How FAU Prioritizes Its Money

An Analysis of Personnel and Salary Allocation





by

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# Executive Summary

This report analyzes how FAU prioritizes its resources on personnel and salaries over the decade between 2006 and 2012. While enrollment and tuition grew, faculty size was increased at a rate too slow to overcome increases in student to faculty ratios. Faculty inflation adjusted salaries were stagnant or regressing by 2012. Meanwhile, the numbers of administrators grew at a faster rate than faculty growth, and executive level administrators’ salaries increased significantly compared to both inflation and faculty salaries. During the same period and under the same budget cuts, many executive level administrators’ salaries increased significantly.

Growth in Student Enrollment

In 2012 the number of student FTE’s at FAU was 57.9% of the total headcount of students, while at FSU and UNF student FTE was 67.9% and 63% respectively of total headcount. The lower student FTE but higher student headcount at PSU is likely explained by a higher percentage of part-time students at FAU than at either FSU or UNF.

Growth in Student Tuition and Expenses

Over the past seven years it became increasingly expensive for students to attend FAU. Between 2006 and 2012 the cost of tuition and fees increased 60.8% for resident undergraduates.[[1]](#endnote-1) 2012 rates for tuition and fees for resident undergraduates were 74.5% higher than in 2001.

Change in Faculty Composition

In this study we distinguish between faculty members who are Tenured/Tenure Track and those who are non-Tenured/Tenure Track faculty because there is a difference in salary and composition of these two groups.

Since 2006, the composition of the faculty as represented by the bargaining unit data has changed due to fewer Tenured/Tenure Track faulty and more non-Tenured/Tenure Track faculty.

The total number of Tenured/Tenure Track faculty decreased by 2% over past seven years but the number of non-Tenured/Tenure Track faculty increased by 2.6%, due in part to the drop in numbers of Tenured/Tenure Track Assistant Professors and increase in non-Tenured/Tenure Track Visiting Faculty.

Student to Faculty Ratios

When measured by headcounts, student to faculty ratios are high by national standards. When we use FTE as a proxy for full-time students and faculty, the ratio appears only somewhat better.

Between 2006 and 2012 student faculty ratio worsened by 19% when looking at student and faculty headcounts, and by 19.8%% when measured using FTE.

Considering the steady tuition raises over the decade, it appears that FAU students are getting fewer teaching faculty for what they are paying. This trend suggests that they may also be attending larger classes. However, the university is being staffed by an ever-growing number of non-teaching staff, many of whom provide direct services to students.

Faculty Salaries

Tenured/Tenure Track Faculty

Average salaries for Tenured/Tenure Track faculty have remained relatively flat or declined over the past seven years. On average, Tenured/Tenure Track faculty experienced an overall salary decline of 8.9% between 2006 and 2012. Professors suffered the least as the losses were concentrated in the salaries of Associate and Assistant Professors.

Non-Tenured/Tenure Track Faculty

Average annual salaries of FAU non-Tenured/Tenure Track faculty suffered even greater losses between 2006 and 2012. Average salaries declined by 15.9% for Instructors/Lecturers/Scholars and Visiting Faculty.

Numbers of Administrators

The number of employees at all ranks of administration is growing. Between 2006 and 2012, the total number of Administrators not in the bargaining unit increased 12.4%.

Between 2006 and 2012 the number of Administrators increased by 16 positions, mainly because of the growth in Directors. In light of increases in student enrollment the growth in number of Administrators does not suggest overt administrative bloat. But, the same may not be said for some of their salaries.

Administrative Growth Compared to Faculty Growth

The number of Administrators grew by 12.4% between 2006 and 2012, while the number of faculty members decreased by 0.8%.

Perhaps a better comparison of growth priorities in an institution committed to serving students is Student to Administrator Ratios vs Student to Faculty Ratios. The Student to Administrator Ratios worsened over the past seven years by 5.1%. In contrast the Student to Faculty ratio worsened by 19%; this counts all faculty combined.

Salaries of Administrators

Most Administrators saw relatively stagnant or considerable increases in average annual salaries between 2006 and 2012.

Similarly, the growth in average annual salary of the Associate and Assistant Provosts, Directors, and Deans saw the greatest increases. Conversely, the FAU President suffered the greatest loss of salary.

Faculty Salaries Compared to Administrator Salaries

Comparing the salary growth figures of FAU Faculty to those of FAU Administrators over the past seven years clearly indicates that the Administrators’ salaries have stayed well above inflation, while Faculty salaries have not.

FAU Faculty Salaries Compared to Peer Institutions

Average salaries for Full, Associate, and Assistant Professors at FAU are closer to the average salaries for those ranks at Master’s level universities than for the same ranks at Doctoral Universities.

In short, FAU administrators’ salaries are increasing, while those of faculty are significantly below comparable institutions and are barely keeping up with or falling behind inflation.

# Introduction

Over the past decade university students have been required to pay higher and higher tuition, and student loan debt has reached alarming rates, expected to exceed $1 trillion for the first time in 2013.[[2]](#endnote-2) At the same time, university faculty and collective bargaining staff are being asked to compensate for state legislative budget cuts through roll backs in pension and health benefits, wage furloughs, and static wages.[[3]](#endnote-3) In this context university administrators across the country are adopting a business model that adds more administration overhead rather than faculty.[[4]](#endnote-4) As staff to student ratios come under increasing scrutiny there is growing evidence of administrative bloat, larger class sizes, and increased reliance on temporary, lower paid teaching staff.

A study of staff-to-student ratios from 1987 to 2008 at research universities, colleges and public master’s-level institutions published by the Chronicle of Higher Education describes this national trend.

*The tenure track ratio increased modestly at public research universities and to a greater extent at private research universities and colleges. But in both cases, the institutions significantly increased their use of non-tenure track full-time and part-time faculty. So although faculty-to-student ratios went up, most of the increase was based on the use of contract and part-time faculty. On the administrative side, the ratios of executives to student and professional staff to student increased – the latter by 50%. In 1987, except at private research universities, where administrators outnumbered tenure-track faculty, colleges had approximately as many tenure-track faculty as full-time administrators. By 2008 there were more than twice as many administrators as tenure track faculty at all types of institutions*.[[5]](#endnote-5)

While there is discussion and concern about these developments, there is still great variation in the rate and transparency with which this model is progressing at different universities. There is also little empirical research that directly measures their economic or educational impacts on university workers and students.

This study examines some of the direct and indirect measures that Florida Atlantic University (FAU) workers (faculty and staff) need to make informed judgments about the economic governance and educational quality of their institution. Specifically, this study analyzes the changes in numbers, composition, and wages of faculty at FAU in the context of increasing student enrollment and rising tuition during the years 2006 through 2012. We also compare changes in faculty to changes in administration, specifically how staffing numbers and patterns, and salary spending on administration compare to faculty and academic professional staff over the seven-year period. This study looks for trends and establishes a baseline for future monitoring.

The datasets for most of the analysis in this study are publically available from the Media Relations Department at FAU. They are listings of all FAU employees and include the employee’s name, employee class and type, monthly or annual salary, full time equivalency (FTE), rank and/or job title. Other sources of information include the annual factbook from the FAU Office of Institutional Effectiveness and Analysis (OIEA). Annual survey data collected and reported by the American Association of University Professors (AAUP) and the U.S. Department of Education were also used.[[6]](#endnote-6) (For more on the data sources and analysis methodology of this study please see Appendix VI).

This study was conducted by the Research Institute on Social and Economic Policy (RISEP)[[7]](#endnote-7) at the Center for Labor Research and Studies at Florida International University located in Miami, FL. The study was commissioned by the United Faculty of Florida-Florida Atlantic University (UFF-FAU). The UFF-FAU has not been involved in any other aspects of the study, which was performed entirely and independently by RISEP.

# The Context: Changes in Student Enrollment and Tuition

|  |  |  |  |
| --- | --- | --- | --- |
| Table 1  Fall Student Headcount and Percent Growth (2006–2012) | | | |
| Year | **FAU** | **FSU** | **UNF** |
| 2006 | 25,657 | 40,474 | 16,091 |
| 2007 | 26,525 | 41,065 | 16,570 |
| 2008 | 27,021 | 39,136 | 15,430 |
| 2009 | 27,707 | 40,255 | 16,719 |
| 2010 | 28,394 | 40,838 | 16,320 |
| 2011 | 29,313 | 41,710 | 16,368 |
| 2012 | 30,301 | 41,301 | 16,356 |
| %Growth 2006 to 2012 | **18.1%** | **2.0%** | **1.6%** |

Growing student enrollment at FAU and other universities within the State University System of Florida is an often cited fact.

Table 1 shows published Fall Student Headcounts[[8]](#endnote-8) from 2006 to 2012 for FAU along with Florida State University (FSU) and the University of North Florida (UNF); two other State University System of Florida (SUSF) institutions with comparable enrollments.[[9]](#endnote-9)

FAU’s student enrollment is relatively unique from other SUSF institutions which generally have less than 20,000 or more than 40,000 students.

Student head count at FAU increased by 18% between 2006 and 2012. Graph 1 compares the rate of growth in FAU’s student headcount between 2006 and 2012 to the considerably slower rates of growth at FSU and UNF.

Graph 2 displays student Full Time Equivalencies (FTE’s),[[10]](#endnote-10) as opposed to student headcount, and shows how between 2006 and 2012 FAU’s student FTE grew at a faster pace than the comparable SUSF institutions. The years 2009 through 2011 represent FAU’s student FTE greatest period of growth.

The lower student FTE but higher student headcount at FAU is likely explained by a higher percentage of part-time students at FAU than at either FSU or UNF. In 2012 the number of student FTE’s at FAU was 59% of the total headcount of students, while at FSU and UNF student FTE was 68% and 64% respectively of total headcount. (For a table comparing student headcount to student FTE

from 2006 to 2012 see Appendix I).

## Tuition, Fees, and Other Costs

Over the past seven years it became increasingly expensive for students to attend FAU. Tuition and fees for full-time resident FAU undergraduate students for 2012-13 were $6,140, an increase of 60.8% since 2006 for resident undergraduates.[[11]](#endnote-11) Tuition and fees have increased at a considerably faster pace since 2009 (see table 2). Between 2009 and 2012 the average annual increase in tuition and fees for resident FAU undergraduate students was 11%.

|  |  |  |  |
| --- | --- | --- | --- |
| Table 2: FAU Tuition and Fees (in 2012 dollars)  2001-2012 | | | |
| Year | **Tuition and Fees** | | **Annual % Change** |
| 2001 | $3,519.00 | |  |
| 2002 | $3,583.65 | | 2% |
| 2003 | $3,702.58 | | 3% |
| 2004 | $3,791.45 | | 2% |
| 2005 | $3,860.70 | | 2% |
| 2006 | $3,818.69 | | -1% |
| 2007 | $3,883.34 | | 2% |
| 2008 | $4,053.73 | | 4% |
| 2009 | $4,652.68 | | 15% |
| 2010 | $5,206.29 | | 12% |
| 2011 | $5,598.47 | | 8% |
| 2012 | $6,140.00 | | 10% |
| % Growth 2006-2012 | | **60.8%** | |
| % Growth 2001-2012 | | **74.5%** | |

# Change in Faculty Numbers and Composition

As student enrollment grew and tuition rose over the past seven years, what changes happened to faculty size and composition to prevent mushrooming class size and decreases in the ability of faculty to foster and provide high quality attention to students? To answer this question we use data supplied by the FAU Media Relations (MR) department on the bargaining unit. Employees included in the bargaining unit were determined by Appendix A of the 2009-2012 FAU Board of Trustees/United Faculty of Florida Collective Bargaining Agreement position classifications. In this study we distinguish members of the collective bargaining unit by faculty, research staff, and non-teaching/researching staff, because the salary and composition patterns of the three groups are distinct. Faculty are also classified by rank (Professor, Associate and Assistant Professor, Research Professor, Associate and Assistant Research Professor, Instructors/Lecturers/Scholars, and Visiting Faculty and Research Faculty) and by tenure status. For a listing of job titles within the bargaining unit see Appendix II.

Table 3 shows actual headcounts and FTE levels for faculty by tenure status. The total number of tenured/tenure track faculty decreased by 2% over the last seven years but the number of non-tenured/tenure track faculty increased by 2.6%. The decline in tenured/tenure track faculty is due in part to the drop in numbers of Professors and Assistant Professors. In fact since 2006, the number of Assistant Professors has declined every year. The number of non-tenured/tenure track faculty has been relatively unstable as the number of Instructors/Lecturers/Scholars and Visiting Faculty has fluctuated over the past seven years. The growth in non-tenured/tenure track faculty is discounted by the 11.9% decline experience in 2012 when there was a loss of 32 positions from the previous year. Overall, the number of total faculty declined by 0.8% between 2006 and 2012.

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| --- | --- | --- | --- | --- | --- | --- |
| Table 3  Total Faculty Headcounts and FTE’s by Tenure Status (2006-2012) | | | | | | |
| Year | **Tenured and Tenure Track** | | **Non-tenure Instructional** | | **All Faculty** | |
| **Headcount** | **FTE** | **Headcount** | **FTE** | **Headcount** | **FTE** |
| 2006 | 661 | 655.3 | 232 | 227.5 | 893 | 882.8 |
| 2007 | 654 | 651.3 | 268 | 261.9 | 922 | 913.2 |
| 2008 | 678 | 674.9 | 261 | 255.2 | 939 | 930.0 |
| 2009 | 665 | 660.1 | 257 | 251.1 | 922 | 911.2 |
| 2010 | 663 | 658.5 | 266 | 259.0 | 929 | 917.5 |
| 2011 | 667 | 661.0 | 270 | 263.1 | 937 | 924.1 |
| 2012 | 648 | 643.4 | 238 | 233.9 | 886 | 877.3 |
| % Change 2006-2012 | **-2.0%** | **-1.8%** | **2.6%** | **2.8%** | **-0.8%** | **-0.6%** |

Graph 3 shows the growth trends in number of tenured/tenure track and non-tenured/tenure track faculty in the bargaining unit. Closely following the trend lines shows that 2012 led to considerable declines in both types of faculty.

The trendline for tenured/tenure track faculty predicts continued declines for the next 6 year, though at a slow rate. The trendline for non-tenured/tenure track faculty forecasts positive growth, though also at a slow rate. This is in spite of recent considerable declines in Visiting Faculty.

The composition of the faculty as represented by the bargaining unit data has changed very little during the past seven years. Between 2006 and 2012 the total headcount of tenured/tenure track faculty members increased has comprised an annual average of 72% of all faculty. The share of tenured/tenure track faculty peaked in 2006 and hit its bottom in 2007, 74% and 71% respectively.

## Numbers of Faculty and Collective Bargaining Unit

Looking in greater detail at the numbers of employees within each position reveals change in numbers of employees at different ranks over time. Table 4 breaks down the actual numbers of faculty of different ranks for each year, and gives the percent increase or decline in those numbers from 2006 to 2012. The extraordinary percentage increase in Research Faculty is influenced by the relatively low number of individuals with this rank so that an increase from 1 to 10 is not, in fact, so extraordinary.

However, the number of Assistant Professors in 2012 is 1.4 times less than the number in 2006, notable decreases in view of the actual numbers of individuals at these ranks. Even more notable considering their actual numbers represented 31% of tenured/tenure track faculty in 2006 and only 23% in 2012.

Graph 4 demonstrates the sustained decline in Assistant Professors and the overall decline in Professors as well as Instructors/Lecturers/Scholars while Associate Professors, Research Faculty and Visiting Research Faculty all experienced sustained increases.

Graph 4 also shows the dramatic growth and decline in the number of Visiting Faculty between 2006 and 2012.

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| Table 4  Headcounts of Faculty and Collective Bargaining Unit by Position (2006-2012) | | | | | | | | | |
| Year | **Professor** | **Associate Professor** | **Assistant Professor** | **Instructors/**  **Lecturers/**  **Scholars** | **Research Professor** | **Research Associate Professor** | **Research Assistant Professor** | **Visiting Faculty** | **Visiting Research Faculty** |
| 2006 | 230 | 234 | 204 | 208 | 2 | 0 | 1 | 22 | 2 |
| 2007 | 216 | 240 | 191 | 215 | 3 | 2 | 2 | 50 | 3 |
| 2008 | 228 | 238 | 188 | 212 | 10 | 5 | 9 | 46 | 3 |
| 2009 | 220 | 249 | 175 | 208 | 9 | 4 | 8 | 46 | 3 |
| 2010 | 215 | 260 | 165 | 224 | 8 | 5 | 10 | 39 | 3 |
| 2011 | 221 | 268 | 156 | 227 | 8 | 4 | 10 | 40 | 3 |
| 2012 | 219 | 266 | 141 | 199 | 8 | 4 | 10 | 25 | 4 |
| Percent Change 2006 -2012 | **-4.8%** | **13.7%** | **-30.9%** | **-4.3%** | **300.0%** | **400.0%** | **900.0%** | **13.6%** | **100.0%** |

## Numbers of Tenured/Tenure Track Faculty

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| --- | --- | --- | --- | --- |
| Table 5  Headcounts of Tenured/Tenure Track Faculty (teaching and research) (2006-2012) | | | | |
| Year | **Professor** | **Associate Professor** | **Assistant Professor** | **Total Tenured/Tenure Track Faculty** |
| 2006 | 232 | 234 | 205 | 671 |
| 2007 | 219 | 242 | 193 | 654 |
| 2008 | 238 | 243 | 197 | 678 |
| 2009 | 229 | 253 | 183 | 665 |
| 2010 | 223 | 265 | 175 | 663 |
| 2011 | 229 | 272 | 166 | 667 |
| 2012 | 227 | 270 | 151 | 648 |
| % Change 2006-2012 | **-2.2%** | **15.4%** | **-26.3%** | **-3.4%** |

Table 5 shows that the number of Associate Professors has grown at a steady rate and 15% overall between 2006 and 2012. The increase was continuous for the exception of the minor decline in 2012.

Graph 5 shows the fluctuation in the number of Professors and the overall decline of 2% between 2006 and 2012. Conversely, Assistant Professors experienced a relatively stable and continuous decline in numbers since 2006.

Ultimately, the sharp decline in the number of Assistant Professors led to an overall 3% decline in the total number of tenured/tenure track faculty between 2006 and 2012.

Table 6 shows total Tenured/Tenure Track Faculty FTE’s declined by 2% between 2006 and 2012.

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| --- | --- | --- | --- | --- |
| Table 6  FTE’s Tenured/Tenure Track Faculty  (2006-2012) | | | | |
| Year | **Professor** | **Associate Professor** | **Assistant Professor** | **Tenured/Tenure Track Total** |
| 2006 | 219.1 | 231.2 | 205.0 | 655.271 |
| 2007 | 217.3 | 241.3 | 111.8 | 570.28 |
| 2008 | 236.1 | 241.8 | 197.0 | 674.88 |
| 2009 | 225.7 | 251.4 | 183.0 | 660.08 |
| 2010 | 220.8 | 263.4 | 174.3 | 658.48 |
| 2011 | 226.0 | 269.9 | 165.1 | 661.01 |
| 2012 | 224.8 | 268.6 | 150.1 | 643.425 |
| % Change 2006-2012 | **2.6%** | **16.2%** | **-26.8%** | **-1.8%** |

Graph 6 shows how the total FTE’s for Tenured/Tenure Track Faculty reached bottom in 2007, peaked in 2008, and has been in a general decline since. Fluctuations in the total FTE’s for Tenured/Tenure Track Faculty has mainly be driven by changes in the FTE of Assistant Professors.

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# Student to Faculty Ratios

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| Table 7  Student/Faculty Ratios by Total Headcount and by FTE (2006-2012) | | |
| Year | **Headcount Ratio** | **FTE Ratio** |
| 2006 | 28.7 | 16.7 |
| 2007 | 28.8 | 16.5 |
| 2008 | 28.8 | 16.1 |
| 2009 | 30.1 | 17.4 |
| 2010 | 30.6 | 18.0 |
| 2011 | 31.3 | 18.7 |
| 2012 | 34.2 | 20.0 |
| % Change 2006-2012 | **19.03%** | **19.82%** |

How does the growth in teaching personnel compare to the growth in student enrollment? Table 7 shows the student-faculty ratio for total headcounts and by total FTE over the decade 2002 to 2012.[[12]](#endnote-12) The Student/Faculty Headcount ratios were calculated by dividing the total number or headcount of students by the total headcount of faculty in each year. This includes both full- and part-time students. To determine Student to Faculty FTE ratios, which more closely aligns with how many full- time students there are for each full-time faculty member, the total number of student FTE’s in each year was divided by the total number of FTE’s for all instructional faculty.

When measured by headcount of students per headcount of faculty, student to faculty ratios are high by national standards. When we use FTE as a proxy for full-time students and faculty, the ratio appears only somewhat better.

Between 2006 and 2012 student faculty ratio worsened by 19% when looking at student and faculty headcounts, and by 19.8% when measured using FTE between 2006 and 2012. By 2012, there were 34 students per one faculty member and 20 FTE students per one FTE faculty.

Graph 7 shows how the ratio of total number of students to total number of tenured/tenure track faculty has worsened by 22% compared to a 10% increase in the ratio of total number of students to total number of non-tenured/tenure track faculty.

The number of students per tenured/tenure track faculty dropped in 2008, and then increased in every subsequent year. The pattern of change for the student to non-tenured/tenure track faculty ratio has fluctuated between 2006 and 2012 with a considerable increase in 2012.

As Graph 7 shows, the ratios for Student/Faculty FTE’s follow patterns similar to those patterns for Student/Faculty headcounts. FTE ratios (Graph 8) for tenured/tenure track faculty have been rising every year since 2009, whereas FTE ratios for non-tenured/tenure track faculty have increased since 2008.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Table 8  Student to Collective Bargaining Staff Total Headcount Ratios (2006-2012) | | | | | | | | |
|  | **Total Collective Bargaining Staff** | | **Total Faculty** | | **Research Staff** | | **Non-Teaching/Research Staff in Unit** | |
| Year | **Headcount** | **Student/**  **Staff**  **Ratio** | **Headcount** | **Student**  **/Staff**  **Ratio** | **Headcount** | **Student/**  **Staff**  **Ratio** | **Headcount** | **Student/**  **Staff**  **Ratio** |
| 2006 | 965 | 26.6 | 893 | 28.7 | 41 | 625.8 | 31 | 827.6 |
| 2007 | 989 | 26.8 | 922 | 28.8 | 35 | 757.9 | 32 | 828.9 |
| 2008 | 1018 | 26.5 | 939 | 28.8 | 42 | 643.4 | 37 | 730.3 |
| 2009 | 996 | 27.8 | 922 | 30.1 | 35 | 791.6 | 39 | 710.4 |
| 2010 | 994 | 28.6 | 929 | 30.6 | 29 | 979.1 | 36 | 788.7 |
| 2011 | 1003 | 29.2 | 937 | 31.3 | 27 | 1085.7 | 39 | 751.6 |
| 2012 | 952 | 31.8 | 886 | 34.2 | 24 | 1262.5 | 42 | 721.5 |
| %Change 2006-2102 | **-1.3%** | **19.7%** | **-0.8%** | **19.0%** | **-41.5%** | **101.8%** | **35.5%** | **-12.8%** |

Because a portion of the bargaining unit is not faculty we analyze the growth of research staff as well as non-teaching/research staff in the bargaining unit. Between 2006 and 2012 the number of research staff has declined by 41% while the number of non-teaching/research staff has increased by 35. On average, research staff and non-teaching/research staff comprise about 7% of the bargaining unit every year.

Reflecting the headcount trends in personnel, the ratio of total students to research staff has doubled while the ratio of total students to non-teaching/research staff has declined by 13%.

Looked at graphically (in Graph 9) it can be seen that the number of students per bargaining unit member has increased by 19.7% mainly because the number of students per faculty has increased by 19% and faculty represent the largest share of the bargaining unit. The increasing number non-teaching/research staff has had a minimal impact in the ratio of number of students per bargaining unit member.

Non-teaching/researching staff includes employees who provide direct services to students as well as staff who support various levels of university administration. (See Appendix II for examples of job titles for this rank of non-teaching/researching staff in the bargaining unit).

Considering the steady tuition raises over the decade, it appears that FAU students are getting fewer faculty for what they are paying. This trend suggests that they may also be attending larger classes. However, the university is being staffed by a growing number of Non-teaching/researching staff, many of whom provide direct services to students.

How much people are paid for their work influences morale, effort put into teaching, and research productivity, and it also reflects on the quality of services provided to students.

# **Faculty Salaries**

The following section shows average annual salaries for faculty across rank types. In order to correct for inflation and be able to compare change in salaries and their purchasing power over time, all salaries have been converted to 2012 inflation-adjusted dollars.[[13]](#endnote-13)

## Salaries of Faculty and Collective Bargaining Unit

The inflation-adjusted average salaries of faculty and other staff within the bargaining unit have remained relatively flat or declined over the past seven years. As shown in Table 9, average salaries of Associate/Assistant Professors, Instructors/Lecturers/Scholars, Visiting Faculty, and Research staff have suffered double digit losses in this period. Professors suffered the least, 2%, and non-teaching/researching staff have experienced an overall increase of 1.7%.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Table 9  Average Salaries of Collective Bargaining Unit Staff by Type  (in 2012 dollars) (2006-2012) | | | | | | | | |
| Year | **Professor** | **Associate Professor** | **Assistant Professor** | **Instructors/**  **Lecturers/**  **Scholars** | **Visiting Faculty** | **All Faculty** | **Research Staff** | **Non-Teaching/**  **Research Staff in Unit** |
| 2006 | $112,378.95 | $76,288.99 | $79,176.05 | $73,299.63 | $55,428.76 | $79,314.48 | $59,538.56 | $54,448.90 |
| 2007 | $108,546.53 | $57,426.67 | $70,093.18 | $70,099.35 | $51,231.66 | $71,479.48 | $60,777.13 | $55,989.68 |
| 2008 | $105,750.73 | $70,197.08 | $66,610.73 | $69,349.70 | $47,013.08 | $71,784.26 | $57,330.93 | $52,452.45 |
| 2009 | $101,983.59 | $74,065.83 | $67,877.18 | $67,939.32 | $52,873.05 | $72,947.79 | $58,389.48 | $54,204.16 |
| 2010 | $112,767.46 | $68,960.95 | $67,941.95 | $69,373.26 | $48,120.40 | $73,432.80 | $57,505.79 | $53,496.57 |
| 2011 | $112,906.53 | $68,830.33 | $67,868.79 | $70,778.43 | $45,828.06 | $73,242.43 | $55,615.72 | $55,808.05 |
| 2012 | $110,109.52 | $67,603.58 | $66,390.71 | $61,985.67 | $46,304.98 | $70,478.89 | $52,633.75 | $55,357.15 |
| %Change 2002-2012 | **-2.0%** | **-11.4%** | **-16.1%** | **-15.4%** | **-16.5%** | **-11.1%** | **-11.6%** | **1.7%** |

Graph 10 shows how salaries for bargaining unit members have fluctuated drastically in a negative trajectory between 2006 and 2012. On average and corrected for inflation, bargaining members are working for salaries close to or less than the same purchasing power in 2012 as they were in 2006.

While the number of faculty declined by 0.8% between 2006 and 2012, a close look at Graph 10 reveals that their salaries declined sharply in 2007 and never recovered. In fact, by 2012 faculty earned an average salary 11.1% less than they did in 2006.

## 

## Salaries of Tenured/Tenure Track Faculty

Average annual salaries for Tenured/Tenure Track Faculty do not appear to have fared significantly better than average salaries of non-Tenured/Tenure Track Faculty.

Table 10 shows how average salaries for Tenured/Tenure Track Faculty declined by 8.9% between 2006 and 2012. The greatest loss in average salaries occurred in 2007 and while subsequent increases occurred Tenured/Tenure Track Faculty salaries never returned to their 2006 peak.

|  |  |  |
| --- | --- | --- |
| Table 10  Average Annual Salary by Faculty Type  (in 2012 dollars) (2006-2012) | | |
| Year | **Tenured/Tenure Track** | **Non-tenured/tenure track Teaching Faculty** |
| 2006 | $89,281.33 | $64,364.20 |
| 2007 | $78,688.79 | $60,665.50 |
| 2008 | $80,852.85 | $58,181.39 |
| 2009 | $81,308.87 | $60,406.18 |
| 2010 | $83,223.45 | $58,746.83 |
| 2011 | $83,201.88 | $58,303.24 |
| 2012 | $81,367.94 | $54,145.33 |
| %Change 2006-2012 | **-8.9%** | **-15.9%** |
| *(Not all Faculty are 1 FTE)* | | |

The relatively dramatic drop in average salaries for Tenured/Tenure Track Faculty is largely due to the considerable declining salaries and total number of Assistant Professors. Paying Assistant and other Tenured/Tenure Track Faculty significantly less than they did in 2006 is significant for a university attempting to compete with other institutions to attract and retain the best possible junior faculty. This is especially true for an institution aspiring to raise its research capacity and profile.

Graph 10 shows the flat growth in average inflation-adjusted Assistant Professors’ salaries, although there is evidence of a slight uptick since the low in 2007. But, this uptick is far from the 2006 peak.

Average annual salaries for non-Tenured/Tenure Track Faculty have also declined dramatically. In 2012, non-Tenured/Tenure Track Faculty earned an about $10,219 less than their average annual salary in 2006. While salaries of non-Tenured/Tenure Track Faculty declined gradually between 2006 and 2012 the greatest losses occurred in 2007 and 2012. Overall, non-Tenured/Tenure Track Faculty suffered a salary loss of 15.9%. Much of these losses are concentrated in the salaries of Instructors/Lecturers/Scholars as well as Visiting Faculty.

# Numbers and Salaries of Administrators

If increases in faculty numbers have been too small to keep pace with student enrollment and faculty salaries have been raised by only small increments for some ranks and for most salary growth has been stagnant or regressed, then students should ask where their tuition dollars are being spent. A growing issue at university campuses across the country is the explosive growth in numbers of positions created for administrators. Described as *administrative bloat*, this expansive growth often appears to be at the expense of growth in size and salaries of faculty even in the face of rising student tuition and enrollment. How has the administration been growing at FAU?

## Total Numbers of Administrative non-Teaching/Research Staff

|  |  |
| --- | --- |
| Table 11  Headcount of Administrators (non-teaching/research)  (2006 to 2012) | |
| Year | **Total Count** |
| 2006 | 129 |
| 2007 | 122 |
| 2008 | 143 |
| 2009 | 131 |
| 2010 | 133 |
| 2011 | 139 |
| 2012 | 145 |
| % Change  2006-2012 | **12.4%** |

In Table 11 we see how the number of Administrative, non-Teaching and non-Research employees grew by 12.4% between 2006 and 2012. These figures represent all Administrative, Non-Teaching, Non-Research employees who are unrepresented and excluded from the bargaining unit. On average, 55 Teaching-Administrators were excluded for each year analyzed in order to provide a conservative account of administrative growth at FAU.

Graph 12 illustrates the growth of Administrative, Non-Teaching, Non-Research employees between 2006 and 2012. From 2010 to 2011 the growth in Administrative personnel has been steady-.

## Numbers of Administrators by Rank

Many Administrative, Non-Teaching, Non-Research employees supply direct services to students and are not in the decision-making or policy-setting ranks of the administration. To see the growth in those ranks that do have the most influence on setting University policy, rules, and regulations we look at the changes in numbers of Administrators by rank (Table 12).

The number of administrators increased by 16 positions, from 129 to 145 positions or 12.4% growth in total numbers between 2006 and 2012. This growth is most evident for the job title of Assistant Dean where seven new positions have emerged. The total number of administrators fluctuated between 2006 and 2012 as it bottomed in 2007 and peaked in 2012.

Overall, only one administrative rank grew considerably, six administrative ranks grew by one or two positions, four remained the same, and two ranks declined by two positions.

## 

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Table 12  Headcount of Administrators by Rank (non-teaching/research)  (2006–2012) | | | | | | | | | | | | | | |
| Year | **President** | **Vice President** | **Associate Vice President** | **Assistant Vice President** | **Vice Provost** | **Associate Provost** | **Assistant Provost** | **Dean** | **Vice Dean** | **Assoc. Dean** | **Asst.**  **Dean** | **Director** | **Counsels** | **Interim Admin.** |
| 2006 | 1 | 6 | 5 | 13 | 3 | 0 | 1 | 0 | 5 | 3 | 83 | 7 | 2 | 1 |
| 2007 | 1 | 8 | 3 | 14 | 3 | 0 | 1 | 1 | 5 | 5 | 74 | 6 | 1 | 1 |
| 2008 | 1 | 9 | 4 | 15 | 3 | 0 | 1 | 0 | 4 | 4 | 89 | 5 | 8 | 1 |
| 2009 | 1 | 7 | 2 | 14 | 5 | 0 | 1 | 0 | 5 | 3 | 84 | 5 | 4 | 1 |
| 2010 | 1 | 9 | 6 | 15 | 1 | 1 | 1 | 0 | 7 | 4 | 81 | 5 | 2 | 1 |
| 2011 | 1 | 9 | 5 | 14 | 3 | 2 | 1 | 0 | 6 | 8 | 83 | 5 | 2 | 1 |
| 2012 | 1 | 7 | 7 | 15 | 3 | 2 | 1 | 0 | 6 | 10 | 84 | 5 | 4 | 1 |
| % Growth | **0.0%** | **16.7%** | **40.0%** | **15.4%** | **0.0%** | **200.0%** | **0.0%** | **0.0%** | **20.0%** | **233.3%** | **1.2%** | **-28.6%** | **100.0%** | **0.0%** |

## Student to Administrator Ratios

|  |  |
| --- | --- |
| Table 13  Student to Administrator Ratio by Headcount (non- teaching/research) (2006-2012) | |
| Year | **Ratio** |
| 2006 | 198.9 |
| 2007 | 217.4 |
| 2008 | 189.0 |
| 2009 | 211.5 |
| 2010 | 213.5 |
| 2011 | 210.9 |
| 2012 | 209.0 |
| % Growth | **5.1%** |

Student to Administrator Ratios increased by 5.1% between 2006 and 2012. Using total student headcount Table 13 shows the number of students per Administrator increased from 198.9 students per Administrator in 2006 to 209 in 2012. In 2008 the Student to Administrator Ratios was at its lowest, it rose in 2009 and 2010, and then declined in 2011 and 2012.

In contrast the student to faculty ratio increased by 19%.

The number of employees at the highest ranks of administration is growing at a distinctly faster rate than the growth of the faculty and relative to rises in student enrollment. However, in light of increases in student enrollment the number of administrators in 2012 does not suggest overt administrative bloat.

# Salaries of Administrators

Do the salaries of administrators present the same picture of regression, non-growth or relatively low growth as seen for Faculty and other bargaining unit salaries? Table 14 presents average inflation adjusted annual salaries (in 2012 dollars) of administrators by rank and the percent change in those averaged salaries over the past seven.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Table 14  Average Annual Administrator Salary by Rank  (non- teaching/research)  (2006 to 2012) | | | | | | | | | | | | | |
| Year | **President** | **Vice President** | **Associate Vice President** | **Assistant Vice President** | **Associate Provost** | **Assistant Provost** | **Dean** | **Vice Dean** | **Assoc Dean** | **Ass't Dean** | **Director** | **General/Inspector Counsels** | **Interim Administrators** |
| 2006 | $362,096.75 | $218,617.21 | $140,877.05 | $108,229.80 | $153,015.81 | - | $111,921.78 | - | $87,218.33 | $97,168.61 | $99,211.62 | $130,760.55 | $130,928.57 |
| 2007 | $362,536.04 | $181,600.67 | $136,876.28 | $110,041.80 | $155,380.80 | - | $112,057.57 | $223,141.83 | $88,630.89 | $111,999.34 | $98,225.90 | $137,397.55 | $73,140.31 |
| 2008 | $348,302.77 | $210,504.69 | $137,626.40 | $111,835.46 | $149,280.51 | - | $143,527.98 | - | $91,581.48 | $92,239.12 | $111,656.46 | $141,955.66 | $77,206.58 |
| 2009 | $242,816.03 | $210,406.24 | $136,972.52 | $111,905.75 | $157,987.38 | - | $145,947.30 | - | $89,522.36 | $108,487.33 | $112,076.25 | $117,259.57 | $136,867.30 |
| 2010 | $237,894.28 | $217,802.79 | $142,067.36 | $106,785.70 | $169,045.38 | $131,106.18 | $142,989.02 | - | $100,163.88 | $96,162.95 | $124,542.59 | $127,567.55 | $95,686.37 |
| 2011 | $204,200.83 | $225,590.39 | $141,876.38 | $107,542.36 | $184,540.60 | $141,919.58 | $167,503.05 | - | $91,364.66 | $105,943.02 | $120,132.59 | $137,864.93 | $103,521.14 |
| 2012 | $200,000.00 | $216,680.43 | $140,969.78 | $107,958.28 | $180,744.22 | $139,000.00 | $164,057.16 | - | $89,485.10 | $99,282.53 | $117,666.86 | $135,028.77 | $102,569.08 |
| %Change 2006-2012 | **-44.8%** | **-0.9%** | **0.1%** | **-0.3%** | **18.1%** | **6.0%** | **46.6%** |  | **2.6%** | **2.2%** | **18.6%** | **3.3%** | **-21.7%** |

### President, Vice Presidents, Associate and Assistant Vice Presidents

The President was the highest paid administrator at FAU between 2006 and 2008 but the President’s salary declined by consistently between 2009 and 2012. While the President’s salary declined by 44.8% between 2006 and 2012 much of that decline occurred in 2009 when the salary declined by more than $105,000.

The average annual salary for FAU Vice Presidents and Associate and Assistant Vice-Presidents has fluctuated between 2006 and 2012 but have remained relatively unchanged overall. The average annual salary for FAU Vice Presidents fell and rose drastically in 2007 and 2008 despite increasing its total number of positions and ultimately declined by 0.9% overall.

For the exception of the President’s annual salary the average annual salary of Administrators with vice-president in their job title generally stayed with increases in inflation between 2006 and 2012.

The salary data provided by FAU MR provides just the base salary for the FAU President and other administrators, not their total compensation. In addition to base salaries paid, administrators often receive generous retirement contributions, benefits contributions, other deferred compensation, car allowances, annual internet access allowances, annual cell phone allowances, housing allowances, club dues, unspecified amounts in expense accounts, and other non-base salary compensation.

### Associate and Assistant Provosts

Between 2006 and 2012 the average annual salary for FAU Associate and Assistant Provosts has risen steadily.

Despite a short lived fluctuation in the number of Associate Provosts administrators in this rank experienced an overall increase in the average annual salary of 18.1%. They are one of three administrative ranks with considerable salary growth between 2006 and 2012.

The rank of Assistant Provost is relatively new to FAU. In fact, the first Assistant Provost was seen in 2010 and in 2011 the rank expanded to two positions. The growth of this position also brought with it growth in the average annual salary paid. Between 2010 and 2012 the average annual salary for Assistant Provosts grew by 6%.

Like administrators with Vice President in their job title, the growth in average annual salary of the Associate and Assistant Provosts has also stayed well above inflation.

### Deans, Vice-Deans, Associate and Assistant Deans

The total number of administrators under the Dean rank is one because other Deans are listed as Vice-Presidents as well as Deans. For purposes of analysis, it was determined that Vice-President was the primary rank of these administrators.

In 2012 we see that the average inflation adjusted annual salary for Deans was 46.6% higher than in 2006. The growth in Deans’ salaries was particularly evident in 2008 and 2011 when salaries grew by $31,470 and $24,514 respectively.

Between 2006 and 2012, only one administrator was listed under the rank of Vice-Dean in 2007. The annual salary of that administrator was $223,142, a relatively high administrative salary at that time.

The average annual salaries of Associate and Assistant Deans fluctuated continuously between 2006 and 2012. This is in light of the fact that the number of Associate Deans remained relatively stable while the number of Assistant Deans grew significantly. Overall the average annual salaries of Associate and Assistant Deans grew by 2.6% and 2.2% respectively during this period.

In 2012 the growth in average annual salaries of Deans and their Associate and Assistant Deans is also well above the rate of inflation.

### Other Administrators

Other high ranked administrators include Directors, General/Inspector Generals, and Interim Administrators. Interim Administrators include all high ranked administrators listed in an interim position. Lesser ranked administrators were not analyzed as part of this study.

Directors represent that largest administrative rank and they experienced the second highest average annual salary increase among administrative ranks. Between 2006 and 2012 Directors’ salaries increased by 18.6%.

Average annual salaries for General/Inspector Generals increased by 3.3% between 2006 and 2012 despite suffering a minor decline in numbers.

The catch all category of Interim Administrators experienced an average annual salary decline of 21.7% during this same period. However, this decline is due to the general changes in the composition of administrators operating in an interim capacity at a given time,

# Faculty Salary Growth Compared to Administrator Salary Growth

Referring back to the change in Faculty salaries for the decade between 2006 and 2012 reminds us that the average inflation adjusted annual salary of Tenured/Tenure Track Faculty declined by 8.96%. The remaining non-Tenured/Tenure Track Faculty experienced a decline of 15.9%.

In contrast, average annual salaries for Administrators remained stagnant or grew, for the exception of the FAU President and Interim Administrators.

When we compare the salary growth figures of FAU Faculty to those of FAU Administrators over the past seven years, it is clear that the Administrators’ salaries have stayed well above inflation, while Faculty salaries have not.

# FAU Faculty Salaries Compared to Peer Institutions

FAU faculty salaries are well below national averages, and below average faculty salaries at peer doctoral level universities. Table 15 also shows that compared to State University System of Florida (SUSF) institutions with comparable student enrollment levels FAU’s faculty salaries also rank low.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Table 15  FAU Faculty Salaries vs Peer Institutions’  Average Annual Salaries by Faculty Rank – 2011 | | | | | | |
| Rank | Instutution | **Professor** | **Associate Professor** | **Assistant Professor** | **Instructor** | **Avg. Salary**  **(Prof, Ass Prof, Ast Prof)** |
| 1 | George Mason University (VA) | $130,900.00 | $85,400.00 | $71,000.00 | $59,000.00 | $95,766.67 |
| 2 | University of Nevada - Las Vegas (NV) | $119,900.00 | $86,400.00 | $71,000.00 | - | $92,433.33 |
| 3 | Georgia State University (GA) | $122,100.00 | $78,400.00 | $69,300.00 | $53,500.00 | $89,933.33 |
| 4 | Virginia Commonwealth University (VA) | $118,600.00 | $79,900.00 | $68,800.00 | $48,200.00 | $89,100.00 |
| 5 | Florida State University (FL) | $109,000.00 | $75,500.00 | $76,000.00 | $34,300.00 | $86,833.33 |
| 6 | University of Texas-Arlington (TX) | $106,500.00 | $80,000.00 | $72,500.00 |  | $86,333.33 |
| 7 | University of Toledo (OH) | $106,800.00 | $83,000.00 | $68,600.00 | $54,600.00 | $86,133.33 |
| 8 | Old Dominion University (VA) | $107,000.00 | $76,800.00 | $66,500.00 | $51,100.00 | $83,433.33 |
| 9 | University of Louisville (KY) | $108,800.00 | $77,900.00 | $62,800.00 | $51,400.00 | $83,166.67 |
| 10 | Indiana Univ-Purdue Univ - Indianapolis (IN) | $105,500.00 | $78,000.00 | $65,100.00 | - | $82,866.67 |
| 11 | University of Akron, Main Campus (OH) | $102,800.00 | $78,100.00 | $66,900.00 | $51,700.00 | $82,600.00 |
| 12 | University of Memphis (TN) | $102,100.00 | $72,300.00 | $61,700.00 | $42,200.00 | $78,700.00 |
| 13 | University of Wisconsin - Milwaukee (WI) | $95,600.00 | $71,200.00 | $67,700.00 | $50,100.00 | $78,166.67 |
| 14 | **Florida Atlantic University (FL)** | **$95,800.00** | **$72,100.00** | **$64,900.00** | **$47,200.00** | **$77,600.00** |
| 15 | Portland State University (OR) | $92,800.00 | $73,600.00 | $60,300.00 | $41,700.00 | $75,566.67 |
| 16 | University of North (FL) | $96,300.00 | $68,700.00 | $58,000.00 | $45,000.00 | $74,333.33 |
|  | **National Average** | **$120,955.00** | **$82,777.00** | **$71,465.00** | **$47,207.00** | **$91,732.33** |

Appendix III lists national average annual salary for full-time faculty, by category, affiliation, academic rank and type of institution for 2011-12. From this listing it can be seen that average salaries for Full, Associate, and Assistant Professors at FAU are closer to the average salaries for those ranks at master’s level universities than for the same ranks at doctoral universities.

Not all Faculty members and not all Administrators at the same ranks are paid equally. Appendix IV lists the 40 highest paid FAU employees and their positions in 2012.

Salary matters. It tells employees how they are valued and when they see their institution is doing its best to pay them well, most of them are motivated to do their best job for both students and service to their institution. Like public universities across the country FAU suffers from the trend of disinvestment in annual state budget appropriations for higher education. According to the Spring 2013 issue of Academe, the change in state appropriations for higher education in Florida fell by 31.3% from 2008 to 2011, the years of the “Great Recession,” and the slow and weak economic recovery that followed. This is more than the national average decline of 18.4%.[[14]](#endnote-14) (To see how Florida fares relative to other states see Appendix V.)

To meet the drops in state funding Florida’s universities including FAU, like other public universities across the country, were allowed to raise student tuition. In 2012 “for the first time in higher education, net tuition brought in more revenue than did state and local appropriations at the average public research and master’s institutions.”[[15]](#endnote-15) This is a sea change for higher education in the US where in the past and with tax revenue support public universities played an enormous role in producing the world’s best educated and most highly skilled workforce, not to mention social, economic, and technologic innovations.

Also like universities across the country, FAU adopted a spending reduction policy of increasingly substituting lower-paid contingent faculty members for higher paid tenure track faculty members evident in the 16.4% increase in number of non-tenured/tenure track faculty between 2006 and 2011. FAU also compensated for lower state funding by offering lower starting salaries and smaller annual salary increases for tenure track faculty, most dramatically evident in how low average annual Assistant Professor salaries are when compared to peer institutions. These Tenure Track entry level salaries operate to maintain low salaries at all ranks even after raises upon promotion to Tenured status.

This report set out to analyze how FAU allocates its resources on personnel and salaries. At FAU it appears that while enrollment and tuition grew, faculty size was increased at a rate too slow to overcome increases in student/faculty ratios. Faculty salaries were also virtually stagnant or regressing between 2006 and 2012. Meanwhile, the size of the administration grew by 12.4%, but most importantly many executive level administrators’ also saw their salaries increase significantly compared to both inflation and faculty salaries. The data in this report indicate an Administration that prioritizes and in the face of state budget cuts protects its own salaries over those of the faculty.

# Appendices

# Appendix I: ****Comparison of Student Headcount and Student FTE Enrollment for FAU, FSU and UNF with percent change for the years 2006 to 2012.****

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | FAU | | FSU | | UNF | |
| Year | **Headcount** | **FTE** | **Headcount** | **FTE** | **Headcount** | **FTE** |
| 2006 | 25657 | 14746 | 40474 | 27695 | 16091 | 10154 |
| 2007 | 26525 | 15044 | 41065 | 28158 | 16570 | 10547 |
| 2008 | 27021 | 14990 | 39136 | 26985 | 15430 | 9987 |
| 2009 | 27707 | 15823 | 40255 | 27713 | 16719 | 10468 |
| 2010 | 28394 | 16547 | 40838 | 27954 | 16320 | 10391 |
| 2011 | 29313 | 17313 | 41710 | 28311 | 16368 | 10429 |
| 2012 | 30301 | 17559 | 41301 |  | 16356 | 10310 |
| % Growth 2006-2012 | **18.1%** | **19.1%** | **2.0%** | **2.2%** | **1.6%** | **1.5%** |

# Appendix II: ****Collective Bargaining Unit by Rank, Position Type, and Tenure Statue.****

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Ranks** | **Position Type** | **Tenure Status** |  | **Ranks** | **Position Type** | **Tenure Status** |
| Assistant Professor | Faculty | Tenured/Tenure Track |  | Visiting Research Scholar | Faculty | No |
| Assistant Research Professor | Faculty | Tenured/Tenure Track |  | Assistant Engineer | Research | No |
| Associate Professor | Faculty | Tenured/Tenure Track |  | Assistant Research Associate | Research | No |
| Associate Research Professor | Faculty | Tenured/Tenure Track |  | Assistant Research Scientist | Research | No |
| Research Assistant Professor | Faculty | Tenured/Tenure Track |  | Assistant Researcher | Research | No |
| Research Associate Professor | Faculty | Tenured/Tenure Track |  | Assistant Scientist | Research | No |
| Distinguished Professor | Faculty | Tenured/Tenure Track |  | Associate Research Engineer | Research | No |
| Distinguished Research Professor | Faculty | Tenured/Tenure Track |  | Associate Researcher | Research | No |
| Professor | Faculty | Tenured/Tenure Track |  | Research Assistant | Research | No |
| Research Professor | Faculty | Tenured/Tenure Track |  | Research Associate | Research | No |
| Accomplished Instructor | Faculty | No |  | Research Engineer | Research | No |
| Assistant Scholar | Faculty | No |  | Research Scientists | Research | No |
| Associate Scholar | Faculty | No |  | Scientist | Research | No |
| Eminent Scholar | Faculty | No |  | Senior Research Associate | Research | No |
| Instructor | Faculty | No |  | Visiting Assistant Engineer | Research | No |
| Lecturer | Faculty | No |  | Visiting Assistant Research Engineer | Research | No |
| Scholar | Faculty | No |  | Visiting Associate Engineer | Research | No |
| Visiting Assistant Instructor | Faculty | No |  | Visiting Research Assistant | Research | No |
| Visiting Assistant Professor | Faculty | No |  | Visiting Research Associate | Research | No |
| Visiting Assistant Scholar | Faculty | No |  | Assistant Librarian | Other | No |
| Visiting Associate Professor | Faculty | No |  | Associate Librarian | Other | No |
| Visiting Associate Research Professor | Faculty | No |  | Instructional Specialist | Other | No |
| Visiting Instructor | Faculty | No |  | Librarian | Other | No |
| Visiting Professor | Faculty | No |  | Physician | Other | No |
| Visiting Research Assistant Professor | Faculty | No |  | Psychologist | Other | No |
| Visiting Research Professor | Faculty | No |  | Student Counseling Specialist | Other | No |

# Appendix III: ****National Average Salary for Full-Time Faculty, by Category, Affiliation, and Academic Rank, and by Institutional Type, 2011-12.****

|  |  |  |  |
| --- | --- | --- | --- |
| **Average Salary for Full-Time Faculty by Affiliation, Academic Rank, and Institutional Type (2011-12)** | | | |
| **Faculty Rank** | **Public** | **Private, Independent** | **Private, Religious** |
| Doctoral Degree University | | | |
| Professor | **$120,955** | $162,561 | $132,998 |
| Associate Professor | **$82,777** | $101,954 | $90,606 |
| Assistant Professor | **$71,465** | $89,307 | $76,877 |
| Instructor | **$47,207** | $61,096 | $63,284 |
| Lecturer | **$54,369** | $65,610 | $56,584 |
| Master's Degree Institution | | | |
| Professor | **$88,940** | $103,094 | $92,047 |
| Associate Professor | **$71,025** | $77,359 | $72,095 |
| Assistant Professor | **$60,656** | $65,046 | $60,338 |
| Instructor | **$44,631** | $51,850 | $49,552 |
| Lecturer | **$48,327** | $56,745 | $54,104 |
| Baccalaureate Degree College | | | |
| Professor | **$84,524** | $101,568 | $77,418 |
| Associate Professor | **$69,021** | $75,106 | $62,775 |
| Assistant Professor | **$57,348** | $61,307 | $53,138 |
| Instructor | **$46,682** | $49,901 | $44,696 |
| Lecturer | **$49,534** | $58,993 | $43,322 |
| Associate Degree College | | | |
| Professor | **$73,534** | n/a | n/a |
| Associate Professor | **$61,141** | n/a | n/a |
| Assistant Professor | **$53,534** | n/a | n/a |
| Instructor | **$46,786** | n/a | n/a |
| Lecturer | **$45,894** | n/a | n/a |
| This Table is reprinted from <http://www.insidehighered.com/news/2012/04/09/aaup-releases-faculty-salary-data> | | | |

# Appendix IV: Forty Highest Paid FAU Employees (2012)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 40 Highest Paid FAU Administrators and Faculty: 2012 | | | | | | |
| Rank | **Name** | **Category** | **Primary Position** | **Secondary Position** | **Annual Salary** |
| 1 | Bjorkman, David J. | Administrator | Dean | Professor | $451,000.00 |
| 2 | Ouslander, Joseph G. | Administrator | Associate Dean | Professor | $329,100.00 |
| 3 | Friedland, Michael L. | Faculty | Professor |  | $318,120.90 |
| 4 | Henson, Lindsey C. | Faculty | Professor |  | $290,000.00 |
| 5 | Claiborne, Brenda J. | Administrator | Provost | Professor | $285,000.00 |
| 6 | Coates, J. Dennis | Administrator | Dean | Professor | $254,482.96 |
| 7 | Leinen, Margaret S. | Administrator | Associate Provost | Executive Director | $250,000.00 |
| 8 | O’Flannery Anderson, Jennifer | Administrator | Vice-President | Executive Director | $250,000.00 |
| 9 | Rosson, Barry T. | Administrator | Vice-President | Dean | $245,000.00 |
| 10 | Crudele, Dennis J. | Administrator | Senior Vice-President | Chief Financial Officer | $235,000.00 |
| 11 | Markowitz, Stuart L. | Administrator | Senior Associate Dean | Professor | $221,031.95 |
| 12 | Levitt, Morton | Faculty | Professor | Chair | $219,920.00 |
| 13 | Servoss, Julie C. | Faculty | Associate Professor |  | $218,000.00 |
| 14 | Bhattacharya, Somnath | Administrator | Associate Dean | Professor | $217,510.03 |
| 15 | Kaul, Gitanjali | Administrator | Vice-President |  | $215,000.00 |
| 16 | Perry, Gary W. | Administrator | Dean | Professor | $208,265.33 |
| 17 | Smith, Marlaine | Administrator | Dean | Professor | $205,000.00 |
| 18 | Kelso, J. A. S. | Faculty | Eminent Scholar |  | $204,533.55 |
| 19 | Kian, David L. | Administrator | Senior Vice-President | General Counsel | $201,321.72 |
| 20 | Saunders, Mary J. | Administrator | President |  | $200,000.00 |
| 21 | Ilyas, Mohammad | Administrator | Interim Dean | Professor | $197,033.08 |
| 22 | Pomponi, Shirley | Administrator | Executive Director |  | $195,859.20 |
| 23 | Paull, Willis K. | Faculty | Professor |  | $192,633.79 |
| 24 | Angelos, Craig W. | Administrator | Director |  | $192,456.00 |
| 25 | Brew, Keith | Faculty | Professor | Chair | $192,241.67 |
| 26 | Thai, Khi V. | Administrator | Director | Professor | $191,458.90 |
| 27 | Brown, Charles L. | Administrator | Vice-President |  | $191,000.00 |
| 28 | Hashemi, Javad | Faculty | Professor | Chair | $190,000.00 |
| 29 | Hart, Paul | Administrator | Associate Dean | Professor | $188,626.24 |
| 30 | Dinev, Tamara | Faculty | Associate Professor | Chair | $188,076.72 |
| 31 | Furht, Borivoje | Faculty | Professor | Chair | $185,400.00 |
| 32 | Bristor, Valerie J. | Administrator | Dean | Professor | $180,425.00 |
| 33 | Linger, Barry T. | Administrator | Senior Associate Dean | Associate Professor | $180,000.00 |
| 34 | Dunn, Kimberly A. | Administrator | Director | Associate Professor | $176,500.37 |
| 35 | Robinson, Philip G. | Faculty | Associate Professor |  | $175,000.00 |
| 36 | Pendakur, Manjunath | Faculty | Professor |  | $174,661.58 |
| 37 | Madura, Jeff | Faculty | Professor |  | $173,967.45 |
| 38 | Luck, George R. | Faculty | Associate Professor |  | $173,125.00 |
| 39 | Orbach, Kenneth N. | Faculty | Professor |  | $170,407.74 |
| 40 | Blanks, Robert H. | Faculty | Professor |  | $165,816.00 |

# Appendix V: Change in State Appropriations to Higher Education, Fiscal Years 2008 and 2013

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **State** | **% Change in Appropriations** | **State** | **% Change in Appropriations** | **State** | **% Change in Appropriations** |
| Alabama | -34.5 | Massachusetts | -28.8 | South Dakota | -12.5 |
| Alaska | 11.9 | Michigan | -28.2 | Tennessee | -18.8 |
| Arizona | -42.0 | Minnesota | -24.7 | Texas | -7.4 |
| Arkansas | -5.8 | Mississippi | -19.1 | Utah | -15.7 |
| California | -30.4 | Missouri | -16.6 | Vermont | -11.3 |
| Colorado | -21.6 | Montana | -5.9 | Virginia | -17.4 |
| Connecticut | -15.4 | Nebraska | -8.2 | Washington | -29.0 |
| Delaware | -18.5 | Nevada | -30.3 | West Virginia | -11.2 |
| **Florida** | **-31.3** | New Hampshire | -41.1 | Wisconsin | -12.9 |
| Georgia | -14.8 | New Jersey | -15.5 | Wyoming | 21.0 |
| Hawaii | -15.3 | New Mexico | -28.1 | **Total (50) States** | **-18.4** |
| Idaho | -19.8 | New York | -6.0 | \*Table copied from Academe, March-April 2013, p. 16.  Note: State appropriations are adjusted for inflation using the December national Consumer Price Index for All Urban Consumers. Source: State appropriations from Center for the Study of Education Policy, Illinois State University, *Grapevine,* FY 2012-13, table 1*.* | |
| Illinois | 10.7 | North Carolina | -2.4 |
| Indiana | -6.7 | North Dakota | 23.9 |
| Iowa | -17.6 | Ohio | -18.4 |
| Kansas | -15.9 | Oklahoma | -18.3 |
| Kentucky | -18.3 | Oregon | -26.6 |
| Louisiana | -37.0 | Pennsylvania | -25.2 |
| Maine | -10.9 | Rhode Island | -21.5 |
| Maryland | -5.1 | South Carolina | -28.8 |

# Appendix VII: Methodology Notes

The data sets used in this report to determine numbers of faculty members and administrators and their salaries are publicly available upon request from the Media Relations Department (MR) of Florida Atlantic University (FAU). Specifically, these data sets contain the following information for all FAU employees: name, job title, annual salary, and full time equivalency (FTE). The data was made available to the researchers through a formal request made to the FAU MR by the researchers.

We also consulted the annual factbook from the FAU Office of Institutional Effectiveness and Analysis (OIEA) for data on student enrollment. Information presented on students and tuition and fees was drawn directly from the State University System of Florida (SUSF) tuition and fees data set.

To analyze numbers and salaries of administrators we faced the dilemma of conceptualizing who administrators are. The researchers chose to define administrators in this study as highly ranked administrators who do not teach or research.

In the small number of cases when a person occupied two administrative positions we chose to categorize the individual under their primary administrative rank.

All HR-provided data was screened for duplicate listings of individuals and some duplicates were found. Salaries for individuals listed more than once with each listing less than 1.0 FTE were calculated by multiplying the FTE level by the annual salary corresponding in the same line, then adding the amounts for each FTE level and dividing that sum by the total of the FTE’s.

[example: .75 ($34,750)+.20($36,000)=($26,062.50+$7,200)=$33,262.50/.95=$35,013.16]

These individuals with apparently two assignments at the same or different FTE’s and the same or different salary levels for each assignment were counted only once at their summed FTE and with the salary calculated as described.

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 2012 dollars. Source: BLS, real price calculation using 2012 base/current \* nominal price; CPI- (US city annual average).

Graduate Research Assistants and Emeritus Faculty members listed in the bargaining unit data were not included in this analysis.

# Endnotes

1. Percentage increases calculated from tuition and fees reported in the State University System of Florida (SUSF) tuition and fees data set (<http://www.flbog.edu/about/budget/tuition.php>). Tuition and fees include tuition, and universal resource, building, incidental, health services, and recreation center fees. [↑](#endnote-ref-1)
2. For the federal government’s perspective on the student loan crisis the reader is referred to *Private Student Loans: Report to the Senate Committee on Banking, Housing and Urban Affairs (*and other Senate and House committees and subcommittees)*,* jointly issued by the U.S. Department of Education and the Consumer Financial Protection Bureau, August 29, 2012. A summary of this report was published by the New York Times: *Report Details Woes of Student Loan Debt* by Catherine Rampell, New York Times, July 20, 2012. As part of the NYT’s continuing coverage of the issue and the mounting debt see *Student Loans*, New York Times, Time Topics, November 28, 2012, topics.nytimes.com. [↑](#endnote-ref-2)
3. The NEA Almanac for Higher Education is a source for historical and current analysis of the impact of economic cutbacks on faculty at institutions of higher education. See, for example, Faculty Salaries: 2010-2011, by Suzanne Clery, The NEA 2012 Almanac of Higher Education, www.nea.org/home/51230.htm. [↑](#endnote-ref-3)
4. See, for example, The Troubling Dean-to-Professor Ratio, by John Hechinger, Bloomberg Businessweek, November 12, 2012, which profiles Purdue University. For an example of precipitous administration bloat see How Does FIU Spend Its Money? FIU Expenditures on Faculty and Higher Level Administration in the Period from 2002-03 to 2008-09, by Bruce Nissen and Yue Zhang, Research Institute on Social and Economic Policy, Center for Labor Research and Studies, Florida International University, April 2009, www.uff-fiu.org/doc/How\_Does\_FIU\_Spend\_Its\_Money.pdf. [↑](#endnote-ref-4)
5. *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/. [↑](#endnote-ref-5)
6. Calculations presented in this study may differ from information presented in other data sources on numbers and salaries of faculty members and administration due to how employees are classified and into which categories they are counted. This study takes a conservative approach to categorizing employees, the rationale of which is explained in Appendix VI. Such possible differences may explain all or part of the reason that this study finds somewhat different counts, salaries and ratios than reported in other sources. [↑](#endnote-ref-6)
7. The lead researcher for this study is Ali R. Bustamante, Research Associate. RISEP’s website address is http://www.risep-fiu.org/. [↑](#endnote-ref-7)
8. Headcount enrollment represents the number of individual students enrolled in credit courses, regardless of course load. [↑](#endnote-ref-8)
9. Student headcounts for 2006 through 2012 as shown in Table 1 and graphed in Graph 1 are taken directly from Florida Atlantic University: Factbook 2012-2013. [↑](#endnote-ref-9)
10. According to the Florida Atlantic University: Factbook 2012-2013 student full-time equivalent (FTE) translates credit into enrollment, showing how many students it would take to produce the total credit-bearing activity of a campus if each student took exactly a fulltime load. Calculation of the student full-time equivalent varies depending on the level of the student. [↑](#endnote-ref-10)
11. Percentage increases calculated from tuition and fees reported in the State University System of Florida (SUSF) tuition and fees data set (<http://www.flbog.edu/about/budget/tuition.php>). Tuition and fees include tuition, and universal resource, building, incidental, health services, and recreation center fees. [↑](#endnote-ref-11)
12. Ratios were calculated by dividing the total headcount of students into the total headcount of teaching faculty. This includes part-time and full-time students and part-time faculty. The student-to-faculty FTE ratios were calculated by dividing the total annual number of faculty full time equivalencies by the number of student full time equivalencies. [↑](#endnote-ref-12)
13. Salaries were corrected for inflation using standard conversion values from the U.S. Bureau of Labor Statistics. [↑](#endnote-ref-13)
14. Curtis, John W. and Saranna Thornton, *The Annual Report on the Economic Status of the Profession 2012-13.* Academe, March-April 2013. P 16. [↑](#endnote-ref-14)
15. Desrochers, Donna M. and Rita J. Kirshstein, *College Spending in a Turbulent Decade: Findings from the Delta Cost Project,* (Washington, DC: American Institutes for Research, 2012), 3, http://www.deltacostproject.org/pdfs/Delta-Cost-College-Spending-In-A-Turbulent-Decade.pdf. [↑](#endnote-ref-15)