

# Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2006

Sick and Vacation Leave FY 2006

Fringe Benefits FY 2006

Retirements FY 2006

Faculty Resignations FY 2006

Salaries FY 2007

Faculty Salary Comparisons

Employee Award Programs FY 2006

February 2007

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## Regent Merit System – FY 2006

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.

### Employees By Institution

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	660	161	83	2	3	909
Blue Collar	1,400	660	260	25	17	2,362
Security	51	28	16	0	0	95
Technical	1,173	191	30	24	32	1,450
Clerical	2,036	732	233	5	6	3,012
TOTALS	5,320	1,772	622	56	58	7,828

### Minority Employment

	SUI	ISU	UNI	ISD	IBSSS
Male Majority	29.3%	34.3%	29.3%	30.4%	25.9%
Female Majority	63%	61.7%	62.1%	57.1%	72.4%
Male Minority	3.0%	1.4%	2.9%	8.9%	0
Female Minority	4.6%	2.0%	5.8%	3.6%	1.7%

## Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	613	499	77	29	6	2
Reinstatements	56	50	5	0	0	1
Reemployments and Recalls	7	6	0	1	0	0
<b>TOTAL APPOINTMENTS</b>	676	555	82	30	6	3

## Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	3	19	5	0
Female Minority	8	16	18	0
Male Majority	34	68	39	11
Female Majority	74	162	128	31
<b>TOTAL</b>	119	265	190	42

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	17	2	1	6
Female Minority	37	3	0	4
Male Majority	117	19	2	20
Female Majority	284	60	14	30
<b>TOTAL</b>	455	84	17	60

## Classification Activity

The Regent Merit System Classification Plan consists of 309 individual classes. Each position is allocated to one of the 309 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 2006, 169 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 180 new positions.

**Reclassification Studies – FY 2006**

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	5	4	4	0	0	130
Blue Collar	18	9	3	0	0	30
Security	0	0	0	0	0	0
Technical	10	9	0	0	0	19
Clerical	17	41	9	0	0	107
<b>TOTAL</b>	90	63	16	0	0	169

**Results of Reclassification Reviews – FY 2006**

	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	90	16	9	61	4
ISU	63	12	10	35	6
UNI	16	0	0	11	5
ISD	0	0	0	0	0
IBSSS	0	0	0	0	0
<b>TOTAL</b>	169	28	19	107	15

**Classification Actions FY 2002 - 2006**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Reclassification Requests	250	321	191	189	169
New Position Classifications	171	284	292	172	180
<b>TOTAL ACTIONS</b>	421	605	483	361	349

The classification plan is flexible and may be revised as the need arises with Board approval. 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.

No classifications were added or revised in FY 2006.

**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 similar employees of other state agencies and is applied uniformly at each institution governed by the Board.

AFSCME covered staff did not receive an across-the-board increase on July 1, 2005. On April 1, 2006, employees at the top of their pay grades received a 2.5% increase. 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.

The average merit system salary increased from \$34,466 in FY 2005 to \$35,272 in FY 2006, an increase of approximately 3%.

	Average Annual Salary
SUI	\$34,672
ISU	\$36,746
UNI	\$36,607
ISD	\$32,134
IBSSS	\$33,943
System-Wide	\$35,272

Salaries of approximately 47% of Regent Merit System staff are at or near the maximums of the pay grades.

## 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 2002	FY 2003	FY 2004	FY 2005	FY 2006
Number of Appeals	11	4	10	8	3
Decisions Upheld	8	2	6	6	2
Decisions Reversed	1	1	4	2	1
Withdrawn	2	1	0	0	0

A second appeal process is available to employees who allege violation of merit or institutional rules governing terms and conditions of employment. An arbitrator selected

from lists provided by the Federal Mediation and Conciliation Service hears those appeals at the final step. No appeals were filed during the year.

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

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## 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 160,185 days of sick leave in FY 2006 at a cost of \$30.7 million.
- Average usage per employee was 7.2 days. The average usage in FY 2005 was 6.8 days.

Employees of the Regents Merit System earn vacation leave based on years of service as follows:

<b>YEARS OF SERVICE</b>	<b>WEEKS OF VACATION</b>
First through 4 <sup>th</sup>	2 weeks
5 <sup>th</sup> through 11 <sup>th</sup>	3 weeks
12 <sup>th</sup> through 19 <sup>th</sup>	4 weeks
20 <sup>th</sup> through 24 <sup>th</sup>	4.4 weeks
25 <sup>th</sup> 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:

<b>YEARS OF SERVICE</b>	<b>ANNUAL ACCRUAL</b>	<b>MONTHLY ACCRUAL</b>	<b>MAXIMUM ACCRUAL</b>
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 vacation use per employee was 18.4 days. Average vacation use in FY 2005 was 17.3 days. 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

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,073	1,141	6,553	6,691	5,097	5,196	13,723	13,028
Total Value of Leave Used	\$2,229,084	\$22,532,015	\$11,836,428	\$32,449,879	\$8,444,894	\$14,334,376	\$22,510,406	\$69,316,270
Total Days Used	3,834.38	19,998.63	52,133.75	131,368.38	56,870.25	92,838.00	112,838	244,205
Average Days Used Per Employee	1.85	17.53	7.96	19.63	11.16	17.87	8.22	18.74

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,859	500	2,608	2,576	1,872	1,872	6,339	4,948
Total Value of Leave Used	\$704,697	\$3,101,949	\$2,531,134	\$9,513,375	\$2,483,618	\$4,751,805	\$5,719,449	\$17,367,129
Total Days Used	2,324	8,371	13,150	46,909	18,028	32,760	33,501	88,040
Average Days Used Per Employee	1.25	16.74	5.04	18.21	9.63	17.50	5.28	17.79

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	736	25	546	546	612	612	1,894	1,183
Total Value of Leave Used	\$279,200	\$289,782	\$725,798	\$2,075,491	\$1,017,545	\$1,700,746	\$2,022,543	\$4,066,019
Total Days Used	788	545	3,562	9,528	7,098	11,292	11,448	21,365
Average Days Used Per Employee	1.07	21.79	6.52	17.45	11.60	18.45	6.04	18.06

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	44	n/a	45	45	59	59	148	104
Total Value of Leave Used	\$90,296	n/a	\$41,118	\$103,740	\$104,370	\$123,505	\$235,784	\$227,245
Total Days Used	417.50	n/a	238.88	389.88	781.75	816.00	1,438	1,206
Average Days Used Per Employee	9.49	n/a	5.31	8.66	13.25	13.83	9.72	11.59

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	37	n/a	13	13	56	56	106	69
Total Value of Leave Used	\$75,581	n/a	\$20,694	\$68,057	\$77,770	\$121,852	\$174,045	\$189,909
Total Days Used	285.50	n/a	97.38	296.63	577.13	870.88	960	1,168
Average Days Used Per Employee	7.72	n/a	7.49	22.82	10.31	15.55	9.06	16.92

REGENTS TOTAL	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	4,749	1,666	9,765	9,871	7,696	7,795	22,210	19,332
Total Value of Leave Used	\$3,378,858	\$25,923,746	\$15,155,172	\$44,210,542	\$12,128,197	\$21,032,284	\$30,662,227	\$91,166,572
Total Days Used	7,648	28,914	69,182	188,492	83,355	138,578	160,185	355,983
Average Days Used Per Employee	1.61	17.36	7.08	19.10	10.83	17.78	7.21	18.41

## Fringe Benefits – FY 2006

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 2006 was \$409,773,487. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 28.1%; Iowa State University – 29.7%; University of Northern Iowa – 34%; Iowa School for the Deaf – 38%; and Iowa Braille and Sight Saving School – 37.1%.

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
2005	Social Security	6.20%	6.20%	\$90,000
2006	Social Security	6.20%	6.20%	\$94,200
2007	Social Security	6.20%	6.20%	\$97,500
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2006 are detailed below:

SUI	ISU	UNI	ISD	IBSSS
\$60,719,084	\$24,422,643	\$7,740,849	\$438,653	\$323,413

## 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.

The rate of contribution for IPERS is as follows:

- 5.75% by the employer and 3.7% by the employee

The number of employees selecting IPERS is as follows:

University of Iowa	1,761
Iowa State University	891
University of Northern Iowa	255
Iowa School for the Deaf	72
Iowa Braille and Sight Saving School	93

The Iowa Code does not specify a mandatory retirement age for employees participating in the IPERS program.

The employer contributions for IPERS for FY 2006 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$974,410	\$730,484	\$336,224	\$118,098	\$128,679

## Federal Retirement Program

During FY 2006, 125 employees of Iowa State University were covered by federal retirement.

## Funded Retirement Programs

All permanent<sup>1</sup> 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 contribution rate for the employees of the special school is at the IPERS rate.

- The employer contribution is 5.75%. The employee's contribution is 3.7%.

Benefits from the TIAA program are in the form of a fixed annuity, which is adjusted periodically. CREF includes multiple investment accounts.

Under TIAA-CREF rules, vesting of employee and employer contributions is immediate.

The numbers of employees participating in the employer sponsored retirement programs during FY 2006 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	15,520	5,630	1,894	86	44
Substitute Plans	27	7	3	0	0

Employer contributions for employer sponsored retirement programs for FY 2006 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$76,042,184	\$30,950,326	\$9,821,877	\$238,086	\$115,339
Substitute Plans	\$183,896	\$36,427	\$27,503	0	0

<sup>1</sup> SUI: all employees with half-time or greater permanent appointments  
 ISU: all employees with 1/3-time appointments or greater for nine continuous months or longer  
 UNI: all employees holding other than a temporary appointment of ½-time or more

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 2006 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,421,304	\$943,341	\$254,714	\$5,611	\$2,933

## 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 2006 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$364,167	\$213,305	\$45,001	0	\$820
Worker's Compensation	\$4,674,044	\$2,257,776	\$964,380	\$85,461	\$115,346

## 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 1/2 times annual budgeted salary to a maximum coverage of \$1,000,000.

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 \$4.56 per \$1,000.

- **Life insurance cost for the University of Iowa for FY 2006 was \$9,034,719.**

**Iowa State University:** Staff members holding a one-third 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 \$2.88 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 2006 was \$1,776,825.**

**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 less dividends for FY 2006 was \$682,242.**

**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 2006 at the special schools are as follows:

ISD	IBSSS
\$27,833	\$20,529

## 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 \$2.72 single, \$4.32 family, \$3.00 single with children and \$4.00 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 2006 was \$325,693.**

**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 2006 was \$71,729.**



**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 2006 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,140	\$3,070

## 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 \$11,666.

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

The University pays the entire cost of this coverage.

- **The cost for FY 2006 was \$7,003,848.**

**Iowa State University:** This coverage is provided for all permanent employees with a one-third time or greater appointment for nine months following one year of continuous employment. ISU Plan participants (faculty, P&S, supervisory merit staff) have a choice of either a 75/60% or 50% LTD plan. The maximum monthly benefit for the 75/60% plan is \$10,000. The maximum monthly benefit for the 50% plan is \$8,000. Nonsupervisory merit system staff 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 2006 cost to the University was \$2,101,312.**

**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 not less than one year.

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.

Staff members are eligible for coverage after one year of employment with the University.

- 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.

The University pays the entire cost of this coverage.

- **FY 2006 cost to the University was \$1,103,087.**

**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 2006 at the two special schools are shown below:

ISD	IBSSS
\$48,720	\$35,736

## 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 year 2006 are shown below. The calendar year 2007 premiums are shown in parentheses. The employer share of health insurance coverage increased approximately 11.9%.

University of Iowa Health Insurance Monthly Premiums  
Calendar Year 2006  
(Calendar Year 2007)

	CHIP II	CHIP III	UI CARE	UI SELECT	GRAD CARE*
<b><u>SINGLE</u></b>	\$281.00 (\$364.00)	\$479.00 (\$541.00)	\$389.00 (\$484.00)	\$251.00 (\$310.00)	\$228.00 (\$228.00)
Employer	\$281.00 (\$364.00)	\$321.00 (\$366.00)	\$321.00 (\$366.00)	\$251.00 (\$310.00)	\$205.20 (\$205.20)
Employee	0 (0)	\$158.00 (\$175.00)	\$68.00 (\$118.00)	0 (0)	\$22.80 (\$22.80)
<b><u>FAMILY</u></b>	\$479.00 (\$784.00)	\$1,004.00 (\$1,126.00)	\$730.00 (\$899.00)	\$701.00 (\$752.00)	\$496.00 (\$543.00)
Employer	\$479.00 (\$632.00)	\$581.00 (\$632.00)	\$581.00 (\$632.00)	\$581.00 (\$632.00)	\$319.20 (\$380.10)
Employee	0 (\$152.00)	\$423.00 (\$494.00)	\$149.00 (\$267.00)	\$120.00 (\$120.00)	\$176.80 (\$162.90)
<b><u>EMPLOYEE with CHILDREN</u></b>	\$358.00 (\$426.00)	\$618.00 (\$803.00)	\$543.00 (\$635.00)	\$464.00 (\$569.00)	\$383.00 (\$414.00)
Employer	\$358.00 (\$426.00)	\$378.00 (\$438.00)	\$378.00 (\$438.00)	\$378.00 (\$438.00)	\$268.10 (\$289.80)
Employee	0 (0)	\$240.00 (\$365.00)	\$165.00 (\$197.00)	\$86.00 (\$131.00)	\$114.90 (\$124.20)
<b><u>EMPLOYEE w/SPOUSE</u></b>	\$791.00 (\$1,028.00)	\$868.00 (\$973.00)	\$675.00 (\$821.00)	\$550.00 (\$655.00)	\$307.00 (\$307.00)
Employer	\$501.00 (\$568.00)	\$501.00 (\$568.00)	\$501.00 (\$568.00)	\$501.00 (\$568.00)	\$214.90 (\$214.90)
Employee	\$290.00 (\$460.00)	\$367.00 (\$405.00)	\$174.00 (\$253.00)	\$49.00 (\$87.00)	\$92.10 (\$92.10)

\*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.

CHIP III pays 100% of any combination of covered charges incurred by a subscriber in excess of \$2,100 for a single contract and \$3,200 for a family contract in a calendar year.

- Coinsurance is applicable with covered charges at an 80/20 rate for physician, hospital, and related services. Hospital deductible is \$600 for family coverage; \$200 deductible for other covered medical services.

UI CARE pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,500 for a single contract and \$3,000 for other contracts in a calendar year.

- Coinsurance is applicable with covered charges at a 90/10 rate for hospital and relative services.

- Hospital deductible is \$125 per day.
- Program is a restricted panel managed care product. No coverage for care received outside of panel. No copayment required for physician visits.

UI SELECT pays 100% of any combination of covered charges incurred by the subscriber in excess of \$1,700 for a single contract and \$3,300 for a family contract in a calendar year.

- This is a managed care product with a restricted panel.
- Coinsurance is applicable with covered charges at 90/10.
- Hospital deductible is \$400.
- Physician copayments are \$10.

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 \$75 per day.
- No copayment required for physician visits.
- Program is a restricted panel managed care product utilizing the University Student Health Service.

**The University's health insurance cost for faculty, professional and scientific staff and supervisory merit personnel for FY 2006 was \$64,070,204.**

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

Iowa State University offers an indemnity medical plan and two managed care plans -- 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 \$90 is available. The 2006 premiums are shown below. The premiums for 2007 are shown in parentheses. The employer contribution increased approximately 7% from calendar year 2006 to calendar year 2007.

	<b>SINGLE</b>	<b>EMPLOYEE WITH SPOUSE</b>	<b>EMPLOYEE WITH CHILDREN</b>	<b>FAMILY</b>
Indemnity	\$478 (\$526)	\$1,095 (\$1,205)	\$857 (\$943)	\$1,398 (\$1,538)
PPO	\$351 (\$376)	\$804 (\$860)	\$627 (\$671)	\$1,029 (\$1,101)
HMO	\$324 (\$324)	\$744 (\$744)	\$582 (\$582)	\$947 (\$947)
ISU Contribution	\$344 (\$368)	\$606 (\$648)	\$498 (\$533)	\$808 (\$865)
Opt-out	\$84 (\$90)	\$84 (\$90)	\$84 (\$90)	\$84 (\$90)

- **The health insurance cost (less dividends) for the University for FY 2006 for faculty, professional and scientific staff, and supervisory merit staff was \$25,629,464.**

**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 increased about 12% for FY 2007. The FY 2006 premiums are shown below. The premiums for FY 2007 are shown in parentheses.

	<b>UNIVERSITY PLAN</b>	<b>UNITY CHOICE</b>
<u>SINGLE</u>	\$418.00 (\$468.00)	\$402.92 (\$439.29)
Employer	\$418.00 (\$468.00)	\$402.92 (\$439.29)
Employee	0 (0)	0 (0)
<u>FAMILY</u>	\$1,090.00 (\$1,220.00)	\$1,007.30 (\$1,098.23)
Employer (unit faculty)	\$817.50 (\$915.00)	n/a n/a
Employer (P&S, nonunit fac.)	\$872.00 (\$976.00)	\$805.84 (\$878.58)
Employee (unit faculty)	\$272.50 (\$305.00)	n/a n/a
Employee (P&S nonunit fac.)	\$218.00 (\$244.00)	\$201.46 (\$219.65)

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.

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 – Unity Choice – to professional and scientific staff and Merit System supervisory staff. This plan requires that all services be channeled through a primary care physician, chosen from a network panel by the employee. 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 2006 was \$10,662,102.**

**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 Blue Access, Blue Advantage and United Health Care Choice and United Health Care Heritage Select. The monthly employer premiums for calendar year 2006 are shown below. Calendar year 2007 premiums are shown in parentheses. Premiums for the Wellmark plans increased approximately 12%.

	PLAN 3 PLUS	IOWA SELECT	BLUE ADVANTAGE
SINGLE	\$517.87 (\$580.71)	\$489.40 (\$548.72)	\$350.60 (\$368.14)
Employer	\$517.87 (\$580.71)	\$489.40 (\$548.72)	\$350.60 (\$368.14)
Employee	0 (0)	0 (0)	0 (0)
FAMILY	\$1,211.83 (\$1,358.85)	\$1,145.23 (\$1,284.02)	\$841.38 (\$883.46)
Employer	\$973.45 (\$1,091.43)	\$973.45 (\$1,091.42)	\$841.38 (\$883.46)
Employee	\$238.38 (\$267.42)	\$171.78 (\$192.60)	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 pay 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 2006 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$35,944,602	\$12,934,801	\$4,398,062	\$1,188,412	\$809,415

## 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 2006 monthly rates are



shown below with 2007 rates shown in parentheses. Dental insurance premiums increased approximately 12%.

	DENTAL I	DENTAL II	DENTAL III	GRAD DENTAL
<u>SINGLE</u>	\$26.00 (\$26.00)	\$45.00 (\$45.00)	\$36.00 (\$44.00)	\$19.00 (\$21.00)
Employer	\$26.00 (\$26.00)	\$45.00 (\$45.00)	\$36.00 (\$44.00)	\$16.15 (\$17.85)
Employee	0 (0)	0 (0)	0 (0)	\$2.85 (\$3.15)
<u>FAMILY</u>	\$74.00 (\$79.00)	\$127.00 (\$127.00)	\$112.00 (\$134.00)	\$54.00 (\$60.00)
Employer	\$39.00 (\$59.00)	\$76.00 (\$95.00)	\$76.00 (95.00)	\$37.80 (\$42.00)
Employee	\$35.00 (\$20.00)	\$61.00 (\$32.00)	\$36.00 (\$39.00)	\$16.20 (\$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. 80% coinsurance for restorative care, and 30% for orthodontia.

Dental III provides for payment of 75% for all types of care.

- **The University's cost for dental insurance premiums for FY 2006 for faculty, professional and scientific staff, and supervisory merit staff was \$7,339,869.**

**Iowa State University:** All regular employees of one-third 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 2006 rates are shown below. The premiums for 2007 are shown in parentheses. The University did not experience a dental insurance premium cost increase.
- Coverage tiers are provided for single, employee plus spouse, employee plus children and family. An Opt-out credit is available.

<b>ISU PLAN</b>	<b>SINGLE</b>	<b>EMPLOYEE + SPOUSE</b>	<b>EMPLOYEE + CHILDREN</b>	<b>FAMILY</b>
Basic Dental	\$20.00 (\$20.00)	\$45.00 (\$46.00)	\$50.00 (\$51.00)	\$56.00 (\$57.00)
Comprehensive	\$32.00 (\$33.00)	\$80.00 (\$82.00)	\$86.00 (\$87.00)	\$96.00 (\$98.00)
ISU Contribution	\$20.00 (\$20.00)	\$20.00 (\$20.00)	\$20.00 (\$20.00)	\$20.00 (\$20.00)
Opt-out	\$20.00 (\$20.00)	\$20.00 (\$20.00)	\$20.00 (\$20.00)	\$20.00 (\$20.00)

- **The FY 2006 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,026,114.**

**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. The University experienced an increase of approximately 5% for dental insurance. The monthly premiums for FY 2006 are shown below with FY 2007 rates shown in parentheses:

<b>SINGLE</b>		<b>FAMILY</b>	
	\$22.00 (\$23.00)		\$65.00 (\$68.00)
Employer	\$22.00 (\$23.00)	Employer	\$22.00 (\$23.00)
Employee	0 (0)	Employee	\$43.00 (\$45.00)

- **The FY 2006 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$371,664.**

**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 2006 and 2007 rates are shown below.

	<b>2006</b>	<b>2007</b>
<b>SINGLE</b>	\$23.20	\$24.69
Employer	\$23.20	\$24.69
Employee	0	0
<b>FAMILY</b>	\$62.20	\$66.17
Employer	\$31.10	\$33.09
Employee	\$31.10	\$33.08

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 2006 are shown below:

<b>SUI</b>	<b>ISU</b>	<b>UNI</b>	<b>ISD</b>	<b>IBSSS</b>
\$1,429,860	\$536,489	\$182,277	\$46,040	\$32,153

**EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS -- FISCAL YEAR 2006**

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions
<b>Mandated Benefits</b>						
Social Security	60,719,084	24,422,643	7,740,849	438,653	323,413	93,644,642
IPERS	974,410	730,484	336,224	118,098	128,679	2,287,895
TIAA CREF	76,042,184	30,950,326	9,821,877	238,086	115,339	117,167,812
Substitute plans	183,896	36,427	27,503			247,826
Federal Retirement	-	1,038,917				1,038,917
TIAA CREF Waiver of Premium	1,421,304	943,341	254,714	5,611	2,933	2,627,903
Unemployment Compensation	364,167	213,305	45,001		820	623,293
Workers Compensation	4,675,044	2,257,776	964,380	85,461	115,346	8,098,007
<b>Total Mandated</b>	<b>144,380,089</b>	<b>60,593,219</b>	<b>19,190,548</b>	<b>885,909</b>	<b>686,530</b>	<b>225,736,295</b>
<b>Other Benefits</b>						
Life Insurance	9,034,719	1,776,825	682,242	27,833	20,529	11,542,148
Accidental Death and Dismemberment	-	325,693	71,729	4,140	3,070	404,632
Health Insurance	100,014,806	38,564,265	15,060,163	1,188,412	809,415	155,637,061
Long-term Disability	7,003,848	2,101,312	1,103,087	48,720	35,736	10,292,703
Dental Insurance	8,769,729	1,562,603	553,941	46,040	32,153	10,964,466
<b>Total Other Benefits</b>	<b>124,823,102</b>	<b>44,330,698</b>	<b>17,471,162</b>	<b>1,315,145</b>	<b>900,903</b>	<b>188,841,010</b>
<b>Total Expenditures</b>	<b>269,203,191</b>	<b>104,923,917</b>	<b>36,661,710</b>	<b>2,201,054</b>	<b>1,587,433</b>	<b>414,577,305</b>
Less interest received on cash reserves maintained by carriers	4,803,818	-		-	-	4,803,818
<b>Total Cost of Insurance and Retirement Programs</b>	<b>264,399,373</b>	<b>104,923,917</b>	<b>36,661,710</b>	<b>2,201,054</b>	<b>1,587,433</b>	<b>409,773,487</b>
Percent of Non-student payroll	28.10%	29.67%	34.00%	38.00%	37.10%	

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## Retirements – FY 2006

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, 2007. The Board approved continuation of the program for an additional five years through June 30, 2012.

Details of the current program are shown below.

Eligibility: Faculty of Regent universities and the special schools and professional and scientific 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. Merit system employees who have attained age 60 and have at least 20 years of service with the Board of Regents are eligible for participation.

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 the first four 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.

Duration of Program: Subject to annual review, the program will expire on June 30, 2007, unless renewed by the Board prior to expiration.

The following changes will be effective on July 1, 2007:

- Eligibility for employees in the Regent Merit System would be the same as faculty and P&S faculty and staff. Currently, eligibility is age 57 with 15 years of service for faculty and P&S and age 60 with 20 years of service for merit staff.
- An additional year would be added to the benefits incentive. Currently, during the first four years of the phasing period, contributions for TIAA-CREF retirement and health, life and disability insurance are paid as if the employee were full time. Under the revised policy, these contributions would be extended an additional year. The compensation incentive in the current program would not change. Currently in the first four years of the phasing period, the salary received reflects the reduced time plus an additional 10 percent.
- Allow participants during the phasing period to access 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. This would allow faculty and staff to participate in phased retirement without suffering loss of income. Access to IPERS retirement funds would not be possible under this policy.

## Phased Retirement Program

There were 75 new entrants into the phased retirement program during FY 2006. To date 737 faculty and staff have participated in the program with 161 currently active. There have been no participants from the special schools.

New entrants in the program are categorized below:

	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>	<b>Total</b>
SUI	18	27	3	48
ISU	8	2	0	10
UNI	14	2	1	17
<b>TOTAL</b>	<b>40</b>	<b>31</b>	<b>4</b>	<b>75</b>

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

FY 2002	35
FY 2003	30
FY 2004	29
FY 2005	56
FY 2006	75

The following table shows the financial impact of the phased retirement program at the universities for FY 2006:

	<b>Incentive Amounts</b>	<b>Released Funds</b>
SUI	\$285,696	\$2,030,693
ISU	\$377,233	\$1,349,212
UNI	\$335,648	\$489,370

“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 2006.

	<b>Faculty</b>	<b>P&amp;S</b>	<b>Merit</b>	<b>Total</b>
SUI	43	37	47	127
ISU	42	23	27	92
UNI	10	4	6	20
ISD	1	0	0	1
IBSSS	0	0	2	2
TOTALS	96	64	82	242



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## Faculty Resignations

### FY 2006 Faculty Resignations

At the Regent universities, there were 159 faculty resignations, an increase of 17 (+12.0%) in FY 2006 from the prior year. At the special schools, there were two faculty resignations in FY 2006, a decrease of three (-60.0%) from the prior year.

- At the University of Iowa, the number of faculty resignations increased from 77 to 89 (+15.6%) between FY 2005 and FY 2006. During the past six years, the average number of faculty resignations has been 72.
- At Iowa State University, the number of faculty resignations increased from 37 to 48 (+29.7%) between FY 2005 and FY 2006. During the past six years, the average number of faculty resignations has been 46.
- At the University of Northern Iowa, the number of faculty resignations decreased from 28 to 22 (-21.4%) between FY 2005 and FY 2006. During the past six years, the average number of faculty resignations has been 26.
- At the Iowa School for the Deaf, the number of faculty resignations remained the same (two) between FY 2005 and FY 2006.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations decreased from three to 0 (-100.0%) between FY 2005 and FY 2006.

#### **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.
- 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 2006, 79 were assistant professors (49.7%), 45 were associate professors (28.3%), and 35 were professors (22.0%). Assistant professors represent 26.9% of the population; associate professors represent

32.1% of the population; and professors represent 41.0% of the population at the Regent universities<sup>2</sup>.

- Of those who resigned in FY 2006, 66 were tenured (41.5%), 71 were tenure-track (44.7%), and 22 were clinical track (13.8%). Tenured faculty members represent 67.8% of the population; tenure-track faculty members represent 22.4% of the population; and clinical track faculty members represent 9.8% of the population at the Regent universities<sup>1</sup>.
- Of those who resigned in FY 2006, 108 (67.9%) were male and 51 (32.1%) were female. Males represent 68.8% of the total population and females represent 31.2% of the total population at the Regent universities.
- Of those who resigned in FY 2006, 36 (22.6%) were racial/ethnic minorities and 123 (77.4%) were non-minorities. Racial/ethnic minorities represent 14.4% of the population and non-minorities represent 85.6% of the population at the Regent universities.
- At the University of Iowa, the College of Medicine was overrepresented among resignees relative to the College's overall faculty numbers<sup>3</sup>. At Iowa State University, the Colleges of Engineering, Human Science, and Liberal Arts and Sciences were overrepresented among resignees relative to the Colleges' overall faculty numbers. At the University of Northern Iowa, the College of Social and Behavioral Sciences was overrepresented among resignees relative to the College's overall faculty numbers.
- In FY 2006, the primary reason for resigning (cited by 61.6% of those who left) continues to be employment opportunities at other educational institutions. The second most common reason for resigning (cited by 15.7% of those who left) was for "personal" reasons. The third most frequently identified reason for resigning (cited by 11.3% of those who left) was for employment opportunities at non-educational institutions. Non-competitive salaries and lack of partner or spousal accommodation were also cited as considerations in resignation decisions.
- The following strategies have been identified by the University of Iowa to improve faculty retention.
  - Improve faculty salaries. In FY 2006 and FY 2007, the University used reallocated resources and incremental revenues to improve the competitiveness of faculty salaries.
  - Increase attention to family and career issues. The University is reviewing the recommendations made by the Gender Equity Task Force which found that family reasons was the second most common reason for resignations.
  - Improve retention of underrepresented and minority faculty. The Provost's Office continues to use reallocated resources to support the expansion of the Faculty Diversity Opportunity Program.

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<sup>2</sup> Tenured, tenure-track, and clinical track faculty numbers are contained in the Spring 2006 Faculty Tenure Report.

<sup>3</sup> This is due in part to the fact that the College of Medicine has the largest number of clinical track faculty.

- Further improve mentoring of junior faculty. A task force has been charged to implement the Gender Equity Task Force's recommendation to create a formal mentoring program for junior faculty with training and support for mentors.
- The following strategies have been identified by Iowa State University to improve faculty retention.
  - The Provost's Office created a new full-time position to coordinate an improved dual career program.
  - The Provost's Office developed a comprehensive data management system to track responses and successes in working with departments and colleges regarding counteroffers.
  - The ISU ADVANCE Program is a National Science Foundation funded initiative to improve the recruitment, retention, and leadership of women in the science, technology, engineering, and mathematics fields. A \$3.3 million grant was awarded to ISU in September 2006.
  - ISU was one of two universities to receive a \$25,000 award for innovative practices from the Alfred P. Sloan Foundation. ISU was selected for a creative database and tracking system to quantify the benefits from flexible career policies and to conduct a cost-benefit analysis of these policies.
  - ISU is participating in the Harvard University COACHE survey on tenure-eligible faculty satisfaction to understand what assistant professors desire in their professional lives; the results will be used to understand the best way to retain these faculty.
- The following strategies have been identified by the University of Northern Iowa to improve faculty retention.
  - Formal and informal faculty mentoring activities introduce new faculty members to the university community and enable new faculty to integrate more successfully into the life of the institution.
  - Professional development assignments and summer fellowship programs are offered for full-time faculty. Through these awards, the University seeks to retain faculty by supporting and advancing faculty research, creative activity, grant applications, and the completion of a terminal degree.
  - UNI received two grants from the Roy J. Carver Charitable Trust to support faculty development programs and both are contributing to the retention of faculty. More than 100 faculty members have received support to participate in institutes and follow-up activities.
- This annual report addresses the following strategy in the Board of Regents' Strategic Plan – "expand educational experiences for Iowa's future workforce and foster cultural understanding by recruiting and retaining a highly qualified and diverse faculty, staff, and administration" (1.1.3).

**TABLE 1**  
**Number of Faculty Resignations by Rank**  
**FY 2002 to FY 2006**

	<b>PROFESSOR</b>	<b>ASSOCIATE PROFESSOR</b>	<b>ASSISTANT PROFESSOR</b>	<b>INSTRUCTOR</b>	<b>TOTAL</b>
<b>SUI</b>					
<b>FY 2002</b>	14	25	34	0	<b>73</b>
<b>FY 2003</b>	10	18	36	0	<b>64</b>
<b>FY 2004</b>	17	19	27	0	<b>63</b>
<b>FY 2005</b>	18	23	36	0	<b>77</b>
<b>FY 2006</b>	25	25	39	0	<b>89</b>
<b>ISU</b>					
<b>FY 2002</b>	16	12	30	0	<b>58</b>
<b>FY 2003</b>	9	6	19	0	<b>34</b>
<b>FY 2004</b>	11	9	22	0	<b>42</b>
<b>FY 2005</b>	11	11	15	0	<b>37</b>
<b>FY 2006</b>	8	16	24	0	<b>48</b>
<b>UNI</b>					
<b>FY 2002</b>	1	2	23	7	<b>33</b>
<b>FY 2003</b>	0	4	12	11	<b>27</b>
<b>FY 2004</b>	2	3	4	1	<b>10</b>
<b>FY 2005</b>	5	3	19	1	<b>28</b>
<b>FY 2006</b>	2	4	16	0	<b>22</b>
<b>TOTAL</b>					
<b>FY 2002</b>	31	39	87	7	<b>164</b>
<b>FY 2003</b>	19	28	67	11	<b>125</b>
<b>FY 2004</b>	30	31	53	1	<b>115</b>
<b>FY 2005</b>	34	37	70	1	<b>142</b>
<b>FY 2006</b>	35	45	79	0	<b>159</b>

**TABLE 2**  
**Number of Faculty Resignations by Gender and Race/Ethnicity**  
**FY 2002 to FY 2006**

	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>	<b>MINORITY</b>	<b>NON-MINORITY</b>
<b>SUI</b>					
<b>FY 2002</b>	48	25	<b>73</b>	11	62
<b>FY 2003</b>	37	27	<b>64</b>	10	54
<b>FY 2004</b>	40	23	<b>63</b>	5	58
<b>FY 2005</b>	51	26	<b>77</b>	24	53
<b>FY 2006</b>	63	26	<b>89</b>	18	71
<b>ISU</b>					
<b>FY 2002</b>	35	23	<b>58</b>	9	49
<b>FY 2003</b>	25	9	<b>34</b>	10	24
<b>FY 2004</b>	31	11	<b>42</b>	9	33
<b>FY 2005</b>	26	11	<b>37</b>	5	32
<b>FY 2006</b>	34	14	<b>48</b>	14	34
<b>UNI</b>					
<b>FY 2002</b>	17	16	<b>33</b>	8	25
<b>FY 2003</b>	17	10	<b>27</b>	4	23
<b>FY 2004</b>	4	6	<b>10</b>	2	8
<b>FY 2005</b>	15	13	<b>28</b>	6	22
<b>FY 2006</b>	11	11	<b>22</b>	4	18
<b>TOTAL</b>					
<b>FY 2002</b>	100	64	<b>164</b>	28	136
<b>FY 2003</b>	79	46	<b>125</b>	24	101
<b>FY 2004</b>	75	40	<b>115</b>	16	99
<b>FY 2005</b>	92	50	<b>142</b>	35	107
<b>FY 2006</b>	108	51	<b>159</b>	36	123

**TABLE 3  
NUMBER OF FACULTY RESIGNATIONS BY TENURE STATUS  
FY 2002 to FY 2006**

	TENURED	TENURE- TRACK	CLINICAL TRACK	OTHER	TOTAL
<b>SUI</b>					
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
<b>ISU</b>					
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
<b>UNI</b>					
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
<b>TOTAL</b>					
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

**TABLE 4a**  
**RESIGNATIONS BY COLLEGE**  
**FY 2002 to FY 2006**  
**University of Iowa**

<b>COLLEGE</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
Business Administration	4	4	1	6	4
Dentistry	3	4	4	6	3
Education	3	0	2	6	4
Engineering	1	0	3	1	2
Graduate	0	1	1	0	1
Law	2	1	0	0	3
Liberal Arts and Sciences	25	18	9	11	21
Medicine	31	31	37	46	43
Nursing	1	0	3	0	1
Pharmacy	1	2	2	1	3
Public Health	2	3	1	0	4
<b>TOTAL</b>	<b>73</b>	<b>64</b>	<b>63</b>	<b>77</b>	<b>89</b>

**TABLE 4b**  
**RESIGNATIONS BY COLLEGE**  
**FY 2002 to FY 2006**  
**Iowa State University**

<b>COLLEGE</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
Agriculture	5	5	4	4	3
Business	3	2	3	4	2
Design	3	1	4	1	3
Engineering	11	3	4	3	8
Human Science	9	5	8	7	7
Liberal Arts and Sciences	23	16	18	14	21
Library	1	0	1	0	1
Veterinary Medicine	3	2	0	4	3
<b>TOTAL</b>	<b>58</b>	<b>34</b>	<b>42</b>	<b>37</b>	<b>48</b>

**TABLE 4c**  
**RESIGNATIONS BY COLLEGE**  
**FY 2002 to FY 2006**  
**University of Northern Iowa**

<b>COLLEGE</b>	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
Business Administration	2	4	0	2	2
Education	9	12	5	9	6
Humanities and Fine Arts	4	4	1	7	3
Natural Sciences	6	4	2	5	1
Social and Behavioral Sciences	10	3	1	5	7
Library	2	0	1	0	3
<b>TOTAL</b>	<b>33</b>	<b>27</b>	<b>10</b>	<b>28</b>	<b>22</b>

**TABLE 5a**  
**REASONS GIVEN FOR FACULTY RESIGNATIONS**  
**FY 2002 to FY 2006**  
**University of Iowa**

	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
To accept a position at another university					
Professor	9	6	11	12	19
Associate Professor	16	8	6	14	15
Assistant Professor	22	13	13	15	18
Instructor	0	0	0	0	0
<b>Total</b>	<b>47</b>	<b>27</b>	<b>30</b>	<b>41</b>	<b>52</b>
To accept another position					
Professor	3	1	1	3	1
Associate Professor	0	4	5	3	2
Assistant Professor	4	5	3	8	7
Instructor	0	0	0		0
<b>Total</b>	<b>7</b>	<b>10</b>	<b>9</b>	<b>14</b>	<b>10</b>
To relocate for personal reasons					
Professor	0	0	1	1	1
Associate Professor	3	2	2	1	6
Assistant Professor	3	9	3	3	9
Instructor	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>16</b>
To enter private practice					
Professor	0	1	0	2	2
Associate Professor	4	4	4	5	1
Assistant Professor	5	9	8	9	5
Instructor	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>8</b>
To accept an administrative position					
Professor	2	2	4	0	2
Associate Professor	2	0	2	0	1
Assistant Professor	0	0	0	1	0
Instructor	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>3</b>



**TABLE 5b**  
**REASONS GIVEN FOR FACULTY RESIGNATIONS**  
**FY 2002 to FY 2006**  
**Iowa State University**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
To accept a position at another university					
Professor	7	6	8	9	6
Associate Professor	5	3	7	8	12
Assistant Professor	19	12	8	10	12
Instructor	0	0	0	0	0
<b>Total</b>	<b>31</b>	<b>21</b>	<b>23</b>	<b>27</b>	<b>30</b>
To accept another position					
Professor	1	3	3	1	0
Associate Professor	1	4	1	3	1
Assistant Professor	4	3	8	3	7
Instructor	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>10</b>	<b>12</b>	<b>7</b>	<b>8</b>
To relocate for personal reasons					
Professor	2	0	0	1	0
Associate Professor	5	0	1	0	3
Assistant Professor	6	3	6	2	3
Instructor	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>6</b>
To enter private practice					
Professor	2	0	0	0	1
Associate Professor	0	0	0	0	0
Assistant Professor	1	0	0	0	2
Instructor	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
To accept an administrative position					
Professor	4	0	0	0	1
Associate Professor	1	0	0	0	0
Assistant Professor	0	0	0	0	0
Instructor	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**TABLE 5c**  
**REASONS GIVEN FOR FACULTY RESIGNATIONS**  
**FY 2002 to FY 2006**  
**University of Northern Iowa**

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
To accept a position at another university					
Professor	1	0	2	3	2
Associate Professor	2	3	3	2	3
Assistant Professor	14	7	4	12	11
Instructor	3	1	1	0	0
<b>Total</b>	<b>20</b>	<b>11</b>	<b>10</b>	<b>17</b>	<b>16</b>
To accept another position					
Professor	0	0	0	1	0
Associate Professor	0	1	0	0	0
Assistant Professor	5	1	0	1	0
Instructor	1	6	0	0	0
<b>Total</b>	<b>6</b>	<b>8</b>	<b>0</b>	<b>2</b>	<b>0</b>
To relocate for personal reasons					
Professor	0	0	0	0	0
Associate Professor	0	0	0	1	0
Assistant Professor	4	4	0	6	3
Instructor	3	4	0	1	0
<b>Total</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>3</b>
To enter private practice					
Professor	0	0	0	0	0
Associate Professor	0	0	0	0	0
Assistant Professor	0	0	0	0	1
Instructor	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
To accept an administrative position					
Professor	0	0	0	1	1
Associate Professor	0	0	0	0	0
Assistant Professor	0	0	0	0	1
Instructor	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>

**TABLE 5d**  
**REASONS GIVEN FOR FACULTY RESIGNATIONS**  
**FY 2002 TO FY 2006**  
**REGENT TOTAL**

	<b>FY 2002</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
To accept a position at another university					
University of Iowa	47	27	30	41	52
Iowa State University	31	21	23	27	30
University of Northern Iowa	20	11	10	17	16
<b>Regent Total</b>	<b>98</b>	<b>59</b>	<b>63</b>	<b>85</b>	<b>98</b>
To accept another position					
University of Iowa	7	10	9	14	10
Iowa State University	6	10	12	7	8
University of Northern Iowa	6	8	0	2	0
<b>Regent Total</b>	<b>19</b>	<b>28</b>	<b>21</b>	<b>23</b>	<b>18</b>
To relocate for personal reasons					
University of Iowa	6	11	6	5	16
Iowa State University	13	3	7	3	6
University of Northern Iowa	7	8	0	8	3
<b>Regent Total</b>	<b>26</b>	<b>22</b>	<b>13</b>	<b>16</b>	<b>25</b>
To enter private practice					
University of Iowa	9	14	12	16	8
Iowa State University	3	0	0	0	3
University of Northern Iowa	0	0	0	0	1
<b>Regent Total</b>	<b>12</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>12</b>
To accept an administrative position					
University of Iowa	4	2	6	1	3
Iowa State University	5	0	0	0	1
University of Northern Iowa	0	0	0	1	2
<b>Total</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>6</b>

**TABLE 6  
TOTAL FACULTY AND FACULTY RESIGNATIONS  
FY 2006  
REGENT TOTAL**

College	Faculty		Resignations		
	Number	Percent of University Total	Number	Percent of Total	Percent of Total College Faculty
<b>University of Iowa</b>					
Business Administration	89	4.3	4	4.5	4.5
Dentistry	96	4.6	3	3.4	3.1
Education	85	4.1	4	4.5	4.7
Engineering	83	3.9	2	2.2	2.4
Graduate	14	0.7	1	1.1	7.1
Law	46	2.2	3	3.4	6.5
Liberal Arts and Sciences	678	32.4	21	23.6	3.1
Medicine	810	38.7	43	48.3	5.3
Nursing	58	2.8	1	1.1	1.7
Pharmacy	56	2.7	3	3.4	5.4
Public Health	76	3.6	4	4.5	5.3
<b>Total</b>	<b>2,091</b>	<b>100.0</b>	<b>89</b>	<b>100.0</b>	
<b>Iowa State University</b>					
Agriculture	278	20.5	3	6.3	1.1
Business	61	4.5	2	4.2	3.3
Design	86	6.3	3	6.3	3.5
Engineering	187	13.8	8	16.7	4.3
Human Science	129	9.5	7	14.6	5.4
Liberal Arts and Sciences	478	35.2	21	43.8	4.4
Library	39	2.9	1	2.1	2.6
Veterinary Medicine	100	7.4	3	6.3	3.0
<b>Total</b>	<b>1,358</b>	<b>100.0</b>	<b>48</b>	<b>100.0</b>	
<b>University of Northern Iowa</b>					
Business Administration	58	9.9	2	9.1	3.4
Education	157	26.6	6	27.3	1.9
Humanities and Fine Arts	141	23.9	3	13.7	2.1
Natural Sciences	108	18.3	1	4.5	0.9
Social & Behavioral Sciences	107	18.1	7	31.8	6.5
Library	19	3.2	3	13.6	15.8
<b>Total</b>	<b>590</b>	<b>100.0</b>	<b>22</b>	<b>100.0</b>	

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## Salaries

### Salary Policies and Negotiated Salary Increases

In June 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. In an effort to make further competitive gains in average faculty salaries, the faculty increase will be divided into two components – an anticipated average increase on July 1 of 3.5% and an additional increase of 1.5% on January 1, 2007, if funds are available.

Salary increases for nonorganized professional and scientific (P&S) staff will be based on merit, and it is anticipated will average between 3.5% and 5%.

Iowa State University -- General Fund units at Iowa State University will receive funds equal to 2.5% of their continuing faculty and P&S employee salary base to be used for salary increases. Units will be encouraged to reallocate funds to achieve up to a 3% average salary increase. Salary increases will be based on a review of each faculty and P&S staff member's performance.

The University will set aside a pool of \$1 million additional salary and benefit increase funds to address faculty salary competitiveness. These funds are to be used for the most outstanding and highest priority academic areas and units which face the most significant challenges with faculty salary competitiveness. A portion of the funds may also be used for salary increases for the most outstanding individual faculty members whose salaries are not competitive with the marketplace for faculty of their distinction.

University of Northern Iowa – The University anticipates most P&S staff will receive increases of 2% on July 1, 2006, and an additional 1.5% on January 1, 2007, which mirrors the increases negotiated for the organized faculty.

Iowa School for the Deaf – ISD proposes to increase the faculty salary matrix by 3.75%. Qualified faculty will continue to receive merit pay for sign language proficiency and professional certifications. Eligible faculty will receive a one step increase on the matrix and will also be provided increases for attainment of additional education. It is anticipated the average faculty increase will be 4.39%.

ISD and IBSSS share a single P&S salary matrix. The proposed matrix is increased by 3% at the minimum and maximum of each of the six pay grades. ISD proposes an average increase of 4.25% for P&S staff. P&S staff are also eligible for merit pay for sign language proficiency.

Iowa Braille and Sight Saving School – Traditionally, pay policies for faculty at IBSSS and ISD have been the same. Given the relationship IBSSS has with the AEAs, it is believed that the two schools should be separated and allowed to develop school-based salary policies based upon individual needs. Currently, 21 of the 36 teachers paid on the faculty matrix at IBSSS are dedicated to services through a designated AEA. The AEAs have been paying for the majority of those faculty salary increases without opportunity to discuss appropriate compensation levels for staff aligned with the AEAs. The average increases in the AEAs are tied to their 4% allowable growth. The faculty salary matrix proposed for IBSSS faculty is increased by 2.5% over the matrix for FY 2006 that was shared by the two special schools. With step and track movements, the average faculty increase will be 4.2%.

The average P&S increase at IBSSS is anticipated to be 4.0%.

The collective bargaining agreement between AFSCME and the State of Iowa provided for a general wage increase on July 1, 2006, of 2%. Merit staff continue to receive step increases of 4.5% on their scheduled anniversary dates until such time that the maximum of their pay grades are reached.

The negotiated increase for the United Faculty at UNI provided for 2% increase on July 1, 2006, and 1.5% on January 1, 2007.

The SEIU contract with the tertiary care unit at the UIHC provided for increases as detailed below.

- July 1, 2006 -- 3% general increase
- July 1, 2006 – 1% healthcare recruitment and retention bonus
- July 1, 2006 – 0.5% (average) additional retention bonus for staff nurses
- July 1, 2006 – 0.35% additional retention bonus for other bargaining unit employees with selected classification receiving higher amounts (Social Workers 1% and Embryologists and Sonographers 2%)
- July 1, 2006 -- \$1,000 (prorated for less than full time) differential for Staff Nurses I and II in specific units
- July 1, 2006 – Evening shift differential \$2.75 per hour; night shift differential \$3.25 per hour and weekend premium \$2.00 per hour
- July 1, 2006 – Salary ranges increased at minimums by 3% and at the maximums 4.35%

Through the negotiation process salary increases for COGS (teaching Assistants and Research Assistants) unit at the University of Iowa are as follows:

- July 1, 2006 – 1.5% average increase on minimum salaries
  - Academic year \$15,985
  - Fiscal year \$19,537
- July 1, 2006 – \$249 minimum salary increase for academic year returning unit employees
- July 1, 2006 -- \$304 minimum salary increase for fiscal year returning unit employees
- July 1, 2006 – minimum tuition scholarship provided increased to \$1,487.50 for the fall and spring semester based on full time enrollment

## Salaries -- Faculty

Average increases for faculty for FY 2007 and the four previous years are shown below:

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
SUI	3.8%	2.0%	2.1%	3.4%	5.7%
ISU	3.1%	2.6%	2.3%	3.6%	3.8%
UNI	3.7%*	3.5%	3.8%	2.5%	3.5%
ISD	3.2%	3.9%	4.0%	3.7%	4.6%
IBSSS	3.7%	5.3%	5.0%	5.3%	4.1%

\*UNI -- United Faculty agreed to delay the FY 2003 increase until November 2002. Actual negotiated increase was 5.6%

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

SUI	3.4%	ISD	3.9%
ISU	3.1%	IBSSS	4.6%
UNI	3.1%		

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	\$84,773	\$91,163	\$72,944
ISU	\$76,947	\$82,981	\$64,518
UNI	\$64,034	\$67,695	\$58,880

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

The University of Iowa conducted a salary-equity analysis focused on gender and minority status in full-time faculty (tenure, tenure track and clinical track) using 2004-05 data. The study found most faculty salary variation – regardless of track or whether the appointment was based on academic or fiscal year – was due to five factors – discipline, type of terminal degree, seniority (number of years since obtaining terminal degree) tenure status and faculty rank. The study determined that when these five factors were taken into account there were no overall statistically significant gender or minority-status based salary differences in any of the faculty groups.

The bulk of salary variation was due to departmental differences in salaries (e.g., faculty in Finance earn more than those in Classics; faculty in Neurosurgery earn more than those in Preventive and Community Dentistry). The study also suggested that women are more likely to be in departments that have lower overall salaries. For example, approximately 50% of the faculty in Arts and Humanities were women where overall salaries were lower; approximately one-third of the faculty in the Social Sciences were women and earned mid range salaries. In contrast women accounted for approximately 15% of the faculty in Physical Sciences, Math, Law, Engineering and Business where overall salaries are higher.

Iowa State University reported that in the spring of the year deans and department chairs were provided with the current salary data and salary comparisons prior to making salary increase decisions. The resulting average salary increase for all female faculty was 3.92% and for male faculty it was 3.82% which reflects a deliberate effort on the part of administrators to address equity issues. An additional measure taken by ISU administrators to help the overall salary situation was a set-aside pool of \$1 million to be used for additional salary increase allocation to top-ranked departments and for the best faculty in any department. Decisions made by deans and department chairs for granting those special salary increases amount to 30.7% of the set-aside funds being used for female salaries, compared to the percentage of tenure-eligible faculty at ISU who are female, 28.1%.

The University of Northern Iowa reported that as of July 1, 2006, the University had 367.21 FTE male and 260.9 FTE female faculty members. There are more men than women clustered at the high end of years in rank for all three of the academic ranks. When salaries are viewed by gender for years in rank, there are few, if any differences for the first six or seven years. After seven or eight years, there are more men than women; and there is, thus, a gender differential based not upon salary but upon years in rank.

The table displays both nine and twelve-month faculty by gender at the Assistant Professor rank in each of the colleges at each of the universities.

<b>Assistant Professor -- Average Salaries FY 2007 Non-Professional Colleges</b>								
	12-month				9-month			
	Male		Female		Male		Female	
<b>SUI</b>	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$62,900	1.00	\$62,133	6.00	\$61,141	70.15	\$56,305	51.23
Business	-	-	-	-	\$102,005	10.00	\$106,230	12.00
Education	\$72,734	1.00	\$70,888	1.00	\$58,750	4.00	\$56,748	4.00
Engineering	-	-	-	-	\$78,813	12.10	\$77,677	2.75
Graduate	-	-	-	-	-	-	\$57,558	2.00
Nursing	\$60,158	1.00	\$95,477	2.25	\$78,222	0.50	\$55,801	18.50
Public Health	\$80,219	12.00	\$78,372	6.00	-	-	\$63,339	1.25
<b>ISU</b>								
Agriculture	\$78,473		\$69,755	0.59	\$65,411	10.27	\$64,922	5.77
Business	-	-	-	-	\$99,648	12.00	\$105,669	6.00
Design	\$80,651	0.15	-	-	\$55,292	13.81	\$52,108	10.00
Engineering	-	-	-	-	\$76,303	39.35	\$72,652	6.26
Human Sciences	-	-	\$66,572	3.00	\$54,944	10.03	\$56,817	24.79
Liberal Arts and Sciences	-	-	-	-	\$60,362	76.20	\$55,060	43.36
<b>UNI</b>								
Business	-	-	-	-	\$83,141	8.00	\$72,431	4.00
Social and Behavioral Sciences	-	-	-	-	\$47,520	20.00	\$50,040	19.00
Education	-	-	\$75,324	2.00	\$56,413	14.00	\$53,890	18.00
Humanities and Fine Arts	-	-	-	-	\$50,905	21.00	\$48,605	14.00
Natural Sciences	-	-	-	-	\$51,916	22.00	\$45,393	10.00



## Salaries – Professional and Scientific

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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
SUI*	4.0%	2.5%	2.2%	4.5%	4.2%
ISU	2.9%	2.5%	2.2%	3.7%	3.1%
UNI	3.7%**	3.5%	3.8%	2.5%	2.0%
ISD	2.5%	5.5%	4.5%	4.8%	4.0%
IBSSS	3.5%	6.3%	5.2%	4.5%	4.0%

\*(Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was 6.5% in FY 2004; 4.6% in FY 2005, 4.3% in FY 2006, 4.4% in FY 2007

\*\*FY 2003 increase delayed until November 2002. UNI salary policy provided for an increase of 5.6%.

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

SUI	3.5%	ISD	4.2%
ISU	2.9%	IBSSS	4.7%
UNI	3.1%		

Average P&S salaries for FY 2007 are shown below:

	Overall Average	Male Average	Female Average
SUI	\$55,098	\$61,029	\$50,933
ISU	\$53,992	\$58,021	\$50,165
UNI	\$53,815	\$58,273	\$49,944

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$52,307	\$58,303
IBSSS	\$52,794	\$52,058

## Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2007 and the four previous years are shown below.

	2003	2004	2005	2006	2007
SUI	7.1%	6.1%	5.8%	3.9%	4.8%
ISU	5.8%	5.1%	3.4%	3.7%	4.3%
UNI	5.8%	5.1%	5.8%	3.6%	4.2%
ISD	5.2%	6.2%	4.0%	4.1%	4.8%
IBSSS	5.4%	6.2%	4.8%	4.4%	5.5%

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

SUI	5.5%	ISD	4.9%
ISU	4.5%	IBSSS	5.3%
UNI	4.9%		

## Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$15,985 which is an increase of 1.5%. Returning bargaining unit (COGS) employees received a minimum salary increase of \$249.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$11,250 - \$27,000. The salary minimum was increased by 4.2% and the maximum by 15.4%.

Salaries of ½ time, 9-month teaching assistants at the University of Northern Iowa increased by 2.7% to \$7,832 for master's level and \$11,740 for doctoral level. Exceptions at the master's level include Biology (\$15,660), Chemistry (\$15,660), Environmental Science (\$11,740), and Geography (\$10,440).

## Average Estimated Total Compensation

Average estimated total compensation for FY 2007 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 2007 calendar year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$170,345	\$119,682	\$114,827	\$140,299	\$73,997	\$52,582
ISU	\$125,812	\$90,874	\$80,768	\$98,019	\$71,539	\$53,297
UNI	\$110,691	\$86,209	\$71,696	\$86,125	\$74,695	\$53,570
ISD*				\$71,623	\$65,234	\$39,541
IBSSS*				\$70,179	\$61,597	\$42,843

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

## Five-year Salary Increase History

### AVERAGE SALARY INCREASES BY EMPLOYEE GROUP

	FY 2003			FY 2004			FY 2005		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	3.76%	4.00%	7.10%	2.02%	2.50%	6.10%	2.14%	2.23%	5.81%
ISU	3.10%	2.90%	5.80%	2.60%	2.50%	5.10%	2.30%	2.20%	3.40%
UNI	3.73%*	3.73%**	5.80%	3.50%	3.50%	5.10%	3.75%	3.80%	5.77%
ISD	3.20%	2.50%	5.20%	3.90%	5.50%	6.20%	4.03%	4.45%	3.99%
IBSSS	3.70%	3.50%	5.40%	5.30%	6.25%	6.20%	4.96%	5.19%	4.84%

\*UNI United Faculty agreed to delay the FY 2003 increase until November 2002. Actual negotiated increase was 5.6%.

\*\*FY 2003 increase delayed until November 2003. UNI salary policy provided for an increase for P&S staff of 5.6%.

	FY 2006			FY 2007		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	3.43%	4.50%	3.87%	5.70%	4.20%	4.80%
ISU	3.60%	3.70%	3.70%	3.80%	3.10%	4.30%
UNI	2.50%	2.50%	3.60%	2.00%	2.00%	4.20%
ISD	3.72%	4.79%	4.09%	4.60%	4.00%	4.80%
IBSSS	5.29%	4.50%	4.43%	4.10%	4.00%	5.50%

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## 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.

## University of Iowa College of Medicine

Salary comparison information for the University of Iowa College of Medicine is shown in Exhibit 8. 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, 2005-06  
ESTIMATED FACULTY SALARY INCREASES, 2006-07

COMPARISON GROUPS	Average Faculty Salary 2005-06 (1)	Estimated Average Percent Increase 2006-07 (2)	Estimated Average Faculty Salary 2006-07
University of California, Los Angeles	107,500	n/a	107,500
University of Michigan, Ann Arbor	100,300	4.0%	104,300
University of Texas, Austin	95,200	3.0%	98,100
University of North Carolina, Chapel Hill	92,400	6.0%	97,900
University of Illinois, Urbana	92,900	3.7%	96,300
University of Minnesota, Twin Cities	90,100	3.0%	92,800
Ohio State University, Main Campus	89,200	3.5%	92,300
University of Wisconsin	87,000	4.3%	90,700
<b>UNIVERSITY OF IOWA</b>	<b>84,400</b>	<b>5.70%</b>	<b>89,200</b>
Indiana University, Bloomington	84,700	4.0%	88,100
University of Arizona	85,000	2.0%	86,700
University of Illinois, Urbana	92,900	3.7%	96,300
University of California, Davis	91,200	3.8%	94,600
University of Minnesota, Twin Cities	90,100	3.0%	92,800
Ohio State University, Main Campus	89,200	3.5%	92,300
University of Wisconsin	87,000	4.3%	90,700
Texas A & M	86,600	3.0%	89,200
Michigan State University	85,300	3.6%	88,400
Purdue University, Main Campus	84,400	3.2%	87,100
North Carolina State University	82,000	6.0%	86,900
University of Arizona	85,000	2.0%	86,700
<b>IOWA STATE UNIVERSITY</b>	<b>79,300</b>	<b>3.8%</b>	<b>82,300</b>
California State University, Fresno	n/a	n/a	n/a
University of Minnesota, Duluth	n/a	n/a	n/a
University of North Carolina, Greensboro	69,400	5.5%	73,200
Central Michigan University	68,700	3.5%	71,100
Ohio University, Athens	68,800	3.0%	70,900
University of North Texas	68,100	2.0%	69,500
<b>UNIVERSITY OF NORTHERN IOWA</b>	<b>66,600</b>	<b>3.50%</b>	<b>68,900</b>
Northern Arizona University	63,600	6.1%	67,500
Illinois State University	63,500	3.0%	65,400
University of Wisconsin, Eau Claire	58,400	4.0%	60,700
Indiana State University, Terre Haute	60,500	0.0%	60,500

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2005-06. 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 2005 (Peers Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	168,700	498	1	97,100	369	3	87,300	265	2	126,300	1,132	1
Stanford	156,200	498	3	106,100	369	2	86,900	265	3	123,700	1,132	2
Cal Tech	147,800	498	4	106,500	369	1	96,800	265	1	122,400	1,132	3
Princeton	156,800	498	2	97,100	369	4	76,300	265	10	118,500	1,132	4
MIT	140,300	498	8	94,100	369	7	82,700	265	5	111,800	1,132	5
Northwestern	140,800	498	6	93,700	369	8	81,200	265	6	111,500	1,132	6
Cornell - Endowed	137,000	498	9	96,600	369	5	82,900	265	4	111,200	1,132	7
Columbia	140,400	498	7	94,500	369	6	74,800	265	15	110,100	1,132	8
Duke	136,400	498	11	91,300	369	9	78,800	265	7	108,200	1,132	9
Yale	145,600	498	5	82,100	369	19	69,400	265	25	107,100	1,132	10
Emory	137,000	498	10	86,200	369	11	76,300	265	9	106,200	1,132	11
Wash Univ - St. Louis	135,200	498	12	90,500	369	10	73,400	265	17	106,100	1,132	12
New York Univ.	134,200	498	13	82,700	369	18	74,800	265	14	103,500	1,132	13
Michigan	125,600	498	17	83,700	369	14	72,800	265	18	99,600	1,132	14
Cal - Berkeley	126,200	498	16	81,900	369	21	74,100	265	16	99,500	1,132	15
Rice	123,700	498	18	83,400	369	15	75,000	265	13	99,200	1,132	16
Cal - Los Angeles	128,400	498	14	82,000	369	20	67,000	265	29	98,900	1,132	17
Vanderbilt	126,600	498	15	81,900	369	22	66,000	265	32	97,800	1,132	18
Carnegie Mellon	118,400	498	23	84,500	369	12	75,200	265	12	97,200	1,132	19
Virginia	123,100	498	20	82,700	369	17	68,000	265	26	97,000	1,132	20
Cornell	116,100	498	28	84,200	369	13	76,400	265	8	96,400	1,132	21
Johns Hopkins	120,700	498	21	83,200	369	16	68,000	265	27	96,100	1,132	22
Brown	123,100	498	19	78,400	369	27	69,700	265	23	96,000	1,132	23
Southern Cal	118,500	498	22	81,500	369	23	70,900	265	20	95,300	1,132	24
Maryland	115,700	498	30	80,300	369	26	75,900	265	11	94,800	1,132	25
Rutgers	116,800	498	25	80,700	369	25	65,300	265	38	93,000	1,132	26
Illinois	116,600	498	26	77,600	369	30	69,600	265	24	92,900	1,132	27
Penn State	116,500	498	27	77,700	369	29	66,300	265	30	92,100	1,132	28
Cal - San Diego	118,100	498	24	73,600	369	42	66,100	265	31	91,400	1,132	29
Texas	115,700	498	29	72,900	369	46	70,700	265	21	91,200	1,132	30
SUNY - Stony Brook	110,600	498	36	81,000	369	24	65,200	265	40	90,300	1,132	31
North Carolina	112,700	498	32	77,200	369	31	65,800	265	36	90,200	1,132	32
Rochester	108,800	498	39	78,400	369	28	71,000	265	19	90,000	1,132	33
Ohio State	112,600	498	33	74,200	369	40	65,800	265	34	89,100	1,132	34
SUNY - Buffalo	111,600	498	35	76,900	369	33	63,700	265	46	89,100	1,132	35
Cal - Irvine	112,200	498	34	74,600	369	38	65,800	265	35	89,100	1,132	36
Cal - Santa Barbara	115,100	498	31	70,900	369	52	63,900	265	45	88,700	1,132	37
Brandeis	106,700	498	42	77,000	369	32	70,500	265	22	88,500	1,132	38
Minnesota	110,300	498	37	75,600	369	36	65,400	265	37	88,500	1,132	39
Pittsburgh	109,800	498	38	74,000	369	41	63,600	265	47	87,300	1,132	40
Case Western	106,900	498	41	75,400	369	37	64,900	265	42	86,800	1,132	41
Michigan State	105,900	498	43	76,400	369	35	60,200	265	54	85,600	1,132	42
Texas A&M	104,100	498	47	73,000	369	43	65,800	265	33	85,000	1,132	43
Purdue	104,300	498	46	72,900	369	44	65,300	265	39	84,900	1,132	44
Colorado	102,800	498	48	74,500	369	39	65,200	265	41	84,800	1,132	45
Cal - Davis	107,000	498	40	70,200	369	54	63,100	265	49	84,700	1,132	46
Indiana	104,900	498	45	72,800	369	47	62,600	265	50	84,600	1,132	47
Washington	102,100	498	50	72,900	369	45	67,200	265	28	84,400	1,132	48
Iowa	105,300	498	44	70,900	369	51	63,900	265	44	84,400	1,132	49
Wisconsin	100,500	498	52	76,500	369	34	64,300	265	43	84,200	1,132	50
Arizona	102,300	498	49	71,400	369	50	63,500	265	48	83,200	1,132	51
Florida	101,400	498	51	71,700	369	49	61,600	265	52	82,400	1,132	52
Tulane	100,200	498	53	69,700	369	56	61,100	265	53	81,100	1,132	53
Iowa State	97,200	498	56	72,300	369	48	61,700	265	51	80,800	1,132	54
Nebraska	97,500	498	55	69,800	369	55	60,000	265	55	79,700	1,132	55
Kansas	98,000	498	54	68,700	369	58	59,400	265	57	79,400	1,132	56
Syracuse	94,500	498	58	70,700	369	53	59,600	265	56	78,600	1,132	57
Missouri	96,700	498	57	67,300	369	59	55,700	265	60	77,500	1,132	58
Toronto	87,900	498	60	69,100	369	57	58,700	265	58	74,900	1,132	59
Oregon	88,000	498	59	63,100	369	60	57,100	265	59	72,700	1,132	60
Mean	117,400			79,600			\$69,000			\$93,800		

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

In comparison data provided for FY 2005, the position of the University of Iowa was 16<sup>th</sup> from the bottom. It is 12<sup>th</sup> from the bottom in the above table for FY 2006.

Exhibit 3  
Iowa State University

Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2005												
AAUDE salaries, 2005										Three-Professorial-Ranks Combined		
Institution	Professor			Associate Professor			Assistant Professor			Average Salary	N	Salary Ranking
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking			
Harvard	168,745	501	1	97,121	393	4	87,342	351	3	123,186	1,245	1
Stanford	156,236	501	3	106,128	393	2	86,949	351	4	120,885	1,245	2
Cal Tech	147,779	501	6	106,470	393	1	96,814	351	1	120,371	1,245	3
Penn	149,919	501	5	100,711	393	3	88,119	351	2	116,963	1,245	4
Princeton	156,784	501	2	97,063	393	5	76,266	351	13	115,232	1,245	5
MIT	140,269	501	9	94,127	393	7	82,702	351	6	109,474	1,245	6
Northwestern	140,795	501	8	93,732	393	8	81,210	351	7	109,140	1,245	7
Cornell - Endowed	136,980	501	10	96,636	393	6	82,893	351	5	108,996	1,245	8
Yale	151,152	501	4	85,339	393	16	72,835	351	19	108,298	1,245	9
New York Univ. #	144,000	501	7	88,300	393	13	75,900	351	15	107,218	1,245	10
Duke	136,374	501	12	91,320	393	9	78,835	351	9	105,930	1,245	11
Emory	136,956	501	11	86,205	393	15	76,275	351	12	103,828	1,245	12
Wash Univ - St. Louis	135,195	501	13	90,460	393	10	73,366	351	18	103,642	1,245	13
Southern Cal	128,926	501	15	88,468	393	12	76,396	351	10	101,345	1,245	14
Carnegie Mellon	123,784	501	21	89,091	393	11	80,542	351	8	100,642	1,245	15
Rice #	127,000	501	17	87,300	393	14	76,100	351	14	100,118	1,245	16
Brown #	129,200	501	14	81,000	393	26	72,100	351	21	97,887	1,245	17
Cal - Berkeley	126,162	501	19	81,921	393	23	74,061	351	17	97,508	1,245	18
Michigan	125,621	501	20	83,732	393	19	72,775	351	20	97,499	1,245	19
Cal - Los Angeles	128,373	501	16	81,971	393	22	67,021	351	29	96,428	1,245	20
Vanderbilt	126,566	501	18	81,865	393	24	65,978	351	32	95,374	1,245	21
Cornell - Contract (publ)	116,138	501	29	84,204	393	18	76,387	351	11	94,851	1,245	22
Virginia	123,069	501	22	82,741	393	21	67,976	351	26	94,807	1,245	23
Johns Hopkins	120,740	501	23	83,151	393	20	67,952	351	27	93,992	1,245	24
Maryland	115,694	501	31	80,285	393	28	75,855	351	16	93,285	1,245	25
Case Western	117,379	501	25	84,502	393	17	62,688	351	50	91,582	1,245	26
Illinois	116,623	501	27	77,565	393	32	69,631	351	25	91,046	1,245	27
Rutgers	116,764	501	26	80,697	393	27	65,285	351	38	90,866	1,245	28
Penn State	116,514	501	28	77,748	393	31	66,279	351	30	90,114	1,245	29
Texas	115,704	501	30	72,897	393	47	70,669	351	23	89,495	1,245	30
North Carolina	115,347	501	32	77,885	393	30	65,194	351	42	89,382	1,245	31
Cal - San Diego	118,093	501	24	73,588	393	43	66,085	351	31	89,382	1,245	32
Rochester	108,759	501	41	78,362	393	29	70,955	351	22	88,506	1,245	33
SUNY - Stony Brook	110,558	501	38	81,048	393	25	65,205	351	40	88,457	1,245	34
Pittsburgh	113,239	501	34	75,545	393	39	64,557	351	43	87,616	1,245	35
Ohio State	112,645	501	35	74,194	393	42	65,781	351	34	87,295	1,245	36
Cal - Irvine	112,213	501	36	74,594	393	40	65,778	351	35	87,247	1,245	37
SUNY - Buffalo	111,568	501	37	76,942	393	35	63,735	351	47	87,152	1,245	38
Brandeis	106,677	501	43	77,012	393	33	70,524	351	24	87,120	1,245	39
Tulane #	109,800	501	40	77,000	393	34	65,300	351	37	86,900	1,245	40
Cal - Santa Barbara	115,131	501	33	70,871	393	54	63,876	351	46	86,710	1,245	41
Minnesota	110,311	501	39	75,633	393	38	65,385	351	36	86,699	1,245	42
Michigan State	105,890	501	44	76,449	393	37	60,205	351	55	83,717	1,245	43
Texas A&M	104,146	501	48	73,034	393	44	65,815	351	33	83,519	1,245	44
Purdue	104,319	501	47	72,923	393	45	65,259	351	39	83,396	1,245	45
Colorado	102,764	501	49	74,513	393	41	65,199	351	41	83,256	1,245	46
Washington	102,147	501	51	72,908	393	46	67,223	351	28	83,071	1,245	47
Cal - Davis	106,971	501	42	70,156	393	55	63,099	351	49	82,981	1,245	48
Indiana	104,922	501	46	72,848	393	48	62,632	351	51	82,875	1,245	49
Iowa	105,342	501	45	70,879	393	53	63,930	351	45	82,788	1,245	50
Wisconsin	100,529	501	53	76,518	393	36	64,296	351	44	82,735	1,245	51
Arizona	\$102,268	501	50	\$71,441	393	52	\$63,543	351	48	\$81,619	1,245	52
Florida	101,418	501	52	71,710	393	51	61,562	351	54	80,804	1,245	53
Syracuse	97,880	501	55	72,172	393	50	62,246	351	52	79,718	1,245	54
Iowa State	97,202	501	57	72,314	393	49	61,717	351	53	79,341	1,245	55
Nebraska	97,502	501	56	69,845	393	56	59,977	351	56	78,192	1,245	56
Kansas	98,044	501	54	68,655	393	57	59,357	351	57	77,860	1,245	57
Missouri	96,683	501	58	67,348	393	58	55,716	351	59	75,873	1,245	58
Oregon	88,020	501	59	63,115	393	59	57,078	351	58	71,435	1,245	59
<i>institutions included, n = 59</i>												
<b>Mean (unweighted)</b>	<b>\$119,251</b>	<b>501</b>	<b>= avg # fac</b>	<b>\$80,716</b>	<b>393</b>	<b>= avg # fac</b>	<b>\$69,804</b>	<b>351</b>	<b>= avg # fac</b>	<b>\$93,147</b>	<b>1,245</b>	<b>= avg # fac</b>
<b>Mean (weighted)</b>	<b>\$115,341</b>	<b>30,561</b>	<b>= tot # fac</b>	<b>\$78,070</b>	<b>23,973</b>	<b>= tot # fac</b>	<b>\$67,515</b>	<b>21,411</b>	<b>= tot # fac</b>	<b>\$93,147</b>	<b>73,455</b>	<b>= tot # fac</b>

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). The 'weighted' means are calculated by allowing the number of faculty at each institution/rank to have that proportional influence on the calculation.

source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE). # 2005-06 data not submitted to AAUDE; current average salaries drawn from Chronicle, though 2004-05 headcounts utilized.

In comparison data provided for FY 2005, Iowa State University was 6<sup>th</sup> from the bottom. In the table above for FY 2006, it is 5<sup>th</sup> from the bottom.



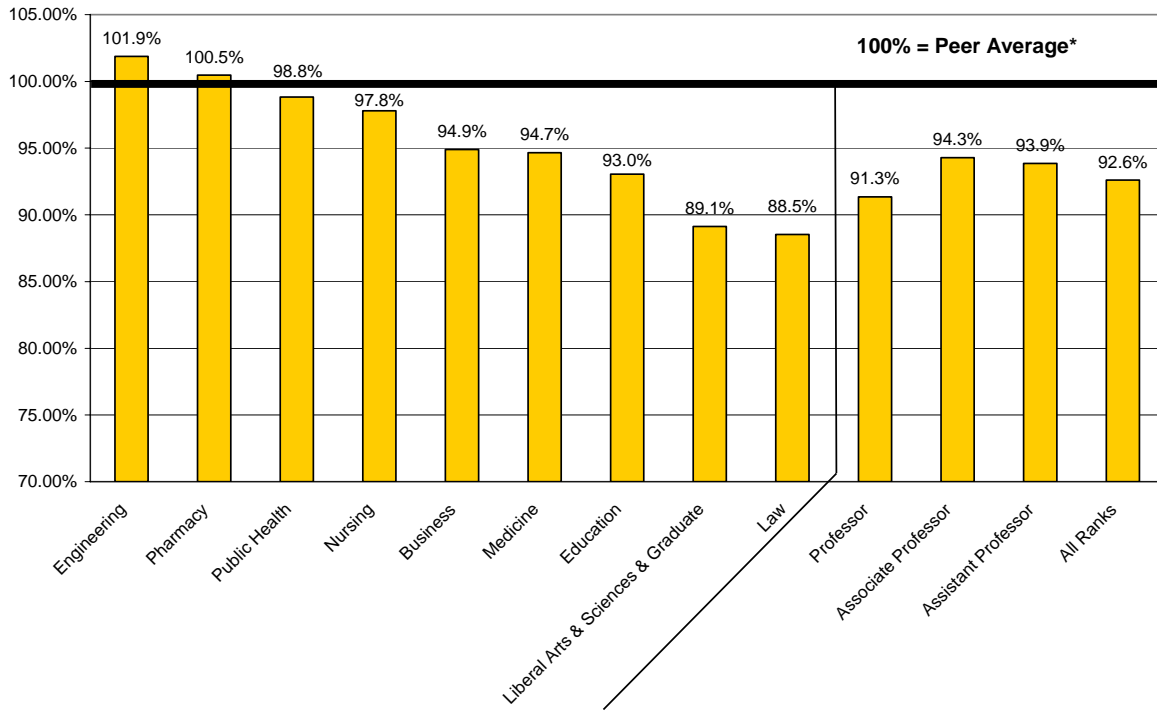
Exhibit 4  
University of Northern Iowa

<b>Average Faculty Salaries by Academic Rank, FY 2006</b> (Peer institutions as listed by Education Trust*) Peers Adjusted to UNI Rank Distribution												
University	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking
University of California-Riverside	106,400	176	1	72,000	202	3	64,900	139	1	81,802	517	1
University of New Hampshire-Main	99,800	176	2	74,700	202	1	63,700	139	2	80,287	517	2
University of Alabama	97,800	176	3	70,900	202	4	56,100	139	8	76,078	517	3
West Chester University of Pennsylvania	89,000	176	7	72,100	202	2	59,100	139	3	74,358	517	4
University of North Carolina-Charlotte	92,000	176	4	67,900	202	9	58,900	139	4	73,685	517	5
Indiana University of Pennsylvania-Main	88,300	176	9	70,800	202	5	55,200	139	12	72,563	517	6
Bloomsburg University of Pennsylvania	87,600	176	11	69,300	202	7	54,900	139	14	71,658	517	7
<b>University of North Carolina-Greensboro</b>	<b>89,100</b>	<b>176</b>	<b>6</b>	<b>65,800</b>	<b>202</b>	<b>16</b>	<b>56,000</b>	<b>139</b>	<b>9</b>	<b>71,097</b>	<b>517</b>	<b>8</b>
<b>Ohio University</b>	<b>88,900</b>	<b>176</b>	<b>8</b>	<b>66,500</b>	<b>202</b>	<b>10</b>	<b>54,600</b>	<b>139</b>	<b>15</b>	<b>70,926</b>	<b>517</b>	<b>9</b>
Kutztown University of Pennsylvania	87,900	176	10	69,900	202	6	50,800	139	37	70,892	517	10
Oakland University	86,300	176	14	66,300	202	13	57,700	139	7	70,796	517	11
Kent State University-Main	90,400	176	5	65,700	202	17	53,200	139	24	70,748	517	12
East Carolina University	86,300	176	15	64,900	202	18	58,500	139	5	70,464	517	13
Bowling Green State University-Main	86,900	176	12	65,900	202	15	53,900	139	19	69,823	517	14
<b>California State University - Fresno</b>	<b>86,500</b>	<b>176</b>	<b>13</b>	<b>66,500</b>	<b>202</b>	<b>11</b>	<b>52,900</b>	<b>139</b>	<b>26</b>	<b>69,652</b>	<b>517</b>	<b>15</b>
<b>University of Minnesota-Duluth</b>	<b>83,000</b>	<b>176</b>	<b>20</b>	<b>68,200</b>	<b>202</b>	<b>8</b>	<b>53,800</b>	<b>139</b>	<b>20</b>	<b>69,367</b>	<b>517</b>	<b>16</b>
Florida A & M University	80,900	176	22	66,300	202	12	58,200	139	6	69,092	517	17
<b>University of North Texas</b>	<b>84,600</b>	<b>176</b>	<b>16</b>	<b>63,900</b>	<b>202</b>	<b>20</b>	<b>54,200</b>	<b>139</b>	<b>18</b>	<b>68,339</b>	<b>517</b>	<b>18</b>
University of Mississippi-Main	83,700	176	18	63,300	202	22	55,300	139	11	68,094	517	19
<b>Central Michigan University</b>	<b>84,100</b>	<b>176</b>	<b>17</b>	<b>64,900</b>	<b>202</b>	<b>19</b>	<b>52,300</b>	<b>139</b>	<b>29</b>	<b>68,049</b>	<b>517</b>	<b>20</b>
Northern Illinois University	83,400	176	19	63,500	202	21	53,500	139	22	67,586	517	21
University of Nebraska-Omaha	76,900	176	29	66,100	202	14	55,500	139	10	66,927	517	22
<b>University of Northern Iowa</b>	<b>81,100</b>	<b>176</b>	<b>21</b>	<b>63,200</b>	<b>202</b>	<b>23</b>	<b>53,000</b>	<b>139</b>	<b>25</b>	<b>66,551</b>	<b>517</b>	<b>23</b>
Mississippi State University	79,200	176	26	63,000	202	24	53,700	139	21	66,015	517	24
University of North Carolina-Wilmington	78,300	176	27	62,500	202	25	55,000	139	13	65,862	517	25
West Virginia University	79,800	176	25	61,700	202	28	51,500	139	34	65,119	517	26
Grand Valley State University	80,200	176	23	61,600	202	29	48,300	139	47	64,356	517	27
Western Illinois University	79,900	176	24	61,000	202	31	48,800	139	46	64,154	517	28
Appalachian State University	74,300	176	38	62,100	202	26	53,500	139	23	63,941	517	29
<b>Illinois State University</b>	<b>76,700</b>	<b>176</b>	<b>30</b>	<b>59,100</b>	<b>202</b>	<b>38</b>	<b>54,500</b>	<b>139</b>	<b>16</b>	<b>63,855</b>	<b>517</b>	<b>30</b>
North Dakota State University-Main	74,500	176	35	60,800	202	32	54,400	139	17	63,743	517	31
Murray State University	76,300	176	31	61,100	202	30	51,000	139	35	63,559	517	32
Eastern Illinois University	74,600	176	34	60,700	202	33	51,000	139	36	62,824	517	33
Georgia Southern University	75,500	176	33	59,100	202	39	52,000	139	31	62,774	517	34
<b>Northern Arizona University</b>	<b>77,800</b>	<b>176</b>	<b>28</b>	<b>57,900</b>	<b>202</b>	<b>44</b>	<b>49,600</b>	<b>139</b>	<b>40</b>	<b>62,443</b>	<b>517</b>	<b>35</b>
Tennessee Technological University	72,900	176	41	61,800	202	27	49,400	139	42	62,245	517	36
Montana State University-Bozeman	73,500	176	40	59,300	202	35	51,800	139	33	62,118	517	37
<b>Indiana State University</b>	<b>74,500</b>	<b>176</b>	<b>36</b>	<b>58,200</b>	<b>202</b>	<b>41</b>	<b>50,500</b>	<b>139</b>	<b>38</b>	<b>61,679</b>	<b>517</b>	<b>38</b>
Saint Cloud State University	72,900	176	42	58,000	202	43	52,100	139	30	61,486	517	39
South Dakota State University	69,400	176	50	59,200	202	36	52,400	139	28	60,844	517	40
University of Wisconsin-Whitewater	70,600	176	46	57,400	202	45	52,900	139	27	60,684	517	41
University of West Georgia	75,800	176	32	55,900	202	49	48,200	139	49	60,604	517	42
Winona State University	74,400	176	37	56,200	202	47	49,500	139	41	60,594	517	43
Ball State University	73,600	176	39	58,800	202	40	46,500	139	54	60,531	517	44
SUNY College At Oswego	70,200	176	47	59,900	202	34	48,900	139	45	60,449	517	45
Radford University	70,100	176	48	57,200	202	46	51,900	139	32	60,167	517	46
University of Central Arkansas	70,000	176	49	59,200	202	37	48,300	139	48	59,946	517	47
Northern Michigan University	72,800	176	43	56,200	202	48	47,100	139	51	59,404	517	48
University of Wisconsin-Oshkosh	68,500	176	51	58,200	202	42	49,400	139	43	59,340	517	49
The University of Montana-Missoula	70,800	176	45	55,400	202	50	49,800	139	39	59,137	517	50
University of Northern Colorado	71,800	176	44	54,000	202	53	46,600	139	53	58,070	517	51
<b>University of Wisconsin-Eau Claire</b>	<b>67,600</b>	<b>176</b>	<b>54</b>	<b>55,300</b>	<b>202</b>	<b>51</b>	<b>49,100</b>	<b>139</b>	<b>44</b>	<b>57,820</b>	<b>517</b>	<b>52</b>
University of Wisconsin-Stout	68,400	176	52	55,200	202	52	47,300	139	50	57,570	517	53
University of Wisconsin-Stevens Point	67,800	176	53	53,700	202	54	45,300	139	55	56,242	517	54
Stephen F Austin State University	66,400	176	55	53,300	202	55	47,000	139	52	56,066	517	55
<b>Mean</b>	<b>\$79,455</b>			<b>\$62,211</b>			<b>\$52,609</b>			<b>\$65,500</b>		

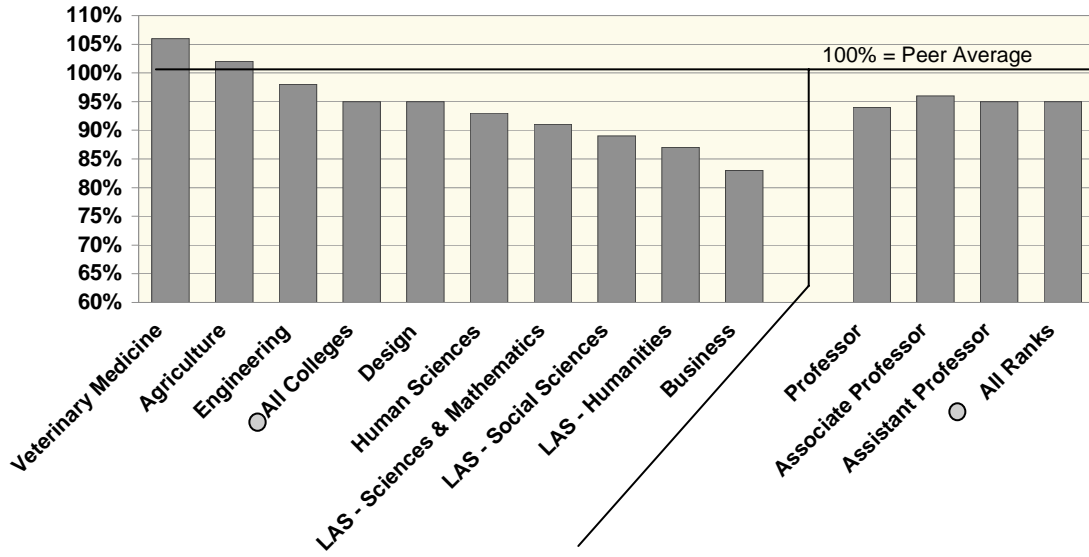
\*Peer institutions from the report titled *A Matter of Degrees: Improving Graduation Rates in Four-Year Colleges and Universities*, Education Trust, May 2004.  
Definition of peer institutions: "Competitive" student selectivity, Masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100.  
Data Source: ACADEME, AAUP, March-April 2006.

In comparison information provided for FY 2005, the University of Northern Iowa was 12<sup>th</sup> from the top. It is 23<sup>rd</sup> from the top in the table above for FY 2006.

## UNIVERSITY OF IOWA FACULTY SALARIES AS A PERCENT OF PEER AVERAGE FY 2006



**IOWA STATE UNIVERSITY**  
**Faculty Salary as a Percent of Peer Average - FY 2006**



<b>AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS FY 2003 - FY 2007</b>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
<b>SUI PEER GROUP</b>					
University of Arizona	2.00%	0.00%	2.00%	6.50%	2.00%
University of North Carolina - Chapel Hill	n/a	1.50%	3.00%	5.00%	6.00%
University of Illinois, Urbana	0.00%	4.90%	3.00%	4.60%	3.70%
Indiana University, Bloomington	3.50%	2.00%	2.80%	3.60%	4.00%
University of California, Los Angeles	1.50%	0.00%	1.75%	3.50%	n/a
University of Michigan, Ann Arbor	3.50%	2.25%	3.00%	3.50%	4.00%
<b>UNIVERSITY OF IOWA</b>	<b>3.76%</b>	<b>2.02%</b>	<b>2.14%</b>	<b>3.43%</b>	<b>5.70%</b>
Ohio State University, Main Campus	4.00%	3.50%	3.30%	3.30%	3.50%
University of Minnesota, Twin Cities	3.00%	0.00%	2.50%	3.00%	3.00%
University of Texas, Austin	3.30%	0.00%	3.00%	3.00%	3.00%
University of Wisconsin, Madison	4.20%	0.00%	1.00%	2.00%	4.30%
<b>ISU PEER GROUP</b>					
Texas A&M	3.00%	2.00%	3.00%	8.20%	3.00%
University of Arizona	2.00%	0.00%	2.00%	6.50%	2.00%
University of Illinois, Urbana	0.00%	4.90%	3.00%	4.60%	3.70%
University of California, Davis	1.50%	1.50%	0.00%	3.80%	3.78%
<b>IOWA STATE UNIVERSITY</b>	<b>3.10%</b>	<b>2.60%</b>	<b>2.30%</b>	<b>3.60%</b>	<b>3.82%</b>
Ohio State University, Main Campus	4.00%	3.50%	3.30%	3.30%	3.50%
Purdue University, Main Campus	3.30%	4.40%	3.30%	3.30%	3.20%
Michigan State University	4.00%	2.00%	3.00%	3.00%	3.60%
University of Minnesota, Twin Cities	3.00%	0.00%	2.50%	3.00%	3.00%
North Carolina State University	2.00%	0.00%	2.50%	2.00%	6.00%
University of Wisconsin, Madison	4.20%	0.00%	1.00%	2.00%	4.30%
<b>UNI PEER GROUP</b>					
Northern Arizona University	4.00%	2.00%	5.70%	4.00%	6.10%
Central Michigan University	n/a	2.00%	4.00%	3.00%	3.50%
Illinois State University	0.00%	2.70%	n/a	3.00%	3.00%
University of Minnesota, Duluth	3.00%	0.00%	2.50%	3.00%	n/a
<b>UNIVERSITY OF NORTHERN IOWA</b>	<b>3.70%</b>	<b>3.50%</b>	<b>3.75%</b>	<b>2.50%</b>	<b>3.50%</b>
Ohio University, Athens	3.00%	2.00%	3.50%	2.00%	3.00%
University of North Carolina, Greensboro	n/a	0.00%	n/a	2.00%	5.50%
University of North Texas	2.00%	0.00%	2.00%	2.00%	2.00%
University of Wisconsin, Eau Claire	2.10%	0.00%	1.00%	2.00%	4.00%
Indiana State University, Terre Haute	2.50%	5.00%	2.00%	1.00%	0.00%
California State University, Fresno	2.00%	2.00%	n/a	0.00%	n/a

Exhibit 8  
College of Medicine

<b>Average Faculty Salaries by Academic Rank, FY2007 (MD or equivalent degree holders)</b>												
<b>University of Iowa and All AAMC Public and Private Medical Schools by Regional Group *</b>												
<i>(Peers Adjusted to SUI Rank Distribution)</i>												
<b>Institution</b>	<b>Professor</b>			<b>Associate Professor</b>			<b>Assistant Professor</b>			<b>Three Ranks Combined</b>		
	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	269,500	2,693	1	240,300	2,998	1	206,500	5,716	1	230,300	11,407	1
Northeastern Region	264,000	3,151	2	236,500	3,949	2	191,800	7,819	2	218,900	14,919	2
South	253,100	3,152	3	221,000	3,730	3	182,800	6,421	3	210,200	13,303	3
West	248,900	2,254	4	212,200	2,008	4	178,000	2,990	4	209,500	7,252	4
University of Iowa	233,200	206	5	187,000	165	5	164,000	204	5	195,400	575	5
<b>Mean **</b>	<b>\$259,200</b>			<b>\$229,000</b>			<b>\$191,100</b>			<b>\$217,800</b>		

\* AAMC's most recent benchmark report is FY 2005. For salary comparison against FY 2007 CCOM MD salaries, the AAMC benchmark amounts have been adjusted for cost of living for two years (3% for both years).

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

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## 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 developed programs to recognize exceptional performance. The following describes the operation of the University of Iowa Flexible Pay Program during FY 2006.

On July 1, 2005, the University of Iowa initiated a Flexible Pay Program for non-organized Professional and Scientific employees. All colleges and divisions were required to develop flexible pay guidelines prior to implementation subject to approval by central Human Resources. From 24 eligible administrative areas, 22 developed Flexible Pay Guidelines in the last year.

**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 \$75.00 or less was another component of the Flexible Pay Program that allowed departments to immediately recognize outstanding performance. Departments were responsible for funding all Flexible Pay Awards.

**Summary of the Flexible Pay Program from July 1, 2005 to June 30, 2006**

	<b>Eligible Employees</b>	<b>Number of Awards Presented</b>	<b>Dollar Range of Awards</b>	<b>Average Dollars Awarded</b>	<b>Total Dollars Awarded</b>
<b>Exceptional Performance Awards</b>	4,416	328	\$200 - \$12,540	\$3,388	\$1,111,278
<b>Spot Awards</b>	4,416	329	\$25 - \$75	\$72	\$22,350

	<b>Females*</b>	<b>Minorities*</b>
<b>Percentage of Exceptional Performance Awards</b>	63%	3.7%
<b>Percentage of Spot Awards</b>	59%	2.7%

**\*Note:** Females make up approximately 59% of eligible non-bargaining P&S staff members. Minorities comprise approximately 8.7% of eligible non-bargaining P&S staff members.

**Examples of Exceptional Performance Awards**

An employee completed a significant new research initiative by designing and programming a Special Studies Tracking application for the Iowa Cancer Registry. The Special Studies Tracking system allows researchers to track progress on a per-case basis during the duration of the study. The application's structure was developed to be used for multiple studies and is easily manipulated. Study progress and data manipulation can be a complex and time consuming burden to tackle. The Special Studies Tracking application creates a system that takes much of that complexity away, leaving researchers with a solid database that eases the day-to-day operations while strengthening the data's detail, reliability and security.

A P&S employee for the Bioengineering Design Section at Carver College of Medicine was able to increase revenue generation and product delivery time. The Design Section's FY 2006 projected revenue generation of \$126,403 will exceed FY 2005's revenue by 13%. FY 2006's increase follows FY 2005's 73% increase over FY 2004. The Design Unit is expanding and rebuilding the Design Section's integrity and credibility with their customer base. Last year design to shipment time was reduced from 120 days to 90 days by designing for ease of construction and by using computer aided design software for both the electronic, as well as the mechanical portion of the instrument. Customers purchasing custom designed and fabricated scientific instruments developed in the Design Section include Glaxo-SmithKline, Abbot Labs and Merck & Co, with additional customers in; England (University of Birmingham and Oxford University), France, South Korea, Japan, New Zealand, and Switzerland.

A university employee most recently demonstrated excellence recommending the re-organization of the University's infectious waste disposal program. Since the closure of the University's incinerator, the university has operated its own collection and transfer program for disposal by a commercial vendor. This program involved the collection of over 1 million pounds of infectious waste at a cost of over \$660,000 per year. By re-organizing the infectious waste disposal system, by negotiating reduced fees for services and assuming responsibility for the bio-waste management program, the university will save approximately \$343,700 on an annual basis.

One year ago, the Department of Neurosurgery was running a substantial operating deficit. A Carver College of Medicine employee was responsible for analyzing the complex departmental issues and formulated a financial plan. Execution of this plan required a very high level of administrative skill. One critical component was the creation of a VA contract for neurosurgery services. Another change was with the faculty compensation plan, moving from a fixed salary to a performance-based salary program. This required numerous meetings with the faculty in order to reach a consensus on a new plan. In the first six months of the new financial plan the department experienced a >\$1 million positive variance in its profit-loss position as a 10% operating margin to support strategic goals. This reflects both increases in productivity and revenues, as well as decreased expenses.

### **Summary**

The Flexible Pay Program has provided colleges and departments with a mechanism for rewarding exceptional performance in a more timely fashion, which has been a missing component in our compensation system. This program has given the managers and supervisors the ability to recognize exceptional performance outside of the July 1<sup>st</sup> salary process, recognizing performance and events as they occur. The University is now able to provide monetary rewards for completing major projects on time, recommending different and more efficient ways to perform certain activities, revenue generation and providing excellent customer service. Awards are paid in a lump sum and are not added to the base salary. Managers have expressed great satisfaction with now being able to provide timely incentives for excellent performance.