

Comprehensive Human Resources Report

Includes:

Regent Merit System FY 2007

Sick and Vacation Leave FY 2007

Fringe Benefits FY 2007

Retirements FY 2007

Faculty Resignations FY 2007

Salaries FY 2008

Faculty Salary Comparisons

Employee Award Programs FY 2007

February 2008

TABLE OF CONTENTS

PART 1	Regent Merit System FY 2007	Page 3
PART 2	Sick and Vacation Leave FY 2007	Page 8
PART 3	Fringe Benefits FY 2007	Page 11
PART 4	Retirements FY 2007	Page 28
PART 5	Faculty Resignations FY 2007	Page 31
PART 6	Salaries FY 2008	Page 47
PART 7	Faculty Salary Comparisons	Page 55
PART 8	Employee Awards Programs FY 2007	Page 65

PART**1**

Regent Merit System – FY 2007

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	671	153	84	2	3	913
Blue Collar	1,422	655	264	24	15	2,380
Security	57	28	19	0	0	104
Technical	1,211	199	30	20	21	1,481
Clerical	1,988	718	226	5	3	2,940
TOTALS	5,349	1,753	623	51	42	7,818

Minority Employment

	SUI	ISU	UNI	ISD	IBSSS
Male Majority	30.0%	34.7%	29.7%	25.5%	28.6%
Female Majority	62.2%	61.2%	61.6%	62.8%	69.1%
Male Minority	2.9%	1.3%	3.2%	7.8%	0
Female Minority	4.6%	2.8%	5.5%	3.9%	2.4%

Employment Activity – Appointments

	System	SUI	ISU	UNI	ISD	IBSSS
Original Entry	678	550	99	25	4	0
Reinstatements	53	47	4	0	0	2
Reemployments and Recalls	8	7	1	0	0	0
TOTAL APPOINTMENTS	739	604	104	25	4	2

Employment Activity – Other Personnel Transactions

	Promotions	Contract Transfers	Merit Transfers	Demotions
Male Minority	1	13	4	2
Female Minority	12	31	15	1
Male Majority	41	81	37	7
Female Majority	96	180	192	21
TOTAL	150	305	248	31

	Resignations	Retirements	Layoffs	Dismissal for Cause
Male Minority	18	2	0	5
Female Minority	26	2	1	13
Male Majority	96	24	6	26
Female Majority	281	80	9	30
TOTAL	421	108	16	74

Classification Activity

The Regent Merit System Classification Plan consists of 309 individual classes. Each position is allocated to one of the 309 classifications. The classification plan is administered and maintained by classification analysts at each institution and the staff in the Board Office. Employee and department requests for the reclassification of positions are reviewed on each campus and forwarded with recommendations to the Board Office for disposition.

In fiscal year 2007, 160 requests for reclassification were decided as shown in the following tables. In addition to reclassification requests, the appropriate classifications were determined for 325 new positions.

Reclassification Studies – FY 2007

	SUI	ISU	UNI	ISD	IBSSS	TOTAL
Supervisory	29	3	0	0	0	32
Blue Collar	21	14	2	0	0	37
Security	0	0	0	0	0	0
Technical	6	15	0	0	0	21
Clerical	36	30	4	0	0	70
TOTAL	92	62	6	0	0	160

Results of Reclassification Reviews – FY 2007

	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	92	10	13	64	5
ISU	62	6	6	41	9
UNI	6	0	1	3	2
ISD	0	0	0	0	0
IBSSS	0	0	0	0	0
TOTAL	160	16	20	108	16

Classification Actions FY 2003 - 2007

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Reclassification Requests	321	191	189	169	160
New Position Classifications	284	292	172	180	325
TOTAL ACTIONS	600	483	361	349	485

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

The following revisions were made to the classification plan in FY 2007:

New Classifications:

Utility Plant Maintenance Mechanic I, grade 209

Utility Plant Maintenance Mechanic II, grade 212

Utility Plant Maintenance Mechanic III, grade 214

Cabinetmaker, grade 212

Digital Press Operator, grade 209

Deleted Classifications:

Aviation Maintenance Technician I
Aviation Maintenance Technician II
Construction Inspector
Drafter – Designer and Packager
Elevator Mechanic
Glazier
Photocopy Operator
Plant House Assistant
Printer
Safety Inspector
Safety Technician
Seed Conditioning Technician
Seed Conditioning Technician, Senior

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 2% across-the-board increase on July 1, 2006. 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 \$35,272 in FY 2006 to \$35,751 in FY 2007.

	Average Annual Salary
SUI	\$35,345
ISU	\$36,392
UNI	\$37,606
ISD	\$33,675
IBSSS	\$35,634
System-Wide	\$35,751

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 2003	FY 2004	FY 2005	FY 2006	FY 2007
Number of Appeals	4	10	8	3	6
Decisions Upheld	2	6	6	2	4
Decisions Reversed	1	4	2	1	1
Withdrawn	1	0	0	0	1

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 170,106 days of sick leave in FY 2007 at a cost of \$31.8 million.
- Average usage per employee was 6.96 days. The average usage in FY 2006 was 7.2 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 vacation use per employee was 16.98 days. Average vacation use in FY 2006 was 18.4 days. Charts on the following page provide specifics on leave usage at the five institutions.

The following holidays are granted annually to employees:

New Year's Day	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	

SUI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	2,164	1,174	8,055	8,055	5,692	5,692	15,911	14,921
Total Value of Leave Used	\$2,321,710	\$12,499,228	\$12,694,925	\$31,986,644	\$8,186,182	\$13,381,060	\$23,202,817	\$57,866,932
Total Days Used	4,889.75	19,847.88	57,731.38	137,689.38	59,455.88	92,216.50	122,077	249,754
Average Days Used Per Employee	2.26	16.91	7.17	17.09	10.45	16.20	7.67	16.74

ISU	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	1,839	471	2,683	2,657	1,850	1,850	6,372	4,978
Total Value of Leave Used	\$740,937	\$2,806,687	\$2,861,943	\$9,962,117	\$2,632,745	\$4,941,414	\$6,235,625	\$17,710,218
Total Days Used	2,370	7,509	14,613	47,597	18,266	32,674	35,249	87,780
Average Days Used Per Employee	1.29	15.94	5.45	17.91	9.87	17.66	5.53	17.63

UNI	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	727	22	558	558	605	605	1,890	1,185
Total Value of Leave Used	\$242,083	\$227,415	\$650,268	\$2,097,672	\$1,053,559	\$1,801,394	\$1,945,910	\$4,126,481
Total Days Used	675	430	3,028	9,080	6,973	11,519	10,675	21,029
Average Days Used Per Employee	0.93	19.53	5.43	16.27	11.53	19.04	5.65	17.75

ISD	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	44	n/a	40	40	60	60	144	100
Total Value of Leave Used	\$95,862	n/a	\$59,055	\$94,184	\$76,606	\$146,605	\$231,523	\$240,789
Total Days Used	398.25	n/a	288.88	351.00	537.38	924.00	1,225	1,275
Average Days Used Per Employee	9.05	n/a	7.22	8.78	8.96	15.40	8.50	12.75

IBSSS	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	37	n/a	13	13	56	56	106	69
Total Value of Leave Used	\$76,241	n/a	\$21,860	\$54,638	\$72,425	\$130,791	\$170,526	\$185,429
Total Days Used	267.25	n/a	90.38	216.88	522.50	909.13	880	1,126
Average Days Used Per Employee	7.22	n/a	6.95	16.68	9.33	16.23	8.30	16.32

REGENTS TOTAL	Faculty		P&S		Merit		Total	
	Sick	Vacation	Sick	Vacation	Sick	Vacation	Sick	Vacation
Total Employees Earning Leave	4,811	1,667	11,349	11,323	8,263	8,263	24,423	21,253
Total Value of Leave Used	\$3,476,833	\$15,533,330	\$16,288,051	\$44,195,255	\$12,021,517	\$20,401,264	\$31,786,401	\$80,129,849
Total Days Used	8,600	27,787	75,752	194,934	85,754	138,243	170,106	360,964
Average Days Used Per Employee	1.79	16.67	6.67	17.22	10.38	16.73	6.96	16.98

PART 3

Fringe Benefits – FY 2007

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 2007 was \$445,686,078. Institutional costs as a percent of nonstudent payroll are as follows: University of Iowa – 29.3%; Iowa State University – 30.4%; University of Northern Iowa – 35%; Iowa School for the Deaf – 38.4%; and Iowa Braille and Sight Saving School – 39%.

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
2006	Social Security	6.20%	6.20%	\$94,200
2007	Social Security	6.20%	6.20%	\$97,500
2008	Social Security	6.20%	6.20%	102,000
	Medicare	1.45%	1.45%	No maximum

Costs for Social Security and Medicare to the Regent institutions for FY 2007 are detailed below:

SUI	ISU	UNI	ISD	IBSSS
\$64,840,765	\$25,383,286	\$7,942,952	\$448,230	\$318,600

Iowa Public Employees Retirement System (IPERS)

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

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

The rate of contribution for IPERS is as follows:

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

The IPERS contribution rates will increase in FY 2008 as follows:

- 6.05% by the employer and 3.90% by the employee.

The number of employees selecting IPERS is as follows:

University of Iowa	1,794
Iowa State University	847
University of Northern Iowa	267
Iowa School for the Deaf	70
Iowa Braille and Sight Saving School	93

The employer contributions for IPERS for FY 2007 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,052,973	\$687,839	\$369,857	\$122,957	\$123,949

Federal Retirement Program

During FY 2007, 119 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 2007 contribution rate for the employees of the special school is at the IPERS rate.

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

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

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

The numbers of employees participating in the employer sponsored retirement programs during FY 2007 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	16,293	5,700	1,825	83	42
Substitute Plans	27	6	2	0	0

Employer contributions for employer sponsored retirement programs for FY 2007 are shown below:

	SUI	ISU	UNI	ISD	IBSSS
TIAA-CREF	\$80,303,196	\$32,038,914	\$9,977,433	\$239,712	\$110,302
Substitute Plans	\$110,851	\$37,558	\$26,289	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

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 2007 costs for TIAA-CREF waiver of premium are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$2,614,553	\$972,132	\$256,635	\$5,954	\$2,935

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 2007 costs for these programs were:

	SUI	ISU	UNI	ISD	IBSSS
Unemployment Compensation	\$383,286	\$245,267	\$75,344	0	\$2,144
Worker's Compensation	\$4,841,964	\$2,239,632	\$1,035,732	\$95,700	\$170,496

Life Insurance

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

The amount of life insurance coverage is based on salary.

- The amount of coverage is 2 1/2 times annual budgeted salary to a maximum coverage of \$1,000,000.

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

The life insurance program is underwritten by Principal Financial Company.

The University pays an annual rate of \$4.56 per \$1,000.

- **Life insurance cost for the University of Iowa for FY 2007 was \$10,160,257.**

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 2007 was \$1,845,417.**

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 2007 was \$690,933.**

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 2007 at the special schools are as follows:

ISD	IBSSS
\$28,342	\$20,491

ACCIDENTAL DEATH AND DISMEMBERMENT

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

- Staff members pay the premiums and may purchase coverage in increments of \$100,000 up to a maximum of \$1,000,000.
- Monthly premium rates based on \$100,000 coverage are \$2.72 single, \$4.32 family, \$3.00 single with children and \$4.00 employee with spouse.

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

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

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

- **The University's cost for this coverage for FY 2007 was \$336,060.**

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 2007 was \$72,380.**

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 2007 at ISD and IBSSS are as follows:

ISD	IBSSS
\$4,256	\$2,945

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 2007 was \$7,801,791.**

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

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

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

The University pays the entire cost for this coverage.

- **The FY 2007 cost to the University was \$2,166,550.**

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

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

- The income benefit continues to age 65 if disability occurs prior to age 61, or on the date 60 months of benefit payments have been made but in no event beyond the June 30 coinciding with or next following the attainment of age 70 if disability began after age 61. If benefits begin on or after age 69, benefits continue for 12 months.
- Disability benefit begins at 30% of budgeted salary and increases by 10% each year until the maximum benefit of 70% is reached.
- A cost-of-living escalator tied to the Consumer Price Index increases benefits 1.7%.
- The maximum monthly benefit for merit employees is \$3,150; for faculty, \$5,000; and for all other employees, \$5,833.
- **FY 2007 cost to the University was \$1,094,765.**

Iowa School for the Deaf, Iowa Braille and Sight Saving School: These employees are covered by the long-term disability plan provided by the University of Northern Iowa. Costs for FY 2006 at the two special schools are shown below:

ISD	IBSSS
\$46,974	\$36,292

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 2007 are shown below. The calendar year 2008 premiums are shown in parentheses. The employer share of health insurance coverage increased approximately 6.4%.

In calendar year 2008, the University of Iowa will close the UICARE, UISELECT, and CHIP 3 plans. A new plan, UICHOICE, and the current CHIP 2 plan will be offered. UICHOICE is a PPO option that offers the employees and their families incentives to use the University providers while also offering worldwide coverage.

CHIP II and UICARE both had declining enrollments and could no longer support themselves from a financial perspective. UISELECT had a substantial enrollment but had restricted access to providers only within the State of Iowa. The University determined UISELECT needed to be more attractive for people who needed care outside the state. Therefore, UICHOICE was created taking the basic UISELECT plan and adding an expanded network so coverage is available world wide. After the 2008 enrollment period ended, 83% of the enrollments in the University plans are in UICHOICE.

University of Iowa Health Insurance Monthly Premiums
Calendar Year 2007
(Calendar Year 2008)

	CHIP II	CHIP III	UI CARE	UI SELECT	UI CHOICE	GRAD CARE*
<u>SINGLE</u>	\$364.00 (\$422.00)	\$541.00 (n/a)	\$484.00 (n/a)	\$310.00 (n/a)	n/a \$381.00	\$228.00 (\$228.00)
Employer	\$364.00 (\$390.00)	\$366.00 (n/a)	\$366.00 (n/a)	\$310.00 (n/a)	\$381.00	\$205.00 (\$205.00)
Employee	0 (0)	\$175.00 (n/a)	\$118.00 (n/a)	0 (n/a)	n/a 0	\$23.00 (\$23.00)
<u>FAMILY</u>	\$784.00 (\$933.00)	\$1,126.00 (n/a)	\$899.00 (n/a)	\$899.00 (n/a)	n/a \$860.00	\$544.00 (\$574.00)
Employer	\$632.00 (\$654.00)	\$632.00 (n/a)	\$632.00 (n/a)	\$632.00 (n/a)	n/a \$654.00	\$380.00 (\$401.00)
Employee	\$152.00 (\$279.00)	\$494.00 (n/a)	\$267.00 (n/a)	\$267.00 (n/a)	n/a \$206.00	\$164.00 (\$173.00)
<u>EMPLOYEE with CHILDREN</u>	\$426.00 (\$553.00)	\$803.00 (n/a)	\$635.00 (n/a)	\$569.00 (n/a)	n/a \$668.00	\$414.00 (\$517.00)
Employer	\$426.00 (\$482.00)	\$438.00 (n/a)	\$438.00 (n/a)	\$438.00 (n/a)	n/a \$482.00	\$289.00 (\$361.00)
Employee	0 (\$51.00)	\$365.00 (n/a)	\$197.00 (n/a)	\$131.00 (n/a)	n/a \$186.00	\$125.00 (\$156.00)
<u>EMPLOYEE w/SPOUSE</u>	\$1,028.00 (\$1,028.00)	\$973.00 (n/a)	\$821.00 (n/a)	\$655.00 (n/a)	n/a \$791.00	\$307.00 (\$325.00)
Employer	\$568.00 (\$622.00)	\$568.00 (n/a)	\$568.00 (n/a)	\$568.00 (n/a)	n/a \$622.00	\$214.00 (\$227.00)
Employee	\$460.00 (\$406.00)	\$405.00 (n/a)	\$253.00 (n/a)	\$87.00 (n/a)	n/a \$169.00	\$93.00 (\$98.00)

*Grad Care rates are on an academic year basis.

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

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

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

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

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

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

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

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

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

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

- Coinsurance is applicable with covered charges at a 90/10 rate for hospital and related services.
- Hospital deductible is \$75 per day.
- No copayment required for physician visits.
- Program is a restricted panel managed care product utilizing the University Student Health Service.

The University's health insurance cost for faculty, professional and scientific staff and supervisory merit personnel for FY 2007 was \$111,110,295.

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

Iowa State University offers an indemnity medical plan and two managed care plans -- a Preferred Provider Organization (PPO) and an HMO to faculty, P&S, and supervisory merit employees. ISU eliminated the Indemnity Plan in 2008. It was materially identical to the PPO Plan in its coverage; however, the provider discounts ISU receives from Wellmark under its provider network agreements are substantially better than discounts received under the Indemnity Plan. Therefore, ISU is able to effectively lower its cost of providing medical coverage by eliminating the Indemnity Plan without reducing the benefits to its participants. Additionally, the number of participants have been decreasing significantly. 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 2007 premiums are shown below. The premiums for 2008 are shown in parentheses. The employer contribution increased approximately 9.0% from calendar year 2007 to calendar year 2008.

	SINGLE	EMPLOYEE WITH SPOUSE	EMPLOYEE WITH CHILDREN	FAMILY
Indemnity	\$526 n/a	\$1,205.00 (n/a)	\$943 n/a	\$1,538 n/a
POS	\$376 (\$407)	\$860 (\$931)	\$671 (\$726)	\$1,101 (\$1,191)
HMO	\$324 (\$334)	\$744 (\$766)	\$582 (\$599)	\$947 (\$975)
ISU Contribution	\$368 (\$401)	\$648 (\$706)	\$533 (\$581)	\$865 (\$943)
Opt-out	\$90 (\$98)	\$90 (\$98)	\$90 (\$98)	\$90 (\$98)

- The health insurance cost (less dividends) for the University for FY 2007 for faculty, professional and scientific staff, and supervisory merit staff was \$28,215,286.

University of Northern Iowa: The University offers health insurance coverage from Blue Cross/Blue Shield to faculty, professional and scientific staff and Regents Merit System supervisory staff. Blue Advantage, a managed care plan, is offered to professional and scientific and supervisory merit staff. The premiums increased about 8% for FY 2008. The FY 2007 premiums are shown below. The premiums for FY 2007 are shown in parentheses.

	UNIVERSITY PLAN	BLUE ADVNTAGE
<u>SINGLE</u>	\$468.00 (\$505.00)	\$439.29 (\$439.29)
Employer	\$468.00 (\$505.00)	\$439.29 (\$439.29)
Employee	0 (0)	0 (0)
<u>FAMILY</u>	\$1,220.00 (\$1,317.00)	\$1,098.23 (\$1,098.23)
Employer (unit faculty)	\$915.00 (\$987.75)	n/a n/a
Employer (P&S, nonunit fac.)	\$976.00 (\$1,053.60)	\$878.58 (\$933.50)
Employee (unit faculty)	\$305.00 (\$329.25)	n/a n/a
Employee (P&S nonunit fac.)	\$244.00 (\$263.40)	\$219.65 (\$164.73)

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 2007 was \$11,937,163.

Regents Merit System Employees (nonsupervisory) of the University and all employees of the Iowa School for the Deaf, Iowa Braille and Sight Saving School: The State of Iowa provides one indemnity plan -- Plan 3 Plus; one Preferred Provider Organization (PPO) – Iowa Select and Blue Access, Blue Advantage and United Health Care Choice and United Health Care Heritage Select. The monthly employer premiums for calendar year 2007 are shown below. Calendar year 2008 premiums are shown in parentheses. Premiums for the Wellmark plans increased approximately 9%.

	PROGRAM 3 PLUS	IOWA SELECT	BLUE ADVANTAGE
SINGLE	\$580.71 (\$628.74)	\$548.72 (\$629.36)	\$368.14 (\$386.36)
Employer	\$580.71 (\$628.74)	\$548.72 (\$629.36)	\$368.14 (\$386.36)
Employee	0 (0)	0 (0)	0 (0)
FAMILY	\$1,358.85 (\$1,471.25)	\$1,284.02 (\$1,472.72)	\$883.46 (\$927.20)
Employer	\$1,091.43 (\$1,251.81)	\$1,091.42 (\$1,251.82)	\$883.46 (\$927.20)
Employee	\$267.42 (\$219.44)	\$192.60 (\$220.90)	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 2007 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$39,108,277	\$14,184,639	\$4,795,795	\$1,260,688	\$818,595

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 1%.

	DENTAL I	DENTAL II	DENTAL III	GRAD DENTAL
<u>SINGLE</u>	\$26.00 (\$26.00)	\$45.00 (\$45.00)	\$44.00 (\$44.00)	\$21.00 (\$21.00)
Employer	\$26.00 (\$26.00)	\$45.00 (\$45.00)	\$44.00 (\$44.00)	\$17.85 (\$17.85)
Employee	0 (0)	0 (0)	0 (0)	\$3.15 (\$3.15)
<u>FAMILY</u>	\$79.00 (\$81.00)	\$127.00 (\$127.00)	\$134.00 (\$137.00)	\$60.00 (\$66.00)
Employer	\$60.00 (\$61.00)	\$96.00 (\$96.00)	\$96.00 (96.00)	\$42.00 (\$46.20)
Employee	\$19.00 (\$20.00)	\$31.00 (\$31.00)	\$38.00 (\$41.00)	\$18.00 (\$19.80)

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 2007 for faculty, professional and scientific staff, and supervisory merit staff was \$8,052,887.**

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 2007 rates are shown below. The premiums for 2008 are shown in parentheses. The University's contribution to dental insurance increased approximately 10% from 2007 to 2008.
- 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	\$20.00 (\$22.00)	\$46.00 (\$50.00)	\$51.00 (\$56.00)	\$57.00 (\$62.00)
Comprehensive	\$33.00 (\$36.00)	\$82.00 (\$90.00)	\$87.00 (\$95.00)	\$98.00 (\$107.00)
ISU Contribution	\$20.00 (\$22.00)	\$20.00 (\$22.00)	\$20.00 (\$22.00)	\$20.00 (\$22.00)
Opt-out	\$20.00 (\$22.00)	\$20.00 (\$22.00)	\$20.00 (\$22.00)	\$20.00 (\$22.00)

- The FY 2007 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$1,042,580.

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 2007 to FY 2008. The monthly premiums for FY 2007 are shown below with FY 2007 rates shown in parentheses:

SINGLE		FAMILY	
	\$23.00 (\$23.00)		\$68.00 (\$68.00)
Employer	\$23.00 (\$23.00)	Employer	\$23.00 (\$23.00)
Employee	0 (0)	Employee	\$45.00 (\$45.00)

- The FY 2007 cost for dental insurance premiums for faculty, professional and scientific and supervisory merit staff was \$388,378.

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 2007 and 2008 rates are shown below.

	2007	2008
SINGLE	\$24.69	\$25.38
Employer	\$24.69	\$25.38
Employee	0	0
FAMILY	\$66.17	\$68.02
Employer	\$33.09	\$34.02
Employee	\$33.08	\$34.00

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 2007 are shown below:

SUI	ISU	UNI	ISD	IBSSS
\$1,440,056	\$523,716	\$180,355	\$44,688	\$29,755

EXPENDITURES FOR INSURANCE AND RETIREMENT PROGRAMS -- FISCAL YEAR 2007

	University of Iowa	Iowa State University	University of Northern Iowa	Iowa School for the Deaf	Iowa Braille and Sight Saving School	Total Regent Institutions	Board Office	Total
Mandated Benefits								
Social Security	64,840,765	25,383,286	7,942,952	448,230	318,600	98,933,833		98,933,833
IPERS	1,052,973	687,839	369,857	122,957	123,949	2,357,575		2,357,575
TIAA CREF	80,303,196	32,038,914	9,977,433	239,712	110,302	122,669,557		122,669,557
Substitute plans	110,851	37,558	26,289	-	-	174,698		174,698
Federal Retirement	-	1,028,062	-	-	-	1,028,062		1,028,062
TIAA CREF Waiver of Premium	2,641,553	972,132	256,635	5,954	2,935	3,879,209		3,879,209
Unemployment Compensation	383,286	245,267	75,344	-	2,144	706,041		706,041
Workers Compensation	4,841,964	2,239,632	1,035,732	95,700	170,496	8,383,524		8,383,524
Total Mandated	154,174,588	62,632,690	19,684,242	912,553	728,426	238,132,499	-	238,132,499
Other Benefits								
Life Insurance	10,160,257	1,845,417	690,933	28,342	20,491	12,745,440		12,745,440
Accidental Death and Dismemberment	-	336,060	72,380	4,256	2,945	415,641		415,641
Health Insurance	111,110,295	42,399,925	16,732,958	1,260,688	818,595	172,322,461		172,322,461
Long-term Disability	7,801,791	2,166,550	1,094,765	46,974	36,292	11,146,372		11,146,372
Dental Insurance	10,172,705	1,566,296	568,733	44,688	29,755	12,382,177		12,382,177
Total Other Benefits	139,245,048	48,314,248	19,159,769	1,384,948	908,078	209,012,091	-	209,012,091
Total Expenditures	293,419,636	110,946,938	38,844,011	2,297,501	1,636,504	447,144,590	-	447,144,590
Less interest received on cash reserves maintained by carriers	1,458,512	-	-	-	-	1,458,512	-	1,458,512
Total Cost of Insurance and Retirement Programs	291,961,124	110,946,938	38,844,011	2,297,501	1,636,504	445,686,078	-	445,686,078
Percent of Non-student payroll	29.33%	30.38%	35.00%	38.40%	39.00%			

PART 4

Retirements – FY 2007

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 53 new entrants into the phased retirement program during FY 2007. To date 790 faculty and staff have participated in the program with 102 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	15	13	9	37
ISU	6	2	1	9
UNI	5	0	1	6
IBSSS	0	1	0	1
TOTAL	26	16	11	53

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

FY 2003	30
FY 2004	29
FY 2005	56
FY 2006	75
FY 2007	53

The following table shows the financial impact of the phased retirement program at the universities for FY 2007:

	Incentive Amounts	Released Funds
SUI	\$224,850	\$1,124,255
ISU	\$335,557	\$1,162,296
UNI	\$329,001	\$463,991
IBSSS	\$8,164	\$20,410

“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 2007.

	Faculty	P&S	Merit	Total
SUI	42	59	48	149
ISU	33	25	34	92
UNI	10	5	8	23
ISD	0	1	0	1
IBSSS	0	0	0	0
TOTALS	85	90	90	265

PART 5

Faculty Resignations

FY 2007 Faculty Resignations

At the Regent universities, there were 144 faculty resignations, a decrease of 15 (-9.4%) in FY 2007 from the prior year. At the special schools, there were three faculty resignations in FY 2007, an increase of one (+300.0%) 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 decreased from 89 to 68 (-23.6%) between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 71.6.
- At Iowa State University, the number of faculty resignations increased from 48 to 54 (+12.5%) between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 46.9.
- At the University of Northern Iowa, the number of faculty resignations remained the same at 22 between FY 2006 and FY 2007. During the past seven years, the average number of annual faculty resignations has been 25.4.
- At the Iowa School for the Deaf, the number of faculty resignations remained the same at 0 between FY 2006 and FY 2007.
- At the Iowa Braille and Sight Saving School, the number of faculty resignations increased from 0 to three (+300.0%) between FY 2006 and FY 2007.

Details about faculty resignations at the three universities are included in Tables 1-6.

Background:²

- 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.

² Data Source – Spring 2007 Tenure Report

- 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 2007, 36 were professors (25.0%), 33 were associate professors (22.9%), and 71 were assistant professors (49.3%). Professors represent 41.1% of the population; associate professors represent 32.1% of the population; and assistant professors represent 25.6% of the population at the Regent universities.
- Of those who resigned in FY 2007, 60 were tenured (41.7%), 60 were tenure-track (41.7%), and 21 were clinical track (14.6%). Tenured faculty members represent 68.5% of the population; tenure-track faculty members represent 21.2% of the population; and clinical track faculty members represent 10.3% of the population at the Regent universities.
- Of those who resigned in FY 2007, 87 (60.4%) were male and 57 (39.6%) were female. Males represent 68.1% of the total population and females represent 31.9% of the total population at the Regent universities.
- Of those who resigned in FY 2007, 25 (17.4%) were racial/ethnic minorities and 119 (82.6%) were non-minorities. Racial/ethnic minorities represent 15.5% of the population and non-minorities represent 84.5% of the population at the Regent universities.
- At the University of Iowa, the Colleges of Business Administration, Dentistry, Engineering, Pharmacy, and Public Health were overrepresented among faculty resignees relative to each College's overall faculty numbers. At Iowa State University, the Colleges of Business, Liberal Arts and Sciences, and Veterinary Medicine were overrepresented among faculty resignees relative to each Colleges' overall faculty numbers. At the University of Northern Iowa, the Colleges of Business Administration, Education, Humanities and Fine Arts, Natural Sciences and Social and Behavioral Sciences were overrepresented among faculty resignees relative to each College's overall faculty numbers.
- In FY 2007, the primary reason for resigning (cited by 61.8% of those who left) continues to be employment opportunities at other educational institutions. The second most common reason for resigning (cited by 13.2% of those who left) was for "personal" reasons. The third most frequently identified reason for resigning (cited by 7.6% of those who left) was for employment opportunities at non-educational institutions.

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 during the next three years to help spouses/partners of female faculty find employment at the University.
- Improve recruitment and retention of female faculty. SUI is working to enhance parental leave policies, including 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.

- Improve mentoring of junior faculty. A new position created at SUI will oversee initiatives to develop programs to assist faculty to achieve their career goals. A series of programs targeting new faculty, including a newsletter, mentoring website, facilitated peer groups, and workshops aimed at career skills such as grant writing, time management, and teaching, will be offered. In addition, the Department Executive Officer workshop series will be expanded into a more comprehensive program aimed at mid-career faculty.
- Improve retention of underrepresented and minority faculty. New marketing materials will be developed by the Office of Equal Opportunity and Diversity. SUI is also considering the creation of a standing committee to monitor performance on goals related to diversity and gender.
- Participation in the COACHE³ survey. Tenure-track faculty will be surveyed 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 will give detailed information about how junior faculty members experience academic life at the University.
- Improve faculty salaries. SUI continues to improve upon faculty salaries using reallocated resources and incremental revenues to improve the competitiveness of faculty salaries. This remains a top budget priority for FY 2008.

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 2008 budget allocations and compensation policy, ISU was able to address some of the most critical market pressures for faculty salaries, netting a 6.0% overall average increase in faculty salaries. However, ISU remains in 11th place in the current Peer-Eleven salary comparison survey.
- In FY 2007, the administration aggressively responded to individual, competitive faculty job offers and retained at least 26 key faculty members. Counteroffers 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 Provost developed a process for working with departments and colleges to put together financial packages for key faculty who are considering leaving ISU for another institution.
- The Provost's Office developed a comprehensive data management system to track responses and successes in working with departments and colleges regarding counteroffers.
- ISU continues to address the need to offer new faculty hires a partner accommodation through the Dual Career Services program. This program remains a priority for the administration. It has already resulted in an expanded network of partners and point of contact for college and department staff to assist them in this important endeavor.
- Three additional initiatives that are targeted on climate and on improving the ability to recruit and retain faculty are the ISU ADVANCE Program, the Sloan Award, and the

³ Collaborative on Academic Careers in Higher Education

COACHE survey. Each initiative will address the University's goal to create an optimal environment that prioritizes flexible faculty careers to enhance institutional excellence.

- The key component of the ISU ADVANCE Program, a National Science Foundation funded initiative, is developing a workable model to make department cultures more inclusive and productive. Faculty in nine focal departments, chosen from the Colleges of Engineering, Liberal Arts and Sciences, and Agriculture and Life Sciences, will undergo a three-step process for departmental transformation. This will include focus groups and needs assessment meetings, training sessions tailored to meet the unique needs of individual departments, and collaborative problem solving sessions involving department faculty and ADVANCE program leaders. The department level goal will be to develop and implement best practices which foster cultures, practices, and structures of inclusion. Currently, there is a team of researchers and facilitators working with the first three focal departments.
- ISU was one of two universities to receive a \$25,000 award for innovative practices from the Alfred P. Sloan Foundation. ISU was selected as a result a creative database and tracking system to quantify the benefits from flexible career policies and to conduct a cost-benefit analysis of these policies, particularly as they relate to faculty career decisions and productivity.
- ISU junior faculty participated in the COACHE survey on tenure-eligible faculty satisfaction in FY 2006. The survey results are being used by ISU administrators to understand what assistant professors desire in their professional lives and how this information might be used to retain key faculty.

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

- UNI recognizes the vital link between faculty development and the growth and development of students. The professional development needs of faculty across career stages are an important consideration for the University.
- 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 faculty members to integrate themselves into the life of the institution more successfully.
- Informal faculty mentoring begins at the interview stage when prospective faculty meet department colleagues. Formal mentoring is initiated with new faculty orientation, a series of introductory events, including discussions with experienced faculty, and sessions on technology and other resources. Social events include lunch with the faculty, 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.
- Feedback from new faculty indicates that establishing relationships with experienced faculty is an important factor in their success during the first year.
- Professional development assignments and summer fellowship programs 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 interval summer research incentive programs. 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.

- In July 2005, the Roy J. Carver Charitable Trust awarded a grant to UNI to enhance the quality of graduate education. The goal of the 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 2006-07, 17 Carver Graduate Faculty Fellows participated in a special institute and follow-up activities on projects using Geospatial Technologies. During 2007-08, 23 Carver Graduate Fellows will 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

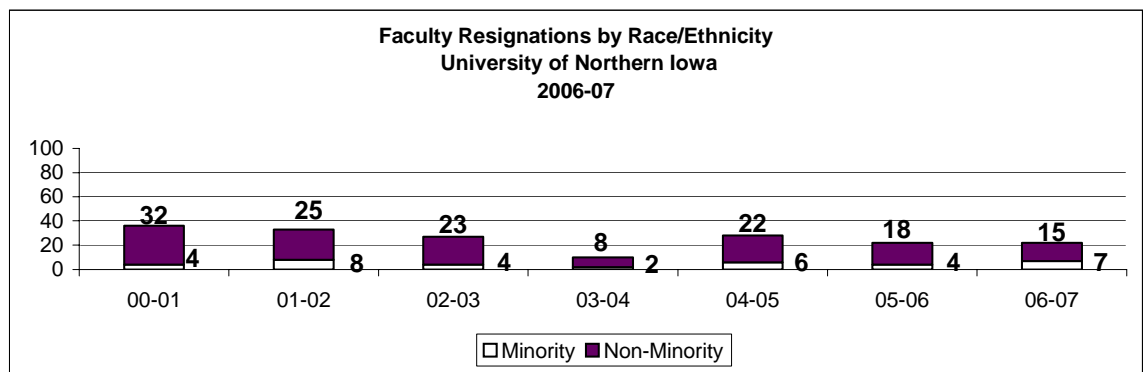
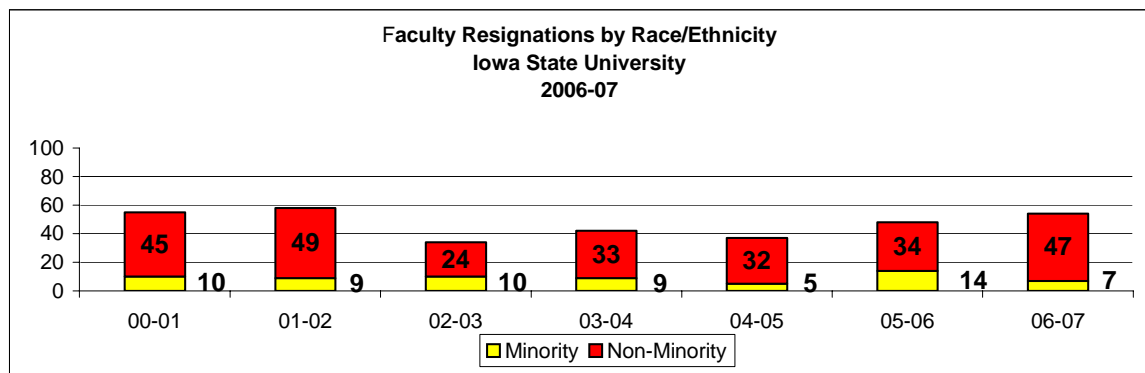
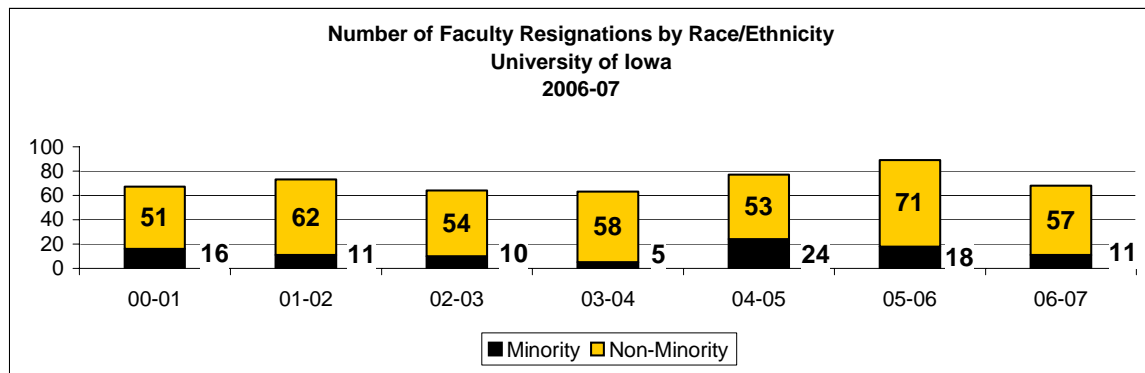


TABLE 1
Number of Faculty Resignations by Rank
2000-01 to 2006-07

	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
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
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
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

TABLE 2
Number of Faculty Resignations by Gender and Race/Ethnicity
2000-01 to 2006-07

	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
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
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
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

TABLE 3
NUMBER OF FACULTY RESIGNATIONS BY TENURE STATUS
2000-01 to 2006-07

	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
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
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
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

TABLE 4a
RESIGNATIONS BY COLLEGE
2000-01 to 2006-07
University of Iowa

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

TABLE 4b
RESIGNATIONS BY COLLEGE
2000-01 to 2006-07
Iowa State University

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

TABLE 4c
RESIGNATIONS BY COLLEGE
2000-01 to 2006-07
University of Northern Iowa

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

TABLE 5a
REASONS GIVEN FOR FACULTY RESIGNATIONS
2000-01 to 2006-07
University of Iowa

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

TABLE 5b
REASONS GIVEN FOR FACULTY RESIGNATIONS
2000-01 to 2006-07
Iowa State University

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

TABLE 5c
REASONS GIVEN FOR FACULTY RESIGNATIONS
2000-01 to 2006-07
University of Northern Iowa

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

TABLE 5d
REASONS GIVEN FOR FACULTY RESIGNATIONS
2000-01 TO 2006-07
REGENT TOTAL

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

TABLE 6
TOTAL FACULTY AND FACULTY RESIGNATIONS
2006-07
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	88	4.2	5	7.3	5.7
Dentistry	100	4.8	7	10.3	7.0
Education	90	4.3	1	1.5	1.1
Engineering	82	3.9	3	4.4	3.7
Graduate	16	0.8	0	0.0	0.0
Law	49	2.4	1	1.5	2.0
Liberal Arts and Sciences	659	31.6	19	27.9	2.9
Medicine	821	39.4	24	35.3	2.9
Nursing	57	2.7	0	0.0	0.0
Pharmacy	53	2.5	4	5.9	7.5
Public Health	71	3.4	4	5.9	5.6
Total	2,086	100.0	68	100.0	3.3
Iowa State University	272	20.7	9	16.7	3.3
Agriculture & Life Sciences	62	4.7	3	5.5	4.8
Business	84	6.4	3	5.5	3.6
Design	179	13.6	4	7.4	2.2
Engineering	119	9.1	4	7.4	3.4
Human Science	461	35.1	23	42.6	5.0
Liberal Arts and Sciences	37	2.8	2	3.7	5.4
Library	99	7.6	6	11.2	6.1
Veterinary Medicine	1,313	100.0	54	100.0	4.1
Total					
University of Northern Iowa					
Business Administration	55	9.4	4	18.2	7.3
Education	157	26.8	4	18.2	2.5
Humanities and Fine Arts	137	23.4	8	36.4	5.8
Natural Sciences	114	19.4	1	4.5	0.9
Social & Behavioral Sciences	105	17.9	5	22.7	4.8
Library	18	3.1	0	0.0	0.0
Total	586	100.0	22	100.0	3.8

Salaries

Salary Policies and Negotiated Salary Increases

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

University of Iowa – Salary increases for faculty will be based upon individual contribution and performance. In an effort to make further competitive gains in average faculty salaries, the faculty increase will be divided into two components – an anticipated average increase on July 1 of 4.5% and an additional increase of 2% on January 1, 2008, if funds are available.

Salary increases for nonorganized professional and scientific (P&S) staff will be based on merit, and it is anticipated will average between 4.5% and 6%.

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

University of Northern Iowa – The University anticipates most P&S staff will receive increases of 3% on July 1, 2007, which mirrors the increases negotiated for the organized faculty.

Iowa School for the Deaf – ISD proposes to increase the faculty salary matrix by 3%. Qualified faculty will continue to receive merit pay for sign language proficiency and professional certifications. Eligible faculty will receive a one step increase on the matrix and will also be provided increases for attainment of additional education. ISD will provide an increase of \$3,800 to faculty members similar to quality initiatives in K-12 schools provided by legislation that is not built into the faculty pay matrix. It is anticipated the average faculty increase will be 11.29%.

ISD and IBSSS share a single P&S salary matrix. The proposed matrix is increased by 6% at the minimum and maximum of each of the six pay grades. ISD proposes an average increase of 4.75% for P&S staff. P&S staff 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 2007. In addition to the matrix increase, IBSSS will provide an increase of \$3,800 to faculty members similar to quality initiatives in K-12 schools provided by legislation that is not built into the faculty matrix. With step and track movements, the average faculty increase will be 12.27%.

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 3% increase on July 1, 2007.

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

- Bargaining unit employees employed on April 30, 2007, will receive a 4.2% salary increase effective July 1, 2007.
- Select classifications will also receive market based or equity adjustments in addition to the increase above on July 1, 2007.
 - Individuals in the Staff Nurse I classification and at the top of the current scale on June 30, 2007, will receive an additional 2%
 - Individuals in the Physical Therapist, Senior Physical Therapist and Clinical Specialist PT will receive an additional \$2,000
 - Individuals in Clinical Pharmacist, Radiation Therapist, Senior Radiation Therapist, Nuclear Medicine Technologist, Senior Nuclear Medicine Technologist, Dosimetrist I and II, Imaging Technologist, Senior Imaging Technologist, Echographic Diagnostic Assistant, Clinical Psychologist, Clinical Laboratory Scientist II classifications will receive an additional 1.8%
 - 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 \$35,500 and \$37,100 respectively.
- Effective July 1, 2007, the Staff Nurse I and II classifications will be combined. Individuals currently in the Staff Nurse II classification will retain the \$500 already in their base salaries to recognize their Bachelor in Nursing Degrees. In addition, current Staff Nurses will receive salary added to base for the following degrees:

Non-Nursing BA/BS	\$500
BSN	\$500
MNHP	\$1,250
MSN, MBA, MPH	\$1,500

(all amounts are prorated for part-time status.)

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

July 1, 2007	Academic year \$16,277
	Fiscal year \$19,894
July 1, 2007	\$292 minimum salary increase for academic year returning unit employees
July 1, 2007	\$357 minimum salary increase for fiscal year returning unit employees
July 1, 2007	Minimum tuition scholarship provided increased to \$1,962 for the fall and spring semester based on full time enrollment

Salaries -- Faculty

Average increases for faculty for FY 2008 and the four previous years are shown below:

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
SUI	2.0%	2.1%	3.4%	5.7%	6.90%*
ISU	2.6%	2.3%	3.6%	3.8%	6.0%
UNI	3.5%	3.8%	2.5%	3.5%	3.0%
ISD	3.9%	4.0%	3.7%	4.6%	12.0%
IBSSS	5.3%	5.0%	5.3%	4.1%	11.2%

*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	4.0%	ISD	5.6%
ISU	3.7%	IBSSS	6.2%
UNI	3.3%		

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*	\$89,475	\$96,519	\$76,960
ISU	\$81,891	\$88,592	\$68,044
UNI	\$66,455	\$70,993	\$63,709

*SUI averages do not include the salary increase on December 2007.

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

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

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

Iowa State University 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 FY1998, the last year that ISU faculty salaries were at the peer mean. The most recent data for FY 2007 indicated further decline with ISU faculty salaries at 94% of the peer mean. Strong funding from state operating appropriations and the state's salary bill provided the opportunity to address that lack of competitiveness and strive to improve our rankings among our peers. In FY 2008, an additional \$5.3 million was committed for faculty salary increases 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. \$4.9 million of the special increase pool was distributed on July 1 with the remaining \$1.3 million being held to address retention and market issues as they arise during the year.

The FY08 overall average increase for all A & B-base faculty was 5.98% with the average faculty increase higher at the full and associate professor levels than at the lower ranks. Hopefully, the distribution this year will begin to address the problem of being at a competitive disadvantage at the senior faculty levels. Overall, the average increase for women is comparable to that of men (nearly 6 percent) although there are differences by rank.

As of July 1, 2007, UNI had 618.80 full-time equivalent faculty (FTE) members with an average 9 month equivalent salary of \$66,455. On an average, this represents an increase of \$2,421 from the previous year. A Full Professor on average earns \$83,020, an Associate Professor earns \$63,040, an Assistant Professor earns \$55,888 and an instructor earns \$56,625.

A 9 month equivalent average salary for a male faculty member is \$70,993 while that of a female faculty member is \$63,709. As of July 1, 2007, UNI had 352.9 FTE male and 265.9 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 table below displays 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 2008								
Non-Professional Colleges								
	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$67,000	1.00	\$65,800	2.50	\$65,094	62.00	\$61,067	44.75
Business	-	-	-	-	\$111,672	11.00	\$118,708	7.00
Education	\$77,428	1.00	\$74,675	1.00	\$63,846	6.00	\$60,436	8.00
Engineering	-	-	-	-	\$81,846	11.60	\$80,263	2.50
Graduate	-	-	-	-	\$57,441	1.00	\$62,619	3.00
Nursing	\$62,692	1.00	\$110,441	1.50	\$79,000	0.50	\$58,075	19.50
Public Health	\$86,063	9.00	\$85,977	4.00	-	-	\$57,628	0.25
ISU								
Agriculture	\$77,327	1.99	\$73,433	0.59	\$67,744	11.15	\$66,055	5.43
Business	-	-	-	-	\$108,010	11.00	\$114,573	7.00
Design	\$85,261	0.16	-	-	\$55,552	11.00	\$53,927	10.00
Engineering	-	-	-	-	\$79,977	42.25	\$77,734	6.26
Human Sciences	-	-	\$74,437	0.28	\$57,645	9.00	\$59,152	25.75
Liberal Arts and Sciences	-	-	-	-	\$62,426	61.32	\$56,633	35.84
UNI								
Business	-	-	-	-	\$84,333	9.00	\$84,386	2.00
Social and Behavioral Sciences	-	-	-	-	\$49,583	16.00	\$49,900	13.00
Education	-	-	\$93,444	1.00	\$59,328	9.00	\$54,639	18.00
Humanities and Fine Arts	-	-	-	-	\$52,614	16.00	\$47,689	7.00
Natural Sciences	-	-	-	-	\$53,625	17.00	\$51,810	9.00
Associate Professor -- Average Salaries FY 2008								
Non-Professional Colleges								
	12-month				9-month			
	Male		Female		Male		Female	
SUI	Salary	FTE	Salary	FTE	Salary	FTE	Salary	FTE
Liberal Arts and Sciences	\$98,822	2.33	\$83,613	8.66	\$71,822	117.65	\$69,484	100.75
Business	-	-	-	-	\$132,468	16.00	\$127,455	5.00
Education	\$133,096	3.00	\$87,593	2.00	\$67,524	11.75	\$68,211	16.75
Engineering	-	-	-	-	\$92,435	18.60	\$89,807	2.75
Graduate	\$157,500	1.00	\$128,538	0.60	\$72,726	3.00	\$82,939	1.00
Nursing	-	-	\$103,949	5.00	\$72,260	1.00	\$70,670	12.00
Public Health	\$108,088	12.70	\$103,476	9.00	-	-	\$85,840	1.00
ISU								
Agriculture	\$86,611	10.29	\$80,834	4.51	\$89,724	6.97	\$77,614	5.48
Business	-	-	\$115,798	5.00	\$115,961	17.00	\$115,798	5.00
Design	\$142,049	0.82	\$69,824	0.14	\$68,089	18.00	\$62,603	20.74
Engineering	\$92,196	0.59	\$95,176	7.00	\$92,719	41.09	\$95,176	7.00
Human Sciences	-	-	\$69,699	0.25	\$69,150	14.46	\$66,758	24.78
Liberal Arts and Sciences	\$65,109	3.32	-	-	\$72,868	84.02	\$65,902	39.15
UNI								
Business	-	-	-	-	\$85,876	15.00	\$88,083	9.00
Social and Behavioral Sciences	-	-	-	-	\$62,528	29.00	\$61,371	18.40
Education	-	-	-	-	\$72,802	20.00	\$65,538	27.18
Humanities and Fine Arts	-	-	-	-	\$63,334	26.00	\$59,472	32.00
Natural Sciences	-	-	-	-	\$64,464	32.00	\$60,155	11.32

Salaries – Professional and Scientific

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

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
SUI*	2.5%	2.2%	4.5%	4.2%	4.98%
ISU	2.5%	2.2%	3.7%	3.1%	4.4%
UNI	3.5%	3.8%	2.5%	2.0%	3.0%
ISD	5.5%	4.5%	4.8%	4.0%	4.67%
IBSSS	6.3%	5.2%	4.5%	4.0%	5.03%

*(Members of the tertiary health care unit (SEIU) are not included in this average. The average increase for SEIU staff was 6.5% in FY 2004; 4.6% in FY 2005, 4.3% in FY 2006, 4.4% in FY 2007, 4.94% in FY 2008.

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

SUI	3.7%	ISD	4.7%
ISU	3.2%	IBSSS	5.0%
UNI	3.0%		

Average P&S salaries for FY 2008 are shown below:

	Overall Average	Male Average	Female Average
SUI	\$57,246	\$63,185	\$53,216
ISU	\$55,741	\$60,146	\$51,638
UNI	\$55,397	\$59,943	\$51,596

Average salaries at the special schools are shown below.

	Faculty Salaries	P&S Salaries (annualized)
ISD	\$58,672	\$53,606
IBSSS	\$58,904	\$55,195

Salary Increases – Regent Merit System

The value of all increases for merit staff at each institution for FY 2008 and the four previous years are shown below.

	2004	2005	2006	2007	2008
SUI	6.1%	5.8%	3.9%	4.8%	5.57%
ISU	5.1%	3.4%	3.7%	4.3%	5.0%
UNI	5.1%	5.8%	3.6%	4.2%	4.9%
ISD	6.2%	4.0%	4.1%	4.8%	5.13%
IBSSS	6.2%	4.8%	4.4%	5.5%	5.05%

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

SUI	5.2%	ISD	4.8%
ISU	4.3%	IBSSS	5.2%
UNI	4.7%		

Salaries – Teaching and Research Assistants

At the University of Iowa, the minimum salary for half-time appointments for teaching and research assistants is \$16,277 which is an increase of 1.8%. Returning bargaining unit (COGS) employees received a minimum salary increase of \$292.

Stipends for half-time appointments for teaching and research assistants at Iowa State University range from \$11,700 - \$28,080. The salary minimum was increased by 4.0% and the maximum by 4.0%.

Salaries of ½ time, 9-month teaching assistants at the University of Northern Iowa increased by 3.0% to \$8,068 for master's level and \$12,096 for doctoral level. Exceptions at the master's level include Biology (\$16,128), Chemistry (\$16,128), Environmental Science (\$12,096), and Geography (\$10,752).

Average Estimated Total Compensation

Average estimated total compensation for FY 2008 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 2008 insurance year.

	Faculty by Rank				P&S	Merit
	Professor	Associate	Assistant	Overall Average		
SUI	\$180,191	\$127,534	\$123,055	\$149,252	\$77,282*	\$54,289
ISU	\$133,741	\$96,686	\$85,109	\$103,916	\$73,968	\$49,129
UNI	\$111,662	\$84,789	\$75,169	\$89,382	\$77,279	\$58,169
ISD**				\$71,623	\$65,234	\$39,541
IBSSS**				\$70,179	\$61,597	\$42,843

*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 2004			FY 2005			FY 2006		
	Faculty	P&S	Merit	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	2.02%	2.50%	6.10%	2.14%	2.23%	5.81%	3.43%	4.50%	3.87%
ISU	2.60%	2.50%	5.10%	2.30%	2.20%	3.40%	3.60%	3.70%	3.70%
UNI	3.50%	3.50%	5.10%	3.75%	3.80%	5.77%	2.50%	2.50%	3.60%
ISD	3.90%	5.50%	6.20%	4.03%	4.45%	3.99%	3.72%	4.79%	4.09%
IBSSS	5.30%	6.25%	6.20%	4.96%	5.19%	4.84%	5.29%	4.50%	4.43%

	FY 2007			FY 2008		
	Faculty	P&S	Merit	Faculty	P&S	Merit
SUI	5.70%	4.20%	4.80%	6.96%	4.98%	5.57%
ISU	3.80%	3.10%	4.30%	6.00%	4.40%	5.00%
UNI	2.00%	2.00%	4.20%	3.00%	3.00%	4.90%
ISD	4.60%	4.00%	4.80%	9.92%	4.67%	5.13%
IBSSS	4.10%	4.00%	5.50%	11.21%	5.03%	3.66%

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.

University of Iowa College of Medicine

Salary comparison information for the University of Iowa College of Medicine is shown in Exhibit 8. This information is provided by the University from survey data collected by the Association of American Medical Colleges. The Association of American Medical Colleges is a non-profit association founded in 1876 to work for reform in medical education. Originally representing only medical schools, today the AAMC represents the 125 accredited U.S. medical schools; the 17 accredited Canadian medical schools; some 400 major teaching hospitals, including more than 68 Veterans Affairs medical centers; more than 109,000 faculty in 94 academic and scientific societies; and the nation's 67,000 medical students and 104,000 residents.

REGENT INSTITUTIONS COMPARISON GROUPS
AVERAGE FACULTY SALARIES, 2006-07
ESTIMATED FACULTY SALARY INCREASES, 2007-08

COMPARISON GROUPS	Average Faculty Salary 2006-07 (1)	Estimated Average Percent Increase 2007-08 (2)	Estimated Average Faculty Salary 2007-08
University of California, Los Angeles	111,800	5.70%	118,200
University of Michigan, Ann Arbor	104,000	3.75%	107,900
University of North Carolina, Chapel Hill	101,600	5.0%	106,700
University of Texas, Austin	99,700	4.37%	104,100
University of Minnesota, Twin Cities	95,400	6.3%	101,400
University of Illinois, Urbana	95,600	4.0%	99,400
Ohio State University, Main Campus	92,600	4.0%	96,300
UNIVERSITY OF IOWA ⁽³⁾	87,400	6.96%	93,500
University of Arizona	88,700	5.4%	93,500
Indiana University, Bloomington	87,800	4.75%	92,000
University of Wisconsin	89,300	2.0%	91,100
University of California, Davis	97,100	5.7%	102,600
University of Minnesota, Twin Cities	95,400	6.3%	101,400
University of Illinois, Urbana	95,600	4.0%	99,400
Ohio State University, Main Campus	92,600	4.0%	96,300
University of Arizona	88,700	5.4%	93,500
Texas A & M	88,800	4.5%	92,800
University of Wisconsin	89,300	2.0%	91,100
North Carolina State University	86,800	5.0%	91,100
Michigan State University	87,600	3.5%	90,700
Purdue University, Main Campus	86,200	4.1%	89,700
IOWA STATE UNIVERSITY	82,300	6.0%	87,200
University of North Carolina, Greensboro	75,200	7.0%	80,500
Ohio University, Athens	71,200	3.0%	73,300
Central Michigan University	70,600	3.5%	73,100
University of North Texas	70,200	4.0%	73,000
UNIVERSITY OF NORTHERN IOWA	67,600	3.00%	69,600
Northern Arizona University	66,200	5.0%	69,500
Illinois State University	66,600	3.0%	68,600
University of Minnesota, Duluth	66,000	3.0%	68,000
Indiana State University, Terre Haute	60,200	3.0%	62,000
California State University, Fresno	n/a	n/a	n/a
University of Wisconsin, Eau Claire	n/a	n/a	n/a

- (1) Academe, the Bulletin of the American Association of University Professors, Special Bulletin for 2006-07. 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.
- (3) The University of Iowa estimated increases based on increases on January 1, 2007, and July 1, 2007, and an additional increase budgeted for December 1, 2007.

Exhibit 2
University of Iowa

Average Instructional Faculty Salaries and Relative Standing by Academic Rank, AAU Public and Private Institutions, Fall 2006 (Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	177,406	515	1	100,016	397	6	91,282	312	3	130,351	1,224	1
Stanford	164,314	515	2	114,739	397	1	90,955	312	4	129,536	1,224	2
Cal Tech	155,845	515	7	111,257	397	2	98,761	312	1	126,832	1,224	3
Penn	156,500	515	6	106,400	397	3	91,800	312	2	123,758	1,224	4
Princeton	163,654	515	3	105,015	397	4	79,091	312	14	123,080	1,224	5
Columbia	162,049	515	4	104,595	397	5	81,545	312	11	122,894	1,224	6
MIT	145,935	515	10	99,738	397	7	88,980	312	5	116,433	1,224	7
Northwestern	147,220	515	9	97,480	397	9	83,504	312	7	114,846	1,224	8
Yale	157,600	515	5	87,100	397	20	77,900	312	16	114,418	1,224	9
Cornell - Endowed	141,781	515	14	99,054	397	8	85,906	312	6	113,680	1,224	10
New York Univ.	149,500	515	8	91,200	397	14	80,100	312	13	112,900	1,224	11
Duke	141,999	515	13	96,815	397	10	82,420	312	9	112,157	1,224	12
Wash Univ - St. Louis	145,131	515	11	93,349	397	11	77,183	312	19	111,016	1,224	13
Emory	142,215	515	12	90,120	397	16	77,888	312	17	108,921	1,224	14
Southern Cal	134,510	515	17	92,009	397	13	81,568	312	10	107,230	1,224	15
Carnegie Mellon	127,026	515	23	93,205	397	12	82,894	312	8	104,307	1,224	16
Rice	130,400	515	21	91,000	397	15	78,000	312	15	104,264	1,224	17
Cal - Berkeley	131,265	515	19	86,809	397	21	76,166	312	20	102,301	1,224	18
Brown	134,879	515	16	83,876	397	29	72,587	312	24	102,458	1,224	19
Vanderbilt	135,406	515	15	86,286	397	23	67,172	312	44	102,081	1,224	20
Michigan	130,444	515	20	86,554	397	22	74,953	312	22	102,063	1,224	21
Cal - Los Angeles	133,212	515	18	84,224	397	28	72,057	312	25	101,734	1,224	22
Cornell - Contract (publ)	121,737	515	28	88,471	397	17	80,688	312	12	100,484	1,224	23
Virginia	127,984	515	22	87,732	397	18	71,150	312	29	100,441	1,224	24
North Carolina	126,846	515	24	85,496	397	25	71,763	312	26	99,394	1,224	25
Johns Hopkins	123,836	515	26	87,185	397	19	70,456	312	31	98,342	1,224	26
Maryland	121,105	515	30	84,234	397	27	77,394	312	18	98,004	1,224	27
Rutgers	123,805	515	27	85,033	397	26	68,739	312	36	97,193	1,224	28
Texas	121,196	515	29	78,330	397	39	75,149	312	21	95,555	1,224	29
Cal - San Diego	124,403	515	25	78,041	397	42	69,757	312	32	95,436	1,224	30
Illinois	120,925	515	31	79,546	397	35	71,686	312	27	94,953	1,224	31
SUNY - Stony Brook	116,383	515	39	85,862	397	24	68,933	312	35	94,389	1,224	32
Penn State	120,214	515	32	81,352	397	31	68,155	312	38	94,339	1,224	33
Minnesota	116,596	515	37	80,560	397	34	69,429	312	33	92,885	1,224	34
Rochester	112,772	515	43	81,925	397	30	73,220	312	23	92,685	1,224	35
Pittsburgh	119,483	515	33	78,169	397	40	66,366	312	48	92,543	1,224	36
SUNY - Buffalo	116,593	515	38	81,167	397	32	66,636	312	47	92,368	1,224	37
Cal - Irvine	117,675	515	35	77,599	397	44	68,523	312	37	92,148	1,224	38
Ohio State	117,173	515	36	78,937	397	46	69,383	312	34	91,941	1,224	39
Case	116,043	515	40	78,436	397	38	67,911	312	39	91,576	1,224	40
Brandeis	111,635	515	44	80,749	397	33	71,642	312	28	91,423	1,224	41
Cal - Santa Barbara	119,333	515	34	74,066	397	54	67,236	312	43	91,371	1,224	42
Tulane	115,960	515	41	78,769	397	37	63,385	312	54	90,496	1,224	43
Cal - Davis	113,981	515	42	76,463	397	47	67,858	312	40	90,055	1,224	44
Washington	108,921	515	48	77,151	397	45	70,900	312	30	88,925	1,224	45
Iowa	109,800	515	46	75,400	397	49	65,800	312	51	87,427	1,224	48
Michigan State	110,233	515	45	79,158	397	36	61,834	312	58	87,817	1,224	46
Colorado	106,752	515	53	78,029	397	43	67,504	312	41	87,431	1,224	47
Indiana	109,047	515	47	75,055	397	51	66,006	312	50	87,051	1,224	49
Texas A&M	107,397	515	51	76,027	397	48	67,319	312	42	87,007	1,224	50
Purdue	107,564	515	50	74,820	397	53	66,802	312	46	86,553	1,224	51
Arizona	107,132	515	52	74,909	397	52	66,870	312	45	86,418	1,224	52
Wisconsin	103,543	515	56	78,112	397	41	66,014	312	49	85,728	1,224	53
Florida	107,672	515	49	73,321	397	56	61,937	312	57	84,873	1,224	54
Syracuse	103,977	515	54	75,234	397	50	64,911	312	52	84,696	1,224	55
Kansas	103,886	515	55	72,261	397	57	62,849	312	56	83,168	1,224	56
Iowa State	100,550	515	59	73,651	397	55	64,517	312	53	82,641	1,224	57
Nebraska	101,122	515	57	71,657	397	58	62,875	312	55	81,816	1,224	58
Missouri	100,657	515	58	68,549	397	59	56,608	312	60	79,015	1,224	59
Oregon	88,310	515	60	62,096	397	60	59,958	312	59	72,581	1,224	60
Mean	\$125,176			\$84,540			\$72,848			\$98,657		

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

In comparison data provided for FY 2006, the position of the University of Iowa was 12th from the bottom. It is 15th from the bottom in the above table for FY 2007.

Exhibit 3
Iowa State University

Table 1

Average Instructional Faculty Salaries and Relative Standing
by Academic Rank, AAU Public and Private Institutions, Fall 2006

AAUDE salaries, 2006

Institution	Professor			Associate Professor			Assistant Professor			Three-Professorial-Ranks Combined		
	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking	Average Salary	N	Salary Ranking
Harvard	177,406	500	1	100,016	381	6	91,282	329	3	\$129,600	1,210	1
Stanford	164,314	500	2	114,739	381	1	90,955	329	4	\$128,800	1,210	2
Cal Tech	155,845	500	7	111,257	381	2	98,761	329	1	\$126,300	1,210	3
Penn #	156,500	500	6	106,400	381	3	91,800	329	2	\$123,100	1,210	4
Princeton	163,654	500	3	105,015	381	4	79,091	329	14	\$122,200	1,210	5
Columbia	162,049	500	4	104,595	381	5	81,545	329	11	\$122,100	1,210	6
MIT	145,935	500	10	99,738	381	7	88,980	329	5	\$115,900	1,210	7
Northwestern	147,220	500	9	97,480	381	9	83,504	329	7	\$114,200	1,210	8
Yale #	157,600	500	5	87,100	381	20	77,900	329	16	\$113,700	1,210	9
Cornell - Endowed	141,781	500	14	99,054	381	8	85,906	329	6	\$113,100	1,210	10
New York Univ. #	149,500	500	8	91,200	381	14	80,100	329	13	\$112,300	1,210	11
Duke	141,999	500	13	96,815	381	10	82,420	329	9	\$111,600	1,210	12
Wash Univ - St. Louis	145,131	500	11	93,349	381	11	77,183	329	19	\$110,400	1,210	13
Emory	142,215	500	12	90,120	381	16	77,888	329	17	\$108,300	1,210	14
Southern Cal	134,510	500	17	92,009	381	13	81,568	329	10	\$106,700	1,210	15
Carnegie Mellon	127,026	500	23	93,205	381	12	82,894	329	8	\$104,400	1,210	16
Rice #	130,400	500	21	91,000	381	15	78,000	329	15	\$103,700	1,210	17
Cal - Berkeley	131,265	500	19	86,809	381	21	76,166	329	20	\$102,300	1,210	18
Brown	134,879	500	16	83,876	381	29	72,587	329	24	\$101,900	1,210	19
Michigan	130,444	500	20	86,554	381	22	74,953	329	22	\$101,500	1,210	20
Vanderbilt	135,406	500	15	86,286	381	23	67,172	329	44	\$101,400	1,210	21
Cal - Los Angeles	133,212	500	18	84,224	381	28	72,057	329	25	\$101,200	1,210	22
Cornell - Contract (publ)	121,737	500	28	88,471	381	17	80,688	329	12	\$100,100	1,210	23
Virginia	127,984	500	22	87,732	381	18	71,150	329	29	\$99,900	1,210	24
North Carolina	126,846	500	24	85,496	381	25	71,763	329	26	\$98,800	1,210	25
Johns Hopkins	123,836	500	26	87,185	381	19	70,456	329	31	\$97,800	1,210	26
Maryland	121,105	500	30	84,234	381	27	77,394	329	18	\$97,600	1,210	27
Rutgers	123,805	500	27	85,033	381	26	68,739	329	36	\$96,600	1,210	28
Texas	121,196	500	29	78,330	381	39	75,149	329	21	\$95,200	1,210	29
Cal - San Diego	124,403	500	25	78,041	381	42	69,757	329	32	\$94,900	1,210	30
Illinois	120,925	500	31	79,546	381	35	71,686	329	27	\$94,500	1,210	31
SUNY - Stony Brook	116,383	500	39	85,862	381	24	68,933	329	35	\$93,900	1,210	32
Penn State	120,214	500	32	81,352	381	31	68,155	329	38	\$93,800	1,210	33
Minnesota	116,596	500	37	80,560	381	34	69,429	329	33	\$92,400	1,210	34
Rochester	112,772	500	43	81,925	381	30	73,220	329	23	\$92,300	1,210	35
Pittsburgh	119,483	500	33	78,169	381	40	66,366	329	48	\$92,000	1,210	36
SUNY - Buffalo	116,593	500	38	81,167	381	32	66,636	329	47	\$91,900	1,210	37
Cal - Irvine	117,675	500	35	77,599	381	44	68,523	329	37	\$91,700	1,210	38
Ohio State	117,173	500	36	76,937	381	47	69,383	329	34	\$91,500	1,210	39
Case	116,043	500	40	78,436	381	38	67,911	329	39	\$91,100	1,210	40
Brandeis	111,635	500	44	80,749	381	33	71,642	329	28	\$91,000	1,210	41
Cal - Santa Barbara	119,333	500	34	74,066	381	55	67,236	329	43	\$90,900	1,210	42
Tulane	115,960	500	41	78,769	381	37	63,385	329	55	\$90,000	1,210	43
Cal - Davis	113,981	500	42	76,463	381	48	67,858	329	40	\$89,600	1,210	44
Washington	108,921	500	48	77,151	381	46	70,900	329	30	\$88,600	1,210	45
Michigan State	110,233	500	45	79,158	381	36	61,834	329	59	\$87,300	1,210	46
Colorado	106,752	500	53	78,029	381	43	67,504	329	41	\$87,000	1,210	47
Iowa	109,838	500	46	75,354	381	50	65,798	329	52	\$87,000	1,210	47
Indiana	109,047	500	47	75,055	381	52	66,006	329	51	\$86,600	1,210	49
Texas A&M	107,397	500	51	76,027	381	49	67,319	329	42	\$86,600	1,210	49
Purdue	107,564	500	50	74,820	381	54	66,802	329	46	\$86,200	1,210	51
Arizona	\$107,132	500	52	\$74,909	381	53	\$66,870	329	45	\$86,000	1,210	52
Wisconsin	103,543	500	57	78,112	381	41	66,014	329	50	\$85,300	1,210	53
North Carolina State	103,900	500	55	77,400	381	45	66,300	329	49	\$85,300	1,210	53
Florida	107,672	500	49	73,321	381	57	61,937	329	58	\$84,400	1,210	55
Syracuse	103,977	500	54	75,234	381	51	64,911	329	53	\$84,300	1,210	56
Kansas	103,886	500	56	72,261	381	58	62,849	329	57	\$82,800	1,210	57
Iowa State	100,550	500	60	73,651	381	56	64,517	329	54	\$82,300	1,210	58
Nebraska	101,122	500	58	71,657	381	59	62,875	329	56	\$81,400	1,210	59
Missouri	100,657	500	59	68,549	381	60	56,608	329	61	\$78,600	1,210	60
Oregon	88,310	500	61	62,096	381	61	59,958	329	60	\$72,300	1,210	61
institutions included, n = 61												
Mean (unweighted)	\$124,827	500	= avg # fac	\$84,422	381	= avg # fac	\$72,741	329	= avg # fac	\$97,938	1,210	= avg # fac
Mean (weighted)	\$124,827	30,500	= tot # fac	\$84,422	23,241	= tot # fac	\$72,741	20,069	= tot # fac	\$97,938	73,810	= tot # fac

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

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

source: Annual AAUP Faculty Salary Surveys as exchanged via the AAU Data Exchange (AAUDE).

2006-07 data not submitted to AAUDE; current average salaries drawn from Chronicle (headcounts are estimated).

In comparison data provided for FY 2006, Iowa State University was 5th from the bottom. In the table above for FY 2007, it is 4th from the bottom.

Exhibit 4
University of Northern Iowa

Average Faculty Salaries by Academic Rank, FY 2007
(Peer institutions as listed by Education Trust*)

University	Peers Adjusted to UNI Rank Distribution											
	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking	Average Salary	UNI N	Salary Ranking
University of California-Riverside	109,300	168	1	75,500	204	1	65,400	130	1	84,196	502	1
University of Alabama	107,700	168	2	74,500	204	3	60,600	130	5	82,011	502	2
University of North Carolina-Charlotte	97,600	168	3	72,200	204	7	63,200	130	2	78,370	502	3
West Chester University of Pennsylvania	91,200	168	9	74,600	204	2	61,100	130	3	76,659	502	4
University of Mississippi-Main	95,200	168	5	71,800	204	9	60,000	130	6	76,575	502	5
University of North Carolina-Greensboro	95,300	168	4	72,000	204	8	58,800	130	8	76,379	502	6
Indiana University of Pennsylvania-Main	91,300	168	8	73,600	204	4	57,600	130	12	75,380	502	7
Bloomsburg University of Pennsylvania	90,900	168	11	72,500	204	5	56,200	130	17	74,437	502	8
Kutztown University of Pennsylvania	91,100	168	10	72,400	204	6	53,600	130	30	73,790	502	9
Ohio University	92,000	168	7	68,500	204	12	55,900	130	19	73,102	502	10
Florida A & M University	85,000	168	22	70,600	204	10	60,800	130	4	72,881	502	11
Kent State University-Main	92,800	168	6	67,100	204	17	55,900	130	20	72,800	502	12
Bowling Green State University-Main	90,800	168	12	68,100	204	14	55,600	130	22	72,460	502	13
Oakland University	88,900	168	13	68,200	204	13	57,800	130	11	72,434	502	14
University of North Carolina-Wilmington	85,800	168	20	69,300	204	11	58,500	130	10	72,025	502	15
Mississippi State University	86,900	168	15	66,200	204	20	59,000	130	7	71,263	502	16
East Carolina University	86,300	168	18	64,900	204	23	58,500	130	9	70,404	502	17
University of North Texas	87,000	168	14	65,400	204	21	56,100	130	18	70,220	502	18
Northern Illinois University	86,300	168	19	65,300	204	22	56,500	130	16	70,049	502	19
Central Michigan University	86,600	168	16	66,600	204	18	53,200	130	33	69,823	502	20
West Virginia University	85,800	168	21	64,900	204	24	54,500	130	25	69,201	502	21
University of Minnesota-Duluth	83,400	168	23	67,400	204	15	53,600	130	32	69,181	502	22
California State University - Fresno	86,400	168	17	64,800	204	25	53,600	130	31	69,128	502	23
Appalachian State University	80,700	168	28	66,400	204	19	57,500	130	13	68,881	502	24
University of Nebraska-Omaha	78,800	168	30	67,400	204	16	55,900	130	21	68,237	502	25
University of Northern Iowa	81,700	168	26	64,700	204	26	53,800	130	29	67,567	502	26
Illinois State University	80,400	168	29	61,500	204	35	57,000	130	14	66,660	502	27
Western Illinois University	83,000	168	24	63,300	204	28	50,600	130	43	66,604	502	28
Grand Valley State University	82,300	168	25	63,700	204	27	50,700	130	42	66,558	502	29
North Dakota State University-Main	77,700	168	32	62,400	204	30	56,900	130	15	66,096	502	30
Georgia Southern University	77,300	168	34	61,900	204	34	54,700	130	24	65,189	502	31
Northern Arizona University	81,100	168	27	60,200	204	40	52,400	130	36	65,175	502	32
Saint Cloud State University	76,300	168	38	62,200	204	33	54,800	130	23	65,002	502	33
Murray State University	77,000	168	35	62,300	204	31	53,000	130	34	64,811	502	34
Montana State University-Bozeman	76,200	168	39	60,300	204	39	52,400	130	37	63,575	502	35
South Dakota State University	73,100	168	48	61,500	204	36	54,100	130	27	63,466	502	36
Tennessee Technological University	74,700	168	40	62,200	204	32	50,600	130	44	63,379	502	37
Winona State University	76,600	168	36	59,300	204	43	51,800	130	38	63,147	502	38
SUNY College At Oswego	73,700	168	44	62,500	204	29	50,500	130	47	63,141	502	39
Northern Michigan University	77,500	168	33	59,900	204	41	49,400	130	50	63,071	502	40
Ball State University	76,600	168	37	61,000	204	37	48,300	130	51	62,932	502	41
Radford University	74,200	168	42	58,900	204	44	54,300	130	26	62,829	502	42
University of West Georgia	77,800	168	31	57,600	204	47	51,500	130	39	62,780	502	43
Eastern Illinois University	74,400	168	41	59,600	204	42	51,100	130	40	62,352	502	44
University of Central Arkansas	73,200	168	46	60,600	204	38	50,600	130	45	62,227	502	45
The University of Montana-Missoula	73,900	168	43	57,600	204	48	52,700	130	35	61,786	502	46
University of Wisconsin-Whitewater	71,900	168	49	58,200	204	45	54,100	130	28	61,723	502	47
Indiana State University	73,500	168	45	57,400	204	49	50,000	130	48	60,872	502	48
University of Wisconsin-Oshkosh	70,600	168	51	58,000	204	46	50,600	130	46	60,300	502	49
University of Wisconsin-Stout	71,900	168	50	55,500	204	51	49,700	130	49	59,486	502	50
University of Wisconsin-Eau Claire	68,900	168	52	55,700	204	50	51,100	130	41	58,926	502	51
University of Northern Colorado	73,200	168	47	53,700	204	54	47,700	130	52	58,672	502	52
Stephen F Austin State University	67,300	168	53	54,300	204	53	47,600	130	53	56,916	502	53
University of Wisconsin-Stevens Point	66,900	168	54	54,900	204	52	45,700	130	54	56,533	502	54
Mean	\$82,148			\$64,094			\$54,391			\$67,623		

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

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

Data not available for the following peer institution: University of New Hampshire-Main

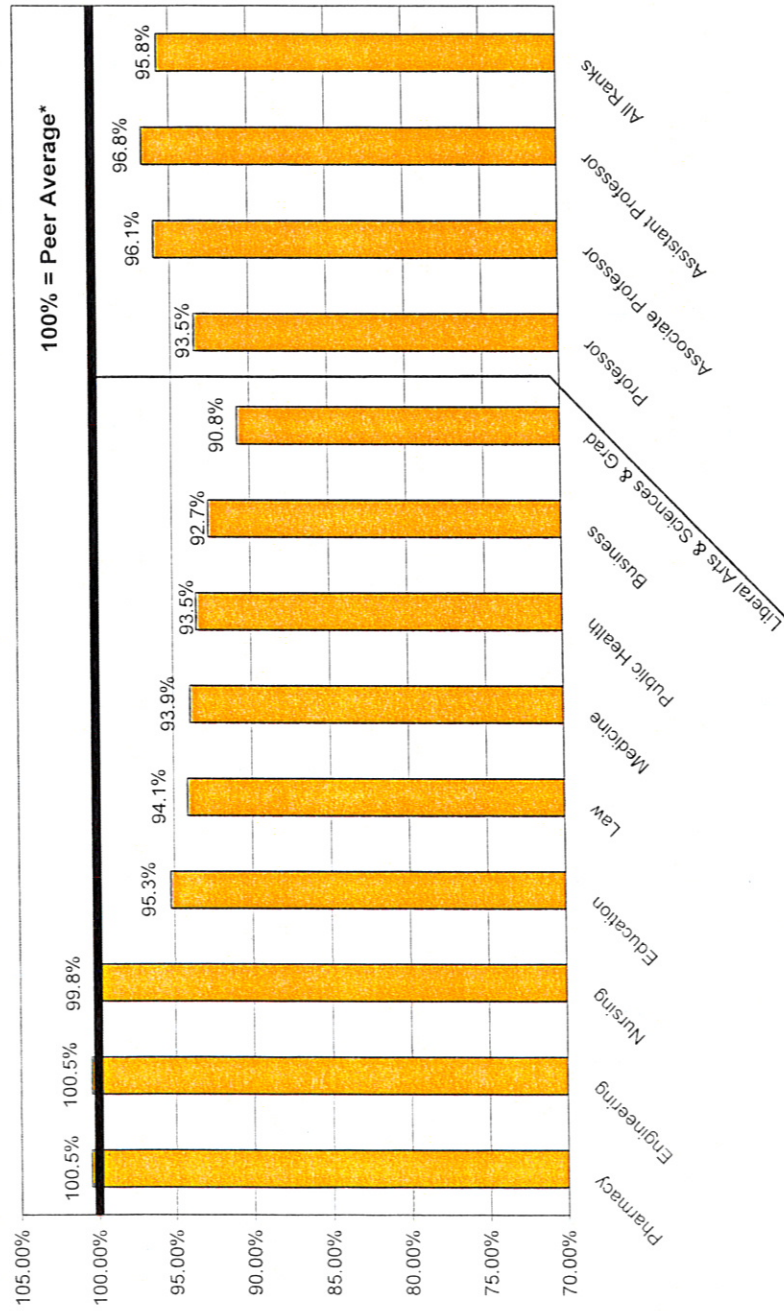
Data Source: ACADEME, AAUP, March-April 2007.

The University of Northern Iowa was 23rd from the top in both FY 2007 and FY 2006.

Faculty Salaries - FY 2007

THE UNIVERSITY OF IOWA

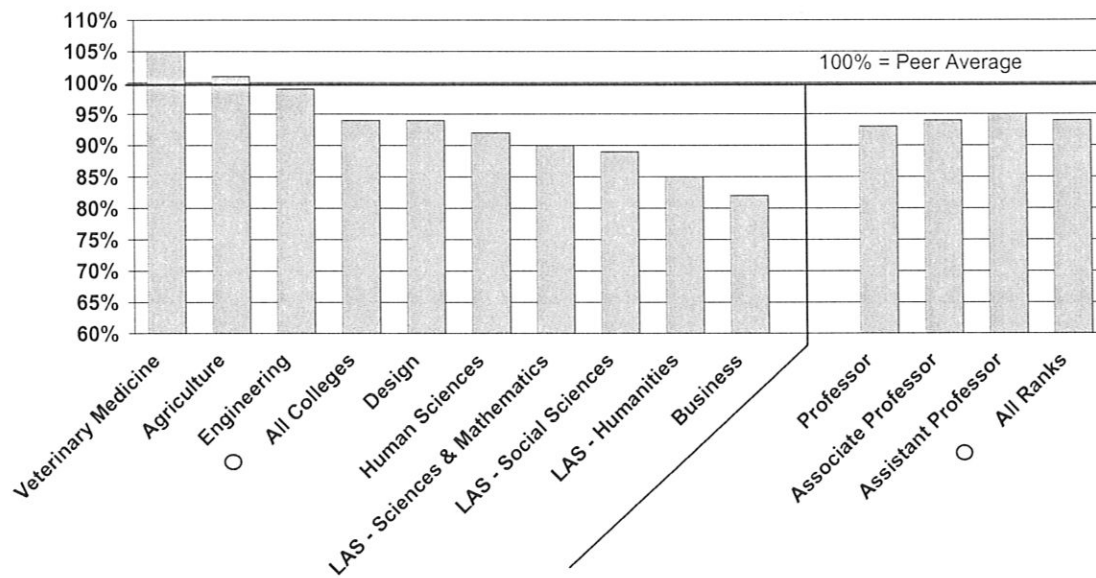
Source: Association of American Universities Data Exchange - AAUDE
University of Iowa January 1, 2007 Averages



*Percentiles by rank do not include the College of Dentistry

*Iowa averages include January 2007 increases and peer averages are adjusted to Iowa rank distribution.

IOWA STATE UNIVERSITY
Faculty Salary as a Percent of Peer Average - FY 2007



**AVERAGE FACULTY SALARY INCREASES IN PEER INSTITUTIONS
FY 2004 - FY 2008**

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
SUI PEER GROUP					
University of Arizona	0.00%	2.00%	6.50%	2.00%	5.40%
University of North Carolina - Chapel Hill	1.50%	3.00%	5.00%	6.00%	5.00%
University of Illinois, Urbana	4.90%	3.00%	4.60%	3.70%	4.00%
Indiana University, Bloomington	2.00%	2.80%	3.60%	4.00%	4.75%
University of California, Los Angeles	0.00%	1.75%	3.50%	n/a	5.70%
University of Michigan, Ann Arbor	2.25%	3.00%	3.50%	4.00%	3.75%
UNIVERSITY OF IOWA	2.02%	2.14%	3.43%	5.70%	6.96%
Ohio State University, Main Campus	3.50%	3.30%	3.30%	3.50%	4.00%
University of Minnesota, Twin Cities	0.00%	2.50%	3.00%	3.00%	6.30%
University of Texas, Austin	0.00%	3.00%	3.00%	3.00%	4.37%
University of Wisconsin, Madison	0.00%	1.00%	2.00%	4.30%	2.00%
ISU PEER GROUP					
Texas A&M	2.00%	3.00%	8.20%	3.00%	4.50%
University of Arizona	0.00%	2.00%	6.50%	2.00%	5.40%
University of Illinois, Urbana	4.90%	3.00%	4.60%	3.70%	4.00%
University of California, Davis	1.50%	0.00%	3.80%	3.78%	5.70%
IOWA STATE UNIVERSITY	2.60%	2.30%	3.60%	3.82%	6.00%
Ohio State University, Main Campus	3.50%	3.30%	3.30%	3.50%	4.00%
Purdue University, Main Campus	4.40%	3.30%	3.30%	3.20%	4.10%
Michigan State University	2.00%	3.00%	3.00%	3.60%	3.50%
University of Minnesota, Twin Cities	0.00%	2.50%	3.00%	3.00%	6.30%
North Carolina State University	0.00%	2.50%	2.00%	6.00%	5.00%
University of Wisconsin, Madison	0.00%	1.00%	2.00%	4.30%	2.00%
UNI PEER GROUP					
Northern Arizona University	2.00%	5.70%	4.00%	6.10%	5.00%
Central Michigan University	2.00%	4.00%	3.00%	3.50%	3.50%
Illinois State University	2.70%	n/a	3.00%	3.00%	3.00%
University of Minnesota, Duluth	0.00%	2.50%	3.00%	n/a	3.00%
UNIVERSITY OF NORTHERN IOWA	3.50%	3.75%	2.50%	3.50%	3.00%
Ohio University, Athens	2.00%	3.50%	2.00%	3.00%	3.00%
University of North Carolina, Greensboro	0.00%	n/a	2.00%	5.50%	7.00%
University of North Texas	0.00%	2.00%	2.00%	2.00%	4.00%
University of Wisconsin, Eau Claire	0.00%	1.00%	2.00%	4.00%	n/a
Indiana State University, Terre Haute	5.00%	2.00%	1.00%	0.00%	3.00%
California State University, Fresno	2.00%	n/a	0.00%	n/a	n/a

Average Faculty Salaries by Academic Rank, FY2007 (MD or equivalent degree holders) University of Iowa and All AAMC Public and Private Medical Schools by Regional Group *												
(Peers Adjusted to SUI Rank Distribution)												
Institution	Professor			Associate Professor			Assistant Professor			Three Ranks Combined		
	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking	Average Salary	SUI N	Salary Ranking
Midwest	275,700	2,752	2	243,200	3,040	2	209,200	5,752	1	234,000	11,544	1
Northeastern Region	276,600	3,217	1	249,400	4,122	1	199,800	8,218	2	228,800	15,557	2
South	256,200	3,347	4	222,800	3,760	3	185,500	6,654	3	212,900	13,761	5
West	252,800	2,469	5	215,600	2,136	4	181,200	3,149	4	213,500	7,754	3
University of Iowa	257,800	226	3	199,100	172	5	174,900	200	5	213,200	598	4
Mean **	\$265,600			\$234,800			\$195,600			\$223,100		

* AAMC's most recent benchmark report is FY 2006. For salary comparison against FY 2007 CCOM MD salaries, the AAMC benchmark amounts have been factored up by 1.03 to adjust for cost of living. UofI and AAMC benchmark data are total compensation (Base salary plus incentives)

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

Employee Awards Programs

University of Iowa

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

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

Pay for Exceptional Performance

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

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

To date only the University of Iowa has developed programs to recognize exceptional performance. The following describes the operation of the University of Iowa Flexible Pay Program during FY 2007.

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, 2006 to June 30, 2007

	Eligible Employees	Number of Awards Presented	Dollar Range of Awards	Average Dollars Awarded	Total Dollars Awarded
Exceptional Performance Awards	4,412	342	\$250 - \$14,270	\$3,360	\$1,149,283
Spot Awards	4,412	417	\$25 - \$75	\$72	\$30,185

	Females*	Minorities*
Percentage of Exceptional Performance Awards	71%	6%
Percentage of Spot Awards	59%	2%

***Note:** Females make up approximately 60% of eligible non-bargaining P&S staff members.
Minorities comprise approximately 8.7% of eligible non-bargaining P&S staff members.

Examples of Exceptional Performance Awards

A P&S employee worked on a specific project to transition parking data to a web-based integrated system. This was a long term objective for The University of Iowa because of mainframe system cost and maintenance. A LEAN initiative was aimed at decreasing duplication of effort, improving student satisfaction, and offering opportunity for improved data access and management. This employee played an integral role in assisting with business process redesign, follow up, and clarification of need with a diverse team of participants. Without question, this initiative would have faltered without this employee's vision, creative problem solving, and patience with the team, related to the change process. The university now has an on-line wait list for faculty and staff. This on-line wait list has decreased calls, questions, and concerns from various stakeholders. The decrease in phone traffic has improved capacity of the Parking and Transportation staff to work on other efforts.

Another example of exceptional performance involves a P&S employee who successfully pursued and helped obtain outside funding to implement specific programs (Chemical Terrorism, Bio-monitoring, food surveillance and monitoring, and laboratory certification) at the University of Iowa Hygienics Laboratory. This employee has also served as a consultant

on current pending legislation and rulemaking in blood lead monitoring, INMSP (Iowa Neonatal Metabolic Screening Program), laboratory certification and bio-monitoring activities.

The employee's support for INMSP was clearly demonstrated when the laboratory considered undertaking the monitoring for the State of Louisiana. In-house capability was developed to internally track data and determine the required instrumental calculations necessary to adapt the new program to the laboratory instrumental systems already in use. This contributed much of the information necessary for our laboratory to receive the award of this significant program. The laboratory monitors newborns for over 40 infant inherited diseases. As this program takes on additional clients and diseases, the employee continues to train analysts on updated techniques and capabilities. He serves as one of the primary technical advisors to this instrumental technique and is nationally recognized for his expertise in this area. This employee's dedication and expertise contribute greatly to the mission of the Hygienics Laboratory and the University and greatly benefits the public health and environmental quality of the State of Iowa and program partners.

An employee in the Department of Sponsored Programs (DSP) has taken on challenges and excels at solving them. The employee is a valuable contributor to the DSP Management Team and an outstanding leader of the DSP Contracts Team. This employee continually focuses on making DSP more efficient, effective, and service oriented. The task that this employee took on was to improve contract negotiations, acceptance, and processing. A contract training manual developed and staffs were trained on the substance of contract negotiations as well as appropriate processes with other units on campus. This employee was diligent in working with other offices on campus to improve the sub-award process and material transfer agreement processing.

The employee has been the team leader for several process improvement groups including both the contract and sub-award log programming tracking information and process improvement. Development of the contract and sub-award logs has enabled the department to track all agreements handled by DSP (approximately 2000 agreements annually) during the negotiation process through final signature. Prior to development of these logs the department did not have a systematic way to track all of these agreements. It is clear this employee has made critical contributions to improving processes and the successful implementation of the Contract LEAN recommendations. The employee has led a team to correct the backlog of contracts that existed last July and bring sub-award agreements current. The employee has demonstrated exceptional insight and confidence in bringing many agreements to resolution and is most deserving of receiving an Exceptional Performance Award.

A P&S employee served as the project lead that was charged with streamlining the processes within the clinical laboratory area. A specific charge was given to increase patient care, reduce the error rate and have a faster test turnaround time.

After extensive research, a recommendation was made to purchase a modular pre-analytics system that physically unifies the instrumentation and workstations into one integrated system. Combining instrumentation from the pre-analytic to the analytic stages has provided many benefits. This closed system reduced personnel exposure to biohazard specimens and created a continuous flow of specimen processing. Use of this system has improved turn around time, reduced repetitive tasks and created a less stressful working environment.

The clinical laboratory has experienced significant efficiencies due to post-analytical processes. The new system also features a specimen archival system. The new system has been programmed to evaluate data for index interference, critical, review and analytical

measuring range limits, allowing for auto-verification of results. The new system has over 100 rules monitoring data from each instrument line. Some of these instrument level rules edit results when the certain limits are reached. For example, the turnaround time threshold for troponin-T (90% within 1 hour) improved from 88% to 95% with the implementation of new system. It also allows for the auto-verification of test results of about 90% of our specimens.

The employee responsible for the streamlining the lab area has successfully integrated staff in this process change involving system automation and information technology enhancements. The employee did an outstanding job and because of his leadership the UIHC chemistry lab is now in a better position to meet the challenges of the future. The utilization of automation and information technology has helped the lab identify and use best practices to create a streamlined environment. The project lead on this project did an exceptional job and is deserving of a Flexible Pay Award.

Summary

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.