



**EXPLANATION OF KENNESAW STATE UNIVERSITY'S EMPLOYEE
GROWTH FOR FALL 2008 THROUGH 2011**

Prepared by Erik Bowe

Enterprise Information Management

October 30, 2012

Executive Summary

Kennesaw State University (KSU) has continued to experience remarkable enrollment growth since its beginning as a junior college in fall 1966. As an expanding comprehensive, metropolitan university, KSU has jumped from 21,449 students in fall 2008 to 24,175 by fall 2011 and remains the third largest institution amongst the research, regional and state university sectors in the University System of Georgia. This growth was attained during the worst economic crisis in the United States since the Great Depression. Not only did KSU expand its size through a 13% increase in enrollment (16% in undergraduate enrollment) during that three-year period, but KSU also evolved rapidly and impressively in mission and recognition since fall 2008.

As KSU rapidly expanded and enrollment increased by 13%, the number of full and part-time employees increased by 27% during the same three-year period based on the Integrated Postsecondary Education Data System (IPEDS) Human Resources Employee by Assigned Position (EAP) data. The growth of employees occurred despite the fact that state appropriations decreased from \$92.02 million to \$74.35 million (a 20% decline). This was largely due to the following initiatives: (1) increasing the number of programs and enrollment to meet workforce needs; (2) providing additional academic support services for veterans, disabled, and other student groups; (3) adding additional facilities to support students and expand academic programs critical to Georgia's economy; (4) undertaking initiatives to increase college completions; (5) implementing a comprehensive transportation and parking plan to accommodate additional enrollment growth; (6) increasing economic impact contributions to Georgia; and (7) ensuring the quality of academic programs.

Increasing Programs and Enrollment to Meet Workforce Needs

In fall 2008, KSU was authorized by the University System of Georgia to offer 48 baccalaureate programs, 17 graduate programs, and 2 doctoral programs. Despite the 20% decrease in state appropriations, by fall 2011 KSU's undergraduate programs had increased to 51, and graduate programs to 27. This growth included a new interdisciplinary Ph.D. in International Conflict Management, which was the first such program in Georgia and one of only three in the Southeast. New masters programs included Criminal Justice and Integrated Global Communication, which are vital to Georgia's economy and issues important to the Office of the Governor. KSU also introduced four new advanced certificate programs supporting the music entertainment, technology, and medical industries.

During the same three-year period, KSU's enrollment in undergraduate and graduate programs jumped from 21,449 students in fall 2008 to 24,175 by fall 2011, an increase of 13%. The increase in KSU's undergraduate enrollment alone was 16%. Given the double-digit rise in enrollment, additional full and part-time faculty were hired in order to maintain the academic quality of KSU's programs as well as keep pace with the growing demand for academic support services. Specifically, the number of faculty at KSU increased from 1,147 in fall 2008 to 1,296 by fall 2011. This 13% increase allowed KSU to maintain a student-to-faculty ratio of 21:1 (using the Common Data Set definition), enabling the institution to maintain high quality academic programs and services.

Providing Additional Academic Support Services for Veterans, Disabled, and Other Student Groups

As USG initiatives emerged between 2008 and 2011 to increase educational access and completion rates across Georgia, KSU enhanced academic support services for various student groups such as veterans and students with disabilities. For example, KSU launched in fall 2010 a Veterans Resource Center as a one-stop shop for veterans who wish to start or continue their college education at KSU. This center counsels veterans on how to process applications for Veterans Affairs education benefits and assists them with enrollment. Special services for students with disabilities have been enhanced with equal rigor. Disabled students can obtain a number of high quality special services to help them with their academic work that are provided in accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

Since students groups such as veterans and students with disabilities typically face unique challenges compared to other students in their academic endeavors, KSU's has taken the necessary action steps to ensure such support meets any legal obligations and is of high quality. Such enhancements in academic support services contributed to KSU's 27% increase in the overall number of employees from 2008 to 2011. Additionally, the increases in the support and service professionals group specifically from 611 in fall 2008 to 894 by fall 2011 was most likely a result of traditional (< 25) and nontraditional-age (>=25) students using similar academic support services such as advising, mentoring, counseling, and tutoring.

Adding Additional Facilities

With the enrollment increase of 13% between 2008 and 2011, came the need for KSU to expand its facilities. In fall of 2009, KSU opened The Commons, a new state-of-the-art dining hall. This two-story, 53,466-square foot facility was the first of its kind at KSU that could service KSU's more than 22,000 students, 3,000 of which were residential, living on-campus. The \$21 million project was funded entirely by student meal plans and boasted extensive environment friendly features enabling KSU to seek LEED Certification for the facility.

During fall 2010, KSU opened up the academic year with a new \$56 million health science building, Prillaman Hall, with over 200,000 square feet of space dedicated to the WellStar College of Health and Human Services for programs such as Nursing, Human Services, and Sports Medicine. This building alone created 15-health science and interdisciplinary laboratories, 13,000 square feet of nursing-lab space, two 120-seat classrooms, four 90-seat tiered classrooms, three 60-seat classrooms, and a 230-seat auditorium. This state-of-the-art facility allowed KSU to increase the number of nursing graduates from 185 to 250 annually as well as engage in basic and applied research in the health sciences.

Given the nearly overnight growth in the amount of dining, classroom, and laboratory space to accommodate the 13% enrollment increase from 2008 to 2011, additional faculty as well as support and service professionals were needed. For example, during the three-year period, the number of facilities professionals increased by 11 and health science professionals rose from four to twenty-five (See

Appendix B). These incremental increases were needed to keep up with growing demand, so the expanded spaces contributed to the overall rise in KSU by 27% between fall 2008 and 2011

Additional contributions to the rise in support and service professionals as well as clerical and secretarial support were the opportunities afforded KSU to participate in research grants because of the expansion of KSU's facilities. Between fall 2008 and fall 2011, contracts and grants revenue at KSU increased from \$13.48 million to \$50.96 million, a significant increase of 277%. For example, KSU received in July 2011 a \$2.38 million-research grant from the U.S. Department of Defense. Housed in the Brain Biomarker Laboratory in Prillaman Hall, this grant is enabling lab researchers to search for a blood biomarker, or molecule, which would be an early diagnosis of strokes and consequences of neurotrauma.

Undertaking Initiatives to Increase College Completions

USG initiatives pertaining to increasing college completion rates have been a priority with KSU long before Georgia's Higher Education Completion Plan in 2012. Overlapping with the 13% increase in enrollment, KSU experienced a jump in the number of degrees awarded from 3,848 students in AY 2008-09 to 4,259 by AY 2011-12 (an increase of 11%). Undergraduate degrees awarded alone increased by 19% during the same period. For the first time since its founding in 1963, this ranked KSU as the third largest degree granting institution amongst the research, regional and state university sectors in the University System of Georgia. This increase was due not only to the expansion of on-campus housing in the early-to-mid-2000's as well as increasingly stringent admission standards, but was also accomplished by providing expanded first-year experiences, advising, mentoring, counseling, and tutoring support to students. The increase in the number of degrees awarded through expanded academic support services to students could not have resulted without additional support and service professionals. As shown in Appendix B, KSU experienced an increase of 16 academic affairs professionals, which was most likely yet another contributor in the overall rise of KSU employees by 27% during the same period.

Implementing a Comprehensive Transportation and Parking Plan to Accommodate Enrollment Growth

Given the 13% rise over three years in KSU's enrollment, additional demand was placed on KSU's transportation and parking infrastructure. This added enrollment for KSU was particularly stressful as just over 3,000 of the 24,175 students enrolled in fall 2011 were residential, living on campus. The remaining 21,000 students were commuter students who required on-campus parking. Since KSU had already built four parking decks in the early-to-mid-2000's to accommodate enrollment growth prior to fall 2008, KSU decided to implement a network of on-and-off campus shuttles and operate off-site park-and-ride lots. This not only kept student-parking fees to a minimum, but also reduced KSU's risk of a parking deck potentially becoming underutilized in the event of a decline in enrollment.

Additionally, the positions needed to help manage KSU's transportation and parking logistics were minimized. KSU added appropriate numbers of permanent, full-time police officers in order to ensure the safety of students by managing the flow of traffic during peak periods and patrol off-site park-and-

ride lots. For shuttle operations, KSU was able to contract out the needed certified drivers, which helped contain salary and fringe benefit costs.

Increasing Economic Impact Contributions to Georgia

Although KSU increased in full and part-time positions by 27% between 2008 and 2011, this growth, along with the 13% increase in enrollment, contributed to the 28-county Atlanta metropolitan region economically. In fiscal year 2008, KSU's economic impact was \$660 million, by fiscal year 2011 it had increased dramatically by 23% to \$854 million, proving KSU is playing a regional role in economic progress even as the United States economy continues to struggle. KSU's economic role is further emphasized in Table 1, which shows that institutional and student spending accounts for over 60% of the total output impact during the same three-year period.

Table 1. Economic Impact by KSU		
Category	FY 2008	FY 2011
Initial Spending by KSU and Students	\$432	\$540
Economic Impact	\$660	\$854
Total Output	65%	63%

NOTE: Dollars are in millions.

This clearly demonstrates that KSU is responsibly contributing to Georgia's economy using limited faculty, staff, and administrators in a productive manner.

Ensuring the Quality of Academic Programs

As an engaged university, academic quality is at the core of all KSU's programs. This academic quality is achieved by multiple means, one of which is compliance through university-wide and program-level accreditation requirements at KSU. Through self-regulation, KSU provides ongoing assessment of its effectiveness in the fulfillment of its mission and compliance with the requirements of various accrediting associations. In addition, KSU continually strives to improve and enhance the quality of student learning and its programs and services to remain compliant with the principles and philosophy of each accrediting agency.

To maintain the high level of academic quality of each accrediting association requires appropriate staffing. For the faculty, this includes not only the necessary credentials within each discipline, but adequate capacity to ensure student achievement. The capacity requirements for staff are not much different from faculty. For example, SACS/COC (Southern Association of Colleges and Schools/Commission on Colleges) requires that institutions exercise appropriate audits and controls over all of its financial aid, financial, and physical resources. At a minimum, this translates to appropriate staffing within Financial Aid as well as Financial and Accounting Services at KSU. As shown in Appendix B, fiscal affairs professionals grew by 35 between fall 2008 and 2011 to meet this requirement as well as State of Georgia regulations. Trying to ensure the quality of academic programs was most likely another

contributor to the overall rise in KSU employees by 27% during the same three-year period, particularly given that faculty increased by 13%.

Conclusions

It should be evident in the numbers that state appropriations have decreased at KSU by nearly 20% since fall 2008. Given the current loss in state appropriations, KSU has evolved rapidly and impressively in both mission and recognition between 2008 and 2011 providing significant economic impact to Georgia as the eighth largest employer in Cobb County. This was accomplished through expansion of enrollment as well as increases in alternative sources of revenue, such as contracts and grants, keeping KSU closely aligned with accrediting agencies and the issues important to Georgia (<http://gov.georgia.gov/issues-0>).

Appendix A

Known Data Anomalies with IPEDS Human Resources Survey Responses at KSU

During the migration from the University System of Georgia B-Code to B-Cat job classification system in 2003, Kennesaw State University made a coding error in the IPEDS EEO-1 group. This coding error went undetected until October 2010 when it was discovered during a response to a request for a data definition and trending analysis pertaining to KSU's 2007-2012 strategic plan. This coding error resulted in the mis-categorization of specific KSU positions in the "3A" B-Cat into the IPEDS "managerial/administrative/managerial" category. According to the USG B-Cat Master List published in 2009, the "3A" B-Cat job codes should have been classified in the IPEDS "other professionals (support/service)" category. KSU was able to correct the error in its IPEDS HR Data Mart for the 2010-11 (Fall 2010) and future reporting years.

This same issue is appearing in the 2008-09 (Fall 2008) IPEDS HR Survey responses as it has persisted since the B-Cat job classification migration in 2003. After correcting the error, the 3-year variance between fall 2008 and fall 2011 appears in Table 1.

Appendix B

**3-Year Change in KSU IPEDS Employees (Full and Part-Time) by Assigned Positions
Using USG B-Cat Category**

USG B-Cat Category	Fall 2008	Fall 2011	3-Year # Change	3-Year % Change
Academic Affairs Professionals	49	63	14	28.6%
Administrative Unit Heads / Professionals	127	174	47	37.0%
Administrative/Professional Associates	119	159	40	33.6%
Athletic Affairs Professionals	34	35	1	2.9%
Department Heads, Chairs, & Directors	99	119	20	20.2%
External Affairs Professionals	19	34	15	78.9%
Facilities Professionals	22	31	9	40.9%
Faculty / Corps of Instruction	1,147	1,296	149	13.0%
Fellows / Interns	1	0	-1	-100.0%
Fiscal Affairs Professionals	67	100	33	49.3%
Health Science Professionals	4	8	4	100.0%
Health Science Tech /Paraprofessional	0	20	20	21.0%
Information Technology Professionals	110	139	29	26.4%
Institutional & Chief Functional Officers	25	26	1	4.0%
Institutional Affairs Professionals	9	17	8	88.9%
Institutional Tech / Paraprofessional	1	0	-1	-100.0%
Managers	9	29	20	222.2%
Office / Clerical Assistants	232	259	27	11.6%
Office / Clerical Supervisors	32	52	20	62.5%
Other Professionals	0	0	0	80.0%
Other Technical / Paraprofessionals	14	14	0	0.0%
Professionals with Academic Ranks	2	15	13	650.0%
Research & Public Service Professionals	8	21	13	162.5%
Research / Lab Tech / Paraprofessional	0	2	2	40.0%
Senior Executive Officers	3	2	-1	-33.3%
Service/Maintenance Supervisor	5	1	-4	-80.0%
Service/Maintenance Worker	85	87	2	2.4%
Skilled Craft Supervisor	7	5	-2	-28.6%
Skilled Craftsperson	29	27	-2	-6.9%
Student Affairs Professionals	35	51	16	45.7%
Temporary Positions	1	0	-1	-100.0%
Technology Tech / Paraprofessional	24	11	-13	-54.2%
Totals	2,319	2,797	478	20.6%