

# **Executive Summary and Overview**

## **Regents' Workgroup on Executive Compensation**

### **January 8, 2018**

#### **Senior Management Group (SMG)**

This designation captures the top 200 administrators across the UC system and includes senior-level staff at the campuses, Berkeley Lab, UC Health enterprise, and Office of the President.

This group is classified as either Level One or Level Two SMG members. Level One are the direct reports to the Regents and President, plus the medical center CEOs. All appointment or compensation transactions for this group are subject to Regents' approval.

SMG Level Two positions include the other top administrators in the system, generally those positions that are direct reports to the Chancellors and the direct reports to the SMG Level One members who report to the President. This group includes approximately 80 positions each with its own Market Reference Zone. The Regents' delegated authority to the President for certain transactions that are within policy and below a certain level. For example, any exceptions to policy would require Regents' approval, regardless of the level of compensation. In addition, Regents' approval is required for any actions that would exceed the 75<sup>th</sup> percentile of the MRZ or transactions equal to or greater than a 10 percent salary increase exceeding the 60<sup>th</sup> percentile.

The list of SMG Level One and Two positions is provided as Attachment 1. Each position, i.e., Chancellor, President, Vice Chancellor – Research, has its own Market Reference Zone (MRZ), with all incumbents in that position being assigned that MRZ.

#### **Governing Policies for Senior Management Group**

Senior Management Group personnel policies delineate the general employment relationship between Senior Management Group employees and the University. Positions designated as SMG provide leadership requiring the exercise of a high degree of independent judgment in the development of university-wide or campus-wide policy and program direction and accountability for long-term results.

Policy details on Compensation, Appointments and other actions can be found here:  
<http://policy.ucop.edu/manuals/smg-hr-policies.html>

#### **History and Framework of the Market Reference Zones**

A report from the Regents' 2009 Task Force on UC Compensation, Accountability and Transparency recommended adopting measures for simplifying and streamlining UC's compensation methodology and for greater use of market comparisons in evaluating senior level positions. As a result, UC's compensation structures for the Senior Management Group (SMG) have been changed to align with the competitive marketplace for talent in a more transparent fashion. The MRZs adopted by the Regents provide:

- A framework to promote consistency of SMG pay relative to scope of responsibility between campuses
- A clear orientation with the University's competitive marketplace
- A structure and methodology for executive compensation governance and transparency
- A framework for delegations of authority from the Regents to the President and Chancellors

The MRZs are refreshed every other year with new market data, incorporating salary data from the State for 35 percent of the MRZs, and presented to the Regents for approval. The percentiles represented in the MRZs reflect the aggregated competitive market data for base salary for that position. The 50<sup>th</sup> percentile of the MRZ represents the median of salaries in the competitive market. The other percentiles reflect the percent of data points that fall below that percentile, so that the 25<sup>th</sup> percentile reflects that salary where 25 percent of the survey respondents' salaries are below that, or the 75<sup>th</sup> percentile salary reflects that 75 percent of the survey responses are below that salary.

Since the Market Reference Zones directly reflect the range of salaries among our competitors, the construct and concepts inherent in the MRZs are consistent with the Regents' Task Force recommendations to emphasize market-based competitive compensation practices and to employ a systemwide approach across campuses and medical centers for executive compensation. The market-based approach for MRZs became the model for other staff compensation programs, such as Career Tracks.

Market Reference Zones for all SMG positions are provided as Attachment 2 and include information that shows each incumbent's base salary and its position in the MRZ and, therefore, how the person is paid relative to market.

### **Competitive Labor Market**

Competitive labor markets for any employer are defined by the organizations they compete with for talent. The table, below, represents fiscal year 2016-17 data provided by LinkedIn displaying the top organizations that recruited staff from UC and those organizations from which UC recruited staff.

The detail provided in the chart shows that a significant majority of our labor market competition comes from organizations that are not higher education. Of the total of 41 organizations on this list, only ten organizations (24.4%) are institutions of higher education and only two of those are public institutions. The majority (75.6%) of our competitors are for-profit companies or hospitals. Excluding Kaiser, a significant number of departures (967 or 58.4%) left to join non-academic organizations, specifically for-profit companies. UC's recruiting activity shows that we were targeting higher education institutions 34.2% of the time, while recruits from for-profit organizations comprised 240 hires, or 29.7% of the activity. This mix of activity related to hiring and departures indicates that our competitive labor market is a blend of public and private higher education as well as regional private employers. The data, below, represents a sample size of approximately 18 percent of our total annual departures, systemwide (approximately 9,000).

## UC Recruitment and Retention Sample Data

2016-17 Activity	Orgs recruiting UC Staff		Orgs UC recruits from	
	# Lost	% of total	# Gained	% of total
Kaiser	176	10.6%	85	10.4%
Google	119	7.2%	20	2.5%
Stanford	104	6.3%	75	9.2%
Genentech	100	6.0%	15	1.8%
Cedars Sinai	65	3.9%	47	5.8%
Amazon	60	3.6%	8	1.0%
Apple	57	3.4%	18	2.2%
Intel	50	3.0%	18	2.2%
Stanford School of Medicine	49	3.0%	23	2.8%
Facebook	47	2.8%	11	1.3%
Oracle	47	2.8%	4	0.5%
Microsoft	42	2.5%	23	2.8%
Deloitte	40	2.4%	7	0.9%
University of Southern California	39	2.4%	63	7.7%
Stanford Health Care	38	2.3%	45	5.5%
PwC	34	2.1%	11	1.3%
University of Washington	33	2.0%	37	4.5%
Sutter Health	30	1.8%	42	5.1%
Gilead	30	1.8%	7	0.9%
Insight Data Science	30	1.8%	0	0.0%
San Francisco State	28	1.7%	35	4.3%
IBM	28	1.7%	15	1.8%
Amgen	27	1.6%	3	0.4%
Uber	26	1.6%	2	0.2%
City of Hope	25	1.5%	10	1.2%
Salesforce	25	1.5%	5	0.6%
Northrup Grumman	25	1.5%	1	0.1%
ScribeAmerica	25	1.5%	9	1.1%
Morgan Stanley	24	1.5%	6	0.7%
Harvard	22	1.3%	23	2.8%
University of San Francisco	21	1.3%	26	3.2%
Sharp Healthcare (San Diego)	20	1.2%	28	3.4%
USC Keck SOM	20	1.2%	10	1.2%
Children's Hospital LA	19	1.1%	29	3.6%
Accenture	19	1.1%	6	0.7%
Adobe	19	1.1%	3	0.4%
McKinsey	19	1.1%	1	0.1%
Columbia University	19	1.1%	17	2.1%
Thermo Fisher Scientific	18	1.1%	6	0.7%
Ernst Young	18	1.1%	11	1.3%
Amazon Web Services	18	1.1%	2	0.2%
<b>Totals</b>	<b>1655</b>	<b>100.0%</b>	<b>807</b>	<b>100.0%</b>

## **Attachment 1**

# **SMG Level One and Two Positions**

## **SMG Level One**

President of the University  
Chancellor  
Chief Executive Officer - Health System  
Chief Investment Officer and Vice President - Investments  
Executive Vice President - Chief Operating Officer  
Executive Vice President - UC Health  
Executive Vice President and Chief Financial Officer  
General Counsel and Vice President - Legal Affairs  
Laboratory Director  
Provost and Executive Vice President - Academic Affairs  
Senior Vice President, Office of Innovation and Entrepreneurship  
Senior Vice President - Chief Compliance and Audit Officer  
Senior Vice President - Government Relations  
Senior Vice President - Public Affairs (Communications)  
Secretary and Chief of Staff to the Regents  
Vice President - Agriculture and Natural Resources  
Vice President - Laboratory Management

## **SMG Level Two**

Assistant Vice President - Financial Controls and Accountability  
Assistant Vice President - Institutional Advancement  
Associate Chief Investment Officer  
Associate Laboratory Director  
Associate Vice Chancellor - Diversity and Inclusion and Chief External Affairs Officer  
Associate Vice President - Academic Programs and Strategic Initiatives  
Associate Vice President – Budget Analysis and Planning  
Associate Vice President - Business Operations  
Associate Vice President - Business Operations (ANR)  
Associate Vice President – Capital Financial Planning and Analysis  
Associate Vice President - Capital Resource Management  
Associate Vice President - Chief Procurement Officer  
Associate Vice President - Chief Strategy Officer  
Associate Vice President - Energy and Sustainability  
Associate Vice President - Federal Government Relations  
Associate Vice President - UC Health  
Associate Vice President - Laboratory Operations and Administration  
Associate Vice President - Laboratory Programs  
Associate Vice President - State Government Relations  
Associate Vice President - Systemwide Controller  
Chief Administrative Officer - Medical Center  
Chief Campus Counsel  
Chief Compliance Officer - Medical Center  
Chief Deputy General Counsel

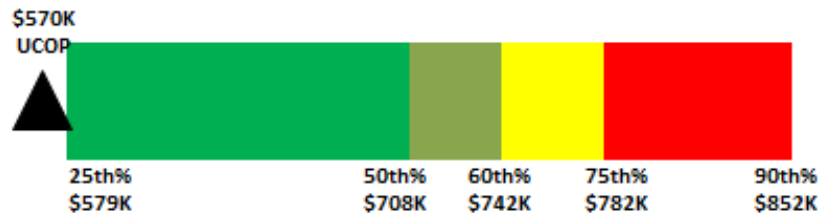
Chief Financial Officer - Health Systems  
Chief Financial Officer - Health Systems and Campus  
Chief Financial Officer - LBNL  
Chief Information Officer  
Chief Laboratory Counsel  
Chief Medical Officer  
Chief Nursing Officer  
Chief Operating Officer  
Chief Operating Officer - LBNL  
Chief Quality Officer  
Chief Risk Officer  
Chief Strategy Officer - UC Health  
Dean - University Extension  
Deputy General Counsel  
Deputy Laboratory Director  
Director - Contracts Management  
Executive Director and COO - Physician Support Services  
Executive Director - Innovation Alliances and Services  
Executive Director - Research Grants and Program Office  
Executive Vice Chancellor and Provost  
Executive Vice President - Physician Services  
Medical Group Executive Director  
Senior Managing Director - Fixed Income Assets/Public Equity Investments  
Senior Vice President Adult Services  
University Librarian  
Vice Chancellor - Academic Personnel  
Vice Chancellor - Budget and Planning  
Vice Chancellor - Business Administration  
Vice Chancellor - Business Development, Innovation and Partnership  
Vice Chancellor - Chief Financial Officer  
Vice Chancellor - Dean, School of Medicine  
Vice Chancellor - Development/University Relations  
Vice Chancellor - Equity and Inclusion  
Vice Chancellor - Graduate Studies  
Vice Chancellor - Information Technology  
Vice Chancellor - Marine Sciences  
Vice Chancellor - Research  
Vice Chancellor - Student Affairs  
Vice Chancellor - Undergraduate Education  
Vice President - Systemwide Human Resources  
Vice President - Information Technology and Chief Information Officer  
Vice President - Institutional Research and Academic Planning  
Vice President - Research and Graduate Studies  
Vice President - Student Affairs  
Vice Provost - Academic Information and Strategic Services  
Vice Provost - Academic Personnel  
Vice Provost - Education Partnership

**Attachment 2**

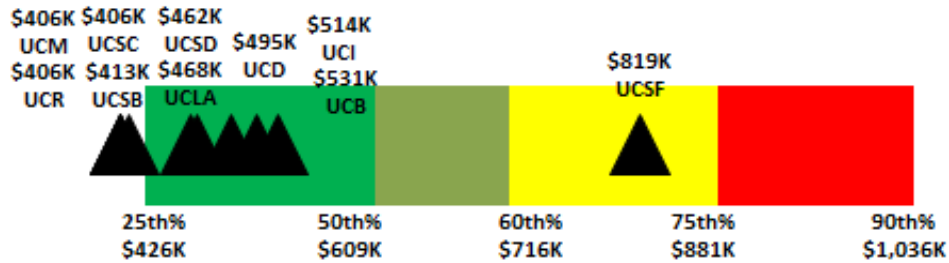
**Current Market Reference Zones  
(MRZs)**

# **SMG Level One**

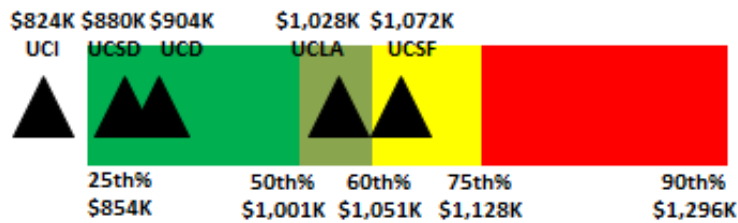
## President of the University



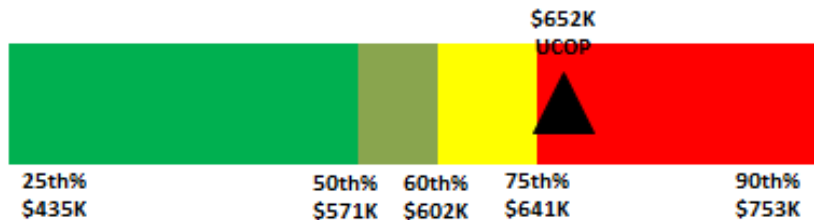
## Chancellor



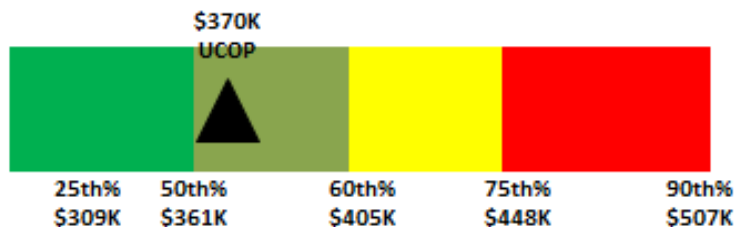
## Chief Executive Officer - Health System



## Chief Investment Officer and Vice President - Investments

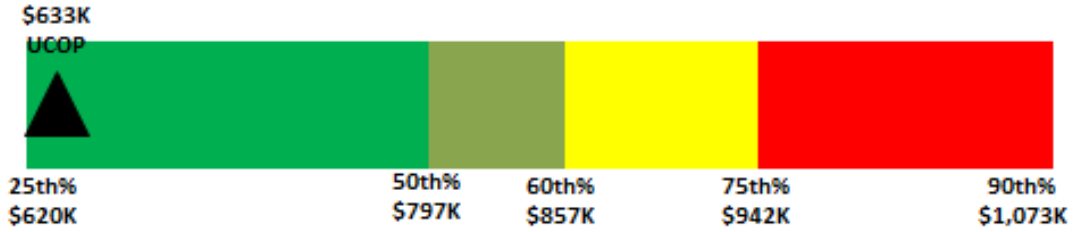


## Executive Vice President - Chief Operating Officer

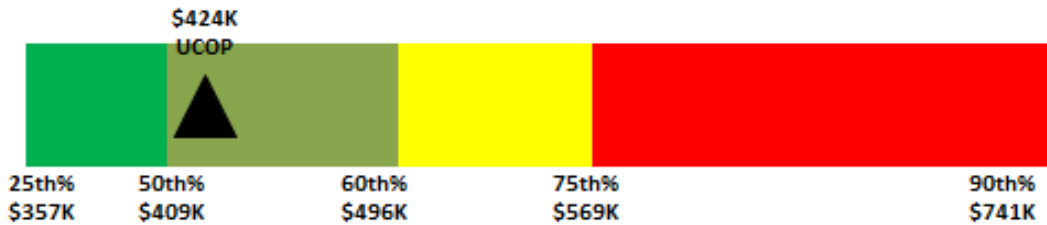




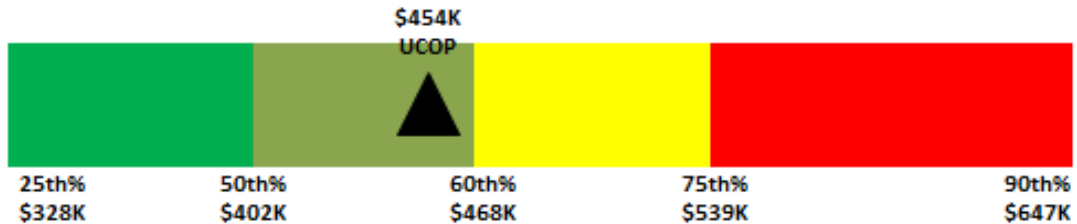
### Executive Vice President - UC Health



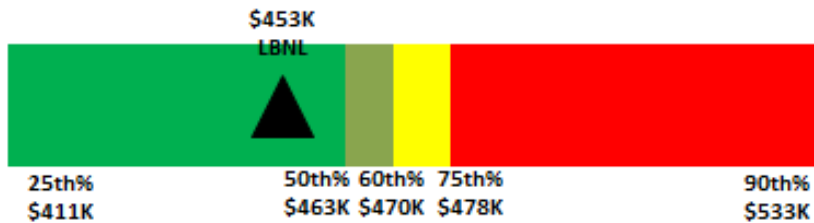
### Executive Vice President and Chief Financial Officer



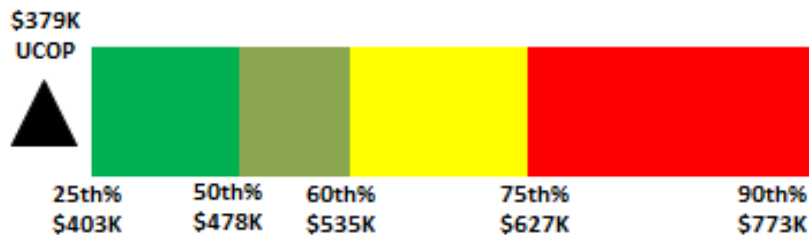
### General Counsel and Vice President - Legal Affairs



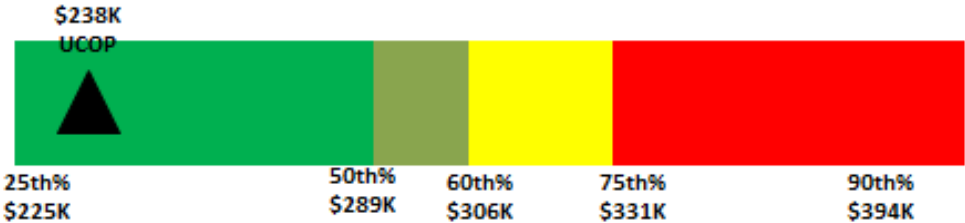
### Laboratory Director



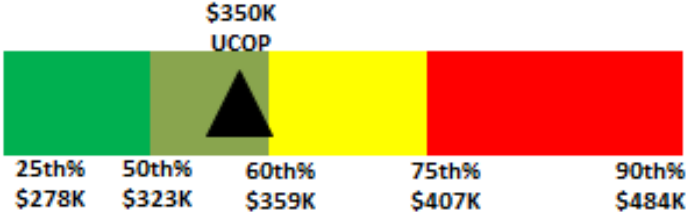
### Provost and Executive Vice President - Academic Affairs



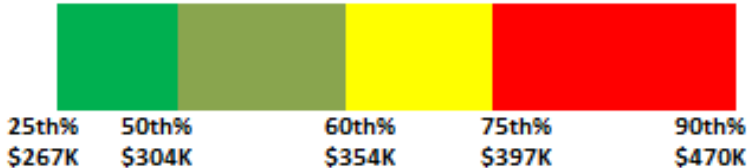
Senior Vice President, Office of Innovation and Entrepreneurship



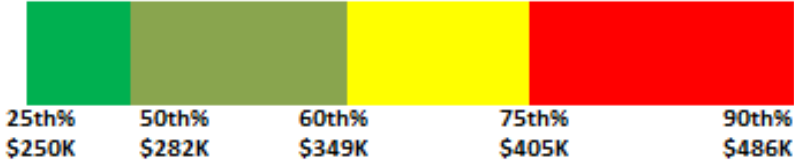
Senior Vice President - Chief Compliance and Audit Officer



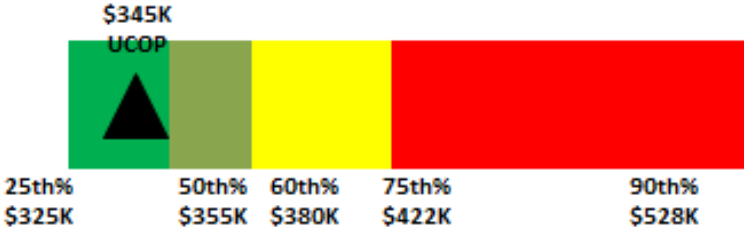
Senior Vice President - Government Relations



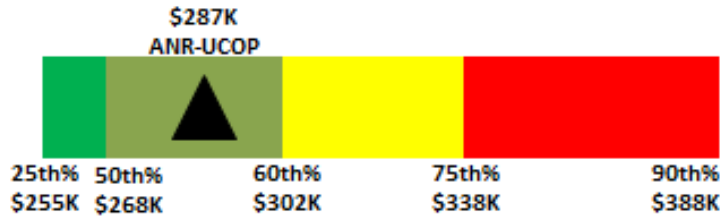
Senior Vice President - Public Affairs (Communications)



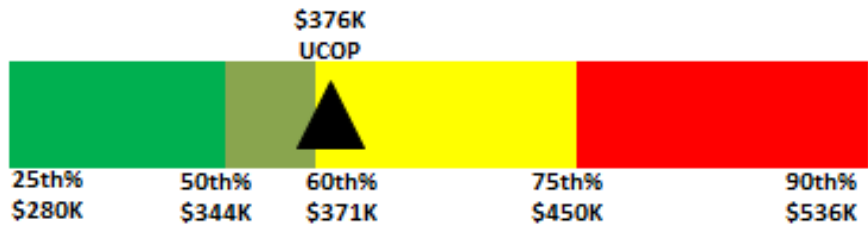
Secretary and Chief of Staff to the Regents



## Vice President - Agriculture and Natural Resources

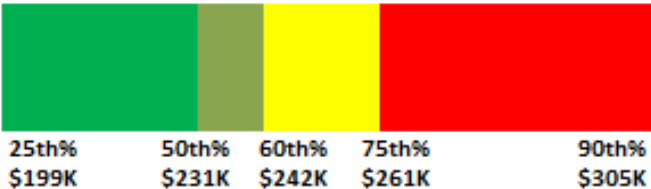


## Vice President - Laboratory Management

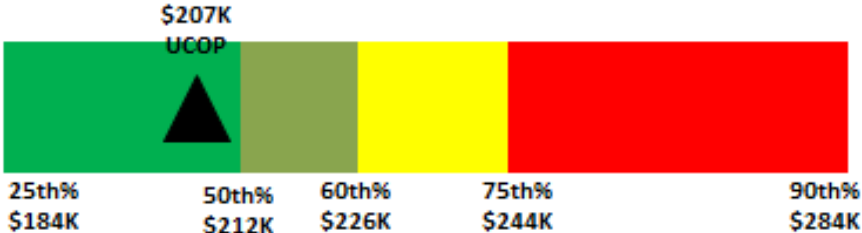


# **SMG Level Two**

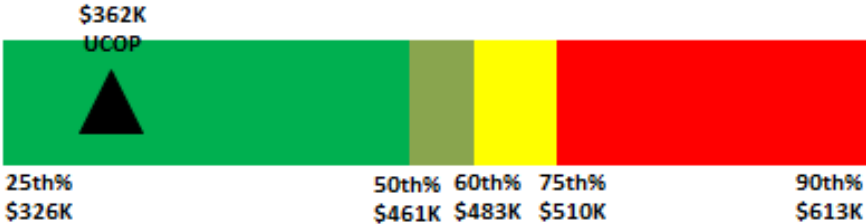
Assistant Vice President - Financial Controls and Accountability



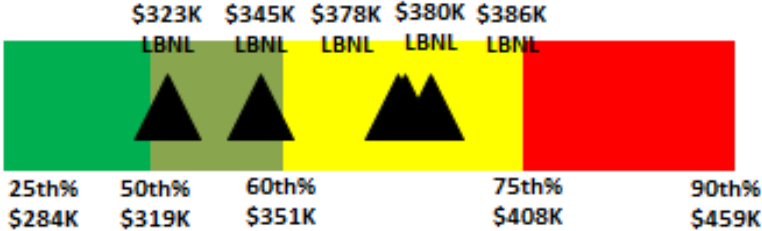
Assistant Vice President - Institutional Advancement



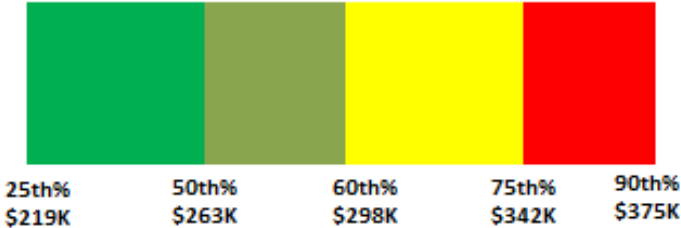
Associate Chief Investment Officer



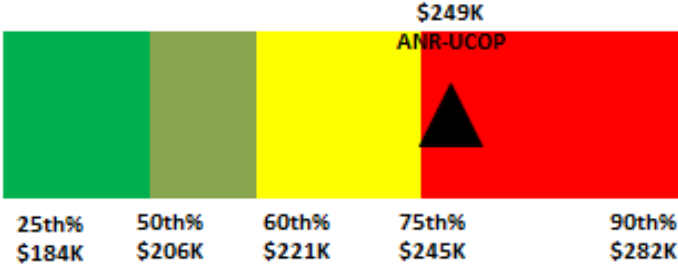
Associate Laboratory Director



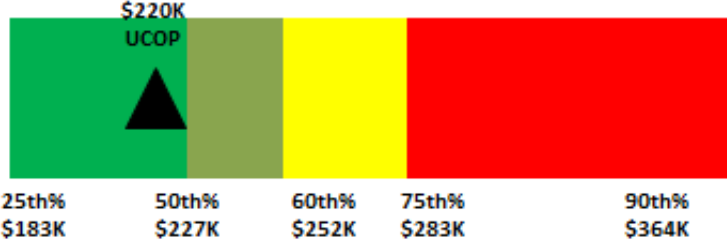
Associate Vice Chancellor - Diversity & Inclusion/ Chief External Affairs Officer



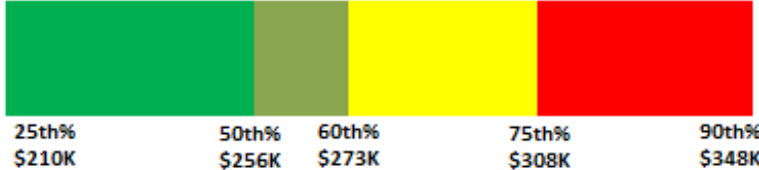
Associate Vice President - Academic Programs and Strategic Initiatives



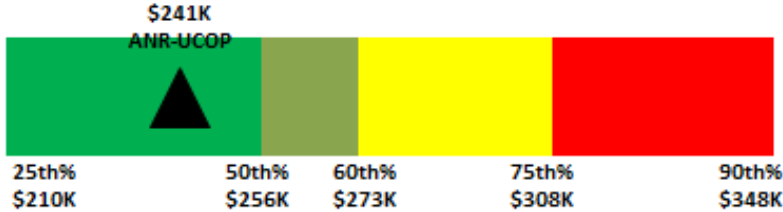
Associate Vice President - Budget Analysis and Planning



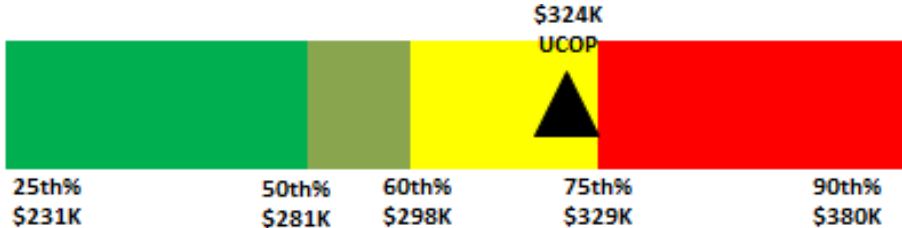
Associate Vice President - Business Operations



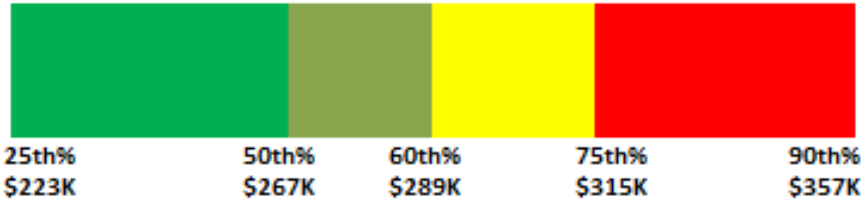
Associate Vice President - Business Operations (ANR)



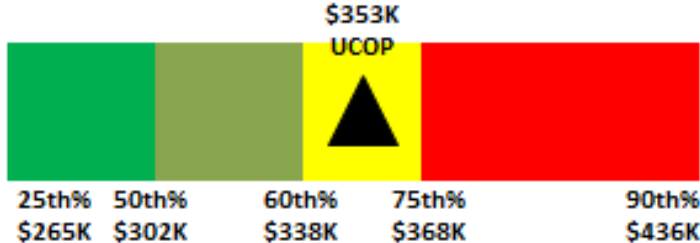
Associate Vice President - Capital Financial Planning and Analysis



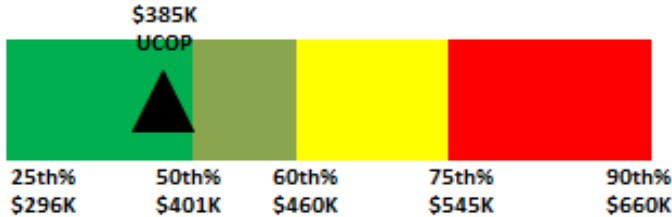
Associate Vice President - Capital Resource Management



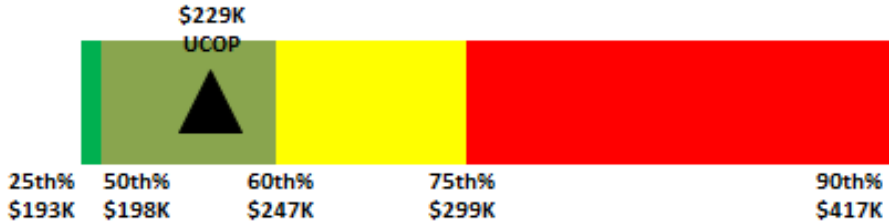
Associate Vice President - Chief Procurement Officer



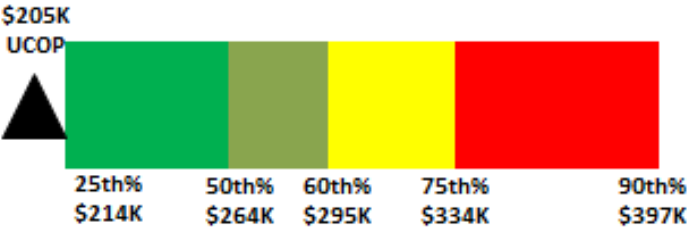
Associate Vice President - Chief Strategy Officer



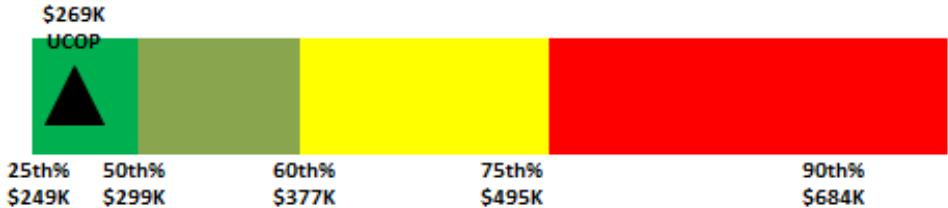
### Associate Vice President - Energy and Sustainability



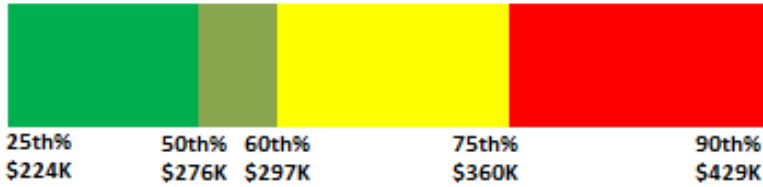
### Associate Vice President - Federal Government Relations



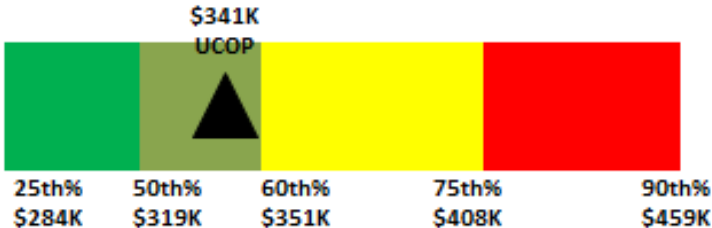
### Associate Vice President – UC Health



### Associate Vice President - Laboratory Operations and Administration

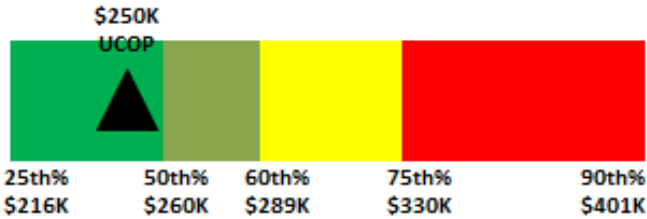


### Associate Vice President - Laboratory Programs

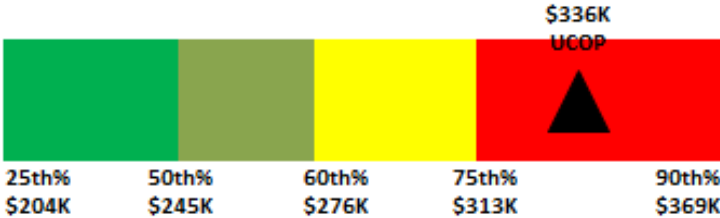




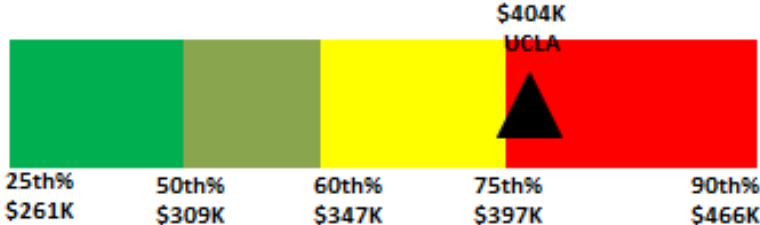
Associate Vice President - State Government Relations



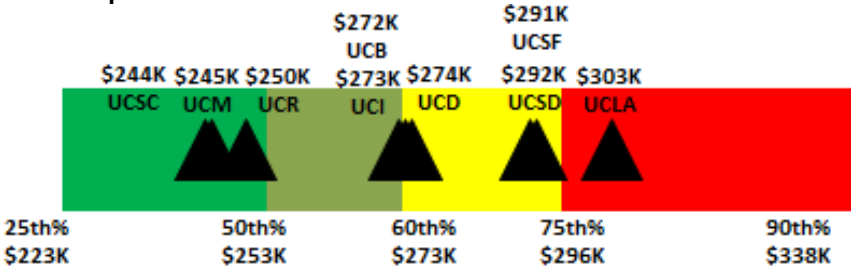
Associate Vice President - Systemwide Controller



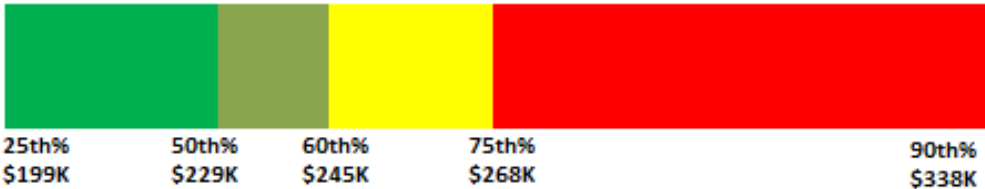
Chief Administrative Officer - Medical Center



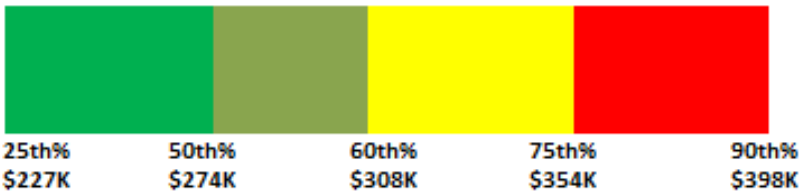
Chief Campus Counsel



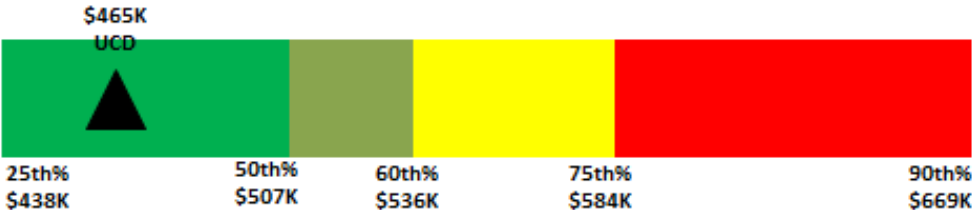
Chief Compliance Officer - Medical Center



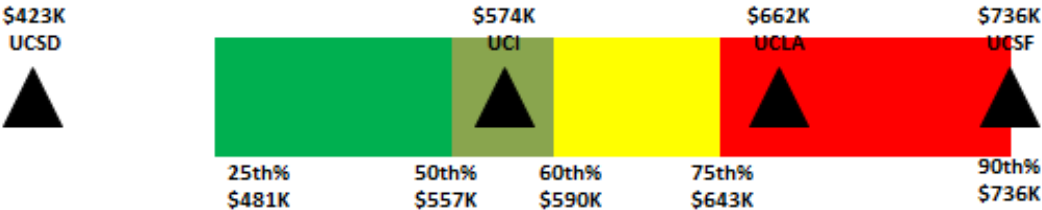
### Chief Deputy General Counsel



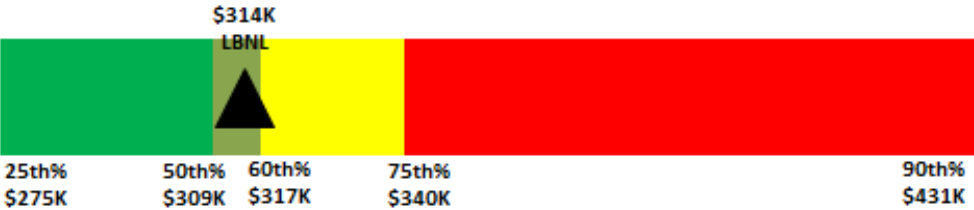
### Chief Financial Officer – Health Systems



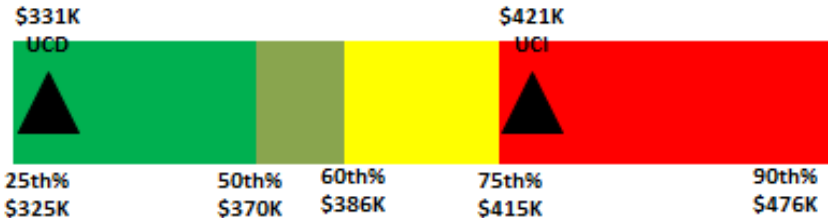
### Chief Financial Officer - Health Systems and Campus



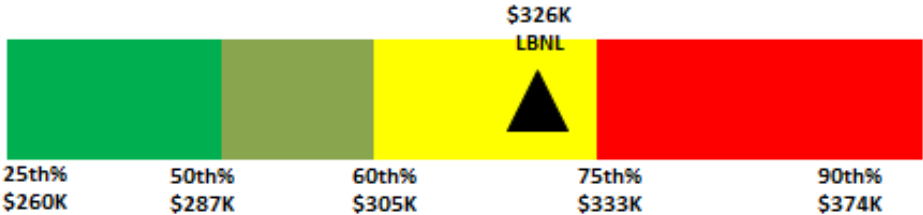
### Chief Financial Officer - LBNL



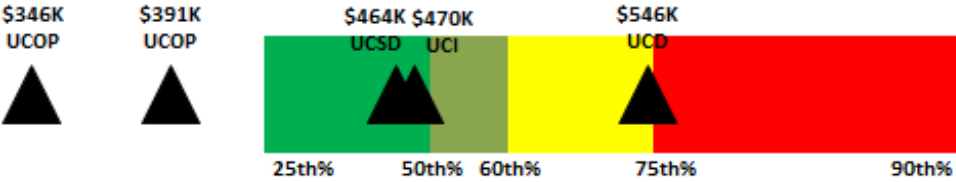
### Chief Information Officer



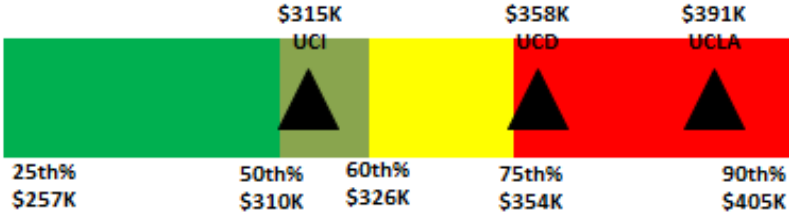
### Chief Laboratory Counsel



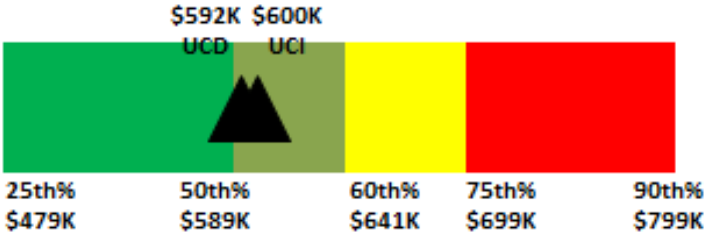
### Chief Medical Officer



### Chief Nursing Officer



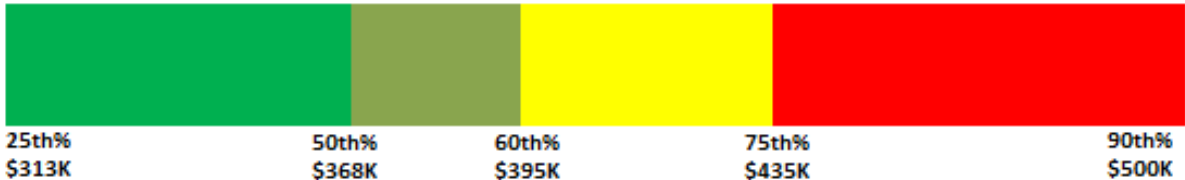
### Chief Operating Officer



### Chief Operating Officer - LBNL



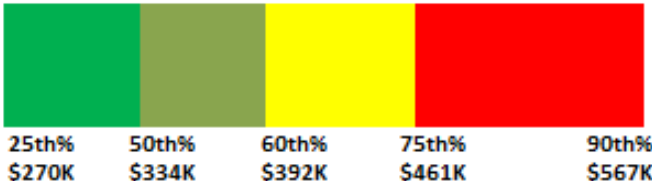
### Chief Quality Officer



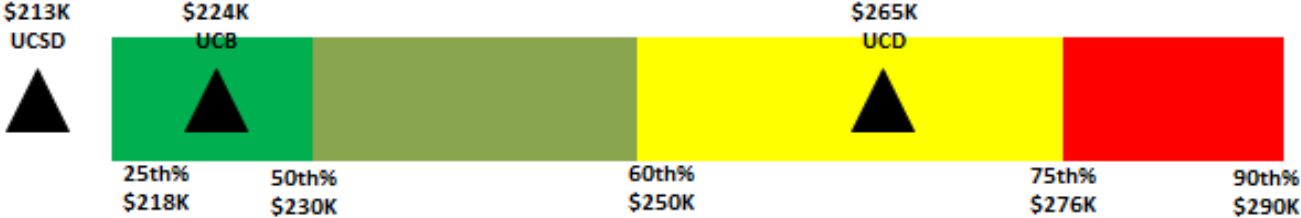
### Chief Risk Officer



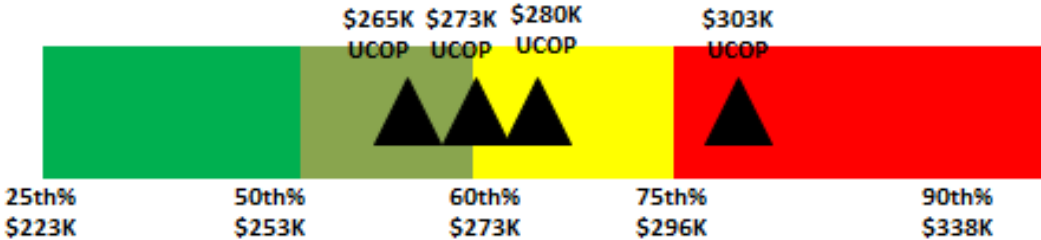
### Chief Strategy Officer – UC Health



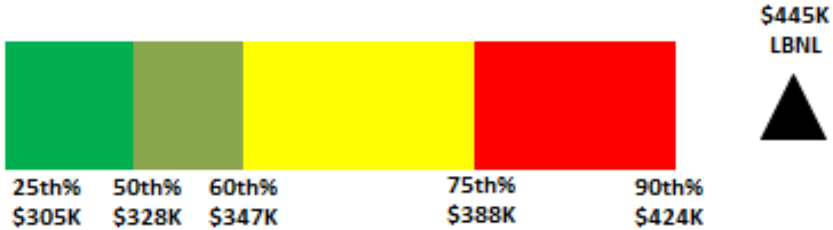
### Dean - University Extension



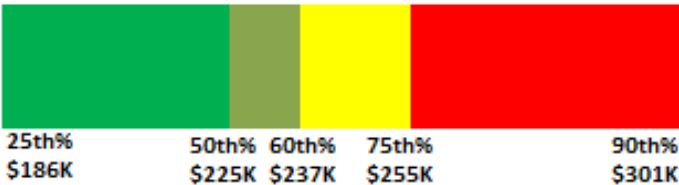
### Deputy General Counsel



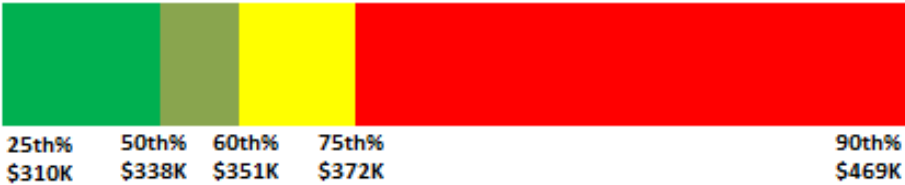
### Deputy Laboratory Director



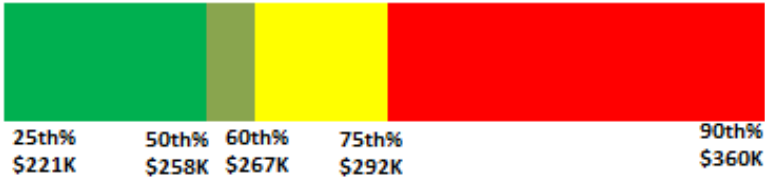
### Director - Contracts Management



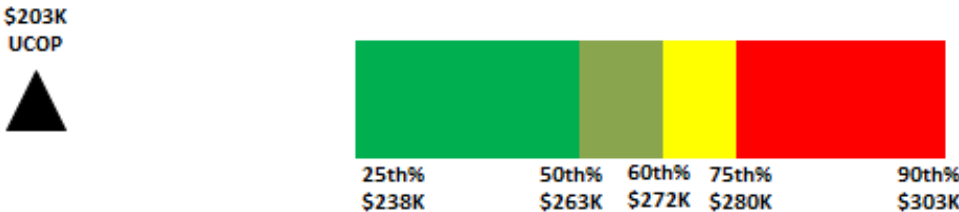
### Executive Director - COO - Physician Support Services



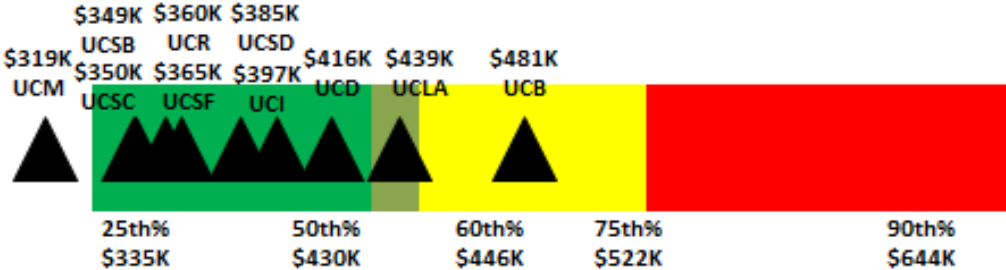
### Executive Director - Innovation Alliances and Services



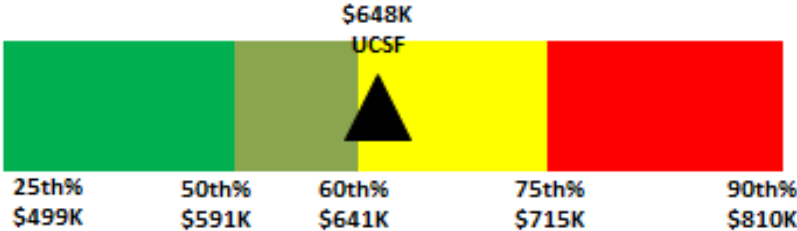
### Executive Director - Research Grants and Program Office



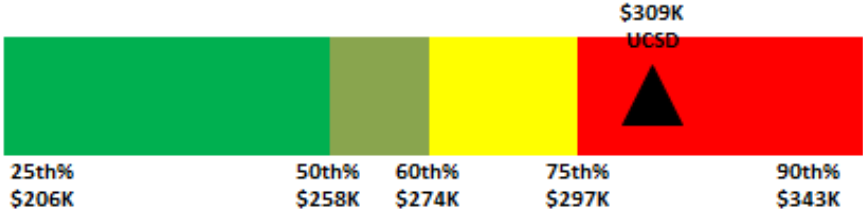
### Executive Vice Chancellor and Provost



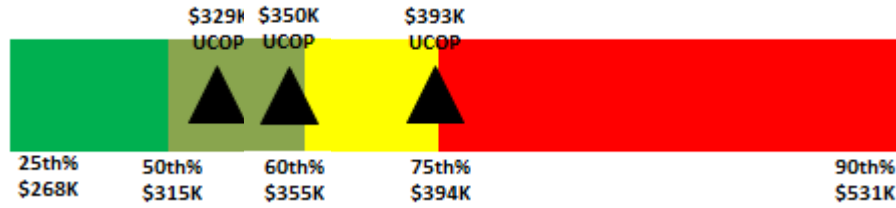
### Executive Vice President Physician Services



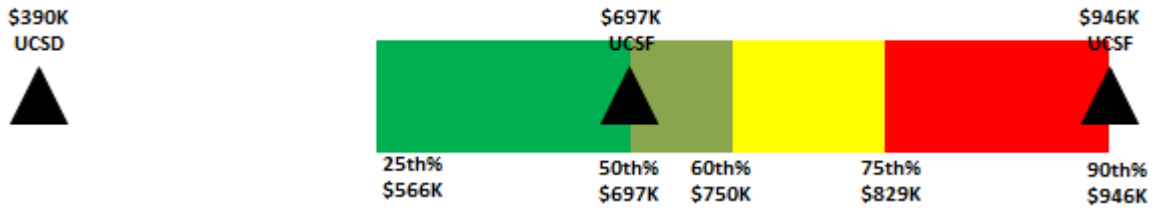
### Medical Group Executive Director



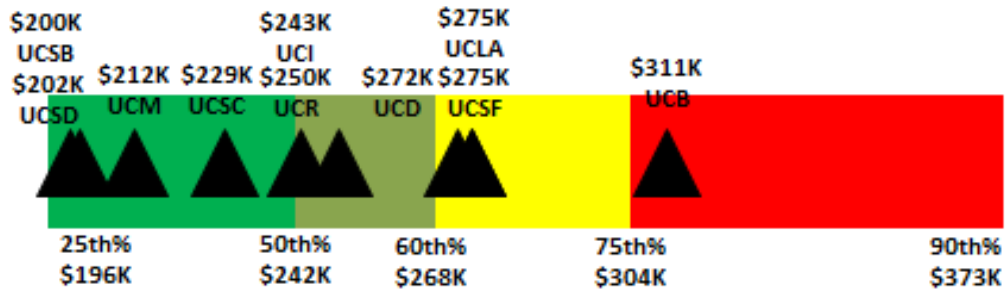
## Senior Managing Director - Fixed Income Assets/Public Equity Investments



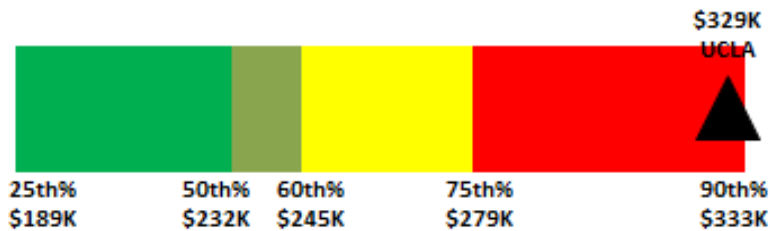
## Senior Vice President Adult Services



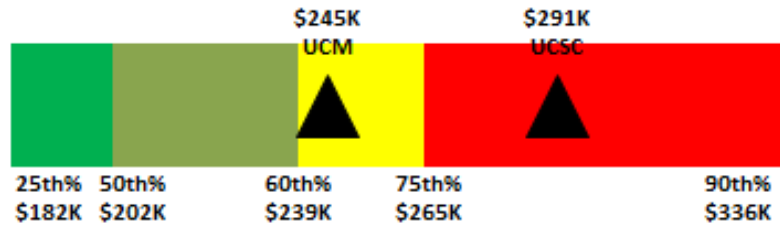
## University Librarian



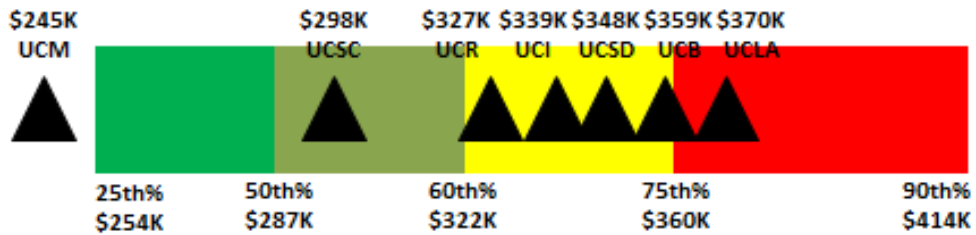
## Vice Chancellor - Academic Personnel



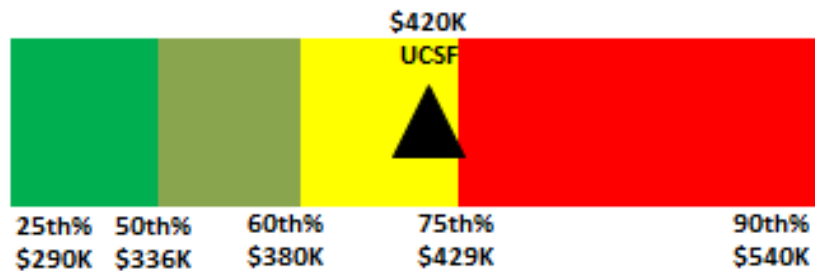
### Vice Chancellor - Budget and Planning



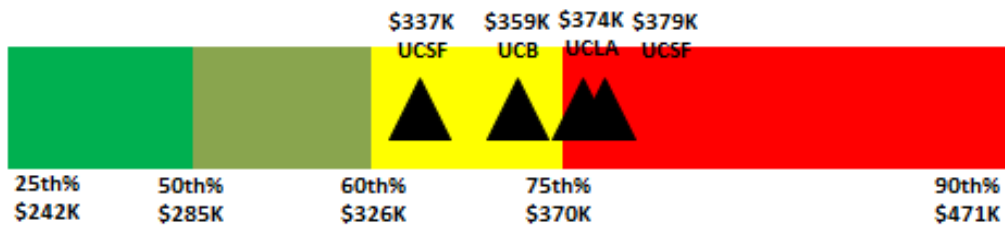
### Vice Chancellor - Business Administration



### Vice Chancellor - Business Development, Innovation & Partnership

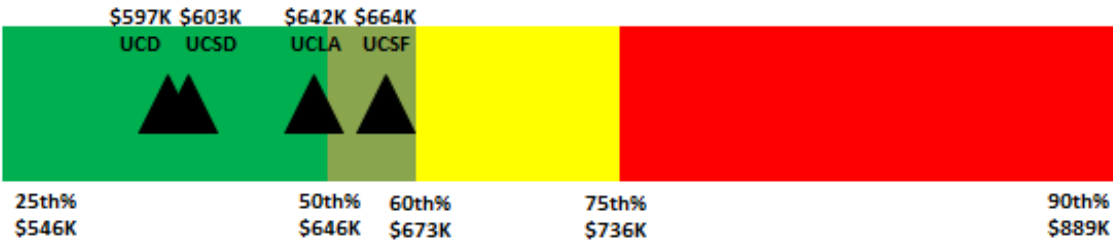


### Vice Chancellor - Chief Financial Officer

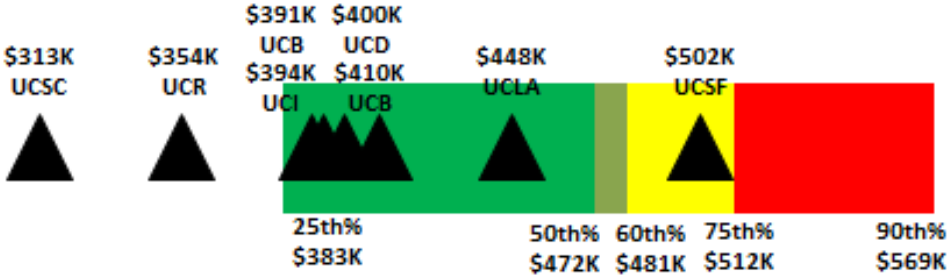




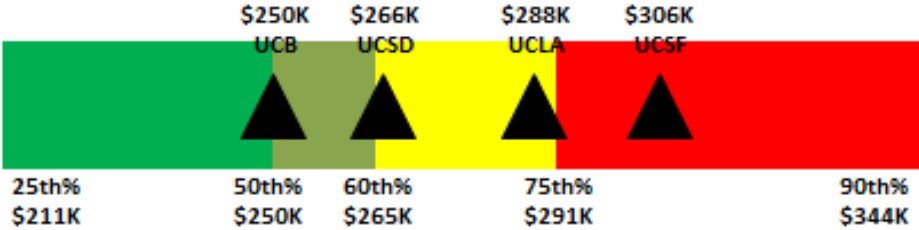
Vice Chancellor - Dean - School of Medicine



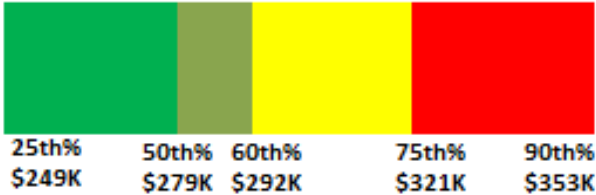
Vice Chancellor - Development/University Relations



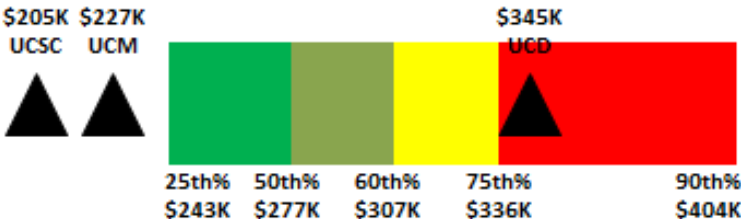
Vice Chancellor - Equity and Inclusion



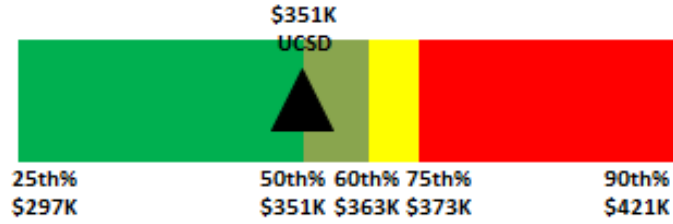
Vice Chancellor - Graduate Studies



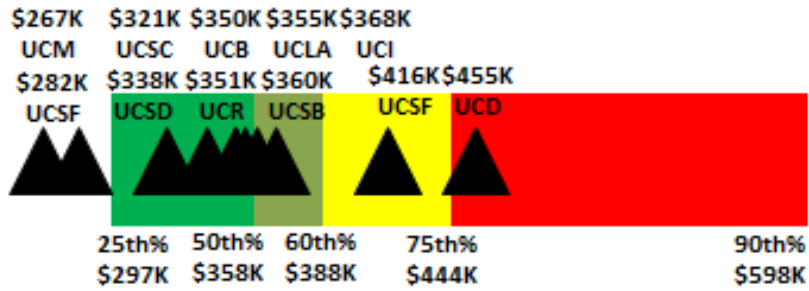
Vice Chancellor - Information Technology



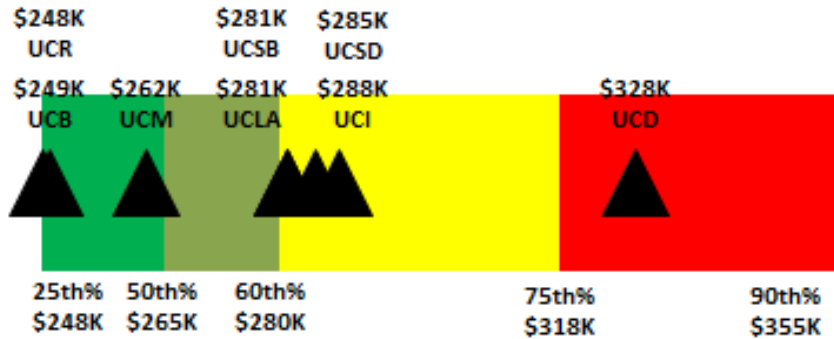
### Vice Chancellor - Marine Sciences



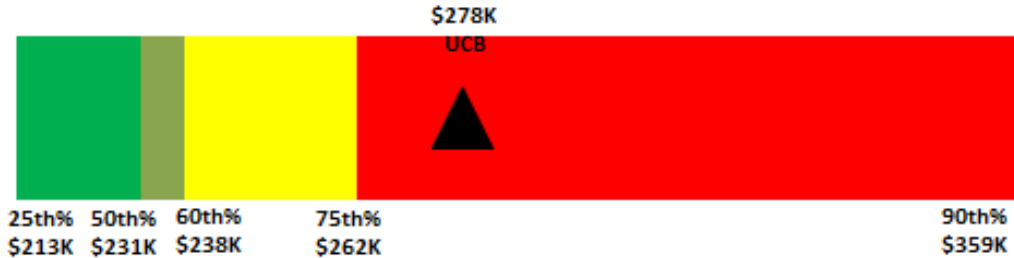
### Vice Chancellor - Research



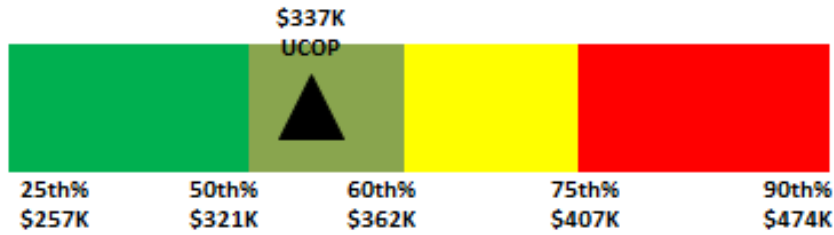
### Vice Chancellor - Student Affairs



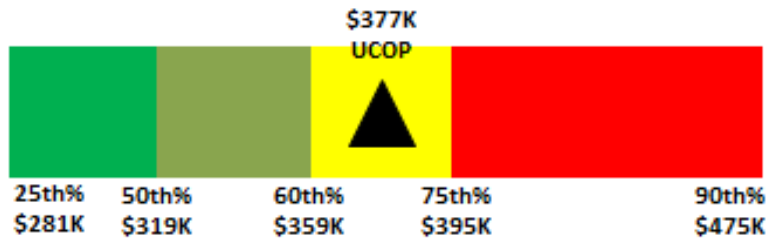
### Vice Chancellor - Undergraduate Education



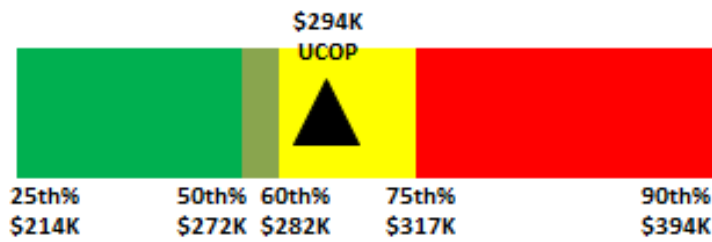
### Vice President – Systemwide Human Resources



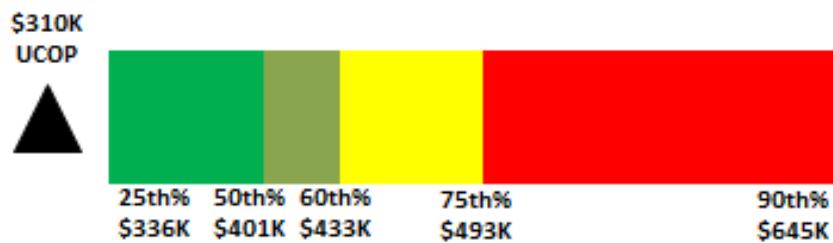
### Vice President - Information Technology and Chief Information Officer



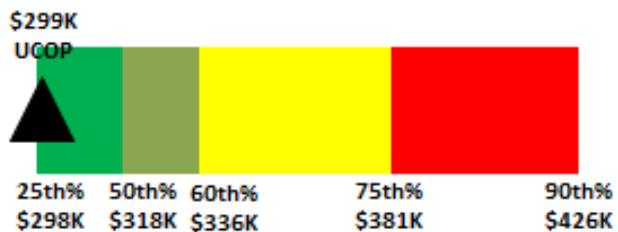
### Vice President - Institutional Research and Academic Planning



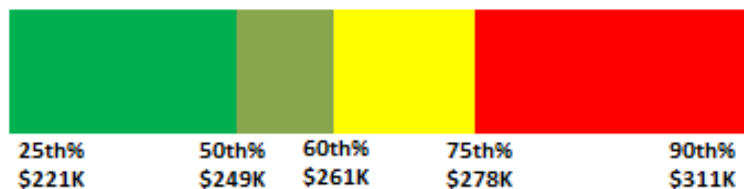
### Vice President - Research and Graduate Studies



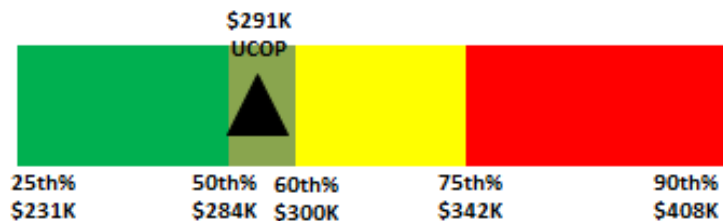
### Vice President - Student Affairs



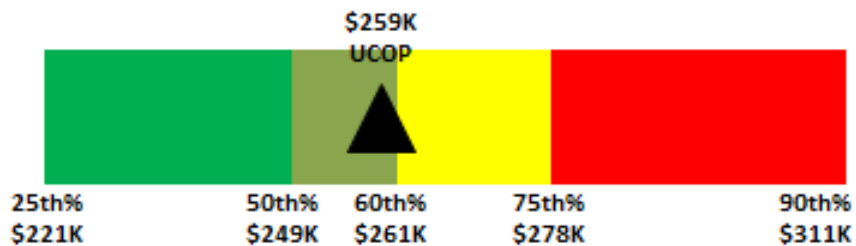
### Vice Provost - Academic Information and Strategic Services



### Vice Provost - Academic Personnel



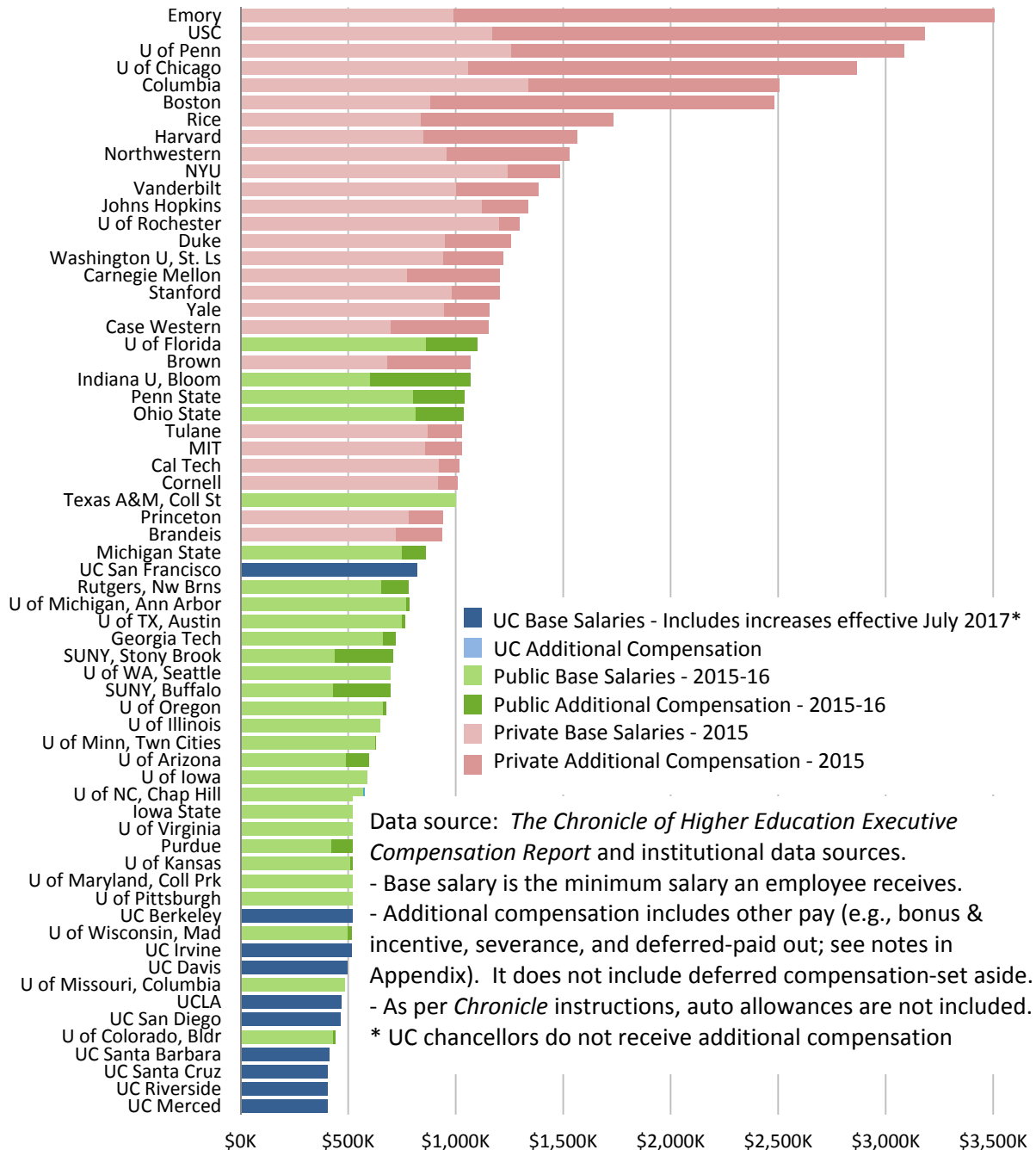
### Vice Provost - Education Partnership



Despite recently approved increases, UC chancellors remain among the lowest-paid when compared to their Association of American Universities (AAU) peers

With the recently approved increases (effective July 2017) for eight of the ten UC chancellors, they continue to place among the lowest-paid university leaders when compared with their AAU peers. Nine UC chancellor salaries remain among the lowest third in this comparison group. UC San Francisco, an exclusively graduate health science campus, is the only exception. Eight UC chancellors remain among the ten lowest-paid leaders within this comparison group.

**Base Salaries and Additional Pay for UC and AAU Institution Leaders**



APPENDIX

UC and AAU Member Public and Private Institutions - Chancellor/President Compensation

Private institutions: Calendar Year 2015

Public institutions: Fiscal Year 2015-16

UC campuses: Current salaries with increases as of July 2017

Salary figures in green connote new leader

Priv: CY 2015 Pub: FY 15-16			Institution Name	Base Salary	Total Comp	Base Salary		Total Compensation	
Rank Base Salary	Rank Total Comp	US News Ranking		Priv: CY 2015 Pub: FY 15-16 UC: July 2017	One Year Change	% Change	One Year Change	% Change	
10	1	21 (tie)	Emory University	\$991,460	\$3,510,451	\$54,460	6%	\$2,434,987	226%
5	2	21 (tie)	University of Southern California	\$1,170,277	\$3,182,364	\$61,680	6%	\$1,657,067	109%
2	3	8	University of Pennsylvania	\$1,259,172	\$3,086,395	\$43,076	4%	\$123,687	4%
7	4	3 (tie)	University of Chicago	\$1,056,288	\$2,864,887	\$34,617	3%	\$813,798	40%
1	5	5 (tie)	Columbia University	\$1,340,781	\$2,507,637	\$42,204	3%	\$60,605	2%
18	6	37 (tie)	Boston University	\$883,574	\$2,483,146	\$27,392	3%	\$1,264,277	104%
23	7	14 (tie)	Rice University	\$838,000	\$1,730,998	\$17,589	2%	\$682,004	65%
22	8	2	Harvard University	\$852,920	\$1,565,251	\$42,036	5%	\$595,421	61%
12	9	11 (tie)	Northwestern University	\$956,614	\$1,527,994	\$31,956	3%	-\$824,584	-35%
3	10	30 (tie)	New York University (Left in 2015; salary based on 2014)	\$1,242,948	\$1,484,685	\$0	0%	\$0	0%
8	11	14 (tie)	Vanderbilt University	\$1,004,492	\$1,384,985	\$57,003	6%	\$107,061	8%
6	12	11 (tie)	Johns Hopkins University	\$1,122,510	\$1,336,294	\$48,099	4%	-\$80,815	-6%
4	13	34 (tie)	University of Rochester	\$1,203,174	\$1,296,635	\$74,592	7%	\$78,465	6%
13	14	9	Duke University	\$950,754	\$1,257,980	\$38,960	4%	\$57,594	5%
15	15	18	Washington University, St. Louis <sup>1</sup>	\$943,073	\$1,219,667	-\$510	0%	-\$2,966,199	-71%
28	16	25 (tie)	Carnegie Mellon University	\$775,507	\$1,205,311	\$37,444	5%	\$307,471	34%
11	17	5 (tie)	Stanford University	\$983,094	\$1,202,934	\$98,329	11%	\$151,596	14%
14	18	3 (tie)	Yale University	\$948,084	\$1,157,488	\$102,844	12%	\$180,269	18%
33	19	37 (tie)	Case Western Reserve University	\$700,312	\$1,152,836	-\$18,181	-3%	-\$1,939	0%
20	20	42 (tie)	University of Florida (started January 2015)*	\$863,295	\$1,102,862	\$3,295	0%	\$167,862	18%
35	21	14 (tie)	Brown University	\$682,000	\$1,067,491	-\$500	0%	\$327,810	44%
41	22	90 (tie)	Indiana University, Bloomington	\$600,000	\$1,067,074	\$33,140	6%	\$386,742	57%
26	23	52 (tie)	Penn State University, Main Campus	\$800,000	\$1,039,717	\$0	0%	\$239,717	30%
25	24	54	Ohio State University, Main Campus	\$813,334	\$1,034,574	\$13,334	2%	\$234,574	29%
19	25	40	Tulane University of Louisiana	\$872,000	\$1,031,000	-\$26,000	-3%	\$10,000	1%
21	26	5 (tie)	Massachusetts Institute of Technology	\$858,694	\$1,027,767	\$61,728	8%	\$72,880	8%
16	27	10	California Institute of Technology	\$922,656	\$1,015,249	\$34,064	4%	\$63,443	7%
17	28	14 (tie)	Cornell University (Started July 2015)* <sup>2</sup>	\$917,166	\$1,007,710	\$44,366	5%	-\$610,618	-38%
9	29	69 (tie)	Texas A & M University, College Station (started May 2015)	\$1,000,000	\$1,000,000	\$0	0%	-\$800,000	-44%
27	30	1	Princeton University	\$781,404	\$938,839	\$24,712	3%	\$62,914	7%
32	31	34	Brandeis University (Left July 2015; salary is from 2014)	\$723,440	\$937,752	\$0	0%	\$0	0%
30 (tie)	32	81 (tie)	Michigan State University	\$750,000	\$860,198	\$0	0%	\$10,198	1%
24	33		University of California, San Francisco**	\$819,545	\$819,545	\$23,870	3%	\$23,870	3%
38	34	69 (tie)	Rutgers University, New Brunswick	\$655,614	\$783,046	\$8,105	1%	\$40,537	5%
29	35	28	University of Michigan, Ann Arbor (started July 2014)	\$768,750	\$782,481	-\$3,750	0%	\$9,981	1%
30 (tie)	36	56 (tie)	The University of Texas, Austin (started June 2015)* <sup>3</sup>	\$750,000	\$761,750	\$0	0%	\$11,750	2%
36	37	34 (tie)	Georgia Institute of Technology	\$661,480	\$720,192	-\$15,500	-2%	\$43,212	6%

**APPENDIX**

**UC and AAU Member Public and Private Institutions - Chancellor/President Compensation**

Private institutions: Calendar Year 2015

Public institutions: Fiscal Year 2015-16

UC campuses: Current salaries with increases as of July 2017

Salary figures in green connote new leader

Priv: CY 2015 Pub: FY 15-16			Institution Name	Base Salary	Total Comp	Base Salary		Total Compensation	
Rank Base Salary	Rank Total Comp	US News Ranking		Priv: CY 2015 Pub: FY 15-16 UC: July 2017	One Year Change	% Change	One Year Change	% Change	
57	38	97 (tie)	State University of New York, Stony Brook	\$440,640	\$708,671	-\$250,000	-36%	\$18,031	3%
34	39	56 (tie)	University of Washington, Seattle (started October 2015)* <sup>4</sup>	\$697,500	\$697,500	\$0	0%	\$0	0%
58	40	97 (tie)	State University of New York, Buffalo	\$431,970	\$696,970	-\$225,730	-34%	\$39,270	6%
37	41	103	University of Oregon (Started June 2015)*	\$660,650	\$675,662	\$650	0%	\$15,662	2%
39	42	52 (tie)	University of Illinois, Urbana-Champaign (started September 2016) <sup>5</sup>	\$650,000	\$650,000	\$100,931	18%	\$100,931	18%
40	43	69 (tie)	University of Minnesota, Twin Cities	\$625,250	\$625,450	\$0	0%	\$200	0%
53	44	124 (tie)	University of Arizona	\$489,647	\$594,647	\$14,647	3%	\$79,647	15%
42	45	78	University of Iowa (started November 2015)* <sup>6</sup>	\$590,000	\$590,000	\$0	0%	\$0	0%
43	46	30 (tie)	University of North Carolina, Chapel Hill	\$570,000	\$573,995	\$50,000	10%	\$53,995	10%
46 (tie)	47	115 (tie)	Iowa State University	\$525,000	\$567,971	\$25,000	5%	-\$252,490	-31%
44	48	25 (tie)	University of Virginia, Main Campus	\$534,832	\$562,258	\$25,132	5%	\$52,558	10%
60	49	56 (tie)	Purdue University, Main Campus	\$420,000	\$555,829	\$0	0%	\$24,949	5%
50	50	115 (tie)	University of Kansas	\$511,341	\$538,043	\$11,301	2%	\$38,003	8%
48	51	61	University of Maryland, College Park	\$523,724	\$537,236	-\$2,866	-1%	\$10,646	2%
46 (tie)	52	68	University of Pittsburgh (started August 2014)*	\$525,000	\$536,520	\$0	0%	\$11,520	2%
45	53	21 (tie)	University of California, Berkeley (started July 2017) <sup>7</sup>	\$531,939	\$531,939	\$0	0%	\$0	0%
51	54	46 (tie)	University of Wisconsin, Madison	\$499,950	\$517,418	\$0	0%	\$17,468	3%
49	55	42 (tie)	University of California, Irvine	\$514,537	\$514,537	\$14,987	3%	\$14,987	3%
52	56	46 (tie)	University of California, Davis (started August 2017) <sup>8</sup>	\$495,000	\$495,000	\$0	0%	\$0	0%
54	57	120	University of Missouri, Columbia (started August 2017)* <sup>9</sup>	\$485,000	\$485,000	\$35,000	8%	\$35,000	8%
55	58	21 (tie)	University of California, Los Angeles	\$468,211	\$468,211	\$13,637	3%	\$13,637	3%
56	59	42 (tie)	University of California, San Diego	\$462,684	\$462,684	\$13,476	3%	\$13,476	3%
59	60	90 (tie)	University of Colorado, Boulder	\$431,261	\$442,795	\$0	0%	\$11,534	3%
61	61	37 (tie)	University of California, Santa Barbara	\$413,051	\$413,051	\$12,031	3%	\$12,031	3%
62 (tie)	62 (tie)	165	University of California, Merced**	\$406,495	\$406,495	\$11,840	3%	\$11,840	3%
62 (tie)	62 (tie)	124 (tie)	University of California, Riverside**	\$406,495	\$406,495	\$11,840	3%	\$11,840	3%
62 (tie)	62 (tie)	81 (tie)	University of California, Santa Cruz**	\$406,495	\$406,495	\$11,840	3%	\$11,840	3%

## APPENDIX

Data source: *The Chronicle of Higher Education Executive Compensation Report*

-Public institution information (fiscal year 2015-16) was collected by exclusive survey conducted by The Chronicle and published 6/28/2017.

-Private institution information (calendar year 2014) was obtained from IRS form 990 and published 12/10/2017. Base salary is separate from bonus & incentive and other compensation. Base salary may include sick pay paid by the employer, employer contributions to a 401(k) or 403(b) plan.

-Total Compensation may include the following:

-Bonus pay: Incentive pay and signing bonuses

-Nontaxable benefits: Health and medical benefits, life insurance, housing provided by the employer, personal legal and financial services, dependent care, etc.

-Other pay: Miscellaneous pay and benefits, including severance payments, tax gross-ups (money an employer provides an employee for taxes paid on benefits), vacation leave cashed out, debt forgiveness, fellowships, employer-provided vehicles and parking, housing payments, travel, meals, moving expenses, entertainment, spending accounts, and club dues. Vested deferred compensation, meaning money set aside in previous years that was paid out to the employee in the current year, can also be included in other pay. May also include interest accrued on deferred compensation.

-Deferred compensation set aside is not included within the total compensation figure.

-UC salaries include the most recent increases approved by the UC Regents effective July 2017

'-UC total compensation does not include auto allowance

\*Where necessary, reported partial-year compensation was annualized and determined through research and/or communication with institutional representatives.

\*\*UC Merced, UC Riverside, UC San Francisco, and UC Santa Cruz are not members of AAU.

<sup>1</sup> The president at Washington University in St. Louis has large one-year decrease in total compensation due to the over \$3M in Other pay received the prior year.

<sup>2</sup> The new president at Cornell University started in July 2015. The reported partial-year base salary was annualized for this report. The one-year decrease in total compensation is due to the large total compensation for the previous president in his last year.

<sup>3</sup> The president at the University of Texas at Austin, started June 2015 and turned down \$1M base salary.

<sup>4</sup> The new president at the University of Washington, Seattle started October 2015 with base salary of \$697,500. She served as Interim President since March 2015. (<http://www.seattletimes.com/seattle-news/education/uws-new-president-will-earn-910000-a-year/>)

<sup>5</sup> The new president at the University of Illinois, Urbana-Champaign started September 2016 with \$650,000 base salary.

<sup>6</sup> The new president at the University of Iowa, started November 2015 with \$590,000 base salary (<http://now.uiowa.edu/2015/09/president-harreld>).

<sup>7</sup> The new chancellor at the University of California, Berkeley started July 2017 with \$531,939 base salary and was not included in the most recent increases.

<sup>8</sup> The new chancellor at the University of California, Davis started August 2017 with \$495,000 base salary and was not included in the most recent increases.

<sup>9</sup> The new chancellor at the University of Missouri, Columbia started August 2017 with \$485,000 base salary.