

Between 2004 and 2013 administrative personnel increased by 44.3 percent. The administrative positions with considerable personnel growth are vice-presidents, associate/assistant vice presidents, deans, associate/assistant deans, directors and executive assistants (see table 7). Directors in particular experienced the greatest overall personnel growth that increased from 130 individuals in 2004 to 223 in 2013, an increase of 71.5 percent. As a result, directors represented 54.8 percent of all administrators in 2013. Conversely, assistant/vice provosts and coordinators were the only administrative groups to experience personnel declines during the past nine years, incurring losses of 5 and 13 individuals respectively.

Between 2004 and 2013 average administrative salaries increased by 9.5 percent for most positions with the exception of coordinators and executive assistants. General counsels also experienced a salary decline but that decline was driven by an increase in the number of associate and assistant general counsels relative to general counsels. The increases in administrative salaries for presidents and chairs were the greatest. Between 2004 and 2013, the president's salary increased by \$114,112, an increase of 29.4 percent without including the numerous benefits afforded to the president. The average salary for chairs increased by \$43,781 during the past nine years, an increase of 41.9 percent.

## Conclusion

A comparison of faculty and administrator personnel and salaries between 2004 and 2013 shows that FIU administration has pursued policies contributing towards administrative bloat during the past nine years. In 2004, total faculty salaries were 2.2 times the amount of administrator salaries but that number declined to 1.7 by 2013, a 19.7 percent decline (see table 8). Likewise, in 2004, there were 3.3 times as many faculty as administrators but that declined to 2.7 in 2013, a 17.0 percent decline. The gap between faculty and administrative personnel and budgets has narrowed as more resources have been allocated towards administration at the expense of faculty. Additionally, a look at the highest paid individuals at FIU in 2013 reveals that 39 out of the top 40 salaries are paid to administrators (see Appendix III). The disparity between the highest paid faculty and administrator is \$291,657.

	Total Salary Ratio	Headcount Ratio
<b>2004</b>	2.2	3.3
<b>2006</b>	1.9	3.0
<b>2008</b>	1.7	2.6
<b>2010</b>	1.7	2.7
<b>2012</b>	1.7	2.7
<b>2013</b>	1.7	2.7
<b>% Growth 2004-2013</b>	-19.7%	-17.0%

This report set out to analyze how FIU allocates its resources on personnel and salaries. At FIU it appears that while enrollment and tuition grew, faculty size was increased at a rate too slow to overcome increases in student/faculty ratios. Additionally, FIU adopted a spending reduction policy of increasingly substituting lower-paid contingent faculty members for higher paid tenured faculty. Meanwhile, the size of the administration and their salaries grew impressively. This report finds substantial evidence of administrative bloat as university resources have been diverted away from faculty and towards administration.

## Appendices

### Appendix I: Faculty by Rank

<b>Appendix 1: Faculty Ranks*</b>	
Professor	University Librarian
Associate Professor	Associate University Librarian
Assistant Professor	Assistant University Librarian
University Instructor	Instructor Librarian
Senior Instructor	Associate in
Instructor	Assistant in
University Lecturer	Program Director
Senior Lecturer	Scholar/Scientist/Engineer
Lecturer	Associate Scholar/Scientist/Engineer
Graduate Research Professor	Assistant Scholar/Scientist/Engineer
Distinguished Service Professor	Research Associate
Eminent Scholar	Instructional Specialist

\*And employees with the following Administrative Titles: Associate Chair and Assistant Chair.

**Appendix II: Administration by Rank**

<b>Appendix II: Administrator Ranks</b>	
President	Assistant Dean
Vice-president	Director
Senior Vice-president	Associate Director
Associate Vice-president	Assistant Director
Assistant Vice-president	Coordinator
Provost	Chairperson
Assistant Provost	General Counsel
Vice-Provost	Associate General Counsel
Dean	Assistant General Counsel
Associate Dean	Executive Assistant

**Appendix III: 40 Highest Paid FIU Administrators and Faculty: 2013**

<b>Appendix III: 40 Highest Paid FIU Administrators and Faculty: 2013</b>				
<b>Rank</b>	<b>Name</b>	<b>Category</b>	<b>Rank</b>	<b>Annual Salary</b>
1	Maidique, Modesto	Administrator	Director	\$514,211
2	Rosenberg, Mark	Administrator	President	\$502,579
3	Elam, Joyce	Administrator	Dean	\$375,324
4	Klock, David	Administrator	Dean	\$374,700
5	Pelham Jr, William	Administrator	Director	\$367,229
6	Garcia, Pedro	Administrator	Director	\$367,152
7	Koulamas, Christos	Administrator	Associate Dean	\$335,525
8	Jessell, Kenneth	Administrator	Vice-president	\$329,250
9	Lipman, Howard	Administrator	Vice-president	\$325,513
10	Wartzok, Douglas	Administrator	Provost	\$312,507
11	McEwen, Ruth	Administrator	Associate Dean	\$302,485
12	Furton, Kenneth	Administrator	Dean	\$291,774
13	Iyengar, Sundararaj	Administrator	Director	\$273,700
14	Hardin, William	Administrator	Director	\$261,313
15	Gil, Andres	Administrator	Vice-president	\$261,113
16	Strickland, Ora	Administrator	Dean	\$248,248
17	Fernandez, Irma	Administrator	Vice-president	\$248,248
18	Aldrich, Jose	Administrator	Associate Dean	\$245,000
19	Mirmiran, Amir	Administrator	Dean	\$238,590
20	Stack, John	Administrator	Director	\$237,543
21	Williams, Mark	Administrator	Dean	\$237,342
22	Reddi, Lakshmi	Administrator	Dean	\$232,795
23	Raattama, Maija	Administrator	General Counsel	\$232,795
24	Olson, Richard	Administrator	Director	\$231,769

25	Salas, Luis	Administrator	Associate Vice-president	\$230,816
26	Gonzalez-Levy, Sandra	Administrator	Vice-president	\$228,030
27	Haar, Jerry	Administrator	Director	\$226,236
28	Newman, Meredith	Administrator	Associate Dean	\$225,254
29	Bhansali, Shekhar	Administrator	Chairperson	\$225,220
30	Barabino, Joseph	Administrator	Associate Vice-president	\$225,077
31	Miguez-Perez, Maria	Faculty	Scholar/Scientist/Engineer	\$222,554
32	Williams, Oren	Administrator	Chairperson	\$222,493
33	Bejar, Elizabeth	Administrator	Vice-provost	\$222,493
34	Weiss, Mark	Administrator	Associate Director	\$221,450
35	Mora, Francisco	Administrator	Director	\$221,000
36	Azizinamini, Atorod	Administrator	Chairperson	\$219,918
37	Maziak, Wasim	Administrator	Chairperson	\$219,878
38	Lehman, Jody	Administrator	Associate General Counsel	\$219,646
39	Rose, Suzanna	Administrator	Director	\$218,551
40	Bastida, Elena	Administrator	Chairperson	\$217,342

## Appendix IV: Methodology Notes

The data sets used in this report to determine numbers of faculty members and administrators and their salaries are publicly available upon request from the Academic Affairs Department (AA) at Florida International University (FIU). Specifically, these data sets contain the following information for all FIU employees: name, job title, administrative code, full time equivalency (FTE), and annual salary. The data was made available to the researchers through a formal request made to the FIU AA by the researchers. It is worth noting that the FIU AA took more than eight months to provide the necessary data to researchers due to unknown reasons.

All HR-provided data was screened for duplicate listings of individuals. Individuals with less than 0.5 FTE were excluded from all calculations in this report. A total of 28 cases were excluded due to this reason, 26 faculty and two administration cases.

All salaries of bargaining unit employees are annual and rounded to the nearest full dollar amount. Salaries are not corrected for FTE assignment. No adjustments are made for 12-month vs. 9-month appointments. Salaries are inflation-adjusted and reported in 2013 dollars using the following calculation: 2013 base/current \* nominal price. The source for the price index was: Bureau of Labor Statistics: consumer price index for all urban consumers (CPI-U).

We also consulted the State University System of Florida Board of Governors: Interactive University Data for data on student headcount enrollment, student FTE enrollment and tuition and fees.

To analyze numbers and salaries of administrators we faced the dilemma of conceptualizing who administrators are. The researchers chose to define administrators in this study as highly ranked administrators whose primary role is administration. In the small number of cases when a person occupied two administrative positions we chose to categorize the individual under their primary administrative rank.

---

<sup>1</sup> See prior editions of this report at:  
<http://www.uff-fiu.org/nindex.php/uff.reports.html>

<sup>2</sup> *College Costs Too Much Because Faculty Lack Power*, by Robert E. Martin, The Chronicle of Higher Education, August 5, 2012. <http://chronicle.com/article/College-Costs-Too-Much-Because/133357/>.

<sup>3</sup> 2013 dollars were used to provide a contemporary valuation of personnel salaries during the past nine years.

<sup>4</sup> Calculations presented in this study may differ from information presented in other data sources on numbers and salaries of faculty members and administration due to how employees are classified and into which categories they are counted. This study takes a conservative approach to categorizing employees, the rationale of which is explained in Appendix V. Such possible differences may explain all or part of the reason that this study finds somewhat different counts, salaries and ratios than reported in other sources.

<sup>5</sup> A copy of the CBA may be retrieved at:  
[http://www.uff-fiu.org/bargaining-agreement/2011-2014\\_FIU\\_BOT\\_UFF\\_CBA\\_with\\_final\\_proofreader\\_corrections\\_October\\_2011.pdf](http://www.uff-fiu.org/bargaining-agreement/2011-2014_FIU_BOT_UFF_CBA_with_final_proofreader_corrections_October_2011.pdf)

---

<sup>6</sup> Between 2004 and 2013 28 personnel cases were removed because they had a full-time equivalent (FTE) below 0.5: 26 faculty and 2 administrators.

<sup>7</sup> The lead researcher for this study is Ali R. Bustamante, Research Associate. RISEP's website address is <http://www.risep-fiu.org/>.

<sup>8</sup> Headcount enrollment represents the number of individual students enrolled in credit courses, regardless of course load.