



BOARD OF REGENTS

SUMMARY OF ITEM FOR ACTION, INFORMATION OR DISCUSSION

TOPIC: Review of USM Presidential Compensation Process

COMMITTEE: Committee on Organization & Compensation

DATE OF COMMITTEE MEETING: October 14, 2014

SUMMARY: The USM Board of Regents has a rigorous process for annually evaluating the presidents within the USM (Policy VII-5.00), in addition to a policy for five –year review of presidents (Policy VII-5.01). Following the annual review, the Board conducts compensation reviews for all presidents. After the compensation review, the Board, in consultation with the Chancellor, considers merit increases based on performance and occasional market or equity increases based on comparisons with the presidents' Carnegie classification peer groups. Carol Berthold, associate vice chancellor in administration and finance, develops comparison data for the Chancellor and the Committee on Organization and Compensation to review every year. This data informs the committee in its discussion and decision. Carol has been doing this analysis for the committee and Chancellor for about 20 years. Some years ago, the Board set as a goal to have long serving and high performing presidents compensated at the 75th percentile of their respective comparison group.

The Committee will review this process and discuss whether there is any further comparisons or any different format for the review that it would recommend for the future.

ALTERNATIVE(S): Discussion Item

FISCAL IMPACT: None

CHANCELLOR'S RECOMMENDATION: Discussion item

COMMITTEE ACTION:	DATE: October 14, 2014
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BOARD ACTION:	DATE:
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SUBMITTED BY: Katie Ryan, Chancellor's Office, 301-445-1903

(1)

COMPARATIVE ANALYSIS OF PRESIDENTS' SALARIES

Purpose: Determine the percentile rank of our presidents' salaries in comparison with presidents' salaries at similar public institutions.

History

CUPA = College & University Professional Association for Human Resources
CUPA Administrative Salary Survey data since FY 1999
CUPA Data on Demand for 9 years, since FY 2006

Begin with:

1. USM presidents' salaries and USM operating budgets (USM budget office)
2. Carnegie groups for USM institutions (Carnegie classifications, 2010)
3. Operating budget quartiles for USM institutions (a reflection of size) (CUPA report)

Data objective:

1. The percentile rank of each president's salary when compared to other similar institutions
2. The salary at the 70th and 75th percentile for each USM institution's comparison group

The method:

1. Form comparison groups for each USM institution -- Public universities only

Based upon its Carnegie group (2010) and the CUPA budget quartile it fits (a measure of size)

2. Query Data on Demand for the salaries of presidents at all institutions in the comparison group.
 3. Result is a sorted list of presidents' salaries at all reporting comparison group institutions.
 4. Identify the USM salary/salaries and calculate the percentile rank.
 5. Calculate the 70th and 75th percentile salaries for target purposes.
 6. Send results to the Chancellor.
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THE CARNEGIE CLASSIFICATIONS (2010)

Doctoral-Granting Universities

- Awarded at least 20 research doctorates in 2008-09
Excludes professional degrees: J.D., M.D., PharmD., etc.
- Three categories based on amount of research activity (R&D expenditures in Science & Engineering) and per-capita research activity & research faculty
 1. Very High **UMCP**
 2. High **UMBC**
 3. Doctoral Research

Master's Colleges and Universities (Basic classifications)

- Institutions awarding at least 50 masters degrees but fewer than 20 research doctorates
- Size based on Master's program size, *not enrollment*
 1. Master's/Large: awarded at least 200 master' degrees in 2008-09
BSU, FSU, SU, TU, UB, UMUC
 2. Master's/Medium: 100-199 master's degrees
 3. Master's/Small: fewer than 50 master's degrees

Special cases

- **CSU** MA/S & MA/M
Is classified as MA/S, but that group is too small to get enough useful comparisons from CUPA. Added MA/M to increase size of the comparison group. Note that in 2005, CSU was an MA/M institution.
- **UMB** Medical universities & centers with operating budget of > \$200 million
- **UMES** MA/S & MA/M
Is classified as MA/S, but that group is too small to get enough useful comparisons from CUPA. Added MA/M to increase size of the comparison group.
- **UMCES** There is no comparable group, so no CUPA group is used.
- **USMO** / System offices with operating budgets greater than \$1 billion

Table 12: Unweighted Median Salary By Total Expense Quartile - Doctorate-Granting Institutions

* 4 cases or fewer	Quartile 1 < \$287.3M	Quartile 2 \$287.3M-\$525.0M	Quartile 3 \$525.0M-\$1,026.8B	Quartile 4 > \$1,026.8B	Doctorate-Granting Inst.	
					Median	Number
Top Executive and Senior Institutional Officers						
[100000] Chief Exec Officer, System	*	*	406,250	499,800	465,618	23
[101000] CEO, Single Inst/Campus in Syst	345,000	391,755	450,000	497,500	425,000	193
[102000] Exec VP/Vice Chancellor	244,800	*	331,250	454,250	326,863	35
[105000] Chief Acad Affairs Officer/Prov	225,000	286,000	325,000	391,875	302,841	198
[107000] Chief Business Officer	206,875	235,492	280,496	299,685	250,000	147
[109000] Chief Athletics Admr	131,300	225,167	275,000	429,036	238,736	192
[111000] Chief Audit Officer	101,954	107,000	140,933	162,351	129,480	139
[113000] Chief Dev/Advance Officer	177,131	232,100	275,000	344,000	248,373	169
[115000] Chief Enrollment Mgt Officer	142,408	186,500	197,948	190,950	171,652	143
[117000] Chief Exten/Engagement Officer	*	198,550	198,310	230,000	198,430	30
[119000] Chief External Affairs Officer	154,500	194,063	211,198	225,230	200,069	60
[121000] Chief Facilities Officer	129,062	149,945	175,660	201,007	161,095	193
[123000] Chief Financial Officer	181,700	220,000	226,600	299,250	231,274	112
[125000] Chief Health Affairs Officer	*	370,196	340,763	816,863	539,537	35
[127000] Chief Human Resources Officer	123,300	151,000	172,663	210,000	158,750	202
[129000] Chief Info/IT Officer	161,935	196,876	229,408	258,000	208,959	187
[131000] Chief Instal Planning Officer	143,800	193,283	179,285	222,784	187,733	46
[133000] Chief Instal Research Officer	96,099	114,224	123,079	146,000	118,418	181
[135000] Chief Investment Officer	132,110	205,000	201,125	473,240	227,084	60
[137000] Chief Legal Affairs Officer	191,862	189,367	224,288	278,140	218,184	158
[139000] Chief Library Officer	118,300	148,620	186,700	224,418	165,866	144
[141000] Chief Pub Relations Officer	129,825	166,650	168,227	208,777	172,000	149
[143000] Chief Research Officer	189,438	206,281	270,000	309,000	247,638	150
[145000] Chief Stu Affairs/Life Officer	157,477	199,000	213,694	244,015	202,995	185
Academic Deans						
[153010] Dean Agriculture	*	187,217	240,000	263,872	240,000	47
[153020] Dean Architecture/Design	*	197,747	192,733	223,392	213,761	52
[153030] Dean Arts and Letters	152,500	180,000	214,581	260,837	180,000	31
[153040] Dean Arts and Sciences	170,000	211,368	252,969	287,781	225,000	133
[153050] Dean Biological and Life Sci	*	227,250	*	*	217,125	12
[153060] Dean Business	191,904	262,016	335,866	404,396	293,096	182
[153070] Dean Computer and Info Sci	*	261,775	275,051	*	259,560	15
[153080] Dean Continuing Ed	131,815	159,559	167,074	214,189	167,074	52
[153090] Dean Coop Extension	*	*	183,267	*	192,800	11
[153100] Dean Dentistry	*	*	324,800	329,280	328,467	30
[153110] Dean Divinity/Religion	97,964	*	*	*	140,770	12
[153120] Dean Education	151,919	189,557	207,454	244,004	199,614	165
[153130] Dean Engineering	208,719	244,414	292,334	308,963	275,000	137
[153140] Dean External Degree Prgms	*	*	*	*	*	4
[153150] Dean Family and Cons Sci	*	*	208,300	*	200,000	15
[153160] Dean Fine Arts	126,900	191,954	200,484	237,104	192,175	46
[153170] Dean Forestry & Environ Studies	*	*	*	236,000	200,830	14
[153180] Dean Gov/Pub Affairs/Pub Pol	*	*	*	286,091	262,650	25
[153190] Dean Graduate School	150,005	176,313	186,688	230,000	187,250	113
[153200] Dean Hth-Related Professions	165,915	197,125	208,470	213,048	192,200	55
[153210] Dean Honors Program	117,830	140,000	155,530	156,108	145,707	74
[153220] Dean Humanities	165,127	*	214,422	225,676	197,176	22
[153230] Dean Instruction	*	*	*	*	*	2
[153240] Dean Journalism & Mass Comm	*	200,000	201,426	226,602	204,000	47
[153250] Dean Law	279,018	300,000	311,279	323,826	310,000	95
[153260] Dean Library Sciences	119,244	152,380	180,360	215,085	163,997	62
[153270] Dean Mathematics	*	*	*	*	*	2
[153280] Dean Medicine	*	420,000	442,981	565,305	501,350	46
[153290] Dean Music	*	191,783	198,015	195,531	197,515	24
[153300] Dean Nursing	161,000	198,647	225,000	274,058	213,840	89
[153310] Dean Occup Studies/Voc Ed/Tech	145,601	168,306	*	*	146,520	11
[153320] Dean Performing Arts	*	*	*	*	210,000	9
[153330] Dean Pharmacy	192,500	241,448	252,803	286,720	257,648	46
[153340] Dean Pub Admin	*	*	*	*	226,569	5
[153350] Dean Pub Health	*	*	243,326	319,816	285,000	35
[153360] Dean Sciences	175,450	208,265	261,548	246,900	220,000	53
[153370] Dean Social Sciences	*	175,027	219,998	249,682	227,480	23
[153380] Dean Social Work	*	194,037	201,984	236,042	206,431	40
[153390] Dean Special Programs	*	*	*	*	*	2
[153400] Dean Undergrad Programs	135,000	142,521	189,056	191,600	180,730	37
[153410] Dean Veterinary Medicine	*	*	263,500	239,413	257,720	23
[155010] Dean of Students	105,380	121,770	131,300	148,410	127,000	111

Table 13: Unweighted Median Salary By Total Expense Quartile - Master's Institutions

	* 4 cases or fewer	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Master's Institutions	
		< \$54.0M	\$54.0M-\$94.5M	\$94.5M-\$149.3M	> \$149.3M	Median	Number
Top Executive and Senior Institutional Officers							
[100000] Chief Exec Officer, System	*	*	*	*	311,217	5	
[101000] CEO, Single Inst/Campus in Syst	229,687	277,755	292,500	308,444	275,000	355	
[102000] Exec VP/Vice Chancellor	136,791	181,456	220,023	200,502	181,456	53	
[105000] Chief Acad Affairs Officer/Prov	146,161	180,000	199,900	228,091	185,000	361	
[107000] Chief Business Officer	145,265	172,512	184,583	202,777	175,393	277	
[109000] Chief Athletics Admr	81,800	100,000	118,971	154,280	108,441	335	
[111000] Chief Audit Officer	*	59,854	77,218	97,281	86,453	77	
[113000] Chief Dev/Advance Officer	126,018	147,276	165,000	177,703	154,000	321	
[115000] Chief Enrollment Mgt Officer	120,000	139,271	156,419	150,000	135,000	254	
[117000] Chief Exten/Engagement Officer	*	*	97,433	117,092	113,520	22	
[119000] Chief External Affairs Officer	130,000	135,000	167,362	143,237	143,237	59	
[121000] Chief Facilities Officer	80,930	98,729	111,755	124,269	106,899	289	
[123000] Chief Financial Officer	132,207	136,030	160,000	147,680	145,441	151	
[125000] Chief Health Affairs Officer	*	*	*	*	*	4	
[127000] Chief Human Resources Officer	81,032	99,001	114,180	127,215	102,180	342	
[129000] Chief Info/IT Officer	95,081	119,180	133,900	154,020	125,000	321	
[131000] Chief Instal Planning Officer	96,096	122,247	106,501	141,478	122,247	52	
[133000] Chief Instal Research Officer	68,876	79,975	94,490	101,274	84,431	270	
[135000] Chief Investment Officer	*	*	*	126,088	105,060	11	
[137000] Chief Legal Affairs Officer	126,307	144,496	148,219	174,700	153,000	115	
[139000] Chief Library Officer	69,073	90,918	104,690	120,843	92,210	289	
[141000] Chief Pub Relations Officer	76,500	90,561	100,275	122,216	100,161	186	
[143000] Chief Research Officer	*	*	*	138,678	125,013	29	
[145000] Chief Stu Affairs/Life Officer	110,300	124,718	146,000	167,996	137,007	295	
Academic Deans							
[153010] Dean Agriculture	*	*	*	*	142,000	7	
[153020] Dean Architecture/Design	*	*	*	*	160,710	6	
[153030] Dean Arts and Letters	80,000	112,411	125,425	144,059	129,300	51	
[153040] Dean Arts and Sciences	105,250	127,500	153,232	163,359	139,182	190	
[153050] Dean Biological and Life Sci	*	147,733	*	*	140,300	10	
[153060] Dean Business	105,557	144,372	170,000	192,964	159,014	257	
[153070] Dean Computer and Info Sci	*	*	*	*	154,896	11	
[153080] Dean Continuing Ed	95,148	107,880	120,699	134,700	115,000	66	
[153090] Dean Coop Extension	*	*	*	*	*	0	
[153100] Dean Dentistry	*	*	*	*	*	3	
[153110] Dean Divinity/Religion	88,966	93,107	*	*	93,636	25	
[153120] Dean Education	103,055	118,364	135,500	151,148	130,000	224	
[153130] Dean Engineering	*	144,937	175,426	207,557	189,750	55	
[153140] Dean External Degree Prgms	*	*	*	*	*	4	
[153150] Dean Family and Cons Sci	*	*	*	*	*	0	
[153160] Dean Fine Arts	97,679	116,915	130,965	153,000	132,774	50	
[153170] Dean Forestry & Environ Studies	*	*	*	*	*	4	
[153180] Dean Gov/Pub Affairs/Pub Pol	*	*	*	*	*	1	
[153190] Dean Graduate School	91,425	122,757	120,450	144,957	125,815	108	
[153200] Dean Hth-Related Professions	110,856	130,000	166,502	150,000	140,634	77	
[153210] Dean Honors Program	*	*	109,537	110,668	105,000	27	
[153220] Dean Humanities	88,779	125,894	137,700	156,073	133,392	48	
[153230] Dean Instruction	*	*	*	*	101,214	5	
[153240] Dean Journalism & Mass Comm	*	*	*	179,478	166,930	12	
[153250] Dean Law	*	249,900	271,247	299,394	269,180	27	
[153260] Dean Library Sciences	*	99,734	114,715	131,529	116,430	47	
[153270] Dean Mathematics	*	*	*	162,558	157,790	9	
[153280] Dean Medicine	*	*	*	*	388,125	5	
[153290] Dean Music	*	*	*	*	144,999	11	
[153300] Dean Nursing	109,430	127,866	137,249	139,000	127,264	85	
[153310] Dean Occup Studies/Voc Ed/Tech	*	*	*	139,224	136,178	12	
[153320] Dean Performing Arts	*	*	*	153,130	153,130	13	
[153330] Dean Pharmacy	*	185,000	216,187	254,100	210,000	23	
[153340] Dean Pub Admin	*	*	*	*	*	1	
[153350] Dean Pub Health	*	*	*	*	*	2	
[153360] Dean Sciences	93,516	113,458	137,957	156,709	138,849	75	
[153370] Dean Social Sciences	88,643	111,418	158,667	148,680	140,390	25	
[153380] Dean Social Work	*	*	*	*	120,000	7	
[153390] Dean Special Programs	*	*	*	*	135,800	7	
[153400] Dean Undergrad Programs	97,788	120,000	123,712	123,000	116,549	32	
[153410] Dean Veterinary Medicine	*	*	*	*	*	0	
[155010] Dean of Students	77,225	84,277	98,901	95,429	89,130	162	

COMPARATIVE DATA ON OFFICERS' SALARIES
USM INSTITUTIONS, FY2014

Institution	Classification used for this purpose	Classification as listed by CUPA
BSU	MA/L (2010 Carnegie)	Doctoral
CSU	MA/S & M (2010 Carnegie)	Did not respond to survey
FSU	MA/L (2010 Carnegie)	Master's
SU	MA/L (2010 Carnegie)	Master's
TU	MA/L (2010 Carnegie)	Master's
UB	MA/L (2010 Carnegie)	Master's
UMB	—	Special med
UMBC	Research/H (2010 Carnegie)	Doctoral
UMCP	Research/VH (2010 Carnegie)	Doctoral
UMES	MA/S & M (2010 Carnegie)	Master's
UMUC	MA/L (2010 Carnegie)	Master's
UMCES		Special other
USMO	System Office	System office

Institution	Total Revenue, FY2014 (Millions)	Table used to determine budget category, FY2014 (Salary data within this budget category was further limited to PUBLIC universities)	Table used to determine budget category, FY2013 (Salary data within this budget category was further limited to PUBLIC universities)
BSU	\$109.7	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	MA/L \$95.9 mil. - \$155.8 mil. (Master's Q3)
CSU	\$88.2	MA/S & M \$54.0 mil. - \$94.5 mil. (Master's Q2)	MA/S & M \$57.6 mil. - \$95.9 mil. (Master's Q2)
FSU	\$107.1	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	MA/L \$95.9 mil. - \$155.8 mil. (Master's Q3)
SU	\$174.0	MA/L > \$149.3 mil. (Master's Q4)	MA/L > \$155.8 mil. (Master's Q4)
TU	\$441.8	MA/L > \$149.3 mil. (Master's Q4)	MA/L > \$155.8 mil. (Master's Q4)
UB	\$135.3	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	MA/L \$95.9 mil. - \$155.8 mil. (Master's Q3)
UMB	\$1,078.6	Created: Med. Univ. & Ctrs, \$200 mil. - \$99 bil. (no comparable CUPA table)	
UMBC	\$391.0	Res/H \$287.3 mil. - \$525.0 mil. (Doctoral Q2)	Res/H \$307.1 mil. - \$572.8 mil. (Doctoral Q2)
UMCP	\$1,814.9	Res/VH > \$1,026.8 mil. (Doctoral Q4)	Res/VH > \$1,147.7 mil. (Doctoral Q4)
UMES	\$136.1	MA/S & M \$94.5 - \$149.3 mil. (Master's Q3)	MA/S & M \$95.9 mil. - \$155.8 mil. (Master's Q3)
UMUC	\$438.0	MA/L > \$149.3 mil. (Master's Q4)	MA/L > \$155.8 mil. (Master's Q4)
UMCES	\$45.8		
USMO**	\$4,991.7	System offices > \$1 bil.	System offices > \$1 bil.

** USMO revenue reflects total USM revenue.

Source: CUPA, Administrative Salary Survey, 2013-14, Tables 12 & 13, and Data on Demand (by subscription); USM Budget Office.
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COMPARATIVE DATA ON OFFICERS' SALARIES: **PRESIDENT**

USM INSTITUTIONS & UNITS, FY2014

Includes January and April, 2014 salary increases.

Note: Comparison group is Carnegie group & total operating budget, **PUBLIC ONLY**

Note: CUPA data for many USM institutions reflected salaries before the mid-year increases. Salaries as of April 1 were used for this analysis. To avoid counting USM salaries twice, the April 1 salaries were substituted for the reported salaries on the sorted lists.

Institution	Table	USM Title	CUPA Title compared with	N of cases	PUBLIC univ. ONLY, FY 2014	
					Salary at ...	70th %ile
BSU	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	President	101000 CEO Single Instit in Syst	35	\$292,500	\$285,899
CSU	MA/S & M \$54.0 mil. - \$94.5 mil. (Master's Q2)	President	101000 CEO Single Instit in Syst	16	\$225,740	\$222,500
FSU	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	President	101000 CEO Single Instit in Syst	35	\$292,500	\$285,899
SU	MA/L >\$149.3 mil.. (Master's Q4)	President	101000 CEO Single Instit in Syst	57	\$324,992	\$315,666
TU	MA/L >\$149.3 mil.. (Master's Q4)	President	101000 CEO Single Instit in Syst	57	\$324,992	\$315,666
UB	MA/L \$94.5 mil. - \$149.3 mil. (Master's Q3)	President	101000 CEO Single Instit in Syst	35	\$292,500	\$285,899
UMB	Med univ & etrs. between \$200 mil & \$99 bil. (Created)	President	101000 CEO Single Instit in Syst	11 **	\$816,156	\$783,223
UMBC	Res/H \$287.3 mil. - \$525.0 mil. (Doctoral Q2)	President	101000 CEO Single Instit in Syst	29	\$414,408	\$405,529
UMCP	Res/VH >\$1,026.8 mil. (Doctoral Q4)	President	101000 CEO Single Instit in Syst	24	\$514,752	\$501,300
UMES	MA/S & M \$94.5 mil. - \$149.3 mil. (Master's Q3)	President	101000 CEO Single Instit in Syst	18	\$299,344	\$269,742
UMUC	MA/L >\$149.3 mil.. (Master's Q4)	President	101000 CEO Single Instit in Syst	57	\$324,992	\$315,666
UMCES (See note)	System offices >\$1 bil.	Chancellor	100000 CEO System	15	\$552,873	\$548,107
USMO						
** Includes dollars from Physicians' Practice plan.						

Source: CUPA, Administrative Salary Survey, 2013-14, Tables 12 & 13, and Data on Demand (by subscription); USM Budget Office.

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