

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, Retirement and 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.

Regent Merit System – FY 2010

As of June 30, 2010, there were 7,119 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 7% of the employees are minority (7.7% at SUI, 4.5% at ISU; 8.2% at UNI; 12.0% at ISD and 2.8% at IBSSS). Approximately 42% (146) of the transfers during the year were contract transfers pursuant to the AFSCME collective bargaining agreement. There were 253 resignations, 413 retirements, 19 layoffs, and 29 dismissals for cause.

Overall, average FY 2010 salary for merit system employees at the five institutions was \$39,218.

In accordance with the administrative rules, 217 requests for classification review were filed. 199 of these requests resulted in reclassifications to different classifications -- 190 of those were to classifications in higher pay grades.

Sick and Vacation Leave – FY 2010

Permanent employees of the Board of Regents earn 1½ days of sick leave per month (Iowa Code 70A.1[4]). 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 university employees used 184,911 days of sick leave in FY 2010 at a cost of \$37.3 million. Average usage per university employee was 7.4 days. Average usage in FY 2009 was 7.0 days. Average usage for faculty was 2.0 days; P&S – 7.6 days; and Merit – 10.8 days. Total usage at the special schools was 2,422 days at a cost of \$491,362. The average usage was 9.8 days.

Employees in the Regent Merit System earn vacation leave based on years of service – 1st through 4th year – 2 weeks; 5th through 11th – 3 weeks; 12th through 19th – 4 weeks; 20th through 24th – 4.4 weeks; and 25th and beyond – 5 weeks (Iowa Code 70A.1[2]). 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 university employee was 17.8 days in FY 2010. FY 2009 average was 17.5 days. Average usage at the special schools was 13.9 days.

In addition to vacation leave, state employees (including Regent employees) receive nine paid holidays plus two unscheduled days which are accrued as vacation.

Fringe Benefits – FY 2010

The Regent institutions spent \$502.9 million for insurance and retirement programs for faculty and staff during FY 2008. Institutional costs for fringe benefits as a percent of payroll were: SUI – 29.5%; ISU – 30.8%; UNI – 35.2%; ISD – 39.2%; and IBSSS – 39.7%.

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 2010 salary maximum of \$106,800. Medicare contribution is 1.45% on all salary.

Employees may elect to participate either in IPERS (a defined benefit program) or TIAA-CREF (a defined contribution program) or a qualified substitute. About 88 employees at ISU are covered by federal retirement. Approximately 23,761 employees participate in TIAA-CREF and 3,288 in IPERS. At the universities historically, the employer contribution to TIAA-CREF is 10%, and the employee contribution is 5% for employees with over five years of service. Contributions to TIAA-CREF at the special schools are at the IPERS rates – 6.65% by the employer and 4.3% by the employee. These amounts will increase to 6.95% and 4.5% in FY 2011. In FY 2010, the institutions contributed \$119.5 million to TIAA-CREF and \$3.5 million to IPERS.

In response to decreases in state appropriations, the Board at its October 29, 2009, meeting approved reductions in the employer contributions to TIAA-CREF effective November 1, 2009. The reduction for ISU was through June 30, 2010, and for SUI and UNI, it is through June 30, 2011. However, at the June 2010 meeting, the Board approved an increase to 9% for the employer contribution at UNI effective July 1, 2010. Both UNI and SUI will return to 10% on July 1, 2011. Due to the decrease in employer contributions, the amount paid by the universities for TIAA-CREF decreased from \$139.4 million in FY 2009 to \$119.5 million in FY 2010.

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 2010 was \$205.7 million which is an increase of approximately 9.0% 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 12. The full report is available as an attachment to this memo on the Board's website.

Retirement Report – FY 2010

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. 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, except for FICA, IPERS and Federal

Retirement, are paid as if the employee were fulltime. The current phased retirement program expires on June 30, 2012.

There were 39 new participants in phased retirement in FY 2010 with a total of 234 currently active. A total of 993 faculty and staff have participated in the program since its inception in 1982.

The cost of phased retirement incentives was \$2.9 million. Approximately \$5.7 million was released through operation of the phased retirement program. These funds were used in a variety of ways at the institutions with most going toward either replacement personnel or reallocations to fund other areas of need.

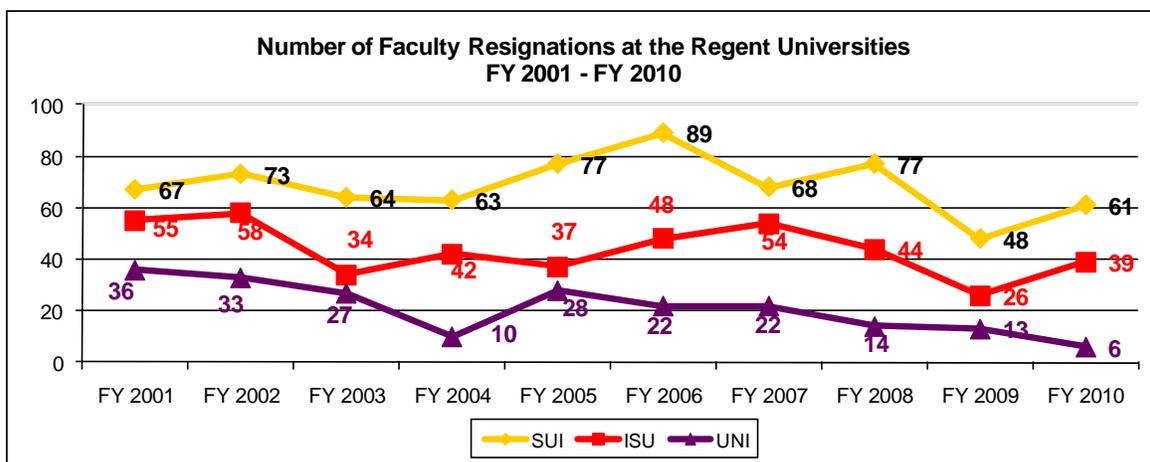
In April 2009 the Board approved an alternate phased retirement program for the University of Iowa. The [program was effective between July 1 and September 30, 2009. Staff participating in the program had to commence phased retirement on or before June 30, 2010. The alternate program required immediate reduction to a half-time appointment and a phasing period of two years. There were 33 participants in the alternate program. The cost of the incentives paid to participants was \$771,490, and the released funds available for reallocation amounted to \$775,112.

During FY 2010, 498 faculty and staff left the institutions through regular retirement.

Faculty Resignations Report – FY 2010

At the Regent universities, there were 106 faculty resignations (from a total number of 4,138 faculty) in FY 2010, an increase of 19 (+21.8%) from the prior year. At the special schools, there were five faculty resignations in FY 2010, an increase of five from the prior year.

- At the University of Iowa, the number of faculty resignations increased from 48 to 61 (+27.0%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 2,205. During the past ten years, the average number of annual faculty resignations has been 68.7.
- At Iowa State University, the number of faculty resignations increased from 26 to 39 (+50.0%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 1,346. During the past ten years, the average number of annual faculty resignations has been 43.7.
- At the University of Northern Iowa, the number of faculty resignations decreased from 13 to 6 (-53.8%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 587. During the past ten years, the average number of annual faculty resignations has been 21.1.

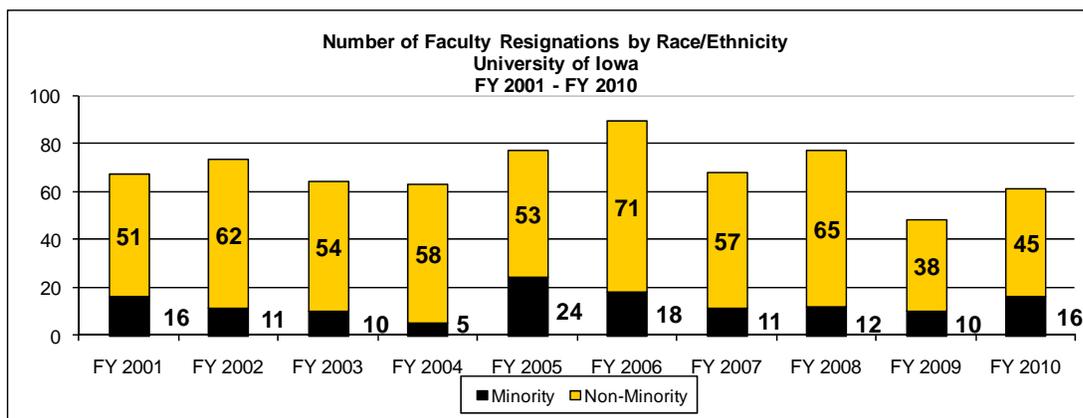


- At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2009 and FY 2010.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations increased from zero to five between FY 2009 and FY 2010.

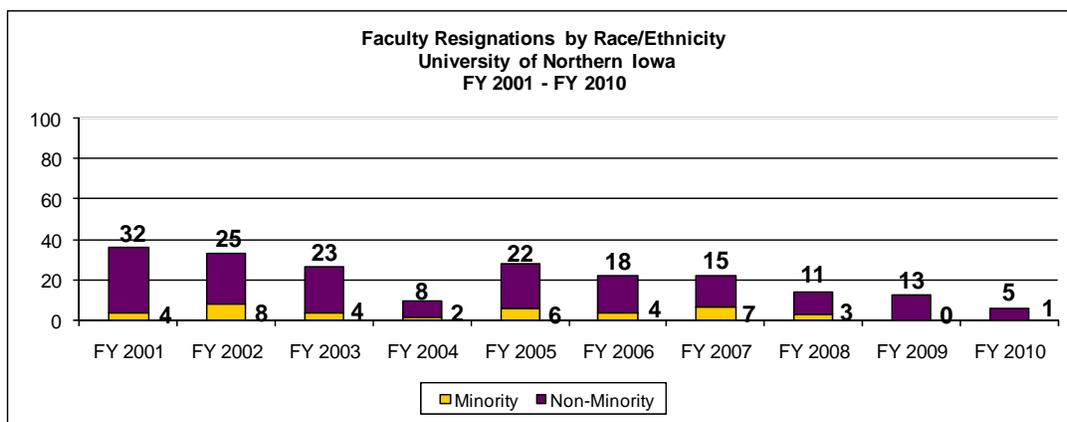
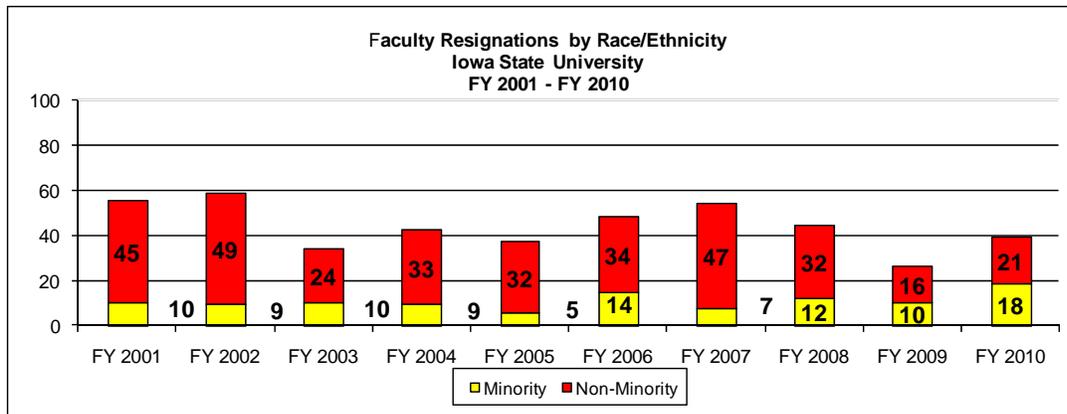
The Regent universities obtained information about the faculty who resigned through a variety of efforts, including resignation surveys; exit interviews; satisfaction/climate assessment surveys; and payroll reports.

The number of faculty resignations at the Regent universities includes only those faculty members who were tenured, tenure-track, or clinical track.

- Of those who resigned in FY 2010, 16 (15.0%) were professors, 27 (25.5%) were associate professors, 59 (55.7%) were assistant professors, and four (3.8%) were instructors. Professors represent 41.1% of the population; associate professors represent 32.1% of the population; assistant professors represent 25.6% of the population; and instructors represent 1.2% of the population at the Regent universities¹.
- Of those who resigned in FY 2010, 33 (31.1%) were tenured, 40 (37.7%) were tenure-track, 31 (29.3%) were clinical track, and two (1.9%) were other. Tenured faculty members represent 68.5% of the population; tenure-track faculty members represent 21.2% of the population; and clinical track faculty members represent 10.4% of the population at the Regent universities¹.
- Of those who resigned in FY 2010, 63 (59.4%) were male and 43 (40.6%) were female. Males represent 68.1% of the total population and females represent 31.9% of the total population at the Regent universities.
- Of those who resigned in FY 2010, 35 (33.0%) were racial/ethnic minorities and 71 (67.0%) were non-minorities. Racial/ethnic minorities represent 15.5% of the population and non-minorities represent 84.5% of the population at the Regent universities.



¹ Source: Spring 2010 Faculty Tenure Report.



The following overrepresentation occurred among faculty resignees relative to each College's overall faculty numbers:

- At the University of Iowa, the Colleges of Medicine, Nursing, and Public Health were overrepresented among faculty resignees relative to each College's overall faculty numbers.
- At Iowa State University, the College of Human Sciences was overrepresented among faculty resignees relative to the College's overall faculty numbers.
- At the University of Northern Iowa, the Colleges of Business Administration, Education and Natural Sciences were overrepresented among faculty resignees relative to each College's overall faculty numbers.

In FY 2010, the primary reason for resigning continues to be employment opportunities at other educational institutions (cited by 66.0% of those who left). The second most frequently identified reason for resigning (cited by 17.9% of those who left) was for "personal" reasons. The third and fourth most common reasons for resigning were to accept another position at a non-educational institution (cited by 13.2% of those who left) and to enter private practice (cited by 2.8% of those who left).

Attachment A provides a summary of the faculty resignations at the universities. More detailed information and tables are provided in the full report beginning on page 32. The full report is available on the Board of Regents website as an attachment to this memo.

The information provided in the salary component of this report details salary increases and average salaries for the current fiscal year (FY 2011).

Average salary increases for faculty, P&S and merit staff for FY 2011 are as follows:

	Faculty	P&S	Merit**
SUI	2.5%	2.8%*	4.8%
ISU	1.9%	1.9%	4.4%
UNI	3.0%	3.0%	4.6%
ISD	2.4%	2.3%	3.5%
IBSSS	3.3%	6.4%	6.1%

* Excludes SEIU; SEIU average increases was 3.95%

** Includes across-the-board increases of 2% on 7-1-10 and 1% on 1-1-11 and step increases valued at 4.5% for eligible employees.

More detailed tables are provided in the full report beginning on page 50. The full report is available on the Board's website as an attachment to this memo.

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 are public universities in Minnesota, Illinois, Indiana, Ohio, Arizona, California, Michigan, North Carolina, Texas, and Wisconsin. (See Attachment B)

In the SUI group, 5 of the 11 institutions gave increases in FY 2011; in the ISU group, 4 of 11. Of the 7 reporting institutions in the UNI group, 4 gave faculty salary increases.

Faculty salary rankings at SUI and ISU did not change from last year. SUI remains at 8th place, and ISU at 11th. UNI dropped from 5th to 7th.

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 a comparison of average faculty salary increases within the peer groups for the past five years.

Attachment I provides a comparison of faculty total compensation within the peer groups.

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

Employee Award Programs -- FY 2010

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).

Rather than consider an 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. The policy requires submission of a report each year on the operation of the program.

To date only the University of Iowa has a fully operational program.

The following table reflects the operation of the awards program at the University of Iowa.

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	5,141	117	\$250 - \$11,909	\$2,660	\$311,268
Spot Awards	5,141	192	\$25 - \$75	\$74	\$14,245

Due to budget constraints, during FY 2010 many colleges and departments were not able to reward employees for exceptional performance. In FY 2009, 367 Exceptional Performance Awards were given compared to 117 in FY 2010. The same trend was displayed for SPOT Awards where 300 employees received this award in FY 2009 compared to 192 in FY 2010.

**TOTAL FACULTY AND FACULTY RESIGNATIONS
FY 2010
REGENT TOTAL**

College	Faculty Number	Percent of Total Faculty	Number of Resignations	Percent of Total Resignations	Percent of Total College Faculty
University of Iowa					
Business Administration	85	3.8	2	3.3	2.4
Dentistry	96	4.4	2	3.3	2.1
Education	99	4.5	1	1.6	1.0
Engineering	85	3.9	0	0.0	0.0
Graduate	17	0.8	0	0.0	0.0
Law	44	2.0	1	1.6	2.3
Liberal Arts and Sciences	658	29.8	10	16.4	1.5
Medicine	926	42.0	38	62.3	4.1
Nursing	62	2.8	2	3.3	3.2
Pharmacy	62	2.8	0	0.0	0.0
Public Health	71	3.2	5	8.2	7.0
TOTAL	2,205	100.0	61	100.0	2.7
Iowa State University					
Agriculture and Life Sciences	280	20.8	7	18.0	2.5
Business	70	5.2	2	5.1	2.9
Design	83	6.2	2	5.1	2.4
Engineering	184	13.7	5	12.8	2.7
Human Science	117	8.7	8	20.5	6.8
Liberal Arts and Sciences	475	35.3	12	30.8	2.5
Library	33	2.4	1	2.6	3.0
Veterinary Medicine	104	7.7	2	5.1	1.9
TOTAL	1,346	100.0	39	100.0	2.9
University of Northern Iowa					
Business Administration	53	9.1	1	16.7	1.9
Education	158	26.9	3	50.0	1.9
Humanities and Fine Arts	141	24.0	0	0.0	0.0
Natural Sciences	114	19.4	2	33.3	1.8
Social and Behavioral Sciences	104	17.7	0	0.0	0.0
Library	17	2.9	0	0.0	0.0
TOTAL	587	100.0	6	100.0	1.0

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2009-10
ESTIMATED FACULTY SALARY INCREASES, 2010-11

COMPARISON GROUPS	Average Faculty Salary 2009-10 (1)	Estimated Average Percent Increase 2010-11 (2)	Estimated Average Faculty Salary 2010-11
University of California, Los Angeles	125,400	0.00%	125,400
University of Michigan, Ann Arbor	114,600	n/a	114,600
University of North Carolina, Chapel Hill	113,330	0.00%	113,330
University of Texas, Austin	108,300	n/a	108,300
Ohio State University, Main Campus	103,500	2.00%	105,600
University of Illinois, Urbana	102,200	2.50%	104,800
University of Minnesota, Twin Cities	100,100	2.00%	102,100
UNIVERSITY OF IOWA	97,400	2.50%	99,800
Indiana University, Bloomington	96,700	3.00%	99,600
University of Wisconsin	96,900	0.00%	96,900
University of Arizona	94,500	0.00%	94,500
University of California, Davis	106,000	0.00%	106,000
Ohio State University, Main Campus	103,500	2.00%	105,600
University of Illinois, Urbana	102,200	2.50%	104,800
University of Minnesota, Twin Cities	100,100	2.00%	102,100
Michigan State University	97,500	0.00%	97,500
Texas A & M	97,200	0.00%	97,200
University of Wisconsin	96,900	0.00%	96,900
North Carolina State University	95,100	0.00%	95,100
University of Arizona	94,500	0.00%	94,500
Purdue University, Main Campus	93,200	0.00%	93,200
IOWA STATE UNIVERSITY	91,300	1.90%	93,000
University of North Texas	86,600	0.00%	86,600
University of North Carolina, Greensboro	84,100	n/a	84,100
Central Michigan University	78,400	3.00%	80,800
California State University, Fresno	79,200	n/a	79,200
Ohio University, Athens	77,900	1.00%	78,700
Illinois State University	73,400	2.50%	75,300
UNIVERSITY OF NORTHERN IOWA	71,800	3.00%	73,900
University of Minnesota, Duluth	71,700	n/a	71,700
Northern Arizona University	69,200	n/a	69,200
Indiana State University, Terre Haute	65,600	n/a	65,600
University of Wisconsin, Eau Claire	63,300	0.00%	63,300

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2009-10. 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.

Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2009 (Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	191,203	521	1	116,937	389	4	104,408	313	2	145,368	1,223	1
Stanford	181,403	521	4	124,413	389	2	100,458	313	5	142,560	1,223	2
Columbia	188,584	521	2	117,031	389	3	92,290	313	10	141,181	1,223	3
Cal Tech	171,874	521	7	125,963	389	1	105,766	313	1	140,352	1,223	4
Chicago	184,072	521	3	106,557	389	10	100,066	313	6	137,917	1,223	5
Princeton	181,013	521	5	116,864	389	5	87,717	313	14	136,732	1,223	6
Penn	170,086	521	9	110,192	389	7	102,316	313	3	133,691	1,223	7
MIT	161,039	521	11	111,022	389	6	100,570	313	4	129,655	1,223	8
Northwestern	166,309	521	10	106,943	389	9	95,309	313	7	129,256	1,223	9
New York Univ.	171,650	521	8	101,492	389	13	92,673	313	8	129,122	1,223	10
Yale	174,103	521	6	98,379	389	17	85,552	313	16	127,355	1,223	11
Cornell - Endowed	155,208	521	14	108,787	389	8	92,346	313	9	124,354	1,223	12
Duke	160,837	521	12	102,590	389	12	89,799	313	11	124,130	1,223	13
Wash Univ - St. Louis	160,670	521	13	97,088	389	20	85,371	313	17	121,175	1,223	14
Rice	151,795	521	16	105,686	389	11	85,164	313	18	120,076	1,223	15
Emory	154,805	521	15	99,442	389	15	83,448	313	21	118,934	1,223	16
Southern Cal	145,777	521	20	98,560	389	16	89,582	313	13	116,377	1,223	17
Cal - Berkeley	145,777	521	19	98,221	389	18	84,756	313	19	115,034	1,223	18
Cal - Los Angeles	148,018	521	17	95,208	389	22	81,732	313	25	114,256	1,223	19
Michigan	143,971	521	22	94,341	389	25	83,075	313	22	112,600	1,223	20
Carnegie Mellon	137,561	521	25	97,098	389	19	89,703	313	12	112,443	1,223	21
Cornell - Contract (publ)	134,736	521	27	99,953	389	14	87,313	313	15	111,536	1,223	22
Brown	145,834	521	18	91,938	389	29	78,494	313	29	111,457	1,223	23
North Carolina	143,047	521	23	92,606	389	28	80,807	313	26	111,074	1,223	24
Vanderbilt	145,057	521	21	93,132	389	26	73,092	313	45	110,123	1,223	25
Rutgers	140,058	521	24	94,918	389	23	76,856	313	33	109,525	1,223	26
Maryland	134,734	521	28	94,414	389	24	82,575	313	23	108,561	1,223	27
Cal - San Diego	135,433	521	26	88,161	389	33	79,630	313	27	106,116	1,223	28
Virginia	134,671	521	29	92,665	389	27	75,168	313	39	106,082	1,223	29
SUNY - Stony Brook	131,947	521	32	95,282	389	21	74,942	313	40	105,696	1,223	30
Texas	133,348	521	30	85,285	389	41	82,224	313	24	104,977	1,223	31
Rochester	125,599	521	40	88,717	389	32	83,796	313	20	103,170	1,223	32
Cal - Irvine	132,681	521	31	85,710	389	39	75,650	313	37	103,145	1,223	33
SUNY - Buffalo	129,133	521	37	89,580	389	30	74,442	313	42	102,555	1,223	34
Ohio State	129,484	521	36	85,761	389	38	77,988	313	30	102,398	1,223	35
Penn State	130,412	521	34	86,722	389	36	72,027	313	48	101,573	1,223	36
Illinois	130,021	521	35	\$83,238	389	46	\$76,752	313	34	101,508	1,223	37
Cal - Santa Barbara	131,143	521	33	80,106	389	54	76,437	313	36	100,909	1,223	38
Minnesota	124,821	521	42	85,434	389	40	76,457	313	35	99,916	1,223	39
Washington	121,925	521	46	88,118	389	34	77,249	313	31	99,738	1,223	40
Pittsburgh *	128,300	521	38	84,600	389	43	70,100	313	51	99,505	1,223	41
Colorado	121,578	521	48	88,741	389	31	75,209	313	38	99,266	1,223	42
Brandeis	121,903	521	47	84,931	389	42	79,126	313	28	99,195	1,223	43
Cal - Davis	123,409	521	45	83,895	389	45	77,010	313	32	98,966	1,223	44
Tulane	128,027	521	39	84,008	389	44	67,848	313	57	98,624	1,223	45
Michigan State	125,025	521	41	87,303	389	35	68,597	313	55	98,585	1,223	46
Case	124,157	521	43	82,531	389	49	74,561	313	41	98,224	1,223	47
Iowa	124,084	521	44	82,543	389	47	71,417	313	49	97,392	1,223	48
Texas A&M	120,320	521	50	82,537	389	48	73,637	313	43	96,355	1,223	49
Indiana	120,664	521	49	82,037	389	50	72,383	313	47	96,021	1,223	50
Wisconsin	111,127	521	58	85,805	389	37	73,618	313	44	93,473	1,223	51
Purdue	115,806	521	54	80,226	389	53	72,654	313	46	93,445	1,223	52
Arizona	117,262	521	51	79,645	389	55	67,954	313	56	92,678	1,223	53
Kansas	116,925	521	53	79,342	389	56	65,903	313	58	91,913	1,223	54
Iowa State	111,597	521	57	81,807	389	52	71,401	313	50	91,834	1,223	55
Syracuse	112,453	521	55	81,992	389	51	69,081	313	53	91,664	1,223	56
Florida	117,047	521	52	75,549	389	58	63,912	313	59	90,249	1,223	57
Nebraska	112,028	521	56	77,241	389	57	68,880	313	54	89,920	1,223	58
Missouri	110,997	521	59	74,114	389	60	60,749	313	60	86,406	1,223	59
Oregon	102,984	521	60	74,557	389	59	69,423	313	52	85,353	1,223	60
Mean	\$139,092			\$92,799			\$80,458			\$109,362		

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

Normalized for ISU Rank Distribution

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2009

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
	4/15/2010											
Harvard	191,203	508	1	116,937	398	4	104,408	328	2	144,180	1,234	1
Stanford	181,403	508	4	124,413	398	2	100,458	328	5	141,507	1,234	2
Columbia	188,584	508	2	117,031	398	3	92,290	328	10	139,911	1,234	3
Cal Tech	171,874	508	7	125,963	398	1	105,766	328	1	139,495	1,234	4
Chicago	184,072	508	3	106,557	398	10	100,066	328	6	136,742	1,234	5
Princeton	181,013	508	5	116,864	398	5	87,717	328	14	135,525	1,234	6
Penn	170,086	508	9	110,192	398	7	102,316	328	3	132,755	1,234	7
MIT	161,039	508	11	111,022	398	6	100,570	328	4	128,835	1,234	8
Northwestern	166,309	508	10	106,943	398	9	95,309	328	7	128,290	1,234	9
New York Univ.	171,650	508	8	101,492	398	13	92,673	328	8	128,030	1,234	10
Yale	174,103	508	6	98,379	398	17	85,552	328	16	126,143	1,234	11
Cornell - Endowed	155,208	508	14	108,787	398	8	92,346	328	9	123,527	1,234	12
Duke	160,837	508	12	102,590	398	12	89,799	328	11	123,168	1,234	13
Wash Univ - St. Louis	160,670	508	13	97,088	398	20	85,371	328	17	120,148	1,234	14
Rice	151,795	508	16	105,686	398	11	85,164	328	18	119,213	1,234	15
Emory	154,805	508	15	99,442	398	15	83,448	328	21	117,982	1,234	16
Southern Cal	145,777	508	20	98,560	398	16	89,582	328	13	115,611	1,234	17
Cal - Berkeley	145,777	508	19	98,221	398	18	84,756	328	19	114,219	1,234	18
Cal - Los Angeles	148,018	508	17	95,208	398	22	81,732	328	25	113,366	1,234	19
Carnegie Mellon	137,561	508	25	97,098	398	19	89,703	328	12	111,790	1,234	20
Michigan	143,971	508	22	94,341	398	25	83,075	328	22	111,778	1,234	21
Cornell - Contract (publ)	134,736	508	27	99,953	398	14	87,313	328	15	110,912	1,234	22
Brown	145,834	508	18	91,938	398	29	78,494	328	29	110,552	1,234	23
North Carolina	143,047	508	23	92,606	398	28	80,807	328	26	110,235	1,234	24
Vanderbilt	145,057	508	21	93,132	398	26	73,092	328	45	109,181	1,234	25
Rutgers	140,058	508	24	94,918	398	23	76,856	328	33	108,700	1,234	26
Maryland	134,734	508	28	94,414	398	24	82,575	328	23	107,866	1,234	27
Cal - San Diego	135,433	508	26	88,161	398	33	79,630	328	27	105,354	1,234	28
Virginia	134,671	508	29	92,665	398	27	75,168	328	39	105,307	1,234	29
SUNY - Stony Brook	131,947	508	32	95,282	398	21	74,942	328	40	104,970	1,234	30
Texas	133,348	508	30	85,285	398	41	82,224	328	24	104,258	1,234	31
Rochester	125,599	508	40	88,717	398	32	83,796	328	20	102,592	1,234	32
Cal - Irvine	132,681	508	31	85,710	398	39	75,650	328	37	102,373	1,234	33
SUNY - Buffalo	129,133	508	37	89,580	398	30	74,442	328	42	101,839	1,234	34
Ohio State	129,484	508	36	85,761	398	38	77,988	328	30	101,694	1,234	35
Penn State	130,412	508	34	86,722	398	36	72,027	328	48	100,802	1,234	36
Illinois	130,021	508	35	83,238	398	46	76,752	328	34	100,773	1,234	37
Cal - Santa Barbara	131,143	508	33	80,106	398	54	76,437	328	36	100,141	1,234	38
Minnesota	124,821	508	42	85,434	398	40	76,457	328	35	99,262	1,234	39
Washington	121,925	508	46	88,118	398	34	77,249	328	31	99,146	1,234	40
Pittsburgh *	128,300	508	38	84,600	398	43	70,100	328	51	98,736	1,234	41
Colorado	121,578	508	48	88,741	398	31	75,209	328	38	98,662	1,234	42
Brandeis	121,903	508	47	84,931	398	42	79,126	328	28	98,608	1,234	43
Cal - Davis	123,409	508	45	83,895	398	45	77,010	328	32	98,332	1,234	44
Michigan State	125,025	508	41	87,303	398	35	68,597	328	55	97,860	1,234	45
Tulane	128,027	508	39	84,008	398	44	67,848	328	57	97,834	1,234	46
Case	124,157	508	43	82,531	398	49	74,561	328	41	97,549	1,234	47
Iowa	124,084	508	44	82,543	398	47	71,417	328	49	96,687	1,234	48
Texas A&M	120,320	508	50	82,537	398	48	73,637	328	43	95,726	1,234	49
Indiana	120,664	508	49	82,037	398	50	72,383	328	47	95,373	1,234	50
Wisconsin	111,127	508	58	85,805	398	37	73,618	328	44	92,990	1,234	51
Purdue	115,806	508	54	80,226	398	53	72,654	328	46	92,861	1,234	52
Arizona	117,262	508	51	79,645	398	55	67,954	328	56	92,024	1,234	53
Iowa State	111,597	508	57	81,807	398	52	71,401	328	50	91,304	1,234	54
Kansas	116,925	508	53	79,342	398	56	65,903	328	58	91,242	1,234	55
Syracuse	\$112,453	508	55	\$81,992	398	51	\$69,081	328	53	\$91,100	1,234	56
Florida	117,047	508	52	75,549	398	58	63,912	328	59	89,539	1,234	57
Nebraska	112,028	508	56	77,241	398	57	68,880	328	54	89,339	1,234	58
Missouri	110,997	508	59	74,114	398	60	60,749	328	60	85,745	1,234	59
Oregon	102,984	508	60	74,557	398	59	69,423	328	52	84,895	1,234	60
Johns Hopkins*												
North Carolina State	113,006	508		83,206	398		69,876	328		91,931	1,234	
institutions included, n = 60												
Mean (unweighted)	\$138,665	508	= avg #	\$92,642	398	= avg #	\$80,284	328	= avg #	\$108,303	1,234	= avg #

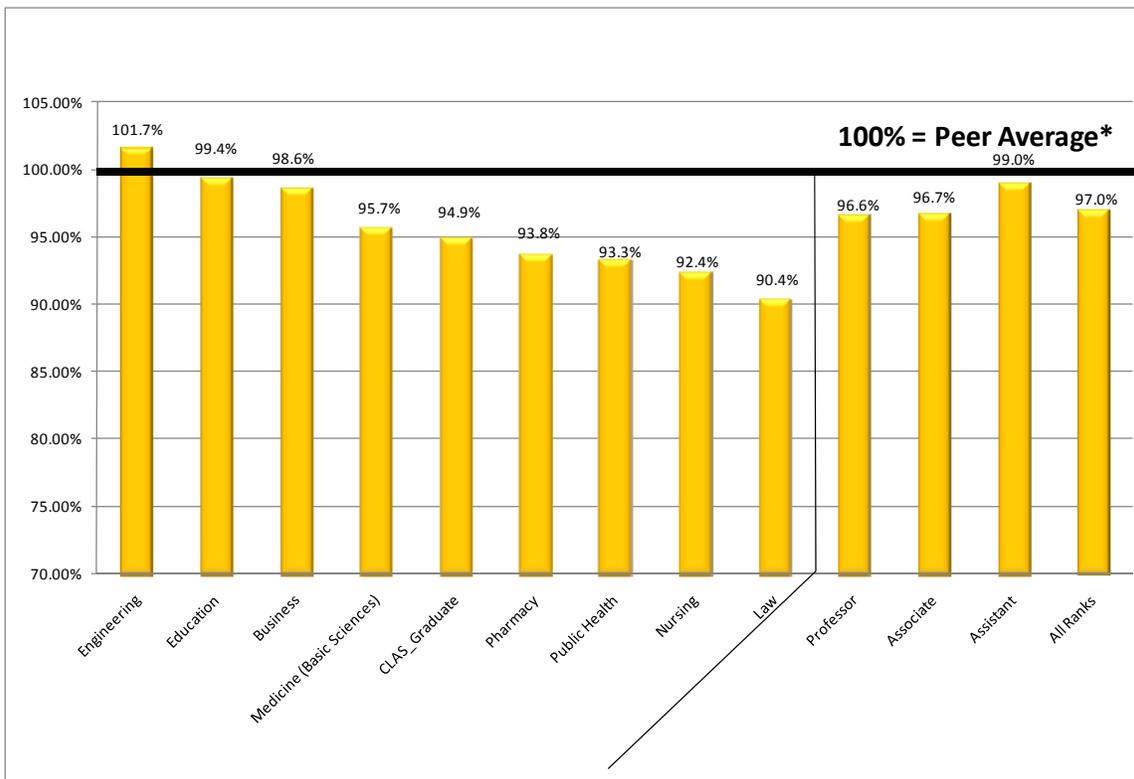
note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11 factor, unless specified otherwise by the reporting institution. Rankings are based on the magnitude of the average salaries (i.e. largest average salary = 1). 'Unweighted' means are calculated with each institution carrying the weight of one (1).

Source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE). * Institutions did not submit to AAUDE, therefore data were drawn from the Chronicle, as available.

Average Faculty Salaries by Academic Rank, FY 2010 (Peer institutions as listed by Education Trust*) Peers Adjusted to UNI Rank Distribution												
University	Three Ranks Combined			Assistant Professor			Associate Professor			Professor		
	Average 3 Salary	N	Salary Ranking	Average A1 Salary	N	Salary Ranking	Average AO Salary	N	Salary Ranking	Average P Salary	N	Salary Ranking
University of California - Riverside	93,994	502	1	71,100	120	1	81,700	200	4	122,600	182	1
University of North Carolina-Charlotte	89,469	502	2	69,200	120	2	82,400	200	1	110,600	182	3
University of Alabama	88,875	502	3	61,300	120	18	80,100	200	6	116,700	182	2
University of North Texas	88,445	502	4	66,300	120	4	82,300	200	2	109,800	182	4
University of North Carolina-Greensboro	85,504	502	5	63,800	120	8	77,600	200	9	108,500	182	5
West Chester University of Pennsylvania	85,167	502	6	66,600	120	3	81,900	200	3	101,000	182	9
Indiana University of Pennsylvania-Main	83,769	502	7	62,900	120	10	80,700	200	5	100,900	182	10
University of Mississippi-Main	83,391	502	8	62,300	120	11	76,200	200	10	105,200	182	6
Bloomsburg University of Pennsylvania	82,898	502	9	61,700	120	15	79,600	200	7	100,500	182	11
Kent State University-Main	82,857	502	10	64,100	120	7	75,600	200	12	103,200	182	7
Kutztown University of Pennsylvania	81,988	502	11	59,300	120	26	79,300	200	8	99,900	182	12
West Virginia University	81,298	502	12	60,200	120	22	74,300	200	14	102,900	182	8
East Carolina University	80,614	502	13	66,300	120	5	75,200	200	13	96,000	182	16
Ohio University	80,013	502	14	61,100	120	20	73,900	200	16	99,200	182	13
California State University - Fresno	78,818	502	15	62,000	120	14	73,000	200	19	96,300	182	14
University of North Carolina-Wilmington	78,481	502	16	61,700	120	16	73,700	200	17	94,800	182	17
North Dakota State University-Main	78,306	502	17	65,000	120	6	72,100	200	21	93,900	182	19
Central Michigan University	78,060	502	18	59,800	120	24	72,600	200	20	96,100	182	15
Oakland University	77,039	502	19	60,200	120	23	71,800	200	23	93,900	182	18
University of Minnesota-Duluth	76,925	502	20	57,100	120	32	74,100	200	15	93,100	182	20
Mississippi State University	76,708	502	21	61,300	120	19	71,400	200	25	92,700	182	22
Northern Illinois University	76,592	502	22	62,300	120	12	70,600	200	26	92,600	182	23
Appalachian State University	76,109	502	23	59,600	120	25	73,100	200	18	90,300	182	25
University of Nebraska-Omaha	76,088	502	24	61,700	120	17	75,700	200	11	86,000	182	30
Eastern Illinois University	75,351	502	25	62,100	120	13	71,700	200	24	88,100	182	27
Bowling Green State University-Main	75,138	502	26	56,900	120	34	70,100	200	28	92,700	182	21
Western Illinois University	74,745	502	27	57,000	120	33	70,600	200	27	91,000	182	24
Illinois State University	74,411	502	28	63,000	120	9	67,800	200	33	89,200	182	26
Florida A & M University	74,363	502	29	60,500	120	21	72,000	200	22	86,100	182	29
Grand Valley State University	72,394	502	30	55,200	120	40	68,600	200	32	87,900	182	28
SUNY College At Oswego	72,007	502	31	56,600	120	35	68,700	200	31	85,800	182	31
University of Northern Iowa	71,790	502	32	54,800	120	42	69,600	200	29	85,400	182	32
Georgia Southern University	71,212	502	33	58,400	120	27	68,900	200	30	82,200	182	35
Montana State University-Bozeman	69,290	502	34	58,300	120	28	63,500	200	40	82,900	182	34
Northern Arizona University	69,176	502	35	55,200	120	41	63,800	200	37	84,300	182	33
South Dakota State University	68,766	502	36	57,400	120	30	66,000	200	34	79,300	182	41
Ball State University	67,694	502	37	52,000	120	48	64,000	200	36	82,100	182	36
Northern Michigan University	67,537	502	38	53,500	120	44	63,800	200	38	80,900	182	37
Radford University	67,280	502	39	57,200	120	31	64,300	200	35	77,200	182	44
The University of Montana-Missoula	67,256	502	40	55,900	120	38	63,200	200	42	79,200	182	42
Indiana State University	66,818	502	41	55,600	120	39	62,100	200	45	79,400	182	40
Murray State University	66,753	502	42	52,600	120	45	63,100	200	43	80,100	182	38
University of Northern Colorado	66,604	502	43	51,900	120	49	63,600	200	39	79,600	182	39
University of Wisconsin-Whitewater	66,221	502	44	58,200	120	29	63,500	200	41	74,500	182	45
University of Wisconsin-Oshkosh	65,105	502	45	56,000	120	37	62,200	200	44	74,300	182	46
Tennessee Technological University	65,071	502	46	52,400	120	46	61,000	200	46	77,900	182	43
University of Wisconsin-Eau Claire	63,735	502	47	56,500	120	36	60,100	200	47	72,500	182	48
University of Wisconsin-Stout	62,549	502	48	54,100	120	43	58,200	200	48	72,900	182	47
University of Wisconsin-Stevens Point	60,726	502	49	52,100	120	47	58,100	200	49	69,300	182	49
Mean	\$75,172			\$59,394			\$70,559			\$90,643		

*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: [Saint Cloud State University](#), [Stephen F. Austin State University](#), [University of Central Arkansas](#), [University of New Hampshire](#),
[University of West Georgia](#), and [Winoona State University](#)
 Data Source: ACADEME, AAUP, March-April 2010.

UNIVERSITY OF IOWA
FACULTY SALARY AS A PERCENT OF PEER AVERAGE
FY 2009

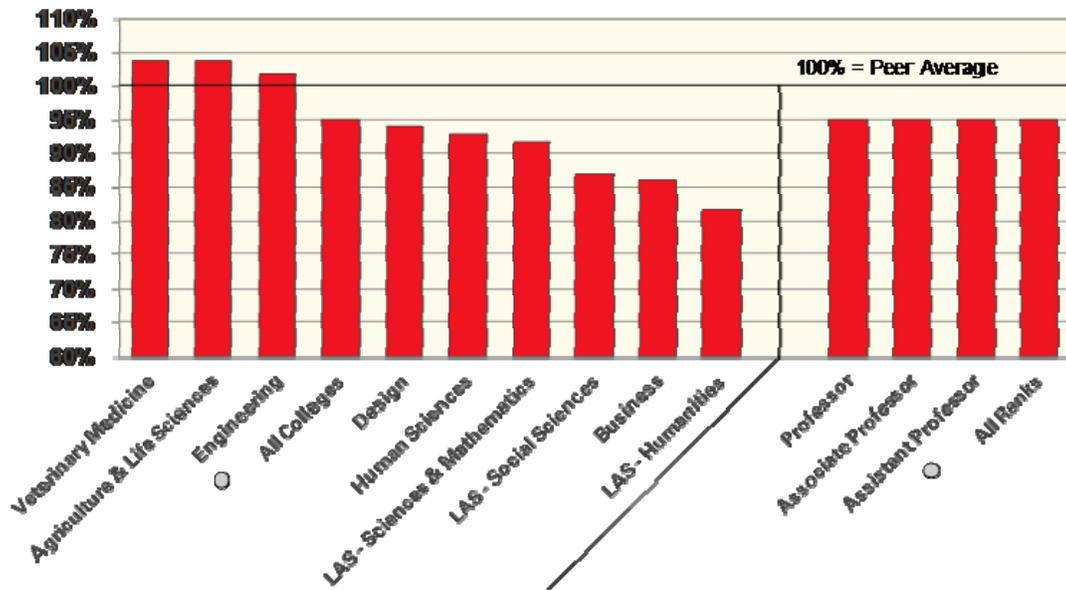


*Percentiles by rank do not include the College of Dentistry

*Peer averages are adjusted to Iowa rank distribution, with the exception of the College of Law

Source: Association of American Universities Data Exchange -- AAUDE

**IOWA STATE UNIVERSITY
Faculty Salary as a Percent of Peer Average - FY 2010**



AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS FY 2007 - FY 2011					
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
SUI PEER GROUP					
Indiana University, Bloomington	4.00%	4.75%	4.90%	0.00%	3.00%
UNIVERSITY OF IOWA	5.70%	6.96%	4.09%	0.00%	2.50%
University of Illinois, Urbana	3.70%	4.00%	2.50%	0.00%	2.50%
Ohio State University, Main Campus	3.50%	4.00%	3.50%	2.50%	2.00%
University of Minnesota, Twin Cities	3.00%	6.30%	3.25%	0.00%	2.00%
University of California, Los Angeles	n/a	5.70%	1.78%	1.78%	0.00%
University of Wisconsin, Madison	4.30%	2.00%	3.02%	0.00%	0.00%
University of North Carolina - Chapel Hill	6.00%	5.00%	3.00%	0.00%	0.00%
University of Arizona	2.00%	5.40%	0.00%	0.00%	0.00%
University of Michigan, Ann Arbor	4.00%	3.75%	4.50%	2.75%	n/a
University of Texas, Austin	3.00%	4.37%	4.50%	0.00%	n/a
ISU PEER GROUP					
University of Illinois, Urbana	3.70%	4.00%	2.50%	0.00%	2.50%
Ohio State University, Main Campus	3.50%	4.00%	3.50%	2.50%	2.00%
University of Minnesota, Twin Cities	3.00%	6.30%	3.25%	0.00%	2.00%
IOWA STATE UNIVERSITY	3.80%	6.00%	5.46%	0.00%	1.90%
Texas A&M	3.00%	4.50%	3.00%	2.00%	0.00%
Michigan State University	3.60%	3.50%	3.00%	2.00%	0.00%
University of California, Davis	3.78%	5.70%	1.78%	1.78%	0.00%
Purdue University, Main Campus	3.20%	4.10%	4.00%	0.00%	0.00%
University of Wisconsin, Madison	4.30%	2.00%	3.02%	0.00%	0.00%
North Carolina State University	6.00%	5.00%	3.00%	0.00%	0.00%
University of Arizona	2.00%	5.40%	0.00%	0.00%	0.00%
UNI PEER GROUP					
Central Michigan University	3.50%	3.50%	n/a	3.00%	3.00%
UNIVERSITY OF NORTHERN IOWA	3.50%	3.00%	4.00%	0.00%	3.00%
Illinois State University	3.00%	3.00%	3.00%	0.00%	2.50%
Ohio University, Athens	3.00%	3.00%	3.00%	0.00%	1.00%
University of North Texas	2.00%	4.00%	4.00%	2.00%	0.00%
University of Wisconsin, Eau Claire	4.00%	n/a	1.00%	0.00%	0.00%
Northern Arizona University	6.10%	5.00%	0.00%	0.00%	n/a
University of North Carolina, Greensboro	5.50%	7.00%	3.70%	n/a	n/a
University of Minnesota, Duluth	n/a	3.00%	3.00%	n/a	n/a
California State University, Fresno	n/a	n/a	n/a	n/a	n/a
Indiana State University, Terre Haute	0.00%	3.00%	3.50%	n/a	n/a

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2009-10
AVERAGE FACULTY TOTAL COMPENSATION, 2009-10

COMPARISON GROUPS	Average Faculty Salary (all ranks)	Rank Average Salary	Benefits as % of Salary	Average Faculty Total Compensation (1)	Rank Total Compensation
University of California, Los Angeles	125,400	1	33.00%	166,800	1
University of Michigan, Ann Arbor	114,600	2	24.30%	142,500	2
University of North Carolina, Chapel Hill	113,330	3	22.60%	138,900	3
University of Minnesota, Twin Cities	100,100	7	36.10%	136,300	4
University of Texas, Austin	108,300	4	20.50%	130,500	5
University of Wisconsin	96,900	9	32.70%	128,600	6
Ohio State University, Main Campus	103,500	5	23.80%	128,100	7
University of Illinois, Urbana	102,200	6	25.20%	128,000	8
UNIVERSITY OF IOWA	97,400	8	28.00%	124,700	9
Indiana University, Bloomington	96,700	10	28.40%	124,200	10
University of Arizona	94,500	11	27.20%	120,200	11
University of California, Davis	106,000	1	34.40%	142,000	1
University of Minnesota, Twin Cities	100,100	4	36.10%	136,000	2
Michigan State University	97,500	5	33.60%	130,000	3
University of Wisconsin	96,900	7	32.70%	129,000	4
University of Illinois, Urbana	102,200	3	25.20%	128,000	5
Ohio State University, Main Campus	103,500	2	23.80%	128,000	5
Purdue University, Main Campus	93,200	10	31.80%	123,000	7
University of Arizona	94,500	9	27.20%	120,000	8
North Carolina State University	95,100	8	24.20%	118,000	9
IOWA STATE UNIVERSITY	91,300	11	27.10%	116,000	10
Texas A & M	97,200	6	18.90%	116,000	11
Central Michigan University	78,400	4	36.22%	106,800	1
University of North Carolina, Greensboro	84,100	2	25.33%	105,400	2
University of Minnesota, Duluth	71,700	8	43.38%	102,800	3
Ohio University, Athens	77,900	5	30.68%	101,800	4
University of North Texas	86,600	1	15.70%	100,200	5
California State University, Fresno	79,200	3	25.63%	99,500	6
UNIVERSITY OF NORTHERN IOWA	71,800	7	31.62%	94,500	7
Illinois State University	73,400	6	26.70%	93,000	8
Northern Arizona University	69,200	9	33.38%	92,300	9
University of Wisconsin, Eau Claire	63,300	11	40.92%	89,200	10
Indiana State University, Terre Haute	65,600	10	32.77%	87,100	11

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

UNI -- Academe, Bulletin of the American Association University Professors, March-April 2010

(1) Total compensation includes [a] retirement contributions; [b] medical insurance; [c] disability income protection

[d] tuition for faculty dependents; [e] dental insurance; [f] social security; [g] unemployment insurance; [h] group life insurance

[i] workers compensation premiums; [j] other benefits such as moving expenses

**Average Faculty Salaries by Academic Rank, FY2009 (MD or equivalent degree holders)
University of Iowa and All AAMC Public and Private Medical Schools by Regional Group**

Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking
Midwest	299,100	3,091	2	265,700	3,286	2	230,600	6,796	1	255,400	13,173	2
Northeastern Region	305,300	3,306	1	276,400	4,308	1	228,000	9,113	2	255,700	16,727	1
West	277,500	2,676	4	239,200	2,233	4	200,400	3,760	4	234,200	8,669	3
South	281,000	3,547	3	244,800	3,981	3	205,500	8,097	3	232,700	15,625	4
University of Iowa	274,700	221	5	207,100	158	5	188,600	218	5	225,400	597	5
Mean	\$290,775			\$258,143			\$218,106			\$245,337		

Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2010

Sick and Vacation Leave FY 2010

Fringe Benefits FY 2010

Retirements FY 2010

Faculty Resignations FY 2010

Salaries FY 2011

Faculty Salary Comparisons

Employee Award Programs FY 2010

February 2011

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PART

1

Regent Merit System – FY 2010

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

Merit System Employees By Institution

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	580	137	71	1	1	790
Blue Collar	1,318	615	251	23	14	2,221
Security	76	29	17	0	0	122
Technical	1,200	181	26	22	16	1,445
Clerical	1,747	573	212	4	5	2,541
TOTALS	4,921	1,535	577	50	36	7,119

Minority Employment

	SUI	ISU	UNI	ISD	IBSSS
Male Majority	28.0%	36.6%	30.0%	28.0%	25.0%
Female Majority	55.4%	59.0%	61.9%	60.0%	72.2%
Male Minority	3.2%	1.6%	2.8%	8.0%	0
Female Minority	4.5%	2.9%	5.4%	4.0%	2.8%

Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	221	130	43	42	4	2
Reinstatements	20	19	1	0	0	0
Reemployments and Recalls	6	2	2	2	0	0
TOTAL APPOINTMENTS	247	151	46	44	4	2

Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	8	8	8	1
Female Minority	15	6	3	1
Male Majority	31	37	33	10
Female Majority	52	95	158	0
TOTAL	106	146	202	12

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	12	5	0	1
Female Minority	25	9	1	1
Male Majority	71	138	3	18
Female Majority	145	261	15	9
TOTAL	253	413	19	29

Classification Activity

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

In fiscal year 2010, 217 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 170 new positions.

Reclassification Studies – FY 2010

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	6	1	7	0	0	14
Blue Collar	33	28	16	0	0	77
Security	8	0	0	0	0	8
Technical	73	0	5	0	3	81
Clerical	19	11	7	0	0	37
TOTAL	139	40	35	0	3	217

Results of Reclassification Reviews -- FY 2010

	Total Reclass Requests	No Change in Class	Change in Class/No Change in Pay Grade	Change in Class/ Higher Pay Grade	Change in Class/ Lower Pay Grade
SUI	139	12	0	123	4
ISU	40	3	0	37	0
UNI	35	3	0	27	5
ISD	0	0	0	0	0
IBSSS	3	0	0	3	0
TOTAL	217	18	0	190	9

Classification Actions FY 2006 - 2010

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Reclassification Requests	169	160	243	105	217
New Position Classifications	180	325	330	149	170
TOTAL ACTIONS	349	485	573	254	387

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

The following revisions were made to the classification plan in FY 2010.

New Classifications		
Class Code	Title	Pay Grade
7214	Flight Paramedic	410
7391	Electronic Pre-Press Specialist	409
Revised Classifications		
Class Code	Title	Pay Grade
7541	Crime Prevention Specialist	315
7511	Police Officer	313
7521	Police Sergeant	314
7531	Police Lieutenant	116

Compensation

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

AFSCME-covered staff received no across-the-board increase in FY 2010.

Annual step increases are given on the employee's anniversary date (not to exceed the maximum of the pay grade) and are valued at 4.5%. Supervisory and confidential employees in the Regent Merit System were treated in a fashion similar to those covered by the collective bargaining agreement.

AFSCME-covered employees were required to take five mandatory unpaid days during the fiscal year.

Salaries of approximately 50% of Regent Merit System staff are at or near the maximums of the pay grades.

The average merit system salary increased from \$39,081 in FY 2009 to \$39,218 in FY 2010.

	Average Annual Salary
SUI	\$38,591
ISU	\$41,121
UNI	\$40,178
ISD	\$36,143
IBSSS	\$32,722
System-Wide	\$39,218

Appeals

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

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Number of Appeals	3	6	7	1*	0
Decisions Upheld	2	4	5	0	0
Decisions Reversed	1	1	0	0	0
Withdrawn	0	1	2	0	0

*remanded to institution

A second appeal process is available to employees who allege violation of merit or institutional rules governing terms and conditions of employment. An arbitrator selected from lists provided by the Federal Mediation and Conciliation Service hears those appeals at the final step. No appeals were filed during the year. A third procedure is applicable to employees who allege violation of the collective bargaining agreement between the State and AFSCME and are resolved in accordance with the negotiated grievance process.

PART
2

Sick and Vacation Leave

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

- Sick leave may be used for personal illness, for attendance at funerals of immediate family members; and for temporary emergency care of ill or injured family members.
- Regent employees used 184,911 days of sick leave in FY 2010 at a cost of \$37.3 million.
- Average usage per employee at the universities was 7.4 days (average FY 2009 usage – 7.0 days). Average usage at the special schools was 10.0 (average FY 2009 – 9.84 days).

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

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

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

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

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

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

	Sick Leave			Vacation Leave		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.5	8.3	10.8	16.6	18.6	15.5
ISU	1.8	5.8	10.5	15.0	18.7	20.0
UNI	0.8	5.7	11.1	0	15.3	17.4
University Average	2.0	7.6	10.8	16.1	18.5	16.7
ISD	12.0	8.5	12.6	--	8.0	14.6
IBSSS	7.2	7.1	10.2	--	19.1	17.7
Special School Average	9.4	8.2	11.6	--	10.5	16.0

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

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

The following holidays are granted annually to employees:

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

SICK AND VACATION LEAVE USAGE -- FY 2010

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,465	1,319	9,101	9,101	4,841	4,841	16,407	15,261
Total Value of Leave Used	\$3,307,918	\$31,593,058	\$16,602,428	\$54,755,521	\$7,670,700	\$13,865,673	\$27,581,046	\$100,214,252
Total Days Used	6,232.50	21,842.00	75,554.13	169,073.88	52,285.13	74,798.75	134,072	265,715
Average Days Used Per Employee	2.53	16.56	8.30	18.58	10.80	15.45	8.17	17.41

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,839	443	2,810	2,764	1,712	1,710	6,361	4,917
Total Value of Leave Used	\$1,081,216	\$2,511,665	\$3,345,314	\$11,520,119	\$2,784,764	\$5,566,116	\$7,211,294	\$19,597,900
Total Days Used	3,363	6,625	16,413	51,788	18,033	34,160	37,809	92,573
Average Days Used Per Employee	1.83	14.95	5.84	18.74	10.53	19.98	5.94	18.83

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	688		666	617	567	567	1,921	1,184
Total Value of Leave Used	\$182,558		\$870,362	\$2,395,359	\$990,883	\$1,633,347	\$2,043,803	\$4,028,706
Total Days Used	525		3,776	9,448	6,307	9,836	10,608	19,283
Average Days Used Per Employee	0.76		5.67	15.31	11.12	17.35	5.52	16.29

TOTAL UNIVERSITIES	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	4,992	1,762	12,577	12,482	7,120	7,118	24,689	21,362
Total Value of Leave Used	\$4,571,692	\$34,104,723	\$20,818,104	\$68,670,999	\$11,446,347	\$21,065,136	\$36,836,143	\$123,840,858
Total Days Used	10,121	28,467	95,743	230,309	76,625	118,795	182,489	377,570
Average Days Used Per Employee	2.03	16.16	7.61	18.45	10.76	16.69	7.39	17.67

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	41	n/a	43	43	55	55	139	98
Total Value of Leave Used	\$128,932	n/a	\$68,827	\$96,844	\$102,787	\$136,076	\$300,546	\$232,920
Total Days Used	490.63	n/a	367.25	342.75	693.50	803.00	1,551	1,146
Average Days Used Per Employee	11.97	n/a	8.54	7.97	12.61	14.60	11.16	11.69

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	50	n/a	13	13	41	41	104	54
Total Value of Leave Used	\$105,464	n/a	\$22,608	\$63,231	\$62,744	\$105,004	\$190,816	\$168,235
Total Days Used	360.50	n/a	92.75	247.75	417.75	724.75	871	973
Average Days Used Per Employee	7.21	n/a	7.13	19.06	10.19	17.68	8.38	18.01

TOTAL SPECIAL SCHOOLS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	91	n/a	56	56	96	96	243	152
Total Value of Leave Used	234,396	n/a	\$91,435	\$160,075	\$165,531	\$241,080	\$491,362	\$401,155
Total Days Used	851	n/a	460	591	1,111	1,528	2,422	2,118
Average Days Used Per Employee	9.35	n/a	8.21	10.54	11.58	15.91	9.97	13.94

**PART
3**

Fringe Benefits – FY 2010

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

The AFSCME-covered employees at the universities and the employees of the Board Office, the Iowa School for the Deaf, and the Iowa Braille and Sight Saving School participate in the State of Iowa health and dental insurance programs. Board Office and special school employees participate in the University of Northern Iowa group for life, long-term disability, and accidental death and dismemberment insurance.

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

Cost of insurance and retirement programs for FY 2010 was \$502,898,837. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 29.5%; Iowa State University – 30.8%; University of Northern Iowa – 35.2%; Iowa School for the Deaf – 39.2%; and Iowa Braille and Sight Saving School – 39.7%.

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

Social Security and Medicare

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

Calendar Year		Employer Contribution	Employee Contribution	Maximum Salary
2009/2010/2011	Social Security	6.20%	6.20%	106,800
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2010 are detailed as follows:

SUI	ISU	UNI	ISD	IBSSS
\$75,379,196	\$27,567,492	\$9,248,589	\$467,167	\$386,613

Iowa Public Employees Retirement System (IPERS)

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

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

Fiscal Year	Employer Contribution	Employee Contribution
2010	6.65%	4.3%
2011	6.95%	4.5%
2012	8.07%	5.38%

The number of employees selecting IPERS is as follows:

University of Iowa	2,087
Iowa State University	705
University of Northern Iowa	401
Iowa School for the Deaf	87
Iowa Braille and Sight Saving School	83

The employer contributions for IPERS for FY 2010 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,653,904	\$899,013	\$614,811	\$147,613	\$230,032

Federal Retirement Program

During FY 2010, 88 employees of Iowa State University were covered by federal retirement.

Funded Retirement Programs

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

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

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

The FY 2010 contribution rate for the employees of the special school is at the IPERS rate.

- The employer contribution is 6.65%. The employee's contribution is 4.3%.

Due to reductions in funding for FY 2010, the following actions were approved by the Board of Regents in October 2009 in the employer contribution rate for the defined contribution retirement plans (TIAA-CREF or approved substitute) at the universities:

Iowa State University -- Effective with the payroll period beginning on November 1, 2009, and ending with the payroll period ending on June 30, 2010, reduce the University retirement contributions by twenty percent. The University contribution rate of 6 2/3% for the first \$4,800 of salary for employees with 1 through 5 years of service will be reduced to 5 1/3%. The University contribution rate of 10% for salary above \$4,800 for employees with 1 through 5 years of service will be reduced to 8%. The University contribution rate of 10% for employees with more than 5 years of service will be reduced to 8%. The employee contribution rate will remain the same.

University of Iowa -- Effective with the payroll period beginning on November 1, 2009, and ending with the payroll period ending on June 30, 2011, reduce the University retirement contributions of the plans by twenty percent. The University contribution rate of 6 2/3% for the first \$4,800 of salary for employees with 1 through 5 years of service will be reduced to 5 1/3%. The University contribution rate of 10% for salary above \$4,800 for employees with 1 through 5 years of service will be reduced to 8%. The University contribution rate of 10% for employees with more than 5 years of service will be reduced to 8%. The employee contribution rate will remain the same.

University of Northern Iowa -- Effective with the payroll period beginning on November 1, 2009, and concluding with the payroll period ending on June 30, 2011, reduce the University retirement contributions of the plans by twenty percent.

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

The University contribution rate of 6 2/3% for the first \$4,800 of salary for employees with 1 through 5 years of service will be reduced to 5 1/3%. The University contribution rate of 10% for salary above \$4,800 for employees with 1 through 5 years of service will be reduced to 8%. The University contribution rate of 10% for employees with more than 5 years of service, early retirement plan participants, and employees on phased retirement will be reduced to 8%, unless the terms of a specific contract prohibit this application. The employee contribution rate will remain the same. **(NOTE: In June 2010 the Board approved the request by the University of Northern Iowa to increase the employer contribution to 9% effective July 1, 2010. As per the October 2009 motion the employer contribution will return to 10% on July 1, 2011.)**

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

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

The numbers of employees participating in the employer sponsored retirement programs during FY 2010 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	16,171	5,673	1,810	76	31
Substitute Plans	26	5	1	0	0

Employer contributions for employer sponsored retirement programs for FY 2010 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$79,670,972	\$30,271,848	\$9,084,297	\$259,510	\$108,374
Substitute Plans	\$95,592	\$29,849	5,547	0	0

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

The FY 2010 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$2,927,911	\$883,862	\$243,016	\$6,783	\$2,441

Unemployment Compensation and Worker's Compensation

Employees of the five institutions and the Board Office are covered by unemployment compensation and worker's compensation with benefits under both determined by state and/or federal laws. FY 2010 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$1,004,055	\$459,772	\$145,094	0	0
Worker's Compensation	\$5,606,772	\$1,915,919	\$954,431	\$93,018	\$249,756

Life Insurance

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

The amount of life insurance coverage is based on salary.

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

The University provides \$2,000 of paid up life insurance to staff members who retire at age 62 or older with 10 years of continuous covered service prior to retirement. For each year of service in excess of 10 years, an additional \$200 of paid up life insurance was provided up to a maximum of \$4,000.

The life insurance program is underwritten by Principal Financial Company.

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

- **Life insurance cost for the University of Iowa for FY 2010 was \$10,905,640.**

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

- The amount of coverage is basically twice the employee's annual budgeted salary with a minimum coverage of \$7,000.
- Coverage is reduced by 35% percent at age 65.

Upon retirement, the University provides eligible retirees with \$4,000 paid-up life insurance. The annual cost of life insurance is \$2.64 per \$1,000 of coverage.

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

- **The University's cost (less dividends) for life insurance for FY 2010 was \$2,013,324.**

University of Northern Iowa: Staff members holding a permanent position of half-time or more for a period of no less than nine months are included in the life insurance program.

The amount of life insurance for merit employees is 2 times annual budgeted salary and 2 1/2 times annual budgeted salary for organized faculty and professional and scientific staff.

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

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

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

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

- **The University's cost for FY 2010 was \$740,536.**

Iowa School for the Deaf, Iowa Braille and Sight Saving School: All permanent employees working at least 50% time participate in the life insurance group at the University of Northern Iowa.

Costs for life insurance for FY 2010 at the special schools are as follows:

ISD	IBSSS
\$30,047	\$25,888

ACCIDENTAL DEATH AND DISMEMBERMENT

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

- Staff members pay the premiums and may purchase coverage in increments of \$100,000 up to a maximum of \$1,000,000.
- Monthly premium rates based on \$100,000 coverage are \$2.30 single, \$3.60 family, \$2.70 single with children and \$3.30 employee with spouse.

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

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

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

- **The University's cost for this coverage for FY 2010 was \$363,400.**

University of Northern Iowa: Faculty and professional staff members holding permanent positions of half-time or more for a period of no less than the academic year are covered for accidental death and dismemberment. This program is underwritten by the Principal Mutual Life Insurance Company.

- Coverage is in the amount of 2 1/2 times annual budgeted salary with a maximum benefit of \$250,000.

The entire annual cost of \$0.39 per \$1,000 coverage is paid by the University.

- **The University's cost for FY 2010 was \$77,347.**

Iowa School for the Deaf and Iowa Braille and Sight Saving School: All permanent employees working at least 50 percent time are covered by in the accidental death and dismemberment insurance at the University of Northern Iowa.

Costs for Accidental Death and Dismemberment insurance for FY 2010 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,405	\$3,799

LONG-TERM DISABILITY INSURANCE

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

Two options are offered and staff members must elect one of the two programs.

- The disability benefit is a percentage of annual salary and is based on length of continuous service, as follows:

SERVICE TIME	PROGRAM I	PROGRAM II
After one year	10%	14%
After two years	20%	28%
After three years	30%	42%
After four years	40%	56%
After five years	50%	70%

The amount a staff member receives is reduced by any disability benefits paid by Social Security and/or workers compensation. There is no minimum monthly benefit but a maximum of \$29,166.

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

Effective 2011, coverage will be 60% of annual base salary. Programs I and II will be discontinued.

The University pays the entire cost of this coverage.

- **The cost for FY 2010 was \$9,542,289.**

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

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

Benefits accrue after a 90 work day waiting period and cease on June 30 following attainment of age 65; or, if disability begins on or after age 61, payments continue for five years or

attainment of age 70, whichever is earlier. If disability begins on or after age 69, benefits continue for 12 months.

The University pays the entire cost for this coverage.

- **The FY 2010 cost to the University was \$2,120,836.**

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

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

- The income benefit continues to age 65 if disability occurs prior to age 61, or on the date 60 months of benefit payments have been made but in no event beyond the June 30 coinciding with or next following the attainment of age 70 if disability began after age 61. If benefits begin on or after age 69, benefits continue for 12 months.
- Disability benefit begins at 30% of budgeted salary and increases by 10% each year until the maximum benefit of 70% is reached.
- A cost-of-living escalator tied to the Consumer Price Index increases benefits 1.7%.
- The maximum monthly benefit for merit employees is \$3,150; for faculty, \$5,000; and for all other employees, \$5,833.
- **FY 2010 cost to the University was \$1,172,692.**

Iowa School for the Deaf, Iowa Braille and Sight Saving School: These employees are covered by the long-term disability plan provided by the University of Northern Iowa. Costs for FY 2010 at the two special schools are shown below:

ISD	IBSSS
\$55,276	\$35,071

Comprehensive Medical Plans

University of Iowa: Faculty, professional and scientific staff and supervisory employees in the Regents Merit System with a permanent appointment of half-time or more are offered a choice of health insurance plans. The plans include a selection of comprehensive and managed care health insurance plans, all on a minimum premium basis.

The monthly premiums for calendar years 2010 and 2011 are shown below. The employer share of health insurance coverage increased approximately 9.0%.

	CHIP II	UI CHOICE	GRAD CARE
SINGLE			
Total 2010	593.00	431.00	256.00
Total 2011	593.00	447.00	226.00
Employer Contribution 2010	450.00	431.00	230.00
Employer Contribution 2011	593.00	447.00	203.00
Employee Contribution 2010	143.00	-	26.00
Employee Contribution 2011	-	-	23.00
FAMILY			
Total 2010	1,217.00	1,023.00	898.00
Total 2011	1,337.00	1,116.00	1,054.00
Employer Contribution 2010	779.00	779.00	628.00
Employer Contribution 2011	893.00	893.00	737.00
Employee Contribution 2010	438.00	244.00	270.00
Employee Contribution 2011	444.00	223.00	317.00
EMPLOYEE WITH CHILDREN			
Total 2010	613.00	788.00	809.00
Total 2011	613.00	798.00	889.00
Employer Contribution 2010	568.00	568.00	566.00
Employer Contribution 2011	613.00	639.00	622.00
Employee Contribution 2010	45.00	220.00	243.00
Employee Contribution 2011	-	159.00	267.00
EMPLOYEE WITH SPOUSE			
Total 2010	1,326.00	929.00	422.00
Total 2011	1,326.00	963.00	441.00
Employer Contribution 2010	717.00	717.00	295.00
Employer Contribution 2011	771.00	771.00	308.00
Employee Contribution 2010	609.00	212.00	127.00
Employee Contribution 2011	555.00	192.00	133.00

Grad Care rates are on an academic year basis

CHIP II has individual deductibles of \$1,200 per person.

- After meeting the deductible, the plan pays 90% with an annual out-of-pocket maximum of \$4,200 for a single contract and \$6,300 for a family contract.

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

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

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

- Coinsurance is applicable with covered charges at a 90/10 rate for hospital and related services.
- Hospital deductible is \$125 per day.
- \$10 copayment required for physician visits.
- Program is a restricted panel managed care product utilizing the University health providers.

The University's health insurance cost for faculty, professional and scientific staff and supervisory merit personnel for FY 2010 was \$95,792,728.

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

Two managed care plans are offered -- a Preferred Provider Organization (PPO) and an HMO to faculty, P&S, and supervisory merit employees. Premium accounting for this plan is on a calendar year basis. Coverage tiers of single, employee with spouse, employee with children and family are available. An opt-out credit of \$107 is available. The 2010 premiums are shown below. The premiums for 2011 are shown in parentheses. The employer contribution increased approximately 3.9% from calendar year 2010 to calendar year 2011.

	SINGLE	EMPLOYEE WITH SPOUSE	EMPLOYEE WITH CHILDREN	FAMILY
PPO	\$441 (\$460)	\$1,007 (\$1,065)	\$786 (\$827)	\$1,289 (\$1,345)
HMO	\$427 (\$445)	\$979 (\$1,021)	\$766 (\$799)	\$1,246 (\$1,300)
ISU Contribution	\$427-HMO (\$445-HMO) \$423-PPO (\$442-PPO)	\$913-HMO (\$943-HMO) \$802-PPO (\$802-PPO)	\$725-HMO (\$757-HMO) \$654-PPO (\$654-PPO)	\$1,148-HMO (\$1,197-HMO) \$991-PPO (\$1,035-PPO)
Opt-out	\$107 (\$107)	\$107 (\$107)	\$107 (\$107)	\$107 (\$107)

- **The health insurance cost (less dividends) for the University for FY 2010 for faculty, professional and scientific staff, and supervisory merit staff was \$37,193,600.**

University of Northern Iowa: The University offers health insurance coverage from Blue Cross/Blue Shield to faculty, professional and scientific staff and Regents Merit System supervisory staff. Blue Advantage, a managed care plan, is offered to professional and scientific and supervisory merit staff. The premiums for the university plan decreased 7% for

FY 2011. The FY 2010 premiums are shown below. The premiums for FY 2011 are shown in parentheses.

	UNIVERSITY PLAN	BLUE ADVANTAGE
<u>SINGLE</u>	\$505.00 (\$470.00)	\$427.00 (\$397.00)
Employer	\$505.00 (\$470.00)	\$427.00 (\$397.00)
Employee	0 (0)	0 (0)
<u>FAMILY</u>	\$1,317.00 (\$1,225.00)	\$1,066.00 (\$991.00)
Employer (unit faculty)	\$987.75 (\$918.75)	n/a n/a
Employer (P&S, nonunit fac.)	\$1,053.60 (\$980.00)	\$906.00 (\$842.35)
Employee (unit faculty)	\$329.25 (\$306.25)	n/a n/a
Employee (P&S nonunit fac.)	\$263.40 (\$245.00)	\$160.00 (\$148.65)

Under the current United Faculty collective bargaining agreement, faculty do not pay any part of the premium cost of a single plan. Faculty pay 25% of the cost of family coverage. Professional and scientific staff and Merit System supervisory staff do not pay any part of the premium cost of a single plan. P&S and Merit supervisory staff pay 20% of the cost for family coverage.

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

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

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

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

The University's cost for health insurance in FY 2010 was \$12,962,235.

Regents Merit System Employees (nonsupervisory) of the University and all employees of the Iowa School for the Deaf, Iowa Braille and Sight Saving School: The State of Iowa provides one indemnity plan -- Plan 3 Plus; one Preferred Provider Organization (PPO) – Iowa Select; and four MCO products -- Blue Access and Blue Advantage and United Health Care Choice and United Health Care Heritage Select.

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

Only Wellmark products are be offered to state employees. The monthly employer premiums for calendar year 2010 are shown below. Calendar year 2011 premiums are shown in parentheses. Premiums for the Wellmark indemnity and PPO plans increased 5.4% and the managed care plans increased 5.7%.

	PROGRAM 3 PLUS	IOWA SELECT	BLUE ACCESS	BLUE ADVANTAGE
SINGLE	\$712.01 (\$750.62)	\$709.45 (\$747.91)	\$442.76 (\$468.10)	\$426.22 (\$450.69)
Employer	\$712.01 (\$750.62)	\$709.45 (\$747.91)	\$442.76 (\$468.10)	\$426.22 (\$450.69)
Employee	0 (0)	0 (0)	0 (0)	0 (0)
FAMILY	\$1,666.12 (\$1,756.45)	\$1,660.11 (\$1,750.14)	\$1,036.03 (\$1,095.34)	\$997.40 (\$1,054.65)
Employer	\$1,435.74 (\$1,487.63)	\$1,435.15 (\$1,487.63)	\$1,036.03 (\$1,095.34)	\$997.40 (\$1,054.65)
Employee	\$230.38 (\$268.82)	\$224.96 (\$262.52)	0 (0)	0 (0)

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

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

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

The employer's costs for health insurance premiums for FY 2010 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$43,840,639	\$15,362,185	\$5,699,742	\$1,329,627	\$957,874

Dental Insurance

University of Iowa. Faculty, professional and scientific staff, and Regents Merit System supervisory staff with a permanent appointment of half-time or more are offered the University of Iowa's dental insurance plans. The calendar year 2010 and 2011 monthly rates are shown below. Dental insurance premiums increased approximately 6%.

	Dental I	Dental II	Grad Dental
Single Total 2010	27.00	48.00	23.00
Single Total 2011	29.00	49.00	24.00
Employer 2010	27.00	48.00	20.00
Employer 2011	29.00	49.00	21.00
Employee 2010	0.00	0.00	3.00
Employee 2011	0.00	0.00	3.00
Family Total 2010	87.00	127.00	62.00
Family Total 2011	93.00	129.00	61.00
Employer 2010	66.00	96.00	43.00
Employer 2011	75.00	104.00	43.00
Employee 2010	21.00	31.00	19.00
Employee 2011	18.00	25.00	18.00

Dental I provides for 100% payment of normal cleaning and checkup expenses, 50% coinsurance for restorative care, and 20% for orthodontia.

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

- **The University's cost for dental insurance premiums for FY 2010 for faculty, professional and scientific staff, and supervisory merit staff was \$10,298,029.**

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

- The ISU Plan dental insurance program consists of the ISU Basic Dental Plan and the ISU Comprehensive Dental Plan. Premium accounting for this plan is on a calendar year basis. Calendar year 2010 rates are shown below. The premiums for 2011 are shown in parentheses. The University's contribution to dental insurance increased approximately 4.2% from 2010 to 2011.
 - Coverage tiers are provided for single, employee plus spouse, employee plus children and family. An Opt-out credit is available.

ISU PLAN	SINGLE	EMPLOYEE + SPOUSE	EMPLOYEE + CHILDREN	FAMILY
Basic Dental	\$24.00 (\$25.00)	\$52.00 (\$54.00)	\$59.00 (\$61.00)	\$65.00 (\$68.00)
Comprehensive	\$38.00 (\$40.00)	\$95.00 (\$99.00)	\$100.00 (\$104.00)	\$113.00 (\$118.00)
ISU Contribution	\$24.00 (\$25.00)	\$24.00 (\$25.00)	\$24.00 (\$25.00)	\$24.00 (\$25.00)
Opt-out	\$24.00 (\$24.00)	\$24.00 (\$24.00)	\$24.00 (\$24.00)	\$24.00 (\$24.00)

- **The FY 2010 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,264,445.**

University of Northern Iowa: Faculty, professional and scientific staff and supervisory merit staff with at least half-time appointments for the academic year are eligible to participate in the University's dental plan. Premiums decreased by 7% from 2010 to 2011. The monthly premiums for FY 2010 are shown below with FY 2011 rates shown in parentheses:

SINGLE		FAMILY	
	\$23.00 (\$21.00)		\$72.00 (\$67.00)
Employer	\$23.00 (\$21.00)	Employer	\$23.00 (\$21.00)
Employee	0 (0)	Employee	\$49.00 (\$46.00)

- **The FY 2010 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$398,930.**

Regents Merit System employees (nonsupervisory) of the universities and all employees of the Iowa School for the Deaf, the Iowa Braille and Sight Saving School: These employees are provided dental insurance through the State of Iowa plan underwritten by Delta Dental. Employees are eligible following one month of employment.

The calendar year 2010 and 2011 rates are shown below.

	2010	2011
SINGLE	\$26.92	\$26.65
Employer	\$26.92	\$26.65
Employee	0	0
FAMILY	\$72.16	\$71.65
Employer	\$36.08	\$35.83
Employee	\$36.08	\$35.82

The program provides 100% payment for routine examinations and teeth cleaning once every six months, bitewing x-rays at 12-month intervals, full mouth x-rays once in any three-year interval and topical fluoride applications not more than once in any 12-month interval. The program pays 80% for emergency treatment of pain, cavity fillings, tooth extractions and oral surgery. The plan pays 50% for root canals, gold fillings, crowns and jackets and nonsurgical treatment of gum and alveolar bone diseases. Employer dental insurance premiums for Regent Merit System employees and the employees of the special schools for FY 2010 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,535,811	\$528,483	\$204,719	\$45,302	\$34,301

EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS -- FY 2010

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions
Mandated Benefits						
Social Security	75,379,196	27,567,492	9,245,589	467,167	386,613	113,046,057
IPERS	1,653,904	899,013	614,811	147,613	230,032	3,545,373
TIAA CREF	79,670,972	30,271,848	9,084,297	259,510	108,374	119,395,001
Substitute plans	95,592	29,849	5,547	-	-	130,988
Federal Retirement	-	909,324	-	-	-	909,324
TIAA CREF Waiver of Premium	2,927,911	883,862	243,016	6,783	2,441	4,064,013
Unemployment Compensation	1,004,055	459,772	145,094	-	-	1,608,921
Workers Compensation	5,606,772	1,915,919	954,431	93,018	249,756	8,819,896
Total Mandated	166,338,402	62,937,079	20,292,785	974,091	977,216	251,519,573
Other Benefits						
Life Insurance	10,905,640	2,013,324	740,536	30,047	25,888	13,715,435
Accidental Death and Dismemberment	-	363,400	77,347	4,405	3,799	448,951
Health Insurance	139,633,367	52,555,784	18,661,977	1,329,627	957,874	213,138,629
Long-term Disability	9,542,289	2,120,836	1,172,692	55,276	35,071	12,926,164
Dental Insurance	11,833,841	1,792,928	603,649	45,302	34,301	14,310,021
Total Other Benefits	171,915,137	58,846,272	21,256,201	1,464,657	1,056,933	254,539,200
Total Expenditures	338,253,539	121,783,351	41,548,986	2,438,748	2,034,149	506,058,773
Less interest received on cash reserves maintained by carriers	3,159,936	-	-	-	-	3,159,936
Total Cost of Insurance and Retirement Programs	335,093,603	121,783,351	41,548,986	2,438,748	2,034,149	502,898,837
Percent of Non-student payroll	29.53%	30.84%	35.18%	39.20%	39.70%	

PART
4

Retirements – FY 2010

In addition to regular retirement through either IPERS or TIAA-CREF, with approval of the institution, Regent employees may enter the phased retirement program. The Board first approved the Phased Retirement Program in 1982. The current program will expire on June 30, 2012. Details of the current program are shown below.

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

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

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

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

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

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

Duration of Program: Subject to annual review, the program will expire on June 30, 2012, unless renewed by the Board prior to expiration.

Phased Retirement Program

There were 39 new entrants into the phased retirement program during FY 2010. To date 993 faculty and staff have participated in the program with 234 currently active. There have been no participants from the Iowa School for the Deaf. New entrants in the program are categorized below:

	Faculty	P&S	Merit	Total
SUI	9	8	5	22
ISU	3	5	2	10
UNI	6	0	1	7
TOTAL	18	13	8	39

In April 2009 the Board approved an alternative phased retirement program for the University of Iowa. The program was effective between July 1, 2009, and September 30, 2009. Staff participating in the program had to commence phased retirement on or before June 30, 2010. The alternate program required immediate reduction to a half-time appointment and a phasing period of two years. There were 33 participants in the alternate program – 15 faculty, 12 P&S staff, and 6 merit staff. The cost of the incentives paid to participants was \$771,490, and the released funds available for reallocation amounted to \$775,112.

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

FY 2006	75	FY 2009	64
FY 2007	53	FY 2010	39
FY 2008	100		

The following table shows the financial impact of the phased retirement program at the universities for FY 2010:

	Incentive Amounts	Released Funds
SUI	\$1,656,459	\$3,141,996
ISU	\$465,138	\$1,571,614
UNI	\$757,456	\$959,839
IBSSS	\$8,958	\$25,978

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

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

Regular Retirements

The following table displays the number of faculty and staff who retired from the Regent institutions during FY 2010.

	Faculty	P&S	Merit	Total
SUI	34	76	42	152
ISU	42	146	135	323
UNI	11	2	3	16
ISD	4	0	1	5
IBSSS	0	0	2	2
TOTALS	91	224	183	498

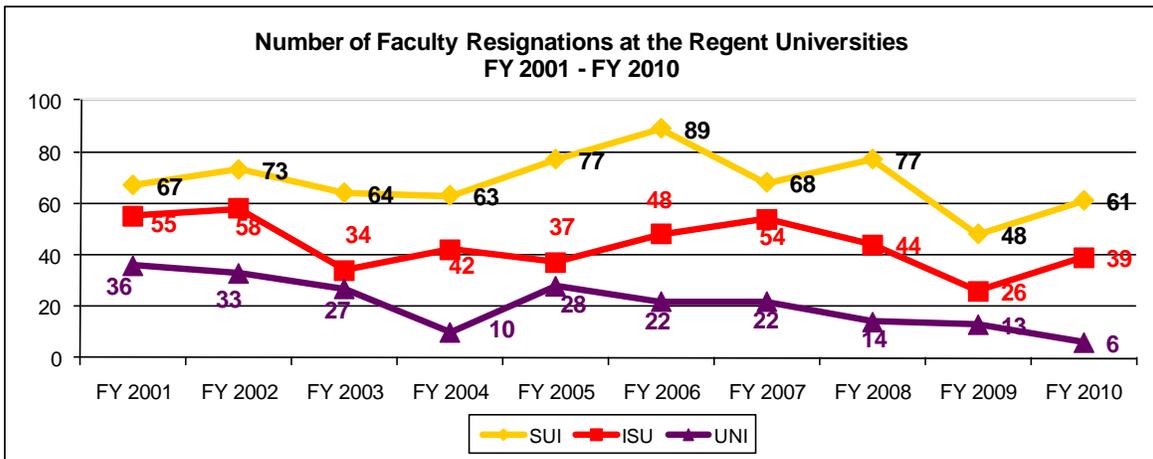
PART 5

Faculty Resignations

FY 2010 Faculty Resignations

At the Regent universities, there were 106 faculty resignations (from a total number of 4,138 faculty) in FY 2010, an increase of 19 (+21.8%) from the prior year. At the special schools, there were five faculty resignations in FY 2010, an increase of five from the prior year.

- At the University of Iowa, the number of faculty resignations increased from 48 to 61 (+27.0%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 2,205. During the past ten years, the average number of annual faculty resignations has been 68.7.
- At Iowa State University, the number of faculty resignations increased from 26 to 39 (+50.0%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 1,346. During the past ten years, the average number of annual faculty resignations has been 43.7.
- At the University of Northern Iowa, the number of faculty resignations decreased from 13 to 6 (-53.8%) between FY 2009 and FY 2010. The total number of faculty in FY 2010 was 587. During the past ten years, the average number of annual faculty resignations has been 21.1.



- At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2009 and FY 2010.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations increased from zero to five between FY 2009 and FY 2010.

This annual report addresses the Board of Regents' Strategic Plan priority for "educational excellence and impact."

Background:

The Regent universities obtained information about the faculty who resigned through a variety of efforts, including resignation surveys; exit interviews; satisfaction/climate assessment surveys; and payroll reports.

- At the University of Iowa, resignees were asked satisfaction-dissatisfaction questions which were scored on a scale of 1 (most dissatisfied) to 5 (most satisfied). The questions assessed the resignees' satisfaction of (1) the general atmosphere of the University and Iowa City, (2) the faculty member's departmental atmosphere, (3) the University's commitment to diversity, (4) the University's commitment to excellence in research, (5) the University's commitment to excellence in teaching, (6) compensation, and (7) hospital and clinic atmosphere (for health science college faculty only).

In FY 2010, 26 questions (43%) were returned. Respondents expressed the greatest satisfaction with the general atmosphere of the University and Iowa City (4.1), the University's commitment to research (3.9), the University's commitment to diversity (4.0), and the University's compensation (4.1). Respondents expressed the most dissatisfaction with departmental atmosphere (3.3) and hospital atmosphere (3.4). The mean satisfaction level rose from 3.6 in FY 2009 to 3.8 in FY 2010.

Improvement in satisfaction level was also indicated in the most recently released Harvard Graduate School of Education COACHE consortium. The *Collaborative on Academic Careers in Higher Education* (COACHE) represents a consortium of more than 160 colleges, universities, and systems across North America and is designed to assist campuses committed to improving the academic workplace through implementation of a suite of faculty job satisfaction surveys. SUI participates in the COACHE survey and was notified this year of its rank in the top four (out of 57) Research/doctoral institutions that have participated in the survey since 2006 in the following benchmark areas – tenure practices; clarity of institutional expectations for tenure; work and home; climate, culture, and collegiality; and global satisfaction.

- At Iowa State University, faculty exit data have been collected systematically, through an online survey conducted by the Center for Survey Statistics and Methodology, since January 2004. An offer of a face-to-face or phone interview with one of the senior administrators in the Office of the Provost is provided to all exiting faculty members. These interviews are often in addition to the interview conducted by a department chair or college dean. ISU's goal is to use both exit interview methods to determine the reasons faculty members resign, to identify

ISU's strengths and weaknesses from the faculty members' perspective, and to obtain suggestions for institutional improvement from the faculty.

Twelve faculty members (30.8%) responded to the online faculty exit survey in FY 2010. Data collected from both types of exit interviews indicated that: (1) The primary reasons for leaving are consistent between face-to-face and online exit surveys and include geographic location, salary, advancement opportunity, family, and environment; (2) The most frequent response regarding "actions that would keep faculty members at ISU" was "matching salary" for both sources of data; (3) There is significant overlap on the items cited as difficult aspects of ISU, such as partner accommodations, decline in resources, lack of recognition in college, departmental leadership, location, teaching load, and personal recognition on both survey methods. However, there are differences in the face-to-face interview compared to the online survey, such as isolation, equity in decision making, research support, budget model, salary compression, and gender equity, perhaps due to a concern for confidentiality in the personal contact; and (4) The best aspects of ISU are consistent on both methods – colleagues/collegiality/collaboration, quality of students, and institutional support.

The number of faculty resignations at the Regent universities includes only those faculty members who were tenured, tenure-track, or clinical track.

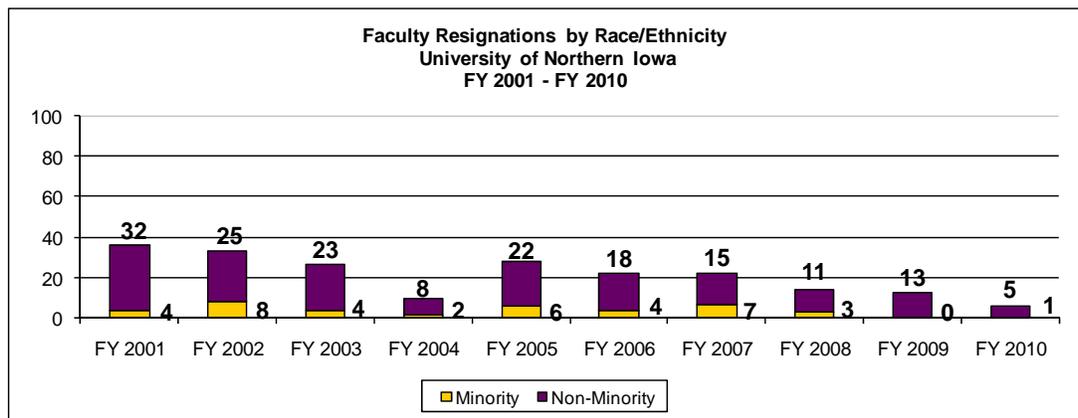
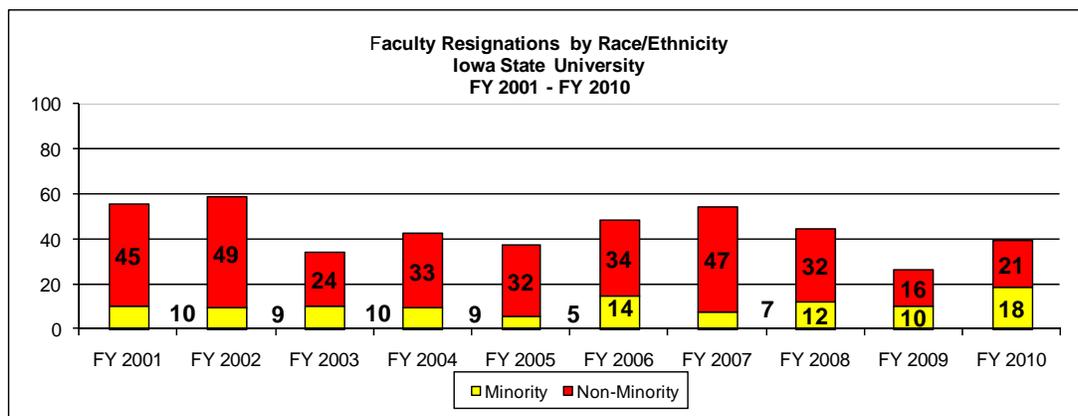
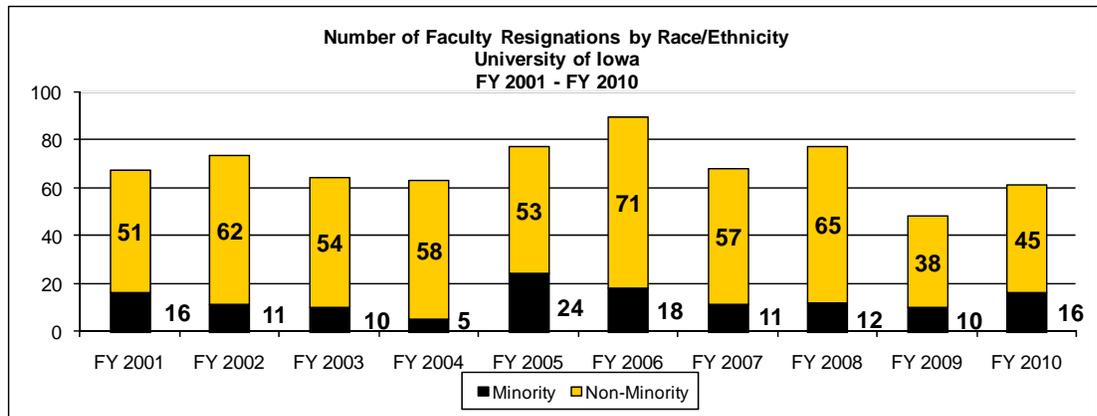
Of those who resigned in FY 2010, 16 (15.0%) were professors, 27 (25.5%) were associate professors, 59 (55.7%) were assistant professors, and four (3.8%) were instructors. Professors represent 41.1% of the population; associate professors represent 32.1% of the population; assistant professors represent 25.6% of the population; and instructors represent 1.2% of the population at the Regent universities².

Of those who resigned in FY 2010, 33 (31.1%) were tenured, 40 (37.7%) were tenure-track, 31 (29.3%) were clinical track, and two (1.9%) were other. Tenured faculty members represent 68.5% of the population; tenure-track faculty members represent 21.2% of the population; and clinical track faculty members represent 10.4% of the population at the Regent universities¹.

Of those who resigned in FY 2010, 63 (59.4%) were male and 43 (40.6%) were female. Males represent 68.1% of the total population and females represent 31.9% of the total population at the Regent universities.

Of those who resigned in FY 2010, 35 (33.0%) were racial/ethnic minorities and 71 (67.0%) were non-minorities. Racial/ethnic minorities represent 15.5% of the population and non-minorities represent 84.5% of the population at the Regent universities.

² Source: Spring 2010 Faculty Tenure Report.



The following overrepresentation occurred among faculty resignees relative to each College's overall faculty numbers:

- At the University of Iowa, the Colleges of Medicine, Nursing, and Public Health were overrepresented among faculty resignees relative to each College's overall faculty numbers.
- At Iowa State University, the College of Human Sciences was overrepresented among faculty resignees relative to the College's overall faculty numbers.

- At the University of Northern Iowa, the Colleges of Business Administration, Education, and Natural Sciences were overrepresented among faculty resignees relative to each College's overall faculty numbers.

In FY 2010, the primary reason for resigning continues to be employment opportunities at other educational institutions (cited by 66.0% of those who left). The second most frequently identified reason for resigning (cited by 17.9% of those who left) was for "personal" reasons. The third and fourth most common reasons for resigning were to accept another position at a non-educational institution (cited by 13.2% of those who left) and to enter private practice (cited by 2.8% of those who left).

The *University of Iowa* has identified the following strategies to improve faculty retention.

- Improve and develop mentoring of junior faculty. The Office of the Provost offers several programs for new faculty members. In FY 2010, those programs included the following:
 - Two-day new faculty orientation.
 - Seminar on promotion and tenure.
 - Workshops and resources on effective writing habits and time management.
 - Faculty-led weekly writing group – UI Write-on-Site.
 - Pilot summer online writing program beginning in June 2010 in response to junior faculty members' request. Evaluations for this program showed that the faculty members found the program worthwhile as a boost to their summer writing productivity.
- The Office of the Provost publishes a comprehensive calendar of faculty development programs offered by other offices (i.e., focused on teaching, instructional technology, and research).
- Informal events are also offered to enhance networking among new faculty members as well as to introduce them to UI administration (e.g., President and Provost New Faculty Welcome Reception and Dinner, Breakfast with the Provost, New Faculty End-of-Semester Reception).
- Due to office restructuring that substantially decreased staff efforts dedicated to faculty development, the Office of the Provost will strive to maintain quality programs for junior faculty members while continuing to strengthen collaboration with other offices to ensure that junior faculty continue to receive consistent and quality developmental opportunities and programs.

Iowa State University has identified the following strategies to improve faculty retention.

- The Office of the Executive Vice President and Provost conducts exit interviews for departing faculty. Faculty members have cited multiple reasons or considerations in their decision to leave. Non-competitive salary continues to be one of the leading factors in the ultimate decision to resign. Competitive faculty salaries remain a top priority for the ISU administration.
- In order to retain excellent faculty, ISU may attempt to provide a counteroffer in response to a competitive job offer. Counteroffers may include a new commitment for salary, research support, partner accommodation, and/or new work

opportunities. The Office of the Provost has developed a process for working efficiently with departments and colleges to respond quickly with a retention package for the quality faculty members who are considering leaving ISU for another institution.

- Through a centrally-managed Dual Career Program, ISU continues to address the employment needs of partners and spouses of newly-hired faculty. This program serves as a point of contact for college and departmental staff to assist them in this important endeavor.

Additional key initiatives that are targeted on climate and on improving the ability to recruit and retain faculty are the National Science Foundation funded ISU ADVANCE Program (focused on recruitment and retention of women faculty in science, technology, engineering, and mathematics), the Faculty Work/Life Database (funded, in part, by a grant from the Alfred P. Sloan Foundation), and the AAUDE³ survey of faculty satisfaction; the results of this survey help ISU to understand issues key to faculty productivity and retention.

- Focus on Work/Life issues includes the creation of a new university-wide committee and the continuing development of a comprehensive web page. Thus far, the committee has successfully developed new programs to educate faculty and staff about work/life topics. Each of these initiatives reflects significant progress toward the goal of creating an optimal environment that prioritizes flexible faculty careers as a means to enhance institutional excellence.
- The University will continue to work on faculty retention through low-cost efforts, including administrator training, work/life policy enhancement, and focal group studies of departmental climate.

The *University of Northern Iowa* has identified the following strategies to improve faculty retention.

- The effort to retain faculty members begins as soon as they are hired. A new faculty website has been developed which contains links to information about UNI, the surrounding community, the new faculty orientation schedule, and resources related to college teaching and student learning. The website remains active throughout the year and new faculty members are encouraged to visit the website to access updated schedules and information. The website also includes links to area employers' websites as a means of helping partners of newly hired faculty members find suitable employment in the Cedar Valley.
- UNI welcomes new faculty to campus with a 1½ day orientation program. Informative sessions introduce faculty to a variety of areas of interest and include sessions on educational technology, the Liberal Arts Core, student services, the evaluation process, and the office of sponsored programs. Social opportunities are built into each day to encourage networking among new faculty, more experienced colleagues, department heads, and institutional officials. The president hosts a reception at his residence for new faculty members and their spouses, their department heads and deans, and the provost at the end of the first day of orientation. This provides another opportunity for networking with colleagues and warmly welcomes new faculty campus.

³ Association of American Universities Data Exchange

- A cross campus mentoring program was implemented in 2009-2010. New faculty members were matched with seasoned faculty volunteers from a college other than their own. The faculty mentors agreed to initiate at least two meetings with the assigned new faculty member during both fall and spring semesters. Having a mentor outside the home department and college gives new faculty a chance to connect with others they may not normally interact with on campus and makes it more comfortable for new faculty to raise and discuss issues about adjustment to faculty life and their department/college. Recognizing that they are an important part of the retention effort, family members were invited to tour and use the campus recreational facilities at the end of the second day of the orientation. This helps to make family members feel welcome on campus and aware of activities.
- In 2009-2010, an all-faculty workshop was held on a topic of significance to the campus – revision of the liberal arts core. New faculty had another opportunity to meet faculty colleagues and to learn about and contribute to discussions about an issue important to their professional lives. By engaging new faculty in the workshop, additional cross-campus connections were forged.
- There are orientation activities for new faculty planned throughout the year as a way of encouraging a greater sense of community. These extended orientation activities will include sessions on academic advising and seminars on pedagogical issues.
- As part of the orientation program, UNI partners with the Cedar Falls Community Main Street Association to sponsor a stroll through the revitalized downtown area, culminating in a reception at the historic Black Hawk Hotel. Local merchants provide food, beverages, and welcome packages for each new faculty member and a guest. The program, which highlights community amenities, helps new faculty members and their families to adjust and feel welcome in their new location. This reception will be part of the extended orientation program.
- Recognizing the importance of supporting new faculty members to launch their research, the Office of Sponsored Programs hosts an introductory training program in mid-fall to introduce new faculty to the services of the Office, highlights successful early career grant writers, and provides an opportunity for cross-college networking. In 2009-2010, new faculty members were also encouraged to take part in the Campus Connexus event which brings faculty members with complementary scholarly interests into conversation with each other in an engaging way. New faculty are given information about the Principal Investigator (PI) database so that they will maximize their opportunities to identify research mentors and partners.
- The Provost and Associate Provosts continue to host luncheon or breakfast meetings with new faculty members. During the fall semester, faculty members in their second year of employment are invited to a session attended by the Provost, Associate Provost for Faculty Affairs, and Associate Provost for Academic Affairs. During the spring semester, first-year faculty members are invited to a similar series of gatherings. The group is purposely limited to six to eight faculty members to allow for significant conversations with the provost and her staff. Those attending are encouraged to share issues and concerns about their work as a faculty member at UNI; the provost's staff attempts to follow-up on any concerns expressed within a few weeks of the gathering. These smaller events have given new faculty members a connection to the Provost's Office and to each other and have created a greater sense of academic community on campus.

- UNI's colleges have also developed programs to help with faculty retention. For example, some colleges provide a reduced teaching load during a faculty member's first year of service. This provides early career faculty an opportunity to establish a research program and to focus on development of pedagogical skills. One college routinely offers summer stipends to support new faculty to get strong research programs underway.
- Deans use a variety of means for building community and connection within the college. For example, one dean meets individually with each second-year faculty member to discuss career progress and offer support. Others host recognition luncheons, sponsor social hours, and support faculty development and presentation opportunities. In one college, brown bag lunches bring faculty members together to discuss important campus issues.
- Retention efforts also extend to more experienced faculty. Each of the colleges recognizes faculty excellence in teaching, scholarship or creative work, and service. Some colleges have awards for both excellence in departmental and liberal arts core courses and each college has a teaching award specifically reserved for untenured faculty. One college has established a Faculty Excellence Award for tenured faculty who have shown exceptional achievement in both teaching and scholarly work and have combined them to provide outstanding educational experiences for students. A highlight of the award is a public presentation by the award recipient during the spring semester. Recognition efforts, which also assist in long-term retention, include college newsletters and websites which publicize faculty achievements and awards and highlight research interests and accomplishments.
- Some deans offer small Challenge Grants to support faculty efforts in developing research proposals for external grant competition submission or in developing innovative teaching methods.
- At a university-wide level, faculty are supported in career development and recognized for their achievement. Professional Development Assignments are offered to tenured faculty to undertake programs of research, study, or other professional activity. Faculty members may apply for either a one-semester assignment at full pay or an academic year assignment at half (50%) pay.
- UNI faculty who hold a full-time, academic year, tenured or tenure-track appointment may apply for a Summer Fellowship. Through these awards, the University seeks to encourage, assist, and support faculty research, creative activity, and grant applications.
- UNI offers a variety of awards to recognize outstanding teaching, research, and service. These include the Class of 1943 Faculty Award for Excellence in Teaching, Ross A. Nielsen Professional Service Award, James F. Lubker Research Award, Regents Awards for Faculty Excellence, Merchant Scholarship, and the University Book and Supply Award for untenured faculty.
- Despite tight budgets, the Dean and Provost make best efforts to match competing market salary offers for valued faculty members. The Provost's Office is currently working on creating an enhanced program of faculty development which will help faculty to strengthen their pedagogical skills and build stronger ties to the UNI academic community.

- The Provost has made a substantial commitment to creating a more welcoming and inclusive campus environment for all faculty members through affiliation with the National Coalition Building Institute and the establishment of the Diversity Fellows Program. The Fellows Program provides an opportunity for faculty members to develop leadership and administrative skills, while advancing key diversity goals on campus.

TABLE 1
Number of Faculty Resignations by Rank
FY 2001 to FY 2010

	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	INSTRUCTOR	TOTAL
SUI					
FY 2001	21	18	28	0	67
FY 2002	14	25	34	0	73
FY 2003	10	18	36	0	64
FY 2004	17	19	27	0	63
FY 2005	18	23	36	0	77
FY 2006	25	25	39	0	89
FY 2007	14	18	36	0	68
FY 2008	18	20	38	1	77
FY 2009	15	16	17	0	48
FY 2010	6	18	37	0	61
ISU					
FY 2001	11	9	35	0	55
FY 2002	16	12	30	0	58
FY 2003	9	6	19	0	34
FY 2004	11	9	22	0	42
FY 2005	11	11	15	0	37
FY 2006	8	16	24	0	48
FY 2007	15	11	28	0	54
FY 2008	7	12	25	0	44
FY 2009	6	10	10	0	26
FY 2010	10	9	20	0	39
UNI					
FY 2001	3	8	14	11	36
FY 2002	1	2	23	7	33
FY 2003	0	4	12	11	27
FY 2004	2	3	4	1	10
FY 2005	5	3	19	1	28
FY 2006	2	4	16	0	22
FY 2007	7	4	7	4	22
FY 2008	0	1	13	0	14
FY 2009	0	3	8	2	13
FY 2010	0	0	2	4	6
TOTAL					
FY 2001	35	35	77	11	158
FY 2002	31	39	87	7	164
FY 2003	19	28	67	11	125
FY 2004	30	31	53	1	115
FY 2005	34	37	70	1	142
FY 2006	35	45	79	0	159
FY 2007	36	33	71	4	144
FY 2008	25	33	76	1	135
FY 2009	21	29	35	2	87
FY 2010	16	27	59	4	106

TABLE 2
Number of Faculty Resignations by Gender and Race/Ethnicity
FY 2001 to FY 2010

	MALE	FEMALE	TOTAL	MINORITY	NON-MINORITY
SUI					
FY 2001	46	21	67	16	51
FY 2002	48	25	73	11	62
FY 2003	37	27	64	10	54
FY 2004	40	23	63	5	58
FY 2005	51	26	77	24	53
FY 2006	63	26	89	18	71
FY 2007	40	28	68	11	57
FY 2008	48	29	77	12	65
FY 2009	30	18	48	10	38
FY 2010	35	26	61	16	41
ISU					
FY 2001	34	21	55	10	45
FY 2002	35	23	58	9	49
FY 2003	25	9	34	10	24
FY 2004	31	11	42	9	33
FY 2005	26	11	37	5	32
FY 2006	34	14	48	14	34
FY 2007	35	19	54	7	47
FY 2008	25	19	44	12	32
FY 2009	17	9	26	10	16
FY 2010	27	12	39	18	21
UNI					
FY 2001	15	21	36	4	32
FY 2002	17	16	33	8	25
FY 2003	17	10	27	4	23
FY 2004	4	6	10	2	8
FY 2005	15	13	28	6	22
FY 2006	11	11	22	4	18
FY 2007	12	10	22	7	15
FY 2008	8	6	14	3	11
FY 2009	8	5	13	0	13
FY 2010	1	5	6	1	5
TOTAL					
FY 2001	95	63	158	30	128
FY 2002	100	64	164	28	136
FY 2003	79	46	125	24	101
FY 2004	75	40	115	16	99
FY 2005	92	50	142	35	107
FY 2006	108	51	159	36	123
FY 2007	87	57	144	25	119
FY 2008	81	54	135	27	108
FY 2009	55	32	87	20	67
FY 2010	63	43	106	35	67

TABLE 3
Number of Faculty Resignations by Tenure Status
FY 2001 to FY 2010

	TENURED	TENURE-TRACK	CLINICAL TRACK	OTHER	TOTAL
SUI					
FY 2001	36	16	15	0	67
FY 2002	29	22	22	0	73
FY 2003	24	22	18	0	64
FY 2004	23	16	24	0	63
FY 2005	33	15	29	0	77
FY 2006	40	27	22	0	89
FY 2007	23	24	21	0	68
FY 2008	22	23	32	0	77
FY 2009	23	9	16	0	48
FY 2010	14	16	31	0	61
ISU					
FY 2001	20	35	0	0	55
FY 2002	28	30	0	0	58
FY 2003	15	19	0	0	34
FY 2004	20	22	0	0	42
FY 2005	22	15	0	0	37
FY 2006	22	26	0	0	48
FY 2007	26	28	0	0	54
FY 2008	18	26	0	0	44
FY 2009	15	11	0	0	26
FY 2010	19	20	0	0	39
UNI					
FY 2001	12	16	0	8	36
FY 2002	4	21	0	8	33
FY 2003	6	13	0	8	27
FY 2004	4	6	0	0	10
FY 2005	9	16	0	3	28
FY 2006	4	18	0	0	22
FY 2007	11	8	0	3	22
FY 2008	1	12	0	1	14
FY 2009	4	8	0	1	13
FY 2010	0	4	0	2	6
TOTAL					
FY 2001	68	67	15	8	158
FY 2002	61	73	22	8	164
FY 2003	45	54	18	8	125
FY 2004	47	44	24	0	115
FY 2005	64	46	29	3	142
FY 2006	66	71	22	0	159
FY 2007	60	60	21	3	144
FY 2008	41	61	32	1	135
FY 2009	42	28	16	1	87
FY 2010	33	40	31	2	106

**Table 4a
Resignations by College
FY 2001 to FY 2010
University of Iowa**

COLLEGE	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Business Administration	8	4	4	1	6	4	5	4	1	2
Dentistry	0	3	4	4	6	3	7	3	0	2
Education	4	3	0	2	6	4	1	6	1	1
Engineering	6	1	0	3	1	2	3	1	2	0
Graduate	1	0	1	1	0	1	0	0	1	0
Law	0	2	1	0	0	3	1	1	3	1
Liberal Arts and Sciences	16	25	18	9	11	21	19	15	7	10
Medicine	26	31	31	37	46	43	24	38	31	38
Nursing	0	1	0	3	0	1	0	2	2	2
Pharmacy	4	1	2	2	1	3	4	3	0	0
Public Health	2	2	3	1	0	4	4	4	0	5
TOTAL	67	73	64	63	77	89	68	77	48	61

**Table 4b
Resignations by College
FY 2001 to FY 2010
Iowa State University**

COLLEGE	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Agriculture and Life Sciences	5	5	5	4	4	3	9	8	4	7
Business	3	3	2	3	4	2	3	2	1	2
Design	5	3	1	4	1	3	3	4	1	2
Engineering	6	11	3	4	3	8	4	1	2	5
Human Science	7	9	5	8	7	7	4	5	6	8
Liberal Arts and Sciences	26	23	16	18	14	21	23	16	8	12
Library	1	1	0	1	0	1	2	2	0	1
Veterinary Medicine	2	3	2	0	4	3	6	6	4	2
TOTAL	55	58	34	42	37	48	54	44	26	39

**Table 4c
Resignations by College
FY 2001 to FY 2010
University of Northern Iowa**

COLLEGE	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
Business Administration	5	2	4	0	2	2	4	3	1	1
Education	10	9	12	5	9	6	4	3	4	3
Humanities and Fine Arts	8	4	4	1	7	3	8	4	2	0
Natural Sciences	4	6	4	2	5	1	1	2	2	2
Social and Behavioral Sciences	8	10	3	1	5	7	5	2	4	0
Library	1	2	0	1	0	3	0	0	0	0
TOTAL	36	33	27	10	28	22	22	14	13	6

Table 5a
Reasons Given for Faculty Resignations
FY 2001 to FY 2010
University of Iowa

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
To accept a position at another university										
Professor	11	9	6	11	12	19	8	10	11	9
Associate Professor	11	16	8	6	14	15	10	14	8	10
Assistant Professor	11	22	13	13	15	18	22	14	6	21
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	33	47	27	30	41	52	40	38	25	40
To accept another position										
Professor	2	3	1	1	3	1	1	3	0	1
Associate Professor	5	0	4	5	3	2	2	3	4	1
Assistant Professor	4	4	5	3	8	7	4	13	7	3
Instructor	0	0	0	0	0	0	0	1	0	0
TOTAL	11	7	10	9	14	10	7	20	11	5
To relocate for personal reasons										
Professor	2	0	0	1	1	1	0	2	1	1
Associate Professor	0	3	2	2	1	6	2	0	1	1
Assistant Professor	5	3	9	3	3	9	8	8	2	11
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	7	6	11	6	5	16	10	10	4	13
To enter private practice										
Professor	1	0	1	0	2	2	0	1	2	0
Associate Professor	2	4	4	4	5	1	3	3	3	1
Assistant Professor	8	5	9	8	9	5	2	3	2	2
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	11	9	14	12	16	8	5	7	7	3
To accept an administrative position										
Professor	5	2	2	4	0	2	5	2	1	0
Associate Professor	0	2	0	2	0	1	1	0	0	0
Assistant Professor	0	0	0	0	1	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	5	4	2	6	1	3	6	2	1	0
GRAND TOTAL	67	73	64	63	77	89	68	77	48	61

Table 5b
Reasons Given for Faculty Resignations
FY 2001 to FY 2010
Iowa State University

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
To accept a position at another university										
Professor	10	7	6	8	9	6	9	4	5	6
Associate Professor	8	5	3	7	8	12	9	7	8	7
Assistant Professor	20	19	12	8	10	12	22	13	6	11
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	38	31	21	23	27	30	40	24	19	24
To accept another position										
Professor	1	1	3	3	1	0	1	2	1	2
Associate Professor	1	1	4	1	3	1	1	2	0	4
Assistant Professor	4	4	3	8	3	7	1	5	2	2
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	6	6	10	12	7	8	3	9	3	8
To relocate for personal reasons										
Professor	0	2	0	0	1	0	1	0	0	0
Associate Professor	0	5	0	1	0	3	0	3	0	0
Assistant Professor	11	6	3	6	2	3	3	7	2	3
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	11	13	3	7	3	6	4	10	2	3
To enter private practice										
Professor	0	2	0	0	0	1	0	0	0	0
Associate Professor	0	0	0	0	0	0	1	0	2	0
Assistant Professor	0	1	0	0	0	2	2	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	0	3	0	0	0	3	3	0	2	0
To accept an administrative position										
Professor	0	4	0	0	0	1	4	1	0	3
Associate Professor	0	1	0	0	0	0	0	0	0	1
Assistant Professor	0	0	0	0	0	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	0	5	0	0	0	1	4	1	0	4
GRAND TOTAL	55	58	34	42	37	48	54	44	26	39

Table 5c
Reasons Given for Faculty Resignations
FY 2001 to FY 2010
University of Northern Iowa

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
To accept a position at another university										
Professor	3	1	0	2	3	2	1	0	0	0
Associate Professor	6	2	3	3	2	3	1	0	2	0
Assistant Professor	7	14	7	4	12	11	6	8	5	1
Instructor	3	3	1	1	0	0	0	0	0	1
TOTAL	19	20	11	10	17	16	8	8	7	2
To accept another position										
Professor	0	0	0	0	1	0	0	0	0	0
Associate Professor	0	0	1	0	0	0	0	0	1	0
Assistant Professor	2	5	1	0	1	0	1	1	0	0
Instructor	2	1	6	0	0	0	1	0	0	1
TOTAL	4	6	8	0	2	0	2	1	1	1
To relocate for personal reasons										
Professor	0	0	0	0	0	0	0	0	0	0
Associate Professor	2	0	0	0	1	0	2	1	0	0
Assistant Professor	5	4	4	0	6	3	0	4	2	1
Instructor	6	3	4	0	1	0	3	0	1	2
TOTAL	13	7	8	0	8	3	5	5	3	3
To enter private practice										
Professor	0	0	0	0	0	0	0	0	0	0
Associate Professor	0	0	0	0	0	0	0	0	0	0
Assistant Professor	0	0	0	0	0	1	0	0	0	0
Instructor	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	1	0	0	0	0
To accept an administrative position										
Professor	0	0	0	0	1	1	6	0	0	0
Associate Professor	0	0	0	0	0	0	1	0	0	0
Assistant Professor	0	0	0	0	0	1	0	0	1	0
Instructor	0	0	0	0	0	0	0	0	1	0
TOTAL	0	0	0	0	1	2	7	0	2	0
GRAND TOTAL	36	33	27	10	28	22	22	14	13	6

Table 5d
Reasons Given for Faculty Resignations
FY 2001 to FY 2010
Regent Total

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
To accept a position at another university										
University of Iowa	33	47	27	30	41	52	40	38	25	40
Iowa State University	38	31	21	23	27	30	40	24	19	24
University of Northern Iowa	19	20	11	10	17	16	8	8	7	2
TOTAL	90	98	59	63	85	98	88	70	51	66
To accept another position										
University of Iowa	11	7	10	9	14	10	7	20	11	5
Iowa State University	6	6	10	12	7	8	3	9	3	8
University of Northern Iowa	4	6	8	0	2	0	2	1	1	1
TOTAL	21	19	28	21	23	18	12	30	15	14
To relocate for personal reasons										
University of Iowa	7	6	11	6	5	16	10	10	4	13
Iowa State University	11	13	3	7	3	6	4	10	2	3
University of Northern Iowa	13	7	8	0	8	3	5	5	3	3
TOTAL	31	26	22	13	16	25	19	25	9	19
To enter private practice										
University of Iowa	11	9	14	12	16	8	5	7	7	3
Iowa State University	0	3	0	0	0	3	3	0	2	0
University of Northern Iowa	0	0	0	0	0	1	0	0	0	0
TOTAL	11	12	14	12	16	12	8	7	9	3
To accept an administrative position										
University of Iowa	5	4	2	6	1	3	6	2	1	0
Iowa State University	0	5	0	0	0	1	4	1	0	4
University of Northern Iowa	0	0	0	0	1	2	7	0	2	0
TOTAL	5	9	2	6	2	6	17	3	3	4
GRAND TOTAL	158	164	125	115	142	159	144	135	87	106

Table 6
Total Faculty and Faculty Resignations
FY 2010
Regent Total

College	Faculty Number	Percent of Total Faculty	Number of Resignations	Percent of Total Resignations	Percent of Total College Faculty
University of Iowa					
Business Administration	85	3.8	2	3.3	2.4
Dentistry	96	4.4	2	3.3	2.1
Education	99	4.5	1	1.6	1.0
Engineering	85	3.9	0	0.0	0.0
Graduate	17	0.8	0	0.0	0.0
Law	44	2.0	1	1.6	2.3
Liberal Arts and Sciences	658	29.8	10	16.4	1.5
Medicine	926	42.0	38	62.3	4.1
Nursing	62	2.8	2	3.3	3.2
Pharmacy	62	2.8	0	0.0	0.0
Public Health	71	3.2	5	8.2	7.0
TOTAL	2,205	100.0	61	100.0	2.7
Iowa State University					
Agriculture and Life Sciences	280	20.8	7	18.0	2.5
Business	70	5.2	2	5.1	2.9
Design	83	6.2	2	5.1	2.4
Engineering	184	13.7	5	12.8	2.7
Human Science	117	8.7	8	20.5	6.8
Liberal Arts and Sciences	475	35.3	12	30.8	2.5
Library	33	2.4	1	2.6	3.0
Veterinary Medicine	104	7.7	2	5.1	1.9
TOTAL	1,346	100.0	39	100.0	2.9
University of Northern Iowa					
Business Administration	53	9.1	1	16.7	1.9
Education	158	26.9	3	50.0	1.9
Humanities and Fine Arts	141	24.0	0	0.0	0.0
Natural Sciences	114	19.4	2	33.3	1.8
Social and Behavioral Sciences	104	17.7	0	0.0	0.0
Library	17	2.9	0	0.0	0.0
TOTAL	587	100.0	6	100.0	1.0

Salaries – FY 2011

Salary Policies and Negotiated Salary Increases

In June 2010, the Board approved the following salary policies for the institutions.

University of Iowa – Salary increases for faculty will be based upon individual contribution and performance. Average increases for faculty are expected to be about 2%. In addition, colleges having plans allowing variable, non-recurring compensation to faculty based on productivity will continue in FY 2011. These colleges are – College of Medicine, College of Dentistry, College of Pharmacy, and College of Nursing.

Salary increases for nonorganized professional and scientific (P&S) staff will be based on merit, and it is anticipated increases will average 2%.

Iowa State University -- Individual salary increases will be permitted, as follows, and funded by the individual budget units: (1) the standard increments for faculty promotions; (2) salary increments for P&S reclassifications; and (3) P&S staff, post docs and graduate assistants funded entirely from grants/contracts may receive salary increments as permitted in the grants/contracts. Individual increases may also be given if justified to address equity, merit or for retention.

A small number of P&S employees will receive increases to bring their salaries to the minimums of their new pay grades when the revised P&S compensation program approved by the Board in April goes into effect July 1.

University of Northern Iowa – The University anticipates most P&S staff will receive merit increases of 3% on July 1, 2010, which mirrors the increase negotiated for the organized faculty.

Iowa School for the Deaf – ISD proposes to increase the faculty salary matrix by 1.5%. Qualified faculty will continue to receive merit pay for sign language proficiency and professional certifications (Council for Education of the Deaf [CED] professional and provisional and American Speech-Language Hearing Association [ASHA]). These amounts are unchanged from FY 2010. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be 2.3%. The extra curricular pay schedule is unchanged from FY 2010.

ISD proposes an average increase of 2.25% for P&S salaries..

Iowa Braille and Sight Saving School – IBSSS proposes to increase the faculty salary matrix by 2.5%. Qualified faculty will continue to receive stipends for professional certification (Academy for Certification of Vision, Rehabilitation, and Education Professionals [ACVREP]).

This amount is unchanged from FY 2010. Eligible faculty will receive a one-step increase and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be 4.1%. The average P&S increase at IBSSS is anticipated to be 2.5%. The extra-curricular pay scale for IBSSS is unchanged from FY 2010.

AFSCME Units

The collective bargaining agreement between AFSCME and the State of Iowa covering bargaining unit merit staff provides for a two percent (2%) wage increase on July 1, 2010. For the remaining months of the 2010 calendar year, the anticipated annual work hours for the calculation of annual and monthly salaries will remain unchanged (2088).

The AFSCME agreement provides for a second wage increase of one percent (1%) effective January 1, 2011. However, the anticipated annual work hours for calendar year 2011 will fall back to 2080. Therefore, the net effect on annual and monthly amounts on January 1, 2011 will be approximately six-tenths percent (0.6%).

Merit staff members who are not at the maximum of their pay range will continue to receive a step increase in FY11 of four and one half percent (4.5%) at their next scheduled merit increase date, up to the maximum of their pay scale.

The negotiated agreement for the United Faculty at UNI provided for 3% salary increases on July 1, 2010.

SUI – Tertiary Health Care Bargaining Unit – SEIU

The collective bargaining agreement contains the following salary provisions:

1. Bargaining unit employees employed on April 30, 2010 will receive a two percent (2%) salary increase on the employee's base salary effective July 1, 2010.
2. Bargaining unit employees employed on October 31, 2010 will receive another two percent (2%) salary increase on the employee's base salary effective January 1, 2011.
3. Staff members employed in the Staff Nurse classification in the Department of Nursing and assigned to units that require twenty-four (24) hour staffing on site, seven (7) days a week, as well as those nurses assigned to the Main Operating Room and the Post Anesthesia Care Unit (PACU), will continue to receive an additional differential of \$1,000 per year, based upon a full time equivalent. Those staff employed less than full time will receive a prorated differential. Nurses that transfer out of the Department of Nursing units receiving the differential will have the amount removed from their base salary upon transfer.

SUI - Graduate Assistants – COGS

The minimum salaries for Graduate Assistants, both Teaching Assistants and Research Assistants under the collective bargaining agreement between the Board of Regents and UE Local 896/COGS will remain unchanged for FY2011:

Academic Year (50% Appointment):	\$16,575
Fiscal Year (50% Appointment):	\$20,258

Appointments at a different percent time will receive no less than the prorated minimum salary rate. Returning bargaining unit employees will not receive a minimum salary increase under the terms of the contract and will remain unchanged in pay under the Board of Regents salary policy.

Fiscal year appointments are effective July 1, 2010. Academic year appointments are effective with the start of the fall term, typically one week prior to the starting of classes or August 16, 2010. Summer Session Teaching Assistant appointments are based upon the prior academic year salary.

Salaries -- Faculty

Average increases for faculty for FY 2011 and the four previous years are shown below:

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
SUI	5.7%	7.0%*	4.1%	0%	2.5%
ISU	3.8%	6.0%	5.5%	0%	1.9%
UNI	3.5%	3.0%	4.0%	0%	3.0%
ISD	4.6%	9.9%	4.2%	0%	2.4%
IBSSS	4.1%	11.2%	6.4%	0%	2.5%

*SUI estimated percentage increase based on increases on 7/1/07 and 12/1/07.

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

SUI	3.9%	ISD	4.2%
ISU	3.4%	IBSSS	4.8%
UNI	2.4%		

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

	Overall Average	Male Average	Female Average
SUI	97,554	106,655	83,923
ISU	84,323	92,142	70,255
UNI	65,970	76,614	64,842

It should be noted that these overall averages do not take into account rank, discipline and years of services.

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

Associate Professor -- Average Salaries FY 2011
Non-Professional Colleges

	12-month				9-month			
	Male		Female		Male		Female	
	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
SUI								
Liberal Arts and Sciences	\$101,515	1.33	\$77,786	6.66	\$77,347	110.53	\$74,443	94.40
Business	--	--	--	--	\$138,292	16.00	\$139,184	7.00
Education	\$143,957	2.00	\$102,766	2.00	\$71,154	10.25	\$71,326	18.50
Engineering	--	--	--	--	\$96,473	16.10	\$98,532	1.75
Graduate	\$167,721	1.00	\$131,129	0.70	\$77,945	3.00	\$68,882	1.00
Nursing	--	--	\$114,146	4.00	\$76,506	1.00	\$75,443	12.00
Public Health	\$102,165	6.70	\$102,111	9.00	--	--	\$90,760	1.00
ISU								
Agriculture and Life Sciences	\$89,499	7.81	\$80,238	1.47	\$93,307	7.88	\$87,578	6.05
Business	--	--	--	--	\$132,597	14.65	\$139,022	5.67
Design	--	--	--	--	\$69,528	20.00	\$68,271	19.24
Engineering	\$103,629	0.53	--	--	\$100,269	50.70	\$95,949	4.17
Human Sciences	--	--	\$86,729	0.72	\$73,275	10.85	\$71,437	24.13
Liberal Arts and Sciences	\$60,024	3.00	--	--	\$77,223	91.98	\$72,863	45.38
UNI								
Business	--	--	--	--	\$95,537	17.00	\$96,377	8.00
Social and Behavioral Sciences	--	--	--	--	\$63,981	27.25	\$64,161	19.75
Education	--	--	--	--	\$79,837	15.75	\$69,170	26.53
Humanities and Fine Arts	--	--	--	--	\$65,905	25.00	\$63,513	29.00
Natural Sciences	--	--	--	--	\$72,270	22.30	\$60,929	10.18

Assistant Professor -- Average Salaries FY 2011								
Non-Professional Colleges								
	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$70,100	1.00	\$67,000	1.00	\$68,180	60.00	\$65,894	64.50
Business	--	--	--	--	\$139,771	13.00	\$127,262	4.00
Education			\$79,209	1.00	\$64,478	6.00	\$61,250	11.50
Engineering	--	--	--	--	\$81,762	9.50	\$81,354	4.50
Graduate	--	--	--	--	\$68,296	3.00	\$67,317	4.00
Nursing	\$68,000	1.00	\$104,749	2.30	--	--	\$66,199	16.50
Public Health	\$89,312	8.00	\$88,849	4.13	--	--	--	--
ISU								
Agriculture and Life Sciences	\$79,981	2.05	\$74,241	1.53	\$72,402	12.56	\$76,042	6.64
Business	--	--	--	--	\$119,454	19.00	\$125,395	10.00
Design	\$91,942	0.16	--	--	\$57,235	4.87	\$58,477	14.10
Engineering	--	--	--	--	\$81,336	35.79	\$80,984	10.02
Human Sciences	--	--	--	--	\$61,865	11.23	\$62,417	19.85
Liberal Arts and Sciences	\$90,000	0.22	\$49,000	1.00	\$64,264	62.77	\$59,947	42.02
UNI								
Business	--	--	--	--	\$92,682	4.50	\$87,777	3.00
Social and Behavioral Sciences	--	--	--	--	\$51,528	9.00	\$52,744	17.00
Education	--	--	--	--	\$59,519	10.00	\$58,340	16.00
Humanities and Fine Arts	--	--	--	--	\$54,329	17.00	\$50,115	15.00
Natural Sciences	--	--	--	--	\$53,667	22.00	\$56,793	4.00

Salaries – Professional and Scientific

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

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
SUI*	4.2%	5.0%	4.7%	0%	2.8%
ISU	3.1%	4.4%	4.0%	0%	1.9%
UNI	2.0%	3.0%	4.0%	0%	3.0%
ISD	4.0%	4.7%	5.5%	0%	2.3%
IBSSS	4.0%	5.0%	4.5%	0%	6.4%

*(Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was 4.4% in FY 2007, 4.94% in FY 2008, 4.56% in FY 2009, 1.76% in FY 2010 and in FY 2011 – 3.95%.

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

SUI	3.3%	ISD	3.1%
ISU	2.7%	IBSSS	4.0%
UNI	2.4%		

Average P&S salaries for FY 2011 are shown below:

	Overall Average	Male Average	Female Average
SUI*	\$63,743	\$69,584	\$60,065
ISU	\$57,167	\$62,276	\$52,918
UNI	\$58,623	\$63,485	\$54,454

* non-hospital, non-SEIU

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$62,711	\$54,500
IBSSS	\$61,353	\$61,788

Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2011 and the four previous years are shown below.

	2007	2008	2009	2010	2011
SUI	4.8%	5.6%	5.3%	2.2%	4.8%
ISU	4.3%	5.0%	4.8%	1.6%	4.4%
UNI	4.2%	4.9%	4.6%	1.6%	4.6%
ISD	4.8%	5.1%	5.1%	2.1%	3.5%
IBSSS	5.5%	5.1%	4.9%	1.9%	6.1%

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

SUI	4.5%	ISD	4.1%
ISU	4.0%	IBSSS	4.7%
UNI	4.0%		

Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$16,575 which is unchanged from the previous year. Returning bargaining unit (COGS) employees received a \$7,224 tuition scholarship.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$12,150 - \$28,350. Stipends are unchanged from the prior year.

Almost all of the graduate assistantships at the University of Northern Iowa are research assistantships. Teaching assistants teach less than 1.0% of the student credit hours at the University. A graduate assistantship at the Master's level is paid \$8,644 while that of a

doctoral level is paid \$12,956, unchanged from the previous year. The total average nine month half-time assistantship is \$9,143. Graduate assistantships in some disciplines such as Geography, Biology, and Environmental Science are slightly higher than the regular assistantships at the University. This ranges from \$11,520 in Geography to \$17,288 in Biology.

Average Estimated Total Compensation

Average estimated total compensation for FY 2011 is shown below. Total compensation includes salary, retirement including FICA, health and dental insurance, long-term disability and life insurance as well as unemployment and workers compensation costs. The averages do not take into account any health and dental insurance increases for the 2011 insurance year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$193,382	\$136,660	\$134,851	\$160,412	\$86,690	\$58,037
ISU	\$150,442	\$106,051	\$93,706	\$109,468	\$77,404	\$55,671
UNI	\$107,945	\$85,332	\$76,495	\$88,730	\$78,085	\$59,360
ISD**				\$85,912	\$73,077	\$48,066
IBSSS**				\$82,760	\$75,085	\$46,534

*non-hospital, non-SEIU

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

Five-year Salary Increase History

Average Increase by Employee Group

	FY 2007			FY 2008			FY 2009		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	5.7%	4.2%	4.8%	7.0%	5.0%	5.6%	4.1%	4.7%	5.3%
ISU	3.8%	3.1%	4.3%	6.0%	4.4%	5.0%	5.5%	4.0%	4.8%
UNI	3.5%	2.0%	4.2%	3.0%	3.0%	4.9%	4.0%	4.0%	4.6%
ISD	4.6%	4.0%	4.8%	9.9%	4.7%	5.1%	4.2%	5.5%	5.1%
IBSSS	4.1%	4.0%	5.5%	11.2%	5.0%	5.1%	6.4%	4.5%	4.9%

	FY 2010			FY 2011		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	0.0%	0.0%	2.2%	2.5%	2.8%	4.8%
ISU	0.0%	0.0%	1.6%	1.9%	1.9%	4.4%
UNI	0.0%	0.0%	1.6%	3.0%	3.0%	4.6%
ISD	0.0%	0.0%	2.1%	3.3%	2.6%	3.5%
IBSSS	0.0%	0.0%	1.9%	2.5%	6.4%	6.1%

Faculty Salary Comparisons

Peer Institutions

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

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

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

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

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

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

Exhibit 8 provides a comparison of average faculty salaries of peer institutions along with total average compensation for 2007-08.

University of Iowa College of Medicine

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

**REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2009-10
ESTIMATED FACULTY SALARY INCREASES, 2010-11**

COMPARISON GROUPS	Average Faculty Salary 2009-10 (1)	Estimated Average Percent Increase 2010-11 (2)	Estimated Average Faculty Salary 2010-11
University of California, Los Angeles	125,400	0.00%	125,400
University of Michigan, Ann Arbor	114,600	n/a	114,600
University of North Carolina, Chapel Hill	113,330	0.00%	113,330
University of Texas, Austin	108,300	n/a	108,300
Ohio State University, Main Campus	103,500	2.00%	105,600
University of Illinois, Urbana	102,200	2.50%	104,800
University of Minnesota, Twin Cities	100,100	2.00%	102,100
UNIVERSITY OF IOWA	97,400	2.50%	99,800
Indiana University, Bloomington	96,700	3.00%	99,600
University of Wisconsin	96,900	0.00%	96,900
University of Arizona	94,500	0.00%	94,500
University of California, Davis	106,000	0.00%	106,000
Ohio State University, Main Campus	103,500	2.00%	105,600
University of Illinois, Urbana	102,200	2.50%	104,800
University of Minnesota, Twin Cities	100,100	2.00%	102,100
Michigan State University	97,500	0.00%	97,500
Texas A & M	97,200	0.00%	97,200
University of Wisconsin	96,900	0.00%	96,900
North Carolina State University	95,100	0.00%	95,100
University of Arizona	94,500	0.00%	94,500
Purdue University, Main Campus	93,200	0.00%	93,200
IOWA STATE UNIVERSITY	91,300	1.90%	93,000
University of North Texas	86,600	0.00%	86,600
University of North Carolina, Greensboro	84,100	n/a	84,100
Central Michigan University	78,400	3.00%	80,800
California State University, Fresno	79,200	n/a	79,200
Ohio University, Athens	77,900	1.00%	78,700
Illinois State University	73,400	2.50%	75,300
UNIVERSITY OF NORTHERN IOWA	71,800	3.00%	73,900
University of Minnesota, Duluth	71,700	n/a	71,700
Northern Arizona University	69,200	n/a	69,200
Indiana State University, Terre Haute	65,600	n/a	65,600
University of Wisconsin, Eau Claire	63,300	0.00%	63,300

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2009-10. 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.

Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2009 (Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	Salary N	Salary Ranking	Average Salary	Salary N	Salary Ranking	Average Salary	Salary N	Salary Ranking	Average Salary	Salary N	Salary Ranking
Harvard	191,203	521	1	116,937	389	4	104,408	313	2	145,368	1,223	1
Stanford	181,403	521	4	124,413	389	2	100,458	313	5	142,560	1,223	2
Columbia	188,584	521	2	117,031	389	3	92,290	313	10	141,181	1,223	3
Cal Tech	171,874	521	7	125,963	389	1	105,766	313	1	140,352	1,223	4
Chicago	184,072	521	3	106,557	389	10	100,066	313	6	137,917	1,223	5
Princeton	181,013	521	5	116,864	389	5	87,717	313	14	136,732	1,223	6
Penn	170,086	521	9	110,192	389	7	102,316	313	3	133,691	1,223	7
MIT	161,039	521	11	111,022	389	6	100,570	313	4	129,655	1,223	8
Northwestern	166,309	521	10	106,943	389	9	95,309	313	7	129,256	1,223	9
New York Univ.	171,650	521	8	101,492	389	13	92,673	313	8	129,122	1,223	10
Yale	174,103	521	6	98,379	389	17	85,552	313	16	127,355	1,223	11
Cornell - Endowed	155,208	521	14	108,787	389	8	92,346	313	9	124,354	1,223	12
Duke	160,837	521	12	102,590	389	12	89,799	313	11	124,130	1,223	13
Wash Univ - St. Louis	160,670	521	13	97,088	389	20	85,371	313	17	121,175	1,223	14
Rice	151,795	521	16	105,686	389	11	85,164	313	18	120,076	1,223	15
Emory	154,805	521	15	99,442	389	15	83,448	313	21	118,934	1,223	16
Southern Cal	145,777	521	20	98,560	389	16	89,582	313	13	116,377	1,223	17
Cal - Berkeley	145,777	521	19	98,221	389	18	84,756	313	19	115,034	1,223	18
Cal - Los Angeles	148,018	521	17	95,208	389	22	81,732	313	25	114,256	1,223	19
Michigan	143,971	521	22	94,341	389	25	83,075	313	22	112,600	1,223	20
Carnegie Mellon	137,561	521	25	97,098	389	19	89,703	313	12	112,443	1,223	21
Cornell - Contract (publ)	134,736	521	27	99,953	389	14	87,313	313	15	111,536	1,223	22
Brown	145,834	521	18	91,938	389	29	78,494	313	29	111,457	1,223	23
North Carolina	143,047	521	23	92,606	389	28	80,807	313	26	111,074	1,223	24
Vanderbilt	145,057	521	21	93,132	389	26	73,092	313	45	110,123	1,223	25
Rutgers	140,058	521	24	94,918	389	23	76,856	313	33	109,525	1,223	26
Maryland	134,734	521	28	94,414	389	24	82,575	313	23	108,561	1,223	27
Cal - San Diego	135,433	521	26	88,161	389	33	79,630	313	27	106,116	1,223	28
Virginia	134,671	521	29	92,665	389	27	75,168	313	39	106,082	1,223	29
SUNY - Stony Brook	131,947	521	32	95,282	389	21	74,942	313	40	105,696	1,223	30
Texas	133,348	521	30	85,285	389	41	82,224	313	24	104,977	1,223	31
Rochester	125,599	521	40	88,717	389	32	83,796	313	20	103,170	1,223	32
Cal - Irvine	132,681	521	31	85,710	389	39	75,650	313	37	103,145	1,223	33
SUNY - Buffalo	129,133	521	37	89,580	389	30	74,442	313	42	102,555	1,223	34
Ohio State	129,484	521	36	85,761	389	38	77,988	313	30	102,398	1,223	35
Penn State	130,412	521	34	86,722	389	36	72,027	313	48	101,573	1,223	36
Illinois	130,021	521	35	\$83,238	389	46	\$76,752	313	34	101,508	1,223	37
Cal - Santa Barbara	131,143	521	33	80,106	389	54	76,437	313	36	100,909	1,223	38
Minnesota	124,821	521	42	85,434	389	40	76,457	313	35	99,916	1,223	39
Washington	121,925	521	46	88,118	389	34	77,249	313	31	99,738	1,223	40
Pittsburgh *	128,300	521	38	84,600	389	43	70,100	313	51	99,505	1,223	41
Colorado	121,578	521	48	88,741	389	31	75,209	313	38	99,266	1,223	42
Brandeis	121,903	521	47	84,931	389	42	79,126	313	28	99,195	1,223	43
Cal - Davis	123,409	521	45	83,895	389	45	77,010	313	32	98,966	1,223	44
Tulane	128,027	521	39	84,008	389	44	67,848	313	57	98,624	1,223	45
Michigan State	125,025	521	41	87,303	389	35	68,597	313	55	98,585	1,223	46
Case	124,157	521	43	82,531	389	49	74,561	313	41	98,224	1,223	47
Iowa	124,084	521	44	82,543	389	47	71,417	313	49	97,392	1,223	48
Texas A&M	120,320	521	50	82,537	389	48	73,637	313	43	96,355	1,223	49
Indiana	120,664	521	49	82,037	389	50	72,383	313	47	96,021	1,223	50
Wisconsin	111,127	521	58	85,805	389	37	73,618	313	44	93,473	1,223	51
Purdue	115,806	521	54	80,226	389	53	72,654	313	46	93,445	1,223	52
Arizona	117,262	521	51	79,645	389	55	67,954	313	56	92,678	1,223	53
Kansas	116,925	521	53	79,342	389	56	65,903	313	58	91,913	1,223	54
Iowa State	111,597	521	57	81,807	389	52	71,401	313	50	91,834	1,223	55
Syracuse	112,453	521	55	81,992	389	51	69,081	313	53	91,664	1,223	56
Florida	117,047	521	52	75,549	389	58	63,912	313	59	90,249	1,223	57
Nebraska	112,028	521	56	77,241	389	57	68,880	313	54	89,920	1,223	58
Missouri	110,997	521	59	74,114	389	60	60,749	313	60	86,406	1,223	59
Oregon	102,984	521	60	74,557	389	59	69,423	313	52	85,353	1,223	60
Mean	\$139,092			\$92,799			\$80,458			\$109,362		

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

Exhibit 3
Iowa State University

Normalized for ISU Rank Distribution

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2009

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	191,203	508	1	116,937	398	4	104,408	328	2	144,180	1,234	1
Stanford	181,403	508	4	124,413	398	2	100,458	328	5	141,507	1,234	2
Columbia	188,584	508	2	117,031	398	3	92,290	328	10	139,911	1,234	3
Cal Tech	171,874	508	7	125,963	398	1	105,766	328	1	139,495	1,234	4
Chicago	184,072	508	3	106,557	398	10	100,066	328	6	136,742	1,234	5
Princeton	181,013	508	5	116,864	398	5	87,717	328	14	135,525	1,234	6
Penn	170,086	508	9	110,192	398	7	102,316	328	3	132,755	1,234	7
MIT	161,039	508	11	111,022	398	6	100,570	328	4	128,835	1,234	8
Northwestern	166,309	508	10	106,943	398	9	95,309	328	7	128,290	1,234	9
New York Univ.	171,650	508	8	101,492	398	13	92,673	328	8	128,030	1,234	10
Yale	174,103	508	6	98,379	398	17	85,552	328	16	126,143	1,234	11
Cornell - Endowed	155,208	508	14	108,787	398	8	92,346	328	9	123,527	1,234	12
Duke	160,837	508	12	102,590	398	12	89,799	328	11	123,168	1,234	13
Wash Univ - St. Louis	160,670	508	13	97,088	398	20	85,371	328	17	120,148	1,234	14
Rice	151,795	508	16	105,686	398	11	85,164	328	18	119,213	1,234	15
Emory	154,805	508	15	99,442	398	15	83,448	328	21	117,982	1,234	16
Southern Cal	145,777	508	20	98,560	398	16	89,582	328	13	115,611	1,234	17
Cal - Berkeley	145,777	508	19	98,221	398	18	84,756	328	19	114,219	1,234	18
Cal - Los Angeles	148,018	508	17	95,208	398	22	81,732	328	25	113,366	1,234	19
Carnegie Mellon	137,561	508	25	97,098	398	19	89,703	328	12	111,790	1,234	20
Michigan	143,971	508	22	94,341	398	25	83,075	328	22	111,778	1,234	21
Cornell - Contract (publ)	134,736	508	27	99,953	398	14	87,313	328	15	110,912	1,234	22
Brown	145,834	508	18	91,938	398	29	78,494	328	29	110,552	1,234	23
North Carolina	143,047	508	23	92,606	398	28	80,807	328	26	110,235	1,234	24
Vanderbilt	145,057	508	21	93,132	398	26	73,092	328	45	109,181	1,234	25
Rutgers	140,058	508	24	94,918	398	23	76,856	328	33	108,700	1,234	26
Maryland	134,734	508	28	94,414	398	24	82,575	328	23	107,866	1,234	27
Cal - San Diego	135,433	508	26	88,161	398	33	79,630	328	27	105,354	1,234	28
Virginia	134,671	508	29	92,665	398	27	75,168	328	39	105,307	1,234	29
SUNY - Stony Brook	131,947	508	32	95,282	398	21	74,942	328	40	104,970	1,234	30
Texas	133,348	508	30	85,285	398	41	82,224	328	24	104,258	1,234	31
Rochester	125,599	508	40	88,717	398	32	83,796	328	20	102,592	1,234	32
Cal - Irvine	132,681	508	31	85,710	398	39	75,650	328	37	102,373	1,234	33
SUNY - Buffalo	129,133	508	37	89,580	398	30	74,442	328	42	101,839	1,234	34
Ohio State	129,484	508	36	85,761	398	38	77,988	328	30	101,694	1,234	35
Penn State	130,412	508	34	86,722	398	36	72,027	328	48	100,802	1,234	36
Illinois	130,021	508	35	83,238	398	46	76,752	328	34	100,773	1,234	37
Cal - Santa Barbara	131,143	508	33	80,106	398	54	76,437	328	36	100,141	1,234	38
Minnesota	124,821	508	42	85,434	398	40	76,457	328	35	99,262	1,234	39
Washington	121,925	508	46	88,118	398	34	77,249	328	31	99,146	1,234	40
Pittsburgh *	128,300	508	38	84,600	398	43	70,100	328	51	98,736	1,234	41
Colorado	121,578	508	48	88,741	398	31	75,209	328	38	98,662	1,234	42
Brandeis	121,903	508	47	84,931	398	42	79,126	328	28	98,608	1,234	43
Cal - Davis	123,409	508	45	83,895	398	45	77,010	328	32	98,332	1,234	44
Michigan State	125,025	508	41	87,303	398	35	68,597	328	55	97,860	1,234	45
Tulane	128,027	508	39	84,008	398	44	67,848	328	57	97,834	1,234	46
Case	124,157	508	43	82,531	398	49	74,561	328	41	97,549	1,234	47
Iowa	124,084	508	44	82,543	398	47	71,417	328	49	96,687	1,234	48
Texas A&M	120,320	508	50	82,537	398	48	73,637	328	43	95,726	1,234	49
Indiana	120,664	508	49	82,037	398	50	72,383	328	47	95,373	1,234	50
Wisconsin	111,127	508	58	85,805	398	37	73,618	328	44	92,990	1,234	51
Purdue	115,806	508	54	80,226	398	53	72,654	328	46	92,861	1,234	52
Arizona	117,262	508	51	79,645	398	55	67,954	328	56	92,024	1,234	53
Iowa State	111,597	508	57	81,807	398	52	71,401	328	50	91,304	1,234	54
Kansas	116,925	508	53	79,342	398	56	65,903	328	58	91,242	1,234	55
Syracuse	\$112,453	508	55	\$81,992	398	51	\$69,081	328	53	\$91,100	1,234	56
Florida	117,047	508	52	75,549	398	58	63,912	328	59	89,539	1,234	57
Nebraska	112,028	508	56	77,241	398	57	68,880	328	54	89,339	1,234	58
Missouri	110,997	508	59	74,114	398	60	60,749	328	60	85,745	1,234	59
Oregon	102,984	508	60	74,557	398	59	69,423	328	52	84,895	1,234	60
Johns Hopkins*												
North Carolina State	113,006	508		83,206	398		69,876	328		91,931	1,234	
institutions included, n = 60												
Mean (unweighted)	\$138,665	508	= avg #	\$92,642	398	= avg #	\$80,284	328	= avg #	\$108,303	1,234	= avg # fac

note: 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).

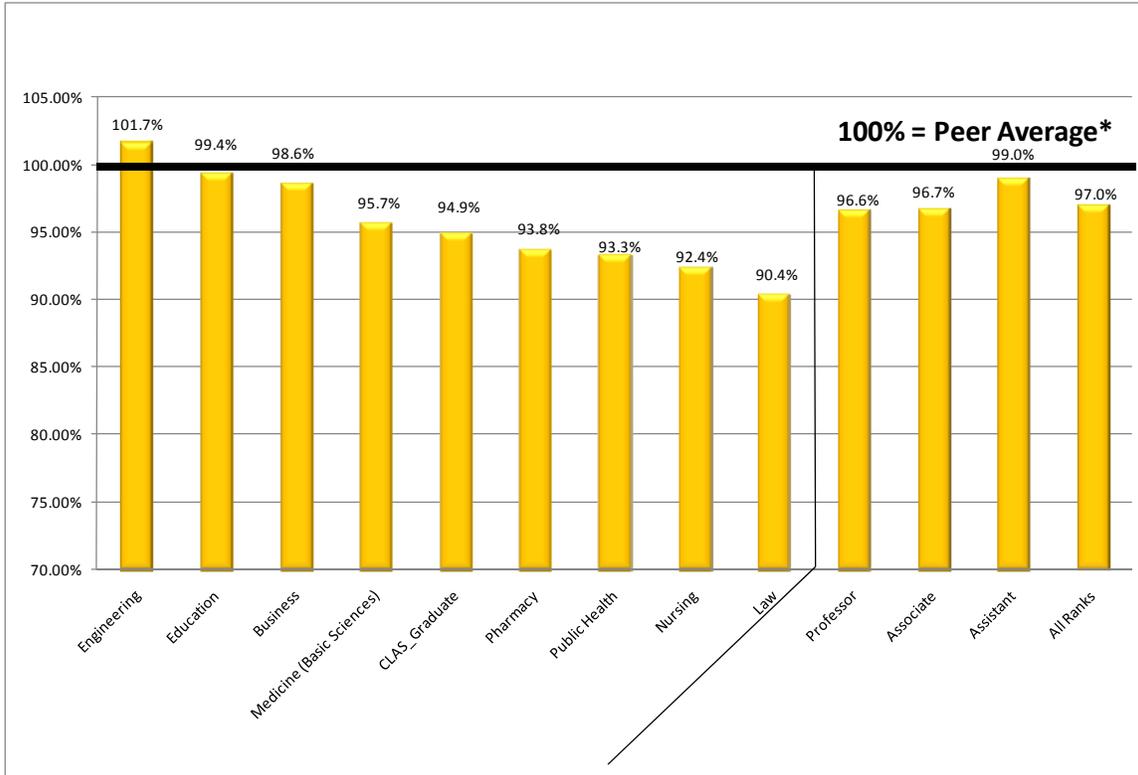
Source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE). * Institutions did not submit to AAUDE, therefore data were drawn from the Chronicle, as available.

Exhibit 4
University of Northern Iowa

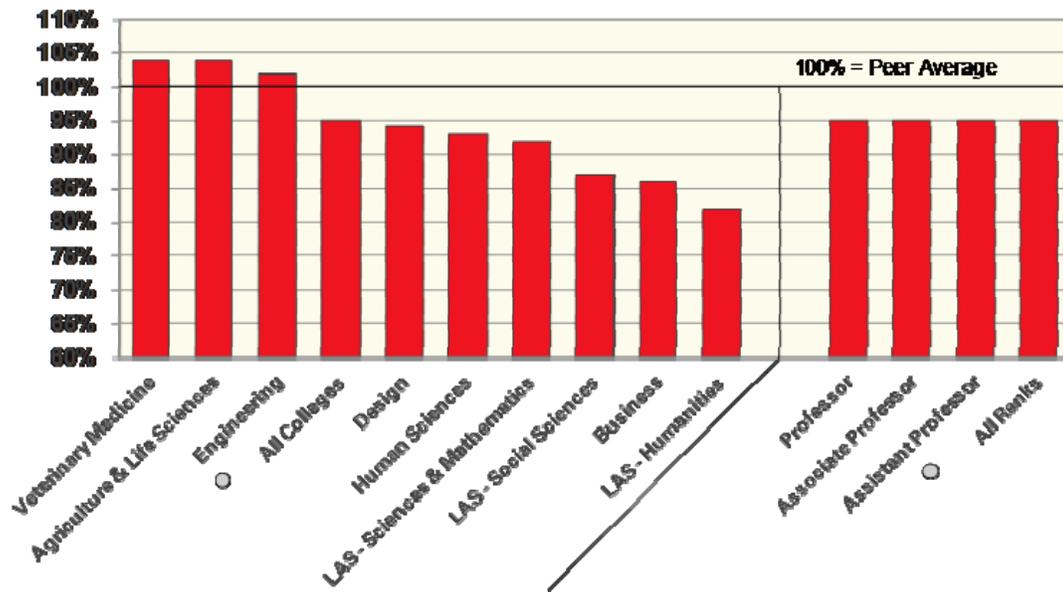
Average Faculty Salaries by Academic Rank, FY 2010 (Peer institutions as listed by Education Trust*) Peers Adjusted to UNI Rank Distribution												
University	Three Ranks Combined			Assistant Professor			Associate Professor			Professor		
	Average 3 Salary	N	Salary Ranking	Average AI Salary	N	Salary Ranking	Average AO Salary	N	Salary Ranking	Average P Salary	N	Salary Ranking
University of California - Riverside	93,994	502	1	71,100	120	1	81,700	200	4	122,600	182	1
University of North Carolina-Charlotte	89,469	502	2	69,200	120	2	82,400	200	1	110,600	182	3
University of Alabama	88,875	502	3	61,300	120	18	80,100	200	6	116,700	182	2
University of North Texas	88,445	502	4	66,300	120	4	82,300	200	2	109,800	182	4
University of North Carolina-Greensboro	85,504	502	5	63,800	120	8	77,600	200	9	108,500	182	5
West Chester University of Pennsylvania	85,167	502	6	66,600	120	3	81,900	200	3	101,000	182	9
Indiana University of Pennsylvania-Main	83,769	502	7	62,900	120	10	80,700	200	5	100,900	182	10
University of Mississippi-Main	83,391	502	8	62,300	120	11	76,200	200	10	105,200	182	6
Bloomsburg University of Pennsylvania	82,898	502	9	61,700	120	15	79,600	200	7	100,500	182	11
Kent State University-Main	82,857	502	10	64,100	120	7	75,600	200	12	103,200	182	7
Kutztown University of Pennsylvania	81,988	502	11	59,300	120	26	79,300	200	8	99,900	182	12
West Virginia University	81,298	502	12	60,200	120	22	74,300	200	14	102,900	182	8
East Carolina University	80,614	502	13	66,300	120	5	75,200	200	13	96,000	182	16
Ohio University	80,013	502	14	61,100	120	20	73,900	200	16	99,200	182	13
California State University - Fresno	78,818	502	15	62,000	120	14	73,000	200	19	96,300	182	14
University of North Carolina-Wilmington	78,481	502	16	61,700	120	16	73,700	200	17	94,800	182	17
North Dakota State University-Main	78,306	502	17	65,000	120	6	72,100	200	21	93,900	182	19
Central Michigan University	78,060	502	18	59,800	120	24	72,600	200	20	96,100	182	15
Oakland University	77,039	502	19	60,200	120	23	71,800	200	23	93,900	182	18
University of Minnesota-Duluth	76,925	502	20	57,100	120	32	74,100	200	15	93,100	182	20
Mississippi State University	76,708	502	21	61,300	120	19	71,400	200	25	92,700	182	22
Northern Illinois University	76,592	502	22	62,300	120	12	70,600	200	26	92,600	182	23
Appalachian State University	76,109	502	23	59,600	120	25	73,100	200	18	90,300	182	25
University of Nebraska-Omaha	76,088	502	24	61,700	120	17	75,700	200	11	86,000	182	30
Eastern Illinois University	75,351	502	25	62,100	120	13	71,700	200	24	88,100	182	27
Bowling Green State University-Main	75,138	502	26	56,900	120	34	70,100	200	28	92,700	182	21
Western Illinois University	74,745	502	27	57,000	120	33	70,600	200	27	91,000	182	24
Illinois State University	74,411	502	28	63,000	120	9	67,800	200	33	89,200	182	26
Florida A & M University	74,363	502	29	60,500	120	21	72,000	200	22	86,100	182	29
Grand Valley State University	72,394	502	30	55,200	120	40	68,600	200	32	87,900	182	28
SUNY College At Oswego	72,007	502	31	56,600	120	35	68,700	200	31	85,800	182	31
University of Northern Iowa	71,790	502	32	54,800	120	42	69,600	200	29	85,400	182	32
Georgia Southern University	71,212	502	33	58,400	120	27	68,900	200	30	82,200	182	35
Montana State University-Bozeman	69,290	502	34	58,300	120	28	63,500	200	40	82,900	182	34
Northern Arizona University	69,176	502	35	55,200	120	41	63,800	200	37	84,300	182	33
South Dakota State University	68,766	502	36	57,400	120	30	66,000	200	34	79,300	182	41
Ball State University	67,694	502	37	52,000	120	48	64,000	200	36	82,100	182	36
Northern Michigan University	67,537	502	38	53,500	120	44	63,800	200	38	80,900	182	37
Radford University	67,280	502	39	57,200	120	31	64,300	200	35	77,200	182	44
The University of Montana-Missoula	67,256	502	40	55,900	120	38	63,200	200	42	79,200	182	42
Indiana State University	66,818	502	41	55,600	120	39	62,100	200	45	79,400	182	40
Murray State University	66,753	502	42	52,600	120	45	63,100	200	43	80,100	182	38
University of Northern Colorado	66,604	502	43	51,900	120	49	63,600	200	39	79,600	182	39
University of Wisconsin-Whitewater	66,221	502	44	58,200	120	29	63,500	200	41	74,500	182	45
University of Wisconsin-Oshkosh	65,105	502	45	56,000	120	37	62,200	200	44	74,300	182	46
Tennessee Technological University	65,071	502	46	52,400	120	46	61,000	200	46	77,900	182	43
University of Wisconsin-Eau Claire	63,735	502	47	56,500	120	36	60,100	200	47	72,500	182	48
University of Wisconsin-Stout	62,549	502	48	54,100	120	43	58,200	200	48	72,900	182	47
University of Wisconsin-Stevens Point	60,726	502	49	52,100	120	47	58,100	200	49	69,300	182	49
Mean	\$75,172			\$59,394			\$70,559			\$90,643		

*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: [Saint Cloud State University](#), [Stephen F Austin State University](#), [University of Central Arkansas](#), [University of New Hampshire](#),
[University of West Georgia](#), and [Winona State University](#)
Data Source: ACADEME, AAUP, March-April 2010.

**UNIVERSITY OF IOWA
FACULTY SALARY AS A PERCENT OF PEER AVERAGE
FY 2010**



IOWA STATE UNIVERSITY Faculty Salary as a Percent of Peer Average - FY 2010



AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS					
FY 2007 - FY 2011					
	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
SUI PEER GROUP					
Indiana University, Bloomington	4.00%	4.75%	4.90%	0.00%	3.00%
UNIVERSITY OF IOWA	5.70%	6.96%	4.09%	0.00%	2.50%
University of Illinois, Urbana	3.70%	4.00%	2.50%	0.00%	2.50%
Ohio State University, Main Campus	3.50%	4.00%	3.50%	2.50%	2.00%
University of Minnesota, Twin Cities	3.00%	6.30%	3.25%	0.00%	2.00%
University of California, Los Angeles	n/a	5.70%	1.78%	1.78%	0.00%
University of Wisconsin, Madison	4.30%	2.00%	3.02%	0.00%	0.00%
University of North Carolina - Chapel Hill	6.00%	5.00%	3.00%	0.00%	0.00%
University of Arizona	2.00%	5.40%	0.00%	0.00%	0.00%
University of Michigan, Ann Arbor	4.00%	3.75%	4.50%	2.75%	n/a
University of Texas, Austin	3.00%	4.37%	4.50%	0.00%	n/a
ISU PEER GROUP					
University of Illinois, Urbana	3.70%	4.00%	2.50%	0.00%	2.50%
Ohio State University, Main Campus	3.50%	4.00%	3.50%	2.50%	2.00%
University of Minnesota, Twin Cities	3.00%	6.30%	3.25%	0.00%	2.00%
IOWA STATE UNIVERSITY	3.80%	6.00%	5.46%	0.00%	1.90%
Texas A&M	3.00%	4.50%	3.00%	2.00%	0.00%
Michigan State University	3.60%	3.50%	3.00%	2.00%	0.00%
University of California, Davis	3.78%	5.70%	1.78%	1.78%	0.00%
Purdue University, Main Campus	3.20%	4.10%	4.00%	0.00%	0.00%
University of Wisconsin, Madison	4.30%	2.00%	3.02%	0.00%	0.00%
North Carolina State University	6.00%	5.00%	3.00%	0.00%	0.00%
University of Arizona	2.00%	5.40%	0.00%	0.00%	0.00%
UNI PEER GROUP					
Central Michigan University	3.50%	3.50%	n/a	3.00%	3.00%
UNIVERSITY OF NORTHERN IOWA	3.50%	3.00%	4.00%	0.00%	3.00%
Illinois State University	3.00%	3.00%	3.00%	0.00%	2.50%
Ohio University, Athens	3.00%	3.00%	3.00%	0.00%	1.00%
University of North Texas	2.00%	4.00%	4.00%	2.00%	0.00%
University of Wisconsin, Eau Claire	4.00%	n/a	1.00%	0.00%	0.00%
Northern Arizona University	6.10%	5.00%	0.00%	0.00%	n/a
University of North Carolina, Greensboro	5.50%	7.00%	3.70%	n/a	n/a
University of Minnesota, Duluth	n/a	3.00%	3.00%	n/a	n/a
California State University, Fresno	n/a	n/a	n/a	n/a	n/a
Indiana State University, Terre Haute	0.00%	3.00%	3.50%	n/a	n/a

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2009-10
AVERAGE FACULTY TOTAL COMPENSATION, 2009-10

COMPARISON GROUPS	Average Faculty Salary (all ranks)	Rank Average Salary	Benefits as % of Salary	Average Faculty Total Compensation (1)	Rank Total Compensation
University of California, Los Angeles	125,400	1	33.00%	166,800	1
University of Michigan, Ann Arbor	114,600	2	24.30%	142,500	2
University of North Carolina, Chapel Hill	113,330	3	22.60%	138,900	3
University of Minnesota, Twin Cities	100,100	7	36.10%	136,300	4
University of Texas, Austin	108,300	4	20.50%	130,500	5
University of Wisconsin	96,900	9	32.70%	128,600	6
Ohio State University, Main Campus	103,500	5	23.80%	128,100	7
University of Illinois, Urbana	102,200	6	25.20%	128,000	8
UNIVERSITY OF IOWA	97,400	8	28.00%	124,700	9
Indiana University, Bloomington	96,700	10	28.40%	124,200	10
University of Arizona	94,500	11	27.20%	120,200	11
University of California, Davis	106,000	1	34.40%	142,000	1
University of Minnesota, Twin Cities	100,100	4	36.10%	136,000	2
Michigan State University	97,500	5	33.60%	130,000	3
University of Wisconsin	96,900	7	32.70%	129,000	4
University of Illinois, Urbana	102,200	3	25.20%	128,000	5
Ohio State University, Main Campus	103,500	2	23.80%	128,000	5
Purdue University, Main Campus	93,200	10	31.80%	123,000	7
University of Arizona	94,500	9	27.20%	120,000	8
North Carolina State University	95,100	8	24.20%	118,000	9
IOWA STATE UNIVERSITY	91,300	11	27.10%	116,000	10
Texas A & M	97,200	6	18.90%	116,000	11
Central Michigan University	78,400	4	36.22%	106,800	1
University of North Carolina, Greensboro	84,100	2	25.33%	105,400	2
University of Minnesota, Duluth	71,700	8	43.38%	102,800	3
Ohio University, Athens	77,900	5	30.68%	101,800	4
University of North Texas	86,600	1	15.70%	100,200	5
California State University, Fresno	79,200	3	25.63%	99,500	6
UNIVERSITY OF NORTHERN IOWA	71,800	7	31.62%	94,500	7
Illinois State University	73,400	6	26.70%	93,000	8
Northern Arizona University	69,200	9	33.38%	92,300	9
University of Wisconsin, Eau Claire	63,300	11	40.92%	89,200	10
Indiana State University, Terre Haute	65,600	10	32.77%	87,100	11

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

UNI -- Academe, Bulletin of the American Association University Professors, March-April 2010

(1) Total compensation includes [a] retirement contributions; [b] medical insurance; [c] disability income protection

[d] tuition for faculty dependents; [e] dental insurance; [f] social security; [g] unemployment insurance; [h] group life insurance

[i] workers compensation premiums; [j] other benefits such as moving expenses

Exhibit 9
College of Medicine

**Average Faculty Salaries by Academic Rank, FY2009 (MD or equivalent degree holders)
University of Iowa and All AAMC Public and Private Medical Schools by Regional Group**

Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking
Midwest	299,100	3,091	2	265,700	3,286	2	230,600	6,796	1	255,400	13,173	2
Northeastern Region	305,300	3,306	1	276,400	4,308	1	228,000	9,113	2	255,700	16,727	1
West	277,500	2,676	4	239,200	2,233	4	200,400	3,760	4	234,200	8,669	3
South	281,000	3,547	3	244,800	3,981	3	205,500	8,097	3	232,700	15,625	4
University of Iowa	274,700	221	5	207,100	158	5	188,600	218	5	225,400	597	5
Mean	\$290,775			\$258,143			\$218,106			\$245,337		

Employee Awards Programs

University of Iowa

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

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

Pay for Exceptional Performance

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

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

To date only the University of Iowa has a fully implemented program to recognize exceptional performance. Iowa State University has developed a policy but has not given any recognitions.

The following describes the operation of the University of Iowa Flexible Pay Program during FY 2010.

Flexible Pay Program Standards:

Flexible pay was awarded for extra-meritorious performance that included project completion, sustained above average performance, revenue generation and excellent customer service,

etc. Two types of awards were allowed: (1) Exceptional Performance Awards, and (2) SPOT Performance Awards

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

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

Summary of the Flexible Pay Program from July 1, 2009 to June 30, 2010

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	5,141	117	\$300 - \$11,909	\$2,660	\$311,268
Spot Awards	5,141	192	\$25 - \$75	\$74	\$14,245

	Females*	Minorities*
Percentage of Exceptional Performance Awards	67%	11%
Percentage of Spot Awards	59.4%	5.2%

***Note:** Females make up approximately 60% of eligible non-bargaining P&S staff members. Minorities comprise approximately 9% of eligible non-bargaining P&S staff members.

Examples of Exceptional Performance Awards

A University of Iowa employee was proactive, creative and innovative in designing and overseeing the fabrication of a new set of microfluidic chambers that are now being used and distributed worldwide. The employee researched literature on the subject of microfluidics, which generated a new and revolutionary design and led to the development of methods to measure the stable gradients it generated within the chamber and then did the appropriate tests for validation. The development of the microfluidic chamber has led to very important discoveries in the field of how cells respond to signals and has had a significant impact on research that has been conducted in this field. The microfluidic chamber is a device designed to study single or multiple stable, reproductive and easily adjustable gradients, of low molecular weight. The molecules are then exposed to four dimensional and fluorescent analysis of live responding cells. The development of the microfluidic chamber, used with experimental assays, has paved the way for new scientific discoveries now and in the future

and has solidified the University of Iowa as a leader in innovation and scientific discovery in the area of cell motility.

An employee of the University of Iowa simultaneously led the fiscal year-end accounting close and trained a staff member in the year-end close process. Through this employee's efforts, persistence, and dedication, the accounting close was completed accurately and in a timely manner consistent with the projected schedule. The financial information produced during the year-end accounting close is the basis for the University's financial reporting, is utilized by all units on campus for managing their financial position, and is used by central administration for financial reporting to the Board Office, State of Iowa Departments, and other external entities. This employee's performance and achievements are especially impressive because a member of her team who performs many of the closing processes was unexpectedly on medical leave. Furthermore, the employee was in the process of training her other team member to develop cross-training and backup support. Without this employee's exceptional effort, the University of Iowa would have missed critical year-end deadlines which would have caused a domino effect of negative consequences. This employee had responsibility for coordination and managing data submission schedules with close to 50 stand-alone systems that send data to the general ledger. In addition, the employee was responsible for (1) the schedule of availability and performance of three web application systems, (2) the schedule of availability for those who have direct access to the general ledger, (3) the load and integrity of the general ledger data in the University data warehouse, and (4) the online and printed University-wide accounting reports. This employee's efforts have also yielded lasting improvements to the process which will build on in the future. Over the past 1 ½ years the employee was critical to implementation of enhancements that have reduced the time required for the month-end accounting close by 50%, while maintaining the required data accuracy and verification.

A University of Iowa employee showed success in the following key areas: Volume Growth, Operational Efficiency, Expense Reductions, Patient Discharges and Length of Stay. The following illustrates a sampling of efforts in these key areas, which the employee initiated, or implemented. Initiatives from the employee in volume growth included creating specific UICMS referral forms sent to all UICMS sites to increase capture of UICMS referrals into the UIHC system and personally contacting all top referring providers in the state to discuss how the University of Iowa can best meet their needs and remain a resource for their practices. Through the employee's lean sigma activities the following were developed and implemented; a Pre-cert initiative, including workflow re-designs and process mapping. Also, this employee spearheaded a work group to tackle patient safety and operational challenges associated with Iowa's new Medicaid Pre-Authorization process. The employee engaged UI Leadership to work directly with the State of Iowa to improve the process, resulting in a positive impact on providers statewide. Efforts made by this employee in relation to revenue and expense involved initiating Charge Master updates for the clinic to increase appropriate chargeable and increase charge capture, leading efforts to convert paper to web-based resources for patients, and working with Procurement Services to negotiate \$475K in supply chain savings on neurosurgery and orthopedic implants and instrumentation, during FY 2009-FY 2010. In addition, this employee achieved cost reductions in the clinic through supply expense reductions, flex staffing efforts, and process redesign. The employee also made efforts in discharge planning through streamlining the discharge planning process by redesigning workflow, reducing neurosurgery patient LOS (31% from FY 2008, 13% from FY 2009), designing the process to schedule follow up visits and tests prior to patient admission, and increasing timeliness for facility placement post discharge. Due to the efforts of this

employee, there was an increase in patient, family and facility satisfaction by having discharge information conveyed prior to discharge.

Summary

The University of Iowa Flexible Pay Program has provided colleges and departments a mechanism for rewarding exceptional performance outside of July 1st. We are now able to provide timely monetary lump sum payments to employees for completing major projects on time, recommending different and more efficient ways to perform certain activities, revenue generation and providing excellent customer service. Due to budget constraints, during FY 2010 many colleges and departments were not able to reward employees for exceptional performance. In FY 2009, 367 Exceptional Performance Awards were given compared to 117 in FY 2010. The same trend was displayed for SPOT Awards where 300 employees received this award in FY 2009 compared to 192 in FY 2010.