

How Does FIU Spend Its Money?

Part II

FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2008-09

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How Does FIU Spend Its Money? Part II. FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2008-09*

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Introduction

In March 2009 the FIU chapter of the United Faculty of Florida commissioned RISEP to produce a report investigating the budgetary and personnel changes in the university in the past few years at Florida International University. In April that report was concluded and published; it formed the basis of a teach-in at the university. The FIU administration disputed the results of that report and insisted that its data showing a massive transfer of salaries and personnel from faculty toward administration were faulty.

Since the data used for the report came directly from the FIU administration, the claims of faulty data were a puzzle to the researchers. For the original report, the administration had claimed that they could not provide names to attach to the positions and salary data they supplied. After disputing our data (which was in fact their data, as supplied to us), they did supply names for each position with accompanying salary in the database. This revealed that the original data base they had given us contained a number of duplications and even occasional triplications in the administrative category, thus leading to an overcount of the number of administrators and administrative salaries. Thus, the administration has now given us a new data base which has been adjusted to eliminate duplications and to make a few other minor modifications to the data which the administration again found with their re-analysis.

We have looked at the new database, and conclude that all of our conclusions still hold, even with the adjusted data. The only thing that has changed a bit is the magnitude of the resource shift toward administration and away from faculty. But the trend is still very apparent, and is still enormous.

The following report will re-analyze the data using the latest data provided us by the FIU administration. We stand 100% behind our previous report, given the data we were supplied at that time. But the more complete data now available to us and endorsed by the FIU administration shows essentially the same results as our previous analysis, albeit with a slightly less magnitude. The original report is contained as Appendix A in this report. Analysis with the updated data is contained in the body of the report prior to the appendix.

* Thanks to the United Faculty of Florida, FIU Chapter, for funding this report. It bears no responsibility for the facts and analyses in this report, however, which are entirely the responsibility of the authors.

For those who want to learn only the most essential numbers indicating trends without wading through all the data, the following are the essence of our findings from the numbers that are now agreed upon by the FIU administration.

For the period between the 2002-03 and 2008-09 academic years, changes occurred at the following rates:

Growth in the number of administrators¹: 49.9%

Growth in the number of faculty: 3.0%

Growth in the salaries of administrators: 66.2%

Growth in the salaries of faculty: 10.7%

If the ratio of faculty salaries to administrative salaries was the same in 2008-09 as it was in 2002-03, there would be an additional \$17.23 million (\$17,231,421) available for faculty salaries. At the average faculty salary (\$67,483.76), this \$17.23 million is enough to hire an additional 255 faculty members. Alternatively, it would be enough to provide each existing faculty member a 27.37% pay increase.

These data, which come from the data bases that the FIU administration now insists are the correct numbers, illustrate the conclusion drawn from our April report, which remains unchanged in the present one: **the FIU administration has been shifting resources away from faculty growth and compensation into administrative growth and compensation in the past six years.** This shift has occurred in the context of cutting programs and faculty that directly serve the student body of FIU.

Beginning on the next page, a more detailed and complete analysis of trends is given, using the data base that the FIU administration now claims to be accurate.

¹ All administrative numbers and salaries in these comparisons omit the administrators in the College of Law and College of Medicine, since these units were not equally present at the beginning of the comparison period.

Previous research on FIU budgetary priorities

In 2004 and 2007 we produced reports analyzing budgetary and personnel changes at Florida International University in the years immediately preceding those reports.² Those reports revealed that Florida International University had been shifting personnel and resources away from the faculty who do the teaching, research and service that constitute the university's mission and toward administrative functions. The university had been increasing both the numbers and total salaries of administrators at a much more rapid rate than for faculty. Student tuition and fees were being diverted away from the personnel who directly serve students through teaching, research and service activities and toward administrative overhead.

This report updates those earlier ones to the 2008-09 academic year. We examine the same questions and note trends in the most recent period.

Key findings of this Report

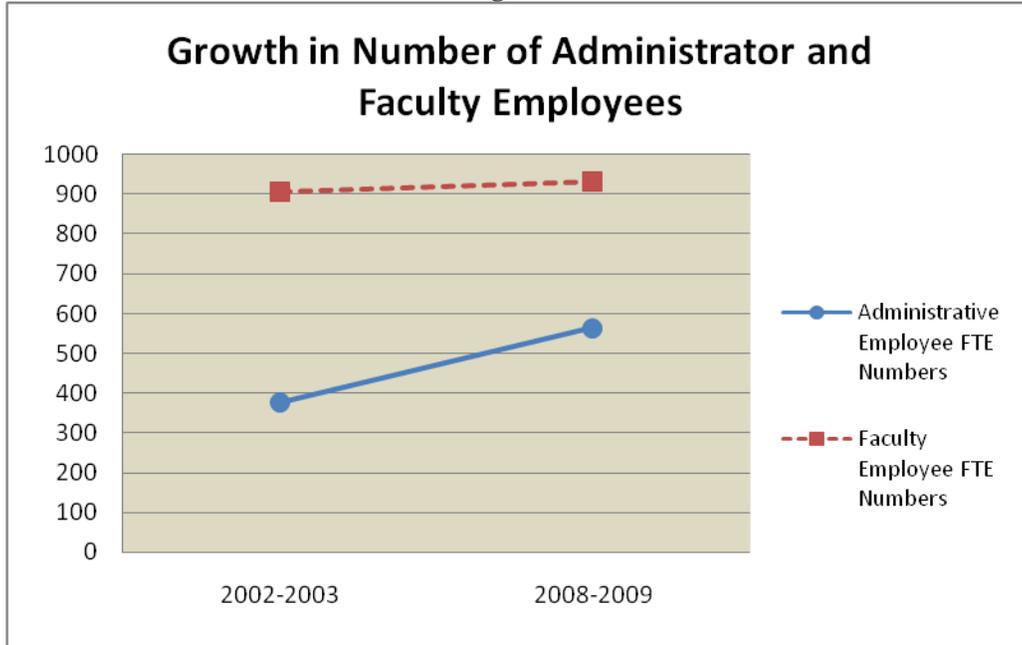
FIU's priorities are shown by the way it allocates personnel, monetary resources, and workload burdens. The data in this report provide quantitative measures of FIU priorities and resource allocation.

Growth in Numbers of Different Types of Employees

Judging by its relative growth in the number of administrator and faculty employees, **the university's commitments are to administrative overhead, not the faculty who are the core of the university's mission of providing teaching, research, and service to FIU students and the community.** In the years from 2002-03 to 2008-09, the **FIU faculty grew by 3%** (27 positions), while the **number of administrators increased by 49.9%** (188 positions). (All administrative positions in the School of Law and School of Medicine are removed from these numbers, to avoid errors in showing growth in preexisting units.) Figure 1 shows the changes over those years.

² The first report, *Florida International University Priorities in the 1997-1998 to 2002-2003 Period: a Budget and Personnel Analysis*, is available on the web at: <http://www.risep-fiu.org/reports/FIUpriorities.pdf>. The second report, *Where Does the Money Go? FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2005-06*, is available on the web at: http://www.risep-fiu.org/reports/Where_Does_the_Money_Go.pdf.

Figure 1



Because 161 of the 188 new administrative positions were for the categories of “Director,” “Associate Director,” or “Assistant Director,” and because the individuals filling these positions on average earned less than \$100,000 per year in 2008-09 (\$92,743; \$72,347; and \$54,189 respectively), we thought that perhaps the extraordinary growth in administrative numbers might be mostly due to the increase in the number of these relatively lower paid administrators. However, **even if we eliminate all types of directors from the administrative count, the number of administrators still grew 35.5% in that six year period, while the number of faculty grew by only 3%.**

No matter which comparison is made, it is apparent that the **number** of administrators has been growing at a much more rapid pace than growth in the number of faculty.

Growth in Salaries of Different Types of Employees

Judging by the relative growth of salaries compared to increases in tuition and fee income, the same priorities are apparent. **The university was collecting 57.7% more tuition and fees from students by 2008-09 than in 2002-03, but total faculty salaries increased only 10.7% during that period while total administrative salaries increased by 66.2%.** (Again, administrative salaries in the Law School and Medical School are eliminated from these calculations.) Figure 2 graphically shows the relative rise in tuition and fee income, administrative salaries and faculty salaries.

Figure 2

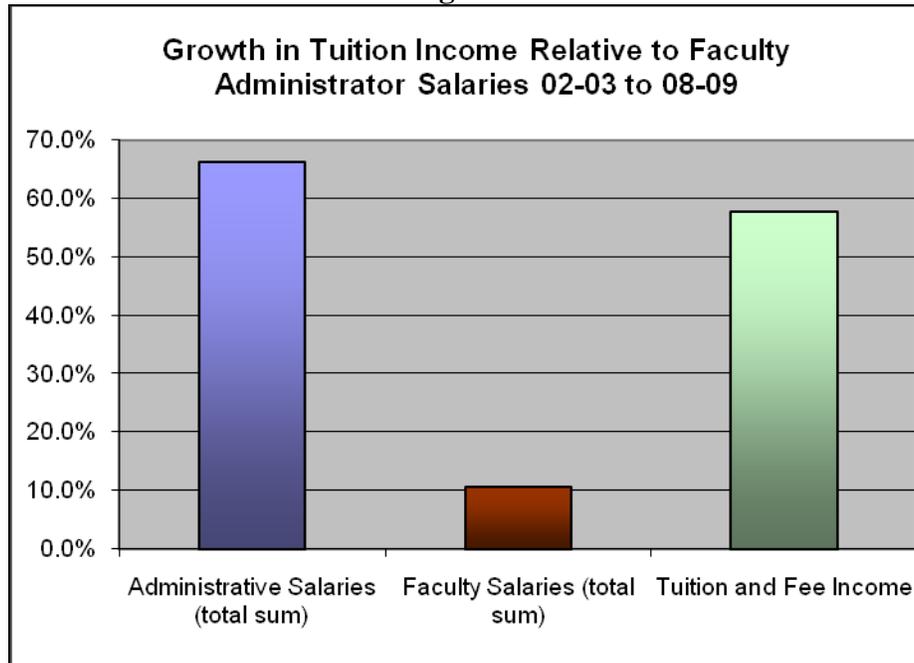


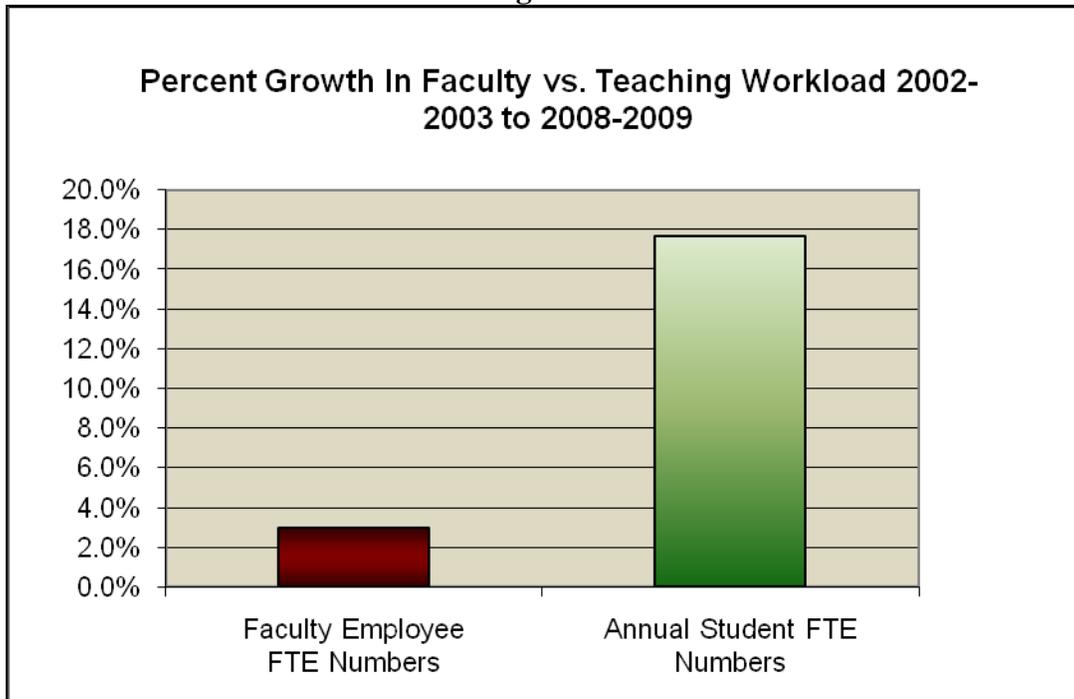
Figure 2 shows that faculty **salaries** are a lower priority than administrative salaries, just as increasing the **number** of faculty is a lower priority than increasing the number of administrators.³

Changes in Teaching Workload Burden

While the numbers and salaries of FIU faculty have not been keeping up with growth in the numbers and salaries of administrators, they have seen the teaching workload rapidly increase. **From 2002-03 to 2008-09, the FTE student numbers grew almost 18%, while the number of faculty to teach those students grew by only 3%. This meant a 14% increase in faculty teaching loads (assuming ratios of full-time to adjunct faculty remained constant).** Figure 3 graphically shows the comparison of FTE student growth to FTE faculty growth.

³ If Directors, Associate Directors, and Assistant Directors are eliminated from the administrative category, the percentage growth in administrative salaries over this six year period is approximately the same: 63.6%.

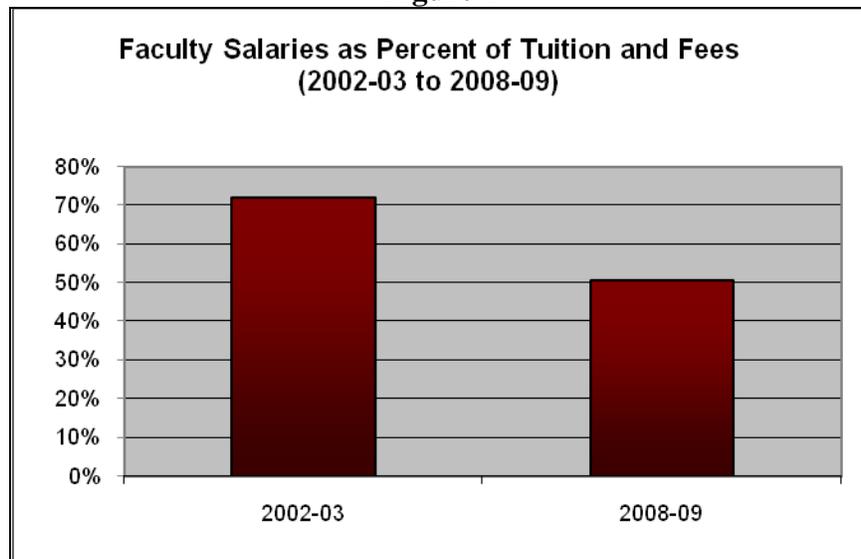
Figure 3



Allocation of Tuition and Fees in Relation to Faculty Salaries

A decreasing percentage of the tuition and fees the university collects is being devoted to faculty salaries. In the years between 2002-03 and 2008-09, the percentage declined by over 20%, from almost 72% to 50.5%. Figure 4 shows the change graphically.

Figure 4



Summation of Findings

An institution's true priorities are best known through its allocation of resources, both human and monetary, and its distribution of burdens. An analysis of FIU's changes on these measures in the 2002-03 to 2008-09 years show **priorities favoring administrators at the expense of faculty** on all these measures. **Students are being asked to provide ever greater amounts of money to be educated by a faculty that is both stretched ever-more thinly and provided relatively fewer of the institution's resources.**

Methodology of this Report

This report is derived from an analysis of publicly available figures on Florida International University's budget. Three sources were used to gather figures. Numbers and salaries of faculty were provided to us by the UFF-FIU chapter in electronic form. This was data provided to them by the university. Numbers and salaries of administrators were obtained from the FIU Operating Budget as provided to us by the FIU administration. Student data on FTEs and tuition were obtained from the FIU administration. Particular sources for any particular data beyond these general sources are given in the individual tables.

"Faculty" are defined as those within the collective bargaining unit of the United Faculty of Florida, the faculty's recognized collective bargaining agent. This unit is comprised of virtually all of the professionals (faculty) who conduct the university's main mission: teaching enrolled students, conducting scholarly research, and performing related service activities.

For the purposes of this study, we are defining an administrator as someone holding a higher rank within the university. The following categories are included: President, Provost, Vice President, Vice Provost, Associate Vice President, Assistant Vice President, President or Vice President of Academic Affairs, Executive Assistant, General Counsel, Associate General Counsel, Dean, Associate Dean, Assistant Dean, Director, Director of University Libraries, School Director, Associate Director, Assistant Director, or Assistant Director of University Libraries. To ensure that comparisons between the 2008-09 academic year and earlier periods are "comparing like with like," we have eliminated all administrative positions and salaries from the School of Law and the School of Medicine from the analysis. (For some calculations, we have also omitted the three types of directors from the administrative category to determine if the shifts found toward administrative numbers and salaries are simply a function of the rapid growth of jobs in these categories – all such cases we found that the change made little difference.)

An Overview: the Numbers

Table 1 gives a comprehensive summary of (1) the growth of administrator salaries and numbers, (2) the growth of faculty salaries and numbers, and (3) the growth of student tuition and fees and student numbers. The changes in both the 11 year period from 1997-98 to 2008-09 and the 6 year period from 2002-03 to 2008-09 are shown.

Table 1
Administrative and Faculty Numbers and Salaries and Student FTEs and Tuition and Fees
at FIU, 1997-98, 2002-03, and 2008-09

	1997-1998	2002-2003	2008-2009	Percent Growth 97-98 to 08-09	Average Yearly Percent Growth	Percent Growth 02-03 to 08-09	Average Yearly Percent Growth
Administrative Salaries (total sum)	\$16,167,590	\$31,081,820	\$51,671,823	219.6%	11.1%	66.2%	8.8%
Administrative Employee FTE Numbers	239	377	565	136.4%	8.1%	49.9%	7%
Administrative Salaries without directors (total sum)	\$6,208,889	\$9,673,403	\$15,821,252	154.8%	8.9%	63.6%	8.5%
Administrative Employee without director FTE Numbers	65	76	103	58.5%	4.3%	35.5%	5.2%
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	\$62,962,344	27.2%	2.2%	10.7%	1.7%
Faculty Employee FTE Numbers	989	906	933	-5.7%	-0.5%	3.0%	0.5%
Tuition and Fee Income	\$56,521,000	\$79,045,595	\$124,684,566	120.6%	7.5%	57.7%	7.9%
Annual Student FTE Numbers	16824	20776	24456	45.4%	3.5%	17.7%	2.8%

*2008-2009 data are dated as of November 2008, before the salary increases to either the faculty or administrators at the very end of the year. This is due to the fact that we were supplied data only as of November 2008.

Student FTE numbers are from: <http://w3.fiu.edu/irdata/portal/reports.asp>

Tuition and fee incomes are from State of Florida, Board of Governors.

http://www.flbog.org/about/budget/ob_reports/20082009-FIU-OBMN-RPT580.HTML

Table 1 contains a wealth of information, so it is best understood if we isolate and compare some of the data within it. First, we compare the rate at which administrative salaries have been growing compared to the rate at which faculty salaries have been growing in the period between 2002-03 and 2008-09:

Average annual growth rate of administrative salaries: 8.8%
(without directors, 8.5%)
Average annual growth rate of faculty salaries: 1.7%

Second, to compare the rate at which the number of administrators has been growing compared to the rate at which the number of faculty have been growing in the same period:

Average annual growth rate of number of administrators: 7%
(without directors, 5.2%)
Average annual growth rate of number of faculty: 0.5%

Bringing in student figures, we can compare the growth in the number of student FTES to the growth rates of both administrators and faculty:

Average annual growth rate of number of administrators: 7%
Average annual growth rate of number of faculty: 0.5%
Average annual growth rate of student FTEs: 2.8%

Student tuition and fees can also be brought into the salary data, comparing growth of student expenditures with the growth of salaries for different groups:

Average annual growth rate of administrative salaries: 8.8%
Average annual growth rate of faculty salaries: 0.5%
Average annual growth of student tuition and fees: 7.9%

No matter which of these comparisons are made, a shift in priorities is evident:

- **More money is being taken from students;**
- **Relatively less money is being allocated to faculty; and**
- **Relatively more money is being devoted to administrative overhead.**

The priorities privilege administration and shortchange faculty and students:

- **Tuition and fees are rising at over four and a half times the rate of faculty salaries;**
- **Administrative salaries are rising at over five times the rate of increase in faculty salaries;**
- **The number of administrators is growing at two and a half times the rate of growth in students; and**
- **The number of faculty is growing at less than one fifth the rate of student growth.**

Detailed Breakdown of Administration Salaries and Numbers

A more detailed breakdown of the changes in administrative position salaries and numbers is given in Table 2. From this table, it is relatively easy to make comparisons between categories, or between any category of administrator and faculty. Further analysis could be done by the reader depending on area of interest.

Table 2
Administrative Salaries (summed) by Category at FIU, 1997-98, 2003-03 and 2008-09

		1997-1998	2002-2003	2008-2009	Percent Growth 97-98 to 08-09	Average Yearly Percent Growth	Percent Growth 02-03 to 08-09	Average Yearly Percent Growth
President	Salary	\$168,956	\$285,000	\$486,016	187.7%	10.1%	70.5%	9.3%
Vice President	Salaries	\$652,649	\$1,193,528	\$2,415,198	270.1%	12.6%	102.4%	12.5%
	Number	5	7	11	120.0%	7.4%	57.1%	7.8%
Associate Vice President	Salaries	\$272,084	\$502,742	\$2,315,663	751.1%	21.5%	360.6%	29.0%
	Number	3	4	15	400.0%	15.8%	275.0%	24.6%
Assistant Vice President	Salaries	\$334,676	\$701,136	\$1,162,101	247.2%	12.0%	65.7%	8.8%
	Number	5	7	9	80.0%	5.5%	28.6%	4.3%
General Counsel	Salary	\$128,475	\$160,000	\$241,638	88.1%	5.9%	51.0%	7.1%
Associate General Counsel	Salaries	\$88,904	\$220,200	\$619,338	596.6%	19.3%	181.3%	18.8%
	Number	1	2	5	400.0%	15.8%	150.0%	16.5%
Provost*	Salary	\$154,170	\$230,000	\$334,560	117.0%	7.3%	45.5%	6.4%
	Number	1	1	1	0.0%	0.0%	0.0%	0.0%
Vice Provost	Salaries	\$586,560	\$888,082	\$350,299	-40.3%	-4.6%	-60.6%	-14.4%
	Number	5	6	2	-60.0%	-8.0%	-66.7%	-16.7%
Executive Assistant	Salaries	\$154,922	\$259,562	\$446,739	188.4%	10.1%	72.1%	9.5%
	Number	3	4	7	133.3%	8.0%	75.0%	9.8%
Director	Salaries	\$4,956,777	\$10,246,527	\$17,251,438	248.0%	12.0%	68.4%	9.1%
	Number	68	118	176	158.8%	9.0%	49.2%	6.9%
Associate Director	Salaries	\$2,492,320	\$5,488,104	7,937,457	218.5%	11.1%	44.6%	6.3%
	Number	48	83	103	114.6%	7.2%	24.1%	3.7%
Assistant Director	Salaries	\$2,509,604	\$5,673,786	\$10,661,676	324.8%	14.1%	87.9%	11.1%
	Number	58	100	183	215.5%	11.0%	83.0%	10.6%
Dean	Salaries	\$1,340,930	\$1,934,147	\$2,094,256	56.2%	4.1%	8.3%	1.3%
	Number	11	11	11	0.0%	0.0%	0.0%	0.0%
Associate Dean	Salaries	\$1,650,605	\$2,710,477	\$4,481,852	171.5%	9.5%	65.4%	8.7%
	Number	18	25	31	72.2%	5.1%	24.0%	3.7%
Assistant Dean	Salaries	\$285,830	\$346,440	\$873,591	205.6%	10.7%	152.2%	16.7%
	Number	5	5	9	80.0%	5.5%	80.0%	10.3%

The above table should be interpreted with caution regarding the actual compensation of the highest paid administrators. For example, the salary of the FIU president is listed as \$486,016 because that is the figure given in the FIU budget, even though that is only a portion of the president's total compensation. Newspaper accounts in March 2009 stated President Maidique's total compensation as \$630,000 even though his "official" salary is in the high \$400,000s. Expense budgets, supplementary salary from the FIU Foundation, and the like alter considerably the "official budget" salaries of such highly-paid employees. All of the money being spent on the supplementary income for the President, the Provost, and others could potentially be spent on faculty salaries.

Administrative Salaries as a Percentage of Faculty Salaries

Another way to measure the shift in resources from directly productive employees (faculty) toward the "indirect" function of administering those employees is to compare total administrative salaries as a percentage of faculty salaries in an earlier and later period. Table 3 makes the comparisons for the three years 1997-98, 2002-03, and 2008-09.

Table 3
Administrative Salaries as a Percentage of Faculty Salaries

Administrative Salaries (total sum)	\$16,167,590	\$31,081,820	\$51,671,823
Administrative Salaries without directors (total sum)	\$6,208,889	\$9,673,403	\$15,821,252
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	\$62,962,344
Administrative Salaries as % of Faculty Salaries	32.7%*	54.7%	82.1%
Administrative Salaries (without Directors) as % of Faculty Salaries	12.5%	17.0%	25.1%

*Not directly comparable to later periods because chairs were included in faculty salaries. Adjustment would probably raise the percentage to the middle-upper-30s.

As the penultimate row of Table 3 illustrates, **in the six years from 2002-03 to 2008-09, administrative salaries have jumped from slightly over half of faculty salaries to over 82% of faculty salaries.** (Again, recall that administrative salaries in the Law School and the Medical School are omitted from the above calculations.)

Increases in Faculty Teaching Workload

Apart from the rapidly growing administrative “drag” on the directly productive workforce at Florida International University, it is worth examining the conditions of the faculty who do the teaching and research that are the main mission of the university. In the eleven and six year periods from 1997-98 and 2002-03 to 2008-09, the number of FIU faculty (excluding departmental chairs in all years) changed very little. In those same periods, the number of students taught, as measured in student FTEs, increased over 45% and almost 18% respectively. **This amounted to increases of 46% and 14% respectively in the teaching workload for an average faculty member in those eight year and three year periods.** Table 4 shows the relevant data.

Table 4
Number of FIU Faculty, Student FTEs, and Consequent Teaching Load, 1997-98, 2002-03, and 2008-09

	1997-1998	2002-2003	2008-2009
Faculty Employee FTE Numbers	937*	928	933
Annual Student FTE Numbers	16,824	20,776	24,456
FTE Student per FTE Faculty	17.955	22.388	26.212
2008-09 percent change in teaching load from 1997-98			+46%
2008-09 percent change in teaching load from 2002-03			+14%

*Excludes department chairs who in 1997-98 were considered “faculty” by the union for collective bargaining purposes. Department chairs are excluded to keep numbers comparable to later periods when chairs are out of the collective bargaining unit.

The above table assumes that the relative use of adjunct faculty by the university has held constant over these years. A change in the relative use of adjuncts could therefore modify the above percentage change in teaching loads either upward or downward. If the university increased its use of adjunct faculty, that would be another indication of the university’s lack of commitment of resources to faculty, since adjuncts tend to be less permanent, grossly underpaid compared to full time permanent professional faculty, and lacking in attachment to the university.

Growth in Tuition and Fees Revenues Compared to Growth in Faculty Investment

FIU faculty are being asked to do more with an ever-shrinking percentage of the university’s resources from tuition and fees. In the six year period from 2002-03 to 2008-09, total faculty salaries grew less than 11% while tuition and fee income grew almost 58%. Consequently the percentage of tuition and fees devoted to faculty salaries dropped by over 21%. Table 5 shows the comparisons.

Table 5
Growth in Tuition and Fees Compared to Faculty Salaries, 2002-03 to 2008-09

	2002-2003	2008-2009	% Change 2002-03 to 2008-09
Faculty Salaries	\$56,864,323	\$62,962,344	10.70%
Tuition and Fee Income	\$79,045,595	\$124,684,566	57.70%
Faculty Salaries as % of Tuition and Fees	71.9%	50.5%	-21.4%

Summary

An institution's true priorities are best known through its allocation of resources, both human and monetary, and its distribution of burdens. An analysis of FIU's changes on these measures in the 2002-03 to 2008-09 years show that **the university puts highest priority on increasing the number and salaries of administrators, with a low priority given to faculty. Student tuition and fees are being diverted away from their direct education by faculty and devoted to ever-increasing and ever-increasingly compensated administrators. Faculty face ever-increasing teaching workloads.**

Appendix A

Original report, issued in April 2009

How Does FIU Spend Its Money? FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2008-09*

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Growth in Numbers of Different Types of Employees

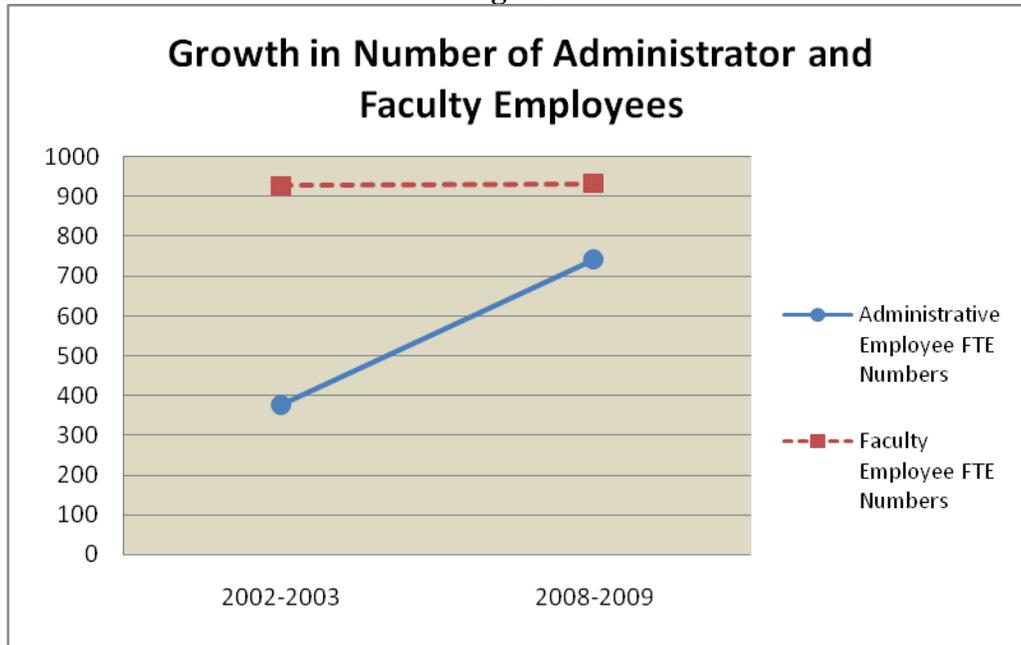
Judging by its relative growth in the number of administrator and faculty employees, **the university's commitments are to administrative overhead, not the faculty who are the core of the university's mission of providing teaching, research, and service to FIU students and the community.** In the years from 2002-03 to 2008-09, the **FIU faculty grew by ½ of 1%** (5 positions), while the **number of administrators increased by 96.8%** (365 positions). (All

* Thanks to the United Faculty of Florida, FIU Chapter, for funding this report. It bears no responsibility for the facts and analyses in this report, however, which are entirely the responsibility of the authors.

⁴ The first report, *Florida International University Priorities in the 1997-1998 to 2002-2003 Period: a Budget and Personnel Analysis*, is available on the web at: <http://www.risep-fiu.org/reports/FIUpriorities.pdf>. The second report, *Where Does the Money Go? FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2005-06*, is available on the web at: http://www.risep-fiu.org/reports/Where_Does_the_Money_Go.pdf.

administrative positions in the School of Law and School of Medicine are removed from these numbers, to avoid errors in showing growth in preexisting units.) Figure 1 shows the changes over those years.

Figure 1



Because 306 of the 365 new administrative positions were for the categories of “Director,” “Associate Director,” or “Assistant Director,” and because the individuals filling these positions on average earned on average less than \$100,000 per year in 2008-09 (\$92,743; \$72,347; and \$54,189 respectively), we thought that perhaps the extraordinary growth in administrative numbers might be mostly due to the increase in the number of these relatively lower paid administrators. However, **even if we eliminate all types of directors from the administrative count, the number of administrators still grew 77.6% in that six year period (59 positions), while the number of faculty grew by only ½ of 1% (5 positions).**

No matter which comparison is made, it is apparent that the **number** of administrators has been growing at a much more rapid pace than growth in the number of faculty.

Growth in Salaries of Different Types of Employees

Judging by the relative growth of salaries compared to increases in tuition and fee income, the same priorities are apparent. **The university was collecting 57.7% more tuition and fees from students by 2008-09 than in 2002-03, but total faculty salaries increased only 10.7% during that period while total administrative salaries increased by 106.1%.** (Again, administrative salaries in the Law School and Medical School are eliminated from these calculations.) Figure 2 graphically shows the relative rise in tuition and fee income, administrative salaries and faculty salaries.

Figure 2

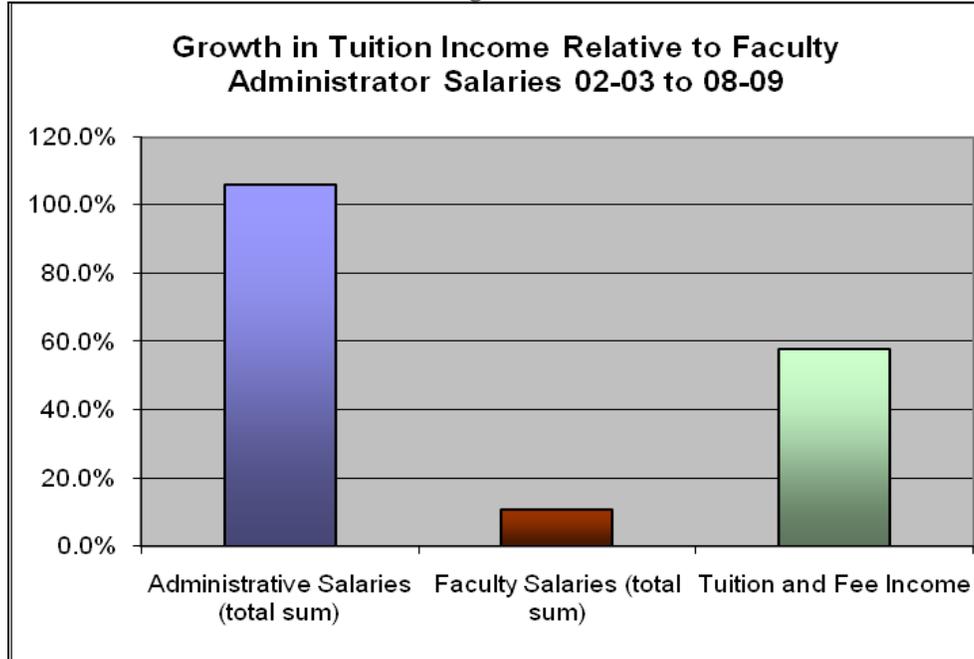


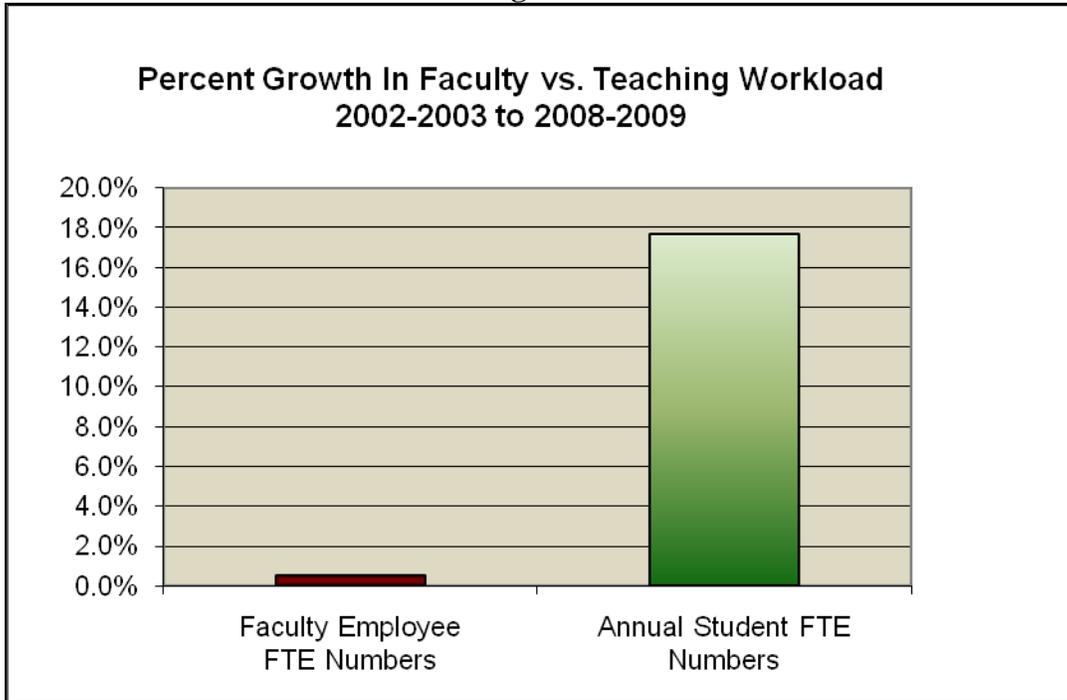
Figure 2 shows that faculty **salaries** are a lower priority than administrative salaries, just as increasing the **number** of faculty is a lower priority than increasing the number of administrators.⁵

Changes in Teaching Workload Burden

While the numbers and salaries of FIU faculty have not been keeping up with growth in the numbers and salaries of administrators, they have seen the teaching workload rapidly increase. **From 2002-03 to 2008-09, the FTE student numbers grew almost 18%, while the number of faculty to teach those students grew by only ½ of 1%. This meant a 17% increase in faculty teaching loads (assuming ratios of full-time to adjunct faculty remained constant).** Figure 3 graphically shows the comparison of FTE student growth to FTE faculty change.

⁵ If Directors, Associate Directors, and Assistant Directors are eliminated from the administrative category, the percentage growth in administrative salaries over this six year period is approximately the same: 105.4%.

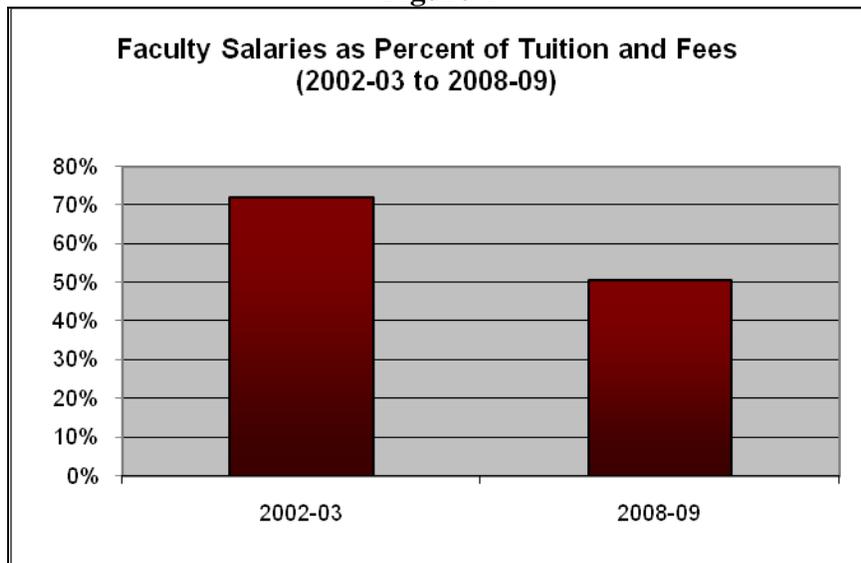
Figure 3



Allocation of Tuition and Fees in Relation to Faculty Salaries

A decreasing percentage of the tuition and fees the university collects is being devoted to faculty salaries. In the years between 2002-03 and 2008-09, the percentage declined by over 20%, from slightly over 70% to around 50%. Figure 4 shows the change graphically.

Figure 4



Summation of Findings

An institution's true priorities are best known through its allocation of resources, both human and monetary, and its distribution of burdens. An analysis of FIU's changes on these measures in the 2002-03 to 2008-09 years show **priorities favoring administrators at the expense of faculty** on all these measures. **Students are being asked to provide ever greater amounts of money to be educated by a faculty that is both stretched ever-more thinly and provided relatively fewer of the institution's resources.**

Methodology of this Report

This report is derived from an analysis of publicly available figures on Florida International University's budget. Three sources were used to gather figures. Numbers and salaries of faculty were provided to us by the UFF-FIU chapter in electronic form. This was data provided to them by the university. Numbers and salaries of administrators were obtained from the FIU Operating Budget as provided to us by the FIU administration. Student data on FTEs and tuition were obtained from the FIU administration. Particular sources for any particular data beyond these general sources are given in the individual tables.

"Faculty" are defined as those within the collective bargaining unit of the United Faculty of Florida, the faculty's recognized collective bargaining agent. This unit is comprised of virtually all of the professionals (faculty) who conduct the university's main mission: teaching enrolled students, conducting scholarly research, and performing related service activities.

For the purposes of this study, we are defining an administrator as someone holding a higher rank within the university. The following categories are included: President, Provost, Vice President, Vice Provost, Associate Vice President, Assistant Vice President, President or Vice President of Academic Affairs, Executive Assistant, General Counsel, Associate General Counsel, Dean, Associate Dean, Assistant Dean, Director, Director of University Libraries, School Director, Associate Director, Assistant Director, or Assistant Director of University Libraries. To ensure that comparisons between the 2008-09 academic year and earlier periods are "comparing like with like," we have eliminated all administrative positions and salaries from the School of Law and the School of Medicine from the analysis. (For some calculations, we have also omitted the three types of directors from the administrative category to determine if the shifts found toward administrative numbers and salaries are simply a function of the rapid growth of jobs in these categories – all such cases we found that the change made little difference.)

An Overview: the Numbers

Table 1 gives a comprehensive summary of (1) the growth of administrator salaries and numbers, (2) the growth of faculty salaries and numbers, and (3) the growth of student tuition and fees and student numbers. The changes in both the 11 year period from 1997-98 to 2008-09 and the 6 year period from 2002-03 to 2008-09 are shown.

Table 1
Administrative and Faculty Numbers and Salaries and Student FTEs and Tuition and Fees
at FIU, 1997-98, 2002-03, and 2008-09

	1997-1998	2002-2003	2008-2009	Percent Growth 97-98 to 08-09	Average Yearly Percent Growth	Percent Growth 02-03 to 08-09	Average Yearly Percent Growth
Administrative Salaries (total sum)	\$16,167,590	\$31,081,820	\$64,068,127	296.3%	18.8%	106.1%	27.3%
Administrative Employee FTE Numbers	239	377	742	210.5%	15.2%	96.8%	25.3%
Administrative Salaries without directors (total sum)	\$6,208,889	\$9,673,403	\$19,871,884	220.1%	15.7%	105.4%	27.1%
Administrative Employee without director FTE Numbers	65	76	135	107.7%	9.6%	77.6%	21.1%
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	\$62,962,344	27.2%	3.1%	10.7%	3.5%
Faculty Employee FTE Numbers	989	928	933	-5.7%	-0.7%	0.5%	0.2%
Tuition and Fee Income	\$56,521,000	\$79,045,595	\$124,684,566	120.6%	10.4%	57.7%	16.4%
Annual Student FTE Numbers	16824	20776	24456	45.4%	4.8%	17.7%	5.6%

*2008-2009 data are dated as of November 2008, before the salary increases to either the faculty or administrators at the very end of the year. This is due to the fact that we were supplied data only as of November 2008.

Student FTE numbers are from: <http://w3.fiu.edu/irdata/portal/reports.asp>

Tuition and fee incomes are from State of Florida, Board of Governors.

http://www.flbog.org/about/budget/ob_reports/20082009-FIU-OBMN-RPT580.HTML

Table 1 contains a wealth of information, so it is best understood if we isolate and compare some of the data within it. First, we compare the rate at which administrative salaries have been growing compared to the rate at which faculty salaries have been growing in the period between 2002-03 and 2008-09:

Average annual growth rate of administrative salaries: 27.3%
(without directors, 27.1%)
Average annual growth rate of faculty salaries: 3.5%

Second, to compare the rate at which the number of administrators has been growing compared to the rate at which the number of faculty have been growing in the same period:

Average annual growth rate of number of administrators: 25.3%
(without directors, 21.1%)
Average annual growth rate of number of faculty: 0.2%

Bringing in student figures, we can compare the growth in the number of student FTES to the growth rates of both administrators and faculty:

Average annual growth rate of number of administrators: 25.3%
Average annual growth rate of number of faculty: 0.2%
Average annual growth rate of student FTEs: 5.6%

Student tuition and fees can also be brought into the salary data, comparing growth of student costs with the growth of salaries for different groups:

Average annual growth rate of administrative salaries: 27.3%
Average annual growth rate of faculty salaries: 3.5%
Average annual growth of student tuition and fees: 16.4%

No matter which of these comparisons are made, a shift in priorities is evident:

- **More money is being taken from students;**
- **Relatively less money is being allocated to faculty; and**
- **Relatively more money is being devoted to administrative overhead.**

The priorities privilege administration and shortchange faculty and students:

- **Tuition and fees are rising at over four and a half times the rate of faculty salaries;**
- **Administrative salaries are rising at almost nine times the rate of increase in faculty salaries;**
- **The number of administrators is growing at almost five times the rate of growth in students; and**
- **The number of faculty is growing at 1/28th the rate of student growth.**

Detailed Breakdown of Administration Salaries and Numbers

A more detailed breakdown of the changes in administrative position salaries and numbers is given in Table 2. From this table, it is relatively easy to make comparisons between categories, or between any category of administrator and faculty. Further analysis could be done by the reader depending on area of interest.

Table 2
Administrative Salaries (summed) by Category at FIU, 1997-98, 2003-03 and 2008-09

		1997-1998	2002-2003	2008-2009	Percent Growth 97-98 to 08-09	Average Yearly Percent Growth	Percent Growth 02-03 to 08-09	Average Yearly Percent Growth
President	Salary	\$168,956	\$285,000	\$476,487	182.0%	13.8%	67.2%	18.7%
Vice President	Salaries	\$652,649	\$1,193,528	\$2,858,948	338.1%	20.3%	139.5%	33.8%
	Number	5	7	14	180.0%	13.7%	100.0%	26.0%
Associate Vice President	Salaries	\$272,084	\$502,742	\$3,310,724	1116.8%	36.7%	558.5%	87.4%
	Number	3	4	23	666.7%	29.0%	475.0%	79.2%
Assistant Vice President	Salaries	\$334,676	\$701,136	\$1,004,972	200.3%	14.7%	43.3%	12.8%
	Number	5	7	8	60.0%	6.1%	14.3%	4.6%
General Counsel	Salary	\$128,475	\$160,000	\$236,900	84.4%	7.9%	48.1%	14.0%
Associate General Counsel	Salaries	\$88,904	\$220,200	\$817,299	819.3%	32.0%	271.2%	54.8%
	Number	1	2	6	500.0%	25.1%	200.0%	44.2%
Provost*	Salary	\$154,170	\$230,000	\$325,000	110.8%	9.8%	41.3%	12.2%
	Number	1	1	1	0.0%	0.0%	0.0%	0.0%
Vice Provost	Salaries	\$586,560	\$888,082	\$596,580	1.7%	0.2%	-32.8%	-12.4%
	Number	5	6	4	-20.0%	-2.8%	-33.3%	-12.6%
Executive Assistant	Salaries	\$154,922	\$259,562	\$443,544	186.3%	14.1%	70.9%	19.6%
	Number	3	4	8	166.7%	13.0%	100.0%	26.0%
Director	Salaries	\$4,956,777	\$10,246,527	\$21,405,256	331.8%	20.1%	108.9%	27.8%
	Number	68	118	231	239.4%	16.5%	95.6%	25.1%
Associate Director	Salaries	\$2,492,320	\$5,488,104	9,527,154	282.3%	18.2%	73.6%	20.2%
	Number	48	83	132	175.0%	13.5%	59.0%	16.7%
Assistant Director	Salaries	\$2,509,604	\$5,673,786	\$13,263,833	428.5%	23.1%	133.8%	32.7%
	Number	58	100	245	322.4%	19.7%	145.0%	34.8%
Dean	Salaries	\$1,340,930	\$1,934,147	\$3,378,530	152.0%	12.2%	74.7%	20.4%
	Number	11	11	17	54.5%	5.6%	54.5%	15.6%
Associate Dean	Salaries	\$1,650,605	\$2,710,477	\$5,384,708	226.2%	15.9%	98.7%	25.7%
	Number	18	25	40	122.2%	10.5%	60.0%	17.0%
Assistant Dean	Salaries	\$285,830	\$346,440	1,038,192	263.2%	17.5%	199.7%	44.2%
	Number	5	5	12	140.0%	11.6%	140.0%	33.9%

The above table should be interpreted with caution regarding the actual compensation of the highest paid administrators. For example, the salary of the FIU president is listed as \$476,487 because that is the figure given in the FIU budget, even though that is only a portion of the president's total compensation. Newspaper accounts in March 2009 stated President Maidique's total compensation as \$630,000 even though his "official" salary is in the high \$400,000s. Expense budgets, supplementary salary from the FIU Foundation, and the like alter considerably the "official budget" salaries of such highly-paid employees. All of the money being spent on the supplementary income for the President, the Provost, and others could potentially be spent on faculty salaries.

Administrative Salaries as a Percentage of Faculty Salaries

Another way to measure the shift in resources from directly productive employees (faculty) toward the "indirect" function of administering those employees is to compare total administrative salaries as a percentage of faculty salaries in an earlier and later period. Table 3 makes the comparisons for the three years 1997-98, 2002-03, and 2008-09.

Table 3
Administrative Salaries as a Percentage of Faculty Salaries

	1997-1998	2002-2003	2008-2009
Administrative Salaries (total sum)	\$16,167,590	\$31,081,820	\$64,068,127
Administrative Salaries without directors (total sum)	\$6,208,889	\$9,673,403	\$19,871,884
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	\$62,962,344
Administrative Salaries as % of Faculty Salaries	32.7%*	54.7%	101.8%
Administrative Salaries (without Directors) as % of Faculty Salaries	12.5%	17.0%	31.6%

*Not directly comparable to later periods because chairs were included in faculty salaries. Adjustment would probably raise the percentage to the middle-upper-30s.

As the penultimate row of Table 3 illustrates, **in the six years from 2002-03 to 2008-09, administrative salaries have jumped from slightly over half of faculty salaries to almost 102% of faculty salaries.** Administrative overhead now commands more salary resources than the directly productive workforce, the faculty. (Again, recall that administrative salaries in the Law School and the Medical School are omitted from the above calculations.)

Increases in Faculty Teaching Workload

Apart from the rapidly growing administrative “drag” on the directly productive workforce at Florida International University, it is worth examining the conditions of the faculty who do the teaching and research that are the main mission of the university. In the eleven and six year periods from 1997-98 and 2002-03 to 2008-09, the number of FIU faculty (excluding departmental chairs in all years) changed very little. In those same periods, the number of students taught, as measured in student FTEs, increased over 45% and almost 18% respectively. **This amounted to increases of 46% and 17% respectively in the teaching workload for an average faculty member in those eight year and three year periods.** Table 4 shows the relevant data.

Table 4
Number of FIU Faculty, Student FTEs, and Consequent Teaching Load, 1997-98, 2002-03, and 2008-09

	1997-1998	2002-2003	2008-2009
Faculty Employee FTE Numbers	937*	928	933
Annual Student FTE Numbers	16,824	20,776	24,456
FTE Student per FTE Faculty	17.955	22.388	26.212
2008-09 percent change in teaching load from 1997-98			+46%
2008-09 percent change in teaching load from 2002-03			+17%

*Excludes department chairs who in 1997-98 were considered “faculty” by the union for collective bargaining purposes. Department chairs are excluded to keep numbers comparable to later periods when chairs are out of the collective bargaining unit.

The above table assumes that the relative use of adjunct faculty by the university has held constant over these years. A change in the relative use of adjuncts could therefore modify the above percentage change in teaching loads either upward or downward. If the university increased its use of adjunct faculty, that would be another indication of the university’s lack of commitment of resources to faculty, since adjuncts tend to be less permanent, grossly underpaid compared to full time permanent professional faculty, and lacking in attachment to the university.

Growth in Tuition and Fees Revenues Compared to Growth in Faculty Investment

FIU faculty are being asked to do more with an ever-shrinking percentage of the university’s resources from tuition and fees. In the six year period from 2002-03 to 2008-09, total faculty salaries grew less than 11% while tuition and fee income grew almost 58%. Consequently the percentage of tuition and fees devoted to faculty salaries dropped by over 21%. Table 5 shows the comparisons.

Table 5
Growth in Tuition and Fees Compared to Faculty Salaries, 2002-03 to 2008-09

	2002-2003	2008-2009	% Change 2002-03 to 2008-09
Faculty Salaries	\$56,864,323	\$62,962,344	10.70%
Tuition and Fee Income	\$79,045,595	\$124,684,566	57.70%
Faculty Salaries as % of Tuition and Fees	71.9%	50.5%	-21.4%

Summary

An institution's true priorities are best known through its allocation of resources, both human and monetary, and its distribution of burdens. An analysis of FIU's changes on these measures in the 2002-03 to 2008-09 years show that **the university puts highest priority on increasing the number and salaries of administrators, with a low priority given to faculty. Student tuition and fees are being diverted away from their direct education by faculty and devoted to ever-increasing and ever-increasingly compensated administrators. Faculty face ever-increasing teaching workloads.**