

Contact: Marcia Brunson and  
Diana Gonzalez (faculty resignations)

### COMPREHENSIVE HUMAN RESOURCES REPORT

**Action Requested:** Receive the report.

**Executive Summary:** This report combines a number of individual annual governance reports: Regent Merit System, Fringe Benefits including sick and vacation leave, Salary, Faculty Resignations, Faculty Salary Comparisons, and Retirement. A new component this year is the report of Employee Awards Programs. Each component of the report is summarized below. More detail relating to these annual governance reports may be found in the complete Comprehensive Human Resources Report available as an attachment to this memorandum on the Board's website or in the Regent Exhibit Book available at the February meeting.

#### Regent Merit System – FY 2007

As of June 30, 2007, there were 7,818 employees in the Regent Merit System. Approximately 90% of these employees are in AFSCME bargaining units (Blue Collar, Security, Technical and Clerical). The remaining employees are either supervisory or designated as confidential as per the Iowa Code, Chapter 20. Overall in the merit system about 6% of the employees are minority (7.5% at SUI, 4.1% at ISU; 8.7% at UNI; 11.8% at ISD and 2.4% at IBSSS). Approximately 55% (305) of the transfers during the year were contract transfers pursuant to the AFSCME collective bargaining agreement. There were 421 resignations, 108 retirements, and 74 dismissals for cause.

Overall, average FY 2007 salary for merit system employees at the five institutions was \$35,751.

In accordance with the administrative rules, 160 requests for classification review were filed. 144 of these requests resulted in reclassifications to a different classification -- 108 of those were to classifications in higher pay grades. Of these 160 classification decisions, six appeals were filed. In four of the appeals, the decisions of the Merit System Director were upheld by the appeal committee. One appeal was withdrawn prior to hearing.

#### Sick and Vacation Leave – FY 2007

Permanent employees of the State of Iowa earn 1½ days of sick leave per month. Unused sick leave is carried forward each year. Upon retirement, an employee receives payment for the employee's sick leave balance, to a maximum of \$2,000. Regent employees used 170,106 days of sick leave in FY 2007 at a cost of \$31.8 million. Average usage per employee was 6.96 days. Average usage in FY 2006 was 7.2 days. Average usage for faculty was 1.79 days; P&S – 6.67 days; and Merit – 10.38 days.

Employees in the Regent Merit System earn vacation leave based on years of service – 1<sup>st</sup> through 4<sup>th</sup> year – 2 weeks; 5<sup>th</sup> through 11<sup>th</sup> – 3 weeks; 12<sup>th</sup> through 19<sup>th</sup> – 4 weeks; 20<sup>th</sup> through 24<sup>th</sup> – 4.4 weeks; and 25<sup>th</sup> and beyond – 5 weeks. Full-time P&S staff and 12-month faculty accrue vacation at the rate of 22 working days (plus two unscheduled holidays) per year.

Full-time staff hired after July 1, 1999, in the SEIU bargaining unit at the University of Iowa accrue vacation on an increasing scale beginning with 120 hours in the first three years of employment to a maximum of 192 hours after six years of employment.

Average vacation use per employee was 16.98 days in FY 2007. FY 2006 average was 18.41 days.

In addition to vacation leave, Regent employees receive nine paid holidays.

#### Fringe Benefits – FY 2007

The Regent institutions spent \$445.7 million for insurance and retirement for faculty and staff during FY 2007. Institutional costs for fringe benefits as a percent of payroll were SUI – 29.3%; ISU – 30.4%; UNI – 35%; ISD – 38.4%; and IBSSS – 39%.

Employees of the Board of Regents are covered by Social Security and Medicare. Social Security contribution is 6.2% for both the employer and the employee to a calendar year 2007 salary maximum of \$97,500. Medicare contribution is 1.45% on all salary.

Employees may select to participate either in IPERS (a defined benefit program) or TIAA-CREF (a defined contribution program) or a qualified substitute. About 119 employees at ISU are covered by federal retirement. Approximately 23,943 employees participate in TIAA-CREF and 3,071 in IPERS. At the universities, the employer contribution to TIAA-CREF is 10%, and the employee contributes 5%. Contributions to TIAA-CREF at the special schools are at the IPERS rates – 5.75% by the employer and 3.7% by the employee. In FY 2007, the institutions contributed \$122.7 million to TIAA-CREF and \$2.4 million to IPERS.

The institutions provide employees with life insurance, accidental death and dismemberment, and long term disability insurance.

Each university offers health and dental insurance programs for its faculty, P&S staff, and nonorganized merit staff. The AFSCME covered employees at the universities and all employees of the special schools participate in the state health and dental insurance programs. The total cost to the institutions to provide health insurance coverage to faculty and staff in FY 2007 was \$172.3 million which is an increase of approximately 11% from last year.

More detailed information about the fringe benefits programs at the five institutions may be found in the full report beginning on page 11. The full report is available as an attachment to this memo on the Regents website or in the Regent Exhibit Book which will be available the Board meeting.

#### Retirement Report – FY 2007

In addition to regular retirement either through IPERS or TIAA-CREF, faculty and staff may retire by participating in the phased retirement program. The phased retirement program was first approved by the Board in 1982. With approval of the institutional administration, faculty and staff may request participation in phased retirement at age 57 with at least 15 years of service. Merit system employees must be age 60 and have at least 20 years of service. Through the program, employees reduce their appointments to no greater than 65% and no less than 50%. A normal phasing period is five years and during the first four years, the participant's salary reflects the actual time worked plus an additional 10% incentive. Benefits in the first four years are paid as if the employee were fulltime. The current phased retirement program expires on June 30, 2012.

There were 53 new participants in phased retirement in FY 2007 with a total of 102 currently active. A total of 790 faculty and staff have participated in the program since its inception in 1982.

The cost of phased retirement incentives was \$897,572. Approximately \$2.8 million was released through operation of the phased retirement program. These funds were used in a variety of ways at the universities with most going toward either replacement personnel or reallocations to fund other areas of need.

During FY 2007, 265 faculty and staff left the institutions through regular retirement.

#### Faculty Resignation Report – FY 2007

At the Regent universities, there were 144 faculty resignations, a decrease of 15 (-9.4%) in FY 2007 from the prior year. At the special schools, there were three faculty resignations in FY 2007, an increase of three (+300.0%) from the prior year. This annual report addresses the Board of Regents' Strategic Plan strategy (1.1.3) to "expand educational experiences for Iowa's future workforce and foster cultural understanding by recruiting and retaining a highly qualified and diverse faculty, staff, and administration."

- At the University of Iowa, the number of faculty resignations decreased from 89 to 68 (-23.6%) between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 71.6.
- At Iowa State University, the number of faculty resignations increased from 48 to 54 (+12.5%) between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 46.9.
- At the University of Northern Iowa, the number of faculty resignations remained the same at 22 between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 25.4.
- At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2006 and FY 2007.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations increased from 0 to three (+300.0%) between FY 2006 and FY 2007.

The numbers of faculty resignations include only those faculty members who were tenured, tenure-track, or clinical track.

The universities have identified the following strategies for faculty retention.

#### UNIVERSITY OF IOWA

- Dual academic career initiative. To make academic life at SUI more hospitable for women faculty members, the University will invest \$250,000 during the next three years to help spouses/partners of female faculty find employment at the University.
- Improve recruitment and retention of female faculty. SUI is working to enhance parental leave policies, including the recent implementation of an automatic one-year extension of the tenure clock for all probationary faculty members following the addition of a child (by birth or adoption) to a faculty member's household.
- Improve mentoring of junior faculty. A new position created at SUI will oversee initiatives to develop programs to assist faculty to achieve their career goals. A series of programs targeting new faculty, including a newsletter, mentoring website, facilitated peer groups, and

workshops aimed at career skills such as grant writing, time management, and teaching, will be offered. In addition, the Department Executive Officer workshop series will be expanded into a more comprehensive program aimed at mid-career faculty.

- Improve retention of underrepresented and minority faculty. New marketing materials will be developed by the Office of Equal Opportunity and Diversity. SUI is also considering the creation of a standing committee to monitor performance on goals related to diversity and gender.
- Participation in the COACHE<sup>1</sup> survey. Tenure-track faculty will be surveyed to assess their experiences regarding promotion and tenure, the nature of their work, university policies and practices, and the general climate, culture, and level of collegiality on campus. The survey results will give detailed information about how junior faculty members experience academic life at the University.
- Improve faculty salaries. SUI continues to improve upon faculty salaries using reallocated resources and incremental revenues to improve the competitiveness of faculty salaries. This remains a top budget priority for FY 2008.

#### IOWA STATE UNIVERSITY

- Competitive faculty salaries remain a top priority for the administration. Through the FY 2008 budget allocations and compensation policy, ISU was able to address some of the most critical market pressures for faculty salaries, netting a 6.0% overall average increase in faculty salaries. However, ISU remains in 11th place in the current Peer-Eleven salary comparison survey.
  - In FY 2007, the administration aggressively responded to individual, competitive faculty job offers and retained at least 26 key faculty members. Counteroffers may involve a new commitment for salary, research support, partner accommodation, and new work opportunities.
  - In collaboration with the Office of the President, the Office of the Provost developed a process for working with departments and colleges to put together financial packages for key faculty who are considering leaving ISU for another institution.
  - The Provost's Office developed a comprehensive data management system to track responses and successes in working with departments and colleges regarding counteroffers.
- ISU continues to address the need to offer new faculty hires a partner accommodation through the Dual Career Services program. This program remains a priority for the administration. It has already resulted in an expanded network of partners and point of contact for college and department staff to assist them in this important endeavor.
- Three additional initiatives that are targeted on climate and on improving the ability to recruit and retain faculty are the ISU ADVANCE Program, the Sloan Award, and the COACHE survey. Each initiative will address the University's goal to create an optimal environment that prioritizes flexible faculty careers to enhance institutional excellence.
  - The key component of the ISU ADVANCE Program, a National Science Foundation funded initiative, is developing a workable model to make department cultures more inclusive and productive. Faculty in nine focal departments, chosen from the Colleges of Engineering, Liberal Arts and Sciences, and Agriculture and Life Sciences, will undergo a three-step process for departmental

---

<sup>1</sup> Collaborative on Academic Careers in Higher Education

transformation. This will include focus groups and needs assessment meetings, training sessions tailored to meet the unique needs of individual departments, and collaborative problem solving sessions involving department faculty and ADVANCE program leaders. The department level goal will be to develop and implement best practices which foster cultures, practices, and structures of inclusion. Currently, there is a team of researchers and facilitators working with the first three focal departments.

- ISU was one of two universities to receive a \$25,000 award for innovative practices from the Alfred P. Sloan Foundation. ISU was selected as a result a creative database and tracking system to quantify the benefits from flexible career policies and to conduct a cost-benefit analysis of these policies, particularly as they relate to faculty career decisions and productivity.
- ISU junior faculty participated in the COACHE survey on tenure-eligible faculty satisfaction in FY 2006. The survey results are being used by ISU administrators to understand what assistant professors desire in their professional lives and how this information might be used to retain key faculty.

#### UNIVERSITY OF NORTHERN IOWA

- UNI recognizes the vital link between faculty development and the growth and development of students. The professional development needs of faculty across career stages are an important consideration for the University.
  - Formal and informal faculty mentoring activities introduce new faculty members to the University community. Such activities enable new faculty to understand University customs, policies, and procedures and assist faculty members to integrate themselves into the life of the institution more successfully.
  - Informal faculty mentoring begins at the interview stage when prospective faculty meet department colleagues. Formal mentoring is initiated with new faculty orientation, a series of introductory events, including discussions with experienced faculty, and sessions on technology and other resources. Social events include lunch with the faculty, university-wide faculty/staff picnic, free tickets for an event at the Gallagher-Bluedorn Performing Arts Center, and a "Strolling Supper" at the President's home.
  - Feedback from new faculty indicates that establishing relationships with experienced faculty is an important factor in their success during the first year.
  - Professional development assignments and summer fellowship programs are offered for full-time faculty. Tenured faculty members are eligible to apply periodically for a one-semester professional development assignment; non-tenured and tenured faculty are eligible for the Summer Fellowship Program. College deans have also established their own interval summer research incentive programs. Through these awards, the University seeks to retain faculty by supporting and advancing faculty research, creative activity, grant applications, and/or the completion of a terminal degree.
  - In July 2005, the Roy J. Carver Charitable Trust awarded a grant to UNI to enhance the quality of graduate education. The goal of the project, now in its second year, is to establish an enduring and intentional graduate community across the University. The project brings together graduate faculty and graduate students to promote intellectual communication, learn from each other, share instructional technology tools and methods, and develop new ideas for

interdisciplinary graduate education. During 2006-07, 17 Carver Graduate Faculty Fellows participated in a special institute and follow-up activities on projects using Geospatial Technologies. During 2007-08, 23 Carver Graduate Fellows will work on research projects related to the changing demographics in Iowa. The Carver project has enabled faculty to create and engage more fully in an interdisciplinary intellectual community on campus by making connections across departmental lines and assisting faculty to feel more a part of the University community.

Attachment A provides a summary of the faculty resignations at the universities. More detailed tables are provided in the full report beginning on page 31. The full report is available on the Regents website as an attachment to this memo and will be available at the Board meeting in the Regent Exhibit Book.

Salary Report – FY 2008

The information provided in the salary component of this report details salary increases and average salaries for the current fiscal year (FY 2008).

Average faculty and professional and scientific staff increases for FY 2008 are shown below:

	<b>Faculty</b>	<b>P&amp;S</b>
SUI	6.9%	4.98%*
ISU	6.0%	4.4%
UNI	3.0%	3.0%
ISD	12.0%	4.67%
IBSSS	11.2%	5.03%

\*excludes tertiary care unit members (SEIU) – average increase for this was 4.94%

Average salaries for faculty and professional scientific are as follows:

	<b>Faculty* Overall Average</b>	<b>P&amp;S Overall Average</b>
SUI	\$89,475	\$57,246
ISU	\$81,891	\$55,741
UNI	\$66,455	\$55,397

\*Excludes salaries of the professional colleges of Medicine, Dentistry, and Law at SUI and Veterinary Medicine and faculty associated with the Agricultural Experiment Station and Cooperative Extension Service at ISU

More detailed tables are provided in the full report beginning on page 46. The full report is available on the Regents website as an attachment to this memo or will be available at the Board meeting in the Regent Exhibit Book.

Faculty Salary Comparisons

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

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). (See Attachment C and Attachment D).

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 Attachment E).

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.

Attachment F (SUI) and Attachment G (ISU) compare average salaries as a percent of the respective peer group averages.

Attachment H provides comparison data relating to the salaries in the University of Iowa College of Medicine.

Employee Award Programs -- FY 2008

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 Board approved a revision to the Policy Manual to authorize such programs at the other institutions.

FY 2007 was the second full year of operation of the program at the University of Iowa. A summary of the activity for the program is shown in the table below.

	<b>Eligible Employees</b>	<b>Number of Awards Presented</b>	<b>Dollar Range of Awards</b>	<b>Average Dollars Awarded</b>	<b>Total Dollars Awarded</b>
<b>Exceptional Performance Awards</b>	4,412	342	\$250 - \$14,270	\$3,360	\$1,149,283
<b>Spot Awards</b>	4,412	417	\$25 - \$75	\$72	\$30,185



**TOTAL FACULTY AND FACULTY RESIGNATIONS  
FY 2007  
REGENT TOTAL**

College	Faculty		Resignations		
	Number	Percent of University Total	Number	Percent of Total	Percent of Total College Faculty
<b>University of Iowa</b>					
Business Administration	88	4.2	5	7.3	5.7
Dentistry	100	4.8	7	10.3	7.0
Education	90	4.3	1	1.5	1.1
Engineering	82	3.9	3	4.4	3.7
Graduate	16	0.8	0	0	0
Law	49	2.4	1	1.5	2.0
Liberal Arts and Sciences	659	31.6	19	27.9	2.9
Medicine	821	39.4	24	35.3	2.9
Nursing	57	2.7	0	0	0
Pharmacy	53	2.5	4	5.9	7.5
Public Health	71	3.4	4	5.9	5.6
<b>Total</b>	<b>2,086</b>	<b>100.0</b>	<b>68</b>	<b>100.0</b>	<b>3.3</b>
<b>Iowa State University</b>					
Agriculture	272	20.7	9	16.7	3.3
Business	62	4.7	3	5.5	4.8
Design	84	6.4	3	5.5	3.6
Engineering	179	13.6	4	7.4	2.2
Human Science	119	9.1	4	7.4	3.4
Liberal Arts and Sciences	461	35.1	23	42.6	5.0
Library	37	2.8	2	3.7	5.4
Veterinary Medicine	99	7.6	6	11.2	6.1
<b>Total</b>	<b>1,313</b>	<b>100.0</b>	<b>54</b>	<b>100.0</b>	<b>4.1</b>
<b>University of Northern Iowa</b>					
Business Administration	55	9.4	4	18.2	7.3
Education	157	26.6	4	18.2	2.5
Humanities and Fine Arts	137	23.4	8	36.4	5.8
Natural Sciences	114	19.4	1	4.5	0.9
Social & Behavioral Sciences	105	17.9	5	22.7	4.8
Library	18	3.1	0	0	0
<b>Total</b>	<b>586</b>	<b>100.0</b>	<b>22</b>	<b>100.0</b>	<b>3.8</b>

REGENT INSTITUTIONS COMPARISON GROUPS  
AVERAGE FACULTY SALARIES, 2006-07  
ESTIMATED FACULTY SALARY INCREASES, 2007-08

COMPARISON GROUPS	Average Faculty Salary 2006-07 (1)	Estimated Average Percent Increase 2007-08 (2)	Estimated Average Faculty Salary 2007-08
University of California, Los Angeles	111,800	5.70%	118,200
University of Michigan, Ann Arbor	104,000	3.75%	107,900
University of North Carolina, Chapel Hill	101,600	5.0%	106,700
University of Texas, Austin	99,700	4.37%	104,100
University of Minnesota, Twin Cities	95,400	6.3%	101,400
University of Illinois, Urbana	95,600	4.0%	99,400
Ohio State University, Main Campus	92,600	4.0%	96,300
<b>UNIVERSITY OF IOWA <sup>(3)</sup></b>	<b>87,400</b>	<b>6.96%</b>	<b>93,500</b>
University of Arizona	88,700	5.4%	93,500
Indiana University, Bloomington	87,800	4.75%	92,000
University of Wisconsin	89,300	2.0%	91,100
University of California, Davis	97,100	5.7%	102,600
University of Minnesota, Twin Cities	95,400	6.3%	101,400
University of Illinois, Urbana	95,600	4.0%	99,400
Ohio State University, Main Campus	92,600	4.0%	96,300
University of Arizona	88,700	5.4%	93,500
Texas A & M	88,800	4.5%	92,800
University of Wisconsin	89,300	2.0%	91,100
North Carolina State University	86,800	5.0%	91,100
Michigan State University	87,600	3.5%	90,700
Purdue University, Main Campus	86,200	4.1%	89,700
<b>IOWA STATE UNIVERSITY</b>	<b>82,300</b>	<b>6.0%</b>	<b>87,200</b>
University of North Carolina, Greensboro	75,200	7.0%	80,500
Ohio University, Athens	71,200	3.0%	73,300
Central Michigan University	70,600	3.5%	73,100
University of North Texas	70,200	4.0%	73,000
<b>UNIVERSITY OF NORTHERN IOWA</b>	<b>67,600</b>	<b>3.00%</b>	<b>69,600</b>
Northern Arizona University	66,200	5.0%	69,500
Illinois State University	66,600	3.0%	68,600
University of Minnesota, Duluth	66,000	3.0%	68,000
Indiana State University, Terre Haute	60,200	3.0%	62,000
California State University, Fresno	n/a	n/a	n/a
University of Wisconsin, Eau Claire	n/a	n/a	n/a

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2006-07. 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 Board of Regents, State of Iowa universities are actual increases.
- (3) The University of Iowa estimated increases based on increases on January 1, 2007, and July 1, 2007, and an additional increase budgeted for December 1, 2007.

Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2006 (Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	177,406	515	1	100,016	397	6	91,282	312	3	130,351	1,224	1
Stanford	164,314	515	2	114,739	397	1	90,955	312	4	129,536	1,224	2
Cal Tech	155,845	515	7	111,257	397	2	98,761	312	1	126,832	1,224	3
Penn	156,500	515	6	106,400	397	3	91,800	312	2	123,758	1,224	4
Princeton	163,854	515	3	105,015	397	4	79,091	312	14	123,080	1,224	5
Columbia	162,049	515	4	104,595	397	5	81,545	312	11	122,894	1,224	6
MIT	145,935	515	10	99,738	397	7	88,980	312	5	116,433	1,224	7
Northwestern	147,220	515	9	97,480	397	9	83,504	312	7	114,846	1,224	8
Yale	157,600	515	5	87,100	397	20	77,900	312	16	114,418	1,224	9
Cornell - Endowed	141,781	515	14	99,054	397	8	85,906	312	6	113,680	1,224	10
New York Univ.	149,500	515	8	91,200	397	14	80,100	312	13	112,900	1,224	11
Duke	141,999	515	13	96,815	397	10	82,420	312	9	112,157	1,224	12
Wash Univ - St. Louis	145,131	515	11	93,349	397	11	77,183	312	19	111,016	1,224	13
Emory	142,215	515	12	90,120	397	16	77,888	312	17	108,921	1,224	14
Southern Cal	134,510	515	17	92,009	397	13	81,568	312	10	107,230	1,224	15
Carnegie Mellon	127,026	515	23	93,205	397	12	82,894	312	8	104,807	1,224	16
Rice	130,400	515	21	91,000	397	15	78,000	312	15	104,264	1,224	17
Cal - Berkeley	131,265	515	19	86,809	397	21	76,166	312	20	102,801	1,224	18
Brown	134,879	515	16	83,876	397	29	72,587	312	24	102,458	1,224	19
Vanderbilt	135,406	515	15	86,286	397	23	67,172	312	44	102,081	1,224	20
Michigan	130,444	515	20	86,554	397	22	74,953	312	22	102,063	1,224	21
Cal - Los Angeles	133,212	515	18	84,224	397	28	72,057	312	25	101,734	1,224	22
Cornell - Contract (publ)	121,737	515	28	88,471	397	17	80,688	312	12	100,464	1,224	23
Virginia	127,984	515	22	87,732	397	18	71,150	312	29	100,441	1,224	24
North Carolina	126,846	515	24	85,496	397	25	71,763	312	26	99,394	1,224	25
Johns Hopkins	123,836	515	26	87,185	397	19	70,456	312	31	98,342	1,224	26
Maryland	121,105	515	30	84,234	397	27	77,394	312	18	98,004	1,224	27
Rutgers	123,805	515	27	85,033	397	26	68,739	312	36	97,193	1,224	28
Texas	121,196	515	29	78,330	397	39	75,149	312	21	95,555	1,224	29
Cal - San Diego	124,403	515	25	78,041	397	42	69,757	312	32	95,436	1,224	30
Illinois	120,925	515	31	79,546	397	35	71,886	312	27	94,953	1,224	31
SUNY - Stony Brook	116,383	515	39	85,862	397	24	68,933	312	35	94,389	1,224	32
Penn State	120,214	515	32	81,352	397	31	68,155	312	38	94,339	1,224	33
Minnesota	116,596	515	37	80,560	397	34	69,429	312	33	92,685	1,224	34
Rochester	112,772	515	43	81,925	397	30	73,220	312	23	92,685	1,224	35
Pittsburgh	119,483	515	33	78,169	397	40	66,366	312	48	92,543	1,224	36
SUNY - Buffalo	116,593	515	38	81,167	397	32	66,636	312	47	92,368	1,224	37
Cal - Irvine	117,675	515	35	77,599	397	44	68,523	312	37	92,148	1,224	38
Ohio State	117,173	515	36	78,937	397	46	69,383	312	34	91,941	1,224	39
Case	116,043	515	40	78,436	397	38	67,911	312	39	91,576	1,224	40
Brandeis	111,635	515	44	80,749	397	33	71,642	312	28	91,423	1,224	41
Cal - Santa Barbara	119,333	515	34	74,066	397	54	67,236	312	43	91,371	1,224	42
Tulane	115,960	515	41	78,769	397	37	63,385	312	54	90,496	1,224	43
Cal - Davis	113,981	515	42	76,463	397	47	67,358	312	40	90,055	1,224	44
Washington	108,921	515	48	77,151	397	45	70,900	312	30	88,925	1,224	45
<b>Iowa</b>	<b>109,800</b>	<b>515</b>	<b>46</b>	<b>75,400</b>	<b>397</b>	<b>49</b>	<b>65,800</b>	<b>312</b>	<b>51</b>	<b>87,427</b>	<b>1,224</b>	<b>48</b>
Michigan State	110,233	515	45	79,158	397	36	61,834	312	58	87,817	1,224	46
Colorado	106,752	515	53	78,029	397	43	67,504	312	41	87,431	1,224	47
Indiana	109,047	515	47	75,055	397	51	66,006	312	50	87,051	1,224	49
Texas A&M	107,397	515	51	78,027	397	48	67,319	312	42	87,007	1,224	50
Purdue	107,564	515	50	74,820	397	53	66,802	312	46	86,563	1,224	51
Arizona	107,132	515	52	74,909	397	52	66,870	312	45	86,418	1,224	52
Wisconsin	103,543	515	56	78,112	397	41	66,014	312	49	85,728	1,224	53
Florida	107,672	515	49	73,321	397	56	61,937	312	57	84,873	1,224	54
Syracuse	103,977	515	54	75,234	397	50	64,911	312	52	84,696	1,224	55
Kansas	103,886	515	55	72,261	397	57	62,849	312	56	83,168	1,224	56
Iowa State	100,550	515	59	73,651	397	55	64,517	312	53	82,641	1,224	57
Nebraska	101,122	515	57	71,657	397	58	62,375	312	55	81,816	1,224	58
Missouri	100,657	515	58	68,549	397	59	56,608	312	60	79,015	1,224	59
Oregon	88,310	515	60	62,096	397	60	59,958	312	59	72,581	1,224	60
Mean	\$125,176			\$84,540			\$72,848			\$98,657		

note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11ths (.818) factor, unless specified otherwise by the reporting institution.  
source: Annual AAUP Faculty Salary Survey for fulltime instructional faculty as exchanged via the AAU Data Exchange (AAUDE).

Table 1

Average Instructional Faculty Salaries and Relative Standing  
by Academic Rank, AAU Public and Private Institutions, Fall 2006

AAUDE salaries, 2006

Institution	Professor			Associate Professor			Assistant Professor			Three-Professional-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	177,406	500	1	100,016	381	6	91,282	329	3	\$129,600	1,210	1
Stanford	164,314	500	2	114,739	381	1	90,955	329	4	\$128,800	1,210	2
Cal Tech	155,845	500	7	111,257	381	2	98,761	329	1	\$126,300	1,210	3
Penn #	156,500	500	6	106,400	381	3	91,800	329	2	\$123,100	1,210	4
Princeton	163,654	500	3	105,015	381	4	79,091	329	14	\$122,200	1,210	5
Columbia	162,049	500	4	104,595	381	5	81,545	329	11	\$122,100	1,210	6
MIT	145,935	500	10	99,738	381	7	88,980	329	5	\$115,900	1,210	7
Northwestern	147,220	500	9	97,480	381	9	83,504	329	7	\$114,200	1,210	8
Yale #	157,600	500	5	87,100	381	20	77,900	329	16	\$113,700	1,210	9
Cornell - Endowed	141,781	500	14	99,054	381	8	85,906	329	6	\$113,100	1,210	10
New York Univ #	149,500	500	8	91,000	381	14	80,100	329	13	\$112,300	1,210	11
Duke	141,999	500	13	96,815	381	10	82,420	329	9	\$111,600	1,210	12
Wash Univ - St. Louis	145,131	500	11	93,349	381	11	77,183	329	19	\$110,400	1,210	13
Emory	142,215	500	12	90,120	381	16	77,888	329	17	\$108,300	1,210	14
Southern Cal	134,510	500	17	92,009	381	13	81,568	329	10	\$106,700	1,210	15
Carnegie Mellon	127,026	500	23	93,205	381	12	82,894	329	8	\$104,400	1,210	16
Rice #	130,400	500	21	91,000	381	15	78,000	329	15	\$103,700	1,210	17
Cal - Berkeley	131,265	500	19	86,809	381	21	76,166	329	20	\$102,300	1,210	18
Brown	134,879	500	16	83,876	381	29	72,587	329	24	\$101,900	1,210	19
Michigan	130,444	500	20	86,554	381	22	74,953	329	22	\$101,500	1,210	20
Vanderbilt	135,406	500	15	86,286	381	23	67,172	329	44	\$101,400	1,210	21
Cal - Los Angeles	133,212	500	18	84,224	381	28	72,057	329	25	\$101,200	1,210	22
Cornell - Contract (publ)	121,737	500	28	88,471	381	17	80,688	329	12	\$100,100	1,210	23
Virginia	127,984	500	22	87,732	381	18	71,150	329	29	\$99,900	1,210	24
North Carolina	126,846	500	24	85,496	381	25	71,763	329	26	\$98,800	1,210	25
Johns Hopkins	123,836	500	26	87,185	381	19	70,456	329	31	\$97,800	1,210	26
Maryland	121,105	500	30	84,234	381	27	77,394	329	18	\$97,600	1,210	27
Rutgers	123,805	500	27	85,033	381	26	68,739	329	36	\$96,600	1,210	28
Texas	121,196	500	29	78,330	381	39	75,149	329	21	\$95,200	1,210	29
Cal - San Diego	124,403	500	25	78,041	381	42	69,757	329	32	\$94,900	1,210	30
Illinois	120,925	500	31	79,546	381	35	71,686	329	27	\$94,500	1,210	31
SUNY - Stony Brook	116,383	500	39	85,862	381	24	68,933	329	35	\$93,900	1,210	32
Penn State	120,214	500	32	81,352	381	31	68,155	329	38	\$93,800	1,210	33
Minnesota	116,596	500	37	80,560	381	34	69,429	329	33	\$92,400	1,210	34
Rochester	112,772	500	43	81,925	381	30	73,220	329	23	\$92,300	1,210	35
Pittsburgh	119,483	500	33	78,169	381	40	66,366	329	48	\$92,000	1,210	36
SUNY - Buffalo	116,593	500	38	81,167	381	32	66,636	329	47	\$91,900	1,210	37
Cal - Irvine	117,675	500	35	77,599	381	44	68,523	329	37	\$91,700	1,210	38
Ohio State	117,173	500	36	76,937	381	47	69,383	329	34	\$91,500	1,210	39
Case	116,043	500	40	78,436	381	38	67,911	329	39	\$91,100	1,210	40
Brandeis	111,635	500	44	80,749	381	33	71,642	329	28	\$91,000	1,210	41
Cal - Santa Barbara	119,333	500	34	74,066	381	55	67,236	329	43	\$90,900	1,210	42
Tulane	115,960	500	41	78,769	381	37	63,385	329	55	\$90,000	1,210	43
Cal - Davis	113,981	500	42	76,463	381	48	67,858	329	40	\$89,600	1,210	44
Washington	108,921	500	48	77,151	381	46	70,900	329	30	\$88,600	1,210	45
Michigan State	110,233	500	45	79,158	381	36	61,834	329	59	\$87,300	1,210	46
Colorado	106,752	500	53	78,029	381	43	67,504	329	41	\$87,000	1,210	47
Iowa	109,838	500	46	75,354	381	50	65,798	329	52	\$87,000	1,210	47
Indiana	109,047	500	47	75,055	381	52	66,006	329	51	\$86,600	1,210	49
Texas A&M	107,397	500	51	76,027	381	49	67,319	329	42	\$86,600	1,210	49
Purdue	107,564	500	50	74,820	381	54	66,802	329	46	\$86,200	1,210	51
Arizona	\$107,132	500	52	\$74,909	381	53	\$68,870	329	45	\$86,000	1,210	52
Wisconsin	103,543	500	57	78,112	381	41	66,014	329	50	\$85,300	1,210	53
North Carolina State	103,900	500	55	77,400	381	45	66,300	329	49	\$85,300	1,210	53
Florida	107,672	500	49	73,321	381	57	61,937	329	58	\$84,400	1,210	55
Syracuse	103,977	500	54	75,234	381	51	64,911	329	53	\$84,300	1,210	56
Kansas	103,886	500	56	72,261	381	58	62,849	329	57	\$82,900	1,210	57
Iowa State	100,650	500	60	73,651	381	56	64,517	329	54	\$82,300	1,210	58
Nebraska	101,122	500	58	71,657	381	59	62,875	329	56	\$81,400	1,210	59
Missouri	100,657	500	59	68,549	381	60	56,608	329	61	\$78,600	1,210	60
Oregon	88,310	500	61	62,096	381	61	59,958	329	60	\$72,300	1,210	61
Institutions included: n = 61												
Mean (unweighted)	\$124,827	500	= avg = fac	\$84,422	381	= avg = fac	\$72,741	329	= avg = fac	\$97,938	1,210	= avg = fac
Mean (weighted)	\$124,827	30,500	= tot = fac	\$84,422	23,241	= tot = fac	\$72,741	20,069	= tot = fac	\$97,938	73,810	= tot = fac

Notes: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11 factor, unless specified otherwise by the reporting institution. Rankings are based on the magnitude of the average salaries (i.e. largest average salary = 1). Unweighted means are calculated with each institution carrying the weight of one (1). The weighted means are calculated by allowing the number of faculty at each institution/rank to have that proportional influence on the calculation.  
Source: Annual SALP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE). # 2005-07 data not submitted to AAUDE; current average salaries drawn from Chronicle (headcounts are estimated).

Average Faculty Salaries by Academic Rank, FY 2007 (Peer institutions as listed by Education Trust*)												
Peers Adjusted to UNI Rank Distribution												
University	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	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 California-Riverside	109,300	168	1	75,500	204	1	65,400	130	1	84,196	502	1
University of Alabama	107,700	168	2	74,500	204	3	60,600	130	5	82,011	502	2
University of North Carolina-Charlotte	97,600	168	3	72,200	204	7	63,200	130	2	78,370	502	3
West Chester University of Pennsylvania	91,200	168	9	74,600	204	2	61,100	130	3	76,659	502	4
University of Mississippi-Main	95,200	168	5	71,800	204	9	60,000	130	6	76,575	502	5
University of North Carolina-Greensboro	95,300	168	4	72,000	204	8	58,800	130	8	76,379	502	6
Indiana University of Pennsylvania-Main	91,300	168	8	73,600	204	4	57,600	130	12	75,380	502	7
Bloomsburg University of Pennsylvania	90,900	168	11	72,500	204	5	56,200	130	17	74,437	502	8
Kutztown University of Pennsylvania	91,100	168	10	72,400	204	6	53,600	130	30	73,790	502	9
Ohio University	92,000	168	7	68,500	204	12	55,900	130	19	73,102	502	10
Florida A & M University	85,000	168	22	70,600	204	10	60,800	130	4	72,881	502	11
Kent State University-Main	92,800	168	6	67,100	204	17	55,900	130	20	72,800	502	12
Bowling Green State University-Main	90,800	168	12	68,100	204	14	55,600	130	22	72,460	502	13
Oakland University	88,900	168	13	68,200	204	13	57,800	130	11	72,434	502	14
University of North Carolina-Wilmington	85,800	168	20	69,300	204	11	56,500	130	10	72,025	502	15
Mississippi State University	86,900	168	15	66,200	204	20	59,000	130	7	71,263	502	16
East Carolina University	86,300	168	18	64,900	204	23	58,500	130	9	70,404	502	17
University of North Texas	87,000	168	14	65,400	204	21	56,100	130	18	70,220	502	18
Northern Illinois University	86,300	168	19	65,300	204	22	56,500	130	16	70,049	502	19
Central Michigan University	86,600	168	16	66,600	204	18	53,200	130	33	69,823	502	20
West Virginia University	85,800	168	21	64,900	204	24	54,500	130	25	69,201	502	21
University of Minnesota-Duluth	83,400	168	23	67,400	204	15	53,600	130	32	69,181	502	22
California State University - Fresno	86,400	168	17	64,800	204	25	53,600	130	31	69,128	502	23
Appalachian State University	80,700	168	28	66,400	204	19	57,500	130	13	68,881	502	24
University of Nebraska-Omaha	78,800	168	30	67,400	204	16	55,900	130	21	68,237	502	25
<b>University of Northern Iowa</b>	<b>81,700</b>	<b>168</b>	<b>26</b>	<b>64,700</b>	<b>204</b>	<b>26</b>	<b>53,800</b>	<b>130</b>	<b>29</b>	<b>67,567</b>	<b>502</b>	<b>25</b>
Illinois State University	80,400	168	29	61,500	204	35	57,000	130	14	66,660	502	27
Western Illinois University	83,000	168	24	63,300	204	28	50,600	130	43	66,604	502	28
Grand Valley State University	82,300	168	25	63,700	204	27	50,700	130	42	66,558	502	29
North Dakota State University-Main	77,700	168	32	62,400	204	30	56,900	130	15	66,096	502	30
Georgia Southern University	77,300	168	34	61,900	204	34	54,700	130	24	65,189	502	31
Northern Arizona University	81,100	168	27	60,200	204	40	52,400	130	36	65,175	502	32
Saint Cloud State University	76,300	168	38	62,200	204	33	54,800	130	23	65,002	502	33
Murray State University	77,000	168	35	62,300	204	31	53,000	130	34	64,811	502	34
Montana State University-Bozeman	76,200	168	39	60,300	204	39	52,400	130	37	63,575	502	35
South Dakota State University	73,100	168	48	61,500	204	36	54,100	130	27	63,466	502	36
Tennessee Technological University	74,700	168	40	62,200	204	32	50,600	130	44	63,379	502	37
Winona State University	76,600	168	36	59,300	204	43	51,800	130	38	63,147	502	38
SUNY College At Oswego	73,700	168	44	62,500	204	29	50,500	130	47	63,141	502	39
Northern Michigan University	77,500	168	33	59,900	204	41	49,400	130	50	63,071	502	40
Ball State University	76,600	168	37	61,000	204	37	48,300	130	51	62,932	502	41
Radford University	74,200	168	42	58,900	204	44	54,300	130	26	62,829	502	42
University of West Georgia	77,800	168	31	57,600	204	47	51,500	130	39	62,780	502	43
Eastern Illinois University	74,400	168	41	59,600	204	42	51,100	130	40	62,352	502	44
University of Central Arkansas	73,200	168	46	60,600	204	38	50,600	130	45	62,227	502	45
The University of Montana-Missoula	73,900	168	43	57,600	204	48	52,700	130	35	61,786	502	46
University of Wisconsin-Whitewater	71,900	168	49	58,200	204	45	54,100	130	28	61,723	502	47
Indiana State University	73,500	168	45	57,400	204	49	50,000	130	48	60,872	502	48
University of Wisconsin-Oshkosh	70,600	168	51	58,000	204	46	50,600	130	46	60,300	502	49
University of Wisconsin-Stout	71,900	168	50	55,500	204	51	49,700	130	49	59,486	502	50
University of Wisconsin-Eau Claire	68,900	168	52	55,700	204	50	51,100	130	41	58,926	502	51
University of Northern Colorado	73,200	168	47	53,700	204	54	47,700	130	52	58,672	502	52
Stephen F Austin State University	67,300	168	53	54,300	204	53	47,600	130	53	56,916	502	53
University of Wisconsin-Stevens Point	66,900	168	54	54,900	204	52	45,700	130	54	56,533	502	54
<b>Mean</b>	<b>582,148</b>			<b>\$64,094</b>			<b>\$54,391</b>			<b>\$67,623</b>		

\*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.

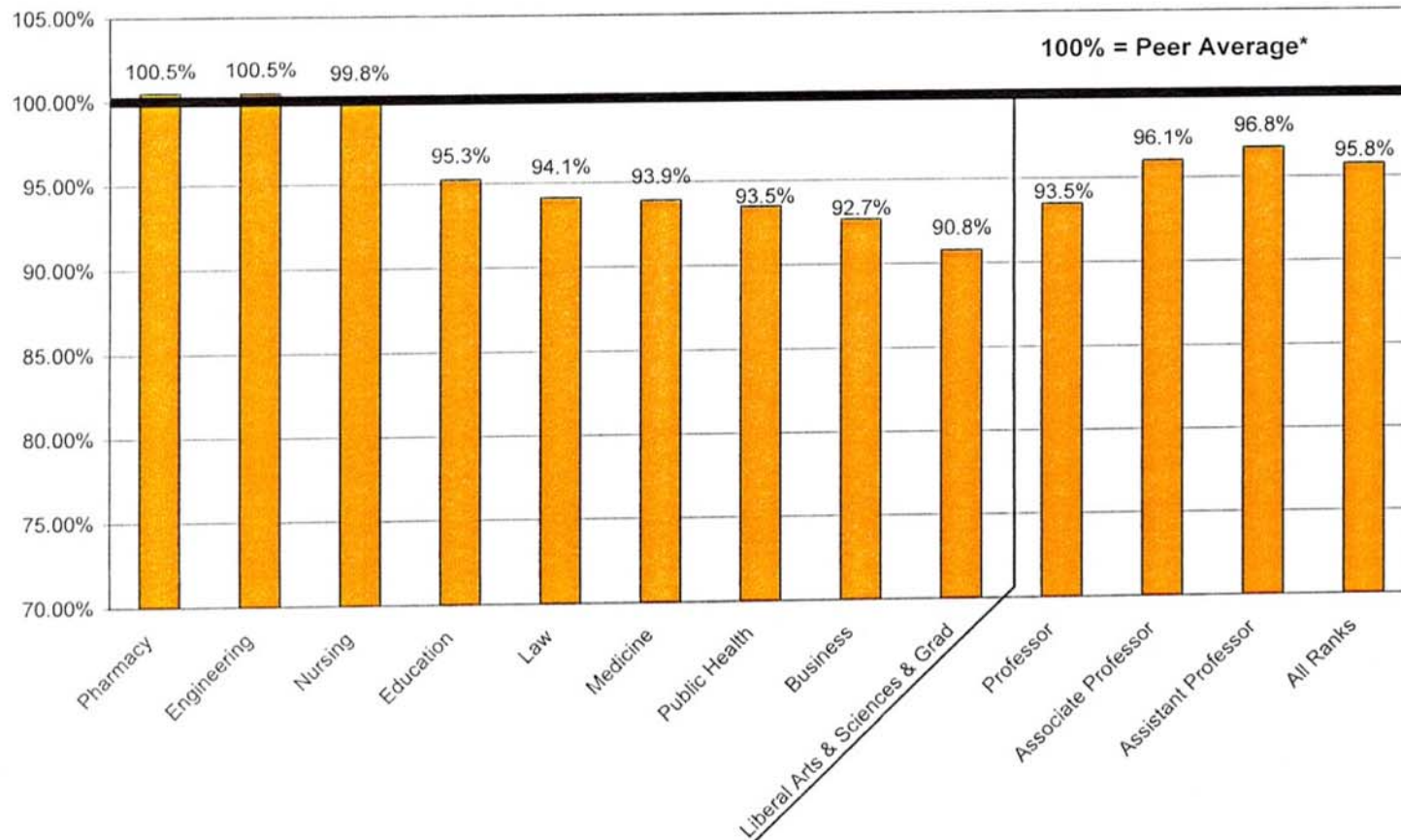
Data not available for the following peer institution: University of New Hampshire-Main

Data Source: ACADEME, AAUP, March-April 2007.

## Faculty Salaries - FY 2007

THE UNIVERSITY OF IOWA

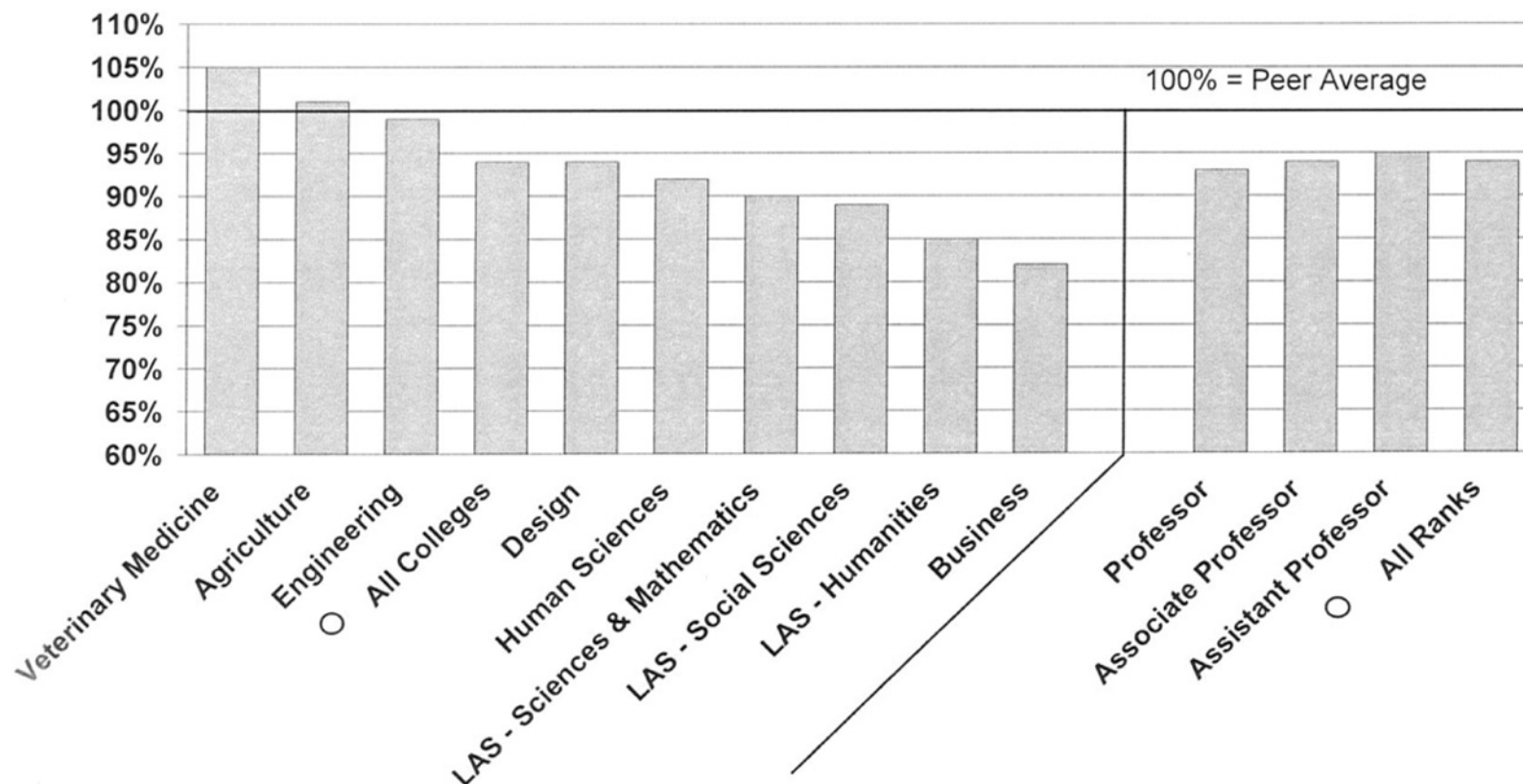
Source: Association of American Universities Data Exchange - AAUDE  
University of Iowa January 1, 2007 Averages



\*Percentiles by rank do not include the College of Dentistry

\*Iowa averages include January 2007 increases and peer averages are adjusted to Iowa rank distribution.

### IOWA STATE UNIVERSITY Faculty Salary as a Percent of Peer Average - FY 2007



Average Faculty Salaries by Academic Rank, FY2007 (MD or equivalent degree holders) University of Iowa and All AAMC Public and Private Medical Schools by Regional Group *												
<i>(Peers Adjusted to SUI Rank Distribution)</i>												
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	275,700	2,752	2	243,200	3,040	2	209,200	5,752	1	234,000	11,544	1
Northeastern Region	276,600	3,217	1	249,400	4,122	1	199,800	8,218	2	228,800	15,557	2
South	256,200	3,347	4	222,800	3,760	3	185,500	6,654	3	212,900	13,761	5
West	252,800	2,469	5	215,600	2,136	4	181,200	3,149	4	213,500	7,754	3
University of Iowa	257,800	226	3	199,100	172	5	174,900	200	5	213,200	598	4
Mean **	\$265,600			\$234,800			\$195,600			\$223,100		

\* AAMC's most recent benchmark report is FY 2006. For salary comparison against FY 2007 CCOM MD salaries, the AAMC benchmark amounts have been factored up by 1.03 to adjust for cost of living. UofI and AAMC benchmark data are total compensation (Base salary plus incentives)

\*\* Mean doesn't include University of Iowa MD's.