

## What IS the motivation for the announced 2005-2006 TUITION INCREASE ?

Consider where your tuition dollars go and judge for yourself. .

*"...but I want to remind you that the (tuition) increase is not made with a profit motive. UWLA is a private non-profit institution."*

- Robert W. Brown, President UWLA, "February 28, 2005 memo announcing a 9.4% increase in tuition."

*"What's in a name? That which we call a rose by any other name would smell as sweet."*

- William Shakespeare "Romeo and Juliet", Act 2 scene 2

*"I call a fig a fig, a spade a spade."* - Menander (342 BC – 292 BC)

Every non-profit, tax-exempt organization must file an annual return (IRS Form 990) detailing its revenues and expenses. A "non-profit" organization can lose its tax exempt status if private inurement occurs. All IRS Form 990 documents are readily and openly available for public scrutiny. **The following facts and figures were gleaned from UWLA's Form 990 for the year ended June 30, 2003 (the latest Form 990 on public file for UWLA).**

**Revenue from Tuition and Fees: \$3,627,871**

Annual Salary / Compensation for **ROBERT W. BROWN**, President UWLA: **\$198,279**

Annual Salary / Compensation for **DAVID WOLFF**, Chief Financial Officer: **\$120,795**

Annual Salary / Compensation for **SHELLEY GLICKSTEIN**, Vice President: **\$95,588**

**These THREE** (3) individuals' compensation totaled \$414,662 or **11% of all tuition and fees revenue**. They were also members of the Board of Trustees, comprising 23% of the 13 member board.

Adding the compensation of THREE (3) non-trustee individuals (**ANNE ARVIN @ \$111,360**, **RAE CHESNER @ \$123,198**, and **DAN KELSEY** (IT Consultant @ **\$123,008**) brings the annual compensation of just SIX (6) individuals to \$772,228 or a **whopping 21%** of total annual revenue from tuition and fees.

**21¢ of EVERY one of YOUR tuition DOLLARS goes to pay the salaries of the SIX individuals listed above. . .**

. . . and not one of them sets foot in a classroom. Moreover, these salaries are paid to administer an institution with approximately 400 students in total. This is high-end "salary overkill" for such a small student body. It does not appear that President Brown and certain others participate in the "NON-PROFIT" feature of UWLA.

*"We derive all of our revenue from tuition, fundraising, and grants. Tuition still only accounts for about 75-80% of our revenues leaving a 25-30% gap between tuition and expenses."*

- Robert W. Brown, President UWLA, "February 28, 2005 memo announcing a 9.4% increase in tuition."

*"Something is rotten in the state of Denmark."* - William Shakespeare "Hamlet", Act 1 scene 4

An organization's "non-profit" status does not allow its executive officers and trustees to abrogate their responsibility to operate it within the guidelines of sound business principles. When business expenses outstrip revenues, there are a number of prudent choices: e.g. cut costs, increase revenues, seek additional investment (investment is not an option for non-profits), or any combination thereof. PRESIDENT BROWN wants us to believe that a tuition increase is his "only" option. Note his passing reference to "fundraising and grants", while he focuses on curing the shortfall with a TUITION INCREASE. Consider:

- He does not mention any attempts or plans to cut costs.
- Raising revenues *solely* by increasing prices rarely works. Loyal customers leave while potential customers simply find less expensive alternatives.
- Revenues can be increased in any number of ways without raising tuition – **particularly** through effective marketing to boost enrollment. UWLA's enrollment appears to be stagnant.

(over please)

- During the tax year reviewed, UWLA spent a **piddling 5%** (\$186,453) **on advertising** compared to the above-referenced 21% on SIX salaries.
- During the same year, UWLA spent an **astounding 1.6%** (\$61,417) on **fundraising activities**.
- Apparently, PRESIDENT BROWN and the Board of Trustees have neither the will nor the expertise to increase revenue through fundraising or marketing. Instead, they choose to take the path of least resistance and raise revenues ON THE BACKS of their current student enrollment. These are the same students for whose benefit this “non-profit” organization is supposed to exist.

***“Each student makes an investment in themselves in the tuition paid for their education. Because the legal profession has the potential to provide high income earning opportunities for those successful in entering into it, this investment in yourself is likely to be one of the most rewarding investments that you will ever make.”***

***- Robert W. Brown, President UWLA, “February 28, 2005 memo announcing a 9.4% increase in tuition.”***

***“Sometimes your best investments are the ones you don't make.” - Donald Trump***

PRESIDENT BROWN attempts to justify his actions with mixed messages. On the one hand he touts the “non-profit” nature of UWLA, and on the other he promotes an “investment” philosophy with vague references to “potential high income earning opportunities” as a measure of return on investment. Since he is so mindful of “**profit motives**”, it is surprising he does not recognize that SOME students may be studying law for reasons OTHER than pure economic benefit.

***But, if you really wish to focus on your RETURN ON INVESTMENT as measured by earning potential, you should consider MAXIMIZING the return on your legal education investment by comparing the following CALBAR accredited schools’ tuition fees:***

- University of West Los Angeles - \$695 per unit
- Glendale University College of Law - \$285 per unit
- Ventura/Santa Barbara College of Law - \$295 per unit
- University of La Verne (*actively pursuing ABA accreditation*) - \$725 per unit

***“The plan is to create a state-of-the-art campus containing all of the most recent technology and tying the two campuses together with video/audio conferencing. We will be implementing wireless technology...”***

***- Robert W. Brown, President UWLA, “February 28, 2005 memo announcing a 9.4% increase in tuition.”***

***“SHOW ME THE MONEY.” - Cuba Gooding Jr. as ROD TIDWELL in “Jerry Maguire”, 1996***

Since PRESIDENT BROWN has predicated this tuition increase on a “budget shortfall”, ask yourself:

- Why is UWLA supporting **TWO CAMPUSES with double fixed costs**?
- How are new “**state-of-the-art**” facilities going to provide a **better legal education**?
- **WHERE IS THE MONEY** coming from for all these capital improvements?
- Why not invest in **BETTER** and more **DIVERSE FACULTY** – where it really matters?
- Tuition has increased approximately 27% in the past two years – **will the increases stop here?**
- Why doesn't PRESIDENT BROWN take his own RETURN ON INVESTMENT advice and maximize that investment by **cutting costs** instead of **dreaming about expansion**?
- Why doesn't PRESIDENT BROWN concentrate on providing **exceptional value in the classroom** to attract new students in lieu of attempts to lure them with “state of the art” facilities?

***“Socrates gave no diplomas or degrees, and would have subjected any disciple who demanded one to a disconcerting catechism on the nature of true knowledge.”***

***- George Macaulay Trevelyan, British historian (1876–1962)***

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