

2020 College & University Executive Compensation Report

TCS Total Compensation Solutions
www.total-comp.com

2020 COLLEGE & UNIVERSITY EXECUTIVE COMPENSATION REPORT

**Data Effective: January 1, 2020
Data Published: June 2020**

**Number of Colleges/Universities: 859
Number of Job Titles: 25
Number of Employees Reported: 3,407**

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I. EXECUTIVE SUMMARY

Introduction

Welcome to the second edition of Total Compensation Solutions' (TCS) *College & University Executive Compensation Report*. TCS is a compensation consulting firm and we have been publishing compensation surveys and reports for the last 17 years and during that time we observed that higher education executive compensation was not typical of what we saw in the general not-for-profit sector. Therefore, we wanted to create a college and university executive compensation report that captures the unique practices of institutions in the higher education. The *2020 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 time of the publication of this report, the United States and the rest of the world is in the middle of the COVID-19 pandemic. The pandemic has forced the country into a national shutdown. This shutdown has caused approximately 35 million Americans to lose their jobs. Colleges and Universities have been hit particularly hard because of the nature of higher education. In March 2020, we saw the vast majority of institutions closing their campuses and sending their students home to finish the semester through online classes. As of June 2020, most colleges and universities are still unsure if students can come back to their campuses for the fall 2020 semester.

This pandemic is testing the leadership of colleges and universities all over the country. The challenges they are facing make it essential to have forward thinking executives in place to guide these institutions through these uncertain times. Therefore, it is vital that organizations have an awareness of the competitive external market to help retain high performing executives 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.

2020 College & University Executive Compensation Report

Introduction - continued

This report is divided into four sections as described below:

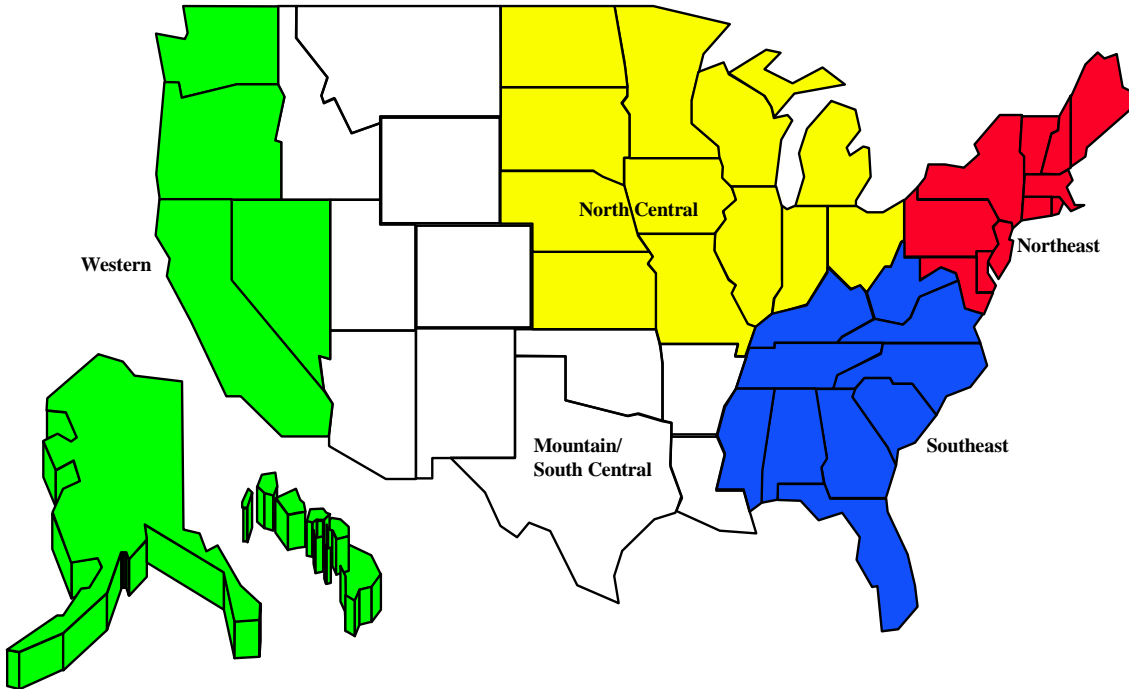
Section I	Executive Summary	Provides an introduction of the report and its overall objective to present an alternative source of data for not-for-profit colleges and universities, our methodology, college and universities demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2020</u> for 25 executive 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

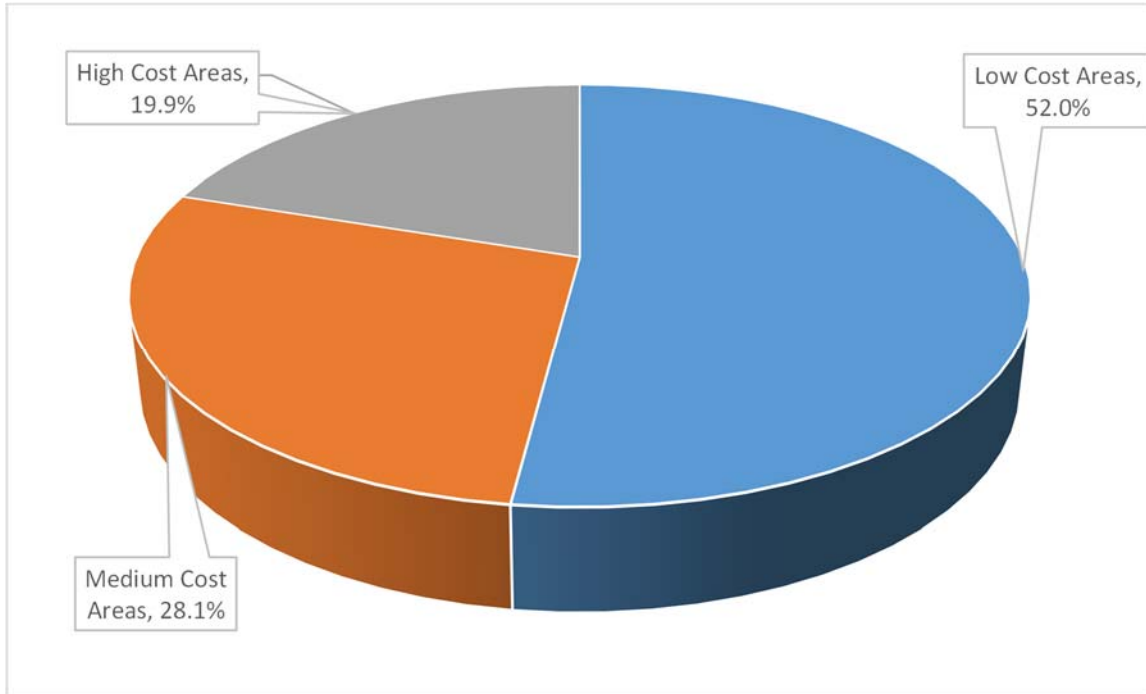
Geographic Breakdown of Colleges & Universities in the Report



Region	Number	Percentage
Northeast	296	34.5%
Southeast	166	19.3%
North Central	241	28.1%
Mountain/South Central	65	7.6%
Western	91	10.6%
Total	859	100.0%

Demographics of College & Universities - continued

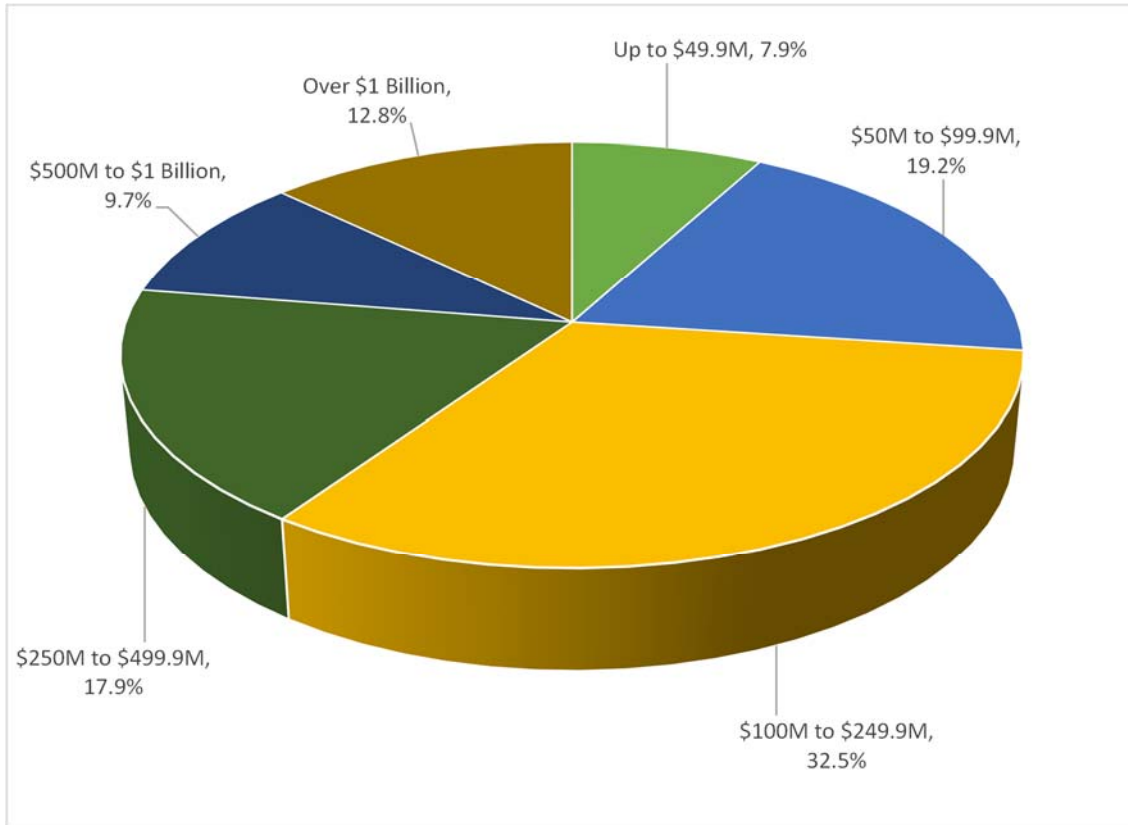
Cost of Labor Areas Breakdown of College & Universities in Report



Description	Number	Percent
High Cost of Labor Areas	171	19.9%
Medium Cost of Labor Areas	241	28.1%
Low Cost of Labor Areas	447	52.0%
Total	859	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	68	7.9%
\$50 Million to \$99.9 Million	165	19.2%
\$100 Million to \$249.9 Million	279	32.5%
\$250 Million to \$499.9 Million	154	17.9%
\$500 Million to \$1 Billion	83	9.7%
Over \$1 Billion	110	12.8%
Total	859	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 *2020 College & University Executive Compensation Report* includes compensation data on 859 Colleges/Universities, 25 executive level positions and 3,407 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* provide 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)	222	222	435.4	435.4	66.9	119.7	248.2
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	222	222	255.4	255.4	169.5	214.5	293.5
Actual Bonus %	65	65	11.2	11.2	4.9	9.2	12.1
Actual Bonus Paid (\$000s)	65	65	35.3	35.3	12.1	19.0	40.0
Total Cash Compensation (TCC) (\$000s)	222	222	265.8	265.8	172.7	215.5	308.8
Other Income (\$000s)	144	144	36.7	36.7	0.8	3.2	18.0
Retirement (\$000s)	203	203	21.4	21.4	10.3	15.8	25.1
Non-taxable Benefits (\$000s)	220	220	20.5	20.5	11.7	18.4	25.0
Total Remuneration (\$000s)	222	222	329.4	329.4	203.4	257.1	364.3
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)	53	53	897.0	897.0	76.6	214.9	531.6
Annual Base Salary (\$000s)	53	53	334.1	334.1	232.9	287.4	379.9
Actual Bonus %	17	17	7.6	7.6	3.7	6.9	9.3
Actual Bonus Paid (\$000s)	17	17	29.0	29.0	14.0	18.7	40.0
Total Cash Compensation (TCC) (\$000s)	53	53	343.4	343.4	233.7	302.2	391.0
Other Income (\$000s)	38	38	13.7	13.7	1.2	4.6	19.3
Retirement (\$000s)	51	51	30.4	30.4	16.2	24.0	30.5
Non-taxable Benefits (\$000s)	53	53	24.3	24.3	10.7	20.4	30.1
Total Remuneration (\$000s)	53	53	406.7	406.7	280.8	362.0	451.3
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)	68	68	358.2	358.2	61.1	117.5	200.3
Annual Base Salary (\$000s)	68	68	251.2	251.2	170.2	210.8	290.7
Actual Bonus %	19	19	17.3	17.3	7.9	11.1	19.2
Actual Bonus Paid (\$000s)	19	19	60.3	60.3	17.5	30.0	58.6
Total Cash Compensation (TCC) (\$000s)	68	68	268.0	268.0	177.6	214.8	303.0
Other Income (\$000s)	41	41	85.4	85.4	0.6	2.3	20.0
Retirement (\$000s)	63	63	19.6	19.6	9.4	14.9	24.6
Non-taxable Benefits (\$000s)	67	67	19.9	19.9	11.4	17.8	25.7
Total Remuneration (\$000s)	68	68	357.3	357.3	206.9	249.8	350.9
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)	101	101	245.2	245.2	67.6	101.8	177.1
Annual Base Salary (\$000s)	101	101	217.0	217.0	160.5	186.4	240.5
Actual Bonus %	29	29	9.3	9.3	3.7	7.6	11.9
Actual Bonus Paid (\$000s)	29	29	22.6	22.6	7.5	15.1	27.5
Total Cash Compensation (TCC) (\$000s)	101	101	223.5	223.5	162.7	193.5	242.8
Other Income (\$000s)	65	65	19.4	19.4	0.9	1.8	14.5
Retirement (\$000s)	89	89	17.5	17.5	10.1	13.8	20.4
Non-taxable Benefits (\$000s)	100	100	18.9	18.9	12.3	17.7	22.9
Total Remuneration (\$000s)	101	101	270.1	270.1	193.4	227.4	303.8

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)	20	20	3,166.9	3,166.9	1,544.6	2,452.8	4,764.6
Annual Base Salary (\$000s)	20	20	485.3	485.3	376.2	440.7	515.7
Total Cash Compensation (TCC) (\$000s)	20	20	500.5	500.5	396.4	450.1	534.7
Retirement (\$000s)	19	19	42.7	42.7	22.8	29.6	35.2
Non-taxable Benefits (\$000s)	20	20	24.4	24.4	13.6	18.2	28.4
Total Remuneration (\$000s)	20	20	729.9	729.9	466.1	523.7	675.9
Revenue: \$500M to \$1 Billion							
Revenue (\$000,000s)	13	13	678.3	678.3	540.3	600.1	806.7
Annual Base Salary (\$000s)	13	13	388.6	388.6	283.9	350.7	485.7
Total Cash Compensation (TCC) (\$000s)	13	13	430.6	430.6	326.3	366.0	504.1
Retirement (\$000s)	13	13	39.7	39.7	20.6	24.3	27.0
Non-taxable Benefits (\$000s)	13	13	28.1	28.1	19.2	22.7	28.7
Total Remuneration (\$000s)	13	13	572.9	572.9	388.2	464.1	585.2
Revenue: \$250M to \$499.9M							
Revenue (\$000,000s)	22	22	356.5	356.5	288.1	323.2	418.9
Annual Base Salary (\$000s)	22	22	351.0	351.0	290.3	310.7	379.1
Total Cash Compensation (TCC) (\$000s)	22	22	376.5	376.5	305.7	323.8	414.6
Retirement (\$000s)	22	22	28.1	28.1	21.6	24.6	29.0
Non-taxable Benefits (\$000s)	22	22	21.8	21.8	12.5	20.9	23.8
Total Remuneration (\$000s)	22	22	440.3	440.3	349.9	393.9	451.9
Revenue: \$100M to \$249.9M							
Revenue (\$000,000s)	76	76	150.0	150.0	119.6	135.0	175.5
Annual Base Salary (\$000s)	76	76	227.9	227.9	173.1	216.9	264.2
Total Cash Compensation (TCC) (\$000s)	76	76	234.5	234.5	177.9	216.9	278.1
Retirement (\$000s)	73	73	21.0	21.0	13.1	16.1	24.5
Non-taxable Benefits (\$000s)	76	76	19.3	19.3	10.7	15.9	25.6
Total Remuneration (\$000s)	76	76	277.9	277.9	213.1	259.3	328.8
Revenue: \$50M to \$99.9M							
Revenue (\$000,000s)	52	52	74.0	74.0	63.9	72.7	88.0
Annual Base Salary (\$000s)	52	52	189.5	189.5	164.0	177.3	206.1
Total Cash Compensation (TCC) (\$000s)	52	52	193.3	193.3	164.2	178.4	212.3
Retirement (\$000s)	43	43	13.1	13.1	9.5	10.8	14.7
Non-taxable Benefits (\$000s)	51	51	20.0	20.0	12.6	17.4	24.6
Total Remuneration (\$000s)	52	52	228.9	228.9	194.6	214.6	252.2
Revenue: Up to \$49.9 M							
Revenue (\$000,000s)	39	39	36.5	36.5	31.6	38.2	43.6
Annual Base Salary (\$000s)	39	39	180.7	180.7	147.7	172.4	206.0
Total Cash Compensation (TCC) (\$000s)	39	39	185.5	185.5	152.9	179.9	209.6
Retirement (\$000s)	33	33	9.1	9.1	4.1	8.8	12.1
Non-taxable Benefits (\$000s)	38	38	17.9	17.9	11.3	18.7	22.9
Total Remuneration (\$000s)	39	39	214.6	214.6	181.5	195.1	239.2

004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Assets: Over \$1 Billion							
Assets (\$000,000s)	37	37	7,732.3	7,732.3	1,559.9	2,571.6	6,640.0
Annual Base Salary (\$000s)	37	37	437.2	437.2	314.7	418.6	512.1
Total Cash Compensation (TCC) (\$000s)	37	37	463.4	463.4	314.7	428.8	526.4
Retirement (\$000s)	36	36	41.0	41.0	23.3	26.7	35.2
Non-taxable Benefits (\$000s)	37	37	24.6	24.6	14.3	19.2	27.9
Total Remuneration (\$000s)	37	37	643.2	643.2	365.5	495.4	626.5
Assets: \$500M to \$1 Billion							
Assets (\$000,000s)	25	25	744.0	744.0	661.4	731.9	848.3
Annual Base Salary (\$000s)	25	25	297.5	297.5	242.8	286.0	375.9
Total Cash Compensation (TCC) (\$000s)	25	25	310.9	310.9	242.8	309.2	375.9
Retirement (\$000s)	25	25	29.0	29.0	19.8	25.2	29.2
Non-taxable Benefits (\$000s)	25	25	24.0	24.0	14.5	21.5	33.9
Total Remuneration (\$000s)	25	25	375.5	375.5	309.9	362.8	449.4
Assets: \$250M to \$499.9M							
Assets (\$000,000s)	43	43	351.3	351.3	291.1	349.2	404.8
Annual Base Salary (\$000s)	43	43	230.1	230.1	176.9	206.6	253.7
Total Cash Compensation (TCC) (\$000s)	43	43	239.5	239.5	184.7	209.1	264.2
Retirement (\$000s)	39	39	21.4	21.4	13.3	15.8	23.6
Non-taxable Benefits (\$000s)	43	43	18.2	18.2	12.6	17.3	24.8
Total Remuneration (\$000s)	43	43	283.6	283.6	206.4	264.8	339.6
Assets: \$100M to \$249.9M							
Assets (\$000,000s)	70	70	175.6	175.6	138.3	179.0	212.2
Annual Base Salary (\$000s)	70	70	207.7	207.7	164.4	193.9	236.5
Total Cash Compensation (TCC) (\$000s)	70	70	212.9	212.9	165.8	196.5	245.9
Retirement (\$000s)	63	63	14.7	14.7	9.4	13.1	17.4
Non-taxable Benefits (\$000s)	69	69	19.9	19.9	12.1	17.8	24.4
Total Remuneration (\$000s)	70	70	249.5	249.5	203.9	226.8	276.6
Assets: \$50M to \$99.9M							
Assets (\$000,000s)	34	34	74.4	74.4	65.6	75.3	85.8
Annual Base Salary (\$000s)	34	34	181.2	181.2	151.1	171.4	198.8
Total Cash Compensation (TCC) (\$000s)	34	34	186.0	186.0	151.8	172.9	203.7
Retirement (\$000s)	30	30	8.3	8.3	4.4	9.4	10.5
Non-taxable Benefits (\$000s)	33	33	19.1	19.1	7.7	15.3	24.6
Total Remuneration (\$000s)	34	34	214.3	214.3	178.6	194.1	230.6
Assets: Up to \$49.9 M							
Assets (\$000,000s)	13	13	36.4	36.4	28.2	39.3	48.5
Annual Base Salary (\$000s)	13	13	192.2	192.2	142.4	191.9	207.1
Total Cash Compensation (TCC) (\$000s)	13	13	196.5	196.5	159.8	191.9	216.8
Retirement (\$000s)	10	10	13.0	13.0	8.4	11.2	12.6
Non-taxable Benefits (\$000s)	13	13	15.8	15.8	11.3	17.1	19.6
Total Remuneration (\$000s)	13	13	230.7	230.7	187.5	208.2	253.1

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	728.4	728.4	80.2	179.1	578.8
Annual Base Salary (\$000s)	75	75	308.0	308.0	216.9	282.2	392.6
Total Cash Compensation (TCC) (\$000s)	75	75	321.1	321.1	216.9	287.4	405.1
Retirement (\$000s)	71	71	25.6	25.6	14.0	23.7	28.8
Non-taxable Benefits (\$000s)	74	74	22.2	22.2	14.0	20.3	28.3
Total Remuneration (\$000s)	75	75	415.9	415.9	250.8	358.7	475.6
Southeast Region							
Revenue (\$000,000s)	35	35	169.7	169.7	50.6	104.9	172.3
Annual Base Salary (\$000s)	35	35	234.8	234.8	171.1	193.9	257.6
Total Cash Compensation (TCC) (\$000s)	35	35	240.6	240.6	171.1	193.9	266.9
Retirement (\$000s)	30	30	16.0	16.0	8.8	12.2	15.3
Non-taxable Benefits (\$000s)	34	34	15.1	15.1	9.5	15.3	21.8
Total Remuneration (\$000s)	35	35	292.2	292.2	194.2	223.5	307.0
North Central Region							
Revenue (\$000,000s)	71	71	184.0	184.0	65.7	96.1	140.6
Annual Base Salary (\$000s)	71	71	204.7	204.7	156.1	184.7	224.2
Total Cash Compensation (TCC) (\$000s)	71	71	213.3	213.3	160.4	190.6	226.5
Retirement (\$000s)	66	66	16.4	16.4	9.5	13.1	20.2
Non-taxable Benefits (\$000s)	71	71	19.8	19.8	13.0	18.1	24.0
Total Remuneration (\$000s)	71	71	255.4	255.4	195.2	221.3	265.5
South Central /Mountain Region							
Revenue (\$000,000s)	15	15	248.0	248.0	78.4	114.3	162.2
Annual Base Salary (\$000s)	15	15	216.8	216.8	169.5	200.2	230.5
Total Cash Compensation (TCC) (\$000s)	15	15	230.9	230.9	178.4	200.2	230.5
Retirement (\$000s)	13	13	13.7	13.7	11.1	14.3	15.9
Non-taxable Benefits (\$000s)	15	15	19.9	19.9	12.6	15.4	20.5
Total Remuneration (\$000s)	15	15	265.2	265.2	212.0	251.7	269.5
Western							
Revenue (\$000,000s)	26	26	742.8	742.8	53.3	113.9	347.2
Annual Base Salary (\$000s)	26	26	292.4	292.4	169.5	233.1	306.2
Total Cash Compensation (TCC) (\$000s)	26	26	303.5	303.5	179.5	257.0	308.1
Retirement (\$000s)	23	23	34.1	34.1	14.7	19.9	29.2
Non-taxable Benefits (\$000s)	26	26	24.6	24.6	10.4	20.4	31.0
Total Remuneration (\$000s)	26	26	369.2	369.2	230.0	297.4	364.7

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)	2	2	--	--	--	--	--
Annual Base Salary (\$000s)	2	2	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	2	2	--	--	--	--	--
Total Remuneration (\$000s)	2	2	--	--	--	--	--
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Chicago, IL							
Revenue (\$000,000s)	7	7	107.6	107.6	57.0	77.4	105.3
Annual Base Salary (\$000s)	7	7	225.6	225.6	192.9	205.0	221.2
Total Cash Compensation (TCC) (\$000s)	7	7	233.6	233.6	203.1	205.0	234.2
Total Remuneration (\$000s)	7	7	272.1	272.1	228.7	233.1	275.4
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Dallas Fort Worth TX							
Revenue (\$000,000s)	1	1	--	--	--	--	--
Annual Base Salary (\$000s)	1	1	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	1	1	--	--	--	--	--
Total Remuneration (\$000s)	1	1	--	--	--	--	--
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Los Angeles, Long Beach & Anaheim							
Revenue (\$000,000s)	3	3	1,903.7	1,903.7	--	531.6	--
Annual Base Salary (\$000s)	3	3	607.1	607.1	--	281.2	--
Total Cash Compensation (TCC) (\$000s)	3	3	640.4	640.4	--	281.2	--
Total Remuneration (\$000s)	3	3	761.2	761.2	--	357.6	--
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
New York City (All Five Boroughs)							
Revenue (\$000,000s)	13	13	775.0	775.0	81.4	146.9	284.2
Annual Base Salary (\$000s)	13	13	340.9	340.9	280.6	319.9	411.8
Total Cash Compensation (TCC) (\$000s)	13	13	342.4	342.4	280.6	319.9	411.8
Total Remuneration (\$000s)	13	13	383.9	383.9	305.9	365.4	495.4
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
San Francisco, Oakland, & Palo Alto Ca.							
Revenue (\$000,000s)	2	2	--	--	--	--	--
Annual Base Salary (\$000s)	2	2	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	2	2	--	--	--	--	--
Total Remuneration (\$000s)	2	2	--	--	--	--	--
	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Washington DC, Arlington Va. & Baltimore Md.							
Revenue (\$000,000s)	3	3	1,091.2	1,091.2	--	980.3	--
Annual Base Salary (\$000s)	3	3	392.6	392.6	--	418.6	--
Total Cash Compensation (TCC) (\$000s)	3	3	423.6	423.6	--	440.5	--
Total Remuneration (\$000s)	3	3	486.0	486.0	--	472.0	--

2020 College & University Executive Compensation Report

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

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Geographic Data (cont.)

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

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

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Geographic Data (cont.)

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

Abilene, TX	Birmingham, AL	Clinton, SC	Elon, NC	Hampton, VA	Kyle, SD
Ada, OH	Bismark, ND	Colchester, VT	Emory, VA	Hannibal, MO	La Plume, PA
Adrian, MI	Bluefield, VA	Collegeville, MN	Erie, PA	Hanover, IN	Lacey, WA
Abilene, TX	Bluffton, OH	Colorado Springs, CO	Evansville, IN	Harrisburg, VA	Lacrosse, WI
Albion, MI	Boiling Springs, NC	Columbia, MO	Fairfield, AL	Harrogate, TN	Lagrange, GA
Alfred, NY	Bolivar, MO	Columbus, OH	Fayette, MO	Hartsville, SC	Lake Mary, FL
Alliance, OH	Bourbonnais, IL	Conway, AR	Fayette, IA	Hastings, NE	Lakeland, FL
Alma, MI	Brattleboro, VT	Crawfordsville, IN	Fayetteville, NC	Hattiesburg, MS	Lamoni, IA
Amherst, NY	Brevard, NC	Cresson, PA	Ferrum, VA	Helena, MT	Lancaster, PA
Anderson, SC	Bridgewater, VA	Crestview Hills, KY	Findlay, OH	Henderson, TN	Latrobe, PA
Angola, IN	Bristol, TN	Crestview Hls, KY	Fond Du Lac, WI	Henniker, NH	Lebanon, TN
Annaville, PA	Brownwood, TX	Crete, NE	Fort Wayne, IN	Hickory, NC	Lebanon, IL
Appleton, WI	Brunswick, ME	Dallas, PA	Franklin, IN	High Point, NC	Lewisburg, PA
Arkadelphia, AR	Buena Vista, VA	Danville, VA	Fremont, NE	Hillsboro, KS	Lewiston, ME
Asheville, NC	Buffalo, NY	Davenport, IA	Fulton, MO	Hiram, OH	Lexington, KY
Ashland, WI	Buies Creek, NC	Dayton, TN	Gaffney, SC	Holland, MI	Liberty, MO
Atchison, KS	Burlington, VT	Daytona Beach, FL	Gainseville, GA	Houghton, NY	Lincoln, NE
Aurora, NY	Caldwell, ID	Decatur, IL	Galesburg, IL	Huntingdon, PA	Lindsborg, KS
Ave Maria, FL	Campbellsville, KY	Decorah, IA	Gambier, OH	Huntington, IN	Little Rock, AR
Baldwin City, KS	Canton, MO	Defiance, OH	Georgetown, KY	Indianapolis, IN	Longview, TX
Bangor, ME	Carlisle, PA	Deland, FL	Gettysburg, PA	Indiannapolis, IN	Lookout Mountain, GA
Bar Harbor, ME	Cedar Rapids, IA	Delaware, OH	Grand Rapids, MI	Indianola, IA	Loretto, PA
Batesville, AR	Cedarville, OH	Demorest, GA	Granville, OH	Jackson, TN	Louisville, KY
Baton Rouge, LA	Chambersburg, PA	Des Moines, IA	Greencastle, IN	Jacksonville, FL	Lubbock, TX
Bellevue, NE	Charleston, WV	Dover, DE	Greensboro, NC	Jefferson City, TN	Lynchburg, VA
Beloit, WI	Chesterfield, MO	Dubuque, IA	Greensburg, PA	Kalamazoo, MI	Macon, GA
Belton, TX	Chestertown, MD	Duluth, MN	Greenville, IL	Kansas City, MO	Madison, WI
Bennington, VT	Cincinnati, OH	East Lansing, MI	Grinnell, IA	Kansas City, MO	Mankato, MN
Berea, OH	Clarksville, AR	Elizabethtown, PA	Grove City, PA	Kerrville, TX	Marietta, OH
Bethany, WV	Cleveland, GA	Elmira, NY	Hampden-Sydney, VA	Kirksville, MO	Marion, IN

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Geographic Data (cont.)

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

Mars Hill, NC	Newberry, SC	Pulaski, TN	Shreveport, LA	Toppenish, WA	Winter Park, FL
Marshall, MO	Niagara University, NY	Putney, VT	Siloam Springs, AZ	Tougaloo, MS	Wooster, OH
Maryville, TN	North Canton, OH	Raleigh, NC	Sioux Center, IA	Tulsa, OK	Yakima, WA
Mcperson, KS	North Manchester, IN	Reading, PA	Sioux City, IA	Tuskegee Institute, AL	Yellow Springs, OH
Meadville, PA	Northampton, MA	Richmond, IN	Sioux Falls, SD	Unity, ME	York, PA
Mechanicsburg, PA	Northfield, VT	Rindge, NH	South Euclid, OH	University Heights, OH	Young Harris, GA
Melbourne, FL	Notre Dame, IN	Rio Grande, OH	Spartanburg, SC	Upland, IN	
Memphis, TN	Oakland City, IN	Ripon, WI	Spokane, WA	Utica, NY	
Midland, MI	Oberlin, OH	Roanoke, VA	Spring Arbor, MI	Virginia Beach, VA	
Midway, KY	Oklahoma City, OK	Rock Island, IL	Springfield, MO	Waco, TX	
Milligan College, TN	Olivet, MI	Rocky Mount, NC	St Charles, MO	Walla Walla, WA	
Mishawaka, IN	Omaha, NE	Rome, GA	St Joseph, MN	Washington, PA	
Monmouth, IL	Oneonta, NY	Saint Leo, FL	St Louis, MO	Waterville , ME	
Montgomery, AL	Orange City, IA	Saint Peter, MN	St Louis , MO	Waverly, IA	
Montreat, NC	Orangeburg, SC	Salem, OR	St. Augustine, FL	Waynesburg, PA	
Moon Township, PA	Oskaloosa, IA	Salina, KS	St. Bonaventure, NY	West Point, GA	
Moorhead, MN	Ottawa, KS	Salisbury, NC	St. Joseph, MN	Westerville, OH	
Mount Berry, GA	Painesville, OH	Salt Lake City, UT	St. Louis, MO	Wheeling, WV	
Mount Olive, NC	Parkville, MO	San Antonio, TX	St. Mary-Of-The-Woods, IN	Wichita, KS	
Mount Vernon, IA	Paul Smiths, NY	San Juan, PR	St. Petersburg, FL	Wilkesbarre, PA	
Mount Vernon, OH	Pella, IA	Sarasota, FL	Standish, ME	Williamsburg, KY	
Murfreesburo, NC	Peoria, IL	Savannah, GA	Staunton, VA	Williamsport, PA	
Muskegon, MI	Phoenix, AZ	Scranton, PA	Sterling, KS	Wilmington, OH	
Nampa, ID	Pikeville, KY	Searcy, AZ	Steubenville, OH	Wilmore, KY	
Naples, FL	Pineville, LA	Seguin, TX	Storm Lake, IA	Wilson, NC	
Nashville, TN	Pittsburgh, PA	Selingsgrove, PA	Sweet Briar, VA	Winchester, VA	
New Concord, OH	Plainview, TX	Sewanee, TN	Sylvania, OH	Winfield, KS	
New London, NH	Plathe, KS	Seward, NE	Tampa, FL	Winona, MN	
New Orleans, LA	Point Lookout, MO	Shawnee, OK	Tiffin, OH	Winona Lake, IN	
New Wilmington, PA	Potsdam, NY	Sherman, TX	Tigerville, SC	Winston-Salem, NC	



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