



AUTM Salary Survey: 2004

A comprehensive, worldwide survey of compensation and benefits of academic licensing professionals, and organizational structures of offices of technology transfer

Dear AUTM Member:

This is the first formal *AUTM Salary Survey*[™] conducted by the Association of University Technology Managers[®]. It is also the first time AUTM has invited members outside North America to respond to a quantitative survey.

The project had its origins with the 2002-03 board, which charged Frances Galvin, vice president for the Eastern Region, with developing a plan to conduct a salary survey. Frances convened an ad hoc committee, which identified Peerfocus as the appropriate partner to help AUTM execute the project and address the issue of asking people to disclose information as sensitive as their salary to their peers.

The board approved Frances' plan, and, in March 2004, the project was turned over to the Survey, Statistics and Metrics Committee to execute. The obvious person to lead the project was Fred Reinhart, Wayne State University, and Fred enthusiastically stepped up to the plate. Though the Society of University Patent Administrators (SUPA), the predecessor of AUTM, had carried out a salary survey in 1988, AUTM had not addressed compensation issues again in any systematic way until the 1997 AUTM Annual MeetingSM, when Fred and I organized a workshop on incentive compensation plans. After this meeting, Fred made the issue his own and, subsequently, organized a number of workshops on incentive compensation and expanded his interest to include base salaries. His workshop, "Compensation: Current Measures, Issues and Innovations," at the 2002 AUTM Annual Meeting contains the most authoritative and comprehensive review of technology transfer salaries ever assembled.

Fred put together an outstanding committee to help him. First to step forward was co-chair Dana Bostrom, University of California, Berkeley. Dana and Fred have been able and hard working partners in this endeavor.

The other members of the committee include: Frances Galvin, Fox Chase Cancer Center, Kevin Croft, University of Sydney, and Joe Feiner, Partners Healthcare Systems Inc.

Just as there were a number of technology transfer surveys before AUTM launched the first *AUTM Licensing Survey*[™] in 1993, there were technology transfer salary surveys before this first *AUTM Salary Survey*. However, in both cases, the pre-AUTM surveys used different methodologies and definitions, collected different information, surveyed considerably fewer institutions and collected less information for each institution. The *AUTM Licensing Survey* established a basic methodological framework that is spreading around the world and has collected a consistent set of data in North America for 13 years. The *AUTM Salary Survey* will undoubtedly bring the same high rigor and standardization to compensation surveys.

In addition to the voluminous data about salaries, broken down by variables such as location, gender, highest degree, number of reports, years in technology transfer, etc., the *Salary Survey* contains a wealth of information not previously available on technology transfer office organization — reporting structures, signatory authorities and so forth. There is also some information on fringe benefits — bonuses and tuition reimbursement.

Finally, it is a pleasure to acknowledge the help and support we received from David Morgan of Peerfocus. He exhibited incredible patience as the association gingerly felt its way forward in this uncharted and sensitive area. The user-friendliness of the survey instrument is entirely attributable to Peerfocus' experience, and the methodologies and statistical tools they provided have made this report much more useful.

We are currently planning to conduct a compensation survey biennially and hope that in 2006 participation will increase, particularly from institutions outside North America.

Sincerely,



Ashley Stevens, AUTM Vice President for Annual Meeting and Surveys
Boston University

AUTM Salary Survey Committee Members

Co-Chairs:

Fred Reinhart *Wayne State University*

Dana Bostrom *University of California, Berkeley*

Members:

Kevin Croft *University of Sydney*

Joe Feiner *Partners Healthcare Systems Inc.*

Frances Galvin *Fox Chase Cancer Center*

Ashley Stevens *Boston University*

Acknowledgements

On behalf of the Salary Survey Committee, we extend our thanks to all technology transfer office directors and AUTM members who set aside time to collect data and respond to the survey. Thanks also to the Salary Survey Committee members for the many months of planning and carrying out this important effort.

It has been our pleasure to participate in the first of a series of *AUTM Salary Surveys*. We hope you will join in the next one planned for 2006.



Fred Reinhart, AUTM Salary Survey Committee Co-Chair
Wayne State University



Dana Bostrom, AUTM Salary Survey Committee Co-Chair
University of California, Berkeley

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Executive Summary

AUTM presents its first formal *Salary Survey*, and the first survey to collect and include information about U.S., Canadian and other nations' office-reporting structures, research budgets and salary information. To reduce the inefficiencies of individual salary polls, and to provide better baseline data for members, AUTM constructed a comprehensive survey and commissioned an outside firm to manage the survey process and ensure confidentiality.

To guarantee confidentiality for individual salary information, only means, number of data points, standard deviation and percentiles are shown in the tables in the report. Information about each position and salary tables are shown in the same order throughout the report: position description and general information about the position including signature authority, alternate titles, reporting structure and common educational background. Not all tables are relevant to all positions, so those most useful for each position are included, with U.S. and non-U.S. data within each position.

Unfortunately, some positions do not have data that can be reported because there were too few respondents to report any data given the confidentiality restrictions.

AUTM is pleased to provide one electronic copy of the 2004 *AUTM Salary Survey* to each organization that participated in the survey, as listed in Appendix 3. Members who did not respond can purchase copies of the report at a member discount, and non-AUTM individuals and organizations can also purchase hard or electronic copies of the report. For more information about ordering the report, see Appendix 1.

AUTM plans to conduct a salary survey in 2006, and we hope more organizations will report data.

Restatement of survey questions and instructions appear in Appendix 2.

A list of institutional respondents appears in Appendix 3.

Cross Section of Respondents:

- 177 total organizations responded: 150 U.S., 14 Canadian and organizations in six other countries; seven additional institutions responded, but wished to remain anonymous.

- Data about 1,002 incumbents, including:
 - ▶ 153 directors
 - ▶ 106 assistant/associate directors
 - ▶ 278 licensing associates
 - ▶ 67 licensing assistants
 - ▶ 19 startup directors
 - ▶ 195 administrative assistants
 - ▶ 69 business managers
 - ▶ 28 marketing managers
 - ▶ 31 in-house counsels
 - ▶ 56 patent managers
 - 62 private organizations and 112 public organizations
- Survey Methodology and Procedures appear in Appendix 10.

Key Themes

By far, the most significant factor affecting salaries was the number of employees in the technology transfer office. That was followed by highest degree held and number of years the incumbent has been in the technology transfer profession. Research expenditures of the institution were also predictive. Other factors of significance, in declining order of importance, were years the incumbent had been in the position, private vs. public control of the institution, urban vs. non-urban location, number of direct reports, gender and geographic region.

Institutional characteristics, such as research expenditures and technology transfer head count, had a greater influence on salaries of the more senior positions, while individual characteristics, such as highest degree held and gender, were more of a factor amongst incumbents in more junior positions. Gender was a significant factor in salary, with males earning more than females.

The survey demonstrates that salaries generally have a high standard deviation.

An important note about presentation of data in this report:

Confidentiality: One of the key aims of this survey was to protect the confidentiality of compensation information for individuals. Therefore, consistent with the survey instructions, whenever the number of incumbents (n) in a position category was less than 10 ($n < 10$), we did not show the actual number. Whenever n was less than three ($n < 3$), we did not report data at all. In all tables, we did not report medians, minimum or maximum salaries because they would reveal the

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actual compensation of an individual. In other tables, we masked the actual "n" or deleted some data relating to positions that were "missing" or "valid" to prevent the reader from calculating actual salaries where "n" was between 3 and 10.

Time frame: All salaries are reported in U.S. dollars as of Jan. 1, 2004. Also, all salaries for non-U.S. positions were converted to U.S. dollars at the applicable conversion rate in effect as of Jan. 1, 2004.

Inconsistencies: In some cases, salary numbers may not match from table to table because details about a specific incumbent (e.g., degree) were not provided and the n value changed.

Survey Results by Position

Position 1: Director

Position description:

The director is the head of the technology transfer office. This position directs and manages the intellectual property or technology transfer activities at the institution. The person spends his or her full-time activities on technology transfer matters, but may also supervise a limited number of additional activities related to corporate relationships such as industrial sponsored research agreements, clinical trial agreements, etc. He or she sets and/or interprets policies as they pertain to technology transfer activities; manages the licensing, business development and administrative staff in the technology transfer office; and communicates with the institution's senior administration officials or governing board. Activities performed in the technology transfer office managed by the director include approving and/or signing license or other technology transfer agreements; assessing the protectability and commercial potential of new invention disclosures; obtaining and maintaining intellectual property protection through legal counsel; heading the institution's patent committee; pursuing expanded relationships with the corporate sector; attracting venture capital for investment in technologies; managing the technology transfer office budget; and facilitating relationships among faculty, industry, research sponsors, patent counsel and university administrators. Depending on the organizational structure of a particular university system, there may be either a single director overseeing the technology transfer office or several. (Note: This definition is based on the chief technology transfer officer position description used in the 1998–99 and 2000–01 College and University Professional Association surveys and is intended to capture the salaries of the same individuals as reported to those surveys to allow some longitudinal comparisons to be made.)

- **Other possible titles:** Executive director, assistant vice president or associate vice president or associate vice chancellor
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Years of experience:** 5–30
- **Signatory authority:** All
- **Reports to:** Vice president of research, provost or associate provost or, in the event that a vice presi-

dent or associate provost holds this position, directly to a provost or the president of the institution

Table D-1: General Salary Data for Directors

Position	USA or Other	Control	Mean	Std. Deviation	N
Director	USA	Private	157,863	51,935	50
		Public	120,845	34,176	77
		Other			1
		Total	135,625	45,521	128
	Non-USA	Private	77,922	26,412	N<10
		Public	99,629	23,173	18
		Other			1
		Total	95,000	25,099	N<30
	Total	Private	149,298	55,578	56
		Public	116,825	33,337	95
		Other			2
		Total	128,987	45,364	N<130

Table D-2: Director Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N	
Director	USA	BS/BA	99,894	42,363	N<10	
		MS/MA	128,230	43,750	26	
		MBA	127,088	37,898	28	
		Law	127,166	24,267	13	
		PhD	151,991	49,569	52	
		MD			1	
		Total	136,589	45,124	N<130	
		Non-USA	BS/BA			1
	MS/MA		92,341	19,054	N<10	
	MBA		109,408	24,775	N<10	
	Law		66,748	24,802	N<10	
	PhD		95,870	24,419	13	
	Total		95,000	25,099	25	
	Total		BS/BA	100,534	38,709	N<10
			MS/MA	124,517	43,112	29
		MBA	124,409	36,469	33	
		Law	115,838	33,858	16	
		PhD	140,767	50,809	65	
		MD			1	
		Total	129,703	45,146	N<160	

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Table D-3: Director Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Director	USA	0-2 years			2
		3-4 years	118,166	46,900	N<10
		5-9 years	119,012	30,973	32
		10+ years	145,453	47,371	83
		Total	135,701	45,456	N<130
	Non-USA	0-2 years			2
		3-4 years			1
		5-9 years	92,009	30,588	N<10
		10+ years	96,677	21,850	16
		Total	95,000	25,099	N<30
	Total	0-2 years	89,306	34,890	N<10
		3-4 years	113,617	46,499	10
		5-9 years	114,748	32,090	38
		10+ years	137,570	47,712	99
		Total	128,962	45,311	N<160

Table D-5: Director Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Director	Private	N	Valid	50	14	50		N<10		N<10
			Missing	0	36	0		0		0
		Mean		157,863	25,171	164,911		79,886		81,770
	Public	N	Valid	77	N<10	77		18		18
			Missing	0	70	0		0		0
		Mean		120,845	9,814	121,738		99,629	11,271	105,890

Table D-4: Director Salaries by Region

			US-EAST				US-CENTRAL		
Position			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Director	N	Valid	66	12	66		36	N<10	36
		Missing	-	54	-		-	29	-
	Mean		140,038	19,421	143,569		128,438	22,664	132,845
	Percentiles	10	82,665	2,860	82,665		76,338		76,338
		25	105,421	5,750	105,890		92,090		94,500
		50	134,700	11,000	134,700		125,000		125,000
		75	176,250	26,188	180,000		154,375		154,375
		90	201,500	68,500	206,000		181,851		221,200

			US-WEST				NON-US		
Position			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Director	N	Valid	25	2	25		24	11	24
		Missing	-	23	-		-	13	-
	Mean		133,281		134,457		94,202	10,931	99,212
	Percentiles	10	81,310		81,310		64,329	3,295	66,594
		25	106,500		106,500		74,223	4,639	77,351
		50	130,000		130,000		91,593	10,714	100,738
		75	159,650		167,650		116,792	16,395	120,842
		90	197,000		197,000		134,352	19,329	140,492

Table D-6: Director Salaries by Gender

			USA				NON-USA			
Position	Gender		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Director	Male	N	Valid	93	16	93		17		17
			Missing	-	77	-		-		-
		Mean		137,970	20,063	141,421		96,022	11,719	102,916
	Female	N	Valid	33	N<10	33		N<10		N<10
			Missing	-	28	-		-		-
		Mean		128,872	20,020	131,905		81,258		83,142

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Table D-7: Director Salaries by Percentiles

Position			USA				NON-USA		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Director	N	Valid	128	21	128		25	12	25
		Missing	-	107	-		-	13	-
	Mean		135,625	20,052	138,914		95,000	11,760	100,645
	Std. Deviation		45,521	20,046	51,694		25,099	6,383	28,092
	Percentiles	10	82,299	2,840	82,299		64,607	3,449	67,325
		25	105,000	7,000	105,140		75,769	5,363	77,854
		50	131,345	13,400	131,595		92,779	11,156	100,965
		75	165,670	27,125	166,750		116,891	18,595	121,692
		90	196,120	50,650	205,100		133,678	20,414	141,011

Table D-8: Director Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Director	Urban	N	Valid	93	19	93		22	12	22
			Missing	-	74	-		-	10	-
		Mean		140,476	20,637	144,692		95,274	11,760	101,688
	Non-Urban	N	Valid	35	2	35		1	-	1
			Missing	-	33	-		-	1	-
		Mean		122,733		123,562				

Table D-9: Director Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
Director	USA	\$1M to \$100M	109,870	33,992	47
		\$101M to \$249M	137,346	41,123	39
		\$250M to \$449M	161,459	48,616	20
		\$500M+	166,456	43,224	20
		Total	135,545	45,736	126
	Non-USA	\$1M to \$100M	89,420	23,824	17
		\$101M to \$249M			2
		\$250M to \$449M			1
		\$500M+			2
		Total	96,039	25,450	22
	Total	\$1M to \$100M	104,438	32,721	64
		\$101M to \$249M	135,830	40,805	41
		\$250M to \$449M	159,467	48,256	21
		\$500M+	163,165	42,562	22
		Total	129,672	45,498	148

Table D-10: Director Salaries by Number of Direct Reports

Position	USA or Other	N of Reports	Mean	Std. Deviation	N	
Director	USA	0 Reports	89,800	30,078	N<10	
		1-2 Reports	107,833	28,507	36	
		3-5 Reports	140,822	43,055	39	
		6-10 Reports	155,034	40,712	36	
		11+ Reports	176,922	56,040	N<10	
		Total	135,972	45,250	125	
	Non-USA	0 Reports				1
		1-2 Reports	81,203	26,393	10	
		3-5 Reports	99,594	21,487	N<10	
		6-10 Reports	103,597	20,684	N<10	
		11+ Reports			2	
		Total	93,906	25,023	24	
	Total	0 Reports	93,857	28,679	N<10	
		1-2 Reports	102,044	29,912	46	
		3-5 Reports	134,548	43,024	46	
		6-10 Reports	149,890	42,007	40	
		11+ Reports	164,394	58,266	11	
		Total	129,197	45,316	149	

Table D-11: Director Salaries by Total Technology Transfer Office Head Count

Position	USA or Other	Office Head Count Quartiles	Mean	Std. Deviation	N
Director	USA	1-5	112,568	36,842	66
		6-9	144,093	29,071	26
		10-19	159,730	32,385	22
		20+	190,716	55,160	14
		Total	135,625	45,521	128
	Non-USA	1-5	92,484	26,566	15
		6-9	94,142	21,241	N<10
		10-19			1
		20+	110,731	17,644	N<10
		Total	96,826	25,150	23
	Total	1-5	108,848	35,888	81
		6-9	137,432	32,764	30
		10-19	158,480	32,204	23
		20+	176,601	59,151	17
		Total	129,715	45,198	151

Additional data:

- Data about director bonuses
See Appendix 4.
- Data about director signature authority
See Appendix 7.
- Data about to whom directors report
See Appendix 5.

International:

Only two variables appear to help account for the variance in the international director salaries. Research expenditures of the institution account for 37 percent of variance, followed by number of direct reports, which adds another 20 percent.

Key factors in compensation for this position:

U.S.:

The variable that accounts most for salary differences in U.S. director salaries is the number of employees in the organization, accounting for 21 percent of variance in salary. The second most important factor is whether the organization is public or private, accounting for almost 20 percent of the variance. The remaining variables that appear to influence U.S. salary are: research expenditures of the institution, years in technology transfer, years in position (which has a negative relationship, meaning that the more years one has in a position the lower the salary is), number of direct reports and highest degree.

Position 2: Assistant/Associate Director

Position description:

The assistant/associate director is the most senior position among the licensing officer positions at the institution. The assistant/associate director assists and reports to the director or executive director of the technology transfer office or the assistant/associate vice president and may have the authority to act in his or her absence. This position may supervise one or more licensing associates and may have the authority to approve license terms and signature authority for material transfer agreements, confidential disclosure agreements and other relatively standard agreements but will typically not have signature authority for licenses and option agreements. The assistant/associate director is responsible for project or case management. In large offices, the assistant/associate director may also be responsible for interpreting policies as they pertain to technology transfer activities, managing the licensing and administrative staff in the technology transfer office and other duties as above. Specific activities include: identifying technologies with commercial

applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing nonconfidential, technical information for marketing purposes; developing and implementing specific marketing strategies for each technology; and drafting and negotiating license agreements and other types of agreements including material transfer, collaboration, interinstitutional and nondisclosure agreements. (Note: This definition is based on the senior technology licensing officer position description used in the 1998–99 and 2000–01 CUPA surveys and is intended to capture the salaries of the same individuals as reported to those surveys to allow some longitudinal comparisons to be made.)

- **Other possible titles:** Senior technology licensing officer, deputy director
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Years of experience:** 5–20
- **Reports to:** Director or executive director of the technology transfer office or the assistant/associate vice president

Table AD-1: General Salary Data for Assistant/Associate Directors

Position	USA or Other	Control	Mean	Std. Deviation	N
Assist/ Assoc Dir	USA	Private	108,726	31,654	42
		Public	91,570	27,116	47
		Total	99,666	30,420	89
	Non-USA	Private	47,562	6,006	N<10
		Public	79,998	23,930	14
		Total	74,274	25,144	N<20
	Total	Private	104,648	34,255	45
		Public	88,914	26,681	61
		Total	95,594	30,977	106

Table AD-2: Assistant/Associate Director Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Assist/ Assoc Dir	USA	BS/BA	85,600	36,062	N<10
		MS/MA	101,028	26,688	12
		MBA	92,835	23,696	19
		Law	93,444	39,294	11
		PhD	109,075	30,773	34
		Total	99,800	31,084	N<90
		Total	99,800	31,084	N<90
	Non-USA	BS/BA	57,934	12,407	N<10
		MS/MA			1
		MBA	70,673	11,501	N<10
		PhD	85,020	28,307	N<10
		Total	74,274	25,144	17
		Total	74,274	25,144	17
		Total	74,274	25,144	17
	Total	BS/BA	78,684	33,620	12
		MS/MA	96,409	30,500	13
		MBA	88,981	23,478	23
		Law	93,444	39,294	11
PhD		104,040	31,539	43	
Total		95,546	31,545	102	

AUTM Salary Survey: 2004

Table AD-3: Assistant/Associate Director Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Assist/ Assoc Dir	USA	0-2 years	69,639	30,778	12
		3-4 years	87,242	18,260	10
		5-9 years	103,832	26,485	29
		10+ years	110,220	29,188	37
		Total	99,970	30,458	88
	Non-USA	0-2 years	67,951	25,161	N<10
		3-4 years	75,026	37,761	N<10
		5-9 years	76,350	6,027	N<10
		10+ years	76,073	4,139	N<10
		Total	74,274	25,144	17
	Total	0-2 years	69,302	28,900	15
		3-4 years	82,212	27,580	17
		5-9 years	100,501	26,460	33
		10+ years	107,659	29,500	40
		Total	95,810	31,045	105

Table AD-5: Assistant/Associate Director Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Assist/ Assoc Dir	Private	N	Valid	42	16	42		N<10		N<10
			Missing	0	26	0		0		0
		Mean		108,726	12,356	113,433		47,562		50,073
	Public	N	Valid	47	N<10	47		14		14
			Missing	0	38	0		0	13	0
		Mean		91,570	8,450	93,188		79,998		80,126

Table AD-4: Assistant/Associate Director Salaries by Region

Position			US-EAST				US-CENTRAL			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Assist/ Assoc Dir	N	Valid	47	15	47		27	N<10	27	
		Missing	-	32	-		-	23	-	
	Mean		104,136	10,557	107,505		83,751	14,873	85,954	
	Percentiles	10		71,396	1,600	71,396		42,326		42,326
		25		83,196	3,000	85,000		58,000		58,000
		50		96,000	8,000	100,000		85,000		85,000
		75		120,000	20,000	120,000		104,000		108,150
	90		139,977	22,319	156,151		129,400		129,400	
Assist/ Assoc Dir	N		US-WEST				NON-US			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Assist/ Assoc Dir	N	Valid	15	N<10	15		17	N<10	17	
		Missing	-		-		-	14	-	
	Mean		114,310	9,317	118,037		74,274	3,109	74,822	
	Percentiles	10		76,260		80,340		43,756		43,756
		25		100,000		101,000		50,855		53,429
		50		120,000		120,000		72,445		72,445
		75		129,900		137,500		91,020		91,020
	90		135,860		143,660		115,099		115,099	

Table AD-6: Assistant/Associate Director Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Assist/ Assoc Dir	Male	N	Valid	48	17	48		10	-	10
			Missing	-	31	-		-	10	-
		Mean		100,067	11,151	104,017		77,276		77,276
	Female	N	Valid	37	N<10	37		N<10		N<10
			Missing	-	29	-		-		-
	Mean		97,633	10,522	99,908		78,104		78,552	

AUTM Salary Survey: 2004

Table AD-7: Assistant/Associate Director Salaries by Percentiles

Position			USA				NON-USA		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Assist/ Assoc Dir	N	Valid	89	25	89		17	N<10	17
		Missing	-	64	-		-	14	-
	Mean		99,666	10,950	102,742		74,274	3,109	74,822
	Std. Deviation		30,420	7,362	33,740		25,144		24,601
	Percentiles	10	63,000	1,600	63,000		43,756		43,756
		25	77,527	4,500	77,977		50,855		53,429
		50	96,000	9,200	100,000		72,445		72,445
		75	122,500	17,500	122,500		91,020		91,020
		90	135,510	22,116	143,000		115,099		115,099

Table AD-8: Assistant/Associate Director Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Assist/ Assoc Dir	Urban	N	Valid	71	23	71		16	N<10	16
			Missing	-	48	-		-	13	-
		Mean		102,533	11,361	106,214		74,388	3,109	74,971
	Non-Urban	N	Valid	18	2	18		1	-	1
			Missing	-	16	-		-	1	-
		Mean		88,357		89,049				

Table AD-9: Assistant/Associate Director Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
Assist/Assoc Dir	USA	\$1M to \$100M	75,843	31,135	18
		\$101M to \$249M	91,594	19,422	26
		\$250M to \$449M	113,631	33,851	20
		\$500M+	113,119	23,812	23
		Total	99,092	30,519	87
	Non-USA	\$1M to \$100M	57,303	15,438	N<10
		\$101M to \$249M			1
		\$250M to \$449M			2
		\$500M+	104,658	15,746	N<10
		Total	74,274	25,144	17
	Total	\$1M to \$100M	69,663	28,045	27
		\$101M to \$249M	90,872	19,411	27
		\$250M to \$449M	110,189	34,072	22
		\$500M+	111,608	22,575	28
		Total	95,035	30,999	104

Table AD-10: Assistant/Associate Director Salaries by Number of Direct Reports

Position	USA or Other	N of Reports	Mean	Std. Deviation	N
Assist/Assoc Dir	USA	0 Reports	88,023	24,218	28
		1-2 Reports	90,573	25,976	25
		3-5 Reports	115,030	32,524	17
		6-10 Reports	130,734	17,515	12
		11+ Reports			N<10
		Total	101,002	30,153	83
	Non-USA	0 Reports	63,939	18,156	N<10
		1-2 Reports	56,721	15,943	N<10
		3-5 Reports			1
		11+ Reports			N<10
		Total	63,055	15,569	13
	Total	0 Reports	85,012	24,662	32
		1-2 Reports	84,021	27,695	31
		3-5 Reports	112,644	33,136	18
		6-10 Reports	130,734	17,515	12
		11+ Reports	93,813	31,252	N<10
		Total	95,864	31,397	96

**Table AD-11: Assistant/
Associate Director Salaries by Total
Technology Transfer Office Head Count**

Position	USA or Other	Office Head Count Quartiles	Mean	Std. Deviation	N
Assist/ Assoc Dir	USA	1-5	78,422	19,711	27
		6-9	87,106	23,554	18
		10-19	105,397	21,021	27
		20+	137,604	25,040	17
		Total	99,666	30,420	89
	Non-USA	1-5	56,147	16,375	N<10
		6-9	89,956	29,067	N<10
		10-19			1
		20+	74,544	2,122	N<10
		Total	74,274	25,144	17
	Total	1-5	74,372	20,825	33
		6-9	87,904	24,616	25
		10-19	104,220	21,547	28
		20+	128,145	32,591	20
		Total	95,594	30,977	106

Additional data:

- Data about assistant/associate director bonuses
See Appendix 4.
- Data about assistant/associate signature authority
See Appendix 7.
- Data about to whom assistant/associate directors report
See Appendix 5.

Key factors in compensation for this position:

U.S.:

As seen in the U.S. director data, number of employees is the single best variable that accounts for salary difference, accounting for about 35 percent of variance. The institution's research expenditures add another 15 percent, but it is a negative relationship, meaning that as research expenditures increase, salary decreases. The number of years in technology transfer adds another 6 percent.

International:

With International associate/assistant director data, only years in the organization is statistically significant, and it explains 41 percent of variance.

Position 3: Licensing Associate

Position description:

The licensing associate is responsible for case management including identifying, evaluating and licensing inventions made by researchers at the institution. Specific activities include: identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing nonconfidential, technical information for marketing purposes; developing and implementing specific marketing strategies for each technology; and drafting and negotiating license agreements and other types of agreements including material transfer, collaboration, interinstitutional and nondisclosure agreements.

- **Other possible titles:** Licensing specialist or licensing manager
- **Possible degrees:** Ph.D., M.B.A., J.D., M.S., M.S., B.S., B.A.
- **Years of experience:** 2–10
- **Signatory authority:** Typically will not have
- **Reports to:** Assistant/associate director, or director, if no assistant/associate director present
- **Supervisory responsibilities:** May oversee licensing assistants or support staff

Table LA-1: General Salary Data for Licensing Associates

Position	USA or Other	Control	Mean	Std. Deviation	N
Licensing Assoc	USA	Private	84,200	19,378	101
		Public	69,705	19,185	141
		Other			N<5
		Total	76,029	20,656	244
	Non-USA	Private	47,250	7,874	N<10
		Public	51,405	10,433	29
		Other			N<5
		Total	53,337	13,759	N<40
	Total	Private	83,134	20,109	104
		Public	66,584	19,251	170
		Other	99,815	12,540	N<10
		Total	73,253	21,268	278

Table LA-2: Licensing Associate Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N	
Licensing Assoc	USA	Assoc			1	
		BS/BA	69,152	25,133	42	
		MS/MA	76,401	18,430	38	
		MBA	78,633	20,865	39	
		Law	77,431	21,073	26	
		PhD	78,711	18,021	93	
		Total	76,386	20,466	239	
		Non-USA	BS/BA	50,465	1,801	N<10
	MS/MA		63,739	31,421	N<10	
	MBA		51,594	7,845	N<10	
	Law		45,215	15,093	N<10	
	PhD		52,874	9,867	12	
	Total		52,689	13,858	32	
	Total	Assoc				1
		BS/BA	67,906	24,718	45	
		MS/MA	75,195	19,822	42	
		MBA	73,563	21,822	48	
		Law	73,136	23,031	30	
		PhD	75,758	19,126	105	
		Total	73,588	21,212	271	

AUTM Salary Survey: 2004

Table LA-3: Licensing Associate Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Licensing Assoc	USA	0-2 years	65,346	15,537	68
		3-4 years	74,927	19,468	71
		5-9 years	78,002	20,464	61
		10+ years	93,918	19,098	40
		Total	76,159	20,753	240
	Non-USA	0-2 years	46,387	9,075	10
		3-4 years	53,505	11,324	10
		5-9 years	53,155	8,622	N<10
		10+ years	69,538	27,092	N<10
		Total	53,196	13,947	33
	Total	0-2 years	62,916	16,136	78
		3-4 years	72,282	19,908	81
		5-9 years	74,807	21,046	70
		10+ years	91,702	20,791	44
		Total	73,383	21,391	273

Table LA-4: Licensing Associate Salaries by Region

Position			US-EAST			US-CENTRAL			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Licensing Assoc	N	Valid	116	25	116	67	11	67	
		Missing	-	91	-	-	56	-	
	Mean		76,574	4,980	77,647	72,672	12,894	74,789	
	Percentiles	10		48,125	1,500	48,125	51,206	7,574	51,206
		25		63,276	2,500	63,276	56,000	10,080	56,000
		50		76,894	4,000	76,894	71,400	13,875	71,400
		75		89,975	7,852	89,975	85,000	15,900	92,491
		90		104,300	10,602	105,015	99,828	17,260	111,000
Licensing Assoc	N	Valid	59	N<10	59	32	2	32	
		Missing	-	50	-	-	30	-	
	Mean		77,645	5,967	78,556	51,016		51,124	
	Percentiles	10		56,160		57,865	33,797		34,458
		25		65,000		66,000	44,940		44,940
		50		75,000		76,500	52,590		52,590
		75		89,100		89,100	57,793		57,793
		90		103,524		103,524	63,415		63,415

Table LA-5: Licensing Associate Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assoc	Private	N	Valid	101	33	101		2	1	2
			Missing	0	68	0		0	1	0
		Mean		84,200	7,770	86,739				
	Public	N	Valid	141	12	141		29	1	29
			Missing	0	129	0		0	28	0
		Mean		69,705	5,304	70,157		51,405		51,446

Table LA-6: Licensing Associate Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assoc	Male	N	Valid	130	24	130		21	1	21
			Missing	-	106	-		-	20	-
		Mean		77,815	8,229	79,334		56,590		56,697
	Female	N	Valid	98	21	98		11	1	11
			Missing	-	77	-		-	10	-
		Mean		73,076	5,835	74,327		49,269		49,378

Table LA-7: Licensing Associate Salaries by Percentiles

Position			USA				NON-USA			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Licensing Assoc	N	Valid	244	45	244		34	2	34	
		Missing	-	199	-		-	32	-	
	Mean		76,029	7,112	77,340		53,337		53,439	
	Std. Deviation		20,656	4,472	21,949		13,759		13,690	
	Percentiles	10		51,754		51,754		34,240		
		25		60,000		60,298		45,906		
		50		75,000		75,000		52,716		
		75		89,075		90,225		60,306		
90			104,000		105,959		70,296			

Table LA-8: Licensing Associate Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assoc	Urban	N	Valid	188	43	188		31	2	31
			Missing	-	145	-		-	29	-
		Mean		78,820	7,373	80,507		53,750		53,861
	Non-Urban	N	Valid	56	2	56		2	-	2
			Missing	-	54	-		-	2	-
		Mean		66,657		66,710				

Table LA-9: Licensing Associate Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
Licensing Assoc	USA	\$1M to \$100M	62,480	17,416	32
		\$101M to \$249M	73,644	16,847	55
		\$250M to \$449M	77,004	24,184	82
		\$500M+	81,784	18,153	67
		Total	75,609	20,864	236
	Non-USA	\$1M to \$100M	46,431	9,110	18
		\$101M to \$249M	57,843	8,895	N<10
		\$250M to \$449M	59,069	2,541	N<10
		Total	51,414	10,102	31
	Total	\$1M to \$100M	56,702	16,770	50
		\$101M to \$249M	71,638	16,860	63
		\$250M to \$449M	75,973	23,850	87
		\$500M+	81,784	18,153	67
		Total	72,800	21,363	267

Additional data:

- Data about licensing associate bonuses
See Appendix 4.

International:

In the international licensing associate category, only total number of employees is significant, but it does account for 40 percent of variance.

Key factors in compensation for this position:

U.S.:

Number of employees appears to account for approximately 20 percent of variance in salary, and years in technology transfer adds another 15 percent of variance. Factors that appear to have a slight influence are private vs. public status and highest degree achieved.

Position 4: Licensing Assistant

Position description:

The licensing assistant does not draft or negotiate license agreements or other types of agreements but assists in the licensing process. This assistance may be in the pretransaction phase by evaluating the commercial potential of inventions; performing market research or Web-based patent searches; identifying potential licensees; and preparing nonconfidential, technical information for marketing purposes. Assistance may also be in the post-transaction phase by supervising licensee compliance with both financial and nonfinancial contractual terms of the license. This position may focus on reviewing and negotiating incoming and outgoing material transfer agreements.

- **Other possible titles:** License manager or licensing manager
- **Possible degrees:** M.B.A., M.S., B.S., B.A.
- **Years of experience:** 1–5
- **Signatory authority:** None
- **Reports to:** Licensing associate or to the associate/assistant director, or, in the absence of an assistant/associate director, to the director
- **Supervisory responsibilities:** None

Table LST-1: General Salary Data for Licensing Assistants

Position	USA or Other	Control	Mean	Std. Deviation	N
Licensing Assist	USA	Private	54,548	13,923	38
		Public	44,926	11,006	19
		Other			1
		Total	51,199	13,631	58
	Non-USA	Private			1
		Public	40,254	10,759	N<10
		Total	38,358	11,559	N<10
	Total	Private	53,744	14,627	39
		Public	43,542	10,943	27
		Other			1
		Total	49,474	14,005	67

Table LST-2: Licensing Assistant Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Licensing Assist	USA	Assoc			2
		BS/BA	48,028	11,344	17
		MS/MA	57,649	16,269	13
		MBA	46,379	7,542	N<10
		Law	53,872	19,033	N<10
		PhD	52,454	11,467	12
		Total	51,649	13,922	54
		Non-USA	BS/BA		
	MS/MA				2
	MBA		37,756	12,683	N<10
	PhD		48,193	1,946	N<10
	Total		38,358	11,559	N<10
	Total	Assoc			2
		BS/BA	46,349	13,111	18
		MS/MA	54,601	17,075	15
		MBA	42,067	10,459	N<10
		Law	53,872	19,033	N<10
		PhD	51,601	10,343	15
		Total	49,750	14,314	63

AUTM Salary Survey: 2004

Table LST-3: Licensing Assistant Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Licensing Assist	USA	0-2 years	47,960	11,804	32
		3-4 years	59,895	16,307	14
		5-9 years	50,035	9,803	N<10
		10+ years	48,665	17,616	N<10
		Total	51,199	13,631	58
	Non-USA	0-2 years	37,885	10,727	N<10
		3-4 years	38,950	14,214	N<10
		Total	38,358	11,559	N<10
	Total	0-2 years	46,598	12,040	37
		3-4 years	55,241	17,868	18
		5-9 years	50,035	9,803	N<10
		10+ years	48,665	17,616	N<10
		Total	49,474	14,005	67

Table LST-4: Licensing Assistant Salaries by Region

Position			US-EAST				US-CENTRAL			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Licensing Assist	N	Valid	26	2	26		17	N<10	17	
		Missing	-	24	-		-	11	-	
	Mean		55,305		55,746		52,438	6,032	54,567	
	Percentiles	10		40,170		40,170		34,488		34,488
		25		45,562		45,562		44,300		47,100
		50		52,542		52,542		54,125		55,000
		75		63,763		63,763		61,027		61,795
		90		81,259		85,700		67,520		74,832
Licensing Assist	N	Valid	14	1	14		N<10	-	N<10	
		Missing	-	13	-		-	9	-	
	Mean		42,646		42,967		38,358		38,358	
	Percentiles	10		34,500		34,500				
		25		36,500		36,500				
		50		41,700		41,700				
		75		47,537		49,625				
		90		54,814		54,814				

Table LST-5: Licensing Assistant Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assist	Private	N	Valid	38	N<10	38		0	0	0
			Missing	0	30	0		0	0	0
		Mean		54,548	5,958	55,802				
	Public	N	Valid	25	1	25		N<10	0	N<10
			Missing	0	24	0		0	8	0
		Mean		37,024		37,204		40,254		40,254

Table LST-6: Licensing Assistant Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assist	Male	N	Valid	18	N<10	18		N<10	-	N<10
			Missing	-	15	-		-	4	-
		Mean		46,484	6,990	47,649		44,843		44,843
	Female	N	Valid	41	N<10	41		N<10	-	N<10
			Missing	-	35	-		-	3	-
		Mean		47,834	5,198	48,595		32,992		32,992

Table LST-7: Licensing Assistant Salaries by Percentiles

Position			USA				NON-USA			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Licensing Assist	N	Valid	64	N<10	64		N<10	-	N<10	
		Missing	-	55	-		-	9	-	
	Mean		47,524	5,796	48,339		38,358		38,358	
	Std. Deviation		17,342		18,197					
	Percentiles	10		15,750		15,750				
		25		38,000		38,000				
		50		48,000		49,750				
		75		56,221		57,876				
		90		67,700		70,500				

AUTM Salary Survey: 2004

Table LST-8: Licensing Assistant Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Licensing Assist	Urban	N	Valid	52	N<10	52		N<10	-	N<10
			Missing	-	43	-		-	8	-
		Mean		46,633	5,796	47,636		40,254		40,254
	Non-Urban	N	Valid	12	-	12		1	-	1
			Missing	-	12	-		-	1	-
		Mean		51,386		51,386				

Table LST-9: Licensing Assistant Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
Licensing Assist	USA	\$1M to \$100M	40,704	14,977	N<10
		\$101M to \$249M	50,515	13,600	11
		\$250M to \$449M	56,974	14,960	17
		\$500M+	51,462	10,488	21
		Total	51,605	13,692	N<60
	Non-USA	\$1M to \$100M	32,765	10,826	N<10
		\$250M to \$449M	47,742	1,827	N<10
		Total	40,254	10,759	N<10
	Total	\$1M to \$100M	37,817	13,631	11
		\$101M to \$249M	50,515	13,600	11
		\$250M to \$449M	55,216	13,904	21
		\$500M+	51,462	10,488	21
		Total	50,186	13,815	64

Additional data:

- Data about licensing assistant bonuses
See Appendix 4.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Key factors in compensation for this position:

U.S.:

In the U.S. licensing assistant category, there are few good variables that appear to account for salary difference. Region is the only statistically significant variable, and it is not that meaningful, explaining only 8.5 percent of salary variance.

Position 5: Marketing Manager

Position description:

Working with licensing personnel, the marketing manager assists in the licensing of technologies. He or she provides assistance to the licensing associate responsible for the technology or may assume the lead, with support from the licensing associate. Marketing assistance may include some or all of the following functions: assessment of commercial viability of technology, evaluation of market size, identification of potential licensees and key contacts, and initiation of direct contact with potential licensees. The marketing manager

may also be responsible for marketing the technology transfer office to industry and maintaining industry contacts. The marketing manager has no case management responsibilities and usually is only involved in identifying qualified license prospects.

- **Other possible titles:** Marketing director, marketing specialist, marketing associate
- **Possible degrees:** Ph.D., M.B.A., M.S., B.S., B.A.
- **Years of experience:** 0–10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** None

Table MKT-1: General Salary Data for Marketing Managers

Position	USA or Other	Control	Mean	Std. Deviation	N
Marketing Manager	USA	Private	79,819	36,871	15
		Public	59,671	22,324	12
		Total	70,864	32,357	27
	Non-USA	Public			1
		Total			1
	Total	Private	79,819	36,871	15
		Public	59,542	21,378	13
		Total	70,405	31,845	28

Table MKT-2: Marketing Manager Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Marketing Manager	USA	BS/BA	67,489	39,401	N<10
		MS/MA	63,441	21,426	N<10
		MBA	58,783	18,656	N<10
		Law			1
		PhD	83,200	15,069	N<10
		MD			2
		Total	70,864	32,357	27
		Non-USA	MBA		
	Total				1
	Total	BS/BA	67,489	39,401	N<10
		MS/MA	63,441	21,426	N<10
		MBA	58,669	17,033	N<10
		Law			1
		PhD	83,200	15,069	N<10
		MD			2
Total	70,405	31,845	28		

Table MKT-3: Marketing Manager Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Marketing Manager	USA	0-2 years	65,556	32,576	16
		3-4 years	97,650	36,986	N<10
		5-9 years	66,993	17,306	N<10
		10+ years			1
		Total	71,959	32,484	26
	Non-USA	10+ years			1
		Total			1
	Total	0-2 years	65,556	32,576	16
		3-4 years	97,650	36,986	N<10
		5-9 years	66,993	17,306	N<10
		10+ years			2
Total		71,441	31,967	27	

AUTM Salary Survey: 2004

Table MKT-4: Marketing Manager Salaries by Region

Position			US-EAST				US-CENTRAL		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Marketing Manager	N	Valid	18	1	18		N<10	-	N<10
		Missing	-	17	-		-	5	-
	Mean		74,151		74,290		62,790		62,790
	Percentiles	10	39,366		39,366				
		25	47,055		47,055				
		50	57,612		57,612				
		75	102,750		104,625				
		90	135,000		135,000				
			US-WEST				NON-US		
Marketing Manager	N	Valid	N<10	1	N<10		1	-	1
		Missing	-	3	-		-	1	-
	Mean		66,169		66,669				
	Percentiles	10							
		25							
		50							
		75							
90									

Table MKT-5: Marketing Manager Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Marketing Manager	Private	N	Valid	15	2	15		1	0	1
			Missing	0	13	0		0	1	0
		Mean		79,819		80,119				
	Public	N	Valid	14	0	14		1	0	1
			Missing	0	14	0		0	1	0
		Mean		52,576		52,576				

Table MKT-6: Marketing Manager Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Marketing Manager	Male	N	Valid	13	-	13			-	
			Missing	-	13	-		-	-	
		Mean		75,662		75,662		-		57,987
	Female	N	Valid	15	1	15		-	-	-
			Missing	-	14	-		-	-	-
		Mean		59,886		60,053				

Table MKT-7: Marketing Manager Salaries by Percentiles

Position				USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Marketing Manager	N	Valid		29	2	29		1	-	1
			Missing	-	27	-		-	1	-
	Mean			66,667		66,822				
	Std. Deviation			34,907		34,946				
	Percentiles	10		30,000		30,000				
		25		44,385		44,385				
		50		56,014		56,014				
		75		91,800		91,800				
90			135,000		135,000					

Table MKT-8: Marketing Manager Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Marketing Manager	Urban	N	Valid	24	2	24		1	-	1
			Missing	-	22	-		-	1	-
		Mean		71,113		71,300				
	Non-Urban	N	Valid		-	5		-	-	-
			Missing		-	5		-	-	-
		Mean		45,327		45,327				

Key factors in compensation for this position:

U.S.:

There are only two factors that appear to be significant variables, and together they account for only 27 percent of the variance. In one of the few instances where location (urban vs. non-urban) demonstrates a difference, urban correlates with higher salaries. Gender also has an impact, with males having higher salaries.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Position 6: Business Manager

Position description:

The business manager is responsible for financial functions in the office, including invoicing, receipt and disbursement of revenues associated with licenses; invoicing and receipt of reimbursements from licensees; and payments to vendors (law firms, patent agents, etc.) providing support to the office. The business manager may also be responsible for managing budget in support of licensing activities. He or she

works closely with licensing personnel to ensure licensee compliance with financial terms of agreements.

- **Other possible title:** Finance manager
- **Possible degrees:** M.B.A., B.S., B.A.
- **Years of experience:** 0–10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** Administrative assistants

Table BUS-1: General Salary Data for Business Managers

Position	USA or Other	Control	Mean	Std. Deviation	N
Bus Manager	USA	Private	58,108	18,081	31
		Public	49,795	20,171	30
		Other			1
		Total	54,104	19,286	62
	Non-USA	Private			1
		Public	46,687	10,776	N<10
		Total	47,551	10,100	N<10
		Total	57,940	17,812	32
	Total	Private	57,940	17,812	32
		Public	49,277	18,844	36
		Other			1
		Total	53,439	18,618	N<75

Table BUS-2: Business Manager Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Bus Manager	USA	Assoc	40,550	11,250	N<10
		BS/BA	49,024	16,573	30
		MS/MA	65,228	14,249	N<10
		MBA	78,539	20,682	N<10
		Law			2
		PhD			1
		Total	55,250	19,916	54
		Non-USA	BS/BA	52,845	4,316
	PhD				1
	Total		51,515	4,415	N<10
	Total	Assoc	40,550	11,250	N<10
		BS/BA	49,372	15,854	33
		MS/MA	65,228	14,249	N<10
		MBA	78,539	20,682	N<10
		Law			2
		PhD			2
		Total	54,992	19,255	58

AUTM Salary Survey: 2004

Table BUS-3: Business Manager Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Bus Manager	USA	0-2 years	44,101	15,660	12
		3-4 years	56,821	18,675	19
		5-9 years	57,656	23,489	16
		10+ years	53,793	16,937	12
		Total	53,845	19,452	59
	Non-USA	0-2 years	46,908	11,850	N<10
		3-4 years			2
		10+ years			1
		Total	47,551	10,100	N<10
	Total	0-2 years	44,803	14,475	16
		3-4 years	56,012	18,159	21
		5-9 years	57,656	23,489	16
		10+ years	53,393	16,280	13
		Total	53,177	18,732	N<70

Table BUS-4: Business Manager Salaries by Region

Position			US-EAST				US-CENTRAL		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Bus Manager	N	Valid	31	N<10	31		16	-	16
		Missing	-	25	-		-	16	-
	Mean		57,880	5,083	58,864		45,485		45,485
	Percentiles	10	34,684		34,684		22,751		22,751
		25	41,000		41,000		36,470		36,470
		50	52,903		52,903		41,778		41,778
		75	75,000		77,500		58,500		58,500
	90	91,400		92,000		67,626		67,626	
Bus Manager	N	Valid	14	N<10	14		N<10	1	N<10
		Missing	-	N<10	-		-	6	-
	Mean		55,224	4,710	56,906		47,551		47,874
	Percentiles	10	29,868		30,520				
		25	39,340		39,451				
		50	52,708		56,358				
		75	62,375		62,375				
	90	99,500		104,500					

Table BUS-5: Business Manager Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Bus Manager	Private	N	Valid	31	N<10	31		1	1	1
			Missing	0	26	0		0	0	0
		Mean		58,108	4,100	58,769				
	Public	N	Valid	30	N<10	30		N<10	0	N<10
			Missing	0	24	0		0	6	0
		Mean		49,795	5,592	50,913		46,687		46,687

Table BUS-6: Business Manager Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Bus Manager	Male	N	Valid	12	N<10	12		N<10	1	N<10
			Missing	-		-		-	3	-
		Mean		67,211	6,400	69,878		49,298		49,864
	Female	N	Valid	46	N<10	46		N<10	-	N<10
			Missing	-	40	-		-	3	-
		Mean		50,574	3,675	51,053		45,222		45,222

Table BUS-7: Business Manager Salaries by Percentiles

Position			USA				NON-USA			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Bus Manager	N	Valid	62	11	62		N<10	1	N<10	
		Missing	-	51	-		-	6	-	
	Mean		54,104	4,914	54,975		47,551		47,874	
	Std. Deviation		19,286	3,501	20,462					
	Percentiles	10		34,142	1,100	34,709				
		25		40,519	1,750	40,519				
		50		50,500	4,500	50,500				
		75		65,597	9,000	65,597				
90			87,800	10,000	91,100					

AUTM Salary Survey: 2004

Table BUS-8: Business Manager Salaries by Urban vs. Non-Urban

Position	Type of Location	N		USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Bus Manager	Urban	N	Valid	46	10	46		N<10	1	N<10
			Missing	-	36	-		-	5	-
		Mean		56,793	4,405	57,751		45,941		46,318
	Non-Urban	N	Valid	16	1	16		1	-	1
			Missing	-	15	-		-	1	-
		Mean		46,370		46,995				

Table BUS-9: Business Manager Salaries by Number of Direct Reports

Position	USA or Other	N of Reports	Mean	Std. Deviation	N
Bus Manager	USA	0 Reports	45,899	18,221	28
		1-2 Reports	57,454	16,565	24
		3-5 Reports	68,215	17,995	N<10
		6-10 Reports			2
		11+ Reports			1
		Total	54,227	19,421	N<70
	Non-USA	0 Reports	42,008	13,838	N<10
		1-2 Reports	52,750	5,230	N<10
		3-5 Reports			1
		Total	47,551	10,100	N<10
	Total	0 Reports	45,522	17,690	31
		1-2 Reports	56,932	15,720	27
		3-5 Reports	65,411	18,025	N<10
		6-10 Reports			2
		11+ Reports			1
		Total	53,539	18,737	N<70

Table BUS-10: Business Manager Salaries by Total Technology Transfer Office Head Count

Position	USA or Other	Office Head Count Quartiles	Mean	Std. Deviation	N	
Bus Manager	USA	1-5	46,851	14,845	12	
		6-9	43,739	17,434	15	
		10-19	57,304	19,873	23	
		20+	68,178	14,967	12	
		Total	54,104	19,286	N<70	
	Non-USA	1-5				2
		6-9	52,750	5,230		N<10
		10-19				1
		20+				1
		Total	47,551	10,100		N<10
	Total	1-5	45,073	14,480		14
		6-9	45,241	16,293		18
		10-19	57,300	19,437		24
		20+	66,671	15,326		13
		Total	53,439	18,618		N<70

Key factors in compensation for this position:

U.S.:

With the U.S. business manager category, 18 percent of the variance can be accounted for by the incumbent's highest degree. The second factor is gender, with males having 10 percent higher salaries. Public vs. private is the third factor, with 7 percent higher salaries at private institutions. The final two factors are years in technology transfer and number of reports. Overall, 48 percent of variance is accounted for.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Position 7: Patent Manager

Position description:

A patent manager is a support staff person who handles aspects of the invention disclosure management and reporting process including receiving disclosures and other patent documents, entering disclosure information into databases, performing federal reporting and managing communications with outside patent counsel (assignments, small-entity forms, declarations, retention letters, etc.) and, possibly, the U.S. Patent and Trademark Office for payment of maintenance fees, etc.

- **Other possible title:** Paralegal
- **Possible degrees:** B.S., B.A.
- **Years of experience:** 0–10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** None

Table PAT-1: General Salary Data for Patent Managers

Position	USA or Other	Control	Mean	Std. Deviation	N
Patent Manager	USA	Private	56,295	23,241	20
		Public	45,542	19,860	29
		Other			1
		Total	49,602	21,637	N<60
	Non-USA	Public	42,723	11,927	N<10
		Total	42,723	11,927	N<10
	Total	Private	56,295	23,241	20
		Public	45,059	18,626	35
		Other			1
		Total	48,865	20,848	N<60

Table PAT-2: Patent Manager Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Patent Manager	USA	Assoc	38,120	6,959	10
		BS/BA	45,942	15,997	22
		MS/MA	52,447	25,917	N<10
		MBA			1
		Law	92,853	41,614	N<10
		PhD	70,647	23,546	N<10
		Total	49,891	22,534	45
	Non-USA	MS/MA			1
		Law			2
		PhD			1
		Total	39,966	5,177	N<10
	Total	Assoc	38,120	6,959	10
		BS/BA	45,942	15,997	22
		MS/MA	50,919	24,002	N<10
		MBA			1
		Law	72,377	40,783	N<10
		PhD	61,683	26,287	N<10
		Total	49,081	21,787	49

Table PAT-3: Patent Manager Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Patent Manager	USA	0-2 years	41,003	13,496	12
		3-4 years	48,375	30,506	10
		5-9 years	50,482	24,919	12
		10+ years	57,325	17,494	14
		Total	49,669	22,090	48
	Non-USA	0-2 years			1
		5-9 years	38,377	7,397	N<10
		Total	39,220	6,271	N<10
	Total	0-2 years	41,061	12,923	13
		3-4 years	48,375	30,506	10
		5-9 years	48,061	22,822	15
		10+ years	57,325	17,494	14
		Total	48,865	21,446	N<60

Table PAT-4: Patent Manager Salaries by Region

Position			US-EAST				US-CENTRAL		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Patent Manager	N	Valid	27	N<10	27		15	1	15
		Missing	-	24	-		-	14	-
	Mean		47,670	3,333	48,040		48,728		49,934
	Percentiles	10	27,872		27,872		28,426		28,426
		25	36,312		36,312		29,000		29,000
		50	46,125		46,125		42,000		42,000
		75	51,627		51,627		48,000		48,000
		90	69,885		70,285		104,072		111,308
Patent Manager	N	Valid	N<10	2	N<10		N<10	-	N<10
		Missing	-		-		-	6	-
	Mean		61,231	5	62,045		42,723		42,723
	Percentiles	10							
		25							
		50							
		75							
		90							

Table PAT-5: Patent Manager Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Patent Manager	Private	N	Valid	20	N<10	20		0	0	0
			Missing	0	16	0				
		Mean		56,295	7,023	57,699				
	Public	N	Valid	9	2	29		N<10	0	N<10
			Missing	0	27	0		0	6	0
		Mean		45,542		45,739		42,723		42,723

AUTM Salary Survey: 2004

Table PAT-6: Patent Manager Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Patent Manager	Male	N	Valid	11	N<10	11		-	-	-
			Missing	-	N<10	-		-	-	-
		Mean		59,224	7,263	61,205				
	Female	N	Valid	37	N<10	37		N<10	-	N<10
			Missing	-	34	-		-	6	-
		Mean		46,500	4,000	46,824		42,723		42,723

Table PAT-7: Patent Manager Salaries by Percentiles

Position				USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Patent Manager	N	Valid		50	N<10	50		N<10	-	N<10
			Missing	-	44	-		-	6	-
	Mean		49,602	5,632	50,278		42,723		42,723	
	Std. Deviation		21,637		23,153					
	Percentiles	10		28,739		28,739				
		25		34,773		34,773				
		50		45,000		45,414				
		75		53,470		53,470				
		90		84,586		84,786				

Table PAT-8: Patent Manager Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Patent Manager	Urban	N	Valid	38	N<10	38		N<10	-	N<10
			Missing	-	32	-		-	5	-
		Mean		53,233	5,632	54,122		42,917		42,917
	Non-Urban	N	Valid	12	-	12		1	-	1
			Missing	-	12	-		-	1	-
		Mean		38,107		38,107				

Table PAT-9: Patent Manager Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
Patent Manager	USA	\$1M to \$100M	43,984	24,475	N<10
		\$101M to \$249M	43,224	17,069	13
		\$250M to \$449M	45,697	12,202	13
		\$500M+	58,154	26,626	16
		Total	48,864	21,215	N<55
	Non-USA	\$1M to \$100M	36,321	4,186	N<10
		\$250M to \$449M			1
		\$500M+			1
		Total	42,723	11,927	N<10
	Total	\$1M to \$100M	41,197	19,483	11
		\$101M to \$249M	43,224	17,069	13
		\$250M to \$449M	45,746	11,725	14
		\$500M+	58,537	25,829	17
		Total	48,194	20,420	55

Key factors in compensation for this position:

U.S.:

Forty-five percent of the variance in the patent manager category is accounted for by the incumbent's highest degree. Total number of employees is second, adding another 15 percent of variance.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Position 8: Administrative Assistant

Position description:

Administrative assistants support the licensing process but have limited or no direct contact with licensees or potential licensees. They include positions that support research functions, secretarial functions, office management functions, database management, file maintenance functions and financial functions such as processing of legal bills, issuance and collection of invoices, and receipt and distribution of royalty income.

- **Other possible title:** Administrative coordinator
- **Possible degrees:** B.S., B.A.
- **Years of experience:** 0–10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** None

Table AA-2: Administrative Assistant Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Admin Assist	USA	Assoc	35,158	9,024	36
		BS/BA	37,745	7,611	66
		MS/MA	43,433	10,501	N<10
		MBA			1
		Total	37,103	8,278	N<110
	Non-USA	Assoc	55,192	31,682	2
		BS/BA	27,325	6,669	N<10
		MS/MA			1
		Total	36,354	19,041	N<10
	Total	Assoc	36,213	11,168	38
		BS/BA	37,149	7,902	70
		MS/MA	41,273	9,601	N<10
		MBA			1
		Total	37,057	9,148	113

Table AA-1: General Salary Data for Administrative Assistants

Position	USA or Other	Control	Mean	Std. Deviation	N
Admin Assist	USA	Private	38,285	8,340	67
		Public	35,266	7,583	99
		Other	25,606	3,426	N<10
		Total	36,229	8,100	N<10
	Non-USA	Private	24,902	7,855	N<180
		Public	32,431	13,222	17
		Other			1
		Total	30,418	12,022	25
	Total	Private	37,019	9,138	74
		Public	34,851	8,622	116
		Other	27,445	5,070	N<10
		Total	35,484	8,878	N<200

Table AA-3: Administrative Assistant Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Admin Assist	USA	0-2 years	33,775	7,283	70
		3-4 years	36,454	6,558	43
		5-9 years	36,861	6,586	33
		10+ years	41,342	11,378	12
		Total	35,724	7,566	158
		Non-USA	0-2 years	26,381	6,586
	3-4 years		33,449	19,141	N<10
	5-9 years		31,706	8,305	N<10
	10+ years		34,074	3,423	N<10
	Total		30,418	12,022	25
	Total	0-2 years	32,851	7,571	80
		3-4 years	35,983	9,415	51
		5-9 years	36,304	6,851	37
		10+ years	39,888	10,604	15
		Total	34,999	8,472	183

Table AA-4: Administrative Assistant Salaries by Region

Position			US-EAST				US-CENTRAL			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Admin Assist	N	Valid	82	N<10	82		33	1	33	
		Missing	-	75	-		-	32	-	
	Mean		36,286	2,054	36,462		33,241		33,306	
	Percentiles	10		28,037		28,037		24,324		24,324
		25		31,427		31,427		27,000		27,000
		50		35,717		36,000		30,750		30,750
		75		40,032		40,032		39,070		39,070
	90		46,700		47,204		43,704		44,854	

Position			US-WEST				NON-US			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Admin Assist	N	Valid	51	N<10	51		24	N<10	24	
		Missing	-	44	-		-	17	-	
	Mean		38,903	2,986	39,313		30,235	1,084	30,551	
	Percentiles	10		27,740		29,900		15,821		16,386
		25		34,900		34,900		24,427		24,427
		50		37,000		37,000		29,365		29,365
		75		43,000		44,950		34,792		35,509
	90		48,624		48,714		38,229		38,229	

Table AA-5: Administrative Assistant Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Admin Assist	Private	N	Valid	67	N<10	67		N<10	N<10	N<10
			Missing	0	60	0		0	N<10	0
		Mean		38,285	2,149	38,510		24,902		25,526
	Public	N	Valid	99	N<10	99		17	2	17
			Missing	0	91	0		0	15	0
	Mean		35,266	2,800	35,493		32,431		32,620	

AUTM Salary Survey: 2004

Table AA-6: Administrative Assistant Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Admin Assist	Male	N	Valid	N<10	-	N<10		-	-	-
			Missing	-	N<10	-	-	-	-	
		Mean		36,946		36,946				
	Female	N	Valid	149	14	149		25	N<10	25
			Missing	-	135	-	-	18	-	
		Mean		35,534	2,621	35,780		30,418	1,084	30,721

Table AA-7: Administrative Assistant Salaries by Percentiles

Position			USA				NON-USA			
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04	
Admin Assist	N	Valid	170	15	170		25	N<10	25	
		Missing	-	155	-	-	18	-		
	Mean		36,229	2,496	36,449		30,418	1,084	30,721	
	Std. Deviation		8,100	1,161	8,272		12,022		11,970	
	Percentiles	10		26,449	1,050	26,449		15,821		
		25		30,243	1,500	30,243		24,576		
		50		35,700	2,163	35,700		29,950		
		75		40,431	3,500	40,431		34,795		
		90		46,000	4,300	47,263		38,144		

Table AA-8: Administrative Assistant Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Admin Assist	Urban	N	Valid	135	15	135		24	N<10	24
			Missing	-	120	-	-	17	-	
		Mean		36,408	2,496	36,685		30,235	1,084	30,552
	Non-Urban	N	Valid	35	-	35		1	-	1
			Missing	-	35	-	-	1	-	
		Mean		35,539		35,539				

Table AA-9: Administrative Assistant Salaries by Number of Direct Reports

Position	USA or Other	N of Reports	Mean	Std. Deviation	N
Admin Assist	USA	0 Reports	36,216	7,599	135
		1-2 Reports	39,660	11,081	19
		3-5 Reports			1
		Total	36,637	8,117	155
	Non-USA	0 Reports	26,391	8,222	12
		1-2 Reports	31,193	4,200	10
		3-5 Reports			1
		Total	28,176	7,097	23
	Total	0 Reports	35,414	8,085	147
		1-2 Reports	36,741	10,069	29
		3-5 Reports			2
		Total	35,543	8,466	178

Additional data:

- Data about to whom administrative assistants report
See Appendix 5.

Key factors in compensation for this position:

U.S.:

Variables are not strong predictors, with only 26 percent of the variance accounted for. Research expenditures is the variable that best accounts for salary differences, accounting for approximately 10 percent of variance, followed by type of location (urban means higher salary), years in position and highest degree. However, these latter three variables together account for only another 16 percent of variance.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Position 9: Director of Startups

Position description:

The director of startups leads the effort to start companies based on technologies owned by and to be licensed by the institution to the new entity. The person will typically not be involved in the frontline phases of identifying and evaluating disclosures made by researchers at the institution (usually the responsibility of licensing associates or licensing assistants) but will handle inventions that represent potential startup opportunities referred to them by these individuals. The director of startups will evaluate startup opportunities, confirm that they should be pursued as startups rather than traditional licenses and work with the inventor to prepare summaries of the opportunity, up to and including the initial business plan. He or she will recruit the startup CEO and assist in obtaining financing. He or she may work with a licensing associate or assistant/associate director to negotiate the terms of the license with the startup company and may represent the institution as an observer on the board of directors of the startup. He or she is a full-time employee of the institution or a wholly owned subsidiary of the institution or its research foundation.

- **Other possible titles:** Director of venture/business development
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Years of experience:** 2–20
- **Reports to:** Director or elsewhere within the institution

Table SU-1: General Salary Data for Directors of Startups

Position	USA or Other	Control	Mean	Std. Deviation	N
Dir of Startups	USA	Private	121,916	48,515	N<10
		Public	107,919	20,634	N<10
		Total	114,043	34,928	16
	Non-USA	Public	62,101	16,735	N<10
		Total	62,101	16,735	N<10
	Total	Private	121,916	48,515	N<10
		Public	96,464	28,106	12
		Total	105,841	37,768	19

Table SU-2: Director of Startups Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
Dir of Startups	USA	BS/BA	110,597	22,986	N<10
		MS/MA	92,859	25,512	N<10
		MBA	151,000	33,422	N<10
		Law			2
		PhD			2
		Total	114,043	34,928	16
	Non-USA	BS/BA			2
		MBA			1
		Total	62,101	16,735	N<10
	Total	BS/BA	97,651	26,818	N<10
		MS/MA	92,859	25,512	N<10
		MBA	123,945	60,602	N<10
		Law			2
		PhD			2
		Total	105,841	37,768	19

Table SU-3: Director of Startups Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
Dir of Startups	USA	0-2 years	108,750	42,106	N<10
		3-4 years			1
		5-9 years	109,784	22,752	N<10
		10+ years			2
		Total	117,618	32,984	15
	Non-USA	5-9 years			2
		10+ years			1
		Total	62,101	16,735	N<10
	Total	0-2 years	108,750	42,106	N<10
		3-4 years			1
		5-9 years	99,314	30,619	10
		10+ years	111,476	35,709	N<10
Total		108,365	37,178	N<20	

Table SU-4: Director of Startups Salaries by Region

Position			US-EAST				US-CENTRAL		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Dir of Startups	N	Valid	10	N<10	10		N<10	2	N<10
		Missing	-	N<10	-		-	2	-
	Mean		115,894	7,300	118,084		110,686		114,485
	Percentiles	10	61,870		62,120		92,866		100,560
		25	78,013		78,638		95,650		101,420
		50	109,000		110,250		109,939		113,689
		75	149,000		161,675		126,470		128,345
		90	186,200		186,200		130,000		130,000
Dir of Startups	N	Valid	2	2	2		N<10	-	N<10
		Missing	-	-	-		-	3	-
	Mean						62,101		62,101
	Percentiles	10							
		25							
		50							
		75							
		90							

Table SU-5: Director of Startups Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Dir of Startups	Private	N	Valid	N<10	N<10	N<10		0	0	0
			Missing	0	N<10	0				
		Mean		103,659	7,300	106,787				
	Public	N	Valid	N<10	N<10	N<10		N<10	0	N<10
			Missing	0	N<10	0		0	3	0
		Mean		107,919	7,186	111,113		62,101		62,101

AUTM Salary Survey: 2004

Table SU-6: Director of Startups Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Dir of Startups	Male	N	Valid	10	N<10	10		2	-	2
			Missing	-	N<10	-		-	2	-
		Mean		107,800	8,090	111,845				
	Female	N	Valid	N<10	2	N<10		1	-	1
			Missing	-	3	-		-	1	-
		Mean		98,177		100,215				

Table SU-7: Director of Startups Salaries by Percentiles

Position				USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Dir of Startups	N	Valid		16	N<10	16		N<10	-	N<10
			Missing	-	N<10	-		-	3	-
	Mean		106,055	7,235	109,220		62,101		62,101	
	Std. Deviation		42,004		39,898					
	Percentiles	10		46,548		51,618				
		25		80,890		80,890				
		50		102,000		102,625				
		75		129,500		133,975				
90			175,400		175,400					

Table SU-8: Director of Startups Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
Dir of Startups	Urban	N	Valid	12	N<10	12		N<10	-	N<10
			Missing	-	N<10	-		-	3	-
		Mean		109,290	7,191	112,885		62,101		62,101
	Non-Urban	N	Valid	N<10	1	N<10		-	-	-
			Missing	-	3	-				
		Mean		96,351		98,226				

Table SU-9: Director of Startups Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N	
Dir of Startups	USA	\$1M to \$100M	75,137	14,795	N<10	
		\$101M to \$249M	110,471	40,631	N<10	
		\$250M to \$449M	145,600	24,470	N<10	
		\$500M+	104,503	18,251	N<10	
		Total	113,920	36,150	15	
	Non-USA	\$1M to \$100M				1
		\$101M to \$249M				2
		Total	62,101	16,735	N<10	
	Total	\$1M to \$100M		67,048	20,191	N<10
		\$101M to \$249M		97,568	37,285	N<10
		\$250M to \$449M		145,600	24,470	N<10
		\$500M+		104,503	18,251	N<10
		Total		105,284	38,782	18

Additional data:

- Data about director of startups bonuses
See Appendix 4.
- Data about director of startups signature authority
See Appendix 7.
- Data about to whom directors of startups report
See Appendix 5.

Key factors in compensation for this position:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance.

Position 10: In-House Counsel

Position description:

An in-house counsel is a bar-certified lawyer employed by the institution to support licensing activity and, possibly, also intellectual property management. Efforts of an in-house counsel typically focus on managing relationships with outside patent counsel; advising on transactional issues including licensing, sponsored research and related agreements; and managing the university's role in any litigation related to intellectual property. In some offices, in-house counsel may file all or some provisional patent applications.

- **Other possible titles:** Assistant/associate general counsel, intellectual property counsel
- **Possible degrees:** J.D., plus Ph.D., M.S., B.S., B.A.
- **Years of experience:** 3–20
- **Signatory authority:** None
- **Reports to:** General counsel or to the director of the technology transfer office through the general counsel, but is dedicated to the office or the intellectual property function
- **Supervisory responsibilities:** None

Table IC-1: General Salary Data for In-House Counsels

Position	USA or Other	Control	Mean	Std. Deviation	N
In-House Counsel	USA	Private	135,143	44,304	N<10
		Public	108,338	29,565	19
		Total	115,555	35,319	26
	Non-USA	Private			1
		Public	71,302	32,731	N<10
		Total	71,886	28,376	N<10
	Total	Private	127,528	46,329	N<10
		Public	101,897	32,669	23
		Total	108,512	37,596	31

Table IC-2: In-House Counsel Salaries by Highest Degree

Position	USA or Other	Highest Degree	Mean	Std. Deviation	N
In-House Counsel	USA	Law	105,613	26,693	22
		PhD			2
		MD			1
		Total	114,577	35,686	25
	Non-USA	Law			2
		PhD	82,614	28,969	N<10
		Total	71,886	28,376	N<10
	Total	Law	101,461	29,629	24
		PhD	125,359	62,744	N<10
		MD			1
		Total	107,462	37,774	30

Table IC-3: In-House Counsel Salaries by Years of Technology Transfer Experience

Position	USA or Other	Years in Tech Quartiles	Mean	Std. Deviation	N
In-House Counsel	USA	0-2 years			1
		3-4 years	106,249	26,687	N<10
		5-9 years	105,624	29,549	10
		10+ years	127,108	42,780	11
		Total	115,555	35,319	26
	Non-USA	0-2 years			2
		5-9 years			2
		10+ years			1
		Total	71,886	28,376	N<10
	Total	0-2 years	72,538	46,305	N<10
		3-4 years	106,249	26,687	N<10
		5-9 years	104,069	27,893	12
		10+ years	122,701	43,552	12
		Total	108,512	37,596	N<35

Table IC-4: In-House Counsel Salaries by Region

Position			US-EAST				US-CENTRAL		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	N	Valid	10	1	10		N<10	2	N<10
		Missing	-	9	-		-	5	-
	Mean		125,159		126,159		99,635		103,639
	Percentiles	10	82,300		82,300				
		25	92,500		92,500				
		50	132,194		132,500				
		75	140,500		143,847				
	90	196,900		197,639					
Position			US-WEST				NON-US		
			Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	N	Valid	N<10	1	N<10		N<10	1	N<10
		Missing	-	8	-		-	4	-
	Mean		117,266		118,033		71,886		72,335
	Percentiles	10							
		25							
		50							
		75							
	90								

Table IC-5: In-House Counsel Salaries — Private vs. Public Institutions

Position	Control			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	Private	N	Valid	N<10	1	N<10		1	0	1
			Missing	0	6	0		0	1	0
		Mean		135,143		138,290				
	Public	N	Valid	19	N<10	19		N<10	1	N<10
			Missing	0	16	0		0	3	0
		Mean		108,338	7,633	109,543		71,302		71,863

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Table IC-6: In-House Counsel Salaries by Gender

Position	Gender			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	Male	N	Valid	13	2	13		2	-	2
			Missing	-	11	-		-	2	-
		Mean		117,706		119,006				
	Female	N	Valid	12	2	12		N<10	1	N<10
			Missing	-	10	-		-	2	-
		Mean		108,192		110,528		74,849		75,596

Table IC-7: In-House Counsel Salaries by Percentiles

Position				USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	N	Valid		26	N<10	26		N<10	1	N<10
			Missing	-	22	-		-	4	-
	Mean		115,555	11,233	117,283		71,886		72,335	
	Std. Deviation		35,319		36,121					
	Percentiles	10		71,100		74,730				
		25		83,945		84,250				
		50		115,668		115,668				
		75		140,000		140,500				
90			166,185		171,001					

Table IC-8: In-House Counsel Salaries by Urban vs. Non-Urban

Position	Type of Location			USA				NON-USA		
				Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04		Salary in US\$ at 1/1/04	Bonus in US\$ at 1/1/04	Salary + Bonus in US\$ at 1/1/04
In-House Counsel	Urban	N	Valid	22	N<10	22		N<10	1	N<10
			Missing	-	19	-		-	2	-
		Mean		114,911	11,643	116,499		55,613		56,360
	Non-Urban	N	Valid	N<10	1	N<10		2	-	2
			Missing	-	3	-		-	2	-
		Mean		119,097		121,597				

Table IC-9: In-House Counsel Salaries by Size of Research Budget

Position	USA or Other	Research Expenditure Quartiles	Mean	Std. Deviation	N
In-House Counsel	USA	\$1M to \$100M	116,488	44,464	N<10
		\$101M to \$249M	102,748	31,673	N<10
		\$250M to \$449M	136,578	36,775	N<10
		\$500M+	103,408	29,072	N<10
		Total	114,577	35,686	25
	Non-USA	\$1M to \$100M	71,886	28,376	N<10
		Total	71,886	28,376	N<10
	Total	\$1M to \$100M	91,709	41,189	N<10
		\$101M to \$249M	102,748	31,673	N<10
		\$250M to \$449M	136,578	36,775	N<10
		\$500M+	103,408	29,072	N<10
		Total	107,462	37,774	30

Additional data:

- Data about in-house counsel signature authority
See Appendix 7.
- Data about to whom in-house counsel reports
See Appendix 5.

Key factors in compensation for this position:

U.S.:

Incumbent's highest degree alone accounts for 44 percent of variance. Total years in the institution adds another 13 percent, although it is a negative relationship, i.e., fewer years in the institution correlates with a higher salary. Years in technology transfer is next, with more years equating with a higher salary.

International:

With very few instances, correlations are not helpful.

AUTM Salary Survey: 2004

Appendices 1–10



Association of University Technology Managers®

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Fax: 847/480-9282

E-mail: autm@autm.net

AUTM Salary Survey Order Form

AUTM forwarded one complimentary copy of the 2004 AUTM Salary Survey in electronic form (as a PDF file) to the directors of all institutions that contributed data. Individuals from these institutions also can purchase printed copies of the report at discounted rates. Individuals from organizations that hold membership in AUTM but did not contribute to the survey, and those from organizations that do not hold membership in AUTM may purchase copies of the report in electronic or printed form. Beginning Oct. 29, 2005, all AUTM members will be able to access the electronic version of the 2004 AUTM Salary Survey at no cost through the "Member Connect" section of the AUTM Web site

To order copies of the *Salary Survey* report, click the appropriate check boxes, complete and forward form to AUTM headquarters via e-mail, fax or post (see details below). AUTM's tax ID# is 36-3011951.

	Price	Qty.	Subtotal
Contributing institutions — printed copy	\$100		
Noncontributing AUTM members — printed copy	\$400		
Noncontributing AUTM members — electronic copy <small>Note: complimentary through AUTM Web site after Oct. 29, 2005</small>	\$300		
Nonmembers — printed copy	\$700		
Nonmembers — electronic copy	\$600		
For express shipping, provide your FedEx account number here:		or add \$25:	\$
		TOTAL	\$

Shipping

Name		Institution/Organizaiton:	
Address			
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E-mail			

- Check enclosed** (Drawn from a U.S. bank; payable to Association of University Technology Managers)
- Send Invoice**
- Credit Card:** VISA Mastercard American Express
- Card Number: Exp. Date:
- Name (as it appears on card):
- Billing address (if different from above):

Signature: _____ Date: _____

**E-mail to autm@autm.net, or print and fax to 847/480-9282
or mail checks to AUTM, 33661 Treasury Center, Chicago, IL 60694-3600**

Appendix 2: 2004 Salary Survey Questions & Instructions

Introduction & Instructions

Dear Colleague:

AUTM is carrying out a salary survey for its members for the first time since 1988 in response to mounting requests for comparative salary data. The proliferation of small regional surveys is also an indication of the need, as is the fact that CUPA-HR now includes several technology transfer positions in its annual administrative compensation survey. Nevertheless, the situation in regards to salary data remains similar to the situation for technology transfer metrics prior to the inception of the Annual AUTM Survey in 1993. While scattered partial and incompatible surveys can be helpful, they do not provide the comprehensive solution members need. Only AUTM can provide that, but only with your assistance!

Confidentiality

This survey is being conducted for AUTM by Peerfocus, a firm experienced in salary and other surveys where confidential data are at stake. To ensure the confidentiality of all salary data, Peerfocus will act as the intermediary between you and AUTM. When the survey is completed, Peerfocus will conduct the report analysis. No institutional names will be reported, however, AUTM's designated third party service provider and administrative management officials will have access to institutional identifiers for the purpose of conducting longitudinal studies. AUTM board approval will be required for anyone to have access to the data set or to conduct such studies. This process will allow analysis and reporting of the data without any individual salaries being identifiable. For additional information on the management of survey confidentiality, see the 8/29 posting "[AUTM Conducts Compensation Survey](#)" on the AUTM Web site.

Reporting

We will not report individual state or province data unless at least three institutions have reported from that state or province. Outside of North America, we will not report any individual country data unless at least three institutions or organizations have reported. We will not release a Summary Report to the media although the survey report may be purchased by third parties. The report will be primarily for the membership and will serve to benchmark salaries. For additional information on the reporting of survey results, see the 8/29 posting "[AUTM Conducts Compensation Survey](#)" on the AUTM Web site.

Please don't hesitate to contact **AUTM** (847/559-0846) if you have any questions about the content or purpose of this survey. If you have questions about this site or how to complete this survey, you should contact **Peerfocus** directly. Note also the **Contact Us** link always available in the upper right corner of your browser window.

I look forward to your participation and help in making this survey a valuable resource for all AUTM members. On behalf of AUTM, thank you in advance for responding.

Sincerely,

Ashley J. Stevens, Ph.D.
AUTM Vice President, Annual Meeting and Surveys
Director, Office of Technology Transfer
Technology Commercialization Institute
astevens@bu.edu

General Instructions

Completing this survey will be more efficient and less frustrating if you keep the following general points in mind:

- **Read all instructions!** You will find some instructions and definitions in the survey itself. Any underlined text you find in a survey may be clicked to pop-up additional help and definitions.
- Note the context-sensitive **Help** link in the upper right-hand corner of the window. It is almost always present and will give you tips and pointers on the page where you are working.
- This site employs **Survey Status** check boxes, which you will find at the top of the survey. These status boxes are critical in enabling us to monitor the survey program. You cannot begin data entry until you have checked the box indicating you will complete the survey. If you are not going to participate in this survey, please check the box so indicating so that we can exclude you from additional mailings this year.
Important: You must check the status box indicating that your survey is Completed when you are done, and you need to do this before the survey deadline. Surveys that aren't marked Completed cannot be used.
- Save your work by hitting one of the **SAVE** buttons at the bottom of each survey web page. If you hit 'Save and return to this Section,' after the save is executed you will be returned to the same survey page. If you hit 'Save and return to Survey,' after the save is executed you will be taken to the survey's main menu page where you can click the next section for data entry. 'Save and go to next Section' does just that. If you are in the last section, it will return you to the section menu.
- **Do not use your browser's Back or Forward buttons without first saving your work** or you will lose any data entered since the last save.
- Use your mouse or your tab key to **move your cursor** between fields. Your tab key will behave more or less efficiently for you depending on the machine and browser you are using. Experiment!
- You may **print a copy of your survey** at any time. See "Click for a printable PDF of your survey" in the Completion Process box at the bottom of the survey.
- You can open these instructions in a separate browser window and have them available all the time if you wish. On the main survey menu right click the link that opens this page and select "Open in New Window." You can print these instructions by using your browser's print command.

Institutional Characteristics

A. **State** (US, standard state abbreviation is preferred), **province** (Canada), or **country** in which your institution's or organization's main office is located.

B. How would you characterize the **location** of your institution or organization?

- Urban
 Other

C. Is your institution or organization under public (governmental) or private **control**?

- Public
 Private
 Other

D. What were your institution's or organization's **Total Research Expenditures** in FY2004? Include expenditures (not new awards) made by your institution or organization in fiscal year 2004 in support of its research activities that are funded by all sources including the federal government, local government, industry, foundations, voluntary health organizations (e.g., AHA, ACS, etc.), and other nonprofit organizations. **Indirect costs should be included.**

Please note: Report monetary amounts in your home currency here and throughout this survey. **This amount should be the same that you reported on the last AUTM Annual Survey.**

E. What was the total number of **full-time equivalent (FTE) employees** in your Technology Transfer/Management office on January 1, 2004?

F. Does your institution or organization offer **tuition assistance** in one form or another as a benefit to employees or their families?

- No
 Yes
 Don't Know

Director

The Director is the head of the Technology Transfer Office. This position directs and manages the intellectual property or technology transfer activities at the institution. The person spends their fulltime activities on technology transfer matters, but may also supervise a limited number of additional activities related to corporate relationships such as industrial sponsored research agreements, clinical trial agreements, etc. He or she sets and/or interprets policies as they pertain to technology transfer activities, manages the licensing, business development, and administrative staff in the Technology Transfer Office and communicates with the institution's senior administration officials or governing board. Activities performed in the Technology Transfer Office managed by the Director include approving and/or signing license or other technology transfer agreements, assessing the protectability and commercial potential of new invention disclosures; obtaining and maintaining intellectual property protection through legal counsel; heading the institution's patent committee; pursuing expanded relationships with the corporate sector; attracting venture capital for investment in technologies; managing the Technology Transfer Office budget; and facilitating relationships among faculty, industry, research sponsors, patent counsel, and university administrators. Depending on the organizational structure of a particular university system, there may either be a single Director overseeing the Technology Transfer Office or several. (Note: This definition is based on the "Chief Technology Transfer Officer" position description used in the 1998/99 and 2000/01 CUPA Surveys and is intended to capture the salaries of the same individual as your institution reported to those Surveys in order to allow some longitudinal comparisons to be made.)

- **Other possible titles:** Executive Director, Assistant Vice President or Associate Vice President or Associate Vice Chancellor
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Years of experience:** 5-30
- **Signatory Authority:** All
- **Reports to:** Vice President of Research, Provost or Associate Provost or, in the event that a Vice President or Associate Provost holds this position, directly to a Provost or the President of the institution

A. Details on Your Current Director(s) Click the **bold blue** link below to "pop-up" a spreadsheet where you can provide salary and related data on each of your incumbents in this position. Please keep the following directions in mind as you complete the spreadsheet:

- Do not report at all on an incumbent unless you can supply at least Salary and Years in Position.
- Years in Position must equal or be less than Years In Organization and Years in Technology Management. Report service at January 1, 2004.
- If a row is left blank, on Saving the row will be deleted. You can always add more rows if needed.
- Please report all monetary amounts in your native currency.
- Report on a 12 month (i.e., annualized) basis as of January 1, 2004.

[Click here to enter incumbent salaries and related data](#)

B. General Characteristics of the Director Position 1. Director(s) typically report to the...

Choose

2. Director(s) typically receive bonuses...

Choose

Note: These questions were asked for all 10 positions included in the 2004 AUTM Salary Survey.

3. Director(s) typically have signature authority for the following documents...

- | | Please Choose | |
|--|--------------------------|---------------------------|
| a. Licenses | <input type="radio"/> No | <input type="radio"/> Yes |
| b. Options | <input type="radio"/> No | <input type="radio"/> Yes |
| c. Confidentiality Agreements | <input type="radio"/> No | <input type="radio"/> Yes |
| d. Material Transfer Agreements | <input type="radio"/> No | <input type="radio"/> Yes |
| e. Power of Attorney/Small Entity and other patent-related documents | <input type="radio"/> No | <input type="radio"/> Yes |
| f. Inter-Institutional (or Joint Institutional) Agreements | <input type="radio"/> No | <input type="radio"/> Yes |

C. Clarifications Regarding Director(s) Please provide comments or explanations on any of the information reported above to help us better understand your responses.

Note: These questions were asked for all 10 positions included in the 2004 AUTM Salary Survey.

Appendix 3: Responding Organizations

(Seven additional organizations responded but are not named.)

The following organizations provided at least some incumbent-level data

Organization

Albert Einstein College of Medicine
 Allegheny-Singer Research Institute
 Auburn University
 Baylor College of Medicine
 Boston University
 Bowling Green State University
 Brigham & Women's Hospital
 Brigham Young University
 Brown University
 Burnham Institute
 California State University, San Bernardino
 Carnegie Mellon University
 Case Western Reserve University
 CBR Institute for Biomedical Research Inc
 Children's Hospital Los Angeles
 Children's Hospital of Boston
 Children's Hospital of Philadelphia,
 Joseph Stokes Jr. Research Institute
 Cincinnati Children's Research Foundation
 Clemson University
 Columbia Innovation Enterprise
 Creighton University
 Dartmouth College
 East Carolina University Office of Technology Transfer
 Edinburgh Pre-Incubator Scheme Edinburgh
 Research & Innovation
 Emory University
 ETH Zurich
 Evanston Northwestern Healthcare
 Florida State University
 Fox Chase Cancer Center
 Fred Hutchinson Cancer Research Center
 Genesis Group Inc.
 George Mason University

Georgia Tech Research Corp.
 Harvard University
 Health Research Inc.
 Hospital for Sick Children
 HRCA Research & Training Institute
 Iowa State University Research Foundation
 Johns Hopkins University
 Kansas State University Research Foundation
 Lakehead University
 Laurentian University Intellectual Property
 Lawrence Berkeley National Lab
 Louisiana State University Agricultural Center
 Louisiana State University Health Sciences Center
 Lund University Technology Group
 Massachusetts General Hospital
 Massachusetts Institute of Technology
 McMaster University ORCIP
 Medical College of Georgia
 Medical College of Wisconsin Research Foundation
 Medical Research Council
 Michigan Technological University
 Mississippi State University
 Montana State University, Bozeman
 Mount Sinai Hospital
 National Institutes of Health
 National Institutes of Health Human Genome Research
 NDSU Research Foundation Office of Technology Transfer
 New Jersey Institute of Technology
 New Mexico State University
 Northeastern University
 Northwestern University
 Ohio State University
 Ohio University Innovation Center
 Oregon Health & Science University
 Otago Innovation Ltd.
 Ottawa Heart Institute Research Corp.
 PARTEQ Innovations
 Penn State University
 Pittsburg State University
 Princeton University
 Purdue Research Foundation
 Rochester Institute of Technology

Rockefeller University	University of Maryland, College Park
Rutgers University	University of Michigan
Salk Institute	University of Minnesota
Southmead Hospital	University of Missouri
St Jude Children's Research Hospital	University of Nebraska Medical Center
Stanford University	University of Nebraska Technology Park
SUNY Buffalo	University of New Brunswick
SUNY Stony Brook	University of New Hampshire
Swinburne University of Technology	University of North Carolina at Chapel Hill
Texas A&M University System	University of North Carolina at Greensboro
The Catholic University of America	University of Northern British Columbia
TRIUMF	University of Notre Dame
Tufts University	University of Oregon
Tulane University	University of Pittsburgh
University College of the Cariboo	University of Regina
University of Akron	University of Rochester
University of Alabama Huntsville	University of Rochester Medical Center
University of Alaska Fairbanks	University of Saskatchewan Industry Liaison Office
University of British Columbia	University of South Alabama
University of California System	University of Texas Health Science Center, San Antonio
University of California, Los Angeles	University of Toledo
University of California, Riverside	University of Utah
University of California, San Francisco	University of Vermont
University of California, Santa Cruz, Office for Management of IP	University of Victoria Innovation & Development Corp.
University of Cambridge	University of Virginia Patent Foundation
University of Cape Town	University of Wyoming
University of Central Florida	University of Colorado System
University of Cincinnati	University of Glasgow
University of Connecticut	University of Newcastle
University of Florida	University of Sydney (NSW)
University of Georgia Research Foundation	Utah State University Research Foundation
University of Hawaii	Villanova University ORSP
University of Idaho	Virginia Tech Intellectual Properties Inc.
University of Illinois	Wake Forest University
University of Illinois Chicago	Wayne State University
University of Iowa Research Foundation	Wisconsin Alumni Research Foundation
University of Kansas Medical Center Research Institute	Wistar Institute
University of Kentucky Research Foundation	Yale University
University of Louisville	Total Incumbents 1,002
University of Maryland, Baltimore	
University of Maryland, Baltimore County	

Appendix 4: Frequency of Bonuses

		Frequency of Bonus				Bonus Provided	Bonus Not Provided	Valid Total	Missing	GRAND TOTAL
		Annually	Quarterly	Ad Hoc Basis	Other					
USA	Director	24	2	11	4	41	96	137	2	139
	Assist/Assoc Dir	12	1	10	2	25	50	75	3	78
	Licensing Assoc	14	0	8	2	24	66	90	7	97
	Licensing Assist	3	0	3	2	8	30	38	5	43
	Dir of Startups	6	0	2	1	9	9	18	2	20
	Admin Assist	7	2	5	1	15	76	91	2	93
	Bus Manager	8	0	3	3	14	41	55	3	58
	Mrkng Manager	2	0	4	1	7	20	27	1	28
	In-house Counsel	3	0	2	2	7	22	29	4	33
	Patent Manager	5	0	3	1	9	38	47	3	50
	Total	84	5	51	19	159	448	607	32	639
Australia										
Director	2					2	1	3	0	3
Assist/Assoc Dir	0					0	2	2	1	3
Licensing Assoc	1					1	1	2	0	2
Dir of Startups	0					0	1	1	0	1
Admin Assist	1					1	2	3	0	3
Bus Manager	1					1	1	2	0	2
Total	5					5	8	13	1	14
Canada										
Director	4	0	2	2	8	7	15	0	15	
Assist/Assoc Dir	1	0	1	0	2	2	4	0	4	
Licensing Assoc	1	0	1	2	4	8	12	0	12	
Licensing Assist	0	0	0	0	0	4	4	0	4	
Dir of Startups	0	0	0	0	0	1	1	0	1	
Admin Assist	2	1	0	1	4	7	11	1	12	
Bus Manager	1	1	0	0	2	3	5	0	5	
Marketing Manager	0	0	0	0	0	2	2	0	2	
In-house Counsel	1	0	1	0	2	2	4	0	4	
Patent Manager	1	1	0	0	2	2	4	0	4	
Total	11	3	5	5	24	38	62	1	63	

		Frequency of Bonus				Bonus Provided	Bonus Not Provided	Valid Total	Missing	GRAND TOTAL
		Annually	Quarterly	Ad Hoc Basis	Other					
New Zealand	Director	1				1	0	1		1
	Assist/Assoc Dir	0				0	1	1		1
	Licensing Assoc	0				0	1	1		1
	Admin Assist	0				0	1	1		1
	Total	1				1	3	4		4
South Africa	Director	1				1	1	2	0	2
	Assist/Assoc Dir	1				1	0	1	0	1
	Licensing Assoc	1				1	1	2	0	2
	Licensing Assist	0				0	0	0	1	1
	Admin Assist	1				1	1	2	0	2
	In-house Counsel	1				1	0	1	0	1
	Patent Manager	0				0	1	1	0	1
	Total	5				5	4	9	1	10
Sweden	Director					0	0	0	1	1
	Licensing Assoc					0	1	1	0	1
	Admin Assist					0	1	1	0	1
	Total					0	2	2	1	3
Switzerland	Director					0	1	1		1
	Assist/Assoc Dir					0	1	1		1
	Admin Assist					0	1	1		1
	Patent Manager					0	1	1		1
	Total					0	4	4		4
United Kingdom	Director	1				1	3	4	0	4
	Assist/Assoc Dir	0				0	3	3	0	3
	Licensing Assoc	0				0	1	1	0	1
	Dir of Startups	0				0	1	1	0	1
	Admin Assist	0				0	1	1	1	2
	Total	1				1	9	10	1	11

Appendix 5: Position Reporting Matrix (USA only)

		Reports to						
		President	Provost	Assoc Provost	VP for Research	General Counsel	Director	Asst/ Assoc Dir
Director	Count	20	7	8	95	0	0	0
	% within Position	14.4%	5.0%	5.8%	68.3%	0.0%	0.0%	0.0%
Assist/Assoc Dir	Count	0	0	0	0	0	70	0
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	89.7%	0.0%
Licensing Assoc	Count	0	0	0	0	0	62	26
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	63.9%	26.8%
Licensing Assist	Count	0	0	0	0	0	11	14
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	25.6%	32.6%
Dir of Startups	Count	0	0	0	0		11	0
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	55.0%	0.0%
Admin Assist	Count	0	0	0	0	0	53	7
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	57.0%	7.5%
Bus Manager	Count	0	0	0	0	0	46	3
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	79.3%	5.2%
Marketing Manager	Count	0	0	0	0	0	13	6
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	46.4%	21.4%
In-House Counsel	Count	0	0	0	0	17	10	0
	% within Position	0.0%	0.0%	0.0%	0.0%	51.5%	30.3%	0.0%
Patent Manager	Count	0	0	0	0	0	26	9
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	52.0%	18.0%

		Reports to						Total
		Licensing Assoc	Licensing Asst	In-House Counsel	Business Manager	Other	NA	
Director	Count	0	0	0	0	0	9	139
	% within Position	0.0%	0.0%	0.0%	0.0%	0.0%	6.5%	100.0%
Assist/Assoc Dir	Count	0	0	0	0	6	2	78
	% within Position	0.0%	0.0%	0.0%	0.0%	7.7%	2.6%	100.0%
Licensing Assoc	Count	0	0	0	0	5	4	97
	% within Position	0.0%	0.0%	0.0%	0.0%	5.2%	4.1%	100.0%
Licensing Assist	Count	7	0	0	0	6	5	43
	% within Position	16.3%	0.0%	0.0%	0.0%	14.0%	11.6%	100.0%
Dir of Startups	Count	0	0	0	0	6	3	20
	% within Position	0.0%	0.0%	0.0%	0.0%	30.0%	15.0%	100.0%
Admin Assist	Count	3	1	0	16	12	1	93
	% within Position	3.2%	1.1%	0.0%	17.2%	12.9%	1.1%	100.0%
Bus Manager	Count	0	0	0	0	7	2	58
	% within Position	0.0%	0.0%	0.0%	0.0%	12.1%	3.4%	100.0%
Marketing Manager	Count	2	0	0	0	5	2	28
	% within Position	7.1%	0.0%	0.0%	0.0%	17.9%	7.1%	100.0%
In-House Counsel	Count	0	0	0	0	4	2	33
	% within Position	0.0%	0.0%	0.0%	0.0%	12.1%	6.1%	100.0%
Patent Manager	Count	4	1	4	3	2	1	50
	% within Position	8.0%	2.0%	8.0%	6.0%	4.0%	2.0%	100.0%

Appendix 6: Overview of Organizations

- Location (urban vs. non-urban)
- Tuition reimbursement
- Control (private vs. public)
- Research expenditures

Type of Location by Country

			Type of Location		Total
			Urban	Non-Urban	
Country	USA	Count	103	47	150
		% within Country	68.7%	31.3%	100.0%
	Australia	Count	3	0	3
		% within Country	100.0%	0.0%	100.0%
	Canada	Count	13	1	14
		% within Country	92.9%	7.1%	100.0%
	New Zealand	Count	1	0	1
		% within Country	100.0%	0.0%	100.0%
	South Africa	Count	2	0	2
		% within Country	100.0%	0.0%	100.0%
	Sweden	Count	1	0	1
		% within Country	100.0%	0.0%	100.0%
	Switzerland	Count	1	0	1
		% within Country	100.0%	0.0%	100.0%
	United Kingdom	Count	5	0	5
		% within Country	100.0%	0.0%	100.0%
	Total	Count	129	48	177
		% within Country	72.9%	27.1%	100.0%

Tuition Reimbursement Provided by Country

			Is Tuition Reimbursement Provided?			Total
			Yes	No	Don't Know	
Country	USA	Count	124	20	6	150
		% within Country	82.7%	13.3%	4.0%	100.0%
	Australia	Count	0	3	0	3
		% within Country	0.0%	100.0%	0.0%	100.0%
	Canada	Count	8	5	1	14
		% within Country	57.1%	35.7%	7.1%	100.0%
	New Zealand	Count	1	0	0	1
		% within Country	100.0%	0.0%	0.0%	100.0%
	South Africa	Count	2	0	0	2
		% within Country	100.0%	0.0%	0.0%	100.0%
	Sweden	Count	1	0	0	1
		% within Country	100.0%	0.0%	0.0%	100.0%
	Switzerland	Count	0	1	0	1
		% within Country	0.0%	100.0%	0.0%	100.0%
	United Kingdom	Count	2	3	0	5
		% within Country	40.0%	60.0%	0.0%	100.0%
	Total	Count	138	32	7	177
		% within Country	78.0%	18.1%	4.0%	100.0%

Appendix 6: Overview of Organizations (cont.)

Control by Country

			Control			Total	
			Private	Public	Other		
Country	USA	Count	58	90	2	150	
		% within Country	38.7%	60.0%	1.3%	100.0%	
	Australia	Count	1	2	0	3	
		% within Country	33.3%	66.7%	0.0%	100.0%	
	Canada	Count	2	12	0	14	
		% within Country	14.3%	85.7%	0.0%	100.0%	
	New Zealand	Count	0	1	0	1	
		% within Country	0.0%	100.0%	0.0%	100.0%	
	South Africa	Count	0	2	0	2	
		% within Country	0.0%	100.0%	0.0%	100.0%	
	Sweden	Count	0	0	1	1	
		% within Country	0.0%	0.0%	100.0%	100.0%	
	Switzerland	Count	0	1	0	1	
		% within Country	0.0%	100.0%	0.0%	100.0%	
	United Kingdom	Count	1	4	0	5	
		% within Country	20.0%	80.0%	0.0%	100.0%	
	Total		Count	62	112	3	177
			% within Country	35.0%	63.3%	1.7%	100.0%

Control and Tuition Reimbursement Provided by Country

Country				Is Tuition Reimbursement Provided?			Total
				Yes	No	Don't Know	
USA	Control	Private	Count	53	3	2	58
			% within Control	91.4%	5.2%	3.4%	100.0%
		Public	Count	69	17	4	90
			% within Control	76.7%	18.9%	4.4%	100.0%
		Other	Count	2	0	0	2
			% within Control	100.0%	0.0%	0.0%	100.0%
	Total		Count	124	20	6	150
			% within Control	82.7%	13.3%	4.0%	100.0%
Australia	Control	Private	Count		1		1
			% within Control		100.0%		100.0%
		Public	Count		2		2
			% within Control		100.0%		100.0%
	Total		Count		3		3
			% within Control		100.0%		100.0%
Canada	Control	Private	Count	1	1	0	2
			% within Control	50.0%	50.0%	0.0%	100.0%
		Public	Count	7	4	1	12
			% within Control	58.3%	33.3%	8.3%	100.0%
	Total		Count	8	5	1	14
			% within Control	57.1%	35.7%	7.1%	100.0%
New Zealand	Control	Public	Count	1			1
			% within Control	100.0%			100.0%
	Total		Count	1			1
		% within Control	100.0%			100.0%	
South Africa	Control	Public	Count	2			2
			% within Control	100.0%			100.0%
	Total		Count	2			2
			% within Control	100.0%			100.0%
Sweden	Control	Other	Count	1			1
			% within Control	100.0%			100.0%
	Total		Count	1			1
			% within Control	100.0%			100.0%
Switzerland	Control	Public	Count		1		1
			% within Control		100.0%		100.0%
	Total		Count		1		1
			% within Control		100.0%		100.0%
United Kingdom	Control	Private	Count	1	0		1
			% within Control	100.0%	0.0%		100.0%
		Public	Count	1	3		4
			% within Control	25.0%	75.0%		100.0%
	Total		Count	2	3		5
			% within Control	40.0%	60.0%		100.0%

Appendix 6: Overview of Organizations (cont.)

Research Expenditures and Technology Transfer Office Head Count by Country

Country			Research Expenditures in Domestic Currency	Office Head Count	
USA	N of Offices	Valid	150	150	
		Missing	0	0	
	Mean		216,232,242	7.7	
	Minimum		0	0	
	Maximum		4,595,476,000*	76	
	Percentiles	25		37,585,306	2.0
		50		116,500,000	4.8
75			265,773,900	9.9	
Australia	N of Offices	Valid	3	3	
		Missing	0	0	
	Mean		61,166,667	10.7	
	Minimum		6,000,000	3	
	Maximum		150,000,000	23	
	Percentiles	25		6,000,000	3.0
		50		27,500,000	6.0
75			150,000,000	23.0	
Canada	N of Offices	Valid	14	14	
		Missing	0	0	
	Mean		77,510,667	6.5	
	Minimum		1,250,000	1	
	Maximum		377,000,000	35	
	Percentiles	25		12,250,000	2.0
		50		40,100,000	3.8
75			121,883,000	8.1	
New Zealand	N of Offices	Valid	1	1	
		Missing	0	0	
	Mean		90,000,000	5.0	
	Minimum		90,000,000	5	
	Maximum		90,000,000	5	
	Percentiles	25		90,000,000	5.0
		50		90,000,000	5.0
75			90,000,000	5.0	

* This maximum refers to research expenditures for the National Institutes of Health

Research Expenditures and Technology Transfer Office Head Count by Country

Country			Research Expenditures in Domestic Currency	Office Head Count
South Africa	N of Offices	Valid	2	2
		Missing	0	0
	Mean		221,000,000	3.3
	Minimum		120,000,000	3
	Maximum		322,000,000	4
	Percentiles	25	120,000,000	2.5
		50	221,000,000	3.3
75		322,000,000	4.0	
Sweden	N of Offices	Valid	1	1
		Missing	0	0
	Mean		0	3.0
	Minimum		0	3
	Maximum		0	3
	Percentiles	25	0	3.0
		50	0	3.0
75		0	3.0	
Switzerland	N of Offices	Valid	1	1
		Missing	0	0
	Mean		913,000,000	6.3
	Minimum		913,000,000	6
	Maximum		913,000,000	6
	Percentiles	25	913,000,000	6.3
		50	913,000,000	6.3
75		913,000,000	6.3	
United Kingdom	N of Offices	Valid	5	5
		Missing	0	0
	Mean		197,200,000	22.8
	Minimum		30,000,000	2
	Maximum		550,000,000	63
	Percentiles	25	58,000,000	3.5
		50	100,000,000	22.0
75		385,000,000	42.5	
		Total Organizations		177

Appendix 7: Signature Authority

Positions that Can Sign Licenses by Country

Country			Can Sign Licenses		Total
			No	Yes	
USA	Director	Count	59	80	139
		% within Position	42.40%	57.60%	100.00%
	Assist/Assoc Dir	Count	62	15	77
		% within Position	80.50%	19.50%	100.00%
	Licensing Assoc	Count	91	4	95
		% within Position	95.80%	4.20%	100.00%
	Licensing Assist	Count	42	0	42
		% within Position	100.00%	0.00%	100.00%
	Dir of Startups	Count	19	0	19
		% within Position	100.00%	0.00%	100.00%
	Admin Assist	Count	92	0	92
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	57	1	58
		% within Position	98.30%	1.70%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
	In-House Counsel	Count	27	5	32
		% within Position	84.40%	15.60%	100.00%
Patent Manager	Count	49	1	50	
	% within Position	98.00%	2.00%	100.00%	
Australia	Director	Count	1	2	3
		% within Position	33.30%	66.70%	100.00%
Canada	Director	Count	5	10	15
		% within Position	33.30%	66.70%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%

Positions that Can Sign Licenses by Country

Country			Can Sign Licenses		Total
			No	Yes	
New Zealand	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	1	0	1
		% within Position	100.00%	0.00%	100.00%
South Africa	Director	Count	0	2	2
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	1	0	1
		% within Position	100.00%	0.00%	100.00%
Sweden	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
United Kingdom	Director	Count	3	1	4
		% within Position	75.00%	25.00%	100.00%
	Assist/Assoc Dir	Count	3	0	3
		% within Position	100.00%	0.00%	100.00%

Appendix 7: Signature Authority (cont.)

Positions that Can Sign Options by Country

Country			Can Sign Options		Total
			No	Yes	
USA	Director	Count	55	84	139
		% within Position	39.60%	60.40%	100.00%
	Assist/Assoc Dir	Count	62	16	78
		% within Position	79.50%	20.50%	100.00%
	Licensing Assoc	Count	91	4	95
		% within Position	95.80%	4.20%	100.00%
	Licensing Assist	Count	42	0	42
		% within Position	100.00%	0.00%	100.00%
	Dir of Startups	Count	19	1	20
		% within Position	95.00%	5.00%	100.00%
	Admin Assist	Count	92	0	92
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	57	1	58
		% within Position	98.30%	1.70%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
	In-House Counsel	Count	27	5	32
		% within Position	84.40%	15.60%	100.00%
Patent Manager	Count	49	1	50	
	% within Position	98.00%	2.00%	100.00%	
Australia	Director	Count	1	2	3
		% within Position	33.30%	66.70%	100.00%
	Assist/Assoc Dir	Count	3	0	3
		% within Position	100.00%	0.00%	100.00%
Canada	Director	Count	4	11	15
		% within Position	26.70%	73.30%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
New Zealand	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	1	0	1
		% within Position	100.00%	0.00%	100.00%

Positions that Can Sign Options by Country

Country			Can Sign Options		Total
			No	Yes	
South Africa	Director	Count	0	2	2
		% within Position	0.00%	100.00%	100.00%
	Patent Manager	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Sweden	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
United Kingdom	Director	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%

Appendix 7: Signature Authority (cont.)

Positions that Can Sign Confidentiality Agreements by Country

Country			Can Sign Contracts		Total
			No	Yes	
USA	Director	Count	18	121	139
		% within Position	12.90%	87.10%	100.00%
	Assist/Assoc Dir	Count	40	38	78
		% within Position	51.30%	48.70%	100.00%
	Licensing Assoc	Count	78	18	96
		% within Position	81.30%	18.80%	100.00%
	Licensing Assist	Count	42	0	42
		% within Position	100.00%	0.00%	100.00%
	Dir of Startups	Count	16	4	20
		% within Position	80.00%	20.00%	100.00%
	Admin Assist	Count	92	0	92
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	57	1	58
		% within Position	98.30%	1.70%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
	In-House Counsel	Count	24	8	32
		% within Position	75.00%	25.00%	100.00%
Patent Manager	Count	47	2	49	
	% within Position	95.90%	4.10%	100.00%	
Australia	Director	Count	0	3	3
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	1	2	3
		% within Position	33.30%	66.70%	100.00%
Bus Manager	Count	1	1	2	
	% within Position	50.00%	50.00%	100.00%	
Canada	Director	Count	0	15	15
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Licensing Assoc	Count	8	4	12
		% within Position	66.70%	33.30%	100.00%
		% within Position	100.00%	0.00%	100.00%
	Admin Assist	Count	11	1	12
		% within Position	91.70%	8.30%	100.00%
	In-House Counsel	Count	3	1	4
% within Position		75.00%	25.00%	100.00%	

Positions that Can Sign Confidentiality Agreements by Country

Country			Can Sign Contracts		Total
			No	Yes	
New Zealand	Director	Count		1	1
		% within Position		100.00%	100.00%
	Assist/Assoc Dir	Count		1	1
		% within Position		100.00%	100.00%
	Licensing Assoc	Count		1	1
		% within Position		100.00%	100.00%
Admin Assist	Count		1	1	
	% within Position		100.00%	100.00%	
South Africa	Director	Count	0	2	2
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Licensing Assoc	Count	0	2	2
		% within Position	0.00%	100.00%	100.00%
Patent Manager	Count	0	1	1	
	% within Position	0.00%	100.00%	100.00%	
Sweden	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Licensing Assoc	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
United Kingdom	Director	Count	1	3	4
		% within Position	25.00%	75.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%

Appendix 7: Signature Authority (cont.)

Positions that Can Sign Material Transfer Agreements by Country

Country			Can Sign MTAs		Total
			No	Yes	
USA	Director	Count	28	111	139
		% within Position	20.10%	79.90%	100.00%
	Assist/Assoc Dir	Count	44	34	78
		% within Position	56.40%	43.60%	100.00%
	Licensing Assoc	Count	84	12	96
		% within Position	87.50%	12.50%	100.00%
	Licensing Assist	Count	41	1	42
		% within Position	97.60%	2.40%	100.00%
	Dir of Startups	Count	19	1	20
		% within Position	95.00%	5.00%	100.00%
	Admin Assist	Count	92	0	92
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	55	1	56
		% within Position	98.20%	1.80%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
	In-House Counsel	Count	26	6	32
		% within Position	81.30%	18.80%	100.00%
Patent Manager	Count	49	1	50	
	% within Position	98.00%	2.00%	100.00%	
Australia	Director	Count	0	3	3
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%
	Licensing Assoc	Count	1	1	2
		% within Position	50.00%	50.00%	100.00%
Bus Manager	Count	1	1	2	
	% within Position	50.00%	50.00%	100.00%	
Canada	Director	Count	3	12	15
		% within Position	20.00%	80.00%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Licensing Assoc	Count	9	3	12
		% within Position	75.00%	25.00%	100.00%
In-house Counsel	Count	3	1	4	
	% within Position	75.00%	25.00%	100.00%	

Positions that Can Sign Material Transfer Agreements by Country

Country			Can Sign MTAs		Total	
			No	Yes		
New Zealand	Director	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
	Assist/Assoc Dir	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
	Licensing Assoc	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
South Africa	Director	Count	0	2	2	
		% within Position	0.00%	100.00%	100.00%	
	Assist/Assoc Dir	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
	Licensing Assoc	Count	0	2	2	
		% within Position	0.00%	100.00%	100.00%	
	Patent Manager	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
	Sweden	Director	Count	0	1	1
			% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
	Assist/Assoc Dir	Count	0	1	1	
		% within Position	0.00%	100.00%	100.00%	
United Kingdom	Director	Count	1	3	4	
		% within Position	25.00%	75.00%	100.00%	
	Assist/Assoc Dir	Count	2	1	3	
		% within Position	66.70%	33.30%	100.00%	

Appendix 7: Signature Authority (cont.)

Positions that Can Sign Power of Attorney by Country

Country			Can Sign POAs		Total
			No	Yes	
USA	Director	Count	43	96	139
		% within Position	30.90%	69.10%	100.00%
	Assist/Assoc Dir	Count	58	20	78
		% within Position	74.40%	25.60%	100.00%
	Licensing Assoc	Count	90	6	96
		% within Position	93.80%	6.30%	100.00%
	Licensing Assist	Count	42	0	42
		% within Position	100.00%	0.00%	100.00%
	Dir of Startups	Count	19	1	20
		% within Position	95.00%	5.00%	100.00%
	Admin Assist	Count	91	0	91
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	56	2	58
		% within Position	96.60%	3.40%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
In-house Counsel	Count	23	9	32	
	% within Position	71.90%	28.10%	100.00%	
Patent Manager	Count	45	5	50	
	% within Position	90.00%	10.00%	100.00%	
Australia	Director	Count	0	3	3
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%
Canada	Director	Count	5	10	15
		% within Position	33.30%	66.70%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Licensing Assoc	Count	11	1	12
		% within Position	91.70%	8.30%	100.00%
In-house Counsel	Count	3	1	4	
	% within Position	75.00%	25.00%	100.00%	

Positions that Can Sign Power of Attorney by Country

Country			Can Sign POAs		Total
			No	Yes	
New Zealand	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
South Africa	Director	Count	0	2	2
		% within Position	0.00%	100.00%	100.00%
	Patent Manager	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Sweden	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
United Kingdom	Director	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%

Appendix 7: Signature Authority (cont.)

Positions that Can Sign Inter-Institutional Agreements by Country

Country			Can Sign IIAs		Total
			No	Yes	
USA	Director	Count	43	96	139
		% within Position	30.90%	69.10%	100.00%
	Assist/Assoc Dir	Count	60	18	78
		% within Position	76.90%	23.10%	100.00%
	Licensing Assoc	Count	90	5	95
		% within Position	94.70%	5.30%	100.00%
	Licensing Assist	Count	42	0	42
		% within Position	100.00%	0.00%	100.00%
	Dir of Startups	Count	17	1	18
		% within Position	94.40%	5.60%	100.00%
	Admin Assist	Count	91	0	91
		% within Position	100.00%	0.00%	100.00%
	Bus Manager	Count	57	1	58
		% within Position	98.30%	1.70%	100.00%
	Marketing Manager	Count	28	0	28
		% within Position	100.00%	0.00%	100.00%
In-House Counsel	Count	28	4	32	
	% within Position	87.50%	12.50%	100.00%	
Patent Manager	Count	49	1	50	
	% within Position	98.00%	2.00%	100.00%	
Australia	Director	Count	1	2	3
		% within Position	33.30%	66.70%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%
Canada	Director	Count	6	9	15
		% within Position	40.00%	60.00%	100.00%
	Assist/Assoc Dir	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%

Positions that Can Sign Inter-Institutional Agreements by Country

Country			Can Sign IIAs		Total
			No	Yes	
New Zealand	Director	Count	1		1
		% within Position	100.00%		100.00%
South Africa	Director	Count	1	1	2
		% within Position	50.00%	50.00%	100.00%
	Licensing Assoc	Count	1	1	2
		% within Position	50.00%	50.00%	100.00%
	Patent Manager	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Sweden	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
Switzerland	Director	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
	Assist/Assoc Dir	Count	0	1	1
		% within Position	0.00%	100.00%	100.00%
United Kingdom	Director	Count	2	2	4
		% within Position	50.00%	50.00%	100.00%
	Assist/Assoc Dir	Count	2	1	3
		% within Position	66.70%	33.30%	100.00%

Appendix 8: Overview of Participation

- Organizations per country
- Incumbents per country
- Incumbents per position
- Country control data

Organizations Represented per Country

	N of Organizations	% of Total	N of Orgs Reporting Salary Data	% of Total
Australia	3	2%	3	2%
Canada	14	8%	14	9%
New Zealand	1	1%	1	1%
South Africa	2	1%	2	1%
Sweden	1	1%	1	1%
Switzerland	1	1%	1	1%
United Kingdom	5	3%	4	3%
USA	150	85%	132	84%
Total	177	100%	158	100%

Incumbents Represented per Country

	N of Incumbents	% of Total
Australia	27	3%
Canada	71	7%
New Zealand	5	0%
South Africa	12	1%
Sweden	4	0%
Switzerland	7	1%
United Kingdom	6	1%
USA	879	87%
Total	1011	100%

Incumbents Represented per Position

	N of Incumbents	% of Total
Director	154	15%
Assist/Assoc Dir	106	10%
Licensing Assoc	278	27%
Licensing Assist	73	7%
Dir of Startups	19	2%
Admin Assist	195	19%
Bus Manager	69	7%
Marketing Manager	30	3%
In-House Counsel	31	3%
Patent Manager	56	6%
Total	1011	100%

Country and Control Crosstabulation

Country	CONTROL			Total
	Private	Public	Other	
USA	58	90	2	150
Australia	1	2	0	3
Canada	2	12	0	14
New Zealand	0	1	0	1
South Africa	0	2	0	2
Sweden	0	0	1	1
Switzerland	0	1	0	1
United Kingdom	1	4	0	5
Total	62	112	3	177

Country and Control Crosstabulation — Only Organizations Reporting Salary Data

Country	CONTROL			Total
	Private	Public	Other	
USA	50	80	2	132
Australia	1	2	0	3
Canada	2	12	0	14
New Zealand	0	1	0	1
South Africa	0	2	0	2
Sweden	0	0	1	1
Switzerland	0	1	0	1
United Kingdom	0	4	0	4
Total	53	102	3	158

Appendix 9: Exchange Rate Table

Currency Unit		As of 7/1/03		As of 1/1/04		As of 11/2/04	
		USD per Unit	Units per USD	USD per Unit	Units per USD	USD per Unit	Units per USD
USD	United States Dollars	1.000000	1.000000	1.000000	1.000000	1.000000	1.000000
AUD	Australia Dollars	0.676250	1.478740	0.753400	1.327320	0.745257	1.341820
GBP	United Kingdom Pounds	1.662830	0.601385	1.785700	0.560003	1.832210	0.545788
CAD	Canada Dollars	0.741234	1.349100	0.773156	1.293400	0.817757	1.222860
NZD	New Zealand Dollars	0.595025	1.680600	0.655800	1.524860	0.683023	1.464080
ZAR	South Africa Rand	0.134251	7.448720	0.149463	6.690620	0.163509	6.115860
SEK	Sweden Kronor	0.125567	7.963860	0.139195	7.184180	0.140862	7.099170
CHF	Switzerland Francs	0.745788	1.340860	0.808277	1.237200	0.831449	1.202720

Appendix 10: Survey Methodology and Procedures

1. Initial planning: In 2003, planning for the *Salary Survey* started under the leadership of Francis Galvin, Fox Chase Cancer Center, then AUTM vice president for the Eastern Region. After issuing a request for proposal and reviewing eight proposals, her committee recommended retaining a qualified outside survey firm, Peerfocus LLC, led by its president, David Morgan, to carry out a comprehensive survey of compensation of a subset of AUTM members, specifically, those U.S. and non-U.S. members employed by universities and teaching hospitals. The board accepted the committee's recommendation and approved Peerfocus' scope of work, which provided for 10 positions to be surveyed.
2. In 2004, the board transferred responsibility for executing the survey to the Survey, Statistics and Metrics Committee, which reports to the Vice President for Annual Meeting and Surveys. A new Salary Survey Committee was established, co-chaired by Fred Reinhart, Wayne State University, and Dana Bostrom, University of California, Berkeley, and reporting to Ashley Stevens, the 2004-05 Vice President for Annual Meeting and Surveys. In addition to Stevens, Reinhart and Bostrom, the Salary Survey Committee included Galvin; Kevin Croft, University of Sydney; and Joseph Feiner, Partners Healthcare Systems Inc. The committee held a series of meetings and telephone conference calls beginning at the 2004 AUTM Annual Meeting and continuing until the present (January 2005). Definitions of the 10 positions were finalized and the survey questionnaire was developed.
3. Working in cooperation with Peerfocus, the Salary Survey Committee proposed final decisions on survey content, confidentiality and reporting/distribution of results, and the AUTM board approved this proposal. It was agreed that the survey would be Web-based and that, as with the *AUTM Licensing Survey*, reporting would be done by only one representative of each organization (usually a director) on behalf of all incumbents included in the 10 job categories. Access to the survey by each director would be via a user ID/password combination. As a means of protecting confidentiality, responses and data would be collected by Peerfocus while other tasks would be handled by The Sherwood Group Inc., AUTM's management firm.
4. During late spring 2004, AUTM made several announcements about the survey. It also posted a goals statement and abbreviated description of the survey content on the AUTM Web site.
5. In June 2004, the Salary Survey Committee selected approximately 15 beta testers who agreed to respond to the survey and comment on its content, ease or difficulty of completing it online and proposed modifications. The committee and Peerfocus made several changes as a result of feedback from the beta testers.
6. At the same time, Stevens, the Sherwood Group and Peerfocus attempted to finalize the selection of survey respondents. There was and continues to be a minor problem identifying the correct directors to receive the survey because of the manner in which AUTM collects membership information. The committee decided that this problem was not severe enough to cause postponement of the survey.
7. After sending notification to all directors being invited to complete the survey, the survey was officially launched on Sept. 1, 2004, and closed Oct. 15, 2004. Respondents had several ways to report problems or receive clarification of questions about the survey, but very few problems arose during the response period.
8. Following the close of the survey, Peerfocus conducted an analysis of the data and delivered the results in a set of tables to the Salary Survey Committee.
9. The Salary Survey Committee reviewed the Peerfocus report and found it to be complete and of high quality and proceeded to complete this report to distribute to respondents.

