RPA Agenda

Date: September 29, 2010
Location: 1550 Beardshear Hall
Time: 9:00 AM

Agenda Items

(1) Provost’s Update

(2) Faculty and Staff Salary Policy

(A) Why do we need a new policy? What problem(s) is(are) we trying to solve?

The “Institutional policy and objectives for faculty & PS staff salaries: Issues to be considered” is long on platitudes (fairness, equity, performance, etc.), but short on specific goals or objectives. Our current policy is given in Appendix A.

In order to develop a better salary policy, we need to know what the goals or objectives of such a policy would be. What are the (perceived) inequities in or problems with faculty salaries that a new policy would try to correct?

(B) What are faculty salaries like at ISU? What our faculty salary problems?

Annual reports of the Faculty Compensation Committee have identified some patterns in faculty salaries that are troubling:

1. Overall mean faculty salaries are among the lowest in our peer group.
2. Mean faculty salaries in some colleges, however, are at or even slightly above those of comparable colleges in our peer group while in others it is obviously lower.
3. Mean salaries of full professors are much lower than those of assistant and associate professors when compared to those in peer institutions. This gap in senior faculty salaries is continuing to grow.
4. Overall, mean faculty salaries have not kept up with inflation over the last ten years.
5. Faculty have lost more buying power in the last 10 year or so due to inflation than Merit and P&S staff.

(C) Issues that need to be considered in developing a new salary policy (in no particular order):

1. How can faculty salaries at ISU be made more competitive? What is our goal with regard to salary rank among our peer institutions?
2. How do we insure that faculty salaries are based on job performance, after market adjustments are made? Many faculty feel that there is no longer any connection between performance and pay.
3. Faculty and P&S salary increases need to be decoupled. P&S staff can get automatic salary increases due to moving up in pay rank. Thus, they have two opportunities (step
increases, annual salary adjustments) for salary increases while faculty effectively have only one. Available resources need to be used differentially to increase faculty salaries. (4) Salary compression for full professors needs to be addressed in any new salary policy. (5) After adjusting for market factors, is differential funding of salaries among colleges justified? What happened to equal pay for equal work? (6) Salary policy has to take into account cost of living increases. Our current policy ignores cost of living increases (see Appendix A). (7) It is widely perceived that teaching faculty are being discriminated against in our current salary policy. Only research (actually funding) productivity seems to be rewarded. (8) The whole process of determining faculty salary increases is not transparent. Faculty do not understand the process and many have little faith in it.


4.1. Salary Policies and Procedures

Section 4.1. was approved by the Faculty Senate on 3/07/00.

Faculty salaries are determined annually on a merit basis and reflect the annual review of faculty performance based on position responsibilities, market factors, and equity considerations. Within the limits of budgetary resources, every effort is made to maintain faculty salaries at a level competitive with those of similar universities throughout the country. Because Iowa State University is a public institution, the salaries of all employees are a matter of public record.

The general procedure for initiating salary recommendations begins with the chair of a department or with persons in-charge of the individual's work. In some departments, committees assist in the evaluation. The department's salary recommendations are then reviewed by the college Dean, the Provost, and the President before being submitted to the Board of Regents for final approval. After the Regents’ approval, but not before, the department chair shall inform each faculty member in writing of his or her salary increase and the reasons for it.

Faculty members shall be reviewed annually for performance and development on the basis of their position responsibility statement. The evaluation will be based on scholarship and contributions in: (1) teaching, (2) research/creative activities, (3) extension/professional practice, and (4) institutional service.

4.1.1. Merit Increase

For the purposes of merit increases:
• Each faculty member’s overall performance shall be evaluated as either satisfactory, or not satisfactory.
• Anyone receiving a rating of satisfactory shall receive a salary increment equal to at least one-third of the percentage of the general salary increase.
• Departments may further subdivide those rated as satisfactory into ranked categories (e.g., good, superior, excellent) for purposes of further differentiation in terms of merit increase.
• Those rated as not satisfactory shall receive an increase between zero and one-third of the budgeted general salary increase.
• The President in consultation with the Faculty Senate may adjust the minimum percentage increase for satisfactory performance.

Additional performance, market, and equity increases may be given to individuals rated satisfactory.

4.1.2. Promotion Increase

Promotion to a higher academic rank is accompanied by a salary increase of a fixed amount. The amount of the promotional increase is determined annually by the administration, in consultation with the Faculty Senate. This increase is separate from, and in addition to, the merit increase.