

Administration's Financial Priorities: More Administrators, Fewer Faculty, Less Education

Dear Colleagues,

We are attaching here a report recently produced for the UFF analyzing UCF data provided in response to public records requests. This report makes it quite clear that if there is a need for layoffs, those layoffs should come from the ranks of administrators and not from the ranks of faculty and staff. Student tuition ought to be spent on educating students, not expanding the administration.

While the Board of Trustees, the President, and the Provost have insisted that faculty do more with less, they have concluded that the administration should do more with more.

As you will see in this report, there can be no doubt that during this multi-year period of tight and declining budgets, the administration has refused to do any belt tightening of its own. While students have paid an ever-increasing amount of tuition and fees, a growing portion of tuition money has gone to pad the ranks of supervisors, "directors," associates, assistant associates, and on and on ad nauseum.

Meanwhile, faculty ranks have been diminished relative to the number of students being admitted, and the portion of student tuition money spent on faculty salaries has decreased significantly.

Here are some of the findings of this report. Between the 1998-99 and 2008-09 fiscal years:

- ✓ The student body and the income generated by tuition and fees grew tremendously: an 81% increase in full-time students and 175% increase in UCF's income from student tuition and fees.
- ✓ While the number of faculty increased by about 25%, the number of administrators grew by about 82%—well over three times that of faculty numbers.
- ✓ While the sum of faculty salaries increased by about 75%, administrator salaries increase by about 161%—more than twice that of faculty salaries.
- ✓ At the same time, student-per-faculty ratios at UCF increased from 22 to 32.
- ✓ Faculty salaries as a percentage of the university's income from student tuition and fees declined from 105% to 67% over the ten year period, a decrease of about 38%.

Now we know where they have been spending their money. There are two possible characterizations. First, the UCF Administration has done a horrible job of controlling overhead costs as it has grown. Second, in terms of effective use of resources, the Board must think that another administrator provides more value to the student's education than another professor.

If the number of administrators had grown at the same rate as the number of faculty, then UCF would have 366 administrators instead of the current number of 533. The current cost of the additional 167 administrators at an average annual salary of \$91,232 is \$15,235,744. If President Hitt and the Board of Trustees had managed the administration as well as they managed the faculty, they would not have to

eliminate any academic programs. In fact, if they had managed the administration as well as the faculty, they would have no academic program cuts and could provide raises for a larger faculty complement with the remaining \$9.1 million they should be spending on education rather than on management.

Please check the UFF website for additional information on this issue, including a copy of Dawn Trouard's last message with data links added. Following the holiday we will be providing more information about the contract impasse.

Patrick D. Murphy

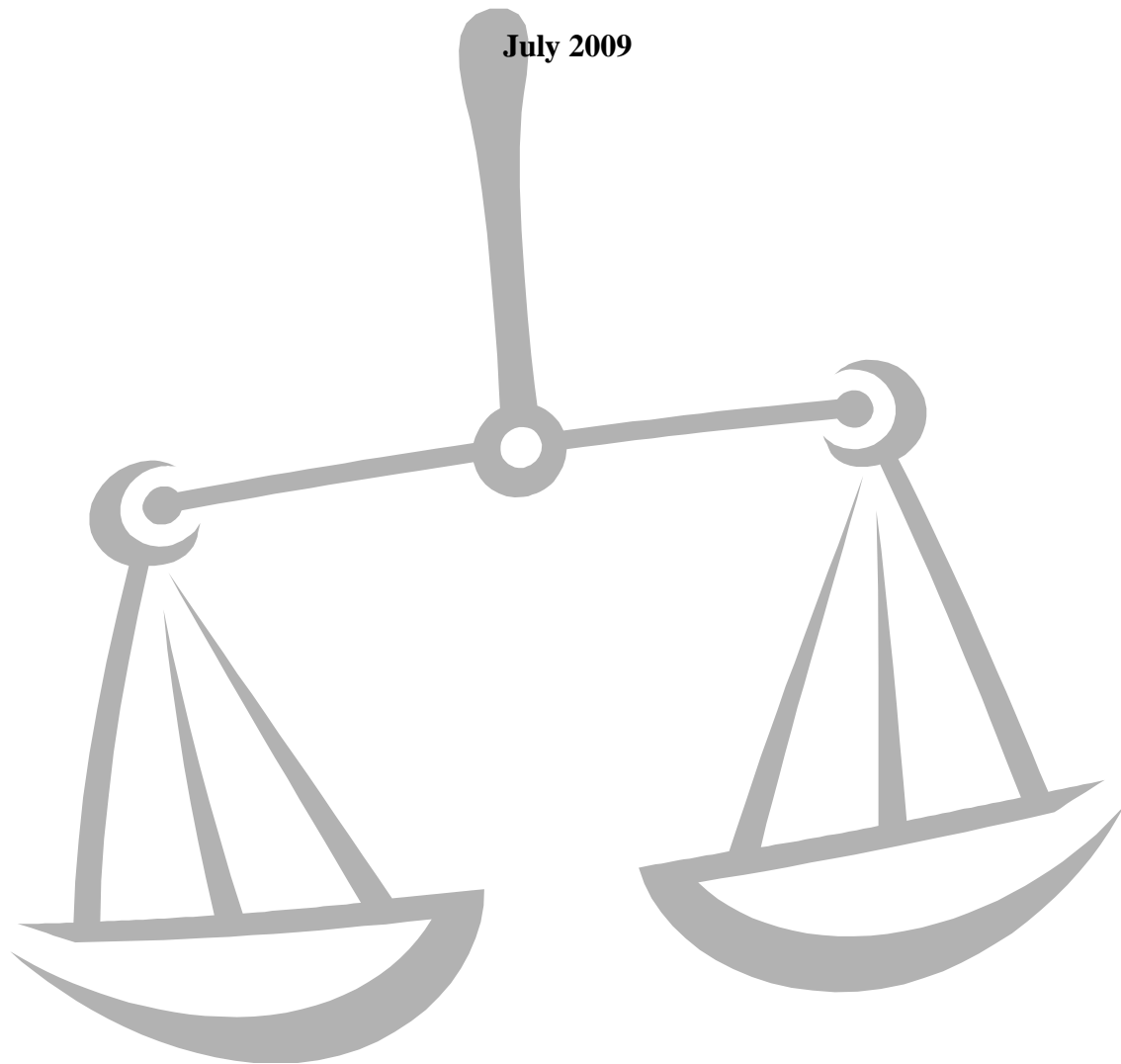
Vice President UCF Chapter

United Faculty of Florida

**Where Does the Money Go?
UCF Expenditures on Faculty and Higher Level
Administration in the Period from 1997-98 to 2008-09**

by Marcos Feldman and Yue Zhang

July 2009



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In 2007 RISEP conducted an analysis of administrative and faculty spending at Florida International University and found that the university's funding commitments were increasingly to administrative overhead, not the faculty who provide teaching, research and service to the FIU and broader community. This report replicates that research for the University of Central Florida and examines the university's priorities by showing the way it allocates personnel, monetary resources, and workload burdens.

Key Findings of This Report

Between the 1998-99 and 2008-09 fiscal years:

- ✓ **The student body and the income generated by tuition and fees grew tremendously: an 81% increase in full-time students and 175% increase in UCF's income from student tuition and fees.**
- ✓ **While the number of faculty increased by about 25%, the number of administrators grew by about 82%—well over three times that of faculty numbers.**
- ✓ **While the sum of faculty salaries increased by about 75%, administrator salaries increase by about 161%—more than twice that of faculty salaries.**
- ✓ **At the same time, student-per-faculty ratios at UCF increased from 22 to 32, a 45% growth in the faculty teaching workload.**
- ✓ **Faculty salaries as a percentage of the university's income from student tuition and fees declined from 105% to 67% over the ten year period, a decline of about 38%.**

Taken together, these trends demonstrate how the growth in university income from increased student enrollment and costs has been directed largely to administrative overhead instead of faculty positions and salaries, while teaching burdens have grown considerably.

Administrative versus Faculty Expenditures at UCF

Table 1 below shows (1) administrative and faculty numbers and salaries and (2) student full-time enrollments and tuition and fees at the University of Central Florida (UCF) for the 1997-98 and 2008-09 fiscal years. During this 11 year period, administrative salaries excluding the Athletics and Arena department (see note 1 below) grew 161.4% or an annual rate of 9.1%. At the same time, the university added 240 administrative positions, an increase of 81.9% or 5.6% annually. While the salaries of administrators of the Athletics and Arena department are not known, they added 35 positions for an increase of 500% over the 11 year period or about 25% per year.

These trends in administrative funding contrast sharply with expenditures on faculty, as Figure 1 below illustrates graphically. Between 1997-98 and 2008-09, faculty salaries grew about 75% or 5.2% annually. The number of faculty members increased by 234, an increase of 24.8% or 2.0% annually. In other words, administrative salary growth was more than twice as much as the growth in faculty salaries, and the number of administrators grew by well over three times as much as faculty members.

Table 1 also reveals that from 1998-99 to 2008-09 the number of students enrolled full-time (FTE) increased by about 81%, leading to a 175% increase in income from student tuition and fees. However, given the administrative and faculty expenditures statistics, it appears that the increased income from students has been largely devoted to increasing administrative overhead. Additional data reveals the details of this administrative cost growth.

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Table 1. Administrative and Faculty Numbers and Salaries and Student FTEs and Tuition and Fees at UCF, 1997-1998 and 2008-2009

	1998-1999	2008-2009	Percent Growth 97-98 to 08-09	Average Yearly Percent Growth
Administrative Salaries (total sum, without Athletics and arena department) ¹	\$18,599,610	\$48,626,759	161.4%	9.1%
Administrative Employee Numbers (without Athletics and arena department)	293	533	81.9%	5.6%
Administrative Employee Numbers (Athletics area and arena department)	7	42	500.0%	17.7%
Faculty Salaries (total sum)	\$47,226,120	\$82,840,476	75.4%	5.2%
Faculty Employee Numbers	943	1,177	24.8%	2.0%
Tuition and Fee Income*	\$45,181,038	\$124,081,690	174.6%	9.6%
Annual Student FTE Numbers**	20,664	37,438	81.2%	5.6%

* Tuition and fee income of 2008-2009 is from 2007-2008 budget report. The most recent data is not available.

** Student FTE numbers are the average of fall and spring semester.

Student data from UCF office of institutional Research Fact Books: www.iroffice.ucf.edu/

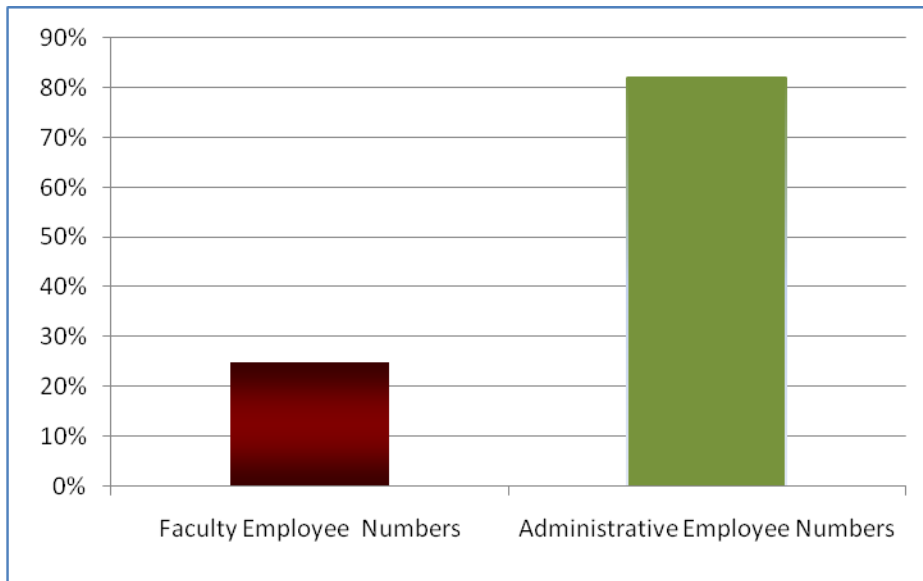
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¹ Please note that the university has made “Athletics and arena” employees of a Foundation to avoid revealing their salaries. Moreover, there are 20 admin positions in 2008-2009 without salaries (see below). These positions are incorporated using the average salary of the positions they belong to.

Table A. Administrative Positions without specific salaries disclosed

Vice President	1
Associate Vice President	1
Director	16
Assistant Director	2

Figure 1. Increase Rate of Number of Faculty and High Level Administrative Employees, 1998-1999 to 2008-2009



Average Salary Growth

Graphing the average of administrative and faculty salaries in each of the two fiscal years, Figure 2 below illustrates how administrative salaries increased more than faculty salaries. Whereas the average salary of faculty members increased by about \$20,000, the average salary of administrators increased by nearly \$30,000.

Figure 2. Average Salary of Faculty and High Level Administrative, 1998-1999 and 2008-2009

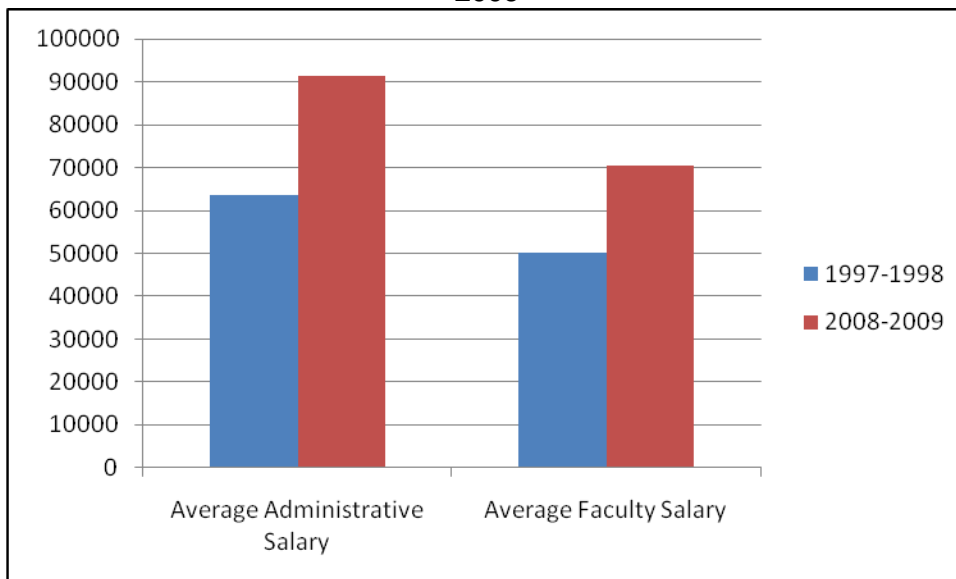


Table 2 below shows these trends in another way. While in 1998-99 the sum of administrative salaries was 39.4% of the sum of faculty salaries, by 2008-09 administrative salaries had grown to 58.7% of faculty salaries, revealing that the pace of administrative salary growth was substantially faster than that of faculty.

Table 2. Administrative Salaries as a Percentage of Faculty Salaries

	1998-1999	2008-2009
Administrative Salaries (total sum)	\$18,599,610	\$48,626,759
Faculty Salaries (total sum)	\$47,226,120	\$82,840,476
Administrative Salaries as % of Faculty Salaries	39.4%	58.7%

Growing Workload Burden: Student-per-Faculty Ratios

During the 11 year period in question, the student body increased tremendously. But without a corresponding increase in faculty numbers, the teaching workload on individual faculty would increase. This appears to be exactly what happened at UCF from 1997-98 to 2008-09. As Table 3 below reports, the student-per-faculty ratio increased from an average of 22 students per faculty in 1998-99 to 32 students per faculty in 2008-2009, an increase in this ratio of 45% over the 11 year period. Thus, while administrative staff and salaries were growing rapidly, faculty salaries paled in comparison while their workload (students) increased substantially.

Table 3. Number of UCF Faculty, Student FTEs, and Consequent Teaching Load, 1998-99 and 2008-09

	1998-1999	2008-2009
Faculty Employee Numbers	943	1,177
Annual Student FTE Numbers	20,664	37,438
Student-Faculty ratio	22	32
2008-09 percent change in teaching load from 1997-98	45%	

Change in Faculty Salaries as a Percentage of Tuition and Fees

Another way to understand the imbalance between the increase in administrative and faculty expenditures is to consider faculty salaries as a percentage of the tuition and fees paid by students. Table 4 and Figure 3 show the trends. Whereas in 1998-99 the sum of faculty salaries was about 105% of tuition and fee income, by 2008-09 it was only about 67%, a decrease of nearly 38%. In this way, growth in the numbers and salaries of faculty did not keep pace with the growth in students and the income they generate for the university.

Table 4. Growth in Tuition and Fees Compared to Faculty Salaries, 1998-1999 to 2008-09

	1998-1999	2008-2009	% Change 1997-98 to 2008-09
Faculty Salaries (total sum)	\$47,226,120	\$82,840,476	
Tuition and Fee Income	\$45,181,038	\$124,081,690	
Faculty Salaries as % of Tuition and Fees	104.5%	66.8%	-37.8%

Figure 3. Faculty Salaries as Percent of Tuition and Fees

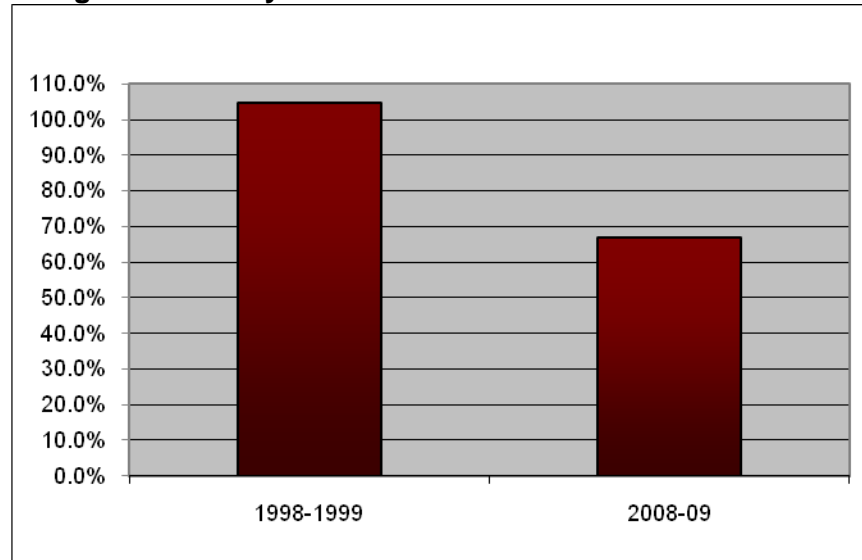
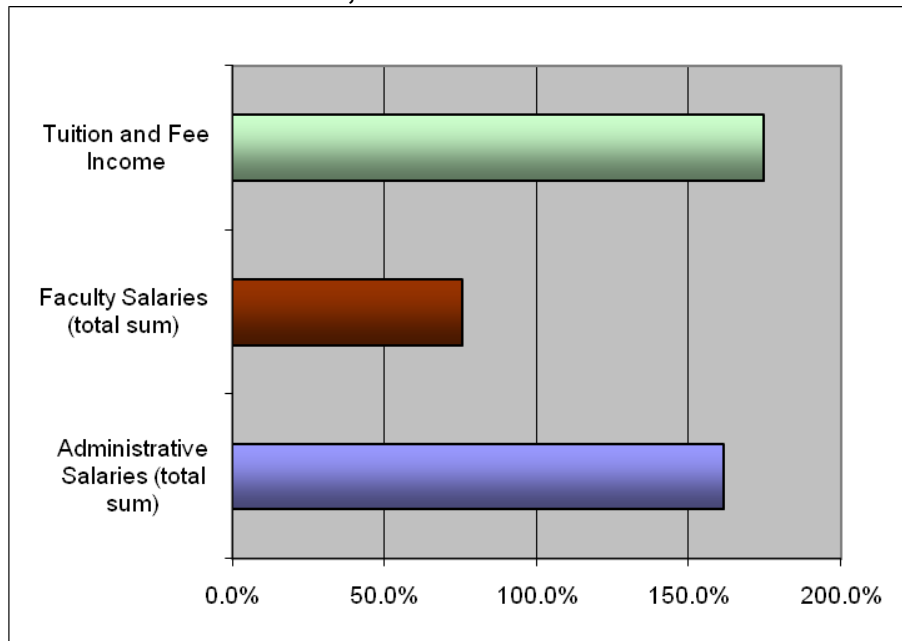


Figure 4 below summarizes the trends outlined above by graphing the percentage increase in tuition and fee income, faculty salaries and administrative salaries. Clearly, faculty members are the ones that lost out during the university's recent period of growth. The salary growth of administrators nearly kept pace with the increase in students and the income they generate, while faculty salaries lagged behind badly.

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Figure 4. Growth in Tuition Income Relative to Faculty & High Level Administrator Salaries, 1998-1999 to 2007-2008



Summation of Findings

An institution's priorities are best known through its allocation of resources, both human and monetary, and its distribution of burdens. **The above analysis** of these measures from 1997-98 to 2008-09 **demonstrates that UCF's commitments are to administrative overhead instead of supporting their faculty and the main mission of the university, providing teaching, research and service to students. By devoting most of the increased revenue from students to administrative overhead, the university is short-changing the quality of the education provided as faculty become overburdened and underpaid.** Students are being asked to pay increasingly more money to be educated by a faculty that is both stretched more and more thinly and provided relatively fewer of the institution's resources.

Methodology of this Report

This report is derived from an analysis of publicly available figures on the University of Central Florida's budget. Three sources were used to gather figures. Numbers and salaries of faculty and administrators were provided by UCF administration in response to a public records request by the UCF chapter of the United Faculty of Florida. Student data on FTEs and tuition were obtained from the UCF office of institutional Research Fact Books: www.iroffice.ucf.edu/.

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

For the purposes of this study, we are defining an administrator as someone holding a higher rank within the university. The following categories are included: President, Provost, Vice President, Vice Provost, Associate Vice President, Assistant Vice President, President or Vice President of Academic Affairs, Executive Assistant, General Counsel, Associate General Counsel, Dean, Associate Dean, Assistant Dean, Director, Director of University Libraries, School Director, Associate Director, Assistant Director, or Assistant Director of University Libraries.

Detailed Breakdown of Administrative Salaries

Table 5. Administrative Salaries¹ (summed) by Category at UCF, 1998-99 and 2008-2009

		1998-1999	2008-2009	Percent Growth 98-99 to 08-09	Average Yearly Percent Growth
President	Salary	\$166,309	\$593,588	256.9%	12.3%
Vice President	Salaries	\$643,928	\$1,732,529	169.1%	9.4%
	Number	6	9	50.0%	3.8%
Associate Vice President	Salaries	\$687,998	\$3,604,593	423.9%	16.2%
	Number	8	28	250.0%	12.1%
Assistant Vice President	Salaries	\$458,223	\$2,787,993	508.4%	17.8%
	Number	7	26	271.4%	12.7%
Provost	Salary	\$161,455	\$278,064	72.2%	5.1%
Vice Provost	Salaries	\$240,850	\$1,044,931	333.9%	14.3%
	Number	2	6	200.0%	10.5%
Director	Salaries	\$8,882,166	\$15,635,511	76.0%	5.3%
	Number	134	175	30.6%	2.5%
Associate Director	Salaries	\$2,302,341	\$7,107,237	208.7%	10.8%
	Number	43	95	120.9%	7.5%
Assistant Director	Salaries	\$2,341,920	\$7,936,859	238.9%	11.7%
	Number	63	145	130.2%	7.9%
Dean	Salaries	\$866,065	\$2,687,034	210.3%	10.8%
	Number	7	12	71.4%	5.0%
Associate Dean	Salaries	\$1,205,183	\$4,405,533	265.5%	12.5%
	Number	13	29	123.1%	7.6%
Assistant Dean	Salaries	\$643,172	\$812,888	26.4%	2.2%
	Number	8	6	-25.0%	-2.6%

¹ Salaries do not include benefits such as expense accounts to pay for local and international travel, country club memberships, and other extra benefits.

WHO WE ARE:

RISEP is a research institute that studies issues of concern to working people and low-income communities. We provide facts, figures, and information to labor unions, community organizing groups, and the media about things that impact the lives of working people: the economy, wages and benefits, housing cost, health care, immigration, and the environment are some issues we have studied.

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