

# 2022 College & University Executive Compensation Report

**TCS** Total Compensation Solutions  
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# **2022 COLLEGE & UNIVERSITY EXECUTIVE COMPENSATION REPORT**

**Data Effective: January 1, 2022  
Date Published: December 2022**

**Number of Colleges/Universities: 849  
Number of Job Titles: 24  
Number of Employees Reported: 3,849**

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## Introduction

Welcome to the fourth edition of Total Compensation Solutions' (TCS) *College & University Executive Compensation Report*. TCS is a compensation consulting firm and we have been publishing compensation surveys and reports for the last 20 years. During that time, we observed that higher education executive compensation was not typical of what we saw in the general not-for-profit sector. Therefore, we wanted to create a college and university executive compensation report that captures the unique practices of institutions in higher education. The *2022 College & University Executive Compensation Report* gathers and reports compensation data on 24 executive and director-level positions found in not-for-profit colleges and universities.

In this report, we looked at the various compensation elements reported in IRS Form 990s including base salary, bonus, other income, retirement, non-taxable benefits and from those elements looked at total cash compensation (base salary plus annual bonus) and total remuneration (total cash compensation plus retirement, non-taxable benefits, and other income) for each job title. We collect this data to capture a total rewards picture for higher education executives in the not-for-profit sector. We are confident that you will find this report to be a valuable resource for evaluating compensation in the competitive market for Colleges and Universities.

In the last year, we have seen the United States and the rest of the world experience high inflation especially in the form of higher gas and food prices. We also have seen the effect of "The Great Resignation" as we come out of the near shutdown of the country and the world because of the COVID-19 pandemic. Employers in most industry sectors are having trouble finding and retaining employees. They are also finding that they have to offer higher compensation to attract qualified candidates. Fortunately, a large portion of the US population has been vaccinated, the country and the world are moving towards a more normal existence both on campus and off-campus. As you know, the last two and half years have put a tremendous stress on colleges and universities, but it seems hopefully we are seeing the light at the end of the tunnel.

The pandemic tested the leadership of colleges and universities all over the country. The challenges each institution faced made it essential to have forward thinking executives in place to guide them through a once in a lifetime crisis. It reinforced how vital it is for institutions to retain high performing executives and attract qualified job candidates. TCS's *2022 College & University Executive Compensation Report* can be an essential resource in defining the competitive market for higher education executives.

**Introduction - continued**

TCS looks at the compensation elements which are relevant to successful management of executive pay programs at colleges and universities. They are the following:

- Base Salary
- Total Cash Compensation (Base Salary plus Bonus)
- Total Remuneration (TCC plus Retirement, Benefits & Other Income).

There are also significant differences in pay practices dependent upon three factors:

- Geographic location
- Revenue Size
- Asset Size

This report is designed to address the primary topics listed above as well as the differentiating factors. All these topics and factors have an impact on compensation plans among not-for-profit colleges and universities. By completing this research and a study of the factors impacting compensation, TCS can help not-for-profit colleges and universities explain and justify their compensation policies and practices.

This survey is conducted using rigid standards and methods developed by TCS. We gathered data using publicly filed documents and incorporated the information into the database with appropriate adjustments for effective date and job matching criteria.

TCS uses statistical process control for all our surveys. This is a process for: compiling data; screening data; preparing micro- and macro-reports which allow survey analysts to review single organization data, for match quality and consistency of pay practices as well as reports that compare all organizations' response on similar positions. The result is a comprehensive database which TCS uses to prepare the final survey report and ensure its accuracy.

# 2022 College & University Executive Compensation Report

## Introduction - continued

This report is divided into four sections as described below:

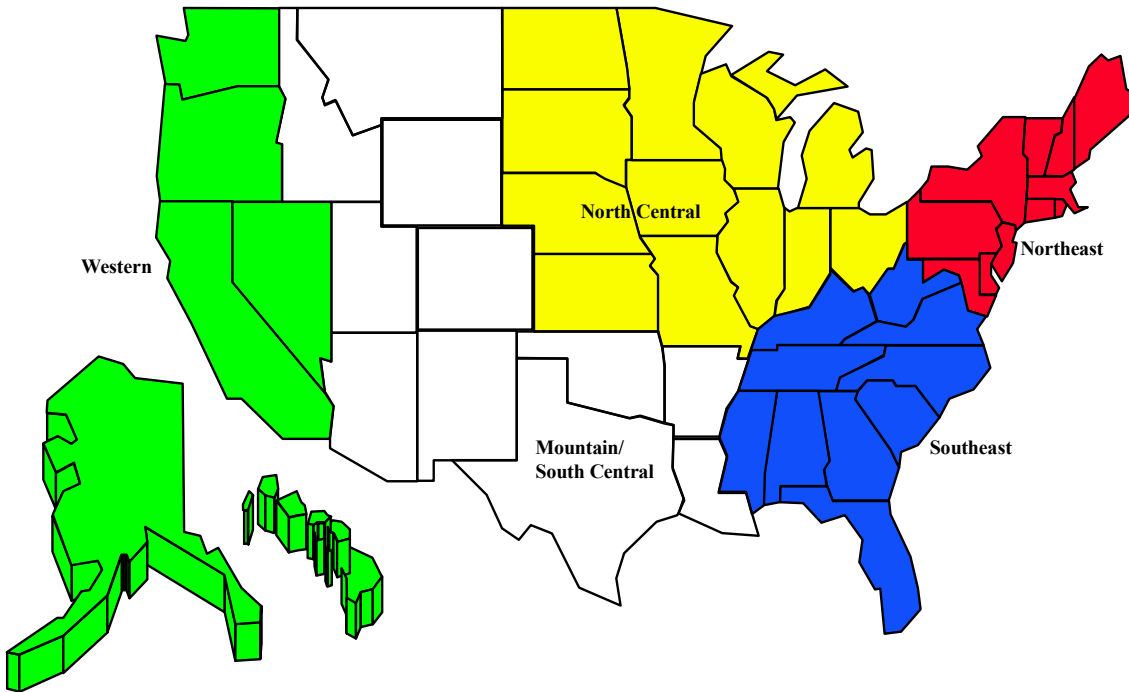
Section I	Executive Summary	Provides an introduction of the report and its overall objective: to present an alternative source of data for not-for-profit colleges and universities, our methodology, college and university demographics and key findings.
Section II	Compensation Analysis	Reports compensation data effective as of <u>January 1, 2022</u> , for 24 executive positions based on: national location, geographic location, revenue size groupings and asset size groupings.
Section III	Geographic Data	Defines the various geographic cuts used in this report: Regional and Cost of Labor Areas.
Section IV	Reference	Defines and explains terms used in this report and provides technical notes on report use.

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

If you have any questions on this report or would like to provide additional feedback on this survey, please call our offices at (914) 730-7300 or email your questions to Tom Bailey [tbailey@total-comp.com](mailto:tbailey@total-comp.com).

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

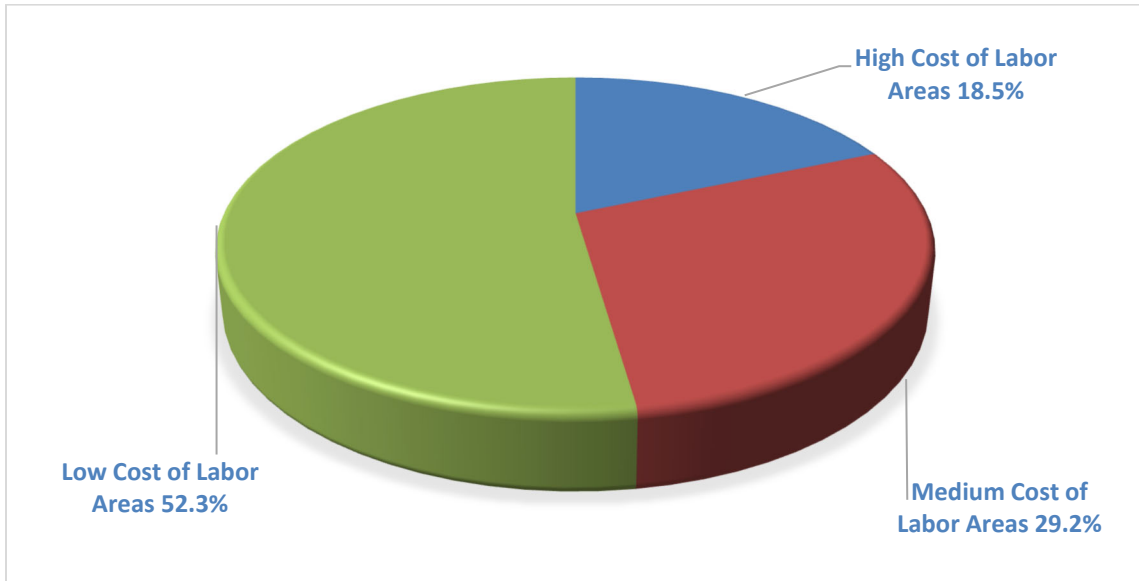
**Geographic Breakdown of Colleges & Universities in the Report**



Region	Number	Percentage
Northeast	295	34.7%
Southeast	164	19.4%
North Central	233	27.4%
Mountain/South Central	65	7.7%
Western	92	10.8%
<b>Total</b>	<b>849</b>	<b>100.0%</b>

**Demographics of Colleges & Universities - continued**

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

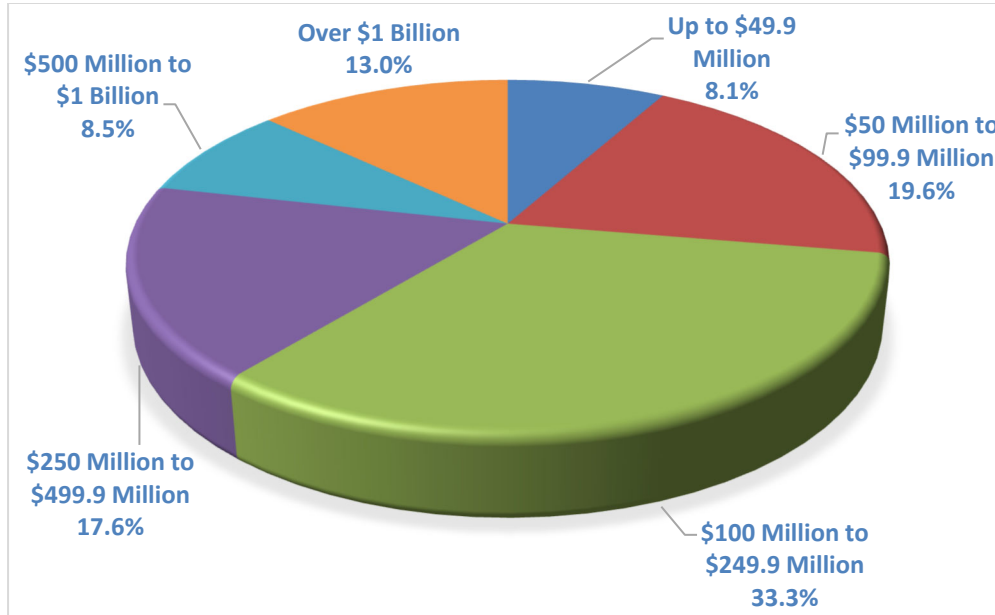


Description	Number	Percent
High Cost of Labor Areas	157	18.5%
Medium Cost of Labor Areas	248	29.2%
Low Cost of Labor Areas	444	52.3%
<b>Total</b>	<b>849</b>	<b>100.0%</b>



**Demographics of Colleges & Universities – continued**

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



Assets	Number of Cos.	Percent
Up to \$49.9 Million	69	8.1%
\$50 Million to \$99.9 Million	166	19.6%
\$100 Million to \$249.9 Million	283	33.3%
\$250 Million to \$499.9 Million	149	17.6%
\$500 Million to \$1 Billion	72	8.5%
Over \$1 Billion	110	13.0%
<b>Total</b>	<b>849</b>	<b>100.0%</b>

## **COMPENSATION ANALYSIS**

TCS uses a four-page display for each of the job titles that includes summary statistics for the national report sample, high/medium/low cost of labor areas, revenue size, asset size, and a regional breakdown of the Colleges/Universities in the report. When there was a sufficient amount of data, we report the compensation data for seven major metropolitan areas. The *2022 College & University Executive Compensation Report* includes compensation data on 849 Colleges/Universities, 24 executive level positions and 3,849 employees.

The first page of the compensation data format reports the position code, job title, financial statistics, national data, and cost of labor cuts. The compensation data is shown in a display of statistics including annual base salary, annual bonus paid, total cash compensation, other income, retirement, non-taxable benefits, and total remuneration as well as the number of organizations, the number of employees, the weighted average, the average, and the 25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup> percentiles of the data.

The second and third pages of the display or *peer group pages* provide the same statistical array based upon six revenue and six asset cuts. This analysis is used to show if there is a difference in pay practices among different revenue and asset groups. The six revenue and asset groups are:

- Up to \$49.9 Million
- \$50.0 Million to \$99.9 Million
- \$100.0 Million to \$249.9 Million
- \$250.0 Million to \$499.9 Million
- \$500.0 Million to \$1 Billion
- Over \$1 Billion

The fourth page of the display or *peer group page* provides the same statistical array based upon five regional cuts. This analysis shows there are differences in pay practices among different regional areas across the United States. The five regional groups are:

- Northeast
- Southeast
- North Central
- South Central/Mountain
- Western

When we had sufficient data, we included a fifth page in the compensation data displaying seven major metro areas cuts. This analysis is used to show the differences in pay practices in these metro areas in the United States. The seven major metro areas are:

**COMPENSATION ANALYSIS (cont.)**

- Atlanta, Marietta & Decatur Ga.
- Chicago, IL.
- Dallas / Fort Worth, TX
- Los Angeles, Long Beach & Anaheim, Ca.
- New York City (All Five Boroughs)
- San Francisco, Oakland & Palo Alto, Ca.
- Washington DC, Arlington Va. & Baltimore, Md.

TCS publishes data based on minimum job match criteria to ensure meaningful statistical analysis. Our data suppression procedure requires:

- A minimum of three companies must report data to display any single data element. If three organizations provide data, then the weighted average, average, and 50<sup>th</sup> percentile statistics are displayed
- At least four organizations must provide data to display all percentiles (25<sup>th</sup>, 50<sup>th</sup>, and 75<sup>th</sup>) as well as the weighted average and average statistics

**004 Chief Financial Officer**

<b>Finance Data:</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Revenue (\$000,000s)	271	273	436.9	439.7	70.9	123.1	236.1
<b>All Companies - National</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
Annual Base Salary (\$000s)	271	273	278.6	279.2	187.3	232.2	322.1
Actual Bonus %	76	76	14.3	14.3	4.6	8.7	15.1
Actual Bonus Paid (\$000s)	76	76	61.8	61.8	10.0	24.4	60.0
Total Cash Compensation (TCC) (\$000s)	271	273	295.8	296.5	190.8	234.5	328.3
Other Income (\$000s)	164	164	15.7	15.7	0.8	3.1	18.1
Retirement (\$000s)	246	248	23.7	23.7	11.6	18.3	27.0
Non-taxable Benefits (\$000s)	262	264	20.9	20.9	10.7	18.3	26.9
Total Remuneration (\$000s)	271	273	346.9	347.7	220.5	268.9	388.4
<b>High Cost Areas (110% and Above of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	54	54	739.7	739.7	77.1	133.6	307.7
Annual Base Salary (\$000s)	54	54	360.4	360.4	245.1	293.8	400.5
Actual Bonus %	10	10	13.4	13.4	5.8	8.7	12.1
Actual Bonus Paid (\$000s)	10	10	95.6	95.6	24.1	25.0	88.3
Total Cash Compensation (TCC) (\$000s)	54	54	378.1	378.1	245.1	296.4	409.7
Other Income (\$000s)	36	36	20.1	20.1	1.4	4.3	16.5
Retirement (\$000s)	52	52	29.0	29.0	15.2	21.0	29.0
Non-taxable Benefits (\$000s)	53	53	23.3	23.3	9.7	21.1	33.6
Total Remuneration (\$000s)	54	54	442.3	442.3	262.1	356.6	467.2
<b>Medium Cost Areas (100% to 109.9% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	89	90	526.8	532.5	90.6	145.1	360.4
Annual Base Salary (\$000s)	89	90	293.6	294.5	204.5	239.9	332.7
Actual Bonus %	24	24	18.5	18.5	7.8	11.2	23.6
Actual Bonus Paid (\$000s)	24	24	83.2	83.2	13.1	47.5	94.4
Total Cash Compensation (TCC) (\$000s)	89	90	315.8	316.8	204.5	255.5	345.4
Other Income (\$000s)	57	57	18.9	18.9	0.6	5.5	24.6
Retirement (\$000s)	79	80	25.8	25.9	12.6	22.5	28.0
Non-taxable Benefits (\$000s)	87	88	20.9	21.0	11.8	17.0	27.1
Total Remuneration (\$000s)	89	90	371.1	372.4	230.1	298.0	407.1
<b>Low Cost Areas (Below 100% of National Avg.)</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Revenue (\$000,000s)</b>	128	129	247.4	248.5	64.1	101.9	160.0
Annual Base Salary (\$000s)	128	129	233.8	234.4	170.0	202.1	260.2
Actual Bonus %	42	42	12.1	12.1	3.5	7.3	12.1
Actual Bonus Paid (\$000s)	42	42	41.5	41.5	7.2	17.3	39.8
Total Cash Compensation (TCC) (\$000s)	128	129	247.3	248.0	171.2	204.5	278.7
Other Income (\$000s)	71	71	11.0	11.0	0.8	1.6	12.7
Retirement (\$000s)	115	116	19.8	19.9	10.9	15.2	23.5
Non-taxable Benefits (\$000s)	122	123	19.8	19.7	10.3	17.7	26.0
Total Remuneration (\$000s)	128	129	290.0	290.7	197.9	240.8	321.2

**004 Chief Financial Officer**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Revenue: Over \$1 Billion</b>							
Revenue (\$000,000s)	20	20	3,787.5	3,787.5	1,506.2	4,293.5	5,683.2
Annual Base Salary (\$000s)	20	20	629.2	629.2	503.0	554.1	660.5
Total Cash Compensation (TCC) (\$000s)	20	20	718.7	718.7	503.0	606.6	773.0
Retirement (\$000s)	20	20	57.9	57.9	25.1	31.4	63.8
Non-taxable Benefits (\$000s)	20	20	22.9	22.9	12.4	21.9	31.7
Total Remuneration (\$000s)	20	20	839.6	839.6	580.8	679.6	904.8
<b>Revenue: \$500M to \$1 Billion</b>							
Revenue (\$000,000s)	17	17	710.4	710.4	554.2	681.2	857.0
Annual Base Salary (\$000s)	17	17	426.0	426.0	316.5	428.0	514.5
Total Cash Compensation (TCC) (\$000s)	17	17	467.7	467.7	316.5	478.5	564.5
Retirement (\$000s)	17	17	37.0	37.0	21.1	25.2	27.5
Non-taxable Benefits (\$000s)	17	17	22.5	22.5	16.2	23.4	26.8
Total Remuneration (\$000s)	17	17	546.6	546.6	395.8	533.0	630.7
<b>Revenue: \$250M to \$499.9M</b>							
Revenue (\$000,000s)	27	27	352.0	352.0	282.3	338.0	423.9
Annual Base Salary (\$000s)	27	27	345.5	345.5	306.9	331.7	398.1
Total Cash Compensation (TCC) (\$000s)	27	27	371.6	371.6	312.6	340.0	432.9
Retirement (\$000s)	26	26	28.5	28.5	21.7	26.7	28.8
Non-taxable Benefits (\$000s)	27	27	22.9	22.9	12.6	21.9	26.5
Total Remuneration (\$000s)	27	27	444.7	444.7	359.5	397.5	497.6
<b>Revenue: \$100M to \$249.9M</b>							
Revenue (\$000,000s)	101	102	149.8	150.3	121.3	144.8	166.6
Annual Base Salary (\$000s)	101	102	241.5	242.3	194.5	232.2	278.2
Total Cash Compensation (TCC) (\$000s)	101	102	248.2	249.0	194.5	239.3	282.1
Retirement (\$000s)	98	99	20.1	20.3	13.6	17.6	25.2
Non-taxable Benefits (\$000s)	99	100	22.8	22.7	11.3	19.0	30.1
Total Remuneration (\$000s)	101	102	294.5	295.4	226.2	268.9	347.3
<b>Revenue: \$50M to \$99.9M</b>							
Revenue (\$000,000s)	70	70	74.8	74.8	62.0	76.5	90.2
Annual Base Salary (\$000s)	70	70	210.5	210.5	168.9	198.4	228.3
Total Cash Compensation (TCC) (\$000s)	70	70	221.2	221.2	169.0	199.9	228.3
Retirement (\$000s)	54	54	16.6	16.6	8.9	12.1	17.3
Non-taxable Benefits (\$000s)	65	65	18.2	18.2	9.0	16.9	24.6
Total Remuneration (\$000s)	70	70	255.0	255.0	193.3	233.4	259.3
<b>Revenue: Up to \$49.9 M</b>							
Revenue (\$000,000s)	36	37	38.4	38.9	32.5	41.2	44.9
Annual Base Salary (\$000s)	36	37	203.2	202.8	169.5	199.2	225.2
Total Cash Compensation (TCC) (\$000s)	36	37	205.1	204.5	169.5	199.2	229.4
Retirement (\$000s)	31	32	14.2	14.0	8.8	11.3	18.7
Non-taxable Benefits (\$000s)	34	35	16.8	16.8	9.3	12.6	23.3
Total Remuneration (\$000s)	36	37	235.4	234.8	189.8	218.6	258.0

**004 Chief Financial Officer**

<b>Assets: Over \$1 Billion</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	45	45	7,530.2	7,530.2	1,442.0	2,242.3	8,630.4
Annual Base Salary (\$000s)	45	45	501.8	501.8	333.7	490.7	586.0
Total Cash Compensation (TCC) (\$000s)	45	45	556.0	556.0	333.7	507.1	628.4
Retirement (\$000s)	45	45	46.8	46.8	25.0	28.0	33.9
Non-taxable Benefits (\$000s)	45	45	23.6	23.6	13.8	24.0	29.9
Total Remuneration (\$000s)	45	45	655.9	655.9	394.6	590.3	756.5
<b>Assets: \$500M to \$1 Billion</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	34	34	717.4	717.4	611.8	697.1	839.0
Annual Base Salary (\$000s)	34	34	310.5	310.5	239.4	306.9	382.2
Total Cash Compensation (TCC) (\$000s)	34	34	328.9	328.9	258.8	318.4	382.2
Retirement (\$000s)	33	33	26.2	26.2	18.8	25.2	28.9
Non-taxable Benefits (\$000s)	34	34	23.4	23.4	14.4	20.8	26.0
Total Remuneration (\$000s)	34	34	391.9	391.9	304.5	387.3	465.0
<b>Assets: \$250M to \$499.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	59	59	355.2	355.2	284.2	350.0	422.3
Annual Base Salary (\$000s)	59	59	255.8	255.8	201.9	251.2	286.4
Total Cash Compensation (TCC) (\$000s)	59	59	275.1	275.1	203.0	251.2	295.5
Retirement (\$000s)	56	56	22.6	22.6	13.7	18.4	24.6
Non-taxable Benefits (\$000s)	56	56	22.6	22.6	11.6	18.6	30.2
Total Remuneration (\$000s)	59	59	323.4	323.4	229.4	302.0	362.0
<b>Assets: \$100M to \$249.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	83	84	172.6	172.5	132.9	171.5	209.8
Annual Base Salary (\$000s)	83	84	206.9	207.5	170.9	199.3	234.1
Total Cash Compensation (TCC) (\$000s)	83	84	210.9	211.5	171.8	200.0	238.2
Retirement (\$000s)	70	71	15.6	15.7	9.8	14.4	18.6
Non-taxable Benefits (\$000s)	79	80	18.1	18.0	9.1	16.9	25.4
Total Remuneration (\$000s)	83	84	245.1	245.7	203.9	233.7	266.9
<b>Assets: \$50M to \$99.9M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	33	33	79.3	79.3	69.2	80.9	88.1
Annual Base Salary (\$000s)	33	33	203.5	203.5	163.8	200.7	224.4
Total Cash Compensation (TCC) (\$000s)	33	33	206.9	206.9	163.8	200.7	224.4
Retirement (\$000s)	29	29	13.0	13.0	8.8	10.5	15.2
Non-taxable Benefits (\$000s)	31	31	19.9	19.9	9.7	18.1	25.5
Total Remuneration (\$000s)	33	33	241.1	241.1	188.9	222.7	259.6
<b>Assets: Up to \$49.9 M</b>	<b>No. of Co's</b>	<b>No. of EEs</b>	<b>Wtd Avg.</b>	<b>Avg.</b>	<b>25th Ptile</b>	<b>50th Ptile</b>	<b>75th Ptile</b>
<b>Assets (\$000,000s)</b>	16	17	38.0	38.3	33.8	36.9	46.0
Annual Base Salary (\$000s)	16	17	205.1	204.4	152.5	195.2	217.7
Total Cash Compensation (TCC) (\$000s)	16	17	207.8	206.8	152.5	195.2	227.6
Retirement (\$000s)	12	13	9.9	9.2	4.1	8.3	12.5
Non-taxable Benefits (\$000s)	16	17	18.3	18.5	10.7	13.7	18.0
Total Remuneration (\$000s)	16	17	233.8	232.4	185.4	216.3	265.9

**004 Chief Financial Officer**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Northeast Region</b>							
<b>Revenue (\$000,000s)</b>	104	104	638.9	638.9	91.0	161.2	357.0
Annual Base Salary (\$000s)	104	104	321.3	321.3	218.4	273.2	366.5
Total Cash Compensation (TCC) (\$000s)	104	104	337.7	337.7	219.4	283.7	419.8
Retirement (\$000s)	99	99	26.9	26.9	14.5	22.7	29.1
Non-taxable Benefits (\$000s)	100	100	23.6	23.6	12.8	22.2	30.0
Total Remuneration (\$000s)	104	104	396.4	396.4	256.0	348.1	475.5
<b>Southeast Region</b>							
<b>Revenue (\$000,000s)</b>	55	56	242.6	245.1	60.9	101.8	160.8
Annual Base Salary (\$000s)	55	56	246.7	248.3	182.1	211.8	278.0
Total Cash Compensation (TCC) (\$000s)	55	56	261.2	263.0	182.1	211.8	287.1
Retirement (\$000s)	45	46	21.7	21.9	9.3	12.6	21.2
Non-taxable Benefits (\$000s)	51	52	16.5	16.2	9.6	14.2	22.9
Total Remuneration (\$000s)	55	56	301.6	303.5	208.3	233.7	330.6
<b>North Central Region</b>							
<b>Revenue (\$000,000s)</b>	68	69	275.2	279.0	63.6	97.7	155.7
Annual Base Salary (\$000s)	68	69	224.5	224.6	164.4	197.1	235.0
Total Cash Compensation (TCC) (\$000s)	68	69	240.8	241.0	165.1	198.7	239.8
Retirement (\$000s)	59	60	17.4	17.4	11.0	15.6	24.1
Non-taxable Benefits (\$000s)	67	68	19.6	19.7	10.6	16.1	26.1
Total Remuneration (\$000s)	68	69	281.2	281.6	192.7	228.3	296.7
<b>South Central /Mountain Region</b>							
<b>Revenue (\$000,000s)</b>	13	13	231.5	231.5	94.1	125.7	147.2
Annual Base Salary (\$000s)	13	13	254.5	254.5	199.3	216.2	295.3
Total Cash Compensation (TCC) (\$000s)	13	13	275.2	275.2	199.3	237.1	295.3
Retirement (\$000s)	13	13	17.0	17.0	13.0	15.5	19.3
Non-taxable Benefits (\$000s)	13	13	22.6	22.6	12.8	18.1	25.7
Total Remuneration (\$000s)	13	13	323.6	323.6	249.7	267.1	352.5
<b>Western</b>							
<b>Revenue (\$000,000s)</b>	31	31	556.3	556.3	75.0	119.5	224.4
Annual Base Salary (\$000s)	31	31	323.0	323.0	200.5	268.8	319.8
Total Cash Compensation (TCC) (\$000s)	31	31	348.6	348.6	200.5	282.2	319.8
Retirement (\$000s)	30	30	31.4	31.4	14.4	19.8	28.0
Non-taxable Benefits (\$000s)	31	31	21.2	21.2	8.7	13.8	30.7
Total Remuneration (\$000s)	31	31	418.0	418.0	244.7	316.9	406.7

**004 Chief Financial Officer**

	No. of Co's	No. of EEs	Wtd Avg.	Avg.	25th Ptile	50th Ptile	75th Ptile
<b>Atlanta Ga, Marietta Ga, &amp; Decatur, Ga</b>							
Revenue (\$000,000s)	5	5	1,009.4	1,009.4	122.6	147.6	168.2
Annual Base Salary (\$000s)	5	5	297.8	297.8	232.2	259.4	276.4
Total Cash Compensation (TCC) (\$000s)	5	5	365.4	365.4	232.2	276.4	283.5
Total Remuneration (\$000s)	5	5	391.6	391.6	244.2	292.3	298.0
<b>Chicago, IL</b>							
Revenue (\$000,000s)	8	8	786.2	786.2	85.3	189.0	499.3
Annual Base Salary (\$000s)	8	8	314.4	314.4	211.7	249.1	350.2
Total Cash Compensation (TCC) (\$000s)	8	8	325.5	325.5	211.7	249.1	350.2
Total Remuneration (\$000s)	8	8	365.0	365.0	231.8	286.6	398.2
<b>Dallas Fort Worth TX</b>							
Revenue (\$000,000s)	2	2	--	--	--	--	--
Annual Base Salary (\$000s)	2	2	--	--	--	--	--
Total Cash Compensation (TCC) (\$000s)	2	2	--	--	--	--	--
Total Remuneration (\$000s)	2	2	--	--	--	--	--
<b>Los Angeles, Long Beach &amp; Anaheim</b>							
Revenue (\$000,000s)	4	4	1,625.1	1,625.1	53.2	307.7	1,879.6
Annual Base Salary (\$000s)	4	4	586.7	586.7	268.0	303.4	622.1
Total Cash Compensation (TCC) (\$000s)	4	4	636.7	636.7	268.0	303.4	672.1
Total Remuneration (\$000s)	4	4	796.0	796.0	292.9	362.0	865.1
<b>New York City (All Five Boroughs)</b>							
Revenue (\$000,000s)	14	14	1,121.1	1,121.1	90.5	181.2	331.3
Annual Base Salary (\$000s)	14	14	382.6	382.6	251.7	344.8	431.6
Total Cash Compensation (TCC) (\$000s)	14	14	384.4	384.4	251.7	344.8	431.6
Total Remuneration (\$000s)	14	14	428.5	428.5	265.1	382.8	543.7
<b>San Francisco, Oakland, &amp; Palo Alto Ca.</b>							
Revenue (\$000,000s)	3	3	64.5	64.5	--	66.2	--
Annual Base Salary (\$000s)	3	3	241.6	241.6	--	268.8	--
Total Cash Compensation (TCC) (\$000s)	3	3	241.6	241.6	--	268.8	--
Total Remuneration (\$000s)	3	3	287.8	287.8	--	292.5	--
<b>Washington DC, Arlington Va. &amp; Baltimore Md.</b>							
Revenue (\$000,000s)	3	3	635.2	635.2	--	815.0	--
Annual Base Salary (\$000s)	3	3	354.8	354.8	--	315.4	--
Total Cash Compensation (TCC) (\$000s)	3	3	386.3	386.3	--	315.4	--
Total Remuneration (\$000s)	3	3	450.3	450.3	--	352.3	--



# 2022 College & University Executive Compensation Report

## **Geographic Data**

In this report, we show two geographic breakouts of the compensation data: by five regional cuts and by three cost of labor designations.

### **States Included in the Five Regional Cuts**

<b>Northeast</b>	<b>Southeast</b>	<b>North Central</b>	<b>S. Central/Mountain</b>	<b>Western</b>
Connecticut	Alabama	Illinois	Arizona	Alaska
Delaware	Florida	Indiana	Arkansas	California
Maine	Georgia	Iowa	Colorado	Hawaii
Maryland	Kentucky	Kansas	Idaho	Nevada
Massachusetts	Mississippi	Michigan	Louisiana	Oregon
New Hampshire	North Carolina	Minnesota	Montana	Washington
New Jersey	South Carolina	Missouri	New Mexico	
New York	Tennessee	Nebraska	Oklahoma	
Pennsylvania	Virginia	North Dakota	Texas	
Rhode Island	West Virginia	Ohio	Utah	
Vermont		South Dakota	Wyoming	
Washington DC		Wisconsin		

### **Cost of Labor Cities**

We report the compensation data by three costs of labor cuts:

1. High cost of labor cities are 110% and above of the national average.
2. Medium cost of labor cities are between 100% and 109.9% of the national average
3. Low cost of labor cities are below 100% of the national average.

The tables on the following pages list every city included in this report and where they fall within the cost of labor designations.

2022 College & University Executive Compensation Report

**Geographic Data (cont.)**

**High Cost of Labor Cities (110% and above of national average)**

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

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**Geographic Data (cont.)**

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

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

# 2022 College & University Executive Compensation Report

## Geographic Data (cont.)

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

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

## 2022 College & University Executive Compensation Report

### Geographic Data (cont.)

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

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



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