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## NEWS RELEASE

FOR IMMEDIATE RELEASE  
Sept. 30, 2004

Contact: Chancellor Rick Wells  
(920) 424-0200

### **UW System project to increase number of state residents with degrees**

OSHKOSH - The University of Wisconsin-Oshkosh is taking the lead in a project to help students who are close to graduation return to school and complete their college degrees.

The "Oshkosh Graduation Project" is a pilot program aimed at college seniors who left the university in good academic standing just before completing their degrees. UW-River Falls, which has identified more than 700 students with similar standings, will be following suit, and UW-Eau Claire is strongly considering a similar program.

"We strongly believe this program will give academically qualified individuals the chance to complete a degree, improve their earning power and contribute more to their community and the state of Wisconsin," said UW-Oshkosh Chancellor Richard H. Wells. "We also believe it will demonstrate an efficient and effective way to increase the number of students who graduate."

In June, a U.S. Census Bureau survey found that Wisconsin ranked 32nd among states in the percentage of its residents with four-year college degrees.

The "Oshkosh Graduation Project," modeled after a successful program at the University of New Mexico, will focus on Fox Valley and Wisconsin residents. UW-Oshkosh anticipates that about 95 percent of the returning students will be state residents who are at least 25 years old.

UW System President Kevin P. Reilly said the campus-based projects could add as many as 4,000 UW System graduates to the state's workforce in just five years.

"The students returning to complete their degrees through this systemwide project would be men and women now working and raising families in our state," Reilly said. "Encouraging them to complete their bachelor's degrees could mean a huge payback, not only for those state residents, but also for the economic future of Wisconsin, because they would qualify for better paying jobs as college graduates."

## Graduation project/Page 2

Research shows that many of those leaving college just before earning a degree depart because of job, family and other pressures, not because they are academically unqualified.

For example, as many as 1,500 seniors in good academic standing left UW-Oshkosh in the past 10 years. The number throughout the entire UW System could be more than 15,000.

For the project's initial phase, UW-Oshkosh officials have identified 100 students within a semester of graduation who did not continue enrollment during the past five years. All carried at least a 2.5 grade-point average.

UW-Oshkosh academic advisers have identified the courses each of these students needs to graduate. The students are being invited to return to UW-Oshkosh, where they will receive priority enrollment for the courses they need and be teamed with an academic adviser to guide them toward successful degree completion.

"This pilot project will provide valuable information on the needs of returning students, as well as what resources are needed to make a project like this work for the entire UW System," said John Berens, associate vice chancellor for enrollment and information services, who worked with Wells and others on the project.

Wells said similar pilots are being considered by other UW schools and by members of NEW ERA (Northeast Wisconsin Educational Resource Alliance), a consortium of two- and four-year UW campuses, technical colleges and the College of the Menominee Nation.

"NEW ERA members are committed to helping each other's students succeed in completing their degrees," Wells said. "If a returning UW-Oshkosh student needs three courses to complete a degree and we can only offer two, we will work with another NEW ERA member that can provide the final course."

Making it easier for qualified students to return to school to complete their degrees would benefit everyone, Wells said.

"Wisconsin already has invested substantial resources in these students, as have the students themselves and their families," he said. "An increase in the percentage of state residents holding bachelor's degrees would be a tremendous return-on-investment for the state."



University of Wisconsin-Eau Claire

## NEWS RELEASE

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UW-Eau Claire Foundation Raises Goal  
As Campaign Gifts Top \$38 Million

MAILED: Oct. 4, 2004

EAU CLAIRE — The University of Wisconsin-Eau Claire Foundation has increased its fund-raising campaign goal to \$50 million after surpassing its initial \$35 million goal more than 15 months ahead of schedule, officials announced following the Foundation board of directors meeting Oct. 1.

"We've had a strong outpouring of support, and we're seeing a positive impact across the campus as a result of donors' generosity," said Carole Halberg, UW-Eau Claire Foundation president. "At the same time, we've discovered many needs that still are unmet, and we've just begun to connect with many of our alumni and friends about the campaign. We want to continue this effort until we've addressed as many needs as possible and until every constituent has heard our message."

The Foundation also will extend the *Fulfilling the Promise of Excellence* campaign's closing date from June 30, 2005, to Dec. 31, 2007. The university's first comprehensive fund-raising campaign has raised more than \$38 million since it began July 1, 2000.

"The focus areas we identified when the campaign began — student success, faculty and staff development, technology for learning, facility enhancements, serving our region — all are just as relevant, if not more relevant, today, given the increased economic pressures the university and our students are facing due to decreased state support," Halberg said.

Renewable scholarships for students are an important focus of the continuing campaign, Halberg said.

"With tuition increases of \$500 last year and this year, and the likelihood that increases will continue, we need to give more assistance to students through scholarships that are renewable for multiple years," she said. "It's becoming more and more of a struggle for people to afford a college education, and that's a critical problem we want to address for UW-Eau Claire students."

Private support through the campaign is making a difference for people and programs across the university, Halberg said. Some of the campaign's results have included:

- many new, fully funded scholarships for students, some in specific academic areas and others to encourage student/faculty research, address financial need and/or attract high-achieving students;
- enhanced learning facilities, such as a College of Business cyberlab, refurbished simulation labs for nursing students, a new foreign language instructional resource center and new equipment for the athletic training facility;
- helping to support the installation of artificial turf and a new scoreboard at the Carson Park football field;
- the creation of the Endowment for Excellence, the earnings from which will support student scholarships, faculty/student research, the Honors Program, faculty development and the university's other areas of greatest need;
- renovated locker rooms for the men's and women's basketball programs and the football program;
- an endowed fund to support continuing education and enrichment for faculty;
- support for the work of the university's new Center for Collaborative Leadership in Education, which serves students and programs in area school districts;
- increased levels of support for scholarships for single-parent students;
- advancement funds for nearly all academic departments on campus;
- scholarships for UW-Eau Claire students studying abroad, as well as for international students attending UW-Eau Claire; and
- a collaborative project between the university and the Eau Claire Area School District to provide foreign language education to area elementary schoolchildren.

David Anderson, an Eau Claire attorney and chairman of the Foundation's board of directors, said the campaign is critical to ensuring that UW-Eau Claire can continue to be an interactive public regional university that enhances the quality of life in the region and state.

"Through its graduates who are ready to contribute in our workplaces and communities, and through its many partnerships with area businesses and agencies — not to mention its contributions to the community's cultural enrichment, UW-Eau Claire is a treasure in the Chippewa Valley and the state of Wisconsin," Anderson said. "Our alumni and friends are

responding positively to the campaign because they understand the challenges the university faces due to declining state support and rising tuition, and they want to be sure this treasure will be here for generations to come."

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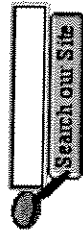
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# Regents to mull faculty pay raise

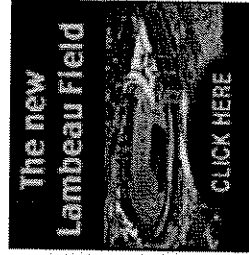
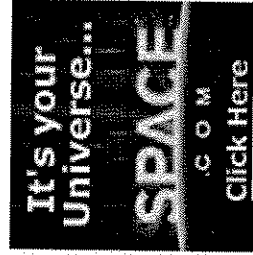
## UW-System heads meet at UW-Oshkosh today to decide

By **Bethany K. Warner**  
of *The Northwestern*

Pay raises are again drawing attention to the University of Wisconsin Board of Regents, who are expected to consider a 4 percent faculty and staff pay increase in both years of the biennium during meetings Thursday and Friday at the University of Wisconsin-Oshkosh.

In early September, the regents approved \$98,000 in salary range increases for system administrators. That raise, supporters said, was needed to keep UW-system salaries on par with comparable schools.

Now, the same argument is driving consideration of salary increases for the system's 6,000 faculty and 12,000 academic staff.



The increases, which carry a \$40 million price tag, are needed to aid recruitment of new faculty, said UW-System Associate Vice-President for Human Resources George Brooks.

"We are going to be attempting to bring new faculty in this spring that when we make salary offers prospective faculty members will look and see the University of Wisconsin had a pay freeze," Brooks said. "That would be highly unusual in higher education."

Currently, the pay plan for faculty and staff has no increase for this year, and only a 1 percent increase next year. And while Brooks and UWO Chancellor Richard Wells agree that 4 percent increases in both years is unlikely, they also say it's unfair for faculty and academic staff to get no increase.

"That's something we just can't allow, it just would be wrong," Wells said. "My concern is, that taking the lion's share of the cuts, and continuing to work hard to make sure we provide access, it would be awful hard to have our faculty and staff, potentially, be the only employees to not get a compensation increase."

In addition to asking for the 4 percent raise in each of the two years of the biennium budget, the pay resolution would also require employees to shoulder higher co-pays for health insurance.

"If there's no raise...and you're going to be paying more in co-payments, it's going to be hard to retain the quality of staff that we've experienced," said James Simmons, chairman of UW-O's political science department and former faculty senate president.

The pay recommendation will be heard by the Business and Finance Committee Thursday afternoon.

Regent Eileen Connelly-Keesler, executive director of the Oshkosh foundation and Neenah said, sits on that committee,

but said the issue needs to be dealt with cautiously.

"I think we have to be very careful about that," she said. "I don't think we can be jumping into 4 percent increases in tough budget times."

Though the employee pay package comes on the heels of the widely-criticized administrator salary raises, representative Gregg Underheim, R-Oshkosh, said raises for faculty and staff are different than administrator raises.

"If the economy is increasing, it's fair to consider raises," Underheim said. "If they are the only group not given a raise, that's not fair."

Although he expects legislative opposition, Simmons said the raise proposal at least needs to be made.

Simmons said university budget cuts, even with students paying an additional \$500 per year, put the system on course for a deterioration of educational quality.

"I think we have to make the case, whether or not the elected officials are going to buy into it, that, like every other public employee, the faculty deserve an increase," Simmons said.

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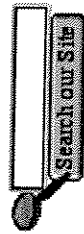


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Posted Oct. 10, 2003



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# Regents consider pay raises

## Board will vote today on increase

**By Ben Jones**  
*P-C Madison bureau chief*

OSHKOSH — University of Wisconsin-Oshkosh sophomore Brandon Henrigillis wasn't happy that his tuition went up \$500 this year.

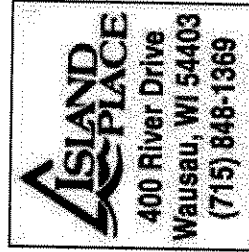
Also, he doesn't agree with cuts to class offerings that followed state budget cuts. But he does think his professors could use a raise.

"They should be paid more," said Henrigillis, a music major from Omro.

Today, the UW Board of Regents will consider pay increases for about 18,000 academic faculty and staff when it convenes at UWO.

Thursday, the board's Business and Finance Committee approved a plan that would give UW employees raises of up to 4 percent for each of the next two years.

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The full board will forward its recommendation to the state Department of Employee Relations, which will make a recommendation to the Legislature's Joint Committee on Employee Relations.

"We don't have the final say, we can only make a recommendation," said Eileen Connolly-Keesler, of Neenah, a member of the Board of Regents.

The regents also will reconsider pay ranges for top UW executives. The board drew fire after it quietly approved a total of \$98,000 in raises for 14 top UW executives in a conference call Sept. 2.

The 4 percent raises for faculty and staff would only be given if funds are available in a state compensation reserve fund. How much will be available is not known, because it will be affected by factors like the size of future contracts.

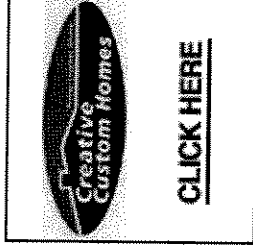
Currently, the fund does not have enough to cover the raises. But UW System President Katharine Lyall said the resolution asks the employee relations department to put as much funding as available toward the 4 percent goal.

"It's a way of saying 'The need is at 4 percent a year,'" she said. "(But) we know the state doesn't have 4 percent a year."

She said UW pay is about 4 percent behind pay at similar institutions in other states.

UWO Chancellor Richard Wells said it's possible that no funds will be available for raises, while employees are facing new insurance costs. "If something isn't done at the state level the unrepresented employees would actually see their compensation decrease," Wells said. "For me, that's a real problem."

Two UW employee representatives said Thursday they are



concerned about compensation.

David Nack, a UW-Extension employee who represented the Wisconsin Federation of Teachers Thursday, said increases of more than 4 percent are needed, but he fears even that may not materialize. "The key to proper compensation is the proper funding of the University of Wisconsin System," he said.

Warren Johnson, a UW-Green Bay professor of chemistry, who represented the Association of University of Wisconsin Professionals, said he has seen the quality of programs decline with cuts. He said that because he has more students in his classes he has less time to give to students. "I came to beg, I came to plead," he said.

Tori Kobish, a junior from Marinette, said she thinks UW faculty members should get a raise, but she is unsure on how big the raise should be. "Four percent is quite large," she said.

*Ben Jones can be reached at 608-255-9256 or by e-mail at [bjones@postcrescent.com](mailto:bjones@postcrescent.com)*

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## LOCAL NEWS

Posted Oct. 10, 2003

# Pay plan goes to full board

### Regents to hear on 4 percent pay increase for faculty, staff

**By Bethany K. Warner**  
*of The Northwestern*

A University of Wisconsin Board of Regents committee on Thursday recommended moving forward with 4 percent per year faculty and staff pay hikes, despite questions about whether the UW system could fund the raises.

Proponents argued that the increase – currently set for zero this year and 1 percent next fiscal year – is necessary for the system to recruit and retain faculty.

System officials said the increases must come from the compensation reserves — not a reallocation of expenditures or tuition.

"We can't base reallocate and we can't ask students to pay," said.

The resolution, approved by the board's business and finance committee, advises the state Director of Employment Relations to recommend the up to 4 percent increases based on what is available in the system's compensation reserves. But even system officials doubt that the reserves have the \$40 million necessary to fund the full the raises.

"We know the system doesn't have 4 percent a year," UW-System President Katherine Lyall said. "I have to tell you we don't have a tuition cushion available to sweeten the pay plan."

Lyall argued to the committee that the salary increase recommendation is needed so that system salaries can keep pace with other peer institutions. Salaries are already below



Shu-Ling Zhou/ of

**Regent Eileen C** waits for her turn t while President c Katherine Lyall spee Regents finance cor monthly meeting Oshko



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those at comparable universalities, and if no increase is given, Lyall said catching up will be difficult.

"Historically in Wisconsin, it has been very tough to recover from zero pay plans. A zero pay plan is something we try to avoid," Lyall said.

Regent Peggy Rosenzweig, however, wanted to ensure that the resolution's language did not force the system to pick up salary costs if negotiations went beyond what was available in the compensation reserves.

"I wonder whether people realize we would be in jeopardy of cannibalizing our own institutions," Rosenzweig said.

The full board of regents will take up the resolution today.

Regents may also reconsider a highly-controversial vote in September which raised administrator salaries \$98,000 across the system. That raise has drawn considerable criticism from the legislature. Still, committee members acknowledged that convincing the legislative Joint Committee on Employment Relations to push raises to 4 percent will be a tough sell, especially after the administrator pay debacle.

"The very people that imposed this on us will call us arrogant either way," Regent Guy Gottschalk said.

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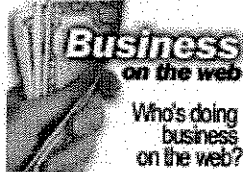
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## Committee rejects 4 percent increase for UW employees

(Published Thursday, October 23, 2003 08:42:29 AM CDT)

Associated Press

MADISON, Wis. -- A legislative committee has approved the governor's proposal to freeze pay for University of Wisconsin System employees this year and give them 1 percent pay increases next year.

Members of the Joint Committee on Employment Relations rejected arguments Tuesday that a 4 percent pay increase for nonunion employees in each year is what it would take to make salaries competitive with peer institutions.

Employment Relations Director Karen Timberlake told the committee 4 percent raises were not possible because of the state's "unprecedented fiscal crisis."

Before the committee made its decision, it heard testimony from UW System officials, faculty and staff who defended the need for higher raises.

Warren Johnson, an associate professor of biochemistry at UW-Green Bay, said the quality of education would suffer unless the state pays people better.

"I came to beg," Johnson said. "I came to plead. Please give us a reason to hope."

But committee co-chairman Sen. Alan Lasee, R-De Pere, said Johnson was painting too gloomy a picture. UW employees must remember the state's fiscal problems, Lasee said.

"It's difficult for me to be sympathetic to your plight right now," Lasee said. "I'm a little bit offended at your tack."

The committee, at Gov. Jim Doyle's request, also decided that UW System vice presidents and vice chancellors at all campuses except UW-Madison and UW-Milwaukee would not get the 1 percent raise because other state government leaders are not getting raises.

The UW System Board of Regents still controls salaries for other executives, including all chancellors, system senior vice

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presidents and the system president.

Negotiations are continuing with unions for the 35,000 state workers covered by other state contracts.

## Carol Roessler

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The Capital Times April 26, 2004

# UW salary trend vexing

A recent front page story of The Capital Times was misleadingly headlined: "No UW pay hike reflects trend." (April 20) That headline is belied by the body of the story, which clearly points out that while university faculty pay across the United States rose by 2.1 percent in the past academic year, most University of Wisconsin faculty and academic staff received 0 percent.

Not only did UW System educational employees receive no pay increase, but currently they are paying the highest co-payments toward health insurance premiums of any state of Wisconsin employees. These co-payments are deducted right off faculty and academic staff paychecks. This point was entirely omitted from the Cap Times article.

Why are UW System educators paying more for health insurance than any other state employees? The answer is simple: Other state workers enjoy union representation and collective bargaining, and UW faculty and academic staff do not. As a result, other state workers have been able to negotiate more favorable pay and benefit provisions from the state than UW faculty and academic staff enjoy.

Wisconsin law does not enable university educators to choose their own collective bargaining representative and negotiate with the university and state. The law treats faculty and academic staff as second-class citizens, not entitled to rights other public employees take for granted. It in effect creates an academic ghetto out of the UW System, exempting the university, in regard to educators, from the labor relations norms that exist elsewhere in both Wisconsin's public and private sectors.

The net result of these outdated policies is to inflict a real loss in overall compensation on

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**David Nack**

GUEST COLUMNIST

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University of Wisconsin System faculty and academic staff of roughly 5 percent. That should have been the actual headline. Wisconsin's citizens need to wake up to the fact that our pioneering and historic publicly funded higher education system may be permanently damaged if these trends continue.

Not only is compensation for university educators falling behind other state employees and

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**When the state takes \$250 million from the UW System budget, at the same time that it allows almost all banks doing business in Wisconsin to avoid corporate income tax, and continues to shift the overall tax burden to working and middle-income families, we all suffer.**

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university faculty nationwide, but at the same time students are being priced out of a quality higher education by UW System tuition.

For example, in 1992 14.7 percent of freshmen came from families with incomes below \$30,000; 10 years later that number had dropped to 11.2 percent. In 1992 only 38.6 percent of entering freshmen came from families with an income above \$61,000. By 2002, 46.6 percent, nearly half, came from these families. State policies are clearly working to exclude the children of lower-income and working-class families from obtaining a four-year degree through the University of Wisconsin System.

When the state takes \$250 million from the UW System budget, at the same time that it allows almost all banks doing business in Wisconsin to avoid corporate income tax, and continues to shift the overall tax burden to working and middle-income families, we all suffer. Faculty and academic staff pay the price in the form of lower real compensation. Eventually many of them will go elsewhere if this trend continues. Students, their families and most citizens pay the price in the form of higher tuition, higher taxes and having to settle for lower-quality education. All of the citizens of the state pay the price in terms of the unrealized potential of those who once could afford a UW degree, but now cannot.

• • •

**W**e need to look squarely at what has been going on in Wisconsin, and indeed across the United States, and then take action to make our will known. Do we want a society in which corporations benefit, but at most citizens' expense? Or, do we want a society like what we once had, where even a very poor young person, born in a log cabin with a dirt floor, could gain an education, and eventually provide crucial leadership to his country as president, in a time of its greatest crisis? If Abraham Lincoln were born under the conditions today that he actually faced as young person, would he get a proper education, or become just another student priced out of a university education, and another example of wasted potential? We all must answer this question, and then decide what we want to do about it.

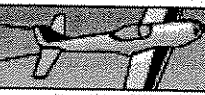
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David Nack, an assistant professor at the UW-Extension School for Workers, is vice president of the United Faculty and Academic Staff union, AFT, Wisconsin Local 223.





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Aug 16, 7:32 PM EDT

# Proposed UW System budget requests \$211 million more

By JR ROSS  
Associated Press Writer

MADISON, Wis. (AP) -- The University of Wisconsin System would request \$211 million more from the state and students for its next two-year budget - about one-third of it in tuition increases - under a plan released Monday.

The proposed budget also includes a request for \$227 million in additional state-funded borrowing for a slew of maintenance and building projects.

Freda Harris, associate vice president for budget and planning, said the request represented what was necessary to meet goals set by Gov. Jim Doyle to keep college accessible and provide a quality education.

Still, Rep. Dean Kaufert, co-chair of the Legislature's budget committee, said the system would face a tough sell with lawmakers in asking for \$227 million in additional borrowing for capital projects, especially with a budget that is expected to be tight.

"I think we're just about tapped out as far as using the credit card and borrowing more money," said Kaufert, R-Neenah.

System officials stressed the budget was preliminary and the Board of Regents will have final say over what request goes to the governor. The regents will vote on the plan later this week.

The proposal is for the two-year budget that begins July 1, 2005. State agencies are required to forward budget requests to the governor later this fall so he can use them to help craft the budget he presents to lawmakers early next year.

Under the proposal released Monday, students would see tuition go up 4.3 percent. For a Wisconsin resident at UW-Madison, the system's flagship campus, that would equal about \$226 a year.

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Bethany Ordaz with the United Council of UW Students Inc. said the tuition proposal was "workable but not totally acceptable." She said students expect tuition to go up each year and could deal with such an increase because of requested new money for financial aid that's part of the proposal.

She said the organization could not support a plan featuring a larger tuition hike.

"It's still perpetuating this myth that students can afford more," she said.

The plan does not address Doyle's order for state agencies to prepare plans to deal with a 10 percent reduction in their operating budgets. Harris said the system will deal with that directive in a separate plan.

The proposal also does not include all of the money the system wants to boost salaries for faculty and staff. Of the \$211 million requested, \$54 million would help boost pay to the levels of peer institutions, Harris said. The system estimates its faculty makes more than 5 percent less than those at similar institutions.

The regular annual pay increases for faculty and staff would come from additional tuition, according to the plan.

Doyle spokeswoman Melanie Fonder said the system would be a priority in the governor's next budget, but its funding will depend largely on how much money is available.


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UW System: <http://www.wisconsin.edu/>

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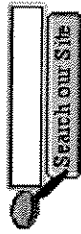
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VIEWS

Posted Aug. 17, 2004

## Editorial: UW System's focus should be in-state students



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### Life & Style

- Good Neighbors

You know those cartoons in which Yosemite Sam meets a wealthy widow — inevitably played by Bugs Bunny in disguise — and, at the moment he thinks of a plan to marry her and get rich, his eyeballs turn into dollar signs?

You get the feeling that's how University of Wisconsin System officials look at out-of-state students. And, to some extent, you can't blame them. Budgets are tight and getting tighter. Tuition's going up but can't make up for the money the system is losing in the budget fights.

If system officials can get \$10,000 to \$14,000 a year more from an out-of-state student than they can for an in-state student, why shouldn't they try to get more out-of-state students?

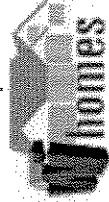
Because it takes away from the mission of educating Wisconsin's students, that's why. And it's why a proposal being considered by a cooperative of Midwestern college officials and legislators — introduced by a UW System vice president — is misguided.

Here's the plan: California will have more college students than it can

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educate in-state. So, the cooperative, called the Midwestern Higher Education Compact, would recruit California students to come to school in our part of the nation. In return, the students would get a reduced rate of out-of-state tuition.

Proponents say no Wisconsin students would be rejected because of the additional students. They say the out-of-state tuition — even at a discount — would cover the extra costs.

But logic and political reality say otherwise. Would the UW System really be able to add the staff and space needed to accommodate extra out-of-state students or would it simply use the windfall to cover a budget hole and squeeze the students in? If that's the case, in-state students would be hurt and prospective in-state students would lose spots that could go to them.

Proponents also say the growth in the college population because of more out-of-state students could counter "brain drain," students leaving the state after graduation.


Again, logic says the problem with "brain drain" isn't that college life in Wisconsin isn't attractive. It's that life after college in Wisconsin isn't attractive. This proposal doesn't create any jobs that would help keep students here.


A similar plan was approved last year to give out-of-state children of UW alumni tuition discounts at eight campuses. That was wrong, too.

If the UW System wants to educate more students, that's great. Our populace needs all of the education it can get. But the focus of the UW System should be on our populace first, not another state's. Dollar signs shouldn't get in the way of that mission.


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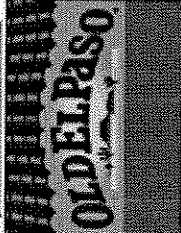


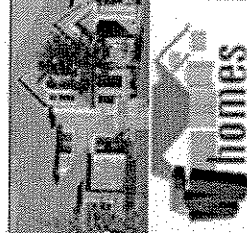
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# SUE JESKEWITZ

State Representative • 24th Assembly District

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August 23, 2004  
608-266-3796

## Jeskewitz Appalled at UW Tuition Hike Proposal

(Madison)...The University of Wisconsin System Board of Regents yesterday approved the UW System's 2005-2007 budget request, which includes a proposed annual tuition increase of 4.3 percent. "When I learned that the Board of Regents voted to include yet another annual tuition increase as part of their budget request, I was extremely disappointed," said Rep. Suzanne Jeskewitz (R-Menomonee Falls.) "Rather than balancing their budget year after year on the backs of students, the UW System needs to learn to live within their means as every other taxpaying citizen in this state is doing."

The last two school years, 2003-04 and 2004-05, tuition increases in the UW System went up as much as \$1,400. Not only will an incoming Junior pay \$1,400 more in tuition this year than they paid in their freshman year, based on the Regent's budget request they can also expect to pay as much as an additional \$225 in their senior year. Add up all the increases during this undergraduate's school career and tuition will have increased almost three times the rate of the Consumer Price Index (CPI) during that same time period.

Last year the state's commitment to the UW Systems' operating budget included \$1,080.5 million general purpose revenue dollars or 30.9 percent. While the state is often criticized for its diminished commitment to the UW System, in fact over the past decade the state's commitment has reflected the taxpayers ability to pay with moderate increases of approximately 3.10 percent, or a little higher than CPI (2.5%).

"What the UW System, as well as the Regents seem to forget is that every time we raise tuition, the taxpayers are getting hit in the pocketbook not once, but twice," emphasized Jeskewitz. "First they get hit with their state tax bill and again when they pay tuition." Jeskewitz stressed that the Regents need to remember there is a limit to what the taxpayers can bear. "Why is it that private industry, when faced with tough budget situations, can find ways to continue to serve their customers, and often grow their customer base, while the typical response by the UW System faced with a similar budget dilemma is to say they won't be able to serve as many students," remarked Jeskewitz.

"The focus is already there," continued Jeskewitz. "The UW Systems' mission statement reads, '...maximize educational opportunity for the people of the state effectively and efficiently through the sharing of resources.' That is a terrific goal, the challenge is to achieve it."

The approved UW System budget now proceeds to the Department of Administration, then to the Governor for review.

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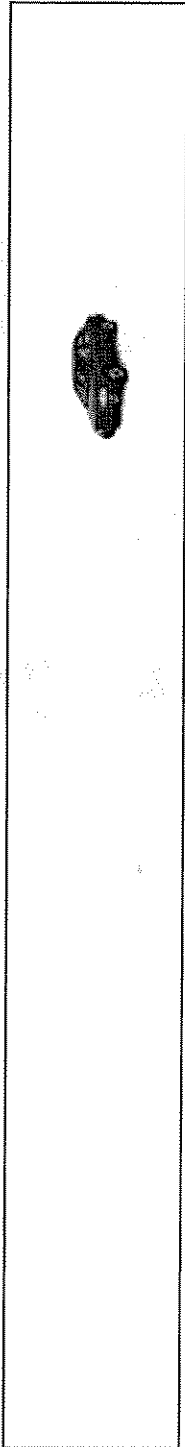
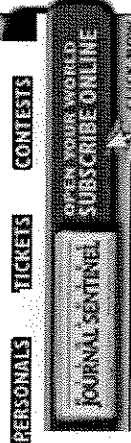
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## Editorial: Keep UW affordable

From the Journal Sentinel

Posted: Aug. 23, 2004

The costs of a University of Wisconsin education have been increasingly shifting from taxpayers to students and their families - setting in motion two alarming and related trends:

- Fewer students from middle- to lower-income brackets are enrolling than they used to.
- A smaller share of the state's high school grads of color are winding up as UW freshmen.

*Advertisement*

Policy-makers must reverse these trends - and pronto - by stepping up financial aid and by keeping in check future tuition increases.

These trends betray ideals that lie at the heart of America and of Wisconsin. College opens up opportunities to young people, opportunities that in America are supposed to depend solely on talents, not on race or wealth. Wisconsin observed that principle with a long-standing policy of keeping UW affordable - a policy

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that steep tuition hikes are threatening.

What's more, Wisconsin loses when it fails to hone its homegrown talent. That undeveloped talent means lost income and thus lost taxes for the state and less momentum for the economy.

UW data divide the state's families into five brackets by income. The share of students from the top two brackets has been swelling, while the share from the bottom three has been thinning over the past 10 years, according to the data.

Note that even the ranks of medium-income students - that is, students whose families sport incomes between \$46,000 and \$61,000 - have been declining on UW campuses. All in all, this trend hurts students of color, whose family incomes tend to be lower than those of white students.

UW has not been alone; hefty tuition increases have been the rule in recent years among America's public universities, as states facing huge deficits cut back drastically on college aid. Hence, UW still ranks among the lower-priced universities. Last year, tuition and fees amounted to \$5,862 a year at UW-Madison, on the low side in the Big 10, according to a UW analysis. (This fall, UW tuition is up another \$700.) Still, the increases are squeezing young people out of a college education.

Lawmakers and Gov. Jim Doyle should heed a recent request from the Board of Regents to step up support for UW and to set aside more funds for student aid for the two years starting in 2005. But even a 7.2% increase in state aid - the amount the regents specified - would necessitate an annual tuition jump of 4.3%.

The governor and lawmakers should look at exceeding the 7.2% request so as to lower the tuition increase. In any event, policy-makers must cushion the effect of tuition hikes on lower-income students. The regents propose to use grants to cancel the effect of future increases on all students from families earning less than \$46,000 a year - a proposal Doyle and lawmakers should back.



Policy-makers must take steps to reverse the trend that is taking Wisconsin away from the ideal that all it takes to enroll in UW is talent.

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# UW System heavy at top, report says

## Audit bureau finds more administrative positions than reported

By NAHAL TOOSI  
ntoosi@journalsentinel.com

### 8,038 POSITIONS

The Legislative Audit Bureau analyzed job titles and descriptions to categorize UW positions and determined that about 8,038 positions, or about 25% of employees in the system, had some administrative functions.

lenged the findings and said the non-partisan audit bureau's measurements, in particular what counts as "ad-

ministrative," were not comparable to the standards used by universities nationwide. UW officials also said employment growth was funded privately, not with state dollars.

Despite the "apples-to-oranges" comparisons, the universities embrace the audit's recommendations and will work with lawmakers to implement needed changes, UW System President Kevin

Please see UW, 15A

A massive new report from the state Legislative Audit Bureau says the University of Wisconsin System devotes almost four times as many financial and personnel resources to administration than it formally counts and that despite recent state budget cuts has managed to add several dozen more employees.

UW System officials chal-

UW, From 1A

Reilly said Friday.

Some of those legislators seized upon the audit Friday, saying the UW System is overloaded with bureaucracy and hasn't been as damaged by state budget cuts as it claims.

The 110-page audit, authorized by the Joint Legislative Audit Committee, considered salary and staffing data from March 1998, March 2003 and March 2004. The 2004 information was supposed to reflect some results of budget cuts the UW System endured as part of the state's move to close a \$3.2 billion deficit.

The bureau found that over the six years the number of UW System employees grew 10.6%, and that between March 2003 and March 2004, nearly 90 new people joined the UW payroll, even though the UW System's state appropriation was cut by \$250 million in the 2003-'05 biennium.

Although the number of state-authorized positions in the system was trimmed by 650 as part of state budget cuts, the system has authorized 585 new positions using private funding.

The audit bureau analyzed job titles and descriptions to categorize UW positions. Its analysis determined that about 8,038 positions, or about 25% of employees in the system, had some administrative functions, far more than the 6.9% of jobs the UW System says are devoted to administration.

### Report challenged

According to the audit bureau's calculations, 15% of the UW System spending, about \$495 million, was administrative, about three times what the UW System counted.

But Reilly and other UW officials challenged the report. They said the UW System uses nationally accepted university standards to count administrative positions, standards that the audit bureau acknowledged were different. Using the guidelines developed by the National Association of College and University Business Officers, Wisconsin's public universities spend far less on administrative positions than schools elsewhere, Reilly said.

It comes down to how some situations are defined: Is a faculty member who oversees a program within a department an administrator as well?

Asked whether system officials had deliberately shifted positions to different categories to account for lower administrative costs, Reilly said no. Audit Bureau official Kate Wade said the auditors did not search for that sort of shifting.

UW leaders also said the new employees were almost entirely funded without state tax dollars. Research grants, for example, may allocate enough dollars to pay for a staff position. Reilly said the growth showed that the UW System was able to bring in outside investment despite a smaller tax-supported base.

Those private and grant dollars are rarely flexible and cannot be allocated to just any program, said Darrell Bazzell, vice chancellor for administration at UW-Madison.

The audit bureau also found:

■ The regents have doled out more than \$500,000 in salary increases for 20 top executives since November 2001. Nonetheless, those executives are still paid less than their peers at other systems and uni-

versities.

■ Wages have increased less rapidly for the UW System's unionized employees than its non-union workers. About two-thirds of non-union workers earn less than \$50,000 a year, but more than 41% of those workers are part time.

■ The UW System's categorization of contract services doesn't account for all the services that go toward administration. The bureau said more than \$800,000 in 2001-'02 was spent on administrative work that was categorized as something else, such as public service or academic support.

The audit bureau's report comes at a sensitive time for the UW System. The system recently submitted a budget request for 2005-'07 asking for \$211 million in additional state and tuition-funded support.

A few days ago, a committee of UW System regents viewed data that showed the universities' faculty and staff earn less than their counterparts in other states.

With almost 32,000 employees, the UW System is the largest employer in the state. Its overall annual budget is \$3.9 billion, about one-fourth of which is state tax support.

State Rep. Suzanne Jeskewitz (R-Menomonee Falls) and state Sen. Carol Roesler (R-Oshkosh), who co-chair the joint audit committee, expressed concerns about the growth in the number of employees. The audit panel will hold a hearing on the findings Oct. 6.

Jeskewitz said it was fair to compare the UW System with other state agencies and private organizations as opposed to simply other universities. "What I hear many times is 'You don't understand academia,' and maybe I don't, but I'm a taxpayer and I want responsibility from our university system just as I want it from other agencies," Jeskewitz said.

However, Todd Berry, president of the Wisconsin Taxpayers Alliance, said the audit showed the system was increasingly relying on private funding rather than taxes.

"Why do they continue to call these folks state employees if they're in fact not being funded with state tax dollars?" Berry asked. "If the university is increasingly becoming a quasi-private institution, then I think the Legislature and state government have got to develop a new vocabulary and a new way of thinking."

State Rep. Stephen Nass (R-Palmyra), though, a frequent critic of the UW System, brushed aside the UW System's "apples-to-oranges" analogy and said the system was being deceptive.

"If the UW System fails to take decisive action to reform its current administrative structure through dramatic cuts in administrative costs, then the taxpayers can't be expected to pay more for the system," Nass said.

A spokeswoman for Gov. Jim Doyle said he supported making the universities more efficient.

The audit bureau's report recommended several things, including: The UW System send the Legislature periodic reports about executive salaries and benefits as well as compensation employees receive from non-state sources; and that the campuses get more guidance on how to code contractual expenditures. Reilly said the UW System would implement the recommendations.

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# Capitol Headlines

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Vol. 9, No. 68

Monday, September 13, 2004 (Articles from September 8-13)

## Doyle holds off on UW budget

"It's just way too early to tell," he says to Regents.

By Karen Rivedal  
Wisconsin State Journal

Gov. Jim Doyle had kind words Friday but no promises about any new dollars in the next two years for the University of Wisconsin System.

"It's just way too early to tell," Doyle told reporters after a brief visit to the UW Board of Regents meeting.

The 26-campus System took a quarter-billion dollar cut in the current state budget, ending June 2005, and hopes are high among university officials that the next budget will be better. But Doyle on Friday said it could be another six months before he could tell the university what its fate would be, and how that decision in turn would affect tuition rates.

"The next state budget is going to be very tough," Doyle said. "We have to balance a lot of different interests."

During the Regents meeting, where the governor was welcomed with a standing ova-

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Wisconsin State Journal September 11, 2004

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**Wisconsin State Journal September 11, 2004**

*...cont. from prev. page*

tion, Doyle thanked university officials for helping him eliminate the state's projected \$3.2 billion deficit under the budget-cutting plan. He also congratulated the Regents for their "very wise selection" of Kevin Reilly as the new System president and praised the System as a symbol of Wisconsin.

"It is a great institution and a great part of who we are," Doyle said, noting he met several university alumni on a recent trip to China. "In many ways it is the University of Wisconsin that defines us."

To reporters, Doyle said he didn't believe tuition was too high at System campuses, despite the double-digit increases last fall and this fall. But neither did he appear to support more large increases.

"Lower tuition has always been the tradition in Wisconsin, and I'm quite confident that's going to continue to be true," Doyle said.

The System's budget request for the next two years is for a 7.2 percent annual increase in state money, buttressed by a 4.3 percent annual tuition increase. That's a moderate hike compared to the 37.5 percent

tuition increase in the current two-year budget.

More financial aid this time around for poor and middle-income families also seems likely, as Doyle consistently has made greater university access one of his goals. He said Friday that he was disturbed by System statistics showing decreased enrollment of less affluent students over the past 10 years, though he described the trend as a "national phenomenon" that could involve factors beyond tuition.

Even so, he said, "It's a very significant issue that we have to be very concerned about."

Doyle lingered about a half-hour after making his remarks, watching the board award its 2004 Teaching Excellence honors to UW-Stevens Point wildlife professor Eric Anderson and Denise Scheberle, a professor of public and environmental affairs at UW-Green Bay. The UW-La Crosse physics department also was honored.

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Milwaukee Journal Sentinel September 10, 2004

## Some UW System officials earning below their range

Jy NAHAL TOOSI  
ntoosi@journalsentinel.com

**Madison** — The salaries of faculty, top administrators and other employees of the University of Wisconsin System continue to lag those of their peers at other institutions. And in some cases, the universities are not paying administrators the minimum of their established salary range, according to data presented to a committee of the UW Board of Regents on Thursday.

The information added to a growing fear that Wisconsin's universities are becoming feeding grounds for other institutions seeking

academic talent. In the last year, the UW System has lost three chancellors to other institutions.

Furthermore, the salary set-up is growing increasingly twisted because of market pressures. New interim chancellors, for instance, are earning more than some longtime chancellors. Employees who stay despite small or no raises pay a "loyalty tax," said UW-Green Bay's chancellor, Bruce Shepard.

Under existing pay ranges, which were originally set for 2002-'03, nine top ad-

...cont. next page

Milwaukee Journal Sentinel September 10, 2004

...cont. from prev. page

ministrators, mostly chancellors, are not being paid at least the minimums, as required by state statute, according to George Brooks, a UW System associate vice president who oversees human resources.

Bringing those staff members' annual salaries up to the minimum would cost the system an additional \$100,000.

If the Board of Regents adopts new pay ranges for 2004-'05, 13 of the top 35 administrators governed by the pay ranges would not earn the minimums of their state salaries. It would take about \$146,800 to bring those administrators' salaries to the lowest points of the ranges.

If UW-Madison Chancellor John Wiley is excluded from those figures (he has a special arrangement that supplements his state salary with private dollars), it would cost about \$100,000, Brooks said. Bringing top administrators' salaries to the medians of their ranges could cost more than \$900,000.

The proposed 2004-'05 salary range for chancellors at schools besides UW-Madison

and UW-Milwaukee is \$168,622 to \$206,093.

In recent years, the board has been criticized for handing out raises to its top officials, including a \$91,000 raise to former System President Katharine Lyall. Last year, the regents passed 2004-'05 pay ranges but rescinded them after the state attorney general said she believed they had violated open meetings laws. Because of public criticism over the raises — which came during a time of financial crisis for the state — the board set aside the matter.

The salaries paid to faculty, in particular, raised several questions. Based on comparisons to peer institutions (mainly other comparable schools in the Midwest), UW System full professors, associate professors and assistant professors were in many cases several thousand dollars behind in pay.

Regent David Walsh and others, however, wondered how comparable the other peer institutions were and whether the pool considered should be larger.

Although there was no formal action taken Thursday,

the regents might try to adopt new pay ranges for top administrators before the end of the year. Already, they have forwarded a budget request to the state that allows for 3% annual pay increases for faculty over the 2005-'07 biennium.

The regents will have to be cautious, especially when it comes to the payments of top officials, said Rep. Rob Kreibich (R-Eau Claire). He said the budget figures he had heard so far did not leave much room for optimism as far as state funding of the universities. To increase pay at certain levels, the universities might have to rely on tuition even more, he said.

A number of factors complicate the salary picture.

One is "compression," the market phenomenon that means new hires are paid nearly as much or even more than those hired years before. Retirements also are a growing concern. About one-third of the UW System's faculty already is eligible for retirement, according to Brooks. And because it appears there are fewer doctoral students in the pipeline, hiring new faculty will be more competitive and more expensive.

Wisconsin State Journal September 10, 2004

# UW people make less than peers, Regents told

By Karen Rivedal  
Wisconsin State Journal

Though many of them rank among the highest paid people in state government, compared to their peers nationally and regionally, employees of the University of Wisconsin System are not measuring up on salaries, a UW Board of Regents committee was told Thursday.

Bringing just the System's chancellors — who lead the 13 four-year universities — to the lowest point of their peers' salary range would cost about \$100,000, according to data supplied by staff. Ironically, that's about what a

national search now costs to replace a chancellor, said Regent Mark Bradley, chair of the Business and Finance committee.

Adding to the problem is the possible retirement of 44 percent of the System's 19,636 faculty members and academic staff in the next decade or so. Currently, 27 percent of that workforce is 55 or older, making it possible for them to retire now, said George Brooks, associate vice president for human resources. Another 17 percent are aged 50 to 54 now, making them eligible to retire within five years.

Replacing those people, especially with the state's tight budget and recent history of little to no salary increases, will be difficult, Brooks said. And doing it while colleges and universities nationwide face the same retirement wave, he added, will be even harder.

"We are all going to be fighting over relatively few faculty members," Brooks said. "It's going to be a problem like we've not seen before."

The Regents made no decisions on salary increases for top leaders on Thursday, leaving that to their meeting in October or November. And even then, the board only can set salary ranges and propose raises; state lawmakers decide what raises can be given.

In the current two-year state budget ending June 2005, System employees — including top leaders — received annual raises of zero and 1 percent. The board's request for the next budget cycle, approved by the Regents last month, was for 3 percent raises each year.

According to staff data, professors at the System's 13 two-year colleges are paid 20 percent less than the median of their peers. In the 13 four-year universities, shortfalls include 19.6 percent — \$12,200 — at UW-River Falls and 7.3 percent — \$7,000 — at UW-Madison.

For senior System executives, the two vice presidents — of university relations and business/finance — are the farthest below peer medians, earning about \$40,000 less than the \$179,000 peer median.

Official peer groups were set for salary comparison purposes by the System and state officials in 1984. State law says employees must be paid within a range set up around the peer median, minus 5 percent to take into account Wisconsin's lower cost of living.

But currently, 13 of the 35 top System leaders including chancellors are being paid below the minimum range set for their jobs. It would cost \$146,800 to bring those employees to the minimum, Brooks said.

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Wisconsin State Journal September 10, 2004

# Reilly wants UW business more open to press, public



**"The UW System is kind of a black box to a lot of Wisconsin citizens."**

KEVIN REILLY

## That's something the media and the Legislature have wanted

By Karen Rivedal  
Wisconsin State Journal

In his first official address, University of Wisconsin System President Kevin Reilly made transparency one of his top priorities, vowing to open up the business of the 26-campus university to greater scrutiny by the press and public.

"The UW System is kind of a black box to a lot of Wisconsin citizens," he told the UW Board of Regents on Thursday. "I want to demystify (it)."

As to how he'll do that, Reilly said he'd eat "a lot of rubber chicken" as he talks up the System before com-

munity groups. He also pledged to be "open and forthright with our colleagues in the press."

The need for more openness in System business has been a sore spot with media and state lawmakers for the last few years. The ill will arguably reached its low point in a controversial board meeting last fall to raise salary ranges for top executives in the System. State Attorney General Peg Lautenschlager said the meeting, held by telephone conference call, was improper, and the board took steps to make its meeting practices more accessible.

But Reilly on Thursday pledged to do more, noting his plans to hold regular sessions with reporters "to discuss what's on my mind, and theirs." He also said he would visit regularly with editors and radio talk show hosts around the state.

Ways to improve access for the public included one change already implemented Thursday, when — for the first time — the Regents' meeting could be heard over the Internet. That will be a regular practice, Reilly said, continuing today with a live

audio link available at [www.wisconsin.edu](http://www.wisconsin.edu).

Reilly's other priorities included putting "students first" and improving System efficiency. The focus on students will be realized in part through efforts to attract and retain more poor and minority students, Reilly said, and by increased communication with

student leaders.

For greater efficiency, Reilly said, he commissioned a study for \$7,500 plus expenses to compare the structure of the System to other institutions around the country. It will be done in two months by Harry Peterson, who worked as chief of staff for former UW-Madison Chancellor Donna Shalala.

Contact Karen Rivedal at [krivedal@madison.com](mailto:krivedal@madison.com) or 252-6106.

The Capital Times September 10, 2004

# UW System head: I'll reach out to public

## Reilly also supports regents' proposed budget in first address

By Aaron Nathans

The Capital Times

In his inaugural address to the Board of Regents, University of Wisconsin System President Kevin Reilly pledged to "demystify" the university by reaching out to the public.

Meanwhile, regents once again broached the delicate topic of raising executive salaries for the first time since an uproar last year. They could vote on raising the salaries of UW's top officials in November, said George Brooks, associate vice president for human resources.

Reilly said he supports the proposed budget passed by the regents last month, which he said would make the university stronger, more competitive, and more affordable. The budget, he noted, would use financial aid to cancel out any tuition increase for those families with a combined household income of \$40,000 or less.

The state stands to gain

from an investment in higher education with a better-skilled work force that increases the tax base, Reilly said.

He spent much of his address talking about an area where the UW leadership has taken criticism in recent years: "One clear message I have received so far has been the importance of communication," Reilly said. "It's clear to me that a top priority must be to share the importance of the work that happens within this university, and to build lasting relationships with the people and organizations that make it public."

For the first time, Thursday's regents meeting was broadcast over the Internet. Reilly said that would be one way for the people of the state to hear the business of the Board of Regents as it unfolds.

"I believe that the UW System is a 'black box' to a lot of

Wisconsin citizens, indeed, to most of our own employees and students, in many ways," Reilly said. "I want to demystify the UW System, to communicate what we do, how decisions get made, why decisions are made, and how we stand accountable to our own internal audiences, as well as the citizens of the state."

He said he would travel throughout the state to talk about the university and its priorities, meeting with students, faculty, staff and community members, as well as going to Washington to meet with the state's Congressional delegation.

"I pledge to be open and forthright with our colleagues in the press," Reilly also said.

Communication became, to put it lightly, a problem over the last few years when the topic was executive salaries. The regents raised then-Presi-

dent Katharine Lyall's pay by 43.9 percent in 2001, and public anger ensued. When it came time to raise executive salaries in 2002 and pay ranges in 2003, the regents took a quieter approach, and gave the meetings little public notice. Attorney General Peg Lautenschlager said the 2003 meeting was improperly posted, and required the 2003 raises to be voided as part of a settlement with the regents.

For the last year, the system's top executives received only the same pay raise all

other UW employees received, roughly 1 percent.

On Thursday, Brooks told the regents' Business and Finance Committee that the UW System's top executives were falling behind their peers in pay. Thirteen senior executives are paid "below the minimums of the salary ranges to which they are assigned," according to a UW administration report.

When asked to clarify, Brooks said that doesn't refer to the existing salary ranges, but the ones that the regents tried to set last year. Nine exec-

utives are paid below their current pay ranges, he said.

UW chancellors were likely to be raided by other, higher-paying institutions, Brooks said. Top UW executives are paid, on average, 15.9 percent below their peers, according to the report. Reilly, who sat in on the panel's discussion, said his job included recruiting good chancellors.

"If we don't fix this problem, we won't be able to do this job," Reilly said.

The regents took no action on executive salaries on Thursday.

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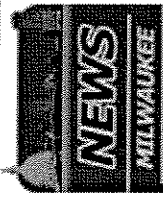
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## Some UW System officials earning below their range

By NAHAL TOOSI  
ntoosi@journalsentinel.com

Posted: Sept. 9, 2004

**Madison** - The salaries of faculty, top administrators and other employees of the University of Wisconsin System continue to lag those of their peers at other institutions. And in some cases, the universities are not paying administrators the minimum of their established salary range, according to data presented to a committee of the UW Board of Regents on Thursday.

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The information added to a growing fear that Wisconsin's universities are becoming feeding grounds for other institutions seeking academic talent. In the last year, the UW System has lost three chancellors to other institutions.

Furthermore, the salary set-up is growing increasingly twisted because of market pressures. New interim chancellors, for instance, are earning more than some longtime chancellors. Employees who stay despite small or no raises pay a "loyalty tax," said UW-Green Bay's chancellor, Bruce

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Shepard.

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One is "compression," the market phenomenon that means new hires are paid nearly as much or even more than those hired years before. Retirements also are a growing concern. About one-third of the UW System's faculty already is eligible for retirement, according to Brooks. And because it appears there are fewer doctoral students in the pipeline, hiring new faculty will be more competitive and more expensive.

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Milwaukee Journal Sentinel September 15, 2004

# Students found less likely to head for college

By NAHAL TOOSI

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Wisconsin's high school graduates may be better prepared for college than a decade ago, but the likelihood they will pursue higher education has declined, according to a national report released this week.

"Measuring Up 2004" also found that Wisconsin students are increasingly less able to afford college, although other states fared worse in this area.

The report, issued by the National Center for Public Policy and Higher Education, gives grades to states in several categories. Private and public colleges, including two-year

schools, are included in the calculations.

Wisconsin's worst performance was in the category of affordability, an area in which it has made no notable progress in the last 10 years, the report states.

Wisconsin colleges, especially its public institutions, charge fairly low tuition, despite recent increases. But college costs eat a large share of Wisconsin families' annual income, even after financial aid is accounted for. Net college costs account for anywhere from 18% to 54% of average family income, depending on the type of institution.

State investment in financial aid is low in Wisconsin, the report states. The average amount borrowed by Wisconsin undergraduate students annually has increased from \$2,691 to \$3,076 in the last decade.

"Those of us in higher education never like to get bad grades, but a lot of us have been saying for a long time that we have neglected the whole financial aid question," said Rolf Wegenke, president of the Wisconsin Association of Independent Colleges and Universities. "State support of financial aid is our big problem."

Even in scoring a "D," Wisconsin fared better than most of the other 50 states, the majority of which scored "Fs" for affordability.

The report also had some good news for the state.

Wisconsin high school graduates are better prepared for college than a decade ago. For one thing, more high schoolers take upper-level math and science courses.

But that hasn't translated into greater participation in college in the last 10 years, although compared with other states, Wisconsin does fairly well. The decline results partly from a fall in the percentage of students graduating from high school and a drop in percentage of high school graduates enrolling in college, the report states. Gaps are particularly evident when minority students are compared with white students, the report states.

Students who do enter college are more likely to finish than a decade ago. The state earned its highest mark, an A-minus, in the degree completion category.

Also, the state's percentage of bachelor's degree holders among those aged 25 to 65 has risen 3 percentage points to 25% in the last 10 years. Compared with other states, though, that's not very high.

The 2004 report is the third of its kind; the independent, non-profit center, based in San Jose, Calif., issues it every other year.

The full "Measuring Up 2004" report is available at [www.highereducation.org](http://www.highereducation.org).

## WISCONSIN'S COLLEGE REPORT CARD

■ **Preparation:** ▲ How well does the state prepare kids for college? B Plus

■ **Participation:** ▼ What proportion of young adults enroll in higher education? B

■ **Affordability:** ◀▶ How affordable is college? D

■ **Completion:** ▲ How many students complete their programs in timely manner? A Minus

■ **Benefits:** ▲ What benefits does the state receive from its educated population? C Plus

Arrows indicate comparison with a decade ago

Wisconsin State Journal September 16, 2004

GUEST COLUMN

# Give student grants to truly needy

By Rolf Wegenke

This week, the National Center for Higher Education and Public Policy released another of its state-by-state report cards on higher education. Wisconsin again received some bad marks on access and affordability to its world-class colleges and universities.

Bad marks such as these are becoming the standard for the Badger State. It is time we did something about it. Wisconsin spends a lot on postsecondary education, but the results it achieves are not what this state needs or expects.

The percentage of Wisconsin's adult population with a college degree has actually declined when compared to other states, from 32nd place in 2001 to 35th place in 2003.

The number of high school graduates in Wisconsin is expected to decline by 4.1 percent by 2017. The only growth will occur among minority and low-income populations. Yet, these are the very people Wisconsin is failing to advance to postsecondary education.

In 2001-2002, the percentage of students in the lowest income brackets enrolled in the UW System stood at 19.3 percent — down 25 percent from a decade earlier. During that same period, the four-year private colleges and universities in Wisconsin saw a 15 percent drop in enrollment from the same income group.

These dreadful results occurred in years when state spending on public higher education was burgeoning and public tuition was low, or, in some cases, frozen. This suggests that it is not the amount of money, but how the money is spent, that threatens Wisconsin's educational and economic future.

The National Association for College Admissions Counseling asserts that, "In the 2001-2002 school year, states spent more than \$62 billion to subsidize public postsecondary education. However, students from families earning \$90,000 or more (received) nearly four times more of that subsidy than students from families earning less than \$13,000."

The National Association of State Student Grant and Aid Programs reports that the state-funded financial aid that Wisconsin provides directly to students is the lowest in the Midwest: The maximum Wisconsin grant is 31 percent lower than the Midwest average, and the total grant aid per student is 56 percent lower.

Our neighboring state, Minnesota, so close geographically and with a slightly smaller population, enjoys a booming, forward-moving economy (a median family income of \$60,000 compared to Wisconsin's \$45,000) that, not coincidentally, is tied to its higher percentage of adults with college degrees.

And Minnesota makes a significantly larger investment than Wisconsin in state-funded financial aid. In 2002-2003, Minnesota provided \$133.6 million in state grants to more than 72,000 low- and moderate-income students attending both public and private institutions in that state. That same year, Wisconsin's need-based aid programs provided only \$67 million, roughly half Minnesota's amount, for 58,782 students.

Tom Mortenson, editor of Postsecondary Education Opportunity, predicted today's crisis in 1993 when he wrote, "There is not enough money available to continue subsidizing the higher education of students from affluent family incomes because those subsidies compromise higher education opportunity for those from low- and middle-income family backgrounds. . . . It is time for higher education to make a more compelling case for the state funds it asks for. The foundation of that case must be assurance that every dollar requested. . . will be spent to educate only students (with) financial need."

Wisconsin needs to "get smart" about its spending on postsecondary education and fund students first.

Wegenke is president of the Wisconsin Association of Independent Colleges and Universities.

Cowles

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**Cowles: UW System Staff Audit Shows Big Increase In Administration Size, Costs**  
*UW System needs to find efficiencies before asking for tuition and spending boost*

**Madison** – State Senator Robert Cowles (R-Green Bay) today reviewed a critical audit of University of Wisconsin System staffing released by the nonpartisan Legislative Audit Bureau. The audit was requested by Sen. Cowles in early 2003 in order to find efficiencies within the UW System’s administration. The audit comes on the heels of the UW System’s recent budget request by the UW Board of Regents for an additional \$211 million in state funds with a proposed 4.3% hike in tuition. “This audit is a real eye opener,” said Cowles. “I think this report shows the UW System needs to get a better handle on how our money is spent.”

The UW System is the largest employer in the State of Wisconsin, with over 32,000 employees (state government has 66,000 total employees, and in the private sector QuadGraphics employs 15,000). According to UW System, they have only 7% of their employees in administrative positions, which compares favorably to other leading public universities. However, the audit shows that once properly accounted for, the System has 25% of their employees in administrative positions. The UW System spends 15% of its operating expenditures on administrative costs, totaling \$495 million. “If UW System can cut administration back just by one or two percent, that saves the taxpayers \$5 to \$10 million right there,” said Cowles.

The Legislative Audit Bureau today issued the following recommendations:

- Provide the Legislature with complete reports on executive salaries, fringe benefits, and cash and noncash compensation from outside sources;
- Provide all UW institutions with guidance on coding contractual expenditures in their accounting records to ensure accuracy and consistency;
- Seek statutory changes to streamline and improve reporting in order to ensure accuracy, transparency, and timeliness in reporting the number and type of UW positions; and
- Report back to the Joint Legislative Audit Committee by February 1, 2005 with plans to cut administrative staffing costs to reduce expenses and create efficiencies.

The 100-page report highlighted discrepancies in accounting methods that need to be addressed. There were differences of nearly 1,000 positions in various reports on the number of authorized positions, and there were no attempts by the UW System or the Department of Administration to reconcile this discrepancy, according to the Audit Bureau.

Cowles also noted with concern the number of public relations positions. UW System has coded 42.5 positions public relations employees in their definition of administration. The Legislative Audit Bureau found an additional 121.5 positions performing public relations duties, bringing the total to 164 employees. “I think they need to scale back their lobbyists and public relations people in a big way,” said Cowles.

-more-

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According to the audit, the UW System has seen major changes over the last five years:

- Total student population increased by 8%
- UW System number of employees grew by over 10%
- UW System monthly payroll increased by 32%
- UW System Administration payroll increased 57%
- UW Chancellor salaries increased between 40% and 77%
- The number of faculty making \$100,000+ annually increased by 251%
- The number of professional non-faculty making \$100,000 grew by 450%

The last state budget enacted a reduction of \$250 million in state tax dollars. However, much of that reduction was made up for by increases in tuition. The audit details how the monthly payroll for UW System Administration still increased by 89 positions last year (a 9% increase compared to only 2% system-wide), even after the cut in state funding.

The audit also shows how the UW System cut 650 state-funded positions, but offset this loss by replacing them with 585 positions paid for by program revenue, including student fees. Positions that increased were the professional non-faculty such as research assistants, teaching assistants, and projects assistants. In addition, services contracted with the private sector also grew by 50% in a five-year period. "The growth in positions and salaries for administration needs to be addressed, especially when contracting has increased dramatically," said Cowles. "Was that the best use of our scarce resources?"

The operating costs per student varied widely on each of the system campuses. UW Madison had the highest expenses with \$28,659 spent per student. The lowest operating costs at a four-year campus were for UW Eau Claire with \$12,339 per student. "When the UW System reports back to the committee, I'd like to hear their plans to reallocate funds and possibly consolidate between campuses," said Cowles.

The Board of Regents requested an additional \$211 million in state funding for the next biennial state budget, including a 4.3% tuition increase. In addition, the regents voted \$457 million in borrowing authority for construction and maintenance projects with half of that backed in program fees and the rest by state general taxes. However, the audit points out that the UW has already received \$523 million in state-supported borrowing over the last four biennia.

"Their budget just not realistic," said Cowles. "The UW System has to find efficiencies and cut expenses before passing along increases to the taxpayers and students."

Senator Cowles requested the UW System audit. He is a member of both the Joint Legislative Audit Committee and the Higher Education & Tourism Committee.

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**Rep. Nass: UW-System Audit Exposes Hidden Administrative Costs**  
9/17/2004

FOR IMMEDIATE RELEASE

FOR FURTHER INFORMATION CONTACT: Rep. Steve Nass (608) 266-5715

**NASS: UW SYSTEM ADMINISTRATION MUST BE HELD ACCOUNTABLE FOR DECEPTIONS AND HALF-TRUTHS**

State Representative Steve Nass (R-La Grange), a member of the Assembly Colleges and Universities Committee, condemned the budgeting deceptions and half-truths of the UW System Administration. The non-partisan Legislative Audit Bureau released an audit today that reviewed staffing levels in the UW System Administration.

"For years, I have questioned numbers coming out of the Ivory Tower at UW System Administration. Now, we know that they can't be trusted to provide a complete and accurate accounting of administrative costs," Nass said.

The audit revealed:

- 1.) As of March 2004, 25% of the UW System's 31,971 employees had administrative duties. This is far higher than any previous numbers provided by UW System officials.
- 2.) The costs of administrative services performed by contractors have been understated.
- 3.) In fiscal year 2002-2003, 15% of UW System operating expenditures was administrative, totaling \$495 million. Again far higher than any previous numbers offered by UW System Administration.
- 4.) Since November 2001, the UW System has used its flexibility from legislative control to increase salaries for 20 senior executives by \$500,000.
- 5.) Pay increases for more than ¾ of UW System staff have been larger than those offered to other state employees.
- 6.) Current methods for monitoring the number of UW System positions are ineffective.

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7.) Increases in tuition/fees have allowed the UW System to avoid any serious reductions in positions previously funded with tax dollars. In fact, the audit points out that even though the system received nearly \$250 million less in tax dollars, they increased positions funded by tuition and fees by 89 new employees.

The 110-page audit contains even more revelations regarding the UW System. The audit shows that there is a lack of accountability in how the system spends its \$3.3 billion annual operating budget.

"The leadership of the UW System and Board of Regents continues to cry doom-and-gloom regarding state support for their budget. This audit exposes just how orchestrated their effort has been to deceive the public, legislators and students," Nass said.

Nass noted that UW System leadership has been willing to cut services and classes to students, while using higher tuition and fees to fund administrative staffing and salaries.

"If the UW System fails to take decisive action to reform its current administrative structure through dramatic cuts in administrative costs, then the taxpayers can't be expected to pay more for the system," Nass said.

Nass expects the UW System to utilize every highly paid administrator to spin their version of the story and attempt to discredit the findings in the audit. Already, UW System lobbyists are working the telephones to keep legislators from commenting on this audit or to at least not take any positions on the audit's findings.

"Right now, the UW System is using taxpayer funded administrators to confuse the public and legislators by alleging the audit compares apples to oranges. However, if the Legislature ignores their own audit agency and allows these budgeting abuses to continue, then it is the legislators that are allowing taxpayers and students to be bilked," Nass said.



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## Legislators blast UW over audit *Question increase in staff levels*

By **Matt Pommer**  
 September 17, 2004

The co-chairs of the Legislature's Joint Audit Committee quickly raised concerns about spending for the University of Wisconsin System after an audit was released this morning.

"I am very concerned with the (Legislative Audit Bureau's) finding that the UW system added 89 permanent full-time employees in the last year," said state Rep. Carol Roesler, R-Oshkosh.

State Rep. Suzanne Jeskewitz, R-Menomonee Falls, said the number of UW employees earning more than \$100,000 had tripled in the last six years.

"I don't have a problem with paying competitive salaries, but I am anxious to learn why system officials continue to maintain that top administrators and other employee salaries are not competitive and their priority seems to be using scarce budget dollars to increase administrative positions rather than making our salaries more competitive," she said.

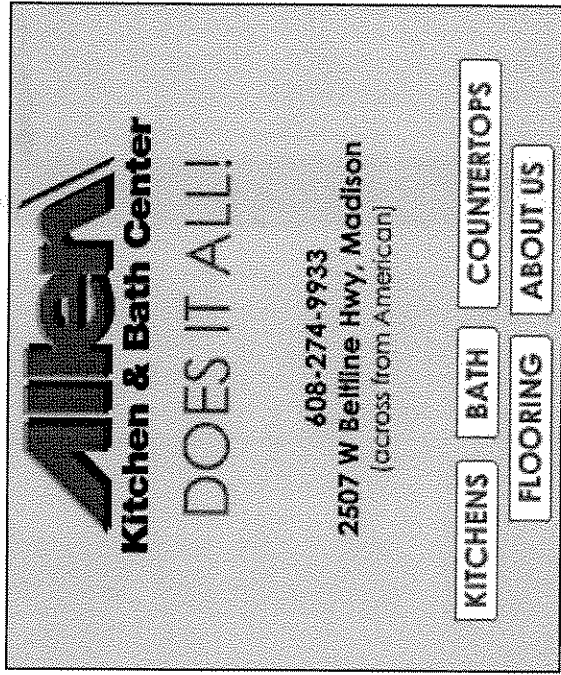
In the report, state auditors urged the Legislature to consider three questions in the next University of Wisconsin budget, including possible legislative control of the number of UW employees.

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Other issues, according to the Legislative Audit Bureau, are maintaining student access and defining the relationship between the state and the university.

The suggestions were included in the bureau's study of staffing levels, staffing costs including payroll costs, and contractual services.

The bureau said in a summary of its report that UW System officials have been concerned that budget cuts have hurt instructional quality while some members of the Legislature have questioned the efficiency of the system's administrative staffing and its non-instructional costs.

The bureau urged the university to provide the Legislature with "complete" periodic reports on executive salaries, fringe benefits, and cash and non-cash compensation from outside sources.

It also urged the University to report by Feb. 1 on administrative costs and staffing by campus and "provide specific proposals to reduce administrative expenditures and increase operating efficiencies in the 2005-2007 biennium.

"We fully embrace" the bureau's recommendations, said UW President Kevin Reilly.

He added that the bureau auditors and the university staffers who worked with them on the report "have identified the need the way we provide the information" to state officials.

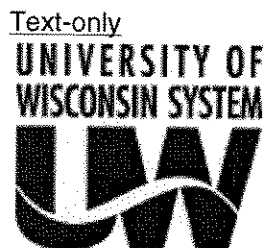
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Nov. 4, 2004

**University of Wisconsin System Board of Regents  
November 2004 Meeting  
News Summary**

## **Salaries in UW System don't measure up, board hears Committee recommends increasing pay plan for university employees**

MADISON—The state of Wisconsin may be asked to consider additional compensation for university employees following a committee recommendation during Thursday's (Nov. 4) meeting of the University of Wisconsin System Board of Regents.

Salaries for faculty, staff and academic leaders within the UW System are seriously falling behind their peers at other universities, said Business and Finance Committee Chair Mark Bradley of Wausau, who submitted a report to the full board about the need for competitive compensation.

Bradley explained that while faculty are not necessarily behind in terms of salaries paid to other workers in Wisconsin, the state must consider the market from which these employees are recruited.

"We must compare apples to apples, engineering professors to engineering professors, and university administrators to university administrators," he said.

Bradley explained that in considering compensation levels for university employees, the board is required by state statute to take three steps:

1. The board must set salary ranges for chancellors, two vice chancellors, one senior executive and the UW System President;
2. The board must recommend salary ranges for vice presidents and vice chancellors for consideration by the Legislature's Joint Committee on Employee Relations (JCOER); and
3. The board must recommend a pay plan for faculty and unclassified academic staff, for consideration by the state Office of Employee Relations.

Members of the Business and Finance Committee voted Thursday to approve a resolution that would establish new salary ranges and salaries for seven chancellors who would be paid below the minimum allowed by those ranges.

The committee also approved a resolution to recommend an additional 2 percent pay plan increase in each year of the 2005-07 biennium for faculty, academic staff and university senior executives. This increase, coupled with the recommendation the Regents included in their biennial budget request, would bring the total pay plan increase to 5 percent.

*Both resolutions* will be considered for a vote by the full Board of Regents on Friday (Nov. 5)

Bradley stressed that no employees were granted pay raises with Thursday's committee approval of two

resolutions that would accomplish those goals, nor did the regents consider any adjustments to tuition levels.

"We are not making any decisions about tuition here today," Bradley said, saying the board would not revisit tuition levels until Spring. "We don't have the Governor's budget, we don't have JCOER's pay plan recommendation, and we don't have the Legislature's reaction to the Governor's budget."

Stephanie Hilton, president of the United Council of UW Students, testified that students understand the need to competitively compensate faculty and staff, but they are adamant in their stance that the necessary funding must come from sources other than student tuition dollars.

"If you keep your word on the 5 percent tuition cap, students will be there with you throughout the budget process," Hilton said. "Seems like the [pay plan] has to be funded. There is no alternative."

UW-Madison junior Josh Healey, a member of the Multicultural Student Coalition, said any available funding should be used to alleviate the tuition burden on students, many of whom struggle to pay tuition at current levels.

"Our priorities are for student access," Healey said. "I'm asking you what your priorities are."

Regent Roger Axtell of Janesville reminded the board that like the 2005-07 budget request passed last month, any recommendations the board would approve on Friday would be "in pencil."

"There are a lot of erasers down the line," Axtell cautioned. "We've got a lot of variables in the air. There is no magic formula."

Regent Jesus Salas of Milwaukee said he would like campuses to contribute savings from administrative efficiencies toward increases in salaries for academic leaders, rather than funding those increases solely from tuition.

Regent Chuck Pruitt of Shorewood said he strongly supported raising the ranges for Chancellors, saying they have "paid a 'loyalty tax' for too long." Pruitt moved that the board remove a recommendation in one resolution that the salary ranges of two vice presidents be raised pending further study, an amendment the committee approved.

Regent Jose Olivieri noted the point that a 6.3 percent increase in each year of the biennium would be necessary to "catch up" employees to their peers, and wondered why the recommendation was only for 5 percent.

Bradley explained that he recommended the lower amount as the board should be mindful of Wisconsin's economic position, but that no increase would further exacerbate the discrepancy.

The board agreed to consider on Friday a motion by Regent Peggy Rosenzweig of Wauwatosa to reaffirm the board's commitment to tuition increases of 5 percent or less in the coming biennium. Regent Elizabeth Burmaster of Madison said she would support that affirmation to give students and families "peace of mind" during the state budget process.

A motion by Regent Gerard Randall of Milwaukee to remove language in the resolution that the state consider offering domestic partnership benefits to state employees failed for lack of a second.

Regent Danae Davis of Milwaukee said that in her business experience, domestic partnership benefits can be a very effective recruiting tool, and Regent Pruitt noted that UW-Madison and Penn State are the only Big Ten campuses that do not offer those benefits.

*[Read the Business and Finance Committee resolutions](#)*



[See Salary Maps](#)

## **UW System can lead nation in liberal arts education, regents told**

The board began its full board session Thursday with a presentation on the "Role of Liberal Education in American Higher Education" from Dr. Carol Geary Schneider, President of the Association of American Colleges and Universities.



Dr. Carol Geary Schneider, President of the Association of American Colleges and Universities

Schneider asked Regents to share their thoughts on the importance of liberal education to student learning in the 21<sup>st</sup> century.

Student Regent Beth Richlen noted that students do not typically come to the university looking forward to their liberal arts course work, which often prevents them from enjoying the broad range of topics they can explore.

Regent Burmaster highlighted the connection of liberal studies to expanding student conceptions of the global society in which they live, saying that today, "liberal education is an international education."

Schneider shared with the Regents some feedback from recently conducted student focus groups on the importance of college experiences. Students interviewed ranked developing civic responsibility and orientation to public service as their least valued outcome for their college education, she said, noting that this low ranking may be due to a lack of understand about what civic engagement really means.

Schneider recommended three ways that Regents could become more involved in promoting the importance of conceptualizing and promoting new thinking about liberal education on campus.

"Make yourself the locust for this [public] discussion between the Academy and the state," she said, adding that Regents could engage academic departments in discussion, and move away from the notion that the System needs to compare itself to other peer institutions.

Instead, Schneider challenged the Regents to become a national leader in this area by setting benchmarks for improvement that others will follow.

### **Education Committee**

The board's Education Committee opened Thursday by continuing discussion with Dr. Schneider about ways the board can strengthen and support liberal education on UW System campuses.

Schneider emphasized the distinct need to have a thoughtful discussion between the university and the community about supporting the development of students as citizens. Chancellor Don Mash of UW-Eau Claire noted that in discussing this issue, the board must appreciate the experiences the university provides to students beyond the classroom.

UW System Senior Vice President Cora Marrett followed this discussion with a review of the two recent Best Practices conferences on Diversity and International Education.

Regent Danae Davis expressed to committee members that she felt a profound impact being in the company of such dedicated speakers, students and staff members. Regent Richlen also noted that the campus representatives in charge of their campus' Plan 2008 programs gave real meaning to what steps and goals will be created in Phase II of the initiative.

Committee members also heard a status report from staff members of the Office of Charter Schools at UW-Milwaukee. OCS Director Dr. Robert J. Kattman explained the rigorous charter school authorization process and updated the committee members about developments at the seven charter schools in the City of Milwaukee.

The oldest of the charter schools in Milwaukee is only five years old, while others are opening their doors for the first time this fall. Dr. Kattman also noted that a number of charter schools actually convert from private institutions to charter-based schools, like the Marva Collins Preparatory Academy and the Woodlands School, which have helped the schools mature more quickly than a typical new charter school operation.

The committee members also adopted Revised Faculty Personnel Rules from UW-Eau Claire. Chancellor Mash told committee members that these rules helped to clarify and add substance to the process of post-tenure review for their faculty members.

In other business, the committee heard first readings of the following program authorization proposals:

- A Bachelors of Arts degree in Actuarial Science at UW-Milwaukee.
- A Bachelors of Science degree in Special Education at UW-Stout.
- A Master's Degree in Public Health at UW-Madison.

### **Business and Finance Committee**

In a session following the pay plan discussion, the committee:

- Approved an amended resolution to raise from \$50,000 to \$250,000 the threshold at which gifts will be managed such that the principal stays intact and earnings are available for expenditure.
- Heard the annual sick leave report;
- Received the annual gifts-in-kind report;
- Received a quarterly report on gifts, grants and contracts;
- Accepted the annual broadcast report;
- Heard a report from the vice president. Vice President Debbie Durcan noted that the UW System is working on a response to the requirement to submit a plan to reduce all nonfederally-funded state administrative operations appropriations by 10 percent, as outlined in the Governor's biennial budget instructions.

Similar to past reports, this report will be general in nature, and will identify the process by which budget reductions will be made, should that be necessary.

The Business and Finance Committee reconvened at Grainger Hall for the Public Forum on Trust Funds Investments.

The Committee heard from speakers who asked the Board to be more active in following its guidelines on social responsibility and to consider proactive screening of companies.

In particular, the speakers hoped the Board would take a more active role in divestiture in the future, especially in Caterpillar Inc., Halliburton and Tyson Foods.

### **Physical Planning and Funding Committee**

The Business and Finance Committee on Thursday approved the Kenilworth Redevelopment project in partnership with the Weas Development Company, the Redevelopment Authority of the City of Milwaukee and the Milwaukee Development Corporation.

Regent Jesus Salas noted that the project has been discussed extensively by the Board since 2002, and commended the UW-Milwaukee campus for being very sensitive to the interests and concerns of the