

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

March 24, 2016

The Regents of the University of California met on the above date at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents Blum, Davis, De La Peña, Elliott, Gorman, Gould, Island, Kieffer, Lansing, Lozano, Makarechian, Napolitano, Ortiz Oakley, Oved, Pattiz, Pérez, Reiss, Sherman, and Zettel

In attendance: Regents-designate Brody, Ramirez, and Schroeder, Faculty Representatives Chalfant and Hare, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Investment Officer Bachher, Provost Dorr, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Vice President Duckett, Chancellor Blumenthal, and Recording Secretary Johns

The meeting convened at 10:55 a.m. with Chairman Lozano presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of January 21 and the meetings of the Committee of the Whole of January 20 and 21, 2016 were approved.

2. REPORT OF THE PRESIDENT

The President presented her report concerning University activities and individuals. The Thomson Reuters Highly Cited Researchers 2015 analysis, listing more than 3,000 international scientists with the most frequently referenced research in academic journals from 2003 to 2013, included 165 UC faculty, a number unmatched by any other university. Seven UC professors were among 80 new members elected to the National Academy of Engineering. Nineteen UC faculty were selected for 2016 Sloan Research Fellowships, an award given to early-career scientists and scholars. Sloan fellows are nominated by academic peers and selected by an independent panel of scholars. Fourteen UC researchers have been awarded Presidential Early Career Awards for Scientists and Engineers, the highest honor granted by the U.S. government for scientists in the early phases of their careers. Government agencies and departments select recipients annually based on the innovative nature of their research and their commitment to public service. The previous month, Herma Hill Kay, a professor for more than 50 years at UC Berkeley and former dean of the UC Berkeley School of Law, received the 2015 Association of American Law Schools Triennial Award for Lifetime Service to Legal Education and the Law. Professor Kay was among the nation's first female law professors and the first female dean at the UCB School of Law, and at any elite law school in the U.S. UC alumni were also making a positive contribution to the world. Six UC campuses, Berkeley, Davis, Santa Barbara, San Diego, UCLA, and Santa Cruz, were in the Peace

Corps rankings of colleges and universities that produce the most volunteers, sending 219 UC alumni overseas as Peace Corps volunteers in 2015. Since the creation of the Peace Corps in 1961 by U.S. President John F. Kennedy, more than 11,000 UC alumni have served overseas. This is a record that the University can look to with great pride.

President Napolitano concluded with news of the decease of Professor Lloyd S. Shapley of UCLA, a recipient of the 2012 Nobel Prize in economics. Professor Emeritus Shapley was considered one of the fathers of game theory. He received the Nobel Prize for his work on market design and matching theory.

3. **RESOLUTION IN APPRECIATION – A. PAUL ALIVISATOS**

Upon motion of Regent Pattiz, duly seconded, the following resolution was adopted:

WHEREAS, the Board of Regents of the University of California wishes to commend and thank A. Paul Alivisatos for his distinguished service to the University, the people of California, and the nation as the seventh Director of the Lawrence Berkeley National Laboratory, a position to which he has brought the highest standards of scientific excellence, integrity, and public commitment; and

WHEREAS, during a celebrated quarter-century career at the Berkeley Lab, he has served with great distinction as Interim Laboratory Director, Deputy Laboratory Director, Associate Laboratory Director for Physical Sciences and Division Director of the Material Sciences Division, and he has brought outstanding teaching and research skills to the fore on the Berkeley campus as the Samsung Distinguished Chair in Nanoscience and Nanotechnology Research, as a member of the faculty in the Departments of Materials Science and Engineering, and Chemistry, and as Director of the Kavli Energy NanoSciences Institute; and

WHEREAS, as Director, he has supported an incredible range of research and technology development, thus laying the groundwork for future large-scale accomplishments through the initiation of four strategic scientific initiatives – energy innovation, which has the potential to move the world to net zero impact in the global carbon cycle; a multidisciplinary approach to understanding and using microbial life for clean energy, environment, and health; an early-stage proposal to upgrade the renowned Advanced Light Source; and the harnessing of the computing and data revolution to greatly advance scientific discovery; and

WHEREAS, recognizing that, as he has said, Berkeley Lab is a state, national, and global resource with a strong sense of responsibility to the country, he has successfully championed funding for the construction of new buildings, computational research, building efficiency, solar energy research, and biological sciences, all the while invigorating the Laboratory's safety culture, elevating its community outreach and operational efficiency, and building a more diverse and inclusive community for the Laboratory; and

WHEREAS, internationally regarded as one of the leading chemists of his generation, he is also hailed as one of the founding fathers of the field of nanoscience, and in recognition of his many sterling accomplishments, he has been awarded the National Medal of Science, the Wolf Prize in Chemistry, the U.S. Department of Energy's E. O. Lawrence Award, the Eni Italgas Prize for Energy and Environment, and the Rank Prize for Optoelectronics Award, among others;

NOW, THEREFORE, BE IT RESOLVED that the Regents of the University of California express to A. Paul Alivisatos their heartfelt gratitude for his invaluable service to the Lawrence Berkeley National Laboratory, the University of California, and the nation, and offer their best wishes to him in his new role as the University of California, Berkeley's Vice Chancellor for Research, a key leadership position for the 148-year-old campus;

AND BE IT FURTHER RESOLVED that the Regents extend to Paul and Nicole Alivisatos their warmest good wishes for the future, and direct that a suitably inscribed copy of this resolution be presented to Paul as a token of the Regents' high regard and esteem.

4. **REPORT OF THE COMMITTEE ON COMPENSATION**

The Committee presented the following from its meeting of March 24, 2016:

A. ***Contract Compensation Using Non-State Funds for William "Rip" Scherer as Assistant Football Coach, Intercollegiate Athletics, Los Angeles Campus***

The Committee recommended approval of the following items in connection with contract compensation using non-State funds for William "Rip" Scherer as Assistant Football Coach, Intercollegiate Athletics, Los Angeles campus:

- (1) Annual guaranteed compensation of \$325,000, comprised of \$250,000 in base salary and \$75,000 in talent fee. Effective July 1, 2017, the annual guaranteed compensation will increase to \$350,000, comprised of \$250,000 in base salary and \$100,000 in talent fee. This exceeds the *Amendment of Regents' Delegation of Authority for Recruiting and Negotiation Parameters for Certain Athletic Positions and Coaches, Systemwide* (September 2008 Parameters) because the annual guaranteed compensation in year one is more than 30 percent over the annual guaranteed compensation in the final contract year of the previous incumbent. In addition, the total cumulative guaranteed compensation of \$675,000 in the proposed contract is more than 30 percent over the previous incumbent's total cumulative guaranteed compensation (with the duration of the contracts adjusted so that it does not affect the comparison).

- (2) This contract will be effective upon approval, and will continue through June 30, 2018.

The compensation described above shall constitute the University's total commitment for the elements of compensation addressed above until modified by the Regents, the President, or the 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.

B. *Revisions to the Market Reference Zones to Include Compensation Data from Comparable Positions at the State, Counties, Municipalities and Other Public Entities*

The Committee recommended approval of the revised Market Reference Zones, as shown on Attachment 1.

The Market Reference Zones (MRZs) described in this item shall constitute the University's total commitment regarding MRZs until modified by the Regents, 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.

C. *Separation Agreement for Steve Gamer as Vice Chancellor – Advancement, San Diego Campus*

The Committee recommended approval of the following item in connection with a separation agreement for Steve Gamer as Vice Chancellor – Advancement, San Diego campus:

Severance payment of \$135,072 to Steve Gamer as Vice Chancellor – Advancement, San Diego campus, in conjunction with a standard release of claims. Payment to be made within 30 days of his resignation date of March 1, 2016.

The severance payment described above shall constitute the University's total commitment for the elements of severance compensation addressed above until modified by the Regents, the President, or the 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.

Upon motion of Regent Reiss, duly seconded, the recommendations of the Committee on Compensation were approved, Regent Davis voting “no” on item 4.A above.

5. REPORT OF THE COMMITTEE ON EDUCATIONAL POLICY

The Committee presented the following from its meeting of March 23, 2016:

Adoption of the Report of the Regents Working Group on Principles Against Intolerance

The Committee recommended that the Report of the Regents Working Group on Principles Against Intolerance, including the policy statement on Principles Against Intolerance, be adopted as shown in Attachment 2.

Upon motion of Regent Island, duly seconded, the recommendation of the Committee on Educational Policy was approved.

6. REPORT OF THE COMMITTEE ON FINANCE

The Committee presented the following from its meeting of March 23, 2016:

A. *Recommendation for New University of California Retirement Program*

The Committee recommended that the new retirement program, described in detail in Attachment 3, be approved. A list of eligible faculty employees is included in Attachment 4.

B. *Approval of External Financing, Santa Monica Orthopedic Hospital Legal Settlement, Los Angeles Campus*

The Committee recommended to the Regents that:

- (1) The President of the University be authorized to obtain external financing in an amount not to exceed \$44 million for the Santa Monica Orthopedic Hospital legal settlement, where said settlement was both previously approved by the Regents and paid in full via hospital reserves. The President shall require that:
 - a. As long as the debt is outstanding, the gross revenues of UCLA Medical Center shall be maintained in amounts sufficient to pay the debt service and to meet the requirements of the authorized financing.
 - b. The general credit of the Regents shall not be pledged.
- (2) The President be authorized to execute all documents necessary in connection with the above.

Regent Pérez emphasized that item 6.A above, *Recommendation for New University of California Retirement Program*, represented a significant change in the UC Retirement Plan (UCRP) for future employees. The previous day in the meeting of the Committee on Finance, the Regents had discussed the difference in the level of proposed pension funding for faculty versus staff above the California Public Employees' Pension Reform Act (PEPRA) cap. He asked about the gender composition of those two categories: current faculty above the PEPRA cap versus staff above the PEPRA cap. Executive Vice President and Chief Operating Officer Nava responded that she did not have these specific data immediately available. The Retirement Options Task Force report included data on the types of positions that would be affected by the cap, but not separated by gender.

Regent Pérez asked if UC systemwide tenured faculty was roughly 69 percent male. Vice President Duckett responded in the affirmative. Regent Pérez supposed that UC would not expect women to be represented disproportionately above the PEPRA cap in that category. Mr. Duckett responded that this was likely. Regent Pérez asked about the staff categories above the PEPRA cap. Mr. Duckett responded that UC has data on staff categories above the PEPRA cap. Nurses are one of these categories. Regent Pérez asked if nurses at UC, as is the case nationwide, are disproportionately female. Mr. Duckett responded that this was also likely.

Regent Pérez expressed concern about disparity in compensation and stressed that pension benefits are a form of compensation. In California, women on average earn 76 cents per one dollar earned by men. It was a cause for concern that UC would decrease the retirement benefits of women who are earning a decent wage above the PEPRA cap. UC would be putting a new inequality into effect.

Regent Pérez recalled from the previous day's discussion that even for employees who chose Option 2, the new stand-alone defined contribution plan, there was a requirement for the University make a six percent contribution toward the UCRP unfunded liability. According to the information presented, this option might be useful for employees who do not want to pursue their entire career at UC, or for employees who are hired only for short periods. Regent Pérez asked about UC's projections for the next ten years, specifically what percentage of employees was expected to select Option 2 and which categories of employees. Segal representative John Monroe responded that according to Segal's estimate, about 80 percent of employees would select Option 1 and 20 percent would select Option 2, from across the entire UC employee population.

Regent Pérez referred to contributions to be made by the 20 percent of employees expected to select Option 2. He asked how much more quickly UC could pay down the unfunded liability on the UCRP without Option 2. Without Option 2, UC would pay roughly seven percent up to the PEPRA cap, \$117,020, into the defined benefit plan. Executive Vice President and Chief Financial Officer Brostrom responded that without Option 2, UC would in fact be contributing less to the defined benefit plan; for the defined contribution plan in Option 2, the UC contribution was a percentage of total salary. Regent Pérez reiterated his question about a scenario without Option 2, under

which the University would not pay into the defined contribution plan below the PEPR cap. He asked how much money this would represent and how much sooner the University might reach full funding of the UCRP than under the proposed action. Mr. Monroe responded that UC would achieve full funding one year earlier, because there would not be a cost for the defined contribution plan.

Regent Pérez stated his understanding that under Option 2, the University would make an eight percent contribution for the defined contribution plan, and six percent for the defined benefit plan, in which the employee is not participating, or 14 percent total. Under Option 1, for a faculty member above the PEPR cap, the University would pay seven percent up to the cap into the defined benefit plan, and five percent into the defined contribution plan, or 12 percent. For a non-faculty employee the University also would pay seven percent up to the cap into the defined benefit plan, but only three percent above the cap into the defined contribution plan. This represented savings that would be hard to calculate because it depended on the employee's salary level between the PEPR cap and the Internal Revenue Service limit of \$265,000. Regent Pérez stressed that these savings might be seven percent and that it was difficult to imagine that the University would achieve full funding only a year earlier under this scenario. Ms. Nava responded that one must take into account the University's contribution to the unfunded liability in the defined benefit plan as well. The University would make a contribution to the employee's pension as well as the pool of the unfunded liability. Regent Pérez noted that UC would fund the unfunded liability regardless of whether an Option 2 existed or not. Ms. Nava explained that in the defined benefit plan, the contribution is only up to the PEPR cap, whereas in the defined contribution plan the percentage is based on all pay for that employee. Mr. Brostrom added that UC would not be creating any normal cost for the employee who selects Option 2 and the defined contribution plan.

Regent Pérez expressed concern about the effect this action would have on the value of pensions for most employees, whose salaries are below the PEPR cap. He stressed that the budget agreement reached with the Governor and the Legislature included the expectation that UC would carry out a measure that mirrors the State PEPR cap. The proposed action would carry out one element of PEPR but would go a step further in creating Option 2, which was inconsistent with the PEPR. Regent Pérez stated that he could not support a plan with Option 2. If the University wished to address difficulties in its ability to attract short-term employees, it should develop a plan focused on this issue. He asked the Regents to reexamine Option 2. Major elements of the proposed action were well structured and beneficial, but Option 2 was problematic.

Regent Kieffer noted that the default option for employees would automatically be Option 1. Regent Pérez's comments had made it clear that the University must focus on education of its employees about their retirement and pension options.

Regent Pérez reiterated his request for information about the gender composition of the categories of current faculty and staff above the PEPR cap.

Upon motion of Regent Kieffer, duly seconded, item 6.A above was approved, Regents Davis, Oved, and Pérez voting “no.”

Upon motion of Regent Kieffer, duly seconded, item 6.B above was approved.

7. **REPORT OF THE COMMITTEE ON GOVERNANCE**

The Committee presented the following from its meeting of March 23, 2016:

Appointment of Members to the Committee on Health Services

The Committee recommended that the following members to the Committee on Health Services be appointed, effective immediately, through June 30, 2016.

- A. Joel Dimsdale, M.D., Distinguished Professor Emeritus, School of Medicine, San Diego campus;
- B. Sandra R. Hernández, M.D., President and Chief Executive Officer, California HealthCare Foundation;
- C. Steven H. Lipstein, President and Chief Executive Officer, BJC Healthcare, St. Louis;
- D. Paul G. Ramsey, M.D., Chief Executive Officer of UW Medicine, Executive Vice President for Medical Affairs, and Dean of the School of Medicine, University of Washington;
- E. Mark D. Smith, M.D., former President, California HealthCare Foundation.

Upon motion of Regent Gould, duly seconded, the recommendation of the Committee on Governance was approved.

8. **REPORT OF THE COMMITTEE ON GROUNDS AND BUILDINGS**

The Committee presented the following from its meeting of March 24, 2016:

Approval of Preliminary Plans Funding, Mission Bay Neurosciences Research Building (Block 23A), San Francisco Campus

The Committee recommended that the 2015-16 Budget for Capital Improvements and the Capital Improvement Program be amended to include the following project:

San Francisco: UCSF Mission Bay Neurosciences Research Building (Block 23A) – preliminary plans – \$21 million to be funded from campus funds.

Upon motion of Regent Makarechian, duly seconded, the recommendation of the Committee on Grounds and Buildings was approved.

9. **REPORT OF INTERIM, CONCURRENCE, AND COMMITTEE ACTIONS**

Secretary and Chief of Staff Shaw reported that, in accordance with authority previously delegated by the Regents, interim, concurrence, or committee action was taken on routine or emergency matters as follows:

Approvals under Committee on Health Services Authority

At its February 3 meeting, the Committee on Health Services approved the following recommendation:

Appointment of and Compensation Using Non-State Funds for Paul A. Staton as Senior Vice President – Finance and Chief Financial Officer, UCLA Health, Los Angeles Campus

- A. Appointment of Paul A. Staton as Senior Vice President – Finance and Chief Financial Officer, UCLA Health, Los Angeles campus at 100 percent time.
- B. Per policy, an annual base salary of \$620,000.
- C. Per policy, continued eligibility to participate in the Clinical Enterprise Management Recognition Plan (CEMRP) with a target award of 15 percent of base salary (\$93,000) and a maximum potential award of 25 percent of base salary (\$155,000). Actual award will be determined based on performance against pre-established objectives.
- D. As an exception to policy, continued eligibility to receive an annual performance-based retention incentive payment of ten percent of base salary for calendar years 2015 through 2017, based on the base salary in effect as of each December 31 (for a total of three payments) and payable in January of the following year if Mr. Staton meets the following requirements:
 - (1) He meets or exceeds performance expectations, as determined by the Chancellor (or his designee) and the Executive Vice President – UC Health.
 - (2) He continues leading the Executive Revenue Cycle Steering Committee initiative.
 - (3) He is actively employed as Senior Vice President – Finance and Chief Financial Officer, UCLA Health, on December 31 to receive that year's payment. This is an exception to policy because there is no policy governing retention incentive payments.

- E. Per policy, continued monthly contribution to the Senior Management Supplemental Benefit Program.
- F. Per policy, continued eligibility to participate in the UC Home Loan Program, subject to all applicable program requirements.
- G. Per policy, continued standard pension and health and welfare benefits and standard senior management benefits (including senior management life insurance and executive salary continuation for disability).
- H. This action will be effective upon approval.

10. **REPORT OF COMMUNICATIONS RECEIVED**

Secretary and Chief of Staff Shaw reported that, in accordance with Bylaw 16.9, Regents received a summary of communications for the months of January and February in reports dated February 11 and March 8, 2016.

11. **REPORT OF MATERIALS MAILED BETWEEN MEETINGS**

Secretary and Chief of Staff Shaw reported that, on the dates indicated, the following were sent to the Regents or to Committees:

To the Members of the Committee on Compensation

- A. From the President of the University, the Annual Report on Compensated Outside Professional Activities (OPA Report) for Reporting Period July 1, 2014 through June 30, 2015: Deans and Certain Other Full-Time Faculty Administrators. February 10, 2016.

To the Members of the Committee on Compliance and Audit

- B. From the President of the University, the audit of Hastings College of the Law for the year ended June 30, 2015. March 3, 2016.

To the Members of the Committee on Finance

- C. From the President of the University, the Annual Report on the University Employee Housing Assistance Program for 2014-15. January 28, 2016.
- D. From the President of the University, the Annual Report on Debt Capital and External Finance Approvals for 2015. February 10, 2016.
- E. From the Office of General Counsel, the Bi-Monthly Report of New Litigation for Reporting Period October 5 to November 30, 2015. February 18, 2016.

To the Members of the Committee on Health Services

- F. From the President of the University, the Medical Center Activity and Financial Status Report for the Six Months Ended December 31, 2015. March 3, 2016.

To the Members of the Committee on Investments

- G. From the Office of the Chief Investment Officer, an overview and update on investment performance as of December 31, 2015. February 9, 2016.

To the Regents of the University of California

- H. From the President of the University, a letter regarding the Governor's 2016-17 budget plan. January 8, 2016.
- I. From the President of the University, a press release regarding the increase in number of applications to UC for the fall term 2016. January 11, 2016.
- J. From the President of the University, a response from the Chair of the Academic Senate's Board of Admissions and Relations with Schools (BOARS) to the Lieutenant Governor regarding expansion of K-12 computer science education and the ability of high school computer science courses to count toward the core mathematics requirement for UC freshman admission. January 15, 2016.
- K. From the President of the University, an announcement of the appointment of Vice President Judy Sakaki to the Presidency, Sonoma State University. January 27, 2016.
- L. From the President of the University, a press release on the DREAM loan program for undocumented students. January 28, 2016.
- M. From the Lieutenant Governor, a response to the Chair of BOARS regarding expansion of computer science education in high schools throughout California and the ability of these courses to count toward the core mathematics requirement for UC freshman admission. January 29, 2016.
- N. From the Secretary and Chief of Staff, the Summary of Communications for January 2016. February 11, 2016.
- O. From the Secretary and Chief of Staff, the Summary of Communications for February 2016. March 8, 2016.

The meeting adjourned at 11:20 a.m.

Attest:

Secretary and Chief of Staff

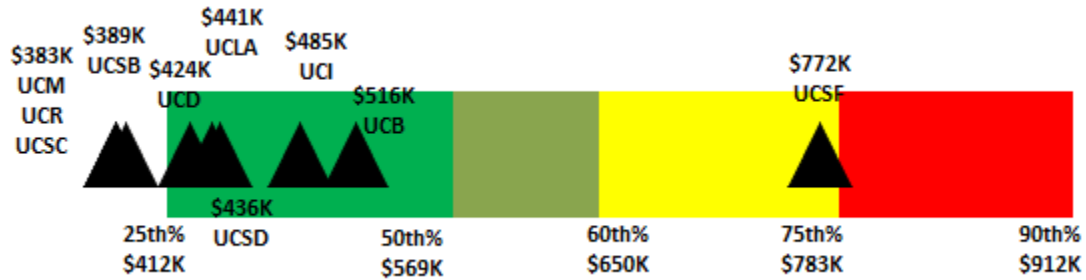
LEVEL ONE

SMG MRZs

Attachment 1 – 2016 Market Reference Zone (MRZ) Summary Visuals

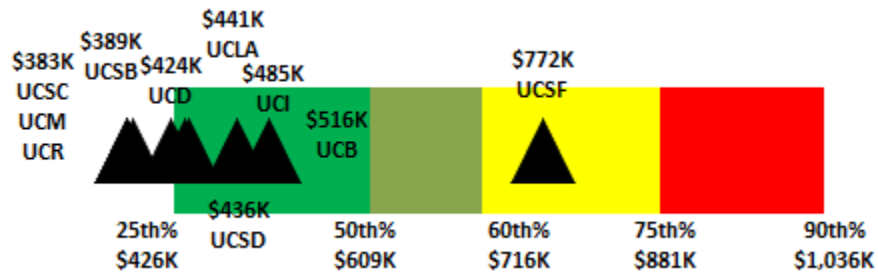
CHANCELLOR

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	10
Mercer University Chancellors Compensation Survey Report	20

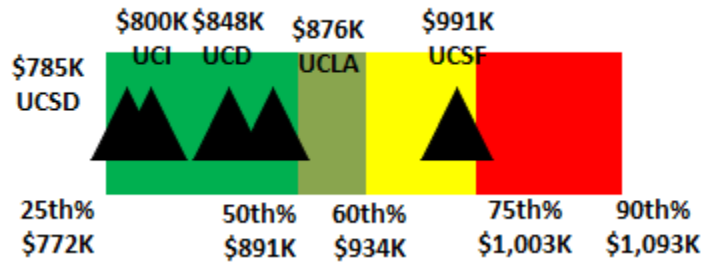
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	10	N/A	

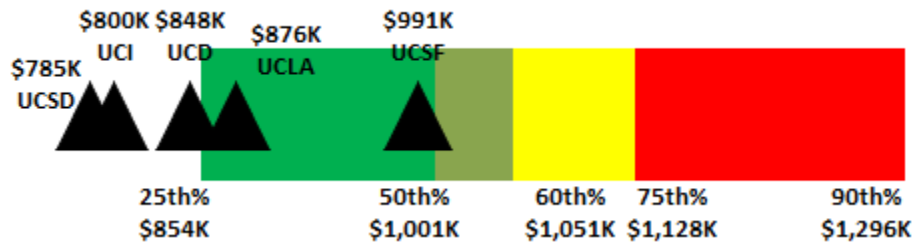
Chief Executive Officer – Medical Center

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	66
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	14
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	17
Sullivan Cotter Survey of Manager and Executive Compensation	134 (# of organizations)

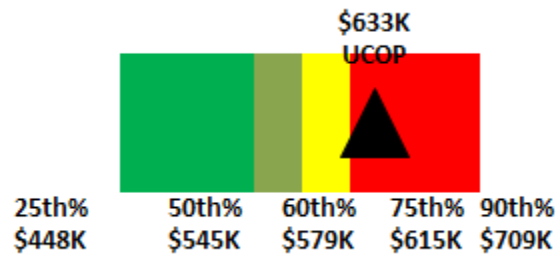
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	50	N/A	
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	117		
Sullivan Cotter Survey of Manager and Executive Compensation	178 (# of organizations)		

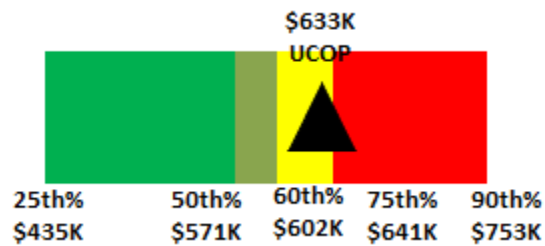
Chief Investment Officer and Vice President – Investments

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A

TWO-YEAR ROLLING AVERAGE MRZ

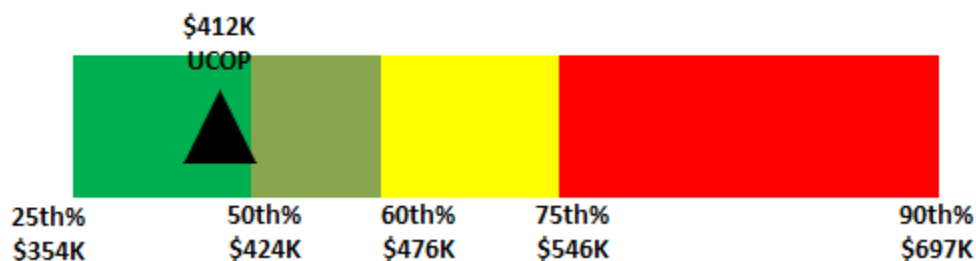


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis*	N/A	State	2 (# of org)
CUPA Administrators in Higher Education Salary Survey	10	County	1 (# of org)

*Mercer Treasury Study includes data from California Public Employees' Retirement System, California State Teachers' retirement System and LA County.

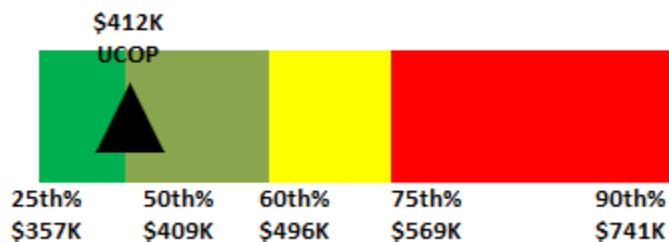
Executive Vice President and Chief Financial Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Mercer Benchmark Database Survey	23
Towers Watson CDB General Industry Executive Survey	342
Towers Watson Top Management Compensation Survey	21

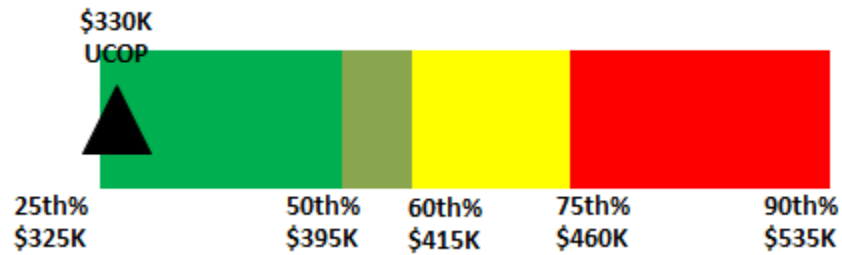
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	CSU	1
Mercer Benchmark Database Survey (Higher Education)	19	State	2
Towers Watson CDB General Industry Executive Survey	356		
Towers Watson Top Management Compensation Survey (Higher Education)	16		

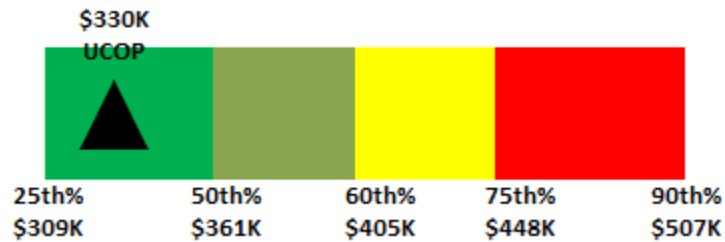
Executive Vice President – Chief Operating Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	8
Towers Watson CDB General Industry Executive Survey	58

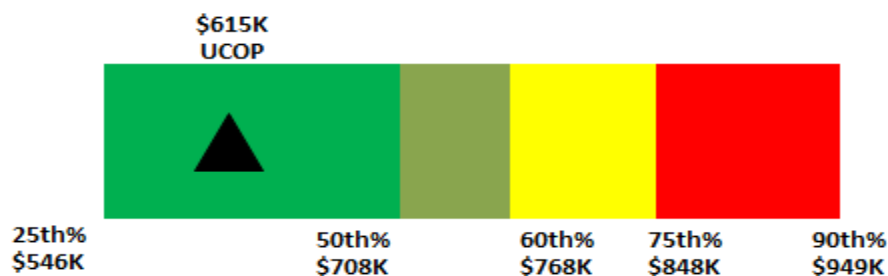
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	Counties	6
Towers Watson CDB General Industry Executive Survey	39	Special Districts	7
Towers Watson Top Management Compensation Survey (Higher Education)	7	State	1

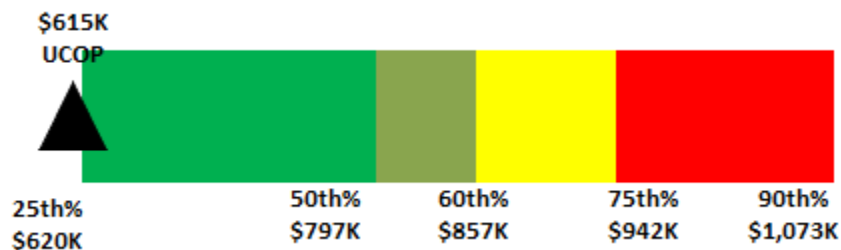
Executive Vice President – UC Health

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	7
Mercer Integrated Health Networks Compensation Survey – Module 4A	16
Mercer Integrated Health Networks Compensation Survey – Module 4B	9
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	36
Sullivan Cotter Manager and Executive Compensation Survey	55 (# of organizations)

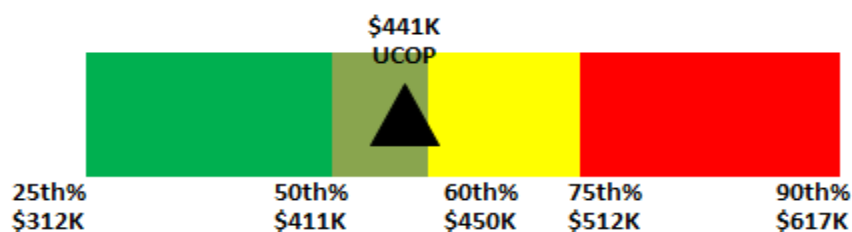
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	5	N/A	
Mercer Integrated Health Networks Compensation Survey – Module 4A	16		
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	48		
Sullivan Cotter Manager and Executive Compensation Survey	79 (# of organizations)		

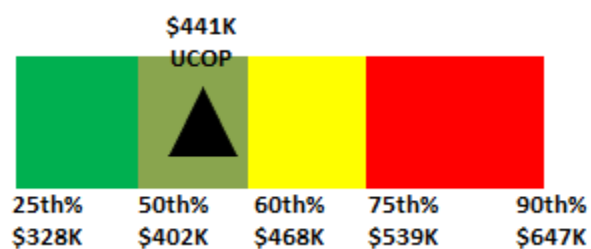
General Counsel and Vice President - Legal Affairs

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	117
CUPA Administrators in Higher Education Salary Survey	18
Mercer Benchmark Database Survey	27
Towers Watson CDB General Industry Executive Survey	323
Towers Watson Top Management Compensation Survey	240
Western Management Group (WMG) EduComp Compensation Survey	13

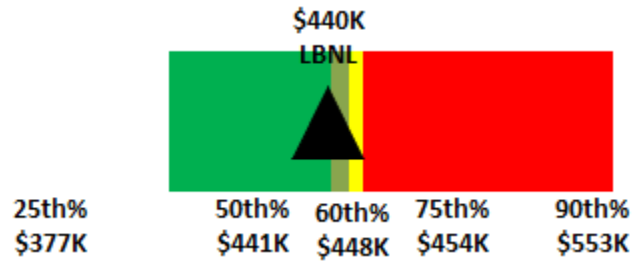
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	57	CSU	1
CUPA Administrators in Higher Education Salary Survey	19	State	1
Mercer Benchmark Database Survey (Higher Education)	21	County	1
Towers Watson CDB General Industry Executive Survey	334		
Towers Watson Top Management Compensation Survey (Higher Education)	13		
Western Management Group (WMG) EduComp Compensation Survey	10		

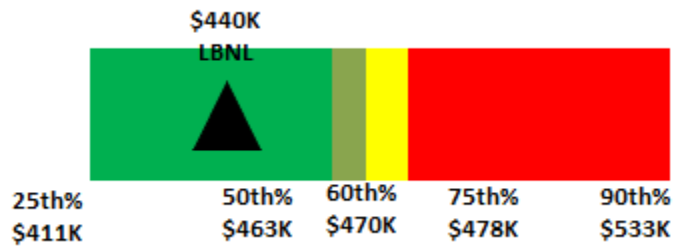
Laboratory Director

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	10

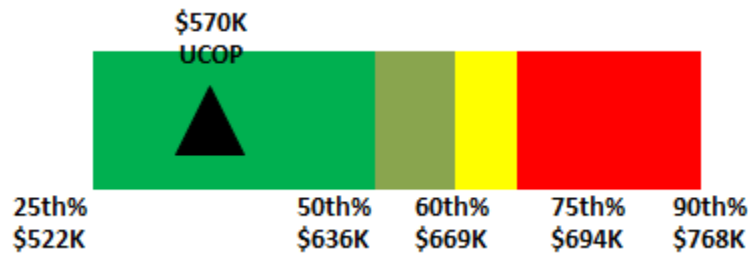
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	10	N/A	

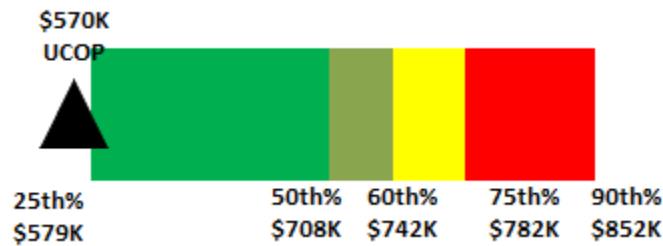
President of the University

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6
Mercer University Chancellors Compensation Survey Report	12

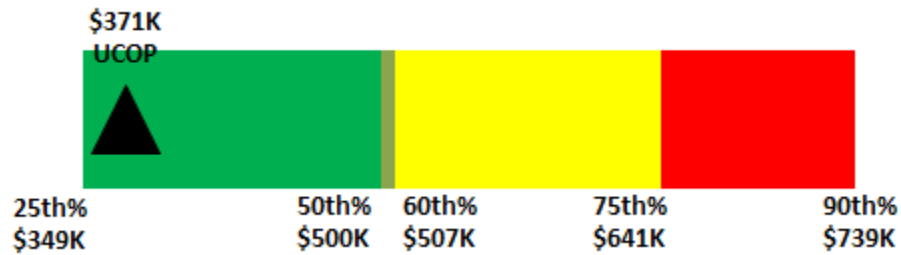
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	7	N/A	

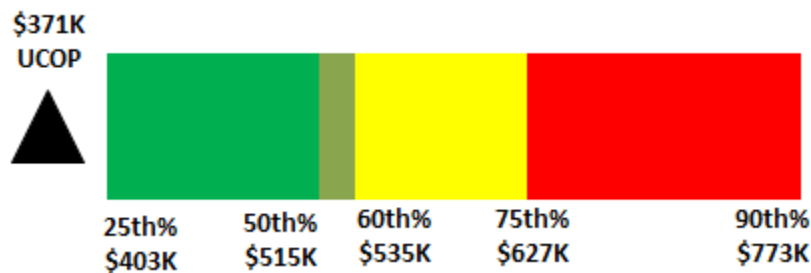
Provost and Executive Vice President - Academic Affairs

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	16

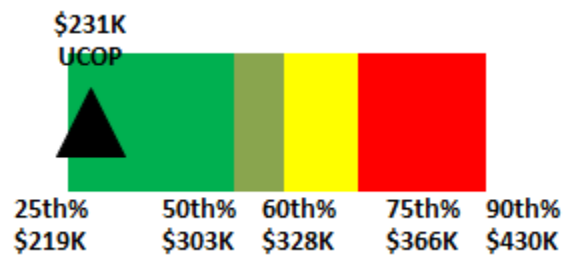
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	N/A	

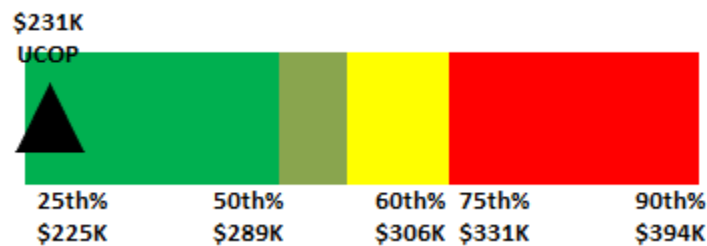
Secretary and Chief of Staff to the Regents

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	8
Towers Watson CDB General Industry Executive Survey	57

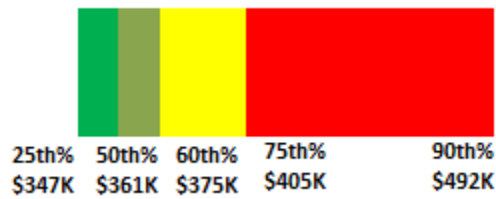
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12		
Towers Watson CDB General Industry Executive Survey	49		

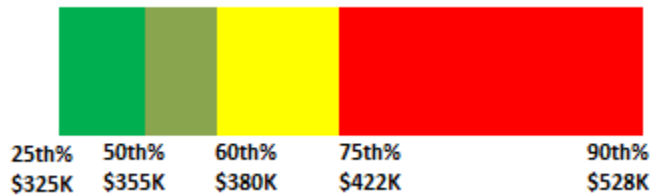
Senior Vice President for Research Innovation and Entrepreneurship

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Sullivan Cotter Manager and Executive Compensation Survey	5 (# of organizations)

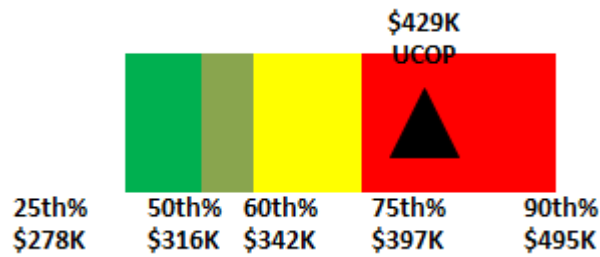
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	10	N/A	
Sullivan Cotter Manager and Executive Compensation Survey	7 (# of organizations)		

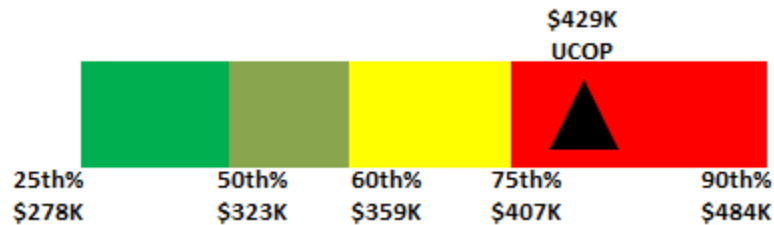
Senior Vice President - Chief Compliance and Audit Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Towers Watson CDB General Industry Executive Survey	37
Mercer Benchmark Database Survey	13

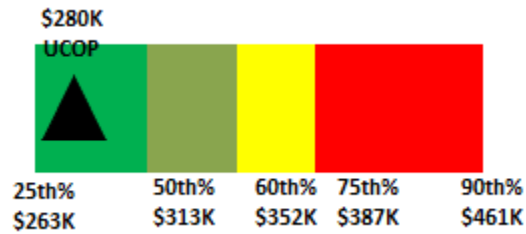
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Towers Watson CDB General Industry Executive Survey	42	CSU	1
Mercer Benchmark Database Survey	7		

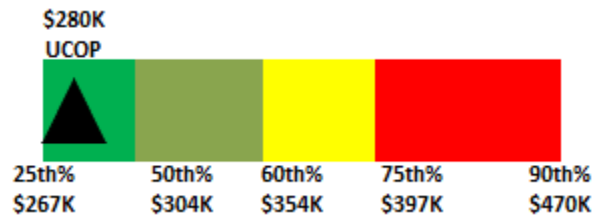
Senior Vice President - Government Relations

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6
Radford Executive Benchmark Survey	8
Towers Watson CDB General Industry Executive Survey	93
Towers Watson Top Management Compensation Survey	14

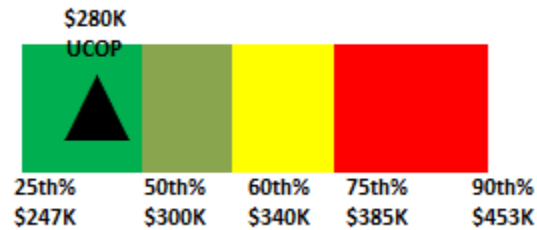
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9	County	1
Radford Executive Benchmark Survey	26		
Towers Watson CDB General Industry Executive Survey	96		
Towers Watson Top Management Compensation Survey (Higher Education)	12		

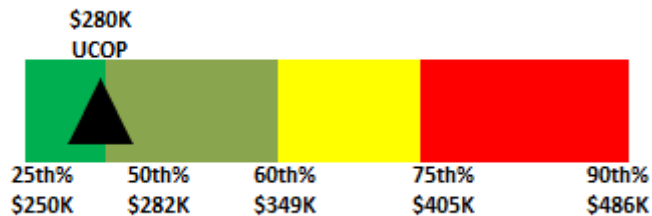
Senior Vice President – Public Affairs

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6
Radford Executive Benchmark Survey	16
Towers Watson CDB General Industry Executive Survey	71
Towers Watson Top Management Compensation Survey	5

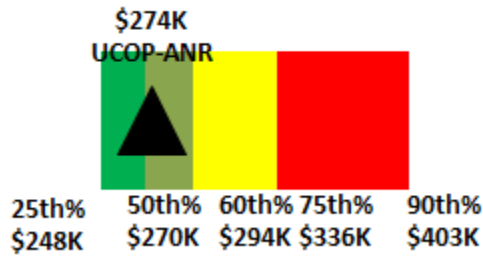
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9	CSU	2
Radford Executive Benchmark Survey	33	State	1
Towers Watson CDB General Industry Executive Survey	83		
Towers Watson Top Management Compensation Survey (Higher Education and Government)	9		

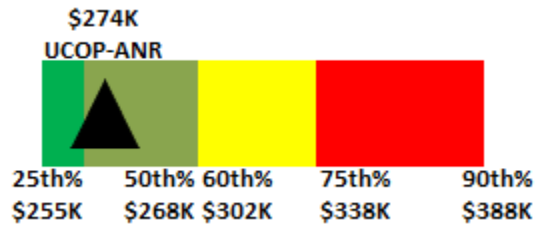
Vice President - Agriculture and Natural Resources

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Towers Watson CDB General Industry Executive Survey	28
Towers Watson Top Management Compensation Survey	10

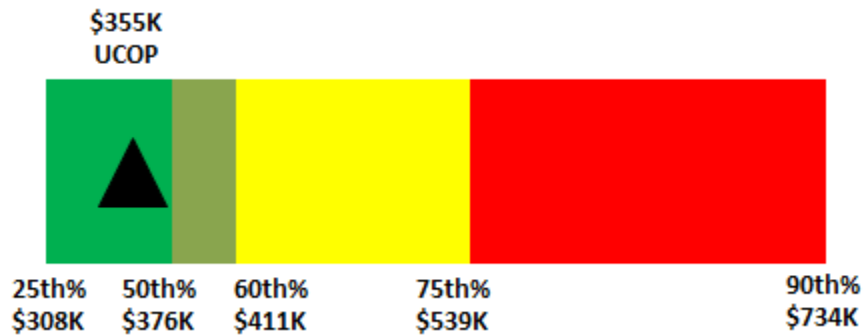
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12	County	2
Towers Watson CDB General Industry Executive Survey	21		
Towers Watson Top Management Compensation Survey	14		

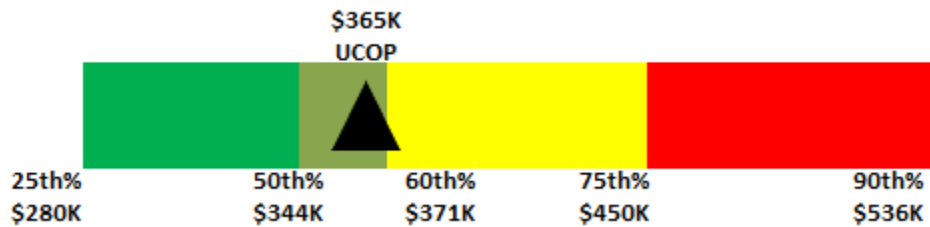
Vice President - Laboratory Management

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	21

TWO-YEAR ROLLING AVERAGE MRZ



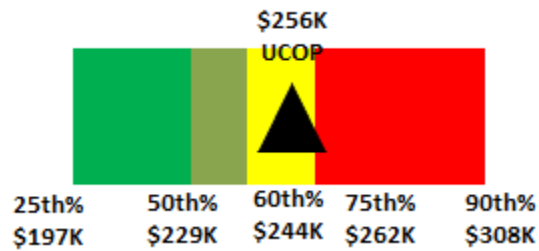
DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	16	N/A	
Towers Watson Top Management Compensation Survey	7		

LEVEL TWO

SMG MRZs

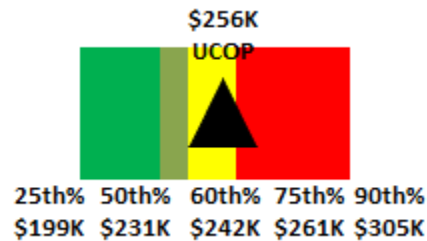
Assistant Vice President - Financial Controls and Accountability (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	26
Radford Benchmark Survey	32

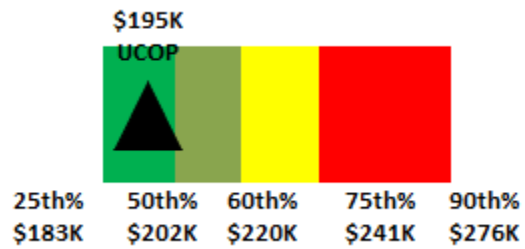
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	22	State	1
Radford Benchmark Survey	37		

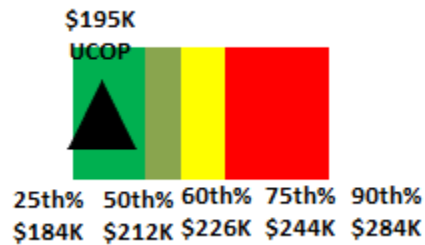
Assistant Vice President - Institutional Advancement (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11
Western Management Group (WMG) EduComp Compensation Survey	13

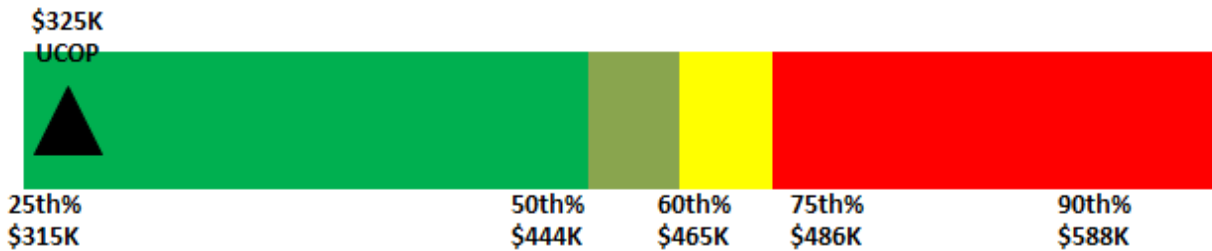
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12	N/A	
Western Management Group (WMG) EduComp Compensation Survey	19		

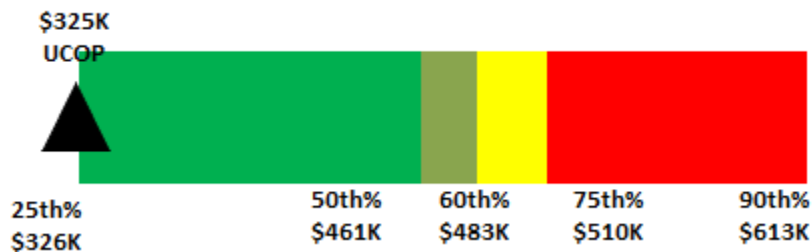
Associate Chief Investment Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	10
Mercer Office of the Chief Investment Officer Analysis	N/A

TWO-YEAR ROLLING AVERAGE MRZ

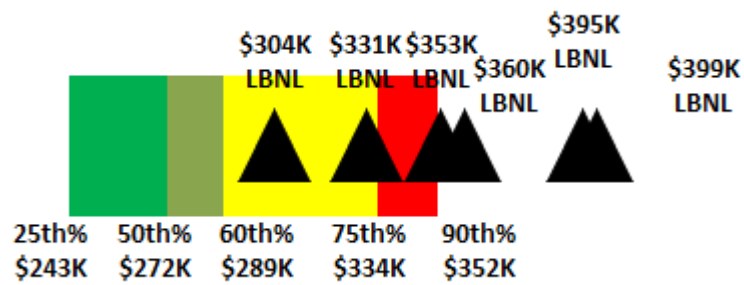


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis*	N/A	State	2 (# of org)
CUPA Administrators in Higher Education Salary Survey	10	County	1 (# of org)

*Mercer Treasury Study includes data from California Public Employees' Retirement System, California State Teachers' Retirement System and LA County.

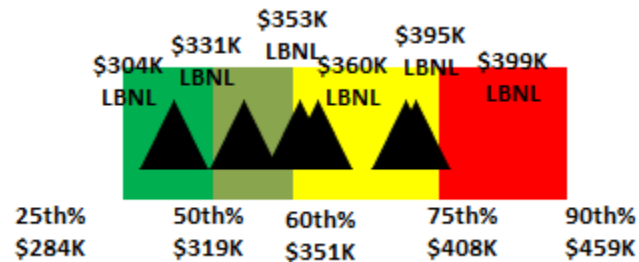
Associate Laboratory Director

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	19

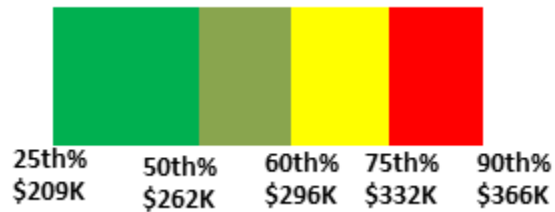
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	19	N/A	

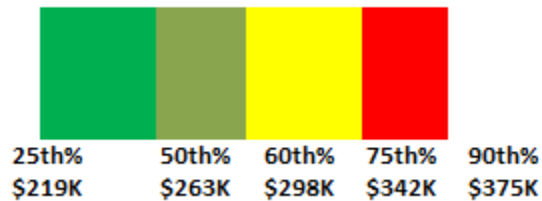
Associate Vice Chancellor - Diversity and Inclusion and Chief External Affairs Officer (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6
Mercer Integrated Health Networks Compensation Survey – Module 4A	50

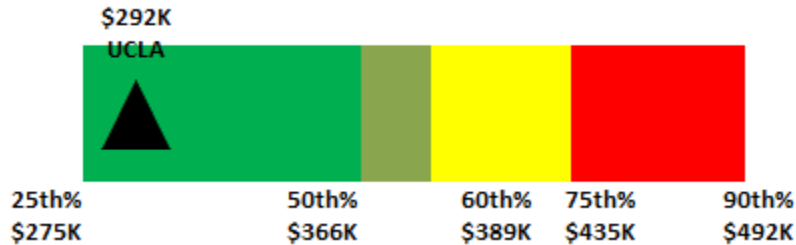
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9	N/A	
Mercer Integrated Health Networks Compensation Survey – Module 4A	36		

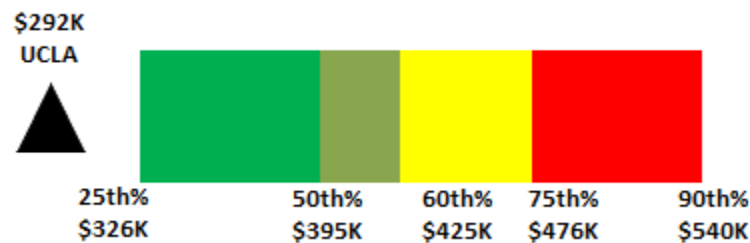
Associate Vice Chancellor - Medical Sciences and Senior Associate Dean - School of Medicine (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4B	44
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	17
Sullivan Cotter Manager and Executive Compensation Survey	110 (# of organizations)

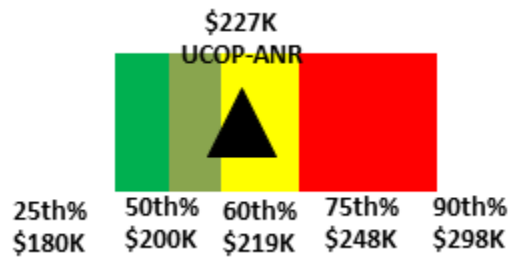
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4B	18	N/A	
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	14		
Sullivan Cotter Manager and Executive Compensation Survey	141(# of organizations)		

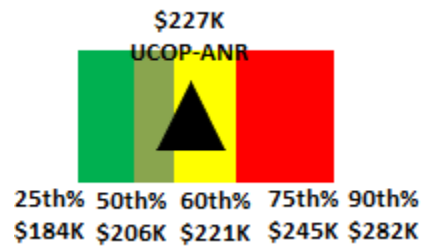
Associate Vice President - Academic Programs and Strategic Initiatives (ANR)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	27
Towers Watson CDB General Industry Executive Survey	28
Towers Watson Top Management Compensation Survey	10

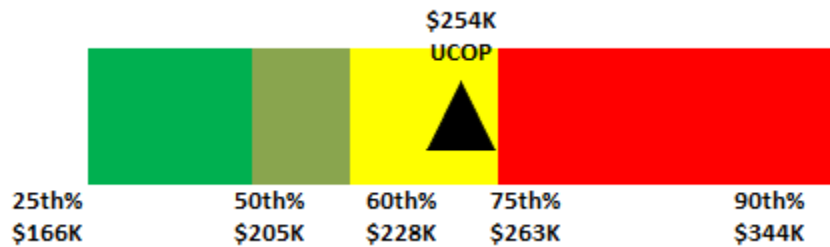
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	28	N/A	
Towers Watson CDB General Industry Executive Survey	21		
Towers Watson Top Management Compensation Survey	14		

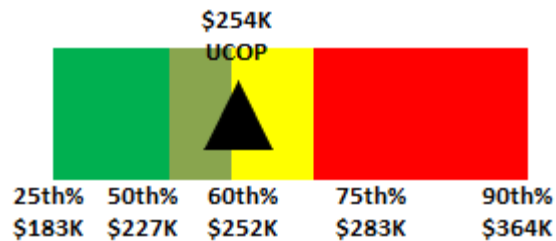
Associate Vice President – Budget and Facilities Management (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11
Western Management Group (WGM) EduComp Compensation Survey	17
Towers Watson Top Management Compensation Survey	11

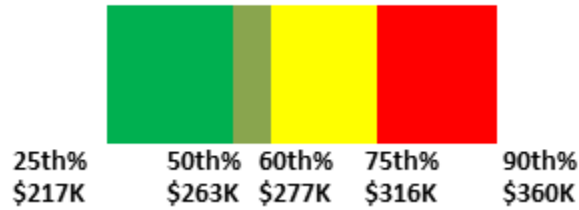
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	CSU	1
Western Management Group (WGM) EduComp Compensation Survey	16	State	1
Towers Watson Top Management Compensation Survey (Higher Education)	8		

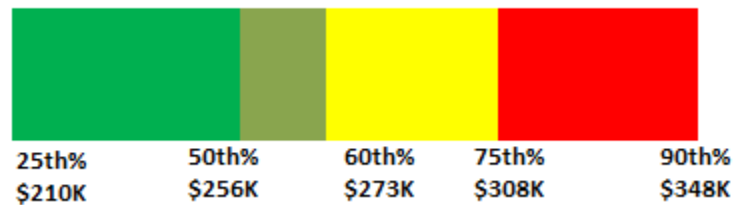
Associate Vice President - Business Operations (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	8
Towers Watson CDB General Industry Executive Survey	58
Radford Executive Benchmark Survey	22

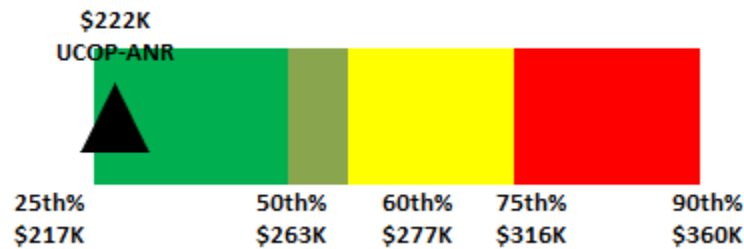
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	Counties	6
Towers Watson CDB General Industry Executive Survey	39	Special Districts	7
Towers Watson Top Management Compensation Survey (Higher Education)	7		
Radford Executive Benchmark Survey	49		

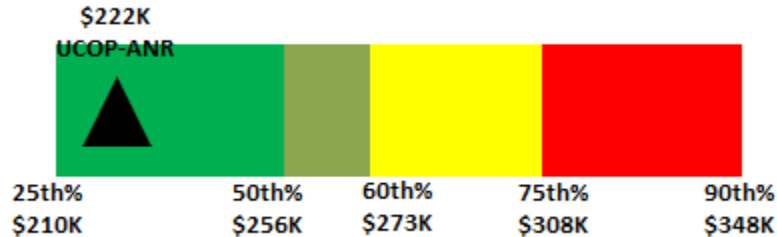
Associate Vice President - Business Operations (ANR)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	8
Towers Watson CDB General Industry Executive Survey	58
Radford Executive Benchmark Survey	22

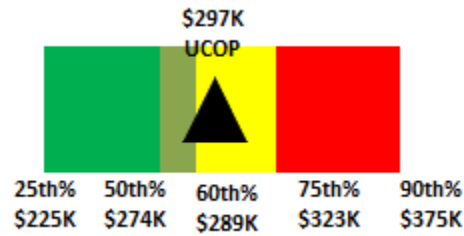
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	Counties	6
Towers Watson CDB General Industry Executive Survey	39	Special Districts	7
Towers Watson Top Management Compensation Survey (Higher Education)	7		
Radford Executive Benchmark Survey	49		

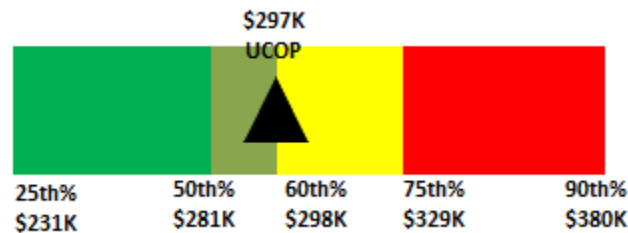
Associate Vice President – Capital Financial Planning and Analysis (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15
Mercer Benchmark Database Survey	146
Radford Executive Benchmark Survey	42
Towers Watson CDB General Industry Executive Survey	119
Western Management Group (WMG) EduComp Compensation Survey	13

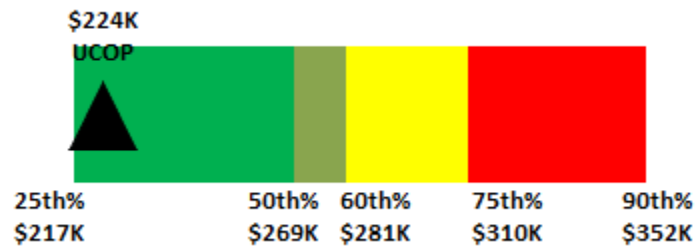
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	17	N/A	
Mercer Benchmark Database Survey (Higher Education)	223		
Radford Executive Benchmark Survey	38		
Towers Watson CDB General Industry Executive Survey	181		
Western Management Group (WMG) EduComp Compensation Survey	13		

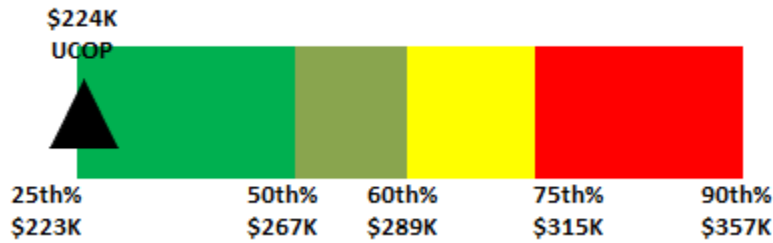
Associate Vice President - Capital Resource Management (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15
Mercer Benchmark Database Survey	15
Radford Executive Benchmark Survey	42
Western Management Group (WMG) EduComp Compensation Survey	13

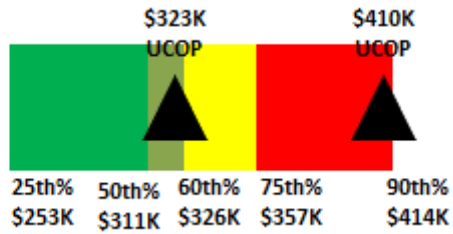
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	17	CSU	1
Mercer Benchmark Database Survey (Higher Education)	13		
Radford Executive Benchmark Survey	38		
Western Management Group (WMG) EduComp Compensation Survey	13		

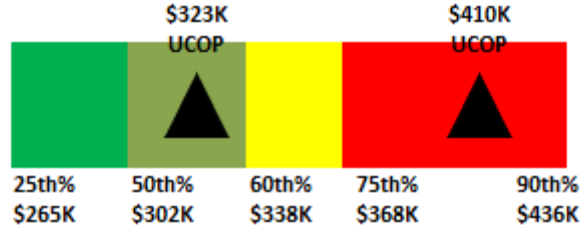
Associate Vice President - Chief Procurement Officer (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	24
Radford Executive Benchmark Survey	19
Towers Watson CDB General Industry Executive Survey	28
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	27
Sullivan Cotter Manager and Executive Compensation Survey	49 (# of organizations)

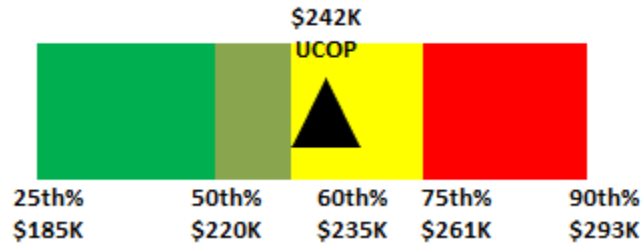
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	12	State	1
Radford Executive Benchmark Survey	21	County	1
Towers Watson CDB General Industry Executive Survey	22		
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	37		
Sullivan Cotter Manager and Executive Compensation Survey	60 (# of organizations)		

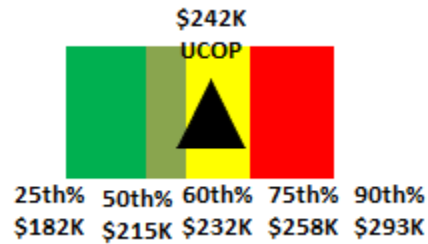
Associate Vice President - Chief Risk Officer (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	7
Radford Executive Benchmark Survey	16
Towers Watson CDB General Industry Executive Survey	70
Towers Watson Top Management Compensation Survey	7

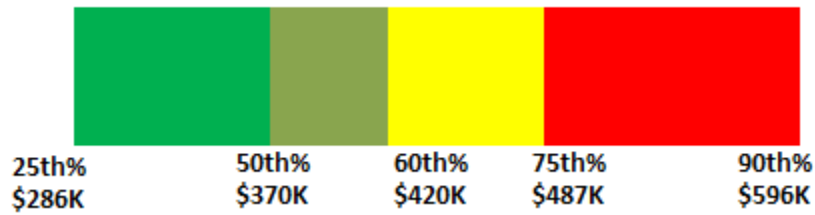
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	State	2
Radford Executive Benchmark Survey	24		
Towers Watson CDB General Industry Executive Survey	66		
Towers Watson Top Management Compensation Survey (Higher Education)	7		

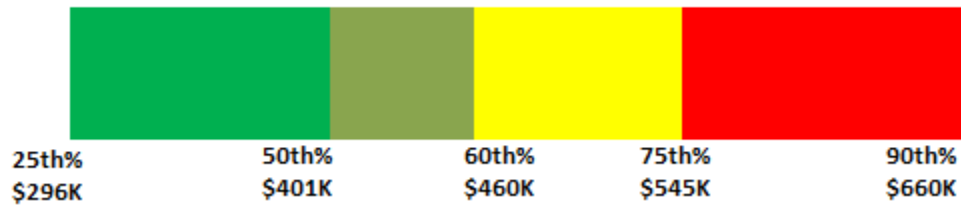
Associate Vice President - Chief Strategy Officer (OP UC Health)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4A	17
Sullivan Cotter Manager and Executive Compensation Survey	32 (# of organizations)

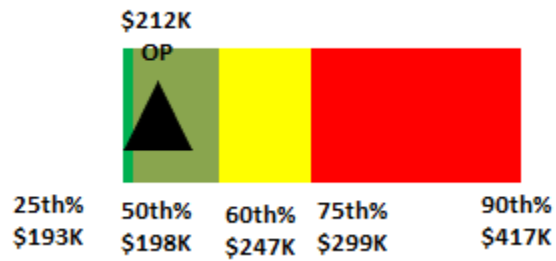
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4A	12	N/A	
Sullivan Cotter Manager and Executive Compensation Survey	53 (# of organizations)		

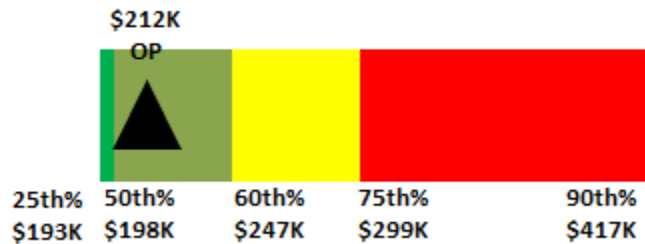
Associate Vice President – Energy and Sustainability

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	36	State	2
Towers Watson CDB General Industry Executive Survey	18	City	3

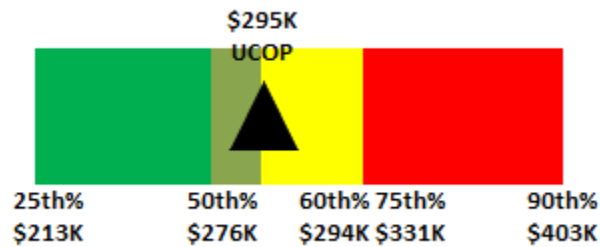
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	36	State	2
Towers Watson CDB General Industry Executive Survey	21	City	3

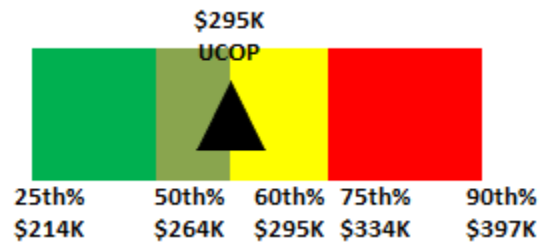
Associate Vice President - Federal Government Relations (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	13
Radford Executive Benchmark Survey	81
Towers Watson CDB General Industry Executive Survey	93
Towers Watson Top Management Compensation Survey	10

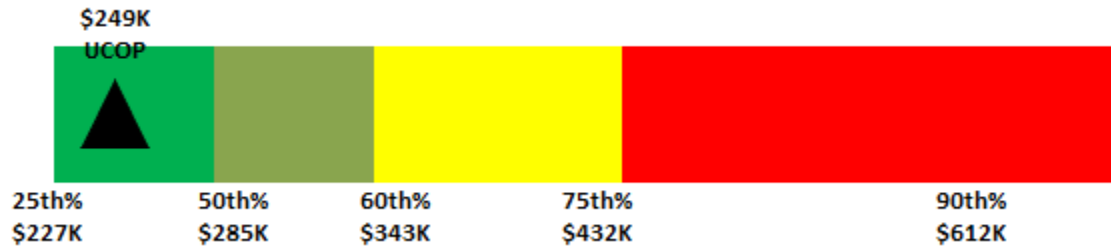
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey (Higher Education)	12	CSU	1
Radford Executive Benchmark Survey	128		
Towers Watson CDB General Industry Executive Survey	96		
Towers Watson Top Management Compensation Survey (Higher Education)	12		

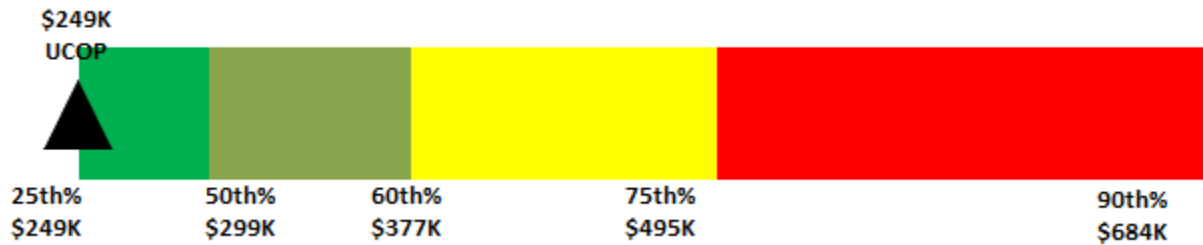
Associate Vice President – Health Sciences (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	22
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	15

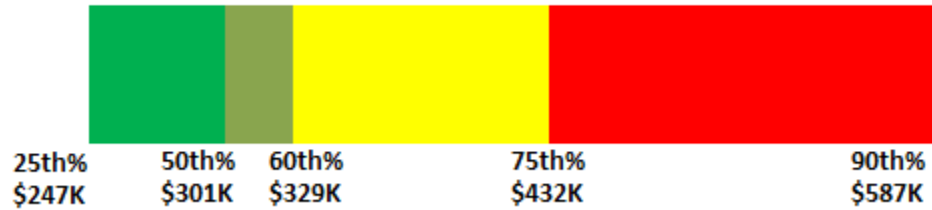
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	23	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	12		

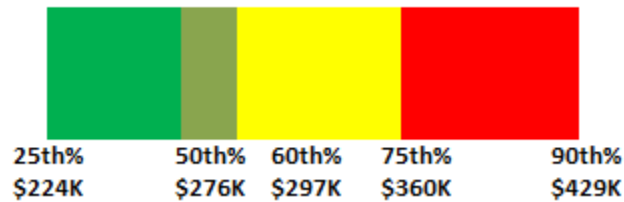
Associate Vice President - Laboratory Operations and Administration

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	19

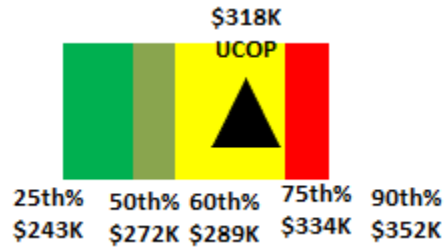
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	16	N/A	
Towers Watson Top Management Compensation Survey (Higher Education)	7		

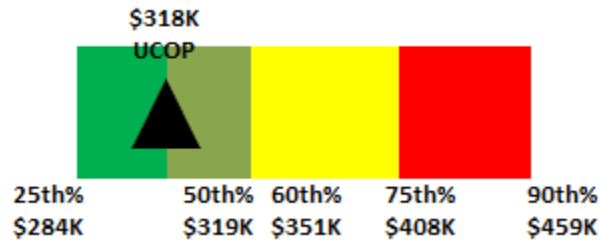
Associate Vice President - Laboratory Programs

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	19

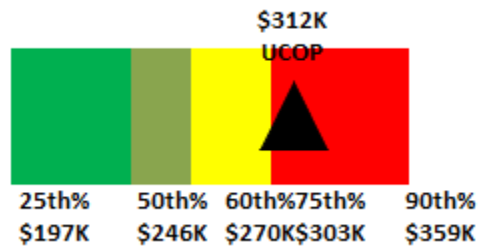
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	19	N/A	

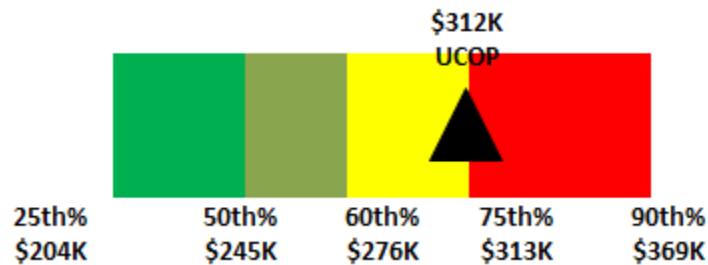
Associate Vice President - Systemwide Controller (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	23
Radford Executive Benchmark Survey	370
Towers Watson CDB General Industry Executive Survey	262
Towers Watson Top Management Compensation Survey	20

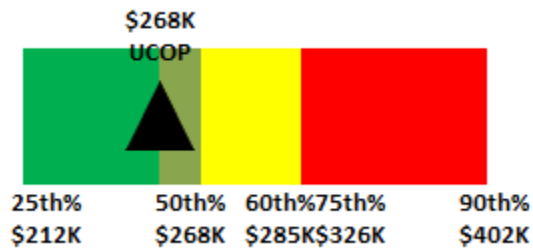
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey (Higher Education)	25	County	2
Radford Executive Benchmark Survey	270	State	1
Towers Watson CDB General Industry Executive Survey	263		
Towers Watson Top Management Compensation Survey (Higher Education)	16		

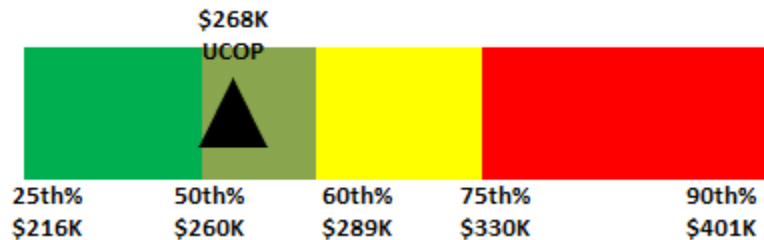
Associate Vice President and Director - State Government Relations (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	7
Radford Executive Benchmark Survey	81
Towers Watson CDB General Industry Executive Survey	93
Towers Watson Top Management Compensation Survey	10

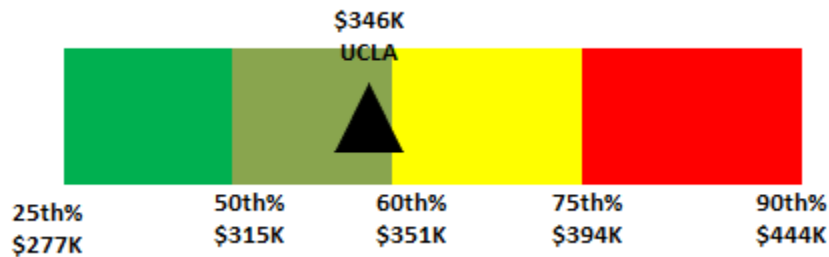
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Radford Executive Benchmark Survey	128	CSU	1
Towers Watson CDB General Industry Executive Survey	96		
Towers Watson Top Management Compensation Survey (Higher Education)	12		

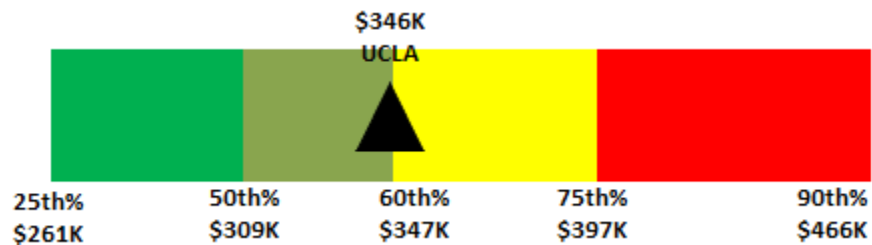
Chief Administrative Officer - Medical Center

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	57
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	7
Sullivan Cotter Survey of Manager and Executive Compensation	172 (# of organizations)

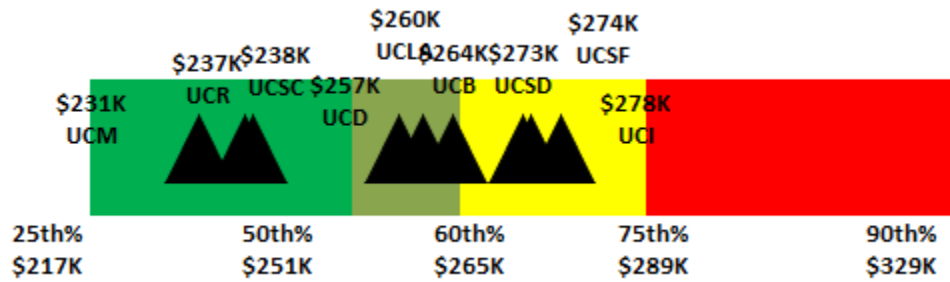
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	58	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	63		
Sullivan Cotter Survey of Manager and Executive Compensation	172 (# of organizations)		

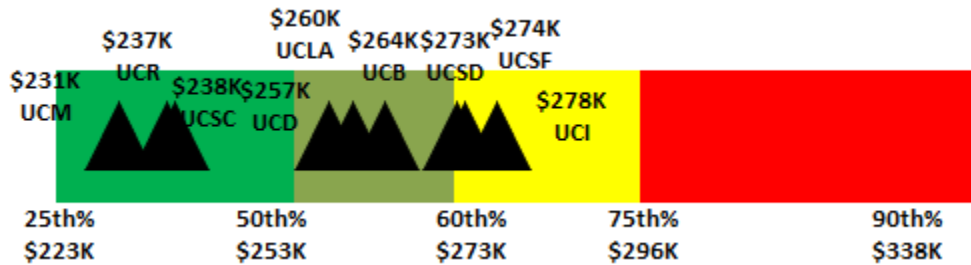
Chief Campus Counsel

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	190
Mercer Benchmark Database Survey	577
Radford Executive Benchmark Survey	821
Western Management Group (WMG) EduComp Compensation Survey	33

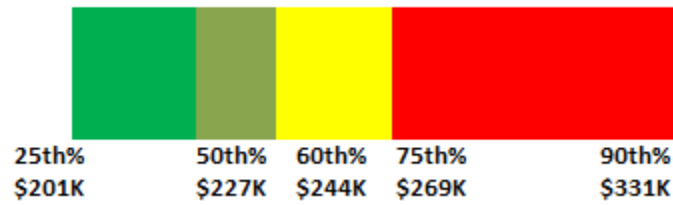
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	104	Counties	2
Mercer Benchmark Database Survey (Higher Education and All Data Cut)	691	Special Districts	1
Radford Executive Benchmark Survey	940	State	1
Western Management Group (WMG) EduComp Compensation Survey	40		

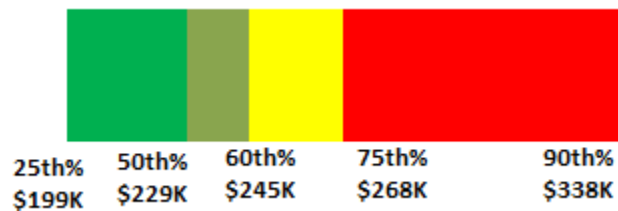
Chief Compliance Officer - Medical Center

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	38
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	33
Sullivan Cotter Survey of Manager and Executive Compensation	56 (# of organizations)

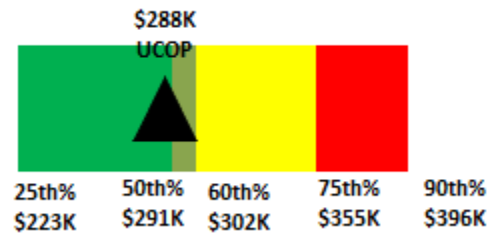
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	50	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	27		
Sullivan Cotter Survey of Manager and Executive Compensation	66 (# of organizations)		

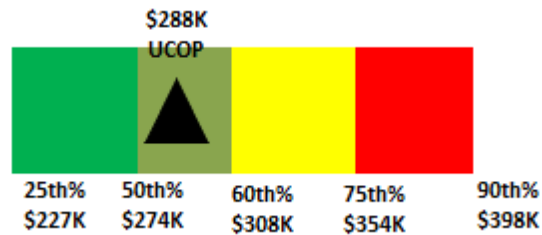
Chief Deputy General Counsel (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	80
CUPA Administrators in Higher Education Salary Survey	18

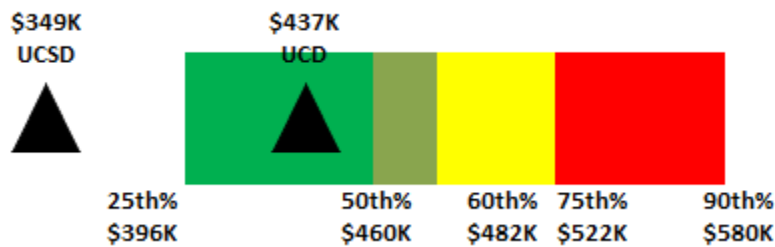
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	30	County	1
CUPA Administrators in Higher Education Salary Survey	19	State	1
Mercer Benchmark Database Survey (Higher Education)	31		
Western Management Group (WMG) EduComp Compensation Survey	40		

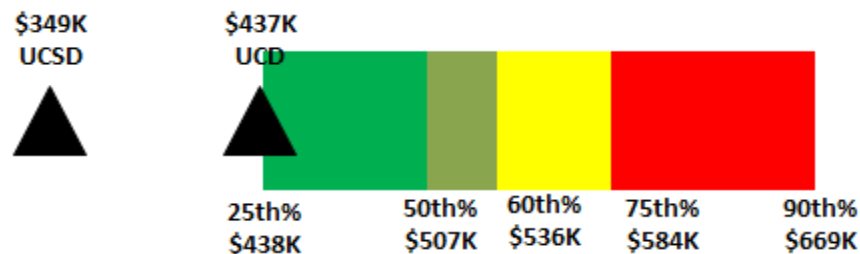
Chief Financial Officer (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	73
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	26
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	44
Sullivan Cotter Survey of Manager and Executive Compensation	110 (# of organizations)

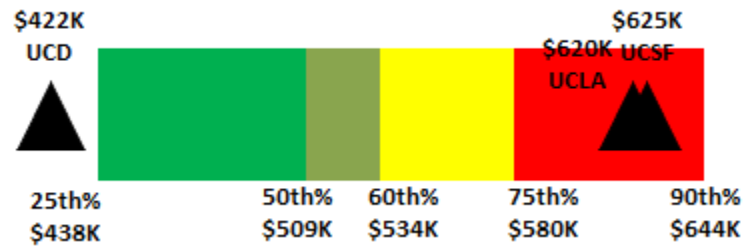
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	138	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	44		
Sullivan Cotter Survey of Manager and Executive Compensation	173 (# of organizations)		

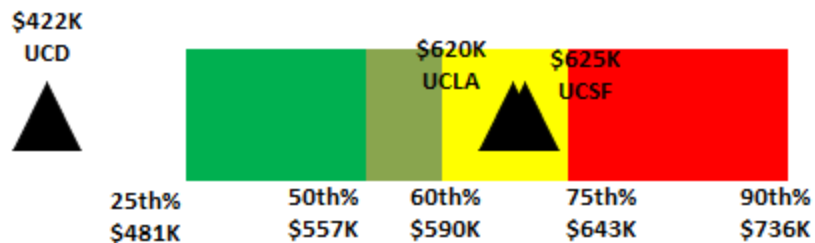
Chief Financial Officer - Health Systems and Campus

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	73
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	26
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	44
Sullivan Cotter Survey of Manager and Executive Compensation	110 (# of organizations)

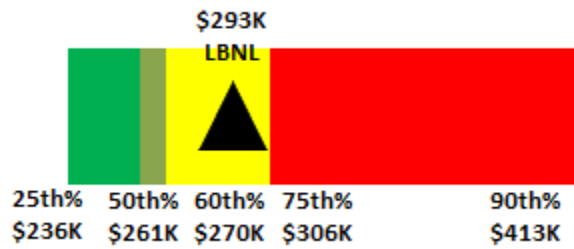
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DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	138	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	44		
Sullivan Cotter Survey of Manager and Executive Compensation	173 (# of organizations)		

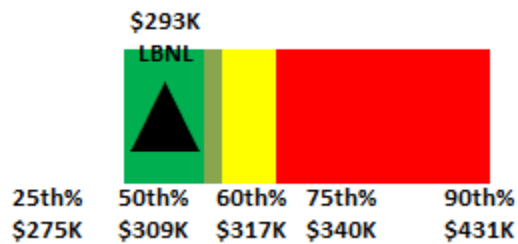
Chief Financial Officer – LBNL

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	45

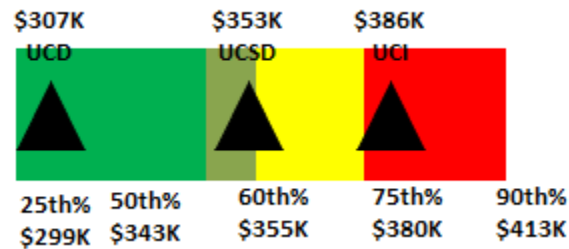
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	29	N/A	

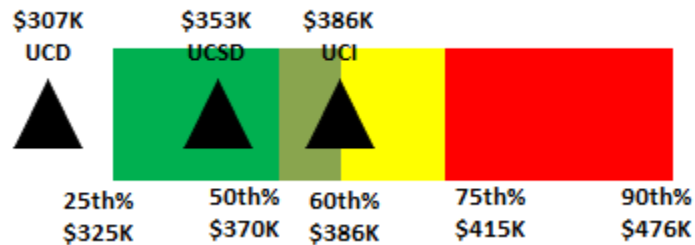
Chief Information Officer (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	75
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	25
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	27
Sullivan Cotter Survey of Manager and Executive Compensation	88 (# of organizations)

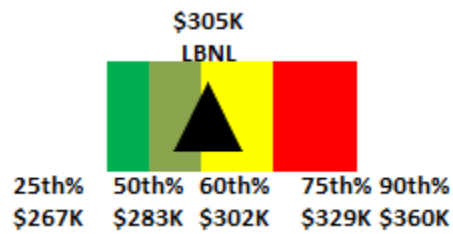
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	128	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	45		
Sullivan Cotter Survey of Manager and Executive Compensation	205 (# of organizations)		

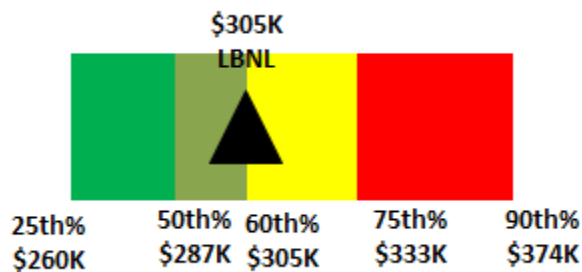
Chief Laboratory Counsel

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	30

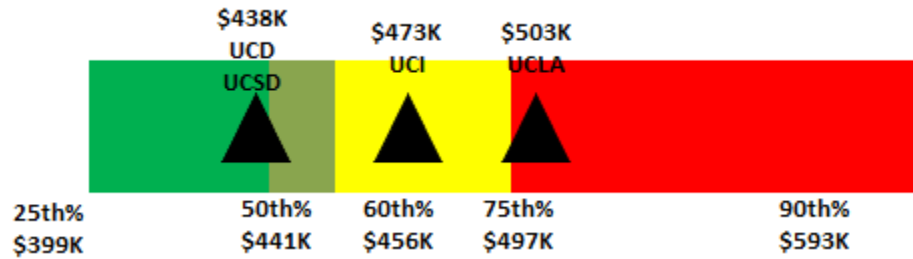
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	104	N/A	
Mercer Benchmark Database Survey (Higher Education and All Data Cut)	691		
Radford Executive Benchmark Survey	915		
Western Management Group (WGM) EduComp Compensation Survey	40		
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	27		

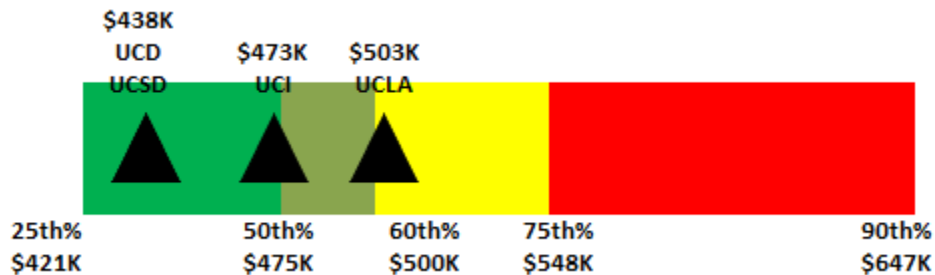
Chief Medical Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	54
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	15
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	30
Sullivan Cotter Survey of Manager and Executive Compensation	77 (# of organizations)

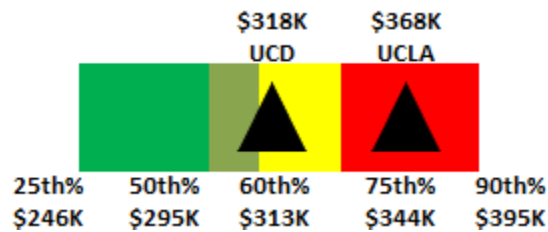
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	132	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	37		
Sullivan Cotter Survey of Manager and Executive Compensation	127 (# of organizations)		

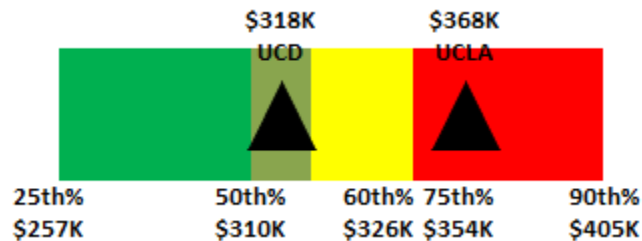
Chief Nursing Officer

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	86
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	8
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	26
Sullivan Cotter Survey of Manager and Executive Compensation	86 (# of organizations)

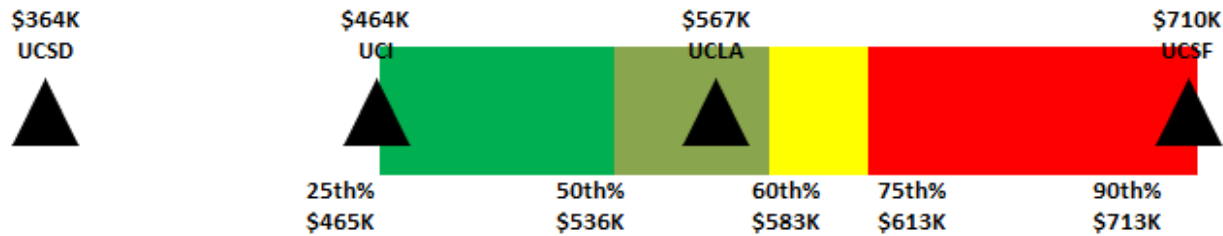
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	157	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	29		
Sullivan Cotter Survey of Manager and Executive Compensation	136 (# of organizations)		

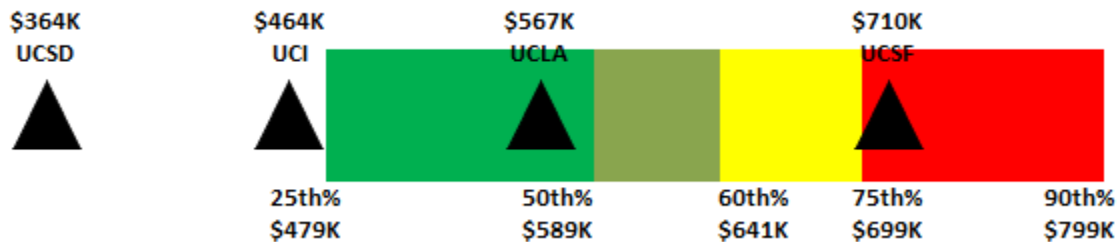
Chief Operating Officer (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	61
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	14
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	9
Sullivan Cotter Survey of Manager and Executive Compensation	74 (# of organizations)

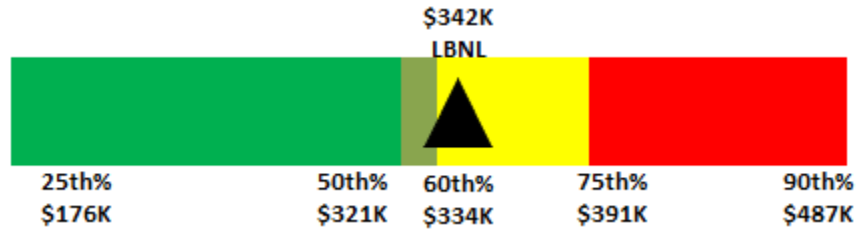
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	106	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	36		
Sullivan Cotter Survey of Manager and Executive Compensation	116 (# of organizations)		

Chief Operating Officer – LBNL

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	14

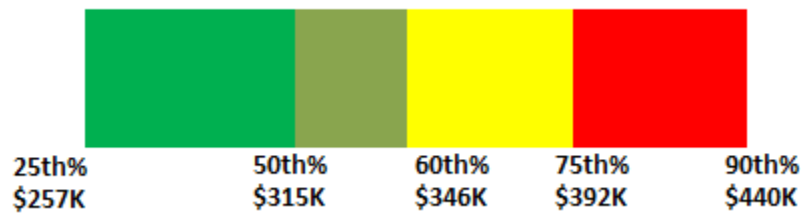
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	11	N/A	

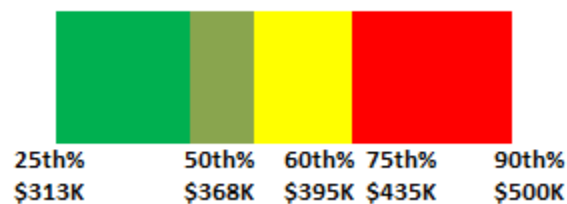
Chief Quality Officer (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	16
Sullivan Cotter Survey of Manager and Executive Compensation	44 (# of organizations)

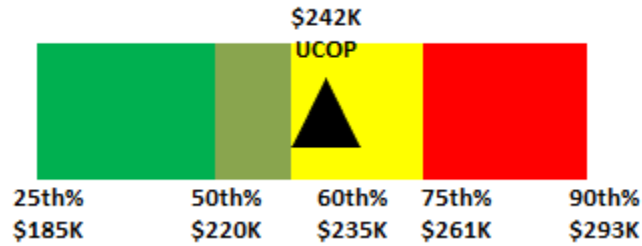
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	14	N/A	
Sullivan Cotter Survey of Manager and Executive Compensation	27 (# of organizations)		

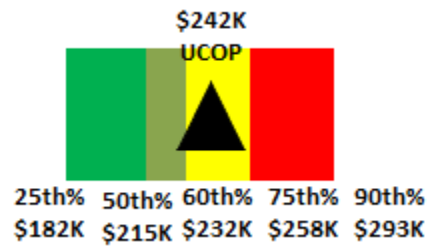
Chief Risk Officer (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Benchmark Database Survey	7
Radford Executive Benchmark Survey	16
Towers Watson CDB General Industry Executive Survey	70
Towers Watson Top Management Compensation Survey	7

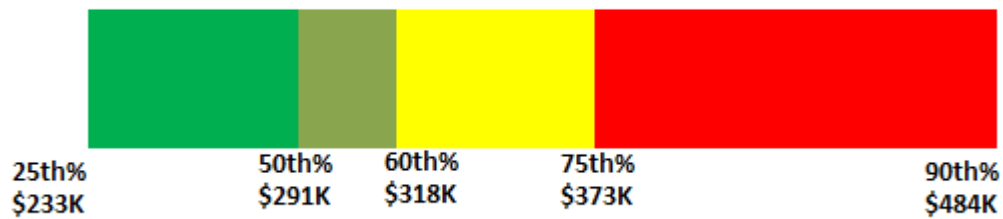
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	State	2
Radford Executive Benchmark Survey	24		
Towers Watson CDB General Industry Executive Survey	66		
Towers Watson Top Management Compensation Survey (Higher Education)	7		

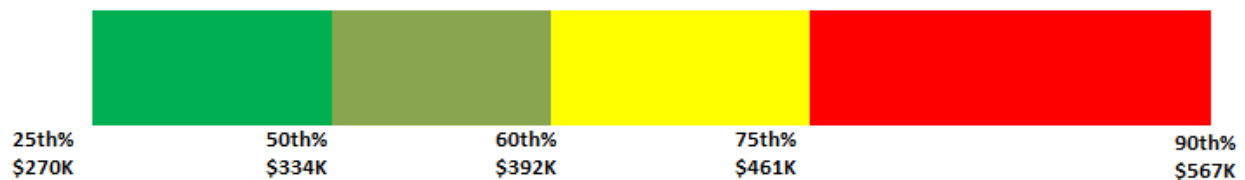
Chief Strategy Officer (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	13
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	16
Sullivan Cotter Survey of Manager and Executive Compensation	30 (# of organizations)

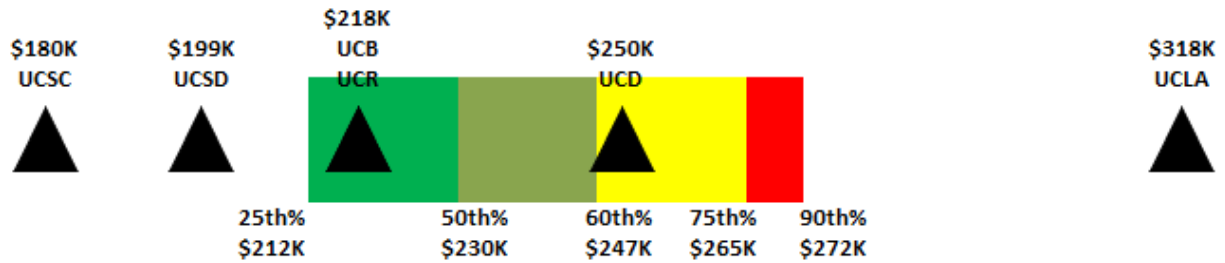
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	12	N/A	
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4B	6		
Sullivan Cotter Survey of Manager and Executive Compensation	91 (# of organizations)		

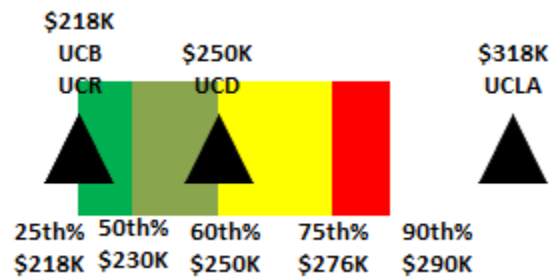
Dean - University Extension

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6

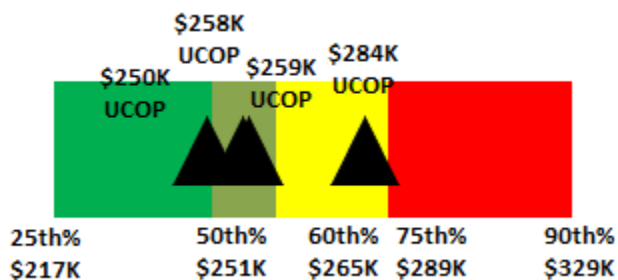
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	5	N/A	

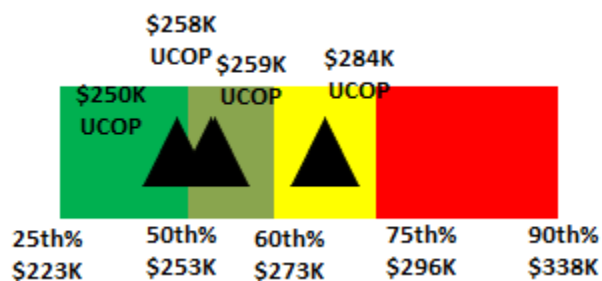
Deputy General Counsel

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	190
Mercer Benchmark Database Survey	577
Radford Executive Benchmark Survey	821
Western Management Group (WMG) EduComp Compensation Survey	33

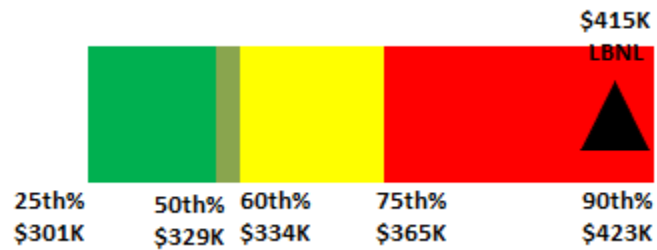
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	104	Counties	2
Mercer Benchmark Database Survey (Higher Education and All Data cut)	691	Special Districts	1
Radford Executive Benchmark Survey	940	State	1
Western Management Group (WMG) EduComp Compensation Survey	40		

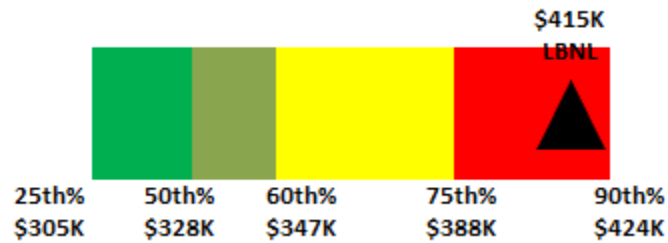
Deputy Laboratory Director

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	48

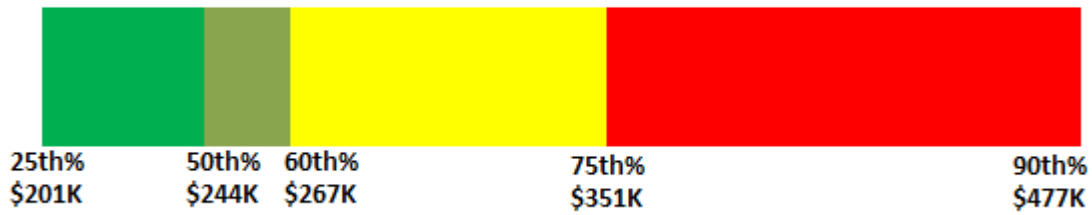
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	44	N/A	

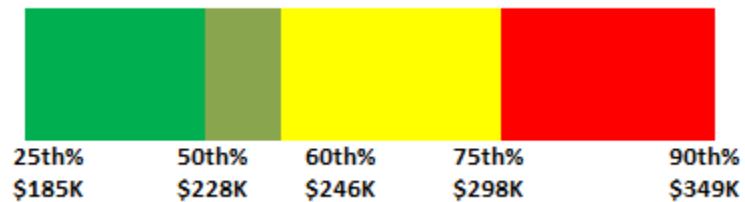
Deputy to the Associate Vice President - Laboratory Operations

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	21

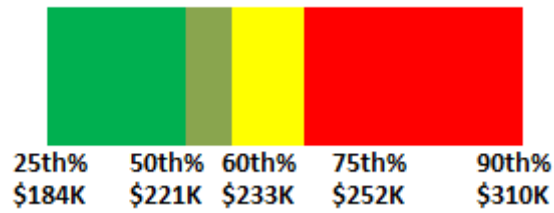
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Pearl Meyer and Partners CHiPS Executive and Senior Management Compensation Survey	16	N/A	
Towers Watson Top Management Compensation Survey (Higher Education)	7		

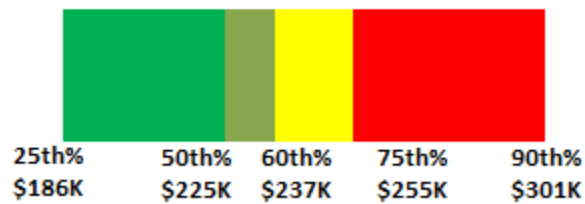
Director - Contracts Management

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
Mercer Benchmark Database Survey	42
Radford Executive Benchmark Survey	56

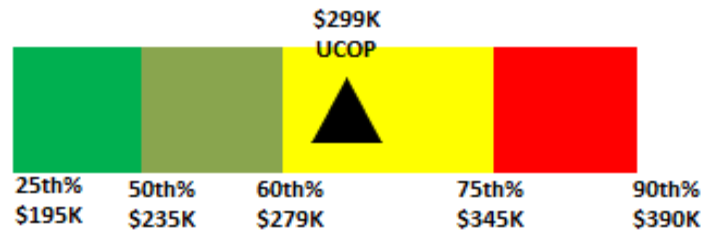
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	48	N/A	
Radford Executive Benchmark Survey	48		

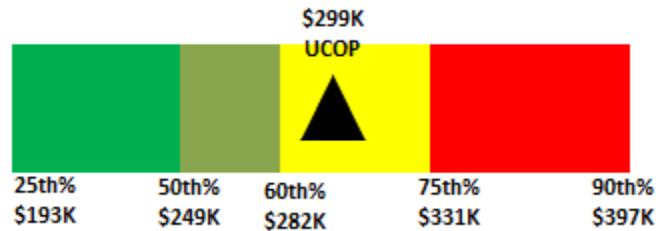
Director - University Press (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Mid-level Administrative Professional Salary Survey	5
Western Management Group (WMG) EduComp Compensation Survey	10

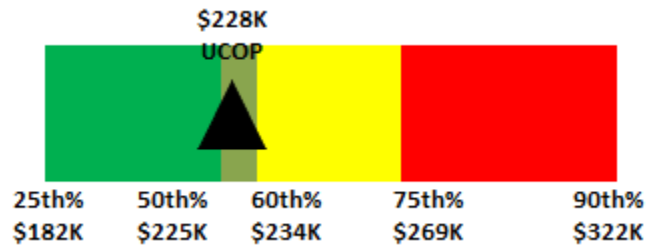
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Mid-level Administrative Professional Salary Survey	12	N/A	
Western Management Group (WMG) EduComp Compensation Survey	9		

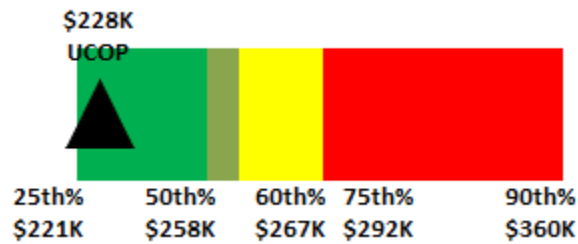
Executive Director - Innovation Alliances and Services (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	33

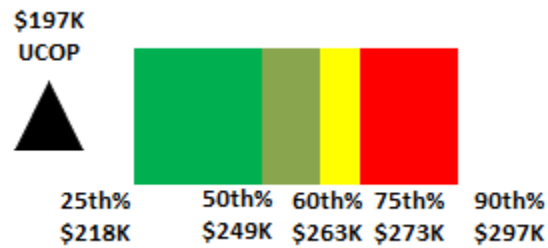
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6	N/A	
Western Management Group (WMG) EduComp Compensation Survey	16		

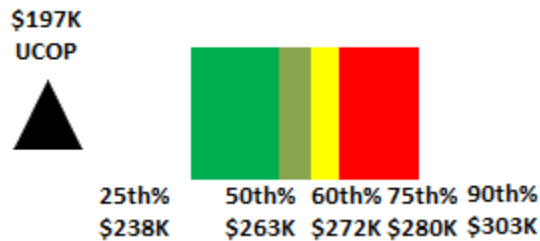
Executive Director - Research Grants and Program Office (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9
Western Management Group (WMG) EduComp Compensation Survey	12

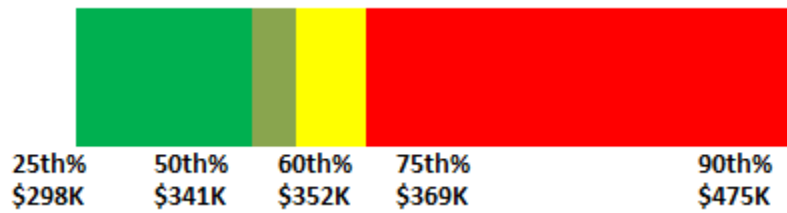
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9	N/A	
Western Management Group (WMG) EduComp Compensation Survey	10		

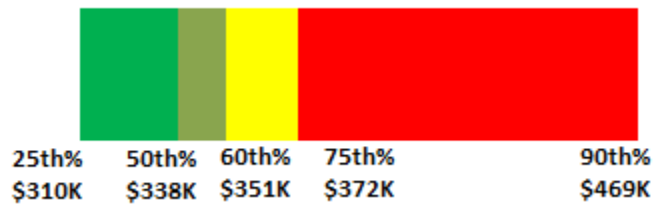
Executive Director and Chief Operating Officer - Physician Support

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	12

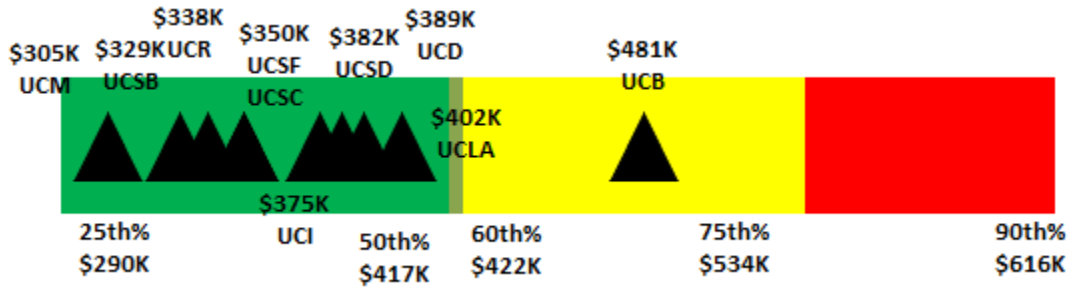
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	14	N/A	

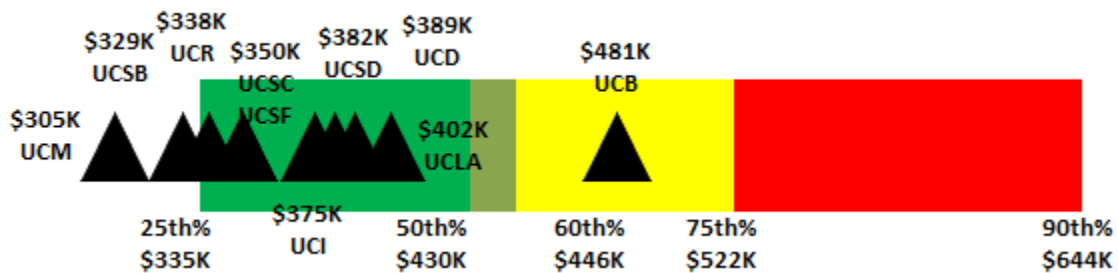
Executive Vice Chancellor and Provost (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	16

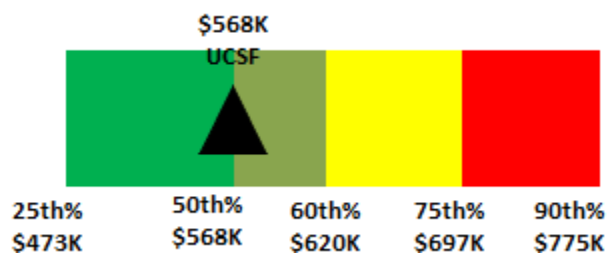
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	N/A	

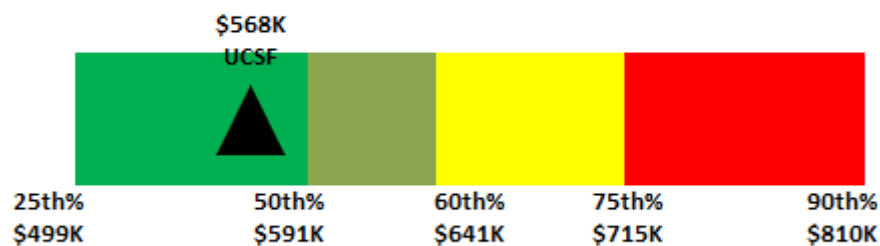
Executive Vice President – Physician Services, Vice Dean Clinical Affairs

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4A	14
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	42
Sullivan Cotter Manager and Executive Compensation Survey	60 (# of organizations)

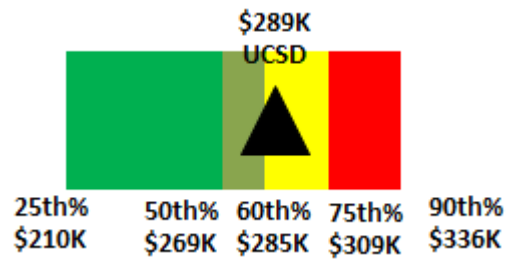
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks Compensation Survey – Module 4A	17	N/A	
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	54		
Sullivan Cotter Manager and Executive Compensation Survey	67 (# of organizations)		

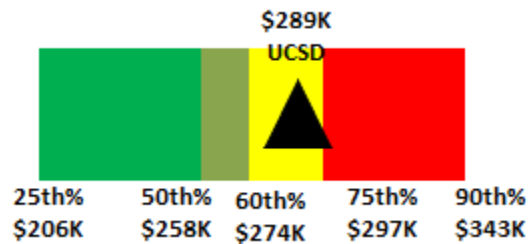
Medical Group Executive Director (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	15
Sullivan Cotter Manager and Executive Compensation Survey	9 (# of organizations)

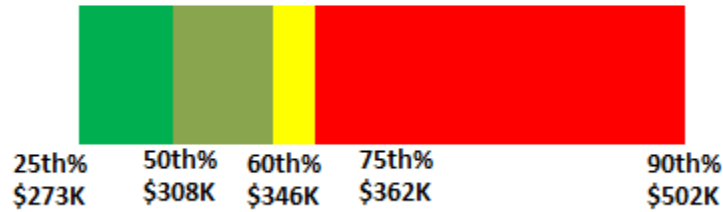
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	20	N/A	
Sullivan Cotter Manager and Executive Compensation Survey	21 (# of organizations)		

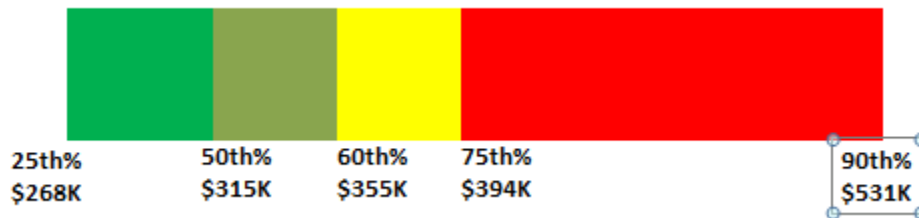
Senior Managing Director - Fixed Income Assets

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A

TWO-YEAR ROLLING AVERAGE MRZ

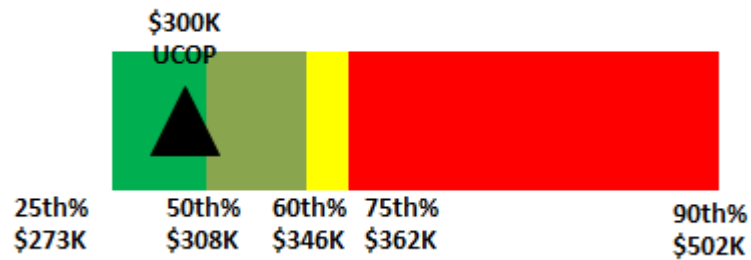


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County	1 (# of org)

*Mercer Treasury Study includes data from California Public Employees' Retirement System, California State Teachers' retirement System and LA County.

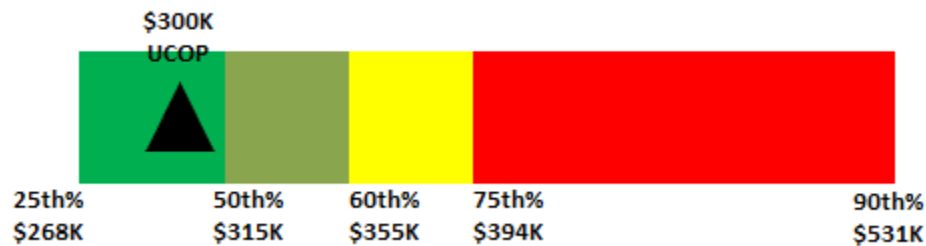
Senior Managing Director - Public Equity Investments

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A

TWO-YEAR ROLLING AVERAGE MRZ

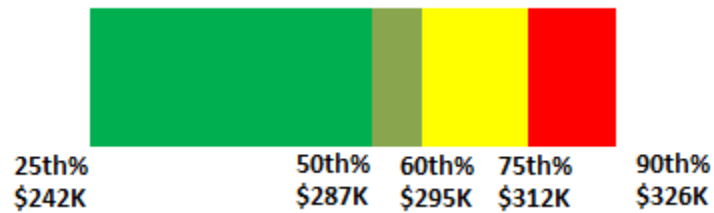


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County	1 (# of org)

*Mercer Treasury Study includes data from California Public Employees' Retirement System, California State Teachers' retirement System and LA County.

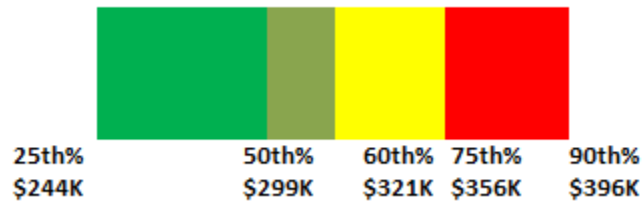
Senior Managing Director - Risk Management

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A

TWO-YEAR ROLLING AVERAGE MRZ

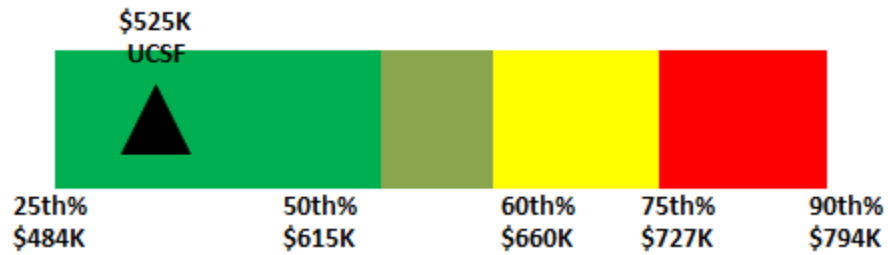


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County	1 (# of org)

*Mercer Treasury Study includes data from California Public Employees' Retirement System, California State Teachers' retirement System and LA County.

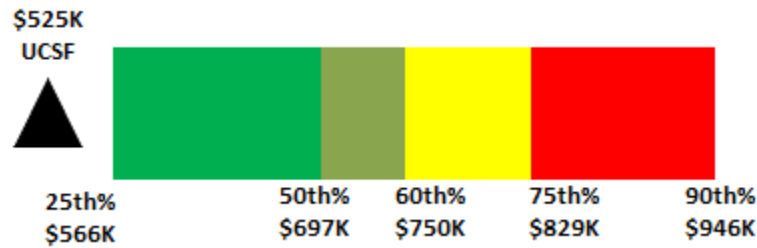
Senior Vice President Adult Services (Medical Center)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	8
Sullivan Cotter Manager and Executive Compensation Survey	24 (# of organizations)

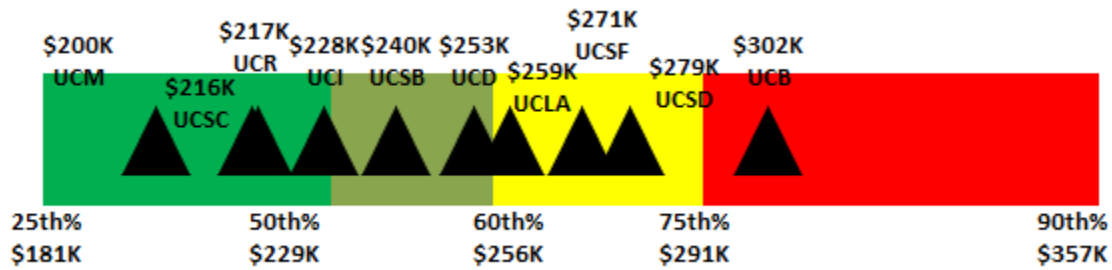
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies – National Healthcare Leadership Compensation Survey	13	N/A	
Sullivan Cotter Manager and Executive Compensation Survey	156 (# of organizations)		

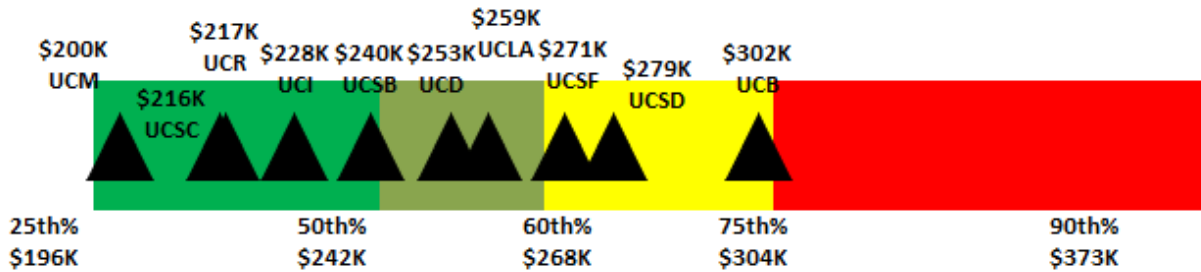
University Librarian (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	13
Western Management Group (WMG) EduComp Compensation Survey	23

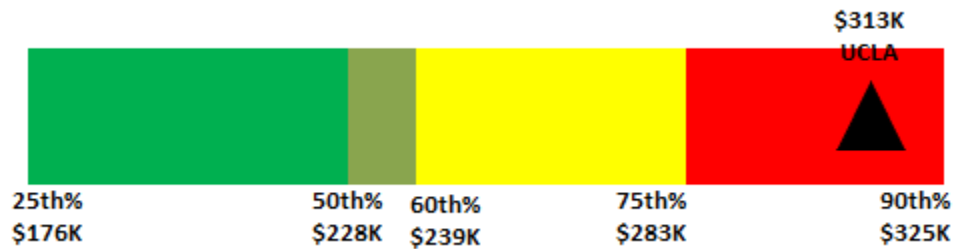
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	13	N/A	
Western Management Group (WMG) EduComp Compensation Survey	7		

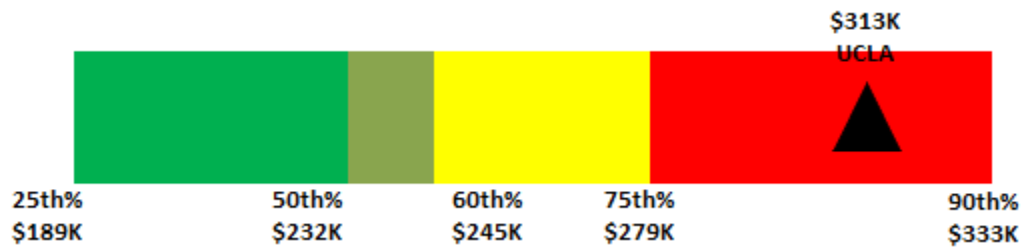
Vice Chancellor - Academic Personnel (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	483

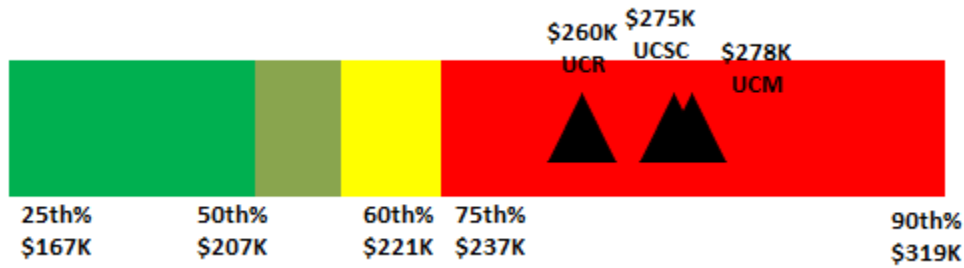
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey (Full Comparison Group, All Institutions and All Research and Doctorate Institutions)	394	N/A	

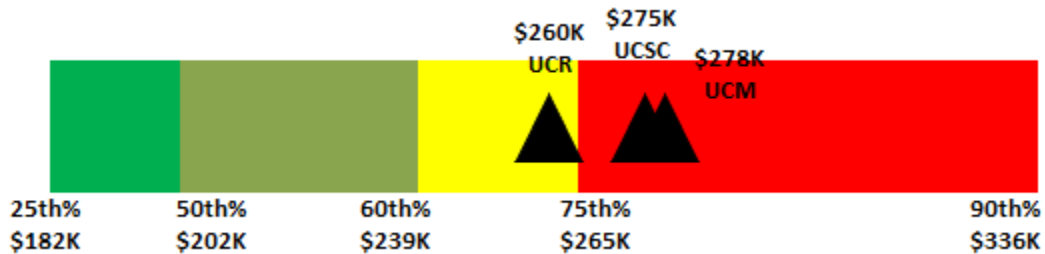
Vice Chancellor - Budget and Planning (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	10
Towers Watson CDB General Industry Executive Survey	15
Western Management Group (WMG) EduComp Compensation Survey	17

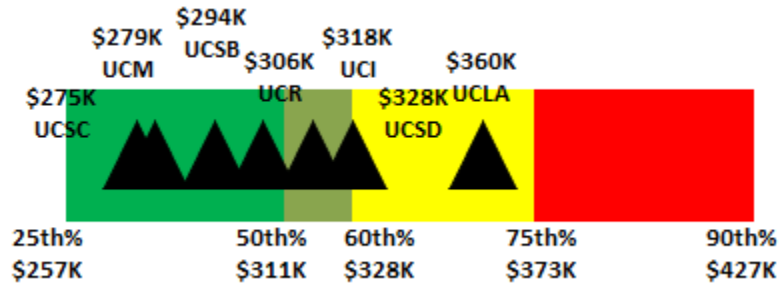
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	9	State	1
Towers Watson CDB General Industry Executive Survey	29	County	3
Western Management Group (WMG) EduComp Compensation Survey	16		

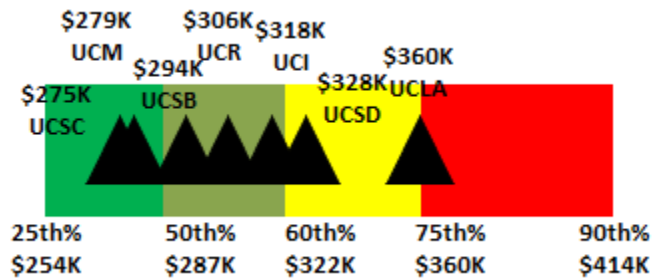
Vice Chancellor - Business Administration (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	8
Radford Executive Benchmark Survey	22
Towers Watson CDB General Industry Executive Survey	58

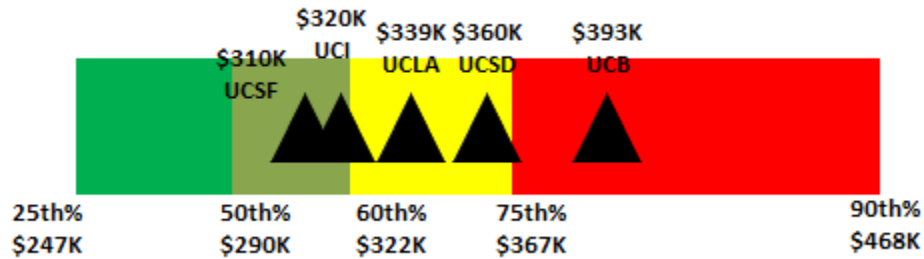
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	Counties	6
Radford Executive Benchmark Survey	49	Special Districts	7
Towers Watson CDB General Industry Executive Survey	39	State	1

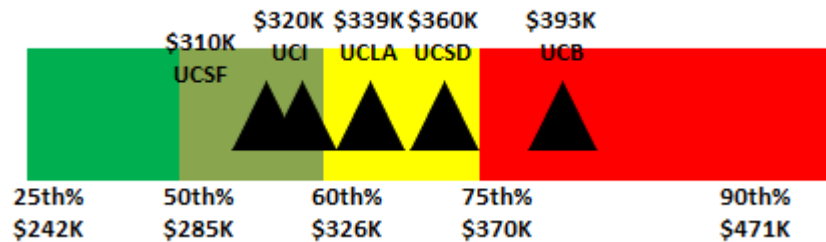
Vice Chancellor - Chief Financial Officer (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Mercer Benchmark Database Survey	23
Radford Executive Benchmark Survey	891
Towers Watson CDB General Industry Executive Survey	119
Towers Watson Top Management Compensation Survey	21

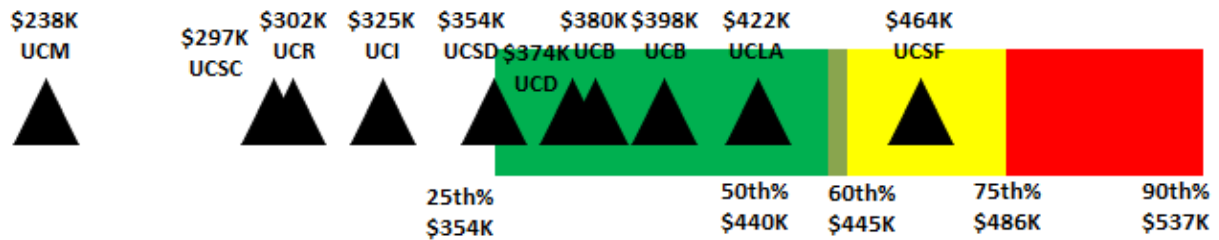
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11	CSU	5
Mercer Benchmark Database Survey (Higher Education)	19	State	1
Radford Executive Benchmark Survey	1,138		
Towers Watson CDB General Industry Executive Survey	181		
Towers Watson Top Management Compensation Survey (Higher Education)	16		

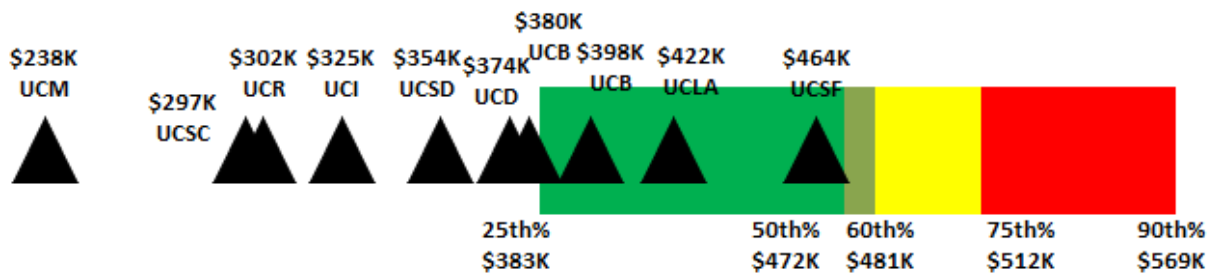
Vice Chancellor - Development/University Relations (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	11
Western Management Group (WMG) EduComp Compensation Survey	8

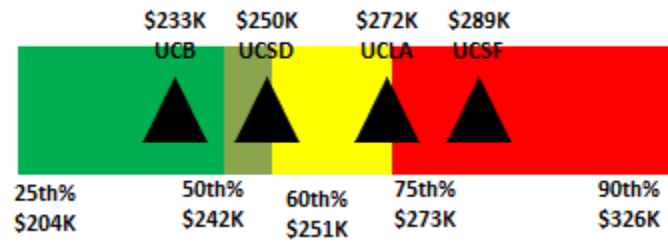
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	N/A	
Western Management Group (WMG) EduComp Compensation Survey	7		

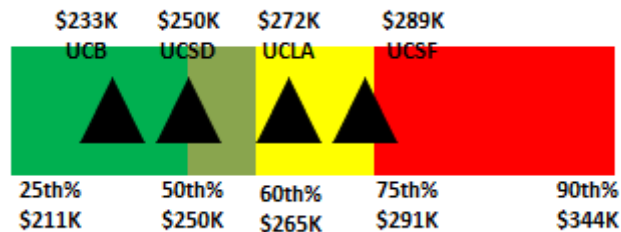
Vice Chancellor - Equity and Inclusion (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	16
Mercer Benchmark Database Survey	61
Towers Watson CDB General Industry Executive Survey	32

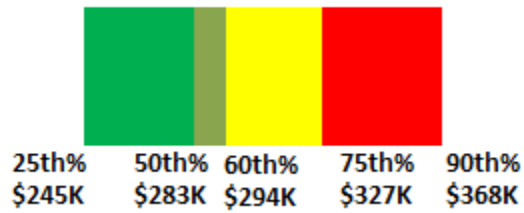
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	21	N/A	
Mercer Benchmark Database Survey	68		
Towers Watson CDB General Industry Executive Survey	32		

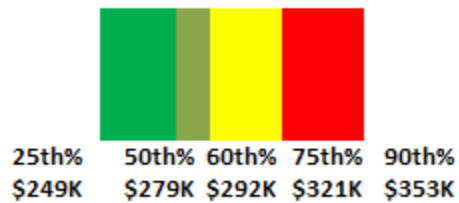
Vice Chancellor - Graduate Studies and Dean - Graduate Division

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	18

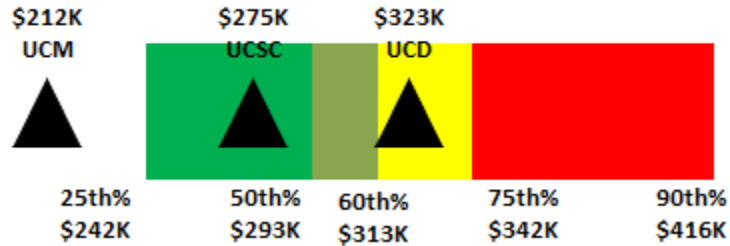
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	21	N/A	

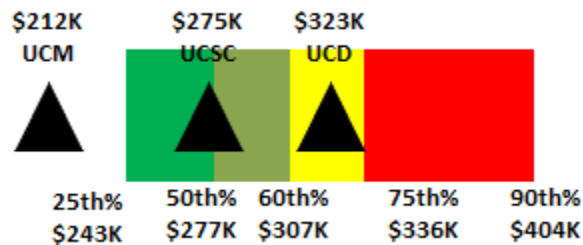
Vice Chancellor - Information Technology (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15
Mercer Benchmark Database Survey	29
Radford Executive Benchmark Survey	853
Towers Watson CDB General Industry Executive Survey	239
Towers Watson Top Management Compensation Survey	25
Western Management Group (WMG) EduComp Compensation Survey	13

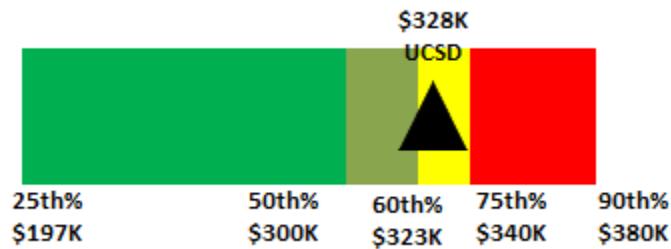
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	Counties	1
Mercer Benchmark Database Survey (Higher Education)	34	CSU	10
Radford Executive Benchmark Survey	937	State	1
Towers Watson CDB General Industry Executive Survey	249		
Towers Watson Top Management Compensation Survey (Higher Education)	16		
Western Management Group (WMG) EduComp Compensation Survey	9		

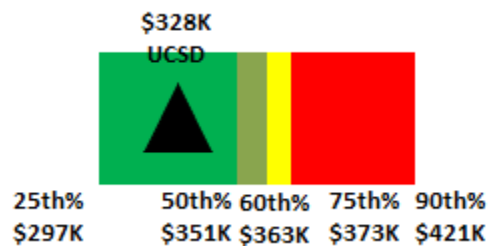
Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences and Director Scripps Institution of Oceanography

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	16

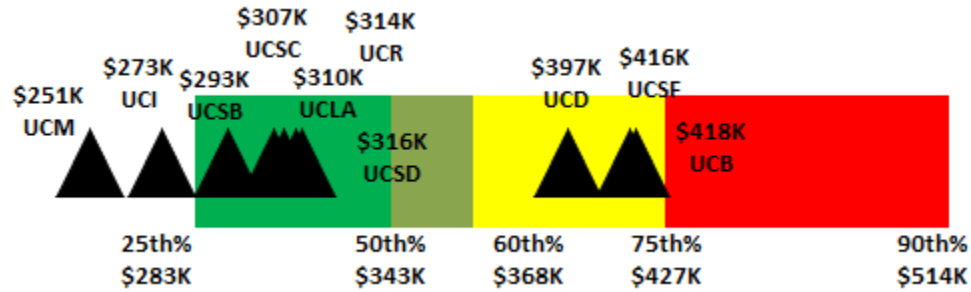
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
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CUPA Administrators in Higher Education Salary Survey	5	N/A	

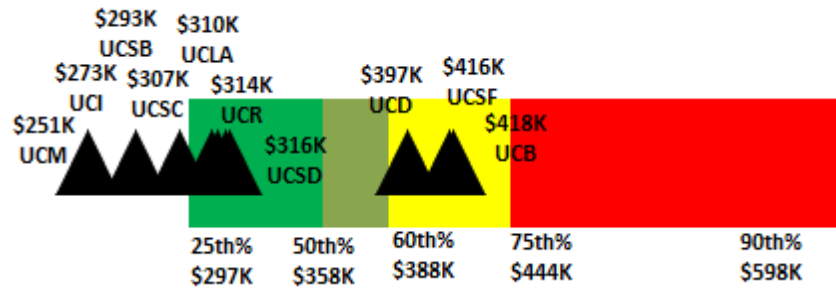
Vice Chancellor – Research (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Towers Watson CDB General Industry Executive Survey	73
Towers Watson Top Management Compensation Survey	6

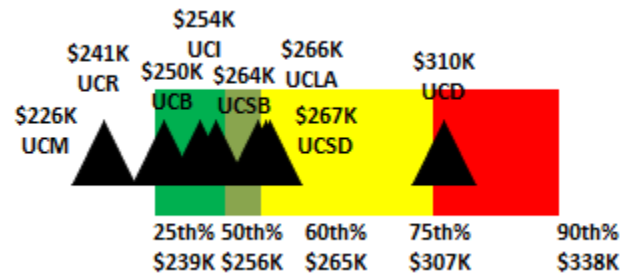
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	18	N/A	
Towers Watson CDB General Industry Executive Survey	78		
Towers Watson Top Management Compensation Survey (Higher Education)	7		

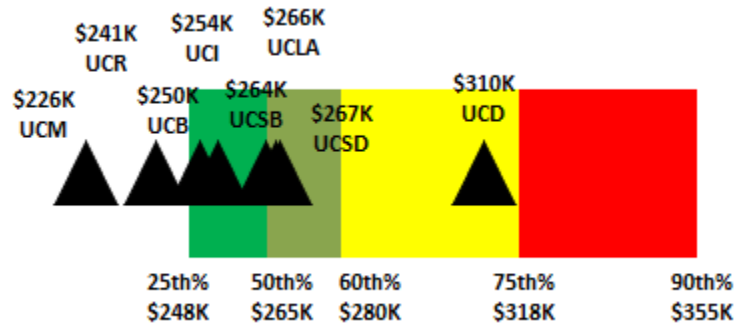
Vice Chancellor - Student Affairs (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	14

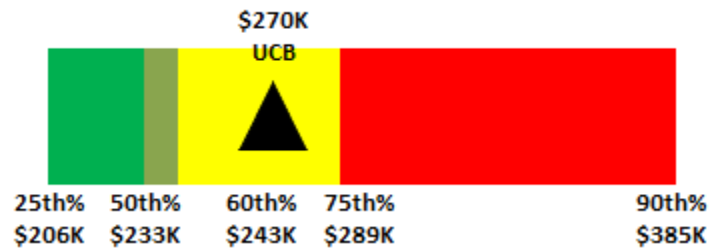
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	14	N/A	

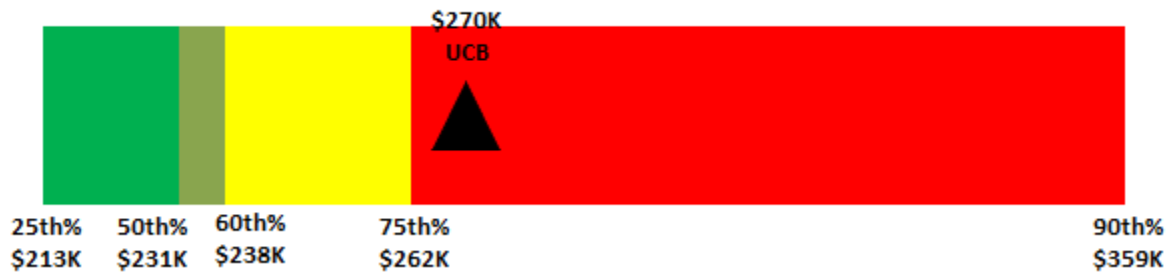
Vice Chancellor - Undergraduate Education (Campus)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6

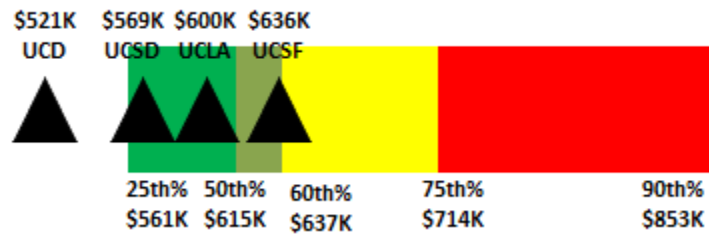
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6	N/A	

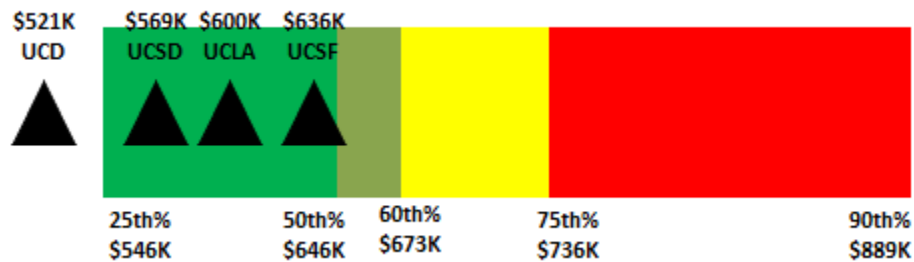
Vice Chancellor and Dean - School of Medicine

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	6
Mercer Integrated Health Networks Compensation Survey – Module 4A	8
Sullivan Cotter Manager and Executive Compensation Survey	7 (# of organizations)

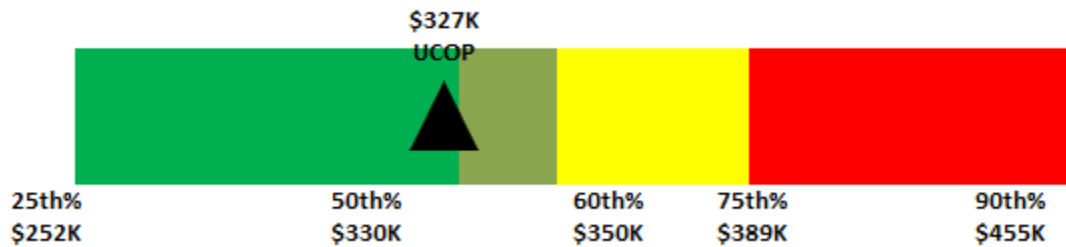
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	5	N/A	
Mercer Integrated Health Networks Compensation Survey – Module 4B	7		
Sullivan Cotter Manager and Executive Compensation Survey	11 (# of organizations)		

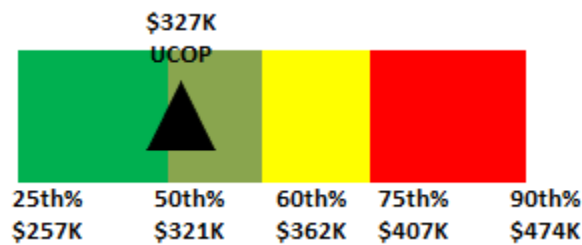
Vice President - Human Resources (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	17
Mercer Benchmark Database Survey	26
Towers Watson CDB General Industry Executive Survey	306
Towers Watson Top Management Compensation Survey	12
Western Management Group (WMG) EduComp Compensation Survey	15

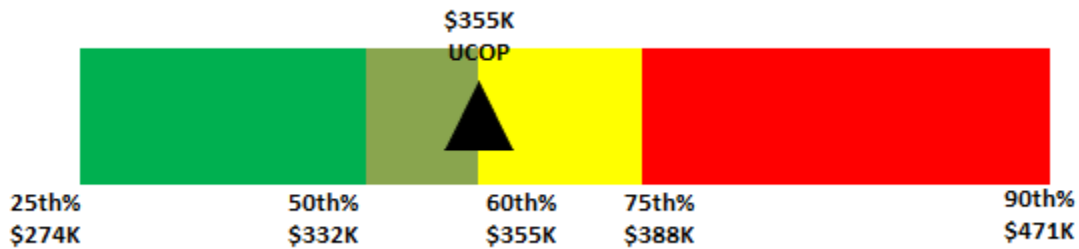
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DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	16	CSU	1
Mercer Benchmark Database Survey (Higher Education)	24	State	1
Towers Watson CDB General Industry Executive Survey	322	County	3
Towers Watson Top Management Compensation Survey (Higher Education)	10		
Western Management Group (WMG) EduComp Compensation Survey	14		

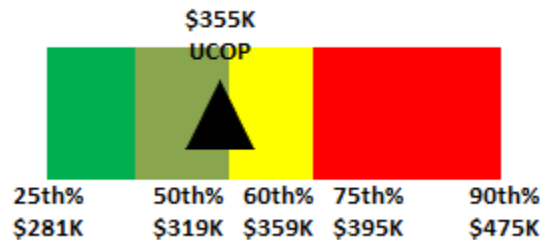
Vice President - Information Technology and Chief Information Officer (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15
Mercer Benchmark Database Survey	29
Radford Executive Benchmark Survey	853
Towers Watson CDB General Industry Executive Survey	239
Towers Watson Top Management Compensation Survey	25
Western Management Group (WMG) EduComp Compensation Survey	13

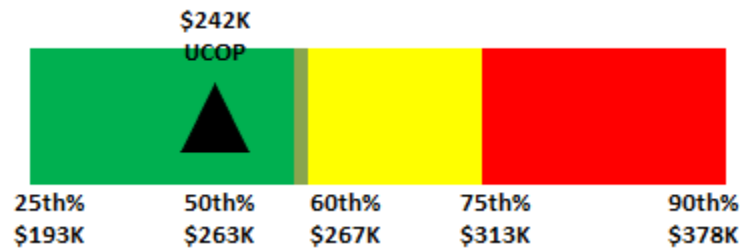
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	State	2
Mercer Benchmark Database Survey (Higher Education)	34		
Radford Executive Benchmark Survey	937		
Towers Watson CDB General Industry Executive Survey	249		
Towers Watson Top Management Compensation Survey (Higher Education)	16		
Western Management Group (WMG) EduComp Compensation Survey	9		

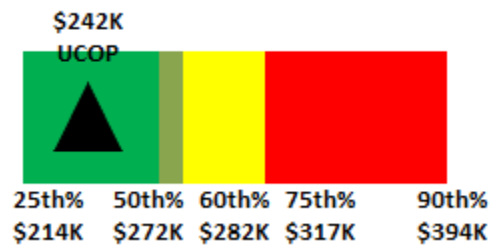
Vice President - Institutional Research and Academic Planning (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	36

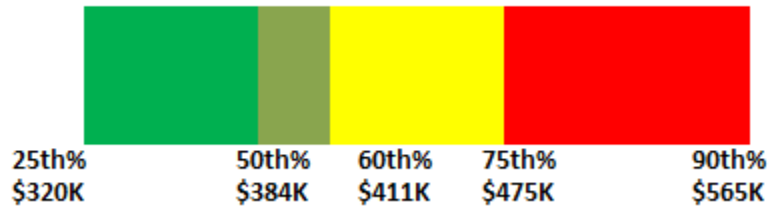
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	31	N/A	

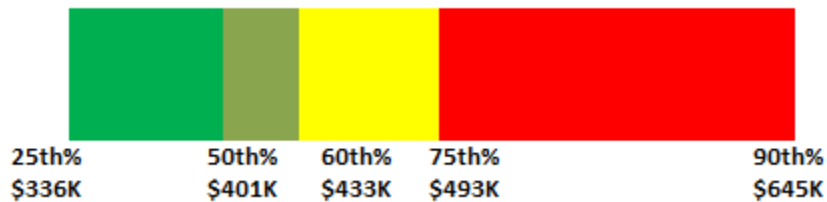
Vice President - Research and Graduate Studies (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Survey	# of incumbents
CUPA Administrators in Higher Education Salary Survey	12
Towers Watson CDB General Industry Executive Survey	73
Towers Watson Top Management Compensation Survey	6

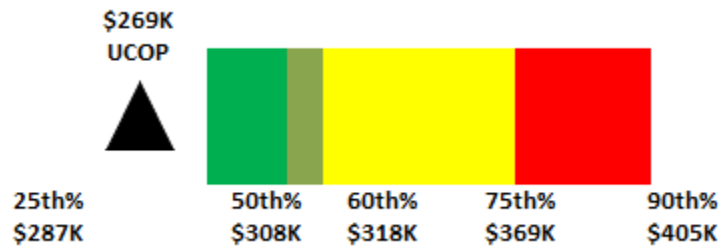
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DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	18	N/A	
Towers Watson CDB General Industry Executive Survey	78		
Towers Watson Top Management Compensation Survey (Higher Education)	7		

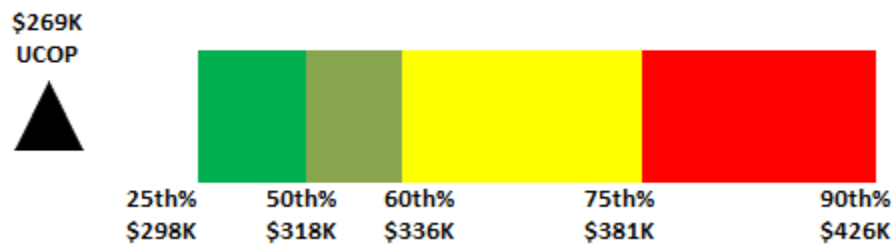
Vice President - Student Affairs (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	14

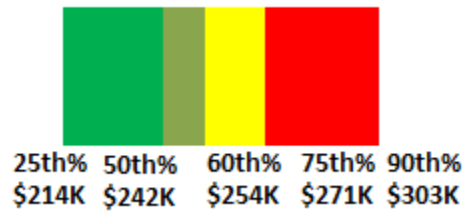
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
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CUPA Administrators in Higher Education Salary Survey	13	N/A	

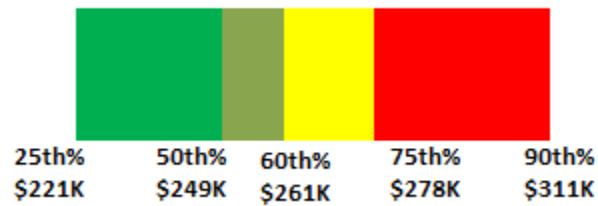
Vice Provost - Academic Information and Strategic Services (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	192

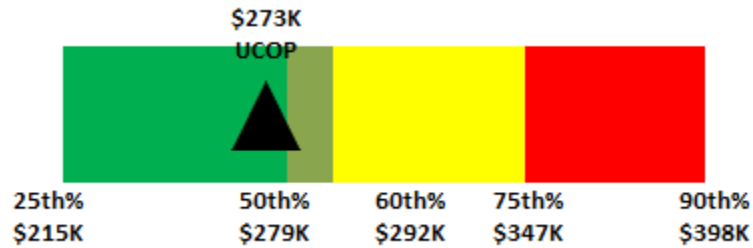
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey (AAU Public and All Research and Doctorate Institutions)	59	N/A	

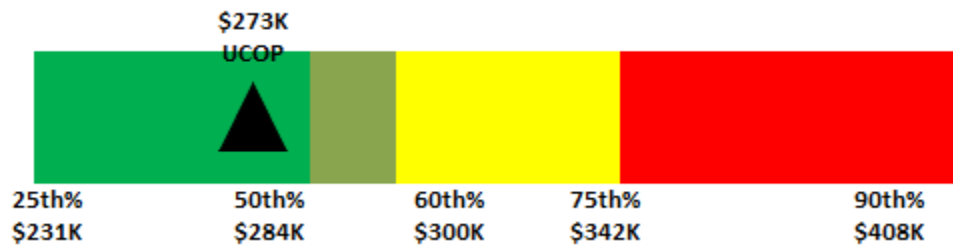
Vice Provost - Academic Personnel (OP)

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	483

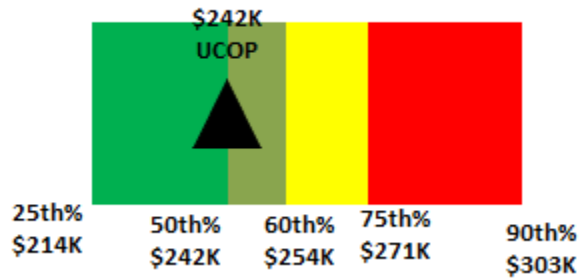
TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey (Full Comparison Group, All Institutions and All Research and Doctorate Institutions)	394	N/A	

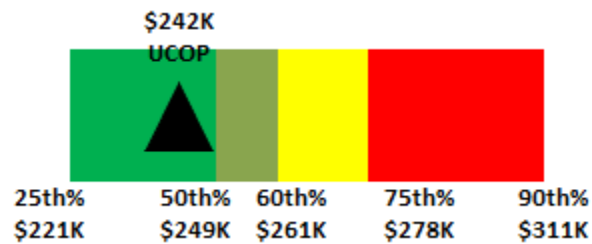
Vice Provost - Education Partnership

CURRENT MRZ



DATA SOURCES FOR MATCHED POSITIONS	
Benchmark Salary Surveys	# of incumbents
CUPA Administrators in Higher Education Salary Survey	192

TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey (AAU Public and All Research and Doctorate Institutions)	59	N/A	

FINAL REPORT OF THE REGENTS WORKING GROUP ON PRINCIPLES AGAINST INTOLERANCE



January 22, 2016

FINAL REPORT OF THE REGENTS WORKING GROUP ON PRINCIPLES AGAINST INTOLERANCE

Contextual Statement

Introduction: The Working Group and its Process

During the 2014-15 academic year, the Regents received correspondence and public comment from a variety of sources expressing concern that there has been an increase in incidents reflecting anti-Semitism on UC campuses. These reported incidents included vandalism targeting property associated with Jewish people or Judaism; challenges to the candidacies of Jewish students seeking to assume representative positions within student government; political, intellectual and social dialogue that is anti-Semitic; and social exclusion and stereotyping. Fundamentally, commenters noted that historic manifestations of anti-Semitism have changed and that expressions of anti-Semitism are more coded and difficult to identify. In particular, opposition to Zionism¹ often is expressed in ways that are not simply statements of disagreement over politics and policy, but also assertions of prejudice and intolerance toward Jewish people and culture.

Anti-Semitism, anti-semitic forms of anti-Zionism and other forms of discrimination have no place at the University of California. Most members of the University community agree with this conclusion and would agree further that the University should strive to create an equal learning environment for all students. This said, members of the community express widely divergent views about how the University should respond to incidents of overt, and more particularly, covert anti-Semitism and other forms of prohibited discrimination and intolerance. In light of the evolving nature of anti-Semitism, some commenters recommended that the Regents endorse or adopt a definition of anti-Semitism that has been attributed to the U.S. Department of State. They express the view that adopting a

¹ Merriam Webster defines Zionism as follows: an international movement originally for the establishment of a Jewish national or religious community in Palestine and later for the support of modern Israel. <http://www.merriam-webster.com/dictionary/Zionism>
The Oxford American Dictionary defines Zionism as follows: A movement for (originally) the [re-establishment](http://www.oxforddictionaries.com/us/definition/american_english/zionism) and (now) the development and protection of a Jewish nation in what is now [Israel](http://www.oxforddictionaries.com/us/definition/american_english/zionism).
http://www.oxforddictionaries.com/us/definition/american_english/zionism

definition of anti-Semitism would help members of the University recognize and respond to anti-Semitism.² Some commenters urged the Regents to sanction members of the University community who express views thought to be anti-Semitic, while others asserted that the State Department definition would sweep in speech protected by principles of academic freedom and the First Amendment. Sanctioning people based on their speech, they say, would violate the First Amendment. Others expressed concerns about defining and focusing on anti-Semitism alone when other forms of bias and prejudice also occur on UC campuses, but have not been specifically defined or addressed in Regents policy.³ Finally, some commenters asserted that expressions based on stereotypes, prejudice and intolerance impact the learning environment for some members of the University community, and that prohibiting such expressions altogether should be deemed a legitimate approach to enforcing the University's non-discrimination policies.⁴

At our September 2015 meeting, the Regents considered the adoption of a draft statement of principles against intolerance. After receiving public comment and engaging in extensive discussion, the Regents elected not to move forward with the draft in its then current form. Members cited a number of concerns that led to the decision not to move forward. In the end, Chair Monica Lozano announced the formation of a Working Group, to be chaired by Regent Eddie Island, and charged the Group with developing a statement reflecting the Board's discussion, as well as the principles of academic freedom and freedom of

² A 2010 U.S. State Department Fact Sheet uses the following definition of Anti-Semitism: "a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities." The document provides a number of examples of anti-Semitism. With respect to Israel, it identifies Demonizing Israel, applying a Double Standard to Israel and Delegitimizing Israel (sometimes referred to as the 3 Ds). The Fact Sheet further notes that "criticism of Israel similar to that leveled against any other country cannot be regarded as anti-Semitic." See <http://www.state.gov/j/drl/rls/fs/2010/122352.htm>

³ The University's non-discrimination policies do address many forms of prejudice and intolerance, including discrimination based on religion and many other characteristics of individual identity.

⁴ The Working Group does not intend to capture all the viewpoints expressed to the Regents or the Working Group. This paragraph instead highlights only key points of difference that were considered by the Working Group.

expression. The Working Group comprises Regents Island, Oved, Pattiz, Perez, and Varner; Faculty Representative Hare; Chancellor Katehi; and Vice Provost and Chief Outreach Officer Gullatt. The Working Group has been supported by General Counsel and Vice President Charles Robinson and Secretary and Chief of Staff Anne Shaw.

In the course of preparing a draft statement, the Working Group convened a day-long public forum, on October 26, 2015, in order to receive additional input from interested parties and members of the public, beyond that received at several Regents meetings. Following the public forum, on December 1, 2015, the Working Group invited four recognized scholars and/or leaders on the subjects of discrimination, with a particular focus on anti-Semitism, and on free speech, to come before the group and present their views on what might be an effective statement on intolerance. These experts were UCLA Professor of Law and Vice Chancellor for Equity, Diversity and Inclusion Jerry Kang, UCLA Gary D. Schwartz Professor of Law Eugene Volokh, President and General Counsel of the Louis D. Brandeis Center for Human Rights Under the Law Kenneth L. Marcus, and Founder and Dean of the Simon Wiesenthal Center Rabbi Marvin Hier. In addition to making presentations, each of these experts provided written materials to the Working Group for further consideration.

The Working Group then convened for a series of meetings in December 2015 and January 2016 to develop a statement on intolerance. In addition to the forums convened as described above, the Working Group, and the Secretary's Office on behalf of the Board, have received extensive comment from many members of the University community and the general public. In December, 2015, Student Regent Avi Oved began soliciting input by email from all UC students.

Working Group Observations

The efforts of the Working Group throughout its process were guided by the following observations:

The University of California is a place where students encounter a wide range of views, opinions, and lifestyles that can prompt them to reexamine aspects of their lives that they may have taken for granted. Like all public

universities, UC accepts and brings to our campuses students from diverse communities. It is not uncommon for students to find themselves interacting with peers from groups they might otherwise have avoided or might never have encountered. Lack of exposure to groups from different communities can lead to insufficient understanding and appreciation of the viewpoints and sensitivities of others. In the collective view of the Working Group, students at UC campuses should expect to be challenged both intellectually and emotionally. They should expect more intense intellectual and emotional give and take than they might have previously experienced. Some of the ideas a student encounters may be abhorrent to that student or their family members and friends; nevertheless, these ideas may be instrumental in helping a student further define their own vision.

The Campus experience may include engagement with contemporary international disputes related to aspects of personal identity that members of the UC community hold dear. Recently, in the context of debates about Israel and its neighbors, members of the UC community have come forward with concerns that anti-Semitic stereotypes and tropes of Jewish people appear coded as political discourse about Israel and its policies. The University community is part of a larger world in which contemporary policy disputes and even armed conflicts are closely tied to heritages that, for many, are essential aspects of people's personal identities. In this context, policy positions are sometimes framed in terms that are perceived, rightly or mistakenly, to be personal attacks based on prejudice and intolerance linked to group identity.

The Working Group considered other examples raising similar concerns. Terrorist attacks by self-identified religious fundamentalists have fueled Islamophobic acts against peaceful members of our communities who are -- or are presumed to be -- followers of Islam. These attacks and counter-attacks generate fear on UC campuses as much as they do outside the UC community, and they sometimes generate policy positions or statements that are perceived to be personal attacks that reflect prejudice or intolerance based solely on religious belief.

Discussions related to differences arising from race, ethnicity, gender, sexual orientation, national origin, citizenship, or other individual identity characteristics also can result in attacks and discourse that reflect stereotypes,

prejudice or intolerance. For example, the Black Lives Matter movement has brought renewed focus to aspects of racial inequality that persist despite decades of struggle to overcome them. Debates on college campuses about anti-Black racism have highlighted instances of isolation and exclusion that create unequal learning environments for Black students. Similarly, members of the University community have reported that the debates over U.S. immigration policy are of great personal importance to them. Policy debates about immigration, we are told, sometimes reflect bias and prejudice based on actual or perceived national origin or ethnicity. Likewise, the recent state and national dialogue about marriage equality has been of great personal importance to some members of the UC community. In some instances, this dialogue may have reflected bias and prejudice toward members of the LGBT community.

In the view of the Working Group, debate and community life on public university campuses inevitably reflect the social and political conflicts that surround us. Members of the UC community historically have been both the targets of injustice and the leaders of movements to promote equality and fairness. The unique environment of a public university campus, which serves as both a home and a workplace to tens of thousands of learners drawn from widely diverse experiences, often gives these debates added intellectual and emotional intensity.

Other incidents of prejudice and intolerance arise, not in connection with policy debates, but in acts of social exclusion, stereotyping, threats of violence or vandalism. At one extreme, rudeness may reflect stereotypes that intentionally or unintentionally convey intolerance. At the other extreme, intolerance can include criminal behavior that can and should be reported, investigated, and where appropriate, sanctioned within the student or faculty discipline process, as appropriate, and/or the criminal justice system.

In light of the number and frequency of acts of intolerance reported by the commenters appearing before the Working Group, the group has concluded that the time is particularly apt for the Regents to reaffirm the special role and mission of the University of California and our aspirations for all members of the University of California community. Punishing expressions of prejudice and intolerance will not prevent such expressions or change the minds of speakers. In confronting statements reflecting bias, prejudice or intolerance, the University is

uniquely situated to respond with more speech – to educate members of our community about the different histories and perspectives from which we approach important issues. As a public university, First Amendment principles and academic freedom principles must be paramount in guiding the University’s response to instances of bias, prejudice and intolerance and its efforts to create and maintain an equal campus learning environment for all.

The Regents Policy on Policies (RP 1000), which calls on the Regents to adopt policies supporting the purpose, principles, and philosophy of the tripartite mission of the University, is at the core of the Working Group’s efforts. The group notes that many existing University policies address issues related to intolerance on campus. Some have been previously adopted by the Regents while others have been adopted by the administration and/or Academic Senate. Others, particularly principles of community, have been adopted by individual campuses. See the accompanying Appendix A for a brief survey of such policies.

To supplement and enhance these existing policies, the Working Group proposes that the Regents adopt the accompanying Principles Against Intolerance. These Principles transcend specific examples of intolerance and, following directly from the University’s mission, provide a consistent basis for responding to intolerant speech and acts. We expect that University leaders will consider both the Principles Against Intolerance and existing University policies to guide their actions.

Regents Policy: Principles Against Intolerance

- a. The mission of the University is to promote discovery and create and disseminate knowledge, to expand opportunities for all, and to educate a civil populace and the next generation of leaders. The University therefore strives to foster an environment in which all are included, all are given an equal opportunity to learn and explore, in which differences as well as commonalities are celebrated, and in which dissenting viewpoints are not only tolerated but encouraged. Acts of hatred and other intolerant conduct, as well as acts of discrimination that demean our differences, are antithetical to the values of the University and serve to undermine its purpose.
- b. University policy prohibits discrimination based on race, color, national origin, religion, sex, gender, gender expression, gender identity, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, service in the uniformed services, or the intersection of any of these factors. Prohibited discrimination arising from historical biases, stereotypes and prejudices jeopardizes the research, teaching and service mission of the University. This mission is best served when members of the University community collaborate to foster an equal learning environment for all, in which all members of the community are welcomed and confident of their physical safety.
- c. Human history encompasses many periods in which biased, stereotypical or prejudiced discourse, left unchallenged and uncontested, has led to enormous tragedy. In a community of learners, teachers, and knowledge-seekers, the University is best served when its leaders challenge speech and action reflecting bias, stereotypes, and/or intolerance. Anti-Semitism and other forms of discrimination have no place in the University. The Regents call on University leaders actively to challenge anti-Semitism and other forms of discrimination when and wherever they emerge within the University community.
- d. Freedom of expression and freedom of inquiry are paramount in a public research university and form the bedrock on which our mission of discovery is founded. The University will vigorously defend the principles of the First

Amendment and academic freedom against any efforts to subvert or abridge them.

- e. Each member of the University community is entitled to speak, to be heard, and to be engaged based on the merits of their views, and unburdened by historical biases, stereotypes and prejudices. Discourse that reflects such biases, stereotypes or prejudice can undermine the equal and welcoming learning environment that the University of California strives to foster. The University seeks to educate members of the community to recognize, understand and avoid biases, stereotypes and prejudices.
- f. Regardless of whether one has a legal right to speak in a manner that reflects bias, stereotypes, prejudice and intolerance, each member of the University community is expected to consider his or her responsibilities as well as his or her rights. Intellectual and creative expression that is intended to shock has a place in our community. Nevertheless, mutual respect and civility within debate and dialogue advance the mission of the University, advance each of us as learners and teachers, and advance a democratic society.
- g. Candidates for University leadership positions are entitled to consideration based on their stated views and actions, and in a manner consistent with the University's nondiscrimination policy. Efforts to discredit such candidates based on bias or stereotyping should not go unchallenged.
- h. Actions that physically or otherwise interfere with the ability of an individual or group to assemble, speak, and share or hear the opinions of others (within time place and manner restrictions adopted by the University) impair the mission and intellectual life of the University and will not be tolerated.
- i. Harassment, threats, assaults, vandalism, and destruction of property, as defined by University policy, will not be tolerated within the University community. Where investigation establishes that such unlawful conduct was targeted at an individual or individuals based on discrimination prohibited by University policy, University administrators should consider discipline that includes enhanced sanctions. In addition to discipline and consistent with the University's mission to educate members of our community, University administrators should use all available tools, including restorative justice

techniques, to address such unlawful conduct, in order to foster learning and mutual respect.

- j. The Regents call on University leaders to apply these Principles Against Intolerance and all other University policies directed to discrimination and intolerance to the full extent permissible under law. University leaders should assure that they have processes in place to respond promptly, and at the highest levels of the University, when appropriate, when intolerant and/or discriminatory acts occur. Such response should include consideration of support for members of the community directly affected by such acts.

Appendix A

- Regents Policy (RP) 1111: Policy on Statement of Ethical Values and Standards of Ethical Conduct calls on all members of the University to conduct ourselves in a manner that reflects fair dealing, individual responsibility and accountability, and respect for others.
<http://regents.universityofcalifornia.edu/governance/policies/1111.html>
- RP 3303: Policy on Employee and Student Protections Related to Student Press and Student Free Speech Rights provides that students shall not be subject to discipline on the basis of protected speech but notes several reserved areas of University authority, including to establish and enforce non-discrimination policies.
<http://regents.universityofcalifornia.edu/governance/policies/3303.html>
- Several provisions of the Policies Applying to Campus Activities, Organizations and Students (PACAOS) establish expectations for the conduct of students as members of the University community and provide for discipline of students; especially relevant grounds for discipline include:
 - 102.04 addressing damage to property of University or others on University premises
 - 102.08 addressing physical abuse, assault and threats of violence
 - 102.09 addressing harassment so severe and pervasive as to substantially impair a person's access to University programs effectively denying equal access
 - 102.09 also provides for enhanced sanctions where harassment is motivated on the basis of various protected characteristics including, among others, race, national origin, citizenship, sex, religion, sexual orientation, et al (see also 104.90)
 - 102.10 addresses stalking behavior making a credible threat of intent to cause a person to fear for his or her safety where it alarms, torments or terrorizes an individual and serves no legitimate purpose (such as self-defense) (also 102.24)
 - 102.13 addresses obstruction of teaching, research, administration, disciplinary procedures or other University activities
 - 102.14 addresses disorderly conduct
 - 102.15 addresses disturbance of the peace and unlawful assembly

- 104.10 authorizes Chancellors to discipline for violation of University policies and campus regulations even where conduct does not also violate law
- 105.00 provides for following types of student discipline: warning/censure, probation, loss of privileges and exclusion from activities, exclusion from areas of campus or University functions, suspension, dismissal, restitution, revocation of awarding of degree and also provides for interim suspension during an investigation and/or conduct proceeding

See: <http://policy.ucop.edu/doc/2710530/PACAOs-100>

- Policies governing staff are found in the Personnel Policies for Staff Members (PPSM), especially PPSM 12 re nondiscrimination and PPSM 62 re corrective action.

<http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>

General University Policy regarding academic appointees is found in the Academic Personnel Manual (APM).

- APM-010, the University's policy on academic freedom.
<http://www.ucop.edu/academic-personnel-programs/files/apm/apm-010.pdf>
- APM-015, the Faculty Code of Conduct, was approved by the Academic Senate and establishes ethical principles, rights and responsibilities for faculty to define and support academic freedom; it also defines unacceptable conduct by faculty.
<http://www.ucop.edu/academic-personnel-programs/files/apm/apm-015.pdf>
- APM-016 sets University policy on faculty conduct and the administration of discipline.
<http://ucop.edu/academic-personnel-programs/files/apm/apm-016.pdf>

RECOMMENDATIONS

The President of the University recommends that the Committee on Finance recommend to the Regents that:

- I. Employees described in recommendation II.a. below, except for employees with a UCRP entry date prior to July 1, 1994, be given a choice between participation in:
 - a. a new University of California Retirement Plan (UCRP) tier (i.e., the UCRP 2016 Tier) with a defined contribution plan supplemental benefit (i.e., DC Supplemental Benefit) for UCRP 2016 Tier members as described in III.A. below, or
 - b. a new defined contribution plan benefit (i.e., DC Plan Benefit)

The employee's choice of a. or b. above is subject to the following conditions:

- 1) Employees who do not make a choice within 90 days of becoming eligible for choice will be defaulted to the UCRP 2016 Tier. A choice of, or default to, the UCRP 2016 Tier would be irrevocable.
 - 2) Employees who initially choose the DC Plan Benefit may be given a future opportunity to elect to participate in the UCRP 2016 Tier prospectively. The election opportunity could be offered only if it is approved by the Internal Revenue Service (IRS) in a private letter ruling issued to the University and implemented by the President.
- II. The University of California Retirement Plan be amended effective July 1, 2016 to provide for the following:
 - a. A new member tier (the 2016 Tier) for the following categories of employees:
 - 1) employees initially hired on or after July 1, 2016 (i) as UCRP-eligible employees or (ii) who later attain UCRP-eligible employee status;
 - 2) former employees who incur a tier break in service and are rehired on or after July 1, 2016 (i) as UCRP-eligible employees or (ii) who later attain UCRP-eligible employee status, including rehired retirees who have suspended UCRP retirement income;
 - 3) Safe Harbor (i.e., non-eligible) employees who attain UCRP-eligible status on or after July 1, 2016.
 - b. A cap on covered compensation of the following subcategories of employees described in II.a. above that will be used to calculate 2016 Tier benefits (New Covered Compensation Limit or New CCL):

- 1) employees with an initial hire date as UCRP-eligible employees on or after July 1, 2016;
- 2) Safe Harbor employees with an initial hire date on or after July 1, 2016 who later attain UCRP-eligible employee status;
- 3) all other employees who first become eligible for UCRP on or after July 1, 2016, regardless of initial hire date.

The New CCL would not apply to employees with an initial hire date as UCRP-eligible employees on or after July 1, 2016 who are eligible for reciprocity with CalPERS if their CalPERS initial membership date is prior to January 1, 2013.

The New CCL will mirror the cap on covered compensation established by the Public Employees' Pension Reform Act of 2013 (PEPRA). The PEPRA cap for 2016 is \$117,020 for applicable state employees with Social Security and \$140,424 for applicable state employees without Social Security. This limit is indexed.

To comply with the terms of the budget agreement with the State, the New CCL will apply to all employees, subject to any applicable collective bargaining requirements for represented employees.

- c. For employees who elect or are defaulted to UCRP, participation in UCRP (i.e., contributions and service credit accrual) commences prospectively following the employee's election date or default date, subject to payroll processing cycles. UCRP service credit cannot be established for time worked prior to the participation date through a service credit purchase.
- d. Only UCRP service credit, plus any CalPERS service for members eligible for reciprocity, will be used to determine eligibility for UCRP benefits. However, subject to the favorable IRS ruling described in I.b above regarding a future choice opportunity, for an employee who initially chooses the DC Plan Benefit, but later elects to move to the UCRP 2016 Tier, an employee's service credit accrued under the DC Plan Benefit will be used to determine the vested status for the prospective UCRP 2016 Tier benefits to the same extent as service credit earned as a UCRP member. It will not be taken into account for benefit accruals.

All other provisions of the 2016 Tier will be the same as for the 2013 Tier, including the employer and employee contribution rates. A portion of the University contribution, including a portion of the contribution made on behalf of employees of Lawrence Berkeley National Laboratory (LBNL) which is reimbursed by the Department of Energy, will continue to be allocated to reduce the Unfunded Actuarial Accrued Liability (UAAL) in the appropriate segment of UCRP. These contribution rates, determined by the Regents, are as follows:

- 1) 14 percent employer contribution on UCRP covered compensation up to the New CCL for active UCRP members other than those employed at LBNL and an 11.8 percent contribution on UCRP covered compensation up to the New CCL for UCRP members employed at LBNL. (The rate is subject to change annually for the next five years, according to the UC-U.S. Department of Energy (DOE) contract modification authorized by the Regents in September 2015);
- 2) 7 percent pretax employee contribution rate on UCRP covered compensation up to the New CCL.

III. The DC Plan be amended effective July 1, 2016 to provide for the following benefits:

a. A new DC Supplemental Benefit for UCRP 2016 Tier members to whom the New CCL is applicable, with the following provisions:

- 1) Employer contributions -
 - i. for Academic Appointees as listed in Attachment II, 5 percent of UCRP covered compensation to the IRC limit;
 - ii. for UCRP 2016 Tier members who are not Academic Appointees as listed in Attachment II, 3% of UCRP covered compensation that is in excess of the New CCL up to the IRC limit.
- 2) Employee contributions - mandatory pretax contributions of 7 percent of UCRP covered compensation that is in excess of the New CCL up to the IRC limit.
- 3) Employer contributions and related earnings will fully vest when the employee completes five years of UCRP service credit or, if earlier, on the date the employee dies, provided the employee is actively employed on that date. Employee contributions and related earnings are always fully vested.
- 4) If an employee terminates UC employment before vesting, the non-vested employer portion of the employee's DC Supplemental Benefit account will be forfeited consistent with the terms of the DC Supplemental Plan Benefit, and used to reduce future employer contributions, restore previously forfeited amounts if required, and/or to pay reasonable plan administrative costs.

b. A new DC Plan Benefit for employees, as described in II.a. above, who affirmatively elect this option. The DC Plan Benefit will include the following provisions:

- 1) Covered compensation for purposes of this benefit will be the same as covered compensation under UCRP up to the IRC limit (the New CCL will not apply).
- 2) Employer contributions - 14 percent of covered compensation
 - i. 8 percent to participant accounts

- ii. 6 percent to reduce the Campus and Medical Centers Segment of UCRP UAAL. (The amount to reduce the LBNL Segment of UCRP's UAAL, if any, will be determined in accordance with the UC/DOE contract)
 - 3) Employee contributions - mandatory pretax employee contributions of 7 percent of covered compensation
 - 4) Employer contributions to a participant account and related earnings will fully vest after one year. University service completed prior to the applicable vesting measurement period will not be recognized for vesting purposes for the DC Plan Benefit. An employee will automatically vest in the employee's employer contributions account if the employee dies prior to completing the one year requirement, but while actively employed. Employee contributions and related earnings are always fully vested.
 - 5) If an employee terminates UC employment before vesting, the non-vested employer portion of the employee's DC Plan Benefit account will be forfeited, as provided in the DC Plan Benefit terms, and such forfeiture amounts may be used to reduce future employer contributions, restore previously forfeited amounts, if required, and/or to pay reasonable plan administrative costs.
 - 6) If an employee who elects the DC Plan Benefit separates from service and is later rehired into an eligible position, the employee will automatically be reenrolled in the DC Plan Benefit option pending the outcome of the IRS private letter ruling referenced in item I.
- IV. The President of the University be delegated broad authority to determine and take all action incident to implementing the changes to UCRP and the DC Plan, including resolving eligibility questions. This delegation is necessary considering the complex technical and operational issues to be addressed to meet the July 1, 2016 effective date.

UNIVERSITY COSTS AND SAVINGS

University Costs and Savings

There are two types of separate and distinct "savings" due to the proposed retirement options as outlined in this item:

- Cash flow Savings – These are direct cash flow savings that result from a reduction in University contributions to either UCRP or the DC plans.
- Normal Cost Savings – These are savings that result from a reduction in the University's long-term pension cost structure by reducing UCRP's Normal Cost over time. While these are not cash flow savings, they allow more of the University's contributions to UCRP to go towards funding UCRP's UAAL over time.

Cash flow savings are discussed first below followed by discussion of the Normal Cost savings.

The 15-year average annual University cash outlay for future new hires on or after July 1, 2016 was projected to have been \$655 million if the UCRP 2013 Tier benefit structure had continued, but it is now projected to drop to \$646 million under the new structure. The cumulative non-discounted cash flow savings are about \$136 million. The savings will be back-loaded, with most of it coming in the later years of the 15-year projection period as a greater percentage of the total population is affected by the benefit changes.

The table below shows a reconciliation of the University's costs and savings under the recommendations for UCRP and the new DC plan benefits both on a 15-year average cost basis and total cumulative cost over the 15 years. These results are for future new hires on or after July 1, 2016 and have not been discounted for interest. Positive numbers shown are costs while negative numbers represent cash flow savings. They are based on a new hire take rate (election) assumption of 80% for Option A (UCRP 2016 Tier paired with Supplemental DC Benefit) and 20% for Option B (DC Plan Benefit).

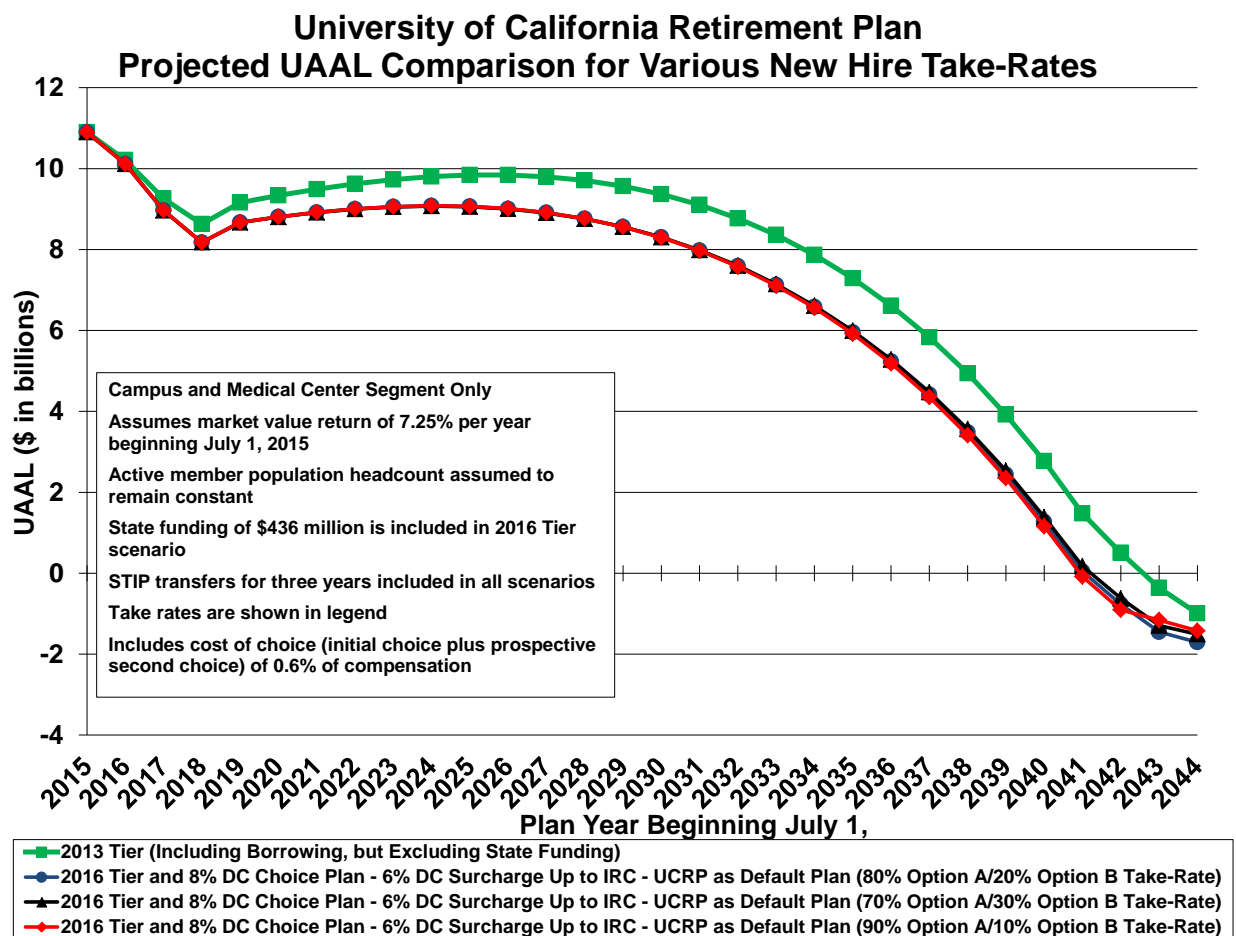
Reconciliation of Estimated University Cash flow Costs and Savings for UCRP and DC Plan Benefits (New Hires On or After July 1, 2016)		
Results Not Discounted For Interest	15-Year Average Employer Cash flow Costs/Savings	15-Year Total Employer Costs/Savings
University Cash flow <u>Costs</u> for 2013 Tier	\$655 million	\$9.8 billion
Cash flow <u>Savings</u> from Implementing 2016 Tier (Not making employer contributions above CCL)	-\$51 million	-\$767 million
Cash flow <u>Savings</u> from Implementing Option B with no UAAL Contribution	-\$48 million	-\$716 million
<u>Costs</u> for Implementing DC Supplemental Benefits in Option A	+\$34 million	+\$510 million
<u>Costs</u> for Implementing 6% UCRP UAAL Contribution in Option B	+\$56 million	+\$837 million
Total Changes in Cash flow Costs	-\$9 million	-\$136 million
University Cash flow <u>Costs</u> for Option A & B	\$646 million	\$9.7 billion

Ensuring UCRP's Financial Sustainability / Impact on UCRP's Long Term Funded Status

The Normal Cost for the UCRP 2016 Tier is lower than the 2013 Tier by over 1% of covered compensation. Provided the 14 percent University contribution to UCRP is held constant, any contribution amount not required to fund the Normal Cost would serve to fund the UAAL. As more new hires in the UCRP 2016 Tier replace those in the UCRP 1976 and 2013 Tiers, the total Normal Cost declines and the UAAL contribution increases, accelerating the pay down of that liability. One important result is that even without UAAL contributions on compensation above the new CCL for those in the UCRP 2016 Tier, the reduction in Normal Cost and the accelerated

funding of the UAAL will continue, with little effect on the date UCRP reaches full funding.

A key priority for UC in designing a new set of retirement benefits was maintaining the financial stability of UCRP. Thus, the University's employer contribution under either option will continue to include a component to pay down the unfunded UCRP liability. The Option B design includes a percent of compensation UAAL contribution that maintains the same level of UAAL funding as under the UCRP 2016 Tier (approximately 6 percent of covered compensation). The impact of the recommendations on UCRP's projected UAAL was modeled by the Regents' consulting actuary (Segal Consulting). The projections include three years of borrowing from the Short Term Investment Pool (STIP) fund that was previously approved in November. The recommendations also include three years of State funding. The following chart compares the projected UAAL based on the recommended designs to the projected UAAL based on assuming that the UCRP 2013 Tier would continue.



As noted in the graph, these projections assume a market value return of 7.25% per year. Note that all cost and UAAL impact calculations depend on “take rate” assumptions as to what proportion of new members participate in each plan.

The take rate (election) assumptions were derived by considering two main factors:

- What is the default plan (Option A)?

- What is the underlying relative value of Option B to Option A?

For purposes of sensitivity analysis, three sets of take rates are modeled. The baseline take rates are 80% Option A and 20% Option B. The other two scenarios for sensitivity analysis adjust the take rates by plus or minus 10%.

There is a potential for significant variability in the actual take rates as compared to those assumed since no plan-specific take rate experience is currently available. To the extent that the actual take rates are different, it will impact the combined cost of the two programs. However, since the same UAAL contribution rate applies regardless of whether the members elects Option A or Option B the take rate really has no material impact on UCRP's long-term projected UAAL.

The results of the projection are also summarized in the following table.

Scenario	Take-Rate Assumed	Projected UAAL in 2044	Projected Funded Ratio in 2044
2013 Tier	N/A	-\$1.0 billion	101%
Option A and B	80% Option A/20% Option B	-\$1.7 billion	101%
Option A and B	70% Option A/30% Option B	-\$1.5 billion	101%
Option A and B	90% Option A/10% Option B	-\$1.4 billion	101%

As previously noted, Segal Consulting stated that, as long as the University continues to make contributions to pay down UCRP's unfunded liability for those employees who choose the DC Plan Benefit option, allowing future employees to elect this option in lieu of UCRP would not jeopardize UCRP's ability to pay pension benefits.

COLLECTIVE BARGAINING

The University will take appropriate action concerning proposed changes that may trigger notice, consultation, and meeting and conferring obligations under the Higher Education Employer-Employee Relations Act, if any such action is required.

**ACADEMIC APPOINTEES¹ ELIGIBLE FOR
2016 RETIREMENT OPTIONS DC SUPPLEMENTAL BENEFIT**

Title
Ladder-rank faculty and equivalent titles (Professorial and Equivalent titles, which include Agronomists, Astronomers, Clinical Professor of Dentistry [over 50%] and Supervisor of Physical Ed)
Professor In Residence series
Professor of Clinical X series
Acting full, associate, and assistant professors
Lecturers/Senior Lecturers with Security of Employment or Potential Security of Employment (full time)
Adjunct Professor series
Health Science Clinical Professors series

¹ Due to specific provisions within their collective bargaining agreements, librarians covered by the Professional Librarians Unit (LX Unit) and Non-Senate faculty (NSF) employees covered under Unit 18 (also known as the IX Unit) are also included, provided their appointments make them eligible for UCRP coverage.