

The Regents of the University of California

**COMMITTEE ON COMPENSATION**

March 24, 2016

The Committee on Compensation met on the above date at UCSF–Mission Bay Conference Center, San Francisco.

Members present: Regents Elliott, Gould, Island, Kieffer, Lansing, Ortiz Oakley, Pattiz, Reiss, and Sherman; Ex officio members Lozano and Napolitano; Advisory members Chalfant and Ramirez

In attendance: Regents Blum, Davis, De La Peña, Gorman, Oved, and Zettel, Regents-designate Brody and Schroeder, Faculty Representative 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, Senior Vice President Henderson, Vice President Duckett, Chancellor Blumenthal, and Recording Secretary Johns

The meeting convened at 10:50 a.m. with Committee Chair Reiss presiding.

**1. READING OF NOTICE OF MEETING**

For the record, it was confirmed that notice had been given in compliance with the Bylaws and Standing Orders for a special meeting of the Committee on Compensation to be held concurrently with the regularly scheduled meeting of the Committee, for the purpose of considering a separation agreement for the Vice Chancellor – Advancement, San Diego campus.

**2. APPROVAL OF MINUTES OF PREVIOUS MEETING**

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

**3. APPROVAL OF CONTRACT COMPENSATION USING NON-STATE FUNDS FOR WILLIAM “RIP” SCHERER AS ASSISTANT FOOTBALL COACH, INTERCOLLEGIATE ATHLETICS, LOS ANGELES CAMPUS AS DISCUSSED IN CLOSED SESSION**

Recommendation

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:

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

#### Background to Recommendation

The President of the University recommended approval for the contract compensation using non-State funds for William "Rip" Scherer as Assistant Football Coach, Intercollegiate Athletics, Los Angeles campus, effective upon approval. The market for experienced and qualified football coaches has been increasingly competitive over the past few years. Due to competitive pressures, this proposal requires action to secure top talent for UCLA's football program. UCLA is in its heaviest recruiting period for potential student-athletes. Not having its full complement of coaches during on-the-road recruiting can create concern among recruits, and allow for potential negative commentary about UCLA from other institutions.

Coach Scherer replaces former Assistant Football Coach Taylor Mazzone, who is pursuing other positions. Former Assistant Coach Mazzone was a graduate assistant coach for special teams in 2012 and was promoted to quarterback coach in 2013. UCLA hired him well below the market based on his experience.

Coach Scherer's contract compensation is subject to the parameters under the *Amendment of Regents' Delegation of Authority for Recruiting and Negotiation Parameters for Certain Athletic Positions and Coaches, Systemwide* (the September 2008 Parameters). The difference in guaranteed compensation between the final year of the previous incumbent's contract and the first year of the new contract exceeds 30 percent, and the difference in cumulative total guaranteed compensation between the previous incumbent's contract and the new contract exceeds 30 percent (with the duration of the contracts adjusted so that it does not affect the comparison).

The proposed compensation terms match the level of the position, experience of the candidate, and current market value. Coach Scherer is currently an Associate Athletic Director for the Department of Intercollegiate Athletics, UCLA, earning \$158,700 annually in this administrative position. He brings to this new position 33 years

of coaching experience, including 27 years coaching at the college level and six coaching in the National Football League (NFL); thus, the proposed contract compensation terms are appropriate for his new role as Assistant Football Coach. Coach Scherer was previously the head football coach at two institutions, James Madison University and the University of Memphis. He has also coached in all of the major college conferences.

Although an increase was proposed for Coach Scherer's salary, Intercollegiate Athletics at UCLA is reducing its overall coaching payroll by approximately \$215,000 as a result of other staffing changes elsewhere in the department. Funding for this position will come exclusively from non-State funds (athletic department revenues and private fundraising funds). It is also important to note that Coach Scherer's contract will only permit the payment of incentive compensation if the team's single year Academic Progress Rate and the four year average Academic Progress Rate are at least 930.

Coach Scherer's compensation is within the 50th percentile (rank five of 10) of the Pacific-12 Conference schools with a Tight End Coach, based on his guaranteed compensation (base salary and talent fee). This assumes that Stanford University and the University of Southern California, which do not report their compensation data, pay higher compensation than UCLA. Additionally, Coach Scherer's compensation is within the lower 32nd percentile (rank 17 of 25) of the national schools with a Tight End Coach.

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.

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Committee Chair Reiss briefly introduced the item. The three schools that have won the most championships in the Pacific-12 Conference are UCLA, Stanford, and the University of Southern California. This proposed salary ranks in the middle of the Pacific-12 Conference salary range.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board.

4. **APPROVAL OF SEPARATION AGREEMENT FOR STEVE GAMER AS VICE CHANCELLOR – ADVANCEMENT, SAN DIEGO CAMPUS AS DISCUSSED IN CLOSED SESSION**

Recommendation

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.

Background to Recommendation

The President of the University recommended approval of the proposed separation agreement with Steve Gamer, Vice Chancellor – Advancement, San Diego campus. This urgent request was in response to a need to execute the agreement in exchange for Mr. Gamer's resignation effective March 1, 2016. The President requested approval of a \$135,072 separation payment (\$177,031 severance minus \$41,959 relocation repayment) in connection with the separation agreement reached with Mr. Gamer. Under the terms of the proposed agreement, the payment would be made within 30 days of his resignation date of March 1, 2016. Funding for this action will come entirely from non-State funds.

Steve Gamer was appointed Vice Chancellor – Advancement on January 13, 2014. Prior to coming to UC San Diego, Mr. Gamer held the position of Associate Vice Chancellor – Development at UCLA. He had spent 11 years at UCLA holding progressively responsible leadership positions and had experience with major fundraising campaigns. Due to family obligations Mr. Gamer never relocated from Los Angeles to San Diego. Mr. Gamer requested and received a relocation allowance to be paid in a lump sum of \$85,938 (25 percent of his salary of \$343,750) to help cover the additional living expenses associated with having an apartment near the San Diego campus.

The San Diego campus is in the final stages of planning the campus' first major fundraising campaign in nearly ten years. Because of a change in strategy for the campaign, it was agreed that it was in everyone's interest that Mr. Gamer resign from his position. While awaiting approval for this action, the campus placed Mr. Gamer on paid leave beginning January 13, 2016.

A separation payment was requested due to Mr. Gamer's 13-year tenure at the University of California during which time he made numerous contributions at UCLA and UC San Diego. The Office of the General Counsel has been consulted on this action and concurs.

This agreement will be funded from discretionary non-State funds.

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.

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Committee Chair Reiss briefly introduced the item.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board.

5. **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 in 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.

[Background material was provided to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Committee Chair Reiss recalled that as part of an amendment to the State Budget Act of 2015 the University is required to incorporate data concerning comparable public sector salaries in its Market Reference Zones. These data are not always easy to retrieve.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board.

The meeting adjourned at 10:55 a.m.

Attest:

Secretary and Chief of Staff

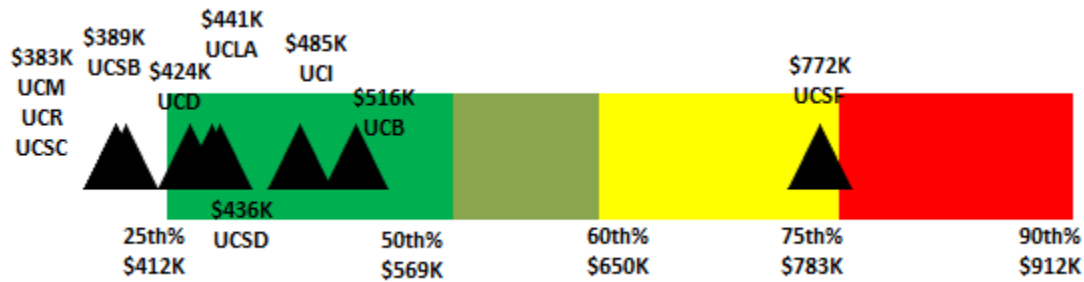
# **LEVEL ONE**

# **SMG MRZs**

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

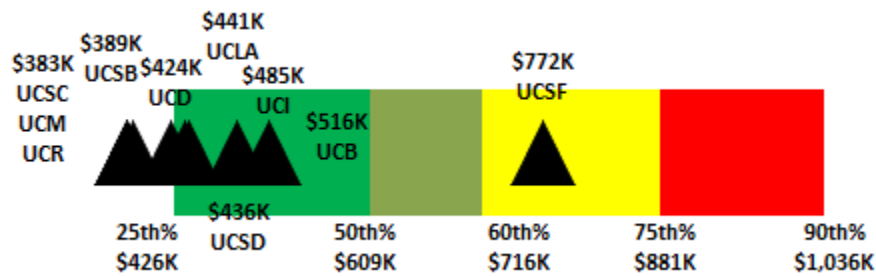
## CHANCELLOR

### 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

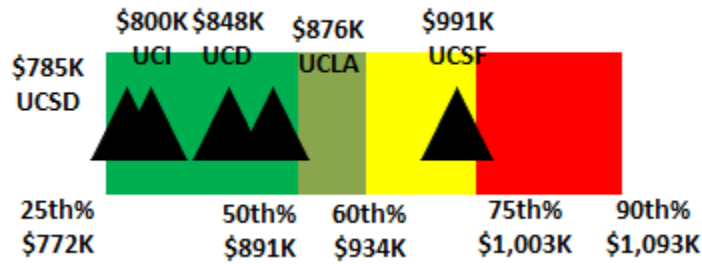
### TWO-YEAR ROLLING AVERAGE MRZ



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	

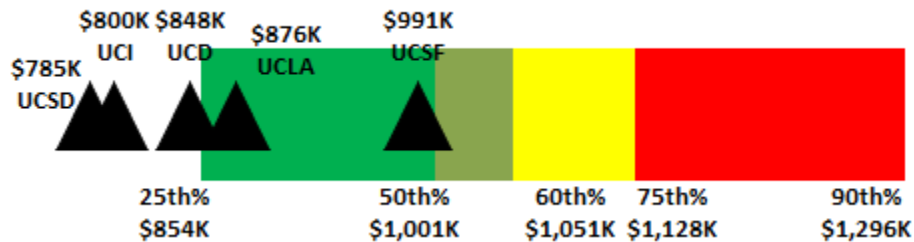
## Chief Executive Officer – Medical Center

### 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

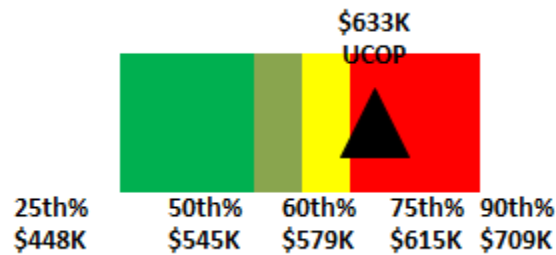


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Integrated Health Networks (IHN) Compensation Survey - Module 4A	50	N/A	
Integrated Healthcare Strategies National Healthcare Leadership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



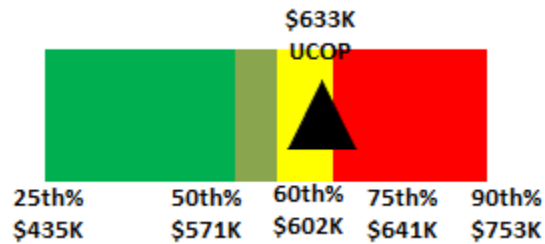
## Chief Investment Officer and Vice President – Investments

### 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

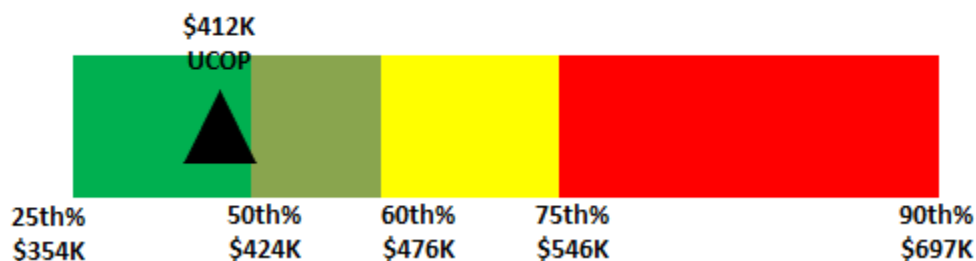


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis*	N/A	State	2 (# of org)
CUPA Administrators in Higher Education Salary Survey	10	County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

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

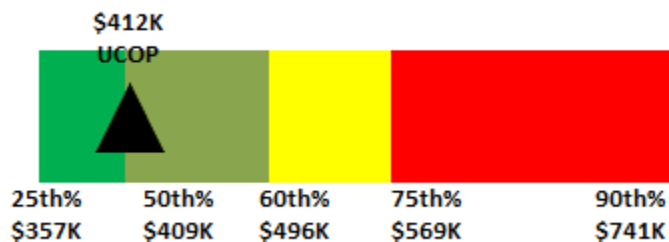
## Executive Vice President and Chief Financial Officer

### 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

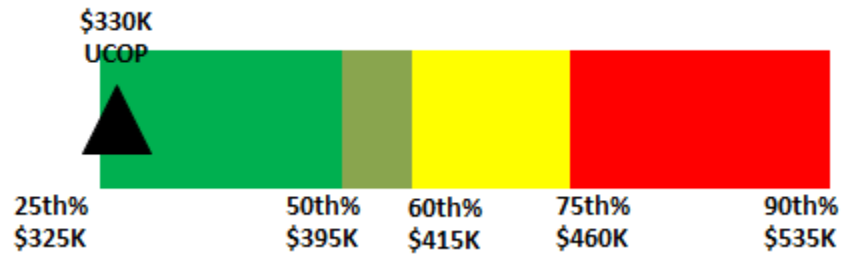
### TWO-YEAR ROLLING AVERAGE MRZ



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		

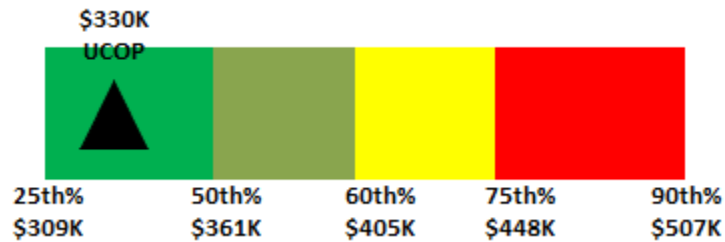
## Executive Vice President – Chief Operating Officer

### 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

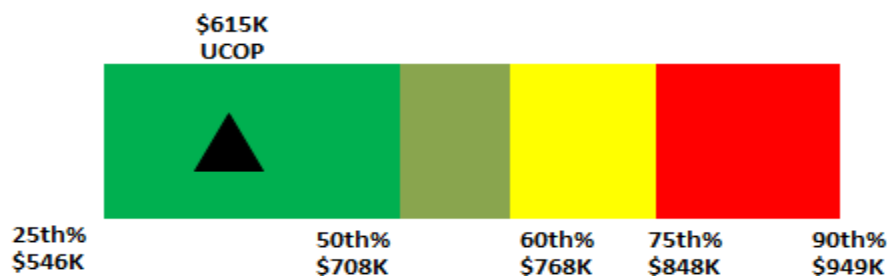
### TWO-YEAR ROLLING AVERAGE MRZ



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

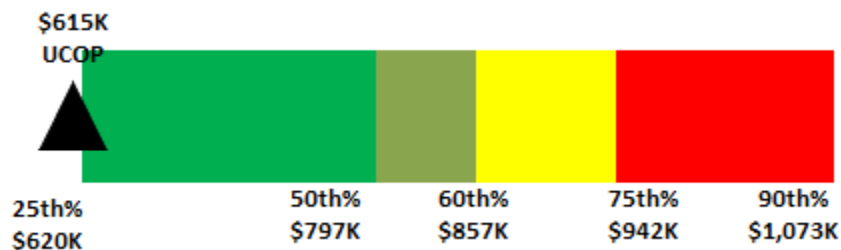
## Executive Vice President – UC Health

### 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)

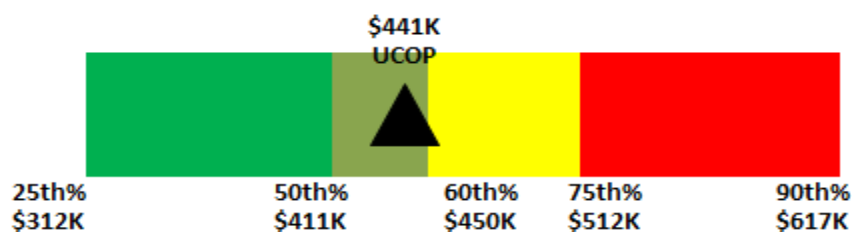
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

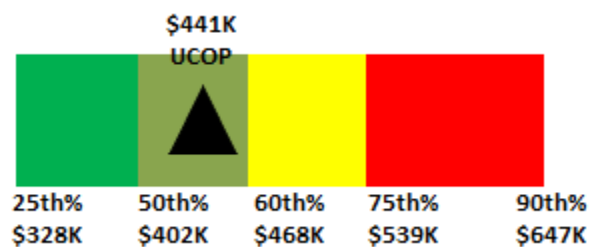
## General Counsel and Vice President - Legal Affairs

### 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

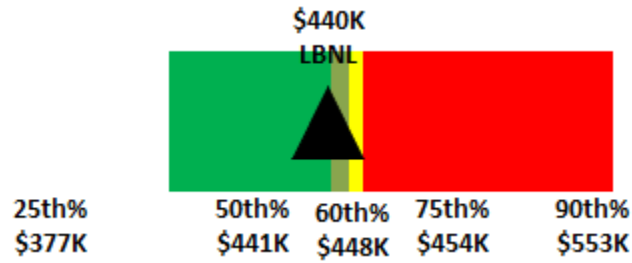
### TWO-YEAR ROLLING AVERAGE MRZ



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		

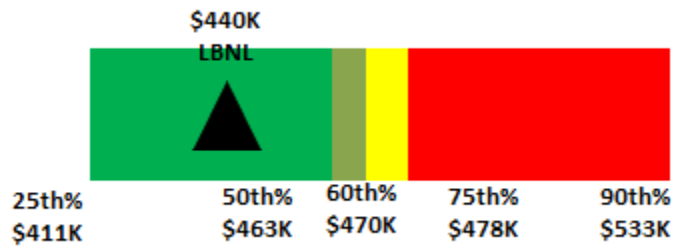
## Laboratory Director

### CURRENT MRZ



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

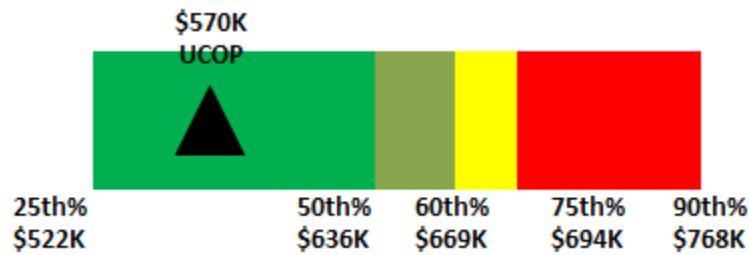
### TWO-YEAR ROLLING AVERAGE MRZ



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	

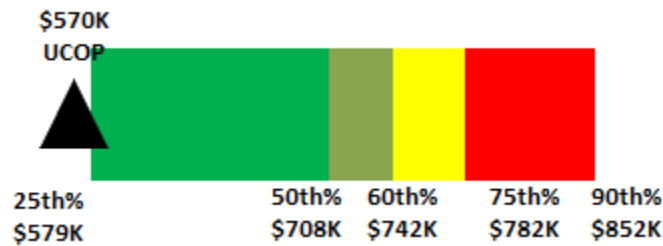
## President of the University

### 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

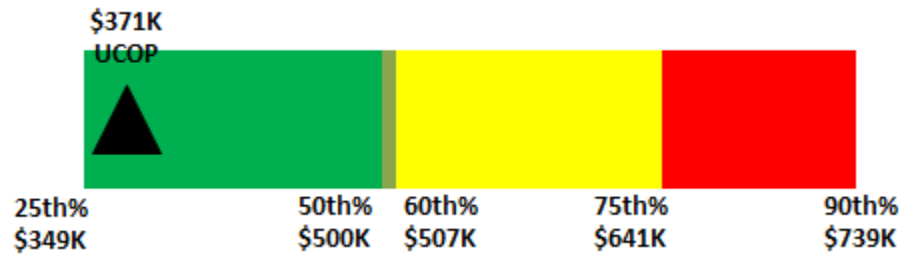
### TWO-YEAR ROLLING AVERAGE MRZ



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	

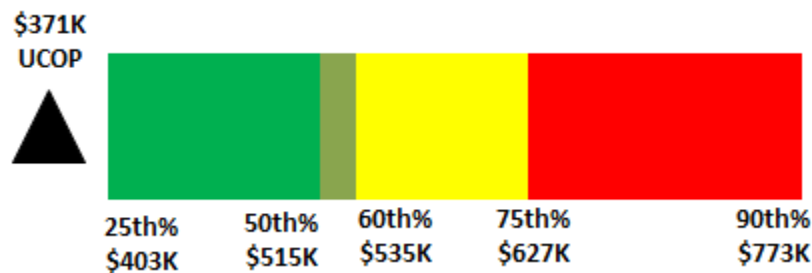
## Provost and Executive Vice President - Academic Affairs

### 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

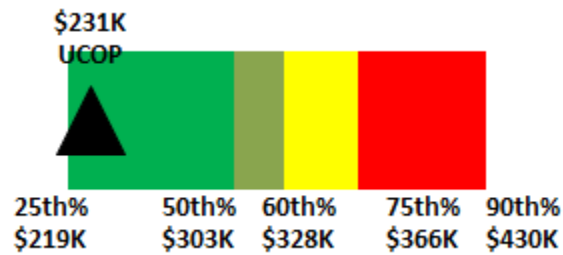


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	N/A	



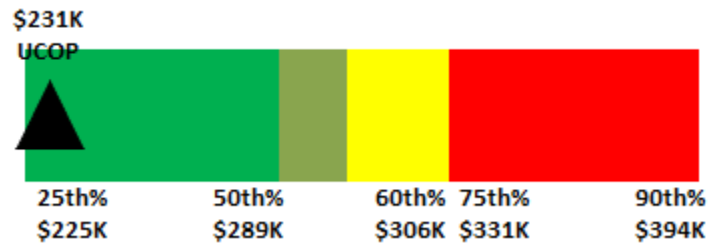
## Secretary and Chief of Staff to the Regents

### 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

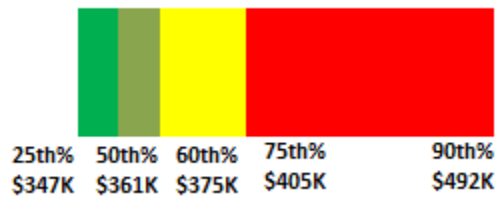
### TWO-YEAR ROLLING AVERAGE MRZ



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		

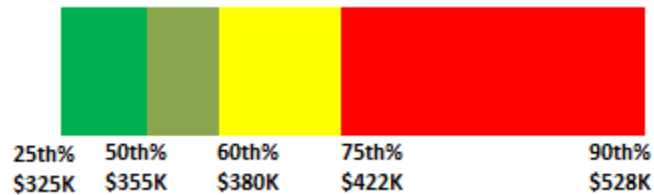
## Senior Vice President for Research Innovation and Entrepreneurship

### 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)

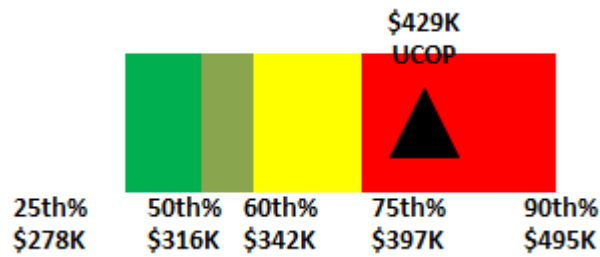
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

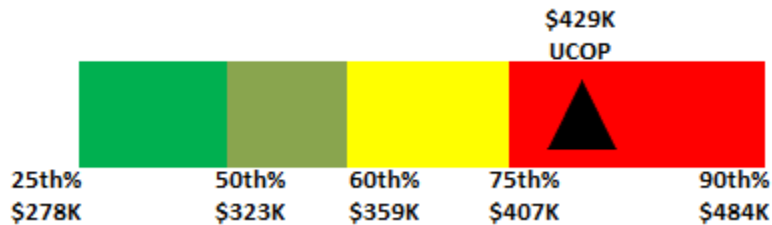
## Senior Vice President - Chief Compliance and Audit Officer

### 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

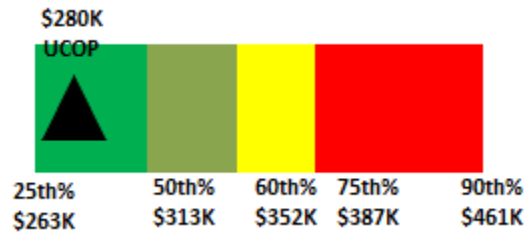
### TWO-YEAR ROLLING AVERAGE MRZ



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		

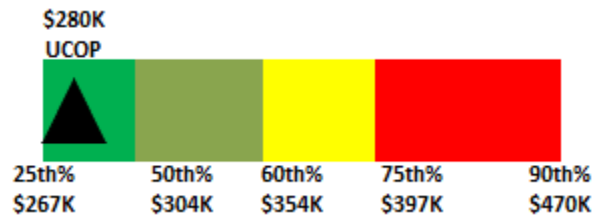
## Senior Vice President - Government Relations

### 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

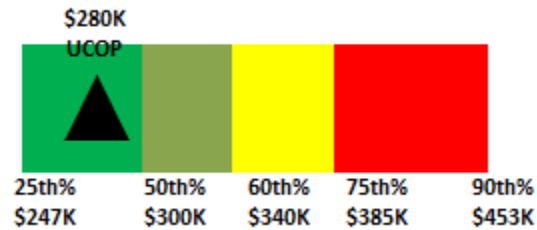
### TWO-YEAR ROLLING AVERAGE MRZ



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		

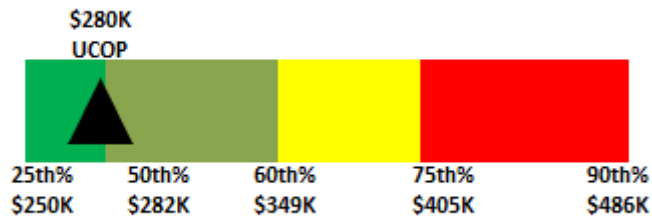
## Senior Vice President – Public Affairs

### 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

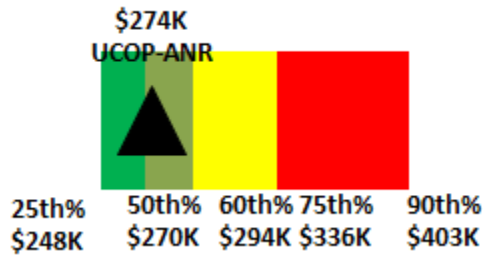
### TWO-YEAR ROLLING AVERAGE MRZ



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		

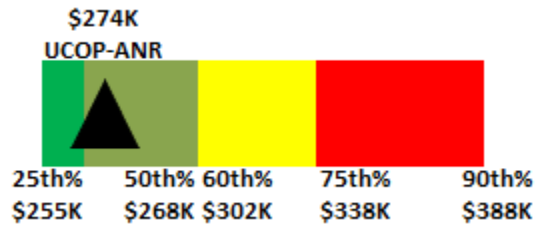
## Vice President - Agriculture and Natural Resources

### 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

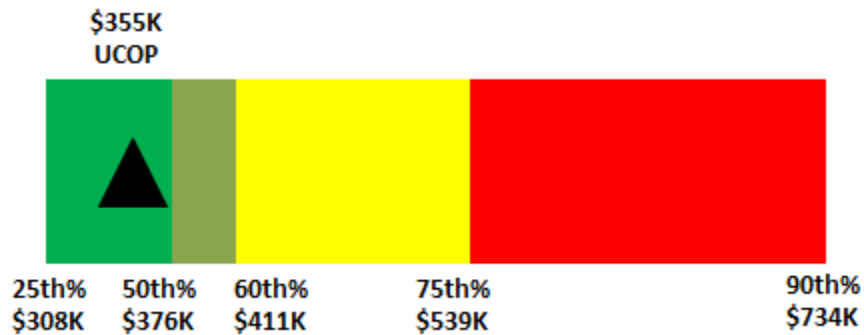
### TWO-YEAR ROLLING AVERAGE MRZ



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		

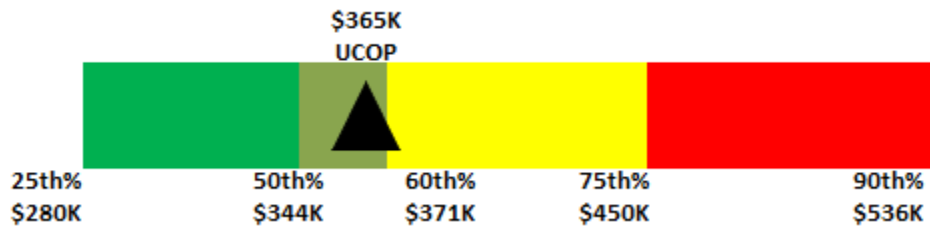
## Vice President - Laboratory Management

### 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		

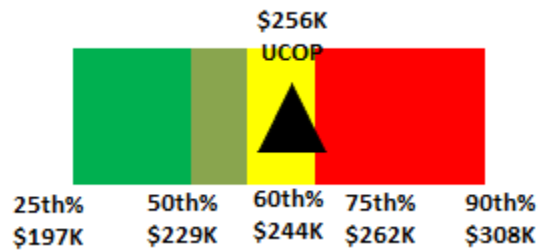
# **LEVEL TWO**

## **SMG MRZs**



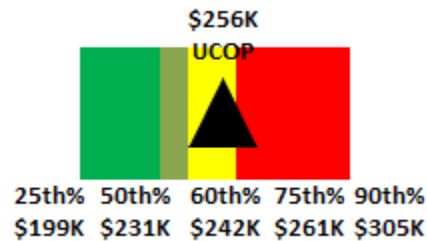
## Assistant Vice President - Financial Controls and Accountability (OP)

### CURRENT MRZ



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

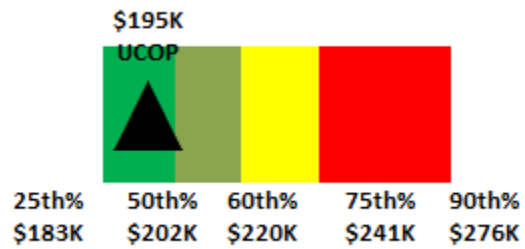
### TWO-YEAR ROLLING AVERAGE MRZ



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		

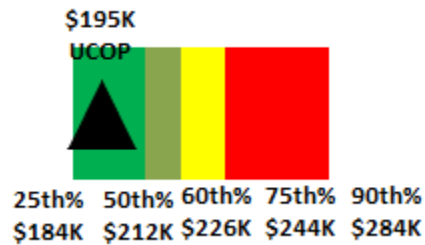
## Assistant Vice President - Institutional Advancement (OP)

### 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

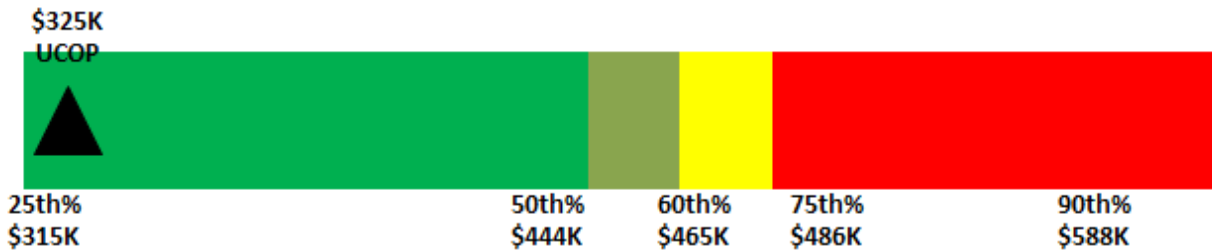
### TWO-YEAR ROLLING AVERAGE MRZ



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		

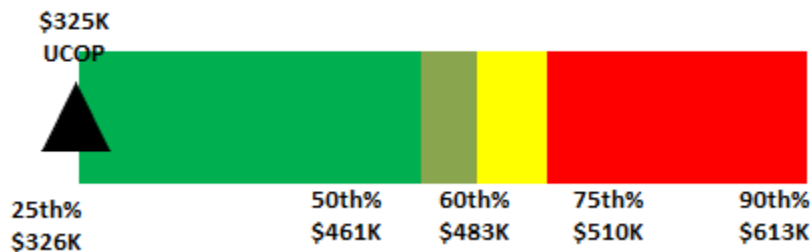
## Associate Chief Investment Officer

### 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

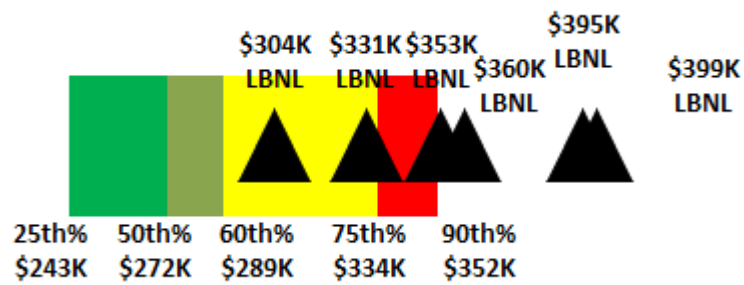


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis*	N/A	State	2 (# of org)
CUPA Administrators in Higher Education Salary Survey	10	County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

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

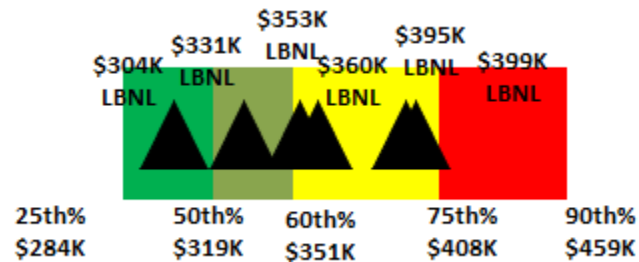
## Associate Laboratory Director

### CURRENT MRZ



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

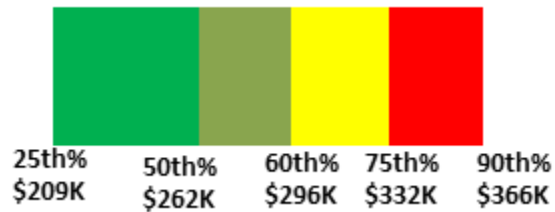
### TWO-YEAR ROLLING AVERAGE MRZ



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	

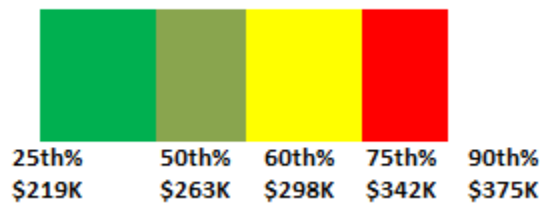
## Associate Vice Chancellor - Diversity and Inclusion and Chief External Affairs Officer (Campus)

### 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

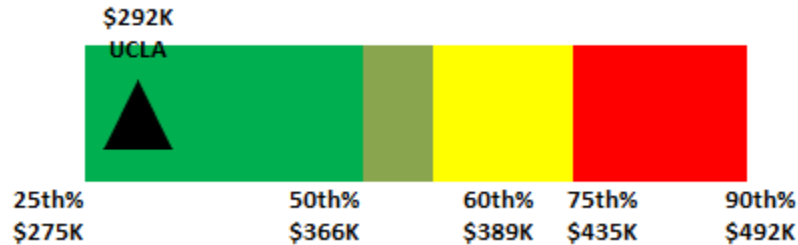
### TWO-YEAR ROLLING AVERAGE MRZ



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		

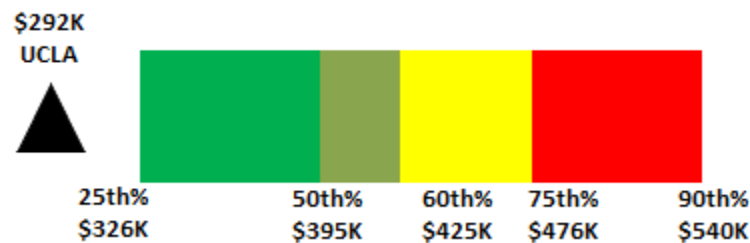
## Associate Vice Chancellor - Medical Sciences and Senior Associate Dean - School of Medicine (Campus)

### 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)

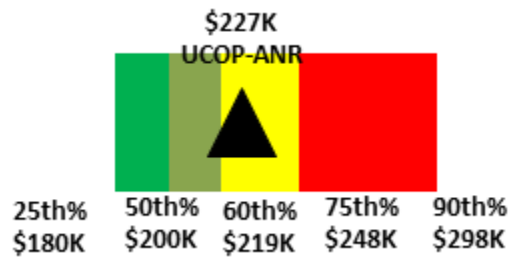
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

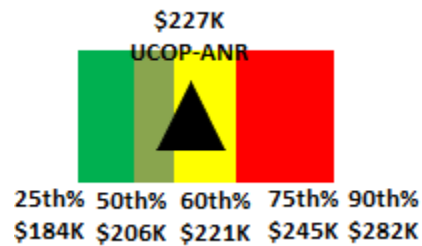
## Associate Vice President - Academic Programs and Strategic Initiatives (ANR)

### 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

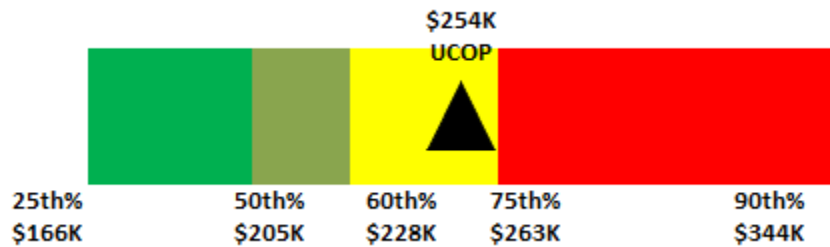
### TWO-YEAR ROLLING AVERAGE MRZ



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		

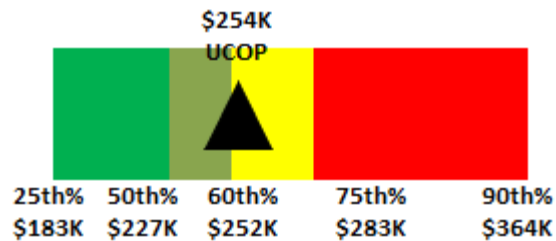
## Associate Vice President – Budget and Facilities Management (OP)

### 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

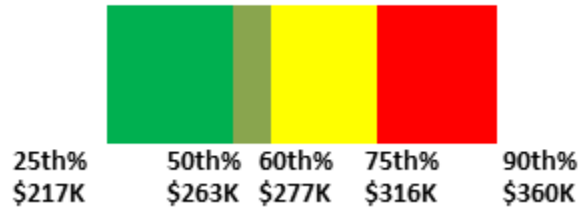


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	CSU	1
Western Management Group (WGM) EduComp Compensation Survey	16	State	1
Towers Watson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



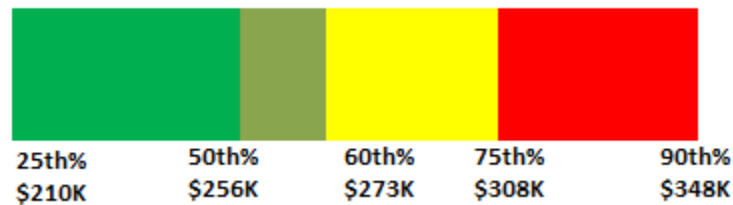
## Associate Vice President - Business Operations (OP)

### 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

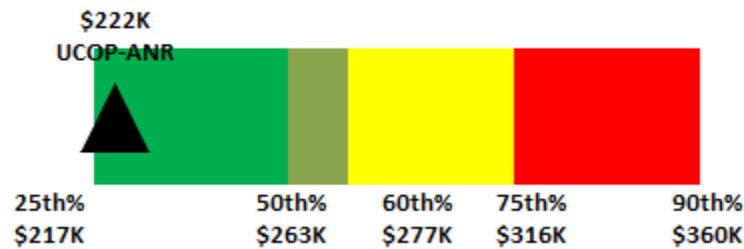
### TWO-YEAR ROLLING AVERAGE MRZ



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		

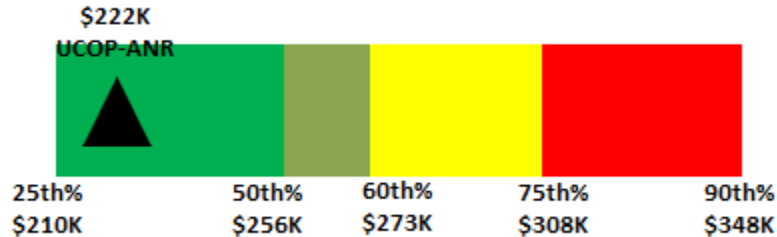
## Associate Vice President - Business Operations (ANR)

### 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

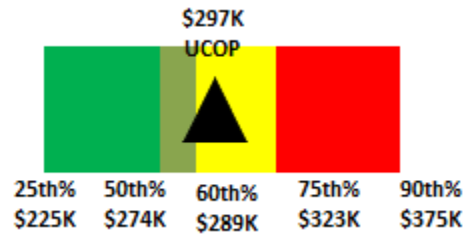
### TWO-YEAR ROLLING AVERAGE MRZ



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		

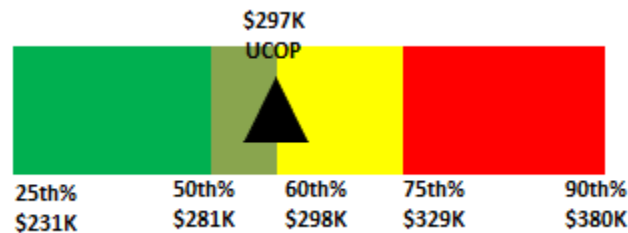
## Associate Vice President – Capital Financial Planning and Analysis (OP)

### 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

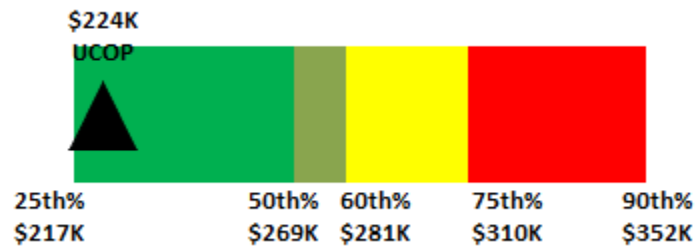
### TWO-YEAR ROLLING AVERAGE MRZ



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		

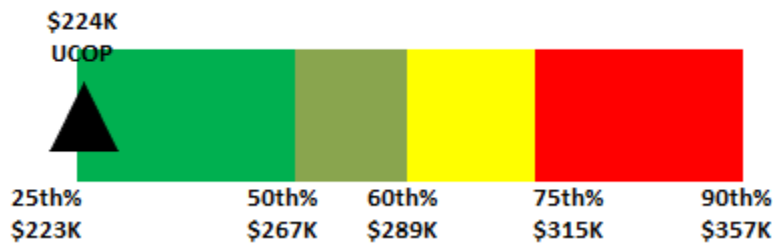
## Associate Vice President - Capital Resource Management (OP)

### 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

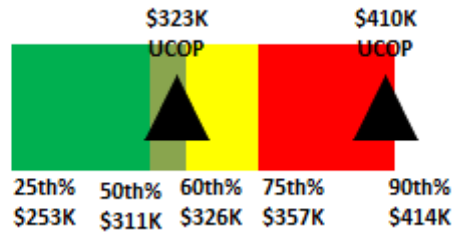
### TWO-YEAR ROLLING AVERAGE MRZ



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		

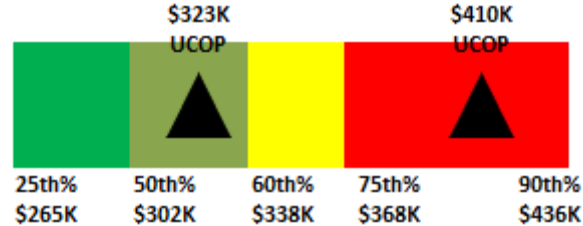
## Associate Vice President - Chief Procurement Officer (OP)

### 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)

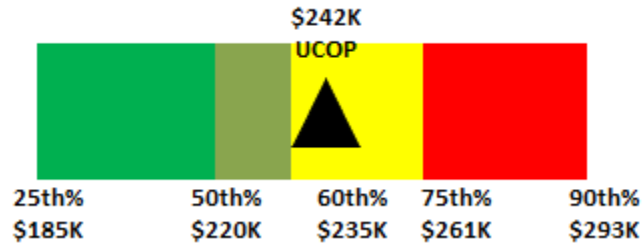
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

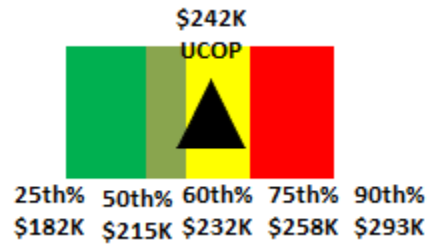
## Associate Vice President - Chief Risk Officer (OP)

### 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

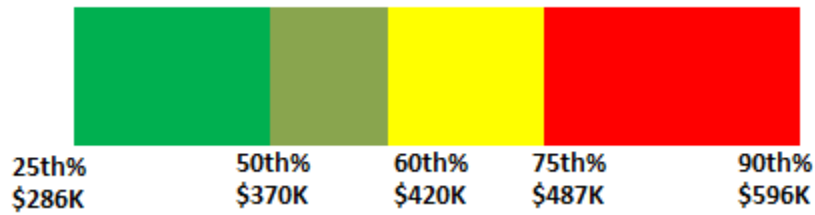
### TWO-YEAR ROLLING AVERAGE MRZ



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		

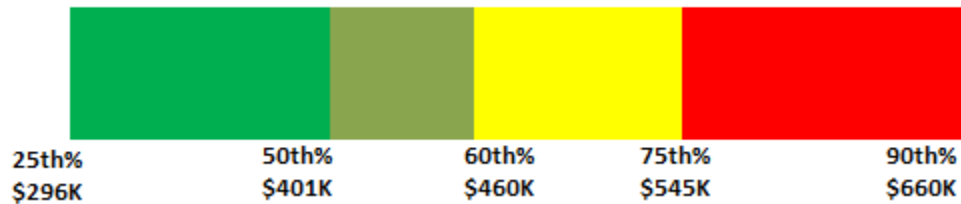
## Associate Vice President - Chief Strategy Officer (OP UC Health)

### 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)

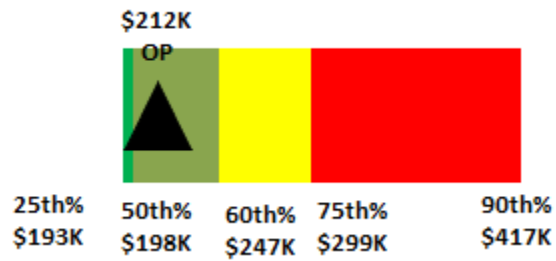
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

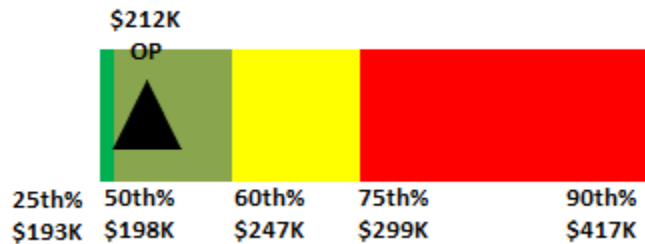
## Associate Vice President – Energy and Sustainability

### 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

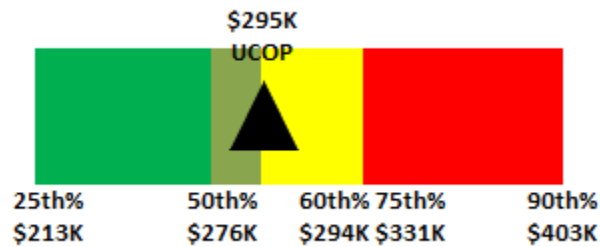


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Benchmark Database Survey	36	State	2
Towers Watson CDB General Industry Executive Survey	21	City	3



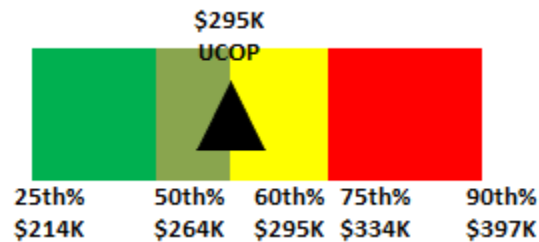
## Associate Vice President - Federal Government Relations (OP)

### 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

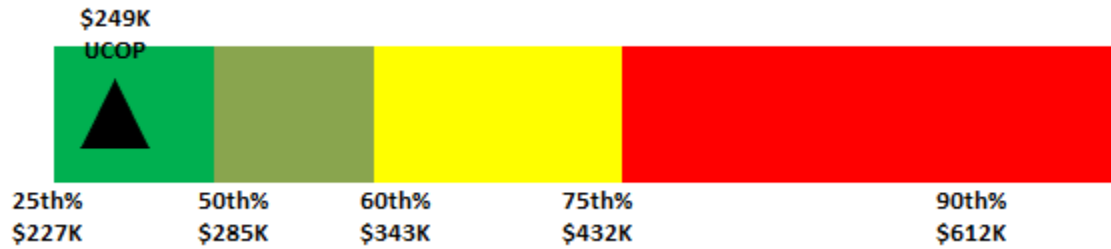
### TWO-YEAR ROLLING AVERAGE MRZ



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		

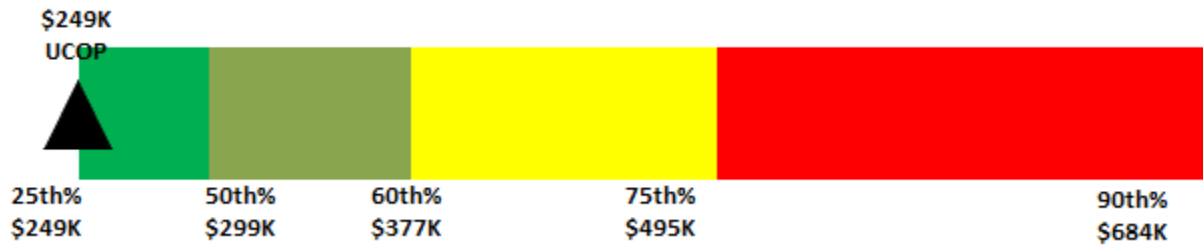
## Associate Vice President – Health Sciences (OP)

### 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

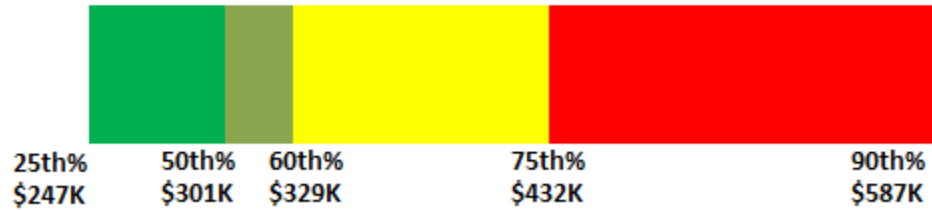
### TWO-YEAR ROLLING AVERAGE MRZ



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		

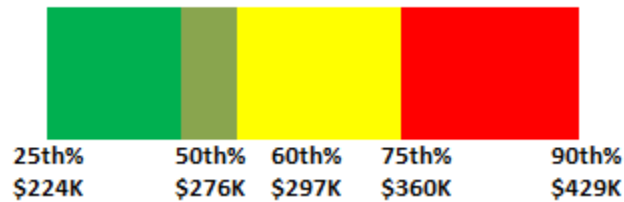
## Associate Vice President - Laboratory Operations and Administration

### CURRENT MRZ



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

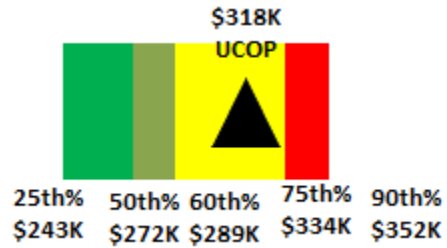
### TWO-YEAR ROLLING AVERAGE MRZ



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		

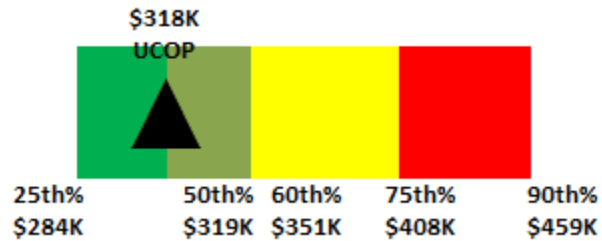
## Associate Vice President - Laboratory Programs

### CURRENT MRZ



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

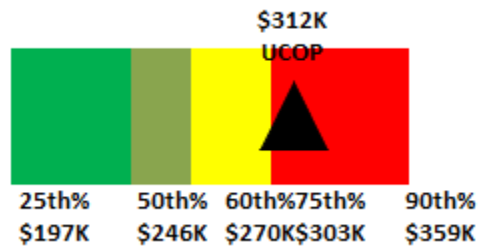
### TWO-YEAR ROLLING AVERAGE MRZ



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	

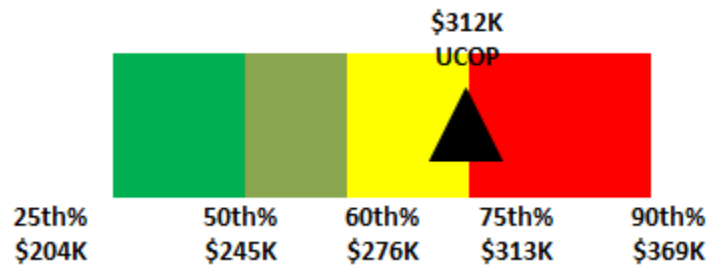
## Associate Vice President - Systemwide Controller (OP)

### 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

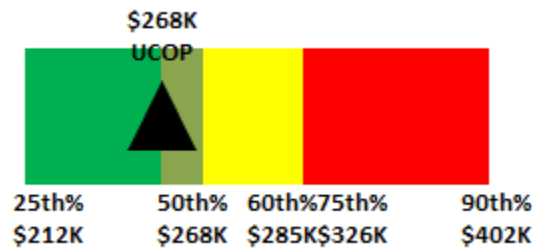
### TWO-YEAR ROLLING AVERAGE MRZ



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		

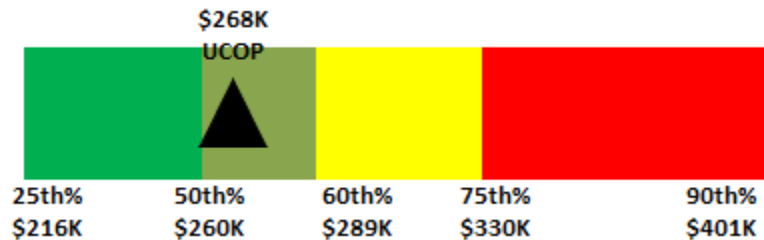
## Associate Vice President and Director - State Government Relations (OP)

### 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

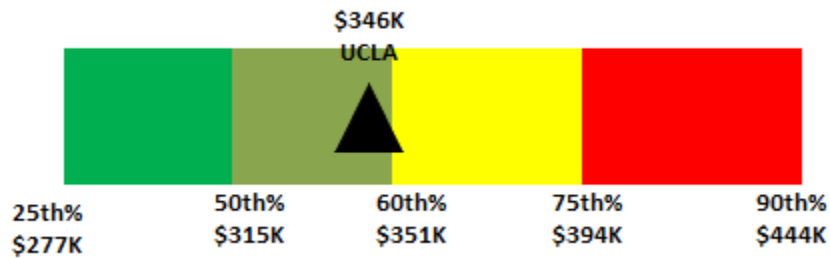
### TWO-YEAR ROLLING AVERAGE MRZ



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		

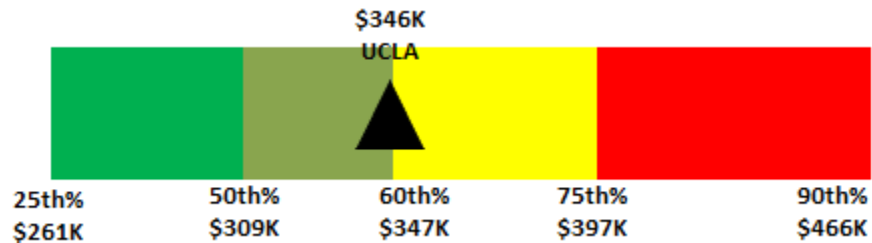
## Chief Administrative Officer - Medical Center

### 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)

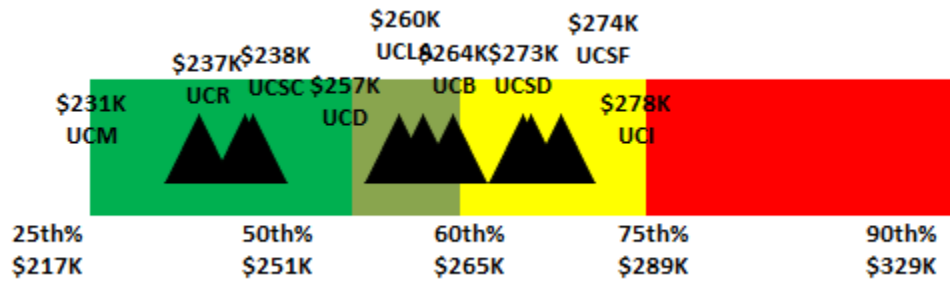
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

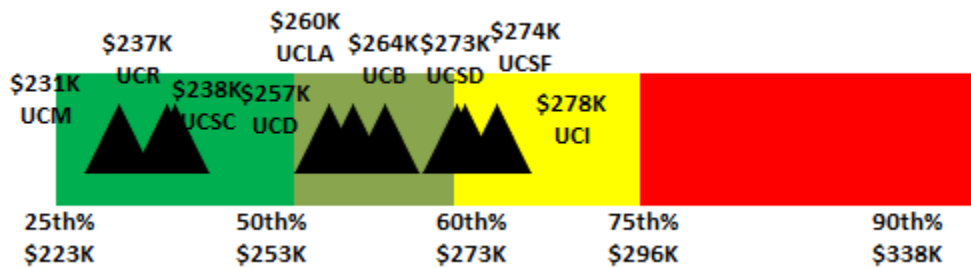
## Chief Campus Counsel

### 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

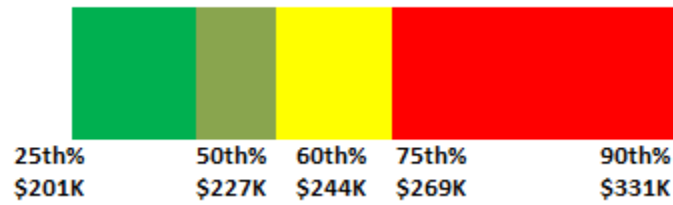


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	104	Counties	2
Mercer Benchmark Database Survey (Higher Education and All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



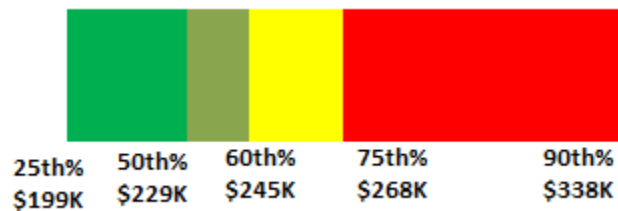
## Chief Compliance Officer - Medical Center

### 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)

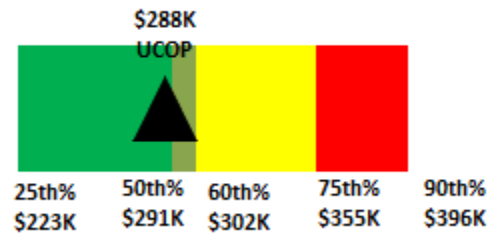
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

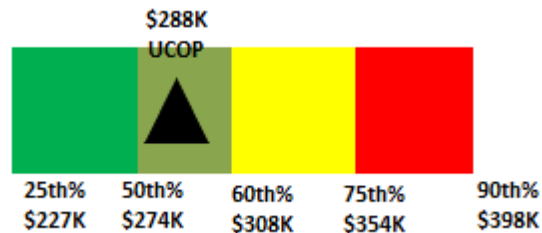
## Chief Deputy General Counsel (OP)

### 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

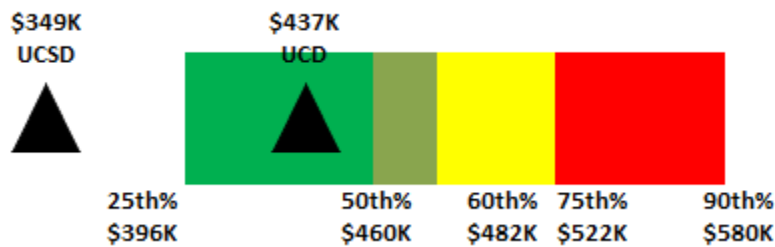
### TWO-YEAR ROLLING AVERAGE MRZ



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		

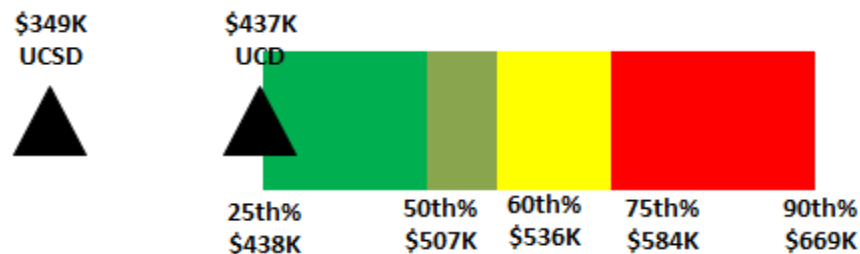
## Chief Financial Officer (Medical Center)

### 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)

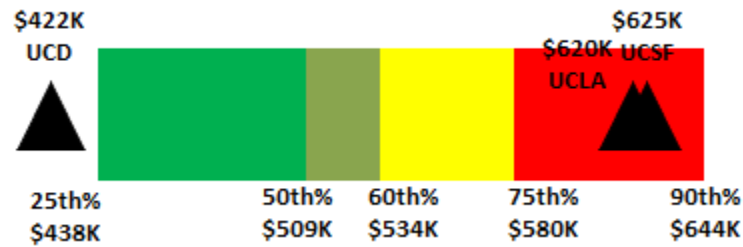
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

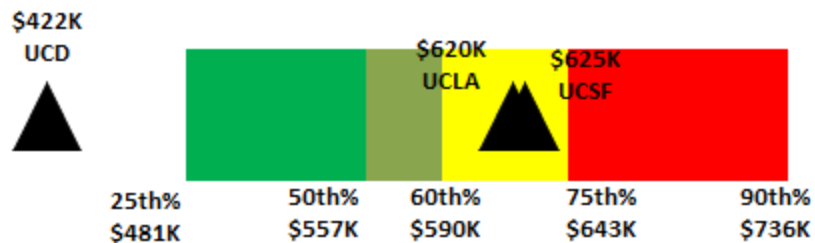
## Chief Financial Officer - Health Systems and Campus

### 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)

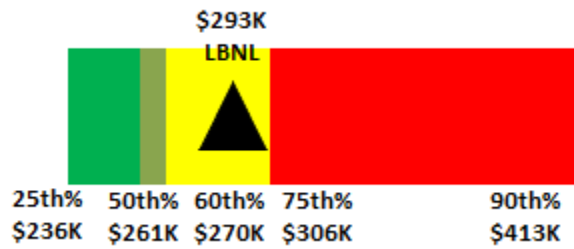
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

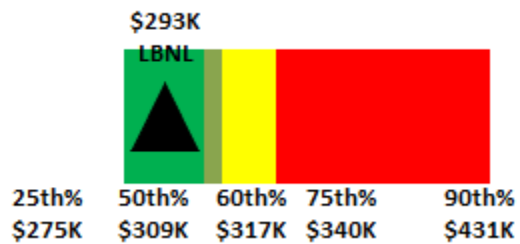
## Chief Financial Officer – LBNL

### CURRENT MRZ



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

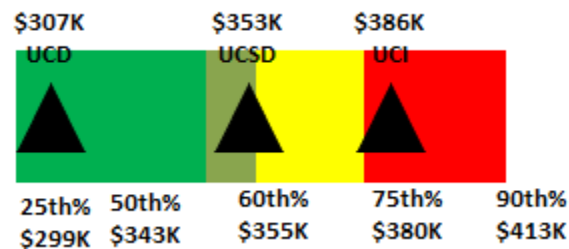
### TWO-YEAR ROLLING AVERAGE MRZ



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	

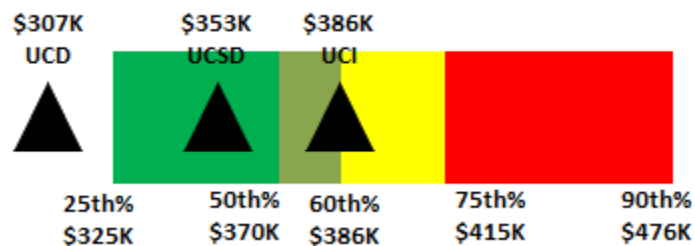
## Chief Information Officer (Medical Center)

### 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)

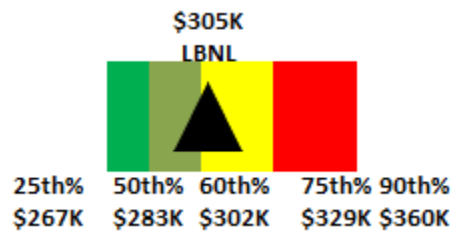
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

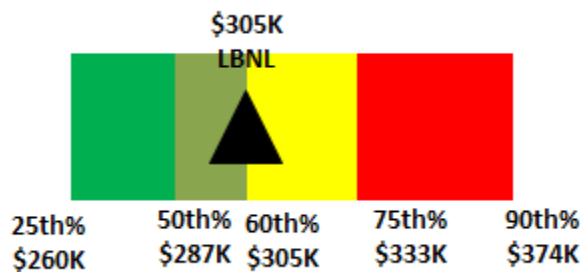
## Chief Laboratory Counsel

### CURRENT MRZ



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

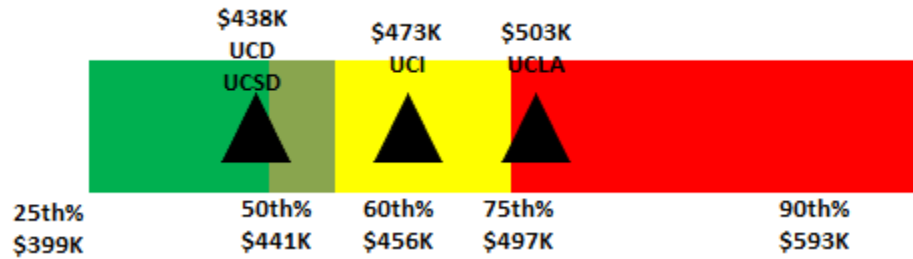
### TWO-YEAR ROLLING AVERAGE MRZ



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		

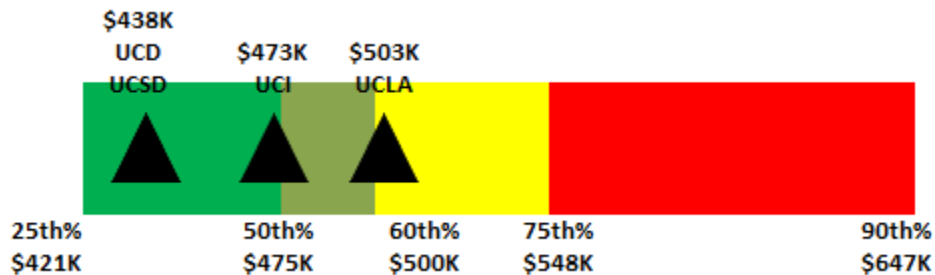
## Chief Medical Officer

### 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

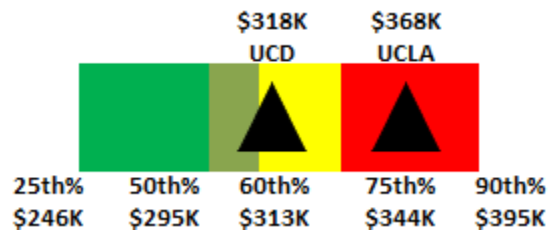


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Integrated Healthcare Strategies National Healthcare Leadership Compensation Survey	132	N/A	
Mercer Integrated Health Networks (IHN) Compensation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



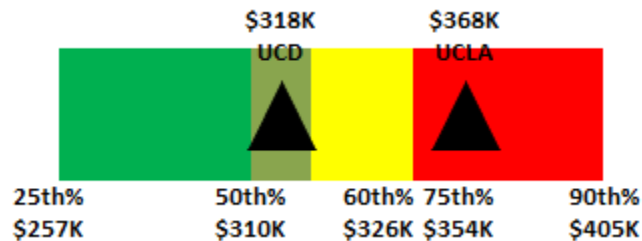
## Chief Nursing Officer

### 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)

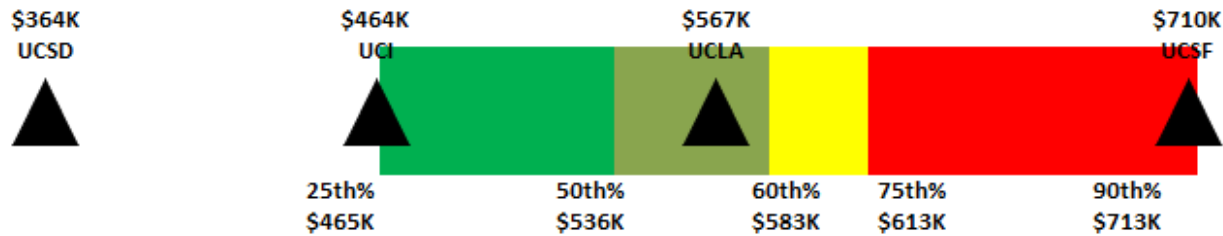
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

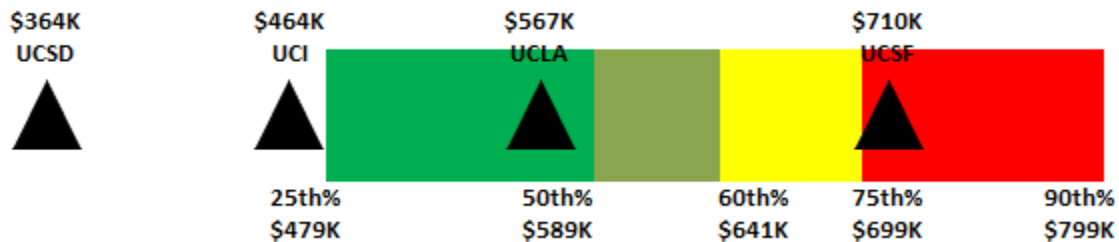
## Chief Operating Officer (Medical Center)

### 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)

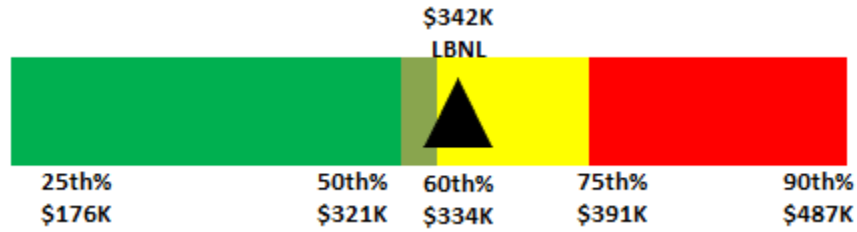
### TWO-YEAR ROLLING AVERAGE MRZ



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

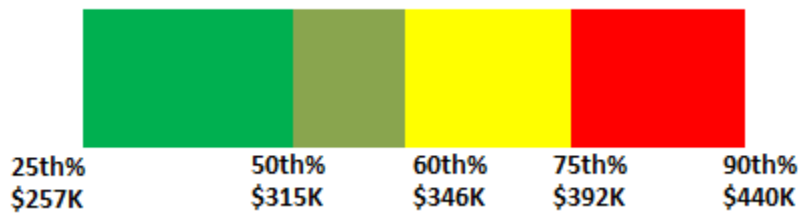
### TWO-YEAR ROLLING AVERAGE MRZ



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	

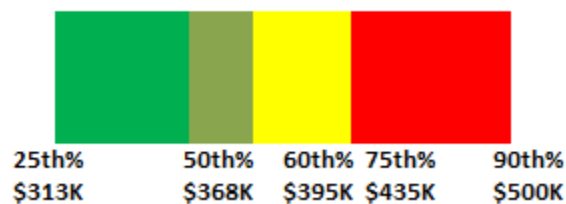
## Chief Quality Officer (Medical Center)

### 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)

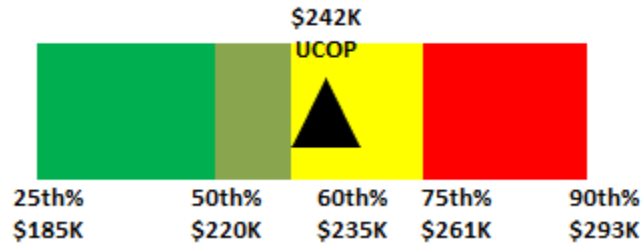
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

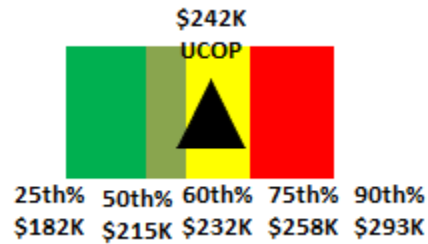
## Chief Risk Officer (OP)

### 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

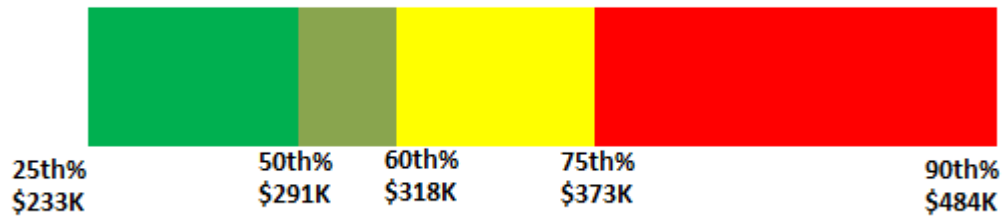
### TWO-YEAR ROLLING AVERAGE MRZ



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		

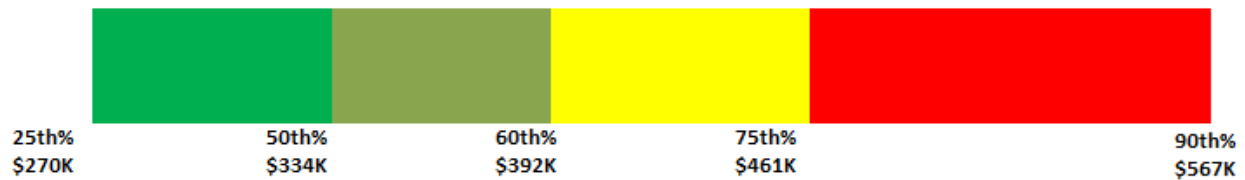
## Chief Strategy Officer (Medical Center)

### 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)

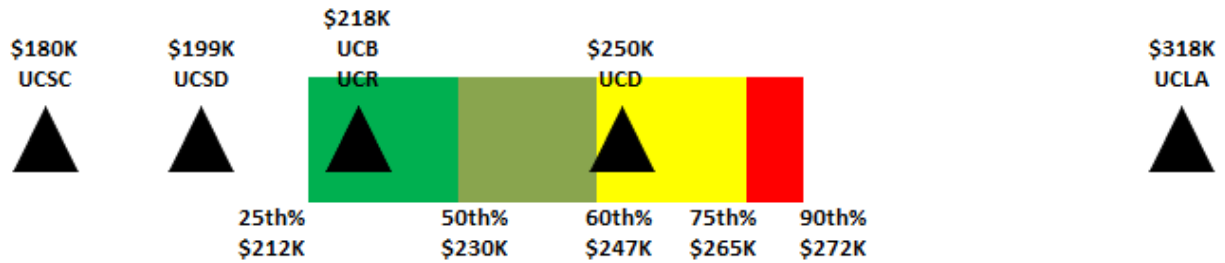
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

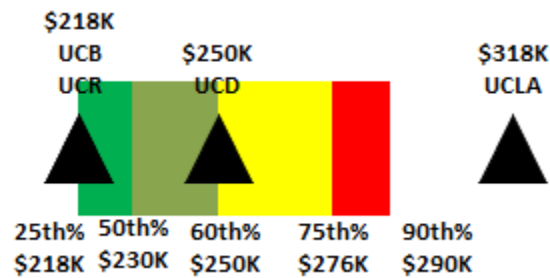
## Dean - University Extension

### CURRENT MRZ



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

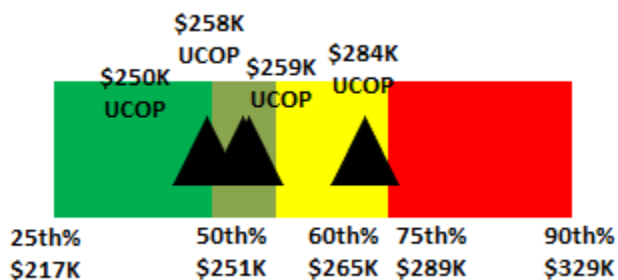
### TWO-YEAR ROLLING AVERAGE MRZ



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	

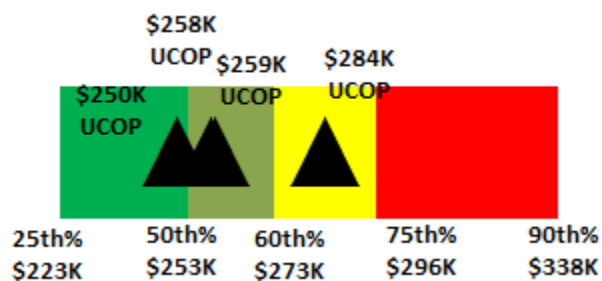
## Deputy General Counsel

### 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

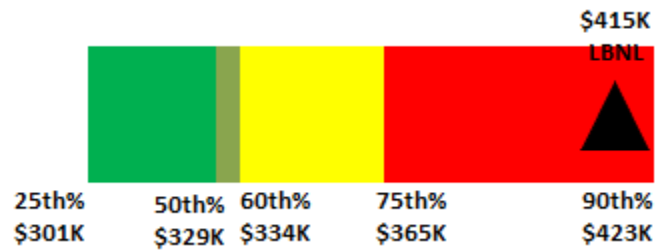


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
ALM Legal Intelligence – Law Department Compensation Benchmark Survey	104	Counties	2
Mercer Benchmark Database Survey (Higher Education and All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



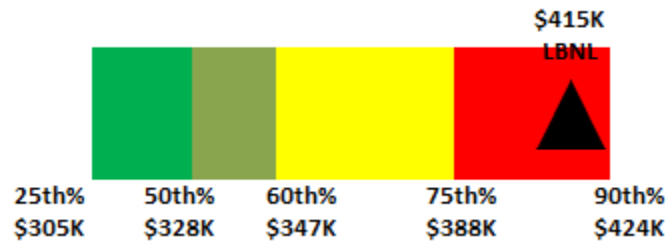
## Deputy Laboratory Director

### CURRENT MRZ



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

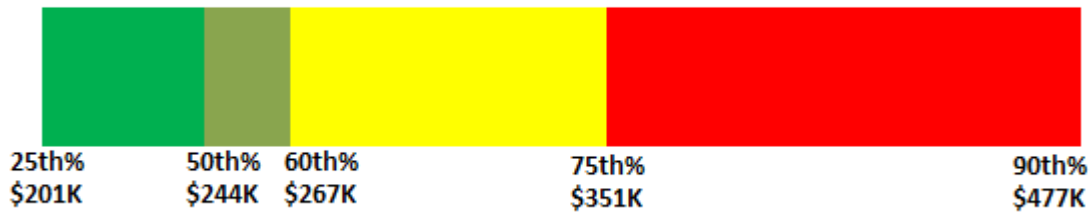
### TWO-YEAR ROLLING AVERAGE MRZ



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	

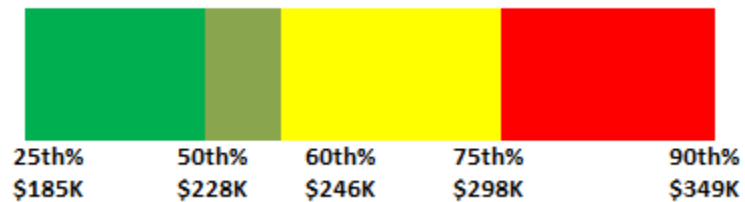
## Deputy to the Associate Vice President - Laboratory Operations

### CURRENT MRZ



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

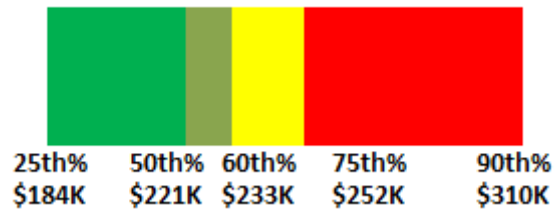
### TWO-YEAR ROLLING AVERAGE MRZ



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		

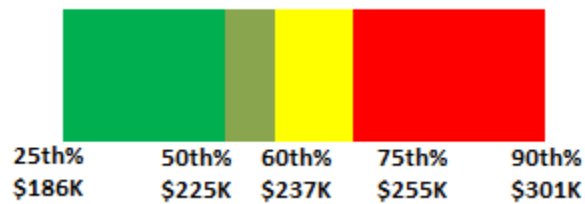
## Director - Contracts Management

### CURRENT MRZ



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

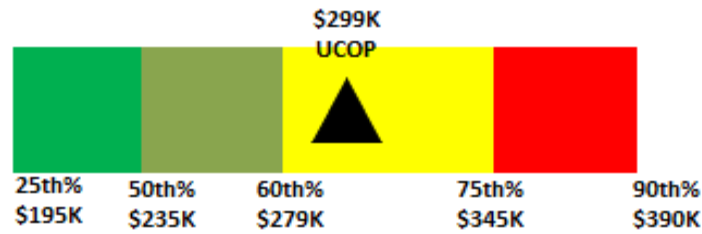
### TWO-YEAR ROLLING AVERAGE MRZ



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		

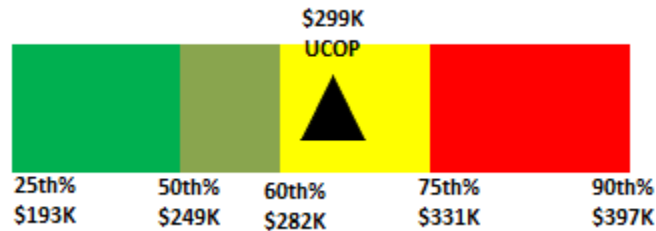
## Director - University Press (OP)

### 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

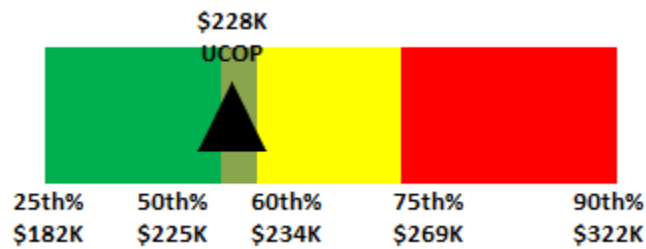
### TWO-YEAR ROLLING AVERAGE MRZ



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		

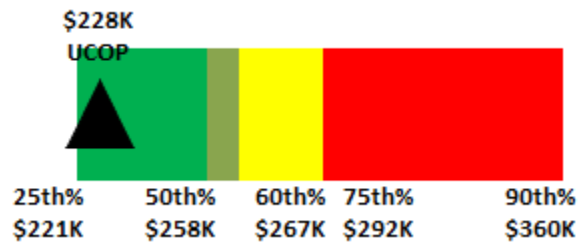
## Executive Director - Innovation Alliances and Services (OP)

### CURRENT MRZ



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

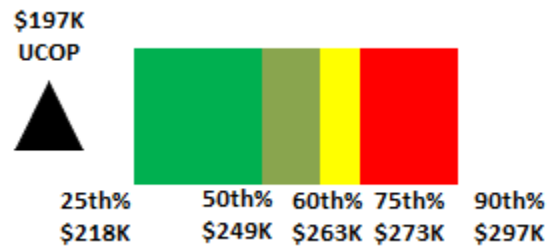
### TWO-YEAR ROLLING AVERAGE MRZ



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		

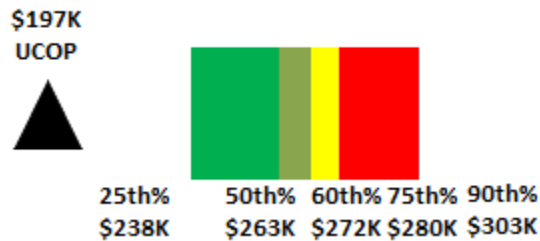
## Executive Director - Research Grants and Program Office (OP)

### 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

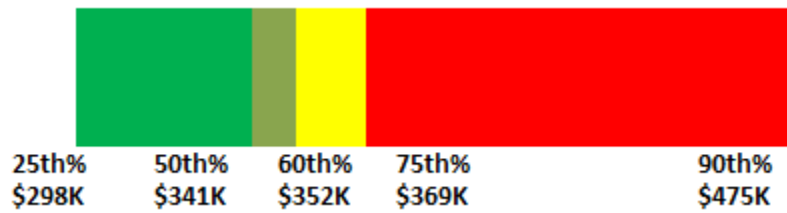
### TWO-YEAR ROLLING AVERAGE MRZ



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		

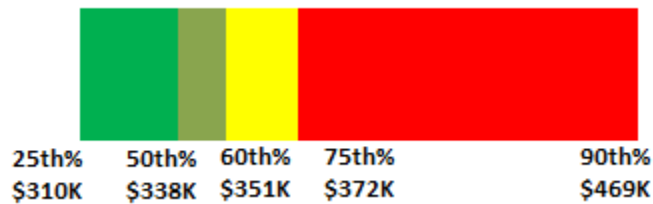
## Executive Director and Chief Operating Officer - Physician Support

### CURRENT MRZ



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

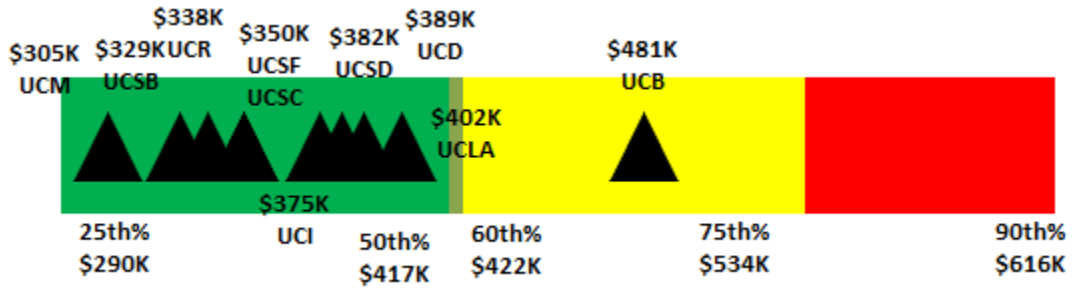
### TWO-YEAR ROLLING AVERAGE MRZ



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	

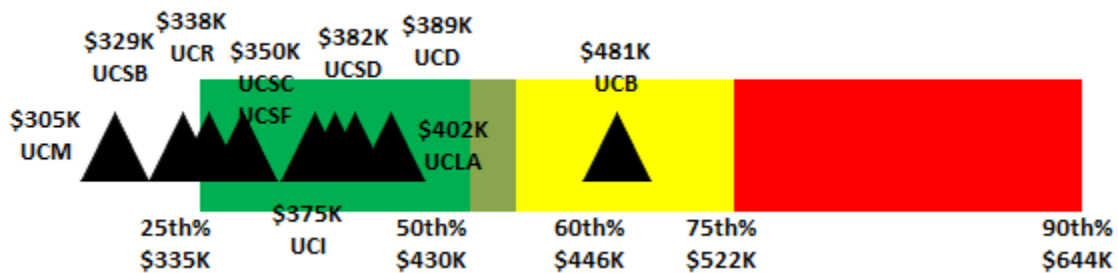
## Executive Vice Chancellor and Provost (Campus)

### 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

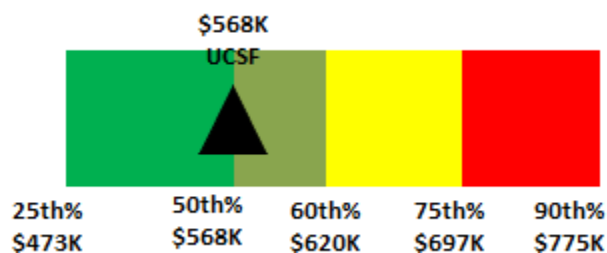


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	15	N/A	



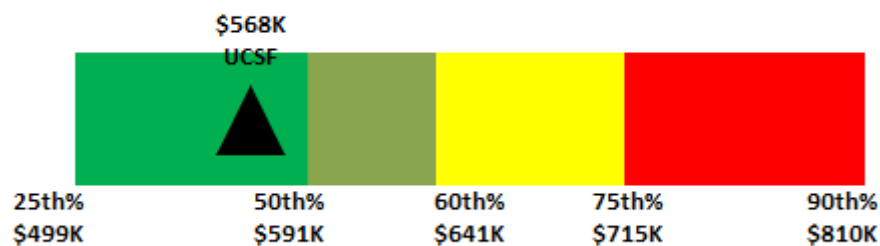
## Executive Vice President – Physician Services, Vice Dean Clinical Affairs

### 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)

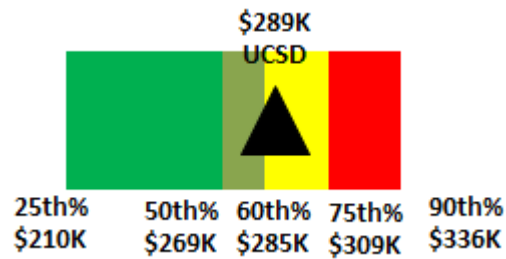
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

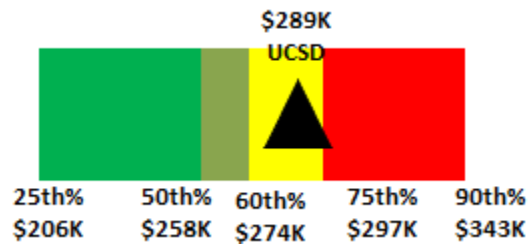
## Medical Group Executive Director (Medical Center)

### 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)

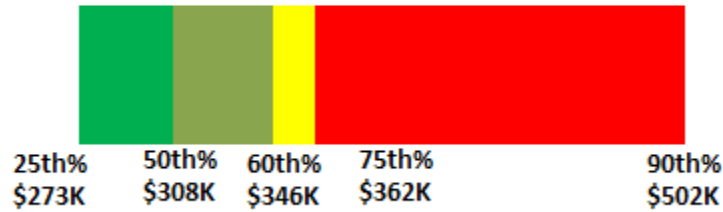
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

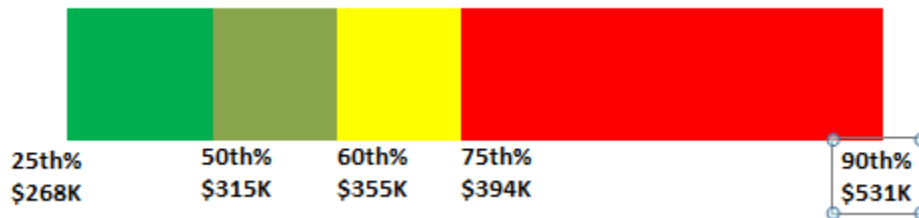
## Senior Managing Director - Fixed Income Assets

### 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

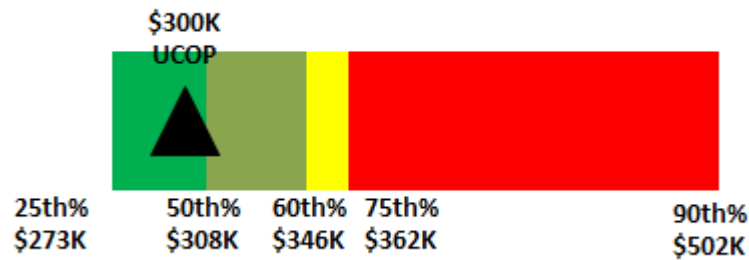


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County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

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

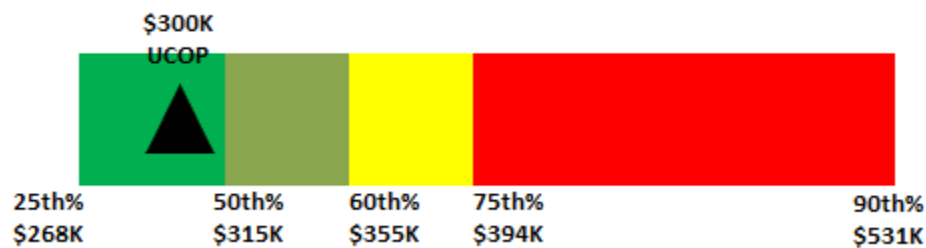
## Senior Managing Director - Public Equity Investments

### 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

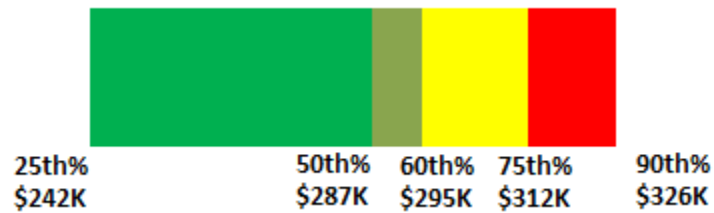


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County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

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

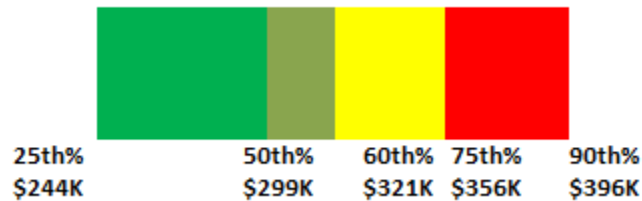
## Senior Managing Director - Risk Management

### 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

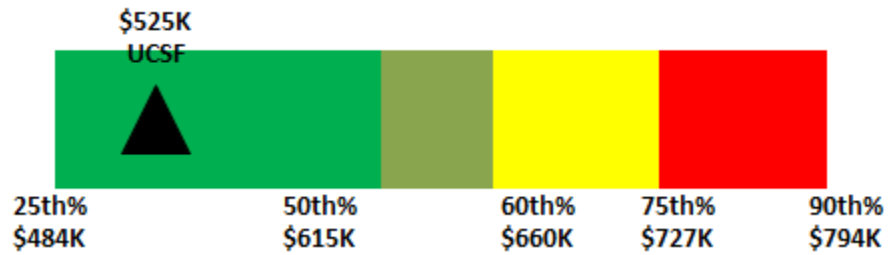


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
Mercer Office of the Chief Investment Officer Analysis	N/A	State	2 (# of org)
Western Management Group (WMG) EduComp Compensation Survey	21	County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

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

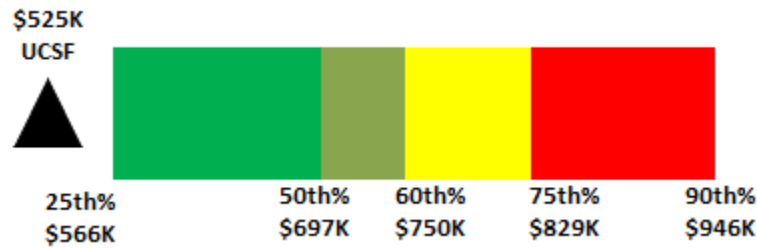
## Senior Vice President Adult Services (Medical Center)

### 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)

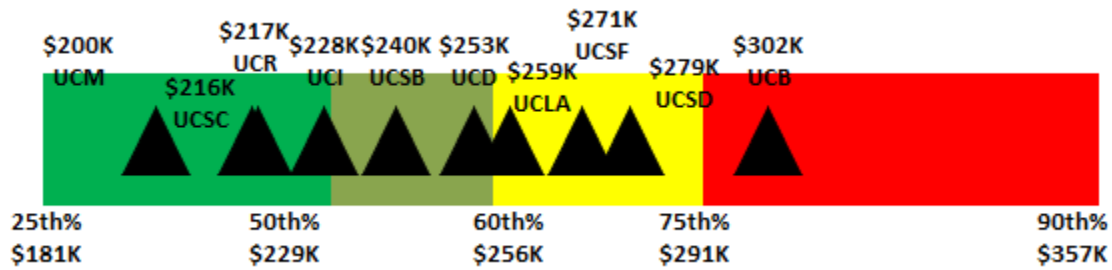
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

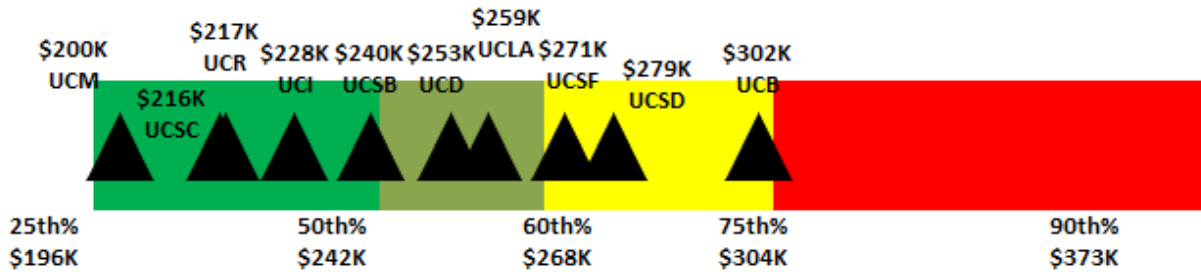
## University Librarian (Campus)

### 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

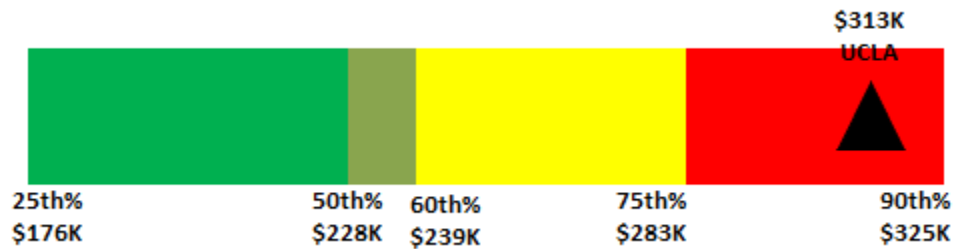
### TWO-YEAR ROLLING AVERAGE MRZ



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		

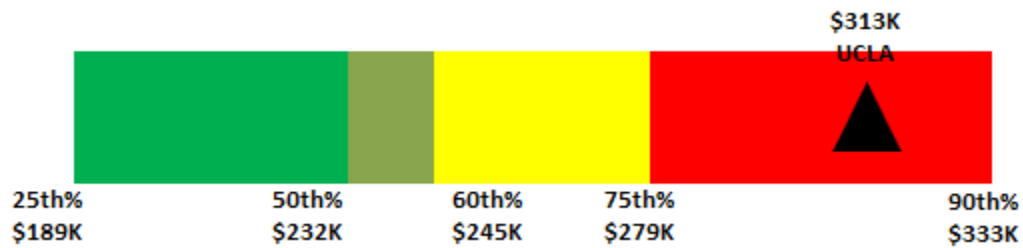
## Vice Chancellor - Academic Personnel (Campus)

### 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

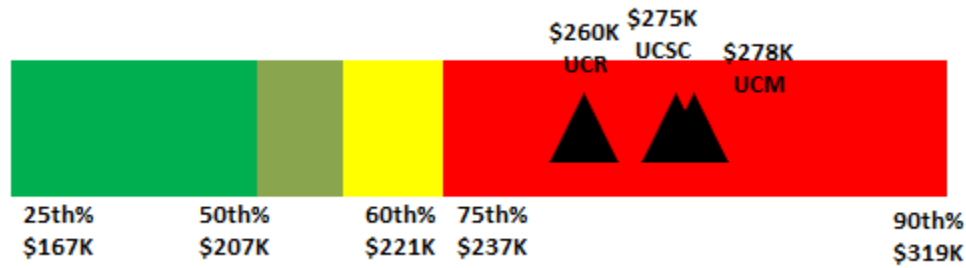


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey (Full Comparison Group, All Institutions and All Research and Doctorate Institutions)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



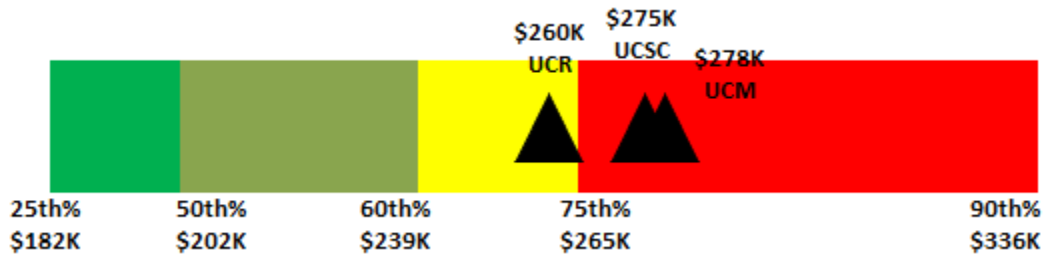
## Vice Chancellor - Budget and Planning (Campus)

### 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

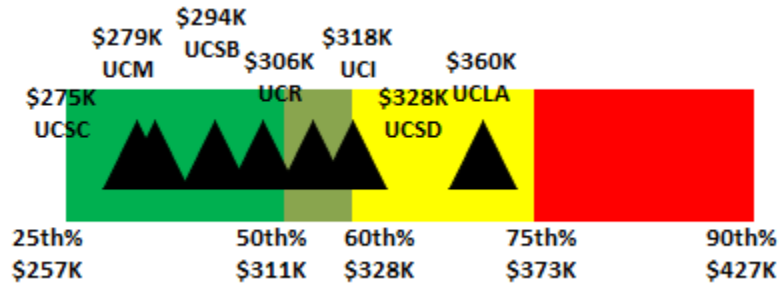
### TWO-YEAR ROLLING AVERAGE MRZ



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		

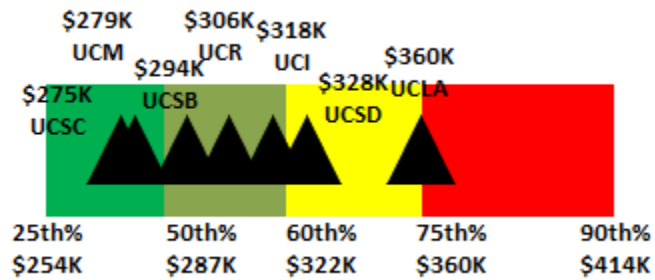
## Vice Chancellor - Business Administration (Campus)

### 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

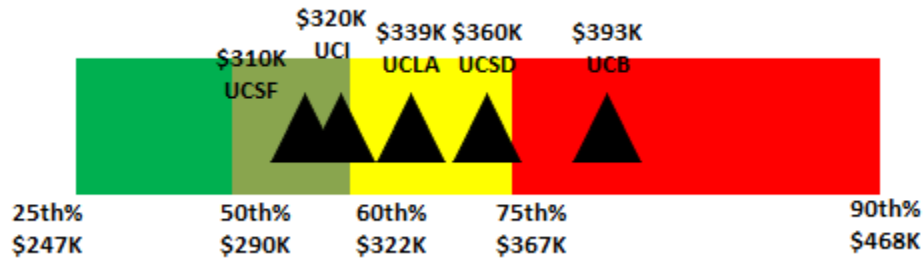
### TWO-YEAR ROLLING AVERAGE MRZ



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

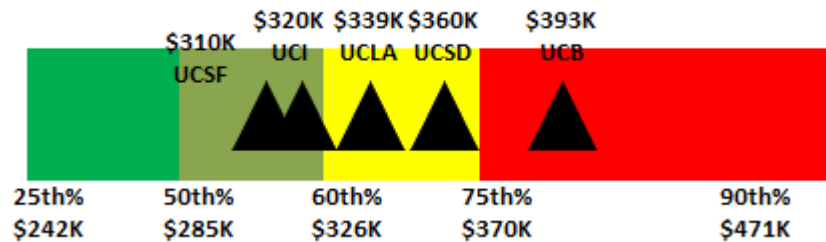
## Vice Chancellor - Chief Financial Officer (Campus)

### 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

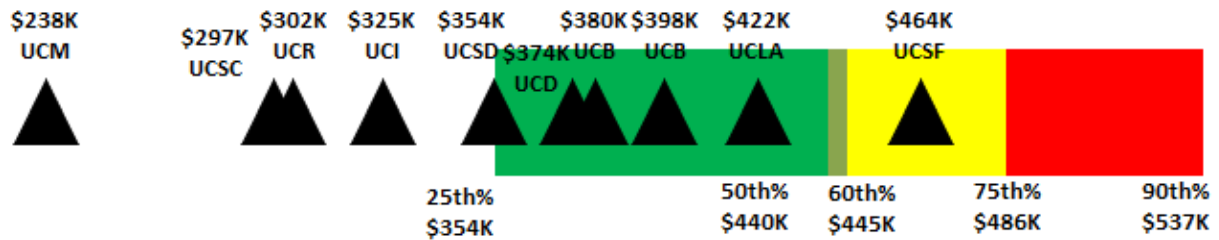
### TWO-YEAR ROLLING AVERAGE MRZ



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		

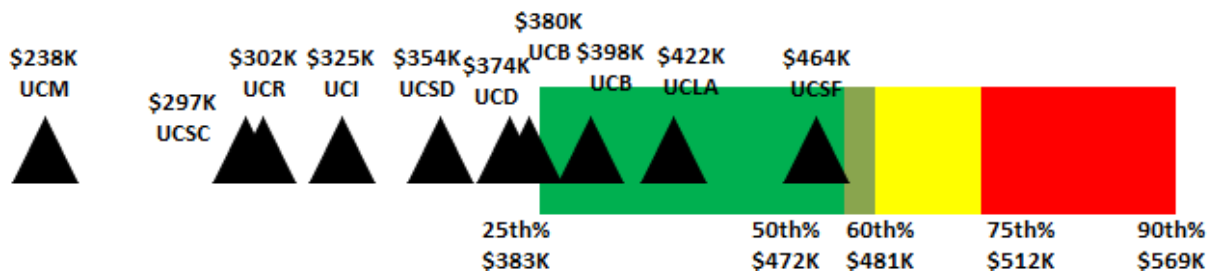
## Vice Chancellor - Development/University Relations (Campus)

### CURRENT MRZ



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

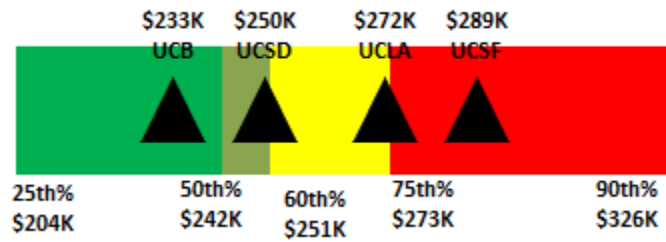
### TWO-YEAR ROLLING AVERAGE MRZ



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 (WGM) EduComp Compensation Survey	7		

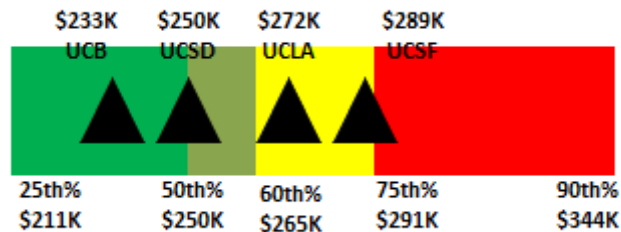
## Vice Chancellor - Equity and Inclusion (Campus)

### 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

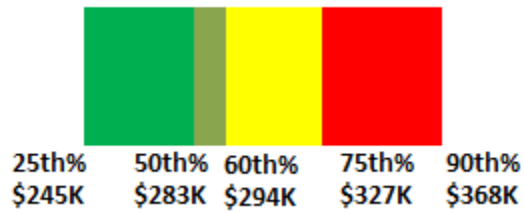
### TWO-YEAR ROLLING AVERAGE MRZ



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		

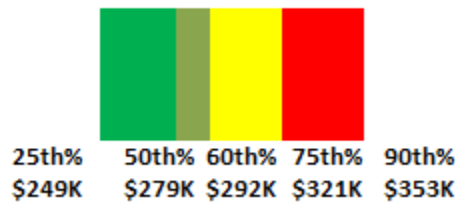
## Vice Chancellor - Graduate Studies and Dean - Graduate Division

### CURRENT MRZ



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

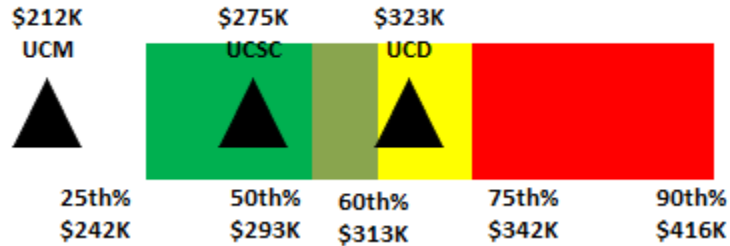
### TWO-YEAR ROLLING AVERAGE MRZ



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	

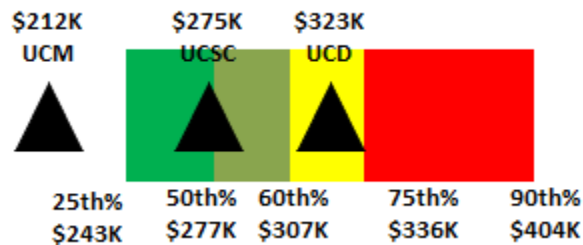
## Vice Chancellor - Information Technology (Campus)

### 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

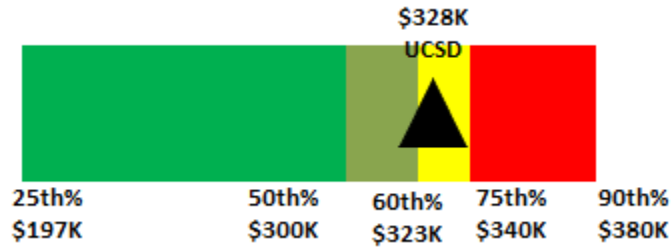
### TWO-YEAR ROLLING AVERAGE MRZ



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		

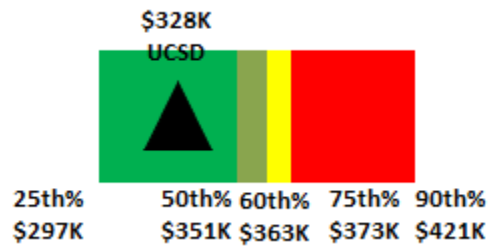
**Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences and Director Scripps Institution of Oceanography**

**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**

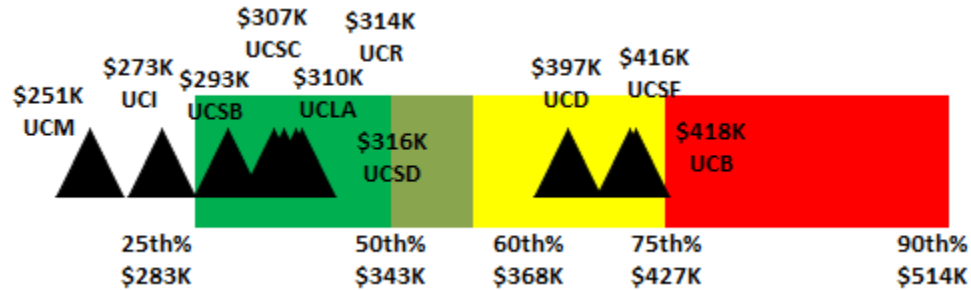


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	5	N/A	



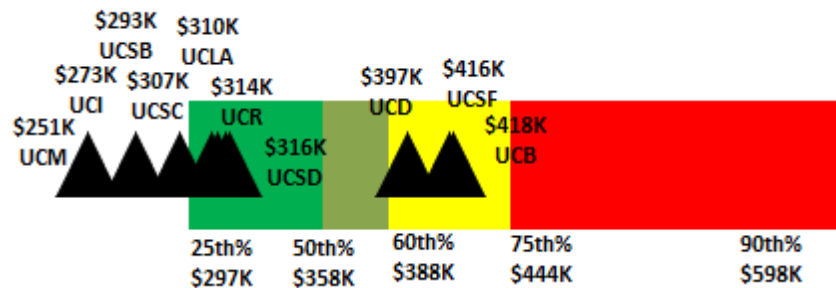
## Vice Chancellor – Research (Campus)

### 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

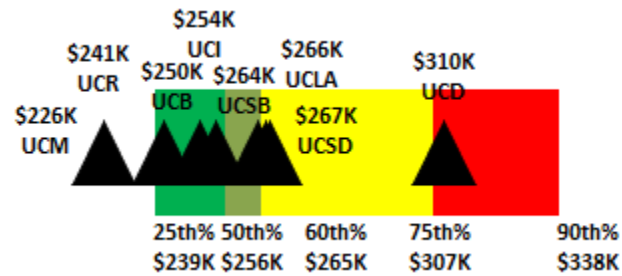
### TWO-YEAR ROLLING AVERAGE MRZ



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		

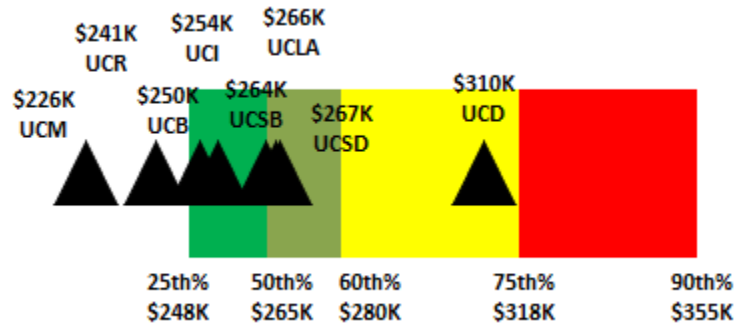
## Vice Chancellor - Student Affairs (Campus)

### CURRENT MRZ



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

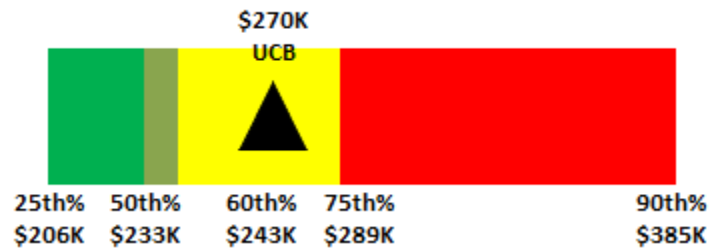
### TWO-YEAR ROLLING AVERAGE MRZ



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	

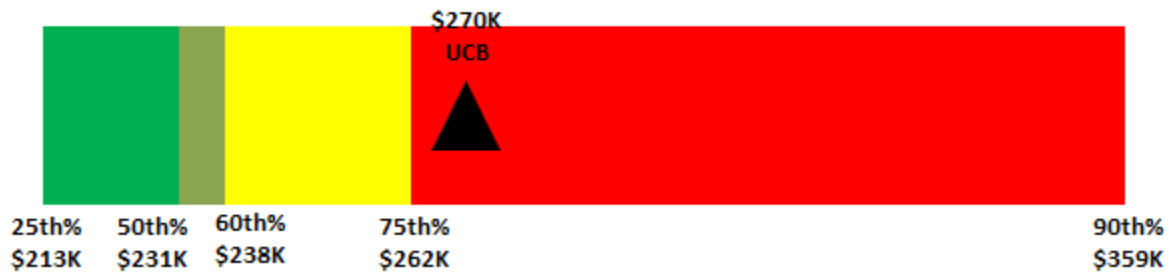
## Vice Chancellor - Undergraduate Education (Campus)

### CURRENT MRZ



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

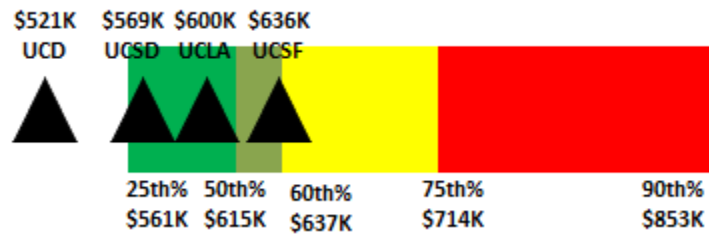
### TWO-YEAR ROLLING AVERAGE MRZ



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	

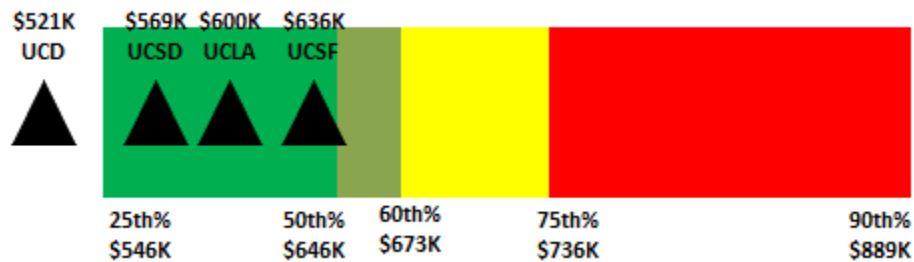
## Vice Chancellor and Dean - School of Medicine

### 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)

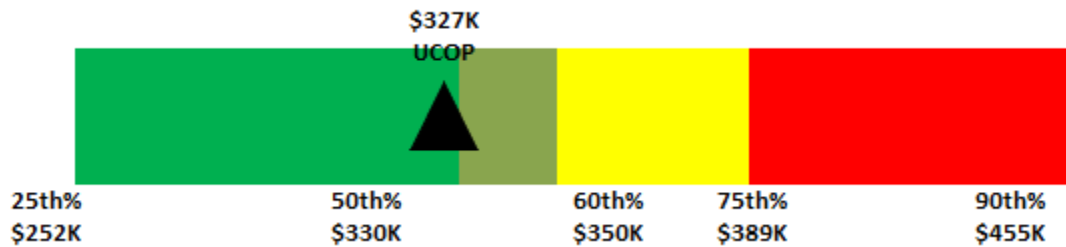
### TWO-YEAR ROLLING AVERAGE MRZ



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)		

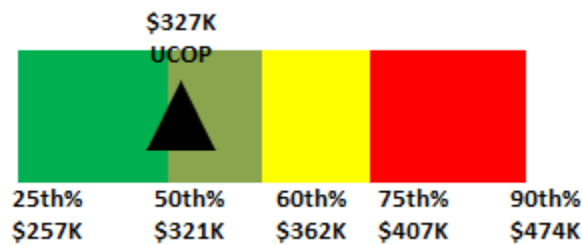
## Vice President - Human Resources (OP)

### 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

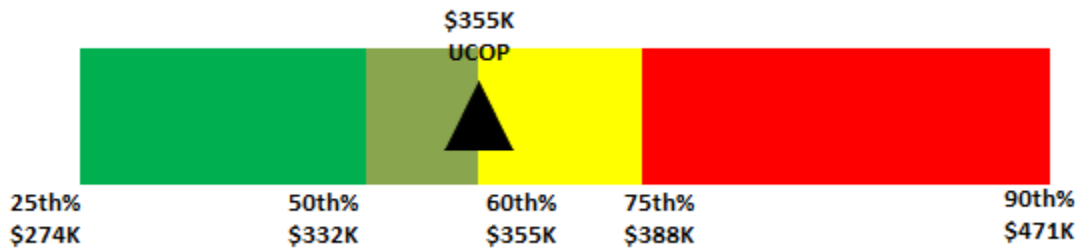
### TWO-YEAR ROLLING AVERAGE MRZ



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	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		

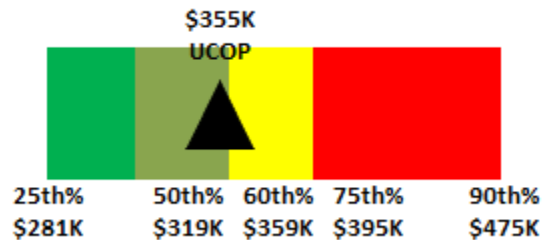
## Vice President - Information Technology and Chief Information Officer (OP)

### 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

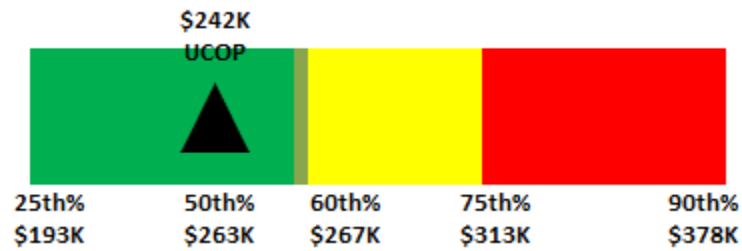
### TWO-YEAR ROLLING AVERAGE MRZ



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		

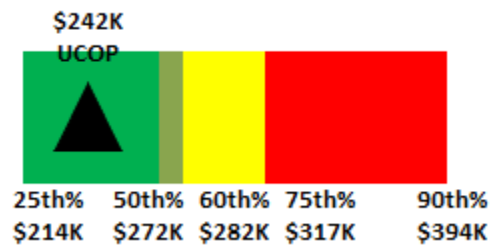
## Vice President - Institutional Research and Academic Planning (OP)

### CURRENT MRZ



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

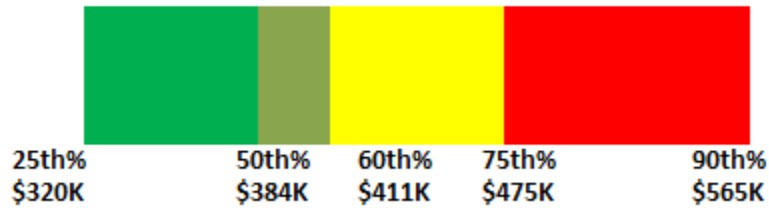
### TWO-YEAR ROLLING AVERAGE MRZ



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	

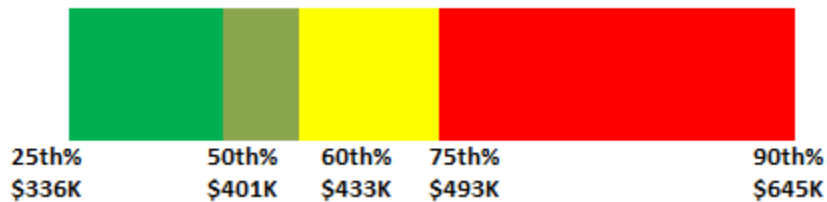
## Vice President - Research and Graduate Studies (OP)

### 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

### TWO-YEAR ROLLING AVERAGE MRZ

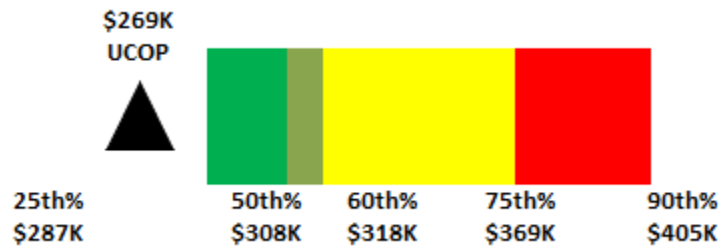


DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Survey	# of incumbents	State/County/Municipality/Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	18	N/A	
Towers Watson CDB General Industry Executive Survey	78		
Towers Watson Top Management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



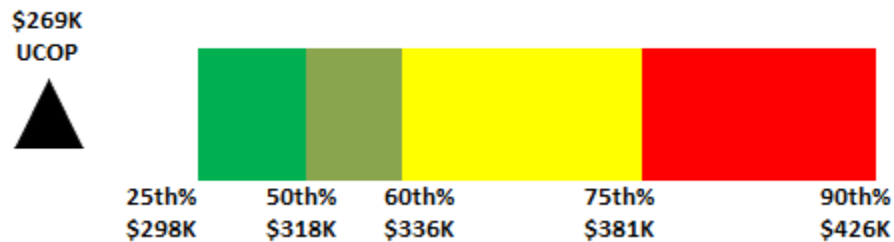
## Vice President - Student Affairs (OP)

### CURRENT MRZ



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

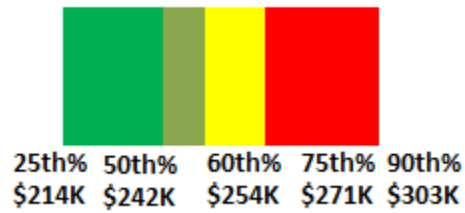
### TWO-YEAR ROLLING AVERAGE MRZ



DATA SOURCES FOR MATCHED POSITIONS			
Benchmark Salary Surveys	# of incumbents	State/County/Municipality/ Special Districts/School Districts/CSU	# of incumbents
CUPA Administrators in Higher Education Salary Survey	13	N/A	

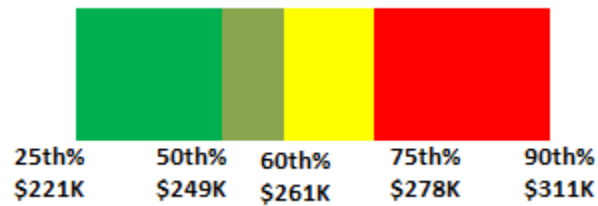
## Vice Provost - Academic Information and Strategic Services (OP)

### CURRENT MRZ



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

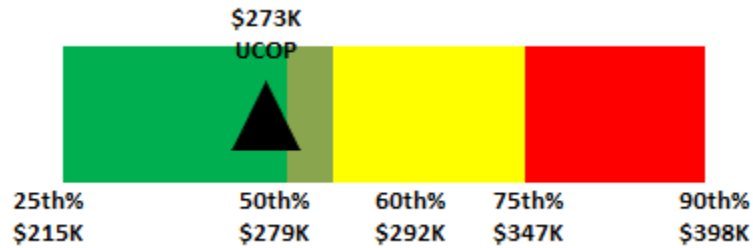
### TWO-YEAR ROLLING AVERAGE MRZ



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	

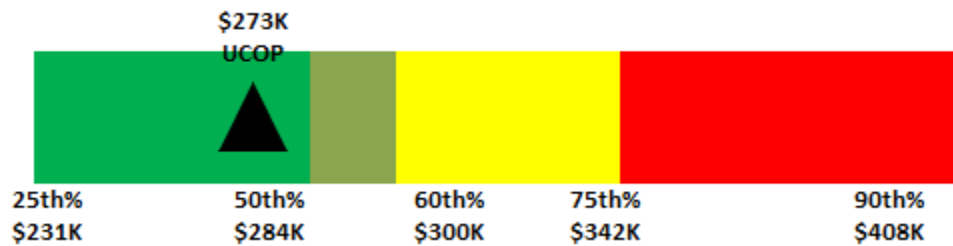
## Vice Provost - Academic Personnel (OP)

### CURRENT MRZ



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

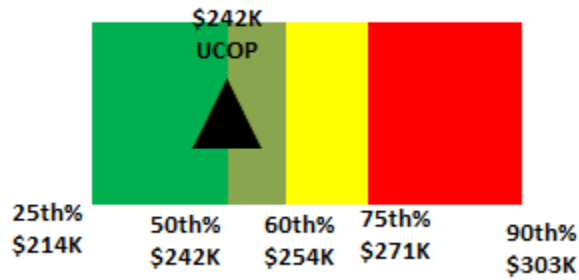
### TWO-YEAR ROLLING AVERAGE MRZ



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	

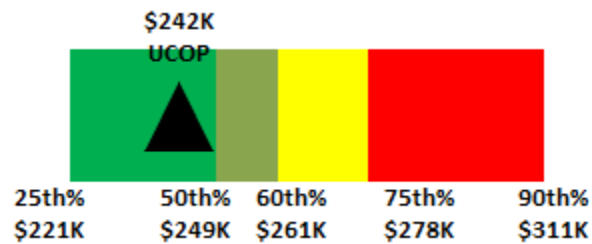
## Vice Provost - Education Partnership

### 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	