

Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2008

Sick and Vacation Leave FY 2008

Fringe Benefits FY 2008

Retirements FY 2008

Faculty Resignations FY 2008

Salaries FY 2009

Faculty Salary Comparisons

Employee Award Programs FY 2008

December 2008

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PART**1**

Regent Merit System – FY 2008

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	673	153	79	2	3	910
Blue Collar	1,435	656	258	24	16	2,389
Security	60	28	17	0	0	105
Technical	1,238	206	30	22	20	1,516
Clerical	1,978	695	227	4	3	2,907
TOTALS	5,384	1,738	611	52	42	7,827

Minority Employment

	SUI	ISU	UNI	ISD	IBSSS
Male Majority	28.8%	35.0%	29.5%	26.9%	33.3%
Female Majority	58.7%	60.8%	61.9%	59.6%	64.3%
Male Minority	3.1%	1.4%	3.3%	9.6%	0
Female Minority	4.5%	2.7%	5.4%	3.9%	2.4%

Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	474	326	102	35	8	3
Reinstatements	42	36	6	0	0	0
Reemployments and Recalls	5	5	0	0	0	0
TOTAL APPOINTMENTS	521	367	108	35	8	3

Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	8	8	6	1
Female Minority	6	24	11	1
Male Majority	38	56	28	3
Female Majority	104	174	178	23
TOTAL	156	262	223	28

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	15	2	0	1
Female Minority	29	7	0	4
Male Majority	103	40	1	15
Female Majority	246	79	4	24
TOTAL	393	128	5	44

Classification Activity

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

In fiscal year 2008, 243 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 330 new positions.

Reclassification Studies – FY 2008

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	4	1	2	0	0	7
Blue Collar	8	9	3	0	1	21
Security	0	0	2	0	0	2
Technical	115	14	0	0	0	129
Clerical	54	21	9	0	0	84
TOTAL	181	45	16	0	1	243

Results of Reclassification Reviews -- FY 2008

	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	181	4	4	168	5
ISU	45	4	2	36	3
UNI	16	2	0	10	4
ISD	0	0	0	0	0
IBSSS	1	0	0	1	0
TOTAL	243	10	6	215	12

Classification Actions FY 2004 - 2008

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Reclassification Requests	191	189	169	160	243
New Position Classifications	292	172	180	325	330
TOTAL ACTIONS	483	361	349	485	573

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

The following revisions were made to the classification plan in FY 2008:

New Classifications:

Phlebotomist I, grade 404

Phlebotomist II, grade 405

Change in Title, Change in Pay Grade

Phlebotomist II, grade 405 to Phlebotomy Technician II, grade 406

Change in Title

Phlebotomist I to Phlebotomy Technician I

Revised Classification Descriptions

Para-Educator

Medical Assistant II

Deleted Classification

Power Plant Repairer

Compensation

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

AFSCME-covered staff received a 3% across-the-board increase on July 1, 2007. 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 \$35,751 in FY 2007 to \$37,378 in FY 2008.

	Average Annual Salary
SUI	\$36,638
ISU	\$39,114
UNI	\$39,181
ISD	\$34,473
IBSSS	\$37,776
System-Wide	\$37,378

Salaries of approximately 50% 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 2004	FY 2005	FY 2006	FY 2007	FY 2008
Number of Appeals	10	8	3	6	7
Decisions Upheld	6	6	2	4	5
Decisions Reversed	4	2	1	1	0
Withdrawn	0	0	0	1	2

A second appeal process is available to employees who allege violation of merit or institutional rules governing terms and conditions of employment. An arbitrator selected from lists provided by the Federal Mediation and Conciliation Service hears those appeals at the final step. No appeals were filed during the year.

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

PART 2

Sick and Vacation Leave

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

- Sick leave may be used for personal illness, for attendance at funerals of immediate family members; and for temporary emergency care of ill or injured family members.
- Regent employees used 170,129 days of sick leave in FY 2008 at a cost of \$33.3 million.
- Average usage per employee at the universities was 6.98 days (average FY 2007 usage – 6.95 days). Average usage at the special schools was 9.84 (average FY 2007 – 8.42 days).

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

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

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

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

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

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

	Sick Leave			Vacation Leave		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	1.99	7.65	10.15	15.6	16.7	14.48
ISU	1.36	5.57	10.04	16.96	18.36	18.05
UNI	0.70	6.28	12.4	18.01	16.67	19.37
University Average	1.55	7.09	10.30	16.00	17.11	15.76
ISD	10.13	7.23	10.88	--	9.01	14.85
IBSSS	7.25	13.64	11.17	--	24.53	14.94
Special School Average	9.03	8.78	11.00	--	12.75	14.89

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

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

The following holidays are granted annually to employees:

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

SICK AND VACATION LEAVE USAGE -- FY 2008

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,261	1,197	8,476	8,448	4,985	4,982	15,722	14,627
Total Value of Leave Used	\$2,349,881	\$12,364,100	\$14,338,429	\$33,681,143	\$7,272,925	\$10,894,197	\$23,961,235	\$56,939,440
Total Days Used	4,490.50	18,669.63	64,817.75	141,310.63	50,599.38	72,152.25	119,908	232,133
Average Days Used Per Employee	1.99	15.60	7.65	16.73	10.15	14.48	7.63	15.87

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,803	444	2,769	2,739	1,846	1,845	6,418	5,028
Total Value of Leave Used	\$810,682	\$3,011,898	\$3,155,142	\$10,951,655	\$2,776,515	\$5,223,703	\$6,742,339	\$19,187,256
Total Days Used	2,444	7,529	15,413	50,299	18,531	33,295	36,388	91,123
Average Days Used Per Employee	1.36	16.96	5.57	18.36	10.04	18.05	5.67	18.12

SICK AND VACATION LEAVE USAGE -- FY 2008

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	745	26	579	579	599	599	1,923	1,204
Total Value of Leave Used	\$217,408	\$243,609	\$786,886	\$2,272,737	\$1,148,182	\$1,894,287	\$2,152,476	\$4,410,633
Total Days Used	522	468	3,638	9,650	7,430	11,600	11,590	21,718
Average Days Used Per Employee	0.70	18.01	6.28	16.67	12.40	19.37	6.03	18.04

TOTAL UNIVERSITIES	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	4,809	1,667	11,824	11,766	7,430	7,426	24,063	20,859
Total Value of Leave Used	\$3,377,971	\$15,619,607	\$18,280,457	\$46,905,535	\$11,197,622	\$18,012,187	\$32,856,050	\$80,537,329
Total Days Used	7,457	26,667	83,868	201,260	76,561	117,047	167,885	344,974
Average Days Used Per Employee	1.55	16.00	7.09	17.11	10.30	15.76	6.98	16.54

SICK AND VACATION LEAVE USAGE -- FY 2008

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	45	n/a	41	41	59	59	145	100
Total Value of Leave Used	\$114,182	n/a	\$59,627	\$107,400	\$92,921	\$146,200	\$266,730	\$253,600
Total Days Used	456.00	n/a	296.50	369.50	641.75	876.13	1,394	1,246
Average Days Used Per Employee	10.13	n/a	7.23	9.01	10.88	14.85	9.62	12.46

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	28	n/a	13	13	42	42	83	55
Total Value of Leave Used	\$61,899	n/a	\$48,601	\$89,579	\$67,387	\$96,169	\$177,887	\$185,748
Total Days Used	202.88	n/a	177.38	318.88	469.13	627.50	849	946
Average Days Used Per Employee	7.25	n/a	13.64	24.53	11.17	14.94	10.23	17.21

TOTAL SPECIAL SCHOOLS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	73	n/a	54	54	101	101	228	155
Total Value of Leave Used	176,081	n/a	\$108,228	\$196,979	\$160,308	\$242,369	\$444,617	\$439,348
Total Days Used	659	n/a	474	688	1,111	1,504	2,244	2,192
Average Days Used Per Employee	9.03	n/a	8.78	12.75	11.00	14.89	9.84	14.14

PART 3

Fringe Benefits – FY 2008

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 2008 was \$487,201,187. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 30.3%; Iowa State University – 30.9%; University of Northern Iowa – 35%; Iowa School for the Deaf – 42.3%; and Iowa Braille and Sight Saving School – 43.1%.

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
2007	Social Security	6.20%	6.20%	\$97,500
2008	Social Security	6.20%	6.20%	\$102,000
2009	Social Security	6.20%	6.20%	106,800
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2008 are detailed below:

SUI	ISU	UNI	ISD	IBSSS
\$70,116,100	\$26,645,353	\$8,248,623	\$480,685	\$293,960

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 FY 2009 rate of contribution for IPERS is as follows:

- 6.35% by the employer and 4.1% by the employee

The IPERS contribution rates will increase in FY 2010 as follows:

- 6.65% by the employer and 4.30% by the employee.

The number of employees selecting IPERS is as follows:

University of Iowa	2,029
Iowa State University	807
University of Northern Iowa	314
Iowa School for the Deaf	75
Iowa Braille and Sight Saving School	77

The employer contributions for IPERS for FY 2008 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,169,766	\$716,818	\$444,080	\$132,606	\$122,296

Federal Retirement Program

During FY 2008, 115 employees of Iowa State University were covered by federal retirement.

Funded Retirement Programs

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

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

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

The FY 2009 contribution rate for the employees of the special school is at the IPERS rate.

- The employer contribution is 6.35%. The employee's contribution is 4.1%.

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

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 2008 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	16,439	5,671	1,795	84	35
Substitute Plans	27	6	1	0	0

¹ 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

Employer contributions for employer sponsored retirement programs for FY 2008 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$87,211,046	\$33,749,478	\$10,120,927	\$248,612	\$102,262
Substitute Plans	\$112,598	\$34,733	9,382	0	0

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

The FY 2008 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,421,304	\$1,015,996	\$267,595	\$6,625	\$2,830

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 2008 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$346,818	\$197,911	\$37,393	0	\$1,838
Worker's Compensation	\$4,938,520	\$2,276,420	\$1,064,066	\$101,430	\$207,015

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. Maximum coverage in 2009 will be \$500,000

The University provides \$2,000 of paid up life insurance to staff members who retire at age 62 or older with 10 years of continuous covered service prior to retirement.

For each year of service in excess of 10 years, an additional \$200 of paid up life insurance was provided up to a maximum of \$4,000.

The life insurance program is underwritten by Principal Financial Company.

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

- **Life insurance cost for the University of Iowa for FY 2008 was \$11,319,934.**

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 2008 was \$1,930,585.**

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 for FY 2008 was \$127,998.**

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 2008 at the special schools are as follows:

ISD	IBSSS
\$30,943	\$18,154

ACCIDENTAL DEATH AND DISMEMBERMENT

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

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

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

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

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

- **The University's cost for this coverage for FY 2008 was \$352,281.**

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 2008 was \$74,663.**

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 2008 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,540	\$2,747

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 2008 was \$8,212,851.**

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. Coverage can be elected during the first year of employment but is subject to medical approval. ISU Plan participants (faculty, P&S, supervisory merit staff) have a choice of either a 75/60% or 50% LTD plan. The maximum monthly benefit for the 75/60% plan is \$10,000. The maximum monthly benefit for the 50% plan is \$8,000. Nonsupervisory merit system staff are covered by the 75/60% plan only with a maximum monthly benefit of \$7,650.

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

Benefits accrue after a 90 work day waiting period and cease on June 30 following attainment of age 65; or, if disability begins on or after age 61, payments continue for five years or attainment of age 70, whichever is earlier. If disability begins on or after age 69, benefits continue for 12 months.

The University pays the entire cost for this coverage.

- **The FY 2008 cost to the University was \$2,245,740.**

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

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

- The income benefit continues to age 65 if disability occurs prior to age 61, or on the date 60 months of benefit payments have been made but in no event beyond the June 30 coinciding with or next following the attainment of age 70 if disability began after age 61. If benefits begin on or after age 69, benefits continue for 12 months.
- Disability benefit begins at 30% of budgeted salary and increases by 10% each year until the maximum benefit of 70% is reached.

- A cost-of-living escalator tied to the Consumer Price Index increases benefits 1.7%.
- The maximum monthly benefit for merit employees is \$3,150; for faculty, \$5,000; and for all other employees, \$5,833.
- **FY 2008 cost to the University was \$1,138,464.**

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 2008 at the two special schools are shown below:

ISD	IBSSS
\$55,551	\$32,957

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 2008 are shown below. The calendar year 2009 premiums are shown in parentheses. The employer share of health insurance coverage increased approximately 9.1%.

University of Iowa Health Insurance Monthly Premiums
Calendar Year 2008
(Calendar Year 2009)

	CHIP II	UI CHOICE	GRAD CARE*
<u>SINGLE TOTAL</u>	422.00 (456.00)	381.00 (408.00)	228.00 (263.00)
Employer	381.00 (414.00)	381.00 (408.00)	205.20 (236.70)
Employee	41.00 (42.00)	0 (0)	22.80 (26.30)
<u>FAMILY TOTAL</u>	933.00 (1,217.00)	860.00 (971.00)	574.00 (718.00)
Employer	654.00 (744.00)	654.00 (744.00)	401.80 (502.60)
Employee	279.00 (473.00)	206.00 (227.00)	172.20 (215.40)
<u>EMPLOYEE with CHILDREN TOTAL</u>	553.00 (553.00)	668.00 (705.00)	517.00 (647.00)
Employer	482.00 (509.00)	482.00 (509.00)	361.90 (452.90)
Employee	71.00 (44.00)	186.00 (196.00)	155.10 (194.10)
<u>EMPLOYEE w/SPOUSE TOTAL</u>	1,028.00 (1,326.00)	791.00 (841.00)	325.00 (396.00)
Employer	622.00 (642.00)	622.00 (642.00)	227.50 (277.20)
Employee	406.00 (684.00)	169.00 (199.00)	97.50 (118.80)

*Grad Care rates are on an academic year basis.

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

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

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

- This is a PPO product.
- Copayment of \$10 for UI providers; \$15 for Wellmark providers and 40% for all other providers.
- Hospital deductible is \$400.

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 2008 was \$88,247,206.

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

Two managed care plans are offered -- a Preferred Provider Organization (PPO) and an HMO to faculty, P&S, and supervisory merit employees. ISU eliminated the Indemnity Plan in 2008. 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 \$98 is available. The 2008 premiums are shown below. The premiums for 2009 are shown in parentheses. The employer contribution increased approximately 9.0% from calendar year 2008 to calendar year 2009.

	SINGLE	EMPLOYEE WITH SPOUSE	EMPLOYEE WITH CHILDREN	FAMILY
POS	\$407 (\$452)	\$931 (\$1,033)	\$706 (\$806)	\$1,191 (\$1,322)
HMO	\$334 (\$370)	\$766 (\$848)	\$599 (\$663)	\$975 (\$1,079)
ISU Contribution	\$401 (\$437)	\$706 (\$770)	\$581 (\$633)	\$943 (\$1,028)
Opt-out	\$98 (\$107)	\$98 (\$107)	\$98 (\$107)	\$98 (\$107)

- **The health insurance cost (less dividends) for the University for FY 2008 for faculty, professional and scientific staff, and supervisory merit staff was \$30,822,477.**

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 did not increase for FY 2009. The FY 2008 premiums are shown below. The premiums for FY 2009 are shown in parentheses.

	UNIVERSITY PLAN	BLUE ADVNTAGE
<u>SINGLE</u>	\$505.00 (\$505.00)	\$439.29 (\$395.00)
Employer	\$505.00 (\$505.00)	\$439.29 (\$395.00)
Employee	0 (0)	0 (0)
<u>FAMILY</u>	\$1,317.00 (\$1,317.00)	\$1,098.23 (\$987.00)
Employer (unit faculty)	\$987.75 (\$987.75)	n/a n/a
Employer (P&S, nonunit fac.)	\$1,053.60 (\$1,053.60)	\$933.50 (\$838.95)
Employee (unit faculty)	\$329.25 (\$329.25)	n/a n/a
Employee (P&S nonunit fac.)	\$263.40 (\$263.40)	\$164.73 (\$148.05)

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

The University medical plan pays 90% of usual, customary, and reasonable charges, after deductibles are met. Outpatient services for the care of mental, nervous/drug

and alcohol abuse are paid at 50% up to a maximum of 34 visits per calendar year. Inpatient coverage for nervous/drug and alcohol abuse is limited to 45 days per calendar year. Deductibles are:

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

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

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

The University's cost for health insurance in FY 2008 was \$12,723,475.

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

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

In calendar year 2009, only Wellmark products will be offered to state employees. The monthly employer premiums for calendar year 2008 are shown below. Calendar year 2009 premiums are shown in parentheses. Premiums for the Wellmark indemnity and PPO plans increased from 1.89% to 2.36%.

	PROGRAM 3 PLUS	IOWA SELECT	BLUE ACCESS	BLUE ADVANTAGE
SINGLE	\$628.74 (\$643.23)	\$629.36 (\$640.92)	\$396.00 (\$398.49)	\$386.36 (\$383.30)
Employer	\$628.74 (\$643.23)	\$629.36 (\$640.92)	\$396.00 (\$398.49)	\$386.36 (\$383.30)
Employee	0 (0)	0 (0)	0 (0)	0 (0)
FAMILY	\$1,471.25 (\$1,505.17)	\$1,472.72 (\$1,499.75)	\$950.28 (\$932.47)	\$927.20 (\$896.94)
Employer	\$1,251.81 (\$1,274.79)	\$1,251.82 (\$1,274.79)	\$950.28 (\$932.47)	\$927.20 (\$896.94)
Employee	\$219.44 (\$230.38)	\$220.90 (\$220.90)	0 (0)	0 (0)

The State's share of family plans is 85% of the Iowa Select premiums. Employees may apply that amount to the plan of their choice. The State will 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 2008 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$42,198,539	\$15,192,422	\$5,243,323	\$1,420,681	\$843,736

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 2007 monthly rates are shown below with 2008 rates shown in parentheses. Dental insurance premiums increased approximately 2%.

	DENTAL I	DENTAL II	DENTAL III	GRAD DENTAL
<u>SINGLE</u>	\$26.00 (\$26.00)	\$45.00 (\$46.00)	\$44.00 (\$54.00)	\$21.00 (\$23.00)
Employer	\$26.00 (\$26.00)	\$45.00 (\$46.00)	\$44.00 (\$46.00)	\$17.85 (\$19.55)
Employee	0 (0)	0 (0)	0 (8)	\$3.15 (\$3.45)
<u>FAMILY</u>	\$81.00 (\$83.00)	\$127.00 (\$127.00)	\$137.00 (\$140.00)	\$66.00 (\$63.00)
Employer	\$61.00 (\$63.00)	\$96.00 (\$96.00)	\$96.00 (96.00)	\$46.20 (\$44.10)
Employee	\$20.00 (\$20.00)	\$31.00 (\$31.00)	\$41.00 (\$35.00)	\$19.80 (\$18.90)

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

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

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

- **The University's cost for dental insurance premiums for FY 2008 for faculty, professional and scientific staff, and supervisory merit staff was \$10,475,167.**

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 2008 rates are shown below. The premiums for 2009 are shown in parentheses. The University's contribution to dental insurance increased approximately 5% from 2008 to 2009.
- Coverage tiers are provided for single, employee plus spouse, employee plus children and family. An Opt-out credit is available.

ISU PLAN	SINGLE	EMPLOYEE + SPOUSE	EMPLOYEE + CHILDREN	FAMILY
Basic Dental	\$22.00 (\$23.00)	\$50.00 (\$51.00)	\$56.00 (\$58.00)	\$62.00 (\$64.00)
Comprehensive	\$36.00 (\$37.00)	\$90.00 (\$93.00)	\$95.00 (\$98.00)	\$107.00 (\$110.00)
ISU Contribution	\$22.00 (\$23.00)	\$22.00 (\$23.00)	\$22.00 (\$23.00)	\$22.00 (\$23.00)
Opt-out	\$22.00 (\$23.00)	\$22.00 (\$23.00)	\$22.00 (\$23.00)	\$22.00 (\$23.00)

- The FY 2008 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,104,968.

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 did not experience an increase from FY 2008 to FY 2009. The monthly premiums for FY 2008 are shown below with FY 2008 rates shown in parentheses:

<u>SINGLE</u>	\$23.00 (\$23.00)	<u>FAMILY</u>	\$68.00 (\$68.00)
Employer	\$23.00 (\$23.00)	Employer	\$23.00 (\$23.00)
Employee	0 (0)	Employee	\$45.00 (\$45.00)

- The FY 2008 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$390,305.

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 2008 and 2009 rates are shown below.

	2008	2009
<u>SINGLE</u>	\$25.38	\$26.14
Employer	\$25.38	\$26.14
Employee	0	0
<u>FAMILY</u>	\$68.02	\$70.06
Employer	\$34.02	\$35.04
Employee	\$34.00	\$35.02

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 2008 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,529,492	\$541,501	\$186,566	\$46,168	\$29,997

EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS -- FISCAL YEAR 2008

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions
Mandated Benefits						
Social Security	70,116,100	26,645,353	8,248,623	480,685	293,960	105,784,721
IPERS	1,169,766	716,819	444,080	132,606	122,296	2,585,567
TIAA CREF	87,211,046	33,749,478	10,120,927	248,612	109,262	131,439,325
Substitute plans	112,598	34,733	9,382	-	-	156,713
Federal Retirement	-	1,035,179	-	-	-	1,035,179
TIAA CREF Waiver of Premium	1,421,304	1,015,996	267,595	6,625	2,830	2,714,350
Unemployment Compensation	346,818	197,911	37,393	-	1,838	583,960
Workers Compensation	4,938,520	2,276,420	1,064,066	101,430	207,015	8,587,451
Total Mandated	165,316,152	65,671,889	20,192,066	969,958	737,201	252,887,266
Other Benefits						
Life Insurance	11,319,934	1,930,585	127,998	30,943	18,154	13,427,614
Accidental Death and Dismemberment	-	352,281	74,663	4,540	2,747	434,231
Health Insurance	130,445,745	46,014,899	17,966,798	1,420,681	843,736	196,691,859
Long-term Disability	8,212,851	2,245,740	1,138,464	55,551	32,957	11,685,563
Dental Insurance	12,004,659	1,646,469	576,870	46,168	29,997	14,304,163
Total Other Benefits	161,983,189	52,189,974	19,884,793	1,557,883	927,591	236,543,430
Total Expenditures Less interest received on cash reserves maintained by carriers	327,299,341	117,861,863	40,076,859	2,527,841	1,664,792	489,430,696
	2,229,509	-		-	-	2,229,509
Total Cost of Insurance and Retirement Programs	325,069,832	117,861,863	40,076,859	2,527,841	1,664,792	487,201,187
Percent of Non-student payroll	30.30%	30.91%	34.91%	42.30%	43.10%	

PART 4

Retirements – FY 2008

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 and Merit System staff of the Regent institutions and Board Office who have attained the age of 57 with at least 15 years of service with the Board of Regents are eligible for participation in the phased retirement program.

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

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

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

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

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

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

Phased Retirement Program

There were 100 new entrants into the phased retirement program during FY 2008. To date 890 faculty and staff have participated in the program with 235 currently active. There have been no participants from the Iowa School for the Deaf.

New entrants in the program are categorized below:

	Faculty	P&S	Merit	Total
SUI	16	35	17	68
ISU	12	8	2	22
UNI	4	4	2	10
TOTAL	32	47	21	100

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

FY 2004	29
FY 2005	56
FY 2006	75
FY 2007	53
FY 2008	100

The following table shows the financial impact of the phased retirement program at the universities for FY 2008:

	Incentive Amounts	Released Funds
SUI	\$327,054	\$2,768,050
ISU	\$491,298	\$1,644,282
UNI	\$424,993	\$585,147
IBSSS	\$8,531	\$23,034

“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 2008.

	Faculty	P&S	Merit	Total
SUI	40	54	46	140
ISU	30	31	35	96
UNI	16	11	25	52
ISD	1	0	2	3
IBSSS	0	0	1	1
TOTALS	87	96	109	292

Faculty Resignations

FY 2008 Faculty Resignations

At the Regent universities, there were 135 faculty resignations in FY 2008, a decrease of 9 (-6.3%) from the prior year. At the special schools, there were two faculty resignations in FY 2008, a decrease of one (-33.3%) from the prior year. This annual report addresses the Board of Regents' Strategic Plan strategy (1.1.3) to "expand educational experiences for Iowa's future workforce and foster cultural understanding by recruiting and retaining a highly qualified and diverse faculty, staff, and administration."

- ◆ At the University of Iowa, the number of faculty resignations increased from 68 to 77 (+13.2%) between FY 2007 and FY 2008. During the past eight years, the average number of annual faculty resignations has been 72.3.
- ◆ At Iowa State University, the number of faculty resignations decreased from 54 to 44 (-18.5%) between FY 2007 and FY 2008. During the past eight years, the average number of annual faculty resignations has been 46.5.
- ◆ At the University of Northern Iowa, the number of faculty resignations decreased from 22 to 14 (-36.4%) between FY 2007 and FY 2008. During the past eight years, the average number of annual faculty resignations has been 24.0.
- ◆ At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2007 and FY 2008.
- ◆ At the Iowa Braille and Sight Saving School, the number of faculty resignations decreased from three to two (-33.3%) between FY 2007 and FY 2008.

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 2008, 25 were professors (18.5%), 33 were associate professors (24.5%), 76 were assistant professors (56.3%), and one was an instructor (0.7%). Professors represent 41.4% of the population; associate professors represent 32.5% of the population; assistant professors represent 24.6% of the population; and instructors represent 1.5% of the population at the Regent universities².
- Of those who resigned in FY 2008, 41 were tenured (30.4%), 61 were tenure-track (45.2%), 32 were clinical track (23.7%), and one was other (0.7%). Tenured faculty members represent 68.4% of the population; tenure-track faculty members represent 20.1% of the population; and clinical track faculty members represent 11.5% of the population at the Regent universities¹.
- Of those who resigned in FY 2008, 81 (60.0%) were male and 54 (40%) were female. Males represent 67.5% of the total population and females represent 32.5% of the total population at the Regent universities.
- Of those who resigned in FY 2008, 27 (20.0%) were racial/ethnic minorities and 108 (80.0%) were non-minorities. Racial/ethnic minorities represent 16.0% of the population and non-minorities represent 84.0% of the population at the Regent universities.
- The following overrepresentation occurred among faculty resignees relative to each College's overall faculty numbers:
 - At the University of Iowa, the Colleges of Business Administration, Education, Medicine, Pharmacy, and Public Health were overrepresented among faculty resignees relative to each College's overall faculty numbers.
 - At Iowa State University, the Colleges of Design, Human Sciences, Liberal Arts and Sciences, and Veterinary Medicine were overrepresented among faculty resignees relative to each College's overall faculty numbers.
 - At the University of Northern Iowa, the Colleges of Business Administration and Humanities and Fine Arts were overrepresented among faculty resignees relative to each College's overall faculty numbers.
- In FY 2008, the primary reason for resigning continues to be employment opportunities at other educational institutions (cited by 54.1% of those who left). The second most frequently identified reason for resigning (cited by 22.2% of

² Source: Spring 2008 Faculty Tenure Report.

those who left) was for employment opportunities at non-educational institutions. The third most common reason for resigning was for “personal” reasons (cited by 18.5% of those who left).

The following strategies have been identified by the University of Iowa to improve faculty retention.

- Dual academic career initiative. To make academic life at SUI more hospitable for women faculty members, the University will invest \$250,000 to help spouses/partners of female faculty find employment at the university.
- Improve mentoring of junior faculty. A comprehensive faculty development program has been launched to support junior faculty and to enhance the skills of faculty administrators in mentoring junior faculty. Resources have been developed to assist faculty to gain access to important career and campus information (e.g., New Faculty Newsletter), a resource guide for “getting off to a good start,” and a DEO guide and workshop for supporting early career faculty. The Office of the Provost has developed a new faculty workshop series, which includes an expanded new faculty orientation, seminars on promotion and tenure, effective writing habits and mentoring, faculty collegiality, and creating a comprehensive calendar of campus programs focused on teaching, instructional technology, and research. Informal events have been scheduled to enhance networking among new faculty members and to introduce them to university administration (e.g., Breakfast with the Provost, New Faculty of Color Reception, New Faculty Reception). In Fall 2008, the Office of the Provost launched the University of Iowa Mentoring Clearinghouse, which will serve as a centralized portal of mentoring resources for faculty, staff, students, and the community.
- Improve recruitment and retention of female faculty. SUI is working to enhance parental leave policies. The recent implementation of an automatic one-year extension of the tenure clock for all probationary faculty members following the addition of a child (by birth or adoption) to a faculty member’s household. The Office of the Provost is working with an advisory group of women faculty members in the health sciences, to coordinate campus-wide sexual harassment education for all faculty members, and is sponsoring the Council on the Status of Women’s new “Women at Iowa” television series featuring interviews with women on campus.
- Improve retention of underrepresented and minority faculty. New marketing materials will be developed by the Office of Equal Opportunity and Diversity (OEOD). SUI is considering appointing a standing committee to monitor performance on goals related to diversity and gender. Faculty development workshops have been developed to enhance campus awareness of the research regarding the role of bias in recruitment and retention of staff and faculty. Programs are coordinated with OEOD to support new faculty of color, including a future seminar for faculty of color with faculty development expert, Kerry Ann Rockquemore, focused on the tenure and promotion process.

- Participation in the COACHE3 survey. Tenure-track faculty were surveyed in FY 2008 to assess their experiences regarding promotion and tenure, the nature of their work, university policies and practices, and the general climate, culture, and level of collegiality on campus. The survey results are being analyzed and will be used to develop relevant career development programs and retention strategies.

The following strategies have been identified by Iowa State University to improve faculty retention.

- Competitive faculty salaries remain a top priority for the administration. Through the FY 2009 budget allocations and compensation policy, ISU was able to address some of the most critical market pressures for faculty salaries, with a 5.46% overall average increase in faculty salaries. Furthermore, in FY 2009, for the first time, 68 faculty members received a mid-year base salary increase as a way to further address market pressures. However, ISU remains in 11th place in the current Peer-Eleven salary comparison survey for overall average faculty salaries.
 - In FY 2008, the administration aggressively responded to individual, competitive faculty job offers and retained key faculty members as a result of serious and timely responses to each individual situation. Counteroffers, which are made to combat a competing job offer, may involve a new commitment for salary, research support, partner accommodation, and new work opportunities.
 - In collaboration with the Office of the President, the Office of the Executive Vice President and Provost developed a process for working efficiently with departments and colleges to put together financial packages for key faculty who are considering leaving ISU for another institution.
 - The Office of the Executive Vice President and Provost recently streamlined the process for requesting funds for retention, recruitment, partner accommodation and diversity hiring. This change has allowed ISU to address the changing needs of hiring departments more effectively and it has improved its comprehensive data management system to track responses and successes.
- ISU continues to address the employment needs of partners and spouses of newly-hired faculty through the Dual Career Services program. This program serves as a point of contact for college and department staff to assist them in this important endeavor.
- Additional key initiatives that are targeted on climate and on improving the ability to recruit and retain faculty are the National Science Foundation funded ISU ADVANCE Program (focused on recruitment and retention of women faculty in science, technology, engineering, and mathematics), the Faculty Work/Life Database (funded, in part, by a grant from the Alfred P. Sloan Foundation), and the AAUDE survey of faculty satisfaction; the results of this survey will help ISU to understand issues key to faculty productivity and retention.
 - Focus on Work/Life issues includes the creation of a new university-wide committee that began meeting in September 2008. In October 2008,

³ Collaborative on Academic Careers in Higher Education.

ISU hosted a national conference on ensuring career flexibility that will allow for the recruitment and retention of excellent and diverse faculty. Each of these initiatives reflects significant progress toward the goal of creating an optimal environment that prioritizes flexible faculty careers as a means to enhance institutional excellence.

- The Office of the Executive Vice President and Provost is using the information gained through the confidential exit interviews and surveys to strengthen current programs and to investigate concerns to improve the climate for faculty and to assist in recruitment and retention efforts.

The following strategies have been identified by the University of Northern Iowa to improve faculty retention.

- UNI is committed to continuous development of all faculty using a variety of strategies to support faculty and provide them with professional development opportunities. UNI recognizes the vital link between faculty development and the growth and development of students.
 - The development of new faculty is a particularly important responsibility shared by the university and by individual departments and colleges. Formal and informal faculty mentoring activities introduce new faculty members to the university community. Such activities enable new faculty to understand university customs, policies, and procedures and assist them to integrate themselves into the life of the institution. These activities also support them in their teaching, scholarship, and service responsibilities.
 - Informal faculty mentoring begins at the interview stage when prospective faculty members meet department colleagues. Formal mentoring is initiated with new faculty orientation, a series of introductory events, including discussions with experienced faculty and staff, and sessions on topics of critical importance to their work and success at the university. The initial orientation session is held in downtown Cedar Falls to help faculty members develop a sense of belonging to the community in which they live and to highlight the important partnership with the community. This program culminates with a reception which includes university and community leaders in honor of the new faculty members and their families.
 - Following the initial orientation program, a variety of follow-up sessions are held with new faculty throughout the year to discuss important issues, such as safety, grant writing, library resources, and technology. An informal lunch is held with all first- and second-year faculty and the Executive Vice President and Provost and Associate Provost for Academic Affairs to interact with new faculty members and discuss issues and concerns. Social events are also provided, including lunch with faculty members, university-wide faculty/staff picnic, free tickets for an event at the Gallagher-Bluedorn Performing Arts Center, and a “Strolling Supper” at the President’s home.
 - The university’s orientation program is supplemented by a variety of activities in the college and departments, including first- and second-year faculty development assemblies, development workshops focusing on

issues typically concerning new faculty members, informal lunches with the deans and faculty colleagues, and a variety of social gatherings. Feedback from new faculty members indicates that establishing relationships with experienced faculty is an important factor in their success in the first year.

- Professional development assignments and a Summer Fellowship Program are offered for full-time faculty. Tenured faculty members are eligible to apply periodically for a one-semester professional development assignment; non-tenured and tenured faculty are eligible for the Summer Fellowship Program. College deans have also established their own internal summer research incentive programs, which provide research and/or travel funds to participating faculty. One college offers a first-year summer research grant at the rate of 1/9th annual salary to encourage new faculty members to jump-start their research agenda. A variety of university and college awards are also available to recognize outstanding work in teaching, research, and service. Among these are the Class of 1943 Faculty Award for Excellence in Teaching; Ross A. Nielsen Professional Service Award; Regents Awards for Faculty Excellence; Merchant Scholarship; and the University Book and Supply Award for untenured faculty. A variety of additional grants and awards are offered by the colleges. Through these awards, the university seeks to retain faculty by supporting and advancing faculty research, creative activity, grant applications, and/or the completion of a terminal degree.
- The Roy J. Carver Charitable Trust awarded several grants to UNI to enhance the quality of undergraduate and graduate education. The goal of the graduate project, now in its second year, is to establish an enduring and intentional graduate community across the university. The project brings together graduate faculty and graduate students to promote intellectual communication, learn from each other, share instructional technology tools and methods, and develop new ideas for interdisciplinary graduate education. During 2007-08, Carver Graduate Fellows were selected to work on research projects related to the changing demographics in Iowa. The Carver project has enabled faculty to create and engage more fully in an interdisciplinary intellectual community on campus by making connections across departmental lines and assisting faculty to feel more a part of the university community.

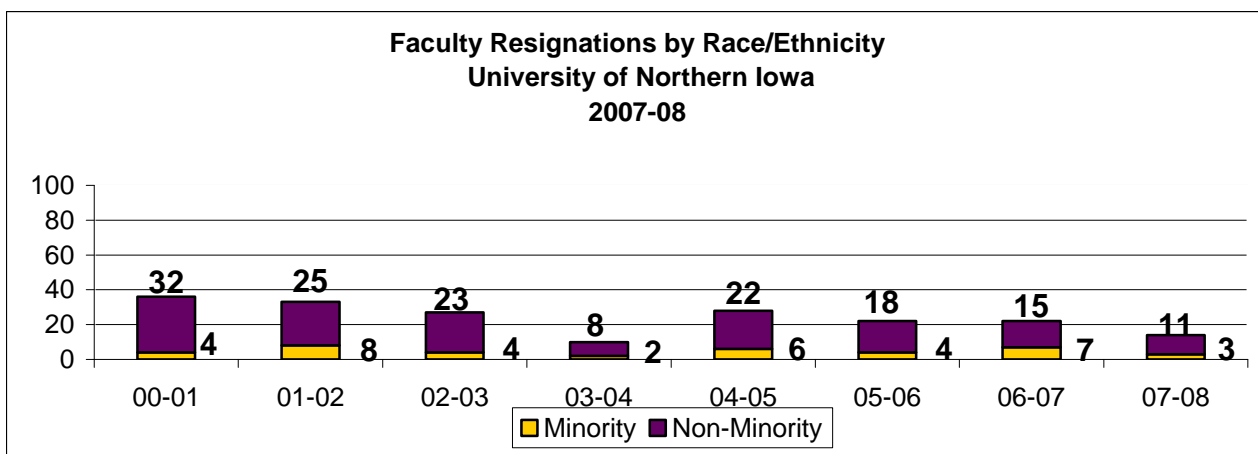
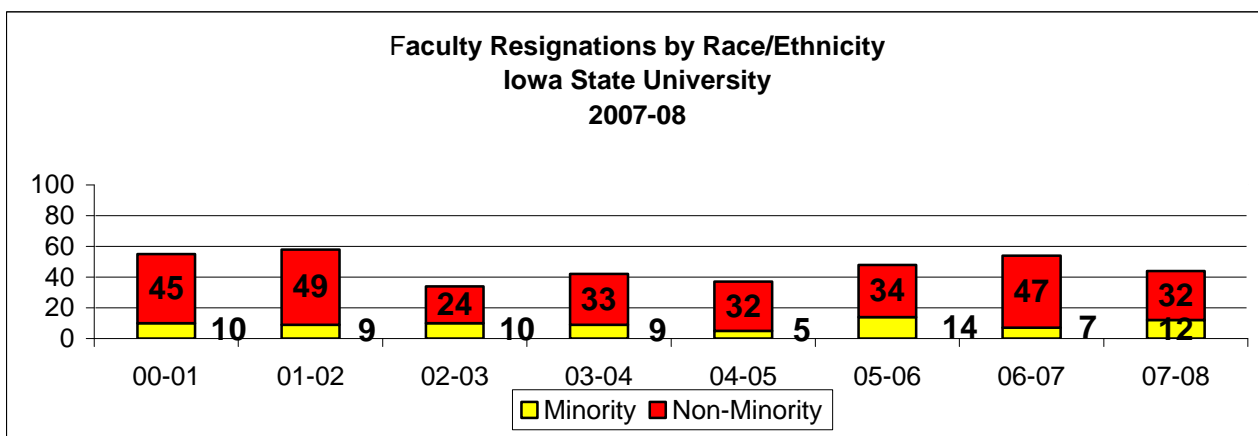
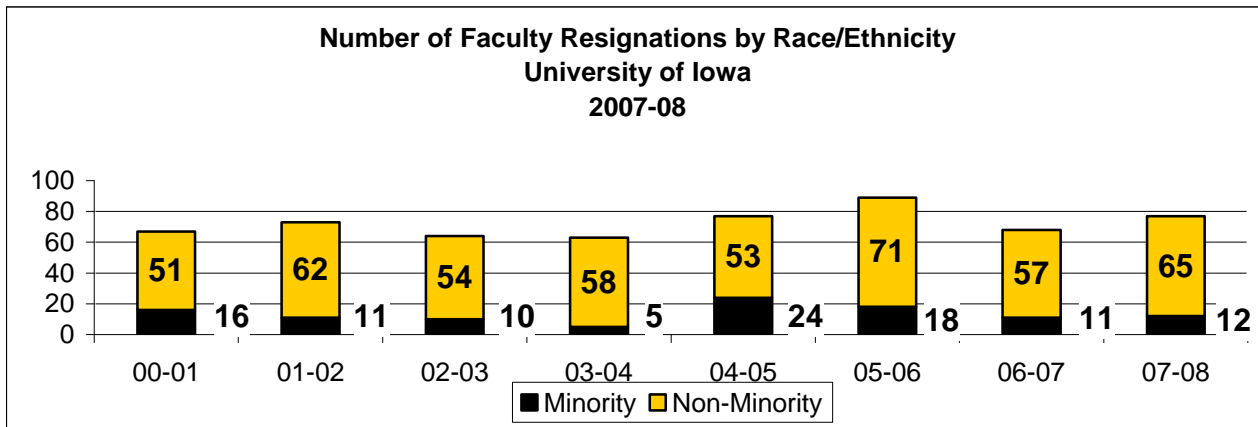


TABLE 1
Number of Faculty Resignations by Rank
2000-01 to 2007-08

	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	INSTRUCTOR	TOTAL
SUI					
00-01	21	18	28	0	67
01-02	14	25	34	0	73
02-03	10	18	36	0	64
03-04	17	19	27	0	63
04-05	18	23	36	0	77
05-06	25	25	39	0	89
06-07	14	18	36	0	68
07-08	18	20	38	1	77
ISU					
00-01	11	9	35	0	55
01-02	16	12	30	0	58
02-03	9	6	19	0	34
03-04	11	9	22	0	42
04-05	11	11	15	0	37
05-06	8	16	24	0	48
06-07	15	11	28	0	54
07-08	7	12	25	0	44
UNI					
00-01	3	8	14	11	36
01-02	1	2	23	7	33
02-03	0	4	12	11	27
03-04	2	3	4	1	10
04-05	5	3	19	1	28
05-06	2	4	16	0	22
06-07	7	4	7	4	22
07-08	0	1	13	0	14
TOTAL					
00-01	35	35	77	11	158
01-02	31	39	87	7	164
02-03	19	28	67	11	125
03-04	30	31	53	1	115
04-05	34	37	70	1	142
05-06	35	45	79	0	159
06-07	36	33	71	4	144
07-08	25	33	76	1	135

TABLE 2
Number of Faculty Resignations by Gender and Race/Ethnicity
2000-01 to 2007-08

	MALE	FEMALE	TOTAL	MINORITY	NON-MINORITY
SUI					
00-01	46	21	67	16	51
01-02	48	25	73	11	62
02-03	37	27	64	10	54
03-04	40	23	63	5	58
04-05	51	26	77	24	53
05-06	63	26	89	18	71
06-07	40	28	68	11	57
07-08	48	29	77	12	65
ISU					
00-01	34	21	55	10	45
01-02	35	23	58	9	49
02-03	25	9	34	10	24
03-04	31	11	42	9	33
04-05	26	11	37	5	32
05-06	34	14	48	14	34
06-07	35	19	54	7	47
07-08	25	19	44	12	32
UNI					
00-01	15	21	36	4	32
01-02	17	16	33	8	25
02-03	17	10	27	4	23
03-04	4	6	10	2	8
04-05	15	13	28	6	22
05-06	11	11	22	4	18
06-07	12	10	22	7	15
07-08	8	6	14	3	11
TOTAL					
00-01	95	63	158	30	128
01-02	100	64	164	28	136
02-03	79	46	125	24	101
03-04	75	40	115	16	99
04-05	92	50	142	35	107
05-06	108	51	159	36	123
06-07	87	57	144	25	119
07-08	81	54	135	27	108

TABLE 3
Number of Faculty Resignations by Tenure Status
2000-01 to 2007-08

	TENURED	TENURE-TRACK	CLINICAL TRACK	OTHER	TOTAL
SUI					
00-01	36	16	15	0	67
01-02	29	22	22	0	73
02-03	24	22	18	0	64
03-04	23	16	24	0	63
04-05	33	15	29	0	77
05-06	40	27	22	0	89
06-07	23	24	21	0	68
07-08	22	23	32	0	77
ISU					
00-01	20	35	0	0	55
01-02	28	30	0	0	58
02-03	15	19	0	0	34
03-04	20	22	0	0	42
04-05	22	15	0	0	37
05-06	22	26	0	0	48
06-07	26	28	0	0	54
07-08	18	26	0	0	44
UNI					
00-01	12	16	0	8	36
01-02	4	21	0	8	33
02-03	6	13	0	8	27
03-04	4	6	0	0	10
04-05	9	16	0	3	28
05-06	4	18	0	0	22
06-07	11	8	0	3	22
07-08	1	12	0	1	14
TOTAL					
00-01	68	67	15	8	158
01-02	61	73	22	8	164
02-03	45	54	18	8	125
03-04	47	44	24	0	115
04-05	64	46	29	3	142
05-06	66	71	22	0	159
06-07	60	60	21	3	144
07-08	41	61	32	1	135

Table 4a
Resignations by College
2000-01 to 2007-08
University of Iowa

COLLEGE	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Business Administration	8	4	4	1	6	4	5	4
Dentistry	0	3	4	4	6	3	7	3
Education	4	3	0	2	6	4	1	6
Engineering	6	1	0	3	1	2	3	1
Graduate	1	0	1	1	0	1	0	0
Law	0	2	1	0	0	3	1	1
Liberal Arts and Sciences	16	25	18	9	11	21	19	15
Medicine	26	31	31	37	46	43	24	38
Nursing	0	1	0	3	0	1	0	2
Pharmacy	4	1	2	2	1	3	4	3
Public Health	2	2	3	1	0	4	4	4
TOTAL	67	73	64	63	77	89	68	77

Table 4b
Resignations by College
2000-01 to 2007-08
Iowa State University

COLLEGE	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Agriculture and Life Sciences	5	5	5	4	4	3	9	8
Business	3	3	2	3	4	2	3	2
Design	5	3	1	4	1	3	3	4
Engineering	6	11	3	4	3	8	4	1
Human Science	7	9	5	8	7	7	4	5
Liberal Arts and Sciences	26	23	16	18	14	21	23	16
Library	1	1	0	1	0	1	2	2
Veterinary Medicine	2	3	2	0	4	3	6	6
TOTAL	55	58	34	42	37	48	54	44

Table 4c
Resignations by College
2000-01 to 2007-08
University of Northern Iowa

COLLEGE	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Business Administration	5	2	4	0	2	2	4	3
Education	10	9	12	5	9	6	4	3
Humanities and Fine Arts	8	4	4	1	7	3	8	4
Natural Sciences	4	6	4	2	5	1	1	2
Social and Behavioral Sciences	8	10	3	1	5	7	5	2
Library	1	2	0	1	0	3	0	0
TOTAL	36	33	27	10	28	22	22	14

Table 5a
Reasons Given for Faculty Resignations
2000-01 to 2007-08
University of Iowa

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
To accept a position at another university								
Professor	11	9	6	11	12	19	8	10
Associate Professor	11	16	8	6	14	15	10	14
Assistant Professor	11	22	13	13	15	18	22	14
Instructor	0	0	0	0	0	0	0	0
TOTAL	33	47	27	30	41	52	40	38
To accept another position								
Professor	2	3	1	1	3	1	1	3
Associate Professor	5	0	4	5	3	2	2	3
Assistant Professor	4	4	5	3	8	7	4	13
Instructor	0	0	0	0	0	0	0	1
TOTAL	11	7	10	9	14	10	7	20
To relocate for personal reasons								
Professor	2	0	0	1	1	1	0	2
Associate Professor	0	3	2	2	1	6	2	0
Assistant Professor	5	3	9	3	3	9	8	8
Instructor	0	0	0	0	0	0	0	0
TOTAL	7	6	11	6	5	16	10	10
To enter private practice								
Professor	1	0	1	0	2	2	0	1
Associate Professor	2	4	4	4	5	1	3	3
Assistant Professor	8	5	9	8	9	5	2	3
Instructor	0	0	0	0	0	0	0	0
TOTAL	11	9	14	12	16	8	5	7
To accept an administrative position								
Professor	5	2	2	4	0	2	5	2
Associate Professor	0	2	0	2	0	1	1	0
Assistant Professor	0	0	0	0	1	0	0	0
Instructor	0	0	0	0	0	0	0	0
TOTAL	5	4	2	6	1	3	6	2

Table 5b
Reasons Given for Faculty Resignations
2000-01 to 2007-08
Iowa State University

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
To accept a position at another university								
Professor	10	7	6	8	9	6	9	4
Associate Professor	8	5	3	7	8	12	9	7
Assistant Professor	20	19	12	8	10	12	22	13
Instructor	0	0	0	0	0	0	0	0
TOTAL	38	31	21	23	27	30	40	24
To accept another position								
Professor	1	1	3	3	1	0	1	2
Associate Professor	1	1	4	1	3	1	1	2
Assistant Professor	4	4	3	8	3	7	1	5
Instructor	0	0	0	0	0	0	0	0
TOTAL	6	6	10	12	7	8	3	9
To relocate for personal reasons								
Professor	0	2	0	0	1	0	1	0
Associate Professor	0	5	0	1	0	3	0	3
Assistant Professor	11	6	3	6	2	3	3	7
Instructor	0	0	0	0	0	0	0	0
TOTAL	11	13	3	7	3	6	4	10
To enter private practice								
Professor	0	2	0	0	0	1	0	0
Associate Professor	0	0	0	0	0	0	1	0
Assistant Professor	0	1	0	0	0	2	2	0
Instructor	0	0	0	0	0	0	0	0
TOTAL	0	3	0	0	0	3	3	0
To accept an administrative position								
Professor	0	4	0	0	0	1	4	1
Associate Professor	0	1	0	0	0	0	0	0
Assistant Professor	0	0	0	0	0	0	0	0
Instructor	0	0	0	0	0	0	0	0
TOTAL	0	5	0	0	0	1	4	1

Table 5c
Reasons Given for Faculty Resignations
2000-01 to 2007-08
University of Northern Iowa

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
To accept a position at another university								
Professor	3	1	0	2	3	2	1	0
Associate Professor	6	2	3	3	2	3	1	0
Assistant Professor	7	14	7	4	12	11	6	8
Instructor	3	3	1	1	0	0	0	0
TOTAL	19	20	11	10	17	16	8	8
To accept another position								
Professor	0	0	0	0	1	0	0	0
Associate Professor	0	0	1	0	0	0	0	0
Assistant Professor	2	5	1	0	1	0	1	1
Instructor	2	1	6	0	0	0	1	0
TOTAL	4	6	8	0	2	0	2	1
To relocate for personal reasons								
Professor	0	0	0	0	0	0	0	0
Associate Professor	2	0	0	0	1	0	2	1
Assistant Professor	5	4	4	0	6	3	0	4
Instructor	6	3	4	0	1	0	3	0
TOTAL	13	7	8	0	8	3	5	5
To enter private practice								
Professor	0	0	0	0	0	0	0	0
Associate Professor	0	0	0	0	0	0	0	0
Assistant Professor	0	0	0	0	0	1	0	0
Instructor	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	1	0	0
To accept an administrative position								
Professor	0	0	0	0	1	1	6	0
Associate Professor	0	0	0	0	0	0	1	0
Assistant Professor	0	0	0	0	0	1	0	0
Instructor	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	1	2	7	0

Table 5d
Reasons Given for Faculty Resignations
2000-01 to 2007-08
Regent Total

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
To accept a position at another university								
University of Iowa	33	47	27	30	41	52	40	38
Iowa State University	38	31	21	23	27	30	40	24
University of Northern Iowa	19	20	11	10	17	16	8	8
TOTAL	90	98	59	63	85	98	88	70
To accept another position								
University of Iowa	11	7	10	9	14	10	7	20
Iowa State University	6	6	10	12	7	8	3	9
University of Northern Iowa	4	6	8	0	2	0	2	1
TOTAL	21	19	28	21	23	18	12	30
To relocate for personal reasons								
University of Iowa	7	6	11	6	5	16	10	10
Iowa State University	11	13	3	7	3	6	4	10
University of Northern Iowa	13	7	8	0	8	3	5	5
TOTAL	31	26	22	13	16	25	19	25
To enter private practice								
University of Iowa	11	9	14	12	16	8	5	7
Iowa State University	0	3	0	0	0	3	3	0
University of Northern Iowa	0	0	0	0	0	1	0	0
TOTAL	11	12	14	12	16	12	8	7
To accept an administrative position								
University of Iowa	5	4	2	6	1	3	6	2
Iowa State University	0	5	0	0	0	1	4	1
University of Northern Iowa	0	0	0	0	1	2	7	0
TOTAL	5	9	2	6	2	6	17	3

Table 6
Total Faculty and Faculty Resignations
2007-08
Regent Total

College	Faculty Number	Percent of Total Faculty	Number of Resignations	Percent of Total Resignations	Percent of Total College Faculty
University of Iowa					
Business Administration	85	4.0	4	5.2	4.7
Dentistry	101	4.8	3	3.9	3.0
Education	90	4.3	6	7.8	6.7
Engineering	81	3.8	1	1.3	1.2
Graduate	18	0.9	0	0.0	0.0
Law	49	2.3	1	1.3	2.0
Liberal Arts and Sciences	651	30.8	15	19.4	2.3
Medicine	858	40.6	38	49.4	4.4
Nursing	58	2.7	2	2.6	3.5
Pharmacy	58	2.7	3	3.9	5.2
Public Health	66	3.1	4	5.2	6.1
TOTAL	2,115	100.0	77	100.0	3.6
Iowa State University					
Agriculture and Life Sciences	268	20.7	8	18.2	3.0
Business	62	4.8	2	4.5	3.2
Design	86	6.7	4	9.1	4.7
Engineering	177	13.7	1	2.3	0.6
Human Science	117	9.1	5	11.4	4.3
Liberal Arts and Sciences	446	34.5	16	36.4	3.6
Library	35	2.7	2	4.5	5.7
Veterinary Medicine	101	7.8	6	13.6	5.9
TOTAL	1,292	100.0	44	100.0	3.4
University of Northern Iowa					
Business Administration	51	9.0	3	21.4	6.0
Education	160	27.5	3	21.4	2.0
Humanities and Fine Arts	135	23.0	4	28.6	3.0
Natural Sciences	115	20.0	2	14.3	2.0
Social and Behavioral Sciences	102	17.5	2	14.3	2.0
Library	18	3.0	0	0.0	0.0
TOTAL	581	100.0	14	100.0	2.4

Salaries

Salary Policies and Negotiated Salary Increases

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

University of Iowa – In FY 2009, improving the competitiveness of faculty salaries was again a top budget priority. The Office of the Provost implemented a strategic element to the faculty salary adjustment process, distributing a portion of the salary increase pool differentially among colleges. This initiative assisted colleges that have fallen behind in the competitiveness of their faculty salaries and support units that contribute to the General Education Fund.

The FY 2009 faculty salary increment targets range from 3.75% to 4.40%, varying across colleges. Achieving more competitive faculty salaries has been at the cornerstone of recent strategic efforts to improve faculty vitality.

Funds equal to 4.0% of non-union P&S staff salaries plus fringe benefit costs will be allocated to General Education Fund supported budgetary units. The average salary increase policy for non-union P&S staff salaries for each college, vice president unit, and other major administrative units is between 4.0% and 5.5%, regardless of the source of funds.

Iowa State University -- One of the university's highest priorities is to ensure that its faculty and staff are compensated at a level that is competitive with similar positions at peer universities. ISU's state salary funding provided for a 3.0% increase for faculty and staff, supported special allocations to improve the competitiveness of faculty and staff salaries, and provided funding for the bargained merit staff salary increases. ISU planned to maximize compensation increases with a combination of incremental revenue and reallocated funds from within college and administrative units.

For FY 2009, \$3 million of appropriated salary and benefit increase funds was committed for faculty in the University's most outstanding and highest priority academic areas consistent with the strategic plan. The commitment also included faculty in highly competitive areas as well as the most outstanding individual faculty members whose salaries are not competitive in the marketplace for faculty of their distinction.

Salaries for some professional and scientific staff have fallen below levels that are competitive in the marketplace. For FY 2009, \$0.5 million was committed to addressing instances where the salaries of professional and scientific staff are not competitive with the market resulting in challenges recruiting and retaining staff in critical areas.

University of Northern Iowa – The University anticipates most P&S staff will receive increases of 4% on July 1, 2008, which mirrors the increases negotiated for the organized faculty.

Iowa School for the Deaf – ISD increased the faculty salary matrix by 2%. Qualified faculty continue to receive merit pay for sign language proficiency and professional certifications. Eligible faculty received a one-step increase on the matrix and was provided increases for attainment of additional education. ISD provided an increase of \$1,200 to faculty members similar to quality initiatives in K-12 schools provided by legislation that is built into the faculty pay matrix. It is anticipated the average faculty increase will be 4.46%.

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 4.06% for P&S staff. P&S staff members are also eligible for merit pay for sign language proficiency.

Iowa Braille and Sight Saving School – The faculty salary matrix proposed for IBSSS faculty is increased by 3% over the matrix for FY 2008. In addition to the matrix increase, IBSSS will provide an increase of \$1,200 to faculty members similar to quality initiatives in K-12 schools provided by legislation that is built into the faculty matrix. With step and track movements, the average faculty increase is anticipated to be 6.5%.

The average P&S increase at IBSSS is anticipated to be 4.5%.

The collective bargaining agreement between AFSCME and the State of Iowa provided for a general wage increase on July 1, 2007, of 3%. 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 4% increase on July 1, 2008.

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

- Bargaining unit employees employed on April 30, 2008, will receive a 4.4% salary increase on the employee's base salary effective July 1, 2008.
- Select classifications will also receive market-based or equity adjustments in addition to the increase in base salary above on July 1, 2008:
 - Individuals in the former Staff Nurse I classification and at the top of the current scale on June 30, 2007, will receive an additional 2%.
 - Individuals in Radiation Therapist, Senior Radiation Therapist, Nuclear Medicine Technologist, Senior Nuclear Medicine Technologist, Dosimetrist I, Dosimetrist II, and all Social Work classifications will receive an additional 1.6%.
 - Individuals in the Clinical Laboratory Scientist I and Clinical Laboratory Scientist II classifications will receive equity adjustments following an increase in the starting salaries for these classifications to \$37,000 and \$40,000 respectively.
- Effective August 1, 2008, staff obtaining or maintaining a position related certification in an approved nationally recognized certification that is not a condition of employment for the classification, will receive a single \$500 installment, prorated for part time. This amount is not a component of base salary. Payment is contingent upon the staff member being assigned and working in a budgeted position that provides patient care services in the related area of the certification. Application for the compensation for the approved certifications must have been made between February 1 and March 15, 2008.
- Staff members employed in the Staff Nurse classification in the Department of Nursing and assigned to units that require twenty-four hour staffing on site, seven days a week, as well as those nurses assigned to the Main Operating Room and the Post Anesthesia Care

Unit (PACU), will continue to receive an additional differential of \$1,000 per year, based upon a full time equivalent. Those staff employed less than full time will receive a prorated differential. Nurses that transfer out of the Department of Nursing units receiving the differential will have the amount removed from their base salary upon transfer.

- Additional incremental changes are targeted to provide additional compensation in specific circumstances, such as extra shifts, shift and weekend premiums, and the Nursing Clinical Resource Unit (float pool).

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

The minimum salaries for Graduate Assistants, both Teaching Assistants and Research Assistants under the collective bargaining agreement between the Board of Regents and UE Local 896/COGS will increase effective July 1, 2008, to become:

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

Returning bargaining unit employees will receive a minimum salary increase:

Academic Year (50% Appointment):	\$298
Fiscal Year (50% Appointment):	\$364

The minimum tuition scholarship provided to all bargaining unit graduate teaching and research assistants appointed for a total of 25% or more for the entire semester, academic year or fiscal year, will increase to \$2,477 for each semester (fall and spring), based upon full time enrollment (nine semester hours or more). The minimum tuition scholarship is prorated for a lesser number of credit hours enrolled.

Salaries -- Faculty

Average increases for faculty for FY 2009 and the four previous years are shown below:

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
SUI	2.1%	3.4%	5.7%	7.0%*	4.1%
ISU	2.3%	3.6%	3.8%	6.0%	5.5%
UNI	3.8%	2.5%	3.5%	3.0%	4.0%
ISD	4.0%	3.7%	4.6%	12.0%	4.5%
IBSSS	5.0%	5.3%	4.1%	11.2%	6.4%

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

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

SUI	4.5%	ISD	5.8%
ISU	4.2%	IBSSS	6.4%
UNI	3.4%		

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

	Overall Average	Male Average	Female Average
SUI*	96,964	105,397	82,979
ISU	86,165	93,249	71,294
UNI	64,375	72,505	61,922

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

University of Iowa

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

One of the highest priorities in *Forward Thinking*, Iowa State University's Strategic Plan for 2005-2010, is reaching nationally competitive salary levels necessary to recruit and retain faculty members who are among the very best in their fields of study, with a particular focus on faculty in disciplinary areas that are important to Iowa's future.

Iowa State University distributed funds from the state salary appropriation to all general fund units equal to 3.0% of their continuing employee salary base to be used for faculty and P&S staff salary increases.

Iowa State University analyzes its faculty salaries, as well as those at its ten peer universities, each year using data from the American Association of University Professors and the Association of American Universities Data Exchange. Faculty salaries have been steadily falling below the mean at peer universities since FY 1998, the last year that ISU faculty salaries were at the peer mean. The most recent data for FY 2008 indicates only slight improvement from the prior year with ISU faculty salaries at 95% of the peer mean. Funding from the state's salary bill and reallocated funds provided the opportunity to address that lack of competitiveness and strive to improve rankings among peers. For FY 2009, \$2.88 million was dedicated for faculty in the university's most outstanding and highest priority academic areas that face the most significant challenges with faculty salary competitiveness, as well as for the university's most outstanding individual faculty members whose salaries are not competitive with the marketplace for faculty of their distinction.

The FY 2009 overall increase for all nine and twelve month faculty was 5.5% with the average faculty increase higher at the full and associate professor levels than at the lower ranks. This reflects continuing effort to address competitive disadvantage at the senior faculty levels. Although there are differences by faculty rank, overall, the average increase for women is slightly higher than that of men at 5.5% versus 5.4%. Similarly, the overall average increase for minority faculty is higher at 5.7% than that of non-minority faculty at 5.40%, although there are differences by faculty rank.

The Professional and Scientific staff pay matrix increased by 3.0% at pay grade maximums. Salaries for some professional and scientific staff have also fallen below levels that are competitive in the marketplace. For FY 2009, \$600,000 was dedicated to addressing instances where the salaries of professional and scientific staff are not competitive with the market resulting in challenges recruiting and retaining staff in critical areas.

The FY 2009 overall average P&S salary increase was 4.0%. Overall, across all pay grades, the average increase for women is higher at 4.1% compared to that of men at 3.8%. On the other hand, the average for minority is slightly lower than that of non-minority (3.90% versus 3.96%). Again, the average increases vary by pay grade both gender-wise and minority compared to non-minority.

The university fully implemented the terms of the collective bargaining agreement. Supervisory and confidential employees are treated in the same manner as merit employees.

University of Northern Iowa

As of July 1, 2008, UNI had 649.80 full-time equivalent faculty (FTE) members with an average nine-month equivalent salary of \$64,375. A full Professor on average earns \$81,715, an Associate Professor earns \$62,553, an Assistant Professor earns \$56,154 and an instructor earns \$49,842.

A nine-month equivalent average salary for a male faculty member is \$72,505 while that of a female faculty member is \$61,922. As of July 1, 2008, UNI had 366.9 FTE male and 282.9 FTE female faculty members. In part, these figures reflect the fact that male faculty tend, much more than female faculty, to stay in rank. There are more men than women clustered at the high end of years in rank for all three of the academic ranks, Assistant Professor, Associate Professor and Full Professor. When salaries are viewed by gender for years in rank, there are few, if any, differences for the first six or seven years but 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 following tables display both nine and twelve-month faculty by gender at the Assistant and Associate Professor ranks in each of the colleges at each of the universities.

Assistant Professor -- Average Salaries FY 2009								
Non-Professional Colleges								
	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$69,300	1.00	\$68,533	3.00	\$69,626	50.00	\$65,381	51.25
Business	--	--	--	--	\$130,311	10.00	\$125,478	7.00
Education	\$79,750	1.00	\$77,656	1.00	\$65,922	5.00	\$59,395	8.00
Engineering	--	--	--	--	\$83,608	11.00	\$82,059	2.50
Graduate	--	--	--	--	\$66,569	3.00	\$66,049	4.00
Nursing	\$65,074	1.00	\$102,548	2.25	--	--	\$61,150	16.00
Public Health	\$88,954	7.00	\$86,356	5.00	--	--	\$58,928	0.25
ISU								
Agriculture	\$76,781	1.59	\$76,565	0.58	\$70,681	12.43	\$69,148	5.77
Business	--	--	--	--	\$115,645	10.00	\$122,231	7.00
Design	\$88,159	0.17	--	--	\$57,606	9.19	\$58,061	10.50
Engineering	--	--	--	--	\$82,659	41.25	\$82,682	9.26
Human Sciences	--	--	\$76,568	0.27	\$60,792	9.75	\$61,259	23.48
Liberal Arts and Sciences	--	--	--	--	\$64,505	57.54	\$59,810	30.86
UNI								
Business	--	--	--	--	\$88,227	7.00	\$85,453	2.00
Social and Behavioral Sciences	--	--	--	--	\$49,554	12.00	\$50,656	14.00
Education	--	--	--	--	\$58,693	7.00	\$58,551	19.00
Humanities and Fine Arts	--	--	--	--	\$53,728	18.00	\$49,351	13.00
Natural Sciences	--	--	--	--	\$53,040	19.00	\$53,144	9.00

Associate Professor -- Average Salaries FY 2009 Non-Professional Colleges								
	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$100,159	1.33	\$77,440	5.66	\$76,328	122.50	\$73,968	97.05
Business	--	--	--	--	\$138,787	15.00	\$140,942	4.00
Education	\$140,018	3.00	\$94,206	2.00	\$70,195	11.90	\$70,295	17.00
Engineering	--	--	--	--	\$97,184	18.60	\$92,621	3.75
Graduate	\$164,431	1.00	\$128,844	0.70	\$75,654	3.00	\$87,500	0.20
Nursing	--	--	\$109,416	5.00	\$75,006	1.00	\$73,197	13.00
Public Health	\$106,886	10.70	\$109,235	9.00	--	--	\$89,177	1.00
ISU								
Agriculture	\$90,659	9.42	\$82,872	4.11	\$95,226	7.86	\$82,099	5.96
Business	--	--	--	--	\$125,778	17.12	\$119,860	4.00
Design	--	--	\$71,757	0.14	\$72,169	19.00	\$66,641	19.74
Engineering	\$101,962	0.57	--	--	\$97,067	47.28	\$99,459	5.00
Human Sciences	--	--	\$82,327	0.17	\$74,316	10.87	\$69,477	23.21
Liberal Arts and Sciences	\$66,514	3.32	--	--	\$75,502	83.39	\$68,338	39.99
UNI								
Business	--	--	--	--	\$92,876	17.00	\$93,128	9.00
Social and Behavioral Sciences	--	--	--	--	\$64,410	31.00	\$62,302	17.00
Education	--	--	--	--	\$74,940	20.00	\$67,041	22.85
Humanities and Fine Arts	--	--	--	--	\$65,625	28.00	\$62,324	29.00
Natural Sciences	--	--	--	--	\$66,778	33.00	\$62,156	11.15

Salaries – Professional and Scientific

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

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
SUI*	2.2%	4.5%	4.2%	5.0%	4.7%
ISU	2.2%	3.7%	3.1%	4.4%	4.0%
UNI	3.8%	2.5%	2.0%	3.0%	4.0%
ISD	4.5%	4.8%	4.0%	4.7%	5.5%
IBSSS	5.2%	4.5%	4.0%	5.0%	4.5%

*(Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was 4.6% in FY 2005, 4.3% in FY 2006, 4.4% in FY 2007, 4.94% in FY 2008, and 4.56% in FY 2009.

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

SUI	4.1%	ISD	4.5%
ISU	3.5%	IBSSS	4.7%
UNI	3.1%		

Average P&S salaries for FY 2009 are shown below:

	Overall Average	Male Average	Female Average
SUI*	\$59,821	\$65,710	\$55,831
ISU	\$57,911	\$62,697	\$53,715
UNI	\$56,837	\$61,536	\$53,065

* non-hospital, non-SEIU

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$60,887	\$54,578
IBSSS	\$60,929	\$58,651

Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2009 and the four previous years are shown below.

	2005	2006	2007	2008	2009
SUI	5.8%	3.9%	4.8%	5.6%	5.3%
ISU	3.4%	3.7%	4.3%	5.0%	4.8%
UNI	5.8%	3.6%	4.2%	4.9%	4.6%
ISD	4.0%	4.1%	4.8%	5.1%	5.1%
IBSSS	4.8%	4.4%	5.5%	5.1%	4.9%

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

SUI	5.1%	ISD	4.6%
ISU	4.2%	IBSSS	4.9%
UNI	4.6%		

Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$16,575 which is an increase of 1.8%. Returning bargaining unit (COGS) employees received a minimum salary increase of \$298 and \$2,477 for each semester (fall and spring) tuition scholarship.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$12,150 - \$28,350. The salary minimum was increased by 3.8% and the maximum by 1.0%.

Almost all of the graduate assistantships at the University of Northern Iowa are research assistantships. Teaching assistants teach less than 1.0% of the student credit hours at the University. A graduate assistantship at the Master's level is paid \$8,392 while that of a doctoral level is paid \$12,580. This represents an average increase of 4.0% from the previous year. The total average nine month half-time assistantship is \$9,068. Graduate assistantships in some disciplines such as Geography, Biology, and Environmental Science are slightly higher than the regular assistantships at the University. This ranges from \$11,184 in Geography to \$16,784 in Biology.

Average Estimated Total Compensation

Average estimated total compensation for FY 2009 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 2009 insurance year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$190,881	\$133,705	\$130,080	\$157,607	\$82,553	\$57,670
ISU	\$141,640	\$101,746	\$90,069	\$109,789	\$77,195	\$51,708
UNI	\$109,743	\$84,009	\$75,414	\$86,584	\$78,492	\$60,790
ISD**				\$82,933	\$73,111	\$44,825
IBSSS**				\$85,315	\$70,464	\$42,822

*non-hospital, non-SEIU

**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 2005			FY 2006			FY 2007		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.1%	2.2%	5.8%	3.4%	4.5%	3.9%	5.7%	4.2%	4.8%
ISU	2.3%	2.2%	3.4%	3.6%	3.7%	3.7%	3.8%	3.1%	4.3%
UNI	3.8%	3.8%	5.8%	2.5%	2.5%	3.6%	3.5%	2.0%	4.2%
ISD	4.0%	4.5%	4.0%	3.7%	4.8%	4.1%	4.6%	4.0%	4.8%
IBSSS	5.0%	5.2%	4.8%	5.3%	4.5%	4.4%	4.1%	4.0%	5.5%

	FY 2008			FY 2009		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	7.0%	5.0%	5.6%	4.1%	4.7%	5.3%
ISU	6.0%	4.4%	5.0%	5.5%	4.0%	4.8%
UNI	3.0%	3.0%	4.9%	4.0%	4.0%	4.6%
ISD	12.0%	4.7%	5.1%	4.5%	4.5%	5.1%
IBSSS	11.2%	5.0%	5.1%	6.4%	4.5%	4.9%

PART 7

Faculty Salary Comparisons

Peer Institutions

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

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

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

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

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

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

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

University of Iowa College of Medicine

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

**REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2007-08
ESTIMATED FACULTY SALARY INCREASES, 2008-09**

COMPARISON GROUPS	Average Faculty Salary 2007-08 (1)	Estimated Average Percent Increase 2008-09 (2)	Estimated Average Faculty Salary 2008 09
University of California, Los Angeles	117,400	1.78%	119,500
University of Michigan, Ann Arbor	108,900	4.50%	113,800
University of North Carolina, Chapel Hill	109,700	3.00%	113,000
University of Texas, Austin	103,600	4.50%	108,300
University of Minnesota, Twin Cities	98,700	3.25%	101,900
University of Illinois, Urbana	98,800	2.50%	101,300
Ohio State University, Main Campus	95,900	3.50%	99,300
UNIVERSITY OF IOWA	93,500	4.09%	97,300
University of Wisconsin	93,300	3.02%	96,100
Indiana University, Bloomington	91,100	4.90%	95,600
University of Arizona	93,400	0.00%	93,400
University of California, Davis	103,700	1.78%	105,500
University of Minnesota, Twin Cities	98,700	3.25%	101,900
University of Illinois, Urbana	98,800	2.50%	101,300
Ohio State University, Main Campus	95,900	3.50%	99,300
University of Wisconsin	93,300	3.02%	96,100
Texas A & M	92,400	3.00%	95,200
North Carolina State University	91,800	3.00%	94,600
Michigan State University	91,200	3.00%	93,900
University of Arizona	93,400	0.00%	93,400
Purdue University, Main Campus	89,500	4.00%	93,100
IOWA STATE UNIVERSITY	87,400	5.46%	92,200
University of North Carolina, Greensboro	81,000	3.70%	84,000
University of North Texas	77,900	4.00%	81,100
Ohio University, Athens	74,600	3.00%	76,900
UNIVERSITY OF NORTHERN IOWA	70,200	4.00%	73,000
Illinois State University	69,700	3.00%	71,800
Northern Arizona University	70,000	0.00%	70,000
University of Minnesota, Duluth	68,000	3.00%	70,000
Indiana State University, Terre Haute	62,100	3.50%	64,200
University of Wisconsin, Eau Claire	60,400	1.00%	61,100
Central Michigan University	69,000	n/a	n/a
California State University, Fresno	71,900	n/a	n/a

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2007-08. 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.

Exhibit 2
University of Iowa

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2007
(Adjusted to SUI Rank Distribution)

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Stanford	173,687	509	2	122,212	409	1	94,253	308	4	136,559	1,226	1
Harvard	184,817	509	1	106,056	409	6	95,439	308	3	136,088	1,226	2
Cal Tech	162,237	509	9	120,157	409	2	101,284	308	1	132,886	1,226	3
Chicago	170,815	509	4	103,337	409	8	90,680	308	6	128,172	1,226	4
Penn	163,262	509	6	107,534	409	3	95,940	308	2	127,758	1,226	5
Princeton	172,157	509	3	107,487	409	4	81,221	308	16	127,737	1,226	6
New York Univ.	162,369	509	8	102,562	409	9	90,334	308	7	124,320	1,226	7
MIT	151,582	509	12	106,394	409	5	93,312	308	5	121,868	1,226	8
Columbia	162,540	509	7	98,240	409	12	80,516	308	17	120,483	1,226	9
Yale	165,130	509	5	91,300	409	21	81,574	308	14	119,509	1,226	10
Duke	152,609	509	11	102,519	409	10	87,251	308	10	119,479	1,226	11
Northwestern	153,618	509	10	100,543	409	11	87,875	308	9	119,396	1,226	12
Cornell - Endowed	148,160	509	14	103,441	409	7	89,763	308	8	118,571	1,226	13
Wash Univ - St. Louis	150,763	509	13	96,363	409	14	79,956	308	18	114,827	1,226	14
Emory	147,187	509	15	93,358	409	19	78,868	308	20	112,066	1,226	15
Southern Cal	140,065	509	19	93,599	409	18	84,979	308	12	110,725	1,226	16
Cal - Berkeley	140,966	509	17	94,385	409	17	78,468	308	22	109,726	1,226	17
Johns Hopkins	139,778	509	21	95,765	409	15	78,241	308	23	109,635	1,226	18
Rice	137,054	509	23	94,503	409	16	81,573	308	15	108,921	1,226	19
Cal - Los Angeles	141,969	509	16	90,740	409	25	76,768	308	28	108,499	1,226	20
Carnegie Mellon	132,229	509	26	96,444	409	13	84,289	308	13	108,247	1,226	21
North Carolina	138,530	509	22	90,905	409	24	76,913	308	27	107,162	1,226	22
Michigan	137,034	509	24	89,056	409	28	79,304	308	19	106,525	1,226	23
Brown	139,884	509	20	88,042	409	29	74,929	308	29	106,271	1,226	24
Vanderbilt	140,340	509	18	91,047	409	22	69,531	308	46	106,106	1,226	25
Cornell - Contract (publ)	127,821	509	30	92,465	409	20	85,398	308	11	105,368	1,226	26
Virginia	132,658	509	25	90,970	409	23	74,513	308	31	104,143	1,226	27
Maryland	127,492	509	31	89,546	409	26	78,771	308	21	102,593	1,226	28
Rutgers	130,070	509	28	89,430	409	27	72,499	308	36	102,049	1,226	29
Cal - San Diego	131,921	509	27	82,707	409	40	77,542	308	25	101,841	1,226	30
Cal - Irvine	128,719	509	29	83,370	409	37	74,155	308	33	99,882	1,226	31
Texas	126,018	509	33	81,269	409	46	77,574	308	24	98,919	1,226	32
Illinois	125,683	509	34	82,235	409	43	73,687	308	35	98,126	1,226	33
Penn State	125,402	509	35	84,986	409	32	69,527	308	47	97,882	1,226	34
Rochester	118,237	509	43	85,774	409	31	77,240	308	26	97,108	1,226	35
Cal - Santa Barbara	126,975	509	32	79,124	409	51	71,282	308	39	97,020	1,226	36
Minnesota	121,273	509	39	84,342	409	34	72,334	308	37	96,658	1,226	37
Cal - Davis	121,490	509	38	81,475	409	45	74,219	308	32	96,265	1,226	38
Brandeis	116,553	509	45	84,043	409	35	74,621	308	30	95,173	1,226	39
Ohio State	121,552	509	37	80,451	409	48	70,912	308	40	95,118	1,226	40
Colorado	116,384	509	46	84,917	409	33	72,301	308	38	94,812	1,226	41
Washington	116,380	509	47	83,440	409	36	73,897	308	34	94,718	1,226	42
Pittsburgh	121,949	509	36	80,434	409	49	67,684	308	52	94,467	1,226	43
SUNY - Stony Brook	116,180	509	48	86,515	409	30	68,631	308	49	94,338	1,226	44
Case	118,872	509	42	81,539	409	44	69,885	308	43	94,111	1,226	45
SUNY - Buffalo	119,365	509	41	83,283	409	38	66,597	308	54	94,071	1,226	46
Tulane	119,778	509	40	82,401	409	42	66,052	308	55	93,812	1,226	47
Iowa	118,081	509	44	81,011	409	47	69,575	308	45	93,529	1,226	48
Michigan State	116,021	509	49	82,776	409	39	64,151	308	58	91,899	1,226	49
Texas A&M	112,315	509	52	79,783	409	50	70,535	308	41	90,966	1,226	50
Arizona	\$113,107	509	51	\$79,021	409	52	\$69,683	308	44	\$90,826	1,226	51
Indiana	114,014	509	50	77,761	409	54	68,373	308	51	90,453	1,226	52
Wisconsin	106,981	509	57	82,478	409	41	70,385	308	42	89,613	1,226	53
Purdue	111,300	509	53	77,189	409	56	69,231	308	48	89,352	1,226	54
Syracuse	107,020	509	56	78,236	409	53	68,591	308	50	87,763	1,226	55
Kansas	110,504	509	54	76,147	409	57	65,001	308	57	87,611	1,226	56
Iowa State	106,735	509	58	77,622	409	55	67,574	308	53	87,185	1,226	57
Florida	109,272	509	55	73,006	409	59	62,535	308	59	85,432	1,226	58
Nebraska	105,217	509	59	74,383	409	58	65,094	308	56	84,851	1,226	59
Missouri	102,752	509	60	70,758	409	60	58,160	308	61	80,876	1,226	60
Oregon	94,836	509	61	67,502	409	61	61,932	308	60	77,451	1,226	61
Mean	\$131,930			\$88,826			\$76,285			\$103,571		

note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 9/11ths (.818) factor.

source: Annual AAUP Faculty Salary Survey for fulltime instructional faculty as exchanged via the AAU Data Exchange (AAUDE).

Exhibit 3
Iowa State University

Normalized for ISU Rank Distribution

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2007

AAUDE salaries, 2007

5/12/2008

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Stanford	\$ 173,687	501	2	\$ 122,212	375	1	\$ 84,253	305	4	\$ 136,828	1,181	1
Harvard	\$ 184,817	501	1	\$ 106,056	375	6	\$ 95,439	305	3	\$ 136,726	1,181	2
Cal Tech	\$ 162,237	501	9	\$ 120,157	375	2	\$ 101,284	305	1	\$ 133,134	1,181	3
Chicago	\$ 170,815	501	4	\$ 103,337	375	8	\$ 90,680	305	6	\$ 128,694	1,181	4
Penn #	\$ 163,262	501	6	\$ 107,534	375	3	\$ 95,940	305	2	\$ 128,181	1,181	5
Princeton	\$ 172,157	501	3	\$ 107,487	375	4	\$ 81,221	305	16	\$ 128,139	1,181	6
New York Univ. #	\$ 162,369	501	8	\$ 102,562	375	9	\$ 90,334	305	7	\$ 124,775	1,181	7
MIT	\$ 151,582	501	12	\$ 106,394	375	5	\$ 93,312	305	5	\$ 122,185	1,181	8
Columbia	\$ 162,540	501	7	\$ 98,240	375	12	\$ 80,516	305	18	\$ 120,940	1,181	9
Yale	\$ 165,130	501	5	\$ 91,300	375	20	\$ 81,574	305	14	\$ 120,108	1,181	10
Duke	\$ 152,609	501	11	\$ 102,519	375	10	\$ 87,251	305	10	\$ 119,825	1,181	11
Northwestern	\$ 153,618	501	10	\$ 100,543	375	11	\$ 87,875	305	9	\$ 119,787	1,181	12
Cornell - Endowed	\$ 148,160	501	14	\$ 103,441	375	7	\$ 89,763	305	8	\$ 118,879	1,181	13
Wash Univ - St. Louis	\$ 150,763	501	13	\$ 96,363	375	14	\$ 79,856	305	19	\$ 115,203	1,181	14
Emory	\$ 147,187	501	15	\$ 93,358	375	17	\$ 78,868	305	21	\$ 112,451	1,181	15
Southern Cal	\$ 140,065	501	18	\$ 93,589	375	16	\$ 84,979	305	12	\$ 111,084	1,181	16
Cal - Berkeley	\$ 140,966	501	20	\$ 94,395	375	19	\$ 78,469	305	17	\$ 110,035	1,181	17
Johns Hopkins	\$ 139,778	501	28	\$ 95,765	375	24	\$ 78,241	305	33	\$ 109,910	1,181	18
Rice - resend data	\$ 137,054	501	22	\$ 94,503	375	15	\$ 81,573	305	15	\$ 109,215	1,181	19
Cal - Los Angeles	\$ 141,969	501	16	\$ 90,740	375	27	\$ 76,768	305	26	\$ 108,864	1,181	20
Carnegie Mellon	\$ 132,229	501	25	\$ 96,444	375	13	\$ 84,289	305	13	\$ 108,485	1,181	21
North Carolina	\$ 138,530	501	21	\$ 90,905	375	23	\$ 76,913	305	25	\$ 107,495	1,181	22
Michigan	\$ 137,034	501	23	\$ 89,056	375	28	\$ 79,304	305	20	\$ 106,891	1,181	23
Brown	\$ 138,884	501	19	\$ 88,042	375	29	\$ 74,829	305	27	\$ 106,648	1,181	24
Vanderbilt	\$ 140,340	501	17	\$ 91,047	375	21	\$ 89,531	305	45	\$ 106,401	1,181	25
Cornell - Contract (publ)	\$ 127,821	501	29	\$ 92,485	375	18	\$ 85,398	305	11	\$ 105,639	1,181	26
Virginia	\$ 132,658	501	24	\$ 90,970	375	22	\$ 74,513	305	29	\$ 104,405	1,181	27
Maryland	\$ 127,492	501	30	\$ 89,546	375	25	\$ 78,771	305	22	\$ 102,861	1,181	28
Rutgers	\$ 130,070	501	27	\$ 89,430	375	26	\$ 72,499	305	34	\$ 102,299	1,181	29
Cal - San Diego	\$ 131,921	501	26	\$ 82,707	375	39	\$ 77,542	305	31	\$ 102,250	1,181	30
Cal - Irvine	\$ 128,719	501	35	\$ 83,370	375	42	\$ 74,155	305	35	\$ 100,228	1,181	31
Texas	\$ 126,018	501	32	\$ 81,269	375	44	\$ 77,574	305	23	\$ 99,298	1,181	32
Illinois	\$ 125,683	501	33	\$ 82,235	375	41	\$ 73,687	305	32	\$ 98,459	1,181	33
Penn State	\$ 125,402	501	34	\$ 84,986	375	32	\$ 69,527	305	46	\$ 98,139	1,181	34
Cal - Santa Barbara	\$ 126,975	501	31	\$ 79,124	375	52	\$ 71,282	305	39	\$ 97,398	1,181	35
Rochester	\$ 118,237	501	43	\$ 85,774	375	31	\$ 77,240	305	24	\$ 97,341	1,181	36
Minnesota	\$ 121,273	501	38	\$ 84,342	375	34	\$ 72,334	305	36	\$ 96,908	1,181	37
Cal - Davis	\$ 121,490	501	39	\$ 81,475	375	46	\$ 74,219	305	38	\$ 96,578	1,181	38
Ohio State	\$ 121,552	501	37	\$ 80,451	375	47	\$ 70,912	305	40	\$ 95,423	1,181	39
Brandeis	\$ 116,553	501	45	\$ 84,043	375	35	\$ 74,621	305	28	\$ 95,401	1,181	40
Colorado	\$ 116,384	501	46	\$ 84,917	375	33	\$ 72,301	305	37	\$ 95,008	1,181	41
Washington	\$ 116,380	501	47	\$ 83,440	375	36	\$ 73,897	305	30	\$ 94,949	1,181	42
Pittsburgh	\$ 121,949	501	36	\$ 80,434	375	48	\$ 67,694	305	52	\$ 94,753	1,181	43
SUNY - Stony Brook	\$ 116,180	501	48	\$ 86,515	375	30	\$ 68,631	305	49	\$ 94,481	1,181	44
Case	\$ 118,872	501	42	\$ 81,539	375	43	\$ 69,885	305	42	\$ 94,367	1,181	45
SUNY - Buffalo	\$ 119,365	501	41	\$ 83,283	375	37	\$ 66,697	305	54	\$ 94,280	1,181	46
Tulane	\$ 119,800	501	40	\$ 82,400	375	40	\$ 66,100	305	55	\$ 94,056	1,181	47
Iowa	\$ 118,081	501	44	\$ 81,011	375	45	\$ 68,575	305	44	\$ 93,783	1,181	48
Michigan State	\$ 116,021	501	49	\$ 82,776	375	38	\$ 64,151	305	58	\$ 92,069	1,181	49
Texas A&M	\$ 112,315	501	52	\$ 79,783	375	50	\$ 70,535	305	41	\$ 91,195	1,181	50
Arizona	\$ 113,107	501	51	\$ 79,021	375	51	\$ 69,683	305	43	\$ 91,069	1,181	51
Indiana	\$ 114,014	501	50	\$ 77,761	375	54	\$ 68,373	305	51	\$ 90,716	1,181	52
Wisconsin	\$ 108,981	501	59	\$ 82,478	375	49	\$ 70,385	305	48	\$ 89,750	1,181	53
Purdue	\$ 111,300	501	53	\$ 77,189	375	56	\$ 69,231	305	47	\$ 89,604	1,181	54
Syracuse	\$ 107,020	501	56	\$ 78,238	375	53	\$ 68,591	305	50	\$ 87,956	1,181	55
Kansas	\$ 110,504	501	54	\$ 76,147	375	57	\$ 65,001	305	57	\$ 87,843	1,181	56
Iowa State	\$ 106,735	501	57	\$ 77,622	375	55	\$ 67,574	305	53	\$ 87,377	1,181	57
Florida	\$ 109,272	501	55	\$ 73,006	375	59	\$ 62,535	305	59	\$ 85,686	1,181	58
Nebraska	\$ 105,217	501	58	\$ 74,383	375	58	\$ 65,094	305	56	\$ 85,064	1,181	59
Missouri	\$ 102,752	501	60	\$ 70,758	375	60	\$ 58,160	305	61	\$ 81,077	1,181	60
Oregon	\$ 94,836	501	61	\$ 67,502	375	61	\$ 61,932	305	60	\$ 77,659	1,181	61
Mean (unweighted)	\$ 131,930	501		\$ 88,826	375		\$ 76,286	305		\$ 103,873	1181	

note: Salaries of faculty on 12-month contracts are adjusted to an academic year basis using a 8/11 factor, unless specified otherwise by the reporting institution. Rankings are based on the magnitude of the average salaries (i.e. largest average salary = 1). 'Unweighted' means are calculated with each institution carrying the weight of one (1). source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUC # 2006-07 data not submitted to AAUDE, current average salaries drawn from Chronicle (headcounts

Exhibit 4
University of Northern Iowa

Average Faculty Salaries by Academic Rank, FY 2008 (Peer institutions as listed by Education Trust*)												
Peers Adjusted to UNI Rank Distribution												
University	Three Ranks Combined			Assistant Professor			Associate Professor			Professor		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
University of Alabama	82,100	764	1	65,100	234	3	79,100	224	1	116,000	306	1
Ohio University	74,600	725	2	59,200	233	17	71,300	283	15	96,400	209	5
Indiana University of Pennsylvania-Main	74,100	579	3	59,300	190	16	75,700	177	5	93,800	212	11
Bloomsburg University of Pennsylvania	73,400	354	4	58,200	131	19	74,700	101	7	94,000	122	10
University of North Carolina-Charlotte	73,300	709	5	67,000	267	1	77,200	246	2	105,000	196	2
University of North Texas	72,500	713	6	62,200	221	6	74,100	250	8	96,300	242	6
California State University - Fresno	71,900	526	7	61,900	172	7	73,000	131	11	93,800	223	11
West Virginia University	71,600	749	8	57,800	263	20	68,100	212	24	92,800	274	14
University of Mississippi-Main	70,800	545	9	61,800	211	8	76,200	177	4	100,300	157	4
West Chester University of Pennsylvania	70,400	428	10	62,400	134	5	76,900	147	3	94,200	147	9
University of North Carolina-Greensboro	70,100	540	11	62,800	164	4	75,600	194	6	103,200	182	3
Oakland University	70,000	443	12	60,500	153	11	69,900	169	17	91,400	121	17
University of North Carolina-Wilmington	69,900	462	13	60,500	168	11	72,600	141	12	91,000	153	18
Appalachian State University	69,100	615	14	59,600	200	15	71,700	179	14	86,800	236	23
Central Michigan University	69,000	655	15	55,100	218	30	68,300	163	23	89,700	274	20
Florida A & M University	68,700	509	16	60,200	174	14	71,900	186	13	84,500	149	27
Mississippi State University	68,600	679	17	61,700	243	9	70,600	187	16	92,100	249	15
East Carolina University	68,100	788	18	65,200	313	2	73,500	290	10	94,900	185	8
Kent State University-Main	67,700	689	19	57,600	233	22	69,400	242	21	96,100	214	7
Kutztown University of Pennsylvania	67,000	357	20	55,200	152	27	74,000	108	9	93,500	97	13
University of Nebraska-Omaha	66,800	399	21	57,800	116	20	69,700	138	18	81,000	145	32
Northern Illinois University	66,600	749	22	60,400	218	13	68,400	318	22	90,300	213	19
Northern Arizona University	66,300	651	23	53,400	193	37	64,600	206	32	87,000	252	22
University of Northern Iowa	66,000	493	24	55,200	121	27	67,500	207	25	84,700	165	25
The University of Montana-Missoula	65,189	454	25	54,500	135	33	60,600	129	42	75,900	190	42
Illinois State University	64,300	680	26	60,600	218	10	64,100	226	33	83,500	236	29
Tennessee Technological University	64,300	347	26	52,600	98	40	64,000	95	34	78,700	154	38
Saint Cloud State University	64,300	663	26	55,200	221	27	61,900	162	40	75,500	280	46
North Dakota State University-Main	64,100	481	29	59,200	203	17	64,900	142	30	84,200	136	28
University of Minnesota-Duluth	63,500	348	30	55,100	146	30	69,700	114	18	87,100	88	21
Western Illinois University	63,300	549	31	52,000	176	42	65,500	182	29	85,300	191	24
Montana State University-Bozeman	62,600	404	32	53,900	145	35	62,300	115	39	78,900	144	37
Bowling Green State University-Main	62,500	609	33	56,400	164	24	69,700	284	18	92,000	161	16
Northern Michigan University	62,400	258	34	51,900	85	43	62,800	82	37	80,400	91	33
Eastern Illinois University	62,000	436	35	57,100	127	23	66,700	115	26	83,500	194	29
Winona State University	61,800	354	36	51,700	106	45	58,500	85	48	75,800	163	44
Radford University	61,500	343	37	55,300	145	26	61,900	72	40	75,900	126	42
Murray State University	61,100	305	38	54,700	99	32	64,800	108	31	79,900	98	35
University of Northern Colorado	60,900	351	39	49,500	125	50	59,500	81	45	76,300	145	40
SUNY College At Oswego	60,700	293	40	51,300	124	47	62,600	88	38	75,600	81	45
Georgia Southern University	60,200	590	41	55,600	276	25	65,800	170	27	81,300	144	31
Grand Valley State University	59,100	758	42	52,400	315	41	65,700	294	28	84,700	149	25
Ball State University	58,900	770	43	50,200	325	49	63,300	210	36	79,200	235	36
Indiana State University	58,800	396	44	51,900	142	43	59,400	128	46	76,200	126	41
University of Wisconsin-Whitewater	57,500	298	45	54,100	98	34	60,600	112	42	73,200	88	47
University of Wisconsin-Oshkosh	57,500	297	45	53,800	82	36	59,200	120	47	71,300	95	48
University of Wisconsin-Eau Claire	56,900	337	47	53,000	104	39	56,800	103	50	69,300	130	50
University of West Georgia	56,600	311	48	51,600	144	46	59,700	85	44	80,200	82	34
University of Central Arkansas	55,700	355	49	53,100	170	38	63,400	94	35	76,900	91	39
University of Wisconsin-Stout	55,700	241	49	51,200	104	48	57,400	54	49	70,000	83	49
University of Wisconsin-Stevens Point	55,700	301	48	48,200	108	50	56,800	82	49	69,000	111	50
Mean	\$66,257			\$57,267			\$68,362			\$87,460		

*Peer institutions from the report titled *A Matter of Degrees: Improving Graduation Rates in Four-Year Colleges and Universities*, Education Trust, May 2004.

Definition of peer institutions: "Competitive" student selectivity, Masters-degree granting, between 5,000 and 14,000 students, and a median SAT score between 1,000 and 1,100.

Data not available for the following peer institutions: University of California-Riverside; University of New Hampshire-Main; South Dakota State University;

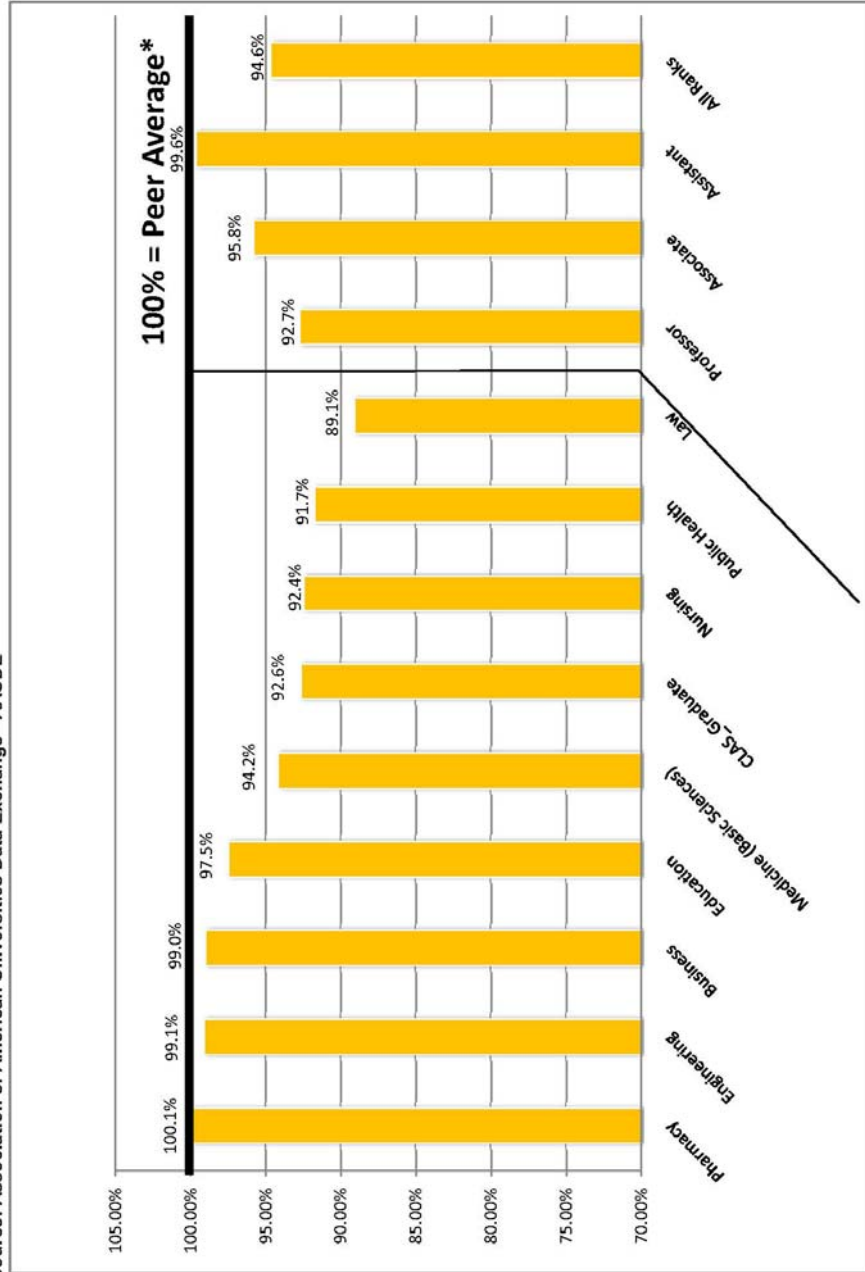
and Stephen F Austin State University

Data Source: ACADEME, AAUP, March-April 2008.

Faculty Salaries - FY 2008

THE UNIVERSITY OF IOWA

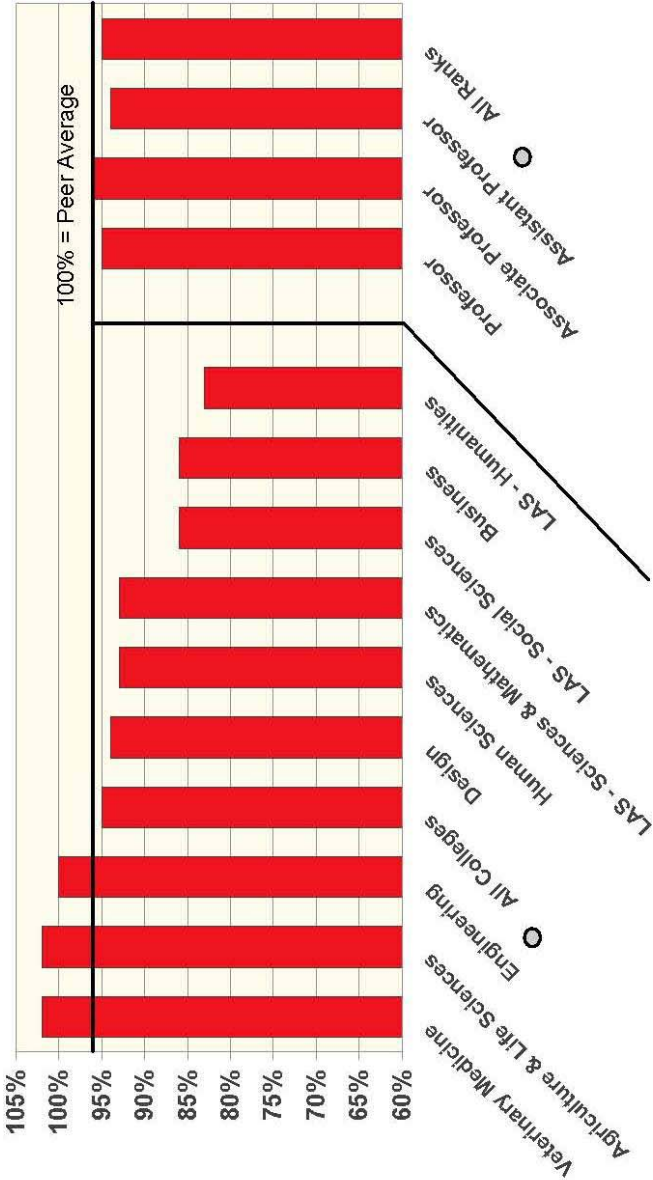
Source: Association of American Universities Data Exchange - AAUDE



*Percentiles by rank do not include the College of Dentistry

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

IOWA STATE UNIVERSITY
Faculty Salary as a Percent of Peer Average - FY 2008



AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS FY 2005 - FY 2009					
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
SUI PEER GROUP					
Indiana University, Bloomington	2.80%	3.60%	4.00%	4.75%	4.90%
University of Michigan, Ann Arbor	3.00%	3.50%	4.00%	3.75%	4.50%
University of Texas, Austin	3.00%	3.00%	3.00%	4.37%	4.50%
UNIVERSITY OF IOWA	2.10%	3.40%	5.70%	6.96%	4.09%
Ohio State University, Main Campus	3.30%	3.30%	3.50%	4.00%	3.50%
University of Minnesota, Twin Cities	2.50%	3.00%	3.00%	6.30%	3.25%
University of Wisconsin, Madison	1.00%	2.00%	4.30%	2.00%	3.02%
University of North Carolina - Chapel Hill	3.00%	5.00%	6.00%	5.00%	3.00%
University of Illinois, Urbana	3.00%	4.60%	3.70%	4.00%	2.50%
University of California, Los Angeles	1.75%	3.50%	n/a	5.70%	1.78%
University of Arizona	2.00%	6.50%	2.00%	5.40%	0.00%
ISU PEER GROUP					
IOWA STATE UNIVERSITY	2.30%	3.60%	3.80%	6.00%	5.46%
Purdue University, Main Campus	3.30%	3.30%	3.20%	4.10%	4.00%
Ohio State University, Main Campus	3.30%	3.30%	3.50%	4.00%	3.50%
University of Minnesota, Twin Cities	2.50%	3.00%	3.00%	6.30%	3.25%
University of Wisconsin, Madison	1.00%	2.00%	4.30%	2.00%	3.02%
Texas A&M	3.00%	8.20%	3.00%	4.50%	3.00%
Michigan State University	3.00%	3.00%	3.60%	3.50%	3.00%
North Carolina State University	2.50%	2.00%	6.00%	5.00%	3.00%
University of Illinois, Urbana	3.00%	4.60%	3.70%	4.00%	2.50%
University of California, Davis	0.00%	3.80%	3.78%	5.70%	1.78%
University of Arizona	2.00%	6.50%	2.00%	5.40%	0.00%
UNI PEER GROUP					
UNIVERSITY OF NORTHERN IOWA	3.80%	2.50%	3.50%	3.00%	4.00%
University of North Texas	2.00%	2.00%	2.00%	4.00%	4.00%
University of North Carolina, Greensboro	n/a	2.00%	5.50%	7.00%	3.70%
Indiana State University, Terre Haute	2.00%	1.00%	0.00%	3.00%	3.50%
Illinois State University	n/a	3.00%	3.00%	3.00%	3.00%
University of Minnesota, Duluth	2.50%	3.00%	n/a	3.00%	3.00%
Ohio University, Athens	3.50%	2.00%	3.00%	3.00%	3.00%
University of Wisconsin, Eau Claire	1.00%	2.00%	4.00%	n/a	1.00%
Northern Arizona University	5.70%	4.00%	6.10%	5.00%	0.00%
Central Michigan University	4.00%	3.00%	3.50%	3.50%	n/a
California State University, Fresno	n/a	0.00%	n/a	n/a	n/a

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2007-08
AVERAGE FACULTY TOTAL COMPENSATION, 2007-08

COMPARISON GROUPS	Average Faculty Salary (all ranks)	Rank Average Salary	Average Faculty Total Compensation (1)	Rank Total Compensation
University of North Carolina, Chapel Hill	109,700	3	134,362	1
University of Michigan, Ann Arbor	108,900	2	134,075	2
University of Minnesota, Twin Cities	98,700	5	127,331	3
University of Texas, Austin	103,600	4	123,942	4
University of Illinois, Urbana	98,800	6	120,956	5
Ohio State University, Main Campus	95,900	7	120,214	6
UNIVERSITY OF IOWA	93,500	8	118,935	7
University of Wisconsin	93,300	9	118,142	8
University of Arizona	93,400	11	117,639	9
Indiana University, Bloomington	91,100	10	115,596	10
University of California, Los Angeles	117,400	1	n/a	11
University of Minnesota, Twin Cities	98,700	2	127,331	1
Michigan State University	91,200	8	121,754	2
University of Illinois, Urbana	98,800	3	120,956	3
Ohio State University, Main Campus	95,900	4	120,214	4
University of Wisconsin	93,300	5	118,142	5
University of Arizona	93,400	9	117,639	6
Purdue University, Main Campus	89,500	10	117,483	7
North Carolina State University	91,800	7	114,008	8
IOWA STATE UNIVERSITY	87,400	11	112,420	9
Texas A & M	92,400	6	109,859	10
University of California, Davis	103,700	1	n/a	11
Ohio University, Athens	74,600	3	97,700	1
Central Michigan University	69,000	10	95,200	2
California State University, Fresno	71,900	11	92,500	3
Northern Arizona University	70,000	6	88,400	4
University of North Carolina, Greensboro	81,000	1	88,300	5
UNIVERSITY OF NORTHERN IOWA	70,200	4	87,900	6
University of Minnesota, Duluth	68,000	7	86,300	7
University of North Texas	77,900	2	84,700	8
Illinois State University	69,700	5	82,100	9
University of Wisconsin, Eau Claire	60,400	9	77,800	10
Indiana State University, Terre Haute	62,100	8	77,100	11

Source: SUI and ISU -- AAUP Faculty Compensation Survey acquired through AAU Data Exchange
 UNI -- Academe, Bulletin of the American Association University Professors, March-April 2008

(1) Total compensation includes [a] retirement contributions; [b] medical insurance; [c] disability income protection; [d] tuition for faculty dependents; [e] dental insurance; [f] social security; [g] unemployment insurance; [h] group life insurance; [i] workers compensation premiums; [j] other benefits such as moving expenses.

**Average Faculty Salaries by Academic Rank, FY2008 (MD or equivalent degree holders)
University of Iowa and All AACM Public and Private Medical Schools by Regional Group**

Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Ranking	Average Salary	SUI N	Ranking	Average Salary	SUI N	Ranking	Average Salary	SUI N	Ranking
Midwest *	288,200	2,810	2	257,100	3,084	2	221,000	6,107	1	246,000	12,001	1
Northeastern Region *	289,500	3,208	1	265,400	4,148	1	212,400	8,421	2	242,000	15,777	2
University of Iowa	273,100	209	3	208,000	163	5	175,900	201	5	220,500	573	3
South *	266,400	3,419	4	231,300	3,853	3	191,300	7,051	3	220,000	14,323	4
West *	262,300	2,489	5	224,700	2,127	4	184,600	3,390	4	219,400	8,006	5
Mean	\$276,829			\$246,491			\$204,540			\$232,916		

* Midwest, Northeastern Region, South, and West include FY2007 benchmark salary averages x 1.03

** Includes Tenured, Tenure Track and Clinical Track faculty. Administrative Stipends are included in the salary averages.

PART 8

Employee Awards Programs

University of Iowa

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

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

Pay for Exceptional Performance

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

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

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

The following describes the operation of the University of Iowa Flexible Pay Program during FY 2008.

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, 2007 to June 30, 2008

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	4,741	474	\$125 - \$17,750	\$2,917	\$1,382,897
Spot Awards	4,741	322	\$25 - \$75	\$73	\$23,640

	Females*	Minorities*
Percentage of Exceptional Performance Awards	53%	5%
Percentage of Spot Awards	70%	3%

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

Examples of Exceptional Performance Awards

A UIHC employee was responsible for overseeing operational support and enhancements of information technology systems supporting Human Resources, General Ledger, Inventory Control, Financial Budgeting, Patient Access and Patient Revenue management, UI Health Care internal and external web development, and a variety of applications supporting the Carver College of Medicine Office of Student Affairs and Curriculum, and Office of Statewide Clinical Education Programs. This employee directed a number of major new systems projects this year including implementation of a PeopleSoft Inventory Control module. This was a difficult and challenging project, as the UIHC was the first and only unit identified on campus to use this module, and the University PeopleSoft team was not proficient in the supply chain needs of a large tertiary health care system. This employee frequently had to broker discussions from the various constituent groups in order to reach decisions to move the project forward. His team remained very engaged and active in resolving every issue that was identified, and the system is now stable for the Main O/R and ASC, and Pharmacy will

be transitioning to other departments. This employee has been responsible for a significant number of complex, critical projects for the institution, while still maintaining outstanding support for existing systems.

A University Hygienics Laboratory employee received an exceptional performance award for the maintenance of the Select Agent program. Prior to the CDC inspection at the end of March, the employee worked diligently to ensure UHL's program was without fault, a process involving many hours of inventory verification, Standard Operating Procedure review and meticulous documentation. Failure to pass the CDC inspection or even the identification of a single violation could result in heavy fines or imprisonment, plus the loss of UHL's permit to retain such a program. If UHL were to lose its Select Agent registration and permit, no laboratory in the state of Iowa would then have the ability to detect and/or confirm the identity of potential agents of bioterrorism, thus placing Iowa's population at risk of increased exposure or spread of disease. As a result of the conscientious efforts provided by this employee, both during the inspection and for several weeks prior to it, UHL's Select Agent program passed the inspection without a single deficiency. Maintenance of UHL's Select Agent Program is ongoing throughout the year and the recent, faultless determination by CDC inspectors is due in large part to the long hours of thorough and meticulous work contributed by this employee throughout the year to guarantee its success.

In April 2007, the Federal Department of Homeland Security published a new regulation entitled "Chemical Security Anti-Terrorism standard. This standard required entities that possessed certain chemicals to conduct a facility-wide inventory, determine whether "chemicals of interest" were present, and if so, declare the amounts and locations of each of 325 separate chemicals found on the chemical terrorism list. A preliminary list of chemicals was published in April; however, entities were to wait for the final list which would be published in early Fall. Once the list was published, the entity had 60 days to report the results of their facility-wide assessment. The employees charged with the primary responsibility for fulfilling this new regulatory mandate rested on two individuals. Though their current responsibilities placed them in a unique role to identify laboratories, departments and operations where chemicals were used or stored, the requirement of obtaining an up-to-date university-wide inventory within 60 calendar days was unprecedented since the premise behind the reporting timeframe was based upon chemical manufacturing facilities that may possess only a few of the chemicals of interest. A "facility" the size of the University of Iowa was never envisioned when the reporting timeframe was established by the federal government. Even with a successful 60 day extension, the task was almost unattainable. Nonetheless, the final reports were submitted within 90 days after the final inventory list was published in the federal register on November 20, 2007. The work was not only intense requiring constant communications, meetings, and site reviews in numerous buildings, but also required that they meet their ongoing routine responsibilities. Needless to say the stress was very high and the demand to meet this reporting deadline non-negotiable. The employees of Environmental Health and Safety were successful and performed these responsibilities in an exemplary way.

Summary – University of Iowa Program

The Flexible Pay Program has provided colleges and departments with a mechanism for rewarding exceptional performance. This program has given managers and supervisors the ability to recognize exceptional performance outside of the July 1st salary process. We are now able to provide timely 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. This program has provided managers and supervisors with a mechanism to reward employees with monetary incentives for demonstrating exceptional performance.

Iowa State University

The Iowa State University Exceptional Performance Pay Program (EPPP) is one component of the expansive Performance Management Program that is currently under development for Professional and Scientific Employees. The EPPP will be offered effective July 1, 2008 as permitted by Board of Regents policy, and following express support for it from the Professional and Scientific Council. (Requests under the EPPP may be made beginning in FY09 but may not be given in recognition for exceptional performance prior to July 1, 2008.) The EPPP supersedes the Flexible Pay Program as drafted in 2006.

Each major administrative unit will: 1) institute a request / approval process, 2) communicate the program to P&S staff and supervisors, 3) provide consistent evaluation of requests, and 4) track the number of awards requested and approved. Each major administrative unit may also impose more stringent requirements (than the general program guidelines that follow).

General Program Guidelines

Exceptional Performance Pay may be awarded for exceptional performance, significant contributions, and substantial accomplishments well beyond normal or regular work responsibilities. The guidelines are:

- The discretionary Exceptional Performance Pay does not increase the base salary nor serve as a means to give a larger annual increase.
- This pay is given at the discretion of management.
- There is no guarantee or promise to pay a staff member exceptional performance pay.
- The Exceptional Performance Pay Program should not undermine the significance of other established University awards.
- The amount of Exceptional Performance Pay may be up to 10% of the employee's base annual salary.
- Exceptional Performance Pay is a lump-sum payment (not incorporated into the base salary).
- Exceptional Performance Pay will not be included in employee benefits-related calculations (i.e., retirement and pension benefits, vacation, etc).
- Pay can be granted at any time during the year, but no more than once per

fiscal year per employee. Departments may implement limitations on the number or percentage of employees that may receive Exceptional Performance Pay within a fiscal year.

- All involved must apply extreme care when awarding Exceptional Performance Pay inasmuch as these awards may give rise to perceptions of favoritism and inequity. The criteria and standards for awarding Exceptional Performance Pay must be consistently and fairly applied. Care should be taken to ensure that payments made under the Exceptional Performance Pay Program do not appear arbitrary or capricious.

Eligibility

- Exceptional Performance Pay may be given to any currently-employed P&S employee (term or continuous, full or part time) who has been at Iowa State University in a P&S position for at least one year at the time the Exceptional Performance Pay is awarded.
- A P&S employee may not be rewarded twice for the same achievement.
- A P&S employee may be eligible for Exceptional Performance Pay provided all of the following performance standards are met:
 - Significant and outstanding contribution and effort well beyond normal expectations and day-to-day responsibilities.
 - Contribution is regarded as major, key or vital.
 - Extraordinary effort to meet quality and quantity requirements while meeting the essential requirements and performance standards of the regular job.

Examples of situations where Exceptional Performance Pay may be given include:

- Major projects or initiatives (e.g., system implementation, new program implementation, and audits by certifying agencies, funding agencies, or government agencies).
- Significant extraordinary effort beyond normally expected or established job standards that are major, key, or vital to the department (e.g. realized cost saving or cost avoidance).
- Extraordinary effort during times of critical department need (e.g., meeting a critical deadline that could otherwise have an adverse impact on critical business operations or major project).
- Contribution that clearly and significantly impacts the accomplishment of important and critical business operational goals, deliverables and/or time line.

Exceptional Performance Pay is **not** appropriate for:

- Outstanding or excellent performance of ongoing, normal or regular job duties and responsibilities as well as achievements that may be reasonably expected from a staff member. These should be recognized as part of the annual performance and salary review process.
- Staff effort or work time that has no significant impact on a major project or initiative, or critical business need.

- Recognizing a staff member's long term service, loyalty or commitment.
- Accomplishment of personal and career goals, skills and competencies, professional degree, certification, and registration.