

**Florida International University Priorities in
the 1997-1998 to 2002-2003 Period: a Budget
and Personnel Analysis**

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An analysis of budgetary and personnel changes in the five year period from the 1997-1998 budget year to the 2002-2003 budget year reveals that Florida International University is rapidly shifting personnel and resources away from the faculty who do the teaching, research and service that constitute the university's mission. Resources and personnel numbers are being shifted to administrative "fat." At the same time, the university is reducing the number of faculty and increasing the faculty's teaching workload. Administrative salaries, especially top administrative salaries, are increasing at a much more rapid rate than are faculty salaries. The growth in both the full time student (FTE) count and university income from tuition and fees far exceed the growth in faculty numbers or salaries; yet they fall far short of the increase in administrative numbers and salaries.

Methodology of this Report

This report is derived from an analysis of publicly available figures on Florida International University's budget. Two sources were used to gather figures. Numbers and salaries of administrators and faculty are data provided by the Board of Regents to the United Faculty of Florida, made available online by Ralph Selfridge, recently retired from the University of Florida computer science faculty. Numbers of FTEs and tuition and fees are taken from the website of the Florida Department of Education. Sources for particular figures are given in the tables that follow in this report.

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

"Administrators" could be defined as all professionals outside of the collective bargaining unit, but this may be an overly broad definition. For the purposes of this study, we are defining an administrator as someone holding higher ranks within the university. The following categories are included: President, Provost, Vice President,

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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.

An Overview: the Numbers

Table 1 shows the numbers on administrative and faculty numbers and salaries, student FTEs and tuition and fees.

Table 1
Administrative and Faculty Numbers and Salaries and Student FTEs and Tuition and Fees at FIU, 1997-98 to 2002-2003

	1997-1998	2002-2003	Percent Growth 97-98 to 02-03	Average Yearly Percent Growth
Administrative Salaries¹ (total sum)	\$16,167,590	\$31,252,702	93.3%	14.1%
Number of Administrative Employees¹	239	379	58.6%	9.7%
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	14.9%	2.8%
Number of Faculty Employees	989	928	-6.2%	-1.3%
Annual Student FTE (Full Time Equivalency) Numbers	16,824	20,776	23.5%	4.3%
Tuition and Fee Income²	\$56,521,000	\$79,045,595	39.9%	6.9%

Sources: Administrative and Faculty data: Florida Board of Regents. Formatted by Ralph Selfridge, University of Florida UFF Chapter. Data found at <http://www.cise.ufl.edu/~selfridg/uff.html>, but you must have a password to access the data (password permission to be obtained from Dr. Selfridge). FTE and Tuition and Income Data from the Florida Department of Education, Division of Colleges and Universities, found at <http://www.fldcu.org/factbook/default.asp>.

1: Administrators defined as 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.

2: Less tuition scholarship allowances.

From Table 1, the shift in priorities is evident: **while income other than state appropriations increased almost 40% in that five year period, faculty salaries increased less than 15% while administrative salaries increased over 93%. While the teaching workload (indicated by FTEs) increased by 23.5%, the number of faculty shrunk by more than 6% and the number of administrators grew almost 59%.**

One adjustment should perhaps be made to the above figures. The removal of all department chairs from the ranks of “faculty” accounts for much of the overall 6.2% decline in faculty ranks. If those 52 individuals are not subtracted from faculty, the faculty ranks shrank by about 9/10 of 1% (9 individuals), not the 6.2% (61 individuals) shown in the table. (Chairs are **not** included in the administrative ranks for either time period, to avoid confusing chairs with actual administrators, whose **main** job is to oversee others.) Even with this adjustment, the shift in spending priorities is clear: fewer faculty carrying the load with many more administrators and proportionately more of the salary money going to administrators. The faculty teaching workload increased by more than 26%.

Analysis of Trends

The growth in administrative numbers and the growth in administrative salaries are a result of two different processes. First, **the university is adding numbers of administrators primarily at the lower end of the administrative pay scale.** Of the 140 additional administrators in 02-03 compared to five years earlier, 114 new positions have the title of “director”, “associate director”, and “assistant director”. These are at the lower end of the administrative salary structure: in 02-03, directors averaged \$85,331, associate directors \$66,121, and assistant directors \$56,738. (The mean, or “average” salary in that year for faculty as a whole was \$61,276.)

However, the **growth in administrative salaries has been primarily at the high end of the pay scale.** During the five year period under analysis, **individual faculty yearly pay increased 22%** (not adjusting for inflation), from \$50,051 to \$61,276. However, as Table 2 indicates, annual pay for top administrators at the university went up much faster.

Table 2
Top administrative salaries at FIU, 1997-1998 to 2002-03

CATEGORY	SALARY '97-'98	SALARY '02-'03	% INCREASE
President	\$168,956	\$285,000	68.7%
Provost	\$154,170	\$230,000	49.2%
Dean (average)	\$121,902	\$175,832	44.2%
Vice President (average)	\$130,530	\$178,206	36.5%
Associate Vice President (average)	\$90,695	\$125,686	38.6%

Source: Florida Board of Regents. Formatted by Ralph Selfridge, University of Florida UFF Chapter. Data found at <http://www.cise.ufl.edu/~selfridg/uff.html>, but you must have a password to access the data (password permission to be obtained from Dr. Selfridge).

Table 3 presents the administrative changes in numbers and salaries broken down into all of the different categories. 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 3
Administrative salaries (summed) by category at FIU, 1997-98 to 2003-03

		1997-1998	2002-2003	% Growth 97-98 to 02-03	Average Yearly % Growth
President	Salary	\$168,956	\$285,000	68.7%	11.0%
Vice President	Salaries*	\$652,649	\$891,028	36.5%	6.4%
	# of Employees	5	5	0.0%	0.0%
Associate Vice President	Salaries*	\$272,084	\$502,742	84.8%	13.1%
	# of Employees	3	4	33.3%	5.9%
Assistant Vice President	Salaries*	\$334,676	\$701,136	109.5%	15.9%
	# of Employees	5	7	40.0%	7.0%
President & Vice President, Academic Affairs	Salaries*	N/A	\$302,500	N/A	N/A
Assistant Vice President, Academic Affairs	Salaries*	N/A	\$170,882	N/A	N/A
	# of Employees	N/A	2	N/A	N/A
General Counsel	Salary	\$128,475	\$160,000	24.5%	4.5%
Associate General Counsel	Salaries*	\$88,904	\$220,200	147.7%	19.9%
	# of Employees	1	2	100.0%	14.9%
Provost	Salary	\$154,170	\$230,000	49.2%	8.3%
Associate Provost	Salary	\$124,998	N/A	N/A	N/A
Vice Provost	Salaries*	\$586,560	\$888,082	51.4%	8.6%
	# of Employees	5	6	20.0%	3.7%
Executive Assistant	Salaries*	\$154,922	\$259,562	67.5%	10.9%
	# of Employees	3	4	33.3%	5.9%
Director	Salaries*	\$4,956,777	\$8,959,721	80.8%	12.6%
	# of Employees	68	105	54.4%	9.1%
Associate Director	Salaries*	\$2,492,320	\$5,488,104	120.2%	17.1%
	# of Employees	48	83	72.9%	11.6%
Assistant Director	Salaries*	\$2,509,604	\$5,673,786	126.1%	17.7%
	# of Employees	58	100	72.4%	11.5%
School Director	Salaries*	N/A	674434	N/A	N/A
	# of Employees	N/A	5	N/A	N/A
Program Director	Salaries*	N/A	612372	N/A	N/A
	# of Employees	N/A	8	N/A	N/A
Director, University Libraries	Salaries*	\$86,334	\$242,089	180.4%	22.9%
	# of Employees	1	2	100.0%	14.9%
Assistant Director, University Libraries	Salaries*	\$178,796	N/A	N/A	N/A
	# of Employees	3	N/A	N/A	N/A
Dean	Salaries*	\$1,340,930	\$1,934,147	44.2%	7.6%
	# of Employees	11	11	0.0%	0.0%
Associate Dean	Salaries*	\$1,650,605	\$2,710,477	64.2%	10.4%
	# of Employees	18	25	38.9%	6.8%
Assistant Dean	Salaries*	\$285,830	\$346,440	21.2%	3.9%
	# of Employees	5	5	0.0%	0.0%

* Total Sum of Salaries

Source: Florida Board of Regents. Formatted by Ralph Selfridge, University of Florida UFF Chapter. Data found at <http://www.cise.ufl.edu/~selfridg/uff.html>, but you must have a password to access the data (password permission to be obtained from Dr. Selfridge).

If salaries, ore average salaries, are looked at on an individual basis rather than in the aggregate, it is apparent that the largest percentage increases have been going to those in the higher income categories. Table 4 shows administrative salary increases by category in the period under study.

Table 4
Administrative salaries (individual) by category at FIU, 1997-98 to 2002-03
(sorted by 02-03 salary)

	Individual or Average Salary among group 97-98	Individual or Average Salary among group 02-03	% Growth 97-98 to 02-03	Average Yearly Percent Growth
President¹	\$168,956	\$285,000	68.7%	11.0%
Provost¹	\$154,170	\$230,000	49.2%	8.3%
Vice President¹	\$130,530	\$178,206	36.5%	6.4%
Dean	\$121,903	\$175,832	44.2%	7.6%
General Counsel	\$128,475	\$160,000	24.5%	4.5%
President & Vice President, Academic Affairs	N/A	\$151,250	N/A	N/A
Vice Provost	\$117,312	\$148,014	26.2%	4.8%
School Director	N/A	\$134,887	N/A	N/A
Associate Vice President	\$90,695	\$125,686	38.6%	6.7%
Director, University Libraries²	\$86,334	\$121,045	40.2%	7.0%
Associate General Counsel²	\$88,904	\$110,100	23.8%	4.4%
Associate Dean	\$91,700	\$108,419	18.2%	3.4%
Assistant Vice President	\$66,935	\$100,162	49.6%	8.4%
Assistant Vice President, Academic Affairs	N/A	\$85,441	N/A	N/A
Director	\$72,894	\$85,331	17.1%	3.2%
Program Director	N/A	\$76,547	N/A	N/A
Assistant Dean	\$57,166	\$69,288	21.2%	3.9%
Associate Director	\$51,923	\$66,122	27.3%	5.0%
Executive Assistant	\$51,641	\$64,891	25.7%	4.7%
Assistant Director³	\$44,072	\$56,738	28.7%	5.2%
Associate Provost¹	\$124,998	N/A	N/A	N/A

¹ Individual salary

² Individual salary for 97-98 period

³ Includes Assistant Director, University Libraries

Source: Florida Board of Regents. Formatted by Ralph Selfridge, University of Florida UFF Chapter. Data found at <http://www.cise.ufl.edu/~selfridg/uff.html>, but you must have a password to access the data (password permission to be obtained from Dr. Selfridge).

From Table 4, it is apparent that the highest average yearly growth in salary (in the 6.4% to 11% range) has been in the highest administrative positions in the university: President, Provost, Vice President, Dean, Associate Vice President, Director of University Libraries, and Assistant Vice President. For the most part, the lower annual

salary increases (in the 3.4% to 5.2% range) went to those lower on the administrative ladder (Associate and Assistant Directors, Deans, etc.)

Another way to measure the shift in resources from directly productive employees (faculty) to “indirect” administration of those employees is to compare total administrative compensation as a percentage of faculty compensation in the earlier period and in the later period. **In 1997-98, administrative salaries were 32.7% of faculty salaries. By 2002-03, this had climbed to 55%. Even if we adjust faculty salaries upward in the later period to include departmental chairpersons who were removed from the “faculty” category, administrative salaries are still more than 50% of faculty salaries in the latter period.**

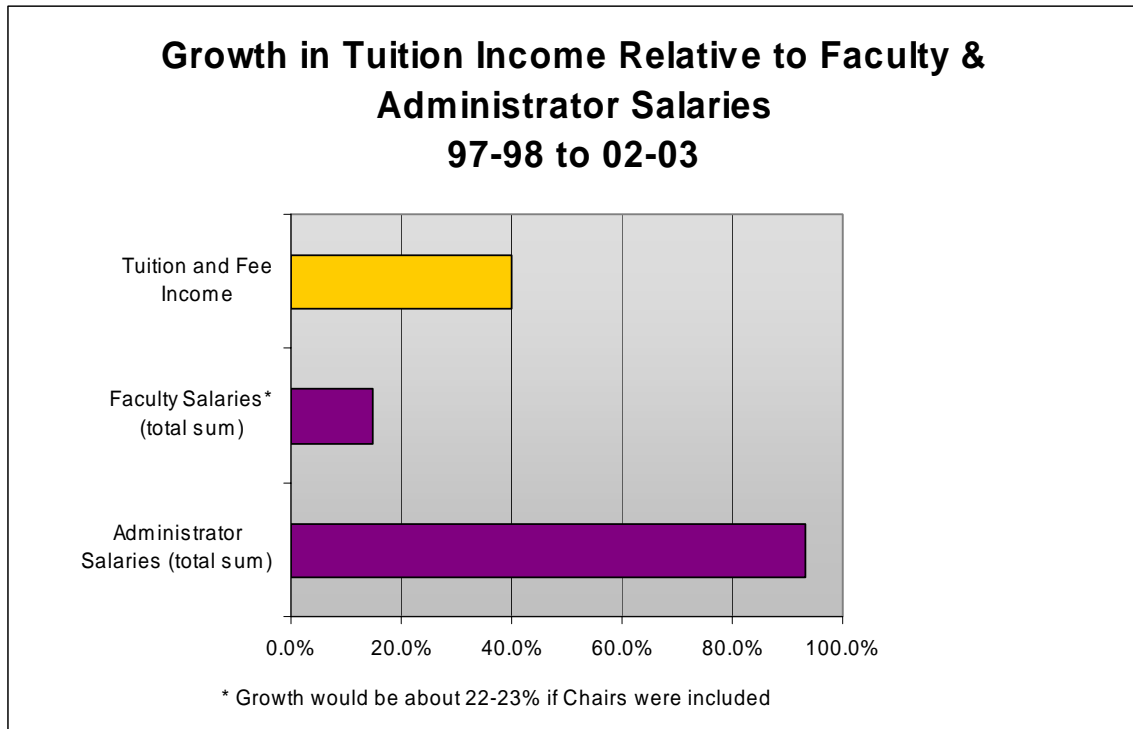
Apart from the rapidly growing administrative “drag” on the directly productive workforce at Florida International University, it is worthwhile to examine the conditions of the faculty who do the teaching and research that are the main mission of the university. In the five year period 1997-98 to 2002-03, the faculty has shrunk almost 1% even if department chairs are still considered faculty. In that same period, the teaching workload, as measured in student FTEs, has increased 23.5%. **This amounts to an increase of more than 26% in teaching workload for an average faculty member. Yet the university faculty is being asked to do more with an ever-shrinking percentage of the university’s resources.** In the five year period under investigation, tuition and fee income rose almost 40% (39.9%) while the total salaries of the faculty minus departmental chairs rose just less than 15% (14.9%); i.e., at a rate well under half as fast. Adjusting these figures to add in departmental chairs in the 2002-03 year would only bring the total faculty salary increase to around 22-23%, still way below the almost 40% increase in revenues.

Conclusions

Conclusion #1: FIU is rapidly shifting resources away from faculty, toward administration.

Chart 1 shows the relative growth of tuition and fee income, faculty salaries, and administrative salaries in the five year period under analysis.

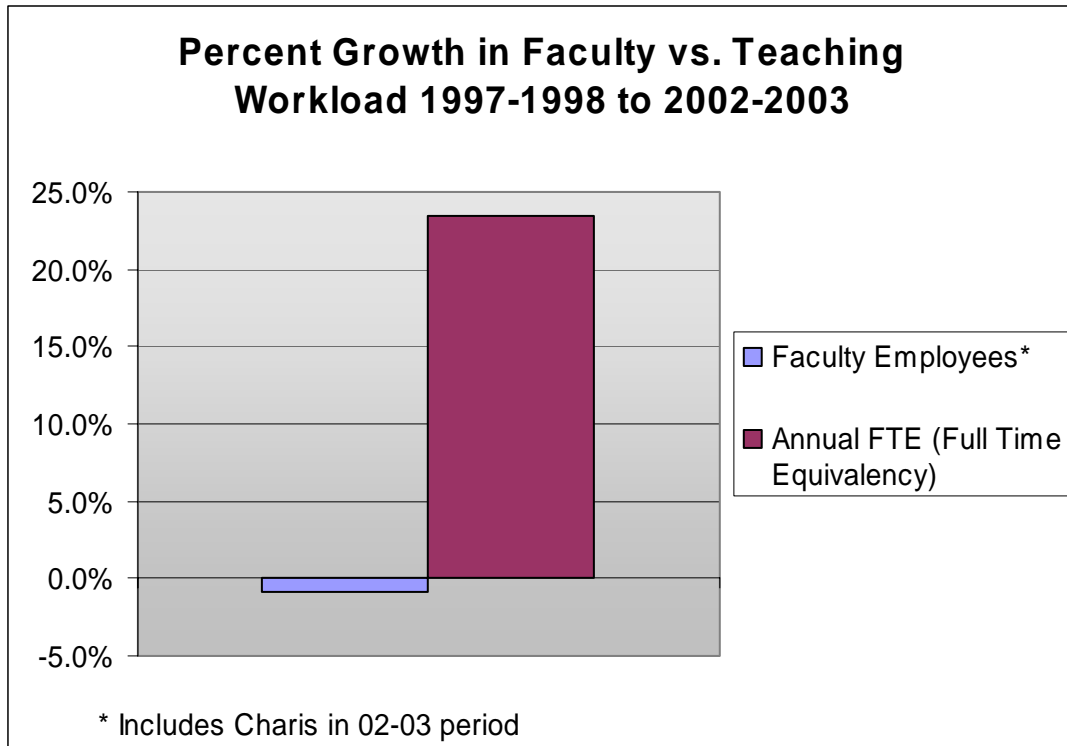
Chart 1



Conclusion #2: Faculty teaching workload is increasing over 4% a year, while faculty numbers are actually shrinking.

Chart 2 shows the changes in faculty numbers and teaching workload.

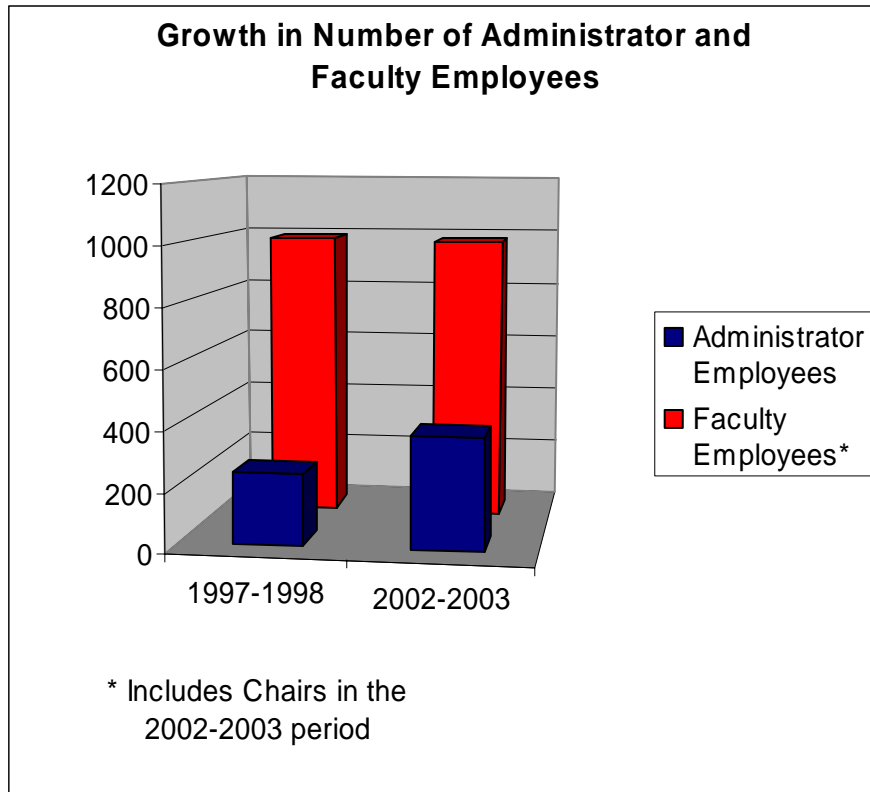
Chart 2



Conclusion #3: Administrative ranks have been growing at almost 10% a year, while faculty ranks have fallen slightly.

Chart 3 shows the changes in faculty and administrative ranks.

Chart 3



Conclusion #4: Total administrative salaries have increased at a much more rapid pace than salaries of faculty, and the higher up the administrative ladder one goes, the higher have been the salary increases, in general.

Conclusion #5: Tuition and fees have risen at a pace close to double the rate at which money has been put into the teaching function of the university. Instead, money has been diverted to administrative overhang.

See Chart 1 for confirmation of Conclusions #4 and #5.