

TO MEMBERS OF THE COMMITTEE ON COMPENSATION:

For Meeting of September 13, 2012

Compensation Item/Type: Modification of Senior Management Group Governance

DISCUSSION ITEM

PROPOSED REVISIONS TO GOVERNANCE OF SENIOR MANAGEMENT GROUP COMPENSATION

EXECUTIVE SUMMARY

The President recommends changes to the administration of compensation for senior executives, the Senior Management Group (SMG), consistent with the recommendations of the 2009 Task Force on Compensation, Accountability and Transparency and the practices of other public higher education institutions. This Task Force included Regents Varner and Kozberg, along with several other high-level members from higher education, government and industry. The proposed changes are designed to enable the Regents to focus more attention on compensation philosophy, policies and strategy and delegate responsibility for execution of transactions to the appropriate level in the organization. The proposed programmatic improvements establish clear benchmarks for compensation decisions, align accountability and approval authority with reporting responsibilities, and reduce the number of employees whose individual compensation transactions must come to the Regents from approximately 215 to 27 senior managers.

The Regents would retain direct transactional approval for SMG compensation programs and the compensation transactions for the 27 most senior leaders of the institution: the President, the 21 direct reports to the Regents and/or President, plus the five medical center chief executive officers. The Regents would also continue to provide oversight for certain highly compensated coaches and athletic directors if actions fall outside delegated authority. Transactions for all other members of the SMG would be delegated to the President or the chancellors, under express limitations and within certain guidelines depending on the position and reporting responsibility.

Annually, with the approval of the Regents, each SMG position would be assigned a Market Reference Zone (MRZ), or salary band, reflecting the dynamic labor market in which the University competes for talent. Establishment of the MRZs would allow the University to systematically administer and manage the salaries of SMG members in a manner that is competitive with relevant external market comparator groups, fosters appropriate internal consistency and facilitates budget control. The attachments to the item detail the MRZs, the salary administration guidelines and the proposed compensation philosophy.

This item does *not* propose any increase in SMG compensation. Nor does it alter current transparency expectations: all current compensation reporting requirements established by the Regents for Senior Management Group employees and those staff members whose total cash compensation exceeds \$250,000 would remain in force.

The Senior Vice President – Chief Compliance and Audit Officer will assure that periodic auditing and monitoring will occur, as appropriate.

BACKGROUND

The Task Force on UC Compensation, Accountability, and Transparency (Task Force) made three recommendations to the Board of Regents in their October 2009 report: (1) the compensation system should be simplified, wherever possible, without sacrificing rigorous review, approval and reporting mechanisms; (2) the Regents should consider delegating responsibility for approval of the total compensation of deans to the chancellor of the respective campus; and (3) the Regents must ensure that the effectiveness of UC's compensation program is measured not solely by the level of transparency but by its ability to attract and retain the personnel necessary to lead the institution forward.

The Task Force found that, despite the diligent work of the three years since its initial report, the UC compensation system remained as complex as the University itself. The intersection and ownership of policies, while vastly improved, was not clear, the Task Force concluded, and the policies governing compensation disclosure, transparency and accountability need sufficient flexibility to respond to the severe resource challenges facing the University over the next several years.

This proposal, consistent with the Task Force findings, would simplify the compensation program, delegate authority for compensation approval to the appropriate organizational level and establish the competitive marketplace in which the University operates as the benchmark for all senior compensation decisions.

The Board of Regents currently approves all compensation transactions (including initial appointments, salary increases, and temporary actions such as interim or acting appointments and stipends associated with temporary assignment of additional responsibilities) for each Senior Management Group member, currently totaling 215 employees, as well as compensation transactions for coaches and athletic directors whose compensation exceeds the Regentally-approved delegation of authority specific to these positions. In addition, the Board also approves actions that constitute exceptions to policy for all direct reports to Chancellors and the Laboratory Director, and for exceptions to policy for all Office of the President employees whose total cash compensation exceeds \$291,000, the current Indexed Compensation Level for approval purposes. The result is that the Committee on Compensation is mired in transactional detail.

The reforms proposed by the President are designed to simplify the compensation program and to more closely align with the best practices that other public higher education institutions around the country utilize to govern executive compensation. Findings from a survey of 18 public higher education systems showed that 17 institutions had an average of six positions or titles,

representing approximately 25 incumbents that are subject to Board oversight. Other larger systems had Board oversight similar to this proposal:

- The Oregon State Board of Higher Education approves appointments and compensation for the Chancellor of the Oregon University System and the Presidents of the seven campuses. Compensation actions for their direct reports are delegated to the Chancellor and the campus Presidents.
- The Board of Trustees of the California State University approves compensation for the Chancellor, the presidents of each campus, the Executive Vice Chancellor and Chief Academic Officer, the Executive Vice President and Chief Financial Officer, the Vice Chancellor – Human Resources, the Vice Chancellor – University Relations and Advancement, and the General Counsel, a total of 29 individuals.
- The University System of Maryland Board of Regents approves appointments and compensation for the Chancellor of the University System and the Presidents of the system's 12 constituent institutions. The Chancellor approves appointments and compensation for personnel in the System Office. The University Presidents approve appointments and compensation for university personnel and have the authority to create any position within existing funds available to the university. The policy on highly compensated individuals requires that certain compensation packages be submitted to the Board of Regents for informational purposes.
- The University of Texas System Board approves the appointment of the UT System Chancellor, Executive Vice Chancellors and Vice Chancellors, the Presidents of each satellite institution and the General Counsel to the Board. The Board also approves compensation for approximately 55 people, including those positions mentioned above and staff who earn more than \$1 million. In addition, athletic directors and head coaches whose total annual compensation is \$250,000 or more must be approved by the Board of Regents.
- The University of Minnesota Board of Regents approves appointments and compensation for ten senior leadership positions including the President, Senior Vice Presidents, General Counsel, Dean, Athletic Director, and other administrative positions, which includes approximately 40 to 45 individuals. The President approves compensation for senior leaders after the approval of the initial appointment. The President is required to submit any significant change from the terms of the initial appointment or any waiver of a university policy to the Board Chair and Vice Chair for approval.

The Plan

Annually, with the approval of the Regents, each SMG position would be assigned a Market Reference Zone (MRZ) or salary band reflecting the dynamic labor market in which the University competes for talent. These bands would be based on carefully gathered and analyzed compensation data from relevant competitor institutions. Establishment of the MRZs would allow the University to systematically administer and manage the salaries of SMG members in

a manner that is competitive with relevant external market comparator groups, fostering appropriate internal consistency and facilitating budget control. To reflect the University's competitive market, MRZs would be reviewed and adjusted annually by the Office of the President Human Resources after consultation with and approval by the President and the Chair of the Committee on Compensation. Attachment 1 shows the proposed MRZs, Attachment 2 the proposed MRZ salary administration guidelines, and Attachment 3 the proposed compensation philosophy.

The Regents would retain ownership and oversight for all executive compensation programs but would be responsible for approving individual compensation only for the highest levels of University leadership: the President, all direct reports to the Regents and/or President, and the five chief executive officers of the medical centers (collectively referred to as "Level One" SMG members), a total of 27 incumbents in the following positions:

- President
- All Chancellors
- Senior Vice President – Health Sciences and Services
- Executive Vice President – Business Operations
- Provost and Executive Vice President – Academic Affairs
- Executive Vice President and Chief Financial Officer
- Vice President – Laboratory Management
- Vice President and General Counsel
- Secretary and Chief of Staff to the Regents
- Medical Center Chief Executive Officers
- Certain Athletic Positions
- Senior Vice President – Chief Compliance and Audit Officer
- Lawrence Berkeley Laboratory Director
- Vice President and Chief Investment Officer
- Senior Vice President – External Relations

The Regents would retain approval authority for any coaches and athletic directors whose salary actions are exceptions to policy or whose contract terms exceed the current delegation of authority parameters pertaining to those positions. Additionally, Regental approval would be required for any remaining SMG members' compensation actions if those actions exceed the delegation limitations articulated below.

The President and/or chancellors would have authority over the remaining SMG members, (collectively referred to as "Level Two" SMG members), under express limitations, a total of 188 incumbents in the 77 positions shown on Attachment 4.

The Regents would delegate authority to the President and chancellors, under stringent guidelines, to approve transactions for the remaining 188 SMG members if the proposed actions are within policy, the salary action is an increase of less than ten percent, and the resulting salary

action places the individual's salary below the 75th percentile of the Market Reference Zone. Approval of the Regents would be required if a new hire's base salary at the Office of the President is ten percent or more than the former incumbent's base salary. Approval of the Regents would also be required if a new hire's base salary at a campus, medical center or the Laboratory is ten percent or more than the former incumbent's base salary and above the 60th percentile of the Market Reference Zone.

For Level Two SMG members, the approval authority for all compensation and appointment actions within policy would be as follows, subject to the additional limitations set forth below:

- If the proposed base salary is at or above the 75th percentile of the position's MRZ, Regental approval is required.
- If the proposed base salary is at or above the 60th percentile and below the 75th percentile of the position's MRZ, Presidential approval is required.
- If the proposed base salary is below the 60th percentile of the position's MRZ:
 - Approval of the Chancellor is required for positions at a campus or medical center.
 - Approval of the Laboratory Director is required for positions at the Laboratory.
 - Approval of the President is required for positions at the Office of the President.

The following additional limitations apply to transactions involving Level Two SMG members:

- If the transaction would otherwise be subject to Presidential review, Regental review will be required if the transaction either:
 - Results in a cumulative or annualized increase in base salary of greater than ten percent in any calendar year for an incumbent; or
 - Results in a base salary for a new hire that is ten percent or more than the previous incumbent's base salary.
- If the transaction would otherwise be subject to the approval of the chancellor or Laboratory Director, Presidential approval will be required if the transaction either:
 - Results in a cumulative or annualized increase in base salary of greater than ten percent in any calendar year for an incumbent; or
 - Results in a base salary for a new hire that is ten percent more than the previous incumbent's base salary.

Regental approval will continue to be required for all transactions for SMG members that constitute exceptions to policy.

The Regents will approve the addition of positions to the SMG and elimination of Level One positions from the SMG, upon the recommendation of the President. The President will approve the elimination of Level Two positions from SMG, after consulting with the Chair of the Committee on Compensation. Office of the President Human Resources will review a summary

analysis and assessment of the delegations of authority and the program practices with the Chair of the Committee on Compensation each year.

With the introduction of MRZs, governance of SMG compensation transactions would be managed as follows:

Summary of SMG Compensation Approval Authority					
Approval Level	Organization Level	MRZ Percentile	Salary Adjustment Percentage	Updates to MRZs	Exceptions to Policy
BOARD	All transactions for Level One SMGs including the President, the direct reports to Regents and/or President, plus Medical Center CEOs	Level Two SMG transaction that places the base salary of an incumbent at or above the 75th percentile	Level Two SMG increase of 10% or more in a calendar year if base salary is at or above the 60th percentile Level Two SMG new hire if base salary is at or above the 60th percentile and is 10% or more than the previous incumbent's	Board approves policies and original MRZs. Board approves changes to policies.	Board approves policy exceptions
PRESIDENT	Approval authority over Level Two SMG members at OP, provided base salary is below the 75th percentile.	Level Two SMG campus, medical center and Laboratory transactions that place the salary at or above the 60 th and below the 75 th percentile	Level Two OP SMG if increase is less than 10% in a calendar year Level Two OP SMG new hire if base salary is less than 10% more than the previous incumbent's. Level Two SMG campus, medical center or Laboratory transactions if increase is 10% or more in a calendar year Level Two SMG campus, medical center or Laboratory new hires if base salary is 10% or more higher than the previous incumbent's	MRZs reviewed and approved annually by President and Chair of Committee on Compensation.	
CHANCELLOR (OR LABORATORY DIRECTOR)	Approval authority over Level Two SMG members at a campus, medical center or the Laboratory provided base salary is below the 60th percentile.	Level Two SMG campus, medical center and Laboratory transactions that place an incumbent's base salary below the 60 th percentile	Level Two campus, medical center and Laboratory SMG increase less than 10% in a calendar year, or a new hire's salary is less than 10% more than the previous incumbent's.	n/a	n/a

Campus implementation of this delegated authority would be reviewed annually by the Senior Vice President – Chief Compliance and Audit Officer.

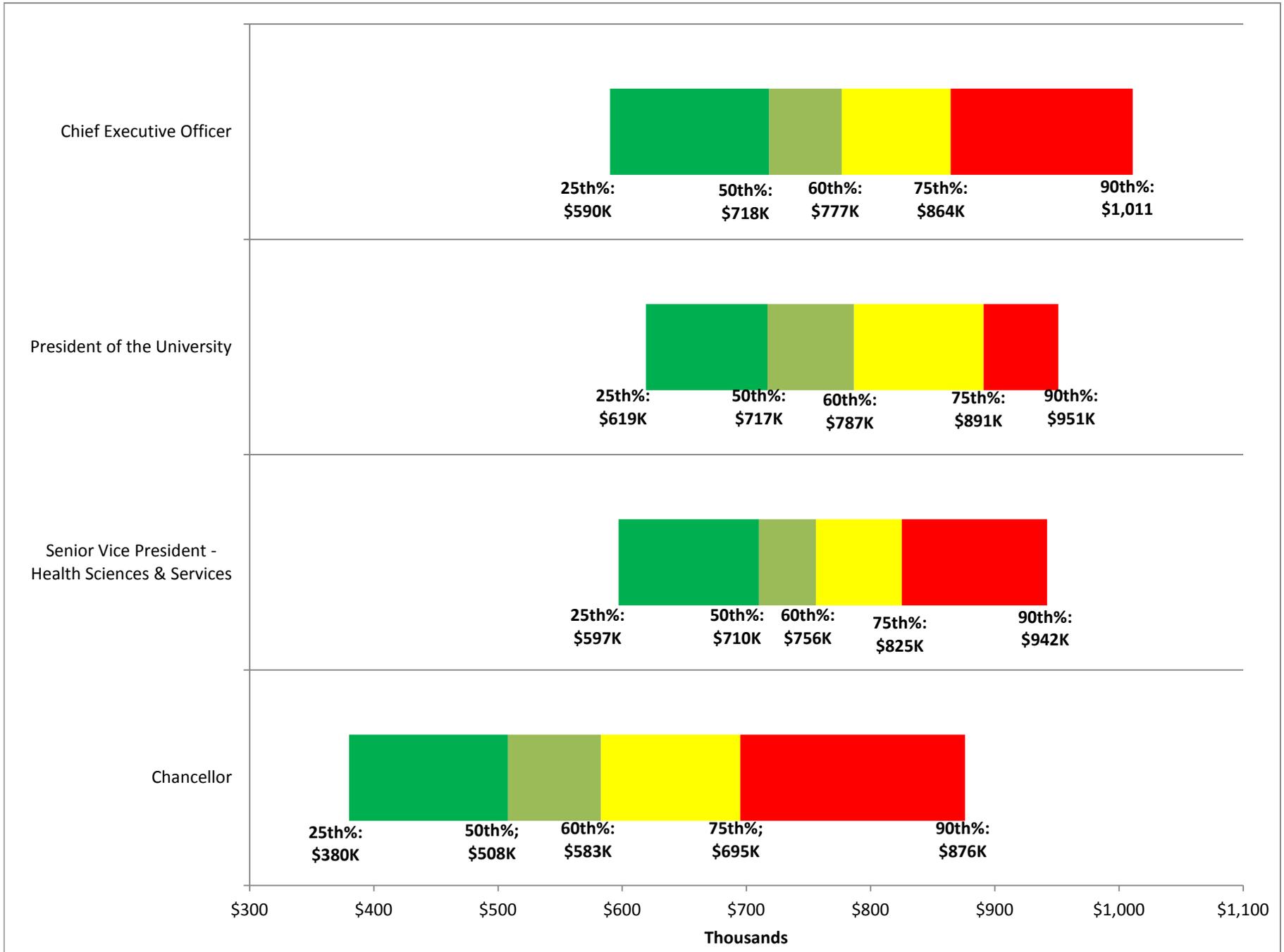
The current compensation reporting, the most extensive in the nation, would continue unchanged under the proposal. The following ten reports to the Regents would continue to be made in accord with the Schedule of Reports:

- Annual Reports on Executive Compensation for Calendar Year ____: (a) Incumbents in Senior Management Positions and (b) Deans and Certain Faculty Administrators
- Annual Report on Compensated Outside Professional Activities for Calendar Year ____: Incumbents in Senior Management Positions
- Annual Report on Compensated Outside Professional Activities for Calendar Year ____: Deans and Faculty Administrators
- Annual Report on Health Sciences Compensation Plan Participants' Compensation that Exceed the Reporting Threshold
- Annual Report on Academic Personnel Salaries Above the Indexed Compensation Level
- Annual Report on Adjustment of the Indexed Compensation Level
- Biannual Compensation Monitoring Reports: (a) Incumbents in Certain Senior Management Positions; and (b) Deans and Full-Time Faculty Administrators
- Biannual Compensation Monitoring Report for Calendar Year ____: Actions for Certain Athletic Positions and Coaches Systemwide

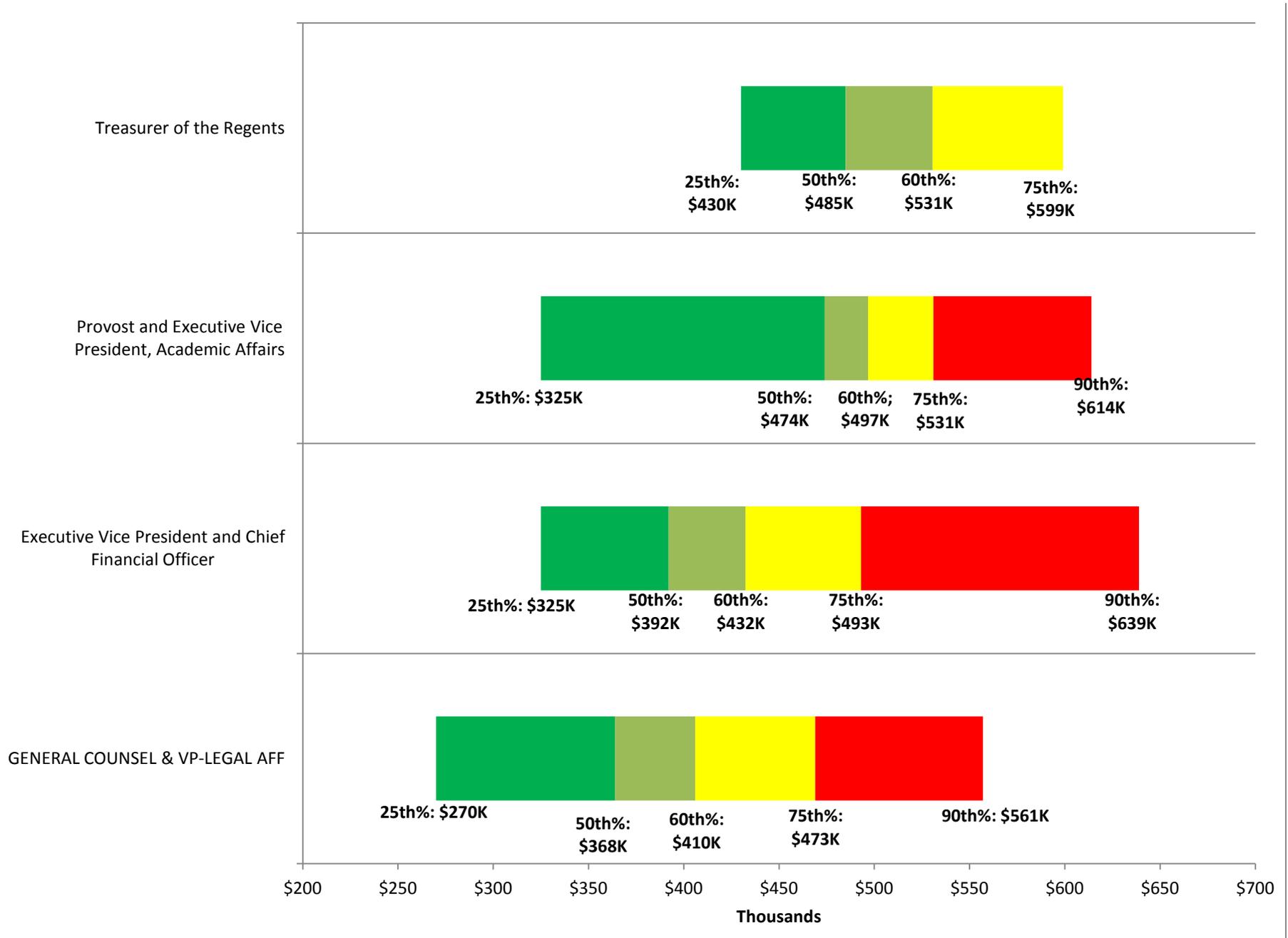
Bylaw 12.8 and Standing Orders 100.2, 100.3, 101.1, 101.2, as well as Regents Policies 7701 and 7201, would need to be amended to align with this proposal. Proposed amendments to the policies will be included with the proposed item when submitted to the Regents for action. Amendments to the Bylaws and Standing Orders will be noticed for amendment at the same meeting with approval at the following meeting.

(Attachments below)

SMG Level One



SMG Level One



SMG Level One

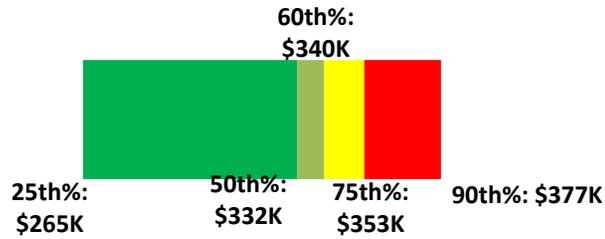
Executive Vice President - Business Operations



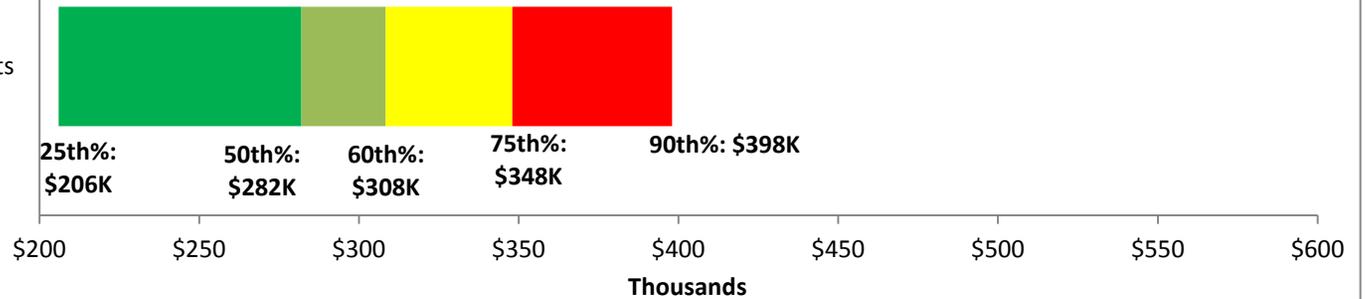
Senior Vice President - Chief Compliance and Audit Officer



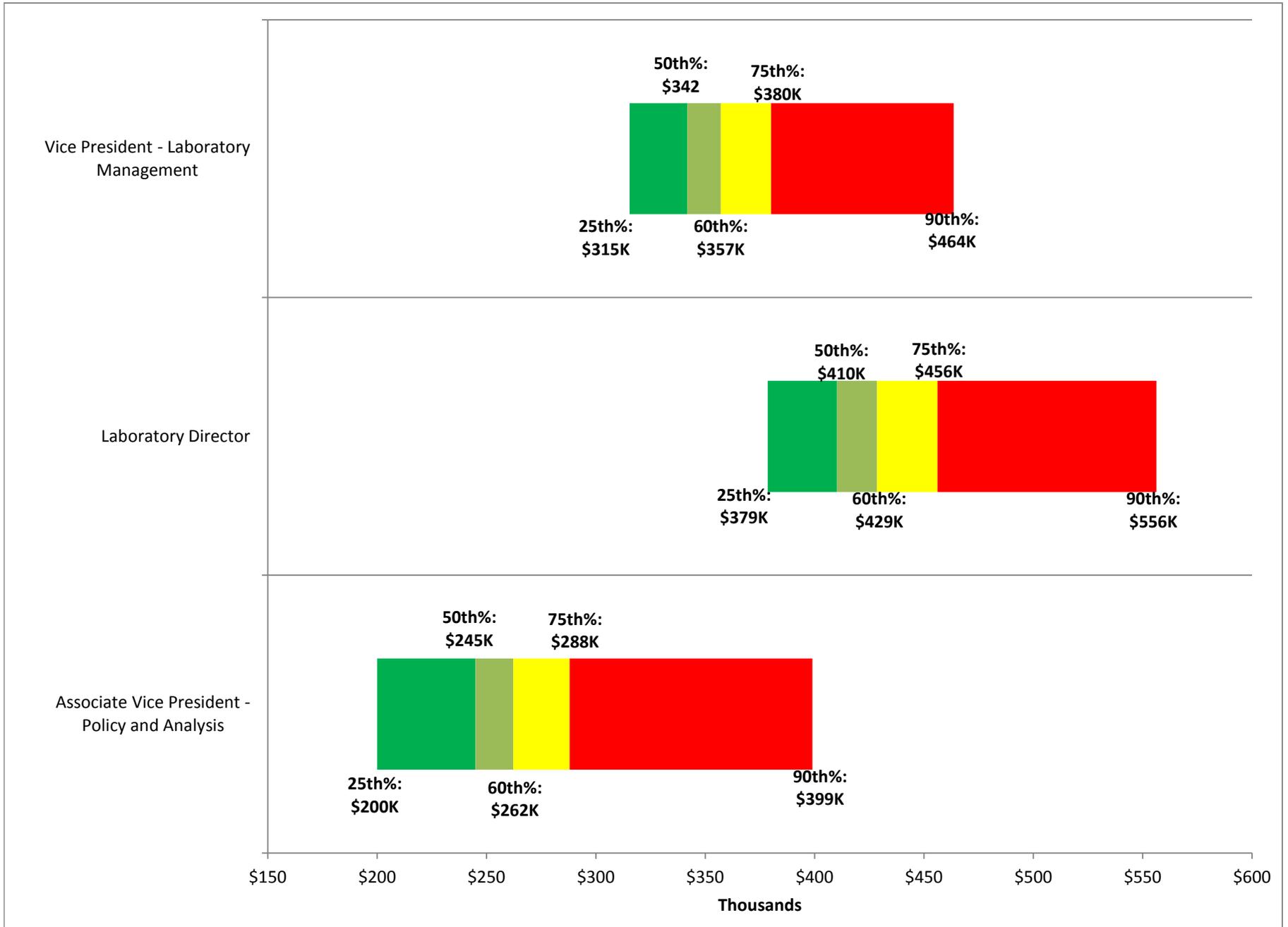
Senior Vice President - External Relations



Secretary to the Regents

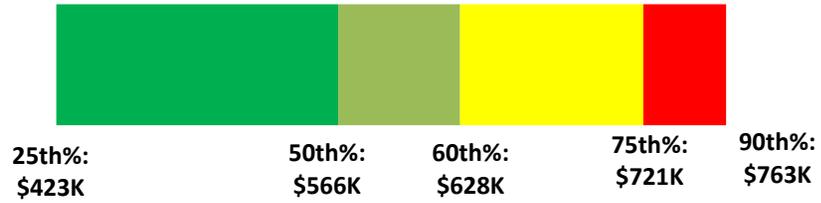


SMG Level One



SMG Level Two

Vice Chancellor & Dean - SOM



Chief Operating Officer



CEO - Faculty Group



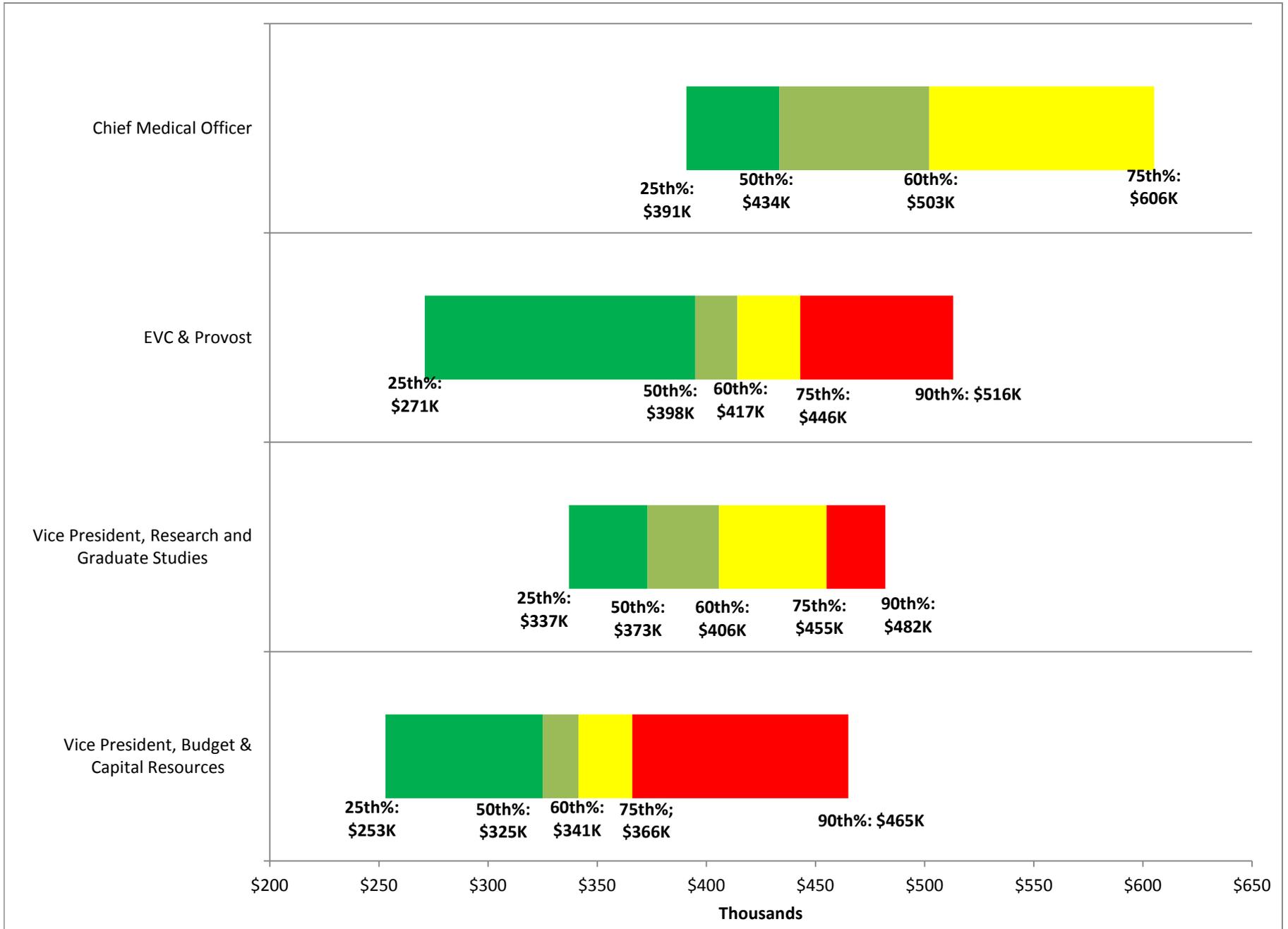
Chief Financial Officer



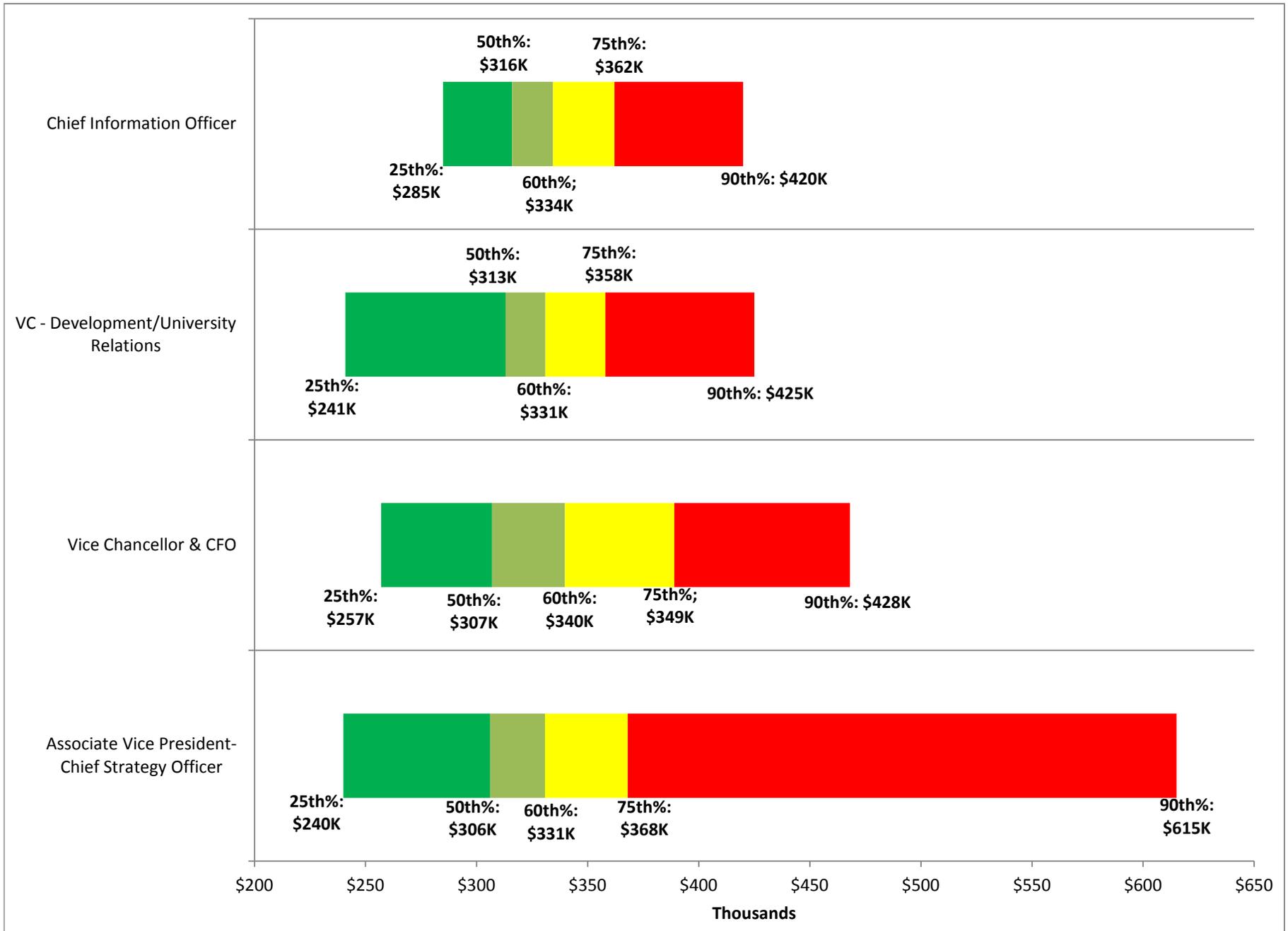
\$300 \$400 \$500 \$600 \$700 \$800 \$900 \$1,000

Thousands

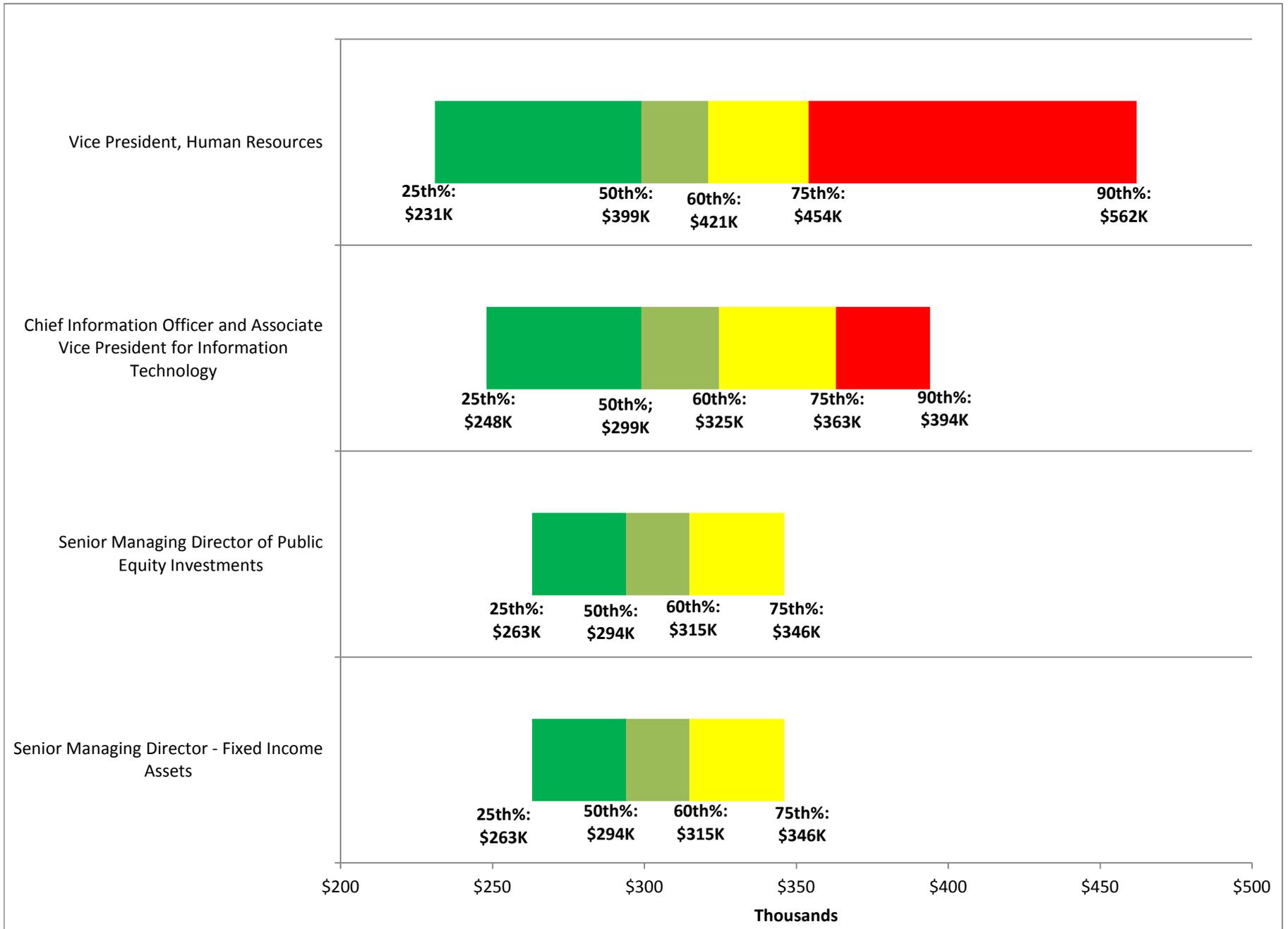
SMG Level Two



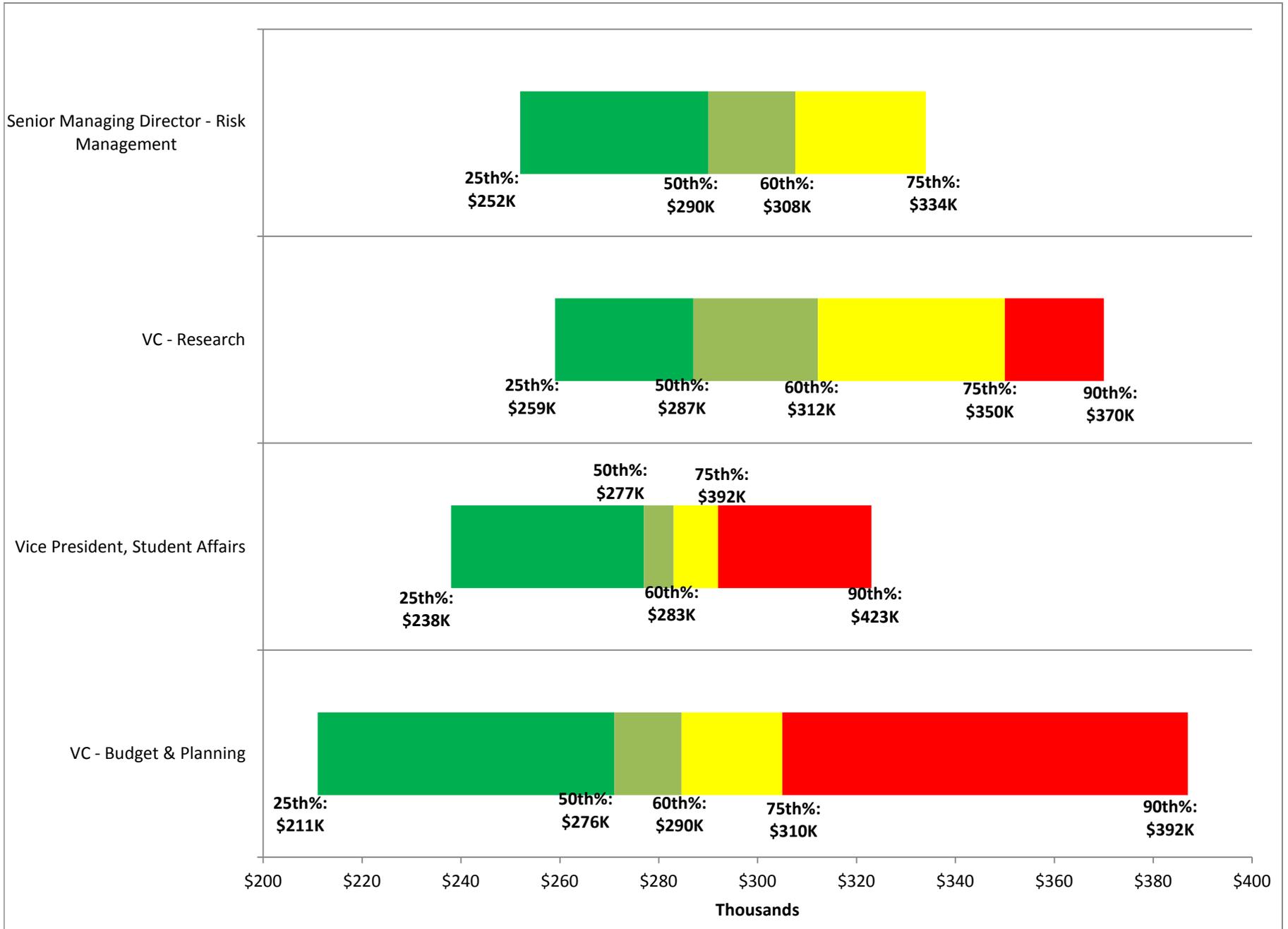
SMG Level Two



SMG Level Two



SMG Level Two



SMG Level Two

Vice Chancellor - Information Technology

25th%: \$222K 50th%: \$268K 60th%: \$291K 75th%: \$325K 90th%: \$372K

Chief Nursing Officer

25th%: \$243K 50th%: \$267K 60th%: \$287K 75th%: \$317K 90th%: \$384K

Chief Administrative Officer

25th%: \$205K 50th%: \$260K 60th%: \$295K 90th%: \$348K

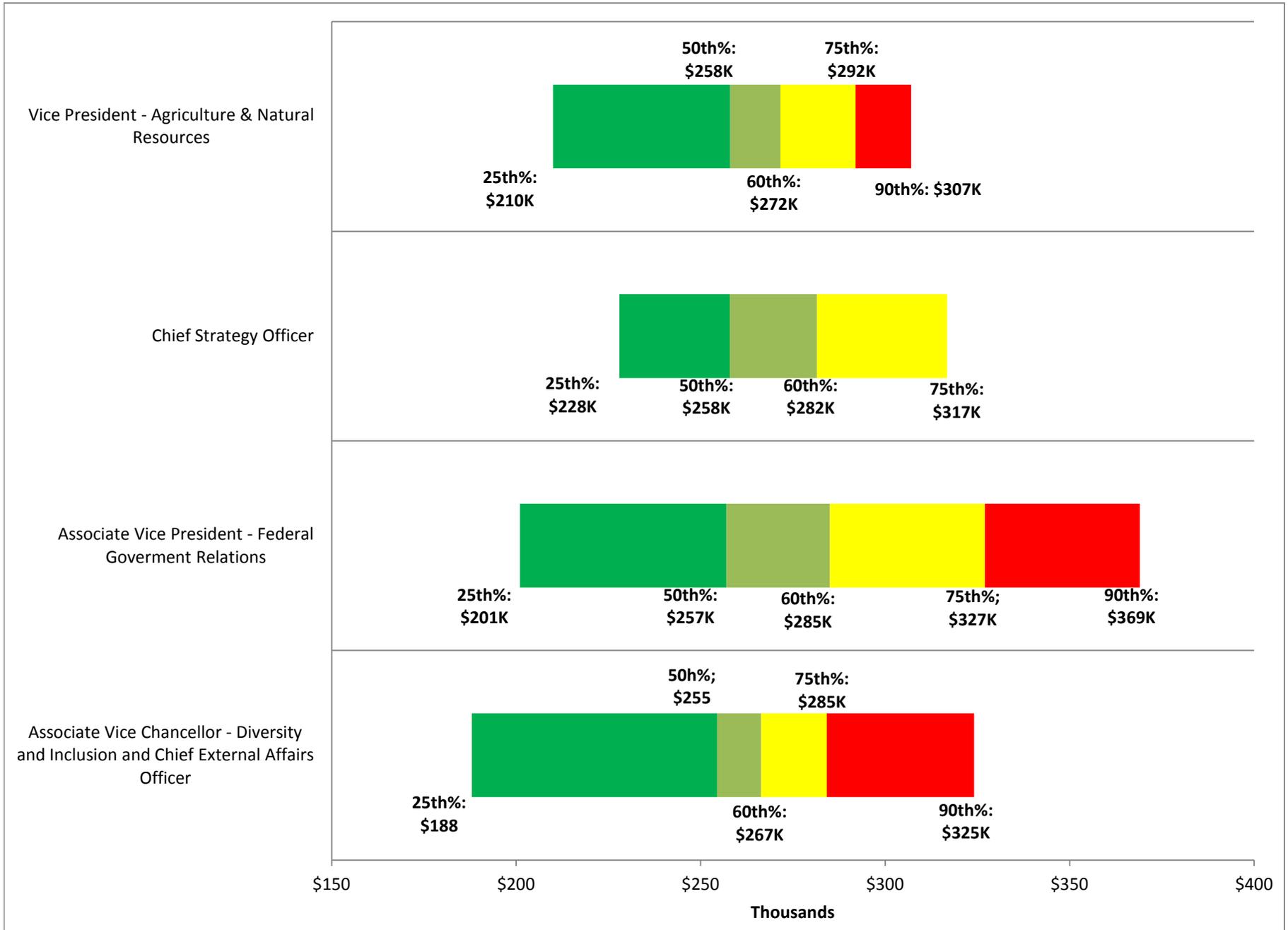
Vice Chancellor - Business Admin

25th%: \$202K 50th%: \$259K 60th%: \$287K 75th%: \$330K 90th%: \$373K

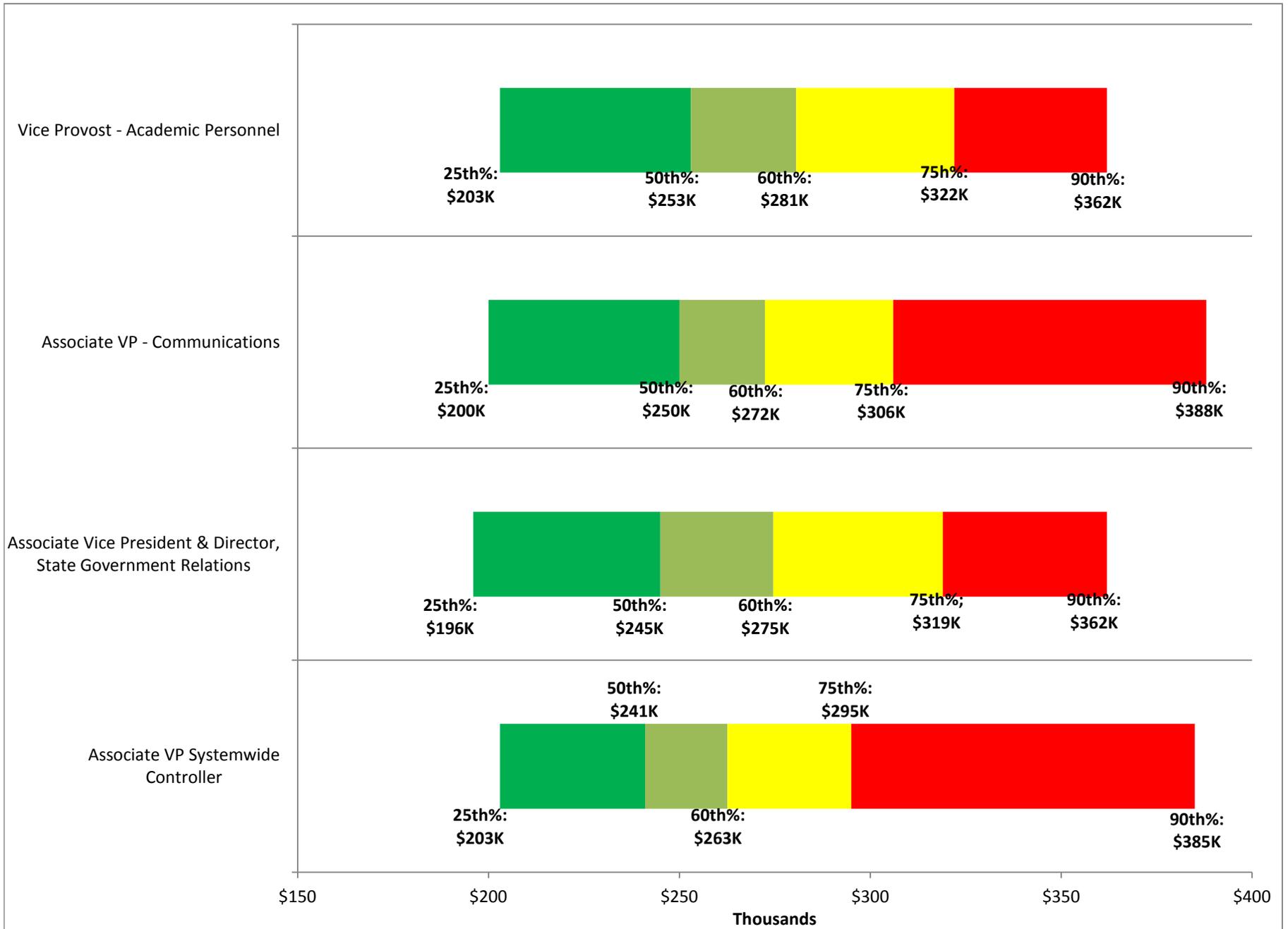
\$200 \$220 \$240 \$260 \$280 \$300 \$320 \$340 \$360 \$380 \$400

Thousands

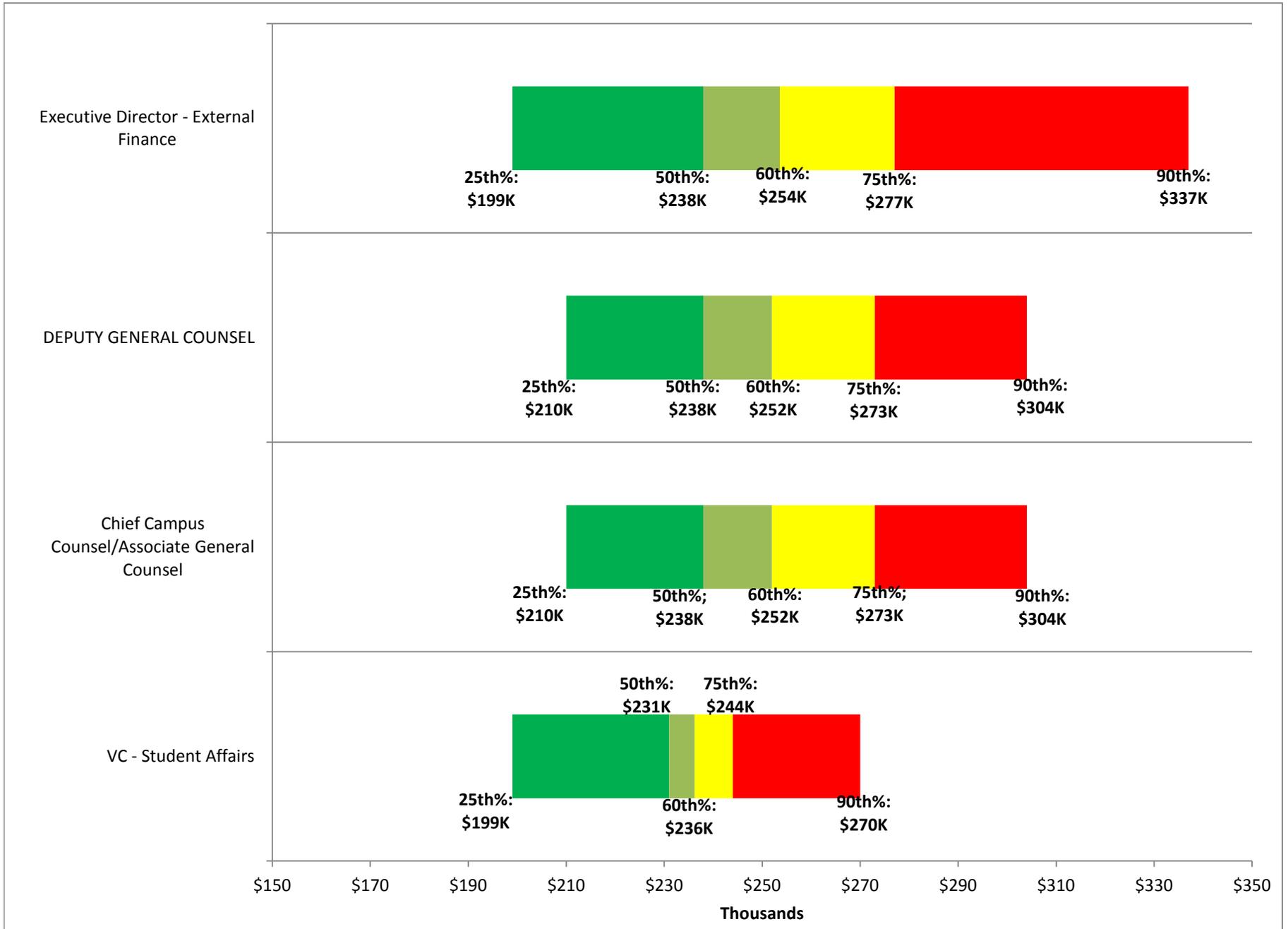
SMG Level Two



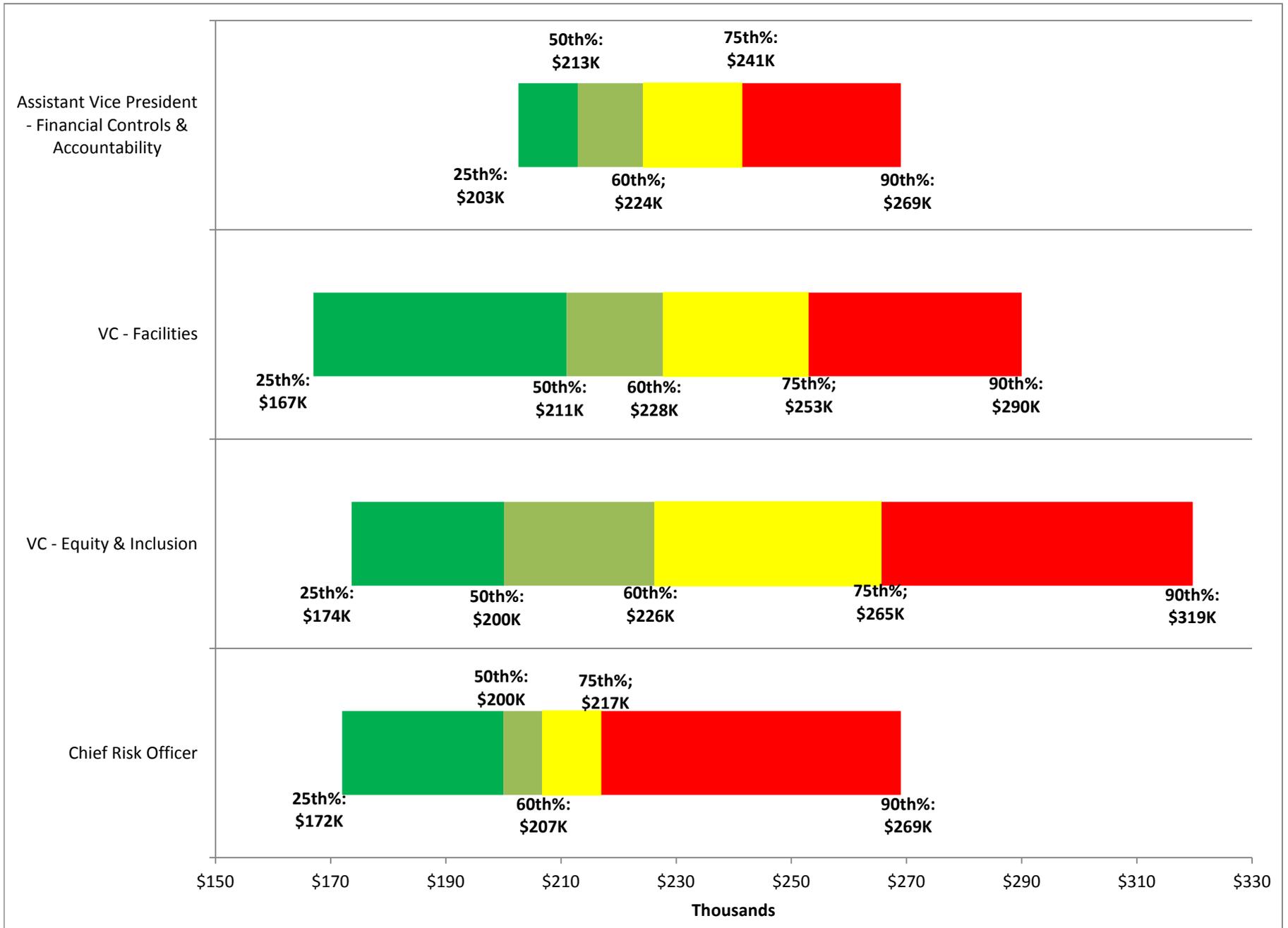
SMG Level Two



SMG Level Two

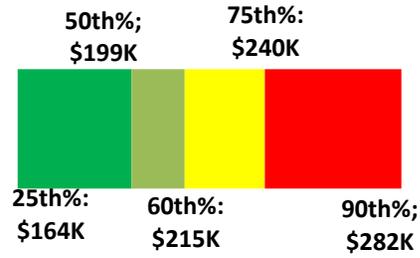


SMG Level Two

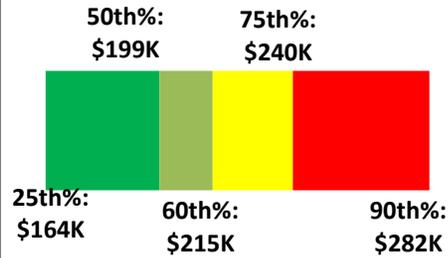


SMG Level Two

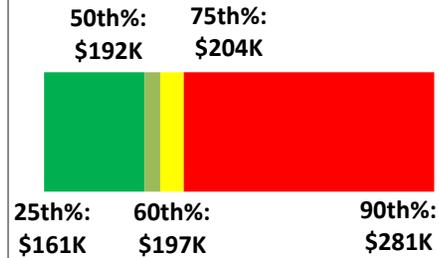
Vice Provost, Academic Information and Strategic Services



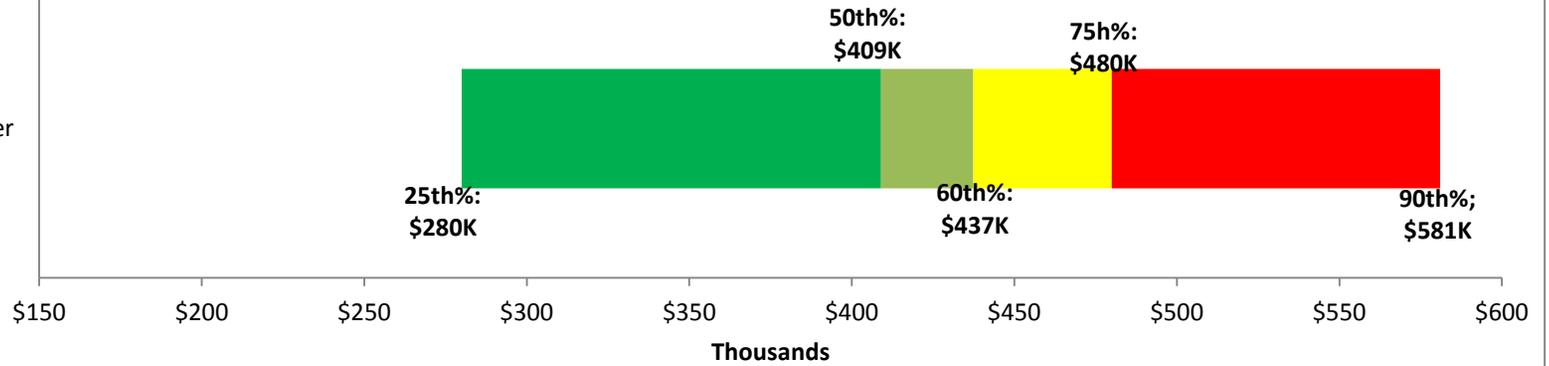
Vice Provost - Education Partnership



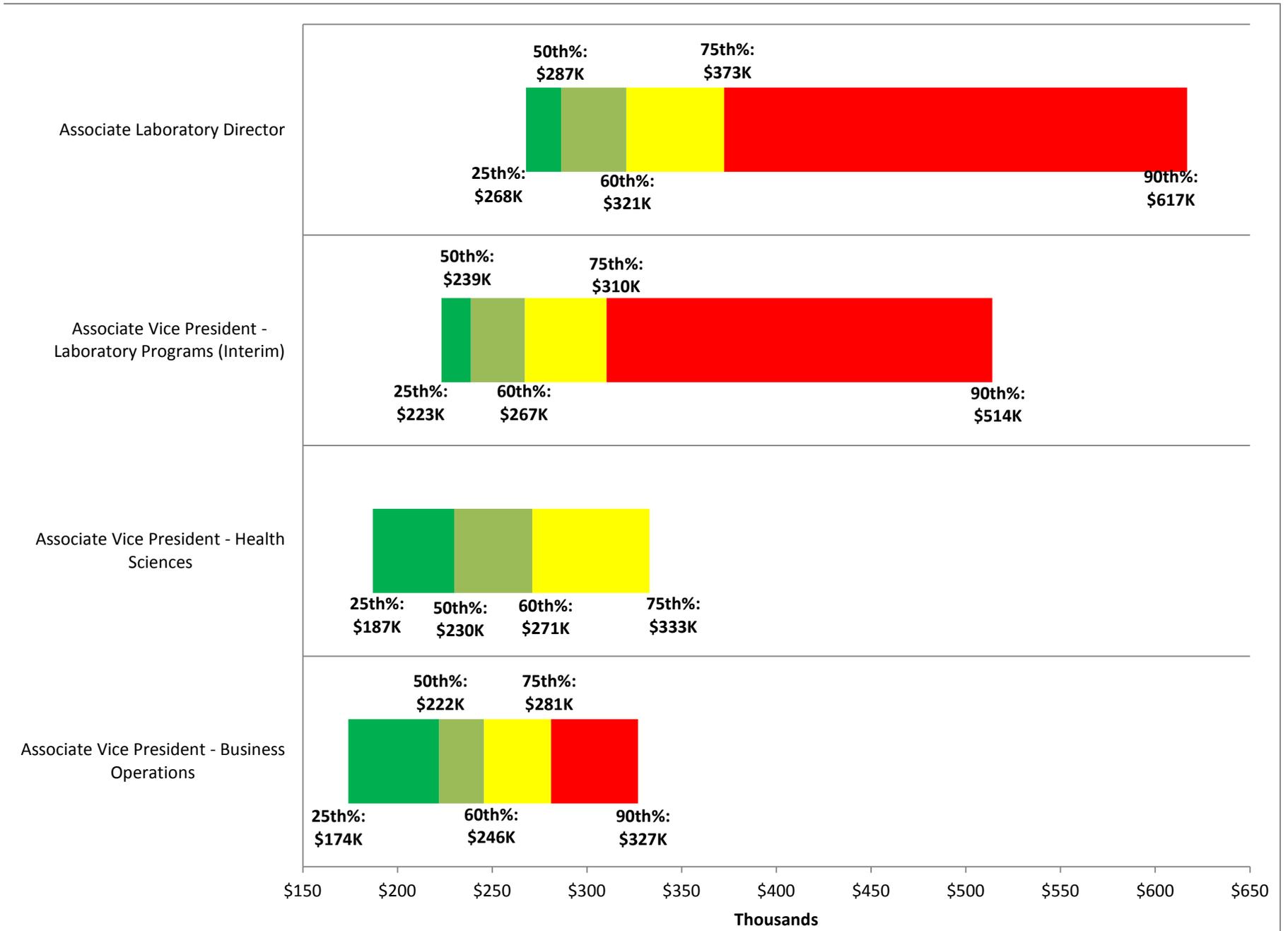
Assistant Vice President - Institutional Advancement



Associate Chief Investment Officer

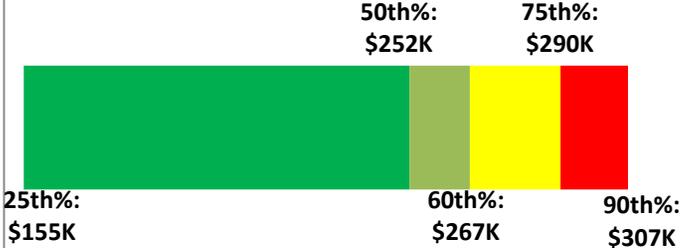


SMG Level Two

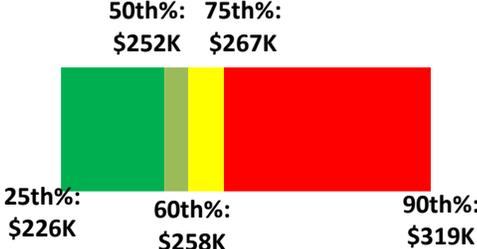


SMG Level Two

Vice Chancellor - Marine Sciences & Dean -
Graduate School of Marine Sciences & Director
Scripps Institution of Oceanography



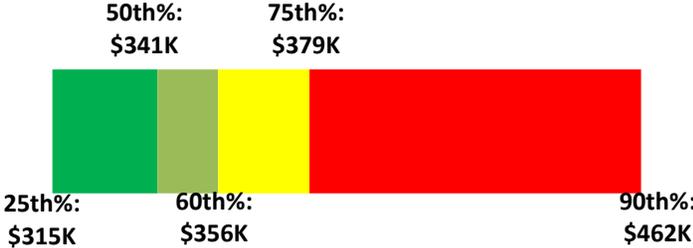
Vice Chancellor - Graduate Studies & Dean -
Graduate Division



Vice Dean, Administration, Finance, and
Clinical Programs, School of Medicine

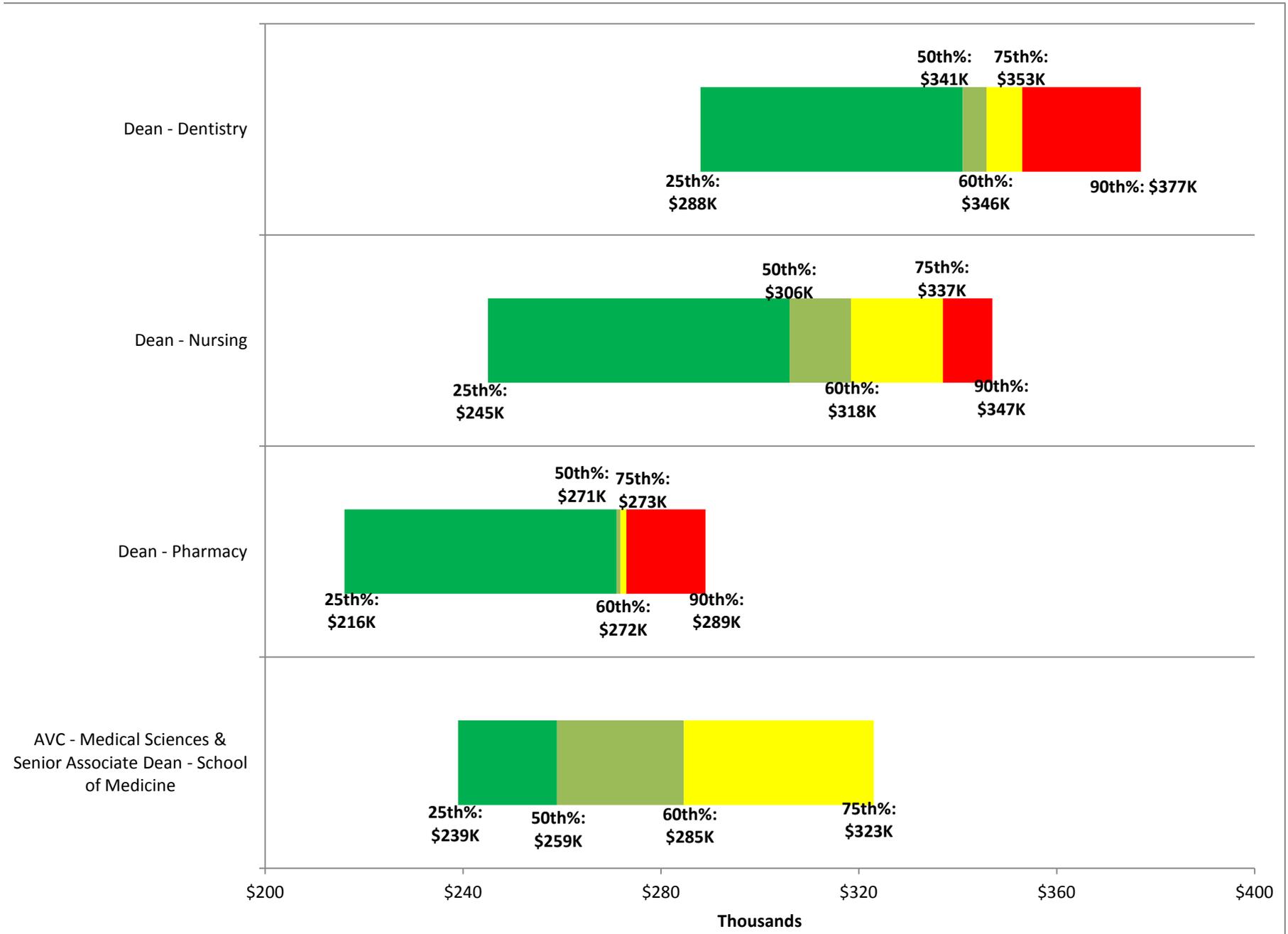


Chief Operating Officer - Lab

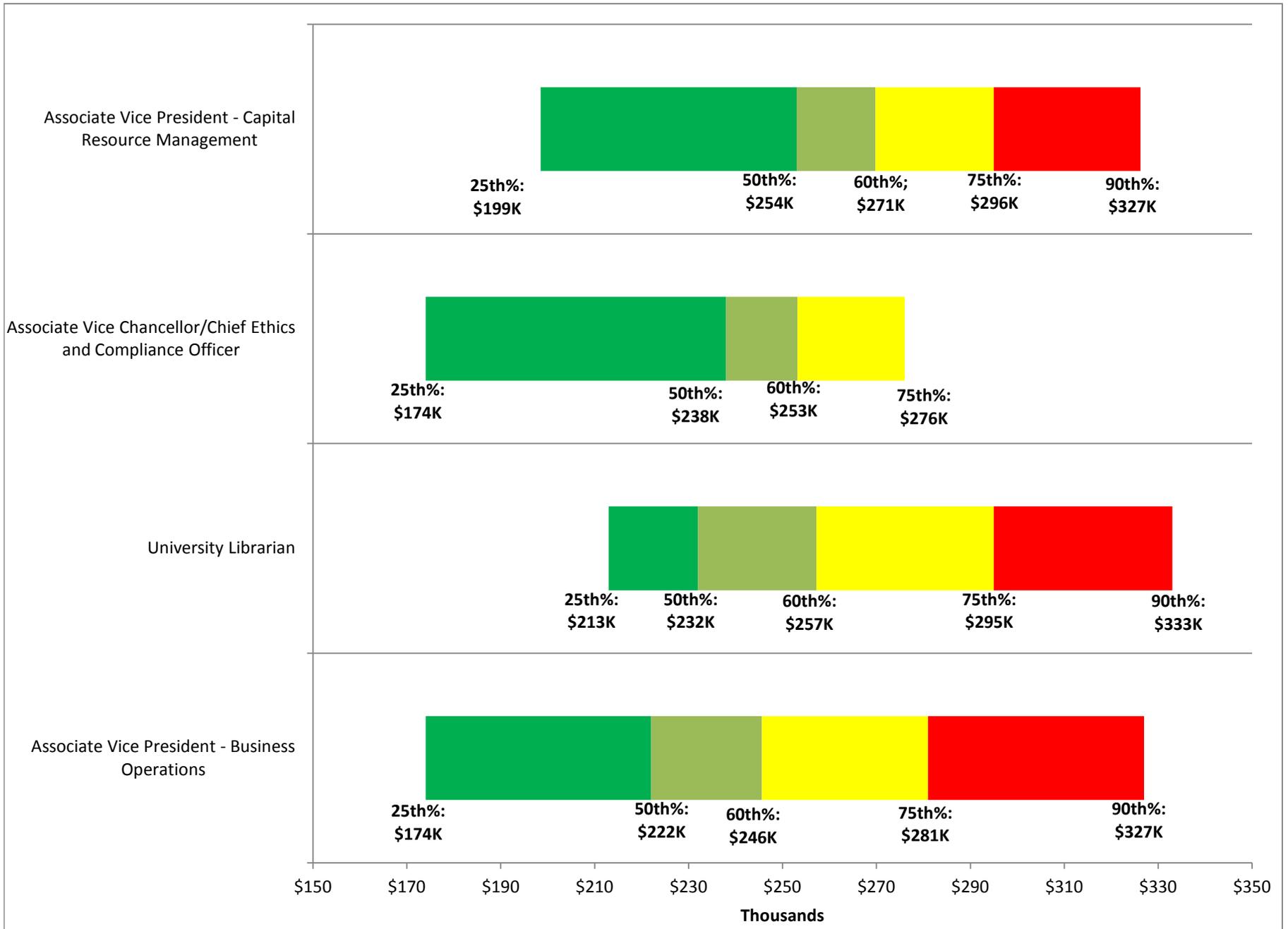


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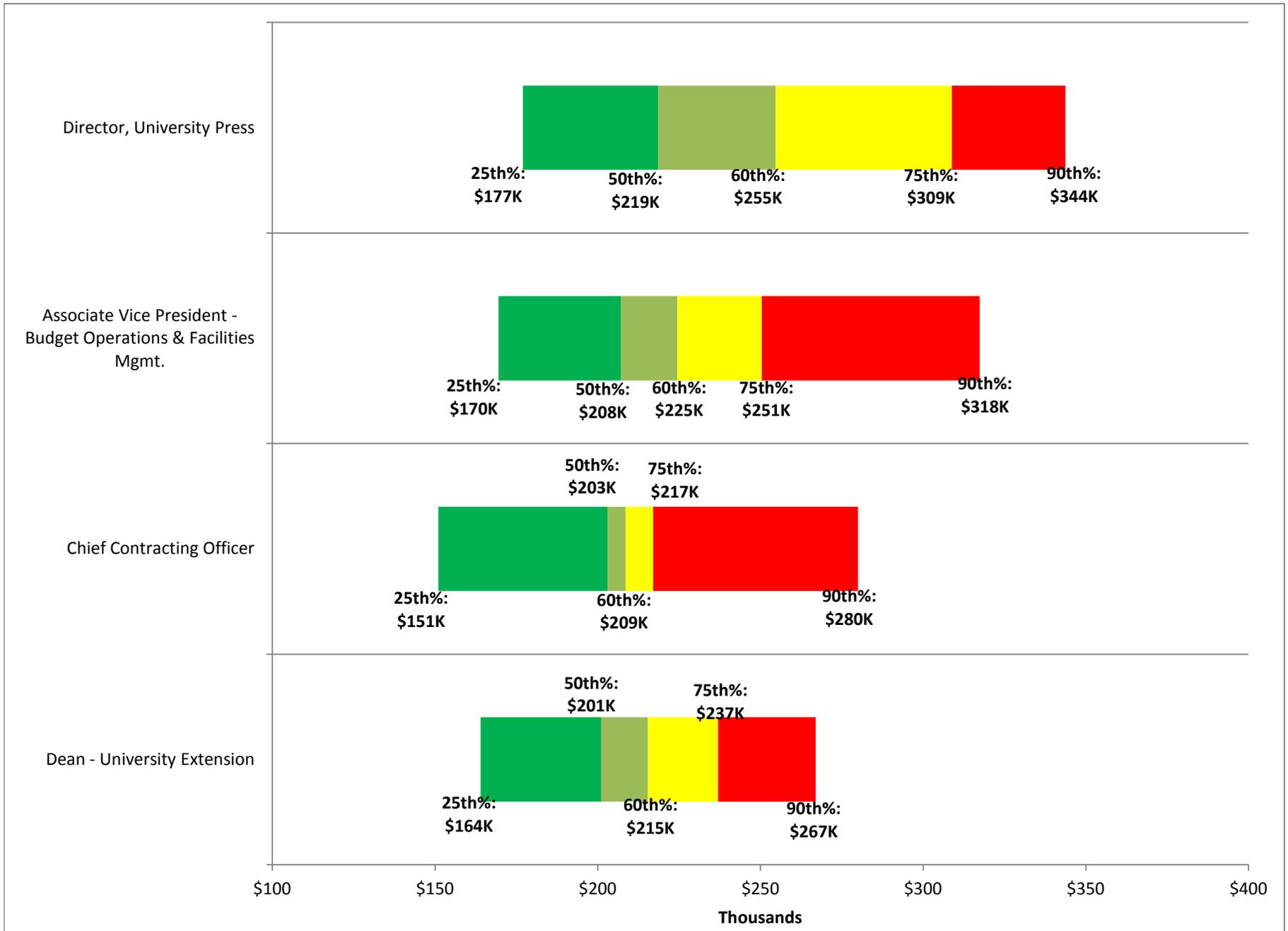
SMG Level Two



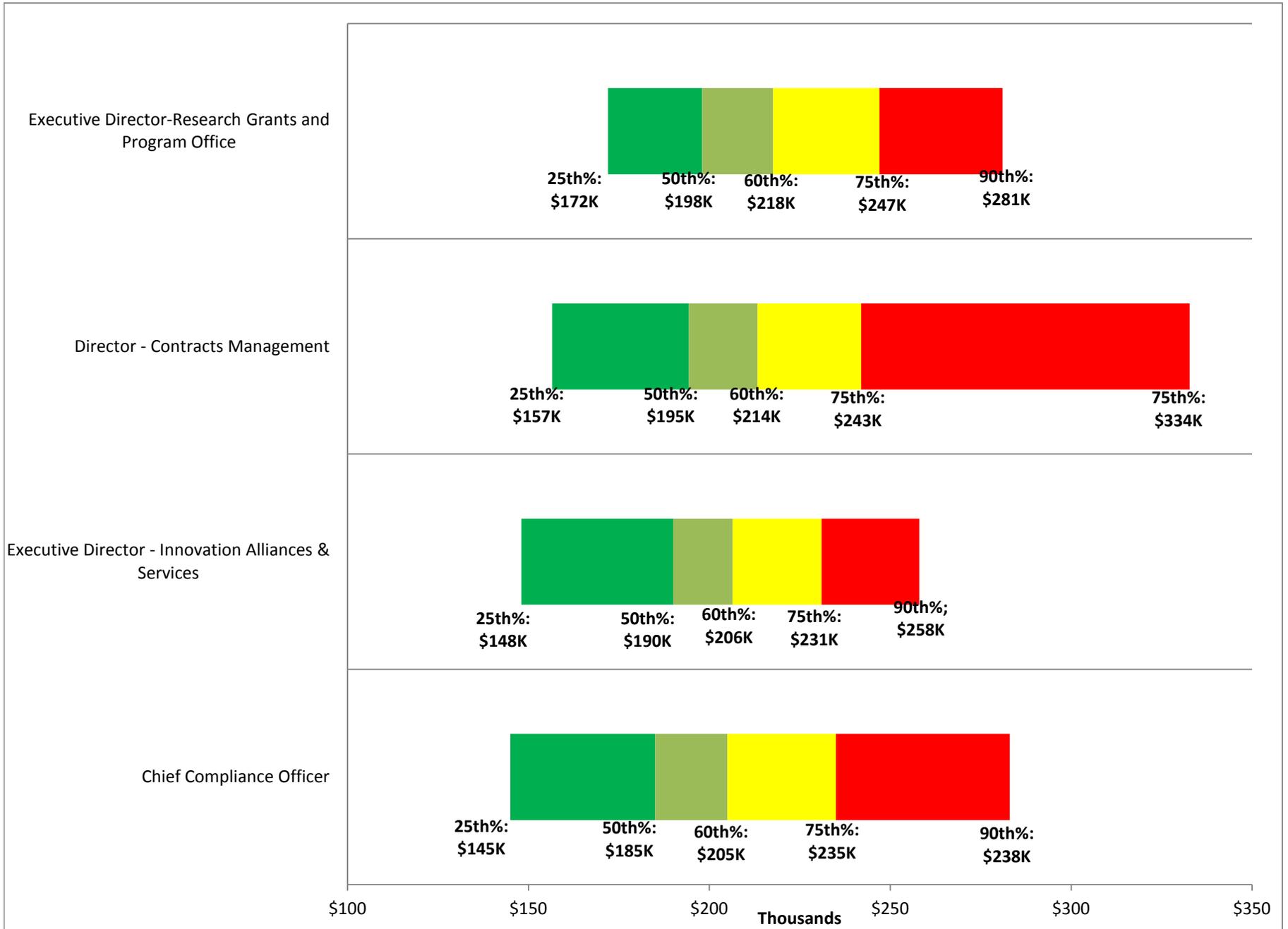
SMG Level Two



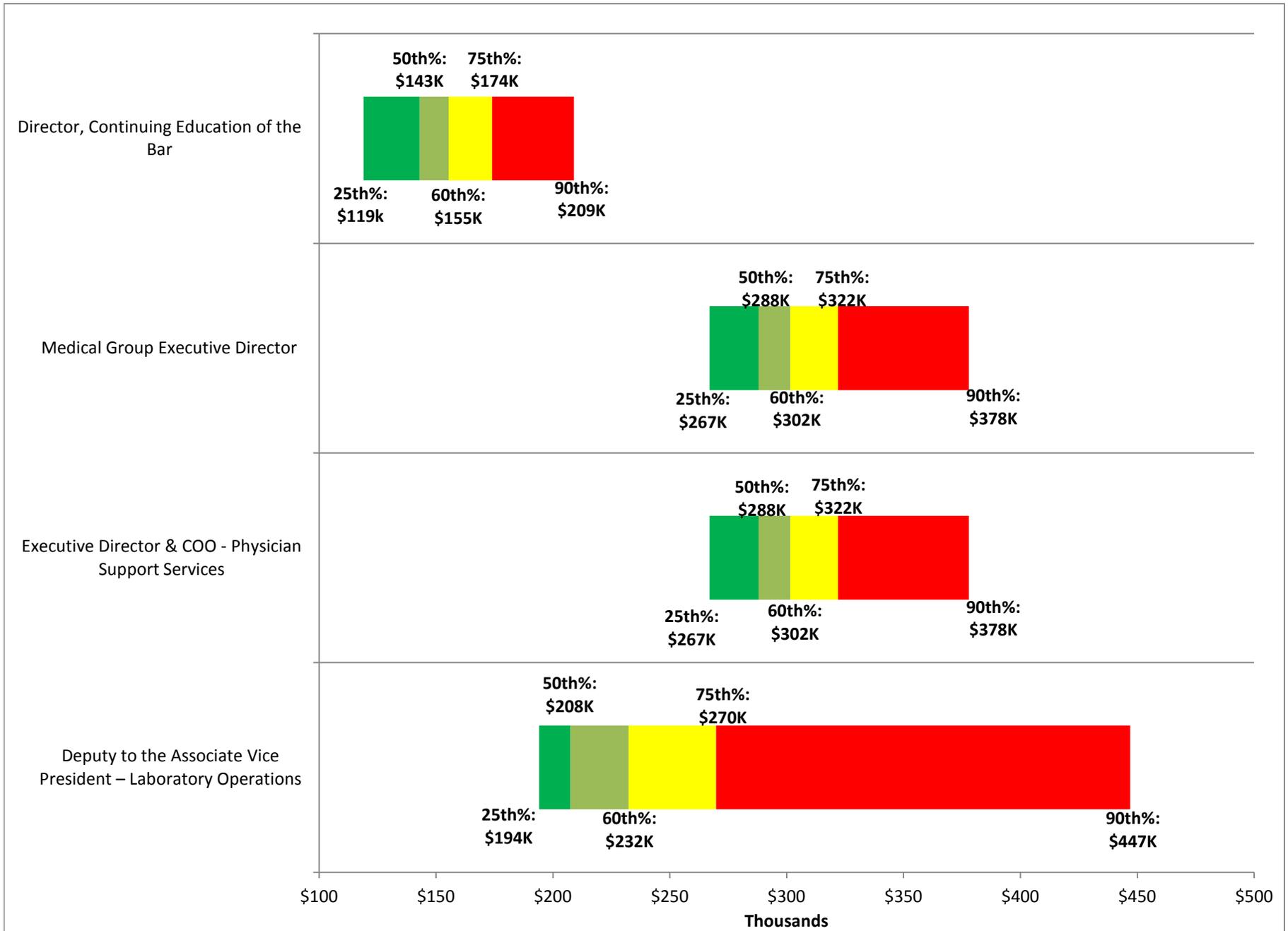
SMG Level Two



SMG Level Two

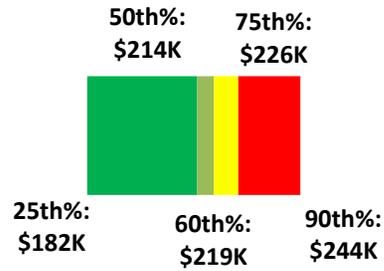


SMG Level Two

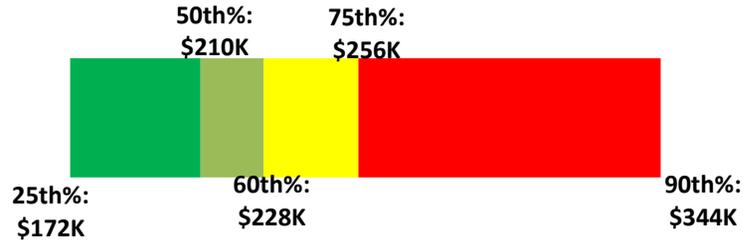


SMG Level Two

Associate Vice President - Academic Programs and Strategic Initiatives



Associate to the Chancellor



Vice Chancellor, Academic Personnel



Assoc VP--Laboratory Operations & Administration

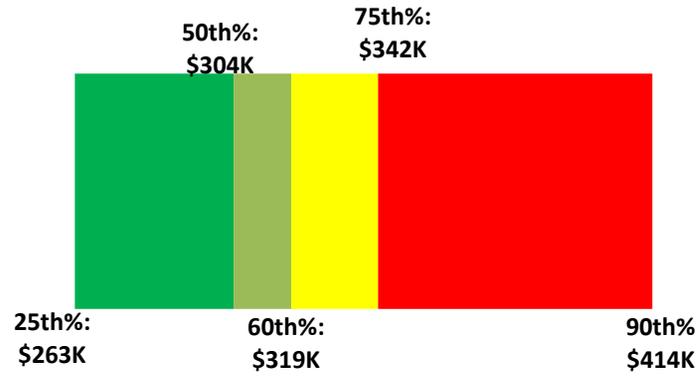


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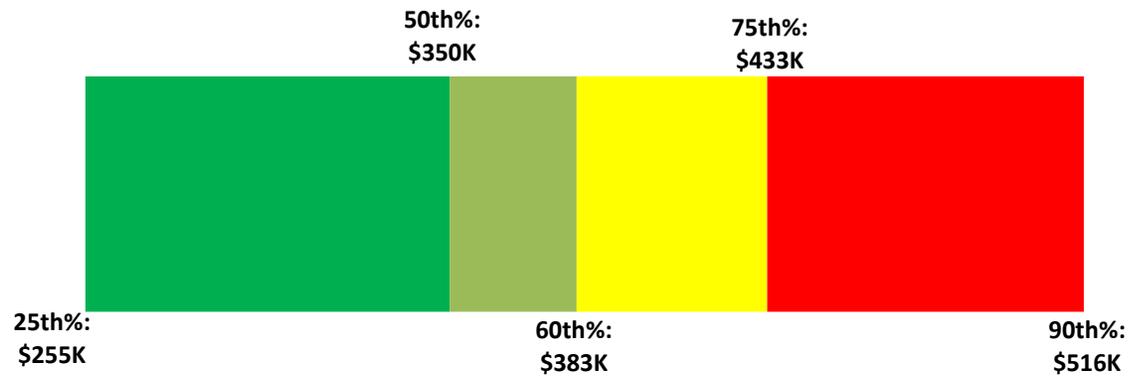
Thousands

SMG Level Two

Chief Laboratory Counsel



Chief Financial Officer - Lab



\$200

\$250

\$300

\$350

\$400

\$450

\$500

\$550

Thousands

Market Reference Zone Salary Administration Guidelines

<ul style="list-style-type: none"> • Highly specialized credentials, professional accomplishments and expertise sets the incumbent apart from others internally and externally, and; • A scarce candidate pool exists, and critical, unique skill sets; • Highly complex, significantly larger scope relative to peers or benchmark job; • The position is of critical importance to the University or Campus/Medical Center. 	Market 90th Specialized job, qualifications far exceeding market
<ul style="list-style-type: none"> • Very experienced candidates with unique skill set, and; • Complex and moderately larger job than peers or benchmark job; • A limited, competitive talent pool exists. <p>Approval Required: Regental approval of actions for salaries above 75th percentile President approves actions up to the 75th percentile</p>	Market 75th Larger, more complex job than market
<ul style="list-style-type: none"> • Normal and expected hiring range for experienced, fully qualified candidates; • Incumbent's job is aligned with that described in the benchmark survey description ; • UC job aligns with peer positions at other typical institutions. • Generally, a reasonably large competitive talent pool exists. <p>Approval Required: Chancellors have authority up to the 60th percentile</p>	Market 60th Within scope of market benchmark
<ul style="list-style-type: none"> • Experienced candidates/incumbents who may require additional development, growth or time to become fully proficient in the job; and/or • Job is somewhat smaller or less complex than peers or benchmark survey description. 	Market 25th Smaller scope than market

We anticipate most transactions will fall between the 25th and 60th percentiles of the MRZ, given our current market position.

Overview

The University of California is recognized world-wide for excellence in education and research, and the excellence of its medical enterprise. The University values maintaining excellence in its cash compensation programs as an overarching theme in perpetuating its reputation of excellence. Our *Compensation Program Guiding Principles* serve as a reference point in designing, delivering and administering cash compensation programs in relation to other programs to ensure the University fulfills its commitment to employees and obligation to the public at large.

Guiding Principles

To support program excellence, the University will manage each element of cash compensation as follows:

- Align our compensation with leading academic research institutions (public and private) as well as national, regional and local organizations with whom the University competes for talent;
- Align our jobs to the market based on their assigned responsibilities taking into account job scope, accountabilities and value to the University;
- Build funding of compensation programs into the annual budget process in order to provide for competitive pay and total compensation package alignment;
- Reinforce a high-performance culture so as to attract, develop, motivate and retain the talent needed for the University's success;
- Emphasize total cash compensation by providing cash incentive opportunities, where appropriate, with actual payouts tightly linked to results and accountabilities;
- Compensate individuals and/or teams for their relative levels of contribution to the success of the University, and where appropriate, making accommodation for individual skills, competencies and credentials that may be of strategic importance to the University;
- Establish consistent linkage of system-wide programs, systems and processes while accommodating a level of flexibility in administration to allow campuses to operate with relative autonomy within their respective markets;
- Communicate the University's philosophy, principles and programs to current and prospective employees so they are easily understandable and valued. Given UC's status as a public institution, the compensation programs must meet the highest standards for transparency and compliance with legal requirements.

EXECUTING THE PHILOSOPHY

Guiding Principle	Programs and Processes Required For Success	Systems, Tools and Resources
High Performance Culture	Renewed and continuing emphasis on contribution (results, behaviors) over entitlement	<ul style="list-style-type: none"> • Performance management programs • Development opportunities • Merit pay programs • Incentives and recognition programs directly tied to acknowledging performance and contribution
Market Competitive	<ul style="list-style-type: none"> • Compensation Programs that: <ul style="list-style-type: none"> • Align salary structure(s) to the relevant markets • Are funded to allow pay adjustments based on market movement and employee performance • Utilize current, comprehensive, relevant market data, applying geographic differentials, where applicable • Definition of Market: <ul style="list-style-type: none"> • CUPA Comparator 8 • Full Comparator Group • Private and Public Peers • Industry peers, where applicable • Definition of Competitive: <ul style="list-style-type: none"> • Target cash compensation programs and salary ranges at or near the 50th percentile of the competitive marketplace • Salary structures should accommodate potential for higher and lower individual salaries based on performance, experience, skills & abilities, job requirements, and other relevant factors • Assessment of Market <ul style="list-style-type: none"> • Annual assessment to provide basis for setting salary ranges and establishing salary adjustment pool. 	<ul style="list-style-type: none"> • Up to date salary ranges reflective and accommodating of the full range of salary opportunities at all locations. • A comprehensive and up to date source of market data purchased and managed centrally but readily available to all campuses and medical centers
Job Alignment	Evaluation or leveling plans that: <ul style="list-style-type: none"> • Take into account internal value and hierarchy with due consideration of the market 	<ul style="list-style-type: none"> • New procedure and methodology
Incentive Opportunities	Consider Incentive programs where quantifiable performance standards can be identified and measured, and are prevalent industry practices	<ul style="list-style-type: none"> • Sound incentive plans approved by President and Regents
Consistent and Common Framework	<ul style="list-style-type: none"> • Apply consistency in measurement and other key criteria • Strive for common approach where it makes sense. Reduces redundancy, creates efficiency. • Allow differences where industry practices and/or local market conditions dictate 	<ul style="list-style-type: none"> • Centralized oversight with distributed, local application and administration
Simplicity and Transparency	<ul style="list-style-type: none"> • Keep programs easy to understand and straight-forward • Capture relevant data on transactions for the Regents and public 	<ul style="list-style-type: none"> • Published ranges, evaluation methodology, policies and processes

Attachment 4

Level Two Senior Management Group Positions

- Assistant Vice President – Financial Controls & Accountability
- Assistant Vice President – Institutional Advancement
- Associate Vice President – Laboratory Operations & Administration
- Associate Chief Investment Officer
- Associate Laboratory Director
- Associate to the Chancellor
- Associate Vice Chancellor – Diversity and Inclusion and Chief External Affairs Officer
- Associate Vice Chancellor/Chief Ethics and Compliance Officer
- Associate Vice President – Academic Programs and Strategic Initiatives
- Associate Vice President – Budget Operations & Facilities Mgmt.
- Associate Vice President – Business Operations
- Associate Vice President – Business Operations, Agriculture & Natural Resources
- Associate Vice President – Capital Resource Management
- Associate Vice President – Federal Government Relations
- Associate Vice President – Health Sciences
- Associate Vice President – Laboratory Programs
- Associate Vice President & Director, State Government Relations
- Associate Vice President–Chief Strategy Officer
- Associate Vice President – Communications
- Associate Vice President – Systemwide Controller
- Associate Vice President – Medical Sciences & Senior Associate Dean – School of Medicine
- Chief Executive Officer – Faculty Group
- Chief Administrative Officer – Medical Center
- Chief Campus Counsel/Associate General Counsel
- Chief Compliance Officer – Office of the President
- Chief Contracting Officer – Medical Center
- Chief Financial Officer – Medical Center
- Chief Financial Officer – Lab
- Chief Information Officer – Medical Center
- Chief Information Officer and Associate Vice President for Information Technology
- Chief Laboratory Counsel
- Chief Medical Officer
- Chief Nursing Officer
- Chief Operating Officer
- Chief Operating Officer – LBNL
- Chief Risk Officer – Medical Center
- Chief Strategy Officer – Medical Center

Attachment 4

Level Two Senior Management Group Positions

- Dean – Dentistry
- Dean – Nursing
- Dean – Pharmacy
- Dean – University Extension
- Deputy General Counsel
- Deputy to the Associate Vice President – Laboratory Operations
- Director – Contracts Management
- Director, Continuing Education of the Bar
- Director, University Press
- Executive Vice Chancellor & Provost
- Executive Director – External Finance
- Executive Director – Innovation Alliances & Services
- Executive Director & COO – Physician Support Services
- Executive Director–Research Grants and Program Office
- Medical Group Executive Director
- Senior Managing Director – Fixed Income Assets
- Senior Managing Director – Risk Management
- Senior Managing Director of Public Equity Investments
- University Librarian
- Vice Chancellor – Budget & Planning
- Vice Chancellor – Development/University Relations
- Vice Chancellor – Diversity, Equity & Inclusion
- Vice Chancellor – Facilities
- Vice Chancellor – Research
- Vice Chancellor – Student Affairs
- Vice Chancellor – Business Admin
- Vice Chancellor – Information Technology
- Vice Chancellor & Dean – School of Medicine
- Vice Chancellor, Academic Personnel
- Vice Chancellor, Graduate Studies & Dean — Graduate Division
- Vice Chancellor, Marine Sciences, Dean of the Graduate School of Marine Sciences & Director Scripps Institution of Oceanography
- Vice Dean, Administration, Finance, and Clinical Programs, School of Medicine
- Vice President – Agriculture & Natural Resources
- Vice President – Budget & Capital Resources
- Vice President – Human Resources
- Vice President – Research and Graduate Studies
- Vice President – Student Affairs

Attachment 4
Level Two Senior Management Group Positions

- Vice Provost – Academic Personnel
- Vice Provost – Education Partnership
- Vice Provost – Academic Information and Strategic Services