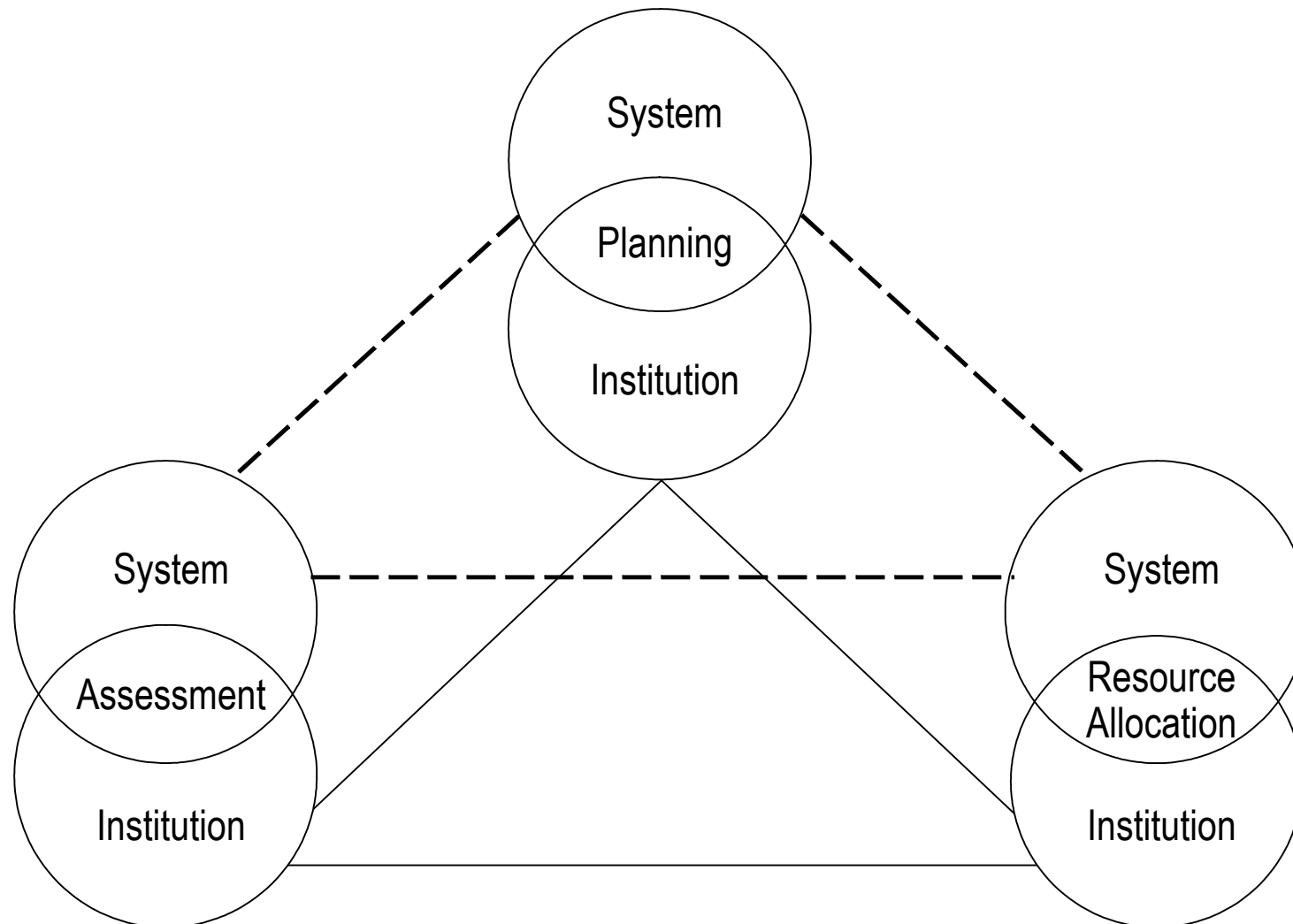


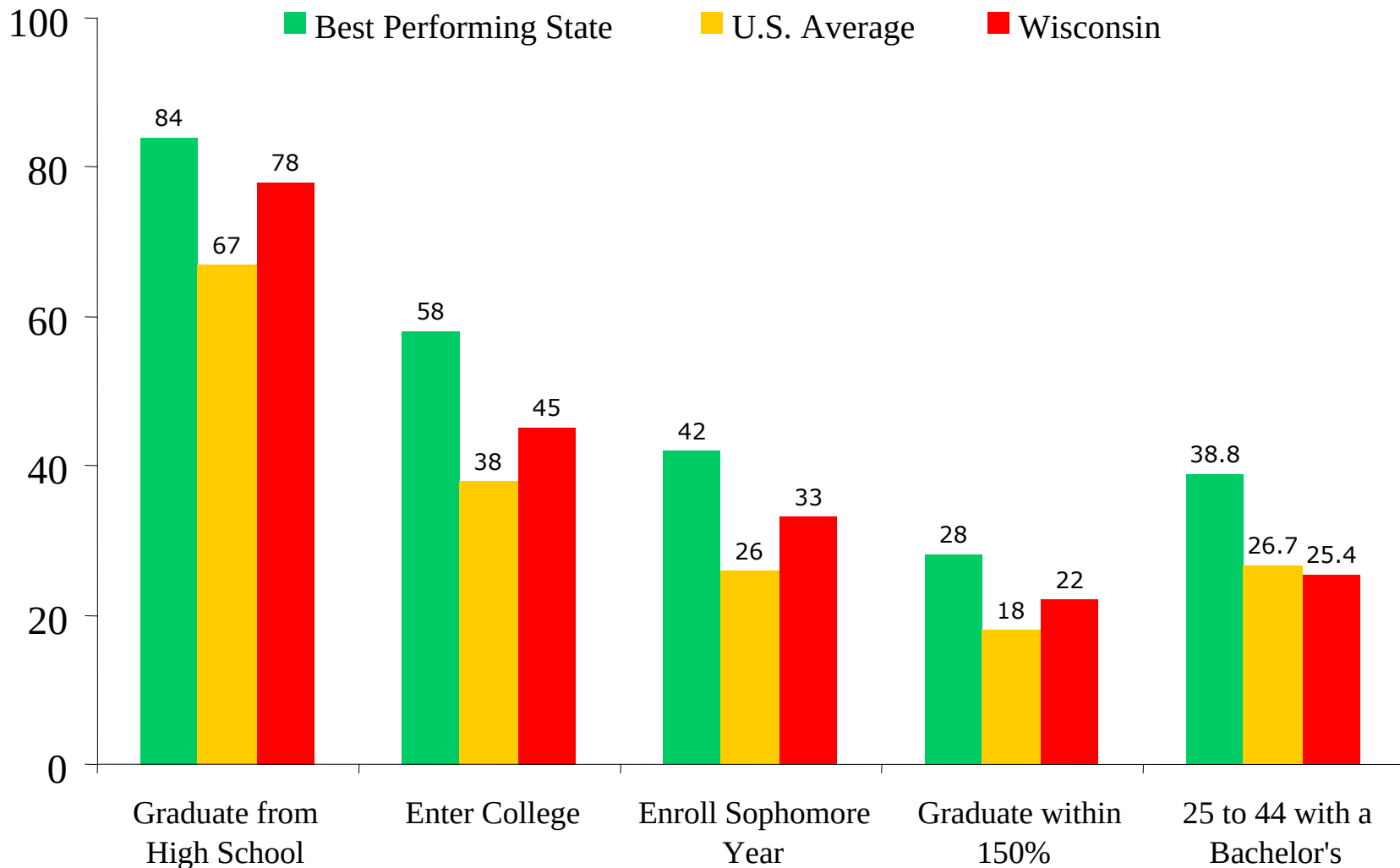
The Management Cycle in a Public Institution



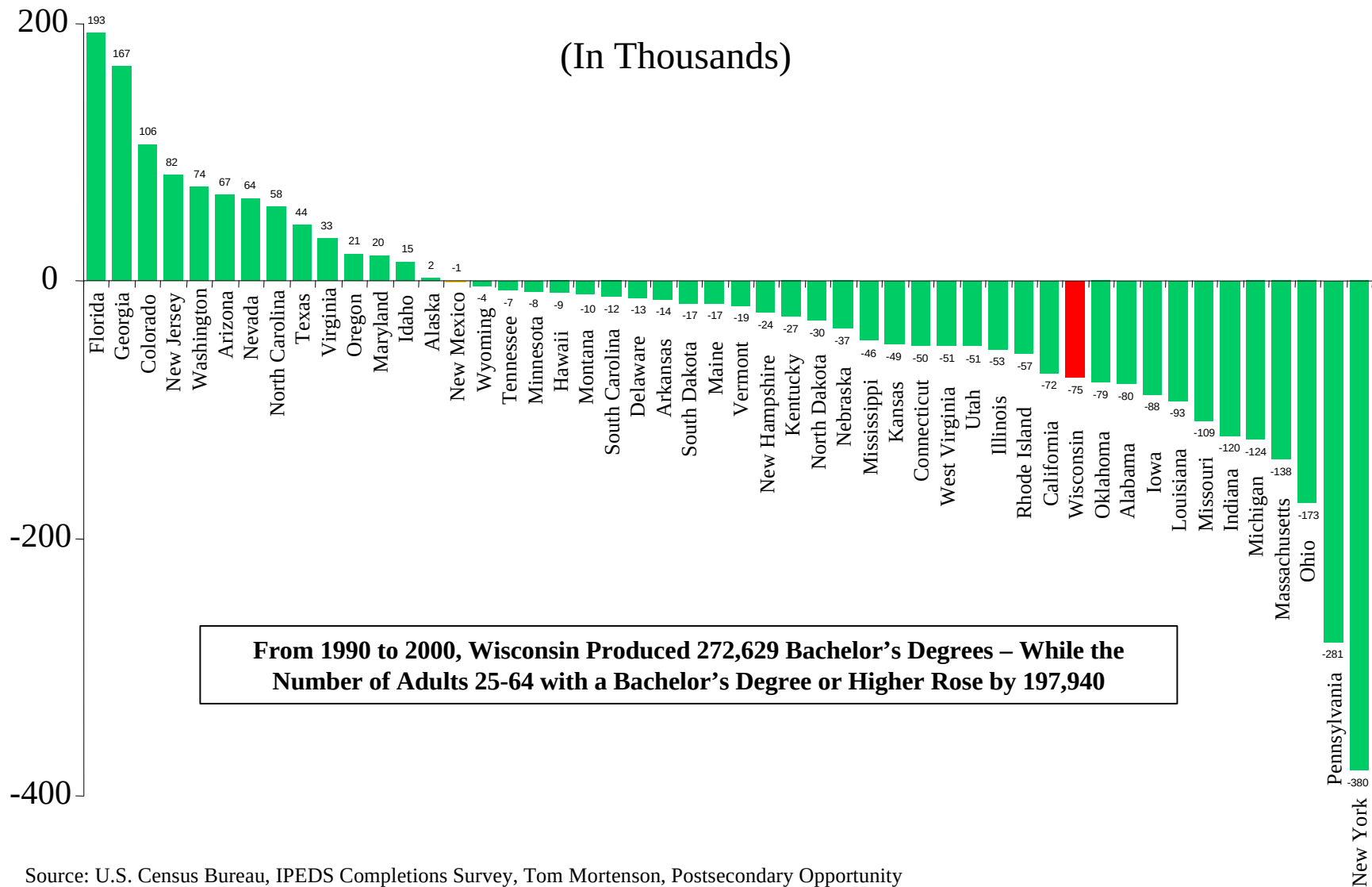
Client Expectations—The State

- Expansion and Diversification of the Economy
- Improving Performance of K-12 Education
- Contributing to Solution of Problems Normally Addressed in Other Agencies of State Government
 - Social Services
 - Corrections
 - Environmental Quality
 - Labor/Commerce
 - Etc.

Student Pipeline: Of 100 9th Graders – the number who graduate from high school within four years, go directly to college, return their second year, and graduate within 150% of program time (2000)

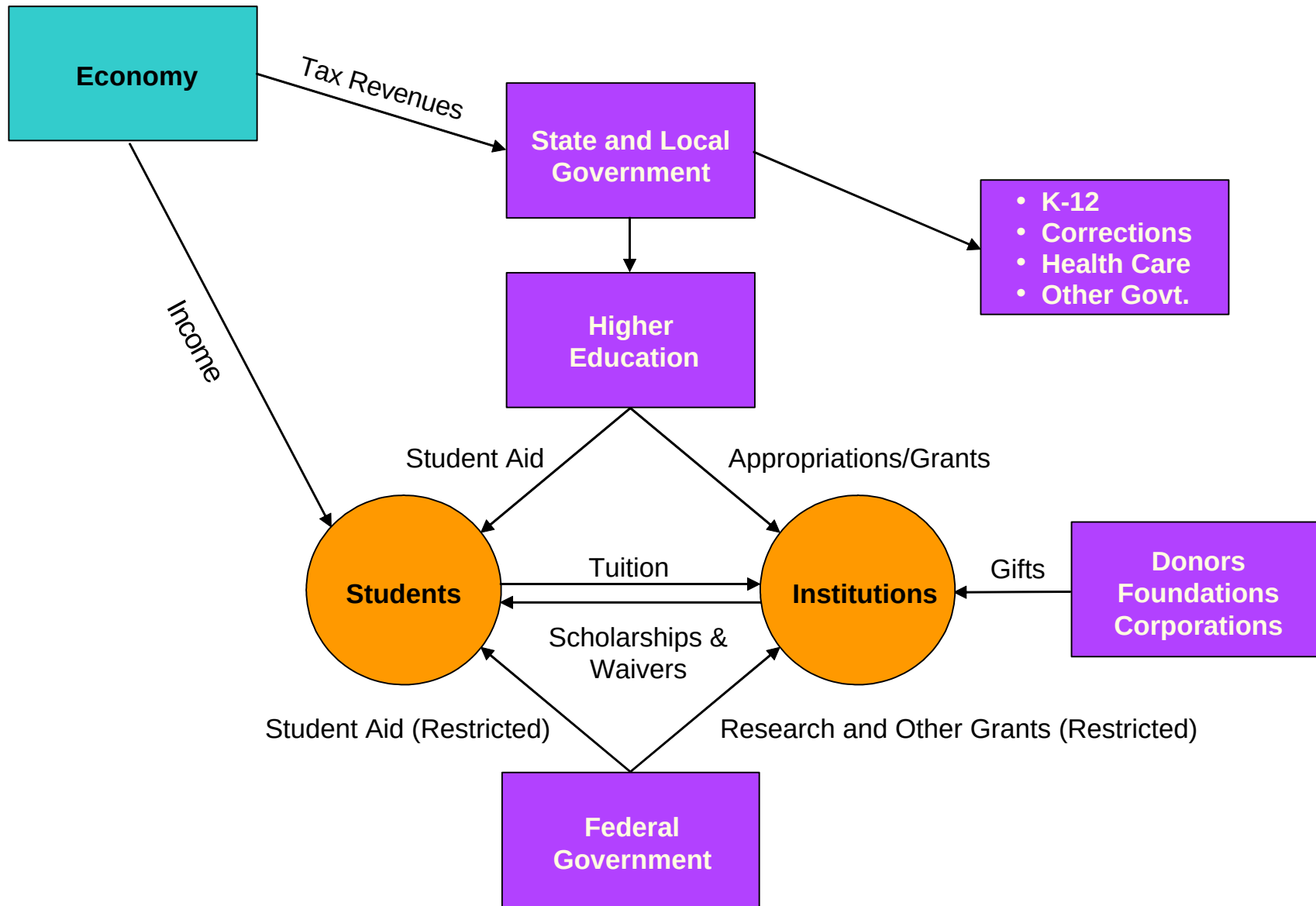


Interstate Migration of Adults with a Bachelor's Degree or Higher: Change in Stock of Adults with a Bachelor's Degree or Higher Minus Number of Bachelor's Degrees Awarded (1990 to 2000) – 25- to 64-Year-Olds

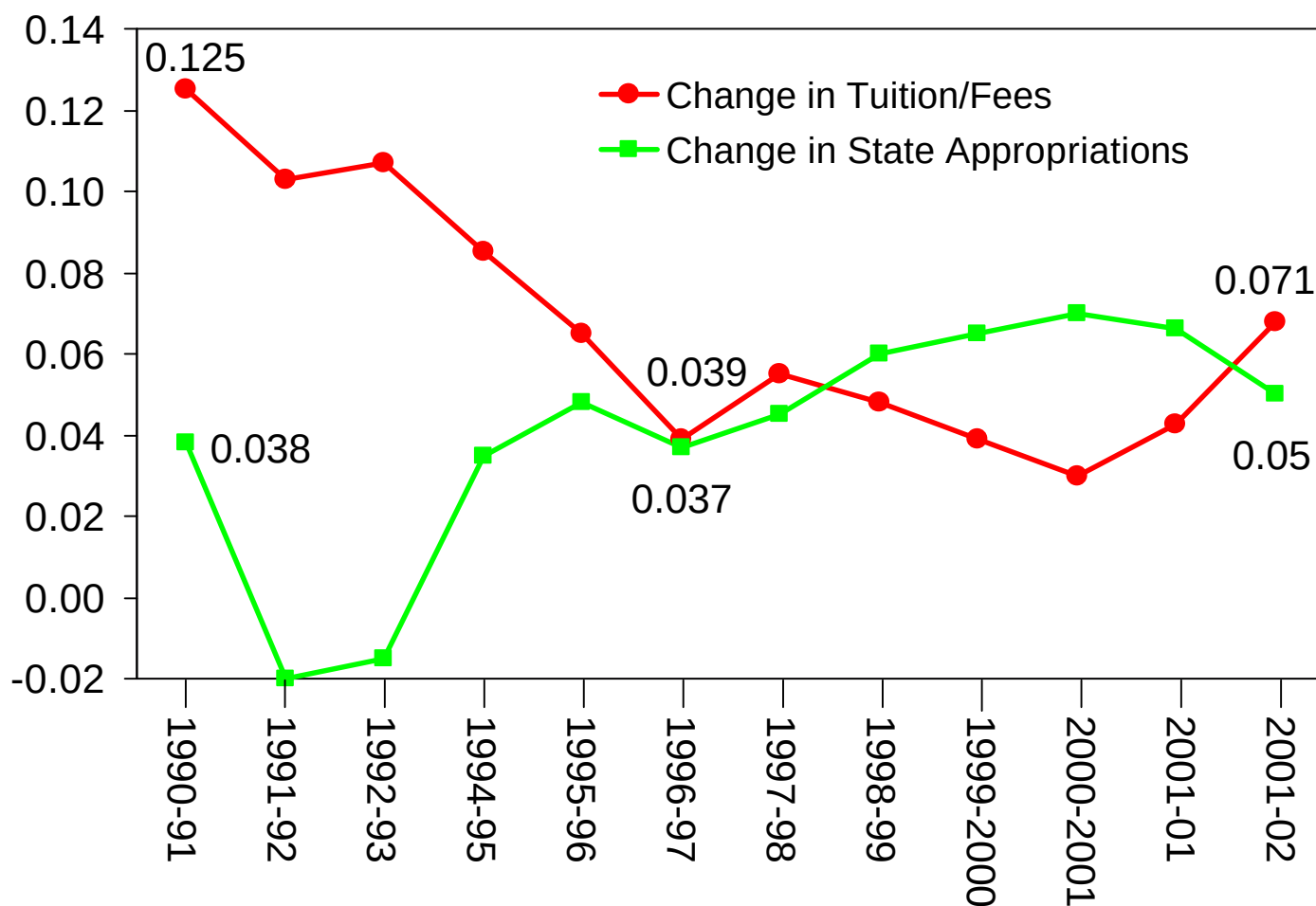


Source: U.S. Census Bureau, IPEDS Completions Survey, Tom Mortenson, Postsecondary Opportunity

The Flow of Funds



Change in Resident Undergraduate Student Charges and State Appropriations, Public Colleges and Universities, 1990-91 to 2001-02



Source: AASCU/NASULGC 2001

State Comparisons: Index Scores—Affordability

STATE	Category Grade	Category Index Score	Family Ability to Pay (50%)					Low Student Debt (10%)
			At Community Colleges*	At Public 4 -Yr Colleges*	At Private 4 -Yr Colleges*	Need-Based Financial Aid (20%)	Low-Priced Colleges (20%)	
Alabama	F	57	78	75	74	1	47	91
Alaska	D	63	83	83	100	0	59	96
Arizona	D-	62	71	69	59	2	97	82
Arkansas	C	74	95	88	83	32	67	96
California	A	100**	68	62	42	44	293	83
Colorado	C-	72	88	87	53	39	74	81
Connecticut	C-	71	83	71	53	89	64	78
Delaware	F	54	75	60	78	8	60	72
Florida	D-	60	71	77	52	15	64	95
Georgia	D	65	91	95	58	0	71	88
Hawaii	D	65	84	72	70	2	92	84
Idaho	D+	69	94	89	81	1	72	92
Illinois	B	85	88	76	63	123	70	87
Indiana	D+	69	74	72	61	72	51	93
Iowa	C	73	85	90	70	56	51	100
Kansas	C-	72	97	92	78	16	71	94
Kentucky	C	74	95	92	80	34	62	98
Louisiana	D	63	97	82	39	1	70	91
Maine	F	56	70	69	51	37	40	91
Maryland	D-	62	80	70	56	39	54	79
Massachusetts	D-	62	78	71	41	83	52	77
Michigan	D+	68	83	68	85	45	60	97
Minnesota	B	85	100	100	68	100	49	97
Mississippi	D	64	85	78	75	1	66	102
Missouri	D+	67	98	81	68	18	71	91
Montana	F	51	65	67	67	6	37	93
Nebraska	D	66	90	80	70	12	67	97
Nevada	D+	68	75	76	61	25	82	85
New Hampshire	F	45	67	61	56	6	31	78
New Jersey	C-	72	74	64	62	98	49	87
New Mexico	C-	70	83	77	43	24	84	98
New York	F	56	55	59	42	86	30	83
North Carolina	C	75	89	88	55	29	100	87
North Dakota	D	65	87	87	118	3	46	105
Ohio	F	55	68	61	59	35	43	87
Oklahoma	C	74	98	102	71	15	67	95
Oregon	F	53	66	60	44	21	54	85
Pennsylvania	D+	67	76	59	51	102	44	85
Rhode Island	F	43	58	50	40	18	46	73
South Carolina	D+	67	91	68	71	33	67	89
South Dakota	F	59	83	87	73	0	35	100
Tennessee	D-	61	79	74	60	19	62	91
Texas	D+	67	81	72	59	17	89	91
Utah	B	86	103	108	156	3	75	98
Vermont	F	56	59	47	52	84	32	74
Virginia	B-	81	102	85	75	42	100	84
Washington	C-	70	80	77	57	63	58	85
West Virginia	F	57	63	68	57	27	43	95
Wisconsin	C	76	94	95	65	61	49	95
Wyoming	D	66	85	87	0	0	66	98

*Weights within the Family Ability to Pay indicators are based on enrollment by type of institution. The zero score for Wyoming on Family Ability to Pay at Private 4-Year Colleges is weighted at zero, and as a result does not affect the state's overall grade for affordability.

**Actual Index Score is over 100.

Notes: Numbers in bold refer to best-performing states.

Percentage Change in Spending to Maintain Current Services

Rank	State	Annual Avg. Advantage for Higher Ed.	8-Year Spending Growth Rate		Rank	State	Annual Avg. Advantage for Higher Ed.	8-Year Spending Growth Rate	
			All Programs	H.E.				All Programs	H.E.
1	Nevada	1.9	67.5	93.6	25	Georgia	-1.0	59.2	47.3
2	New Jersey	1.3	39.5	54.1	26	Kentucky	-1.1	47.9	35.5
3	Virginia	0.6	47.4	54.3	27	Texas	-1.2	56.1	42.7
4	Connecticut	0.4	40.0	44.6	28	Iowa	-1.5	41.7	26.6
5	Massachusetts	0.3	39.9	43.6	29	Minnesota	-1.5	42.1	27.0
6	Illinois	0.3	39.2	42.5	30	South Carolina	-1.4	59.4	43.8
7	Arizona	0.3	59.9	63.1	31	Washington	-1.5	51.0	34.5
8	Pennsylvania	0.1	37.5	38.3	32	Kansas	-1.7	39.3	22.6
9	Delaware	-0.1	42.6	41.9	33	Oklahoma	-1.7	40.5	23.5
10	Colorado	-0.2	50.3	48.5	34	Arkansas	-1.7	46.9	28.5
11	Maryland	-0.2	42.6	40.8	35	Hawaii	-1.9	43.9	23.9
12	Rhode Island	-0.2	38.9	37.0	36	West Virginia	-2.0	43.7	22.7
13	Michigan	-0.3	37.5	34.2	37	Oregon	-1.9	52.5	31.4
14	California	-0.3	52.2	48.5	38	Nebraska	-2.1	40.8	19.5
15	North Carolina	-0.3	55.3	51.3	39	Montana	-2.2	36.8	15.1
16	Florida	-0.6	57.5	51.0	40	Alabama	-2.0	49.6	27.8
17	New York	-0.6	44.1	37.4	41	Maine	-2.2	42.5	20.1
18	Alaska	-0.7	41.8	34.7	42	Utah	-2.1	51.2	28.7
	United States	-0.7	47.4	40.0	43	Idaho	-2.2	54.9	31.0
19	Ohio	-0.7	40.2	32.7	44	Mississippi	-2.2	52.9	28.9
20	New Hampshire	-0.7	46.8	39.1	45	Vermont	-2.9	37.8	10.2
21	Missouri	-0.7	43.6	35.6	46	Louisiana	-2.7	46.7	18.8
22	Tennessee	-0.9	51.9	41.5	47	North Dakota	-3.3	33.7	3.3
23	Indiana	-1.0	45.8	35.3	48	South Dakota	-3.2	38.1	7.2
24	Wisconsin	-1.1	38.9	27.9	49	New Mexico	-3.0	53.4	21.9
					50	Wyoming	-4.5	44.1	1.6

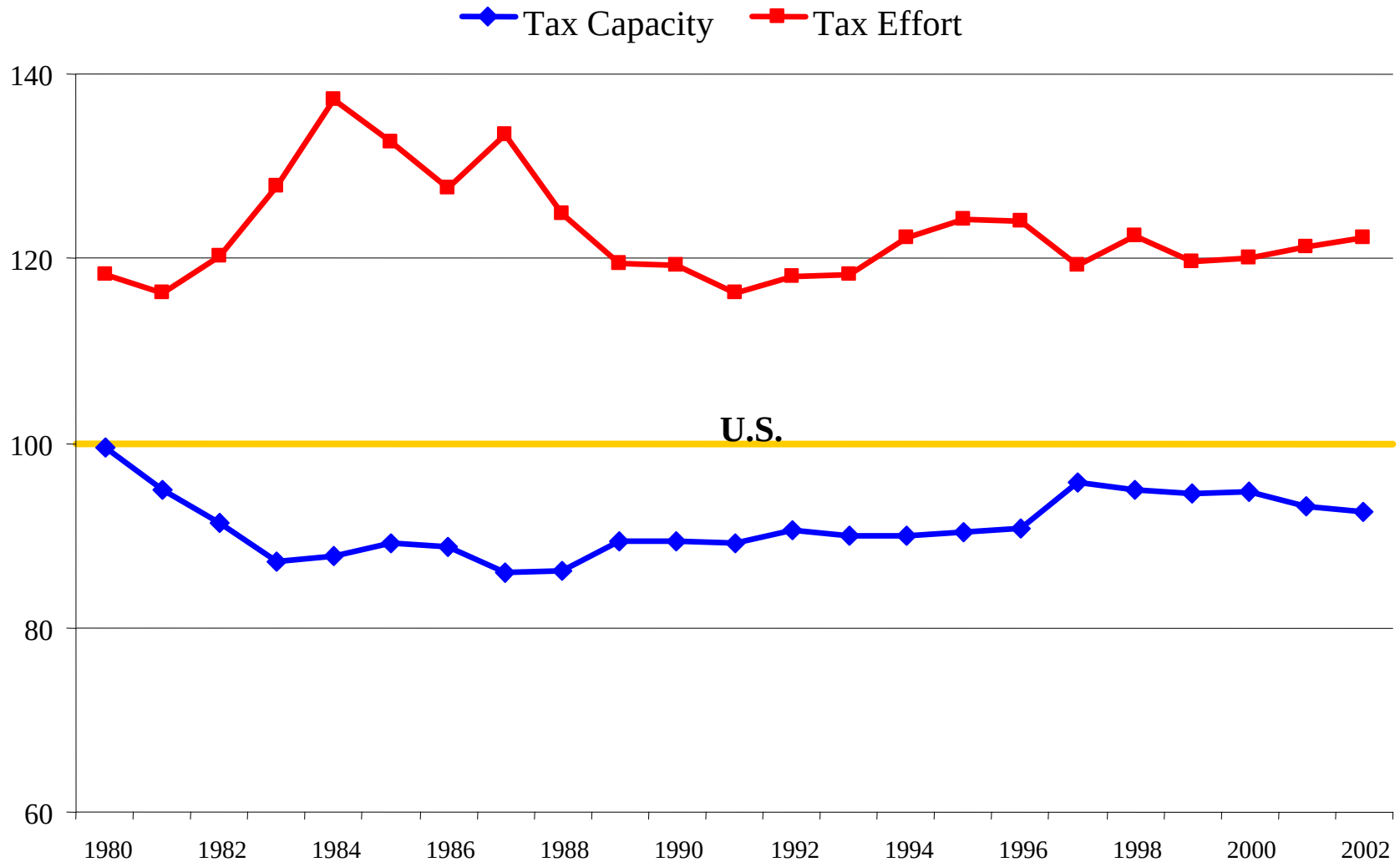
Source: Rockefeller Institute of Government 2002

State and Local Surplus or Shortfall as a Percent of Baseline Revenues in Year 2010

Rank	State	Percent	Rank	State	Percent	Rank	State	Percent
1	Vermont	3.1	18	South Dakota	-1.7	34	Iowa	-3.7
2	North Dakota	2.2	19	Michigan	-1.7	35	New York	-3.8
3	Maine	1.3	20	Rhode Island	-1.9	36	Illinois	-4.2
4	New Jersey	0.6	21	Minnesota	-1.9	37	Missouri	-4.7
5	Delaware	0.2	22	Colorado	-2.3	38	Washington	-4.9
6	Wisconsin	0.0	23	Alaska	-2.4	39	Idaho	-5.0
7	Kansas	-0.3	24	California	-2.5	40	Indiana	-5.2
8	Montana	-0.4	25	Connecticut	-2.9	41	North Carolina	-5.6
9	Maryland	-0.5	26	West Virginia	-2.9	42	Texas	-5.7
10	New Hampshire	-0.6	27	Pennsylvania	-2.9	43	Florida	-5.7
11	Arizona	-0.7	28	Virginia	-3.0	44	South Carolina	-6.3
12	Massachusetts	-0.8	29	Georgia	-3.2	45	Wyoming	-7.8
13	Utah	-0.8		United States	-3.4	46	Mississippi	-8.6
14	Oklahoma	-1.3	30	Kentucky	-3.4	47	Louisiana	-8.8
15	Oregon	-1.3	31	Arkansas	-3.5	48	Alabama	-9.2
16	Nebraska	-1.4	32	Hawaii	-3.6	49	Nevada	-9.2
17	Ohio	-1.4	33	New Mexico	-3.6	50	Tennessee	-9.7

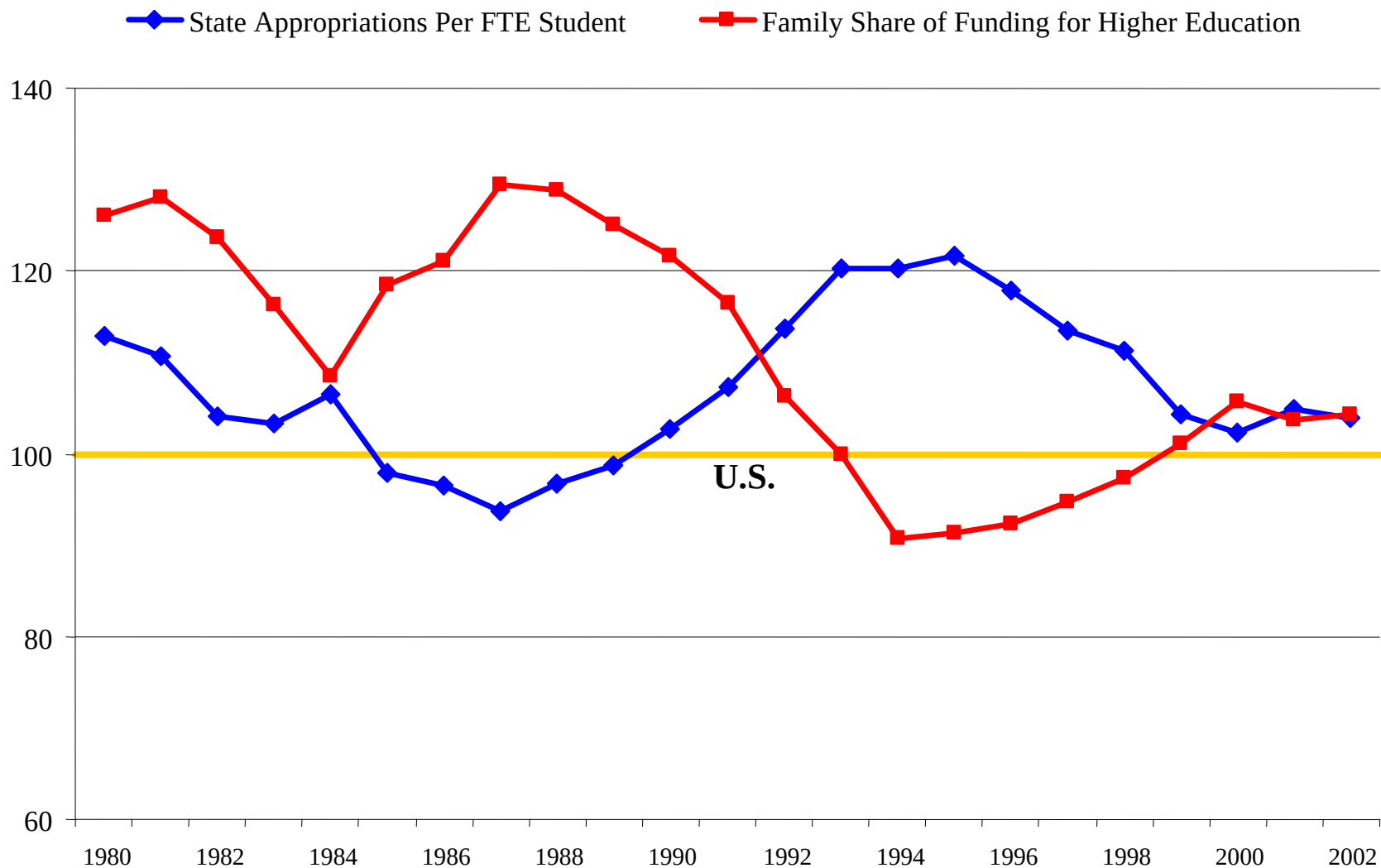
Source: Rockefeller Institute of Government 2002

State Tax Capacity and Effort (Index Scores) - *Wisconsin*



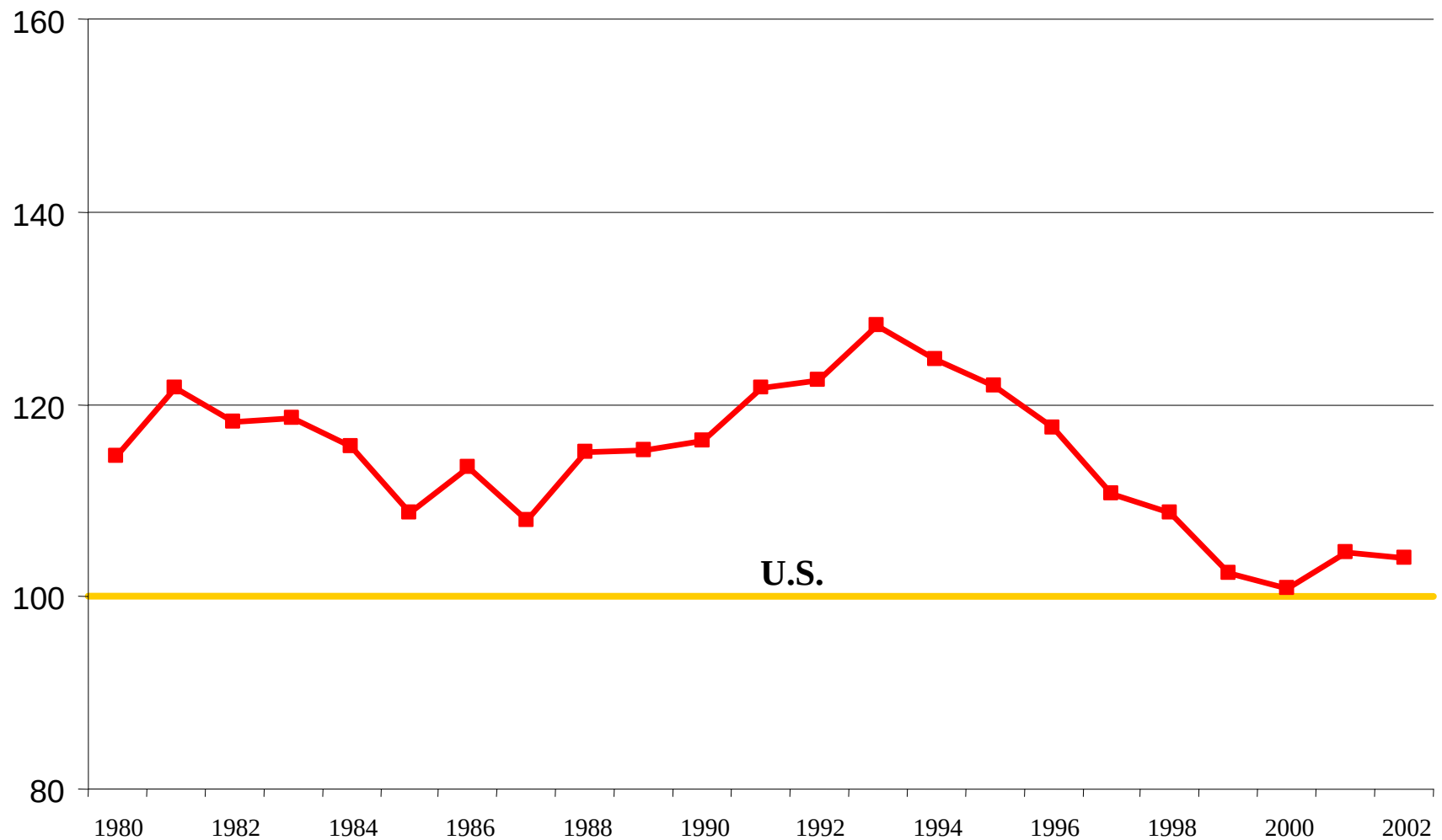
Source: State Higher Education Executive Officers, Kent Halstead

State Appropriations for Higher Education vs. Family Share of Higher Education Funding (Index Scores) - *Wisconsin*



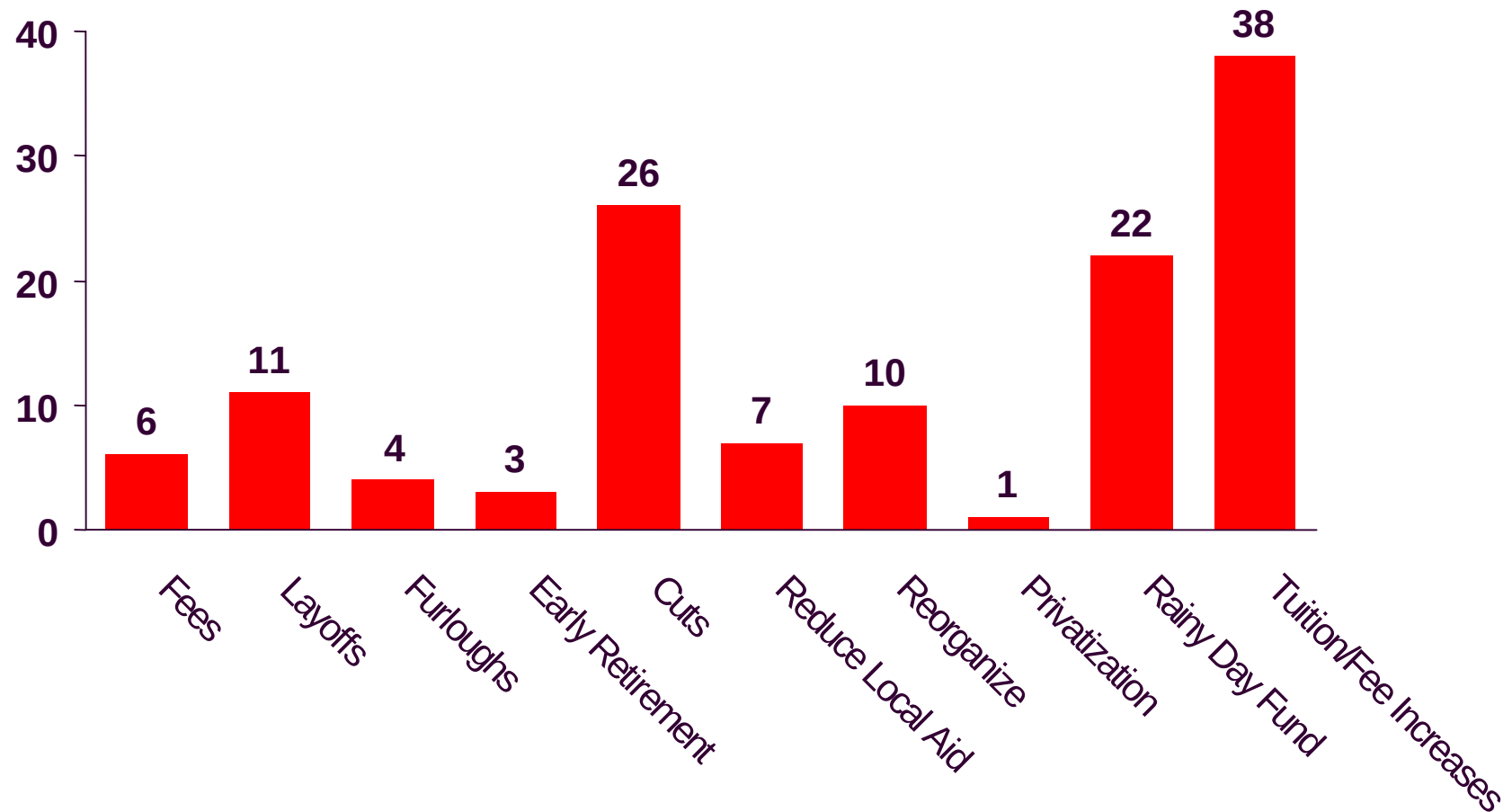
Source: State Higher Education Executive Officers, Kent Halstead

Higher Education Priority – Higher Education Appropriations as a Percent of Tax Revenue (Index Score) - *Wisconsin*



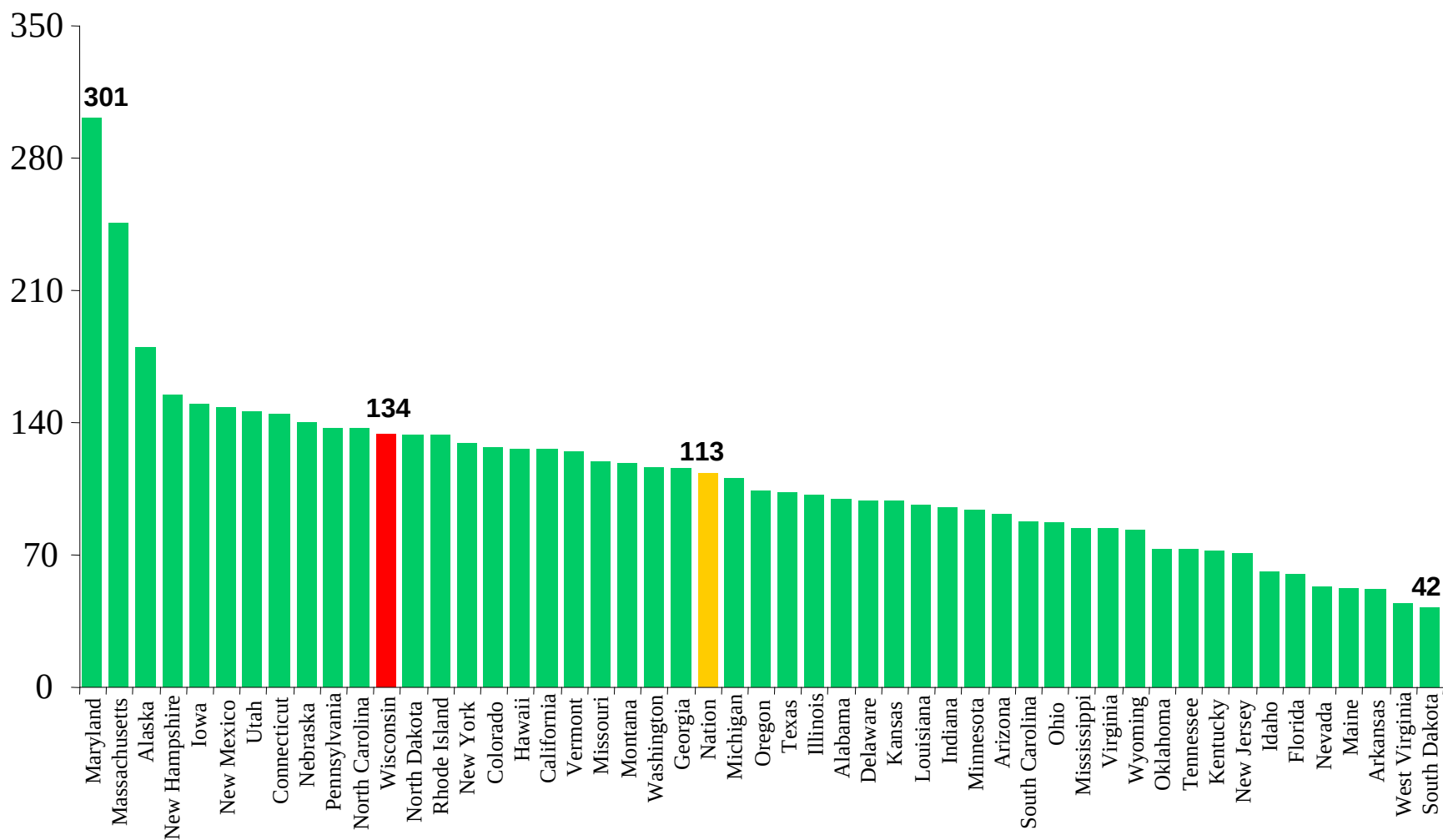
Source: State Higher Education Executive Officers, Kent Halstead

State Strategies Used to Reduce Budget Gaps, Fiscal Year 2002



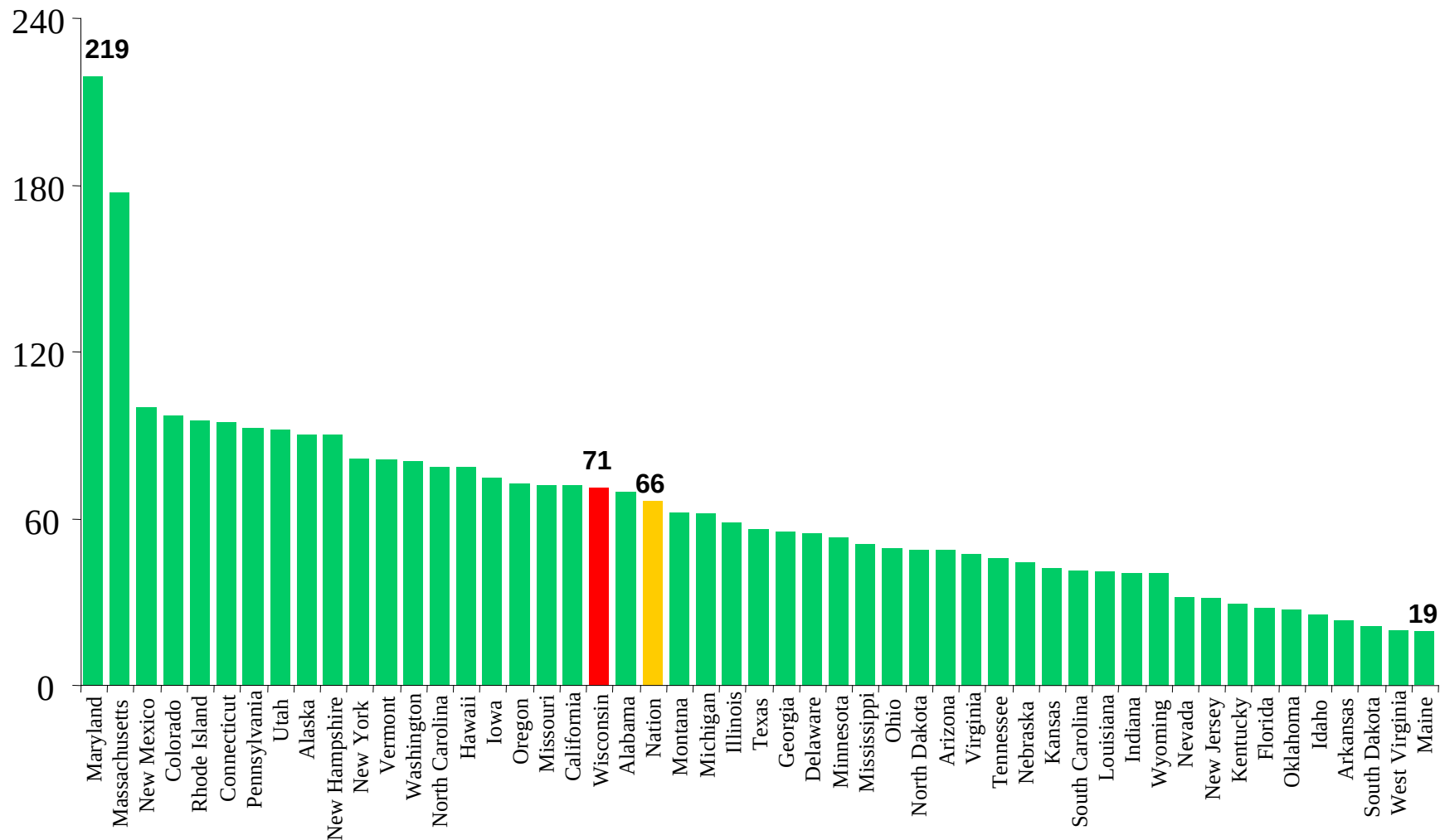
Source: NASBO

Total Research and Development Expenditures Per Capita (\$) - 2001



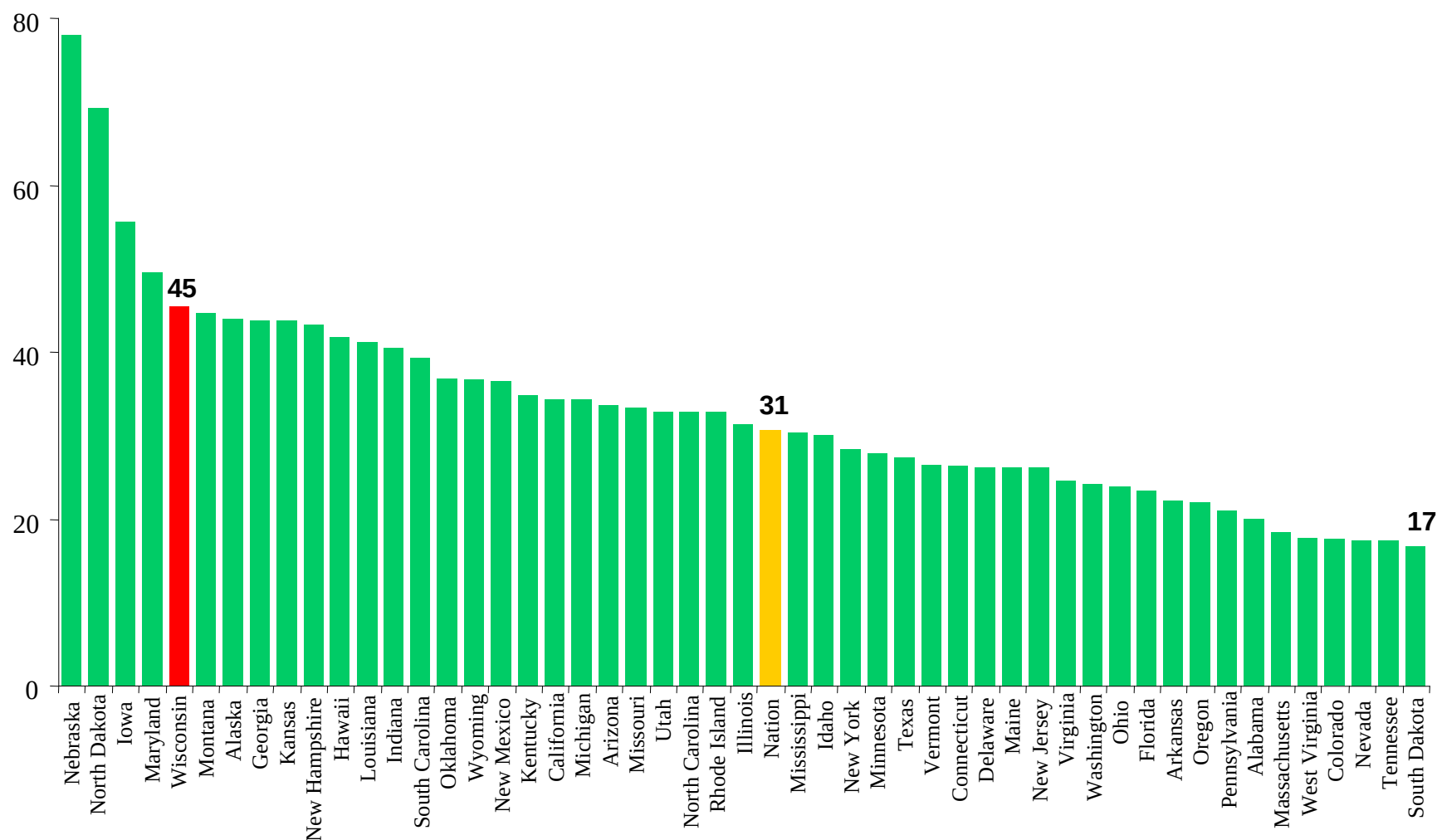
Source: National Science Foundation, US Census Bureau

Federal Research and Development Expenditures Per Capita (\$) – 2001



Source: National Science Foundation, US Census Bureau

State, Local, and Institutional (Internal) Research and Development Expenditures Per Capita (\$) – 2001



Source: National Science Foundation, US Census Bureau