

# **Open Letter to the Regents of the University of Michigan**

April 20, 2014

Dear Regents:

The faculty and staff of the University of Michigan are as alarmed as all members of our community by the rising costs of tuition and the proliferation of “image-building” nonacademic programs and activities. The University is in desperate and urgent need of fiscal reform. Arresting the steep increases in salaries to top administrators, reforming the secretive bonus culture of the Fleming administration building, terminating the toxic AST project, and refocusing the attention of the University on its core mission of teaching, research, and service should save the University many tens of millions of dollars per year. We urge you to work with incoming President-Elect Schlissel to introduce and implement these necessary reforms as soon as practically possible.

# 1 Key Observations

## 1.1 Base-Pay Salary Comparison for Top Administrators

The average base salary among the top 16 UM administrators (President, executive officers, and deans of some schools/colleges) is between 27% and 41% higher than their counterparts' at the four highly ranked, peer public institutions selected for comparison, namely UCLA, UC Berkeley, U. Virginia and U. Texas-Austin. In contrast, the average UM faculty salary is lower than that at UCLA by 2-9% (depending on rank), lower than Berkeley's by 3-7%, higher than Texas's by 2-8% and higher than Virginia's by 3-7%. Given the much higher cost of living in California, it is not surprising that faculty salaries at Michigan are slightly lower than those at UCLA and Berkeley. By the same token, Michigan's faculty salaries are slightly higher than those at Texas and Virginia. Overall, among the top 10 public institutions, UM's faculty salaries are within 1% of the average (which is reassuring), but top UM administrator salaries are not only the highest, but separated from the other publics by 27-41%!!! Moreover, these comparisons—which are based on publicly available salary data—are for the base salary component only. If bonuses are included, the disparity becomes even greater!

**Table 1: 2012 Base Salary Comparison Ratios**

	Asst. Prof.	Assoc. Prof.	Professor	Top Administrators
UM/UCLA	98%	91%	91%	137%
UM/Berkeley	93%	93%	97%	141%
UM/Virginia	107%	103%	105%	131%
UM/Texas	102%	108%	106%	127%

The overall summary provided in Table 1 is based on a detailed analysis given in Section 3.2. For illustration, the UM to UCLA comparison is shown in Table 2.

University of Michigan 2012 <sup>1</sup>			UCLA 2012 <sup>2</sup>			
Position	Name	Base Salary on 11/1/2012	Position	Name	Base Salary in 12/2012	Difference (UM – UCLA)
President	M. Coleman	\$603,307	Chancellor	G. Block	\$416,000	\$187,307
Provost	P. Hanlon	\$509,292	Provost	S. Waugh	\$366,000	\$143,292
VP Fin & Admin	T. Slottow	\$568,218	Vice Chanc. & CFO	S. Olsen	\$317,166	\$251,052
VP Development	J. May	\$460,000	Assoc. VC Developmt.	S. Gamer	\$275,000	\$185,000
VP External Relat.	C. Wilbanks	\$286,303	VC External Affairs	R. Turteltaub	\$300,000	-\$13,697
VP Research	S. Forrest	\$375,396	VC Research	J. Economou	\$260,863	\$114,533
VP Legal	T. Lynch	\$400,000	VC Legal Affairs	K. Reed	\$265,500	\$134,500
VP Comm.	L. Rudgers	\$278,100	Assoc. VC Comm.	C. Stogsdill	\$210,000	\$68,100
VP Medical	O. Pescovitz	\$753,805	VC Health, Dean Med	E. Washington	\$515,000	\$238,805
VP Student Affairs	R. Harper	\$309,450	VC Student Affairs	J. Montero	\$228,400	\$81,050
Dean of Law	E. Caminker	\$470,233	Dean of Law	R. Moran	\$386,300	\$83,933
Dean of Business	A. Davis-Blake	\$566,775	Dean of Business	J. Olian	\$500,000	\$66,775
Dean of Dentistry	P. Polverini	\$426,141	Dean of Dentistry	N.-H. Park	\$329,600	\$96,541
Dean of Engr.	D. Munson	\$482,655	Dean of Engr.	V. Dhir	\$339,900	\$142,755
Dean of Nursing	K. Potempa	\$380,858	Dean of Nursing	C. Lyder	\$350,000	\$30,858
Dean of Libraries	P. Courant	\$408,453	Univ. Librarian	G. Strong	\$244,600	\$163,853
	<b>Total</b>	<b>\$7,278,986</b>		<b>Total</b>	<b>\$5,304,329</b>	<b>\$1,974,657</b>
				<b>Average Difference</b>		<b>\$123,416</b>
				<b>Ratio</b>		<b>137.2%</b>

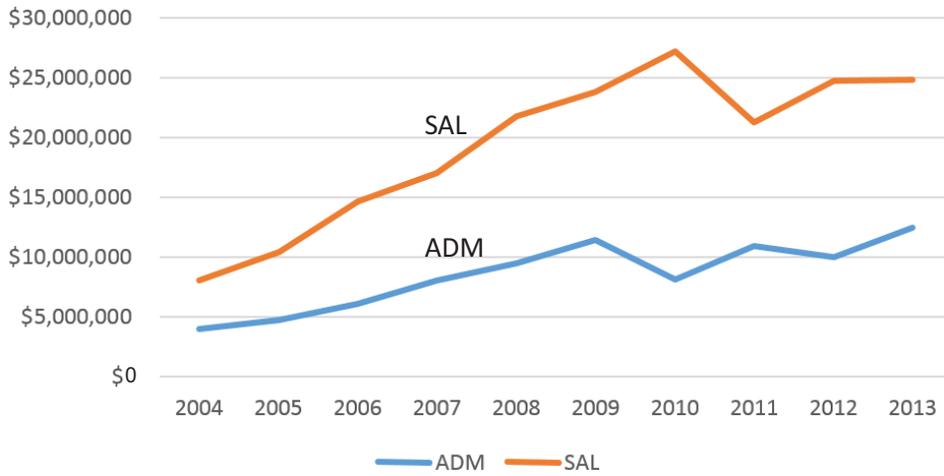
## 1.2 Bonus Pay at UM

Whereas in some States, such as California, public law requires academic institutions to annually disclose not only the base salaries of their employees, but also any other supplemental payments made to them, Michigan law requires disclosure of only the base-pay component. According to UM’s Standard Practice Guide, UM has 70 “additional pay” categories. These include many types of transactional payments to doctors, dentists, nurses, and others in return for their services as agreed to under their hiring contracts, administrative differentials to faculty who assume administrative assignments such as chairing a department or program, and numerous other totally legitimate additional-pay categories that have been part of the University’s history for many years. Similar systems exist at other universities. This examination focuses on only the additional-pay categories listed in Table 3. The analysis displayed graphically in Figure 1 pertains only to the University of Michigan’s Ann Arbor campus.

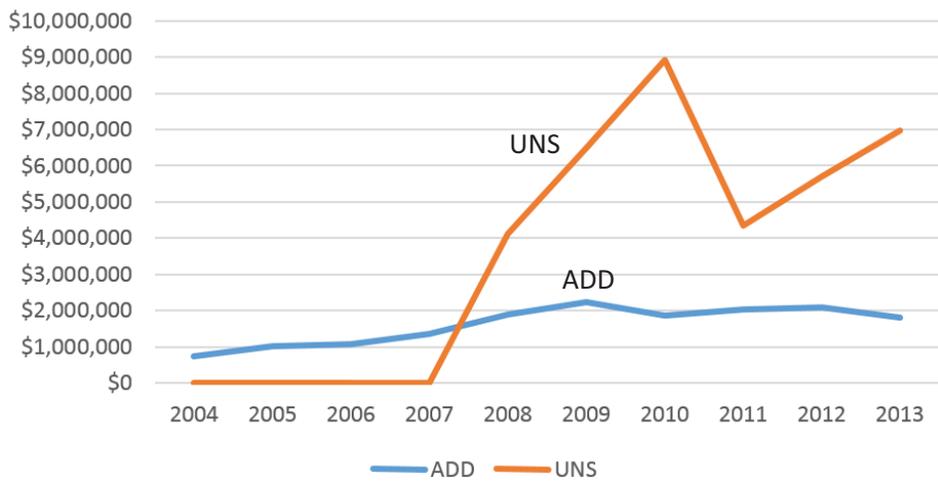
**Table 3: Increases in additional pay categories between 2004 and 2013, in \$ millions**

<b>Additional Pay</b>	<b>2004</b>	<b>2013</b>	<b>Variance</b>	<b>% increase</b>
ADM: Admin Differential	3.982	12.487	8.505	214%
SAL: Salary Supplement	8.078	24.824	16.746	208%
UNS: Services Unrelated	0	6.971	6.971	N/A
ADD: Added Duties	0.732	1.814	1.082	149%
<b>Total</b>	<b>12.792</b>	<b>46.096</b>	<b>33.304</b>	<b>260%</b>
Increase in faculty salaries				<b>28%</b>
Increase in staff salaries				<b>21%</b>

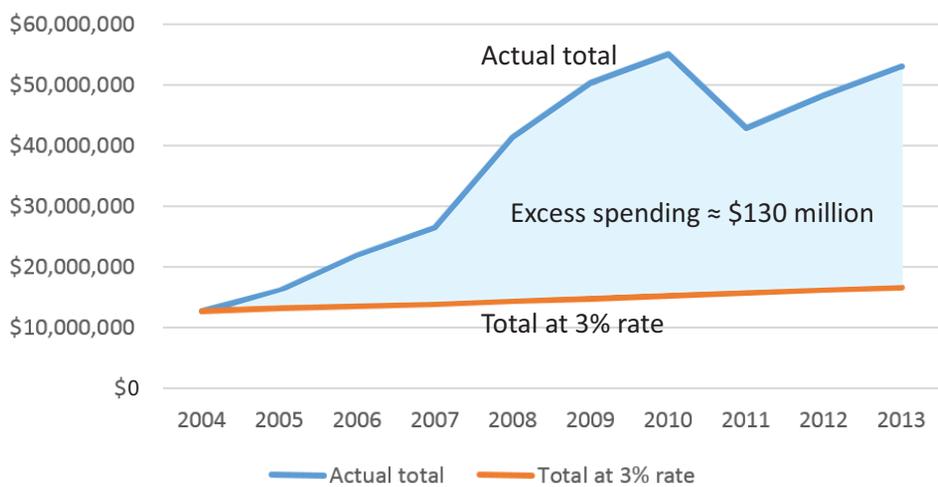
- (1) **Administrative Differential (ADM)**—which is intended for faculty who assume administrative duties and limited to the duration of those administrative duties—was improperly applied to many full-time staff administrators, primarily in the Central Administration. The concept of “administrative differential” is of course inapplicable to full-time administrators. In 2004, ADM amounted to \$3.982 million for UM as a whole, and if this figure were to be increased at a compounded rate of 3% per year (representing a generous rate of increase in comparison to staff and faculty salary increases over the past nine years), it would have grown by about 30% to \$5.177 million. Because of the “distorted” practice, ADM grew by 214% to \$12.487 million, **accounting for over \$7 million per year in seemingly unjustified payments**, made primarily to some deans (who are full-time administrators with already high base salaries), some executive officers, and many staff in Finance and Human Resources and other administrative units.
- (2) **Salary Supplement (SAL)** is basically a pure reward for doing an unusually good job. It is exceedingly rare in academic departments, but has become standard practice in Fleming and some deans’ offices. The total amount paid in SAL in 2004 was \$8.078 million. This amount grew by 208% to \$24.844 million in 2013.
- (3) **Services Unrelated to Appointment (UNS)**—was introduced in 2007 to reward faculty and staff who perform services outside their regular appointments. Between 2007 and 2013, this very “popular” reward program grew from \$2,400 to \$6.971 million!!
- (4) **Added Duties Differential (ADD)**—is for “payment for duties done by FLSA nonexempt individuals who temporarily perform additional responsibilities that are not typically part of their regular classification.” Payments grew from \$0.732 million in 2004 to \$1.814 million in 2013.



(a) ADM and SAL



(b) ADD and UNS



(c) Total

**Figure 1:** Variations of four additional pay categories between fiscal years 2004 and 2013 and total of all four categories, compared with the total had it increased at 3% per year.

- (5) The grand total increase among all four of the above additional pay categories grew from approximately \$13 million in 2004 to \$46 million, representing an increase of 260%, approximately nine times the cumulative rate of inflation over the nine-year period.
- (6) Figure 1(c) displays two plots, one showing the actual four-category total over the period 2004-2013, and the other showing the total had it increased at 3% per year, starting with 2004. The difference between the two plots represents the excessive payments among the four additional pay categories. The cumulative amount over the nine-year period is approximately \$130 million!! If the excessive salaries to top administrators, which are estimated at \$20 million over the nine-year span, are added to the excessive bonus payments, the total adds up to \$150 million of unjustified spending of public monies.

### 1.3 Who Is Responsible?

The question on the minds of many faculty and staff is: **Who is responsible for this secretive, excessive salary and bonus program?** The practice is not only irresponsible and a breach of public trust, it also borders on the illegal and criminal.

- Some members of the central administration have been neither beneficiaries of the excessive salary and bonus program nor practitioners of it in their own units. They include the vice presidents of student affairs and research.
- Beneficiaries and only minor practitioners include the vice presidents of communication, development, external relations, and legal affairs.
- The promulgators of the excessive salary and bonus program and who deserve the greatest credit for it are President Coleman, former provost Hanlon, current EVP Tim Slottow, and a few of the deans.
- Finally, one would ask: where have the Regents been in all of this? Did they know about these excesses and approve of them, or were they kept in the dark over the past ten years?

### 1.4 Administrative Services Transformation (AST)

The Administrative Services Transformation program is fundamentally flawed and should be abandoned. If the \$18 million paid to Accenture and the internal development cost of AST both are included, the total amount of funds wasted on developing the AST plan probably exceeds \$40 million. Despite these huge investments, the project should be abandoned because its implementation would seriously reduce faculty and staff productivity and will likely lead to losses on the order of tens of millions of dollars in research funding. In a recent article in *The University Record* ("UM Looks to Broaden Sources of Research Funding," March 20, 2014), Interim VP for Research Jack Hu is quoted as referring to the increased difficulty of winning research funding and advocating for reducing the administrative burden on faculty. AST is the exact antithesis of such an approach. AST also translates into reduced support for our teaching mission and dehumanization of our staff. Following the November faculty rebellion against AST, the administration decided to delay implementation of two of the program's three components to 2015 and vowed to protect faculty and staff productivity. The faculty deduced from that commitment that staff working with faculty teams on teaching and research activities are now immune from transfer to State Street. Recently, however, it was discovered that nothing has changed; the staff identified in November for transfer under the Accounts Receivable/Accounts Payable AR/AP component of AST are still destined to move to State Street as per the original plan, even though most of the selected staff do not now perform (AR/AP) tasks or these tasks constitute only a small fraction of their job duties. Consequently, it is the staff most critical to teaching and research and who work most closely with the faculty that got selected to go to

AST. There's a total disconnect between the administration and the reality on the ground. AST remains a financially unviable prospect. It promises to save the institution \$1–3 million per year after the first few years, but the loss in research funding caused by the reduction in faculty productivity will likely result in tens of millions of dollars in reduced Federal funding.

Staff support exists at four levels: (a) university central, (b) school/college central, (c) department central, (d) and direct faculty support. Fifteen years ago, the ratio of the number of staff in the last category to the number of faculty was approximately 2/6. Today, the ratio is closer to 1/6. This is an average across the university and varies widely by discipline. AST, if implemented, would reduce the ratio further by 50% to 1/9. Transferring the tasks that are currently performed by the staff to the faculty will reduce the time they have available to devote to teaching and research. It is that simple. It is worth noting that over the past thirty years, the University has experienced a huge expansion in staff size in central units and deans' offices. Several deans' offices have more than quadrupled in staff size, and it is not clear as to how much of the growth is a result of the transfer of operations from central units to schools/colleges and departments, versus expansion in such activities as public relations and development. At the same time, staff support at the department and program levels has been reduced by over 50%.

## **2 Actions Requested from the Board of Regents**

We, the faculty and staff of the University of Michigan, request that you implement the following actions:

- (a) Freeze salaries of upper administrators, followed by the implementation of a plan to bring those salaries in line with those at peer public institutions. Establish a system of higher administrative approval and transparency for all non–base salary payments.
- (b) Implement a California-like policy for annual release of salary information, wherein not only base salary data is published, but also all other additional payments received by university employees.
- (c) Freeze the Salary Supplement payment category until further review by a faculty/staff/administrators committee and the development of clear guidelines for its use and approval process.
- (d) Conduct an independent audit to review the following additional pay categories: SAL, ADM, UNS, ADD, INB, and INQ. The audit should establish if any of these additional pay categories have been applied improperly or wastefully.
- (e) Terminate the AST/shared services project and rescind the notices sent to the 300 staff members affected by that project.
- (f) Investigate the relationship between the University and Accenture. This should be accomplished through an external audit.

The trust between the faculty and the administration has been broken. Only the Regents and the incoming president are poised to reform the University and reestablish confidence in the administration. You, the Regents, represent the citizens of the State of Michigan. We expect you to work with President-Elect Schlissel to address our request and act on it.

### 3 Salary Comparisons with Other Peer Institutions

#### 3.1 Faculty Salaries Comparison

According to the study released by AAUP and published in *Inside Higher Ed* on April 8, 2013, the average 2012 salary among University of Michigan Full Professors was \$148,700, which places Michigan in the center of the band for the top 10 public universities in pay to full professors (Table 4).

**Table 4. Top Public Universities in Pay for Full Professors, 2012–2013**

University	Average Salary
1. University of California at Los Angeles	\$167,000
2. New Jersey Institute of Technology	\$166,700
3. University of California at Berkeley	\$158,900
4. Rutgers University at Newark	\$154,700
5. Rutgers University at New Brunswick	\$151,000
<b>6. University of Michigan</b>	<b>\$148,700</b>
7. Rutgers University at Camden	\$145,000
8. University of Texas at Austin	\$144,000
9. University of Virginia	\$143,200
10. University of Texas at Dallas	\$143,100

The screenshot shows the 'INSIDE HIGHER ED' website interface. At the top, there are navigation tabs for NEWS, VIEWS, CAREER ADVICE, BLOG U, SURVEYS, and WEBINAR. Below these are categories like ADMISSIONS, BOOKS, TECHNOLOGY, COMMUNITY COLLEGES, DIVERSITY, and TEACHING & LEARNING. A featured article titled 'HOW CAN DISCARDED CELL PHONE BATTERIES LEAD TO A DRAMATIC REDUCTION IN CHILD MORTALITY?' is visible. The main article shown is 'On Pace With Inflation' by Scott Jaschik, dated April 8, 2013. The article text states: 'The average salary of a full-time faculty member increased by 1.7 percent in 2012-13, roughly keeping pace with inflation, according to a report being released today by the American Association of University Professors. While the average increase was a bit larger last year (1.8 percent), a drop in the inflation rate from 3.0 to 1.7 percent means that this year's modest raises will add to spending power for many faculty members, while last year's did not. Indeed in each of the prior three years, the average overall increase in salaries was less than the rate of inflation.'

Among the five universities used in our analysis, the salaries of UM faculty are within 1% of the average for all three ranks. UCLA and Berkeley's rates are between 2% and 9% higher than UM's, which is understandable given the higher cost of living in the LA and Berkeley areas.

**Table 5**  
**University 2012 Salary Comparisons**

Base Salary 2012 Position	Institution					Average	Variance from Average				
	UM	UCLA	UV	UT	UC-B		UM	UCLA	UV	UT	UC-B
FULL PROFESSOR	\$148,800	\$162,600	\$141,600	\$140,700	\$154,000	\$149,540	(0%)	9%	(5%)	(6%)	3%
ASSOCIATE PROFESSOR	98,200	107,400	95,000	89,900	104,600	99,020	(1%)	8%	(4%)	(9%)	6%
ASSISTANT PROFESSOR	85,800	87,400	80,300	83,900	92,300	85,940	(0%)	2%	(7%)	(2%)	7%

### 3.2 Salary Comparisons for Upper Administrators

Using publicly available salary data, this review compares the salaries of the upper administrators at UM with their counterparts at peer institutions. The selected peers are UCLA, UC Berkeley, the University of Virginia, and the University of Texas at Austin. All four institutions are prestigious and highly ranked, two of them have medical schools (UCLA and Virginia), and one of them (Texas) has a school equivalent to UM’s LSA (in the others, there are separate deans for humanities, sciences, etc.). The salary data reports are released by UM in December and include salary rates as of November 1 of that year. The salary reports used in this study are for 2012, because that is the most recent year for which public data is available for all four of the five public institutions (UM, UCLA, UC Berkeley, and Virginia). The most recent report available for Texas is dated February 2012, which is closer in time to the 2011 UM salary data than to 2012. Hence, the comparison with Texas used 2011 UM salary data.

To ensure “apples to apples” comparisons, in each comparison between UM administrators and their counterparts at the other institution, only those positions that exist at both institutions are included. For example, the salary of UM’s VP for Development is not included in the comparison with Berkeley because development activities at Berkeley are managed by an external foundation. Also, the salary of the dean of LSA is compared with that of the dean of Arts and Sciences at Texas, but not with the other institutions, because UCLA, Berkeley, and Virginia have multiple colleges covering the scope of UM’s LSA rather than a single college.

The base-salary data in Tables 6–9 below shows the wide disparity between the salaries of top UM administrators and those of their counterparts at peer institutions. The excessive salaries are shameful, irresponsible, and wasteful of public funds.

University of Michigan 2012 <sup>1</sup>			UCLA 2012 <sup>2</sup>			Difference (UM – UCLA)
Position	Name	Base Salary on 11/1/2012	Position	Name	Base Salary in 12/2012	
President	M. Coleman	\$603,307	Chancellor	G. Block	\$416,000	\$187,307
Provost	P. Hanlon	\$509,292	Provost	S. Waugh	\$366,000	\$143,292
VP Fin & Admin	T. Slottow	\$568,218	Vice Chanc. & CFO	S. Olsen	\$317,166	\$251,052
VP Development	J. May	\$460,000	Assoc. VC Developmt.	S. Gamer	\$275,000	\$185,000
VP External Relat.	C. Wilbanks	\$286,303	VC External Affairs	R. Turteltaub	\$300,000	-\$13,697
VP Research	S. Forrest	\$375,396	VC Research	J. Economou	\$260,863	\$114,533
VP Legal	T. Lynch	\$400,000	VC Legal Affairs	K. Reed	\$265,500	\$134,500
VP Comm.	L. Rudgers	\$278,100	Assoc. VC Comm.	C. Stogsdill	\$210,000	\$68,100
VP Medical	O. Pescovitz	\$753,805	VC Health, Dean Med	E. Washington	\$515,000	\$238,805
VP Student Affairs	R. Harper	\$309,450	VC Student Affairs	J. Montero	\$228,400	\$81,050
Dean of Law	E. Caminker	\$470,233	Dean of Law	R. Moran	\$386,300	\$83,933
Dean of Business	A. Davis-Blake	\$566,775	Dean of Business	J. Olian	\$500,000	\$66,775
Dean of Dentistry	P. Polverini	\$426,141	Dean of Dentistry	N.-H. Park	\$329,600	\$96,541
Dean of Engr.	D. Munson	\$482,655	Dean of Engr.	V. Dhir	\$339,900	\$142,755
Dean of Nursing	K. Potempa	\$380,858	Dean of Nursing	C. Lyder	\$350,000	\$30,858
Dean of Libraries	P. Courant	\$408,453	Univ. Librarian	G. Strong	\$244,600	\$163,853
	<b>Total</b>	<b>\$7,278,986</b>		<b>Total</b>	<b>\$5,304,329</b>	<b>\$1,974,657</b>
				<b>Average Difference</b>		<b>\$123,416</b>
				<b>Ratio</b>		<b>137.2%</b>

**Table 7: UM and UC Berkeley Salary Comparison for Executive Officers and Some Deans**

University of Michigan 2012 <sup>1</sup>			UC Berkeley 2012 <sup>2</sup>			
Position	Name	Base Salary on 11/1/2012	Position	Name	Base Salary in Dec. 2012	Difference (UM – UC Berkeley)
President	M. Coleman	\$603,307	Chancellor	R. Birgeneau	\$436,800	\$166,507
Provost	P. Hanlon	\$509,292	Provost	G. Breslauer	\$309,100	\$200,192
VP Fin & Admin	T. Slottow	\$568,218	VC Admin & Fin	J. Wilton	\$375,000	\$193,218
VP Development	J. May	N/A	VC Development	Managed by affiliated foundation		
VP External Relat.	C. Wilbanks	\$286,303	VC Univ. Relations	F. Biddy	\$322,000	-\$35,697
VP Research	S. Forrest	\$375,396	VC Research	G. Fleming	\$317,500	\$57,896
VP Legal	T. Lynch	\$400,000	Chf Campus Counsel	C. Patti	\$240,000	\$160,000
VP Comm.	L. Rudgers	\$278,100	Assoc. Chancellor	B. Fitzpatrick	\$183,750	\$94,350
Dean of Nat. Res.	M. Miranda	\$282,288	Dean of Nat. Res.	K. Gilles	\$177,500	\$104,788
VP Student Affairs	R. Harper	\$309,450	VC Student Affairs	H. Grande	\$215,000	\$94,450
Dean of Law	E. Caminker	\$470,233	Dean of Law	C. Edley	\$316,200	\$154,033
Dean of Business	A. Davis-Blake	\$566,775	Dean of Business	R. Lyons	\$384,400	\$182,375
Dean Public Hlth	M. Philbert	\$347,214	Dean of Public Hlth	S. Shortell	\$337,400	\$9,814
Dean of Engr.	D. Munson	\$482,655	Dean of Engr.	S. Sastry	\$283,300	\$199,355
Dean Public Policy	S. Collins	\$285,027	Dean Public Policy	H. Brady	\$291,700	-\$6,673
Dean of Libraries	P. Courant	\$408,453	Univ. Librarian	T. Leonard	\$196,000	\$212,453
	<b>Total</b>	<b>\$6,172,711</b>		<b>Total</b>	<b>\$4,385,650</b>	<b>\$1,787,061</b>
				<b>Average Difference</b>		<b>\$119,137</b>
				<b>Ratio</b>		<b>140.7%</b>

**Table 8: UM and Univ. of Virginia Salary Comparison for Executive Officers and Some Deans**

University of Michigan 2012 <sup>1</sup>			University of Virginia <sup>3</sup>			
Position	Name	Base Salary on 11/1/2012	Position	Name	Base Salary in Dec. 2012	Difference (UM – Virginia)
President	M. Coleman	\$603,307	President	T. Sullivan	\$485,000	\$118,307
Provost	P. Hanlon	\$509,292	Provost	J. Simon	\$395,000	\$114,292
VP Fin & Admin	T. Slottow	\$568,218	Exec. VP and COO	P. Hogan	\$450,000	\$118,218
VP Development	J. May	\$460,000	Sr VP Univ Advance	R. Sweeney	\$413,900	\$46,100
VP External	C. Wilbanks	\$286,303	Exec Asst Govt Relat.	R. Lockridge	\$104,000	\$182,303
VP Research	S. Forrest	\$375,396	VP Research	T. Skalak	\$310,000	\$65,396
VP Legal	T. Lynch	\$400,000	General Counsel	P. Forch	\$234,000	\$166,000
VP Comm.	L. Rudgers	\$278,100	Chief Comm.	C. Wood	\$153,000	\$125,100
VP Medical	O. Pescovitz	\$753,805	VP Hlth Affairs, Dean	S. DeKosky	\$650,000	\$103,805
VP Student Affairs	R. Harper	\$309,450	VP Student Affairs	P. Lampkin	\$240,000	\$69,450
Dean of Law	E. Caminker	\$470,233	Dean of Law	P. Mahoney	\$450,000	\$20,233
Dean of Business	A. Davis-Blake	\$566,775	Dean of Business	R. Bruner	\$518,900	\$47,875
Dean of Nursing	K. Potempa	\$380,858	Dean of Nursing	D. Fontaine	\$278,000	\$102,858
Dean of Engr.	D. Munson	\$482,655	Dean of Engr.	J. Aylor	\$300,000	\$182,655
Dean of LSA	T. McDonald	\$426,901	Dean of Arts & Sci.	M. Woo	\$320,000	\$106,901
Dean of Libraries	P. Courant	\$408,453	Dean of Libraries	K. Wittenborg	\$256,800	\$151,653
	<b>Total</b>	<b>\$7,279,746</b>		<b>Total</b>	<b>\$5,558,600</b>	<b>\$1,721,146</b>
				<b>Average Difference</b>		<b>\$107,572</b>
				<b>Ratio</b>		<b>131.0%</b>

**Table 9: UM and Univ. of Texas-Austin Salary Comparison for Executive Officers and Some Deans**

University of Michigan 2011 <sup>4</sup>			University of Texas-Austin (as of 2/6/12) <sup>5</sup>			
Position	Name	Base Salary on 11/1/2011	Position	Name	Base Salary on 2/6/12	Difference (UM – Texas)
President	M. Coleman	\$585,783	President	B. Powers	\$613,612	-\$27,829
Provost	P. Hanlon	\$485,040	Provost	S. Leslie	\$381,023	\$104,017
VP Fin & Admin	T. Slottow	\$551,668	VP and CFO	K. Hegarty	\$381,023	\$170,645
VP Development	J. May	\$355,136	Sr Assoc VP Develop.	D. Onion	\$195,700	\$159,436
VP External	C. Wilbanks	\$278,640	VP Diversity	G. Vincent	\$280,719	-\$2,079
VP Research	S. Forrest	\$365,348	VP Research	J. Sanchez	\$308,394	\$56,954
VP Legal	S. Scarnecchia	\$312,206	VP Legal	P. Ohlendorf	\$242,182	\$70,024
VP Comm.	L. Rudgers	\$270,000	Chief Comm. Off.	G. Leavenworth	\$154,000	\$116,000
VP Student Affairs	R. Harper	\$301,167	VP Student Affairs	J. Gonzalez	\$232,456	\$68,711
Dean of Law	E. Caminker	\$457,964	Dean of Law	S. Lindquist	\$329,318	\$128,646
Dean of Business	A. Davis-Blake	\$550,000	Dean of Business	T. Gilligan	\$541,500	\$8,500
Dean of Nursing	K. Potempa	\$371,026	Dean of Dentistry	A. Stuijbergen	\$257,520	\$113,506
Dean of Engr.	D. Munson	\$470,195	Dean of Engr.	G. Fenves	\$361,025	\$109,170
Dean of Info.	J. MacKie-Mason	\$267,800	Dean of Info.	A. Dillon	\$240,875	\$26,925
Dean of Libraries	P. Courant	\$408,453	V Provost, Dir. Librar.	F. Heath	\$238,960	\$169,493
	<b>Total</b>	\$6,030,426		<b>Total</b>	\$4,758,307	\$1,272,119
				<b>Average Difference</b>		\$84,808
				<b>Ratio</b>		126.7%

**Notes and Data Sources for Tables 6–9**

- 1 University of Michigan Salary Data, released on 14 Dec 2012:  
<http://quod.lib.umich.edu/e/errwpc/public/3/3/1/3314612.html>
- 2 UCLA and UC Berkley salaries as of December 2012:  
<https://ucannualwage.ucop.edu/wage/>
- 3 University of Virginia salaries for July 1, 2012 to 30 June 2013:  
<http://datacenter.timesdispatch.com/databases/salaries-virginia-state-employees-2012/>
- 4 University of Michigan Salary Data, released on 14 Dec 2011:  
<http://quod.lib.umich.edu/e/errwpc/public/3/3/1/3314612.html>
- 5 University of Texas at Austin salaries as of 6 Feb 2012:  
<http://www.texastribune.org/library/data/government-employee-salaries/the-university-of-texas-at-austin/>

### Combined 2012 Base Salary of Top 15 Administrators

UM \$7,278,986	UCLA \$5,304,339	UM – UCLA <b>\$1,974,657</b>	UM/UCLA 137%
UM \$6,172,711	Berkeley \$4,385,650	UM – Berkeley <b>\$1,787,061</b>	UM/Berkeley 141%
UM \$7,279,746	U. Virginia \$5,558,600	UM – Virginia <b>\$1,721,146</b>	UM/Virginia 131%

### 3.3 Salary Increase History of President, XOs, Deans, and a Few Others

Why have the salaries of UM upper administrators grown so much more rapidly than those of their counterparts at other institutions, as well as in comparison to the rate for faculty salaries? The answer has to do with two irresponsible types of practices:

- (a) Offering newly appointed vice presidents and deans (as well as third and fourth tier positions reporting directly to the central administration) base salaries that far exceed the terminal salaries of those they replaced, and
- (b) Offering these same administrators raises in the 10–30% range every time their five-year term is renewed.

#### Examples of the first type of practice include:

- (1) In August 2010, Phillip Hanlon replaced Teresa Sullivan as Provost. Her base salary when she left UM was \$366,331. Hanlon replaced her at a base salary of \$470,000, a 28% increase.
- (2) When Alison Davis-Blake replaced Robert Dolan on 1 July, 2011 as dean of the Business School, she was offered a base salary of \$550,000, which exceeded Dolan’s final salary by over \$100,000.

#### Examples of the second type of practice include:

- (1) After getting promoted to Executive VP for Finance and Administration in 2003 (which entailed a salary raise of 27.6% to \$283,250), Timothy Slottow received several annual raises in the 3–5% range, a 41.2% raise in 2006, and a 10.1% raise in 2010, the cumulative result of which is a current salary of \$596,629. This is base salary alone, and does not include unreported supplemental bonuses.
- (2) As reported in the *Ann Arbor News* in December 2011, Dean of Engineering David Munson received a raise of 29% that year. While in his current position as Dean, his salary rose from \$330,000 on 1 July 2006 to \$495,687 on 1 September 2013. This represents a cumulative increase of 50%, or more than double the cumulative average increase given to the faculty over the same time period.
- (3) The excessive salary raises are not limited to vice presidents and deans. Indeed similar patterns exist throughout the offices of finance, administration, and Human Resources.

## **4 History of Salary Increases**

### **4.1 Base Salary**

Between fiscal years 2005 and 2013, the average base-salary increases for UM faculty varied between 2.3% and 4.4%, with a compounded cumulative increase of 28% over the eight-year time span. The corresponding cumulative increase for UM staff was 21%. Over the same time period, the average base-salary increase for top UM administrators was 48% (Table 10), approximately double the rate for faculty and staff.

### **4.2 Bonus Pay**

The 48% figure does not include bonuses. If total pay, including both base salary and bonus, is used to compute the cumulative rate of increase, and if, additionally, the analysis is limited to the five executive officers who occupied their current positions continuously throughout the past eight years (thereby avoiding arguments that part of the raises were because of changes in positions or job responsibilities), the results lead to the data in Table 11. The cumulative effective pay increase ranges between 33% for VP Harper and 136% for President Coleman and VP Slottow!

### **4.3 2012-2013 Raises for Executive Officers**

The January 13, 2014 issue of *The University Record* stated that the average 2012 to 2013 raise for executive officers is 2.5%. As Table 12 shows, the statement is false. The table includes all executive officers except the interim provost because she did not occupy that position in 2012, so including her would have increased the rate even higher. For base pay alone, the average raise is 5.2%, not 2.5%, and if bonuses received in 2013 are included, the raise is 32% with Mary Sue Coleman included and 16.4% with her excluded. These figures are a far cry from the reported 2.5% figure!!

### **4.4 Salary History for Executive Officers, Deans, and Second-Tier Administrators**

Appendix A displays the payment history—in the form of both base salary and other additional pay categories—made to top administrators and some of their immediate lieutenants over the past 10 years.

### **4.5 Additional Pay by Administrative Unit**

The history of additional pay by administrative unit is given in Appendix B.

University of Michigan 2004-2005			University of Michigan 2013-2014			Increase
Position	Name	Base Salary	Position	Name	Base Salary	
President	M. Coleman	\$484,500	President	M. Coleman	\$603,357	\$118,857
Interim Provost	P. Courant	\$292,031	Interim Provost	M. Pollack	\$450,000	\$157,969
VP Finance & Admin	T. Slottow	\$292,031	VP Finance & Admin	T. Slottow	\$596,629	\$304,598
VP Development	J. May	\$278,370	VP Development	J. May	\$460,000	\$181,630
VP External Relations	C. Wilbanks	\$228,660	VP External Relations	C. Wilbanks	\$296,324	\$67,664
VP Research	F. Ulaby	\$271,625	VP Research	S. Forrest	\$388,534	\$116,909
VP Legal	M. Krislov	\$247,491	VP Legal	T. Lynch	\$410,000	\$162,509
VP Communications	L. Rudgers	\$218,148	VP Communications	L. Rudgers	\$289,224	\$71,076
VP Medical	R. Kelch	\$618,600	VP Medical	O. Pescovitz	\$753,805	\$135,205
VP Student Affairs	R. Harper	\$221,708	VP Student Affairs	R. Harper	\$320,280	\$98,572
Dean of Law	E. Caminker	\$314,150	Dean of Law	M. West	\$420,000	\$105,850
Dean of Business	R. Dolan	\$348,994	Dean of Business	A. Davis-Blake	\$582,078	\$233,084
Dean of Dentistry	P. Polverini	\$293,550	Dean of Dentistry	L. McCauley	\$400,000	\$106,450
Dean of Engineering	S. Director	\$309,397	Dean of Engineering	D. Munson	\$495,687	\$186,290
Dean of Nursing	A. Hinshaw	\$229,722	Dean of Nursing	K. Potempa	\$380,858	\$151,136
Dean of Medicine	A. Lichter	\$390,313	Dean of Medicine	J. Woolliscroft	\$593,980	\$203,667
Dean of LSA	T. McDonald	\$291,748	Interim Dean of LSA	S. Gilman	\$376,000	\$84,252
Dean of Libraries	W. Gosling	\$188,918	Dean of Libraries		\$375,000	\$186,082
	<b>Total</b>	\$5,519,956		<b>Total</b>	\$8,191,756	\$2,671,800
				<b>Average Difference</b>		\$148,433.33
				<b>% Increase</b>		48.40%

**Table 11:** Salary payment history between fiscal 2005 and 2013 for the five UM executive officers who occupied their current positions continuously over this time period. Amounts in \$ thousands.

Fiscal Year	M.S. Coleman		T. Slottow		J. May		C. Wilbanks		R. Harper	
	Base	Bonus	Base	Bonus	Base	Bonus	Base	Bonus	Base	Bonus
2005	\$483	0	291	0	277	30	228	3	221	0
2006	499	0	362	0	286	30	235	3	227	0
2007	514	0	436	0	295	30	243	3	234	0
2008	530	983	452	0	314	345	252	53	243	0
2009	552	170	470	0	330	100	261	53	252	0
2010	554	165	472	0	339	225	262	53	253	0
2011	569	175	533	0	349	100	270	54	292	0
2012	585	275	549	50	260	230	277	55	298	0
2013	602	274	564	0	405	208	285	58	308	0
<b>Total</b>	\$6930		\$4179		\$4253		\$2648		\$2328	
<b>Cumulative increase</b>	136%		136%		122%		63%		35%	

<b>Table 12:</b> Executive Officers' Compensation 2012 to 2013					
<b>Name</b>	<b>Base 2012</b>	<b>Base 2013</b>	<b>% Increase</b>	<b>Bonus 2013</b>	<b>Total 2013</b>
Coleman	\$603,357	\$603,357	0.0%	\$756,089	\$1,359,446
Slottow	\$568,218	\$596,629	5.0%	\$50,000	\$646,629
May	\$365,790	\$460,000	25.8%	\$145,000	\$605,000
Lynch	\$400,000	\$410,000	2.5%	\$0	\$410,000
Rudgers	\$278,100	\$289,224	4.0%	\$25,000	\$314,224
Forrest	\$375,396	\$388,534	3.5%	\$0	\$388,534
Harper	\$309,450	\$320,280	3.5%	\$0	\$320,280
Pescovitz	\$753,806	\$753,806	0.0%	\$99,540	\$853,346
Wilbanks	\$286,303	\$296,324	3.5%	\$57,308	\$353,632
Churchill	\$269,208	\$279,977	4.0%	\$25,000	\$304,977
<b>Total</b>	<b>\$4,209,628</b>	<b>\$4,398,131</b>		<b>\$1,157,937</b>	<b>\$5,556,068</b>
Average Base Pay % increase			5.2%		
<i>(University Record dated 1/13/14 states Executive Officers' average was 2.5%)</i>					
True total pay % increase		32.0% (including President Coleman)			
True total pay % increase		16.4% (excluding President Coleman)			

## 5 Concluding Observations

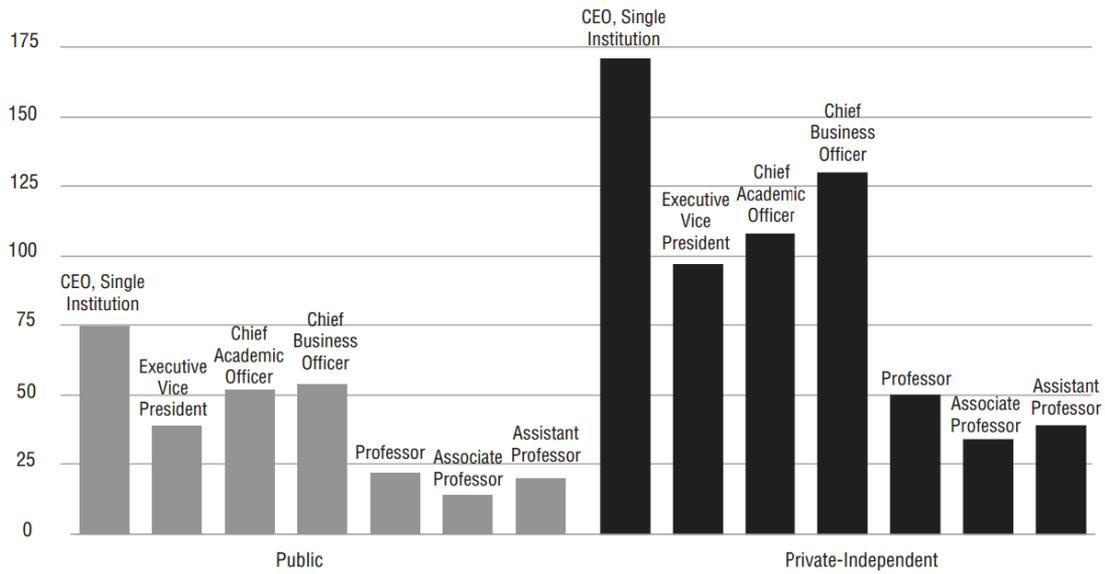
In a recent AAUP report (“Losing Focus,” 4 March 2014), Curtis and Thornton document the history of large increases in administrative salaries, administrative positions, and spending on athletics, in contrast with the insignificant change in expenditures on instruction. Many of their observations are evident in the new “Michigan culture” of excessive administrative salaries, secretive bonuses, and extravagant spending on athletics.

According to the data in Table 13, over the past 35 years the average salaries of faculty at public institutions increased by about 15–20% (after accounting for inflation). In contrast, the average salaries of university administrators rose by 50–75%. The rates at private institutions are approximately double those at the publics.

The disproportionate attention to athletics is demonstrated by the data in Tables 14 and 15. Whereas the average increase in spending per FTE student increased by a modest 0.9% between 2004 and 2012 (at four-year colleges), the average increase per athlete was between 30% and 60% for Divisions I–III with football. The change in salaries to coaches is shown in Figure 17. At Division I-A institutions, the compensation for football and basketball coaches rose by about 100% (between 2006 and 2012), compared with under 4% for faculty.

How did so many U.S. universities—UM included—lose their focus? Is President-Elect Schlissel up to the task of realigning UM’s direction and redefining its priorities so we can once more become a great *academic* institution?

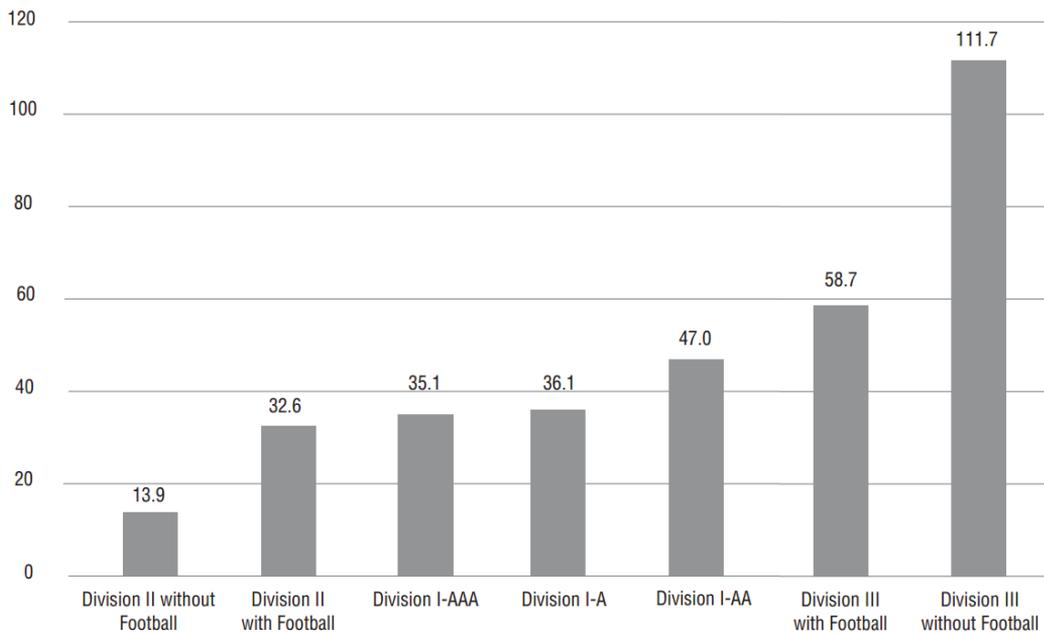
**TABLE 13**  
**Percentage Change in Average Salary for Senior Higher Education Administrators and Full-Time Faculty Members, by Sector, 1978–79 to 2013–14**



*Note:* Percentage increase controlled for inflation. Administrator salary is the median, faculty salary is a weighted mean. Administrator salary for 1978–79 was for all private institutions.

*Source:* Administrator Salary from College and University Professional Association for Human Resources, *Administrators in Higher Education Salary Survey*. (Prior to 2013, *Administrative Compensation Survey*.) Faculty salary from American Association of University Professors, *The Annual Report on the Economic Status of the Profession*.

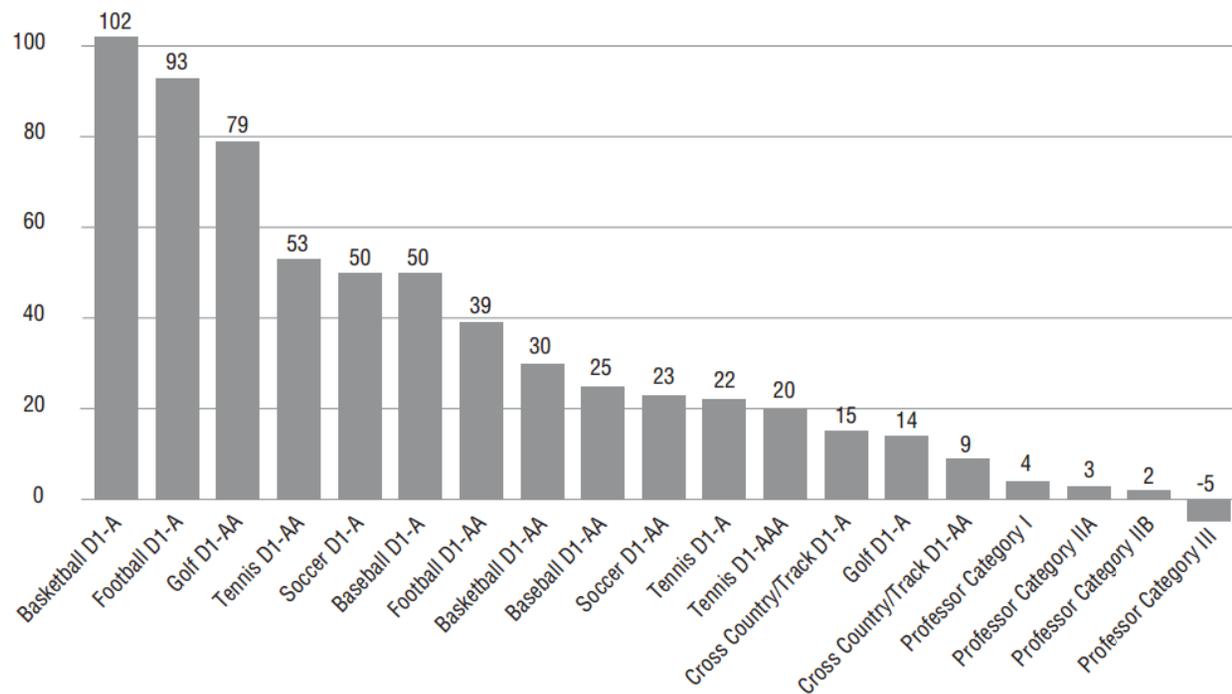
**TABLE 14**  
**Percentage Change in Median Athletics Spending per Student-Athlete, 2003–04 to 2011–12**



*Note:* Athletic expense per student-athlete as reported by the NCAA, in constant dollars.

*Source:* NCAA reports of revenues and expenditures, by division, 2004–11 and 2004–12.

TABLE 15

**Percentage Change in Median Compensation for Men's Head Coaches and Full Professors, 2005–06 to 2011–12**

*Note:* For coaches, compensation is the median salary and benefits expenditures for head coaches of men's sports, in constant dollars. The sports represented here are a selection of "revenue generating" sports (for example, basketball and football) and other sports that had high participation rates. For full professors, the calculation uses the median in the institutional distribution for compensation, which is average salary plus the average institutional expenditure on benefits, in constant dollars.

*Source:* NCAA reports of revenues and expenditures, by division, 2004–06 and 2004–12. American Association of University Professors, *Annual Report on the Economic Status of the Profession*.





VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
		Lynch, Timothy G	01/07/2013	Legal Top Exec/General Counsel	400,000	
			09/01/2013	Legal Top Exec/General Counsel	410,000	2.5%

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2013	194,203	55,000		100					249,303



VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
Finance	Assoc VP IT	Patterson,Laura M	09/01/2002	ASSOC VICE PRES-ADMIN SYS	174,250	
			09/01/2003	ASSOC VICE PRES-ADMIN SYS	177,561	1.9%
			03/01/2004	ASSOC VICE PRES-ADMIN SYS	204,195	15.0%
			09/01/2004	Chief Information Officer Div	210,321	3.0%
			09/01/2005	Chief Information Officer Div	216,630	3.0%
			09/01/2006	Chief Information Officer Div	223,128	3.0%
			09/01/2007	Chief Information Officer Div	229,821	3.0%
			06/01/2008	Chief Information Officer Div	243,500	6.0%
			09/01/2008	Chief Information Officer Div	250,850	3.0%
			08/01/2009	Chief Information Officer	272,727	8.7%
			09/01/2010	Chief Information Officer	279,545	2.5%
			07/01/2011	Chief Information Officer	311,000	11.3%
			09/01/2011	Chief Information Officer	317,998	2.3%
09/01/2012	Chief Information Officer	324,357	2.0%			
09/01/2013	Chief Information Officer	330,845	2.0%			
Assoc VP Finance	Miranda,Rowan A	04/20/2009	Finance Associate Vice Pres	270,000		
		09/01/2010	Finance Associate Vice Pres	276,750	2.5%	
		07/01/2011	Finance Associate Vice Pres	300,000	8.4%	
		09/01/2011	Finance Associate Vice Pres	306,750	2.3%	
		09/01/2012	Finance Associate Vice Pres	312,885	2.0%	
		11/01/2012	Finance Associate Vice Pres	330,000	5.5%	
09/01/2013	Finance Associate Vice Pres	336,600	2.0%			
AST Director	Madden,Thomas E	07/06/2006	ERP Project Manager	98,000		
		02/01/2007	ERP Project Manager	103,880	6.0%	
		11/01/2007	ERP Project Manager	109,074	5.0%	
		11/01/2008	ERP Project Manager	114,528	5.0%	
		10/01/2009	ERP Project Manager	119,110	4.0%	
		10/01/2010	ERP Project Manager	122,088	2.5%	
		11/08/2010	Division Controller	135,000	10.6%	
		09/01/2011	Division Controller	136,350	1.0%	
		09/01/2012	Division Controller	137,714	1.0%	
		09/01/2013	Division Controller	145,000	5.3%	
01/01/2014	Division Controller	175,000	20.7%			
AST-Fin Analysis	Burger,Anthony E	09/01/2002	DIR FIN ANALYSIS	103,937		
		04/01/2003	DIR FIN ANALYSIS	114,330	10.0%	
		09/01/2003	DIR FIN ANALYSIS	115,888	1.4%	
		01/01/2004	DIR FIN ANALYSIS	132,000	13.9%	
		03/01/2005	DIR FIN ANALYSIS	135,468	2.6%	
		09/01/2005	Financial Analysis Top Exec	139,532	3.0%	
		09/01/2006	Financial Analysis Top Exec	143,020	2.5%	
		09/01/2007	Financial Analysis Top Exec	146,596	2.5%	
		09/01/2008	Financial Analysis Top Exec	150,261	2.5%	
		09/01/2009	Financial Analysis Top Exec	152,515	1.5%	
		09/01/2010	Financial Analysis Top Exec	157,090	3.0%	
		09/01/2011	Financial Analysis Top Exec	167,000	6.3%	
09/01/2012	Financial Analysis Top Exec	170,340	2.0%			

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2004	186,196								186,196
2005	209,573								209,573
2006	215,856	7,060							222,916
2007	221,080	6,498							227,578
2008	227,075	16,733					126		243,934
2009	249,909	24,350		100			1,173		275,533
2010	271,117	70,585					1,333		343,036
2011	278,409	4,546		50			1,330		284,335
2012	316,831	15,500		100			1,333		333,765
2013	323,297	11,130		50			600		335,077
2009	54,205					50,000	2,922		107,126
2010	286,000					3,000	12,527		301,527
2011	307,625			50		27,000	(100)		334,575
2012	367,625	30,000		100,000					497,625
2013	353,273	79,141		50,150			(1,296)		481,267
2007	99,283	1,500							100,783
2008	107,343	250							107,593
2009	112,710	1,750		100			984		115,544
2010	117,964						1,333		119,298
2011	129,707	2,250					463		132,420
2012	136,125								136,125
2013	137,486						2,615		140,102
2004	123,994								123,994
2005	135,163								135,163
2006	139,133								139,133
2007	142,723								142,723
2008	146,284								146,284
2009	149,934	250		100					150,284
2010	152,352								152,352
2011	156,328	10,000		100					166,428
2012	165,348	12,500		100					177,948
2013	169,783	17,098		100					186,981

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	
AST-Procurement	Gorman,James W	10/01/2005	Project Intermediate Manager	90,000			
		09/01/2006	Project Intermediate Manager	92,250	2.5%		
		09/01/2007	Project Intermediate Manager	95,709	3.8%		
		09/01/2008	Project Intermediate Manager	99,538	4.0%		
		09/01/2009	Project Intermediate Manager	102,524	3.0%		
		09/01/2010	Project Intermediate Manager	103,549	1.0%		
		09/01/2011	Project Intermediate Manager	104,585	1.0%		
		08/06/2012	Project Management Director	135,000	29.1%		
		09/01/2013	Project Management Director	145,000	7.4%		
Audit/Internal Control	Haase,Brent C	01/15/2007	Internal Cntrls Compliance Mgr	120,000			
		09/01/2007	Internal Cntrls Compliance Mgr	124,500	3.8%		
		09/01/2008	Internal Cntrls Compliance Mgr	136,950	10.0%		
		09/01/2009	Internal Cntrls Compliance Mgr	141,059	3.0%		
		09/01/2010	Internal Cntrls Compliance Mgr	145,290	3.0%		
		09/01/2011	Internal Cntrls Compliance Mgr	150,012	3.2%		
		09/01/2012	Internal Cntrls Compliance Mgr	153,012	2.0%		
CFO Exec Assistant	Jakeway,Jane E	09/01/2002	OFFICE MGR	45,693			
		01/01/2003	ADMIN ASSOC I	51,177	12.0%		
		09/01/2003	ADMIN ASSOC I	52,328	2.2%		
		10/01/2003	EXEC ASST TO EXEC VP/CFO	68,000	29.9%		
		09/01/2004	EXEC ASST TO EXEC VP/CFO	70,040	3.0%		
		09/01/2005	Exec Secretary to Sr Top Exec	71,441	2.0%		
		09/01/2006	Exec Secretary to Sr Top Exec	72,869	2.0%		
		09/01/2007	Exec Secretary to Sr Top Exec	74,326	2.0%		
		09/01/2008	Exec Secretary to Sr Top Exec	77,671	4.5%		
		09/01/2010	Exec Secretary to Sr Top Exec	79,613	2.5%		
		09/01/2011	Exec Secretary to Sr Top Exec	81,404	2.2%		
		09/01/2012	Exec Secretary to Sr Top Exec	83,032	2.0%		
				09/01/2013	Exec Secretary to Sr Top Exec	84,693	2.0%
		Communications	George,Timothy	01/01/2003	ASSOC DIR MKT COMM	80,231	
10/01/2003	ASSOC DIR MKT COMM			84,243	5.0%		
01/01/2004	ASSOC DIR MKT COMM			86,349	2.5%		
01/01/2005	ASSOC DIR MKT COMM			90,000	4.2%		
01/01/2006	Marketing Director Hlth			92,700	3.0%		
01/01/2007	Marketing Director Hlth			95,481	3.0%		
11/12/2007	Communications Top Exec Unit			97,000	1.6%		
09/01/2008	Communications Top Exec Unit			99,425	2.5%		
09/01/2009	Communications Top Exec Unit			100,916	1.5%		
09/01/2010	Communications Top Exec Unit			102,935	2.0%		
09/01/2011	Communications Top Exec Unit			110,000	6.9%		
09/01/2012	Communications Top Exec Unit			112,200	2.0%		
				09/01/2013	Communications Top Exec Unit	114,444	2.0%

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2006	67,500								67,500
2007	91,875								91,875
2008	95,133								95,133
2009	98,900	5,000		100					104,000
2010	102,168						14,890		117,059
2011	103,378			100			41,728		145,207
2012	104,161			100					104,261
2013	132,135			100			115		132,350
2007	55,652					25,000			80,652
2008	123,750						1,220		124,970
2009	134,875	250		100					135,225
2010	140,374			100			794		141,268
2011	144,585			100			952		145,637
2012	149,225			100			439		149,764
2013	152,512	4,167		100			535		157,314
2004	64,200								64,200
2005	69,973		5,000						74,973
2006	71,486		3,502						74,988
2007	72,915		7,144						80,059
2008	74,368	7,286							81,654
2009	77,398	2,500		100					79,998
2010	77,884			100					77,984
2011	79,289			50					79,339
2012	81,106	10,000		100					91,206
2013	82,761	3,000		100			(72)		85,789
2004	96,522						5,160		101,682
2005	104,018						5,160		109,178
2006	99,089						5,160		104,249
2007	98,958	8,800					86,580	5,160	199,497
2008	96,738					7,584	20,470	1,857	126,649
2009	99,305			100					99,405
2010	100,881								100,881
2011	102,598			200					102,798
2012	108,822			100					108,922
2013	111,833			100				115	112,049

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
Fleming Shared Svcs	Andrianopoulos, Carmen Rodriguez	07/01/2002	BUSINESS ANALYST	52,000		
		09/01/2002	BUSINESS ANALYST	53,540	3.0%	
		04/01/2003	STAFF ASSOC-MED CNTR	61,000	13.9%	
		03/01/2004	STAFF ASSOC-MED CNTR	64,050	5.0%	
		09/01/2004	STAFF ASSOC-MED CNTR	65,972	3.0%	
		09/01/2005	Financial Senior Manager	67,951	3.0%	
		09/01/2006	Financial Senior Manager	69,989	3.0%	
		09/18/2006	Bus Admin Staff Specialist	85,000	21.4%	
		09/01/2007	Bus Admin Staff Specialist	87,550	3.0%	
		09/01/2008	Bus Admin Staff Specialist	90,177	3.0%	
		09/01/2009	Bus Admin Staff Specialist	91,078	1.0%	
		03/15/2010	Bus Admin Staff Specialist	105,000	15.3%	
		09/01/2011	Bus Admin Staff Specialist	120,000	14.3%	
		09/01/2012	Bus Admin Staff Specialist	122,400	2.0%	
09/01/2013	Bus Admin Staff Specialist	123,624	1.0%			
CFO HR Manager	Reck, Stephen J	03/31/2008	HR Officer Lead	100,000		
		09/01/2008	HR Officer Lead	104,000	4.0%	
		09/01/2009	HR Officer Lead	105,040	1.0%	
		09/01/2010	HR Officer Lead	108,191	3.0%	
		09/01/2011	HR Officer Lead	120,000	10.9%	
		09/01/2012	HR Officer Lead	122,400	2.0%	
09/01/2013	HR Officer Lead	123,624	1.0%			
Org Development	Lilly, Catherine L	09/01/2002	HR OFFICER	86,633		
		08/01/2003	Sr Advisor to EVP & CFO	103,000	18.9%	
		09/01/2004	Org Development Spec Div	106,090	3.0%	
		09/01/2005	Org Development Spec Div	109,273	3.0%	
		09/01/2006	Org Development Spec Div	112,551	3.0%	
		01/01/2007	Org Development Spec Div	127,000	12.8%	
		09/01/2007	Org Development Spec Div	130,810	3.0%	
		09/01/2008	Org Development Spec Div	134,734	3.0%	
		09/01/2010	Org Development Spec Div	138,103	2.5%	
		09/01/2011	Org Development Spec Div	141,210	2.2%	
		09/01/2012	Org Development Spec Div	144,035	2.0%	
		09/01/2013	Org Development Spec Div	146,915	2.0%	
		Procurement	Hobbs, Nancy A	07/21/2003	BUSINESS MGR I	56,204
10/01/2004	BUSINESS MGR I			61,262	9.0%	
05/01/2005	BUSINESS MGR I			64,325	5.0%	
01/16/2006	Business Administrator Senior			75,000	16.6%	
09/01/2006	Business Administrator Senior			78,750	5.0%	
09/01/2007	Business Administrator Senior			82,688	5.0%	
09/01/2008	Business Administrator Senior			85,995	4.0%	
09/01/2009	Business Administrator Lead			94,000	9.3%	
12/04/2009	Purchasing Top Executive			159,000	69.1%	
09/01/2011	Purchasing Top Executive			167,000	5.0%	
09/01/2012	Purchasing Top Executive			170,340	2.0%	
09/01/2013	Purchasing Top Executive			173,747	2.0%	

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation / Retention	HON / TEA / NTA Honoraria, Taxable / Nontaxable	
2004	62,053	500							62,553
2005	65,652	1,000							66,652
2006	51,001	2,500							53,501
2007	51,884								51,884
2008	57,716	500							58,216
2009	67,385	1,500		100					68,985
2010	78,397	1,500			1,550				81,447
2011	105,000			50					105,050
2012	117,500	10,000							127,500
2013	122,000			200				2,500	124,700
2008	25,397								25,397
2009	103,333			100					103,433
2010	104,867					114			104,981
2011	107,666	8,000							115,666
2012	118,032	10,000		100					128,132
2013	122,000			50				2,615	124,665
2004	100,365								100,365
2005	105,848								105,848
2006	109,020	3,183				1,113			113,316
2007	111,820	3,278				2,200			117,298
2008	131,115	11,166				5,700			147,981
2009	127,660	12,427		100		3,600		792	144,579
2010	128,210	9,600				2,250		1,584	141,645
2011	130,665	7,040						1,584	139,289
2012	133,658	13,120		100				1,340	148,218
2013	136,386	13,414		50				1,584	151,434
2004	53,710	1,500							55,210
2005	60,563	750							61,313
2006	69,318	3,000							72,318
2007	78,185	5,000			500				83,685
2008	82,376							1,181	83,556
2009	85,758			100				947	86,805
2010	130,089							947	131,036
2011	159,000			150				947	160,097
2012	165,667	12,500		100				629	178,896
2013	169,783	10,000		100				600	180,483

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	
Public Affairs	Fitzgerald,Richard	03/31/2009	Public Relations Rep Lead	75,000			
		09/01/2009	Public Relations Rep Lead	75,750	1.0%		
		09/01/2010	Public Relations Rep Lead	77,265	2.0%		
		09/01/2011	Public Relations Rep Lead	78,810	2.0%		
		03/01/2012	Associate Director	88,000	11.7%		
		05/01/2012	Associate Director	110,000	25.0%		
		09/01/2012	Associate Director	112,200	2.0%		
		09/01/2013	Associate Director	114,444	2.0%		
		Tax	Jennings,Edward	09/01/2002	CORPORATE TAX MANAGER	113,136	
				09/01/2003	CORPORATE TAX MANAGER	114,680	1.4%
				09/01/2004	CORPORATE TAX MANAGER	117,732	2.7%
				09/01/2005	Tax Top Executive	121,264	3.0%
				09/01/2006	Tax Top Executive	124,296	2.5%
03/01/2007	Tax Top Executive			145,000	16.7%		
09/01/2007	Tax Top Executive			150,438	3.8%		
09/01/2008	Tax Top Executive			154,198	2.5%		
09/01/2009	Tax Top Executive			190,000	23.2%		
09/01/2010	Tax Top Executive			193,800	2.0%		
09/01/2011	Tax Top Executive			197,676	2.0%		
09/01/2012	Tax Top Executive			201,630	2.0%		
09/01/2013	Tax Top Executive			208,687	3.5%		
Treasurer	Tewksbury,Gregory	09/01/2002	TREASURER	148,400			
		04/01/2003	TREASURER	153,500	3.4%		
		09/01/2003	TREASURER	155,489	1.3%		
		09/01/2004	TREASURER	159,520	2.6%		
		09/01/2005	TREASURER	164,306	3.0%		
		09/01/2006	TREASURER	172,521	5.0%		
		09/01/2007	TREASURER	178,991	3.7%		
		08/18/2008	Interim Finance Associate Vice Pres	249,000	39.1%		
		06/01/2009	TREASURER	178,991	(28.1%)		
		09/01/2009	TREASURER	190,000	6.2%		
		09/01/2010	TREASURER	193,800	2.0%		
		09/01/2012	TREASURER	197,676	2.0%		
		HR	Assoc VP HRAA	Thomas,E Laurita	09/01/2002	Chief HR Officer - UMHS	172,653
09/01/2003	Chief HR Officer - UMHS				176,969	2.5%	
04/01/2004	ASSOC VICE PRES-CHIEF HR				200,000	13.0%	
09/01/2004	HR Mgmt Top Exec W/IR				206,000	3.0%	
09/01/2005	HR Mgmt Top Exec W/IR				212,180	3.0%	
09/01/2006	HR Mgmt Top Exec W/IR				218,545	3.0%	
09/01/2007	HR Mgmt Top Exec W/IR				225,101	3.0%	
09/01/2008	HR Mgmt Top Exec W/IR				231,854	3.0%	
09/01/2010	HR Mgmt Top Exec W/IR				237,650	2.5%	
07/01/2011	HR Mgmt Top Exec W/IR				255,000	7.3%	
09/01/2011	HR Mgmt Top Exec W/IR				260,738	2.3%	
09/01/2012	HR Mgmt Top Exec W/IR				265,952	2.0%	
09/01/2013	HR Mgmt Top Exec W/IR				271,271	2.0%	

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2009	19,234								19,234
2010	76,425						1,004		77,429
2011	77,813	1,500		200				2,065	81,577
2012	86,083	1,500		100	4,000			4,212	95,895
2013	112,633	2,000		100				2,147	116,880
2004	114,732								114,732
2005	117,497	250							117,747
2006	120,954								120,954
2007	130,976								130,976
2008	149,816								149,816
2009	153,856								153,856
2010	184,246								184,246
2011	193,167								193,167
2012	197,030								197,030
2013	200,971							86	201,057
2004	155,193								155,193
2005	158,848	250							159,098
2006	163,508								163,508
2007	171,152								171,152
2008	177,912						714		178,627
2009	234,276			100				857	235,233
2010	188,165	24,900						857	213,922
2011	193,167			200				857	194,224
2012	193,800			100				698	194,598
2013	197,030			100				648	197,778
2004	185,720	7,000							192,720
2005	205,273								205,273
2006	211,428	6,180							217,608
2007	217,769	10,609							228,378
2008	224,293	16,389						106	240,788
2009	231,013	22,510		100				227	253,850
2010	232,067	23,185						183	255,436
2011	236,684	19,707		50				122	256,563
2012	259,781	25,500		100				(177)	285,205
2013	265,083	24,769		50				(174)	289,728



VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
HRRIS	Stegall,Denise Marie	09/01/2002	MAIS MANAGERIAL-LEVEL II	87,550		
		09/01/2003	MAIS MANAGERIAL-LEVEL II	88,050	0.6%	
		05/01/2005	IT Project Senior Manager	89,811	2.0%	
		09/01/2005	IT Project Senior Manager	93,403	4.0%	
		10/01/2006	IT Project Senior Manager	97,140	4.0%	
		09/01/2007	Project Intermediate Manager	100,054	3.0%	
		10/01/2007	Project Intermediate Manager	101,026	1.0%	
		07/14/2008	HRIS Senior Supervisor	105,000	3.9%	
		09/01/2009	Associate Director	107,100	2.0%	
		09/01/2010	Associate Director	114,000	6.4%	
		09/01/2011	Associate Director	118,750	4.2%	
		01/01/2012	HRIS Top Executive	135,000	13.7%	
		09/01/2012	HRIS Top Executive	137,700	2.0%	
09/01/2013	HRIS Top Executive	140,454	2.0%			
Inst Equity	Walesby,Anthony	11/01/2003	HR/AA SR DIR	110,000		
		09/01/2004	Aff Action/Diversity Dir	112,200	2.0%	
		09/01/2005	Aff Action/Diversity Dir	114,944	2.4%	
		09/01/2006	Aff Action/Diversity Dir	117,793	2.5%	
		09/01/2007	Aff Action/Diversity Dir	121,327	3.0%	
		09/01/2008	Aff Action/Diversity Dir	124,967	3.0%	
		09/01/2009	Aff Action/Diversity Dir	127,466	2.0%	
		09/01/2010	Aff Action/Diversity Dir	137,000	7.5%	
		09/01/2011	Aff Action/Diversity Dir	144,000	5.1%	
		09/01/2012	Aff Action/Diversity Dir	146,880	2.0%	
		03/01/2013	Aff Action/Diversity Dir	162,000	10.3%	
		09/01/2013	Aff Action/Diversity Dir	165,240	2.0%	
		Mhealthy-Wellness	Palma-Davis,LaVaughn	09/01/2002	ASSOC HOSP ADMIN	98,349
09/01/2003	ASSOC HOSP ADMIN			100,807	2.5%	
03/01/2004	ASSOC HOSP ADMIN			105,848	5.0%	
09/01/2004	ASSOC HOSP ADMIN			109,023	3.0%	
05/15/2005	Hlth Promotion/Wellness Dir			120,000	10.1%	
09/01/2005	Hlth Promotion/Wellness Dir			123,600	3.0%	
09/01/2006	Administrative Dir Healthcare			126,622	2.4%	
09/01/2007	Administrative Dir Healthcare			130,421	3.0%	
09/01/2008	Administrative Dir Healthcare			134,334	3.0%	
09/01/2009	Administrative Dir Healthcare			137,020	2.0%	
09/01/2010	Administrative Dir Healthcare			139,761	2.0%	
09/01/2011	Administrative Dir Healthcare			142,906	2.3%	
09/01/2012	Administrative Dir Healthcare			145,764	2.0%	
09/01/2013	Administrative Dir Healthcare	148,679	2.0%			

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2004	88,863	3,000							91,863
2005	89,204	1,500							90,704
2006	93,712	2,288					473		96,473
2007	97,350	250	4,857			1,629			104,086
2008	101,442	1,500	5,667			356		106	109,071
2009	105,918	500		100		1,032		181	107,731
2010	107,763	1,500				873			110,136
2011	113,650	1,500	333	200		3,957		106	119,746
2012	126,883	1,500		100		3,077			131,560
2013	138,050	1,500	10,328	100		951		155	151,083
2004	73,345					15,000			88,345
2005	111,833								111,833
2006	114,487					108		1,208	115,803
2007	117,318	2,000							119,318
2008	120,928	2,500						402	123,830
2009	124,645	3,500		100				325	128,569
2010	127,263							183	127,446
2011	135,411	750		50				112	136,323
2012	142,833	1,500							144,333
2013	151,440	9,000		150				115	160,705
2004	103,101		10,334						113,435
2005	108,767	2,000	10,849						121,617
2006	122,717	3,576	1,817						128,110
2007	126,527	1,000							127,527
2008	130,072	1,500							131,572
2009	133,966	1,500		100					135,566
2010	136,786	1,500							138,286
2011	139,304			200					139,504
2012	142,382	750		100					143,232
2013	145,288	750		100				(54)	146,084

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
Strategy	Reid,David Thomas	09/01/2002	MGR HR COMMUNICATIONS	69,700		
		09/01/2003	MGR HR COMMUNICATIONS	70,500	1.1%	
		07/01/2004	DIR COMMUNICATIONS	77,550	10.0%	
		09/01/2004	HR Communications Manager	82,170	6.0%	
		09/01/2005	HR Communications Manager	84,313	2.6%	
		09/01/2006	HR Communications Manager	86,550	2.7%	
		01/01/2007	HR Communications Manager	95,000	9.8%	
		09/01/2007	HR Communications Manager	97,850	3.0%	
		11/01/2007	HR Communications Manager	102,750	5.0%	
		09/01/2008	HR Communications Manager	105,833	3.0%	
		09/01/2009	Communications Top Exec Unit	107,949	2.0%	
		09/01/2010	Communications Top Exec Unit	110,108	2.0%	
		09/01/2011	Communications Top Exec Unit	112,585	2.2%	
		01/01/2012	Communications Top Exec Unit	139,246	23.7%	
09/01/2012	Communications Top Exec Unit	142,031	2.0%			
09/01/2013	Communications Top Exec Unit	144,872	2.0%			
Strategy	Smith,Philip A	09/01/2002	HR/AA DIRECTOR	92,110		
		09/01/2003	HR/AA DIRECTOR	92,910	0.9%	
		11/01/2003	SR HR DIR	102,200	10.0%	
		09/01/2004	Strategic Planning Manager	104,283	2.0%	
		09/01/2005	Strategic Planning Manager	106,869	2.5%	
		09/01/2006	Strategic Planning Manager	109,556	2.5%	
		04/01/2007	Strategic Planning Manager	118,000	7.7%	
		09/01/2007	Strategic Planning Manager	121,540	3.0%	
		09/01/2008	Strategic Planning Manager	125,186	3.0%	
		09/01/2009	Strategic Planning Manager	129,793	3.7%	
		09/01/2010	Strategic Planning Manager	132,389	2.0%	
		09/01/2011	Strategic Planning Manager	135,368	2.3%	
		09/01/2012	Strategic Planning Manager	138,075	2.0%	
		09/01/2013	Strategic Planning Manager	140,837	2.0%	
02/01/2014	Strategic Planning Manager	154,921	10.0%			
Strategy	Vasquez,Diane J	09/01/2003	BUSINESS MGR II	69,750		
		11/01/2003	ADMINISTRATIVE MGR II	76,725	10.0%	
		09/01/2004	Business Administrator Senior	78,426	2.2%	
		09/01/2005	Business Administrator Senior	80,495	2.6%	
		09/01/2006	Business Administrator Senior	82,655	2.7%	
		08/01/2007	Business Administrator Lead	95,000	14.9%	
		09/01/2008	Business Administrator Lead	97,850	3.0%	
		09/01/2009	Business Administrator Lead	100,795	3.0%	
		09/01/2010	Business Administrator Lead	102,811	2.0%	
		09/01/2011	Business Administrator Lead	105,124	2.2%	
		09/01/2012	Business Administrator Lead	107,226	2.0%	
		03/01/2013	Bus Admin Staff Specialist	130,000	21.2%	
		09/01/2013	Bus Admin Staff Specialist	132,600	2.0%	
12/01/2013	Bus Admin Staff Specialist	145,860	10.0%			

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	HON / TEA / NTA Honoraria, Taxable/ Nontaxable	
2004	70,403	500							70,903
2005	81,400					541		134	82,075
2006	84,166	1,315						1,261	86,742
2007	90,687	4,462							95,149
2008	100,926	1,500						91	102,517
2009	105,603	1,500	18,750	100		2,835		204	128,992
2010	107,810	1,500	25,417	100		2,048		247	137,121
2011	109,748	1,500	26,031	100				164	137,544
2012	125,503	1,500	13,243						140,246
2013	141,567	2,000		50				300	143,917
2004	99,006					300			99,306
2005	103,936								103,936
2006	106,438	2,679							109,116
2007	111,219	2,781	3,365						117,365
2008	120,950	1,000	12,095					106	134,151
2009	124,578	1,000	12,458					227	138,263
2010	129,025	1,500	12,903					183	143,611
2011	131,956		13,196	100				122	145,374
2012	134,872	750	13,487						149,109
2013	137,624	750	13,762					(23)	152,114
2004	74,576								74,576
2005	78,416	1,000							79,416
2006	80,428	7,958						788	89,174
2007	82,579	2,342	6,888			1,728			93,537
2008	94,256	1,500	8,575			543		106	104,980
2009	97,659	2,487	9,573			1,347		227	111,293
2010	100,518	3,087	10,030			794		183	114,612
2011	102,475	1,500	10,248	100		1,403		62	115,788
2012	104,738	3,102	10,474			1,077			119,391
2013	114,467	1,500	13,345			1,268			130,579

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION	
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention		HON / TEA / NTA Honoraria, Taxable/ Nontaxable
Provost	Academic Affairs Sr Counselor	Kaul,Gautam	09/01/2012	PROFESSOR	391,111		2011	451,979				21,077		72,961	546,017	
			01/01/2013	SR COUNSELOR TO THE PROVOS	391,110	0.0%	2012	448,761				69,200		111,534	629,494	
			09/01/2013	SR COUNSELOR TO THE PROVOS	401,670	2.7%	2013	457,278		7,500			15,300		148,384	628,461
	Academic Affairs Vice Provost	Pierce,Lori J	09/01/2010	PROFESSOR	219,382											
			09/01/2011	PROFESSOR	224,801	2.5%	2010	213,273		5,831	110,928					330,032
			09/01/2012	PROFESSOR	258,793	15.1%	2011	218,328	3,250	5,831	106,850		300	(1,578)		332,982
			01/01/2013	VICE PROVOST	308,793	19.3%	2012	223,898		18,331	115,228	250	250	(4,337)		353,620
			09/01/2013	VICE PROVOST	317,130	2.7%	2013	260,628		28,331	97,957			(494)		386,421
	Academic Affairs Vice Provost	Weiss,Janet A	09/01/2002	ASSOCIATE PROVOST	200,382											
			09/01/2003	ASSOCIATE PROVOST	202,887	1.3%										
			03/01/2004	ASSOCIATE PROVOST	218,500	7.7%										
			09/01/2004	ASSOCIATE PROVOST	224,837	2.9%										
Dentistry	Polverini,Peter J	06/01/2003	DEAN	285,000		2004	285,036						0	285,036		
		09/01/2004	DEAN	293,550	3.0%	2005	292,125							292,125		
		09/01/2005	DEAN	300,889	2.5%	2006	299,666							299,666		
		09/01/2006	DEAN	312,000	3.7%	2007	310,172	500							310,672	
		09/01/2007	DEAN	329,363	5.6%	2008	326,754								326,754	
		09/01/2008	DEAN	392,261	19.1%	2009	382,062								382,062	
		09/01/2010	DEAN	404,029	3.0%	2010	392,474			10,000			215		402,690	
		09/01/2011	DEAN	415,140	2.8%	2011	402,068			17,000		2,000	(4,992)		416,076	
		09/01/2012	DEAN	426,141	2.7%	2012	413,288			18,000			(806)		430,482	
		09/01/2013	PROFESSOR	434,664	2.0%	2013	424,308			18,050			(2,319)		440,038	
	McCauley,Laurie Kay	09/01/2002	PROFESSOR	178,500												
		09/01/2003	PROFESSOR	182,606	2.3%											
		09/01/2004	PROFESSOR	186,258	2.0%											
		09/01/2005	PROFESSOR	199,296	7.0%	2004	182,231		14,583	13,833		500	5,000		216,147	
		01/01/2006	PROFESSOR	219,296	10.0%	2005	185,922		15,000	15,000			5,000		220,922	
		09/01/2006	PROFESSOR	225,875	3.0%	2006	207,401		3,750	27,500		2,000	5,000		245,651	
		03/01/2007	PROFESSOR	245,000	8.5%	2007	225,062		15,000	5,000			5,000		250,063	
		09/01/2007	PROFESSOR	252,350	3.0%	2008	257,785		15,000				5,000		277,785	
		09/01/2008	PROFESSOR	267,491	6.0%	2009	265,252		15,000	38,806			4,333		323,391	
		09/01/2010	PROFESSOR	274,178	2.5%	2010	267,704		15,000	41,445			5,762		329,911	
09/01/2011	PROFESSOR	281,033	2.5%	2011	273,064		15,000	36,007			5,000		329,071			
09/01/2012	PROFESSOR	286,653	2.0%	2012	279,890		11,250	33,097			3,166		327,403			
09/01/2013	DEAN	400,000	39.5%	2013	285,717			39,965					325,682			

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION	
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention		HON / TEA / NTA Honoraria, Taxable/ Nontaxable
Education	Wixson,Karen K	09/01/2002	DEAN	198,702		2004	203,648					500			204,148	
		09/01/2003	DEAN	204,266	2.8%	2005	209,646								209,646	
		09/01/2004	DEAN	210,394	3.0%	2006	210,672								210,672	
	Ball,Deborah Loewenber	09/01/2004	PROFESSOR	158,889		2004	154,872		10,000			700			165,572	
		07/01/2005	DEAN	235,000	47.9%	2005	169,718	34,250			2,500		1,250		207,718	
		01/01/2006	DEAN	238,000	1.3%	2006	236,778	1,500					3,000		241,278	
		09/01/2006	DEAN	248,000	4.2%	2007	246,618						3,000		249,618	
		09/01/2007	DEAN	257,672	3.9%	2008	256,344	2,500				1,000		3,000	262,844	
		09/01/2008	DEAN	266,433	3.4%	2009	265,257							3,000	268,257	
		09/01/2010	DEAN	301,868	13.3%	2010	266,646			100				3,000	269,746	
		09/01/2011	DEAN	312,433	3.5%	2011	295,962							2,803	298,765	
		09/01/2012	DEAN	320,712	2.6%	2012	310,672							2,243	312,915	
		09/01/2013	DEAN	329,371	2.7%	2013	319,332							2,789	322,121	
		Engineering	Director,Stephen W	09/01/2002	DEAN	292,203		2004	308,824							308,824
				09/01/2003	DEAN	300,385	2.8%	2005	308,168	24,493						332,661
09/01/2004	DEAN			309,397	3.0%											
Munson Jr,David Clair	09/01/2003		CHAIR	175,902		2004	151,516		12,866				14,171		178,553	
	09/01/2004		CHAIR	182,013	3.5%	2005	180,624		16,398						197,022	
	07/01/2006		DEAN	330,000	58.8%	2006	212,500		20,779						233,279	
	09/01/2007		DEAN	342,870	3.9%	2007	344,190		0						344,190	
	09/01/2008		DEAN	354,528	3.4%	2008	341,009	2,500							343,509	
	09/01/2010		DEAN	365,164	3.0%	2009	352,869								352,869	
	06/01/2011		DEAN	415,000	13.6%	2010	354,741								354,741	
	09/01/2011		DEAN	470,195	13.3%	2011	367,544			50				(19)	367,575	
	09/01/2012		DEAN	482,655	2.6%	2012	460,996								460,996	
	09/01/2013		DEAN	495,687	2.7%	2013	480,578							6	480,585	
	FSPP		Blank,Rebecca M	09/01/2002	DEAN	203,858		2004	209,477				1,500			210,977
				09/01/2003	DEAN	209,566	2.8%	2005	216,079	10,000			4,450			230,529
09/01/2004		DEAN		215,853	3.0%	2006	223,326	1,500			4,000			228,826		
09/01/2005		DEAN		224,487	4.0%	2007	232,282	1,125						233,407		
Collins,Susan M		09/01/2007	DEAN	230,000		2008	191,667	8,333			70,000		16,950	286,950		
		09/01/2008	DEAN	237,820	3.4%	2009	236,517	14,167						250,683		
		09/01/2010	DEAN	244,955	3.0%	2010	237,820	15,000						252,820		
		09/01/2011	DEAN	251,691	2.7%	2011	243,766	15,000		50			(221)	258,595		
		09/01/2012	DEAN	285,027	13.2%	2012	250,568	15,000		100	1,000		(171)	266,497		
		09/01/2013	DEAN	292,723	2.7%	2013	279,471	15,000					(1,474)	292,997		

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED			
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
Information	King, John Leslie	09/01/2002	DEAN	224,952		
		09/01/2003	DEAN	231,251	2.8%	
		09/01/2004	DEAN	256,729	11.0%	
		09/01/2005	DEAN	263,147	2.5%	
		06/01/2006	VICE PROVOST	275,000	4.5%	
		09/01/2007	VICE PROVOST	283,250	3.0%	
		09/01/2008	VICE PROVOST	291,748	3.0%	
		09/01/2010	VICE PROVOST	300,500	3.0%	
		09/01/2011	PROFESSOR	328,513	9.3%	
		09/01/2012	PROFESSOR	336,726	2.5%	
	09/01/2013	PROFESSOR	345,145	2.5%		
	Mason, Jeffrey MacKie	09/01/2002	PROFESSOR	181,881		
		09/01/2003	PROFESSOR	186,610	2.6%	
		09/01/2004	PROFESSOR	194,074	4.0%	
		09/01/2005	PROFESSOR	203,777	5.0%	
		09/01/2006	PROFESSOR	212,948	4.5%	
		09/01/2007	PROFESSOR	221,465	4.0%	
		07/01/2008	ASSOC DEAN	221,466	0.0%	
		09/01/2008	ASSOC DEAN	232,539	5.0%	
07/01/2010		DEAN	260,000	11.8%		
09/01/2011		DEAN	267,800	3.0%		
09/01/2012	DEAN	274,897	2.7%			
09/01/2013	DEAN	282,319	2.7%			
Kinesiology	Ulrich, Beverly D	09/01/2002	DEAN	162,341		
		09/01/2003	DEAN	178,569	10.0%	
		09/01/2004	DEAN	183,926	3.0%	
		09/01/2005	DEAN	189,444	3.0%	
		09/01/2006	DEAN	197,000	4.0%	
		09/01/2007	DEAN	204,683	3.9%	
	09/01/2008	DEAN	211,642	3.4%		
	Zernicke, Ronald F	01/01/2010	DEAN	248,745		
		09/01/2010	DEAN	256,207	3.0%	
		09/01/2011	DEAN	263,893	3.0%	
09/01/2012		DEAN	270,886	2.6%		
09/01/2013	DEAN	278,200	2.7%			
Law	Caminker, Evan H	09/01/2002	ASSOC DEAN	200,600		
		07/01/2003	DEAN	285,000	42.1%	
		09/01/2004	DEAN	314,150	10.2%	
		09/01/2005	DEAN	325,145	3.5%	
		09/01/2006	DEAN	338,000	4.0%	
		09/01/2007	DEAN	358,455	6.1%	
		09/01/2008	DEAN	429,280	19.8%	
		09/01/2010	DEAN	442,308	3.0%	
		09/01/2011	DEAN	457,964	3.5%	
		09/01/2012	DEAN	470,233	2.7%	

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation / Retention	HON / TEA / NTA Honoraria, Taxable / Nontaxable	
2004	233,079								233,079
2005	252,756	2,705							255,461
2006	263,343	2,705							266,048
2007	275,284		2,705						277,990
2008	282,159		2,705						284,865
2009	290,616		2,705						293,321
2010	291,961		2,705						294,666
2011	299,041		2,705						301,747
2012	318,866	2,705							321,571
2013	335,755	2,705						(8)	338,452
2004	185,845	5,000							190,845
2005	87,980								87,980
2006	155,868								155,868
2007	158,432								158,432
2008	210,135								210,135
2009	230,978		12,500	100					243,578
2010	232,752		17,500						250,252
2011	260,000		10,000	100				1,678	271,778
2012	266,500		10,000					(81)	276,419
2013	273,714		10,000	100				(2)	283,812
2004	176,174								176,174
2005	183,307								183,307
2006	188,802								188,802
2007	196,025								196,025
2008	203,687								203,687
2009	210,767	10,000							220,767
2008	179,208		38,958					26,140	244,306
2009	235,750		50,000						285,750
2010	242,823		51,250	100					294,173
2011	254,963		53,813	100					308,857
2012	262,612		55,427	100				439	318,577
2013	269,720		56,927	100				550	327,298
2004	289,918			830		3,517			294,264
2005	309,485	4,861							314,346
2006	323,591	4,861							328,451
2007	336,142	5,361				2,000			343,503
2008	355,330	14,861	10,000						380,191
2009	418,177	104,861	16,667					3,750	543,454
2010	429,493	4,861	20,000					5,000	459,354
2011	440,137	4,861	20,000	50				5,000	470,048
2012	455,355	4,861	20,000	100				5,000	485,316

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	
			09/01/2013	PROFESSOR	485,040	3.1%	2013	468,188	4,861	20,000	50			5,000	498,099
	Law (con't)	West, Mark D	07/01/2007	PROFESSOR	215,111		2007	199,951	100,000	10,000				5,000	314,951
			09/01/2008	ASSOC DEAN	220,000	2.3%	2008	227,601		10,000				5,000	242,601
			09/01/2009	ASSOC DEAN	224,500	2.0%	2009	249,284		65,600				5,000	319,884
			09/01/2010	ASSOC DEAN	231,000	2.9%	2010	242,245		73,200				5,000	320,445
			09/01/2011	ASSOC DEAN	237,000	2.6%	2011	264,342		75,173				5,000	344,515
			09/01/2012	ASSOC DEAN	243,500	2.7%	2012	271,400		77,120				4,749	353,269
			06/01/2013	DEAN	420,000	72.5%	2013	293,425		72,547		261,000		5,000	631,972
	Life Sciences	Saltiel, Alan R	09/01/2002	DIRECTOR	240,000										
			09/01/2003	DIRECTOR	246,720	2.8%	2004	252,890		30,500					283,390
			09/01/2004	DIRECTOR	254,615	3.2%	2005	253,436	7,244	31,238					291,917
			09/01/2005	DIRECTOR	267,345	5.0%	2006	265,422	7,244	32,018					304,684
			09/01/2006	DIRECTOR	275,365	3.0%	2007	274,313	3,000	32,819					310,132
			09/01/2007	DIRECTOR	285,829	3.8%	2008	284,369		33,777					318,147
			09/01/2008	DIRECTOR	295,547	3.4%	2009	294,212	7,000	34,904					336,115
			09/01/2010	DIRECTOR	304,413	3.0%	2010	295,760	500	35,096	7,000				338,356
			09/01/2011	DIRECTOR	313,545	3.0%	2011	302,935		36,559	7,000			(420)	346,074
			09/01/2012	DIRECTOR	321,697	2.6%	2012	312,023		37,772	7,000			(1,639)	355,157
			09/01/2013	DIRECTOR	330,383	2.7%	2013	320,338		38,776				82	359,196
	LSA	McDonald, Terrence J	07/01/2002	DEAN	241,000		2004	285,273	50,672						335,945
			07/01/2003	DEAN	283,250	17.5%	2005	290,605	10,000						300,605
			09/01/2004	DEAN	291,748	3.0%	2006	301,751							301,751
			09/01/2005	DEAN	303,418	4.0%	2007	313,354	1,000						314,354
			09/01/2006	DEAN	315,000	3.8%	2008	325,522		12,500					338,022
			09/01/2007	DEAN	327,285	3.9%	2009	379,926		10,000					389,926
			09/01/2008	DEAN	390,113	19.2%	2010	390,326		8,333					398,660
			09/01/2010	DEAN	401,816	3.0%	2011	399,866		10,000					409,866
			09/01/2011	DEAN	415,880	3.5%	2012	413,536		10,000					423,536
			09/01/2012	DEAN	426,901	2.7%	2013	425,064		11,667				(34)	436,697
		Gelman, Susan A	09/01/2002	PROFESSOR	133,604										
			09/01/2003	PROFESSOR	135,474	1.4%									
			09/01/2004	ASSOC DEAN	138,550	2.3%									
			06/01/2005	ASSOC DEAN	138,550	0.0%	2004	148,364					3,000		151,364
			09/01/2005	ASSOC DEAN	146,667	5.9%	2005	163,695		12,000		25	3,000		178,720
			09/01/2006	ASSOC DEAN	156,444	6.7%	2006	145,160		12,000		100	3,000		160,260
			09/01/2007	PROFESSOR	168,667	7.8%	2007	167,320		12,711			3,000		183,031
			09/01/2008	PROFESSOR	183,333	8.7%	2008	170,276					3,000		173,276
			09/01/2009	PROFESSOR	185,533	1.2%	2009	187,214					3,000		190,214
			09/01/2010	PROFESSOR	189,047	1.9%	2010	201,913			33,733		3,000		238,647
			09/01/2011	PROFESSOR	191,599	1.3%	2011	205,115			50		3,000		208,165
			09/01/2012	PROFESSOR	226,111	18.0%	2012	208,205					3,000		211,205
			09/01/2013	DEAN	459,556	103.2%	2013	225,408			100		3,000		228,508

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION	
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention		HON / TEA / NTA Honoraria, Taxable/ Nontaxable
Med School	Lichter, Allen S	09/01/2002	DEAN	344,456		2004	386,679			74,901						461,580
		09/01/2003	DEAN	378,945	10.0%	2005	388,692			77,956						466,648
		09/01/2004	DEAN	390,313	3.0%	2006	400,326	39,835		83,890				1,170		525,220
		09/01/2005	DEAN	402,022	3.0%	2007	92,576	51,137		19,564						163,277
	Woolliscroft, James O	09/01/2002	EXEC ASSOC DEAN	166,704		2004	167,013		57,953	28,983						253,949
		09/01/2004	EXEC ASSOC DEAN	170,038	2.0%	2005	170,506		51,750	33,131						255,387
		09/01/2005	EXEC ASSOC DEAN	176,038	3.5%	2006	175,316	19,560	54,000	39,681		3,000				291,557
		09/01/2006	DEAN	185,000	5.1%	2007	183,791	20,792	122,750	55,498						382,830
		07/01/2007	DEAN	480,000	159.5%	2008	480,284	50,000	50,000							580,284
		09/01/2008	DEAN	494,400	3.0%	2009	492,284	79,200	50,000							621,484
		09/01/2010	DEAN	509,232	3.0%	2010	494,613		50,000	92,548						637,161
		09/01/2011	DEAN	524,509	3.0%	2011	506,760		51,250	88,787					(40)	646,757
		09/01/2012	DEAN	593,980	13.2%	2012	521,963	88,737	51,500	30,419					(3,974)	688,645
		2013	582,401		51,500	108,002								(736)	741,167	
	MT&D	Wolff, Karen L	09/01/2002	DEAN	241,020		2004	251,007								251,007
			09/01/2003	DEAN	247,769	2.8%	2005	254,214	4,327				500	15,000		274,041
			09/01/2004	DEAN	255,202	3.0%										
			08/01/2005	PROFESSOR	235,571	-7.7%										
		Kendall, Christopher	08/01/2005	DEAN	250,000		2006	250,000							21,557	271,557
09/01/2006			DEAN	260,000	4.0%	2007	258,333								258,333	
09/01/2007			DEAN	270,140	3.9%	2008	268,450								268,450	
09/01/2008			DEAN	279,325	3.4%	2009	277,794								277,794	
09/01/2010			DEAN	316,476	13.3%	2010	279,538								279,538	
09/01/2011			DEAN	322,806	2.0%	2011	310,284								310,284	
09/01/2012	DEAN	331,360	2.6%	2012	321,751								(321)	321,430		
09/01/2013	DEAN	340,307	2.7%	2013	329,934								(770)	329,164		
Nursing	Hinshaw, Ada Sue	09/01/2002	DEAN	216,957		2004	224,226								224,226	
		09/01/2003	DEAN	223,031	2.8%	2005	248,610	1,898							250,508	
		09/01/2004	DEAN	229,722	3.0%	2006	234,786	1,898							236,684	
		09/01/2005	DEAN	235,465	2.5%	2007	235,749	1,547							237,296	
		07/01/2006	PROFESSOR	235,465	0.0%	2008	182,832	1,047							183,879	
		01/01/2008	PROFESSOR	158,496	-32.7%											
	Potempa, Kathleen	10/01/2006	DEAN	300,000		2007	225,000	0				25,000	6,232		256,232	
		09/01/2007	DEAN	311,700	3.9%	2008	309,750			27,000			1,324		338,074	
		09/01/2008	DEAN	321,051	3.0%	2009	319,493			35,066					354,559	
		09/01/2010	DEAN	330,683	3.0%	2010	321,051			43,342					364,393	
		09/01/2011	DEAN	371,026	12.2%	2011	329,078			48,158				(103)	377,133	
		09/01/2012	DEAN	380,858	2.6%	2012	364,302			45,386				(588)	409,101	
		2013	379,219			52,871							(1,073)	431,017		

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			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase
Nursing Administrator	Coerd, Maureen A	01/31/2005	IT Project Senior Manager	95,000		
		09/01/2005	IT Project Senior Manager	97,850	3.0%	
		08/01/2006	Administrative Director	135,000	38.0%	
		09/01/2006	Administrative Director	139,050	3.0%	
		07/01/2007	Administrative Director	169,000	21.5%	
		09/01/2007	Administrative Director	175,760	4.0%	
		09/01/2008	Administrative Director	181,033	3.0%	
		09/01/2009	Strategic Planning Top Exec	182,843	1.0%	
		09/01/2011	Strategic Planning Top Exec	190,157	4.0%	
		09/01/2012	Strategic Planning Top Exec	216,779	14.0%	
		11/01/2012	Strategic Planning Top Exec	246,778	13.8%	
		09/01/2013	Strategic Planning Top Exec	259,265	5.1%	
Pharmacy	Kenyon, George L	09/01/2002	DEAN	251,261		
		09/01/2003	DEAN	258,296	2.8%	
	Ascione, Frank J	09/01/2002	ASSOC DEAN	117,410		
		09/01/2003	ASSOC DEAN	121,167	3.2%	
		09/01/2004	DEAN	200,000	65.1%	
		09/01/2005	DEAN	208,000	4.0%	
		09/01/2006	DEAN	217,000	4.3%	
		09/01/2007	DEAN	225,506	3.9%	
		09/01/2008	DEAN	233,173	3.4%	
		09/01/2009	DEAN	255,000	9.4%	
		09/01/2010	DEAN	262,650	3.0%	
		09/01/2011	DEAN	270,530	3.0%	
		09/01/2012	DEAN	277,699	2.6%	
		09/01/2013	DEAN	285,197	2.7%	
Provost	Sullivan, Teresa A	06/01/2006	PROVOST/EXEC VP ACAD AFF	340,000		
		09/01/2007	PROVOST/EXEC VP ACAD AFF	352,580	3.7%	
		09/01/2008	PROVOST/EXEC VP ACAD AFF	366,331	3.9%	
	Hanlon, Philip J	07/01/2002	ASSOC DEAN	177,344		
		09/01/2002	ASSOC DEAN	188,344	6.2%	
		09/01/2003	ASSOC DEAN	194,937	3.5%	
		07/01/2004	ASSOCIATE PROVOST	205,000	5.2%	
		09/01/2004	ASSOCIATE PROVOST	210,945	2.9%	
		09/01/2005	ASSOCIATE PROVOST	216,219	2.5%	
		09/01/2006	ASSOCIATE PROVOST	260,000	20.2%	
09/01/2007	VICE PROVOST	278,100	7.0%			
09/01/2008	VICE PROVOST	286,443	3.0%			
07/01/2010	PROVOST/EXEC VP ACAD AFF	470,000	64.1%			
09/01/2011	PROVOST/EXEC VP ACAD AFF	485,040	3.2%			
09/01/2012	PROVOST/EXEC VP ACAD AFF	509,292	5.0%			

Fiscal Year	COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation / Retention	HON / TEA / NTA Honoraria, Taxable / Nontaxable	
2005	40,294								40,294
2006	98,175				11,721				109,896
2007	136,109	5,000			4,500				145,609
2008	175,493	1,500			13,870				190,863
2009	181,103				65,000				246,103
2010	183,555	3,000			74,000				260,555
2011	183,643	10,000			74,000			(98)	267,545
2012	189,738	10,000			101,333			(1,147)	299,924
2013	233,141	10,000	16,667		28,000				287,808
2004	262,793								262,793
2005	265,027	5,361							270,387
2004	120,850		37,000						157,850
2005	187,135		6,167						193,301
2006	206,945								206,945
2007	215,784								215,784
2008	224,373								224,373
2009	232,180								232,180
2010	251,575								251,575
2011	261,375			50				37	261,462
2012	269,217							(15)	269,201
2013	276,504			50				(879)	275,675
2006	28,333					50,000		19,868	98,201
2007	340,000							150	340,150
2008	350,483					1,000		75	351,558
2009	364,039								364,039
2010	366,331			100					366,431
2004	210,870		10,000					3,000	223,870
2005	212,229		25,020					3,000	240,249
2006	219,878		25,661					3,000	248,539
2007	252,988	2,500	4,294					3,000	262,782
2008	275,368	25,000	8,333					3,000	311,701
2009	285,337	6,000	10,250	100				5,500	307,187
2010	286,656		10,300					6,000	302,956
2011	470,000							6,150	476,150
2012	482,533	50,000						6,150	538,683
2013	505,250							5,774	511,024

VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	
Provost (con't)	Pollack,Martha E	09/01/2004	ASSOCIATE CHAIR	148,500		2004	152,575							8	152,583
		09/01/2005	ASSOCIATE CHAIR	159,133	7.2%	2005	157,769		6,075						163,844
		09/01/2006	ASSOCIATE CHAIR	171,111	7.5%	2006	166,535		6,438						172,972
		08/01/2007	DEAN	219,000	28.0%	2007	181,584		7,000					500	189,084
		09/01/2008	DEAN	268,840	22.8%	2008	213,461	41,000	9,167						263,627
		07/01/2010	VICE PROVOST	304,596	13.3%	2009	260,818		10,000	100					270,918
		09/01/2011	VICE PROVOST	313,734	3.0%	2010	269,053		10,000					(618)	278,435
		09/01/2012	VICE PROVOST	322,362	2.8%	2011	304,596		10,000	100					314,696
		05/06/2013	PROVOST/EXEC VP ACAD AFF	450,000	39.6%	2012	312,211		10,000	100				(2)	322,309
						2013	340,810		8,442				309	349,561	
Rackham	Kunkel,Steven L	09/01/2002	ASSOC DEAN	190,452											
		09/01/2003	DEAN	194,794	2.3%										
		09/01/2004	DEAN	202,586	4.0%	2004	202,427		29,167					231,594	
		09/01/2005	ASSOC DEAN	209,170	3.3%	2005	209,921	5,000	75,000					289,921	
		08/01/2006	ASSOC DEAN	216,670	3.6%	2006	217,654		33,333					250,988	
		09/01/2006	ASSOC DEAN	225,337	4.0%	2007	228,082	40,485	25,000					293,567	
		09/01/2007	ASSOC DEAN	233,555	3.6%	2008	222,523		115,080					337,603	
	Weiss,Janet A	08/01/2005	DEAN	265,000		2005	229,659							229,659	
		09/01/2006	DEAN	275,000	3.8%	2006	261,931							261,931	
		09/01/2007	DEAN	285,725	3.9%	2007	273,618			500				274,118	
		09/01/2008	DEAN	295,440	3.4%	2008	284,222			1,000				285,222	
		09/01/2010	DEAN	334,734	13.3%	2009	294,105							294,105	
		09/01/2011	DEAN	344,776	3.0%	2010	295,653							295,653	
09/01/2012	DEAN	354,257	2.7%	2011	328,185				50				328,235		
09/01/2013	DEAN	363,822	2.7%	2012	343,102							(854)	342,248		
						2013	352,677						856	353,533	
Ross	Dolan,Robert J	09/01/2002	DEAN	329,600		2004	350,594						5,000	355,594	
		09/01/2003	DEAN	338,829	2.8%	2005	347,300	13,268					15,000	375,567	
		09/01/2004	DEAN	348,994	3.0%	2006	383,444	13,268					5,000	401,711	
		09/01/2005	DEAN	390,000	11.7%	2007	402,784	13,768						416,552	
		09/01/2006	DEAN	405,000	3.8%	2008	418,447	13,268						431,715	
		09/01/2007	DEAN	420,795	3.9%	2009	433,002	13,268					14,167	460,436	
		09/01/2008	DEAN	435,102	3.4%	2010	435,315	13,268					13,750	462,333	
		09/01/2010	DEAN	448,155	3.0%	2011	445,980	13,268	25,000				10,000	494,247	
		07/01/2011	PROFESSOR	448,155		2012	448,155	13,268					5,000	466,423	
		Davis-Blake,Alison	06/30/2011	DEAN	550,000		2011	2,083							19
	09/01/2012		DEAN	566,775	3.1%	2012	550,000							8,479	558,479
	09/01/2013		DEAN	582,078	2.7%	2013	563,979		425					39,570	603,974



VP Area	Dept Group	Name	SALARY AS PUBLICLY REPORTED				COMPENSATION DETAIL BY EARNING CODE								TOTAL COMPENSATION
			Salary Rate Start Date	Job Title	Publicly Reported Salary Rate	% Increase	Fiscal Year	REG Base Salary	SAL Salary Supplement	ADM Admin Differential	IN Incentive	ADD / OT Added Duties / Overtime	UNS Services Unrelated to Job Title	DCC / REN Deferred Compensation/ Retention	
Stamps A&D	Rogers, Bryan L	09/01/2002	DEAN	209,329		2005	233,718	1,128							234,847
		09/01/2003	DEAN	215,190	2.8%	2006	242,313	1,128							243,441
		09/01/2004	DEAN	237,096	10.2%	2007	250,872	1,628							252,500
		09/01/2005	DEAN	243,023	2.5%	2008	260,578	1,128							261,706
		09/01/2006	DEAN	252,100	3.7%	2009	269,638	1,128							270,766
		09/01/2007	DEAN	261,932	3.9%	2010	271,051	1,128							272,180
		09/01/2008	DEAN	270,838	3.4%	2011	277,609	1,128							278,737
		09/01/2010	DEAN	278,963	3.0%	2012	285,937	1,128							287,065
		09/01/2011	DEAN	287,332	3.0%	2013	263,388	1,128							264,516
	Stamps A&D	Nadarajan, Gunalan	07/01/2012	DEAN	250,000		2012							9,000	9,000
			09/01/2013	DEAN	256,750		2013	250,000	50,000					614	300,614
Taubman	Kelbaugh, Douglas S	09/01/2002	DEAN	220,000		2004	227,648							227,648	
		09/01/2003	DEAN	226,160	2.8%	2005	232,088	2,205						234,293	
		09/01/2004	DEAN	232,945	3.0%	2006	238,076	2,205						240,282	
		09/01/2005	DEAN	238,769	2.5%	2007	246,746	2,185						248,931	
		09/01/2006	DEAN	248,000	3.9%	2008	256,344	2,205			1,000			259,550	
		09/01/2007	DEAN	257,672	3.9%										
	Taubman	Ponce de Leon, Monica	09/01/2008	DEAN	250,000		2008					793,286			793,286
			09/01/2010	DEAN	257,500	3.0%	2009	266,013	25,000					25,192	316,205
			09/01/2011	DEAN	265,225	3.0%	2010	250,000	30,000			50,000		833	330,833
			09/01/2012	DEAN	271,856	2.5%	2011	256,250	30,750					9,085	296,084
09/01/2013			DEAN	302,848	11.4%	2012	263,937	31,673					2,287	297,897	

**Appendix B: FY2004-FY2013 Additional Pay within Earnings Codes ADD, ADM, SAL, UNS (note exclusion of Incentive Pay)**

VP Area	Department Group	ErnCdSum	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total
Office of the President	Intercollegiate Athletics	SAL	333	8,000	19,250	1,944	125,383	619,307	268,500	2,655,039	3,338,970	1,787,673	8,824,998
		UNS					2,872,979	3,248,596	242,655	273,618	209,585	319,190	7,166,622
		ADD					3,600	8,000					11,600
	<b>Intercollegiate Athletics Total</b>		<b>\$333</b>	<b>\$8,000</b>	<b>\$19,250</b>	<b>\$1,944</b>	<b>\$3,001,962</b>	<b>\$3,875,902</b>	<b>\$511,155</b>	<b>\$2,928,657</b>	<b>\$3,548,555</b>	<b>\$2,106,862</b>	<b>\$16,002,620</b>
Exec VP & Chief Financial Off	Exec VP & Chief Financial Off	SAL	383,656	581,894	955,899	934,669	766,388	854,212	583,993	665,358	842,082	905,558	7,473,709
		ADM	34,175	55,884	67,325	130,006	118,478	119,534	81,344	190,570	124,887	191,051	1,113,255
		ADD	34,036	27,940	18,143	53,807	80,834	121,648	120,447	167,001	147,460	111,535	882,849
		UNS					2,725	30,493	26,900	162,503	65,561	88,512	376,693
	<b>Exec VP &amp; Chief Financial Off Total</b>		<b>\$451,867</b>	<b>\$665,718</b>	<b>\$1,041,367</b>	<b>\$1,118,482</b>	<b>\$968,424</b>	<b>\$1,125,887</b>	<b>\$812,683</b>	<b>\$1,185,433</b>	<b>\$1,179,990</b>	<b>\$1,296,655</b>	<b>\$9,846,506</b>
Investment Office	SAL		224,762	397,002	751,370	934,401	1,662,919	1,531,887	5,195	4,905	10,749	5,523,188	
	<b>Investment Office Total</b>		<b>\$224,762</b>	<b>\$397,002</b>	<b>\$751,370</b>	<b>\$934,401</b>	<b>\$1,662,919</b>	<b>\$1,531,887</b>	<b>\$5,195</b>	<b>\$4,905</b>	<b>\$10,749</b>	<b>\$5,523,188</b>	
VP for Student Affairs	VP for Student Affairs	ADD	50,154	37,022	83,465	37,266	76,214	92,569	119,102	106,584	73,595	102,946	778,918
		ADM	134,083	86,207	52,022	40,818	80,228	46,204	49,094	48,080	33,209	78,211	648,157
		UNS					19,623	52,148	77,500	106,269	131,583	113,040	500,162
		SAL	16,546	13,942	12,813	2,865	16,419	22,649	22,825	10,801	12,342	150,250	281,451
	<b>VP for Student Affairs Total</b>		<b>\$200,783</b>	<b>\$137,172</b>	<b>\$148,299</b>	<b>\$80,949</b>	<b>\$192,483</b>	<b>\$213,570</b>	<b>\$268,521</b>	<b>\$271,735</b>	<b>\$250,729</b>	<b>\$444,448</b>	<b>\$2,208,689</b>
VP of Research	VP of Research	ADM	86,672	132,330	82,438	86,985	118,441	148,912	129,915	96,666	155,576	165,797	1,203,731
		UNS				2,000	10,606	38,948	38,921	44,519	58,584	45,334	238,912
		SAL	41,036	44,933	18,143	36,932	13,031	17,930	16,663	11,956	7,764	8,000	216,389
		ADD	29,126	9,757	9,875	2,150	6,784	13,700	60,714	25,036	44,120	8,083	209,346
	<b>VP of Research Total</b>		<b>\$156,834</b>	<b>\$187,020</b>	<b>\$110,456</b>	<b>\$128,067</b>	<b>\$148,861</b>	<b>\$219,490</b>	<b>\$246,214</b>	<b>\$178,177</b>	<b>\$266,044</b>	<b>\$227,214</b>	<b>\$1,868,378</b>
VP for Communications	VP for Communications	SAL	30,756	22,750	38,900	22,300	78,688	107,318	135,939	149,933	151,010	193,425	931,019
		UNS					27,387	53,407	63,101	40,553	12,514	54,318	251,279
		ADD		118,582	73,978		15,500	1,000	-150		4,000	6,000	218,910
		ADM	5,250			33,787	25,000	22,917	25,542	34,471	8,887	2,000	157,853
	<b>VP for Communications Total</b>		<b>\$36,006</b>	<b>\$141,332</b>	<b>\$112,878</b>	<b>\$56,087</b>	<b>\$146,575</b>	<b>\$184,642</b>	<b>\$224,432</b>	<b>\$224,956</b>	<b>\$176,410</b>	<b>\$255,743</b>	<b>\$1,559,061</b>
VP for Development	VP for Development	SAL	62,000	78,269	54,090	76,670	151,545	174,744	142,407	134,660	115,000	145,750	1,135,135
		ADM	36,450	12,996	23,170	23,691	8,186	24,515	15,734	12,705	29,857	16,670	203,975
		UNS					627	17,635	29,433	17,658	15,084	80,232	160,668
		ADD		985	1,374					6,849	22,977	3,519	35,704
	<b>VP for Development Total</b>		<b>\$98,450</b>	<b>\$92,250</b>	<b>\$78,634</b>	<b>\$100,361</b>	<b>\$160,358</b>	<b>\$216,895</b>	<b>\$187,574</b>	<b>\$171,872</b>	<b>\$182,918</b>	<b>\$246,171</b>	<b>\$1,535,483</b>
President's Office	President's Office	ADM	57,348	59,268	85,184	79,230	149,386	84,794	74,971	141,001	103,550	168,205	1,002,936
		SAL	6,000	10,600	5,500	95,844	11,208	33,250	65,021	13,066	16,300	29,903	286,692
		ADD		22,000	26,000	15,054	8,515	5,385			313		77,266
		UNS					140	1,760	200	1,050			3,150
	<b>President's Office Total</b>		<b>\$63,348</b>	<b>\$91,868</b>	<b>\$116,684</b>	<b>\$190,128</b>	<b>\$169,249</b>	<b>\$125,189</b>	<b>\$140,192</b>	<b>\$155,117</b>	<b>\$120,163</b>	<b>\$198,107</b>	<b>\$1,370,044</b>
Other Miscellaneous	Other Miscellaneous	SAL		52,618	26,814	26,587	83,736	100,514	64,977	195,444	82,377	90,063	723,130
		ADD		17,500	36,050	37,130	40,589	51,702	39,720	39,396	43,137	40,854	346,077
		UNS						2,530	4,043	2,183	5,791	112,432	126,978
		ADM	3,000					15,442	8,008		6,000		32,450
	<b>Other Miscellaneous Total</b>		<b>\$3,000</b>	<b>\$70,118</b>	<b>\$62,864</b>	<b>\$63,717</b>	<b>\$124,325</b>	<b>\$170,188</b>	<b>\$116,747</b>	<b>\$237,022</b>	<b>\$137,305</b>	<b>\$243,349</b>	<b>\$1,228,635</b>
VP and General Counsel	VP and General Counsel	SAL	9,471	18,877	63,990	92,150	6,516		15,000	12,000	36,923	30,500	285,427
		ADM		9,514	838	3,450	51,450			32,084	38,622	50,198	186,155
		UNS								1,971	132,587		134,558
		ADD	7,900			7,700		11,000	10,500	10,000	10,000	2,500	59,600
	<b>VP and General Counsel Total</b>		<b>\$17,371</b>	<b>\$28,390</b>	<b>\$64,828</b>	<b>\$103,300</b>	<b>\$57,966</b>	<b>\$11,000</b>	<b>\$25,500</b>	<b>\$56,055</b>	<b>\$218,132</b>	<b>\$83,198</b>	<b>\$665,740</b>
Div of Pub Safety & Security	Div of Pub Safety & Security	ADD							18,720	2,080	3,642	103,595	107,237
		ADM										30,230	51,030
		UNS										5,000	5,000
	<b>Div of Pub Safety &amp; Security Total</b>								<b>\$18,720</b>	<b>\$2,080</b>	<b>\$3,642</b>	<b>\$138,825</b>	<b>\$163,267</b>
VP&Secretary of the University	VP&Secretary of the University	SAL						1,000	24,461	29,561	30,100	29,500	114,622
		ADM		4,500									4,500
		UNS						173		150			323
	<b>VP&amp;Secretary of the University Total</b>			<b>\$4,500</b>				<b>\$1,173</b>	<b>\$24,461</b>	<b>\$29,711</b>	<b>\$30,100</b>	<b>\$29,500</b>	<b>\$119,445</b>
VP for Government Relations	VP for Government Relations	SAL	1,500	3,117	5,367	4,967	13,117	4,500	5,117	3,117	4,617	3,417	48,833
		UNS					150	9,000			315		9,465
		ADD							2,500	2,000			4,500
	<b>VP for Government Relations Total</b>		<b>\$1,500</b>	<b>\$3,117</b>	<b>\$5,367</b>	<b>\$4,967</b>	<b>\$13,267</b>	<b>\$13,500</b>	<b>\$7,617</b>	<b>\$5,117</b>	<b>\$4,932</b>	<b>\$3,417</b>	<b>\$62,798</b>

**Appendix B: FY2004-FY2013 Additional Pay within Earnings Codes ADD, ADM, SAL, UNS (note exclusion of Incentive Pay)**

VP Area	Department Group	ErnCds	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total
<b>Office of the President Total</b>			<b>\$1,029,493</b>	<b>\$1,654,247</b>	<b>\$2,157,628</b>	<b>\$2,599,371</b>	<b>\$5,917,871</b>	<b>\$7,820,353</b>	<b>\$4,115,703</b>	<b>\$5,451,124</b>	<b>\$6,123,824</b>	<b>\$5,284,239</b>	<b>\$42,153,853</b>
Provost & Exec VP Academic Aff	College of Lit, Science & Arts	ADM	367,062	474,901	684,407	812,797	1,299,970	1,276,282	1,372,173	1,668,976	1,698,693	1,619,037	11,274,299
		SAL	538,551	609,096	599,647	766,625	745,994	648,079	94,701	1,067,386	1,295,489	577,978	6,943,546
UNS		163,926			105	163,926	528,073	730,142	771,525	1,094,707	1,010,050		4,298,528
		ADD	18,248	21,776	81,662	39,912	20,153	5,606	27,714	20,589	53,800	19,107	308,567
	<b>College of Lit, Science &amp; Arts Total</b>		<b>\$923,861</b>	<b>\$1,105,773</b>	<b>\$1,365,716</b>	<b>\$1,619,439</b>	<b>\$2,230,043</b>	<b>\$2,458,040</b>	<b>\$2,224,731</b>	<b>\$3,528,476</b>	<b>\$4,142,689</b>	<b>\$3,226,173</b>	<b>\$22,824,940</b>
	Ross School of Business	UNS					20,047	103,286	4,448,475	117,322	203,617	363,921	5,256,667
		SAL	199,986	240,964	196,896	88,791	326,367	397,120	271,393	71,997	295,612	234,312	2,323,438
		ADM	7,101	123,854	183,310	257,750	207,594	192,456	246,424	179,625	183,238	59,609	1,640,962
		ADD	18,500	66,000	45,104	98,229	170,369	102,534	60,164	102,223	77,406	-118	740,410
	<b>Ross School of Business Total</b>		<b>\$225,587</b>	<b>\$430,818</b>	<b>\$425,309</b>	<b>\$444,770</b>	<b>\$724,377</b>	<b>\$795,395</b>	<b>\$5,026,457</b>	<b>\$471,167</b>	<b>\$759,873</b>	<b>\$657,724</b>	<b>\$9,961,477</b>
	College of Engineering	ADM	296,807	270,094	334,292	335,325	352,637	310,801	386,242	379,337	463,280	441,925	3,570,739
		UNS					112,406	421,347	712,659	530,456	743,883	654,568	3,175,318
		SAL	171,895	160,208	115,734	136,630	309,372	230,140	141,177	105,276	170,947	126,271	1,667,651
		ADD	17,273	24,057	34,323	33,594	9,698	24,087	31,649	41,837	54,865	63,031	334,414
	<b>College of Engineering Total</b>		<b>\$485,975</b>	<b>\$454,359</b>	<b>\$484,349</b>	<b>\$505,550</b>	<b>\$784,114</b>	<b>\$986,375</b>	<b>\$1,271,726</b>	<b>\$1,056,906</b>	<b>\$1,432,974</b>	<b>\$1,285,795</b>	<b>\$8,748,123</b>
	Law School	SAL	55,000	51,505	57,278	376,570	179,222	351,361	253,425	216,213	229,137	539,044	2,308,754
		ADM	106,695	97,175	120,213	129,485	153,699	214,788	313,058	170,568	267,188	150,064	1,722,933
		ADD	2,000	800	5,500		27,438	42,048	111,656	132,058	159,310	141,415	622,224
		UNS					5,924	34,240	20,248	52,736	69,976	57,670	240,794
	<b>Law School Total</b>		<b>\$163,695</b>	<b>\$149,480</b>	<b>\$182,991</b>	<b>\$506,055</b>	<b>\$366,282</b>	<b>\$642,436</b>	<b>\$698,387</b>	<b>\$571,576</b>	<b>\$725,611</b>	<b>\$888,193</b>	<b>\$4,894,705</b>
	School of Dentistry	ADM	305,660	341,802	345,437	373,430	399,443	361,827	194,806	361,689	484,927	568,851	3,737,872
		SAL	6,868	16,915	131,746	61,268	45,467	36,041	17,119	24,387	45,790	34,597	420,197
		ADD	33,329	12,348	11,738	20,080	33,800	22,606	13,904	81,318	76,951	48,391	354,465
		UNS					5,687	39,196	47,522	9,597	31,150	32,665	165,817
	<b>School of Dentistry Total</b>		<b>\$345,857</b>	<b>\$371,064</b>	<b>\$488,922</b>	<b>\$454,778</b>	<b>\$484,396</b>	<b>\$459,668</b>	<b>\$273,351</b>	<b>\$476,990</b>	<b>\$638,819</b>	<b>\$684,504</b>	<b>\$4,678,351</b>
	School of Public Health	SAL		22,224	252,340	299,678	362,184	537,307	431,077	58,353	32,560	28,657	2,024,381
		ADM	15,833	63,669	97,083	150,000	15,000	127,750	135,000	90,769	265,084	437,518	1,397,707
		UNS					39,353	47,974	87,748	80,459	97,643	48,005	401,181
		ADD	31,780	7,500	5,513	5,279	9,423	29,782	7,420	5,559			102,254
	<b>School of Public Health Total</b>		<b>\$47,613</b>	<b>\$93,393</b>	<b>\$354,936</b>	<b>\$454,957</b>	<b>\$425,960</b>	<b>\$742,813</b>	<b>\$661,245</b>	<b>\$235,140</b>	<b>\$395,287</b>	<b>\$514,180</b>	<b>\$3,925,523</b>
	Institute for Social Research	SAL	227,703	191,954	325,194	520,094	281,849	317,593	144,980	176,977	181,751	244,962	2,613,057
		UNS					150	51,057	113,341	115,950	156,998	207,799	645,295
		ADM	91,144	46,991	25,660	18,842	22,400	20,220	69,470	72,364	13,348	12,371	392,810
		ADD	33,750	3,500	2,394		29,044				3,545	29,545	101,778
	<b>Institute for Social Research Total</b>		<b>\$352,597</b>	<b>\$242,444</b>	<b>\$353,248</b>	<b>\$538,936</b>	<b>\$333,443</b>	<b>\$388,870</b>	<b>\$327,791</b>	<b>\$365,291</b>	<b>\$355,642</b>	<b>\$494,677</b>	<b>\$3,752,940</b>
	School of Music	ADM	121,393	153,657	117,512	109,607	95,118	138,341	151,947	199,489	204,662	196,736	1,488,461
		ADD	105,346	85,471	73,086	94,469	115,156	99,007	67,576	79,391	69,820	68,468	857,790
		UNS				300	50,571	27,431	26,032	84,269	92,139	154,007	434,747
		SAL	47,633	41,290	18,735	50,700	12,150	15,378	11,903	21,724	11,375	26,880	257,768
	<b>School of Music Total</b>		<b>\$274,372</b>	<b>\$280,418</b>	<b>\$209,333</b>	<b>\$255,076</b>	<b>\$272,995</b>	<b>\$280,157</b>	<b>\$257,458</b>	<b>\$384,872</b>	<b>\$377,996</b>	<b>\$446,090</b>	<b>\$3,038,766</b>
	School of Nursing	ADM	13,333	34,000	75,667	14,000	103,416	262,600	61,666	172,364	269,424	87,418	1,093,889
		SAL	126,090	89,875	92,096	89,524	34,525	52,057	76,276	83,940	207,971	168,827	1,021,181
		ADD	7,652		4,765	7,927	27,345	111,770	97,762	56,190	280,826	26,630	620,867
		UNS					4,278	51,434	19,403	31,580	28,586	36,067	171,348
	<b>School of Nursing Total</b>		<b>\$147,075</b>	<b>\$123,875</b>	<b>\$172,528</b>	<b>\$111,451</b>	<b>\$169,565</b>	<b>\$477,861</b>	<b>\$255,107</b>	<b>\$344,074</b>	<b>\$786,807</b>	<b>\$318,942</b>	<b>\$2,907,284</b>
	Academic Affairs	SAL	155,421	141,003	147,997	170,396	179,003	266,332	179,595	141,524	204,468	171,756	1,757,494
		UNS					19,863	99,274	112,141	89,447	136,801	65,832	523,358
		ADD	10,854	26,734	47,756	11,853	27,877	56,527	44,892	44,943	7,500	40,233	319,168
		ADM	14,584	6,697		17,618	3,333	500	17,612	17,672	15,912	3,000	96,929
	<b>Academic Affairs Total</b>		<b>\$180,859</b>	<b>\$174,434</b>	<b>\$195,753</b>	<b>\$199,867</b>	<b>\$230,077</b>	<b>\$422,632</b>	<b>\$354,239</b>	<b>\$293,586</b>	<b>\$364,682</b>	<b>\$280,821</b>	<b>\$2,696,950</b>
	Rackham Graduate School	ADM	167,974	40,464	78,030	65,849	191,049	155,335	158,681	119,321	196,851	142,729	1,316,284
		UNS					24,193	107,158	120,008	103,435	93,624	54,969	503,388
		SAL	3,804	53,106	20,511	3,500	59,610	14,458	4,500	56,028	23,068	15,307	253,891
		ADD	11,564		4,532		843	14,519	14,075	3,555	3,665		52,752
	<b>Rackham Graduate School Total</b>		<b>\$183,342</b>	<b>\$93,569</b>	<b>\$103,073</b>	<b>\$69,349</b>	<b>\$275,695</b>	<b>\$291,470</b>	<b>\$297,264</b>	<b>\$282,339</b>	<b>\$317,208</b>	<b>\$213,005</b>	<b>\$2,126,316</b>
	School of Education	ADM	135,560	222,067	249,013	133,700	142,681	59,500	50,333	52,567	78,375	42,625	1,166,421
		UNS					21,175	7,347	14,493	64,991	86,602	85,095	279,704

**Appendix B: FY2004-FY2013 Additional Pay within Earnings Codes ADD, ADM, SAL, UNS (note exclusion of Incentive Pay)**

VP Area	Department Group	ErrCdSum	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total
Provost & Exec VP Academic Aff	School of Education	SAL	9,200	20,832	14,035	18,750	13,740	21,288	18,400	26,400	23,866	64,198	230,709
		ADD		1,611	18,466	10,287	16,652	14,000	-6,722	20,317	1,275	18,638	94,523
		<b>School of Education Total</b>	<b>\$144,760</b>	<b>\$244,510</b>	<b>\$281,514</b>	<b>\$162,737</b>	<b>\$194,249</b>	<b>\$102,135</b>	<b>\$76,504</b>	<b>\$164,274</b>	<b>\$190,118</b>	<b>\$210,556</b>	<b>\$1,771,357</b>
	School of Nat Resource and Env	ADM	53,629	63,756	36,888	60,809	43,717	131,174	58,171	48,334	122,925	112,553	731,956
		SAL	51,518	18,785	12,250	26,415	19,800	49,725	48,309	54,246	115,160	83,234	479,441
		UNS						26,178	36,760	27,182	10,551	12,858	194,575
		ADD			3,729	1,513	4,900	9,269	14,527	9,345	4,106	757	48,145
	<b>School of Nat Resource and Env Total</b>	<b>\$105,147</b>	<b>\$82,541</b>	<b>\$52,867</b>	<b>\$88,737</b>	<b>\$94,595</b>	<b>\$226,928</b>	<b>\$148,189</b>	<b>\$122,476</b>	<b>\$255,048</b>	<b>\$391,119</b>	<b>\$1,567,646</b>	
	Ford School of Public Policy	SAL	131,745	146,569	21,952	24,985	79,072	238,593	170,187	50,827	23,200	14,417	901,546
		ADM	6,250	5,000	4,583	61,304	10,000	39,583	55,417	48,250	82,378	49,045	361,811
		UNS						22,650	25,650	17,609	42,350	33,651	36,045
		ADD		540		2,850	41,730	4,892	4,203	4,966	6,609	35,292	101,082
	<b>Ford School of Public Policy Total</b>	<b>\$137,995</b>	<b>\$152,109</b>	<b>\$26,535</b>	<b>\$89,139</b>	<b>\$153,452</b>	<b>\$308,718</b>	<b>\$247,416</b>	<b>\$146,392</b>	<b>\$145,838</b>	<b>\$134,799</b>	<b>\$1,542,393</b>	
	University Library	ADM	44,370	39,809	74,893	105,343	75,138	67,084	32,603	68,613	109,871	68,982	686,707
		SAL	115,206	13,456	2,625	22,625	16,720	12,000	47,572	59,911	34,389	43,989	368,493
		UNS					6,850	12,398	92,191	50,430	60,210	70,943	293,022
		ADD		3,109	1,900	2,750	7,928	6,207	5,812	7,223	842	3,166	38,937
	<b>University Library Total</b>	<b>\$159,576</b>	<b>\$56,373</b>	<b>\$79,418</b>	<b>\$130,718</b>	<b>\$106,636</b>	<b>\$97,690</b>	<b>\$178,179</b>	<b>\$186,177</b>	<b>\$205,312</b>	<b>\$187,080</b>	<b>\$1,387,159</b>	
	VP Global & Engaged Education	ADM	17,616	58,385	100,913	59,152	74,118	94,879	50,906	136,564	56,301	112,793	620,507
		SAL	30,615	19,800	14,594	66,982	83,379	38,039	53,918	17,500	61,809	11,000	397,636
		UNS						6,000	393	1,200	710	5,000	13,303
		ADD						2,500					2,500
	<b>VP Global &amp; Engaged Education Total</b>	<b>\$48,231</b>	<b>\$78,185</b>	<b>\$115,507</b>	<b>\$126,135</b>	<b>\$157,497</b>	<b>\$141,418</b>	<b>\$105,218</b>	<b>\$155,264</b>	<b>\$118,820</b>	<b>\$128,793</b>	<b>\$1,175,067</b>	
	School of Kinesiology	ADM	39,165	7,000	42,039	12,130	59,987	70,794	132,258	23,790	86,974	86,173	560,309
		SAL	11,500	8,000	18,254	31,579	109,971	48,408	79,864	49,355	2,779	36,269	395,979
		UNS					5,670	5,670	12,984	5,563	64,909	48,849	143,275
		ADD				5,876		5,000		6,000	4,480	21,223	42,579
	<b>School of Kinesiology Total</b>	<b>\$50,665</b>	<b>\$15,000</b>	<b>\$60,293</b>	<b>\$49,584</b>	<b>\$175,628</b>	<b>\$129,502</b>	<b>\$225,106</b>	<b>\$84,708</b>	<b>\$159,142</b>	<b>\$192,514</b>	<b>\$1,142,142</b>	
	Stamps School of Art & Design	SAL	20,500	47,667	5,628	6,688	19,310	23,905	68,304	85,945	110,266	117,441	505,654
		ADD		10,000	24,000	35,159	3,000	53,999	65,579	2,500	9,278		203,515
		ADM				16,229	17,050	7,259	8,770	33,273	58,296	60,339	201,215
		UNS					12,393	55,515	14,488	17,848	29,865	28,242	158,351
	<b>Stamps School of Art &amp; Design Total</b>	<b>\$20,500</b>	<b>\$57,667</b>	<b>\$29,628</b>	<b>\$58,076</b>	<b>\$51,753</b>	<b>\$140,678</b>	<b>\$157,140</b>	<b>\$139,566</b>	<b>\$207,705</b>	<b>\$206,022</b>	<b>\$1,068,735</b>	
	Life Sciences Institute	ADM	30,600	46,365	47,599	63,867	60,476	73,199	60,631	70,631	31,883	93,718	518,338
		SAL	5,786	41,044	65,215	44,517	58,173	22,349	64,663	40,692	28,724	80,995	452,157
		UNS				5,075	16,530	2,936	7,188	12,420	11,405	55,554	
	<b>Life Sciences Institute Total</b>	<b>\$36,386</b>	<b>\$87,409</b>	<b>\$112,814</b>	<b>\$108,383</b>	<b>\$123,724</b>	<b>\$112,079</b>	<b>\$67,599</b>	<b>\$118,510</b>	<b>\$73,027</b>	<b>\$186,119</b>	<b>\$1,026,050</b>	
	College of Pharmacy	SAL	4,502	55,789	53,377	57,027	37,515	49,608	32,184	81,582	68,140	47,395	487,119
		ADM		74,000			91,167	29,200	1,000	16,667	97,384	15,467	324,885
		UNS					25,111	25,670	31,577	4,250	59,001	145,609	
		ADD					1,000	3,150		3,500		7,650	
	<b>College of Pharmacy Total</b>	<b>\$4,502</b>	<b>\$129,789</b>	<b>\$53,377</b>	<b>\$57,027</b>	<b>\$128,682</b>	<b>\$104,919</b>	<b>\$62,004</b>	<b>\$129,826</b>	<b>\$173,274</b>	<b>\$121,863</b>	<b>\$965,263</b>	
	A. Alfred Taubman CA&UP	SAL	21,517	58,737	62,047	16,459	17,534	42,291	14,540	16,284	64,820	14,635	328,862
		ADM		676	12,000			30,000	42,754	73,067	32,611	32,623	223,730
		ADD	850	6,236	1,000	1,803	9,000	88,563	29,620	48,855	15,000	10,227	211,153
		UNS						6,151	5,174	24,611	47,864	81,969	165,769
	<b>A. Alfred Taubman CA&amp;UP Total</b>	<b>\$22,367</b>	<b>\$65,649</b>	<b>\$75,047</b>	<b>\$18,262</b>	<b>\$26,534</b>	<b>\$167,004</b>	<b>\$92,087</b>	<b>\$162,816</b>	<b>\$160,295</b>	<b>\$139,455</b>	<b>\$929,515</b>	
	School of Social Work	UNS					1,868	69,710	77,849	78,143	27,274	41,486	296,330
		SAL	34,519	5,200	25,348		27,704	1,500	110,972	1,861	500	29,384	236,988
		ADD	31,500	20,000	18,108	12,000	21,700	10,147	42,664	9,379	11,811	10,913	188,223
		ADM	28,500	2,805	8,317	7,167	12,000	31,167	40,500	15,000	6,438	25,400	177,293
	<b>School of Social Work Total</b>	<b>\$94,519</b>	<b>\$28,005</b>	<b>\$51,772</b>	<b>\$19,167</b>	<b>\$63,271</b>	<b>\$112,524</b>	<b>\$271,986</b>	<b>\$104,384</b>	<b>\$46,023</b>	<b>\$107,183</b>	<b>\$898,833</b>	
	School of Information	SAL	55,704	52,092	52,854	28,102	62,000	28,377	44,635	13,550	33,692	11,705	382,711
		ADM			32,500	9,752	23,075	21,250		30,833		14,583	131,993
		UNS					13,960	39,076	20,519	26,530	7,684	8,976	116,744
		ADD					1,500	4,000					55,583
	<b>School of Information Total</b>	<b>\$55,704</b>	<b>\$52,092</b>	<b>\$85,354</b>	<b>\$37,854</b>	<b>\$100,534</b>	<b>\$92,702</b>	<b>\$65,154</b>	<b>\$70,913</b>	<b>\$41,376</b>	<b>\$85,347</b>	<b>\$687,031</b>	
	VP Academic & Graduate Study	SAL	7,411	18,241	14,905	20,612	11,936	15,692	28,987	26,377	27,287	32,137	203,585

**Appendix B: FY2004-FY2013 Additional Pay within Earnings Codes ADD, ADM, SAL, UNS (note exclusion of Incentive Pay)**

VP Area	Department Group	ErrCdSum	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total	
Provost & Exec VP Academic Aff	VP Academic & Graduate Study	UNS						200	3,890	11,280	26,332	56,641	98,343	
		ADM	19,797		300		14,750	25,903	26,144				86,894	
		ADD			3,384		3,558	911	1,527	8,891	7,408	1,052	26,731	
	<b>VP Academic &amp; Graduate Study Total</b>			<b>\$27,208</b>	<b>\$18,241</b>	<b>\$18,589</b>	<b>\$20,612</b>	<b>\$30,244</b>	<b>\$42,707</b>	<b>\$60,548</b>	<b>\$46,548</b>	<b>\$61,027</b>	<b>\$89,830</b>	<b>\$415,554</b>
	Inst of Continuing Legal Educ	SAL		28,687	16,666	46,945	75,283	61,441	42,208	3,000	38,500	68,500	14,750	395,980
		UNS								200	630	2,400		3,230
	<b>Inst of Continuing Legal Educ Total</b>			<b>\$28,687</b>	<b>\$16,666</b>	<b>\$46,945</b>	<b>\$75,283</b>	<b>\$61,441</b>	<b>\$42,208</b>	<b>\$3,200</b>	<b>\$39,130</b>	<b>\$70,900</b>	<b>\$14,750</b>	<b>\$399,210</b>
	Info Tech Central Services	SAL		59,450	40,730	37,026	51,260	52,471	23,557					264,495
		ADM		10,463	14,845	13,040	13,914	13,782						66,044
		ADD		3,921	15,550	298								19,769
	<b>Info Tech Central Services Total</b>			<b>\$73,834</b>	<b>\$71,125</b>	<b>\$50,364</b>	<b>\$65,174</b>	<b>\$66,253</b>	<b>\$23,557</b>					<b>\$350,307</b>
	Provost & Exec VP Acad Affairs	ADM		36,811	9,699	10,375		31,558						88,444
		SAL						5,000	10,000	5,000	2,500			22,500
		UNS									50			50
<b>Provost &amp; Exec VP Acad Affairs Total</b>			<b>\$36,811</b>	<b>\$9,699</b>	<b>\$10,375</b>		<b>\$36,558</b>	<b>\$10,000</b>	<b>\$5,000</b>	<b>\$2,550</b>			<b>\$110,994</b>	
<b>Provost &amp; Exec VP Academic Aff Total</b>			<b>\$4,377,726</b>	<b>\$4,684,688</b>	<b>\$5,486,557</b>	<b>\$6,267,117</b>	<b>\$7,867,998</b>	<b>\$9,800,486</b>	<b>\$13,413,087</b>	<b>\$9,683,950</b>	<b>\$12,205,493</b>	<b>\$11,205,532</b>	<b>\$84,992,632</b>	
Exec. VP for Medical Affairs	Medical School	SAL	3,981,064	5,658,486	8,410,167	9,832,513	14,280,996	14,475,138	15,262,167	12,771,520	13,435,847	15,727,158	113,835,056	
		ADM	1,119,113	1,716,871	2,206,786	4,126,938	4,668,802	6,431,194	3,514,753	5,538,279	3,892,480	6,359,280	39,574,495	
		UNS					511,065	1,034,042	1,499,782	1,123,892	1,632,110	2,274,421	8,075,313	
		ADD	164,539	102,227	84,652	211,362	363,984	480,874	546,564	519,894	335,239	116,885	2,926,220	
	<b>Medical School Total</b>			<b>\$5,264,716</b>	<b>\$7,477,584</b>	<b>\$10,701,604</b>	<b>\$14,170,813</b>	<b>\$19,824,847</b>	<b>\$22,421,248</b>	<b>\$20,823,267</b>	<b>\$19,953,586</b>	<b>\$19,295,674</b>	<b>\$24,477,744</b>	<b>\$164,411,084</b>
	Univ Hospitals & Health Center	SAL	1,401,629	1,464,815	2,179,495	1,768,925	2,066,513	2,115,328	6,599,509	1,769,461	2,960,117	2,670,918	24,996,710	
		ADM	524,288	443,803	807,076	683,520	712,994	754,481	570,688	670,204	676,758	739,114	6,582,926	
		ADD	116,025	365,311	356,687	603,546	685,172	748,285	335,484	430,613	535,047	684,808	4,860,978	
		UNS					104,385	183,945	178,953	204,870	227,098	401,959	1,301,209	
	<b>Univ Hospitals &amp; Health Center Total</b>			<b>\$2,041,942</b>	<b>\$2,273,928</b>	<b>\$3,343,258</b>	<b>\$3,055,991</b>	<b>\$3,569,065</b>	<b>\$3,802,039</b>	<b>\$7,684,633</b>	<b>\$3,075,147</b>	<b>\$4,399,020</b>	<b>\$4,496,799</b>	<b>\$37,741,823</b>
	Exec VP for Medical Affairs	SAL	23,927	13,570	54,847	301,297	33,525	44,557	33,545	260,757	362,672	270,900	1,399,597	
		ADM	51,404	14,317	48,240	22,605	10,045	15,533	14,166	79,055	125,005	249,835	630,204	
		ADD	3,160	1,879		6,426	20,022			50,878	29,445	45,699	157,508	
		UNS					584	2,863		300	31,689	63,046	98,482	
<b>Exec VP for Medical Affairs Total</b>			<b>\$78,491</b>	<b>\$29,765</b>	<b>\$103,087</b>	<b>\$330,328</b>	<b>\$64,176</b>	<b>\$62,954</b>	<b>\$47,710</b>	<b>\$390,990</b>	<b>\$548,811</b>	<b>\$629,480</b>	<b>\$2,285,792</b>	
<b>Exec. VP for Medical Affairs Total</b>			<b>\$7,385,149</b>	<b>\$9,781,278</b>	<b>\$14,147,949</b>	<b>\$17,557,133</b>	<b>\$23,458,088</b>	<b>\$26,286,240</b>	<b>\$28,555,610</b>	<b>\$23,419,723</b>	<b>\$24,243,505</b>	<b>\$29,604,023</b>	<b>\$204,438,699</b>	
<b>Grand Total</b>			<b>\$12,792,368</b>	<b>\$16,120,212</b>	<b>\$21,792,134</b>	<b>\$26,423,620</b>	<b>\$37,243,957</b>	<b>\$43,907,080</b>	<b>\$46,084,400</b>	<b>\$38,554,797</b>	<b>\$42,572,822</b>	<b>\$46,093,794</b>	<b>\$331,585,184</b>	