

HOW FIU SPENDS ITS MONEY

FIU Expenditures on Faculty and Higher Level
Administration:

2013-14 to 2016-17

Research Institute on Social and Economic Policy
Center for Labor Research and Studies
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Contact:
Ali R. Bustamante
(305) 348-2371

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How FIU Spends Its Money: FIU Expenditures on Faculty and Higher Level Administration: 2013-14 to 2016-17

Executive Summary

This report presents an analysis of the trends in Florida International University (FIU) expenditures on faculty and administration personnel for the academic years 2013-14 through 2016-17. Particular attention is given to the changes in the number, composition, and salaries of faculty and administrators at FIU in the context of increasing university expenditures and rising student enrollment, and changes in tuition revenue during the academic years 2013-14 through 2016-17.

Data show that FIU personnel decisions have contributed towards administrative bloat between 2013-14 and 2016-17, expanding the resources devoted to administration at the expense of instruction, research, and service. During this period, administrative personnel hires and total personnel expenditures have outpaced those of faculty. Furthermore, faculty's share of personnel expenditures has declined as the share of administration personnel expenditures has increased.

Previous reports were produced in 2004, 2007, 2009, 2011, and 2014. This report extends the analysis of FIU's expenditures through the 2016-17 academic year and supports prior findings of administrative bloat at FIU.¹

Findings:

- Total FIU personnel expenditures have increased by \$18.7 million between 2013-14 and 2016-17, driven largely by increases in education and general funding, \$12.7 million.
- Between 2013-14 and 2016-17, enrollment increased by 2,132 and tuition revenue

¹ In order to accurately analyze personnel and salary changes over time all the data used in this report are from October of the listed year. October was chosen because it is well along the fall semester that employees listed are not summer only personnel and that all necessary fall-semester personnel has been hired by then. All personnel in October were assumed to be employed through that given academic year. Calculations presented in this study may differ from information presented in other data sources on numbers and salaries of faculty members and administration due to how employees are classified and in which categories they are counted. The categorizing of employees is explained in Appendix IV.

increased by \$10.2 million.

- Increases in personnel expenditures have been roughly split between faculty and administrators, 52.8 percent and 47.2 percent respectively.
- Increases in personnel expenditures led to an additional 83 faculty and 62 administrators, between 2013-14 and 2016-17, bringing the total to 1,162 and 428, respectively.
- Between 2013-14 and 2016-17 faculty personnel grew by 7.7 percent, 82 FTE, and administration grew by 17 percent, 62 FTE.
- The average cost of each faculty hire between 2013-14 and 2016-17 was \$118,923 compared to \$142,433 for administrators.
- Faculty's share of education and general (E & G) funding has declined by 0.9 percentage points as E & G funds were increasingly focused on administrators.
- Student-to-faculty ratios have declined by 3.4 percent to 36.2 students per one faculty and student-to-administrator ratios declined even further, by 11.1 percent, to 97.6 students per one administrator between 2013-14 and 2016-17.
- Between 2013-14 to 2016-17, average faculty salaries have grown by 2.9 percent, \$2,461, to \$88,010 in 2016-17, a compound annual growth rate of 1 percent, the same pace as the rate of inflation.
- Average administration salaries grew by 0.4 percent, \$513, to \$139,403 in 2016-17, a compound annual growth rate of 0.1 percent.
- The tuition cost for a resident undergraduate, full-time student (two semesters with a total of 30 credit hours) grew by \$52 between 2013-14 and 2016-17, a compound annual growth rate of 0.3 percent.
- In 2016-17, 42.6 percent of all faculty were female. The share of female faculty has increased modestly between 2013-14 and 2016-17 by 0.7 percent.
- In 2016-17, 54 percent of all administrators were female. Between 2013-14 and 2016-17 the share of female administrators increased by 4.2 percent as the majority of recent hires were female, 41 out of 62, 66.8 percent.
- The pay gap between male and female faculty increased by \$1,235 between 2013-14 and 2016-17, an increase of 11.9 percent.
- In 2016-17, the average salary of male faculty was 14.3 percent higher than that of females.

- The pay gap between male and female administrators increased by \$4,113 between 2013-14 and 2016-17, an increase of 11.3 percent.
- In 2016-17, the average salary of male administrators was 33.5 percent higher than that of females.
- The majority of faculty at FIU are White non-Hispanic. Recent hires have been concentrated among Hispanic, White non-Hispanic, and Asian groups.
- The majority of administrators at FIU are White or Hispanic and recent hires have been concentrated in these two groups.
- In 2016-17 non-White faculty earned \$4,583 more than White faculty. However, the pay gap between White and non-White faculty has declined by 17.3 percent between 2013-14 and 2016-17.
- White administrators out-earn their non-White counterparts by \$8,277 in 2016-17. Although the pay gap between White and non-White administrators has declined significantly, White administrators continue to earn over 6.2 percent more than non-White administrators.
- The majority of faculty personnel gains between 2013-14 and 2016-17 were concentrated among instructors and senior instructors, which increased by 38 and 37 faculty respectively. Faculty personnel losses were largely concentrated among lecturers and research associates, 12 and six respectively.
- Between 2013-14 and 2016-17, average faculty salaries increased by \$4,238 for professors; \$2,333 for associate professors; \$3,957 for assistant professors; \$2,360 for senior instructors; and \$4,453 for instructors.
- Between 2013-14 and 2016-17 the majority of faculty hires were non-tenure earning faculty 73 FTE, increasing their share of all faculty to 35.3 percent.
- Non-tenure earning faculty experienced the greatest rate of salary growth during this period, 5.7 percent, but professors had the greatest absolute salary gains, \$4,238.
- A comparison of FIU average faculty salaries with peer institutions and similar state universities reveal that FIU faculty members earn below average salaries, \$77,481 compared to the sample average of \$80,363, after adjusting for cost of living.
- Between 2013-14 and 2016-17 the average the average courseload for faculty in the fall semester was 2.6 courses.

- Between 2013-14 and 2016-17, the majority of gains in administrative personnel were among directors, executive assistants, and assistant vice-presidents, 36, 18, and 14 FTE respectively.
- Between 2013-14 and 2016-17, the greatest salary gain among administrators was observed with the associate provost, whose salary increased by \$129,510. Other administrators also saw large average salary increases. For instance, \$79,791 for vice-provosts and \$65,395 for the provost.
- The share of administrators who previously served as faculty at FIU was 34.8 percent in 2016-17. Both the number and the share of administrators who previously served as faculty have declined between 2013-14 and 2016-17.

How FIU Spends Its Money: FIU Expenditures on Faculty and Higher Level Administration: 2013-14 to 2016-17

Introduction

This is the sixth report the Research Institute on Social and Economic Policy (RISEP) has produced analyzing the trends in Florida International University (FIU) expenditures on faculty personnel and salaries compared to expenditures on administration and administrators' salaries. Previous reports were produced in 2004, 2007, 2009, 2011 and 2014.ⁱ

The underlying purpose of this report is to investigate how FIU has been allocating resources toward instruction, research and service versus administration. This report presents an analysis of the trends in FIU expenditures on faculty and administration. Particular attention is given to the changes in the number, composition, and salaries of faculty and administrators at FIU in the context of increasing university expenditures compared to rising student enrollment and tuition revenue during the academic years 2013-14 through 2016-17. In order to accurately analyze personnel and salary changes over time all the data used in this report is from October of the listed year.ⁱⁱ

In general, the results of our previous studies demonstrated that for the past decade FIU has been following a disturbing national trend known as administrative bloat: expanding the resources of administration at the expense of instruction, research and service.ⁱⁱⁱ This report extends the analysis of FIU's expenditures through the 2016-17 academic year and reaffirms prior findings of administrative bloat.

The datasets for most of the analysis in this study are publically available from the Academic Affairs Division at FIU. They are listings of faculty in the bargaining unit and administrators not including staff (e.g. advisors, office managers), and include the employee's name, sex, race/ethnicity, job title, administrative code, full time equivalency (FTE), course load, annual salary, and funding source. All salary data was adjusted for inflation and converted into 2016 dollars using the Bureau of Labor Statistics' consumer price index for all urban consumers

(CPI-U).^{iv} Additional supporting data was retrieved from the State University System of Florida Board of Governors: Interactive University Data.^v (For more on the data sources and analysis methodology of this study please see Appendix IV).

In this study we consider faculty to be any member of the United Faculty of Florida-Florida International University (UFF-FIU) collective bargaining unit as determined by Appendix A of the 2015-2018 FIU Board of Trustees/United Faculty of Florida Collective Bargaining Agreement position classifications.^{vi} Additionally, we distinguish faculty by tenure status (professors, associate professors, and assistant professors are considered tenured/tenure-track faculty and all other faculty are listed as non-tenured/non-tenure-track faculty) and by rank to provide a nuanced analysis of salary and composition patterns. For a listing of job titles within the faculty category see Appendix I. Administrators were defined as all personnel with an active administrative code as provided by the Academic Affairs Division at FIU. For a listing of job titles within the administrator category see Appendix II.

All faculty and administrators with less than nine-month contracts were excluded from this study in order to limit the downward pressure on annual salaries of personnel who do not work throughout the year.^{vii} Additionally, personnel from the FIU College of Law, College of Medicine, Health Care Network, and non-faculty/administrative personnel were excluded. Personnel salaries reported do not include OPS, overloads, bonuses, benefits, or summer workloads for nine-month personnel.

This report was produced by the Research Institute on Social and Economic Policy (RISEP)^{viii} at the Center for Labor Research and Studies at Florida International University located in Miami, FL. RISEP has more than 10 years of experience performing social and economic research and has produced numerous university personnel analysis reports for public universities across Florida and the U.S. This report was commissioned by the UFF-FIU. The UFF-FIU has not been involved in any other aspects of the report, which was performed entirely and independently by RISEP.

All figures in this report may differ from FIU official figures and from prior UFF-FIU personnel reports due to differences in methodology.

FIU Personnel Expenditures

Between 2013-14 and 2016-17, FIU spending on faculty and administration, measured by

total actual expenditures, has grown by 13.1 percent to total more than \$161 million (see Table 1). During this period FIU personnel expenditures have increased, by \$18.7 million, driven largely by increases in education and general (E & G) appropriated funding, \$12.7 million. In fact, the bulk of personnel expenditures are funded by E & G, 81.9 percent in 2016-2017. While other sources of personnel funding have increased as well, E & G has remained the main source of personnel funding.

Year	E & G Appropriated	Auxiliary Enterprises Non-appropriated	Contract & Grants Non-appropriated	Local Funds (Traditional SUS)	All Funding Sources
2013-14	\$119,308,597	\$11,479,219	\$10,883,627	\$798,409	\$142,469,852
2014-15	\$119,738,669	\$12,813,354	\$12,026,711	\$1,386,009	\$145,964,743
2015-16	\$127,742,438	\$12,437,751	\$12,366,926	\$1,876,703	\$154,423,819
2016-17	\$132,029,932	\$13,707,385	\$13,308,083	\$2,125,938	\$161,171,338
% Growth 2013-14 to 2016-17	10.70%	19.40%	22.30%	166.3%	13.1%
Total Change	\$12,721,335	\$2,228,166	\$2,424,456	\$1,327,529	\$18,701,486

The data show that FIU personnel expenditures have been partly offset by increases in tuition revenue, which is mainly driven by increased student enrollment. Between 2013-14 and 2016-17, enrollment increased by 2,132 students and tuition revenue increased by \$10.2 million (see Table 2). Furthermore, increases in personnel expenditures have been roughly split between faculty and administrators, 52.8 percent and 47.2 percent respectively. During the time studied, increases in personnel expenditures led to an additional 83 faculty and 62 administrators, bringing the total to 1,162 and 428 respectively. However, administration has seen greater rates of growth in personnel and in personnel expenditures and administration continues to out-earn faculty. Between 2013-14 to 2016-17, the average cost of each faculty hire was \$118,923 compared to \$142,433 for administrators.

The 2016-17 faculty personnel expenditures of \$101.5 million and administration expenditures of \$59.6 million reflect considerable increases from 2010-2011 where expenditures for faculty and administration were \$78 million and \$45 million respectively. The gradual and

sustained increase in faculty and administration personnel funding signals that the Great Recession-era funding pressures appear to have subsided.

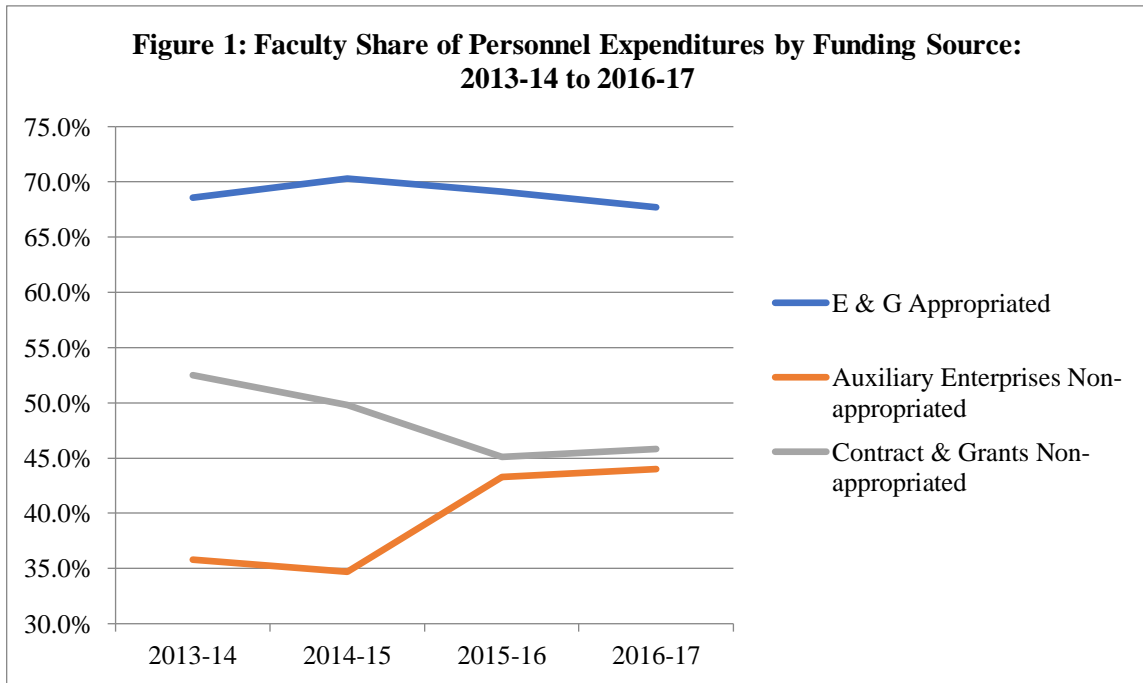
Year	Faculty		Administrator		Students	
	Headcount	Personnel Expenditures	Headcount	Personnel Expenditures	Headcount	Tuition Revenues
2013-14	1,079	\$91,691,193	366	\$50,778,659	52,980	\$174,197,985
2014-15	1,125	\$94,627,742	380	\$51,337,001	54,099	\$179,077,551
2015-16	1,150	\$99,258,141	404	\$55,165,678	54,058	\$181,021,794
2016-17	1,162	\$101,561,831	428	\$59,609,507	55,112	\$184,451,838
% Growth 2013-14 to 2016-17	7.7%	10.8%	16.9%	17.4%	4.0%	5.9%
Total Change	83	\$9,870,638	62	\$8,830,848	2,132	\$10,253,853

Note: Tuition revenue 2016-17 are preliminary figures.

While both administrators and faculty have experienced gains in all funding sources, E & G appropriated funding has increasingly become focused on administrators and not faculty. The same is true for contract and grants non-appropriated funding. Faculty's share of E & G appropriated funding has declined by 0.9 percentage points while the faculty share of contract and grants non-appropriated funding declined by 6.7 percentage points (see Table 3). Conversely, faculty's share of auxiliary enterprises non-appropriated funding increased by 8.2 percentage points and faculty's share of local funds increased by 2.4 percentage points. This means that faculty funding is increasingly dependent on non-appropriated funding and less on appropriated education and general funding (see Figure 1).

The growing share of E & G appropriated funding going to administration is an important indicator of administrative bloat at FIU because E & G appropriated funding is the main source of non-contingent personnel funding. Therefore, E & G appropriated funding represents the strategic allocation of personnel at FIU and reflects institutional priorities. Furthermore, the rise in faculty's share of non-appropriated funding signals that faculty are increasingly relying on contingent and often temporary funding sources to fund personnel.

Year	E & G Appropriated	Auxiliary Enterprises Non-appropriated	Contract & Grants Non-appropriated	Local Funds (Traditional SUS)	All Funding Sources
2013-14	68.6%	35.8%	52.5%	0.0%	64.4%
2014-15	70.3%	34.7%	49.8%	0.0%	64.8%
2015-16	69.1%	43.3%	45.1%	0.0%	64.3%
2016-17	67.7%	44.0%	45.8%	2.4%	63.0%
% Growth 2013-14 to 2016-17	-1.3%	22.9%	-12.9%	2.4%	-2.1%
Total Change	-0.9%	8.2%	-6.7%	2.4%	-1.4%



Administration and Faculty Personnel Growth and Cost

In order to examine how FIU’s personnel decisions have affected instruction, research, service, and administration we look at full-time equivalent (FTE) measures that adjust for workload. Data show that between 2013-14 and 2016-17 student enrollment grew by 4 percent, 1,609 FTE, at an annual growth rate of 1.3 percent (see Table 4). In order to support increased student enrollment faculty personnel grew by 7.7 percent, 82 FTE, at an annual growth rate of 2.5 percent. Conversely, administration grew by 17 percent, 62 FTE, at an annual growth rate of 5.4 percent. FIU addressed increasing student enrollment by hiring additional faculty and administrators but administration growth more than doubled the pace of faculty personnel growth during the period studied. The disproportionate pace of administration growth relative to faculty growth in light of student enrollment increases between 2013-14 and 2016-17 is further evidence of administrative bloat.

Year	Faculty	Administration	Student
2013-14	1,072	366	40,144
2014-15	1,115	380	40,548
2015-16	1,137	403	40,815
2016-17	1,154	428	41,753
% Growth 2013-14 to 2016-17	7.7%	17.0%	4.0%
Total Change	82	62	1,609

Note: Student FTE enrollment 2016-17 are preliminary figures.

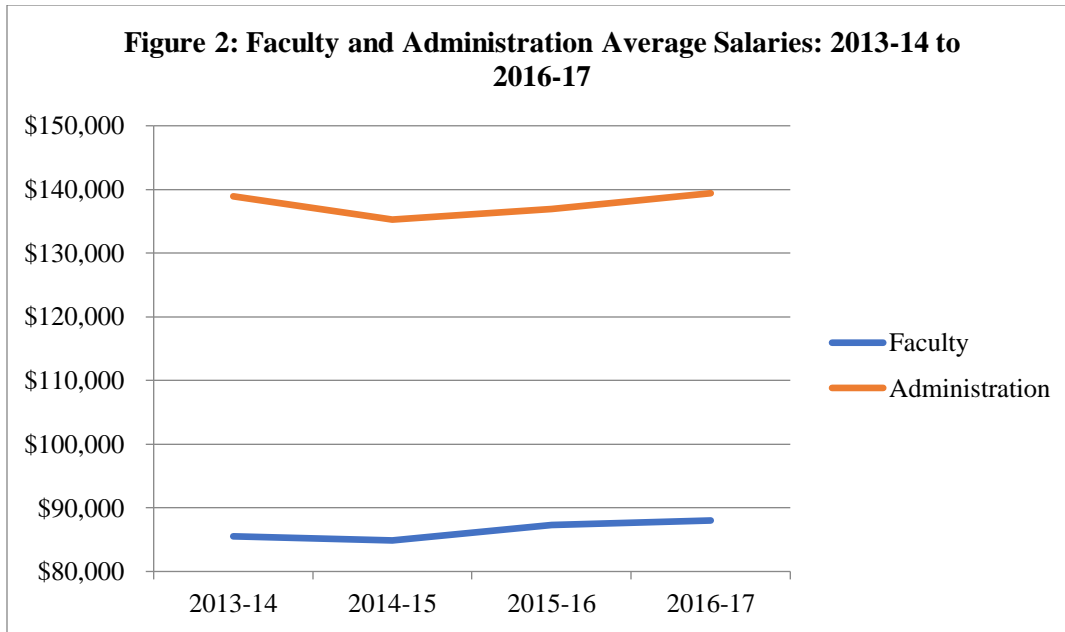
Since faculty and administrative personnel growth has outpaced student enrollment, more faculty and administrators are available to students than in the recent past. Student to faculty ratios have declined by 3.4 percent, 36.2 students per one faculty in 2016-17 (see Table 5). The student to administrator ratio has declined even further, by 11.1 percent, to 97.6 students per one administrator. Lower student to faculty and administration ratios are both likely to improve student success at FIU. However, how the disproportionate gains in administrative personnel relative to faculty are impacting student success is worth examining further but beyond the scope of this study.

Year	Faculty	Administration
2013-14	37.5	109.8
2014-15	36.4	106.8
2015-16	35.9	101.3
2016-17	36.2	97.6
% Growth 2013-14 to 2016-17	-3.4%	-11.1%
Total Change	-1	-12

Unlike disparities in personnel growth, salary growth has favored faculty more than administration. Between 2013-14 and 2016-17, average faculty salaries grew at a compound annual growth rate of 1.0 percent compared to 0.1 percent for administration (see Table 6). The compound annual growth rate smooths out year to year fluctuations to ascertain an average rate of growth during a given period. Therefore, while both faculty and administration endured average salary declines in 2014-25, salaries regained their lost ground and added modest gains.

Between 2013-14 and 2016-17 average faculty salaries increased by a total of \$2,461, to \$88,010 in 2016-17. Conversely, average administration salaries grew by \$513, to \$139,403 in 2016-17. Despite a larger total change in average salaries among faculty, similar compound annual growth rates point to the continuation of the administrator and faculty salary gap. The average administrator salary was \$51,393 more than the average faculty salary in 2016-17 (see Figure 2).

Year	Faculty		Administration	
	Average Salary	Growth Rate	Average Salary	Growth Rate
2013-14	\$85,549	-	\$138,890	-
2014-15	\$84,878	-0.8%	\$135,266	-2.6%
2015-16	\$87,302	2.9%	\$136,954	1.2%
2016-17	\$88,010	0.8%	\$139,403	1.8%
% Growth 2013-14 to 2016-17	2.9%	-	0.4%	-
Total Change	\$2,461	-	\$513	-
Compound Annual Growth Rate	-	1.0%	-	0.1%



Administration and Faculty Personnel Salary Growth and Inflation

The compound annual growth rate reveals that average faculty have kept up with inflation, while administrative salaries did not between 2013-14 and 2016-17 (see Table 7). However, although average faculty salary increases have almost exclusively compensated for inflation, they do not reflect any broader potential performance and/or productivity gains. If average faculty salary increases were to account for performance and/or productivity gains alongside with inflation then the compound annual growth rate of salaries would have outpaced the compound annual growth rate of inflation of 1.0 percent. Average administration salaries grew at a compound annual growth rate of 0.1 percent, nearly a full percentage point below inflation.

Year	Inflation	Faculty	Administration
2014-15	1.6%	-0.8%	-2.6%
2015-16	0.1%	2.9%	1.2%
2016-17	1.3%	0.8%	1.8%
Compound Annual Growth Rate	1.0%	1.0%	0.1%

Administration and Faculty Personnel Salary Growth and Tuition

Tuition has increased at a slower pace than the broader rate of inflation. The tuition cost for a resident undergraduate, full-time student (two semesters with a total of 30 credit hours) grew by \$59 between 2013-14 and 2016-17, a compound annual growth rate of 0.3 percent (see Table 8). This means that tuition revenue gains have been largely due to increased student enrollment and not tuition increases. Additionally, tuition rates grew at a slower pace relative to faculty salary growth and slightly faster than administrative salaries.

Year	Faculty	Growth Rate
2013-14	\$6,493	-
2014-15	\$6,493	0.0%
2015-16	\$6,552	0.9%
2016-17	\$6,552	0.0%
Compound Annual Growth Rate	-	0.3%
Total Change	\$59	-

Administration and Faculty Personnel by Sex

A decomposition of faculty FTE by sex reveals that 42.6 percent of all faculty were female in 2016-17. The share of female faculty has increased modestly between 2013-14 and 2016-17, by

Year	Faculty			Administrator		
	Male	Female	Share Female	Male	Female	Share Female
2013-14	619	453	42.3%	176	190	51.9%
2014-15	641	474	42.5%	182	198	52.1%
2015-16	654	483	42.5%	190	213	52.8%
2016-17	663	491	42.6%	197	231	54.0%
% Growth 2013-14 to 2016-17	7.1%	8.4%	0.7%	11.7%	21.8%	4.2%
Total Change	44	38	0.3%	21	41	2.2%

0.7 percent. The male majority has been maintained over time as only 46.5 percent, 38 out of 82, of new hires between 2013-14 and 2016-17 have been female.

Conversely, in 2016-17, 54 percent of all administrators were female. Between 2013-14 and 2016-17 the share of female administrators increased by 4.2 percent as the majority of recent hires have been female, 41 out of 62, 66.8 percent.

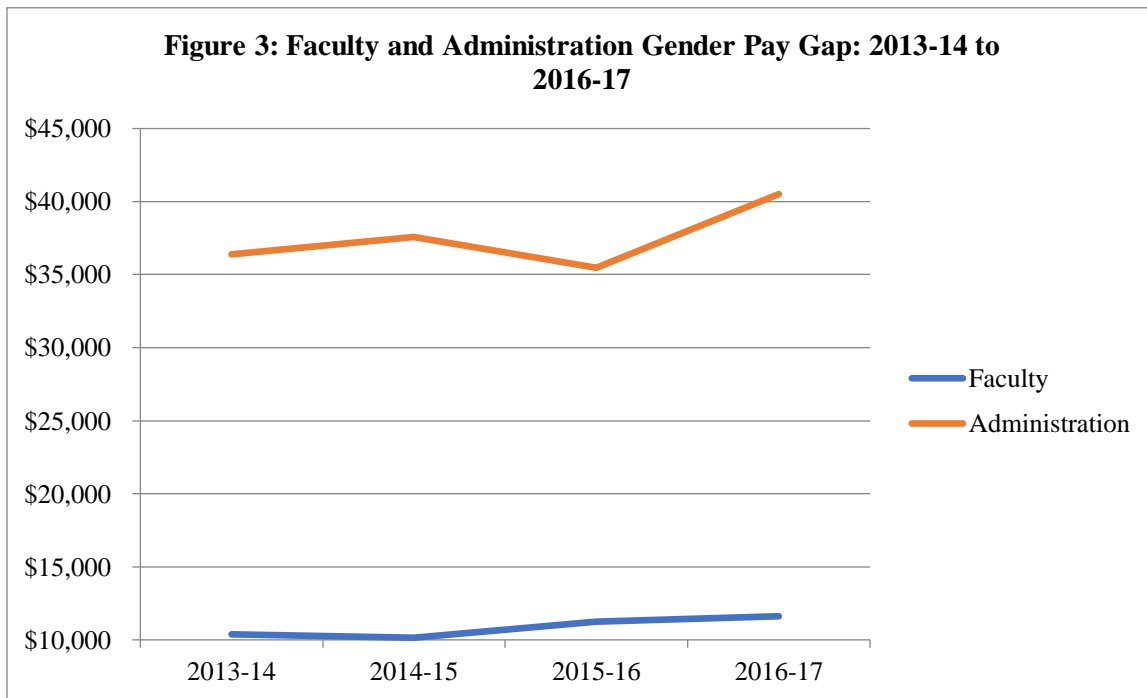
Data also show that male faculty and administrators out-earn their female counterparts and that the pay gap is growing. The pay gap between male and female faculty increased by \$1,235 between 2013-14 and 2016-17, an increase of 11.9 percent (see Table 10). In 2016-17, the average salary of males was 14.3 percent higher than that of females. The faster average salary growth of males was 14.3 percent higher than that of females. The faster average salary growth of males has exacerbated the pay gap between male and female faculty. Between 2013-14 and 2016-17 male faculty salaries increased by 3.4 percent compared to 2.2 percent for females.

Year	Male	Female	Gap	Male Premium
2013-14	\$89,938	\$79,554	\$10,384	13.1%
2014-15	\$89,192	\$79,046	\$10,145	12.8%
2015-16	\$92,078	\$80,844	\$11,234	13.9%
2016-17	\$92,955	\$81,336	\$11,619	14.3%
% Growth 2013-14 to 2016-17	3.4%	2.2%	11.9%	9.4%
Total Change	\$3,018	\$1,783	\$1,235	1.2%

The pay gap between male and female administrators is more severe than that observed between male and female faculty. The pay gap between male and female administrators increased by \$4,113 between 2013-14 and 2016-17, an increase of 11.3 percent (see Table 11). In 2016-17, the average salary of males was 33.5 percent higher than that of females. Between 2013-14 and 2016-17 male faculty salaries increased by 2.2 percent while their female counterparts experienced an average salary decline of 0.5 percent. This means that female administrators have not regained the salary losses of 2014-15 while males have closed the deficit and experienced substantial gains.

Year	Male	Female	Gap	Male Premium
2013-14	\$157,767	\$121,367	\$36,400	30.0%
2014-15	\$154,837	\$117,247	\$37,590	32.1%
2015-16	\$155,675	\$120,206	\$35,470	29.5%
2016-17	\$161,289	\$120,776	\$40,513	33.5%
% Growth 2013-14 to 2016-17	2.2%	-0.5%	11.3%	11.8%
Total Change	\$3,522	-\$591	\$4,113	3.6%

The deepening of gendered pay gaps among faculty, and especially among administrators, signals the presence of significant constraints inhibiting the salary growth of females (see Figure 3). Unpacking the factors impacting the gender pay gap at FIU is beyond the scope of this study. However, it would be in the university’s interest to examine the potential causes of this deepening gender pay gap.



Administration and Faculty Personnel by Race/Ethnicity

Data show that the majority of faculty at FIU are White non-Hispanic (see Table 12). Recent hires have been concentrated among Hispanic, White non-Hispanic, and Asian groups. Between 2013-14 to 2016-17, 37 hires were Hispanic, 27 were White non-Hispanic, and 24 were Asian. Black, American Indian, and Pacific populations continue to represent the smallest share of faculty. Furthermore, Black, American Indian, and Pacific populations experienced little to no changes in hiring. It is important to note that the data on race and ethnicity for faculty is limited by the fact that some faculty did not provide race and/or ethnicity information.

Year	Hispanic	American Indian	Asian	Black	Pacific	White	White Non-Hispanic	Black Non-Hispanic
2013-14	168	4	145	71	1	628	598	66
2014-15	183	4	151	70	0	661	621	63
2015-16	200	6	162	72	1	673	617	66
2016-17	205	5	169	70	1	695	625	66
% Growth 2013-14 to 2016-17	22.2%	25.0%	16.3%	-1.4%	0.0%	10.7%	4.6%	0.0%
Total Change	37	1	24	-1	0	67	27	0

Note: Some faculty did not provide race/ethnicity.

The majority of administrators at FIU are White or Hispanic and recent hires have been concentrated in these two groups. Between 2013-14 and 2016-17, 37 hires were Hispanic, 19 were White non-Hispanic, and eight were Black non-Hispanic. During the period studied, administration experienced little to no changes in hiring more American Indian, Asian, and Pacific administrators.

Data show that both faculty and administrators are lacking in racial and ethnic diversity. Unfortunately, recent hires have largely continued past trends in hiring predominantly White and/or Hispanic personnel at the expense of underrepresented groups.

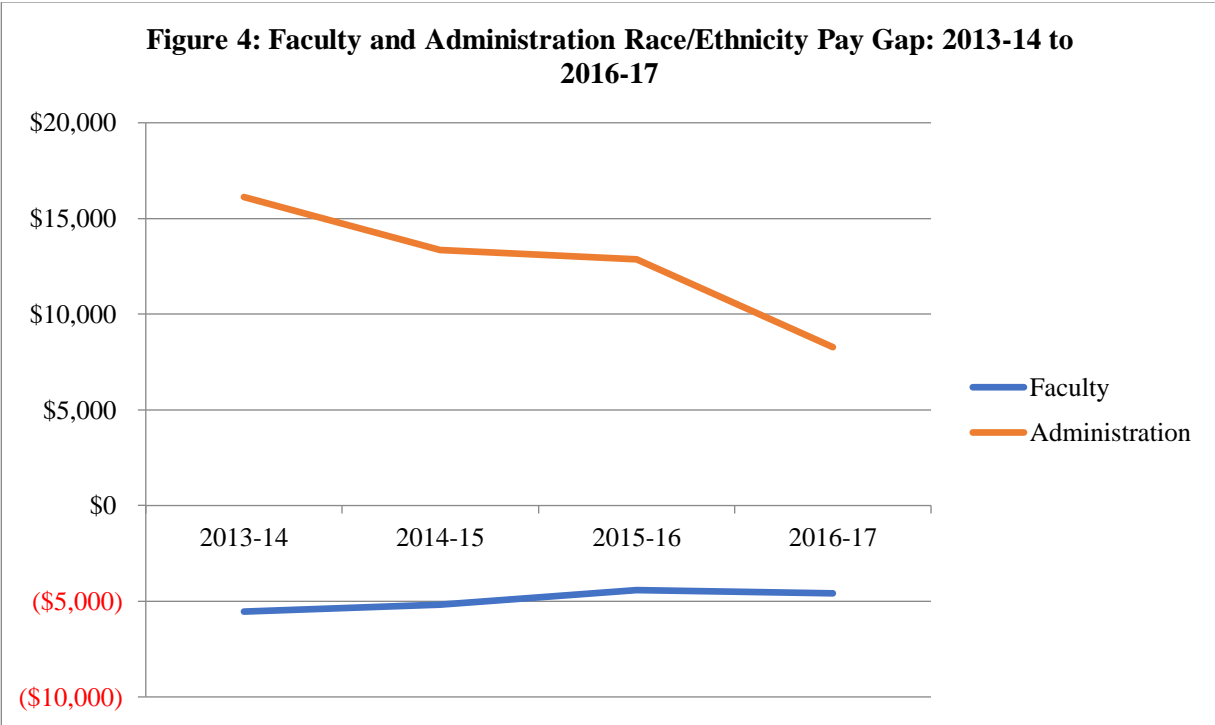
Year	Hispanic	American Indian	Asian	Black	Pacific	White	White Non-Hispanic	Black Non-Hispanic
2013-14	124	0	25	29	1	213	190	27
2014-15	128	1	24	33	1	226	194	32
2015-16	142	1	22	35	1	243	204	34
2016-17	161	0	25	37	0	266	209	35
% Growth 2013-14 to 2016-17	29.8%	0.0%	0.0%	27.6%	-100.0%	24.9%	10.0%	29.6%
Total Change	37	0	0	8	-1	53	19	8

Although the majority of faculty are White, non-White faculty have average salaries above their white counterparts. In 2016-17 non-White faculty earned \$4,583 more than White faculty. However, the salary gains among White faculty between 2013-14 to 2016-17 have outpaced that of non-White faculty and narrowed the pay gap between White and non-White faculty by 17.3 percent.

Year	White	Non-white	Gap	White Premium
2013-14	\$83,945	\$89,487	-\$5,542	-6.2%
2014-15	\$83,231	\$88,406	-\$5,175	-5.9%
2015-16	\$85,531	\$89,949	-\$4,418	-4.9%
2016-17	\$86,013	\$90,595	-\$4,583	-5.1%
% Growth 2013-14 to 2016-17	2.5%	1.2%	-17.3%	-18.3%
Total Change	\$2,068	\$1,108	\$960	1.1%

Conversely, White administrators out-earned their non-White counterparts by \$8,277 in 2016-17. Although the pay gap between White and non-White administrators has declined significantly, by 48.7 percent, White administrators continue to earn more than 6.2 percent more than their non-White administrators (see Figure 4).

Year	White	Non-white	Gap	White Premium
2013-14	\$145,539	\$129,419	\$16,120	12.5%
2014-15	\$139,986	\$126,642	\$13,343	10.5%
2015-16	\$141,499	\$128,649	\$12,850	10.0%
2016-17	\$141,747	\$133,470	\$8,277	6.2%
% Growth 2013-14 to 2016-17	-2.6%	3.1%	-48.7%	-50.2%
Total Change	-\$3,792	\$4,051	-\$7,843	-6.3%



Faculty Personnel and Salaries

Disaggregating faculty personnel by job title reveals that the majority of faculty personnel gains between 2013-14 and 2016-17 were concentrated among instructors and senior instructors, which increased by 38 and 37 faculty respectively (see Table 16). Associate professors and assistant scholar/scientist/engineers each increased by nine faculty while instructor-librarians increased by seven. Eminent scholars and senior lecturers gained three faculty, and professors gained two.

Furthermore, faculty personnel losses were largely concentrated among lecturers and research associates, 12 and six respectively. Scholar/scientist/engineers and associate ins lost two faculty while assistant professor, instructional specialists, and associate librarians lost one. It is important to note that the two positions for associate ins present in 2013-14 and 2014-15 have since been eliminated.

Distinguished professors, associate scholar/scientist/engineers, librarians, and assistant librarians did not experience any total gains or losses between 2013-14 and 2016-17, although the number of assistant librarians did fluctuate during this period.

Between 2013-14 and 2016-17, the greatest average salary gains for faculty occurred among eminent scholars, instructional specialists, as well as associate and assistant

scholar/scientists/engineers, \$11,193, \$10,191, \$14,717, and \$8,145 respectively. However, these faculty ranks each employ less than 20 faculty each. Average faculty salaries increased by \$4,238 for professors; \$2,333 for associate professors; \$3,957 for assistant professors; \$2,019 for distinguished service professors; \$2,923 for scholar/scientist/engineers; \$2,360 for senior instructors; \$4,453 for instructors; \$3,783 for research associates; \$3,201 for librarians; \$591 for associate librarians; and \$2,772 for assistant librarians. Conversely, senior lecturers, lecturers, and instructor-librarians experienced average salary declines: \$2,195, \$974, and \$337 respectively.

Table 16: Average Annual Salary and Total FTE by Faculty Job Title: 2013-14 to 2016-17

Year	Professor		Assoc Professor		Asst Professor		Distinguished Service Professor		Eminent Scholar		Scholar/ Scientist/ Engineer		Assoc Scholar/ Scientist/ Engineer	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$113,113	199	\$91,139	257	\$83,523	280	\$134,223	1	\$174,318	7	\$117,094	6	\$106,185	9
2014-15	\$113,019	209	\$89,418	269	\$83,682	277	\$152,240	2	\$171,300	8	\$118,277	5	\$104,490	9
2015-16	\$117,394	205	\$91,715	263	\$85,780	281	\$135,548	1	\$183,731	11	\$123,063	3	\$108,485	10
2016-17	\$117,351	202	\$93,472	266	\$87,479	279	\$136,242	1	\$185,512	10	\$120,018	4	\$120,902	9
% Growth 2013-14 to 2016-17	3.7%	1.1%	2.6%	3.4%	4.7%	-0.4%	1.5%	0.0%	6.4%	42.9%	2.5%	-33.8%	13.9%	-1.1%
Total Change	\$4,238	2	\$2,333	9	\$3,957	-1	\$2,019	0	\$11,193	3	\$2,923	-2	\$14,717	0

Table 16 Continued: Average Annual Salary and Total FTE by Faculty Job Title: 2007-2013

Year	Asst Scholar/ Scientist/ Engineer		Assoc In		Senior Lecturer		Lecturer		Senior Instructor		Instructor		Instructional Specialist	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$65,394	10	\$78,110	2	\$81,181	18	\$63,831	16	\$66,956	51	\$59,123	156	\$47,907	2
2014-15	\$70,777	12	\$76,864	2	\$80,299	19	\$59,459	11	\$64,908	60	\$60,314	163	\$47,142	1
2015-16	\$77,535	19	\$9	0	\$78,949	20	\$61,757	6	\$67,933	65	\$62,647	195	\$53,084	2
2016-17	\$73,539	19	\$9	0	\$78,986	21	\$62,857	4	\$69,316	88	\$63,576	193	\$58,099	1
% Growth 2013-14 to 2016-17	12.5%	90.0%	-100.0%	-100.0%	-2.7%	16.7%	-1.5%	-75.0%	3.5%	71.8%	7.5%	24.3%	21.3%	-50.0%
Total Change	\$8,145	9	-\$78,101	-2	-\$2,195	3	-\$974	-12	\$2,360	37	\$4,453	38	\$10,191	-1

Table 16 Continued: Average Annual Salary and Total FTE by Faculty Job Title: 2007-2013										
Year	Research Associate		Librarian		Assoc Librarian		Asst Librarian		Instructor - Librarian	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$56,263	38	\$70,877	6	\$63,815	7	\$51,940	4	\$47,505	4
2014-15	\$52,445	39	\$70,328	6	\$62,212	6	\$51,411	9	\$47,248	9
2015-16	\$57,933	29	\$73,513	6	\$65,151	5	\$52,252	6	\$46,905	11
2016-17	\$60,046	32	\$74,078	6	\$64,406	6	\$54,712	4	\$47,169	11
% Growth 2013-14 to 2016-17	6.7%	-15.3%	4.5%	0.0%	0.9%	-14.3%	5.3%	0.0%	-0.7%	175.0%
Total Change	\$3,783	-6	\$3,201	0	\$591	-1	\$2,772	0	-\$337	7

The data show that between 2013-14 and 2016-17 the great majority of faculty hires have been concentrated among non-tenure earning faculty and that the share of non-tenure earning faculty has increased. Non-tenure earning faculty increased by 73 FTE during this period, increasing their share of all faculty to 35.3 percent (see Table 17). In fact, the total FTE of non-tenure earning faculty has increased steadily over the years while the number of tenured and tenure-track faculty has fluctuated.

Table 17: Faculty FTE and Shares by Tenure Status: 2013-14 to 2016-17									
Year	Professor		Assoc. Professor		Asst. Professor		Non-tenure Earning		All Faculty
	FTE	Share of Faculty	FTE	Share of Faculty	FTE	Share of Faculty	FTE	Share of Faculty	FTE
2013-14	199	18.6%	257	24.0%	280	26.1%	335	31.3%	1,072
2014-15	209	18.7%	269	24.1%	277	24.8%	361	32.4%	1,115
2015-16	205	18.0%	263	23.1%	281	24.7%	388	34.2%	1,137
2016-17	202	17.5%	266	23.1%	279	24.2%	408	35.3%	1,154
% Growth 2013-14 to 2016-17	1.1%	-6.1%	3.4%	-4.0%	-0.4%	-7.5%	21.7%	13.0%	7.7%
Total Change	3	-1.10%	9	-0.9%	-1	-1.9%	73	4.0%	82

Average salaries for tenured, tenure-track, and non-tenure earning faculty have increased between 2013-14 and 2016-17. Non-tenure earning faculty experienced the greatest rate of salary growth during this period, 5.7 percent, but professors had the greatest absolute salary gains, \$4,238 (see Table 18).

Year	Professor	Assoc. Professor	Asst. Professor	Non-tenure Earning
2013-14	\$113,113	\$91,139	\$83,523	\$66,544
2014-15	\$113,019	\$89,418	\$83,682	\$66,133
2015-16	\$117,394	\$91,715	\$85,780	\$69,545
2016-17	\$117,351	\$93,472	\$87,479	\$70,305
% Growth 2013-14 to 2016-17	3.7%	2.6%	4.7%	5.7%
Total Change	\$4,238	\$2,333	\$3,956	\$3,761

Faculty Courseloads

Between 2013-14 and 2016-17 the average the average courseload for faculty in the fall semester was 2.6 courses (see Table 19). Data show that courseloads have been relative stable and that non-tenure earning faculty have the highest average courseloads. However, assistant professors have observed the largest gains in courseloads, although they continue to have the smallest courseload among reported faculty.

Year	All	Professor	Assoc. Professor	Asst. Professor	Non-tenure Earning
Fall 2013	2.6	2.4	2.5	1.9	3.2
Fall 2014	2.5	2.4	2.4	2.0	3.1
Fall 2015	2.6	2.4	2.4	2.1	3.3
Fall 2016	2.6	2.4	2.3	2.1	3.2
% Growth 2013-14 to 2016-17	1.6%	0.6%	-6.2%	9.2%	-1.1%

Note: Data reflect only fall semester courseload. Growth rates reflect changes without rounding.

FIU Faculty Salaries and Peer Institutions

A comparison of FIU average faculty salaries with peer institutions and similar state universities reveal that FIU faculty members earn below average salaries, \$77,481 compared to the sample average of \$80,363. This calculation is based on cost of living adjusted salaries that account for the cost of living in the metropolitan area where the university is located. On average, FIU professors and associate professors earn below average salaries while assistant professors and instructor/lecturers earn above average salaries among the reported universities (see Table 20).

Institution	Professor	Assoc. Professor	Asst. Professor	Instructor/Lecturer	Average Faculty
FIU	\$106,270	\$80,324	\$72,505	\$55,178	\$77,481
UCF	\$128,883	\$87,792	\$74,964	\$56,524	\$83,182
USF	\$125,831	\$91,553	\$79,178	\$56,071	\$90,020
George Mason University (VA)	\$95,089	\$62,672	\$51,938	\$40,773	\$67,931
University of Louisville (KY)	\$130,396	\$85,338	\$71,224	\$58,521	\$92,504
Georgia State University (GA)	\$120,283	\$84,338	\$70,398	\$49,487	\$82,247
University of Houston (TX)	\$93,403	\$75,052	\$67,423	\$51,547	\$69,176
Average	\$114,308	\$81,010	\$69,661	\$52,586	\$80,363
% deviation from Average	-7%	-1%	4%	5%	-4%

Sources: NEA Higher Education Advocate March 2016.

Note: Peer institutions are chosen by FIU according to multiple criteria that allow for benchmarking and comparison. NEA figures differ from others reported in this report due to methodological differences. Wages were adjusted for cost of living using the 2014 Q3 “Cost of Living Index” published by the Council for Community and Economic Research.

Administration Personnel and Salaries

In this section we take a look at FIU’s personnel decisions effect on administrators. The majority of gains in administrative personnel were among directors, executive assistants, and assistant vice-presidents, 36, 18, and 14 FTE respectively (see Table 21). Vice-presidents and

chairs increased by two administrators and vice-provosts and assistant provosts increased by one. Conversely, deans and assistant deans declined by 6 administrators each. Despite some fluctuations, all other administrative ranks did not experience total changes between 2013-14 and 2016-17.

The greatest salary gain among administrators was observed with the associate provost, whose salary increased by \$129,510. Other administrators also saw large average salary increases. For instance, \$79,791 for vice-provosts, \$65,395 for the provost, \$36,188 for assistant general counsels, \$33,344 for deans, \$32,042 for center directors, \$30,242 for associate vice-presidents \$30,160 for the general counsel, \$26,865 for vice-presidents, \$14,774 for chairs, \$9,059 for assistant vice-presidents, \$7,466 for assistant deans, \$5,802 for associate general counsels, \$2,827 for executive assistants, and \$2,781 for associate deans. It is important to note that the hiring of an assistant provost in 2014-15 after an absence in 2013-14 registers as a considerable salary increase for the position. Conversely, the president experienced a salary decline of \$15,210 and directors observed an average salary decline of \$1,703.

Table 21: Average Annual Salary and Total FTE by Administrator Job Title: 2013-14 to 2016-17

Year	President		Provost		Vice-President		Assoc Vice-President		Asst Vice-President		Vice-Provost		Assoc Provost	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$517,788	1	\$321,964	1	\$237,989	11	\$188,571	12	\$142,670	15	\$202,692	2	\$128,396	1
2014-15	\$509,523	1	\$375,112	1	\$239,914	11	\$189,036	12	\$140,544	17	\$210,654	4	\$0	0
2015-16	\$508,919	1	\$384,631	1	\$256,894	12	\$207,838	13	\$150,138	26	\$281,509	3	\$0	0
2016-17	\$502,579	1	\$387,359	1	\$264,854	13	\$218,813	12	\$151,729	29	\$282,482	3	\$257,906	1
% Growth 2013-14 to 2016-17	-2.9%	0.0%	20.3%	0.0%	11.3%	18.2%	16.0%	0.0%	6.3%	93.3%	39.4%	50.0%	100.9%	0.0%
Total Change	-\$15,210	0	\$65,395	0	\$26,865	2	\$30,242	0	\$9,059	14	\$79,791	1	\$129,510	0

Table 21 Continued: Average Annual Salary and Total FTE by Administrator Job Title: 2013-14 to 2016-17

Year	Asst Provost		Dean		Assoc Dean		Asst Dean		General Counsel		Assoc General Counsel		Asst General Counsel	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$0	0	\$237,927	15	\$165,655	27	\$100,422	10	\$239,840	1	\$170,815	6	\$94,681	2
2014-15	\$106,534	1	\$237,795	14	\$161,846	25	\$93,829	7	\$236,012	1	\$180,583	4	\$87,011	2
2015-16	\$111,042	1	\$233,061	14	\$157,974	31	\$90,802	4	\$253,082	1	\$179,765	5	\$129,440	2
2016-17	\$125,349	1	\$271,271	9	\$168,436	27	\$107,888	4	\$270,000	1	\$176,617	6	\$130,869	2
% Growth 2013-14 to 2016-17	-	100.0%	14.0%	-40.0%	1.7%	0.0%	7.4%	-60.0%	12.6%	0.0%	3.4%	0.0%	38.2%	0.0%
Total Change	\$125,349	1	\$33,344	-6	\$2,781	0	\$7,466	-6	\$30,160	0	\$5,802	0	\$36,188	0

Year	Chair		Center Director		Director		Executive Assistant	
	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count	Avg. Salary	Count
2013-14	\$152,804	42	\$155,015	5	\$117,380	206	\$61,992	9
2014-15	\$157,811	45	\$152,571	5	\$112,783	216	\$62,366	14
2015-16	\$162,003	43	\$168,934	5	\$112,531	216	\$63,192	25
2016-17	\$167,578	44	\$187,057	5	\$115,677	242	\$64,819	27
% Growth 2013-14 to 2016-17	9.7%	4.8%	20.7%	0.0%	-1.5%	17.5%	4.6%	200.0%
Total Change	\$14,774	2	\$32,042	0	-\$1,703	36	\$2,827	18

Data show that the share of administrators who previously served as faculty at FIU was 34.8 percent in 2016-17 (see Table 22). Both the number and the share of administrators who previously served as faculty has declined between 2013-14 and 2016-17. An increase in the hiring of administrators who were not previously part of the FIU faculty along with a loss of administrators with faculty pasts has contributed to the declining share of administrators who previously served as faculty at FIU.

Year	Former Faculty	Total Administration	Share of Former Faculty
2013-14	155	366	42.3%
2014-15	144	380	37.9%
2015-16	144	404	35.6%
2016-17	149	428	34.8%
% Growth 2013-14 to 2016-17	-3.9%	16.9%	-17.8%
Total Change	-6	62	-7.5%

Conclusion

The analysis of FIU's personnel decisions about faculty, administrator, and professional personnel and salaries between 2013-14 and 2016-17 shows that FIU personnel decisions have contributed towards administrative bloat, expanding the resources of administration at the expense of instruction, research and service. In particular, faculty's share of E & G appropriated funding has declined by 0.9 percentage points as E & G funds were increasingly focused on administrators. Greater levels of funding have allowed administration to hire personnel at a faster rate than faculty. Between 2013-14 and 2016-17 faculty personnel grew by 7.7 percent, 82 FTE, while administration grew by 17 percent, 62 FTE. On average, each new administration hire costs \$142,433 compared to \$118,923 for each new faculty hire.

Additionally, while average salaries for faculty and administrators have increased between 2013-14 and 2016-17, recent salary increases for some administrators should be reviewed. For example, during this period the associate provost observed an increase of \$129,510 while vice provosts had average salary increases of \$79,791 and the provost salary increased by \$65,395. These salary increases eclipse those of other personnel, faculty and administrators alike.

Finally, FIU needs to explore personnel decisions that enhance equity and diversity. Female personnel in both faculty and administration are being out-earned by their male counterparts. In 2016-17, male faculty earned \$11,619 more than females and male administrators earned \$40,513 more than females. Similarly, the majority of faculty and administrators are White and Hispanic and most new hires have been concentrated in these groups, further limiting diversity.

Appendix I: Faculty Job Titles

Appendix I: Faculty Job Titles
Professor
Assoc Professor
Asst Professor
Distinguished Service Professor
Eminent Scholar
Scholar/ Scientist/ Engineer
Assoc Scholar/ Scientist/ Engineer
Asst Scholar/ Scientist/ Engineer
Assoc In
Senior Lecturer
Lecturer
Senior Instructor
Instructor
Instructional Specialist
Research Associate
Librarian
Assoc Librarian
Asst Librarian
Instructor - Librarian

Appendix II: Administration Job Titles

Appendix II: Administration Job Titles
President
Provost
Vice-President
Assoc Vice-President
Asst Vice-President
Vice-Provost
Assoc Provost
Asst Provost
Dean
Assoc Dean
Asst Dean
General Counsel
Assoc General Counsel
Asst General Counsel
Chair
Center Director
Executive Assistant

Appendix III: 40 Highest Paid FIU Administrators, Professionals and Faculty: 2016-17

Appendix III: 40 Highest Paid FSU Administrators, Professionals, and Faculty: 2016							
Rank	Last	First	Middle	Sex	Category	Job Title	Annual Salary
1	Rosenberg	Mark	B	Male	Administrator	President	\$502,579
2	Garcia	Pedro	A	Male	Administrator	Assoc. Vice President	\$419,880
3	Elam	Joyce	J	Female	Administrator	Vice Provost	\$392,036
4	Guilarte	Tomas	R	Male	Administrator	Dean	\$390,000
5	Furton	Kenneth	G	Male	Administrator	Provost	\$387,359
6	Pelham Jr	William	E	Male	Administrator	Chair	\$385,583
7	Jessell	Kenneth	A	Male	Administrator	Vice President	\$377,651
8	Lipman	Howard	R	Male	Administrator	Vice President	\$361,983
9	Aldrich	Jose	M	Male	Administrator	Dean	\$335,000
10	McEwen	Ruth	A	Female	Administrator	Assoc. Dean	\$334,865
11	Gil	Andres	G	Male	Administrator	Vice President	\$323,356
12	Wartzok	Douglas		Male	Administrator	Director	\$322,066
13	Heithaus	Michael	R	Male	Administrator	Dean	\$301,623
14	Iyengar	Sundararaj	S	Male	Administrator	Director	\$287,661
15	Gonzalez-Levy	Sandra	B	Female	Administrator	Vice President	\$283,502
16	De La Rosa	Mario	R	Male	Administrator	Center Director	\$282,533
17	Bejar	Elizabeth	M	Female	Administrator	Vice President	\$277,590
18	Newman	Meredith	A	Female	Administrator	Vice Provost	\$277,590
19	Hamid	Shahid		Male	Administrator	Chair	\$276,620
20	Espinal Tejada	Carlos	A	Male	Administrator	Director	\$275,000

Appendix III Continued: 40 Highest Paid FSU Administrators, Professionals, and Faculty: 2016

Rank	Last	First	Middle	Sex	Category	Job Title	Annual Salary
21	Stack	John	F	Male	Administrator	Dean	\$274,188
22	Hardin	William	G	Male	Administrator	Director	\$272,843
23	Castillo	Carlos	B	Male	Administrator	General Counsel	\$270,000
24	Newburry	William	E	Male	Administrator	Chair	\$269,048
25	Jung	Ranu		Female	Administrator	Dean	\$267,963
26	Strickland	Ora	L	Female	Administrator	Dean	\$266,899
27	Ishoof	Saif	Y	Male	Administrator	Vice President	\$266,580
28	Hardrick	Jaffus		Male	Administrator	Vice President	\$265,000
29	Rose	Suzanna	M	Female	Administrator	Assoc. Provost	\$257,906
30	Miyazaki	Anthony	D	Male	Administrator	Chair	\$252,074
31	Kundu	Sumit	K	Male	Administrator	Assoc. Dean	\$249,594
32	Olson	Richard	S	Male	Administrator	Director	\$246,853
33	Havens	Luisa	M	Female	Administrator	Vice President	\$246,450
34	Salas	Luis	P	Male	Administrator	Assoc. Vice President	\$245,839
35	Lassar	Walfried	M	Male	Administrator	Assoc. Dean	\$244,783
36	Hampton	Terry Michael		Male	Administrator	Dean	\$241,476
37	Gonzalez	Jeffery	M	Male	Administrator	Assoc. Dean	\$238,060
38	Bhansali	Shekhar		Male	Administrator	Chair	\$236,791
39	Koulamas	Christos		Male	Faculty	Eminent Scholar	\$235,819
40	Karayalcin	Ali	C	Male	Administrator	Chair	\$235,001

Appendix IV: Methodology Notes

The data sets used in this report to determine numbers of faculty members and administrators and their salaries are available upon request from the Academic Affairs Division at FIU. Specifically, these data sets contain the following information for all FIU employees: employee's name, sex, race/ethnicity, job title, administrative code, full time equivalency (FTE), course load, annual salary, and funding source. The data was made available to the researchers by the UFF-FIU.

All salaries of bargaining unit employees are annual and rounded to the nearest full dollar amount. Salaries are not corrected for FTE assignment. No adjustments are made for 12-month vs. 9-month appointments. Salaries are inflation-adjusted and reported in 2016 dollars using the following calculation: 2016 base/current * nominal price. The source for the price index was: Bureau of Labor Statistics: consumer price index for all urban consumers (CPI-U).

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

ⁱ See prior editions of this report at:

<http://www.uff-fiu.org/doc>

ⁱⁱ October was chosen because it is so well along the fall semester that employees listed are not summer only personnel and that all necessary fall semester personnel has been hired by then. While all personnel could be assumed to be employed through a given academic year, the report only reflects that they were employed during October of the listed year.

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

^{iv} 2016 dollars were used to provide a contemporary valuation of personnel salaries.

^v Calculations presented in this study may differ from personnel information presented in other data sources due to differences in methodology and/or classification.

^{vi} A copy of the CBA may be retrieved at:

http://www.uff-fiu.org/bargaining-agreement/2015-2018_UFF_CBA_FINAL_with_index.pdf

^{vii} Between 2013-14 and 2015-16 an annual average of 553 faculty were removed because they worked under contracts with fewer than nine months. No administrators were removed.

^{viii} The lead researcher for this study is Ali R. Bustamante, Research Associate. RISEP's website address is <https://risep.fiu.edu/>