

HOW FIU SPENDS ITS MONEY

FIU Expenditures on Faculty and Higher Level
Administration with special emphasis on the two years
between 2008-09 to 2010-11

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September 2011

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How FIU Spends Its Money

FIU Expenditures on Faculty and Higher Level Administration

Introduction

In 2004, 2007, and 2009 we produced reports analyzing the trends in FIU expenditures on faculty and faculty salaries compared to expenditures on administration and administrators' salaries. Such an analysis reveals the priorities of FIU as a public institution of higher learning. This report extends this comparison through the 2010-2011 academic year.

In general, the results of our previous studies demonstrated that the FIU administration had been diverting resources away from faculty and direct university functions (teaching, research, and service) to administrative personnel and salaries. For over a decade FIU was on the leading edge of this disturbing national trend. To place FIU into the national context it is helpful to compare FIU to national indicators for the 14 year period between 1993 and 2007 for which comparative data has been reported. As indicated in Table 1, for example:

- The number of full-time administrators per 100 students at America's leading universities grew by 39%, while the number of employees engaged in teaching, research and service only grew by 18%.¹
- At FIU the number of full-time administrators per 100 students grew by 79.5%. In this same time period while in-state undergraduate tuition grew by 40.3% and FIU enrollment at FIU rose 57% the number of faculty per 100 students decreased by 29.2%. On this indicator FIU was one of the worst, ranked at 156 out of a maximum of 196.²

Table 1 Growth in Administrators v. Teaching, Research and Service Employees/100 Students 1993-2007		
	FIU	National
Administrators/100 Students	79.5 %	39%
Teaching, Research & Service Employees/100 Students	-29.2%	18%

Beginning in 2008-09, the extreme growth of hiring and spending on administrators at FIU showed signs of slowing, **The past two years' increase in numbers of administrators (10.2%) has grown at a rate commensurate to the growth in numbers of students (10.7%), while growth in numbers of faculty (4.2%) is not keeping up and certainly not catching up to earlier declines.**

¹ Source: Goldwater Institute, "Administrative Bloat at American Universities: The Real Reason for High Costs in Higher Education. No. 239, August 17, 2010. This report can be found at <http://www.goldwaterinstitute.org/>.

² IBID. For a ranking of 196 universities, including FIU, see Index B of this Goldwater Institute report. This index was derived from the Integrated Postsecondary Education Data System (IPEDS), which is sponsored by the U.S. Department of Education. Within the Florida system FAU at 158 outranked FIU. Other Florida schools ranked as follows: Florida Institute of Technology at 148, UCF at 87, USF at 82, FSU at 73 and UF at 41.

Other important findings for the two year period between 2008-09 and 2010-11 were:

- **Because the rate of increase in students attending FIU continues to increase more rapidly than the rate of growth in faculty, the ratio of students to faculty rose from 26:1 in 2008-09 to 28:1 in 2010-11, creating fewer and larger classes for students along with heavier teaching loads for faculty. By this measure, the workload for FIU faculty rose by 7% or an average of 3.5% per year in the past two years, the same rate as for the past 13 years.**
- **The rate of growth in total faculty salaries (9%) continued to be lower than the growth in total administration salaries (11.8%) from 2008-09 to 2010-11, and nowhere near enough to undo the massive shift in monetary resources to administration (257.7%) in the previous decade.**
- **In the past two years, the faculty share of the salary pool continued to erode as measured by what the percentage of total administrator's salaries is of total faculty salaries. This percentage rose from 75.6% in 2008-09 to 77.5% in 2010-11.**
- **Faculty salaries as a percentage of student tuition and fees continued to decline. In the past five years budgeted student tuition and fees grew by 40.27%, faculty salaries as a percent of tuition and fees dropped by 10.3%. In the two years since 2008-09 budgeted tuition and fees climbed by 15% , total faculty salaries as a percent of tuition and fees were still falling (by 2.7%)**
- **In just the last two years there has been a 95% increase in total salaries for Assistant Vice-Presidents. In addition to hiring more Assistant Vice-Presidents, the average salary (\$133,430 in 2010-11) for this position suggests that it is being paid at a higher level than just two years ago. In the two years since 2008 the total salaries for Directors grew by nearly 11%, for Associate Directors by nearly 15%, and for Assistant Directors by over 19%. The total cost of Assistant Deans' salaries rose by 10%. The addition of two Deans and the rise of almost 4% in average salary for Deans represent an increase in total Deans' salaries of nearly 23% in the two years between 2008 and 2010.**
- **18 of the 40 top paid personnel at FIU are in the College of Medicine including the highest paid individual at the university, and over half of the top 20 salaries.**
- **The range in salaries between the top paid and the 40th best paid administrator (excluding all employees in the Colleges of Medicine and Law and other faculty) is \$498,167 to \$188,203, a spread of \$309,964.**
- **The numbers of faculty tenure track positions at all levels declined over the past two years at FIU by 11.25% and the total salaries for these positions decreased by 5.27%.**

The following report shows these trends over the past two years, and contrasts them to past years to demonstrate the extraordinary rate of growth in administration compared to the decline in faculty and increase in student to faculty ratios. The report also presents data on who earns the most at FIU and how faculty salaries at FIU compare to other universities.

Numbers of Administrators vs. Faculty

The administration³ continues to grow its own numbers at a more rapid rate than it grows the number of faculty.⁴ In the two year period from the 2008-09 academic year to the 2010-11 one, the number of administrators grew 10.2% while the number of faculty grew only 4.2%. The discrepancy is even bigger over longer periods of time: the number of faculty actually has shrunk 2.6% since the 1997-98 academic year, while administrative numbers have grown 160.6%. Table 2 shows the differential rates of change over the past 13 years, the past 8 years and the past 2 years.

Table 2			
Percent Change in Number of FIU Administrators vs. FIU Faculty and Students Over the past 13 years, 8 years and 2 years			
	1997-98 to 2010-11 (13 years)	2002-03 to 2010-11 (8 years)	2008-09 to 2010-11 (2 years)
Percent Growth in Numbers of Administrators	160.6%	64.9%	10.2%
Percent Growth in Numbers of Faculty	-2.6%	6.3%	4.2%
Percent Growth in Numbers of Students	60.9%	30.3%	10.7%

*All calculations are based "FTE", meaning "full time equivalent"

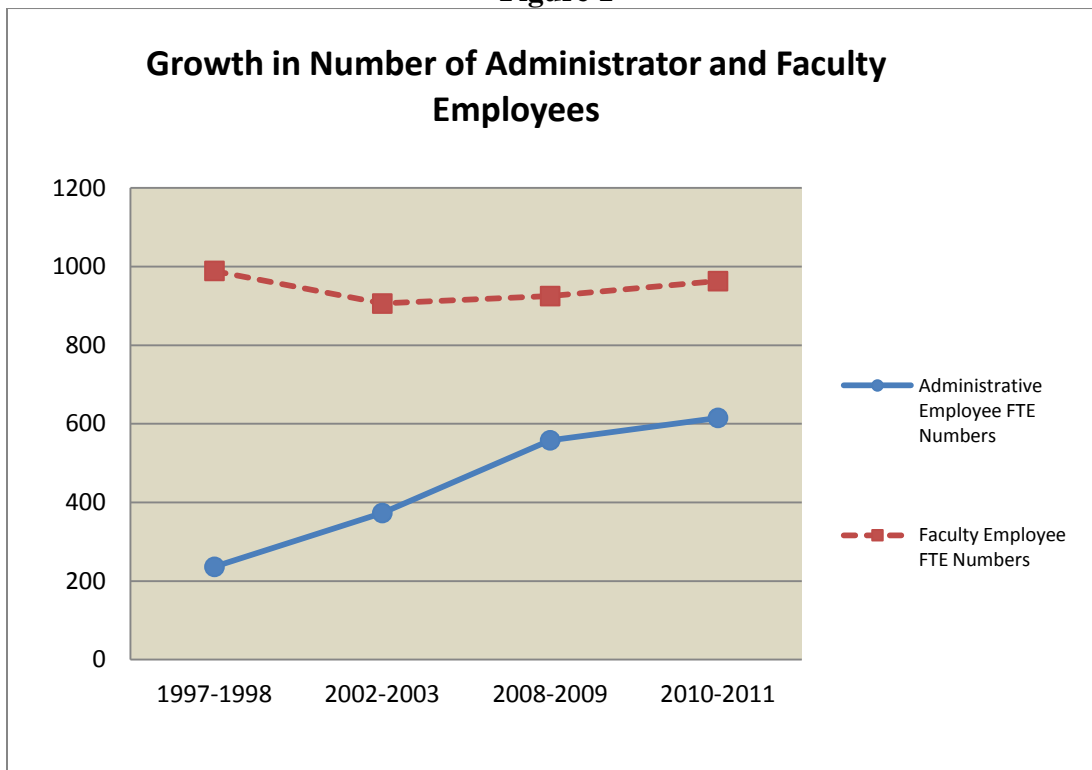
Source: analysis of Administrators and Faculty is based on the dataset provided by FIU Academic Affairs. Calculations of growth in students is based on student numbers reported on the FIU website and may be found at <http://w3.fiu.edu/irdata/portal/reports.asp>

Figure 1 (below) graphically shows how administrators were being added at FIU at a steeper rate than faculty between 1997-98 and 2008-09. Over the past two years since 2008, we see how the rate of adding administrators more closely approximates the much flatter rate of faculty hiring.

3 For the purposes of this study, "administration" is defined as only the highest level administrators: President, Vice Presidents, Provost, Vice Provosts, General Counsel and Associate General Counsel, Deans and Associate and Assistant Deans, and Directors and Associate and Assistant Directors. Colleges of Medicine and Law administrators are not included (unless explicitly noted), to preserve comparability over the years.

4 "Faculty" is defined as those in the collective bargaining unit of the UFF-FIU chapter. Therefore, because faculty in the College of Medicine and the College of Law are not part of the bargaining unit, they are not included in this study unless explicitly noted.

Figure 1



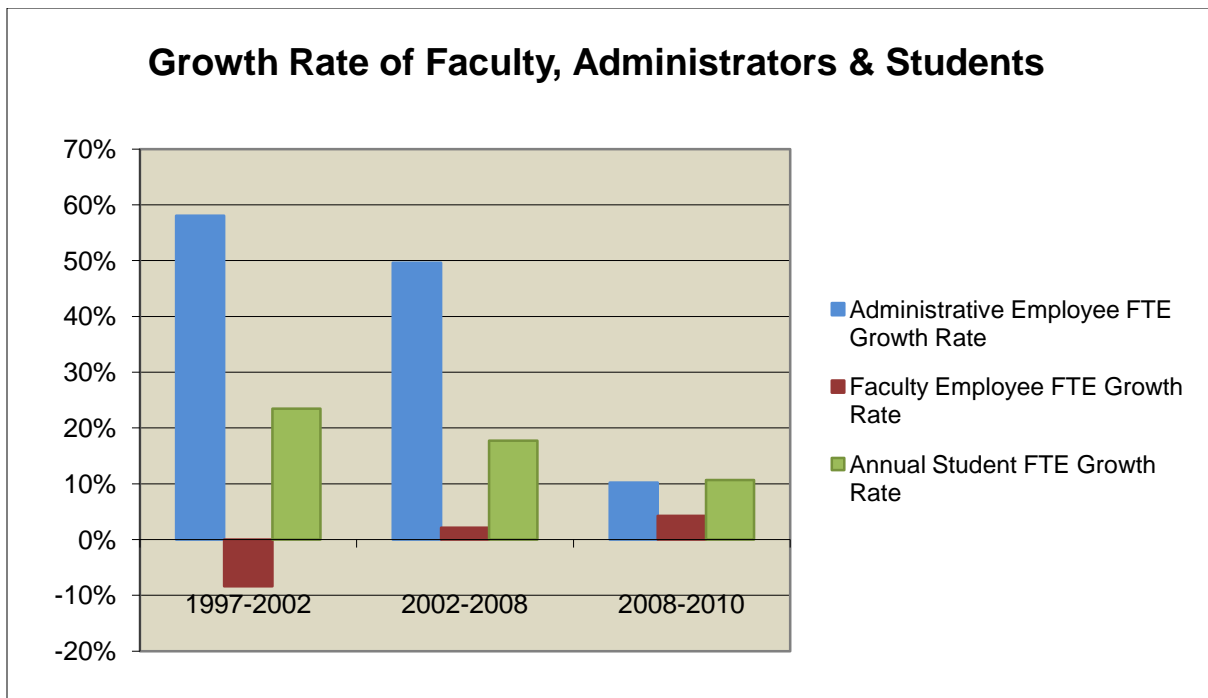
Source: analysis is based on the dataset provided by FIU Academic Affairs

In response to previous reports, the administration has explained the differential rate of growth by claiming that the growth in numbers of administrators merely reflects a re-classification of many faculty members into various forms of “directorships” to more accurately reflect duties, thus artificially inflating the growth in numbers of administrators. If we eliminate all those classified as directors, associate directors, and assistant directors from the comparisons, contrary to the administration’s assertions, the numbers tell the same story, although at a less accelerated pace: the numbers of administrators still grow by 64.5% (compared to faculty shrinkage of 2.6%) in the 1997-98 to 2010-11 period, and by 41.7% (compared to a faculty growth rate of 6.3%) in the eight years since 2002-03, and a 6.3% increase (compared to a faculty growth rate of 4.2%) in the two years since 2008-09. Thus, the explosive growth of various types of directors is only part of a more general trend resulting in the university becoming more top-heavy with administrators.

The number of students attending FIU continues to increase more rapidly than the rate of increases in the number of faculty, thus creating fewer and larger classes for students along with heavier teaching loads for faculty. Table 2 (above) and Figure 2 (below) illustrate this comparative rate of growth and contrast it with the rate of growth in administrators. In the five

years between 1997 and 2002 the addition of administrators skyrocketed and the number of faculty fell. In the six years between 2002 and 2008 the increase in administrators continued to dramatically outstrip increases in both faculty and students. Figure 2 shows how in the past two years, the growth in administrators (at 10.2%) is keeping pace with the increases in student enrollment (at 10.7%), while the growth in faculty (at 4.2%) is lagging behind both.

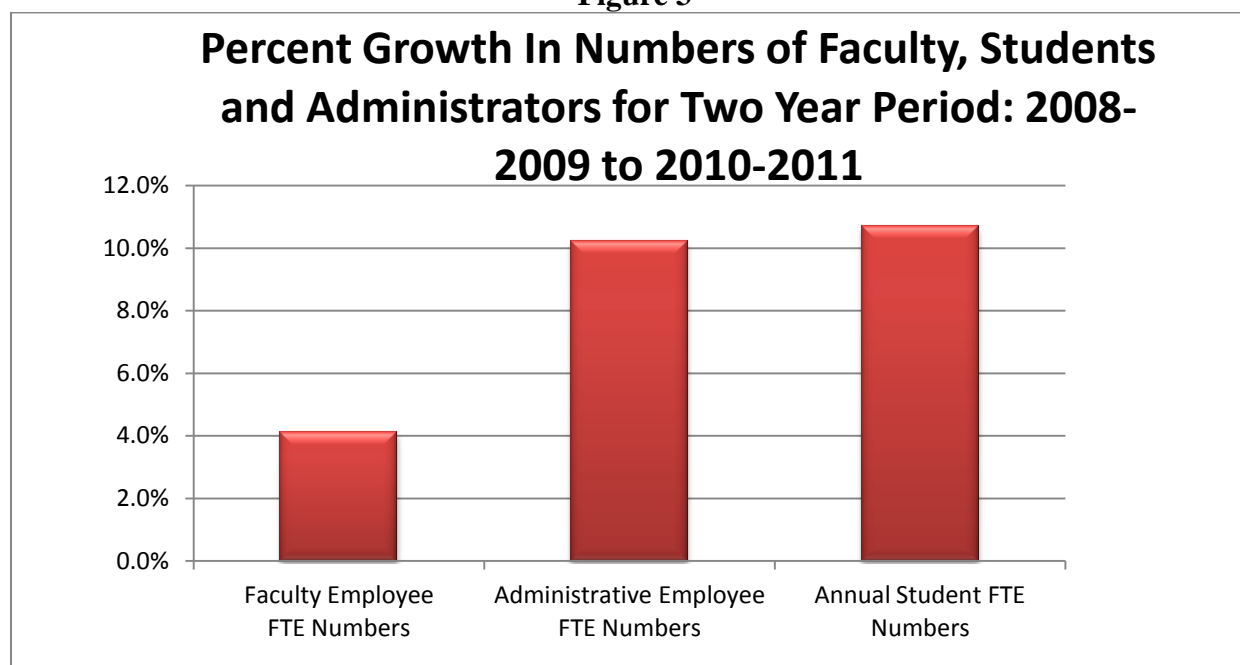
Figure 2



Source: Analysis is based on the dataset provided by FIU Academic Affairs.

Figure 3 (below) shows the same data graphically, for only the most recent two year period from 2008-09 to 2010-11 as beginning and end reference points.

Figure 3



Source: analysis is based on the dataset provided by FIU Academic Affairs; Student number is from FIU website <http://w3.fiu.edu/irdata/portal/reports.asp>

Although the rate of growth in administrator positions has slowed at FIU in the past two years, it continues to rise building on a huge prior increase. This is what the Goldwater Institute in its national report on administrative costs in higher education called “administrative bloat,” wherein administrators at institutions of higher education are allowed to expand the resources devoted to administration significantly faster than spending on instruction, research and service.⁵

The number of students per faculty member has been growing for over a decade. In 1997-98 there were 18 students for each faculty member; by 2002-03 the ratio had grown to 23:1; by 2008-09 it was up to 26:1, and by 2010-11 it grew further to 28:1.⁶ Students face larger classes, fewer classes, and less personal access to faculty; faculty face greatly increased workloads.

⁵ Administrative Bloat at American Universities: the Real Reason for High Costs in Higher Education, No. 239, August 17, 2010. <http://www.goldwaterinstitute.org/>

⁶ This ratio was calculated from the number of student FTE’s at FIU minus Colleges of Medicine and Law students for the 2010-11 academic year divided by the number of faculty counted in the UFF-FIU bargaining unit. According to data provided to US News and World Report by schools in a 2010 survey of undergraduate programs, liberal arts colleges have an average ratio of 12.2 students per faculty member compared to a ratio of 15.5 among national universities (schools that offer degrees of all types and emphasize research.) Among the 1,311 institutions that provided data, the average student-faculty ratio is 14.8:1. The article may be found at <http://www.usnews.com/education/best-colleges/articles/2011/04/26/liberal-arts-colleges-with-lowest-student-faculty-ratios>

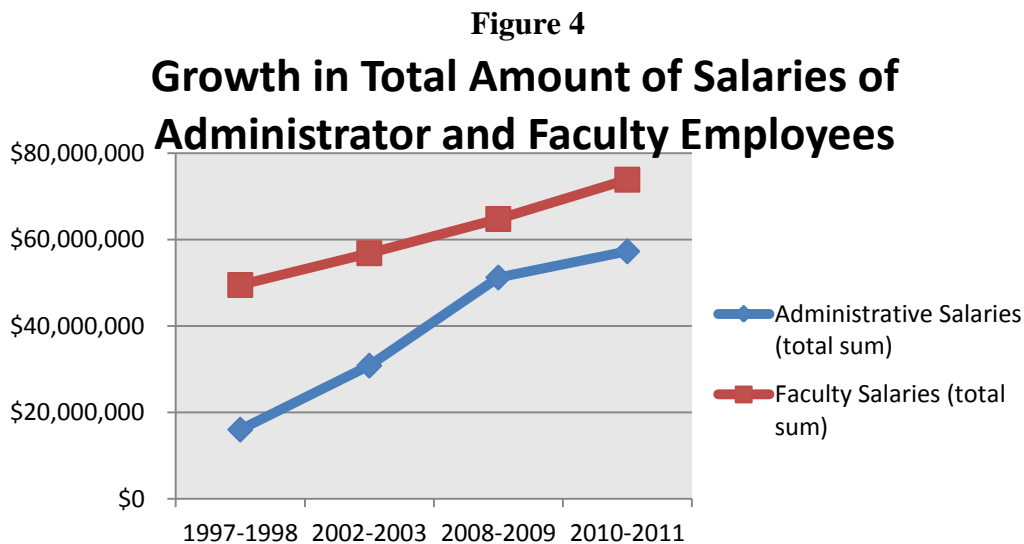
Salaries

The rate of growth in total faculty salaries continued to be lower (9%) than the growth in total administrators' salaries (11.8%) from 2008-09 to 2010-11, and nowhere near enough to undo the massive shift in monetary resources to administration (257.7%) in the previous decade. Table 3 shows the trends.

Table 3 Percent Change in FIU Administration Salaries vs. Faculty Salaries			
	1997-98 to 2010-11	2002-03 to 2010-11	2008-09 to 2010-11
Rate of Growth in Administrators' Salaries	257.7%	85.9%	11.8%
Rate of Growth in Faculty Salaries	49.3%	29.9%	9.0%

Source: analysis is based on the dataset provided by FIU Academic Affairs.

Figure 4 graphically shows the sharp rise in total spending on administrators' salaries in the six year period between 2002-03 and 2008-09 when growth in faculty salaries was relatively flat. In the past two years between 2008-09 and 2010-11 the rapid growth in the total spent on administrators' salaries slowed, but continued to climb, while the growth in total faculty salaries grew at a very slightly faster rate than in previous years.



Source: analysis is based on the dataset provided by FIU Academic Affairs.

When we examine these same trends by calculating the percentage of total administrator's salaries as a percent of total faculty salaries, we see how precipitously the FIU administration has been reallocating resources away from faculty salaries into administrative salaries over the last 13 years. Table 4 (below) shows how in 1997-98 total administrators' salaries were 32.3% of total faculty salaries. This percentage rose dramatically over the next 11 years until in 2008-09

total funds spent on administrators' salaries was 75.6% of what was being spent on total faculty salaries. **In the past two years, the faculty share of the salary pool continued to erode.** Table 4 shows these proportions with and without "directors" of any type included in administrative salaries.

Table 4				
Administrative Salaries as a Percentage of Faculty Salaries				
	1997-98	2002-03	2008-09	2010-11
Administrative Salaries (total sum)	\$16,012,668	\$30,822,258	\$51,225,084	\$57,284,301
Administrative Salaries without directors (total sum)	\$6,053,967	\$9,413,841	\$15,374,513	\$16,356,415
Faculty Salaries (total sum)	\$49,499,965	\$56,864,323	\$67,781,345	\$73,896,304
Administrative Salaries as percent of Faculty Salaries	32.3%*	54.2%	75.6%	77.5%
Administrative Salaries without directors as % of Faculty Salaries	12.2%*	16.6%	22.7%	22.1%

*Not directly comparable to later periods because department chairs were included in faculty salaries in 1997-98, but not in later years. Adjustment for 1997-98 by deleting department chairs would probably raise the percentage to the middle to upper-30s for total faculty salaries and to the middle to upper teens for total faculty salaries without directors.
Source: Analysis is based on the dataset provided by FIU Academic Affairs.

Increased Faculty Workloads

As the share of resources spent on faculty salaries declines, the faculty continues to experience a greater workload as measured by the continuous growth in the ratio of FIU faculty to students. Using this indicator Table 5 shows that over the past 13 years, the FIU teaching load has grown 56%. In the past two years alone it has climbed by 7%.

Table 5				
FIU Faculty FTEs, Student FTEs, and Consequent Teaching Load, various time periods				
	1997-98	2002-03	2008-09	2010-11
Faculty Employee FTE numbers	937*	906	925	964
Student FTE numbers	16,824	20,776	24,456	27,066
FTE Student per FTE Faculty	18.0	22.9	26.4	28.1
2010-11 percent change in teaching load from 1997-98 (13 years)				+56%
2010-11 percent change in teaching load from 2002-03 (8 years)				+23%
2010-11 percent change in teaching load from 2008-09 (most recent 2 years)				+7%

*Excludes department chairs, who in 1997-98 were considered "faculty" by the union for collective bargaining purposes but not in later years. This exclusion is to allow comparison to subsequent years.

Source: analysis is based on the dataset provided by FIU Academic Affairs; Student numbers are from FIU website <http://w3.fiu.edu/irdata/portal/reports.asp>

Table 5 shows that **faculty teaching workloads have increased for the last 13 years (since 1997), and this trend is not decelerating. Over the 13 years from 1997 to 2010 the average annual percent of workload increase was 4.3%, over the 8 years between 2002 and 2010 it dropped to 2.9%. However, in the last two years since 2008 the average annual workload on faculty has risen to 3.5%**

The findings in Table 5 assume 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 may have decreased the burden on full time faculty, but it could also be construed as another indication of the university's lack of commitment of resources to faculty, since adjuncts tend to be less permanent, grossly underpaid relative to full time permanent professional faculty, and lacking in attachment to the university.

Faculty salaries as a percentage of student tuition and fees continue to decline. Table 6 shows this drop over the five years between 2005 and 2010. More of the students' money has been diverted away from those who teach them to other purposes, including more administrative overhead, in the past five years.⁷

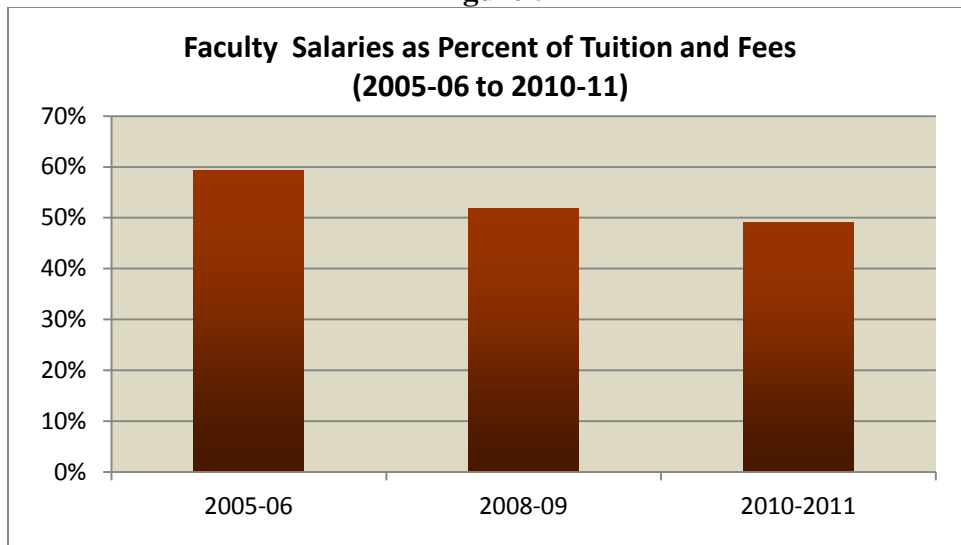
Table 6				
Growth in Tuition and Fees Compared to Faculty Salaries, 2005-06 to 2010-11				
	2005-2006	2008-2009	2010-2011	% Change 2005-06 to 2010-11
Faculty Salaries (total sum)	\$63,750,092	\$67,781,345	\$73,896,304	15.92%
Budgeted Tuition & Fee Income	\$107,547,110	\$130,979,619	\$150,861,115	40.27%
Faculty Salaries as % of Tuition & Fees	59.3%	51.7%	49.0%	-10.3%

Source: analysis is based on the dataset provided by FIU Academic Affairs; Tuition and fee income is from FIU website http://opir.fiu.edu/annual_report.htm.

Faculty salaries absorbed almost 60% of students' tuition and fees five years earlier, but by 2010-11 they fell to less than 50%. In the past two years when tuition and fees grew by 15.18% (from \$67,781,345 to \$73,896,304), faculty salaries as a percent of tuition and fees dropped another 2.7%. Figure 5 shows the same trends graphically.

⁷ Because audited data on tuition and fees for 2010-11 will not be available for many months, we used unaudited data for this measure. Therefore 2010-11 data are only preliminary and may be revised later; also we were only able to go back to 2005-2006 for comparisons because the database used went back no further.

Figure 5



Source: analysis is based on the dataset provided by FIU Academic Affairs; Tuition and fee Income is from FIU website http://opir.fiu.edu/annual_report.htm.

A More Detailed Look at FIU Administrator and Faculty Salaries

A close look at Table 7 (below) reveals where administrative positions have been added and how much total salaries for administrators have increased over the eight years between 2002 and 2010, and for the most current two years between 2008 and 2010. Table 7 also shows how average salaries for some positions have been growing, while for a few there are decreases.

As can be seen in Table 7 the number of Vice Presidents rose from 7 to 11 and then dropped to 9 positions over 8 years. Total salaries for the nine vice presidents working at FIU in 2010-11 rose by a cost of \$825,317 over the total salary cost of the 7 vice presidents employed in 2002. This represents a 69% increase in the cost of Vice Presidents at FIU over the past 8 years. The total cost for Vice Presidents dropped by 16% from 2008-09 when there were 2 more than in 2010-11. By looking at average salaries we can see that fewer vice presidents in 2010-11 are being paid on average better than the same positions paid in 2008. The pattern for Associate Vice-Presidents follows a similar pattern although the number of these positions is almost triple what it was in 2002. The number of Assistant Vice-Presidents has nearly doubled in 8 years and represents a growth in spending on this position of 223.5% (or an additional \$1,567,177 annually) over the past 8 years, and a 95% increase in just the last two years in total salaries for Assistant Vice-Presidents. In addition to hiring more Assistant Vice-Presidents, the average salary (\$133,430 in 2010-11) for this position suggests that it is being paid at a higher level than just two years ago.

Although the General Counsel's salary fell by 6.9% or \$16,638 between 2008 and 2010, the Associate General Counsel's total salaries rose by 45.6% or \$282,603 creating an overall additional annual cost of \$265,965 for these upper level positions in the General Counsel's office. Similarly we see a drop in the Provost's salary (of 9.6%), but an increase of 43.2% in the total salaries of Vice Provosts over the past two years. The net increase in cost of salaries for the Provost and three Vice-Provosts between 2008 and 2010 was \$119,141.

The numbers and total salaries of Directors, Associate Directors and Assistant Directors have grown dramatically over the past 8 years in which the number of Assistant Directors almost doubled. In the two years since 2008 the total salaries for Directors grew by nearly 11%, for Associate Directors by nearly 15%, and for Assistant Directors by over 19%.

Over the past 8 years the number of Assistant Deans has doubled. Although the average salary for this position has fallen by 0.8% in the past two years the total cost of Assistant Deans' salaries rose by 10%. The addition of two Deans and the rise of almost 4% in average salary for Deans represent an increase in total Deans' salaries of nearly 23% or a total additional cost of \$475,466 in the two years between 2008 and 2010.

Table 7

Administrative Salaries by Title at FIU

		2002-2003	2008-2009	2010-2011	% Growth 02-03 to 10-11	Avg. Yearly % Growth	% Growth 08-09 to 10-11	Avg. Yearly % Growth
President	Salary	\$285,000	\$486,016	\$486,875	70.8%	6.9%	0.2%	0.1%
Vice President	Total Salaries	\$1,193,528	\$2,415,198	\$2,018,845	69.1%	6.8%	-16.4%	-8.6%
	Number	7	11	9	28.6%	3.2%	-18.2%	-9.5%
	Avg. Salary	\$170,504	\$219,563	\$224,316	31.6%	3.5%	2.2%	1.1%
Associate Vice Presidents	Total Salaries	\$502,742	\$2,315,663	\$1,964,470	290.8%	18.6%	-15.2%	-7.9%
	Number	4	15	11	175.0%	13.5%	-26.7%	-14.4%
	Avg. Salary	\$125,686	\$154,378	\$178,588	42.1%	4.5%	15.7%	7.6%
Assistant Vice Presidents	Total Salaries	\$701,136	\$1,162,101	\$2,268,313	223.5%	15.8%	95.2%	39.7%
	Number	7	9	17	142.9%	11.7%	88.9%	37.4%
	Avg. Salary	\$100,162	\$129,122	\$133,430	33.2%	3.6%	3.3%	1.7%
General Counsel	Salary	\$160,000	\$241,638	\$225,000	40.6%	4.4%	-6.9%	-3.5%
Associate General Counsels	Total Salaries	\$220,200	\$619,338	\$901,941	309.6%	19.3%	45.6%	20.7%
	Number	2	5	6	200.0%	14.7%	20.0%	9.5%
	Avg. Salary	\$110,100	\$123,868	\$150,324	36.5%	4.0%	21.4%	10.2%
Provost*	Salary	\$230,000	\$334,560	\$302,375	31.5%	3.5%	-9.6%	-4.9%
Vice Provosts	Total Salaries	\$888,082	\$350,299	\$501,625	-43.5%	-6.9%	43.2%	19.7%
	Number	6	2	3	-50.0%	-8.3%	50.0%	22.5%
	Avg. Salary	\$148,014	\$175,150	\$167,208	13.0%	1.5%	-4.5%	-2.3%
Directors	Total Salaries	\$10,246,527	\$17,251,438	\$19,095,751	86.4%	8.1%	10.7%	5.2%
	Number	118	176	185	56.8%	5.8%	5.1%	2.5%
	Avg. Salary	\$86,835	\$98,020	\$103,220	18.9%	2.2%	5.3%	2.6%
Associate Directors	Total Salaries	\$5,488,104	7,937,457	9,101,181	65.8%	6.5%	14.7%	7.1%
	Number	83	103	115	38.6%	4.2%	11.7%	5.7%
	Avg. Salary	\$66,122	\$77,063	\$79,141	19.7%	2.3%	2.7%	1.3%
Assistant Directors	Total Salaries	\$5,673,786	\$10,661,676	\$12,730,954	124.4%	10.6%	19.4%	9.3%
	Number	100	183	213	113.0%	9.9%	16.4%	7.9%
	Avg. Salary	\$56,738	\$58,261	\$59,770	5.3%	0.7%	2.6%	1.3%
Deans	Total Salaries	\$1,934,147	\$2,094,256	\$2,569,722	32.9%	3.6%	22.7%	10.8%
	Number	11	11	13	18.2%	2.1%	18.2%	8.7%
	Avg. Salary	\$175,832	\$190,387	\$197,671	12.4%	1.5%	3.8%	1.9%
Associate Deans	Total Salaries	\$2,710,477	\$4,481,852	\$4,153,899	53.3%	5.5%	-7.3%	-3.7%
	Number	25	31	30	20.0%	2.3%	-3.2%	-1.6%
	Avg. Salary	\$108,419	\$144,576	\$138,463	27.7%	3.1%	-4.2%	-2.1%
Assistant Deans	Total Salaries	\$346,440	\$873,591	\$963,350	178.1%	13.6%	10.3%	5.0%
	Number	5	9	10	100.0%	9.1%	11.1%	5.4%
	Avg. Salary	\$69,288	\$97,066	\$96,335	39.0%	4.2%	-0.8%	-0.4%

Source: analysis is based on the dataset provided by FIU Academic Affairs.

Table 7 should be interpreted with some caution regarding the actual compensation of the highest paid administrators. For example, the salary of the FIU president is listed as \$486,875 because that is the figure given in the FIU budget. However, an April 3, 2011 *Orlando Sentinel* article notes that his actual compensation this past year (which in addition to “base salary” includes bonuses and deferred compensation) is \$561,875.

Another way to see how administrators are paid at FIU is to look at the top 40 highest paid employees at FIU. Table 8 (below) presents the top 40 highest paid positions at FIU and their salaries. The ranking is among all faculty and administration, including positions in the Colleges of Medicine and Law. This table shows that **18 of the top paid personnel at FIU are in the College of Medicine, including the highest paid individual and over half of the top 20 salaries**. The range of the 40 top salaries as shown in Table 8 is between \$522,750 and \$217,508. The highest paid individual at FIU is the Vice President of the College of Medicine. Only one faculty member not in the Colleges of Medicine or Law receives a salary among the top 40 highest salaries at FIU and that salary is ranked number 20.

Table 8

**Top 40 Highest Paid Positions at FIU in 2010-11
(Including Faculty and Positions in the Colleges of Medicine and Law)**

Rank	Title	College/School/Dept/ Office	SALARY	Rank	Title	College/School/Dept/ Office	SALARY
1	Vice Pres	College of Medicine	\$522,750	21	Dean	College of Law	\$281,875
2	Exec. Director.	College of Business	498,167	22	Assoc. Dean	College of Medicine	279,825
3	Assoc. Dean	College of Medicine	496,613	23	Assoc. Dean	College of Medicine	276,750
4	President	President	486,875	24	School Director	College of Business	275,000
5	Chair	College of Medicine	475,000	25	Dean	College Arts & Sciences	256,250
6	Assoc. Dean	College of Medicine	450,000	26	Professor	College of Law	256,061
7	Executive Assoc. Dean	College of Medicine	444,338	27	Vice Pres.	Division of Research	252,488
8	Professor	College of Medicine	435,625	28	Assoc. Dean	College of Medicine	250,000
9	Chair	College of Medicine	369,000	29	Assoc. Prof.	College of Medicine	235,750
10	Exec. Dean	College of Business	363,351	30	Vice Pres.	Ofc. of Community Engagement	230,625
11	Assoc. Prof.	College of Medicine	358,750	31	Dean	College Eng. & Computing	230,625
12	Assoc. Dean	College of Medicine	350,000	32	Vice Provost	Provost	230,000
13	Asst. Dean	College of Medicine	339,788	33	Chair	College of Medicine	225,500
14	Director	Athletics	328,823	34	Director	College of Eng. & Computing	225,427
15	Chair	College of Medicine	322,099	35	Gen. Counsel	General Counsel	225,000
16	Vice President	Advancement Administration	315,000	36	Assoc. Vice Pres.	Division of Research	223,079
17	Assoc. Dean	College of Medicine	313,650	37	Chair	College of Pub.Hlth/Soc Work	221,851
18	Provost	Provost	302,375	38	Vice Pres.	External Relations Admin.	220,375
19	Vice Pres & CFO	Div, of Finance & Administration	292,125	39	Assoc. Prof.	College of Medicine	220,000
20	Eminent Scholar	College of Business	285,307	40	Assoc Vice Pres.	Division of Research	217,508

Source: analysis is based on the dataset provided by FIU Academic Affairs

In Table 9 positions in the Colleges of Medicine and Law, and all faculty positions have been deleted to reveal only the other 40 top best paid administrative positions.

Table 9			
Top 40 Highest Paid Administrative Positions at FIU in 2010-11 (Excluding Faculty and Positions in the Colleges of Medicine and Law)			
Rank	Title	College/School/Office of	SALARY
1	Executive Director	College of Business	\$498,167
2	President	President	486,875
3	Dean	College of Business	363,351
4	Director	Athletics	328,823
5	Vice President	Advancement Administration	315,000
6	Provost	Provost	302,375
7	Vice President	Division of Finance & Administration	292,125
8	Associate Dean	College of Business	285,307
9	School Director	College of Business	275,000
10	Dean	College of Arts & Sciences	256,250
11	Vice President	Division of Research	252,488
12	Dean	College of Engineering & Computing	230,625
13	Vice President	Office of Community Engagement	230,625
14	Vice Provost	Provost	230,000
15	Director	College of Engineering & Computing	225,427
16	General Counsel	General Counsel	225,000
17	Associate Vice President	Division of Research	223,079
18	Chairperson	College of Public Health & Social Work	221,851
19	Vice President	External Relations Administration	220,375
20	Associate Vice President	Division of Research	217,508
21	Chairperson	College of Engineering & Computing	212,500
22	Assoc. General Counsel	General Counsel	212,237
23	Associate Dean	College of Arts and Sciences	211,173
24	Assoc. General Counsel	General Counsel	211,150
25	Chairperson	College of Public Health & Social Work	210,000
26	Vice President	Student Affairs	209,827
27	Associate Vice President	Provost	205,000
28	Chairperson	College of Business	202,539
29	Dean	School of Hospitality & Tourism Mgmt	200,000
30	Chairperson	College of Public Health & Social Work	195,000
31	Associate Vice President	Facilities Administration	193,418
32	School Director	College of Arts & Sciences	192,372
33	Associate Vice President	Office of Business & Finance	190,874
34	Assistant Vice President	Division of Instruct. Technology	190,032
35	Chairperson	College of Engineering & Computing	190,000
36	Dean	College of Public Health & Social Work	190,000
37	Vice President	Human Resources	189,758
38	Associate Dean	College of Public Health & Social Work	189,625
39	Chairperson	College of Business	189,145
40	Associate Vice President	Division of Research	188,203

Source: analysis is based on the dataset provided by FIU Academic Affairs.

Looking at only employees in the top ranks of FIU’s administration, Table 9 shows the top paid individual is an Executive Director in the College of Business, while the 40th best paid administrator is an Associate Vice President in the Division of Research. The range in salaries between the top paid and the 40th best paid administrator is \$498,167 to \$188,203, a spread of \$309,964.

Table 10 (left side) shows the top 40 best paid FIU employees (including the Colleges of Medicine and Law) are paid a total of over \$12.5 million and the top best paid administrators outside the Colleges of Medicine and Law are paid over \$9.5 million (right side of Table 10).

Table 10			
Totals and Averages of the Top 40 Highest Paid Positions at FIU in 2010-11 (Including Faculty and Positions in the Colleges of Medicine and Law)		Totals and Averages of the Top 40 Highest Paid Administrative Positions at FIU in 2010-11 (Excluding Faculty and Positions in the Colleges of Medicine and Law)	
Total Top 20 Salaries	\$7,749,635	Total Top 20 Salaries	\$5,680,251
Average Top 20 Salaries	\$387,482	Average Top 20 Salaries	\$284,013
Total 21-40 Salaries	\$4,868,632	Total 21-40 Salaries	\$3,972,853
Average 21-40 Salaries	\$243,432	Average 21-40 Salaries	\$198,643
Total Top40 Salaries	\$12,618,266	Total Top 40 Salaries	\$9,653,105

As shown in Table 10, the average salary of the 20 best paid employees (includes the Colleges of Medicine and Law) is \$387,482 and for the 20 next best paid the average is \$243,432. The average salary for the 20 best paid administrators (excluding the Colleges of Medicine and Law) is \$284,013, and for the next 20 best paid is \$198,643. The salaries for the vast majority of faculty are notably lower.

Table 11 (below) presents total salaries for each rank of faculty.⁸ Here it can be seen that the 2010-11 average salary for the highest ranking faculty (Full Professors) is \$91,450 less than the average salary of the second tier of the top 40 best paid administrators. Of course, it must be remembered that administrators are paid 12 month salaries and most faculty receive only nine month salaries. If we adjust the average salary of \$198,643 for the second tier of top paid administrators to a nine month salary the adjusted average salary is \$148,982 or \$41,789 more than the average salary for full professors.

⁸ Please see Appendix IV for a Table of the top 40 highest paid faculty and their distribution among FIU’s colleges.

Table 11 FIU Faculty Salaries (summed & averaged) by Rank					
Rank		2008-2009	2010-2011	% Change 2008-09 to 10-11	Avg. Yearly % Change
Full Professor	Salaries	\$18,483,416	\$20,045,126	8.4%	4.1%
	Number	188	187	-0.5%	-0.3%
	Avg. Salary	\$98,316	\$107,193	9.0%	4.4%
Associate Professor	Salaries	\$18,595,665	\$20,625,636	10.9%	5.3%
	Number	252	255	1.2%	0.6%
	Avg. Salary	\$73,792	\$80,885	9.6%	4.7%
Assistant Professor	Salaries	\$17,216,993	\$16,487,231	-4.2%	-2.1%
	Number	241	226	-6.2%	-3.2%
	Avg. Salary	\$71,440	\$72,952	2.1%	1.1%
Instructor	Salaries	\$6,546,324	\$8,816,285	34.7%	16.0%
	Number	133	172	29.3%	13.7%
	Avg. Salary	\$49,220	\$51,257	4.1%	2.0%
Lecturer	Salaries	\$2,481,359	\$2,405,890	-3.0%	-1.5%
	Number	43	39	-9.3%	-4.8%
	Avg. Salary	\$57,706	\$61,689	6.9%	3.4%
Research Associate	Salaries	\$969,514	\$1,461,313	50.7%	22.8%
	Number	18	33	83.3%	35.4%
	Avg. Salary	\$53,862	\$44,282	-17.8%	-9.3%
Other union titles*	Salaries	3,488,075	4,054,823	16.2%	7.8%
	Number	50	52	4.0%	2.0%
	Avg. Salary	\$69,762	\$77,977	11.8%	5.7%

Source: analysis is based on the dataset provided by FIU Academic Affairs.

*For a list of titles and numbers of employees classified as "Other union titles" please see Appendix I.

There was a net decline in the numbers of tenure track positions over the past two years at FIU by 1.9% and the total salaries for these positions increased by 5.27%. Table 11 shows losses of one full professor and 15 assistant professor positions in the past two years. The number of associate professors grew by three positions. At the same time, the number of instructors grew by 39 positions. The number of lecturers fell by four positions. FIU is not investing in hiring full professors. More in-depth research is needed to see if the increase in associate professors is due to promotions from assistant with little additional investment in hiring assistant professors. **There is clearly an increase in the use of instructors.**

Total expenditures on salaries of full professors and associate professors increased (8.4% and 10.9% respectively). The average salary for full professors rose by 4.4% indicating that this rank is on average better paid than two years ago. The increase in total and average salaries for associate professors indicates a similar pattern, although it should be noted that hiring a very few individuals at extra ordinary salaries at these ranks may mean that these increases are not spread evenly across all full and associate professors. The increase in total salaries for instructors (\$2,269,961) was approximately three times the savings from the loss of assistant professors (-\$729,762).

Comparing FIU Faculty Salaries to Other Universities

Comparing FIU faculty salaries to those of other similar universities can be a helpful gauge by which to judge the increasing demands on faculty in terms of workload and ability to best serve students. In its 2010 Workplan the FIU administration “aspires and plans to be comparable to” four urban, public research universities ranked by the Carnegie index in a “very high research” classification.⁹ Table 12 compares 2010-11 FIU salaries to these four universities specifically identified as comparable by the FIU administration.

Peer Institution	Full Professor	Associate Professor	Assistant Professor	Instructor
Arizona State University	\$119,600	\$84,100	\$72,000	\$37,000
Wayne State University	112,700	85,500	72,600	66,000
University of Cincinnati*	106,500	76,600	60,900	47,500
University of New Mexico*	102,900	74,800	66,800	61,200
Florida International University	116,300	82,000	73,500	55,100
FIU Ranking	2 of 5	3 of 5	1 of 5	3 of 5

*Refers to the main campuses of the University of Cincinnati and University of New Mexico.

Source: AAUP 2010-11 Report on the Economic Status of the Profession. <http://www.aaup.org>

Table 12 shows that using AAUP figures, FIU’s 2010-11 salaries for faculty rank the highest among these peer institutions for assistant professors, second highest for full professors and in the middle for associate professors and instructors. When we look salaries based on figures supplied by FIU’s academic affairs,¹⁰ FIU’s rankings change for full professors dropping from the #2 rank to #4 as seen below.

Florida International	\$106,320	\$80,696	\$72,717	\$51,812
FIU Ranking	4 of 5	3 of 5	1 of 5	3 of 5

⁹ Source: 2010 Work Plan/Proposal, Florida International University
http://opir.fiu.edu/BOG/FIU_2010_Workplan_approved_by_BOT_and_BOB.pdf

¹⁰The AAUP used a smaller sample of faculty than the actual figure supplied by FIU’s academic affairs.

FIU presumably competes for state funding with other Florida universities and Table 13 (below) presents 2010-11 average faculty salaries by rank at other Florida state system universities for comparison. Also included in this table are three South Florida private universities and Miami-Dade College. Not all of the universities and colleges in Table 13 are necessarily peer institutions because they are neither all urban nor categorized as high research.

Table 13				
Average 2010-11 Faculty Salaries: FIU vs. Other Florida Universities & Colleges				
	Full Professor	Associate Professor	Assistant Professor	Instructor
Barry University (Miami Shores - private)	\$85,300	\$71,000	\$62,700	\$50,900
Nova Southeastern University (Davie-private)	113,400	70,900	68,900	50,400
University of Miami (Coral Gables - private)	137,000	90,000	77,700	57,800
Florida A&M University (Tallahassee)	86,400	73,000	62,100	51,100
Florida Atlantic University (Boca Raton)	96,500	72,000	63,900	47,000
Florida Gulf Coast University (Ft. Myers)	88,800	71,400	56,200	44,100
Florida International University	116,300	82,000	73,500	55,100
Florida State University (Tallahassee)	103,600	73,700	72,300	33,300
Miami Dade College (Miami)	80,100	64,400	56,000	50,500
New College Florida (Sarasota)	82,900	66,600	55,400	
University of Central Florida (Orlando)	116,100	78,700	66,000	45,500
University of Florida (Gainesville)	122,100	80,000	68,400	
University of North Florida (Jacksonville)	93,500	68,000	55,900	44,000
University of South Florida–Manatee campus	95,400	90,200	71,200	62,700
University of South Florida–Tampa campus	108,700	76,600	66,900	49,500
University of West Florida (Pensacola)	88,300	66,100	55,700	43,800
FIU Ranking	3 of 16	3 of 16	2 of 16	3 of 14

Although not true peer institutions, four other universities in Florida might be considered urban and/or high research (UM, FSU, UCF and UF). Of these, the only private university, UM, on average pays its faculty better than FIU across all ranks. UF, arguably a high research institution, though not situated in an urban setting pays its full professors on average better than FIU, but not its Associate and Assistant professors. This may be relevant to different policies related to attracting and retaining senior scholars and researchers as well as promotion at the respective institutions.

One hypothesis for the relatively competitive salaries for faculty when compared to other Florida State System universities is the relative strength of the faculty union at FIU compared to the other schools.

Appendices

Appendix I

Other union titles	2008-09	2010-11
Assistant Scholar/Scientist/Engineer	4	5
Assistant Librarian	4	5
Associate Librarian	6	5
Associate Scholar/Scientist/Engineer	5	3
Coordinator	3	2
Eminent Scholar	3	7
Instructional Specialist	5	5
Librarian	17	14
Scholar/Scientist/Engineer	3	6
Total	50	52

Source: analysis is based on the dataset offered by FIU Academic Affair.

Appendix II

Methodological Notes

This report is derived from an analysis of publicly available figures on Florida International University's budget. All data are from a database obtained from the university administration under a Florida Public Records law request, or from the FIU websites or other sources cited at the bottom of the various tables and figures.

As noted above in footnotes, we define "faculty" and "administration" in the following ways:

"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 most of the professionals (faculty) who conduct the university's main mission: teaching enrolled students, conducting scholarly research, and performing related service activities. It does, however, omit the faculty of the College of Law and the College of Medicine unless explicitly noted.

"Administrators" are defined as someone holding a higher rank within the university. That includes the following categories: President, Vice President, Associate Vice President, Assistant Vice President, Provost, Vice Provost, General Counsel, Associate General Counsel, Dean, Associate Dean, Assistant Dean, Director, Associate Director, and Assistant Director. All administrative positions in the College of Law and the College of Medicine have been eliminated (unless explicitly noted), to preserve comparability across all time periods surveyed and to correspond with the definition of faculty.

Appendix III

2010-11 Average Faculty Salaries: FIU vs. 25 Peer Institutions*					
	<i>Institutions</i>	Full Professor	Associate Professor	Assistant Professor	Instructor
1	Cleveland State University (OH)	99,800	72,100	62,400	53,500
2	Indiana Univ.-Purdue Univ. (Indianapolis)	100,700	74,400	62,100	
3	Florida International University	116,300	82,000	73,500	55,100
4	Portland State University (Portland, OR)	91,800	73,100	58,400	41,300
5	San Diego State University (CA)	99,800	78,700	73,300	
6	Temple University (Philadelphia, PA)	130,400	92,200	67,800	53,100
7	University of Montana (Missoula)	79,100	63,000	55,800	43,800
8	University of Texas at Arlington	102,500	79,000	72,400	
9	University of Texas at Dallas	133,200	101,300	90,300	
10	University of Texas at El Paso	100,200	74,800	67,200	
11	University of Texas at San Antonio	113,700	80,400	69,200	
12	University of Akron (main campus – Ohio)	96,300	72,800	63,200	47,500
13	University of Colorado Denver	114,900	87,400	72,200	53,600
14	University of Louisiana Lafayette	103,100	74,600	60,000	44,800
15	University of Massachusetts Boston	114,100	85,400	72,500	
16	University of Nevada Las Vegas	119,700	87,000	70,300	
17	University of Nevada Reno	119,200	86,900	71,000	58,900
18	University of North Texas (Denton, TX)	107,700	80,100	65,400	59,900
19	University of South Alabama (Mobile, AL)	85,800	66,500	57,200	46,600
20	University of Toledo (OH)	106,800	82,900	67,400	56,500
21	University of Wisconsin (Milwaukee)	94,600	71,500	66,500	58,400
22	University of Wyoming (Laramie)	107,000	76,100	67,00	
23	Utah State University (Logan)	90,700	70,000	61,900	48,800
24	Western Michigan University (Kalamazoo)	100,800	75,500	59,300	46,100
25	Wichita State University (KS)	92,400	70,000	58,100	42,000
26	Wright State Univ(main campus-Dayton, OH)	109,800	78,100	68,100	43,300
	FIU ranking	5 of 26	8 of 26	2 Of 26	5 of 17

Source of peer institutions: Carnegie Foundation for the Advancement of Teaching,
<http://classifications.carnegiefoundation.org>

*Selection criteria: large, urban, public and high research.

The reader is cautioned to consider the relative size of the urban areas served by the universities listed and the differences in state economies and education funding policies of states other than Florida.

Appendix IV

Top 40 Highest Paid Faculty Positions at FIU in 2010-11 (excluding the Colleges of Medicine and Law)			
Rank	College/School	Title	SALARY
1	College of Arts and Sciences	Full Professor	\$252,150
2	COB	Eminent Scholar	205,000
3	College of Engineering and Computing	Full Professor	203,987
4	College of Public Health and Social Work	Full Professor	195,280
5	COB	Eminent Scholar	194,103
6	College of Engineering and Computing	Full Professor	187,342
7	COB	Eminent Scholar	181,763
8	College of Engineering and Computing	Program Director	181,151
9	College of Public Health and Social Work	Full Professor	178,544
10	COB	Full Professor	178,542
11	COB	Full Professor	177,226
12	College of Arts and Sciences	Full Professor	176,421
13	COB	Eminent Scholar	176,217
14	College of Arts and Sciences	Full Professor	171,970
15	College of Arts and Sciences	Full Professor	169,153
16	COB	Full Professor	166,618
17	COB	Full Professor	165,511
18	College of Arts and Sciences	Full Professor	165,462
19	College of Public Health and Social Work	Full Professor	163,686
20	School of Hosp and Tourism Mgmt	Full Professor	157,219
21	College of Engineering and Computing	Full Professor	156,005
22	COB	Associate Professor	153,750
23	COB	Full Professor	152,673
24	COB	Eminent Scholar	150,761
25	COB	Associate Professor	149,208
26	COB	Associate Professor	148,475
27	COB	Full Professor	148,433
28	College of Public Health and Social Work	Full Professor	148,158
29	COB	Full Professor	148,009
30	College of Arts and Sciences	Scholar/Scientist/Engineer	147,600
31	COB	Assistant Professor	147,395
32	College of Public Health and Social Work	Full Professor	146,453
33	COB	Assistant Professor	145,245
34	College of Public Health and Social Work	Full Professor	144,428
35	College of Arts and Sciences	Full Professor	144,093
36	COB	Associate Professor	143,756
37	COB	Assistant Professor	143,500
38	COB	Assistant Professor	143,500
39	COB	Associate Professor	143,500
40	COB	Assistant Professor	142,792

This table excludes faculty in the Colleges of Medicine and Law to show how the top 40 faculty salaries are distributed among FIU's other Colleges. Twenty-two of the highest paid faculty members work in the College of Business (COB), over half of the 40 best paid faculty at FIU. Six individuals earning one of the top 40 faculty salaries are employed in the College of Arts and Sciences and six others are members of the College of Public Health and Social Work; four are in the College of Engineering and Computing. The remaining faculty member earning one of the top 40 faculty salaries is a full professor in the School of Hospitality and Tourism Management. Five assistant professors, all in the College of Business, are among the top 40 highest paid faculty at FIU.