

The Regents of the University of California

**GOVERNANCE AND COMPENSATION COMMITTEE**

September 13, 2017

The Governance and Compensation Committee met on the above date at the Price Center, San Diego campus.

Members present: Regents Blum, Lozano, Ortiz Oakley, Pattiz, and Pérez; Ex officio members Kieffer and Napolitano

In attendance: Regent Park, Regents-designate Anderson and Morimoto, Faculty Representative White, Secretary and Chief of Staff Shaw, General Counsel Robinson, Executive Vice President and Chief Operating Officer Nava, Vice Presidents Budil and Duckett, and Recording Secretary Johns

The meeting convened at 1:30 p.m. with Committee Vice Chair Ortiz Oakley presiding.

**1. APPROVAL OF MINUTES OF PREVIOUS MEETING**

Upon motion duly made and seconded, the minutes of the meeting of July 12-13, 2017 were approved.

**2. APPROVAL OF SALARY ADJUSTMENTS FOR CHANCELLORS AND THE DIRECTOR OF THE LAWRENCE BERKELEY NATIONAL LABORATORY AS DISCUSSED IN CLOSED SESSION**

Recommendation

The President of the University recommended approval of the salary adjustments for the chancellors listed below, effective July 1, 2017, and for the Laboratory Director, effective October 1, 2017. There are no exceptions to policy.

Campus	Last Name	First Name	Title	Current Annual Base Salary	Proposed Salary Increase	Proposed Annual Base Salary	Funding Source
San Francisco	Hawgood	Samuel	Chancellor	\$795,675	3.00%	\$819,545	Partially or Fully State Funded
Irvine	Gillman	Howard	Chancellor	\$499,550	3.00%	\$514,537	Partially or Fully State Funded
Los Angeles	Block	Gene	Chancellor	\$454,574	3.00%	\$468,211	Partially or Fully State Funded
San Diego	Khosla	Pradeep	Chancellor	\$449,208	3.00%	\$462,684	Partially or Fully State Funded
LBNL	Witherell	Michael	Laboratory Director	\$440,000	3.00%	\$453,200	No State Funds
Santa Barbara	Yang	Henry	Chancellor	\$401,020	3.00%	\$413,051	Partially or Fully State Funded
Merced	Leland	Dorothy	Chancellor	\$394,655	3.00%	\$406,495	Partially or Fully State Funded
Riverside	Wilcox	Kim	Chancellor	\$394,655	3.00%	\$406,495	Partially or Fully State Funded
Santa Cruz	Blumenthal	George	Chancellor	\$394,655	3.00%	\$406,495	Partially or Fully State Funded

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

#### Background to Recommendation

Consistent with the Regents Policy 7701: Senior Management Group Appointment and Compensation, the President of the University recommended approval of merit-based salary adjustments for eight of the ten chancellors and the director of the Lawrence Berkeley National Laboratory. Two of the ten chancellors, from UC Berkeley and UC Davis, joined the University in July 2017 and August 2017, respectively; therefore, they are not included in the merit-increase recommendation.

This year, the President is not proposing merit-based salary increases under this program for ten SMG Level One members at the Office of the President, including herself and Officers of the Regents.

This year, consistent with past years, most of UC's chancellors continue to rank in the bottom quartile when compared to their counterparts at other Association of American Universities (AAU) institutions, with regard to base salary and total cash compensation as referenced in Attachment 1. The AAU's current membership consists of 62 institutions comprised of 34 public U.S. universities, 26 private U.S. universities, and two public universities located in Canada. Note that the data for UC reflects pay from 2016-17, whereas the pay for the AAU institutions is from the most recent data available. The public institution data is from the 2015-16 fiscal year and the private institution data is from 2014. Eight UC chancellors are among the ten lowest-paid leaders within this comparison group, being at or below the tenth percentile; the UC Berkeley Chancellor's pay is just below the 25th percentile and the UC San Francisco Chancellor's pay is close to the median. Many public and private AAU institutions offer other forms of cash compensation in addition to salary, such as incentives, performance bonuses, or deferred compensation that UC does not provide.

In addition, the pay disparity is even more pronounced when comparing institutional reputation and independent rankings of the UC campuses and other AAU institutions, using rankings from organizations such as Kiplinger or *U.S. News and World Report*. These two organizations rank higher education institutions based on academic quality, value, and other considerations.

In December 2016, Kiplinger published its list of Best College Values<sup>1</sup> in which 1,200 public and private four-year schools were ranked. Fifty-five percent of the ranking was based on quality of education, while 45 percent was based on cost. Of the top

---

<sup>1</sup> <http://www.kiplinger.com/tool/college/T014-S001-kiplinger-s-best-values-in-public-colleges/index.php>

100 public institutions on the list, six UC campuses ranked in the top two-thirds. Five of the campuses ranked in the top half, with UCLA and UC Berkeley ranking at #7 and #14, respectively. Four public AAU institutions that were ranked by Kiplinger in the bottom third reported total compensation for their chancellors that was as much as 50 percent higher than UC Berkeley's Chancellor's pay despite Berkeley's much higher ranking; the remaining UC chancellors trailed even further behind.

In October 2016, *U.S. News and World Report* produced a ranking of over 1,000 universities from around the world. The report, "Best Global Universities,"<sup>2</sup> weighs factors that include global and regional research reputation and academic research performance, using bibliometric indicators such as publications, citations, and international collaboration. For 2017, the report emphasized excellence in academic research by factoring in the total number of highly cited papers in the top one percent of their respective fields and the percentage of a university's total papers that are among the top one percent of most-cited papers. Under the methodology applied by *U.S. News*, globally, UC Berkeley ranked fourth, UCLA ranked tenth, UC San Diego ranked 15th, UCSF ranked 16th, UC Santa Barbara ranked 24th, UC Santa Cruz ranked 27th, UC Davis ranked 42nd, UC Irvine ranked 65th, UC Riverside ranked 113th, and Merced ranked 687th. These rankings, based on global research and academics, stand in stark contrast to how the UC chancellors are compensated compared to the leaders of lower ranked institutions, as evidenced in Attachment 1.

[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.]

Chair Kieffer noted that this item had been discussed at considerable length during the closed session meeting. The discussion had been thoughtful and considered both short- and long-term policy regarding compensation.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board, Regents Ortiz Oakley and Pérez voting "no."

3. **APPROVAL OF INCENTIVE COMPENSATION USING NON-STATE FUNDS FOR FISCAL YEAR 2016-17 FOR JAGDEEP SINGH BACHHER AS CHIEF INVESTMENT OFFICER AND VICE PRESIDENT – INVESTMENTS, OFFICE OF THE PRESIDENT AS DISCUSSED IN CLOSED SESSION**

Recommendation

The President of the University recommended approval of an incentive award of \$1,013,959 for Plan Year 2016-17, under the Office of the Chief Investment Officer Annual Incentive Plan (AIP), for Jagdeep Singh Bachher as Chief Investment Officer and

---

<sup>2</sup> <https://www.usnews.com/education/best-global-universities/articles/methodology>

Vice President – Investments, Office of the President. The recommended incentive award represents 155 percent of Mr. Bachher’s annual base salary of \$652,454.

**Recommended Compensation**

**Effective Date:** upon Regents’ approval

**Base Salary:** \$652,454

**AIP Award:** \$1,013,959 (155 percent of base salary)

**Base Salary Plus Recommended AIP Award:** \$1,666,412

**Funding:** non-State-funded

**Prior Year Data (2015-16 Plan Year)**

**Base Salary:** \$632,380

**AIP Award:** \$841,096 (133 percent of base salary)

**Base Salary Plus Recommended AIP Award:** \$1,473,476

**Funding:** non-State-funded

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

**Background to Recommendation**

The President of the University requested approval of an incentive award for Jagdeep Singh Bachher, Chief Investment Officer (CIO) and Vice President – Investments. The award, consistent with the incentive plan provisions approved by the Regents, is directly tied to the three-year rolling average returns of the pension, endowment and other assets under management. This award falls under the Office of the Chief Investment Officer Annual Incentive Plan (AIP) and will be funded entirely through investment returns, using no State funds.

The AIP is a performance-based incentive plan that places a certain amount of pay at risk for each participant, and pays out only if certain investment and other performance standards are met or exceeded. Performance-based, at-risk incentives are a typical component of total cash compensation for investment professionals, including those at the California State Teachers’ Retirement System (CalSTRS), the California Public Employees’ Retirement System (CalPERS), and other large public pension funds and endowment funds. Awards are based on a rolling three-year assessment against performance benchmarks and a portion is deferred for payout in subsequent years to help retain staff and focus efforts on adding longer-term value. Plan participants are assigned award opportunity levels that serve to motivate individual, team, and total entity performance as part of a competitive total cash compensation package.

Assets under management by the Office of the Chief Investment Officer total \$109 billion for the Plan Year ending June 30, 2017. The University's investment results for the total entity for the one-year period ending June 30, 2017 were very strong, outperforming its benchmark by 135 basis points, which resulted in a net gain of \$1.36 billion. Performance for the two- and three-year periods ending June 2017 were ahead of the benchmarks by 26 basis points and 79 basis points, respectively (returns for periods greater than one year are annualized). This resulted in a net gain to the portfolios of approximately \$609 million for the two-year period and \$2.27 billion for the three-year period (over and above that which would have resulted in the absence of active management).

The one-year net returns for the pension amounted to 14.4 percent, compared to 13.4 percent for the California State Teachers' Retirement System (CalSTRS) and 11.2 percent for the California Public Employees' Retirement System (CalPERS). Three-year returns amounted to 5.4 percent for UC, 6.3 percent for CalSTRS and 4.6 percent for CalPERS. The endowment's return for one year was 14.8 percent, compared to Princeton at 11.5 percent and the University of Michigan at 13.5 percent.

The proposed award for Mr. Bachher is based on individual performance and the three-year rolling average performance against benchmarks of the total investment portfolio, and will be paid in three annual installments. Consistent with the Plan, the proposed award of \$1,013,959 has been reviewed by the President of the University, the Chairs of the Regents' Governance and Compensation Committee and Investments Subcommittee, as well the Administrative Oversight Committee (AOC) established by the Board of Regents and consisting of the Executive Vice President and Chief Financial Officer, the Executive Vice President and Chief Operating Officer, the Vice President – Human Resources, and the Executive Director of Compensation Programs and Strategy. The calculations have been reviewed by the Office of Ethics, Compliance and Audit Services.

Consistent with the AIP Plan, awards are payable in three annual payments, with 50 percent paid in the current Plan Year (September 2017), 25 percent the next year (September 2018), and 25 percent the year after (September 2019). Deferred awards help increase retention of participants, since forfeiture would occur if a participant voluntarily resigns from UC prior to the normal schedule of payouts.

[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.]

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

4. **SUSPENSION OF BYLAW 21.7 FOR THE LIMITED PURPOSE OF ENABLING THE LOS ANGELES CAMPUS TO REAPPOINT REGENT GUBER TO PART-TIME TEACHING AND ADVISORY BOARD POSITIONS, PROVIDED THAT ANY SUCH POSITIONS ARE UNCOMPENSATED**

The President of the University recommended that Bylaw 21.7 be suspended for the limited purpose of enabling Regent Guber to be eligible for reappointment to the following University-affiliated positions at the UCLA campus, provided that any such positions are uncompensated:

- A. As a part-time faculty member in the UCLA Anderson School of Management;
- B. As a part-time faculty member in the UCLA School of Theater, Film and Television;
- C. As an advisory board member on the Executive Board for the UCLA School of Theater, Film and Television; and
- D. As an advisory board member on the Board of Directors for the UCLA Center for Management of Enterprise in Media, Entertainment and Sports.

[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.]

Regent Pérez suggested that the Regents should review the bylaw that applied to this situation. General Counsel Robinson responded that a reasonable exception process at the Regents' level would be desirable. A proposed amendment might be proposed at a future meeting.

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

5. **RESOLUTIONS TO EXCLUDE ACCESS TO FEDERAL CLASSIFIED INFORMATION**

The President of the University recommended that the resolutions pertaining to the University's Department of Defense Facility Security Clearance and pending Department of Energy Facility Security Clearance be approved as shown in Attachments 2 and 3.

[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.]

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

**6. DATES OF REGENTS MEETINGS FOR 2019**

The Chair of the Board and the President of the University recommended that the following dates of Regents meetings for 2019 be approved:

2019

January 16-17, 2019

March 13-14, 2019

May 15-16, 2019

July 17-18, 2019

September 18-19, 2019

November 13-14, 2019

[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.]

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

The meeting adjourned at 1:35 p.m.

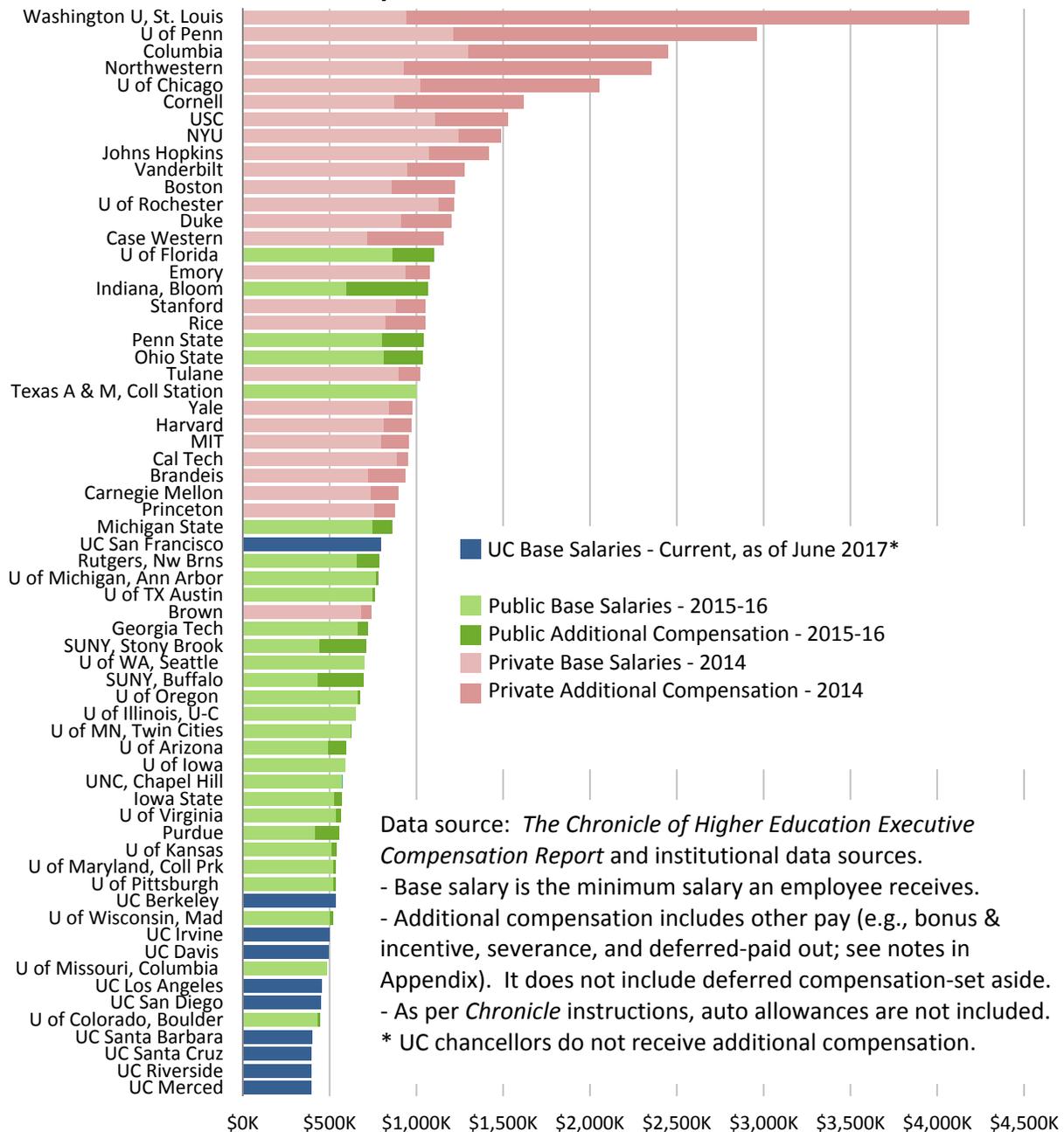
Attest:

Secretary and Chief of Staff

UC chancellors place among the lowest-paid when compared to their Association of American Universities (AAU) peers

With the recently published updated compensation data for public institution leaders, UC chancellors continue to place among the lowest-paid university leaders when compared with their AAU peers. Nine UC chancellor salaries fall among the lowest third in this comparison group. UC San Francisco, an exclusively graduate health science campus, is the only exception. Eight UC chancellors are among the ten lowest-paid leaders within this comparison group.

Base Salaries and Additional Pay for UC and AAU Institution Leaders



APPENDIX

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

Private institutions: Calendar Year 2014

Public institutions: Fiscal Year 2015-16

UC campuses: Current salaries, as of June 2017

Salary figures in green connote new leader

Pub: FY 14-15 Priv: CY 2014			Institution Name	Base Salary	Total Comp	Base Salary		Total Compensation	
Rank Base Salary	Rank Total Comp	US News Ranking		Pub: FY 15-16 Priv: CY 2014		One Year Change	% Change	One Year Change	% Change
				10	1	19	Washington University, St. Louis <sup>1</sup>	\$943,583	\$4,185,866
3	2	8 (tie)	University of Pennsylvania	\$1,216,096	\$2,962,708	\$40,789	3%	-\$103,038	-3%
1	3	5 (tie)	Columbia University	\$1,298,577	\$2,447,032	\$128,377	11%	-\$2,168,198	-47%
12	4	12 (tie)	Northwestern University	\$924,658	\$2,352,578	\$40,911	5%	\$1,141,293	94%
7	5	3 (tie)	University of Chicago	\$1,021,671	\$2,051,089	\$47,209	5%	\$713,220	53%
17	6	15 (tie)	Cornell University	\$872,800	\$1,618,328	\$81,961	10%	\$711,137	78%
5	7	23	University of Southern California	\$1,108,597	\$1,525,297	\$61,034	6%	\$102,839	7%
2	8	36	New York University	\$1,242,948	\$1,484,685	\$312	0%	\$31,693	2%
6	9	10	Johns Hopkins University	\$1,074,411	\$1,417,109	\$93,086	9%	-\$212,216	-13%
9	10	15 (tie)	Vanderbilt University	\$947,489	\$1,277,924	\$43,020	5%	-\$869,528	-40%
19	11	39 (tie)	Boston University	\$856,182	\$1,218,869	\$27,321	3%	\$36,335	3%
4	12	32	University of Rochester	\$1,128,582	\$1,218,170	\$374,810	50%	\$371,280	44%
13	13	8 (tie)	Duke University	\$911,794	\$1,200,386	\$38,002	4%	\$40,531	3%
33	14	37 (tie)	Case Western Reserve University	\$718,493	\$1,154,775	\$82,825	13%	\$61,796	6%
18	15	48 (tie)	University of Florida (started January 2015)*	\$863,295	\$1,102,862	\$3,295	0%	\$167,862	18%
11	16	21	Emory University	\$937,000	\$1,075,464	\$34,135	4%	\$35,692	3%
41	17	86 (tie)	Indiana University, Bloomington	\$600,000	\$1,067,074	\$33,140	6%	\$386,742	57%
16	18	5 (tie)	Stanford University	\$884,765	\$1,051,338	\$78,802	10%	\$88,090	9%
21	19	15 (tie)	Rice University	\$820,411	\$1,048,994	\$18,236	2%	-\$18,368	-2%
24	20	50 (tie)	Penn State University, Main Campus	\$800,000	\$1,039,717	\$0	0%	\$239,717	30%
22	21	54 (tie)	Ohio State University, Main Campus	\$813,334	\$1,034,574	\$13,334	2%	\$234,574	29%
14	22	39 (tie)	Tulane University of Louisiana (started July 2014)* <sup>2</sup>	\$898,000	\$1,021,000	\$114,000	15%	-\$613,000	-38%
8	23	74 (tie)	Texas A & M University, College Station (started May 2015) <sup>3</sup>	\$1,000,000	\$1,000,000	\$0	0%	-\$800,000	-44%
20	24	3 (tie)	Yale University	\$845,240	\$977,219	-\$578,250	-41%	-\$566,755	-37%
23	25	2	Harvard University	\$810,884	\$969,830	\$31,601	4%	\$40,246	4%
25	26	7	Massachusetts Institute of Technology	\$796,966	\$954,887	\$59,725	8%	\$76,563	9%
15	27	12 (tie)	California Institute of Technology (started July 2014) <sup>4</sup>	\$888,592	\$951,806	-\$337,604	-28%	-\$328,784	-26%
32	28	34 (tie)	Brandeis University	\$723,440	\$937,752	\$13,619	2%	-\$1,007	0%
31	29	24 (tie)	Carnegie Mellon University	\$738,063	\$897,840	\$31,535	4%	-\$455,958	-34%
28	30	1	Princeton University	\$756,692	\$875,925	-\$532,340	-41%	-\$585,337	-40%
29 (tie)	31	82 (tie)	Michigan State University	\$750,000	\$860,198	\$0	0%	\$10,198	1%
26	32		University of California, San Francisco**	\$795,675	\$795,675	\$0	0%	\$0	0%
38	33	70	Rutgers University, New Brunswick	\$655,614	\$783,046	\$8,105	1%	\$40,537	5%
27	34	27 (tie)	University of Michigan, Ann Arbor (started July 2014)	\$768,750	\$782,481	-\$3,750	0%	\$9,981	1%
29 (tie)	35	56 (tie)	The University of Texas, Austin (started June 2015)* <sup>5</sup>	\$750,000	\$761,750	\$0	0%	\$11,750	2%
35	36	14	Brown University	\$682,500	\$739,681	\$0	0%	\$0	0%
36	37	34 (tie)	Georgia Institute of Technology	\$661,480	\$720,192	-\$15,500	-2%	\$43,212	6%
57	38	96 (tie)	State University of New York, Stony Brook	\$440,640	\$708,671	-\$250,000	-36%	\$18,031	3%
34	39	54 (tie)	University of Washington, Seattle (started October 2015)* <sup>6</sup>	\$697,500	\$697,500	\$0	0%	\$0	0%

**APPENDIX**

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

Private institutions: Calendar Year 2014

Public institutions: Fiscal Year 2015-16

UC campuses: Current salaries, as of June 2017

Salary figures in green connote new leader

Pub: FY 14-15 Priv: CY 2014			Institution Name	Base Salary	Total Comp	Base Salary		Total Compensation	
Rank Base Salary	Rank Total Comp	US News Ranking		Pub: FY 15-16 Priv: CY 2014	One Year Change	% Change	One Year Change	% Change	
58	40	99 (tie)	State University of New York, Buffalo	\$431,970	\$696,970	-\$225,730	-34%	\$39,270	6%
37	41	103 (tie)	University of Oregon (Started June 2015)*	\$660,650	\$675,662	\$650	0%	\$15,662	2%
39	42	44 (tie)	University of Illinois, Urbana-Champaign (started September 2016) <sup>7</sup>	\$650,000	\$650,000	\$100,931	18%	\$100,931	18%
40	43	71(tie)	University of Minnesota, Twin Cities	\$625,250	\$625,450	\$0	0%	\$200	0%
53	44	124 (tie)	University of Arizona	\$489,647	\$594,647	\$14,647	3%	\$79,647	15%
42	45	82 (tie)	University of Iowa (started November 2015)* <sup>8</sup>	\$590,000	\$590,000	\$0	0%	\$0	0%
43	46	30	University of North Carolina, Chapel Hill	\$570,000	\$573,995	\$50,000	10%	\$53,995	10%
46 (tie)	47	111 (tie)	Iowa State University	\$525,000	\$567,971	\$25,000	5%	-\$252,490	-31%
44	48	24 (tie)	University of Virginia, Main Campus	\$534,832	\$562,258	\$25,132	5%	\$52,558	10%
60	49	60 (tie)	Purdue University, Main Campus	\$420,000	\$555,829	\$0	0%	\$24,949	5%
49	50	118 (tie)	University of Kansas	\$511,341	\$538,043	\$11,301	2%	\$38,003	8%
48	51	60 (tie)	University of Maryland, College Park	\$523,724	\$537,236	-\$2,866	-1%	\$10,646	2%
46 (tie)	52	68 (tie)	University of Pittsburgh (started August 2014)*	\$525,000	\$536,520	\$0	0%	\$11,520	2%
45	53	20	University of California, Berkeley (will start July 2017) <sup>9</sup>	\$531,939	\$531,939	\$0	0%	\$0	0%
50	54	44 (tie)	University of Wisconsin, Madison	\$499,950	\$517,418	\$0	0%	\$17,468	3%
51	55	39 (tie)	University of California, Irvine	\$499,550	\$499,550	\$0	0%	\$0	0%
52	56	44 (tie)	University of California, Davis (will start August 2017) <sup>10</sup>	\$495,000	\$495,000	\$70,640	17%	\$70,640	17%
54	57	111 (tie)	University of Missouri, Columbia (will start in August 2017)* <sup>11</sup>	\$485,000	\$485,000	\$35,000	8%	\$35,000	8%
55	58	24 (tie)	University of California, Los Angeles	\$454,574	\$454,574	\$0	0%	\$0	0%
56	59	44 (tie)	University of California, San Diego	\$449,208	\$449,208	\$0	0%	\$0	0%
59	60	92 (tie)	University of Colorado, Boulder	\$431,261	\$442,795	\$0	0%	\$11,534	3%
61	61	37 (tie)	University of California, Santa Barbara	\$401,020	\$401,020	\$0	0%	\$0	0%
62 (tie)	62 (tie)	152 (tie)	University of California, Merced**	\$394,655	\$394,655	\$0	0%	\$0	0%
62 (tie)	62 (tie)	118 (tie)	University of California, Riverside**	\$394,655	\$394,655	\$0	0%	\$0	0%
62 (tie)	62 (tie)	79 (tie)	University of California, Santa Cruz**	\$394,655	\$394,655	\$0	0%	\$0	0%

## APPENDIX

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

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

-Private institution information (calendar year 2014) was obtained from IRS form 990 and published 12/4/2016. Base salary is separate from bonus & incentive and other compensation. Base salary may include sick pay paid by the employer, employer contributions to a 401(k) or 403(b) plan.

-Total Compensation may include the following:

-Bonus pay: Incentive pay and signing bonuses

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

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

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

-UC salaries include the most recent increases approved by the UC Regents in July 2016

(<http://regents.universityofcalifornia.edu/aar/julyc.pdf>)

'-UC total compensation does not include auto allowance

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

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

<sup>1</sup> The new president at Washington University in St. Louis has an over 300% one-year increase in total compensation due to over \$3M in Other pay (see description of Other pay, above).

<sup>2</sup> The new president at Tulane University started in July 2014. The reported partial-year base salary was annualized for this report. The one-year decrease in total compensation is due to the large total compensation for the previous president in his last year.

<sup>3</sup> The president at Texas A&M started in May 2015 with \$1,000,000 in base salary and \$800,000 as a signing bonus ([http://www.theeagle.com/news/a\\_m/million-annual-salary-set-for-texas-a-m-s-new/article\\_f9f27f62-c6b6-11e4-8f64-9363fcf1b6a0.html](http://www.theeagle.com/news/a_m/million-annual-salary-set-for-texas-a-m-s-new/article_f9f27f62-c6b6-11e4-8f64-9363fcf1b6a0.html)).

<sup>4</sup> The new president at California Institute of Technology started July 2014. The reported partial-year base salary was annualized for this report.

<sup>5</sup> The president at the University of Texas at Austin, started June 2015 and turned down \$1M base salary.

<sup>6</sup> The new president at the University of Washington, Seattle started October 2015 with base salary of \$697,500. She served as Interim President since March 2015. (<http://www.seattletimes.com/seattle-news/education/uws-new-president-will-earn-910000-a-year/>)

<sup>7</sup> The new president at the University of Illinois, Urbana-Champaign started September 2016 with \$6500,000 base salary.

<sup>8</sup> The new president at the University of Iowa, started November 2015 with \$590,000 base salary (<http://now.uiowa.edu/2015/09/president-harrelld>).

<sup>9</sup> The new chancellor at the University of California, Berkeley will start July 2017 with \$531,939 base salary

<sup>10</sup> The new chancellor at the University of California, Davis will start August 2017 with \$495,000 base salary

<sup>11</sup> The new chancellor at the University of Missouri, Columbia will start August 2017 with \$485,000 base salary

**RESOLUTION**

Pursuant to the *Policy on Security Clearance for Access to Federal Classified Information* adopted on March 29, 2012, and amended on December 30, 2015 and March 16, 2017, and this Resolution, the following named Key Management Personnel member as defined in Regents Policy 1600 shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to the Regents of the University of California until such individual is granted the required access authorization from the cognizant security agency. And, as a consequence of this Resolution, such individual does not occupy a position that would enable him to adversely affect the policies or practices of the University of California, or its subsidiary, regarding the performance of classified contracts for the United States Government.

**NAME**

**TITLE**

Alexander Bustamante      Senior Vice President and Chief Compliance and Audit Officer

**RESOLUTION**

Pursuant to the *Policy on Security Clearance for Access to Federal Classified Information* adopted on March 29, 2012, and amended on December 30, 2015 and March 16, 2017, and this Resolution, the following named Key Management Personnel member as defined in Regents Policy 1600 shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to the Regents of the University of California until such individual is granted the required access authorization from the cognizant security agency. And, as a consequence of this Resolution, such individual does not occupy a position that would enable him to adversely affect the policies or practices of the University of California, or its subsidiary, regarding the performance of classified contracts for the United States Government.

**NAME**

**TITLE**

Michael Brown

Provost and Executive Vice President – Academic Affairs