REMARKS FROM NON-REPRESENTED FACULTY AND STAFF
ON FY 2024 SALARY POLICIES

Action Requested: Receive presentations and 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 make presentations or submit written remarks to the Board on salary policies for FY 2024. Representatives of 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 Educational Services for the Blind and Visually Impaired Faculty
Iowa Educational Services for the Blind and Visually Impaired Professional and Scientific Staff

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

Written statements were provided by the Regents Interinstitutional Supervisory Confidential Council, Iowa State University Professional and Scientific Council, and Iowa State University Faculty Senate. (Attachment A)

The Board will consider FY 2024 salary policies at its June 13 - June 15, 2023, Meeting.
March 24, 2023

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 301 Merit system employees of the Board of Regents not covered by a collective bargaining agreement. Merit Supervisory Exempt and Confidential (MSE/C) represents two groups of employees. The first group are Merit employees whose job duties place them in a supervisory role over other Merit employees 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 this classification. We hope the Board will again consider a pay policy for the non-represented supervisory and confidential staff within the Regent Merit System that 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 at the maximum pay for their classification and no longer receive step pay increases each year. Currently 30% or 91 out of a total of 306 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, but many of these individuals have also 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 might include ensuring a cost of living increase each year, providing a one-time step increase for employees who are currently maxed out or have stalled out at
the same pay 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 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

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

<table>
<thead>
<tr>
<th></th>
<th>MSE/C Employees</th>
<th>Supervisory Employees</th>
<th>Confidential Employees</th>
<th>MSE/C Employees Maximum Pay Grade</th>
<th>Supervisory Employees Maximum Pay Grade</th>
<th>Confidential Employees Maximum Pay Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Iowa</td>
<td>204</td>
<td>182</td>
<td>22</td>
<td>66</td>
<td>48</td>
<td>18</td>
</tr>
<tr>
<td>Iowa State University</td>
<td>53</td>
<td>47</td>
<td>6</td>
<td>13</td>
<td>11</td>
<td>2</td>
</tr>
<tr>
<td>University of Northern Iowa</td>
<td>43</td>
<td>31</td>
<td>12</td>
<td>12</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Iowa Educational Services for the Blind and Visually Impaired</td>
<td>0</td>
<td>0 (0%)</td>
<td>1 (100%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Iowa School for the Deaf</td>
<td>1</td>
<td>0 (0%)</td>
<td>1 (100%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Total</td>
<td>301</td>
<td>260 (86%)</td>
<td>46 (14%)</td>
<td>91 (30%)</td>
<td>67 (26%)</td>
<td>24 (52%)</td>
</tr>
</tbody>
</table>
Iowa State University
Professional and Scientific Council

FY 2024 Salary Statement on Behalf of Professional & Scientific Staff at Iowa State University

Jamie Sass, President, Professional & Scientific Council

My name is Jamie Sass, and I am the Professional and Scientific Council President at Iowa State University. As the representative of over 3,000 Professional and Scientific Employees of Iowa State University, I would like to thank the Iowa Board of Regents for the opportunity to share remarks regarding salaries for FY24, including a call to action from Iowa State’s professional and scientific employees to better meet cost-of-living adjustments.

The Value of the Student-Facing P&S Employees in Recruiting and Retaining Students
Unfortunately, I cannot join you in person today because of my professional commitments to the University’s lifeblood: our students. My job, on paper, is coaching students to be stronger professional communicators. My job, in practice, is coaching students AND student retention, which often involves wearing my “mom” hat during 1:1 meetings with students to provide advice on the many personal challenges they are facing, take advantage of resources available to them, and start their assignments earlier among other things like reminding them to drink more water and go to bed earlier.

As higher education staves down the enrollment cliff, each student recruited, enrolled, and retained is increasingly valuable. And as Generation Z is increasingly distrustful of higher education and its inherent value, every student’s value will only grow. The mission-critical work done by student-facing professionals like me and my professional and scientific colleagues in academic advising, dining and residence, student engagement, and so many others is a cornerstone for student recruitment, enrollment, and retention. In other words, we are working to help maintain the University’s most valuable asset: our students.

Student-facing professional and scientific employees at Iowa State University are charged with keeping students at Iowa State happy and successful. Anecdotal stories from my constituents tell me student-facing professional and scientific employees, the very ones charged with getting students on campus and then keeping them there to protect tuition dollars, are burned out. For the first time in my career at Iowa State, I’m seeing my colleagues leaving Iowa State in waves, chasing different opportunities with better chances for career advancement and yes, better salaries. A long-term academic advisor recently left her higher ed career for an industry position because “money talks, and with stuff so expensive, I finally had to listen. I couldn’t do another year like last year. I miss my students, but I don’t miss not knowing if I’ll get a raise.” Losing talented, invested professionals who value student success because they are underpaid will devastate the long-term success of student recruitment and retention and ultimately, our University.
The Value of ALL P&S Employees in Advancing the University’s Mission

Professional and Scientific Council Past President Clayton Johnson said it best in 2017: “Regardless of our positions, ALL Professional and Scientific employees continue to advance the mission of Iowa State University: to ‘Create, share, and apply knowledge to make Iowa and the world a better place.’ We work directly with students, we work directly with research, and we work directly with Iowans.” Our professional and scientific employees impact students, the University, and Iowa. Below are some award winners from the 2022 Professional and Scientific Council Citation Awards who are making a tangible contribution to the State of Iowa and Iowa State University. These excerpts are from their award nomination letters written by their nominators.

Alexa: Making a Difference in STEM Education for Iowa Youth and Educators Statewide

Alexa is responsible for overseeing the youth State Science and Technology Fair of Iowa in addition to 4-H STEM outreach programming for K-12 youth statewide. In her role she has increased youth participation at the 2021 State Science Fair from 124 to 401 students. The increase in youth participants also included 12 new participating schools with youth representing a total of 34 counties participating in the fair. She also initiated a program called STEM in Motion which provides 9-12 grade youth interested in STEM an opportunity to travel outside of Iowa to interact in a real-world setting and career-oriented STEM pathways. This past year she implemented a Science Research Conference for Iowa educators that provided two certified Iowa Area Education Agency (AEA) renewal licensure credits for participating educators. Alexa obtained $10,000 in funding to support the new Science Research Conference.

CIRAS: Making a Difference in Industry Performance

The Center for Industrial Research and Service (or CIRAS, for short) mission is to improve the performance of industry through applied research, education, and technical assistance. They deliver services from 30-minute counseling sessions to a multi-year transformational engagement. The funding comes from several federal agencies, two state agencies, the University, and private organizations. With the number of different organizations, it’s very important to manage these relationships and track and report to stakeholders. For 20 years they used an online database. In 2019 they decided to implement Salesforce as their core operating platform. In 2020 the external integrator decided they were unable to meet their needs and backed out of the project. CIRAS formed a team to manage the implementation themselves. Throughout 2021 the CIRAS Salesforce Implementation Team took on the largest project in CIRAS history. They conducted extensive discovery processing, identifying over 230 requirements to meet the needs of CIRAS. They then developed solutions, performed hundreds of tests and created 80 training videos. On January 3, 2022, Salesforce went live. While many organizations share stories of the struggles of launching a new system, this year has been full of stories of success and excitement. In 2023, CIRAS will be celebrating 60 years serving Iowa industry, and, thanks to this team, they are well-positioned for the next 60 years.

These are but a few highlights of the exceptional work done by professional and scientific employees at Iowa State University. I am constantly humbled by the depth and diversity of the work done by professional and scientific employees and who are impacted by it. We have employees throughout the state in Extension and Outreach educating Iowans in fulfillment of Iowa State University’s land grant mission. Our campus communicators are pushing out
messaging and executing beautiful marketing campaigns that entice donors, families, and alumni to remain Forever True. Those in Finance and Operations help keep the University operational and fiscally sound. And please do not ever forget the administrative assistants because I think every function at Iowa State would stop without the magic they do.

**Call to Action: Fight in the Legislature for Cost-of-Living Increases**

And yet, despite our good work, we have been met with less-than-desirable performance raises for many years. The last five years of performance-based salary increases compared against an ever-increasing cost-of-living has been a brutal financial reality for many professional and scientific employees as many paychecks struggle to keep up with everyday expenses: housing, transportation, groceries, childcare, utilities, etc. Except for 2019, performance-based percentage increases have fallen below cost-of-living adjustments. This impact has been especially noticeable in 2021 and 2022 as performance-based salary increases have yet to even halfway meet cost-of-living increases.

Year after year, I’ve read the salary policy letters that my predecessors have written, asking for salary increases while highlighting the worth our professional and scientific employees bring to Iowa State. Year after year, Professional and Scientific Council’s [Compensation and Benefits Committee](#) has written its yearly report, usually requesting professional and scientific salaries to align more with industry counterparts and accounting for inflationary trends as retention efforts. Reading these documents from past years is difficult and seeing how little has changed.

My constituents are smart people. We are aware of the hard financial realities of Iowa State University, the complexities of its funding, and the role politics play in our finances. We know we work in a unique ecosystem that does not look like any other place of employment, which directly affects how we are paid and staffed. Furthermore, we recognize the financial constraints that have been increasingly difficult in recent years. Regents, I do not envy the job you do. However, seeing raises that do not move the financial needle meaningfully for most professional and scientific employees is demoralizing.

Many of us know we will likely never earn at Iowa State what we could earn in industry, and many stay because we are loyal. We love the students we guide, the faculty we work alongside, the Iowans we serve in 99 counties, and the hundreds of other stakeholders professional and scientific employees bring value to because we bleed cardinal and gold as Iowa Staters. Loyalty has yet to outpace a skyrocketing cost-of-living though, and I do not think that will be (or should be!) enough to sustain the talent Iowa State University is positioned to lose. Failure to retain quality, invested professional and scientific talent with appropriate salary increases hurts the University’s stakeholders and bottom line. Most notably, it will hurt students who pay tuition dollars when they can no longer receive the quality of service they deserve because student-facing positions have left.

Please, do what is right for us. Keep fighting for us in the legislature for meaningful salary increases because, without big steps forward, we will continue to face challenges in recruiting and retaining the staff who bring the University to life.

Thank you.
Iowa State University

Jon D. Perkins, J.D., Ph.D., CPA, CMA, CGMA
Associate Professor of Accounting
President, ISU Faculty Senate

Ivy College of Business
Department of Accounting
3456 Gerdin Business Building
2167 Union Drive
Ames, IA 50011-2027
Phone: (515) 294-1370
Fax: (515) 294-3525

TO: Board of Regents, State of Iowa
FROM: Dr. Jon D. Perkins, President, Iowa State University Faculty Senate
DATE: April 20, 2023
RE: Invited Comments on FY2024 Salary Policies

President Richards, members of the Board of Regents, thank you for the opportunity to speak to you today! My name is Dr. Jon Perkins and I am a tenured associate professor of accounting in the Ivy College of Business as well as the President of the Iowa State University Faculty Senate. I have had the pleasure of speaking to you at past Board meetings as well as working with several of you on the Board’s recent Distance Education and Digital Delivery Task Force and would like to speak to you today regarding salary policies for FY2024.

Like many Iowans, ISU faculty accepted the need to share in the burden of getting through the COVID-19 pandemic. They feel fortunate that they are not as badly off as some of their colleagues in other states. Now that the pandemic appears to over, however, they are looking forward to better, or at least more normal times, both personally and professionally. However, from a salary perspective, ISU faculty are concerned about both overall salary levels as well as the recent history of salary adjustments that have not kept up with inflation.

**Overall Salary Levels**

Overall ISU faculty salaries continue to remain at the bottom of our peer group. As you can see from Table 1, mean faculty salaries in all of ISU’s colleges are now significantly below our peer institutions. In fact, the faculty in the Ivy College of Business, the College of Human Sciences, and the College of Liberal Arts and Sciences have either the lowest or next-to-lowest salaries when compared to our peer institutions. These comparatively low salary levels make it difficult to compete for new high-quality faculty. Hiring new high-quality faculty is particularly important in an era when the professoriate is aging and many faculty get closer to retirement.
### Table 1

Peer Salary Comparisons by College for Continuing Iowa State University Tenure Track Faculty

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<th></th>
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<tbody>
<tr>
<td>CALS(^1)</td>
<td>1.02</td>
<td>1.00</td>
<td>0.97</td>
<td>0.95</td>
<td>0.96</td>
<td>0.97</td>
<td>0.91</td>
<td>0.91</td>
<td>0.90</td>
<td>0.92</td>
</tr>
<tr>
<td>BUS(^1)</td>
<td>0.83</td>
<td>0.83</td>
<td>0.84</td>
<td>0.83</td>
<td>0.85</td>
<td>0.87</td>
<td>0.88</td>
<td>0.86</td>
<td>0.86</td>
<td>0.88</td>
</tr>
<tr>
<td>DES(^1)</td>
<td>0.92</td>
<td>0.93</td>
<td>0.93</td>
<td>0.95</td>
<td>0.92</td>
<td>0.92</td>
<td>0.89</td>
<td>0.89</td>
<td>0.87</td>
<td>0.90</td>
</tr>
<tr>
<td>ENGR(^1)</td>
<td>1.01</td>
<td>1.02</td>
<td>1.03</td>
<td>1.00</td>
<td>1.00</td>
<td>0.98</td>
<td>0.95</td>
<td>0.95</td>
<td>0.95</td>
<td>0.96</td>
</tr>
<tr>
<td>CHBS(^1)</td>
<td>0.95</td>
<td>0.97</td>
<td>0.96</td>
<td>0.96</td>
<td>0.93</td>
<td>0.91</td>
<td>0.89</td>
<td>0.87</td>
<td>0.85</td>
<td>0.87</td>
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<tr>
<td>LAS(^7)</td>
<td>0.87</td>
<td>0.88</td>
<td>0.89</td>
<td>0.87</td>
<td>0.86</td>
<td>0.84</td>
<td>0.84</td>
<td>0.84</td>
<td>0.83</td>
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<tr>
<td>VET(^6)</td>
<td>1.02</td>
<td>1.04</td>
<td>1.09</td>
<td>1.01</td>
<td>1.02</td>
<td>0.96</td>
<td>0.95</td>
<td>0.96</td>
<td>0.92</td>
<td>0.92</td>
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\(^1\)Data Source: 2016-2017 and 2022-2023 Iowa State University Fact Book, Office of Institutional Research. The index compares ISU faculty salaries with peer institutions. A value of 1.00 means ISU faculty pay is equivalent to our peer institutions. Appointments with titles equivalent to Assistant Dean, Associate Dean, Dean, or higher are excluded.

\(^2\)CALS = College of Agriculture and Life Sciences

\(^3\)BUS = Ivy College of Business

\(^4\)DES = College of Design

\(^5\)ENGR = College of Engineering

\(^6\)CHBS = College of Human Sciences

\(^7\)LAS = College of Liberal Arts and Sciences

\(^8\)VET = College of Veterinary Medicine

### History of Salary Adjustments

In addition to low base salaries, the past five fiscal years have seen salary adjustments that have generally not kept up with inflation. In particular, Table 2 shows that salary adjustments for FY2021 and FY2022 fell dramatically short of keeping up with inflation, resulting in large effective salary decreases.

### Table 2

Comparison of Salary and Consumer Price Index Increases for Continuing Iowa State University Faculty

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</tr>
</thead>
<tbody>
<tr>
<td>Salary(^1)</td>
<td>3.2%</td>
<td>3.5%</td>
<td>1.4%</td>
<td>3.8%</td>
<td>0.0%</td>
<td>1.8%</td>
<td>2.0%</td>
<td>0.0%</td>
<td>3.5%</td>
<td>4.1%</td>
</tr>
<tr>
<td>CPI(^2)</td>
<td>2.0%</td>
<td>-0.6%</td>
<td>0.5%</td>
<td>0.5%</td>
<td>2.2%</td>
<td>1.3%</td>
<td>0.2%</td>
<td>6.1%</td>
<td>9.7%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Difference</td>
<td>1.2%</td>
<td>4.1%</td>
<td>0.9%</td>
<td>3.3%</td>
<td>-2.2%</td>
<td>-0.3%</td>
<td>1.8%</td>
<td>-6.1%</td>
<td>-6.2%</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

\(^1\)Data Source: 2022-2023 Iowa State University Fact Book, Office of Institutional Research


I am very concerned that as a result of our low salary levels and history of low salary adjustments current and prospective faculty will seek better opportunities elsewhere. In many instances, the faculty who will be recruited by other universities are prominent members of the academy who have demonstrated exceptional abilities. Even for loyal faculty who remain, I am concerned that these issues are having a significant impact on faculty morale. The faculty at ISU are dedicated to teaching, research, and extension/outreach that results in significant contributions to the Iowa economy. However, there is a pervasive sense among the faculty that their hard work is neither understood nor appreciated by the people of Iowa.
Salaries are Investments

Last year, ISU adopted a new strategic plan. In that document, Iowa State University’s mission and vision are stated as follows:

Mission: Iowa State University will create, share, and apply knowledge to make our students, Iowa, and the world better.

Vision: Iowa State University will advance the land-grant ideals of putting science, technology, and human creativity to work.

In addition, the strategic plan lists five aspirational statements that define what Iowa State University desires to be and how the university plans to position itself over the next nine years. These “to be” statements will drive an ongoing strategic process of evaluation and investment. What Iowa State University wants to be will compel what Iowa State does — to take action to move us closer to our aspirations. In nine years, Iowa State University strives:

- To be the most student-centric leading research university
- To be the university that cultivates a diverse, equitable, and inclusive environment where students, faculty, and staff flourish
- To be the university that fosters lifelong learning
- To be the university that creates opportunities and forges new frontiers
- To be the trusted partner for proactive and innovative solutions

ISU’s faculty are instrumental to fulfilling its mission, realizing its vision, and achieving its aspirational goals. It is faculty that plan, create, carry out, and administer the academic programs that train the approximately 30,000 undergraduate and graduate students at the university in over a hundred majors. It is faculty who plan, create, and direct externally funded research that brings millions of dollars to the university and to the State of Iowa, producing innovation, economic development, and expertise, while supporting students and staff.

As you can see from its strategic plan, ISU is striving to be much more than an average university. I believe that I can speak for the entire university when I say that we very much appreciate your support. However, it is clearly not just about money. I urge you to do everything you can do to support our faculty with salaries that allow them to feel they are not at the “bottom of the barrel” and show them that their efforts are acknowledged and appreciated.

I was a practicing accountant before entering academia and have been teaching accounting and taxation at the university level for 25 years. I can honestly say that while technically faculty salaries are expenses according to Generally Accepted Accounting Principles, we should be thinking of faculty salaries as an investment in Iowa State University by the people of Iowa; one that has paid very strong dividends in the past (ISU contributed $5 billion to Iowa’s economy in FY2022, accounting for 2.4% of Iowa’s total gross product) and with your help, will continue to do so into the future.