Structuring Faculty Salaries Towards K-State 2025 & Beyond

Faculty Compensation Task Force Report

February 2016

Structuring Faculty Salaries Towards K-State 2025 & Beyond

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No college can be greater than its faculty. Their bigness of mind, their wealth of knowledge, and their clearness of vision set the pace and determine the progress of the institution.

The Royal Purple (K-State Yearbook), 1918

Executive Summary

The 2015 Faculty Compensation Task Force was charged to develop a three-year compensation improvement plan with specific goals and strategies consistent with the K-State 2025 goals for competitive faculty compensation. Excellent faculty members are critical to K-State's goal of becoming a top-50 public research university as defined by K-State 2025. In order to retain and attract high-performing faculty, competitive salaries and compensation packages are essential.

The task force completed the following steps in creating the recommendations introduced in the remainder of the report.

- Reviewed the progress made in faculty salaries during the past three years as a result of the investments made based on the recommendations of the 2012 Faculty Compensation Task Force Report.
- Established compensation targets for tenure and tenure-track faculty for the years 2019, 2022, and 2025 to position the University to achieve compensation levels more equivalent to Top 50 Public Research Universities.
- Projected the faculty salaries at our peer comparison universities and the investment needed to meet the 2019 target.
- Prioritized implementation tools to increase faculty salaries and recommended how the increases be allocated.
- Made recommendations for regular, non-tenure-track faculty, including promotion increases and eligibility for Targeted Faculty Salary Enhancements.
- Recommended potential sources of revenue to fund the investment required to meet the defined targets.

To meet our 2019 targets, dynamic projections estimate that we need to increase tenured and tenure-track faculty salaries 3.88% annually. This translates to an additional investment of over $4.6 million annually over the three years from 2017 to 2019. Respectively, to address the needs of regular, non-tenure track faculty an additional investment of approximately $700,000 annually will be necessary.

Introduction

Despite budgetary challenges, K-State remains a destination of choice for students, faculty, and staff from Kansas and beyond. The university recently attained Research I status in the in the Carnegie Classification of Institutions of Higher Education. The university also received the high undergraduate enrollment profile classification. In August 2015, Princeton Review ranked K-State as No. 4 for happiest students, No. 5 for student love of their college and best-run colleges, and No. 6 for best quality of life. K-State is listed among the nation's best educational institutions by "America's Top Colleges" based on student satisfaction, post-graduation success, student debt, graduation rate, and academic success. This past year, K-State reached record levels for freshmen retention. K-State is the only state-supported school in the U.S. ranked in the top 10 for the combined total of scholars in Rhodes, Marshall, Truman, Goldwater, and Udall competitions since 1986. Numerous faculty have won prestigious national and international awards.

Sustained excellence requires adequate compensation for faculty and staff in order to prevent the loss of top talent to more lucrative offers at other universities and within the private sector. Some units on campus faced this issue, some multiple times, within the past several years. Typically these losses occur when personnel are at a very high level of performance and the net loss on productivity at K-State is substantial. Despite the significant accomplishments of our faculty, students, and staff, much more could have been accomplished without these losses. Further, given the sustained lack of investment in personnel by the state of Kansas and the negative environment created by the loss of key personnel, the outstanding achievements at K-State are unlikely to continue much longer. The Kansas Legislature has not provided state funds for salary increases for the past seven fiscal years. If we aspire to be a top-50 public research university as stated in K-State 2025, we need to pay like a top-50 public research university.

Progress Since the 2012 Report

The most recent Faculty Compensation Task Force report entitled "Structuring Faculty Salaries Towards K-State 2025 & Beyond" was released in December 2012 and the implemented changes have been in effect for FY 2014, FY 2015, and FY 2016. The 2012 report provided four specific recommendations for increasing salaries and specific targets that can be evaluated at this time:

1. Increase the promotion salary increase for promotions to associate or full professor from 8 and 11%, respectively, of the mean salary of all faculty, to 15% of that mean for both types of promotion. That change was adopted beginning in FY 2014.
2. An annual faculty salary increase of 5% with specific guidelines for how that increase would be distributed. Actual raises were a 2.0% mid-year merit increase

in FY 2014 and 2.0% merit increase at the beginning of FY 2015, which were entirely funded by tuition increases and internal budget reallocations.

3. Reactivate the Targeted Faculty Salary Enhancement Program with an investment of $750,000 per year. The intent of the program was to provide $3,000 increases to select faculty members' base pay as a merit driven proactive retention tool. This program was reactivated in FY 2014 with 100 awards followed by 125 and 150 awards in FY 2015 and FY 2016, respectively, with a total investment of $1,112,500 (short of the $2,250,000 recommended).
4. Establish an equity and compression pool of funds ($600,000 – $800,000 per year) to address individual and group salary inequities. This pool was not created, however the Targeted Faculty Salary Enhancement salary blocks were allowed to be used to address equity and compression issues in addition to merit and proactive retention.

The 2012 report salary target indicated that the mean salary of K-State faculty be equal to or exceed 95% of the mean salary level of the peer comparison institutions by FY 2015. For FY 2013 K-State was at 90.2% as compared to 93.1% for FY 2015 (Figure 1). This is below the projected target of 96.4% recommended in the 2012 report. Due to the investments made in salaries by the university, there was progress made over the past three years. However, there is still a large gap between K-State faculty salaries and those of our peer comparison institutions.

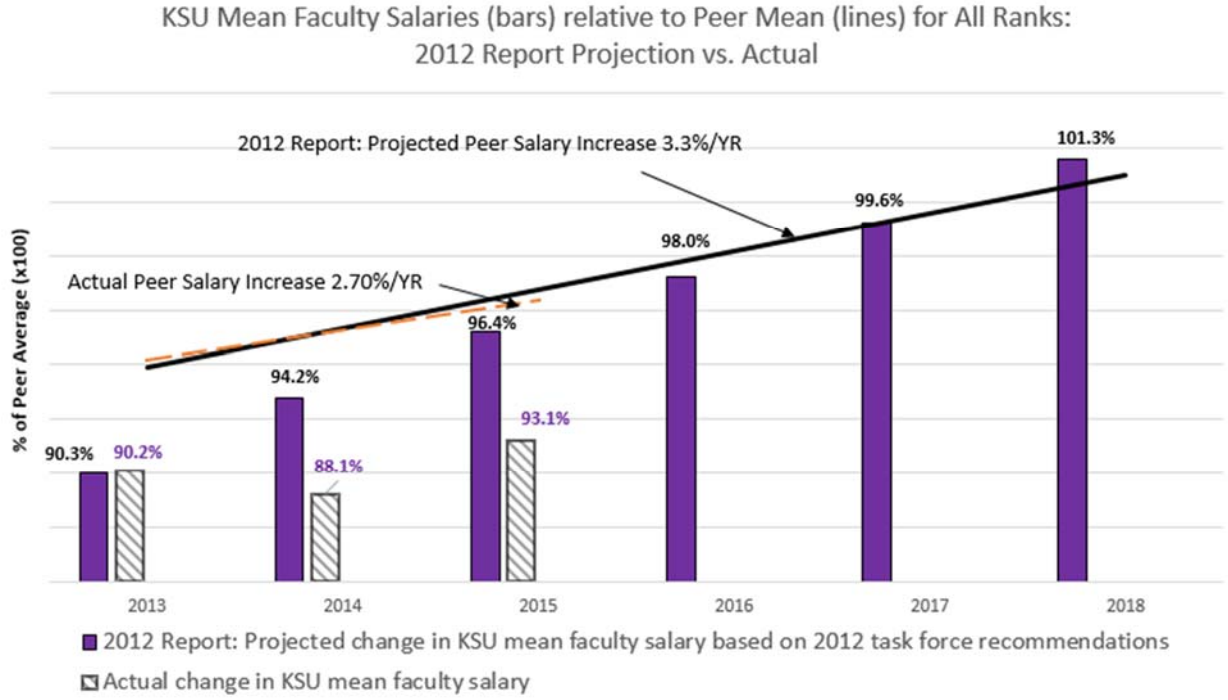

Figure 1. Kansas State University mean all ranks faculty salary relative to peer comparison institutions' mean all ranks faculty salary for FYs 2013-2015.

Charge and Scope

In November 2015, President Schulz and Provost Mason appointed a second Faculty Compensation Task Force to make recommendations for faculty compensation for the next three-years. As before, the task force members included four appointed by Faculty Senate and four by Administration. For continuity purposes, four members from the 2012 task force served on the present task force and are indicated with an asterisk. The members are:

- 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, Food, Nutrition, Dietetics and Health
- Gary Pierzynski, Department Head, Agronomy
- Stephanie Rolley, Department Head,
  Landscape Architecture and Regional & 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.

On November 10, 2015, Provost Mason charged the task force to review faculty compensation progress to date and to recommend faculty compensation strategy priorities for the next three years. The task force would examine the strategies used from the 2012 Faculty Compensation Task Force Report over the past three years and quantify their impact on the competitiveness of faculty salaries in 2015, then propose any new strategies that could be implemented to ensure that faculty compensation would reach a level competitive with our peer comparison institutions, thus attaining the goals of K-State 2025.

As noted earlier, despite some progress over the past three years, faculty salaries at K-State still rank at or near the bottom of our peer comparison institutions. While developing a plan to improve faculty salaries is clearly achievable, the implementation of the plan faces the challenges of uncertain funding sources and the ensuing difficult choices for administration. These realities did not deter the task force from developing a plan that, if implemented, has a good chance at bringing K-State faculty salaries in line with those of our peer comparison institutions.

The task force decided to maintain many of the limitations of the scope established in the 2012 Compensation Task Force Report. These limitations included:

- Address only 9-month base salaries, not full compensation packages
  - Compensation beyond salaries is a complex equation, as it is very difficult to attain and compare information.
- Make recommendations at the university level instead of the college or department level
  - The 10 peer comparison institutions can only be considered peers at the University level, because many departments do not consider this group as peer comparison institutions.
- Include only full-time instructional faculty on the K-State Manhattan campus
  - The numbers used in this report reflect the budget implications on the Manhattan campus, as budgets for Salina and Olathe are handled differently. The data used for comparison are limited to 9-month appointments and 12-month faculty converted to 9-months. Thus, positions such as academic services, library, extension and others who do not fit the definition of full time instructional faculty are not included.

The Office of Institutional Research at Oklahoma State University (OSU) generated the salary comparison data. The ten peer comparison institutions remained the same as in the previous report: Auburn University, Clemson University, Colorado State University, Iowa State University, Oklahoma State University, Oregon State University, North Carolina State University, Louisiana State University, University of Massachusetts-Amherst, and Washington State University.

The most significant change in the scope of this 2015 task force report regards the inclusion of regular, non-tenure-track faculty. At K-State, approximately 10% of instructional faculty are regular, non-tenure-track. The task force wanted to include this group with recommendations in the current report, because they are truly deserving of equal consideration for salary increases as tenured and tenure-track faculty. Further, the group plays an important role in K-State's ability to successfully reach the goals of K-State 2025. It should be noted, however, that regular, non-tenure-track faculty are not included in any of the data comparisons to peers, and thus are not "officially" included in the established targets for future progress. This is because the OSU data does not clearly define the position of instructor; therefore, considerable variation exists in the data submitted to OSU under this title. For this reason, we were not confident in using the OSU data for instructors. Without reliable data, it was impossible to establish how K-State instructors compare to instructors at our peer comparison universities. While all data comparisons among the peers reflect only salaries for tenured/tenure-track faculty, our recommendations include tools for increasing salaries among our regular, non-tenure-track faculty as well.

Within these limitations, the intent of the task force was to develop tools and strategies that could be implemented for all regular faculty appointments as defined in section C10 of the *University Handbook*.

Faculty Salary Targets for 2017-2019

Targets were established with the goal of positioning the University to achieve a sustained Top-50 public research university ranking in a least one K-State 2025 benchmark (Total Research Development Expenditures, Endowment Pool, National Academy Members, Faculty Awards, or Doctorates Granted). As can be seen in Table 1, many of the University's peer comparison institutions have achieved, or been close to achieving, a sustained Top-50 public research university ranking in a least one K-State 2025 benchmark.

Table 1. Top Public Research University Key Benchmark Rankings for Kansas State University and Peer Comparison Institutions (from the Arizona State University Center for Measuring University Performance (CMUP): Top American Research Universities – Provisional Release Data for 2014).

Institution	Total Research Expenditures				Endowment Pool				National Academy Members				Faculty Awards				Doctorates Granted 7/1-6/30			
Year	09	10	11	12	10	11	12	13	10	11	12	13	10	11	12	13	10	11	12	13
Kansas State	75	71	71	70	76	75	78	78	137	137	136	101	46	67	122	100	83	75	81	78
Auburn	77	79	73	86	61	59	57	56	79	78	99	101	77	87	101	168	61	63	53	59
Clemson	68	78	83	96	57	53	53	55	98	100	81	82	69	59	64	86	70	67	62	73
Colorado State	42	44	43	42	97	95	95	97	57	57	58	59	60	87	73	46	60	64	57	61
Iowa State	54	50	50	51	42	41	43	43	38	44	49	51	44	67	35	43	38	35	34	37
Louisiana State	45	47	47	48	47	68	70	73	79	78	81	69	126	105	73	76	39	51	41	47
North Carolina State	26	32	33	33	43	40	39	37	30	31	30	30	37	28	30	24	23	31	26	21
Oklahoma State	87	75	72	71	45	57	58	72	65	63	65	69	99	67	84	100	58	69	65	57
Oregon State	61	59	55	52	63	63	67	64	61	63	65	62	60	52	21	46	69	71	71	65
Massachusetts-Amherst	71	68	67	68	68	98	92	90	38	38	46	46	53	59	54	31	43	50	48	49
Washington State	46	46	37	47	46	34	30	35	38	38	37	37	37	59	44	46	71	65	68	54

= Top 50

Based upon these rankings, if K-State wants to position itself to achieve a sustained Top-50 Public Research University ranking in at least one K-State 2025 benchmark, it is

important that the mean of tenured and tenure-track salaries move to the top tier of the University's peer comparison institutions by 2025.

Thus, targets were selected based upon K-State's peer comparison institutions. The task force recommends that for evaluation and consistency purposes, peer comparison institutions continue to be used to evaluate, report progress and set targets until 2025. While this report focuses on the next three years, the task force first established a 2025 target, and then set the 2019 and 2022 intermediate targets based on the 2025 value. The appropriate value for the 2025 target is the K-State mean salary rank among the top third of the 10 peer comparison institutions.

Faculty Salary Targets:

- By 2019, the mean salary of K-State tenured and tenure-track faculty will exceed the mean salary of the lowest one-third of our peer comparison institutions.
- By 2022, the mean salary of K-State tenured and tenure-track faculty will exceed the mean salary of the lowest half of our peer comparison institutions.
- By 2025, the mean salary of K-State tenured and tenure-track faculty will exceed the mean salary of the lowest two-thirds of our peer comparison institutions.

In addition, the following goal was set:

- Enhance the mean salary of K-State regular, non-tenure-track faculty.

Peer comparison institutions' tenured and tenure-track faculty salaries fluctuate from year-to-year as illustrated in Table 2. Based on FY 2015 salaries, the targets are illustrated based upon tenured and tenure-track faculty salaries at peer comparison institutions.

Table 2. FY 2014 and FY 2015 Mean Salaries and Rankings for Kansas State University and peer comparison universities (from the 2013-2014 and 2014-2015 K-State Faculty Salary Data Analyses).

Institution	FY 2014	FY 2015		FY 2015	K-State Targets
	Mean Salary	Mean Salary	% Increase	Rank	
Massachusetts-Amherst	$111,598	$112,590	0.9	1	
Iowa State	$101,274	$104,116	2.8	2	
Clemson	--	$103,243	--	3	**2025**
North Carolina State*	--	--	--	4	
Washington State	$87,002	$98,663	13.4	5	**2022**
Oregon State	$91,136	$97,045	6.5	6	
Colorado State	$95,352	$95,792	1.8	7	**2019**
Louisiana State	$93,166	$95,554	2.6	8	
Auburn*	--	--	--	9	
Oklahoma State	$91,371	$91,503	0.1	10	
Kansas State	$86,433	$91,430	5.8	11	

-- Data provided did not isolate non-tenure-track salaries

* Ranking is based on values including all faculty salaries (not represented in this table)

2019, and 2022, and 2025 targets are illustrated using 2015 salary data in the right column.

Investment Needed

The 2012 Report recommended tracking salary increases at peer comparison institutions for use in future salary comparisons because it allows a more appropriate baseline and projected value. The 2015 task force followed this recommendation, collecting planned FY 2016 peer comparison institutions' faculty salary increases accessed through publicly available information from each institution. The task force recommends that this projection be done annually. Based upon best available data, 2% increases in salaries for these target institutions are projected for FYs 2017-2019. To meet our 2019 target of the mean salary of K-State tenured and tenure-track faculty exceeding the mean salary of the lowest one-third of the peer comparison institutions, we project that salaries of tenure and tenure-track faculty need to increase 3.88%

annually. This translates to an additional investment to the base budget of over $4.6 million annually over the next 3 years. Figure 2 depicts the tenured and tenure-track faculty salaries if the FY 2016 increases are continued for FY 2017-2019, which would result in lost ground to our 2019 target. It also shows how the 3.88% increase will allow us to meet our 2019 target. If the investment is not increased compared to what is being made today we will fall further behind peer comparison institutions.

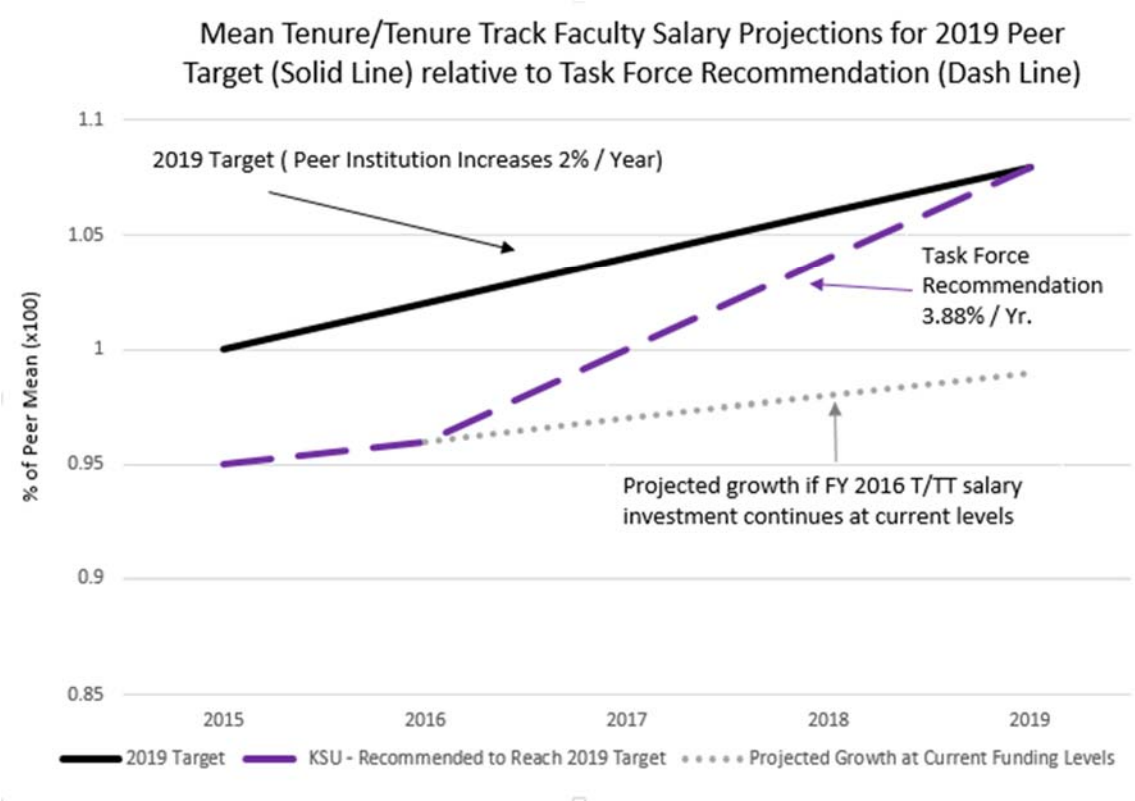

Figure 2. Mean Tenure/Tenure-track Faculty Salary Projections for 2019 Peer Target relative to Task Force Recommendation. Tenured and tenure-track faculty salaries if the FY 2016 increases are continued for FY 2017-2019, which would cause K-State to lose ground to our 2019 target institutions. The graph also shows how the 3.88% increase will allow us to meet our 2019 investment levels compared to implementation of task force recommendation of 3.88% annual increases.

Tools

It is imperative that whatever mechanisms are used to increase salaries at K-State, they are sustained yearly for a prolonged period of time (a decade or longer). Below are the **top three tools** to increase faculty salaries at K-State in order to reach the targets defined in this report. These tools are listed in priority order.

1. **Promotion/Professorial Performance Awards (P/PPA) -** This established University Handbook mandated tool remains the most important for increasing salaries.

Current efforts need to be sustained to reward faculty financially in conjunction with promotion. In essence, this is the most elegant merit pool available. It rewards faculty for sustained excellence. Furthermore, it has a very well defined process, and rigorous assessment in its application.

Regular, non-tenure-track:
Important steps have been taken to recognize the vital role of regular, non-tenure-track faculty by creating new professional titles and providing tiered ranks that can used for professional advancement (similar to tenure-track faculty). However, unlike the tenure-track faculty, promotion does not currently result in an increase in salary. It is incumbent upon K-State to recognize career advancement of regular, non-tenure-track faculty with a salary adjustment. Currently tenure-track faculty receive an increase in salary with promotion equal to 15% of the salary of all faculty. A similar process is recommended for regular, 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 equal to 7.5% of the salary of all faculty at K-State. In addition to the investment made to those regular, non-tenure-track faculty promoted upon the implementation of this increase, a backfill allocation should be applied to those who were promoted to a new title only for the 2015-2016 contract year.

2. **Targeted Faculty Salary Enhancements (TFSE)** – TFSEs have been an extremely effective tool to address issues of retention, compression, inversion, and reward of high performing tenured and tenure-track faculty. It is recommended that this program continue using the $3,000 block value. Furthermore, providing additional flexibility by explicitly stating that it may also be used to address equity is desired. It is recognized that second only to promotion raises, this is a powerful tool to address faculty salary shortcomings, especially with additional flexibility (equity and partitioning a percentage of the awards for non-tenure-track faculty). In all other aspects, it is recommended that the current system of awarding the TFSEs remain. It is assumed that the number of these TFSEs will continue to increase over time.

Regular, non-tenure-track:
An additional recommended feature of this tool is that each college be allowed to designate up to 10% of their TSFEs to be used for regular, non-tenure-track faculty positions (instructor, professor of practice, etc.) on regular appointments. Under this circumstance, a $3,000 block may be subdivided into no more than three $1,000 blocks to use for multiple regular, non-tenure-track faculty. Colleges that receive 10 or more TFSE blocks could use up to 10% of their blocks for this purpose, and colleges that receive less than 10 blocks can use a single block. The 10% value recognizes the approximate proportion of regular, non-tenure-track faculty at K-State. It is recognized

that the number of regular, non-tenure-track faculty members across departments varies widely and therefore the 10% limit should be calculated at the college level. Deans should consider soliciting nominations in two categories: 1) tenured or tenure-track faculty and 2) regular, non-tenure-track faculty. This will facilitate a centralized understanding of how the TFSEs will be allocated to the departments.

3. **Annual Salary Adjustments-**
Annual salary adjustments are necessary to remain competitive with market forces and address predictable cost of living increases, annual salary adjustments will be especially important for treating everyone equitably as well as recognizing the K-State community's role as a collective in striving toward the K-State 2025 goals.

Block Salary adjustments- It is recommended that a fixed amount be awarded to each eligible faculty member rather than percentage annual salary increases. This would be an absolute amount pegged to the university's faculty salary. For example, if the faculty salary is $80,000, a 1% salary pool adjustment would mean that every faculty member who meets or exceeds expectations would receive an $800 increase regardless of her/his current salary. Faculty with below expectation annual evaluations would not be eligible to receive this block adjustment.

Annual Merit Increases- The consensus of the task force was that annual merit increases are an additional valuable tool that can be used to increase faculty salaries at K-State. Furthermore, there are procedures currently in place that provide guidelines for the distribution of merit increases.

Allocation Recommendations

The following priorities are recommended in allocation of the funds needed to meet the 2019 target:

- P/PPAs are a required component of the budget.
- Regular, non-tenure faculty promotion salary increases should be adopted.
- TFSE Awards should increase to 250 per year and include the regular, non-tenure faculty.
- A 1% block salary adjustment should be distributed, with the remaining funds distributed as annual merit increases. In this case that would be approximately a 1.7% merit pool. Table 3 summarizes these recommendations for FY 2017-2019.

Table 3. Estimated Cost and Allocation Recommendations

Estimated Cost To Implement Task Force Recommendations [1]			
	FY 2017	FY 2018	FY 2019
Main Campus + ESARP	$4,627,837	$4,797,118	$4,972,757

Estimated Cost of Task Force Recommended Compensation Tools [1]			
	FY 2017	FY 2018	FY 2019
Currently Budgeted Compensation Tools			
Faculty Promotions	600,000	640,000	660,000
Professorial Performance Award	160,000	160,000	180,000
Targeted Faculty Salary Enhancement [2]	525,000	600,000	600,000
Subtotal:	1,285,000	1,400,000	1,440,000
Committee Recommended Additions to Compensation Tools			
Increase # of TFSE Awards to 250	225,000	150,000	150,000
Regular Non-Tenure Track Promotions	160,132	163,324	166,600
1% Block Salary Adjustment	972,807	991,898	1,011,062
1.7% Merit Pool	1,984,898	2,091,896	2,205,095
Subtotal:	3,342,837	3,397,118	3,532,757
Grand Total	$4,627,837	$4,797,118	$4,972,757

(1) Estimated costs do not include associated fringe benefit expenses. All salaries have been converted to 9 month equivalent.

(2) Targeted Faculty Salary Enhancement (TFSE) estimate is based on currently budgeted # of Awards (FY 2017 = 175 awards, FY 2018 & FY2019 = 200 awards). This number is subject to change.

Revenue Sources

It is imperative that the financial compensation of the faculty at K-State reaches levels on par with our peer comparison institutions and ultimately our aspirational peer institutions if we are to be competitive in the market place and achieve our ambitions outlined in K-State 2025. However, it would be fatuous for the task force to make recommendations for salary increases without an acknowledgement of the fiscal reality of higher education funding in the state of Kansas and at K-State. Funding from the state is much more likely to decrease than increase, which leaves limited options in identifying sources of revenue for realizing the types of increases in faculty compensation that this task force proposes.

Recently, K-State used internal reallocation as a means to fund salary increases for faculty. In short, internal reallocation is the process where central administration has required a percentage of the general use budget allocated to the colleges be returned centrally. The bulk of general use funds is salaries and benefits. These funds are then returned to the colleges to be distributed as raises. Technically, these are not budget cuts, if 2% of the budget is taken from the colleges and then the same 2% is returned in the form of faculty raises, the colleges have the same amount of funding as before. While the use of this technique can increase the faculty salary at K-State, it's long-term effect on the institution is much more insidious. Indeed, the vast majority of the budget obligations at K-State are the salaries of personnel. Repeated internal reallocations that take money from salaries and re-invest it into salaries can increase faculty salary, but will also change the faculty demographics. Overtime these demographics will reflect a smaller, but better paid tenure-track faculty work force to perform the same amount of collective work. This can result in an increased reliance on lower paid adjunct/non-tenure-track faculty or some combination of the two. A change in the percentage of tenure-track faculty will have a dramatic effect on the culture of the institution. The repeated use of internal reallocation to fund salary increases is fundamentally a plan to reduce the number of tenure-track faculty as it relates to the size of the institution. This task force strongly opposes the use of internal reallocation as source of funding for increasing faculty salaries. Indeed, it would be better to forgo periodic salary increases than to have them funded in this manner.

It is critical that new sources of revenue be identified to support faculty salaries. Our faculty salary deficiencies compared to our peer comparison institutions is at its core a "revenue problem". It is recognized that the state legislature has severely impaired the institution's ability to address faculty salaries by imposing a tuition cap. However, as we begin to operate in this new budgetary environment the task force encourages the faculty and the administration to work together creatively to identify new sources of revenue to specifically target funds dedicated to increases in faculty salaries. A host of ideas should be entertained to fund faculty salaries such as: increased emphasis on fundraising for endowed faculty positions, leveraging athletics to generate revenue directed towards academics, SRO distributions, and new university and college fees.

One such fee option includes central administration partnering at the college level to introduce new college fees or surcharges solely dedicated to faculty salaries. Each college has its own unique marketplace; some are very far behind their peers, others not so much. Just as the cost of delivery of each program varies, some programs are not that far behind in their salaries. It is recognized that in a minority of cases, new fees or surcharges will price programs out of the market and in such cases colleges would not be required to introduce new fees or surcharges. Overall the academic programs at K-State are very good bargains that students will pay a premium to access. A strategic partnership between central administration, college administration, faculty and students to secure new revenue to address the severe limitations in market competitiveness as it relates to faculty salaries is crucial.

As we near the end of our first 5-years of our strategic plan, this is a pivotal moment in time as the university strives towards K-State 2025 and defining itself as one of the premier public

research universities in the United States. It is unrealistic to believe a highly educated, highly skilled work force can be assembled and maintained below market value. Furthermore higher education by its nature is a personnel intensive enterprise that requires a workforce with a unique skill set. It is disingenuous to pretend that the education of our students is not going to require substantial investment in the faculty needed to deliver a high quality, transformational educational experience. While K-State strives for the greatest efficiency in the allocation of existing resources, the issue of non-competitive faculty salaries is one that can only be solved with additional new revenue.