

FACTORS INFLUENCING THE COMPENSATION LEVELS OF LAND GRANT
UNIVERSITY EXTENSION EDUCATORS

By

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ABSTRACT

This study was influenced by the desire to better understand the factors that influence the salary County Extension Agents in Kansas who are employed by K-State Research and Extension. The purpose of the study was to determine factors or the correlation among factors that influence salary compensation.

Information was retrieved regarding the 241 County Extension Agents employed in Kansas. Demographic data was compiled on the Extension Agents as well as the ten factors that could influence their salary compensation. The factors are as follows: 1. area within the state; 2. county population; 3. number of agents in the county; 4. director responsibilities; 5. gender; 6. months of Extension employment; 7. years of equivalent service outside of Kansas Extension; 8. change of county employment within Kansas Extension; 9. position type; and 10. level of education.

Variable selection through backward elimination was performed identifying area, population, the number of Extension Agents in a county/district, whether the Extension Agent was a director, previous years of experience in an equivalent position outside of K-State Research and Extension, whether an Extension Agent was employed by K-State Research and Extension prior to their current position, months of experience in their current position with K-State Research and Extension, and whether an Extension Agent has a Master's degree and if that Master's degree was obtained prior to the start of their current position to be the most significant influences on salary.

Multiple regressions of the data were then performed to determine the significant relationships among certain variables. The population-position-gender correlation was found to be significant as well as the correlation among position types and genders.

Recommendations for further research were given including studying the affect of performance evaluations and cost of living on salary compensation. In addition, recommendations for further practices include an annual review of the salary gap among position types and gender to ensure equity of salary compensation. Furthermore, recommendations were given regarding the dispersion of the level of education and timeliness of completing a Master's degree salary compensation data.

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Chapter I

Introduction

Overview

In 1914, President Wilson signed the Smith-Lever Act which established the Cooperative Extension Service. The land grant universities were used to bring the information and research at the university level to the people in each county in their state. All fifty states have a land grant university and funding for the Cooperative Extension Service's was provided at the federal, state and county level (Rasmussen, 1989).

While many people identify the Cooperative Extension Service in Kansas as K-State Research and Extension the actual name was Kansas State University Agricultural Experiment Station and Cooperative Extension Service (Kansas State University website, 2007). This was not unique among the Cooperative Extension Services as different states have a variety of names, including Research and Extension, Extension, and the Cooperative Extension System; however, for the sake of simplicity, Kansas State University Agricultural Experiment Station and Cooperative Extension Service will be called Research and Extension, the shortened name that it was known by in Kansas. Name was not the only part of Extension that was unique from state to state, the make-up of how each state's Research and Extension operates was different as well.

In Kansas, like many other states, Research and Extension employs specialists on the campus of Kansas State University who research and/or teach in addition to their Extension appointment. In addition, state leaders in the different disciplines are recognized, including Agronomy, Entomology, Horticulture, Grain Science, Agriculture Engineering, Agriculture Economics, Animal Sciences, 4-H Youth Development, Human Development, and Human Nutrition. In fact, Kansas State Research and Extension employs 300 research scientists and 180

faculty specialists and program leaders, in addition to the 400 support staff in 23 departments from 5 different colleges throughout the university (Kansas State University website, 2007).

These individuals are there to be used as resources for the area and county offices as well as to further research endeavors within the university. There are also 9 experiment fields, 5 area offices, 3 research centers, and 3 research–extension centers throughout the state of Kansas that employ 270 county and area specialists to answer questions that pertain to the specific area of the state in which they are located. These specialists also provide research data that was valued at the university level.

Within each of the 105 counties in Kansas, there was an Extension Office that houses at least one Extension Agent and their support staff. The county offices range in number of agents from one to eleven and some County Extension Offices have joined together to form Districts (Appendix B). The Extension Agents housed in the County Extension Offices are there to provide educational information and support to all of the communities within the county or district.

These local offices are the way in which the university disperses research data to the public. The supervisory role of County Extension Agents was split between the Area Office, who represents Kansas State University, and the Executive Board, who represents the citizens within the county. The members of an Executive Board are chosen from elected members of the Extension Council. Each area, Northeast, Southeast, Northwest and Southwest, has its own Area Office and an Area Director that serves as a liaison between the counties and the university (Kansas State University website, 2007).

Rationale for the Study

Kansas State Research and Extension was somewhat unique in that it does not require a Master's degree to be hired as an Extension Agent (Rasmussen, 1989). Kansas State University encourages the furtherance of education and the base salaries set by the state reflect an increase in salary compensation for an individual who has earned a Master's degree. In addition, Kansas State University offers tuition assistance, study leave (Kansas State University website, 2007), and sabbatical leave (Kansas State University website, 2007) time to individuals wishing to pursue a higher education.

In addition, a review of the literature suggests that a higher level of education was rewarded through salary compensation, especially when jumping from a Bachelor's degree to a Master's degree in Kansas Extension (U.S.D.A., 2006). Even with the incentives that are offered and the literature to suggest a salary increase, there are still only 88 out of 153 (36.51%) Extension Agents that have chosen to pursue and obtain a Master's degree either before they were employed by Extension or while they were an employee of Kansas State Research and Extension.

This study will examine the demographics of Extension Agents employed by Kansas State Research and Extension. It will also provide information regarding other factors that do and do not have an impact on salary compensation.

Research Questions

This study will focus on the following questions:

1. What factors have an impact on salary compensation of Kansas State Research and Extension County Extension Agents?
 - a. area within the state

- b. county population
 - c. number of agents in the county
 - d. director responsibilities
 - e. gender
 - f. months of Extension employment
 - g. years of equivalent service outside of Kansas Extension
 - h. change of county employment within Kansas Extension
 - i. position type
 - j. level of education
 - k. timeliness of obtaining a Master's degree
2. Which of the following factors would be significantly correlated to impact salary compensation?
- a. area within the state
 - b. county population
 - c. number of agents in the county
 - d. director responsibilities
 - e. gender
 - f. months of Extension employment
 - g. years of equivalent service outside of Kansas Extension
 - h. change of county employment within Kansas Extension
 - i. position type
 - j. level of education
 - k. timeliness of obtaining a Master's degree

Factors Analyzed

Extension Agents within a county have differing position types including: 4-H Youth Development, Agriculture and Natural Resources, Family and Consumer Sciences, and Horticulture. In several counties, a single Extension Agent may fulfill more than one of the position types, such as a Family and Consumer Science Agent with 4-H Youth Development responsibility.

Gender was another factor that was analyzed. 4-H Extension Agents were primarily female (87.50%) and 100% of the Family and Consumer Science Extension Agents were women. However, the men were the majority in Horticulture (60%) and in Agriculture and Natural Resources (78.57%). Female Agriculture and Natural Resources Extension Agents were still not common and Jackson et.al, in 1999, cited this for being a reason for inequality of pay between the genders.

The third factor analyzed was population. Population, in Kansas counties, ranged from 1,331 people in the lowest populated county to 516,731 people living in the highest populated county (U.S. Census, n.d.). This accounts for both the extremely rural parts of Kansas and the urban areas as well.

As stated prior, the number of Extension Agents in a County/District Extension Office ranges from 1 to 11. As the number of Extension Agents increases, the likelihood of finding a director with supervisory responsibilities over the other Extension Agents within the county/district increases. Every county/district signifies a county director; however, in some counties the county director has more responsibility than just administrative responsibility. The county director that has both administrative responsibility and responsibilities supervising other County Extension Agents in the county/district are the directors that were considered in this

study. In the 1988 study analyzed by Nobbe, it was shown that salary increased with supervisory responsibility in the engineering field; therefore, it was hypothesized that directors earn a higher salary when compared to Extension Agents with no supervisory roles over other Extension Agents.

Months of experience were another factor analyzed for its impact on salary compensation. No experience was required when applying for KSRE; therefore, both months of experience in Research and Extension and years of experience outside of Research and Extension were analyzed.

Changing jobs to obtain a higher salary has been done in many professions. Because taking this approach to increase one's salary was commonly debated upon, the study will analyze whether changing jobs within Research and Extension, or "job-hopping" from county to county was beneficial to salary compensation.

The final factor that was analyzed within Kansas State Research and Extension was level of education. Extension Agents in Kansas are required to have a Bachelor's degree, at a minimum, and it was preferred for them to have earned a Master's degree. Was it then beneficial to obtain a Master's degree before applying for Extension or if an individual was already employed in Extension as a County Extension Agent, will it pay to go back to school to earn a Master's degree?

Methodology

All Kansas County Extension Agents employed by Kansas State Research and Extension, as of September 1, 2007, were analyzed in this study (N=241). Information regarding the area within the state was collected from the Kansas State Research and Extension home page at www.oznet.ksu.edu. County population estimates for July 1, 2006 were found at the United

States Census Bureau website. The district population was found through the summation of all counties included in the district. Information regarding the number of agents in the county/district was collected from Table 2. Kansas County/District Extension Council Budgets for FY 2007 received at the Southwest KSRE Annual Partnership Meeting held on January 17, 2007 (Appendix B).

Information regarding director responsibilities, gender, months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type, and level of education were provided by KSRE Field Operations Office, per request, with approval from Dr. Darryl Buccholz, Associate Director of Kansas State Research and Extension. All information was gathered and figured as of September 1, 2007.

The data was analyzed using backward elimination and multiple regressions. The independent variables in the study were: area within the state, county population, number of agents in the county, director responsibilities, gender, months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type, level of education, and timeliness of obtaining a Master's degree. The single dependent variable used was salary. Further information regarding the research methods used in this study can be found in Chapter III.

Definitions & Abbreviations

For the purpose of this study the following definitions and abbreviations were used.

4-H: 4-H Youth Development

Ag: Agriculture

FCS: Family and Consumer Sciences

Hort: Horticulture

KSRE: K-State Research and Extension, Kansas Agricultural Experiment Service and Cooperative Extension Service. "A partnership between Kansas State University and federal, state, and county government, with offices in every Kansas county. They conduct research through Kansas that was then shared by Extension agents and others on their Web sites and through numerous conferences, workshops, field days, publications, newsletters and more" (www.oznet.ksu.edu/DesktopDefault.aspx?tabid=25).

FTE: Full-Time Equivalent, Equivalent to a full-time worker.

IT: Information Technology, as defined by the Information Technology Association of America (ITAA), was "the study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware."

ANR: Agriculture and Natural Resources

MBA: Master's degree of Business Administration

BS: Bachelor's degree

MS: Master's degree

Ph.D.: Doctorate in Philosophy

HR: Human Resources

Assumptions

The information retrieved and received from the Kansas State Research and Extension home page at www.oznet.ksu.edu, United States Census Bureau website at http://factfinder.census.gov/servlet/GCTTable?_bm=y&-geo_id=04000US20&-_box_head_nbr=GCT-T1&-ds_name=PEP_2006_EST&-_lang=en&-format=ST-2&-_sse=on, Table 2. Kansas County/District Extension Council Budgets for FY 2007, and KSRE Field Operations Office was accurate.

Limitations

1. This study was limited to the eleven factors* examined.
2. There have been position changes within KSRE since the time of data collection; therefore, all factors are a representation of KSRE as of September 1, 2007.

*(area within the state, county population, number of agents in the county, director responsibilities, gender, months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type, level of education, and timeliness of obtaining a Master's degree)

Summary

This study focused on salary compensation for County Extension Agents employed by KSRE. The independent variables analyzed were: area within the state, county population, number of agents in the county, director responsibilities, gender, months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type, level of education, and timeliness of obtaining a Master's degree. Backward elimination and multiple regressions were used to analyze the data.

Chapter II

Review of the Literature

While reviewing the literature regarding factors affecting an individual's salary including gender, population, number of employees in a single office setting, administrative responsibility, years of previous experience outside of the company, years of previous experience within the company, position type, performance and level of education it was evident that there were several studies done regarding gender and level of education. It was more difficult; however, to find literature that held constant factors that affected salary in regards to gender and level of education; therefore, leaving the data to be easily misunderstood. With this in mind, the data that was reviewed contains information that takes into consideration more than one variable.

Gender

Numerous studies have examined the relationship between compensation and gender. Some show a greater gap between the gender's in salary compensation than others; however, many researchers found that if other factors were held constant, the gap would narrow.

Garvey (2004) found that women made 7.5% less than men executives in the same position at IT companies. This was not rare and as a generalization, men still do make more than women. In fact, it was cited that women make from \$.77 (Clark, 2006) to \$.91 (Isaacs, 1995) for every \$1.00 that men make, on average. However, the difference between the salaries lessens when variables that have a direct impact on salary are held constant. For example, when years of experience and specialty within the engineering profession were held constant there were no salary differences between men and women. Without these constants; however, women made 13 percent less than men and had fewer years of experience. Equality in pay was found in the data

as the “rate at which salaries increase with experience was the same for men and women” (NSF Study Explains, 1999).

Also, when other factors such as geographic region, educational degree, and specialty sector are held constant, the gap between men and women decreases even more significantly. One factor that was not accounted for by the NSF Study (1999), was the quality of program the individuals graduated from and the quality of work the employees performed.

Another factor that directly impacts the salary earned by women was the glass ceiling effect. In 1995, Isaacs discovered that women are not found in the highest ranks due to the fact that somewhere along the way they ceased their way to the top. One of the reasons given for their cease to the top included interrupted career patterns and being side-tracked when balancing home and career; Levenson, (2006) agrees with Isaacs and states “women rise to the middle, but they don’t easily get to the top.” The cease in getting to the top, resulted in women earning less money, on average, than men. Even when factoring things such as years of experience, schooling, skill level, and industry; women still earned \$.91 to every \$1.00 that men make (Isaacs, 1995).

Isaacs (1995) also stated that the gap between men and women’s salaries was narrowing; however, the researcher did cite that the difference was due to a slow down of inflation in men’s salaries, not an increase in women’s salaries. In addition, Isaacs (1995) found that women almost always make a lower salary, when compared to men, when they first begin their positions in a new career. Dubeck and Borman (1997) stated that women could have equal salary compensation to men; however, women would have to break into the “men dominated” fields to do this. They also found that women will continue to make less than men, in terms of salaries, as long as women entered fields that were historically known to be dominated by women.

Kiker, et.al, (1987) studied the National Medical Care Expenditure Survey and formulated results from an analysis of salary and fringe benefits derived between males and females. The study was analyzed for the significance of fringe benefits in relation to total salary compensation and the differences in sex, education, experience, race, marital status, residence, industry and occupation. Differences were found between men and women in wages and fringe benefits in that they were not proportional. However, if fringe benefits were excluded or ignored, the comparison between male and female salary was still somewhat biased towards men but numerically the value was small.

Kicker, et.al (1987) found another factor that made an impact on salary. It was that the value of marital status was more significant for males than females and ratio of fringe benefits to total compensation increases with added education, especially more for males than females in white-collar industries. Differences were found in wage and total compensation for males and females, but the numerical values were not substantial. The tabular data also indicated that there were differences between males and females in total compensation with more education and additional experience.

In 2004, Koeske and Krowinski collected the results from a mail survey indicating there had been no significant changes made in regards to salary equity in social work between men and women since 1982. In fact, women only receive approximately 70 percent of men's salaries. The merit of the work performed was analyzed in this study and it only accounts for half of this inequality, leaving 15 percent unaccounted. Even when controlling for job performance and "other factors" (Paragraph 4), females made about \$1000 less per year than their male counterparts after three years of experience.

On the other hand, as years of experience increased and as the individuals were promoted into administrative positions, men and women stayed equitable in their salaries. Other data showed that merit factors, such as job performance, were not different for men and women; therefore, suggesting that the basis for the salary inequality was due to discrimination. The higher salary for men was primarily due to more years of experience thereby leading to more opportunity for obtaining administrative positions.

The data collected in 2004 by Koeske and Krowinski was similar to the finding of Mraz in 1990, wherein Mraz analyzed results from a survey mailed to 58,558 members of the National Society of Professional Engineers. The findings showed salary differences between the individuals that were surveyed for work experience, education, and geographical differences were due to costs of living, executive level/administrative jobs, private employment versus local, state, Federal or armed forces, gender (women in 10 of the 15 categories), longevity with a company, and type of engineer.

The trend of men filling a higher number of upper-level positions also holds true in other job types. In 1999, Roberts studied salary differences, among resellers, and found that while women are moving up in the ranks with more representation in the senior sales ranks, they still make up the majority in lower-level positions when compared to men; therefore, men are still paid higher than women, on average.

The nursing field also holds true to the inequality found in pay between males and females. Link (1988) found that white males earned consistently large wage premiums comparative to female nurses. Link also noted that black individuals made significant gains in wage over the survey period.

Gender was found to not only impact salary, but the lack of gender equality can also be

found in the demographic data in the Cooperative Extension Service. Seevers and Foster (2004) found that female County Agents in the Cooperative Extension Service are under represented in the agriculture program area and in management positions across the United States. In 2003, women represented less than 12% of all county extension agents with agriculture responsibilities (Seevers and Foster, 2004). Minorities were found to be even more under represented in a system that serves all cultures, ethnicities, and gender of people.

Seevers and Foster (2004) found that the top three barriers women face include “acceptance by peers and other males in the agricultural industry, balancing family and career, and acceptance by administrators” (Paragraph 8). In addition to the Seevers and Foster (2004) study, Jackson, et.al, (1999), studied the internal salaries in Extension and found the primary difference found between faculty agents and specialists included gender as a factor that had an impact on salary. The researchers felt that this was due to the fact that many leadership positions were filled by males in addition to the positions in the ANR program area that were filled by males.

The data suggests that the salary gap between males and females was not only found in professions such as nursing, resellers and engineering, but the gap was also found in the Cooperative Extension Service. Phenomenon’s, such as the glass ceiling effect help identify some of the reasoning behind the gap in pay; however, it seems that equality in pay has still not been reached.

Education

In addition to gender, education was another variable that affected salary. The ASSE Compensation Survey (2004), completed through online and mailed questionnaires reviewed certifications and higher education in relation to years of experience and salary. The research

showed that individuals with certifications made more than \$12,000 more than those without any kind of certification. Furthermore, the same relationship between education and salary existed between college education and salary.

While earning a bachelor's degree and some college yielded similar salaries; the difference in salary between an associate's degree and a bachelor's degree was more than \$10,000 annually. The same relationship held true for Master's degrees, Ph.D.'s and Ed.D's with the addition that the increase was an added increase of more than \$10,000 (ASSE Compensation Survey, 2004).

In 1994, Langer took a different approach and studied employees working in human resource departments. Langer (1994) found that from a survey of 761 organizations, job or job function appeared to be a key determinant for salary with other factors such as educational level and geography having minimal influences, in most cases. One exception to this was the compensation for those in top-level positions as opposed to those in mid- to low-level positions. Education was more beneficial and had a greater effect on compensation in the top-level positions, with a greater increase in salaries as the education level rose.

The other exception was for those in medical professions as they consistently had higher salaries than other occupations. Langer (1994) found, though, that the reasoning behind the higher salaries was primarily due to their level of education as their occupation required a higher level of education or more professional skills.

LaPlante (1992) also found an increase in professional skills, gained through education, was beneficial in the computer technology industry. Highly specialized computer skills were in high demand and the supply of skilled workers with networking ability was low. This increased salaries for those with the networking skills required for the industry.

In 2004, Garvey researched a study by the Ross School of Business that also showed the value, in terms of salary compensation, of obtaining a higher level of education. The study found that having an MBA “increased an IT exec’s compensation by 24%, while a year of extra experience in the same position yielded an increase of just 0.2% annually” (Paragraph 2). The study concluded that obtaining a higher education, more specifically an MBA, as an IT professional, would allow the individual to make the most money. Francis’s (2001) study of government agencies supported the findings regarding the correlation between level of education and salary. Francis found that the average salary in government agencies differed by geographical area, training, and education. Of these three factors, only education had a consistently increasing effect on salary as the level of education increased.

In 1988, Link also found that a higher level of education did not always equal a higher salary. Link (1988) analyzed data from the US Census in 1970 and the 1977, 1980 and 1984 National Sample Surveys of Registered Nurses. The survey utilized education, experience, hours worked, personal demographic information, and market-place work environment variables to produce the results.

Link (1988) found that the analysis showed minimal differences between associate and diploma degree nurses and modest wage increases for bachelor degrees compared to associate degrees. In some instances, attainment of higher degrees (BS or MS) resulted in more work responsibility and, subsequently, high paying job locations, but ultimately it was location of the high paying job that impacted salary. In addition, Link (1988) also found that education didn’t have an impact on career advancement, especially in those with more responsibility and higher wages.

Engineers were analyzed in the 1988 study completed by Nobbe using a survey from the National Society of Professional Engineers in which 12,745 surveys were used. Components analyzed included length of experience, education level, engineering discipline, job function, industry or service employer, managerial responsibility and geographical region. Mean salary for those with less than a bachelor's degree was higher than those with bachelor's degrees; however, a steady increase was shown for those with master's degrees up to a doctorate. Nobbe found that those holding doctorate degrees earned 35.4% more than those without it.

Roberts (1999) studied salary among resellers, and found that salary was directly related to and increased with education. Individuals with MBA's or doctorates made 33% more than those with four-year degrees and individuals with some college made 33% more than individuals with a high school education. Roberts felt that this easily showed that even some college was rewarded with a significant increase in compensation.

One challenge of obtaining a higher level of education in Extension was the fact that Extension Agents are spread out across the state; therefore, limiting their ability to attend a university and work towards a higher degree. A unique approach that Edwards et. al took in 2004, studied the distance programs available to Extension agents citing four individual universities offering programs including "doc-at-a-distance," Masters of Agriculture, workshops, and certification programs. The programs were offered via the Internet and electronic and printed classes. One university cited they offered programs based on the expressed interests of the Extension agents in their state.

Extension agents interest in pursuing a higher education increased as their level of computer competence increased. This showed a need to educate Extension agents in computer knowledge in order to increase the number interested in pursuing a higher education. Three-

fourths of the Extension agents surveyed showed an interest in “pursuing additional education at a distance” (Paragraph 13) revealing motivators including salary increase (31%), tuition reimbursement (18%) and release time from job duties (6.7%) (Edwards et. al, 2004).

Level of education and its affect on salary was also presented in 2006 by the United States Department of Agriculture Cooperative State Research, Education, and Extension Service. The data compared salaries and the level of education within and among the states in the United States and showed that Kansas Extension Agents are above average in their average pay of full time equivalent (FTE) Extension agents, with Bachelor’s degrees, when compared to other Cooperative Extension Services in the United States. This advantage changes; however, when comparing salaries of Extension agents with Master’s degrees and Doctorate’s. Kansas’s average pay for Extension agents with Master’s degrees was about \$2,000 below average and \$12,000 below average for Extension agents with Doctorate degrees when compared to other states in the United States.

Other Kansas data points that did not correlate with the data points from other states were the comparisons of highs and lows among degrees earned. The difference in high salaries found in regards to FTE employees with Master’s degrees versus Doctorate’s gave an advantage of more than \$27,000 to the FTE employee’s with a Master’s degree (U.S.D.A., 2006). It was obvious that as education was increased, salary was not proportionally increased to reward the furtherance of an individual’s higher education.

A higher level of education was shown to increase salary compensation for most careers including IT and engineering; however, in many professions a higher level of education resulted in more work load. Therefore, the increase in pay could not be directly linked to an increase in education. The Cooperative Extension Service data did show an increase in salaries for

individuals with higher levels of education; however, the increases were not proportional to the degrees obtained. Therefore, the data suggested there were other factors that affected salary compensation when County Extension Agents obtained higher levels of education.

Years of Experience

In 1999, Jackson, et. al collected and analyzed data regarding the different variables that affected salary in Extension personnel including years of experience, gender, race, performance, base salary, leadership positions, education, title or rank, program area and district. The study analyzed administrative and professional agents as well as faculty agents and specialists. While Extension personnel are not on an incremental sliding scale with years of experience, Jackson et.al (1999) found that the “best predictors of salary were found to be Years of Experience (51%), Education (20%), Leadership Position (2.5%), and Performance (2.7%)”.

Many educational institutions and government entities pay their employees on a sliding scale with years of experience as the main incremental factor. This was not true for all institutions and entities and some believe that years of experience alone should not automatically increase pay. However, Clark (2006) found that the Alabama Attorney General disagreed with those individuals who do not value years of experience as it stands alone. In fact, he ruled that school teachers in the public school system in Alabama should be paid for years of experience on an every-three-year increment system up to 24 years. All increases were made on the anniversary date of the three year increment and increases were not subject to disagreement or discussion.

The data found in the NSF Study (1999) regarding the engineering profession, also shows that an increase in years of experience yields an increase in salary. On average, there was a \$12,000 increase when comparing 5 to 9 years of experience with 10 to 15 years of experience

and a \$10,000 jump from 10 to 15 years of experience to 20+ years of experience. Furthermore, in 1994, Langer surveyed human resources departments and the data from those surveys suggested that longevity of the employee increased salary as well.

Unlike other researchers, Linker (1988), who studied the nursing field, found that the experience earning potential for nurses showed a flat trend indicating an unattractive return on work experience. In Linker's study (1988), though, the type of nurse (general versus administrative or specific), due to experience, did offer compensation premiums.

Nobbe (1988) researched engineers and analyzed factors affecting salary. Components analyzed included length of experience, education level, engineering discipline, job function, industry or service employer, managerial responsibility and geographical region. Experience level showed that those with more experience had higher mean salaries, but larger increases were seen between years 9 to 10 and from 19 to 20.

Salary, among resellers, was also related directly to education as shown in the 1999 CRN Reseller Salary Survey. The difference in salary still exists due to the difference in years of experience as shown when years of experience was held constant; causing the pay gap to narrow (Roberts, 1999).

Geographic Location

The data suggested that the Southern region was the lowest paid region in the United States, when analyzing different fields of employment. Francis (2001) collected data from 837 online surveys sent to IT/GWAS (Geographical Information Systems) professionals throughout the United States and Canada. Of those analyzed, 76.9% were government employees, 26.5% were in municipal governments, and 23.5% were in county governments. There were a variety of fringe benefits as additional compensation.

Overall, the lowest average regional salary was found in the southern states (Francis, 2001). A separate salary analysis done in 2006 by the United States Department of Agriculture Cooperative State Research, Education, and Extension Service found that the lowest average salaries, taking into account all levels of higher education, in Extension agents, could also be found in the Southern region.

In 1988, Nobbe analyzed the salary of engineers by geographic region and found that it had an influence on mean salary; with those in the northeast and western United States having higher salaries than those in the central or south-eastern United States.

Changing Jobs

“Job-Hopping” was a trend that many individuals participated in for various reasons. Garvey (2004) found that “job-hopping” was beneficial to salary and continued service with one institution would not yield the same pay raises as obtaining new employment. Manton and van Es (1984) stated that Agriculture agents cited that they changed jobs due to salary, benefits, and professional growth.

Shindul (1995) studied the reasons nurses changed jobs and found that flexible schedules, less shift rotation, salary upgrades and methods to advance up the career ladder were ways to attract and retain nurses. The study separated the respondents into three work groups (early stages, less than 30 years of age and 10 years experience; mid-careers, 11 to 22 years experience and between 31 to 50 years of age; later career, more than 23 years experience and over 50 years of age).

In the early stage group, the study found that retention was associated with having flexible schedules. For the mid-career group, the financial aspects of the job, including salary upgrades, appeared to have a pronounced effect in retention rates. For the later career group,

control over nursing practices had the most influence on retention; however, those intending on staying 5 or more years indicated that career advancement was the incentive. It seems that no matter what profession an individual who chooses to “job-hop” can increase their salary by doing so.

Other Factors Affecting Salary

Was working for a bigger company always better in terms of salary potential? Langer (1994) found that the number of employees in a firm tended to positively affect the salary of those in HR departments with exceptions for those that were not in a supervisor or management role. Langer also noted that the financial size of the company and longevity of the employee increased salary.

Another factor showing an affect on salary was the level at which the individual was at within the company. As individuals increased their position pay would normally increase as well. Langer (1994) found that even education was more beneficial and had a greater effect on compensation in the top-level positions. Nobbe (1988) looked at the difference in salary in engineers if the employee’s position included a supervisory role. Those that supervised and had more employees had a large increase in salary. Those with 3 to 9 supervisees earned a median income of \$40,000 whereas those with over 250 employees under their supervision earned an average income of \$83,500.

The type of organization also impacts salary. Garvey (2004) found that non-profit organizations paid higher than not-for-profit organizations. Langer (1994) found that manufacturing and extractive firms had higher salaries than educational, food and beverage and other entities. Linker (1988) found in nursing, the type of nurse (general versus administrative or specific), due to experience, did offer compensation premiums.

Performance was another factor that was noted for impacting salary; however, at the same time, it was one factor that was commonly overlooked. Keller (2001) found that Minnesota education officials were looking to make a change in the way they paid their teachers. Instead of the incremental increase in salary for years of experience and higher education the legislature was considering a pay-for-performance type of compensation. The new payment plan would not only reward the “good” teachers, but would allow Minnesota to increase their chances of retaining those “good” teachers as their salaries would increase quicker in a shorter amount of time. The new approach would also reward student achievement by increasing compensation for increased test scores in the classrooms; therefore, tying back into the performance of the teachers.

Roberts (1999) also found job performance, among resellers, to be directly linked to salary. The one researcher whose data disagreed with the others was that of Jackson et.al (1999). Jackson et.al (1999) concluded that many agents who were above average in their performance rankings were paid below average in Extension.

Summary

This literature was intended to present some of the factors that affect salary. Factors affecting Extension agent salary were included as much applicably possible; however, many of the factors considered had a great impact on other fields outside of Extension. Those other fields are noted when discussed and all data considered more than one variable at a time with the hope that the data would not be biased.

Women, on average, do make less than men in the studies researched, in fact it was cited that women make from \$.77 (Clark, 2006) to \$.91 (Isaacs, 1995) for every \$1.00 that men make; however, the gap lessens when years of experience and job performance are controlled. This

difference was primarily due to the fewer years of experience women have (NSF Study, 1999) and that women, on average, work fewer hours per week than men (Clark, 2006). In fact, many studies reported that at some point in their career women cease their advancement (Isaacs, 1995); therefore, losing their competitive edge when vying for higher-level positions. And, it was shown that the number of males in leadership or high-level positions was significantly greater than women (Roberts, 1999). Isaacs (1995) found that the difference was due to women choosing to be more family-oriented and their selection of positions that allow them to spend more time at home and with their families. It was also shown that men receive more fringe benefits than women in similar positions (Kiker, et al, 1987).

Generally speaking, as education increases, so did salary; however, this increase was not always proportional to the increase in level of education (United States, 2006). Major increases in compensation were shown when comparing individuals with bachelor's degree to those with an associate's degree. Factors affecting motivation to obtain higher education include higher pay and more flexible scheduling (Shindul, 1995).

Another factor affecting the level of salary was performance. Many fields reported that job performance was becoming even more of a factor when determining increases; however, some studies found that high performing employees made below average pay suggesting that all pay scales had not yet adopted the pay-for-performance concept (Keller, 2001).

Geographic location also affected pay as individuals in the southern (Francis, 2001) and central states (Nobbe, 1988), on average, received less compensation for the same job. The number of years of experience was shown to increase proportionally with salary; however, in some fields years of experience had less effect on pay than obtaining higher education.

Another factor shown to increase pay was job-hopping (Garvey, 2004). Individuals moving from company to company were shown to receive higher salaries than those who remained loyal to one corporation or company for long periods of time. Increased specialization within a field was shown to increase pay as well as moving up the ladder of success and embracing more responsibility within the company.

Chapter III

Research Design and Methods

Research Questions

This study will focus on the following questions:

1. What factors have an impact on salary compensation of Kansas State Research and Extension County Extension Agents?

- l. area within the state
- m. county population
- n. number of agents in the county
- o. director responsibilities
- p. gender
- q. months of Extension employment
- r. years of equivalent service outside of Kansas Extension
- s. change of county employment within Kansas Extension
- t. position type
- u. level of education
- v. timeliness of obtaining a Master's degree

2. Which of the following factors would be significantly correlated to impact salary compensation?

- w. area within the state
- x. county population
- y. number of agents in the county
- z. director responsibilities

- aa. gender
- bb. months of Extension employment
- cc. years of equivalent service outside of Kansas Extension
- dd. change of county employment within Kansas Extension
- ee. position type
- ff. level of education
- gg. timeliness of obtaining a Master's degree

Population

All Kansas County Extension Agents, employed by K-State Research and Extension as of September 1, 2007, were included in the study (N=241). Only information needed for the study was obtained in order to ensure the privacy of all of the County Extension Agents in Kansas. All of the data was public record and obtainable due to the Kansas Open Records Act (Appendix A).

Information regarding the 241 Extension Agents employed by KSRE was obtained through a variety of methods including retrieval of information from secure websites, retrieval of information from a document distributed by KSRE administration, and receipt of computer generated information regarding the demographics of Extension Agents in Kansas.

Data Collection

The information gathered included: 1. area within the state (Northeast, Southeast, Northwest, and Southwest); 2. county population (all district populations were a summation of the counties within the district); 3. number of agents in the county; 4. director responsibilities; 5. gender; 6. months of Extension employment; 7. years of equivalent service outside of Kansas Extension; 8. change of county employment within Kansas Extension; 9. position type; 10. level of education; and 11. timeliness of obtaining a Master's degree.

Retrieval of the area within the state that the Extension Agent was employed was collected from the K-State Research and Extension home page at www.oznet.ksu.edu. The four different areas recognized in the state are: Northeast, Southeast, Northwest, and Southwest. The estimated county populations, from the United States Census Bureau website, for July 1, 2006, were retrieved and documented with their respective counties. All district populations were a summation of the counties within the district. The number of agents in each county/district was collected from Table 2. Kansas County/District Extension Council Budgets for FY 2007 received at the Southwest KSRE Annual Partnership Meeting held on January 17, 2007. This number does not necessarily represent the number of agents actually employed on September 1, 2007, when all of the data was collected, but rather the number of County Extension Agent positions that have been appointed by the county commissioners within the county. All other pertinent information including: director responsibilities (Yes or No), gender (Male or Female), months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type (4-H, Ag, FCS, or Hort), level of education (B.S. or M.S. and higher) and timeliness of obtaining a Master's degree (prior to or after starting their position with KSRE) were provided by the KSRE Field Operations Office, per request, with approval from Dr. Darryl Buccholz, Associate Director for Extension and Applied Research. All information was gathered and all data was figured as of September 1, 2007.

The data was analyzed using backwards elimination as this statistical analysis allows the researcher to eliminate independent variables one at a time; therefore, all data was representative of itself and does not show a significant $P > F$ value due to a correlation with a factor that was contained within the data. All $P > F$ values found to be significant were less than .1 and the R value for the data was found to be .8.

The independent variables in the study were: area within the state, county population, number of agents in the county, director responsibilities, gender, months of Extension employment, years of equivalent service outside of Kansas Extension, change of county employment within Kansas Extension, position type, level of education, and timeliness of obtaining a Master's degree. The single dependent variable used was salary. All data was found from secure websites or were received from Kansas State Research and Extension Field Operations Office.

Chapter IV

Analysis of Data

This chapter will be divided into two parts. The first section corresponds to the demographic information of Kansas County Extension Agents. The second section of the chapter will examine the statistical analysis of the data regarding salary and the factors that affect salary.

Demographic Data

The following information was collected: 1. area within the state; 2. county population; 3. number of agents in the county; 4. director responsibilities; 5. gender; 6. months of Extension employment; 7. years of equivalent service outside of Kansas Extension; 8. change of county employment within Kansas Extension; 9. position type; 10. level of education; and 11. timeliness of obtaining a Master's degree. The data from this section was analyzed through multiple regressions using the REG procedure in SAS 9.1 for Windows. Variable selection was made from backward elimination.

The genders of Kansas Extension Agents are found in Table 1.

Table 1

Gender of Kansas Extension Agents

Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	151	62.66%	151	62.66%
Male	90	37.37%	241	100.00%

Table 1. represents data including all position titles. The majority of the Extension Agents, in the state of Kansas, are female (62.66%) primarily due to the fact that 100% of Family and Consumer Science Extension Agents are female.

The position titles of Kansas Extension Agents are found in Table 2.

Table 2

Position Titles of Kansas Extension Agents

Position Title	Frequency	Percent	Cumulative Frequency	Cumulative Percent
4-H	32	13.28%	32	13.28%
Ag	98	40.66%	130	53.94%
FCS	96	39.83%	226	93.78%
Hort	15	6.22%	241	100.00%

Agriculture and Natural Resources and Family & Consumer Science Extension Agents are the position titles that are in the majority (80.49%) and are almost equal in the total number of each (Ag=98, FCS=96). 4-H and Horticulture Agents are less frequent position titles (19.51%) as they are employed by higher population counties or districts (average population=131,992) versus the average county in the state (average population=69,414).

The number of Directors in Extension counties/districts was found in Table 3.

Table 3

Director for Kansas Extension County/District

Director	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No	227	94.19%	227	94.19%
Yes	14	5.81%	241	100.00%

The number of Extension Agents without Director responsibilities was higher (94.19%) than those with Director responsibilities (5.81%). This was due to the fact that all Director positions are found in high population counties (average population=123,763; versus the average county in the state wherein the average population=69,414) or in districts in which the Director oversees Extension Agents within the office in addition to administrative tasks.

The number of Kansas Extension Agents who have earned a Master's degree was found on Table 4.

Table 4

Number of Kansas Extension Agents With Master's Degrees

Master's	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No	153	63.49%	153	63.49%
Yes	88	36.51%	241	100.00%

The number of Kansas Extension Agents without Master's degrees was higher (63.49%) than those with Master's degrees (36.51%).

The number of Extension Agents who completed their Master’s degree prior to being employed by KSRE was found in Table 5.

Table 5

Master's Degree Completed Prior to Being Employed with KSRE

Completed	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No	37	42.05%	37	42.05%
Yes	51	57.95%	88	100.00%

The majority (57.95%) of Extension Agents in Kansas with Master’s degrees completed their Master’s degree prior to being employed by KSRE versus completing their Master’s degree after their appointment date (42.05%).

Number of Extension agents in each area of the state was represented by Table 6.

Table 6

Number of Extension Agents by the Area of State

Area	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Northeast	83	34.44%	83	34.44%
Southeast	70	29.05%	153	63.49%
Northwest	40	16.60%	193	80.08%
Southwest	48	19.92%	241	100.00%

The Northeast Area employs the highest number of Extension agents, 83 (34.44%). The

Northwest Area employs the lowest number of Extension agents, 40 (16.6%).

The number of Extension Agents in a County/District Extension Office was found in Table 7.

Table 7

Number of Agents in County/District Extension Office

Number	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	16	6.64%	16	6.64%
2	81	33.61%	97	40.25%
3	38	15.77%	135	56.02%
4	32	13.28%	167	69.29%
5	26	10.79%	193	80.08%
6	12	4.98%	205	85.06%
8	24	9.96%	229	95.02%
11	12	4.98%	241	100.00%

The number of Extension Agents employed in a county/district office ranges from 1-11. A county employing two Extension Agents was the most common (33.61%) with the counties/districts employing three Extension Agents being the second most common (15.77%). The two least common numbers of Extension Agents found in a county/district was 6 Extension Agents and 11 Extension Agents (4.98%).

The number of employees previously employed by Kansas State Research & Extension was found in Table 8.

Table 8

Previously Employed by Kansas State Research & Extension

Employed	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No	162	67.22%	162	67.22%
Yes	79	32.78%	241	100.00%

A majority (67.22%) of the County Extension Agents currently employed by KSRE have not worked for Kansas State Research & Extension prior to their present position. 32.78% have previously worked for KSRE.

The representation of the number of County Extension Agents found in each population range, in Kansas Counties, by thousands, can be found in Table 9.

Table 9

Population of Kansas Counties (by 1000)

Population	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1000-2000	3	1.24%	3	1.24%
2001-3000	17	7.05%	20	8.30%
3001-4000	9	3.73%	29	12.03%
4001-5000	12	4.98%	41	17.01%
5001-6000	6	2.49%	47	19.50%
6001-7000	10	4.15%	57	23.65%
7001-8000	9	3.73%	66	27.39%
8001-9000	8	3.32%	74	30.71%
9001-10000	5	2.07%	79	32.78%
10001-11000	12	4.98%	91	37.76%
12001-13000	2	0.83%	93	38.59%
13001-14000	2	0.83%	95	39.42%
14001-15000	2	0.83%	97	40.25%
16001-17000	12	4.98%	109	45.23%
19001-20000	5	2.07%	114	47.30%
21001-22000	4	1.66%	118	48.96%
22001-23000	2	0.83%	120	49.79%
23001-24000	2	0.83%	122	50.62%
24001-25000	5	2.07%	127	52.70%

26001-27000	7	2.90%	134	55.60%
27001-28000	3	1.24%	137	56.85%
29001-30000	11	4.56%	148	61.41%
30001-31000	3	1.24%	151	62.66%
33001-34000	6	2.49%	157	65.15%
34001-35000	6	2.49%	163	67.63%
35001-36000	4	1.66%	167	69.29%
38001-39000	4	1.66%	171	70.95%
39001-40000	3	1.24%	174	72.20%
42001-43000	6	2.49%	180	74.69%
60001-61000	8	3.32%	188	78.01%
62001-63000	5	2.07%	193	80.08%
63001-64000	9	3.73%	202	83.82%
73001-74000	3	1.24%	205	85.06%
112001-113000	5	2.07%	210	87.14%
155001-156000	5	2.07%	215	89.21%
172001-173000	6	2.49%	221	91.70%
470001-471000	12	4.98%	233	96.68%
516001-517000	8	3.32%	241	100.00%

The largest number of County Extension Agents in Kansas (17) are employed by small (population=2,001-3000) counties. The population in Kansas counties ranges from 1,331 to 516,731. 52.7% of the counties have a population of less than 52,000.

The previous years of equivalent non-Extension work experience can be found in Table 10.

Table 10

Previous Years of Equivalent Non-Kansas Extension Experience

Years	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0.0	78	32.37%	78	32.37%
0.5	3	1.24%	81	33.61%
1.0	16	6.64%	97	40.25%
1.5	10	4.15%	107	44.40%
2.0	20	8.30%	127	52.70%
2.5	5	2.07%	132	54.77%
3.0	7	2.90%	139	57.68%
3.3	1	0.41%	140	58.09%
3.5	4	1.66%	144	59.75%
4.0	5	2.07%	149	61.83%
4.5	3	1.24%	152	63.07%
5.0	8	3.32%	160	66.39%
5.5	4	1.66%	164	68.05%
6.0	9	3.73%	173	71.78%
6.5	2	0.83%	175	72.61%
7.0	4	1.66%	179	74.27%
7.5	3	1.24%	182	75.52%
8.0	5	2.07%	187	77.59%
8.5	4	1.66%	191	79.25%
9.0	4	1.66%	195	80.91%

9.5	4	1.66%	199	82.57%
10.0	2	0.83%	201	83.40%
10.5	4	1.66%	205	85.06%
11.0	2	0.83%	207	85.89%
11.5	1	0.41%	208	86.31%
12.0	2	0.83%	210	87.14%
12.5	1	0.41%	211	87.55%
13.0	4	1.66%	215	89.21%
13.5	2	0.83%	217	90.04%
14.0	1	0.41%	218	90.46%
14.5	2	0.83%	220	91.29%
15.0	1	0.41%	221	91.70%
15.5	1	0.41%	222	92.12%
16.0	2	0.83%	224	92.95%
17.0	1	0.41%	225	93.36%
17.5	2	0.83%	227	94.19%
18.0	1	0.41%	228	94.61%
18.5	1	0.41%	229	95.02%
19.0	4	1.66%	233	96.68%
19.5	1	0.41%	234	97.10%
20.0	3	1.24%	237	98.34%
23.5	1	0.41%	238	98.76%
25.0	1	0.41%	239	99.17%
26.5	1	0.41%	240	99.59%

29.0	1	0.41%	241	100.00%
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The highest number of Kansas County Extension Agents (78) had no previous equivalent experience prior to being employed by KSRE. In fact, 66.39% had less than five years of equivalent service prior to being employed by KSRE.

Months of work experience in Kansas Extension including present position and any prior experience being employed as a KSRE Extension Agent can be found in Table 11.

Table 11

Months of Kansas Extension Experience

Months	Frequency	Percent	Cumulative Frequency	Cumulative Percent
0-6	12	4.98%	12	4.98%
	9	3.73%	21	8.71%
13-24	5	2.07%	26	10.79%
25-30	12	4.98%	38	15.77%
31-36	3	1.24%	41	17.01%
37-42	9	3.73%	50	20.75%
43-48	3	1.24%	53	21.99%
49-54	4	1.66%	57	23.65%
55-60	5	2.07%	62	25.73%
61-66	3	1.24%	65	26.97%
67-72	6	2.49%	71	29.46%
73-78	6	2.49%	77	31.95%
79-84	3	1.24%	80	33.20%
85-90	6	2.49%	86	35.68%
97-102	12	4.98%	98	40.66%
103-108	5	2.07%	103	42.74%
109-114	7	2.90%	110	45.64%
115-120	3	1.24%	113	46.89%
			114	
121-126	1	0.41%		47.30%

127-132	2	0.83%	116	48.13%
133-138	3	1.24%	119	49.38%
139-144	8	3.32%	127	52.70%
145-150	2	0.83%	129	53.53%
151-156	1	0.41%	130	53.94%
157-162	1	0.41%	131	54.36%
163-168	3	1.24%	134	55.60%
169-174	3	1.24%	137	56.85%
175-180	1	0.41%	138	57.26%
181-186	5	2.07%	143	59.34%
187-192	1	0.41%	144	59.75%
193-198	1	0.41%	145	60.17%
199-204	4	1.66%	149	61.83%
205-210	1	0.41%	150	62.24%
211-216	7	2.90%	157	65.15%
217-222	5	2.07%	162	67.22%
223-228	4	1.66%	166	68.88%
235-240	2	0.83%	168	69.71%
253-258	3	1.24%	171	70.95%
259-264	4	1.66%	175	72.61%
265-270	1	0.41%	176	73.03%
271-276	4	1.66%	180	74.69%
277-282	2	0.83%	182	75.52%
283-288	1	0.41%	183	75.93%

289-294	5	2.07%	188	78.01%
295-300	5	2.07%	193	80.08%
301-306	6	2.49%	199	82.57%
313-318	1	0.41%	200	82.99%
319-324	3	1.24%	203	84.23%
325-330	1	0.41%	204	84.65%
331-336	2	0.83%	206	85.48%
337-342	3	1.24%	209	86.72%
349-354	2	0.83%	211	87.55%
355-360	4	1.66%	215	89.21%
361-366	1	0.41%	216	89.63%
367-372	2	0.83%	218	90.46%
373-378	2	0.83%	220	91.29%
379-384	3	1.24%	223	92.53%
391-396	2	0.83%	225	93.36%
397-402	2	0.83%	227	94.19%
403-408	2	0.83%	229	95.02%
409-415	2	0.83%	231	95.85%
415-420	1	0.41%	232	96.27%
421-426	2	0.83%	234	97.10%
427-432	1	0.41%	235	97.51%
433-438	1	0.41%	236	97.93%
457-462	1	0.41%	237	98.34%
463-468	2	0.83%	239	99.17%

511-516	1	0.41%	240	99.59%
523-528	1	0.41%	241	100.00%

25.73% of all Kansas County Extension Agents have less than five years of experience in KSRE.

52.7% of all Kansas County Extension Agents have less than twelve years of experience in KSRE. 24.48% of all Kansas County Extension Agents have more than twenty-three years of experience in KSRE.

Summary

4-H Extension Agents were primarily female (87.50%) and all Family and Consumer Science Extension Agents were women. However, the men were the majority in Horticulture (60%) and in Agriculture and Natural Resources (78.57%). 4-H and Horticulture Agents are less frequent position titles (19.51%). The number of Extension Agents without Director responsibilities was higher (94.19%) than those with Director responsibilities (5.81%).

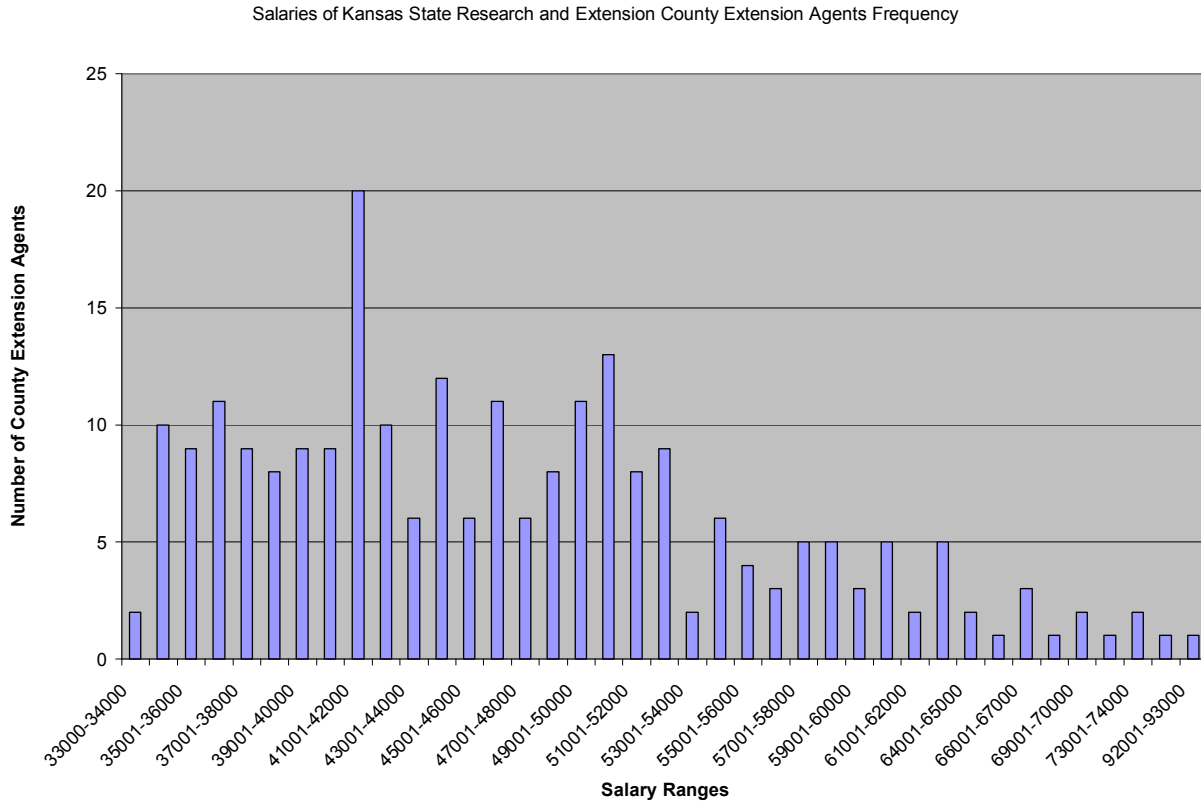
The number of Kansas Extension Agents without Master's degrees was higher (63.49%) than those with Master's degrees (36.51%). The majority (57.95%) of Extension Agents in Kansas with Master's degrees completed their Master's degree prior to being employed by KSRE versus completing their Master's degree after their appointment date (42.05%).

The Northeast Area employs the highest number of Extension agents, 83 (34.44%). The Northwest Area employs the lowest number of Extension agents, 40 (16.6%). The number of Extension Agents employed in a county/district office ranges from 1-11. A county employing two Extension Agents was the most common (33.61%). A majority (67.22%) of the County Extension Agents currently employed by KSRE have not worked for Kansas State Research & Extension prior to their present position.

The largest number of County Extension Agents in Kansas (17) are employed by small (population=2,001-3000) counties. The highest number of Kansas County Extension Agents (78) had no previous equivalent experience prior to being employed by KSRE.

Salary Compensation

The salaries of KSRE County Extension Agents are represented in Table 12.



50.21% of all Kansas County Extension Agents make less than \$46,000. 22.41% make more than \$52,001. Only 14 of the 241 Kansas County Extension Agents make more than \$64,001. Twenty Kansas County Extension Agents make between \$41,001 and \$42,000. This was the highest frequency salary range.

Rationale for Selection of Analysis

Multiple regressions with ordinary Least Squares were used to fit models for the response variable salary as a function of demographic, geographic and other explanatory/predictor variables. The variable selection technique of backwards elimination was used to delete non-significant explanatory/predictor variables with an alpha-to-remove of .10. Backward elimination was recommended over either forward selection or stepwise variable selection techniques because it allows for examination of the full model and because estimates of the error variance are more nearly unbiased at each step of deleting variables (Kutner et al., 2004). All regression calculations were done with the REG procedure of SAS (SAS Institute 2004, version 9.1). Residual diagnostics were performed to check for outliers in the REG procedure and for normality in the UNIVARIATE procedure. Residuals of the final model were normal, so that regression coefficients, standard errors and t-statistics were reliable.

The summary of backward elimination variables that were eliminated, with more than a .1 Pr>F value, are found in Table 13.

Table 13

Summary of Backward Elimination

Dependent Variable:
Salary

Step	Variable Removed	Number of Variables In	Partial R-Square	C(p)	F Value	Pr>F
1	popdg2	22	0.0001	0.8167	0.16	0.6925
2	dumPG4	21	0.0003	0.8164	0.32	0.5737
3	popdg1	20	0.0003	0.8161	0.30	0.5830
4	dumPG3	19	0.0005	0.8157	0.57	0.4501
5	dumPG2	18	0.0007	0.8150	0.78	0.3774
6	dumPG5	17	0.0007	0.8143	0.83	0.3631
7	popdg5	16	0.0002	0.8141	0.25	0.6191
8	dumPG1	15	0.0010	0.8131	1.26	0.2628
9	dumarea3	14	0.0020	0.8111	2.35	0.1267
10	popdg6	13	0.0020	0.8091	2.42	0.1213
11	popdg4	12	0.0020	0.8071	2.38	0.1246

Step one eliminated popdg2, the variable representing the salary difference of the correlation among gender, position and population of male 4-H County Extension Agents employed by KSRE. This indicates that for every increase in population of 1000 in a county, the predicted salary for a male 4-H County Extension Agent would have no significant difference

when compared with the baseline, male Agriculture County Extension Agent. This variable was shown to be insignificant with a $Pr>F$ value of .6925.

Step two eliminated the variable `dumPG4`, which represents the male Horticulture County Extension Agents employed by KSRE. Therefore, there was no significant difference ($Pr>F=.5795$) between the salary of male Horticulture Agents and male Agriculture Agents (male Agriculture Agents were used as the baseline for this variable) when all other variables are ignored.

Step three removed the variable `popdgl` which represents the salary difference of the correlation among gender, position and population of female Agriculture County Extension Agents employed by KSRE. This indicates that for every increase in population of 1000 in a county, the predicted salary for a female Agriculture County Extension Agent would be no different than that of a male Agriculture County Extension Agent. This variable was shown to be insignificant with a $Pr>F$ value of .5830.

Step four eliminated the variable `dumPG3` which represents the female 4-H County Extension Agents employed by KSRE. Therefore, there was no significant difference ($Pr>F=.4501$) between the salary of female 4-H Agents and male Agriculture Agents (male Agriculture Agents were used as the baseline for This variable) employed by KSRE, ignoring all other variables.

Step five eliminated the variable for male 4-H County Extension Agents employed by KSRE, `dumPG2`. This means that while ignoring all other variables, there was no significant difference found in salaries between male 4-H County Extension Agents and male Agriculture County Extension Agents employed by KSRE. The $Pr>F$ value for This variable that was eliminated was .3774.

Step six eliminated the variable dumPG5, the variable used for female Horticulture County Extension Agents employed by KSRE. The high Pr>F value, .3631, signifies that there was no significant difference found between the salaries of female Horticulture County Extension Agents and male Agriculture County Extension Agents (male Agriculture County Extension Agents were used as the baseline for This variable) employed by KSRE, ignoring all other variables.

Step seven eliminated the variable popdg5 which was used to represent the salary difference of the correlation among gender, position and population of female Horticulture County Extension Agents employed by KSRE. This indicates that for every increase in population of 1000 in a county, the predicted salary for a female Horticulture County Extension Agent would show no significant difference when compared with the baseline, male Agriculture County Extension Agent (male Agriculture County Extension Agents were used as the baseline for This variable). This variable was shown to be insignificant with a Pr>F value of .6191.

Step eight eliminated the variable representing female Agriculture County Extension Agents employed by KSRE, dumPG1. Due to the high Pr>F value of .2628, there was no significant difference found between the salaries made by female Agriculture County Extension Agents and male Agriculture County Extension Agents (male Agriculture County Extension Agents were used as the baseline for This variable) employed by KSRE.

Step nine eliminated the dumarea3 variable which was used to signify the salaries of County Extension Agents employed by KSRE in the Northwest Area. With an insignificant Pr>F value of .1267, the model showed that there was no significant difference between the salaries of County Extension Agents employed in the Northwest Area of KSRE and the salaries

of County Extension Agents employed in the Northeast Area of KSRE (the Northeast Area was used as the baseline for This variable).

Step ten eliminated the variable popdg6 which was used to represent the salary difference of the correlation among gender, position and population of female Family and Consumer Science County Extension Agents employed by KSRE (All of the FCS County Extension Agents were female, so This variable represents all FCS County Extension Agents). This indicates that for every increase in population of 1000 in a county, the predicted salary for a female Family and Consumer Science County Extension Agent would show no significant difference when compared with the baseline, male Agriculture County Extension Agent (male Agriculture County Extension Agents were used as the baseline for This variable). This variable was shown to be insignificant with a Pr>F value of .1213.

Step eleven eliminated the variable used to represent the salary difference of the correlation among gender, position and population of male Horticulture County Extension Agents employed by KSRE, popdg4. The insignificant Pr>F value of .1246 indicates that for every increase in population of 1000 in a county, the predicted salary for a male Horticulture County Extension Agent would show no significant difference when compared with the baseline, male Agriculture County Extension Agent (male Agriculture County Extension Agents were used as the baseline for This variable).

Summary

The independent variables that had were eliminated included: the correlation among gender, position, and population of male 4-H County Extension Agents, male Horticulture County Extension Agents, correlation among gender, position, and population of female Agriculture County Extension Agents, female 4-H County Extension Agents, male 4-H County Extension Agents, female Horticulture County Extension Agents, the correlation among gender, position, and population of female Horticulture County Extension Agents, female Agriculture County Extension Agents, the Northwest Area, the correlation among gender, position, and population of female Family and Consumer Science County Extension Agents, and the correlation among gender, position, and population of male Horticulture County Extension Agents.

The intercept, served as the base salary of County Extension Agents employed by KSRE is found in Table 14.

Table 14

Significant Variables at the 0.1000 level

Dependent Variable: Salary									
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits
Intercept	1	37203.00000	795.51817	46.77	<.0001	40774916888	2187.04	<.0001	35636.00000 38771.00000

The variable intercept was used to signify the base salary that all other variables are added or subtracted from when predicting salary in any County Extension Agent employed by KSRE. The value of the intercept variable was \$37,203.00 and had a Pr>F value of <.0001.

The Southeast Area, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 15.

Table 15

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
<u>Variable</u>	<u>DF</u>	<u>Parameter Estimate</u>	<u>Standard Error</u>	<u>t Value</u>	<u>Pr> t </u>	<u>Type II SS</u>	<u>F Value</u>	<u>Pr>F</u>	<u>95 % Confidence Limits</u>	
dumarea1	1	-2295.80570	662.77137	-3.46	0.0006	223706614	12.00	0.0006	-3601.74578	-989.86562

The dumarea1 variable was used to describe County Extension Agents employed by KSRE in the Southeast Area. The parameter estimate for This variable was -2295.80570 which means that all County Extension Agents employed by KSRE in the Southeast Area of the state should subtract \$2,295.81 from the intercept salary of \$37,203.00 to predict their salary. The baseline variable for area was the Northeast Area; therefore, all County Extension Agents employed in the Southeast Area of the state make \$2,295.81 less than County Extension Agents employed in the Northeast Area of the state. This variable was found to be significant with a Pr>F value of .0006.

The Northwest Area, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 16.

Table 16

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumarea2	1	-1899.88663	797.98942	-2.38	0.0181	105681057	5.67	0.0181	-3472.26350	-327.50976

Dumarea2 variable was also found to be significant with a Pr>F value of .0181. Dumarea2 represents County Extension Agents employed by KSRE in the Northwest Area of the state. The parameter estimate for the Northwest Area was -1899.8863 which means that County Extension Agents employed in the Northwest Area of the state make \$1,899.89 less than those found in the Northeast Area (the Northeast Area was used as the baseline for This variable). Therefore, County Extension Agents employed in the Northwest Area of the state should subtract \$1,899.89 from the intercept salary of \$37,203.00 in order to find their predicted salary that was purely based upon the area of the state in which they are employed.

The county population, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 17.

Table 17

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
pop1000	1	17.27900	3.55007	4.87	<.0001	441671159	23.69	<.0001	10.28386	24.27415

The variable representing the population broken down into 1,000 person increments was pop1000. This variable was also found to be significant when determining the predicted salary of a County Extension Agent employed by KSRE. The parameter estimate for this variable was 17.27900; therefore, for every 1,000 increment increase in population, County Extension Agents in Kansas make \$17.28. This variable was additive and should be multiplied for every 1,000 people found in the county according to the July1, 2006 estimates released by the U.S. Census Bureau. This variable was found to be significant with a Pr>F value of <.0001 and the variable should be added to the intercept salary, \$37,203, to find the predicted salary for County Extension Agents employed by KSRE.

The number of agents in a county/district, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 18.

Table 18

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
nagent	1	-295.27198	177.90577	-1.66	0.0983	51357097	2.75	0.0983	-645.82163	56.27767

The nagent variable represents the number of County Extension Agents employed by KSRE. The parameter estimate for This variable was -295.27198. Due to this, to estimate the salary of a County Extension Agent, for every increase of one County Extension Agent employed in a single county/district, \$295.27 should be subtracted from the intercept salary of \$37,203.00. This variable was found to be significant with a Pr>F value of .0983.

The director position in a county/district, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 19.

Table 19

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumdir	1	12629.00000	1283.38821	9.87	<.0001	1805281521	98.83	<.0001	10100.00000	15158.00000

Dumdir was the variable representing the County Extension Agents that are Director’s with not only administrative responsibilities, but also supervisory responsibilities over other County Extension Agents in their County Extension Office or District. The parameter estimate of 12629.00 stands for the positive difference in salary that Directors have over County Extension Agents without Director responsibilities indicating an increase of \$12,629.00 over the intercept value of \$37,203.00. The variable was highly significant with a Pr>F value of <.001.

The previous years of non-Kansas Extension experience, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 20.

Table 20

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
prevyrs	1	263.29432	50.99117	5.16	<.0001	497083173	26.66	<.0001	162.82014	363.76851

Previous years of non-Kansas Extension experience was significant with a Pr>F value of <.001. The salary difference for the number of previous years of non-Kansas Extension experience was represented by the variable prevyrs. The parameter estimate for This variable was 263.29432; therefore for every year of non-Kansas Extension equivalent experience, determined by the Field Operations department at Kansas State Research and Extension, every County Extension should increase their salary by \$263.29 above the intercept salary of \$37,203.00.

Whether an individual has been employed by KSRE, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 21.

Table 21

Significant Variables at the 0.1000 level

Dependent Variable: Salary

Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumx	1	1834.55368	639.35685	2.87	0.0045	153500663	8.23	0.0045	574.75012	3094.35724

Dumx was the variable that represents whether an individual has been employed by Kansas State Research and Extension prior to their current position. This variable has a parameter estimate of 1834.55 indicating that if a County Extension Agent was previously employed by KSRE, their salary should show an increase of \$1,834.55 over the intercept value of \$37,203.00. If the County Extension Agent has not been employed by KSRE previously there would be no change in their salary according to This model. Whether a County Extension Agent has been previously employed by KSRE was significant with a Pr>F value of .0045.

Months of experience, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 22.

Table 22

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
monx	1	51.55531	2.33475	22.08	<.0001	9090810998	487.60	<.0001	46.95487	56.15576

The months of experience as a County Extension Agent employed by Kansas State Research and Extension are signified by the variable monx. This model shows a parameter estimate of 51.55531 for months of experience, thus, for every month an Extension Agent has been employed by KSRE, including their current position and prior appointments, their salary should increase by \$51.56 over the intercept value of \$37,203.00. The Pr>F value for This variable was <.0001, showing that it was statistically significant in This model.

Female Family and Consumer Science Agents, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 23.

Table 23

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumPG6	1	-2644.03780	603.06533	-4.38	<.0001	358379072	19.22	<.0001	-3832.33171	-1455.74388

DumPG6 represents the variable for female Family and Consumer Science Agents and because all Family & Consumer Science Agents in Kansas are female, This takes into consideration all Family and Consumer Science Agents employed by Kansas State Research and Extension. The parameter estimate for This variable was -2644.04. This value indicates that the prediction for FCS County Extension Agents salaries can be determined by subtracting \$2,644.04 from the intercept value of \$37,203.00. It also represents that FCS County Extension Agents employed by KSRE make \$2,644.04 less than male Agriculture County Extension Agents, ignoring all other factors. This value was significant with a Pr>F value of <.0001.

County Extension Agents who have earned a Master’s degree prior to being employed by KSRE, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 24.

Table 24

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumms1	1	2516.96670	758.43599	3.32	0.0011	205330338	11.01	0.0011	1022.52684	4011.40655

Dumms1 was the variable representing County Extension Agents who have earned a Master’s degree prior to being employed by KSRE. The parameter estimate for This variable was 2516.96670, indicating that a County Extension Agent who earned their Master’s degree prior to being employed by KSRE makes \$2,516.97 more than a County Extension Agent that only has a Bachelor’s degree. The intercept variable considers County Extension Agents who have earned only a Bachelor’s degree to be the baseline; therefore, all County Extension Agents who earned their Master’s degree prior to being employed by KSRE should add \$2,516.97 to the intercept value of \$37,203.00, when calculating predicted salary using This model. The Pr>F value for This variable was .0011; therefore, it was shown to be statistically significant.

County Extension Agents who have earned a Master’s degree after starting their appointment with KSRE, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 25.

Table 25

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
dumms2	1	2606.65395	868.09167	3.00	0.0030	168101516	9.02	0.0030	896.14600	4317.16191

Dumms2 was the variable that represents County Extension Agents who earned their Master’s degree after they started their appointment with KSRE. This variable was shown to be significant with Pr>F value of .0030. The parameter estimate for this variable was 2606.65395. This estimate indicates that earning a Master’s degree after starting employment with KSRE will increase their intercept salary, \$37,203.00, by \$2,606.65. It also means that County Extension Agents earning their Master’s degree after their appointment with KSRE earn \$2,606.65 more than County Extension Agents with only a Bachelors degree, which was considered to be the baseline for this variable.

The correlation among gender, position and population of female 4-H County Extension Agents employed by KSRE, a significant variable, found at less than the 0.1000 level, affected salary compensation of County Extension Agents employed by KSRE and is found in Table 26.

Table 26

Significant Variables at the 0.1000 level

<u>Dependent Variable: Salary</u>										
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr> t	Type II SS	F Value	Pr>F	95 % Confidence Limits	
popdg3	1	-14.84355	4.89802	-3.03	0.0027	171226335	9.18	0.0027	-24.49473	-5.19238

The variable representing the salary difference of the correlation among gender, position and population of female 4-H County Extension Agents employed by KSRE was popdg3. This variable has a parameter estimate of -14.84355. This indicates that for every increase in population of 1000 in a county, the predicted salary for a female 4-H County Extension Agent would decrease by \$14.84. Therefore, female 4-H County Extension Agents make less as the population in the county they are serving increases by 1000. The difference was based on the intercept value of \$37,203.00 and was compared with the baseline, male Agriculture County Extension Agent. This variable was shown to be significant with a Pr>F value of .0027.

Summary

The independent variables that were found to be significant in their impact on salary included: the Southeast Area, the Northwest Area, population, the number of agents in a county/district Extension Office, whether the Extension Agent was a director, previous years of non-Kansas Extension experience, whether an Extension Agent has been employed by KSRE prior to their current position, months of experience as an Extension Agent with KSRE, female Family and Consumer Science agents, level of education, timeliness of obtaining a Master's degree, and the correlation among gender, position, and population of female 4-H County Extension Agents.

Chapter V

Summary and Conclusions

A summary of the study, discussion of the findings, and conclusion and recommendations for further research can be found in this chapter.

Summary

The purpose of this study was to identify factors affecting salary compensation for County Extension Agents employed by Kansas State Research and Extension. The study not only analyzed the demographic data regarding County Extension Agents, but also examined the correlations among factors.

A review of the literature suggested a change, both positive and negative depending on the factor, in salary when there were differences among the different aspects of a position including: gender (Garvey, 2004; ASSE Compensation Survey, 1999; Isaacs, 1995; Kiker, et.al, 1987; Koeske and Krowinski, 2004; Seevers and Foster, 2004; Jackson, et.al, 1999; Roberts, 1999; Link, 1988), level of education (ASSE Compensation Study, 1999; Langer, 1994; LaPlante, 1992; Garvey, 2004; Francis, 2001; United States, 2006; Link, 1988; Nobbe, 1988; Edwards, et.al, 2004; Roberts, 1999), years of experience (Clark, 2006; Jackson, et.al, 1999; ASSE Compensation Study, 1999; Linker, 1988; Nobbe, 1988; Roberts, 1999), geographic location (Francis, 2001; United States, 2006; Nobbe, 1988), “job-hopping” (Garvey, 2004; Shindul, 1995; Manton and vases, 1984), supervisory roles (Langer, 1994; Nobbe, 1988), position type (Garvey, 2004; Langer, 1994; Linker, 1988), and job performance (Keller, 2001; Roberts, 1999).

However, very little data was found when considering combinations of these factors especially when analyzing Research and Extension; therefore, all of the factors listed above were

studied with the exception of salary and the addition of county population, number of agents in the county/district, and timeliness of obtaining higher education.

Data Collection and Analyses

All Kansas County Extension Agents employed by Kansas State Research and Extension, as of September 1, 2007, were studied. Demographic data collected from Kansas State Research and Extension Field Operations Office was analyzed through multiple regressions using the REG procedure in SAS 9.1 for Windows. Variable selection was made from backward elimination. The independent variables considered statistically significant had a $Pr>F$ value of .1 or less.

Discussion of the Findings

The demographic data was similar to that found by Seevers and Foster (2004) in regards to gender as females were underrepresented in the Agriculture and Natural Resources County Extension Agent positions. It was the opposite for Family and Consumer Sciences, though, as 100% of all Kansas County Family and Consumer Science Extension Agents were women.

Through backward elimination, the first two variables found to be statistically significant in their impact on salary were the Southeast and Northwest Areas. The baseline for area was the Northeast; therefore, the negative parameter estimates mean that County Extension Agents employed in the Southeast and Northwest were paid lower than those in the Northeast Area. The difference in pay for County Extension Agents employed in the Southeast was -\$2,295.81 and the difference in pay for County Extension Agents employed in the Northwest was -\$1,899.89. There was not a statistically significant difference in County Extension Agents employed in the Southwest; therefore, their salary does not differ from County Extension Agents employed in the Northeast Area.

The county population was another factor that was found to be statistically significant through backward elimination of the independent variables. The model predicts that for every increase of 1000 people in a county, the salary of that County Extension Agent was increased \$17.28. Therefore, higher populated counties, or urban counties, were higher in pay than smaller, rural counties.

The number of County Extension Agents also impacted salary; however, it was a negative impact. The model predicts that for every increase of one County Extension Agent serving in a county, salary decreases by \$295.27. As the number of County Extension Agents within an Extension Office increases, so does the specialization of that agent; therefore, as County Extension Agents become more highly specialized their pay decreased.

Unlike the negative effect that the number of agents had on pay, serving as the Director for a County Extension Office increases pay by the highest amount. If an individual was serving as a Director in a County Extension Office, the model predicts their salary will increase \$12,629.00 above the intercept value. This was easily understood and the salary compensation supports the review of the literature as Directors have supervisory responsibilities over other County Extension Agents.

Another factor positively affecting salary was previous years of non-Kansas State Research and Extension experience. In fact, for every year of non-KSRE experience salary was predicted to increase \$263.29. Another variable related to this one was months of experience as a KSRE County Extension Agent. This model predicts that for every month of experience a County Extension Agent was employed by KSRE their salary will increase \$51.55. At first glance this does not seem to equal the salary compensation for non-KSRE years of experience; however, when calculated out, the model shows that it was more advantageous, in terms of

salary, to be employed by KSRE rather than have experience from another organization or company.

“Job-hopping” was analyzed by considering whether a County Extension Agent has been previously employed by K-State Research and Extension prior to their current position. The model predicts that “job-hopping” does have a positive impact on salary compensation. In fact, the model predicts an increase of \$1,834.55 if an Extension Agent had been previously employed by KSRE.

Level of education as well as timeliness of obtaining a Master’s degree was also shown to be statistically significant. When compared to a County Extension Agent without a Master’s degree, the model predicts that those who obtained a Master’s degree prior to being employed by KSRE increased their salary by \$2,516.97 and those who have obtained their Master’s degree after starting their employment with KSRE increased their salary by \$2,606.65.

There were two factors showing salary differences involving gender. The first was shown between gender and position for female Family and Consumer Science County Extension Agents. All FCS Agents were female; therefore, the difference was between the baseline, male Agriculture County Extension Agents, and Family and Consumer Science County Extension Agents. The model predicted that female FCS Extension Agents made \$2,644.04 less than their male ANR counterparts. This was the only statistically significant variable found between position and gender. There was no statistically significant difference found for female ANR County Extension Agent when compared with their male counterparts.

The second variable involving gender and impacting salary compensation was also the final factor that was shown to have an impact on salary. It was the correlation among population, position, and gender for female 4-H County Extension Agents. The model predicted

that female 4-H County Extension Agents decreased their salary by \$14.84 for every 1000 person increase in population. Therefore, as the county became more populated, the female 4-H County Extension Agents decreased in their pay. No statistical significance was shown in any of the other population, position and gender correlations.

Conclusions

The model predictions show that obtaining a Master's degree increased salary versus obtaining only a Bachelor's degree. Timeliness of obtaining a Master's degree was also significant as the model predicts an even larger increase for County Extension Agents who obtain their Master's degree after being employed by Kansas State Research and Extension versus obtaining a Master's degree before being employed by Kansas State Research and Extension. This was a very significant prediction as it allows individuals to feel confident in taking advantage of tuition assistance provided by Kansas State Research and Extension while being employed by KSRE. With the help of tuition assistance, some agents would be able to afford to increase their level of education as they would be employed full-time while doing so.

The model also predicted lower pay for County Extension Agents employed in the Southeast and Northwest Areas. This could be a factor when choosing which positions to apply for within Kansas State Research and Extension. Cost of living in these areas could also influence the lower salary compensation as well as the number of County Extension Agents in the different areas. In the western half of the state there were significantly lower numbers of County Extension Agents (88) versus the number of County Extension Agents employed in the eastern half of the state (153). Tying into the number of agents in an area was the higher salary compensation for higher population counties. This factor could also affect the decision made by a potential applicant for a County Extension Agent position with KSRE as the cost of living in

urban areas could be higher than those of rural Kansas. Furthermore, if an individual considers working in a county with a higher number of County Extension Agents, as a higher number of agents are employed, on average, in a higher population county, the salary compensation decreased. With this in mind, the potential employee must weigh the increase for population with the decrease for the number of agents; then consider the salary impact of the Area in which they are applying.

The very large increase given to individuals who are considering accepting Director responsibilities should be another significant factor when making a career decision. With the added responsibility of supervisory and managerial roles, it was important for a potential candidate to know the potential salary increase. This part of the model could also help Extension Council's in their decisions regarding salary for a Director in their county/district.

The differences found in salary compensation for previous years of non-Kansas Research and Extension experience versus months of experience in Kansas Research and Extension was another significant factor affecting decision-making for potential employees. Because the increase was greater for months of experience in Kansas Research and Extension than it was for years of experience in non- Kansas Research and Extension positions, the model allows individuals to weigh their potential career opportunities. If they are interested in being employed by KSRE and a position was available they should be more inclined to apply sooner as their experience within the organization was more valuable, in terms of salary compensation, than experience outside of the organization.

Family and Consumer Science County Extension Agents make less than male or female Agriculture County Extension Agents. This suggests that females can make higher salaries; however, they must cross the line into male dominated positions to be able to achieve the higher

salary compensation for their work, this is supported by the findings of Dubeck and Borman (1997) who found that women could make equal salaries when compared to men, they simply had to enter a male-dominated field.

There was only one correlation that showed a difference in salary when taking into consideration the interaction of population, gender and position. This was for female 4-H County Extension Agents and it was a decrease in salary compensation. Therefore, female 4-H County Extension Agents in smaller counties were paid higher than those in larger population counties. This could be due to the high amount of interaction a 4-H County Extension Agent has with the 4-H youth in the county. This interaction intensifies as the county size decreases due to the fact that the County Extension Agent has the same amount of time for a smaller population. When a County Extension Agent was able to spend more hours with the individuals they serve their performance may be looked at more positively.

Recommendations for Further Research and Practices

The results of this study were intended to increase knowledge of factors affecting salary compensation for County Extension Agents employed by Kansas State Research and Extension. Based on these intentions, the following research and practice recommendations were made:

1. A high percentage of County Extension Agents are Family and Consumer Science Agents (39.83%). All of these Extension Agents are female and this group was the only statistically significant finding in the gender/position correlation. The salaries for female Family and Consumer Science Agents should not be less than any other category when their positions entail similar work load and responsibilities. This correlation must be reviewed annually until the gap was narrowed among this group and the other gender/position correlation groups studied.

2. The impact of performance on salary compensation was another factor that needs further research regarding its impact on salary as its impact could further explain deviations from the predicted model. Furthermore, performance could be directly related to salary compensation; therefore, further explanation could be given in this study's findings.
3. A cost of living analysis in regards to the different counties in Kansas was another factor to be considered when evaluating the distribution of salary compensation in regards to area as well as county population. An increase in salary compensation in a specific area or in a county with a high population could be attributed to a high cost of living versus area or population.
4. Dispersion of the findings from this analysis was pertinent as it will allow County Extension Agents to make more informed decisions regarding the furtherance of their education. Knowledge of the potential salary compensation as well as the tuition assistance programs offered through Kansas State Research and Extension make an increase in their level of education more economically feasible.

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Appendix A
Kansas Open Records Act



Kansas Open Records Act

In county/district offices, the county/district director or their designee serves as the custodian of the public records (Freedom of Information officer).

- No original public records shall be removed from the custody of the University/Extension Council/Governing Body without the written permission of the official custodian.
- Each request for access to public records shall be acted upon as soon as possible, but no later than the end of the third business day following the date the request is received.
- The request for inspection or copying of public records shall be in writing, and the requestor shall be required to furnish only his or her name and address, proof of identity, if necessary, and the information needed to ascertain the records desired.
- Copies of the records shall be made while the records are in the possession, custody and control of the designated custodian and shall be made under the supervision of the custodian.

Access to Records

- **Personal data** - Names, positions, salaries, and length of service of University/Extension Council/Governing Body employees are examples of information that is subject to the Open Records Act.
- **Budget/Sources of Funds** - Respond to questions regarding budgets and expenses of any Extension appropriated or non-appropriated funds by providing the requested information.
- **Volunteer Information Profiles** - All 4-H registered volunteers must now complete a 4-H Volunteer Information Profile.

The general public may review materials that are not of a personal nature (pp. 1-6 of application form). Pages 7 and 8 of the VIP application form as well as references or notes of proceedings from the VIP Review Committee are not available for review.

The Open Records Act provides that, unless otherwise required by law, certain records need not be disclosed. Records which are exempted from mandatory disclosure include:

- continued -

- Personnel records (including volunteers), performance ratings or individually

identifiable records pertaining to employees or applicants or employment (*this exemption does not apply to the names, positions, salaries and lengths of service of university employees*).

- Most correspondence between a public agency and a private individual.
- Letters of reference or recommendation pertaining to the character or qualifications of an identifiable individual.
- Information revealing the identity of a donor, if the gift was given anonymously.
- Records pertaining to employer-employee negotiations, if disclosure would reveal information discussed in a lawful executive session under the Kansas Open Meeting Act.
- Sealed bids until a bid is accepted or all bids are rejected.
- Public records containing information of a personal nature where disclosure would constitute a clearly unwarranted invasion of personal privacy.
- Reports or records of medical care facilities and health care providers which are privileged under Kansas law.
- Notes or memoranda expressing opinions or proposing actions, unless cited or identified in an open meeting or an agenda of an open meeting.

Supplemental Information Pertaining to K-State Research and Extension

- **Mailing Lists** - the federal Administrative Handbook for Cooperative Extension Work states that "...mailing lists are for the sole use of Extension personnel and shall not be furnished directly or indirectly to any other person, firm, association or federal government agency unless authorized by the individual Cooperative Extension Director/Administrator."

K-State Research and Extension's policy is to not furnish mailing lists from individual counties/districts or department offices to individuals or organizations. Exceptions can be considered with a telephone call to the Director/Associate Director.

- **Personnel Roster** - Kansas Statute 21-3914 makes it a misdemeanor to "knowingly sell, give or receive, for the purpose of selling or offering for sale any property or service to persons listed therein, any list of names and addresses contained in or derived from public records."
- **Membership Lists** - Lists of 4-H members, volunteer leaders, etc. are also covered by Kansas Statute 21-3914 and are not to be released to the general public for marketing, political or solicitation purposes.

A list of Extension Council members should be provided upon request.

1/2006

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Appendix B

Table 2 Kansas County/District Extension Council Budgets for FY 2007

K-State Research and Extension Agent Allocation Plan 7/25/07

	2005 Est. Population	1988 Agent Allocation	2006 Agent Allocation	Local Vacating Position at this time	Current Number of Agents	2006 Difference from 1988 Allocation	#	Current KSU Contribution	Potential KSU Contribution	Potential Additional Contribution
Johnson	496,601	6	8	-2	6	2		\$79,924	\$102,024	\$22,100
Sedgwick	463,802	12	11		11	(1)		\$135,174	\$135,174	
Shawnee	171,716	7	6	-1	5	(1)		\$68,874	\$79,924	\$11,050
Wyandotte	156,487	5	6	-0.5	5.5	1		\$74,399	\$79,924	\$5,525
Douglas	102,786	5	5		5			\$68,874	\$68,874	
Leavenworth	72,439	3	4	-1	3	1		\$46,774	\$57,824	\$11,050
Reno	63,676	6	5		5	(1)		\$68,874	\$68,874	
Riley	63,069	5	5		5			\$68,874	\$68,874	
Butler	61,828	4	4		4			\$57,824	\$57,824	
Central Kansas District	60,118	7	7	1	8	2		\$104,598	\$104,598	
Meadowlark District	42,533	6	6		6	3		\$107,172	\$107,172	
Finney	39,271	3	3		3			\$46,774	\$46,774	
Crawford	38,060	3	3	0.33	3.33			\$50,421	\$46,774	
Cowley	35,772	3	3		3			\$46,774	\$46,774	
Lyon	35,717	4	4		4			\$57,824	\$57,824	
Montgomery	34,975	3	3	0.33	3.33			\$50,421	\$46,774	
Harvey	33,769	4	4		4			\$57,824	\$57,824	
Ford	33,278	3	3		3			\$46,774	\$46,774	
Miami	29,712	3	3		3			\$46,774	\$46,774	
River Valley District	29,707	8	8		8	4		\$142,896	\$142,896	
McPherson	29,413	3	3		3			\$46,774	\$46,774	
Barton	27,367	5	3		3	(2)		\$46,774	\$46,774	
Ellis	27,060	4	4	-1	3			\$46,774	\$57,824	\$11,050
Franklin	26,049	3	3		3			\$46,774	\$46,774	
Sumner	25,272	3	3	-1	2			\$35,724	\$46,774	\$11,050
Gearly	25,111	2	3		3	1		\$46,774	\$46,774	
Seward	23,237	2	2		2			\$35,724	\$35,724	
Labette	22,269	3	3	-1	2			\$35,724	\$46,774	\$11,050
Cherokee	21,950	3	3	0.33	3.33			\$50,421	\$46,774	
Dickinson	19,132	3	3		3			\$46,774	\$46,774	
Pottawatomie	18,871	2	3	-1	2	1		\$35,724	\$46,774	\$11,050
Post Rock District	17,502	8	8	-1	7	4		\$142,896	\$142,896	
Osage	17,091	2	2		2			\$35,724	\$35,724	
Aitchison	16,848	2	2		2			\$35,724	\$35,724	
Neosho	16,555	2	2		2			\$35,724	\$35,724	
Bourbon	15,066	2	2		2			\$35,724	\$35,724	
Allen	13,949	2	2		2			\$35,724	\$35,724	

K-State Research and Extension Agent Allocation Plan 7/25/07

	2005 Est. Population	1988 Agent Allocation	2006 Agent Allocation	Agreement Vacating Position	Local Staffing at this time	Current Number of Agents	2006 Difference from 1988		Current KSU Contribution	Potential KSU Contribution	Potential Additional Contribution
							Allocation	Allocation			
Marion	13,010	2	2			2			\$35,724	\$35,724	
Phillips-Rooks District	10,969	4	4			4			\$71,448	\$71,448	
Sunflower District	10,776	6	6	-3		3			\$53,586	\$107,172	\$53,586
Rice	10,497	2	2			2			\$35,724	\$35,724	
Marshall	10,402	2	2			2			\$35,724	\$35,724	
Brown	10,362	2	2	-1		1			\$17,862	\$35,724	\$17,862
Wilson	9,946	2	2	-1		1			\$17,862	\$35,724	\$17,862
Linn	9,775	2	2			2			\$35,724	\$35,724	
Pratt	9,417	2	2			2			\$35,724	\$35,724	
Coffey	8,759	2	2			2			\$35,724	\$35,724	
Walnut Creek District	8,496	6	6	-2		4			\$107,172	\$107,172	
Kingman	8,390	2	2			2			\$35,724	\$35,724	
Anderson	8,191	2	2			2			\$35,724	\$35,724	
Doniphan	8,062	2	2	-1		1			\$17,862	\$35,724	\$17,862
Thomas	7,801	2	2			2			\$35,724	\$35,724	
Grant	7,685	2	2		0.4	2.4			\$40,144	\$35,724	
Greenwood	7,538	2	2	-1		1			\$17,862	\$35,724	\$17,862
Russell	6,978	2	2			2			\$35,724	\$35,724	
Wabaunsee	6,938	2	2			2			\$35,724	\$35,724	
Pawnee	6,795	2	2			2			\$35,724	\$35,724	
Ellsworth	6,350	2	2			2			\$35,724	\$35,724	
Harper	6,238	2	2			2			\$35,724	\$35,724	
Gray	5,980	2	2			2			\$35,724	\$35,724	
Morris	5,977	2	2			2			\$35,724	\$35,724	
Norton	5,799	2	2	-1		1			\$17,862	\$35,724	\$17,862
Stevens	5,620	2	2			2			\$35,724	\$35,724	
Barber	4,999	2	2			2			\$35,724	\$35,724	
Scott	4,691	2	2			2			\$35,724	\$35,724	
Meade	4,592	2	2			2			\$35,724	\$35,724	
Kearny	4,515	2	2			2			\$35,724	\$35,724	
Stafford	4,512	2	2			2			\$35,724	\$35,724	
Haskell	4,272	2	2			2			\$35,724	\$35,724	
Smith	4,179	2	2			2			\$35,724	\$35,724	
Chautauqua	4,178	2	2	-1		1			\$17,862	\$35,724	\$17,862
Woodson	3,553	2	2		-0.5	1.5			\$26,793	\$35,724	\$8,931
Edwards	3,308	2	2			2			\$35,724	\$35,724	
Decatur	3,274	2	2	-1		1			\$17,862	\$35,724	\$17,862

K-State Research and Extension Agent Allocation Plan										7/25/07	
2005 Est. Population	1988 Agent Allocation	2006 Agent Allocation	2006 Vacating Position	Local Staffing at this time	Current Number of Agents	2006 Difference from 1988 Allocation	C	O	Current KSU Contribution	Potential KSU Contribution	Potential Additional Contribution
Morton	3,269	2	2		2				\$35,724	\$35,724	
Trego	3,158	2	2	-1	1				\$17,862	\$35,724	\$17,862
Elk	3,117	2	2	-1	1				\$17,862	\$35,724	\$17,862
Kiowa	3,084	2	2		2				\$35,724	\$35,724	
Chase	3,068	2	2	-1	1				\$17,862	\$35,724	\$17,862
Gove	2,845	2	2	-1	1				\$17,862	\$35,724	\$17,862
Logan	2,827	2	2	-1	1				\$17,862	\$35,724	\$17,862
Rawlins	2,765	2	2	-1	1				\$17,862	\$35,724	\$17,862
Graham	2,745	2	2		2				\$35,724	\$35,724	
Hamilton	2,654	2	2		2				\$35,724	\$35,724	
Sheridan	2,614	2	2	-1	1				\$17,862	\$35,724	\$17,862
Stanton	2,374	2	2	-1	1				\$17,862	\$35,724	\$17,862
Wichita	2,360	2	2		2				\$35,724	\$35,724	
Clark	2,343	2	2	-1	1				\$17,862	\$35,724	\$17,862
Hodgeman	2,089	2	2	-1	1				\$17,862	\$35,724	\$17,862
Comanche	1,903	2	2		2				\$35,724	\$35,724	
Greeley	1,415	2	2	-1	1				\$17,862	\$35,724	\$17,862
Total for State	2,735,412	269	270	-11	239	1	21	\$3,951,422	\$4,414,020	\$477,958	

Funding Plan - FY 2007
For each of two positions per county unit \$17,862
District Cap of 10 Agents per Unit or the number of counties in a District times 2, whichever is larger.

For each of third through 9th positions per county unit \$11,050

For each position in county unit above agent allocation \$1,500