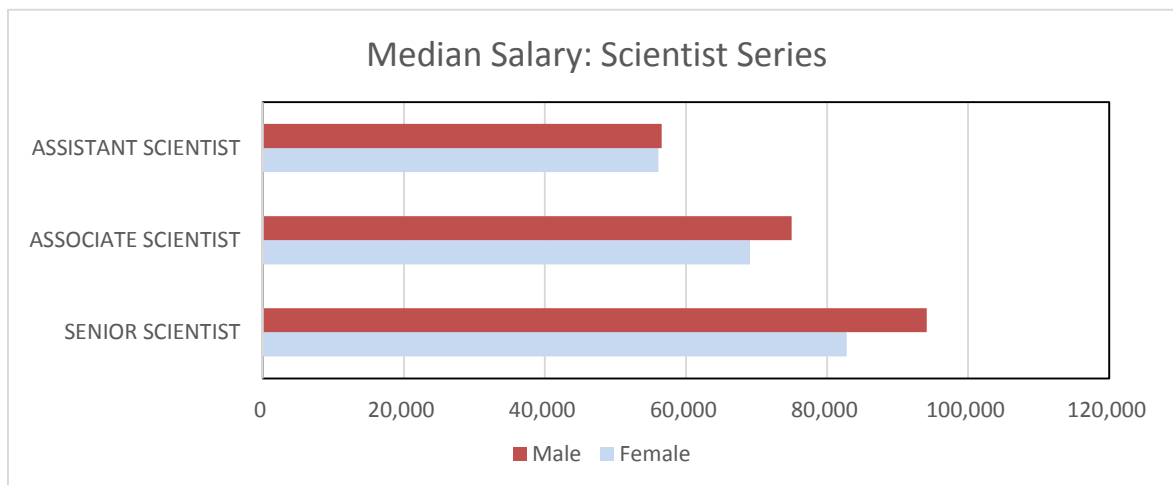
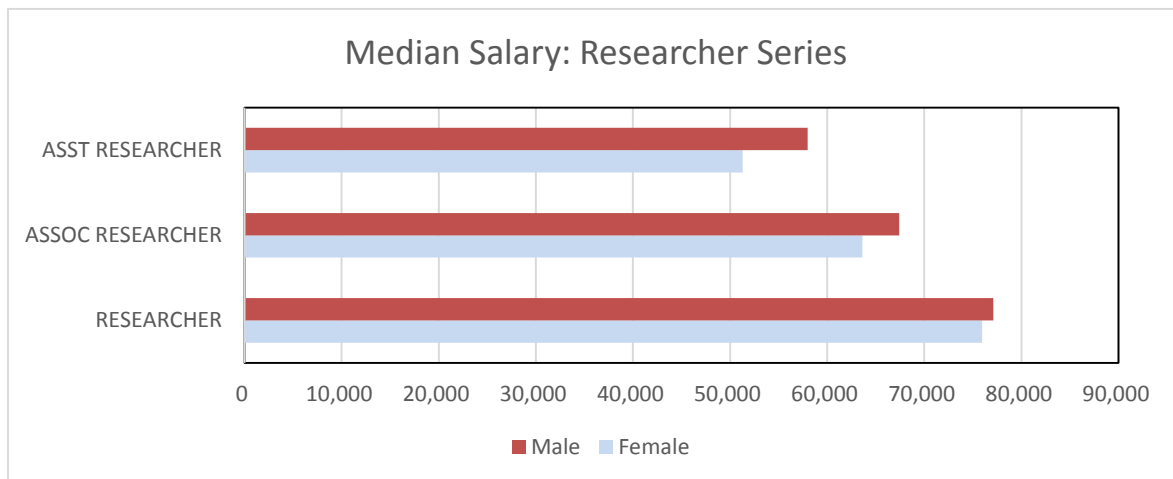
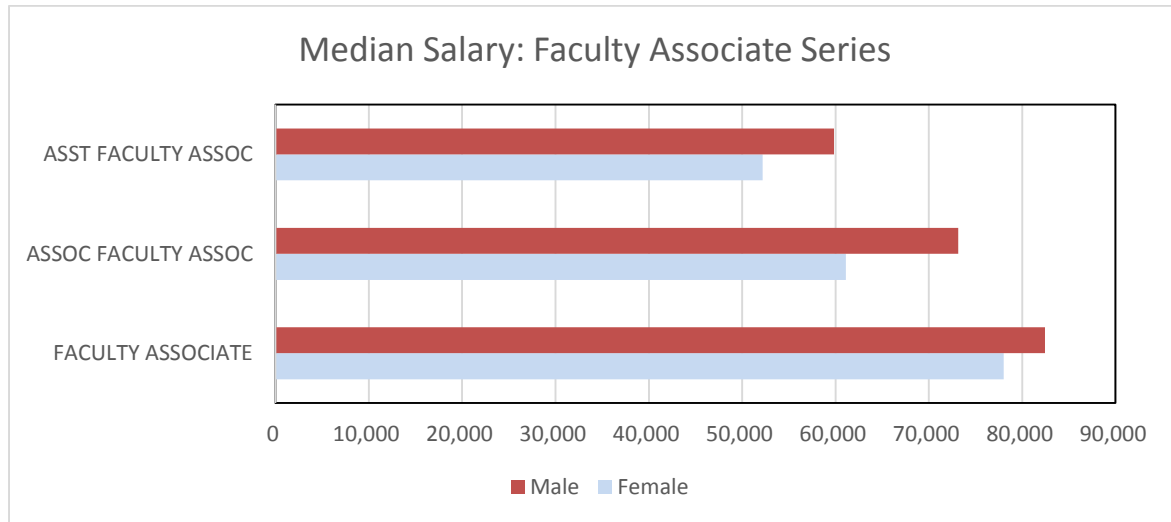
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**Appendix 16, continued:**



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**Appendix 16, continued:**



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## Appendix 17

**Category B Academic Staff:  
Median Salaries by Minority Status and Title, October 2015**

Job Title	Minority			Non-Minority			Minorities	
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position	as % of Total Positions	% Diff in Median Salary
DIS PROFESSOR (CHS)	0			1	178,104	36	0%	
PROFESSOR (CHS)	10	73,671	13	131	94,906	17	7%	-22%
ASSOC PROFESSOR	23	68,738	10	191	70,060	10	11%	-2%
ASST PROFESSOR (CHS)	47	51,005	4	193	51,005	2	20%	0%
INSTRUCTOR (CHS)	0			8	48,572	0	0%	
VISITING PROFESSOR	4	79,835	0	6	151,389	0	40%	-47%
VISITING ASSOC PROF	3	89,228	0	12	60,477	0	20%	48%
VISITING ASST PROF	7	61,111	0	21	61,722	1	25%	-1%
ADJUNCT PROFESSOR	0			9	103,140	1	0%	
ADJUNCT ASSOC PROF	0			4	61,692	1	0%	
ADJUNCT ASST PROF	2	93,916	7	13	73,333	0	13%	28%
ADJUNCT INSTRUCTOR	0			2	48,530	0	0%	
DIS CLINICAL PROF	0			3	121,528	19	0%	
CLINICAL PROFESSOR	7	73,753	10	88	73,671	17	7%	0%
CLINICAL ASSOC PROF	15	60,454	10	132	61,059	10	10%	-1%
CLINICAL ASST PROF	52	48,072	2	350	48,072	3	13%	0%
CLINICAL INSTRUCTOR	32	54,500	0	202	61,206	0	14%	-11%
SENIOR LECTURER	11	68,673	7	86	78,486	12	11%	-13%
LECTURER	17	59,594	1	120	57,992	0	12%	3%
ASSOC LECTURER	12	43,891	0	78	43,891	0	13%	0%
SR FACULTY ASSISTANT	1	57,554	17	3	46,596	8	25%	24%
FACULTY ASSISTANT	5	38,246	0	52	39,015	0	9%	-2%
DIS FACULTY	0			12	88,292	23.5	0%	
FACULTY ASSOCIATE	18	72,336	10.5	167	81,789	9	10%	-12%
ASSOC FACULTY ASSOC	9	63,185	4	78	66,155	2.5	10%	-4%
ASST FACULTY ASSOC	9	50,000	0	67	55,000	1	12%	-9%
INSTRMT INNOV/INS	2	77,051	14	2	83,525	12	50%	-8%
ASSOC INSTRMT	0			1	59,166	6	0%	

(continued)



**Appendix 17**, continued:

Job Title	Minority			Non-Minority			Minorities	
	Number of Positions	Median Salary	Median Years in Position	Number of Positions	Median Salary	Median Years in Position	as % of Total Positions	% Diff in Median Salary
DIS RESEARCHER	2	111,098	19	7	92,206	14	22%	20%
RESEARCHER	31	69,726	7	180	77,534	11	15%	-10%
ASSOC RESEARCHER	32	66,654	3	154	65,302	3.5	17%	2%
ASST RESEARCHER	31	52,300	2	114	55,468	1	21%	-6%
DIS SCIENTIST	3	113,665	23	20	116,117	21.5	13%	-2%
SENIOR SCIENTIST	31	76,384	11	145	93,455	12	18%	-18%
ASSOCIATE SCIENTIST	42	65,734	7	146	72,994	6	22%	-10%
ASSISTANT SCIENTIST	108	54,918	2	192	60,000	1	36%	-8%
SR VISITING SCIENTIST	0			2	82,454	7.5	0%	
ASSOC VISIT SCIENTIST	0			2	66,250	0	0%	
ASST VISIT SCIENTIST	5	38,380	0	1	65,000	0	83%	-41%
DIS INSTRMT INN/RES	0			2	129,856	21	0%	
INSTRMT INNOV/RES	2	106,790	4.5	27	100,735	12	7%	6%
ASSOC INSTRMT	2	91,243	7.5	27	86,358	10	7%	6%
ASST INSTRMT INN/RES	1	65,650	2	13	87,418	6	7%	-25%
RESEARCH ANIMAL VET	0			8	136,703	11	0%	
ASSOC RES ANIMAL VET	1	116,744	6	6	113,946	6.5	14%	2%
ASST RES ANIMAL VET	0			7	114,455	3	0%	

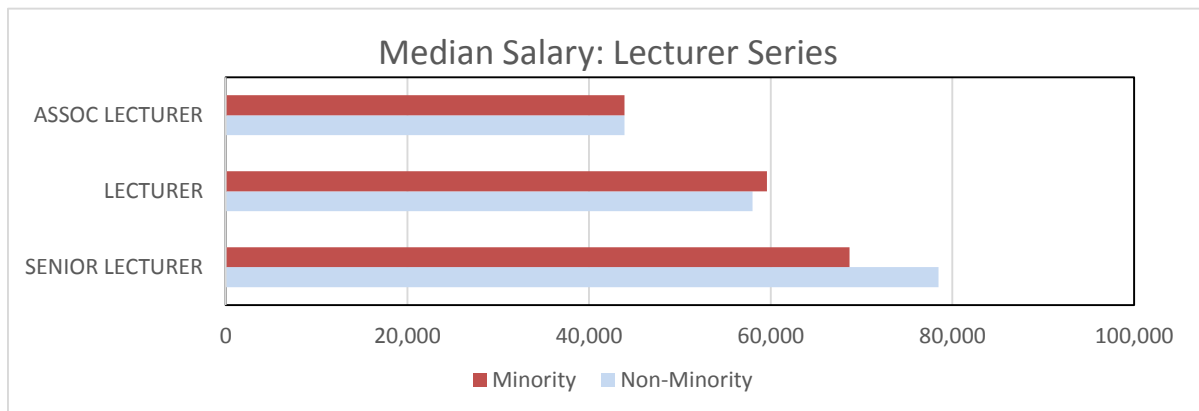
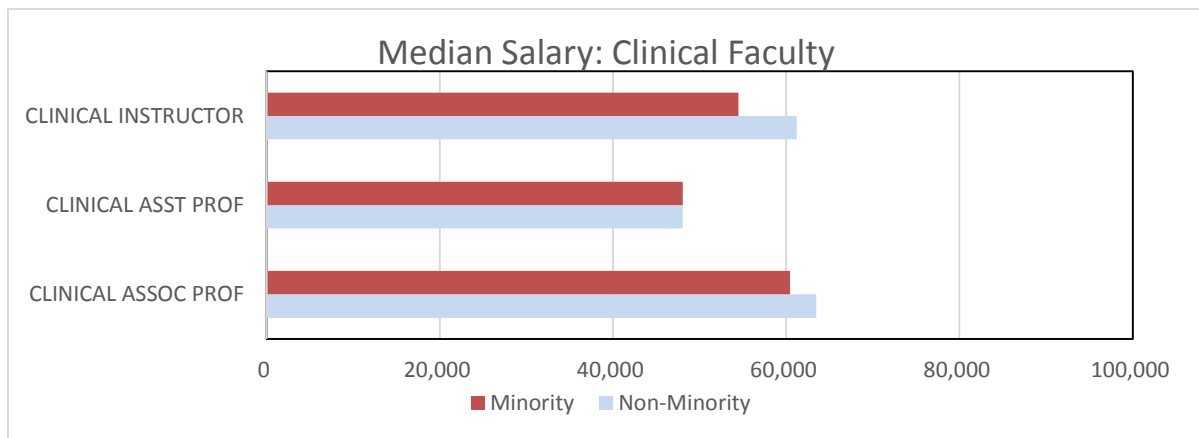
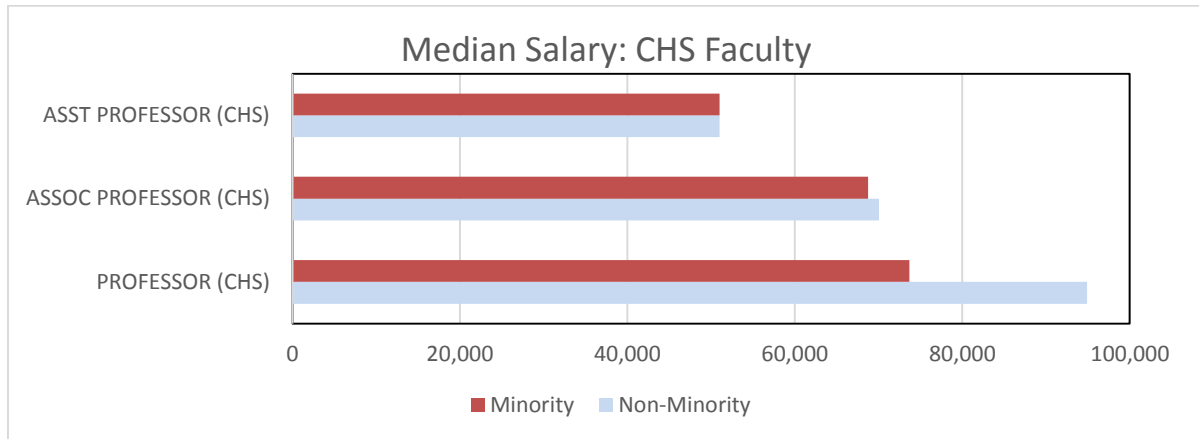
Prepared by UW-Madison Office of Academic Research &amp; Institutional Planning

Source: HRS EPM OCTJOB\_VW.

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**Appendix 17, continued:**



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**Appendix 17, continued:**

