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DATE: December 14, 2007

TO: All Recipients and Reviewers of the Salary Report

FROM: Carla R. Espinoza
Associate Vice President, Human Resource Services

RE: 2007 Annual Salary Report

This year, release of the P&S Salary Report happened to coincide with the inception of the ISU Compensation Structure Study. That study continues under the direction of a third party consultant, Towers Perrin. The consultants asked to be able to review our Salary Report before we released it to reduce the potential of contradiction or redundancy. All the parties are in agreement that the methodology we use in Human Resource Services and the purpose of the salary report are very different from the Towers Perrin study. Therefore, we are now releasing the 2007 Salary Report.

Our report monitors P&S salary trends within Iowa State University, examines the market data available to us, and analyzes the potential outcomes based on current policies and practices. Please view our report as information that looks at equity and market competitiveness for the positions and performance for incumbents.

The Compensation Study and recommendations from Tower's Perrin should be completed by the end of February 2008. Human Resource Services, the consultants and a committee of P&S staff and faculty have worked diligently on this project. We are expecting a final report that will guide our discussions and decisions about compensation for years to come.

Please call me or Luke Alberts (294-0673) if you wish to get additional information or clarification on the Salary Report.

- Carla R. Espinoza

**Annual Report
on
Professional and Scientific Salaries
October 2007**

**Iowa State University
Department of Human Resource Services
Classification and Compensation Unit
3280 Beardshear Hall**

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INTRODUCTION

The “Report on Professional and Scientific Salaries” is prepared annually by the Department of Human Resource Services, Classification and Compensation Unit. The purpose of the report is to summarize the status of the Professional and Scientific (P&S) pay system at Iowa State University. Furthermore, the report assists Human Resource Services (HRS) in monitoring salary trends, both internal and external to the university that affect Professional and Scientific classifications, and guide the recommendations HRS makes to university administration regarding the market competitiveness of salaries.

The P&S compensation system must remain at a competitive level with external labor markets in order to support the University’s ability to recruit and retain qualified professional staff. Section I, External Competitiveness, contains general information about P&S salaries as compared to established salary surveys. This salary information from relevant markets, with whom we regularly compete for talent, is compared to the average of salaries of P&S positions which we have been able to benchmark with our competitors. Benchmark classifications were identified in order to track a consistent comparison to market data over time.

Iowa State University complies with the Iowa Administrative Code and the Board of Regents, State of Iowa, policy on comparable worth and calculates salary ranges on the basis of comparable job factors. Furthermore, ISU is committed to diversity and gender equity. Section II, Internal Equity, provides demographic data on P&S salaries, and serves as a mechanism to identify trends that could either be beneficial or detrimental to having a sound, effective, and equitable compensation program. Additional information is provided in Appendices C, D and E.

Caution should be used in drawing conclusions from the data. Staff from the Classification and Compensation Unit of Human Resource Services is available to provide assistance and consultation in analyzing the data. The phone number for the Classification and Compensation Unit is 515-294-1070.

SECTION I EXTERNAL COMPETITIVENESS

Market Analysis

Market data were gathered on 137 job classifications in the Iowa State University Professional and Scientific Classification System. These are jobs that are readily identifiable and measurable in a variety of labor markets. They are comparable to ISU jobs and have market salary data available. ISU average salaries for these jobs were compared to survey sources. The data reflect the most current national and regional survey data as of October 2007.

Benchmark jobs are a group of jobs used as reference points for comparing market data. A group of 61 benchmarks has been identified by using market salary data for five years to establish a consistent pattern and comparison to the market. Survey data for the benchmark jobs were compared to the average ISU salaries for these jobs. In order to provide a broad and consistent picture of the market, Human Resource Services is using the Economic Research Institute (ERI) database. This database was recommended to us by HR Audit, Inc. as part of the 2004 HR Audit Report. ERI is a single comprehensive market data source that was founded in 1987. It provides Human Resource research for private and public organizations in the form of published reports. The database is updated quarterly and includes thousands of benchmark classifications and a compilation of hundreds of published surveys. ERI obtains national average data that can be manipulated for specific locality or region. Additionally, cost of living and employment cost indices are included.

A comparison of the market data gathered with October 2007 salary data shows that ISU's overall standing is at 95.6 percent of the external market. This reflects an average and individual jobs may be higher or lower. The weighted salary (p.12) to market ratio was calculated by multiplying the market percentage for each benchmark position by the number of incumbents performing that work, totaling these results, and dividing by the total number of incumbents in all benchmark positions. The market data for the benchmark jobs have also been compared to current salaries. The overall comparison of salaries for benchmark jobs to the external market is at 97 percent, and the weighted salary of ISU jobs to market is at 99.7 percent.

A listing of all jobs for which market data was gathered, including benchmark positions, and their individual comparisons to market data are shown in Appendix A, which is sorted by classification title. Appendix A1 contains the same data sorted by pay grade and then by title. When analyzing market data, a number of factors must be taken into consideration including the level of match between the jobs being compared, the number of institutions responding to the survey, the comparability of institutions responding, the geographic area, etc. The market salary shown on the chart is the average of all the survey information gathered for each individual classification. When possible, the market salary is based on data from two or more survey sources with significant numbers of incumbents, but in some cases, only a single source with a limited number of respondents was available.

A comparison of the last five years indicates that overall P&S salaries at ISU continue to be competitive with the market. The ratios remained fairly static this year. A five year market comparison for the benchmark jobs is also listed below.

	May 2003	May 2004	May 2005	May 2006	FY 2007
ISU/Market Ratio:	.966	.968	.967	.978	.956
ISU/Market Weighted Ratio:	.978	.980	.982	.960	.986
Benchmark/Market Ratio:	NA	NA	.976	.974	.970
Benchmark/Market Weighted Ratio:	NA	NA	.992	.952	.997

NA = not available

The effectiveness of our pay practices can be measured, in part, by our success in recruiting and hiring qualified and competent staff within the hiring range for the hiring range calculated for the position. Listed below is a chart showing the number of resignations that occurred during fiscal year 2007 and the reasons indicated for resignation in the payroll system. As the chart indicates, there were 239 P&S resignations during the last fiscal year. This is a turnover rate of 9.6%. This compares with 229 resignations in fiscal year 2006 at a 9.4% turnover rate. The four-year turnover data shows that the turnover rate has declined over this period of time, and the turnover rate of 9.6% is less than data gathered from the U.S. Compensation Data Annual Survey of more than 5,300 employers, which indicates the turnover rate for the comparable workforce for the FY06 time period was close to 17.6%.

Reason for Separation	Number of Separations for this Reason (FY2007)
Accepted Position Elsewhere	113
Personal Reasons	45
Retirement or Early Retirement	25
Education/Return to School	5
Term/Temp Appt Ended	24
Involuntary Termination (Layoff, Performance, etc.)	19
Long Term Disability (LTD)	2
Accepted Academic Position at ISU	0
Spousal/Partner Employment	6
TOTAL	239

4-year Turnover Rate	FY 2004	FY 2005	FY 2006	FY 2007
	10.3%	9.1%	9.4%	9.6%

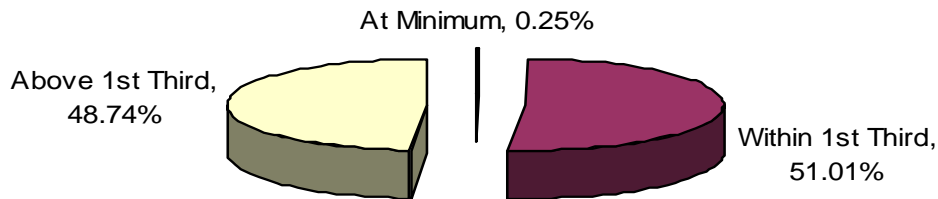
Hire Salaries

The table below and the pie chart on page 5 reflect the hiring pattern by pay grade for the period of July 1, 2006 through June 30, 2007:

Pay Grade	Total # of Hires	At Minimum	Within 1stThird	Above 1st Third
11	78	1	49	28
12	25	0	15	10
13	113	0	67	46
14	76	0	32	44
15	47	0	19	28
16	30	0	10	20
17	15	0	9	6
18	7	0	1	6
19	3	0	0	3
20	2	0	0	2
Total	396	1	202	193

Iowa State University's pay practices allow managers the discretion to offer salaries for new hires up to the first third of the pay range without approval of the Provost or appropriate Vice President. This practice provides managers some latitude to address issues such as exceptional qualifications, individual salary requirements and previous salary history. Justification for starting salary offers above the hiring range includes exceptional individual qualifications, market competitiveness and internal equity. The chart below indicates that the majority of new hires have been made within the hiring range this year.

Breakdown of New Hires' Starting Salary FY07



Pay Matrix

The P&S pay matrix has ten ranges of pay; pay grades P11 – P20. The grade of any given classification is based on the outcome of a point evaluation system that measures seven compensable factors: knowledge and education, complexity, innovation, impact/scope, internal interactions, external interactions and leadership skills. The institution’s pay structure reflects a hierarchy based on internal evaluation of jobs. Pay grades represent the competitive pay structure that allows an organization to attract and hire new employees.

The pay matrix for FY08 was increased by 2.5% at the minimum and 2.5% at the maximum of the pay ranges. The updated pay matrix for FY08 is shown in appendix B on page 24.

FY08 Minimum Salary Increase

The administrative guidelines regarding procedures for implementing the FY 2008 compensation policy for P&S employees included the following:

- There was an expectation that all P&S employees would receive an annual performance review that is documented in writing and discussed with the employee.

- P&S employees who were not meeting performance expectations were to receive minimal or no salary increase and a proactive performance management plan needed to be documented and implemented.
- P&S employees who met performance expectations were to receive a salary increase based on individual merit, equity and/or market considerations. The rationale for the salary increase would have to be conveyed to the employee. The salary increment based on individual merit, equity and/or market considerations would have to be in addition to any increment needed to bring an individual's salary up to the minimum of the pay grade.
- Salary adjustments based on equity and market conditions were considered appropriate and encouraged. Market adjustments needed to be taken into consideration when making salary allocations to units. Within units, reallocations for these purposes were permitted with the approval of the Executive Vice President and Provost, the Vice President for Business and Finance, or the Vice President for Student Affairs.
- In order to avoid or remedy salary compression and provide for advancement through the pay matrix, special attention was given to the salary increases for lower-level P&S employees and employees whose salary was below the mid-point of their pay grade.
- Allocations for P&S salary increases would have to be used for P&S salary increases. A limited amount of funds were to be transferred between the faculty and P&S staff allocations with the approval of the Executive Vice President and Provost.

The average salary increase across major administrative units (i.e., college or other major administrative unit) given to P&S employees on July 1, 2007, was 3%.

The University's salary policy is that an employee will be paid at least at the minimum of the job's pay grade and payment will not exceed the maximum of the pay grade. This practice is in keeping with sound compensation policy and is consistent with expectations of the Board of Regents.

Midpoint

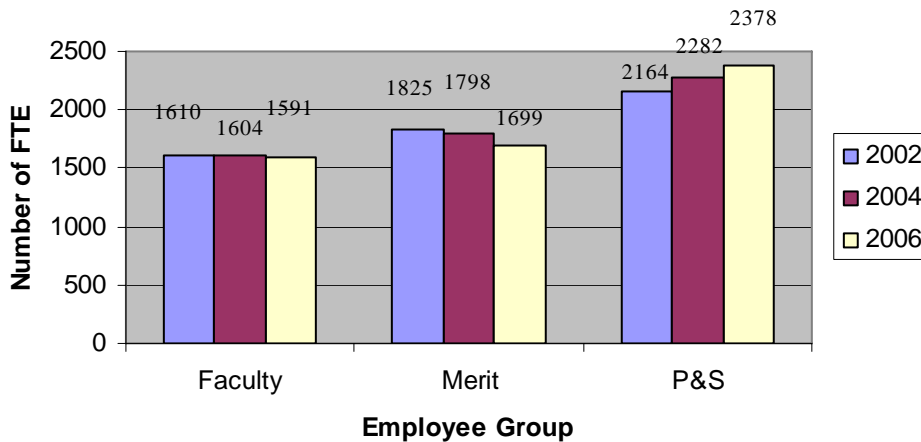
The midpoint of a salary range is simply the salary midway between the minimum and maximum of a pay range. Overall, the goal of the current pay system at ISU is to keep the mid-point of the pay ranges as close to market as possible. As part of the annual pay grade analysis, Human Resource Services looks at mid-point to market comparisons. The overall midpoint to market ratio for this year is at 99.9 percent. This could be an indication that the pay matrix was moved appropriately aligning our matrix to market salaries.

SECTION II INTERNAL EQUITY

P&S Staff Demographics

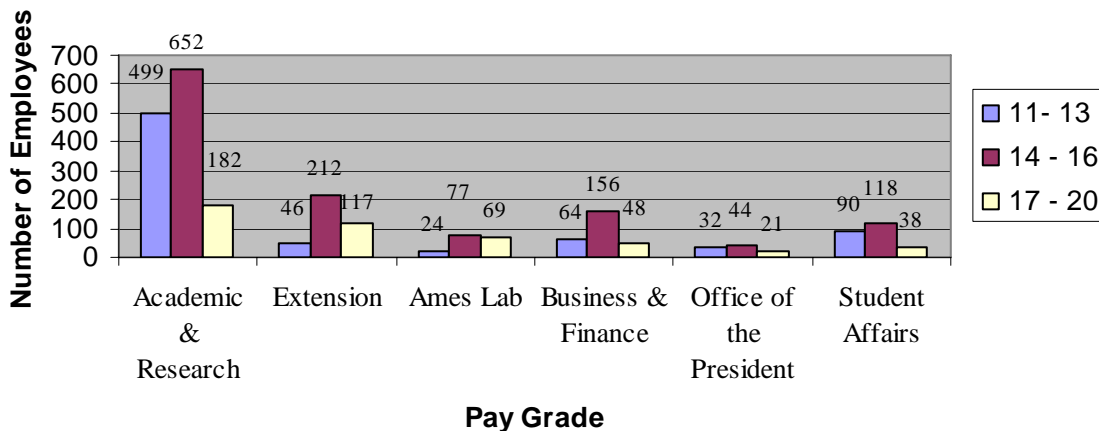
The chart below contains information from the ISU Fact Book. It shows the number of full time equivalent (FTE) positions and the change in these numbers over time.

**Employee Group Distribution
(data from ISU Fact Book)**



The chart below shows the number of employees in the major divisions at ISU and the change in these numbers over the last four years. The Academic & Research division has seen the most growth during this time, which can be attributed to the increase in technology and the professional positions needed to design and manage this technology and the increase in research with the need for additional professional research positions.

**P&S Distribution by Organizational Unit and
Pay Grade
as of October 2007**

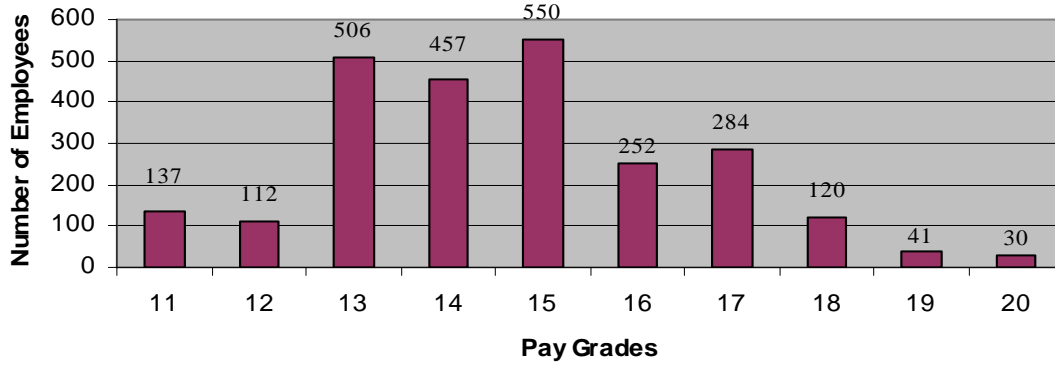


**Departments previously in the External Affairs division now report directly to the President. The reorganization of administrative and academic computing in July 2005 resulted in the merger under the Executive Vice President in the Academic and Research division.*

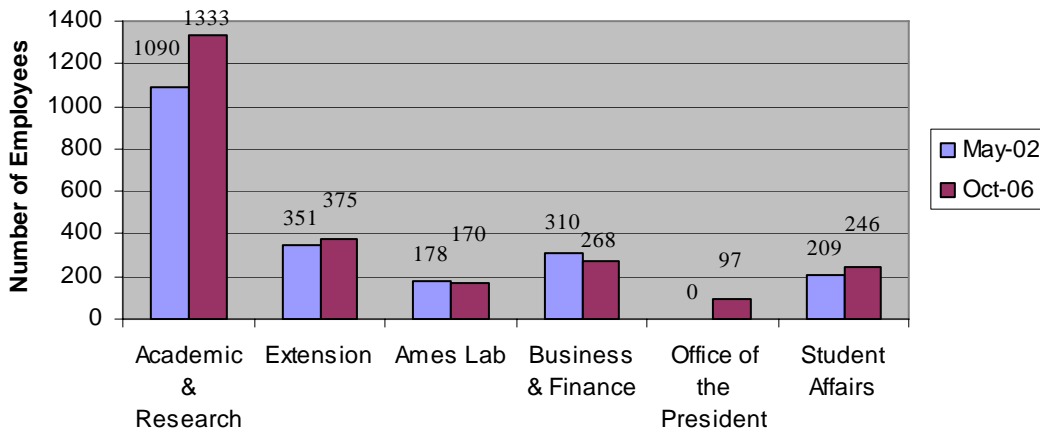
Pay Grade Distribution

Jobs at or below pay grade 15 are primarily administrative or professional in nature and reflect 53% of all P&S positions. P&S positions in pay grades 16 through 20 are primarily management, highly technical or upper level scientific positions.

**P&S Distribution by Pay Grade
as of October 2007**



P&S Distribution by Organizational Unit



Definitions

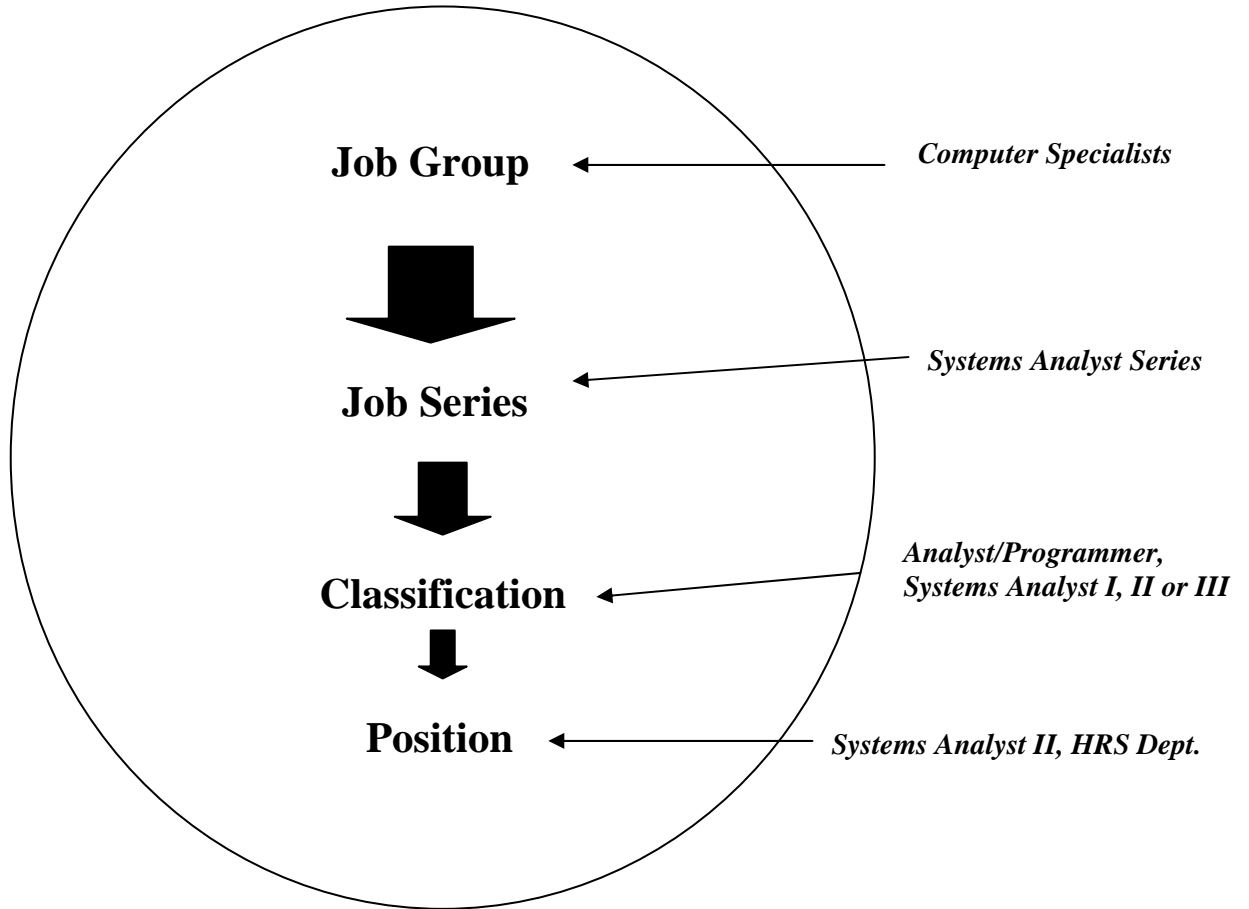
DEFINITIONS

- 1. Benchmark or Key Jobs** – A typical job, or group of jobs, used as reference points for making pay comparisons within and/or external to the organization. Benchmark jobs are used in salary surveys for wage comparisons with the external labor market.
- 2. External Competitiveness** – Refers to the pay relationships among organizations and focuses attention on the competitive positions reflected in these relationships.
- 3. FLSA** – The Fair Labor Standards Act of 1938 is a federal law that established regular working hours, overtime pay at time and a half regular wages, child labor and defined specific exempt occupations.
- 4. FTE - Full Time Equivalent (FTE)** is a unit of measure which is equal to one full time, annual-salaried position. One FTE equals 2,080 hours per year. Part-time and part-year employees are expressed as a portion of a full FTE based on the number of hours and percentage of time worked.
- 5. Internal Equity** – Refers to the pay relationships among jobs within a single organization. It involves establishing equal pay grades and standards for jobs of equal worth and acceptable pay differentials for jobs of differing worth.
- 6. Job Classification** – Individual positions having comparable duties and responsibilities. (see example on page 12)
- 7. Job Family** – Jobs involving work of a similar nature having different skill and responsibility levels. A job family will consist of several job groups. (see example on page 12)
- 8. Job Group** – A series of jobs grouped on the basis of common skills, qualifications, technology, workplace, career paths and organizational tradition. A job group will consist of several job series. (see example on page 12)
- 9. Job Series** - A group of classifications representing progressively higher levels of skill, experience, complexity and responsibility. (see example on page 12)
- 10. Labor Market** - The labor market is a group within the labor force whose members could fill a particular job. To be considered part of the labor market for a Pay Grade 14 P&S position, for instance, an individual must meet all minimum job-related requirements for that grade and classification.
- 11. Market Ratio** – Percent of the comparison between the actual salaries and the market salaries.

- 12. Mean** – Sometimes referred to as the simple average. The mean is calculated by adding the total of all items and dividing by the number of items added. For instance, the process to find the mean of five salaries would be to add all five salaries and then to divide by 5.
- 13. Median** – Value that separates the highest half of the sample from the lowest half. To find the median, arrange all the observations from lowest value to highest value and pick the middle one.
- 14. Pay Differentials** – Pay differences among levels within the organization, such as the difference in pay between adjacent levels in a career path, between supervisors and subordinates, between union and non-union employees, and between executives and other employees.
- 15. Pay Grade** – One of the classes, levels, or groups into which jobs of the same or similar values are grouped for compensation purposes. All jobs in a pay grade have the same pay range – maximum, minimum, and midpoint.
- 16. Pay Range** – The range of pay rates from minimum to maximum set for a pay grade or class.
- 17. Position** – Tasks grouped together to form a job and classified based on level of responsibility and qualifications. Positions can be full-time or part-time and are designed to meet unique organizational needs.
- 18. Professional and Scientific Employees (P&S)** – “Exempt” employees at ISU, because they are exempt from the Fair Labor Standards Act (FLSA), which is best known for regulating jobs that qualify for overtime. Also, this group is not covered by the AFSCME bargaining agreement.
- 19. Range Midpoint** – The salary midway between the minimum and maximum rates of a salary range. The midpoint rate for each range is usually set to correspond to the pay policy for the particular institution.
- 20. Turnover Effect** – The downward pressure on average wage that results from the replacement of high-wage-earning employees with workers earning a lower wage.
- 21. Turnover Rate** – The percentage of an organization’s positions that became vacant during a period of time. The turnover rate is calculated by taking the number of resignations that occurred during the period divided by the number of positions that were in the organization at the time. For example, if there were 200 positions in an organization over the period of calendar year and 20 of them became vacant during that period of time, then the turnover rate would be 10%.

22. Weighted Average / Weight Ratio – An average that takes into account the proportional relevance of each component, rather than treating each component equally.

Job Family
(Computer & Mathematical Professionals)



Appendices

Appendix A
ISU Salary to Market Comparison Summary
October 2007
(sorted by title)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
13	X	Academic Advisor II	\$39,227	27	\$34,253	\$45,509	\$45,644	85.94%
14		Academic Advisor III	\$44,964	22	\$36,686	\$59,561	\$47,745	94.18%
15		Academic Fiscal Officer	\$60,721	4	\$55,890	\$65,994	\$64,635	93.94%
11		Accountant I	\$33,507	2	\$33,385	\$33,629	\$40,248	83.25%
13	X	Accountant II	\$42,774	7	\$37,000	\$52,168	\$43,734	97.80%
14		Accountant III	\$46,772	25	\$40,560	\$56,754	\$57,175	81.80%
15	X	Accountant IV	\$54,808	7	\$51,000	\$58,710	\$43,988	124.60%
12	X	Administrative Specialist I	\$41,049	51	\$31,415	\$49,518	\$41,819	98.16%
13	X	Administrative Specialist II	\$46,798	60	\$33,255	\$55,102	\$36,659	127.66%
14		Alumni Officer I	\$41,768	5	\$37,000	\$52,868	\$52,679	79.29%
13	X	Analyst/Programmer	\$39,489	14	\$33,255	\$46,535	\$61,452	64.26%
15		Architect III	\$57,079	5	\$55,825	\$61,179	\$52,240	109.26%
16	X	Architect IV	\$63,405	5	\$60,000	\$66,414	\$65,350	97.02%
18		Assistant Director Utilities	\$91,044	1	\$91,044	\$91,044	\$57,500	158.34%
14		Assistant Manager Facilities Maintenance	\$51,771	2	\$50,975	\$52,566	\$70,707	73.22%
19		Assistant to the President	\$101,652	1	\$101,652	\$101,652	\$132,000	77.01%
13		Assistant Scientist I	\$39,198	33	\$33,330	\$52,290	\$41,447	94.57%
15	X	Assistant Scientist II (Nat/Phys Sci)	\$47,789	68	\$40,906	\$64,760	\$51,095	93.53%
15	X	Assistant Scientist II (Soc/Behav Sci)	\$47,508	1	\$47,508	\$47,508	\$50,455	94.16%
16		Assistant Scientist III	\$59,108	54	\$47,911	\$72,446	\$62,581	94.45%
20		Associate CIO	\$167,647	1	\$167,647	\$167,647	\$100,271	167.19%
18		Associate Controller	\$92,722	1	\$92,722	\$92,722	\$83,624	110.88%
18	X	Associate Counsel	\$103,471	2	\$96,048	\$110,894	\$84,099	123.03%
18		Associate Director (Human Resources)	\$77,769	1	\$77,769	\$77,769	\$75,118	103.53%
17		Associate Director Admissions	\$72,573	2	\$69,000	\$76,147	\$67,104	108.15%
18		Associate Director Purchasing	\$84,273	1	\$84,273	\$84,273	\$65,588	128.49%
16		Associate Director Rec Services	\$60,570	2	\$60,334	\$60,807	\$58,696	103.19%
18	X	Associate Director Residence (Res Life)	\$92,998	2	\$88,107	\$97,889	\$57,603	161.45%
17	X	Associate Registrar	\$79,450	2	\$79,140	\$79,761	\$67,104	118.40%

Appendix A
ISU Salary to Market Comparison Summary
October 2007
(sorted by title)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
20	X	Associate VP FPM	\$160,700	1	\$160,700	\$160,700	\$133,141	120.70%
20		Associate VP - Human Resources & Director EOD	\$148,200	1	\$148,200	\$148,200	\$136,265	108.76%
20		Associate VP Student Affairs	\$122,318	1	\$122,318	\$122,318	\$108,987	112.23%
20		Associate VP-University Secretary	\$146,000	1	\$146,000	\$146,000	\$125,400	116.43%
14		Athletic Trainer	\$41,953	4	\$36,686	\$44,598	\$36,757	114.14%
14	X	Auditor III	\$46,308	3	\$45,320	\$48,384	\$49,441	93.66%
13	X	Budget Analyst II	\$51,960	2	\$49,693	\$54,227	\$51,493	100.91%
14	X	Budget Analyst III	\$54,365	3	\$51,000	\$56,032	\$60,022	90.58%
16		Budget Analyst V	\$70,123	2	\$68,145	\$72,100	\$75,498	92.88%
15	X	Business Manager I	\$57,962	6	\$51,821	\$70,312	\$71,012	81.62%
16	X	Business Manager II	\$66,212	7	\$54,590	\$73,910	\$87,388	75.77%
15	X	Chief Radio Engineer	\$56,553	1	\$56,553	\$56,553	\$40,954	138.09%
15	X	Chief Staff Pharmacist (this class allowed to be over max of pay grade)	\$88,960	2	\$84,748	\$93,172	\$89,685	99.19%
17		Communications Manager II (Athletics)	\$69,240	1	\$69,240	\$69,240	\$67,222	103.00%
13	X	Communications Specialist II	\$38,775	12	\$36,000	\$41,552	\$41,077	94.40%
14		Communications Specialist III	\$45,947	31	\$36,686	\$61,398	\$48,702	94.34%
13		Computer & Network Support Specialist	\$49,662	3	\$47,228	\$51,177	\$49,549	100.23%
15		Continuing Education Specialist	\$56,417	1	\$56,417	\$56,417	\$49,877	113.11%
14	X	Counselor	\$48,796	1	\$48,796	\$48,796	\$45,518	107.20%
15		Curator II	\$47,573	4	\$44,652	\$50,708	\$54,927	86.61%
16		Development Officer II	\$73,504	1	\$73,504	\$73,504	\$62,187	118.20%
20	X	Director Alumni	\$184,600	1	\$184,600	\$184,600	\$200,100	92.25%
20		Director Campus Dining	\$114,240	1	\$114,240	\$114,240	\$103,875	109.98%
17	X	Director Career Placement	\$78,229	2	\$76,153	\$80,305	\$49,303	158.67%
20		Director Department of Residence	\$123,523	1	\$123,523	\$123,523	\$86,372	143.01%
20	X	Director EH&S	\$116,700	1	\$116,700	\$116,700	\$94,658	123.29%
19		Director Enrollment Services	\$123,600	1	\$123,600	\$123,600	\$101,373	121.93%
19	X	Director Facilities/Utilities	\$121,814	1	\$121,814	\$121,814	\$93,300	130.56%
19		Director Financial Aid	\$104,500	1	\$104,500	\$104,500	\$91,097	114.71%

Appendix A
ISU Salary to Market Comparison Summary
October 2007
(sorted by title)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
19		Director ITS III	\$113,513	1	\$113,513	\$113,513	\$94,637	119.95%
19	X	Director Institutional Research	\$123,444	1	\$123,444	\$123,444	\$100,099	123.32%
20	X	Director Public Safety	\$99,700	1	\$99,700	\$99,700	\$97,808	101.93%
19		Director Purchasing	\$102,333	1	\$102,333	\$102,333	\$88,040	116.23%
18	X	Director Recreation Services	\$81,231	1	\$81,231	\$81,231	\$75,118	108.14%
20		Director Student Health	\$135,362	1	\$135,362	\$135,362	\$96,296	140.57%
18		Director University Marketing	\$97,615	1	\$97,615	\$97,615	\$85,575	114.07%
13	X	Editor II	\$41,729	3	\$37,767	\$45,374	\$43,647	95.61%
13		Engineer I	\$45,398	2	\$44,394	\$46,403	\$49,141	92.38%
14	X	Engineer II	\$49,459	4	\$41,200	\$57,695	\$49,141	100.65%
15	X	Engineer III	\$58,598	6	\$51,520	\$65,464	\$58,336	100.45%
16		Engineer IV	\$68,076	4	\$62,401	\$72,312	\$69,296	98.24%
17		Engineer V	\$80,964	7	\$68,482	\$90,700	\$75,747	106.89%
13	X	Enrollment Services Advisor II (Admissions related work)	\$40,412	8	\$37,132	\$47,741	\$37,060	109.04%
13	X	Enrollment Services Advisor II (Financial Aid)	\$40,332	4	\$38,034	\$41,290	\$40,193	100.35%
15	X	Environmental Specialist III	\$48,116	2	\$45,039	\$51,194	\$51,134	94.10%
20	X	Executive Director University Relations	\$111,972	1	\$111,972	\$111,972	\$133,237	84.04%
12		Graphic Designer I	\$35,288	7	\$31,514	\$41,920	\$36,144	97.63%
13	X	Graphic Designer II	\$39,708	10	\$35,020	\$43,362	\$42,839	92.69%
14		Graphic Designer III	\$48,522	4	\$44,116	\$55,711	\$50,722	95.66%
15	X	Head Athletic Trainer	\$58,674	1	\$58,674	\$58,674	\$45,007	130.37%
13	X	HRS Spec II (Benefits)	\$40,349	1	\$40,349	\$40,349	\$46,460	86.85%
13	X	HRS Spec II (Class & Comp)	\$41,510	1	\$41,510	\$41,510	\$47,388	87.60%
13		HRS Spec II (Recruitment & Employment)	\$41,635	2	\$41,272	\$41,998	\$44,499	93.56%
14	X	HRS Spec III (Workers' Comp)	\$43,260	1	\$43,260	\$43,260	\$49,758	86.94%
14	X	HRS Spec III (Recruitment & Employment/EOD)	\$51,012	1	\$51,012	\$51,012	\$51,577	98.90%
15	X	Industrial Hygienist III	\$52,995	4	\$50,649	\$54,520	\$56,216	94.27%
17		Information Systems Leader	\$89,249	7	\$83,809	\$94,300	\$86,346	103.36%
14		Interior Designer III	\$51,171	2	\$50,781	\$51,651	\$46,569	109.88%

Appendix A
ISU Salary to Market Comparison Summary
October 2007
(sorted by title)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
15		Laboratory Supervisor II	\$54,587	1	\$54,587	\$54,587	\$53,623	101.80%
13		Library Associate I	\$49,434	3	\$46,699	\$51,798	\$53,058	93.17%
16	X	Manager Accounting	\$62,970	1	\$62,970	\$62,970	\$73,000	86.26%
18	X	Manager Bookstore	\$87,400	1	\$87,400	\$87,400	\$66,678	131.08%
15	X	Manager Construction Projects	\$58,864	7	\$53,918	\$61,287	\$77,007	76.44%
15		Manager Facilities Maintenance (Custodial)	\$58,655	1	\$58,655	\$58,655	\$61,793	94.92%
15		Manager Facilities Maintenance (Grounds)	\$58,431	1	\$58,431	\$58,431	\$63,371	92.20%
15	X	Manager Food Service I	\$52,224	9	\$50,708	\$53,247	\$37,871	137.90%
17		Manager Human Resources (Benefits)	\$77,250	1	\$77,250	\$77,250	\$69,528	111.11%
17		Manager Human Resources (Class & Comp)	\$66,950	1	\$66,950	\$66,950	\$71,379	93.80%
18	X	Manager Printing Services	\$88,055	1	\$88,055	\$88,055	\$66,406	132.60%
13		Media Production Specialist II	\$42,275	2	\$41,550	\$43,000	\$43,311	97.61%
14	X	Physical Therapist	\$55,284	1	\$55,284	\$55,284	\$53,557	103.22%
14		Pilot	\$46,300	1	\$46,300	\$46,300	\$63,493	72.92%
14		Producer II	\$45,427	10	\$39,500	\$55,184	\$70,143	64.76%
14		Program Coordinator I (Athletics)	\$52,500	1	\$52,500	\$52,500	\$43,930	119.51%
14		Program Coordinator I (Intramurals)	\$45,885	1	\$45,885	\$45,885	\$43,930	104.45%
14		Program Coordinator I (Office Spon Prog)	\$42,230	2	\$41,200	\$43,260	\$43,628	96.80%
16		Program Coordinator III (Student Health)	\$60,130	1	\$60,130	\$60,130	\$62,799	95.75%
18		Program Director (Accounts Receivables)	\$91,160	1	\$91,160	\$91,160	\$59,581	153.00%
18		Program Director (News Services)	\$79,355	1	\$79,355	\$79,355	\$72,140	110.00%
17	X	Program Manager I (Accounting)	\$74,536	1	\$74,536	\$74,536	\$65,190	114.34%
17		Program Manager I (Auditing)	\$65,920	1	\$65,920	\$65,920	\$82,441	79.96%
17		Program Manager I (Budget)	\$94,300	1	\$94,300	\$94,300	\$78,140	120.68%
18		Program Manager II (OIPPT)	\$88,486	1	\$88,486	\$88,486	\$93,615	94.52%
14		Purchasing Agent II	\$45,309	6	\$43,722	\$50,213	\$41,316	109.66%
15		Purchasing Agent III	\$53,631	2	\$51,653	\$55,609	\$52,838	101.50%
17		Purchasing Agent V	\$73,626	2	\$73,626	\$73,626	\$58,531	125.79%
13	X	Research Associate II	\$39,474	59	\$33,255	\$54,153	\$44,483	88.74%

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ISU Salary to Market Comparison Summary
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(sorted by title)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
13		Residence Hall Coordinator (includes Rm & Brd of \$7,500)	\$32,603	10	\$38,678	\$40,262	\$45,644	71.43%
19		Scientist II	\$107,024	14	\$86,993	\$121,900	\$86,574	123.62%
14		Space Coordinator	\$55,617	1	\$55,617	\$55,617	\$57,920	96.02%
13	X	Staff Nurse	\$40,613	6	\$39,576	\$41,396	\$52,019	78.07%
14	X	Staff Pharmacist (this class allowed to be over max)	\$76,106	2	\$74,878	\$77,335	\$81,368	93.53%
18	X	Staff Physician (this class allowed to be over max)	\$134,441	10	\$120,000	\$147,459	\$129,169	104.08%
16	X	Staff Psychologist	\$58,559	6	\$51,500	\$71,179	\$69,346	84.44%
18		Stores & Materials Manager	\$82,300	1	\$82,300	\$82,300	\$73,780	111.55%
15		Student Services Specialist IV	\$53,179	4	\$47,648	\$57,250	\$67,692	78.56%
14	X	System Analyst I	\$48,881	35	\$39,964	\$60,486	\$48,984	99.79%
15	X	System Analyst II	\$59,979	61	\$43,260	\$69,000	\$58,116	103.21%
16	X	System Analyst III	\$73,300	37	\$61,827	\$81,407	\$69,371	105.66%
13	X	Systems Support Specialist II	\$45,042	35	\$35,535	\$55,102	\$48,031	93.78%
14		Systems Support Specialist III	\$52,720	28	\$37,787	\$61,929	\$53,586	98.38%
15		Systems Support Specialist IV	\$61,908	22	\$51,450	\$70,313	\$61,115	101.30%
14	X	Teaching Lab Coordinator	\$45,907	9	\$39,744	\$60,800	\$54,617	84.05%
15		Telecommunications Engineer II	\$65,543	2	\$65,512	\$65,574	\$71,837	91.24%
20		University Counsel	\$189,829	1	\$189,829	\$189,829	\$169,200	112.19%
17		University Risk Manager	\$74,410	1	\$74,410	\$74,410	\$74,109	100.41%
16	X	Veterinarian	\$78,384	4	\$62,098	\$105,894	\$73,533	106.60%
16		Women Center Coordinator	\$58,007	1	\$58,007	\$58,007	\$63,235	91.73%

Appendix A1
ISU Salary to Market Comparison Summary
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 (sorted by pay grade)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
11		Accountant I	\$33,507	2	\$33,385	\$33,629	\$40,248	83.25%
12	X	Administrative Specialist I	\$41,049	51	\$31,415	\$49,518	\$41,819	98.16%
12		Graphic Designer I	\$35,288	7	\$31,514	\$41,920	\$36,144	97.63%
13	X	Academic Advisor II	\$39,227	27	\$34,253	\$45,509	\$45,644	85.94%
13	X	Accountant II	\$42,774	7	\$37,000	\$52,168	\$43,734	97.80%
13	X	Administrative Specialist II	\$46,798	60	\$33,255	\$55,102	\$36,659	127.66%
13	X	Analyst/Programmer	\$39,489	14	\$33,255	\$46,535	\$61,452	64.26%
13		Assistant Scientist I	\$39,198	33	\$33,330	\$52,290	\$41,447	94.57%
13	X	Budget Analyst II	\$51,960	2	\$49,693	\$54,227	\$51,493	100.91%
13	X	Communications Specialist II	\$38,775	12	\$36,000	\$41,552	\$41,077	94.40%
13		Computer & Network Support Specialist	\$49,662	3	\$47,228	\$51,177	\$49,549	100.23%
13	X	Editor II	\$41,729	3	\$37,767	\$45,374	\$43,647	95.61%
13		Engineer I	\$45,398	2	\$44,394	\$46,403	\$49,141	92.38%
13	X	Enrollment Services Advisor II (Admissions related work)	\$40,412	8	\$37,132	\$47,741	\$37,060	109.04%
13	X	Enrollment Services Advisor II (Financial Aid)	\$40,332	4	\$38,034	\$41,290	\$40,193	100.35%
13	X	Graphic Designer II	\$39,708	10	\$35,020	\$43,362	\$42,839	92.69%
13	X	HRS Spec II (Benefits)	\$40,349	1	\$40,349	\$40,349	\$46,460	86.85%
13	X	HRS Spec II (Class & Comp)	\$41,510	1	\$41,510	\$41,510	\$47,388	87.60%
13		HRS Spec II (Recruitment & Employment)	\$41,635	2	\$41,272	\$41,998	\$44,499	93.56%
13		Library Associate I	\$49,434	3	\$46,699	\$51,798	\$53,058	93.17%
13		Media Production Specialist II	\$42,275	2	\$41,550	\$43,000	\$43,311	97.61%
13	X	Research Associate II	\$39,474	59	\$33,255	\$54,153	\$44,483	88.74%
13		Residence Hall Coordinator	\$32,603	10	\$38,678	\$40,262	\$45,644	71.43%
13	X	Staff Nurse	\$40,613	6	\$39,576	\$41,396	\$52,019	78.07%
13	X	Systems Support Specialist II	\$45,042	35	\$35,535	\$55,102	\$48,031	93.78%
14		Academic Advisor III	\$44,964	22	\$36,686	\$59,561	\$47,745	94.18%
14		Accountant III	\$46,772	25	\$40,560	\$56,754	\$57,175	81.80%
14		Alumni Officer I	\$41,768	5	\$37,000	\$52,868	\$52,679	79.29%
14		Assistant Manager Facilities Maintenance	\$51,771	2	\$50,975	\$52,566	\$70,707	73.22%
14		Athletic Trainer	\$41,953	4	\$36,686	\$44,598	\$36,757	114.14%
14	X	Auditor III	\$46,308	3	\$45,320	\$48,384	\$49,441	93.66%

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ISU Salary to Market Comparison Summary
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 (sorted by pay grade)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
14	X	Budget Analyst III	\$54,365	3	\$51,000	\$56,032	\$60,022	90.58%
14		Communications Specialist III	\$45,947	31	\$36,686	\$61,398	\$48,702	94.34%
14	X	Counselor	\$48,796	1	\$48,796	\$48,796	\$45,518	107.20%
14	X	Engineer II	\$49,459	4	\$41,200	\$57,695	\$49,141	100.65%
14		Graphic Designer III	\$48,522	4	\$44,116	\$55,711	\$50,722	95.66%
14	X	HRS Spec III (Workers' Comp)	\$43,260	1	\$43,260	\$43,260	\$49,758	86.94%
14	X	HRS Spec III (Recruitment & Employment/EOD)	\$51,012	1	\$51,012	\$51,012	\$51,577	98.90%
14		Interior Designer III	\$51,171	2	\$50,781	\$51,651	\$46,569	109.88%
14	X	Physical Therapist	\$55,284	1	\$55,284	\$55,284	\$53,557	103.22%
14		Pilot	\$46,300	1	\$46,300	\$46,300	\$63,493	72.92%
14		Producer II	\$45,427	10	\$39,500	\$55,184	\$70,143	64.76%
14		Program Coordinator I (Athletics)	\$52,500	1	\$52,500	\$52,500	\$43,930	119.51%
14		Program Coordinator I (Intramurals)	\$45,885	1	\$45,885	\$45,885	\$43,930	104.45%
14		Program Coordinator I (Office Sponsored Programs)	\$42,230	2	\$41,200	\$43,260	\$43,628	96.80%
14		Purchasing Agent II	\$45,309	6	\$43,722	\$50,213	\$41,316	109.66%
14		Space Coordinator	\$55,617	1	\$55,617	\$55,617	\$57,920	96.02%
14	X	Staff Pharmacist (this class allowed to be over max)	\$76,106	2	\$74,878	\$77,335	\$81,368	93.53%
14	X	System Analyst I	\$48,881	35	\$39,964	\$60,486	\$48,984	99.79%
14		Systems Support Specialist III	\$52,720	28	\$37,787	\$61,929	\$53,586	98.38%
14	X	Teaching Lab Coordinator	\$45,907	9	\$39,744	\$60,800	\$54,617	84.05%
15		Academic Fiscal Officer	\$60,721	4	\$55,890	\$65,994	\$64,635	93.94%
15	X	Accountant IV	\$54,808	7	\$51,000	\$58,710	\$43,988	124.60%
15		Architect III	\$57,079	5	\$55,825	\$61,179	\$52,240	109.26%
15	X	Assistant Scientist II (Nat/Phys Sciences)	\$47,789	68	\$40,906	\$64,760	\$51,095	93.53%
15	X	Assistant Scientist II (Soc/Behavioral Sciences)	\$47,508	1	\$47,508	\$47,508	\$50,455	94.16%
15	X	Business Manager I	\$57,962	6	\$51,821	\$70,312	\$71,012	81.62%
15	X	Chief Radio Engineer	\$56,553	1	\$56,553	\$56,553	\$40,954	138.09%
15	X	Chief Staff Pharmacist (this class allowed to be over max)	\$88,960	2	\$84,748	\$93,172	\$89,685	99.19%
15		Continuing Education Specialist	\$56,417	1	\$56,417	\$56,417	\$49,877	113.11%
15		Curator II	\$47,573	4	\$44,652	\$50,708	\$54,927	86.61%
15	X	Engineer III	\$58,598	6	\$51,520	\$65,464	\$58,336	100.45%

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ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
15	X	Environmental Specialist III	\$48,116	2	\$45,039	\$51,194	\$51,134	94.10%
15	X	Head Athletic Trainer	\$58,674	1	\$58,674	\$58,674	\$45,007	130.37%
15	X	Industrial Hygienist III	\$52,995	4	\$50,649	\$54,520	\$56,216	94.27%
15		Laboratory Supervisor II	\$54,587	1	\$54,587	\$54,587	\$53,623	101.80%
15	X	Manager Construction Projects	\$58,864	7	\$53,918	\$61,287	\$77,007	76.44%
15		Manager Facilities Maintenance (Custodial)	\$58,655	1	\$58,655	\$58,655	\$61,793	94.92%
15		Manager Facilities Maintenance (Grounds)	\$58,431	1	\$58,431	\$58,431	\$63,371	92.20%
15	X	Manager Food Service I	\$52,224	9	\$50,708	\$53,247	\$37,871	137.90%
15		Purchasing Agent III	\$53,631	2	\$51,653	\$55,609	\$52,838	101.50%
15		Student Services Specialist IV	\$53,179	4	\$47,648	\$57,250	\$67,692	78.56%
15	X	System Analyst II	\$59,979	61	\$43,260	\$69,000	\$58,116	103.21%
15		Systems Support Specialist IV	\$61,908	22	\$51,450	\$70,313	\$61,115	101.30%
15		Telecommunications Engineer II	\$65,543	2	\$65,512	\$65,574	\$71,837	91.24%
16	X	Architect IV	\$63,405	5	\$60,000	\$66,414	\$65,350	97.02%
16		Assistant Scientist III	\$59,108	54	\$47,911	\$72,446	\$62,581	94.45%
16		Associate Director Recreation Services	\$60,570	2	\$60,334	\$60,807	\$58,696	103.19%
16		Budget Analyst V	\$70,123	2	\$68,145	\$72,100	\$75,498	92.88%
16	X	Business Manager II	\$66,212	7	\$54,590	\$73,910	\$87,388	75.77%
16		Development Officer II	\$73,504	1	\$73,504	\$73,504	\$62,187	118.20%
16		Engineer IV	\$68,076	4	\$62,401	\$72,312	\$69,296	98.24%
16	X	Manager Accounting	\$62,970	1	\$62,970	\$62,970	\$73,000	86.26%
16		Program Coordinator III (Student Health)	\$60,130	1	\$60,130	\$60,130	\$62,799	95.75%
16	X	Staff Psychologist	\$58,559	6	\$51,500	\$71,179	\$69,346	84.44%
16	X	System Analyst III	\$73,300	37	\$61,827	\$81,407	\$69,371	105.66%
16	X	Veterinarian	\$78,384	4	\$62,098	\$105,894	\$73,533	106.60%
16		Women Center Coordinator	\$58,007	1	\$58,007	\$58,007	\$63,235	91.73%
17		Associate Director Admissions	\$72,573	2	\$69,000	\$76,147	\$67,104	108.15%
17	X	Associate Registrar	\$79,450	2	\$79,140	\$79,761	\$67,104	118.40%
17		Communications Manager II (Athletics)	\$69,240	1	\$69,240	\$69,240	\$67,222	103.00%
17	X	Director Career Placement	\$78,229	2	\$76,153	\$80,305	\$49,303	158.67%
17		Engineer V	\$80,964	7	\$68,482	\$90,700	\$75,747	106.89%

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ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
17		Information Systems Leader	\$89,249	7	\$83,809	\$94,300	\$86,346	103.36%
17		Manager Human Resources (Benefits)	\$77,250	1	\$77,250	\$77,250	\$69,528	111.11%
17		Manager Human Resources (Class & Comp)	\$66,950	1	\$66,950	\$66,950	\$71,379	93.80%
17	X	Program Manager I (Accounting)	\$74,536	1	\$74,536	\$74,536	\$65,190	114.34%
17		Program Manager I (Auditing)	\$65,920	1	\$65,920	\$65,920	\$82,441	79.96%
17		Program Manager I (Budget)	\$94,300	1	\$94,300	\$94,300	\$78,140	120.68%
17		Purchasing Agent V	\$73,626	2	\$73,626	\$73,626	\$58,531	125.79%
17		University Risk Manager	\$74,410	1	\$74,410	\$74,410	\$74,109	100.41%
18		Assistant Director Utilities	\$91,044	1	\$91,044	\$91,044	\$57,500	158.34%
18		Associate Controller	\$92,722	1	\$92,722	\$92,722	\$83,624	110.88%
18	X	Associate Counsel	\$103,471	2	\$96,048	\$110,894	\$84,099	123.03%
18		Associate Director (Human Resources)	\$77,769	1	\$77,769	\$77,769	\$75,118	103.53%
18		Associate Director Purchasing	\$84,273	1	\$84,273	\$84,273	\$65,588	128.49%
18	X	Associate Director Residence (Res Life)	\$92,998	2	\$88,107	\$97,889	\$57,603	161.45%
18	X	Director Recreation Services	\$81,231	1	\$81,231	\$81,231	\$75,118	108.14%
18		Director University Marketing	\$97,615	1	\$97,615	\$97,615	\$85,575	114.07%
18	X	Manager Bookstore	\$87,400	1	\$87,400	\$87,400	\$66,678	131.08%
18	X	Manager Printing Services	\$88,055	1	\$88,055	\$88,055	\$66,406	132.60%
18		Program Director (Accounts Receivables)	\$91,160	1	\$91,160	\$91,160	\$59,581	153.00%
18		Program Director (News Services)	\$79,355	1	\$79,355	\$79,355	\$72,140	110.00%
18		Program Manager II (OIPPTT)	\$88,486	1	\$88,486	\$88,486	\$93,615	94.52%
18	X	Staff Physician (this class allowed to be over max)	\$134,441	10	\$120,000	\$147,459	\$129,169	104.08%
18		Stores & Materials Manager	\$82,300	1	\$82,300	\$82,300	\$73,780	111.55%
19		Assistant to the President	\$101,652	1	\$101,652	\$101,652	\$132,000	77.01%
19		Director Enrollment Services	\$123,600	1	\$123,600	\$123,600	\$101,373	121.93%
19	X	Director Facilities/Utilities	\$121,814	1	\$121,814	\$121,814	\$93,300	130.56%
19		Director Financial Aid	\$104,500	1	\$104,500	\$104,500	\$91,097	114.71%
19		Director ITS III	\$113,513	1	\$113,513	\$113,513	\$94,637	119.95%
19	X	Director Institutional Research	\$123,444	1	\$123,444	\$123,444	\$100,099	123.32%
19		Director Purchasing	\$102,333	1	\$102,333	\$102,333	\$88,040	116.23%
19		Scientist II	\$107,024	14	\$86,993	\$121,900	\$86,574	123.62%

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ISU Salary to Market Comparison Summary
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(sorted by pay grade)

ISU Pay Grade	Benchmark Class	ISU Classification	ISU Avg Salary	# ISU Employees	ISU Lowest Salary in Class	ISU Highest Salary in Class	Average Market Salary	Average Salary to Market Comparison
20		Associate CIO	\$167,647	1	\$167,647	\$167,647	\$100,271	167.19%
20	X	Associate VP FPM	\$160,700	1	\$160,700	\$160,700	\$133,141	120.70%
20		Associate VP - Human Resources & Director EOD	\$148,200	1	\$148,200	\$148,200	\$136,265	108.76%
20		Associate VP Student Affairs	\$122,318	1	\$122,318	\$122,318	\$108,987	112.23%
20		Associate VP-University Secretary	\$146,000	1	\$146,000	\$146,000	\$125,400	116.43%
20	X	Director Alumni	\$184,600	1	\$184,600	\$184,600	\$200,100	92.25%
20		Director Campus Dining	\$114,240	1	\$114,240	\$114,240	\$103,875	109.98%
20		Director Department of Residence	\$123,523	1	\$123,523	\$123,523	\$86,372	143.01%
20	X	Director EH&S	\$116,700	1	\$116,700	\$116,700	\$94,658	123.29%
20	X	Director Public Safety	\$99,700	1	\$99,700	\$99,700	\$97,808	101.93%
20		Director Student Health	\$135,362	1	\$135,362	\$135,362	\$96,296	140.57%
20	X	Executive Director University Relations	\$111,972	1	\$111,972	\$111,972	\$133,237	84.04%
20		University Counsel	\$189,829	1	\$189,829	\$189,829	\$169,200	112.19%

Appendix B

**PROFESSIONAL & SCIENTIFIC
FY 2007/2008 PAY MATRIX**

PAY GRADE	GRADE MINIMUM	FIRST THIRD	GRADE MIDPOINT	GRADE MAXIMUM
	<u>HIRING RANGE</u>			
11	\$28,468	\$34,117	\$36,942	\$45,414
12	\$30,448	\$36,805	\$39,984	\$49,518
13	\$33,255	\$40,537	\$44,179	\$55,102
14	\$36,686	\$45,100	\$49,307	\$61,929
15	\$40,906	\$50,708	\$55,609	\$70,313
16	\$46,516	\$58,145	\$63,961	\$81,407
17	\$52,950	\$66,735	\$73,626	\$94,300
18	\$61,439	\$78,066	\$86,380	\$111,321
19	\$71,995	\$92,219	\$102,333	\$132,673
20	\$85,946			

Appendix C
Professional and Scientific Salary Distribution
Based on Years in Classification
October 2007

Pay Grade	10/2007 Midpoint	Years in Class	Number in Pay Grade	Lowest Salary	Median Salary	Highest Salary	Average Salary
11	\$36,942	0 - 2	91	\$28,468	\$31,930	\$43,709	\$32,162
		3 - 4	22	\$28,468	\$34,230	\$40,205	\$33,755
		5 - 6	8	\$30,139	\$32,746	\$35,936	\$32,630
		7 - 8	4	\$32,298	\$32,808	\$33,590	\$32,876
		9 - 10	1	\$39,781	\$39,781	\$39,781	\$39,781
		11+	11	\$33,315	\$39,640	\$44,422	\$39,067
			137				\$35,045
12	\$39,984	0 - 2	59	\$30,448	\$35,945	\$49,518	\$36,773
		3 - 4	13	\$31,620	\$37,784	\$41,518	\$38,148
		5 - 6	15	\$31,433	\$38,716	\$46,267	\$38,758
		7 - 8	9	\$36,614	\$41,920	\$48,612	\$41,874
		9 - 10	7	\$37,903	\$43,038	\$48,528	\$43,584
		11+	9	\$37,060	\$40,480	\$49,518	\$42,516
			112				\$40,276
13	\$44,179	0 - 2	261	\$31,178	\$39,000	\$60,036	\$39,643
		3 - 4	83	\$32,762	\$40,812	\$52,509	\$41,057
		5 - 6	57	\$34,027	\$40,322	\$55,102	\$41,679
		7 - 8	39	\$34,637	\$42,071	\$55,102	\$43,481
		9 - 10	17	\$34,814	\$41,552	\$50,863	\$41,806
		11+	49	\$36,630	\$46,150	\$55,102	\$46,324
			506				\$42,332
14	\$49,518	0 - 2	226	\$36,686	\$45,100	\$59,740	\$45,186
		3 - 4	67	\$38,022	\$46,598	\$61,322	\$47,470
		5 - 6	43	\$37,667	\$47,486	\$74,878	\$49,555
		7 - 8	41	\$40,354	\$47,466	\$77,335	\$48,655
		9 - 10	16	\$40,379	\$50,854	\$57,695	\$50,106
		11+	64	\$40,249	\$49,726	\$61,929	\$50,216
			457				\$48,531
15	\$55,609	0 - 2	194	\$40,906	\$50,956	\$66,816	\$51,085
		3 - 4	79	\$42,260	\$52,367	\$70,101	\$52,808
		5 - 6	77	\$40,906	\$52,742	\$93,172	\$54,712
		7 - 8	43	\$43,347	\$55,976	\$70,313	\$57,089
		9 - 10	39	\$45,222	\$59,523	\$70,307	\$58,828
		11+	118	\$44,652	\$58,835	\$70,313	\$58,737
			550				\$55,543

Appendix C
Professional and Scientific Salary Distribution
Based on Years in Classification
October 2007

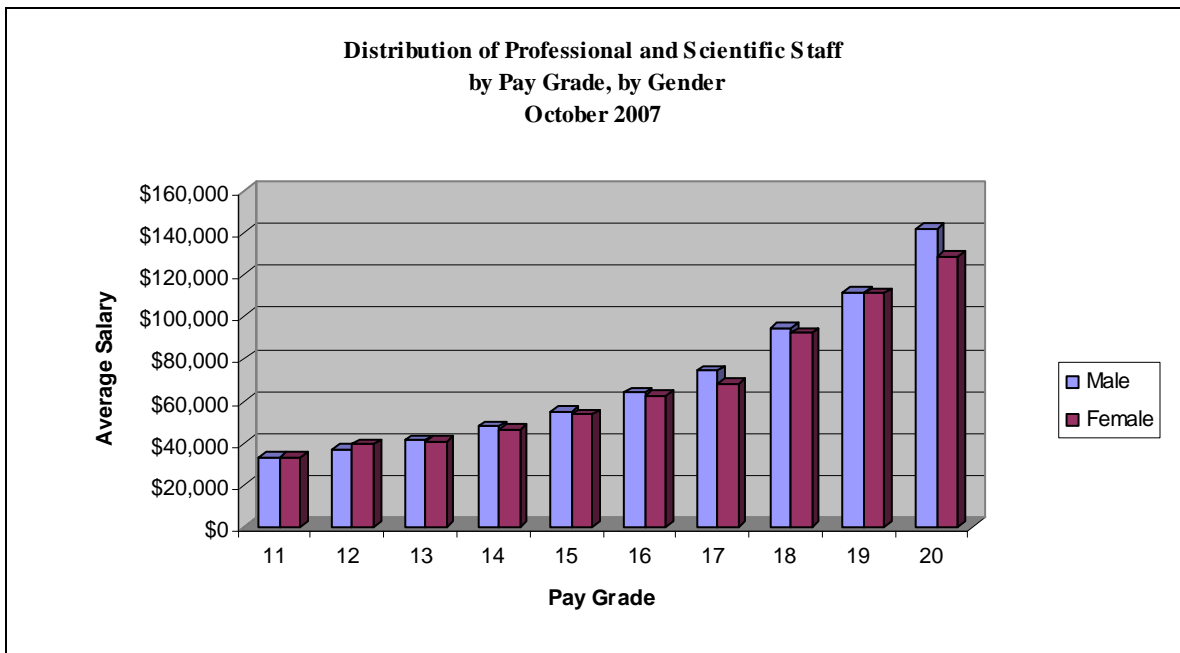
Pay Grade	10/2006 Midpoint	Years in Class	Number in Pay Grade	Lowest Salary	Median Salary	Highest Salary	Average Salary
16	\$63,961	0 - 2	106	\$46,516	\$60,053	\$81,407	\$61,217
		3 - 4	39	\$48,800	\$62,920	\$81,036	\$63,387
		5 - 6	25	\$48,144	\$60,807	\$80,145	\$63,602
		7 - 8	27	\$54,880	\$64,491	\$81,026	\$66,009
		9 - 10	11	\$53,014	\$63,116	\$74,528	\$69,995
		11+	44	\$51,050	\$67,700	\$79,464	\$66,019
			252				\$ 65,038
17	\$73,626	0 - 2	100	\$53,000	\$68,369	\$93,341	\$69,373
		3 - 4	41	\$56,589	\$68,698	\$93,830	\$71,999
		5 - 6	27	\$51,129	\$69,557	\$92,906	\$73,003
		7 - 8	24	\$59,343	\$69,166	\$94,300	\$72,698
		9 - 10	17	\$62,923	\$72,109	\$94,300	\$73,794
		11+	75	\$56,338	\$73,626	\$94,300	\$75,485
			284				\$72,725
18	\$86,380	0 - 2	38	\$61,685	\$85,641	\$125,000	\$87,138
		3 - 4	18	\$74,427	\$91,198	\$111,321	\$91,600
		5 - 6	19	\$77,167	\$87,133	\$110,894	\$86,997
		7 - 8	12	\$84,911	\$93,222	\$138,309	\$98,685
		9 - 10	7	\$87,400	\$93,280	\$103,500	\$94,011
		11+	26	\$82,346	\$95,576	\$149,794	\$106,130
			120				\$94,094
19	\$102,333	0 - 2	16	\$101,652	\$111,357	\$125,000	\$112,013
		3 - 4	9	\$86,993	\$112,270	\$120,000	\$109,626
		5 - 6	5	\$94,617	\$105,753	\$132,673	\$108,957
		7 - 8	2	\$89,850	\$103,147	\$123,444	\$103,147
		9 - 10	2	\$121,500	\$122,550	\$123,600	\$122,550
		11+	7	\$97,936	\$113,600	\$121,900	\$112,282
			41				\$111,429
20	N/A	0 - 2	12	\$88,835	\$126,990	\$167,647	\$127,293
		3 - 4	2	\$101,014	\$111,666	\$122,318	\$111,666
		5 - 6	4	\$99,700	\$121,429	\$179,840	\$130,599
		7 - 8	4	\$116,700	\$159,981	\$188,175	\$156,209
		9 - 10	4	\$111,972	\$151,778	\$160,700	\$144,057
		11+	4	\$138,858	\$153,123	\$189,829	\$158,733
			30				\$138,093

Appendix D
 Distribution of Professional and Scientific Staff
 By Grade, by Gender
 October 2007

Pay Grade	Males	Average Salary	Avg # Yrs at ISU	Avg # Yrs in Pos	Females	Average Salary	Avg # Yrs at ISU	Avg # Yrs in Position
11	25	\$32,856	4.86	4.29	112	\$33,125	4.23	2.83
12	35	\$36,920	7.23	4.18	77	\$39,212	9.82	4.54
13	175	\$41,206	7.35	5.45	331	\$41,074	8.43	3.98
14	204	\$47,905	8.43	4.75	253	\$46,487	10.06	5.29
15	302	\$55,219	12.45	7.62	248	\$53,624	12.63	6.49
16	144	\$63,885	12.62	7.80	108	\$62,328	12.50	5.04
17	186	\$74,227	15.99	7.92	98	\$68,518	17.36	6.89
18	71	\$94,320	12.29	6.70	49	\$92,203	14.83	7.43
19	30	\$111,393	18.10	6.81	11	\$111,291	16.16	3.41
20	19	\$141,910	12.01	6.61	11	\$128,450	10.69	4.55
	1191		11.13	6.21	1298		11.67	5.05

Weighted Avg Salary: \$60,045

Weighted Avg Salary: \$50,837



Appendix E
 Distribution of Professional and Scientific Staff
 By Grade, by Gender
 October 2007

Pay Grade	# of Minorities	Average Salary	Avg # Yrs at ISU	Avg # Yrs in Pos	# of Non-Minorities	Average Salary	Avg # Yrs at ISU	Avg # Yrs in Pos
11	13	\$32,280	2.63	2.96	124	\$33,159	4.53	3.11
12	10	\$35,379	1.79	1.18	102	\$38,801	9.71	4.75
13	55	\$38,097	3.35	2.38	451	\$41,488	8.63	4.75
14	38	\$46,537	6.04	3.06	419	\$47,173	9.63	5.23
15	55	\$49,973	6.03	3.10	495	\$55,003	13.25	7.56
16	22	\$60,014	7.39	5.82	230	\$63,524	13.06	6.24
17	19	\$67,198	9.79	6.03	265	\$72,619	16.94	7.67
18	15	\$91,715	14.14	6.97	105	\$93,704	13.21	7.00
19	2	\$116,322	4.24	4.26	39	\$111,111	18.27	5.98
20	7	\$148,927	9.13	7.43	23	\$133,337	12.26	5.37
	236		6.45	4.32	2253		11.95	5.77
		Weighted Avg Salary:		\$53,532		Weighted Avg Salary:		\$55,422

