

## Attachment 2

### Salaries and Fringe Benefits Subcommittee

#### **Report on Compensation for Promoted Non-Tenure-Track Faculty**

**October 2023**

#### **Problem statement**

Over the last several years, K-State has taken important steps 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 automatic increase in salary; such salary adjustments are made by the unit's supervisor, department head, and/or dean. This discrepancy in compensation practices has been the subject of discussion for several years by the Salaries and Fringe Benefits Subcommittee.

Keeping in mind that this Subcommittee makes recommendations on the internal distribution of faculty and unclassified staff salary funds and benefits, the Subcommittee sought to (a) review the impact (both qualitative and quantitative) of the current situation, and (b) make a recommendation to the K-State Faculty Senate Faculty Affairs Committee.

#### **Impacts - qualitative**

In a December 2022 report, authored by the firm Emergent Method (contractually superintending survey research for K-State's *NextGen* Strategic Planning process),<sup>1</sup> there were a number of statements and allusions to the current situation faced by non-tenure-track faculty receiving promotions. In the report's data regarding specific ways K-State can improve its functions in the area of instruction/teaching," we note the following illustrative statements made by K-State employees:

- "If we are going to keep hiring more non tenure track instructors, give them funds on promotion tracks to encourage excellence. Or just go back to hiring tenure track" (p. 32)
- "Provide pay increase steps to non-tenure track faculty to improve incentives to excel" (p. 37).

Regarding ways to improve K-State's functions in the area of faculty/staff support, the following statements asserted a number of needs and observations, including these:

- "Competitive salaries, reward system for those that are not on tenure track but doing the heavy lifting. See many of the same individuals doing the work without adequate compensation" (p. 77).
- "consistent merit raises. clearer professional promotional tracks for staff" (p. 77).

---

<sup>1</sup> For the full report, see [https://www.k-state.edu/strategic-planning/feedback/survey/K-State\\_SurveyReport-FacultyStaff\\_Dec-2022.pdf](https://www.k-state.edu/strategic-planning/feedback/survey/K-State_SurveyReport-FacultyStaff_Dec-2022.pdf). The report's key contact, John Snow ([john@emergentmethod.com](mailto:john@emergentmethod.com); phone: 225-372-5102), is happy to answer questions about the report. In an email dated 13 April 2023, Mr. Snow authorized the subcommittee "to use or reference any of the data in our report as necessary to inform [its] work" (see Appendix A).

- “Non-tenure track faculty and staff need opportunities for advancement to avoid stagnant wages and to retain talent. This has been a major problem as lack of mechanisms for raises effectively punish employees with dedicated loyalty to K-State” (p. 87).
- “[K-State should] provide all levels of teaching positions the same opportunity for automatic raises as they are promoted within their level. Tenure-track teachers get this, but not other levels of teaching positions” (p. 89).
- “Teaching faculty are still being treated as lesser when compared to traditional tenure track research faculty. Teaching faculty, especially those who engage in scholarship, should be treated as equals and given similar rights as tenured faculty, including but not limited to pay equality, room for advancement, voting rights, tenure or tenure equivalent, and better work-life balance” (p. 94).
- “There are not clear career pathways unless you are P&T track” (p. 95).

Regarding the impact of discrepancies in promotion/compensation practices for tenure-track and non-tenure-track faculty, K-State’s aspiration to “shared governance” seems undermined:

- “The university or certain colleges need to work with the non-tenure track faculty in regards to promotion. As we keep losing more and more tenure track lines for non tenure track there has to be a better mechanism in place to promote those individuals. The process currently in place is not working but higher ups seem unwilling to work/collaborate to find a solution” (p. 196).

In response to the question, “What specifically should K-State invest in or prioritize to position itself for continued success in the future?,” the following excerpted statements are illustrative:

- [K-State should prioritize] Non-tenure track faculty. These people contribute just as much as tenure track faculty, are more flexible in addressing new needs, and should have the same or greater pay due to accepting a higher level of employment risk” (p. 256).

With respect to the question, “How can K-State best fulfill [its] commitment [to building a more diverse and inclusive university]?,” the following noteworthy statements were made:

- “Make sure policies/benefits are equal between the levels of teaching roles - instructor, tenure-track professors. There are instructors, some with only a master's, that are made to feel "lesser-than" professors even though the instructor's TEVALs are higher than tenured professors” (p. 424).
- “Rethink how instructors are compensated versus tenure-track faculty. We need more instructors with real-world experience that can help prepare our students for well-paying careers...” (p. 432).

Perhaps the most cogent statement in all of the survey data occurs on page 463: “Salaries for non-tenure track employees has to be addressed.”

## Impacts - quantitative

While the above comments are insightful, they are admittedly anecdotal. Therefore, the Subcommittee requested assistance from Chris Urban (K-State Office of Institutional Research and Assessment) to ascertain the extent to which non-tenure-track faculty are, in fact, being impacted by the current compensation practices.

In a report generated on 23 March 2023, available in Appendix B), the Subcommittee learned the following:

- Over the last 8 years, there have been **1,669 distinct non-tenure-track faculty at K-State**. This pool includes faculty involved in the following functions and bearing the following titles:<sup>2</sup>
  - Instruction (instructor, senior instructor, and advanced instructor),
  - Practice (professor of practice, senior professor of practice)
  - Teaching (teaching assistant professor, teaching associate professor, and teaching professor)
  - Clinical (clinical assistant professor, clinical associate professor, and clinical professor)
  - Research (research assistant professor, research associate professor, and research professor)
  - Extension (extension assistant professor, extension associate professor)
- During the period 2014-present, there were 111 instances of promotion for non-tenure-track faculty. In 36 (32.1%) of these promotion events, no salary compensation occurred. Depending on the particular function and title area, there were major differences:<sup>3</sup>
  - Instruction (64.3% of the promotions were not accompanied by a salary increase)
  - Practice (23.1% of the promotions were not accompanied by a salary increase)
  - Teaching (52.3% of the promotions were not accompanied by a salary increase)
  - Research (7.7% of the promotions were not accompanied by a salary increase)

## Recommendations

- Following Next-Gen Theme 2 Build and Sustain The Next-Generation Land-Grant Workforce at K-State Bold ideas:
  - Establish a university employee compensation philosophy and supporting structures focused on competitiveness and performance
  - Rethink and broaden traditional approaches to incentivizing and rewarding faculty and staff
  - Recommendations from 2016 Faculty Compensation Task Force Report “Structuring Faculty Salaries Towards K-State 2025 & Beyond” and the 2022 Salary and Fringe Benefits Committee Recommendations on Faculty and Staff Salaries from the Salaries and Fringe Benefits Committee we make the following recommendations:

---

<sup>2</sup> See page 1 of Appendix B

<sup>3</sup> See page 3 of Appendix B

- We recommend that all non-tenure-track promotions should receive a salary increase of at least 7.5% of the salary of all faculty at K-State (the average salary increase was 8.5% in our analysis, which is in line with this recommendation).
- We recommend that if this recommendation is not enacted that faculty, staff and administration identify a solution to standardize the promotion compensation for non-tenure track faculty.

**Appendices:**

- A: Email from Emergent Method's John Snow to committee member Justin Kastner authorizing the use and reference of its December 2022 report
- B: Data tables and figures courtesy of Chris Urban, K-State Office of Institutional Research and Assessment

**Justin Kastner**

---

**From:** John Snow <john@emergentmethod.com>  
**Sent:** Thursday, April 13, 2023 11:45 AM  
**To:** Justin Kastner  
**Cc:** Robyn Stiles  
**Subject:** RE: Survey report use question

**This email originated from outside of K-State.**

Hi Justin,

Thanks for reaching out and checking! Sounds like a big lift your committee is taking on with this effort, so thanks for the time I'm sure is going and will continue to go into it.

You are more than welcome to use or reference any of the data in our report as necessary to inform your work. Let me know if you have any other questions as you move forward.

Thanks!

John

**JOHN SNOW, MBA**  
PARTNER

---

**EMERGENT METHOD**  
O: 225-372-5102 | M: 225-235-5785

---

**From:** Justin Kastner <jkastner@ksu.edu>  
**Sent:** Thursday, April 13, 2023 11:11 AM  
**To:** John Snow <john@emergentmethod.com>  
**Subject:** Survey report use question

Dear John, if I may,

Greetings from Kansas State University. I am a faculty member serving on a number of Faculty Senate (governance) committees, one of which is charged with making recommendations regarding salaries and benefits of employees. Like most committees, we are simply to gather information and offer our perspectives to the wider Faculty Senate community and university administration.

Our subcommittee is in the throes of putting together a report that captures a number of perspectives on the broad (and admittedly complex!) issue of compensation. As we author our report (which we would share with Faculty Senate, likely next Fall), I wonder if we have permission from Emergent Methods to cite/quote/excerpt some of the anecdotal and qualitative data found in this report:

[https://www.k-state.edu/strategic-planning/feedback/survey/K-State\\_SurveyReport-FacultyStaff\\_Dec-2022.pdf](https://www.k-state.edu/strategic-planning/feedback/survey/K-State_SurveyReport-FacultyStaff_Dec-2022.pdf)

Can you advise me on this? I figured that because it is a survey/report prepared for K-State, we could use any or all of it; however, I wanted to doublecheck.

Sincerely,

Justin

Justin Kastner, PhD  
Professor  
Department of Diagnostic Medicine/Pathobiology

Email: [jkastner@k-state.edu](mailto:jkastner@k-state.edu)

Work: [785-532-4820](tel:785-532-4820)

Mobile: [785-410-5792](tel:785-410-5792)

K-State Manhattan office: Mosier Hall P-216

Mailing address:

Dr. Justin Kastner  
Department of Diagnostic Medicine/Pathobiology  
Kansas State University  
P-216 Mosier Hall  
1800 Denison Avenue  
Manhattan, Kansas 66506

| Employee Headcounts in Non-Tenure Faculty Jobs by Calendar Year, 2015-Present |            |            |            |            |            |            |            |            |            |            |                  |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------------|
| Category  | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       | Total (Distinct) |
| <input type="checkbox"/> <b>Instructor</b>                                    | <b>564</b> | <b>590</b> | <b>586</b> | <b>523</b> | <b>525</b> | <b>517</b> | <b>462</b> | <b>469</b> | <b>445</b> | <b>396</b> | <b>1280</b>      |
| Instructor  | 564        | 590        | 583        | 509        | 513        | 505        | 450        | 457        | 433        | 383        | 1277             |
| Senior Instructor   |            | 1          | 2          | 10         | 11         | 10         | 10         | 11         | 11         | 10         | 13               |
| Advanced Instructor   |            | 2          | 2          | 4          | 2          | 3          | 2          | 2          | 2          | 3          | 7                |
| <input type="checkbox"/> <b>Practice</b>                                      |            |            | <b>5</b>   | <b>17</b>  | <b>20</b>  | <b>31</b>  | <b>33</b>  | <b>48</b>  | <b>60</b>  | <b>59</b>  | <b>80</b>        |
| Professor of Practice   |            |            | 5          | 16         | 19         | 28         | 31         | 46         | 58         | 54         | 74               |
| Senior Professor of Practice  |            |            |            | 1          | 1          | 3          | 2          | 2          | 2          | 5          | 6                |
| <input type="checkbox"/> <b>Teaching</b>                                      |            | <b>9</b>   | <b>22</b>  | <b>28</b>  | <b>46</b>  | <b>58</b>  | <b>67</b>  | <b>83</b>  | <b>94</b>  | <b>93</b>  | <b>124</b>       |
| Teaching Assistant Professor  |            | 4          | 14         | 17         | 33         | 41         | 43         | 55         | 63         | 63         | 91               |
| Teaching Associate Professor  |            | 4          | 6          | 8          | 9          | 12         | 13         | 15         | 15         | 13         | 25               |
| Teaching Professor  |            | 1          | 2          | 3          | 4          | 9          | 12         | 17         | 18         | 17         | 19               |
| <input type="checkbox"/> <b>Clinical</b>                                      | <b>26</b>  | <b>38</b>  | <b>42</b>  | <b>47</b>  | <b>51</b>  | <b>61</b>  | <b>64</b>  | <b>65</b>  | <b>74</b>  | <b>68</b>  | <b>117</b>       |
| Clinical Assistant Professor  | 14         | 26         | 30         | 30         | 35         | 42         | 43         | 43         | 51         | 48         | 97               |
| Clinical Associate Professor  | 11         | 12         | 12         | 13         | 13         | 17         | 14         | 15         | 14         | 10         | 29               |
| Clinical Professor  | 1          | 1          | 2          | 5          | 5          | 9          | 9          | 10         | 11         | 10         | 11               |
| <input type="checkbox"/> <b>Research</b>                                      | <b>73</b>  | <b>77</b>  | <b>71</b>  | <b>66</b>  | <b>70</b>  | <b>62</b>  | <b>61</b>  | <b>61</b>  | <b>55</b>  | <b>44</b>  | <b>152</b>       |
| Research Assistant Professor  | 62         | 62         | 56         | 50         | 56         | 50         | 49         | 50         | 45         | 35         | 135              |
| Research Associate Professor  | 9          | 11         | 12         | 11         | 10         | 9          | 8          | 5          | 5          | 4          | 20               |
| Research Professor  | 4          | 4          | 5          | 5          | 6          | 6          | 7          | 7          | 6          | 5          | 10               |
| <input type="checkbox"/> <b>Extension</b>                                     |            |            |            |            |            |            | <b>1</b>   | <b>1</b>   | <b>2</b>   | <b>3</b>   | <b>3</b>         |
| Extension Assistant Professor   |            |            |            |            |            |            |            |            | 1          | 2          | 2                |
| Extension Associate Professor   |            |            |            |            |            |            | 1          | 1          | 1          | 1          | 1                |
| <b>Total (Distinct)</b>   | <b>658</b> | <b>706</b> | <b>721</b> | <b>674</b> | <b>705</b> | <b>716</b> | <b>683</b> | <b>716</b> | <b>725</b> | <b>663</b> | <b>1669</b>      |

| Average Years in Job by Non-Tenure Faculty Category |                  |              |             |             |             |             |
|---|------------------|--------------|-------------|-------------|-------------|-------------|
| Category  | Currently in Job |              | Not in Job  |             | Total       |             |
|   | #                | Yrs in job   | #           | Yrs in job  | #           | Yrs in job  |
| <input type="checkbox"/> <b>Instructor</b>          | <b>401</b>       | <b>10.77</b> | <b>891</b>  | <b>7.86</b> | <b>1280</b> | <b>9.26</b> |
| Instructor  | 388              | 10.93        | 889         | 7.91        | 1277        | 9.35        |
| Senior Instructor                                   | 10               | 6.08         | 3           | 4.80        | 13          | 5.83        |
| Advanced Instructor                                 | 3                | 3.09         | 4           | 3.74        | 7           | 3.58        |
| <input type="checkbox"/> <b>Practice</b>            | <b>58</b>        | <b>3.79</b>  | <b>22</b>   | <b>2.28</b> | <b>80</b>   | <b>3.48</b> |
| Professor of Practice                               | 53               | 3.81         | 21          | 2.31        | 74          | 3.50        |
| Senior Professor of Practice                        | 5                | 3.47         | 1           | 1.75        | 6           | 3.20        |
| <input type="checkbox"/> <b>Teaching</b>            | <b>92</b>        | <b>3.83</b>  | <b>42</b>   | <b>3.80</b> | <b>124</b>  | <b>3.82</b> |
| Teaching Assistant Professor                        | 62               | 3.84         | 29          | 3.64        | 91          | 3.78        |
| Teaching Associate Professor                        | 13               | 3.34         | 12          | 4.31        | 25          | 3.89        |
| Teaching Professor                                  | 17               | 4.04         | 2           | 1.88        | 19          | 3.90        |
| <input type="checkbox"/> <b>Clinical</b>            | <b>66</b>        | <b>5.28</b>  | <b>62</b>   | <b>4.28</b> | <b>117</b>  | <b>4.78</b> |
| Clinical Assistant Professor                        | 46               | 4.99         | 51          | 3.91        | 97          | 4.41        |
| Clinical Associate Professor                        | 10               | 5.62         | 19          | 5.00        | 29          | 5.27        |
| Clinical Professor                                  | 10               | 5.72         | 1           | 6.00        | 11          | 5.76        |
| <input type="checkbox"/> <b>Research</b>            | <b>43</b>        | <b>10.30</b> | <b>113</b>  | <b>6.48</b> | <b>152</b>  | <b>8.07</b> |
| Research Assistant Professor                        | 34               | 10.33        | 101         | 6.41        | 135         | 8.01        |
| Research Associate Professor                        | 4                | 6.51         | 16          | 7.04        | 20          | 6.90        |
| Research Professor                                  | 5                | 12.30        | 5           | 5.80        | 10          | 10.26       |
| <input type="checkbox"/> <b>Extension</b>           | <b>3</b>         | <b>2.28</b>  |             |             | <b>3</b>    | <b>2.28</b> |
| Extension Assistant Professor                       | 2                | 0.19         |             |             | 2           | 0.19        |
| Extension Associate Professor                       | 1                | 2.67         |             |             | 1           | 2.67        |
| <b>Total</b>  | <b>663</b>       | <b>9.25</b>  | <b>1095</b> | <b>7.16</b> | <b>1669</b> | <b>8.21</b> |

### Notes & Definitions

Only includes employees with non-tenure faculty titles as their *primary* job. Years in job does not account for breaks in service, only the last date in the job compared to the first date in the job. Excludes unpaid positions and jobs held <3 months.

Data from March 2014 to present by Calendar Year. Salary increases determined by the employee's *hourly rate*, which accounts for changes in FTE. Promotions include individuals who changed positions and departments.

Promotions only valid if they occur within a year of moving from one non-tenure faculty title to a more advanced title in the ladder or from instructor to any other non-tenure title. Promotions exclude rehires and title changes within the first month of employment.

| Employee Headcounts in Non-Tenure Faculty Jobs by Regular/Temporary Status |            |            |            |            |            |            |            |            |            |            |             |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| Reg/Temp   | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       | Total       |
| <input checked="" type="checkbox"/> <b>Regular</b>                         | <b>440</b> | <b>459</b> | <b>475</b> | <b>467</b> | <b>480</b> | <b>470</b> | <b>464</b> | <b>442</b> | <b>471</b> | <b>421</b> | <b>1019</b> |
| <input checked="" type="checkbox"/> Instructor                             | 346        | 341        | 338        | 312        | 302        | 282        | 264        | 226        | 234        | 204        | <b>666</b>  |
| <input checked="" type="checkbox"/> Practice                               |            |            | 5          | 15         | 17         | 19         | 18         | 21         | 28         | 26         | <b>45</b>   |
| <input checked="" type="checkbox"/> Teaching                               |            | 9          | 22         | 28         | 46         | 52         | 58         | 71         | 84         | 83         | <b>115</b>  |
| <input checked="" type="checkbox"/> Clinical                               | 26         | 38         | 42         | 47         | 51         | 59         | 62         | 63         | 68         | 61         | <b>110</b>  |
| <input checked="" type="checkbox"/> Research                               | 68         | 71         | 68         | 65         | 64         | 58         | 61         | 60         | 55         | 44         | <b>143</b>  |
| <input checked="" type="checkbox"/> Extension                              |            |            |            |            |            |            | 1          | 1          | 2          | 3          | <b>3</b>    |
| <input checked="" type="checkbox"/> <b>Temporary</b>                       | <b>218</b> | <b>247</b> | <b>246</b> | <b>207</b> | <b>227</b> | <b>246</b> | <b>219</b> | <b>274</b> | <b>254</b> | <b>242</b> | <b>757</b>  |
| <input checked="" type="checkbox"/> Instructor                             | 214        | 244        | 244        | 204        | 218        | 222        | 193        | 233        | 206        | 192        | <b>691</b>  |
| <input checked="" type="checkbox"/> Practice                               |            |            |            | 2          | 3          | 12         | 15         | 27         | 32         | 33         | <b>35</b>   |
| <input checked="" type="checkbox"/> Teaching                               |            |            |            |            | 1          | 6          | 9          | 12         | 10         | 10         | <b>14</b>   |
| <input checked="" type="checkbox"/> Clinical                               |            |            |            |            |            | 2          | 2          | 1          | 6          | 7          | <b>8</b>    |
| <input checked="" type="checkbox"/> Research                               | 4          | 3          | 2          | 1          | 5          | 4          |            | 1          |            |            | <b>12</b>   |
| <b>Total</b>   | <b>658</b> | <b>706</b> | <b>721</b> | <b>674</b> | <b>705</b> | <b>716</b> | <b>683</b> | <b>716</b> | <b>725</b> | <b>663</b> | <b>1669</b> |

| Employee Headcounts in Non-Tenure Faculty Jobs by 9/12 Month Status |            |            |            |            |            |            |            |            |            |            |             |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| 9/12 Month  | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       | Total       |
| <input checked="" type="checkbox"/> <b>12-Month</b>                 | <b>227</b> | <b>237</b> | <b>241</b> | <b>267</b> | <b>276</b> | <b>286</b> | <b>292</b> | <b>315</b> | <b>341</b> | <b>320</b> | <b>701</b>  |
| <input checked="" type="checkbox"/> Instructor                      | 139        | 133        | 132        | 150        | 150        | 137        | 130        | 141        | 157        | 146        | <b>386</b>  |
| <input checked="" type="checkbox"/> Practice                        |            |            |            | 2          | 7          | 8          | 19         | 20         | 34         | 37         | <b>48</b>   |
| <input checked="" type="checkbox"/> Teaching                        |            |            | 3          | 6          | 7          | 10         | 19         | 25         | 26         | 28         | <b>36</b>   |
| <input checked="" type="checkbox"/> Clinical                        | 25         | 37         | 41         | 46         | 48         | 56         | 60         | 59         | 69         | 62         | <b>110</b>  |
| <input checked="" type="checkbox"/> Research                        | 63         | 64         | 60         | 57         | 60         | 55         | 56         | 54         | 48         | 41         | <b>135</b>  |
| <input checked="" type="checkbox"/> Extension                       |            |            |            |            |            |            | 1          | 1          | 2          | 3          | <b>3</b>    |
| <input checked="" type="checkbox"/> <b>9-Month</b>                  | <b>432</b> | <b>469</b> | <b>480</b> | <b>407</b> | <b>429</b> | <b>430</b> | <b>392</b> | <b>401</b> | <b>384</b> | <b>343</b> | <b>1052</b> |
| <input checked="" type="checkbox"/> Instructor                      | 422        | 452        | 450        | 366        | 369        | 367        | 328        | 318        | 283        | 250        | <b>951</b>  |
| <input checked="" type="checkbox"/> Practice                        |            |            |            | 3          | 10         | 12         | 13         | 14         | 23         | 20         | <b>34</b>   |
| <input checked="" type="checkbox"/> Teaching                        |            |            | 6          | 16         | 21         | 36         | 39         | 42         | 57         | 66         | <b>89</b>   |
| <input checked="" type="checkbox"/> Clinical                        | 1          | 1          | 1          | 1          | 3          | 5          | 4          | 5          | 5          | 6          | <b>8</b>    |
| <input checked="" type="checkbox"/> Research                        | 9          | 10         | 10         | 9          | 9          | 7          | 5          | 7          | 7          | 3          | <b>21</b>   |
| <b>Total</b>  | <b>658</b> | <b>706</b> | <b>721</b> | <b>674</b> | <b>705</b> | <b>716</b> | <b>683</b> | <b>716</b> | <b>725</b> | <b>663</b> | <b>1669</b> |

| Employee Headcounts in Non-Tenure by Full/Part-Time Status |                |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |             |
|--|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-------------|
| Year   | 2014           |            |            | 2015       |            |            | 2016       |            |            | 2017       |            |            | 2018       |            |            | 2019       |            |            | 2020       |            |            | 2021       |            |            | 2022       |            |            | 2023       |            |            | Tot         |
|  | Full/Part-Time | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        | FT         | PT         | Tot        |            |            |             |
| Instructor   | 304            | 256        | <b>560</b> | 298        | 287        | <b>585</b> | 302        | 280        | <b>582</b> | 280        | 236        | <b>516</b> | 267        | 252        | <b>519</b> | 245        | 259        | <b>504</b> | 219        | 238        | <b>457</b> | 196        | 263        | <b>459</b> | 195        | 245        | <b>440</b> | 178        | 218        | <b>396</b> | <b>1275</b> |
| Practice   |                |            |            |            |            |            | 4          | 1          | <b>5</b>   | 13         | 4          | <b>17</b>  | 17         | 3          | <b>20</b>  | 14         | 17         | <b>31</b>  | 14         | 19         | <b>33</b>  | 18         | 30         | <b>48</b>  | 25         | 35         | <b>60</b>  | 23         | 36         | <b>59</b>  | <b>80</b>   |
| Teaching   |                |            |            | 8          | 1          | <b>9</b>   | 21         | 1          | <b>22</b>  | 25         | 3          | <b>28</b>  | 43         | 4          | <b>46</b>  | 51         | 7          | <b>58</b>  | 56         | 11         | <b>67</b>  | 70         | 13         | <b>83</b>  | 82         | 12         | <b>94</b>  | 81         | 12         | <b>93</b>  | <b>124</b>  |
| Clinical   | 18             | 8          | <b>26</b>  | 30         | 8          | <b>38</b>  | 36         | 6          | <b>42</b>  | 41         | 6          | <b>47</b>  | 44         | 7          | <b>51</b>  | 51         | 10         | <b>61</b>  | 52         | 12         | <b>64</b>  | 52         | 12         | <b>64</b>  | 59         | 15         | <b>74</b>  | 54         | 14         | <b>68</b>  | <b>117</b>  |
| Research   | 59             | 13         | <b>72</b>  | 63         | 11         | <b>74</b>  | 62         | 8          | <b>70</b>  | 57         | 9          | <b>66</b>  | 58         | 11         | <b>69</b>  | 52         | 10         | <b>62</b>  | 56         | 5          | <b>61</b>  | 54         | 7          | <b>61</b>  | 48         | 7          | <b>55</b>  | 38         | 6          | <b>44</b>  | <b>151</b>  |
| Extension  |                |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            |            | 1          |            | <b>1</b>   | 1          |            | <b>1</b>   | 2          |            | <b>2</b>   | 3          |            | <b>3</b>   | <b>3</b>    |
| <b>Total</b>   | <b>381</b>     | <b>277</b> | <b>658</b> | <b>399</b> | <b>307</b> | <b>706</b> | <b>425</b> | <b>296</b> | <b>721</b> | <b>416</b> | <b>258</b> | <b>674</b> | <b>429</b> | <b>277</b> | <b>705</b> | <b>413</b> | <b>303</b> | <b>716</b> | <b>398</b> | <b>285</b> | <b>683</b> | <b>391</b> | <b>325</b> | <b>716</b> | <b>411</b> | <b>314</b> | <b>725</b> | <b>377</b> | <b>286</b> | <b>663</b> | <b>1669</b> |

**Notes & Definitions**

Employee type, contract and appointment information on this page is determined based on the employees last known status in the specified year (i.e. if someone switched from FT instructor to PT Teaching Prof. during the year, they will be counted as PT Teaching Prof). Data by calendar year.



36

Promotions with No Increase

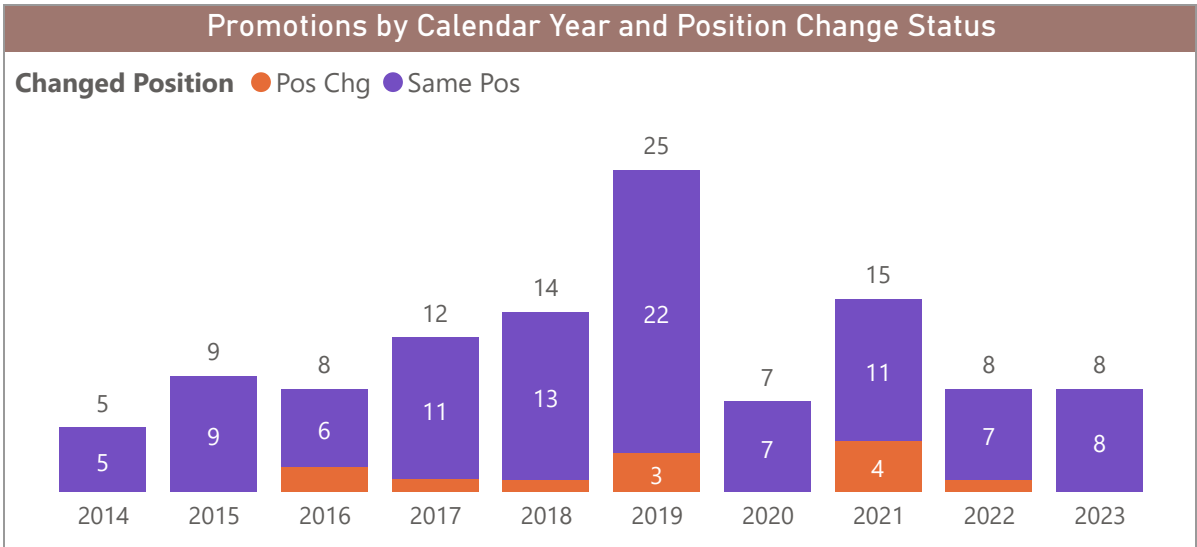
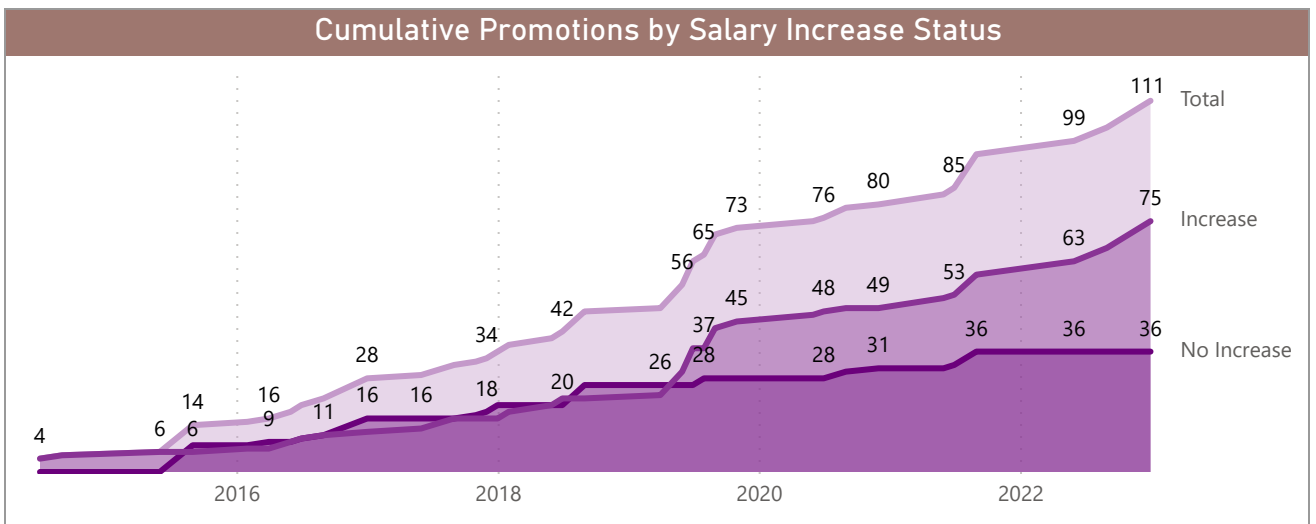
111

Promotions

32.1%

% of Promotions with No Increase

| Category          | Promotions | # No Increase | % No Increase |
|-------------------|------------|---------------|---------------|
| <b>Instructor</b> | <b>14</b>  | <b>9</b>      | <b>64.3%</b>  |
| Pos Chg           | 2          | 1             | 50.0%         |
| Same Pos          | 12         | 8             | 66.7%         |
| <b>Practice</b>   | <b>13</b>  | <b>3</b>      | <b>23.1%</b>  |
| Pos Chg           | 3          | 0             | 0.0%          |
| Same Pos          | 10         | 3             | 30.0%         |
| <b>Teaching</b>   | <b>44</b>  | <b>23</b>     | <b>52.3%</b>  |
| Pos Chg           | 5          | 0             | 0.0%          |
| Same Pos          | 39         | 23            | 59.0%         |
| <b>Clinical</b>   | <b>27</b>  | <b>0</b>      | <b>0.0%</b>   |
| Pos Chg           | 1          | 0             | 0.0%          |
| Same Pos          | 26         | 0             | 0.0%          |
| <b>Research</b>   | <b>13</b>  | <b>1</b>      | <b>7.7%</b>   |
| Pos Chg           | 1          | 0             | 0.0%          |
| Same Pos          | 12         | 1             | 8.3%          |
| <b>Total</b>      | <b>111</b> | <b>36</b>     | <b>32.4%</b>  |



| Previous Title               | Promoted Title               | #          | Avg. Sal Chg | w/Pos Chg    | Same Pos    |
|------------------------------|------------------------------|------------|--------------|--------------|-------------|
| Instructor                   | Teaching Assistant Professor | 29         | 10.0%        | 37.7%        | 4.2%        |
| Clinical Assistant Professor | Clinical Associate Professor | 12         | 10.8%        |              | 10.8%       |
| Instructor                   | Professor of Practice        | 10         | 10.2%        | 12.1%        | 9.4%        |
| Instructor                   | Senior Instructor            | 9          | 1.7%         | -1.9%        | 2.7%        |
| Clinical Associate Professor | Clinical Professor           | 8          | 11.9%        |              | 11.9%       |
| Research Assistant Professor | Research Associate Professor | 8          | 14.0%        |              | 14.0%       |
| Teaching Assistant Professor | Teaching Associate Professor | 6          | 5.5%         |              | 5.5%        |
| Instructor                   | Clinical Assistant Professor | 6          | 5.7%         | 12.2%        | 4.4%        |
| Instructor                   | Advanced Instructor          | 5          | 6.0%         |              | 6.0%        |
| Instructor                   | Teaching Associate Professor | 5          | 2.4%         |              | 2.4%        |
| Teaching Associate Professor | Teaching Professor           | 4          | 5.9%         |              | 5.9%        |
| Instructor                   | Senior Professor of Practice | 3          | 2.3%         |              | 2.3%        |
| Research Associate Professor | Research Professor           | 3          | 18.1%        |              | 18.1%       |
| Instructor                   | Research Assistant Professor | 2          | 4.1%         | 5.8%         | 2.5%        |
| Instructor                   | Clinical Associate Professor | 1          | 2.4%         |              | 2.4%        |
| <b>Total</b>                 |                              | <b>111</b> | <b>8.5%</b>  | <b>19.9%</b> | <b>7.2%</b> |