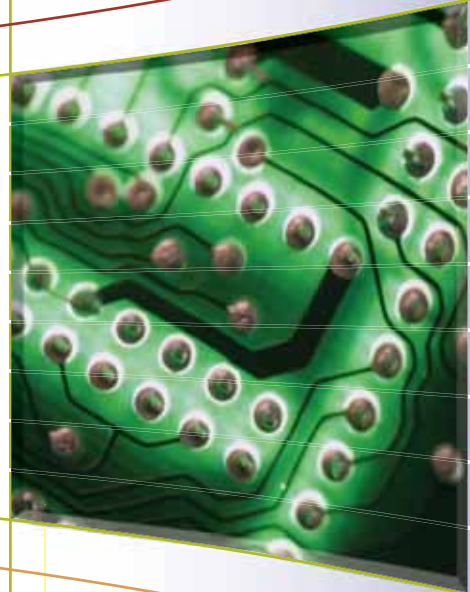
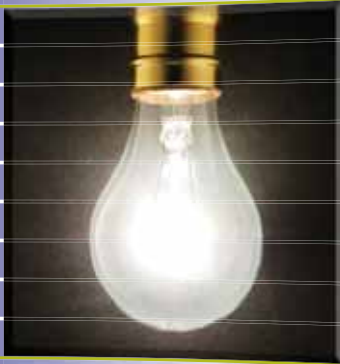


FY2008

AUTM Salary Survey



Salary Survey

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



Association of University Technology Managers

AUTM Salary Survey:

2008



AUTM Salary Survey: 2008

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Dear AUTM Members:

AUTM is pleased to present its third biennial Salary Survey, reporting salaries, incentives and office structure information as of January 1, 2008.

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 have received positive feedback on the previous surveys and people have found them to be useful, with thirty percent of the respondents indicating that earlier surveys had an effect on compensation for one or more of their staff. We hope that the 2008 report will be equally useful to technology transfer offices and the academic researchers who use the data to better understand office structure, personnel qualifications and other information about the technology transfer workforce.

I want to thank Shawn Hawkins and the Salary Survey Committee for their exceptional work in delivering the survey and this report. It is another splendid example of AUTM volunteers doing good things to further our profession.

Salary Survey Committee

Shawn Hawkins, *St. Jude Children's Research Hospital*

Wayne McDaniel, *University of Missouri*

John Miner, *University of Central Florida*

Fred Reinhart, *Wayne State University*

Sincerely,

Kevin Cullen

University of Glasgow

AUTM Vice President, Metrics & Surveys



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Executive Summary

AUTM presents its third formal salary survey, a comprehensive survey that collects and includes information about U.S., Canada and other nations' office reporting structures, research budgets and salary information. In order to guarantee confidentiality, only the mean, median, standard deviation and number of data points are shown in the tables. The following information about each position is shown in the same order throughout the report: position description, general information about the position, including signatory authority; alternate titles; reporting structure and typical educational background. As all tables are not relevant to all positions, only information most useful for each position is included and broken out as U.S., Canada and Other (non-U.S./non-Canadian Countries) data.

For some positions, there were too few respondents to allow the AUTM Salary Survey Committee to adhere to confidentiality restrictions. Thus, data for some positions may not be reported.

AUTM extends its sincere thanks and is pleased to provide one electronic copy of the 2008 AUTM Salary Survey to all the organizations listed in Appendix 3 that contributed to the survey. Members not responding who would like to obtain a copy of the report may do so at a member discount. Nonmembers of AUTM and organizations may also purchase copies of the report; an order form is included in Appendix 6 and can be found at www.autm.net.



Cross section of respondents

- 184 organizations responded, including 132 from the U.S., 26 from Canada and 26 from Other Non-U.S./Non-Canadian Countries.
- Data was received on 1,145 total positions, including
 - 180 Directors
 - 150 Associate/Assistant Directors
 - 310 Licensing Associates
 - 96 Licensing Assistants
 - 25 Startups Directors
 - 176 Administrative Assistants
 - 78 Business Managers
 - 34 Marketing Managers
 - 33 In-House Counsel
 - 63 Patent Managers
- 67 private and 117 public organizations responded.

Number of Responses from 2004, 2006 and 2008 surveys

Figure 1: Respondents by Location

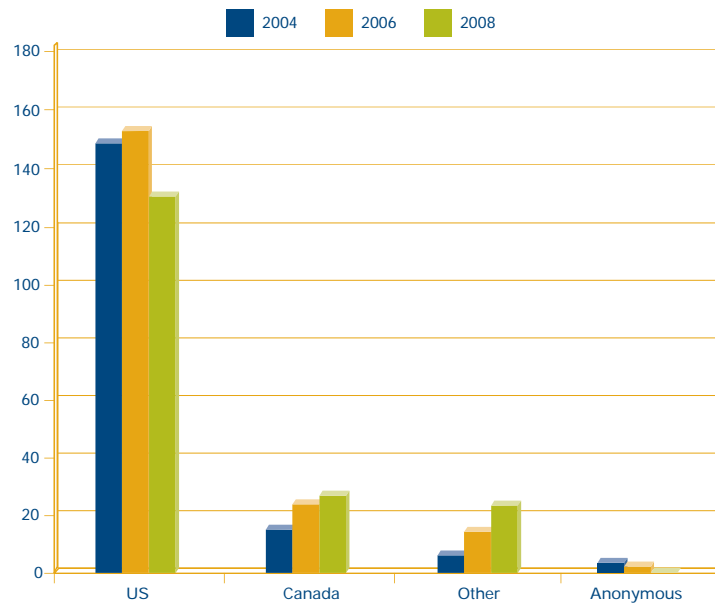
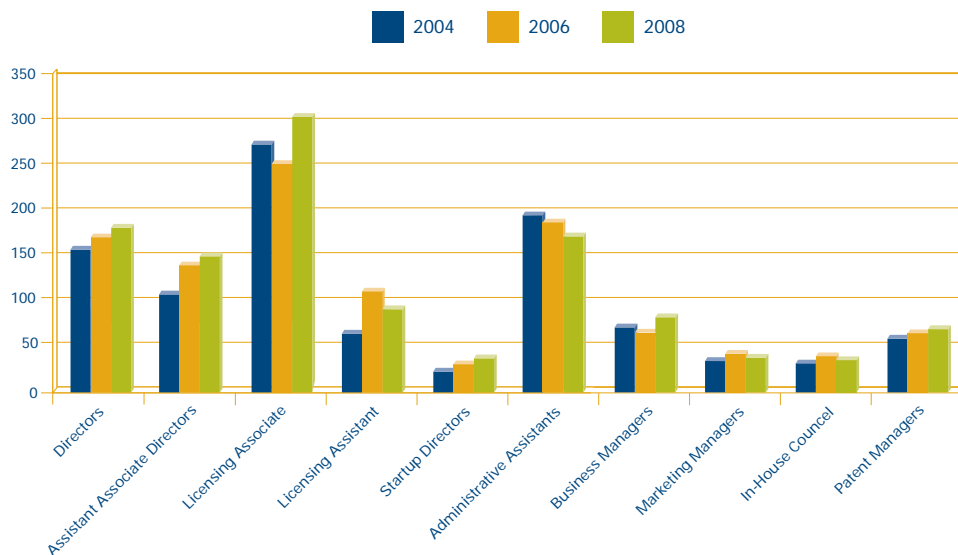


Figure 2: Number of Respondents/Position



An important note about the 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 some 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 which were “missing” or “valid” to prevent the reader from calculating actual salaries where “n” was “<3.”

Timeframe. All salaries are reported in US currency as of January 1, 2008. Also, all salaries for non-U.S. positions were converted to US currency at the applicable conversion rate as of January 1, 2008.

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.

Key Themes of the Survey Results

The number of organizations responding to the 2008 survey was down slightly from 2006, 184 for 2008 versus 195 in 2006. However, data was gathered on 1,145 positions this year, as compared to 1,071 in the previous survey.

Thirty percent of the respondents indicated that the prior 2004 and/or 2006 surveys had an effect on compensation for one or more of their staff.

Seventy-five percent of the respondents were located in urban vs. non-urban regions.

Seventy-six percent of the respondents offered tuition reimbursement to their staff.

Sixty-four percent of the respondents were public institutions.

Survey Results by Position

Position 1: **Director** (Figures D-1 and D-2; 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.

- **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.
- **Typical 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

Figure D-1: Mean Salary, 2004–2008

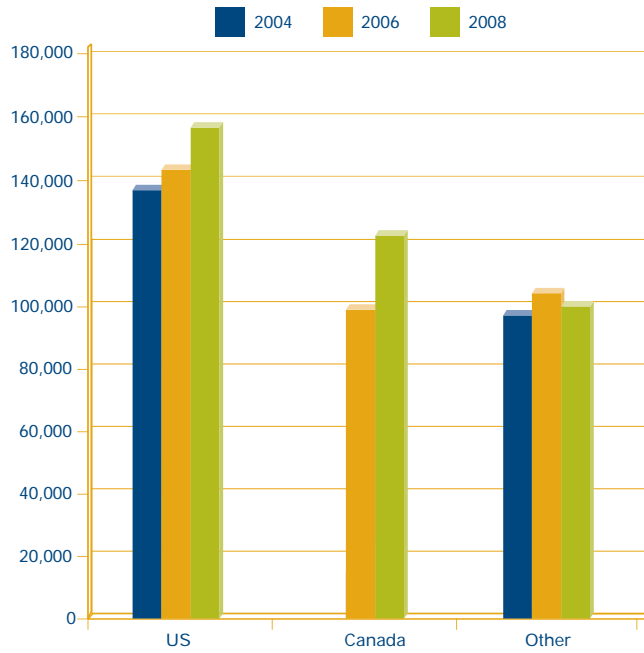


Figure D-2: General Salary, 2008

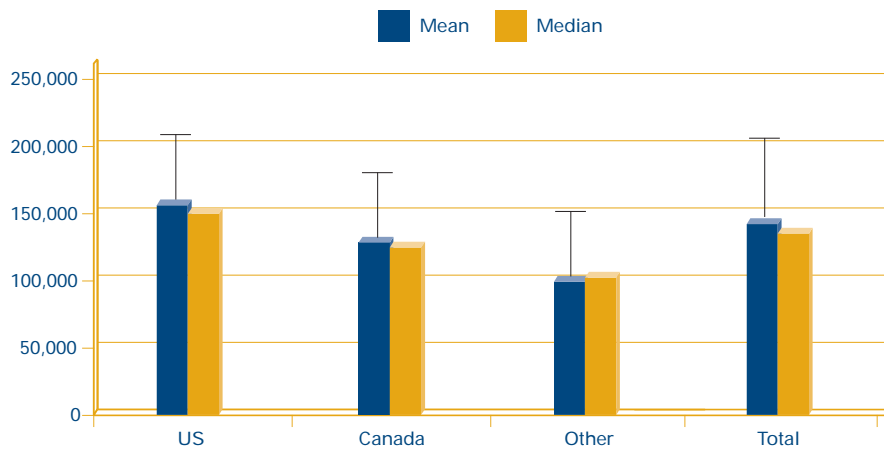




Table D-1: General Salary Data for Directors

Position		Control	Mean	Median	Std. Deviation	N
Director	USA	Private	179,179	172,336	68,182	55
		Public	136,718	123,000	38,052	72
		Total	155,107	150,000	57,048	127
	Canada	Private	109,391	65,150	70,147	5
		Public	132,342	126,391	43,663	24
		Total	128,385	95,725	26,616	29
	Other	Private	118,358	151,744	67,690	3
		Public	97,959	101,296	44,380	21
		Total	100,509	103,175	46,461	24
	Total	Private	170,744	167,000	70,807	63
		Public	128,864	126,000	41,367	117
		Total	143,522	137,000	56,981	180

Table D-2: Director Salaries by Highest Degree

Position		Highest Degree Quartile	Mean	Median	Std. Deviation	N	
Director	USA	BS/BA	106,663	107,500	35,447	10	
		MS/MA	150,498	152,462	52,357	20	
		MBA	151,772	139,500	50,043	25	
		Law	163,321	154,000	73,259	18	
		MD				1	
		PhD	163,784	155,536	45,603	51	
		Other				1	
		Missing				1	
		Total	155,107	150,000	57,048	127	
		Canada	BS/BA	106,442	96,485	41,586	7
			MS/MA	117,303	118,272	9,609	3
			MBA	158,520	143,108	55,584	5
	Law					2	
	MD					1	
	PhD		140,894	135,311	44,695	9	
	Other					2	
	Total		128,385	126,391	43,663	29	
	Other	BS/BA	103,175	89,113	38,023	4	
		MS/MA				2	
		MBA	118,838	121,549	87,695	3	
		PhD	115,230	119,172	35,409	11	
		Other	42,311	46,158	7,693	4	
		Total	100,509	103,175	46,461	24	
	Total	BS/BA	105,925	100,000	36,097	21	
		MS/MA	142,724	126,391	49,492	25	
		MBA	149,801	139,500	53,384	33	
		Law	157,294	147,070	72,794	20	
		MD				2	
		PhD	153,360	148,320	47,122	71	
		Other	67,483	46,158	37,467	7	
		Missing				1	
	Total	143,522	137,000	56,981	180		



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	99,276	108,167	41,310	6
		3-4 years	108,000	82,000	45,139	5
		5-9 years	139,220	129,716	39,999	34
		10+ years	164,512	153,000	54,043	79
		Total	152,142	148,962	52,697	124
	Canada	0-2 years	101,028	105,242	34,169	3
		3-4 years				2
		5-9 years	142,681	143,108	59,180	7
		10+ years	127,580	126,391	29,940	15
		Total	124,663	121,279	41,636	27
	Other	0-2 years	74,013	61,544	44,288	6
		3-4 years				1
		5-9 years	115,365	105,054	57,378	5
		10+ years	104,456	113,907	42,052	11
		Total	98,029	101,296	45,853	23
	Total	0-2 years	89,521	91,334	40,608	15
		3-4 years	96,887	83,373	37,907	8
		5-9 years	137,154	128,066	44,650	46
		10+ years	152,944	141,141	54,077	105
		Total	140,725	135,000	53,650	174



Tables D-4: Director Salaries by Region

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	48	7	48
	Missing	-	41	-
Mean		148,783	45,328	155,394
Percentiles	10	91,324	3,950	91,324
	25	119,224	9,000	119,224
	50	138,000	21,600	138,000
	75	169,211	79,000	173,273
	90	211,166	125,000	211,166

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	64	15	64
	Missing	-	49	-
Mean		160,698	20,590	165,523
Percentiles	10	87,202	1,520	87,202
	25	116,938	7,000	117,188
	50	150,500	20,000	151,500
	75	193,626	28,000	198,542
	90	247,388	44,800	266,500

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	15	3	15
	Missing	-	12	-
Mean		151,487	10,167	153,521
Percentiles	10	72,000	2,500	72,000
	25	125,000	2,500	125,000
	50	155,000	8,000	155,000
	75	189,800	20,000	192,300
	90	227,941	20,000	232,494

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

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	29	10	29
	Missing	-	19	-
Mean		128,385	17,182	134,309
Percentiles	10	65,150	1,834	65,150
	25	94,850	1,674	95,601
	50	126,391	11,880	126,391
	75	142,124	18,684	156,939
	90	208,373	70,362	208,373

		OTHER		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	24	10	24
	Missing	-	14	-
Mean		100,509	28,631	112,438
Percentiles	10	35,616	2,482	37,302
	25	53,851	9,781	53,851
	50	103,175	23,337	117,381
	75	136,084	35,938	160,669
	90	160,207	99,305	186,245

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Director	USA	Private	Mean	179,179	29,251	188,220
			Median	172,336	20,000	180,000
			Std. Deviation	68,182	32,086	80,573
			N	55	17	55
		Public	Mean	136,718	19,922	138,932
			Median	130,500	20,000	131,614
			Std. Deviation	38,052	16,359	41,934
			N	72	8	72
	Total	Mean	155,107	26,266	160,277	
		Median	150,000	20,000	150,000	
		Std. Deviation	57,048	28,002	66,139	
		N	127	25	127	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Director	Canada	Private	Mean	109,391		124,426
			Median	65,150		65,150
			Std. Deviation	70,147		102,057
			N	5	1	5
		Public	Mean	132,342	10,738	136,368
			Median	128,696	10,023	132,555
			Std. Deviation	37,019	8,217	38,343
			N	24	9	24
	Total	Mean	128,385	17,182	134,309	
		Median	126,391	11,880	126,391	
		Std. Deviation	43,663	21,799	52,121	
		N	29	10	29	



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	Other	Private	Mean	118,358		119,482
			Median	151,744		151,744
			Std. Deviation	67,690		65,750
			N	3	1	3
		Public	Mean	97,959	31,437	111,432
			Median	101,296	23,592	113,213
			Std. Deviation	44,380	30,305	54,967
			N	21	9	21
		Total	Mean	100,509	28,631	112,438
			Median	103,175	23,337	117,381
			Std. Deviation	46,461	29,918	54,869
			N	24	10	24

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	Total	Private	Mean	170,744	30,306	179,884
			Median	167,000	20,000	171,000
			Std. Deviation	70,807	32,685	83,379
			N	63	19	63
		Public	Mean	128,864	20,729	133,470
			Median	126,000	15,794	129,799
			Std. Deviation	41,367	21,629	44,687
			N	117	26	117
		Total	Mean	143,522	24,773	149,715
			Median	137,000	18,000	140,161
			Std. Deviation	56,981	26,939	64,768
			N	180	45	180



Table D-6: Director Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	USA	Male	Mean	160,728	35,935	166,037
			Median	153,500	27,876	153,750
			N	88	13	88
		Female	Mean	143,576	15,150	147,904
			Median	127,700	11,500	132,000
			N	35	10	35
		Total	Mean	154,913	26,898	159,902
			Median	149,500	20,000	149,500
			N	124	23	124
	Canada	Male	Mean	135,270	17,325	141,767
			Median	128,696	10,023	132,555
			N	24	9	24
		Female	Mean	95,335		98,513
			Median	90,207		90,207
			N	5	1	5
		Total	Mean	128,385	17,182	134,309
			Median	126,391	11,880	126,391
			N	29	10	29



Table D-6: Director Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	Other	Male	Mean	117,804	35,069	135,338
			Median	112,228	26,370	150,177
			N	16	8	16
		Female	Mean	65,920		66,639
			Median	46,158		46,158
			N	8	2	8
		Total	Mean	100,509	28,631	112,438
			Median	103,175	23,337	117,381
			N	24	10	24
	Total	Male	Mean	150,589	30,121	157,649
			Median	140,161	23,337	148,766
			N	128	30	128
		Female	Mean	125,608	13,319	129,215
			Median	120,000	8,000	121,258
			N	48	13	48
		Total	Mean	143,190	25,041	149,273
			Median	135,311	15,892	139,500
			N	177	43	177



Table D-7: Director Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	127	25	127
	Missing		102	
Mean		155,107	26,266	160,277
Percentiles	10	88,794	2,000	88,794
	25	119,000	7,500	120,000
	50	150,000	20,000	150,000
	75	183,000	29,400	192,000
	90	240,200	66,847	248,000

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	29	10	29
	Missing		19	
Mean		128,385	17,182	134,309
Percentiles	10	65,150	1,834	65,150
	25	94,850	4,135	95,601
	50	126,391	11,880	126,391
	75	142,124	18,684	156,939
	90	208,373	70,362	208,373

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	24	10	24
	Missing	-	14	-
Mean		100,509	28,631	112,438
Percentiles	10	35,616	2,482	37,302
	25	53,851	9,781	53,851
	50	103,175	23,337	117,381
	75	136,084	35,938	160,669
	90	160,207	99,305	186,245



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	USA	Urban	Mean	162,343	28,737	169,360
			Median	152,650	20,000	156,400
			N	86	21	86
		Non-Urban	Mean	139,929	13,294	141,226
			Median	131,000	14,000	131,000
			N	41	4	41
		Total	Mean	155,107	26,266	160,277
			Median	150,000	20,000	150,000
			N	127	25	127
	Canada	Urban	Mean	130,643	17,182	136,779
			Median	127,243	11,880	128,095
			N	28	10	28
		Non-Urban	Mean			
			Median			
			N	1		1
		Total	Mean	128,385	17,182	134,309
			Median	126,391	11,880	126,391
			N	29	10	29



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director	Other	Urban	Mean	118,263	30,488	136,556
			Median	119,172	23,592	151,744
			N	15	9	15
		Non-Urban	Mean	70,919		72,243
			Median	76,930		76,930
			N	9	1	9
		Total	Mean	100,509	28,631	112,438
			Median	103,175	23,337	117,381
			N	24	10	24
	Total	Urban	Mean	150,337	26,242	158,474
			Median	142,163	19,000	150,000
			N	129	40	129
		Non-Urban	Mean	126,284	13,018	127,560
			Median	121,000	11,917	121,000
			N	51	5	51
		Total	Mean	143,522	24,773	149,715
			Median	137,000	18,000	140,161
			N	180	45	180



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Director	USA	=< \$100M	128,123	121,000	52,550	53
		\$101M to \$249M	159,662	157,500	44,957	42
		\$250M to \$449M	173,926	170,213	40,007	18
		\$500M+	219,400	228,618	63,654	14
		Total	155,107	150,000	57,048	127
	Canada	=< \$100M	99,784	106,244	22,621	14
		\$101M to \$249M	135,454	135,311	38,843	7
		\$250M to \$449M	172,250	156,409	38,696	8
		Total	128,385	126,391	43,663	29
	Other	=< \$100M	101,068	110,549	42,796	9
		\$101M to \$249M	82,686	76,930	50,955	10
		\$250M to \$449M				1
		\$500M+	135,938	142,163	19,672	3
		Total	100,311	101,296	47,495	23
	Total	=< \$100M	119,699	117,261	48,626	76
		\$101M to \$249M	143,743	148,923	53,125	59
		\$250M to \$449M	173,020	166,000	38,136	27
		\$500M+	204,671	203,000	66,454	17
		Total	143,737	137,000	57,067	179



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

Position	USA or Other	N of Reports	Mean	Median	Std. Deviation	N	
Director	USA	None	88,132	82,000	29,165	10	
		1-2 Reports	130,183	124,000	34,512	38	
		3-5 Reports	160,470	155,000	45,029	45	
		6-10 Reports	191,715	184,000	73,040	26	
		11+ Reports	210,651	218,545	37,271	7	
		Total	154,830	149,500	57,189	126	
	Canada	None					1
		1-2 Reports	100,452	93,346	29,981	8	
		3-5 Reports	144,434	128,295	45,637	8	
		6-10 Reports	146,447	141,715	42,832	10	
		11+ Reports				1	
		Total	128,456	124,687	44,463	28	
	Other	None	42,311	46,158	7,693	4	
		1-2 Reports	87,725	84,623	36,988	6	
		3-5 Reports	114,650	119,172	45,061	5	
		6-10 Reports	145,387	151,744	21,380	3	
		11+ Reports	143,788	124,922	54,435	3	
		Total	101,732	110,549	49,568	21	
	Total	None	74,368	76,000	31,540	15	
		1-2 Reports	120,710	120,504	37,160	52	
		3-5 Reports	154,308	149,462	46,315	58	
6-10 Reports		176,544	155,357	66,639	39		
11+ Reports		183,106	205,147	54,602	11		
Total		144,238	139,000	57,255	175		



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

Position	USA or Other	Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Director	USA	0-5.9 FTEs	129,685	125,000	41,804	68
		6-10.9 FTEs	157,216	155,500	38,387	26
		11-19.9 FTEs	185,222	180,000	44,566	19
		20+ FTEs	233,796	232,618	74,626	14
		Total	155,107	150,000	57,048	127
	Canada	0-5.9 FTEs	91,577	93,346	21,672	10
		6-10.9 FTEs	118,292	121,279	15,829	5
		11-19.9 FTEs	143,931	140,323	41,560	5
		20+ FTEs	166,252	143,108	40,422	9
		Total	128,385	126,391	43,663	29
	Other	0-5.9 FTEs	121,463	119,172	25,652	5
		6-10.9 FTEs	82,036	76,930	42,125	15
		11-19.9 FTEs	137,165	105,054	58,903	3
		20+ FTEs				1
		Total	100,509	103,175	46,461	24
	Total	0-5.9 FTEs	124,599	120,967	40,824	83
		6-10.9 FTEs	128,470	129,216	50,997	46
		11-19.9 FTEs	172,236	170,000	48,237	27
		20+ FTEs	205,512	205,687	69,894	24
		Total	143,522	137,000	56,981	180



Key factors in compensation for this position:

The total number of responses for this position increased 6.5% from 2006.

United States:

The survey indicates an 8% increase in median salary from 2006. Number of employees in the technology transfer office was the single best predictor of salary, accounting for 32% of the variance. Private vs. public accounted for an additional 8%. Mean and median salaries were higher for men in the United States than for women, but this indicator accounted for only 1.5% of the variance.

Canada:

The survey shows a 31% increase in median salary from 2006. Research expenditure was the best predictor of salary, accounting for 40% of the variance.

Other Non-U.S./Non-Canadian Countries :

The survey shows a decrease in median salary from 2006. Number of direct reports accounted for 34% of the variance in these countries.

Position 2: Assistant/Associate Director **(Figures AD-1 and AD-2; 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. 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:** Senior Technology Licensing Officer, Deputy Director
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Typical years of experience:** 5-20
- **Reports to:** Director or Executive Director of the technology transfer office or the Assistant/Associate VP

Figure AD-1: Mean Salary, 2004–2008

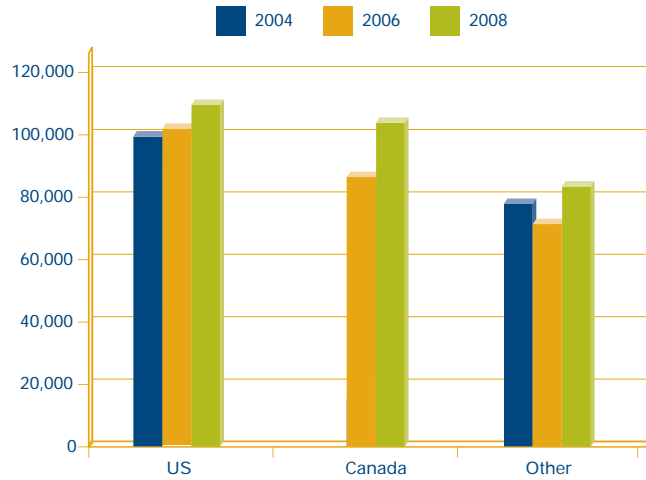


Figure AD-2: General Salary, 2008

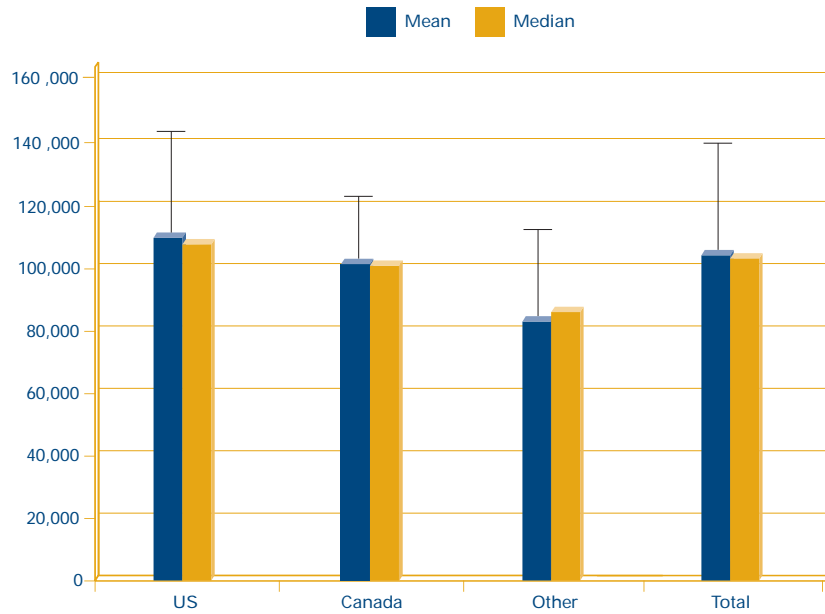




Table AD-1: General Salary Data for Assistant/Associate Directors

Position		Control	Mean	Median	Std. Deviation	N
Assist/ Assoc Director	USA	Private	125,825	122,000	30,461	61
		Public	95,960	95,308	24,273	58
		Total	111,269	110,000	31,323	119
	Canada	Private				1
		Public	101,005	102,213	16,855	16
		Total	103,731	102,900	19,815	17
	Other	Private	104,689	102,136	22,236	4
		Public	75,552	77,466	27,357	10
		Total	83,877	89,853	28,614	14
	Total	Private	124,870	121,000	30,216	66
		Public	94,492	95,308	24,290	84
		Total	107,858	105,000	30,917	150

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

Position		Highest Degree Quartile	Mean	Median	Std. Deviation	N	
Assist/ Assoc Director	USA	BS/BA	109,822	115,000	38,174	9	
		MS/MA	98,079	92,806	36,076	16	
		MBA	107,897	106,500	29,795	16	
		Law	110,049	110,000	21,035	17	
		MD				1	
		PhD	117,444	112,500	31,074	55	
		Other				2	
		Missing	113,403	89,808	45,989	3	
		Total	111,269	110,000	31,323	119	
		Canada	BS/BA				1
			MS/MA	95,878	93,142	8,340	3
			MBA	100,153	103,267	17,374	7
	Law					1	
	PhD		119,860	123,009	30,136	4	
	Other					1	
	Total		103,731	102,900	19,815	17	
	Other		PhD	84,371	83,281	15,753	9
		Other				2	
		Missing	112,835	102,136	18,533	3	
		Total	83,877	89,853	28,614	14	
	Total	BS/BA	109,858	112,591	35,991	10	
		MS/MA	97,732	93,142	33,060	19	
		MBA	105,540	103,267	26,474	23	
		Law	109,058	107,500	20,835	18	
		MD				1	
		PhD	113,209	110,000	31,267	68	
		Other	75,176	75,000	43,326	5	
Missing		113,119	102,136	31,360	6		
Total		107,858	105,000	30,917	150		



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	106,382	82,000	34,640	9
		3-4 years	93,903	86,820	25,069	13
		5-9 years	106,398	105,000	27,838	59
		10+ years	124,324	116,000	31,776	37
		Total	110,641	110,000	30,695	118
	Canada	0-2 years				1
		3-4 years				1
		5-9 years	94,376	92,677	5,920	4
		10+ years	108,320	106,099	21,873	12
		Total	103,731	102,900	19,815	17
	Other	0-2 years				1
		3-4 years	111,706	102,781	19,651	3
		5-9 years	69,912	75,950	30,267	6
		10+ years	80,817	81,435	23,115	4
		Total	83,877	89,853	28,614	14
	Total	0-2 years	105,386	89,212	32,810	10
		3-4 years	96,584	98,102	23,984	17
		5-9 years	102,529	102,500	28,994	69
		10+ years	117,417	114,950	31,419	53
		Total	107,338	105,000	30,355	149



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

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	29	4	29
	Missing	-	25	-
Mean		105,098	12,751	106,857
Percentiles	10	65,000	1,002	65,000
	25	78,000	3,502	78,000
	50	110,000	12,500	110,000
	75	123,614	22,250	125,000
	90	164,000	25,000	164,000

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	81	30	81
	Missing	-	51	-
Mean		113,154	13,179	118,035
Percentiles	10	78,000	1,650	78,000
	25	90,501	5,000	92,020
	50	110,000	10,000	110,000
	75	130,000	21,478	134,250
	90	151,320	33,152	176,040

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	9	1	9
	Missing	-	8	-
Mean		114,189		114,356
Percentiles	10	65,000		65,000
	25	100,000		100,000
	50	120,000		120,000
	75	130,000		130,000
	90	141,700		143,200



Tables AD-4: Assistant/Associate Directors Salaries by Region(cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	17	2	17
	Missing	-	15	-
Mean		103,731		77,578
Percentiles	10	77,578		66,074
	25	90,731		90,731
	50	102,900		103,267
	75	112,937		113,368
	90	143,963		145,968

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	14	6	14
	Missing	-	8	-
Mean		83,877	15,851	90,671
Percentiles	10	35,569	5,159	35,569
	25	67,848	7,308	69,628
	50	89,853	18,631	100,723
	75	102,136	21,576	114,812
	90	118,508	23,841	130,429

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Assist/ Assoc Director	USA	Private	Mean	125,825	13,977	132,241
			Median	122,000	11,221	125,000
			Std. Deviation	30,461	11,981	36,989
			N	61	28	61
		Public	Mean	95,960	8,071	96,935
			Median	95,308	10,000	97,501
			Std. Deviation	24,273	4,344	24,855
			N	58	7	58
	Total	Mean	111,269	12,796	115,033	
		Median	110,000	10,000	112,500	
		Std. Deviation	31,323	11,093	36,169	
		N	119	35	119	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Assist/ Assoc Director	Canada	Private	Mean			
			Median			
			Std. Deviation			
			N			1
		Public	Mean	101,005		101,600
			Median	102,213		103,083
			Std. Deviation	16,855		17,042
			N	16	1	16
	Total	Mean	103,731		104,880	
		Median	102,900		103,267	
		Std. Deviation	19,815		21,335	
		N	17	2	17	



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Assist/ Assoc Director	Other	Private	Mean	104,689		106,695	
			Median	102,136		102,136	
			Std. Deviation	22,236		19,488	
			N	4	1	4	
		Public	Mean	75,552	17,417	84,261	
			Median	77,466	19,956	86,873	
			Std. Deviation	27,357	7,238	34,771	
			N	10	5	10	
		Total	Mean	83,877	15,851	90,671	
			Median	89,853	18,631	100,723	
				Std. Deviation	28,614	7,524	32,176
				N	14	6	14

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Assist/ Assoc Director	Total	Private	Mean	124,870	13,647	131,073	
			Median	121,000	10,012	123,774	
			Std. Deviation	30,216	11,631	36,455	
			N	66	30	66	
		Public	Mean	94,492	11,777	96,315	
			Median	95,308	10,000	99,155	
			Std. Deviation	24,290	6,970	25,120	
			N	84	13	84	
		Total	Mean	107,858	13,082	111,608	
			Median	105,000	10,000	108,478	
				Std. Deviation	30,917	10,395	35,085
				N	150	43	150



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

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Assist/ Assoc Director	USA	Male	Mean	109,281	12,270	112,982
			Median	105,000	11,000	115,000
			N	63	19	63
		Female	Mean	113,793	13,421	117,770
			Median	110,527	6,000	113,002
			N	54	16	54
		Total	Mean	111,364	12,796	115,192
			Median	110,000	10,000	114,950
			N	117	35	117
	Canada	Male	Mean	113,232		115,675
			Median	106,541		110,613
			N	8	2	8
		Female	Mean	95,285		95,285
			Median	93,142		93,142
			N	9		9
		Total	Mean	103,731		104,880
			Median	102,900		103,267
			N	17	2	17



Table AD-6: Assistant/Associate Director Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Assist/ Assoc Director	Other	Male	Mean	86,881	20,368	94,519
			Median	97,263	19,956	102,136
			N	8	3	8
		Female	Mean	79,871	11,335	85,539
			Median	81,765	8,025	93,792
			N	6	3	6
		Total	Mean	83,877	15,851	90,671
			Median	89,853	18,631	100,723
			N	14	6	14
	Total	Male	Mean	107,413	13,074	111,385
			Median	102,781	11,721	110,182
			N	79	24	79
		Female	Mean	108,429	13,092	112,034
			Median	105,771	7,000	106,955
			N	69	19	69
		Total	Mean	107,887	13,082	111,688
			Median	105,000	10,000	108,478
			N	148	43	148



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

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	119	35	119
	Missing	-	84	-
Mean		111,269	12,796	115,033
Percentiles	10	75,000	1,301	75,000
	25	86,820	5,000	87,100
	50	110,000	10,000	112,500
	75	127,000	20,637	130,000
	90	151,400	32,512	162,002

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	17	2	17
	Missing	-	15	-
Mean		103,731		104,880
Percentiles	10	77,578		77,578
	25	90,731		90,731
	50	102,900		103,267
	75	112,937		113,368
	90	143,963		145,968

		OTHER		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	14	6	14
	Missing	-	8	-
Mean		83,877	15,851	90,671
Percentiles	10	35,569	5,159	35,569
	25	67,848	7,308	69,628
	50	89,853	18,631	100,723
	75	102,136	21,576	114,812
	90	118,508	23,841	130,429



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Assistant/ Associate Director	USA	Urban	Mean	114,808	13,341	119,208
			Median	111,777	10,000	115,250
			N	94	31	94
		Non-Urban	Mean	97,963	8,570	99,334
			Median	86,500	6,521	87,100
			N	25	4	25
		Total	Mean	111,269	12,796	115,033
			Median	110,000	10,000	112,500
			N	119	35	119
	Canada	Urban	Mean	103,731		104,880
			Median	102,900		103,267
			N	17	2	17
		Total	Mean	103,731		104,880
			Median	102,900		103,267
			N	17	2	17



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Assistant/ Associate Director	Other	Urban	Mean	83,877	15,851	90,671
			Median	89,853	18,631	100,723
			N	14	6	14
		Total	Mean	83,877	15,851	90,671
			Median	89,853	18,631	100,723
			N	14	6	14
	Total	Urban	Mean	109,837	13,544	114,063
			Median	105,771	10,000	110,182
			N	125	39	125
		Non-Urban	Mean	97,963	8,570	99,334
			Median	86,500	6,521	87,100
			N	25	4	25
		Total	Mean	107,858	13,082	111,608
			Median	105,000	10,000	108,478
			N	150	43	150



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	=< \$100M	86,355	79,000	28,140	24	
		\$101M to \$250M	103,319	105,771	23,514	41	
		\$250M to \$500M	120,308	116,000	29,380	17	
		\$500M+	132,087	130,000	27,243	37	
		Total	111,269	110,000	31,323	119	
	Canada	=< \$100M					2
		\$101M to \$250M	99,340	92,888	13,614	5	
		\$250M to \$500M	111,337	105,111	19,429	10	
		Total	103,731	102,900	19,815	17	
	Other	=< \$100M	66,672	71,650	32,308	5	
		\$101M to \$249M	68,368	63,560	13,184	3	
		\$500M+	105,969	102,136	14,082	6	
		Total	83,877	89,853	28,614	14	
	Total	=< \$100M	82,556	78,000	28,325	31	
		\$101M to \$250M	100,773	95,400	23,555	49	
		\$250M to \$500M	116,985	110,000	26,103	27	
		\$500M+	128,443	125,000	27,270	43	
		Total	107,858	105,000	30,917	150	



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	None	100,442	95,000	28,867	49
		1-2 Reports	107,403	110,520	31,485	32
		3-5 Reports	120,611	117,000	22,108	23
		6-10 Reports	153,494	151,000	24,479	11
		Total	111,487	110,000	31,804	115
	Canada	None				2
		1-2 Reports	106,108	105,242	3,718	3
		3-5 Reports	107,420	102,397	25,190	8
		6-10 Reports	98,720	92,677	14,467	4
		Total	103,731	102,900	19,815	17
	Other	None	100,570	99,310	18,255	7
		1-2 Reports	66,296	74,763	38,247	4
		11+ Reports				1
		Total	87,705	97,263	29,232	12
	Total	None	100,285	97,263	27,424	58
		1-2 Reports	103,087	110,000	32,921	39
		3-5 Reports	117,207	115,500	23,257	31
		6-10 Reports	138,888	150,000	33,188	15
		11+ Reports				1
		Total	108,590	105,030	31,019	144



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

Position	USA or Other	Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Assist/ Assoc Director	USA	0-5.9 FTEs	86,845	84,730	22,690	35
		6-10.9 FTEs	106,496	110,000	16,821	24
		11-19.9 FTEs	115,738	113,020	27,938	28
		20+ FTEs	137,653	138,450	29,198	32
		Total	111,269	110,000	31,323	119
	Canada	0-5.9 FTEs				1
		6-10 FTEs				2
		11-19 FTEs	97,865	92,550	15,252	4
		20+ FTEs	111,337	105,111	19,429	10
		Total	103,731	102,900	19,815	17
	Other	0-5.9 FTEs	96,457	100,723	23,891	6
		6-10 FTEs	73,179	80,249	31,726	7
		11-19 FTEs				1
		Total	83,877	89,853	28,614	14
	Total	0-5.9 FTEs	87,941	84,865	22,631	42
		6-10 FTEs	98,533	100,000	24,385	33
		11-19 FTEs	112,588	110,000	27,258	33
		20+ FTEs	131,387	124,840	29,260	42
		Total	107,858	105,000	30,917	150



Key factors in compensation for this position:

The total number of responses for this position increased 10% from 2006.

United States:

The survey indicates a 9% increase in median salary from 2006. Number of employees in the office was the single best predictor of salary, but only accounted for 28% of the variance. Private vs. public institution accounted for an additional 10%. Salaries in the US-East increased in 2008 from 2006 and 2004, while salaries in the US-West remained relatively constant over this four-year period. Salaries in the US-Central steadily increased over this period. However, salaries in the East and West remained higher than in the US-Central region. Mean and median salary and mean salary + bonuses were higher for women in the United States than men. However, median salary + bonus for men was slightly higher than for women.

Canada:

The survey shows a 21% increase in median salary from 2006. The number of years in technology transfer accounted for 36% of the variance.

Other Non-U.S./Non-Canadian Countries:

The survey shows a 19% increase in median salary from 2006. Research expenditures accounted for 40% of the variance in countries outside the United States and Canada.

Position #3: Licensing Associate

(Figures LA-1 and LA-2; 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.
- **Typical 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



Figure LA-1: Mean Salary, 2004–2006

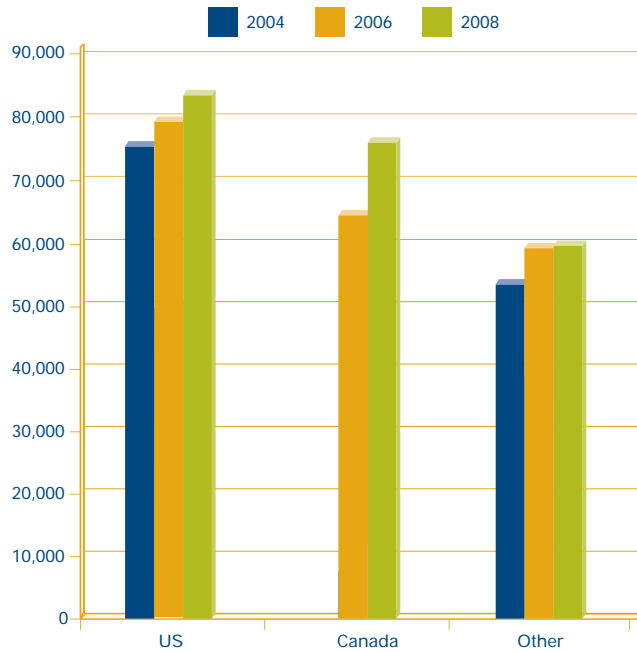


Figure LA-2: General Salary, 2008

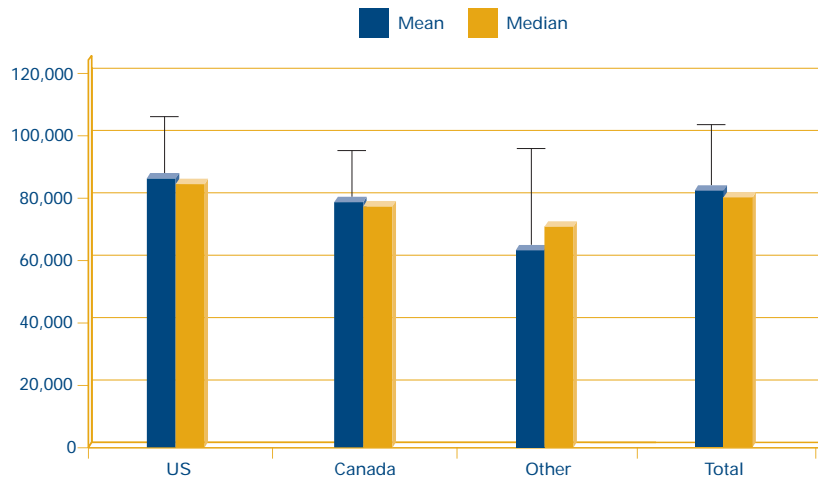




Table LA-1: General Salary Data for Licensing Associates

Position		Control	Mean	Median	Std. Deviation	N
Licensing Associate	USA	Private	90,173	88,000	22,014	108
		Public	80,729	78,780	19,595	109
		Total	85,429	82,940	21,318	217
	Canada	Private	78,313	75,173	20,002	6
		Public	76,127	75,413	14,834	58
		Total	76,332	75,413	15,207	64
	Other	Private	32,941	20,230	22,016	3
		Public	65,520	73,775	29,336	26
		Total	62,150	70,519	30,082	29
	Total	Private	88,097	86,000	23,670	117
		Public	77,297	77,010	20,475	193
		Total	81,373	80,000	22,323	310



Table LA-2: Licensing Associate Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N
Licensing Associate	USA	BS/BA	83,211	82,260	27,029	28
		MS/MA	88,384	90,000	22,163	39
		MBA	94,968	95,000	21,280	29
		Law	77,782	75,255	13,935	26
		MD				2
		PhD	84,995	82,940	21,029	73
		Other	71,817	74,000	13,855	3
		Missing	80,401	75,000	15,823	17
		Total	85,429	82,940	21,318	217
	Canada	BS/BA	65,982	65,258	6,863	8
		MS/MA	71,252	72,667	16,081	16
		MBA	77,305	73,669	16,850	9
		Law				2
		MD				1
		PhD	82,464	81,119	15,621	22
		Other	78,366	77,511	15,679	4
		Missing				2
		Total	76,332	75,413	15,207	64

Position		Highest Degree	Mean	Median	Std. Deviation	N
Licensing Associate	Other	BS/BA	69,300	69,695	10,450	4
		MS/MA	35,843	36,850	30,369	5
		MBA	66,394	76,930	31,963	4
		Law				1
		PhD	76,867	79,448	20,723	13
		Other				2
		Total	62,150	70,519	30,082	29
		Total	BS/BA	78,374	71,946	24,070
	MS/MA	79,437	79,977	26,015	60	
	MBA	88,462	83,717	23,328	42	
	Law	77,477	75,255	13,264	29	
	MD	90,846	97,867	14,048	3	
	PhD	83,501	81,151	20,018	108	
	Other	59,931	74,000	33,334	9	
	Missing	80,642	78,780	14,937	19	
	Total	81,373	80,000	22,323	310	



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	74,778	71,825	17,616	66
		3-4 years	78,470	77,865	17,307	46
		5-9 years	93,838	95,000	17,441	55
		10+ years	101,602	101,011	23,004	34
		Total	85,376	83,738	21,217	201
	Canada	0-2 years	66,224	62,644	15,971	19
		3-4 years	71,329	73,920	8,321	12
		5-9 years	80,484	80,184	10,985	23
		10+ years	91,993	92,109	12,783	10
		Total	76,332	75,413	15,207	64
	Other	0-2 years	45,900	61,865	34,271	12
		3-4 years	63,931	66,538	27,219	7
		5-9 years	82,037	81,394	7,312	6
		10+ years	77,950	71,778	19,527	4
		Total	62,150	70,519	30,082	29
	Total	0-2 years	69,530	70,000	21,986	97
		3-4 years	75,586	75,034	17,782	65
		5-9 years	89,339	86,203	16,496	84
		10+ years	97,629	98,447	21,870	48
		Total	81,116	80,000	22,283	294



Table LA-4: Licensing Associate Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	101	17	101
	Missing	-	84	-
Mean		85,934	3,885	86,588
Percentiles	10	65,000	1,000	65,384
	25	73,364	1,500	74,810
	50	84,000	3,000	84,510
	75	96,628	6,338	96,878
	90	107,520	8,529	107,820

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	85	14	85
	Missing	-	71	-
Mean		83,248	5,124	84,092
Percentiles	10	57,600	308	57,600
	25	65,000	1,985	66,475
	50	77,010	5,842	79,000
	75	99,284	7,261	99,284
	90	114,601	9,375	116,193

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	31	4	31
	Missing	-	27	-
Mean		89,762	2,200	90,046
Percentiles	10	57,680	300	57,680
	25	73,000	475	73,000
	50	89,026	1,250	89,026
	75	112,000	4,875	112,000
	90	115,000	6,000	115,320



Table LA-4: Licensing Associate Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	64	8	64
	Missing	-	56	-
Mean		76,332	3,867	76,815
Percentiles	10	55,711	1,117	56,269
	25	64,148	1,742	64,148
	50	75,413	4,077	75,704
	75	83,868	5,799	84,275
	90	96,973	6,602	96,973

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	29	6	29
	Missing	-	23	-
Mean		62,150	5,612	63,311
Percentiles	10	5,230	1,686	5,230
	25	47,606	1,686	50,238
	50	70,519	4,392	72,871
	75	81,795	10,584	81,795
	90	91,484	11,104	91,484

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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	USA	Private	Mean	90,173	4,295	91,207
			Median	88,000	3,000	89,013
			Std. Deviation	22,014	3,123	22,252
			N	108	26	108
		Public	Mean	80,729	3,878	81,049
			Median	78,780	5,500	79,954
			Std. Deviation	19,595	2,921	19,603
			N	109	9	109
		Total	Mean	85,429	4,188	86,104
			Median	82,940	3,000	83,738
			Std. Deviation	21,318	3,036	21,525
			N	217	35	217

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	Canada	Private	Mean	78,313	5,937	81,282
			Median	75,173	5,993	80,778
			Std. Deviation	20,002	694	20,182
			N	6	3	6
		Public	Mean	76,127	2,625	76,353
			Median	75,413	2,302	75,622
			Std. Deviation	14,834	1,563	14,726
			N	58	5	58
		Total	Mean	76,332	3,867	76,815
			Median	75,413	4,077	75,704
			Std. Deviation	15,207	2,115	15,187
			N	64	8	64



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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Licensing Associate	Other	Private	Mean	32,941	3,069	36,011
			Median	20,230	1,686	21,916
			Std. Deviation	22,016	2,396	24,412
			N	3	3	3
		Public	Mean	65,520	8,154	66,461
			Median	73,775	10,410	77,330
			Std. Deviation	29,336	4,522	29,342
			N	26	3	26
	Total	Mean	62,150	5,612	63,311	
		Median	70,519	4,392	72,871	
		Std. Deviation	30,082	4,270	30,006	
		N	29	6	29	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Licensing Associate	Total	Private	Mean	88,097	4,334	89,282
			Median	86,000	3,194	88,500
			Std. Deviation	23,670	2,945	23,764
			N	117	32	117
		Public	Mean	77,297	4,264	77,673
			Median	77,010	3,069	78,000
			Std. Deviation	20,475	3,345	20,412
			N	193	17	193
	Total	Mean	81,373	4,310	82,054	
		Median	80,000	3,069	80,000	
		Std. Deviation	22,323	3,055	22,420	
		N	310	49	310	



Table LA-6: Licensing Associate Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	USA	Male	Mean	87,820	4,440	88,495
			Median	84,932	5,000	85,500
			N	138	21	138
		Female	Mean	79,939	3,810	80,669
			Median	77,625	3,000	77,625
			N	73	14	73
		Not Answered	Mean			
			Median			
			N			1
		Total	Mean	85,090	4,188	85,782
			Median	82,515	3,000	82,952
			N	212	35	212
	Canada	Male	Mean	79,037	2,739	79,311
			Median	75,704	2,312	77,571
			N	40	4	40
		Female	Mean	72,700	4,995	73,652
			Median	76,175	5,539	79,047
			N	21	4	21
		Total	Mean	76,856	3,867	77,363
			Median	75,754	4,077	79,047
			N	61	8	61



Table LA-6: Licensing Associate Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	Other	Male	Mean	67,939	6,397	69,538
			Median	79,119	5,836	79,119
			N	20	5	20
		Female	Mean	47,128		47,338
			Median	63,023		63,023
			N	8	1	8
		Total	Mean	61,993	5,612	63,195
			Median	70,569	4,392	74,901
			N	28	6	28
	Total	Male	Mean	84,037	4,539	84,725
			Median	80,184	4,035	81,151
			N	198	30	198
		Female	Mean	75,875	3,948	76,611
			Median	75,017	3,000	75,545
			N	102	19	102
		Not Answered	Mean			
			Median			
			N			1
		Total	Mean	81,273	4,310	81,975
			Median	80,000	3,069	80,000
			N	301	49	301



Table LA-7: Licensing Associate Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	217	35	217
	Missing	-	182	-
Mean		85,429	4,188	86,104
Percentiles	10	59,970	844	60,368
	25	70,862	1,500	71,500
	50	82,940	3,000	83,738
	75	99,556	6,825	99,835
	90	114,245	8,326	115,000

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	64	8	64
	Missing	-	56	-
Mean		76,332	3,867	76,815
Percentiles	10	55,711	1,117	56,269
	25	64,148	1,742	64,148
	50	75,413	4,077	75,704
	75	83,868	5,799	84,275
	90	96,973	6,602	96,973

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	29	6	29
	Missing	-	23	-
Mean		62,150	5,612	63,311
Percentiles	10	5,230	1,686	5,230
	25	47,606	1,686	50,238
	50	70,519	4,392	72,871
	75	81,795	10,584	81,795
	90	91,484	11,104	91,484



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	USA	Urban	Mean	83,807	3,951	84,523
			Median	80,000	3,000	82,150
			N	160	29	160
		Non-Urban	Mean	89,982	5,334	90,543
			Median	88,486	6,413	89,026
			N	57	6	57
		Total	Mean	85,429	4,188	86,104
			Median	82,940	3,000	83,738
			N	217	35	217
	Canada	Urban	Mean	76,332	3,867	76,815
			Median	75,413	4,077	75,704
			N	64	8	64
		Total	Mean	76,332		3,867
			Median	75,413	4,077	75,704
			N	64	8	27



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Associate	Other	Urban	Mean	60,961	5,612	62,208
			Median	69,517	4,392	70,619
			N	27	6	27
		Non-Urban	Mean			
			Median			
			N	2		2
		Total	Mean	62,150	5,612	63,311
			Median	70,519	4,392	72,871
			N	29	6	29
	Total	Urban	Mean	79,443	4,167	80,157
			Median	78,500	3,000	79,448
			N	251	43	251
		Non-Urban	Mean	89,582	5,334	90,125
			Median	87,550	6,413	88,486
			N	59	6	59
		Total	Mean	81,373	4,310	82,054
			Median	80,000	3,069	80,000
			N	310	49	310



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Licensing Associate	USA	=< \$100M	73,960	70,000	21,780	41
		\$101M to \$249M	86,352	84,510	20,572	71
		\$250M to \$499M	83,206	80,000	14,553	48
		\$500M+	95,258	90,000	22,148	56
		Total	85,610	82,952	21,199	216
	Canada	=< \$100M	69,783	68,157	12,523	12
		\$101M to \$249M	75,873	75,213	15,681	28
		\$250M to \$499M	80,142	80,426	15,231	24
		Total	76,332	75,413	15,207	64
	Other	=< \$100M	42,262	47,606	31,088	14
		\$101M to \$249M	71,975	70,519	8,291	5
		Total	50,081	62,461	29,900	19
	Total	=< \$100M	66,588	69,517	25,790	67
		\$101M to \$249M	82,840	80,184	19,549	104
		\$250M to \$499M	82,185	80,000	14,746	72
		\$500M+	95,258	90,000	22,148	56
		Total	81,366	80,000	22,540	299



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Licensing Associate	USA	None	83,467	82,400	19,682	175
		1-2 Reports	101,526	100,700	25,694	29
		3-5 Reports				1
		6-10 Reports				1
		Total	86,070	84,480	21,555	206
	Canada	None	74,280	73,845	14,269	53
		1-2 Reports	85,585	81,527	17,127	10
		6-10 Reports				1
		Total	76,332	75,413	15,207	64
	Other	None	64,409	74,482	23,207	6
		1-2 Reports	27,695	12,730	29,515	8
		3-5 Reports				1
		Total	44,698	58,363	31,340	15
	Total	None	80,898	79,954	19,188	234
		1-2 Reports	85,568	88,486	36,535	47
		3-5 Reports				2
		6-10 Reports				2
		Total	81,706	80,000	22,973	285



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Licensing Associate	USA	0-5.9 FTEs	70,399	70,750	15,621	40
		6-10.9 FTEs	84,741	80,000	19,179	49
		11-19.9 FTEs	76,826	74,220	16,095	54
		20+ FTEs	100,287	97,867	19,538	74
		Total	85,429	82,940	21,318	217
	Canada	0-5.9 FTEs	64,204	60,138	11,082	3
		6-10.9 FTEs	72,221	72,003	12,105	10
		11-19.9 FTEs	76,564	80,184	16,831	24
		20+ FTEs	78,996	76,175	14,789	27
		Total	76,332	75,413	15,207	64
	Other	0-5.9 FTEs	65,413	68,027	15,814	6
		6-10.9 FTEs	24,584	12,730	27,819	8
		11-19.9 FTEs	80,879	80,249	12,118	15
		Total	62,150	70,519	30,082	29
	Total	0-5.9 FTEs	69,409	70,000	15,295	49
		6-10.9 FTEs	75,689	78,000	27,364	67
		11-19.9 FTEs	77,412	77,010	15,644	93
		20+ FTEs	94,595	93,000	20,620	101
		Total	81,373	80,000	22,323	310



Key factors in compensation for this position:

In 2008, AUTM experienced a 24% jump in the number of positions reported for Licensing Associates from 2006, posting a more than 11% increase in the total median salary reported. Much of the increase comes from strong reporting from outside the United States.

United States:

An 11% increase in respondents from the United States showed that larger gains were made in private organizations (13%) than public (10%). Main factors influencing salaries in 2008 continue to be years in technology transfer and research expenditures, accounting for more than 50% of the variance. We now report a 54% increase in Licensing Associates who have more than 10 years experience (16% of total respondents) as compared to the more than 32% of responding License Associates with less than two years of experience.

Canada:

We have seen a dramatic increase in reporting from Canadian institutions with more than 72% more respondents for this position resulting in a 17% increase in the median reported salary. The increase in salaries was mostly confined to public institutions as they represent 90% of the reported positions.

Other Non-U.S./Non-Canadian Countries:

AUTM's survey attracted more first-time respondents than ever and continues to establish itself as the worldwide authority on compensation for technology transfer. There was a 60% increase in the number of respondents from outside the United States and Canada.

Position #4: Licensing Assistant**(Figures LST-1 and LST-2; 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.
- **Typical 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

Figure LST-1: Mean Salary, 2004–2008

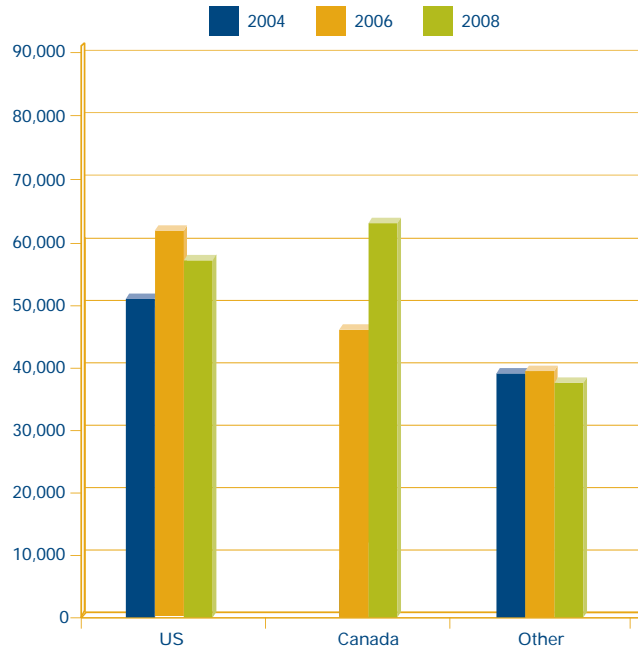


Figure LST-2: General Salary, 2008

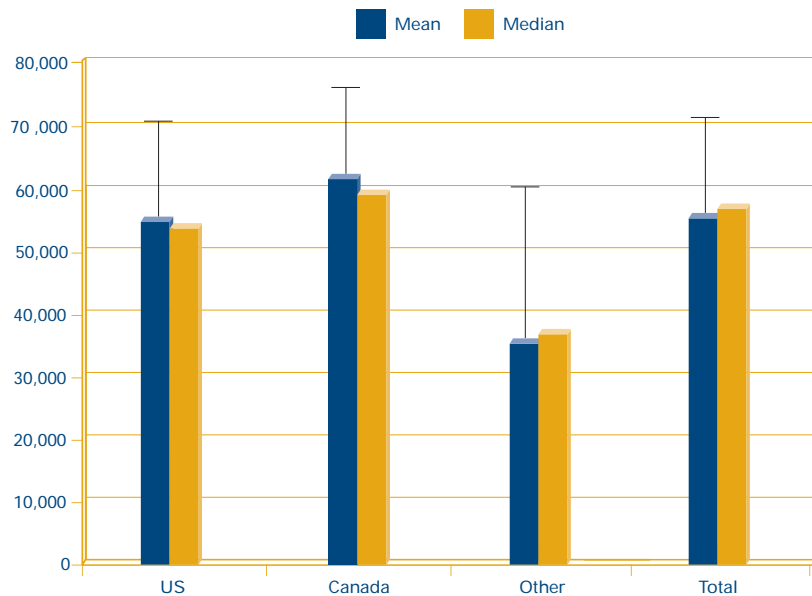




Table LST-1: General Salary Data for Licensing Assistant

Position		Control	Mean	Median	Std. Deviation	N
Licensing Assistant	USA	Private	57,901	56,250	10,634	42
		Public	56,820	55,125	14,811	25
		Total	57,498	55,500	12,259	67
	Canada	Private	52,621	55,127	5,012	4
		Public	66,006	62,984	12,520	14
		Total	63,031	58,335	12,533	18
	Other	Private				2
		Public	42,071	41,641	22,761	9
		Total	35,893	36,769	24,571	11
	Total	Private	55,386	55,127	14,206	48
		Public	56,734	58,274	17,616	48
		Total	56,060	57,000	15,932	96

Table LST-2: Licensing Assistant Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N	
Licensing Assistant	USA	BS/BA	51,957	53,650	10,938	22	
		MS/MA	56,028	52,030	12,283	6	
		MBA	56,144	60,000	16,134	3	
		Law	66,681	65,000	7,097	13	
		PhD	58,178	55,250	10,844	16	
		Other	44,968	44,148	8,261	4	
		Missing	75,713	73,140	8,305	3	
		Total	57,498	55,500	12,259	67	
		Canada	MS/MA	67,154	55,127	20,833	3
			MBA	70,342	68,267	8,978	4
	Law					1	
	PhD		59,870	58,274	10,391	9	
	Other					1	
	Total		63,031	58,335	12,533	18	
	Other	BS/BA	20,525	19,295	14,731	4	
		MS/MA				1	
		MBA				1	
		PhD	66,729	65,367	2,359	3	
		Other				2	
		Total	35,893	36,769	24,571	11	
	Total	BS/BA	47,121	49,500	16,133	26	
		MS/MA	58,826	53,530	14,699	10	
		MBA	61,430	63,907	14,907	8	
		Law	66,758	66,000	6,825	14	
		PhD	59,638	58,244	10,228	28	
		Other	35,041	40,128	17,993	7	
		Missing	75,713	73,140	8,305	3	
		Total	56,060	57,000	15,932	96	



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	56,360	55,000	10,021	34
		3-4 years	58,426	58,250	10,557	11
		5-9 years	59,023	60,000	16,508	13
		10+ years				2
		Total	57,407	56,250	11,663	60
	Canada	0-2 years	58,831	58,274	7,097	11
		3-4 years				2
		5-9 years	73,077	82,690	19,002	5
		Total	63,031	58,335	12,533	18
	Other	0-2 years	43,396	50,630	26,574	7
		3-4 years	22,763	19,876	15,456	4
		Total	35,893	36,769	24,571	11
	Total	0-2 years	55,137	55,127	13,446	52
		3-4 years	50,340	58,000	19,099	17
		5-9 years	62,927	64,571	17,869	18
		10+ years				2
		Total	55,885	57,000	15,879	89



Table LST-4: Licensing Assistant Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	32	5	32
	Missing	-	27	-
Mean		58,532	1,444	58,757
Percentiles	10	45,000	200	45,000
	25	50,140	200	50,140
	50	56,000	450	56,100
	75	68,409	3,185	68,409
	90	72,400	3,250	72,400

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	22	-	22
	Missing	-	22	-
Mean		56,809		56,809
Percentiles	10	35,473		35,473
	25	44,963		44,963
	50	55,063		55,063
	75	70,035		70,035
	90	82,310		82,310

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	13	-	13
	Missing	-	13	-
Mean		56,119		56,119
Percentiles	10	39,110		39,110
	25	47,584		
	50	59,756		59,756
	75	63,355		63,355
	90	68,910		68,910

Table LST-4: Licensing Assistant Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	18	6	18
	Missing	-	12	-
Mean		63,031	2,892	63,995
Percentiles	10	45,144	1,910	47,374
	25	55,127	2,366	57,605
	50	58,335	2,719	58,926
	75	68,533	3,450	70,061
	90	84,895	4,328	84,895

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	11	4	11
	Missing	-	7	-
Mean		35,893	4,015	37,353
Percentiles	10	7,283	562	7,776
	25	9,659	618	10,228
	50	36,769	3,412	36,769
	75	65,367	8,016	65,367
	90	68,635	8,675	68,635

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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	USA	Private	Mean	57,901	2,273	58,064
			Median	56,250	3,120	56,250
			Std. Deviation	10,634	1,580	10,536
			N	42	3	42
		Public	Mean	56,820		56,836
			Median	55,125		55,200
			Std. Deviation	14,811		14,815
			N	25	2	25
		Total	Mean	57,498	1,444	57,606
			Median	55,500	450	55,500
			Std. Deviation	12,259	1,593	12,212
			N	67	5	67

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	Canada	Private	Mean	52,621	2,824	55,445
			Median	55,127	2,529	57,352
			Std. Deviation	5,012	1,044	5,315
			N	4	4	4
		Public	Mean	66,006		66,438
			Median	62,984		62,984
			Std. Deviation	12,520		12,648
			N	14	2	14
		Total	Mean	63,031	2,892	63,995
			Median	58,335	2,719	58,926
			Std. Deviation	12,533	820	12,224
			N	18	6	18



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	Other	Private	Mean			
			Median			
			Std. Deviation			
			N	2	2	2
		Public	Mean	42,071		43,705
			Median	41,641		50,316
			Std. Deviation	22,761		22,551
			N	9	2	9
	Total	Mean	35,893	4,015	37,353	
		Median	36,769	3,412	36,769	
		Std. Deviation	24,571	4,006	24,638	
		N	11	4	11	

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	Total	Private	Mean	55,386	2,163	55,791
			Median	55,127	2,518	56,250
			Std. Deviation	14,206	1,347	14,052
			N	48	9	48
		Public	Mean	56,734	3,528	57,175
			Median	58,274	3,027	58,274
			Std. Deviation	17,616	3,331	17,414
			N	48	6	48
	Total	Mean	56,060	2,709	56,483	
		Median	57,000	2,540	57,543	
		Std. Deviation	15,932	2,341	15,754	
		N	96	15	96	



Table LST-6: Licensing Assistant Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	USA	Male	Mean	60,519		60,544
			Median	59,125		59,125
			N	26	2	26
		Female	Mean	54,969	2,190	55,147
			Median	55,000	3,120	55,000
			N	37	3	37
		Total	Mean	57,260	1,444	57,374
			Median	55,125	450	55,200
			N	63	5	63
	Canada	Male	Mean	66,958	2,626	68,126
			Median	63,825	2,719	63,825
			N	9	4	9
		Female	Mean	59,104		59,865
			Median	58,274		58,274
			N	9	2	9
		Total	Mean	63,031	2,892	63,995
			Median	58,335	2,719	58,926
			N	18	6	18



Table LST-6: Licensing Assistant Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	Other	Male	Mean			
			Median			
			N	2		2
		Female	Mean	35,533	4,015	37,317
			Median	36,769	3,412	36,769
			N	9	4	9
		Total	Mean	35,893	4,015	37,353
			Median	36,769	3,412	36,769
			N	11	4	11
	Total	Male	Mean	60,842	1,859	61,144
			Median	60,000	2,225	60,000
			N	37	6	37
		Female	Mean	52,465	3,275	53,001
			Median	55,000	3,120	55,000
			N	55	9	55
		Total	Mean	55,834	2,709	56,276
			Median	56,250	2,540	57,228
			N	92	15	92



Table LST-7: Licensing Assistant Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	67	5	67
	Missing	-	62	-
Mean		57,498	1,444	57,606
Percentiles	10	40,062	200	40,062
	25	48,168	200	48,666
	50	55,500	450	55,500
	75	67,000	3,185	67,000
	90	73,512	3,250	73,602

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	18	6	18
	Missing	-	12	-
Mean		63,031	2,892	63,995
Percentiles	10	45,144	1,910	47,374
	25	55,127	2,366	57,605
	50	58,335	2,719	58,926
	75	68,533		70,061
	90	84,895	4,328	84,895

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	11	4	11
	Missing	-	7	-
Mean		35,893	4,015	37,353
Percentiles	10	7,283	562	7,776
	25	9,659	618	10,228
	50	36,769	3,412	36,769
	75	65,367	8,016	65,367
	90	68,635	8,675	68,635



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	USA	Urban	Mean	56,411	283	56,429
			Median	55,000	200	55,000
			N	47	3	47
		Non-Urban	Mean	60,053		60,371
			Median	60,000		60,000
			N	20	2	20
		Total	Mean	57,498	1,444	57,606
			Median	55,500	450	55,500
			N	67	5	67
	Canada	Urban	Mean	63,031	2,892	63,995
			Median	58,335	2,719	58,926
			N	18	6	18
		Total	Mean	63,031	2,892	63,995
			Median	58,335	2,719	58,926
			N	18	6	18



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Licensing Assistant	Other	Urban	Mean	35,893	4,015	37,353
			Median	36,769	3,412	36,769
			N	11	4	11
		Total	Mean	35,893	4,015	37,353
			Median	36,769	3,412	36,769
			N	11	4	11
	Total	Urban	Mean	55,009	2,636	55,460
			Median	55,127	2,518	57,019
			N	76	13	76
		Non-Urban	Mean	60,053		60,371
			Median	60,000		60,000
			N	20	2	20
		Total	Mean	56,060	2,709	56,483
			Median	57,000	2,540	57,543
			N	96	15	96



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Licensing Assistant	USA	=< \$100M	54,288	52,500	17,531	12
		\$101M to \$249M	51,634	53,500	8,495	15
		\$250M to \$499M	54,131	51,906	8,410	12
		\$500M+	63,458	65,000	10,506	28
		Total	57,498	55,500	12,259	67
	Canada	\$101M to \$249M	73,077	82,690	19,002	5
		\$250M to \$499M	59,167	58,274	6,630	13
		Total	63,031	58,335	12,533	18
	Other	=< \$100M	9,112	9,550	1,658	4
		\$101M to \$249M				2
		Total	17,873	10,131	14,194	6
	Total	=< \$100M	42,994	44,130	25,182	16
		\$101M to \$249M	55,031	54,250	15,592	22
		\$250M to \$499M	56,750	55,500	7,810	25
		\$500M+	63,458	65,000	10,506	28
		Total	55,980	57,000	16,111	91



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Licensing Assistant	USA	None	58,798	57,000	11,928	57
		1-2 Reports	50,172	53,500	8,677	8
		Total	57,737	55,500	11,869	65
	Canada	None	63,031	58,335	12,533	18
		Total	63,031	58,335	12,533	18
	Other	None	21,743	19,295	16,604	4
		1-2 Reports				2
		Total	17,873	10,131	14,194	6
	Total	None	57,887	58,214	14,856	79
		1-2 Reports	42,164	48,500	18,537	10
		Total	56,120	57,000	15,990	89



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Licensing Assistant	USA	0-5.9 FTEs	45,231	39,800	12,890	9
		6-10.9 FTEs	53,825	55,000	9,390	15
		11-19.9 FTEs	52,829	51,906	6,601	12
		20+ FTEs	64,644	65,000	10,763	31
		Total	57,498	55,500	12,259	67
	Canada	0-5.9 FTEs				1
		11-19.9 FTEs	80,059	83,442	12,508	4
		20+ FTEs	59,167	58,274	6,630	13
		Total	63,031	58,335	12,533	18
	Other	6-10.9 FTEs	9,112	9,550	1,658	4
		11-19.9 FTEs	51,196	50,630	15,920	7
		Total	35,893	36,769	24,571	11
	Total	0-5.9 FTEs	45,231	39,800	12,890	9
		6-10.9 FTEs	44,449	48,780	19,943	20
		11-19.9 FTEs	57,068	53,500	15,137	23
		20+ FTEs	63,026	61,615	9,974	44
		Total	56,060	57,000	15,932	96



Key factors in compensation for this position:

The total number of responses for this position fell 14% from 2006.

United States:

Salary for this position decreased from 2006 by 8%. The mean and median compensation for men were higher (10% and 7.5% respectively) than for women. Total compensation for those in non-urban areas outpaced those in urban areas by 9%.

Canada:

There were 18 respondents for 2008 as compared to 13 for 2006. Salary for this position increased 37%. The mean compensation for men was 13% higher than for women and median compensation was 9.5% higher for men.

Other Non-U.S./Non-Canadian Countries:

Salary for this position in other countries decreased 8% from 2006.

Position #5: Marketing Manager**(Figures MKT-1 and MKT-2; 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 licensee prospects.

- **Other possible titles:** Marketing Director, Marketing Specialist, Marketing Associate
- **Possible degrees:** Ph.D., M.B.A., M.S., B.S., B.A.
- **Typical years of experience:** 0-10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** None



Figure MKT-1: Mean Salary, 2004–2008

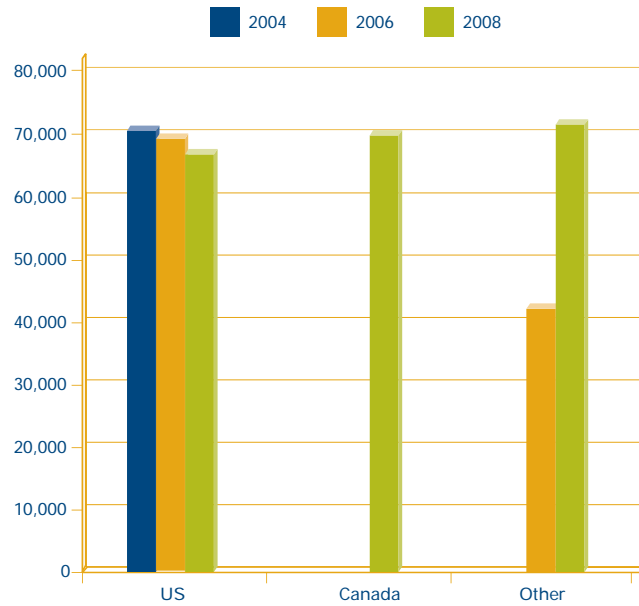


Figure MKT-2: General Salary, 2008

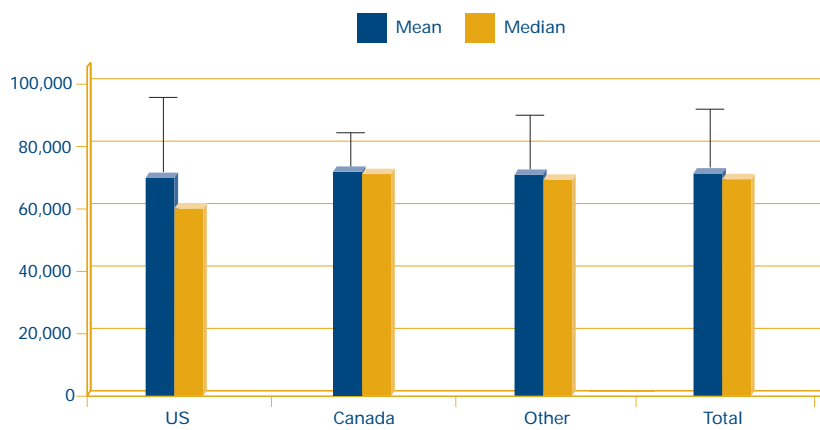




Table MKT-1: General Salary Data for Marketing Manager

Position		Control	Mean	Median	Std. Deviation	N
Marketing Manager	USA	Private	85,069	76,552	37,917	6
		Public	57,851	53,845	20,072	14
		Total	66,017	60,000	28,596	20
	Canada	Private				1
		Public	68,609	67,656	13,175	6
		Total	70,263	69,159	12,798	7
	Other	Private	57,600	51,641	10,321	3
		Public	81,896	84,927	13,043	4
		Total	71,483	69,517	17,006	7
	Total	Private	76,340	69,758	31,494	10
		Public	64,548	62,779	19,276	24
		Total	68,016	64,855	23,648	34

Table MKT-2: Marketing Manager Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N
Marketing Manager	USA	BS/BA	64,353	60,000	19,286	13
		MS/MA				1
		MBA	83,004	62,508	50,057	4
		Missing				2
		Total	66,017	60,000	28,596	20
		Canada	BS/BA			
		MS/MA	68,825	66,152	10,287	3
		MBA				2
		Other				1
		Total	70,263	69,159	12,798	7
	Other	BS/BA	70,697	69,517	19,550	5
		MS/MA				1
		MBA				1
		Total	71,483	69,517	17,006	7
	Total	BS/BA	66,381	62,000	18,501	19
		MS/MA	59,733	63,558	18,985	5
		MBA	80,057	70,000	37,481	7
		Other				1
		Missing				2
		Total	68,016	64,855	23,648	34



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	47,933	49,900	11,074	7
		3-4 years	76,804	70,100	24,518	4
		5-9 years	67,097	70,000	15,609	5
		10+ years				2
		Total	66,513	60,000	29,269	18
	Canada	0-2 years	63,947	66,152	7,345	5
		3-4 years				2
		Total	70,263	69,159	12,798	7
	Other	3-4 years				2
		5-9 years	61,572	63,558	9,102	3
		Total	63,940	63,558	13,324	5
	Total	0-2 years	54,605	56,561	12,430	12
		3-4 years	76,788	75,192	19,710	8
		5-9 years	65,025	66,538	13,079	8
		10+ years				2
		Total	66,959	62,779	23,768	30



Table MKT-4: Marketing Manager Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	8	2	8
	Missing	-	6	-
Mean		77,189		77,626
Percentiles	10	50,000		50,000
	25	53,483		53,483
	50	70,000		70,000
	75	84,300		86,175
	90	157,000		158,000

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	9	1	9
	Missing	-	8	-
Mean		61,536		61,969
Percentiles	10	28,630		28,630
	25	44,950		46,337
	50	55,015		55,015
	75	77,802		77,802
	90	112,000		112,000

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	3	-	3
	Missing	-	3	-
Mean		49,667		49,667
Percentiles	10	40,000		40,000
	25	40,000		40,000
	50	47,000		47,000
	75	62,000		62,000
	90	62,000		62,000



Table MKT-4: Marketing Manager Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	2	7
	Missing	-	5	-
Mean		70,263		73,040
Percentiles	10	53,122		53,122
	25	60,138		60,138
	50	69,159		69,159
	75	80,184		92,647
	90	91,921		98,897

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	1	7
	Missing	-	6	-
Mean		71,483		74,217
Percentiles	10	51,641		51,641
	25	51,641		51,641
	50	69,517		69,517
	75	86,514		94,170
	90	94,170		105,654

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Marketing Manager	USA	Private	Mean	85,069		85,652
			Median	76,552		76,552
			Std. Deviation	37,917		38,359
			N	6	2	6
	Public	Mean	57,851		58,130	
		Median	53,845		54,408	
		Std. Deviation	20,072		19,980	
		N	14	1	14	
	Total	Mean	66,017	2,467	66,387	
		Median	60,000	2,500	60,000	
		Std. Deviation	28,596	1,450	28,771	
		N	20	3	20	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Marketing Manager	Canada	Private	Mean			
			Median			
			Std. Deviation			
			N			1
		Public	Mean	68,609		69,772
			Median	67,656		67,656
			Std. Deviation	13,175		15,708
			N	6	1	6
	Total	Mean	70,263		73,040	
		Median	69,159		69,159	
		Std. Deviation	12,798		16,744	
		N	7	2	7	



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	Other	Private	Mean	57,600		57,600
			Median	51,641		51,641
			Std. Deviation	10,321		10,321
			N	3		3
		Public	Mean	81,896		86,681
			Median	84,927		88,755
			Std. Deviation	13,043		17,906
			N	4	1	4
	Total	Mean	71,483		74,217	
		Median	69,517		69,517	
		Std. Deviation	17,006		20,915	
		N	7	1	7	

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	Total	Private	Mean	76,340	5,321	77,936
			Median	69,758	2,500	69,758
			Std. Deviation	31,494	6,230	32,291
			N	10	3	10
		Public	Mean	64,548	10,005	65,799
			Median	62,779	6,976	62,779
			Std. Deviation	19,276	8,059	20,901
			N	24	3	24
		Total	Mean	68,016	7,663	69,369
			Median	64,855	5,438	64,855
			Std. Deviation	23,648	6,935	24,907
			N	34	6	34



Table MKT-6: Marketing Manager Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	USA	Male	Mean	69,353		69,478
			Median	58,508		58,508
			N	8	1	8
		Female	Mean	66,283		66,923
			Median	65,000		65,000
			N	10	2	10
		Total	Mean	67,648	2,467	68,059
			Median	61,000	2,500	61,000
			N	18	3	18
	Canada	Male	Mean	68,585		70,329
			Median	64,649		64,649
			N	4	1	4
		Female	Mean	72,500		76,654
			Median	71,164		71,164
			N	3	1	3
		Total	Mean	70,263		73,040
			Median	69,159		69,159
			N	7	2	7



Table MKT-6: Marketing Manager Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	Other	Male	Mean	77,442		83,822
			Median	86,514		94,170
			N	3	1	3
		Female	Mean	67,014		67,014
			Median	66,538		66,538
			N	4		4
		Total	Mean	71,483		74,217
			Median	69,517		69,517
			N	7	1	7
	Total	Male	Mean	70,766		72,574
			Median	62,000		62,000
			N	15	3	15
		Female	Mean	67,552	6,288	68,662
			Median	69,517	3,900	69,517
			N	17	3	17
Total		Mean	69,059	7,663	70,496	
		Median	67,656	5,438	67,656	
		N	32	6	32	



Table MKT-7: Marketing Manager Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	20	3	20
	Missing	-	17	-
Mean		66,017	2,467	66,387
Percentiles	10	40,000	1,000	40,000
	25	49,925	1,000	50,328
	50	60,000	2,500	60,000
	75	71,925	3,900	71,925
	90	109,700	3,900	109,950

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	2	7
	Missing	-	5	-
Mean		70,263		73,040
Percentiles	10	53,122		53,122
	25	60,138		60,138
	50	69,159		69,159
	75	80,184		92,647
	90	91,921		98,897

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	1	7
	Missing	-	6	-
Mean		71,483		74,217
Percentiles	10	51,641		51,641
	25	51,641		51,641
	50	69,517		69,517
	75	86,514		94,170
	90	94,170		105,654



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	USA	Urban	Mean	67,385	2,467	67,847
			Median	60,000	2,500	60,000
			N	16	3	16
		Non-Urban	Mean	60,544		60,544
			Median	61,337		61,337
			N	4		4
		Total	Mean	66,017	2,467	66,387
			Median	60,000	2,500	60,000
			N	20	3	20
	Canada	Urban	Mean	70,263		73,040
			Median	69,159		69,159
			N	7	2	7
		Total	Mean	70,263		73,040
			Median	69,159		69,159
			N	7	2	7



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Marketing Manager	Other	Urban	Mean	72,804		75,994
			Median	76,429		76,429
			N	6	1	6
		Non-Urban	Mean	63,558		63,558
			Median	63,558		63,558
			N	1		1
		Total	Mean	71,483		74,217
			Median	69,517		69,517
			N	7	1	7
	Total	Urban	Mean	69,201	7,663	70,786
			Median	66,152	5,438	66,152
			N	29	6	29
		Non-Urban	Mean	61,146		61,146
			Median	63,558		63,558
			N	5		5
Total		Mean	68,016	7,663	69,369	
		Median	69,369	5,438	64,855	
		N	34	6	34	



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Marketing Manager	USA	=< \$100M	52,791	52,508	18,606	6
		\$101M to \$249M	55,642	51,311	9,375	5
		\$250M to \$499M	76,219	70,100	25,229	4
		\$500M+	84,100	72,500	44,458	5
		Total	66,017	60,000	28,596	20
	Canada	=< \$100M				2
		\$101M to \$249M	62,811	66,152	8,525	3
		\$250M to \$499M				2
		Total	70,263	69,159	12,798	7
	Other	=< \$100M	81,414	86,514	15,930	3
		\$101M to \$249M				1
		\$250M to \$499M	57,600	51,641	10,321	3
		Total	71,483	69,517	17,006	7
	Total	=< \$100M	62,936	60,138	19,889	11
		\$101M to \$250M	61,109	60,000	11,986	9
		\$250M to \$500M	72,198	70,000	20,247	9
		\$500M+	84,100	72,500	44,458	5
		Total	68,016	64,855	23,648	34



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Marketing Manager	USA	None	62,077	53,845	29,269	16
		1-2 Reports	85,701	83,103	25,101	3
		6-10 Reports				1
		Total	66,017	60,000	28,596	20
	Canada	None	67,656	68,658	11,295	4
		1-2 Reports				2
		6-10 Reports				1
		Total	70,263	69,159	12,798	7
	Other	None	70,991	69,077	22,561	4
		1-2 Reports				1
		3-5 Reports				2
		Total	71,483	69,517	17,006	7
	Total	None	64,492	57,508	25,591	24
		1-2 Reports	74,993	66,359	19,948	6
		3-5 Reports				2
		6-10 Reports				2
Total		68,016	64,855	23,648	34	



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N	
Marketing Manager	USA	0-5.9 FTEs	51,672	55,015	10,411	3	
		6-10.9 FTEs	53,106	49,900	17,446	5	
		11-19.9 FTEs	66,702	60,000	27,654	5	
		20+ FTEs	80,897	72,500	36,608	7	
		Total	66,017	60,000	28,596	20	
	Canada	0-5.9 FTEs				2	
		6-10.9 FTEs	62,811	66,152	8,525	3	
		20+ FTEs				2	
		Total	70,263	69,159	12,798	7	
	Other	6-10.9 FTEs				2	
		11-19.9 FTEs				2	
		20+ FTEs	57,600	51,641	10,321	3	
		Total	71,483	69,517	17,006	7	
	Total	0-5.9 FTEs	57,263	57,263	60,000	11,314	5
		6-10.9 FTEs	63,465	63,465	67,656	19,364	10
		11-19.9 FTEs	68,630	68,630	63,558	23,522	7
		20+ FTEs	75,932	75,932	71,008	29,708	12
		Total	68,016	68,016	64,855	23,648	34



Key factors in compensation for this position:

While the number of total respondents was almost identical to 2006, there was an 11% decrease in the number of U.S. respondents, yet we saw a 10% increase in the median salary overall.

United States:

With a decline of more than 10% in the U.S. number of respondents, it may be surprising to see no change in the overall median salary; however we see offsetting increases and decreases in public and private institutions with a 9% loss in public and a 14% gain in private median salaries. The main factor influencing the salary variance was the number of reports.

Canada:

For 2008, we were able to gather a meaningful number of respondents to allow reporting of the range of salaries. Data is limited, so no meaningful comparisons to 2006 can be made, but the main factor influencing variance was the number of FTEs.

Other Non-U.S./Non-Canadian Countries:

The number of respondents from outside the United States and Canada more than doubled in 2008 increasing median salaries by more than 52%. The number of direct reports had the most significant impact on salaries.

**Position #6: Business Manager****(Figures BUS-1 and BUS-2; 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.
- **Typical years of experience:** 0-10
- **Signatory authority:** None
- **Reports to:** Varies

Figure BUS-1: Mean Salary, 2004–2006

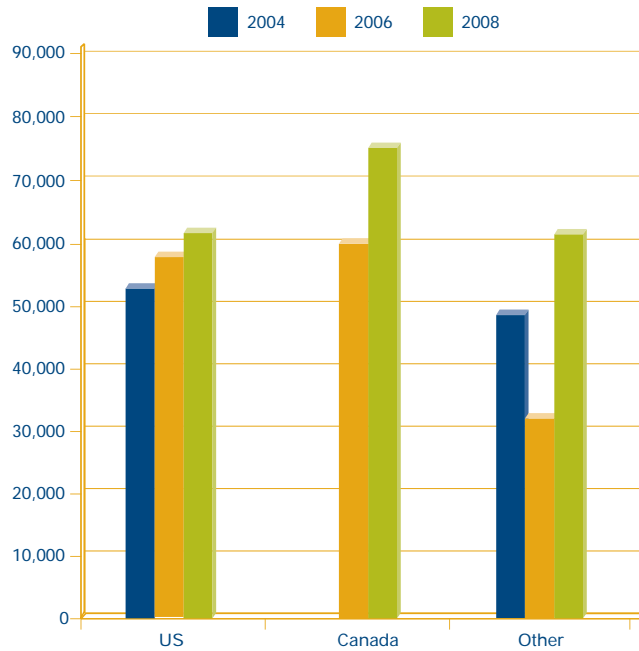


Figure BUS-2: General Salary, 2008

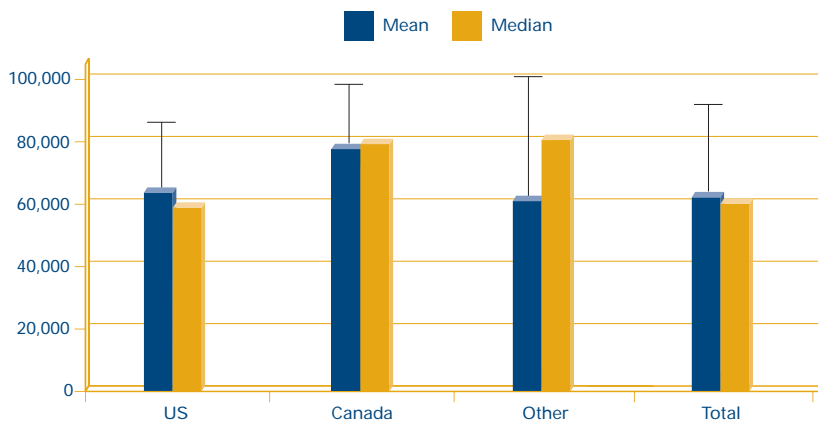




Table BUS-1: General Salary Data for Business Manager

Position		Control	Mean	Median	Std. Deviation	N
Business Manager	USA	Private	70,465	65,900	23,960	26
		Public	57,002	52,675	21,466	34
		Total	62,836	58,726	23,372	60
	Canada	Private				1
		Public	70,646	70,715	16,201	6
		Total	76,305	79,286	21,043	7
	Other	Private	79,418	89,379	31,070	6
		Public	40,287	26,719	36,452	5
		Total	61,631	82,914	37,839	11
	Total	Private	73,299	69,160	25,604	33
		Public	56,964	54,647	23,524	45
		Total	63,875	61,550	25,585	78

Table BUS-2: Business Manager Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N	
Business Manager	USA	Assoc	48,068	42,573	12,092	8	
		BS/BA	56,758	57,150	15,071	26	
		MS/MA	60,393	58,200	16,862	5	
		MBA	86,921	85,000	32,672	13	
		Law				2	
		Other	55,863	51,078	10,838	5	
		Missing				1	
		Total	62,836	58,726	23,372	60	
		Canada	BS/BA				2
			Other	78,361	79,286	24,598	5
	Total		76,305	79,286	21,043	7	
	Other	BS/BA	72,773	82,914	26,375	5	
		MS/MA				2	
		MBA				2	
		PhD				1	
		Other				1	
		Total	61,631	82,914	37,839	11	
		Total	Assoc	48,068	42,573	12,092	8
	BS/BA		60,057	61,000	17,644	33	
	MS/MA		59,243	58,200	29,859	7	
	MBA		82,414	85,000	35,274	15	
	Law					2	
	PhD					1	
	Other		61,531	59,251	27,534	11	
	Missing					1	
	Total		63,875	61,550	25,585	78	



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	56,563	54,824	20,793	16
		3-4 years	68,039	56,000	40,154	9
		5-9 years	58,036	59,850	13,633	20
		10+ years	73,331	68,330	22,758	12
		Total	62,422	58,200	23,626	57
	Canada	0-2 years	68,090	62,143	22,547	3
		3-4 years				1
		5-9 years				2
		10+ years				1
		Total	76,305	79,286	21,043	7
	Other	0-2 years	11,062	10,604	5,582	3
		3-4 years			7,011	2
		5-9 years	90,637	89,379	7,011	5
		10+ years				1
		Total	61,631	82,914	37,839	11
	Total	0-2 years	51,930	52,863	25,543	22
		3-4 years	68,733	58,500	38,657	12
		5-9 years	64,938	64,300	17,772	27
		10+ years	74,967	72,080	21,420	14
		Total	63,602	61,000	25,860	75



Table BUS-4: Business Manager Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	32	10	32
	Missing	-	22	-
Mean		63,327	4,712	64,800
Percentiles	10	42,250	775	42,250
	25	51,220	1,375	53,538
	50	62,550	4,837	62,550
	75	74,782	7,590	74,782
	90	84,800	9,837	85,332

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	22	3	22
	Missing	-	19	-
Mean		60,108	6,760	61,030
Percentiles	10	38,001	2,500	38,001
	25	41,786	2,500	41,786
	50	53,162	2,800	53,339
	75	65,830	14,981	65,830
	90	119,700	14,981	119,700

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	6	2	6
	Missing	-	4	-
Mean		70,220		70,478
Percentiles	10	26,000		26,000
	25	35,701		35,701
	50	77,843		78,118
	75	92,675		92,925
	90	115,700		116,700



Table BUS-4: Business Manager Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	-	7
	Missing	-	5	-
Mean		76,305		78,938
Percentiles	10	49,113		49,113
	25	60,138		60,138
	50	79,286		79,286
	75	93,014		98,627
	90	110,254		123,071

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	11	3	11
	Missing		8	
Mean		61,631	6,663	63,448
Percentiles	10	6,700	1,405	6,700
	25	16,859	1,405	18,264
	50	82,914	6,663	89,379
	75	89,379	11,921	89,379
	90	99,584	11,921	100,675

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Business Manager	USA	Private	Mean	70,465	4,906	72,163
			Median	65,900	4,674	66,400
			Std. Deviation	23,960	4,777	25,867
			N	26	9	26
		Public	Mean	57,002	4,133	57,732
			Median	52,675	2,650	54,336
			Std. Deviation	21,466	3,312	22,421
			N	34	6	34
	Total	Mean	4,597		63,985	
		Median	58,726	2,800	58,876	
		Std. Deviation	23,372	4,136	24,833	
		N	60	15	60	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Business Manager	Canada	Private	Mean			
			Median			
			Std. Deviation			
			N			1
		Public	Mean	70,646		71,582
			Median	70,715		70,715
			Std. Deviation	16,201		17,831
			N	6	1	6
	Total	Mean	76,305		78,938	
		Median	79,286		79,286	
		Std. Deviation	21,043		25,371	
		N	7	2	7	



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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Business Manager	Other	Private	Mean	79,418		79,652
			Median	89,379		89,379
			Std. Deviation	31,070		30,504
			N	6	1	6
		Public	Mean	40,287		44,004
			Median	26,719		33,382
			Std. Deviation	36,452		39,585
			N	5	2	5
	Total	Mean	61,631	6,663	63,448	
		Median	82,914	6,663	89,379	
		Std. Deviation	37,839	5,258	37,929	
		N	11	3	11	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Business Manager	Total	Private	Mean	73,299	5,307	75,068
			Median	69,160	4,674	69,910
			Std. Deviation	25,604	5,056	27,403
			N	33	11	33
		Public	Mean	56,964	5,444	58,053
			Median	54,647	5,613	57,447
			Std. Deviation	23,524	3,684	24,558
			N	45	9	45
		Total	Mean	63,875	5,369	65,252
			Median	61,550	4,837	61,550
	Std. Deviation		25,585	4,379	26,986	
	N		78	20	78	



Table BUS-6: Business Manager Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Business Manager	USA	Male	Mean	74,474	9,160	76,972
			Median	74,127	10,000	74,127
			N	11	3	11
		Female	Mean	59,955	3,456	60,837
			Median	57,600	2,650	57,600
			N	47	12	47
		Total	Mean	62,709	4,597	63,897
			Median	58,726	2,800	58,876
			N	58	15	58
	Canada	Male	Mean			
			Median			
			N	2		2
		Female	Mean	74,932		78,618
			Median	62,143		62,143
			N	5	2	5
		Total	Mean	76,305		78,938
			Median	79,286		79,286
			N	7	2	7



Table BUS-6: Business Manager Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Business Manager	Other	Male	Mean	93,631		93,631
			Median	89,379		89,379
			N	3		3
		Female	Mean	49,632	6,663	52,130
			Median	51,097	6,663	54,429
			N	8	3	8
		Total	Mean	61,631	6,663	63,448
			Median	82,914	6,663	89,379
			N	11	3	11
	Total	Male	Mean	78,723	9,160	80,441
			Median	80,238	10,000	80,238
			N	16	3	16
		Female	Mean	59,827	4,699	61,158
			Median	58,726	4,674	58,726
			N	60	17	60
Total		Mean	63,805	5,369	65,218	
		Median	61,550	4,837	61,550	
		N	76	20	76	



Table BUS-7: Business Manager Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	60	15	60
	Missing	-	45	-
Mean		62,836	4,597	63,985
Percentiles	10	39,041	670	39,041
	25	47,313	1,000	47,313
	50	58,726	2,800	58,876
	75	74,782	7,331	74,782
	90	86,791	11,992	94,321

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	7	2	7
	Missing	-	5	-
Mean		76,305		78,938
Percentiles	10	49,113		49,113
	25	60,138		60,138
	50	79,286		79,286
	75	93,014		98,627
	90	110,254		123,071

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	11	3	11
	Missing	-	8	-
Mean		61,631	6,663	63,448
Percentiles	10	6,700	1,405	6,700
	25	16,859	1,405	18,264
	50	82,914	6,663	89,379
	75	89,379	11,921	89,379
	90	99,584	11,921	100,675



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Business Manager	USA	Urban	Mean	67,785	4,366	68,986
			Median	62,623	2,500	62,623
			N	40	11	40
		Non-Urban	Mean	52,938	5,230	53,984
			Median	49,902	6,003	51,032
			N	20	4	20
		Total	Mean	62,836	4,597	63,985
			Median	58,726	2,800	58,876
			N	60	15	60
	Canada	Urban	Mean	76,305	9,215	78,938
			Median	79,286	9,215	79,286
			N	7	2	7
		Total	Mean	76,305		78,938
			Median	79,286		79,286
			N	7	2	7



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Business Manager	Other	Urban	Mean	60,247	6,663	62,246
			Median	86,146	6,663	89,379
			N	10	3	10
		Non-Urban	Mean			
			Median			
			N	1		1
		Total	Mean	61,631	6,663	63,448
			Median	82,914	6,663	89,379
			N	11	3	11
	Total	Urban	Mean	67,509	5,403	69,026
			Median	63,440	3,900	63,440
			N	57	16	57
		Non-Urban	Mean	54,012	5,230	55,008
			Median	50,985	6,003	51,078
			N	21	4	21
Total		Mean	63,875	5,369	65,252	
		Median	61,550	4,837	61,550	
		N	78	20	78	



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Business Manager	USA	=< \$100M	49,944	49,323	14,275	10
		\$101M to \$249M	59,836	55,000	24,070	23
		\$250M to \$499M	70,854	62,100	26,214	15
		\$500M+	69,308	70,600	20,654	12
		Total	62,836	58,726	23,372	60
	Canada	=< \$100M				1
		\$101M to \$249M	63,813	62,143	15,603	3
		\$250M to \$499M	94,185	93,014	15,517	3
		Total	76,305	79,286	21,043	7
	Other	=< \$100M	27,165	13,731	32,528	4
		\$101M to \$249M				1
		\$250M to \$499M	89,379	89,379	0	4
		\$500M+				2
		Total	61,631	82,914	37,839	11
	Total	=< \$100M	44,549	47,000	21,959	15
		\$101M to \$249M	59,052	55,000	23,501	27
		\$250M to \$499M	77,404	79,789	24,067	22
		\$500M+	72,624	74,350	21,125	14
		Total	63,875	61,550	25,585	78



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Business Manager	USA	None	55,733	51,662	18,169	32
		1-2 Reports	61,249	57,150	20,543	16
		3-5 Reports	76,670	67,500	25,873	9
		6-10 Reports				2
		11+ Reports				1
		Total	62,836	58,726	23,372	60
	Canada	None	57,131	60,138	7,016	3
		1-2 Reports	84,162	80,184	7,680	3
		3-5 Reports				1
		Total	76,305	79,286	21,043	7
	Other	None	91,930	89,379	5,705	5
		1-2 Reports	36,382	21,789	33,978	6
		Total	61,631	82,914	37,839	11
	Total	None	60,363	57,626	20,357	40
		1-2 Reports	58,030	57,600	26,807	25
		3-5 Reports	80,028	71,250	26,605	10
		6-10 Reports				2
		11+ Reports				1
		Total	63,875	61,550	25,585	78



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Business Manager	USA	0-5.9 FTEs	47,436	44,000	17,721	13
		6-10.9 FTEs	55,066	54,160	10,466	16
		11-19.9 FTEs	71,546	65,950	26,658	19
		20+ FTEs	76,089	74,350	24,172	12
		Total	62,836	58,726	23,372	60
	Canada	6-10.9 FTEs				2
		11-19.9 FTEs				2
		20+ FTEs	94,185	93,014	15,517	3
		Total	76,305	79,286	21,043	7
	Other	0-5.9 FTEs				1
		6-10.9 FTEs	29,025	13,731	36,214	4
		11-19.9 FTEs				2
		20+ FTEs	89,379	89,379	0	4
		Total	61,631	82,914	37,839	11
	Total	0-5.9 FTEs	51,343	45,500	22,441	14
		6-10.9 FTEs	50,291	52,675	19,333	22
		11-19.9 FTEs	69,735	65,950	26,028	23
		20+ FTEs	81,744	79,286	21,069	19
		Total	63,875	61,550	25,585	78



Key factors in compensation for this position:

The median compensation for this position was higher in Canada and Other Countries than in the U.S.

United States:

The variables statistically significant in predicting the salary for this position in the United States were: number of direct reports, gender and private vs. public institution.

Canada:

The salary for this position increased 27% from 2006. The only variable that showed significance in predicting salary was number of direct reports.

Other Non-U.S./Non-Canadian Countries:

The salary for this position increased 86% from 2006. Given the small number of respondents, the only variable for this position that was statistically significant was years of experience.



Position #7: Patent Manager

(Figures PAT-1 and PAT-2; 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. Patent and Trademark Office for payment of maintenance fees etc.

- **Other possible titles:** Paralegal
- **Possible degrees:** B.S., B.A.
- **Typical years of experience:** 0-10
- **Signatory authority:** None
- **Reports to:** Varies



Figure PAT-1: Mean Salary, 2004–2008

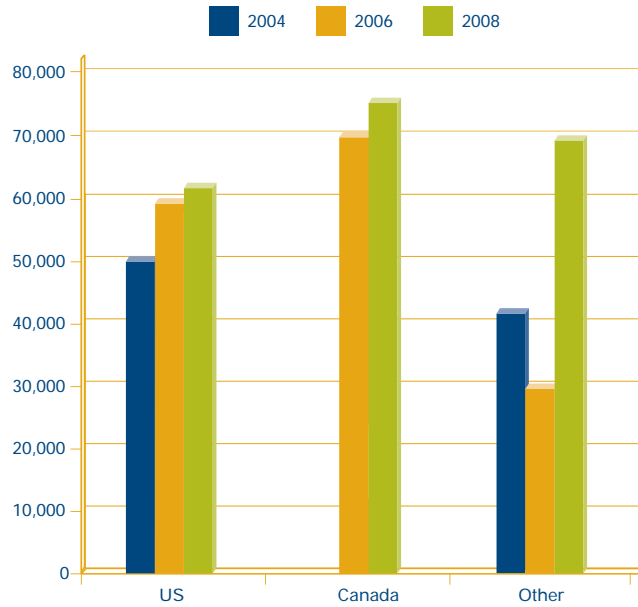


Figure PAT-2: General Salary, 2008

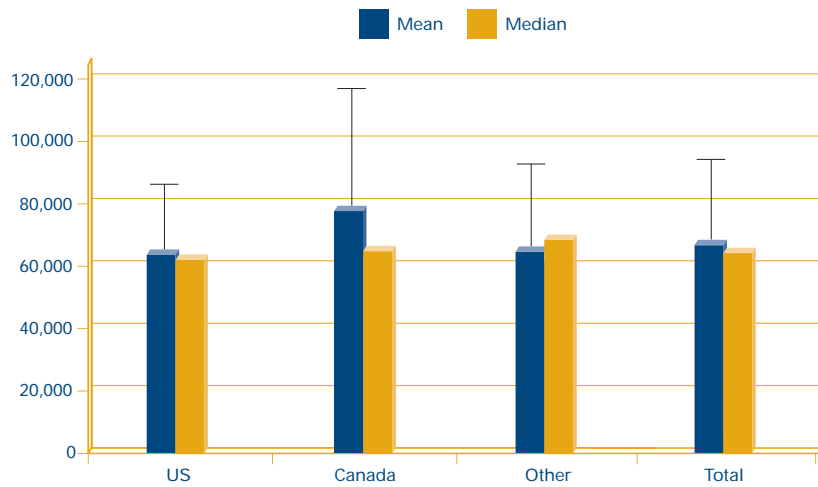




Table PAT-1: General Salary Data for Patent Managers

Position		Control	Mean	Median	Std. Deviation	N
Patent Manager	USA	Private	67,336	65,200	22,228	25
		Public	60,119	55,350	22,863	24
		Total	63,801	61,651	22,601	49
	Canada	Private				1
		Public	78,900	63,329	37,989	9
		Total	76,523	63,237	36,597	10
	Other	Private				1
		Public	63,451	58,960	24,368	3
		Total	67,946	70,197	21,834	4
	Total	Private	67,406	65,200	21,667	27
		Public	65,092	60,423	27,812	36
		Total	66,084	62,374	25,196	63

Table PAT-2: Patent Manager Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N	
Patent Manager	USA	Assoc	47,891	45,000	10,715	9	
		BS/BA	60,224	58,826	20,785	14	
		MS/MA	66,942	70,134	23,762	4	
		MBA				1	
		Law	72,007	76,500	12,523	4	
		PhD				2	
		Other	56,080	62,374	15,275	5	
		Missing	78,078	82,800	28,263	10	
		Total	63,801	61,651	22,601	49	
		Canada	BS/BA	69,472	65,088	9,328	3
			MS/MA				1
			Law				1
	PhD					2	
	Other		68,023	55,127	22,337	3	
	Total		76,523	63,237	36,597	10	
	Other		BS/BA				1
		MS/MA				2	
		Other				1	
		Total	67,946	70,197	21,834	4	
	Total	Assoc	47,891	45,000	10,715	9	
		BS/BA	61,695	62,326	18,802	18	
		MS/MA	64,612	70,000	22,388	7	
		MBA				1	
		Law	70,271	73,000	11,519	5	
		PhD	102,186	88,143	54,576	4	
		Other	62,878	62,374	17,979	9	
		Missing	78,078	82,800	28,263	10	
		Total	66,084	62,374	25,196	63	



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	49,884	45,900	11,787	12
		3-4 years	46,065	42,528	20,719	6
		5-9 years	66,683	62,658	21,015	11
		10+ years	69,958	70,267	18,529	13
		Total	59,952	57,029	19,990	42
	Canada	0-2 years	61,312	62,516	4,328	4
		3-4 years				1
		5-9 years				2
		10+ years	107,781	93,816	60,851	3
		Total	76,523	63,237	36,597	10
	Other	5-9 years	63,451	58,960	24,368	3
		10+ years				1
		Total	67,946	70,197	21,834	4
	Total	0-2 years	52,741	54,563	11,478	16
		3-4 years	50,939	46,000	22,892	7
		5-9 years	65,020	62,516	19,640	16
		10+ years	77,308	73,000	30,650	17
		Total	63,482	61,769	24,186	56



Table PAT-4: Patent Manager Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	21	2	21
	Missing	-	19	-
Mean		57,851		58,308
Percentiles	10	37,411		37,411
	25	43,114		43,114
	50	58,058		58,058
	75	71,634		71,634
	90	78,620		78,620

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	22	1	22
	Missing	-	21	-
Mean		66,467		66,667
Percentiles	10	39,374		39,374
	25	45,000		45,000
	50	59,179		61,379
	75	86,831		86,831
	90	103,154		103,154

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	6	1	6
	Missing	-	5	-
Mean		74,852		75,019
Percentiles	10	43,513		43,513
	25	52,878		52,878
	50	72,600		72,600
	75	96,100		96,350
	90	114,400		115,400



Table PAT-4: Patent Manager Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	10	2	10
	Missing	-	8	-
Mean		76,523		77,777
Percentiles	10	53,323		53,323
	25	55,127		56,926
	50	63,237		63,237
	75	83,592		86,129
	90	166,343		167,357

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	4	2	4
	Missing	-	2	-
Mean		67,946		71,156
Percentiles	10	41,641		48,581
	25	45,970		52,649
	50	70,197		73,145
	75	87,672		87,672
	90	89,752		89,752

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Patent Manager	USA	Private	Mean	67,336		67,720
			Median	65,200		65,200
			Std. Deviation	22,228		22,707
			N	25	2	25
		Public	Mean	60,119		60,344
			Median	55,350		55,350
			Std. Deviation	22,863		23,005
			N	24	2	24
	Total	Mean	63,801	3,750	64,107	
		Median	61,651	2,700	62,351	
		Std. Deviation	22,601	3,821	22,919	
		N	49	4	49	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Patent Manager	Canada	Private	Mean			
			Median			
			Std. Deviation			
			N			1
		Public	Mean	78,900		80,027
			Median	63,329		63,329
			Std. Deviation	37,989		38,632
			N	9	1	9
		Total	Mean	76,523		77,777
			Median	63,237		63,237
			Std. Deviation	36,597		37,111
			N	10	2	10



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Patent Manager	Other	Private	Mean				Patent Manager	Total	Private	Mean	67,406	4,000	67,850
			Median							Median	65,200	2,399	65,200
			Std. Deviation							Std. Deviation	21,667	4,328	22,071
			N			1				N	27	3	27
		Public	Mean	63,451		67,729			Public	Mean	65,092	5,677	65,880
			Median	58,960		64,856				Median	60,423	5,896	62,130
			Std. Deviation	24,368		20,735				Std. Deviation	27,812	3,359	28,040
			N	3	2	3				N	36	5	36
	Total	Mean	67,946		71,156	Total	Mean	66,084	5,048	66,725			
		Median	70,197		73,145		Median	62,374	5,148	63,000			
		Std. Deviation	21,834		18,264		Std. Deviation	25,196	3,543	25,478			
		N	4	2	4		N	63	8	63			



Table PAT-6: Patent Manager Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Patent Manager	USA	Male	Mean	68,190		68,290
			Median	64,014		64,014
			N	10	1	10
		Female	Mean	62,684	4,667	63,052
			Median	58,826	4,400	59,176
			N	38	3	38
		Total	Mean	63,831	3,750	64,143
			Median	59,855	2,700	60,205
			N	48	4	48
	Canada	Male	Mean			
			Median			
			N			1
		Female	Mean	77,793		79,187
			Median	63,145		63,145
			N	9	2	9
Total		Mean	76,523		77,777	
		Median	63,237		63,237	
		N	10	2	10	



Table PAT-6: Patent Manager Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Patent Manager	Other	Male	Mean	76,715		78,680
			Median	81,434		81,434
			N	3	1	3
		Female	Mean			
			Median			
			N			1
		Total	Mean	67,946		71,156
			Median	70,197		73,145
			N	4	2	4
	Total	Male	Mean	69,796		70,288
			Median	67,529		67,529
			N	14	2	14
		Female	Mean	65,078	5,581	65,776
			Median	61,769	5,670	62,119
			N	48	6	48
Total		Mean	66,143	5,048	66,795	
		Median	62,272	5,148	63,073	
		N	62	8	62	



Table PAT-7: Patent Manager Salaries by Percentiles

		USA					Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08			Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	49	4	49	N	Valid	10	2	10
	Missing	-	45	-		Missing	-	8	-
Mean		63,801	3,750	64,107	Mean		76,523		77,777
Percentiles	10	39,056	700	39,056	Percentiles	10	53,323		53,323
	25	45,000	775	45,000		25	55,127		56,926
	50	61,651	2,700	62,351		50	63,237		63,237
	75	77,800	7,775	77,800		75	83,592		86,129
	90	100,170	8,900	101,400		90	166,343		167,357

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	4	2	4
	Missing	-	2	-
Mean		67,946		71,156
Percentiles	10	41,641		48,581
	25	45,970		52,649
	50	70,197		73,145
	75	87,672		87,672
	90	89,752		89,752



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Patent Manager	USA	Urban	Mean	65,403	3,750	65,819
			Median	59,855	2,700	60,205
			N	36	4	36
		Non-Urban	Mean	59,365		59,365
			Median	62,374		62,374
			N	13		13
		Total	Mean	63,801	3,750	64,107
			Median	61,651	2,700	62,351
			N	49	4	49
	Canada	Urban	Mean	76,523		77,777
			Median	63,237		63,237
			N	10	2	10
		Total	Mean	76,523		77,777
			Median	63,237		63,237
			N	10	2	10



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Patent Manager	Other	Urban	Mean	60,678		64,957
			Median	58,960		64,856
			N	3	2	3
		Non-Urban	Mean			
			Median			
			N	1		1
		Total	Mean	67,946		71,156
			Median	70,197		73,145
			N	4	2	4
	Total	Urban	Mean	67,383	5,048	68,207
			Median	61,886	5,148	63,000
			N	49	8	49
		Non-Urban	Mean	61,536		61,536
			Median	63,787		63,787
			N	14		14
		Total	Mean	66,084	5,048	66,725
			Median	62,374	5,148	63,000
			N	63	8	63



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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N	
Patent Manager	USA	=< \$100M	69,110	55,650	25,255	15	
		\$101M to \$249M	54,741	61,651	19,857	15	
		\$250M to \$499M	65,329	69,970	20,655	9	
		\$500M+	68,053	64,100	23,095	10	
		Total	63,801	61,651	22,601	49	
	Canada	=< \$100M					2
		\$101M to \$249M	86,934	60,107	58,545	4	
		\$250M to \$499M	68,539	62,608	17,226	4	
		Total	76,523	63,237	36,597	10	
	Other	=< \$100M					1
		\$101M to \$249M					2
		\$250M to \$499M					1
		Total	67,946	70,197	21,834	4	
	Total	=< \$100M	68,830	58,509	23,249	18	
		\$101M to \$249M	61,916	61,651	31,831	21	
		\$250M to \$499M	67,397	66,649	18,696	14	
		\$500M+	68,053	64,100	23,095	10	
		Total	66,084	62,374	25,196	63	



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Patent Manager	USA	None	55,879	55,000	17,681	27
		1-2 Reports	72,933	73,050	23,644	16
		3-5 Reports	98,532	100,170	16,747	3
		Total	64,592	62,013	22,946	46
	Canada	None	63,426	62,516	9,207	6
		1-2 Reports	70,089	63,329	21,172	3
		3-5 Reports				1
		Total	76,523	63,237	36,597	10
	Other	None				1
		1-2 Reports	63,451	58,960	24,368	3
		Total	67,946	70,197	21,834	4
	Total	None	57,962	55,518	16,877	34
		1-2 Reports	71,252	69,100	22,574	22
3-5 Reports		117,499	107,285	40,324	4	
Total		66,804	62,516	25,496	60	



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Patent Manager	USA	0-5.9 FTEs	48,035	46,400	17,340	8
		6-10.9 FTEs	58,930	59,855	15,172	10
		11-19.9 FTEs	57,958	50,500	21,049	12
		20+ FTEs	76,693	73,000	23,184	19
		Total	63,801	61,651	22,601	49
	Canada	6-10.9 FTEs				1
		11-19.9 FTEs	86,934	60,107	58,545	4
		20+ FTEs	67,461	63,145	15,112	5
		Total	76,523	63,237	36,597	10
	Other	0-5.9 FTEs				1
		6-10.9 FTEs				1
		11-19.9 FTEs				1
		20+ FTEs				1
		Total	67,946	70,197	21,834	4
	Total	0-5.9 FTEs	49,249	46,800	16,624	9
		6-10.9 FTEs	63,269	62,013	17,182	12
		11-19.9 FTEs	63,816	55,127	33,725	17
		20+ FTEs	75,036	70,000	21,378	25
		Total	66,084	62,374	25,196	63



United States:

The median salary for patent managers increased more than 17% from the 2006 survey, to over \$63,000. The majority of the patent managers have a BS/BA. The factors cited as major influencers of salary were number of reports and years in technology transfer.

Canada:

The median salary for patent managers increased slightly from the 2006 survey to more than \$63,000. The largest influence on salary was the number of direct reports.

Other Non-U.S./Non-Canadian Countries:

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



Position #8: Administrative Assistant
(Figures AA-1 and AA-2; 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.
- **Typical years of experience:** 0-10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** None



Figure AA-1: Mean Salary, 2004–2008

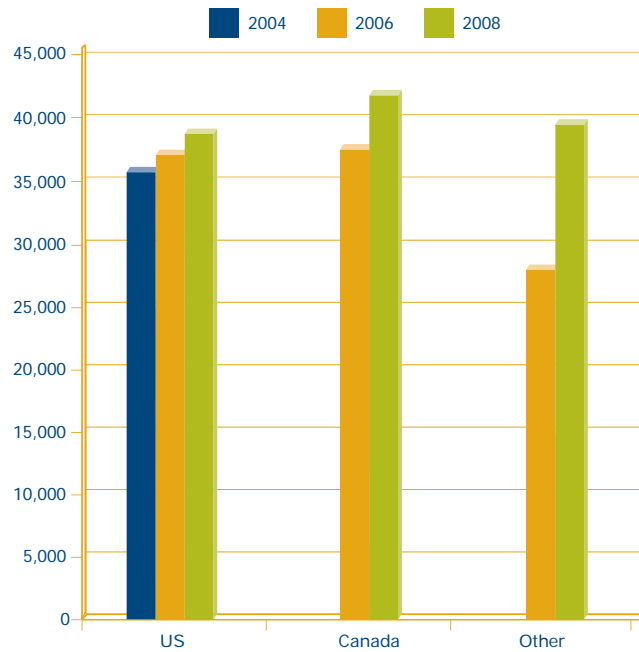


Figure AA-2: General Salary, 2008

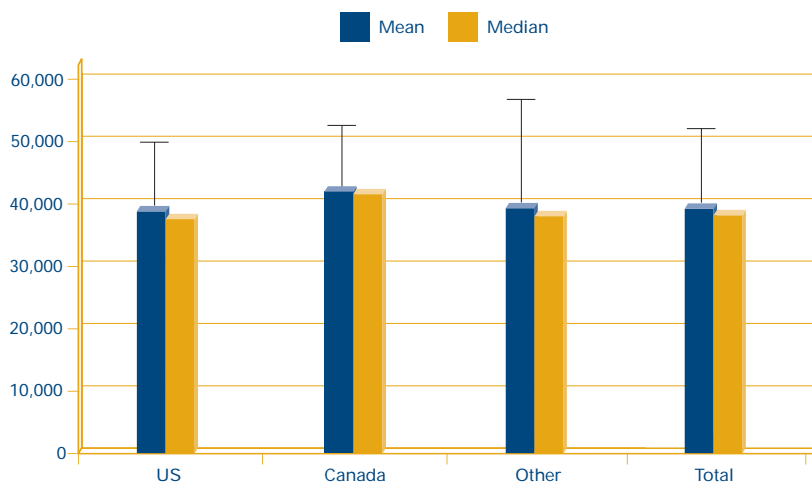




Table AA-1: General Salary Data for Administrative Assistant

Position		Control	Mean	Median	Std. Deviation	N
Administrative Assistant	USA	Private	40,556	39,707	9,914	63
		Public	37,065	36,000	10,843	67
		Total	38,756	37,251	10,510	130
	Canada	Private	38,145	42,097	16,872	5
		Public	43,368	40,092	8,832	25
		Total	42,497	41,021	10,379	30
	Other	Private	50,270	52,023	11,812	4
		Public	34,941	33,271	16,552	12
		Total	38,773	38,280	16,608	16
	Total	Private	40,928	39,861	10,646	72
		Public	38,335	36,952	11,459	104
		Total	39,396	38,154	11,176	176

Table AA-2: Administrative Assistant Salaries by Highest Degree

Position		Highest Degree	Mean	Median	Std. Deviation	N	
Administrative Assistant	USA	Assoc	37,423	36,386	10,805	32	
		BS/BA	39,623	38,360	8,634	48	
		MS/MA	41,942	41,870	6,049	5	
		MBA				1	
		Law				2	
		Other	37,181	35,500	10,858	36	
		Missing	37,792	43,286	16,338	6	
		Total	38,756	37,251	10,510	130	
		Canada	BS/BA	43,031	39,985	9,509	7
			Other	42,335	41,949	10,827	23
	Total		42,497	41,021	10,379	30	
	Other	Assoc				1	
		BS/BA	38,572	36,250	12,157	6	
		Other	32,229	29,793	19,078	7	
		Missing				2	
		Total	38,773	38,280	16,608	16	
	Total	Assoc	37,613	36,771	10,691	33	
		BS/BA	39,911	38,220	9,007	61	
		MS/MA	41,942	41,870	6,049	5	
		MBA				1	
		Law				2	
		Other	38,452	37,493	12,131	66	
		Missing	43,299	47,148	17,184	8	
		Total	39,396	38,154	11,176	176	



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	37,268	36,000	11,294	58
		3-4 years	38,725	36,632	10,909	27
		5-9 years	41,771	41,194	7,993	
		10+ years	42,763	40,200	9,009	9
		Total	38,937	37,000	10,529	118
	Canada	0-2 years	40,325	39,090	12,528	15
		3-4 years	47,340	51,323	8,120	7
		5-9 years	39,274	36,952	5,957	4
		10+ years	43,389	45,104	5,774	3
		Total	42,190	40,092	10,424	29
	Other	0-2 years	41,074	43,689	16,709	7
		3-4 years	34,370	35,752	27,981	3
		5-9 years	41,233	45,683	18,592	3
		10+ years				1
		Total	38,843	39,720	17,828	14
	Total	0-2 years	38,175	36,326	11,970	80
		3-4 years	40,002	38,000	12,440	37
		5-9 years	41,397	39,707	8,734	31
		10+ years	41,885	40,200	8,581	13
		Total	39,515	38,000	11,291	161



Table AA-4: Administrative Assistant Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	59	10	59
	Missing	-	49	-
Mean		40,683	1,768	40,982
Percentiles	10	30,000	255	30,000
	25	34,000	750	34,750
	50	38,500	1,750	39,000
	75	46,066	2,265	47,200
	90	53,000	4,688	55,000

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	59	2	59
	Missing	-	57	-
Mean		37,790		37,849
Percentiles	10	26,780		26,780
	25	30,000		30,000
	50	36,000		36,000
	75	45,000		45,000
	90	50,400		50,400

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	12	-	12
	Missing	-	12	-
Mean		34,037		34,037
Percentiles	10	16,000		16,000
	25	21,980		21,980
	50	37,990		37,990
	75	43,750		43,750
	90	46,400		46,400



Table AA-4: Administrative Assistant Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	30	3	30
	Missing	-	27	-
Mean		42,497	3,295	42,827
Percentiles	10	31,172	2,359	31,172
	25	36,136	2,359	36,780
	50	41,021	2,965	41,021
	75	51,582	4,560	51,582
	90	55,127	4,560	56,525

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	16	5	16
	Missing	-	11	-
Mean		38,773	1,896	39,366
Percentiles	10	13,463	1,474	13,463
	25	28,374	1,474	29,558
	50	38,280	1,531	39,812
	75	55,299	2,501	55,299
	90	61,387	3,470	61,387

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Admin. Assistant	US	Private	Mean	40,556	1,942	40,833
			Median	39,707	2,000	39,721
			Std. Deviation	9,914	1,313	10,112
			N	63	9	63
		Public	Mean	37,065	1,233	37,120
			Median	36,000	1,500	36,000
			Std. Deviation	10,843	929	10,846
			N	67	3	67
	Total	Mean	38,756	1,765	38,919	
		Median	37,251	1,750	38,000	
		Std. Deviation	10,510	1,230	10,621	
		N	130	12	130	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Admin. Assistant	Canada	Private	Mean	38,145	3,295	40,122
			Median	42,097	2,965	44,456
			Std. Deviation	16,872	1,137	17,863
			N	5	3	5
		Public	Mean	43,368		43,368
			Median	40,092		40,092
			Std. Deviation	8,832		8,832
			N	25		25
	Total	Mean	42,497	3,295	42,827	
		Median	41,021	2,965	41,021	
		Std. Deviation	10,379	1,137	10,492	
		N	30	3	30	



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Admin. Assistant	Other	Private	Mean	50,270		50,270
			Median	52,023		52,023
			Std. Deviation	11,812		11,812
			N	4		4
		Public	Mean	34,941	1,896	35,731
			Median	33,271	1,531	34,617
			Std. Deviation	16,552	880	16,274
			N	12	5	12
	Total	Mean	38,773	1,896	39,366	
		Median	38,280	1,531	39,812	
		Std. Deviation	16,608	880	16,260	
		N	16	5	16	

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Admin. Assistant	Total	Private	Mean	40,928	2,280	41,308
			Median	39,861	2,165	40,000
			Std. Deviation	10,646	1,365	10,862
			N	72	12	72
		Public	Mean	38,335	1,648	38,461
			Median	36,952	1,516	36,976
			Std. Deviation	11,459	898	11,389
			N	104	8	104
	Total	Mean	39,396	2,027	39,626	
		Median	38,154	1,766	38,718	
		Std. Deviation	11,176	1,216	11,233	
		N	176	20	176	



Table AA-6: Administrative Assistant Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Administrative Assistant	USA	Male	Mean	32,388		32,388
			Median	34,117		34,117
			N	7		7
		Female	Mean	38,936	2,103	39,100
			Median	38,220	2,000	38,804
			N	115	9	115
		Total	Mean	38,560	2,103	38,715
			Median	37,000	2,000	37,500
			N	122	9	122
	Canada	Male	Mean			
			Median			
			N			1
		Female	Mean	43,994	3,295	44,347
			Median	42,023	2,965	43,203
			N	28	3	28
		Total	Mean	42,857	3,295	43,198
			Median	41,949	2,965	41,949
			N	29	3	29



Table AA-6: Administrative Assistant Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Administrative Assistant	Other	Female	Mean	38,773	1,896	39,366
			Median	38,280	1,531	39,812
			N	16	5	16
		Total	Mean	38,773	1,896	39,366
			Median	38,280	1,531	39,812
			N	16	5	16
	Total	Male	Mean	29,718		29,718
			Median	33,439		33,439
			N	8		8
		Female	Mean	39,810	2,252	40,051
			Median	39,000	2,000	39,002
			N	159	17	159
		Total	Mean	39,327	2,252	39,556
			Median	38,220	2,000	38,804
			N	167	17	167



Table AA-7: Administrative Assistant Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	130	12	130
	Missing	-	118	-
Mean		38,756	1,765	38,919
Percentiles	10	26,802	365	26,802
	25	32,000	750	32,150
	50	37,251	1,750	38,000
	75	45,142	2,183	45,602
	90	52,941	4,193	53,000

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	30	3	30
	Missing	-	27	-
Mean		42,497	3,295	42,827
Percentiles	10	31,172	2,359	31,172
	25	36,136	2,359	36,780
	50	41,021	2,965	41,021
	75	51,582	4,560	51,582
	90	55,127	4,560	56,525

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	16	5	16
	Missing	-	11	-
Mean		38,773	1,896	39,366
Percentiles	10	13,463	1,474	13,463
	25	28,374	1,474	29,558
	50	38,280	1,531	39,812
	75	55,299	2,501	55,299
	90	61,387	3,470	61,387



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Administrative Assistant	USA	Urban	Mean	39,132	1,294	39,249
			Median	38,000	1,500	38,804
			N	99	9	99
		Non-Urban	Mean	37,558	3,175	37,866
			Median	35,000	2,460	35,000
			N	31	3	31
		Total	Mean	38,756	1,765	38,919
			Median	37,251	1,750	38,000
			N	130	12	130
	Canada	Urban	Mean	42,497	3,295	42,827
			Median	41,021	2,965	41,021
			N	30	3	30
		Total	Mean	42,497	3,295	42,827
			Median	41,021	2,965	41,021
			N	30	3	30



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Administrative Assistant	Other	Urban	Mean	38,773	1,896	39,366	
			Median	38,280	1,531	39,812	
			N	16	5	16	
		Total	Mean	38,773	1,896	39,366	
			Median	38,280	1,531	39,812	
			N	16	5	16	
		Total	Urban	Mean	39,788	1,824	40,002
				Median	39,000	1,531	39,000
				N	145	17	145
	Non-Urban		Mean	37,558	3,175	37,866	
			Median	35,000	2,460	35,000	
			N	31	3	31	
	Total		Mean	39,396	2,027	39,626	
			Median	38,154	1,766	38,718	
			N	176	20	176	

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

Position		Research Expenditures in US\$	Mean	Median	Std. Deviation	N
Administrative Assistant	USA	=< \$100M	37,484	36,000	9,594	32
		\$101M to \$249M	36,516	37,137	9,208	44
		\$250M to \$499M	41,173	36,194	11,991	30
		\$500M+	41,540	43,500	11,318	24
		Total	38,756	37,251	10,510	130
	Canada	=< \$100M	40,124	45,104	13,213	9
		\$101M to \$249M	38,950	38,088	9,349	5
		\$250M to \$499M	44,941	42,023	8,827	16
		Total	42,497	41,021	10,379	30
	Other	=< \$100M	30,465	29,793	12,392	7
		\$101M to \$249M				1
		\$250M to \$499M				2
		\$500M+	60,426	61,281	1,795	3
		Total	38,214	36,749	16,311	13
	Total	=< \$100M	36,955	36,375	10,882	48
		\$101M to \$249M	36,446	37,137	9,336	50
		\$250M to \$499M	42,410	39,102	10,859	48
		\$500M+	43,638	45,000	12,253	27
		Total	39,364	38,088	11,030	173



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

Position		N of Reports	Mean	Median	Std. Deviation	N
Administrative Assistant	USA	None	38,427	37,000	10,026	108
		1-2 Reports	41,050	41,870	11,506	15
		3-5 Reports				2
		Total	38,971	37,502	10,281	125
	Canada	None	42,688	41,949	10,509	29
		1-2 Reports				1
		Total	42,497	41,021	10,379	30
	Other	None	43,099	39,812	14,517	9
		1-2 Reports				2
		3-5 Reports				1
		Total	37,592	36,250	16,874	12
	Total	None	39,561	38,154	10,528	146
		1-2 Reports	38,217	35,976	13,520	18
		3-5 Reports	44,523	49,800	14,612	3
		Total	39,505	38,088	10,897	167

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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Administrative Assistant	USA	0-5.9 FTEs	36,364	36,000	10,578	38
		6-10.9 FTEs	37,852	36,388	8,866	25
		11-19.9 FTEs	37,990	34,476	13,157	32
		20+ FTEs	42,701	43,000	7,774	35
		Total	38,756	37,251	10,510	130
	Canada	0-5.9 FTEs	36,283	40,092	16,445	5
		6-10.9 FTEs	41,553	45,104	9,386	5
		11-19.9 FTEs	43,868	39,090	9,157	3
		20+ FTEs	44,361	41,949	8,875	17
		Total	42,497	41,021	10,379	30
	Other	0-5.9 FTEs	41,769	36,741	15,124	6
		6-10.9 FTEs	35,980	38,280	23,013	4
		11-19.9 FTEs	36,101	35,215	20,284	4
		20+ FTEs				2
		Total	38,773	38,280	16,608	16
	Total	0-5.9 FTEs	37,017	36,000	11,654	49
		6-10.9 FTEs	38,176	36,691	10,880	34
		11-19.9 FTEs	38,249	36,000	13,459	39
		20+ FTEs	43,150	42,078	8,019	54
		Total	39,396	38,154	11,176	176

Key factors in compensation for this position:

We saw a decline of more than 8% in the overall number of respondents reporting (with declines in U.S. respondents at more than 17%). Despite this downturn in the number of respondents, Canada posted a large increase in positions as well as a healthy increase of almost 20% in the median salary. Overall the total increase of the median salary was about 6% for all respondents. Main factors for consideration were years of experience, gender and research expenditures.

Position #9: Director of Startups**(Figures SU-1 and SU-2; 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 which represent potential start-up opportunities referred to them by these individuals. The Director of Startups will evaluate start-up 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 start-up 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 start-up company and may represent the institution as an observer on the Board of Directors of the start-up. 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.
- **Typical years of experience:** 0-4
- **Reports to:** Director or elsewhere within the institution



Figure SU-1: Mean Salary, 2004–2008

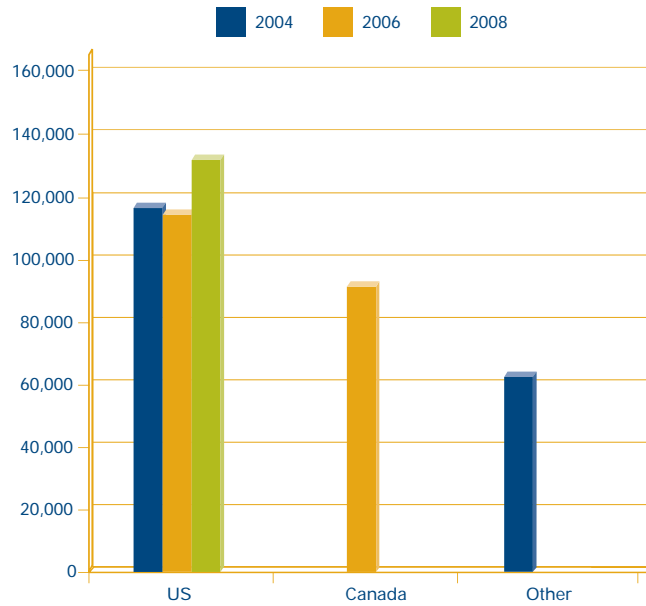


Figure SU-2: General Salary, 2008

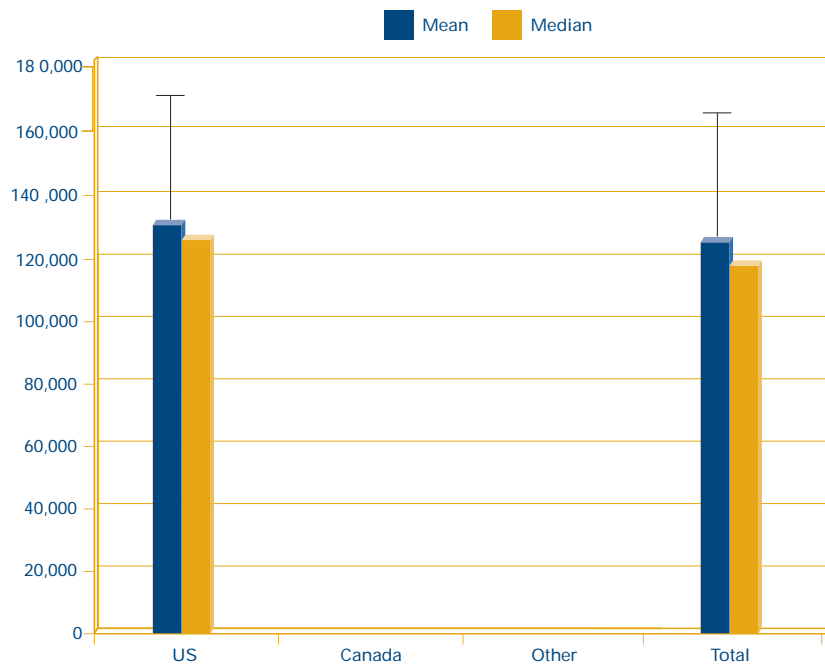




Table SU-1: General Salary Data for Director of Startups

Position		Control	Mean	Median	Std. Deviation	N	
Director of Startups	USA	Private	151,776	155,000	33,242	11	
		Public	109,435	107,100	28,767	10	
		Total	131,614	125,000	37,343	21	
	Canada	Public				2	
		Total				2	
	Other	Private				1	
		Public				1	
		Total				2	
	Total	Private		146,577	152,150	36,456	12
		Public		106,249	100,000	27,079	13
		Total		125,606	115,000	37,398	25

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

Position		Highest Degree	Mean	Median	Std. Deviation	N	
Director of Startups	USA	BS/BA	106,847	102,222	32,895	4	
		MS/MA				2	
		MBA	131,492	120,000	37,395	8	
		Law				2	
		MD				1	
		PhD	159,667	160,000	4,509	3	
		Other				1	
		Total	131,614	125,000	37,343	21	
		Canada	MBA				1
			PhD				1
	Total					2	
	Other	BS/BA				1	
		MBA				1	
		Total				2	
	Total	BS/BA	102,162	90,000	30,353	5	
		MS/MA				2	
		MBA	122,451	107,500	38,119	10	
		Law				2	
		MD				1	
		PhD	149,819	157,500	20,036	4	
		Other				1	
		Total	125,606	115,000	37,398	25	

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	101,215	75,000	46,584	3
		3-4 years				2
		5-9 years	125,550	125,000	29,697	6
		10+ years	151,883	160,000	37,299	9
		Total	132,445	132,500	38,113	20
	Canada	0-2 years				1
		10+ years				1
		Total				2
	Other	5-9 years				1
		10+ years				1
		Total				2
	Total	0-2 years	96,709	79,096	39,089	4
		3-4 years				2
		5-9 years	119,531	110,000	31,441	7
		10+ years	143,328	143,240	39,026	11
Total		126,048	117,360	38,136	24	



Table SU-4: Director of Startups Salaries by Region

		US-EAST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	14	4	14
	Missing	-	10	-
Mean		134,595	6,309	136,397
Percentiles	10	74,323	2,000	74,323
	25	99,175	2,625	101,274
	50	134,120	4,750	137,150
	75	167,000	11,552	167,875
	90	198,500	13,736	198,500

		US-CENTRAL		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	6	1	6
	Missing	-	5	-
Mean		123,261		125,594
Percentiles	10	90,000		90,000
	25	97,500		97,500
	50	114,600		121,600
	75	157,591		157,591
	90	165,365		165,365

		US-WEST		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	1	0	1
	Missing		1	
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

We received too few responses for Directors of Startups in US-WEST to report.



Table SU-4: Director of Startups Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

We received too few responses for Directors of Startups in CANADA to report.

		OTHER		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

We received too few responses for Directors of Startups in these countries to report.



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

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	USA	Private	Mean	151,776	6,745	153,616
			Median	155,000	4,500	156,976
			Std. Deviation	33,242	6,182	33,410
			N	11	3	11
		Public	Mean	109,435		111,335
			Median	107,100		108,071
			Std. Deviation	28,767		29,134
			N	10	2	10
		Total	Mean	131,614	7,847	133,482
			Median	125,000	5,000	128,200
			Std. Deviation	37,343	5,613	37,527
			N	21	5	21

Position		Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	Canada	Public	Mean			
			Median			
			Std. Deviation			
			N	2		2
		Total	Mean			
			Median			
			Std. Deviation			
			N	2		2

We received too few responses for Directors of Startups in Canada to report.



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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	Other	Private	Mean		
			Median		
			Std. Deviation		
			N		1
		Public	Mean		
			Median		
			Std. Deviation		
			N		1
	Total	Mean			
		Median			
		Std. Deviation			
		N	2	2	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
Director of Startups	Total	Private	Mean	146,577	6,745	148,263
			Median	152,150	4,500	155,988
			Std. Deviation	36,456	6,182	36,860
			N	12	3	12
		Public	Mean	106,249		107,711
			Median	100,000		101,698
			Std. Deviation	27,079		27,567
			N	13	2	13
		Total	Mean	125,606	7,847	127,176
			Median	115,000	5,000	120,277
			Std. Deviation	37,398	5,613	37,819
			N	25	5	25

We received too few responses for Directors of Startups in these to report.



Table SU-6: Director of Startups Salaries by Gender

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	USA	Male	Mean	136,277	6,745	137,402
			Median	141,620	4,500	144,650
			N	18	3	18
		Female	Mean			
			Median			
			N	2	1	2
		Total	Mean	132,485	6,309	133,746
			Median	132,500	4,750	132,500
			N	20	4	20
	Canada	Male	Mean			
			Median			
			N			1
		Female	Mean			
			Median			
			N			1
Total		Mean				
		Median				
		N	2		2	

We received too few responses for Female/Male Directors of Startups in Canada to report.



Table SU-6: Director of Startups Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	Other	Male	Mean			
			Median			
			N	2		2
		Total	Mean			
			Median			
			N	2		2
	Total	Male	Mean	130,765	6,745	131,729
			Median	125,000	4,500	125,000
			N	21	3	21
		Female	Mean	93,296		94,963
			Median	96,698		100,000
			N	3	1	3
		Total	Mean	126,082	6,309	127,133
			Median	117,638	4,750	117,638
			N	24	4	24

We received too few responses for Female/Male Directors of Startups in these to report.



Table SU-7: Director of Startups Salaries by Percentiles

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	21	5	21
	Missing	-	16	-
Mean		131,614	7,847	133,482
Percentiles	10	78,000	2,000	78,000
	25	100,000	3,250	100,849
	50	125,000	5,000	128,200
	75	162,000	13,868	164,250
	90	192,000	14,000	192,400

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

We received too few responses for Directors of Startups in Canada to report.

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

We received too few responses for Directors of Startups in these countries to report.



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	USA	Urban	Mean	136,951	6,375	138,544
			Median	144,650	4,750	144,650
			N	16	4	16
		Non-Urban	Mean	114,537		117,284
			Median	114,444		114,444
			N	5	1	5
		Total	Mean	131,614	7,847	133,482
			Median	125,000	5,000	128,200
			N	21	5	21
	Canada	Urban	Mean			
			Median			
			N	2		2
		Total	Mean			
			Median			
			N	2		2



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
Director of Startups	Other	Urban	Mean			
			Median			
			N	1		1
		Non-Urban	Mean			
			Median			
			N	1		1
		Total	Mean			
			Median			
			N	2		2
	Total	Urban	Mean	130,740	6,375	132,082
			Median	120,277	4,750	128,200
			N	19	4	19
		Non-Urban	Mean	109,351		111,640
			Median	107,222		107,222
			N	6	1	6
		Total	Mean	125,606	7,847	127,176
			Median	115,000	5,000	120,277
			N	25	5	25

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	=< \$100M	111,341	102,500	39,615	4
		\$101M to \$249M	116,475	107,100	26,782	4
		\$250M to \$499M	133,698	134,120	42,679	6
		\$500M+	150,063	160,000	34,040	7
		Total	131,614	125,000	37,343	21
	Canada	\$101M to \$249M				1
		\$250M to \$499M				1
		Total				2
	Other	=< \$100M				1
		\$250M to \$499M				1
		Total				2
	Total	=< \$100M	105,757	90,000	36,509	5
		\$101M to \$249M	109,818	100,000	27,560	5
		\$250M to \$499M	126,480	122,638	39,343	8
		\$500M+	150,063	160,000	34,040	7
		Total	125,606	115,000	37,398	25

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	None	121,458	120,000	34,192	10
		1-2 Reports	140,718	131,872	38,384	6
		3-5 Reports	151,250	159,500	44,463	4
		Total	133,195	132,500	37,585	20
	Canada	None				2
		Total				2
	Other	None				2
		Total				2
	Total	None	113,632	112,500	32,351	14
		1-2 Reports	140,718	131,872	38,384	6
		3-5 Reports	151,250	159,500	44,463	4
		Total	126,673	117,638	37,812	24

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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
Director of Startups	USA	0-5.9 FTEs				1
		6-10.9 FTEs	114,702	112,100	30,322	6
		11-19.9 FTEs	140,780	141,620	35,616	6
		20+ FTEs	142,625	157,500	41,452	8
		Total	131,614	125,000	37,343	21
	Canada	11-19.9 FTEs				1
		20+ FTEs				1
		Total				2
	Other	11-19.9 FTEs				1
		20+ FTEs				1
		Total				2
	Total	0-5.9 FTEs				1
		6-10.9 FTEs	114,702	112,100	30,322	6
		11-19.9 FTEs	126,412	127,222	40,174	8
		20+ FTEs	135,066	137,638	40,539	10
Total		125,606	115,000	37,398	25	

Key factors in compensation for this position:

United States:

The median salary for Directors of Startups increased more than 16% from the 2006 survey, to over \$131,000. Most Directors of Startups in the survey have a graduate degree. Major influencers of salary included being at a private institution and years in technology transfer.

Canada:

We received too few responses for Directors of Startups in Canada to report.

Other Non-U.S./Non-Canadian Countries:

We received too few responses for Directors of Startups in these countries to report.

Position #10: In-house Counsel**(Figures IC-1 and IC-2; 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.
- **Typical 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



Figure IC-1: Mean Salary, 2004–2008

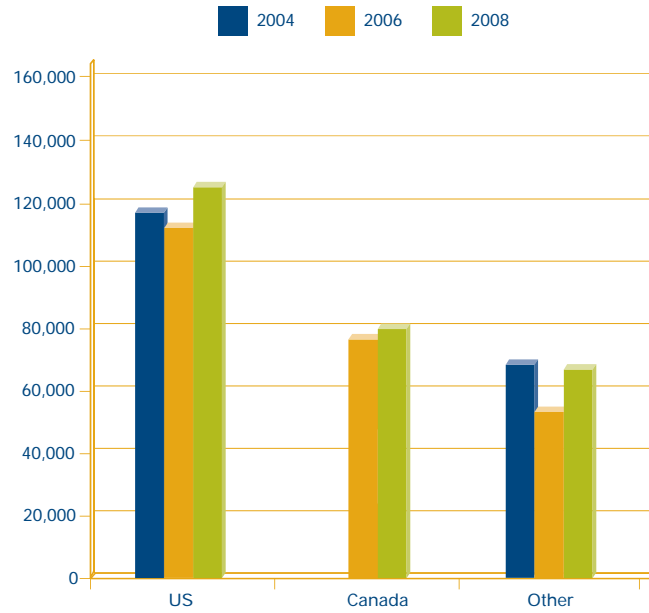


Figure IC-2: General Salary, 2008

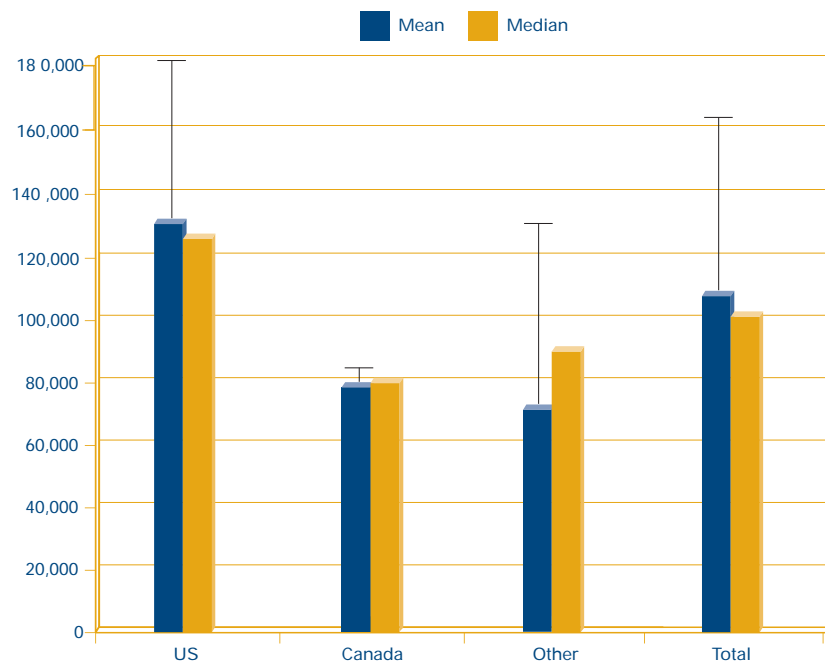




Table IC-1: General Salary Data for In-house Counsel

Position		Control	Mean	Median	Std. Deviation	N
In-house Counsel	USA	Private	148,022	145,000	59,266	9
		Public	116,141	117,500	36,528	12
		Total	129,805	125,000	48,992	21
	Canada	Public	79,316	78,448	8,286	4
		Total	79,316	78,448	8,286	4
	Other	Private	51,627	60,012	33,570	1
		Public	65,195	83,341	61,128	7
		Total	69,813	91,339	58,081	8
	Total	Private	143,434	127,500	57,730	10
		Public	94,232	99,338	47,604	23
		Total	109,141	100,000	54,978	33

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

Position		Highest Degree	Mean	Median	Std. Deviation	N
In-house Counsel	USA	MS/MA				1
		Law	128,205	125,000	49,128	19
		Missing				1
		Total	129,805	125,000	48,992	21
		Canada	Law	75,686	77,437	4,890
	PhD					1
	Total		79,316	78,448	8,286	4
	Other	BS/BA				2
		Law				2
		Other	2,615	2,615	0	3
		Missing				1
		Total	69,813	91,339	58,081	8
	Total	BS/BA				2
		MS/MA				1
		Law	118,568	105,000	47,724	24
		PhD				1
		Other	2,615	2,615	0	3
		Missing				2
		Total	109,141	100,000	54,978	33



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				1
		3-4 years	83,261	92,000	18,152	5
		5-9 years	132,307	120,000	54,444	4
		10+ years	143,624	150,000	19,263	7
		Total	120,641	110,000	38,803	17
	Canada	0-2 years				1
		3-4 years				1
		5-9 years				2
		Total	79,316	78,448	8,286	4
	Other	0-2 years				1
		3-4 years	35,789	2,615	57,458	3
		5-9 years				2
		10+ years				1
		Total	60,646	83,341	56,137	7
	Total	0-2 years	84,501	83,341	14,953	3
		3-4 years	66,790	77,437	39,169	9
		5-9 years	116,262	104,669	42,233	8
		10+ years	125,998	147,500	52,948	8
		Total	99,739	99,669	48,304	28

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

		US-EAST		
		Salary in US\$ at 1/1/08	Bonus in US\$ at 1/1/08	Salary + Bonus in US\$ at 1/1/08
N	Valid	13	4	13
	Missing	-	9	-
Mean		140,967	16,125	145,928
Percentiles	10	75,800	3,000	75,800
	25	98,500	4,750	100,000
	50	145,000	10,000	145,000
	75	181,157	33,625	186,157
	90	218,280	41,500	239,820

		US-CENTRAL		
		Salary in US\$ at 1/1/08	Bonus in US\$ at 1/1/08	Salary + Bonus in US\$ at 1/1/08
N	Valid	6	-	6
	Missing	-	6	-
Mean		112,222		112,222
Percentiles	10	62,303		62,303
	25	76,345		76,345
	50	105,000		105,000
	75	145,000		145,000
	90	190,000		190,000

		US-WEST		
		Salary in US\$ at 1/1/08	Bonus in US\$ at 1/1/08	Salary + Bonus in US\$ at 1/1/08
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			



Table IC-4: In-house Counsel Salaries by Region (cont.)

		CANADA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	4	-	4
	Missing	-	4	-
Mean		79,316		79,316
Percentiles	10	70,161		70,161
	25	71,980		71,980
	50	78,448		78,448
	75	87,520		87,520
	90	90,207		90,207

		NON-US		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	8	2	8
	Missing	-	6	-
Mean		69,813		73,450
Percentiles	10	2,615		2,615
	25	2,615		2,615
	50	91,339		91,339
	75	124,430		131,188
	90	133,982		154,070

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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
In-house Counsel	USA	Private	Mean	148,022		152,967
			Median	145,000		145,000
			Std. Deviation	59,266		65,479
			N	9	2	9
		Public	Mean	116,141		117,808
			Median	117,500		117,500
			Std. Deviation	36,528		38,736
			N	12	2	12
	Total	Mean	129,805	16,125	132,876	
		Median	125,000	10,000	125,000	
		Std. Deviation	48,992	17,236	53,462	
		N	21	4	21	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
In-house Counsel	Canada	Public	Mean	79,316		79,316
			Median	78,448		78,448
			Std. Deviation	8,286		8,286
			N	4		4
	Total	Mean	79,316		79,316	
		Median	78,448		78,448	
		Std. Deviation	8,286		8,286	
		N	4		4	



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

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
In-house Counsel	Other	Public	Mean			
			Median			
			Std. Deviation			
			N		1	
		Other	Mean	65,195		69,352
			Median	83,341		83,341
			Std. Deviation	61,128		66,769
			N	7	2	7
	Total	Mean	69,813		73,450	
		Median	91,339		91,339	
		Std. Deviation	58,081		62,893	
		N	8	2	8	

Position	Control		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08	
In-house Counsel	Total	Private	Mean	143,434		147,884
			Median	127,500		127,500
			Std. Deviation	57,730		63,792
			N	10	2	10
		Public	Mean	94,232	12,275	96,366
			Median	99,338	10,000	99,338
			Std. Deviation	47,604	6,783	50,113
			N	23	4	23
		Total	Mean	109,141	15,600	111,978
			Median	100,000	10,000	100,000
			Std. Deviation	54,978	14,225	58,729
			N	33	6	33



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

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
In-house Counsel	USA	Male	Mean	151,351	16,125	156,313
			Median	153,053	10,000	160,000
			N	13	4	13
		Female	Mean	90,476		90,476
			Median	81,026		81,026
			N	7		7
		Total	Mean	130,045	16,125	133,270
			Median	120,000	10,000	120,000
			N	20	4	20
	Canada	Male	Mean	79,269		79,269
			Median	77,437		77,437
			N	3		3
		Female	Mean			
			Median			
			N			1
		Total	Mean	79,316		79,316
			Median	78,448		78,448
			N	4		4



Table IC-6: In-house Counsel Salaries by Gender (cont.)

Position		Gender		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
In-house Counsel	Other	Male	Mean	55,638		57,361
			Median	42,978		42,978
			N	4	1	4
		Female	Mean	77,938		85,341
			Median	99,338		99,338
			N	3	1	3
		Total	Mean	65,195		69,352
			Median	83,341		83,341
			N	7	2	7
	Total	Male	Mean	121,396	14,278	124,966
			Median	115,000	10,000	115,000
			N	20	5	20
		Female	Mean	86,055		88,074
			Median	81,026		81,026
			N	11	1	11
Total		Mean	108,856	15,600	111,875	
		Median	100,000	10,000	100,000	
		N	31	6	31	



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

		USA		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	21	4	21
	Missing	-	17	-
Mean		129,805	16,125	132,876
Percentiles	10	62,842	3,000	62,842
	25	94,500	4,750	96,000
	50	125,000	10,000	125,000
	75	161,157	33,625	167,684
	90	206,560	41,500	220,000

		Canada		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	4	-	4
	Missing	-	4	-
Mean		79,316		79,316
Percentiles	10	70,161		70,161
	25	71,980		71,980
	50	78,448		78,448
	75	87,520		87,520
	90	90,207		90,207

		Other		
		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
N	Valid	8	2	8
	Missing	-	6	-
Mean		69,813		73,450
Percentiles	10	2,615		2,615
	25	2,615		2,615
	50	91,339		91,339
	75	124,430		131,188
	90	133,982		154,070



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
In-house Counsel	USA	Urban	Mean	140,785	16,125	144,817
			Median	147,500	10,000	147,500
			N	16	4	16
		Non-Urban	Mean	94,666		94,666
			Median	100,000		100,000
			N	5		5
		Total	Mean	129,805	16,125	132,876
			Median	125,000	10,000	125,000
			N	21	4	21
	Canada	Urban	Mean	79,316		79,316
			Median	78,448		78,448
			N	4		4
		Total	Mean	79,316		79,316
			Median	78,448		78,448
			N	4		4



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

Position		Type of Location		Salary in US\$ as of 1/1/08	Bonus in US\$ as of 1/1/08	Salary + Bonus in US\$ as of 1/1/08
In-house Counsel	Other	Urban	Mean	69,813		73,450
			Median	91,339		91,339
			N	8	2	8
		Total	Mean	69,813		73,450
			Median	91,339		91,339
			N	8	2	8
	Total	Urban	Mean	111,726	15,600	115,069
			Median	106,068	10,000	106,068
			N	28	6	28
		Non-Urban	Mean	94,666		94,666
			Median	100,000		100,000
			N	5		5
		Total	Mean	109,141	15,600	111,978
			Median	100,000	10,000	100,000
			N	33	6	33



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	=< \$100M	132,500	137,500	52,361	4
		\$101M to \$249M	146,049	149,027	50,579	8
		\$250M to \$499M	90,768	100,000	25,153	3
		\$500M+	125,867	115,000	52,539	6
		Total	129,805	125,000	48,992	21
	Canada	\$101M to \$249M				2
		\$250M to \$499M				2
		Total	79,316	78,448	8,286	4
	Other	=< \$100M	35,457	2,615	65,683	4
		\$101M to \$249M				2
		\$500M+				2
		Total	69,813	91,339	58,081	8
	Total	=< \$100M	83,978	95,000	75,595	8
		\$101M to \$249M	128,664	120,931	49,810	12
		\$250M to \$499M	85,840	79,459	19,036	5
		\$500M+	119,584	101,068	45,908	8
		Total	109,141	100,000	54,978	33



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	None	93,429	97,000	24,480	7
		1-2 Reports	135,097	145,000	41,818	9
		3-5 Reports				1
		6-10 Reports				2
		Total	121,100	110,000	42,541	19
	Canada	None	75,686	77,437	4,890	3
		1-2 Reports				1
		Total	79,316	78,448	8,286	4
	Other	None	122,660	131,862	17,806	3
		1-2 Reports	38,105	2,615	48,924	5
		Total	69,813	91,339	58,081	8
	Total	None	96,080	97,000	25,321	13
		1-2 Reports	99,773	100,000	62,049	15
		3-5 Reports				1
		6-10 Reports				2
		Total	102,473	100,000	5 bl, n,mn mbm	31



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

Position		Technology Transfer FTEs	Mean	Median	Std. Deviation	N
In-house Counsel	USA	0-5.9 FTEs	113,000	118,500	41,384	4
		6-10.9 FTEs	106,667	110,000	5,774	3
		11-19.9 FTEs	134,814	153,053	67,354	7
		20+ FTEs	144,314	130,000	43,195	7
		Total	129,805	125,000	48,992	21
	Canada	11-19.9 FTEs				2
		20+ FTEs				2
		Total	79,316	78,448	8,286	4
	Other	0-5.9 FTEs				1
		6-10.9 FTEs	48,233	2,615	63,654	5
		11-19.9 FTEs				2
		Total	69,813	91,339	58,081	8
	Total	0-5.9 FTEs	110,827	102,136	36,168	5
		6-10.9 FTEs	70,416	99,669	56,916	8
		11-19.9 FTEs	119,933	102,136	57,976	11
		20+ FTEs	129,677	125,000	47,362	9
		Total	109,141	100,000	54,978	33

Key factors in compensation for this position:

The number of respondents was almost unchanged for 2008, and overall a 12% increase in median salary was realized for the industry. The United States had a relatively significant jump of 15% in the median salary mostly due to the advances seen in public institutions. Years of experience followed by the number of direct reports and research expenditures were the variables having the largest impact on the reported results.



Demonstration Research Institute 2008 Compensation Survey

Introduction & Instructions

Dear Colleague:

AUTM is pleased to announce the launch of its third Salary and Compensation Survey. This is a survey close to the hearts of AUTM Members and we encourage you to participate.

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.

Reporting

To ensure anonymity, 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.

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.

On behalf of AUTM, thank you in advance for responding.

Sincerely,

Dr Kevin Cullen
Vice President, AUTM Metrics & Surveys
Director of Research & Enterprise
University of Glasgow

Demonstration Research Institute 2008 Compensation Survey

Introduction & Instructions (continued)

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 2008 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 FY2007?

Include expenditures (not new awards) made by your institution or organization in fiscal year 2007 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.

Report monetary amounts in your home currency here and throughout this survey. This research expenditures amount should be the same as the amount you reported on the last AUTM Annual Survey.

	Amount in Home Currency
Total Research Expenditures	

5. What was the total number of full-time equivalent (FTE) employees in your Technology Transfer/Management office on January 1, 2008?

	Number
Total FTE employees in office	

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, 2006 - December 31, 2007?

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, 2006 - through December 31, 2007? (New positions are ones for which your office received new funding during the two year period from January 1, 2006 - through December 31, 2007.)

New positions	
---------------	--

9. Were the results of the 2004 or 2006 AUTM Salary Surveys a factor in adjustments to compensation for one or more staff in your office?

Surveys a factor in comp adjustments?	
---------------------------------------	--

Demonstration Research Institute 2008 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 "Yes" above, skip the following check boxes and continue with question 2 below.

If you answered "No" above, what would you say are the main reasons you don't have an IC plan at this time?

	Check All That Apply
a. Policy does not permit plan	
b. No source of funding to pay for plan	
c. Conflict of interest concerns	
d. No perceived benefit for our organization	
e. Compensation equity issues	
f. Too much work to obtain approval	
g. Faculty or union objections	
h. Feel an IC plan will incentivize wrong behaviors	
i. Inconsistent with a non-profit organization	
j. Other (describe below)	

k. Description of Other	
-------------------------	--

If you don't have an IC plan, go to the bottom of this page, hit a save button and continue with the rest of the survey.

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

- 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.
- 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 organization has an Ad-hoc or Contractual IC plan, what is the minimum and maximum percentage of an employee's base salary that can be earned? Enter 0% for minimum if there is no specified minimum.

	Have Specified Limits?	If "Yes": What Is the Maximum %?	What Is the Minimum %?
a. Ad-hoc IC Plan			
b. Contractual IC Plan			



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 2008 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 2008 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	
---	--

10. Were the results of the 2004 or 2006 AUTM salary surveys a factor in the creation of an incentive compensation plan for your office?

Survey a factor?	
------------------	--

Demonstration Research Institute 2008 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.

- o Other possible titles: Executive Director, Assistant Vice President or Associate Vice President or Associate Vice Chancellor
- o Possible degrees: Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- o Years of experience: 5-30
- o Signatory Authority: All
- o 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.



Demonstration Research Institute 2008 Compensation Survey

Director

D. Clarifications Regarding Directors

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



Summary of results from the 2008 AUTM Salary Survey Incentive Compensation Module and Salary Survey Bonus data

Salary Survey ICS Questionnaire Module

The module for Incentive Compensation Schemes (ICS) consisted of ten questions with associated definitions (see Appendix 1). Participation was optional and the total number of respondents with an ICS was relatively small—28 U.S. respondents, seven Canadian and nine non-U.S./non-Canadian respondents. Because data from countries outside the United States was limited, most comments below relate solely to the United States.

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

There were more Contract type ICS than Ad-hoc programs with funds to pay bonuses coming primarily from general funds. Ad-hoc plans were less likely to have a limit on the amount of a bonus; a substantial majority of Contract plans had set limits. The key measures to determine whether a bonus had been earned were agreements and licensing income. Most universities measured both overall office and individual performance to determine eligibility for bonuses. Directors, Associate/Assistant Directors, Licensing Associates, and Business Managers were most likely to receive incentive compensation. A substantial majority of respondents indicated that the 2004 and 2006 AUTM Salary Survey was not a factor in the creation of an ICS for their offices. There are 103 U.S. and 19 Canadian offices which do not have an ICS. Among these offices, the key reasons for not having an ICS were: “no source of funding to pay for plan”; “policy does not permit plan”; and “conflict of interest concerns”.



Frequency and Type of ICS

	Ad-hoc	Contractual
United States	10	15
Australia	0	1
Brazil	1	0
Canada	1	6
Germany	0	1
Italy	0	1
New Zealand	0	1
Singapore	0	1
South Africa	0	1
Switzerland	1	1

Source of Monies for ICS

United States	16 General Funds
	5 License Income Received
	2 Special Pool
	2 Other



Measures to Determine Awards Under an ICS

United States	Yes	No
Licensing/Patent Activity [Licenses/Options]	16	8
Income Received [License Income]	14	10
Licensing/Patent Activity [Other]	12	7
Income Received [Net Revenue]	11	12
Licensing/Patent Activity [Startups]	11	13
Licensing/Patent Activity [Legal expense reimbursed]	9	15
Service Metrics [Inventor/Developer Satisfaction]	9	16
Income Received [Other Income]	7	15
Licensing/Patent Activity [Patents Filed]	6	18
Service Metrics [Central Admin. Satisfaction]	5	20
Service Metrics [Other]	5	13
Service Metrics [Licensee Satisfaction]	4	21
Licensing/Patent Activity [Patents Issued]	3	21
Service Metrics [Number of Departments/Faculty Served]	3	22

Determining Participation and Payout of ICP

United States	Yes	No
Overall Office Performance	20	4
Individual Performance	16	7
Specific Team Performance	10	11



Who participates in ICS

United States	Yes	No
Director	18	7
Assoc/Asst Director	16	7
Licensing Associate	16	8
Business Manager	14	10
Licensing Assistant	11	11
Patent Manager	10	12
Director of Startups	10	12
Administrative Assistant	10	13
Marketing Manager	9	13
In-house Counsel	6	15

Top Three Reasons for ICS

Most Important Reason		
Reward good work	22	62.9%
Attraction/Retention	11	31.4%
Team cooperation/equity	2	5.7%

Next Most Important Reason		
Attraction/Retention	15	51.7%
Reward good work	10	4.5%
Team cooperation/equity	4	13.8%

Third Most Important Reason		
Team cooperation/equity	16	64.0%
Attraction/Retention	4	16.0%
Kept costs low	2	8.0%



Has your University Studied the Benefits of ICS?

	No	Yes
United States	23	1
Non US	14	0

Was the AUTM 2006 Salary Survey a Factor in Creation of an Incentive Compensation Plan?

	No	Yes
United States	21	4
Non US	11	3

If Your University Does Not Have an ICS, What Were the Main Reasons?

	Yes	No
No source of funding to pay for plan	40	63
Policy does not permit plan	32	71
Conflict of interest concerns	30	73
Inconsistent with a non-profit organization	24	79
No perceived benefit for our organization	20	83
Feel an IC plan will incentivize wrong behaviors	20	83
Other reasons	19	84
Compensation equity issues	18	85
Too much work to obtain approval	14	89
Faculty or union objections	8	95

Salary Survey Bonus Data on Selected Positions

Highlights of Bonus data:

Directors received the highest bonuses, averaging \$26,000 with almost all private universities paying more than the public institutions. There were broad ranges of bonus amount in terms of 10th to 90th percentile for many categories, e.g., AUTM regions. Males received sharply higher bonuses than females in several job categories but slightly lower in others. In two cases, bonuses at urban institutions were substantially higher than for non-urban. The position categories where the highest number of incumbents received bonuses were Associate/Assistant Directors and Licensing Associates. [Note: the data below will not indicate whether bonuses were paid as a result of contract type incentive compensation programs or ad-hoc bonus payments.]

U.S. Directors:

25 Directors received bonuses in 2008. Average overall bonus was \$26,000

Bonuses averaged \$29K for private universities (17 recipients)

Bonuses averaged \$20K for public universities (8 recipients)

Range of bonuses was \$2K - \$67K (10th to 90th percentile) for all US

AUTM Eastern region bonuses ranged from \$1.5K to \$45K (10th to 90th percentile)

AUTM Central region bonuses ranged from \$4K to \$125K (10th to 90th percentile)

AUTM Western region bonuses ranged from \$10 to \$20K (10th to 90th percentile)

Average bonus for males was \$36K; for females was \$15K

Urban bonuses averaged \$29K; for non-urban \$13K



U.S. Assistant/Associate Directors:

35 Assistant/Associate Directors received bonuses in 2008. Average overall bonus was \$13,000

Bonuses averaged \$14K for private universities (28 recipients)

Bonuses averaged \$8K for public universities (7 recipients)

Range of bonuses was \$1.3K - \$33K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$1.3K to \$33K (10th to 90th percentile)

AUTM Central region bonuses ranged from \$1.3K to \$25K (10th to 90th percentile)

Average bonus for males was \$12K; for females was \$13K

Urban bonuses averaged \$13K; for non-urban \$8.6K

U.S. Licensing Associates:

35 Licensing Associates received bonuses in 2008. Average overall bonus was \$4,100

Bonuses averaged \$4.3K for private universities (26 recipients)

Bonuses averaged \$3.8k for public universities (9 recipients)

Range of bonuses was \$1K - \$8K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$1K to \$8.5K (10th to 90th percentile)

AUTM Central region bonuses ranged from \$0.3K to \$9K (10th to 90th percentile)

AUTM Western region bonuses ranged from \$0.3 to \$6K (10th to 90th percentile)

Average bonus for males was \$4.4K; for females was \$3.8K

Urban bonuses averaged \$4K; for non-urban \$5K

U.S. Licensing Assistants:

5 Licensing Assistants received bonuses in 2008. Average overall bonus was \$1,400

Bonuses averaged \$2.2K for private universities

Range of bonuses was \$1.4K - \$3.3K (10th to 90th percentile) for all U.S.

U.S. Marketing Managers:

Fewer than five Marketing Managers received bonuses in 2008. Average overall bonus was \$2,500

Range of bonuses was \$1K - \$3.9K (10th to 90th percentile) for all U.S.



U.S. Business Managers:

15 Business Managers received bonuses in 2008. Average overall bonus was \$4,600

Bonuses averaged \$4.9K for private universities (9 recipients)

Bonuses averaged \$4.1K for public universities (6 recipients)

Range of bonuses was \$0.7K - \$8.9K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$0.8K to \$9.8K (10th to 90th percentile)

AUTM Central region bonuses ranged from \$2.5K to \$15K (10th to 90th percentile)

Average bonus for males was \$9.1K; for females was \$3.5K

Patent Managers:

Fewer than five Patent Managers received bonuses in 2008. Average overall bonus was \$3,750

Range of bonuses was \$0.7K - \$8.9K (10th to 90th percentile) for all U.S.

U.S. Administrative Assistants:

12 Administrative Assistants received bonuses in 2008. Average overall bonus was \$1,800

Bonuses averaged \$1.9K for private universities

Bonuses averaged \$1.2k for public universities

Range of bonuses was \$0.37K - \$4.2K (10th to 90th percentile) for all U.S.

AUTM Eastern region bonuses ranged from \$0.3K to \$4.7K (10th to 90th percentile)

Urban bonuses averaged \$1.3K; for non-urban \$3.2K

U.S. Directors of Startups:

5 Directors of Startups received bonuses in 2008. Average overall bonus was \$8,000

Bonuses averaged \$6.7K for private universities

Range of bonuses was \$2K - \$14K (10th to 90th percentile) for all U.S.

Urban bonuses averaged \$6.4K



U.S. In-house Counsel:

4 In-house Counsel received bonuses in 2008. Average overall bonus was \$16,000

Range of bonuses was \$3K - \$42K (10th to 90th percentile) for all U.S.

Canada Directors:

10 Directors received bonuses in 2008. Average overall bonus was \$17,000

Bonuses averaged \$17K for public universities (9 recipients)

Range of bonuses was \$1.8K - \$70K (10th to 90th percentile)

Canada Licensing Associates:

8 Licensing Associates received bonuses in 2008. Average overall bonus was \$3,800

Bonuses averaged \$6K for private universities (3 recipients)

Bonuses averaged \$2.6k for public universities (5 recipients)

Range of bonuses was \$1K - \$7K (10th to 90th percentile)

Average bonus for males was \$3K; for females was \$5K

Canada Licensing Assistants:

6 Licensing Assistants received bonuses in 2008. Average overall bonus was \$3,000

Range of bonuses was \$1.9K - \$4.3K (10th to 90th percentile)

Canada Administrative Assistants:

Fewer than five Administrative Assistants received bonuses in 2008. Average overall bonus was \$3,300

Range of bonuses was \$2.3K - \$4.5K (10th to 90th percentile)



Other (non-U.S./non-Canadian) Directors:

10 Directors received bonuses in 2008. Average overall bonus was \$29,000

Bonuses averaged \$31K for public universities (9 recipients)

Range of bonuses was \$2.4K - \$99K (10th to 90th percentile)

Other Assistant/Associate Directors:

6 Assistant/Associate Directors received bonuses in 2008. Average overall bonus was \$16,000

Range of bonuses was \$5K - \$24K (10th to 90th percentile)

Average bonus for males was \$20K; for females was \$11K

Other Licensing Associates:

6 Licensing Associates received bonuses in 2008. Average overall bonus was \$6,000

Bonuses averaged \$3K for private universities (3 recipients)

Bonuses averaged \$8k for public universities (3 recipients)

Range of bonuses was \$1.7K - \$11K (10th to 90th percentile)

Other Licensing Assistants:

Fewer than five Licensing Assistants received bonuses in 2008. Average overall bonus was \$4,000

Range of bonuses was \$0.5K - \$8.7K (10th to 90th percentile)

Other Business Managers:

Fewer than five Business Managers received bonuses in 2008. Average overall bonus was \$7,000

Range of bonuses was \$1.4K - \$12K (10th to 90th percentile)

Other Administrative Assistants:

5 Administrative Assistants received bonuses in 2008. Average overall bonus was \$2,000

Range of bonuses was \$1.4K - \$3.4K (10th to 90th percentile)

Appendix 3

AUTM Salary Survey:

2008



Responding Organizations

Organization	City/State/Province	Country
Swinburne University of Technology	Melbourne	Australia
Austria Wirtschaftsservice GmbH	Vienna	Austria
Catholic University of Rio Grande Do Sul	Porto Alegre	Brazil
British Columbia Cancer Agency	Vancouver, BC	Canada
Communications Research Ctr	Ottawa, ON	Canada
Dalhousie University	Halifax, NS	Canada
Ecole de Technologie Superieure	Montreal, QC	Canada
Lakehead University	Thunder Bay, ON	Canada
Mount Sinai Hospital	Toronto, ON	Canada
Natural Resources Canada	Ottawa, ON	Canada
Nipissing University	North Bay, ON	Canada
PARTEQ Innovations, Queen's University	Kingston, ON	Canada
Red River College	Winnipeg, MB	Canada
Ryerson University	Toronto, ON	Canada
St Francis Xavier University	Antigonish, NS	Canada
Sunnybrook & Women's College Health Sciences Centre		Canada
The Innovations Group University of Toronto	Toronto, ON	Canada
Thomas Rivers University		Canada
University of Alberta	Edmonton, AB	Canada
University of British Columbia	Vancouver, BC	Canada
University of Guelph	Guelph, ON	Canada
University of Ontario Inst of Technology	Oshawa, ON	Canada
University of Ottawa	Ottawa, ON	Canada
University of Saskatchewan	Saskatoon, SK	Canada
University of Western Ontario	London, ON	Canada
Universite du Quebec En Outaouais		Canada
University of Regina	Regina, SK	Canada
UTI Limited Partnership	Calgary, AB	Canada



Organization	City/State/Province	Country
York University	Toronto, ON	Canada
Unidad de Transferencia Tecnologica UCR	San Pedro	Costa Rica
TUM-Tech	Neubiberg	Germany
Chinese University of Hong Kong	Hong Kong	Hong Kong
Hong Kong Polytechnic University	Kowloon	Hong Kong
University of Iceland	Reykjavik	Iceland
Carmel-Haifa University	Haifa	Israel
Science Park RAF SPA	Milan	Italy
Tokyo Inst of Technology	Meguro-Ku	Japan
Korea Advanced Inst of Science & Technology	Daejeon	Korea
VU University Medical Ctr	Amsterdam	Netherlands
Auckland Uniservices Ltd	Auckland	New Zealand
University of Otago	Dunedin	New Zealand
University Beira Interior	Covilha	Portugal
Nanyang Technological University	Singapore	Singapore
Natl University of Singapore	Singapore	Singapore
Medical Research Council	Tygerberg	South Africa
Tetracon GmbH	Lenzburg	Switzerland
Unitectra Inc	Zurich	Switzerland
University of Basel	Basel	Switzerland
Aberystwyth University	Aberystwyth	United Kingdom
Royal Group of Hospitals Trust	Belfast	United Kingdom
University of Glasgow	Glasgow	United Kingdom
University of Reading		United Kingdom
Albert Einstein Coll of Medicine	Bronx, NY	United States
Auburn University	Auburn, AL	United States
Baylor College of Medicine	Houston, TX	United States
Blood Center of Wisconsin	Milwaukee, WI	United States
Boston College	Chestnut Hill, MA	United States
Boston University	Boston, MA	United States
Brigham & Women's Hospital	Boston, MA	United States
Brown University	Providence, RI	United States



Organization	City/State/Province	Country
Carnegie Mellon University	Pittsburgh, PA	United States
Case Western Reserve University	Cleveland, OH	United States
Catholic University of America	Washington, DC	United States
Children's Hospital of Philadelphia	Philadelphia, PA	United States
Cincinnati Children's Research Foundation	Cincinnati, OH	United States
City of Hope Natl Medical Ctr	Duarte, CA	United States
Cleveland Clinic Foundation	Cleveland, OH	United States
College of William & Mary	Williamsburg, VA	United States
Columbus Children's Research Inst		United States
Dana-Farber Cancer Institute	Boston, MA	United States
Drexel University	Philadelphia, PA	United States
East Carolina University	Greenville, NC	United States
Eastern Virginia Medical Sch	Norfolk, VA	United States
Emory University	Atlanta, GA	United States
Fedex Institute of Technology University of Memphis	Memphis, TN	United States
Florida A&M University	Tallahassee, FL	United States
Florida Inst of Technology	Melbourne, FL	United States
Florida State University	Tallahassee, FL	United States
George Mason University	Fairfax, VA	United States
Georgia Inst of Technology	Atlanta, GA	United States
Harvard University	Littleton, MA	United States
Health Research Inc	Rensselaer, NY	United States
Iowa State University	Ames, IA	United States
Jackson Lab	Bar Harbor, ME	United States
James Madison University	Harrisonburg, VA	United States
Johns Hopkins University	Baltimore, MD	United States
Kent State University	Kent, OH	United States
Lehigh University	Bethlehem, PA	United States
Loma Linda University	Loma Linda, CA	United States
Louisiana State University AgCenter	Baton Rouge, LA	United States
Louisiana State University Health Sciences Ctr	New Orleans, LA	United States

Organization	City/State/Province	Country
Massachusetts Inst of Technology	Cambridge, MA	United States
Medical College of Wisconsin	Milwaukee, WI	United States
Michigan State University	East Lansing, MI	United States
Michigan Technological University	Houghton, MI	United States
Mississippi State University	Mississippi State, MS	United States
MITRE Corp	McLean, VA	United States
Morgan State University	Baltimore, MD	United States
Naval Research Lab		United States
New Mexico State University	Las Cruces, NM	United States
New York Blood Ctr and The L. F. Kimball Research Institute	New York, NY	United States
New York University	New York, NY	United States
North Carolina State University	Raleigh, NC	United States
North Dakota State University	Fargo, ND	United States
Northeastern University	Boston, MA	United States
Northwestern University	Evanston, IL	United States
Nova Southeastern University	Fort Lauderdale, FL	United States
Ohio University	Athens, OH	United States
Oklahoma Medical Research Foundation	Oklahoma City, OK	United States
Oklahoma State University	Stillwater, OK	United States
Old Dominion University	Norfolk, VA	United States
Oregon Health & Science University	Portland, OR	United States
Pennsylvania State University	University Park, PA	United States
Portland State University	Portland, OR	United States
Princeton University	Princeton, NJ	United States
Providence Health System Oregon	Portland, OR	United States
Rensselaer Polytechnic Inst	Troy, NY	United States
Research Foundation of SUNY	Albany, NY	United States
Research Foundation of SUNY Albany	Albany, NY	United States
Rice University	Houston, TX	United States
Rochester Inst of Technology	Rochester, NY	United States
Rockefeller University	New York, NY	United States

Organization	City/State/Province	Country
Roswell Park Cancer Inst	Buffalo, NY	United States
Rush University Medical Ctr	Chicago, IL	United States
Rutgers University	New Brunswick, NJ	United States
Saginaw Valley State University	University Center, MI	United States
South Dakota State University	Brookings, SD	United States
Southern Illinois University	Carbondale, IL	United States
St Jude Children's Research Hospital	Memphis, TN	United States
Stanford University	Palo Alto, CA	United States
Stevens Institute of Technology	Hoboken, NJ	United States
SUNY Binghamton	Binghamton, NY	United States
Torrey Pines Inst for Molecular Studies	San Diego, CA	United States
Tufts University	Boston, MA	United States
Tulane University	New Orleans, LA	United States
University at Buffalo	Amherst, NY	United States
University Corp for Atmospheric Research	Boulder, CO	United States
University of Akron	Akron, OH	United States
University of Alabama Huntsville	Tuscaloosa, AL	United States
University of Alaska Fairbanks	Fairbanks, AK	United States
University of Arkansas	Fayetteville, AR	United States
University of California Los Angeles	Los Angeles, CA	United States
University of California Office of the President	CA	United States
University of California Santa Barbara	Santa Barbara, CA	United States
University of Chicago	Chicago, IL	United States
University of Colorado	Boulder, CO	United States
University of Connecticut	Farmington, CT	United States
University of Denver	Denver, CO	United States
University of Houston	Houston, TX	United States
University of Idaho	Moscow, ID	United States
University of Illinois, Urbana-Champaign	Champaign, IL	United States
University of Kentucky	Lexington, KY	United States
University of Louisville	Louisville, KY	United States
University of Maryland Baltimore	Baltimore, MD	United States



Organization	City/State/Province	Country
University of Massachusetts Medical School	Shrewsbury, MA	United States
University of Michigan	Ann Arbor, MI	United States
University of Mississippi	University, MS	United States
University of Missouri-All Campuses	Columbia, MO	United States
University of Nebraska	Ithaca, NE	United States
University of New Hampshire	Durham, NH	United States
University of New Orleans	New Orleans, LA	United States
University of North Carolina Charlotte	Charlotte, NC	United States
University of North Carolina Greensboro	Greensboro, NC	United States
University of North Texas	Fort Worth, TX	United States
University of Pittsburgh	Pittsburgh, PA	United States
University of Rochester	Rochester, NY	United States
University of Texas Austin	Austin, TX	United States
University of Texas Dallas	Richardson, TX	United States
University of Texas Health Science Ctr Houston	Houston, TX	United States
University of Texas Medical Branch	Galveston, TX	United States
University of the Sciences in Philadelphia	Philadelphia, PA	United States
University of Toledo	Toledo, OH	United States
University of Tulsa	Tulsa, OK	United States
University of Vermont	Hopkinton, MA	United States
University of Virginia Patent Foundation	Charlottesville, VA	United States
Utah State University	North Logan, UT	United States
Virginia Commonwealth University	Richmond, VA	United States
Virginia Tech Intellectual Properties Inc	Blacksburg, VA	United States
Wake Forest University Health Sciences	Winston Salem, NC	United States
Wayne State University	Detroit, MI	United States
West Virginia University	Morgantown, WV	United States
Western Kentucky University	Bowling Green, KY	United States
Wisconsin Alumni Research Foundation	Madison, WI	United States
Yale University	New Haven, CT	United States



Responding Countries Information

	N of Orgs Reporting at Least Position Data	% of Total	N of Orgs Reporting Incumbent Data	% of Total	N of Incumbents	% of Total
Australia	1	1%	1	1%	3	0%
Austria	1	1%	1	1%	19	2%
Brazil	1	1%	1	1%	6	1%
Canada	26	14%	23	14%	188	16%
Costa Rica	1	1%	1	1%	14	1%
Germany	1	1%	0	0%	0	0%
Hong Kong	2	1%	2	1%	15	1%
Iceland	1	1%	0	0%	0	0%
Israel	1	1%	0	0%	0	0%
Italy	1	1%	1	1%	2	0%
Japan	1	1%	0	0%	0	0%
Korea	1	1%	1	1%	3	0%
Netherlands	1	1%	1	1%	8	1%
New Zealand	2	1%	1	1%	6	1%
Portugal	1	1%	0	0%	0	0%
Singapore	2	1%	2	1%	10	1%
South Africa	1	1%	1	1%	6	1%
Switzerland	3	2%	1	1%	8	1%
UK	4	2%	4	2%	26	2%
US	132	72%	125	75%	831	73%
Total	184	100%	166	100%	1,145	100%

AUTM Salary Survey: 2008

Control Cross Tabulation

Country	Position Data Provided		
	Private	Public	Total
Australia	0	1	1
Austria	0	1	1
Brazil	1	0	1
Canada	4	22	26
Costa Rica	0	1	1
Germany	1	0	1
Hong Kong	0	2	2
Iceland	0	1	1
Israel	0	1	1
Italy	1	0	1
Japan	0	1	1
Korea	0	1	1
Netherlands	1	0	1
New Zealand	0	2	2
Portugal	0	1	1
Singapore	0	2	2
South Africa	0	1	1
Switzerland	1	2	3
UK	1	3	4
US	57	75	132
Total	67	117	184

Control Cross Tabulation

Country	Incumbent Data Provided		
	Private	Public	Total
Australia	0	1	1
Austria	0	1	1
Brazil	1	0	1
Canada	4	19	23
Costa Rica	0	1	1
Germany	0	0	0
Hong Kong	0	2	2
Iceland	0	0	0
Israel	0	0	0
Italy	1	0	1
Japan	0	0	0
Korea	0	1	1
Netherlands	1	0	1
New Zealand	0	1	1
Portugal	0	0	0
Singapore	0	2	2
South Africa	0	1	1
Switzerland	0	1	1
UK	1	3	4
US	54	71	125
Total	62	104	166



Survey Methodology and Procedures

1. As with the 2004 and 2006 AUTM Salary Surveys, Peerfocus LLC, David Morgan president, was retained to carry out the survey of compensation of a subset of AUTM members.
2. The Survey, Statistics and Metrics Committee, which reports to the Vice President for Metrics and Surveys, Kevin Cullen, established a Salary Survey Committee consisting of Shawn Hawkins, *St. Jude Children's Research Hospital*; John Miner, *University of Central Florida*; Wayne McDaniel, *University of Missouri*; and Fred Reinhart, *Wayne State University*.
3. The Salary Survey Committee began discussions on the 2008 survey content in March 2008. With only a few changes to the incentive compensation questions, the same questionnaire and procedures for gathering information that were used in 2006 were used for this year's survey.
4. The upcoming survey was publicized on the AUTM Web site, at the AUTM regional meetings in the U.S. and with e-mail notices to the reporting representative at each organization.
5. On June 30, the survey opened to twenty-three beta test sites and officially launched on July 21. The survey closed on September 12. Respondents had several ways to report problems or receive clarification of questions about the survey, but very few problems arose.
6. 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.
7. The Committee found the Peerfocus report complete and of high quality and proceeded to complete this report to distribute to respondents.



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AUTM Salary Survey Order Form

AUTM forwarded one complimentary copy of the *2008 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 *2008 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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