

Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2014

Sick and Vacation Leave FY 2014

Fringe Benefits FY 2014

Retirements FY 2014

Salaries FY 2015

Faculty Salary Comparisons FY 2014

Employee Award Programs FY 2014

March 2015

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PART 1

Regent Merit System – FY 2014

The Regent Merit System is authorized by Iowa Code §8A.412. Rules governing classification, compensation, promotion, demotion, transfer, grievances, leave and discipline are outlined in the Iowa Administrative Code, 681, Chapter 3. Approximately 90% of the employees in the Merit System are in AFSCME bargaining units and are covered by the terms of the AFSCME collective bargaining agreement.

Merit System Employees By Institution

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	229	76	57	0	1	363
Blue Collar	1,387	657	252	18	10	2,324
Security	82	35	16	0	0	133
Technical	1,408	179	21	25	1	1,634
Clerical	1,651	479	217	3	5	2,355
TOTALS	4,757	1,426	563	46	17	6,809

Minority Employment

	SUI*	ISU	UNI	ISD	IBSSS
Male Majority	30.8%	40.1%	30.4%	30.4%	41.2%
Female Majority	57.3%	54.4%	60.9%	63%	52.9%
Male Minority	4.6%	2.2%	3.4%	4.4%	0
Female Minority	7.3%	3.4%	5.3%	2.2%	5.9%

*1% of males and 3% of females did not specify ethnicity

Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	650	511	114	21	2	2
Reinstatements	40	36	3	1	0	0
Reemployments and Recalls	3	1	0	2	0	0
TOTAL APPOINTMENTS	693	548	117	24	2	2

Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	3	22	12	0
Female Minority	9	31	24	3
Male Majority	38	67	36	8
Female Majority	56	162	154	15
Unspecified ethnicity	32	15	2	1
TOTAL	138	297	228	27

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	38	4	0	4
Female Minority	45	8	0	3
Male Majority	139	59	1	13
Female Majority	235	92	2	28
Unspecified ethnicity	32	0	0	1
TOTAL	489	163	3	49

Classification Activity

The Regent Merit System Classification Plan consists of 300 individual classes. Each position is allocated to one of the 300 classifications. The classification plan is administered and maintained by classification analysts at each institution and the staff in the Board Office. Employee and department requests for the reclassification of positions are reviewed on each campus and forwarded with recommendations to the Board Office for disposition.

In fiscal year 2014, 137 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 256 new positions.

Reclassification Studies – FY 2014

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	3	0	0	0	0	3
Blue Collar	8	9	1	0	0	18
Security	18	5	0	0	0	23
Technical	33	2	0	0	0	35
Clerical	38	10	10	0	0	58
TOTAL	100	26	11	0	0	137

Results of Reclassification Reviews – FY 2014

	Total Reclassification Requests	No Change in Class	Change in Class/No Change in Pay Grade	Change in Class/ Higher Pay Grade	Change in Class/ Lower Pay Grade
SUI	100	7	4	85	4
ISU	26	0	0	26	0
UNI	11	1	0	8	2
ISD	0	0	0	0	0
IBSSS	0	0	0	0	0
TOTAL	137	8	4	119	6

Classification Actions FY 2010 - 2014

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Reclassification Requests	217	145	142	96	137
New Position Classifications	170	250	251	244	256
TOTAL ACTIONS	387	395	393	340	393

The classification plan is flexible and may be revised as the need arises. The vast majority of the classifications are in AFSCME bargaining units. The collective bargaining agreement with AFSCME gives the union time to comment on the establishment of new classes and the deletion of existing classes. Changes of title and pay grades are negotiated with the union. Pay grade changes and pay grade determinations for new classifications are made through application of the job evaluation instrument. This instrument allows each class to be evaluated based upon the skill, effort, responsibility and working conditions for the classification in accordance with the state's comparable worth law.

The following revisions were made to the classification plan in FY 2014.

New Classifications		
Class Code	Title	Pay Grade
7503	Public Safety Security Officer	308
Classification Upgrades		
		New Pay Grade
5511	Water Plant Operator – pay grade 211	212
7212	Paramedic – pay grade 407	409

Compensation

The Merit System Pay Plan is developed to comply with the state law on comparable worth, and the collective bargaining agreement negotiated with the American Federation of State, County and Municipal Employees (AFSCME) which represents the blue collar, security, technical and clerical employees of the Regent Merit System and is applied uniformly at each institution governed by the Board.

AFSCME-covered staff did not receive across-the-board increases in the fiscal year beginning July 1, 2013.

Annual step increases are given on the employee's anniversary date (not to exceed the maximum of the pay grade) and are valued at 4.5%.

Supervisory and confidential employees in the Regent Merit System were treated in a fashion similar to those covered by the collective bargaining agreement.

Salaries of approximately 60% of Regent Merit System staff are at or near the maximums of the pay grades.

The average merit system salary decreased from \$42,497 in FY 2013 to \$42,497 in FY 2014.

	Average Annual Salary
SUI	41,383
ISU	44,207
UNI	44,879
ISD	38,920
IBSSS	40,981
System-Wide	42,246

Appeals

Three appeal or grievance procedures are available to Regent Merit System employees. One applies to employees who want to appeal the Merit System Director's decision regarding classifications of their positions. In accordance with the merit rules, those appeals are heard by a committee consisting of a Resident Director or representative from another Regent institution, a peer employee, and an outside chairperson who is knowledgeable in matters of job classification. Classification appeals in the past five years are shown in the table below.

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Number of Appeals	0	4	0	0	4
Decisions Upheld	0	1	0	0	3
Decisions Reversed	0	1	0	0	1
Withdrawn	0	2	0	0	0

A second appeal process is available to employees who allege violation of merit or institutional rules governing terms and conditions of employment. An arbitrator selected from lists provided by the Federal Mediation and Conciliation Service hears those appeals at the final step. No appeals were filed during the year.

A third procedure is applicable to employees who allege violation of the collective bargaining agreement between the State and AFSCME and are resolved in accordance with the negotiated grievance process.

PART 2

Sick and Vacation Leave

Permanent employees of the State of Iowa earn 1½ days of sick leave per month. Unused leave is carried forward each year. Upon retirement, an employee receives payment for the employee's remaining sick leave balance, to a maximum of \$2,000.

- Sick leave may be used for personal illness, for attendance at funerals of immediate family members; and for temporary emergency care of ill or injured family members.
- Regent employees used 189,132 days of sick leave in FY 2014 at a cost of \$42.5 million.
- Average usage per employee at the universities was 7.2 days (average FY 2013 usage – 7.2 days). Average usage at the special schools was 8.7 (average FY 2013 usage – 8.7 days).

In accordance with state statute, employees of the Regents Merit System earn vacation leave based on years of service as follows:

YEARS OF SERVICE	WEEKS OF VACATION
First through 4 th	2 weeks
5 th through 11 th	3 weeks
12 th through 19 th	4 weeks
20 th through 24 th	4.4 weeks
25 th and beyond	5 weeks

Full-time professional and scientific employees and 12-month faculty accrue vacation at the rate of 22 working days (plus two unscheduled holidays) per year.

University of Iowa employees in the SEIU bargaining unit hired on or after July 1, 1999, earn vacation as follows:

YEARS OF SERVICE	ANNUAL ACCRUAL	MONTHLY ACCRUAL	MAXIMUM ACCRUAL
Up to 3	120 hours	10.0 hours	240 hours
More than 3, up to 6	160 hours	13.333 hours	320 hours
More than 6	192 hours	16.0 hours	384 hours

Average sick leave and vacation leave usage (days) by employee category is shown in the chart below:

	Sick Leave			Vacation Leave		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.57	7.8	10.5	16.6	17.6	15.8
ISU	1.58	5.9	11.2	18.4	18.6	18.7
UNI	0.60	5.7	12.8	n/a	16.8	19.8
University Average	1.95	7.25	10.8	17.0	17.8	16.7
ISD	9.6	7.3	10.2	n/a	9.2	15.5
IBSSS	7.8	8.1	8.3	n/a	20.9	18.5
Special School Average	8.6	7.4	9.7	n/a	11.3	16.3

Note – only 12-month faculty at the universities earn vacation leave; faculty at ISD and IBSSS do not earn vacation.

Charts on the following page provide specifics on leave usage at the five institutions.

The following holidays are granted annually to employees:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Two days designated by the head of each institution
- Two days to be accrued as vacation
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Day

SICK AND VACATION LEAVE USAGE -- FY 2014

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,690	1,404	9,798	9,798	5,282	5,282	17,770	16,484
Total Value of Leave Used	\$4,127,785	\$17,255,585	\$18,618,148	\$45,207,955	\$9,024,371	\$14,289,958	\$31,770,304	\$76,753,498
Total Days Used	6,900.75	23,336.75	76,166.63	172,518.00	55,475.38	83,401.13	138,543	279,256
Average Days Used Per Employee	2.57	16.62	7.77	17.61	10.50	15.79	7.80	16.94

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,958	418	2,949	2,905	1,517	1,516	6,424	4,839
Total Value of Leave Used	\$1,175,817	\$3,226,500	\$3,878,935	\$12,917,920	\$2,909,307	\$5,104,143	\$7,964,059	\$21,248,563
Total Days Used	3,087	7,669	17,248	53,987	16,980	28,270	37,315	89,925
Average Days Used Per Employee	1.58	18.35	5.85	18.58	11.19	18.65	5.81	18.58

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	681	n/a	703	660	555	555	1,939	1,215
Total Value of Leave Used	\$168,489	n/a	\$1,035,162	\$3,135,251	\$1,227,400	\$1,988,075	\$2,431,051	\$5,123,326
Total Days Used	408	n/a	4,034	11,099	7,121	10,976	11,563	22,075
Average Days Used Per Employee	0.60	n/a	5.74	16.82	12.83	19.78	5.96	18.17

TOTAL UNIVERSITIES	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	5,329	1,822	13,450	13,363	7,354	7,353	26,133	22,538
Total Value of Leave Used	\$5,472,091	\$20,482,085	\$23,532,245	\$61,261,126	\$13,161,078	\$21,382,176	\$42,165,414	\$103,125,387
Total Days Used	10,396	31,006	97,448	237,604	79,576	122,647	187,420	391,256
Average Days Used Per Employee	1.95	17.02	7.25	17.78	10.82	16.68	7.17	17.36

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	35	n/a	36	36	53	53	124	89
Total Value of Leave Used	\$62,443	n/a	\$47,808	\$97,784	\$88,239	\$149,917	\$198,490	\$247,701
Total Days Used	335.50	n/a	261.50	329.50	542.75	822.88	1,140	1,152
Average Days Used Per Employee	9.59	n/a	7.26	9.15	10.24	15.53	9.19	12.95

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	46	n/a	8	8	18	18	72	26
Total Value of Leave Used	\$107,869	n/a	\$21,988	\$60,583	\$26,533	\$55,350	\$156,390	\$115,933
Total Days Used	358.00	n/a	64.88	167.38	148.88	333.25	572	501
Average Days Used Per Employee	7.78	n/a	8.11	20.92	8.27	18.51	7.94	19.25

TOTAL SPECIAL SCHOOLS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	81	n/a	44	44	71	71	196	115
Total Value of Leave Used	170,312	n/a	\$69,796	\$158,367	\$114,772	\$205,267	\$354,880	\$363,634
Total Days Used	694	n/a	326	497	692	1,156	1,712	1,653
Average Days Used Per Employee	8.56	n/a	7.42	11.29	9.74	16.28	8.73	14.37

TOTAL SYSTEM	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	5,410	1,822	13,494	13,407	7,425	7,424	26,329	22,653
Total Value of Leave Used	5,642,403	\$20,482,085	\$23,602,041	\$61,419,493	\$13,275,850	\$21,587,443	42,520,294	103,489,021
Total Days Used	11,090	31,006	97,775	238,100	80,267	123,803	189,132	392,909
Average Days Used Per Employee	2.05	17.02	7.25	17.76	10.81	16.68	7.18	17.34

PART 3

Fringe Benefits – FY 2014

Traditionally, the three universities have been allowed by the Board of Regents to maintain separate insurance programs within a framework of general comparability. In accordance with the Board of Regents Policy Manual, §4.28, the Board's Executive Director reviews all proposed changes in benefit programs to determine if Board approval is required.

The AFSCME-covered employees at the universities and the employees of the Board Office, the Iowa School for the Deaf, and the Iowa Braille and Sight Saving School participate in the State of Iowa health and dental insurance programs. Board Office and special school employees participate in the University of Northern Iowa group for life, long-term disability, and accidental death and dismemberment insurance. Beginning on January 1, 2014, Board Office employees were given the option to participate in either the benefit programs at ISU or at UNI. Employees of the special schools not covered by AFSCME participate in benefit programs at Iowa State University.

Permanent employees of the five institutions and the Board Office have the option of selecting either IPERS or an approved substitute for retirement.

Cost of insurance and retirement programs for FY 2014 was \$563,203,636. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 29.1%; Iowa State University – 31.8%; University of Northern Iowa – 38.1%; Iowa School for the Deaf – 39.6%; and Iowa Braille and Sight Saving School – 37.7%.

Each of the fringe benefit programs available to Regent employees is described below.

Social Security and Medicare

Employees of the Regent institutions and the Board Office are covered by the Federal Insurance Contribution Act (FICA). Federal law prescribes the employer and employee contributions and benefits. The contribution rates are shown below.

Calendar Year		Employer Contribution	Employee Contribution	Maximum Salary
2014	Social Security	6.20%	6.20%	\$117,000
2015	Social Security	6.20%	6.20%	\$118,500
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2014 are detailed as follows:

SUI	ISU	UNI	ISD	IBSSS
\$86,982,847	\$30,868,274	\$10,640,121	\$474,045	\$363,987

Iowa Public Employees Retirement System (IPERS)

Employees of the Regent institutions and the Board Office have the option to select either IPERS or TIAA-CREF or an approved substitute for retirement contributions. Participation in a retirement program is required.

- The Board approved allowing the employees of the special schools to select between TIAA-CREF and IPERS effective January 1996. TIAA-CREF contribution levels are at the IPERS rates. Contribution rates are shown below:

Fiscal Year	Employer Contribution	Employee Contribution
2014	8.93%	5.95%
2015	8.93%	5.95%

The number of employees selecting IPERS is as follows:

University of Iowa	3,960
Iowa State University	939
University of Northern Iowa	523
Iowa School for the Deaf	82
Iowa Braille and Sight Saving School	56

The employer contributions for IPERS for FY 2014 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$5,722,181	\$2,373,348	\$1,386,164	\$224,370	\$277,756

Federal Retirement Program

During FY 2014, 45 employees of Iowa State University were covered by federal retirement. Employer contributions for federal retirement were \$580,542.

Funded Retirement Programs

All permanent¹ employees with a budgeted annual salary of at least \$7,800 are eligible to participate in the Teachers Insurance and Annuity Association—College Retirement Equities Fund (TIAA-CREF) or in a plan substituted in accordance with Board policy.

The contribution rate for TIAA-CREF for employees of the universities and Board Office is:

- Ten percent on the first \$4,800 of salary for staff members with less than five years of service and 15% on all additional salary up to applicable IRS limitations. The employer pays 2/3 of the cost and the employee 1/3.
- The contribution for employees with more than five years of service is 15% up to applicable IRS limitations. The employer pays 2/3 of the cost and the employee pays 1/3.
- The employer pays 10% of salary while the employee pays 5% with the exception noted above.

The FY 2014 contribution rate for the employees of the special school is at the IPERS rate.

- The employer contribution is 8.93%. The employee's contribution is 5.95%.

Benefits from the TIAA program are in the form of a fixed annuity, which is adjusted periodically. CREF benefits can be received as a lifetime annuity, a systematic payment, a cash withdrawal, or as a combination of these options.

Vesting of employee and employer contributions to TIAA-CREF is immediate at SUI, UNI, ISD and IBSSS. Effective July 1, 2009, ISU implemented a three-year cliff vesting of employer contributions.

The numbers of employees participating in the employer sponsored retirement programs during FY 2014 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	16,594	5,477	1,714	64	28
Substitute Plans	0	4	1	0	0

¹ SUI: all employees with half-time or greater permanent appointments
 ISU: all employees with ½ time or greater appointments for nine continuous months or longer.
 UNI: all employees holding other than a temporary appointment of ½-time or more

Employer contributions for employer sponsored retirement programs for FY 2014 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$104,065,354	\$38,124,419	\$11,102,879	\$325,764	\$147,517
Substitute Plans		\$45,503	\$7,088	0	0

A TIAA-CREF waiver of premium, which continues contributions during periods of disability, is also provided. Similar protection is also provided to federal employees covered by the federal retirement program at Iowa State University.

The FY 2014 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$501,742	\$713,309	\$329,201	\$5,973	\$3,701

Unemployment Compensation and Worker's Compensation

Employees of the five institutions and the Board Office are covered by unemployment compensation and worker's compensation with benefits under both determined by state and/or federal laws. FY 2014 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$777,176	\$241,921	\$43,697	0	\$5,648
Worker's Compensation	\$6,235,407	\$2,300,089	\$664,694	\$115,827	\$143,568

Life Insurance

University of Iowa: Participation in the life insurance program is mandatory for all budgeted permanent faculty and staff classified at 50% time or greater.

The amount of life insurance coverage is based on salary.

- The amount of coverage is 2 times annual budgeted salary to a maximum coverage of \$400,000.

The life insurance program is underwritten by Principal Financial Company.

The University pays an annual rate of \$5.16 per \$1,000.

- **Life insurance cost (less dividends) for the University of Iowa for FY 2014 was \$1,903,107.**

Iowa State University: Staff members holding a one-half time or more position for nine months or longer have the option to participate in the life insurance program underwritten by the Principal Financial Company of Des Moines.

- The amount of coverage is basically twice the employee's annual budgeted salary with a maximum coverage of \$750,000.
- Coverage is reduced by 35% percent at age 65.

Upon retirement, the University provides eligible retirees with \$4,000 paid-up life insurance. The annual cost of life insurance is \$2.52 per \$1,000 of coverage.

Faculty, P&S and supervisory merit employees at ISU have the full cost of their basic life insurance funded by the University through the ISU Plan. AFSCME-covered employees contribute \$0.60/year per \$1,000 coverage with the balance of the premium paid by the University.

- **The University's cost (less dividends) for life insurance for FY 2014 was \$1,880,833.**

University of Northern Iowa: Staff members holding a permanent position of half-time or more for a period of no less than nine months are included in the life insurance program. Life insurance coverage for all employee groups is 1½ times their annual budgeted salary.

- The maximum benefit for all groups is \$250,000.
- Coverage for faculty is reduced 5% each year following attainment of age 61.
- Coverage is reduced by 35% beginning at age 65 for merit and professional and scientific staff.

University staff retiring at age 55 or older with ten years of continuous service immediately prior to retirement may carry 1/3 of the available scheduled insurance coverage until June 30 following attainment of age 70 at which time the University provides a non-contributory life insurance benefit in the amount of \$4,000 for faculty members and \$2,000 for all other employees.

The life insurance policy provides for continuance of the death benefit with no further premium payment in the event of total and permanent disability.

The university assumes the entire annual premium cost of \$3.12 per \$1,000 of coverage.

- **The University's cost for FY 2014 was \$554,631.**

Iowa School for the Deaf, Iowa Braille and Sight Saving School: All permanent employees working at least 50% time participate have life insurance coverage equally 2 ½ times their annual budgeted salary.

Costs for life insurance for FY 2014 at the special schools are as follows:

ISD	IBSSS
\$32,988	\$29,900

ACCIDENTAL DEATH AND DISMEMBERMENT

University of Iowa: A voluntary group accidental death and dismemberment program was initiated in June 1980.

- Staff members pay the premiums and may purchase coverage in increments of \$100,000 up to a maximum of \$1,000,000.
- Monthly premium rates based on \$100,000 coverage are \$2.00 single, \$3.10 family, \$2.30 single with children and \$2.80 employee with spouse.

Iowa State University: Accidental death and dismemberment coverage is provided to employees who participate in the life insurance program.

- The amount of accidental death coverage is twice the amount of the basic life coverage or approximately four times the annual budgeted salary for the staff member.

The University pays the annual rate of \$0.30 per \$1,000 coverage.

- **The University's cost for this coverage for FY 2014 was \$385,469.**

University of Northern Iowa: AD&D coverage is available to employees who purchased voluntary term life insurance with the employee covering the full cost.

Iowa School for the Deaf and Iowa Braille and Sight Saving School: All permanent employees working at least 50 percent time are covered by in the accidental death and dismemberment insurance at 2 times the employee's annual budgeted salary.

Costs for Accidental Death and Dismemberment insurance for FY 2014 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,350	\$3,655

LONG-TERM DISABILITY INSURANCE

University of Iowa: The University provides this coverage to permanent and continuous 50% time or greater budgeted staff members.

- The disability benefit is 60% of annual salary.

The amount a staff member receives is reduced by any disability benefits paid by Social Security and/or workers compensation. There is no minimum monthly benefit but a maximum of \$25,000.

- A cost-of-living escalator tied to the Consumer Price Index increases and limited to 5% in a fiscal year is provided to assist in offsetting the ongoing effects of inflation.
 - If benefits begin before the age 61, they cease on June 30 following attainment of age 65. If benefits begin after age 61 but before age 70, they cease five years later, or on June 30 following attainment of age 70. If benefits begin after age 69, they cease 12 months later.

The University pays the entire cost of this coverage.

- **The cost for FY 2014 was \$2.113,698**

Iowa State University: This coverage is provided for all employees with a one-half time or greater appointment for nine months following one year of continuous employment. Coverage can be elected during the first year of employment but is subject to medical approval. If approved, coverage is paid by the employee until completing one year of continuous employment. ISU Plan participants (faculty, P&S, supervisory merit staff) have a choice of either a 75/60% or 50% LTD plan. The maximum monthly benefit for the 75/60% plan is \$10,000. The maximum monthly benefit for the 50% plan is \$8,000. Nonsupervisory merit system staff is covered by the 75/60% plan only with a maximum monthly benefit of \$7,650.

A 5% maximum cost-of-living escalator tied to the Social Security cost-of-living escalator is provided. There is also a coordination provision with FICA and workers compensation.

Benefits accrue after a 90 work day waiting period and cease on June 30 following attainment of age 65; or, if disability begins on or after age 61, payments continue for five years or attainment of age 70, whichever is earlier. If disability begins on or after age 69, benefits continue for 12 months.

The University pays the entire cost for this coverage (except as noted above).

- **The FY 2014 cost to the University was \$1,557,068.**

University of Northern Iowa: Long-term disability coverage is provided at University expense for all staff members holding permanent appointments of half-time or more for a period of 9 months or more following one year of continuous employment.

Monthly benefits are payable for 12 months a year for all covered personnel once they have been totally disabled for 90 consecutive working days (or after all sick leave has expired, if later).

- The income benefit continues to age 65 if disability occurs prior to age 61, or on the date 60 months of benefit payments have been made but in no event beyond the June 30 coinciding with or next following the attainment of age 70 if disability began after age 61. If benefits begin on or after age 69, benefits continue for 12 months.
- Disability benefit begins at 30% of budgeted salary and increases by 10% each year until the maximum benefit of 70% is reached.
- A cost-of-living escalator tied to the Consumer Price Index increases benefits 1.7%.
- The maximum monthly benefit for merit employees is \$3,150; for faculty, \$5,000; and for all other employees, \$5,833.
- **FY 2014 cost to the University was \$325,910.**

Iowa School for the Deaf, Iowa Braille and Sight Saving School: These employees are covered by the long-term disability plan provided by the University of Northern Iowa. Costs for FY 2014 at the two special schools are shown below:

ISD	IBSSS
\$62,419	\$47,729

Comprehensive Medical Plans

University of Iowa: The University offers each employee group – faculty/professional scientific/Merit Supervisory; Graduate Students and House Staff one health insurance plan.

The monthly premiums for calendar years 2014 and 2015 are shown below. The employer share of health insurance coverage did not increase

	UICHOICE		GRAD CARE		HOUSE STAFF	
	2014	2015	2014	2015	2014	2015
SINGLE						
Total	476.00	476.00	242.00	247.00	554.00	390.00
Employer contribution	476.00	476.00	218.00	222.00	554.00	390.00
Employee Contribution	0	0	24.00	25.00	0	0
FAMILY						
Total	1,163.00	1,163.00	1,132.00	1,041.00	1,396.00	1,362.00
Employer contribution	931.00	931.00	792.00	729.00	1,396.00	1,362.90
Employee Contribution	232.00	232.00	340.00	312.00	0	0
EMPLOYEE WITH CHILDREN						
Total	910.00	910.00	1,443.00	1,409.00	1,314.00	920.00
Employer contribution	728.00	728.00	1,010.00	986.00	1,314.00	920.00
Employee Contribution	182.00	182.00	433.00	423.00	0	0
EMPLOYEE WITH SPOUSE						
Total	1,106.00	1,106.00	537.00	533.00	747.00	826.00
Employer contribution	885.00	885.00	376.00	373.00	747.00	826.00
Employee Contribution	221.00	221.00	161.00	160.00	0	0

Grad Care rates are on an academic year basis

UICHOICE, a PPO product, pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,700 for a single contract and \$3,400 for a family contract in a calendar year.

- The copayment is \$5 for UI providers, \$20 for Wellmark providers and 40% for all other providers.
- The hospital deductible is \$400 for UIHC, \$600 for Wellmark hospitals and \$800 for other hospitals.

UIGRADCARE pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,100 for a single contract and \$1,700 for a family contract in a calendar year. Plan is only available to graduate students.

- Coinsurance is applicable with covered charges at a 90/10 rate for hospital and related services.
- Hospital deductible is \$125 per day.

- \$10 copayment required for physician visits.
- Program is a restricted panel managed care product utilizing the University health providers.

HOUSE STAFF is a closed panel HMO with all services being obtained from UI Health Care. Program is closed to new employees and will end in three or four years. All new house staff hires are covered by UICHOICE

The University's health insurance cost for faculty, professional and scientific staff and supervisory merit personnel for FY 2014 was \$105,770,848.

Iowa State University: The University offered two insurance plans to its faculty and professional and scientific staff and supervisory Merit staff appointed to a one-half time or more budgeted position for nine months or longer.

Two managed care plans are offered -- a Preferred Provider Organization (PPO) and an HMO to faculty, P&S, and supervisory merit employees. Premium accounting for this plan is on a calendar year basis. Coverage tiers of single, employee with spouse, employee with children and family are available. An opt-out credit of \$107 is available. The 2014 premiums are shown below. The premiums for 2015 are shown in parentheses. The employer contribution did not increase from calendar year 2014 to calendar year 2015.

	SINGLE	EMPLOYEE WITH SPOUSE	EMPLOYEE WITH CHILDREN	FAMILY
PPO	501.00 (501.00)	1,145.00 (1,145.00)	894.00 (894.00)	1,468.00 (1,468.00)
HMO	485.00 (485.00)	1,114.00 (1,114.00)	871.00 (871.00)	1,417.00 (1,417.00)
ISU Contribution	485.00-HMO (485.00-HMO) 481.00-PPO (481.00-PPO)	\$1,036.00-HMO (1,036.00-HMO) 882.00-PPO (882.00-PPO)	825.00-HMO (825.00-HMO) 721.00-PPO (721.00-PPO)	1,305.00-HMO (1,305.00-HMO) 1,129.00-PPO (1,129.00-PPO)
Opt-out	107.00 (107.00)	107.00 (107.00)	107.00 (107.00)	107.00 (107.00)

- **The health insurance cost (less dividends) for the University for FY 2014 for faculty, professional and scientific staff, and supervisory merit staff was \$44,331,605.**

Iowa School for the Deaf

Iowa Braille and Sight Saving School: Employees of the two special schools with the exception of those covered by AFSCME participate in the health insurance plans at Iowa State University. The FY 2014 costs are as follows:

ISD	IBSSS
\$392,088	\$354,809

University of Northern Iowa: The University offers three health insurance options from Blue Cross/Blue Shield to faculty, professional and scientific staff and Regents Merit System supervisory staff. Blue Advantage, a managed care plan, is offered to professional and scientific and supervisory merit staff. The premiums for the PPO and Blue Advantage plans did not change from 2014 to 2015. The employer share of the UNI health premium did not increase. The 2014 and 2015 premiums are shown below.

	UNI Health Plan		UNI PPO		UNI Blue Advantage	
	2014	2015	2014	2015	2014	2015
SINGLE						
Total	584.00	666.00	506.00	506.00	486.00	486.00
Employer contribution	506.00	506.00	506.00	506.00	486.00	486.00
Employee Contribution	78.00	160.00	0	0	0	0
FAMILY						
Total	1,496.00	1,705.00	1,279.00	1,279.00	1,496.00	1,496.00
Employer contribution	1,023.20	1,023.20	1,023.20	1,023.20	1,023.20	1,023.20
Employee Contribution	472.80	681.80	255.80	255.80	192.80	192.80

The University Health Plan pays 90% of usual, customary, and reasonable charges, after deductibles are met. Outpatient services for the care of mental, nervous/drug and alcohol abuse are paid at 50% up to a maximum of 34 visits per calendar year. Inpatient coverage for nervous/drug and alcohol abuse is limited to 45 days per calendar year. Deductibles are:

- The first two days of room and board charges for inpatient care, and
- \$100 for “all other services”.

The maximum out-of-pocket limit is \$500 per calendar year per contract. Once this maximum is met, all services for the remainder of the year will be paid at 100%.

The University offers an insured HMO – Blue Advantage– to professional and scientific staff and Merit System supervisory staff. Covered members are required to name a primary care physician from the Blue Advantage network. All care must be coordinated through primary care physician. Most services require a copayment and then may be paid at 90% or 100%. The maximum out-of-pocket limit is \$500 per calendar year for single contracts and \$1,000 for family contracts. Once this maximum has been met, services will be paid at 100% except that all co-payments will continue.

On August 1, 2011, the university added an additional health insurance option for organized faculty and professional and scientific staff. The new plan is a Preferred Provider Organization (PPO) plan administered by Wellmark BCBS. The existing Blue Advantage health plan also became an option for organized faculty. The indemnity

health insurance plan (UNI Health) continues to be an option for employees hired prior to July 1, 2011, but is no longer an option for employees hired after July 1, 2011.

The University's cost for health insurance in FY 2014 was \$13,438,686.

Regents Merit System Employees (AFSCME - covered) of the Institutions: AFSCME-covered employees of the institutions participate in the health plans offered by the State of Iowa.

The State provides one indemnity plan -- Plan 3 Plus; one Preferred Provider Organization (PPO) – Iowa Select; and two MCO products -- Blue Access and Blue Advantage.

Indemnity	Participant is free to choose any health care provider (doctors, hospitals, etc.)
Preferred Provider Organization (PPO)	Participant is free to choose any health care provider. Participant pays lower coinsurance if provider is a part of Wellmark's Alliance Select network.
Managed Care Organization (MCO)	Services are provided by a network of health care providers with the exception of emergency care.

The monthly employer premiums for calendar years 2014 and 2015 are shown below. Premiums for the Wellmark indemnity and PPO plans increased by approximately 6.5%. Managed care plans increased approximately 21.5%.

	Program 3 Plus		Iowa Select		Blue Access		Blue Advantage	
	2014	2015	2014	2015	2014	2015	2014	2015
SINGLE								
Total	773.54	823.84	771.05	821.31	479.81	582.66	461.71	561.67
Employer contribution	773.54	823.84	771.07	821.31	479.81	582.66	461.71	561.67
Employee Contribution	0	0	0	0	0	0	0	0
FAMILY								
Total	1,810.09	1,928.68	1,804.31	1,922.78	1,122.73	1,364.27	1,080.44	1,315.24
Employer contribution	1,533.67	1,634.36	1,533.67	1,634.36	1,122.73	1,364.27	1,080.44	1,315.24
Employee contribution	276.42	294.32	270.64	288.42	0	0	0	0

The State's share of family plans is 85% of the Iowa Select family premiums. Employees may apply that amount to the plan of their choice. The State pays 100% of single and double spouse contracts.

Plan 3 Plus provides for 80/20 coinsurance during a calendar year. There is a \$300 single and \$400 family deductible for inpatient and skilled nursing facility services.

- All covered services above the \$600 single, \$800 family out-of-pocket maximum are paid at 100% with no maximum payment limit.

The employer's costs for health insurance premiums for FY 2014 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$47,275,947	\$15,030,092	\$6,436,613	\$809,630	\$436,519

Dental Insurance

University of Iowa. Faculty, professional and scientific staff, and Regents Merit System supervisory staff with a permanent appointment of half-time or more are offered the University of Iowa's dental insurance plans. The calendar year 2014 and 2015 monthly rates are shown below. Dental insurance premiums increased approximately 8.6% from calendar year 2014 to 2015.

	DENTAL		GRAD DENTAL		HOUSE STAFF	
	2014	2015	2014	2015	2014	2015
SINGLE						
Total	40.00	42.00	21.00	25.00	48.00	34.00
Employer contribution	40.00	42.00	18.00	21.00	48.00	34.00
Employee Contribution	0	0	3.00	4.00	0	0
FAMILY						
Total	119.00	126.00	70.00	64.00	127.00	89.00
Employer contribution	96.00	101.00	49.00	45.00	127.00	89.00
Employee Contribution	23.00	25.00	21.00	19.00	0	0

Dental coverage provides for 100% payment of normal cleaning and checkup expenses and 80% coinsurance for restorative care, and 30% for orthodontia.

- **The University's cost for dental insurance premiums for FY 2014 for faculty, professional and scientific staff, and supervisory merit staff was \$9,797,928.**

Iowa State University: All employees of one-half time or more for nine months or longer who are classified as faculty, professional and scientific or supervisory merit staff are eligible to participate in the University's dental insurance program.

The ISU Plan dental insurance program consists of the ISU Basic Dental Plan and the ISU Comprehensive Dental Plan. Premium accounting for this plan is on a calendar year basis. Calendar year 2014 rates are shown below. The premiums for 2015 are shown in parentheses. The University's contribution to dental insurance did not change from 2014

to 2015. Coverage tiers are provided for single, employee plus spouse, employee plus children and family. An Opt-out credit is available.

ISU PLAN	SINGLE	EMPLOYEE + SPOUSE	EMPLOYEE + CHILDREN	FAMILY
Basic Dental	26.00 (26.00)	56.00 (56.00)	63.00 (63.00)	71.00 (71.00)
Comprehensive	42.00 (42.00)	103.00 (103.00)	108.00 (108.00)	122.00 (122.00)
ISU Contribution	26.00 (26.00)	26.00 (26.00)	26.00 (26.00)	26.00 (26.00)
Opt-out	24.00 (24.00)	24.00 (24.00)	24.00 (24.00)	24.00 (24.00)

- **The FY 2014 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,408,480.**

Iowa School for the Deaf

Iowa Braille and Sight Saving School: Employees of the two special schools with the exception of those covered by AFSCME participate in the health insurance plans at Iowa State University. The FY 2014 costs are shown below:

ISD	IBSSS
\$13,057	\$10,140

University of Northern Iowa: Faculty, professional and scientific staff and supervisory merit staff with at least half-time appointments for the academic year are eligible to participate in the University's dental plan. Premiums for Dental Plan I increased 21% from 2014 to 2015. The monthly premiums for 2014 and 2015 are shown below.

	DENTAL I		DENTAL II	
	2014	2015	2014	2015
SINGLE				
Total	21.00	25.00	31.00	31.00
Employer contribution	21.00	25.00	21.00	25.00
Employee Contribution	0	0	10.00	6.00
FAMILY				
Total	72.00	87.00	109.00	109.00
Employer contribution	21.00	25.00	54.50	54.50
Employee contribution	51.00	62.00	54.50	54.50

- **The FY 2014 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$431,993.**

Regents Merit System Employees (AFSCME - covered) of the Institutions:

AFSCME-covered employees of the institutions participate in the dental plan offered by the State of Iowa. Dental insurance through the State of Iowa plan is underwritten by Delta Dental. Employees are eligible following one month of employment. Premiums did not change from 2014 to 2015.

The calendar year 2014 and 2015 rates are shown below.

	2014	2015
SINGLE	29.13	29.13
Employer	29.13	29.13
Employee	0	0
FAMILY	78.29	78.29
Employer	39.15	39.15
Employee	39.15	39.15

The program provides 100% payment for routine examinations and teeth cleaning once every six months, bitewing x-rays at 12-month intervals, full mouth x-rays once in any three-year interval and topical fluoride applications not more than once in any 12-month interval. The program pays 80% for emergency treatment of pain, cavity fillings, tooth extractions and oral surgery. The plan pays 50% for root canals, gold fillings, crowns and jackets and nonsurgical treatment of gum and alveolar bone diseases.

Employer dental insurance premiums for Regent Merit System employees and the employees of the special schools for FY 2014 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,753,210	\$534,333	\$237,006	\$29,260	\$15,523

EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS -- FY 2014

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions
Mandated Benefits						
Social Security	86,982,847	30,868,274	10,640,121	474,045	363,987	129,329,274
IPERS	5,722,181	2,373,348	1,386,164	224,370	277,756	9,983,819
TIAA CREF	104,065,354	38,124,419	11,102,879	325,764	147,517	153,765,933
Substitute plans		45,503	7,088			52,591
Federal Retirement		580,542				580,542
TIAA CREF Waiver of Premium	501,742	713,309	329,201	5,973	3,701	1,553,926
Unemployment Compensation	777,176	241,921	43,697		5,648	1,068,442
Workers Compensation	6,235,407	2,300,089	664,694	115,827	143,568	9,459,585
Total Mandated	204,284,707	75,247,405	24,173,844	1,145,979	942,177	305,794,112
Other Benefits						
Life Insurance	1,903,107	1,880,833	554,631	32,988	29,900	4,401,459
Accidental Death and Dismemberment		385,469		4,350	3,655	393,474
Health Insurance	153,046,795	59,361,697	19,875,299	1,201,718	791,328	234,276,837
Long-term Disability	2,113,698	1,557,068	325,910	62,419	47,729	4,106,824
Dental Insurance	11,551,138	1,942,813	668,999	42,317	25,663	14,230,930
Total Other Benefits	168,614,738	65,127,880	21,424,839	1,343,792	898,275	257,409,524
Total Fringe Benefit Expenditures	372,899,445	140,375,285	45,598,683	2,489,771	1,840,452	563,203,636
Percent of Non-student payroll	29.10%	31.84%	38.10%	39.60%	37.70%	

PART 4

Retirements – FY 2014

In addition to regular retirement through either IPERS or TIAA-CREF, with approval of the institution, Regent employees may enter the phased retirement program. The Board first approved the Phased Retirement Program in 1982. The current program will expire on June 30, 2017. Details of the current program are shown below.

Eligibility: Faculty of Regent universities and the special schools and professional and scientific and Merit System staff of the Regent institutions and Board Office who have attained the age of 57 with at least 15 years of service with the Board of Regents are eligible for participation in the phased retirement program.

Approval: At various levels within the institution. No right to enter a phased retirement agreement without approval by all officials as designated by the institutions is conferred by this policy. The Board of Regents will ratify entries into the phased retirement program as a part of the monthly Register of Personnel Changes.

Schedule of Phasing: A staff member may reduce from full-time to no less than a half-time appointment either directly or via a stepped schedule. At no time during the phasing period may an employee hold greater than a 65 percent appointment. The maximum phasing period will be five years with full retirement required at the end of the specified phasing period. Once phased retirement is initiated, employees may not return to full-time appointment.

Compensation: During the first four years of the phasing period, the salary received will reflect the reduced responsibilities plus an additional 10 percent of the budgeted salary, had the person worked full time. In the fifth year following the initiation of phased retirement, the staff member's appointment will be no greater than fifty percent, and the salary will be proportional to the budgeted salary had the person worked full-time.

Benefits: During five years of the phasing period, institution and staff member contributions will continue for life insurance, health insurance, and disability insurance at the same levels which would have prevailed had the staff member continued at a full-time appointment. Retirement contributions to TIAA/CREF will be based on the salary which would have obtained had the individual continued a full-time appointment. As mandated by law, FICA contributions will be based on the staff member's actual salary during the partial or pre-retirement period. The same is true for retirement contributions for those participating in the Iowa Public Employees Retirement System or Federal Civil Service System. Accrual of vacation and sick leave will be based on percentage of appointment.

During the phasing periods, participants may have access to their TIAA-CREF (or substitute plans) retirement account funds in any manner permitted either by the retirement carrier or by Board policy but not to exceed 99% of their account balances.

Duration of Program: Subject to annual review, the program will expire on June 30, 2017, unless renewed by the Board prior to expiration.

Phased Retirement Program

There were 60 new entrants into the phased retirement program during FY 2014. To date 1,212 faculty and staff have participated in the program with 136 currently active. There have been no participants from the Iowa School for the Deaf. New entrants in the program are categorized below:

	Faculty	P&S	Merit	Total
SUI	19	19	3	41
ISU	11	2	1	14
UNI	1	2	2	5
TOTAL	31	23	6	60

Iowa State University offered a special phased retirement program during FY 2011. Numbers of participants still active in the program noted below.

	Faculty	P&S	Merit	Total
ISU	0	1	0	1

New participants in the last five fiscal years are as follows:

FY 2010	39	FY 2013	60
FY 2011	51	FY 2014	60
FY 2012	51		

The following table shows the financial impact of the phased retirement program at the universities for FY 2014:

	Incentive Amounts	Released Funds
SUI	\$1,455,183	\$3,312,886
ISU	\$932,175	\$1,327,308
ISU – special	\$148,987	\$171,734
UNI	\$889,494	\$1,278,493

“Incentive Amount” is the difference between the total compensation paid (salary and university fringe benefit contributions) under the Phased Retirement Program and the total compensation that would have been paid if the individual had reduced to the specified percentage of effort without the special provisions of the program. “Released Funds” is the difference between the total compensation received under the policy and the total compensation that would have been received if the individual had remained full time.

The funds released through operation of the phased retirement program are used in a variety of ways at the universities. For the most part, the funds are utilized for replacement personnel or reallocation within the retirees’ employing units to fund other areas of need.

Regular Retirements

The following table displays the number of faculty and staff who retired from the Regent institutions during FY 2014.

	Faculty	P&S	Merit	Total
SUI	59	227	154	440
ISU	36	36	39	111
UNI	21	15	10	46
ISD	2	1	1	4
IBSSS	2	0	1	3
TOTALS	120	279	205	604

PART 5

Salaries – FY 2015

Salary Policies and Negotiated Salary Increases

In June 2014, the Board approved the following salary policies for the institutions for FY 2015.

Regent Merit System Supervisory and Confidential Staff: As customary, the pay policy proposed for the nonorganized supervisory and confidential staff in the Regent Merit System is the same as that negotiated with AFSCME for employees in statewide bargaining units. The two-year AFSCME agreement beginning July 1, 2013 allows for no across-the-board increases in either year of the agreement. The pay matrix for supervisory and confidential staff is unchanged from FY 2014. Eligible employees (those not at the maximums of their pay grades) continue to receive 4.5% step increases on their anniversary dates.

University of Iowa: The University of Iowa will allocate to General Education Fund supported budgetary units a 2.0% increase for faculty and professional and scientific salaries. The overall average salary increase within each college, vice presidential unit, or other major administrative unit is to be between 2.0% and 3.0%. All individual salary increases must be based upon performance, competitive market factors and equity. Individual salary increases proposed to exceed 6.0% must be reviewed and approved by the Office of Provost or University Human Resources. These policies apply to all University of Iowa units, including UI Healthcare.

In addition, the University of Iowa Physicians Practice Plan, UI Health Care Senior Leadership and the College of Medicine, Dentistry, Pharmacy and Nursing that pay variable, non-recurring compensation based on productivity will continue to be authorized in FY 2015.

The university will continue to utilize the exceptional performance pay policy approved by the Board in 2006 for nonbargaining P&S staff. The use of the exceptional performance policy will be both selective and reflective of the university's economic circumstances. Achievements recognized by the awards include activities such as completion of a major project, sustained exceptional performance, outstanding productivity and revenue generation. Payments under the exceptional performance policy are lump sum and do not go to the salary base.

In August 2011, the Board approved a new compensation system for nonorganized University of Iowa professional and scientific staff based on competitive market salary rates. Based on this year's analysis of competitive market data, the proposed ranges will be increased 0% to 4% depending on relative market data for specific structure and level. The two separate structures – A and B – recognize the differences in the market data. This will be the third budget cycle using the salary structure to guide individual salary decisions.

Iowa State University: Iowa State's salary policy for faculty, professional and scientific staff, and post docs, guides the process for establishing two parameters for performance-based annual salary adjustments during the budget development process. One parameter establishes a minimum salary adjustment that must be awarded for all faculty and P&S staff who has exhibited satisfactory performance as documented in an annual performance evaluation. For FY 2015, the minimum salary increase for satisfactory performance is 1.0%. Merit salary increases beyond the minimum are determined by the employee's supervisor, with the justification also documented in an annual performance evaluation. The second parameter is a requirement that any salary increase above 5% requires senior administrative approval.

The P&S pay matrix will be increased in recognition of changes to market factors related to positions for which the university competes. To maintain the integrity, the entire structure (i.e. minimums and maximums for each pay grade) will be moved up by 1.25%. The increase will allow for continued movement of salaries through a salary range.

University of Northern Iowa: Salary increases for nonorganized professional and scientific staff are budgeted at 2.25% on July 1, 2014, which is comparable to the increases for the UNI-United Faculty. The portion for across-the-board increases for staff with satisfactory or above performance and the amount for meritorious performance will be determined by the Executive Management Team, taking into consideration the recommendation of the P&S council.

The University proposes an adjustment of 1.0% at the minimums and the maximums for pay grades 2 through 8 of the P&S salary matrix for FY 2014. No increase is proposed for grade 1.

Iowa School for the Deaf: ISD's proposed FY 2015 faculty salary matrix for nonorganized faculty is increased by 3.5% from the FY 2014 matrix. Qualified faculty will continue to receive merit pay for sign language proficiency and professional certifications from the Council for Education of the Deaf [CED] and the American Speech-Language Hearing Association [ASHA]. These amounts are unchanged from FY 2014. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be approximately 4.1%. The proposed extra-curricular pay schedule is unchanged from FY 2014

ISD and IBSSS share a single P&S salary matrix. The proposed matrix is increased by 3.5% on both the minimums and the maximums. ISD proposes to increase P&S salaries by an average of 4%. The salary policy allows for eligible P&S staff to receive merit pay for sign language proficiency at ISD. The amounts are based upon the employee's level of competency and are shown on the ISD faculty matrix. The amounts paid for sign language proficiency are unchanged from FY 2014.

Teachers, guidance counselors, and registered nurses at ISD are included in the statewide education unit. This unit which also includes employees in state classifications was organized by AFSCME earlier this year. Negotiations are in the initial stages for the first collective bargaining agreement for this unit. Salary policies and related matrices will be subject to the outcome of these negotiations.

Iowa Braille and Sight Saving School: IBSSS proposes an increase of 3.5% to each cell of the faculty salary matrix for FY 2015. Qualified faculty will continue to receive stipends for professional certification (Academy for Certification of Vision, Rehabilitation, and Education Professionals [ACVREP]). This amount is unchanged from FY 2014. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be 4.0%.

As noted above, ISD and IBSSS share a single P&S salary matrix. IBSSS is proposing 4% increases for P&S staff.

The extra-curricular pay scale for IBSSS is unchanged from FY 2014.

AFSCME (all institutions): The statewide collective bargaining agreement with AFSCME provides for no increase on July 1, 2013. Eligible merit staff members will continue to receive a step increase of 4.5% at their next scheduled merit increase dates, until they reach the maximum of their pay scales. The Board of Regents employs about 6,500 AFSCME-covered staff in blue collar, security, technical and clerical units. It is estimated the cost of the AFSCME agreement in FY 2015 is 1.3%.

SERVICE EMPLOYEES INTERNATIONAL UNION (SEIU – tertiary care employees at UIHC): A voluntary agreement on wages for a two-year contract beginning July 1, 2013, was not reached with SEIU. Arbitration was held on February 28, 2013. The arbitrator was presented with final wage offers from the union and the Board. The Board's offer of 2% on July 1, 2013, and 2.5% on July 1, 2014, was accepted by the arbitrator.

COGS (University of Iowa graduate assistants): A voluntary agreement for a two-year contract beginning July 1, 2013, was reached with the United Electrical, Radio and Machine Workers of America, Local 896/COGS. The agreement provides for continuation of the minimum tuition scholarship in an amount equal to 100% of the cost of resident graduate tuition rate for the College of Liberal Arts and Sciences. The agreement also provides for a 2% increase in the average graduate assistant stipend on July 1, 2013 and 2.25% increase on July 1, 2014 (there are no step increases).

UNI – UNITED FACULTY (faculty at the University of Northern Iowa): A voluntary agreement for a two-year contract beginning July 1, 2013, was reached with the organized faculty (UNI-United Faculty). The agreement provides for a wage increase of 2% on July 1, 2013, and 2.25% increase on July 1, 2014.

Salaries -- Faculty

Average increases for faculty for FY 2015 and the four previous years are shown below:

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
SUI	2.5%	3.1%	2.4%	2.1%	2.2%
ISU	1.9%	2.3%	2.4%	3.2%	3.45%
UNI	3.0%	2.9%*	3.52%**	2.0%	2.25%
ISD	2.4%	1.1%	3.7%	2.8%	4.0%
IBSSS	2.5%	2.8%	3.3%	3.2%	5.1%

* UNI Faculty Increases – 2.25% on 7/1/11 and 1.25% on 1/1/12 equate to 2.9%.

**UNI Faculty Increases – 3.52% reflects annualization of the 2.25% increase on 7/1/12 and 1.25% on 1/1/13

Average faculty increases for the five-year period are as follows:

SUI	2.5%	ISD	2.8%
ISU	2.7%	IBSSS	3.5%
UNI	2.7 %		

Excluding salaries for the professional colleges of Medicine, Dentistry, and Law at SUI and Veterinary Medicine and faculty associated with the Agricultural Experiment Station and the Cooperative Extension Service at ISU, average nine-month equivalent salaries are:

	Average
University of Iowa	\$104,483
Iowa State University	\$88,113
University of Northern Iowa	\$75,780

The following tables display both nine and twelve-month faculty by gender at the Associate and Assistant Professor ranks in each of the colleges at each of the universities.

Salaries – Professional and Scientific

Average increases for professional and scientific staff for the last five years are shown below:

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
SUI*	2.8%	2.9%	2.5%	2.4%	2.55%
ISU	1.9%	2.4%	2.5%	2.9%	3.0%
UNI	3.0%	2.9%	2.9%	2.6%	2.2%
ISD	2.3%	0	3.3%	3.3%	4.8%
IBSSS	6.4%	1.5%	2.4%	2.7%	4.0%

*Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was -- FY 2011 – 3.95%, 2.93% in FY 2012, 2.95% in FY 2013, 2.2% in FY 2014 and 2.5% in FY 2015..

Average P&S increases for the five-year period are as follows:

SUI	2.7%	ISD	2.7%
ISU	2.6%	IBSSS	3.4%
UNI	2.7%		

Average P&S salaries for FY 2015 are shown below:

	Overall Average	Male Average	Female Average
SUI*	\$68,169	\$74,164	\$64,534
ISU	\$59,483	\$64,575	\$55,417
UNI	\$65,468	\$71,730	\$60,634

* non-hospital, non-SEIU

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$68,355	\$58,626
IBSSS	\$66,763	\$70,148

Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2015 and the four previous years are shown below.

	2011	2012	2013	2014	2015
SUI	4.8%	4.8%	4.7%	2.0%	2.1%
ISU	4.4%	4.9%	4.3%	1.25	1.3%
UNI	4.6%	4.3%	4.2%	1.1%	1.0%
ISD	3.5%	4.8%	5.0%	2.9%	1.8%
IBSSS	6.1%	5.2%	6.7%	1.8%	1.0%

Average Merit System increases for the five-year period are as follows:

SUI	3.7%	ISD	3.5%
ISU	3.2%	IBSSS	4.2%
UNI	3.0%		

Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$18,080. Salaries increased 2.3% over the prior year. Bargaining unit (COGS) employees received tuition scholarship equivalent to 100% of the resident graduate student tuition rate for the College of Liberal Arts and Sciences.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$17,000 - \$40,000. Stipends increased 18.1% on the minimum and 23.5% on the maximum from FY 2014.

Almost all of the graduate assistantships at the University of Northern Iowa are research assistantships. Teaching assistants teach less than 1.0% of the student credit hours at the University. A graduate assistantship at the Master's level is paid \$9,600 while that of a doctoral level is paid \$14,388. The total average nine month half-time assistantship is \$10,213. Graduate assistantships in some disciplines such as Geography and Biology are slightly higher than the regular assistantships at the University. This ranges from \$12,792 in Geography to \$19,200 in Biology. Graduate assistantship salaries increased about 2.4% over FY 2014.

Average Estimated Total Compensation

Average estimated total compensation for FY 2015 is shown below. Total compensation includes salary, retirement including FICA, health and dental insurance, long-term disability and life insurance as well as unemployment and workers compensation costs. The averages do not take into account any health and dental insurance increases for the 2015 insurance year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$212,840	\$150,463	\$149,643	\$174,949	\$92,505	\$60,554
ISU	\$164,265	\$119,084	\$106,022	\$117,286	\$82,759	\$61,700
UNI	\$124,326	\$98,580	\$84,136	\$98,210	\$89,593	\$66,268
ISD**				\$89,554	\$76,204	\$62,342
IBSSS**				\$90,019	\$100,830	\$64,605

*non-hospital, non-SEIU

**the majority of ISD and IBSSS merit employees are on nine-month appointments.

Five-year Salary Increase History

AVERAGE SALARY INCREASES BY EMPLOYEE GROUP

	FY 2011			FY 2012			FY 2013		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.5%	2.8%	4.8%	3.1%	2.9%	4.8%	2.4%	2.5%	4.7%
ISU	1.9%	1.9%	4.4%	2.3%	2.4%	4.9%	2.4%	2.5%	4.3%
UNI	3.0%	3.0%	4.6%	2.9%	2.9%	4.3%	3.5%	2.9%	4.2%
ISD	3.3%	2.6%	3.5%	1.1%	0.0%	4.8%	3.7%	3.3%	5.0%
IBSSS	2.5%	6.4%	6.1%	2.8%	1.5%	5.2%	3.3%	2.4%	6.7%

	FY 2014			FY 2015		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.1%	2.4%	2.0%	2.2%	2.6%	2.1%
ISU	3.2%	2.9%	1.2%	3.5%	3.0%	1.3%
UNI	2.0%	2.6%	1.1%	2.3%	2.2%	1.0%
ISD	2.8%	3.3%	2.9%	4.0%	4.8%	1.8%
IBSSS	3.2%	2.7%	1.8%	5.1%	4.0%	1.0%

PART 6

Faculty Salary Comparisons

Peer Institutions

For many years, the universities have used Board-designated peer groups to make comparisons in several areas such as tuition and fees, residence system rates, and salaries. Each group includes 10 peer institutions which were deemed by the Board to be comparable. These institutions are public universities in Minnesota, Illinois, Indiana, Ohio, Arizona, California, Michigan, North Carolina, Texas, and Wisconsin. See Exhibit 1.

In order to get a broader comparison for faculty salaries, the ISU and SUI groups were expanded to include 57 AAU institutions in the AAU Data Exchange (AAUDE). This group includes the original designated institutions with the exception of one – North Carolina State University which was designated as an ISU peer institution. See Exhibits 2 and 3.

The University of Northern Iowa expanded its listing to include those institutions in the Education Trust. The salaries for these institutions are those that are published by the AAUP in its annual faculty salary survey. See Exhibit 4.

The Education Trust was established in 1990 by the American Association of Higher Education as a special project to encourage colleges and universities to support K-12 reform efforts. Since then, the Education Trust has grown into an independent nonprofit organization. Its mission is to make schools and colleges work for all the young people they serve. The definition of the UNI peer institution as per the Education Trust Report is “competitive student selectivity, masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100”.

Exhibits 5 (SUI) and 6 (ISU) compare average salaries as a percent of the respective peer averages.

Exhibit 7 provides a 5-year history of faculty salary increases at peer institutions.

Exhibit 8 provides a comparison of average faculty salaries of peer institutions along with total average compensation.

University of Iowa College of Medicine

Salary comparison information for the University of Iowa College of Medicine is shown in Exhibit 9. This information is provided by the University from survey data collected by the Association of American Medical Colleges. The Association of American Medical Colleges is a non-profit association founded in 1876 to work for reform in medical education. Originally representing only medical schools, today the AAMC represents the 125 accredited U.S. medical schools; the 17 accredited Canadian medical schools; some 400 major teaching hospitals, including more than 68 Veterans Affairs medical centers; more than 109,000 faculty in 94 academic and scientific societies; and the nation's 67,000 medical students and 104,000 residents.

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2013-14
ESTIMATED FACULTY SALARY INCREASES, 2014-15

COMPARISON GROUPS	Average Faculty Salary 2013-14 (1)	Estimated Average Percent Increase 2014-15 (2)	Estimated Average Faculty Salary 2014-15
University of California, Los Angeles	147,324	3.00%	151,700
University of Michigan, Ann Arbor	126,400	n/a	126,400
University of Illinois, Urbana	117,278	2.50%	120,200
University of Texas, Austin	119,800	n/a	119,800
University of North Carolina, Chapel Hill	116,000	n/a	116,000
Ohio State University, Main Campus	111,271	2.00%	113,500
University of Minnesota, Twin Cities	108,970	2.50%	111,700
Indiana University, Bloomington	107,477	2.00%	109,600
University of Wisconsin	106,807	1.00%	107,900
UNIVERSITY OF IOWA	104,614	2.20%	106,900
University of Arizona	99,600	0.00%	99,600
University of Illinois, Urbana	117,278	2.50%	120,200
University of California, Davis	116,200	n/a	116,500
Ohio State University, Main Campus	111,271	2.00%	113,500
University of Minnesota, Twin Cities	108,970	2.50%	111,700
University of Wisconsin	106,807	1.00%	107,900
Purdue University, Main Campus	106,200	n/a	106,200
Texas A & M	106,100	n/a	106,100
Michigan State University	104,000	n/a	104,000
IOWA STATE UNIVERSITY	100,400	3.45%	103,900
North Carolina State University (3)	99,400	<1.00%	100,400
University of Arizona	99,600	0.00%	99,600
University of North Texas	89,100	1.00%	90,000
Central Michigan University	86,500	2.00%	88,300
Ohio University, Athens	85,500	n/a	85,500
University of North Carolina, Greensboro	84,700	n/a	84,700
Northern Arizona University	79,600	3.00%	82,000
Indiana State University, Terre Haute	77,800	2.00%	79,300
California State University, Fresno	79,200	n/a	79,200
UNIVERSITY OF NORTHERN IOWA	77,300	2.25%	79,000
Illinois State University	77,400	2.00%	78,900
University of Minnesota, Duluth	72,600	n/a	72,600
University of Wisconsin, Eau Claire	65,600	1.00%	66,300

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin
The averages are for the ranks of professor, associate professor and assistant professor.
- (2) Estimated increases obtained by universities through contacts with comparison institutions. Averages exclude clinical faculty per Academe guidelines. Average increases for Iowa universities are actual increases.
- (3) North Carolina faculty received a flat amount -- \$1,000.

**Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2013**
(Adjusted to SUI Rank Distribution)

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Stanford	215,152	494	1	140,227	407	1	117,477	329	2	164,234	1,230	1
Harvard	207,145	494	3	123,773	407	3	114,548	329	3	154,790	1,230	2
Chicago, Univ of	210,725	494	2	118,853	407	6	105,612	329	5	152,209	1,230	3
Penn	192,277	494	4	119,472	407	5	118,046	329	1	148,331	1,230	4
MIT	185,855	494	7	127,175	407	2	111,079	329	4	146,437	1,230	5
Duke	186,437	494	6	120,793	407	4	103,527	329	7	142,539	1,230	6
Yale	192,245	494	5	118,341	407	7	95,902	329	13	142,021	1,230	7
Northwestern	181,956	494	9	115,149	407	10	102,739	329	8	138,661	1,230	8
Wash. Univ - St Louis	183,550	494	8	110,583	407	12	98,301	329	11	136,604	1,230	9
UCLA	173,660	494	11	111,477	407	11	91,169	329	18	131,019	1,230	10
Cornell University - Endowed College	164,959	494	13	115,330	407	9	98,352	329	10	130,721	1,230	11
Vanderbilt	174,788	494	10	107,497	407	17	88,934	329	23	129,558	1,230	12
UC Berkeley	165,035	494	12	110,141	407	14	99,193	329	9	129,259	1,230	13
Southern Cal	164,558	494	15	110,020	407	15	95,627	329	14	128,074	1,230	14
Boston University	161,614	494	16	110,189	407	13	93,189	329	16	126,296	1,230	15
Brown	164,749	494	14	107,565	407	16	88,940	329	22	125,549	1,230	16
Toronto	149,346	494	22	117,071	407	8	92,591	329	17	123,486	1,230	17
Carnegie-Mellon	150,692	494	21	104,188	407	19	104,429	329	6	122,930	1,230	18
Michigan	156,872	494	18	103,900	407	20	89,630	329	21	121,358	1,230	19
Emory	158,381	494	17	104,809	407	18	85,923	329	28	121,273	1,230	20
Rutgers	153,734	494	19	102,212	407	21	80,711	329	39	117,153	1,230	21
Rochester	143,472	494	31	101,654	407	22	96,031	329	12	116,945	1,230	22
Georgia Tech	145,935	494	26	99,903	407	24	94,312	329	15	116,895	1,230	23
Virginia	150,847	494	20	99,487	407	25	87,038	329	25	116,785	1,230	24
UC San Diego	147,423	494	23	96,853	407	28	90,248	329	20	115,397	1,230	25
Illinois	144,995	494	30	96,203	407	32	90,367	329	19	114,238	1,230	26
North Carolina	146,218	494	25	97,235	407	27	84,156	329	32	113,410	1,230	27
Texas	145,402	494	28	94,416	407	34	88,461	329	24	113,301	1,230	28
Maryland	142,001	494	33	99,217	407	26	86,466	329	26	112,989	1,230	29
UC Irvine	145,596	494	27	94,916	407	33	85,559	329	29	112,767	1,230	30
SUNY-Stony Brook	143,397	494	32	100,183	407	23	80,508	329	41	112,276	1,230	31
Penn State	140,650	494	34	96,850	407	29	84,987	329	30	111,268	1,230	32
Tulane	147,099	494	24	91,983	407	41	79,809	329	43	110,863	1,230	33
Ohio State	139,239	494	36	94,148	407	36	84,761	329	31	109,747	1,230	34
UC Santa Barbara	145,145	494	29	89,975	407	48	78,195	329	47	108,981	1,230	35
Pittsburgh	140,175	494	35	93,002	407	38	77,780	329	49	107,876	1,230	36
Minnesota	136,044	494	37	91,867	407	42	82,274	329	35	107,044	1,230	37
Brandeis	130,810	494	45	96,629	407	30	82,153	329	36	106,485	1,230	38
Washington	128,054	494	50	96,346	407	31	86,220	329	27	106,372	1,230	39
Case Western	136,028	494	38	91,561	407	44	79,294	329	44	106,139	1,230	40
UC Davis	134,004	494	41	91,177	407	46	82,099	329	37	105,949	1,230	41
Indiana	132,578	494	43	90,709	407	47	82,994	329	33	105,461	1,230	42
Colorado	128,844	494	47	94,273	407	35	82,382	329	34	104,977	1,230	43
SUNY-Buffalo	133,448	494	42	91,753	407	43	77,918	329	48	104,798	1,230	44
Iowa	135,342	494	39	89,922	407	49	76,653	329	51	104,614	1,230	45
Illinois - Chicago	131,618	494	44	92,346	407	40	79,030	329	45	104,557	1,230	46
Purdue	130,631	494	46	91,361	407	45	80,650	329	40	104,268	1,230	47
Michigan State	135,140	494	40	92,837	407	39	72,017	329	56	104,258	1,230	48
Wisconsin	123,450	494	51	93,258	407	37	81,598	329	38	102,265	1,230	49
Texas A&M	128,245	494	49	88,064	407	51	80,413	329	42	102,155	1,230	50
Florida	128,288	494	48	85,115	407	52	76,230	329	52	100,078	1,230	51
Iowa State	122,279	494	52	88,905	407	50	78,827	329	46	99,613	1,230	52
Arizona	122,167	494	53	85,105	407	53	73,389	329	54	96,856	1,230	53
Nebraska	118,972	494	55	81,983	407	56	77,678	329	50	95,687	1,230	54
Kansas	121,156	494	54	82,318	407	55	73,278	329	55	95,498	1,230	55
Oregon	114,104	494	57	82,480	407	54	74,995	329	53	93,179	1,230	56
Missouri	117,488	494	56	78,191	407	57	64,732	329	57	90,373	1,230	57
Mean	\$150,000			\$100,368			\$87,885			\$116,963		

Includes all fulltime instructional faculty (regular and temporary). Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11ths factor.
source: Annual AAUP Faculty Salary Survey for fulltime instructional faculty as exchanged via the AAU Data Exchange (AAUDE).

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2013

Normalized by ISU's rank distribution

Institution	Professor		Associate Professor		Assistant Professor		Combined		Salary Ranking
	Average Salary	N	Average Salary	N	Average Salary	N	Average Salary	N	
Columbia	215,518	515	145,303	403	110,858	306	166,235	1,224	1
Stanford	215,152	515	140,227	403	117,477	306	166,064	1,224	2
Harvard	207,145	515	123,773	403	114,548	306	156,546	1,224	3
Chicago, Univ of	210,725	515	118,853	403	105,612	306	154,198	1,224	4
Penn	192,277	515	119,472	403	118,046	306	149,748	1,224	5
MIT	185,855	515	127,175	403	111,079	306	147,841	1,224	6
Caltech	182,104	515	122,727	403	116,210	306	146,081	1,224	7
Duke	186,437	515	120,793	403	103,527	306	144,097	1,224	8
Yale	192,245	515	118,341	403	95,902	306	143,827	1,224	9
Northwestern	181,956	515	115,149	403	102,739	306	140,156	1,224	10
Wash. Univ - St Louis	183,550	515	110,583	403	98,301	306	138,214	1,224	11
UCLA	173,660	515	111,477	403	91,169	306	132,564	1,224	12
Cornell	164,959	515	115,330	403	98,352	306	131,967	1,224	13
Vanderbilt	174,788	515	107,497	403	88,934	306	131,169	1,224	14
Rice	171,488	515	106,415	403	95,513	306	131,069	1,224	15
UC Berkeley	165,035	515	110,141	403	99,193	306	130,501	1,224	16
Southern Cal	164,558	515	110,020	403	95,627	306	129,369	1,224	17
Boston University	161,614	515	110,189	403	93,189	306	127,576	1,224	18
Brown	164,749	515	107,565	403	88,940	306	126,969	1,224	19
Toronto	149,346	515	117,071	403	92,591	306	124,531	1,224	20
Carnegie-Mellon	150,692	515	104,188	403	104,429	306	123,815	1,224	21
Emory	158,381	515	104,809	403	85,923	306	122,628	1,224	22
Michigan	156,872	515	103,900	403	89,630	306	122,620	1,224	23
Rutgers	153,734	515	102,212	403	80,711	306	118,515	1,224	24
Virginia	150,847	515	99,487	403	87,038	306	117,985	1,224	25
Georgia Tech	145,935	515	99,903	403	94,312	306	117,873	1,224	26
Rochester	143,472	515	101,654	403	96,031	306	117,843	1,224	27
UC San Diego	147,423	515	96,853	403	90,248	306	116,479	1,224	28
Illinois	144,995	515	96,203	403	90,367	306	115,273	1,224	29
North Carolina	146,218	515	97,235	403	84,156	306	114,575	1,224	30
Texas	145,402	515	94,416	403	88,461	306	114,380	1,224	31
Maryland	142,001	515	99,217	403	86,466	306	114,030	1,224	32
UC Irvine	145,596	515	94,916	403	85,559	306	113,900	1,224	33
SUNY-Stony Brook	143,397	515	100,183	403	80,508	306	113,447	1,224	34
Penn State	140,650	515	96,850	403	84,987	306	112,313	1,224	35
Tulane	147,099	515	91,983	403	79,809	306	112,130	1,224	36
Ohio State	139,239	515	94,148	403	84,761	306	110,773	1,224	37
UC Santa Barbara	145,145	515	89,975	403	78,195	306	110,243	1,224	38
Pittsburgh	140,175	515	93,002	403	77,780	306	109,044	1,224	39
Minnesota	136,044	515	91,867	403	82,274	306	108,056	1,224	40
Brandeis	130,810	515	96,629	403	82,153	306	107,392	1,224	41
Case Western	136,028	515	91,561	403	79,294	306	107,204	1,224	42
Washington	128,054	515	96,346	403	86,220	306	107,156	1,224	43
UC Davis	134,004	515	91,177	403	82,099	306	106,927	1,224	44
Indiana	132,578	515	90,709	403	82,994	306	106,397	1,224	45
Colorado	128,844	515	94,273	403	82,382	306	105,846	1,224	46
SUNY-Buffalo	133,448	515	91,753	403	77,918	306	105,838	1,224	47
Iowa	135,342	515	89,922	403	76,653	306	105,715	1,224	48
Univ of Illinois at Chicago	131,618	515	92,346	403	79,030	306	105,541	1,224	49
Michigan State	135,140	515	92,837	403	72,017	306	105,431	1,224	50
Purdue	130,631	515	91,361	403	80,650	306	105,206	1,224	51
Texas A&M	128,245	515	88,064	403	80,413	306	103,058	1,224	52
Wisconsin	123,450	515	93,258	403	81,598	306	103,046	1,224	53
Florida	128,288	515	85,115	403	76,230	306	101,059	1,224	54
Iowa State	122,279	515	88,905	403	78,827	306	100,428	1,224	55
North Carolina State*	121,764	515	86,600	403	76,167	306	98,787	1,224	
Arizona	122,167	515	85,105	403	73,389	306	97,770	1,224	57
Nebraska	118,972	515	81,983	403	77,678	306	96,470	1,224	58
Kansas	121,156	515	82,318	403	73,278	306	96,399	1,224	59
Oregon	114,104	515	82,480	403	74,995	306	93,915	1,224	60
Missouri	117,488	515	78,191	403	64,732	306	91,360	1,224	61
Mean	151,490		101,345		88,659		119,272		

*North Carolina State is not in the AAU.

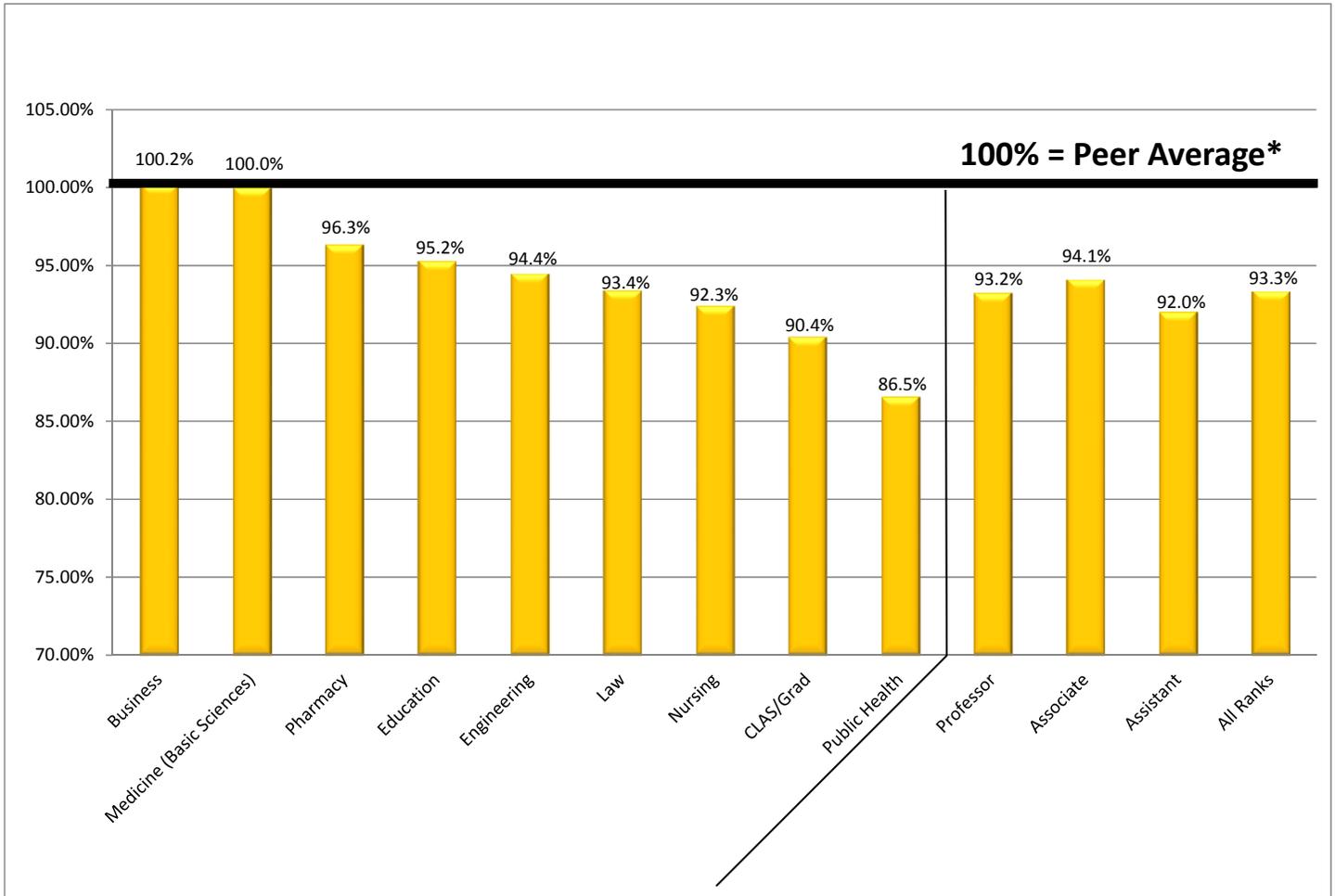
note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11ths (.818) factor, unless specified otherwise.

source: Annual AAUP Faculty Salary Survey as exchanged via the AAU Data Exchange (AAUDE).

Average Faculty Salaries by Academic Rank, FY 2014 (Peer institutions as listed by Education Trust*) Peers Adjusted to UNI Rank Distribution												
University	Three Ranks Combined			Assistant Professor			Associate Professor			Professor		
	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking
University of Alabama	102,952	478	1	69,900	114	7	91,900	195	2	138,000	169	1
University of California - Riverside	102,278	478	2	81,600	114	1	85,400	195	4	135,700	169	2
University of New Hampshire	101,207	478	3	80,600	114	2	94,800	195	1	122,500	169	3
University of Mississippi-Main	90,440	478	4	70,100	114	6	82,000	195	8	113,900	169	4
University of North Carolina-Charlotte	90,144	478	5	73,100	114	3	80,300	195	12	113,000	169	5
Kent State University-Main	89,312	478	6	71,300	114	4	82,000	195	9	109,900	169	7
West Chester University of Pennsylvania	89,168	478	7	69,600	114	10	85,500	195	3	106,600	169	10
University of North Texas	88,441	478	8	67,100	114	16	81,800	195	10	110,500	169	6
North Dakota State University-Main	87,834	478	9	69,800	114	8	80,900	195	11	108,000	169	8
Bloomsburg University of Pennsylvania	87,353	478	10	65,400	114	21	84,200	195	6	105,800	169	12
Indiana University of Pennsylvania-Main	87,038	478	11	62,800	114	31	84,600	195	5	106,200	169	11
Ohio University	86,441	478	12	70,400	114	5	79,300	195	13	105,500	169	13
Kutztown University of Pennsylvania	86,249	478	13	64,100	114	25	82,600	195	7	105,400	169	14
University of North Carolina-Greensboro	85,876	478	14	69,800	114	9	76,100	195	20	108,000	169	9
Central Michigan University	84,505	478	15	68,500	114	11	78,700	195	14	102,000	169	16
Oakland University	84,161	478	16	66,100	114	18	77,700	195	15	103,800	169	15
Mississippi State University	82,356	478	17	67,700	114	15	75,200	195	22	100,500	169	18
Northern Illinois University	81,915	478	18	68,300	114	12	75,500	195	21	98,500	169	20
East Carolina University	80,549	478	19	68,000	114	14	75,100	195	23	95,300	169	26
Grand Valley State University	80,458	478	20	63,000	114	28	76,500	195	18	96,800	169	22
Western Illinois University	80,386	478	21	62,300	114	34	76,300	195	19	97,300	169	21
Northern Arizona University	80,336	478	22	61,100	114	38	73,500	195	25	101,200	169	17
Florida A & M University	79,683	478	23	60,800	114	40	77,100	195	16	95,400	169	25
Eastern Illinois University	78,488	478	24	66,900	114	17	73,900	195	24	91,600	169	31
University of North Carolina-Wilmington	78,313	478	25	63,700	114	27	71,700	195	29	95,800	169	23
Indiana State University	78,076	478	26	64,200	114	24	71,000	195	33	95,600	169	24
Illinois State University	77,589	478	27	68,100	114	13	71,600	195	31	90,900	169	32
University of Nebraska-Omaha	77,554	478	28	64,500	114	23	77,000	195	17	87,000	169	39
California State University - Fresno	77,335	478	29	66,100	114	19	70,500	195	36	92,800	169	28
University of Northern Iowa	77,274	478	30	62,800	114	32	72,800	195	26	92,200	169	30
Montana State University-Bozeman	77,178	478	31	65,100	114	22	70,700	195	34	92,800	169	29
Bowling Green State University-Main	77,017	478	32	63,000	114	29	65,900	195	46	99,300	169	19
Appalachian State University	76,354	478	33	62,900	114	30	71,700	195	30	90,800	169	33
University of Minnesota-Duluth	76,134	478	34	57,200	114	48	72,500	195	28	93,100	169	27
South Dakota State University	75,250	478	35	63,800	114	26	72,800	195	27	85,800	169	40
Tennessee Technological University	74,517	478	36	60,900	114	39	71,400	195	32	87,300	169	37
Ball State University	74,254	478	37	58,700	114	42	69,700	195	38	90,000	169	34
SUNY College At Oswego	73,743	478	38	56,500	114	50	70,600	195	35	89,000	169	35
Saint Cloud State University	73,295	478	39	62,000	114	37	70,100	195	37	84,600	169	44
Northern Michigan University	72,978	478	40	58,700	114	43	69,000	195	40	87,200	169	38
University of Montana-Missoula	72,717	478	41	62,200	114	35	67,700	195	43	85,600	169	42
Radford University	72,638	478	42	62,200	114	36	69,500	195	39	83,300	169	45
Murray State University	71,751	478	43	58,000	114	45	67,700	195	42	85,700	169	41
University of Northern Colorado	71,572	478	44	55,200	114	51	66,300	195	45	88,700	169	36
Georgia Southern University	71,338	478	45	62,600	114	33	67,900	195	41	81,200	169	47
Winona State University	71,101	478	46	58,300	114	44	66,800	195	44	84,700	169	43
University of Wisconsin-Whitewater	70,375	478	47	65,700	114	20	65,200	195	47	79,500	169	49
University of Central Arkansas	69,029	478	48	57,900	114	46	64,900	195	48	81,300	169	46
University of Wisconsin-Eau Claire	66,182	478	49	59,900	114	41	62,300	195	49	74,900	169	51
University of Wisconsin-Oshkosh	65,965	478	50	57,300	114	47	61,900	195	50	76,500	169	50
University of West Georgia	65,907	478	51	52,700	114	53	61,500	195	51	79,900	169	48
University of Wisconsin-Stout	63,863	478	52	57,200	114	49	61,400	195	52	71,200	169	52
University of Wisconsin-Stevens Point	60,812	478	53	53,200	114	52	58,600	195	53	68,500	169	53
Stephen F Austin State University												
West Virginia University												
Mean	\$79,202			\$64,130			\$64,130			\$42,406		

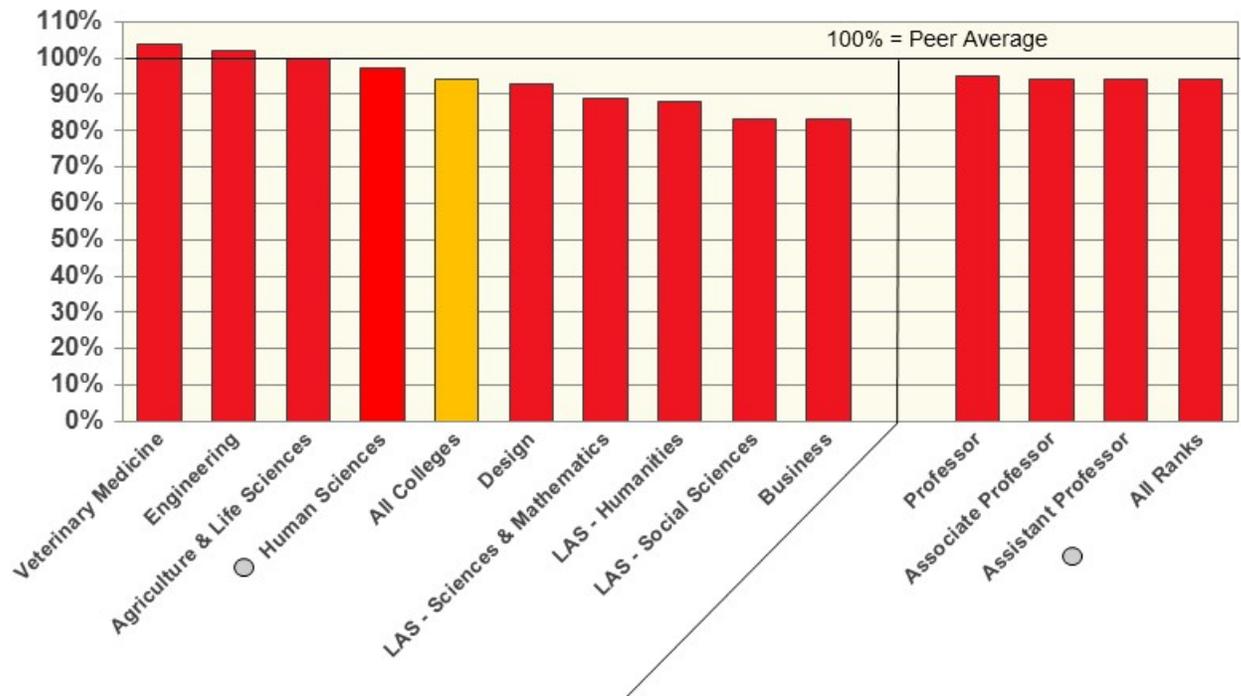
*Peer institutions from the report titled *A Matter of Degrees: Improving Graduation Rates in Four-Year Colleges and Universities*, Education Trust, May 2004.
Definition of peer institutions: "Competitive" student selectivity, Masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100.
Data not available for the following peer institution: Stephen F Austin State University and West Virginia University
Data Source: ACADEME, AAUP, March-April 2014.

UNIVERSITY OF IOWA
FACULTY SALARIES AS A PERCENT OF PEER AVERAGE
FY 2014



Percentiles by rank do not include the College of Dentistry
Peer averages are adjusted to Iowa rank distribution with the exception of the College of Law.

IOWA STATE UNIVERSITY Faculty Salary as a Percent of Peer Average - FY 2014



AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS					
FY 2011 - FY 2015					
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
SUI PEER GROUP					
Indiana University, Bloomington	3.00%	1.50%	2.20%	2.50%	2.00%
Ohio State University, Main Campus	2.00%	2.00%	3.00%	2.00%	2.00%
University of Arizona	0.00%	0.00%	0.00%	3.00%	0.00%
University of California, Los Angeles	0.00%	4.78%	1.75%	3.50%	3.00%
University of Illinois, Urbana	2.50%	4.40%	2.50%	2.75%	2.50%
UNIVERSITY OF IOWA	2.50%	3.13%	2.38%	2.10%	2.20%
University of Michigan, Ann Arbor	n/a	n/a	n/a	n/a	n/a
University of Minnesota, Twin Cities	2.00%	0.00%	2.50%	2.50%	2.50%
University of North Carolina - Chapel Hill	0.00%	0.00%	2.00%	1.00%	n/a
University of Texas, Austin	n/a	2.60%	2.19%	n/a	n/a
University of Wisconsin, Madison	0.00%	0.00%	0.00%	1.00%	1.00%
ISU PEER GROUP					
IOWA STATE UNIVERSITY	1.90%	2.30%	2.40%	3.20%	3.45%
Michigan State University	0.00%	2.00%	2.50%	2.75%	n/a
North Carolina State University	0.00%	0.00%	1.80%	n/a	<1.0%*
Ohio State University, Main Campus	2.00%	2.00%	3.00%	2.00%	2.00%
Purdue University, Main Campus	0.00%	2.00%	2.30%	1.00%	n/a
Texas A&M	0.00%	0.00%	n/a	n/a	n/a
University of Arizona	0.00%	0.00%	0.00%	3.00%	0.00%
University of California, Davis	0.00%	4.78%	n/a	n/a	n/a
University of Illinois, Urbana	2.50%	4.40%	2.50%	2.75%	2.50%
University of Minnesota, Twin Cities	2.00%	0.00%	2.50%	2.50%	2.50%
University of Wisconsin, Madison	0.00%	0.00%	0.00%	1.00%	1.00%
UNI PEER GROUP					
California State University, Fresno	n/a	n/a	0.00%	n/a	n/a
Central Michigan University	3.00%	n/a	1.25%	1.50%	2.00%
Illinois State University	2.50%	3.00%	0.00%	n/a	2.00%
Indiana State University, Terre Haute	n/a	n/a	n/a	n/a	2.00%
Northern Arizona University	n/a	3.50%	0.00%	5.00%	3.00%
Ohio University, Athens	1.00%	3.90%	2.50%	2.00%	n/a
University of Minnesota, Duluth	n/a	2.00%	n/a	n/a	n/a
University of North Carolina, Greensboro	n/a	0.00%	1.20%	0.00%	n/a
University of North Texas	0.00%	0.00%	3.00%	0.00%	1.00%
UNIVERSITY OF NORTHERN IOWA	3.00%	2.90%	3.52%	2.00%	2.25%
University of Wisconsin, Eau Claire	0.00%	0.00%	0.00%	1.00%	1.00%

*faculty received \$1,000 flat amount

FY 2012 and FY 2013 Increases for UNI-United Faculty were 2.25% on July 1 and 1.25% on January of each fiscal year which equate to 2.9% for the year, the 3.52% represents annualization of the increases.

**REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2013-14
AVERAGE FACULTY TOTAL COMPENSATION, 2013-14**

COMPARISON GROUPS	Average Faculty Salary (all ranks)	Rank Average Salary	Benefits as % of Salary	Average Faculty Total Compensation (1)	Rank Total Compensation
University of California, Los Angeles	147,560	1	34.60%	198,678	1
University of Michigan, Ann Arbor	126,361	2	24.00%	156,686	2
University of Illinois, Urbana	117,300	4	27.80%	149,909	3
University of Minnesota, Twin Cities	109,000	7	34.20%	146,210	4
University of North Carolina, Chapel Hill	115,994	5	25.80%	145,936	5
University of Texas, Austin	119,796	3	19.80%	143,472	6
Ohio State University, Main Campus	111,300	6	25.40%	139,570	7
University of Wisconsin	106,800	9	27.40%	136,063	8
UNIVERSITY OF IOWA	104,614	10	29.00%	134,932	9
Indiana University, Bloomington	107,477	8	25.40%	134,755	10
University of Arizona	99,600	11	28.60%	128,086	11
University of California, Davis	116,500	2	29.40%	150,751	1
University of Illinois, Urbana	117,300	1	27.80%	149,909	2
University of Minnesota, Twin Cities	109,000	4	34.20%	146,210	3
Michigan State University	104,000	8	34.30%	139,672	4
Ohio State University, Main Campus	111,300	3	25.40%	139,570	5
Purdue University, Main Campus	106,200	6	28.70%	136,679	6
University of Wisconsin	106,800	5	27.40%	136,063	7
IOWA STATE UNIVERSITY	100,400	9	32.20%	132,729	8
University of Arizona	99,600	10	28.60%	128,086	9
North Carolina State University	99,400	11	28.10%	127,331	10
Texas A & M	106,100	7	19.90%	127,214	11
Indiana State University, Terre Haute	77,800	7	51.00%	117,600	1
Central Michigan University	86,500	2	35.60%	117,000	2
Ohio University, Athens	85,500	3	33.80%	114,500	3
University of North Carolina, Greensboro	84,700	4	29.80%	108,900	4
California State University, Fresno	79,200	6	35.50%	106,400	5
University of Minnesota, Duluth	72,600	10	48.60%	106,400	6
University of North Texas	89,100	1	18.30%	104,800	7
Northern Arizona University	79,600	5	31.70%	104,800	8
Illinois State University	77,400	8	31.50%	101,500	9
UNIVERSITY OF NORTHERN IOWA	77,300	9	30.50%	101,200	10
University of Wisconsin, Eau Claire	65,600	11	41.30%	92,300	11

Source: SUI and ISU -- AAUP Faculty Compensation Survey acquired through AAU Data Exchange

UNI -- Academe, Bulletin of the American Association University Professors, March-April 2013

(1) Total compensation includes [a] retirement contributions; [b] medical insurance; [c] disability income protection [d] tuition for faculty dependents; [e] dental insurance; [f] social security; [g] unemployment insurance; [h] group life insurance [i] workers compensation premiums; [j] other benefits such as moving expenses

**Average Faculty Salaries by Academic Rank, FY2014 (MD or equivalent degree holders)
University of Iowa and All AAMC Public and Private Medical Schools by Regional Group**

Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking
Midwest	351,000	3,541	2	307,400	3,428	2	275,500	8,312	1	300,200	15,281	1
Northeast	356,800	4,129	1	321,500	5,044	1	261,000	11,565	2	294,800	20,738	2
West	323,200	2,979	4	279,700	2,425	4	237,000	4,319	4	274,100	9,723	3
South	326,300	3,659	3	282,600	4,419	3	249,800	9,562	3	273,900	17,640	4
University of Iowa	315,500	219	5	247,800	188	5	226,500	263	5	261,600	670	5
Mean	\$340,200			\$299,900			\$258,100			\$286,800		

PART 7

Employee Awards Programs

University of Iowa and Iowa State University

In May 2005, the Board approved a pilot program to recognize exceptional performance by nonorganized professional and scientific staff at the University of Iowa. The program was approved for a one-year period. The program allowed for awards for exceptional performance (up to 10% of salary) and SPOT awards (\$75 or less). The University reported that as of March 4, 2006, 64 exceptional performance awards and 103 SPOT awards were given. These were cash awards and were not added to base salary.

Rather than ask the Board to consider extension of the pilot award program at the University of Iowa, the Policy Manual was revised to authorize such programs at the other institutions. The revision to Chapter 4 of the Policy Manual, inserted below, allows each institution to develop its own procedures for recognizing exceptional performance in nonorganized faculty and professional and scientific staff.

Pay for Exceptional Performance

The institutions are authorized to develop procedures for approval by the Executive Director to recognize exceptional performance by nonorganized faculty professional and scientific staff.

If an institution chooses to institute such an award program, the number and amount of awards given, gender and ethnic breakdown of recipients as compared to all the eligible staff and examples of achievements recognized will be reported annually as a part of the Human Resources Comprehensive Report.

The University of Iowa program to recognize exceptional performance has been in place for several years. Iowa State University implemented an Extra-Meritorious Performance Pay program in FY 2011.

The following describes the operation of the University of Iowa Flexible Pay Program during FY 2014.

University of Iowa -- Flexible Pay Program Standards:

Flexible pay was awarded for extra-meritorious performance that included project completion, sustained above average performance, revenue generation and excellent customer service, etc. Two types of awards were allowed: (1) Exceptional Performance Awards, and (2) SPOT Performance Awards

In order to be eligible for a Flexible Pay Award, an employee must have been employed at the University of Iowa in a regular position for at least six months, have a current above average performance evaluation on file, and must have received at least the average July 1 salary increase. Flexible pay was awarded in the form of a lump sum payment that was not added to base salary and could be awarded at any time during the year. For exceptional performance employees could receive up to 10% of their salary in flexible pay. No more than 10% of the non-organized P&S employees would be eligible to receive Exceptional Performance Awards.

Spot Awards of \$25.00 to \$75.00 was another component of the Flexible Pay Program that allows departments to immediately recognize outstanding performance. Departments were responsible for funding all Flexible Pay Awards.

SUMMARY OF THE SUI FLEXIBLE PAY PROGRAM FROM JULY 1, 2013 TO JUNE 30, 2014

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	5,745	185	\$400-\$22,360	\$3,953	\$731,322
Spot Awards	5,745	405	\$20-\$75	\$74	\$48,744

	Females*	Minorities*
Percentage of Exceptional Performance Awards	63.2%	2.7%
Percentage of Spot Awards	56.8%	2.0%

***Note:** Females make up approximately 62% of eligible non-bargaining P&S staff members. Minorities comprise approximately 9.6% of eligible non-bargaining P&S staff members.

EXAMPLES OF SUI EXCEPTIONAL PERFORMANCE AWARDS

This exceptional performance award is in recognition of the planning, design and launch of the Mobile Museum. This was a project that had a short timeline of 9 months and was a significant undertaking. The employee worked with the UI Foundation and Winnebago to custom build a 38 foot RV (the shell of the Mobile Museum). This is a mobile museum built in Iowa, by Iowans, for Iowans. Worked with two Iowa exhibit design teams to create and install three exhibits; Iowa's Ice Age Giants explores the great mammals that roamed the state during the last ice age and their sudden extinction; Glenwood: Iowa's First Farmers tells the story of the Glenwood culture centered in the Loess Hills and their connections to the Iowa landscape through agriculture; and Cornerstones focuses on the founding of Iowa and writing of its constitution, the building of the Old Capitol building, and the creation of the University of Iowa. This employee coordinated the development of an interactive video wall from design to content creation to implementation. The Video wall helps explain the importance of research and discovery of some of the state's natural and cultural treasures to Iowa communities. The Mobile Museum traveled to 25 different venues throughout the state. This individual was instrumental in coordinating this new approach of taking exhibits to Iowa Communities and increasing the University of Iowa's engagement throughout the State.

This award recognizes an employee for distinguished performance in the InVitro Fertilization Services Unit. Through this employee's critical guidance, expertise and diligence the UIHC exceeds the national average for assisted pregnancy rates by more than 10%. During the past year, this employee introduced and validated a new methodology for embryo cryopreservation that significantly improves embryo survival rates. This new methodology affords patients another enhanced option when considering an assisted pregnancy procedure. This employee was also responsible for overseeing a complete renovation of the air handling system in the IVF laboratory. Enhancing the air quality of the laboratory has led to increased embryo fertilization probabilities and survival rates. Healthy, embryos correlate to highly successful pregnancy rates, which is the cornerstone of our Center of Excellence. Vibrant, healthy embryos allow single embryo transfers which reduce multiple births while still maintaining successful pregnancy rates. The employee is the key component in this life altering process for infertile couples.

An employee was recognized for revenue generation in the College of Engineering. This employee was instrumental in securing a five-year multi-million dollar agreement with the Iowa Department of Natural Resources (DNR) to facilitate cooperation and resource-sharing in investigating and analyzing groundwater and geological resources in the state. Under the agreement a number of groundwater and geologic activities, formerly conducted by the DNR's Geological & Water Survey Bureau will be performed in coordination with the State Geologist under a newly formed division of IIHR--the Iowa Geological Survey (IGS). This employee has led the efforts related to the transition of DNR staff and activities over to The University of Iowa. The employee has also worked with the DNR to draft a work plan for the current fiscal year, identify deliverables, maps or reports that are intended to be provided during the year, as well as in what form the product shall be provided.

This example of exceptional performance relates to improved effectiveness, providing valuable, high quality services, but also of being a partner with faculty, departments, and colleges. This employee led the efforts to provide new services such as Panapto Lecture Capture service, standardized the technologies in all GEF classrooms and improved reliability and support, and greatly improved the usage and reliability of the course management system, ICON. This employee's team completed a major upgrade to the Desire2Learn component of ICON. The competence of this employee has led to the merging two existing groups (The Center for Teaching and Evaluation and Examination Services) with Instructional Services. This merger brought all educational service groups to together which will provide consistency across campus and increased operational efficiencies. This employee expended a tremendous amount of effort planning, modeling and strategizing for the departmental merger. The results of the merger has been very positive across campus by engaging faculty, staff and forming and leading an advisory group that reviewed the details of the merger.

Summary:

The University of Iowa Flexible Pay Program has provided colleges and departments with a mechanism for rewarding exceptional performance outside of July 1st that does not increase base salaries on a continuing basis. Timely monetary lump sum payments are given to employees for completing major projects on time, recommending different and more efficient ways to perform certain activities, revenue generation, and providing excellent customer service.

Five-year history of the awards program is shown below.

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Exceptional Performance Awards	117	280	345	306	185
Spot Awards	192	312	403	440	405

Iowa State University – Extra-Meritorious Performance Pay Program

Iowa State University maintains an Extra-Meritorious Performance Pay Program for Professional and Scientific (P&S) employees. Monetary awards may be given to reward an individual or group of individuals for outstanding performance or for a specific accomplishment that is beyond normal job expectations. Awards may be granted at any time during the fiscal year and are provided in the form of a lump sum payment. Eligible P&S employees may receive only one award per year. The maximum award is 10% of base pay. The award does not become part of base salary.

SUMMARY OF THE ISU EXTRA-MERITORIOUS PERFORMANCE PAY PROGRAM FROM JULY 1, 2013
TO JUNE 30, 2014

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	2,387	57	\$500-\$10,000	\$3,724	\$212,280

	Females*	Minorities*
Percentage of Exceptional Performance Awards	56%	7%

***Note:** Females make up approximately 56% of eligible non-bargaining P&S staff members. Minorities comprise approximately 7% of eligible non-bargaining P&S staff members.

ISU implemented the exceptional performance awards program in FY 2011. The history of awards given are below.

	FY 2011	FY 2012	FY 2013	FY 2014
Exceptional Performance Awards	33	28	53	57

EXAMPLES OF ISU EXTRA-MERITORIOUS PERFORMANCE AWARDS

Examples of recognized achievements:

- Incumbent played a lead role in the design and implementation of key P&S personnel policies
- Incumbent identified a gap in hiring a sought after skill set and developed processes which has led to successful hires.
- Acceptance of duties to partner with another area of campus
- Incumbent accept project manager responsibilities to implement a university IT system.