

Contact: Aimee Claeys

REMARKS FROM NON-REPRESENTED FACULTY AND STAFF
ON FY 2021 SALARY POLICIES

Action Requested: Receive the written submissions.

Executive Summary: The Regent institutions have groups of faculty and staff who are not organized for the purpose of collective bargaining. Representatives of these groups have been invited to submit written remarks to the Board regarding salary policies for FY 2021. Comments from the following groups were invited:

University of Iowa Faculty Senate
University of Iowa Staff Council

Iowa State University Faculty Senate
Iowa State University Professional and Scientific Council

University of Northern Iowa Professional and Scientific Council

Iowa School for the Deaf Faculty
Iowa School for the Deaf Professional and Scientific Staff

Iowa Braille and Sight Saving School Faculty
Iowa Braille and Sight Saving School Professional and Scientific Staff

Regents Interinstitutional Supervisory Confidential Council (representing the Regent Merit System supervisory and confidential staff)

Written comments submitted are included as Attachment A.

It is anticipated that FY 2021 salary policies will be presented for Board consideration during the June 3-4, 2020, meeting.

March 17, 2020

Board of Regents
State of Iowa

11260 Aurora Avenue
Urbandale, IA 50322-7905

Dear Members of the Board:

I am writing today as a representative of the Regents Inter-Institutional Supervisory and Confidential Advisory Council (RISCAC) which represents the 327 Merit system employees of the Board of Regents who are not covered by a collective bargaining agreement. Merit Supervisory Exempt and Confidential (MSE/C) represent two groups of employees. The first group are Merit employees whose job duties place them in a supervisory role over other Merit employees who are covered by the collective bargaining agreement. The second group are employees who work in Human Resources or departmental offices and are considered "confidential" employees because they have access to information that may be used in collective bargaining discussions. The RISCAC council was established to foster communication among MSE/C staff members at the Regents Institutions, provide a medium for dealing with issues of mutual concern, respond to inquiries, and formulate recommendations to shared governance, Board of Regents Director of Human Resources and the Board of Regents themselves.

Members of our classification are among the hardest working employees at our Regents' institutions. We support, supervise and train many Merit employees, and in our work, we are required to exercise a deep skill set and address a broad spectrum of issues. We must be knowledgeable in HR matters, work rules, Merit contracts, IT issues, and safety issues just to mention a few areas of responsibility. In addition, many of us have a supervisory role to monitor and mentor employees for performance improvement. Many individuals have worked their way up through the Merit system ranks to the leadership roles they have today. MSE/C employees have displayed a high level of loyalty to their institution, have valuable knowledge of the institution and have provided leadership to ensure their respective institutions run smoothly and efficiently.

The RISCAC council and all MSE/C employees would like to thank the Board of Regents for the salary increases that we have received in the last year. This decision was greatly appreciated by the employees in the classification. We hope the Board will again consider a pay policy for the non-represented supervisory and confidential staff in the Regent Merit System which is at least the same as the Merit employees, as has been the Board's custom in the past.

With reference to the table below I'd like to take a moment to speak to another issue. The main salary concern of our constituency continues to be the large number of employees who are receiving maximum pay for their classification and no longer receive step pay increases each year. Currently 42% or 138 out of a total of 327 MSE/C employees throughout the Regents Institutions are at the top of their pay scale. Not only do these numbers represent a sizable portion of the MSE/C group, many of these individuals have been maxed out on their step increases for years.

The RISCAC Council and the MSE/C group feel that it would be beneficial to the Regents institutions and the state as a whole if the Board would consider reviewing this issue and look at what may be

possible to address this concern. Possible solutions could include ensuring a cost of living increase each year, providing a one-time step increase for employees who are currently maxed out or have been at the maximum for a specified number of years, or initiating a process to raise the pay scale for supervisory and confidential employees.

I'd like to conclude by stating that we appreciate being afforded this opportunity to express our opinions as well as for you taking the time to review our requests. Thank you for your time and efforts.

Sincerely,

Damien Blair, Clerk IV

University of Iowa, Human
Resources [staff-council-
msec@uiowa.edu](mailto:staff-council-msec@uiowa.edu)

MSE/C Employee Totals vs MSE/C Employees at Maximum Pay Grade

	MSE/C Employees	Supervisory Employees	Confidential Employees	MSE/C Employees Maximum Pay Grade	Supervisory Employees Maximum Pay Grade	Confidential Employees Maximum Pay Grade
University of Iowa	218	177 (81%)	41 (19%)	96 (44%)	64 (29%)	32 (15%)
Iowa State University	64	55 (86%)	11 (14%)	26 (41%)	23 (36%)	3 (5%)
University of Northern Iowa	44	31 (71%)	13 (29%)	15 (35%)	12 (28%)	3 (7%)
Iowa Educational Services for the Blind and Visually Impaired	1	1 (100%)	0 (0%)	1 (100%)	1 (100%)	0 (0%)
Iowa School for the Deaf	0	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	327	264 (81%)	65 (19%)	138 (42%)	100 (32%)	38 (12%)



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Dear Members of the Iowa Board of Regents,

This is Sandy Daack-Hirsch, and I am an Associate Professor in the College of Nursing at the University of Iowa. I've had the distinct honor of being the first College of Nursing faculty to be a faculty senate president. I've had the pleasure of meeting several of you through committee work, University of Iowa events, bowl game travel, and mutual acquaintances. First and foremost, I would like to thank you for all you do on behalf of the state's regent institutions.

In the midst of the COVID 19 national crisis, it is surreal to be addressing you today with my comments about faculty salary and compensation. However, this crisis will end, and we will carry on. Therefore, I thank you for providing time to address faculty salary and compensation.

As you know faculty regularly fill out a week-long activity report so that you can more fully understand what we do and can use this information to advocate for faculty to be paid well and celebrate all we do. Based on the most recent activities report and data collected by the UI Research Council's subcommittee on Time Usage, we know that UI faculty:

- Average in excess of 50 hours per week
- Spend 20+ hours a week on student instruction
- Spend about 24 hours a week on scholarship, research, and other creative work (about half of this time is grant-sponsored and half non-grant sponsored)
- Work on the weekends
- Find work activities regularly infringe on other aspects of life
- Perceive that their colleagues are working hard to meet expectations in teaching and research
- Spend much of their allocated service time directly serving the UI

I think you can agree with me that UI faculty are extraordinarily hard working—highly productive at generating knowledge, impactful teachers, and selfless in their service to UI and the state of Iowa. Given one of the state's goals is to attract younger people to Iowa and that the regent universities are a consistent source of a high-level work force for the state of Iowa, it stands to reason that you work with us to attract and retain our very talented and dedicated faculty. As you know, that means we need to have the ability to offer faculty competitive salary and compensation packages.

To that end, I urge you to continue to advocate to the legislature for full funding requests made by the University of Iowa. I also urge you to work with faculty and university administration to create compensation packages that are more in-line with today's working families. In addition to working above and beyond expectations on daily basis, many faculty are caring for children and parents, and sometimes find themselves in critical need of support.

I would like to highlight recent changes made to the catastrophic leave donation policy. I am particularly pleased with the positive momentum we have created toward changes to catastrophic leave. I am grateful to you for your support on this policy change. The recent policy change now allows all faculty and staff with 50% or greater appointment (half-time or greater) to receive the donated time so that they can care for themselves or family members during a catastrophic illness or injury. It was monumental to first expand eligibility, and I was also happy to learn that changes have been made at the University of Iowa that allow for more confidentiality in the requesting process. Now, we need to work with you to create a more stable and sustainable benefit that allows faculty to have access to paid time off during catastrophic illnesses as well as better parental leave. We need your support as we explore mechanisms to make these happen and to reduce barriers in the Iowa Code that prevent us from being able to offer options for employees.

Finally, over the past two years it has been the custom for University of Iowa's Faculty Senate Presidents to feature one of our faculty, as a day in the life of portrait of faculty. Permit me to introduce to you Dr. Catie Cherwin. Dr. Cherwin is an Assistant Professor in the College of Nursing.

Dr. Cherwin is developing a highly significant, cutting-edge program of research to identify symptom clusters in women who receive chemotherapy to treat breast cancer. We know the symptoms patients experience vary as do their responses to the treatments we use to alleviate symptoms.

Nurses are largely responsible for monitoring patient response to, and ability to cope with, cancer treatments. We do not have reliable means to detect which patients will experience the worst symptoms nor do we have reliable treatment options when patients experience symptoms. Her work is important because alleviating treatment symptoms keeps patients on schedule for treatments, improves quality of life, and supports coping skills so patients can survive longer and be healthy.

In addition to conducting research, Dr. Cherwin teaches two undergraduate courses, one large face-to-face course on pathophysiology and pharmacology to about 75 first year nursing students each semester. She also teaches an online course to both nurses and non-nurses on caring for people at end of life. In addition to formal course assignments, Dr. Cherwin readily shares her expertise throughout the nursing curriculum and is routinely asked to guest lecture on her research to undergraduate and graduate students. Dr. Cherwin is a mentor for several undergraduate honor students. As such, she creates a rich experiential learning opportunity for students by having them

become a member of her research team. This experience allows students to meet and network with national leaders in the field, build confidence, learn to collaborate, and grow intellectually and professionally.

She is also making significant service contributions to our college and university. At a very early stage in her career, she became a member of the BSN Admission and Profession Subcommittee and quickly moved to Chair of this subcommittee (well beyond service expectations for an assistant professor). In the Chair role, she worked closely with Val Garr, the College's diversity resource person, to increase student diversity in the BSN program. Her efforts resulted in offering admission to six African American students, including one male.

Dr. Cherwin is but one of many truly remarkable faculty who we need to make sure find the University of Iowa and the Iowa City area THE place to work and live.

Again, many thanks for allowing me time to engage with you on faculty salary and compensation issues. And, my heartfelt appreciation for all you are doing to work with us during this unprecedented time of crisis.

Respectfully,

A handwritten signature in black ink that reads "Sandra Daack-Hirsch". The signature is written in a cursive, flowing style.

Sandra Daack-Hirsch, PhD, RN, FAAN
Associate Professor of Nursing
UI Faculty Senate President

**Remarks for the Board of Regents
UNI Professional & Scientific Council President – J.C. Last
April 2, 2020**

Hello. My name is J.C. Last and I am the current President of the Professional and Scientific Council at the University of Northern Iowa. Currently at UNI, there are approximately 725 Professional and Scientific (P&S) employees spread across five divisions. These individuals make it their goal every day to help ensure that the students enrolled at UNI receive the best education we can possibly provide. The P&S community appreciates the efforts that the Board of Regents have undertaken over the past several years to help ensure that we have the resources we need in order to do our jobs effectively and efficiently.

That being said, we are living in very uncertain times at the moment. The issue at the front of everyone's mind right now is, of course, the COVID-19 coronavirus. The P&S community would like to thank the Board for all of the work you have done helping to develop a clear and concise response to this epidemic among the Regents institutions. We will continue to work diligently to ensure that both our faculty and our students have the resources they need to minimize any negative impacts the ongoing response measures would otherwise have on their education.

However, the increased workload is falling on the shoulders of employees who were already feeling overworked prior to the COVID-19 outbreak. Over the past year I have had multiple conversations with P&S employees who say that they have had to take on additional duties and responsibilities when one of their coworkers leaves the institution (either due to retirement or because they took a position elsewhere), and that they are not receiving any additional compensation for doing so. The budget constraints faced by UNI means that there have been many cases where these positions are simply not filled, and so these additional duties are now becoming an expected part of the employee's position.

The fact that these employees are not receiving additional compensation is especially concerning when you also take into account that for two of the past three years, the salary increase percentage approved by the Board of Regents has been lower than the rate of inflation. Last year, the Board approved a salary increase percentage of 2.1%, and the inflation rate for FY 2019-2020 has been around 2.03%. However, at UNI, only 1% of that was allocated for an "across the board" salary increase, meaning anyone who received a "Meets Expectation" on their yearly performance appraisals. The remaining 1.1% was reserved for "meritorious performance" increases. What this meant was that employees who were competently completing their job duties were outpaced by inflation, and only those that were deemed "exemplary" were able to stay ahead of the curve.

When you look at the salary increases for UNI P&S employees over the past ten years, the base salary increase amount has only been higher than the rate of inflation twice. This means that P&S employees who are competently performing their job duties are not being compensated at a rate that keeps up with the economy. I ask the Board of Regents keep all of these things in mind when it comes time to allocate funds for the P&S salary increases this year.

In closing, I'd like to again thank the Board for all of their efforts over the past year to help ensure that UNI has the resources we need to continue to excel, regardless of whatever challenges the world throws at us. The work you're doing is essential to our success, and helps build the foundation we need as we move forward with our goal of educating Iowan's for Iowa!

Thank you,
J.C. Last



Staff Council

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March 23, 2020

Dear President Richards and Members of the Board,

I would like start by thanking the board for all their work on behalf of the state of Iowa's regent institutions. I joined the University of Iowa Staff Council in 2017 at a time when we were struggling with de-appropriations on a seemingly annual basis. A combination of economic factors and efforts by University administration has helped to stem these reversions, but these positive changes are thanks in no small part to the leadership and advocacy of the Board of Regents. Salary increases for staff were almost nonexistent a few short years ago, and while they have not been as substantial as we would hope for since, the trajectory has been positive.

As I write these comments, the world around us is changing dramatically due to the COVID-19 pandemic, and the change is coming so fast that it is possible that much of what I write now will not be applicable by the time the board convenes. Given this backdrop, it is difficult for me to assess and address salary issues and it feels as though it wouldn't even be appropriate. Instead, I make a plea for you to protect the positions and interests of regent institution staff as what is sure to be a new economic reality takes hold in the coming months and years.

Since the novel coronavirus SARS-CoV-2 was first reported in the state of Iowa on March 8, 2020, University of Iowa staff has been on the front lines dealing with the crisis. Staff at the State Hygienic Laboratory in Coralville ran the first tests and continues to be responsible for all statewide COVID-19 testing. University of Iowa Health Care workers admitted Iowa's first patient stricken with the disease a few days following the first positive tests. Information technology services and academic support staff from across the institution have quickly mobilized to transition to online and virtual learning platforms to battle community spread in Johnson County and around the state. Both faculty and staff researchers, while ramping down most research projects, have ramped up projects investigating the coronavirus to help in the effort to fight the global pandemic. Additionally, staff from every corner of the university has transitioned to working remotely and continues to be reassigned to temporary positions to help in the effort.

Understanding that an uncertain economic future will follow this pandemic, I ask you to remember these efforts of the regent institutions and their employees. The efforts to date have been nothing short of remarkable. I ask that you do all you can to protect the livelihoods of staff during the crisis and later as we attempt to get back to normal business operations and find positive ways to reimagine employment at our state institutions. While a robust salary policy would be welcome, it would be naïve

to expect, so I ask that we work together to find creative new ways to benefit our employees and their families.

Consider benefits such as discounting or providing free tuition for employees and their dependents. The economic impact report commissioned by this board and released in the fall of 2019 demonstrates the importance of our universities to the state economy and employment rate, and the continuing education of our system's employees and their families will help drive recovery in the wake of this crisis. Also, consider uniform policies that encourage and promote flexible work arrangements where possible. Presently, employees who are able are working in this capacity and will provide an excellent case study in how effective broad application of the practice can be in the future and the kinds of benefits it can provide. In addition, please continue to review policies related to catastrophic, sick, and parental leave and how to make these benefits more flexible. Parents who are now staying home with children who are out of school need the ability to focus on numerous priorities, not to mention those who are or may be dealing with illness in the near future.

We will learn much about ourselves, our business, and ways in which our work can be altered to benefit both employees and the efficiency of our institutional operations in the coming months, but one thing we already know about is the resiliency of our employees. From the 2008 flood to the Great Recession to the COVID-19 pandemic we now face, the University of Iowa has risen to all challenges and made itself stronger as a result. I know this will be no different, and I know I speak on behalf of my fellow UI employees when I say I look forward to working with you and our institution's administration throughout this crisis and into the recovery.

Thank you again for all that you do for the students, faculty, and staff of the University of Iowa and for the residents of our state.

Sincerely,

Michael

Weaver

President, University of Iowa Staff Council

Remarks to the Board of Regents, April 2020

by Dr. Jonathan Sturm, President, Faculty Senate

As with all senate presidents, I am grateful for an opportunity to speak, this time in writing, to you this year about the faculty at Iowa State University. Last time I spoke to you, in 2017, ISU was experiencing the peak of an enrollment boom, faculty research was bringing in exceptional federal funding, one of three students was graduating in good time and with zero debt, and ISU brought about \$400 million in economic benefit to the state.

In the three years since, enrollments have dropped, funding by the state has been cut repeatedly, and factors external to faculty control—Workday and Improved Service Delivery models, the looming enrollment cliff, and now COVID-19 particularly—have impacted the work and lives of everyone on campus. Notwithstanding these dramatic changes, faculty have kept their shoulders to the harness, bringing in record federal funding, and continuing to offer students a world-class education, in new and improved ways that decrease their time to graduation. As a senate, we have worked with administrators to support and implement new policies for our term faculty. We have implemented new departmental training around inclusive classrooms. We have spoken out against racism and harassment, communicating our support for *all* our students and promoting a welcoming environment for all learners at ISU.

COVID-19 has essentially brought all American life to a complete standstill. State budgets will be repurposed at some time to cover unemployment costs. It is anybody's guess how much that will cost, and whether any other budget items will be addressed. In the face of these monumental state difficulties, I doubted that my remarks about faculty salaries and work would have much impact. And you likely expect me to make exactly the same points as presidents have for several years in a row.

Yet here I am, because you need to hear some other facts of the past year from the faculty perspective. Even without the devastation of the coronavirus, 2019-20 would *still* have been an intensely challenging and trying year for faculty at ISU.

In July 2019 ISU “went live” with two new management models: Workday, and Improved Service Delivery (ISD). Faculty were not deeply involved in the decision to adopt or roll out either of these, beyond information sharing and some consulting. Within a month of the Workday rollout, it became abundantly clear that the computer program was a complete a total misfit for the culture and nature of faculty work. Within a month of the ISD rollout, it became abundantly clear that the centralization of services had effectively taken experts and their expertise away from the local spaces. Because of this reassignment and reorganization of staff into “trees,” staff members are no longer familiar with the processes and needs of local groups. The quality and efficiency of support for regular faculty work (e.g., processing grant applications, paying contractors, hiring graduate students, etc.) have suffered, and the compounded effects of mistakes are costly and impede workflow.

One faculty senate caucus on campus estimates that the additional faculty workload in 2019-20 resulting from the problems in Workday—with its opaque ways of operating, its unintuitive language and processes, its limited access to data and reports that are crucial for faculty success—along with the removal of expertise from departments has added so many shadow work hours for

faculty that the additional time spent adapting to and using these two systems alone is equal to at least a 5% pay **cut** for faculty.

Let me repeat that. Faculty in this past academic year have sunk so much time working through the quagmire of additional learning and effort these two systems have required that the additional effort is the equivalent of a pay cut of that magnitude. They have had to set aside time from their principal research agendas in order to create and submit Worktags for grant or travel reimbursement. They have had to solicit help to see grant budgets that were obscured from them for months and that previously they knew how to access. They have had to reconfigure from the ground up their reporting. They have been unable to balance grant budgets for months. I am asking you here, what resources does the Board have to offset if not compensate for this kind of time investment by faculty to *ensure* the university continues to work well?

Now, with COVID-19, faculty have needed immediately to reconfigure all our education and pedagogy to a virtual approach online. And faculty *are* stepping up. They *are* getting the work done. They *are* prioritizing students and the education they expect and have paid for. This undertaking is a massive one. Administration will have a strong spotlight on it—they are your direct reports, and the policy decisions will come from their offices. But behind them, faculty are setting courses up to be taught (99.5% of ISU courses are online-/virtual teaching ready as of today, and that is with one week of notice). Faculty are communicating through me and other leaders what immediate needs arise; what academic deficiencies they perceive that need fixing before we get going as a virtual university.

Also, they communicate their concerns and worries—how will I get free time at home to teach while my three children are also at home and demanding my attention now that day care and schools are closed? How will my research agenda continue? Will my tenure and promotion be compromised as a result of this crisis? How will I pay my bills when my spouse is not working? Who is standing up for faculty at this time? Who is saying, “We know you have worked through the initial challenges of Workday and ISD that are so out of line with how you need to carry out your professional responsibilities. Now also you are stepping up for ISU students in their moment of need during a national crisis and doing your best to keep them on track to graduation. You are maintaining ISU’s AAU and Research-1 status and exploring ways to continue your research. You are doing all of this while under strict social distancing protocols and adverse circumstances that necessitate doing this work from home with your young children at home the entire time, since their lives are also completely disrupted.”

What would have happened if faculty stood up in one collective voice and said, “No. We cannot teach under these circumstances. Our morale was already low, our reserves were exhausted, and so students will have to bear the brunt of the impossibility of adjusting to the bizarre realities the virus has placed on us?” That was not our reaction, and we ask now of you, our governors to compensate us for this work. We ask that you see this national emergency, added to 9 months of strenuous adjustment to new university operational systems, not only from your vantage points, or from the vantage points of the students, but also from the position of the faculty. What resources do you have available to assist us?

This speech is typically about salaries. As you must be aware, however, it is about so much more than salaries this time. Sure, we remain at the bottom of our Peer university salary ranges, as we have done for years. Sure, we are losing faculty to better paying positions elsewhere. (Vet-Med indicates salaries are not competitive to the extent that they have been trying to hire a small animal

surgeon to the college for about 5 years, but no qualified applicants show interest since they can make more for less work in the private sector.) But additionally, we are struggling with work overload, opaque business management systems that add time to our work days, the removal of our known experts who previously helped us get our work done, replaced by people across campus who are experts in finance or HR, but not in the specific aspects of those fields with which we need immediate assistance. And now we are struggling with the balance of family and work under the COVID-19 crisis. What resources do you have to bring to our assistance?

Is this temporary? Will we get through this? I believe so. But, in the meantime, what can the Board of Regents do for faculty? Are you there for us? If so, in what way? Something meaningful? Or, are your hands be tied? When this is over, will you breathe a sigh of relief and return to former priorities, or will you begin to look at, to study, to puzzle through the best ways to ensure that faculty stay in Iowa, that they remain here to teach and to conduct world-class, ground-breaking research at Regent Universities?

This year the message from faculty is challenging. I have worked with this message and communicated it internally all year long. I am grateful to have had a chance to share it with you here, hoping that it is clear, convincing, and timely. My thanks in advance for any and all tangible efforts you make on behalf of the faculty at Iowa State University who are proving their dedication to their disciplines, their students, and their university. I am available for any interaction or discussion you may wish to have with me, should you feel more depth is needed concerning the issues I raise above.

Very sincerely,

Dr. Jonathan A. Sturm
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