



Kennesaw State University Faculty Market Study

May 2023

Project Overview

- Kennesaw State University conducted a multi-phased project:
 - The establishment of a job family architecture, market study, and structure refresh for staff.
 - A market study for faculty including a compression review.
- The goal to ensure an improved understanding of compensation across campus and to better guide cross-campus decisions.
- Just as in the staff study, the majority of faculty will not receive an increase in salary resulting from this study.
 - A budget is currently being identified for this study.
 - For context, \$400,000 was allocated to faculty under the previous market study.
- The desired outcome of this study is the update and alignment of faculty compensation with the University's current talent needs, supporting future growth, and sustained success.

Methodology

Methodology – The Faculty Peer Group

- KSU leadership, FSEC, and Buck partnered to establish the peer group against which we measured faculty pay.
- The following metrics were the primary drivers in defining the peer group which consists of 46 institutions:
 - Carnegie Classification¹
 - Control (Public, Private)
 - Faculty Headcount/Student-to-Faculty Ratio
 - Financials (Total Expenses, Total Revenues)
 - Geographic Location
 - Staff Headcount/Student-to-Staff Ratio
 - Total Enrollment
 - Operating Budget per Student
 - Endowment per Student
 - Confirmation of CUPA Survey Participation
- A final review of the cost of labor for Atlanta, Georgia, relative to the location for each peer institution was assessed to ensure national peer group market data was comparable.

¹ The Carnegie Classification of Institutions of Higher Education is a framework for classifying colleges and universities in the United States. The framework primarily serves educational and research purposes, where it is often important to identify groups of roughly comparable institutions.

Methodology – Faculty Peer Group Details

Institution	Institution Location
Boise State University	Boise, ID
Bowling Green State University-Main Campus	Bowling Green, OH
Central Michigan University	Mount Pleasant, MI
East Carolina University	Greenville, NC
East Tennessee State University	Johnson City, TN
George Mason University	Fairfax, VA
Georgia Southern University	Statesboro, GA
Georgia State University	Atlanta, GA
Illinois State University	Normal, IL
Kent State University at Kent	Kent, OH
Miami University-Oxford	Oxford, OH
Montclair State University	Montclair, NJ
New Jersey Institute of Technology	Newark, NJ
North Carolina State University at Raleigh	Raleigh, NC
Northern Arizona University	Flagstaff, AZ
Northern Illinois University	Dekalb, IL
Oakland University	Rochester Hills, MI
Ohio University-Main Campus	Athens, OH
Old Dominion University	Norfolk, VA
Portland State University	Portland, OR
San Diego State University	San Diego, CA
Texas State University	San Marcos, TX
The University of Texas at Dallas	Richardson, TX

Institution	Institution Location
The University of Texas at San Antonio	San Antonio, TX
University of Akron Main Campus	Akron, OH
University of Central Florida	Orlando, FL
University of Louisiana at Lafayette	Lafayette, LA
University of Maryland-Baltimore County	Baltimore, MD
University of Memphis	Memphis, TN
University of Missouri-Kansas City	Kansas City, MO
University of Nevada-Las Vegas	Las Vegas, NV
University of North Carolina at Charlotte	Charlotte, NC
University of North Carolina at Greensboro	Greensboro, NC
University of North Carolina Wilmington	Wilmington, NC
University of North Dakota	Grand Forks, ND
University of North Texas	Denton, TX
University of Rhode Island	Kingston, RI
University of South Alabama	Mobile, AL
University of South Florida	Tampa, FL
University of Toledo	Toledo, OH
University of Vermont	Burlington, VT
University of West Georgia	Carrollton, GA
University of Wyoming	Laramie, WY
Valdosta State University	Valdosta, GA
Western Michigan University	Kalamazoo, MI
Wichita State University	Wichita, KS

Methodology – Faculty Market Data

The following were used in the analysis:

- 2023 CUPA-HR 4-Year Faculty Survey
 - College and University Professional Association for Human Resources (CUPA: <https://www.cupahr.org>)
- Classification of Instructional Programs (CIP Codes)
 - National Center for Education Statistics – US Department of Education <https://nces.ed.gov/ipeds/cipcode/default.aspx?y=5>
- KSU CIP Code matches by teaching discipline and rank to Buck for faculty positions, which Buck reviewed and validated.
- CUPA data were generally scoped to KSU’s peer group using the detailed Classification of Instructional Programs (CIP) code within CUPA, resulting in a **market reference point** for each discipline and rank. Market reference points were adjusted as needed to avoid compression/inversion across ranks in the same discipline/college. The study ensured at least a 5% progression between market reference points within rank and discipline.

Full-time Faculty Ranks	
Professor	Research Associate Professor
Associate Professor	Research Assistant Professor
Assistant Professor	Librarian Professor
Clinical Professor	Librarian Associate Professor
Clinical Associate Professor	Librarian Assistant Professor
Clinical Assistant Professor	Senior Lecturer
Research Professor	Lecturer

Structure - Example

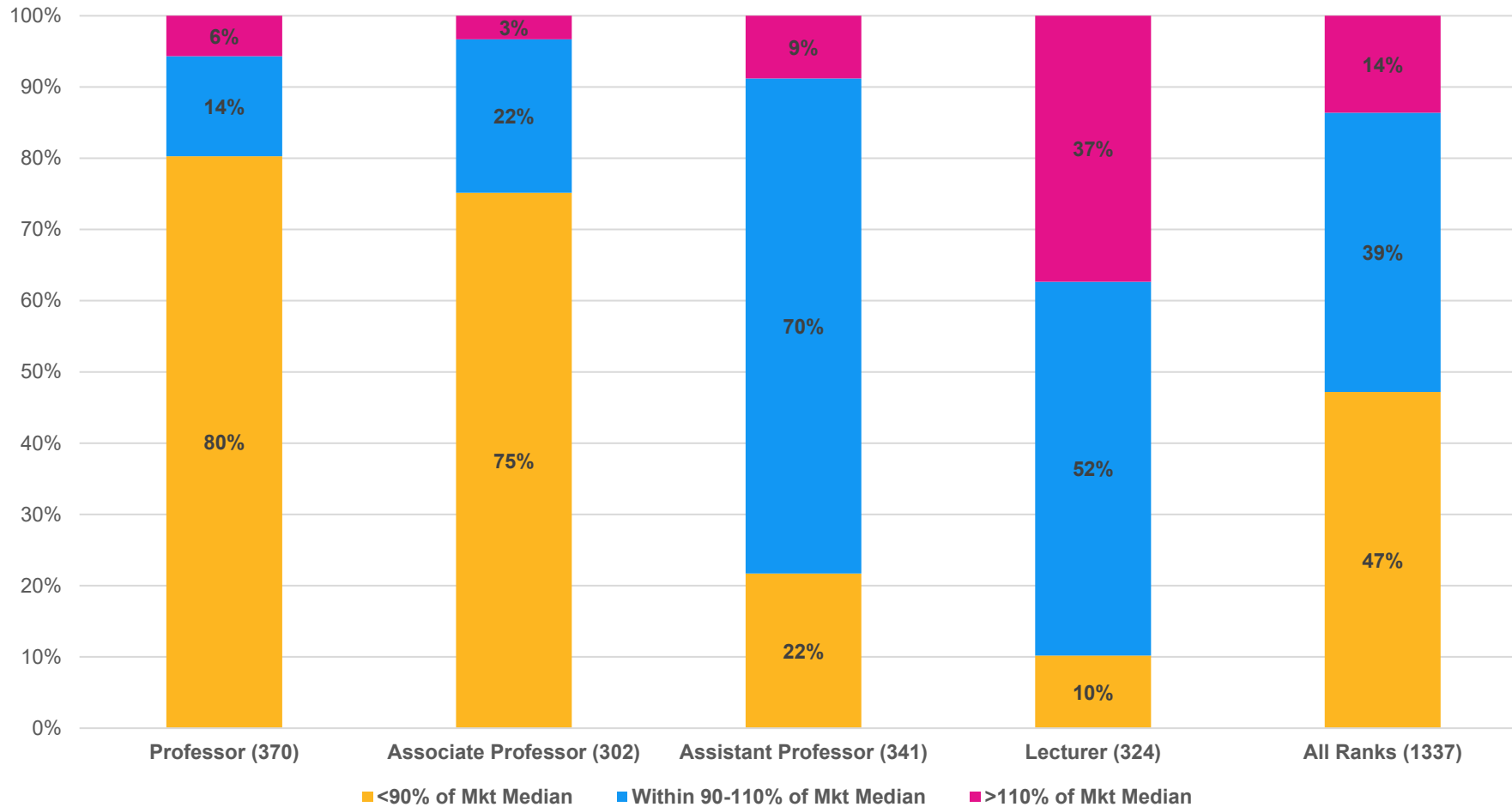
- All ranks will have a set market reference point at a discipline/rank level.

Academic Home College Description	Academic Home Department Description	4-Digit CIP Code	4-Digit CIP Description	Rank	Market Referece Point
Example College	Example Department	01.01	Example Discipline	Professor	\$92,200
Example College	Example Department	01.01	Example Discipline	Associate Professor	\$74,400
Example College	Example Department	01.01	Example Discipline	Assistant Professor	\$62,900
Example College	Example Department	01.01	Example Discipline	Senior Lecturer (non-tenure track)	\$54,600
Example College	Example Department	01.01	Example Discipline	Lecturer (non-tenure track)	\$52,000

***Market reference point** – target market rate, adjusted as needed to avoid compression/inversion across ranks in the same discipline/college. Ensured at least a 5% progression between market reference points within rank and discipline.

Faculty Structure

External competitiveness analysis by rank



While KSU salaries are competitive with the market median in aggregate, individual faculty salaries vary.

Approach to Faculty Pay

- The results of the market study are the basis for the updated approach to faculty pay.

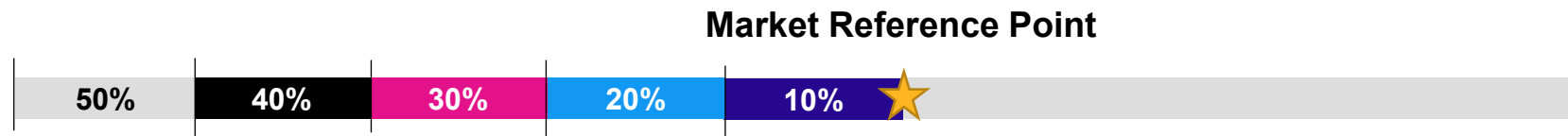
The new approach:

- Uses a common market reference point* to align pay by rank and teaching discipline to peer practices.
- Defines a minimum salary by teaching discipline and rank.
- Informs hiring decisions for new faculty, setting a minimum (explained on next slide) but allowing for flexibility based on incumbent experience and available budget.
- Majority of faculty members will not receive a pay increase as a result of this study.

***Market reference point** – target market rate, adjusted as needed to avoid compression/inversion across ranks in the same discipline/college. Ensured at least a 5% progression between market reference points within rank and discipline.

Approach to Faculty Pay - Minimum

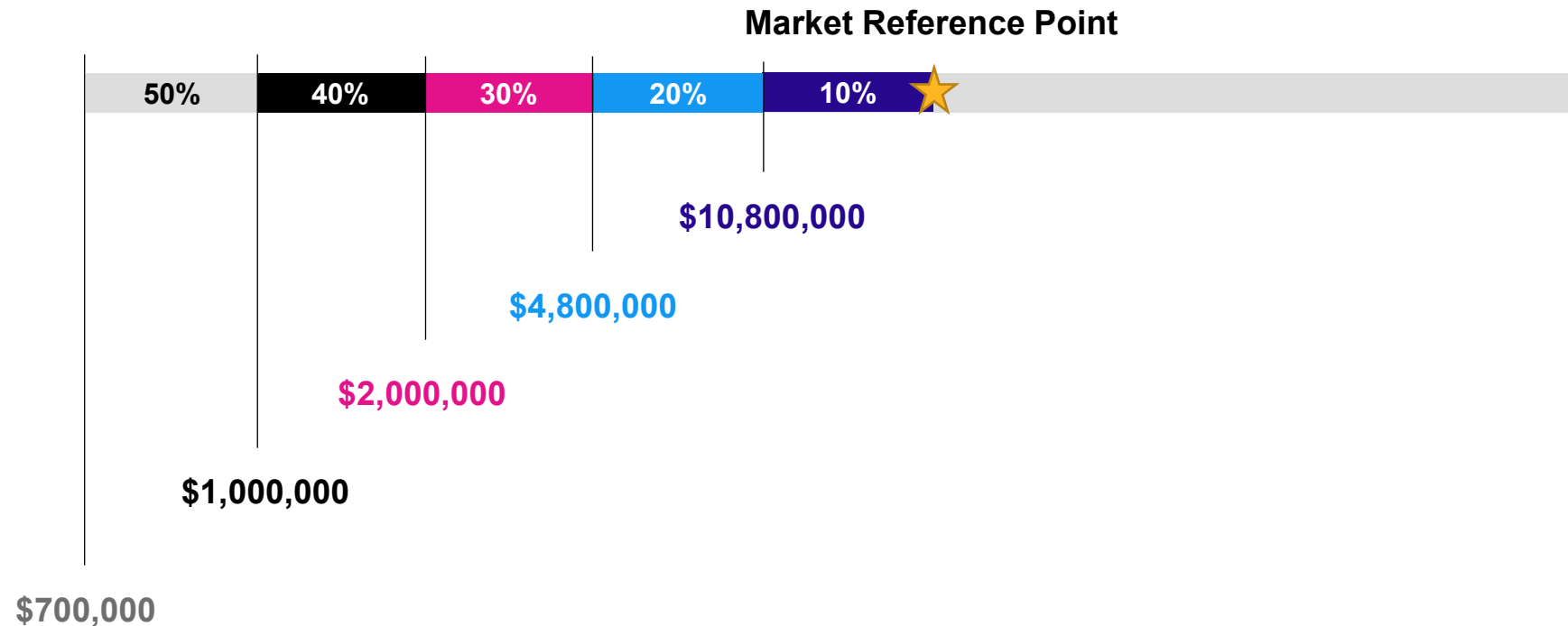
- Establishing a minimum salary by discipline and rank below which no faculty member will be compensated.
- Balancing our ability to compete against our peer market with KSU's internal budget availability.
- Depending on funding – setting a percentage below the market reference point to ensure all faculty within a discipline and rank share a common floor or minimum.



For context, faculty were allocated approximately \$400,000 for market adjustments related to the previous study.

Approach to Faculty Pay – Cost Estimates

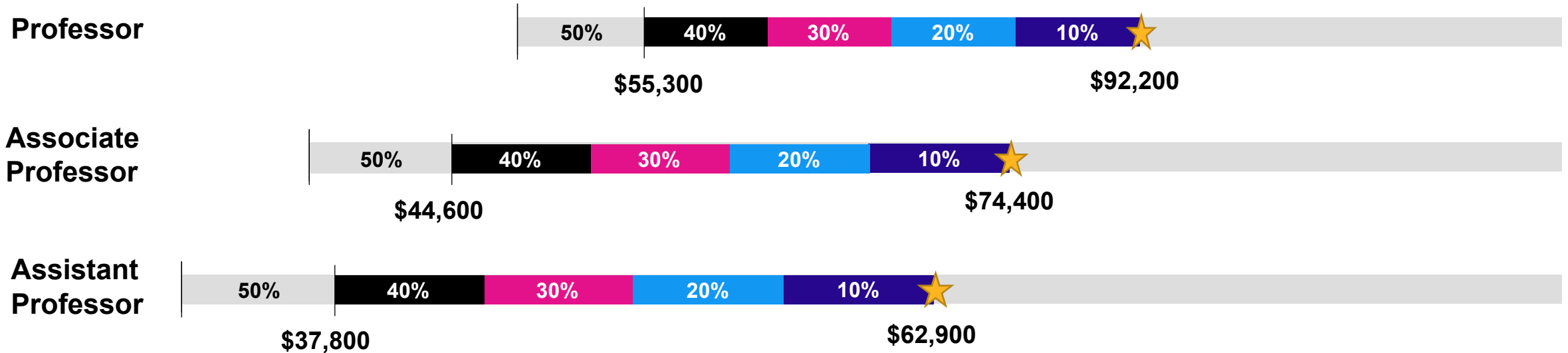
- Cost estimates for these scenarios range from \$700,000 to \$10,800,000.
- Minimum salaries have been modeled between 50% and 10% below the market reference point to understand budget requirements for each scenario.



Structure - Example

- All ranks will have a set minimum based on a percentage below the market reference point* at a discipline/rank level.

EXAMPLE: Establishing the structure at a percentage of 40% below MRP



***Market reference point** – target market rate, adjusted as needed to avoid compression/inversion across ranks in the same discipline/college. Ensured at least a 5% progression between market reference points within rank and discipline.

Implementation

- Beginning July 1, 2023, the new pay structure will be utilized for all faculty hires.
- For existing faculty, once KSU's budget is established and the final structure is set, all employees below the minimum of their market reference point will receive a one-time market adjustment bringing them to the minimum.
- Many KSU Professors fall below the MRP. As a result, we are assessing the budget required to bring Professors further into range based on their time in rank.

***Market reference point** – target market rate, adjusted as needed to avoid compression/inversion across ranks in the same discipline/college. Ensured at least a 5% progression between market reference points within rank and discipline.

Next Steps

- Final budget will be set by the University.
- Adjustments will be made to bring all faculty to the identified minimum (based on the established budget) and will be effective for the upcoming academic year based on faculty contract start dates.
- Data will be cross-checked and finalized (removing retirements, resignations, change in positions, change in ranks, new hires, etc.)
- Protected website for pay structure will be built—target date for sharing is July 1, 2023.
- Academic Affairs will coordinate with administration in each college on adjustments.
- Protocol – Questions should be directed to chairs and deans, not Academic Affairs or Provost.

