

Kansas State University General Faculty Resolution on Faculty and Unclassified Professional Salaries

WHEREAS, more than 25 general faculty of Kansas State University have signed a petition to hold a General Faculty Meeting to discuss faculty salaries; and

WHEREAS, the goals of K-State 2025 are unattainable within the current salary structure and without a clear plan to make faculty and unclassified professional salaries at Kansas State University more competitive with its peers; and

WHEREAS, faculty salaries at Kansas State University ranked: 1) last in the Big Twelve; 2) last in the BOR comparison group; and 3) 43rd (of 49) among land grant institutions; and

WHEREAS, the increase in salary expenditures for administrators and deans compared to faculty over the past four years has been disproportionate [Faculty (4%), Lower Administration (11%), Deans (43%), and Upper Administration (34%)]; and

WHEREAS, faculty and unclassified professional salaries must take priority over additional investment in upper administrative positions and salaries if the goals of K-State 2025 are to become a reality; and

WHEREAS, plans/recommendations to bring the salaries of faculty to a competitive level have been collaboratively developed and approved by the Kansas State University Faculty Senate; and

WHEREAS, Kansas State University Faculty Senate has approved the plan and objectives outlined in the Unclassified Professionals Task Force Report and Recommendations to achieve a strategy for attracting and retaining top performing unclassified professionals;

THEREFORE, BE IT RESOLVED THAT the Faculty Compensation Task Force Report, *Structuring Faculty Salaries Towards K-State 2025 & Beyond*, be implemented during fiscal year 2014.

THEREFORE, BE IT FUTURE RESOLVED THAT the actions, needs, and objectives in the *Unclassified Professional Task Force Report and Recommendations* be implemented during fiscal year 2014.

THEREFORE, BE IT FURTHER RESOLVED THAT a moratorium on upper administrative pay increases and creation of new administrative positions begin immediately and remain in effect until the salaries of faculty and unclassified professionals have reached the median of the peer group identified by President Schulz for K-State 2025.

KSU Faculty Salaries in Comparative Perspective FY 2012 Fact Sheet

The KSU Office of Planning and Analysis recently released comparative data about faculty salaries at Kansas State University. Data used to develop this fact sheet are available at: <http://www.k-state.edu/pa/statinfo/reports/faculty/salary12/index.htm>

Comparisons of KSU Faculty Salaries with Land-grant Institutions (All 50 of the original 50 land-grant institutions reporting):

- The average salary of K-State faculty 17.7% below the average for this group.
- K-State's salaries ranked 43rd.
- K-State's total compensation ranked 46th.

Comparisons of KSU Faculty Salaries with Big Twelve Institutions:

- The average K-State faculty salary ranked last in the Big Twelve, a position held for seventeen of the past twenty-one years.
- The average K-State salary was 16.0% below the average of the Big Twelve universities and 55.5% below the top-ranking university in the Big Twelve.
- The cost of living in Manhattan, KS is the fourth highest among Big Twelve communities.

Comparisons of KSU Faculty Salaries with Regent Peer Institutions:

- K-State's average salary ranked below all seven BOR peers (Auburn and Clemson were added in FY 2012).
- K-States average faculty salaries have been last or next to last in this comparison group since FY 1990.
- An increase of 12% would be needed for K-State salaries to reach the peer average.

Annual Headcount and Total Salary by Personnel Category
From HRIS on November 1 of the fiscal year.

FY	Instructional Faculty		Research/Extension Faculty		Lower Admin*		Deans		Upper Admin**	
	Count	Total Salary	Count	Total Salary	Count	Total Salary	Count	Total Salary	Count	Total Salary
2009	986	\$74,313,368	319	\$28,459,714	968	\$55,676,567	10	\$1,869,732		\$4,211,861
2010	973	\$73,720,959	320	\$28,721,253	984	\$56,658,735	11	\$2,080,779		\$4,222,784
2011	949	\$71,600,757	302	\$27,376,695	977	\$56,974,599	11	\$2,201,525		\$4,905,132
2012	975	\$75,794,120	300	\$28,166,672	992	\$60,158,170	10	\$2,108,758		\$5,178,459
2013	1,001	\$77,062,743	311	\$29,656,335	1,025	\$61,726,190	12	\$2,680,995		\$5,658,541
% increase		4%		4%		11%		43%		34%

*Lower admin includes Library faculty, Housing faculty, and anyone else not included in the other groups following the rules of the DBTF (KBOR) report

**Upper administration includes personnel in the 34 administrative positions in the list below. *Data from Kansas State Budget Office and reflect salary data for pay period March 3 - March 16 with pay date March 29, 2013.*

University President
Provost and Senior Vice President
VP for Communications & Marketing
Vice President for Administration & Finance
Vice President for Research
VP for Student Life & Dean of Students
Chief of Staff & Dir. of Community Relations
Director of Governmental Relations
University General Counsel
University Associate General Counsel
University Assistant General Counsel
Senior Vice Provost of Academic Affairs
Vice Provost for Information Technology Svcs
Vice Provost for Undergraduate Studies
Associate Provost for Diversity
Assoc Provost for Institutional Effectiveness
Associate Provost for International Programs

Asst VP of Communications & Mktg
Assistant Vice President of Financial Services
Associate Vice President for Facilities
Assoc VP for Human Resources & Parking Svcs
Asst VP Univ Police & Environ. Health & Safety
Sr Assoc VP for Rsrch & Pres. KSU Rsrch Found
Assistant Vice President for Preadward Services
Vice President for KSU Research Foundation
Assoc Vice President for Research Compliance
Asst Vice President for Research Compliance
Asst Vice President for Research Compliance
Associate Vice President for Research
Asst VP of Admissions & Student Fin. Assist.
Asst Vice President for New Student Services
Associate Vice President for Student Life
Assistant Vice President for Student Life
Assistant Vice President for Budget Planning

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Title	Name		Budgeted FY08 Salary	Budgeted FY09 Salary	% Incr.	Budgeted FY10 Salary	% Incr.	Budgeted FY11 Salary	% Incr.	Budgeted FY12 Salary	% Incr.	Budgeted FY13 Salary	% Incr.	Current Salary*	% Incr.
University President	Kirk Schulz	1)	296,400	308,256	4.0%	350,000	13.5%	350,000	0.0%	350,000	0.0%	400,050	14.3%	400,050	0.0%
Provost and Senior Vice President	April Mason	2)	241,592	272,116	12.6%	225,000	-17.3%	305,000	35.6%	306,200	0.4%	313,855	2.5%	355,000	13.1%
VP for Communications & Marketing	Jeffery Morris	3)	-	-		-		160,000		160,000	0.0%	165,200	3.3%	166,852	1.0%
Vice President for Administration & Finance	Cindy Bontrager	4)	195,858	216,190	10.4%	182,000	-15.8%	196,352	7.9%	210,704	7.3%	210,704	0.0%	205,000	-2.7%
Vice President for Research	R.W. Trewyn	5)	184,377	206,388	11.9%	206,388	0.0%	206,388	0.0%	206,388	0.0%	211,562	2.5%	213,694	1.0%
VP for Student Life & Dean of Students	Pat Bosco	6)	197,028	219,466	11.4%	188,000	-14.3%	188,000	0.0%	189,200	0.6%	193,930	2.5%	195,869	1.0%
Chief of Staff & Dir. of Community Relations	Jackie Hartman	7)	151,892	175,656	15.6%	175,656	0.0%	183,000	4.2%	184,200	0.7%	188,805	2.5%	190,693	1.0%
Director of Governmental Relations	Sue Peterson		145,782	166,426	14.2%	166,426	0.0%	166,426	0.0%	166,426	0.0%	170,587	2.5%	172,292	1.0%
University General Counsel	Cheryl Strecker	8)	87,360	90,428	3.5%	100,490	11.1%	140,530	39.8%	175,006	24.5%	179,381	2.5%	181,175	1.0%
University Associate General Counsel	Peter Paukstelis	9)	63,674	80,000	25.6%	80,002	0.0%	120,042	50.0%	140,010	16.6%	143,510	2.5%	144,945	1.0%
University Assistant General Counsel	Lindsay Chapman	10)	58,396	60,450	3.5%	60,450	0.0%	95,004	57.2%	110,006	15.8%	112,756	2.5%	113,883	1.0%
Senior Vice Provost of Academic Affairs	Ruth Dyer	11)	-	-		-		225,000		225,000	0.0%	230,625	2.5%	232,931	1.0%
Vice Provost for Information Technology Svcs	Ken Stafford	12)	178,432	144,900	-18.8%	144,900	0.0%	144,900	0.0%	250,000	72.5%	256,250	2.5%	258,812	1.0%
Vice Provost for Undergraduate Studies	Steven Dandaneau	13)	-	-		-		-		-		191,200		193,112	1.0%
Associate Provost for Diversity	Myra Gordon		145,047	153,750	6.0%	153,750	0.0%	153,750	0.0%	154,950	0.8%	158,794	2.5%	160,381	1.0%
Assoc Provost for Institutional Effectiveness	Brian Niehoff	14)	145,047	153,750	6.0%	153,750	0.0%	190,000	23.6%	190,000	0.0%	194,750	2.5%	196,697	1.0%
Associate Provost for International Programs	Marcelo Sabates	15)	127,180	127,180	0.0%	127,500	0.3%	127,500	0.0%	127,500	0.0%	139,575	9.5%	140,970	1.0%
Asst VP of Communications & Mktg	Steve Logback	16)	-	-		-		-		-		101,200		102,211	1.0%
Assistant Vice President of Financial Services	Fran Willbrant	17)	118,586	113,880	-4.0%	113,880	0.0%	113,880	0.0%	123,890	8.8%	127,010	2.5%	128,284	1.0%
Associate Vice President for Facilities	Ed Rice		132,548	137,202	3.5%	137,202	0.0%	137,202	0.0%	137,202	0.0%	140,634	2.5%	142,064	1.0%
Assoc VP for Human Resources & Parking Svcs	Gary Leitnaker	18)	115,700	125,113	8.1%	125,113	0.0%	125,113	0.0%	135,122	8.0%	138,502	2.5%	139,906	1.0%
Asst VP Univ Police & Environ. Health & Safety	Ronnie Grice		102,622	113,204	10.3%	113,204	0.0%	113,204	0.0%	113,204	0.0%	117,286	3.6%	118,482	1.0%
Sr Assoc VP for Rsrch & Pres. KSU Rsrch Found	James Guikema		147,264	154,934	5.2%	154,934	0.0%	154,934	0.0%	166,270	7.3%	178,984	7.6%	180,785	1.0%
Assistant Vice President for Preaward Services	Paul Lowe		81,406	84,448	3.7%	85,800	1.6%	85,800	0.0%	85,800	0.0%	89,158	3.9%	90,064	1.0%
Vice President for KSU Research Foundation	Marcia Molina		91,884	95,680	4.1%	99,502	4.0%	99,502	0.0%	102,492	3.0%	105,066	2.5%	106,132	1.0%
Assoc Vice President for Research Compliance	Gerald P. Jaax		135,018	138,398	2.5%	138,398	0.0%	138,398	0.0%	146,432	5.8%	150,098	2.5%	151,606	1.0%
Asst Vice President for Research Compliance	Julie Johnson	19)	87,256	110,084	26.2%	110,084	0.0%	110,084	0.0%	110,084	0.0%	112,840	2.5%	113,984	1.0%
Asst Vice President for Research Compliance	Denver Marlow	20)	130,745	130,745	0.0%	135,018	3.3%	135,018	0.0%	135,018	0.0%	138,398	2.5%	139,802	1.0%
Associate Vice President for Research	Stephen Higgs	21)	115,648	115,648	0.0%	155,232	34.2%	200,000	28.8%	204,000	2.0%	209,222	2.6%	211,328	1.0%
Asst VP of Admissions & Student Fin. Assist.	Larry Moeder		105,367	108,001	2.5%	108,001	0.0%	108,001	0.0%	111,241	3.0%	114,022	2.5%	115,162	1.0%
Asst Vice President for New Student Services	Emily Lehning	22)	64,252	67,464	5.0%	90,000	33.4%	90,000	0.0%	110,000	22.2%	113,650	3.3%	114,786	1.0%
Associate Vice President for Student Life	Mike Lynch	23)	130,687	137,029	4.9%	137,029	0.0%	137,029	0.0%	137,029	0.0%	140,455	2.5%	141,859	1.0%
Assistant Vice President for Student Life	Carla Jones		93,942	96,291	2.5%	96,291	0.0%	96,291	0.0%	96,291	0.0%	98,698	2.5%	99,685	1.0%
Assistant Vice President for Budget Planning	Karen Horton	24)	105,092	108,784	3.5%	108,784	0.0%	108,784	0.0%	118,794	9.2%	121,784	2.5%	105,014	-13.8%

*Current salary is salary for pay period March 3 - March 16 with pay date March 29.

Note: For vacant positions, the prior year salary was entered.

1) In FY08 & FY09 Jon Wefald was in this position.

2) In FY08 - FY10 the title was Provost/Professor. In FY08 & FY09 Duane Nellis was in this position. In FY10 Ruth Dyer was in this position on an interim basis.

3) In FY08 - FY10 position did not exist.

4) In FY08 & FY09 Thomas Rawson was in this position. FY10 - FY13 Bruce Shubert was in this position. Cindy Bontrager is in it currently on an interim basis.

5) In FY08 the title was Vice Provost/Dean, and Ron Trewyn was a joint appointment between Grad School and VPR.

6) In FY08 - FY09 Robert Krause was in the position. Beginning in FY 10 Pat Bosco was appointed in the position.

7) In FY08 - FY10 Charles Reagan was in this position

8) In FY08 - FY10 the title was Sr Assoc University Attorney.

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- 9) In FY08 - FY10 the title was Assistant University Attorney. In FY08 & FY09 Jacqueline Butler was in this position.
- 10) In FY08 & FY09 the title was Senior University Attorney and Richard Seaton was in this position. In FY10 the position was vacant.
- 11) In FY08 - FY10 this position did not exist.
- 12) In FY08 this position was vacant. In FY09 - FY11 Lynn Carlin was in this position on an interim basis.
- 13) In FY08 - FY12 this position did not exist.
- 14) In FY08 & FY09 the title was Associate Provost/Professor and Ruth Dyer was in this position. In FY10 the position was vacant.
- 15) In FY08 Kenneth Holland was in this position. In FY09 this position was vacant. In FY10 & FY11 Richard Philson was in this position. In FY12 the position was vacant.
- 16) In FY08 - FY12 this position did not exist.
- 17) In FY08 - FY10 the title was Controller. In FY08 Keith Ratzloff was in this position.
- 18) In FY08 - FY10 the title was Assistant Vice President.
- 19) In FY08 the title was Biosafety Officer BRI.
- 20) In FY08 & FY09 the title was Director and Bart Carter was in this position. In FY10 Kerry Taylor was in this position. In FY11 Position was vacant.
- 21) In FY08 - FY11 the title was Director of BRI. In FY08 James Stack was in this position. In FY09 the position was vacant. In FY10 & FY11 Beth Montelone was in this position on an interim basis (half time in FY10 - 1.0 equivalent salary)
- 22) In FY08 & FY09 the title was Assistant Dean.
- 23) In FY08 the title was Assoc Vice President/EPDP.
- 24) In FY08 - FY10 the title was Budget Director with Cindy Bontrager in this position. The title changed FY 11 to Asst VP with a \$10k increase. Karen Horton is appointed as interim budget director.

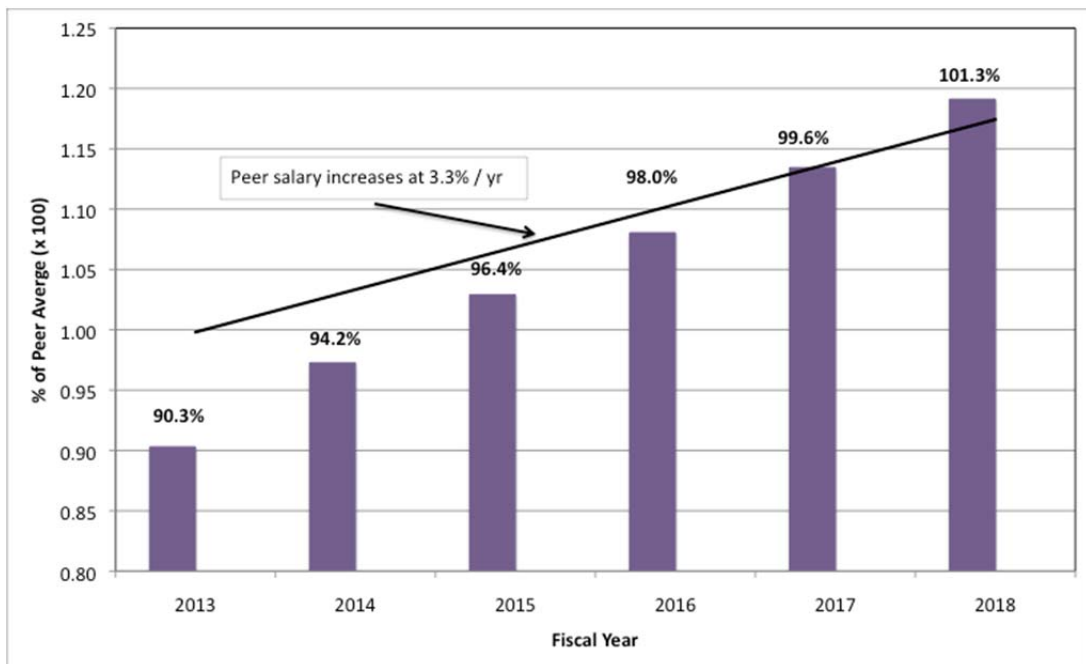
Structuring Faculty Salaries Towards K-State 2025 & Beyond, December 2012

"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 Faculty Compensation Task Force was charged to develop a long-range compensation improvement plan with specific targeted 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 fact that salary raises in recent history have been less than the APLU 3.3% per year average and that the average base salaries have routinely been lower than the peer average (regardless of the peer set to which they are compared) has put K-State in an uncompetitive position. In this report the task force recommends a strategy to increase base salaries that includes increments, enhancements, adjustments, and incentives as an interrelated set of tools, which include annual increases, promotional increases, and increases based on multi-year assessments of achievement. The proposed tools will enable K-State to achieve the peer mean average salary by FY2018 if solutions are initiated in FY2014 and a commitment to base merit increases is maintained until FY2018.

K-State Mean Average Faculty Salaries Each Year (bars) Relative to Peer Mean (line) for All Ranks Projected to 2018 Based on Task Force Recommendations.



**Unclassified Professional Task Force
Report and Recommendations
05/02/11**

Introduction and Background

Kansas State University's workforce consists of approximately 1,500 faculty, 1,700 unclassified professional staff and 1,500 classified staff. Clear policies and procedures related to position management, rank, evaluation, promotion, and career development exist for faculty positions and for classified staff positions. However, policies and procedures are not as clear for unclassified professional positions. The unclassified professional positions may or may not fit within existing university policy and procedures that were written with faculty or classified staff in mind.

Currently, addressing issues associated with unclassified professional staff usually occurs at the department level because university guidelines do not exist or if a guideline does exist, it is difficult to interpret. This, along with the historical decentralized organizational structure, has led to many inconsistencies in job titles, position responsibilities, pay, performance evaluation structures, and career development and promotion opportunities. According to the FY2010 Exit Interview Results Report compiled by the Office of Planning and Analysis the factors influencing resignations of at least 50% of unclassified professionals who left between July 2005 and June 2010 were (1) no or few opportunities for advancement/promotion and (2) non-competitive salary while at KSU. These inconsistencies in managing unclassified professional staff and the desire to retain high quality, high performing individuals speaks to the need for action.

Problem Statement

The KSU unclassified professional workforce does not have well-written standardized policies and procedures or identified best practices for position management, performance management, appropriate salary structure or pay plan, diversity in the workplace, promotion opportunities and career development/growth, and methods for greater retention rates.

Action Needs

The Task Force identified four major needs to address the problem. By addressing these needs KSU will create a strategy for attracting and retaining top performing unclassified professionals.

1. Clearly define unclassified professional positions
2. Clearly define unclassified professional performance management system
3. Develop and/or clarify guidelines and best practices for recruitment and retention of excellent unclassified professionals
4. Develop guidelines and best practices for professional development and career growth for unclassified professionals

Recommendations

1. *The Task Force recommends that administration identify an office and appropriate resources to develop university policies and procedures that address the actions needed as identified above.*
2. *The Task Force recommends that this Task Force continue their work by serving as an advisory group to the office and persons identified to develop and/or clarify unclassified professional policies and procedures. (All members of Task Force are willing to participate in work associated with any tasks as needed or requested.)*