

The Regents of the University of California

GOVERNANCE COMMITTEE

September 19, 2019

The Governance Committee met on the above date at the Luskin Conference Center, Los Angeles campus.

Members present: Regents Anguiano, Elliott, Estolano, Kieffer, Lansing, Leib, Makarechian, Napolitano, Pérez, and Sherman

In attendance: Regents Cohen, Guber, Kounalakis, Ortiz Oakley, Park, Reilly, Sures, Um, and Weddle, Regents-designate Mart, Muwwakkil, and Stegura, Faculty Representatives Bhavnani and Gauvain, Secretary and Chief of Staff Shaw, General Counsel Robinson, Chief Investment Officer Bachher, Provost Brown, Executive Vice President and Chief Operating Officer Nava, Interim Executive Vice President and Chief Financial Officer Jenny, Executive Vice President Stobo, Senior Vice President Holmes, Vice Presidents Brown, Humiston, and Nation, Acting Vice President Lloyd, Chancellors Block, Gillman, Larive, Leland, May, and Wilcox, and Recording Secretary Johns

The meeting convened at 9:20 a.m. with Committee Chair Pérez presiding.

1. PUBLIC COMMENT

Chair Pérez explained that the public comment period permitted members of the public an opportunity to address University-related matters. The following persons addressed the Board concerning the items noted.

- A. David Anyakora, UCSD student, shared an experience to illustrate why student outreach initiatives were important. As a surgical intern, he met parents at the hospital who regarded him as a role model for their young son. Mr Anyakora was developing an initiative that would help students recognize their own potential for growth. He called for more outreach, pipelines toward enrollment, and professional development opportunities for students that would also benefit the state.
- B. Kathryn Gonzalez-Valle, UCLA student and UCLA CALPIRG representative, thanked the Regents for not renewing the University's contract with Elsevier and for UC's commitment to open access. Ms. Gonzalez-Valle also thanked Regent Ortiz Oakley for his work at the California Community Colleges (CCC) that enabled students like herself transfer to UC. She added that open textbooks at the CCC has helped some students increase their grade point averages. She called for establishing a systemwide grant program for open textbooks from the savings resulting from open access policies.

- C. Sithara Menon, UCLA student and Chair of the UCLA chapter of CALPIRG, shared CALPIRG's excitement about UC's zero-waste commitment. CALPIRG members would be working at UC campuses to eliminate unnecessary single-use plastics. She thanked UC for its leadership in this regard.
- D. Carlos Alarcon, a representative from the UC Undocumented Student Coalition, called for the support of undocumented students, particularly the incoming students who would not have Deferred Action for Childhood Arrivals (DACA) protection. These students would not be able to legally work in the U.S. but would still incur debt as other UC students would.
- E. Elisa Chang, UCLA student and member of UCLA's CALPIRG chapter, thanked the Regents for committing to 100 percent clean electricity last year. CALPIRG has been training students across eight campuses to run campaigns on issues such as food insecurity, the environment, and civic engagement. CALPIRG's campaign for clean energy sparked a nationwide movement of college campuses. She thanked UC Berkeley for making a commitment toward 100 percent clean energy and encouraged other campuses to do the same.
- F. Terrisa Bukovinac, San Francisco resident, spoke in opposition to the use of fetal tissue for research at UCSF. She claimed that UCSF was under contract with the National Institutes of Health (NIH) to provide tissue from viable fetuses. Tissue from these fetuses would be used to humanize mice for HIV research. She added that, while the NIH cancelled its contract with UCSF this summer, private funding would continue these practices. She called for developing nonviolent ways to meet medical research needs.
- G. Nicolas Riani, UCLA CALPIRG representative, called on the University to commit to ending hunger systemwide. He thanked the Regents and the Office of the President for their work, such as the Global Food Initiative, food pantries, and promoting resources like Swipe Out Hunger. He stated that about 40 percent of UC students were food insecure, which could be linked to poor mental and physical health, as well as poor academic performance. He added that UC campuses waste 142 pounds of food per student per year and suggested redirecting these resources to those in need.

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

Upon motion duly made and seconded, the minutes of the meetings of June 17, 2019 and July 18, 2019 were approved.

3. **APPROVAL OF SALARY INCREASES FOR CERTAIN LEVEL ONE SENIOR MANAGEMENT GROUP EMPLOYEES AND AUTHORIZATION FOR THE PRESIDENT OF THE UNIVERSITY TO APPROVE RETROACTIVE MERIT-BASED SALARY INCREASES FOR CERTAIN LEVEL TWO SENIOR MANAGEMENT GROUP AND MANAGEMENT AND SENIOR PROFESSIONAL EMPLOYEES, AS DISCUSSED IN CLOSED SESSION**

Recommendation

The Committee recommended approval of the following:

- A. Increases for the Level One Senior Management Group (SMG) employees listed below. The increase for the Lawrence Berkeley National Laboratory Director will be effective October 1, 2019. As an exception to policy, the increases for all other individuals listed below will be effective retroactively to July 1, 2019 for employees paid monthly and June 30, 2019 for employees paid bi-weekly. As a further exception to policy, a three percent merit increase to the endowed chair portion of the base salary for the Chancellor, Davis campus, increasing that portion of his base salary from \$75,000 to \$77,250, effective retroactively to July 1, 2018.
- B. Merit increases for the three Managers and Senior Professionals (MSP) Office of the President employees listed below. As an exception to policy, the increases for these employees will be effective retroactively to July 1, 2019 for employees paid monthly and June 30, 2019 for employees paid bi-weekly.

| Title | Incumbent | | Current Salary | Proposed Salary Increase | Proposed Annual Base Salary | Funding Source |
|--|-----------|----------------------|----------------|--------------------------|-----------------------------|---------------------------------|
| Direct and/or Dual Reports to the Regents | | | | | | |
| Chief Investment Officer and VP of Investments | Jagdeep | Bachher ¹ | \$672,036 | 3.0% | \$692,208 | Non State Funded |
| General Counsel and Vice President - Legal Affairs | Charles | Robinson | \$468,216 | 3.0% | \$482,268 | Partially or Fully State Funded |
| Secretary and Chief of Staff to the Regents | Anne | Shaw | \$245,864 | 3.0% | \$253,248 | Partially or Fully State Funded |
| Senior Vice President - Chief Compliance and Audit Officer | Alex | Bustamante | \$360,504 | 3.0% | \$371,328 | Partially or Fully State Funded |
| Chancellors – Campuses With Health Services | | | | | | |
| Chancellor - UCD | Gary | May ² | \$509,850 | 3.0% | \$525,156 | Partially or Fully State Funded |
| Chancellor - UCI | Howard | Gillman | \$529,973 | 3.0% | \$545,880 | Partially or Fully State Funded |
| Chancellor - UCLA | Gene | Block | \$482,257 | 3.0% | \$496,728 | Partially or Fully State Funded |

| | | | | | | |
|---|----------|----------------------|-------------|------|-------------|---------------------------------|
| Chancellor - UCR | Kim | Wilcox | \$418,690 | 3.0% | \$431,256 | Partially or Fully State Funded |
| Chancellor - UCSD | Pradeep | Khosla | \$476,565 | 3.0% | \$490,872 | Partially or Fully State Funded |
| Chancellor – UCSF | Sam | Hawgood | \$844,131 | 3.0% | \$869,460 | Partially or Fully State Funded |
| Chancellors – Campuses Without Health Services | | | | | | |
| Chancellor – UCB | Carol | Christ | \$547,897 | 3.0% | \$564,336 | Partially or Fully State Funded |
| Interim Chancellor - UCM | Nathan | Brostrom | \$437,100 | 3.0% | \$450,216 | Partially or Fully State Funded |
| Chancellor – UCSB | Henry | Yang | \$425,443 | 3.0% | \$438,216 | Partially or Fully State Funded |
| Chief Executive Officers - Health Systems | | | | | | |
| Chief Executive Officer - UCLA | Johnesse | Spisso ¹ | \$1,059,472 | 3.0% | \$1,091,268 | Non State Funded |
| Interim Chief Executive Officer – UCD | Bradley | Simmons ¹ | \$732,022 | 3.0% | \$753,984 | Non State Funded |
| Chief Executive Officer - UCSD | Patricia | Maysent ¹ | \$907,194 | 3.0% | \$934,416 | Non State Funded |
| Chief Executive Officer - UCSF | Mark | Laret ¹ | \$1,430,008 | 3.0% | \$1,472,916 | Non State Funded |
| Lawrence Berkeley Laboratory Director | | | | | | |
| Laboratory Director (LBNL) | Michael | Witherell | \$466,800 | 3.0% | \$480,804 | Non State Funded |
| OP - Direct Reports to the President | | | | | | |
| Executive Vice President - Chief Operating Officer | Rachael | Nava | \$381,108 | 3.0% | \$392,544 | Partially or Fully State Funded |
| Interim Executive Vice President - Chief Financial Officer | Paul | Jenny | \$429,452 | 3.0% | \$442,344 | Partially or Fully State Funded |
| Executive Vice President - UC Health | John | Stobo ¹ | \$652,800 | 3.0% | \$672,384 | Partially or Fully State Funded |
| Provost and Executive Vice President - Academic Affairs | Michael | Brown | \$390,372 | 3.0% | \$402,084 | Partially or Fully State Funded |
| Senior Vice President - External Relations and Communications | Claire | Holmes | \$360,000 | 3.0% | \$370,800 | Partially or Fully State Funded |
| Vice President - Agriculture and Natural Resources | Glenda | Humiston | \$295,620 | 3.0% | \$304,500 | Partially or Fully State Funded |

| OP MSP Employees –Merit-Based Increases Requiring Regental Approval | | | | | |
|--|---------------------------------|----------------|--------------------------|-----------------------------|--|
| Employee | Title | Current Salary | Proposed Salary Increase | Proposed Annual Base Salary | Reason for Regental Approval |
| Mark Cianca | Assoc. VP, Operational Services | \$347,844 | 3.80% | \$361,068 | UCOP MSP ³ employee over the ICL ⁴ and over salary range maximum (\$347,357) |

| | | | | | |
|------------|---|-----------|-------|-----------|--|
| Dan Russi | Exec. Dir., UCPath Center | \$315,000 | 3.75% | \$326,820 | UCOP MSP ³ employee over the ICL ⁴ and over salary range maximum (\$309,300) |
| Gary Falle | Exec. Dir., Federal Govt Relations – UC Nat'l Labs | \$339,504 | 3.00% | \$349,692 | UCOP MSP ³ employee over the ICL ⁴ and over salary range maximum(\$347,357) |

¹Eligible for Incentive Pay (OCIO AIP or CEMRP)

²Current Salary shown includes proposed retroactive 3% increase on Endowed Chair portion of salary (\$75k) to 7/1/18 (\$2,250)

³Managers and Senior Professionals Personnel Program

⁴Indexed Compensation Level – Currently \$318k

- C. As an exception to policy, because the time period between the effective date and the approval date is greater than 45 days, authorization for the President of the University to approve merit increases retroactive to July 1, 2019, for employees paid monthly and to June 30, 2019, for employees paid bi-weekly for those Level Two SMG members and employees in the MSP personnel program that require the President's approval and would normally be within the President's authority to approve. This does not include employees assigned to Lawrence Berkeley National Laboratory (LBNL).

The base salaries presented 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 2019 salary program for non-represented staff, the President of the University recommended approval of increases for certain Level One members of the Senior Management Group (SMG) who were in their current career appointments on or before January 1, 2019 and who have not received a salary increase on or after January 1, 2019. The proposed increase for the Lawrence Berkeley National Laboratory Director will be effective October 1, 2019. The other proposed increases will be effective retroactive to July 1, 2019 for employees paid monthly and to June 30, 2019 for employees paid bi-weekly as an exception to policy.

Participation by the Level One SMG members in this organization-wide, non-represented staff salary program will allow the University to keep pace with general salary movement in the labor market.

Of the 27 current Level One SMG employees, one Chancellor and two Chief Executive Officers were appointed into their career positions after January 1, 2019, and therefore are not eligible for the 2019 program. Of the 24 Level One SMG employees for which 2019 increases are being proposed, all received increases in 2018, except for one employee who was newly appointed into her career SMG position in September 2018, and therefore was not eligible for an increase. For one Chancellor, the portion of his salary funded from an endowed chair (\$75,000) should be included in his base salary for purposes of increases, which was not done in 2018 when he received a three percent increase effective July 1,

2018; therefore, the request below includes a proposed exception to policy for a three percent (\$2,250) increase effective retroactively to July 1, 2018. The Lawrence Berkeley National Laboratory (LBNL) Director received an increase effective October 1, 2018 in line with LBNL's fiscal year. The total cost for the SMG Level One increases is \$411,090. The President elected to decline any increase, consistent with her practice the prior five years.

Additionally, this item requests approval of merit increases for three employees of the Office of the President who do not report to the President, are in the Managers and Senior Professionals (MSP) personnel program, and whose salaries are over the current Indexed Compensation Level (ICL) of \$318,000. Their salaries are over the maximum of the salary ranges for their respective positions, so this is an exception to policy that requires Regents' approval.

This item also requested approval to authorize approval authority for the President of the University retroactive to July 1, 2019 for employees paid monthly and to June 30, 2019 for employees paid bi-weekly for merit increases for certain Level Two SMG members and those employees in the Managers and Senior Professionals (MSP) personnel program that require the President's approval and would normally be within the President's authority to approve. All proposed merit increases are consistent with the 2019 salary program for non-represented staff. This is an exception to policy which required Regental approval as the time period between the effective date and approval date was greater than 45 days; however, the action was needed to align the merit increases with the effective date established for the systemwide 2019 merit program. For those employees assigned to LBNL, their merit increases will be effective as of October 1, 2019 in alignment with the LBNL's fiscal year.

[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.]

President Napolitano stated that recruitment and retention of talented employees was a priority for the University. UC must ensure that it is competitive with the labor market. This item proposed a three percent salary increase for certain Level One Senior Management Group employees. Acting Vice President Lloyd briefly summarized the item.

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

4. **APPROVAL OF APPOINTMENT OF AND COMPENSATION FOR CRAIG LEASURE AS VICE PRESIDENT – UC NATIONAL LABORATORIES, OFFICE OF THE PRESIDENT AS DISCUSSED IN CLOSED SESSION**

Recommendation

The Committee recommended approval of the following items in connection with the appointment of and compensation for Craig Leasure as Vice President – UC National

Laboratories, Office of the President:

- A. Per policy, appointment of Craig Leasure as Vice President – UC National Laboratories, Office of the President, at 100 percent time.
- B. Per policy, annual base salary of \$384,500, which will be funded by U.S. Department of Energy funds. No State funds will be used.
- C. Per policy, continuation of standard pension and health and welfare benefits and standard senior management benefits (including eligibility for senior management life insurance and eligibility for executive salary continuation for disability after five consecutive years of Senior Management Group service).
- D. Per policy, continued eligibility to participate in the UC Employee Housing Assistance Program, subject to all program requirements.
- E. Per policy, continued eligibility for reimbursement of actual and reasonable moving and relocation expenses associated with relocating his primary residence to accept the Associate Vice President – UC National Laboratories, Office of the President, appointment in November 2018, subject to the limitations under Regents Policy 7710, Senior Management Group Moving Reimbursement.
- F. For any outside professional activities, Mr. Leasure will comply with applicable Outside Professional Activity policies and reporting requirements.
- G. This action will be effective as of Mr. Leasure's hire date, which is estimated to be on or about October 1, 2019.

The compensation described above shall constitute the University's total commitment 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 recommended approval for the appointment of and compensation for Craig Leasure as Vice President – UC National Laboratories, Office of the President, effective on or about October 1, 2019. The previous career incumbent, Kimberly Budil, resigned from the University on February 4, 2019, and Mr. Leasure was appointed as the Interim Vice President – UC National Laboratories effective February 5, 2019 through January 31, 2020, or until the appointment of a new Vice President – UC National Laboratories, whichever comes first. During the interim appointment, Mr. Leasure concurrently remained in his career appointment as the Associate Vice President (AVP) – UC National Laboratories. Both the AVP and Interim VP appointments

will end one day prior to the effective date of his new career appointment as the Vice President – UC National Laboratories.

This action requires approval by the Regents, as the role is a Level One position in the Senior Management Group. The Office of the President conducted a national competitive recruitment, and Mr. Leasure emerged as the top candidate for the role. The President is proposing a base salary of \$384,500 which is 3.1 percent below the 60th percentile (\$396,900) of the position's Market Reference Zone (MRZ) and 0.9 percent below the previous career incumbent's base salary (\$387,919). The proposed base salary and position in the MRZ are appropriate based on Mr. Leasure's background and experience.

The Vice President – UC National Laboratories reports directly to the President of the University and has responsibility for the governance and contract administration of Lawrence Berkeley National Laboratory (LBNL) and for representation of the University in the management of limited liability companies (LLCs) that operate two other National Laboratories – Los Alamos National Laboratory (LANL) and Lawrence Livermore National Laboratory (LLNL). UC National Laboratories (UCNL) is responsible for ensuring sustained excellence and integrity in the work and performance of the three UC-affiliated National Laboratories.

For all three National Laboratories, UCNL ensures that the Regents and the Office of the President have the information needed to effectively execute their responsibilities related to science, technology, and engineering excellence as well as operation and business compliance and best practices while limiting the University's liability exposure. In addition, UCNL connects the National Laboratories with University resources, including research and collaboration opportunities, as well as business and operations expertise. UCNL's role is essential in keeping UC senior management well-informed regarding performance at the UC-affiliated National Laboratories.

Mr. Leasure was appointed as Associate Vice President – UC National Laboratories, Office of the President in November 2018. Since February 2019, he has concurrently held the position of Interim Vice President – UC National Laboratories. Mr. Leasure joined Los Alamos National Laboratory in 1990, and when he joined UC, he was the Principal Associate Director for Operations and Business for LANL.

Mr. Leasure is well known within the National Laboratory community and has built an exceptional depth and breadth of senior management experience. During his tenure at LANL, Mr. Leasure demonstrated a highly varied technical and leadership background with senior leadership experience in the areas of operations and business acumen supporting nuclear weapons design and production at a large National Laboratory. His technical expertise spans functional areas including Analytical Chemistry (Organic, Inorganic, and Radiochemistry); Chemical Instrument Development; Operations in Nuclear and High Hazard Facilities; Program Management and development of Line Item Projects; Project Management; Quality Management; Nuclear Weapons Design and Production; Plutonium Storage; and Environmental Waste, Safety, Health and Quality.

Mr. Leasure has demonstrated a deep understanding of DOE/NNSA requirements and he clearly understands the challenges that the National Laboratories are currently facing. He is well known by senior management at LANL and LLNL and is viewed as a highly credible senior manager. Mr. Leasure also possesses outstanding communication and presentation skills and has an excellent understanding of the University's oversight and governance responsibilities.

Mr. Leasure has an extensive network of contacts at DOE/NNSA and at the National Laboratories. He displays a deep and abiding commitment to the mission of the National Laboratories and the importance of high-quality program execution and operations in order to achieve mission goals.

Mr. Leasure received his Ph.D. in Analytical Chemistry from New Mexico State University, M.S. in Chemistry from Eastern New Mexico University, and B.S. in Chemistry from Florida State University.

Funding for this position will come entirely from Department of Energy funds, and no State funds will be used.

[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.]

President Napolitano 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. **APPROVAL OF INCENTIVE COMPENSATION USING NON-STATE FUNDS FOR FISCAL YEAR 2018-19 FOR JAGDEEP SINGH BACHHER AS CHIEF INVESTMENT OFFICER AND VICE PRESIDENT – INVESTMENTS, OFFICE OF THE PRESIDENT AS DISCUSSED IN CLOSED SESSION**

Recommendation

The Committee recommended approval of an incentive award of \$1,037,933 for Plan Year 2018-19, under the Office of the Chief Investment Officer Annual Incentive Plan (AIP), for Jagdeep Singh Bachher as Chief Investment Officer and Vice President – Investments, Office of the President. The recommended incentive award represents 154.446 percent of Mr. Bachher's annual base salary at the end of the 2018-19 Plan Year of \$672,036.

Recommended Compensation

Effective Date: upon Regents' approval

Base Salary at the end of the 2018-19 Plan Year: \$672,036

AIP Award: \$1,037,933 (154.446 percent of base salary at the end of the 2018-19 Plan Year)

Base Salary at the end of the 2018-19 Plan Year Plus Recommended AIP Award:
\$672,036

Funding: non-State-funded

Prior Year Data (2017-18 Plan Year)

Effective Date: upon Regents' approval (January 17, 2019)

Base Salary at the end of the 2017-18 Plan Year: \$652,454

AIP Award: \$490,985 (75.252 percent of base salary at the end of the 2017-18 Plan Year)

Base Salary at the end of the 2017-18 Plan Year Plus Recommended AIP Award:
\$1,143,439

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 of \$1,037,933 payable in three annual installments for Jagdeep Singh Bachher, Chief Investment Officer (CIO) and Vice President – Investments for the 2018-19 Plan Year. 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.

Assets under management by the Office of the Chief Investment Officer total \$126.1 billion for the Plan Year ending June 30, 2019. The proposed award of \$1,037,933 has been reviewed by the President, as well as approved by the Administrative Oversight Committee (AOC) established by the Board of Regents and consisting of Executive Vice President – Chief Financial Officer, Executive Vice President – Chief Operating Officer, and Vice President – Systemwide Human Resources. Per policy, the award for Mr. Bachher requires Regental approval in addition to approval by the AOC. The calculations have been reviewed by the Office of Ethics, Compliance and Audit Services as directed by the Senior Vice President and Chief Compliance and Audit Officer.

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, group, and total entity performance as part of a competitive total cash compensation package.

[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 Pérez noted that this incentive compensation was performance-based and per contract.

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

6. **APPROVAL OF CONTRACT AMENDMENT FOR DANIEL GUERRERO, DIRECTOR OF INTERCOLLEGIATE ATHLETICS, LOS ANGELES CAMPUS AS DISCUSSED IN CLOSED SESSION**

Recommendation

The Committee recommended approval of the following items in connection with the proposed Contract Amendment for Daniel Guerrero, Director of Intercollegiate Athletics, Los Angeles campus, which will be set forth in an appropriate Contract Amendment document and reviewed by the Office of the General Counsel:

- A. Amend end date of current contract from December 31, 2019 to June 30, 2020.
- B. Base salary as of April 1, 2019 (\$984,667) shall continue through the proposed contract end date of June 30, 2020 and will not increase as of April 1, 2020.
- C. Amend payment date of eligible Supplemental Compensation to occur on or before the proposed contract end date of June 30, 2020.
- D. This action will be effective upon approval.

The compensation described above shall constitute the University's total commitment 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 to Recommendation

The President of the University recommended approval for a Contract Amendment for Daniel Guerrero, Director of Intercollegiate Athletics, Los Angeles campus. Mr. Guerrero's current contract is effective from April 1, 2013 to December 31, 2019.

Mr. Guerrero has indicated that he will retire at the end of June 2020. To secure Mr. Guerrero's employment until his retirement date, this item recommended an extension of the end date of Mr. Guerrero's contract from December 31, 2019 to his date of retirement, June 30, 2020.

Additionally, this item recommended an amendment with regard to the payment of supplemental compensation whereby any supplemental compensation earned for the 2019-20 academic year would be paid to Mr. Guerrero on or before the amended end date of the contract. His current contract provides that supplemental compensation will be paid in equal quarterly payments on or about the following October 1, January 1, April 1, and July 1 for each year earned. The amount of potential supplemental compensation (\$105,000) will remain unchanged. Mr. Guerrero's base salary will also remain unchanged (\$984,667).

This action requires approval by the Regents as it does not fit within the criteria in the *Amendment of Regents' Delegation of Authority for Recruiting and Negotiation Parameters for Certain Athletic Positions and Coaches, Systemwide* (the "September 2008 Parameters"). The financial terms of the Contract Amendment are, however, consistent with those stated in the September 2008 Parameters.

In April 2013, former President Yudof approved contract compensation for Mr. Guerrero effective April 1, 2013 through December 31, 2019 within the authority provided in the September 2008 Parameters. Mr. Guerrero's base salary was set at \$734,774 with a five percent increase on April 1 of each year to April 1, 2019, with an ending base salary of \$984,667. The contract provided eligibility for annual supplemental compensation based on academic achievement, athletic success, goal alignment, and other factors at the discretion of the Chancellor, with the total not to exceed \$105,000 per year. The contract includes a retention bonus payable after Mr. Guerrero completed five full years of service under the contract, which occurred on March 31, 2018.

With approval of the proposed amendments to the current contract, the contract end date will be June 30, 2020. Mr. Guerrero's base salary of \$984,667 will remain unchanged through the end of the contract.

The current contract allows for a maximum of \$105,000 in supplemental compensation and states that payment for each fiscal year's supplemental compensation will be made as equal quarterly payments in accordance with campus pay practices on or about the following October 1, January 1, April 1, and July 1 for each year earned.

The contract section on Payment of Supplemental Compensation will be amended to the following:

... the determination of Director's eligibility for Supplemental Compensation (including any Discretionary Bonus, if awarded) for the 2019-2020 academic year will be made as soon as practical during May 2020, based on Director's satisfaction of the performance standards during the 2019-2020 academic year at that point in time. The Chancellor will

provide written notification to Director of any amount to be awarded and the basis for that determination no later than June 1, 2020. If and only if Director is entitled to bonus payment(s) per the terms of the Agreement, a final bonus payment will be made on or before June 30, 2020.

As per the current contract, Mr. Guerrero will continue to receive the following, all within policy:

- Continued eligibility for standard pension and health and welfare benefits.
- Continued eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.
- Continued eligibility for a courtesy vehicle, consistent with the September 2008 Parameters.
- Continuation of the provision for an annual physical examination at a cost not to exceed \$3,500 per year.

Compensation for Mr. Guerrero is funded exclusively through athletic department revenues and private fundraising. No State or UC general funds will be used.

[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.]

Acting Vice President Lloyd briefly introduced the item. Chair Pérez noted that this action was aligned with an extension; Director Daniel Guerrero would retire at the end of the academic year.

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

7. **APPROVAL OF 2019 BENCHMARKING FRAMEWORK/MARKET REFERENCE ZONES FOR NON-STATE-FUNDED UC HEALTH POSITIONS IN THE SENIOR MANAGEMENT GROUP AND APPROVAL OF MARKET REFERENCE ZONES FOR ALL OTHER SENIOR MANAGEMENT GROUP POSITIONS**

The President of the University recommended that the Governance Committee:

- A. Approve the 2019 Benchmarking Framework/Market Reference Zones for non-State-funded UC Health positions in the Senior Management Group, as shown in Attachment 1.
- B. Recommend that the Regents approve the revised Market Reference Zones for the Senior Management Group, as shown in Attachment 2.

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.]

Acting Vice President Lloyd drew attention to the fact that no individual salary adjustments were being recommended in this item. The governance mechanism that determines which actions are subject to Regents' approval was intact and unchanged. The Health Services Committee approved the 2019 Benchmarking Framework/Market Reference Zones (MRZs) for non-State-funded UC Health positions in the Senior Management Group at its August 2019 meeting. Approval by the Governance Committee was now required for these MRZs.

Chair Pérez recalled that, when the Regents restructured the governance of UC Health, they made sure that discussion of MRZs would return to the full Board.

Regent Kounalakis commented that, while this action would not affect any salary decisions right now, it would have a significant impact on salary levels in the near future. Ms. Lloyd acknowledged that, following this action, there could be requests to increase salaries.

Regents Kounalakis asked about the practical implications of approving this action and adopting these MRZs. Executive Vice President and Chief Operating Officer Nava responded that the recommendation was to refresh the MRZs, which the University does on a regular basis, to ensure that they are aligned with the market and comparator institutions. No changes were being made to the salaries of the incumbents in these positions. As UC hires employees into the organization, it wishes to ensure that its MRZs are competitive.

Regents Kounalakis asked if the MRZs are used for reference or if in fact they guide actual salary level determinations. Ms. Nava explained that each position is assigned an MRZ. The MRZs set the standard for the level of pay. A working group which reviewed the University of California 10 Campus Study, conducted by Sjoberg Evashenk Consulting, advised the University to refresh the MRZs annually. There is no requirement for UC to adjust salaries. Salaries are based on longevity, skills, and expertise, and employees are advanced through a merit-based program.

Regents Kounalakis asked about the range of the percentage changes from the previous to the proposed MRZs. Ms. Nava responded that this varied by position, based on market factors. In some cases, the change was as low as three percent. As an example, she cited the Chief Information Officer position at UC Davis health. The proposed change at the 25th percentile was six percent, from \$414,000 to \$439,000. For the Chief Information

Officer position at UC Irvine Health, the item proposed a change at the 25th percentile from \$363,000 to \$343,000, a decrease of 5.7 percent.

Chair Pérez observed that, although both these examples concerned chief information officer positions, in one market there was an increase of six percent, while in the other there was a decrease of 5.7 percent. The University considers geographic and other comparators; it does not take a one-size-fits-all approach across campuses and positions. He asked in which percentile ranges the University generally seeks to set salaries, as a default. Ms. Nava responded that this depends on the qualifications of the incoming employee, on experience and longevity in role. The University generally hires between the 25th and 50th percentile.

Chair Pérez stated that UC wishes its salary levels to be at or below the median for comparator institutions.

Regent Kounalakis stated that salaries in the \$400,000 range have an impact on the UC budget. The Regents must have a good understanding of their process for determining salaries at this level. While UC might compare these positions to positions in Silicon Valley, the benefits, predictability, longevity, and the workplace circumstances at UC can be better than in the private sector. There should be discussion of this, as well as discussions about how the University determines compensation for employees who are not at a high salary level.

Chair Pérez asked what constitutes a comparator entity for the purpose of the University's compensation system, and what the direction given by the Board has been with regard to the mix of public and private sector comparators. Ms. Nava responded that, a few years prior, the Board had approved a methodology for establishing MRZs. The methodology includes not only private sector comparators, but comparable positions at other universities and in State government, and takes into account regional marketplace factors.

Regent Kounalakis stated that any topic that can have a serious impact on the UC budget and that can increase operating costs, such as an increase in MRZ levels, requires a detailed public discussion, and should be accompanied by more detailed information, such as the possible cost increase from increases in MRZ levels, which might be significant. As the cost of operating the University increases, there is more pressure to find resources from the State, or taxpayer money, and more pressure on tuition.

Chair Pérez stated that, in future items, the non-State-funded and State-funded elements should be treated separately for the sake of clarity. He requested a written summary of the MRZ process, a "refresher," both for new Regents and to be available to the public, before another item like this comes forward. The summary should indicate changes in methodology regarding the number of State and public sector comparators being used. The Board has given direction to move away from overwhelming dependence on private sector comparators.

Regent Lansing stressed that the University must have comparators for its compensation program. Without a system like the MRZs, the University could not be competitive in the not-for-profit world. UC Health positions are paid for with non-State funds.

Upon motion duly made and seconded, the Committee approved the President's recommendation and voted to present it to the Board, Regent Elliott voting "no."

8. **SUSPENSION OF BYLAW 21.7 FOR THE LIMITED PURPOSE OF ENABLING THE DAVIS CAMPUS TO APPOINT REGENT ESTOLANO TO A BOARD OF ADVISORS POSITION, PROVIDED THAT ANY SUCH POSITION IS UNCOMPENSATED**

The General Counsel recommended to the Regents that Bylaw 21.7 be suspended for the limited purpose of enabling Regent Estolano to be eligible for appointment as a member on the UC Davis Institute for Transportation Studies Board of Advisors, provided that such position is uncompensated.

[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 Pérez noted that Regent Estolano had left the room and recused herself from this matter.

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

9. **DATES OF REGENTS MEETINGS FOR 2021**

The Chair of the Board and the President of the University recommended to the Regents that the following dates of Regents meetings for 2021 be approved:

2021

January 20-21

March 17-18

May 12-13

July 21-22

September 29-30

November 17-18

[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 Pérez briefly introduced the item.

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

The meeting adjourned at 10:00 a.m.

Attest:

Secretary and Chief of Staff

Attachment 1
2019 Benchmarking Framework/Market Reference Zones (MRZs)
for Non-State-Funded UC Health Positions in the Senior Management Group
For Approval by The Regents' Governance Committee - September 2019

(Approved by the Regents Health Services Committee at the August 2019 meeting)

| MRZ Title | Location | Market Base Salary Data Proposed - 2019 | | | | |
|---|----------|--|-----------|-----------|-----------|-----------|
| | | P25 | P50 | P60 | P75 | P90 |
| SMG Level One | | | | | | |
| Chief Executive Officer (UCSF Health) | UCSF | \$1,230.6 | \$1,392.9 | \$1,540.3 | \$1,761.2 | \$1,974.0 |
| Chief Executive Officer (UCLA Hospital System) | UCLA | \$1,230.6 | \$1,392.9 | \$1,540.3 | \$1,761.2 | \$1,974.0 |
| Chief Executive Officer (UC Davis Medical Center) | UCD | \$776.1 | \$1,045.4 | \$1,159.1 | \$1,329.5 | \$1,725.3 |
| Chief Executive Officer (UC San Diego Health) | UCSD | \$739.2 | \$995.4 | \$1,105.4 | \$1,270.3 | \$1,490.9 |
| Chief Executive Officer (UC Irvine Health) | UCI | \$698.4 | \$864.7 | \$993.5 | \$1,186.7 | \$1,305.8 |
| SMG Level Two | | | | | | |
| Chief Operating Officer (UCSF Health) | UCSF | \$652.5 | \$786.5 | \$896.9 | \$1,062.4 | \$1,144.4 |
| Chief Operating Officer (UCLA Health System) | UCLA | \$652.5 | \$786.5 | \$896.9 | \$1,062.4 | \$1,144.4 |
| Chief Operating Officer (UC Davis Medical Center) | UCD | \$450.4 | \$663.3 | \$721.2 | \$808.0 | \$1,071.7 |
| Chief Operating Officer (UC San Diego Health) | UCSD | \$439.2 | \$575.8 | \$639.4 | \$734.8 | \$888.4 |
| Chief Operating Officer (UC Irvine Health System) | UCI | \$404.0 | \$487.1 | \$575.0 | \$706.8 | \$1,045.0 |
| Chief Nursing Officer (UCLA Hospital System) | UCLA | \$409.4 | \$468.4 | \$505.0 | \$559.8 | \$576.8 |
| Chief Nursing Officer (UC Davis Medical Center) | UCD | \$346.0 | \$426.3 | \$451.4 | \$489.2 | \$537.5 |
| Chief Nursing Officer (UC Irvine Health) | UCI | \$339.5 | \$358.5 | \$380.5 | \$413.5 | \$499.5 |
| EVP, Physician Services and Vice Dean-Clinical Affairs | UCSF | \$701.8 | \$813.6 | \$841.8 | \$884.1 | \$961.7 |
| Chief Medical Officer (UC Davis Medical Center) | UCD | \$496.5 | \$596.8 | \$632.8 | \$686.9 | \$808.9 |
| Chief Medical Officer (UC San Diego Health) | UCSD | \$470.0 | \$563.3 | \$597.3 | \$648.4 | \$766.7 |
| Chief Medical Officer (UC Irvine Health) | UCI | \$447.1 | \$532.8 | \$575.1 | \$638.5 | \$826.9 |

| MRZ Title | Location | Market Base Salary Data Proposed - 2019 | | | | |
|--|----------|--|---------|---------|---------|-----------|
| | | P25 | P50 | P60 | P75 | P90 |
| SMG Level Two (Cont'd) | | | | | | |
| Chief Information Officer (UC Davis Health) | UCD | \$439.4 | \$468.9 | \$506.6 | \$563.1 | \$723.4 |
| Chief Information Officer (UC Irvine Health) | UCI | \$343.0 | \$426.3 | \$458.3 | \$506.4 | \$639.1 |
| Chief Financial Officer (UCSF Health) | UCSF | \$624.4 | \$742.7 | \$800.5 | \$887.1 | \$974.3 |
| Chief Financial Officer (UCLA Health) | UCLA | \$624.4 | \$742.7 | \$800.5 | \$887.1 | \$974.3 |
| Chief Financial Officer (UC Davis Medical Center) | UCD | \$471.6 | \$637.8 | \$696.2 | \$783.9 | \$928.2 |
| Chief Financial Officer (UC San Diego Health) | UCSD | \$448.3 | \$550.6 | \$599.7 | \$673.3 | \$790.3 |
| Chief Financial Officer (UC Irvine Health) | UCI | \$356.4 | \$484.3 | \$552.5 | \$654.9 | \$794.9 |
| Associate Vice President - Chief Transformation Officer (UC Health) | UCOP | \$399.1 | \$490.8 | \$523.7 | \$573.0 | \$640.4 |
| Sr. Vice President, Adult Services/ President-UCSF Medical Center | UCSF | \$472.2 | \$551.9 | \$599.1 | \$669.9 | \$818.8 |
| Sr. Vice President, Children's Services/ President of Benioff Children's Hospital | UCSF | \$621.4 | \$742.9 | \$801.0 | \$888.1 | \$1,050.9 |
| Chief Clinical Officer (UC San Diego Health) | UCSD | \$327.3 | \$376.8 | \$395.2 | \$422.7 | \$489.8 |
| Executive Director, UC San Diego Medical Group | UCSD | \$285.6 | \$345.0 | \$369.2 | \$405.4 | \$466.2 |
| Sr. Vice President, Clinical Practice and Ambulatory Care (UC San Diego Health) | UCSD | \$339.8 | \$398.2 | \$431.2 | \$480.8 | \$517.8 |
| Approved in 2019 - Not Updated | | | | | | |
| Chief Executive Officer (UC Riverside Health)* | UCR | \$389.8 | \$471.4 | \$496.3 | \$533.6 | \$594.5 |
| Chief Strategy Officer and Head of Health Affiliates Network (UCSF Health)** | UCSF | \$557.5 | \$689.9 | \$747.9 | \$834.8 | \$925.7 |

*New MRZ - SMG Level One - Approved by Full Board - January 2019

**New MRZ - SMG Level Two - Approved by HSC - June 2019 / Governance - July 2019

Attachment 2
Office of the President and Lawrence Berkeley National Lab Positions
2019 Market Reference Zones (MRZs)
for Positions in the Senior Management Group
For Approval by The Regents - September 2019

| MRZ Title | Location | Market Base Salary Data Proposed - 2019 (in thousands) | | | | |
|--|-------------|---|---------|---------|-----------|-----------|
| | | P25 | P50 | P60 | P75 | P90 |
| SMG Level One | | | | | | |
| President of the University | UCOP | \$617.9 | \$837.1 | \$911.2 | \$1,053.2 | \$1,413.0 |
| Executive Vice President - Chief Operating Officer | UCOP | \$334.7 | \$423.7 | \$450.4 | \$515.2 | \$634.6 |
| Executive Vice President and Chief Financial Officer | UCOP | \$336.8 | \$493.9 | \$526.6 | \$583.2 | \$679.6 |
| General Counsel and Vice President - Legal Affairs | UCOP | \$340.6 | \$466.5 | \$495.8 | \$549.8 | \$634.6 |
| Provost and Executive Vice President - Academic Affairs | UCOP | \$367.3 | \$417.9 | \$474.1 | \$530.1 | \$626.5 |
| Secretary and Chief of Staff to the Regents | UCOP | \$230.4 | \$282.2 | \$306.7 | \$343.7 | \$429.7 |
| Senior Vice President - Chief Compliance and Audit Officer | UCOP | \$275.1 | \$330.2 | \$362.8 | \$410.9 | \$451.1 |
| Senior Vice President - External Relations | UCOP | \$261.2 | \$340.3 | \$362.9 | \$404.6 | \$504.0 |
| Vice President - Agriculture and Natural Resources (ANR) | UCOP | \$283.9 | \$309.2 | \$332.7 | \$367.8 | \$392.3 |
| Vice President for National Labs | UCOP | \$273.4 | \$374.1 | \$408.8 | \$461.0 | \$579.7 |
| Chief Investment Officer and Vice President - Investments | UCOP-OCIO | \$589.0 | \$646.6 | \$712.8 | \$812.1 | \$858.0 |
| Executive Vice President - UC Health | UCOP-Health | \$683.8 | \$787.5 | \$852.5 | \$949.9 | \$1,116.8 |
| Laboratory Director | LBNL | \$374.3 | \$470.3 | \$506.0 | \$559.7 | \$561.1 |
| SMG Level Two | | | | | | |
| Assistant Vice President - Institutional Advancement | UCOP | \$213.2 | \$255.7 | \$278.8 | \$313.5 | \$337.3 |
| Associate Vice President - Academic Programs and Strategic Initiatives (ANR) | UCOP | \$194.7 | \$230.0 | \$243.4 | \$263.9 | \$289.1 |
| Associate Vice President - Budget Analysis and Planning | UCOP | \$210.2 | \$257.7 | \$272.2 | \$298.6 | \$344.9 |
| Associate Vice President - Business Operations (ANR) | UCOP | \$221.1 | \$270.6 | \$282.8 | \$312.2 | \$393.5 |
| Associate Vice President - Capital Financial Planning and Analysis | UCOP | \$235.8 | \$329.8 | \$347.3 | \$379.5 | \$446.6 |
| Associate Vice President - Chief Procurement Officer | UCOP | \$232.6 | \$282.0 | \$306.6 | \$337.1 | \$393.9 |
| Associate Vice President - Energy and Sustainability | UCOP | \$228.0 | \$253.6 | \$278.9 | \$316.7 | \$354.8 |
| Associate Vice President - Federal Government Relations | UCOP | \$236.6 | \$290.3 | \$320.7 | \$366.2 | \$419.5 |
| Associate Vice President - Systemwide Controller | UCOP | \$212.0 | \$279.7 | \$316.5 | \$372.9 | \$446.2 |

| MRZ Title | Location | Market Base Salary Data Proposed - 2019 (in thousands) | | | | |
|---|-------------|---|---------|---------|---------|---------|
| | | P25 | P50 | P60 | P75 | P90 |
| SMG Level Two (Cont'd) | | | | | | |
| Associate Vice President and Director - State Government Relations | UCOP | \$211.4 | \$246.8 | \$262.5 | \$292.4 | \$323.4 |
| Chief Risk Officer | UCOP | \$223.1 | \$256.2 | \$270.3 | \$291.8 | \$394.1 |
| Deputy General Counsel | UCOP | \$239.1 | \$290.8 | \$306.3 | \$340.1 | \$382.5 |
| Vice President - Information Technology and Chief Information Officer | UCOP | \$287.5 | \$385.1 | \$415.8 | \$455.9 | \$531.7 |
| Vice President - Institutional Research and Academic Planning | UCOP | \$236.6 | \$288.3 | \$318.8 | \$356.6 | \$417.2 |
| Vice President - Research and Graduate Studies | UCOP | \$385.1 | \$452.5 | \$481.3 | \$526.7 | \$597.4 |
| Vice President - Student Affairs | UCOP | \$200.4 | \$289.8 | \$332.9 | \$356.6 | \$393.2 |
| Vice President - Systemwide Human Resources | UCOP | \$248.3 | \$326.6 | \$363.2 | \$408.0 | \$479.2 |
| Vice Provost - Academic Personnel | UCOP | \$242.8 | \$304.0 | \$314.3 | \$369.2 | \$398.5 |
| Vice Provost - Education Partnership | UCOP | \$289.4 | \$315.5 | \$334.0 | \$402.7 | \$463.6 |
| Associate Vice President - UC National Labs | UCOP | \$232.4 | \$318.0 | \$347.5 | \$391.8 | \$492.7 |
| Senior Managing Director (OCIO)* | UCOP-OCIO | \$319.5 | \$378.2 | \$408.5 | \$454.0 | \$522.0 |
| Chief Investment Operating Officer (OCIO)** | UCOP-OCIO | \$250.4 | \$337.4 | \$363.0 | \$401.3 | \$473.4 |
| Medical Director, Student Health Insurance Plan | UCOP-Health | \$192.1 | \$247.6 | \$277.8 | \$322.9 | \$426.3 |
| Vice President - Health Sciences, UC Health*** | UCOP-Health | \$300.7 | \$342.7 | \$391.7 | \$485.9 | \$539.1 |
| Chief Strategy Officer | UCOP-Health | \$455.9 | \$525.0 | \$568.3 | \$633.3 | \$744.5 |
| Chief Legal Counsel for Health Services | UCOP-Health | \$471.4 | \$525.3 | \$574.4 | \$648.0 | \$921.3 |
| Chief Transformation Officer | UCOP-Health | \$399.1 | \$490.8 | \$523.7 | \$573.0 | \$640.4 |
| Deputy Laboratory Director | LBNL | \$331.3 | \$378.9 | \$405.1 | \$444.5 | \$480.3 |
| Chief Financial Officer | LBNL | \$277.5 | \$374.3 | \$427.2 | \$506.4 | \$632.7 |
| Associate Laboratory Director | LBNL | \$335.1 | \$371.6 | \$417.3 | \$485.9 | \$587.8 |
| Chief Operating Officer | LBNL | \$256.5 | \$330.2 | \$358.5 | \$400.8 | \$577.1 |
| Chief Laboratory Counsel | LBNL | \$273.2 | \$343.2 | \$376.1 | \$425.4 | \$534.4 |

*Previously separated by Asset Class (Fixed Income Assets, Public Equity Investments, Risk Management)

**Previously listed as Associate Chief Investment Officer

***Previously listed as Associate Vice President - Health Sciences

Attachment 2 - Campus Positions
2019 Market Reference Zones (MRZs)
for Positions in the Senior Management Group
For Approval by The Regents - September 2019

| MRZ Title | Market Base Salary Data Proposed - 2019 (in thousands) | | | | |
|--|---|---------|---------|-----------|-----------|
| | P25 | P50 | P60 | P75 | P90 |
| SMG Level One | | | | | |
| Chancellor (Campuses with Health Services) | \$594.6 | \$834.0 | \$949.1 | \$1,144.5 | \$1,524.2 |
| Chancellor (Campuses without Health Services) | \$519.4 | \$713.5 | \$802.2 | \$958.1 | \$1,273.3 |
| SMG Level Two | | | | | |
| Executive Vice Chancellor and Provost (Campuses with Health Services) | \$452.6 | \$480.8 | \$512.5 | \$622.3 | \$729.1 |
| Executive Vice Chancellor and Provost (Campuses without Health Services) | \$385.6 | \$425.3 | \$436.2 | \$494.0 | \$620.3 |
| Vice Chancellor - Health Sciences* (Campuses with Health Services) | \$581.3 | \$798.9 | \$804.9 | \$828.4 | \$984.7 |
| Vice Chancellor - Health Sciences* (Campuses without Health Services) | \$490.5 | \$647.3 | \$668.0 | \$714.7 | \$857.2 |
| Chief Campus Counsel (Campuses with Health Services) | \$265.2 | \$336.4 | \$357.8 | \$399.2 | \$451.6 |
| Chief Campus Counsel (Campuses without Health Services) | \$231.7 | \$286.3 | \$303.3 | \$333.1 | \$394.1 |
| Dean - University Extension (Campuses with Health Services) | \$241.5 | \$269.8 | \$291.6 | \$331.3 | \$361.6 |
| Dean - University Extension (Campuses without Health Services) | \$209.3 | \$235.9 | \$248.6 | \$270.5 | \$310.4 |
| University Librarian (Campuses with Health Services) | \$226.5 | \$257.2 | \$271.4 | \$294.3 | \$330.9 |
| University Librarian (Campuses without Health Services) | \$189.7 | \$220.0 | \$232.1 | \$253.7 | \$301.5 |
| Vice Chancellor - Academic Personnel (Campuses with Health Services) | \$224.8 | \$281.5 | \$291.1 | \$341.8 | \$369.0 |
| Vice Chancellor - Academic Personnel (Campuses without Health Services) | \$187.6 | \$227.8 | \$232.2 | \$266.5 | \$302.0 |
| Vice Chancellor - Budget and Planning (Campuses with Health Services) | \$198.5 | \$239.2 | \$256.0 | \$284.8 | \$329.6 |
| Vice Chancellor - Budget and Planning (Campuses without Health Services) | \$177.2 | \$210.1 | \$227.1 | \$254.0 | \$297.2 |
| Vice Chancellor - Business Administration (Campuses with Health Services) | \$232.3 | \$310.3 | \$334.0 | \$386.1 | \$476.8 |
| Vice Chancellor - Business Administration (Campuses without Health Services) | \$198.7 | \$263.4 | \$281.1 | \$317.0 | \$398.6 |
| Vice Chancellor - Business Dev, Innovation and Partnerships (Campuses with Health Services) | \$339.4 | \$411.9 | \$429.0 | \$454.7 | \$610.6 |
| Vice Chancellor - Chief Financial Officer (Campuses with Health Services) | \$284.7 | \$355.9 | \$381.7 | \$424.7 | \$511.9 |
| Vice Chancellor - Chief Financial Officer (Campuses without Health Services) | \$248.2 | \$304.8 | \$323.2 | \$359.6 | \$433.1 |

*Previously titled: VC and Dean-School of Medicine

| MRZ Title | Market Base Salary Data Proposed - 2019 (in thousands) | | | | |
|---|---|---------|---------|---------|---------|
| | P25 | P50 | P60 | P75 | P90 |
| SMG Level Two (Cont'd) | | | | | |
| Vice Chancellor and CFO Health Sciences and Campus (Campuses with Health Services) | \$447.6 | \$514.7 | \$545.3 | \$591.1 | \$679.0 |
| Vice Chancellor - Development/University Relations (Campuses with Health Services) | \$387.5 | \$474.0 | \$498.2 | \$560.2 | \$615.1 |
| Vice Chancellor - Development/University Relations (Campuses without Health Services) | \$322.7 | \$390.0 | \$416.4 | \$460.5 | \$520.9 |
| Vice Chancellor - Equity and Inclusion (Campuses with Health Services) | \$217.7 | \$265.8 | \$290.8 | \$331.5 | \$393.0 |
| Vice Chancellor - Equity and Inclusion (Campuses without Health Services) | \$194.3 | \$236.4 | \$258.8 | \$294.4 | \$345.2 |
| Vice Chancellor - Grad Studies and Dean - Graduate Division (Campuses with Health Services) | \$234.4 | \$290.6 | \$301.4 | \$324.2 | \$367.5 |
| Vice Chancellor - Grad Studies and Dean - Graduate Division (Campuses without Health Services) | \$201.4 | \$240.1 | \$256.6 | \$277.9 | \$316.2 |
| Vice Chancellor - Information Technology (Campuses with Health Services) | \$279.2 | \$322.0 | \$347.4 | \$388.9 | \$456.5 |
| Vice Chancellor - Information Technology (Campuses without Health Services) | \$264.1 | \$310.9 | \$331.1 | \$360.8 | \$407.0 |
| Vice Chancellor - Research (Campuses with Health Services) | \$321.0 | \$377.1 | \$401.1 | \$438.9 | \$497.8 |
| Vice Chancellor - Research (Campuses without Health Services) | \$292.3 | \$344.3 | \$366.9 | \$403.5 | \$458.4 |
| Vice Chancellor - Strategic Communications (Campuses with Health Services) | \$201.6 | \$238.5 | \$265.5 | \$291.8 | \$339.2 |
| Vice Chancellor - Strategic Communications (Campuses without Health Services) | \$189.1 | \$226.3 | \$244.3 | \$271.1 | \$310.4 |
| Vice Chancellor - Student Affairs (Campuses with Health Services) | \$276.3 | \$319.5 | \$333.5 | \$349.5 | \$366.0 |
| Vice Chancellor - Student Affairs (Campuses without Health Services) | \$230.3 | \$261.1 | \$278.3 | \$298.3 | \$325.3 |
| Vice Chancellor - Undergraduate Education (Campuses with Health Services) | \$262.2 | \$315.8 | \$349.9 | \$420.2 | \$501.5 |
| Vice Chancellor - Undergraduate Education (Campuses without Health Services) | \$213.4 | \$234.0 | \$252.8 | \$294.3 | \$374.4 |
| Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences (UCSD) | \$369.6 | \$379.8 | \$398.7 | \$427.1 | \$458.4 |
| Approved in 2019 - Not Updated | | | | | |
| Vice Chancellor - Community and Govt Relations** (Campuses with Health Services) | \$227.7 | \$246.7 | \$256.3 | \$276.5 | \$345.6 |
| Vice Chancellor - Community and Govt Relations** (Campuses without Health Services) | \$200.4 | \$222.9 | \$235.2 | \$258.2 | \$309.6 |

**New MRZ - SMG Level Two - Approved by Full Board - January 2019