

local community. Half of the redeveloped property will be used by UW-Milwaukee Peck School of the Arts, while the other half will include residential condominium.

Two UW-Milwaukee students spoke in support of the project, explaining how film students use the space to build sets and conduct film screenings. The central space also facilitates creative exchange between students.

To facilitate the redevelopment of the UW-Milwaukee Kenilworth Building, the Board of Regents authorized a building purchase that will facilitate the re-location of several tons of rock and soil.

The Wisconsin Geological and Natural History Survey, part of UW-Extension, currently keeps its extensive library of geologic samples in the Milwaukee Building. By purchasing a 25,000 sq-ft building in Mt. Horeb, UW-Extension will bring this collection significantly closer to the Madison-based scientists who most often use the material. Currently, geologists spend up to a half day traveling to Milwaukee to retrieve samples.

UW-Madison's School of Medicine received approval for phase one its Interdisciplinary Research Complex. This building, to be located adjacent to the UW Hospital in Madison, is the final phase of the school's Healthstar Initiative, begun in 1997. Dean Phil Farrell described how the new research space will help UW-Madison compete for grant funding from the National Institutes of Health.

Farrell explained that the NIH looks for multi-disciplinary research teams, and research that translates medical discoveries into practical applications. Research conducted in the new facility will focus on molecular medicine, image science and regenerative medicine, with a goal of addressing major health issues such as cancer, cardiovascular health and neurological disease – all critical issues for the nation's aging population.

UW-Madison's School of Business was given the green light to proceed with an expansion of Grainger Hall, with occupancy of the new space expected by the Fall of 2007. The new wing will dramatically reshape the façade at the corner of University Avenue and Park Street, and provide new space for graduate school programs.

UW-Stevens Point received authority to rename its student center as the "Lee Sherman Dreyfus University Center," honoring the former chancellor, regent and governor. Chancellor Linda Bunnell spoke in support of the re-naming, saying that Governor Dreyfus' impact on the campus is still felt today, especially his tendency to involve students in major decisions affecting the university.

"The students are fully in favor of this. And that's important, since they own the building," she said.

"All of us, without exception, have had some personal contact with former Governor Dreyfus," said Regent Salas. "But the communication we've received from students, in support of this project, has been most exciting."

###

The Board of Regents will resume its November meeting at 9 a.m. Friday, Nov. 5 in Van Hise Hall on the UW-Madison campus.

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[Read Nov. 5 \(day 2\) news summary](#)

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9-20-04

-- APC editorial: Thumbs down: To University of Wisconsin System officials, for making out pretty well as tuition has increased. A report by the state's Legislative Audit Bureau found that the salaries for 20 senior executive positions has increased by more than \$500,000 since November 2001. That's an average salary increase of \$25,000. The report also said senior executives are making at least 40 percent more than they did six years ago. Though their salaries are below the median at comparable colleges, it doesn't take into account a generous benefits package. Finally, the system has increased staffing by 90 positions in the last year, despite a \$250 million reduction in state aid. So, who's financing all of this? Students and their parents. News like this makes it awfully hard to empathize with UW officials when they plead poverty.

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OPINION

Fri, Sep 24, 2004

**UW System is neither bloated nor top-heavy**

Print | Email

It's disappointing that the Sept. 17 report by the Legislative Audit Bureau on the University of Wisconsin System could be so misleading.

The report confirms that, using standard measures applied to universities across the country, the UW System has the lowest administrative overhead of its peer group. But newspaper headlines said something different, as in the Milwaukee Journal Sentinel's page-one story, "UW System heavy at top, report says."

How do we understand the difference between reality and the headlines? Instead of using criteria established by the National Association of College and University Business Officers and used by the federal government, the LAB decided to invent its own system to determine who is an "administrator" at the UW's 26 campuses.

Whereas UW reports that 6.9 percent of its employees, supported by 5 percent of the total UW budget, had administrative duties, the LAB found that 25.1 percent of UW employees, supported by 15 percent of the budget, had such duties. That's what made the headlines.

NACUBO guidelines make distinctions among expenditures: instruction, research, public service, student services, academic support, and, yes, institutional support. Thus, while every academic library includes a director who manages the library, the function of the library is to support the instructional program. The head librarian, therefore, is not included in those whose duties are purely in support of university operations.

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Indeed, the LAB used such a unique method of assessing administrative costs that it not only counted positions that have supervisory responsibilities, such as those of the head librarian, but all clerical and secretarial positions in student affairs, admissions, career planning, athletics and financial aid.

In an apparent effort to promote the idea that the UW, even after \$250 million in cuts, has administrative bloat, the LAB decided to arrive at its own definition of "administration." Here are the facts.

Using national standards, the 6.9 percent of UW employees with administrative responsibilities compares very favorably with the national average of 10.2 percent. Instead of congratulating the UW for finding non-state dollars to support research and public service activities, the LAB report argues that "growth in program revenue-funded positions has nearly offset reductions" in state-funded positions. It fails to recognize that reductions in state support have cut the instructional program as well as administration.

And how about this fact: Using national standards, UWMC's administrative expense is 3.6 percent of its total budget of \$5.7 million. Yes, 3.6 percent.

Stop by. It won't take you long to meet all the administrators. There's six of us.

In its just released budget proposal, the UW is seeking 300 new faculty positions. It's time to rebuild. This report implies that further budget cutting may be in order. Such action would undermine access, affordability and quality.

James Veninga is campus dean at the University of Wisconsin Marathon County.

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### ON CAMPUS

## Master plan to create a vision of UW-Madison's future

(Posted: 9/28/2004)

### Dennis Chaptman

An uncommon opportunity to define UW-Madison for years to come arrived this week, with the announcement of a yearlong process to create a master plan to guide campus renewal well into the next decade.

"This moment allows us to use our imaginations to envision a campus that is more workable, more livable and more sustainable - and one that will carry our teaching, research and service mission into the future," says Chancellor John D. Wiley.

The campus's last master plan was completed in 1996, and more than 80 percent of it has been implemented or is in the design-and-construction phase. The latest effort will closely examine existing and proposed buildings, outdoor spaces, transportation and utilities to create a road map for future improvements.

Wiley says the university's plan will provide a strategy for renewal on campus.

"We want a campus that is more

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functional - one that balances the needs of teachers and students, of drivers and pedestrians, of needed redevelopment and inviting open spaces," Wiley says. "We want a campus that responsibly marshals its resources by planning intelligently for its future needs."

Gary Brown, director of the Office of Planning and Landscape Architecture at UW-Madison's Facilities Planning and Management, says the challenge will be to reinvent the campus in place.

"We're surrounded by urban development and residential neighborhoods, so we have to be creative and find ways to renovate existing buildings or remove buildings that have outlived their usefulness to make room for new development or open spaces," Brown says.

The state has selected and contracted the Baltimore architectural firm of Ayers Saint Gross, which is nationally known for its work on campus master plans, to help create the plan. ASG has created plans at schools such as the University of North Carolina, Arizona State University, the University of Virginia, the University of Georgia and Johns Hopkins University.

The consultants working on the university's plan will solicit ideas from faculty, staff and students, as well as the Madison community in coming weeks.

A noontime brown-bag lunch session will be held on Tuesday, Oct. 12, in the On Wisconsin Room of the Red Gym, 716

Langdon St. Faculty, staff and students are encouraged to bring their lunches and offer their insights into the planning process. Later that same day, from 5-7 p.m., the university will hold a similar presentation and open public forum in Room 132 of the WARF Building, 610 Walnut St. Light refreshments will be served at both events.

In addition, the university has established a Web site at to explain the process and encourage feedback from people with ideas about how the campus should look and function in years to come.

Brown says the university's planning process will assess the campus's physical environment, transportation needs and how open spaces help define the campus. University planners also want to determine whether there should be a consistent look to the architecture in different areas of the campus.

"Future improvements need to be governed by balance and our respect for our spectacular natural setting and our cultural resources," Brown says. "Beauty and function can go hand-in-hand. Some areas of the campus are very well done, but we have to assure future developments on campus create a more cohesive environment for our faculty, staff and students."

Because of the broad scope of the plan, its elements would be implemented during a period of years. A draft of the plan is expected to be ready in March 2005, with a final product expected in September 2005.

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## BUSINESS

### Money's the big issue for UW System, leader says

9:09 pm 9/28/04  
Marv Balousek Wisconsin State Journal

The University of Wisconsin System needs to stop losing its brightest professors, increase the percentage of residents with college degrees and resist a drift toward privatization, new System President Kevin Reilly said Tuesday.

Reilly said UW-Madison's reputation as one of the nation's foremost research institutions is threatened when some of the brightest professors leave for better pay at other universities or in private industry. He spoke at a luncheon at the Edgewater Hotel to about 50 members of the Wisconsin Innovation Network, an economic development group that promotes entrepreneurship.

Reilly said a political science professor recently got a \$100,000 pay hike to move to the University of Minnesota. Other professors have departed recently for private universities. When professors leave, he said, they often take their connections for grants with them.

Over the last decade, Reilly said, the number of faculty members has declined by 700 while 9,000 students were added. About 40 percent of undergraduate credits are taught by instructors instead of professors, up from 30 percent five years ago.

"Perhaps most important is the intellectual energy and entrepreneurial spirit that our faculty brings to this state," he said, adding that offering annual pay hikes of 0 percent to 1 percent won't keep them.

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Taxpayers now pay for about a quarter of the System's expenses, Reilly said, while the rest comes from tuition, grants and other revenue.

While grant revenue has increased, he said, grant money usually is earmarked for specific projects and can't be used to pay professors who teach philosophy or other core curriculum courses.

As the percentage of the System's grant money rises and tax money declines, Reilly said the System faces a danger of becoming too privatized and not being able to offer the advantages of a public university to residents.

Contact Marv Balousek at [mbalousek@madison.com](mailto:mbalousek@madison.com) or 252-6135.

university officials even if students meet academic qualifications.

"We know that talent and entrepreneurs don't reside only in the wealthiest families of the state," he said.

About 80 percent of the System's 160,000 students stay in Wisconsin after they graduate, Reilly said. The System provides education for 60 percent of the state's teachers, 50 percent of its registered nurses and 90 percent of its pharmacists.

But he said Wisconsin ranks in the top 10 in college degrees. A solution, he said, is to raise complete degree requirements.

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## NEWS

### A UW degree and average debt of \$17,000

12:59 am 10/05/04  
Brenda Ingersoll Wisconsin State Journal

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"That's a pretty significant amount. Rising tuition costs and the economy probably have something to do with it," said junior Matt Rink of the Associated Students of Madison. Rink himself has no student loans, having saved money to pay for his four years at the university "because I know debt can be a big problem."

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Steve Van Ess, director of the Office of Student Financial Services, said 43.6 percent of students graduating with a bachelor's degree in 2003-04 had student-loan debt, a figure that has remained relatively stable for the past 10 years.

"Student loans are the primary mechanism for student aid now, not scholarships or grants," Van Ess said. "The good news is right now, student-loan interest rates are quite low" ranging from 2.5 percent to about 5 percent, he said.

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"For students going out into the work world, they're at least going into a relatively low-interest environment," Van Ess said. "They might want to look into consolidation" of their loans.

Matt Bertram, 20, a junior from Fond du

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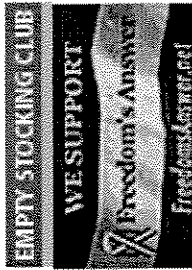
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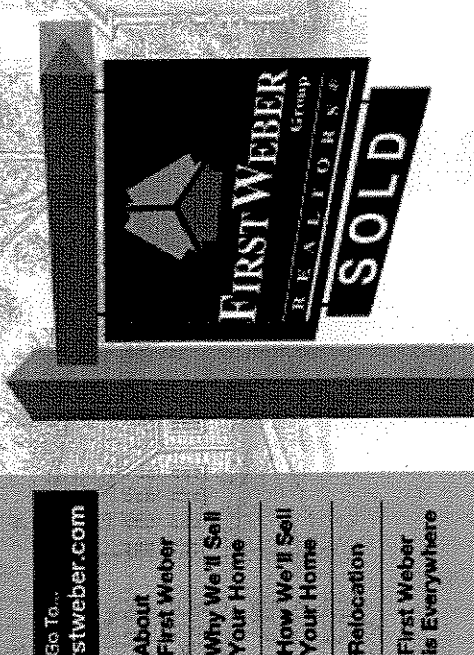
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that students need to have some sort of financial management education. I'm not sure students are prepared for what happens after they graduate when there aren't any more safety nets, such as parents, and their incomes may not match their expectations."

Contact Brenda Ingersoll at [bingersoll@madison.com](mailto:bingersoll@madison.com) or 252-6144.

Lac, said he had \$1,000 scholarships his freshman and sophomore years, but still likely will owe about \$15,000 in student loans when he graduates.

"I'm not exactly too happy about it," said Bertram, who is studying cartography and geographic information systems. "If a graduate school would allow me to get a better job, I'll go to graduate school, because it will be easier to pay back the money," he said.

Student-loan debt is only part of the debt picture for most students, said Michael S. Gutter, assistant professor of personal finance.

"Students on average graduate with about \$2,000 in credit-card debt on top of that," Gutter said. "It points to the fact that students need to have some sort of financial management education. It has me concerned, because I'm not sure students are prepared for what happens after they graduate when there aren't any more safety nets, such as parents, and their incomes may not match their expectations."

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**VIEWS**

Posted Oct. 05, 2004

## Jim Perry column: UW System has lots of answers

Because the University of Wisconsin System is Wisconsin's largest employer, it's an easy target for criticism. As a primary economic engine for Wisconsin, educating 160,000 students, a commitment to reinvest in our state university must be made. A recent Legislative Audit Bureau report is being used in ways that are, at best, counterproductive.

By posing questions that readers may have, I want to shed light on some of the issues and go beyond the rhetoric.

**Q:** The report said the number of administrative positions exceeds that reported by UW System. Is the UW "top-heavy"?

**A:** The report confirmed UW administrative costs are the lowest in the country when national standards are used. However, the LAB also created its own unique definitions of "administration" that don't allow for nationwide comparison.

Even with the LAB's definitions, we still are below the administrative cost target set by legislators for the Department of Natural Resources.

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Indeed, the LAB's chief auditor said UW administrative costs were not excessive when compared with other state agencies.

Unless we can apply LAB's standards to universities elsewhere, they're not useful measures of administrative efficiency.

The UW took a \$250 million cut to its budget. Tuition increases made up \$150 million of that loss, leaving a \$100 million hole. How could 89 positions be added with a cut of this magnitude?

The added positions were not funded from state appropriations, but came from increased gifts and grants, mostly for research and at the research-intensive campuses.

UW's federal research funding grew by \$47.5 million. Those dollars must be used to support their designated programs.

Consider also that 89 positions across 26 campuses with 31,972 employees represent a miniscule 0.3 percent increase.

**Q:** What positions were added?

**A:** Most non-faculty positions added were research assistants, research specialists and teaching assistants. The 13 campuses of the two-year UW Colleges, which includes UW-Fox Valley, do not have a single person in any of these titles.

**Q:** How much is the UW System's budget, and how much of that comes from our tax dollars?

**A:** Of the \$3.3 billion in the university budget, less than one-third comes from state taxes. The rest comes from grants, gifts and program revenue, including tuition.

**Q:** Top UW administrators' salaries increased by 40 percent over the last five years. How do you explain that?

**A:** The UW System competes with campuses across the country for

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leadership talent and still maintains a policy of paying its leaders below our peers institutions' midpoint. Incidentally, no one at UW-Fox is a "senior executive."

**Q:** Shouldn't faculty salaries be a priority? After all, those are the people teaching the students.

**A:** Absolutely, and in the UW Colleges, they have been. Through a coordinated multiyear plan, our faculty salaries have risen because our chancellor recognized they were so far behind our peers. We're still behind. We need to attract high-quality faculty, staff and administrators, and retain them, all while competing with all other states.

**Q:** How much is administrative overhead at UW-Fox?

**A:** Using national standards, our cost is 6.1 percent of our state-funded operations and 3.9 percent of our overall budget, far below that in other states.

**Q:** How do the operating costs for the two-year campuses like UW-Fox compare?

**A:** The LAB pointed out that UW Colleges has the lowest cost per student of any UW institution — about three-quarters that of the next lowest institution and less than half of the highest.

**Q:** Despite big budget cuts, the LAB reported that UW Colleges is one of three institutions that added staff from March 2003 to March 2004. How can you do that?

**A:** Our enrollment has grown by 43 percent since 1997. That translates into almost 5,000 more students. Despite a modest increase in staff relative to enrollment growth, UW Colleges remains the least-staffed institution in the UW System.

**Q:** The Regents are asking for additional funding of \$105.8 million each year in the next biennium. Why should we support that?

**A:** We don't want to have university educational opportunity available only to the wealthy. The request would provide major financial assistance to students from low-income families. And it will provide for new faculty. To put the latter into local perspective, UW-Fox has documented need for 15 new faculty. Without this budget increase, we will be lucky to hire two.

**Q:** Final comments?

**A:** I'm happy to respond to concerns anyone has about how we go about the business of educating our students. At the same time, I'm concerned that pieces of reports are taken out of context or not given the analysis they deserve.

If there are any other questions that I have failed to answer, or if someone wants more specifics, please contact me.

*Editor's note: Jim Perry is the CEO/Campus Dean of the University of Wisconsin-Fox Valley in Menasha.*

*Jim Perry can be reached at 920-832-2610 or by e-mail at [jperry@uwc.edu](mailto:jperry@uwc.edu).*

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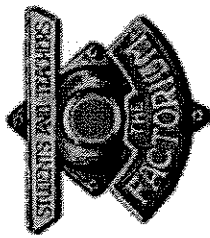
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that students need to have some sort of financial management education. It has me concerned, because I'm not sure students are prepared for what happens after they graduate when there aren't any more safety nets, such as parents, and their incomes may not match their expectations."

Contact Brenda Ingersoll at [bingersoll@madison.com](mailto:bingersoll@madison.com) or 252-6144.

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Lac, said he had \$1,000 scholarships his freshman and sophomore years, but still likely will owe about \$15,000 in student loans when he graduates.

"I'm not exactly too happy about it," said Bertram, who is studying cartography and geographic information systems. "If graduate school would allow me to get a better job, I'll go to graduate school, because it will be easier to pay back the money," he said.

Student-loan debt is only part of the debt picture for most students, said Michael S. Gutter, assistant professor of personal finance.

"Students on average graduate with about \$2,000 in credit-card debt on top of that," Gutter said. "It points to the fact that there aren't any more safety nets, such as parents, and their incomes may not match their expectations."

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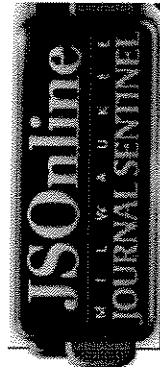


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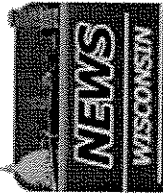
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## Lawmakers scrutinize UW System salaries

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### Administrative payroll rises 9% while others stay flat, audit finds

By PATRICK MARLEY  
pmarley@journal sentinel.com

Posted: Oct. 6, 2004

**Madison** - While the payroll at most University of Wisconsin System campuses stayed flat last year, salaries in the system's administrative arm jumped 9%, a sign some state legislators said shows costs need to be trimmed.

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As new facts came out during a hearing Wednesday on an audit released last month, members of the Legislature's Joint Audit Committee also raised questions about why the per-student cost at the system's 13 four-year campuses varied so widely.

The audit's key findings revealed that the

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UW System devotes three times as much money to administrative costs than it routinely counts as going toward those costs and that the schools added staff even in the face of budget cuts.

As lawmakers dug deeper into the details Wednesday, they noted that the monthly payroll for the UW System's central administration rose from \$1.1 million in March 2003 to \$1.2 million in March 2004, while salaries at 10 of the four-year campuses fell or remained flat. Salaries at UW-Milwaukee rose less than 1% during that time.

Over five years, salaries climbed 20% to 40% at the two-year colleges and four-year schools, while they rose 57% for the administration.

"It appears the faculty - teachers - haven't gotten much at all, but the administration seems to have made out quite nicely," state Sen. Robert Cowles (R-Green Bay) said after Wednesday's hearing. "I don't think that's right."

University officials said the increases were meant to move pay for top administrators closer to the median salaries of officials at peer universities, a goal the system has yet to achieve.

**Watching costs**

Rep. Dean Kaufert (R-Neenah) said that while the university system needs to attract and retain top executives, it must also keep an eye on overall budget concerns.

"I think they need to provide us with some answers on why everyone else's feet were held to the fire while they were allowed to rise almost 10 percent in a year they (saw their budget) cut \$100 million," he said of top administrators.

He also raised questions about the per-student costs across the system, which in fiscal year 2003 ranged from \$28,659 at UW-Madison to \$8,981 at the system's two-year colleges. UW-

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Milwaukee was the second most costly school per student, at \$17,719. The remaining four-year campuses ranged from \$16,953 (UW-Superior) to \$12,339 (UW-Eau Claire).

Research costs were not included in the calculations, and athletic expenses were stripped from UW-Madison's costs.

UW System President Kevin Reilly said officials would present data explaining the differences in the costs at the schools in February, when he will again report to the committee.

Because the figures accounted for almost all costs, they did not give an accurate picture of instructional expenses, he said. He noted that UW-Green Bay, with a cost-per-student of \$16,069, ranks high because it operates the Weidner Center for the Performing Arts and competes in Division I athletics, two factors that have no bearing on educating students.

State Auditor Janice Mueller said the figures her office prepared provided a good starting point for determining why the costs differ.

"Some campuses are able to operate more efficiently than others, and we don't know why," she said. "It's important to benchmark to other universities (as the UW System frequently does), but it's also good to look internally."

In addition to bringing to light the salary increases in the system's central offices, Mueller noted that the university had underreported the administrative costs across the campuses.

Using a methodology employed by many major universities, the UW System does not consider staff members to be administrative if they directly support researchers or instructors. In a 2001 comparison to 19 similar systems, it had the lowest administrative costs.

Under its accounting system, the UW System considers itself to have no administrative staff at its law and medical schools.

"Of course someone is there to turn on the lights, run the photocopy machine and do important administrative work," Mueller said. "They're just harder to view."

As of March, the university system labeled 2,213 of its employees, or 7%, as administrative, while the audit bureau found 8,038 such employees, or 25%.

At that time, the university reported spending \$165.5 million, or 5% of its budget, on administrative costs, compared with \$495 million, or 15%, identified by auditors.

University officials quibbled with who was categorized as administrators, saying the bureau's methods included positions like residence hall managers. But Mueller said auditors based their count on job descriptions and other university reports.

Sen. Jeff Plale (D-South Milwaukee) said the true administrative costs fall somewhere in the middle.

Reilly said he would begin reporting administrative costs to the Legislature using the auditors' system, but noted that by doing so he would be unable to compare the UW System with similar systems because the others count such expenses differently.

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Posted Oct. 08, 2004

## Editorial: Audit findings yet another example of what ails state

Wisconsin can't hold a serious discussion about government costs until its agencies start becoming more responsible with the public's tax dollars.

In the wake of politicians who misuse state vehicles and the Department of Natural Resources that spiked up its spending on cars during the recession now comes word that administration in the University of Wisconsin System had their salaries increased 9 percent last year. Keep in mind, the System administration is different from the staffs that run the UW universities.

The Legislature's Joint Audit Committee, in a review Wednesday of an audit made public last month, found more information to increase the divide between the System and its universities. Salaries at 10 of the four-year universities either froze or declined. This all happened in a year that the UW universities had an overall budget cut of about \$100 million.

Salary issues are a sensitive one. A common complaint is that UW salaries don't compete high enough with similar university salaries nationwide. The Audit Committee findings suggest that this perception of "not high enough" salary should be questioned. Now that this information is public, it may change the perception of prospective teachers. Suddenly, it looks better to work for a System that pays less and accounts well than one that wants more and can't manage what it has.

There were other discrepancies the Audit Committee found. The System reported its administration as representing 5 percent of costs -- the Audit Committee said the number is really 15 percent. The System reported 7 percent of employees are administrative -- the Audit Committee says 25 percent is accurate.

Here's an example of the numbers game. According to news reports, the UW System's methods suggest that the state's medical and law schools don't have administrative staffs. If that's so, then how does the university account for the people who run the copiers, reply to letters and empty the wastebaskets? Somebody is trying to fool somebody else here.

Credit is due the Audit Committee for exposing the skillful ways that people use to be less accountable with taxpayer dollars. A picture is coming into focus of a System that doesn't want to admit that it is, all arguments to the contrary,

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administration heavy. That is, a heavy administration that got 9 percent increases when others got none or cuts.

These discoveries will hurt the UW front line -- its chancellors -- the most. They have defended what was supposed to be a frugal university system. Audit Committee revelations also put a divide between the several university administrations that have lived with pay freezes or cuts.

All of this has become another example of why a serious discussion doesn't happen often about the costs of government. Until Wisconsin gets a grip and becomes totally accountable from the bottom up, our state will continue to expose spending problems that show how agencies fail to be responsible with the public's tax dollar.

**The Final Thought:** Wisconsin cannot have serious discussions about its financial situation when its agencies find ways to spend more money than they should.

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Wisconsin State Journal October 8, 2004

## UW BOARD OF REGENTS

# Audit not politically motivated, auditor says

She forcefully defends report on System's administrative costs.

By Karen Rivedal  
Wisconsin State Journal

State Auditor Jan Mueller on Thursday forcefully defended her agency's work on a controversial report that found the University of Wisconsin System spends three times as much on administrative costs than System records indicate.

"I want to correct the misinformation that (the audit) was politically motivated," Mueller said. "Yes, the request (to do it) came from the Legislature. But once state lawmakers direct us to proceed, we do so independently. This is our own work and our own conclusions and fact-finding and judgments."

She continued, in her most pointed remarks:

"Some of you have said that the analysis has no value, no meaning, or that it was politically motivated," she said. "That's your opinion and you're entitled to it. .... (But) that's just not right. Whether it's an audit of the Milwaukee Brewers or the Department of Administration or the System, it's always (done) to shed light on a situation, not heat."

Mueller made her remarks to a meeting of the UW Board of Regents in Superior. In an interview after the hour-long discussion, Mueller said the audit's critics came from the ranks of System chancellors and associate deans who have been writing letters to newspapers around the state denouncing the audit, as well as sending e-mails and making phone calls to register their dissatisfaction with Mueller's Legislative Audit Bureau.

"We've had a lot of negative publicity" since the audit was released in mid-September, she said. "Some of that heat has to reflect back on

us, but for what should be a marketplace of ideas, it was a little harsh."

In contrast, top System officials such as System President Kevin Reilly and Regent President Toby Marcovich repeatedly have said they believe the audit was fair and that they intend to implement all of its suggested changes.

"We appreciate the heat that you've taken," Reilly told Mueller. "We'll work together over the next months to try to come to some mutual understanding on how better to (account for expenses)."

The System comes up with lower numbers for its administrative expenses and positions because the two sides use different accounting methods. The System says 5 percent of its total budget and 7 percent of its jobs are administrative, while the audit found that 15 percent — or \$495 million — of the System's budget and 25 percent of its jobs should be classified that way.

System officials maintain — and Mueller agreed — that the System approach, focused on supervisors and staff in clearly defined administrative areas, is the standard method used by colleges nationwide. As such, it allows for peer comparisons, which show the System well below the national average for

administrative expenses.

But Mueller said the System's approach, while not intentionally deceptive, in practice misses many administrative staffers who support researchers and instructors.

"(The audit's approach produces) a far more credible administrative figure for a large, complex institution like the University of Wisconsin System," Mueller said.

Apart from the dueling definitions, still unanswered by either side is exactly how much the System should be spending on administrative expenses as opposed to direct instruction.

"We need to be able to tell whether 15 percent is good, bad or ugly," Regent Danae Davis said.

Mueller promised to help, repeatedly referring to the audit findings as a necessary "springboard" for further discussions.

The Capital Times October 8, 2004

# UW: Didn't try to deceive

By Aaron Nathans

The Capital Times

University of Wisconsin Regents said they did not mean to deceive anyone when they used a narrow definition of "administrative position" to brag of the university's lean overhead.

State auditor Janice Mueller appeared before the Board of Regents in Superior on Thursday, defending her report that said administration makes up 25.1 percent of positions in the UW System, not 6.9 percent as the university argued.

Meanwhile, the auditor said she is displeased with some of the jibes directed at her office in the wake of the report.

The nonpartisan Legislative Audit Bureau released a report earlier this month that contradicted several arguments made by the university over the years. The report said the UW was adding, not cutting, employees during a time of a budget crunch. Before a recent budget cut, the university's loss in state revenue had largely been offset by program revenue and federal dollars, the report said.

But no statement was more controversial than the auditor's claim that as of March 2004, no less than a quarter of UW System employees had administrative duties.

The university's definition

## Audit definition caused trouble

included mainly managers, long-range planners, budget officers, human resources officers and administrative computing support staff. The university used that definition to compare itself favorably with other universities, which they said used the same definition.

But that definition left out grant managers, some accountants, student services employees, program assistants and academic support workers.

"As I understand the difference between our audit and yours, the devil is in the definitions," said Regent President Toby Marcovich. "I certainly don't want anyone to get the impression the UW System administration is in any way attempting to conceal or mislabel the positions that we have." Regent Danae Davis echoed those sentiments in her own remarks.

Mueller said she did not think the university's definition of "administrative position" was malicious, but she said it was misleading.

"We counted administrative staff as most people do, as you do as a business," Mueller said. "It could be President (Kevin) Reilly, or the person turning on the light this morning and welcoming us into the building."

Of the university's definition, she said: "There are limitations to that measure Administration and support staff that work in other areas of the university are hidden, they are less easy to view." She said for example, that there are workers in the schools of law business and engineering at UW-Madison who should be labeled under administration and were not.

Reilly, the UW System president, vowed to follow through on the audit's recommendations, which included reporting on proposals to reduce administrative expenditures by Feb. 1.

Mueller said she was happy with the welcome she received in Superior, but said she was "less pleased with some of the statements that have been made since the report's been released."

"Some of you in this room have said this analysis has no value, no meaning," Mueller said, not specifying anyone in particular. She added that some have argued the audit was politically motivated. The Legislature asked for the audit, "but once they ask us to proceed, we do so independently. This is our own work, our own judgement."

E-mail: [anathans@madison.com](mailto:anathans@madison.com)  
The Capital Times covered this event, held in Superior, by listening to an Internet broadcast of the meeting.



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## UW Regents approve nearly \$2 million in building projects

October 11, 2004

SUPERIOR - University of Wisconsin System officials have approved nearly \$2 million for building projects at UW-Madison.

The Board of Regents decided during its meeting at UW-Superior Friday to give the go-ahead for three projects, including:

- \$696,000 for a new dorm for visiting faculty and students at the Kemp Natural Resources Station, which UW-Madison runs in Woodruff in Oneida County. Research at the station involves ecology, forestry and wildlife management.

The project will be paid for through gifts and grants.

- \$726,500 in additional money for an addition to a biotechnology building on the UW-Madison campus. That brings the total cost for the project to \$27.7 million, with \$18 million coming from tax-supported borrowing and \$9.7 million in gifts, grants and fees.

None of the extra money will come from tax dollars. Regent staff said the money is needed because minor changes have been made to the project over two years of construction, including lab revisions, a new computer room and a revised card-access system.

- \$497,600 for remodeling a medical library. The project is designed to allow the university to move offices currently at the site of a planned addition to the campus business school. The money is

non-state dollars.

The board also approved a new bachelor's program in digital arts at UW-Whitewater and a master's degree program in occupational therapy at UW-La Crosse.

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## Rally rips UW for rising costs

By Aaron Nathans  
October 9, 2004

As students rallied for lower tuition, an ousted former regent accused the University of Wisconsin administration of "gamesmanship" with administration numbers.

About 200 students gathered at the State Capitol late Friday afternoon, calling for the state to give the university more money, and for the university to realign its priorities to allow more low-income people to get a higher education.

Students held signs reading "Change Priorities: Schools Not Jails, Books Not Bombs" and "Tuition Rebate Now."

"Stop the segregation of higher education," they chanted.

The university is "pricing people of color out of an education," said Antonio Riley, a UW-Milwaukee student. Tuition has increased 37.5 percent over the last two years.

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Samantha Zieseimer, (foreground) a UW-Madison student, at a rally at the Capitol. (Mike DeVries photo)

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"They have the money to fund diversity programs and lower tuition," he said.

Riley said this is evident because, according to a recent audit, the UW pays for a large administration.

The nonpartisan Legislative Audit Bureau released a report earlier this month that showed about a quarter of UW System employees were administrative. That was different from the UW's contention that only 6.9 percent of employees are administrative.

The audit included grant managers, some accountants, student services employees and program assistants in that definition; the UW left them out, claiming other universities use the same accounting system.

Nino Amato, who recently lost his seat on the Board of Regents, told the students that increasing tuition was turning the university into a gated community where only the wealthy can afford a higher education. Those who do get in are saddled with large debts, he said, contending that it's time to freeze tuition.

Amato said the audit shows the university has its priorities wrong.

"There was a deliberate attempt on the part of system staff and system leadership to manage the regents with the information they want to give them, and information they clearly don't want them to use," Amato said in an interview after the rally. "The Legislative Audit Bureau revealed the gamesmanship that is going on with the accounting system."

Amato said he was pleased to hear that newly installed UW President Kevin Reilly and Board of Regents President Toby Marcovich were committed to following through with the recommendations outlined in the audit, including submitting a progress report in February on reducing administrative expenditures.

At Thursday's regents meeting in Superior, Marcovich told state Auditor Janice Mueller: "As I understand the difference between our audit and yours, the devil is in the definitions. ... I certainly don't want anyone to get the impression the UW System administration is in any way attempting to conceal or mislabel the positions that we have."

Amato was a member of the board until July, when, amid political pressure, the Wisconsin Technical College System Board voted to replace him as president with Brent Smith. The presidency carries with it a seat on the UW Board of Regents.

Riley, the UW-Milwaukee student, echoed Amato's sentiments.

"The UW System got busted for underreporting the amount of administrators on their payroll," Riley said. "What are they keeping from us?"

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# UW Regents OK building projects

Total adds up to nearly \$2 million at Madison campus

*The Associated Press*

SUPERIOR — University of Wisconsin System officials have approved nearly \$2 million for building projects at UW-Madison.

The Board of Regents decided during its meeting at UW-Superior Friday to give the go-ahead for three projects, including:

n \$696,000 for a new dormitory for visiting faculty and students at the Kemp Natural Resources Station, which UW-Madison runs in Woodruff in Oneida County. Research at the station involves ecology, forestry and wildlife management.

The project will be paid for through gifts and grants.

n \$726,500 in additional money for an addition to a biotechnology building on the UW-Madison campus.

That brings the total cost for the project to \$27.7 million, with \$18

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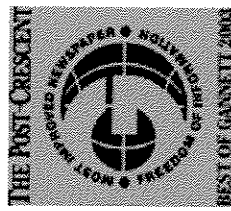
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million coming from tax-supported borrowing and \$9.7 million in gifts, grants and fees.

None of the extra money will come from tax dollars. Regent staff said the money is needed because minor changes have been made to the project over two years of construction, including lab revisions, a new computer room and a revised card-access system.

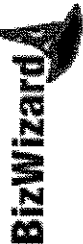
n \$497,600 for remodeling a medical library. The project is designed to allow the university to move offices currently at the site of a planned addition to the campus business school. The money is non-state dollars.

The board also approved a new bachelor's program in digital arts at UW-Whitewater and a master's degree program in occupational therapy at UW-La Crosse.



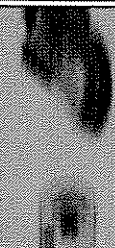
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## Rising construction costs challenge UW System

### Steel prices among volatile variables

By RICK BARRETT  
[rbarrett@journalsentinel.com](mailto:rbarrett@journalsentinel.com)

Posted: Oct. 25, 2004

Rising costs of building materials, including steel, concrete and lumber, have left University of Wisconsin campuses millions of dollars over budget on construction projects.

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In one example, a \$28.4 million student union building planned for UW-River Falls came in \$5.6 million over the university's budget, largely because of steel prices. The university is raising yearly student fees by \$25 a student to cover the costs.

A \$7.5 million dairy research center planned for UW-River Falls now might cost more than \$10 million as the project goes out for another round of bids. Not all of the increase can be blamed on the

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rising cost of materials, but it is a big factor, said interim university Chancellor Virgil Nylander.

"Sometimes you really are at the mercy of the marketplace," he said. "It's a very rough time" for planning projects.

For months, contractors have said they can barely lock in steel prices for more than a few weeks before prices jump. The cost of some construction materials is up more than 50% from a year ago.

Not every state-funded building project is over budget. But lately there's been a rash of projects that have gone over their estimates, said state Rep. Jeff Fitzgerald (R-Horicon), a member of the state Building Commission.

"I absolutely think that some of these projects could be put on hold," instead of allocating more money for them, Fitzgerald said.

Last spring, while bids were out for the student union project, the price of steel increased at one of the fastest rates in decades.

"It was a big problem because this project uses an extensive amount of steel," said David Miller, assistant vice president of the UW System for capital budget and planning.

"We reduced the scope of the project, eliminating some finishes and things like that," Miller said. But the project's budget approved by the Building Commission last week was still about \$4.5 million over the original estimate.

UW-River Falls student government had approved raising student fees rather than have the project scaled back any further, Nylander said.

"They didn't want to reduce it so much that it would be cheapened," he said.

A \$46 million engineering building at UW-Madison was \$8 million over budget, according to

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Miller. Not all of the increase could be blamed on the price of steel, but it was a factor along with higher prices for other materials.

University of Wisconsin campuses in Milwaukee and La Crosse have construction projects that either have gone over budget because of material costs or could have such problems in the near future. Costs that were "steady and predictable" from 1999 to 2003 have been anything but that this year, according to state officials.

To save money, UW-River Falls might substitute wood for steel in the construction of its dairy research center.

"It's one of the things we are wrestling with," Miller said, adding that he opposes the change partly because of fire hazards and longevity issues associated with a dairy barn made from wood rather than steel.

State officials say contractors are reluctant to lock in prices for fear of losing money on projects costing millions of dollars.

"Normally a bid would be good for 60 to 90 days without any problems," Miller said. "Some companies would guarantee a bid for six months, but not in this current climate."

Fitzgerald said he believes too much of the blame for over-budget projects has been placed on the unpredictable nature of steel, lumber and concrete prices.

Steel prices were going up in late 2003, he said, and state officials should have been factoring increases into their construction budget estimates.

"I think that somebody dropped the ball there, somewhere," Fitzgerald said.

This might be a good time for state officials to reconsider whether government and universities need so much new construction, he said.

State government shouldn't be blamed for budget problems stemming from construction material prices, said Terry McGuire, a Building Commission member and a Beloit real estate developer.

"Sometimes mistakes are made, but overall the state's batting average is very good," McGuire

said.

"It's tough to come up with a budget six months before you go out for bids," he said. "The price of steel has gone crazy, and the price of any materials made from petroleum products is going to be next."

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*MILWAUKEE JOURNAL SENTINEL*

-- UW System leaders in line for pay boosts, increase said to help them stay competitive ... The regents, who meet Thursday and Friday, also may tell Gov. Jim Doyle's administration and the legislature's Joint Committee on Employment Relations that all employees - faculty, staff and executives - need 5% annual increases, on average, in the 2005-'07 biennium for the universities to stay competitive. That's 2% more than an earlier operating budget request approved in August.



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## UW System leaders in line for pay boosts

### Increase said to help them stay competitive

By **NAHAL TOOSI**  
[ntoosi@journalsentinel.com](mailto:ntoosi@journalsentinel.com)

*Posted: Nov. 1, 2004*

The salaries of several chancellors in the University of Wisconsin System could rise several thousand dollars if salary ranges for top university executives are shifted upward under items up for discussion this week by the system's regents.

The regents, who meet Thursday and Friday, also may tell Gov. Jim Doyle's administration and the legislature's Joint Committee on Employment Relations that all employees - faculty, staff and executives - need 5% annual increases, on average, in the 2005-'07 biennium for the universities to stay competitive.

That's 2% more than an earlier operating budget request approved in August. It's necessary because the UW System is increasingly targeted by universities elsewhere seeking talented professors who are - relatively speaking - underpaid in Wisconsin, regents say.

"Recruitment is fierce for anybody who starts to demonstrate some kind of talent," Regent Mark Bradley said during a conference call with reporters Monday. "The gap is just too significant, and we're losing more and more good people."

UW regents have tried to adopt new pay ranges for top executives since they were last set for 2002-'03.

Last year, the regents had to rescind newly adopted pay ranges after the state attorney general told them they may have broken open meetings laws when passing them. Adopting new pay ranges does not mean that raises will be given to the people in those pay ranges. UW System President Kevin Reilly is among those whose pay range would be affected.

Six chancellors already are paid less than the minimums of their 2002-'03 ranges; if the board adopts new ranges for 2004-'05, seven chancellors would be eligible for about \$57,000 worth of total raises to reach the minimums of their ranges.

Two vice presidents of the UW System administration also are paid below their 2002-'03 regent-approved minimums and could get raises this week, making the total in raises handed out \$88,000. The raises would be retroactive to Nov. 1.

For the 2003-'05 biennium, the state approved giving UW System employees no raise for the first year and a 1% average raise for the second. But employees also were

required to pay health care premiums for the first time. For many, that combination amounted to a pay cut.

The hardest part may be persuading state legislators that UW employees deserve the raises. Regent President Toby Marcovich and Regent Vice President David Walsh said they had not floated the idea past legislative leaders.

If the response of an aide to Assembly Speaker John Gard is any indication, 5% raises will be a tough sell. Gard co-chairs the Joint Committee on Employment Relations.

"That's a lot more than the millworkers up in Peshigo are getting," said Steve Baas, a spokesman for Gard (R-Peshigo). "They ought to go out and talk to the working folks in our district and find out what the people they're asking to pay the bill think is underpaid."

The regents also will consider whether to endorse state group health insurance for domestic partners, something a number of chancellors say would be a valuable recruitment tool. UW-Madison and Pennsylvania State University are the only two schools in the Big Ten that do not provide such benefits. In Wisconsin, it would require statutory changes.

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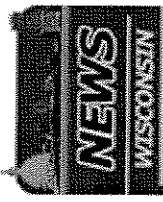
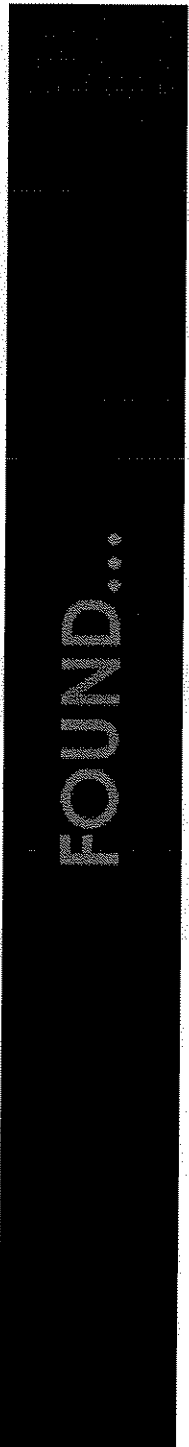
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## Proposed UW raises clear first hurdle with regents

### Students voice concerns that plan may result in higher tuition costs

By NAHAL TOOSI  
[nfoosi@journalsentinel.com](mailto:nfoosi@journalsentinel.com)

Posted: Nov. 4, 2004

**Madison** - Proposals to increase the salaries of seven chancellors in the University of Wisconsin System, adjust salary ranges for top executives, and recommend to lawmakers 5% average annual pay raises for faculty, staff and administrators, were approved Thursday by a committee of regents.

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The approvals came after significant discussion about what message such actions would send to students concerned about the impact on tuition, an issue that regents said they would revisit today when the full board takes up the measures. All regents were invited to the committee meeting Thursday,

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and several who were not committee members actively took part in the meeting.

By adjusting pay ranges, seven chancellors would become eligible for raises because their current salaries are below the range minimums. The proposed new salary range for those chancellors, all of whom are at four-year, non-doctoral campuses, is \$168,622 to \$206,093 a year. Combined, the raises the seven chancellors would receive total about \$57,000 a year. The current salary range for that group is \$164,686 to \$201,283.

The frustration of UW's students, who have weathered double-digit percentage increases in tuition in the last couple of years, was driven home by UW-Madison junior Josh Healey during an emotional appeal to the regents.

Healey argued that the board had put the financial interests of its top administrators ahead of the interests of its students. He also warned the regents not to pit the students against the faculty in the search for more funding.

"We do not want pay raises for UW executives," Healey said. "I work 20 hours a week. I'm a full-time student. I'm a double major. I have to choose between buying my books and paying my rent. I'm sorry, but I'm asking you what your priorities are."

The committee did not set tuition for the 2005-'06 school year. That won't happen until next year, once the regents know how much taxpayer funding the universities will receive.

But in a budget plan submitted to Gov. Jim Doyle's administration earlier this year, the regents envisioned 4.3% tuition increases coupled with 7.2% increases in state funding. Though those figures were essentially just requests to state lawmakers and administrators who decide how much taxpayer money the UW System will get, student leaders have seized on the 4.3% figure as a threshold they'd prefer not to cross.

On Thursday, Regent Peggy Rosenzweig pushed for an amendment to the pay plan resolution making it clear the Board of Regents was committed to keeping tuition increases at or below 5%

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for the coming two years.

Other regents, among them board Vice President David Walsh, argued against including such language in the pay plan measure because it would obscure the question of whether UW employees were being paid enough and raise further questions about how much more state funds were necessary.

Regent Beth Richlen, the sole student representative, said she would propose a separate resolution about a 5% tuition limit to the full board today.

The salary range adjustments, which drew controversy and eventually were rescinded after the regents passed them in a little-publicized teleconference last year, included shifts upward and downward. The range for the system president shifted slightly upward, with a minimum of \$277,541 and a maximum of \$339,217. UW System President Kevin Reilly makes \$320,000 a year.

The chancellors of UW-Madison and UW-Milwaukee also saw their ranges shifted upward, but vice chancellors at those schools and the senior vice president of the system had their ranges shifted downward.

In asking for 5% raises for faculty, staff and administrators, the regents again were responding to state requirements that they tell lawmakers how much they need to pay employees to stay competitive in recruiting.

But their recommendations could well be ignored. For the 2003-'05 biennium, the regents asked for enough funds for 4% raises, and were given nothing one year, and 1% the next.

Another topic the full board is expected to consider today is whether it wants to endorse domestic partner benefits for UW employees. The board committee resolved to support such a change Thursday as part of its pay proposal resolutions. There would have to be changes in Wisconsin law to allow such benefits for state employees. The UW System has about 32,000 employees.

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*Posted: Nov. 4, 2004*

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Nov. 5, 2004

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

## **Regents ask state to increase compensation for university employees**

***Board: Salaries necessary to recruit and retain faculty and staff***

MADISON—Highlighting the dramatic disparity in compensation for University of Wisconsin System employees vs. their peers, the Board of Regents on Friday recommended that the state approve additional compensation for UW System faculty, staff and academic leaders in the next budget biennium.

"I hope we have realized that it is disastrous to let people fall behind," said Regent Mark Bradley of Wausau.

The full board approved a measure informing the state Office of Employment Relations and the Legislature's Joint Committee on Employee Relations (JCOER) that a total pay plan increase of 5 percent in each year of the 2005-07 biennium is necessary to move university employees closer to salaries in the national market. Those state entities are responsible for recommending that state funding be approved for use in a university pay plan.

The resolution approved Friday recommends 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.

The board did not adjust tuition levels at its Friday meeting.

"I feel like it's our responsibility to tell [the state] what it will take," Student Regent Beth Richlen said in explaining her vote to approve the recommendation. "This is not a tuition increase now. And if it were, I probably wouldn't vote for it, even though our faculty deserve it."

Regent Roger Axtell of Janesville said the pay plan, which also includes a recommendation that domestic partnership benefits be offered to university employees, is vitally important to recruiting and retaining high-quality faculty.

"There is no doubt that there are compounding and negative implications when we lose faculty," Axtell said.

Following statutory requirements, the board also approved new salary ranges and salaries for seven chancellors who would have been paid below the legal minimum allowed by those ranges. The new salary amounts, effective Nov. 1, will cost a total of \$57,000, and will be funded from existing campus budgets without using student tuition dollars.

Following a discussion about the effects of budget cuts to UW campuses, Bradley noted that despite cuts, the chancellors were able to educate even more students in the last biennium.

"I commend every one [of our chancellors] who keep the doors open and keeps this place going," Bradley said.

The regents amended the measure to remove consideration of increasing the salary ranges of two UW System vice presidents, but agreed in principle to revisit the measure in February 2005.

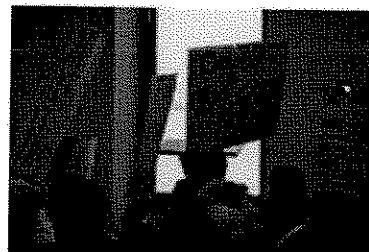
The board also approved a resolution, championed by Richlen, reaffirming the board's commitment to the 2005-07 budget request it submitted to the state in October. That proposal includes a major "hold harmless" financial aid package, and a 4.3 percent tuition increase, if the state grants a 7.2 percent increase in state support, per the traditional split.

All board votes on Friday followed a demonstration by approximately 30 UW-Madison students, who attended the meeting to urge the regents to consider student needs and concerns as part of their pay plan discussions, and to advocate for students in future discussions with the Governor.

"If you want to give salaries, we should first think about the faculty and [teaching assistants], so students can actually get the classes they need," said student Lauren Woods.

Regent President Toby Marcovich of Superior noted that the board well understood the points the students came to make, but that they should also direct their comments to the Governor and the Legislature, which are responsible for allocating state funding to the UW System. He added that the board's 2005-07 budget request would add 300 teaching positions within the system.

"You're talking to people who are trying to give you the best education we can, based on the amount of money we have to work with," Marcovich said.



UW-Madison students attended Friday's board meeting to voice their priorities for the university.

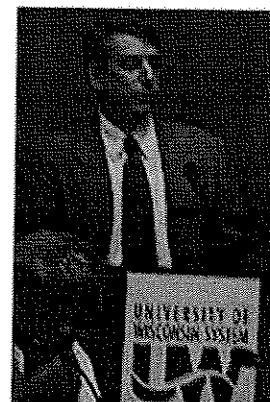
### **Still: Academic research and development essential to growing state economy**

Research and development activities taking place at Wisconsin colleges, universities and affiliates contribute an economic impact of \$883 million to Wisconsin's economy each year, gaining ground on the impact of similar activities in the industrial sector, the board learned on Friday.

In addition, 36 jobs are created in the state for every \$1 million spent on academic R&D — an impact that could be lost if the state does not invest in public higher education, said Tom Still, president of the Wisconsin Technology Council, during his presentation.

"As the students just described, you see here at the university a clash of priorities and a clash of resources," Still said. "All of this does back to the fact that Wisconsin needs a growing economy to make sure all of these priorities are supported."

Nearly \$700 million of the total academic research and development spending in the state takes place at UW System institutions, and the bulk of that share at UW-Madison, the system's flagship research university.



Wisconsin Technology