

HEALTH SERVICES COMMITTEE

July 15, 2026

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

**APPROVAL OF APPOINTMENT OF AND COMPENSATION FOR BROOKE
BALDWIN AS CHIEF NURSING EXECUTIVE, UCSF HEALTH, SAN FRANCISCO
CAMPUS AS DISCUSSED IN CLOSED SESSION**

Recommendation

The Committee reports its approval of the following items in connection with the appointment of and compensation for Brooke Baldwin as Chief Nursing Executive (CNE), UCSF Health, San Francisco campus:

- A. Per policy, appointment of Brooke Baldwin as Chief Nursing Executive (CNE), UCSF Health, San Francisco campus, at 100 percent time.
- B. Per policy, an annual base salary of \$700,000.
- C. Per policy and starting in the 2026-27 plan year, eligibility to participate in the Clinical Enterprise Management Recognition Plan's (CEMRP) Short Term Incentive (STI) component, with a target award of 15 percent of base salary (\$105,000) and maximum potential award of 20 percent of base salary (\$140,000), subject to all applicable plan requirements and Administrative Oversight Committee approval. The 2026-27 plan year started on July 1, 2026 and ends on June 30, 2027, and Ms. Baldwin's first possible Short Term Incentive award will be determined following the close of the 2026-27 plan year. Any actual award will be determined based on performance against pre-established objectives and will be prorated in Ms. Baldwin's first year of participation based on her hire date.
- D. Per policy, standard pension and health and welfare benefits and standard senior management benefits, including eligibility for senior management life insurance upon start date and, after five consecutive years of Senior Management Group service, eligibility for executive salary continuation for disability.
- E. Per policy, reimbursement of actual and reasonable moving and relocation expenses associated with relocating Ms. Baldwin's primary residence, subject to the limitations under Regents Policy 7710, Senior Management Group Moving Reimbursement. If Ms. Baldwin voluntarily separates from this position prior to completing one year of service or accepts an appointment at another University of California location within 12 months of her initial date of appointment, she will be required to pay back 100 percent of these moving and relocation expenses.
- F. Per policy, eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.

- G. For any outside professional activities, Ms. Baldwin will comply with the Senior Management Group Outside Professional Activities (OPA) policy and reporting requirements.
- H. This action will be effective as of Ms. Baldwin's start date, estimated to be on or about August 17, 2026.

COMPARATIVE ANALYSIS

Recommended Compensation

Effective Date: Start date, estimated to be on or about August 17, 2026

Annual Base Salary: \$700,000

Clinical Enterprise Management Recognition Plan (CEMRP) – Short Term Incentive (STI): \$105,000 (at 15% at Target Attainment)

Clinical Enterprise Management Recognition Plan (CEMRP) – Long Term Incentive (LTI): N/A

Target Cash Compensation:* \$805,000

Funding: Paid solely from sources other than State General Fund support to the University.

Previous Career Incumbent Data

Title: Chief Nursing Executive, UCSF Health

Annual Base Salary: \$690,176 upon retirement date in December 2025; \$717,774 when adjusted for 2026 Systemwide Salary Program four percent general increase

Clinical Enterprise Management Recognition Plan (CEMRP) – Short Term Incentive (STI): \$103,526 (utilizing salary as of retirement date in December 2025) at 15 percent at Target Attainment

Clinical Enterprise Management Recognition Plan (CEMRP) – Long Term Incentive (LTI): N/A

Target Cash Compensation:* \$793,702 (utilizing salary as of retirement date in December 2025)

Funding: Paid solely from sources other than State General Fund support to the University.

*Target Cash Compensation consists of base salary and, if applicable, stipends, HSCP components, and/or short term and long term CEMRP incentives.

COMPETITIVE ANALYSIS FOR CHIEF NURSING EXECUTIVE, UCSF HEALTH (MRZ TITLE: CHIEF NURSING OFFICER/CHIEF NURSING EXECUTIVE (MEDICAL CENTER) - TIER 1)

Percentiles	MARKET REFERENCE ZONE FOR BASE SALARY					Percentiles	MARKET COMPOSITE FOR TARGET CASH COMPENSATION				
	25 th	50 th	60 th	75 th	90 th		25 th	50 th	60 th	75 th	90 th
Market Data	\$512.5k	\$580.3k	\$600.6k	\$631.0k	\$802.1k	Market Data	\$607.9k	\$687.8k	\$756.4k	\$859.3k	\$999.1k

% Difference	36.6%	20.6%	16.6%	10.9%	-12.7%	% Difference	32.4%	17.0%	6.4%	-6.3%	-19.4%
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Survey Source: Sullivan Cotter Manager and Executive Compensation Custom Peer Group for Academic Medical Centers

The compensation described above shall constitute the University's total commitment until modified by the Regents, President, or Chancellor as applicable under Regents policy, and shall supersede all previous oral and written commitments. Compensation recommendations and final actions will be released to the public as required in accordance with the standard procedures of the Board of Regents.

Background to Recommendation

The President of the University recommends approval for the appointment of and compensation for Brooke Baldwin as Chief Nursing Executive (CNE), UCSF Health, San Francisco campus, at 100 percent time, with a proposed base salary of \$700,000, effective on her start date which is estimated to be on or about August 17, 2026.

The previous incumbent retired from the University in December 2025, and the position is currently vacant. Other UCSF Health leaders are overseeing the CNE duties, and there is no Interim CNE appointed at this time. The San Francisco campus completed an open, competitive nationwide recruitment for a new career appointee, and Ms. Baldwin was identified as the top candidate. This action is within hiring freeze guidelines.

This is a Level Two Senior Management Group (SMG) position. The proposed base salary of \$700,000 is 10.9 percent above the 75th percentile (\$631,000) and 12.7 percent below the 90th percentile (\$802,100), which is at the 81st percentile of the Market Reference Zone (MRZ) for the position. The proposed salary is 1.42 percent over the previous incumbent's salary upon her retirement date in December 2025 (\$690,176) and 2.48 percent below the base salary of the previous career incumbent, when adjusted for the 2026 systemwide salary program general increase of four percent (\$717,774).

The proposed base salary exceeds the 75th percentile of the position's MRZ; therefore, approval by the Regents is required. Because this position serves UC Health and the compensation is paid solely from sources other than State general fund support to the University, the Health Services Committee may review and approve this appointment and compensation action without further Regents' action.

Committee vote: Regents Anguiano, Batchlor, Makarechian, Matosantos, Milliken, Park, and Reilly voting "aye."