

## 2021-22 Deans' Salary Structure Analysis

### Executive Summary

The Deans' Salary Structure consists of three salary bands, with each band representing a group of academic disciplines, and an established minimum and maximum per band. The Deans' Salary Structure was first approved by the Regents in 2009, in conjunction with the issuance of APM – 240, which transferred academic deans from the Senior Management Group (SMG) personnel program to the Academic Personnel program. The Deans' Salary Structure was subsequently updated in 2014 and, most recently, in 2018.

As of September 2021, the 96 full time deans governed under APM - 240 who are paid according to the 2018 Deans' Salary Structure fit within the minimum and maximum salary ranges of their respective bands. While no deans are within 10% of the minimum, three deans are within 10% of the maximum of the respective bands.

Approximately 44% of deans are paid below the benchmark average of dean salaries in comparable academic disciplines at comparable public institutions. This is an improvement of twenty-five percentage points from 2016, when approximately 69% of deans were paid below average compared to this benchmark. Those deans whose salaries exceed the market average tend to be in professional schools, with the exception of deans in Schools of Medicine. Deans in Medicine went from exceeding the AAU public institution average in 2016 (+\$122,429) to lagging the AAU public average by approximately 3% in 2021 (-\$23,588).

In 2014, the minimums of all 3 bands were increased by 10%, and the maximums were increased by 15%. In 2018, the minimums of all 3 bands were increased by 10%, the maximums of bands 1 and 2 were increased by 15%, and the maximum of band 3 was increased by 20%. These changes to the salary bands do NOT result in automatic increases in dean salaries; individual dean salaries continue to be determined through established campus processes.

In line with these past updates, it is proposed that each band minimum and maximum in the Deans' Salary Structure be increased by 10 percent effective July 1, 2022. The enclosed analysis suggests that this revision will provide both accountability and sufficient flexibility to allow campuses to continue to offer market-competitive salaries. This proposal has been reviewed and is supported by the Vice Provosts/Vice Chancellors of Academic Affairs, who have proposed an additional, alternative recommendation to consider increasing the Band 3 maximum by 15% to allow for more flexibility for deans in Medicine. Assuming a potential 3% salary increase for the 2022-23 year (effective July 1, 2022), the salaries of all current deans would still fit comfortably within the proposed band structure.

### Background

Academic deans transferred from the Senior Management Group (SMG) personnel program to the Academic Personnel program effective January 1, 2010, in conjunction with the issuance of APM - 240, Deans, and the creation of the Deans' Salary Structure which was approved by the Regents in November 2009. APM - 240 returned authority to the chancellors to select and appoint deans, who serve as senior academic leaders and set the standard for intellectual engagement and accomplishment among faculty and students. Deans with concurrent vice chancellor titles and deans who reported directly to the chancellor remained in SMG. The initiative to return governance of the deans to Academic Personnel provided the chancellors with the ability to respond flexibly and quickly to the market and improved timeliness of the appointment process, which are crucial elements of effective recruitment and retention efforts. The Provost and Executive Vice President for Academic Affairs issues the Deans' Salary

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Structure, which consists of salary bands, or ranges. The chancellor sets individual deans' salaries by determining a unit salary aligned with the Deans' Salary Structure, competitive market-based pay, and compensable factors.

At inception, it was envisioned that Academic Personnel and Programs would review the Deans' Salary Structure annually to adjust it for competitiveness and inflation; however, the 2009 structure proved to be adequately flexible to accommodate the salary setting process until the 2014-15 fiscal year. In August 2014, after consultation with the Executive Vice Chancellors/Provosts, the Vice Provosts/Vice Chancellors of Academic Affairs/Academic Personnel, the Office of General Counsel, and the Office of the Secretary of the Regents, the Provost and Executive Vice President for Academic Affairs issued salary bands that were adjusted to move closer to competitive market salaries by increasing the minimum for each band by 10 percent and the maximum for each band by 15 percent. These revised bands were issued effective July 1, 2014, with the understanding that Academic Personnel and Programs staff would review the Deans' Salary Structure on a biennial basis.

In June 2018, following analysis of the market and the salaries of deans paid on this structure, and with recommendations from the Executive Vice Chancellor/Provosts and the Vice Provosts/Vice Chancellors for Academic Personnel/Academic Affairs, the salary bands were adjusted again – effective July 1, 2018 – to move closer to competitive market salaries by increasing the minimum of each band by 10 percent, the maximum of Bands 1 and 2 by 15%, and the maximum of Band 3 by 20%. The larger increase in Band 3 was to accommodate an administrative reconfiguration at most UC schools of medicine that resulted in the affected deans moving from the SMG to the Academic Personnel program. Deans with concurrent vice chancellor titles and/or deans who report directly to the chancellor remained in the SMG. As a result of this adjustment to the bands, the range of spread between each band and the increase between bands was no longer uniform.

### Approach and Methodology for Developing the Deans' Salary Structure

In 2008-09, various models for compensating deans were developed and analyzed against then-current levels of pay. Initial findings showed that individual pay rates for UC deans ranged from \$153,000 to \$373,000; the highest rate being 144% over the lowest. Salary data showed a general pattern based on academic discipline, with business/management, law, engineering, and public health salaries clustered at the highest rates of pay. All individuals in business/management, law, and public health had pay rates greater than \$300,000.

A formula consisting of the individual's professorial salary, plus summer ninths, plus stipend was judged not feasible; stipends would have had to be extremely high to raise a salary to a level matching responsibilities. Additionally, this approach would have disadvantaged faculty positioned at a lower rank and step. Another model under consideration was a structure consisting of a five-, four-, or three-band system, with an established minimum and maximum per band, and each band representing a grouping of academic disciplines. Results of these analyses led to an approach for the salary structure consisting of:

- (1) A unit salary aligned with competitive market-based pay, all of which would be covered compensation, established to reflect the responsibilities and position of dean, rather than the individual's academic reputation
- (2) A three-band scale, rather than a four- or five-band scale, providing greater flexibility to accommodate a discipline-specific orientation as well as individual or campus differences within an academic discipline

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### Objectives and Principles of the Methodology

Two key objectives guided the methodology for developing the Deans' Salary Structure: 1) application of the new Salary Structure would not increase or decrease the 2009 salaries, and 2) the SMG reporting process would transfer to Academic Personnel to monitor hiring and retention efforts.

The principles listed below define the methodology used in 2009:

- (1) The salary structure consisted of three salary bands, each with a minimum and maximum salary rate.
- (2) The range of spread within each band was set at 133 percent and the minimum and maximum of each band were set uniformly 20 percent greater than the previous band.
- (3) Substantially similar jobs were classified in the same band; however, the Chancellor has the authority to assign the individual to the band most appropriate to meet market conditions.
- (4) The salary was determined by Compensable Factors that included academic discipline, market, the size and scope of the job, and complexity of responsibilities.

### Policy Requirements in APM - 240 for Setting Deans' Salaries

In addition to assigning a salary band based on academic discipline and assessment of compensable factors, the chancellor sets salaries for individual deans in accordance with APM - 240. The following references to the Deans' Salary Structure and individual salary setting are contained in APM - 240:

- (1) The Deans' Salary Structure serves as a baseline for determining appointment salary. Adjustments to the Salary Structure shall not automatically result in corresponding increases in individual salaries. [APM - 240-18-a(1)]
- (2) Prior relevant administrative experience may be considered in determining appropriate salary. [APM - 240-18-a(2)]
- (3) The chancellor may consider external market comparability and other market-based conditions in determining appropriate salary. [APM - 240-18-a(3)]
- (4) Comparisons with equivalent dean positions and responsibilities within UC may be considered in determining appropriate salary. [APM - 240-18-a(4)]
- (5) The dean's administrative salary shall at all times remain greater than his or her UC professorial salary. [APM - 240-18-a(5)]

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### Current Incumbent Data

A review of current incumbents shows that as of September 2021, there are 96 full time deans<sup>1</sup> governed under APM - 240 who are paid according to the 2018 Deans' Salary Structure (see Appendix A). Table 1 below shows the placement of current incumbent deans by salary band, by discipline, and by campus.

**Table 1. Placement of Deans, by Current Salary Band, by Discipline, by Campus 2021**

Current Band	Minimum	Maximum	Discipline	BK	DV	IR	LA	MC	RV	SB	SC	SD	SF	Total	% Total			
Band 1	\$181,500	\$463,500	Arts & Humanities	1		2	1		1	1	2	1		9				
			Education		1	1	1			1					4			
			Graduate Division	1	1	1	1			1		1	1		7			
			Information Management			1									1			
			Interdisciplinary Studies									1				1		
			Journalism	1												1		
			Letters & Science	1	1											2		
			Social Sciences	2		1	1	1			1	1	1	1		8		
			Undergraduate Education			1	1	1	1	1	1	1	1	1		8		
			Subtotal			6	3	7	5	2	3	5	5	4	0	40	41.7%	
			Band 2	\$217,800	\$555,500	Agriculture	1	1				1					3	
Architecture	1						1								2			
Arts & Humanities^							1								1			
Biological Sciences	1	1				1	1	1					1		6			
Engineering	1	1				1	1	1	1	1	1	1	1		9			
Information Management^^	1														1			
Physical Sciences	1					1	1				1	1	1		6			
Public Affairs/Public Policy	1						1			1				1	4			
Subtotal						7	3	3	6	2	3	2	2	4	0	32	33.0%	
Band 3	\$261,400	\$696,000				Business/Management	1	1	1	1		1			1		6	
						Dentistry				1						1		2
			Law	1	1		1								3			
			Medicine		1	1									2			
			Nursing		1	1	1							1	4			
			Optometry	1											1			
			Pharmacy			1							1	1	3			
			Public Health	1			1						1		3			
			Veterinary Medicine												0			
			Subtotal			4	4	4	5	0	1	0	0	3	3	24	24.7%	
<b>Grand Total</b>			<b>17</b>	<b>10</b>	<b>14</b>	<b>16</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>3</b>	<b>96</b>					

Source: UCPath (September 2021)

^ One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.

^^ One Information Management dean at UCB is paid on Band 2.

<sup>1</sup> Acting/Interim Deans are excluded from this report.

## 2021-22 Deans' Salary Structure Analysis

The minimum and maximum salary per band paid to deans as of September 2021 is shown on Table 2.

**Table 2. Deans' Salaries as of September 2021 Above or Below Current Salary Bands**

Band	Minimum	Maximum	Actual Salary Minimum	+/- Band Minimum	Actual Salary Maximum	+/- Band Maximum
<b>Band 1</b>	\$181,500	\$463,500	\$216,300	\$34,800	\$396,600	(\$66,900)
<b>Band 2</b>	\$217,800	\$555,500	\$305,200	\$87,400	\$515,000	(\$40,500)
<b>Band 3</b>	\$261,400	\$696,000	\$336,500	\$75,100	\$669,500	(\$26,500)

As shown in Table 2, actual salaries exceed the band minima for all bands. The Band 1 minimum is exceeded by \$34,800 or about 19%, the Band 2 minimum is exceeded by \$87,400 or about 40%, and the Band 3 minimum is exceeded by \$75,100 or about 29%. Data also show that all assigned deans fit within the minimum and maximum salaries of their respective band. Individual salary rates within all three bands range from \$216,300 to \$669,500, the high a 210% increase over the low.

The academic discipline groupings that comprise each band and the number of deans whose salary rates are within 10% of the minimum and maximum in each band are shown on Table 3. No deans are within 10% of the minimum, while three deans are within 10% of the maximum of the respective bands.

**Table 3. Deans' Salary Ranges by Discipline (Outliers) Based on September 2021 Salaries and Current Bands**

Current Band	Minimum	Maximum	Discipline	Number in Discipline	Within 10% of Minimum UC Band	Within 10% of Maximum UC Band			
<b>Band 1</b>	<b>\$181,500</b>	<b>\$463,500</b>	Arts & Humanities	9	0	0			
			Education	4	0	0			
			Graduate Division	7	0	0			
			Information Management	1	0	0			
			Interdisciplinary Studies	1	0	0			
			Journalism	1	0	0			
			Letters & Science	2	0	0			
			Social Sciences	8	0	0			
			Undergraduate Education	7	0	0			
			<b>Band 2</b>	<b>\$217,800</b>	<b>\$555,500</b>	Agriculture	3	0	0
Architecture	2	0				0			
Arts & Humanities <sup>^</sup>	1	0				0			
Biological Sciences	6	0				0			
Engineering	9	0				0			
Information Management <sup>^^</sup>	1	0				1			
Physical Sciences	6	0				0			
Public Affairs/Public Policy	4	0				0			
<b>Band 3</b>	<b>\$261,400</b>	<b>\$696,000</b>				Business/Management	6	0	0
						Dentistry	2	0	0
			Law	3	0	0			
			Medicine	2	0	2			
			Nursing	4	0	0			
			Optometry	1	0	0			
			Pharmacy	3	0	0			
			Public Health	3	0	0			
			Veterinary Medicine	0	0	0			
			<b>Total</b>				<b>96</b>	<b>0</b>	<b>3</b>

Source: UCPath (September 2021)

<sup>^</sup> One Arts & Humanities deans (Dean of Music) at UCLA is paid on Band 2.

<sup>^^</sup> One Information Management dean at UCB is paid on Band 2.

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### Market Analysis

Current incumbent salaries were compared to market data from the College and University Professional Association (CUPA).<sup>2</sup> Two comparison groups were used: one includes non-UC public institutions that are members of the Association of American Universities (AAU) (seven UC campuses – Berkeley, Davis, Irvine, UCLA, San Diego, Santa Barbara and Santa Cruz – are members of the AAU), and the other is a group of 26 institutions that were approved by the California Postsecondary Education Commission (CPEC) to be used as comparators in administrative salary analyses. Appendix B displays the September 2021 UC dean headcount by discipline with September 2021 minimum and maximum salaries compared to the 5<sup>th</sup> and 95<sup>th</sup> percentile salaries paid to deans at the AAU public institutions and Comparison 26 institutions. Since percentage differences vary so greatly by disciplinary grouping, and there is a lack of benchmark data from Comparison 26 institutions for several disciplinary groupings, Appendix C is attached to show the September 2021 UC dean salaries that are above and below the average dean salaries at the AAU public institutions.

Approximately 44% (42) of the deans are paid below the average of their public benchmark. This is an improvement of twenty-five percentage points from 2016, when approximately 69% of deans were paid below average compared to their public benchmark. 53 deans (56%) are paid above market.

- Deans in Medicine went from exceeding the AAU public institution average in 2016 (+\$122,429) to lagging the AAU public average by approximately 3% in 2021 (-\$23,588).
- The greatest lags in UC average salaries are seen in Arts and Humanities at 14% (-\$50,457), Interdisciplinary Studies at 11% (-\$39,979), and Social Sciences at 9% (-\$33,290).
- Twenty-five of 30 UC deans' salaries in the professional disciplines (Architecture, Business/Management [4 of 6], Dentistry [1 of 2], Information Management [1 of 2], Journalism, Law, Nursing, Pharmacy, Public Affairs/Public Policy, and Public Health [2 of 3]) were above the AAU public institution average salaries. (The chart omits the dean of Optometry due to a lack of benchmark data.)
- UC exceeds the AAU public institution average most notably in these professional schools: Architecture by 41% (+\$113,881), Law by 30% (+\$113,171), Public Affairs/Public Policy by 22% (+\$70,524), and Public Health by 18% (+\$66,036).
- Outside of professional schools, UC deans' salaries in the Graduate Division exceed the AAU average by 17% (+\$44,596).
- The average UC dean salary and the average AAU public dean salary are generally comparable in Engineering (UC exceeds by 2%; +\$8,821), Physical Sciences (averages at parity; +\$1,594), and Biological Sciences (UC lags by 2%; -\$6,557).
- 23 UC deans' salaries are within 5% of the AAU public average for their discipline.
- Deans are frequently recruited from private AAU universities, but we do not have access to their salary data. Our deans' salaries almost certainly would lag comparable salaries at peer private universities by larger amounts than noted above.

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<sup>2</sup> 2020-21 CUPA Survey. See Appendices F and G for additional detail.

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### Approach and Methodology for the 2022 Deans' Salary Structure

The following facts and assumptions were used to develop the proposed 2022 Structure:

- (1) The deans' salary bands have not been updated since 2018
- (2) Approximately 44% of the 96 deans<sup>3</sup> in September 2021 are paid less than market (the average of comparable deans at AAU public institutions); Information on the salaries of deans at peer private universities is not available
- (3) Those deans whose salaries exceed the market average tend to be in professional schools
- (4) Deans were eligible for a 3.0% performance-based salary increase effective July 1, 2021
- (5) The deans' salary bands were last adjusted in 2018. From 2018 to 2021, the annual average California Consumer Price Index (CCPI) has increased approximately 8.9% (see <https://www.dir.ca.gov/OPRL/CAPriceIndex.htm>)
- (6) In 2014 and 2018, the minimums of all 3 bands were increased by 10%, and the maximums were increased by 15% (with the exception of the band 3 maximum, which was increased by 20% in 2018).

It is proposed that for the 2022 Deans' Salary Structure, each band minimum and maximum will be increased by 10 percent. Deans in Information Management would be moved to Band 2 (to align with Engineering). All other deans would remain in their current bands. The proposed structure does not move any dean from their current salary level.

**Table 4. Deans' Salaries - with 10% Band Increase - Above or Below Proposed 2022 Salary Bands**

Band	Minimum	Maximum	Actual Salary Minimum	+/- Band Minimum	Actual Salary Maximum	+/- Band Maximum
<b>Band 1</b>	\$199,700	\$509,900	\$216,300	\$16,600	\$396,600	(\$113,300)
<b>Band 2</b>	\$239,600	\$611,100	\$305,200	\$65,600	\$515,000	(\$96,100)
<b>Band 3</b>	\$287,500	\$765,600	\$336,500	\$49,000	\$669,500	(\$96,100)

Assuming a potential 3% salary increase for the 2022-23 year (effective July 1, 2022), all current deans would still fit comfortably within the proposed band structure, without need for any additional increases to the minimum/maximum of Bands 1, 2, or 3.

**Table 5. Deans' Salaries (+ 3% Increase) - with 10% Band Increase - Above or Below Proposed 2022 Salary Bands**

Band	Minimum	Maximum	Actual Salary Minimum + 3% increase	+/- Band Minimum	Actual Salary Maximum + 3% increase	+/- Band Maximum
<b>Band 1</b>	\$199,700	\$509,900	\$222,800	\$23,100	\$408,500	(\$101,400)
<b>Band 2</b>	\$239,600	\$611,100	\$314,400	\$74,800	\$530,500	(\$80,600)
<b>Band 3</b>	\$287,500	\$765,600	\$346,600	\$59,100	\$689,600	(\$76,000)

<sup>3</sup> This count excludes the Dean of Optometry due to lack of benchmark data.

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**Table 6. Deans' Salary Structure Bands – with 10% Band Increase - for 2022**

Band	Minimum	Maximum	Total Deans Assigned	Percentage of Total
<b>Band 1</b>	\$199,700	\$509,900	39	41%
<b>Band 2</b>	\$239,600	\$611,100	33	34%
<b>Band 3</b>	\$287,500	\$765,600	24	25%

Alternatively, a more conservative 8% increase (aligned with the estimated CPI increase from 2018 – 2021) to band minimums and maximums is modeled below.

**Table 7. Deans' Salaries - with 8% Band Increase - Above or Below Proposed 2022 Salary Bands**

Band	Minimum	Maximum	Actual Salary Minimum	+/- Band Minimum	Actual Salary Maximum	+/- Band Maximum
<b>Band 1</b>	\$196,000	\$500,600	\$216,300	\$20,300	\$396,600	(\$104,000)
<b>Band 2</b>	\$235,200	\$599,900	\$305,200	\$70,000	\$515,000	(\$84,900)
<b>Band 3</b>	\$282,300	\$751,700	\$336,500	\$54,200	\$669,500	(\$82,200)

**Table 8. Deans' Salaries (+ 3% Increase) - with 8% Band Increase - Above or Below Proposed 2022 Salary Bands**

Band	Minimum	Maximum	Actual Salary Minimum + 3% increase	+/- Band Minimum	Actual Salary Maximum + 3% increase	+/- Band Maximum
<b>Band 1</b>	\$196,000	\$500,600	\$222,800	\$26,800	\$408,500	(\$92,100)
<b>Band 2</b>	\$235,200	\$599,900	\$314,400	\$79,200	\$530,500	(\$69,400)
<b>Band 3</b>	\$282,300	\$751,700	\$346,600	\$64,300	\$689,600	(\$62,100)

### Recommendation from the Vice Provosts/Vice Chancellors, Academic Affairs

At their December 14 meeting, the Vice Provosts/Vice Chancellors of Academic Affairs agreed to the proposal for increasing the salary bands by 10%. The Vice Provosts/Vice Chancellors made an additional, alternative recommendation to consider increasing the Band 3 maximum by 15% to allow for more flexibility for Deans in Medicine.

**Table 9. Deans' Salary Structure Bands – with 10% Band Increase + 15% Increase to Band 3 Maximum**

Band	Minimum	Maximum
<b>Band 1</b>	\$199,700	\$509,900
<b>Band 2</b>	\$239,600	\$611,100
<b>Band 3</b>	\$287,500	\$800,400

The current placement of deans, by salary band, by discipline, by campus is shown in Appendix D. The placement of deans, by salary band, by discipline, by campus, with the proposed 10 percent band increase, is shown in Appendix E.

Appendix F shows the underlying comparative salary data by discipline. Appendix G provides notes on methodology and lists the AAU Public and Comparison 26 institutions.



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### Attachments:

- Appendix A: UC Deans' Annual Salaries Sorted By Band, By Annual Salary Rate
- Appendix B: Deans' Salary Structure Comparison By Discipline 2020-21
- Appendix C: UC Dean Headcount By Discipline with Salaries Above and Below the Average Dean Salaries at AAU Public Institutions 2020-21
- Appendix D: Placement of UC Deans on Current Salary Bands
- Appendix E: Placement of UC Deans on Proposed Salary Bands (With 10% Band Increase)
- Appendix F: Placement of UC Deans on Proposed Salary Bands (With 8% Band Increase)
- Appendix G: Comparison of UC Dean Salaries to Average Salaries at AAU Public Institutions and Comparison 26 Public and Private Institutions
- Appendix H: Notes

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## UCOP: OFFICE OF ACADEMIC PERSONNEL AND PROGRAMS

**Appendix A**  
**UC - DEANS' ANNUAL SALARIES SORTED BY BAND, BY ANNUAL SALARY RATE**  
**SEPTEMBER 2021**

CAMPUS	TITLE	LEVEL	ANNUAL BASE SALARY RATE AS OF SEPTEMBER 2021	DISCIPLINE	DATE APPOINTED
BK	Dean, College of Natural Resources	2	\$339,500	AGRICULTURE	7/1/2018
BK	Dean, College of Environmental Design	2	\$412,000	ARCHITECTURE	7/1/2020
BK	Dean, Division of Arts and Humanities	1	\$360,000	ARTS & HUMANITIES	9/1/2021
BK	Dean, Division of Biological Sciences	2	\$332,600	BIOLOGICAL SCIENCES	7/1/2017
BK	Dean, Haas School of Business	3	\$588,900	BUSINESS/MANAGEMENT	1/1/2019
BK	Dean, College of Engineering	2	\$397,900	ENGINEERING	7/1/2018
BK	Vice Provost, Graduate Studies/ Dean, Graduate Division	1	\$339,900	GRADUATE DIVISION	7/1/2019
BK	Associate Provost, Division of Data Science & Information; Dean, School of Information	2*	\$515,000	INFORMATION MANAGEMENT	1/1/2020
BK	Dean, School of Journalism	1	\$319,300	JOURNALISM	10/21/2020
BK	Dean, School of Law	3	\$472,800	LAW	7/1/2017
BK	Executive Dean, College of Letters and Science	1	\$325,000	LETTERS & SCIENCE	7/1/2021
BK	Dean, School of Optometry	3	\$336,500	OPTOMETRY	6/1/2014
BK	Dean, College of Chemistry	2	\$345,100	PHYSICAL SCIENCES	7/1/2013
BK	Dean, Goldman School of Public Policy	2	\$370,000	PUBLIC AFFAIRS/PUBLIC POLICY	7/1/2021
BK	Dean, School of Public Health	3	\$437,800	PUBLIC HEALTH	7/1/2019
BK	Dean, School of Social Welfare	1	\$370,800	SOCIAL SCIENCES	9/1/2019
BK	Dean, Division of Social Sciences	1	\$339,900	SOCIAL SCIENCES	1/1/2020
DV	Dean, College of Agriculture and Environmental Sciences	2	\$410,653	AGRICULTURE	1/27/2014
DV	Dean, College of Biological Sciences	2	\$369,214	BIOLOGICAL SCIENCES	8/1/2016
DV	Dean, Graduate School of Management	3	\$489,668	BUSINESS/MANAGEMENT	6/22/2016
DV	Dean, School of Education	1	\$240,629	EDUCATION	6/1/2017
DV	Dean, College of Engineering	2	\$390,000	ENGINEERING	9/15/2021
DV	Vice Provost for Graduate Education & Dean of Graduate Studies	1	\$254,616	GRADUATE DIVISION	1/1/2019
DV	Dean, School of Law	3	\$448,593	LAW	7/1/2008
DV	Dean, College of Letters and Science	1	\$395,000	LETTERS & SCIENCE	8/1/2021
DV	Dean, School of Medicine	3	\$669,500	MEDICINE	7/22/2019
DV	Dean, School of Nursing	3	\$375,950	NURSING	7/22/2019
IR	Dean, School of the Arts; Interim Director, School of the Arts Program in Interdisciplinary Studies	1	\$299,642	ARTS & HUMANITIES	7/1/2016
IR	Dean, School of Humanities	1	\$297,582	ARTS & HUMANITIES	7/1/2018
IR	Dean, School of Biological Sciences	2	\$376,359	BIOLOGICAL SCIENCES	1/1/2014
IR	Dean, Paul Merage School of Business	3	\$494,400	BUSINESS/MANAGEMENT	1/1/2021
IR	Dean, School of Education	1	\$322,908	EDUCATION	6/30/2016
IR	Dean, Henry Samueli School of Engineering	2	\$400,000	ENGINEERING	7/19/2021
IR	Vice Provost and Dean, Graduate Division	1	\$288,400	GRADUATE DIVISION	9/1/2019
IR	Dean, Bren School of Information and Computer Science	1	\$377,152	INFORMATION MANAGEMENT	1/1/2017
IR	Dean, School of Medicine	3	\$665,000	MEDICINE	7/1/2017
IR	Dean, School of Nursing	3	\$360,677	NURSING	1/1/2017
IR	Dean, School of Pharmaceutical Science	3	\$406,902	PHARMACY	1/1/2019
IR	Dean, School of Physical Sciences	2	\$346,080	PHYSICAL SCIENCES	7/1/2019
IR	Dean, School of Social Sciences	1	\$328,910	SOCIAL SCIENCES	7/1/2013
IR	Vice Provost and Dean, Division of Undergraduate Education	1	\$309,000	UNDERGRADUATE EDUCATION	5/1/2015
LA	Dean, School of the Arts and Architecture	2	\$377,200	ARCHITECTURE	8/15/2017
LA	Dean, Division of Humanities	1	\$326,700	ARTS & HUMANITIES	7/1/2012
LA	Dean, Herb Alpert School of Music	2**	\$386,300	ARTS & HUMANITIES	7/8/2019
LA	Dean, Division of Life Sciences	2	\$360,500	BIOLOGICAL SCIENCES	9/1/2020
LA	Dean, Anderson School of Management	3	\$583,500	BUSINESS/MANAGEMENT	7/1/2019
LA	Dean, School of Dentistry	3	\$498,300	DENTISTRY	6/30/2016
LA	Dean, Graduate School of Education and Information Studies	1	\$396,600	EDUCATION	4/1/2021
LA	Dean, Henry Samueli School of Engineering and Applied Science	2	\$472,900	ENGINEERING	1/1/2016
LA	Dean, Graduate Division	1	\$346,500	GRADUATE DIVISION	7/1/2021
LA	Dean, School of Law	3	\$542,400	LAW	8/1/2015
LA	Dean, School of Nursing	3	\$445,000	NURSING	8/1/2021
LA	Dean, Division of Physical Sciences	2	\$419,500	PHYSICAL SCIENCES	7/1/2016
LA	Dean, Luskin School of Public Affairs	2	\$477,000	PUBLIC AFFAIRS/PUBLIC POLICY	1/1/2017
LA	Dean, Fielding School Of Public Health	3	\$494,400	PUBLIC HEALTH	1/15/2020
LA	Dean, Division of Social Sciences	1	\$382,600	SOCIAL SCIENCES	7/1/2017
LA	Dean, Undergraduate Education	1	\$309,000	UNDERGRADUATE EDUCATION	7/1/2020
MC	Dean, School of Natural Sciences	2	\$305,200	BIOLOGICAL SCIENCES	8/1/2017
MC	Dean, School of Engineering	2	\$334,800	ENGINEERING	9/1/2015

CAMPUS	TITLE	LEVEL	ANNUAL BASE SALARY RATE AS OF SEPTEMBER 2021	DISCIPLINE	DATE APPOINTED
MC	Dean, School of Social Sciences, Humanities and Arts	1	\$303,900	SOCIAL SCIENCES	3/15/2020
MC	Vice Provost and Dean, Undergraduate Education	1	\$216,300	UNDERGRADUATE EDUCATION	7/1/2020
RV	Dean, College of Natural and Agricultural Science	2	\$317,500	AGRICULTURE	1/1/2016
RV	Dean, College of Humanities, Arts and Social Sciences	1	\$298,000	ARTS & HUMANITIES	9/1/2021
RV	Dean, School of Business Administration	3	\$423,400	BUSINESS/MANAGEMENT	1/1/2014
RV	Dean, Bourns College of Engineering	2	\$374,600	ENGINEERING	9/1/2018
RV	Dean, Graduate Division	1	\$325,900	GRADUATE DIVISION	7/1/2017
RV	Dean, School of Public Policy	2	\$327,200	PUBLIC AFFAIRS/PUBLIC POLICY	2/1/2013
RV	Vice Provost & Dean, Undergraduate Education	1	\$244,000	UNDERGRADUATE EDUCATION	8/1/2018
SB	Dean, College of Creative Studies	1	\$231,800	ARTS & HUMANITIES	7/1/2020
SB	Dean, Gevirtz Graduate School of Education	1	\$276,700	EDUCATION	7/1/2016
SB	Dean, College of Engineering	2	\$410,700	ENGINEERING	9/1/2011
SB	Dean, Donald Bren School of Environmental Science and Management	1	\$320,100	INTERDISCIPLINARY STUDIES	1/1/2010
SB	Executive Dean, College of Letters and Science; Dean, Division of Mathematical, Life, and Physical Sciences	2	\$377,000	PHYSICAL SCIENCES	10/1/2008
SB	Dean, Social Sciences	1	\$262,200	SOCIAL SCIENCES	1/1/2018
SB	Dean, Undergraduate Education	1	\$267,800	UNDERGRADUATE EDUCATION	5/1/2018
SC	Dean, Division of Humanities	1	\$276,000	ARTS & HUMANITIES	8/15/2020
SC	Dean, Division of Arts	1	\$270,000	ARTS & HUMANITIES	7/1/2021
SC	Dean, School of Engineering	2	\$353,400	ENGINEERING	7/1/2016
SC	Vice Provost and Dean, Graduate Studies	1	\$280,000	GRADUATE DIVISION	7/1/2021
SC	Dean, Division of Physical and Biological Sciences	2	\$306,600	PHYSICAL SCIENCES	8/1/2012
SC	Dean, Division of Social Sciences	1	\$292,800	SOCIAL SCIENCES	8/15/2017
SC	Vice Provost and Dean, Undergraduate Education	1	\$248,600	UNDERGRADUATE EDUCATION	9/1/2011
SD	Dean, Division of Arts and Humanities	1	\$350,200	ARTS & HUMANITIES	8/15/2014
SD	Dean, Division of Biological Sciences	2	\$344,800	BIOLOGICAL SCIENCES	9/15/2018
SD	Dean, Rady School of Management	3	\$448,100	BUSINESS/MANAGEMENT	9/1/2019
SD	Dean, Jacobs School of Engineering	2	\$428,600	ENGINEERING	9/1/2013
SD	Dean, Graduate Division	1	\$303,900	GRADUATE DIVISION	9/1/2019
SD	Dean, Skaggs School of Pharmacy and Pharmaceutical Sciences	3	\$353,000	PHARMACY	7/1/2014
SD	Dean, Division of Physical Sciences	2	\$343,300	PHYSICAL SCIENCES	1/1/2017
SD	Dean, School of Global Policy and Strategy	2	\$375,000	PUBLIC AFFAIRS/PUBLIC POLICY	7/1/2021
SD	Dean, School of Public Health	3	\$350,200	PUBLIC HEALTH	6/1/2020
SD	Dean, Division of Social Sciences	1	\$333,200	SOCIAL SCIENCES	10/1/2014
SD	Provost-John Muir College; Dean, Undergraduate Education	1	\$218,600	UNDERGRADUATE EDUCATION	1/22/2018
SF	Dean, School of Dentistry	3	\$353,076	DENTISTRY	6/1/2018
SF	Dean, School of Nursing	3	\$353,076	NURSING	9/25/2017
SF	Dean, School of Pharmacy	3	\$353,076	PHARMACY	4/1/2013

\* One Information Management dean at UCB is paid on Band 2.

\*\* One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.

Source: UC Salary Data from UCPath (September 2021)

Notes: For Deans of Health Sciences Compensation Plan Schools, Salary rate is base pay rate only; does not include HSCP Y or Z Pay part of total comp. (Dentistry at SF and LA, Nursing at SF and Davis, and Pharmacy at SF)

Appendix B

University of California  
Deans' Salary Structure Comparison - 2021-22

Discipline	Deans in Discipline	UC Salary Band	UC Salary Band	UC Actual	UC Actual	Δ%	Δ%	AAU Public	AAU Public	Δ%	Δ%	COMP-26	COMP-26
	N	Min	Max	Min	Max	UC Actual/ Band Min	UC Actual/ Band Max	5th Percentile	95th Percentile	UC Actual/ AAU Public 5th Pctl	UC Actual/ AAU Public 95th Pctl	5th Percentile	95th Percentile
ARTS & HUMANITIES	9	\$181,500	\$463,500	\$231,800	\$360,000	28%	-22%	\$304,417	\$431,500	-24%	-17%	\$307,725	\$581,735
EDUCATION	4	\$181,500	\$463,500	\$240,629	\$396,600	33%	-14%	\$200,000	\$360,000	20%	10%	\$174,686	\$436,649
GRADUATE DIVISION	7	\$181,500	\$463,500	\$254,616	\$346,500	40%	-25%	\$153,812	\$371,309	66%	-7%	\$180,000	\$363,959
INFORMATION MANAGEMENT	1	\$181,500	\$463,500	\$377,152	\$377,152	108%	-19%	\$232,194	\$500,482	62%	-25%	\$352,634	\$589,118
INTERDISCIPLINARY STUDIES	1	\$181,500	\$463,500	\$320,100	\$320,100	76%	-31%	\$304,417	\$431,500	5%	-26%	\$307,725	\$581,735
JOURNALISM	1	\$181,500	\$463,500	\$319,300	\$319,300	76%	-31%	\$204,639	\$378,098	56%	-16%	\$179,628	\$479,142
LETTERS & SCIENCE	2	\$181,500	\$463,500	\$325,000	\$395,000	79%	-15%	\$304,417	\$431,500	7%	-8%	\$307,725	\$581,735
SOCIAL SCIENCES	8	\$181,500	\$463,500	\$262,200	\$382,600	44%	-17%	\$304,417	\$431,500	-14%	-11%	\$307,725	\$581,735
UNDERGRADUATE EDUCATION	7	\$181,500	\$463,500	\$216,300	\$309,000	19%	-33%	\$185,295	\$371,148	17%	-17%	\$213,215	\$583,815
AGRICULTURE	3	\$217,800	\$555,500	\$317,500	\$410,653	46%	-26%	\$228,868	\$408,674	39%	0%		
ARCHITECTURE	2	\$217,800	\$555,500	\$377,200	\$412,000	73%	-26%	\$235,740	\$329,262	60%	25%	\$250,537	\$456,309
ARTS & HUMANITIES^	1	\$217,800	\$555,500	\$386,300	\$386,300	77%	-30%	\$304,417	\$431,500	27%	-10%	\$307,725	\$581,735
BIOLOGICAL SCIENCES	6	\$217,800	\$555,500	\$305,200	\$376,359	40%	-32%	\$294,970	\$411,637	3%	-9%		
ENGINEERING	9	\$217,800	\$555,500	\$334,800	\$472,900	54%	-15%	\$232,194	\$500,482	44%	-6%	\$352,634	\$589,118
INFORMATION MANAGEMENT^^	1	\$217,800	\$555,500	\$515,000	\$515,000	136%	-7%	\$232,194	\$500,482	122%	3%	\$352,634	\$589,118
PHYSICAL SCIENCES	6	\$217,800	\$555,500	\$306,600	\$419,500	41%	-24%	\$294,970	\$411,637	4%	2%		
PUBLIC AFFAIRS/PUBLIC POLICY	4	\$217,800	\$555,500	\$327,200	\$477,000	50%	-14%	\$258,261	\$385,138	27%	24%	\$257,002	\$436,618
BUSINESS/MANAGEMENT	6	\$261,400	\$696,000	\$423,400	\$588,900	62%	-15%	\$359,195	\$572,026	18%	3%	\$312,545	\$721,455
DENTISTRY	2	\$261,400	\$696,000	\$353,076	\$498,300	35%	-28%	\$316,278	\$490,506	12%	2%	\$315,220	\$564,145
LAW	3	\$261,400	\$696,000	\$448,593	\$542,400	72%	-22%	\$281,905	\$463,849	59%	17%	\$339,750	\$645,159
MEDICINE	2	\$261,400	\$696,000	\$665,000	\$669,500	154%	-4%	\$389,896	\$933,365	71%	-28%	\$631,985	\$1,244,349
NURSING	4	\$261,400	\$696,000	\$353,076	\$445,000	35%	-36%	\$247,300	\$444,554	43%	0%	\$306,359	\$456,092
OPTOMETRY	1	\$261,400	\$696,000	\$336,500	\$336,500	29%	-52%						
PHARMACY	3	\$261,400	\$696,000	\$353,000	\$406,902	35%	-42%	\$256,604	\$393,640	38%	3%	\$282,155	\$377,915
PUBLIC HEALTH	3	\$261,400	\$696,000	\$350,200	\$494,400	34%	-29%	\$261,112	\$440,170	34%	12%	\$351,608	\$671,537

^ One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.

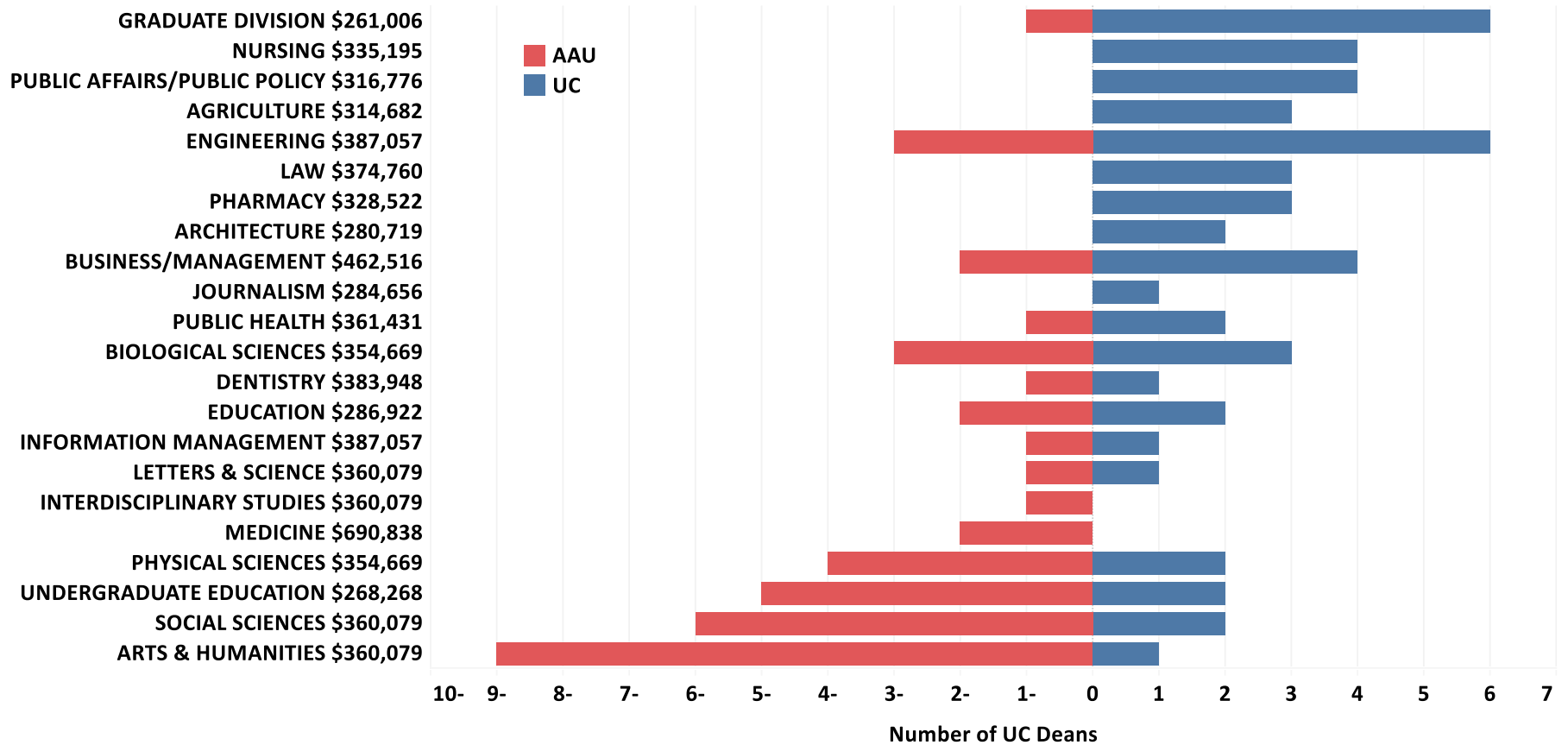
^^ One Information Management dean at UCB is paid on Band 2.

Notes: Excludes Acting/Interim Deans

Source: UC Salary Data from UCPath (September 2021)

Association of American Universities (AAU) data from the 2020-21 College and University Personnel Association (CUPA) Survey

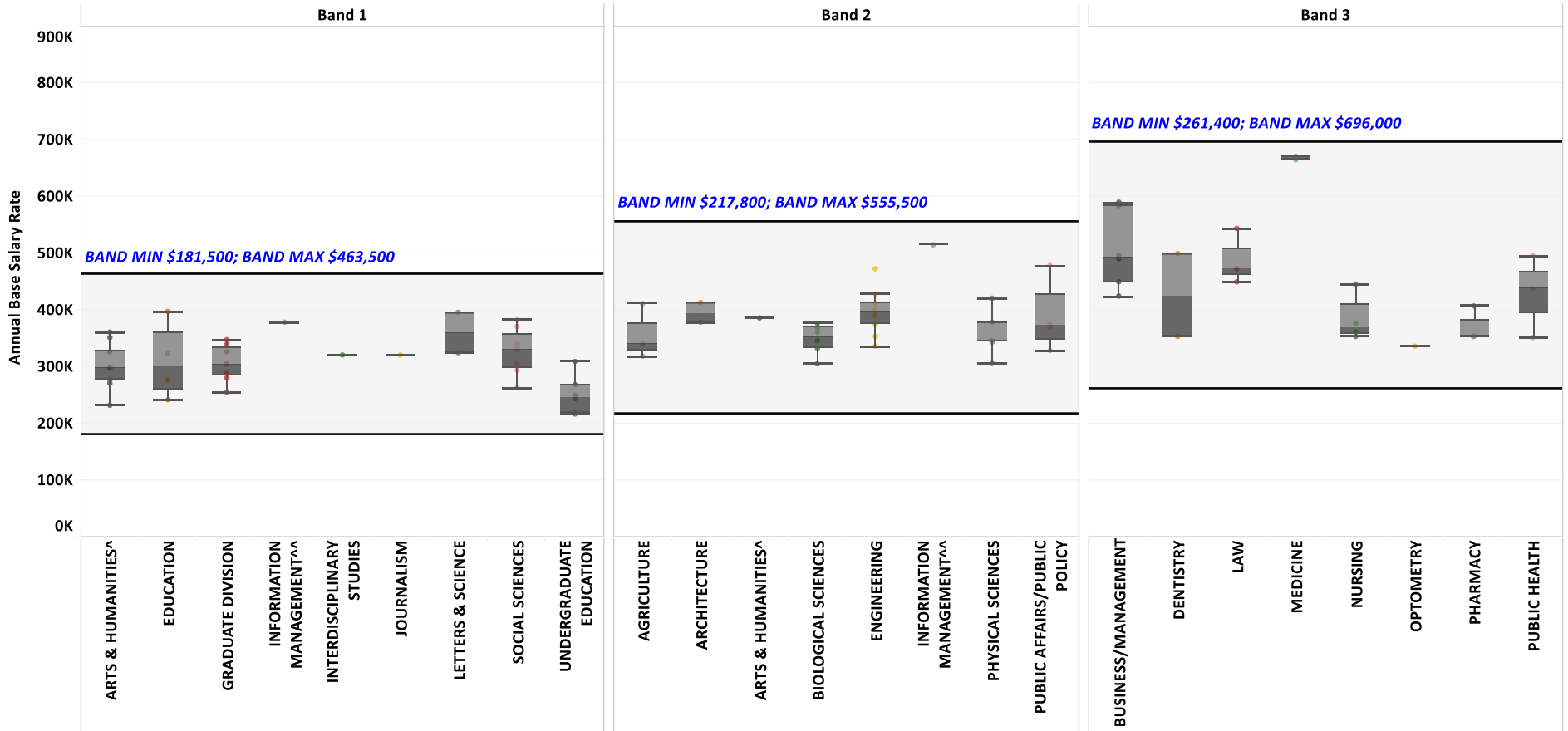
**Appendix C**  
**UC Dean Headcount by Discipline with Salaries**  
**Above and Below Average Dean Salaries at**  
**AAU Public Institutions 2020-21**



Source: UC Salary Data from UCPath (September 2021)

Association of American Universities (AAU) data from the 2020-21 College and University Personnel Association (CUPA) Survey

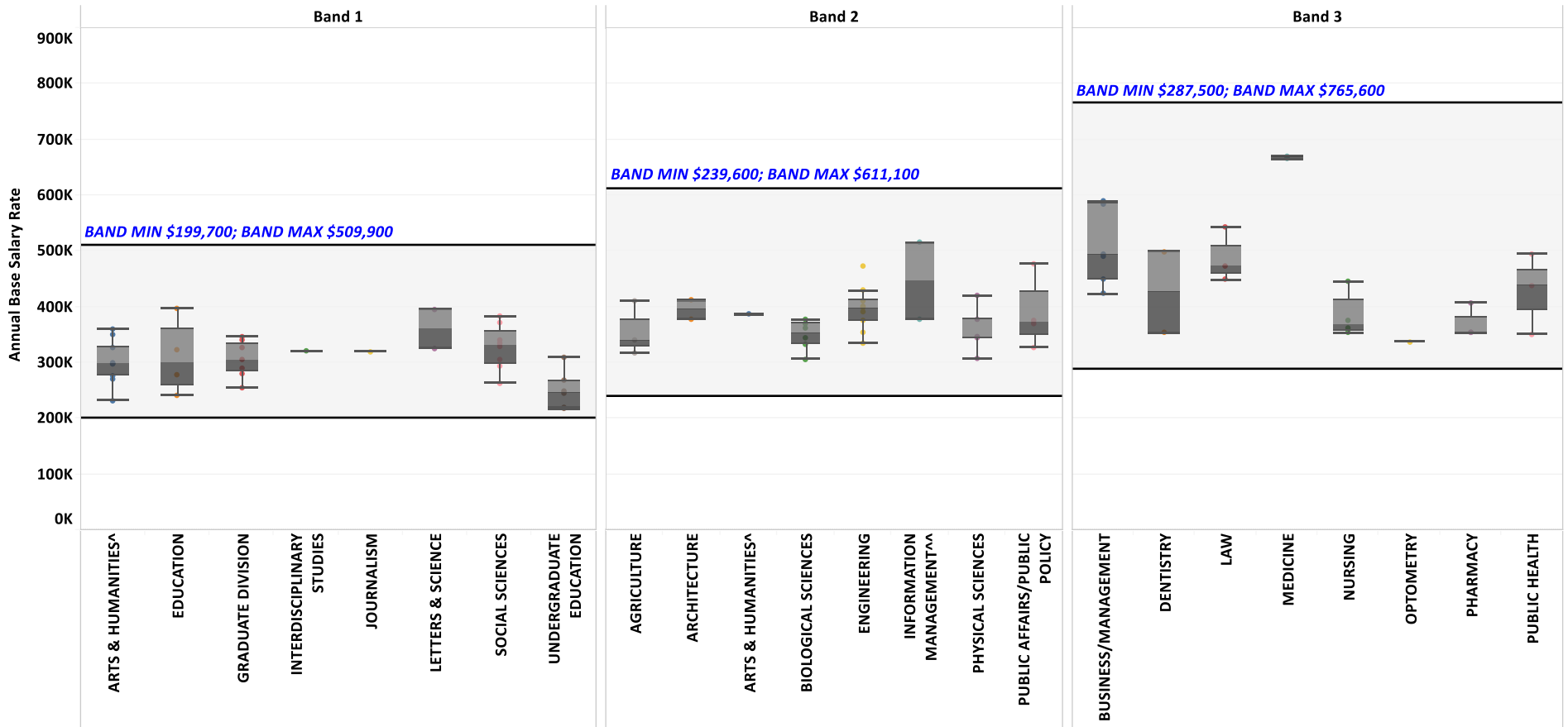
**Appendix D  
Placement of UC Deans on Current Salary Bands  
(Salary Bands, Effective 7/1/2018)**



<sup>^</sup> One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.  
<sup>^^</sup> One Information Management dean at UCB is paid on Band 2.

Source: UC Salary Data from UCPath (September 2021)

**Appendix E  
Placement of UC Deans on Proposed Salary Band  
(10% Increase to Min/Max)**

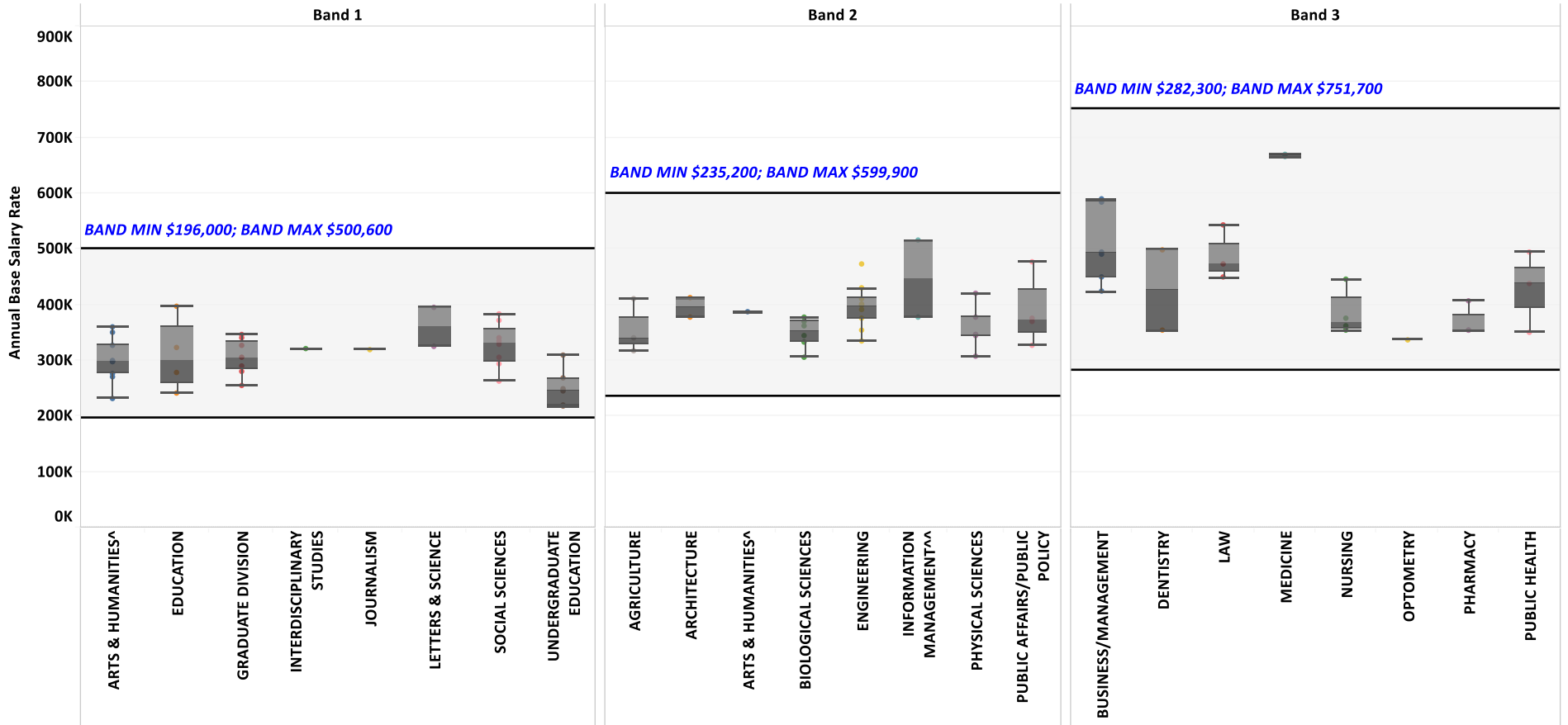


<sup>^</sup> One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.

<sup>^^</sup> Information Management has moved from Band 1 to Band 2.

Source: UC Salary Data from UCPath (September 2021)

**Appendix F  
Placement of UC Deans on Proposed Salary Band  
(8% Increase to Min/Max)**



<sup>^</sup> One Arts & Humanities dean (Dean of Music) at UCLA is paid on Band 2.

<sup>^^</sup> Information Management has moved from Band 1 to Band 2.

Source: UC Salary Data from UCPath (September 2021)



**Appendix G**  
**Comparison of UC Dean Salaries to Average Salaries**  
**at AAU Public Institutions and Comparison 26 Public and Private Institutions**  
**2021-22 UC Data and 2020-21 Comparator Data**

DISCIPLINE/FIELD	COMPARATOR INSTITUTION/ UC CAMPUS	ANNUAL BASE SALARY AS OF SEPTEMBER 2021	NUMBER OF COMPARATOR INSTITUTIONS	CUPA TITLE/UC CAMPUS TITLE	DISCIPLINE
<b>AGRICULTURE/NATURAL RESOURCES</b>					
	AAU Public	\$314,682	11	DEAN AGRICULTURE	AGRICULTURE
	COMP-26	Insufficient Data	<5	DEAN AGRICULTURE	AGRICULTURE
	UCR	\$317,500		DEAN, COLLEGE OF NATURAL AND AGRICULTURAL SCIENCE	AGRICULTURE
	UCB	\$339,500		DEAN, COLLEGE OF NATURAL RESOURCES	AGRICULTURE
	UCD	\$410,653		DEAN, COLLEGE OF AGRICULTURE AND ENVIRONMENTAL SCIENCES	AGRICULTURE
	<b>Count of UC Deans</b>		3		
<b>ARCHITECTURE/DESIGN</b>					
	AAU Public	\$280,719	10	DEAN ARCHITECTURE AND DESIGN	ARCHITECTURE
	COMP-26	\$326,795	8	DEAN ARCHITECTURE AND DESIGN	ARCHITECTURE
	UCLA	\$377,200		DEAN, SCHOOL OF THE ARTS AND ARCHITECTURE	ARCHITECTURE
	UCB	\$412,000		DEAN, COLLEGE OF ENVIRONMENTAL DESIGN	ARCHITECTURE
	<b>Count of UC Deans</b>		2		
<b>ARTS AND SCIENCES (ARTS &amp; HUMANITIES/LETTERS &amp; SCIENCE/SOCIAL SCIENCES)</b>					
	AAU Public	\$360,079	12	DEAN ARTS AND SCIENCES	ARTS & HUMANITIES
	COMP-26	\$412,933	10	DEAN ARTS AND SCIENCES	ARTS & HUMANITIES
	UCSB	\$231,800		DEAN, COLLEGE OF CREATIVE STUDIES	ARTS & HUMANITIES
	UCSC	\$270,000		DEAN, DIVISION OF ARTS	ARTS & HUMANITIES
	UCSC	\$276,000		DEAN, DIVISION OF HUMANITIES	ARTS & HUMANITIES
	UCI	\$297,582		DEAN, SCHOOL OF HUMANITIES	ARTS & HUMANITIES
	UCR	\$298,000		DEAN, COLLEGE OF HUMANITIES, ARTS AND SOCIAL SCIENCES	ARTS & HUMANITIES
	UCI	\$299,642		DEAN, SCHOOL OF THE ARTS; INTERIM DIRECTOR, SCHOOL OF THE ARTS PROGRAM IN INTERDISCIPLINARY STUDIES	ARTS & HUMANITIES
	UCLA	\$326,700		DEAN, DIVISION OF HUMANITIES	ARTS & HUMANITIES
	UCSD	\$350,200		DEAN, DIVISION OF ARTS AND HUMANITIES	ARTS & HUMANITIES
	UCB	\$360,000		DEAN, DIVISION OF ARTS AND HUMANITIES	ARTS & HUMANITIES
	<b>Count of UC Deans (Arts &amp; Humanities)</b>		9		
	UCSB	\$262,200		DEAN, SOCIAL SCIENCES	SOCIAL SCIENCES
	UCSC	\$292,800		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCM	\$303,900		DEAN, SCHOOL OF SOCIAL SCIENCES, HUMANITIES AND ARTS	SOCIAL SCIENCES
	UCI	\$328,910		DEAN, SCHOOL OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCSD	\$333,200		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCB	\$339,900		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCB	\$370,800		DEAN, SCHOOL OF SOCIAL WELFARE	SOCIAL SCIENCES
	UCLA	\$382,600		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	<b>Count of UC Deans (Social Sciences)</b>		8		
	UCLA	\$386,300		DEAN, HERB ALPERT SCHOOL OF MUSIC	ARTS & HUMANITIES
	<b>Count of UC Deans (Fine Arts)</b>		1		
<b>BUSINESS/MANAGEMENT</b>					
	AAU Public	\$462,516	22	DEAN BUSINESS	BUSINESS/MANAGEMENT
	COMP-26	\$501,190	14	DEAN BUSINESS	BUSINESS/MANAGEMENT
	UCR	\$423,400		DEAN, SCHOOL OF BUSINESS ADMINISTRATION	BUSINESS/MANAGEMENT
	UCSD	\$448,100		DEAN, RADY SCHOOL OF MANAGEMENT	BUSINESS/MANAGEMENT
	UCD	\$489,668		DEAN, GRADUATE SCHOOL OF MANAGEMENT	BUSINESS/MANAGEMENT
	UCI	\$494,400		DEAN, PAUL MERAGE SCHOOL OF BUSINESS	BUSINESS/MANAGEMENT
	UCLA	\$583,500		DEAN, ANDERSON SCHOOL OF MANAGEMENT	BUSINESS/MANAGEMENT
	UCB	\$588,900		DEAN, HAAS SCHOOL OF BUSINESS	BUSINESS/MANAGEMENT
	<b>Count of UC Deans</b>		6		
<b>DENTISTRY</b>					
	AAU Public	\$383,948	10	DEAN DENTISTRY	DENTISTRY
	COMP-26	\$419,756	6	DEAN DENTISTRY	DENTISTRY
	UCSF	\$353,076		DEAN, SCHOOL OF DENTISTRY	DENTISTRY
	UCLA	\$498,300		DEAN, SCHOOL OF DENTISTRY	DENTISTRY
	<b>Count of UC Deans</b>		2		

## Appendix G

DISCIPLINE/FIELD	COMPARATOR INSTITUTION/ UC CAMPUS	ANNUAL BASE SALARY AS OF SEPTEMBER 2021	NUMBER OF COMPARATOR INSTITUTIONS	CUPA TITLE/UC CAMPUS TITLE	DISCIPLINE
<b>EDUCATION</b>					
	AAU Public	\$286,922	21	DEAN EDUCATION	EDUCATION
	COMP-26	\$303,222	10	DEAN EDUCATION	EDUCATION
	UCD	\$240,629		DEAN, SCHOOL OF EDUCATION	EDUCATION
	UCSB	\$276,700		DEAN, GEVIRTZ GRADUATE SCHOOL OF EDUCATION	EDUCATION
	UCI	\$322,908		DEAN, SCHOOL OF EDUCATION	EDUCATION
	UCLA	\$396,600		DEAN, GRADUATE SCHOOL OF EDUCATION AND INFORMATION STUDIES	EDUCATION
	<b>Count of UC Deans</b>		4		
<b>ENGINEERING/INFORMATION MANAGEMENT</b>					
	AAU Public	\$387,057	17	DEAN ENGINEERING	ENGINEERING
	COMP-26	\$436,639	11	DEAN ENGINEERING	ENGINEERING
	UCM	\$334,800		DEAN, SCHOOL OF ENGINEERING	ENGINEERING
	UCSC	\$353,400		DEAN, SCHOOL OF ENGINEERING	ENGINEERING
	UCR	\$374,600		DEAN, BOURNS COLLEGE OF ENGINEERING	ENGINEERING
	UCD	\$390,000		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCB	\$397,900		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCI	\$400,000		DEAN, HENRY SAMUELI SCHOOL OF ENGINEERING	ENGINEERING
	UCSB	\$410,700		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCSD	\$428,600		DEAN, JACOBS SCHOOL OF ENGINEERING	ENGINEERING
	UCLA	\$472,900		DEAN, HENRY SAMUELI SCHOOL OF ENGINEERING AND APPLIED SCIENCE	ENGINEERING
	<b>Count of UC Deans (Engineering)</b>		9		
	UCI	\$377,152		DEAN, BREN SCHOOL OF INFORMATION AND COMPUTER SCIENCE	INFORMATION MANAGEMENT
	UCB	\$515,000		ASSOCIATE PROVOST, DIVISION OF DATA SCIENCE & INFORMATION; DEAN, SCHOOL OF INFORMATION	INFORMATION MANAGEMENT
	<b>Count of UC Deans (Information Management)</b>		2		
<b>GOVERNMENT/PUBLIC AFFAIRS/PUBLIC POLICY</b>					
	AAU Public	\$316,776	9	DEAN GOV/PUBLIC AFFAIRS/PUBLIC POLICY	PUBLIC AFFAIRS/PUBLIC POLICY
	COMP-26	\$326,637	6	DEAN GOV/PUBLIC AFFAIRS/PUBLIC POLICY	PUBLIC AFFAIRS/PUBLIC POLICY
	UCR	\$327,200		DEAN, SCHOOL OF PUBLIC POLICY	PUBLIC AFFAIRS/PUBLIC POLICY
	UCB	\$370,000		DEAN, GOLDMAN SCHOOL OF PUBLIC POLICY	PUBLIC AFFAIRS/PUBLIC POLICY
	UCSD	\$375,000		DEAN, SCHOOL OF GLOBAL POLICY AND STRATEGY	PUBLIC AFFAIRS/PUBLIC POLICY
	UCLA	\$477,000		DEAN, LUSKIN SCHOOL OF PUBLIC AFFAIRS	PUBLIC AFFAIRS/PUBLIC POLICY
	<b>Count of UC Deans</b>		4		
<b>GRADUATE SCHOOL/GRADUATE STUDIES</b>					
	AAU Public	\$261,006	21	DEAN GRADUATE SCHOOL	GRADUATE DIVISION
	COMP-26	\$272,202	12	DEAN GRADUATE SCHOOL	GRADUATE DIVISION
	UCD	\$254,616		VICE PROVOST FOR GRADUATE EDUCATION & DEAN OF GRADUATE STUDIES	GRADUATE DIVISION
	UCSC	\$280,000		VICE PROVOST AND DEAN, GRADUATE STUDIES	GRADUATE DIVISION
	UCI	\$288,400		VICE PROVOST AND DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCSD	\$303,900		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCR	\$325,900		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCB	\$339,900		VICE PROVOST, GRADUATE STUDIES/ DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCLA	\$346,500		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	<b>Count of UC Deans</b>		7		
<b>JOURNALISM/ COMMUNICATION/ MEDIA</b>					
	AAU Public	\$284,656	13	DEAN JOURNALISM/ COMMUNICATION/ MEDIA	JOURNALISM
	COMP-26	\$334,445	5	DEAN JOURNALISM/ COMMUNICATION/ MEDIA	JOURNALISM
	UCB	\$319,300		DEAN, SCHOOL OF JOURNALISM	JOURNALISM
	<b>Count of UC Deans</b>		1		
<b>LAW</b>					
	AAU Public	\$374,760	20	DEAN LAW	LAW
	COMP-26	\$447,751	11	DEAN LAW	LAW
	UCD	\$448,593		DEAN, SCHOOL OF LAW	LAW
	UCB	\$472,800		DEAN, SCHOOL OF LAW	LAW
	UCLA	\$542,400		DEAN, SCHOOL OF LAW	LAW
	<b>Count of UC Deans</b>		3		
<b>MEDICINE</b>					
	AAU Public	\$690,838	9	DEAN MEDICINE	MEDICINE
	COMP-26	\$873,881	8	DEAN MEDICINE	MEDICINE
	UCI	\$665,000		DEAN, SCHOOL OF MEDICINE	MEDICINE
	UCD	\$669,500		DEAN, SCHOOL OF MEDICINE	MEDICINE
	<b>Count of UC Deans</b>		2		

## Appendix G

DISCIPLINE/FIELD	COMPARATOR INSTITUTION/ UC CAMPUS	ANNUAL BASE SALARY AS OF SEPTEMBER 2021	NUMBER OF COMPARATOR INSTITUTIONS	CUPA TITLE/UC CAMPUS TITLE	DISCIPLINE
<b>NURSING</b>					
	AAU Public	\$335,195	16	DEAN NURSING	NURSING
	COMP-26	\$369,731	10	DEAN NURSING	NURSING
	UCSF	\$353,076		DEAN, SCHOOL OF NURSING	NURSING
	UCI	\$360,677		DEAN, SCHOOL OF NURSING	NURSING
	UCD	\$375,950		DEAN, SCHOOL OF NURSING	NURSING
	UCLA	\$445,000		DEAN, SCHOOL OF NURSING	NURSING
	<b>Count of UC Deans</b>		4		
<b>OPTOMETRY</b>					
	AAU Public	Insufficient Data	<5	NOT AVAILABLE	OPTOMETRY
	COMP-26	Insufficient Data	<5	NOT AVAILABLE	OPTOMETRY
	UCB	\$336,500		DEAN, SCHOOL OF OPTOMETRY	OPTOMETRY
	<b>Count of UC Deans</b>		1		
<b>PHARMACY &amp; PHARMACEUTICAL SCIENCES</b>					
	AAU Public	\$328,522	13	DEAN PHARMACY	PHARMACY
	COMP-26	\$327,660	6	DEAN PHARMACY	PHARMACY
	UCSD	\$353,000		DEAN, SKAGGS SCHOOL OF PHARMACY AND PHARMACEUTICAL SCIENCES	PHARMACY
	UCSF	\$353,076		DEAN, SCHOOL OF PHARMACY	PHARMACY
	UCI	\$406,902		DEAN, SCHOOL OF PHARMACEUTICAL SCIENCE	PHARMACY
	<b>Count of UC Deans</b>		3		
<b>PUBLIC HEALTH</b>					
	AAU Public	\$361,431	11	DEAN PUBLIC HEALTH	PUBLIC HEALTH
	COMP-26	\$498,458	8	DEAN PUBLIC HEALTH	PUBLIC HEALTH
	UCSD	\$350,200		DEAN, SCHOOL OF PUBLIC HEALTH	PUBLIC HEALTH
	UCB	\$437,800		DEAN, SCHOOL OF PUBLIC HEALTH	PUBLIC HEALTH
	UCLA	\$494,400		DEAN, FIELDING SCHOOL OF PUBLIC HEALTH	PUBLIC HEALTH
	<b>Count of UC Deans</b>		3		
<b>SCIENCES</b>					
	AAU Public	\$354,669	6	DEAN SCIENCES	BIOLOGICAL SCIENCES
	COMP-26	Insufficient Data	<5	DEAN SCIENCES	BIOLOGICAL SCIENCES
	UCM	\$305,200		DEAN, SCHOOL OF NATURAL SCIENCES	BIOLOGICAL SCIENCES
	UCB	\$332,600		DEAN, DIVISION OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	UCSD	\$344,800		DEAN, DIVISION OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	UCLA	\$360,500		DEAN, DIVISION OF LIFE SCIENCES	BIOLOGICAL SCIENCES
	UCD	\$369,214		DEAN, COLLEGE OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	UCI	\$376,359		DEAN, SCHOOL OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	<b>Count of UC Deans (Biological Sciences)</b>		6		
	UCSC	\$306,600		DEAN, DIVISION OF PHYSICAL AND BIOLOGICAL SCIENCES	PHYSICAL SCIENCES
	UCSD	\$343,300		DEAN, DIVISION OF PHYSICAL SCIENCES	PHYSICAL SCIENCES
	UCB	\$345,100		DEAN, COLLEGE OF CHEMISTRY	PHYSICAL SCIENCES
	UCI	\$346,080		DEAN, SCHOOL OF PHYSICAL SCIENCES	PHYSICAL SCIENCES
	UCSB	\$377,000		EXECUTIVE DEAN, COLLEGE OF LETTERS AND SCIENCE; DEAN, DIVISION OF MATHEMATICAL, LIFE, AND PHYSICAL SCIENCES	PHYSICAL SCIENCES
	UCLA	\$419,500		DEAN, DIVISION OF PHYSICAL SCIENCES	PHYSICAL SCIENCES
	<b>Count of UC Deans (Physical Sciences)</b>		6		
<b>UNDERGRADUATE EDUCATION</b>					
	AAU Public	\$268,268	10	DEAN UNDERGRADUATE PROGRAMS	UNDERGRADUATE EDUCATION
	COMP-26	\$337,846	8	DEAN UNDERGRADUATE PROGRAMS	UNDERGRADUATE EDUCATION
	UCM	\$216,300		VICE PROVOST AND DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCSD	\$218,600		PROVOST-JOHN MUIR COLLEGE; DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCR	\$244,000		VICE PROVOST & DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCSC	\$248,600		VICE PROVOST AND DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCSB	\$267,800		DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCI	\$309,000		VICE PROVOST AND DEAN, DIVISION OF UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCLA	\$309,000		DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	<b>Count of UC Deans</b>		7		
<b>Total Count of UC Deans</b>			96		

Source: UC Salary Data from UCPath (September 2021)

Association of American Universities (AAU) data retrieved from the 2020-21 College and University Personnel Association (CUPA) Survey; data reported as of November 2020

## APPENDIX H

### Notes

Sources: College and University Personnel Association for Human Resources (CUPA-HR) Administrators in Higher Education Salary Survey, 2020-21 Academic Year (Fall 2020); and UCPath, June 2021.

Data was drawn from the CUPA Administrators in Higher Education Salary Survey database using lists of selected institutions. Not all institutions reported salaries for all categories, and some institutions may not have reported in any of the Deans categories. Per Department of Justice Safe Harbor guidelines, no average was calculated if fewer than 5 institutions reported a salary for a specific position description. Averages are unweighted.

AAU Publics includes: the non-UC public institutions that are members of the Association of American Universities (AAU). Twenty-five of 29 of the non-UC AAU publics responded to the CUPA survey. Not all institutions reported salaries for all categories. Response rate ranged up to 22 institutions per category.

Comparison 26 includes a group of 26 public and private institutions approved by the California Postsecondary Education Commission (CPEC) to be used as comparators in administrative salary analyses. Nineteen of the 26 institutions in this group responded to the CUPA survey. Not all institutions reported salaries for all categories. Response rate ranged up to 14 institutions per category.

#### AAU Public Institutions

25 non-UC AAU Public institutions provided data to CUPA  
(not all responded to all categories)

Georgia Institute of Technology  
Indiana University at Bloomington  
Iowa State University  
Michigan State University  
Pennsylvania State University  
Purdue University  
Rutgers University – New Brunswick  
State University of New York – Stony Brook  
Texas A&M University  
The Ohio State University  
University at Buffalo - State University of New York  
University of Arizona  
University of Colorado at Boulder  
University of Florida  
University of Illinois at Urbana-Champaign  
University of Iowa  
University of Kansas Main Campus  
University of Maryland College Park  
University of Michigan – Ann Arbor  
University of Minnesota Twin Cities  
University of Missouri – Columbia  
University of North Carolina – Chapel Hill  
University of Oregon  
University of Pittsburgh  
University of Texas Austin  
University of Utah  
University of Virginia  
University of Washington  
University of Wisconsin Madison

#### Comparison 26 Institutions

19 of the Comparison 26 institutions provided data to CUPA  
(not all responded in all categories)

Private:	Brown University	AAU
	California Institute of Technology	AAU
	Columbia University	AAU
	Cornell University	AAU
	Harvard University	AAU
	Johns Hopkins University	AAU
	Massachusetts Institute of Technology	AAU
	Northwestern University	AAU
	Stanford University	AAU
	University of Chicago	AAU
	University of Pennsylvania	AAU
	Yale University	AAU
Public:	State University of New York – Stony Brook	AAU
	University at Buffalo – SUNY	AAU
	University of Colorado at Boulder	AAU
	University of Colorado System*	
	University of Illinois at Chicago	
	University of Illinois at Urbana-Champaign	AAU
	University of Michigan – Ann Arbor	AAU
	University of Minnesota Duluth	
	University of Minnesota System*	
	University of Minnesota Twin Cities	AAU
	University of Texas Austin	AAU
	University of Virginia	AAU
	University of Washington	AAU
	University of Wisconsin Madison	AAU

\*System offices with no deans in those offices