

**THE CITY UNIVERSITY OF NEW YORK  
EXECUTIVE SALARY AND COMPENSATION  
PLAN**

**June 25, 2012**

## I. INTRODUCTION

In accordance with Executive Law §169(3), the Board of Trustees of The City of New York has established CUNY's Executive Compensation Plan (ECP). At its meeting on October 20, 1987, The City University Board of Trustees adopted a Salary Plan Report that was developed in accordance with Chapter 263 of the Laws of 1987, which authorized both The City University of New York and The State University of New York to establish and implement salary plans. These plans were to be developed in consultation with the New York State Division of the Budget, and the Governor's Office of Employee Relations with a 60-day notification to the Ways and Means Committee of the State Assembly, the Finance Committee of the New York State Senate, and the Director of the Budget.

The City University of New York (CUNY) recognizes the importance of recruiting and retaining innovative, highly competent, accountable and visionary leadership. The changing landscape of higher education has required that CUNY periodically assess its competitiveness in the marketplace. The 2006 Salary Plan specifically mandates that reviews of the salary ranges "be conducted periodically, but no less frequently than every five years." At the request of the Board of Trustees, and in accordance with the requirements of the Salary Plan to conduct periodic reviews of the salary ranges, CUNY undertook the review that follows.

## II. SALARY PLAN DESCRIPTION

### A. Tier Differential

Under this Salary Plan, each CUNY college is placed in one of five tiers or groupings (in addition to the System Office) based upon the following criteria:

- Ratio of doctoral faculty to full-time faculty
- Percentage of enrollment in graduate programs
- Percentage of degrees awarded in graduate programs
- Five-year average headcount enrollment
- Complexity of regular as well as professional programs at undergraduate and graduate levels

Campuses placed in **Research**, the first CUNY grouping, are Baruch, Brooklyn, The City College, Hunter, Queens, and the Graduate School and University Center. The second grouping, **CUNY-wide and Professional Schools**, is comprised of the CUNY Law School, the Graduate School of Journalism, the School of Public Health, the School of Professional Studies, and the Macaulay Honors College. Campuses in the third grouping, **Master's**, include John Jay, Lehman, and the College of Staten Island. The fourth grouping, **Baccalaureate**, includes Medgar Evers, York, and New York City

College of Technology. The fifth grouping, **Community Colleges**, is comprised of the Borough of Manhattan Community College, Bronx Community College, Kingsborough Community College, Queensborough Community College, LaGuardia Community College, Hostos Community College, and the New Community College, which has not yet been named.

## **B. Salary Ranges**

For each tier, the Salary Plan establishes salary ranges for ECP titles. As in earlier salary plans, there is overlap in the ranges between tiers that allows individual salaries to be based upon several factors, including differing levels of experience among executives, varying performance review results, and significant differences in market requirements. Within each tier, the salary of a newly-recruited executive will be determined by his/her background, skills and experience, degrees held, academic accomplishments, special qualities germane to the position, the position held at the time he/she was hired by CUNY, and market conditions. Another factor to be considered will be the size of the CUNY College compared to the institution from which the candidate moved. The Chancellor, in exceptional circumstances, may make offers beyond the maximum of the salary range, subject to the approval of the Board of Trustees.

As in the past, all salary ranges will be subject to periodic adjustment in accordance with the general increases provided for New York State M/C employees. Further, the salary ranges may be adjusted based on reviews of peer and national market trend data for higher education executive personnel, subject to Board of Trustees' approval. These reviews will be conducted periodically, but no less frequently than every five years. Any modification of salaries within the ECP is at the discretion of the Board of Trustees.

## **C. Performance Based Salary Increases**

The cornerstone of this salary plan is the link between salary and performance. Each year, the Chancellor establishes University goals that drive a set of targets and performance indicators at each campus. The campus goals and indicators are used to set individual executive goals and targets. At the end of each academic year, the Chancellor meets with each President to evaluate the President's success at meeting the aforementioned college goals. The President's salary for the coming year is dependent on the outcome of that meeting. Also tied to the college's goal achievement is the Chancellor's determination of the funds available to be used for college executive increases. In the same way that the Chancellor meets with each President to assess goal achievement, each President meets with members of his/her executive team and evaluates success at meeting individual goals. To determine an appropriate salary level for a sitting executive, the individual's overall performance while in the position is reviewed, relying in part on indicators that measure not only the progress made by the institution he/she serves, but also the particular executive's contribution and role in that

success. The executive's performance as it pertains to fiscal and academic management, and his/her relationship with students, faculty, and staff is also reviewed. There are no automatic increases. Individual salary improvements are driven by and subject to a performance review.

In rare and exceptional circumstances, the Chancellor may approve the awarding of a salary increase outside of the performance cycle subject to Board of Trustees' approval. Requests for such special increases require extensive justification detailing how the increase meets a critical college or University need.

As in the past, funds for all performance-based increases and all non-base compensation items identified herein will be absorbed by the University system or by the campuses. Each year, the Chancellor will determine whether performance-based increases will be awarded and the amounts available to fund such increases.

### **III. SALARY ANALYSIS**

As stated earlier, CUNY's Executive Compensation Plan expressly calls for a market comparison review of salaries to be undertaken no less than every five years. In February of 2010, in keeping with that requirement, the University engaged the services of the Mercer Corporation ("Mercer") to examine current market comparability data and make recommendations on the salary ranges.

At CUNY's direction, Mercer focused on the following "benchmarked" titles: Chancellor, Executive Vice Chancellor, Senior Vice Chancellor, Vice Chancellor, System Dean, President (Research Institution), President (Master's Institution), President (Baccalaureate Institution), and President (Two-Year Institution). After establishing salary ranges for these titles, Mercer derived a salary schedule for the entire Executive Compensation Plan. Mercer gathered data at the 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup>, and 90<sup>th</sup> percentiles for the benchmarked positions from recently published surveys, when available, in terms of base salary, total compensation, and actual short-term incentives.

Although Mercer completed its work in 2010, the Board of Trustees deferred consideration of the report. Mercer was asked to age the survey market data and salary structures to March 1, 2012. The Mercer Report, which is attached, was used to establish the new maximums for the salary ranges set forth below.

**IV. REVISED SALARY RANGES**

The following salary ranges are established:

**SYSTEM OFFICERS**

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective June 26, 2012	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
Chancellor	\$249,600	\$470,705	\$249,600	\$724,470
Executive Vice Chancellor	\$193,210	\$348,884	\$193,210	\$452,640
Senior. Vice Chancellor	\$154,566	\$294,374	\$154,566	\$361,620
Vice Chancellor	\$128,807	\$248,024	\$128,807	\$301,350
Associate Vice Chancellor			\$127,281	\$280,440
Senior University Dean			\$127,281	\$280,440
Secretary of the Board	\$112,503	\$186,090	\$112,503	\$263,220
University Dean/ University Administrator	\$108,241	\$195,815	\$108,241	\$256,800
University Associate Dean/ University Associate Administrator	\$92,514	\$167,486	\$92,514	\$223,200
University Assistant Dean/ University Assist Administrator	\$80,444	\$145,744	\$80,444	\$195,600

## RESEARCH INSTITUTIONS

Baruch College, Brooklyn College, The City College, Hunter College, Queens College, and the Graduate School and University Center

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective 6/26/12	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
<b>President</b>	\$165,528	\$299,016	\$165,528	\$371,460
<b>Senior Vice President</b>	\$132,422	\$239,375	\$132,422	\$306,000
<b>Vice President</b>	\$115,149	\$217,528	\$115,149	\$266,400
<b>Dean/Administrator/ Assistant Vice President</b>	\$100,132	\$181,210	\$100,132	\$231,600
<b>Associate Dean/Associate Administrator</b>	\$87,069	\$157,681	\$87,069	\$200,380
<b>Assistant Dean/Assistant Administrator</b>	\$75,710	\$137,219	\$75,710	\$178,245

## CUNY-WIDE AND PROFESSIONAL SCHOOLS

The CUNY Law School, The Graduate School of Journalism, the School of Public Health, the School of Professional Studies, and the Macaulay Honors College

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective 6/26/12	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
Dean of the Law School/ Dean of the Graduate School of Journalism/ Dean of the School of Public Health/ Dean of the School of Professional Studies/Dean of the Macaulay Honors College	\$165,528	\$299,016	\$165,528	\$371,460
CUNY-wide and Professional School Senior Associate Dean/CUNY-wide and Professional School Senior Associate Administrator			\$115,149	\$266,400
CUNY-wide and Professional School Associate Dean/CUNY-wide and Professional School Associate Administrator			\$100,132	\$231,600
CUNY-wide and Professional School Assistant Dean/CUNY-wide and Professional School Assistant Administrator			\$87,069	\$200,380

## MASTER'S INSTITUTIONS

John Jay College of Criminal Justice, Lehman College, and The College of Staten Island

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective 6/26/12	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
President	\$152,675	\$275,401	\$152,675	\$339,480
Senior Vice President	\$127,281	\$229,764	\$127,281	\$280,800
Vice President	\$110,666	\$199,842	\$110,666	\$244,800
Dean/Administrator/ Assistant Vice President	\$96,140	\$173,686	\$96,140	\$212,400
Associate Dean/Associate Administrator	\$83,705	\$151,298	\$83,705	\$184,070
Assistant Dean/Assistant Administrator	\$72,419	\$131,601	\$72,419	\$165,430



## BACCALAUREATE INSTITUTIONS

Medgar Evers College, New York City College of Technology, and York College

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective 6/26/12	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
<b>President</b>	\$152,675	\$266,467	\$152,675	\$327,180
<b>Senior Vice President</b>	\$122,892	\$222,230	\$122,892	\$271,200
<b>Vice President</b>	\$106,904	\$193,384	\$106,904	\$236,400
<b>Dean/Administrator/Assistant Vice President</b>	\$92,901	\$168,197	\$92,901	\$206,400
<b>Associate Dean/Associate Administrator</b>	\$80,779	\$146,347	\$80,779	\$178,245
<b>Assistant Dean/Assistant Administrator</b>	\$70,224	\$127,296	\$70,224	\$158,440

## COMMUNITY COLLEGES

Borough of Manhattan Community College, Bronx Community College, Hostos Community College, Kingsborough Community College, LaGuardia Community College, Queensborough Community College and the New Community College, which has not yet been named.

TITLE	SALARY RANGES effective 10/1/2009		SALARY RANGES effective 6/26/12	
	MINIMUM	MAXIMUM	MINIMUM	MAXIMUM
<b>President</b>	\$134,910	\$243,972	\$134,910	\$313,650
<b>Senior Vice President</b>	\$117,354	\$212,219	\$117,354	\$260,400
<b>Vice President</b>	\$102,297	\$184,665	\$102,297	\$226,800
<b>Dean/Administrator/Assistant Vice President</b>	\$88,721	\$160,662	\$88,721	\$198,000
<b>Associate Dean/Associate Administrator</b>	\$77,121	\$139,781	\$77,121	\$171,255
<b>Assistant Dean/Assistant Administrator</b>	\$67,089	\$121,590	\$67,089	\$152,615

## **V. NON-BASE COMPENSATION**

Non-base compensation components as provided below are customary and appropriate for senior executives in higher education.

### **A. Bonus Opportunities**

At the time of performance assessment, the Chancellor may authorize payment of lump sum bonuses, which may be awarded in addition to, or in lieu of, base salary increases to individual executives (NOTE: For employees in Tier 1 of the New York City Teachers' Retirement System, bonuses must be paid from non-tax-levy funds and must be reported to the Chancellor).

### **B. Deferred Compensation**

The Board of Trustees has the discretion to offer deferred compensation to the Chancellor. The Chancellor has the discretion, with the approval of the Board of Trustees, to offer a similar benefit to Presidents and to other members of the ECP. The amount of the deferred compensation and the terms of the individual agreements, including a substantial risk of forfeiture, will be determined by the Board of Trustees, if the recipient is the Chancellor, or by the Chancellor, subject to approval of the Board of Trustees, if the recipient is another member of the ECP.

### **C. Housing**

Senior College Presidents are provided with a campus owned or leased residence or with a housing allowance of \$5,000 per month. Community College Presidents are provided a housing allowance of \$5,000 per month. In the Chancellor's discretion, the Dean of a CUNY-wide or Professional School may be provided a housing allowance of \$5,000 per month. Any President serving in an Interim/Acting capacity receives a housing allowance of \$3,000 per month. In the Chancellor's discretion, a Dean of a CUNY-wide or Professional School serving in an Interim/Acting capacity may receive a housing allowance of \$3,000 per month. The Chancellor, in the absence of University-provided housing, receives a housing allowance of \$7,500 per month.

The Chancellor retains the discretion, with the approval of the Board of Trustees, to provide a housing allowance to other members of the ECP and to negotiate higher housing allowances for individual members of the ECP when necessary and appropriate. The University may periodically modify the housing allowance after a review of cost of living and housing indices, in consultation with the New York State Division of Budget and upon approval of the Board of Trustees.

Individuals who are provided with a campus owned or leased residence are subject to a

pre-tax, non-taxable maintenance deduction from their bi-weekly pay.

**D. Automobile Provisions**

The Chancellor and the Presidents are provided with an automobile and driver. In the Chancellor's discretion, a Dean of a CUNY-wide or Professional Schools may also be provided with an automobile and driver. The Executive Vice Chancellors, the Senior Vice Chancellors, and the Vice Chancellors, are provided automobiles; in the Chancellor's discretion, an individual serving in one of these titles may also be provided with a driver. At the Chancellor's discretion, other members of the ECP may be provided with a CUNY automobile. At the President's discretion, other members of the ECP at the college may be provided with a CUNY automobile.

**E. Business Expenses**

Non-tax-levy funds for business expenses are authorized for the Chancellor and the Presidents, and, in the discretion of the Chancellor, to the Dean of a CUNY-wide or Professional School. Appropriate documentation is required.

**F. Memberships in Clubs or Associations**

In their official capacities, the Chancellor and the Presidents, and, in the Chancellor's discretion, a Dean of a CUNY-wide or Professional School, may hold University-paid memberships in a limited number of clubs, professional associations and/or organizations. The Chancellor may authorize University-paid memberships in clubs, professional associations and /or organizations for additional members of the ECP in their official capacities.

**VI. Pension and Health Insurance**

Members of the ECP enjoy pension, health and welfare benefit options as detailed in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*

**VII. Limits to Earning Outside Income**

ECP members are permitted to engage in outside consultation and professional activities up to a maximum of two work days per month or twenty-four work days per year. Work days taken for this purpose are to be charged to annual leave. No outside activity may interfere with the executive's primary commitment to CUNY.

## **VIII. Study Leaves**

Upon recommendation by the Chancellor, the Board of Trustees may grant a member of the Executive Compensation Plan a study leave at full salary during every fifth year of service following the initial appointment or the date of the last leave taken pursuant to this policy, in lieu of vacation leave accrued for that year of service. The leave shall be for the purpose of improving administrative and academic performance. The duration of the leave is in the Chancellor's discretion.

## **IX. Involuntary Separation and Severance Pay**

Upon involuntary separation from positions in the ECP, for reasons other than cause, employees who are not appointed to another position within the University, or employees who resign from all positions within the University shall be compensated in a non-pensionable lump sum paid pursuant to the schedule promulgated in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*. This payment is in addition to any accrued annual leave due the employee.

## **X. Voluntary Separation**

### **A. Generally applicable rules**

Upon voluntary resignation from the ECP, employees receive the balance (if any) of accrued annual leave in a lump sum as set forth in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*.

Section 13.2 of the Bylaws of the University governs retirement leaves from the ECP. Members of the ECP are offered similar retirement options as other members of the Instructional Staff.

### **B. Retirement Payments for the Chancellor, the Presidents, and the Deans of the CUNY-wide and Professional Schools**

The Chancellor and Presidents who serve for seven years are provided one semester's salary (paid in a lump sum) upon retirement from the University, in addition to any Travia (sick leave) pay and annual leave pay to which they are entitled. In the discretion of the Chancellor, a Dean of a CUNY-wide or Professional School who serves for seven years may also be provided one semester's salary (paid in a lump sum) upon retirement from the University, in addition to any Travia (sick leave) pay and annual leave pay to which they are entitled.

### **C. University Professor**

The Chancellor may, in his/her discretion, recommend to the Board of Trustees the appointment of an individual as University Professor. To be eligible for consideration for appointment as a University Professor the individual must have served as President of a College of the University for a period of at least eight years immediately preceding such appointment. The appointment shall be for five years. Upon the recommendation of the Chancellor, the individual shall be eligible for one five-year reappointment.

### **D. Chancellor Emeritus**

The Board of Trustees may, in its discretion, appoint an individual to the ECP title of Chancellor Emeritus. To be eligible for consideration for appointment as Chancellor Emeritus, an individual must have served as Chancellor of the City University of New York for a period of eight years immediately preceding such appointment. The salary will be determined by the Board of Trustees. The term of appointment shall be five years. Upon recommendation of the Chair of the Board, the individual shall be eligible for one five-year reappointment.

## **XI. Other Terms and Conditions of Employment**

The Chancellor, with the approval of the Board of Trustees, has the discretion to establish such other terms and conditions of employment as are appropriate to this title series. Such terms and conditions include, but are not limited to annual leave, temporary disability leave, and leaves of absence with or without pay. These additional terms and conditions of employment will be incorporated into the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*.