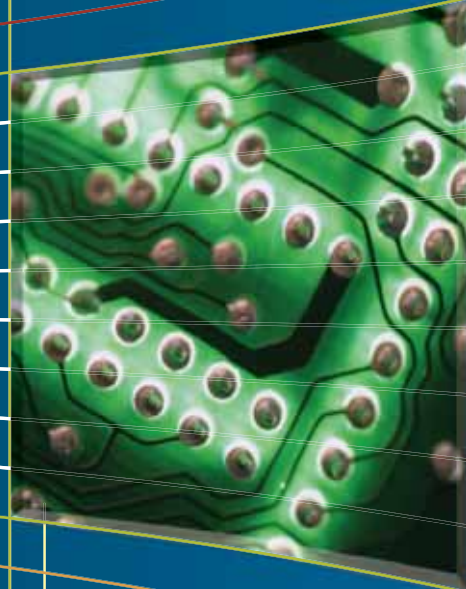
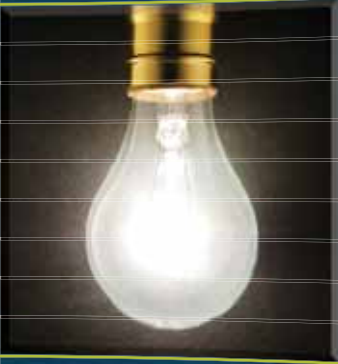


AUTM Salary Survey 2006



Salary Survey

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





AUTM

Salary Survey: 2006

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AUTM Salary Survey: 2006

Dear AUTM Members:

AUTM is pleased to present its second Salary Survey, reporting salaries, incentives and office structure information as of January 1, 2006. We were also pleased to have substantially more international respondents from outside North America to this Salary Survey and, unlike the last survey, we were able to report Canadian salaries by positions. Unfortunately, we did not receive sufficient data to provide much detail for the international respondents.

It is AUTM's hope that the Salary Survey will provide useful information about factors that influence compensation and provide members with an additional tool to use when charting their careers. We received positive feedback from the 2004 edition, and hope that this year's report, with greater information on Canadian salaries and incentive compensation plans, is useful. This Salary Survey is also used by researchers to better understand office structure, personnel qualifications, and other information about the technology transfer workforce.

We are currently considering whether the Salary Survey should be conducted every two or three years, and welcome your thoughts. AUTM also has licensed the Salary Survey instrument to a variety of international organizations, and welcomes others' use of the instrument.

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Executive Summary

AUTM presents its second formal salary survey, the most comprehensive survey to collect and include information about U.S., Canada 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 all AUTM members, AUTM constructed a comprehensive survey. In order to guarantee confidentiality for individual salary information, only means, number of data points, and the standard deviation is shown in the tables. Information about each position and salary tables are shown in the same order throughout the report: position description; general information about the position including signature authority, alternate titles, reporting structure and typical educational background. Not all tables are relevant to all positions; so only 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, as there were too few respondents to allow the AUTM Salary Survey committee to adhere to confidentiality restrictions.

AUTM is pleased to provide one electronic copy of the 2006 AUTM Salary Survey to all organizations participating in the survey, as listed in Appendix 3. Members who did not respond will be able to purchase copies of the report at a member discount, and non-AUTM individuals and organizations may also purchase hard or electronic copies of the report. Further purchase information can be found in Appendix 1.

Cross section of respondents

- 195 organizations responded, including 153 U.S., 23 Canadian and organizations in 15 other countries.
- Data was received on 1,071 total positions, including:
 - 169 Directors
 - 135 Assistant/Associate Directors
 - 250 Licensing Associates
 - 111 Licensing Assistants
 - 22 Startup Directors
 - 192 Administrative Assistants
 - 63 Business Managers
 - 35 Marketing Managers
 - 35 In-house Counsels
 - 59 Patent Managers
- 66 private organizations and 122 public organizations responded.

Key Themes seen in the Survey Results

Overall, the most significant factors affecting salaries was the total number of employees in the technology transfer office and research expenditures of the institution. Other factors included in the survey had some impact, and those with the most significance were years the incumbent had been in the position, and private versus public control of the institution.

Institutional characteristics, such as research expenditures and technology transfer Head Count, had a greater influence on salaries of more senior positions, while individual characteristics such as highest degree held and gender were more of a factor for incumbents in the other surveyed 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.

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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 3 (“n<3”), we did not show the actual number. In all tables, we did not report medians, minimum or maximum salaries because they would reveal the actual compensation of an individual. In other tables, we deleted some data relating to positions that were “missing” or “valid” to prevent the reader from calculating actual salaries where “n” was “<3”.

Timeframe. All salaries are reported in US\$ at January 1, 2006. Also, all salaries for Non-U.S. positions were converted to US\$ at the applicable conversion rate as of January 1, 2006.

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** (Tables D-1 through D-11)

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 their 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 either be a single Director overseeing the Technology Transfer Office or several. (Note: This definition is based on the "Director" position description used in the 2004 AUTM Salary Survey, which was 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.

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- **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

Table D-1: General Salary Data for Directors

| Position | | Control | Mean | Median | Std. Deviation | N |
|----------|--------|---------|---------|---------|----------------|-----|
| Director | USA | Private | 163,038 | 153,000 | 61,971 | 60 |
| | | Public | 127,690 | 123,000 | 39,307 | 75 |
| | | Other | 133,845 | 154,000 | 38,872 | 3 |
| | | Total | 143,193 | 135,000 | 53,070 | 138 |
| | Canada | Private | | | | 2 |
| | | Public | 99,616 | 93,578 | 26,256 | 15 |
| | | Other | | | | 1 |
| | | Total | 98,100 | 95,725 | 26,616 | 18 |
| | Other | Private | | | | 2 |
| | | Public | 96,833 | 115,982 | 48,149 | 9 |
| | | Other | | | | 2 |
| | | Total | 109,157 | 115,982 | 49,064 | 13 |
| | Total | Private | 159,635 | 151,551 | 62,701 | 64 |
| | | Public | 120,631 | 115,982 | 40,151 | 99 |
| | | Other | 131,046 | 134,950 | 28,959 | 6 |
| | | Total | 135,772 | 125,000 | 52,844 | 169 |

Table D-2: Director Salaries by Highest Degree

| Position | | Highest Degree Quartile | Mean | Median | Std. Deviation | N |
|----------|--------|-------------------------|---------|---------|----------------|-----|
| Director | USA | BS/BA | 99,500 | 105,000 | 37,256 | 8 |
| | | MS/MA | 148,619 | 132,500 | 60,896 | 20 |
| | | MBA | 152,766 | 144,000 | 59,735 | 29 |
| | | Law | 122,212 | 121,530 | 44,656 | 16 |
| | | PhD | 148,695 | 140,000 | 48,422 | 61 |
| | | Other | | | | 2 |
| | | Missing | | | | 2 |
| | | Total | 143,193 | 135,000 | 53,070 | 138 |
| | Canada | BS/BA | 103,343 | 103,908 | | <10 |
| | | MS/MA | | | | 2 |
| | | MBA | 112,251 | 107,315 | | <10 |
| | | Law | | | | 1 |
| | | PhD | 96,154 | 93,578 | 22,470 | 7 |
| | | Total | 98,100 | 95,725 | 26,616 | 18 |
| | Other | MS/MA | | | | 1 |
| | | MBA | 136,302 | 119,991 | | <10 |
| | | MD | | | | 1 |
| | | PhD | 96,763 | 103,137 | 48,759 | 6 |
| | | Other | | | | 1 |
| | | Total | 109,157 | 115,982 | 49,064 | 13 |
| | Total | BS/BA | 100,781 | 105,000 | 34,129 | 12 |
| | | MS/MA | 141,863 | 120,000 | 59,638 | 23 |
| | | MBA | 146,606 | 135,000 | 55,869 | 37 |
| | | Law | 118,149 | 119,060 | 46,370 | 17 |
| | | MD | | | | 1 |
| | | PhD | 139,514 | 133,845 | 50,323 | 74 |
| | | Other | 72,208 | 80,000 | | <10 |
| | | Missing | | | | 2 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|----------|--------|-------------------------|---------|---------|----------------|-----|
| Director | USA | 0-2 years | 115,000 | 95,000 | 67,623 | 10 |
| | | 3-4 years | 111,171 | 104,839 | 43,450 | 10 |
| | | 5-9 years | 138,573 | 136,995 | 41,459 | 34 |
| | | 10+ years | 152,766 | 140,000 | 54,884 | 82 |
| | | Total | 143,382 | 135,000 | 53,424 | 136 |
| | Canada | 3-4 years | | | | 1 |
| | | 5-9 years | 77,030 | 80,701 | | <10 |
| | | 10+ years | 103,214 | 98,729 | 26,950 | 13 |
| | | Total | 98,100 | 95,725 | 26,616 | 18 |
| | Other | 3-4 years | | | | 1 |
| | | 5-9 years | 84,463 | 89,461 | | <10 |
| | | 10+ years | 116,620 | 115,982 | 44,206 | 9 |
| | | Total | 109,157 | 115,982 | 49,064 | 13 |

Tables D-4: Director Salaries by Region

| | | US-EAST | | |
|-------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 61 | 13 | 61 |
| | Missing | - | 48 | - |
| Mean | | 153,590 | 22,482 | 158,381 |
| Percentiles | 10 | 89,227 | 6,000 | 89,227 |
| | 25 | 109,000 | 9,500 | 115,000 |
| | 50 | 140,000 | 17,500 | 140,000 |
| | 75 | 189,500 | 28,000 | 198,000 |
| | 90 | 231,705 | 63,708 | 239,000 |

| | | US-CENTRAL | | |
|-------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 53 | 5 | 53 |
| | Missing | - | 48 | - |
| Mean | | 136,625 | 41,174 | 140,509 |
| Percentiles | 10 | 81,400 | 11,000 | 81,400 |
| | 25 | 102,500 | 14,500 | 102,500 |
| | 50 | 130,000 | 19,834 | 132,000 |
| | 75 | 157,018 | 78,517 | 159,018 |
| | 90 | 209,600 | 100,000 | 214,760 |

Tables D-4: Director Salaries by Region (cont.)

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 24 | 4 | 24 |
| | Missing | - | 20 | - |
| Mean | | 131,269 | 19,250 | 134,477 |
| Percentiles | 10 | 71,000 | 8,000 | 71,000 |
| | 25 | 103,801 | 8,500 | 103,801 |
| | 50 | 129,345 | 13,500 | 129,345 |
| | 75 | 161,750 | 35,750 | 162,750 |
| | 90 | 185,000 | 42,000 | 193,500 |

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 18 | 5 | 18 |
| | Missing | - | 13 | - |
| Mean | | 98,100 | 8,396 | 100,433 |
| Percentiles | 10 | 67,900 | 1,631 | 67,900 |
| | 25 | 77,266 | 1,674 | 78,490 |
| | 50 | 95,725 | 8,585 | 98,051 |
| | 75 | 118,046 | 15,024 | 118,046 |
| | 90 | 142,514 | 17,170 | 143,802 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | 8 | 13 |
| | Missing | - | 5 | - |
| Mean | | 109,157 | 15,792 | 118,875 |
| Percentiles | 10 | 14,778 | 4,070 | 21,416 |
| | 25 | 95,858 | 7,644 | 101,468 |
| | 50 | 115,982 | 10,743 | 116,069 |
| | 75 | 138,926 | 27,402 | 156,044 |
| | 90 | 175,778 | 30,788 | 187,437 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------|-----|---------|----------------|--------------------------|-------------------------|----------------------------------|----------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Director | USA | Private | Mean | 163,038 | 30,791 | 170,736 | Director | Canada | Private | Mean | | | |
| | | | Median | 153,000 | 19,834 | 155,000 | | | | Median | | | |
| | | | Std. Deviation | 61,971 | 27,769 | 71,522 | | | | Std. Deviation | | | |
| | | | N | 60 | 15 | 60 | | | | N | 2 | | 2 |
| | | Public | Mean | 127,690 | 16,181 | 129,201 | | | Public | Mean | 99,616 | 8,396 | 102,415 |
| | | | Median | 123,000 | 11,000 | 124,000 | | | | Median | 93,578 | 8,585 | 93,578 |
| | | | Std. Deviation | 39,307 | 11,614 | 41,303 | | | | Std. Deviation | 26,256 | 6,846 | 28,497 |
| | | | N | 75 | 7 | 75 | | | | N | 15 | 5 | 15 |
| | | Other | Mean | 133,845 | | 133,845 | | | Other | Mean | | | |
| | | | Median | 154,000 | | 154,000 | | | | Median | | | |
| | | | Std. Deviation | 38,872 | | 38,872 | | | | Std. Deviation | | | |
| | | | N | <10 | | <10 | | | | N | 1 | | 1 |
| | | Total | Mean | 143,193 | 26,143 | 147,360 | | | Total | Mean | 98,100 | 8,396 | 100,433 |
| | | | Median | 135,000 | 17,750 | 136,432 | | | | Median | 95,725 | 8,585 | 98,051 |
| | | | Std. Deviation | 53,070 | 24,518 | 59,752 | | | | Std. Deviation | 26,616 | 6,846 | 28,603 |
| | | | N | 138 | 22 | 138 | | | | N | 18 | 5 | 18 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|----------|----------|----------------|----------------|--------------------------|-------------------------|----------------------------------|---------|
| Director | Other | Private | Mean | | | | |
| | | | Median | | | | |
| | | | Std. Deviation | | | | |
| | | | N | 2 | | 2 | |
| | | Public | Mean | 96,833 | 15,207 | 106,971 | |
| | | | Median | 115,982 | 10,743 | 115,982 | |
| | | | Std. Deviation | 48,149 | 10,822 | 53,240 | |
| | | | N | 9 | 6 | 9 | |
| | | Other | Mean | | | | |
| | | | Median | | | | |
| | | | Std. Deviation | | | | |
| | | | N | 2 | 2 | 2 | |
| | Total | Mean | 109,157 | 15,792 | 118,875 | | |
| | | Median | 115,982 | 10,743 | 116,069 | | |
| | | Std. Deviation | 49,064 | 10,687 | 51,802 | | |
| | | N | 13 | 8 | 13 | | |
| | Director | Total | Private | Mean | 159,635 | 30,791 | 166,852 |
| | | | | Median | 151,551 | 19,834 | 154,500 |
| | | | | Std. Deviation | 62,701 | 27,769 | 71,965 |
| | | | | N | 64 | 15 | 64 |
| Public | | | Mean | 120,631 | 13,694 | 123,121 | |
| | | | Median | 115,982 | 10,500 | 119,060 | |
| | | | Std. Deviation | 40,151 | 10,232 | 41,874 | |
| | | | N | 99 | 18 | 99 | |
| Other | | | Mean | 131,046 | | 136,895 | |
| | | | Median | 134,950 | | 147,474 | |
| | | | Std. Deviation | 28,959 | | 28,942 | |
| | | | N | 6 | 2 | 6 | |
| Total | | | Mean | 135,772 | 21,242 | 140,171 | |
| | | | Median | 125,000 | 16,000 | 130,000 | |
| | | | Std. Deviation | 52,844 | 21,145 | 58,590 | |
| | | | N | 169 | 35 | 169 | |

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Table D-6: Director Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Director | USA | Male | Mean | 149,189 | 26,307 | 153,299 |
| | | | Median | 138,243 | 17,500 | 139,495 |
| | | | N | 96 | 15 | 96 |
| | | Female | Mean | 126,196 | 23,089 | 129,842 |
| | | | Median | 125,000 | 16,000 | 125,000 |
| | | | N | 38 | 6 | 38 |
| | | Not Answered | Mean | 160,750 | 42,000 | 171,250 |
| | | | Median | 153,000 | 42,000 | 153,000 |
| | | | N | 4 | 1 | 4 |
| | | Total | Mean | 143,193 | 26,143 | 147,360 |
| | | | Median | 135,000 | 17,750 | 136,432 |
| | | | N | 138 | 22 | 138 |
| | Canada | Male | Mean | 99,798 | 8,396 | 102,422 |
| | | | Median | 95,725 | 8,585 | 98,051 |
| | | | N | 16 | 5 | 16 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | | 2 |
| Total | | Mean | 98,100 | 8,396 | 100,433 | |
| | | Median | 95,725 | 8,585 | 98,051 | |
| | | N | 18 | 5 | 18 | |

Table D-6: Director Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Director | Other | Male | Mean | 102,436 | 15,792 | 115,069 |
| | | | Median | 114,665 | 10,743 | 119,991 |
| | | | N | 10 | 8 | 10 |
| | | Female | Mean | 131,562 | | 131,562 |
| | | | Median | 115,982 | | 115,982 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 109,157 | 15,792 | 118,875 |
| | | | Median | 115,982 | 10,743 | 116,069 |
| | | | N | 13 | 8 | 13 |
| | Total | Male | Mean | 138,879 | 20,104 | 143,493 |
| | | | Median | 131,000 | 14,439 | 135,000 |
| | | | N | 122 | 28 | 122 |
| | | Female | Mean | 124,632 | 23,089 | 127,854 |
| | | | Median | 124,000 | 16,000 | 125,000 |
| | | | N | 43 | 6 | 43 |
| | | Not Answered | Mean | 160,750 | | 171,250 |
| | | | Median | 153,000 | | 153,000 |
| | | | N | 4 | 1 | 4 |
| | | Total | Mean | 135,772 | 21,242 | 140,171 |
| | | | Median | 125,000 | 16,000 | 130,000 |
| | | | N | 169 | 35 | 169 |

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Table D-7: Director Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 138 | 22 | 138 |
| | Missing | - | 116 | - |
| Mean | | 143,193 | 26,143 | 147,360 |
| Median | | 135,000 | 17,750 | 136,432 |
| Std. Deviation | | 53,070 | 24,518 | 59,752 |
| Percentiles | 10 | 84,838 | 7,650 | 84,838 |
| | 25 | 105,000 | 10,000 | 105,431 |
| | 50 | 135,000 | 17,750 | 136,432 |
| | 75 | 165,063 | 33,818 | 167,500 |
| | 90 | 214,270 | 73,110 | 229,050 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 18 | 5 | 18 |
| | Missing | | 13 | |
| Mean | | 98,100 | 8,396 | 100,433 |
| Median | | 95,725 | 8,585 | 98,051 |
| Std. Deviation | | 26,616 | 6,846 | 28,603 |
| Percentiles | 10 | 67,900 | 1,631 | 67,900 |
| | 25 | 77,266 | 1,674 | 78,490 |
| | 50 | 95,725 | 8,585 | 98,051 |
| | 75 | 118,046 | 15,024 | 118,046 |
| | 90 | 142,514 | 17,170 | 143,802 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | 8 | 13 |
| | Missing | - | 5 | - |
| Mean | | 109,157 | 15,792 | 118,875 |
| Median | | 115,982 | 10,743 | 116,069 |
| Std. Deviation | | 49,064 | 10,687 | 51,802 |
| Percentiles | 10 | 14,778 | 4,070 | 21,416 |
| | 25 | 95,858 | 7,644 | 101,468 |
| | 50 | 115,982 | 10,743 | 116,069 |
| | 75 | 138,926 | 27,402 | 156,044 |
| | 90 | 175,778 | 30,788 | 187,437 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Director | USA | Urban | Mean | 148,647 | 29,647 | 153,984 |
| | | | Median | 142,288 | 19,917 | 146,000 |
| | | | N | 100 | 18 | 100 |
| | | Non-Urban | Mean | 128,838 | 10,375 | 129,930 |
| | | | Median | 124,000 | 9,500 | 124,000 |
| | | | N | 38 | 4 | 38 |
| | | Total | Mean | 143,193 | 26,143 | 147,360 |
| | | | Median | 135,000 | 17,750 | 136,432 |
| | | | N | 138 | 22 | 138 |
| | Canada | Urban | Mean | 95,822 | 7,276 | 97,641 |
| | | | Median | 95,725 | 5,151 | 98,051 |
| | | | N | 16 | 4 | 16 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | 1 | 2 |
| | | Total | Mean | 98,100 | 8,396 | 100,433 |
| | | | Median | 95,725 | 8,585 | 98,051 |
| | | | N | 18 | 5 | 18 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Director | Other | Urban | Mean | 108,588 | 15,792 | 119,117 |
| | | | Median | 114,665 | 10,743 | 119,991 |
| | | | N | 12 | 8 | 12 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 109,157 | 15,792 | 118,875 |
| | | | Median | 115,982 | 10,743 | 116,069 |
| | | | N | 13 | 8 | 13 |
| | Total | Urban | Mean | 138,289 | 22,969 | 143,672 |
| | | | Median | 129,000 | 17,085 | 135,000 |
| | | | N | 128 | 30 | 128 |
| | | Non-Urban | Mean | 127,914 | 10,876 | 129,241 |
| | | | Median | 123,000 | 11,000 | 123,000 |
| | | | N | 41 | 5 | 41 |
| | | Total | Mean | 135,772 | 21,242 | 140,171 |
| | | | Median | 125,000 | 16,000 | 130,000 |
| | | | N | 169 | 35 | 169 |

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

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|----------|--------|-------------------------------|---------|---------|----------------|-----|
| Director | USA | \$1M to \$100M | 110,833 | 108,500 | 30,811 | 50 |
| | | \$101M to \$249M | 140,236 | 138,243 | 45,315 | 42 |
| | | \$250M to \$449M | 184,164 | 186,500 | 53,848 | 28 |
| | | \$500M+ | 184,146 | 155,625 | 62,524 | 14 |
| | | Total | 143,031 | 135,000 | 53,664 | 134 |
| | Canada | \$1M to \$100M | 85,960 | 83,330 | 18,652 | 11 |
| | | \$101M to \$249M | 116,329 | 120,192 | | <10 |
| | | \$250M to \$449M | | | | 2 |
| | | Total | 97,811 | 93,578 | 27,406 | 17 |
| | Other | \$1M to \$100M | 102,600 | 108,640 | 42,933 | 6 |
| | | \$101M to \$249M | | | | 1 |
| | | \$250M to \$449M | 134,206 | 123,913 | 50,682 | 3 |
| | | \$500M+ | | | | 2 |
| | | Total | 117,558 | 116,025 | 40,315 | 12 |
| | Total | \$1M to \$100M | 106,012 | 105,000 | 31,350 | 67 |
| | | \$101M to \$249M | 137,685 | 137,496 | 44,378 | 47 |
| | | \$250M to \$449M | 176,095 | 173,000 | 54,699 | 33 |
| | | \$500M+ | 178,408 | 155,125 | 60,553 | 16 |
| | | Total | 136,440 | 125,000 | 52,610 | 163 |

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

| Position | USA or Other | N of Reports | Mean | Median | Std. Deviation | N |
|----------|--------------|--------------|---------|---------|----------------|-----|
| Director | USA | 0 Reports | 79,909 | 82,000 | 28,048 | 11 |
| | | 1-2 Reports | 120,675 | 113,278 | 34,985 | 39 |
| | | 3-5 Reports | 148,331 | 137,496 | 46,567 | 39 |
| | | 6-10 Reports | 161,273 | 155,250 | 37,442 | 35 |
| | | 11+ Reports | 215,842 | 185,000 | 80,075 | 11 |
| | | Total | 143,623 | 135,000 | 53,455 | 135 |
| | Canada | 0 Reports | 78,139 | 79,842 | 6,324 | 4 |
| | | 1-2 Reports | 72,309 | 75,979 | 13,385 | 4 |
| | | 3-5 Reports | 120,836 | 119,763 | 29,260 | 4 |
| | | 6-10 Reports | 113,446 | 109,461 | 14,709 | 6 |
| | | Total | 98,100 | 95,725 | 26,616 | 18 |
| | Other | 0 Reports | | | | 2 |
| | | 1-2 Reports | 106,715 | 122,551 | 91,481 | 3 |
| | | 3-5 Reports | 105,942 | 109,119 | 12,762 | 4 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 99,626 | 110,000 | 51,426 | 10 |
| | Total | 0 Reports | 79,437 | 82,000 | 23,899 | 15 |
| | | 1-2 Reports | 116,078 | 110,000 | 35,593 | 45 |
| | | 3-5 Reports | 143,226 | 137,248 | 49,155 | 46 |
| | | 6-10 Reports | 149,978 | 144,200 | 39,734 | 45 |
| | | 11+ Reports | 199,890 | 175,125 | 94,248 | 12 |
| Total | | 135,897 | 125,000 | 53,614 | 163 | |

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

| Position | USA or Other | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|----------|--------------|------------------|---------|---------|----------------|-----|
| Director | USA | 1-5 FTEs | 116,996 | 110,000 | 36,036 | 73 |
| | | 6-10 FTEs | 150,886 | 141,595 | 43,802 | 30 |
| | | 11-19 FTEs | 177,288 | 159,000 | 43,498 | 18 |
| | | 20+ FTEs | 206,006 | 188,000 | 63,578 | 17 |
| | | Total | 143,193 | 135,000 | 53,070 | 138 |
| | Canada | 1-5 FTEs | 85,803 | 82,418 | 22,728 | 11 |
| | | 6-10 FTEs | 104,954 | 100,876 | 13,581 | 4 |
| | | 11-19 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 98,100 | 95,725 | 26,616 | 18 |
| | Other | 1-5 FTEs | 81,126 | 104,018 | 62,474 | 5 |
| | | 6-10 FTEs | 122,159 | 116,069 | 19,245 | 5 |
| | | 11-19 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 109,157 | 115,982 | 49,064 | 13 |
| | Total | 1-5 FTEs | 111,126 | 108,000 | 38,190 | 89 |
| | | 6-10 FTEs | 142,492 | 132,000 | 42,144 | 39 |
| | | 11-19 FTEs | 173,267 | 155,625 | 43,178 | 20 |
| | | 20+ FTEs | 192,034 | 185,000 | 66,127 | 21 |
| | | Total | 135,772 | 125,000 | 52,844 | 169 |

Additional data:

- The number of Director respondents rose from 2004.
- About 50% of Directors had a doctorate degree, which was the same percentage observed in the 2004 survey. The majority of Directors (60%) had at least 10 years experience in technology transfer, which was also the same percentage observed in 2004.
- The mean US director salary rose 5.5%; there is a 15% difference between male and female directors' salaries.
- 16% of directors, both male and female, received bonuses, with females receiving 12% less on average.

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Key factors in compensation for this position:

US:

While total head count in an office is most predictive of salaries for this category, it is a weak predictor, accounting for only 10% of the salary variance.

Canada:

Compared to 2004, there were only 3 additional respondents in 2006 for Canada, for a total of 18 respondents. There were 13 total respondents from outside the U.S. and Canada, which allowed for the creation of a more detailed table and break-out of information more specific to Canada.

There was only a 3% increase in the mean salary for Canadian directors compared to the 2004 survey. There appears to be a negative relationship between education level and salary, with Directors who had a Ph.D. reporting earning 16% less than Directors with a MBA or a Bachelor's degree. Almost 40% of Canadian directors have a Ph.D., and over 70% of the directors have 10+ years experience.

International:

Since this is the first year the international community was separated from the North American data, we are only able to highlight a few meaningful points of data. Almost 70% of Directors have more than 10 years experience, almost half have a Ph.D., and 92% have an advanced degree of some kind.

The two factors that appear to account for the most variance in these results are the number of direct reports and the number of FTEs in the office.

Position 2: Assistant/Associate Director (Tables AD-1 through AD-11)

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 VP and may have the authority to act in their absence. This position may supervise one or more Licensing Associates and may have the authority to approve license terms and signature authority for MTAs, CDAs, 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 non-confidential, 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, inter-institutional 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 your institution reported to those Surveys in order 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 VP

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

| Position | | Control | Mean | Median | Std. Deviation | N |
|------------------------------|--------|---------|---------|---------|----------------|-----|
| Assist/ Assoc Director | USA | Private | 106,276 | 101,000 | 26,970 | 65 |
| | | Public | 95,950 | 94,000 | 24,622 | 49 |
| | | Total | 101,837 | 96,826 | 26,379 | 114 |
| | Canada | Public | 85,974 | 82,482 | 15,363 | 12 |
| | | Total | 85,974 | 82,482 | 15,363 | 12 |
| | Other | Private | 71,284 | 67,873 | | <10 |
| | | Public | 60,800 | 76,970 | 47,971 | 5 |
| | | Other | | | | 1 |
| | | Total | 68,241 | 76,970 | 35,999 | 9 |
| | Total | Private | 104,732 | 99,955 | 27,355 | 68 |
| | | Public | 91,473 | 90,000 | 26,876 | 66 |
| | | Other | | | | 1 |
| | | Total | 98,188 | 95,000 | 27,721 | 135 |

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

| Position | | Education Level | Mean | Median | Std. Deviation | N |
|------------------------------|--------------|-----------------|----------------|---------------|----------------|------------|
| Assist/ Assoc Director | USA | BS/BA | 98,145 | 100,572 | 31,211 | 9 |
| | | MS/MA | 103,660 | 104,945 | 31,057 | 20 |
| | | MBA | 97,866 | 90,640 | 20,667 | 23 |
| | | Law | 95,073 | 92,000 | 22,490 | 15 |
| | | PhD | 108,298 | 101,000 | 27,182 | 41 |
| | | Other | | | | 2 |
| | | Missing | 79,602 | 79,000 | 18,505 | 4 |
| | | Total | 101,837 | 96,826 | 26,379 | 114 |
| | Canada | MS/MA | | | | 2 |
| | | MBA | 76,732 | 79,348 | 10,742 | 4 |
| | | Law | | | | 1 |
| | | PhD | 99,359 | 99,170 | 16,365 | 4 |
| | | Other | | | | 1 |
| | | Total | 85,974 | 82,482 | 15,363 | 12 |
| | Other | MS/MA | | | | 1 |
| | | MBA | | | | 1 |
| | | PhD | 60,319 | 67,873 | 37,395 | 7 |
| | | Total | 68,241 | 76,970 | 35,999 | 9 |
| | Total | BS/BA | 98,145 | 100,572 | 31,211 | 9 |
| | | MS/MA | 101,921 | 97,151 | 29,396 | 23 |
| | | MBA | 94,791 | 89,693 | 20,428 | 28 |
| | | Law | 93,960 | 91,000 | 22,179 | 16 |
| | | PhD | 101,152 | 97,650 | 32,093 | 52 |
| | | Other | 97,345 | 94,000 | 24,499 | 3 |
| | | Missing | 79,602 | 79,000 | 18,505 | 4 |
| | | Total | 98,188 | 95,000 | 27,721 | 135 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|------------------------------|--------|-------------------------|---------|---------|----------------|-----|
| Assist/ Assoc Director | USA | 0-2 years | 100,311 | 99,800 | 37,034 | 9 |
| | | 3-4 years | 89,896 | 92,000 | 19,634 | 17 |
| | | 5-9 years | 95,660 | 90,320 | 24,177 | 34 |
| | | 10+ years | 110,367 | 107,900 | 25,972 | 48 |
| | | Total | 101,676 | 96,456 | 26,539 | 108 |
| | Canada | 5-9 years | 77,258 | 77,741 | 7,255 | 8 |
| | | 10+ years | 103,407 | 101,905 | 11,608 | 4 |
| | | Total | 85,974 | 82,482 | 15,363 | 12 |
| | Other | 0-2 years | | | | 2 |
| | | 3-4 years | | | | 1 |
| | | 5-9 years | 65,104 | 76,970 | 34,473 | 5 |
| | | 10+ years | | | | 1 |
| | | Total | 68,241 | 76,970 | 35,999 | 9 |
| | Total | 0-2 years | 93,450 | 99,800 | 42,489 | 11 |
| | | 3-4 years | 88,672 | 86,000 | 19,742 | 18 |
| | | 5-9 years | 89,277 | 85,000 | 25,484 | 47 |
| | | 10+ years | 109,563 | 106,659 | 24,994 | 53 |
| | | Total | 97,883 | 95,000 | 27,880 | 129 |

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

| | | US-EAST | | |
|-------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 58 | 26 | 58 |
| | Missing | - | 32 | - |
| Mean | | 104,101 | 10,335 | 108,734 |
| Percentiles | 10 | 74,119 | 3,000 | 74,119 |
| | 25 | 82,050 | 5,750 | 85,031 |
| | 50 | 100,000 | 8,250 | 106,350 |
| | 75 | 125,651 | 14,500 | 132,595 |
| | 90 | 141,000 | 17,500 | 156,100 |

| | | US-CENTRAL | | |
|-------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 43 | 12 | 43 |
| | Missing | - | 31 | - |
| Mean | | 96,385 | 14,104 | 100,321 |
| Percentiles | 10 | 68,800 | 10,150 | 69,600 |
| | 25 | 82,000 | 10,877 | 84,701 |
| | 50 | 90,640 | 12,747 | 96,000 |
| | 75 | 110,000 | 16,936 | 118,400 |
| | 90 | 126,200 | 22,479 | 137,344 |

Tables AD-4: Assistant/Associate Directors Salaries by Region

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | 3 | 13 |
| | Missing | - | 10 | - |
| Mean | | 109,775 | 10,567 | 112,213 |
| Percentiles | 10 | 53,884 | 4,000 | 53,884 |
| | 25 | 76,450 | 4,000 | 78,450 |
| | 50 | 115,000 | 13,700 | 115,000 |
| | 75 | 138,500 | 14,000 | 145,856 |
| | 90 | 146,624 | 14,000 | 152,680 |

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 12 | 1 | 12 |
| | Missing | - | 11 | - |
| Mean | | 85,974 | | 86,332 |
| Percentiles | 10 | 66,074 | | 66,074 |
| | 25 | 75,335 | | 75,335 |
| | 50 | 82,482 | | 82,482 |
| | 75 | 95,784 | | 95,784 |
| | 90 | 114,695 | | 114,695 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 9 | 3 | 9 |
| | Missing | - | 6 | - |
| Mean | | 68,241 | 9,582 | 71,435 |
| Percentiles | 10 | 6,263 | 2,035 | 9,742 |
| | 25 | 40,855 | 2,035 | 41,873 |
| | 50 | 76,970 | 3,479 | 76,970 |
| | 75 | 95,966 | 23,232 | 103,810 |
| | 90 | 111,310 | 23,232 | 118,854 |

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

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|------------------------------|---------|---------|--------------------------|-------------------------|----------------------------------|---------|
| Assist/ Assoc Director | USA | Private | Mean | 106,276 | 11,990 | 112,547 |
| | | | Median | 101,000 | 10,939 | 108,000 |
| | | | Std. Deviation | 26,970 | 4,541 | 29,894 |
| | | | N | 65 | 34 | 65 |
| | | Public | Mean | 95,950 | 8,857 | 97,215 |
| | | | Median | 94,000 | 4,000 | 95,000 |
| | | | Std. Deviation | 24,622 | 10,483 | 26,536 |
| | | | N | 49 | 7 | 49 |
| | | Total | Mean | 101,837 | 11,455 | 105,957 |
| | | | Median | 96,826 | 10,877 | 101,045 |
| | | | Std. Deviation | 26,379 | 5,909 | 29,384 |
| | | | N | 114 | 41 | 114 |

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|------------------------------|---------|--------|--------------------------|-------------------------|----------------------------------|--------|
| Assist/ Assoc Director | Canada | Public | Mean | 85,974 | | 86,332 |
| | | | Median | 82,482 | | 82,482 |
| | | | Std. Deviation | 15,363 | | 15,410 |
| | | | N | 12 | 1 | 12 |
| | | Total | Mean | 85,974 | | 86,332 |
| | | | Median | 82,482 | | 82,482 |
| | | | Std. Deviation | 15,363 | | 15,410 |
| | | | N | 12 | 1 | 12 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|------------------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Assist/ Assoc Director | Other | Private | Mean | 71,284 | | 71,284 | Assist/ Assoc Director | Total | Private | Mean | 104,732 | 11,990 | 110,727 |
| | | | Median | 67,873 | | 67,873 | | | | Median | 99,955 | 10,939 | 107,500 |
| | | | Std. Deviation | 5,908 | | 5,908 | | | | Std. Deviation | 27,355 | 4,541 | 30,456 |
| | | | N | 3 | | 3 | | | | N | 68 | 34 | 68 |
| | | Public | Mean | 60,800 | 9,582 | 66,550 | | | Public | Mean | 91,473 | 8,640 | 92,913 |
| | | | Median | 76,970 | 3,479 | 76,970 | | | | Median | 90,000 | 4,000 | 90,072 |
| | | | Std. Deviation | 47,971 | 11,843 | 51,583 | | | | Std. Deviation | 26,876 | 9,807 | 28,273 |
| | | | N | 5 | 3 | 5 | | | | N | 66 | 11 | 66 |
| | | Other | Mean | | | | | | Other | Mean | | | |
| | | | Median | | | | | | | Median | | | |
| | | | Std. Deviation | | | | | | | Std. Deviation | | | |
| | | | N | 1 | | 1 | | | | N | 1 | | 1 |
| | | Total | Mean | 68,241 | 9,582 | 71,435 | | | Total | Mean | 98,188 | 11,171 | 101,911 |
| | | | Median | 76,970 | 3,479 | 76,970 | | | | Median | 95,000 | 10,877 | 96,570 |
| | | | Std. Deviation | 35,999 | 11,843 | 37,834 | | | | Std. Deviation | 27,721 | 6,280 | 30,514 |
| | | | N | 9 | 3 | 9 | | | | N | 135 | 45 | 135 |

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

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Assist/ Assoc Director | USA | Male | Mean | 101,662 | 11,077 | 106,335 |
| | | | Median | 99,900 | 10,000 | 105,726 |
| | | | N | 64 | 27 | 64 |
| | | Female | Mean | 99,796 | 11,905 | 103,280 |
| | | | Median | 95,000 | 12,250 | 96,342 |
| | | | N | 41 | 12 | 41 |
| | | Not Answered | Mean | 112,389 | | 115,467 |
| | | | Median | 100,000 | | 100,000 |
| | | | N | 9 | 2 | 9 |
| | | Total | Mean | 101,837 | 11,455 | 105,957 |
| | | | Median | 96,826 | 10,877 | 101,045 |
| | | | N | 114 | 41 | 114 |
| | Canada | Male | Mean | 93,039 | | 93,039 |
| | | | Median | 91,681 | | 91,681 |
| | | | N | 5 | | 5 |
| | | Female | Mean | 80,928 | | 81,541 |
| | | | Median | 78,216 | | 78,216 |
| | | | N | 7 | 1 | 7 |
| Total | | Mean | 85,974 | | 86,332 | |
| | | Median | 82,482 | | 82,482 | |
| | | N | 12 | 1 | 12 | |

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

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Assist/ Assoc Director | Other | Male | Mean | 62,920 | | 68,262 |
| | | | Median | 67,873 | | 67,873 |
| | | | N | 5 | 2 | 5 |
| | | Female | Mean | 95,242 | | 95,242 |
| | | | Median | 96,311 | | 96,311 |
| | | | N | 3 | | 3 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | 1 | 1 |
| | | Total | Mean | 68,241 | 9,582 | 71,435 |
| | | | Median | 76,970 | 3,479 | 76,970 |
| | | | N | 9 | 3 | 9 |
| | Total | Male | Mean | 98,461 | 11,234 | 102,864 |
| | | | Median | 96,096 | 10,000 | 101,045 |
| | | | N | 74 | 29 | 74 |
| | | Female | Mean | 96,938 | 11,320 | 99,823 |
| | | | Median | 93,700 | 11,000 | 95,000 |
| | | | N | 51 | 13 | 51 |
| | | Not Answered | Mean | 102,534 | 9,912 | 105,507 |
| | | | Median | 97,500 | 13,700 | 97,500 |
| | | | N | 10 | 3 | 10 |
| Total | | Mean | 98,188 | 11,171 | 101,911 | |
| | | Median | 95,000 | 10,877 | 96,570 | |
| | | N | 135 | 45 | 135 | |

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

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 114 | 41 | 114 |
| | Missing | - | 73 | - |
| Mean | | 101,837 | 11,455 | 105,957 |
| Median | | 96,826 | 10,877 | 101,045 |
| Std. Deviation | | 26,379 | 5,909 | 29,384 |
| Percentiles | 10 | 69,000 | 4,200 | 70,000 |
| | 25 | 81,750 | 6,950 | 84,126 |
| | 50 | 96,826 | 10,877 | 101,045 |
| | 75 | 121,996 | 15,360 | 124,200 |
| | 90 | 140,500 | 17,500 | 150,350 |

| | | CANADA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 12 | 1 | 12 |
| | Missing | - | 11 | - |
| Mean | | 85,974 | | 86,332 |
| Median | | 82,482 | | 82,482 |
| Std. Deviation | | 15,363 | | 15,410 |
| Percentiles | 10 | 66,074 | | 66,074 |
| | 25 | 75,335 | | 75,335 |
| | 50 | 82,482 | | 82,482 |
| | 75 | 95,784 | | 95,784 |
| | 90 | 114,695 | | 114,695 |

| | | OTHER | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 9 | 3 | 9 |
| | Missing | - | 6 | - |
| Mean | | 68,241 | 9,582 | 71,435 |
| Median | | 76,970 | 3,479 | 76,970 |
| Std. Deviation | | 35,999 | 11,843 | 37,834 |
| Percentiles | 10 | 6,263 | 2,035 | 9,742 |
| | 25 | 40,855 | 2,035 | 41,873 |
| | 50 | 76,970 | 3,479 | 76,970 |
| | 75 | 95,966 | 23,232 | 103,810 |
| | 90 | 111,310 | 23,232 | 118,854 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Assistant/ Associate Director | USA | Urban | Mean | 105,326 | 11,741 | 110,339 |
| | | | Median | 100,000 | 10,877 | 107,000 |
| | | | N | 89 | 38 | 89 |
| | | Non-Urban | Mean | 89,417 | 7,833 | 90,357 |
| | | | Median | 85,908 | 3,000 | 85,908 |
| | | | N | 25 | 3 | 25 |
| | | Total | Mean | 101,837 | 11,455 | 105,957 |
| | | | Median | 96,826 | 10,877 | 101,045 |
| | | | N | 114 | 41 | 114 |
| | Canada | Urban | Mean | 85,986 | | 85,986 |
| | | | Median | 80,959 | | 80,959 |
| | | | N | 11 | | 11 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | 1 | 1 |
| Total | | Mean | 85,974 | | 86,332 | |
| | | Median | 82,482 | | 82,482 | |
| | | N | 12 | 1 | 12 | |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|-------------------------------------|-----------|------------------|--------|--------------------------|-------------------------|----------------------------------|---------|
| Assistant/ Associate Director | Other | Urban | Mean | 68,241 | 9,582 | 71,435 | |
| | | | Median | 76,970 | 3,479 | 76,970 | |
| | | | N | 9 | 3 | 9 | |
| | | Total | Mean | 68,241 | 9,582 | 71,435 | |
| | | | Median | 76,970 | 3,479 | 76,970 | |
| | | | N | 9 | 3 | 9 | |
| | | Total | Urban | Mean | 100,312 | 11,583 | 104,669 |
| | | | | Median | 96,311 | 10,877 | 101,517 |
| | | | | N | 109 | 41 | 109 |
| | Non-Urban | | Mean | 89,280 | 6,948 | 90,349 | |
| | | | Median | 85,880 | 3,646 | 88,026 | |
| | | | N | 26 | 4 | 26 | |
| | Total | | Mean | 98,188 | 11,171 | 101,911 | |
| | | | Median | 95,000 | 10,877 | 96,570 | |
| | | | N | 135 | 45 | 135 | |

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

| Position | USA or Other | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|---------------------------|--------------|-------------------------------|---------|---------|----------------|------|
| Assist/ Assoc Director | USA | \$0M to \$100M | 86,139 | 83,700 | 27,749 | 14 |
| | | \$101M to \$250M | 94,034 | 85,000 | 29,784 | 31 |
| | | \$250M to \$500M | 110,616 | 109,400 | 21,726 | 40 |
| | | \$500M+ | 104,348 | 99,800 | 23,680 | 25 |
| | | Total | 101,403 | 96,171 | 26,587 | 110 |
| | Canada | \$0M to \$100M | | | | 1 |
| | | \$101M to \$250M | 78,125 | 75,979 | | N<10 |
| | | \$250M to \$500M | 93,830 | 91,681 | 14,589 | 7 |
| | | Total | 85,974 | 82,482 | 15,363 | 12 |
| | Other | \$1M to \$100M | | | | 2 |
| | | \$101M to \$249M | | | | 2 |
| | | \$250M to \$449M | 71,284 | 67,873 | | N<10 |
| | | \$500M+ | | | | 1 |
| | | Total | 75,988 | 77,538 | 29,389 | 8 |
| | Total | \$0M to \$100M | 81,086 | 82,400 | 31,096 | 17 |
| | | \$101M to \$250M | 92,320 | 80,000 | 27,983 | 37 |
| | | \$250M to \$500M | 105,906 | 100,000 | 22,705 | 50 |
| | | \$500M+ | 104,013 | 97,711 | 23,265 | 26 |
| | | Total | 98,415 | 95,000 | 26,785 | 130 |

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

| Position | USA or Other | N of Reports | Mean | Median | Std. Deviation | N |
|---------------------------|--------------|--------------|---------|---------|----------------|-----|
| Assist/ Assoc Director | USA | 0 Reports | 91,592 | 90,320 | 21,070 | 52 |
| | | 1-2 Reports | 106,032 | 102,445 | 26,717 | 34 |
| | | 3-5 Reports | 115,803 | 108,800 | 28,451 | 17 |
| | | 6-10 Reports | 130,500 | 136,000 | 19,191 | 6 |
| | | 11+ Reports | | | | 1 |
| | | Total | 102,132 | 96,826 | 26,311 | 110 |
| | Canada | 0 Reports | | | | 1 |
| | | 1-2 Reports | | | | 2 |
| | | 3-5 Reports | 76,230 | 77,266 | 8,806 | 5 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 81,985 | 78,216 | 13,143 | 9 |
| | Other | 0 Reports | | | | 2 |
| | | 1-2 Reports | | | | 1 |
| | | 3-5 Reports | 55,029 | 67,873 | 32,867 | 4 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 64,732 | 72,421 | 36,802 | 8 |
| | Total | 0 Reports | 91,785 | 90,640 | 20,760 | 55 |
| | | 1-2 Reports | 104,920 | 100,000 | 26,141 | 37 |
| | | 3-5 Reports | 98,843 | 95,921 | 35,568 | 26 |
| | | 6-10 Reports | 109,382 | 130,500 | 45,697 | 8 |
| | | 11+ Reports | | | | 1 |
| Total | | 98,348 | 95,000 | 28,079 | 127 | |

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

| Position | USA or Other | Tech Offices FTEs | Mean | Median | Std. Deviation | N |
|---------------------------|--------------|-------------------|---------|---------|----------------|------|
| Assist/ Assoc Director | USA | 1-5 FTEs | 82,546 | 82,200 | 24,303 | 24 |
| | | 6-10 FTEs | 101,104 | 96,000 | 25,393 | 33 |
| | | 11-19 FTEs | 99,658 | 96,570 | 20,546 | 27 |
| | | 20+ FTEs | 120,039 | 122,800 | 22,299 | 30 |
| | | Total | 101,837 | 96,826 | 26,379 | 114 |
| | Canada | 6-10 FTEs | | | | 2 |
| | | 11-19 FTEs | 78,411 | 74,691 | 6,444 | 3 |
| | | 20+ FTEs | 93,830 | 91,681 | 14,589 | 7 |
| | | Total | 85,974 | 82,482 | 15,363 | 12 |
| | Other | 1-5 FTEs | 60,938 | 76,970 | 48,097 | 5 |
| | | 6-10 FTEs | | | | 1 |
| | | 20+ FTEs | 71,284 | 67,873 | | N<10 |
| | | Total | 68,241 | 76,970 | 35,999 | 9 |
| | Total | 1-5 FTEs | 78,820 | 82,000 | 29,743 | 29 |
| | | 6-10 FTEs | 99,214 | 94,661 | 25,413 | 36 |
| | | 11-19 FTEs | 97,533 | 95,171 | 20,576 | 30 |
| | | 20+ FTEs | 111,796 | 114,868 | 25,313 | 40 |
| | | Total | 98,188 | 95,000 | 27,721 | 135 |

Key factors in compensation for this position:

U.S.:

There was a 22% increase in the number of U.S. respondents for this position. The mean salary was almost flat, rising about one percent. It is of note that ADs with 0-2 years experience are earning \$100,000 while the incumbent group with 3 to 9 years experience are at least 6% under the mean. Total employees in the office accounts for 30% of the variance for salaries in this position. In order of importance, control, years in technology transfer, and U.S./Canada together account for an additional 25% of variance in salary alone.

The gap between male and female AD salaries is less than 2%.

The negative relationship reported in 2004 regarding the research expenditures and salary appears to have reversed for 2006.

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Canada:

The public institution salaries for this position increased; however, the private school respondent level was below our reportable value. Total employees in the office accounts for 30% of the variance for salaries in this position. In order of importance, control, years in technology transfer, and U.S./Canada together account for an additional 25% of variance in salary alone.

International:

With International Assistant/Associate Director data, the base was about 30% less than the U.S., and most variance in the salary can be attributed to head count, research expenditures and direct reports.

Position #3: Licensing Associate (Tables LA-1 through LA-11)

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 non-confidential, 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, inter-institutional and nondisclosure agreements.

- **Other possible titles:** Licensing Specialist or Licensing Manager
- **Possible degrees:** Ph.D., M.B.A., J.D., M.S., B.S., B.A.
- **Years of experience:** 2-10
- **Signatory Authority:**
Typically will not have
- **Reports to:** Assist/Assoc Dir, or Dir if no Assist/Assoc Dir present

Supervisory responsibilities:

May oversee Licensing Assistants or support staff

Table LA-1: General Salary Data for Licensing Associates

| Position | | Control | Mean | Median | Std. Deviation | N |
|---------------------|--------|---------|--------|--------|----------------|-----|
| Licensing Associate | USA | Private | 86,705 | 78,000 | 28,888 | 73 |
| | | Public | 76,369 | 71,648 | 19,455 | 118 |
| | | Other | 71,000 | 70,000 | 6,055 | 4 |
| | | Total | 80,128 | 74,400 | 23,773 | 195 |
| | Canada | Private | | | | 2 |
| | | Public | 64,739 | 64,389 | 10,970 | 32 |
| | | Other | 89,457 | 78,984 | | |
| | | Total | 65,738 | 64,389 | 13,902 | 37 |
| | Other | Private | 65,376 | 67,873 | 4,994 | 4 |
| | | Public | 58,486 | 68,969 | 29,405 | 14 |
| | | Total | 60,017 | 67,873 | 25,967 | 18 |
| | Total | Private | 84,598 | 76,000 | 28,850 | 79 |
| | | Public | 72,573 | 69,643 | 20,076 | 164 |
| | | Other | 78,910 | 77,782 | 15,442 | 7 |
| | | Total | 76,550 | 71,648 | 23,695 | 250 |

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Table LA-2: Licensing Associate Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|---------------------|--------------|----------------|---------|---------|----------------|-----|
| Licensing Associate | USA | BS/BA | 68,538 | 63,346 | 23,794 | 29 |
| | | MS/MA | 75,618 | 71,065 | 17,560 | 30 |
| | | MBA | 84,530 | 82,738 | 23,419 | 27 |
| | | Law | 76,091 | 75,000 | 21,454 | 11 |
| | | MD | | | | 1 |
| | | PhD | 83,159 | 75,000 | 23,880 | 91 |
| | | Missing | 102,842 | 104,700 | 32,529 | 6 |
| | | Total | 80,128 | 74,400 | 23,773 | 195 |
| | Canada | BS/BA | 60,877 | 53,228 | 14,191 | 5 |
| | | MS/MA | 62,883 | 65,247 | 13,460 | 8 |
| | | MBA | 62,392 | 64,020 | 9,140 | 14 |
| | | PhD | 77,095 | 70,862 | 18,347 | 8 |
| | | Other | | | | 2 |
| | | Total | 65,738 | 64,389 | 13,902 | 37 |
| | Other | BS/BA | | | | 2 |
| | | MS/MA | 68,934 | 76,609 | 22,719 | 4 |
| | | Law | 36,412 | 40,421 | 21,664 | 3 |
| | | PhD | 64,936 | 67,873 | 24,849 | 9 |
| | | Total | 60,017 | 67,873 | 25,967 | 18 |
| | Total | BS/BA | 66,747 | 62,174 | 23,278 | 36 |
| | | MS/MA | 72,556 | 70,065 | 17,697 | 42 |
| | | MBA | 76,970 | 68,000 | 22,284 | 41 |
| | | Law | 67,588 | 68,000 | 26,678 | 14 |
| | | MD | | | | 1 |
| | | PhD | 81,191 | 73,916 | 23,971 | 108 |
| | | Other | | | | 2 |
| | | Missing | 102,842 | 104,700 | 32,529 | 6 |
| | | Total | 76,550 | 71,648 | 23,695 | 250 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|---------------------|--------|-------------------------|--------|--------|----------------|-----|
| Licensing Associate | USA | 0-2 years | 71,291 | 65,000 | 26,772 | 56 |
| | | 3-4 years | 79,041 | 75,000 | 21,668 | 40 |
| | | 5-9 years | 81,646 | 79,000 | 17,666 | 64 |
| | | 10+ years | 89,133 | 89,500 | 23,646 | 22 |
| | | Total | 78,792 | 72,501 | 22,929 | 182 |
| | Canada | 0-2 years | 50,853 | 51,511 | 3,192 | 6 |
| | | 3-4 years | 59,369 | 60,758 | 6,857 | 10 |
| | | 5-9 years | 67,627 | 68,704 | 9,249 | 11 |
| | | 10+ years | 78,961 | 75,142 | 15,293 | 10 |
| | | Total | 65,738 | 64,389 | 13,902 | 37 |
| | Other | 0-2 years | 53,014 | 55,792 | 33,358 | 5 |
| | | 3-4 years | 71,110 | 70,605 | 14,233 | 4 |
| | | 5-9 years | 57,865 | 67,873 | 28,204 | 8 |
| | | 10+ years | | | | 1 |
| | | Total | 60,017 | 67,873 | 25,967 | 18 |
| | Total | 0-2 years | 68,097 | 65,000 | 26,803 | 67 |
| | | 3-4 years | 74,811 | 70,000 | 20,602 | 54 |
| | | 5-9 years | 77,496 | 74,000 | 19,550 | 83 |
| | | 10+ years | 85,407 | 80,000 | 21,560 | 33 |
| | | Total | 75,328 | 70,467 | 22,866 | 237 |

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Table LA-4: Licensing Associate Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 78 | 12 | 78 |
| | Missing | - | 66 | - |
| Mean | | 89,021 | 4,958 | 89,784 |
| Percentiles | 10 | 56,080 | 1,500 | 56,080 |
| | 25 | 70,000 | 2,125 | 70,000 |
| | 50 | 83,400 | 5,000 | 86,100 |
| | 75 | 110,191 | 5,750 | 110,191 |
| | 90 | 135,145 | 14,050 | 135,145 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 85 | 1 | 85 |
| | Missing | - | 84 | - |
| Mean | | 73,768 | | 73,898 |
| Percentiles | 10 | 52,000 | | 52,000 |
| | 25 | 59,641 | | 59,641 |
| | 50 | 68,243 | | 68,243 |
| | 75 | 86,749 | | 86,749 |
| | 90 | 100,713 | | 100,713 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 32 | 7 | 32 |
| | Missing | - | 25 | - |
| Mean | | 75,345 | 5,686 | 76,589 |
| Percentiles | 10 | 58,080 | 3,000 | 59,280 |
| | 25 | 65,000 | 4,000 | 65,088 |
| | 50 | 70,648 | 6,000 | 71,648 |
| | 75 | 90,563 | 6,800 | 90,563 |
| | 90 | 100,000 | 8,000 | 100,000 |

Table LA-4: Licensing Associate Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 37 | 4 | 37 |
| | Missing | - | 33 | - |
| Mean | | 65,738 | 2,361 | 65,993 |
| Percentiles | 10 | 47,218 | 859 | 47,218 |
| | 25 | 54,988 | 1,180 | 54,988 |
| | 50 | 64,389 | 2,146 | 64,389 |
| | 75 | 73,403 | 3,756 | 74,261 |
| | 90 | 79,552 | 4,293 | 79,552 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 18 | 9 | 18 |
| | Missing | - | 9 | - |
| Mean | | 60,017 | 7,887 | 63,961 |
| Percentiles | 10 | 12,139 | 2,035 | 14,179 |
| | 25 | 39,609 | 2,126 | 43,850 |
| | 50 | 67,873 | 5,654 | 67,873 |
| | 75 | 82,327 | 13,275 | 86,906 |
| | 90 | 85,429 | 17,344 | 95,801 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|----------------|----------------|--------------------------|-------------------------|----------------------------------|---------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Licensing Associate | USA | Private | Mean | 86,705 | 6,108 | 87,709 | Licensing Associate | Canada | Private | Mean | | | |
| | | | Median | 78,000 | 5,500 | 80,800 | | | | Median | | | |
| | | | Std. Deviation | 28,888 | 3,835 | 28,698 | | | | Std. Deviation | | | |
| | | | N | 73 | 12 | 73 | | | | N | 2 | | 2 |
| | | Public | Mean | 76,369 | 4,625 | 76,682 | | | Public | Mean | 64,739 | 2,361 | 65,034 |
| | | | Median | 71,648 | 3,250 | 71,648 | | | | Median | 64,389 | 2,146 | 64,389 |
| | | | Std. Deviation | 19,455 | 3,441 | 19,667 | | | | Std. Deviation | 10,970 | 1,424 | 11,067 |
| | | | N | 118 | 8 | 118 | | | | N | 32 | 4 | 32 |
| | | Other | Mean | 71,000 | | 71,000 | | | Other | Mean | 89,457 | | 89,457 |
| | | | Median | 70,000 | | 70,000 | | | | Median | 78,984 | | 78,984 |
| | | | Std. Deviation | 6,055 | | 6,055 | | | | Std. Deviation | 19,192 | | 19,192 |
| | | | N | 4 | | 4 | | | | N | 3 | | 3 |
| | Total | Mean | 80,128 | 5,515 | 80,694 | Total | Mean | 65,738 | 2,361 | 65,993 | | | |
| | | Median | 74,400 | 5,000 | 74,800 | | Median | 64,389 | 2,146 | 64,389 | | | |
| | | Std. Deviation | 23,773 | 3,665 | 23,869 | | Std. Deviation | 13,902 | 1,424 | 13,949 | | | |
| | | N | 195 | 20 | 195 | | N | 37 | 4 | 37 | | | |

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

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|---------------------|---------|---------|--------------------------|-------------------------|----------------------------------|--------|
| Licensing Associate | Other | Private | Mean | 65,376 | | 65,376 |
| | | | Median | 67,873 | | 67,873 |
| | | | Std. Deviation | 4,994 | | 4,994 |
| | | | N | 4 | | 4 |
| | | Public | Mean | 58,486 | 7,887 | 63,556 |
| | | | Median | 68,969 | 5,654 | 74,981 |
| | | | Std. Deviation | 29,405 | 5,804 | 32,175 |
| | | | N | 14 | 9 | 14 |
| | | Total | Mean | 60,017 | 7,887 | 63,961 |
| | | | Median | 67,873 | 5,654 | 67,873 |
| | | | Std. Deviation | 25,967 | 5,804 | 28,225 |
| | | | N | 18 | 9 | 18 |

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|---------------------|---------|---------|--------------------------|-------------------------|----------------------------------|--------|
| Licensing Associate | Total | Private | Mean | 84,598 | 6,108 | 85,526 |
| | | | Median | 76,000 | 5,500 | 78,000 |
| | | | Std. Deviation | 28,850 | 3,835 | 28,744 |
| | | | N | 79 | 12 | 79 |
| | | Public | Mean | 72,573 | 5,592 | 73,289 |
| | | | Median | 69,643 | 4,000 | 70,000 |
| | | | Std. Deviation | 20,076 | 4,770 | 20,331 |
| | | | N | 164 | 21 | 164 |
| | | Other | Mean | 78,910 | | 78,910 |
| | | | Median | 77,782 | | 77,782 |
| | | | Std. Deviation | 15,442 | | 15,442 |
| | | | N | 7 | | 7 |
| | | Total | Mean | 76,550 | 5,780 | 77,313 |
| | | | Median | 71,648 | 5,000 | 72,000 |
| | | | Std. Deviation | 23,695 | 4,398 | 23,818 |
| | | | N | 250 | 33 | 250 |

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Table LA-6: Licensing Associate Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Associate | USA | Male | Mean | 81,014 | 5,188 | 81,392 |
| | | | Median | 73,500 | 5,500 | 73,500 |
| | | | N | 110 | 8 | 110 |
| | | Female | Mean | 80,060 | 6,900 | 80,567 |
| | | | Median | 75,000 | 5,000 | 75,000 |
| | | | N | 68 | 5 | 68 |
| | | Not Answered | Mean | 74,668 | 4,900 | 76,686 |
| | | | Median | 75,000 | 6,000 | 75,000 |
| | | | N | 17 | 7 | 17 |
| | | Total | Mean | 80,128 | 5,515 | 80,694 |
| | | | Median | 74,400 | 5,000 | 74,800 |
| | | | N | 195 | 20 | 195 |
| | Canada | Male | Mean | 69,678 | 2,862 | 70,036 |
| | | | Median | 68,304 | 2,146 | 68,821 |
| | | | N | 24 | 3 | 24 |
| | | Female | Mean | 58,464 | | 58,530 |
| | | | Median | 55,975 | | 55,975 |
| | | | N | 13 | 1 | 13 |
| | | Total | Mean | 65,738 | 2,361 | 65,993 |
| | | | Median | 64,389 | 2,146 | 64,389 |
| | | | N | 37 | 4 | 37 |

Table LA-6: Licensing Associate Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Associate | Other | Male | Mean | 61,880 | 9,765 | 66,220 |
| | | | Median | 67,873 | 11,848 | 67,873 |
| | | | N | 9 | 4 | 9 |
| | | Female | Mean | 58,154 | 6,385 | 61,701 |
| | | | Median | 67,873 | 4,728 | 67,873 |
| | | | N | 9 | 5 | 9 |
| | | Total | Mean | 60,017 | 7,887 | 63,961 |
| | | | Median | 67,873 | 5,654 | 67,873 |
| | | | N | 18 | 9 | 18 |
| | Total | Male | Mean | 77,907 | 5,943 | 78,531 |
| | | | Median | 72,000 | 5,000 | 72,000 |
| | | | N | 143 | 15 | 143 |
| | | Female | Mean | 74,750 | 6,117 | 75,497 |
| | | | Median | 70,000 | 4,728 | 70,000 |
| | | | N | 90 | 11 | 90 |
| | | Not Answered | Mean | 74,668 | 4,900 | 76,686 |
| | | | Median | 75,000 | 6,000 | 75,000 |
| | | | N | 17 | 7 | 17 |
| | | Total | Mean | 76,550 | 5,780 | 77,313 |
| | | | Median | 71,648 | 5,000 | 72,000 |
| | | | N | 250 | 33 | 250 |

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Table LA-7: Licensing Associate Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 195 | 20 | 195 |
| | Missing | - | 175 | - |
| Mean | | 80,128 | 5,515 | 80,694 |
| Median | | 74,400 | 5,000 | 74,800 |
| Std. Deviation | | 23,773 | 3,665 | 23,869 |
| Percentiles | 10 | 55,000 | 1,550 | 55,000 |
| | 25 | 65,000 | 2,625 | 65,000 |
| | 50 | 74,400 | 5,000 | 74,800 |
| | 75 | 92,000 | 6,000 | 92,698 |
| | 90 | 112,128 | 10,700 | 112,792 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 37 | 4 | 37 |
| | Missing | - | 33 | - |
| Mean | | 65,738 | 2,361 | 65,993 |
| Median | | 64,389 | 2,146 | 64,389 |
| Std. Deviation | | 13,902 | 1,424 | 13,949 |
| Percentiles | 10 | 47,218 | 859 | 47,218 |
| | 25 | 54,988 | 1,180 | 54,988 |
| | 50 | 64,389 | 2,146 | 64,389 |
| | 75 | 73,403 | 3,756 | 74,261 |
| | 90 | 79,552 | 4,293 | 79,552 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 18 | 9 | 18 |
| | Missing | - | 9 | - |
| Mean | | 60,017 | 7,887 | 63,961 |
| Median | | 67,873 | 5,654 | 67,873 |
| Std. Deviation | | 25,967 | 5,804 | 28,225 |
| Percentiles | 10 | 12,139 | 2,035 | 14,179 |
| | 25 | 39,609 | 2,126 | 43,850 |
| | 50 | 67,873 | 5,654 | 67,873 |
| | 75 | 82,327 | 13,275 | 86,906 |
| | 90 | 85,429 | 17,344 | 95,801 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Associate | USA | Urban | Mean | 80,783 | 4,989 | 81,402 |
| | | | Median | 72,670 | 5,000 | 74,000 |
| | | | N | 145 | 18 | 145 |
| | | Non-Urban | Mean | 78,230 | | 78,640 |
| | | | Median | 75,842 | | 75,842 |
| | | | N | 50 | 2 | 50 |
| | | Total | Mean | 80,128 | 5,515 | 80,694 |
| | | | Median | 74,400 | 5,000 | 74,800 |
| | | | N | 95 | 20 | 195 |
| | Canada | Urban | Mean | 65,829 | 1,717 | 65,985 |
| | | | Median | 64,389 | 2,146 | 64,389 |
| | | | N | 33 | 3 | 33 |
| | | Non-Urban | Mean | 64,990 | | 66,063 |
| | | | Median | 64,346 | | 66,492 |
| | | | N | 4 | 1 | 4 |
| | | Total | Mean | 65,738 | 2,361 | 65,993 |
| | | | Median | 64,389 | 2,146 | 64,389 |
| | | | N | 37 | 4 | 37 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Associate | Other | Urban | Mean | 61,361 | 7,887 | 65,536 |
| | | | Median | 67,873 | 5,654 | 67,873 |
| | | | N | 17 | 9 | 17 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 60,017 | 7,887 | 63,961 |
| | | | Median | 67,873 | 5,654 | 67,873 |
| | | | N | 18 | 9 | 18 |
| | Total | Urban | Mean | 76,559 | 5,531 | 77,410 |
| | | | Median | 71,256 | 5,000 | 72,000 |
| | | | N | 195 | 30 | 195 |
| | | Non-Urban | Mean | 76,521 | 8,264 | 76,971 |
| | | | Median | 75,000 | 4,293 | 75,000 |
| | | | N | 55 | 3 | 55 |
| | | Total | Mean | 76,550 | 5,780 | 77,313 |
| | | | Median | 71,648 | 5,000 | 72,000 |
| | | | N | 250 | 33 | 250 |

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

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|---------------------|--------|-------------------------------|--------|--------|----------------|-----|
| Licensing Associate | USA | \$0M to \$100M | 65,721 | 63,809 | 15,934 | 21 |
| | | \$101M to \$250M | 74,637 | 68,243 | 18,903 | 50 |
| | | \$250M to \$500M | 80,523 | 77,000 | 21,014 | 62 |
| | | \$500M+ | 91,550 | 87,000 | 29,709 | 51 |
| | | Total | 80,290 | 75,000 | 24,088 | 184 |
| | Canada | \$0M to \$100M | 51,389 | 47,218 | 9,042 | 5 |
| | | \$101M to \$250M | 60,594 | 63,359 | 8,743 | 10 |
| | | \$250M to \$500M | 73,883 | 70,985 | 13,276 | 18 |
| | | Total | 66,448 | 64,646 | 14,233 | 33 |
| | Other | \$0M to \$100M | 56,340 | 57,840 | 28,319 | 8 |
| | | \$101M to \$250M | | | | 1 |
| | | \$250M to \$500M | 65,376 | 67,873 | 4,994 | 4 |
| | | \$500M+ | 81,682 | 81,245 | 3,362 | 4 |
| | | Total | 63,302 | 67,873 | 22,585 | 17 |
| | Total | \$0M to \$100M | 61,406 | 59,114 | 19,162 | 34 |
| | | \$101M to \$250M | 71,720 | 66,396 | 18,732 | 61 |
| | | \$250M to \$500M | 78,379 | 73,916 | 19,430 | 84 |
| | | \$500M+ | 90,832 | 81,321 | 28,715 | 55 |
| | | Total | 77,104 | 72,000 | 23,591 | 234 |

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Table LA-10: Licensing Associate Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|---------------------|--------|--------------|---------|---------|----------------|-----|
| Licensing Associate | USA | 0 Reports | 78,892 | 72,332 | 23,462 | 167 |
| | | 1-2 Reports | 82,152 | 76,872 | 22,779 | 15 |
| | | 3-5 Reports | 97,334 | 95,501 | 23,355 | 6 |
| | | 6-10 Reports | 109,000 | 122,000 | 26,000 | 4 |
| | | Total | 80,351 | 74,700 | 23,869 | 192 |
| | Canada | 0 Reports | 57,993 | 57,521 | 8,870 | 16 |
| | | 1-2 Reports | 65,749 | 65,950 | 7,509 | 6 |
| | | 3-5 Reports | 82,692 | 77,782 | 16,456 | 5 |
| | | Total | 64,290 | 64,045 | 13,708 | 27 |
| | Other | 0 Reports | 76,110 | 79,609 | 10,372 | 8 |
| | | 1-2 Reports | 64,706 | 63,881 | 17,935 | 6 |
| | | 3-5 Reports | | | | 1 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 63,395 | 67,873 | 25,442 | 16 |
| | Total | 0 Reports | 77,025 | 71,295 | 22,907 | 191 |
| | | 1-2 Reports | 74,630 | 70,714 | 20,632 | 27 |
| | | 3-5 Reports | 83,470 | 79,492 | 31,986 | 12 |
| | | 6-10 Reports | 89,805 | 122,000 | 48,469 | 5 |
| | | Total | 77,351 | 72,000 | 23,828 | 235 |

Table LA-11: Licensing Associate Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|---------------------|--------|------------------|---------|---------|----------------|-----|
| Licensing Associate | USA | 1-5 FTEs | 65,081 | 63,809 | 14,579 | 31 |
| | | 6-10 FTEs | 76,515 | 72,000 | 17,705 | 61 |
| | | 11-19 FTEs | 72,825 | 70,004 | 15,873 | 54 |
| | | 20+ FTEs | 102,194 | 100,000 | 27,594 | 49 |
| | | Total | 80,128 | 74,400 | 23,773 | 195 |
| | Canada | 1-5 FTEs | 51,082 | 47,218 | 7,798 | 5 |
| | | 6-10 FTEs | 59,967 | 60,096 | 9,155 | 8 |
| | | 11-19 FTEs | 61,212 | 60,783 | 9,732 | 6 |
| | | 20+ FTEs | 73,883 | 70,985 | 13,276 | 18 |
| | | Total | 65,738 | 64,389 | 13,902 | 37 |
| | Other | 1-5 FTEs | 33,220 | 34,408 | 28,707 | 4 |
| | | 6-10 FTEs | 68,592 | 81,245 | 24,022 | 10 |
| | | 20+ FTEs | 65,376 | 67,873 | 4,994 | 4 |
| | | Total | 60,017 | 67,873 | 25,967 | 18 |
| | Total | 1-5 FTEs | 60,145 | 59,945 | 18,368 | 40 |
| | | 6-10 FTEs | 73,836 | 72,000 | 18,550 | 79 |
| | | 11-19 FTEs | 71,664 | 70,000 | 15,706 | 60 |
| | | 20+ FTEs | 92,942 | 82,738 | 27,618 | 71 |
| | | Total | 76,550 | 71,648 | 23,695 | 250 |

Key factors in compensation for this position:

U.S.:

The 2006 survey saw a 20% decline in the number of U.S. Licensing Associate respondents, but a 5% overall increase in salary, with heavier gains realized at the public institutions (~9%). The number of Licensing Associates incumbents with 10+ years dropped by half, while the number of Assistant/Associate directors increased.

Education level remained consistent with the 2004 survey, with small declines in the Ph.D. level. Years of experience have a positive relationship on salary, as much as 10% higher than with 10+ years of experience.

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The U.S. East region is about 10% higher than the mean, consistent with 2004 results. There was not a statistically significant difference between urban and rural licensing associates.

Together and in order of importance, total office head count, control, years in technology transfer and education level together account for 37% of variance in salary. Total Head Count alone accounts for 25%. So the other four together account for only an additional 12%.

Canada:

The data is reported without input from private institutions that had only two respondents. Together and in order of importance, total office head count, control, years in technology transfer and education level together account for 37% of variance in salary. Total head count alone accounts for 25%. So the other four together account for only an additional 12%.

International:

For international licensing associates, the major influence on the salary seems to be the level of the research expenditures, followed closely by technology transfer office head count.

Position #4: Licensing Assistant (Tables LST-1 through LST-11)

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 pre-transaction phase by evaluating the commercial potential of inventions; performing market research or Web-based patent searches; identifying potential licensees, and preparing non-confidential, technical information for marketing purposes. Assistance may also be in the post-transaction phase by supervising licensee compliance with both financial and non-financial 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:** Ph.D., J.D., M.B.A., M.S., B.S., B.A., Assoc.
- **Years of experience:** 0-4
- **Signatory Authority:** None, generally
- **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, generally

Table LST-1: General Salary Data for Licensing Assistant

| Position | | Control | Mean | Median | Std. Deviation | N |
|---------------------|--------|---------|--------|--------|----------------|----|
| Licensing Assistant | USA | Private | 51,046 | 48,053 | 8,240 | 24 |
| | | Public | 67,139 | 62,721 | 25,904 | 63 |
| | | Total | 62,699 | 57,000 | 23,543 | 87 |
| | Canada | Private | | | | 1 |
| | | Public | 46,783 | 48,885 | 6,676 | 11 |
| | | Other | | | | 1 |
| | | Total | 45,892 | 48,885 | 7,401 | 13 |
| | Other | Private | 44,810 | 45,539 | 1,630 | 5 |
| | | Public | 34,351 | 35,055 | 17,909 | 6 |
| | | Total | 39,105 | 41,895 | 13,830 | 11 |
| | Total | Private | 49,379 | 46,600 | 8,384 | 30 |
| | | Public | 61,881 | 55,000 | 25,767 | 80 |
| | | Other | | | | 1 |
| Total | | 58,393 | 54,000 | 22,957 | 111 | |

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Table LST-2: Licensing Assistant Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|---------------------|--------|----------------|--------|--------|----------------|-----|
| Licensing Assistant | USA | Assoc | 43,333 | 45,000 | 12,583 | 3 |
| | | BS/BA | 48,094 | 42,000 | 17,405 | 17 |
| | | MS/MA | 62,571 | 61,000 | 18,501 | 7 |
| | | MBA | 68,875 | 66,250 | 17,712 | 4 |
| | | Law | 72,000 | 69,500 | 21,784 | 16 |
| | | PhD | 73,829 | 65,000 | 25,229 | 29 |
| | | Other | 40,124 | 38,000 | 7,578 | 7 |
| | | Missing | 54,963 | 61,065 | 13,358 | 4 |
| | | Total | 62,699 | 57,000 | 23,543 | 87 |
| | Canada | BS/BA | 38,487 | 38,633 | 5,831 | 5 |
| | | MS/MA | 49,326 | 49,416 | 3,576 | 4 |
| | | MBA | | | | 1 |
| | | PhD | 50,353 | 50,663 | | <10 |
| | | Total | 45,892 | 48,885 | 7,401 | 13 |
| | Other | BS/BA | | | | 2 |
| | | MS/MA | 30,782 | 36,708 | 18,706 | 4 |
| | | Law | | | | 1 |
| | | PhD | 45,539 | 45,539 | - | 3 |
| | | Other | | | | 1 |
| | | Total | 39,105 | 41,895 | 13,830 | 11 |
| | Total | Assoc | 43,333 | 45,000 | 12,583 | 3 |
| | | BS/BA | 45,370 | 41,660 | 15,353 | 24 |
| | | MS/MA | 50,562 | 49,038 | 20,217 | 15 |
| | | MBA | 66,261 | 57,500 | 16,416 | 5 |
| | | Law | 71,255 | 62,000 | 21,315 | 17 |
| | | PhD | 69,392 | 60,000 | 24,965 | 35 |
| | | Other | 39,135 | 37,456 | 7,552 | 8 |
| | | Missing | 54,963 | 61,065 | 13,358 | 4 |
| | | Total | 58,393 | 54,000 | 22,957 | 111 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|---------------------|--------|-------------------------|--------|--------|----------------|----|
| Licensing Assistant | USA | 0-2 years | 47,373 | 47,200 | 10,351 | 29 |
| | | 3-4 years | 52,201 | 55,000 | 12,425 | 17 |
| | | 5-9 years | 48,243 | 41,500 | 17,260 | 5 |
| | | 10+ years | 52,122 | 55,000 | 6,790 | 3 |
| | | Total | 49,237 | 47,600 | 11,521 | 54 |
| | Canada | 0-2 years | 45,841 | 48,962 | 8,387 | 10 |
| | | 3-4 years | | | | 2 |
| | | 5-9 years | | | | 1 |
| | | Total | 45,892 | 48,885 | 7,401 | 13 |
| | Other | 0-2 years | 44,740 | 45,539 | 8,988 | 6 |
| | | 3-4 years | 41,776 | 41,895 | 3,825 | 3 |
| | | 5-9 years | | | | 1 |
| | | 10+ years | | | | 1 |
| | | Total | 39,105 | 41,895 | 13,830 | 11 |
| | Total | 0-2 years | 46,681 | 46,000 | 9,630 | 45 |
| | | 3-4 years | 50,364 | 45,506 | 11,552 | 22 |
| | | 5-9 years | 41,188 | 41,500 | 21,655 | 7 |
| | | 10+ years | 47,146 | 49,684 | 11,393 | 4 |
| | | Total | 47,251 | 45,539 | 11,717 | 78 |

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Table LST-4: Licensing Assistant Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 57 | 17 | 57 |
| | Missing | - | 40 | - |
| Mean | | 69,675 | 2,315 | 70,365 |
| Percentiles | 10 | 40,800 | 790 | 42,200 |
| | 25 | 48,053 | 1,900 | 50,050 |
| | 50 | 62,000 | 2,500 | 62,000 |
| | 75 | 90,500 | 2,750 | 91,500 |
| | 90 | 101,600 | 4,100 | 103,200 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 17 | - | 17 |
| | Missing | - | 17 | - |
| Mean | | 53,729 | | 53,729 |
| Percentiles | 10 | 34,315 | | 34,315 |
| | 25 | 41,660 | | 41,660 |
| | 50 | 55,000 | | 55,000 |
| | 75 | 59,500 | | 59,500 |
| | 90 | 75,600 | | 75,600 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | 1 | 13 |
| | Missing | - | 12 | - |
| Mean | | 43,844 | | 43,883 |
| Percentiles | 10 | 30,800 | | 31,100 |
| | 25 | 36,534 | | 36,534 |
| | 50 | 41,000 | | 41,000 |
| | 75 | 53,234 | | 53,234 |
| | 90 | 62,721 | | 62,721 |

Table LST-4: Licensing Assistant Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | - | 13 |
| | Missing | - | 13 | - |
| Mean | | 45,892 | | 45,892 |
| Percentiles | 10 | 32,600 | | 32,600 |
| | 25 | 40,780 | | 40,780 |
| | 50 | 48,885 | | 48,885 |
| | 75 | 51,087 | | 51,087 |
| | 90 | 54,921 | | 54,921 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 11 | 2 | 11 |
| | Missing | - | 9 | - |
| Mean | | 39,105 | | 39,786 |
| Percentiles | 10 | 9,644 | | 10,340 |
| | 25 | 32,217 | | 32,217 |
| | 50 | 41,895 | | 41,895 |
| | 75 | 45,539 | | 45,539 |
| | 90 | 56,577 | | 61,871 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-----|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | USA | Private | Mean | 51,046 | 3,000 | 51,546 |
| | | | Median | 48,053 | 2,750 | 50,050 |
| | | | Std. Deviation | 8,240 | 707 | 7,890 |
| | | | N | 24 | 4 | 24 |
| | | Public | Mean | 67,139 | 1,989 | 67,581 |
| | | | Median | 62,721 | 2,000 | 62,721 |
| | | | Std. Deviation | 25,904 | 1,048 | 26,403 |
| | | | N | 63 | 14 | 63 |
| | | Total | Mean | 62,699 | 2,214 | 63,157 |
| | | | Median | 57,000 | 2,250 | 57,000 |
| | | | Std. Deviation | 23,543 | 1,056 | 23,899 |
| | | | N | 87 | 18 | 87 |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | Canada | Private | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Public | Mean | 46,783 | | 46,783 |
| | | | Median | 48,885 | | 48,885 |
| | | | Std. Deviation | 6,676 | | 6,676 |
| | | | N | 11 | | 11 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 45,892 | | 45,892 |
| | | | Median | 48,885 | | 48,885 |
| | | | Std. Deviation | 7,401 | | 7,401 |
| | | | N | 13 | | 13 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | Other | Private | Mean | 44,810 | | 44,810 |
| | | | Median | 45,539 | | 45,539 |
| | | | Std. Deviation | 1,630 | | 1,630 |
| | | | N | 5 | | 5 |
| | | Public | Mean | 34,351 | | 35,599 |
| | | | Median | 35,055 | | 35,055 |
| | | | Std. Deviation | 17,909 | | 19,581 |
| | | | N | 6 | 2 | 6 |
| | | Total | Mean | 39,105 | | 39,786 |
| | | | Median | 41,895 | | 41,895 |
| | | | Std. Deviation | 13,830 | | 14,694 |
| | | | N | 11 | 2 | 11 |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | Total | Private | Mean | 49,379 | 3,000 | 49,779 |
| | | | Median | 46,600 | 2,750 | 47,600 |
| | | | Std. Deviation | 8,384 | 707 | 8,200 |
| | | | N | 30 | 4 | 30 |
| | | Public | Mean | 61,881 | 2,209 | 62,322 |
| | | | Median | 55,000 | 2,000 | 55,000 |
| | | | Std. Deviation | 25,767 | 1,554 | 26,209 |
| | | | N | 80 | 16 | 80 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 58,393 | 2,367 | 58,819 |
| | | | Median | 54,000 | 2,250 | 54,000 |
| | | | Std. Deviation | 22,957 | 1,446 | 23,303 |
| | | | N | 111 | 20 | 111 |

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Table LST-6: Licensing Assistant Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|---------------------|--------------|--------------|--------|--------------------------|-------------------------|----------------------------------|--------|
| Licensing Assistant | USA | Male | Mean | 73,674 | 2,471 | 74,198 | |
| | | | Median | 68,000 | 2,000 | 68,000 | |
| | | | N | 33 | 7 | 33 | |
| | | Female | Mean | 57,073 | 1,950 | 57,432 | |
| | | | Median | 54,000 | 2,000 | 54,000 | |
| | | | N | 49 | 9 | 49 | |
| | | Not Answered | Mean | 45,400 | | 46,400 | |
| | | | Median | 42,000 | | 44,500 | |
| | | | N | 5 | 2 | 5 | |
| | | Total | Mean | 62,699 | 2,214 | 63,157 | |
| | | | Median | 57,000 | 2,250 | 57,000 | |
| | | | N | 87 | 18 | 87 | |
| | | Canada | Male | Mean | 46,711 | | 46,711 |
| | | | | Median | 48,962 | | 48,962 |
| | | | | N | 8 | | 8 |
| | Female | | Mean | 43,280 | | 43,280 | |
| | | | Median | 44,200 | | 44,200 | |
| | | | N | 4 | | 4 | |
| | Not Answered | | Mean | | | | |
| | | | Median | | | | |
| | | | N | 1 | | 1 | |
| Total | Mean | 45,892 | | 45,892 | | | |
| | Median | 48,885 | | 48,885 | | | |
| | N | 13 | | 13 | | | |

Table LST-6: Licensing Assistant Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | Other | Male | Mean | 36,453 | | 36,578 |
| | | | Median | 41,895 | | 41,895 |
| | | | N | 7 | 1 | 7 |
| | | Female | Mean | 45,697 | | 47,903 |
| | | | Median | 45,539 | | 45,539 |
| | | | N | 3 | 1 | 3 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 39,105 | | 39,786 |
| | | | Median | 41,895 | | 41,895 |
| | | | N | 11 | 2 | 11 |
| | Total | Male | Mean | 63,752 | 2,271 | 64,131 |
| | | | Median | 57,750 | 2,000 | 57,750 |
| | | | N | 48 | 8 | 48 |
| | | Female | Mean | 55,479 | 2,417 | 55,910 |
| | | | Median | 54,000 | 2,250 | 54,000 |
| | | | N | 56 | 10 | 56 |
| | | Not Answered | Mean | 44,955 | | 45,670 |
| | | | Median | 42,000 | | 44,500 |
| | | | N | 7 | 2 | 7 |
| | | Total | Mean | 58,393 | 2,367 | 58,819 |
| | | | Median | 54,000 | 2,250 | 54,000 |
| | | | N | 111 | 20 | 111 |

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Table LST-7: Licensing Assistant Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 87 | 18 | 87 |
| | Missing | - | 69 | - |
| Mean | | 62,699 | 2,214 | 63,157 |
| Median | | 57,000 | 2,250 | 57,000 |
| Std. Deviation | | 23,543 | 1,056 | 23,899 |
| Percentiles | 10 | 37,782 | 725 | 37,782 |
| | 25 | 44,000 | 1,600 | 44,367 |
| | 50 | 57,000 | 2,250 | 57,000 |
| | 75 | 78,000 | 2,625 | 78,000 |
| | 90 | 95,600 | 4,050 | 96,100 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 13 | - | 13 |
| | Missing | - | 13 | - |
| Mean | | 45,892 | | 45,892 |
| Median | | 48,885 | | 48,885 |
| Std. Deviation | | 7,401 | | 7,401 |
| Percentiles | 10 | 32,600 | | 32,600 |
| | 25 | 40,780 | | 40,780 |
| | 50 | 48,885 | | 48,885 |
| | 75 | 51,087 | | 51,087 |
| | 90 | 54,921 | | 54,921 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 11 | 2 | 11 |
| | Missing | - | 9 | - |
| Mean | | 39,105 | | 39,786 |
| Median | | 41,895 | | 41,895 |
| Std. Deviation | | 13,830 | | 14,694 |
| Percentiles | 10 | 9,644 | | 10,340 |
| | 25 | 32,217 | | 32,217 |
| | 50 | 41,895 | | 41,895 |
| | 75 | 45,539 | | 45,539 |
| | 90 | 56,577 | | 61,871 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | USA | Urban | Mean | 64,234 | 2,214 | 64,765 |
| | | | Median | 58,000 | 2,250 | 58,000 |
| | | | N | 75 | 18 | 75 |
| | | Non-Urban | Mean | 53,111 | | 53,111 |
| | | | Median | 51,503 | | 51,503 |
| | | | N | 12 | | 12 |
| | | Total | Mean | 62,699 | 2,214 | 63,157 |
| | | | Median | 57,000 | 2,250 | 57,000 |
| | | | N | 87 | 18 | 87 |
| | Canada | Urban | Mean | 45,892 | | 45,892 |
| | | | Median | 48,885 | | 48,885 |
| | | | N | 13 | | 13 |
| | | Total | Mean | 45,892 | | 45,892 |
| | | | Median | 48,885 | | 48,885 |
| | | | N | 13 | | 13 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|---------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Licensing Assistant | Other | Urban | Mean | 39,794 | | 40,543 |
| | | | Median | 43,717 | | 43,717 |
| | | | N | 10 | 2 | 10 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 39,105 | | 39,786 |
| | | | Median | 41,895 | | 41,895 |
| | | | N | 11 | 2 | 11 |
| | Total | Urban | Mean | 59,307 | 2,367 | 59,790 |
| | | | Median | 54,000 | 2,250 | 54,000 |
| | | | N | 98 | 20 | 98 |
| | | Non-Urban | Mean | 51,503 | | 51,503 |
| | | | Median | 48,006 | | 48,006 |
| | | | N | 13 | | 13 |
| | | Total | Mean | 58,393 | 2,367 | 58,819 |
| | | | Median | 54,000 | 2,250 | 54,000 |
| | | | N | 111 | 20 | 111 |

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

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|---------------------|--------|-------------------------------|--------|--------|----------------|-----|
| Licensing Assistant | USA | \$0M to \$100M | 44,225 | 41,000 | 8,925 | 7 |
| | | \$101M to \$250M | 42,500 | 40,500 | 9,989 | 12 |
| | | \$250M to \$500M | 50,219 | 50,050 | 8,203 | 18 |
| | | \$500M+ | 77,654 | 76,500 | 22,325 | 46 |
| | | Total | 63,802 | 58,000 | 23,536 | 83 |
| | Canada | \$0M to \$100M | 38,937 | 39,041 | | <10 |
| | | \$101M to \$250M | 45,788 | 42,926 | | <10 |
| | | \$250M to \$500M | 50,581 | 50,228 | 1,780 | |
| | | Total | 45,892 | 48,885 | 7,401 | 13 |
| | Other | \$0M to \$100M | | | | 2 |
| | | \$101M to \$250M | | | | 1 |
| | | \$250M to \$500M | 44,810 | 45,539 | 1,630 | 5 |
| | | \$500M+ | | | | 2 |
| | | Total | 42,598 | 43,717 | 7,962 | 10 |
| | Total | \$0M to \$100M | 41,370 | 41,000 | 8,227 | 13 |
| | | \$101M to \$250M | 42,473 | 40,500 | 9,645 | 16 |
| | | \$250M to \$500M | 49,361 | 48,885 | 6,804 | 29 |
| | | \$500M+ | 76,444 | 76,000 | 22,726 | 48 |
| | | Total | 59,605 | 54,000 | 22,562 | 106 |

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Table LST-10: Licensing Assistant Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|---------------------|--------|--------------|--------|--------|----------------|-----|
| Licensing Assistant | USA | 0 Reports | 64,768 | 60,000 | 24,089 | 77 |
| | | 1-2 Reports | 44,430 | 45,000 | 9,780 | 6 |
| | | Total | 63,298 | 58,000 | 23,911 | 83 |
| | Canada | 0 Reports | 46,949 | 48,962 | 6,626 | 12 |
| | | Total | 46,949 | 48,962 | 6,626 | 12 |
| | Other | 0 Reports | 44,571 | 45,539 | 7,507 | 8 |
| | | 1-2 Reports | | | | 2 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 39,105 | 41,895 | 13,830 | 11 |
| | Total | 0 Reports | 60,898 | 54,000 | 22,958 | 97 |
| | | 1-2 Reports | 41,999 | 41,446 | 9,564 | 8 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 58,936 | 54,000 | 23,280 | 106 |

Table LST-11: Licensing Assistant Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|---------------------|--------------|------------------|--------|--------|----------------|-----|
| Licensing Assistant | USA | 1-5 FTEs | 41,658 | 40,500 | 8,772 | 10 |
| | | 6-10 FTEs | 48,527 | 47,650 | 7,423 | 16 |
| | | 11-19 FTEs | 48,383 | 46,503 | 12,565 | 14 |
| | | 20+ FTEs | 76,265 | 76,000 | 23,282 | 47 |
| | | Total | 62,699 | 57,000 | 23,543 | 87 |
| | Canada | 1-5 FTEs | | | | 1 |
| | | 6-10 FTEs | 43,486 | 43,900 | 7,578 | 6 |
| | | 20+ FTEs | 50,581 | 50,228 | 1,780 | 6 |
| | | Total | 45,892 | 48,885 | 7,401 | 13 |
| | Other | 1-5 FTEs | | | | 2 |
| | | 6-10 FTEs | 42,603 | 39,429 | 11,729 | 4 |
| | | 20+ FTEs | 44,810 | 45,539 | 1,630 | 5 |
| | | Total | 39,105 | 41,895 | 13,830 | 11 |
| | Total | 1-5 FTEs | 37,267 | 38,000 | 13,035 | 13 |
| | | 6-10 FTEs | 46,452 | 45,174 | 8,264 | 26 |
| | | 11-19 FTEs | 48,383 | 46,503 | 12,565 | 14 |
| | | 20+ FTEs | 70,897 | 64,500 | 23,766 | 58 |
| | | Total | 58,393 | 54,000 | 22,957 | 111 |

Additional data:

Compared with 2004, the number of respondents increased 66% from 67 to 111. Most of the increase was seen in personnel with 0-2 years of experience, in institutions with large (>\$500M research budgets), located in the east region. The mean salary increased approximately 18% from 2004. Also, compared with 2004, many more licensing assistants had advanced degrees, including J.D. and Ph.D.

Data on Licensing Assistant Bonuses

Approximately 15% of the respondents reported receiving bonuses in 2006. The bonuses were approximately 3% of base salary.

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Key factors in compensation for this position:

U.S.:

Research expenditures accounts for 52% of salary variance. Years in technology transfer and education level account for another 10%.

Canada:

The Canadian mean salary is approximately \$15,000 less than the U.S. mean, but \$5,000 more than the International mean. Research expenditures accounts for 52% of salary variance. Years in technology transfer and education level account for another 10%.

International:

Unfortunately, with only a few instances reported, there are not enough cases for statistics to meaningfully account for the variance, with the possible exception of size of research budget, and large total technology transfer office head count.

Position #5: Marketing Manager (Tables MKT-1 through MKT-11)

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; initiating 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 Manager

| Position | | Control | Mean | Median | Std. Deviation | N |
|-------------------|--------|---------|--------|--------|----------------|----|
| Marketing Manager | USA | Private | 80,788 | 66,950 | 48,049 | 11 |
| | | Public | 63,249 | 59,500 | 19,401 | 20 |
| | | Total | 69,472 | 60,000 | 32,874 | 31 |
| | Canada | Private | | | | 1 |
| | | Total | | | | 1 |
| | Other | Private | | | | 2 |
| | | Public | | | | 1 |
| | | Total | 43,073 | 45,539 | 35,642 | 3 |
| | Total | Private | 75,938 | 61,025 | 43,737 | 14 |
| | | Public | 60,535 | 59,000 | 22,632 | 21 |
| | | Total | 66,696 | 59,000 | 33,035 | 35 |

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Table MKT-2: Marketing Manager Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|-------------------|--------|----------------|--------|--------|----------------|----|
| Marketing Manager | USA | Assoc | | | | 1 |
| | | BS/BA | 69,083 | 53,500 | 45,858 | 9 |
| | | MS/MA | 69,104 | 67,500 | 23,163 | 6 |
| | | MBA | 80,656 | 75,000 | 38,805 | 5 |
| | | Law | | | | 1 |
| | | PhD | 70,873 | 76,494 | 25,228 | 8 |
| | | Missing | | | | 1 |
| | | Total | 69,472 | 60,000 | 32,874 | 31 |
| | Canada | BS/BA | | | | 1 |
| | | Total | | | | 1 |
| | Other | BS/BA | | | | 2 |
| | | MBA | | | | 1 |
| | | Total | 43,073 | 45,539 | 35,642 | 3 |
| | Total | Assoc | | | | 1 |
| | | BS/BA | 66,351 | 52,750 | 40,076 | 12 |
| | | MS/MA | 69,104 | 67,500 | 23,163 | 6 |
| | | MBA | 68,257 | 67,000 | 46,120 | 6 |
| | | Law | | | | 1 |
| | | PhD | 70,873 | 76,494 | 25,228 | 8 |
| | | Missing | | | | 1 |
| | | Total | 66,696 | 59,000 | 33,035 | 35 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|-------------------|--------|-------------------------|---------|--------|----------------|----|
| Marketing Manager | USA | 0-2 years | 51,557 | 43,480 | 14,417 | 13 |
| | | 3-4 years | 62,632 | 59,000 | 15,463 | 5 |
| | | 5-9 years | 68,791 | 58,123 | 22,149 | 6 |
| | | 10+ years | 113,749 | 97,500 | 45,421 | 6 |
| | | Total | 69,288 | 59,500 | 33,420 | 30 |
| | Canada | 0-2 years | | | | 1 |
| | | Total | | | | 1 |
| | Other | 0-2 years | | | | 1 |
| | | 5-9 years | | | | 2 |
| | | Total | 43,073 | 45,539 | 35,642 | 3 |
| | Total | 0-2 years | 51,152 | 45,000 | 13,438 | 15 |
| | | 3-4 years | 62,632 | 59,000 | 15,463 | 5 |
| | | 5-9 years | 62,053 | 58,123 | 29,457 | 8 |
| | | 10+ years | 113,749 | 97,500 | 45,421 | 6 |
| | | Total | 66,452 | 57,050 | 33,500 | 34 |

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Table MKT-4: Marketing Manager Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 15 | 2 | 15 |
| | Missing | - | 13 | - |
| Mean | | 67,095 | | 68,062 |
| Percentiles | 10 | 39,800 | | 39,800 |
| | 25 | 43,000 | | 43,000 |
| | 50 | 60,000 | | 60,000 |
| | 75 | 88,000 | | 90,000 |
| | 90 | 119,800 | | 124,800 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 11 | 1 | 11 |
| | Missing | - | 10 | - |
| Mean | | 75,817 | | 76,840 |
| Percentiles | 10 | 44,396 | | 44,396 |
| | 25 | 50,000 | | 50,000 |
| | 50 | 61,145 | | 61,145 |
| | 75 | 85,494 | | 86,250 |
| | 90 | 171,000 | | 171,000 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 5 | - | 5 |
| | Missing | - | 5 | - |
| Mean | | 62,644 | | 62,644 |
| Percentiles | 10 | 41,132 | | 41,132 |
| | 25 | 46,566 | | 46,566 |
| | 50 | 55,100 | | 55,100 |
| | 75 | 82,494 | | 82,494 |
| | 90 | 100,000 | | 100,000 |

Table MKT-4: Marketing Manager Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 1 | - | 1 |
| | Missing | - | 1 | - |
| Mean | | | | |
| Percentiles | 10 | | | |
| | 25 | | | |
| | 50 | | | |
| | 75 | | | |
| | 90 | | | |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | 1 | 3 |
| | Missing | - | 2 | - |
| Mean | | 43,073 | | 43,769 |
| Percentiles | 10 | 6,263 | | 8,350 |
| | 25 | 6,263 | | 8,350 |
| | 50 | 45,539 | | 45,539 |
| | 75 | 77,418 | | 77,418 |
| | 90 | 77,418 | | 77,418 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|-----|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | USA | Private | Mean | 80,788 | | 82,947 |
| | | | Median | 66,950 | | 66,950 |
| | | | Std. Deviation | 48,049 | | 49,793 |
| | | | N | 11 | 2 | 11 |
| | | Public | Mean | 63,249 | | 63,349 |
| | | | Median | 59,500 | | 59,500 |
| | | | Std. Deviation | 19,401 | | 19,540 |
| | | | N | 20 | 1 | 20 |
| | | Total | Mean | 69,472 | 8,583 | 70,303 |
| | | | Median | 60,000 | 11,250 | 60,000 |
| | | | Std. Deviation | 32,874 | 5,735 | 34,046 |
| | | | N | 31 | 3 | 31 |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | Canada | Private | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |

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

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | Other | Private | Mean | | |
| | | | Median | | |
| | | | Std. Deviation | | |
| | | | N | 2 | 2 |
| | | Public | Mean | | |
| | | | Median | | |
| | | | Std. Deviation | | |
| | | | N | 1 | 1 |
| | Total | Mean | 43,073 | | 43,769 |
| | | Median | 45,539 | | 45,539 |
| | | Std. Deviation | 35,642 | | 34,568 |
| | | N | 3 | 1 | 3 |

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|-------------------|---------|----------------|--------------------------|-------------------------|----------------------------------|--------|
| Marketing Manager | Total | Private | Mean | 75,938 | | 77,634 |
| | | | Median | 61,025 | | 61,025 |
| | | | Std. Deviation | 43,737 | | 45,418 |
| | | | N | 14 | 2 | 14 |
| | | Public | Mean | 60,535 | | 60,730 |
| | | | Median | 59,000 | | 59,000 |
| | | | Std. Deviation | 22,632 | | 22,511 |
| | | | N | 21 | 2 | 21 |
| | Total | Mean | 66,696 | 6,959 | 67,492 | |
| | | Median | 59,000 | 6,669 | 59,000 | |
| | | Std. Deviation | 33,035 | 5,699 | 34,021 | |
| | | N | 35 | 4 | 35 | |

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Table MKT-6: Marketing Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | USA | Male | Mean | 92,458 | | 94,069 |
| | | | Median | 88,000 | | 90,000 |
| | | | N | 9 | 2 | 9 |
| | | Female | Mean | 59,922 | | 60,514 |
| | | | Median | 59,000 | | 59,000 |
| | | | N | 19 | 1 | 19 |
| | | Not Answered | Mean | 61,000 | | 61,000 |
| | | | Median | 45,000 | | 45,000 |
| | | | N | 3 | | 3 |
| | Total | Mean | 69,472 | 8,583 | 70,303 | |
| | | Median | 60,000 | 11,250 | 60,000 | |
| | | N | 31 | 3 | 31 | |
| | Canada | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| Total | | Mean | | | | |
| | | Median | | | | |
| | | N | 1 | | 1 | |

Table MKT-6: Marketing Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | Other | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | 1 | 1 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | Total | Mean | 43,073 | | 43,769 | |
| | | Median | 45,539 | | 45,539 | |
| | | N | 3 | 1 | 3 | |
| | Total | Male | Mean | 80,900 | 5,529 | 82,408 |
| | | | Median | 66,950 | 2,088 | 66,950 |
| | | | N | 11 | 3 | 11 |
| | | Female | Mean | 60,797 | | 61,359 |
| | | | Median | 59,500 | | 59,500 |
| | | | N | 20 | 1 | 20 |
| | | Not Answered | Mean | 57,135 | | 57,135 |
| | | | Median | 45,270 | | 45,270 |
| | | | N | 4 | | 4 |
| Total | | Mean | 66,696 | 6,959 | 67,492 | |
| | | Median | 59,000 | 6,669 | 59,000 | |
| | | N | 35 | 4 | 35 | |

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Table MKT-7: Marketing Manager Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 31 | 3 | 31 |
| | Missing | - | 28 | - |
| Mean | | 69,472 | 8,583 | 70,303 |
| Median | | 60,000 | 11,250 | 60,000 |
| Std. Deviation | | 32,874 | 5,735 | 34,046 |
| Percentiles | 10 | 43,000 | 2,000 | 43,000 |
| | 25 | 45,000 | 2,000 | 45,000 |
| | 50 | 60,000 | 11,250 | 60,000 |
| | 75 | 85,494 | 12,500 | 86,250 |
| | 90 | 102,400 | 12,500 | 102,400 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 1 | - | 1 |
| | Missing | - | 1 | - |
| Mean | | | | |
| Median | | | | |
| Std. Deviation | | | | |
| Percentiles | 10 | | | |
| | 25 | | | |
| | 50 | | | |
| | 75 | | | |
| | 90 | | | |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | 1 | 3 |
| | Missing | - | 2 | - |
| Mean | | 43,073 | | 43,769 |
| Median | | 45,539 | | 45,539 |
| Std. Deviation | | 35,642 | | 34,568 |
| Percentiles | 10 | 6,263 | | 8,350 |
| | 25 | 6,263 | | 8,350 |
| | 50 | 45,539 | | 45,539 |
| | 75 | 77,418 | | 77,418 |
| | 90 | 77,418 | | 77,418 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | USA | Urban | Mean | 73,207 | 8,583 | 74,327 |
| | | | Median | 64,987 | 11,250 | 64,987 |
| | | | N | 23 | 3 | 23 |
| | | Non-Urban | Mean | 58,734 | | 58,734 |
| | | | Median | 56,250 | | 56,250 |
| | | | N | 8 | | 8 |
| | | Total | Mean | 69,472 | 8,583 | 70,303 |
| | | | Median | 60,000 | 11,250 | 60,000 |
| | | | N | 31 | 3 | 31 |
| | Canada | Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|-------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Marketing Manager | Other | Urban | Mean | 43,073 | | 43,769 |
| | | | Median | 45,539 | | 45,539 |
| | | | N | 3 | 1 | 3 |
| | | Total | Mean | 43,073 | | 43,769 |
| | | | Median | 45,539 | | 45,539 |
| | | | N | 3 | 1 | 3 |
| | Total | Urban | Mean | 69,055 | 6,959 | 70,086 |
| | | | Median | 61,145 | 6,669 | 61,145 |
| | | | N | 27 | 4 | 27 |
| | | Non-Urban | Mean | 58,734 | | 58,734 |
| | | | Median | 56,250 | | 56,250 |
| | | | N | 8 | | 8 |
| | | Total | Mean | 66,696 | 6,959 | 67,492 |
| | | | Median | 59,000 | 6,669 | 59,000 |
| | | | N | 35 | 4 | 35 |

Table MKT-9: Marketing Manager Salaries by Size of Research Budget

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|-------------------|--------|-------------------------------|--------|--------|----------------|----|
| Marketing Manager | USA | \$0M to \$100M | 54,076 | 52,000 | 11,435 | 7 |
| | | \$101M to \$250M | 77,688 | 73,875 | 18,961 | 4 |
| | | \$250M to \$500M | 82,985 | 59,000 | 52,494 | 9 |
| | | \$500M+ | 65,250 | 60,250 | 22,953 | 10 |
| | | Total | 69,622 | 59,500 | 33,425 | 30 |
| | Canada | \$0M to \$100M | | | | 1 |
| | | Total | | | | 1 |
| | Other | \$250M to \$500M | | | | 2 |
| | | Total | | | | 2 |
| | Total | \$0M to \$100M | 53,755 | 51,755 | 10,625 | 8 |
| | | \$101M to \$250M | 77,688 | 73,875 | 18,961 | 4 |
| | | \$250M to \$500M | 79,075 | 59,000 | 48,281 | 11 |
| | | \$500M+ | 65,250 | 60,250 | 22,953 | 10 |
| | | Total | 68,579 | 59,000 | 32,275 | 33 |

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Table MKT-10: Marketing Manager Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|-------------------|--------|--------------|--------|--------|----------------|----|
| Marketing Manager | USA | 0 Reports | 61,043 | 57,050 | 18,365 | 22 |
| | | 1-2 Reports | 83,400 | 90,000 | 42,724 | 5 |
| | | 3-5 Reports | 67,899 | 75,000 | 22,022 | 3 |
| | | Total | 65,455 | 59,500 | 24,502 | 30 |
| | Canada | 0 Reports | | | | 1 |
| | | Total | | | | 1 |
| | Other | 0 Reports | | | | 1 |
| | | 1-2 Reports | | | | 1 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 43,073 | 45,539 | 35,642 | 3 |
| | Total | 0 Reports | 60,000 | 54,300 | 17,922 | 24 |
| | | 1-2 Reports | 82,403 | 83,709 | 38,291 | 6 |
| | | 3-5 Reports | 52,490 | 59,101 | 35,680 | 4 |
| | | Total | 63,070 | 57,050 | 25,498 | 34 |

Table MKT-11: Marketing Manager Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|-------------------|--------------|------------------|--------|--------|----------------|----|
| Marketing Manager | USA | 1-5 FTEs | 54,361 | 50,673 | 13,546 | 5 |
| | | 6-10 FTEs | 71,496 | 66,950 | 20,829 | 7 |
| | | 11-19 FTEs | 60,671 | 52,000 | 23,519 | 7 |
| | | 20+ FTEs | 79,722 | 65,994 | 45,519 | 12 |
| | | Total | 69,472 | 60,000 | 32,874 | 31 |
| | Canada | 1-5 FTEs | | | | 1 |
| | | Total | | | | 1 |
| | Other | 1-5 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 43,073 | 45,539 | 35,642 | 3 |
| | Total | 1-5 FTEs | 47,083 | 50,673 | 21,153 | 7 |
| | | 6-10 FTEs | 71,496 | 66,950 | 20,829 | 7 |
| | | 11-19 FTEs | 60,671 | 52,000 | 23,519 | 7 |
| | | 20+ FTEs | 77,116 | 65,994 | 42,851 | 14 |
| | | Total | 66,696 | 59,000 | 33,035 | 35 |

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Key factors in compensation for this position:

U.S.:

There was a nominal increase in respondents this year and salaries remained stable.

Females make up 61% of the total Marketing Manager population but make about 32% less than the males. Marketing Manager positions are more common at larger institutions. Years in technology transfer (54%) and years in position (27%) account for 81% of salary variance.

Canada:

Years in technology transfer (54%) and years in position (27%) account for 81% of salary variance.

International:

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

Position #6: Business Manager (Tables BUS-1 through BUS-11)

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 titles:** Finance Manager
- **Possible degrees:** M.B.A., B.S., B.A.
- **Years of experience:** 0-10
- **Signatory Authority:** None
- **Reports to:** Varies

Table BUS-1: General Salary Data for Business Manager

| Position | | Control | Mean | Median | Std. Deviation | N |
|------------------|--------|---------|--------|--------|----------------|----|
| Business Manager | USA | Private | 60,620 | 57,000 | 18,216 | 21 |
| | | Public | 57,333 | 50,000 | 19,971 | 31 |
| | | Other | | | | 1 |
| | | Total | 58,308 | 51,000 | 19,155 | 53 |
| | Canada | Private | | | | 1 |
| | | Public | 62,505 | 65,247 | 13,486 | 5 |
| | | Other | | | | 1 |
| | | Total | 60,100 | 64,389 | 11,846 | 7 |
| | Other | Private | | | | 1 |
| | | Public | | | | 2 |
| | | Total | 33,039 | 27,068 | 32,266 | 3 |
| | Total | Private | 60,539 | 57,000 | 17,544 | 23 |
| | | Public | 55,818 | 50,000 | 21,106 | 38 |
| | | Other | | | | 2 |
| | | Total | 57,304 | 51,500 | 19,625 | 63 |

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Table BUS-2: Business Manager Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|------------------|--------|----------------|--------|--------|----------------|----|
| Business Manager | USA | Assoc | 52,999 | 50,000 | 8,439 | 7 |
| | | BS/BA | 58,326 | 51,500 | 18,494 | 27 |
| | | MS/MA | 64,667 | 70,000 | 18,583 | 3 |
| | | MBA | 67,524 | 62,847 | 25,039 | 10 |
| | | Other | 45,884 | 44,551 | 16,321 | 6 |
| | | Total | 58,308 | 51,000 | 19,155 | 53 |
| | Canada | BS/BA | 58,207 | 56,662 | 13,955 | 5 |
| | | Other | | | | 2 |
| | | Total | 60,100 | 64,389 | 11,846 | 7 |
| | Other | BS/BA | | | | 2 |
| | | MS/MA | | | | 1 |
| | | Total | 33,039 | 27,068 | 32,266 | 3 |
| | Total | Assoc | 52,999 | 50,000 | 8,439 | 7 |
| | | BS/BA | 57,670 | 52,255 | 18,028 | 34 |
| | | MS/MA | 49,544 | 57,000 | 33,838 | 4 |
| | | MBA | 67,524 | 62,847 | 25,039 | 10 |
| | | Other | 50,621 | 47,322 | 16,348 | 8 |
| | | Total | 57,304 | 51,500 | 19,625 | 63 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|------------------|--------|-------------------------|--------|--------|----------------|----|
| Business Manager | USA | 0-2 years | 55,742 | 50,000 | 18,863 | 13 |
| | | 3-4 years | 67,819 | 69,500 | 19,030 | 5 |
| | | 5-9 years | 55,794 | 50,000 | 17,483 | 19 |
| | | 10+ years | 66,634 | 58,040 | 21,711 | 11 |
| | | Total | 59,517 | 51,287 | 19,177 | 48 |
| | Canada | 0-2 years | 52,083 | 51,511 | 12,029 | 3 |
| | | 3-4 years | | | | 1 |
| | | 5-9 years | | | | 2 |
| | | 10+ years | | | | 1 |
| | | Total | 60,100 | 64,389 | 11,846 | 7 |
| | Other | 0-2 years | | | | 1 |
| | | 3-4 years | | | | 1 |

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Table BUS-4: Business Manager Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 19 | 2 | 19 |
| | Missing | - | 17 | - |
| Mean | | 60,391 | | 60,849 |
| Percentiles | 10 | 41,240 | | 41,240 |
| | 25 | 44,102 | | 44,102 |
| | 50 | 50,000 | | 50,000 |
| | 75 | 72,190 | | 72,190 |
| | 90 | 94,000 | | 96,500 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 23 | 1 | 23 |
| | Missing | - | 22 | - |
| Mean | | 54,156 | | 54,243 |
| Percentiles | 10 | 35,310 | | 35,310 |
| | 25 | 44,146 | | 44,146 |
| | 50 | 50,000 | | 50,000 |
| | 75 | 61,000 | | 61,000 |
| | 90 | 83,000 | | 83,000 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 11 | 1 | 11 |
| | Missing | - | 10 | - |
| Mean | | 63,391 | | 63,755 |
| Percentiles | 10 | 30,357 | | 30,357 |
| | 25 | 43,249 | | 43,249 |
| | 50 | 63,650 | | 63,650 |
| | 75 | 85,000 | | 85,000 |
| | 90 | 103,000 | | 103,000 |

Table BUS-4: Business Manager Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 7 | - | 7 |
| | Missing | - | 7 | - |
| Mean | | 60,100 | | 60,100 |
| Percentiles | 10 | 40,350 | | 40,350 |
| | 25 | 51,511 | | 51,511 |
| | 50 | 64,389 | | 64,389 |
| | 75 | 65,275 | | 65,275 |
| | 90 | 77,266 | | 77,266 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | 1 | 3 |
| | Missing | | 2 | |
| Mean | | 33,039 | | 33,387 |
| Percentiles | 10 | 4,175 | | 5,219 |
| | 25 | 4,175 | | 5,219 |
| | 50 | 27,068 | | 27,068 |
| | 75 | 67,873 | | 67,873 |
| | 90 | 67,873 | | 67,873 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|----------------|----------------|--------------------------|-------------------------|----------------------------------|------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Business Manager | USA | Private | Mean | 60,620 | | 60,915 | Business Manager | Canada | Private | Mean | | | |
| | | | Median | 57,000 | | 57,000 | | | | Median | | | |
| | | | Std. Deviation | 18,216 | | 18,774 | | | | Std. Deviation | | | |
| | | | N | 21 | 1 | 21 | | | | N | 1 | | 1 |
| | | Public | Mean | 57,333 | 2,833 | 57,607 | | | Public | Mean | 62,505 | | 62,505 |
| | | | Median | 50,000 | 2,500 | 50,000 | | | | Median | 65,247 | | 65,247 |
| | | | Std. Deviation | 19,971 | 1,041 | 20,220 | | | | Std. Deviation | 13,486 | | 13,486 |
| | | | N | 31 | 3 | 31 | | | | N | 5 | | 5 |
| | | Other | Mean | | | | | | Other | Mean | | | |
| | | | Median | | | | | | | Median | | | |
| | | | Std. Deviation | | | | | | | Std. Deviation | | | |
| | | | N | 1 | | 1 | | | | N | 1 | | 1 |
| | Total | Mean | 58,308 | 3,675 | 58,585 | Total | Mean | 60,100 | | 60,100 | | | |
| | | Median | 51,000 | 3,250 | 51,000 | | Median | 64,389 | | 64,389 | | | |
| | | Std. Deviation | 19,155 | 1,886 | 19,516 | | Std. Deviation | 11,846 | | 11,846 | | | |
| | | N | 53 | 4 | 53 | | N | 7 | | 7 | | | |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Business Manager | Other | Private | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Public | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 2 | 1 | 2 |
| | | Total | Mean | 33,039 | | 33,387 |
| | | | Median | 27,068 | | 27,068 |
| | | | Std. Deviation | 32,266 | | 31,802 |
| | | | N | 3 | 1 | 3 |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Business Manager | Total | Private | Mean | 60,539 | | 60,809 |
| | | | Median | 57,000 | | 57,000 |
| | | | Std. Deviation | 17,544 | | 18,073 |
| | | | N | 23 | 1 | 23 |
| | | Public | Mean | 55,818 | 2,386 | 56,069 |
| | | | Median | 50,000 | 2,250 | 50,000 |
| | | | Std. Deviation | 21,106 | 1,234 | 21,245 |
| | | | N | 38 | 4 | 38 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 2 | | 2 |
| | | Total | Mean | 57,304 | 3,149 | 57,554 |
| | | | Median | 51,500 | 2,500 | 51,500 |
| | | | Std. Deviation | 19,625 | 2,013 | 19,888 |
| | | | N | 63 | 5 | 63 |

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Table BUS-6: Business Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Business Manager | USA | Male | Mean | 64,296 | | 65,539 |
| | | | Median | 65,000 | | 65,000 |
| | | | N | 7 | 2 | 7 |
| | | Female | Mean | 55,936 | | 56,076 |
| | | | Median | 50,000 | | 50,000 |
| | | | N | 43 | 2 | 43 |
| | | Not Answered | Mean | 78,333 | | 78,333 |
| | | | Median | 95,000 | | 95,000 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 58,308 | 3,675 | 58,585 |
| | | | Median | 51,000 | 3,250 | 51,000 |
| | | | N | 53 | 4 | 53 |
| | Canada | Male | Mean | 64,684 | | 64,684 |
| | | | Median | 65,275 | | 65,275 |
| | | | N | 3 | | 3 |
| | | Female | Mean | 53,800 | | 53,800 |
| | | | Median | 56,662 | | 56,662 |
| | | | N | 3 | | 3 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| Total | | Mean | 60,100 | | 60,100 | |
| | | Median | 64,389 | | 64,389 | |
| | | N | 7 | | 7 | |

Table BUS-6: Business Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Business Manager | Other | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | 1 | 2 |
| | | Total | Mean | 33,039 | | 33,387 |
| | | | Median | 27,068 | | 27,068 |
| | | | N | 3 | 1 | 3 |
| | Total | Male | Mean | 61,018 | | 61,809 |
| | | | Median | 65,000 | | 65,000 |
| | | | N | 11 | 2 | 11 |
| | | Female | Mean | 54,973 | 2,348 | 55,120 |
| | | | Median | 50,500 | 2,000 | 50,500 |
| | | | N | 48 | 3 | 48 |
| | | Not Answered | Mean | 75,062 | | 75,062 |
| | | | Median | 80,124 | | 80,124 |
| | | | N | 4 | | 4 |
| | | Total | Mean | 57,304 | 3,149 | 57,554 |
| | | | Median | 51,500 | 2,500 | 51,500 |
| | | | N | 63 | 5 | 63 |

AUTM Salary Survey: 2006

Table BUS-7: Business Manager Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 53 | 4 | 53 |
| | Missing | - | 49 | - |
| Mean | | 58,308 | 3,675 | 58,585 |
| Median | | 51,000 | 3,250 | 51,000 |
| Std. Deviation | | 19,155 | 1,886 | 19,516 |
| Percentiles | 10 | 40,440 | 2,000 | 40,440 |
| | 25 | 44,124 | 2,125 | 44,124 |
| | 50 | 51,000 | 3,250 | 51,000 |
| | 75 | 71,095 | 5,650 | 71,095 |
| | 90 | 91,000 | 6,200 | 93,400 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 7 | - | 7 |
| | Missing | - | 7 | - |
| Mean | | 60,100 | | 60,100 |
| Median | | 64,389 | | 64,389 |
| Std. Deviation | | 11,846 | | 11,846 |
| Percentiles | 10 | 40,350 | | 40,350 |
| | 25 | 51,511 | | 51,511 |
| | 50 | 64,389 | | 64,389 |
| | 75 | 65,275 | | 65,275 |
| | 90 | 77,266 | | 77,266 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | 1 | 3 |
| | Missing | - | 2 | - |
| Mean | | 33,039 | | 33,387 |
| Median | | 27,068 | | 27,068 |
| Std. Deviation | | 32,266 | | 31,802 |
| Percentiles | 10 | 4,175 | | 5,219 |
| | 25 | 4,175 | | 5,219 |
| | 50 | 27,068 | | 27,068 |
| | 75 | 67,873 | | 67,873 |
| | 90 | 67,873 | | 67,873 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Business Manager | USA | Urban | Mean | 59,476 | 3,675 | 59,843 |
| | | | Median | 51,037 | 3,250 | 51,037 |
| | | | N | 40 | 4 | 40 |
| | | Non-Urban | Mean | 54,714 | | 54,714 |
| | | | Median | 47,941 | | 47,941 |
| | | | N | 13 | | 13 |
| | | Total | Mean | 58,308 | 3,675 | 58,585 |
| | | | Median | 51,000 | 3,250 | 51,000 |
| | | | N | 53 | 4 | 53 |
| | Canada | Urban | Mean | 57,239 | | 57,239 |
| | | | Median | 60,525 | | 60,525 |
| | | | N | 6 | | 6 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 60,100 | | 60,100 |
| | | | Median | 64,389 | | 64,389 |
| | | | N | 7 | | 7 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Business Manager | Other | Urban | Mean | 33,039 | | 33,387 |
| | | | Median | 27,068 | | 27,068 |
| | | | N | 3 | 1 | 3 |
| | | Total | Mean | 33,039 | | 33,387 |
| | | | Median | 27,068 | | 27,068 |
| | | | N | 3 | 1 | 3 |
| | Total | Urban | Mean | 57,583 | 3,149 | 57,905 |
| | | | Median | 51,500 | 2,500 | 51,500 |
| | | | N | 49 | 5 | 49 |
| | | Non-Urban | Mean | 56,325 | | 56,325 |
| | | | Median | 50,471 | | 50,471 |
| | | | N | 14 | | 14 |
| | | Total | Mean | 57,304 | 3,149 | 57,554 |
| | | | Median | 51,500 | 2,500 | 51,500 |
| | | | N | 63 | 5 | 63 |

Table BUS-9: Business Manager Salaries by Size of Research Budget

| Position | | Research Expenditures | Mean | Median | Std. Deviation | N |
|------------------|--------|-----------------------|--------|--------|----------------|----|
| Business Manager | USA | \$0M to \$100M | 50,474 | 49,107 | 7,937 | 10 |
| | | \$101M to \$250M | 53,030 | 50,000 | 16,013 | 15 |
| | | \$250M to \$500M | 61,017 | 51,500 | 21,158 | 13 |
| | | \$500M+ | 61,311 | 58,040 | 20,742 | 11 |
| | | Total | 56,486 | 50,000 | 17,615 | 49 |
| | Canada | \$0M to \$100M | | | | 2 |
| | | \$101M to \$250M | | | | 2 |
| | | \$250M to \$500M | | | | 2 |
| | | Total | 63,392 | 64,818 | 8,797 | 6 |
| | Other | \$0M to \$100M | | | | 1 |
| | | \$250M to \$500M | | | | 1 |
| | | Total | | | | 2 |
| | Total | \$0M to \$100M | 49,889 | 50,000 | 10,526 | 13 |
| | | \$101M to \$250M | 55,124 | 50,000 | 16,263 | 17 |
| | | \$250M to \$500M | 61,439 | 56,831 | 19,067 | 16 |
| | | \$500M+ | 61,311 | 58,040 | 20,742 | 11 |
| | | Total | 56,897 | 51,500 | 17,193 | 57 |

AUTM Salary Survey: 2006

Table BUS-10: Business Manager Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|------------------|--------|--------------|--------|--------|----------------|----|
| Business Manager | USA | 0 Reports | 47,883 | 48,155 | 11,207 | 26 |
| | | 1-2 Reports | 60,665 | 57,300 | 18,206 | 12 |
| | | 3-5 Reports | 72,953 | 74,810 | 15,178 | 8 |
| | | 6-10 Reports | 79,347 | 85,000 | 19,118 | 3 |
| | | 11+ Reports | | | | 2 |
| | | Total | 58,747 | 51,000 | 19,365 | 51 |
| | Canada | 0 Reports | | | | 2 |
| | | 1-2 Reports | 54,087 | 56,662 | 12,647 | 3 |
| | | 3-5 Reports | | | | 2 |
| | | Total | 60,100 | 64,389 | 11,846 | 7 |
| | Other | 1-2 Reports | | | | 1 |
| | | 3-5 Reports | | | | 1 |
| | | Total | | | | 2 |
| | Total | 0 Reports | 49,062 | 48,929 | 12,137 | 28 |
| | | 1-2 Reports | 59,882 | 58,831 | 16,609 | 16 |
| | | 3-5 Reports | 65,224 | 70,000 | 24,121 | 11 |
| | | 6-10 Reports | 79,347 | 85,000 | 19,118 | 3 |
| | | 11+ Reports | | | | 2 |
| | | Total | 58,147 | 51,505 | 19,591 | 60 |

Table BUS-11: Business Manager Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|------------------|--------------|------------------|--------|--------|----------------|----|
| Business Manager | USA | 1-5 FTEs | 47,825 | 48,000 | 7,777 | 7 |
| | | 6-10 FTEs | 52,758 | 49,822 | 15,663 | 20 |
| | | 11-19 FTEs | 54,125 | 48,971 | 18,891 | 14 |
| | | 20+ FTEs | 78,553 | 80,000 | 16,143 | 12 |
| | | Total | 58,308 | 51,000 | 19,155 | 53 |
| | Canada | 1-5 FTEs | | | | 2 |
| | | 6-10 FTEs | | | | 2 |
| | | 11-19 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 60,100 | 64,389 | 11,846 | 7 |
| | Other | 1-5 FTEs | | | | 1 |
| | | 6-10 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 1 |
| | | Total | 33,039 | 27,068 | 32,266 | 3 |
| | Total | 1-5 FTEs | 45,571 | 49,000 | 16,781 | 10 |
| | | 6-10 FTEs | 51,608 | 49,643 | 15,926 | 23 |
| | | 11-19 FTEs | 55,667 | 50,000 | 19,159 | 15 |
| | | 20+ FTEs | 75,497 | 70,000 | 15,802 | 15 |
| | | Total | 57,304 | 51,500 | 19,625 | 63 |

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Key factors in compensation for this position:

U.S.:

There was a 15% decline in the number of U.S. business manager respondents for 2006, which overall posted an 8% increase in the mean salary. The salary increase for those business managers with an associates degree or bachelors topped 20% while those business managers with an MBA had a 25% decrease in reported salary. Females in the U.S. saw a 10% increase in salary but were still paid less than males by 13%. Private institutions retained their higher salaries then those at public institutions. Two other factors with significant impact are years in technology transfer and number of reports.

Canada:

There was a 26% increase in the mean salary for business managers in Canada, as compared to the non-U.S. salary in 2004. However, with the limited numbers of respondents, meaningful statistical comparisons are difficult to assert.

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 (Tables PAT-1 through PAT-11)

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. PTO for payment of maintenance fees etc.

- **Other possible titles:** 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 | | Control | Mean | Median | Std. Deviation | N |
|----------------|--------|---------|--------|--------|----------------|----|
| Patent Manager | USA | Private | 64,643 | 65,500 | 20,879 | 24 |
| | | Public | 52,103 | 50,000 | 19,029 | 23 |
| | | Total | 58,507 | 52,311 | 20,767 | 47 |
| | Canada | Public | 70,412 | 62,672 | 34,530 | 7 |
| | | Other | | | | 1 |
| | | Total | 69,820 | 62,672 | 32,012 | 8 |
| | Other | Private | | | | 1 |
| | | Public | 29,041 | 33,383 | 23,004 | 3 |
| | | Total | 29,102 | 31,333 | 18,783 | 4 |
| | Total | Private | 63,229 | 65,000 | 21,628 | 25 |
| | | Public | 53,890 | 50,000 | 25,009 | 33 |
| | | Other | | | | 1 |
| | | Total | 58,047 | 51,750 | 23,686 | 59 |

AUTM Salary Survey: 2006

Table PAT-2: Patent Manager Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|----------------|--------|----------------|--------|--------|----------------|----|
| Patent Manager | USA | Assoc | 41,995 | 40,222 | 14,580 | 8 |
| | | BS/BA | 60,406 | 55,000 | 21,538 | 15 |
| | | MS/MA | 72,047 | 67,500 | 20,756 | 7 |
| | | Law | 69,504 | 70,000 | 18,477 | 5 |
| | | PhD | 64,400 | 63,000 | 17,811 | 5 |
| | | Other | 41,597 | 38,500 | 7,502 | 5 |
| | | Missing | | | | 2 |
| | | Total | 58,507 | 52,311 | 20,767 | 47 |
| | Canada | MS/MA | | | | 2 |
| | | Law | | | | 1 |
| | | PhD | 89,286 | 78,554 | 35,377 | 4 |
| | | Other | | | | 1 |
| | | Total | 69,820 | 62,672 | 32,012 | 8 |
| | Other | BS/BA | | | | 1 |
| | | MS/MA | | | | 1 |
| | | Law | | | | 2 |
| | | Total | 29,102 | 31,333 | 18,783 | 4 |
| | Total | Assoc | 41,995 | 40,222 | 14,580 | 8 |
| | | BS/BA | 58,460 | 53,656 | 22,215 | 16 |
| | | MS/MA | 62,182 | 58,375 | 23,379 | 10 |
| | | Law | 56,612 | 54,816 | 26,782 | 8 |
| | | PhD | 75,460 | 63,000 | 28,283 | 9 |
| | | Other | 45,610 | 38,605 | 11,902 | 6 |
| | | Missing | | | | 2 |
| | | Total | 58,047 | 51,750 | 23,686 | 59 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|----------------|--------|-------------------------|--------|--------|----------------|----|
| Patent Manager | USA | 0-2 years | 45,219 | 45,900 | 13,016 | 10 |
| | | 3-4 years | 50,797 | 45,000 | 20,037 | 7 |
| | | 5-9 years | 62,669 | 65,500 | 21,410 | 14 |
| | | 10+ years | 60,148 | 55,000 | 21,093 | 11 |
| | | Total | 55,875 | 50,503 | 20,064 | 42 |
| | Canada | 0-2 years | | | | 1 |
| | | 3-4 years | 48,926 | 44,643 | 12,182 | 3 |
| | | 5-9 years | | | | 2 |
| | | 10+ years | | | | 2 |
| | | Total | 69,820 | 62,672 | 32,012 | 8 |
| | Other | 0-2 years | | | | 1 |
| | | 3-4 years | | | | 2 |
| | | 5-9 years | | | | 1 |
| | | Total | 29,102 | 31,333 | 18,783 | 4 |
| | Total | 0-2 years | 45,346 | 45,900 | 13,761 | 12 |
| | | 3-4 years | 46,342 | 44,821 | 20,567 | 12 |
| | | 5-9 years | 62,165 | 65,000 | 22,281 | 17 |
| | | 10+ years | 66,512 | 55,000 | 28,745 | 13 |
| | | Total | 55,958 | 50,503 | 23,456 | 54 |

AUTM Salary Survey: 2006

Table PAT-4: Patent Manager Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 21 | 4 | 21 |
| | Missing | - | 17 | - |
| Mean | | 56,457 | 5,000 | 57,410 |
| Percentiles | 10 | 33,973 | 1,500 | 33,973 |
| | 25 | 41,750 | 1,625 | 41,750 |
| | 50 | 50,346 | 3,750 | 50,346 |
| | 75 | 73,000 | 9,625 | 74,000 |
| | 90 | 0,743 | 11,000 | 82,986 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 22 | 6 | 22 |
| | Missing | - | 16 | - |
| Mean | | 59,555 | 10,427 | 62,398 |
| Percentiles | 10 | 33,351 | 1,650 | 34,314 |
| | 25 | 39,677 | 7,500 | 39,677 |
| | 50 | 55,156 | 12,108 | 55,156 |
| | 75 | 77,786 | 13,411 | 79,762 |
| | 90 | 91,938 | 14,044 | 105,077 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 4 | 1 | 4 |
| | Missing | - | 3 | - |
| Mean | | 63,502 | | 63,752 |
| Percentiles | 10 | 30,000 | | 31,000 |
| | 25 | 35,438 | | 36,188 |
| | 50 | 67,599 | | 67,599 |
| | 75 | 87,469 | | 87,469 |
| | 90 | 88,810 | | 88,810 |

Table PAT-4: Patent Manager Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 8 | - | 8 |
| | Missing | - | 8 | - |
| Mean | | 69,820 | | 69,820 |
| Percentiles | 10 | 39,464 | | 39,464 |
| | 25 | 46,390 | | 46,390 |
| | 50 | 62,672 | | 62,672 |
| | 75 | 87,247 | | 87,247 |
| | 90 | 137,363 | | 137,363 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 4 | 2 | 4 |
| | Missing | - | 2 | - |
| Mean | | 29,102 | | 30,455 |
| Percentiles | 10 | 4,175 | | 5,741 |
| | 25 | 10,452 | | 11,626 |
| | 50 | 31,333 | | 33,258 |
| | 75 | 45,520 | | 46,482 |
| | 90 | 49,565 | | 49,565 |

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

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|----------------|---------|----------------|--------------------------|-------------------------|----------------------------------|--------|
| Patent Manager | USA | Private | Mean | 64,643 | 8,951 | 68,000 |
| | | | Median | 65,500 | 11,000 | 67,000 |
| | | | Std. Deviation | 20,879 | 4,871 | 24,224 |
| | | | N | 24 | 9 | 24 |
| | | Public | Mean | 52,103 | | 52,234 |
| | | | Median | 50,000 | | 50,000 |
| | | | Std. Deviation | 19,029 | | 18,956 |
| | | | N | 23 | 2 | 23 |
| | Total | Mean | 58,507 | 7,596 | 60,284 | |
| | | Median | 52,311 | 9,450 | 52,311 | |
| | | Std. Deviation | 20,767 | 5,303 | 22,994 | |
| | | N | 47 | 11 | 47 | |
| Patent Manager | Canada | Public | Mean | 70,412 | | 70,412 |
| | | | Median | 62,672 | | 62,672 |
| | | | Std. Deviation | 34,530 | | 34,530 |
| | | | N | 7 | | 7 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | Total | Mean | 69,820 | | 69,820 | |
| | | Median | 62,672 | | 62,672 | |
| | | Std. Deviation | 32,012 | | 32,012 | |
| | | N | 8 | | 8 | |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|-------|----------------|----------------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | Other | Private | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Public | Mean | 29,041 | | 30,846 |
| | | | Median | 33,383 | | 37,233 |
| | | | Std. Deviation | 23,004 | | 22,599 |
| | | | N | 3 | 2 | 3 |
| | Total | Mean | 29,102 | | 30,455 | |
| | | Median | 31,333 | | 33,258 | |
| | | Std. Deviation | 18,783 | | 18,469 | |
| | | N | 4 | 2 | 4 | |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | Total | Private | Mean | 63,229 | 8,951 | 66,451 |
| | | | Median | 65,000 | 11,000 | 66,500 |
| | | | Std. Deviation | 21,628 | 4,871 | 24,947 |
| | | | N | 25 | 9 | 25 |
| | | Public | Mean | 53,890 | 2,104 | 54,145 |
| | | | Median | 50,000 | 1,783 | 50,000 |
| | | | Std. Deviation | 25,009 | 1,234 | 24,777 |
| | | | N | 33 | 4 | 33 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 58,047 | 6,844 | 59,555 |
| | | | Median | 51,750 | 5,500 | 51,750 |
| | | | Std. Deviation | 23,686 | 5,198 | 25,180 |
| | | | N | 59 | 13 | 59 |

AUTM Salary Survey: 2006

Table PAT-6: Patent Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | USA | Male | Mean | 60,461 | | 60,649 |
| | | | Median | 54,875 | | 54,875 |
| | | | N | 8 | 1 | 8 |
| | | Female | Mean | 57,226 | 8,206 | 59,506 |
| | | | Median | 51,486 | 10,225 | 51,486 |
| | | | N | 36 | 10 | 36 |
| | | Not Answered | Mean | 68,659 | | 68,659 |
| | | | Median | 77,976 | | 77,976 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 58,507 | 7,596 | 60,284 |
| | | | Median | 52,311 | 9,450 | 52,311 |
| | | | N | 47 | 11 | 47 |
| | Canada | Male | Mean | 73,260 | | 73,260 |
| | | | Median | 62,672 | | 62,672 |
| | | | N | 3 | | 3 |
| | | Female | Mean | 67,755 | | 67,755 |
| | | | Median | 51,631 | | 51,631 |
| | | | N | 5 | | 5 |
| | | Total | Mean | 69,820 | | 69,820 |
| | | | Median | 62,672 | | 62,672 |
| | | | N | 8 | | 8 |

Table PAT-6: Patent Manager Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | Other | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | 1 | 2 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | 1 | 2 |
| | | Total | Mean | 29,102 | | 30,455 |
| | | | Median | 31,333 | | 33,258 |
| | | | N | 4 | 2 | 4 |
| | Total | Male | Mean | 60,494 | | 60,905 |
| | | | Median | 58,000 | | 58,000 |
| | | | N | 13 | 2 | 13 |
| | | Female | Mean | 56,567 | 7,602 | 58,512 |
| | | | Median | 50,660 | 9,450 | 50,660 |
| | | | N | 43 | 11 | 43 |
| | | Not Answered | Mean | 68,659 | | 68,659 |
| | | | Median | 77,976 | | 77,976 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 58,047 | 6,844 | 59,555 |
| | | | Median | 51,750 | 5,500 | 51,750 |
| | | | N | 59 | 13 | 59 |

AUTM Salary Survey: 2006

Table PAT-7: Patent Manager Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 47 | 11 | 47 |
| | Missing | - | 36 | - |
| Mean | | 58,507 | 7,596 | 60,284 |
| Median | | 52,311 | 9,450 | 52,311 |
| Std. Deviation | | 20,767 | 5,303 | 22,994 |
| Percentiles | 10 | 33,485 | 1,100 | 34,057 |
| | 25 | 40,000 | 1,650 | 40,000 |
| | 50 | 52,311 | 9,450 | 52,311 |
| | 75 | 77,976 | 12,720 | 80,000 |
| | 90 | 88,162 | 13,875 | 98,256 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 8 | - | 8 |
| | Missing | - | 8 | - |
| Mean | | 69,820 | | 69,820 |
| Median | | 62,672 | | 62,672 |
| Std. Deviation | | 32,012 | | 32,012 |
| Percentiles | 10 | 39,464 | | 39,464 |
| | 25 | 46,390 | | 46,390 |
| | 50 | 62,672 | | 62,672 |
| | 75 | 87,247 | | 87,247 |
| | 90 | 137,363 | | 137,363 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 4 | 2 | 4 |
| | Missing | - | 2 | - |
| Mean | | 29,102 | | 30,455 |
| Median | | 31,333 | | 33,258 |
| Std. Deviation | | 18,783 | | 18,469 |
| Percentiles | 10 | 4,175 | | 5,741 |
| | 25 | 10,452 | | 11,626 |
| | 50 | 31,333 | | 33,258 |
| | 75 | 45,520 | | 46,482 |
| | 90 | 49,565 | | 49,565 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | USA | Urban | Mean | 59,575 | 7,596 | 61,613 |
| | | | Median | 55,000 | 9,450 | 55,000 |
| | | | N | 41 | 11 | 41 |
| | | Non-Urban | Mean | 51,206 | | 51,206 |
| | | | Median | 51,156 | | 51,156 |
| | | | N | 6 | | 6 |
| | | Total | Mean | 58,507 | 7,596 | 60,284 |
| | | | Median | 52,311 | 9,450 | 52,311 |
| | | | N | 47 | 11 | 47 |
| | Canada | Urban | Mean | 56,423 | | 56,423 |
| | | | Median | 62,672 | | 62,672 |
| | | | N | 5 | | 5 |
| | | Non-Urban | Mean | 92,147 | | 92,147 |
| | | | Median | 94,437 | | 94,437 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 69,820 | | 69,820 |
| | | | Median | 62,672 | | 62,672 |
| | | | N | 8 | | 8 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Patent Manager | Other | Urban | Mean | 22,281 | | 24,086 |
| | | | Median | 29,283 | | 29,283 |
| | | | N | 3 | 2 | 3 |
| | | Non-Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 29,102 | | 30,455 |
| | | | Median | 31,333 | | 33,258 |
| | | | N | 4 | 2 | 4 |
| | Total | Urban | Mean | 56,970 | 6,844 | 58,786 |
| | | | Median | 51,750 | 5,500 | 51,750 |
| | | | N | 49 | 13 | 49 |
| | | Non-Urban | Mean | 63,324 | | 63,324 |
| | | | Median | 51,156 | | 51,156 |
| | | | N | 10 | | 10 |
| | | Total | Mean | 58,047 | 6,844 | 59,555 |
| | | | Median | 51,750 | 5,500 | 51,750 |
| | | | N | 59 | 13 | 59 |

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

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|----------------|--------|-------------------------------|--------|--------|----------------|----|
| Patent Manager | USA | \$0M to \$100M | 51,640 | 58,000 | 18,922 | 5 |
| | | \$101M to \$250M | 48,501 | 42,400 | 24,680 | 8 |
| | | \$250M to \$500M | 58,557 | 55,000 | 19,847 | 17 |
| | | \$500M+ | 63,707 | 57,656 | 19,066 | 16 |
| | | Total | 57,848 | 52,031 | 20,494 | 46 |
| | Canada | \$0M to \$100M | 54,936 | 62,672 | 13,399 | 3 |
| | | \$101M to \$250M | 92,147 | 94,437 | 46,402 | 3 |
| | | \$250M to \$500M | | | | 2 |
| | | Total | 69,820 | 62,672 | 32,012 | 8 |
| | Other | \$0M to \$100M | | | | 1 |
| | | \$101M to \$250M | | | | 1 |
| | | \$250M to \$500M | | | | 1 |
| | | Total | 37,410 | 33,383 | 10,724 | 3 |
| | Total | \$0M to \$100M | 50,710 | 58,000 | 16,391 | 9 |
| | | \$101M to \$250M | 59,501 | 47,082 | 34,158 | 12 |
| | | \$250M to \$500M | 57,103 | 55,000 | 19,488 | 20 |
| | | \$500M+ | 63,707 | 57,656 | 19,066 | 16 |
| Total | | 58,452 | 51,750 | 22,632 | 57 | |

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Table PAT-10: Patent Manager Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|----------------|--------|--------------|--------|--------|----------------|----|
| Patent Manager | USA | 0 Reports | 50,827 | 46,800 | 19,322 | 27 |
| | | 1-2 Reports | 66,643 | 68,000 | 17,521 | 15 |
| | | 3-5 Reports | | | | 1 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 57,693 | 52,031 | 20,373 | 44 |
| | Canada | 0 Reports | 68,252 | 65,677 | 24,997 | 3 |
| | | 1-2 Reports | | | | 2 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 72,202 | 58,654 | 37,516 | 6 |
| | Other | 0 Reports | | | | 1 |
| | | 1-2 Reports | | | | 2 |
| | | Total | 27,674 | 29,283 | 22,738 | 3 |
| | Total | 0 Reports | 51,818 | 46,800 | 20,249 | 31 |
| | | 1-2 Reports | 60,236 | 58,000 | 21,954 | 19 |
| | | 3-5 Reports | | | | 2 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 57,637 | 51,631 | 23,973 | 53 |

Table PAT-11: Patent Manager Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|----------------|--------|------------------|--------|--------|----------------|----|
| Patent Manager | USA | 1-5 FTEs | 52,800 | 53,000 | 12,659 | 6 |
| | | 6-10 FTEs | 49,679 | 43,682 | 22,396 | 14 |
| | | 11-19 FTEs | 56,287 | 53,375 | 19,802 | 10 |
| | | 20+ FTEs | 69,096 | 73,625 | 18,950 | 17 |
| | | Total | 58,507 | 52,311 | 20,767 | 47 |
| | Canada | 6-10 FTEs | 54,936 | 62,672 | 13,399 | 3 |
| | | 11-19 FTEs | 92,147 | 94,437 | 46,402 | 3 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 69,820 | 62,672 | 32,012 | 8 |
| | Other | 1-5 FTEs | | | | 1 |
| | | 6-10 FTEs | | | | 2 |
| | | 20+ FTEs | | | | 1 |
| | | Total | 29,102 | 31,333 | 18,783 | 4 |
| | Total | 1-5 FTEs | 45,854 | 48,000 | 21,709 | 7 |
| | | 6-10 FTEs | 49,646 | 47,363 | 20,039 | 19 |
| | | 11-19 FTEs | 64,562 | 55,000 | 30,004 | 13 |
| | | 20+ FTEs | 66,061 | 66,588 | 19,819 | 20 |
| | | Total | 58,047 | 51,750 | 23,686 | 59 |

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Key factors in compensation for this position:

U.S.:

The mean salary for Patent Managers increased more than 14% from the 2004 survey, to over \$58,000.

The majority of the Patent Managers have a B.S./B.A.

Canada:

It appears that Patent Managers in rural institutions earned almost double the amount of their urban counterparts.

International:

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

Position #8: Administrative Assistant (Tables AA-1 through AA-11)

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 titles:** Administrative Coordinator
- **Possible degrees:** B.S., B.A.
- **Years of experience:** 0-10
- **Signatory Authority:** None
- **Reports to:** Varies

Supervisory responsibilities: None

Table AA-1: General Salary Data for Administrative Assistant

| Position | | Control | Mean | Median | Std. Deviation | N |
|--------------------------|--------|---------|--------|--------|----------------|-----|
| Administrative Assistant | USA | Private | 38,911 | 37,856 | 8,918 | 65 |
| | | Public | 37,558 | 35,000 | 11,747 | 91 |
| | | Other | | | | 1 |
| | | Total | 38,193 | 37,000 | 10,653 | 157 |
| | Canada | Private | | | | 1 |
| | | Public | 37,729 | 34,341 | 12,765 | 17 |
| | | Other | | | | 1 |
| | | Total | 37,694 | 34,341 | 12,106 | 19 |
| | Other | Private | 36,256 | 32,901 | 13,987 | 3 |
| | | Public | 25,962 | 24,060 | 17,410 | 13 |
| | | Total | 27,892 | 24,517 | 16,906 | 16 |
| | Total | Private | 38,830 | 37,856 | 9,000 | 69 |
| | | Public | 36,336 | 35,000 | 12,985 | 121 |
| | | Other | | | | 2 |
| | | Total | 37,285 | 35,753 | 11,706 | 192 |

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Table AA-2: Administrative Assistant Salaries by Highest Degree

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|--------------------------|--------|----------------|--------|--------|----------------|-----|
| Administrative Assistant | USA | Assoc | 33,608 | 33,022 | 8,137 | 30 |
| | | BS/BA | 40,213 | 38,560 | 9,610 | 60 |
| | | MS/MA | | | | 2 |
| | | Other | 38,418 | 36,156 | 13,492 | 51 |
| | | Missing | 38,137 | 38,625 | 4,868 | 14 |
| | | Total | 38,193 | 37,000 | 10,653 | 157 |
| | Canada | BS/BA | 34,359 | 34,341 | 4,735 | 5 |
| | | MS/MA | | | | 1 |
| | | MBA | | | | 1 |
| | | Law | | | | 1 |
| | | Other | 35,763 | 33,482 | 13,880 | 8 |
| | | Missing | 32,681 | 32,624 | 2,662 | 3 |
| | | Total | 37,694 | 34,341 | 12,106 | 19 |
| | Other | Assoc | 22,602 | 23,759 | 4,554 | 4 |
| | | BS/BA | 12,867 | 10,175 | 10,305 | 3 |
| | | Other | 33,206 | 25,239 | 18,649 | 8 |
| | | Missing | | | | 1 |
| | | Total | 27,892 | 24,517 | 16,906 | 16 |
| | Total | Assoc | 32,313 | 31,027 | 8,546 | 34 |
| | | BS/BA | 38,576 | 37,358 | 10,916 | 68 |
| | | MS/MA | 42,257 | 44,643 | 4,445 | 3 |
| | | MBA | | | | 1 |
| | | Law | | | | 1 |
| | | Other | 37,478 | 35,000 | 14,088 | 67 |
| | | Missing | 37,977 | 37,220 | 5,905 | 18 |
| | | Total | 37,285 | 35,753 | 11,706 | 192 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|--------------------------|--------|-------------------------|--------|--------|----------------|-----|
| Administrative Assistant | USA | 0-2 years | 34,129 | 33,000 | 9,255 | 56 |
| | | 3-4 years | 35,245 | 34,804 | 7,178 | 24 |
| | | 5-9 years | 40,088 | 38,350 | 9,590 | 41 |
| | | 10+ years | 47,519 | 45,000 | 14,758 | 19 |
| | | Total | 37,883 | 36,156 | 10,867 | 140 |
| | Canada | 0-2 years | 30,263 | 30,048 | 5,366 | 8 |
| | | 3-4 years | 37,467 | 34,427 | 7,416 | 6 |
| | | 5-9 years | 51,994 | 53,765 | 17,208 | 4 |
| | | Total | 37,493 | 33,911 | 12,425 | 18 |
| | Other | 0-2 years | 24,518 | 23,278 | 14,826 | 6 |
| | | 3-4 years | 35,713 | 32,901 | 33,033 | 3 |
| | | 5-9 years | 29,145 | 24,421 | 15,486 | 4 |
| | | 10+ years | 25,147 | 25,217 | 1,655 | 3 |
| | | Total | 27,892 | 24,517 | 16,906 | 16 |
| | Total | 0-2 years | 32,864 | 31,782 | 9,761 | 70 |
| | | 3-4 years | 35,692 | 34,607 | 10,704 | 33 |
| | | 5-9 years | 40,167 | 38,350 | 11,485 | 49 |
| | | 10+ years | 44,468 | 42,500 | 15,770 | 22 |
| | | Total | 36,924 | 35,000 | 11,965 | 174 |

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Table AA-4: Administrative Assistant Salaries by Region

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 77 | 10 | 77 |
| | Missing | - | 67 | - |
| Mean | | 41,055 | 3,000 | 41,444 |
| Percentiles | 10 | 30,000 | 500 | 30,000 |
| | 25 | 33,000 | 875 | 33,122 |
| | 50 | 38,000 | 2,750 | 38,000 |
| | 75 | 45,000 | 4,500 | 45,250 |
| | 90 | 55,000 | 7,650 | 55,280 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 60 | 7 | 60 |
| | Missing | - | 53 | - |
| Mean | | 34,711 | 3,815 | 35,156 |
| Percentiles | 10 | 25,000 | 2,354 | 25,000 |
| | 25 | 27,233 | 3,689 | 27,233 |
| | 50 | 34,554 | 3,970 | 34,554 |
| | 75 | 40,998 | 4,385 | 42,400 |
| | 90 | 46,701 | 4,420 | 48,212 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 20 | 2 | 20 |
| | Missing | - | 18 | - |
| Mean | | 37,626 | | 37,688 |
| Percentiles | 10 | 25,917 | | 25,917 |
| | 25 | 34,039 | | 34,226 |
| | 50 | 36,751 | | 36,751 |
| | 75 | 43,425 | | 43,425 |
| | 90 | 50,000 | | 50,000 |

Table AA-4: Administrative Assistant Salaries by Region

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 19 | - | 19 |
| | Missing | - | 19 | - |
| Mean | | 37,694 | | 37,694 |
| Percentiles | 10 | 25,755 | | 25,755 |
| | 25 | 30,048 | | 30,048 |
| | 50 | 34,341 | | 34,341 |
| | 75 | 41,298 | | 41,298 |
| | 90 | 66,320 | | 66,320 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 16 | 7 | 16 |
| | Missing | - | 9 | - |
| Mean | | 27,892 | 2,035 | 28,782 |
| Percentiles | 10 | 8,375 | 522 | 9,671 |
| | 25 | 17,666 | 602 | 18,456 |
| | 50 | 24,517 | 1,053 | 25,023 |
| | 75 | 31,367 | 1,628 | 31,518 |
| | 90 | 57,442 | 7,911 | 59,815 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Admin. Assistant | USA | Private | Mean | 38,911 | 3,746 | 39,545 |
| | | | Median | 37,856 | 4,133 | 38,000 |
| | | | Std. Deviation | 8,918 | 1,107 | 9,391 |
| | | | N | 65 | 11 | 65 |
| | | Public | Mean | 37,558 | 2,094 | 37,742 |
| | | | Median | 35,000 | 875 | 35,000 |
| | | | Std. Deviation | 11,747 | 2,738 | 12,069 |
| | | | N | 91 | 8 | 91 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 38,193 | 3,050 | 38,562 |
| | | | Median | 37,000 | 3,755 | 37,000 |
| | | | Std. Deviation | 10,653 | 2,073 | 11,034 |
| | | | N | 157 | 19 | 157 |
| Admin. Assistant | Canada | Private | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Public | Mean | 37,729 | | 37,729 |
| | | | Median | 34,341 | | 34,341 |
| | | | Std. Deviation | 12,765 | | 12,765 |
| | | | N | 17 | | 17 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 37,694 | | 37,694 |
| | | | Median | 34,341 | | 34,341 |
| | | | Std. Deviation | 12,106 | | 12,106 |
| | | | N | 19 | | 19 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Admin. Assistant | Other | Private | Mean | 36,256 | | 36,256 |
| | | | Median | 32,901 | | 32,901 |
| | | | Std. Deviation | 13,987 | | 13,987 |
| | | | N | 3 | | 3 |
| | | Public | Mean | 25,962 | 2,035 | 27,057 |
| | | | Median | 24,060 | 1,053 | 24,962 |
| | | | Std. Deviation | 17,410 | 2,629 | 18,896 |
| | | | N | 13 | 7 | 13 |
| | | Total | Mean | 27,892 | 2,035 | 28,782 |
| | | | Median | 24,517 | 1,053 | 25,023 |
| | | | Std. Deviation | 16,906 | 2,629 | 18,041 |
| | | | N | 16 | 7 | 16 |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Admin. Assistant | Total | Private | Mean | 38,830 | 3,746 | 39,427 |
| | | | Median | 37,856 | 4,133 | 38,000 |
| | | | Std. Deviation | 9,000 | 1,107 | 9,448 |
| | | | N | 69 | 11 | 69 |
| | | Public | Mean | 36,336 | 2,066 | 36,592 |
| | | | Median | 35,000 | 1,000 | 35,000 |
| | | | Std. Deviation | 12,985 | 2,591 | 13,331 |
| | | | N | 121 | 15 | 121 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 2 | | 2 |
| | | Total | Mean | 37,285 | 2,777 | 37,661 |
| | | | Median | 35,753 | 1,991 | 35,999 |
| | | | Std. Deviation | 11,706 | 2,228 | 12,087 |
| | | | N | 192 | 26 | 192 |

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Table AA-6: Administrative Assistant Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|--------------------------|--------------|--------------|--------|--------------------------|-------------------------|----------------------------------|---|
| Administrative Assistant | USA | Male | Mean | 38,472 | | 38,472 | |
| | | | Median | 40,000 | | 40,000 | |
| | | | N | 15 | | 15 | |
| | | Female | Mean | 38,101 | 3,164 | 38,539 | |
| | | | Median | 36,801 | 3,863 | 37,000 | |
| | | | N | 130 | 18 | 130 | |
| | | Not Answered | Mean | 38,848 | | 38,931 | |
| | | | Median | 34,622 | | 34,622 | |
| | | | N | 12 | 1 | 12 | |
| | | Total | Mean | 38,193 | 3,050 | 38,562 | |
| | | | Median | 37,000 | 3,755 | 37,000 | |
| | | | N | 157 | 19 | 157 | |
| | | Canada | Male | Mean | | | |
| | | | | Median | | | |
| | | | | N | 2 | | 2 |
| | Female | | Mean | 35,325 | | 35,325 | |
| | | | Median | 33,482 | | 33,482 | |
| | | | N | 16 | | 16 | |
| | Not Answered | | Mean | | | | |
| | | | Median | | | | |
| | | | N | 1 | | 1 | |
| Total | Mean | 37,694 | | 37,694 | | | |
| | Median | 34,341 | | 34,341 | | | |
| | N | 19 | | 19 | | | |

Table AA-6: Administrative Assistant Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|--------------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| Administrative Assistant | Other | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | | 2 |
| | | Female | Mean | 26,549 | 2,035 | 27,645 |
| | | | Median | 24,060 | 1,053 | 24,962 |
| | | | N | 13 | 7 | 13 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 27,892 | 2,035 | 28,782 |
| | | | Median | 24,517 | 1,053 | 25,023 |
| | | | N | 16 | 7 | 16 |
| | Total | Male | Mean | 38,787 | | 38,787 |
| | | | Median | 40,000 | | 40,000 |
| | | | N | 19 | | 19 |
| | | Female | Mean | 36,877 | 2,848 | 37,325 |
| | | | Median | 35,390 | 2,354 | 35,484 |
| | | | N | 159 | 25 | 159 |
| | | Not Answered | Mean | 39,886 | | 39,957 |
| | | | Median | 34,622 | | 34,622 |
| | | | N | 14 | 1 | 14 |
| | | Total | Mean | 37,285 | 2,777 | 37,661 |
| | | | Median | 35,753 | 1,991 | 35,999 |
| | | | N | 192 | 26 | 192 |

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Table AA-7: Administrative Assistant Salaries by Percentiles

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 157 | 19 | 157 |
| | Missing | - | 138 | - |
| Mean | | 38,193 | 3,050 | 38,562 |
| Median | | 37,000 | 3,755 | 37,000 |
| Std. Deviation | | 10,653 | 2,073 | 11,034 |
| Percentiles | 10 | 26,890 | 500 | 26,890 |
| | 25 | 31,198 | 1,000 | 31,198 |
| | 50 | 37,000 | 3,755 | 37,000 |
| | 75 | 42,850 | 4,500 | 43,759 |
| | 90 | 50,000 | 4,500 | 50,000 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 19 | - | 19 |
| | Missing | - | 19 | - |
| Mean | | 37,694 | | 37,694 |
| Median | | 34,341 | | 34,341 |
| Std. Deviation | | 12,106 | | 12,106 |
| Percentiles | 10 | 25,755 | | 25,755 |
| | 25 | 30,048 | | 30,048 |
| | 50 | 34,341 | | 34,341 |
| | 75 | 41,298 | | 41,298 |
| | 90 | 66,320 | | 66,320 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 16 | 7 | 16 |
| | Missing | - | 9 | - |
| Mean | | 27,892 | 2,035 | 28,782 |
| Median | | 24,517 | 1,053 | 25,023 |
| Std. Deviation | | 16,906 | 2,629 | 18,041 |
| Percentiles | 10 | 8,375 | 522 | 9,671 |
| | 25 | 17,666 | 602 | 18,456 |
| | 50 | 24,517 | 1,053 | 25,023 |
| | 75 | 31,367 | 1,628 | 31,518 |
| | 90 | 57,442 | 7,911 | 59,815 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|--------------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Administrative Assistant | USA | Urban | Mean | 38,861 | 3,535 | 39,254 |
| | | | Median | 37,128 | 3,970 | 37,260 |
| | | | N | 117 | 13 | 117 |
| | | Non-Urban | Mean | 36,241 | 2,000 | 36,541 |
| | | | Median | 35,046 | 1,000 | 35,496 |
| | | | N | 40 | 6 | 40 |
| | | Total | Mean | 38,193 | 3,050 | 38,562 |
| | | | Median | 37,000 | 3,755 | 37,000 |
| | | | N | 157 | 19 | 157 |
| | Canada | Urban | Mean | 37,303 | | 37,303 |
| | | | Median | 33,911 | | 33,911 |
| | | | N | 16 | | 16 |
| | | Non-Urban | Mean | 39,778 | | 39,778 |
| | | | Median | 41,209 | | 41,209 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 37,694 | | 37,694 |
| | | | Median | 34,341 | | 34,341 |
| | | | N | 19 | | 19 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|--------------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Administrative Assistant | Other | Urban | Mean | 29,700 | 2,035 | 30,795 |
| | | | Median | 25,217 | 1,053 | 25,217 |
| | | | N | 13 | 7 | 13 |
| | | Non-Urban | Mean | 20,057 | | 20,057 |
| | | | Median | 22,304 | | 22,304 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 27,892 | 2,035 | 28,782 |
| | | | Median | 24,517 | 1,053 | 25,023 |
| | | | N | 16 | 7 | 16 |
| | Total | Urban | Mean | 37,874 | 3,010 | 38,287 |
| | | | Median | 36,107 | 3,022 | 36,107 |
| | | | N | 146 | 20 | 146 |
| | | Non-Urban | Mean | 35,416 | 2,000 | 35,677 |
| | | | Median | 34,045 | 1,000 | 35,046 |
| | | | N | 46 | 6 | 46 |
| | | Total | Mean | 37,285 | 2,777 | 37,661 |
| | | | Median | 35,753 | 1,991 | 35,999 |
| | | | N | 192 | 26 | 192 |

Table AA-9: Administrative Assistant Salaries by Size of Research Budget

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|--------------------------|--------|-------------------------------|--------|--------|----------------|-----|
| Administrative Assistant | USA | \$0M to \$100M | 33,657 | 32,063 | 7,470 | 23 |
| | | \$101M to \$250M | 36,646 | 37,000 | 8,348 | 35 |
| | | \$250M to \$500M | 39,858 | 39,750 | 10,619 | 48 |
| | | \$500M+ | 40,231 | 37,128 | 13,428 | 43 |
| | | Total | 38,254 | 37,000 | 10,824 | 149 |
| | Canada | \$0M to \$100M | 42,948 | 38,678 | 16,995 | 4 |
| | | \$101M to \$250M | 36,058 | 35,628 | 6,583 | 6 |
| | | \$250M to \$500M | 38,322 | 33,053 | 12,883 | 8 |
| | | Total | 38,595 | 34,856 | 11,782 | 18 |
| | Other | \$0M to \$100M | 21,580 | 24,060 | 6,100 | 7 |
| | | \$101M to \$250M | 20,057 | 22,304 | 6,164 | 3 |
| | | \$250M to \$500M | 36,256 | 32,901 | 13,987 | 3 |
| | | \$500M+ | | | | 2 |
| | | Total | 29,473 | 24,783 | 16,228 | 15 |
| | Total | \$0M to \$100M | 32,264 | 31,027 | 10,470 | 34 |
| | | \$101M to \$250M | 35,434 | 35,856 | 8,925 | 44 |
| | | \$250M to \$500M | 39,467 | 37,716 | 10,909 | 59 |
| | | \$500M+ | 41,157 | 37,550 | 13,951 | 45 |
| | | Total | 37,564 | 35,496 | 11,624 | 182 |

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Table AA-10: Administrative Assistant Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|--------------------------|--------|--------------|--------|--------|----------------|-----|
| Administrative Assistant | USA | 0 Reports | 37,858 | 36,156 | 10,569 | 123 |
| | | 1-2 Reports | 40,103 | 37,654 | 8,831 | 14 |
| | | 3-5 Reports | 54,208 | 49,558 | 18,082 | 4 |
| | | Total | 38,545 | 37,000 | 10,921 | 141 |
| | Canada | 0 Reports | 33,148 | 33,911 | 6,490 | 10 |
| | | 3-5 Reports | | | | 2 |
| | | Total | 36,924 | 35,199 | 11,614 | 12 |
| | Other | 0 Reports | 30,476 | 24,783 | 15,161 | 7 |
| | | 1-2 Reports | 35,713 | 32,901 | 33,033 | 3 |
| | | 3-5 Reports | | | | 1 |
| | | 11+ Reports | | | | 1 |
| | | Total | 29,655 | 25,000 | 19,248 | 12 |
| | Total | 0 Reports | 37,153 | 35,999 | 10,702 | 140 |
| | | 1-2 Reports | 41,063 | 38,307 | 14,868 | 19 |
| | | 3-5 Reports | 48,410 | 49,116 | 20,330 | 5 |
| | | 11+ Reports | | | | 1 |
| | | Total | 37,780 | 36,156 | 11,878 | 165 |

Table AA-11: Administrative Assistant Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|--------------------------|--------|------------------|--------|--------|----------------|-----|
| Administrative Assistant | USA | 1-5 FTEs | 35,284 | 34,835 | 7,360 | 38 |
| | | 6-10 FTEs | 37,391 | 35,000 | 9,620 | 33 |
| | | 11-19 FTEs | 37,344 | 35,496 | 7,887 | 32 |
| | | 20+ FTEs | 41,235 | 38,700 | 13,698 | 54 |
| | | Total | 38,193 | 37,000 | 10,653 | 157 |
| | Canada | 1-5 FTEs | 40,883 | 36,058 | 15,615 | 5 |
| | | 6-10 FTEs | 28,617 | 27,473 | 7,790 | 3 |
| | | 11-19 FTEs | 39,778 | 41,209 | 5,716 | 3 |
| | | 20+ FTEs | 38,322 | 33,053 | 12,883 | 8 |
| | | Total | 37,694 | 34,341 | 12,106 | 19 |
| | Other | 1-5 FTEs | 13,189 | 10,175 | 10,840 | 3 |
| | | 6-10 FTEs | 29,794 | 24,421 | 17,531 | 10 |
| | | 20+ FTEs | 36,256 | 32,901 | 13,987 | 3 |
| | | Total | 27,892 | 24,517 | 16,906 | 16 |
| | Total | 1-5 FTEs | 34,451 | 34,585 | 10,332 | 46 |
| | | 6-10 FTEs | 35,167 | 33,122 | 11,953 | 46 |
| | | 11-19 FTEs | 37,552 | 35,508 | 7,689 | 35 |
| | | 20+ FTEs | 40,647 | 38,000 | 13,473 | 65 |
| | | Total | 37,285 | 35,753 | 11,706 | 192 |

Key factors in compensation for this position:

U.S.:

There was a 5% increase in the mean salary for 2006 and a small decrease in the number of respondents.

Compared to 2004 the correlation between research expenditures and salary is reduced, but a positive relationship remains.

Position #9: Director of Startups (Tables SU-1 through SU-11)

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 "front line" 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. They 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. They are full-time employees 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:** 0-4

Reports to: Director or elsewhere within the institution

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

| Position | | Control | Mean | Median | Std. Deviation | N |
|----------------------|--------|---------|---------|---------|----------------|----|
| Director of Startups | USA | Private | 126,174 | 126,250 | 17,691 | 8 |
| | | Public | 100,411 | 100,000 | 24,441 | 10 |
| | | Total | 111,861 | 107,500 | 24,873 | 18 |
| | Canada | Public | | | | 2 |
| | | Other | | | | 1 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Other | Public | | | | 1 |
| | | Total | | | | 1 |
| | Total | Private | 126,174 | 126,250 | 17,691 | 8 |
| | | Public | 90,060 | 100,000 | 34,762 | 13 |
| | | Other | | | | 1 |
| | | Total | 104,367 | 106,545 | 33,302 | 22 |

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

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|----------------------|--------|----------------|---------|---------|----------------|----|
| Director of Startups | USA | BS/BA | 93,852 | 97,703 | 29,721 | 4 |
| | | MS/MA | 106,750 | 107,500 | 12,961 | 6 |
| | | MBA | 120,973 | 120,446 | 27,336 | 4 |
| | | Law | | | | 1 |
| | | PhD | 120,000 | 115,000 | 22,913 | 3 |
| | | Total | 111,861 | 107,500 | 24,873 | 18 |
| | Canada | BS/BA | | | | 1 |
| | | MBA | | | | 1 |
| | | PhD | | | | 1 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Other | MBA | | | | 1 |
| | | Total | | | | 1 |
| | Total | BS/BA | 86,141 | 89,316 | 30,981 | 5 |
| | | MS/MA | 106,750 | 107,500 | 12,961 | 6 |
| | | MBA | 101,357 | 107,950 | 50,284 | 6 |
| | | Law | | | | 1 |
| | | PhD | 115,755 | 109,011 | 20,544 | 4 |
| | | Total | 104,367 | 106,545 | 33,302 | 22 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|----------------------|--------|-------------------------|---------|---------|----------------|----|
| Director of Startups | USA | 0-2 years | | | | 1 |
| | | 3-4 years | | | | 1 |
| | | 5-9 years | 99,646 | 100,000 | 20,178 | 9 |
| | | 10+ years | 124,526 | 125,000 | 24,343 | 7 |
| | | Total | 111,861 | 107,500 | 24,873 | 18 |
| | Canada | 3-4 years | | | | 1 |
| | | 5-9 years | | | | 1 |
| | | 10+ years | | | | 1 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Other | 5-9 years | | | | 1 |
| | | Total | | | | 1 |
| | Total | 0-2 years | | | | 1 |
| | | 3-4 years | | | | 2 |
| | | 5-9 years | 87,315 | 100,000 | 34,477 | 11 |
| | | 10+ years | 121,838 | 117,500 | 23,785 | 8 |
| Total | | 104,367 | 106,545 | 33,302 | 22 | |

Table SU-4: Director of Startups Salaries by Region

| | | US-EAST | | |
|--------------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 8 | 2 | 8 |
| | Missing | - | 6 | - |
| Mean | | 105,526 | | 108,714 |
| Percentiles | 10 | 55,000 | | 55,000 |
| | 25 | 88,329 | | 88,329 |
| | 50 | 104,000 | | 104,000 |
| | 75 | 134,419 | | 141,750 |
| | 90 | 148,000 | | 158,392 |

| | | US-CENTRAL | | |
|--------------------|---------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 9 | 1 | 9 |
| | Missing | - | 8 | - |
| Mean | | 118,134 | | 119,634 |
| Percentiles | 10 | 95,000 | | 95,000 |
| | 25 | 100,000 | | 100,000 |
| | 50 | 110,000 | | 123,500 |
| | 75 | 136,250 | | 136,250 |
| | 90 | 153,702 | | 153,702 |

**Table SU-4: Director of Startups
Salaries by Region**

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 1 | 1 | 1 |
| | Missing | | | |
| Mean | | | | |
| Percentiles | 10 | | | |
| | 25 | | | |
| | 50 | | | |
| | 75 | | | |
| | 90 | | | |

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | - | 3 |
| | Missing | - | 3 | - |
| Mean | | 91,406 | | 91,406 |
| Percentiles | 10 | 55,297 | | 55,297 |
| | 25 | 55,297 | | 55,297 |
| | 50 | 103,022 | | 103,022 |
| | 75 | 115,900 | | 115,900 |
| | 90 | 115,900 | | 115,900 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|--------|----------------|----------------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | USA | Private | Mean | 126,174 | | 129,362 |
| | | | Median | 126,250 | | 126,250 |
| | | | Std. Deviation | 17,691 | | 20,057 |
| | | | N | 8 | 2 | 8 |
| | | Public | Mean | 100,411 | 8,750 | 102,161 |
| | | | Median | 100,000 | 8,750 | 100,000 |
| | | | Std. Deviation | 24,441 | 6,718 | 25,492 |
| | | | N | 10 | 2 | 10 |
| | Total | Mean | 111,861 | 10,750 | 114,250 | |
| | | Median | 107,500 | 10,750 | 109,045 | |
| | | Std. Deviation | 24,873 | 5,951 | 26,516 | |
| | | N | 18 | 4 | 18 | |
| Director of Startups | Canada | Public | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 2 | | 2 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | Total | Mean | 91,406 | | 91,406 | |
| | | Median | 103,022 | | 103,022 | |
| | | Std. Deviation | 31,927 | | 31,927 | |
| | | N | 3 | | 3 | |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|-------|----------------|----------------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | Other | Public | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | 1 | 1 |
| | Total | Mean | | | | |
| | | Median | | | | |
| | | Std. Deviation | | | | |
| | | N | 1 | 1 | 1 | |

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|-------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | Total | Private | Mean | 126,174 | | 129,362 |
| | | | Median | 126,250 | | 126,250 |
| | | | Std. Deviation | 17,691 | | 20,057 |
| | | | N | 8 | 2 | 8 |
| | | Public | Mean | 90,060 | 7,225 | 91,727 |
| | | | Median | 100,000 | 4,175 | 100,000 |
| | | | Std. Deviation | 34,762 | 5,435 | 34,958 |
| | | | N | 13 | 3 | 13 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 104,367 | 9,435 | 106,511 |
| | | | Median | 106,545 | 8,000 | 107,500 |
| | | | Std. Deviation | 33,302 | 5,934 | 34,217 |
| | | | N | 22 | 5 | 22 |

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Table SU-6: Director of Startups Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|--------|--------|--------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | USA | Male | Mean | 120,773 | 9,833 | 123,455 |
| | | | Median | 115,000 | 8,000 | 123,000 |
| | | | N | 11 | 3 | 11 |
| | | Female | Mean | 97,857 | | 99,786 |
| | | | Median | 100,000 | | |
| | | | N | 7 | 1 | 7 |
| | | Total | Mean | 111,861 | 10,750 | 114,250 |
| | | | Median | 107,500 | 10,750 | 109,045 |
| | | | N | 18 | 4 | 18 |
| | Canada | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | | 2 |
| | | Total | Mean | 91,406 | | 91,406 |
| | | | Median | 103,022 | | 103,022 |
| | | | N | 3 | | 3 |

Table SU-6: Director of Startups Salaries by Gender

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|----------------------|--------------|--------------|--------|--------------------------|-------------------------|----------------------------------|---------|
| Director of Startups | Other | Not Answered | Mean | | | | |
| | | | Median | | | | |
| | | | N | 1 | 1 | 1 | |
| | | Total | Mean | | | | |
| | | | Median | | | | |
| | | | N | 1 | 1 | 1 | |
| | | Total | Male | Mean | 119,294 | 9,833 | 121,752 |
| | | | | Median | 111,500 | 8,000 | 116,545 |
| | | | | N | 12 | 3 | 12 |
| | Female | | Mean | 95,133 | | 96,633 | |
| | | | Median | 100,000 | | 100,000 | |
| | | | N | 9 | 1 | 9 | |
| | Not Answered | | Mean | | | | |
| | | | Median | | | | |
| | | | N | 1 | 1 | 1 | |
| | Total | | Mean | 104,367 | 9,435 | 106,511 | |
| | | | Median | 106,545 | 8,000 | 107,500 | |
| | | | N | 22 | 5 | 22 | |

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**Table SU-7: Director of Startups
Salaries by Percentiles**

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 18 | 4 | 18 |
| | Missing | - | 14 | - |
| Mean | | 111,861 | 10,750 | 114,250 |
| Median | | 107,500 | 10,750 | 109,045 |
| Std. Deviation | | 24,873 | 5,951 | 26,516 |
| Percentiles | 10 | 84,700 | 4,000 | 84,700 |
| | 25 | 98,750 | 5,000 | 98,750 |
| | 50 | 107,500 | 10,750 | 109,045 |
| | 75 | 130,848 | 16,500 | 131,875 |
| | 90 | 148,570 | 17,500 | 154,171 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 3 | - | 3 |
| | Missing | - | 3 | - |
| Mean | | 91,406 | | 91,406 |
| Median | | 103,022 | | 103,022 |
| Std. Deviation | | 31,927 | | 31,927 |
| Percentiles | 10 | 55,297 | | 55,297 |
| | 25 | 55,297 | | 55,297 |
| | 50 | 103,022 | | 103,022 |
| | 75 | 115,900 | | 115,900 |
| | 90 | 115,900 | | 115,900 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 1 | 1 | 1 |
| | Missing | - | - | - |
| Mean | | | | |
| Median | | | | |
| Std. Deviation | | | | |
| Percentiles | 10 | | | |
| | 25 | | | |
| | 50 | | | |
| | 75 | | | |
| | 90 | | | |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | USA | Urban | Mean | 115,799 | 8,500 | 118,117 |
| | | | Median | 108,000 | 8,000 | 110,090 |
| | | | N | 11 | 3 | 11 |
| | | Non-Urban | Mean | 105,673 | | 108,173 |
| | | | Median | 107,000 | | 107,000 |
| | | | N | 7 | 1 | 7 |
| | | Total | Mean | 111,861 | 10,750 | 114,250 |
| | | | Median | 107,500 | 10,750 | 109,045 |
| | | | N | 18 | 4 | 18 |
| | Canada | Urban | Mean | 91,406 | | 91,406 |
| | | | Median | 103,022 | | 103,022 |
| | | | N | 3 | | 3 |
| | | Total | Mean | 91,406 | | 91,406 |
| | | | Median | 103,022 | | 103,022 |
| | | | N | 3 | | 3 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|----------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| Director of Startups | Other | Urban | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | 1 | 1 |
| | | Total | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | 1 | 1 |
| | Total | Urban | Mean | 103,757 | 7,419 | 105,736 |
| | | | Median | 106,090 | 6,088 | 108,000 |
| | | | N | 15 | 4 | 15 |
| | | Non-Urban | Mean | 105,673 | | 108,173 |
| | | | Median | 107,000 | | 107,000 |
| | | | N | 7 | 1 | 7 |
| | | Total | Mean | 104,367 | 9,435 | 106,511 |
| | | | Median | 106,545 | 8,000 | 107,500 |
| | | | N | 22 | 5 | 22 |

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

| Position | | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|----------------------|--------|-------------------------------|---------|---------|----------------|----|
| Director of Startups | USA | \$0M to \$100M | | | | 1 |
| | | \$101M to \$250M | 101,363 | 106,090 | 11,737 | 3 |
| | | \$250M to \$500M | 124,299 | 126,250 | 19,723 | 8 |
| | | \$500M+ | 101,263 | 100,000 | 10,064 | 5 |
| | | Total | 115,206 | 108,000 | 21,056 | 17 |
| | Canada | \$0M to \$100M | | | | 1 |
| | | \$250M to \$500M | | | | 2 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Total | \$0M to \$100M | | | | 2 |
| | | \$101M to \$250M | 101,363 | 106,090 | 11,737 | 3 |
| | | \$250M to \$500M | 121,331 | 120,450 | 18,732 | 10 |
| | | \$500M+ | 101,263 | 100,000 | 10,064 | 5 |
| | | Total | 111,636 | 107,500 | 23,594 | 20 |

Table SU-10: Director of Startups Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|----------------------|--------|--------------|---------|---------|----------------|----|
| Director of Startups | USA | 0 Reports | 113,054 | 108,000 | 15,293 | 9 |
| | | 1-2 Reports | 110,669 | 107,000 | 32,827 | 9 |
| | | Total | 111,861 | 107,500 | 24,873 | 18 |
| | Canada | 0 Reports | | | | 2 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Other | 3-5 Reports | | | | 1 |
| | | Total | | | | 1 |
| | Total | 0 Reports | 106,891 | 106,090 | 22,113 | 11 |
| | | 1-2 Reports | 110,669 | 107,000 | 32,827 | 9 |
| | | 3-5 Reports | | | | 2 |
| | | Total | 104,367 | 106,545 | 33,302 | 22 |

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Table SU-11: Director of Startups Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|----------------------|--------------|------------------|---------|---------|----------------|----|
| Director of Startups | USA | 1-5 FTEs | | | | 2 |
| | | 6-10 FTEs | 117,926 | 109,000 | 24,239 | 4 |
| | | 11-19 FTEs | 117,300 | 120,000 | 18,077 | 6 |
| | | 20+ FTEs | 115,833 | 103,500 | 24,078 | 6 |
| | | Total | 111,861 | 107,500 | 24,873 | 18 |
| | Canada | 6-10 FTEs | | | | 1 |
| | | 20+ FTEs | | | | 2 |
| | | Total | 91,406 | 103,022 | 31,927 | 3 |
| | Other | 1-5 FTEs | | | | 1 |
| | | Total | | | | 1 |
| | Total | 1-5 FTEs | 50,450 | 55,000 | 40,019 | 3 |
| | | 6-10 FTEs | 105,400 | 108,000 | 35,002 | 5 |
| | | 11-19 FTEs | 117,300 | 120,000 | 18,077 | 6 |
| | | 20+ FTEs | 114,240 | 105,011 | 20,849 | 8 |
| | | Total | 104,367 | 106,545 | 33,302 | 22 |

Additional data:

As was the case in 2004, most of the respondents for the Director of Startups position are in the U.S. Salary levels were close to those from 2004.

Position #10: In-house Counsel (Tables IC-1 through IC-11)

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 or litigation. 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

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Table IC-1: General Salary Data for In-house Counsel

| Position | | Control | Mean | Median | Std. Deviation | N |
|------------------|--------|---------|---------|---------|----------------|-----|
| In-house Counsel | USA | Private | 128,640 | 140,000 | 49,316 | 11 |
| | | Public | 94,222 | 97,000 | 29,451 | 15 |
| | | Total | 108,783 | 108,383 | 41,944 | 26 |
| | Canada | Public | 65,840 | 65,789 | | <10 |
| | | Other | | | | 1 |
| | | Total | 74,478 | 67,177 | 19,370 | 5 |
| | Other | Public | 51,627 | 60,012 | 33,570 | 4 |
| | | Total | 51,627 | 60,012 | 33,570 | 4 |
| | Total | Private | 128,640 | 140,000 | 49,316 | 11 |
| | | Public | 81,878 | 77,722 | 31,985 | 23 |
| | | Other | | | | 1 |
| | | Total | 97,350 | 89,000 | 43,128 | 35 |

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

| Position | | Highest Degree | Mean | Median | Std. Deviation | N |
|------------------|--------|----------------|---------|---------|----------------|----|
| In-house Counsel | USA | Law | 104,890 | 104,000 | 41,058 | 24 |
| | | PhD | | | | 2 |
| | | Total | 108,783 | 108,383 | 41,944 | 26 |
| | Canada | Law | 76,303 | 65,897 | 21,865 | 4 |
| | | PhD | | | | 1 |
| | | Total | 74,478 | 67,177 | 19,370 | 5 |
| | Other | Law | 67,444 | 64,862 | 13,757 | 3 |
| | | PhD | | | | 1 |
| | | Total | 51,627 | 60,012 | 33,570 | 4 |
| | Total | Law | 97,578 | 89,000 | 39,329 | 31 |
| | | PhD | 95,588 | 103,589 | 74,884 | 4 |
| | | Total | 97,350 | 89,000 | 43,128 | 35 |

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

| Position | | Years in Tech Quartiles | Mean | Median | Std. Deviation | N |
|------------------|--------|-------------------------|---------|---------|----------------|----|
| In-house Counsel | USA | 0-2 years | 76,861 | 72,315 | 29,387 | 6 |
| | | 3-4 years | | | | 2 |
| | | 5-9 years | 105,610 | 98,500 | 33,418 | 10 |
| | | 10+ years | 135,468 | 140,000 | 53,035 | 5 |
| | | Total | 102,973 | 100,000 | 40,752 | 23 |
| | Canada | 0-2 years | | | | 1 |
| | | 3-4 years | | | | 1 |
| | | 5-9 years | | | | 1 |
| | | 10+ years | | | | 2 |
| | | Total | 74,478 | 67,177 | 19,370 | 5 |
| | Other | 0-2 years | | | | 2 |
| | | 5-9 years | | | | 2 |
| | | Total | 51,627 | 60,012 | 33,570 | 4 |
| | Total | 0-2 years | 72,065 | 67,000 | 24,534 | 9 |
| | | 3-4 years | 79,385 | 65,000 | 25,446 | 3 |
| | | 5-9 years | 93,058 | 89,000 | 41,142 | 13 |
| | | 10+ years | 121,539 | 115,025 | 51,059 | 7 |
| | | Total | 92,102 | 81,155 | 41,051 | 32 |

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

| | | US-EAST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 8 | 1 | 8 |
| | Missing | - | 7 | - |
| Mean | | 122,959 | | 125,147 |
| Percentiles | 10 | 64,375 | | 64,375 |
| | 25 | 68,158 | | 68,158 |
| | 50 | 125,000 | | 125,000 |
| | 75 | 166,250 | | 166,250 |
| | 90 | 211,669 | | 229,169 |

| | | US-CENTRAL | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 8 | 1 | 8 |
| | Missing | - | 7 | - |
| Mean | | 89,157 | | 91,876 |
| Percentiles | 10 | 39,535 | | 39,535 |
| | 25 | 69,681 | | 69,681 |
| | 50 | 84,500 | | 84,500 |
| | 75 | 111,250 | | 111,250 |
| | 90 | 145,000 | | 166,750 |

| | | US-WEST | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 10 | 1 | 10 |
| | Missing | - | 9 | - |
| Mean | | 113,144 | | 113,444 |
| Percentiles | 10 | 56,040 | | 58,740 |
| | 25 | 89,099 | | 89,099 |
| | 50 | 111,383 | | 111,383 |
| | 75 | 146,938 | | 146,938 |
| | 90 | 169,100 | | 169,100 |

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

| | | CANADA | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 5 | - | 5 |
| | Missing | - | 5 | - |
| Mean | | 74,478 | | 74,478 |
| Percentiles | 10 | 64,389 | | 64,389 |
| | 25 | 64,394 | | 64,394 |
| | 50 | 67,177 | | 67,177 |
| | 75 | 88,213 | | 88,213 |
| | 90 | 109,032 | | 109,032 |

| | | NON-US | | |
|--------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 4 | - | 4 |
| | Missing | - | 4 | - |
| Mean | | 51,627 | | 51,627 |
| Percentiles | 10 | 4,175 | | 4,175 |
| | 25 | 16,922 | | 16,922 |
| | 50 | 60,012 | | 60,012 |
| | 75 | 77,948 | | 77,948 |
| | 90 | 82,310 | | 82,310 |

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

| Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | Position | | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-----|---------|----------------|--------------------------|-------------------------|----------------------------------|------------------|--------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | USA | Private | Mean | 128,640 | | 132,209 | In-house Counsel | Canada | Public | Mean | 65,840 | | 65,840 |
| | | | Median | 140,000 | | 140,000 | | | | Median | 65,789 | | 65,789 |
| | | | Std. Deviation | 49,316 | | 53,458 | | | | Std. Deviation | 1,671 | | 1,671 |
| | | | N | 11 | 2 | 11 | | | | N | 4 | | 4 |
| | | Public | Mean | 94,222 | | 94,422 | | | Other | Mean | | | |
| | | | Median | 97,000 | | 97,000 | | | | Median | | | |
| | | | Std. Deviation | 29,451 | | 29,175 | | | | Std. Deviation | | | |
| | | | N | 15 | 1 | 15 | | | | N | 1 | | 1 |
| | | Total | Mean | 108,783 | 14,083 | 110,408 | | | Total | Mean | 74,478 | | 74,478 |
| | | | Median | 108,383 | 17,500 | 108,383 | | | | Median | 67,177 | | 67,177 |
| | | | Std. Deviation | 41,944 | 9,831 | 44,522 | | | | Std. Deviation | 19,370 | | 19,370 |
| | | | N | 26 | 3 | 26 | | | | N | 5 | | 5 |

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

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|---------|----------------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | Other | Public | Mean | 51,627 | 51,627 |
| | | | Median | 60,012 | 60,012 |
| | | | Std. Deviation | 33,570 | 33,570 |
| | | | N | 4 | 4 |
| | Total | Mean | 51,627 | 51,627 | |
| | | Median | 60,012 | 60,012 | |
| | | Std. Deviation | 33,570 | 33,570 | |
| | | N | 4 | 4 | |

| Position | Control | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 | |
|------------------|---------|---------|--------------------------|-------------------------|----------------------------------|--------|
| In-house Counsel | Total | Private | Mean | 128,640 | 132,209 | |
| | | | Median | 140,000 | 140,000 | |
| | | | Std. Deviation | 49,316 | 53,458 | |
| | | | N | 11 | 2 | 11 |
| | | Public | Mean | 81,878 | 82,008 | |
| | | | Median | 77,722 | 77,722 | |
| | | | Std. Deviation | 31,985 | 31,877 | |
| | | | N | 23 | 1 | 23 |
| | | Other | Mean | | | |
| | | | Median | | | |
| | | | Std. Deviation | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 97,350 | 14,083 | 98,558 |
| | | | Median | 89,000 | 17,500 | 89,000 |
| | | | Std. Deviation | 43,128 | 9,831 | 45,309 |
| | | | N | 35 | 3 | 35 |

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

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|--------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | USA | Male | Mean | 113,735 | | 116,829 |
| | | | Median | 107,500 | | 107,500 |
| | | | N | 8 | 2 | 8 |
| | | Female | Mean | 109,005 | | 110,035 |
| | | | Median | 108,765 | | 108,765 |
| | | | N | 17 | 1 | 17 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 108,783 | 14,083 | 110,408 |
| | | | Median | 108,383 | 17,500 | 108,383 |
| | | | N | 26 | 3 | 26 |
| | Canada | Male | Mean | 76,998 | | 76,998 |
| | | | Median | 67,285 | | 67,285 |
| | | | N | 4 | | 4 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 74,478 | | 74,478 |
| | | | Median | 67,177 | | 67,177 |
| | | | N | 5 | | 5 |

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

| Position | | Gender | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|--------------|--------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | Other | Male | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Female | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | | 2 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 1 | | 1 |
| | | Total | Mean | 51,627 | | 51,627 |
| | | | Median | 60,012 | | 60,012 |
| | | | N | 4 | | 4 |
| | Total | Male | Mean | 97,926 | | 99,829 |
| | | | Median | 97,000 | | 97,000 |
| | | | N | 13 | 2 | 13 |
| | | Female | Mean | 103,233 | | 104,108 |
| | | | Median | 98,500 | | 98,500 |
| | | | N | 20 | 1 | 20 |
| | | Not Answered | Mean | | | |
| | | | Median | | | |
| | | | N | 2 | | 2 |
| Total | | Mean | 97,350 | 14,083 | 98,558 | |
| | | Median | 89,000 | 17,500 | 89,000 | |
| | | N | 35 | 3 | 35 | |

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

| | | USA | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 26 | 3 | 26 |
| | Missing | - | 23 | - |
| Mean | | 108,783 | 14,083 | 110,408 |
| Median | | 108,383 | 17,500 | 108,383 |
| Std. Deviation | | 41,944 | 9,831 | 44,522 |
| Percentiles | 10 | 61,563 | 3,000 | 62,463 |
| | 25 | 74,973 | 3,000 | 74,973 |
| | 50 | 108,383 | 17,500 | 108,383 |
| | 75 | 141,250 | 21,750 | 141,313 |
| | 90 | 172,200 | 21,750 | 172,200 |

| | | Canada | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 5 | - | 5 |
| | Missing | - | 5 | - |
| Mean | | 74,478 | | 74,478 |
| Median | | 67,177 | | 67,177 |
| Std. Deviation | | 19,370 | | 19,370 |
| Percentiles | 10 | 64,389 | | 64,389 |
| | 25 | 64,394 | | 64,394 |
| | 50 | 67,177 | | 67,177 |
| | 75 | 88,213 | | 88,213 |
| | 90 | 109,032 | | 109,032 |

| | | Other | | |
|-----------------------|----------------|--------------------------|-------------------------|----------------------------------|
| | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
| N | Valid | 4 | - | 4 |
| | Missing | - | 4 | - |
| Mean | | 51,627 | | 51,627 |
| Median | | 60,012 | | 60,012 |
| Std. Deviation | | 33,570 | | 33,570 |
| Percentiles | 10 | 4,175 | | 4,175 |
| | 25 | 16,922 | | 16,922 |
| | 50 | 60,012 | | 60,012 |
| | 75 | 77,948 | | 77,948 |
| | 90 | 82,310 | | 82,310 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|--------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | USA | Urban | Mean | 108,294 | | 109,472 |
| | | | Median | 108,765 | | 108,765 |
| | | | N | 21 | 2 | 21 |
| | | Non-Urban | Mean | 110,841 | | 114,341 |
| | | | Median | 108,000 | | 108,000 |
| | | | N | 5 | 1 | 5 |
| | | Total | Mean | 108,783 | 14,083 | 110,408 |
| | | | Median | 108,383 | 17,500 | 108,383 |
| | | | N | 26 | 3 | 26 |
| | Canada | Urban | Mean | 74,478 | | 74,478 |
| | | | Median | 67,177 | | 67,177 |
| | | | N | 5 | | 5 |
| | | Total | Mean | 74,478 | | 74,478 |
| | | | Median | 67,177 | | 67,177 |
| | | | N | 5 | | 5 |

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

| Position | | Type of Location | | Salary in US\$ at 1/1/06 | Bonus in US\$ at 1/1/06 | Salary + Bonus in US\$ at 1/1/06 |
|------------------|-------|------------------|--------|--------------------------|-------------------------|----------------------------------|
| In-house Counsel | Other | Urban | Mean | 51,627 | | 51,627 |
| | | | Median | 60,012 | | 60,012 |
| | | | N | 4 | | 4 |
| | | Total | Mean | 51,627 | | 51,627 |
| | | | Median | 60,012 | | 60,012 |
| | | | N | 4 | | 4 |
| | Total | Urban | Mean | 95,102 | | 95,927 |
| | | | Median | 85,655 | | 85,655 |
| | | | N | 30 | 2 | 30 |
| | | Non-Urban | Mean | 110,841 | | 114,341 |
| | | | Median | 108,000 | | 108,000 |
| | | | N | 5 | 1 | 5 |
| | | Total | Mean | 97,350 | 14,083 | 98,558 |
| | | | Median | 89,000 | 17,500 | 89,000 |
| | | | N | 35 | 3 | 35 |

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

| Position | USA or Other | Research Expenditures in US\$ | Mean | Median | Std. Deviation | N |
|------------------|--------------|-------------------------------|---------|---------|----------------|----|
| In-house Counsel | USA | \$0M to \$100M | 111,000 | 97,000 | 54,369 | 3 |
| | | \$101M to \$250M | 101,954 | 98,500 | 32,907 | 8 |
| | | \$250M to \$500M | 105,128 | 88,861 | 55,257 | 6 |
| | | \$500M+ | 128,079 | 140,000 | 41,019 | 5 |
| | | Total | 109,991 | 104,000 | 42,419 | 22 |
| | Canada | \$0M to \$100M | | | | 1 |
| | | \$250M to \$500M | 79,273 | 64,400 | 25,771 | 3 |
| | | Total | 76,249 | 65,789 | 21,894 | 4 |
| | Other | \$0M to \$100M | | | | 2 |
| | | \$500M+ | | | | 1 |
| | | Total | 67,444 | 64,862 | 13,757 | 3 |
| | Total | \$0M to \$100M | 86,700 | 66,089 | 43,672 | 6 |
| | | \$101M to \$250M | 101,954 | 98,500 | 32,907 | 8 |
| | | \$250M to \$500M | 96,510 | 77,722 | 47,344 | 9 |
| | | \$500M+ | 120,451 | 127,500 | 41,172 | 6 |
| | | Total | 100,935 | 89,000 | 41,062 | 29 |

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Table IC-10: In-house Counsel Salaries by Number of Direct Reports

| Position | | N of Reports | Mean | Median | Std. Deviation | N |
|------------------|--------|--------------|---------|---------|----------------|----|
| In-house Counsel | USA | 0 Reports | 107,669 | 104,383 | 51,219 | 14 |
| | | 1-2 Reports | 105,090 | 108,000 | 20,038 | 7 |
| | | 3-5 Reports | | | | 2 |
| | | 6-10 Reports | | | | 11 |
| | | Total | 109,082 | 108,383 | 42,111 | 24 |
| | Canada | 0 Reports | | | | 2 |
| | | 1-2 Reports | | | | 1 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 77,001 | 67,285 | 21,397 | 4 |
| | Other | 0 Reports | | | | 2 |
| | | 1-2 Reports | | | | 1 |
| | | 3-5 Reports | | | | 1 |
| | | Total | 51,627 | 60,012 | 33,570 | 4 |
| | Total | 0 Reports | 99,395 | 81,155 | 47,656 | 18 |
| | | 1-2 Reports | 95,021 | 97,000 | 26,564 | 9 |
| | | 3-5 Reports | 85,732 | 93,377 | 62,316 | 4 |
| | | 6-10 Reports | | | | 1 |
| | | Total | 97,890 | 93,000 | 43,572 | 32 |

Table IC-11: In-house Counsel Salaries by Total Technology Transfer Office Head Count

| Position | | Tech Office FTEs | Mean | Median | Std. Deviation | N |
|------------------|--------------|------------------|---------|---------|----------------|----|
| In-house Counsel | USA | 1-5 FTEs | 98,250 | 94,000 | 33,049 | 4 |
| | | 6-10 FTEs | 96,501 | 83,315 | 40,118 | 6 |
| | | 11-19 FTEs | 92,332 | 77,722 | 56,924 | 7 |
| | | 20+ FTEs | 134,449 | 140,000 | 22,485 | 9 |
| | | Total | 108,783 | 108,383 | 41,944 | 26 |
| | Canada | 6-10 FTEs | | | | 2 |
| | | 20+ FTEs | 79,273 | 64,400 | 25,771 | 3 |
| | | Total | 74,478 | 67,177 | 19,370 | 5 |
| | Other | 1-5 FTEs | | | | 2 |
| | | 6-10 FTEs | | | | 2 |
| | | Total | 51,627 | 60,012 | 33,570 | 4 |
| | Total | 1-5 FTEs | 75,389 | 72,500 | 46,579 | 6 |
| | | 6-10 FTEs | 86,075 | 72,512 | 33,115 | 10 |
| | | 11-19 FTEs | 92,332 | 77,722 | 56,924 | 7 |
| | | 20+ FTEs | 120,655 | 115,013 | 33,334 | 12 |
| | | Total | 97,350 | 89,000 | 43,128 | 35 |

Key factors in compensation for this position:

U.S.:

The number of respondents from the 2004 survey has more than doubled, however the salary decreased by 6%. Years in technology transfer and control account for 30% of variance in salary.

AUTM Salary Survey: 2006

Appendix 1

AUTM Salary Survey Order Form

AUTM forwarded one complimentary copy of the *2006 AUTM Salary Survey* in electronic form (as a PDF file) to the directors of all institutions that contributed data. 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 form.

To order copies of the *2006 Salary Survey* report, choose the appropriate boxes, complete and forward form to AUTM headquarters via e-mail, fax or post (see details below). AUTM's tax ID# is 36-3011951.

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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

Salary Survey Instructions and Questions

Dear Colleague:

AUTM is pleased to announce the launch of this new Salary and Compensation Survey. After the last survey, many members asked for more information about Incentive Compensation Plans, so a new section on these plans has been added.

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 is always available under the General menu tab above.

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,

Dana Bostrom

Vice President, AUTM Metrics & Surveys

Associate Director, Industry Alliances Office

University of California, Berkeley

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 with this page** 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.

Demonstration Research Institute 2006 Compensation Survey

Institutional Characteristics

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

| | |
|----------|--|
| Location | |
|----------|--|

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

| | |
|------------------|--|
| Type of location | |
|------------------|--|

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

| | |
|-----------------|--|
| Form of control | |
|-----------------|--|

4. 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.

| | |
|-----------------------------|----|
| Total Research Expenditures | \$ |
|-----------------------------|----|

5. What was the total number of full-time equivalent (FTE) employees in your Technology Transfer/Management office on January 1, 2006?

| | |
|-------------------------------|--------|
| Total FTE employees in office | Number |
|-------------------------------|--------|

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

| | |
|-----------------------------|--|
| Tuition assistance offered? | |
|-----------------------------|--|

7. How many total new hires has your office made, in the categories surveyed in this Salary Survey, over the two year period from January 1, 2003 - December 31, 2004?

| | |
|-----------|--|
| New hires | |
|-----------|--|

8. How many new positions has your office created in the categories surveyed in the Salary Survey over the two year period from January 1, 2003 - through December 31, 2004? (New positions are ones for which your office received new funding during the two year period from January 1, 2003 - through December 31, 2004.)

| | |
|---------------|--|
| New positions | |
|---------------|--|

Demonstration Research Institute 2006 Compensation Survey

Incentive Compensation Plan

1. Does your institution have an Incentive Compensation (IC) plan?

IC Plan Definition: A formal plan which supplements the base salary or compensation of an employee and is paid as a result of specific exceptional performance (by an individual or group) or the achievement of agreed-upon performance goals or milestones (for an individual or group).

| | |
|------------------|--|
| Have an IC plan? | |
|------------------|--|

If you answered "No" above, go to the bottom of the page and hit a Save button. If you answered "Yes," please continue below.

2. Is your institution's IC plan an ongoing Contractual plan or an Ad-hoc plan?

- o Contractual: A formal, written arrangement, possibly as part of an employment offer or agreement, which addresses the details and rules of an incentive plan for an employee or group of employees in which certain employees have guaranteed eligibility for consideration in the plan.
- o Ad hoc: An occasional or Impromptu bonus paid to an employee or group as a result of a specific accomplishment or achievement. Not a guarantee or contractual obligation on the part of the employer.

| | |
|--------------|--|
| IC plan type | |
|--------------|--|

3. What is the main source of funds used to pay for your IC plan?

| | |
|--------------------|--|
| a. Source of funds | |
|--------------------|--|

| | |
|---|--|
| b. If you checked Other above, please specify | |
|---|--|

4. If your IC plan is based on Net Revenues, which of the following are deducted from License Income Received to yield Net Revenues?

| | Deducted? |
|---|-----------|
| a. Operational expenses | |
| b. Revenues distributed to stakeholders | |
| c. Other | |

| | |
|--|--|
| d. If you answered "Yes" for Other above, please specify | |
|--|--|

5. Which of the following performance metrics are used to determine employee rewards under the IC plan in your technology transfer office (TTO)?

a. Income received

License Income Received: includes license issue fees, payments under options, annual minimums, running royalties, termination payments, the amount of equity received when cashed-in, and software and biological material end-user license fees equal to \$1,000 or more, but not research funding, patent expense reimbursement, a valuation of equity not cashed-in, software and biological material end-user license fees less than \$1,000, or trademark licensing royalties from university insignia.

| | Is Metric Used? |
|--------------------|-----------------|
| i. License income | |
| ii. Net revenue | |
| iii. Other revenue | |

Demonstration Research Institute 2006 Compensation Survey

Incentive Compensation Plan (continued)

iv. If you answered "Yes" for Other above, please specify

b. Specific licensing or patent activity metrics

| | Is Metric Used? |
|----------------------------------|-----------------|
| i. Patents filed | |
| ii. Patents issued | |
| iii. License agreements/options | |
| iv. Start-up companies | |
| v. Legal expenditures reimbursed | |
| vi. Other | |

vii. If you answered "Yes" for Other above, please specify

c. Service metrics

| | Is Metric Used? |
|---|-----------------|
| i. Surveys or other feedback of Customer Satisfaction from Inventors/Developers | |
| ii. Surveys or other feedback of Customer Satisfaction from Licensees | |
| iii. Surveys or other feedback of Customer Satisfaction from Central Administration | |
| iv. Number/percentage of departments or faculty served | |
| v. Other | |

vi. If you answered "Yes" for Other above, please specify

6. Which of the following elements are included in determining participation and payout value of a given year's IC plan?

| | Is Element Included? |
|-------------------------------|----------------------|
| a. Overall office performance | |
| b. Specific team performance | |
| c. Individual performance | |

Demonstration Research Institute 2006 Compensation Survey

Incentive Compensation Plan (continued)

7. Who in your office participates in the IC plan?

| | Participates in IC Plan? |
|-----------------------------|--------------------------|
| a. Director | |
| b. Asst/Assoc Director | |
| c. Licencing Associate | |
| d. Licencing Assistant | |
| e. Marketing Manager | |
| f. Business Manager | |
| g. Patent Manager | |
| h. Administrative Assistant | |
| i. Director of Startups | |
| j. In-House Counsel | |

8. What are the main reasons the IC plan is offered at your institution? You may specify up to three (3) reasons.

| | |
|--------------------------------|--|
| a. Most important reason | |
| b. Next most important reason | |
| c. Third most important reason | |

9. Has your university made any studies on the benefits of your IC plan in improving productivity/performance, hiring new people, retention of key people or other?

| | |
|---|--|
| a. Studies | |
| b. If you answered Yes above, please briefly describe the study and its results | |

Demonstration Research Institute 2006 Compensation Survey

Director

A. 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 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

B. Compensation Details on Your Current Director(s)

AUTM suggests that you NOT print out the salary information AT ALL unless the printer is located next to you in a secure area. To print the pop-up spreadsheet where you entered salary and other information on each incumbent of this position, you need to use the Print button on the pop-up spreadsheet itself. The spreadsheet information cannot be printed within this PDF printout of the rest of the survey.

C. General Characteristics of the Director Position

1. Directors typically report to the...

2. Directors typically receive bonuses...

3. Directors typically have signature authority for the following documents...

| | |
|--|--|
| a. Licenses | |
| b. Options | |
| c. Confidentiality Agreements | |
| d. Material Transfer Agreements | |
| e. Power of Attorney/Small Entity and other patent-related documents | |
| f. Inter-Institutional (or Joint Institutional) Agreements | |

D. Clarifications Regarding Directors

Please provide comments or explanations on any of the information reported above to help us better understand your responses.

Appendix 3

Incentive Compensation Schemes Module and Salary Survey Bonus Data

Salary Survey ICS Questionnaire Module

The module for Incentive Compensation Schemes (ICS) consisted of nine questions with associated definitions (see Appendix 2). Participation was optional and the total number of respondents was relatively small with 31 U.S. respondents and nine non-U.S. respondents. Because data from countries outside the U.S. was limited, most comments below relate solely to the U.S.

Highlights (U.S. only) of the ICS Module:

There were roughly equal numbers of Ad hoc and Contract type ICS programs with funds to pay bonuses coming primarily from licensing income and general funds. The key measures to determine whether a bonus had been earned were licensing income and agreements. Universities measured both overall office and individual performance to determine eligibility for bonuses. Directors, Associate/Assistant Directors and Licensing Associates, Licensing Assistants and Administrative Assistants were most likely to receive incentive compensation. The goal of an ICS program was most likely to be to reward good work or attract and retain employees.

Questions #1 and #2: Frequency and Type of ICS

| | |
|--------------------|------------------------------------|
| U.S. | 15 Ad hoc and 16 Contract ICS = 31 |
| Canada | 1 Ad hoc and 2 Contract ICS = 3 |
| Israel | 2 Contract ICS |
| Germany | 1 Contract ICS |
| Sweden | 1 Contract ICS |
| Singapore | 1 Contract ICS |
| Switzerland | 1 Contract ICS |

Question #3: Source of Monies for ICS

- U.S.** 12 General Funds
- 13 License Income Received
- 4 Special Pool
- 1 Other

Question #4: Deductions to Yield Net Revenues to Calculate IC Payments

- U.S.** Operational expenses deducted? 11 No; 4 Yes; 16 No answer
- U.S.** Revenue to stakeholders deducted? 9 No; 5 Yes; 17 No answer
- U.S.** Other deductions? 10 No; 4 Yes; 17 No answer

Question #5: Measures to Determine Awards Under an ICS

- U.S.** Income Received (License Income) 17 Yes; 11 No
- U.S.** Income Received (Net Revenue) 8 Yes; 20 No
- U.S.** Income Received (Other Revenue) 7 Yes; 18 No
- U.S.** Licensing/Patent Activity (Patents Filed) 6 Yes; 19 No
- U.S.** Licensing/Patent Activity (Patents Issued) 4 Yes; 20 No
- U.S.** Licensing/Patent Activity (Licenses/Options) 17 Yes; 12 No
- U.S.** Licensing/Patent Activity (Startups) 9 Yes; 16 No
- U.S.** Licensing/Patent Activity
(Legal expense reimbursed) 9 Yes; 18 No
- U.S.** Licensing/Patent Activity (Other) 13 Yes; 13 No
- U.S.** Service Metrics (Inventor/Developer Satisfaction) 9 Yes; 21 No
- U.S.** Service Metrics (Licensee Satisfaction) 4 Yes; 26 No
- U.S.** Service Metrics (Central Admin. Satisfaction) 5 Yes; 23 No
- U.S.** Service Metrics
(Number of Departments/Faculty Served) 4 Yes; 24 No
- U.S.** Service Metrics (Other) 3 Yes; 23 No

AUTM Salary Survey: 2006

Question #6: Determining Participation and Payout of ICP

| | | |
|-----------------|----------------------------|---------------|
| U.S. | Overall Office Performance | 23 Yes; 8 No |
| U.S. | Specific Team Performance | 11 Yes; 18 No |
| U.S. | Individual Performance | 25 Yes; 6 No |
| Non-U.S. | All Responded Yes | |

Question #7: Who participates in ICS

| | | |
|-------------|----------------------|---------------|
| U.S. | Director | 27 Yes; 4 No |
| U.S. | Assoc/Asst Director | 20 Yes; 7 No |
| U.S. | Licensing Assoc. | 20 Yes; 6 No |
| U.S. | Licensing Asst. | 15 Yes; 8 No |
| U.S. | Marketing Mgr. | 11 Yes; 11 No |
| U.S. | Business Mgr. | 9 Yes; 12 No |
| U.S. | Patent Mgr. | 10 Yes; 11 No |
| U.S. | Administrative Asst. | 15 Yes; 13 No |
| U.S. | Director of Startups | 9 Yes; 11 No |
| U.S. | In-house Counsel | 6 Yes; 14 No |

Question #8: Top Three Reasons for ICS

| | |
|-------------|---|
| U.S. | (Top reason) Reward good work 15; Attract/retain 12; Team cooperation 2 |
| U.S. | (Second reason) Attract/retain 10; Reward good work 8; Team cooperation 7 |
| U.S. | (Third reason) Team cooperation 8; Attract/retain 5; Reward good work 4 |

Question #9: Has your University Studied the Benefits of ICS?

| | |
|-----------------|------------------|
| U.S. | 30 No |
| Non-U.S. | All Responded No |

Salary Survey Bonus Data Data on Selected Positions

Highlights (U.S. only) of Salary Survey Bonus data:

Directors received the highest bonuses, averaging \$26,000 with almost all private universities paying more than the publics. There was a broad range of bonus amounts in terms of 10th to 90th percentile for many categories, e.g., AUTM regions. Males received slightly higher bonuses than females in one job category but lower in another. Bonuses at urban institutions were substantially higher than for non-urban in the two position categories where data was received. The position category where the highest number of incumbents received bonuses was Associate/Assistant Directors.

U.S. Directors:

22 Directors received bonuses in 2006. Average overall bonus was \$26,000.

Bonuses averaged \$31K for private universities (15 recipients).

Bonuses averaged \$15k for public universities (7 recipients).

Range of bonuses was \$8K to \$73K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$6K to \$64K (10th to 90th percentile).

AUTM Central region bonuses ranged from \$11K to \$100K (10th to 90th percentile).

AUTM Western region bonuses ranged from \$8 to \$42K (10th to 90th percentile).

Average bonus for males was \$26K; for females was \$23K.

Urban bonuses averaged \$30K; for non-urban \$10K.

AUTM Salary Survey: 2006

U.S. Associate/Assistant Director:

41 Associate/Assistant Directors received bonuses in 2006.

The average male and female overall bonus was \$11,000.

Bonuses averaged \$12K for private universities.

Bonuses averaged \$9K for public universities.

Range of bonuses was \$4K-\$18K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$3K to \$18K (10th to 90th percentile).

AUTM Central region bonuses ranged from \$10K to \$22K (10th to 90th percentile).

AUTM Western region bonuses ranged from \$4 to \$14K (10th to 90th percentile).

Urban bonuses averaged \$12K; for non-urban \$8K.

U.S. Licensing Associates:

20 Licensing Associates received bonuses in 2006 (12 private universities; 8 public).

Bonuses averaged \$6K for both private and public universities.

Average bonus for males was \$5K; for females was \$7K.

Range of bonuses was \$2K to \$11K (10th to 90th percentile) for all U.S.

Urban bonuses averaged \$5K.

U.S. Licensing Assistants:

18 Licensing Assistants received bonuses in 2006 (4 private universities; 14 public).

Bonuses averaged \$3K (\$3K for private universities; \$2K for public universities).

Range of bonuses was \$1K to \$4K (10th to 90th percentile) for all U.S.

U.S. Directors of Startups:

4 Directors of Startups received bonuses averaging \$11K in 2006.

Range of bonuses was \$4 to \$18K (10th to 90th percentile) for all U.S.

U.S. Administrative Assistants:

19 Administrative Assistants received bonuses averaging \$3K in 2006

(11 private universities; 8 public).

Range of bonuses was \$1K to 5K (10th to 90th percentile) for all U.S.

U.S. Patent Managers:

11 Patent Managers received bonuses averaging \$8K in 2006

(9 private universities; 2 public).

Range of bonuses was \$1K to \$14K (10th to 90th percentile) for all U.S.

Appendix 4

Responding Organizations

| | | | |
|-----------|--|------------|---|
| AU | Central Queensland University | CN | University of Toronto Innovations Foundation |
| CH | Chinese University of Hong Kong | CN | York University |
| CH | Hong Kong Polytechnic University | CR | University of Costa Rica |
| CN | British Columbia Cancer Agency | CZ | Masaryk University |
| CN | British Columbia Institute of Technology | GE | Herbert-Worch-Foundation |
| CN | Canadian Institutes of Health Research | IS | Ramot at Tel Aviv University Ltd |
| CN | Carleton University | IS | Yissum Technology Transfer Co of the Hebrew University of Jerusalem |
| CN | Centre for Addiction & Mental Health | NL | VU University Medical Center |
| CN | Dalhousie University | NO | Norwegian Radium Hospital Research Foundation |
| CN | Hospital for Sick Children | NZ | Waikatolink Ltd |
| CN | Lakehead University | RU | Russian Academy of Sciences |
| CN | Lawson Health Research Institute | SI | Nanyang Technological University |
| CN | McMaster University ORCIP | SW | Lund University Technology Group |
| CN | Mount Sinai Hospital | SZ | PACTT |
| CN | Natural Resources Canada | SZ | UniteCentera Inc |
| CN | Ottawa Heart Institute Research Corporation | UK | Medical Research Council |
| CN | PARTEQ Innovations | UK | Royal Group of Hospitals Trust |
| CN | Red River College | UK | University of Cambridge |
| CN | Tec Edmonton | USA | Albert Einstein College of Medicine |
| CN | University de Moncton | USA | Arkansas State University |
| CN | University of British Columbia | USA | Auburn University |
| CN | University of Northern British Columbia | USA | Baylor College of Medicine |
| CN | University of Ontario Institute of Technology | USA | Beth Israel Deaconess Medical Center |
| CN | University of Saskatchewan Industry Liaison Office | USA | Boston College |
| | | USA | Boston University |
| | | USA | Bowling Green State University |

| | | | |
|------------|--|------------|---|
| USA | Brigham & Women's Hospital | USA | Intermountain Health Care |
| USA | Carnegie Mellon University | USA | Iowa State University Research Foundation |
| USA | Case Western Reserve University | USA | J David Gladstone Institution |
| USA | CBR Institute for Biomedical Research Inc | USA | Jackson Laboratory |
| USA | Cincinnati Children's Research Foundation | USA | James Madison University |
| USA | City of Hope National Medical Center | USA | Kansas City Area Life Sciences Institute |
| USA | Cleveland Clinic Foundation | USA | Kansas University Medical Center |
| USA | Cold Spring Harbor Laboratory | USA | Keck Graduate Institute |
| USA | College of William & Mary | USA | Kent State University |
| USA | Columbia Innovation Enterprise | USA | Lehigh University Whitaker Laboratory |
| USA | Columbus Children's Research Institution | USA | Loma Linda University |
| USA | Creighton University | USA | Louisiana Tech University |
| USA | Dana-Farber Cancer Institute | USA | Maryland Technology Development Corporation |
| USA | Dartmouth College | USA | Massachusetts Eye & Ear Infirmary |
| USA | Drexel University | USA | Mayo Clinic |
| USA | East Carolina University Office of Technology Transfer | USA | Medical College of Wisconsin Research Foundation |
| USA | Eastern Virginia Medical School | USA | Michigan State University |
| USA | Emory University | USA | Michigan Technological University |
| USA | Evanston Northwestern Healthcare | USA | Mississippi State University |
| USA | Florida Institute of Technology | USA | MITRE Corporation |
| USA | Florida International University | USA | Montana State University Bozeman |
| USA | Florida State University | USA | National Institutes of Health |
| USA | Fox Chase Cancer Center | USA | National Jewish Medical & Research Center |
| USA | Fred Hutchinson Cancer Research Center | USA | National Institutes of Health Human Genome Research Institute |
| USA | George Mason University | USA | National Institute of Standards & Technology |
| USA | Georgia Technical Research Corporation | | |
| USA | Harvard University | | |
| USA | Health Research Inc. | | |

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| | | | |
|-----|---|-----|--|
| USA | NDSU Research Foundation Office of Technology Transfer | USA | Tufts University |
| USA | New Mexico State University | USA | Tulane University |
| USA | New York University | USA | University Corporation for Atmospheric Research |
| USA | Northeastern University | USA | University of Akron |
| USA | Northern Illinois University | USA | University of Alaska Fairbanks |
| USA | Northwestern University | USA | University of Arizona |
| USA | Ohio State University | USA | University of California |
| USA | Old Dominion University | USA | University of California Irvine |
| USA | Oregon State University | USA | University of California Riverside |
| USA | Penn State University | USA | University of California San Francisco |
| USA | Pittsburgh State University | USA | University of California Santa Cruz Office for Management of IP |
| USA | Purdue Research Foundation | USA | University of Central Florida |
| USA | Rensselaer Polytechnic Institute | USA | University of Cincinnati |
| USA | Research Foundation of SUNY Albany | USA | University of Connecticut |
| USA | Research Foundation of SUNY Binghamton | USA | University of Dayton Research Institute |
| USA | Rice University | USA | University of Denver |
| USA | Rochester Institute of Technology | USA | University of Florida |
| USA | Rockefeller University | USA | University of Hawaii |
| USA | Roswell Park Cancer Institute | USA | University of Houston |
| USA | Rush University Medical Center | USA | University of Idaho |
| USA | Rutgers University | USA | University of Illinois |
| USA | Salk Institute | USA | University of Illinois Chicago |
| USA | Science & Technology Corporation @ UNM | USA | University of Iowa Research Foundation |
| USA | St Jude Children's Research Hospital | USA | University of Kentucky Research Foundation |
| USA | St Louis University | USA | University of Louisville |
| USA | SUNY Research Foundation | USA | University of Maine |
| USA | Texas A&M University System | USA | University of Maryland Baltimore |
| USA | The Catholic University of America | USA | University of Maryland College Park |
| USA | Translational Genomics Research Institute | | |

| | |
|------------|---|
| USA | University of Massachusetts Boston |
| USA | University of Miami |
| USA | University of Michigan |
| USA | University of Minnesota |
| USA | University of Mississippi |
| USA | University of Missouri |
| USA | University of Nebraska Medical Center |
| USA | University of Nebraska Technology Park |
| USA | University of Nevada Reno |
| USA | University of New Brunswick |
| USA | University of New Hampshire |
| USA | University of North Carolina at Chapel Hill |
| USA | University of North Carolina Greensboro |
| USA | University of North Dakota |
| USA | University of North Texas |
| USA | University of Notre Dame |
| USA | University of Pennsylvania |
| USA | University of Rochester Medical Center |
| USA | University of South Carolina |
| USA | University of Texas Health Science Center San Antonio |
| USA | University of Texas Medical Branch |
| USA | University of Texas Pan American |
| USA | University of Toledo |
| USA | University of Utah |
| USA | University of Vermont |
| USA | University of Virginia Patent Foundation |

| | |
|------------|--|
| USA | Virginia Commonwealth University |
| USA | Wake Forest University |
| USA | Walter Reed Army Institute of Research |
| USA | Washington State University |
| USA | Wayne State University |
| USA | Western Kentucky University |
| USA | Western Michigan University |
| USA | Wisconsin Alumni Research Foundation |
| USA | Yale University |

Country Codes

| | |
|------------|--------------------------|
| AU | Australia |
| CH | China |
| CN | Canada |
| CR | Costa Rica |
| CZ | Czechoslovakia |
| GE | Germany |
| IS | Israel |
| NO | Norway |
| NL | Netherlands |
| NZ | New Zealand |
| RU | Russia |
| SI | Singapore |
| SW | Sweden |
| SW | Switzerland |
| UK | United Kingdom |
| USA | United States of America |

Appendix 5

Responding Countries Data

Organizations Represented per Country

| | N of Orgs Reporting at Least Position Data | % of Total | N of Orgs Reporting Salary Data | % of Total |
|----------------|--|-------------|---------------------------------|-------------|
| Australia | 1 | 1% | | 0% |
| Canada | 23 | 12% | 21 | 13% |
| China | 2 | 1% | 2 | 1% |
| Costa Rica | 1 | 1% | | 0% |
| Czech Republic | 1 | 1% | 1 | 1% |
| Germany | 1 | 1% | 1 | 1% |
| Israel | 2 | 1% | | 0% |
| Netherlands | 1 | 1% | 1 | 1% |
| New Zealand | 1 | 1% | 1 | 1% |
| Norway | 1 | 1% | 1 | 1% |
| Russia | 1 | 1% | 1 | 1% |
| Singapore | 11 | 1% | 1 | 1% |
| South Africa | 1 | 1% | 1 | 1% |
| Sweden | 1 | 1% | 1 | 1% |
| Switzerland | 2 | 1% | 1 | 1% |
| United Kingdom | 2 | 1% | 1 | 1% |
| USA | 153 | 78% | 131 | 79% |
| Total | 195 | 100% | 165 | 100% |

Incumbents Represented per Country

| | N of Incumbents | % of Total |
|----------------|-----------------|-------------|
| Australia | | 0% |
| Canada | 123 | 11% |
| China | 8 | 1% |
| Costa Rica | | 0% |
| Czech Republic | 4 | 0% |
| Germany | 2 | 0% |
| Israel | | 0% |
| Netherlands | 2 | 0% |
| New Zealand | 7 | 1% |
| Norway | 2 | 0% |
| Russia | 10 | 1% |
| Singapore | 9 | 1% |
| South Africa | 6 | 1% |
| Sweden | 1 | 0% |
| Switzerland | 10 | 1% |
| United Kingdom | 21 | 2% |
| USA | 866 | 81% |
| Total | 1,071 | 100% |

Incumbents Represented per Position

| | N of Incumbents | % of Total |
|--------------------------|-----------------|-------------|
| Director | 169 | 16% |
| Assist/Assoc Director | 135 | 13% |
| Licensing Associate | 250 | 23% |
| Licensing Assistant | 111 | 10% |
| Director of Startups | 22 | 2% |
| Administrative Assistant | 192 | 18% |
| Business Manager | 63 | 6% |
| Marketing Manager | 35 | 3% |
| In-house Counsel | 35 | 3% |
| Patent Manager | 59 | 6% |
| Total | 1,071 | 100% |

AUTM Salary Survey: 2006

Control Cross Tabulation

| Country | N of Orgs Reporting at Least Position Data | | | Total |
|----------------|--|------------|----------|------------|
| | Private | Public | Other | |
| Australia | | 1 | | 1 |
| Canada | 2 | 20 | 1 | 23 |
| China | | 2 | | 2 |
| Costa Rica | | 1 | | 1 |
| Czech Republic | | 1 | | 1 |
| Germany | | 1 | | 1 |
| Israel | | 2 | | 2 |
| Netherlands | | 1 | | 1 |
| New Zealand | | 1 | | 1 |
| Norway | | | 1 | 1 |
| Russia | | 1 | | 1 |
| Singapore | | 1 | | 1 |
| South Africa | | 1 | | 1 |
| Sweden | | | 1 | 1 |
| Switzerland | | 2 | | 2 |
| United Kingdom | 1 | 1 | | 2 |
| USA | 63 | 86 | 4 | 153 |
| Total | 66 | 122 | 7 | 195 |

Control Cross Tabulation —
Organizations only Reporting Salary Data

| Country | N of Orgs Reporting Salary Data | | | Total |
|----------------|---------------------------------|------------|----------|------------|
| | Private | Public | Other | |
| Australia | | | | |
| Canada | 2 | 18 | 1 | 21 |
| China | | 2 | | 2 |
| Costa Rica | | | | |
| Czech Republic | | 1 | | 1 |
| Germany | | 1 | | 1 |
| Israel | | | | |
| Netherlands | | 1 | | 1 |
| New Zealand | | 1 | | 1 |
| Norway | | | 1 | 1 |
| Russia | | 1 | | 1 |
| Singapore | | 1 | | 1 |
| South Africa | | 1 | | 1 |
| Sweden | | | 1 | 1 |
| Switzerland | | 1 | | 1 |
| United Kingdom | 1 | | | 1 |
| USA | 56 | 72 | 3 | 131 |
| Total | 59 | 100 | 6 | 165 |

Appendix 6

Survey Methodology and Procedures

1. After the success of the 2004 Salary Survey, AUTM supported the completion of the 2006 Salary Survey with a section on Incentive Compensation Plans. The committee retained, for a second time, the 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. The Survey, Statistics and Metrics Committee, which reports to the Vice President for Metrics and Surveys formed a new Salary Survey Committee for 2006, which was co-chaired this year by Dana Bostrom, University of California, Berkeley and John Miner, University of Central Florida. As well as being the committee co-chair, Dana Bostrom is also the Vice President for Metrics and Surveys. In addition to Bostrom and Miner, the Salary Survey Committee included, Fred Reinhart, Wayne State University; Wayne McDaniel, University of Missouri; Susan Bernat, The Cleveland Clinic Foundation; Jack Granowitz, Columbia University; Joe Hill, Medical College of Wisconsin and Fred Holt, University of Washington. The committee held a series of meetings and telephone conference calls beginning in June 2006 and continuing until the present (June 2007). Definitions of the 10 positions were re-used for the 2006 Survey, but the Incentive Compensation Plan questionnaire was newly developed for this survey.
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 fall 2006, 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 October 2006, 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. 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 November 3, 2006, and closed December 5, 2006. 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.

