

**KSU'S STANDING IN
THE 2004 NATIONAL REPORTS
ON UNIVERSITY FACULTY SALARIES**

**Prepared
by the**

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EXECUTIVE SUMMARY

Each fall, the American Association of University Professors (AAUP, www.aaup.org) and the College and University Professional Association for Human Resources (CUPA, www.cupahr.org) conduct faculty salary surveys among the nation's colleges and universities and publish reports of their findings during the following year. The latest AAUP and CUPA salary surveys for the 2003-2004 academic year were published recently in 2004. The following analysis of KSU's standing relative to the results of these national surveys of faculty salaries is based upon data reported and available from these widely respected national surveys and was prepared by the staff of KSU's Center for Institutional Effectiveness and its Office of Institutional Research & Information Management.

A number of highlights concerning KSU's faculty salaries are spotlighted in this report as follows:

1. KSU's average faculty salaries at each rank were close to the national averages for all public comprehensive masters universities (Category IIA);
2. Faculty salary averages at KSU were a little higher than the averages at the other public comprehensive masters universities in Georgia;
3. KSU's average faculty salaries were substantially lower than those at Georgia's public research universities, reflecting categorical differences that existed at the national level between Category I and IIA institutions;
4. Notable salary differences existed among discipline groups of faculty at the national level and at KSU, with faculty from the business and computing fields having substantially higher salaries than faculty in most other academic disciplines;
5. In keeping with national salary patterns among academic disciplines, KSU's average faculty salaries were highest for the College of Business and lowest for the School of the Arts;
6. Because of the great gulf in average salaries between the business and computing faculty on the one hand and all other faculty on the other hand, the average faculty salaries for KSU as a whole could be misleading since they were not true reflections of the typical salaries received by most KSU faculty in each rank;
7. Despite institutional interest in comparing departmental salary averages at KSU, too few faculty salaries are available at each rank within each department for sound statistical calculations or valid comparisons of the means.

Overall, faculty salaries at KSU were strong but "average" relative to the institutions of comparable type in 2003-2004. KSU's faculty salaries were consistent with national salary patterns that exist among the different academic disciplines. Caution is advised when comparing and interpreting institutional, college or departmental averages.

INSTITUTIONAL HIGHLIGHTS FOR KSU

Highlight #1. KSU's average faculty salaries by rank continued to be close to the national averages for public comprehensive masters institutions (Category IIA) in the 2003-2004 academic year.

AVERAGE 9-MONTH SALARIES IN 2003-2004

Comparison Group	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
Kennesaw State (Category IIA)	\$72,700	\$59,400	\$46,700	\$39,200
KSU Percentile (Natl Category IIA)	58th	62nd	41st	54th
National Public Comprehensive Masters (Category IIA)	\$74,900	\$59,400	\$49,800	\$37,000

- A review of this comparison in past years' issues of the KSU Fact Book (see <http://ir.kennesaw.edu/fb>) will reveal that KSU's average faculty salaries by rank have consistently been close to the national averages.
- As a result of the retirement of highly paid full professors and no salary increases for continuing faculty, KSU's average salary for full professors dropped by \$1,900 in 2003-2004. Similarly no salary increases and new hires in the lower ranks led to a drop in average salary for assistant professors of \$900 and a drop for instructors of \$700.
- Increases in the average salaries by rank from year to year are not only affected by the size of annual salary increases received, but also by a variety of other factors including market conditions affecting new hires, the employment of distinguished/endowed chairs, promotions in rank, retirements, resignations, etc.

Highlight #2. KSU's average faculty salaries by rank continued to be similar to the averages at comparable public comprehensive masters institutions (Category IIA) in Georgia.

AVERAGE 9-MONTH SALARIES IN 2003-2004

USG Comparator	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
Kennesaw State	\$72,700	\$59,400	\$46,700	\$39,200
Georgia Southern	73,000	56,900	49,200	34,500
Augusta State	69,800	53,200	44,500	35,300
West Georgia	72,300	52,900	46,100	34,600
Columbus State	68,700	53,300	42,800	34,800
Valdosta State	68,200	53,100	46,300	35,800

- Among these comparable institutions in the University System of Georgia, KSU's average salaries led all others at the associate and instructor ranks and were second highest for full professors and assistant professors.
- Salary differences among these institutions appear to vary less at the junior ranks than at the senior ranks. Institutions with higher proportions of experienced and distinguished faculty and little turnover in the senior ranks, especially in the business and computing fields, are likely to have higher average salaries for full professors. Faculty employed in the junior ranks typically have less variability in experience and years of service and are more affected by common market conditions affecting the salaries of recent hires.

Highlight #3. The national averages of faculty salaries at public doctoral research universities (Category I) are substantially higher than the averages at all ranks at the public comprehensive masters institutions (Category IIA), especially for full professors.

NATIONAL AVERAGE 9-MONTH SALARIES IN 2003-2004

Comparison Group	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
Public Comprehensive Doctoral (Category I)	\$94,600	\$66,300	\$56,300	\$39,200
Public Comprehensive Masters (Category IIA)	\$74,900	\$59,400	\$49,800	\$37,000
Category I Avg Compared to Category IIA Avg	26% Higher	12% Higher	15% Higher	6% Higher

- Salary premiums are often paid by the research and "flagship" universities included in Category I institutions, especially when nationally recognized researchers and scholars are employed. Such premiums are especially pronounced in the senior ranks when distinguished and eminent endowed chairs are employed, which is a more frequent occurrence at doctoral than at master's universities. Doctoral level education and the research faculty it requires are more expensive than master's level education at universities which are not research institutions.
- Instructors are typically masters-level faculty who are hired at Category I and Category IIA institutions to perform undergraduate teaching duties primarily. The salary premiums paid by Category I institutions for faculty research skills and credentials do not generally apply to faculty at the rank of Instructor. Consequently, there is a relatively small difference between the national averages for Instructors at Category I and Category IIA institutions.

Highlight #4. Following national salary patterns, Georgia State University's and the University of Georgia's (both doctoral research universities in Category I) average faculty salaries were substantially higher than KSU's (Category IIA) at all ranks, except for instructors.

AVERAGE 9-MONTH SALARIES IN 2003-2004

Comparison Group	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
Georgia State (Category I)	\$109,400	\$67,500	\$56,800	\$38,300
UGA (Category I)	\$ 90,900	\$63,600	\$56,400	\$43,400
KSU (Category IIA)	\$ 72,700	\$59,400	\$46,700	\$39,200
GSU to KSU	50% Higher	14% Higher	22% Higher	20% Lower
UGA to KSU	25% Higher	7% Higher	21% Higher	11% Higher

- At the senior ranks, UGA's average faculty salaries were below the national averages for Category I institutions. GSU's were comparable to those national averages and higher for full professors, which reflects substantial differences in mission between these two research universities. (GSU has the largest business college and more high cost professionally oriented programs.)
- Nationally, the average salary for all ranks combined at doctoral research universities (Category I) was 23% higher than the average at master's level institutions (Category IIA).

Highlight #5. In the business and computing fields at public comprehensive masters institutions in the nation, average faculty salaries were typically in the 80^s for Professors, 70^s for Associate Professors, 60^s for Assistant Professors, and 40^s for Instructors. The national averages for most other disciplines were typically in the 60^s for Professors, 50^s for Associate Professors, 40^s for Assistant Professors, and 30^s for Instructors. The lowest averages were in the arts and humanities.

**NATIONAL AVERAGE 9-MONTH SALARIES IN 2003-2004
(Public Comprehensive Masters Institutions)**

Discipline Group	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
<u>Business Fields</u>				
Finance	\$86,400	\$77,800	\$73,500	\$56,500
Accounting	85,700	75,800	69,400	50,800
Marketing	84,000	73,900	68,200	48,800
Management	87,100	71,000	64,400	45,300
Economics	80,000	67,100	61,400	45,300
<u>Computing Fields</u>				
Information Systems	79,200	74,200	69,100	51,600
Computer Science	82,000	71,400	62,600	42,600
<u>Sciences</u>				
Physics	71,300	55,700	47,000	41,900
Chemistry	70,700	53,900	45,300	38,700
Mathematics	69,400	54,900	46,200	36,200
Biology	70,500	53,700	45,900	38,900
<u>Education</u>				
Special Education	69,600	56,000	48,300	39,100
Teacher Education	69,600	55,500	46,400	37,200
<u>Health-Related</u>				
Nursing	69,300	57,300	47,500	41,400
Social Work	67,000	55,600	47,000	38,800
HPE/Fitness	67,700	54,500	46,500	37,500

NATIONAL AVERAGE 9-MONTH SALARIES IN 2003-2004 (CONTINUED)
(Public Comprehensive Masters Institutions)

Discipline Group	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
<u>Social Sciences</u>				
Public Administration	\$73,700	\$59,000	\$49,300	42,900
Philosophy	69,400	52,600	44,200	40,700
Geography	68,000	53,400	45,400	40,500
Anthropology	70,000	54,700	45,200	42,400
Political Science	69,700	52,500	44,000	45,000
Criminal Justice	69,300	55,100	46,600	35,600
Sociology	69,300	53,000	44,600	34,400
Psychology	68,900	53,500	45,300	42,200
History	68,600	52,400	43,000	34,100
<u>Humanities</u>				
Communications	66,400	54,700	44,900	37,800
English	66,200	51,500	43,600	33,600
Foreign Language	66,700	52,700	44,600	34,100
<u>Arts</u>				
Theater	65,400	51,800	42,300	37,800
Art	65,000	52,200	43,700	35,300
Music	63,900	51,700	42,700	35,600

- Among these disciplines (which are all represented on KSU's faculty), some differences existed between the lowest average salaries in the arts and humanities and the higher average salaries in the sciences and helping professions. However, those differences were relatively modest compared to the jump in average salaries that existed between the sciences and the professional programs in the business and computing fields. That was true for faculty salaries at KSU, as well as throughout the nation.

Highlight #6. KSU's average salaries were highest for the College of Business and lowest for the School of the Arts, consistent with national salary patterns among academic disciplines at public comprehensive masters institutions.

AVERAGE 9-MONTH SALARIES IN 2003-2004

KSU College/ School	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
Business	\$88,900	\$77,800	\$62,800	\$46,800
Science & Mathematics	72,000	61,500	48,200	41,700
Health & Human Services	64,200	52,700	45,300	37,900
Education	69,200	55,800	44,400	41,200
Humanities & Social Sciences	61,200	49,800	43,800	35,800
Arts	55,000	52,800	42,200	35,000

- The salary differences noted previously in the national averages by discipline were reflected in these average faculty salaries by college at KSU.
- The distribution of faculty salaries in the College of Science & Mathematics was bimodal. Salaries for a fourth of the faculty who were in the computing fields were typically in the 80s, while the salaries for the remaining three-fourths of the faculty were much lower. When the faculty salaries in the computing fields were excluded from the averages for that college, the resulting means were much closer to the national averages for the sciences and to the averages of all other colleges (except Business) as noted below:

College of Science & Math Excluding the Computing Fields	<u>Professor</u>	<u>Associate</u>	<u>Assistant</u>	<u>Instructor</u>
	\$65,700	\$52,200	\$44,000	\$34,400

Highlight #7. KSU's average salaries for all fields combined were not true reflections of the typical compensation received by many faculty at each rank. To the contrary, three-fourths of the KSU faculty were in academic disciplines where the national averages of salaries were substantially below the KSU averages for each rank. The other one-fourth of the KSU faculty were in business or computing fields where the national averages of salaries were substantially above the KSU average for each rank. Consequently, the KSU averages fell between these two distinct subgroups of national and KSU faculty salaries and represented neither group very accurately. In statistical terms, the bimodal nature of the distribution of KSU's faculty salaries made the arithmetic mean rather useless and misleading as a descriptor of typical faculty salaries at each rank.

AVERAGE 9-MONTH SALARIES IN 2003-2004

Faculty Subgroups	Faculty Ranks			
	Professor	Associate	Assistant	Instructor
KSU Averages for All Fields Combined	\$72,700	\$59,400	\$46,700	\$39,200
Business & Computing Fields at KSU	\$88,700	\$79,200	\$67,400	\$49,600
All Other Fields at KSU	\$63,500	\$52,000	\$44,000	\$36,400
Business/Computing Compared to All Other Fields	40% Higher	52% Higher	53% Higher	39% Higher

- KSU has an exceptionally large and nationally recognized AACSB-accredited College of Business that compares favorably with the business schools at Georgia's research universities. KSU's programs in Computer Science, Information Systems, and the Yamacraw initiative are also exceptionally large and notable. Average faculty salaries have had to meet or exceed national averages for public comprehensive masters institutions in these disciplines for KSU to be competitive in these endeavors.
- KSU's faculty salaries have also been competitive in other fields as well. However, the national averages for those other fields fall substantially below the national averages for the business and computing fields.

Highlight #8. Average salaries for the KSU faculty could be calculated at each rank within each of KSU's 27 instructional departments. However, most of those averages would be statistically unstable, unrepresentative, and/or indefensible because the sample sizes involved are so small and below acceptable standards. Consequently, a departmental matrix of average faculty salaries was not produced for the text of this report. Under these circumstances, the most appropriate analysis would be a case-by-case examination of the individual's salary in the context of the common factors affecting salary levels, such as highest degrees, work experience, employment histories, meritorious accomplishments, market conditions for specializations, administrative responsibilities, endowed chair holder statuses, merit increase histories, etc.

- Statisticians generally avoid calculating an average when the number of cases involved is less than 10 since the arithmetic mean can be so greatly distorted by a single "outlier" or exceptional case.
- KSU's departmental matrix for reporting salaries at each rank contained 108 cells for salary averages (27 departments x 4 ranks = 108 cells). For 2003-2004, only 6 of the 108 cells had 10 or more faculty salaries. Thus, almost all (94%) of the cells had too few cases for a defensible average to be calculated. Furthermore, two-thirds of the cells had fewer than 5 cases making those prospective averages especially suspect and vulnerable to distortion; calculating "average" from a single case is rather meaningless. In contrast, the national averages reported above for the different disciplines were typically calculated from hundreds of cases and are much less vulnerable to sampling error.
- A good actual example of just how distorted and misleading an average can be when it is calculated from a small sample of cases can be seen for assistant professors in one of KSU's departments. Four of the five assistant professors in that department had very similar academic year salaries in the mid-40^s; the fifth assistant professor was an exceptional case paid in the mid-60^s as an endowed distinguished chair holder. When the "outlier" salary of the highly accomplished distinguished chair holder was averaged with the other four similar salaries of junior assistant professors, the resulting average was substantially higher than the typical assistant professor's salary in that department and in the entire college. The distorted average for assistant professors in that department was nearly the same as the average for several associate professors in the department. Had there been 9 typical assistant professor salaries instead of 4 to average with the one outlier, the distortion of the average for the 10 assistant professors would have been much less than it was when only five salaries were averaged. Ideally, outliers would be removed from such statistical calculations before an average is calculated because the situation of an outlier is not comparable to the others in the average. In this case, the higher salary of the distinguished chair was quite justified in a case-by-case salary analysis of the assistant professors in the department. Use of the average salary could have been very misleading.

CONCLUDING OBSERVATIONS

Overall, faculty salaries at KSU continue to be close to the national averages for institutions of comparable type. We lost a little ground this year because there were no salary increases in the University System of Georgia. However, salary increases in comparable public universities elsewhere were low. KSU's faculty salaries also are consistent with national salary patterns and averages that exist among the different academic disciplines. However, the bimodal nature of the distribution of faculty salaries which exists at KSU and elsewhere in the nation requires us to approach the interpretation and comparison of average faculty salaries cautiously and carefully in order to avoid false or misleading conclusions about the standing of the typical faculty member's salary at each rank.

CONTEXTUAL NOTES

Average faculty salaries at the college and university level are typically calculated and reported for the 9-month academic year within each of the four standard faculty ranks for an institution's faculty as a whole. The four commonly used faculty ranks reflect substantially different levels of academic and professional achievement and seniority that are correlated with salary levels. From highest to lowest, these ranks are Professor, Associate Professor, Assistant Professor, and Instructor.

In addition, average faculty salaries are often highest at the comprehensive doctoral/research universities and lowest at the two-year community colleges. Differences also exist between the public and private colleges. Consequently, average faculty salaries are commonly reported within comparable categories (such as public comprehensive masters institutions for KSU).

Average faculty salaries also vary substantially among different academic programs and disciplines, reflecting market conditions that impact salaries differently for various professions in society at large. The average salaries of faculty in medicine, law, and engineering are routinely much greater than the average salaries for faculty in the liberal arts, for example. Likewise, in institutions like KSU, the salaries of faculty in the business and computing fields are typically much higher than those of faculty in the arts and sciences. Consequently, institutions with proportionately greater numbers of faculty in professional programs like KSU are likely to have higher average faculty salaries than institutions with proportionately greater numbers of faculty in liberal arts programs.

An "average" salary (i.e., the arithmetic mean) is a good, valid, and defensible indicator of the typical salary received by most faculty when the number of salaries comprising the average (sample size) is large and when the distribution of those salaries is normal. When that is not the case, an average salary can easily become suspect, misleading, or meaningless. An average is especially vulnerable to error and distortion when sample sizes are small or when the distribution of salaries is skewed, bimodal, or irregular in some other way.

The highlights that follow were derived from data in the annual national reports of faculty salaries for 2003-2004 that were published in 2004 by the American Association of University Professors (AAUP) and the College and University Professional Association for Human Resources (CUPA). These national salary surveys request institutions to provide data on all instructional faculty members, including their academic year salaries, faculty ranks, and discipline codes. Faculty employed on a fiscal basis (12-month) have their salaries converted to a 9-month equivalent before average salaries for the academic year are calculated and reported.