

Deans' Salary Structure Analysis

Background

Academic deans transferred from the Senior Management Group (SMG) personnel program to the Academic Personnel program effective January 1, 2010, in conjunction with 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 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 report directly to the chancellor remain 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 issues the Deans' Salary Structure, which consists of salary bands, each with minimum and maximum 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 this past year. In February 2014, Vice Provost Carlson asked Academic Personnel and Programs staff to review the current salary structure and policy requirements, review current salary data compared to relevant market data, and to develop a proposal to update the salary structure to reflect current market conditions.

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 high a 144% increase over the low. 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 not feasible; stipends would have had to be extremely high to raise a salary to a level matching responsibilities. Additionally, this methodology 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

Objectives and Principles of the Methodology

Two key objectives guided the methodology for developing the Deans' Salary Structure: application of the new Salary Structure would not increase or decrease the 2009 salaries, and 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
- (2) The range of spread within each band was set at 133 percent and the minimum and maximum of each band 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)]

Current Incumbent Data

A review of current incumbents shows that as of February 2014, there are 100 deans governed under APM - 240 who are paid according to the 2009 Deans' Salary Structure (see Appendix A). Table 2 below shows the placement of current incumbent deans by salary band, by discipline, and by campus.

Table 2. Placement of Deans, by Salary Band, by Discipline, by Campus 2013-14

	Minimum	Maximum																
Band 1	\$150,000	\$350,000	Discipline	BK	DV	IR	LA	MC	RV	SB	SC	SD	SF	Total	% Total			
			Arts and Humanities	1	1	2	2		1	2	2	1		12				
			Education	1	1	1	1		1	1				6				
			Graduate Division	1	1	1		1	1	1	1	1	1	9				
			Information Management	1		1								2				
			Interdisciplinary Studies			1				1				2				
			International Studies									1		1				
			Journalism	1										1				
			Public Affairs				1							1				
			Social Sciences	2	1	1	1	1		1	1	1		9				
			Undergraduate Education	1		1	1	1		1	1			6				
Subtotal	8	4	8	6	3	3	7	5	4	1	49	49%						
Band 2	\$180,000	\$420,000	Discipline	BK	DV	IR	LA	MC	RV	SB	SC	SD	SF	Total	% Total			
			Agriculture	1	1				1					3				
			Architecture	1			1							2				
			Biological Sciences	1	1	1	1	1				1		6				
			Engineering	1	1	1	1	1	1	1	1	1		9				
			Physical Sciences	2	1	1	1			1	1	1		8				
			Public Policy	1					1					2				
			Subtotal	7	4	3	4	2	3	2	2	3	0	30	30%			
			Band 3	\$216,000	\$504,000	Discipline	BK	DV	IR	LA	MC	RV	SB	SC	SD	SF	Total	% Total
						Dentistry				1						1	2	
						Law	1	1	1	1							4	
Management	1	1				1	1		1			1		6				
Nursing		1					1						1	3				
Optometry	1													1				
Pharmacy												1	1	2				
Public Health	1						1							2				
Veterinary Medicine		1												1				
Subtotal	4	4				2	5	0	1	0	0	2	3	21	21%			
Total							19	12	13	15	5	7	9	7	9	4	100	

Source: CPS, February 2014 Snapshot Payroll File

The minimum and maximum salary per band paid to deans as of February 14, 2014 is shown on Table 3.

Table 3. Deans' Salaries as of February 2014 Above or Below 2009 Salary Bands

Band	Minimum	Maximum	Actual Salary Minimum	+/- Band	Actual Salary Maximum	+/- Band
Band 1	\$150,000	\$350,000	\$160,800	\$10,800	\$357,000	\$7,000
Band 2	\$180,000	\$420,000	\$211,700	\$31,700	\$357,000	\$(63,000)
Band 3	\$216,000	\$504,000	\$273,100	\$57,100	\$504,000	\$ - 0 -

Source: CPS, February 2014 Payroll Snapshot File

As shown in Table 3, data for all three bands show that actual salaries exceed the minimums by significant amounts: the Band 1 minimum is exceeded by \$10,800 or about 7%, the Band 2 minimum is exceeded by \$31,700 or about 18%, and the Band 3 minimum is exceeded by \$57,100 or about 26%. Individual salary rates within all three bands range from \$160,800 to \$504,000, the high a 213% increase over the low.

Data for Band 1 show that all assigned deans but one fit within the minimum and maximum salaries; one dean's salary is \$357,000, exceeding the maximum by \$7,000. Data for Bands 2 and 3 show that all assigned deans fit within the minimum and maximum salaries. However, one dean's salary is \$504,000, equal to the maximum salary for Band 3.

The academic discipline groupings that comprise each band and the number of deans whose salaries are set within 10% of the minimum and maximum in each band are shown on Table 4. Three deans are within 10% of the minimum and three deans are within 10% of the maximum of the respective bands.

Table 4. Deans' Salary Ranges by Discipline (Outliers) Based on February 2014 Salaries

	Minimum	Maximum	Discipline	Number in Discipline	Within 10% of Minimum UC Band	Within 10% of maximum UC Band
Band 1	\$150,000	\$350,000	Arts and Humanities	12	1	1
			Education	6	0	0
			Graduate Division	9	1	0
			Information Management	2	0	0
			Interdisciplinary Studies	2	0	0
			International Studies	1	0	0
			Journalism	1	0	0
			Public Affairs	1	0	1
			Social Sciences	9	0	0
			Undergraduate Education	6	1	0
Band 2	\$180,000	\$420,000	Agriculture	3	0	0
			Architecture	2	0	0
			Biological Sciences	6	0	0
			Engineering	9	0	0
			Physical Sciences	8	0	0
			Public Policy	2	0	0
Band 3	\$216,000	\$504,000	Dentistry	2	0	0
			Law	4	0	0
			Management	6	1	1
			Nursing	3	0	0
			Optometry	1	0	0
			Pharmacy	2	0	0
			Public Health	2	0	0
			Veterinary Medicine	1	0	0
			Total	100	3	3

Source: CPS, February 2014 Payroll Snapshot File

Table 5 displays the number of deans, by discipline, whose salaries are greater than 20% above or less than 20% below the midpoint of each band. There are five deans with salaries greater than 20% above the midpoint in the respective salary band. There are 17 deans with salaries less than 20% below the midpoint in the respective salary band.

Table 5. Deans' Salary Ranges by Discipline (Outliers) 20% Above or Below Midpoint¹ Based on February 2014 Salaries

¹ The midpoint is defined as the point halfway between the minimum and maximum of the band.
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	Minimum	Midpoint	Maximum	Discipline	Number in Discipline	Salary <20% below midpoint	Salary >20% above midpoint
Band 1	\$150,000	\$250,000	\$350,000	Arts and Humanities	12	1	1
				Education	6	1	0
				Graduate Division	9	6	0
				Information Management	2	0	0
				Interdisciplinary Studies	2	0	0
				International Studies	1	0	0
				Journalism	1	0	0
				Public Affairs	1	0	1
				Social Sciences	9	0	2
				Undergraduate Education	6	5	0
Band 2	\$180,000	\$300,000	\$420,000	Agriculture	3	1	0
				Architecture	2	0	0
				Biological Sciences	6	0	0
				Engineering	9	0	0
				Physical Sciences	8	2	0
				Public Policy	2	0	0
Band 3	\$216,000	\$360,000	\$504,000	Dentistry	2	0	0
				Law	4	0	0
				Management	6	0	1
				Nursing	3	0	0
				Optometry	1	1	0
				Pharmacy	2	0	0
				Public Health	2	0	0
				Veterinary Medicine	1	0	0
				Total	100	17	5

Source: CPS, February 2014 Payroll Snapshot File

Market Analysis

Current incumbent salaries were compared to market data from the American Association of Universities (AAU) and the College and University Professional Association (CUPA).² Appendix B displays the February 2014 UC dean headcount by discipline with February 2014 minimum and maximum salaries compared to the minimum and maximum salaries paid to deans at the AAU public institutions, AAU private institutions, and Comparison 25 institutions. Since percentage differences vary so greatly by disciplinary grouping, and there is a lack of benchmark data from the AAU private and Comparison 25 institutions for several disciplinary groupings, Appendix C is attached to show the February 2014 UC average dean salaries that are above and below the average dean salaries at the AAU public institutions.

Nearly two-thirds of the deans are paid below average compared to their public benchmark. A total of 62 deans are paid below market and 37 deans are paid above market.

- The greatest lags in UC average salaries are seen in the Graduate Division (-\$60,100), Arts and Humanities (-\$53,200), and Social Sciences (-\$37,000).
- All UC dean salaries in the professional disciplines (Architecture, Dentistry, Journalism, Nursing, Pharmacy, Public Health, and Veterinary Medicine) 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 average most notably in these professional schools: Veterinary Medicine (+\$113,500), Nursing (+105,300) and Public Health (+\$79,100).
- The average UC dean salary and the average AAU public dean salary are generally comparable in Library Science/Information Management (-\$4,500), Biological Sciences/Life Sciences (-\$2,900), and Business (+9,600).

² 2013-14 CUPA Survey. See Appendices F and G for additional detail.
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- 22 UC deans' salaries are within 5% of the AAU public average.
- 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.

Approach and Methodology for the 2014-15 Deans' Salary Structure

The following facts and assumptions were key in developing the 2014-15 Structure:

- (1) The deans' salary bands have not been updated since creation in the spring of 2009
- (2) Two-thirds of the 97 deans in 2012-13 and nearly two-thirds of the 99 deans in 2013-14 were paid less than market (the average of comparable deans at AAU public institutions)
- (3) Those deans whose salaries exceed the market average or market median tend to be in professional schools
- (4) Deans will be eligible for a 3% salary increase effective July 1, 2014
- (5) No deans' salaries would be affected by any increase to the bands
- (6) Since the deans' salary bands were created in 2009, the California Consumer Price Index (CCPI) has increased 9.8%. (See <https://www.dir.ca.gov/OPRL/CAPriceIndex.htm>)
- (7) Information on the salaries of deans at peer private universities is not available.

Accordingly, the 2014-15 Structure increases the minimum for each band by 10 percent and the maximum for each band by 15 percent, a strategy to move the salary bands closer to market. The increase between bands at the minimum level remains a uniform 20 percent. The range of spread between each band is no longer uniform, since the maximums are raised at a higher percentage than the minimums, to account for our competition with private peers. The proposed structure does not move any dean from his/her current salary level. (See Table 7 below.)

Table 7. Deans' Salary Structure Bands for 2014-15 with 10% Increase to the 2009 Band Minimums and 15% Increase to the Band Maximums

Band	Minimum	Maximum	Total Deans Assigned	Percentage of Total
Band 1	\$165,000	\$403,000	49	49%
Band 2	\$198,000	\$483,000	30	30%
Band 3	\$237,600	\$580,000	21	21%

The placement of deans, by salary band, by discipline, by campus does not change as shown on Table 8.

Table 8. Placement of Deans by Salary Band, by Discipline, By Campus, 2014-15

Band	Minimum	Maximum	Discipline	BK	DV	IR	LA	MC	RV	SB	SC	SD	SF	Total	% Total
Band 1	\$165,000	\$403,000	Arts and Humanities	1	1	2	2		1	2	2	1		12	
			Education	1	1	1	1		1	1				6	
			Graduate Division	1	1	1		1	1	1	1	1	1	9	
			Information Management	1		1								2	
			Interdisciplinary Studies			1				1				2	
			International Studies									1		1	
			Journalism	1										1	
			Public Affairs				1							1	
			Social Sciences	2	1	1	1	1		1	1	1		9	
			Undergraduate Education	1		1	1	1		1	1			6	
			Subtotal	8	4	8	6	3	3	7	5	4	1	49	49%
Band 2	\$198,000	\$483,000	Agriculture	1	1				1					3	
			Architecture	1			1							2	
			Biological Sciences	1	1	1	1	1				1		6	
			Engineering	1	1	1	1	1	1	1	1	1		9	
			Physical Sciences	2	1	1	1			1	1	1		8	
			Public Policy	1					1					2	
			Subtotal	7	4	3	4	2	3	2	2	3	0	30	30%
Band 3	\$237,600	\$580,000	Dentistry				1						1	2	
			Law	1	1	1	1							4	
			Management	1	1	1	1		1			1		6	
			Nursing		1		1						1	3	
			Optometry	1										1	
			Pharmacy									1	1	2	
			Public Health	1			1							2	
			Veterinary Medicine		1									1	
			Subtotal	4	4	2	5	0	1	0	0	2	3	21	21%
			Total	19	12	13	15	5	7	9	7	9	4	100	

Source: CPS, February 2014 Snapshot Payroll File

Table 9 displays placement of deans according to current salary band assignments, the proposed 10% increase to the band minimums, 15% increase to the band maximums, and the potential 3% salary increase (effective July 1, 2014). Implementing this new Structure results in three deans placed within 10% of the minimum band and one placed within 10% of the maximum band.

Table 9. Deans' Salary Ranges by Discipline (Outliers) with Proposed 10% Increase in Band Minimums, 15% Increase in Band Maximums, and 3% Increase in Salary to February 2014 Salaries

	Minimum	Maximum	Discipline	Number in Discipline	Within 10% of Minimum UC Band	Within 10% of maximum UC Band
Band 1	\$165,000	\$403,000	Arts and Humanities	12	1	1
			Education	6	0	0
			Graduate Division	9	1	0
			Information Management	2	0	0
			Interdisciplinary Studies	2	0	0
			International Studies	1	0	0
			Journalism	1	0	0
			Public Affairs	1	0	0
			Social Sciences	9	0	0
			Undergraduate Education	6	1	0
Band 2	\$198,000	\$483,000	Agriculture	3	0	0
			Architecture	2	0	0
			Biological Sciences	6	0	0
			Engineering	9	0	0
			Physical Sciences	8	0	0
			Public Policy	2	0	0
Band 3	\$238,000	\$580,000	Dentistry	2	0	0
			Law	4	0	0
			Management	6	0	0
			Nursing	3	0	0
			Optometry	1	0	0
			Pharmacy	2	0	0
			Public Health	2	0	0
			Veterinary Medicine	1	0	0
			Total			100

Appendix D shows the effect of a possible 3% salary increase on the February 2014 UC dean headcount by discipline with February 2014 minimum and maximum salaries compared to the minimum and maximum salaries paid to deans at the AAU public institutions, AAU private institutions, and Comparison 25 institutions. Percentage differences vary greatly by disciplinary grouping and there is a lack of benchmark data from the AAU private and Comparison 25 institutions for several disciplinary groupings. Appendix E is attached to show the February 2014 UC average dean salaries above and below the average dean salaries at the AAU public institutions, AAU private institutions, and Comparison 25 institutions. Appendix F shows the underlying comparative salary data by discipline. Appendix G provides notes on methodology and lists the responding AAU and Comparison 25 institutions.

Attachments:

Appendix A: UC Deans' Annual Salaries Sorted By Band, By Annual Salary

Appendix B: Deans' Salary Range By Discipline Comparison 2013-14

Appendix C: UC Dean Headcount By Discipline with Salaries Above and Below the Average Dean Salaries at AAU Public Institutions 2013-14

Appendix D: UC (10% Increase in Bands and 3% Increase in Salary) Deans' Salary Range by Discipline Comparison – 2014-15

Appendix E: UC Dean Headcount by Discipline with Salaries, Post-3% Salary Increase, Above and Below the Average Dean Salaries at AAU Public Institutions

Appendix F: Comparison of UC Dean Salaries to Average Salaries at AAU Public Institutions and Comparison 25 Public and Private Institutions

Appendix G: Notes

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APPENDIX A

UC - DEANS' ANNUAL SALARIES SORTED BY BAND, BY ANNUAL SALARY

CPS--AS OF FEBRUARY 2014 SNAPSHOT PAYROLL FILE

LOC	PAYROLL TITLE	BAND	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	DISCIPLINE
SB	DEAN, COLLEGE OF CREATIVE STUDIES	1	\$160,800	ARTS & HUMANITIES
MC	ACT/INTERIM DEAN, GRADUATE STUDIES	1	\$168,000	GRADUATE DIVISION
MC	VICE PROVOST AND DEAN, UNDERGRADUATE EDUC.	1	\$172,500	UNDERGRADUATE EDUCATION
RV	DEAN, GRADUATE DIVISION	1	\$179,000	GRADUATE DIVISION
SC	DEAN, GRADUATE STUDIES DIVISION	1	\$180,700	GRADUATE DIVISION
BK	DEAN, GRADUATE DIVISION	1	\$181,400	GRADUATE DIVISION
SB	DEAN, GRADUATE DIVISION	1	\$183,600	GRADUATE DIVISION
SC	DEAN & VICE PROVOST FOR UNDERGRADUATE EDUCATION DIVISION	1	\$183,600	UNDERGRADUATE EDUCATION
SB	DEAN, UNDERGRADUATE EDUCATION, COLLEGE OF LETTERS & SCIENCE	1	\$185,900	UNDERGRADUATE EDUCATION
IR	DEAN, DIVISION OF UNDERGRADUATE EDUCATION	1	\$186,600	UNDERGRADUATE EDUCATION
DV	DEAN, GRADUATE STUDIES	1	\$187,170	GRADUATE DIVISION
BK	DEAN, UNDERGRADUATE DIVISION, COLLEGE OF LETTERS & SCIENCE	1	\$191,600	UNDERGRADUATE EDUCATION
RV	ACT/INTERIM DEAN, GRADUATE SCHOOL OF EDUCATION	1	\$195,778	EDUCATION
MC	DEAN, SCHOOL OF SOCIAL SCIENCES, HUMANITIES & ARTS	1	\$204,000	SOCIAL SCIENCES
IR	DEAN, SCHOOL OF THE ARTS	1	\$204,900	ARTS & HUMANITIES
IR	DEAN, GRADUATE DIVISION	1	\$204,900	GRADUATE DIVISION
SD	DEAN, GRADUATE STUDIES	1	\$205,000	GRADUATE DIVISION
IR	DEAN, SCHOOL OF SOCIAL ECOLOGY	1	\$207,000	INTERDISCIPLINARY STUDIES
RV	DEAN, COLLEGE OF HUMANITIES, ARTS & SOCIAL SCIENCES	1	\$207,100	ARTS & HUMANITIES

LOC	PAYROLL TITLE	BAND	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	DISCIPLINE
SC	DEAN, DIVISION OF HUMANITIES	1	\$209,100	ARTS & HUMANITIES
SC	DEAN, DIVISION OF SOCIAL SCIENCES	1	\$209,100	SOCIAL SCIENCES
BK	DEAN, GRADUATE SCHOOL OF EDUCATION	1	\$215,400	EDUCATION
IR	DEAN, SCHOOL OF SOCIAL SCIENCES	1	\$219,300	SOCIAL SCIENCES
BK	DEAN, SCHOOL OF INFORMATION	1	\$220,600	INFORMATION MANAGEMENT
IR	DEAN, SCHOOL OF INFORMATION & COMPUTER SCIENCES	1	\$220,600	INFORMATION MANAGEMENT
DV	DEAN, SCHOOL OF EDUCATION	1	\$223,380	EDUCATION
LA	DEAN, DIVISION OF HUMANITIES, COLLEGE OF LETTERS & SCIENCE	1	\$224,400	ARTS & HUMANITIES
IR	DEAN, SCHOOL OF EDUCATION	1	\$224,400	EDUCATION
SB	EXECUTIVE DEAN, COLLEGE OF LETTERS & SCIENCE, AND DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	1	\$224,700	SOCIAL SCIENCES
SB	DEAN, DIVISION OF HUMANITIES & FINE ARTS, COLLEGE OF LETTERS & SCIENCE	1	\$228,900	ARTS & HUMANITIES
DV	DEAN, DIVISION OF HUMANITIES, ARTS & CULTURAL STUDIES, COLLEGE OF LETTERS & SCIENCE	1	\$229,500	ARTS & HUMANITIES
SB	DEAN, GEVIRTZ GRADUATE SCHOOL OF EDUCATION	1	\$230,100	EDUCATION
BK	DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	1	\$233,200	SOCIAL SCIENCES
BK	DEAN, SCHOOL OF SOCIAL WELFARE	1	\$236,700	SOCIAL SCIENCES
IR	DEAN, SCHOOL OF HUMANITIES	1	\$244,100	ARTS & HUMANITIES
SC	DEAN, DIVISION OF ARTS	1	\$245,400	ARTS & HUMANITIES
SB	DEAN, BREN SCHOOL OF ENVIRONMENTAL SCIENCE & MANAGEMENT	1	\$245,800	INTERDISCIPLINARY STUDIES
BK	DEAN, SCHOOL OF JOURNALISM	1	\$249,400	JOURNALISM
SF	DEAN, GRADUATE DIVISION	1	\$250,000	GRADUATE DIVISION
SD	DEAN, SCHOOL OF INTERNATIONAL RELATIONS & PACIFIC STUDIES	1	\$255,000	INTERNATIONAL STUDIES

LOC	PAYROLL TITLE	BAND	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	DISCIPLINE
LA	DEAN & VICE PROVOST, UNDERGRADUATE EDUCATION	1	\$265,200	UNDERGRADUATE EDUCATION
BK	DEAN, DIVISION OF ARTS & HUMANITIES, COLLEGE OF LETTERS & SCIENCE	1	\$267,200	ARTS & HUMANITIES
SD	DEAN, DIVISION OF ARTS & HUMANTIES	1	\$289,200	ARTS & HUMANITIES
DV	DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	1	\$293,250	SOCIAL SCIENCES
LA	DEAN, GRADUATE SCHOOL OF EDUCATION & INFORMATION STUDIES	1	\$295,800	EDUCATION
LA	DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	1	\$306,300	SOCIAL SCIENCES
SD	DEAN, DIVISION OF SOCIAL SCIENCES	1	\$309,000	SOCIAL SCIENCES
LA	DEAN, LUSKIN SCHOOL OF PUBLIC AFFAIRS	1	\$336,600	PUBLIC AFFAIRS
LA	DEAN, SCHOOL OF THEATER, FILM & TELEVISION	1	\$357,000	ARTS & HUMANITIES
BK	DEAN, COLLEGE OF NATURAL RESOURCES	2	\$211,700	AGRICULTURE
SC	DEAN, DIVISION OF PHYSICAL & BIOLOGICAL SCIENCES	2	\$224,400	PHYSICAL SCIENCES
BK	DEAN, DIVISION OF MATHEMATICAL & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	2	\$228,400	PHYSICAL SCIENCES
SC	DEAN, SCHOOL OF ENGINEERING	2	\$241,600	ENGINEERING
RV	DEAN, COLLEGE OF NATURAL & AGRICULTURAL SCIENCES	2	\$243,700	AGRICULTURE
IR	DEAN, SCHOOL OF PHYSICAL SCIENCES	2	\$246,900	PHYSICAL SCIENCES
RV	DEAN, SCHOOL OF PUBLIC POLICY	2	\$249,700	PUBLIC POLICY
MC	DEAN, SCHOOL OF NATURAL SCIENCES	2	\$249,900	BIOLOGICAL SCIENCES
RV	DEAN, BOURNS COLLEGE OF ENGINEERING	2	\$250,500	ENGINEERING
BK	DEAN, DIVISION OF BIOLOGICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	2	\$251,800	BIOLOGICAL SCIENCES
MC	DEAN, SCHOOL OF ENGINEERING	2	\$261,100	ENGINEERING

LOC	PAYROLL TITLE	BAND	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	DISCIPLINE
SB	DEAN, DIVISION OF MATHEMATICAL, LIFE & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	2	\$268,000	PHYSICAL SCIENCES
BK	DEAN, COLLEGE OF CHEMISTRY	2	\$278,100	PHYSICAL SCIENCES
LA	DEAN, SCHOOL OF THE ARTS & ARCHITECTURE	2	\$283,700	ARCHITECTURE
SD	DEAN, DIVISON OF BIOLOGICAL SCIENCES	2	\$285,000	BIOLOGICAL SCIENCES
BK	DEAN, COLLEGE OF ENVIRONMENTAL DESIGN	2	\$286,800	ARCHITECTURE
LA	DEAN, DIVISION OF LIFE SCIENCES, COLLEGE OF LETTERS & SCIENCE	2	\$288,600	BIOLOGICAL SCIENCES
IR	DEAN, SCHOOL OF BIOLOGICAL SCIENCES	2	\$290,000	BIOLOGICAL SCIENCES
DV	ACT/INTERIM DEAN, DIVISION OF MATHEMATICAL & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE (FOR 2-YEAR PERIOD STARTING 7/1/2013)	2	\$293,000	PHYSICAL SCIENCES
BK	DEAN, GOLDMAN SCHOOL OF PUBLIC POLICY	2	\$297,500	PUBLIC POLICY
DV	DEAN, COLLEGE OF AGRICULTURE AND ENVIRONMENTAL SCIENCES	2	\$298,500	AGRICULTURE
LA	DEAN, DIVISION OF PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	2	\$302,900	PHYSICAL SCIENCES
BK	DEAN, COLLEGE OF ENGINEERING	2	\$303,500	ENGINEERING
SB	DEAN, COLLEGE OF ENGINEERING	2	\$306,000	ENGINEERING
SD	DEAN, DIVISION OF PHYSICAL SCIENCES	2	\$307,700	PHYSICAL SCIENCES
SD	DEAN, JACOBS SCHOOL OF ENGINEERING	2	315,000	ENGINEERING
DV	DEAN, COLLEGE OF ENGINEERING	2	\$321,300	ENGINEERING
IR	DEAN, SCHOOL OF ENGINEERING	2	\$331,000	ENGINEERING
LA	DEAN, SCHOOL OF ENGINEERING & APPLIED SCIENCE	2	\$346,700	ENGINEERING
DV	DEAN, COLLEGE OF BIOLOGICAL SCIENCES	2	\$357,000	BIOLOGICAL SCIENCES

LOC	PAYROLL TITLE	BAND	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	DISCIPLINE
BK	DEAN, SCHOOL OF OPTOMETRY	3	\$273,100	OPTOMETRY
SD	DEAN, SKAGGS SCHOOL OF PHARMACY & PHARMACEUTICAL SCIENCES	3	317,400	PHARMACY
BK	DEAN, SCHOOL OF LAW	3	\$322,500	LAW
DV	DEAN, SCHOOL OF LAW	3	\$324,564	LAW
RV	DEAN, SCHOOL OF BUSINESS ADMINISTRATION	3	\$350,000	MANAGEMENT
LA	DEAN, SCHOOL OF PUBLIC HEALTH	3	\$350,900	PUBLIC HEALTH
LA	DEAN, SCHOOL OF NURSING	3	\$357,000	NURSING
DV	DEAN, SCHOOL OF VETERINARY MEDICINE	3	\$357,000	VETERINARY MEDICINE
DV	DEAN, SCHOOL OF NURSING	3	\$365,694	NURSING
IR	DEAN, SCHOOL OF LAW	3	\$367,700	LAW
SD	DEAN, RADY SCHOOL OF MANAGEMENT	3	\$377,100	MANAGEMENT
SF	DEAN, SCHOOL OF DENTISTRY	3	\$378,550	DENTISTRY
SF	DEAN, SCHOOL OF NURSING	3	\$378,550	NURSING
SF	DEAN, SCHOOL OF PHARMACY	3	\$378,550	PHARMACY
DV	DEAN, GRADUATE SCHOOL OF MANAGEMENT	3	\$384,540	MANAGEMENT
BK	DEAN, SCHOOL OF PUBLIC HEALTH	3	\$391,000	PUBLIC HEALTH
LA	DEAN, SCHOOL OF LAW	3	\$394,000	LAW
LA	DEAN, SCHOOL OF DENTISTRY	3	\$402,700	DENTISTRY
BK	DEAN, HAAS SCHOOL OF BUSINESS	3	\$411,700	MANAGEMENT
IR	ACT/INTERIM DEAN, MERAGE SCHOOL OF BUSINESS	3	\$418,800	MANAGEMENT
LA	DEAN, ANDERSON SCHOOL OF MANAGEMENT	3	\$504,000	MANAGEMENT

Appendix B

University of California

Deans' Salary Range by Discipline Comparison - 2013-14

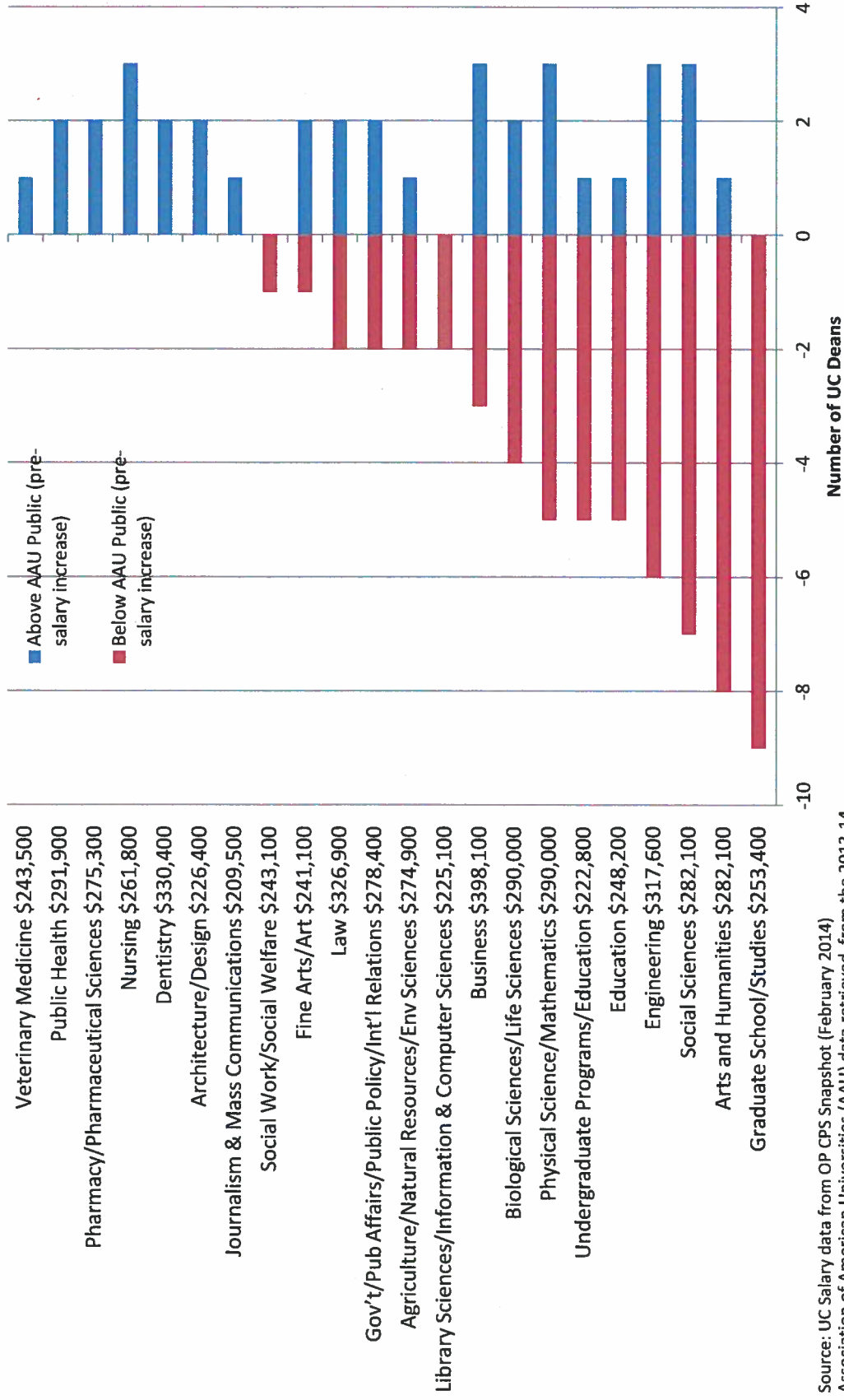
Discipline	Deans in Discipline	UC Salary Band		UC Actual		Δ% UC Actual/Band		Δ% UC Actual/Band		AAU Public		Δ% UC Actual/AAU Public Min		Δ% UC Actual/AAU Public Max		AAU Private		COMP-25	
		Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ARTS & HUMANITIES	12	\$150,000	\$350,000	\$160,800	\$357,000	7%	2%	\$200,000	\$376,000	-20%	-5%	\$205,000	\$490,000	-	-	\$200,000	\$450,000	\$135,000	\$400,000
EDUCATION	6	\$150,000	\$350,000	\$195,778	\$295,800	31%	-15%	\$204,664	\$329,371	-4%	-10%	-	-	-	-	\$135,000	\$400,000	\$84,870	\$363,822
GRADUATE DIVISION	9	\$150,000	\$350,000	\$168,000	\$250,000	12%	-29%	\$178,622	\$363,822	-6%	-31%	\$84,870	\$345,000	-	-	-	-	-	-
INFORMATION MANAGEMENT	2	\$150,000	\$350,000	\$220,600	\$220,600	47%	-37%	\$177,756	\$246,897	24%	-11%	-	-	-	-	-	-	-	-
INTERDISCIPLINARY STUDIES	2	\$150,000	\$350,000	\$207,000	\$245,800	38%	-30%	\$200,000	\$376,000	3%	-35%	-	-	-	-	-	-	-	-
INTERNATIONAL STUDIES	1	\$150,000	\$350,000	\$255,000	\$255,000	70%	-27%	\$215,746	\$320,160	18%	-20%	-	-	-	-	-	-	-	-
JOURNALISM	1	\$150,000	\$350,000	\$249,400	\$249,400	66%	-29%	\$110,684	\$266,487	125%	-6%	-	-	-	-	\$60,422	\$325,000	-	-
PUBLIC AFFAIRS	1	\$150,000	\$350,000	\$336,600	\$336,600	124%	-4%	\$215,746	\$320,160	56%	5%	-	-	-	-	-	-	-	-
SOCIAL SCIENCES	9	\$150,000	\$350,000	\$204,000	\$309,000	36%	-12%	\$200,000	\$376,000	2%	-18%	-	-	-	-	-	-	-	-
UNDERGRADUATE EDUCATION	6	\$150,000	\$350,000	\$172,500	\$265,200	15%	-24%	\$197,000	\$270,000	-12%	-2%	-	-	-	-	\$170,310	\$385,000	-	-
AGRICULTURE	3	\$180,000	\$420,000	\$211,700	\$298,500	18%	-29%	\$215,000	\$340,102	-2%	-12%	-	-	-	-	-	-	-	-
ARCHITECTURE	2	\$180,000	\$420,000	\$283,700	\$286,800	58%	-32%	\$146,625	\$302,848	93%	-5%	\$168,100	\$384,400	-	-	\$146,625	\$384,400	-	-
BIOLOGICAL SCIENCES	6	\$180,000	\$420,000	\$249,900	\$357,000	39%	-15%	\$226,500	\$337,620	10%	6%	-	-	-	-	-	-	-	-
ENGINEERING	9	\$180,000	\$420,000	\$241,600	\$346,700	34%	-17%	\$248,309	\$495,687	-3%	-30%	\$159,900	\$445,000	-	-	\$159,900	\$495,687	-	-
PHYSICAL SCIENCES	8	\$180,000	\$420,000	\$224,400	\$307,700	25%	-27%	\$226,500	\$337,620	-1%	-9%	-	-	-	-	-	-	-	-
PUBLIC POLICY	2	\$180,000	\$420,000	\$249,700	\$297,500	39%	-29%	\$215,746	\$320,160	16%	-7%	-	-	-	-	-	-	-	-
DENTISTRY	2	\$216,000	\$504,000	\$378,550	\$402,700	75%	-20%	\$293,862	\$400,000	29%	1%	-	-	-	-	\$159,900	\$480,000	-	-
LAW	4	\$216,000	\$504,000	\$322,500	\$394,000	49%	-22%	\$245,753	\$450,000	31%	-12%	\$150,000	\$497,000	-	-	\$150,000	\$430,584	-	-
MANAGEMENT	6	\$216,000	\$504,000	\$350,000	\$504,000	62%	0%	\$267,397	\$582,078	31%	-13%	\$215,600	\$660,000	-	-	\$200,000	\$660,000	-	-
NURSING	3	\$216,000	\$504,000	\$357,000	\$378,550	65%	-25%	\$133,934	\$380,858	167%	-1%	-	-	-	-	\$86,420	\$380,858	-	-
OPTOMETRY	1	\$216,000	\$504,000	\$273,100	\$273,100	26%	-46%	-	-	-	-	-	-	-	-	-	-	-	-
PHARMACY	2	\$216,000	\$504,000	\$317,400	\$378,550	47%	-25%	\$187,259	\$326,964	69%	16%	-	-	-	-	\$187,259	\$350,000	-	-
PUBLIC HEALTH	2	\$216,000	\$504,000	\$350,900	\$391,000	62%	-22%	\$179,055	\$386,899	96%	1%	-	-	-	-	\$179,055	\$601,174	-	-
VETERINARY MEDICINE	1	\$216,000	\$504,000	\$357,000	\$357,000	65%	-29%	\$182,840	\$290,000	95%	23%	-	-	-	-	-	-	-	-

Source: UC Salary data from Corporate Personnel System (CPS) Snapshot (February 2014), Association of American Universities (AAU) data from the 2013-14 College and University Personnel Association (CUPA) Survey February 2014

Appendix C

UC Dean Headcount by Discipline with Salaries Above and Below the Average

Dean Salaries at AAU Public Institutions 2013-14



Source: UC Salary data from OP CPS Snapshot (February 2014)
 Association of American Universities (AAU) data retrieved from the 2013-14
 College and University Personnel Association (CUPA) Survey on February 2014

Appendix D

University of California (10% Increase in Band Minimums, 15% Increase in Band Maximums, and 3% Increase in Salary)*

Dean's Salary Range by Discipline Comparison - 2014-15

Discipline	Deans in Discipline	UC Salary Band		UC Actual		Δ% UC Actual/Band		AAU Public		Δ% UC Actual/ AAU Public		AAU Private		COMP-25	
		Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
ARTS & HUMANITIES	12	\$165,000	\$403,000	\$165,700	\$367,800	0%	-9%	\$200,000	\$376,000	-17%	-2%	\$205,000	\$490,000	\$200,000	\$450,000
EDUCATION	6	\$165,000	\$403,000	\$201,700	\$304,700	22%	-24%	\$204,664	\$329,371	-1%	-7%	-	-	\$135,000	\$400,000
GRADUATE DIVISION	9	\$165,000	\$403,000	\$173,100	\$257,500	5%	-36%	\$178,622	\$363,822	-3%	-29%	\$84,870	\$345,000	\$84,870	\$363,822
INFORMATION MANAGEMENT	2	\$165,000	\$403,000	\$227,300	\$227,300	38%	-44%	\$177,756	\$246,897	28%	-8%	-	-	-	-
INTERDISCIPLINARY STUDIES	2	\$150,000	\$403,000	\$213,300	\$253,200	42%	-37%	\$200,000	\$376,000	7%	-33%	-	-	-	-
INTERNATIONAL STUDIES	1	\$165,000	\$403,000	\$262,700	\$262,700	59%	-35%	\$215,746	\$320,160	22%	-18%	-	-	-	-
JOURNALISM	1	\$165,000	\$403,000	\$256,900	\$256,900	56%	-36%	\$110,684	\$266,487	132%	-4%	-	-	\$60,422	\$325,000
PUBLIC AFFAIRS	1	\$165,000	\$403,000	\$346,700	\$346,700	110%	-14%	\$215,746	\$320,160	61%	8%	-	-	-	-
SOCIAL SCIENCES	9	\$165,000	\$403,000	\$210,200	\$318,300	27%	-21%	\$200,000	\$376,000	5%	-15%	-	-	-	-
UNDERGRADUATE EDUCATION	6	\$165,000	\$403,000	\$177,700	\$273,200	8%	-32%	\$197,000	\$270,000	-10%	1%	-	-	\$170,310	\$385,000
AGRICULTURE	3	\$198,000	\$483,000	\$218,100	\$307,500	10%	-36%	\$215,000	\$340,102	1%	-10%	-	-	-	-
ARCHITECTURE	2	\$198,000	\$483,000	\$292,300	\$295,500	48%	-39%	\$146,625	\$302,848	99%	-2%	\$168,100	\$384,400	\$146,625	\$384,400
BIOLOGICAL SCIENCES	6	\$198,000	\$483,000	\$257,400	\$367,800	30%	-24%	\$226,500	\$337,620	14%	9%	-	-	-	-
ENGINEERING	9	\$198,000	\$483,000	\$248,900	\$357,200	26%	-26%	\$248,309	\$495,687	0%	-28%	\$159,900	\$445,000	\$159,900	\$495,687
PHYSICAL SCIENCES	8	\$198,000	\$483,000	\$231,200	\$317,000	17%	-34%	\$226,500	\$337,620	2%	-6%	-	-	-	-
PUBLIC POLICY	2	\$198,000	\$483,000	\$257,200	\$306,500	30%	-37%	\$215,746	\$320,160	19%	-4%	-	-	-	-
DENTISTRY	2	\$237,600	\$580,000	\$390,000	\$414,800	64%	-28%	\$293,862	\$400,000	33%	4%	-	-	\$159,900	\$480,000
LAW	4	\$237,600	\$580,000	\$332,200	\$405,900	40%	-30%	\$245,753	\$450,000	35%	-10%	\$150,000	\$497,000	\$150,000	\$430,584
MANAGEMENT	6	\$237,600	\$580,000	\$360,500	\$519,200	52%	-10%	\$267,397	\$582,078	35%	-11%	\$215,600	\$660,000	\$200,000	\$660,000
NURSING	3	\$237,600	\$580,000	\$367,800	\$390,000	55%	-33%	\$133,934	\$380,858	175%	2%	-	-	\$86,420	\$380,858
OPTOMETRY	1	\$237,600	\$580,000	\$281,300	\$281,300	18%	-52%	-	-	-	-	-	-	-	-
PHARMACY	2	\$237,600	\$580,000	\$327,000	\$390,000	38%	-33%	\$187,259	\$326,964	75%	19%	-	-	\$187,259	\$350,000
PUBLIC HEALTH	2	\$237,600	\$580,000	\$361,500	\$402,800	52%	-31%	\$179,055	\$386,899	102%	4%	-	-	\$179,055	\$601,174
VETERINARY MEDICINE	1	\$237,600	\$580,000	\$367,800	\$367,800	55%	-37%	\$182,840	\$290,000	101%	27%	-	-	-	-

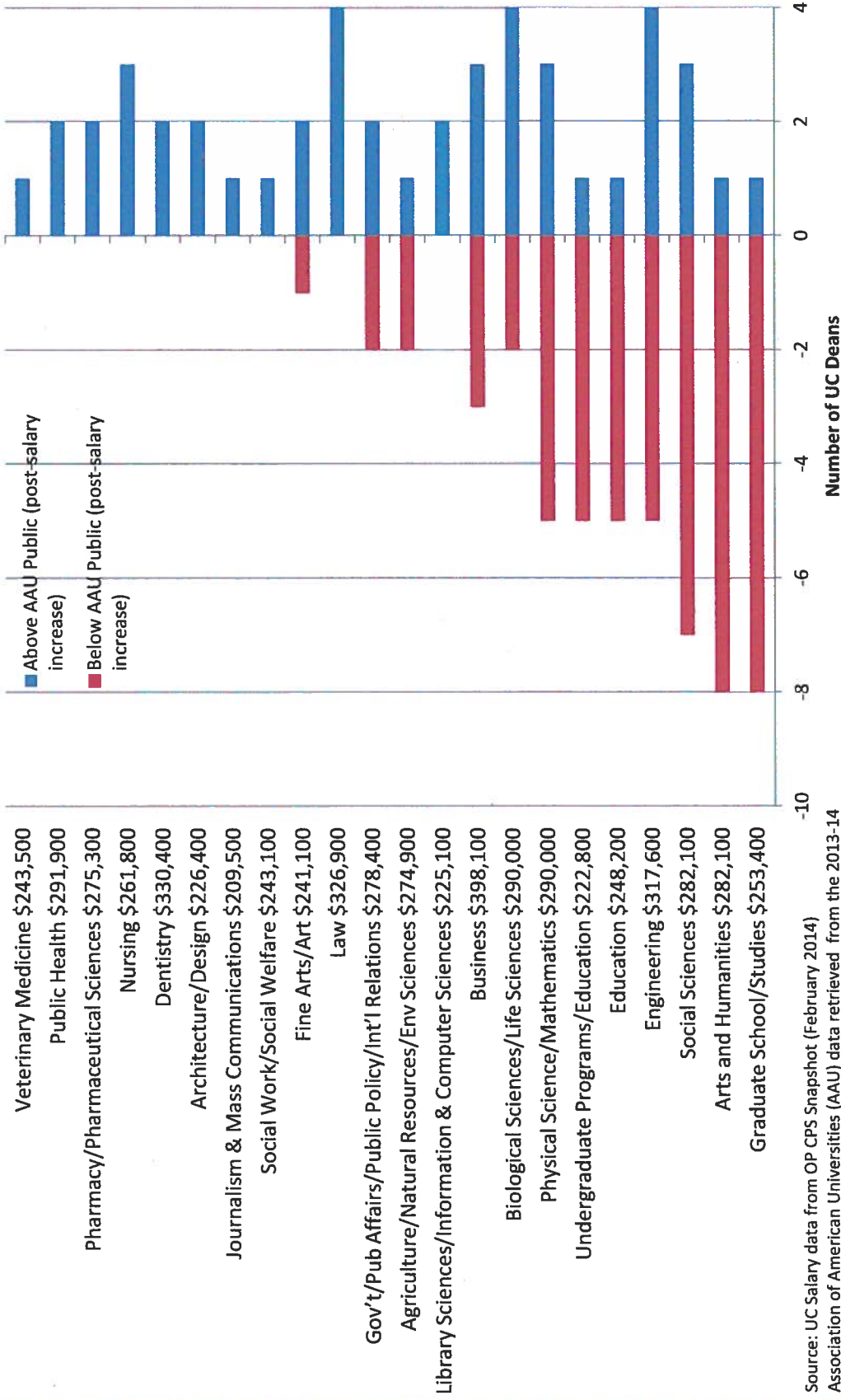
Source: UC Salary data from Corporate Personnel System(CPS) [Snapshot February 2014], Association of American Universities (AAU) data retrieved from the 2013-14 College and University Personnel Association (CUPA) Survey on February 2014

*Salary data reflects 3% increase for UC Deans' salaries, but no increase for the AAU and Comp 25 Deans' salaries.

Appendix E

UC Dean Headcount by Discipline with Salaries, Post-3% Salary Increase, Above and Below the

Average Dean Salaries at AAU Public Institutions



Source: UC Salary data from OP CPS Snapshot (February 2014)
 Association of American Universities (AAU) data retrieved from the 2013-14
 College and University Personnel Association (CUPA) Survey on February 2014

APPENDIX F
Comparison of UC Dean Salaries to Average Salaries
at AAU Public Institutions and Comparison 25 Public and Private Institutions
2013-14 UC Data and 2013-14 Comparator Data

DISCIPLINE/FIELD	COMPARATOR INSTITUTION/ UC CAMPUS	ANNUAL BASE SALARY AS OF FEBRUARY 2014 PAYROLL	NUMBER OF COMPARATOR INSTITUTIONS	CUPA TITLE/UC CAMPUS TITLE	DISCIPLINE
AGRICULTURE/NATURAL RESOURCES					
	AAU Public	\$274,870	12	DEAN AGRICULTURE	AGRICULTURE
	COMP-25	Insufficient Data	<5	DEAN AGRICULTURE	AGRICULTURE
	UCB	\$211,700		DEAN, COLLEGE OF NATURAL RESOURCES	AGRICULTURE
	UCR	\$243,700		DEAN, COLLEGE OF NATURAL & AGRICULTURAL SCIENCES	AGRICULTURE
	UCD	\$298,500		DEAN, COLLEGE OF AGRICULTURE AND ENVIRONMENTAL SCIENCES	AGRICULTURE
Count of UC Deans			3		
ARCHITECTURE/DESIGN					
	AAU Public	\$226,391	13	DEAN ARCHITECTURE/DESIGN	ARCHITECTURE
	COMP-25	\$253,571	9	DEAN ARCHITECTURE/DESIGN	ARCHITECTURE
	UCLA	\$283,700		DEAN, SCHOOL OF THE ARTS & ARCHITECTURE	ARCHITECTURE
	UCB	\$286,800		DEAN, COLLEGE OF ENVIRONMENTAL DESIGN	ARCHITECTURE
Count of UC Deans			2		
ARTS AND SCIENCES (ARTS & HUMANITIES/SOCIAL SCIENCE)					
	AAU Public	\$282,116	15	DEAN ARTS AND SCIENCES	ARTS & HUMANITIES
	COMP-25	\$317,289	11	DEAN ARTS AND SCIENCES	ARTS & HUMANITIES
	UCSB	\$160,800		DEAN, COLLEGE OF CREATIVE STUDIES	ARTS & HUMANITIES
	UCR	\$207,100		DEAN, COLLEGE OF HUMANITIES, ARTS & SOCIAL SCIENCES	ARTS & HUMANITIES
	UCSC	\$209,100		DEAN, DIVISION OF HUMANITIES	ARTS & HUMANITIES
	UCLA	\$224,400		DEAN, DIVISION OF HUMANITIES, COLLEGE OF LETTERS & SCIENCE	ARTS & HUMANITIES
	UCSB	\$228,900		DEAN, DIVISION OF HUMANITIES & FINE ARTS, COLLEGE OF LETTERS & SCIENCE	ARTS & HUMANITIES
	UCD	\$229,500		DEAN, DIVISION OF HUMANITIES, ARTS & CULTURAL STUDIES, COLLEGE OF LETTERS & SCIENCE	ARTS & HUMANITIES
	UCI	\$244,100		DEAN, SCHOOL OF HUMANITIES	ARTS & HUMANITIES
	UCB	\$267,200		DEAN, DIVISION OF ARTS & HUMANITIES, COLLEGE OF LETTERS & SCIENCE	ARTS & HUMANITIES
	UCSD	\$289,200		DEAN, DIVISION OF ARTS & HUMANITIES	ARTS & HUMANITIES
Count of UC Deans (Arts & Humanities)			9		
	UCM	\$204,000		DEAN, SCHOOL OF SOCIAL SCIENCES, HUMANITIES & ARTS	SOCIAL SCIENCES
	UCI	\$207,000		DEAN, SCHOOL OF SOCIAL ECOLOGY	SOCIAL SCIENCES
	UCSC	\$209,100		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCI	\$219,300		DEAN, SCHOOL OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCSB	\$224,700		EXECUTIVE DEAN, COLLEGE OF LETTERS & SCIENCE, AND DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
	UCB	\$233,200		DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	SOCIAL SCIENCES
	UCB	\$236,700		DEAN, SCHOOL OF SOCIAL WELFARE	SOCIAL SCIENCES
	UCSB	\$245,800		DEAN, BREN SCHOOL OF ENVIRONMENTAL SCIENCE & MANAGEMENT	SOCIAL SCIENCES
	UCD	\$293,250		DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	SOCIAL SCIENCES
	UCLA	\$306,300		DEAN, DIVISION OF SOCIAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	SOCIAL SCIENCES
	UCSD	\$309,000		DEAN, DIVISION OF SOCIAL SCIENCES	SOCIAL SCIENCES
Count of UC Deans(Social Sciences)			11		
FINE ARTS/ARTS					
	AAU Public	\$241,081	5	DEAN FINE ARTS	FINE ARTS
	COMP-25	Insufficient Data	<5	DEAN FINE ARTS	FINE ARTS
	UCI	\$204,900		DEAN, SCHOOL OF THE ARTS	ARTS & HUMANITIES
	UCSC	\$245,400		DEAN, DIVISION OF ARTS	ARTS & HUMANITIES
	UCLA	\$357,000		DEAN, SCHOOL OF THEATER, FILM & TELEVISION	ARTS & HUMANITIES
Count of UC Deans			3		

APPENDIX F

BUSINESS					
	AAU Public	\$398,064	23	DEAN BUSINESS	MANAGEMENT
	COMP-25	\$441,474	12	DEAN BUSINESS	MANAGEMENT
	UCR	\$350,000		DEAN, SCHOOL OF BUSINESS ADMINISTRATION	MANAGEMENT
	UCSD	\$377,100		DEAN, RADY SCHOOL OF MANAGEMENT	MANAGEMENT
	UCD	\$384,540		DEAN, GRADUATE SCHOOL OF MANAGEMENT	MANAGEMENT
	UCB	\$411,700		DEAN, HAAS SCHOOL OF BUSINESS	MANAGEMENT
	UCI	\$418,800		ACT/INTERIM DEAN, MERAGE SCHOOL OF BUSINESS	MANAGEMENT
	UCLA	\$504,000		DEAN, ANDERSON SCHOOL OF MANAGEMENT	MANAGEMENT
	Count of UC Deans		6		
DENTISTRY					
	AAU Public	\$330,419	7	DEAN DENTISTRY	DENTISTRY
	COMP-25	\$329,636	8	DEAN DENTISTRY	DENTISTRY
	UCSF	\$378,550		DEAN, SCHOOL OF DENTISTRY	DENTISTRY
	UCLA	\$402,700		DEAN, SCHOOL OF DENTISTRY	DENTISTRY
	Count of UC Deans		2		
EDUCATION					
	AAU Public	\$248,185	22	DEAN EDUCATION	EDUCATION
	COMP-25	\$263,724	9	DEAN EDUCATION	EDUCATION
	UCR	\$195,778		ACT/INTERIM DEAN, GRADUATE SCHOOL OF EDUCATION	EDUCATION
	UCB	\$215,400		DEAN, GRADUATE SCHOOL OF EDUCATION	EDUCATION
	UCD	\$223,380		DEAN, SCHOOL OF EDUCATION	EDUCATION
	UCI	\$224,400		DEAN, SCHOOL OF EDUCATION	EDUCATION
	UCSB	\$230,100		DEAN, GEVIRTZ GRADUATE SCHOOL OF EDUCATION	EDUCATION
	UCLA	\$295,800		DEAN, GRADUATE SCHOOL OF EDUCATION & INFORMATION STUDIES	EDUCATION
	Count of UC Deans		6		
ENGINEERING					
	AAU Public	\$317,649	18	DEAN ENGINEERING	ENGINEERING
	COMP-25	\$330,511	11	DEAN ENGINEERING	ENGINEERING
	UCSC	\$241,600		DEAN, SCHOOL OF ENGINEERING	ENGINEERING
	UCR	\$250,500		DEAN, BOURNS COLLEGE OF ENGINEERING	ENGINEERING
	UCM	\$261,100		DEAN, SCHOOL OF ENGINEERING	ENGINEERING
	UCB	\$303,500		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCSB	\$306,000		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCSD	315,000		DEAN, JACOBS SCHOOL OF ENGINEERING	ENGINEERING
	UCD	\$321,300		DEAN, COLLEGE OF ENGINEERING	ENGINEERING
	UCI	\$331,000		DEAN, SCHOOL OF ENGINEERING	ENGINEERING
	UCLA	\$346,700		DEAN, SCHOOL OF ENGINEERING & APPLIED SCIENCE	ENGINEERING
	Count of UC Deans		9		
POLICY/INTERNATIONAL RELATIONS					
	AAU Public	\$278,364	8	DEAN GOV/PUBLIC AFFAIRS/PUBLIC POL	PUBLIC AFFAIRS
	COMP-25	Insufficient Data	<5	DEAN GOV/PUBLIC AFFAIRS/PUBLIC POL	PUBLIC AFFAIRS
	UCR	\$249,700		DEAN, SCHOOL OF PUBLIC POLICY	PUBLIC POLICY
	UCSD	\$255,000		DEAN, SCHOOL OF INTERNATIONAL RELATIONS & PACIFIC STUDIES	INTERNATIONAL STUDIES
	UCB	\$297,500		DEAN, GOLDMAN SCHOOL OF PUBLIC POLICY	PUBLIC POLICY
	UCLA	\$336,600		DEAN, LUSKIN SCHOOL OF PUBLIC AFFAIRS	PUBLIC AFFAIRS
	Count of UC Deans		4		
GRADUATE SCHOOL/GRADUATE STUDIES					
	AAU Public	\$253,395	18	DEAN GRADUATE SCHOOL	GRADUATE DIVISION
	COMP-25	\$233,644	11	DEAN GRADUATE SCHOOL	GRADUATE DIVISION
	UCM	\$168,000		ACT/INTERIM DEAN, GRADUATE STUDIES	GRADUATE DIVISION
	UCR	\$179,000		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCSC	\$180,700		DEAN, GRADUATE STUDIES DIVISION	GRADUATE DIVISION
	UCB	\$181,400		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCSB	\$183,600		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCD	\$187,170		DEAN, GRADUATE STUDIES	GRADUATE DIVISION
	UCI	\$204,900		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	UCSD	\$205,000		DEAN, GRADUATE STUDIES	GRADUATE DIVISION
	UCSF	\$250,000		DEAN, GRADUATE DIVISION	GRADUATE DIVISION
	Count of UC Deans		9		

APPENDIX F

JOURNALISM & MASS COMMUNICATIONS					
	AAU Public	\$209,468	13	DEAN JOURNALISM & MASS COMM	JOURNALISM
	COMP-25	\$177,004	5	DEAN JOURNALISM & MASS COMM	JOURNALISM
	UCB	\$249,400		DEAN, SCHOOL OF JOURNALISM	JOURNALISM
Count of UC Deans			1		
LAW					
	AAU Public	\$326,877	18	DEAN LAW	LAW
	COMP-25	\$348,670	9	DEAN LAW	LAW
	UCB	\$322,500		DEAN, SCHOOL OF LAW	LAW
	UCD	\$324,564		DEAN, SCHOOL OF LAW	LAW
	UCI	\$367,700		DEAN, SCHOOL OF LAW	LAW
	UCLA	\$394,000		DEAN, SCHOOL OF LAW	LAW
Count of UC Deans			4		
LIBRARY SCIENCE/INFORMATION MANAGEMENT					
	AAU Public	\$225,111	5	DEAN LIBRARY SCIENCE	INFORMATION MANAGEMENT
	COMP-25	Insufficient Data	<5	NOT AVAILABLE	INFORMATION MANAGEMENT
	UCB	\$220,600		DEAN, SCHOOL OF INFORMATION	INFORMATION MANAGEMENT
	UCI	\$220,600		DEAN, SCHOOL OF INFORMATION & COMPUTER SCIENCES	INFORMATION MANAGEMENT
Count of UC Deans			2		
NURSING					
	AAU Public	\$261,798	13	DEAN NURSING	NURSING
	COMP-25	\$269,364	8	DEAN NURSING	NURSING
	UCLA	\$357,000		DEAN, SCHOOL OF NURSING	NURSING
	UCD	\$365,694		DEAN, SCHOOL OF NURSING	NURSING
	UCSF	\$378,550		DEAN, SCHOOL OF NURSING	NURSING
Count of UC Deans			3		
OPTOMETRY					
	AAU Public	Insufficient Data	<5	NOT AVAILABLE	OPTOMETRY
	COMP-25	Insufficient Data	<5	NOT AVAILABLE	OPTOMETRY
	UCB	\$273,100		DEAN, SCHOOL OF OPTOMETRY	OPTOMETRY
Count of UC Deans			1		
PHARMACY & PHARMACEUTICAL SCIENCES					
	AAU Public	\$275,300	13	DEAN PHARMACY	PHARMACY
	COMP-25	\$274,884	5	DEAN PHARMACY	PHARMACY
	UCSD	317,400		DEAN, SKAGGS SCHOOL OF PHARMACY & PHARMACEUTICAL SCIENCES	PHARMACY
	UCSF	\$378,550		DEAN, SCHOOL OF PHARMACY	PHARMACY
Count of UC Deans			2		
PUBLIC HEALTH					
	AAU Public	\$291,891	10	DEAN PUBLIC HEALTH	PUBLIC HEALTH
	COMP-25	\$406,089	8	DEAN PUBLIC HEALTH	PUBLIC HEALTH
	UCLA	\$350,900		DEAN, SCHOOL OF PUBLIC HEALTH	PUBLIC HEALTH
	UCB	\$391,000		DEAN, SCHOOL OF PUBLIC HEALTH	PUBLIC HEALTH
Count of UC Deans			2		
SCIENCES- BIOLOGICAL SCIENCES & LIFE SCIENCES					
	AAU Public	Insufficient Data	<5	DEAN BIOLOGICAL AND LIFE SCIENCES	BIOLOGICAL SCIENCES
	COMP-25	Insufficient Data	<5	DEAN BIOLOGICAL AND LIFE SCIENCES	BIOLOGICAL SCIENCES
	UCM	\$249,900		DEAN, SCHOOL OF NATURAL SCIENCES	BIOLOGICAL SCIENCES
	UCB	\$251,800		DEAN, DIVISION OF BIOLOGICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	BIOLOGICAL SCIENCES
	UCSD	\$285,000		DEAN, DIVISION OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	UCLA	\$288,600		DEAN, DIVISION OF LIFE SCIENCES, COLLEGE OF LETTERS & SCIENCE	BIOLOGICAL SCIENCES
	UCI	\$290,000		DEAN, SCHOOL OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
	UCD	\$357,000		DEAN, COLLEGE OF BIOLOGICAL SCIENCES	BIOLOGICAL SCIENCES
Count of UC Deans			6		

APPENDIX F

SCIENCES- PHYSICAL SCIENCES & MATHEMATICS					
	AAU Public	\$289,986	5	DEAN SCIENCES	PHYSICAL SCIENCES
	COMP-25	Insufficient Data	<5	DEAN SCIENCES	PHYSICAL SCIENCES
	UCSC	\$224,400		DEAN, DIVISION OF PHYSICAL & BIOLOGICAL SCIENCES	PHYSICAL SCIENCES
	UCB	\$228,400		DEAN, DIVISION OF MATHEMATICAL & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	PHYSICAL SCIENCES
	UCI	\$246,900		DEAN, SCHOOL OF PHYSICAL SCIENCES	PHYSICAL SCIENCES
	UCSB	\$268,000		DEAN, DIVISION OF MATHEMATICAL, LIFE & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	PHYSICAL SCIENCES
	UCB	\$278,100		DEAN, COLLEGE OF CHEMISTRY	PHYSICAL SCIENCES
				ACT/INTERIM DEAN, DIVISION OF MATHEMATICAL & PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	PHYSICAL SCIENCES
	UCD	\$293,000		(FOR 2-YEAR PERIOD STARTING 7/1/2013)	
	UCLA	\$302,900		DEAN, DIVISION OF PHYSICAL SCIENCES, COLLEGE OF LETTERS & SCIENCE	PHYSICAL SCIENCES
	UCSD	\$307,700		DEAN, DIVISION OF PHYSICAL SCIENCES	PHYSICAL SCIENCES
Count of UC Deans			8		
EDUCATION					
	AAU Public	\$222,840	7	DEAN UNDERGRAD PROGRAMS	UNDERGRADUATE EDUCATION
	COMP-25	\$254,366	6	DEAN UNDERGRAD PROGRAMS	UNDERGRADUATE EDUCATION
	UCM	\$172,500		PROVOST AND DEAN, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCSC	\$183,600		DEAN & VICE PROVOST FOR UNDERGRADUATE EDUCATION DIVISION	UNDERGRADUATE EDUCATION
	UCSB	\$185,900		DEAN, UNDERGRADUATE EDUCATION, COLLEGE OF LETTERS & SCIENCE	UNDERGRADUATE EDUCATION
	UCI	\$186,600		DEAN, DIVISION OF UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
	UCB	\$191,600		DEAN, UNDERGRADUATE DIVISION, COLLEGE OF LETTERS & SCIENCE	UNDERGRADUATE EDUCATION
	UCLA	\$265,200		DEAN & VICE PROVOST, UNDERGRADUATE EDUCATION	UNDERGRADUATE EDUCATION
Count of UC Deans			6		
VETERINARY MEDICINE					
	AAU Public	\$243,465	9	DEAN VETERINARY MEDICINE	VETERINARY MEDICINE
	COMP-25	Insufficient Data	<5	DEAN VETERINARY MEDICINE	VETERINARY MEDICINE
	UCD	\$357,000		DEAN, SCHOOL OF VETERINARY MEDICINE	VETERINARY MEDICINE
Count of UC Deans			1		
Total Count of UC Deans			100		

Association of American Universities (AAU) data from the 2013-14 College and University Personnel Association (CUPA) Survey, February 2014

APPENDIX G

Notes

Sources: College and University Personnel Association for Human Resources (CUPA-HR) Administrators in Higher Education Salary Survey, 2013-14 Academic Year (Fall 2013); and UC Corporate Personnel System, December 2013

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-seven of the 28 AAU publics responded to the CUPA survey. Not all institutions reported salaries for all categories. Response rate ranged up to 23 institutions per category.

The AAU-member private institutions were not used as a comparison group since a relatively small number of them responded to the CUPA survey resulting in insufficient data for comparison due to the standard of suppressing data if $n < 5$.

Only two of the four private institutions within the UC standard Comparison 8 group of institutions responded to the CUPA survey so the Comparison 8 was not used as a benchmark for this report. The small number of institutions would result in insufficient data for comparison due to the standard of suppressing data if $n < 5$.

Comparison 25 includes: a group of 25 public and private institutions approved by the California Postsecondary Education Commission (CPEC) to be used as comparators in administrative salary analyses. Twenty-one of the 25 institutions in this group responded to the CUPA survey. Not all institutions reported salaries for all categories. Response rate ranged up to 12 institutions per category.

AAU Public Institutions

27 AAU 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
The Ohio State University
Pennsylvania State University
Purdue University
Rutgers University – New Brunswick
State University of New York – Buffalo
State University of New York – Stony Brook
Texas A&M University
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 Virginia
University of Washington
University of Wisconsin Madison

Missing: University of Virginia

Comparison 25 Institutions

21 of the Comparison 25 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 Buffalo	AAU
	State University of New York – Stony Brook	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 Twin Cities	AAU
	University of Texas System Administration*	AAU
	University of Virginia	AAU
	University of Washington	AAU
	University of Wisconsin System Office*	

*System offices with no deans in those offices

Missing: California Institute of Technology
Stanford University
Yale University