

The Regents of the University of California

**GOVERNANCE COMMITTEE**

July 17, 2024

The Governance Committee met on the above date at the UCSF–Mission Bay Conference Center, San Francisco campus and by teleconference meeting conducted in accordance with California Government Code §§ 11133.

Members present: Regents Hernandez, Leib, Reilly, Robinson, Sarris, and Sures

In attendance: Regents-designate Brooks, Komoto, and Wang, Faculty Representatives Cheung and Steintrager, Secretary and Chief of Staff Lyall, General Counsel Robinson, Provost Newman, Executive Vice President and Chief Financial Officer Brostrom, Executive Vice President and Chief Operating Officer Nava, Executive Vice President Rubin, Interim Senior Vice President Turner, Vice Presidents Brown, Kao, and Lloyd, Chancellors Block, Gillman, Hawgood, Khosla, Larive, May, Muñoz, Wilcox, and Yang, and Recording Secretary Johns

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

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

Upon motion duly made and seconded, the minutes of the meeting of May 15, 2024 were approved, Regents Hernandez, Reilly, Robinson, Sarris, and Sures voting “aye.”<sup>1</sup>

**2. 2024 MARKET REFERENCE ZONES FOR SENIOR MANAGEMENT GROUP POSITIONS**

[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.]

The President of the University recommended that the Regents approve the Market Reference Zones (MRZs) for:

- A. The positions in the Senior Management Group located at the UC campuses, Office of the President, UC Agriculture and Natural Resources, and Lawrence Berkeley National Laboratory, effective August 1, 2024, as shown in Attachment 1.
- B. The positions in the Senior Management Group specific to the health systems at the UC medical centers, effective August 1, 2024, as shown in Attachment 1, contingent upon the joint approval by the Health Services Committee and Governance Committee of the benchmarking framework.

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<sup>1</sup> Roll call vote required by the Bagley-Keene Open Meeting Act [Government Code §11123(b)(1)(D)] for all meetings held by teleconference.

[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.]

Vice President Lloyd introduced the item, which sought adjustments to the Market Reference Zones (MRZs) effective August 1, 2024 for all Senior Management Group (SMG) positions. Associate Vice President Jay Henderson explained that, based on a review of each MRZ, it was determined that the market has continued to rise since the last update to the MRZs approved in 2022. A Regents' working group was convened in May 2022 to consider updates to the methodology to determine MRZs to ensure that the market comparators were current and appropriate for each role and to validate alignment with the current competitive labor market. The methodology used for the 2022 MRZs has remained unchanged, including State and California State University data for similarly situated positions, and the 2024 MRZs have been developed using the same methodology. Survey matches have been updated as necessary to reflect the appropriate current market match for each position. On average, incumbents at the UC campuses, Office of the President, Lawrence Berkeley National Laboratory, and UC Agriculture and Natural Resources were at the 64th percentile of the current 2022 MRZs and at the 49th percentile of the proposed 2024 MRZs. Medical center incumbents were at the 62nd percentile of the current 2022 MRZs and at the 49th percentile of the proposed 2024 MRZs. No salary increases were being proposed at this time. If the 2024 MRZs are approved, a review of the market competitiveness and policy alignment of each SMG salary would be conducted and, as appropriate, selective and targeted market adjustments might be submitted for approval at a later date.

Upon motion duly made and seconded, the Committee approved the recommendation and voted to present it to the Board, Regents Hernandez, Reilly, Robinson, Sarris, and Sures voting "aye."

### 3. **RESOLUTION TO EXCLUDE ACCESS TO FEDERAL CLASSIFIED INFORMATION**

The President of the University recommended that the resolution pertaining to the University's Facility Security Clearances be approved as shown in Attachment 2.

[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.]

Secretary and Chief of Staff Lyall introduced the item, a standard resolution that excludes the new UC Regents' Board Chair from access to classified information until such time as they receive an appropriate security clearance. The University possesses facility security clearances from the U.S. Department of Energy and the Department of Defense, and thus may have access to classified information. The Regents' Board Chair is designated as Key Management Personnel under Regents Policy 1600, Policy on Security Clearance for Access to Federal Classified Information. The Key Management Personnel of an organization are required by federal regulations to either possess a personal security

clearance or be excluded from access to the organization's classified information until such security clearance is obtained.

Upon motion duly made and seconded, the Committee approved the recommendation and voted to present it to the Board, Regents Hernandez, Leib, Robinson, Sarris, and Sures voting "aye" and Regent Reilly abstaining.

The meeting adjourned at 10:15 a.m.

Attest:

Secretary and Chief of Staff

**Attachment 1**

**Proposed 2024 Market Reference Zones for  
Senior Management Group Positions**

\$ in thousands

MRZ Title	Proposed 2024 MRZs - Effective 8/1/24 (Base Salary)				
	P25	P50	P60	P75	P90
<b>Level One SMGs - Office of the President (including UCANR) and Lawrence Berkeley National Laboratory</b>					
President of the University	\$868.8	\$1,077.2	\$1,124.6	\$1,218.0	\$1,470.9
Executive Vice President - Academic Affairs and Provost	\$576.5	\$644.6	\$678.8	\$711.6	\$772.9
Executive Vice President - Chief Financial Officer	\$467.9	\$578.3	\$607.8	\$655.2	\$771.5
Executive Vice President - Chief Operating Officer	\$405.8	\$626.0	\$727.7	\$784.1	\$924.7
Executive Vice President - UC Health	\$878.0	\$972.1	\$1,049.1	\$1,164.6	\$1,335.6
Senior Vice President - Chief Compliance and Audit Officer	\$364.6	\$397.8	\$432.4	\$484.3	\$583.4
Senior Vice President - External Relations and Communications	\$340.4	\$402.3	\$420.2	\$448.2	\$514.8
Vice President - Investments and Chief Investment Officer (OCIO)	\$892.3	\$1,009.1	\$1,054.2	\$1,208.5	\$1,322.0
Senior Vice President - Legal Affairs and General Counsel	\$513.8	\$572.7	\$602.9	\$665.0	\$758.8
Vice President - National Labs	\$397.4	\$495.9	\$555.5	\$644.9	\$848.2
Secretary and Chief of Staff to the Regents	\$304.9	\$372.4	\$394.9	\$433.3	\$507.4
Vice President - Agriculture and Natural Resources (UC-ANR)	\$348.8	\$412.9	\$425.0	\$441.6	\$506.5
Director, Lawrence Berkeley National Laboratory (LBNL)	\$546.2	\$637.6	\$689.1	\$766.5	\$896.7
<b>Level Two SMGs - Office of the President (including UCANR) and Lawrence Berkeley National Laboratory</b>					
<u>UC Academic Affairs</u>					
Vice President - Graduate, Undergraduate and Equity Affairs	\$367.8	\$432.6	\$455.9	\$515.3	\$565.2
Vice President - Institutional Research and Academic Planning	\$340.5	\$389.6	\$411.2	\$434.3	\$487.0
Vice President - Research and Innovation	\$457.4	\$502.5	\$539.6	\$587.1	\$656.6
Vice Provost – Faculty Affairs and Academic Programs (Previous MRZ Title: Vice Provost – Academic Personnel)	\$272.8	\$331.7	\$390.3	\$414.4	\$436.6
<u>UC External Affairs and Communications</u>					
Associate Vice President - Federal Government Relations	\$295.0	\$350.5	\$376.0	\$411.2	\$472.7
Associate Vice President - State Government Relations	\$267.8	\$303.0	\$320.2	\$348.8	\$394.6
<u>UC Finance</u>					
Associate Vice President - Budget Analysis and Planning	\$252.8	\$311.4	\$342.7	\$391.6	\$473.5
Associate Vice President - Capital Financial Planning and Analysis	\$313.2	\$389.5	\$417.3	\$458.6	\$533.5
Associate Vice President - Capital Programs and Sustainability	\$300.0	\$369.0	\$384.0	\$406.4	\$505.5
Associate Vice President - Chief Procurement Officer	\$305.8	\$354.3	\$378.7	\$417.4	\$490.1
Associate Vice President - Chief Risk Officer	\$273.8	\$322.0	\$350.6	\$393.5	\$444.9
Associate Vice President - Systemwide Controller	\$314.9	\$371.7	\$394.4	\$433.8	\$489.5

## Proposed 2024 Market Reference Zones for Senior Management Group Positions

\$ in thousands

MRZ Title	Proposed 2024 MRZs - Effective 8/1/24 (Base Salary)				
	P25	P50	P60	P75	P90
<u>UC Health</u>					
Associate Vice President - Strategic Sourcing/Chief Transformation Officer, UC Health	\$493.5	\$558.3	\$591.7	\$641.9	\$760.1
Associate Vice President - Clinical Affairs and Chief Health Officer, UC Health (New MRZ - One SMG Position)	\$501.6	\$648.8	\$718.1	\$822.1	\$991.1
Associate Vice President - Finance and Chief Strategy Officer, UC Health (New MRZ - One SMG Position)	\$478.3	\$569.4	\$615.1	\$683.7	\$751.0
Associate Vice President - Health Sciences, UC Health	\$411.7	\$511.0	\$542.8	\$590.5	\$659.4
Medical Director - Student Health, UC Health	\$435.2	\$500.4	\$532.9	\$581.8	\$755.6
<u>UC Investments</u>					
Chief Operating Officer - Investment Services (OCIO)	\$422.4	\$441.7	\$484.8	\$549.4	\$709.4
Senior Managing Director - Investments (OCIO)	\$428.7	\$481.3	\$512.7	\$559.7	\$692.1
<u>UC Legal</u>					
Deputy General Counsel (Four SMG Positions - UC Legal)	\$401.5	\$448.0	\$473.9	\$526.2	\$603.9
Deputy General Counsel/ Chief Legal Counsel for Health Services (One SMG Position - UC Legal)	\$420.7	\$495.9	\$516.0	\$546.1	\$710.5
<u>UC National Labs</u>					
Associate Vice President - National Labs	\$337.8	\$421.5	\$472.2	\$548.1	\$721.0
<u>UC Operations</u>					
Vice President - Information Technology and Chief Information Officer	\$378.6	\$449.6	\$479.7	\$529.3	\$606.2
Vice President - Systemwide Human Resources	\$352.7	\$429.6	\$461.8	\$507.9	\$584.4
<u>UC ANR</u>					
Associate Vice President - Business Operations (UC ANR)	\$258.8	\$315.5	\$338.0	\$410.2	\$482.8
<u>LBNL</u>					
Associate Laboratory Director (LBNL)	\$378.2	\$429.4	\$470.7	\$532.7	\$717.1
Chief Financial Officer (LBNL)	\$340.5	\$435.0	\$484.3	\$558.2	\$731.0
Chief Laboratory Counsel (LBNL)	\$338.1	\$413.8	\$454.9	\$516.6	\$662.7
Deputy Laboratory Director for Operations and Chief Operations Officer (LBNL)	\$325.0	\$416.4	\$470.7	\$552.0	\$765.3
Deputy Laboratory Director for Research and Chief Research Officer (LBNL)	\$416.0	\$472.4	\$517.8	\$586.0	\$788.9

## Proposed 2024 Market Reference Zones for Senior Management Group Positions

\$ in thousands

MRZ Title	Proposed 2024 MRZs - Effective 8/1/24 (Base Salary)				
	P25	P50	P60	P75	P90
<b>Level One SMGs - Campuses</b>					
Chancellor	\$623.3	\$893.3	\$971.2	\$1,313.1	\$1,650.1
<b>Level Two SMGs - Campuses</b>					
Executive Vice Chancellor and Provost	\$434.9	\$564.5	\$610.2	\$843.6	\$917.0
Chief Campus Counsel	\$394.5	\$440.6	\$498.4	\$557.9	\$631.3
Dean - University Extension	\$246.8	\$313.9	\$328.2	\$370.0	\$438.3
University Librarian	\$214.8	\$268.3	\$293.7	\$369.0	\$428.1
Vice Chancellor - Academic Personnel	\$205.4	\$240.9	\$245.0	\$335.8	\$392.9
Vice Chancellor - Business Administration	\$330.9	\$472.7	\$509.3	\$598.2	\$855.5
Vice Chancellor - Business Development, Innovation and Partnerships <i>(Prev. UCSF Only; UCD Added; Available for all 10 Campuses)</i>	\$432.0	\$549.1	\$612.5	\$707.6	\$757.7
Vice Chancellor - Chief Financial Officer (Campus Only)	\$315.3	\$452.2	\$480.7	\$566.0	\$724.0
Vice Chancellor - Chief Financial Officer (Health System and Campus) <i>(Oversees Finance for General Campus, Health Sciences Schools and/or Med Ctr Financials)</i>	\$430.9	\$522.4	\$558.6	\$621.0	\$796.6
Vice Chancellor - Community and Government Relations	\$225.0	\$304.8	\$320.2	\$430.9	\$511.4
Vice Chancellor - Development/University Relations	\$393.5	\$499.7	\$557.9	\$653.9	\$789.6
Vice Chancellor - Diversity, Equity and Inclusion	\$250.8	\$312.4	\$336.0	\$420.8	\$475.2
Vice Chancellor - Enrollment Management <i>(New MRZ - SMG Position Available for All 10 UC Campuses)</i>	\$238.9	\$330.8	\$353.3	\$422.9	\$440.4
Vice Chancellor - Health Sciences <i>(Not dually appointed as Dean-SOM)</i>	\$1,075.1	\$1,273.9	\$1,371.5	\$1,493.9	\$1,706.2
Vice Chancellor - Health Sciences and Dean - School of Medicine	\$717.7	\$851.9	\$933.7	\$1,004.2	\$1,044.2
Vice Chancellor - Information Technology and Chief Information Officer (Campus Only)	\$301.7	\$387.6	\$416.7	\$469.1	\$541.3
Vice Chancellor - Information Technology and Chief Information Officer (Health System and Campus) <i>(Oversees IT for General Campus, Health Sciences Schools and/or Med Ctr IT)</i>	\$375.4	\$444.7	\$474.6	\$516.1	\$595.4
Vice Chancellor - Marine Sciences and Dean - Graduate School of Marine Sciences	\$291.0	\$416.9	\$439.2	\$472.6	\$481.4
Vice Chancellor - Research	\$344.2	\$433.5	\$460.1	\$530.4	\$625.3
Vice Chancellor - Strategic Communications	\$226.1	\$304.4	\$328.3	\$389.1	\$442.7
Vice Chancellor - Student Affairs	\$265.3	\$338.1	\$366.9	\$426.9	\$471.0

## Proposed 2024 Market Reference Zones for Senior Management Group Positions

\$ in thousands

MRZ Title	Proposed 2024 MRZs - Effective 8/1/24 (Base Salary)				
	P25	P50	P60	P75	P90
<b>Level One SMGs - Medical Centers</b>					
<b>Chief Executive Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$1,544.0	\$1,907.2	\$2,141.2	\$2,492.2	\$3,229.7
<b>Chief Executive Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$1,062.6	\$1,511.9	\$1,703.1	\$1,989.9	\$2,568.8
<b>Chief Executive Officer (Community Based Services)</b> <b>UCR Health</b>	\$493.4	\$564.4	\$608.5	\$674.7	\$742.1
<b>Level Two SMGs - Medical Centers</b>					
<b>Chief Financial Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$741.6	\$971.6	\$1,051.4	\$1,171.2	\$1,498.2
<b>Chief Financial Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$534.5	\$793.4	\$865.1	\$972.6	\$1,167.9
<b>Chief Information Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$590.4	\$665.3	\$730.9	\$829.2	\$915.1
<b>Chief Information Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$526.0	\$619.0	\$651.3	\$699.8	\$827.2
<b>Chief Medical Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$711.7	\$809.0	\$931.5	\$1,115.3	\$1,308.0
<b>Chief Medical Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$592.1	\$726.7	\$776.7	\$851.8	\$1,131.7
<b>Executive Vice President and Chief Clinical Officer, UCSF Health</b> <i>(Prev. Assigned to UCSF CMO MRZ)</i>	\$717.4	\$828.4	\$957.0	\$1,149.8	\$1,384.1
<b>Chief Medical Officer, UCSF Health</b>	\$640.6	\$728.1	\$838.4	\$1,003.8	\$1,177.8
<b>Chief Nursing Officer/Chief Nursing Executive (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$512.5	\$580.3	\$600.6	\$631.0	\$802.1
<b>Chief Nursing Officer/Chief Nursing Executive (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$422.4	\$514.3	\$541.3	\$581.7	\$642.4
<b>Chief Operating Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$900.6	\$1,161.6	\$1,259.7	\$1,406.9	\$1,906.2
<b>Chief Operating Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$648.5	\$888.8	\$995.6	\$1,155.8	\$1,351.1
<b>Chief Operating Officer (Ambulatory Services), UCD Health</b>	\$359.0	\$481.0	\$522.3	\$584.4	\$763.1
<b>Chief Operating Officer (Physician Network), UCSD Health</b>	\$378.5	\$440.4	\$478.0	\$534.4	\$671.2
<b>Chief Strategy Officer (Medical Center)</b> <i>(Tier 1 - \$6.6 Billion Median Operating Revenue)</i>	\$599.0	\$703.0	\$757.1	\$838.2	\$966.1
<b>Chief Strategy Officer (Medical Center)</b> <i>(Tier 2 - \$3.8 Billion Median Operating Revenue)</i>	\$562.9	\$681.5	\$740.8	\$829.7	\$964.2
<b>Chief Strategy Officer, UCLA Health</b>	\$658.9	\$773.3	\$832.8	\$922.0	\$1,062.0
<b>President, Adult Services, UCSF Health</b> <i>(Prev. MRZ Title: Sr. Vice President, Adult Services, UCSF Health)</i>	\$644.5	\$756.9	\$804.0	\$874.7	\$1,013.6
<b>President, UCSF Benioff Children's Hospital</b> <i>(Prev. MRZ Title: Sr. Vice President, Children's Services, UCSF Health)</i>	\$1,160.7	\$1,269.2	\$1,330.8	\$1,423.1	\$1,662.8
<b>President, Faculty Practice Organization, UCSF Health</b> <i>(Prev. MRZ Title: Sr. Vice President, Adult Services, UCSF Health)</i>	\$731.7	\$864.7	\$884.9	\$915.1	\$1,105.1
<b>President, UCSF Health Care Network and Sr. Vice President - Chief Market Development Officer, UCSF Health</b> <i>(Prev. MRZ Title: Chief Strategy Officer and President, Health Affiliates Network)</i>	\$855.4	\$996.3	\$1,081.2	\$1,208.7	\$1,451.5

**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 her 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**

Janet Reilly

Chair of the Board of Regents of the University of California