# State Universities
## Under Market Salaries' Impact on Recruiting and Retaining Employees

## Kansas State University

Of all faculty positions in our budget, 35% are under market on average by 18.5%, from the compensation market analysis summary done in September. Faculty salaries are benchmarked against peer and aspirational institutions using data from the Oklahoma State University faculty salary survey. CUPA was also used when information was not available for certain types of faculty in the OSU survey.

| Examples | Avg % Below Market | Avg $/Employee to bring to market | Notes |
|---|---|---|---|
| Student Program Coordinator | 15.40% | $5,280 | Positions vary but generally they provide student support services by coordinating student programs, managing recruitment and retention efforts, and providing assistance to students throughout their academic journey |
| Electrician | 11.30% | $5,619 | |
| Faculty (assoc, asst, prof) | 18.50% | $21,250 | Represents 35% of faculty positions |

## Emporia State University

From Emporia State University's market analysis, examples are listed below of employees who were founded to be under market and the cost to bring them to market.

| Staff | | | | |
|---|---|---|---|---|
| Job Classification | Total Employees | # Market Adjustments Needed | % Market Adj Needed | Total $ Market Adjustment |
| Academic Advisors | 12 | 12 | 100% | 62,028 |
| Administrative Assistants & Specialists | 21 | 14 | 67% | 56,907 |
| Admissions Counselors | 7 | 6 | 86% | 14,826 |
| Computer Systems Analysts | 7 | 6 | 86% | 31,544 |
| Custodians | 41 | 41 | 100% | 130,156 |
| Educational Specialist | 7 | 6 | 86% | 28,837 |
| Enrollment Mgmt Directors & Coordinators | 9 | 8 | 89% | 40,892 |
| IT System Support & Support Specialists | 9 | 8 | 89% | 46,308 |
| Program Directors | 11 | 10 | 91% | 60,078 |

**Faculty**

| Field of Instruction | Total Employees | # Market Adjustments Needed | % Market Adj Needed | Total $ Market Adjustment |
|---|---|---|---|---|
| Biological & Biomedical Sciences | 14 | 10 | 71% | 85,975 |
| Education | 45 | 28 | 62% | 225,454 |
| English Language/Literature, General | 5 | 5 | 100% | 48,500 |
| Health Professions | 16 | 2 | 13% | 66,323 |
| History | 6 | 5 | 83% | 33,731 |
| Mathematics | 12 | 7 | 58% | 108,201 |
| Social Sciences | 11 | 8 | 73% | 112,630 |

## Wichita State University

Wichita State University has 600 staff and 500 faculty below market in a variety of jobs which equates to $25 million all funding sources.

Of these, 160 staff (~10% of employees in the market-based comp program) are below the minimum pay range for their respective jobs. It would cost $600k just to bring these 160 employees up to the minimum of their pay range. Not being able to pay existing employees within their pay range compounds our pay issues, as it makes hiring talent very challenging. If we hire new employees in at the minimum of the pay range, we create compression issues with these existing 160 employees who are not making the minimum.

WSU is currently working on market pricing for FY 2026, which is anticipated to reveal a larger pay gap as increases in pay for many jobs are being identified. As an example, financial aid jobs are moving up one to two pay ranges based on FY 2026 market data, which equates on average to $5,000/person increase.

Priority Staff jobs:
- Enrollment Team (Financial Aid, Admissions, and Academic Advisors).
- Police – WSU has extremely high turnover of newly trained officers, dispatchers & sergeants. Plus, candidates are lost to due to higher pay at local and state agencies.
- Facilities Management staff
- Administrative Support
- IT – low compensation in this area means WSU often must hire entry level talent for lack of competition for experienced IT professionals.
- Student Health (nurses)

Priority Faculty jobs:
- Computer Science
- Engineering, especially aerospace
- Health Professions – primarily in public health sciences & nursing
- Libraries – these jobs are difficult to source due to the specialization and low pay
- Research jobs in Liberal Arts & Sciences and Engineering

**Engineering Faculty (all transitioned to similar faculty positions at their new institution)**

Full professor in computer science
WSU School of Computing salary was $130,500 (the highest in computer science).
Moved to Lehigh University in July 2023 at a starting salary of $170,000.

Assistant Professor in computer science
WSU School of Computing salary was $95,000 (the highest engineering assistant professor salary at the time).
Moved to University of Texas at Arlington in August 2023 at a starting salary of $130,000.

Assistant Professor in aerospace engineering
WSU Aerospace Engineering salary was $82,896.
Moved to Michigan Tech University in June 2023 at a starting salary of $120,000.

Currently, we have 25 offers with a January 2025 start date and 8 have declined (32%). Of these declines, 4 are for work funded by grants, 1 is a faculty member and 3 are staff (2 police).

**Pittsburg State University**
A few examples are noted below for challenges with hiring or retaining employees:
- Police Officers
- Custodians
- Assistant Professor/Associate Professor - especially in the Sciences and Business
- Accountants (entry level)

**Fort Hays State University**
Fort Hays State recently recruited for a Human Resources Director, but ultimately had a failed search. The finalists all declined because of salary considerations.

HVAC Technicians and plumbers – multiple positions have been open for many months. Fort Hays has increased the rate of pay but there are still no applicants.

IT Programmers – there has been a struggle to find qualified candidates, so the University has created a "grow your own" program so they are training the skill rather than hiring it.

University police – multiple positions have been open for many months. Compared to the local government and state troopers, the University is below for pay. This is a challenge for both recruitment and retention as officers leave for better salaries.