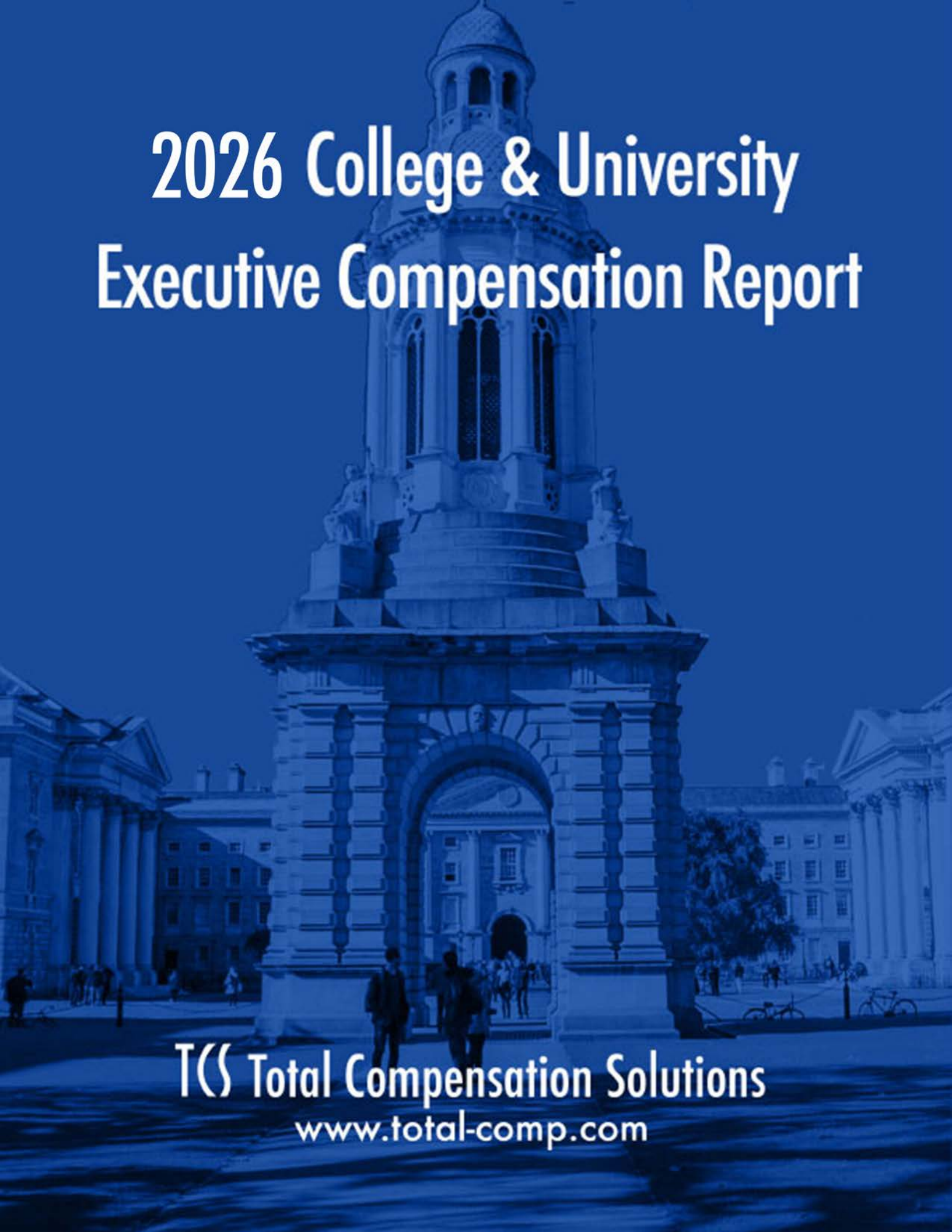




2026 College & University Executive Compensation Report

TCS Total Compensation Solutions
www.total-comp.com

2026 COLLEGE & UNIVERSITY EXECUTIVE COMPENSATION REPORT

**Data Effective: January 1, 2026
Date Published: July 2026**

**Number of Colleges/Universities: 887
Number of Job Titles: 34
Number of Employees Reported: 4,893**

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Table of Contents

I. Executive Summary	
Introduction-----	4
Participant Demographics -----	7
Findings and Observations-----	10
II. Compensation Analysis	
Compensation Analysis-----	13
001 President / Chancellor-----	16
002 Top Institutional Advancement Officer -----	21
003 Provost-----	26
004 Chief Financial Officer-----	31
006 Top Legal Officer / General Counsel -----	36
007 Top Financial & Administrative Position -----	41
008 Top Diversity / Inclusion Position -----	45
009 Top Academic Affairs Position -----	49
010 Top Administrative Position-----	54
011 Top Admissions Position -----	58
012 Top Marketing & Communications Position-----	62
013 Top Development Position -----	66
015 Top Student Affairs Position -----	70
016 Top Information Technology Position -----	75
017 Top Facilities Position -----	80
020 Chief Operating Officer -----	84
022 Chief of Staff-----	88
023 Chief Investment Officer -----	92
024 Top Human Resources Position-----	96
026 Top Research Officer-----	101
027 Athletic Director-----	105
028 VP of Strategy-----	109
029 Dean of the School of Business-----	113
030 Dean of Law School-----	117
031 Dean of Nursing School-----	121
032 Dean of School of Medicine-----	125
033 Dean of School of Pharmacy-----	129
034 Dean of School of Engineering-----	133
035 Dean (Various Departments) -----	137
040 Associate or Deputy Provost -----	141
041 Treasurer -----	145
042 Controller -----	149
111 Enrollment Officer -----	153
112 Top Student Development Executive -----	158
III. Geographic Data	
Regional Cuts/Cost of Labor Area Cuts-----	163
IV. Reference	
Definition of Terms Used in This Report -----	169
Uses of Survey Data -----	171
Updating Salary Survey Data-----	172
Data Suppression-----	173
Total Compensation Solutions, LLC -----	174

I. EXECUTIVE SUMMARY

Introduction

Welcome to the ninth edition of Total Compensation Solutions' (TCS) *College & University Executive Compensation Report*. TCS is a human resources and compensation consulting firm that has 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 *2026 College & University Executive Compensation Report* gathers and reports compensation data on 34 unique executive, director-level and professional level positions found in not-for-profit colleges and universities.

We are confident that you will find TCS's *2026 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 this report is 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 depending upon three factors:

- Geographic location, and
- Revenue Size
- Asset 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 process allows us to: compile data; screen data; and prepare micro- and macro-reports that allow survey analysts to review single organization data for match quality and consistency of response. The result is a comprehensive database that TCS uses to prepare the final survey report and ensure its accuracy.

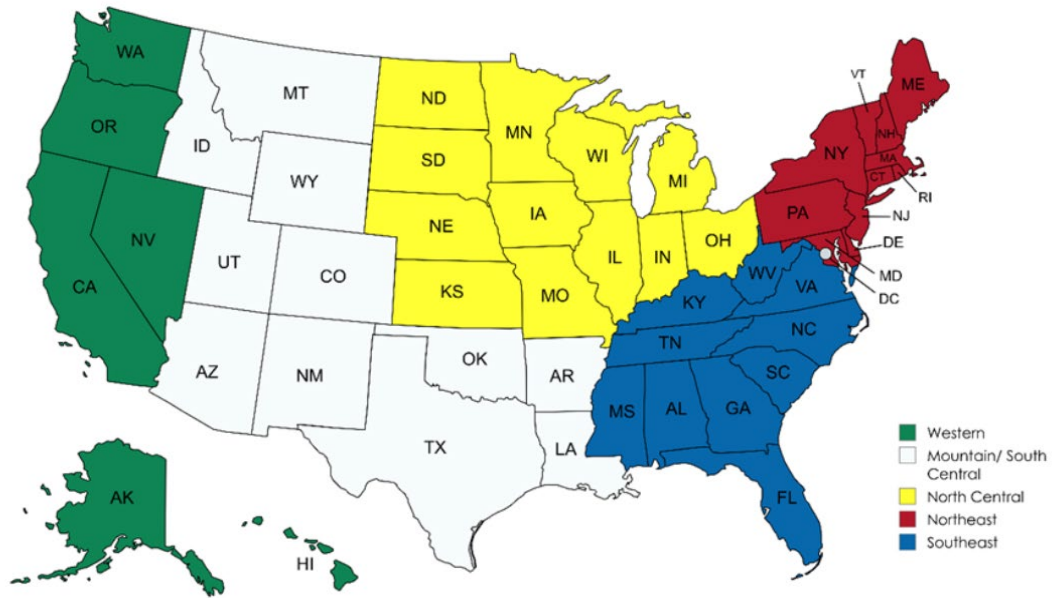
This report is divided into four sections as described below:

Section I	Executive Summary	Introduces 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, 2026</u> , for 34 unique executive and professional 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.

Demographics of Colleges & Universities in the Report

Geographic Breakdown of Colleges & Universities in the Report

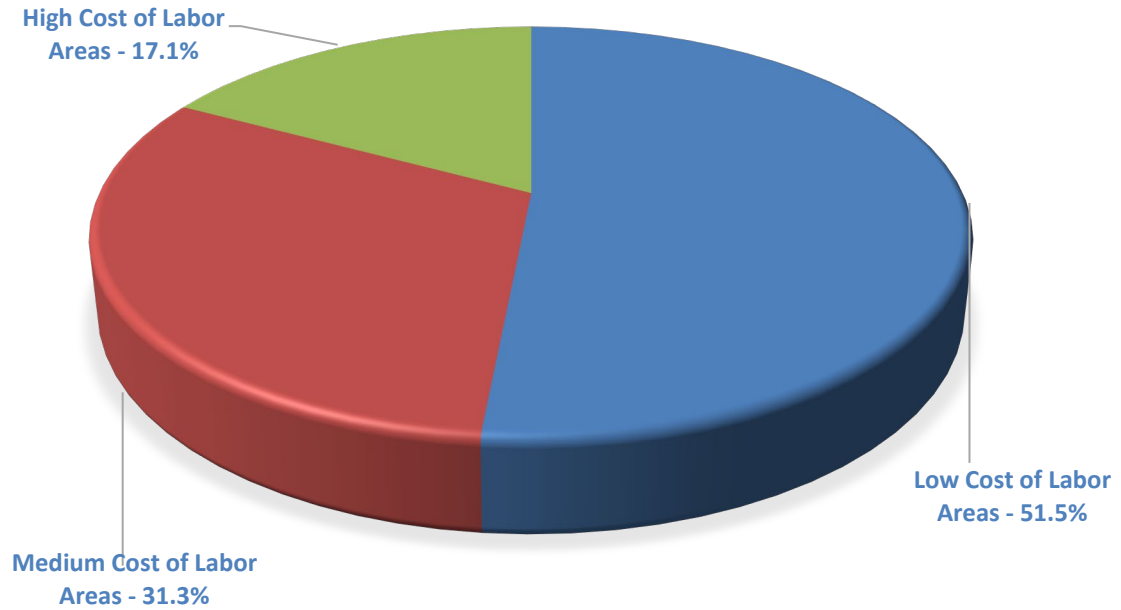


Created with mapchart.net

Region	Number	%
Northeast	293	33.0%
Southeast	178	20.1%
North Central	246	27.7%
Mountain/South Central	76	8.6%
Western	94	10.6%
Total	887	100.0%

Demographics of Colleges & Universities - continued

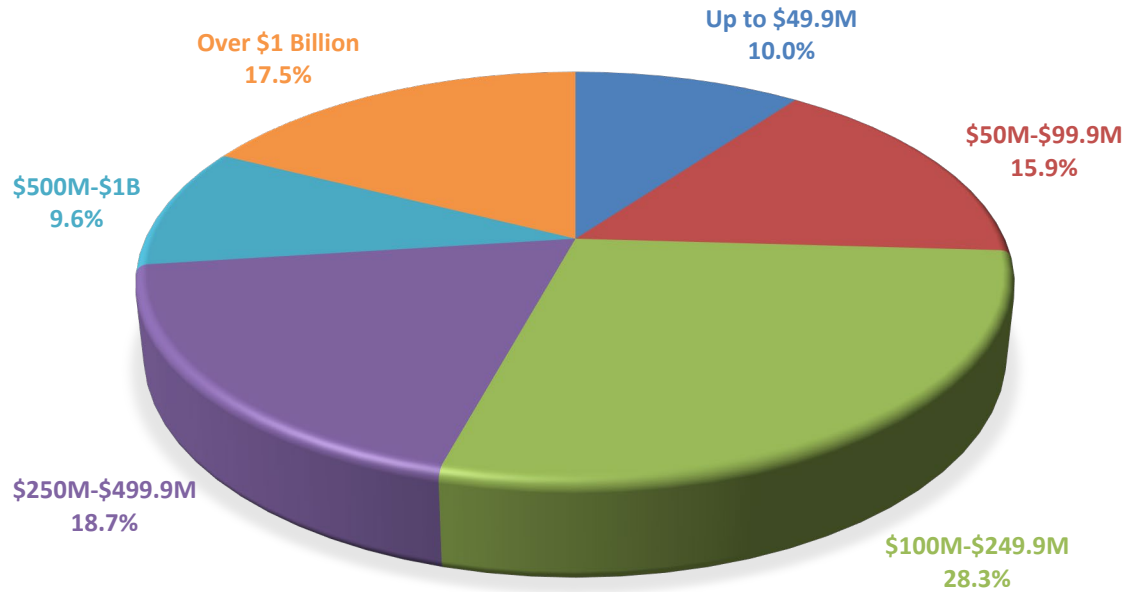
Cost of Labor Areas Breakdown of Colleges & Universities in Report



Description	Number	Percent
Low Cost of Labor Areas	457	51.5%
Medium Cost of Labor Areas	278	31.3%
High Cost of Labor Areas	152	17.1%
Total	887	100%

Demographics of Colleges & Universities – continued

Asset Size Breakdown of Colleges & Universities in Report



Assets	Number of Cos	Percent
Up to \$49.9M	89	10.0%
\$50M-\$99.9M	141	15.9%
\$100M-\$249.9M	251	28.3%
\$250M-\$499.9M	166	18.7%
\$500M-\$1B	85	9.6%
Over \$1 Billion	155	17.5%
Total	887	100.0%

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)	378	383	578.7	540.2	66.0	138.5	302.2
All Companies - National	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Annual Base Salary (\$000s)	378	383	286.2	282.4	179.4	228.4	325.7
Actual Bonus %	113	117	13.3	12.8	4.9	9.7	16.9
Actual Bonus Paid (\$000s)	113	117	55.6	52.7	12.0	30.0	69.5
Total Cash Compensation (TCC) (\$000s)	378	383	303.2	298.2	180.0	231.8	342.0
Other Income (\$000s)	225	228	26.7	26.3	0.8	2.6	17.8
Retirement (\$000s)	354	359	23.6	23.3	9.2	16.5	26.7
Non-taxable Benefits (\$000s)	357	362	21.9	21.9	10.5	19.1	28.6
Total Remuneration (\$000s)	378	383	361.9	355.7	209.5	270.8	417.7
High Cost Areas (110% and Above of National Average)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	78	79	647.9	653.5	99.1	225.9	595.3
Annual Base Salary (\$000s)	78	79	340.2	340.7	231.3	311.3	419.9
Actual Bonus %	30	30	12.5	12.5	4.5	11.8	14.5
Actual Bonus Paid (\$000s)	30	30	48.5	48.5	13.9	41.6	69.0
Total Cash Compensation (TCC) (\$000s)	78	79	358.6	359.4	231.3	326.1	457.5
Other Income (\$000s)	51	51	39.5	39.5	1.0	6.1	22.7
Retirement (\$000s)	73	74	31.5	31.7	14.8	26.1	33.0
Non-taxable Benefits (\$000s)	75	76	26.4	26.5	14.3	24.0	37.0
Total Remuneration (\$000s)	78	79	439.1	437.4	268.5	370.8	537.2
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)	133	137	931.1	829.3	77.5	156.6	379.7
Annual Base Salary (\$000s)	133	137	326.8	317.4	198.5	261.1	378.6
Actual Bonus %	45	49	15.0	14.1	5.4	9.7	18.6
Actual Bonus Paid (\$000s)	45	49	75.0	69.4	13.6	34.8	100.0
Total Cash Compensation (TCC) (\$000s)	133	137	353.6	340.9	204.3	264.6	395.4
Other Income (\$000s)	88	91	30.0	29.3	0.8	4.5	22.5
Retirement (\$000s)	123	127	29.0	28.1	9.8	17.8	31.8
Non-taxable Benefits (\$000s)	126	130	23.2	23.4	11.5	21.4	30.9
Total Remuneration (\$000s)	133	137	422.5	408.2	232.1	306.4	507.3
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)	167	167	257.0	257.0	61.2	96.9	184.2
Annual Base Salary (\$000s)	167	167	227.4	227.4	166.5	190.2	249.4
Actual Bonus %	38	38	11.7	11.7	3.3	9.1	14.9
Actual Bonus Paid (\$000s)	38	38	36.2	36.2	7.6	18.1	48.4
Total Cash Compensation (TCC) (\$000s)	167	167	235.6	235.6	166.8	192.3	258.3
Other Income (\$000s)	86	86	15.5	15.5	0.5	1.8	9.9
Retirement (\$000s)	158	158	15.6	15.6	8.2	12.5	19.8
Non-taxable Benefits (\$000s)	156	156	18.5	18.5	9.0	16.5	25.6
Total Remuneration (\$000s)	167	167	275.7	275.7	192.3	228.3	286.2

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)	44	48	3,423.1	3,342.1	1,522.0	1,873.4	4,766.2
Annual Base Salary (\$000s)	44	48	587.7	583.2	467.1	537.5	672.0
Total Cash Compensation (TCC) (\$000s)	44	48	652.1	640.9	500.3	602.3	732.9
Retirement (\$000s)	41	45	55.2	55.1	29.7	34.8	63.2
Non-taxable Benefits (\$000s)	44	48	27.7	28.8	14.8	26.0	33.6
Total Remuneration (\$000s)	44	48	789.7	780.0	570.6	732.7	878.8
Revenue: \$500M to \$1 Billion							
Revenue (\$000,000s)	21	21	660.0	660.0	553.0	666.6	707.7
Annual Base Salary (\$000s)	21	21	444.0	444.0	372.2	448.2	504.6
Total Cash Compensation (TCC) (\$000s)	21	21	484.6	484.6	388.4	473.1	547.4
Retirement (\$000s)	20	20	49.4	49.4	31.1	33.7	48.6
Non-taxable Benefits (\$000s)	21	21	30.9	30.9	19.7	25.6	36.1
Total Remuneration (\$000s)	21	21	576.6	576.6	472.8	540.6	663.6
Revenue: \$250M to \$499.9M							
Revenue (\$000,000s)	45	45	354.7	354.7	281.6	350.0	397.4
Annual Base Salary (\$000s)	45	45	325.9	325.9	264.0	321.5	374.3
Total Cash Compensation (TCC) (\$000s)	45	45	362.4	362.4	269.5	341.9	427.3
Retirement (\$000s)	44	44	34.7	34.7	18.4	25.0	32.3
Non-taxable Benefits (\$000s)	43	43	29.8	29.8	19.7	26.1	36.4
Total Remuneration (\$000s)	45	45	446.3	446.3	329.0	416.1	508.5
Revenue: \$100M to \$249.9M							
Revenue (\$000,000s)	117	118	160.6	160.2	127.2	151.9	187.3
Annual Base Salary (\$000s)	117	118	241.9	241.4	191.7	229.4	285.4
Total Cash Compensation (TCC) (\$000s)	117	118	246.7	246.3	196.5	233.1	294.3
Retirement (\$000s)	115	116	17.2	17.2	11.0	16.4	22.1
Non-taxable Benefits (\$000s)	114	115	20.4	20.4	11.2	18.7	27.0
Total Remuneration (\$000s)	117	118	291.5	289.2	228.3	274.7	334.9
Revenue: \$50M to \$99.9M							
Revenue (\$000,000s)	95	95	72.0	72.0	57.9	72.0	83.3
Annual Base Salary (\$000s)	95	95	198.7	198.7	167.7	186.5	219.8
Total Cash Compensation (TCC) (\$000s)	95	95	201.1	201.1	168.1	186.5	219.8
Retirement (\$000s)	85	85	12.4	12.4	6.8	9.8	14.9
Non-taxable Benefits (\$000s)	87	87	18.3	18.3	8.7	13.7	25.3
Total Remuneration (\$000s)	95	95	239.3	239.3	190.0	219.0	257.3
Revenue: Up to \$49.9M							
Revenue (\$000,000s)	56	56	30.8	30.8	20.0	31.2	41.1
Annual Base Salary (\$000s)	56	56	178.3	178.3	156.9	169.9	198.9
Total Cash Compensation (TCC) (\$000s)	56	56	180.7	180.7	156.9	172.0	201.7
Retirement (\$000s)	49	49	9.0	9.0	5.3	8.0	10.4
Non-taxable Benefits (\$000s)	48	48	14.7	14.7	6.9	14.3	22.7
Total Remuneration (\$000s)	56	56	203.0	203.0	174.7	193.3	224.1

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)	102	106	7,071.0	6,893.3	1,521.0	2,198.5	4,914.0
Annual Base Salary (\$000s)	102	106	467.0	460.3	327.8	447.6	537.6
Total Cash Compensation (TCC) (\$000s)	102	106	516.3	506.1	369.0	488.1	622.2
Retirement (\$000s)	99	103	48.2	47.9	26.3	33.0	45.6
Non-taxable Benefits (\$000s)	102	106	29.1	29.6	15.4	25.1	34.7
Total Remuneration (\$000s)	102	106	634.4	624.1	443.6	567.0	772.4
Assets: \$500M to \$1 Billion							
Assets (\$000,000s)	38	38	686.5	686.5	568.9	649.5	750.0
Annual Base Salary (\$000s)	38	38	279.7	279.7	220.2	284.1	320.5
Total Cash Compensation (TCC) (\$000s)	38	38	288.1	288.1	220.2	284.1	333.5
Retirement (\$000s)	36	36	21.0	21.0	15.2	20.7	25.7
Non-taxable Benefits (\$000s)	35	35	23.1	23.1	13.0	24.1	29.5
Total Remuneration (\$000s)	38	38	333.9	333.9	258.6	322.9	377.7
Assets: \$250M to \$499.9M							
Assets (\$000,000s)	69	70	346.2	344.6	283.4	325.0	410.9
Annual Base Salary (\$000s)	69	70	229.5	228.4	181.2	212.3	258.2
Total Cash Compensation (TCC) (\$000s)	69	70	234.2	233.3	183.2	219.4	263.2
Retirement (\$000s)	66	67	16.4	16.4	10.7	15.4	21.5
Non-taxable Benefits (\$000s)	67	68	20.8	20.8	11.3	18.8	27.9
Total Remuneration (\$000s)	69	70	280.8	276.7	219.2	262.1	311.0
Assets: \$100M to \$249.9M							
Assets (\$000,000s)	108	108	172.8	172.8	135.7	164.5	212.4
Annual Base Salary (\$000s)	108	108	205.0	205.0	166.3	189.7	233.0
Total Cash Compensation (TCC) (\$000s)	108	108	209.3	209.3	166.7	193.0	233.0
Retirement (\$000s)	99	99	11.7	11.7	7.1	10.2	15.5
Non-taxable Benefits (\$000s)	98	98	17.4	17.4	7.4	14.2	24.4
Total Remuneration (\$000s)	108	108	241.1	241.1	191.8	222.0	271.6
Assets: \$50M to \$99.9M							
Assets (\$000,000s)	40	40	73.1	73.1	66.7	73.5	82.1
Annual Base Salary (\$000s)	40	40	191.4	191.4	159.6	179.5	211.2
Total Cash Compensation (TCC) (\$000s)	40	40	194.0	194.0	159.6	179.5	213.3
Retirement (\$000s)	36	36	10.4	10.4	5.3	8.2	13.9
Non-taxable Benefits (\$000s)	37	37	16.5	16.5	10.2	15.7	23.7
Total Remuneration (\$000s)	40	40	220.7	220.7	183.8	208.0	236.9
Assets: Up to \$49.9M							
Assets (\$000,000s)	21	21	31.6	31.6	22.9	33.4	41.1
Annual Base Salary (\$000s)	21	21	172.4	172.4	153.4	171.6	184.8
Total Cash Compensation (TCC) (\$000s)	21	21	175.3	175.3	153.4	174.0	185.7
Retirement (\$000s)	18	18	7.6	7.6	4.0	8.2	8.9
Non-taxable Benefits (\$000s)	18	18	15.8	15.8	11.0	13.2	21.3
Total Remuneration (\$000s)	21	21	197.2	197.2	171.4	193.8	213.8

004 Chief Financial Officer

Northeast	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	126	128	918.2	828.8	97.3	196.5	563.9
Annual Base Salary (\$000s)	126	128	350.5	344.4	202.5	307.1	448.5
Total Cash Compensation (TCC) (\$000s)	126	128	379.6	371.8	210.0	310.4	474.2
Retirement (\$000s)	117	119	28.1	28.0	13.0	24.0	33.0
Non-taxable Benefits (\$000s)	121	123	26.1	26.3	11.8	23.5	34.8
Total Remuneration (\$000s)	126	128	446.9	438.2	227.4	369.5	559.4
Southeast	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	71	71	481.1	481.1	66.0	135.5	241.1
Annual Base Salary (\$000s)	71	71	264.6	264.6	182.7	219.5	283.6
Total Cash Compensation (TCC) (\$000s)	71	71	275.2	275.2	182.7	221.0	295.4
Retirement (\$000s)	64	64	23.8	23.8	8.3	12.7	22.6
Non-taxable Benefits (\$000s)	63	63	19.3	19.3	9.4	17.8	25.9
Total Remuneration (\$000s)	71	71	337.1	337.1	205.8	257.2	340.9
North Central	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	102	103	377.1	351.4	63.7	106.8	185.5
Annual Base Salary (\$000s)	102	103	241.8	238.6	165.4	200.1	253.9
Total Cash Compensation (TCC) (\$000s)	102	103	251.7	247.4	166.5	210.6	258.3
Retirement (\$000s)	97	98	18.5	17.6	7.5	13.7	21.2
Non-taxable Benefits (\$000s)	99	100	20.2	20.3	9.5	17.7	27.2
Total Remuneration (\$000s)	102	103	294.6	289.1	193.8	249.3	290.1
South Central / Mountain	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	33	34	387.4	364.3	61.0	89.2	264.7
Annual Base Salary (\$000s)	33	34	240.8	232.6	166.4	187.7	235.2
Total Cash Compensation (TCC) (\$000s)	33	34	265.3	253.1	166.4	193.0	284.0
Retirement (\$000s)	32	33	23.4	22.6	8.8	12.3	20.3
Non-taxable Benefits (\$000s)	31	32	15.7	15.8	8.4	13.4	20.6
Total Remuneration (\$000s)	33	34	313.3	300.5	192.5	228.0	329.4
Western	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	46	47	381.9	385.5	39.1	116.3	228.9
Annual Base Salary (\$000s)	46	47	274.0	273.4	184.8	249.8	327.9
Total Cash Compensation (TCC) (\$000s)	46	47	277.7	277.2	184.8	253.1	339.2
Retirement (\$000s)	44	45	23.1	23.2	9.7	17.8	26.4
Non-taxable Benefits (\$000s)	43	44	21.8	21.7	13.3	19.1	28.1
Total Remuneration (\$000s)	46	47	350.3	345.6	224.3	297.7	410.4

004 Chief Financial Officer

Atlanta, Marietta & Decatur, GA	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	6	6	2,560.3	2,560.3	179.1	235.8	5,555.3
Annual Base Salary (\$000s)	6	6	372.5	372.5	286.8	319.7	474.6
Total Cash Compensation (TCC) (\$000s)	6	6	372.5	372.5	286.8	319.7	474.6
Total Remuneration (\$000s)	6	6	420.7	420.7	322.6	362.1	534.4
Chicago, IL	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	7	8	1,557.1	1,351.0	119.0	444.0	2,039.1
Annual Base Salary (\$000s)	7	8	432.4	413.6	203.2	276.4	603.6
Total Cash Compensation (TCC) (\$000s)	7	8	488.7	459.8	244.7	291.4	640.0
Total Remuneration (\$000s)	7	8	575.1	535.4	284.5	327.1	713.2
Dallas & Fort Worth, TX	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	3	4	633.7	462.0	--	150.0	--
Annual Base Salary (\$000s)	3	4	370.4	323.9	--	317.4	--
Total Cash Compensation (TCC) (\$000s)	3	4	454.7	384.0	--	443.5	--
Total Remuneration (\$000s)	3	4	511.0	435.9	--	476.2	--
Los Angeles, Long Beach & Anaheim, CA	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	3	3	335.7	335.7	--	212.1	--
Annual Base Salary (\$000s)	3	3	345.7	345.7	--	350.6	--
Total Cash Compensation (TCC) (\$000s)	3	3	345.7	345.7	--	350.6	--
Total Remuneration (\$000s)	3	3	410.8	410.8	--	419.2	--
New York City (All Five Boroughs)	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	13	13	493.9	493.9	132.0	363.9	707.7
Annual Base Salary (\$000s)	13	13	349.4	349.4	263.1	332.9	448.0
Total Cash Compensation (TCC) (\$000s)	13	13	364.9	364.9	263.1	341.0	451.2
Total Remuneration (\$000s)	13	13	435.0	435.0	340.7	428.6	541.6
San Francisco, Oakland & Palo Alto, CA	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	4	4	197.9	197.9	80.3	100.9	218.6
Annual Base Salary (\$000s)	4	4	268.7	268.7	157.1	204.8	316.3
Total Cash Compensation (TCC) (\$000s)	4	4	268.7	268.7	157.1	204.8	316.3
Total Remuneration (\$000s)	4	4	302.2	302.2	180.0	226.7	348.9
Washington, DC, Arlington, VA & Baltimore, MD	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
Revenue (\$000,000s)	4	4	3,147.9	3,147.9	742.5	1,103.3	3,508.6
Annual Base Salary (\$000s)	4	4	430.9	430.9	368.2	450.2	512.9
Total Cash Compensation (TCC) (\$000s)	4	4	494.1	494.1	430.5	506.3	570.0
Total Remuneration (\$000s)	4	4	610.3	610.3	463.8	592.6	739.1

2026 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.

2026 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	

2026 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

2026 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

2026 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	Ottowa, 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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