

Salaries and Fringe Benefits Subcommittee Report on Compensation for Promoted Non-Tenure-Track Faculty

March 2024

Problem statement

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 of the current situation, and (b) make a recommendation to the K-State Faculty Senate Faculty Affairs Committee.

Impacts

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 the Appendix), 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:
 - 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 2014-2023, 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:
 - 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
 - We make the following recommendations:
 - 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.
 - 7.5% was chosen as the minimum because:
 - It was the increment recommended in 2016 Faculty Compensation Task Force Report “Structuring Faculty Salaries Towards K-State 2025 & Beyond. The thinking of that group was that non-tenure promotion was not equivalent to tenure-track promotion.
 - When the 2022 committee looked into the estimated cost of 7.5%, 10%, and 15% 2022 Salary and Fringe Benefits Committee Recommendations on Faculty and Staff Salaries there was concern about the ask size especially for the 15% increment.
 - The average salary increase was 8.5% in our analysis, which is in line with this recommendation.
 - We recommend that those considering this issue review climate survey comments related to non-tenure track faculty compensation. This includes the following document: https://www.k-state.edu/strategic-planning/feedback/survey/K-State_SurveyReport-FacultyStaff_Dec-2022.pdf. Questions about this report may be directed to the consulting firm (Emergent Method) and consultant (John Snow) hired to collect the climate survey data; Mr. Snow's contact details are as follows: john@emergentmethod.com, 225-372-5102 (office), and 225-235-5785 (mobile)

Appendix:

- Data tables and figures courtesy of Chris Urban, K-State Office of Institutional Research and Assessment

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)
Instructor	564	590	586	523	525	517	462	469	445	396	1280
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
Practice			5	17	20	31	33	48	60	59	80
Professor of Practice			5	16	19	28	31	46	58	54	74
Senior Professor of Practice				1	1	3	2	2	2	5	6
Teaching		9	22	28	46	58	67	83	94	93	124
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
Clinical	26	38	42	47	51	61	64	65	74	68	117
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
Research	73	77	71	66	70	62	61	61	55	44	152
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
Extension							1	1	2	3	3
Extension Assistant Professor									1	2	2
Extension Associate Professor							1	1	1	1	1
Total (Distinct)	658	706	721	674	705	716	683	716	725	663	1669

Average Years in Job by Non-Tenure Faculty Category						
Category	Currently in Job #	Currently in Job Yrs in job	Not in Job #	Not in Job Yrs in job	Total #	Total Yrs in job
Instructor	401	10.77	891	7.86	1280	9.26
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
Practice	58	3.79	22	2.28	80	3.48
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
Teaching	92	3.83	42	3.80	124	3.82
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
Clinical	66	5.28	62	4.28	117	4.78
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
Research	43	10.30	113	6.48	152	8.07
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
Extension	3	2.28			3	2.28
Extension Assistant Professor	2	0.19			2	0.19
Extension Associate Professor	1	2.67			1	2.67
Total	663	9.25	1095	7.16	1669	8.21

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

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"/> 12-Month	227	237	241	267	276	286	292	315	341	320	701
<input checked="" type="checkbox"/> Instructor	139	133	132	150	150	137	130	141	157	146	386
<input checked="" type="checkbox"/> Practice			2	7	8	19	20	34	37	39	48
<input checked="" type="checkbox"/> Teaching		3	6	7	10	19	25	26	28	29	36
<input checked="" type="checkbox"/> Clinical	25	37	41	46	48	56	60	59	69	62	110
<input checked="" type="checkbox"/> Research	63	64	60	57	60	55	56	54	48	41	135
<input checked="" type="checkbox"/> Extension							1	1	2	3	3
<input checked="" type="checkbox"/> 9-Month	432	469	480	407	429	430	392	401	384	343	1052
<input checked="" type="checkbox"/> Instructor	422	452	450	366	369	367	328	318	283	250	951
<input checked="" type="checkbox"/> Practice			3	10	12	12	13	14	23	20	34
<input checked="" type="checkbox"/> Teaching		6	16	21	36	39	42	57	66	64	89
<input checked="" type="checkbox"/> Clinical	1	1	1	1	3	5	4	5	5	6	8
<input checked="" type="checkbox"/> Research	9	10	10	9	9	7	5	7	7	3	21
Total	658	706	721	674	705	716	683	716	725	663	1669

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	560	298	287	585	302	280	582	280	236	516	267	252	519	245	259	504	219	238	457	196	263	459	195	245	440	178	218	396	1275
Practice							4	1	5	13	4	17	17	3	20	14	17	31	14	19	33	18	30	48	25	35	60	23	36	59	80
Teaching				8	1	9	21	1	22	25	3	28	43	4	46	51	7	58	56	11	67	70	13	83	82	12	94	81	12	93	124
Clinical	18	8	26	30	8	38	36	6	42	41	6	47	44	7	51	51	10	61	52	12	64	52	12	64	59	15	74	54	14	68	117
Research	59	13	72	63	11	74	62	8	70	57	9	66	58	11	69	52	10	62	56	5	61	54	7	61	48	7	55	38	6	44	151
Extension																1		1	1		1	2		2	3		3			3	
Total	381	277	658	399	307	706	425	296	721	416	258	674	429	277	705	413	303	716	398	285	683	391	325	716	411	314	725	377	286	663	1669

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.

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Promotions with No Increase

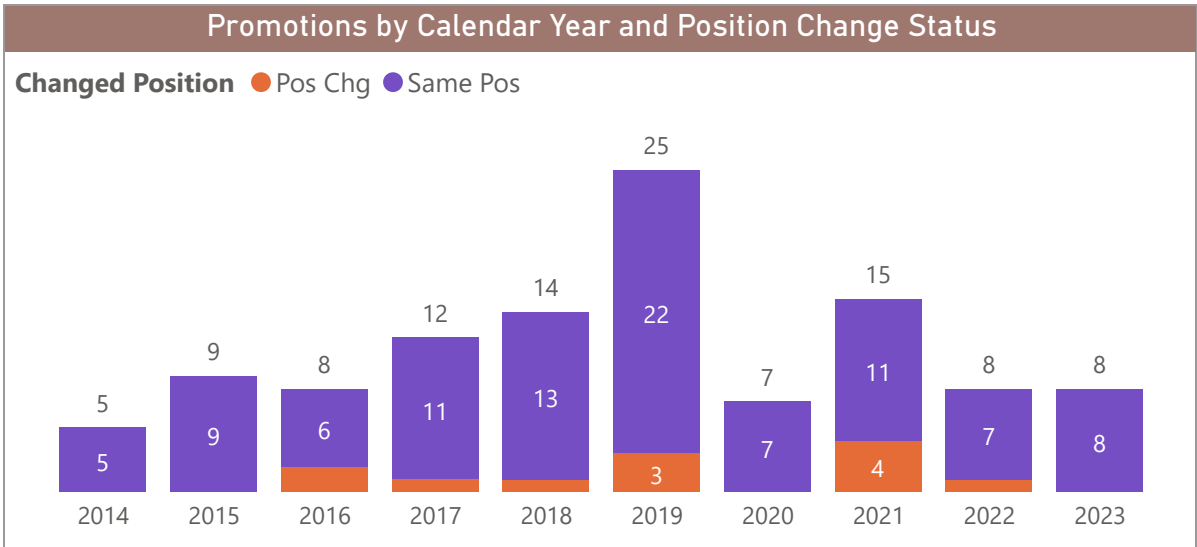
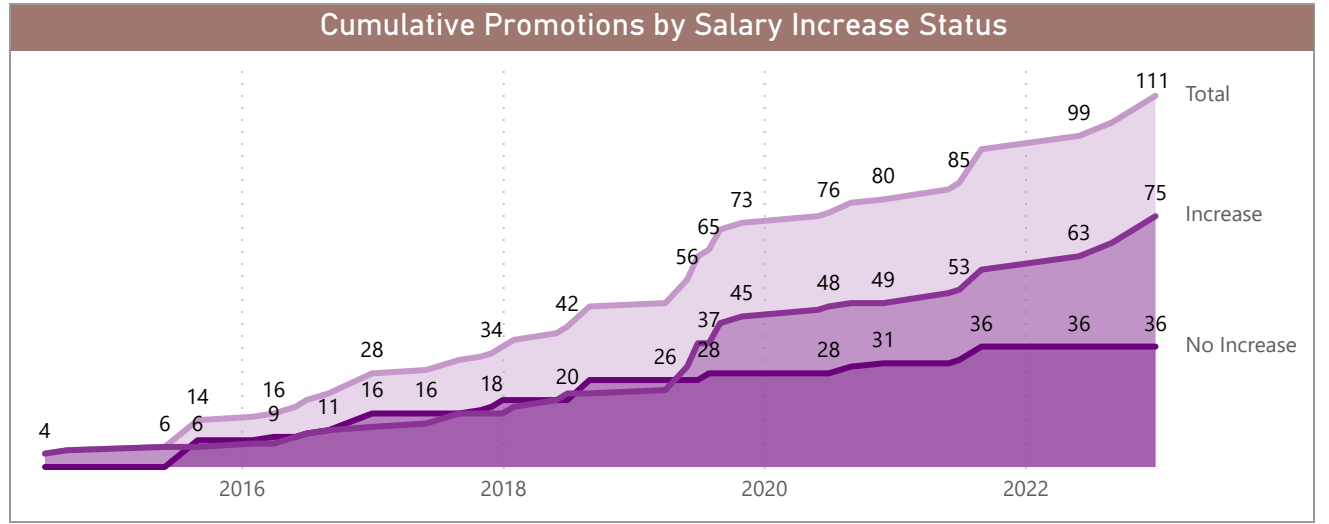
111

Promotions

32.1%

% of Promotions with No Increase

Promotions by Pay Increase Status, 2014-Present			
Category	Promotions	# No Increase	% No Increase
<input type="checkbox"/> Instructor	14	9	64.3%
Pos Chg	2	1	50.0%
Same Pos	12	8	66.7%
<input type="checkbox"/> Practice	13	3	23.1%
Pos Chg	3	0	0.0%
Same Pos	10	3	30.0%
<input type="checkbox"/> Teaching	44	23	52.3%
Pos Chg	5	0	0.0%
Same Pos	39	23	59.0%
<input type="checkbox"/> Clinical	27	0	0.0%
Pos Chg	1	0	0.0%
Same Pos	26	0	0.0%
<input type="checkbox"/> Research	13	1	7.7%
Pos Chg	1	0	0.0%
Same Pos	12	1	8.3%
Total	111	36	32.4%



Title Changes and Average Pay Increase					
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%
Total		111	8.5%	19.9%	7.2%