



# 2025 College & University Executive Compensation Report

**TCS** Total Compensation Solutions  
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# **2025 COLLEGE & UNIVERSITY EXECUTIVE COMPENSATION REPORT**

**Data Effective: January 1, 2025  
Date Published: August 2025**

**Number of Colleges/Universities: 800  
Number of Job Titles: 25  
Number of Employees Reported: 4,398**

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## **Introduction**

Welcome to the eighth edition of Total Compensation Solutions' (TCS) *College & University Executive Compensation Report*. TCS is a human resources and compensation consulting firm and we have been publishing compensation surveys and reports for over 20 years. During that time, we observed that higher education executive compensation was atypical of practices in the general not-for-profit sector. Accordingly, TCS created a college and university executive compensation report that captures the unique practices of institutions in higher education. The *2025 College & University Executive Compensation Report* gathers and reports compensation data on 25 unique executive and director-level positions found in not-for-profit colleges and universities.

We are confident that you will find TCS's *2025 College & University Executive Compensation Report* to be an essential resource in defining the competitive market for higher education executives.

In this report, we looked at the various compensation elements reported in IRS Form 990s including 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 believe that you will find this report to be a valuable resource for evaluating compensation in the competitive market for Colleges and Universities.

In this report, TCS reviews the compensation elements which are relevant to successful management of executive pay programs in colleges and universities. The elements that comprise Total Remuneration include:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Retirement
- Health and Welfare Benefits and
- Other Income

Data compiled for this report support the observation that there are significant differences in pay practices dependent upon two factors:

- Geographic location, and
- Revenue Size

**Introduction - continued**

This report is designed to address the primary topics listed above as well as the differentiating factors. All 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 colleges 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 the information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports which 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.

## 2025 College & University Executive Compensation Report

### **Introduction - continued**

This report is divided into four sections as described below:

Section I	Executive Summary	Provides an introduction to the report and its overall objective which is to present an alternative source of data for not-for-profit colleges and universities, survey methodology, college and university demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2025</u> , for 25 unique executive positions based on: national and regional geographic locations, revenue size groupings and asset size groupings.
Section III	Geographic Data	Defines 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.

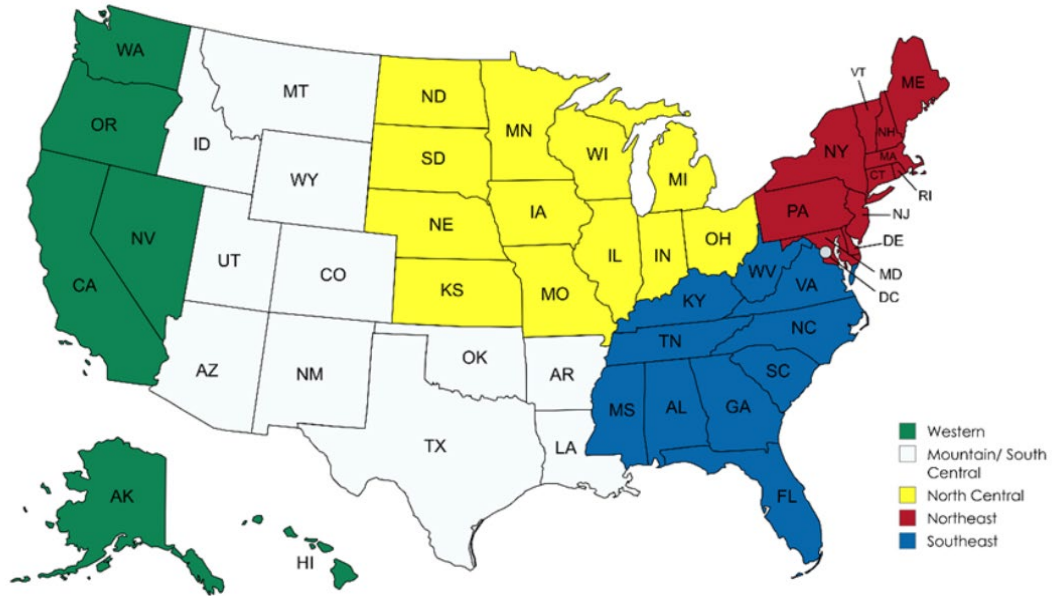
TCS is pleased to present this report on compensation policies and practices for not-for-profit colleges and universities. We believe that this report provides an accurate assessment of pay practices among these institutions.

If you have any questions on this report or would like to provide additional feedback on this survey, please email your questions to Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com) or David Owen [dowen@total-comp.com](mailto:dowen@total-comp.com).

For immediate response, please call Tom Bailey at 914-255-8725 or David Owen at 914-730-7300.

**Demographics of Colleges & Universities in the Report**

**Geographic Breakdown of Colleges & Universities in the Report**

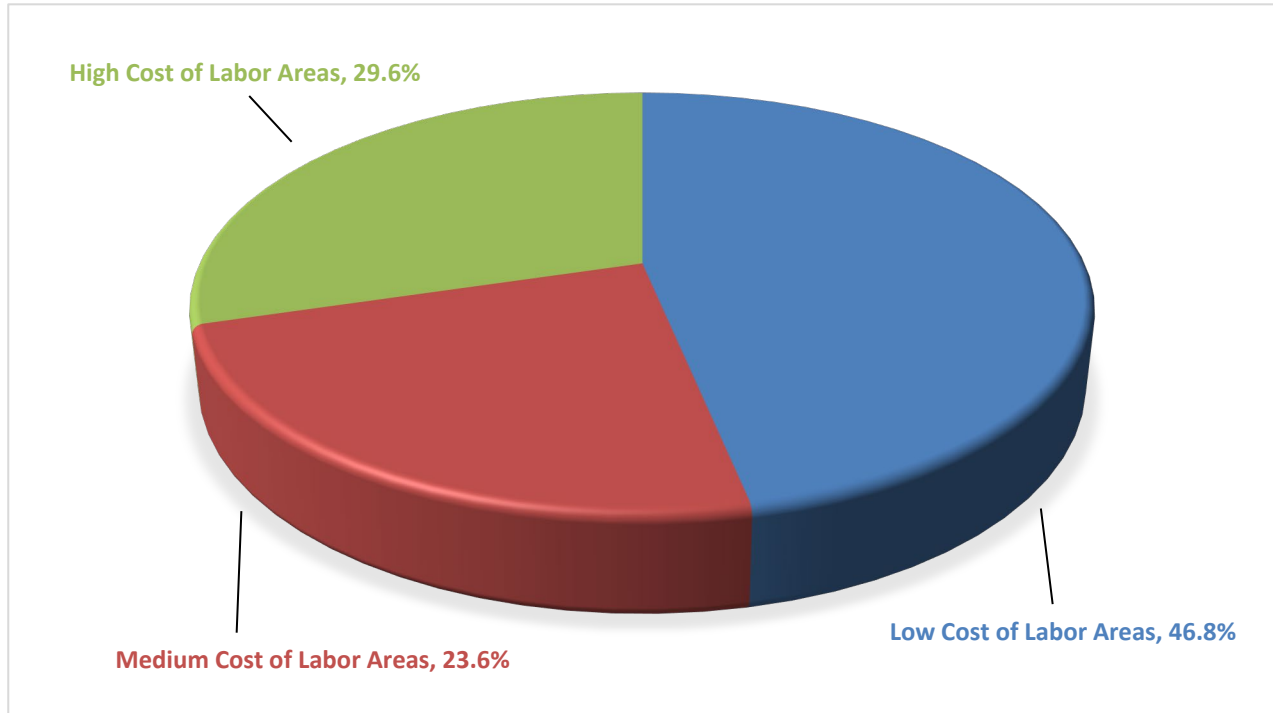


Created with mapchart.net

Region	Number	%
Northeast	282	35.3%
Southeast	150	18.7%
North Central	221	27.6%
Mountain/South Central	65	8.1%
Western	82	10.3%
Total	<b>800</b>	<b>100.0%</b>

**Demographics of Colleges & Universities - continued**

**Cost of Labor Areas Breakdown of Colleges & Universities in Report**

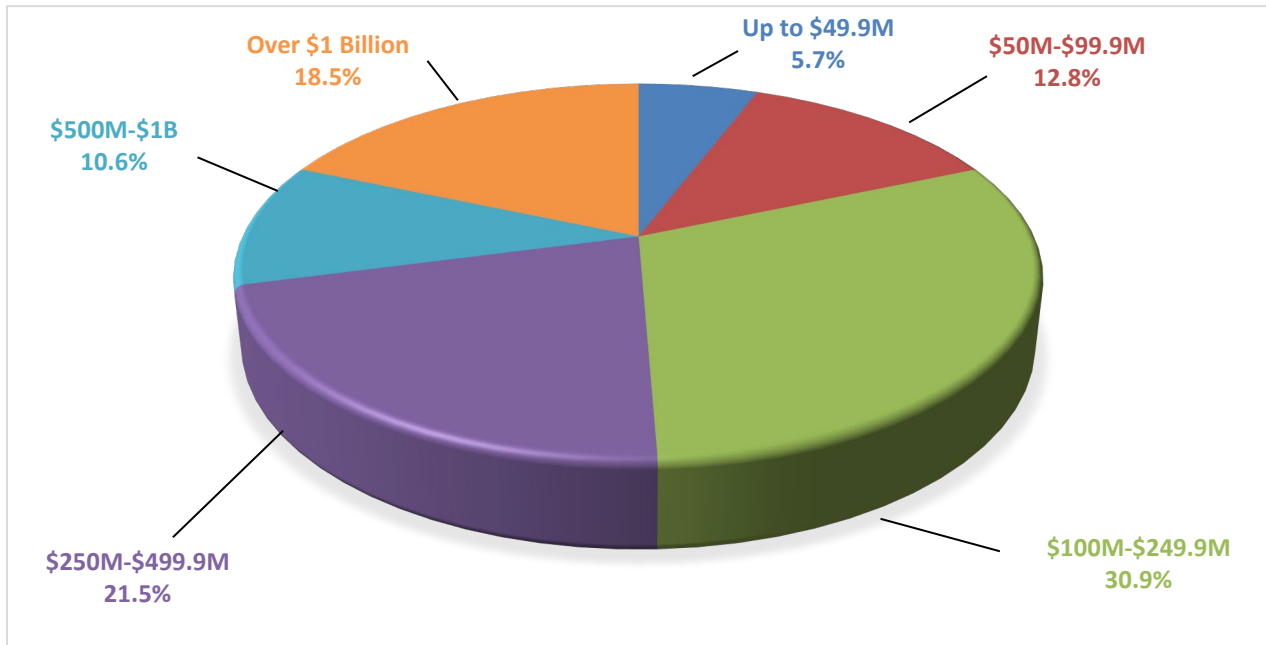


Description	Number	Percent
Low Cost of Labor Areas	374	46.8%
Medium Cost of Labor Areas	189	23.6%
High Cost of Labor Areas	237	29.6%
Total	800	100%



**Demographics of Colleges & Universities – continued**

**Asset Size Breakdown of Colleges & Universities in Report**



Assets	Number of Cos	Percent
Up to \$49.9M	46	5.7%
\$50M-\$99.9M	102	12.8%
\$100M-\$249.9M	247	30.9%
\$250M-\$499.9M	172	21.5%
\$500M-\$1B	85	10.6%
Over \$1 Billion	148	18.5%
<b>Total</b>	<b>800</b>	<b>100.0%</b>

**004 Chief Financial Officer**

<b>Finance Data:</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Revenue (\$000,000s)	394	407	575.9	555.0	69.2	126.8	273.3
<b>All Companies - National</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Annual Base Salary (\$000s)	394	407	285.2	282.0	178.8	226.7	335.5
Actual Bonus %	118	122	11.0	11.0	3.0	6.9	14.1
Actual Bonus Paid (\$000s)	118	122	44.4	44.2	8.1	19.6	50.8
Total Cash Compensation (TCC) (\$000s)	394	407	298.5	295.1	180.7	232.9	339.5
Other Income (\$000s)	210	221	17.7	17.9	0.9	4.3	15.0
Retirement (\$000s)	364	376	22.7	22.4	9.2	16.2	27.0
Non-taxable Benefits (\$000s)	375	386	20.3	20.2	9.5	17.9	27.9
Total Remuneration (\$000s)	394	407	348.4	344.1	207.2	268.7	402.2
<b>High Cost Areas (110% and Above of National Average)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	136	141	965.0	979.8	88.4	169.9	484.3
Annual Base Salary (\$000s)	136	141	348.3	348.5	218.1	298.9	397.6
Actual Bonus %	44	46	11.6	12.0	4.1	8.2	14.0
Actual Bonus Paid (\$000s)	44	46	59.1	61.6	13.8	39.2	68.8
Total Cash Compensation (TCC) (\$000s)	136	141	367.6	368.0	218.8	310.8	416.9
Other Income (\$000s)	80	85	19.8	20.5	1.3	7.0	21.0
Retirement (\$000s)	125	130	30.2	30.3	15.2	23.8	32.3
Non-taxable Benefits (\$000s)	131	136	23.6	23.4	11.4	21.1	31.3
Total Remuneration (\$000s)	136	141	430.2	430.5	251.5	354.9	501.2
<b>Medium Cost Areas (100% to 109.9% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	84	87	502.5	447.9	73.4	123.9	248.2
Annual Base Salary (\$000s)	84	87	286.9	281.2	177.8	230.0	350.2
Actual Bonus %	27	28	10.9	10.2	3.0	7.4	14.3
Actual Bonus Paid (\$000s)	27	28	37.5	34.5	6.6	23.9	45.3
Total Cash Compensation (TCC) (\$000s)	84	87	299.0	292.1	184.4	231.7	355.1
Other Income (\$000s)	44	47	21.9	22.1	1.1	4.8	22.2
Retirement (\$000s)	81	84	23.9	23.0	8.4	16.6	27.8
Non-taxable Benefits (\$000s)	81	84	19.7	19.5	9.1	17.4	27.6
Total Remuneration (\$000s)	84	87	352.9	344.7	223.9	264.2	419.9
<b>Low Cost Areas (Below 100% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	174	179	305.0	274.5	62.4	104.6	194.8
Annual Base Salary (\$000s)	174	179	234.6	230.4	167.2	197.3	261.5
Actual Bonus %	47	48	10.4	10.5	2.7	6.2	13.9
Actual Bonus Paid (\$000s)	47	48	34.3	33.5	5.0	14.1	34.6
Total Cash Compensation (TCC) (\$000s)	174	179	243.8	239.5	170.7	201.8	266.6
Other Income (\$000s)	86	89	13.5	13.4	0.5	1.6	9.6
Retirement (\$000s)	158	162	16.1	15.9	8.3	13.2	20.5
Non-taxable Benefits (\$000s)	163	166	18.0	18.0	8.7	16.5	26.0
Total Remuneration (\$000s)	174	179	281.8	276.2	192.9	238.5	301.7

## 004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Revenue: Over \$1 Billion</b>							
<b>Revenue (\$000,000s)</b>	37	40	4,233.8	4,244.4	1,585.7	3,310.9	6,307.4
Annual Base Salary (\$000s)	37	40	627.8	621.7	440.0	555.7	839.9
Total Cash Compensation (TCC) (\$000s)	37	40	680.0	676.3	461.2	592.9	901.6
Retirement (\$000s)	34	37	57.6	57.4	30.5	35.1	48.8
Non-taxable Benefits (\$000s)	37	40	26.0	26.0	14.6	24.6	32.8
Total Remuneration (\$000s)	37	40	796.1	793.6	545.5	695.1	1,006.5
<b>Revenue: \$500M to \$1 Billion</b>							
<b>Revenue (\$000,000s)</b>	25	28	653.1	662.0	541.8	654.4	703.0
Annual Base Salary (\$000s)	25	28	420.8	431.3	337.4	432.4	489.3
Total Cash Compensation (TCC) (\$000s)	25	28	466.4	475.4	367.9	448.9	532.2
Retirement (\$000s)	25	28	41.8	43.7	29.5	30.5	34.8
Non-taxable Benefits (\$000s)	25	28	27.3	26.6	17.0	25.6	32.5
Total Remuneration (\$000s)	25	28	549.5	559.7	447.5	516.4	638.3
<b>Revenue: \$250M to \$499.9M</b>							
<b>Revenue (\$000,000s)</b>	42	44	351.8	352.6	293.9	351.0	404.2
Annual Base Salary (\$000s)	42	44	327.8	329.0	228.6	336.7	401.7
Total Cash Compensation (TCC) (\$000s)	42	44	343.5	345.5	234.7	339.7	438.6
Retirement (\$000s)	40	41	28.8	29.2	17.1	24.4	30.5
Non-taxable Benefits (\$000s)	42	44	26.7	26.9	14.6	25.2	34.2
Total Remuneration (\$000s)	42	44	406.0	408.8	278.9	415.7	498.9
<b>Revenue: \$100M to \$249.9M</b>							
<b>Revenue (\$000,000s)</b>	131	136	159.2	157.5	123.6	147.9	187.1
Annual Base Salary (\$000s)	131	136	248.4	248.3	196.5	233.2	291.0
Total Cash Compensation (TCC) (\$000s)	131	136	256.3	256.3	204.5	240.3	301.3
Retirement (\$000s)	127	132	19.4	19.4	12.5	16.9	22.6
Non-taxable Benefits (\$000s)	125	128	19.9	20.0	9.8	18.5	26.9
Total Remuneration (\$000s)	131	136	300.3	299.0	237.5	280.2	346.8
<b>Revenue: \$50M to \$99.9M</b>							
<b>Revenue (\$000,000s)</b>	106	106	73.1	73.1	61.8	72.4	85.2
Annual Base Salary (\$000s)	106	106	197.4	197.4	163.1	187.4	220.3
Total Cash Compensation (TCC) (\$000s)	106	106	199.7	199.7	163.3	187.7	221.2
Retirement (\$000s)	96	96	11.5	11.5	7.1	9.7	14.6
Non-taxable Benefits (\$000s)	98	98	16.5	16.5	8.4	13.2	23.4
Total Remuneration (\$000s)	106	106	231.2	231.2	187.7	215.9	253.7
<b>Revenue: Up to \$49.9M</b>							
<b>Revenue (\$000,000s)</b>	53	53	35.3	35.3	30.2	36.7	42.7
Annual Base Salary (\$000s)	53	53	189.6	189.6	155.4	171.6	206.0
Total Cash Compensation (TCC) (\$000s)	53	53	190.4	190.4	155.4	171.8	206.0
Retirement (\$000s)	42	42	9.1	9.1	5.3	6.6	10.1
Non-taxable Benefits (\$000s)	48	48	14.9	14.9	7.4	15.2	22.6
Total Remuneration (\$000s)	53	53	214.1	214.1	172.7	192.0	247.3

## 004 Chief Financial Officer

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Assets: Over \$1 Billion</b>							
<b>Assets (\$000,000s)</b>	91	98	7,958.4	8,194.2	1,482.2	2,244.7	6,889.8
Annual Base Salary (\$000s)	91	98	469.7	468.7	331.9	416.2	517.6
Total Cash Compensation (TCC) (\$000s)	91	98	507.6	506.7	344.1	452.7	590.9
Retirement (\$000s)	88	94	45.4	45.5	26.8	30.5	41.9
Non-taxable Benefits (\$000s)	91	98	26.7	26.7	14.4	24.0	32.2
Total Remuneration (\$000s)	91	98	600.3	600.3	414.6	511.0	678.9
<b>Assets: \$500M to \$1 Billion</b>							
<b>Assets (\$000,000s)</b>	47	51	693.3	682.8	546.7	645.0	788.5
Annual Base Salary (\$000s)	47	51	282.4	282.3	212.0	270.4	330.9
Total Cash Compensation (TCC) (\$000s)	47	51	287.4	287.5	215.3	270.4	335.5
Retirement (\$000s)	45	49	22.9	23.2	14.2	20.6	26.4
Non-taxable Benefits (\$000s)	45	48	21.0	21.2	10.5	21.6	28.7
Total Remuneration (\$000s)	47	51	341.6	338.5	250.2	314.8	380.3
<b>Assets: \$250M to \$499.9M</b>							
<b>Assets (\$000,000s)</b>	88	90	351.7	349.4	300.0	340.6	394.4
Annual Base Salary (\$000s)	88	90	241.9	242.4	193.2	219.8	266.9
Total Cash Compensation (TCC) (\$000s)	88	90	251.1	251.8	199.8	220.1	281.0
Retirement (\$000s)	86	88	17.2	17.2	11.3	16.1	21.1
Non-taxable Benefits (\$000s)	85	86	20.4	20.3	10.1	19.1	28.2
Total Remuneration (\$000s)	88	90	290.3	291.1	227.3	259.1	322.4
<b>Assets: \$100M to \$249.9M</b>							
<b>Assets (\$000,000s)</b>	119	119	165.2	165.2	129.6	161.6	201.8
Annual Base Salary (\$000s)	119	119	205.4	205.4	161.0	186.8	239.9
Total Cash Compensation (TCC) (\$000s)	119	119	210.3	210.3	161.0	187.8	241.5
Retirement (\$000s)	104	104	12.1	12.1	7.0	9.8	14.6
Non-taxable Benefits (\$000s)	110	110	16.7	16.7	7.5	13.7	23.7
Total Remuneration (\$000s)	119	119	242.2	242.2	179.1	210.3	268.5
<b>Assets: \$50M to \$99.9M</b>							
<b>Assets (\$000,000s)</b>	37	37	78.1	78.1	69.1	81.6	86.9
Annual Base Salary (\$000s)	37	37	197.5	197.5	163.1	181.6	226.6
Total Cash Compensation (TCC) (\$000s)	37	37	198.1	198.1	163.1	181.6	226.6
Retirement (\$000s)	33	33	10.2	10.2	5.5	7.5	13.5
Non-taxable Benefits (\$000s)	33	33	14.2	14.2	8.3	15.0	19.3
Total Remuneration (\$000s)	37	37	223.0	223.0	183.7	203.7	253.3
<b>Assets: Up to \$49.9M</b>							
<b>Assets (\$000,000s)</b>	12	12	36.9	36.9	35.6	38.5	42.1
Annual Base Salary (\$000s)	12	12	176.4	176.4	154.7	176.4	192.1
Total Cash Compensation (TCC) (\$000s)	12	12	176.4	176.4	154.7	176.4	192.1
Retirement (\$000s)	8	8	5.1	5.1	2.9	5.3	6.6
Non-taxable Benefits (\$000s)	11	11	15.6	15.6	9.9	19.7	22.7
Total Remuneration (\$000s)	12	12	194.1	194.1	174.7	191.3	214.4

**004 Chief Financial Officer**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Northeast</b>							
<b>Revenue (\$000,000s)</b>	140	148	983.2	936.6	94.1	199.2	478.5
Annual Base Salary (\$000s)	140	148	344.3	338.3	204.5	299.4	415.2
Total Cash Compensation (TCC) (\$000s)	140	148	364.1	358.4	206.4	309.7	442.5
Retirement (\$000s)	130	137	28.2	27.7	13.4	24.0	33.6
Non-taxable Benefits (\$000s)	136	144	23.6	23.4	11.2	22.8	31.6
Total Remuneration (\$000s)	140	148	426.4	419.9	238.2	360.3	504.6
<b>Southeast</b>							
<b>Revenue (\$000,000s)</b>	72	75	263.3	265.0	65.4	98.0	181.0
Annual Base Salary (\$000s)	72	75	237.6	237.5	172.7	200.9	267.6
Total Cash Compensation (TCC) (\$000s)	72	75	244.2	244.4	173.5	203.1	268.8
Retirement (\$000s)	59	62	17.9	18.0	8.5	11.4	19.6
Non-taxable Benefits (\$000s)	62	63	15.4	15.5	8.3	15.7	22.5
Total Remuneration (\$000s)	72	75	283.9	282.1	188.1	229.7	303.3
<b>North Central</b>							
<b>Revenue (\$000,000s)</b>	104	105	273.0	270.6	54.2	108.0	157.3
Annual Base Salary (\$000s)	104	105	233.1	231.6	163.7	197.3	250.5
Total Cash Compensation (TCC) (\$000s)	104	105	243.1	240.6	166.6	208.6	251.5
Retirement (\$000s)	100	101	15.0	14.9	7.1	13.3	20.6
Non-taxable Benefits (\$000s)	101	102	19.3	19.2	10.1	16.9	26.0
Total Remuneration (\$000s)	104	105	280.1	277.3	194.5	245.2	278.5
<b>South Central / Mountain</b>							
<b>Revenue (\$000,000s)</b>	36	36	307.1	307.1	65.6	101.6	210.5
Annual Base Salary (\$000s)	36	36	255.4	255.4	166.6	199.1	291.4
Total Cash Compensation (TCC) (\$000s)	36	36	271.6	271.6	171.4	199.1	299.4
Retirement (\$000s)	35	35	20.5	20.5	8.4	12.7	19.8
Non-taxable Benefits (\$000s)	36	36	17.2	17.2	8.7	16.6	22.8
Total Remuneration (\$000s)	36	36	317.4	317.4	192.5	237.6	346.0
<b>Western</b>							
<b>Revenue (\$000,000s)</b>	42	43	683.6	696.1	77.6	146.3	417.3
Annual Base Salary (\$000s)	42	43	317.2	318.2	227.3	295.5	346.3
Total Cash Compensation (TCC) (\$000s)	42	43	325.0	325.9	227.3	301.7	360.0
Retirement (\$000s)	40	41	32.2	32.5	16.9	24.0	30.5
Non-taxable Benefits (\$000s)	40	41	21.8	22.0	9.0	19.1	28.9
Total Remuneration (\$000s)	42	43	384.9	385.6	278.3	347.4	417.4

**004 Chief Financial Officer**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Atlanta, Marietta &amp; Decatur, GA</b>							
<b>Revenue (\$000,000s)</b>	6	7	1,026.2	1,164.8	103.4	159.7	190.2
Annual Base Salary (\$000s)	6	7	291.0	296.0	253.7	267.2	312.2
Total Cash Compensation (TCC) (\$000s)	6	7	295.6	301.3	254.9	289.6	315.8
Total Remuneration (\$000s)	6	7	334.5	342.1	297.4	328.2	355.2
<b>Chicago, IL</b>							
<b>Revenue (\$000,000s)</b>	10	10	672.3	672.3	61.7	124.2	333.2
Annual Base Salary (\$000s)	10	10	316.2	316.2	208.6	245.1	292.0
Total Cash Compensation (TCC) (\$000s)	10	10	334.1	334.1	217.7	245.1	295.1
Total Remuneration (\$000s)	10	10	378.9	378.9	253.8	274.3	337.6
<b>Dallas &amp; Fort Worth, TX</b>							
<b>Revenue (\$000,000s)</b>	3	3	445.2	445.2	--	150.0	--
Annual Base Salary (\$000s)	3	3	362.3	362.3	--	259.0	--
Total Cash Compensation (TCC) (\$000s)	3	3	391.9	391.9	--	272.7	--
Total Remuneration (\$000s)	3	3	441.0	441.0	--	298.1	--
<b>Los Angeles, Long Beach &amp; Anaheim, CA</b>							
<b>Revenue (\$000,000s)</b>	5	5	212.0	212.0	39.7	100.6	205.1
Annual Base Salary (\$000s)	5	5	338.4	338.4	313.8	336.7	364.0
Total Cash Compensation (TCC) (\$000s)	5	5	339.6	339.6	313.8	342.7	364.0
Total Remuneration (\$000s)	5	5	392.5	392.5	349.0	385.2	401.8
<b>New York City (All Five Boroughs)</b>							
<b>Revenue (\$000,000s)</b>	18	21	1,498.2	1,630.9	199.2	396.9	673.7
Annual Base Salary (\$000s)	18	21	431.3	435.0	307.0	337.0	442.5
Total Cash Compensation (TCC) (\$000s)	18	21	439.4	444.3	307.0	357.1	489.1
Total Remuneration (\$000s)	18	21	505.2	508.4	359.3	460.2	567.9
<b>San Francisco, Oakland &amp; Palo Alto, CA</b>							
<b>Revenue (\$000,000s)</b>	4	4	205.8	205.8	82.6	101.0	224.3
Annual Base Salary (\$000s)	4	4	280.1	280.1	208.8	231.3	302.6
Total Cash Compensation (TCC) (\$000s)	4	4	286.3	286.3	208.8	236.3	313.9
Total Remuneration (\$000s)	4	4	333.9	333.9	244.5	271.8	361.3
<b>Washington, DC, Arlington, VA &amp; Baltimore, MD</b>							
<b>Revenue (\$000,000s)</b>	7	7	1,852.6	1,852.6	122.0	239.4	1,101.7
Annual Base Salary (\$000s)	7	7	337.5	337.5	228.2	317.4	437.5
Total Cash Compensation (TCC) (\$000s)	7	7	368.9	368.9	229.6	317.4	489.4
Total Remuneration (\$000s)	7	7	448.8	448.8	283.1	354.9	557.4

## 2025 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.

## 2025 College & University Executive Compensation Report

### 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	



## 2025 College & University Executive Compensation Report

### Geographic Data (cont.)

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

Albany, NY	Coral Gables, FL	Haverford, PA	Milwaukee, WI	Schenectady, 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	Ithaca, 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
Collegeville, PA	Hartford, CT	Middletown, CT	Saratoga Springs, NY	Worcester, MA

## 2025 College & University Executive Compensation Report

### 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
Albilene, 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
Annnville, 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

## 2025 College & University Executive Compensation Report

### 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
Mcpherson, 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	
Murfreesboro, 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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**Total Compensation Solutions, LLC.**  
**200 Business Park Drive**  
**Suite 102**  
**Armonk, NY 10504**  
**Phone: (914) 730 – 7300**  
**Fax: (914) 730 – 7303**

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