

Attachment 5
2022 Recommendations on Faculty and Staff Salaries
Proposed by Salaries and Fringe Benefits Committee
Endorsed by Faculty Affairs on May 17, 2022

Below are three recommendations for how to draw on the designated merit pool reservoir for faculty and staff salaries [1]. These recommendations are intended to retain and reward employees as well as align salaries with the goals and values of K-State.

The current Faculty and Staff Salary and Benefits Committee members are:

- Amy Betz (Chair) - Assistant Dean for Retention, Diversity and Inclusion and Associate Professor of Mechanical and Nuclear Engineering
- Debra Bolton, Director, Intercultural Learning and Academic Success
- Doris Carroll, Associate Professor, Education
- Katelin Christianer-Donkers, Education Abroad Advisor
- Renee Gates (Professional Staff Affairs), IT Coordinator, Library
- Justin Kastner (Faculty Affairs) Associate Professor, Department of Diagnostic Medicine/Pathobiology
- Deborah Kohl, (Faculty Affairs, Term Caucus) Managing Director, Master of Agribusiness Program, Agricultural Economics
- Brian Lindshield, Professor/Associate Department Head, Food, Nutrition, Dietetics and Health
- Lisa Markley, Events Coordinator, IGP Institute, Grain Science & Industry
- Jeridy Oetken, Clinical Associate Professor and Interim Associate Department Head for Applied Human Sciences
- Bernadette Olson, Instructor and Clinical Education Coordinator for Athletic Training
- Roberta Robinson, Manager, K-State Olathe
- Christopher Urban (ex-officio), Associate Director, Institutional Research and Assessment

The [2016 Faculty Compensation Task Force Report “Structuring Faculty Salaries Towards K-State 2025 & Beyond”](#) was used as a framework for these recommendations.

[The members of that task force were:](#)

- John Buckwalter, Dean, Human Ecology
- Betsy Cauble, Associate Professor, Sociology, Anthropology, and Social Work
- Lori Goetsch, Dean, K-State Libraries
- Julia Keen, Professor, Architectural Engineering and Construction Sciences
- Brian Lindshield, Associate Professor, Human Nutrition
- Gary Pierzynski, Department Head, Agronomy
- Stephanie Rolley, Department Head, Landscape Architecture, Regional and Community Planning
- Brian Spooner, Department Head, Biology

Ethan Erickson and Brian Niehoff served as ex-officio members in their respective capacities as Assistant Vice President for Budget Planning and Associate Provost for Institutional Effectiveness to provide resources as needed.

Non-tenure-track:

Important steps have been taken to recognize the vital role of non-tenure-track faculty by creating new professional titles and providing tiered ranks that can be used for professional advancement (similar to tenure-track faculty). However, unlike the tenure track faculty, non-tenure-track faculty promotion does not currently result in an increase in salary.

It is incumbent upon K-State to recognize career advancement of non-tenure-track faculty with a salary adjustment. Non-tenure-track faculty includes all ranks and titles included in section C.10 and C.12 in the [faculty handbook](#). This is not only important to demonstrate the value that K-State has for quality teaching, but also to address an existing equity issue.

- 52.5% of full-time non-tenure track faculty are women compared to 35.7% of tenured and tenure-track faculty.
- 10.4% of full-time non-tenure track faculty are under-represented ethnic minorities compared to 7.6% of tenured and tenure-track faculty.

Currently tenure-track faculty receive an increase in salary with promotion equal to 15% of the salary of all faculty for the year preceding promotion. A similar process is recommended for non-tenure-track faculty promotion. The increase in salary associated with promotion from assistant to associate and associate to professor, non-tenure-track faculty member should receive a salary increase of at least 7.5% of the salary of all faculty at K-State. In addition to the investment made to those nontenure-track faculty promoted upon the implementation of this increase, a backfill allocation should be applied to those who were previously promoted since the new titles were created. Currently there are 72 non-tenure-track Assistant Professors with more than 6 years at K-State and an average salary of \$75,000/year. There are also 24 non-tenure-track Associate Professors with more than six-years at K-State and an average salary of \$65,000/year (less than non-tenure track Assistant Professors). All faculty with more than six-years may require a back-fill salary increase. They may also not be ready for promotion. However, this does help supply an upper bound of the cost for these promotions. It is recommended that non-tenure-track faculty receive the same 15% increase as tenure-track faculty. However, if sufficient funds are not available an increase of at least 7.5% should be considered. An estimated cost is provided in Table 1. The first dollar amount in each cell uses the average salary for non-tenure-track faculty at the same rank and the second value uses the salary for all faculty at that rank.

Table 1. Upper bound of cost for non-tenure-track promotions

	7.5% increase	10% increase	15% increase
72 assistant professors with 6+ years	\$405,000- \$432,000	\$540,000- \$576,000	\$810,000- \$864,000
24 Associate professors with 6+ years	\$117,000- \$174,600	\$156,000- \$232,800	\$234,000- \$349,200

Targeted Salary Enhancements (TSE) –It is recommended that the same structure used for Target Faculty Salary Enhancements (TFSE) be expanded to staff as Targeted Salary Enhancements. The \$3,000 block value should be used for both faculty and staff. Furthermore, providing additional flexibility by explicitly stating that it may also be used to address equity is desired. Under this circumstance, a \$3,000 block may be subdivided into no more than three \$1,000 blocks to use for multiple faculty/staff members.

Below are some examples of areas where there were noticeable issues and concerns. However, it should be noted that this list is not exhaustive and the TSE mechanisms should be applied across job types and families.

- 1) USS – Average salary for full-time USS staff is \$35,000 and has only risen by 6% since 2014. In that same period, full-time faculty salaries have increased by 17% (It should be noted that faculty salaries are still low compared to Big 12 and peer institutions) and administrative salaries have increased by 10%. There are also areas within USS staff that raise gender equity concerns. For example, for Service and Maintenance workers women are paid 16.8% less than men.
- 2) Career ladders – Career ladders would enable clear pathways for advancement for professional staff that will help support and retain them. Career ladders have previously been proposed for Academic Advisors but have not been implemented. Full-time staff with the primary role of advisor receive an average salary of \$43,000. The preferred qualification for advisors is a Master’s degree and advisors play a crucial role in the retention of students (a key area of enrollment management). There is also concern about the recruitment and retention of advisors of color. In 2019, 11 out of the 64 staff with the primary role of advisor identified as Black or Hispanic. In 2022, only 4 out of 64 advisors identified as Black or Hispanic. Career ladders are not limited to advisors and should be considered for a wide range of professionals to retain them and promote professional growth through Human Capital Services Competencies.
- 3) Diversity, Equity, Inclusion, and Belonging – Staff working in Multicultural Student Affairs and other staff and faculty members across campus in diversity, equity, inclusion, and belonging roles have been active in creating and implementing the Action Plan for a More Inclusive K-State. Those involved in this extremely valuable work should be compensated for their pivotal role in creating a more inclusive K-state.

One-time Payments

If salary enhancements suggested above are not possible due to budget constraints one-time payment should also be considered to reward and incentivize faculty and staff crucial to the K-State mission.

References

[1] Myers, Richard. “FY 2022 budget update,” *K-State Today*, 10 June 2021, webposted at <https://www.k-state.edu/today/announcement/?id=75551>.