

Budget Priorities?
FSU Spending on Faculty and
Administrative Personnel
2002-2003 through 2007-2008

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Executive Summary:

There is no denying that faculty at FSU feel pinched by rising enrollment, stagnant salaries and stalled hiring. What remains to be seen is how much of that feeling comes from the news and rumor and how much from the real numbers. What follows here is a look at the numbers. This report includes analysis of the university budget and allocation of positions across Florida State University from 2002 to the present. It should be noted that the figures used in this report are from the original 2007-2008 budget and do not reflect the recent budget cuts.

Major findings of this report include:

2002-2003 to 2007-2008

- The number of Administrative and Professional (A&P) employees grew 43.4%.
- The number of 9-month faculty grew 8.1%.
- The number of 12-month faculty members grew by 9.4%
- The ratio of Administrative and Professional employees to faculty grew from 42% to 56%
- There was a shift in composition of the salary budget away from faculty and toward Administrative and Professional employees
- Deans received the greatest average annual increases in pay of all budget salary categories
- Enrollment of students climbed faster than numbers of teaching faculty

2004 to 2007

- Assistant Vice Presidents were the biggest winners in terms of salary increases
- Assistant Deans averaged 7.3% annual raises
- Tenure-earning faculty averaged 4% annual raises, with Assistant Professors doing the best.
- Professors declined in numbers

Part 1: The Budget Numbers

Methodology:

A five-year time interval, from the academic years 2002-2003 to 2007-2008, was chosen for this study. Data for this interval come from three sources. Budget numbers come from the published FSU operating budgets from 2002-2003 and 2007-2008. Student headcounts are from the Factbooks published annually by the Office of Institutional Research at FSU (<http://www.ir.fsu.edu/>). Detailed personnel and salary counts come from files prepared by the FSU administration. These files, from May 2004 and April 2007, are in different formats and not easily compared. Faculty/staff directories from those years were used in conjunction with the personnel files to make decisions as to which employees were working in administrative or non-teaching capacities. This methodology is discussed in greater detail in Part 2 of the report. All these data are public record.

In addition to details of each budget item, the FSU Operating Budget contains a 30 page summary of its highlights which can be interpreted easily. The data in this study come from the Educational and General (E&G) budget summaries for 2002-2003 and 2007-2008. It should be noted that the figures used in this report are from the original 2007-2008 budget and do not reflect the recent budget cuts. In this first section budget numbers are reported and analyzed.

Growth in Employee Numbers and Spending by Budget Category

Table 1 shows the major categories of employees in filled positions classified within the E&G budget of the University. It should be noted that these numbers do not include Contract and Grant employees or Medical School employees. The fastest rate of growth over the past five years is that of Administrative and Professional workers. This category grew from roughly 623 members five years ago to 892 in 2007-2008. This five-year growth of 43.4% compares to growth of 8.1% in nine-month faculty category and growth of 9.4% in the number of 12-month faculty. The overall number of University Support Personnel System (USPS) employees declined over this time period. (This change is partially due to reclassification of 80 USPS employees to the A&P designation.) Figure 1 shows the relative growth rates of faculty and Administrative and Professional employees. When the same categories are examined in terms of budget allocation, between 2002-2003 and 2007-2008, funding for salaries in the Administrative and Professional category of employees grew a total of nearly 59%, compared to 9-month faculty at 24% and 12-month faculty at 23%. Those changes led to an increase in the ratio of A&P employees to faculty from 42% to 56%, an increase of 14 points in 5 years time¹.

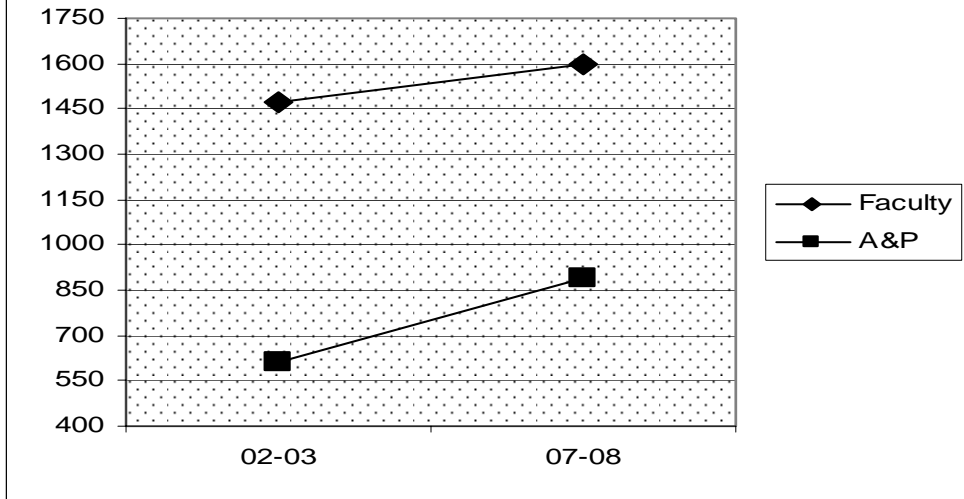
¹ The actual increases in the number and proportion of administrative employees to faculty over this time period may be larger, due to the use of non-tenure track faculty classifications, such as "Assistant In" and "Associate In," for some employees performing administrative, rather than teaching functions.

Table 1: 2002-2003 and 2007-2008 E&G Budget

	02-03 Filled Positions	02-03 Budget	07-08 Filled Positions	07-08 Budget	Growth in Positions	Change in Percent of the Salary Budget	Change in Percent of Total University Budget	Percent Increase in Total Budget for Category	Average Annual Increase in Spending per Person
Deans	18	\$2,512,630	18	\$3,145,565	0.0%	0.8%	-7.4%	25.2%	5.0%
12 Month Faculty	290.95	\$19,319,228	318.3	\$23,667,919	9.4%	-1.4%	-9.4%	22.5%	2.4%
9 month Faculty	1183.45	\$79,760,048	1278.66	\$98,764,798	8.0%	-0.3%	-8.4%	23.8%	2.9%
Administrative and Professional	621.92	\$29,630,437	892.02	\$47,018,976	43.4%	27.7%	17.4%	58.7%	2.1%
USPS	1489	\$39,739,498	1405.6	\$39,958,219	-5.6%	-19.1%	-25.6%	0.6%	1.3%
Other	355.18	\$2,806,779	339.46	\$3,293,873	-4.4%	-5.5%	-13.2%	17.4%	4.6%
Total Salary Budget Filled Positions	3958.5	\$173,768,620	4252.04	\$215,849,350	7.4%		-8.1%	24.2%	3.1%
Total Budget		\$808,667,563		\$1,093,306,080				35.2%	
Fall Student Enrollment	36614		40709		11.2%				
Fee and Tuition Income		\$104,010,024		\$114,688,538			-18.4%	10.3%	

Note: These figures come from the Education and General budget. Contract and Grant employees are not included. Medical school employees are not included. Library and museum faculty are not included. Note further that the FSU General Faculty Bargaining Unit (GFBU) represented by the United Faculty of Florida consists of approximately 1,850 FSU faculty members, including many who are not faculty for the purpose of the E&G budget. The GFBU, defined in Appendix A of the Faculty Collective Bargaining Agreement, excludes law and medical faculty, deans (all ranks) and other high-level administrators, but includes other faculty without regard to funding source.

**Figure 1: Numbers of Faculty and
Administrative and Professional Employees
2002-2003 and 2007-2008**

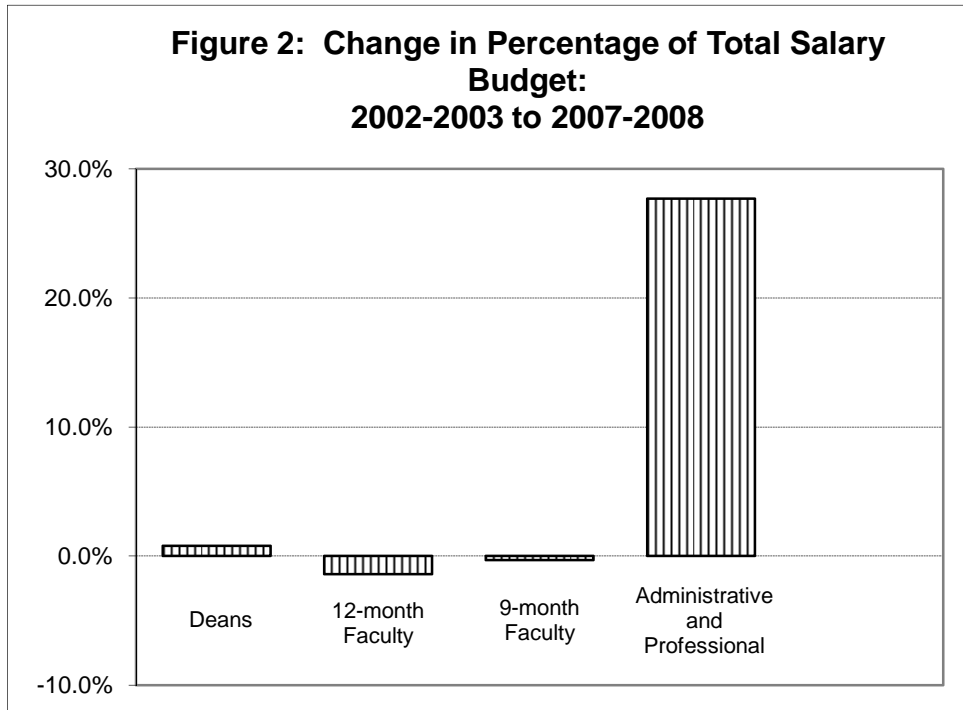


At the same time, the share of the overall University budget spent on salaries decreased by 8.1%, and nine-month faculty salaries' share decreased by 8.4%, while the share allotted to Administrative and Professional salaries increased by 17.4%. This is consistent with the trend presented by the employee headcounts, that is a shift in budget priorities from faculty functions (teaching and research) to other functions.

Another way to look at the data is in terms of changes in spending for each salary category as a percentage of the salary budget. While spending for deans' salaries rose slightly as a percentage of the salary budget, spending for the nine-month faculty's salaries dropped slightly and spending for the 12-month faculty's salaries shrank by 1.4 percentage points, over the five years. At the same time, Administrative and Professional salaries rose from 17% of the salary budget to nearly 22%. Figure 2 shows these changes in the allocation of the salary portion of the University budget.

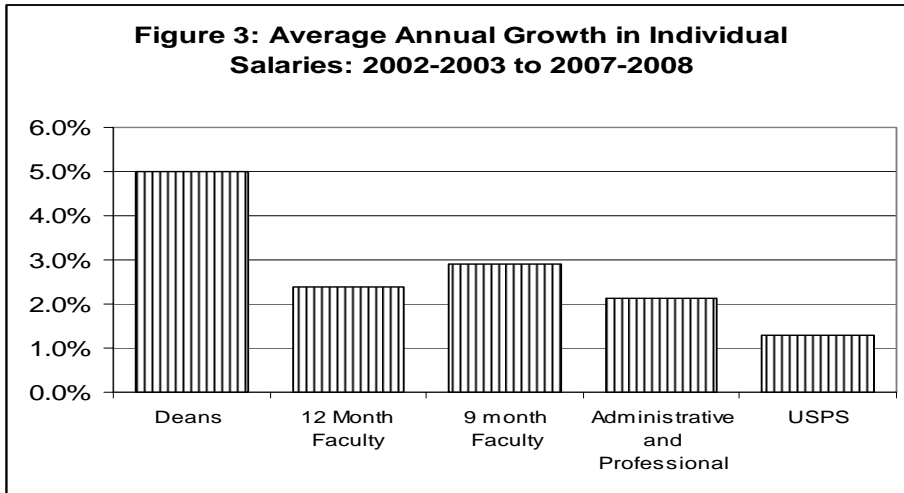
The E&G Budget summary numbers, however, do not tell the complete story. They only describe the allocations at the category level. If we look at pay per individual the picture changes somewhat. While Deans had the highest annual growth in individual salary, at five percent, the burgeoning numbers of Administrative and Professional workers saw an average of only 2.1% in annual pay increase per employee, which is the budget amount, divided by the number of workers and not a tracking of individuals. So while A&P take a much larger percent of the salary budget, individually they are not getting disproportionately larger pay raises. It is also possible that these changes are accounted for by new hires at lower pay rates and have

nothing to do with pay raises. This distinction is impossible to make by examination of the budget summary. Nine-month faculty, by contrast got average annual increases of 2.9% from 2002-2008. Twelve-month faculty did slightly worse. It is important to remember that these increases include new hires, who typically come on board at higher pay rates than existing faculty, so average annual faculty pay increases are even smaller.

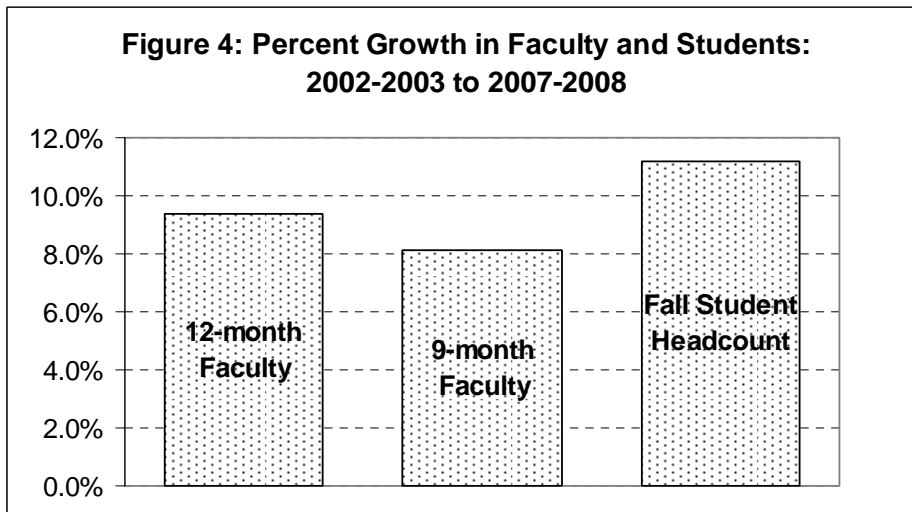


Administrative and Professional employees are a much larger fraction of employees than they were five years ago, but individually their salaries are nearly flat. Again, the reason for this is clouded by the movement of USPS employees into the A&P category. Lower paid USPS employees might be lowering the average wage of the A&P employee in the recent data. Faculty numbers are nearly static and their salaries are rising at less than three percent per year. The budget reflects the fact that no employee category at FSU has seen skyrocketing pay but the Deans have done the best. No group has received pay increases matching the Deans as a group. See Figure 3.

When enrollment is also considered we can see that growth in student numbers has outpaced growth in faculty. At the same time as the number of nine-month faculty increased by 96 or about 8% during the past five years, non-medical enrollment grew from 36,614 to 40,709, a greater than 11% increase. These trends are represented in Figure 4 below.



One more set of figures from the budget is of particular interest. That is revenue from fees and tuition. This income is a falling percent of the University budget. It also grew more slowly than enrollment due to increases in waivers and a decline in the numbers of out-of-state students. Tuition and fee income grew by only 10.3% from 02-03 to the projected figures for 07-08.



Part 2: Personnel Salary Records:

The view of University spending given by the published annual budget is the view from a distance; it is broad. One virtue of the budget numbers is that they are reported the same way each year, and so comparisons of figures from different years are unambiguous. However, the categorization of personnel in the published budget is not fine enough to adequately break out data for the top levels of administration. Lower level A&P employees are lumped together with high level employees, and teaching faculty are mixed with University Vice Presidents.

To obtain a more detailed picture, we analyzed two personnel payroll datasets provided by the FSU Administration to the United Faculty of Florida. The two data files represent the payrolls in May 2004 and April 2007. Since these reports to the UFF have been sporadic, and provided in different formats, the choice of datasets available to analyze was very limited. These two data sets were chosen from those provided to the UFF because they were from close to the same time of year, and represented the largest span of years for which generally comparable data were available.

Unfortunately, the data reported in the personnel tables are broken down differently from year to year, and there is no absolute categorization of administrative and non-administrative personnel. Some clearly administrative positions are not coded as such and some positions with administrative codes are arguably not truly administrative. Other of the personnel records have no administrative codes at all. Also, these records do not include the Medical School. Still, the personnel records allow a different and potentially more accurate look at trends in the budgetary priorities at FSU.

Personnel Data Methodology:

In order to discriminate the higher-level administrators from the lower-level administrative and non-administrative faculty and staff, the job titles, department and college of record were used as well as the phone directories for the corresponding years. Some judgment calls were made. Department chairs, assistant, and associate chairs were not included. Directors and assistant and associate directors were included as faculty if they were tenured or tenure earning faculty. Faculty who are housed outside of academic departments or in institutes, centers or administrative offices were classified as non-teaching. This is a very small number of tenure earning faculty. Some of these decisions are necessarily somewhat arbitrary but the rules were applied consistently. The two data sets for personnel numbers were for May of 2004 and April of 2007, and do not include Medicine. The Law school and the Panama City Campus were removed from the analysis. The rationale for not including the Law school is simply that it is so different from the rest of the University. Panama City teaching faculty were excluded because they are also very different from main campus faculty. To be consistent Panama City staff were also excluded. Finally, faculty with “courtesy” appointments or who did not receive a salary, were excluded.

Because the General Faculty Bargaining Unit (GFBU) includes approximately 1,850 employees it is important to explain how the numbers of faculty below differ so much from this total. Not included in this study as ranked faculty but who are members of the GFBU are many of the 400+ “Assistants in” and “Associates in” who are discussed below. Scholar/Scientists, Librarians, Research Associates, and Computer Research Specialists as well as a few other small categories are also included in the GFBU but are missing from the faculty described in Table 2. The intent was to speak primarily about the traditional teaching faculty and to maintain clarity.

Table 2: Top Administration and Faculty by Rank: May 2004 and April 2007

	Salary May 2004	Number of Employees May 2004	Salary April 2007	Number of Employees April 2007	Percent Change in Category Budget	Annual Growth in Average Salary per Employee
President	\$290,150	1	\$309,613	1	6.7%	2.2%
Vice Presidents	\$895,725	5	\$1,003,459	5	12.0%	4.0%
Associate VP	\$1,070,324	8	\$1,199,748	8	12.1%	4.0%
Assistant VP	\$728,601	8	\$1,362,820	10	87.1%	16.6%
General Counsel	\$131,400	1	\$154,723	1	17.8%	5.9%
Assoc. General Counsels	\$700,893	8	776,778	8	10.8%	3.6%
Provost	\$248,050	1	286,429	1	15.5%	5.2%
Deans	\$2,610,677	17	2,957,295	17	13.3%	4.4%
Associate Deans	\$1,650,373	19	1,863,285	19	12.9%	4.3%
Assistant Deans	\$418,456	6	425,454	5	1.7%	7.3%
TOTAL	\$8,744,649	74	10,339,603	75	18.2%	5.6%
Professor	\$34,075,375	407	\$36,486,286	390	7.1%	3.9%
Assoc Prof	\$18,422,340	303	\$22,024,736	325	19.6%	3.8%
Asst Prof	\$17,467,957	315	\$20,399,214	316	16.8%	5.5%
TOTAL	\$69,965,672	1025	\$78,910,236	1031	12.8%	4.0%

Note: Medical School, Law School, and Panama City not included. Only faculty receiving salaries are included. Employees with designations such as “Research Scientist,” “Librarian,” or “Curator” are not included here. Many of these employees are included in “12-Month” faculty.

Top Administrators:

The first look is at a selected group of top level administrators. Overall there are only small changes in the numbers of top administrators over the period from May, 2004 to April, 2007. The number of Assistant Vice presidents increased from eight in 2003 to ten in 2007. The number of Assistant Deans decreased by one. Overall, these administrators' salaries grew at an annual rate of 5.6% during the three year period. Average annual increases among this group of administrators ranged from 2.2% for the President to 16.6% for the Assistant Vice Presidents. The Assistant Vice Presidents are an anomaly though. The next highest group contained the Assistant Deans with a 7.3% average annual increase. See Table 2.

Faculty:

Administrative faculty were separated out of the faculty data. Many of the administrative faculty are represented in the top administrators discussed above. A few serve in lower level capacities. The classifications "Assistant In" and "Associate In" are also viewed as a group separate from tenure-earning faculty.

There is some shift in the composition of the tenure earning faculty. This is displayed in Figure 5. Most notable is the shrinkage in the number of Professors. Their ranks fell from 407 to 390 over the three year period. (This decrease may be at least partially attributable to the initial wave of retirements due to the introduction of the DROP retirement option.) Total tenure track faculty in the covered colleges increased only 0.6%, from 1025 to 1031, during the same period. Corresponding student numbers increased 9.5%, from 36,478 to 39,944. Needless to say, student/faculty ratios went up. As an example, the ratio of students to Full Professors went from 90 in 2004 to 102 in 2007.

Some of the more interesting changes in the period from 2004 to 2007 were the in the numbers of faculty who are either "Assistant In" or "Associate In". See Table 3 for these figures. These faculty members (as well as some other ranks, such as "Research Associate" and "Scholar/Scientist") are outside of the traditional tenure earning ranks. There were fewer of these "non-traditional" faculty in 2007 than in 2004. What is interesting, however, is how many are not teachers, not doing the traditional faculty work. "Assistants In" and "Associates in" were classified as teaching or not by their job titles, if they worked in Centers or Institutes, or if they worked in an administrative office, such as a dean's office. In 2004, 40 % of "Assistants In" and "Associates In" worked outside of teaching and in 2007, 41 percent.

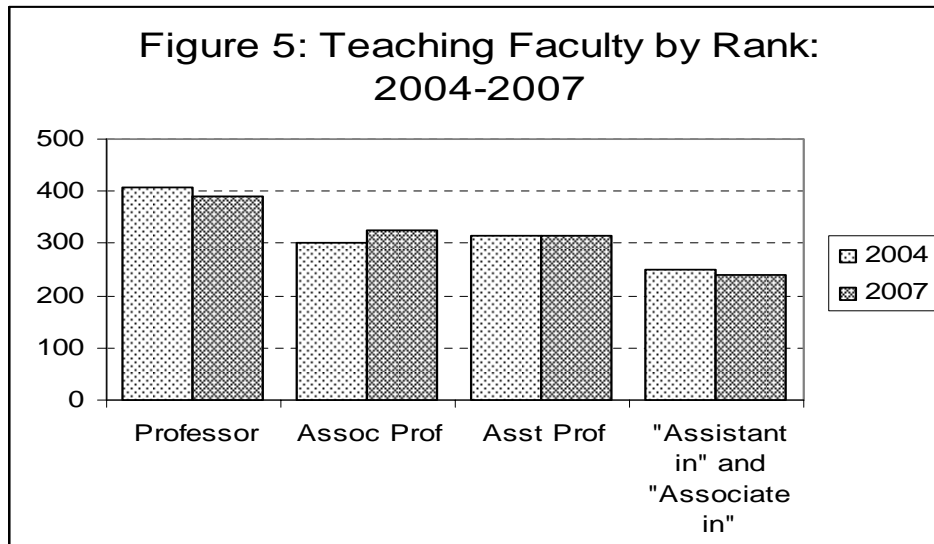
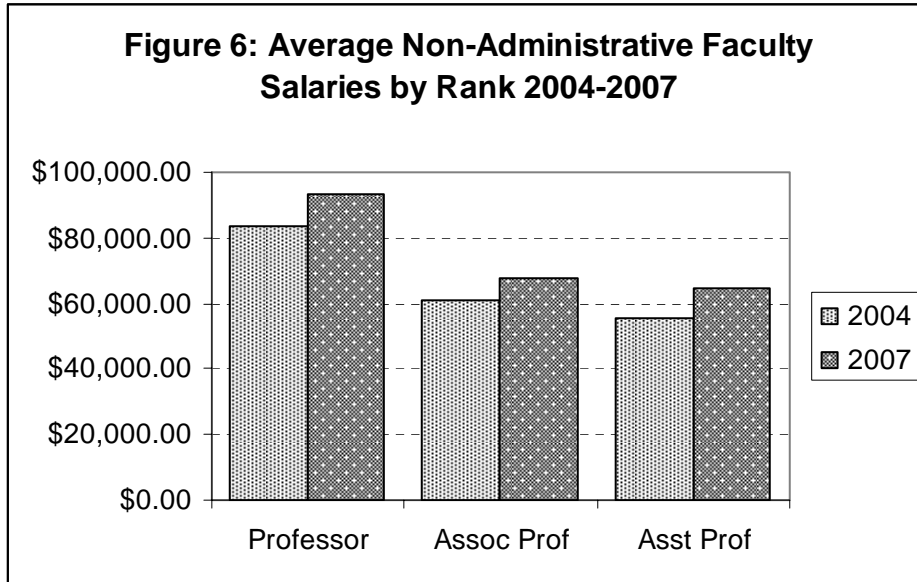


Table 3: Change in Composition of Non-Tenure Track Faculty 2004-2007

	2004	2007	Change from 2004 to 2007
"Assistant In" <i>Teaching</i>	180	146	-18.9%
"Associate In" <i>Teaching</i>	71	94	32.4%
Teaching total	251	240	-4.4%
"Assistant In" <i>Non-teaching</i>	124	123	-0.8%
"Associate In" <i>Non-teaching</i>	51	40	-21.6%
Non-teaching total	175	163	-6.9%
TOTAL	426	403	-5.4%

Turning to pay, among the non-administrative, tenure track faculty in the payroll data, Assistant Professors showed the highest rate of salary growth, 5.5% compared to 3.8% for Associate Professors and 3.9% for the Professors. Salary trends for non-administrative faculty are shown in Figure 6. It needs to be noted that changes in average salary are not completely a result of raises. Hiring new faculty at higher salaries accounts for some of the pay growth. Average salary growth for non-administrative faculty was 4.0% compared to 5.6% for the top administrators. It is important to note these numbers differ from the budget figures for several reasons. First, they cover a different time span. This was necessitated by the availability of data. Secondly, figures reported in this section reflect a detailed analysis of individual job titles and locations. Finally, faculty in the Law school and on the Panama City campus were removed in this analysis.

Again, in the personnel records as in the budget, administrators did better on average than the faculty in terms of pay. Exceptions are tenure earning faculty with administrative appointments. They received an average annual increase of about 2.6% with Assistant Professor administrators being the worst off with a 1.0% average annual increase. This is in stark contrast to the non-administrative Assistant Professors.



Summary

2002-2003 to 2007-2008

- The number of Administrative and Professional (A&P) employees grew 43.4%.
- The number of 9-month faculty grew 8.1%.
- The number of 12-month faculty members grew by 9.4%
- The ratio of Administrative and Professional employees to faculty grew from 42% to 56%
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2004 to 2007

- Assistant Vice Presidents were the biggest winners in terms of salary increases
- Assistant Deans averaged 7.3% annual raises
- Tenure-earning faculty averaged 4% annual raises, with Assistant Professors doing the best.
- Professors declined in numbers

Overall, during the past five years, the area of largest growth in terms of the human resource budget at FSU has been in administration. Deans and vice presidents received the largest raises. In terms of hiring, Administrative and Professional positions have far outstripped teaching positions. Many positions classified as faculty are non-teaching.

Budget priorities have shifted away from traditional faculty and towards administrators of different types. As student numbers rise, only Administrative posts keep pace. Tenure earning faculty work under increasingly high student ratios. This trend is unsustainable over the long run

The trends are clear: more students, slower growth in faculty positions and smaller pay increases for the faculty. Faculty workloads have been growing in absolute terms as growth in student headcount outpaces faculty hiring. At the same time administrators are receiving larger raises, and more employees are being hired in non-faculty roles. University spending on salaries is shrinking as a percent of the budget.

Faculty at FSU are consistently asked to do more with less as the administration does more with more. Maybe it is time for those with budgetary power at FSU to revisit the stated mission of the university:

“The Florida State University is a comprehensive, graduate-research university with a liberal arts base. It offers undergraduate, graduate, advanced graduate, and professional programs of study; conducts extensive research, and provides service to the public in accord with its statewide mission. The University's primary role is to serve as a center for advanced graduate and professional studies while emphasizing research and providing excellence in undergraduate programs.”

These are the jobs of the faculty.