

PERFORMANCE AUDIT REPORT

Replacing Faculty At The Regents Institutions

**A Report to the Legislative Post Audit Committee
By the Legislative Division of Post Audit
State of Kansas
February 1987**

Legislative Post Audit Committee

Legislative Division of Post Audit

THE LEGISLATIVE POST Audit Committee and its audit agency, the Legislative Division of Post Audit, are the audit arm of Kansas government. The programs and activities of State government now cost about \$5 billion a year. As legislators and administrators try increasingly to allocate tax dollars effectively and make government work more efficiently, they need information to evaluate the work of governmental agencies. The audit work performed by Legislative Post Audit helps provide that information.

We conduct our audit work in accordance with applicable government auditing standards set forth by the U.S. General Accounting Office. These standards pertain to the auditor's professional qualifications, the quality of the audit work, and the characteristics of professional and meaningful reports. The standards also have been endorsed by the American Institute of Certified Public Accountants and adopted by the Legislative Post Audit Committee.

The Legislative Post Audit Committee is a bipartisan committee comprising five senators and five representatives. Of the Senate members, three are appointed by the President of the Senate and two are appointed by the Senate Minority Leader. Of the Representatives, three are appointed by the Speaker of the House and two are appointed by the Minority Leader.

Audits are performed at the direction of the Legislative Post Audit Committee. Legislators or

committees should make their requests for performance audits through the Chairman or any other member of the Committee. Copies of all completed performance audits are available from the Division's office.

LEGISLATIVE POST AUDIT COMMITTEE

Representative Robert H. Miller,
Chairperson
Representative Duane A. Goossen
Representative Edward C. Rolfs
Representative George Teagarden
Representative Bill Wisdom

Senator August "Gus" Bogina, Jr., P.E.,
Vice-Chairperson
Senator Neil H. Arasmith
Senator Norma L. Daniels
Senator Ben E. Vidricksen
Senator Joe Warren

LEGISLATIVE DIVISION OF POST AUDIT

Suite 301, Mills Building
Topeka, Kansas 66612-1285
Telephone (913) 296-3792
FAX (913) 296-4482

PERFORMANCE AUDIT REPORT

REPLACING FACULTY AT THE REGENTS' INSTITUTIONS

OBTAINING AUDIT INFORMATION

This audit was conducted by Trudy Racine, Senior Auditor, and Jim Davis, Auditor, of the Division's staff. If you need any additional information about the audit's findings, please contact Ms. Racine at the Division's offices.

TABLE OF CONTENTS

SUMMARY OF AUDIT FINDINGS

REPLACING FACULTY AT THE REGENTS' INSTITUTIONS

What Are the Characteristics Of Tenure-Track Faculty Who Left the Universities And the Faculty Who Replaced Them?	1
What Difficulties Have the Regents' Institutions Had In Replacing Faculty Who Leave?	8
How Do Kansas Regents' Institutions Compare With Other Institutions in the Areas That Are Important For Attracting and Retaining Qualified Faculty?	15

APPENDIX A: Information About Each Sample Position.....	21
APPENDIX B: Reasons Why Faculty Left Their Positions.....	29
APPENDIX C: Average Salaries and Experience, By Subject Area.....	31
APPENDIX D: Comparisons of Percentage Increases in Salaries.....	33
APPENDIX E: Comparison of Average Salaries and Benefits With Peer Institutions.....	37
APPENDIX F: Agency Responses	41



REPLACING FACULTY AT THE REGENTS' INSTITUTIONS

In September 1986, the Kansas Board of Regents published a study showing that attrition of full-time faculty in tenure-track positions at the seven Regents' institutions had averaged 7.2 percent in fiscal years 1984 through 1986. According to that report, The Retention and Recruitment of Faculty Within the Kansas Regents System, 40 percent of the faculty who left did so for higher salaries or professional advancement. Other reasons for faculty departures given in the Regents' study included tenure denial, retirement, death, and personal reasons. The report also indicated that universities may not be able to fill vacancies with faculty members of similar status and experience, and that applicants often turn down job offers because salaries are too low.

Legislative concerns have been raised recently about the issue of replacing faculty who leave the Regents' institutions. Those concerns center on the degree of difficulty in filling vacated faculty positions. If universities are having significant problems filling positions, such information could be useful to the Legislature in deciding where to allocate the State's limited resources. This audit addresses the following question: **What difficulties have the Regents' institutions had in replacing faculty who leave?**

To address this question, the auditors gathered background information about where and why faculty vacancies occurred. They reviewed the institutions' policies and procedures for recruiting and hiring new faculty members. They selected a sample of positions that were vacated at four institutions during the past two years, then reviewed the recruitment records for those positions and interviewed deans, department heads, and administrative staff to determine how the positions were filled and what difficulties were encountered in the process. For these vacancies, the auditors compared the qualifications, rank, and salaries of new faculty members to those of former faculty members. They also surveyed new and former faculty members from their sample, as well as individuals who turned down positions, to find out what factors influenced their employment decisions. Finally, they reviewed suggestions made by survey respondents, Regents' representatives, and others to determine what options might be available for improving the Regents' institutions ability to attract and retain qualified faculty.

The first of the following sections describes the characteristics of tenure-track faculty who left and those who replaced them. The second section describes the difficulties the Regents had in making those replacements. And the third section provides comparative information about salary levels, fringe benefits, and operating expenditures.

What Are the Characteristics Of Tenure-Track Faculty Who Left the Universities And the Faculty Who Replaced Them?

The auditors reviewed a sample of vacancies occurring at four Regents' institutions in the past two years. The sample included 139 positions vacated by faculty members who left the University of Kansas, Kansas State, Wichita State, and Emporia State Universities. The auditors included four schools because they thought different types of universities might have different experiences in replacing faculty.

Each university in the sample groups subject areas somewhat differently within its schools and departments. To ensure that information was obtained about positions in the same subject areas at each school, the auditors categorized each vacant position according to a system used by the National Center for Education Statistics. The sample included all the vacancies that occurred in the subject areas of **business** (for example, accounting, finance, and marketing), **engineering** (for example, computer engineering, and construction science), **letters** (for example, English, linguistics, and religion), and **social sciences** (for example, anthropology, economics, and history), during fiscal years 1985 and 1986. This time period was long enough to have an adequate number of vacancies, but recent enough for records still to be readily available. The auditors selected these subject areas because each had several vacancies in the two-year period. The subject areas chosen represent a mixture of departments, some of which are easier to find replacements in than others.

The auditors also asked officials at each of the sampled universities to select a subject area in which they felt they were having particular difficulty replacing faculty. The universities selected life sciences (for example, biology, botany, zoology, and pharmacology) at the University of Kansas, agriculture (for example, agribusiness and agronomy) at Kansas State, fine arts (for example, dance, music, and graphic design) at Wichita State, and education (for example, teacher education and school psychology) at Emporia State. The following table shows the numbers of positions that were sampled at each university and in each subject area.

Positions Sampled by University And Subject Area

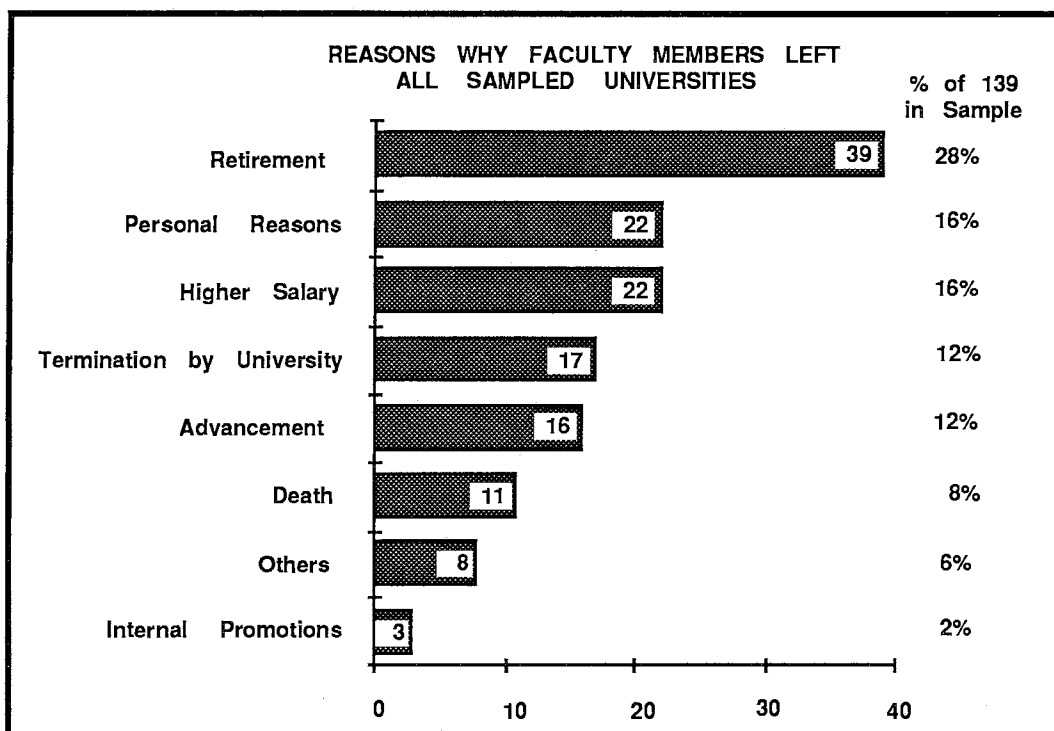
<u>University</u>	<u>Business</u>	<u>Engi- neering</u>	<u>Letters</u>	<u>Social Sciences</u>	<u>Add'l Areas</u>	<u>Total No. Sampled in All Depts.</u>
KU	9	9	5	10	7	40
KSU	5	7	2	4	18	36
WSU	7	9	5	8	10	39
ESU	<u>7</u>	<u>0 (a)</u>	<u>4</u>	<u>1</u>	<u>12</u>	<u>24</u>
Total	<u>28</u>	<u>25</u>	<u>16</u>	<u>23</u>	<u>47</u>	<u>139</u>

(a) Emporia State has no School of Engineering

For each position in the sample, the auditors obtained information about the faculty member who left and the new faculty member who was hired. Some of the basic information for each position in the sample is included in Appendix A. The following sections describe the characteristics of new and former faculty in three areas: reasons for their employment decisions; their experience, rank, and degrees; and the salaries they received.

Characteristics: Reasons Why Former Faculty Left and New Faculty Came

Through file reviews and interviews with university officials, the auditors attempted to determine the primary reason why each faculty member left. The bar chart on the facing page shows the number of faculty who left the universities in the sample in the past two years, and the reasons why they left.



As the chart shows, the most common reason for leaving was retirement, which accounted for 28 percent of the vacancies. The percentage of retirements was particularly high in departments that had grown in size immediately after World War II, such as the College of Agriculture at Kansas State University. Terminations by the university was also a common reason, as was faculty members' death. Terminations and deaths accounted for 12 percent and eight percent of the vacancies in the sample, respectively. Taken together, these three reasons accounted for nearly half the vacancies, and represented situations in which the universities either could not or did not want to retain the faculty members who left.

Leaving to take a position with a higher salary and leaving for personal reasons accounted for 16 percent of the vacancies each. (Because higher salary and professional advancement do not always mean the same thing, the auditors separated those two causes for faculty attrition whenever possible.) Personal reasons included such things as leaving teaching for private business, following a spouse's job opportunities, changing career emphasis from teaching to research (or vice versa), and family considerations .

Leaving for "advancement," which includes an uncertain mixture of higher salary, better opportunities for future promotions, moves to more prestigious institutions (or departments), and desires for different types of teaching or research loads, accounted for 12 percent of the vacancies. The uncertain nature of the mixture is the result of individuals merely citing "advancement" as their reason for leaving, but informally telling deans, department heads, or others at the university where they were going and what they would be doing. To the greatest extent possible, circumstances in which higher salary was the most important feature of such an advancement have been listed in the higher salary category.

The remaining eight percent of the faculty left because of geographical preference, health disability, visa problems, program phase-outs, or because they were promoted internally within their university.

Reasons why faculty left differed somewhat at each university, although retirement was the reason most frequently cited at all institutions except Wichita State. At Emporia State, Kansas State, and the University of Kansas, about one third of the faculty members who left retired. At Wichita State, only 13 percent left because they retired. Higher salary, at 33 percent, and personal reasons, at 26 percent, were more frequently cited at Wichita State. The accompanying table shows the reasons why faculty left each university in the sample. Appendix B shows the reasons why faculty left in each subject area reviewed.

**Reasons Why Faculty Left Their Positions,
By University**

	<u>KU</u>	<u>KSU</u>	<u>WSU</u>	<u>ESU</u>	<u>TOTALS</u>	<u>%</u>
Retirement	13	12	5	9	39	28
Higher Salary	4	5	13	0	22	16
Personal Reasons	5	6	10	1	22	16
Termination by University	6	5	5	2	18	12
Advancement	4	2	4	6	16	12
Death	7	4	0	0	11	8
Others	1	2	2	3	8	6
Internal Promotions	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>2</u>
TOTALS	<u>40</u>	<u>36</u>	<u>39</u>	<u>24</u>	<u>139</u>	<u>100</u>

Surveys of faculty members who left and faculty members hired to fill vacant positions revealed differences in these two groups' decisions to change jobs. The auditors mailed surveys to 62 of the 68 former faculty members who left for reasons other than retirement, termination by the university, or death. They could not obtain addresses for the remaining six individuals. They also surveyed 95 of the 104 new faculty members. The remaining nine individuals in that group either had been promoted internally, were not yet on campus, or had already left. They received responses from 62.3 percent of the former faculty members surveyed, or 39 individuals, and from 69.5 percent of the new faculty surveyed, or 66 individuals.

Respondents were asked to rank the top five factors that influenced their decision to leave a Kansas university or accept a job offer from one. The survey instrument provided a list of 12 factors and space for "other" responses. They were also asked to provide information about salary requirements, fringe benefits, and facilities and equipment, if those factors had influenced them. Finally, they were asked to provide their views about what the State could do to improve the Regents' institutions' ability to attract or retain qualified faculty. (Applicants who declined to accept positions were also surveyed, and their responses are discussed in a later section of the report.)

Two-thirds of the former faculty members responding to the survey indicated that a higher salary had influenced their decision to leave. Almost half the faculty members who left indicated they were influenced

by the job responsibilities or teaching load they were offered. More than a third of them said improved fringe benefits, additional staff support, and better facilities and equipment had influenced their decisions to leave. Respondents who indicated such things as salary, fringe benefits, and improved facilities had influenced their decisions to leave were generally successful in obtaining them. For instance, the 26 individuals who said salary considerations influenced their decision to move increased their average salary from \$31,497 to \$40,299, a difference of \$8,801 or 27.94 percent.

Results from Surveys of Former Faculty and New Faculty

What factors most strongly influenced your decision to leave, or accept the job offer you received from, a Kansas Regents' institution?

	Percent Selecting This Factor of:			
	<u>Former Faculty</u>		<u>New Faculty</u>	
	<u>%</u>	<u>Rank</u>	<u>%</u>	<u>Rank</u>
higher salary	66.0	1	42.4	4
responsibilities or teaching load	46.2	2	53.0	1
geographical location	41.0	3	43.9	3
prestige or stature of the department or university	38.5	4	45.5	2
better facilities or equipment	38.5	5	24.6	6
improved fringe benefits	38.5	6	9.1	12
higher faculty rank or position	25.6	7	34.9	5
additional staff support	23.1	8	10.6	11
increased funds for research	23.1	9	19.7	9
personal reasons	23.1	10	21.2	7
presence of leaders in your field	20.5	11	15.1	10
opportunities for consulting or other outside work	18.0	12	19.7	8
other (for example, tight job market, administrative concerns, "quality of life" considerations)	41.0	13	34.9	13

New faculty members were most frequently concerned about their responsibilities or teaching load. As the table shows, 53 percent of the new faculty members who responded to the survey selected job responsibilities or teaching load as one of the factors that most strongly influenced their decision to accept a job offer from a Kansas Regents' institution. The second most frequently selected factor was prestige of the university or department, followed closely by geographical location and higher salary.

Characteristics: Experience, Rank, and Degrees

The auditors found that the new faculty members hired had, on average, only about one-third as many years of experience as the faculty members they replaced. They also found that more full professors left than any other rank, while more

assistant professors were hired than any other rank. In both faculty groups, the majority had doctorates or other terminal degrees in their fields.

Former faculty members had an average of slightly more than 15 years of experience, were primarily at full or associate professor rank, and generally had doctoral degrees. The top bar graph on page seven shows the years of experience for both former and new faculty members. As the dark gray bars indicate, average years of experience for faculty members who left ranged from 20 at the University of Kansas to 11 at Wichita State.

As the bar graph on the bottom of page seven shows, 41 percent of those who left faculty positions in the past two years were full professors. Assistant professors were a relatively close second. As discussed earlier, more than one-fourth the faculty who left retired, often from the rank of full professor. Full professors were the largest single category to leave all the universities except Wichita State, which has a lower proportion of full professors on its faculty than the other universities in the sample. Only about 20 percent of Wichita State's faculty are full professors, compared to 49 percent at Kansas and 40 percent each at Kansas State and Emporia State.

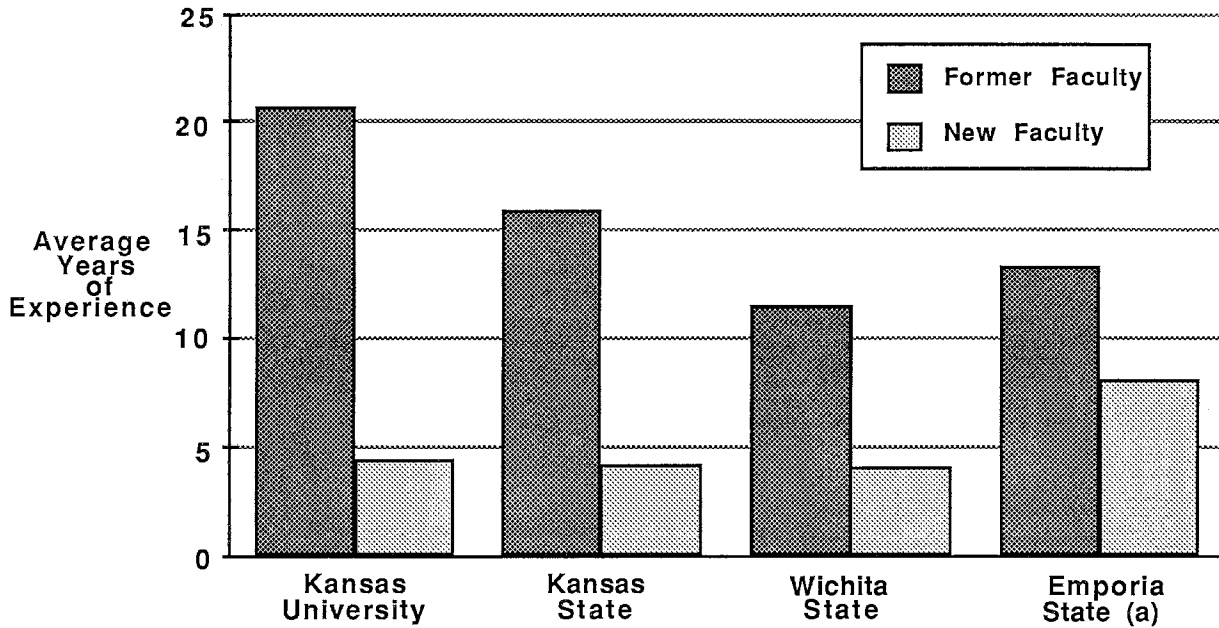
Finally, 81 percent of the faculty who left had doctorates or other terminal degrees in their fields. Kansas University had the highest percentage of former faculty with doctorates or terminal degrees with 88 percent and Emporia State had the lowest with 72 percent. The only subject area at any of four universities that had less than 72 percent of the former faculty members with doctorates or other terminal degrees was fine arts at Wichita State, which had 50 percent. University officials indicated this occurs because the availability of persons with terminal degrees is limited in some areas of music, dance, and visual arts.

Newly hired, tenure-track faculty members had an average of about six years experience, were most frequently hired at assistant professor rank, and generally had doctoral degrees. The lighter gray bars in the top chart show average experience for newly hired faculty. Newly hired faculty at Emporia State had an average of nine years' experience, while newly hired faculty at Wichita State had averaged slightly less than four years' experience.

The majority of new faculty members were hired at the rank of assistant professor, which is the entry level for tenure-track faculty (instructors and temporary faculty are generally not tenure-track). As the bottom bar chart shows, 57 of the 104 individuals hired for positions in the sample were hired at assistant professor rank. About one-fifth of the new hires were nontenure-track instructors or temporary faculty members.

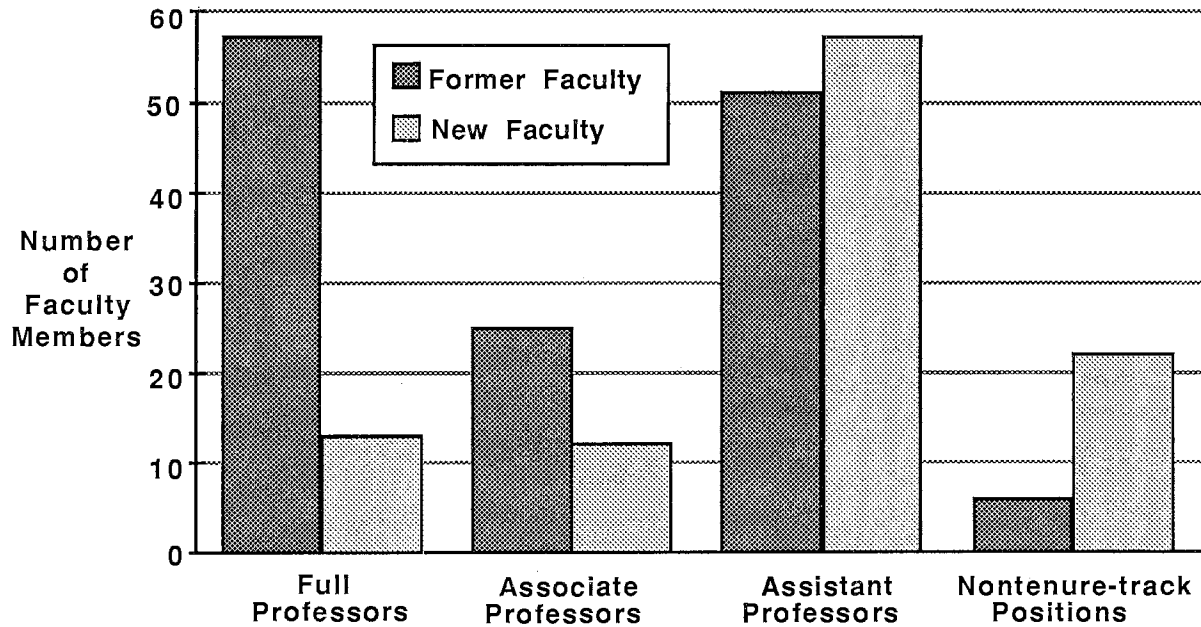
Most of the newly hired faculty members had doctorates, were doctoral candidates, or had terminal degrees in their fields. Of the 104 individuals hired for positions at all four universities, 71 percent had a doctorate or terminal degree. Another 13 percent were working on their doctorates or terminal degrees. Those with lower degrees accounted for 12 percent of the newly hired faculty. The auditors were not able to determine the degree levels of the remaining four percent, all of which were in temporary, nontenure-track positions. Of those hired with lower degrees, all but two were hired as assistant professors or as temporary,

AVERAGE YEARS OF EXPERIENCE OF FORMER FACULTY MEMBERS AND NEWLY HIRED FACULTY



(a) Includes three education faculty members who were promoted internally. Excluding them lowers the average for new faculty from 8.8 years to 7.6 years.

COMPARING THE RANK OF FORMER FACULTY MEMBERS WITH THAT OF NEWLY HIRED FACULTY MEMBERS



nontenure-track instructors. Degrees lower than a doctorate were most prevalent in letters (25 percent of new hires) and fine arts (30 percent).

Characteristics: Salaries

The auditors found that at three of the four universities, average salaries for newly hired faculty were actually higher than the average salaries of the faculty who left. Overall, the salaries of the newly hired, full-time, tenure-track faculty members were about four percent lower than the salaries paid to faculty members who left.

The average salary for newly hired faculty members was higher at three of the four universities than the average salary for faculty members who left. The following table shows the average salaries paid to former faculty members, the average amounts paid to newly hired faculty members at each university, and how those averages differed.

Salary Comparisons by University

<u>University</u>	<u>Average Salary, Former Faculty</u>	<u>Average Salary, New Faculty</u>	<u>Difference</u>
ESU	\$ 26,495	\$ 28,295	\$1,800+
WSU	29,813	31,074	1,261+
KU	37,048	37,189	141+
KSU	35,336	31,646	3,690-
Overall	\$ 32,173	\$ 32,051	\$ 122-

As the table shows, average nine-month salaries for new faculty at Emporia State, Wichita State, and Kansas University were higher than the average salaries of the faculty members who left. Kansas State was the only university in the sample for which average salaries for new faculty declined. This occurred primarily because half the positions reviewed at Kansas State were in the College of Agriculture, and Kansas State was generally able to hire new faculty in that college at lower salaries than the retiring full professors they replaced.

The combined average salary of former tenure-track faculty members in all four universities was \$32,173 for a nine-month contract. Newly hired tenure-track faculty members received an average starting salary that was only slightly less, at \$32,051. As the table shows, the average nine-month salaries for former and new faculty were highest at Kansas University and lowest at Emporia State. In order to accommodate both academic and private sector salaries and the eight- to twelve-month schedules that were reported, all nine-month salaries were based on a twelve-month year.

What Difficulties Have the Regents' Institutions Had In Replacing Faculty Who Leave?

To answer this question, the auditors analyzed the results of their sample of 139 vacant positions at the four universities sampled. They also interviewed deans, department heads, and administrative staff at the Regents' institutions about the difficulties they had encountered in hiring new faculty. In addition, they reviewed

the literature to determine how the concerns those individuals expressed related to national trends.

The auditors found that the four universities administratively decided not to replace 31 of the 139 positions because of funding considerations. Other administrative decisions also affected the number of the positions to be filled and the level at which they would be filled.

For the 108 positions the universities decided to fill, the universities had some difficulties recruiting qualified applicants or getting them to accept job offers. At the time of the audit, only 82 of these 108 positions had been filled with full-time, tenure-track faculty. Four positions were still vacant, and 22 of the full-time, tenure-track positions were filled--at least temporarily--by part-time or temporary faculty. Because of strong competition in some academic areas, the universities paid some new faculty members higher average starting salaries than the average salaries paid to the faculty who left. These and other findings are discussed in detail in the sections that follow.

Universities Decided Not to Replace Some Positions, Primarily Because of Funding Considerations

Of the 139 instances in which a faculty member left his or her position at the four universities in the past two years, only 108 vacancies, or 78 percent of the total, were treated as openings to be filled.

A lack of funds was the most important factor cited in universities' decisions not to replace faculty members who left. The four universities eliminated nearly 11 percent of the positions because of budgetary limitations. They have deferred filling another 11 percent of the positions until Statewide budget cuts are settled and they know how much money they will have for hiring faculty.

According to university officials, in some cases the work of the former faculty member was absorbed by remaining staff when the universities decided not to hire a full-time replacement. Another frequent solution was to hire someone to fill the position on a part-time or temporary basis. The possible workload adjustments cited by university officials to deal with these vacant positions included the following:

- Remaining faculty members may carry the workload until a replacement is eventually hired, so that required classes can be covered.
- Some courses may be rescheduled or not offered.
- Class sizes may be enlarged.
- Graduate assistants or temporary, part-time instructors may be hired to teach classes until permanent replacements can be found.

The auditors attempted to determine the extent to which these adjustment were made for the positions in their sample. However, because the universities sometimes used several adjustments to deal with the workload for one vacancy, and because different adjustments could be made each semester, the auditors were unable to make this determination.

Other Administrative Decisions Affected the Number of Positions To Be Filled, the Level at Which They Would Be Filled, And the Duties of Those Positions

The universities changed the duties of about one-fifth of the positions they decided to fill. They also decided to fill most positions at a lower level than the faculty member who left the position.

The universities changed the duties of about one-fifth of the positions they decided to fill. The auditors estimated that the duties had been changed for 21 positions that the universities decided to fill. The universities reallocated some of those 21 positions to other areas, such as areas with increasing enrollments. In other cases, the universities decided to hire a faculty member with different subject matter expertise, or made other significant changes in the workload assigned to the position.

Faculty Hiring at the Regents' Institutions Is Handled Primarily at The Department Level

Several different administrative levels have responsibilities concerning faculty replacement. For example, the dean of a college is generally responsible for deciding whether the position can be filled and, if so, in what department and at what level. Also, affirmative action officials--usually in the universities' academic affairs offices--ensure that equal opportunity requirements are met during the recruitment process. However, most of the activity takes place at the department level.

After a department is given permission to recruit for a position, a departmental search committee is formed. This committee is primarily responsible for handling recruiting. The committee must review the resumes of all applicants and decide which are the most qualified. It then chooses applicants to interview. The universities try to keep the number of on-campus interviews as low as possible because they pay the candidates' expenses. Committee members, often along with college administration officials, participate in interviewing those invited. Finally, the committee recommends who should be hired to fill the position. Generally, the committee will have a list of individuals it recommends, in order of preference, in case the top candidate declines.

The fact that universities hired part-time or temporary faculty to fill some vacancies, and reallocated some positions they decided to fill to areas with increasing enrollments, made it difficult for the auditors to identify a new faculty member as an exact replacement for one who left.

According to university officials, the smaller the department, the more need there is for new faculty members to have the same duties as those they replace so that basic courses can be covered. Conversely, the larger the department, the more depth there is among remaining faculty in covering basic courses. Therefore, larger schools seemed to have greater flexibility when it came to reallocating positions both within and among departments.

The universities decided to fill most positions at a lower level than the faculty member who left the position. Officials at the four universities indicated they do not auto-

matically recruit at the rank of a position's former occupant. Instead, they more frequently recruit at the assistant professor rank. Assistant professor is the entry level for tenure-track faculty (instructors and temporary faculty are generally not tenure-track). Exceptions to hiring at a lower rank are usually made for positions such as a department head, an endowed chair, or to meet a need for a particular specialty.

Officials indicated that recruiting at the assistant professor level has both advantages and disadvantages. The primary advantage is that the universities are generally able to compete financially for individuals at that rank more successfully than either the associate professor or full professor ranks. Also, university officials generally agree that it is intellectually healthy to add "young blood" to most departments. The primary disadvantage is that many applicants at the assistant professor level have just completed their doctorates, and their teaching and research abilities are untested.

For the Positions They Decided to Fill, the Universities Had Some Difficulties Recruiting Qualified Applicants Or Getting Them to Accept Job Offers

In their efforts to hire full-time, tenure-track faculty for the positions they decided to fill, the universities reopened one-fifth of the national searches. They took this step partly because of a lack of qualified applicants from the initial search and partly because applicants turned down job offers. In all, about one-fourth of the applicants who received a job offer declined.

Nearly one-fifth of the national searches were reopened. The universities in the sample conducted national searches to recruit for 105 of the 108 full-time, tenure-track positions they decided to fill. The other three positions were filled through internal promotions.

In total, 19 national searches had to be reopened because the initial search did not produce a desirable applicant, or because the universities' first, second, or even third choice from an initial search declined an offer. Some searches were also extended beyond their original deadlines so that departmental search committees could receive more applications. Another 16 searches were in process while this audit was being conducted. Several subject areas, like business and engineering, have almost perpetual searches going on, not only because of a steady turnover of faculty, but also because several departments in these subject areas are expanding.

Approximately one-fourth of the applicants who received a job offer declined. The universities in the sample made 139 job offers to applicants from the national searches they conducted (including searches that were opened a second or third time). Thirty-five of these offers were declined. Emporia State had the highest refusal rate with 36 percent, (10 refusals out of 28 offers). Kansas State was second with a refusal rate of 29 percent (12 out of 41 offers). The University of Kansas was third with 23 percent (nine out of 39 offers). Wichita State had the lowest rate with 13 percent (four out of 31 offers). Refusals were especially prevalent in the area of business, which accounted for 15 of the 35 refusals, including seven of the 10 refusals at Emporia State University.

These numbers represent only the formal offers made by each university. University officials indicated that often during the recruitment process, search committees try to informally determine whether a desirable applicant would be willing to accept a position within a specific salary range. If an applicant is not willing to accept the position within that range, he or she may withdraw from the process at that point--before a formal offer is made.

The reasons most frequently given for declining job offers were inadequate salary and geographical location. The auditors surveyed those

who declined job offers to determine why they did so. Individuals were asked to select from a list as many as five factors that influenced them in their decision. Inadequate salary and geographical location were each cited by 10 of the 18 respondents, or almost 55 percent. Personal reasons were cited by 39 percent of the respondents, and undesirable responsibilities or teaching load was cited by about one-third of the respondents. Other reasons cited included poor fringe benefits, inadequate equipment or facilities, and lack of prestige of the university or department.

One-Fifth of the Full-Time, Tenure-Track Positions the Universities Decided to Fill Were Filled by Part-Time or Temporary Faculty

At the time of the audit, 22 of the 108 positions the universities decided to fill had been filled with part-time or temporary faculty. University officials indicated to the auditors that part-time faculty or temporary full-time instructors were sometimes hired because there was not enough time to conduct a national search before the next semester began, or because a national search had not produced a satisfactory candidate for a full-time tenure-track position. In these cases, university officials indicated they eventually expected to fill the positions with full-time, tenure-track faculty.

In some other cases where multiple vacancies existed, part of the salary dollars allocated to one vacant position were taken away to help fund a higher salary for another position, and the remainder was not enough to hire a second full-time permanent faculty member. University officials generally said that they also hoped to fill these vacancies with full-time, tenure-track faculty eventually, but that they would need additional monies to do so.

University officials indicated that hiring part-time and temporary faculty offers certain protections. Such hiring decisions can protect the universities against changes in enrollment or funding. University funding is tied to credit-hour production, and funding levels change between departments as student enrollments shift. In several large departments the auditors visited, all vacant positions and the funds allotted to them are pulled back into a central pool. Funds are then reallocated on the basis of enrollment, and some full-time, tenure-track positions are kept vacant so that tenured faculty will not have to be laid off if funding is cut back.

In other cases, departments with expanding enrollments may not have enough faculty positions to teach as many courses or sections as their enrollments warrant, so they fund additional part-time or temporary faculty on a semester-by-semester basis from other operating funds. The use of part-time and temporary faculty may also offer protection against financial cutbacks such as the 3.8 percent cutback for the remainder of fiscal year 1987. Several administrators the auditors interviewed indicated it would have been more difficult to make those cuts if all their vacant tenure-track positions had been filled.

The staffing composition in some departments has been affected substantially by universities' decisions to hire part-time or temporary faculty. For example, because of increasing enrollments and escalating entry-level salaries in the economics department at Kansas State University, eight of 20 teaching positions in the Fall of 1986 were filled on a part-time or temporary basis. Five of those positions were funded on a semester-by-semester basis for faculty

members who taught up to 700 students a semester. In another example, representatives of the College of Liberal Arts and Sciences at the University of Kansas indicated they have experienced a 30 percent increase in enrollment over the past five years, without any additional positions and with a cut in funding. As a result, they developed a funding plan that prioritizes the reallocation of funds from all faculty vacancies that occur, and greatly increased their use of graduate teaching assistants.

The increasing use of part-time faculty is not unique to Kansas.

A recently published article about part-time faculty in the California university system indicated that, nationwide, nontenure-track and part-time faculty comprise more than one-third of all full-time-equivalent faculty. Reasons cited for the growth of this trend in the California system included the difficulty in filling tenure-track positions in schools of business and engineering when faculty can obtain higher paying jobs in industry, the "tenuring in" of departments in humanities and social sciences because of decreasing student enrollments, the oversupply of people with doctorates in such areas as social sciences and letters, and financial advantages of hiring part-time rather than full-time faculty.

In Several Disciplines, the Universities Have Offered Newly Hired, Tenure-Track Faculty as Much as Former Faculty Were Paid, Mostly Because of Increased Competition in Those Fields

The following table compares average salaries for former faculty with average salaries for newly hired faculty members, by subject areas. As the table shows, new faculty in business, engineering, and social sciences were paid higher average salaries than faculty members who left those departments. The largest difference was in business, where the average new faculty salary of \$40,073 was nearly \$5,000 higher than the average salary of business faculty who left.

Average starting salaries in the other fields reviewed by the auditors were all less than the average salaries of faculty members who left, ranging from about \$1,600 less per year for new fine arts faculty at Wichita to nearly \$16,000 less per year for new life sciences faculty at the University of Kansas. Letters was the only subject area common to all four universities in the sample for which there was a reduction in average salaries. Appendix C illustrates the differences between average salaries and experience levels for new and former faculty, by subject area.

Salary Comparisons, by Subject Areas

<u>Subject Area</u>	<u>Average Salary, Former Faculty</u>	<u>Average Salary, New Faculty</u>	<u>Difference</u>
Business	\$ 35,252	\$ 40,073	\$ 4,821+
Engineering(a)	37,392	38,833	1,441+
Social Sciences	28,625	30,065	1,440+
Fine Arts (WSU only)	24,860	23,280	1,580-
Education (ESU only)	29,990	28,379 (b)	1,611-
Agriculture (KSU only)	39,823	35,850	3,973-
Letters	27,533	22,590	4,943-
Life Sciences (KU only)	44,474	28,750	15,724-

(a) Emporia State has no School of Engineering

(b) The average of \$28,379 for new faculty in Education at Emporia State includes three faculty members who were promoted internally; it drops to \$24,787 when only counting those who were hired from outside.

University officials indicated it is difficult to hire or retain quality faculty in engineering, business, computer science, and economics because of strong competition. They indicated that they had encountered particular difficulty in certain specialty areas within some of those departments, such as accounting and finance, and aerospace and computer engineering.

Administrators generally see the problem as a financial one of being able to afford to compete for and retain the high quality, experienced faculty they want in these "hot" areas. For example, one of the universities had an opportunity to hire an economics professor from a prestigious national organization at a salary substantially below what the individual was earning there. The university initially offered \$45,000, then \$48,000, and finally \$52,000 before the individual accepted. The university also hired this individual's spouse, and increased the spouse's salary offer once. A different university hired a professor and chairperson in engineering at \$53,500 for 12 months. That person stayed for a year-and-a-half, then returned to the former university to head up an engineering department at a substantially higher salary. The university was conducting a second national search for a replacement at the time of the audit.

Administrators also frequently refer to the existing situation in these disciplines as one of "salary compression." Compression occurs when starting salaries for newly hired faculty are close to and sometimes exceed the salaries being paid to other faculty who have been on staff for several years. The auditors did not try to identify the extent to which salary compression occurs, because it involves ongoing faculty as well as newly hired faculty.

Finally, administrators indicated that another problem in recruiting faculty in the sciences and engineering can be the start-up cost of their equipment and research facilities. Each individual tends to have his or her own research specialty, and the cost of equipping a new faculty member to pursue that specialty can be as high as \$40,000 or \$50,000. Administrators indicated such amounts were very difficult to come up with, and if they could not provide the necessary equipment, the applicant would go elsewhere.

Salary requirements and the difficulty of recruiting new faculty vary across disciplines nationwide. According to an article in the July-August 1985 issue of *Academe*, the highest faculty salaries nationwide occur in law, engineering, business, and the computer field. The lowest faculty salaries tend to occur in the humanities and social sciences. This difference between salaries has apparently existed for at least 10 years, and the gap is widening. Information from that article about salary increases in different subject areas is presented in the table at the top of the facing page.

According to the article, the widening salary differentials among disciplines have occurred because of two basic trends. First, salary competition between the public and private sectors for individuals in such fields as engineering and computer sciences, which began during the 1970s. Second, an undersupply of qualified teachers in such fields. The number of people needed in the fields of engineering, computer science, and business in both the private sector and the universities has increased faster than the supply. Because of the excellent job opportunities in the private sector at all levels of education in these fields, undergraduate enrollments have grown rapidly. This growth increased the demand for faculty members in these disciplines, but it also created a disincentive for students to stay in school,

**AVERAGE SALARY LEVELS FOR FULL PROFESSORS AND
NEW ASSISTANT PROFESSORS, 1984-5 AND 1976-7, AND PERCENTAGE
INCREASES IN SALARIES FOR THE SAME PERIOD BY SUBJECT AREAS**

<u>Subject Areas</u>	<u>FULL PROFESSORS</u>			<u>NEW ASSISTANT PROFESSORS</u>		
	<u>1984-5 Average Salaries</u>	<u>1976-7 Average Salaries</u>	<u>% Change</u>	<u>1984-5 Average Salaries</u>	<u>1976-7 Average Salaries</u>	<u>% Change</u>
Law	\$58,077	\$30,951	88%	\$36,860	\$20,297	82%
Computer Sciences	48,000	27,149	77	32,887	15,526	112
Business	47,424	25,800	84	33,104	16,701	98
Engineering	47,321	25,209	88	31,978	15,939	101
Physical Sciences	45,032	25,183	79	24,738	14,050	76
Mathematics	43,787	25,762	70	24,816	14,296	74
Social Sciences	43,351	24,831	75	22,377	14,017	60
Biological Sciences	42,827	23,841	80	24,226	14,564	66
Psychology	42,541	24,959	70	22,152	13,876	60
Library Science	42,369	24,174	75	22,333	14,602	53
Foreign Languages	41,530	24,266	71	20,615	13,263	55
Public Affairs	41,395	25,533	62	23,510	15,561	51
Letters	41,162	23,440	76	21,237	13,321	59
Architecture	40,967	23,202	77	24,350	14,052	73
Home Economics	40,327	22,955	76	23,017	15,169	52
Agriculture	40,210	22,418	79	25,070	15,030	67
Area Studies	39,432	24,304	62	22,000	13,510	63
Communications	39,066	23,377	67	22,416	14,360	56
Education	38,431	22,928	68	22,164	14,283	55
Fine Arts	37,818	22,045	72	21,028	12,957	62

complete doctoral programs, and teach. One individual the auditors interviewed likened the current situation to "eating your seed corn."

The article also indicates that, because these same market forces are not present in the humanities and social sciences, the salary gap between faculty in those areas and other academic disciplines has continued to widen. The gap has grown even faster at the assistant professor level than at the full professor level, because new faculty with doctorates are in the market for jobs each year. By contrast, many full professors are occupied with their work and do not desire to move, or are less likely to have good opportunities to move because there are so many of them in relation to the number of available openings.

**How Do Kansas Regents' Institutions Compare With
Other Institutions in the Areas That Are Important
For Attracting and Retaining Qualified Faculty?**

The auditors' survey of former faculty, new faculty, and individuals who declined positions asked for their suggestions for improving the Regents' institutions' ability to attract and retain qualified faculty. Survey respondents cited increasing salaries as the most important thing the State could do. They also cited factors like improved fringe benefits and increased funding for facilities and equipment. The auditors sought information comparing the Regents' universities

with other institutions in these areas. Their review showed that different comparisons can yield substantially different results.

Survey Respondents Cited Higher Salaries As the Most Important Factor In Attracting and Retaining Qualified Faculty

By a wide majority, survey respondents indicated that paying higher, more competitive salaries was the most important thing the State could do to attract qualified individuals. The respondents were also in general agreement that improving facilities and equipment and providing support for research should be a high priority. Reducing teaching loads and accommodating research efforts were generally listed next in order of importance by the respondents; however, new faculty put improving fringe benefits slightly higher on their list.

Respondents also listed paying higher salaries as the most important thing the State could do to retain qualified faculty members. Further, they indicated that annual increases should be given to returning faculty so that their salaries are higher than salaries paid to new faculty. Additional responses varied somewhat according to the particular group surveyed.

The former faculty also cited the need to better evaluate and compensate work actually performed as important factors in retaining faculty. For example, those who primarily have research responsibilities should be rewarded for quality research, not punished because they do not do much teaching. Next most cited by the former faculty was the need for sufficient support funds for teaching and research. Newly hired faculty listed the need for support funds second, followed by improvements in facilities for teaching and research.

Comparisons With Other Groups' Salaries and Fringe Benefits Produce Varying Results

The auditors sought to compare Kansas institutions to similar institutions in other states. They had to rely on the Board of Regents and professional organizations, such as the American Association of University Professors, for information about salaries, fringe benefits, and other higher education expenditures because they could not find an independent source for that information. They found that the authorized percentage increases in salaries at the Regents' institutions have kept pace with or exceeded those received by many comparison groups. They also found that the percentage salary increases actually provided to full-time continuing faculty are generally higher, on average, than the percentage increase authorized, although those increases vary substantially between individuals. When comparing actual salaries, however, the auditors found that average Regents' salaries are still somewhat lower than average salaries at their peer institutions. The same holds true for fringe benefits. Expenditures in other operating areas at Kansas Regents' institutions also appear to be lower than at their peers. However, current comparative information was not available in the specific areas mentioned by survey respondents.

Authorized percentage increases in salaries at the Regents' institutions have kept pace with or exceeded those received by many comparison groups. The auditors obtained information from the Legislative Research Department comparing the percentage increases in appropriated and actual

salaries of Regents' faculty with the rate of inflation and the percentage salary increases received by classroom teachers, private sector workers, and State employees from fiscal years 1974 through 1987. That information is included in Appendix D, along with some additional information the auditors obtained from other sources. Part of that information is shown in the accompanying table.

**PERCENTAGE INCREASES IN SALARY OF REGENTS' FACULTY,
NATIONAL FACULTY, PRIVATE SECTOR INCOME, AND IN THE RATE OF
INFLATION FOR FISCAL YEARS 1974 THROUGH 1987**

<u>Fiscal Year</u>	<u>Authorized Regents' Faculty(a)</u>	<u>Range of Actual Regents' Faculty(i)</u> (low) (high)		<u>National Faculty(j)</u>	<u>Private Sector Income(k)</u>	<u>Inflation Rate(l)</u>
1974	5.5	5.6	6.4	5.1	7.7	9.0
1975	11.0(b)	10.3	11.4	5.8	9.3	11.1
1976	10.0	9.1	11.0	6.0	8.2	7.1
1977	8.0(c)	8.0	10.4	4.7	7.1	5.8
1978	6.0(d)	6.0	7.7	5.3	6.3	6.7
1979	7.0	7.1	8.0	5.8	8.6	9.4
1980	6.5	6.5	6.9	7.1	9.6	13.4
1981	9.0	8.8	10.2	8.7	9.8	11.5
1982	7.0(e)	7.5	9.0	9.0	8.7	8.7
1983	7.5(f)	8.3	10.8	6.4	5.1	4.3
1984	4.5(g)	4.5	5.1	4.7	4.8	3.7
1985	7.0	7.2	8.5	6.6	3.7	3.9

Compounded Annual Percentage Increases 1974-1985

	136%	135%	174%	107%	135%	147%
1986	5.0(h)	5.1	5.9	6.1	N.A.	2.9
1987	2.5(h)	2.5	3.3	N.A.	N.A.	N.A.

- (a) Base budget salary increases approved by the Legislature.
- (b) 10% at KU and WSU.
- (c) 9% at Ft. Hays.
- (d) 7% at Ft. Hays.
- (e) 9% at Ft. Hays.
- (f) 10.2% at Ft. Hays; also, \$900,000 was appropriated for allocation among faculty in specified subject areas at all institutions.
- (g) Effective 12/18/83.
- (h) The State's contribution to faculty retirement was increased from 5% to 6% in FY 86, and from 6% to 7% in FY87.
- (i) These columns show the lowest and highest average percentage increases actually provided to full-time continuing faculty at a Kansas Regents' university.
- (j) Percentages taken from Academe; Bulletin of the American Association of University Professors, March-April 1986, Vol. 72, No. 2 and July-August 1982, Vol. 68, No. 4. Includes some 2-yr institutions.
- (k) Source: Kansas Department of Human Resources; excludes farm and government employment.
- (l) Consumer Price Index--All Urban Consumers; increase in the average index for fiscal years (July-June).

To determine how the total percentage increase in Regents' salaries compared to that received by other groups, the auditors compounded the annual percentage increases for each group from 1974 to 1985, the last year for which comparable data were available. As the compounded percentage increases in the table show, Regents' authorized percentage salary increases were lower than inflation. They were about the same as private sector income increases, and higher than national faculty increases. As Appendix D shows, the appropriated percentage increases at the Regents' institutions have also exceeded inflation as measured by the Personal Consumption Expenditures component of the Gross National Product-Deflator. Appendix D also provides comparative information about salary increases for classroom teachers and State classified employees, and increases in State per capita income.

The percentage salary increases actually provided to full-time continuing unclassified staff were generally higher, on average, than the percentage increase authorized. As the table on the preceding page also shows, the Regents' institutions were generally able to provide actual average percentage increases in salary to full-time continuing unclassified staff that were higher than the percentage increases budgeted. For example, actual salary increases for that subgroup of unclassified staff at the Regents' institutions ranged from 2.5 percent to 3.3 percent in fiscal year 1987, compared with the 2.5 percent level authorized. The difference reflects such things as turnover savings, minimal increases allocated to some unfilled positions, and, in some cases, use of restricted use funds to finance salary increases. Some other unclassified staff members, such as part-time employees and graduate assistants, may receive lower percentage increases.

Percentage salary increases actually provided to full-time continuing unclassified staff vary substantially between individuals. Universities do not give across-the-board salary increases. They allocate salary increase dollars differently across departments, and within departments on the basis of merit. In any given year, some individuals may benefit significantly and some may receive little or no increase. For example, in fiscal year 1987, the majority of continuing unclassified staff received salary increases ranging from .1 percent to 4.9 percent. But 3.8 percent received no increase, and 1.7 percent received an increase of 12 percent or more.

The average percentage increases provided to continuing unclassified staff have been relatively low in recent years, when compared to some earlier years. Lower percentage increases mean a smaller total "pool" of dollars is available to allocate among both new and continuing faculty members. In their survey responses, quite a few former faculty members expressed concern that the salary increases of the worst and the best performers in their departments sometimes varied by only a few hundred dollars. A related concern for administrators is that if a substantial dollar increase is needed to reward or retain some individuals, the percentage increases received by others may be very small.

Actual salary comparisons with different groups yield substantially different results. The percentage increases discussed in the preceding section build on the actual salary base that existed in fiscal year 1973, and the comparisons that were made do not address the appropriateness of that base. In order to more fully assess current salary levels, the auditors sought to compare the Regents' actual average salaries for each faculty rank to salaries at

other institutions. In the auditors' conversations with university administrators and department heads, a wide variety of comparison groups were mentioned. Schools, departments, and universities each prefer different comparisons, depending on what other institutions or departments they want to emulate or compete with. Systemwide comparisons are generally made between Kansas institutions and their designated peers. Other comparison groups frequently used for the University of Kansas and Kansas State are the Big Eight schools and the National Association of State Universities and Land Grant Colleges.

A study by the Kansas Board of Regents showed that, in fiscal year 1980, salaries at Kansas institutions were an average of \$1,000 below the salaries of faculty members at equal rank in the peer institutions designated by the Regents. The auditors costed out a similar Board of Regents' comparison for the fall of 1985, and found that the gap had widened to about \$2,200. Systemwide, the average Regents salary was \$31,905, compared to an average of \$34,130 for all peers combined. (Additional information is provided in Appendix E.)

However, the auditors also noted that the Board of Regents had selected different peers for four of the seven institutions in the system between 1980 and 1985. The total cost of increasing Regents' salaries to their current peers' average for the fall of 1985 would have been \$6.6 million dollars, or seven percent. Only \$5.5 million would have been required to increase salaries to the level of the peers they were compared with in 1980, an increase of 5.8 percent.

Other comparisons can yield far different results. For instance, an analysis by Kansas State University showed its salaries were about \$1,700 lower than the average for the Big Eight Institutions in fiscal year 1986. The same analysis showed that Kansas State salaries were 17.3 percent lower than 76 other members of the National Association of State Universities and Land Grant Colleges, an average of slightly more than \$5,400 per faculty member. It would cost about \$4.7 million to bring Kansas State salaries up to the average for that group, but only \$1.8 million to bring them up to the level for its current peers.

Fringe benefits at Kansas Regents' universities have increased, but their percentage is lower than the national average. According to the Board of Regents, fringe benefits at Kansas institutions averaged 13.8 percent of salary in 1980, compared with the peer institutions' average of 17.7 percent of annual salary. Since then, Kansas faculty members have received two one-percent increases in the State's retirement contribution, increasing its level from five percent to seven percent. Kansas fringe benefits were approximately 18 percent of salary in fiscal year 1986. However, fringe benefits have also been increasing at other public universities, and according to the American Association of University Professors, reached 21.8 percent nationwide in 1986.

A memorandum issued recently by the Legislative Research Department shows that Kansas institutions appear to be significantly below their peers in the area of contributions to their retirement programs. The median level of employer retirement contribution is 9.6 percent among the peers of the University of Kansas and Kansas State University, 11.7 percent among the peers of Wichita State University, and 7.6 percent among the peers of Emporia State, Pittsburg State, and Fort Hays State Universities.

In the area of fringe benefits, survey respondents suggested that the State eliminate the current two-year waiting period for coverage by TIAA-CREF, and increase the State's contribution to that plan. Although some of them indicated their current employers' contributions were as high as 15 percent, 10 percent was more common. A recently issued report by Legislative Post Audit indicated the cost of eliminating the two-year waiting period for TIAA-CREF would be approximately \$1.2 million per year. The Governor's budget for fiscal year 1988 suggests an additional one percent increase in the State's contribution to TIAA-CREF, at an annual cost of approximately \$1.9 million systemwide. The Governor's budget does not recommend eliminating the two-year waiting period.

Expenditures in other areas at Kansas Regents' institutions also appear to be lower than at their peers, but current comparative information was not available in the specific areas mentioned by survey respondents. Survey respondents and university officials the auditors interviewed frequently mentioned concerns about facilities and equipment: either that they were not up-to-date, that they could not afford to equip laboratories for new staff members, or that facilities were insufficient for the number of students. Survey respondents also frequently mentioned that more money was needed in other operating areas, such as travel expenditures, funding for research assistants, and instructional supplies. The auditors tried to compare the expenditures in these areas at the Regents' institutions and other universities, but information was not available about the specific areas survey respondents mentioned. Some broader information was available, although it was not current.

Information compiled by the Board of Regents shows that "other operating expenditures," including such things as classroom supplies, travel, and equipment, were considerably lower at Kansas Regents' schools than at their peer institutions in fiscal year 1983. On a per-credit-hour basis, "other operating expenditures" for the facilities and educational programs at the Kansas Regents' universities were at 67 percent of the peer average. That comparison excludes the University of Kansas Medical Center, the College of Veterinary Medicine at Kansas State University, and Kansas Technical Institute. Expenditures for other operating expenses at the six Kansas Regents' universities which were included in the study ranged from 58.6 of the peer average at the University of Kansas to 75.2 percent of the peer average at Wichita State University. The Board of Regents is in the process of obtaining similar comparative information for fiscal year 1985.

APPENDIX A

This Appendix contains information about the 139 positions the auditors reviewed at the four universities in their sample. The positions are grouped by university and subject area. Information is presented about the faculty members who left, the administrative decisions regarding whether to fill the vacated positions, and the faculty members who were hired.

The salaries shown in Appendixes A and C are all for nine months. Salaries that were originally reported for different time periods were converted on a 9/12 basis, rather than the 9/11 conversion that is traditional in the academic sector. This was done because, in major portions of the audit work, it was necessary to accommodate both private sector and academic salaries, as well as employment schedules that ranged from eight to 12 months. As indicated in the University of Kansas' response to a draft copy of the audit report, which is included in Appendix F, some of the salaries shown in the following Appendix are lower than they would be if a traditional conversion had been used. However, because the person leaving and the person hired generally worked the same number of months, the same general relationship between their salaries is still apparent.

UNIVERSITY OF KANSAS

Business

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Acting Asst Prof	\$30,000	Yes--at Assoc Prof rank ["Acting" Asst Prof indicates PhD not yet completed]	Assoc Prof	\$40,500
Asst Prof	26,580	Yes--for an Asst Prof in a different dept in Business	Asst Prof	40,000
Professor	30,600	Yes--for an Asst, Assoc, or full Prof, but in a different dept in Business	Asst Prof	46,000
Professor	44,910	Yes--for an Asst, Assoc, or full Prof, but in a different dept in Business	Asst Prof	46,000
Assoc Prof	38,700	Yes--recruitment for permanent replacement and for a temp, "visiting" position [1 semester only]; hired both	Asst Prof	49,000
Professor	42,650	Yes--recruitment for permanent replacement and for a temp, "visiting" position [1 semester only]; hired 1 permanent, 2 visiting	Visiting Assoc Prof	24,000
Asst Prof	35,600	Yes--at Asst, Assoc, or full Professor rank	Assoc Prof	52,500
Acting Asst Prof	29,675	Yes--at Asst, Assoc, or full Professor rank	Visiting Assoc Prof	24,000
Asst Prof	35,900	Yes--at Asst, Assoc, or full Professor rank	Visiting Professor	30,000
			Asst Prof	43,000
			Acting Asst Prof	43,000
			Asst Prof	43,000

Engineering

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$48,014	Yes--at full Professor rank	Professor	\$53,000
Professor	36,674	Yes--at either Asst or Assoc Prof rank	Assoc Prof	45,000
Asst Prof	33,000	Yes--at either Asst or Assoc Prof rank	Asst Prof	34,500
Professor	54,830	Yes--at full Professor rank	Professor	42,500
Professor	38,800	Yes--1st recruited for Asst or Visiting Prof; now in process of recruiting for Asst Prof	Acting Asst Prof [visiting]	36,000
Instructor	21,166	Yes--at Asst Prof rank	Acting Asst Prof [PhD candidate]	34,000
Professor	39,690	Deferred--recruitment will be for a different dept in Engineering--not yet begun	NA	NA
Professor	42,085	No-- funds used elsewhere in Engineering	NA	NA
Professor	37,450	No-- funds used elsewhere in Engineering	NA	NA

Letters

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$43,670	Yes--for an Asst Prof, but in a different dept within Letters	Asst Prof	\$26,000
Assoc Prof	28,305	Yes--for an Asst Prof, but in a different dept within Letters	Asst Prof	26,000
Assoc Prof	25,721	Yes--at Asst Prof rank	Asst Prof	22,000
Assoc Prof	30,804	No--eliminated due to budget restrictions	NA	NA
Professor	36,725	No--eliminated due to budget restrictions	NA	NA

Social Science

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$27,700	Yes--at Asst, Assoc, or full Professor rank	Professor	\$52,000
Asst Prof	28,700	Yes--at Asst Prof rank	Asst Prof	36,000
Assoc Prof	29,628	Yes--at either Asst or Assoc Prof rank	Asst Prof	30,000
Professor	48,878	Yes--at full Professor rank	Professor	58,000
Asst Prof	23,474	Yes--at Asst Prof rank	Acting Asst Prof [PhD candidate]	24,000
Professor	36,376	Yes--in process of recruiting Asst Prof rank	NA	NA
Professor	33,480	Deferred--vacant 1 year; in process of recruiting at Asst Prof rank	NA	NA
Professor	43,107	Deferred--retiree still teaching p.t.; in process of recruiting for an Asst Prof, but with different responsibilities	NA	NA
Professor	43,850	Deferred--retiree still teaching p.t.; recruitment not yet initiated; will be for different responsibilities	NA	NA
Asst Prof	21,655	Deferred--recruitment not yet initiated	NA	NA

Life Science

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$36,015	Yes--at Asst, Assoc, or full Professor rank	Asst Prof	\$30,000
Professor	48,758	Yes--at either Asst or Assoc Prof rank	Asst Prof	26,250
Professor	46,105	Yes--at either Asst or Assoc Prof rank	Assoc Prof	30,000
Professor	40,930	Yes--in process of recruiting at Asst Prof rank	NA	NA
Professor	37,232	Yes--in process of recruiting at Asst Prof rank	NA	NA
Professor	43,749	Deferred--probably for different responsibilities w/in the same dept	NA	NA
Professor	42,275	No--funds to be used elsewhere in dept	NA	NA

KANSAS STATE UNIVERSITY

Business

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Assoc Prof	\$40,410	Yes--at either Asst or Assoc Prof rank; for different teaching responsibilities	Asst Prof	\$39,006
Assoc Prof	39,825	Yes--at either Asst or Assoc Prof rank	Asst Prof	34,000
Professor	50,850	Yes--at either Asst or Assoc Prof rank	Asst Prof	38,520
Asst Prof	32,040	Yes--at Asst Prof rank	Assoc Prof	37,530
Asst Prof	34,155	No--eliminated due to budget cuts	NA	NA

Engineering

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$36,810	Yes--at Asst, Assoc, or full Professor	Professor	\$48,006
Assoc Prof	33,975	Yes--at Instructor, Asst, or Assoc Professor	Assoc Prof	34,020
Asst Prof	35,010	Yes--at Asst, Assoc, or full Professor salary [partially paid by a grant from Exxon]	Asst Prof	37,605
Asst Prof	25,425	Yes--at Instructor, Asst, or Assoc Professor	Asst Prof	29,430
Assoc Prof	32,040	Yes--at either Asst or Assoc Professor rank [salary partially paid by a grant from Exxon]	Asst Prof	38,277
Asst Prof	28,440	Yes--in process of recruiting for permanent replacement	NA	NA
Dist Prof	67,500	Deferred--tried to hire for this position, but unsuccessful; on hold for now	NA	NA

Letters

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$35,055	Yes--at Asst Prof rank; for a different dept	Asst Prof	\$19,800
Asst Prof	23,022	Yes--at Asst Prof rank [to be hired as Inst if PhD not completed]	Instructor	20,007

Social Science

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$26,910	Yes--at Asst Prof rank	Asst Prof	\$28,035
Professor	47,995	Yes--at Asst Prof rank	Asst Prof	25,695
Asst Prof	19,935	Yes--at Instructor or Asst Prof rank	Asst Prof	20,925
Professor	30,483	Deferred--permanent replacement on hold due to budget cuts	NA	NA

Agriculture

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Professor	\$46,848	Yes--at Professor rank	Professor	\$52,515
Asst Prof	30,000	Yes--at Asst Prof rank	Asst Prof	23,265
Professor	48,960	Yes--at Asst Prof rank	Asst Prof	25,290
Asst Prof	30,240	Yes--at Asst Prof rank	Asst Prof	23,265
Asst Prof	32,700	Yes--at either Asst or Assoc Prof rank	Asst Prof	23,445
Professor	39,120	Yes--at either Asst or Assoc Prof rank	Asst Prof	23,265
Professor	38,976	Yes--at either Asst or Assoc Prof rank	Asst Prof	24,300
Dean/Prof	70,680	Yes--for a Dean with rank of Professor	Dean/Prof	61,506
Professor	49,320	Yes--at either Assoc or full Professor rank	Professor	40,125
Professor	41,964	Yes--at either Asst or Assoc Prof rank	Assoc Prof	29,250
Asst Prof	21,600	Yes--at Asst Prof rank	Asst Prof	23,265
Assoc Prof	35,340	Yes--at either Asst or Assoc Prof rank	Asst Prof	23,265
Asst Prof	31,860	Yes--at either Asst or Assoc Prof rank	Asst Prof	23,895
Assoc Prof	48,552	Yes--for Asst Dir of Resident Instruction [same duties as person who left]	Assoc Prof	35,253
Professor	44,928	Yes--in process of recruiting for either an Asst or Assoc Professor	NA	NA
Professor	38,040	Deferred--position on hold due to budget cuts	NA	NA
Asst Prof	31,380	No--eliminated due to budget cuts	NA	NA
Professor	36,300	No--eliminated due to budget cuts	NA	NA

WICHITA STATE UNIVERSITY

Business

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$39,300	Yes--recruited for Dir of Accountancy	Assoc Prof	\$46,500
Asst Prof	36,000	Yes--at Asst Prof rank	Asst Prof	40,000
Assoc Prof	36,000	Yes--at Asst Prof rank	Asst Prof	40,000
Assoc Prof	37,400	Yes--have hired P.T. Instructor; in process of recruiting for permanent replacement	P.T. Inst	20,000
Asst Prof	30,800	Yes--in process of recruiting for permanent replacement	NA	NA
Asst Prof	35,700	Yes--in process of recruiting for permanent replacement	NA	NA
Assoc Prof	40,400	Yes--in process of recruiting for a Dir of Aviation Mgmt	NA	NA

Engineering

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Assoc Prof	\$38,850	Yes--at full Professor rank	Professor	\$40,125
Asst Prof	33,200	Yes--at Asst Prof rank	Asst Prof	37,000
Asst Prof	32,300	Yes--at either Asst or Assoc Prof rank	Asst Prof	32,000
Professor	46,200	Yes--in process of recruiting at Professor rank	NA	NA
Professor	39,375	Yes--at Asst Prof rank [reduced duties]; had deferred replacement for 1 year	Asst Prof	32,000
Asst Prof	34,400	Replacement decision deferred	NA	NA
Assoc Prof	34,800	No--position not filled	NA	NA
Assoc Prof	35,500	No--program phased out	NA	NA
Asst Prof	30,000	No--funds diverted to other purposes	NA	NA

Letters

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$23,800	Yes--at Asst Prof rank	Asst Prof	\$22,000
Asst Prof	21,550	Yes--at Asst Prof rank	Asst Prof	20,500
Assoc Prof	29,150	Yes--but deferred 1 year because of funding; in process of recruiting for an Asst Prof	NA	NA
Asst Prof	21,550	No--eliminated because of budget reduction due to enrollment decline	NA	NA
Professor	32,300	No--eliminated because of budget reduction due to enrollment decline	NA	NA

Social Science

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$27,100	Yes--at Asst Prof rank	Asst Prof	\$33,000
Assoc Prof	29,200	Yes--at Asst Prof rank	Asst Prof	22,000
Asst Prof	22,350	Yes--at Asst Prof rank	Asst Prof	20,500
Assoc Prof	26,850	Yes--at Asst Prof rank	Asst Prof	22,000
Asst Prof	27,300	Yes--in process of recruiting at Asst Prof rank	NA	NA
Asst Prof	22,000	Yes--but deferred for 1 year; recruited at Asst Prof rank	Asst Prof	22,000
Asst Prof	21,650	Permanent replacement deferred; have not yet initiated recruitment	NA	NA
Assoc Prof	31,150	No--eliminated because of budget reduction due to enrollment decline	NA	NA

Fine Arts

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Assoc Prof	\$22,850	Yes--at Instructor rank	Asst Prof	\$23,600
Asst Prof	19,050	Yes--at either Instructor or Asst Prof rank	Asst Prof	19,000
Professor	45,600	Yes--at either Assoc or Professor rank	Assoc Prof	33,300
Professor	37,750	Yes--at Asst Prof rank; but in different dept	Asst Prof	19,500
Instructor	20,400	Yes--at either Instructor or Asst Prof rank	Asst Prof	21,000
Asst Prof	18,800	Yes--at Instructor rank	Instructor	18,000
Assoc Prof	22,150	Yes--at either Instructor or Asst Prof rank	Instructor	20,000
Asst Prof	20,300	Yes--at either Instructor or Asst Prof rank	Instructor	20,000
Asst Prof	17,550	Yes--have hired temporary instructor; in process of recruiting for Asst Prof	Temp Inst	18,000
Asst Prof	24,150	Yes--have hired temporary instructor; have deferred recruiting for a permanent replacement	Temp Inst	18,000

EMPORIA STATE UNIVERSITY

Business

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Instructor	\$24,435	Yes--at Asst Prof rank	Professor	\$40,005
Professor	32,850	Yes--but for a different division in Business	Assoc Prof	39,006
Professor	31,752	Yes--but for a different division in Business	Asst Prof	34,000
Asst Prof	28,035	Yes--at Asst Prof rank	Asst Prof	35,001
Assoc Prof	32,058	Yes--at Assoc Prof rank	Asst Prof	25,002
Professor	33,840	Yes--have hired temp lecturer, in process of recruiting for a permanent replacement	Lecturer	39,006
Asst Prof	27,585	Yes--have hired p.t. instructor; in process of recruiting for a permanent replacement	P.T. Inst	15,003

Letters

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$24,975	Yes--at Asst Prof rank	Asst Prof	\$24,570
Asst Prof	24,570	Yes--have hired p.t. lecturer; in process of recruiting for permanent replacement	P.T. Lect	18,000
Asst Prof	18,990	Yes--wanted someone with more experience	Assoc Prof	25,020
Assoc Prof	20,970	Yes--at equivalent rank	Asst Prof	21,015

Social Science

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$23,535	Yes--at Asst Prof rank	Asst Prof	\$27,000

Education

PERSON LEAVING		ADMINISTRATIVE DECISIONS	PERSON HIRED	
<u>Rank</u>	<u>Salary</u>	<u>Replace?/Explanation</u>	<u>Rank</u>	<u>Salary</u>
Asst Prof	\$25,065	Yes--at Asst Prof rank	Asst Prof	\$23,780
Assoc Prof	25,092	Yes--at Asst Prof rank	Asst Prof	21,960
Asst Prof	24,066	Yes--at either Asst or Assoc Prof rank	Asst Prof	24,587
Professor	30,222	Yes--at Asst Prof rank	Asst Prof	23,103
Professor	37,026	Yes--by promotion within the university, not as a result of an outside search	Professor	35,019
Professor	32,700	Yes--by promotion within the university, not as a result of an outside search	Professor	32,924
Professor	32,787	Yes--at Professor rank	Professor	35,000
Professor	34,605	Yes--by promotion within the university, not as a result of an outside search	Assoc Prof	26,415
Assoc Prof	31,548	Yes--at either Asst or Assoc Prof rank	Asst Prof	21,069
Professor	27,135	Decision deferred pending budget cuts; hope to recruit for permanent replacement for next academic year	NA	NA
Professor	30,150	Full-time replacement deferred; retiree teaches on part-time basis	NA	NA
Professor	29,484	No--position eliminated	NA	NA

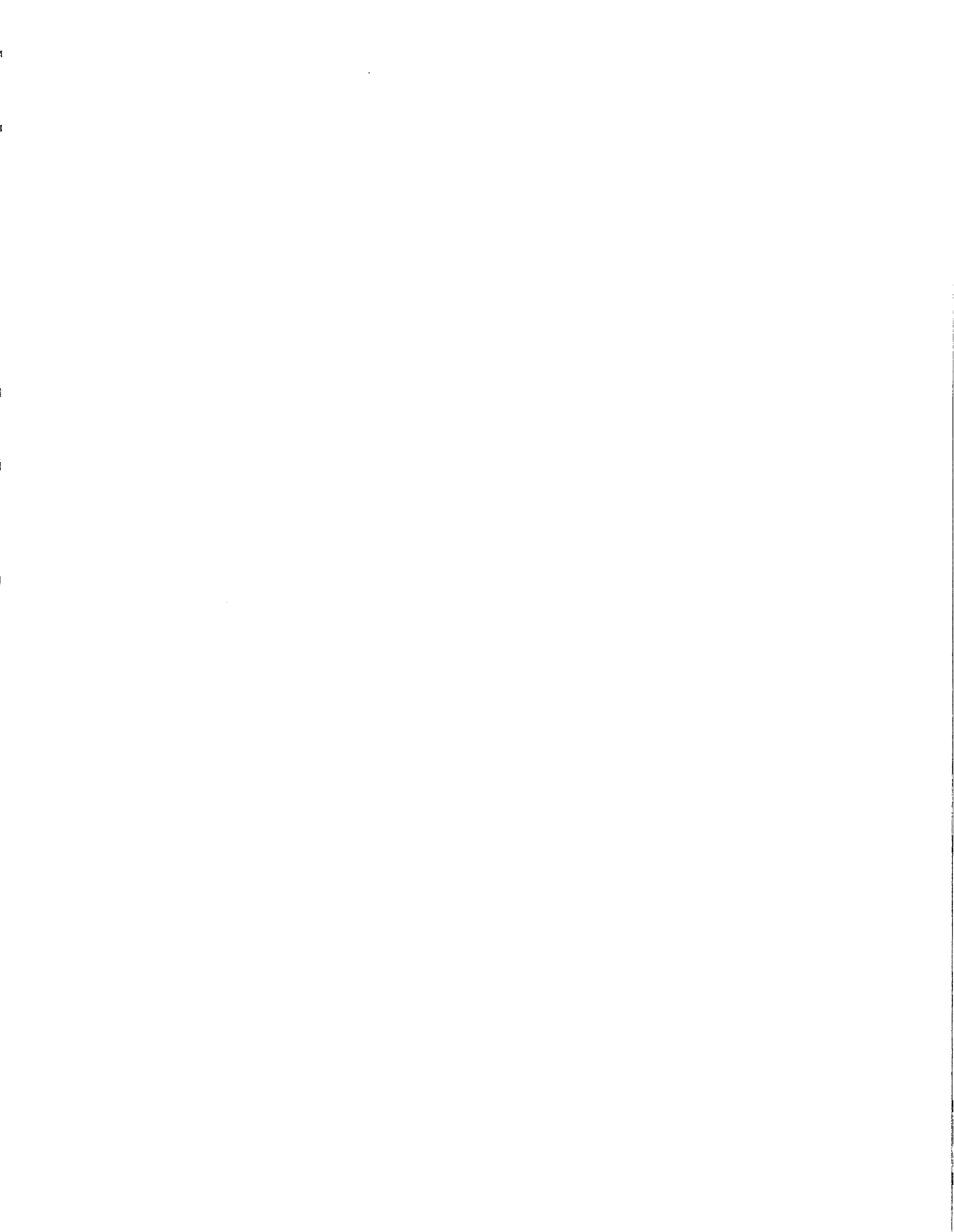
APPENDIX B

Reasons Why Faculty Left Their Positions By Subject Areas Common to All Universities in the Sample

	<u>Business</u>	<u>Engineering</u>	<u>Letters</u>	<u>Social Science</u>	<u>TOTALS</u>
Retirement	5	3	5	8	21
Personal Reasons	3	5	3	4	15
Higher Salary	1	8	3	4	16
Termination	7	3	1	6	17
Advancement	7	2	2	0	11
Death	2	3	1	1	7
Internal Promotion	0	0	0	0	0
Others	3	1	1	0	5
TOTALS	28	25	16	23	92

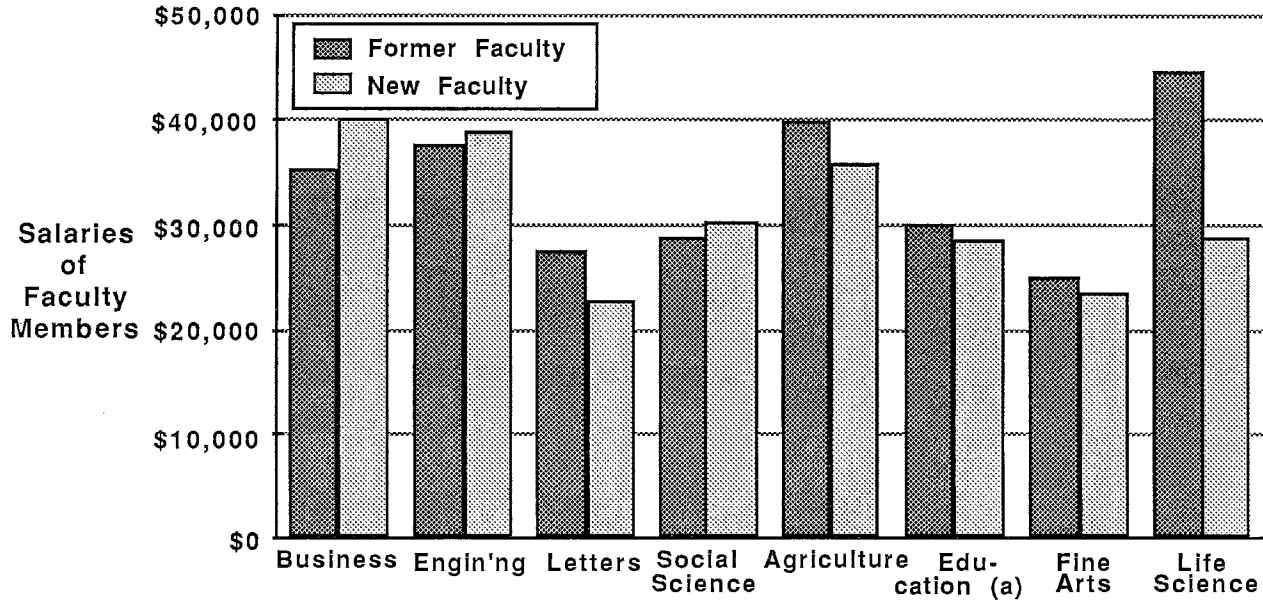
Reasons Why Faculty Left Their Positions By Subject Areas Chosen by the Universities in the Sample

	<u>Agriculture</u> <u>[KSU]</u>	<u>Education</u> <u>[ESU]</u>	<u>Fine Arts</u> <u>[WSU]</u>	<u>Life Sciences</u> <u>[KU]</u>	<u>TOTALS</u>
Retirement	9	6	1	2	18
Personal Reasons	2	0	5	0	7
Higher Salary	2	0	2	2	6
Termination	0	0	1	0	1
Advancement	1	2	0	2	5
Death	3	0	0	1	4
Internal Promotion	0	3	0	0	3
Others	1	1	1	0	3
TOTALS	18	12	10	7	47



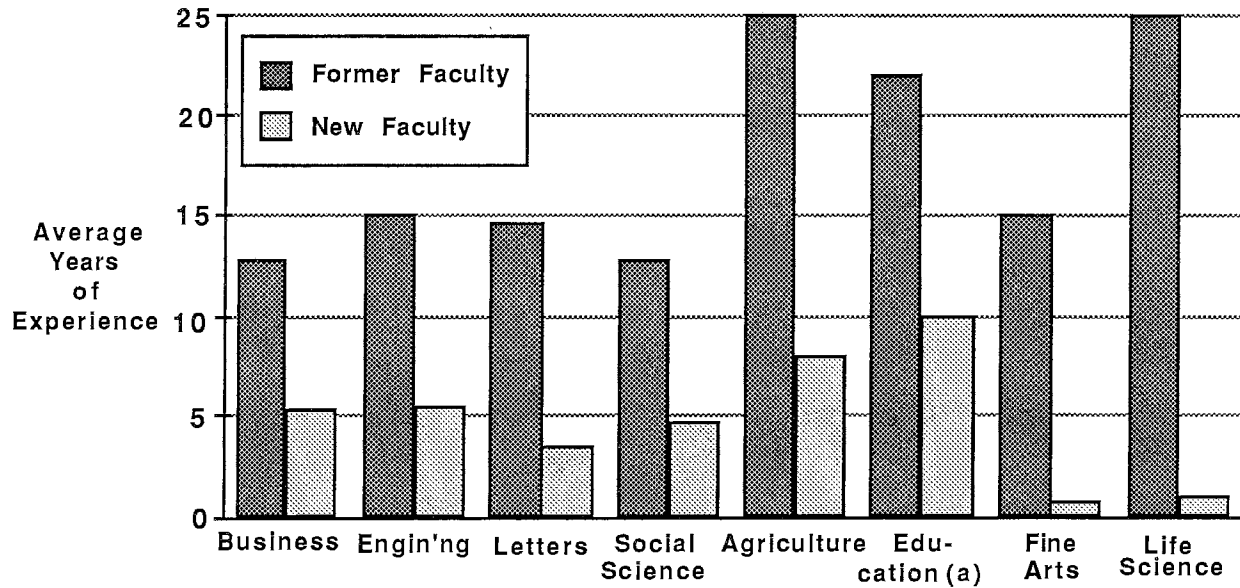
APPENDIX C

**AVERAGE SALARIES OF FORMER AND NEWLY HIRED
FACULTY MEMBERS -- BY SUBJECT AREA**

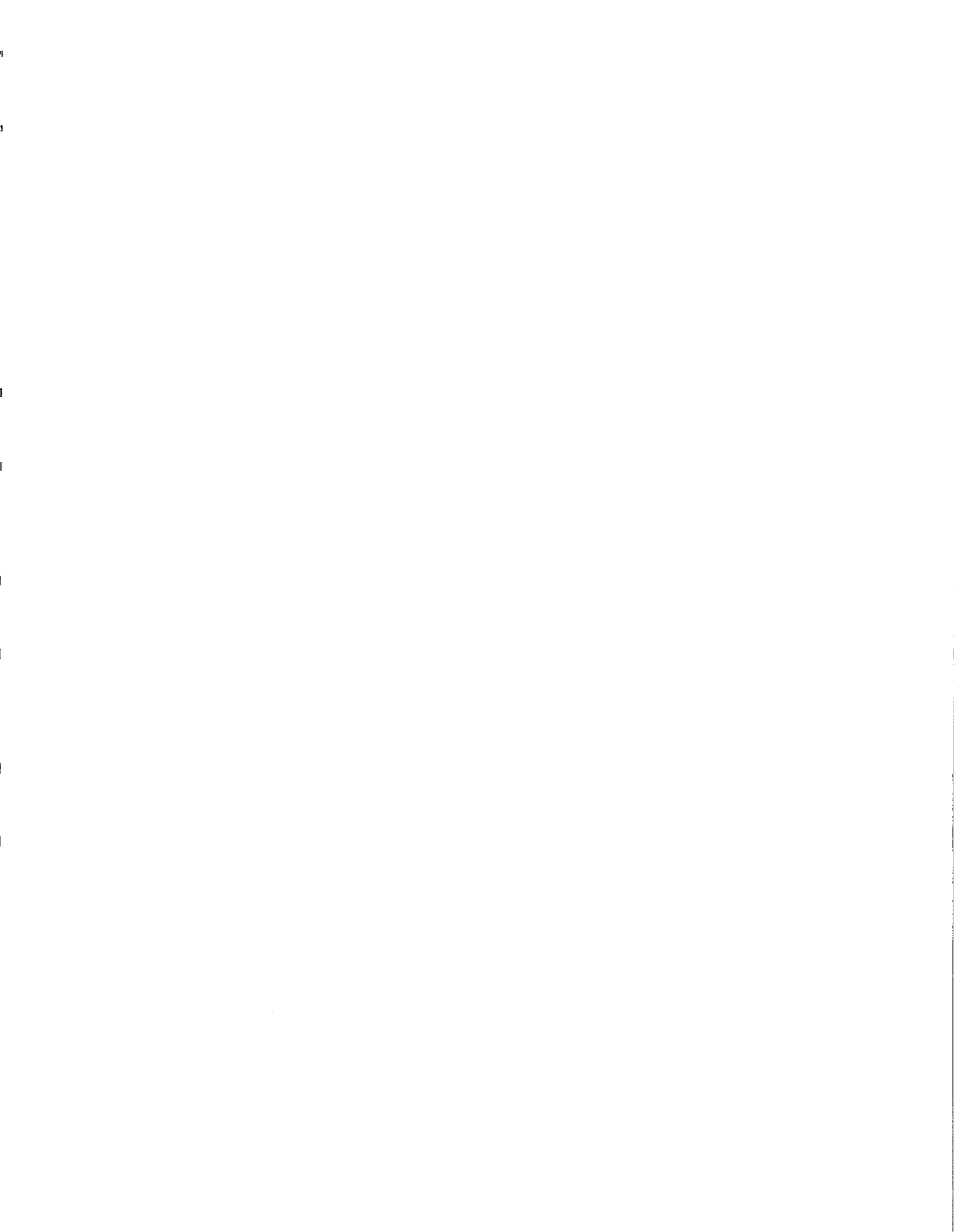


(a) Includes the three faculty members who were promoted internally.
Excluding them lowers the average for new faculty from \$28,379 to \$24,787.

**AVERAGE YEARS OF EXPERIENCE OF
FACULTY MEMBERS -- BY SUBJECT AREA**



(a) Includes the three faculty members who were promoted internally.
Excluding them lowers the average for new faculty from 10 to five years.



APPENDIX D

This Appendix shows the percentage increases in the following items for fiscal years 1974 through 1987:

- Authorized Regents' faculty salaries
- Actual Regents' salaries for full-time continuing unclassified staff
- Actual national faculty salaries
- Classroom teachers' salaries
- State classified employees
- State per capita income
- State private sector income
- The Consumer Price Index
- Personal Consumption Expenditures

Unless otherwise indicated, this information was compiled by the Kansas Legislative Research Department.

Fiscal Year	Authorized Regents' Faculty Increases(a)	Actual Regents' Faculty Increases--(i)		National Faculty Increases(j)	Classroom Teachers(k)
		(low)	(high)		
1974	5.5	5.6	6.4	5.1	N.A.
1975	11.0(b)	10.3	11.4	5.8	7.25
1976	10.0	9.1	11.0	6.0	10.50
1977	8.0(c)	8.0	10.4	4.7	6.88
1978	6.0(d)	6.0	7.7	5.3	6.62
1979	7.0	7.1	8.0	5.8	5.92
1980	6.5	6.5	6.9	7.1	7.41
1981	9.0	8.8	10.2	8.7	11.41
1982	7.0(e)	7.5	9.0	9.0	9.40
1983	7.5(f)	8.3	10.8	6.4	9.76
1984	4.5(g)	4.5	5.1	4.7	5.99
1985	7.0	7.2	8.5	6.6	8.38
1986	5.0(h)	5.1	5.9	6.1	7.63--est.
1987	2.5(h)	2.5	3.3	N.A.	4.00--est.

Compounded Annual Percentage Increases 1974-85

136% 135% 174% 107% 148%

- (a) Base budget salary increases approved by the Legislature.
- (b) 10% at KU and WSU.
- (c) 9% at Ft. Hays.
- (d) 7% at Ft. Hays.
- (e) 9% at Ft. Hays.
- (f) 10.2% at Ft. Hays; also, \$900,000 was appropriated for allocation among faculty in specified subject areas at all institutions.
- (g) Effective 12/18/83.
- (h) The State's contribution to faculty retirement was increased from 5% to 6% in FY 86, and from 6% to 7% in FY 87.
- (i) These columns show the lowest and highest average percentage increases in salary actually provided to full-time continuing unclassified staff at a Regents' university.
- (j) Percentages taken from Academe: Bulletin of the American Association of University Professors, March-April 1986, Vol. 72, No. 2 and July-August 1982, Vol. 68, No. 4. Includes some 2-yr. institutions.
- (k) Statewide average salary increases, exclusive of fringe benefits--reported by State Board of Education.
- (l) Cost of living adjustments in addition to merit or step increases.
- (m) \$30 minimum increases per month.

<u>Fiscal Year</u>	<u>State Classified Employees(l)</u>	<u>State Per Capita Income(x)</u>	<u>Private Sector Income(y)</u>	<u>Consumer Price Index(z)</u>	<u>Personal Consumption Expenditures(aa)</u>
1974	5.0	6.9	7.7	9.0	7.9
1975	5.5(m)	8.2	9.3	11.1	9.1
1976	5.0(n)	8.7	8.2	7.1	6.5
1977	2.8(o)	10.0	7.1	5.8	5.7
1978	3.0(p)	12.2	6.3	6.7	6.5
1979	7.25(q)	16.1	8.6	9.4	7.9
1980	4.0(r)	7.2	9.6	13.4	9.9
1981	11.0(s)	11.3	9.8	11.5	10.1
1982	5.0	6.8	8.7	8.7	7.2
1983	6.5	2.8	5.1	4.3	4.8
1984	4.5(t)	7.4	4.8	3.7	3.9
1985	5.0(u)	5.5	3.7	3.9	3.6
1986	6.0(v)	N.A.	N.A.	2.9	2.9
1987	3.0(w)	N.A.	N.A.	N.A.	N.A.

Compounded Annual Percentage Increases 1974-85

87% 167% 135% 147% 123%

- (n) Plus \$25 per month.
- (o) Plus \$15 per month.
- (p) Or \$25 per month, whichever is less; 2% for those in step F or above not eligible for longevity increase.
- (q) Subject to a maximum increase of \$125 per month.
- (r) Plus \$26 per month.
- (s) New pay plan adopted; all estimated to get at least 8%, with average increase at about 11%.
- (t) Effective 12/18/83.
- (u) Plus \$204--\$102 in 2 payments.
- (v) New pay plan adopted; wide variations, but increases estimated to average about 6%.
- (w) Plus salary upgrades for clerical jobs were approved for the last 6 mos. of FY 87.
- (x) State per capita income figures obtained from U.S. Dept. of Commerce Survey of Current Business.
- (y) Source: Kansas Department of Human Resources; excludes farm and government employment.
- (z) Consumer Price Index--All Urban Consumers; increase in the average index for fiscal years (July-June).
- (aa) The Personal Consumption Expenditures component of the Gross National Product-Deflator. This and the Consumer Price Index are both listed because the CPI tended to overemphasize the housing costs component prior to FY 82, while the PCE treats housing costs in a more conservative fashion.



APPENDIX E

Comparison of average salaries and salaries plus benefits for fiscal year 1986 for Kansas Regents' institutions, 1985 peer institutions, and 1980 peer institutions. The "All Ranks" column for peer institutions is a composite average, based on the number of faculty members of each rank at the Kansas institutions.

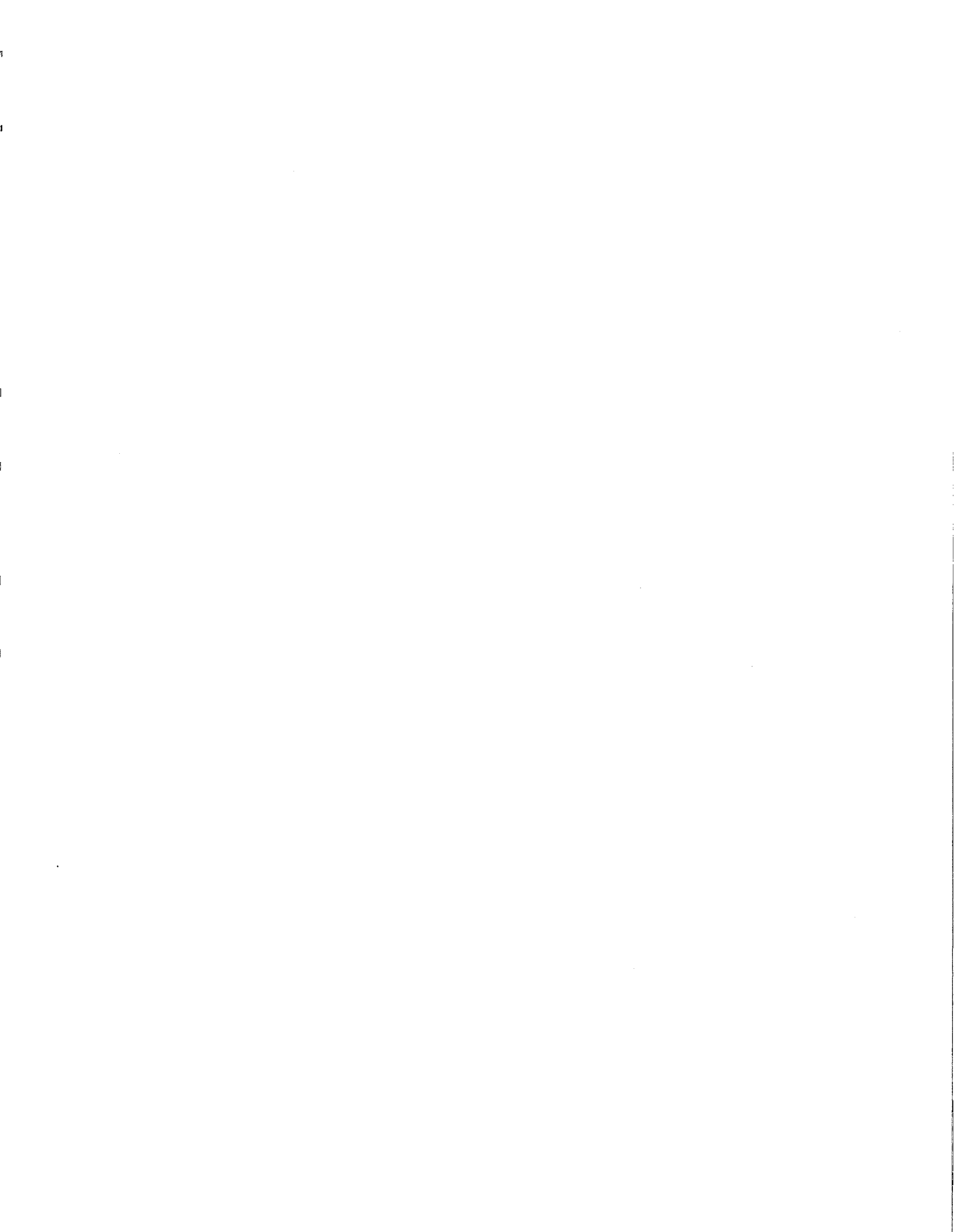
The salary and benefit information included in this Appendix was obtained from Academe, a publication of the American Association of University Professors. In this publication, salaries originally reported for other time periods are converted to a nine-month basis using the traditional academic conversion factor of 9/11.

<u>COMPARISON WITH 1985 PEERS</u>	<u>FULL PROFESSOR</u>		<u>ASSOCIATE PROFESSOR</u>	
	<u>Salary</u>	<u>Salary + Benefits</u>	<u>Salary</u>	<u>Salary + Benefits</u>
UNIVERSITY OF KANSAS	\$41,600	\$48,600	\$30,100	\$35,500
PEERS (University of Colorado, University of Iowa U. of N. Carolina - Chapel Hill, University of Oklahoma, University of Oregon)	43,972	52,357	33,185	40,145
KANSAS STATE UNIVERSITY	39,600	46,300	29,900	35,400
PEERS (Colorado State University, Iowa State University, North Carolina State University, Oklahoma State University, Oregon State University)	42,143	50,579	32,489	39,324
WICHITA STATE UNIVERSITY	40,300	46,900	31,400	36,900
PEERS (University of Akron, Univ. of N. Carolina - Greensboro Univ. of Wisconsin - Milwaukee Western Michigan University Portland State University)	40,983	50,522	32,476	40,239
EMPORIA STATE UNIVERSITY (a)	32,900	38,600	28,500	33,600
PITTSBURG STATE UNIVERSITY	33,600	39,500	29,400	34,700
FORT HAYS STATE UNIVERSITY	33,300	39,100	27,600	32,600
PEERS (Murray State of Kentucky, Eastern New Mexico State, Western Carolina University, Central Oklahoma University, Eastern Washington University, Northern Arizona University)	36,296	43,231	30,703	36,690
ALL REGENTS' UNIVERSITIES	\$39,214	\$45,848	\$29,876	\$35,258
ALL CURRENT PEERS	\$41,621	\$49,832	\$32,291	\$39,105
<u>COMPARISON WITH 1980 PEERS (b)</u>				
WICHITA STATE UNIVERSITY	40,300	46,900	31,400	36,900
FORMER PEERS (University of Akron, Cleveland State University, Virginia Commonwealth University, U. of N. Carolina - Greensboro Portland State University)	42,105	51,518	33,504	41,103
EMPORIA STATE UNIVERSITY (a)	32,900	38,600	28,500	33,600
PITTSBURG STATE UNIVERSITY	33,600	39,500	29,400	34,700
FORT HAYS STATE UNIVERSITY	33,300	39,100	27,600	32,600
FORMER PEERS (Univ. of Northern Iowa, Kearney State College of Nebraska, Central Missouri State University, Morehead State Univ. of Kentucky, Eastern New Mexico University)	33,931	40,359	28,831	34,555
ALL REGENTS' UNIVERSITIES	\$39,214	\$45,848	\$29,876	\$35,258
ALL 1980 PEERS	\$41,245	\$49,344	\$31,997	\$38,722

(a) Emporia, Pittsburg, and Fort Hays Universities all have the same peers.

(b) Peers for the University of Kansas and Kansas State University remained unchanged.

<u>ASSISTANT PROFESSOR</u>		<u>INSTRUCTOR</u>		<u>ALL RANKS</u>	
<u>Salary</u>	<u>Salary + Benefits</u>	<u>Salary</u>	<u>Salary + Benefits</u>	<u>Salary</u>	<u>Salary + Benefits</u>
\$27,100 28,097	\$31,500 33,828	\$18,200 21,220	\$21,400 26,443	\$34,917 37,330	\$40,881 44,747
25,700 27,897	30,600 33,815	20,700 19,541	24,800 24,547	32,074 34,245	37,803 41,362
25,700 28,138	30,400 34,721	19,400 22,138	23,000 27,577	29,629 31,356	34,828 38,755
25,000 25,700 24,100 26,702	29,500 30,100 28,300 31,802	23,000 20,400 20,700 22,908	26,800 24,200 24,100 27,226	29,460 29,557 27,654 31,304	34,660 34,793 32,504 37,322
\$25,828 \$27,767	\$30,450 \$33,674	\$19,971 \$21,234	\$23,684 \$26,231	\$31,905 \$34,130	\$37,486 \$41,155
25,700 28,613	30,400 34,975	19,400 22,878	23,000 28,404	29,629 32,147	34,828 39,393
25,000 25,700 24,100 24,119	29,500 30,100 28,300 28,964	23,000 20,400 20,700 22,908	26,800 24,200 24,100 27,226	29,460 29,557 27,654 28,985	34,660 34,793 32,504 34,637
\$25,828 \$27,380	\$30,450 \$33,170	\$19,971 \$21,426	\$23,684 \$26,446	\$31,905 \$33,763	\$37,486 \$40,683



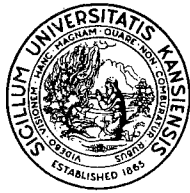
APPENDIX F

Agency Responses

On February 20, 1987, copies of the draft audit report were sent to:

- The Board of Regents
- The University of Kansas
- Kansas State University
- Wichita State University
- Emporia State University

This Appendix contains the written responses that were received from the University of Kansas, Wichita State University, and Emporia State University. The Board of Regents and Kansas State University indicated they had no specific comments about the report.

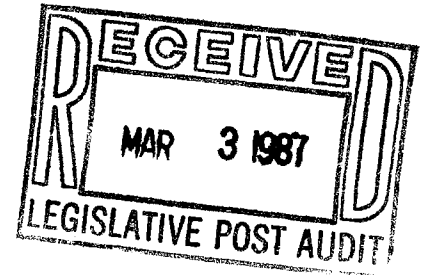


THE UNIVERSITY OF KANSAS

Office of the Chancellor
223 Strong Hall, Lawrence, Kansas 66045-1500
(913) 864-3131

March 2, 1987

Meredith Williams
Legislative Post Auditor
109 West 9th, Suite 301
Mills Building
Topeka, KS 66612-1285



Dear Mr. Williams:

We have reviewed the draft of your recent performance audit entitled "Replacing Faculty at the Regents' Institutions." The report highlights several serious problems which face the University of Kansas and other Regents' institutions.

As the report indicates, it has become more and more difficult to retain qualified faculty members because of low salary levels and because our fringe benefits package is not competitive. We are particularly concerned with our inability to attract faculty members in high demand areas such as Business, Engineering, and Computer Science; that concern is discussed in the audit report. The report also recognizes the negative impact on our recruiting process of the mandatory two-year waiting period for coverage by the Regents retirement program.

This year our faculty recruitment-retention problem is even more severe than the audit report suggests because of the combined effect of the budget rescission and the University's unprecedented enrollment growth. The uncertainty of Fiscal Year 1988 funding makes it extremely difficult to actively recruit senior faculty members who can maintain the quality of our programs.

The audit report also discusses another problem which is becoming more severe each year, the problem of salary compression. This problem occurs when we are forced to recruit faculty replacements at higher salaries than were paid to departing faculty. The table on Page 8 of the audit report indicates that the average salary for our new faculty included in the study was \$37,189 whereas the average salary for our former faculty was \$37,048. The salary compression problem is particularly intense in the high demand areas mentioned previously.

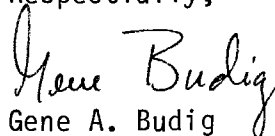
In some instances, the findings of your study differ from the findings of a similar study recently conducted by the Board of Regents. There are three reasons for those differences. First, your study includes fiscal years 1985-1986; the Regents study also included fiscal year 1984. Second, the Regents study included all of its universities; the Post Audit study includes only four universities. Third, your study includes only selected academic disciplines; the Regents study included all disciplines.

Meredith Williams
March 2, 1987
Page Two

I would like to mention one small technical error in the audit report. The second entry in the Life Science section of Appendix A (Page 23 of the draft report) indicates an incorrect salary figure for a professor who left the university and for that person's replacement. The salary for that twelve-month person and his/her replacement (shown on Page 23 as \$48,758 and \$26,250, respectively) should have been converted to a nine-month salary using the traditional conversion of 9/11, rather than 9/12. The correct salary figures then would have been \$53,190 for the person who left the University and \$28,636 for the replacement. This change also impacts several tables in the report, especially the table shown on Page 13 in which the average salary of former faculty in Life Science would change to \$42,785, the average salary of new faculty in Life Science to \$29,545 and the difference in salaries to \$13,240.

We appreciate the time and effort which your staff devoted to this performance audit. The report provides a well documented and well written account of a very serious problem which confronts each of the Regents' institutions.

Respectfully,


Gene A. Budig
Chancellor

cc: Stan Koplík
Del Shankel



The
Wichita
State University

Office of the Executive Vice President for Academic Affairs

February 27, 1987

Mr. Meredith Williams
Legislative Post Auditor
109 West 8th Suite 301
Mills Building
Topeka, KS 66612-1285



Dear Mr. Williams:

The Legislative Post Audit Division is to be congratulated on the report Replacing Faculty at the Regents' Institutions. The report provides ample evidence of the numerous issues and problems associated with faculty recruitment and hiring.

There are statements in the report which need clarification as they relate to The Wichita State University. The statements, page numbers in the report and clarification are:

p. 6 - Third paragraph, last sentence:

"University officials indicated this occurs because in some areas of music, dance, and visual arts, having faculty members with terminal degrees is not considered as important as it is in other subject areas." This sentence is misleading. Terminal degrees are considered important, however, by necessity the University must acknowledge that the availability of persons with terminal degrees is limited in some subject areas such as dance, music and the visual arts.

p. 6 - Fifth paragraph, first sentence:

"The majority of new faculty members were hired at the rank of assistant professor, which is the entry level for tenure-track faculty (instructors and other temporary faculty are not tenure-track)." Instructors at WSU are not automatically excluded from tenure-track positions.

p.10 - Last paragraph, fourth sentence.

"Assistant professor is the entry level..." Same comment made earlier about this statement on page 6.

Mr. Meredith Williams
February 27, 1987
Page 2

pp.18-19 - Salary comparisons with other groups.

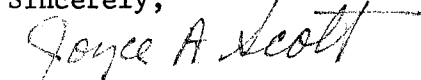
You may want to point out that regardless of the groups used for comparison, Kansas universities' salaries are still well below the salaries of comparison groups.

I notice the absence of conclusions in your report and wonder whether this is intentional. The addition of a paragraph or two which highlights areas of the report may be helpful to the readers. Some obvious conclusions are:

1. Salary levels are a major factor in determining a University's ability to retain and recruit faculty.
2. Regardless of the comparison groups used, current salary levels for University faculty in Kansas are below those of the comparison groups.
3. The use of part-time or temporary faculty to fill tenure-track positions and leaving tenure-track positions vacant to the extent outlined in the report may be fiscally advantageous but have serious negative academic consequences. These academic consequences are not explored in the report due to the study's limitations.

Again, the report explores a variety of critical elements in the faculty recruitment and retention process. The Legislative Post Audit staff has completed a difficult task in an excellent manner. Enclosed for your information is a copy of a report recently completed by one of WSU's University Senate committees.

Sincerely,



Joyce A. Scott
Executive Vice President for Academic Affairs

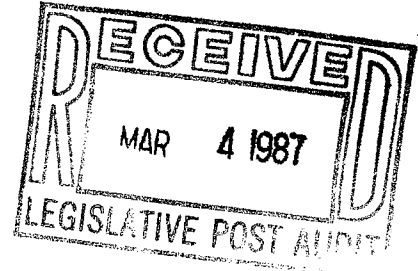
cc: President Warren B. Armstrong

Enc.



EMPORIA STATE UNIVERSITY

1200 COMMERCIAL EMPORIA, KANSAS 66801-5087 316/343-1200
OFFICE OF THE PRESIDENT March 2, 1987



Meredith Williams
Legislative Post Auditor
Legislative Division of Post Audit
109 West 9th/Suite 301
Mills Building
Topeka, KS 66612-1285

Dear Mr. Williams:

Emporia State University has reviewed the audit report, Replacing Faculty at Regents' Institutions, and basically accepts the report as drafted. We are particularly supportive of the conclusions and hope that they would not be misinterpreted.

I believe the profile relative to Emporia State illustrates good judgment on the part of this institution involving reallocation and promotions.

Sincerely yours,

Robert E. Glennen
President

f

cc: Robert Kindrick
ESU Academic Vice President