



2019 College & University Executive Compensation Report

TCS Total Compensation Solutions
www.total-comp.com

2019 COLLEGE & UNIVERSITY EXECUTIVE COMPENSATION REPORT

**Data Effective: January 1, 2019
Data Published: May 2019**

**Number of Colleges/Universities: 847
Number of Job Titles: 25
Number of Employees Reported: 3,279**

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Introduction

Welcome to the first edition of Total Compensation Solutions' (TCS) *College & University Executive Compensation Report*. TCS has been publishing a not-for-profit compensation survey for the last 15 years and during that time we observed that higher education executive compensation was not typical of we saw in the general not-for-profit sector. Therefore, we decided to create a college and university executive compensation report using the format that we have developed for our not-for-profit survey. The *2019 College & University Executive Compensation Report* gathers and reports compensation data on 25 executive and director-level positions found in not-for-profit colleges and universities.

In this report, we looked at the various compensation elements reported in IRS Form 990: base salary, bonus, other income, retirement, non-taxable benefits and from those elements looked at total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits and other income) for each job title. We collect this data to capture a total rewards picture for higher education executives in the not-for-profit sector. We are confident that you will find this report to be a valuable resource for evaluating compensation in the competitive market for Colleges and Universities.

At the end of 2017 the Republicans and President Trump passed a large tax cut bill. The biggest item in the tax bill that effects the not-for-profit sector is a 21% excise tax on compensation over one million dollars to top executives. This element of the tax bill could directly affect top college and university executives given the level of compensation paid in larger institutions.

At this moment, the unemployment rate is 3.7% which, in theory, indicates a tight job market which should put pressure on wages to rise. Therefore, it is vital that organizations have an awareness of the competitive external market to help retain high performing employees and attract qualified job candidates.

Introduction - continued

TCS looks at the compensation elements which are relevant to successful management of executive pay programs at Colleges and Universities. They are the following:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Total Remuneration (TCC plus Retirement, Benefits & Other Income).

There are also significant differences in pay practices dependent upon three factors:

- Geographic location,
- Revenue Size, and
- Asset Size

This report is designed to address the primary topics listed above as well as the differentiating factors. All of these topics and factors have an impact on compensation plans among not-for-profit colleges and universities. By completing this research and a study of the factors impacting compensation, TCS can help not-for-profit college and universities explain and justify their compensation policies and practices.

This survey is conducted using rigid standards and methods developed by TCS. We gathered data using publicly filed documents and incorporated that information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all of our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports that allow survey analysts to review single organization data, for match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

2019 College & University Executive Compensation Report

Introduction - continued

This report is divided into four sections as described below:

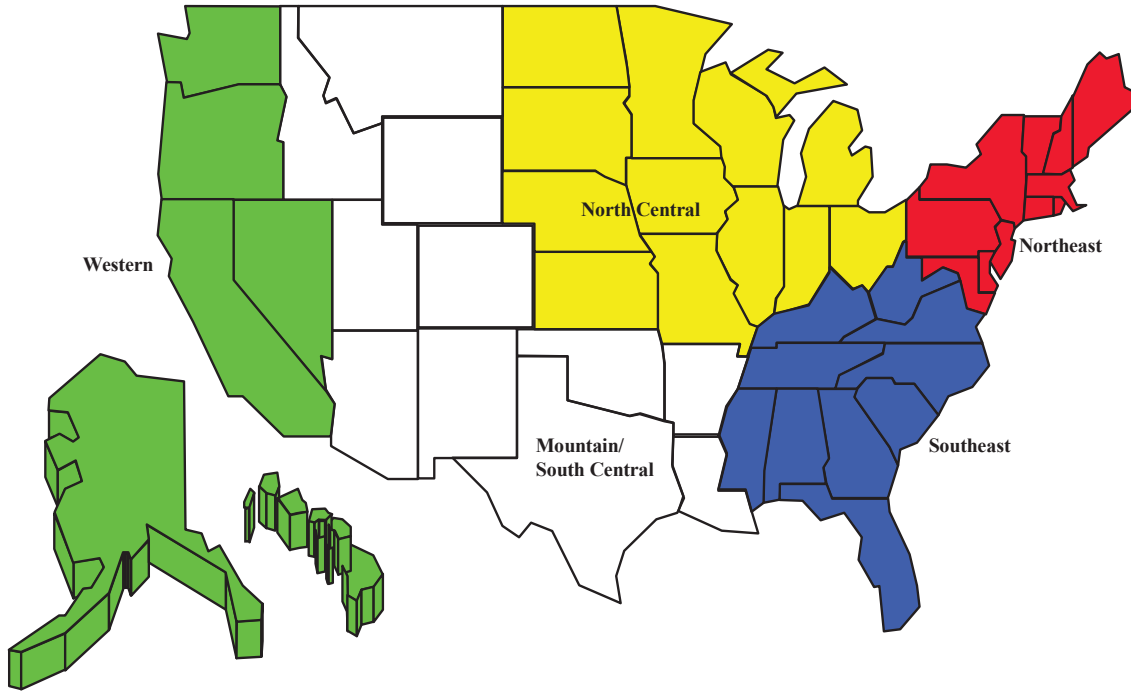
Section I	Executive Summary	Provides an introduction of the report and its overall objective to present an alternative source of data for not-for-profit colleges and universities, our methodology, college and universities demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2019</u> for 25 survey positions based on national, geographic location revenue and asset size groupings.
Section III	Geographic Data	Defines the various geographic cuts used in this report: Regional and Cost of Labor Areas
Section IV	Reference	Defines and explains terms used in this report and provides technical notes on report use.

TCS is pleased to present this report on compensation and practices for not-for-profit college and universities. We believe that this report provides an accurate assessment of pay practices among not-for-profit college and universities.

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Tom Bailey tbailey@total-comp.com.

Demographics of College & Universities in the Report

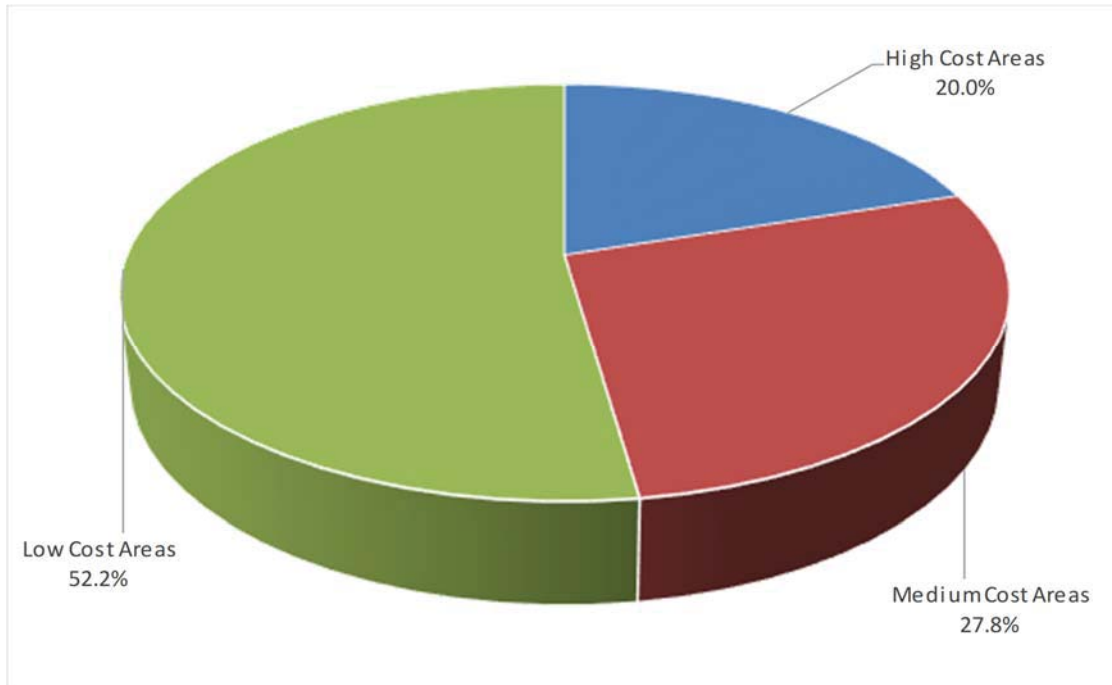
Geographic Breakdown of Colleges & Universities in the Report



Region	Number	Percentage
Northeast	285	33.6%
Southeast	166	19.6%
North Central	243	28.8%
Mountain/South Central	65	7.6%
Western	88	10.4%
Total	847	100.0%

Demographics of College & Universities - continued

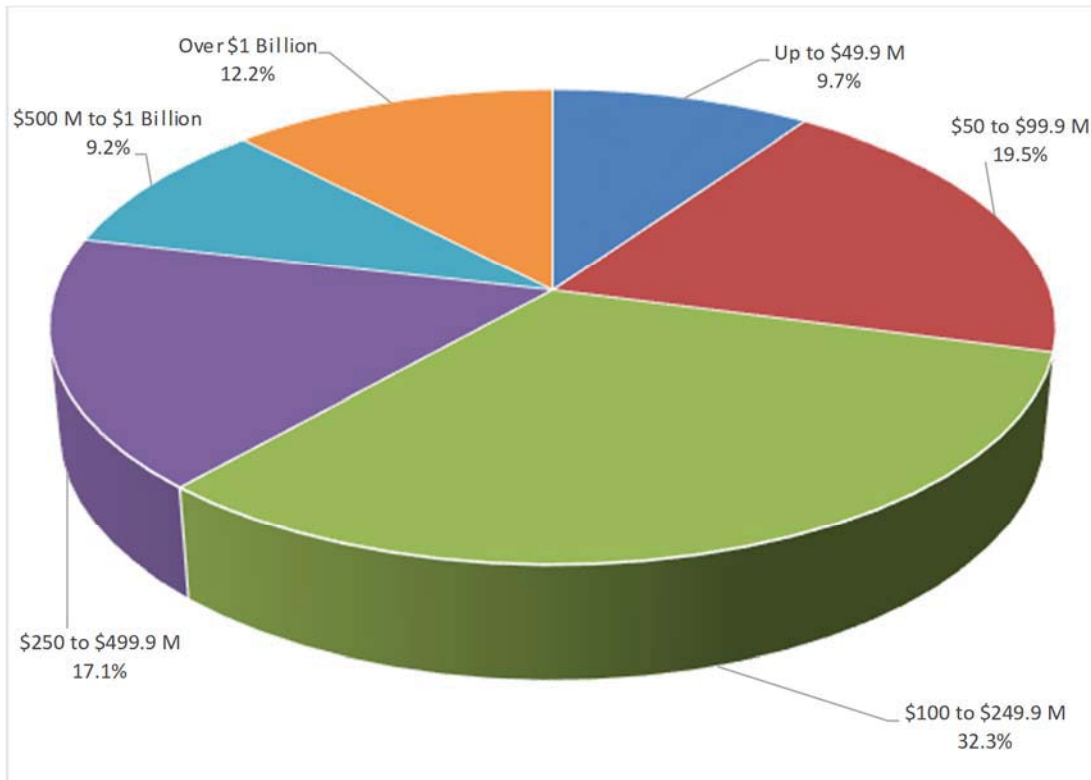
Cost of Labor Areas Breakdown of College & Universities in Report



Description	Number	Percent
High Cost of Labor Areas	170	20.1%
Medium Cost of Labor Areas	235	27.7%
Low Cost of Labor Areas	442	52.2%
Total	847	100.0%

Demographics of Colleges & Universities – continued

Asset Size Breakdown of Colleges & Universities in Report



Assets	Number of Cos.	Percent
Up to \$49.9 Million	82	9.7%
\$50 Million to \$99.9 Million	165	19.5%
\$100 Million to \$249.9 Million	274	32.3%
\$250 Million to \$499.9 Million	145	17.1%
\$500 Million to \$1 Billion	78	9.2%
Over \$1 Billion	103	12.2%
Total	847	100.0%

COMPENSATION ANALYSIS

TCS uses a four-page display for each of the job titles that includes summary statistics for the national report sample, high/medium/low cost of labor areas, revenue size, asset size and a regional breakdown of the Colleges/Universities in the report. When there was a sufficient amount of data, we also report the compensation data for seven major metropolitan areas. The *2019 College & University Executive Compensation Report* includes compensation data on 847 Colleges/Universities, 25 executive level positions and 3,279 employees.

The first page of the compensation data format reports the position code, job title, financial statistics, national data and cost of labor cuts. The compensation data is shown in a display of statistics including: annual base salary, annual bonus paid, total cash compensation, other income, retirement, non-taxable benefits and total remuneration as well as the number of organizations, the number of employees, the weighted average, the average, and the 25th, 50th, and 75th percentiles of the data.

The second and third pages of the display or *peer group pages* provides the same statistical array based upon six revenue and six asset cuts. This analysis is used to show if there is a difference in pay practices among different revenue and asset groups. The six revenue and asset groups are:

- Up to \$49.9 Million
- \$50.0 Million to \$99.9 Million
- \$100.0 Million to \$249.9 Million
- \$250.0 Million to \$499.9 Million
- \$500.0 Million to \$1 Billion
- Over \$1 Billion

The fourth page of the display or *peer group pages* provides the same statistical array based upon five regional cuts. This analysis shows there are differences in pay practices among different regional areas across the United States. The five regional groups are:

- Northeast
- Southeast
- North Central
- South Central/Mountain
- Western

When we had sufficient data we included a fifth page in the compensation data displaying seven major metro areas cuts. This analysis is used to show the difference in pay practices in these metro areas in the United States. The seven major metro areas are:

COMPENSATION ANALYSIS (cont.)

- Atlanta, Marietta & Decatur Ga.
- Chicago, IL.
- Dallas / Fort Worth, TX
- Los Angeles, Long Beach & Anaheim, Ca.
- New York City (All Five Boroughs)
- San Francisco, Oakland & Palo Alto, Ca.
- Washington DC, Arlington Va. & Baltimore, Md.

TCS publishes data based on minimum job match criteria to ensure meaningful statistical analysis. Our data suppression procedure requires:

- A minimum of three companies must report data to display any single data element. If three organizations provide data, then the weighted average, average, and 50th percentile statistics are displayed
- At least four organizations must provide data to display all percentiles (25th, 50th, and 75th) as well as the weighted average and average statistics

004 Chief Financial Officer

Finance Data:	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	216	216	341.6	341.6	56.2	107.4	200.8
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	216	216	241.1	241.1	164.1	205.6	267.9
Actual Bonus %	50	50	13.0	13.0	5.1	7.8	15.2
Actual Bonus Paid (\$000s)	50	50	45.1	45.1	10.0	20.3	48.2
Total Cash Compensation (TCC) (\$000s)	216	216	251.5	251.5	167.1	208.7	273.9
Other Income (\$000s)	125	125	20.3	20.3	0.7	2.4	12.9
Retirement (\$000s)	189	189	21.6	21.6	10.0	15.1	23.9
Non-taxable Benefits (\$000s)	210	210	19.3	19.3	9.7	16.8	23.4
Total Remuneration (\$000s)	216	216	301.0	301.0	192.8	244.8	323.5
High Cost Areas (110% and Above of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	52	52	497.5	497.5	66.2	172.5	357.4
Annual Base Salary (\$000s)	52	52	291.9	291.9	210.6	252.8	300.5
Actual Bonus %	10	10	6.4	6.4	2.5	5.9	7.6
Actual Bonus Paid (\$000s)	10	10	28.1	28.1	7.8	13.8	25.4
Total Cash Compensation (TCC) (\$000s)	52	52	297.3	297.3	210.6	257.8	304.4
Other Income (\$000s)	33	33	12.9	12.9	1.4	3.2	15.6
Retirement (\$000s)	50	50	28.8	28.8	15.1	21.0	27.8
Non-taxable Benefits (\$000s)	52	52	22.1	22.1	11.1	18.9	25.1
Total Remuneration (\$000s)	52	52	355.2	355.2	248.0	304.0	400.9
Medium Cost Areas (100% to 109.9% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	72	72	437.9	437.9	53.5	109.4	177.0
Annual Base Salary (\$000s)	72	72	256.9	256.9	170.8	219.6	268.6
Actual Bonus %	19	19	17.5	17.5	7.2	13.1	17.2
Actual Bonus Paid (\$000s)	19	19	76.7	76.7	19.5	35.0	77.9
Total Cash Compensation (TCC) (\$000s)	72	72	277.2	277.2	171.3	222.3	287.8
Other Income (\$000s)	43	43	39.8	39.8	0.5	1.5	18.4
Retirement (\$000s)	62	62	21.8	21.8	8.8	15.6	24.9
Non-taxable Benefits (\$000s)	69	69	19.0	19.0	9.3	16.2	23.0
Total Remuneration (\$000s)	72	72	338.0	338.0	192.0	252.3	334.3
Low Cost Areas (Below 100% of National Avg.)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	92	92	178.1	178.1	56.2	86.8	150.3
Annual Base Salary (\$000s)	92	92	200.0	200.0	154.6	173.4	214.1
Actual Bonus %	21	21	12.1	12.1	4.9	6.0	11.4
Actual Bonus Paid (\$000s)	21	21	24.6	24.6	7.5	15.0	30.0
Total Cash Compensation (TCC) (\$000s)	92	92	205.6	205.6	159.0	179.3	222.0
Other Income (\$000s)	49	49	8.2	8.2	0.8	3.3	10.1
Retirement (\$000s)	77	77	16.8	16.8	9.5	12.9	16.5
Non-taxable Benefits (\$000s)	89	89	17.9	17.9	9.7	16.5	22.2
Total Remuneration (\$000s)	92	92	241.3	241.3	186.8	209.7	265.0

004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue: Over \$1 Billion							
Revenue (\$000,000s)	15	15	2,945.5	2,945.5	1,424.1	2,489.3	4,148.6
Annual Base Salary (\$000s)	15	15	566.9	566.9	399.5	439.6	653.3
Total Cash Compensation (TCC) (\$000s)	15	15	625.4	625.4	411.2	482.9	700.5
Retirement (\$000s)	14	14	53.8	53.8	24.6	34.2	55.9
Non-taxable Benefits (\$000s)	15	15	29.1	29.1	16.3	21.4	29.3
Total Remuneration (\$000s)	15	15	805.6	805.6	458.6	561.6	844.5
Revenue: \$500M to \$1 Billion							
Revenue (\$000,000s)	6	6	747.4	747.4	619.9	753.7	868.9
Annual Base Salary (\$000s)	6	6	324.9	324.9	285.6	332.8	375.7
Total Cash Compensation (TCC) (\$000s)	6	6	347.5	347.5	290.6	357.8	383.2
Retirement (\$000s)	6	6	21.4	21.4	18.7	22.5	25.9
Non-taxable Benefits (\$000s)	6	6	15.3	15.3	12.7	16.0	21.2
Total Remuneration (\$000s)	6	6	396.8	396.8	318.1	405.8	422.9
Revenue: \$250M to \$499.9M							
Revenue (\$000,000s)	24	24	375.7	375.7	316.5	361.6	448.1
Annual Base Salary (\$000s)	24	24	331.3	331.3	266.7	302.1	376.4
Total Cash Compensation (TCC) (\$000s)	24	24	352.1	352.1	271.0	316.0	381.4
Retirement (\$000s)	24	24	36.3	36.3	22.8	24.1	29.7
Non-taxable Benefits (\$000s)	24	24	24.9	24.9	15.1	19.9	24.0
Total Remuneration (\$000s)	24	24	429.5	429.5	335.8	368.0	444.7
Revenue: \$100M to \$249.9M							
Revenue (\$000,000s)	69	69	148.1	148.1	116.2	133.1	174.5
Annual Base Salary (\$000s)	69	69	212.2	212.2	167.6	209.3	241.0
Total Cash Compensation (TCC) (\$000s)	69	69	216.0	216.0	171.5	209.3	245.9
Retirement (\$000s)	62	62	21.1	21.1	12.2	15.7	21.7
Non-taxable Benefits (\$000s)	68	68	18.5	18.5	9.5	16.5	22.8
Total Remuneration (\$000s)	69	69	258.3	258.3	214.3	245.0	297.1
Revenue: \$50M to \$99.9M							
Revenue (\$000,000s)	56	56	74.7	74.7	63.4	75.6	86.7
Annual Base Salary (\$000s)	56	56	188.1	188.1	156.9	171.8	202.9
Total Cash Compensation (TCC) (\$000s)	56	56	194.5	194.5	160.8	179.3	212.0
Retirement (\$000s)	48	48	13.1	13.1	8.8	10.6	15.7
Non-taxable Benefits (\$000s)	55	55	17.6	17.6	9.4	15.3	22.6
Total Remuneration (\$000s)	56	56	225.7	225.7	186.2	206.1	255.2
Revenue: Up to \$49.9 M							
Revenue (\$000,000s)	46	46	36.9	36.9	29.4	36.0	44.2
Annual Base Salary (\$000s)	46	46	184.8	184.8	158.4	176.0	215.2
Total Cash Compensation (TCC) (\$000s)	46	46	187.4	187.4	158.7	180.4	215.2
Retirement (\$000s)	35	35	11.2	11.2	7.7	10.4	13.5
Non-taxable Benefits (\$000s)	42	42	16.7	16.7	7.9	15.7	22.1
Total Remuneration (\$000s)	46	46	212.6	212.6	177.6	202.2	248.6

004 Chief Financial Officer

Assets: Over \$1 Billion	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	34	34	5,295.5	5,295.5	1,481.5	1,966.9	4,724.5
Annual Base Salary (\$000s)	34	34	428.6	428.6	273.3	380.1	484.7
Total Cash Compensation (TCC) (\$000s)	34	34	464.9	464.9	273.3	390.9	505.7
Retirement (\$000s)	33	33	43.3	43.3	23.4	26.5	35.3
Non-taxable Benefits (\$000s)	34	34	23.9	23.9	12.7	17.7	23.4
Total Remuneration (\$000s)	34	34	586.0	586.0	334.1	446.3	645.4
Assets: \$500M to \$1 Billion	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	16	16	733.5	733.5	661.4	690.0	746.4
Annual Base Salary (\$000s)	16	16	290.3	290.3	241.4	278.2	335.9
Total Cash Compensation (TCC) (\$000s)	16	16	303.5	303.5	241.4	286.9	370.0
Retirement (\$000s)	16	16	34.5	34.5	21.1	24.0	29.1
Non-taxable Benefits (\$000s)	16	16	24.3	24.3	12.4	21.3	24.8
Total Remuneration (\$000s)	16	16	368.4	368.4	297.0	362.4	425.1
Assets: \$250M to \$499.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	45	45	350.7	350.7	301.4	340.0	395.3
Annual Base Salary (\$000s)	45	45	213.3	213.3	167.3	209.3	239.8
Total Cash Compensation (TCC) (\$000s)	45	45	216.6	216.6	171.5	209.3	239.8
Retirement (\$000s)	39	39	18.1	18.1	13.1	15.1	21.2
Non-taxable Benefits (\$000s)	44	44	19.0	19.0	11.0	19.1	22.3
Total Remuneration (\$000s)	45	45	257.6	257.6	215.9	253.4	277.2
Assets: \$100M to \$249.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	67	67	170.2	170.2	137.3	169.1	204.6
Annual Base Salary (\$000s)	67	67	202.2	202.2	163.4	188.3	225.4
Total Cash Compensation (TCC) (\$000s)	67	67	208.7	208.7	166.6	195.5	236.3
Retirement (\$000s)	58	58	16.2	16.2	8.9	12.9	16.7
Non-taxable Benefits (\$000s)	65	65	17.3	17.3	8.9	15.9	22.9
Total Remuneration (\$000s)	67	67	242.2	242.2	193.2	222.6	273.9
Assets: \$50M to \$99.9M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	35	35	73.3	73.3	63.8	71.6	84.2
Annual Base Salary (\$000s)	35	35	179.1	179.1	152.9	166.2	204.8
Total Cash Compensation (TCC) (\$000s)	35	35	183.8	183.8	152.9	173.8	205.1
Retirement (\$000s)	31	31	10.3	10.3	5.7	9.9	13.4
Non-taxable Benefits (\$000s)	34	34	18.2	18.2	8.7	15.7	22.8
Total Remuneration (\$000s)	35	35	212.4	212.4	171.8	190.5	236.5
Assets: Up to \$49.9 M	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets (\$000,000s)	19	19	37.5	37.5	30.4	39.3	47.8
Annual Base Salary (\$000s)	19	19	181.5	181.5	137.8	173.8	217.1
Total Cash Compensation (TCC) (\$000s)	19	19	184.8	184.8	146.9	176.1	219.9
Retirement (\$000s)	12	12	11.5	11.5	8.4	10.3	12.4
Non-taxable Benefits (\$000s)	17	17	15.8	15.8	6.4	14.6	21.7
Total Remuneration (\$000s)	19	19	207.1	207.1	176.4	190.6	250.1

004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Northeast Region							
Revenue (\$000,000s)	75	75	456.5	456.5	68.9	133.1	327.7
Annual Base Salary (\$000s)	75	75	265.0	265.0	185.8	239.8	302.1
Total Cash Compensation (TCC) (\$000s)	75	75	273.7	273.7	185.9	239.8	317.9
Retirement (\$000s)	68	68	26.8	26.8	12.9	20.7	27.4
Non-taxable Benefits (\$000s)	73	73	20.6	20.6	11.6	19.2	24.6
Total Remuneration (\$000s)	75	75	325.6	325.6	214.8	297.1	401.4
Southeast Region							
Revenue (\$000,000s)	40	40	218.3	218.3	48.7	86.4	125.5
Annual Base Salary (\$000s)	40	40	232.4	232.4	166.6	187.0	238.3
Total Cash Compensation (TCC) (\$000s)	40	40	247.6	247.6	166.6	190.6	238.5
Retirement (\$000s)	32	32	18.5	18.5	8.5	11.7	15.8
Non-taxable Benefits (\$000s)	39	39	14.9	14.9	8.5	14.2	20.9
Total Remuneration (\$000s)	40	40	308.8	308.8	191.3	208.0	275.7
North Central Region							
Revenue (\$000,000s)	63	63	190.2	190.2	54.8	105.4	150.6
Annual Base Salary (\$000s)	63	63	205.2	205.2	152.7	181.4	220.2
Total Cash Compensation (TCC) (\$000s)	63	63	215.0	215.0	158.9	185.7	222.3
Retirement (\$000s)	54	54	14.6	14.6	9.5	13.0	19.1
Non-taxable Benefits (\$000s)	60	60	19.1	19.1	10.5	16.8	22.1
Total Remuneration (\$000s)	63	63	252.8	252.8	187.3	218.7	252.4
South Central /Mountain Region							
Revenue (\$000,000s)	13	13	246.2	246.2	75.7	97.0	125.3
Annual Base Salary (\$000s)	13	13	206.0	206.0	156.7	196.2	229.6
Total Cash Compensation (TCC) (\$000s)	13	13	223.2	223.2	167.3	209.6	253.8
Retirement (\$000s)	11	11	12.9	12.9	7.6	15.1	16.4
Non-taxable Benefits (\$000s)	13	13	19.5	19.5	8.9	15.9	25.2
Total Remuneration (\$000s)	13	13	255.0	255.0	192.8	253.1	272.1
Western							
Revenue (\$000,000s)	25	25	625.3	625.3	49.2	106.0	316.3
Annual Base Salary (\$000s)	25	25	292.0	292.0	190.8	226.8	280.0
Total Cash Compensation (TCC) (\$000s)	25	25	298.0	298.0	190.8	226.8	292.6
Retirement (\$000s)	24	24	30.8	30.8	13.5	19.0	29.0
Non-taxable Benefits (\$000s)	25	25	22.3	22.3	9.2	16.7	25.5
Total Remuneration (\$000s)	25	25	359.9	359.9	241.1	269.9	349.7

004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Atlanta Ga, Marietta Ga, & Decatur, Ga							
Revenue (\$000,000s)	3	3	92.1	92.1	--	106.4	--
Annual Base Salary (\$000s)	3	3	211.7	211.7	--	224.8	--
Total Cash Compensation (TCC) (\$000s)	3	3	211.7	211.7	--	224.8	--
Total Remuneration (\$000s)	3	3	235.4	235.4	--	265.8	--
Chicago, IL							
Revenue (\$000,000s)	9	9	456.6	456.6	41.7	91.4	111.3
Annual Base Salary (\$000s)	9	9	280.6	280.6	202.0	226.0	256.2
Total Cash Compensation (TCC) (\$000s)	9	9	301.5	301.5	208.2	239.0	286.2
Total Remuneration (\$000s)	9	9	345.2	345.2	251.4	267.6	324.4
Dallas Fort Worth TX							
Revenue (\$000,000s)	--	--	--	--	--	--	--
Annual Base Salary (\$000s)	--	--	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	--	--	--	--	--	--	--
Total Remuneration (\$000s)	--	--	--	--	--	--	--
Los Angeles, Long Beach & Anaheim							
Revenue (\$000,000s)	3	3	1,880.8	1,880.8	--	464.8	--
Annual Base Salary (\$000s)	3	3	595.2	595.2	--	273.7	--
Total Cash Compensation (TCC) (\$000s)	3	3	628.5	628.5	--	273.7	--
Total Remuneration (\$000s)	3	3	747.5	747.5	--	349.7	--
New York City (All Five Boroughs)							
Revenue (\$000,000s)	12	12	253.1	253.1	84.0	197.9	322.0
Annual Base Salary (\$000s)	12	12	288.3	288.3	220.0	273.2	309.8
Total Cash Compensation (TCC) (\$000s)	12	12	288.4	288.4	220.0	273.2	309.8
Total Remuneration (\$000s)	12	12	337.9	337.9	278.7	315.5	402.5
San Francisco, Oakland, & Palo Alto Ca.							
Revenue (\$000,000s)	1	1	--	--	--	--	--
Annual Base Salary (\$000s)	1	1	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	1	1	--	--	--	--	--
Total Remuneration (\$000s)	1	1	--	--	--	--	--
Washington DC, Arlington Va. & Baltimore Md.							
Revenue (\$000,000s)	2	2	--	--	--	--	--
Annual Base Salary (\$000s)	2	2	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	2	2	--	--	--	--	--
Total Remuneration (\$000s)	2	2	--	--	--	--	--

III. GEOGRAPHIC DATA

Geographic Data

In this report, we show two geographic breakouts of the compensation data: by five regional cuts and by three cost of labor designations.

States Included in the Five Regional Cuts

Northeast	Southeast	North Central	S. Central/Mountain	Western
Connecticut	Alabama	Illinois	Arizona	Alaska
Delaware	Florida	Indiana	Arkansas	California
Maine	Georgia	Iowa	Colorado	Hawaii
Maryland	Kentucky	Kansas	Idaho	Nevada
Massachusetts	Mississippi	Michigan	Louisiana	Oregon
New Hampshire	North Carolina	Minnesota	Montana	Washington
New Jersey	South Carolina	Missouri	New Mexico	
New York	Tennessee	Nebraska	Oklahoma	
Pennsylvania	Virginia	North Dakota	Texas	
Rhode Island	West Virginia	Ohio	Utah	
Vermont		South Dakota	Wyoming	
Washington DC		Wisconsin		

Cost of Labor Cities

We report the compensation data by three costs of labor cuts:

1. High cost of labor cities are 110% and above of the national average.
2. Medium cost of labor cities are between 100% and 109.9% of the national average
3. Low cost of labor cities are below 100% of the national average.

The tables on the following pages list every city included in this report and where they fall within the cost of labor designations.

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Geographic Data (cont.)

High Cost of Labor Cities (110% and above of national average)

Aliso Viejo, CA	Hempstead, NY	Pasadena, CA	West Long Branch, NJ
Arlington, VA	Hoboken, NJ	Pomona, CA	Weston, MA
Atherton, CA	Irvine, CA	Poughkeepsie, NY	Whittier, CA
Azusa, CA	Jersey City, NJ	Princeton, NJ	
Babson Park, MA	Kenmore, WA	Purchase, NY	
Belmont, CA	Kirkland, WA	Quincy, MA	
Bloomfield, NJ	La Jolla, CA	Rancho Palos Verdes, CA	
Boston, MA	La Mirada, CA	Riverdale, NY	
Bronx, NY	Lakewood, NJ	Rockville Center, NY	
Bronxville, NY	Laverne, CA	San Diego, CA	
Brookline, MA	Lawrenceville, NJ	San Francisco, CA	
Brooklyn, NY	Lodi, NJ	San Rafael, CA	
Brookville, NY	Los Angeles, CA	Santa Barbara, CA	
Burbank, CA	Madison, NJ	Santa Clara, CA	
Caldwell, NJ	Malibu, CA	Santa Clarita, CA	
Cambridge, MA	Milton, MA	Santee, CA	
Chestnut Hill, MA	Moraga, CA	Seattle, WA	
Claremont, CA	Morristown, NJ	Somerville, MA	
Costa Mesa, CA	Nashua, NH	South Orange, NJ	
Dobbs Ferry, NY	Needham, MA	Sparkill, NY	
East Elmhurst, NY	New Rochelle, NY	Stanford, CA	
Easton, MA	New York, NY	Staten Island, NY	
Elkins Park, PA	Newton Centre, MA	Takoma Park, MD	
Fairfield, CT	Newton, MA	Teaneck, NJ	
Franklin, MA	Nyack, NY	Thousand Oaks, CA	
Frederick, MD	Oakland, CA	Valhalla, NY	
Fremont, CA	Old Westbury, NY	Waltham, MA	
Front Royal, VA	Orange, CA	Washington, DC	
Fullerton, CA	Orangeburg, NY	Washington, DC	
Garden City, NY	Palo Alto, CA	Wellesley, MA	

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Geographic Data (cont.)

Medium Cost of Labor Cities (100% to 109.9% of national average)

Albany, NY	Davidson, NC	Houston, TX	Newberg, OR	St Paul, MN
Allen Park, MI	Decatur, GA	Immaculata, PA	Newburgh, NY	Stevenson, MD
Allentown, PA	Deerfield, IL	Incline Village, NV	Newport, RI	Stockton, CA
Amherst, MA	Denver, CO	Irving, TX	North Andover, MA	Swarthmore, PA
Annandale-On-Hudson, NY	Detroit, MI	Ithaca, NY	North Chicago, IL	Syracuse, NY
Annapolis, MD	Downers Grove, IL	Ithaca, NY	Palos Heights, IL	Tacoma, WA
Ashland, VA	Doylestown, PA	Joliet, IL	Paxton, MA	Troy, NY
Aston, PA	Dudley, MA	Kenosha, WI	Philadelphia, PA	Valparaiso, IN
Atlanta, GA	Durham, NC	Keuka Park, NY	Portland, OR	Villanova, PA
Aurora, IL	E Greenwich, RI	Lake Forest, IL	Providence, RI	Waleska, GA
Austin, TX	East Hartford, CT	Lakewood, CO	Radnor, PA	Waukesha, WI
Baltimore, MD	Elgin, IL	Langhorne, PA	Raleigh, NC	Wenham, MA
Belmont, NC	Elmhurst, IL	Lisle, IL	Redlands, CA	West Hartford, CT
Bethlehem, PA	Evanston, IL	Livonia, MO	Rensselaer, IN	West Haven, CT
Beverly, MA	Flint, MI	Lombard, IL	Richmond, VA	West Palm Beach, FL
Biddeford, ME	Forest Grove, OR	Longmeadow, MA	River Forest, IL	Westminster, MD
Bloomington, IL	Fort Collins, CO	Loudonville, NY	Riverside, CA	Williamstown, MA
Boca Raton, FL	Fort Lauderdale, FL	Louisburg, NC	Rochester, NY	Wilmington, DE
Boulder, CO	Fort Worth, TX	Manchester, NH	Rocklin, CA	Wingate, NC
Bristol, RI	Fresno, CA	Marietta, GA	Romeoville, IL	Worcester, MA
Bryn Mawr, PA	Geneva, NY	Menomonee, WI	Rosemont, PA	
Cazenovia, NY	Georgetown, TX	Miami Gardens, FL	Saint Paul, MN	
Charlotte, NC	Glenside, PA	Miami Shores, FL	Saratoga Springs, NY	
Chester, PA	Gwynedd Valley, PA	Middletown, CT	Schenechtedy, NY	
Chicago, IL	Hamden, CT	Milwaukee, WI	Smithfield, RI	
Chicopee, MA	Hartford, CT	Minneapolis, MN	South Hadley, MA	
Clinton Twp, MI	Haverford, PA	Naperville, IL	Southfield, MI	
Collegeville, PA	Henderson, NV	New Castle, DE	Springfield, MA	
Coral Gables, FL	Hillsdale, MI	New Haven, CT	St Bonifacius, MN	
Dallas, TX	Honolulu, HI	New London, CT	St Davids, PA	

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Geographic Data (cont.)

Low Cost of Labor Cities (below 100% of national average)

Abilene, TX	Berea, OH	Chesterfield, MO	Delaware, OH	Gettysburg, PA
Ada, OH	Bethany, OK	Chestertown, MD	Demorest, GA	Grand Rapids, MI
Adrian, MI	Bethany, WV	Cincinnati, OH	Des Moines, IA	Granville, OH
Albirene, TX	Birmingham, AL	Clarksville, AR	Dover, DE	Greencastle, IN
Albion, MI	Bismark, ND	Cleveland, GA	Dubuque, IA	Greensboro, NC
Alfred, NY	Bluefield, VA	Cleveland, OH	Due West, SC	Greensburg, PA
Alliance, OH	Bluffton, OH	Clinton, MS	Duluth, MN	Greenville, IL
Alma, MI	Boiling Springs, NC	Clinton, SC	East Lansing, MI	Greenville, PA
Amherst, NY	Bolivar, MO	Colchester, VT	Elizabethtown, PA	Greenville, SC
Anderson, IN	Bourbonnais, IL	Collegeville, MN	Elmira, NY	Grinnell, IA
Anderson, SC	Brevard, NC	Colorado Springs, CO	Elon, NC	Grove City, PA
Angola, IN	Bridgewater, VA	Columbia, MO	Emory, VA	Hampden-Sydney, VA
Annvile, PA	Bristol, TN	Columbia, SC	Erie, PA	Hampton, VA
Appleton, WI	Brownwood, TX	Columbus, OH	Evansville, IN	Hannibal, MO
Arkadelphia, AR	Brunswick, ME	Conway, AR	Fairfield, AL	Hanover, IN
Asheville, NC	Buckhannon, WV	Crawfordsville, IN	Fayette, IA	Hanover, NH
Ashland, OH	Buena Vista, VA	Cresson, PA	Fayette, MO	Harrisburg, PA
Ashland, WI	Buffalo, NY	Crestview Hills, KY	Fayetteville, NC	Harrisburg, VA
Atchison, KS	Buies Creek, NC	Crestview Hls, KY	Ferrum, VA	Harrogate, TN
Aurora, NY	Burlington, VT	Dallas, PA	Findlay, OH	Hartsville, SC
Baldwin City, KS	Caldwell, ID	Danville, KY	Fond Du Lac, WI	Hastings, NE
Bangor, ME	Campbellsville, KY	Danville, VA	Fort Wayne, IN	Hattiesburg, MS
Bar Harbor, ME	Canton, MO	Davenport, IA	Franklin, IN	Helena, MT
Batesville, AR	Canton, NY	Dayton, TN	Fremont, NE	Henderson, TN
Baton Rouge, LA	Canton, OH	Daytona Beach, FL	Fulton, MO	Henniker, NH
Bellevue, NE	Carlisle, PA	De Pere, WI	Gaffney, SC	Hickory, NC
Beloit, WI	Cedar Rapids, IA	Decatur, IL	Gainseville, GA	High Point, NC
Belton, TX	Cedarville, OH	Decorah, IA	Galesburg, IL	Hillsboro, KS
Bennington, VT	Chambersburg, PA	Defiance, OH	Gambier, OH	Hiram, OH
Berea, KY	Charleston, SC	Deland, FL	Georgetown, KY	Holland, MI

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Geographic Data (cont.)

Low Cost of Labor Cities (below 100% of national average) – cont.

Houghton, NY	Lexington, VA	Monmouth, IL	Oneonta, NY	Rockford, IL
Huntingdon, PA	Liberty, MO	Montgomery, AL	Orange City, IA	Rocky Mount, NC
Huntington, IN	Lincoln, NE	Montreat, NC	Orangeburg, SC	Rome, GA
Indianapolis, IN	Lindsborg, KS	Moon Township, PA	Oskaloosa, IA	Saint Leo, FL
Indianola, IA	Little Rock, AR	Moorhead, MN	Ottowa, KS	Saint Mary-Of-The-Wood
Jackson, MS	Longview, TX	Mount Berry, GA	Painesville, OH	Saint Peter, MN
Jackson, TN	Lookout Mountain, GA	Mount Olive, NC	Parkville, MO	Salem, OR
Jacksonville, FL	Loretto, PA	Mount Vernon, IA	Paul Smiths, NY	Salem, VA
Jacksonville, IL	Louisville, KY	Mount Vernon, OH	Pella, IA	Salina, KS
Jamestown, ND	Lubbock, TX	Murfreesboro, NC	Peoria, IL	Salisbury, NC
Jefferson City, TN	Lynchburg, VA	Muskegon, MI	Philippi, WV	Salt Lake City, UT
Kalamazoo, MI	Macon, GA	Nampa, ID	Phoenix, AZ	San Antonio, TX
Kansas City, MO	Madison, WI	Naples, FL	Pikeville, KY	San Juan, PR
Kansas City, MO	Mankato, MN	Nashville, TN	Pineville, LA	Sarasota, FL
Kerrville, TX	Marietta, OH	New Concord, OH	Pittsburgh, PA	Savannah, GA
Kirkville, MO	Marion, IN	New London, NH	Plainview, TX	Scranton, PA
Kyle, SD	Mars Hill, NC	New Orleans, LA	Plathe, KS	Searcy, AZ
La Plume, PA	Marshall, MO	Newberry, SC	Point Lookout, MO	Seguin, TX
Lacey, WA	Marshall, TX	Niagara University, NY	Potsdam, NY	Selingsgrove, PA
Lacrosse, WI	Maryville, TN	North Canton, OH	Poultney, VT	Sewanee, TN
Lagrange, GA	Mcpherson, KS	North Manchester, IN	Pulaski, TN	Seward, NE
Lake Mary, FL	Meadville, PA	Northampton, MA	Putney, VT	Shawnee, OK
Lakeland, FL	Mechanicsburg, PA	Northfield, MN	Quincy, IL	Sherman, TX
Lamoni, IA	Melbourne, FL	Northfield, VT	Raleigh, NC	Shreveport, LA
Lancaster, PA	Memphis, TN	Notre Dame, IN	Reading, PA	Siloam Springs, AR
Latrobe, PA	Midland, MI	Oakland City, IN	Richmond, IN	Sioux Center, IA
Lebabon, TN	Midway, KY	Oberlin, OH	Rindge, NH	Sioux City, IA
Lebanon, IL	Milligan College, TN	Oklahoma City, OK	Rio Grande City, TX	Sioux Falls, SD
Lewisburg, PA	Mishawaka, IN	Olivet, MI	Ripon, WI	South Euclid, OH
Lexington, KY	Mobile, AL	Omaha, NE	Rock Island, IL	Spartanburg, SC

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Geographic Data (cont.)

Low Cost of Labor Cities (below 100% of national average) – cont.

Spokane, WA	Virginia Beach, VA
Spring Arbor, MI	Waco, TX
Springfield, MO	Walla Walla, WA
Springfield, OH	Washington, PA
St Charles, MO	Waterville, ME
St Joseph, MN	Waverly, IA
St Louis, MO	Waynesburg, PA
St. Augustine, FL	West Point, GA
St. Bonaventure, NY	Westerville, OH
St. Joseph, MN	Wheeling, WV
St. Louis, MO	Wichita, KS
St. Petersburg, FL	Wilkesbarre, PA
Standish, ME	Williamsburg, KY
Staunton, VA	Williamsport, PA
Sterling, KS	Wilmington, OH
Steubenville, OH	Wilmore, KY
Storm Lake, IA	Wilson, NC
Sweet Briar, VA	Winchester, VA
Sylvania, OH	Winfield, KS
Tampa, FL	Winona Lake, IN
Tiffin, OH	Winona, MN
Tigerville, SC	Winstonsalem, NC
Toppenish, WA	Winter Park, FL
Tougaloo, MS	Wooster, OH
Tulsa, OK	Yakima, WA
Tuskegee Institute, AL	Yellow Springs, OH
Unity, ME	York, PA
University Heights, OH	Young Harris, GA
Upland, IN	
Utica, NY	



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- Retirement Benefits

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