



# Proposed 2018 Market Reference Zones for the Senior Management Group

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## PRIMARY REPORT

BOARD OF REGENTS WORKGROUP  
EXECUTIVE COMPENSATION MEETING

February 23, 2018

Presented to:

UNIVERSITY  
OF  
CALIFORNIA



INTEGRITY INDEPENDENCE INSIGHT INFORMATION



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## Introduction

- At its January 31 and February 6 Executive Compensation meetings, the University of California's (UC's or University's) Board of Regents (Regents) Workgroup reviewed the methodology for the underlying base salary analysis to update the 2018 Market Reference Zones (MRZs) for its Senior Management Group (SMG) positions.
  - In the February 6 meeting, the Workgroup requested that California State University (CSU) positions be included in the analysis for academic System and Campus positions.
    - Please note that the CSU data for non-academic (operational) System and Campus positions were already included in the approved methodology.
- As an outcome of these meetings, Sullivan, Cotter and Associates, Inc. (SullivanCotter) has prepared the proposed 2018 MRZs for the Workgroup's review. This report includes:
  - An overview of the approved methodology, with the addition of the CSU data for academic positions, and a review of the market segments and weightings.
  - An evaluation of the proposed 2018 MRZs for System (14 positions in SMG Level I, and 28 positions in SMG Level II) and Campus positions (one position in SMG Level I, and 17 positions in SMG Level II)<sup>1</sup>, including:
    - A summary of each SMG position's pay level in relation to the proposed 2018 MRZ.
    - An assessment of the variance between the 2016 MRZs and the proposed 2018 MRZs.
    - A review of the dispersion of the MRZ data by position.
    - The impact of including CSU data in the proposed 2018 MRZs for UC's academic positions.

The **Reference Binder** includes additional details of our methodology and analyses.

<sup>1</sup> **Section I-1 of the Reference Binder** lists the MRZ positions included in this analysis. The MRZs for UC's health services positions are not included in this analysis, as the 2018 MRZs for these positions were approved by the Regents on January 24, 2018. Also not included in this assessment are the investment positions, since the investment survey data are not yet available.



## Introduction

- As the Workgroup reviews the proposed 2018 MRZs, the decision points are to:
  - Confirm the methodology used to create the MRZs.
    - Determine whether the CSU data should be included in the market data for the academic positions.
  - Validate the proposed 2018 MRZs for academic and non-academic positions.
- After the Workgroup's review of the proposed 2018 MRZs and confirmation of the methodology, SullivanCotter will update the MRZs based on the Workgroup's feedback and present the proposed MRZs to the Board for approval at the March 14 meeting.

## NEXT STEPS

- After finalizing the proposed MRZs, the Workgroup requested a discussion on the next steps to:
  - Review policies that inhibit UC's ability to address compensation issues.
  - Discuss options on how to close any base salary gaps.



## Overview of Methodology

- The Workgroup reviewed the comparator markets for the Campus and System positions on January 31 and February 6 to better reflect the unique talent markets for the SMG positions. Based on the Workgroup's feedback, the following markets were utilized in this assessment:

### Comparator Groups and Market Sectors

Group	Market Sectors <sup>1</sup>
<b><u>Campuses with Health Services</u></b> <ul style="list-style-type: none"> <li>UC-Los Angeles</li> <li>UC-San Francisco</li> <li>UC-Davis</li> <li>UC-San Diego</li> <li>UC-Irvine</li> </ul>	<ul style="list-style-type: none"> <li>Blend of compensation data from the following sectors:           <ul style="list-style-type: none"> <li>Comparably sized higher education institutions (AAU/CPEC peers<sup>2</sup>, and public institutions within a system and private universities).</li> <li>Comparably sized general industry sector and State of California data.</li> </ul> </li> </ul>
<b><u>Campuses without Health Services</u></b> <ul style="list-style-type: none"> <li>UC-Berkeley</li> <li>UC-Santa Barbara</li> <li>UC-Riverside</li> <li>UC-Santa Cruz</li> <li>UC-Merced</li> </ul>	<ul style="list-style-type: none"> <li>Blend of compensation data from the following sectors:           <ul style="list-style-type: none"> <li>Comparably sized higher education institutions (AAU/CPEC peers<sup>2</sup>, and public institutions within a system and private universities).               <ul style="list-style-type: none"> <li>The median operating budget for the AAU/CPEC peers is significantly larger than that of the UC Campuses without Health Services. As such, a 10% discount was applied to the market data to account for the size of the UC operating budget.</li> <li>The CSU Campus data are included in the group of the public institutions within a system and private universities, effectively creating a weighted average of CSU data within a higher education data source.<sup>3</sup></li> </ul> </li> <li>Comparably sized general industry sector and State of California data.</li> </ul> </li> </ul>

<sup>1</sup> Section I-3 of the Reference Binder lists the survey sources used in this analysis, and Section I-4 of the Reference Binder provides a listing of the institutions included in the CUPA survey.

<sup>2</sup> AAU members include 60 distinguished public and private US research universities dedicated to improving human life through education, research and discovery. The CPEC (California Postsecondary Education Commission) comparison group was originally developed by an advisory committee.

<sup>3</sup> CSU data include eight Campuses with operating budgets greater than \$300 million in size (ranging from \$305.2 million [California Polytechnic State University] to \$423.5 million [CSU, Long Beach]). The base salaries for these Campuses are compared to UC Campuses without Health Services positions. We do not recommend the inclusion of any CSU Campuses with an operating budget of less than \$300 million, which is the approximate size of UC-Merced. Since none of CSU Campuses are comparable to UC Campuses with Health Services whose operating budgets range from \$2.8 billion to \$6.9 billion, no CSU data were used for these UC positions.



## Overview of Methodology

- The Workgroup reviewed the comparator markets for the Campus and System positions on January 31 and February 6 to better reflect the unique talent markets for the SMG positions. Based on the Workgroup's feedback, the following markets were utilized in this assessment (continued):

### Comparator Groups and Market Sectors

Group	Market Sectors <sup>1</sup>
<b><u>System</u></b> <b>University of California Office of the President (UCOP)</b>	<ul style="list-style-type: none"> <li>Blend of compensation data from the following sectors:               <ul style="list-style-type: none"> <li>Comparably situated higher education systems (the 12 largest public systems, and a combined group of the 12 largest public systems and private single-unit institutions).                   <ul style="list-style-type: none"> <li>The median operating budget for the two peer groups is significantly smaller than that of the UC System. As such, a 15% premium was applied to the market data to account for the size of the UC operating budget.</li> <li>The CSU System data are included in the group of the 12 largest public systems, effectively creating a weighted average of CSU data within a higher education data source.</li> <li>For positions with insufficient higher education sector market data at the system level, the data for the Campuses with Health Services positions are used, with a 20% premium for complexity and size.</li> </ul> </li> <li>Comparably sized general industry sector and State of California data.</li> </ul> </li> </ul>
<b><u>Lawrence Berkeley National Laboratory (LBNL) / National Labs</u></b>	<ul style="list-style-type: none"> <li>Compensation data from organizations in the general industry/research sector.               <ul style="list-style-type: none"> <li>It is UC's practice to use Pearl Meyer's <i>Research and Development Compensation Survey</i> market data for the LBNL positions, as the data source was approved by the Department of Energy.</li> </ul> </li> </ul>

<sup>1</sup> Section I-3 of the Reference Binder lists the survey sources used in this analysis, and Section I-4 of the Reference Binder provides a listing of the institutions included in the CUPA and Pearl Meyer surveys.



## Overview of Methodology

- Matched UC's leadership positions to the benchmark survey positions based on job content, reporting relationship, scope of responsibilities and other relevant factors.
  - **Section I-2 of the Reference Binder** contains the survey position matches used in this analysis as well as an explanation of any premiums or discounts applied to the survey data. Using premiums or discounts to adjust for job responsibilities that may vary from the survey match is a standard compensation practice.
  - CSU and State position benchmarks were identified and provided by UC Systemwide Human Resources.
    - Overall, 69% of the Campus and System positions (excluding LBNL and National Labs positions) have a CSU and/or a State match.
      - 50% of academic and 85% of non-academic (operational) positions have a CSU and/or a State match.
    - In determining appropriate State benchmarks, UC initially evaluated close to 170 State agencies. After a review of organizational structure and compensation practices, a group of comparably situated agencies was identified.
    - State benchmark matches were not found for academic positions (e.g., President, Chancellors, Executive Vice Chancellors and Provosts, Vice Chancellors – Student Affairs, etc.).
    - For the Workgroup's consideration, the proposed 2018 MRZs for the academic positions are shown with and without the CSU data.
- Collected and tabulated competitive base salary data from the data sources for the 25th, 50th, 75th and 90th percentiles.
- Adjusted the survey market data to a common effective date of March 1, 2018, by an annual adjustment factor of 3%.



## Overview of Methodology

- Weighted the market sectors used in this analysis as follows:
  - The market data for purely academic positions consist of 100% higher education data (including CSU data).
    - The higher education data sources generally include 68% public and 32% private institutions, with variation by position depending on data availability.
  - For all other positions, the market data are comprised of an equal blend of 50% higher education (public and private) data and 50% general industry and State data.
    - The general industry market is limited to a maximum of three data sources; therefore, the State data are weighted 12.5% to 50%, depending on general industry data availability.
    - **Section I-1 of the Reference Binder** provides an overview of the market sectors used for each position.
- The market pricing sheets for each position are provided in **Section II of the Reference Binder**.



## Summary of Findings

### Campus Positions



- In aggregate, the proposed 2018 MRZs for the Campus positions increased at the median by 5.1% since 2016.
  - There is significant variance by position, as the proposed 2018 MRZs decreased for 37% of the positions, while the proposed 2018 MRZs increased for 63% of the positions since 2016. The MRZ differences are largely due to the change in the methodology reviewed by the Workgroup on January 31 and February 6 and base salary increase trends in the marketplace since 2016.
  - By way of comparison, the median MRZs would increase, on average, by 5.4% without the CSU data, by 6.8% without the State data, and by 7.1% without the CSU and State data.
- The base salary market position varies by executive. The table below recaps the base salary market percentile position for the Campus positions.

Positions	Base Salary Market Position <sup>1</sup>	MRZ (Median) Variance 2018 vs 2016
Chancellor (Campuses with Health Services) – SMG Level I	<25th (-4%) percentile Range of Market: 20% below 25th percentile to 51st percentile	• MRZs increased by 32.9%
Chancellor (Campuses without Health Services) – SMG Level I	<25th (-14%) percentile Range of Market: 19% below 25th percentile to 29th percentile	• MRZs increased by 13.6%
SMG Level II – (Campuses with Health Services)	44th percentile Range of Market: 17% below 25th percentile to 47th percentile	• Overall, MRZs increased by 12.0% – 16 MRZs increased (1.1% to 32.6%) – 1 MRZ decreased (-2.5%)
SMG Level II – (Campuses without Health Services)	51st percentile Range of Market: 19% below 25th percentile to 6% above 90th percentile	• Overall, MRZs decreased by 4.5% – 4 MRZs increased (0.8% to 9.6%) – 12 MRZs decreased (-0.4% to -20.1%)

<sup>1</sup> Market Position = The market position is intended to provide a quantitative measure of where an executive's compensation falls relative to the market. The market position for each executive's compensation is calculated by interpolating between the next higher and lower data points. If the compensation falls below the 25th percentile or above the 90th percentile of the market, the percent difference below or above is shown in parentheses.

## Summary of Findings

### System Positions



- In aggregate, the proposed 2018 MRZs for the System positions (excluding LBNL and National Labs) increased at the median by 6.6% since 2016.
  - There is significant variance by position, as the proposed 2018 MRZs decreased for 29% of the positions, while the proposed 2018 MRZs increased for 71% of the positions since 2016. The MRZ differences are largely due to the change in the methodology reviewed by the Workgroup on January 31 and February 6 and base salary increase trends in the marketplace since 2016.
  - By way of comparison, the median MRZs would increase on average by 7.1% without the CSU data, by 10.4% without the State data, and by 10.9% without the CSU and State data.
- The base salary market position varies by executive. The table below recaps the base salary market percentile position for the System positions.

Positions	Base Salary Market Position <sup>1</sup>	MRZ (Median) Variance 2018 vs 2016
System – SMG Level I	39th percentile Range of Market: 5% below 25th percentile to 76th percentile	<ul style="list-style-type: none"> <li>• Overall, MRZs increased by 3.6%               <ul style="list-style-type: none"> <li>– 6 MRZs increased (8.1% to 17.1%)</li> <li>– 5 MRZs decreased (-0.6% to -15.2%)</li> </ul> </li> </ul>
System – SMG Level II	48th percentile Range of Market: 17% below 25th percentile to 82nd percentile	<ul style="list-style-type: none"> <li>• Overall, MRZs increased by 8.2%               <ul style="list-style-type: none"> <li>– 16 MRZs increased (1.8% to 23.9%)</li> <li>– 4 MRZs decreased (-2.4% to -11.5%)</li> </ul> </li> </ul>
LBNL / National Labs – SMG Level I and Level II	53rd percentile Range of Market: 1% below 25th percentile to 81st percentile	<ul style="list-style-type: none"> <li>• Overall, MRZs increased by 6.3%               <ul style="list-style-type: none"> <li>– 5 MRZs increased (5.4% to 17.6%)</li> <li>– 4 MRZs decreased (-0.4% to -3.2%)</li> </ul> </li> </ul>

<sup>1</sup> Market Position = The market position is intended to provide a quantitative measure of where an executive's compensation falls relative to the market. The market position for each executive's compensation is calculated by interpolating between the next higher and lower data points. If the compensation falls below the 25th percentile or above the 90th percentile of the market, the percent difference below or above is shown in parentheses.



## Proposed 2018 Market Reference Zones

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# Proposed 2018 Market Reference Zones

## Campus Positions – SMG Level I



- The table below compares the **proposed 2018 MRZs** to the **current 2016 MRZs** for the **Chancellor positions** and provides the competitive market positioning for each executive.
- For the Chancellor position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Chancellor (Campuses with Health Services)	---	\$577.2	\$809.8	\$1,111.1	\$1,479.8	---	92.5%	\$426.2	\$609.3	\$881.2	\$1,035.9	---	106.8%	32.9%
UCLA	\$468.2					<25 (-19%)	---					31	---	---
UCSF	\$819.5					51	---					69	---	---
UCD	\$495.0					<25 (-14%)	---					34	---	---
UCSD	\$462.7					<25 (-20%)	---					30	---	---
UCI	\$514.5					<25 (-11%)	---					37	---	---
Chancellor (Campuses without Health Services) with CSU	---	\$504.2	\$692.4	\$929.1	\$1,234.6	---	84.3%	\$426.2	\$609.3	\$881.2	\$1,035.9	---	106.8%	13.6%
UCB	\$531.9					29	---					39	---	---
UCSB	\$413.1					<25 (-18%)	---					<25 (-3%)	---	---
UCR	\$406.5					<25 (-19%)	---					<25 (-5%)	---	---
UCSC	\$406.5					<25 (-19%)	---					<25 (-5%)	---	---
UCM	\$406.5					<25 (-19%)	---					<25 (-5%)	---	---
Chancellor (Campuses without Health Services) without CSU	---	\$509.3	\$700.6	\$944.4	\$1,254.2	---	85.4%	\$426.2	\$609.3	\$881.2	\$1,035.9	---	106.8%	15.0%
UCB	\$531.9					28	---					39	---	---
UCSB	\$413.1					<25 (-19%)	---					<25 (-3%)	---	---
UCR	\$406.5					<25 (-20%)	---					<25 (-5%)	---	---
UCSC	\$406.5					<25 (-20%)	---					<25 (-5%)	---	---
UCM	\$406.5					<25 (-20%)	---					<25 (-5%)	---	---
Proposed MRZ Chancellor (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-1.0%	-1.2%	-1.6%	-1.6%									

# Proposed 2018 Market Reference Zones

## Campus Positions – SMG Level II



- The table below compares the **proposed 2018 MRZs to the current 2016 MRZs for the Vice Chancellor – Development/University Relations positions** and provides the competitive market positioning for each executive.
- For the VC Development/University Relations position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Development/University Relations (Campuses with Health Services)	---	\$376.2	\$460.2	\$543.8	\$597.1	---	44.6%	\$383.0	\$472.0	\$511.9	\$569.0	---	33.7%	-2.5%
UCLA	\$448.1					46	---					43	---	---
UCSF	\$480.0					58	---					59	---	---
UCD	\$400.9					32	---					30	---	---
UCSD	Vacant					---	---					---	---	---
UCI	\$394.5					30	---					28	---	---
Vice Chancellor - Development/University Relations (Campuses without Health Services) with CSU	---	\$312.1	\$377.0	\$444.2	\$501.8	---	42.3%	\$383.0	\$472.0	\$511.9	\$569.0	---	33.7%	-20.1%
UCB	\$391.4					56	---					27	---	---
UCSB	Vacant					---	---					---	---	---
UCR	\$354.0					41	---					<25 (-8%)	---	---
UCSC	\$313.6					26	---					<25 (-18%)	---	---
UCM	Vacant					---	---					---	---	---
Vice Chancellor - Development/University Relations (Campuses without Health Services) without CSU	---	\$314.7	\$381.0	\$451.4	\$511.7	---	43.4%	\$383.0	\$472.0	\$511.9	\$569.0	---	33.7%	-19.3%
UCB	\$391.4					54	---					27	---	---
UCSB	Vacant					---	---					---	---	---
UCR	\$354.0					40	---					<25 (-8%)	---	---
UCSC	\$313.6					25	---					<25 (-18%)	---	---
UCM	Vacant					---	---					---	---	---
Proposed MRZ Vice Chancellor - Development/University Relations (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-0.8%	-1.1%	-1.6%	-1.9%									

# Proposed 2018 Market Reference Zones

## Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the **current 2016 MRZs** for the **Executive Vice Chancellor and Provost positions** and provides the competitive market positioning for each executive.
- For the EVC and Provost position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Executive Vice Chancellor and Provost (Campuses with Health Services)	---	\$439.5	\$466.8	\$604.1	\$707.8	---	37.5%	\$335.1	\$429.5	\$522.1	\$643.8	---	55.8%	8.7%
UCLA	\$439.7					25	---					56	---	---
UCSF	\$365.9					<25 (-17%)	---					33	---	---
UCD	\$416.9					<25 (-5%)	---					47	---	---
UCSD	\$385.0					<25 (-12%)	---					38	---	---
UCI	\$397.8					<25 (-9%)	---					42	---	---
Executive Vice Chancellor and Provost (Campuses without Health Services) with CSU	---	\$369.8	\$407.0	\$472.5	\$591.5	---	27.7%	\$335.1	\$429.5	\$522.1	\$643.8	---	55.8%	-5.2%
UCB	\$481.0					76	---					67	---	---
UCSB	\$349.7					<25 (-5%)	---					29	---	---
UCR	\$360.3					<25 (-3%)	---					32	---	---
UCSC	\$350.0					<25 (-5%)	---					29	---	---
UCM	\$319.5					<25 (-14%)	---					<25 (-5%)	---	---
Executive Vice Chancellor and Provost (Campuses without Health Services) without CSU	---	\$376.8	\$416.6	\$484.3	\$609.9	---	28.5%	\$335.1	\$429.5	\$522.1	\$643.8	---	55.8%	-3.0%
UCB	\$481.0					74	---					67	---	---
UCSB	\$349.7					<25 (-7%)	---					29	---	---
UCR	\$360.3					<25 (-4%)	---					32	---	---
UCSC	\$350.0					<25 (-7%)	---					29	---	---
UCM	\$319.5					<25 (-15%)	---					<25 (-5%)	---	---
Proposed MRZ Executive Vice Chancellor and Provost (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-1.8%	-2.3%	-2.4%	-3.0%									

## Proposed 2018 Market Reference Zones Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor – Chief Financial Officer positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Chief Financial Officer (Campuses with Health Services)	---	\$276.1	\$345.3	\$412.0	\$496.7	---	49.2%	\$242.1	\$284.9	\$369.7	\$471.1	---	52.7%	21.2%
UCLA	\$374.4					61	---					76	---	---
UCSF	\$379.0					63	---					76	---	---
UCSF	\$337.2					47	---					64	---	---
UCSD	Vacant					---	---					---	---	---
UCI	Vacant					---	---					---	---	---
Vice Chancellor - Chief Financial Officer (Campuses without Health Services)	---	\$240.4	\$295.1	\$347.9	\$418.8	---	44.7%	\$242.1	\$284.9	\$369.7	\$471.1	---	52.7%	3.6%
UCB	\$359.0					77	---					71	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the **current 2016 MRZs** for the **Vice Chancellor – Research positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Research (Campuses with Health Services)	---	\$311.6	\$366.1	\$426.1	\$483.3	---	36.7%	\$296.6	\$357.9	\$443.8	\$598.4	---	49.6%	2.3%
UCLA	\$355.0					45	---					49	---	---
UCSF	\$416.7					71	---					68	---	---
UCSF	\$282.4					<25 (-9%)	---					<25 (-5%)	---	---
UCD	\$455.6					83	---					76	---	---
UCSD	\$338.8					37	---					42	---	---
UCI	\$368.7					51	---					54	---	---
Vice Chancellor - Research (Campuses without Health Services)	---	\$283.8	\$334.2	\$391.8	\$445.0	---	38.0%	\$296.6	\$357.9	\$443.8	\$598.4	---	49.6%	-6.6%
UCB	\$395.0					76	---					62	---	---
UCSB	\$350.0					57	---					47	---	---
UCR	\$351.9					58	---					48	---	---
UCSC	\$321.7					44	---					35	---	---
UCM	\$267.4					<25 (-6%)	---					<25 (-10%)	---	---



## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor – Business Administration positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Business Administration (Campuses with Health Services)	---	\$225.6	\$301.2	\$374.9	\$463.0	---	66.2%	\$254.2	\$287.2	\$360.4	\$414.3	---	41.8%	4.9%
UCLA	\$370.8					74	---					78	---	---
UCD	\$340.0					65	---					67	---	---
UCSD	\$348.9					67	---					71	---	---
UCI	\$339.9					65	---					67	---	---
Vice Chancellor - Business Administration (Campuses without Health Services)	---	\$191.9	\$254.7	\$306.7	\$385.9	---	59.8%	\$254.2	\$287.2	\$360.4	\$414.3	---	41.8%	-11.3%
UCB	\$359.0					85	---					74	---	---
UCSB	Vacant					---	---					---	---	---
UCR	\$327.1					79	---					62	---	---
UCSC	\$298.3					71	---					53	---	---
UCM	\$245.4					46	---					<25 (-3%)	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs to the current 2016 MRZs for the Vice Chancellor – Academic Personnel positions** and provides the competitive market positioning for each executive.
- For the VC – Academic Personnel position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Academic Personnel (Campuses with Health Services)	---	\$218.2	\$273.3	\$331.9	\$358.3	---	52.1%	\$189.2	\$231.8	\$279.2	\$332.6	---	47.6%	17.9%
UCLA	\$329.6					74	---					89	---	---
Vice Chancellor - Academic Personnel (Campuses without Health Services) with CSU	---	\$182.1	\$221.2	\$258.8	\$293.2	---	42.1%	\$189.2	\$231.8	\$279.2	\$332.6	---	47.6%	-4.6%
Vice Chancellor - Academic Personnel (Campuses without Health Services) without CSU	---	\$183.7	\$224.5	\$262.7	\$298.1	---	43.0%	\$189.2	\$231.8	\$279.2	\$332.6	---	47.6%	-3.1%
Proposed MRZ Vice Chancellor - Academic Personnel (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-0.9%	-1.5%	-1.5%	-1.7%									

Note: Currently no incumbent in the VC – Academic Personnel position at any Campuses without Health Services.

# Proposed 2018 Market Reference Zones

## Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the **current 2016 MRZs** for the **Vice Chancellor – Student Affairs positions** and provides the competitive market positioning for each executive.
- For the VC – Student Affairs position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Student Affairs (Campuses with Health Services)	---	\$268.2	\$310.2	\$339.4	\$355.4	---	26.5%	\$247.8	\$264.5	\$317.6	\$354.9	---	28.1%	17.3%
UCLA	\$281.2					33	---					60	---	---
UCSF	\$314.1					53	---					74	---	---
UCD	\$328.1					64	---					79	---	---
UCSD	\$285.2					35	---					62	---	---
UCI	\$288.4					37	---					63	---	---
Vice Chancellor - Student Affairs (Campuses without Health Services) with CSU	---	\$222.7	\$252.4	\$288.3	\$314.2	---	29.4%	\$247.8	\$264.5	\$317.6	\$354.9	---	28.1%	-4.6%
UCB	\$249.1					47	---					27	---	---
UCSB	\$281.1					69	---					60	---	---
UCR	\$248.8					47	---					26	---	---
UCSC	Vacant					---	---					---	---	---
UCM	\$262.9					56	---					48	---	---
Vice Chancellor - Student Affairs (Campuses without Health Services) without CSU	---	\$223.2	\$254.3	\$291.7	\$319.5	---	30.7%	\$247.8	\$264.5	\$317.6	\$354.9	---	28.1%	-3.9%
UCB	\$249.1					46	---					27	---	---
UCSB	\$281.1					67	---					60	---	---
UCR	\$248.8					46	---					26	---	---
UCSC	Vacant					---	---					---	---	---
UCM	\$262.9					55	---					48	---	---
Proposed MRZ Vice Chancellor - Student Affairs (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-0.2%	-0.8%	-1.2%	-1.7%									

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the **current 2016 MRZs** for the **Vice Chancellor – Equity and Inclusion positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Equity and Inclusion (Campuses with Health Services)	---	\$211.3	\$258.0	\$321.8	\$381.5	---	52.3%	\$210.7	\$250.0	\$290.9	\$344.0	---	38.1%	3.2%
UCLA	\$288.6					62	---					74	---	---
UCSF	\$306.9					69	---					80	---	---
UCSD	\$266.3					53	---					61	---	---
Vice Chancellor - Equity and Inclusion (Campuses without Health Services)	---	\$188.6	\$229.5	\$285.8	\$335.1	---	51.5%	\$210.7	\$250.0	\$290.9	\$344.0	---	38.1%	-8.2%
UCB	\$250.0					59	---					50	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Chief Campus Counsel positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Chief Campus Counsel (Campuses with Health Services)	---	\$256.7	\$325.9	\$386.9	\$437.8	---	50.7%	\$223.2	\$252.7	\$295.7	\$338.1	---	32.5%	29.0%
UCLA	\$303.9					42	---					78	---	---
UCSF	\$291.1					37	---					72	---	---
UCD	\$274.7					32	---					61	---	---
UCSD	\$292.1					38	---					73	---	---
UCI	\$273.0					31	---					60	---	---
Chief Campus Counsel (Campuses without Health Services)	---	\$224.1	\$277.0	\$322.4	\$381.3	---	43.9%	\$223.2	\$252.7	\$295.7	\$338.1	---	32.5%	9.6%
UCB	\$272.5					48	---					60	---	---
UCR	\$250.8					38	---					48	---	---
UCSC	\$237.5					31	---					37	---	---
UCM	\$245.9					35	---					44	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor – Budget and Planning positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Budget and Planning (Campuses with Health Services)	---	\$192.7	\$232.3	\$276.5	\$320.0	---	43.5%	\$181.8	\$202.3	\$264.5	\$336.2	---	45.5%	14.8%
UCSF	Vacant					---	---					---	---	---
UCI	Vacant					---	---					---	---	---
UCR	Vacant					---	---					---	---	---
Vice Chancellor - Budget and Planning (Campuses without Health Services)	---	\$172.0	\$204.0	\$246.6	\$288.6	---	43.3%	\$181.8	\$202.3	\$264.5	\$336.2	---	45.5%	0.8%
UCSC	\$291.2					>90 (+1%)	---					81	---	---
UCM	\$245.4					74	---					64	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor – Information Technology positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Information Technology (Campuses with Health Services)	---	\$266.4	\$307.9	\$372.9	\$438.5	---	40.0%	\$242.6	\$277.3	\$336.2	\$403.5	---	38.6%	11.0%
UCSF	Vacant					---	---					---	---	---
UCD	\$345.5					65	---					77	---	---
Vice Chancellor - Information Technology (Campuses without Health Services)	---	\$251.7	\$297.0	\$345.5	\$390.4	---	37.3%	\$242.6	\$277.3	\$336.2	\$403.5	---	38.6%	7.1%
UCB	Vacant					---	---					---	---	---
UCSB	Vacant					---	---					---	---	---
UCSC	\$205.0					<25 (-19%)	---					<25 (-15%)	---	---
UCM	\$227.3					<25 (-10%)	---					<25 (-6%)	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **University Librarian** positions and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
University Librarian (Campuses with Health Services)	---	\$219.9	\$249.7	\$285.7	\$321.2	---	29.9%	\$195.8	\$241.7	\$304.3	\$373.5	---	55.4%	3.3%
UCLA	\$275.3					68	---					63	---	---
UCSF	\$275.0					68	---					63	---	---
UCD	\$272.3					66	---					62	---	---
UCSD	\$202.9					<25 (-8%)	---					29	---	---
UCI	\$243.2					44	---					51	---	---
University Librarian (Campuses without Health Services)	---	\$184.1	\$213.6	\$246.3	\$292.7	---	33.8%	\$195.8	\$241.7	\$304.3	\$373.5	---	55.4%	-11.6%
UCB	\$311.1					>90 (+6%)	---					76	---	---
UCSB	\$200.3					39	---					27	---	---
UCR	\$250.0					76	---					53	---	---
UCSC	\$229.5					63	---					43	---	---
UCM	\$212.8					49	---					34	---	---



## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor and Dean – School of Medicine positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor and Dean - School of Medicine (Campuses with Health Services)	---	\$564.4	\$775.6	\$804.3	\$956.0	---	42.5%	\$546.1	\$645.8	\$735.9	\$889.4	---	34.7%	20.1%
UCLA	\$642.7					34	---					49	---	---
UCSF	\$664.9					37	---					57	---	---
UCD	\$597.7					29	---					38	---	---
UCSD	\$604.0					30	---					40	---	---
UCI	Vacant					---	---					---	---	---
Vice Chancellor and Dean - School of Medicine (Campuses without Health Services)	---	\$476.2	\$628.4	\$693.9	\$832.2	---	45.7%	\$546.1	\$645.8	\$735.9	\$889.4	---	34.7%	-2.7%
UCR	Vacant					---	---					---	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Vice Chancellor – Marine Sciences and Dean – Graduate School of Marine Sciences** and the **Vice Chancellor – Undergraduate Education positions** and provides the competitive market positioning for each executive.
- For the VC – Undergraduate Education position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences (Campuses with Health Services)	---	\$358.9	\$368.7	\$414.7	\$445.1	---	15.5%	\$297.0	\$351.0	\$373.0	\$421.4	---	25.6%	5.0%
UCSD	\$351.6					<25 (-2%)	---					---	---	---
Vice Chancellor - Undergraduate Education (Campuses with Health Services)	---	\$254.6	\$306.6	\$408.0	\$486.9	---	60.3%	\$213.0	\$231.2	\$262.5	\$358.6	---	23.3%	32.6%
Vice Chancellor - Undergraduate Education (Campuses without Health Services) with CSU	---	\$206.7	\$226.7	\$285.2	\$363.0	---	38.0%	\$213.0	\$231.2	\$262.5	\$358.6	---	23.3%	-1.9%
UCB	\$278.4					72	---					77	---	---
Vice Chancellor - Undergraduate Education (Campuses without Health Services) without CSU	---	\$208.1	\$229.1	\$288.9	\$368.2	---	38.8%	\$213.0	\$231.2	\$262.5	\$358.6	---	23.3%	-0.9%
UCB	\$278.4					71	---					77	---	---
Proposed MRZ Vice Chancellor - Undergraduate Education (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-0.7%	-1.1%	-1.3%	-1.4%									

Note: Currently no incumbent in the VC – Undergraduate Education position at any Campuses with Health Services.

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the current **2016 MRZs** for the **Dean – University Extension positions** and provides the competitive market positioning for each executive.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Dean - University Extension (Campuses with Health Services)	---	\$234.4	\$261.9	\$321.7	\$351.1	---	37.2%	\$217.6	\$229.9	\$276.0	\$289.6	---	26.9%	13.9%
UCLA	\$337.7					83	---					>90 (+17%)	---	---
UCD	\$266.0					52	---					69	---	---
UCSD	\$213.7					<25 (-9%)	---					<25 (-2%)	---	---
Dean - University Extension (Campuses without Health Services)	---	\$203.2	\$229.0	\$262.6	\$301.3	---	29.2%	\$217.6	\$229.9	\$276.0	\$289.6	---	26.9%	-0.4%
UCB	\$224.9					46	---					40	---	---
UCR	\$185.3					<25 (-9%)	---					<25 (-15%)	---	---
UCSC	\$192.2					<25 (-5%)	---					<25 (-12%)	---	---

## Proposed 2018 Market Reference Zones

### Campus Positions – SMG Level II



- The table below compares the proposed **2018 MRZs** to the **current 2016 MRZs** for the **Vice Chancellor – Graduate Studies and Dean – Graduate Division positions** and provides the competitive market positioning for each executive.
- For the VC – Graduate Studies and Dean – Graduate Division position at Campuses without Health Services, the table shows the proposed 2018 MRZ with and without the CSU data.

Title / Campus	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice Chancellor - Graduate Studies and Dean - Graduate Division (Campuses with Health Services)	---	\$227.6	\$282.1	\$314.8	\$356.8	---	38.3%	\$248.6	\$279.1	\$320.6	\$352.7	---	29.0%	1.1%
UCLA	Vacant					---	---					---	---	---
Vice Chancellor - Graduate Studies and Dean - Graduate Division (Campuses without Health Services) with CSU	---	\$195.2	\$232.8	\$269.5	\$306.7	---	38.0%	\$248.6	\$279.1	\$320.6	\$352.7	---	29.0%	-16.6%
Vice Chancellor - Graduate Studies and Dean - Graduate Division (Campuses without Health Services) without CSU	---	\$195.4	\$233.9	\$271.9	\$310.2	---	39.1%	\$248.6	\$279.1	\$320.6	\$352.7	---	29.0%	-16.2%
Proposed MRZ Vice Chancellor - Graduate Studies and Dean - Graduate Division (Campuses without Health Services) w/ CSU vs w/o CSU Variance		-0.1%	-0.4%	-0.9%	-1.1%									

Note: Currently no incumbent in the VC – Graduate Studies and Dean – Graduate Division position at any Campus.

# Proposed 2018 Market Reference Zones

## System Positions – SMG Level I



- The table below compares the **proposed 2018 MRZs to the current 2016 MRZs for SMG Level I System positions** and provides the competitive market positioning for each executive.
- For the President of the University and the Provost and Executive Vice President – Academic Affairs positions, the table shows the proposed 2018 MRZs with and without the CSU data.

Title	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016	
		P25	P50	P75	P90			P25	P50	P75	P90				
President of the University	with CSU	\$570.0	\$600.2	\$813.0	\$1,022.8	\$1,372.1	<25 (-5%)	70.4%	\$579.2	\$708.3	\$781.6	\$852.1	<25 (-2%)	34.9%	14.8%
	without CSU		\$601.6	\$817.2	\$1,028.3	\$1,380.6	<25 (-5%)	70.9%							15.4%
Proposed MRZ President of the University w/ CSU vs w/o CSU Variance			-0.2%	-0.5%	-0.5%	-0.6%									
General Counsel and Vice President - Legal Affairs		\$454.6	\$330.8	\$453.0	\$534.0	\$616.3	50	61.4%	\$328.0	\$401.8	\$538.9	\$647.0	58	64.3%	12.8%
Executive Vice President and Chief Financial Officer		\$424.4	\$326.8	\$479.3	\$566.0	\$659.6	41	73.2%	\$356.8	\$409.4	\$569.4	\$740.7	52	59.6%	17.1%
Provost and Executive Vice President - Academic Affairs	with CSU	\$379.0	\$356.3	\$405.4	\$514.4	\$607.9	37	44.4%	\$402.6	\$478.3	\$626.6	\$772.5	<25 (-6%)	55.6%	-15.2%
	without CSU		\$353.3	\$405.3	\$519.0	\$615.7	37	46.9%							-15.3%
Proposed MRZ Provost and EVP - Academic Affairs w/ CSU vs w/o CSU Variance			0.8%	0.0%	-0.9%	-1.3%									
Executive Vice President - Chief Operating Officer		\$370.0	\$323.0	\$409.5	\$498.3	\$614.2	39	54.3%	\$308.6	\$360.6	\$447.9	\$506.9	52	45.1%	13.6%
Senior Vice President - Chief Compliance and Audit Officer		\$350.0	\$267.2	\$320.7	\$399.1	\$438.1	59	49.3%	\$278.2	\$322.8	\$407.0	\$484.5	58	46.3%	-0.6%
Senior Vice President - Innovation and Entrepreneurship		\$345.0	\$316.9	\$383.4	\$490.8	\$568.3	36	54.9%	\$324.6	\$354.7	\$421.7	\$528.2	42	29.9%	8.1%
Vice President - Agriculture and Natural Resources		\$287.0	\$275.3	\$299.8	\$356.7	\$380.5	37	29.6%	\$255.3	\$267.7	\$337.7	\$388.0	56	32.2%	12.0%
Senior Vice President - External Relations		Vacant	\$253.5	\$330.4	\$392.8	\$489.3	---	54.9%	---	---	---	---	---	---	---
Senior Vice President - Public Affairs (Communications)		\$320.0	\$224.2	\$267.0	\$317.7	\$364.6	76	41.7%	\$250.2	\$281.9	\$404.9	\$486.5	56	61.8%	-5.3%
Secretary and Chief of Staff to the Regents		\$238.7	\$223.7	\$274.0	\$333.7	\$417.2	32	49.2%	\$225.0	\$288.6	\$331.2	\$393.8	30	47.2%	-5.1%
Senior Vice President - Government Relations		Vacant	\$245.1	\$266.0	\$298.7	\$373.3	---	21.8%	\$267.3	\$303.5	\$397.3	\$470.3	---	48.6%	-12.4%

# Proposed 2018 Market Reference Zones

## System Positions – SMG Level II



- The table below compares the **proposed 2018 MRZs** to the **current 2016 MRZs** for **SMG Level II System positions** and provides the competitive market positioning for each executive.

Title	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Vice President - Information Technology and Chief Information Officer	\$377.0	\$274.4	\$369.2	\$437.9	\$511.5	53	59.6%	\$281.0	\$318.9	\$394.7	\$475.0	68	40.5%	15.8%
Associate Vice President - Chief Procurement Officer	\$353.3	\$225.2	\$273.1	\$326.6	\$381.8	82	45.0%	\$265.3	\$301.6	\$367.5	\$436.5	68	38.5%	-9.4%
Vice President - Systemwide Human Resources	\$337.7	\$237.3	\$313.4	\$392.4	\$461.5	58	65.3%	\$257.3	\$321.0	\$407.4	\$473.5	54	58.3%	-2.4%
Associate Vice President - Systemwide Controller	\$336.9	\$205.8	\$271.6	\$362.0	\$433.2	68	75.9%	\$204.4	\$244.5	\$312.9	\$368.9	81	53.1%	11.1%
Associate Vice President - Capital Financial Planning and Analysis	\$324.8	\$228.8	\$320.0	\$368.3	\$433.4	52	61.0%	\$230.6	\$280.6	\$329.1	\$380.1	73	42.7%	14.0%
Vice President - Research and Graduate Studies	\$310.5	\$373.9	\$439.3	\$511.3	\$580.0	<25 (-17%)	36.7%	\$335.6	\$401.2	\$493.2	\$644.7	<25 (-7%)	47.0%	9.5%
Vice President - Student Affairs	\$299.6	\$194.6	\$281.3	\$346.2	\$381.8	57	77.9%	\$297.5	\$317.8	\$381.4	\$425.6	28	28.2%	-11.5%
Vice President - Institutional Research and Academic Planning	\$294.6	\$229.7	\$279.9	\$346.2	\$405.1	56	50.7%	\$213.6	\$271.7	\$317.1	\$394.2	65	48.4%	3.0%
Vice Provost - Academic Personnel	\$291.6	\$235.7	\$295.1	\$358.4	\$386.9	49	52.1%	\$231.4	\$283.8	\$342.2	\$407.6	55	47.9%	4.0%
Deputy General Counsel	---	\$231.2	\$281.4	\$329.3	\$370.5	---	42.4%	\$223.2	\$252.7	\$295.7	\$338.1	---	32.5%	11.4%
Deputy GC - Employment and Legislative Affairs	\$280.4					50	---					65	---	---
Deputy GC - Business, Finance and Innovation	\$273.7					46	---					61	---	---
Deputy GC - Litigation and Capital Strategies	\$273.0					46	---					60	---	---
Deputy GC - Educational Affairs, Public Accountability and Governance	Vacant					---	---					---	---	---
Vice Provost - Education Partnership	\$259.9	\$281.0	\$306.3	\$390.9	\$450.1	<25 (-8%)	39.1%	\$221.4	\$248.9	\$277.8	\$310.8	59	25.5%	23.1%
Vice President - Budget and Capital Resources	Vacant	\$224.0	\$274.9	\$318.7	\$368.6	---	42.3%	---	---	---	---	---	---	---
Chief Risk Officer	\$257.0	\$214.7	\$246.9	\$281.4	\$380.7	57	31.1%	\$182.2	\$215.0	\$258.3	\$292.6	74	41.8%	14.8%

## Proposed 2018 Market Reference Zones System Positions – SMG Level II



- The table below compares the **proposed 2018 MRZs to the current 2016 MRZs for SMG Level II System positions** and provides the competitive market positioning for each executive.
- For the Associate Vice President – Academic Programs and Strategic Initiatives (ANR) and the Assistant Vice President – Institutional Advancement positions, the table shows the proposed 2018 MRZs with and without the CSU data.

Title	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
Associate Vice President and Director - State Government Relations	\$250.0	\$203.4	\$237.8	\$282.1	\$312.1	57	38.7%	\$215.9	\$260.4	\$329.5	\$400.6	44	52.6%	-8.7%
Associate Vice President - Academic Programs and Strategic Initiatives (ANR)	with CSU	\$249.7	\$187.2	\$221.5	\$254.3	71	35.9%	\$184.5	\$205.5	\$244.8	\$282.1	77	32.7%	7.8%
	without CSU		\$186.7	\$226.6	\$260.1	67	39.3%							10.3%
Proposed MRZ AVP - Academic Prog & Strat Initiatives w/ CSU vs w/o CSU Variance		0.2%	-2.3%	-2.2%	-2.6%									
Associate Vice President - Business Operations (ANR)	\$241.2	\$212.2	\$260.3	\$300.6	\$379.6	40	41.7%	\$209.8	\$255.7	\$307.9	\$348.0	42	46.7%	1.8%
Associate Vice President - Energy and Sustainability	\$229.8	\$221.0	\$245.8	\$307.1	\$344.0	34	39.0%	\$193.0	\$198.3	\$299.0	\$416.8	56	55.0%	23.9%
Associate Vice President - Budget Analysis and Planning	\$220.0	\$204.1	\$250.1	\$289.9	\$334.8	34	42.1%	\$183.3	\$227.5	\$282.7	\$364.1	46	54.2%	10.0%
Assistant Vice President - Institutional Advancement	with CSU	\$207.9	\$207.0	\$248.2	\$304.4	26	47.0%	\$184.0	\$212.1	\$243.8	\$284.2	46	32.5%	17.0%
	without CSU		\$195.1	\$238.1	\$298.6	32	53.0%							12.3%
Proposed MRZ AVP - Institutional Advancement w/ CSU vs w/o CSU Variance		6.1%	4.2%	1.9%	1.7%									
Associate Vice President - Federal Government Relations	\$205.2	\$229.7	\$281.8	\$355.6	\$407.3	<25 (-11%)	54.8%	\$214.0	\$264.2	\$334.3	\$397.2	<25 (-4%)	56.2%	6.7%
Vice Provost - Academic Information and Strategic Services	Vacant	\$281.0	\$306.3	\$390.9	\$450.1	---	39.1%	\$221.4	\$248.9	\$277.8	\$310.8	---	25.5%	23.1%

# Proposed 2018 Market Reference Zones

## LBNL/Nat Labs Positions – SMG Level I and Level II



- The table below compares the **proposed 2018 MRZs** to the **current 2016 MRZs** LBNL/National Labs **SMG Levels I and II positions** and provides the competitive market positioning for each executive.

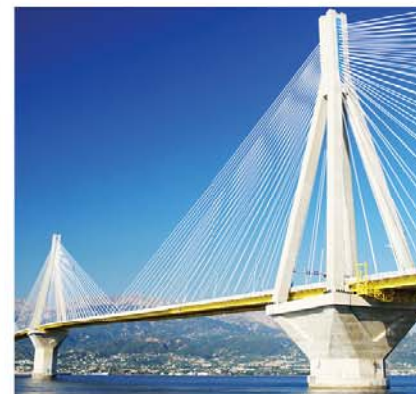
Title	Current Base Salary	Proposed 2018 MRZs				Market Position	Dispersion from P25 to P75	Current 2016 MRZs				Market Position	Dispersion from P25 to P75	MRZ (Median) Variance 2018 vs 2016
		P25	P50	P75	P90			P25	P50	P75	P90			
LBNL / National Labs - Senior Management Group Level I														
Laboratory Director (LBNL)	\$453.2	\$363.4	\$456.6	\$543.4	\$544.8	49	49.5%	\$411.4	\$462.5	\$478.2	\$533.4	45	16.2%	-1.3%
Vice President - Laboratory Management (National Labs)	\$376.6	\$265.5	\$363.2	\$447.5	\$562.8	54	68.6%	\$279.9	\$344.5	\$449.6	\$536.3	61	60.6%	5.4%
LBNL / National Labs - Senior Management Group Level II														
Deputy Laboratory Director (Research)	\$445.5	\$321.7	\$367.8	\$431.6	\$466.3	81	34.2%	\$304.6	\$327.6	\$388.0	\$424.0	>90 (+5%)	27.4%	12.3%
Chief Operating Officer (LBNL)	\$401.7	\$249.0	\$320.6	\$389.1	\$560.3	76	56.3%	\$247.0	\$331.3	\$447.3	\$804.2	66	81.1%	-3.2%
Associate Laboratory Director	---	\$325.3	\$360.8	\$471.7	\$570.7	---	45.0%	\$283.7	\$318.9	\$407.8	\$458.6	---	43.7%	13.1%
ALD - Energy Technologies	\$386.2					56	---					69	---	---
ALD - Computing Sciences	\$380.8					55	---					68	---	---
ALD - Earth and Environmental Sciences	\$378.1					54	---					67	---	---
ALD - Biosciences	\$345.5					39	---					58	---	---
ALD - Energy Sciences	\$337.3					33	---					56	---	---
ALD - Physical Sciences	\$323.3					<25 (-1%)	---					51	---	---
Associate Vice President - Laboratory Programs (National Labs)	\$341.8	\$225.6	\$308.7	\$380.4	\$478.4	62	68.6%	\$283.7	\$318.9	\$407.8	\$458.6	57	43.7%	-3.2%
Chief Laboratory Counsel (LBNL)	\$327.0	\$265.2	\$333.2	\$413.0	\$518.8	48	55.7%	\$259.9	\$286.5	\$333.3	\$373.9	72	28.3%	16.3%
Chief Financial Officer (LBNL)	\$314.4	\$269.5	\$363.4	\$491.7	\$614.3	37	82.5%	\$275.1	\$309.1	\$339.6	\$431.2	57	23.4%	17.6%
Director - Contracts Management (National Labs)	Vacant	\$211.8	\$224.0	\$258.6	\$278.2	---	22.1%	\$186.5	\$224.9	\$255.2	\$300.8	---	36.9%	-0.4%





## Next Steps

- The decision points for the Workgroup approval are as follows:
  - **Confirm the methodology used to create the MRZs.**
    - **Determine whether the CSU data should be included in the market data for the academic positions.**
  - **Validate the proposed 2018 MRZs for academic and non-academic positions.**
- SullivanCotter will update and present the proposed 2018 MRZs to the Board for approval on March 14.
- After finalizing the proposed MRZs, the Workgroup requested a discussion on the next steps to:
  - **Review policies that inhibit UC's ability to address compensation issues.**
  - **Discuss options on how to close any base salary gaps.**



# Proposed 2018 Market Reference Zones for the Senior Management Group

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## REFERENCE BINDER

BOARD OF REGENTS WORKGROUP  
EXECUTIVE COMPENSATION MEETING

February 23, 2018

Presented to:

UNIVERSITY  
OF  
CALIFORNIA



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# Section I

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## Methodology



# Methodology

## Positions in Analysis

- Listing of SMG Level One (15) and Level Two (45) MRZ titles:

SMG Level One		
<ul style="list-style-type: none"> <li>• Chancellor</li> <li>• Executive Vice President – Chief Operating Officer</li> <li>• Executive Vice President and Chief Financial Officer</li> <li>• General Counsel and Vice President – Legal Affairs</li> <li>• Laboratory Director (LBNL)</li> <li>• President of the University</li> <li>• Provost and Executive Vice President – Academic Affairs</li> <li>• Secretary and Chief of Staff to the Regents</li> </ul>		
<ul style="list-style-type: none"> <li>• Senior Vice President – Chief Compliance and Audit Officer</li> <li>• Senior Vice President – External Relations</li> <li>• Senior Vice President – Government Relations</li> <li>• Senior Vice President – Innovation and Entrepreneurship</li> <li>• Senior Vice President – Public Affairs (Communications)</li> <li>• Vice President – Agriculture and Natural Resources</li> <li>• Vice President – Laboratory Management (National Labs)</li> </ul>		
SMG Level Two		
<ul style="list-style-type: none"> <li>• Assistant Vice President – Institutional Advancement</li> <li>• Associate Laboratory Director</li> <li>• Associate Vice President – Academic Programs and Strategic Initiatives (ANR)</li> <li>• Associate Vice President – Budget Analysis and Planning</li> <li>• Associate Vice President – Business Operations (ANR)</li> <li>• Associate Vice President – Capital Financial Planning and Analysis</li> <li>• Associate Vice President – Chief Procurement Officer</li> <li>• Associate Vice President – Energy and Sustainability</li> <li>• Associate Vice President – Federal Government Relations</li> <li>• Associate Vice President – Laboratory Programs (National Labs)</li> <li>• Associate Vice President – Systemwide Controller</li> <li>• Associate Vice President and Director – State Government Relations</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Campus Counsel</li> <li>• Chief Financial Officer (LBNL)</li> <li>• Chief Laboratory Counsel (LBNL)</li> <li>• Chief Operating Officer (LBNL)</li> <li>• Chief Risk Officer</li> <li>• Dean – University Extension</li> <li>• Deputy General Counsel</li> <li>• Deputy Laboratory Director (Research)</li> <li>• Director – Contracts Management (National Labs)</li> <li>• Executive Vice Chancellor and Provost</li> <li>• University Librarian</li> <li>• Vice Chancellor – Academic Personnel</li> <li>• Vice Chancellor – Budget and Planning</li> <li>• Vice Chancellor – Business Administration</li> <li>• Vice Chancellor – Chief Financial Officer</li> <li>• Vice Chancellor – Development/University Relations</li> <li>• Vice Chancellor – Equity and Inclusion</li> <li>• Vice Chancellor – Graduate Studies and Dean – Graduate Division</li> </ul>	<ul style="list-style-type: none"> <li>• Vice Chancellor – Information Technology</li> <li>• Vice Chancellor – Marine Sciences and Dean – Graduate School of Marine Sciences</li> <li>• Vice Chancellor – Research</li> <li>• Vice Chancellor – Student Affairs</li> <li>• Vice Chancellor – Undergraduate Education</li> <li>• Vice Chancellor and Dean – School of Medicine</li> <li>• Vice President – Budget and Capital Resources</li> <li>• Vice President – Information Technology and Chief Information Officer</li> <li>• Vice President – Institutional Research and Academic Planning</li> <li>• Vice President – Research and Graduate Studies</li> <li>• Vice President – Student Affairs</li> <li>• Vice President – Systemwide Human Resources</li> <li>• Vice Provost – Academic Information and Strategic Services</li> <li>• Vice Provost – Academic Personnel</li> <li>• Vice Provost – Education Partnership</li> </ul>



## Methodology

### Positions in Analysis and Market Sectors

- The table below presents the market sectors used for each Campus position.

Position	Higher Education	CSU	General Industry	State
<b>Campus Positions</b>				
Chancellor	√	√ (w/o Health Svc)		
Vice Chancellor – Development/University Relations	√	√ (w/o Health Svc)		
Executive Vice Chancellor and Provost	√	√ (w/o Health Svc)		
Vice Chancellor – Chief Financial Officer	√	√ (w/o Health Svc)	√	√
Vice Chancellor – Research	√		√	
Vice Chancellor – Business Administration	√	√ (w/o Health Svc)	√	
Vice Chancellor – Academic Personnel	√	√ (w/o Health Svc)		
Vice Chancellor – Student Affairs	√	√ (w/o Health Svc)		
Vice Chancellor – Equity and Inclusion	√		√	
Chief Campus Counsel	√	√ (w/o Health Svc)	√	√
Vice Chancellor – Budget and Planning	√		√	
Vice Chancellor – Information Technology	√	√ (w/o Health Svc)	√	√
University Librarian	√			
Vice Chancellor and Dean – School of Medicine	√			
Vice Chancellor – Marine Sciences and Dean – Graduate School of Marine Sciences	√			



# Methodology

## Positions in Analysis and Market Sectors

- The table below presents the market sectors used for each Campus position.

Position	Higher Education	CSU	General Industry	State
<b>Campus Positions</b>				
Vice Chancellor – Undergraduate Education	√	√ (w/o Health Svc)		
Dean – University Extension	√			
Vice Chancellor – Graduate Studies and Dean – Graduate Division	√	√ (w/o Health Svc)		



## Methodology

### Positions in Analysis and Market Sectors

- The table below presents the market sectors used for each UCOP position.

Position	Higher Education	CSU	General Industry	State
<b>System Positions</b>				
President of the University	√	√		
General Counsel and Vice President – Legal Affairs	√	√	√	√
Executive Vice President and Chief Financial Officer	√	√	√	√
Provost and Executive Vice President – Academic Affairs	√	√		
Executive Vice President – Chief Operating Officer	√		√	√
Senior Vice President – Chief Compliance and Audit Officer	√	√	√	
Senior Vice President – Innovation and Entrepreneurship	√		√ (Health Systems <sup>1</sup> )	√
Vice President – Agriculture and Natural Resources	√		√	√
Senior Vice President – External Relations	√		√	
Senior Vice President – Public Affairs (Communications)	√	√	√	√
Secretary and Chief of Staff to the Regents	√		√	
Senior Vice President – Government Relations	√		√	√
Vice President – Information Technology and Chief Information Officer	√	√	√	√
Associate Vice President – Chief Procurement Officer	√		√	√
Vice President – Systemwide Human Resources	√	√	√	√

<sup>1</sup> There were no appropriate general industry/State benchmarks; therefore, comparable health care data were used.





## Methodology

### Positions in Analysis and Market Sectors

- The table below presents the market sectors used for each UCOP position.

Position	Higher Education	CSU	General Industry	State
<b>System Positions</b>				
Associate Vice President – Systemwide Controller	√	√	√	
Associate Vice President – Capital Financial Planning and Analysis	√	√	√	
Vice President – Research and Graduate Studies	√		√	
Vice President – Student Affairs	√			
Vice President – Institutional Research and Academic Planning	√			
Vice Provost – Academic Personnel	√			
Deputy General Counsel	√		√	√
Vice Provost – Education Partnership	√			
Vice President – Budget and Capital Resources	√		√	
Chief Risk Officer	√		√	√
Associate Vice President and Director – State Government Relations	√	√	√	√
Associate Vice President – Academic Programs and Strategic Initiatives (ANR)	√	√	√	
Associate Vice President – Business Operations (ANR)	√		√	√
Associate Vice President – Energy and Sustainability	Insufficient data		√	√
Associate Vice President – Budget Analysis and Planning	√	√	√	√



## Methodology

### Positions in Analysis and Market Sectors

- The table below presents the market sectors used for each UCOP position.

Position	Higher Education	CSU	General Industry	State
<b>System Positions</b>				
Assistant Vice President – Institutional Advancement	√	√		
Associate Vice President – Federal Government Relations	√	√	√	
Vice Provost – Academic Information and Strategic Services	√			
<b>LBLN / National Labs Positions</b>				
Laboratory Director (LBLN)			√ (Research [PM])	
Vice President – Laboratory Management (National Labs)			√ (GI/Research)	
Deputy Laboratory Director (Research)			√ (Research [PM])	
Chief Operating Officer (LBLN)			√ (Research [PM])	
Associate Laboratory Director			√ (Research [PM])	
Associate Vice President – Laboratory Programs (National Labs)			√ (GI/Research)	
Chief Financial Officer (LBLN)			√ (Research [PM])	
Chief Laboratory Counsel (LBLN)			√ (Research [PM])	
Director – Contracts Management (National Labs)			√ (LS/Research)	



## Methodology

### Survey Position Matches

- The following benchmark matches were utilized in this assessment:

Position Title	Survey Job Match	Survey Job Description
<b>Campus Positions</b>		
<b>Chancellor</b>	CEO, Single Institution/Campus in System	President or Chancellor. Directs all affairs and operations of a higher education institution or of a campus within a system.
<b>Vice Chancellor – Development/University Relations</b>	Chief Development /Advancement Officer	Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.
<b>Executive Vice Chancellor and Provost</b>	Chief Academic Affairs Officer/ Provost	Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g., admissions, registrar and library activities).
<b>Vice Chancellor – Chief Financial Officer</b>	Chief Financial Officer (discounted by 20%) <ul style="list-style-type: none"> <li>Data were adjusted by a 20% discount for limited responsibilities due to system oversight</li> </ul>	Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.
<b>Vice Chancellor – Research</b>	Chief Research Officer	Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.
<b>Vice Chancellor – Business Administration</b>	Chief Administration Officer	Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>Campus Positions</b>		
<b>Vice Chancellor – Academic Personnel</b>	Chief Faculty Affairs Officer	Serves as the primary institutional resource for faculty matters. May hold a title such as Vice Provost for Faculty Affairs. May manage policies and functions supporting institution-wide faculty recruitment, orientation, appointment, reappointment, retention, promotion and tenure procedures. Works closely with deans, academic department heads and faculty leadership on academic strategic affairs. May manage programs in support of faculty development, wellbeing and productivity; faculty success and recognitions; and faculty rights, grievances and issue resolution.
<b>Vice Chancellor – Student Affairs</b>	Chief Student Affairs/Student Life Officer	Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.
<b>Vice Chancellor – Equity and Inclusion</b>	Chief Diversity Officer (plus 10% premium) <ul style="list-style-type: none"> <li>Market data include a 10% premium for strategic importance</li> </ul>	Manages and oversees diversity programs and services at the institution. Responsibilities typically include helping to build diverse student, faculty and staff populations, creating opportunities to engage diverse ideas inside and outside the classroom and providing programs and services that emphasize the importance of a diverse and inclusive campus environment.
<b>Chief Campus Counsel</b>	Chief Legal Affairs Officer (discounted by 20%) <ul style="list-style-type: none"> <li>Data were adjusted by a 20% discount, as this is the second-highest legal position reporting to the Campus Chancellor and the System General Counsel</li> </ul>	Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and president/chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general. This individual is an employee of the institution.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>Campus Positions</b>		
<b>Vice Chancellor – Budget and Planning</b>	Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive	<p>Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.</p> <p>Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.</p>
<b>Vice Chancellor – Information Technology</b>	Chief Information/IT Officer	Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.
<b>University Librarian</b>	Chief Library Officer	Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the college/university; serves as primary advocate for the library. At some institutions, position may be referred to as Chief Librarian. Degree requirement: ALA-accredited master's.
<b>Vice Chancellor and Dean – School of Medicine</b>	Dean Medicine	Persons with faculty status who serve as the principal administrator/head of an academic program, which may be a school, college or department.
<b>Vice Chancellor – Marine Sciences and Dean – Graduate School of Marine Sciences</b>	Dean, Biological and Life Sciences	Persons with faculty status who serve as the principal administrator/head of an academic program, which may be a school, college or department.
<b>Vice Chancellor – Undergraduate Education</b>	Dean Undergrad Programs	Persons with faculty status who serve as the principal administrator/head of an academic program, which may be a school, college or department.
<b>Dean – University Extension</b>	Dean, Continuing Education	Persons with faculty status who serve as the principal administrator/head of an academic program, which may be a school, college or department.
<b>Vice Chancellor – Graduate Studies and Dean – Graduate Division</b>	Dean Graduate School	Persons with faculty status who serve as the principal administrator/head of an academic program, which may be a school, college or department.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>President of the University</b>	Chief Executive Officer, System	President. Directs all affairs and operations of a higher education system or district. Each subordinate campus has its own president, chancellor or provost, administrative offices and independent programs.
<b>General Counsel and Vice President – Legal Affairs</b>	Chief Legal Affairs Officer	Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and president/chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general.
<b>Executive Vice President and Chief Financial Officer</b>	Chief Financial Officer	Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.
<b>Provost and Executive Vice President – Academic Affairs</b>	Chief Academic Affairs Officer/ Provost	Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g., admissions, registrar and library activities).
<b>Executive Vice President – Chief Operating Officer</b>	Chief Administration Officer	Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.

# Methodology

## Survey Position Matches



- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Senior Vice President – Chief Compliance and Audit Officer</b>	<p>Chief Audit Officer/Top Regulatory Affairs/Compliance Executive (plus 20% premium)</p> <ul style="list-style-type: none"> <li>• Market data include a 20% premium to reflect the position's greater responsibilities than the benchmark match (i.e., dual responsibilities for audit and compliance)</li> </ul>	<p>Plans, develops and directs the institutional internal audit function, which serves as an independent assurance and advisory activity of the institution's risk, governance and control processes. Designs, develops and implements internal auditing policies and procedures within the institution to ensure compliance with identified objectives, standards and laws. Leads and directs the work of others. Interviews, advises and negotiates with mid- to executive-level management, which may include the governing board, as to results of the work performed. For smaller institutions, may perform individual audit, investigative, or advisory engagements encompassing all the duties identified at the subordinate audit levels. Requires an advanced level of knowledge of auditing concepts, practices and procedures, as well as excellent verbal and written communication skills and diplomacy. Typically reports to governing board and/or to executive management. Requires a bachelor's degree in the area of specialty or related field and at least eight years of experience; may also require professional certification.</p>
<b>Senior Vice President – Innovation and Entrepreneurship</b>	Chief Tech Transfer Officer/Top Innovation Executive	<p>Chief Technology Transfer Officer: Responsible for managing technology transfer activities relating to scientific discoveries and inventions. Participates in setting and interpreting policy pertaining to technology transfer activities, supervises the licensing and administrative staff engaged in them, and has budgetary authority. Also keeps the institution's senior administration or governing board informed about these activities.</p> <p>Top Innovation Executive: Responsible for planning, directing and overseeing the organization's innovations that may lead to commercialization. Identifies and evaluates inventions for patentability and commercial potential. Develops and implements strategies, operational plans, policies and procedures to optimize the organization's innovations portfolio. May secure capital for funding and develop joint ventures and other collaboration agreements with outside parties. Typically reports to the president and chief executive officer or chief administrative officer.</p>



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Vice President – Agriculture and Natural Resources</b>	Top Sustainability Executive/Top Environmental Affairs and Compliance Executive	<p>Associate/Assistant Dean Agriculture: Persons with or without faculty status who report to and support the dean in administration of an institutional program, which may be a school, college or department.</p> <p>Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology-friendly philosophy, strategy, education and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior-level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products and services, and complies with and influences international, national, state and local environmental policies.</p> <p>Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.</p>





## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Senior Vice President – External Relations</b>	Chief External Affairs Officer/Top Corporate Affairs Executive	Chief External Affairs Officer: Responsible for such functions as communications, public relations, alumni relations and government affairs. Top Corporate Affairs Executive: Position has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, directing the development and management of an integrated communications function (internally and externally), and representing the organization in legislative and regulatory matters. May be responsible for community relations.
<b>Senior Vice President – Public Affairs (Communications)</b>	Chief Public Relations/Communications Officer	Responsible for communications/public relations programs. Overall responsibilities typically include public relations, news media relations, legislative relations, alumni relations and information office services.
<b>Secretary and Chief of Staff to the Regents</b>	Chief of Staff to System or Institution CEO/ Corporate/Company Secretary	Chief of Staff to System or Institution CEO: Advises the CEO on policy, procedural and operational issues of the system or district, and may be charged with leading the operationalization of strategic initiatives for the CEO. Represents the CEO to senior vice presidents, campus officials and critical external constituents. Serves a visible top-level leadership role for the institution on behalf of the CEO; the position is considered a peer of the institution's other senior/executive officers. Corporate/Company Secretary: The position has primary responsibility for preparing and maintaining official corporate notices, records and actions of the board of directors and ensuring compliance with statutory reporting requirements. Arranges board of directors meetings, provides minutes of these meetings, and communicates with stockholders with regard to general corporate policy and annual meetings. May be responsible for monitoring and developing procedures set in place by the board of directors/executive team regarding corporate governance, following developments affecting corporate governance and making recommendations to the board on development of best practices.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Senior Vice President – Government Relations</b>	Chief External Affairs Officer (discounted by 20%)/Top Government Relations Executive <ul style="list-style-type: none"> <li>Chief External Affairs Officer data were discounted by 20% to reflect smaller scope of responsibilities than the benchmark match (i.e., government affairs only) and reporting relationship</li> </ul>	Chief External Affairs Officer: Responsible for such functions as communications, public relations, alumni relations and government affairs. Top Government Relations Executive: Position has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests.
<b>Vice President – Information Technology and Chief Information Officer</b>	Chief Information/IT Officer	Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.
<b>Associate Vice President – Chief Procurement Officer</b>	Chief Purchasing Officer (plus 20% premium) <ul style="list-style-type: none"> <li>Market data were adjusted by a 20% premium to reflect greater scope of responsibilities than the benchmark match</li> </ul>	Directs central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, and approval of invoices.
<b>Vice President – Systemwide Human Resources</b>	Chief Human Resources Officer	Responsible for administering institutional human resource policies and practices for staff and/or faculty. Overall responsibilities typically include personnel records, benefits, staff employment, wage and salary administration and (where applicable) labor relations.
<b>Associate Vice President – Systemwide Controller</b>	Chief Accounting Officer/Controller	Directs accounting, payroll, cashing and related functions. May also be responsible for office services, such as mail and telephone services.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Associate Vice President – Capital Financial Planning and Analysis</b>	<p>Chief Financial Officer (Higher Education; discounted by 20%)/Second Level Finance Executive</p> <ul style="list-style-type: none"> <li>The Chief Financial Officer data were adjusted by a 20% discount to reflect lighter role and reporting relationship than the benchmark match</li> </ul>	<p>Chief Financial Officer: Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.</p> <p>Second Level Finance Executive: Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the chief financial officer.</p>
<b>Vice President – Research and Graduate Studies</b>	Chief Research Officer	Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.
<b>Vice President – Student Affairs</b>	Chief Student Affairs/Student Life Officer	Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Vice President – Institutional Research and Academic Planning</b>	<p>Chief Institutional Research Officer (plus 10% premium)/Chief Academic Officer (discounted by 20%)</p> <ul style="list-style-type: none"> <li>Data for the Chief Institutional Research Officer position were adjusted by a 10% premium to reflect greater responsibilities than the benchmark match, and the data for the Chief Academic Affairs Officer/Provost position were discounted by 20% to reflect the position's lighter role</li> </ul>	<p>Chief Institutional Research Officer: Conducts research and studies on the institution, including design of studies, data collection, analysis and reporting. Also responsible for accomplishing the institution's federal reporting requirements (e.g., IPEDS) as well as those of the state.</p> <p>Chief Academic Officer: Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g., admissions, registrar and library activities).</p>
<b>Vice Provost – Academic Personnel</b>	<p>Chief Faculty Affairs Officer (discounted by 10%)</p> <ul style="list-style-type: none"> <li>Market data were adjusted by a 10% discount to reflect smaller scope of responsibilities than the benchmark match</li> </ul>	<p>Serves as the primary institutional resource for faculty matters. May hold a title such as Vice Provost for Faculty Affairs. May manage policies and functions supporting institution-wide faculty recruitment, orientation, appointment, reappointment, retention, promotion and tenure procedures. Works closely with deans, academic department heads and faculty leadership on academic strategic affairs. May manage programs in support of faculty development, wellbeing and productivity; faculty success and recognitions; and faculty rights, grievances and issue resolution.</p>
<b>Deputy General Counsel</b>	Deputy General Counsel	<p>Acting as "second in command" to the general counsel, performs complex consultation and advisory work involving complex or specialized legal issues of substantial importance to the institution. Assists the top counsel with research and opinions on critical legal matters affecting the institution. Represents institution in civil actions and administrative proceedings on state and municipal levels. Supervises staff attorneys. Education and Experience: J.D., admission to the bar and 10 or more years corporate law experience.</p>
<b>Vice Provost – Education Partnership</b>	Deputy Provost	<p>Responsible for one or several broad-based areas within academic affairs under the direction of the CAO. Makes provost-level decisions in the absence of the provost.</p>



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Vice President – Budget and Capital Resources</b>	<p>Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive (plus 10% premium)</p> <ul style="list-style-type: none"> <li>Data were adjusted by a 10% premium to reflect greater responsibilities than the benchmark match</li> </ul>	<p>Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.</p> <p>Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.</p>
<b>Chief Risk Officer</b>	Chief Campus Risk Management and Insurance Administrator/Top Risk Management	<p>Chief Campus Risk Management and Insurance Administrator: Responsible for the protection of the institution from fortuitous loss. Advises senior management on all potential sources of loss and on how to best reduce or eliminate loss. Represents the institution to the insurance market.</p> <p>Top Risk Management Executive: Position has primary responsibility for developing, recommending and administering the risk management strategy to minimize adverse effects. Reviews and analyzes data, and devises risk minimization programs. Develops and implements controls and cost-effective approaches to minimize the organization's risk.</p>
<b>Associate Vice President and Director – State Government Relations</b>	Chief Campus State and Local Government/Legislative Liaison/Top Government Affairs Executive (State Level)	<p>Chief Campus State and Local Government/Legislative Liaison: Responsible for developing and maintaining effective relations with state and local government and for coordinating the organization's state/local level communications/policy-influencing/lobbying efforts.</p> <p>Top Government Affairs Executive (State Level): Responsible for representing the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent organization interests in dealings with trade, industry, or professional organizations. Frequently reports to a top legal executive/general counsel or top government affairs executive (federal level).</p>



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Associate Vice President – Academic Programs and Strategic Initiatives (ANR)</b>	Associate/Assistant Dean/Top Sustainability Executive/Top Environmental Affairs and Compliance Executive (discounted by 20%) <ul style="list-style-type: none"> <li>Data for the Top Sustainability Executive and Top Environmental Affairs and Compliance Executive positions were discounted by 20% for reporting relationship</li> </ul>	<p>Associate/Assistant Dean Agriculture: Persons with or without faculty status who report to and support the dean in administration of an institutional program, which may be a school, college, or department.</p> <p>Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology-friendly philosophy, strategy, education and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior-level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products and services, and complies with and influences international, national, state and local environmental policies.</p> <p>Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.</p>
<b>Associate Vice President – Business Operations (ANR)</b>	Chief Administration Officer	Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Associate Vice President – Energy and Sustainability</b>	<p>Top Sustainability Executive/Top Environmental Affairs and Compliance Executive (plus 20% premium)</p> <ul style="list-style-type: none"> <li>Data were adjusted by a 20% premium to reflect greater scope of responsibilities than the benchmark match (i.e., position is also involved in building and/or investing in alternative energy sources).</li> </ul>	<p>Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology friendly philosophy, strategy, education and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior-level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products and services; complies with and influences international, national, state and local environmental policies.</p> <p>Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.</p>
<b>Associate Vice President – Budget Analysis and Planning</b>	Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive	<p>Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.</p> <p>Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.</p>
<b>Assistant Vice President – Institutional Advancement</b>	Deputy Chief Advancement/Development Officer	Generally second-in-command to the chief advancement/development officer. Responsible for one or several areas of fundraising within development, which may be defined in the position's title. Typically reports to the chief development officer.





## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>System Positions</b>		
<b>Associate Vice President – Federal Government Relations</b>	Chief Campus Federal Government/Legislative Liaison/ Top Government Affairs Executive (Federal Level)	<p>Chief Campus Federal Government/Legislative Liaison: Responsible for developing and maintaining effective relations with the federal government and for coordinating the organization's federal-level communications/policy-influencing/lobbying efforts.</p> <p>Top Government Affairs Executive (Federal Level): Responsible for representing the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent the organization's interests in dealings with trade, industry, or professional organizations. Frequently reports to a top legal executive/general counsel.</p>
<b>Vice Provost – Academic Information and Strategic Services</b>	Deputy Provost	Responsible for one or several broad-based areas within academic affairs under the direction of the CAO. Makes provost-level decisions in the absence of the provost.





## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>LBNL / National Labs Positions</b>		
<b>Laboratory Director (LBNL)</b>	Laboratory Director	(CEO equivalent.) Overall responsibility for the strategic leadership of a research laboratory including planning, developing and establishing policies and objectives in accordance with the direction set by the board of trustees/board of directors. Establishes long-term goals, strategies, plans, policies and programs. Directs the research, technical, business and administrative activities for the laboratory. Represents organization to external audiences. May drive capital funding efforts. Develops/submit annual budget.
<b>Vice President – Laboratory Management (National Lab)</b>	Top Admin (without Finance)/Top Division Executive	<p>Top Admin (without Finance): Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This “top” position has sole and complete responsibility for a designated area.</p> <p>Top Division Executive: Top executive responsible for overseeing all operations in a division. Responsible for a profit and loss center and for directing a full complement of division senior management to ensure the attainment of financial and strategic business goals. Responsible for establishing objectives, plans and budgets, typically relying on corporate senior management for setting strategic direction, guidance and company-wide policies that are implemented within the division. Sales support is typically provided to the division at the corporate level, offering business leverage across the company’s product/service portfolio. Accountable for financial contribution (e.g., profit/loss) and the attainment of current and long-range objectives and for management of the full complement of functional managers, including product development, marketing, manufacturing, planning and finance/administration functions.</p>



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>LBNL / National Labs Positions</b>		
<b>Deputy Laboratory Director (Research)</b>	Top Research and Development	Designs, develops and implements the organization's research and development strategies, policies and programs. Directs both the development activities for new products, product line extensions and product enhancements, as well as the fundamental theoretical research (to the extent that the organization engages in theoretical research). May lead R&D activities in multiple product or service areas. This "top" position has sole and complete responsibility for a designated area.
<b>Chief Operating Officer (LBNL)</b>	COO/Top Admin (without Finance)	Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This "top" position has sole and complete responsibility for a designated area.
<b>Associate Laboratory Director for Energy Technologies</b>	Top Research	Directs the organization's fundamental theoretical research efforts in areas that may or may not be related to specific product applications. Coordinates outside research relationships with other firms and/or academic institutions. May be the organization's chief scientist. This "top" position has sole and complete responsibility for a designated area.



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>LBNL / National Labs Positions</b>		
<b>Associate Vice President – Laboratory Programs (National Labs)</b>	<p>Top Admin (without Finance)/Top Division Executive (discounted by 15%)</p> <ul style="list-style-type: none"> <li>Data were adjusted by a 15% discount to reflect lighter responsibilities than the benchmark match, i.e., reporting relationship to Vice President – Laboratory Management</li> </ul>	<p>Top Admin (without Finance): Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This “top” position has sole and complete responsibility for a designated area.</p> <p>Top Division Executive: Top executive responsible for overseeing all operations in a division. Responsible for a profit and loss center and for directing a full complement of division senior management to ensure the attainment of financial and strategic business goals. Responsible for establishing objectives, plans and budgets, typically relying on corporate senior management for setting strategic direction, guidance and company-wide policies that are implemented within the division. Sales support is typically provided to the division at the corporate level, offering business leverage across the company’s product/service portfolio. Accountable for financial contribution (e.g., profit/loss) and the attainment of current and long-range objectives and for management of the full complement of functional managers, including product development, marketing, manufacturing, planning and finance/administration functions.</p>
<b>Chief Laboratory Counsel (LBNL)</b>	<p>Top Legal Counsel (discounted by 20%)</p> <ul style="list-style-type: none"> <li>Data were adjusted by a 20% discount, as this is the second-highest legal position reporting to the Berkeley Lab Director and the System General Counsel</li> </ul>	<p>Serves as chief legal advisor to the organization. Responsible for developing, directing and managing the legal function. Develops legal strategy and provides counsel to management on the legal implications of all organization activities relative to business and regulatory issues. Keeps abreast of legislative and regulatory developments. Represents the company before the SEC and other governmental agencies. May serve as Corporate Secretary. This “top” position has sole and complete responsibility for a designated area.</p>



## Methodology

### Survey Position Matches

- Benchmark matches (continued):

Position Title	Survey Job Match	Survey Job Description
<b>LBL / National Labs Positions</b>		
<b>Chief Financial Officer (LBL)</b>	Top Financial (discounted by 20%) <ul style="list-style-type: none"> <li>Data were adjusted by a 20% discount for limited responsibilities due to system oversight</li> </ul>	Responsible for the organization's financial management including financial planning, establishing the policies of the organization, developing appropriate fiscal controls and standards, and preparing and interpreting financial reports. Establishes and oversees accounting policies and procedures. Communicates with and advises senior management on financial matters. Develops and maintains corporate relationships with external constituencies including investment and banking communities. May also direct the accounting, treasury, financial reporting, auditing, investor relations and corporate affairs functions. This "top" position has sole and complete responsibility for a designated area.
<b>Director – Contracts Management (National Labs)</b>	Director – Contracts Management	Directs the preparation, negotiation, management and acceptance of government and/or commercial contracts and subcontracts, including licensing agreements and clinical contracting and budget negotiations. Reviews and approves all contractual documents for protection of the company's contractual posture, satisfaction of government and customer specifications, and adherence to company policy. Advises management of contractual rights and obligations and provides interpretation of terms and conditions. Selects, develops and evaluates personnel to ensure the efficient operation of the function.

## Methodology

### Survey Sources



- The following survey sources were utilized in this assessment:

Survey Sources	Survey Descriptions
<b>Higher Education Industry Surveys</b>	
College and University Professional Association for Human Resources – 2016/2017 <i>Administrators in Higher Education Salary Survey</i>	Compensation survey presents data for 191 executive and senior-level administrative positions from 1,125 colleges and universities. Data selected based on type, mission and size of institutions (peer groups including public and private universities). For a complete list of institutions included in the peer groups, please see <b>Section I-4</b> .
Western Management Group – 2017 <i>EduComp Compensation Survey</i>	Compensation survey containing data for 436 professional, managerial and director-level positions reported by 178 educational institutions. Data selected based on type and size of institutions (includes public and private universities).
<b>General Industry Surveys</b>	
ALM Legal Intelligence – 2017 <i>Law Department Compensation Benchmark Survey</i>	Compensation survey that collects data on salary, bonus, total cash and stock options for nine in-house positions. Data selected based on size of company.
Mercer – 2017 <i>US Mercer Benchmark Database – Executive</i>	Executive compensation survey containing compensation data for 1,546 positions reported by 1,561 organizations. Data selected based on institutions within the education category (for-profit, public, private universities). The general industry data were used for select positions that are/could be recruited from industries outside of the higher education sector.
Radford – 2017 <i>Global Technology Survey</i>	Executive compensation survey containing compensation data for over 3,497 positions reported by 1,594 organizations. Data selected based on type of organizations and size.
Willis Towers Watson Data Services – 2017 <i>General Industry Top Management Compensation Survey</i>	Executive compensation survey containing compensation data reported by 403 organizations on 9,260 incumbents. Data selected based on institutions within the education category (for-profit, public, private universities). The general industry data were used for select positions that are/could be recruited from industries outside of the higher education sector.

For a complete list of the institutions included in the CUPA peer groups, please see **Section I-4**.

# Methodology

## Survey Sources



- The following survey sources were utilized in this assessment:

Survey Sources	Survey Descriptions
<b>Life Science Survey/Research</b>	
Pearl Meyer and Partners – <i>2016 Executive and Senior Management Compensation Survey</i>	Data on more than 200 positions at the corporate level: base salary, bonuses, profit sharing, long-term incentives, supplemental benefits and perquisites. Data selected for lab directors and direct reports. For a complete list of organizations included in the survey please see <b>Section I-4</b> .
Radford – <i>2017 Global Life Sciences Survey</i>	Compensation survey containing compensation data for over 2,131 positions reported by 674 life sciences organizations. Data selected based on type of organizations and size.
<b>Health Care Surveys</b>	
Mercer – <i>2017 Integrated Health Networks Compensation Survey</i>	Compensation survey containing compensation data for 837 positions reported by 1,757 health care organizations. Data selected based on health system setting.
SullivanCotter – <i>2017 Manager and Executive Compensation in Hospitals and Health Systems Survey Report</i>	Executive compensation survey containing data from 2,069 organizations, including 478 health systems, 1,1591 hospitals. Data selected based on health system setting.

For a complete list of the organizations in the Pearl Meyer survey, please see **Section I-4**.

## Methodology: Peer Groups

### AAU and CPEC Institutions



- Listing of 54 AAU and 26 CPEC institutions (median operating budget is \$2.4 billion):

AAU and CPEC Listing			
Comparator Institutions	Public/Private	AAU	CPEC
Boston University (Boston, MA)	Private	✓	
Brandeis University (Waltham, MA)	Private	✓	
Brown University (Providence, RI)	Private	✓	✓
California Institute of Technology (Pasadena, CA)	Private	✓	✓
Carnegie Mellon University (Pittsburgh, PA)	Private	✓	
Case Western Reserve University (Cleveland, OH)	Private	✓	
Columbia University in the City of New York (New York, NY)	Private	✓	✓
Cornell University (Ithaca, NY)	Private	✓	✓
Duke University (Durham, NC)	Private	✓	
Emory University (Atlanta, GA)	Private	✓	
Georgia Institute of Technology (Atlanta, GA)	Public	✓	
Harvard University (Cambridge, MA)	Private	✓	✓
Indiana University Bloomington (Bloomington, IN)	Public	✓	
Iowa State University (Ames, IA)	Public	✓	
Johns Hopkins University (Baltimore, MD)	Private	✓	✓
Massachusetts Institute of Technology (Cambridge, MA)	Private	✓	✓
Michigan State University (East Lansing, MI)	Public	✓	
New York University (New York, NY)	Private	✓	
Northwestern University (Evanston, IL)	Private	✓	✓
Ohio State University Main Campus (Columbus, OH)	Public	✓	
Pennsylvania State University (University Park, PA)	Public	✓	
Princeton University (Princeton, NJ)	Private	✓	
Purdue University Main Campus (West Lafayette, IN)	Public	✓	
Rice University (Houston, TX)	Private	✓	
Rutgers the State University of New Jersey New Brunswick Campus (New Brunswick, NJ)	Public	✓	
Stanford University (Palo Alto, CA)	Private	✓	✓
State University of New York at Stony Brook University (Stony Brook, NY)	Public	✓	✓
Texas A&M University (College Station, TX)	Public	✓	
Tulane University (New Orleans, LA)	Private	✓	
University At Buffalo, State University of New York (Buffalo, NY)	Public	✓	✓
University of Arizona (Tucson, AZ)	Public	✓	
University of Chicago (Chicago, IL)	Private	✓	✓
University of Colorado – System	Public		✓
University of Colorado Boulder (Boulder, CO)	Public	✓	✓



## Methodology: Peer Groups

### AAU and CPEC Institutions

- Listing of 54 AAU and 26 CPEC institutions (continued):

AAU and CPEC Listing			
Comparator Institutions	Public/Private	AAU	CPEC
University of Florida (Gainesville, FL)	Public	✓	
University of Illinois at Chicago (Chicago, IL)	Public		✓
University of Illinois at Urbana-Champaign (Champaign, IL)	Public	✓	✓
University of Iowa (Iowa City, IA)	Public	✓	
University of Kansas Main Campus (Lawrence, KS)	Public	✓	
University of Maryland College Park (College Park, MD)	Public	✓	
University of Michigan-Ann Arbor (Ann Arbor, MI)	Public	✓	✓
University of Minnesota – System	Public		✓
University of Minnesota (Duluth, MN)	Public		✓
University of Minnesota-Twin Cities (Minneapolis, MN)	Public	✓	✓
University of Missouri-Columbia (Columbia, MO)	Public	✓	
University of North Carolina at Chapel Hill (Chapel Hill, NC)	Public	✓	
University of Oregon (Eugene, OR)	Public	✓	
University of Pennsylvania (Philadelphia, PA)	Private	✓	✓
University of Pittsburgh (Pittsburgh, PA)	Public	✓	
University of Rochester (Rochester, NY)	Private	✓	
University of Southern California (Los Angeles, CA)	Private	✓	
University of Texas at Austin (Austin, TX)	Public	✓	✓
University of Virginia (Charlottesville, VA)	Public	✓	✓
University of Washington (Seattle, WA)	Public	✓	✓
University of Wisconsin-Madison (Madison, WI)	Public	✓	✓
Vanderbilt University (Nashville, TN)	Private	✓	
Washington University in St. Louis (Saint Louis, MO)	Private	✓	
Yale University (New Haven, CT)	Private	✓	✓





## Methodology: Peer Groups

### Campuses with Health Services Groups

- Listing of 15 public institutions within a system and 13 private universities with operating budgets between \$2.4 and \$9.6 billion; median operating budget is \$3.0 billion (based on CUPA's 2016/2017 *Administrators in Higher Education Salary Survey*):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
University of Pennsylvania (Philadelphia, PA)	Private/Independent	Single-unit institution	\$6,723
University of Michigan-Ann Arbor (Ann Arbor, MI)	Public	Institution within a system	\$6,498
Johns Hopkins University (Baltimore, MD)	Private/Independent	Single-unit institution	\$5,332
Pennsylvania State University (University Park, PA)	Public	Institution within a system	\$5,150
University of Washington (Seattle, WA)	Public	Institution within a system	\$5,034
Harvard University (Cambridge, MA)	Private/Independent	Single-unit institution	\$4,700
Emory University (Atlanta, GA)	Private/Religious	Single-unit institution	\$4,376
University of Chicago (Chicago, IL)	Private/Independent	Single-unit institution	\$4,050
Vanderbilt University (Nashville, TN)	Private/Independent	Single-unit institution	\$3,933
Columbia University in the City of New York (New York, NY)	Private/Independent	Institution within a system	\$3,801
The University of Utah (Salt Lake City, UT)	Public	Institution within a system	\$3,451
University of Rochester (Rochester, NY)	Private/Independent	Single-unit institution	\$3,329
University of North Carolina at Chapel Hill (Chapel Hill, NC)	Public	Institution within a system	\$3,009
University of Minnesota Twin Cities (Minneapolis, MN)	Public	Institution within a system	\$3,002
University of Alabama at Birmingham (Birmingham, AL)	Public	Institution within a system	\$2,972
Massachusetts Institute of Technology (Cambridge, MA)	Private/Independent	Single-unit institution	\$2,919
University of Iowa (Iowa City, IA)	Public	Institution within a system	\$2,889
Temple University (Philadelphia, PA)	Public	Single-unit institution	\$2,819
University of Southern California (Los Angeles, CA)	Private/Independent	Single-unit institution	\$2,745
University of Illinois at Chicago (Chicago, IL)	Public	Institution within a system	\$2,709
University of Miami (Coral Gables, FL)	Private/Independent	Single-unit institution	\$2,684
University of Kentucky (Lexington, KY)	Public	Single-unit institution	\$2,641
University of Florida (Gainesville, FL)	Public	Institution within a system	\$2,611
University of Illinois at Urbana-Champaign (Champaign, IL)	Public	Institution within a system	\$2,586
Duke University (Durham, NC)	Private/Independent	Single-unit institution	\$2,560
University of Wisconsin-Madison (Madison, WI)	Public	Institution within a system	\$2,536
Washington University in St. Louis (Saint Louis, MO)	Private/Independent	Single-unit institution	\$2,509
University of Texas at Austin (Austin, TX)	Public	Institution within a system	\$2,506



## Methodology: Peer Groups

### Campuses without Health Services Groups

- Listing of 64 public institutions within a system and 18 private universities with operating budgets between \$750 million and \$2.6 billion; median operating budget is \$1.1 billion (based on CUPA's 2016/2017 *Administrators in Higher Education Salary Survey*):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
University of Illinois at Urbana-Champaign (Champaign, IL)	Public	Institution within a system	\$2,586
Duke University (Durham, NC)	Private/Independent	Single-unit institution	\$2,560
University of Wisconsin-Madison (Madison, WI)	Public	Institution within a system	\$2,536
Washington University in St. Louis (Saint Louis, MO)	Private/Independent	Single-unit institution	\$2,509
University of Texas at Austin (Austin, TX)	Public	Institution within a system	\$2,506
University of Connecticut (Storrs, CT)	Public	Institution within a system	\$2,218
Michigan State University (East Lansing, MI)	Public	Single-unit institution	\$2,204
Northwestern University (Evanston, IL)	Private/Independent	Single-unit institution	\$2,150
State University of New York at Stony Brook (Stony Brook, NY)	Public	Institution within a system	\$2,049
Arizona State University (Tempe, AZ)	Public	Institution within a system	\$2,025
Purdue University Main Campus (West Lafayette, IN)	Public	Institution within a system	\$1,924
Cornell University (Ithaca, NY)	Private/Independent	Institution within a system	\$1,905
University of Pittsburgh (Pittsburgh, PA)	Public	Institution within a system	\$1,855
University of Colorado Denver (Denver, CO)	Public	Institution within a system	\$1,851
The University of Arizona (Tucson, AZ)	Public	Institution within a system	\$1,848
University of Texas Medical Branch (Galveston, TX)	Public	Institution within a system	\$1,806
University of Maryland College Park (College Park, MD)	Public	Institution within a system	\$1,763
Texas A&M University (College Station, TX)	Public	Institution within a system	\$1,759
Baylor College of Medicine (Houston, TX)	Private/Independent	Single-unit institution	\$1,582
Indiana University Bloomington (Bloomington, IN)	Public	Institution within a system	\$1,492
Virginia Tech (Blacksburg, VA)	Public	Single-unit institution	\$1,470
Georgia Institute of Technology (Atlanta, GA)	Public	Institution within a system	\$1,437
University of Virginia (Charlottesville, VA)	Public	Institution within a system	\$1,434
North Carolina State University (Raleigh, NC)	Public	Institution within a system	\$1,419
University of Missouri-Columbia (Columbia, MO)	Public	Institution within a system	\$1,361
Iowa State University (Ames, IA)	Public	Institution within a system	\$1,356
University of Arkansas for Medical Sciences (Little Rock, AR)	Public	Institution within a system	\$1,352
University of Georgia (Athens, GA)	Public	Institution within a system	\$1,321
University of Colorado Boulder (Boulder, CO)	Public	Institution within a system	\$1,281
The George Washington University (Washington, DC)	Private/Independent	Single-unit institution	\$1,236
University of New Mexico Main Campus (Albuquerque, NM)	Public	Institution within a system	\$1,217
Georgetown University (Washington, DC)	Private/Religious	Single-unit institution	\$1,200
University of Tennessee, Knoxville (Knoxville, TN)	Public	Institution within a system	\$1,194
Indiana University-Purdue University Indianapolis (Indianapolis, IN)	Public	Institution within a system	\$1,158



## Methodology: Peer Groups

### Campuses without Health Services Groups

- Listing of 64 public institutions within a system and 18 private universities (continued):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
University of South Carolina-Columbia (Columbia, SC)	Public	Institution within a system	\$1,154
University of Notre Dame (Notre Dame, IN)	Private/Religious	Single-unit institution	\$1,146
University of South Florida Tampa (Tampa, FL)	Public	Institution within a system	\$1,142
Carnegie Mellon University (Pittsburgh, PA)	Private/Independent	Single-unit institution	\$1,112
Louisiana State University and Agricultural & Mechanical College-Baton Rouge (Baton Rouge, LA)	Public	Institution within a system	\$1,105
Florida State University (Tallahassee, FL)	Public	Institution within a system	\$1,089
Washington State University (Pullman, WA)	Public	Single-unit institution	\$1,072
University of Massachusetts (Amherst, MA)	Public	Institution within a system	\$1,061
Colorado State University (Fort Collins, CO)	Public	Institution within a system	\$1,053
University At Buffalo, State University of New York (Buffalo, NY)	Public	Institution within a system	\$1,040
University of Hawaii at Manoa (Honolulu, HI)	Public	Institution within a system	\$1,035
West Virginia University (Morgantown, WV)	Public	Institution within a system	\$1,030
University of Maryland Baltimore (Baltimore, MD)	Public	Institution within a system	\$1,028
University of Nebraska-Lincoln (Lincoln, NE)	Public	Institution within a system	\$1,008
Northeastern University (Boston, MA)	Private/Independent	Single-unit institution	\$996
Drexel University (Philadelphia, PA)	Private/Independent	Single-unit institution	\$991
Virginia Commonwealth University (Richmond, VA)	Public	Single-unit institution	\$977
University of Louisville (Louisville, KY)	Public	Single-unit institution	\$975
University of Massachusetts Medical School (Worcester, MA)	Public	Institution within a system	\$974
University of Houston (Houston, TX)	Public	Institution within a system	\$972
University of Oklahoma Health Sciences Center (Oklahoma City, OK)	Public	Single-unit institution	\$955
Oregon State University (Corvallis, OR)	Public	Single-unit institution	\$940
Boston College (Chestnut Hill, MA)	Private/Religious	Single-unit institution	\$937
University of Alabama (Tuscaloosa, AL)	Public	Institution within a system	\$930
University of Central Florida (Orlando, FL)	Public	Institution within a system	\$925
Medical College of Wisconsin (Milwaukee, WI)	Private/Independent	Single-unit institution	\$920
University of Delaware (Newark, DE)	Public	Single-unit institution	\$908
University of Oklahoma Norman Campus (Norman, OK)	Public	Single-unit institution	\$906
Tufts University (Medford, MA)	Private/Independent	Single-unit institution	\$899
University of Toledo (Toledo, OH)	Public	Institution within a system	\$896
Florida International University (Miami, FL)	Public	Institution within a system	\$886
Auburn University (Auburn, AL)	Public	Institution within a system	\$877
Syracuse University Main Campus (Syracuse, NY)	Private/Independent	Single-unit institution	\$876
Case Western Reserve University (Cleveland, OH)	Private/Independent	Single-unit institution	\$874
Wayne State University (Detroit, MI)	Public	Single-unit institution	\$856
University of Oregon (Eugene, OR)	Public	Single-unit institution	\$855

## Methodology: Peer Groups

### Campuses without Health Services Groups



- Listing of 64 public institutions within a system and 18 private universities (continued):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
Georgia State University (Atlanta, GA)	Public	Institution within a system	\$846
University of Kansas Main Campus (Lawrence, KS)	Public	Institution within a system	\$835
East Carolina University (Greenville, NC)	Public	Institution within a system	\$832
Brown University (Providence, RI)	Private/Independent	Single-unit institution	\$826
Oklahoma State University (Stillwater, OK)	Public	Institution within a system	\$826
Southern Illinois University Carbondale (Carbondale, IL)	Public	Institution within a system	\$804
University of Texas Health Science Center at San Antonio (San Antonio, TX)	Public	Institution within a system	\$795
George Mason University (Fairfax, VA)	Public	Single-unit institution	\$779
Texas Tech University Health Sciences Center-Lubbock (Lubbock, TX)	Public	Institution within a system	\$778
Yeshiva University (New York, NY)	Private/Independent	Single-unit institution	\$774
Augusta University (Augusta, GA)	Public	Institution within a system	\$766
Kansas State University (Manhattan, KS)	Public	Single-unit institution	\$761

## Methodology: Peer Groups

### System Peer Groups



- Listing of the 12 largest public systems (median operating budget is \$4.9 billion) (based on CUPA's 2016/2017 *Administrators in Higher Education Salary Survey*):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
University of Texas System Administration (Austin, TX)	Public	System office	\$14,002
State University of New York System Office (Albany, NY)	Public	System office	\$11,130
University of North Carolina General Administration (Chapel Hill, NC)	Public	System office	\$8,012
University of Illinois University Administration (Urbana, IL)	Public	System office	\$5,661
The Ohio State University System Summary (Columbus, OH)	Public	System summary	\$5,287
University of Wisconsin System Office (Madison, WI)	Public	System office	\$5,035
The University System of Maryland Office (Adelphi, MD)	Public	System office	\$4,708
University of Colorado System Office (Denver, CO)	Public	System office	\$3,306
Rutgers the State University of New Jersey System Summary (New Brunswick, NJ)	Public	System summary	\$3,022
Indiana University System Office (Bloomington, IN)	Public	System office	\$2,898
University of Missouri System Summary (Columbia, MO)	Public	System office	\$2,254
Pennsylvania State System of Higher Education (Harrisburg, PA)	Public	System summary	\$2,010

## Methodology: Peer Groups

### System Peer Groups



- Listing of the largest public systems (7) and private single-unit universities (5) (median operating budget is \$5.3 billion) (based on CUPA's 2016/2017 *Administrators in Higher Education Salary Survey*):

Comparator Group Listing			
Institutions	Public/Private	Structure	Operating Budget (in Millions)
University of Texas System Administration (Austin, TX)	Public	System office	\$14,002
State University of New York System Office (Albany, NY)	Public	System office	\$11,130
University of North Carolina General Administration (Chapel Hill, NC)	Public	System office	\$8,012
University of Pennsylvania (Philadelphia, PA)	Private/Independent	Single-unit institution	\$6,723
University of Illinois University Administration (Urbana, IL)	Public	System office	\$5,661
Johns Hopkins University (Baltimore, MD)	Private/Independent	Single-unit institution	\$5,332
The Ohio State University System Summary (Columbus, OH)	Public	System summary	\$5,287
University of Wisconsin System Office (Madison, WI)	Public	System office	\$5,035
The University System of Maryland Office (Adelphi, MD)	Public	System office	\$4,708
Harvard University (Cambridge, MA)	Private/Independent	Single-unit institution	\$4,700
Emory University (Atlanta, GA)	Private/Religious	Single-unit institution	\$4,376
University of Chicago (Chicago, IL)	Private/Independent	Single-unit institution	\$4,050

## Methodology: Peer Groups Laboratory Positions



- Listing of 49 research organizations (based on Pearl Meyer's 2016 *Research and Development Compensation Survey*):

Comparator Group Listing	
Applied Physics Laboratory/University of Washington	Los Alamos National Laboratory
Applied Research Laboratories – The University of Texas at Austin	MIT Lincoln Laboratory
Argonne National Laboratory	National Radio Astronomy Observatory
AT&T Inc.	National Renewable Energy Lab
Bechtel Marine Propulsion Corporation	Oak Ridge National Laboratory UT-Battelle, LLC
Brookhaven National Laboratory	OSRAM Sylvania Inc.
Carnegie Mellon Software Engineering Institute	Pacific Northwest National Laboratory
CNA	RAND Corporation
Draper Laboratory	Sandia National Laboratories
Fujitsu America, Inc.	Saudi Aramco
GE Global Research	Savannah River National Laboratory
HRL Laboratories, LLC	Schlumberger Limited
IBM Corporation	SLAC National Accelerator Laboratory
Idaho National Laboratory	Southwest Research Institute
Institute for Defense Analyses	The Aerospace Corporation
Jefferson Laboratory	The Applied Research Laboratory at PSU
Jet Propulsion Laboratory	United Technologies Corporation
Johns Hopkins University Applied Physics Laboratory	University Corporation for Atmospheric Research (UCAR)
Lawrence Berkeley National Laboratory	USC/Information Sciences Institute
Lawrence Livermore National Laboratory	



## Section II

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### Market Pricing Sheets





## Market Pricing Sheets

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- The market pricing sheets in this section provide the summary market statistics for each sector (higher education, general industry/State) and the resulting MRZ for the positions included in this analysis.

# Market Pricing Sheets

## Campuses with Health Services



Chancellor

Position Match: CEO, Single Institution/Campus in System

Group: Campus with Health Services

Position Summary
President or Chancellor. Directs all affairs and operations of a higher education institution or of a campus within a system.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$577.2	\$809.8	\$1,111.1	\$1,479.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



Chancellor

Position Match: CEO, Single Institution/Campus in System

Group: Campus without Health Services

Position Summary
President or Chancellor. Directs all affairs and operations of a higher education institution or of a campus within a system.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$504.2	\$692.4	\$929.1	\$1,234.6

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Development/University Relations

Position Match: Chief Development /Advancement Officer

Group: Campus with Health Services

#### Position Summary

Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):				
	\$376.2	\$460.2	\$543.8	\$597.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



Vice Chancellor - Development/University Relations

Position Match: Chief Development /Advancement Officer

Group: Campus without Health Services

Position Summary
Responsible for institutional development programs. Overall responsibilities typically include institutional fundraising, public relations and alumni relations.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$312.1	\$377.0	\$444.2	\$501.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Executive Vice Chancellor and Provost

Position Match: Chief Academic Affairs Officer/ Provost

Group: Campus with Health Services

#### Position Summary

Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$439.5	\$466.8	\$604.1	\$707.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### Executive Vice Chancellor and Provost

Position Match: Chief Academic Affairs Officer/ Provost

Group: Campus without Health Services

Position Summary
Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$369.8	\$407.0	\$472.5	\$591.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Chief Financial Officer

Position Match: Chief Financial Officer (-20% discount)

Group: Campus with Health Services

#### Position Summary

Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$307.8	\$396.4	\$509.7	\$661.6
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$382.6	\$466.9	\$520.4	\$580.3
MRZ (50% Higher Education/50% General Industry/State):	\$345.2	\$431.6	\$515.0	\$620.9
Adjusted Weighted Average (-20% discount)(b):	\$276.1	\$345.3	\$412.0	\$496.7

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% discount for limited responsibilities due to system oversight.



# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Chief Financial Officer

Position Match: Chief Financial Officer (-20% discount)

Group: Campus without Health Services

#### Position Summary

Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$268.4	\$352.6	\$433.2	\$555.6
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$332.6	\$385.2	\$436.7	\$491.5
MRZ (50% Higher Education/50% General Industry/State):	\$300.5	\$368.9	\$434.9	\$523.6
Adjusted Weighted Average (-20% discount)(b):	\$240.4	\$295.1	\$347.9	\$418.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% discount for limited responsibilities due to system oversight.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Research

Position Match: Chief Research Officer

Group: Campus with Health Services

#### Position Summary

Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (Grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$317.6	\$371.5	\$415.3	\$455.3
<u>General Industry</u>				
General Industry Average:	\$305.6	\$360.7	\$436.9	\$511.4
MRZ (50% Higher Education/50% General Industry):	\$311.6	\$366.1	\$426.1	\$483.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Research

Position Match: Chief Research Officer

Group: Campus without Health Services

#### Position Summary

Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (Grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$278.6	\$328.7	\$370.9	\$405.4
<u>General Industry</u>				
General Industry Average:	\$289.1	\$339.8	\$412.7	\$484.6
MRZ (50% Higher Education/50% General Industry):	\$283.8	\$334.2	\$391.8	\$445.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Business Administration

Position Match: Chief Administration Officer (-20% discount)

Group: Campus with Health Services

#### Position Summary

Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$264.0	\$318.2	\$394.2	\$533.5
<u>General Industry</u>				
General Industry Average:	\$299.9	\$434.9	\$542.9	\$623.9
MRZ (50% Higher Education/50% General Industry):	\$282.0	\$376.5	\$468.6	\$578.7
Adjusted Weighted Average (-20% discount)(b):	\$225.6	\$301.2	\$374.9	\$463.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% discount for limited responsibilities due to system oversight.

# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Business Administration

Position Match: Chief Administration Officer (-20% discount)

Group: Campus without Health Services

#### Position Summary

Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$234.8	\$275.8	\$321.5	\$437.2
<u>General Industry</u>				
General Industry Average:	\$244.9	\$360.9	\$445.2	\$527.7
MRZ (50% Higher Education/50% General Industry):	\$239.8	\$318.4	\$383.3	\$482.4
Adjusted Weighted Average (-20% discount)(b):	\$191.9	\$254.7	\$306.7	\$385.9

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% discount for limited responsibilities due to system oversight.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Academic Personnel

Position Match: Chief Faculty Affairs Officer

Group: Campus with Health Services

#### Position Summary

Serves as the primary institutional resource for faculty matters. May hold a title such as Vice Provost for Faculty Affairs. May manage policies and functions supporting institution-wide faculty recruitment, orientation, appointment, reappointment, retention, promotion, and tenure procedures. Works closely with deans, academic department heads, and faculty leadership on academic strategic affairs. May manage programs in support of faculty development, wellbeing and productivity; faculty success and recognitions; and faculty rights, grievances, and issue resolution.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):				
	\$218.2	\$273.3	\$331.9	\$358.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Academic Personnel

Position Match: Chief Faculty Affairs Officer  
 Group: Campus without Health Services

#### Position Summary

Serves as the primary institutional resource for faculty matters. May hold a title such as Vice Provost for Faculty Affairs. May manage policies and functions supporting institution-wide faculty recruitment, orientation, appointment, reappointment, retention, promotion, and tenure procedures. Works closely with deans, academic department heads, and faculty leadership on academic strategic affairs. May manage programs in support of faculty development, wellbeing and productivity; faculty success and recognitions; and faculty rights, grievances, and issue resolution.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):				
	\$182.1	\$221.2	\$258.8	\$293.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Student Affairs

Position Match: Chief Student Affairs/Student Life Officer

Group: Campus with Health Services

#### Position Summary

Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$268.2	\$310.2	\$339.4	\$355.4

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Student Affairs

Position Match: Chief Student Affairs/Student Life Officer

Group: Campus without Health Services

#### Position Summary

Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$222.7	\$252.4	\$288.3	\$314.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Equity and Inclusion

Position Match: Chief Diversity Officer (+10% premium)

Group: Campus with Health Services

#### Position Summary

Manages and oversees diversity programs and services at the institution. Responsibilities typically include helping to build diverse student, faculty and staff populations, creating opportunities to engage diverse ideas inside and outside the classroom and providing programs and services that emphasize the importance of a diverse and inclusive campus environment.

Survey Source	Code	Job Title	Category	Reason	Market Data Effective March 1, 2018 (a)			
					Base Salary			
					25th	50th	75th	90th
<u>Higher Education</u>								
				Higher Education Average:	\$197.4	\$229.8	\$283.4	\$335.8
<u>General Industry</u>								
				General Industry Average:	\$186.8	\$239.3	\$301.7	\$357.9
				MRZ (50% Higher Education/50% General Industry):	\$192.1	\$234.6	\$292.6	\$346.9
				Adjusted Weighted Average (10% premium) (b):	\$211.3	\$258.0	\$321.8	\$381.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 10% premium for strategic importance.

# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Equity and Inclusion

Position Match: Chief Diversity Officer (+10% premium)

Group: Campus without Health Services

#### Position Summary

Manages and oversees diversity programs and services at the institution. Responsibilities typically include helping to build diverse student, faculty and staff populations, creating opportunities to engage diverse ideas inside and outside the classroom and providing programs and services that emphasize the importance of a diverse and inclusive campus environment.

Survey Source	Code	Job Title	Category	Reason	Market Data Effective March 1, 2018 (a)			
					Base Salary			
					25th	50th	75th	90th
<u>Higher Education</u>								
				Higher Education Average:	\$172.1	\$199.2	\$245.4	\$284.5
<u>General Industry</u>								
				General Industry Average:	\$170.8	\$218.1	\$274.3	\$324.9
				MRZ (50% Higher Education/50% General Industry):	\$171.5	\$208.7	\$259.8	\$304.7
				Adjusted Weighted Average (10% premium) (b):	\$188.6	\$229.5	\$285.8	\$335.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 10% premium for strategic importance.

# Market Pricing Sheets

## Campuses with Health Services



### Chief Campus Counsel

Position Match: Chief Legal Affairs Officer (-20% discount)

Group: Campus with Health Services

#### Position Summary

Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and President/Chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$298.0	\$422.9	\$539.6	\$623.2
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$343.8	\$391.9	\$427.6	\$471.2
MRZ (50% Higher Education/50% General Industry/State):	\$320.9	\$407.4	\$483.6	\$547.2
Adjusted Weighted Average (-20% discount)(b):	\$256.7	\$325.9	\$386.9	\$437.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Market data were adjusted by a 20% discount as this is the 2nd highest legal position reporting to the Campus Chancellor and the System General Counsel.

# Market Pricing Sheets

## Campuses without Health Services



### Chief Campus Counsel

Position Match: Chief Legal Affairs Officer (-20% discount)

Group: Campus without Health Services

#### Position Summary

Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and President/Chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$256.4	\$342.7	\$419.5	\$524.1
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$303.8	\$349.7	\$386.4	\$429.2
MRZ (50% Higher Education/50% General Industry/State):	\$280.1	\$346.2	\$403.0	\$476.6
Adjusted Weighted Average (-20% discount)(b):	\$224.1	\$277.0	\$322.4	\$381.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Market data were adjusted by a 20% discount as this is the 2nd highest legal position reporting to the Campus Chancellor and the System General Counsel.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Budget and Planning

Position Match: Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive

Group: Campus with Health Services

#### Position Summary

Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.

Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$197.9	\$233.6	\$276.4	\$324.2
<u>General Industry</u>				
General Industry Average:	\$187.6	\$230.9	\$276.6	\$315.9
MRZ (50% Higher Education/50% General Industry):	\$192.7	\$232.3	\$276.5	\$320.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Budget and Planning

Position Match: Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive

Group: Campus without Health Services

#### Position Summary

Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.

Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$173.6	\$203.7	\$249.6	\$303.4
<u>General Industry</u>				
General Industry Average:	\$170.5	\$204.2	\$243.6	\$273.8
MRZ (50% Higher Education/50% General Industry):	\$172.0	\$204.0	\$246.6	\$288.6

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### Vice Chancellor - Information Technology

Position Match: Chief Information / IT Officer

Group: Campus with Health Services

Position Summary
Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$250.1	\$301.9	\$376.4	\$458.3
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$282.7	\$313.8	\$369.4	\$418.7
MRZ (50% Higher Education/50% General Industry/State):	\$266.4	\$307.9	\$372.9	\$438.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets

## Campuses without Health Services



### Vice Chancellor - Information Technology

Position Match: Chief Information / IT Officer

Group: Campus without Health Services

Position Summary				
Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.				
Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$239.3	\$300.5	\$351.8	\$402.3
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$264.0	\$293.6	\$339.1	\$378.5
MRZ (50% Higher Education/50% General Industry/State):	\$251.7	\$297.0	\$345.5	\$390.4

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



### University Librarian

Position Match: Chief Library Officer  
Group: Campus with Health Services

Position Summary
Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the College/University; serves as primary advocate for the library. At some institutions, position may be referred to as Chief Librarian. Degree requirement: ALA Accredited Masters.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$219.9	\$249.7	\$285.7	\$321.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### University Librarian

Position Match: Chief Library Officer  
Group: Campus without Health Services

Position Summary
Provides strategic leadership for all functions of the library in collaboration with other academic units and in support of the mission of the College/University; serves as primary advocate for the library. At some institutions, position may be referred to as Chief Librarian. Degree requirement: ALA Accredited Masters.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$184.1	\$213.6	\$246.3	\$292.7

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



Vice Chancellor and Dean - School of Medicine

Position Match: Dean Medicine

Group: Campus with Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$564.4	\$775.6	\$804.3	\$956.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



Vice Chancellor and Dean - School of Medicine

Position Match: Dean Medicine

Group: Campus without Health Services

### Position Summary

Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$476.2	\$628.4	\$693.9	\$832.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences

Position Match: Dean, Biological and Life Sciences

Group: Campus with Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$358.9	\$368.7	\$414.7	\$445.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



Vice Chancellor - Undergraduate Education

Position Match: Dean Undergrad Programs

Group: Campus with Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$254.6	\$306.6	\$408.0	\$486.9

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



Vice Chancellor - Undergraduate Education

Position Match: Dean Undergrad Programs

Group: Campus without Health Services

Position Summary				
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.				
Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):				
	\$206.7	\$226.7	\$285.2	\$363.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets

## Campuses with Health Services



### Dean - University Extension

Position Match: Dean, Continuing Education

Group: Campus with Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$234.4	\$261.9	\$321.7	\$351.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



### Dean - University Extension

Position Match: Dean, Continuing Education  
 Group: Campus without Health Services

#### Position Summary

Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$203.2	\$229.0	\$262.6	\$301.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses with Health Services



Vice Chancellor - Graduate Studies and Dean - Graduate Division

Position Match: Dean Graduate School

Group: Campus with Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>	-----	-----	-----	-----
MRZ (100% Higher Education):	\$227.6	\$282.1	\$314.8	\$356.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## Campuses without Health Services



Vice Chancellor - Graduate Studies and Dean - Graduate Division

Position Match: Dean Graduate School

Group: Campus without Health Services

Position Summary
Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$195.2	\$232.8	\$269.5	\$306.7

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$570.0

## President of the University

Entity: UCOP  
Position Match: Chief Executive Officer, System  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

President. Directs all affairs and operations of a higher education system or district. Each subordinate campus has its own President, Chancellor or Provost, administrative offices and independent programs.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
	MRZ (100% Higher Education):			
	\$600.2	\$813.0	\$1,022.8	\$1,372.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System



Base: \$454.6

## General Counsel and Vice President - Legal Affairs

Entity: UCOP  
Position Match: Chief Legal Affairs Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Responsible for managing the institution's legal affairs, including advising on legal rights, obligations and related matters. Typically provides legal advice to the corporate board and President/Chancellor, manages matters in litigation, and supervises both inside and outside counsel. Often serves as liaison to regulatory and legislative bodies, courts and attorneys general.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$319.9	\$451.7	\$546.6	\$630.8
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$341.8	\$454.4	\$521.4	\$601.9
MRZ (50% Higher Education/50% General Industry/State):	\$330.8	\$453.0	\$534.0	\$616.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$424.4

Executive Vice President and Chief Financial Officer

Entity: UCOP

Position Match: Chief Financial Officer

Scope: \$30,019.3M (OB)/154,522 FTEs

## Position Summary

Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$304.7	\$416.2	\$506.7	\$624.6
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$348.9	\$542.5	\$625.3	\$694.5
MRZ (50% Higher Education/50% General Industry/State):	\$326.8	\$479.3	\$566.0	\$659.6

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$379.0

## Provost and Executive Vice President - Academic Affairs

Entity: UCOP  
Position Match: Chief Academic Affairs Officer / Provost  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	MRZ (100% Higher Education):			
	\$356.3	\$405.4	\$514.4	\$607.9

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets System



Base: \$370.0

## Executive Vice President - Chief Operating Officer

Entity: UCOP  
Position Match: Chief Administration Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$264.0	\$318.2	\$394.2	\$533.5
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$274.4	\$364.3	\$436.2	\$490.1
MRZ (50% Higher Education/50% General Industry/State):	\$269.2	\$341.2	\$415.2	\$511.8
Adjusted MRZ (20% premium) (b):	\$323.0	\$409.5	\$498.3	\$614.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

## REFERENCE BINDER

## SECTION II



Base: \$350.0

Senior Vice President - Chief Compliance and Audit Officer

Entity: UCOP  
Position Match: Chief Audit Officer/Top Regulatory Affairs/Compliance Executive (+20% premium)  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Plans, develops, and directs the institutional internal audit function which serves as an independent assurance and advisory activity of the institution's risk, governance and control processes. Designs, develops, and implements internal auditing policy and procedure within the institution to ensure compliance with identified objectives, standards and laws. Leads and directs the work of others. Interviews, advises and negotiates with mid to executive level of management, which may include the governing board, as to results of the work performed. For smaller institutions, may perform individual audit, investigative or advisory engagements encompassing all the duties identified at the subordinate audit levels. Requires an advanced level of knowledge of auditing concepts, practices and procedures, as well as excellent verbal and written communication skills and diplomacy. Typically reports to governing board and/or to executive management. Requires bachelor degree in area of specialty or related field and at least 8 years of experience; may also require professional certification.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$210.0	\$256.5	\$301.9	\$327.3
<u>General Industry</u>				
General Industry Average:	\$235.4	\$278.0	\$363.2	\$402.8
MRZ (50% Higher Education/50% General Industry):	\$222.7	\$267.2	\$332.5	\$365.0
Adjusted MRZ (20% premium) (b):	\$267.2	\$320.7	\$399.1	\$438.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% premium to reflect greater responsibilities than benchmark match, i.e., dual responsibilities for audit and compliance.

# Market Pricing Sheets System

## REFERENCE BINDER

## SECTION II



Base: \$345.0

### Senior Vice President - Innovation and Entrepreneurship

Entity: UCOP  
Position Match: Chief Tech Transfer Officer/Top Innovation Executive  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary	
Chief Technology Transfer Officer:	Responsible for managing technology transfer activities relating to scientific discoveries and inventions. Participates in setting and interpreting policy pertaining to technology transfer activities, supervises the licensing and administrative staff engaged in them and has budgetary authority. Also keeps the institution's senior administration or governing board informed about these activities.
Top Innovation Executive:	Responsible for planning, directing and overseeing the organization's innovations that may lead to commercialization. Identifies and evaluates inventions for patentability and commercial potential. Develops and implements strategies, operational plans, policies and procedures to optimize the organization's innovations portfolio. May secure capital for funding and develop joint ventures and other collaboration agreements with outside parties. Typically reports to the President and Chief Executive Officer or Chief Administrative Officer.

Survey Source		Market Data Effective March 1, 2018 (a)			
		Base Salary			
		25th	50th	75th	90th
<u>Higher Education</u>					
	Higher Education Average:	\$224.4	\$278.2	\$325.9	\$408.4
<u>General Industry/State (b)</u>					
	General Industry/State Weighted Average:	\$303.7	\$360.9	\$492.2	\$538.8
	MRZ (50% Higher Education/50% General Industry/State):	\$264.1	\$319.5	\$409.0	\$473.6
	Adjusted MRZ (20% premium) (c):	\$316.9	\$383.4	\$490.8	\$568.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) There were no appropriate General Industry/State benchmarks; therefore, comparable health care data were used.

(c) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets

## System



Base: \$287.0

### Vice President - Agriculture and Natural Resources

Entity: ANR-UCOP

Position Match: Dean Agriculture/Top Sustainability Executive/Top Environmental Affairs and Compliance Executive

Scope: \$190.0M (OB)/1,082 FTEs

#### Position Summary

Dean Agriculture: Persons with faculty status who serve as the principal administrator/ head of an academic program, which may be a school, college or department.

Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology friendly philosophy, strategy, education, and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products, and services; complies with and influences international, national, state, and local environmental policies.

Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$275.3	\$297.5	\$345.8	\$357.3
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$183.6	\$202.2	\$248.7	\$276.9
MRZ (50% Higher Education/50% General Industry/State):	\$229.4	\$249.8	\$297.3	\$317.1
Adjusted MRZ (20% premium):	\$275.3	\$299.8	\$356.7	\$380.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: ---

## Senior Vice President - External Relations

Entity: UCOP  
Position Match: Chief External Affairs Officer/Top Corporate Affairs Executive  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief External Affairs Officer: Responsible for such functions as communications, public relations, alumni relations and government affairs.  
Top Corporate Affairs Executive: Position has primary responsibility for designing, developing and implementing policies and programs to enhance the public reputation of the organization, direct the development and management of an integrated communications function (internally and externally), and represent the organization in legislative and regulatory matters. May be responsible for community relations.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<b>Higher Education</b>				
Higher Education Average:	\$247.7	\$270.2	\$304.6	\$402.9
<b>General Industry</b>				
General Industry Average:	\$174.8	\$280.5	\$350.0	\$412.6
MRZ (50% Higher Education/50% General Industry):	\$211.3	\$275.3	\$327.3	\$407.8
Adjusted MRZ (20% premium) (b):	\$253.5	\$330.4	\$392.8	\$489.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$320.0

Senior Vice President - Public Affairs (Communications)

Entity: UCOP  
Position Match: Chief Public Relations/ Communications Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

## Position Summary

Responsible for communications/public relations programs. Overall responsibilities typically include public relations, news media relations, legislative relations, alumni relations and information office services.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	Higher Education Average:			
	\$217.7	\$257.7	\$306.8	\$353.7
<u>General Industry/State</u>				
	General Industry/State Weighted Average:			
	\$230.6	\$276.3	\$328.5	\$375.4
	MRZ (50% Higher Education/50% General Industry/State):			
	\$224.2	\$267.0	\$317.7	\$364.6

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## System



Base: \$238.7

### Secretary and Chief of Staff to the Regents

Entity: UCOP  
 Position Match: Chief of Staff to System or Institution CEO/Corporate/Company Secretary  
 Scope: \$30,019.3M (OB)/154,522 FTEs

#### Position Summary

Chief of Staff to System or Institution CEO: Advises the CEO on policy, procedural and operational issues of the system or district, and may be charged with leading the operationalization of strategic initiatives for the CEO. Represents the CEO to senior vice presidents, campus officials, and critical external constituents. Serves a visible top-level leadership role for the institution on behalf of the CEO; the position is considered a peer of the institution's other senior/ executive officers.

Corporate/Company Secretary: The position has primary responsibility for preparing and maintaining official corporate notices, records and actions of the Board of Directors and ensuring compliance with statutory reporting requirements. Arranges Board of Directors meetings, provides minutes of these meetings and communicates with stockholders with regard to general corporate policy and annual meetings. May be responsible for monitoring and developing procedures set in place by the Board of Directors/executive team regarding corporate governance, following developments affecting corporate governance and making recommendations to the

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	Higher Education Average:			
	\$216.8	\$261.2	\$295.6	\$386.1
<u>General Industry</u>				
	General Industry Average:			
	\$230.6	\$286.8	\$371.8	\$448.4
	MRZ (50% Higher Education/50% General Industry):			
	\$223.7	\$274.0	\$333.7	\$417.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

## REFERENCE BINDER

## SECTION II



Base: ---

### Senior Vice President - Government Relations

Entity: UCOP  
Position Match: Chief External Affairs Officer (-20% discount)/Top Government Relations Executive  
Scope: \$30,019.3M (OB)/154,522 FTEs

#### Position Summary

Chief External Affairs Officer: Responsible for such functions as communications, public relations, alumni relations and government affairs.  
Top Government Relations Executive: Position has primary responsibility for representing the organization in legislative and regulatory matters with national, regional and local governments and quasi-government agencies by providing policy direction, coordinating operating unit government affairs initiatives and lobbying for the organization's interests.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$198.2	\$216.1	\$243.7	\$322.4
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$210.4	\$227.1	\$254.1	\$299.8
MRZ (50% Higher Education/50% General Industry/State):	\$204.3	\$221.6	\$248.9	\$311.1
Adjusted MRZ (20% premium) (c):	\$245.1	\$266.0	\$298.7	\$373.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were discounted by 20% to reflect smaller scope of responsibilities than benchmark match.

(c) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.



# Market Pricing Sheets System



Base: \$377.0

Vice President - Information Technology and Chief Information Officer

Entity: UCOP  
Position Match: Chief Information / IT Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary
Directs the institution's major academic and administrative computing activities, as well as voice and data communications. May also be called the Chief Technology Officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$261.2	\$336.3	\$411.1	\$504.9
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$287.6	\$402.1	\$464.6	\$518.1
MRZ (50% Higher Education/50% General Industry/State):	\$274.4	\$369.2	\$437.9	\$511.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$353.3

Associate Vice President - Chief Procurement Officer

Entity: UCOP  
Position Match: Chief Purchasing Officer (+20% premium)  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary
Directs central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, and approval of invoices.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$155.3	\$192.0	\$233.6	\$277.3
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$220.0	\$263.2	\$310.7	\$359.0
MRZ (50% Higher Education/50% General Industry/State):	\$187.7	\$227.6	\$272.2	\$318.2
Adjusted MRZ (20% premium) (b):	\$225.2	\$273.1	\$326.6	\$381.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% premium to reflect greater scope of responsibilities than benchmark match.

# Market Pricing Sheets System



Base: \$337.7

## Vice President - Systemwide Human Resources

Entity: UCOP  
Position Match: Chief Human Resources Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Responsible for administering institutional human resource policies and practices for staff and/or faculty. Overall responsibilities typically include personnel records, benefits, staff employment, wage and salary administration and (where applicable) labor relations.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$251.8	\$305.6	\$379.7	\$438.7
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$222.9	\$321.1	\$405.1	\$484.3
MRZ (50% Higher Education/50% General Industry/State):	\$237.3	\$313.4	\$392.4	\$461.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$336.9

## Associate Vice President - Systemwide Controller

Entity: UCOP  
Position Match: Chief Accounting Officer/ Controller  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Directs accounting, payroll, cashiering and related functions. May also be responsible for office services, such as mail and telephone services.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$180.4	\$231.5	\$301.3	\$370.4
<u>General Industry</u>				
General Industry Average:	\$231.2	\$311.7	\$422.7	\$496.1
MRZ (50% Higher Education/50% General Industry):	\$205.8	\$271.6	\$362.0	\$433.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System



Base: \$324.8

## Associate Vice President - Capital Financial Planning and Analysis

Entity: UCOP  
 Position Match: Chief Financial Officer (Higher Edu; -20% discount)/2nd Level Finance Executive (GI)  
 Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief Financial Officer: Responsible for the direction of financial affairs. Overall responsibilities typically include investments, accounting and budgets.  
 2nd Level Finance Executive: Responsible for providing overall direction for tax, insurance, budget, credit and treasury functions for the organization. Provides direction for all corporate financial functions so that financial transactions, policies, and procedures meet the organization's short and medium-term business objectives and are conducted in accordance with regulations and standards. Activities may include: credit control, cash flow, investment management, tax, insurance, treasury, internal audit, budgeting and forecasting, and foreign exchange. Leads a team of senior managers to ensure that the organization's financial strategy is implemented effectively, consistently and according to established guidelines. This is the top position in an organization where finance is a separate sub-function reporting to the Chief Financial Officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	Higher Education Average (-20% discount)(b):			
	\$240.9	\$330.2	\$402.6	\$496.9
<u>General Industry</u>				
	General Industry Average:			
	\$216.6	\$309.9	\$334.0	\$369.9
	MRZ (50% Higher Education/50% General Industry):			
	\$228.8	\$320.0	\$368.3	\$433.4

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Higher education data were insufficient for the UC System and UC Campus (with health services) scope; therefore, the Chief Financial Officer data for the UC System positions were used with a 20% discount for lighter ro

# Market Pricing Sheets System



Base: \$310.5

## Vice President - Research and Graduate Studies

Entity: UCOP  
Position Match: Chief Research Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Oversees the institution's scientific research. Responsibilities typically include research policy, sponsored-research administration (Grants and contracts), compliance with regulations pertaining to research, technology transfer and commercialization of intellectual property (patents) and research communications.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$317.6	\$371.5	\$415.3	\$455.3
<u>General Industry/State</u>				
General Industry Average:	\$305.6	\$360.7	\$436.9	\$511.4
MRZ (50% Higher Education/50% General Industry):	\$311.6	\$366.1	\$426.1	\$483.3
Adjusted MRZ (20% premium):	\$373.9	\$439.3	\$511.3	\$580.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$299.6

## Vice President - Student Affairs

Entity: UCOP  
Position Match: Chief Student Affairs/Student Life Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Responsible for the direction of student services and student life programs. Overall responsibilities typically include student conduct, counseling and testing, career development and placement, student housing, student union, campus/student activity, minority student support program, residence life and related functions.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
Higher Education				
MRZ (100% Higher Education):	\$194.6	\$281.3	\$346.2	\$381.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$294.6

## Vice President - Institutional Research and Academic Planning

Entity: UCOP  
Position Match: Chief Institutional Research Officer (+10% premium)/Chief Academic Officer (-20% discount)  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief Institutional Research Officer: Conducts research and studies on the institution, including design of studies, data collection, analysis and reporting. Also responsible for accomplishing the institution's Federal reporting requirements (e.g., IPEDS) as well as those of the State.  
Chief Academic Officer: Directs the academic program of the institution. Overall responsibilities typically include academic planning, teaching, research, extensions and coordination of interdepartmental affairs (e.g. Admissions, Registrar, and library activities).

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	MRZ (100% Higher Education):			
	\$229.7	\$279.9	\$346.2	\$405.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data for the Chief Instl Rsrch Officer position were adjusted by a 10% premium to reflect greater responsibilities than benchmark match and the data for the Chief Acad Affrs Officer/Provost position were discounted by 20



# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$291.6

## Vice Provost - Academic Personnel

Entity: UCOP  
Position Match: Chief Faculty Affairs Officer (-10% discount)  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Serves as the primary institutional resource for faculty matters. May hold a title such as Vice Provost for Faculty Affairs. May manage policies and functions supporting institution-wide faculty recruitment, orientation, appointment, reappointment, retention, promotion, and tenure procedures. Works closely with deans, academic department heads, and faculty leadership on academic strategic affairs. May manage programs in support of faculty development, wellbeing and productivity; faculty success and recognitions; and faculty rights, grievances, and issue resolution.

Survey Source	Code	Job Title	Category	Reason	Market Data Effective March 1, 2018 (a)			
					Base Salary			
					25th	50th	75th	90th
<b>Higher Education</b>								
				MRZ (100% Higher Education) (b):	\$196.4	\$245.9	\$298.7	\$322.4
				Adjusted MRZ (20% premium) (c):	\$235.7	\$295.1	\$358.4	\$386.9

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were discounted by 10% to reflect smaller scope of responsibilities than benchmark match.

(c) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$280.4

## Deputy General Counsel

Entity: UCOP  
Position Match: Deputy General Counsel  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Acting as "second in command" to the General Counsel, performs complex consultation and advisory work involving complex or specialized legal issues of substantial importance to the institution. Assists the top counsel with research and opinions on critical legal matters affecting the institution. Represents institution in civil actions and administrative proceedings on state and municipal levels. Supervises Staff Attorneys. Education and Experience: J.D., admission to the bar and 10 or more years corporate law experience.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$237.2	\$289.7	\$351.4	\$413.5
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$225.2	\$273.1	\$307.2	\$327.5
MRZ (50% Higher Education/50% General Industry/State):	\$231.2	\$281.4	\$329.3	\$370.5

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) The CUPA higher education survey does not have a Deputy General Counsel (2nd Level Legal) benchmark, therefore, the Chief Legal Affairs Officer data for the UC System positions were used with a 20% discount for lighter role and reporting relationship.

# Market Pricing Sheets System



Base: \$259.9

## Vice Provost - Education Partnership

Entity: UCOP  
Position Match: Deputy Provost  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO. Makes provost-level decisions in the absence of the provost.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):	\$234.1	\$255.2	\$325.8	\$375.0
Adjusted MRZ (20% premium)(b):	\$281.0	\$306.3	\$390.9	\$450.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data for Dep Provost were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System



Base: ---

## Vice President - Budget and Capital Resources

Entity: UCOP  
Position Match: Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive (+10% premium)  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary	
Chief Institutional Planning Officer:	Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.
Chief Budget Officer:	Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.

Survey Source		Market Data Effective March 1, 2018 (a)			
		Base Salary			
		25th	50th	75th	90th
<u>Higher Education</u>					
	Higher Education Average:	\$220.8	\$263.0	\$309.7	\$370.6
<u>General Industry</u>					
	General Industry Average:	\$186.5	\$236.8	\$269.9	\$299.6
	MRZ (50% Higher Education/50% General Industry):	\$203.7	\$249.9	\$289.8	\$335.1
	Adjusted MRZ (10% premium)(c):	\$224.0	\$274.9	\$318.7	\$368.6

- (a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.  
(b) Data for Chief Instl Plan Officer were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.  
(c) Data were adjusted by a 10% premium to reflect greater responsibilities than benchmark match.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$257.0

## Chief Risk Officer

Entity: UCOP  
Position Match: Chief Camp Risk Mgt & Ins Admr/Top Risk Management  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief Campus Risk Management & Insurance Administrator: Responsible for the protection of the institution from fortuitous loss. Advises senior management on all potential sources of loss and on how to best reduce or eliminate loss. Represents the institution to the insurance market.  
Top Risk Management Executive: Position has primary responsibility for developing, recommending and administering the risk management strategy to minimize adverse effects. Reviews and analyzes data and devises risk minimization programs. Develops and implements controls and cost-effective approaches to minimize the organization's risk.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$162.2	\$191.0	\$228.6	\$262.4
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$267.3	\$302.7	\$334.2	\$499.0
MRZ (50% Higher Education/50% General Industry/State):	\$214.7	\$246.9	\$281.4	\$380.7

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$250.0

## Associate Vice President and Director - State Government Relations

Entity: UCOP  
Position Match: Chief Campus State & Local Government/ Legislative Liaison/Top Government Affairs Executive (State Level)  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief Campus State & Local Government/ Legislative Liaison: Responsible for developing and maintaining effective relations with state and local government and for coordinating the organization's state/ local level communications/ policy-influencing/ lobbying efforts.  
Top Government Affairs Executive (State Level): Responsible for representing the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent organization interests in dealings with trade, industry, or professional organizations. Frequently reports to a Top Legal Executive/General Counsel or Top Government Affairs Executive (Federal Level).

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$197.3	\$240.7	\$301.7	\$338.6
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$209.5	\$235.0	\$262.4	\$285.6
MRZ (50% Higher Education/50% General Industry/State):	\$203.4	\$237.8	\$282.1	\$312.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## System



Base: \$249.7

### Associate Vice President - Academic Programs and Strategic Initiatives (ANR)

Entity: ANR-UCOP

Position Match: Associate/Assistant Dean/Top Sustainability Executive/Top Environmental Affairs and Compliance Executive (-20% discount)

Scope: 1,082 FTEs

#### Position Summary

Associate/Assistant Dean Agriculture: Persons with or without faculty status who report to and support the Dean in administration of an institutional program, which may be a school, college or department.

Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology friendly philosophy, strategy, education, and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products, and services; complies with and influences international, national, state, and local environmental policies.

Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$166.4	\$203.5	\$208.0	\$218.1
<u>General Industry</u>				
General Industry Average:	\$145.5	\$165.6	\$215.9	\$246.6
MRZ (50% Higher Education/50% General Industry):	\$156.0	\$184.6	\$211.9	\$232.3
Adjusted MRZ (20% premium)(b):	\$187.2	\$221.5	\$254.3	\$278.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$241.2

## Associate Vice President - Business Operations (ANR)

Entity: ANR-UCOP  
Position Match: Chief Administration Officer  
Scope: \$190.0M (OB)/1,082 FTEs

### Position Summary

Responsible for administrative affairs. Overall responsibilities typically include purchasing, physical plant management, property management, human resources, administrative computing and auxiliary enterprises. Does not generally include budget and accounting.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$186.9	\$229.7	\$269.0	\$347.0
<u>General Industry/State</u>				
General Industry/State Weighted Average:	\$237.6	\$290.9	\$332.3	\$412.2
MRZ (50% Higher Education/50% General Industry/State):	\$212.2	\$260.3	\$300.6	\$379.6

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$229.8

## Associate Vice President - Energy and Sustainability

Entity: UCOP  
Position Match: Top Sustainability Executive/Top Environmental Affairs and Compliance Executive (+20% premium)  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Top Sustainability Executive: The position is responsible for planning and directing all of the organization's sustainability activities. Ensures an ecology friendly philosophy, strategy, education, and program are in place for the organization. Articulates, implements and promotes the organization's vision of sustainability both internally and externally. Manages, in collaboration with other senior level executives, the organization's commitment to reducing its carbon footprint and protecting the natural environment. Develops sustainable technologies, business practices, products, and services; complies with and influences international, national, state, and local environmental policies.

Top Environmental Affairs and Compliance Executive: Has primary responsibility for developing the organization's positions on environmental policy issues regarding the impact of the organization's operations on water, air and land quality. Responsible for establishing organization-wide policies and programs that comply with regulations and ensure overall compliance at all sites.

Survey Source	Code	Job Title	Category	Reason	Market Data Effective March 1, 2018 (a)			
					Base Salary			
					25th	50th	75th	90th
<u>General Industry/State</u>								
				MRZ (100% General Industry/State):	\$184.1	\$204.8	\$255.9	\$286.7
				Adjusted MRZ (20% premium)(b):	\$221.0	\$245.8	\$307.1	\$344.0

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 20% premium to reflect greater scope of responsibilities than benchmark match (position is also involved in building and/or investing in alternative energy sources).

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$220.0

## Associate Vice President - Budget Analysis and Planning

Entity: UCOP  
Position Match: Chief Institutional Planning Officer/Chief Budget Officer/Top Budgeting Executive  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Chief Institutional Planning Officer: Responsible for the direction of long-range planning and resource allocation. Overall responsibilities typically include strategic resources allocation/budgeting, institutional research and facilities planning. May also be responsible for planning and budgeting and for compliance with state and federal regulations.  
Chief Budget Officer: Responsible for current budgetary operations. May also be responsible for long-range planning in the absence of a planning officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$221.6	\$263.5	\$309.9	\$369.9
<u>General Industry</u>				
General Industry Average:	\$186.5	\$236.8	\$269.9	\$299.6
MRZ (50% Higher Education/50% General Industry):	\$204.1	\$250.1	\$289.9	\$334.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data for Chief Instl Plan Officer were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$207.9

## Assistant Vice President - Institutional Advancement

Entity: UCOP  
Position Match: Deputy Chief Advancement/ Development Officer  
Scope: \$30,019.3M (OB)/154,522 FTEs

### Position Summary

Generally second-in-command to the chief advancement/ development officer. Responsible for one or several areas of fund raising within Development, which may be defined in the position title. Typically reports to the Chief Development Officer.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
MRZ (100% Higher Education):				
	\$207.0	\$248.2	\$304.4	\$327.4

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: \$205.2

## Associate Vice President - Federal Government Relations

Entity: UCOP  
Position Match: Chief Campus Federal Government/ Legislative Liaison/Top Government Affairs Executive (Federal Level)  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary	
Chief Campus Federal Government/ Legislative Liaison:	Responsible for developing and maintaining effective relations with the federal government and for coordinating the organization's federal-level communications/policy-influencing/ lobbying efforts.
Top Government Affairs Executive (Federal Level):	Responsible for representing the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent organization interests in dealings with trade, industry, or professional organizations. Frequently reports to a Top Legal Executive/General Counsel.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
Higher Education Average:	\$215.3	\$261.9	\$317.4	\$354.4
<u>General Industry</u>				
General Industry Average:	\$244.2	\$301.7	\$393.7	\$460.2
MRZ (50% Higher Education/50% General Industry):	\$229.7	\$281.8	\$355.6	\$407.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets System

REFERENCE BINDER

SECTION II



Base: ---

Vice Provost - Academic Information and Strategic Services

Entity: UCOP  
Position Match: Deputy Provost  
Scope: \$30,019.3M (OB)/154,522 FTEs

Position Summary
Responsible for one or several broad-based areas within Academic Affairs under the direction of the CAO. Makes provost-level decisions in the absence of the provost.

Survey Source	Market Data Effective March 1, 2018 (a)				
	Base Salary				
	25th	50th	75th	90th	
<u>Higher Education</u>					
	MRZ (100% Higher Education):	\$234.1	\$255.2	\$325.8	\$375.0
	Adjusted MRZ (20% premium)(b):	\$281.0	\$306.3	\$390.9	\$450.1

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were insufficient for the UC System scope; therefore, the data for the UC Campus (with health services) positions were used with a 20% premium for complexity and size.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$453.2

### Laboratory Director (LBNL)

Entity: LBNL  
 Position Match: Laboratory Director  
 Scope: \$897.5M (OB)/3,166 FTEs

#### Position Summary

(CEO equivalent) Overall responsibility for the strategic leadership of a research laboratory including planning, developing and establishing policies and objectives in accordance with direction set by Board of Trustees/Board of Directors. Establishes long-term goals, strategies, plans, policies and programs. Directs the research, technical, business, and administrative activities for the laboratory. Represents organization to external audiences. May drive capital funding efforts. Develops/submit annual budget.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>General Industry (Research)</u>				
MRZ (100% General Industry):	\$363.4	\$456.6	\$543.4	\$544.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$376.6

### Vice President - Laboratory Management (National Labs)

Entity: UCOP  
 Position Match: Top Admin (w/o Finance) / Top Division Executive  
 Scope: \$30,019.3M (OB)/154,522 FTEs

#### Position Summary

Top Admin (w/o Finance): Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This "Top" position has sole and complete responsibility for a designated area.

Top Division Executive: Top executive responsible for overseeing all operations in a division. Responsible for a profit and loss center and for directing a full complement of division senior management to ensure the attainment of financial and strategic business goals. Responsible for establishing objectives, plans and budgets, typically relying on corporate senior management for setting strategic direction, guidance and company-wide policies that are implemented within the division. Sales support is typically provided to the division at the corporate level offering business leverage across the company's product/service portfolio. Accountable for financial contribution (e.g., profit/loss) and the attainment of current and long-range objectives, and for management of the full complement of functional managers, including product development, marketing, manufacturing, planning and finance/administration functions.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
General Industry				
	MRZ (100% General Industry):			
	\$265.5	\$363.2	\$447.5	\$562.8

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$445.5

### Deputy Laboratory Director (Research)

Entity: LBNL  
 Position Match: Top Research and Development  
 Scope: \$897.5M (OB)/3,166 FTEs

#### Position Summary

Designs, develops, and implements the organization's research and development strategies, policies, and programs. Directs both the development activities for new products, product-line extensions, and product enhancements, as well as the fundamental theoretical research (to the extent that the organization engages in theoretical research). May lead R&D activities in multiple product or service areas. This "Top" position has sole and complete responsibility for a designated area.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>General Industry (Research)</u>				
MRZ (100% General Industry):	\$321.7	\$367.8	\$431.6	\$466.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.



# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$401.7

Chief Operating Officer (LBNL)

Entity: LBNL  
 Position Match: COO/Top Admin (w/o Finance)  
 Scope: \$897.5M (OB)/3,166 FTEs

### Position Summary

Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This "Top" position has sole and complete responsibility for a designated area.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>General Industry (Research)</u>				
MRZ (100% General Industry):				
	\$249.0	\$320.6	\$389.1	\$560.3

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$386.2

Associate Laboratory Director

Position Match: Top Research  
Scope: \$897.5M (OB)/3,166 FTEs

Position Summary
Directs the organization's fundamental theoretical research efforts in areas that may or may not be related to specific product applications. Coordinates outside research relationships with other firms and / or academic institutions. May be the organization's chief scientist. This "Top" position has sole and complete responsibility for a designated area.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
General Industry (Research)				
MRZ (100% General Industry):	\$325.3	\$360.8	\$471.7	\$570.7

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$341.8

### Associate Vice President - Laboratory Programs (National Labs)

Entity: UCOP  
 Position Match: Top Admin (w/o Finance) / Top Division Executive (-15% discount)  
 Scope: \$30,019.3M (OB)/154,522 FTEs

#### Position Summary

**Top Admin (w/o Finance):** Responsible for the management of two or more major staff functions such as legal, human resources, public relations, facilities, security, or information systems. For companies with a shared services structure, this is the appropriate match for the head of shared services. This "Top" position has sole and complete responsibility for a designated area.

**Top Division Executive:** Top executive responsible for overseeing all operations in a division. Responsible for a profit and loss center and for directing a full complement of division senior management to ensure the attainment of financial and strategic business goals. Responsible for establishing objectives, plans and budgets, typically relying on corporate senior management for setting strategic direction, guidance and company-wide policies that are implemented within the division. Sales support is typically provided to the division at the corporate level offering business leverage across the company's product/service portfolio. Accountable for financial contribution (e.g., profit/loss) and the attainment of current and long-range objectives, and for management of the full complement of functional managers, including product development, marketing, manufacturing, planning and finance/administration functions.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>Higher Education</u>				
	Higher Education Average: ---			
<u>General Industry</u>				
	General Industry Average: \$265.5 \$363.2 \$447.5 \$562.8			
	MRZ (100% General Industry): \$265.5 \$363.2 \$447.5 \$562.8			
	Adjusted MRZ (-15% discount) (b): \$225.6 \$308.7 \$380.4 \$478.4			

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.

(b) Data were adjusted by a 15% discount to reflect lighter responsibilities than benchmark match, i.e., reporting relationship to Vice President - Laboratory Management.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$327.0

### Chief Laboratory Counsel (LBNL)

Entity: LBNL  
 Position Match: Top Legal Counsel (-20% discount)  
 Scope: \$897.5M (OB)/3,166 FTEs

#### Position Summary

Serves as chief legal advisor to the organization. Responsible for developing, directing and managing the legal function. Develops legal strategy and provides counsel to management on the legal implications of all organization activities relative to business and regulatory issues. Keeps abreast of legislative and regulatory developments. Represents the company before the SEC and other governmental agencies. May serve as Corporate Secretary. This "Top" position has sole and complete responsibility for a designated area.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>General Industry (Research)</u>				
	MRZ (100% General Industry):			
	\$331.5	\$416.5	\$516.2	\$648.5
	Adjusted MRZ (-20% discount)(b):			
	\$265.2	\$333.2	\$413.0	\$518.8

- (a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.  
 (b) Data were adjusted by a 20% discount as this is the 2nd highest legal position reporting to the Berkeley Lab Director and the System General Counsel.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: \$314.4

### Chief Financial Officer (LBNL)

Entity: LBNL  
 Position Match: Top Financial (-20% discount)  
 Scope: \$897.5M (OB)/3,166 FTEs

#### Position Summary

Responsible for the organization's financial management including financial planning, establishing the policies of the organization, developing appropriate fiscal controls and standards, and preparing and interpreting financial reports. Establishes and oversees accounting policies and procedures. Communicates with and advises senior management on financial matters. Develops and maintains corporate relationships with external constituencies including investment and banking communities. May also direct the accounting, treasury, financial reporting, auditing, investor relations, and corporate affairs functions. This "Top" position has sole and complete responsibility for a designated area.

Survey Source	Market Data Effective March 1, 2018 (a)				
	Base Salary				
	25th	50th	75th	90th	
<u>General Industry (Research)</u>					
MRZ (100% General Industry):		\$336.8	\$454.3	\$614.6	\$767.9
Adjusted MRZ (-20% discount)(b):		\$269.5	\$363.4	\$491.7	\$614.3

- (a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.  
 (b) Market Data were adjusted by a 20% discount for limited responsibilities due to system oversight.

# Market Pricing Sheets

## LBNL / National Labs

REFERENCE BINDER

SECTION II



Base: ---

### Director - Contracts Management (National Labs)

Entity: UCOP  
 Position Match: Contracts Management 5  
 Scope: \$30,019.3M (OB)/154,522 FTEs

#### Position Summary

Directs the preparation, negotiation, management and acceptance of government and/or commercial contracts and subcontracts, including licensing agreements and clinical contracting and budget negotiations. Reviews and approves all contractual documents for protection of the company's contractual posture, satisfaction of government and customer specifications, and adherence to company policy. Advises management of contractual rights and obligations and provides interpretation of terms and conditions. Selects, develops and evaluates personnel to ensure the efficient operation of the function.

Survey Source	Market Data Effective March 1, 2018 (a)			
	Base Salary			
	25th	50th	75th	90th
<u>General Industry</u>				
	MRZ (100% General Industry):			
	\$211.8	\$224.0	\$258.6	\$278.2

(a) Data aged to March 1, 2018 at an annualized rate of 3%. This is consistent with average higher education executive salary increase budgets.