

Administration

Administration is defined by the Department of Public Instruction as the following activities:

- Establishing and administering overall school district policy
- Directing and managing the operations of individual schools
- Directing, managing or supervising the business and fiscal operations of the District, or providing central services on a district-wide basis (e.g. research, planning or statistical analysis, data processing, personnel, or public information services)

Buildings and grounds, pupil transportation, and capital expansion/debt service are not considered administration.

One Perspective

The Madison School District spent \$607 per student for administrative functions in 1999-2000, or 6.2% of its total per student expenditures of \$9,810. In 2000-2001, it budgeted \$631 per student, again 6.2% of per student expenditures of \$10,166.

Compared to other school districts the Madison Metropolitan School District's administrative costs (as a percentage of total staff and total per student administrative costs) were within range of the averages of both the largest Wisconsin and Big Eight conference school districts. The table below shows the comparisons:

District	Administrative/ Total Professional staff ratio	Per student administrative costs as % of total costs 1999- 2000 actual	Per student administrative costs as % of total costs 2000-2001 budget
Madison Metropolitan	3.3%	6.2	6.2
Racine	2.9%	6.1	5.6
Kenosha	2.4%	6.2	6.0
Green Bay Area	2.6%	5.8	5.6
Appleton Area	2.8%	6.0	5.3
Waukesha	3.0%	6.7	7.1
Eau Claire Area	3.0%	5.8	6.4
Oshkosh Area	2.6%	5.8	5.0
Janesville	2.5%	5.4	5.2
Sheboygan Area	2.6%	7.7	6.4
Beloit	3.4%	7.0	7.1
Middleton-Cross Plains	1.3%	6.6	6.6
Sun Prairie	3.5%	6.5	5.7
Avg of above w/o Madison	2.7%	6.5	6.0
Milwaukee	4.7%	8.8	8.7
Statewide average	3.4%	7.7	7.4
Statewide average minus Milwaukee	3.2%	7.5	7.2

Source: [SchoolFacts01](#), September 2001, Wisconsin Taxpayers Alliance, based upon data from the Wisconsin Department of Public Instruction.

One Perspective (cont.)

The data in the table above shows that Madison's administrative/professional staff ratios were:

- Slightly below the statewide average
- Below Milwaukee
- Above the large district peer and Big Eight conference average
- Slightly above the statewide average minus Milwaukee

The data also shows that Madison's 1999-2000 actual per student administrative costs expressed as a percentage of total per student costs were below its peer districts, the statewide average, Milwaukee, and statewide average minus Milwaukee.

Another Perspective

The District has taken many budgetary actions in the past three years to reduce its administrative expenditures becoming more efficient and complying with state revenue caps without resorting to significant reductions in teachers and staff whose purpose is to improve student performance. It has taken steps to reduce central administration expenses through reorganizations, process improvements, contracting for services formerly provided by employees, and reductions in administrative staff at the Doyle Administration Building.

Using a slightly wider, more inclusive definition of the number of administrative employees than in the table above, we obtained readily available data showing that the District had 151 administrative employees in 1998-99. That number increased to 153.5 in 1999-2000, 155.5 in 2000-2001, and 159 in 2001-2002. However, 11 of the 159 is attributed to 3 positions funded from the District's base budget paid for by bringing contracted services in house and 8 positions funded from non-property tax outside funding such as grants and indirect cost recovery. Adjusting for these 11 positions, the District would have 148 administrative positions in 2002-2002 compared to 151 in 1998-99.