

# FY2010

## AUTM Salary Survey



### Salary Survey


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



Association of University Technology Managers®  
Advancing Discoveries for a Better World®

# AUTM Salary Survey: FY2010

## AUTM Salary Survey: FY2010

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# AUTM Salary Survey: FY2010

## Acknowledgements

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Dear AUTM Members:

AUTM is pleased to present its fourth biennial Salary Survey, with this edition reporting salaries, incentives and office structure information as of January 1, 2010.

We hope 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. The number of U.S. respondents to this year's survey remained stable, and the number of positions reported by these institutions increased from 2008. The data show compensation for positions in the field remained fairly constant when compared to 2008, even with the downturn of the U.S. economy. Because the response from countries outside the United States was significantly lower in 2010, there is a dearth of meaningful international data.

I would like to thank the members of the Salary Survey Committee for their exceptional work in compiling this report and Chrys Gwellem at AUTM headquarters for his technical support. It is another excellent example of AUTM volunteers dedicating their time and expertise to further our profession.

### Salary Survey Committee

John Miner, *University of Central Florida*

Wayne McDaniel, *University of Missouri*

Fred Reinhart, *Reinhart Consulting*

AUTM extends its sincere thanks to all organizations that contributed to the survey and is pleased to provide one electronic copy of the AUTM Salary Survey: FY2010 to all participants for their internal use. Organizations that did not contribute data to the survey may visit the AUTM Web site to purchase a copy.

Sincerely,



Shawn A. Hawkins

*St. Jude Children's Research Hospital*

*AUTM Vice President, Metrics & Surveys*



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## AUTM Thanks the 2010 Salary Survey Sponsors

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# AUTM Salary Survey: FY2010

## Executive Summary

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AUTM presents the *AUTM Salary Survey: FY2010*, a comprehensive survey that collects and includes information about academic technology transfer 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.

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.

### Cross section of respondents

- 139 organizations responded, including 125 from the United States, eight from Canada and six from other non-U.S./non-Canadian countries
- Respondents provided information about 923 total positions, including:
  - o 130 Directors
  - o 115 Associate/ Assistant Directors
  - o 243 Licensing Associates
  - o 82 Licensing Assistants
  - o 21 Marketing Managers
  - o 54 Business Managers
  - o 66 Patent Managers
  - o 157 Administrative Assistants
  - o 18 Startups Directors
  - o 37 In-House Counsel
- 56 private and 79 public organizations responded.

# AUTM Salary Survey: FY2010

Figure 1: Number of Incumbents 2010

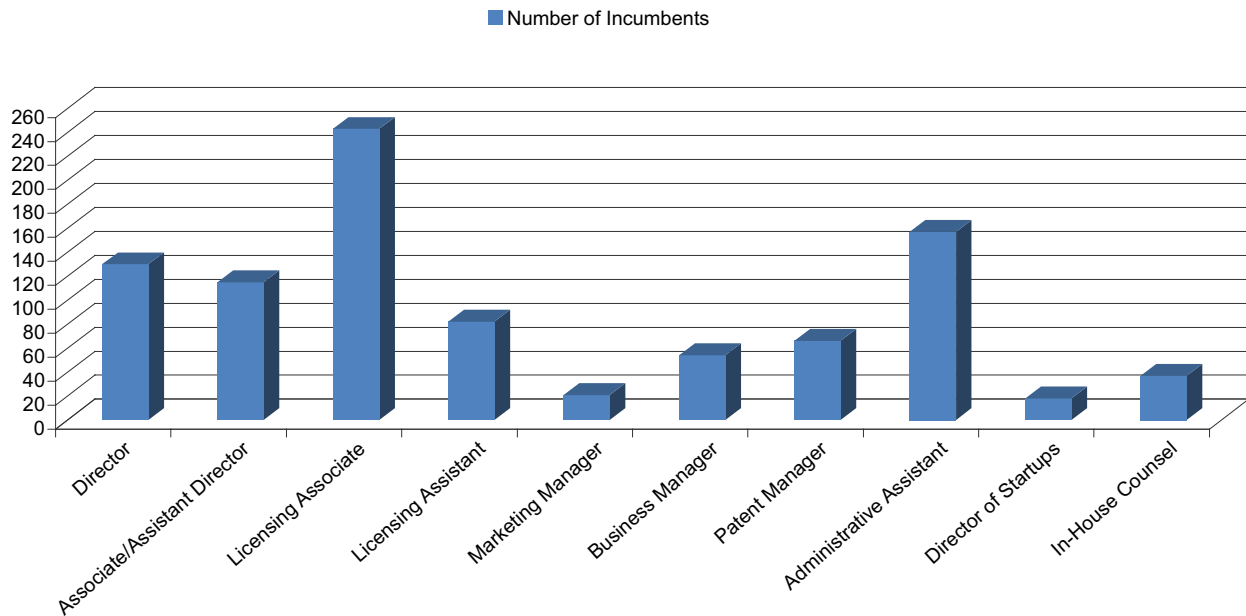
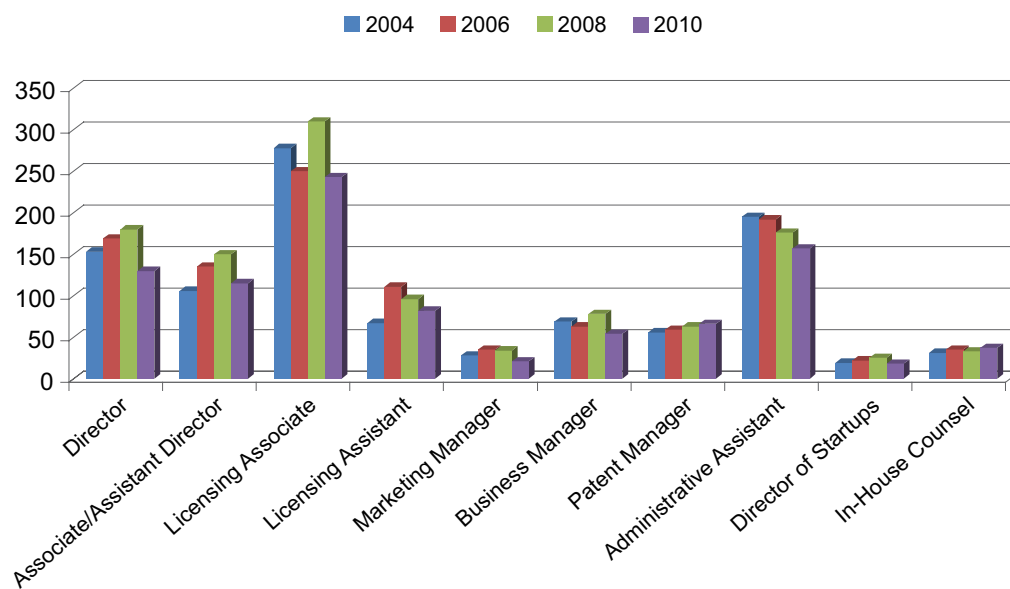


Figure 2: Number of Incumbents 2004-2010



## POSITION 1: DIRECTOR

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### 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 licenses 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
- **Supervisory responsibilities:** Oversees entire office

# AUTM Salary Survey: FY2010

Figure D-1: Mean Salary for Directors, 2004–2010

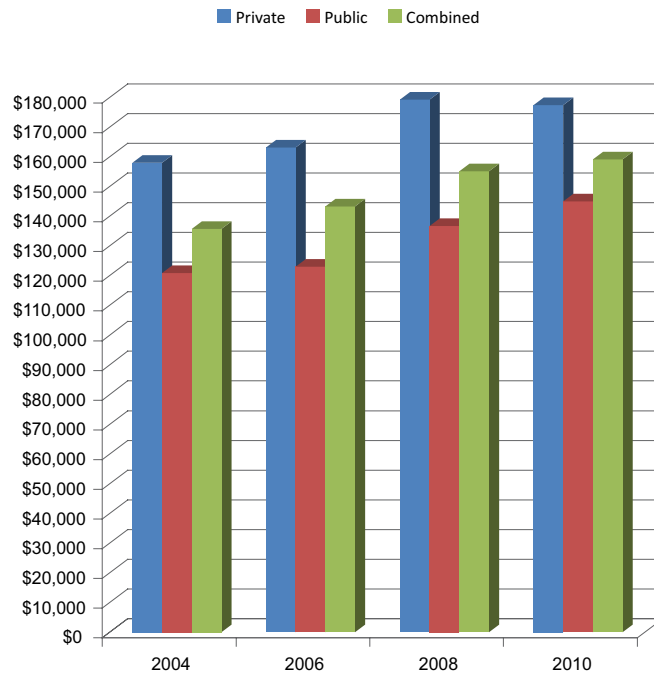
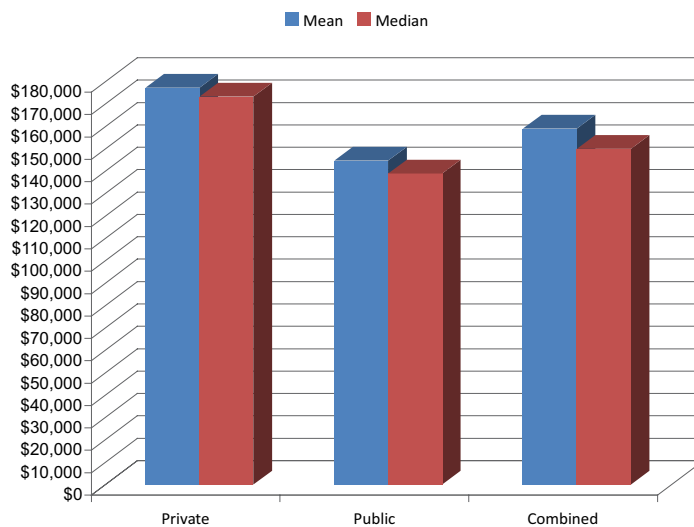


Figure D-2: General Salary Data for Directors: Private vs. Public



# AUTM Salary Survey: FY2010

**TABLE D-1:** General Salary Data for Directors: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$177,346	\$173,400	\$57,045	57
	Public	\$144,880	\$139,050	\$43,676	73
	Combined	\$159,115	\$150,000	\$52,334	130
		Salary	Bonus	Total Compensation	
Private	Mean	\$177,346	\$31,389	\$185,606	
	Median	\$173,400	\$14,000	\$173,400	
	Std. Deviation	\$57,045	\$33,070	\$70,453	
	N	57	15	57	
Public	Mean	\$144,880	\$14,754	\$147,103	
	Median	\$139,050	\$12,180	\$140,000	
	Std. Deviation	\$43,676	\$9,635	\$45,556	
	N	73	11	73	
Combined	Mean	\$159,115	\$24,351	\$163,985	
	Median	\$150,000	\$13,090	\$154,500	
	Std. Deviation	\$52,334	\$26,829	\$60,670	
	N	130	26	130	

**TABLE D-2:** Director Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.S./B.A.	\$169,778	\$191,333	\$45,050	3
	M.S./M.A.	\$162,049	\$135,000	\$83,405	5
	M.B.A.	\$167,752	\$173,000	\$52,654	12
	J.D.	\$183,334	\$187,000	\$56,193	11
	Ph.D.	\$183,055	\$174,591	\$58,167	26
	Total	\$177,346	\$173,400	\$57,045	57
Public	B.S./B.A.	\$134,600	\$150,000	\$42,152	5
	M.S./M.A.	\$125,587	\$130,000	\$30,995	15
	M.B.A.	\$144,712	\$143,280	\$41,966	16
	J.D.	\$132,860	\$137,000	\$51,272	5
	Ph.D.	\$157,765	\$140,000	\$47,560	31
	Missing				1
	Total	\$144,880	\$139,050	\$43,676	73
Combined	B.S./B.A.	\$147,792	\$161,000	\$43,893	8
	M.S./M.A.	\$134,703	\$131,738	\$49,344	20
	M.B.A.	\$154,586	\$144,500	\$47,358	28
	J.D.	\$167,561	\$170,000	\$58,223	16
	Ph.D.	\$169,301	\$156,045	\$53,700	57
	Missing				1
	Total	\$159,115	\$150,000	\$52,334	130

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$158,021	\$160,000	\$43,003	3
	3 - 4 years	\$149,157	\$121,500	\$57,683	4
	5 - 9 years	\$156,319	\$158,000	\$45,679	11
	10+ years	\$187,654	\$187,000	\$59,466	39
	<b>Total</b>	\$177,346	\$173,400	\$57,045	57
Public	0 - 2 years				1
	3 - 4 years	\$137,125	\$138,650	\$15,074	4
	5 - 9 years	\$143,285	\$134,174	\$51,639	13
	10+ years	\$146,273	\$140,000	\$43,815	55
	<b>Total</b>	\$144,880	\$139,050	\$43,676	73
Combined	0 - 2 years	\$148,516	\$140,000	\$39,928	4
	3 - 4 years	\$143,141	\$125,150	\$39,557	8
	5 - 9 years	\$149,259	\$146,147	\$48,399	24
	10+ years	\$163,442	\$155,371	\$54,588	94
	<b>Total</b>	\$159,115	\$150,000	\$52,334	130

**TABLE D-4:** Director Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$170,532	\$29,170	\$175,970
	Median	\$169,332	\$11,020	\$169,332
	Std. Deviation	\$54,952	\$31,629	\$65,045
	N	59	11	59
U.S.-Central	Mean	\$159,746	\$27,440	\$166,802
	Median	\$155,000	\$20,000	\$156,045
	Std. Deviation	\$50,522	\$28,464	\$62,548
	N	35	9	35
U.S.-West	Mean	\$153,922		\$154,604
	Median	\$141,025		\$144,000
	Std. Deviation	\$48,340		\$48,190
	N	22	2	22
Non-U.S.	Mean	\$117,582	\$12,573	\$121,175
	Median	\$121,192	\$11,793	\$129,747
	Std. Deviation	\$27,548	\$3,283	\$29,503
	N	14	4	14
Total	Mean	\$159,115	\$24,351	\$163,985
	Median	\$150,000	\$13,090	\$154,500
	Std. Deviation	\$52,334	\$26,829	\$60,670
		130	26	130



# AUTM Salary Survey: FY2010

**TABLE D-5:** Director Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$149,389	\$12,343	\$152,058
	Median	\$142,293	\$7,373	\$153,000
	Std. Deviation	\$54,132	\$14,081	\$55,884
	N	37	8	37
Male	Mean	\$161,129	\$31,055	\$166,776
	Median	\$152,500	\$18,600	\$155,371
	Std. Deviation	\$50,447	\$31,226	\$61,589
	N	88	16	88
Unanswered	Mean	\$195,631		\$203,131
	Median	\$191,000		\$205,000
	Std. Deviation	\$63,039		\$68,535
	N	5	2	5
Combined	Mean	\$159,115	\$24,351	\$163,985
	Median	\$150,000	\$13,090	\$154,500
	Std. Deviation	\$52,334	\$26,829	\$60,670
	N	130	26	130

# AUTM Salary Survey: FY2010

**TABLE D-6:** Director Salaries by Percentiles

Position 1: Director				
		Salary	Bonus	Total Compensation
N	Valid	130	26	130
	Missing	0	104	0
Mean		\$159,115	\$24,351	\$163,985
Percentiles	10	\$99,100	\$4,700	\$99,100
	25	\$120,000	\$8,725	\$122,750
	50	\$150,000	\$13,090	\$154,500
	75	\$191,083	\$26,750	\$192,617
	90	\$235,463	\$81,236	\$243,090

Position 1: Director, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	59	11	59
	Missing	0	48	0
Mean		\$170,532	\$29,170	\$175,970
Percentiles	10	\$100,000	\$4,000	\$100,000
	25	\$122,000	\$7,500	\$122,000
	50	\$169,332	\$11,020	\$169,332
	75	\$210,000	\$46,000	\$213,000
	90	\$250,000	\$93,210	\$267,156

Position 1: Director, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	35	9	35
	Missing	0	26	0
Mean		\$159,746	\$27,440	\$166,802
Percentiles	10	\$109,410	\$7,245	\$109,410
	25	\$120,000	\$12,500	\$127,300
	50	\$155,000	\$20,000	\$156,045
	75	\$191,000	\$29,857	\$200,000
	90	\$226,760		\$240,262

Position 1: Director, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	22	2	22
	Missing	0	20	0
Mean		\$153,922		\$154,604
Percentiles	10	\$92,002		\$92,002
	25	\$122,250		\$122,250
	50	\$141,025		\$144,000
	75	\$182,450		\$182,450
	90	\$230,481		\$230,481

Position 1: Director, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	14	4	14
	Missing	0	10	0
Mean		\$117,582	\$12,573	\$121,175
Percentiles	10	\$69,740	\$9,505	\$69,740
	25	\$99,919	\$9,980	\$99,919
	50	\$121,192	\$11,793	\$129,747
	75	\$136,183	\$15,945	\$136,183
	90	\$154,394		\$162,994

# AUTM Salary Survey: FY2010

**TABLE D-7:** Director Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$164,114	\$25,380	\$170,266
	Median	\$156,014	\$13,090	\$157,293
	N	99	24	99
Non-urban	Mean	\$143,151		\$143,925
	Median	\$136,000		\$137,000
	N	31	2	31
Combined	Mean	\$159,115	\$24,351	\$163,985
	Median	\$150,000	\$13,090	\$154,500
	N	130	26	130

**TABLE D-8:** Director Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$128,170	\$123,000	\$31,602	53
\$100M to \$249M	\$164,915	\$155,741	\$52,113	33
\$250M to \$499M	\$185,292	\$188,234	\$47,928	22
\$500M+	\$200,663	\$191,167	\$57,631	20
<b>Total</b>	<b>\$158,789</b>	<b>\$150,000</b>	<b>\$52,619</b>	<b>128</b>

**TABLE D-9:** Director Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$110,077	\$112,200	\$27,245	11
1-2 reports	\$135,785	\$128,060	\$41,314	36
3-5 reports	\$162,950	\$150,000	\$48,526	41
6-10 reports	\$181,587	\$183,391	\$48,981	28
11+ reports	\$201,459	\$182,900	\$56,361	14
<b>Total</b>	<b>\$159,115</b>	<b>\$150,000</b>	<b>\$52,334</b>	<b>130</b>

**TABLE D-10:** Director Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$138,293	\$132,000	\$42,627	67
6-10.9 FTEs	\$147,185	\$144,168	\$34,871	28
11-19.9 FTEs	\$194,961	\$195,667	\$42,609	20
20+ FTEs	\$226,595	\$220,753	\$52,800	15
<b>Total</b>	<b>\$159,115</b>	<b>\$150,000</b>	<b>\$52,334</b>	<b>130</b>

## Key factor in compensation for this position (U.S. only):

The mean salary for this position increased 2.6 percent from the 2008 Salary Survey, to \$159,115; whereas the median salary increased from \$137,000 reported in 2008 to \$150,000. Salaries at private institutions were 22 percent higher than those at public institutions. The number of direct reports was the best predictor of this position in 2010, keeping in-line with the 2008 survey.

## POSITION 2: ASSISTANT/ASSOCIATE DIRECTOR

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### Position Description:

The Assistant/Associate Director is the most senior position among the Licensing Officer positions at the institution. The Assistant/Associate Director assists and reports to the Director or Executive Director of the technology transfer office or the Assistant/Associate VP and may have the authority to act in their absence. This position may supervise one or more Licensing Associates and may have the authority to approve license terms and signature authority for MTAs, CDAs, and other relatively standard agreements but will typically not have signature authority for licenses and option agreements. The Assistant/Associate Director is responsible for project or case management. In large offices, the Assistant/Associate Director may also be responsible for interpreting policies as they pertain to technology transfer activities, managing the licensing and administrative staff in the technology transfer office and other duties as above. Specific activities include: Identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing non-confidential, technical information for marketing purposes; developing and implementing specific marketing strategies for each technology; and drafting and negotiating license agreements and other types of agreements including material transfer, collaboration, inter-institutional and nondisclosure agreements.

- **Other possible titles:** Senior Technology Licensing Officer, Deputy Director, Senior Licensing Associate
- **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
- **Supervisory responsibilities:** May supervise other licensing professionals and office staff

# AUTM Salary Survey: FY2010

Figure AD-1: Mean Salary for Assistant/Associate Directors, 2004–2010

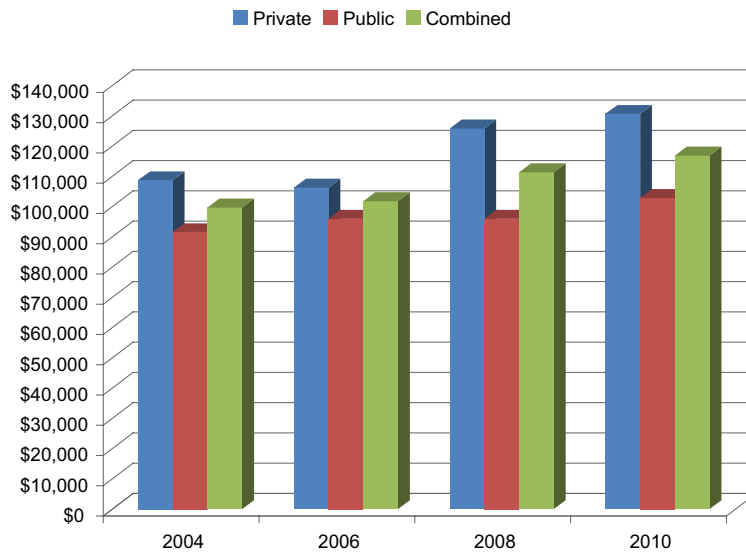
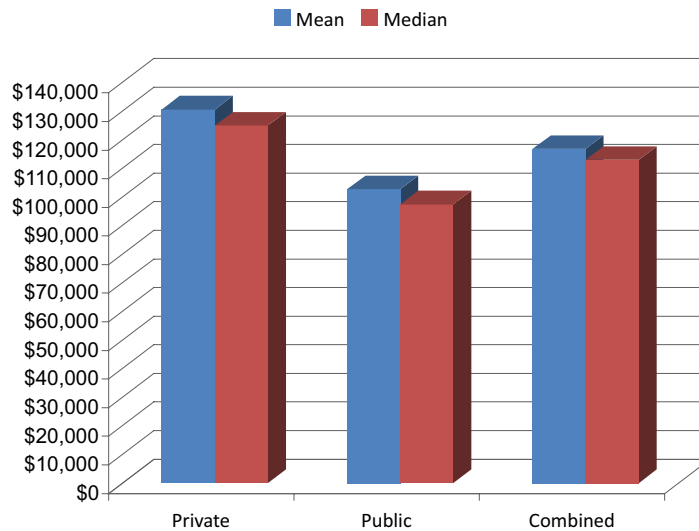


Figure AD-2: General Salary Data for Assistant/Associate Directors: Private vs. Public



# AUTM Salary Survey: FY2010

**Table AD-1:** General Salary Data for Assistant/Associate Directors: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$130,658	\$125,000	\$32,291	58
	Public	\$102,766	\$97,477	\$26,436	57
	Combined	\$116,833	\$113,000	\$32,571	115
		Salary	Bonus	Total Compensation	
Private	Mean	\$130,658	\$15,132	\$136,659	
	Median	\$125,000	\$9,023	\$125,933	
	Std. Deviation	\$32,291	\$14,136	\$39,254	
	N	58	23	58	
Public	Mean	\$102,766		\$103,097	
	Median	\$97,477		\$99,502	
	Std. Deviation	\$26,436		\$26,446	
	N	57	2	57	
Combined	Mean	\$116,833	\$14,675	\$120,024	
	Median	\$113,000	\$9,023	\$115,000	
	Std. Deviation	\$32,571	\$13,632	\$37,391	
	N	115	25	115	

# AUTM Salary Survey: FY2010

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

	Highest Degree	Mean	Median	Std. Deviation	N
<b>Private</b>	B.S./B.A.	\$112,665	\$113,611	\$37,703	4
	M.S./M.A.	\$130,142	\$130,955	\$35,475	10
	M.B.A.	\$131,000	\$125,000	\$19,820	12
	J.D.	\$152,990	\$136,540	\$35,914	7
	M.D.				1
	Ph.D.	\$126,947	\$120,000	\$34,788	23
	Other				1
	Total	\$130,658	\$125,000	\$32,291	58
<b>Public</b>	B.S./B.A.	\$94,390	\$93,500	\$13,916	4
	M.S./M.A.	\$101,512	\$99,739	\$30,580	14
	M.B.A.	\$91,429	\$89,322	\$19,651	6
	J.D.	\$102,391	\$99,654	\$12,075	10
	M.D.				1
	Ph.D.	\$106,430	\$98,250	\$30,863	22
	Other				
	Total	\$102,766	\$97,477	\$26,436	57
<b>Combined</b>	B.S./B.A.	\$103,528	\$103,086	\$28,065	8
	M.S./M.A.	\$113,441	\$109,500	\$35,056	24
	M.B.A.	\$117,809	\$123,875	\$27,133	18
	J.D.	\$123,226	\$120,000	\$34,994	17
	M.D.				2
	Ph.D.	\$116,917	\$112,000	\$34,166	45
	Other				1
	Total	\$116,833	\$113,000	\$32,571	115

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years				2
	3 - 4 years	\$145,060	\$158,000	\$41,076	7
	5 - 9 years	\$118,161	\$121,646	\$16,345	18
	10+ years	\$136,899	\$129,909	\$34,262	31
	Total	\$130,658	\$125,000	\$32,291	58
Public	0 - 2 years	\$81,531	\$80,561	\$2,328	4
	3 - 4 years	\$105,366	\$97,477	\$20,491	7
	5 - 9 years	\$98,225	\$99,502	\$18,126	25
	10+ years	\$111,351	\$110,000	\$35,215	21
	Total	\$102,766	\$97,477	\$26,436	57
Combined	0 - 2 years	\$86,354	\$80,561	\$19,887	6
	3 - 4 years	\$125,213	\$123,683	\$37,373	14
	5 - 9 years	\$106,570	\$109,000	\$19,872	43
	10+ years	\$126,581	\$120,000	\$36,566	52
	Total	\$116,833	\$113,000	\$32,571	115

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

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$123,415	\$17,430	\$127,923
	Median	\$120,000	\$10,448	\$121,324
	Std. Deviation	\$32,206	\$16,339	\$39,435
	N	58	15	58
U.S.-Central	Mean	\$110,059	\$10,510	\$112,615
	Median	\$105,000	\$8,000	\$108,000
	Std. Deviation	\$32,070	\$7,397	\$34,949
	N	37	9	37
U.S.-West	Mean	\$133,501		\$133,501
	Median	\$125,000		\$125,000
	Std. Deviation	\$29,290		\$29,290
	N	10		10
Non-U.S.	Mean	\$87,059		\$88,142
	Median	\$90,351		\$91,013
	Std. Deviation	\$11,616		\$12,529
	N	10	1	10
Total	Mean	\$116,833	\$14,675	\$120,024
	Median	\$113,000	\$9,023	\$115,000
	Std. Deviation	\$32,571	\$13,632	\$37,391
		115	25	115



# AUTM Salary Survey: FY2010

**Table AD-5:** Assistant/Associate Director Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$109,188	\$10,090	\$110,691
	Median	\$104,172	\$5,000	\$104,172
	Std. Deviation	\$26,620	\$8,105	\$28,443
	N	47	7	47
Male	Mean	\$120,513	\$21,776	\$125,210
	Median	\$119,400	\$11,000	\$119,633
	Std. Deviation	\$36,988	\$17,453	\$44,868
	N	51	11	51
Unanswered	Mean	\$126,931	\$8,100	\$130,266
	Median	\$125,760	\$8,000	\$125,760
	Std. Deviation	\$30,379	\$1,596	\$29,854
	N	17	7	17
Combined	Mean	\$116,833	\$14,675	\$120,024
	Median	\$113,000	\$9,023	\$115,000
	Std. Deviation	\$32,571	\$13,632	\$37,391
	N	115	25	115

# AUTM Salary Survey: FY2010

**Table AD-6:** Assistant/Associate Director Salaries by Percentiles

Position 2: Assistant/Associate Director				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	115	25	115
	<b>Missing</b>	0	90	0
<b>Mean</b>		\$116,833	\$14,675	\$120,024
<b>Percentiles</b>	<b>10</b>	\$80,337	\$5,000	\$80,337
	<b>25</b>	\$93,623	\$5,500	\$94,000
	<b>50</b>	\$113,000	\$9,023	\$115,000
	<b>75</b>	\$130,000	\$21,250	\$136,239
	<b>90</b>	\$157,697	\$41,000	\$169,600

Position 2: Assistant/Associate Director, Region: U.S.-East				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	58	15	58
	<b>Missing</b>	0	43	0
<b>Mean</b>		\$123,415	\$17,430	\$127,923
<b>Percentiles</b>	<b>10</b>	\$87,361	\$3,920	\$87,361
	<b>25</b>	\$102,000	\$5,000	\$102,000
	<b>50</b>	\$120,000	\$10,448	\$121,324
	<b>75</b>	\$136,593	\$25,500	\$140,145
	<b>90</b>	\$159,200	\$50,272	\$176,300

Position 2: Assistant/Associate Director, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	37	9	37
	<b>Missing</b>	0	28	0
<b>Mean</b>		\$110,059	\$10,510	\$112,615
<b>Percentiles</b>	<b>10</b>	\$78,000	\$6,000	\$78,000
	<b>25</b>	\$89,476	\$7,000	\$89,476
	<b>50</b>	\$105,000	\$8,000	\$108,000
	<b>75</b>	\$125,775	\$9,950	\$125,775
	<b>90</b>	\$151,220		\$151,220

Position 2: Assistant/Associate Director, Region: U.S.-West				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	10	0	10
	<b>Missing</b>	0	10	0
<b>Mean</b>		\$133,501		\$133,501
<b>Percentiles</b>	<b>10</b>	\$109,866		\$109,866
	<b>25</b>	\$118,300		\$118,300
	<b>50</b>	\$125,000		\$125,000
	<b>75</b>	\$137,632		\$137,632
	<b>90</b>	\$205,431		\$205,431

Position 2: Assistant/Associate Director, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	10	1	10
	<b>Missing</b>	0	9	0
<b>Mean</b>		\$87,059		\$88,142
<b>Percentiles</b>	<b>10</b>	\$66,537		\$66,537
	<b>25</b>	\$80,795		\$80,795
	<b>50</b>	\$90,351		\$91,013
	<b>75</b>	\$94,587		\$98,059
	<b>90</b>	\$99,572		\$101,942

# AUTM Salary Survey: FY2010

**Table AD-7:** Assistant/Associate Director Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$164,114	\$25,380	\$170,266
	Median	\$156,014	\$13,090	\$157,293
	N	99	24	99
Non-urban	Mean	\$143,151		\$143,925
	Median	\$136,000		\$137,000
	N	31	2	31
Combined	Mean	\$159,115	\$24,351	\$163,985
	Median	\$150,000	\$13,090	\$154,500
	N	130	26	130

**Table AD-8:** Assistant/Associate Director Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$88,662	\$88,500	\$16,451	20
\$100M to \$249M	\$102,829	\$99,000	\$29,912	27
\$250M to \$499M	\$122,520	\$115,000	\$29,565	29
\$500M+	\$137,056	\$127,500	\$28,639	38
<b>Total</b>	<b>\$116,762</b>	<b>\$112,600</b>	<b>\$32,706</b>	<b>114</b>

**Table AD-9:** Assistant/Associate Director Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$106,183	\$108,640	\$28,021	43
1-2 reports	\$108,210	\$110,000	\$24,225	37
3-5 reports	\$123,812	\$125,000	\$22,433	23
6-10 reports	\$174,644	\$170,000	\$31,428	11
11+ reports				1
<b>Total</b>	<b>\$116,833</b>	<b>\$113,000</b>	<b>\$32,571</b>	<b>115</b>

**Table AD-10:** Assistant/Associate Director Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$93,636	\$89,500	\$21,198	30
6-10.9 FTEs	\$101,403	\$102,000	\$14,331	22
11-19.9 FTEs	\$120,575	\$120,000	\$27,009	32
20+ FTEs	\$146,371	\$137,000	\$32,713	31
<b>Total</b>	<b>\$116,833</b>	<b>\$113,000</b>	<b>\$32,571</b>	<b>115</b>

## Key factor in compensation for this position (U.S. only):

The mean salary for this position increased 4.9 percent from what was reported in 2008 to \$116,833; while the median salary increased slightly to \$113,000. Salaries at private institutions were 27 percent higher than those at public institutions. While in 2008 the number of employees in the office was a primary factor in compensation, the key factor for compensation in 2010 was the number of direct reports.

## POSITION 3: LICENSING ASSOCIATE

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### 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., M.S., B.S., B.A.
- **Typical years of experience:** 2-10
- **Signatory authority:** Typically will not have
- **Reports to:** Assistant/Associate Director, or Director if no Assistant/Associate Director present
- **Supervisory responsibilities:** May oversee Licensing Assistants or support staff

# AUTM Salary Survey: FY2010

Figure LA-1: Mean Salary for Licensing Associates, 2004–2010

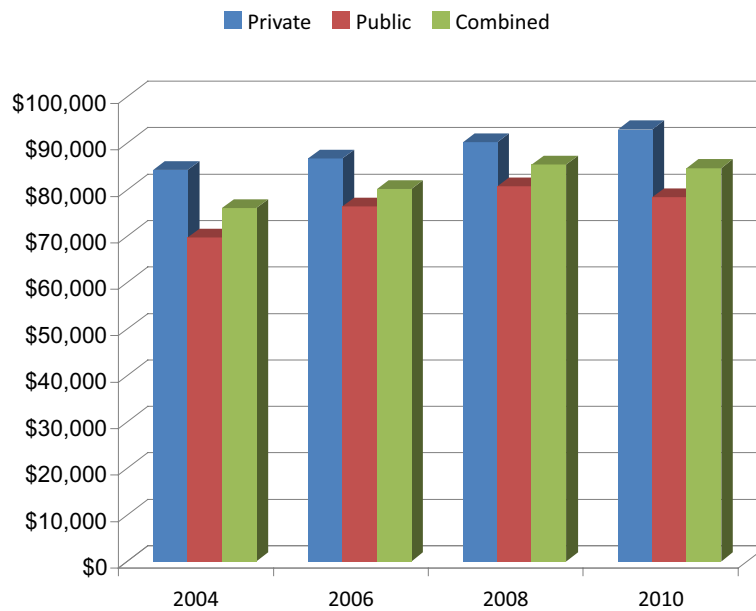
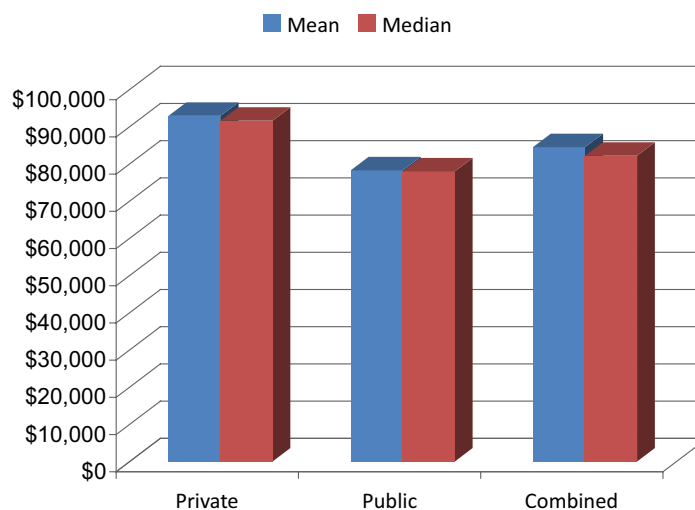


Figure LA-2: General Salary Data for Licensing Associates: Private vs. Public



# AUTM Salary Survey: FY2010

**Table LA-1:** General Salary Data for Licensing Associates: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$92,967	\$91,640	\$21,426	104
	Public	\$78,385	\$78,116	\$20,849	139
	Combined	\$84,626	\$82,337	\$22,260	243
		Salary	Bonus	Total Compensation	
Private	Mean	\$92,967	\$9,738	\$96,431	
	Median	\$91,640	\$8,379	\$94,056	
	Std. Deviation	\$21,426	\$6,012	\$23,447	
	N	104	37	104	
Public	Mean	\$78,385	\$4,382	\$78,543	
	Median	\$78,116	\$3,000	\$78,116	
	Std. Deviation	\$20,849	\$2,837	\$20,879	
	N	139	5	139	
Combined	Mean	\$84,626	\$9,100	\$86,199	
	Median	\$82,337	\$7,456	\$83,033	
	Std. Deviation	\$22,260	\$5,967	\$23,690	
	N	243	42	243	

# AUTM Salary Survey: FY2010

**Table LA-2:** Licensing Associate Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
<b>Private</b>	B.S./B.A.	\$97,202	\$91,823	\$20,783	8
	M.S./M.A.	\$95,873	\$97,447	\$20,306	17
	M.B.A.	\$94,566	\$92,500	\$15,401	12
	J.D.	\$84,616	\$92,757	\$23,668	13
	M.D.				1
	Ph.D.	\$93,514	\$90,333	\$23,138	51
	Missing				2
	Total	\$92,967	\$91,640	\$21,426	104
<b>Public</b>	B.S./B.A.	\$74,954	\$68,000	\$34,679	12
	M.S./M.A.	\$75,932	\$78,116	\$18,847	22
	M.B.A.	\$73,945	\$71,289	\$17,409	23
	J.D.	\$71,665	\$65,000	\$14,655	21
	Ph.D.	\$83,764	\$80,000	\$20,451	60
	Missing				1
	Total	\$78,385	\$78,116	\$20,849	139
	<b>Combined</b>	B.S./B.A.	\$83,853	\$76,380	\$31,312
M.S./M.A.		\$84,624	\$86,078	\$21,685	39
M.B.A.		\$81,015	\$80,000	\$19,274	35
J.D.		\$76,617	\$78,493	\$19,357	34
M.D.					1
Ph.D.		\$88,244	\$83,200	\$22,170	111
Missing		\$85,350	\$85,000	\$8,530	3
Total		\$84,626	\$82,337	\$22,260	243

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	0 - 2 years	\$78,824	\$75,000	21
	3 - 4 years	3 - 4 years	\$85,348	\$85,250	32
	5 - 9 years	5 - 9 years	\$99,934	\$96,527	30
	10+ years	10+ years	\$108,766	\$102,000	21
	Total	Total	\$92,967	\$91,640	104
Public	0 - 2 years	0 - 2 years	\$72,744	\$70,077	43
	3 - 4 years	3 - 4 years	\$73,443	\$74,256	37
	5 - 9 years	5 - 9 years	\$83,312	\$81,900	47
	10+ years	10+ years	\$94,538	\$95,788	12
	Total	Total	\$78,385	\$78,116	139
Combined	0 - 2 years	0 - 2 years	\$74,739	\$71,695	64
	3 - 4 years	3 - 4 years	\$78,964	\$79,954	69
	5 - 9 years	5 - 9 years	\$89,788	\$88,000	77
	10+ years	10+ years	\$103,592	\$99,335	33
	Total	Total	\$84,626	\$82,337	243

**Table LA-4:** Licensing Associate Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$88,983	\$9,373	\$91,405
	Median	\$87,270	\$7,000	\$88,645
	Std. Deviation	\$20,919	\$6,812	\$23,341
	N	120	31	120
U.S.-Central	Mean	\$81,680	\$8,525	\$82,898
	Median	\$77,683	\$8,077	\$78,149
	Std. Deviation	\$21,550	\$2,665	\$22,049
	N	63	9	63
U.S.-West	Mean	\$86,430		\$86,430
	Median	\$85,000		\$85,000
	Std. Deviation	\$23,789		\$23,789
	N	38		38
Non-U.S.	Mean	\$66,176		\$66,854
	Median	\$71,289		\$71,289
	Std. Deviation	\$19,116		\$19,188
	N	22	2	22
Total	Mean	\$84,626	\$9,100	\$86,199
	Median	\$82,337	\$7,456	\$83,033
	Std. Deviation	\$22,260	\$5,967	\$23,690
		243	42	243



# AUTM Salary Survey: FY2010

**Table LA-5:** Licensing Associate Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$84,219	\$9,206	\$86,469
	Median	\$80,000	\$7,992	\$80,898
	Std. Deviation	\$23,047	\$6,244	\$24,835
	N	90	22	90
Male	Mean	\$84,648	\$10,132	\$85,711
	Median	\$83,033	\$9,516	\$85,000
	Std. Deviation	\$22,109	\$6,239	\$23,394
	N	143	15	143
Unanswered	Mean	\$87,974	\$5,540	\$90,744
	Median	\$81,769	\$6,400	\$84,969
	Std. Deviation	\$18,567	\$2,024	\$18,153
	N	10	5	10
Combined	Mean	\$84,626	\$9,100	\$86,199
	Median	\$82,337	\$7,456	\$83,033
	Std. Deviation	\$22,260	\$5,967	\$23,690
	N	243	42	243

# AUTM Salary Survey: FY2010

**Table LA-7:** Licensing Associate Salaries by Percentiles

Position 3: Licensing Associate				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	243	42	243
	<b>Missing</b>	0	201	0
<b>Mean</b>		\$84,626	\$9,100	\$86,199
<b>Percentiles</b>	<b>10</b>	\$60,600	\$2,500	\$60,600
	<b>25</b>	\$70,000	\$4,625	\$71,289
	<b>50</b>	\$82,337	\$7,456	\$83,033
	<b>75</b>	\$95,053	\$11,592	\$97,360
	<b>90</b>	\$114,076	\$19,650	\$117,970

Position 3: Licensing Associate, Region: U.S.-East				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	120	31	120
	<b>Missing</b>	0	89	0
<b>Mean</b>		\$88,983	\$9,373	\$91,405
<b>Percentiles</b>	<b>10</b>	\$65,000	\$2,500	\$65,195
	<b>25</b>	\$75,126	\$3,000	\$77,242
	<b>50</b>	\$87,270	\$7,000	\$88,645
	<b>75</b>	\$98,236	\$13,554	\$101,100
	<b>90</b>	\$115,787	\$21,222	\$119,896

Position 3: Licensing Associate, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	63	9	63
	<b>Missing</b>	0	54	0
<b>Mean</b>		\$81,680	\$8,525	\$82,898
<b>Percentiles</b>	<b>10</b>	\$58,800	\$5,800	\$58,800
	<b>25</b>	\$65,937	\$6,450	\$66,905
	<b>50</b>	\$77,683	\$8,077	\$78,149
	<b>75</b>	\$93,000	\$10,216	\$96,425
	<b>90</b>	\$116,974		\$118,450

Position 3: Licensing Associate, Region: U.S.-West				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	38	0	38
	<b>Missing</b>	0	38	0
<b>Mean</b>		\$86,430		\$86,430
<b>Percentiles</b>	<b>10</b>	\$60,725		\$60,725
	<b>25</b>	\$67,725		\$67,725
	<b>50</b>	\$85,000		\$85,000
	<b>75</b>	\$100,250		\$100,250
	<b>90</b>	\$113,300		\$113,300

Position 3: Licensing Associate, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	22	2	22
	<b>Missing</b>	0	20	0
<b>Mean</b>		\$66,176		\$66,854
<b>Percentiles</b>	<b>10</b>	\$35,563		\$35,563
	<b>25</b>	\$50,601		\$50,601
	<b>50</b>	\$71,289		\$71,289
	<b>75</b>	\$78,192		\$78,192
	<b>90</b>	\$92,201		\$92,201

# AUTM Salary Survey: FY2010

**Table LA-7:** Licensing Associate Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$84,385	\$9,100	\$86,287
	Median	\$81,200	\$7,456	\$83,117
	N	201	42	201
Non-urban	Mean	\$85,777		\$85,777
	Median	\$83,029		\$83,029
	N	42		42
Combined	Mean	\$84,626	\$9,100	\$86,199
	Median	\$82,337	\$7,456	\$83,033
	N	243	42	243

**Table LA-8:** Licensing Associate Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$64,653	\$65,000	\$15,925	29
\$100M to \$249M	\$83,275	\$80,000	\$24,858	58
\$250M to \$499M	\$82,400	\$80,000	\$15,942	64
\$500M+	\$93,523	\$90,645	\$21,678	91
<b>Total</b>	<b>\$84,666</b>	<b>\$82,638</b>	<b>\$22,298</b>	<b>242</b>

**Table LA-9:** Licensing Associate Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$82,349	\$80,898	\$19,665	220
1-2 reports	\$103,576	\$107,315	\$26,346	16
3-5 reports	\$97,286	\$91,317	\$45,007	5
6-10 reports				2
<b>Total</b>	<b>\$84,626</b>	<b>\$82,337</b>	<b>\$22,260</b>	<b>243</b>

**Table LA-10:** Licensing Associate Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$70,946	\$70,000	\$16,197	40
6-10.9 FTEs	\$84,229	\$85,500	\$23,355	55
11-19.9 FTEs	\$82,744	\$80,000	\$18,892	80
20+ FTEs	\$95,208	\$93,366	\$23,386	68
<b>Total</b>	<b>\$84,626</b>	<b>\$82,337</b>	<b>\$22,260</b>	<b>243</b>

## Key factor in compensation for this position:

In 2010, we observed a 12 percent jump in the number of positions reported for Licensing Associates compared to 2008. There was virtually no movement for the salaries as a whole, less than one percent. Private institutions saw an increase of four percent in their median salary. For the last two surveys, there was at least a \$10,000 difference in salaries between public and private institutions. In 2010, the gap widened to almost \$15,000.

## POSITION 4: LICENSING ASSISTANT

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### 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

# AUTM Salary Survey: FY2010

Figure LST-1: Mean Salary for Licensing Assistants, 2004–2010

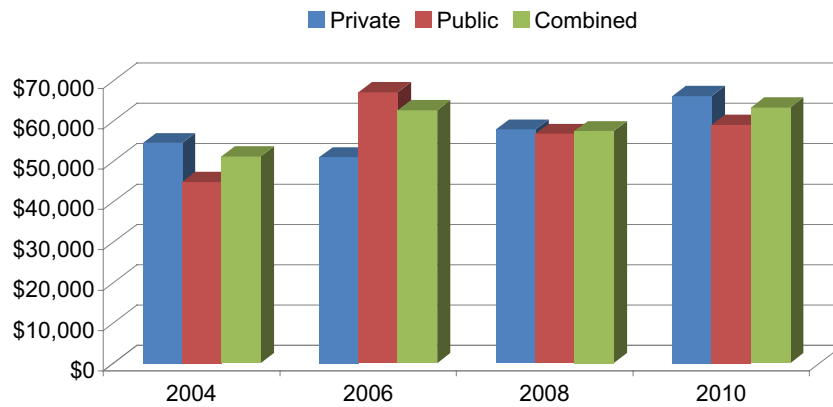
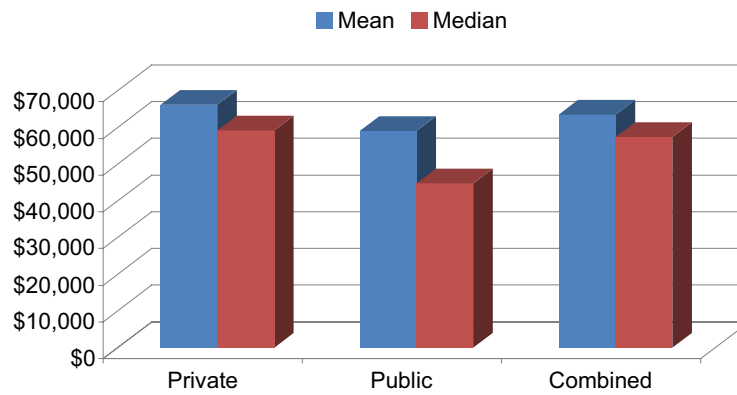


Figure LST-2: General Salary Data for Licensing Assistants: Private vs. Public



# AUTM Salary Survey: FY2010

**Table LST-1:** General Salary Data for Licensing Assistants: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$66,230	\$59,168	\$20,590	50
	Public	\$59,022	\$44,770	\$34,191	32
	Combined	\$63,417	\$57,325	\$26,765	82
		Salary	Bonus	Total Compensation	
Private	Mean	\$66,230	\$4,775	\$67,376	
	Median	\$59,168	\$5,024	\$64,299	
	Std. Deviation	\$20,590	\$1,947	\$20,840	
	N	50	12	50	
Public	Mean	\$59,022		\$59,127	
	Median	\$44,770		\$44,770	
	Std. Deviation	\$34,191		\$34,100	
	N	32	2	32	
Combined	Mean	\$63,417	\$4,331	\$64,157	
	Median	\$57,325	\$4,500	\$58,467	
	Std. Deviation	\$26,765	\$2,165	\$26,910	
	N	82	14	82	

# AUTM Salary Survey: FY2010

**Table LST-2:** Licensing Assistant Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
<b>Private</b>	B.S./B.A.	\$54,314	\$53,402	\$7,384	14
	M.S./M.A.	\$61,717	\$61,200	\$6,990	3
	M.B.A.	\$59,907	\$59,813	\$15,090	4
	J.D.	\$98,438	\$98,972	\$18,718	10
	Ph.D.	\$61,085	\$59,168	\$12,139	18
	Missing				1
	Total	\$66,230	\$59,168	\$20,590	50
<b>Public</b>	Assoc.				2
	B.S./B.A.	\$55,287	\$43,362	\$28,465	16
	M.S./M.A.				2
	M.B.A.				1
	J.D.	\$78,667	\$70,000	\$42,173	3
	Ph.D.	\$98,050	\$117,000	\$35,896	3
	Other	\$31,761	\$38,000	\$22,920	5
	Total	\$59,022	\$44,770	\$34,191	32
<b>Combined</b>	Assoc.				2
	B.S./B.A.	\$54,833	\$52,622	\$21,066	30
	M.S./M.A.	\$74,090	\$61,200	\$33,129	5
	M.B.A.	\$56,187	\$55,626	\$15,490	5
	J.D.	\$93,875	\$97,968	\$25,187	13
	Ph.D.	\$66,365	\$59,335	\$20,731	21
	Other	\$31,761	\$38,000	\$22,920	5
	Missing				1
	Total	\$63,417	\$57,325	\$26,765	82

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
<b>Private</b>	<b>0 - 2 years</b>	\$64,305	\$59,000	\$18,986	25
	<b>3 - 4 years</b>	\$67,641	\$59,168	\$23,835	16
	<b>5 - 9 years</b>	\$70,694	\$65,076	\$21,425	8
	<b>10+ years</b>				1
	<b>Total</b>	\$66,230	\$59,168	\$20,590	50
<b>Public</b>	<b>0 - 2 years</b>	\$39,270	\$41,500	\$18,068	11
	<b>3 - 4 years</b>	\$50,116	\$52,500	\$12,935	8
	<b>5 - 9 years</b>	\$80,338	\$78,258	\$43,015	8
	<b>10+ years</b>	\$82,625	\$70,559	\$43,318	5
	<b>Total</b>	\$59,022	\$44,770	\$34,191	32
<b>Combined</b>	<b>0 - 2 years</b>	\$56,655	\$53,560	\$21,846	36
	<b>3 - 4 years</b>	\$61,799	\$58,942	\$22,196	24
	<b>5 - 9 years</b>	\$75,516	\$65,076	\$33,204	16
	<b>10+ years</b>	\$78,205	\$63,332	\$40,229	6
	<b>Total</b>	\$63,417	\$57,325	\$26,765	82

**Table LST-4:** Licensing Assistant Salaries by Region

Region		Salary	Bonus	Total Compensation
<b>U.S.-East</b>	<b>Mean</b>	\$67,619	\$4,361	\$68,809
	<b>Median</b>	\$59,000	\$4,500	\$64,804
	<b>Std. Deviation</b>	\$24,611	\$1,621	\$24,841
	<b>N</b>	33	9	33
<b>U.S.-Central</b>	<b>Mean</b>	\$55,695	\$4,636	\$56,538
	<b>Median</b>	\$57,325	\$5,209	\$57,325
	<b>Std. Deviation</b>	\$13,992	\$3,528	\$14,662
	<b>N</b>	22	4	22
<b>U.S.-West</b>	<b>Mean</b>	\$75,761		\$75,761
	<b>Median</b>	\$54,203		\$54,203
	<b>Std. Deviation</b>	\$34,999		\$34,999
	<b>N</b>	18		18
<b>Non-U.S.</b>	<b>Mean</b>	\$42,200		\$42,516
	<b>Median</b>	\$43,724		\$43,724
	<b>Std. Deviation</b>	\$25,053		\$24,855
	<b>N</b>	9	1	9
<b>Total</b>	<b>Mean</b>	\$63,417	\$4,331	\$64,157
	<b>Median</b>	\$57,325	\$4,500	\$58,467
	<b>Std. Deviation</b>	\$26,765	\$2,165	\$26,910
		82	14	82



# AUTM Salary Survey: FY2010

**Table LST-5:** Licensing Assistant Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$59,527	\$4,449	\$60,238
	Median	\$53,244	\$5,152	\$53,244
	Std. Deviation	\$25,468	\$2,758	\$25,554
	N	50	8	50
Male	Mean	\$69,546	\$4,174	\$70,353
	Median	\$59,000	\$4,000	\$59,335
	Std. Deviation	\$28,461	\$1,222	\$28,686
	N	31	6	31
Unanswered	Mean			
	Median			
	Std. Deviation			
	N	1		1
Combined	Mean	\$63,417	\$4,331	\$64,157
	Median	\$57,325	\$4,500	\$58,467
	Std. Deviation	\$26,765	\$2,165	\$26,910
	N	82	14	82

# AUTM Salary Survey: FY2010

**Table LST-6:** Licensing Assistant Salaries by Percentiles

Position 4: Licensing Assistant				
		Salary	Bonus	Total Compensation
N	Valid	82	14	82
	Missing	0	68	0
Mean		\$63,417	\$4,331	\$64,157
Percentiles	10	\$38,000	\$750	\$38,000
	25	\$45,482	\$2,887	\$45,482
	50	\$57,325	\$4,500	\$58,467
	75	\$70,140	\$5,804	\$74,500
	90	\$109,942	\$7,570	\$109,942

Position 4: Licensing Assistant, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	33	9	33
	Missing	0	24	0
Mean		\$67,619	\$4,361	\$68,809
Percentiles	10	\$38,000	\$1,000	\$38,000
	25	\$53,303	\$3,250	\$53,303
	50	\$59,000	\$4,500	\$64,804
	75	\$81,715	\$5,701	\$81,715
	90	\$106,482		\$107,682

Position 4: Licensing Assistant, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	22	4	22
	Missing	0	18	0
Mean		\$55,695	4,636	\$56,538
Percentiles	10	\$38,600	500	\$38,600
	25	\$41,453	1,101	\$41,453
	50	\$57,325	5,209	\$57,325
	75	\$68,078	7,597	\$69,181
	90	\$77,814		\$78,000

Position 4: Licensing Assistant, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	18	0	18
	Missing	0	18	0
Mean		\$75,761		\$75,761
Percentiles	10	\$43,000		\$43,000
	25	\$51,042		\$51,042
	50	\$54,203		\$54,203
	75	\$117,875		\$117,875
	90	\$131,940		\$131,940

Position 4: Licensing Assistant, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	9	1	9
	Missing	0	8	0
Mean		\$42,200		\$42,516
Percentiles	10	\$8,028		\$8,028
	25	\$17,548		\$18,969
	50	\$43,724		\$43,724
	75	\$58,933		\$58,933
	90			

# AUTM Salary Survey: FY2010

**Table LST-7:** Licensing Assistant Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$64,636	\$4,626	\$65,483
	Median	\$58,933	\$4,500	\$58,933
	N	71	13	71
Non-urban	Mean	\$55,556		\$55,601
	Median	\$55,626		\$55,626
	N	11	1	11
Combined	Mean	\$63,417	\$4,331	\$64,157
	Median	\$57,325	\$4,500	\$58,467
	N	82	14	82

**Table LST-9:** Licensing Assistant Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$64,220	\$56,650	\$27,155	77
1-2 reports	\$51,064	\$58,933	\$17,120	5
Total	\$63,417	\$57,325	\$26,765	82

**Table LST-8:** Licensing Assistant Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$46,850	\$43,724	\$10,696	15
\$100M to \$249M	\$49,316	\$60,052	\$28,549	8
\$250M to \$499M	\$59,156	\$58,668	\$11,910	18
\$500M+	\$74,101	\$59,000	\$30,657	41
Total	\$63,417	\$57,325	\$26,765	82

**Table LST-10:** Licensing Assistant Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$48,147	\$42,000	\$11,985	7
6-10.9 FTEs	\$49,734	\$44,141	\$15,649	12
11-19.9 FTEs	\$52,331	\$53,244	\$9,359	28
20+ FTEs	\$80,032	\$76,430	\$32,141	35
Total	\$63,417	\$57,325	\$26,765	82

## Key factor in compensation for this position:

There was a 22 percent increase in total respondents for this position in 2010. There was a nominal increase of three percent for total salaries; however, there was an 18 percent decrease in the median salary for public institutions. Research expenditures and type of institution provided the strongest influence on salaries for this position.

## POSITION 5: MARKETING MANAGER

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### 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

# AUTM Salary Survey: FY2010

Figure MKT-1: Mean Salary for Marketing Managers, 2004–2010

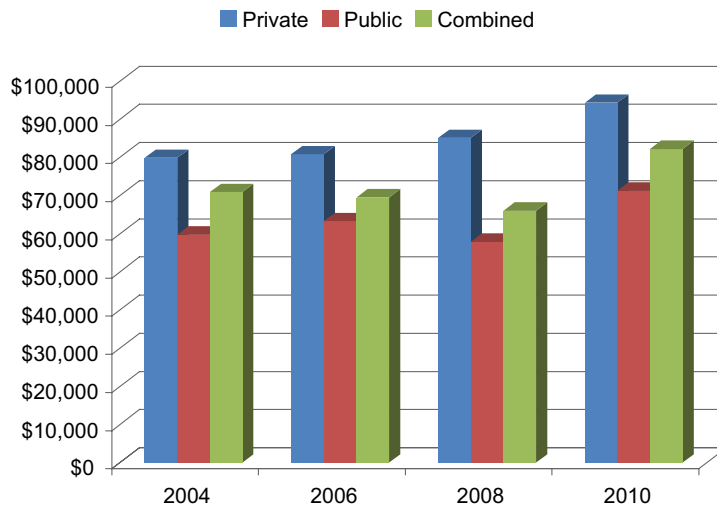
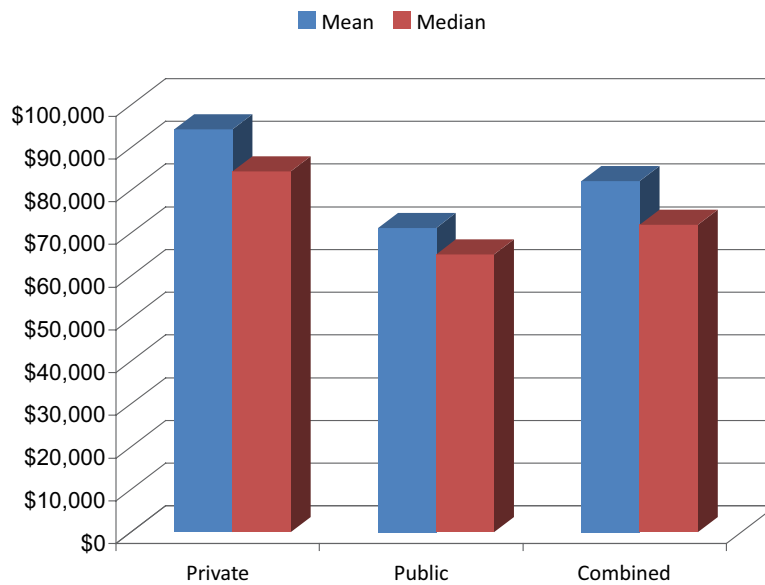


Figure MKT-2: General Salary Data for Marketing Managers: Private vs. Public, 2010



# AUTM Salary Survey: FY2010

**Table MKT-1:** General Salary Data for Marketing Managers: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$94,270	\$84,430	\$34,174	10
	Public	\$71,210	\$65,000	\$32,448	11
	Combined	\$82,191	\$72,000	\$34,515	21
		Salary	Bonus	Total Compensation	
Private	Mean	\$94,270	\$5,691	\$96,547	
	Median	\$84,430	\$2,000	\$84,930	
	Std. Deviation	\$34,174	\$8,103	\$37,506	
	N	10	4	10	
Public	Mean	\$71,210		\$71,210	
	Median	\$65,000		\$65,000	
	Std. Deviation	\$32,448		\$32,448	
	N	11		11	
Combined	Mean	\$82,191	\$5,691	\$83,275	
	Median	\$72,000	\$2,000	\$72,000	
	Std. Deviation	\$34,515	\$8,103	\$36,436	
	N	21	4	21	

**Table MKT-2:** Marketing Manager Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.S./B.A.	\$74,775	\$79,567	\$19,966	3
	M.S./M.A.				1
	M.B.A.	\$120,646	\$124,750	\$40,253	4
	Ph.D.				2
	Total	\$94,270	\$84,430	\$34,174	10
Public	Assoc.				1
	B.S./B.A.	\$46,857	\$43,728	\$6,265	3
	M.S./M.A.				2
	M.B.A.	\$75,412	\$72,000	\$19,821	3
	J.D.				1
	Ph.D.				1
	Total	\$71,210	\$65,000	\$32,448	11
Combined	Assoc.				1
	B.S./B.A.	\$60,816	\$53,460	\$20,223	6
	M.S./M.A.	\$69,633	\$70,000	\$4,461	3
	M.B.A.	\$101,260	\$96,718	\$39,061	7
	J.D.				1
	Ph.D.	\$73,264	\$76,500	\$17,868	3
	Total	\$82,191	\$72,000	\$34,515	21

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years				2
	3 - 4 years				2
	5 - 9 years	\$82,160	\$89,293	\$20,218	5
	10+ years				1
	<b>Total</b>	\$94,270	\$84,430	\$34,174	10
Public	0 - 2 years				2
	3 - 4 years	\$46,834	\$43,728	\$6,224	3
	5 - 9 years	\$74,263	\$72,000	\$21,414	3
	10+ years	\$99,167	\$73,900	\$50,759	3
	<b>Total</b>	\$71,210	\$65,000	\$32,448	11
Combined	0 - 2 years	\$84,255	\$67,500	\$40,490	4
	3 - 4 years	\$59,314	\$54,000	\$17,680	5
	5 - 9 years	\$79,198	\$80,647	\$19,527	8
	10+ years	\$114,710	\$115,750	\$51,807	4
	<b>Total</b>	\$82,191	\$72,000	\$34,515	21

**Table MKT-4:** Marketing Manager Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$81,920	\$1,667	\$82,420
	Median	\$74,250	\$1,000	\$74,250
	Std. Deviation	\$30,669	\$1,155	\$31,069
	N	10	3	10
U.S.-Central	Mean	\$88,494		\$92,047
	Median	\$73,900		\$73,900
	Std. Deviation	\$36,603		\$43,592
	N	5	1	5
U.S.-West	Mean	\$89,109		\$89,109
	Median	\$66,000		\$66,000
	Std. Deviation	\$60,351		\$60,351
	N	3		3
Non-U.S.	Mean	\$65,670		\$65,670
	Median	\$57,518		\$57,518
	Std. Deviation	\$27,881		\$27,881
	N	3		3
Total	Mean	\$82,191	\$5,691	\$83,275
	Median	\$72,000	\$2,000	\$72,000
	Std. Deviation	\$34,515	\$8,103	\$36,436
		21	4	21

# AUTM Salary Survey: FY2010

**Table MKT-5:** Marketing Manager Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$81,261	\$7,254	\$82,816
	Median	\$74,250	\$3,000	\$74,250
	Std. Deviation	\$34,102	\$9,156	\$36,917
	N	14	3	14
Male	Mean	\$84,050		\$84,193
	Median	\$71,746		\$71,746
	Std. Deviation	\$38,013		\$38,353
	N	7	1	7
Combined	Mean	\$82,191	\$5,691	\$83,275
	Median	\$72,000	\$2,000	\$72,000
	Std. Deviation	\$34,515	\$8,103	\$36,436
	N	21	4	21



# AUTM Salary Survey: FY2010

Table MKT-6: Marketing Manager Salaries by Percentiles

Position 5: Marketing Manager				
		Salary	Bonus	Total Compensation
N	Valid	21	4	21
	Missing	0	17	0
Mean		\$82,191	\$5,691	\$83,275
Percentiles	10	\$45,552	\$1,000	\$45,552
	25	\$55,794	\$1,000	\$55,794
	50	\$72,000	\$2,000	\$72,000
	75	\$94,314	\$14,072	\$95,814
	90	\$154,980		\$161,330

Position 5: Marketing Manager, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	10	3	10
	Missing	0	7	0
Mean		\$81,920	\$1,667	\$82,420
Percentiles	10	\$52,965	\$1,000	\$52,965
	25	\$66,000	\$1,000	\$66,000
	50	\$74,250	\$1,000	\$74,250
	75	\$89,947		\$90,697
	90	\$154,396		\$155,596

Position 5: Marketing Manager, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	5	1	5
	Missing	0	4	0
Mean		\$88,494		\$92,047
Percentiles	10	\$54,070		\$54,070
	25	\$59,535		\$59,535
	50	\$73,900		\$73,900
	75	\$124,750		\$133,632
	90			

Position 5: Marketing Manager, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	3	0	3
	Missing	0	3	0
Mean		\$89,109		\$89,109
Percentiles	10	\$43,728		\$43,728
	25	\$43,728		\$43,728
	50	\$66,000		\$66,000
	75			
	90			

Position 5: Marketing Manager, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	3	0	3
	Missing	0	3	0
Mean		\$65,670		\$65,670
Percentiles	10	\$42,774		\$42,774
	25	\$42,774		\$42,774
	50	\$57,518		\$57,518
	75			
	90			

# AUTM Salary Survey: FY2010

**Table MKT-7:** Marketing Manager Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$85,844	\$5,691	\$87,109
	Median	\$74,250	\$2,000	\$74,250
	N	18	4	18
Non-urban	Mean	\$60,273		\$60,273
	Median	\$54,070		\$54,070
	N	3		3
Combined	Mean	\$82,191	\$5,691	\$83,275
	Median	\$72,000	\$2,000	\$72,000
	N	21	4	21

**Table MKT-9:** Marketing Manager Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$80,886	\$72,950	\$32,898	16
1-2 reports	\$83,780	\$61,759	\$49,471	4
3-4 reports				1
<b>Total</b>	<b>\$82,191</b>	<b>\$72,000</b>	<b>\$34,515</b>	<b>21</b>

**Table MKT-8:** Marketing Manager Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$65,670	\$57,518	\$27,881	3
\$100M to \$249M	\$82,760	\$80,520	\$18,019	4
\$250M to \$499M	\$79,970	\$72,000	\$37,582	5
\$500M+	\$88,679	\$73,900	\$42,460	9
<b>Total</b>	<b>\$82,191</b>	<b>\$72,000</b>	<b>\$34,515</b>	<b>21</b>

**Table MKT-10:** Marketing Manager Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$85,239	\$96,718	\$27,369	3
6-10.9 FTEs	\$62,135	\$64,632	\$15,219	4
11-19.9 FTEs	\$64,812	\$65,500	\$15,748	6
20+ FTEs	\$104,111	\$85,738	\$43,258	8
<b>Total</b>	<b>\$82,191</b>	<b>\$72,000</b>	<b>\$34,515</b>	<b>21</b>

## Key factor in compensation for this position:

The number of total respondents was almost identical to 2008, but there was a 24 percent increase in the mean salary overall. Mean salaries for public institutions increased 23 percent in 2010; private institutions realized a 10 percent gain in the mean salary. The length of employment at the organization was the major factor for salary level in 2010.

## POSITION 6: BUSINESS MANAGER

---

### Position Description:

The Business Manager is responsible for financial functions in the office, including invoicing, receipt and disbursement of revenues associated with licenses; invoicing and receipt of reimbursements from licensees; and payments to vendors (law firms, patent agents, etc.) providing support to the office. The Business Manager may also be responsible for managing budget in support of licensing activities. He or she works closely with licensing personnel to ensure licensee compliance with financial terms of agreements.

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



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# AUTM Salary Survey: FY2010

Figure BUS-1: Mean Salary for Business Managers, 2004–2010

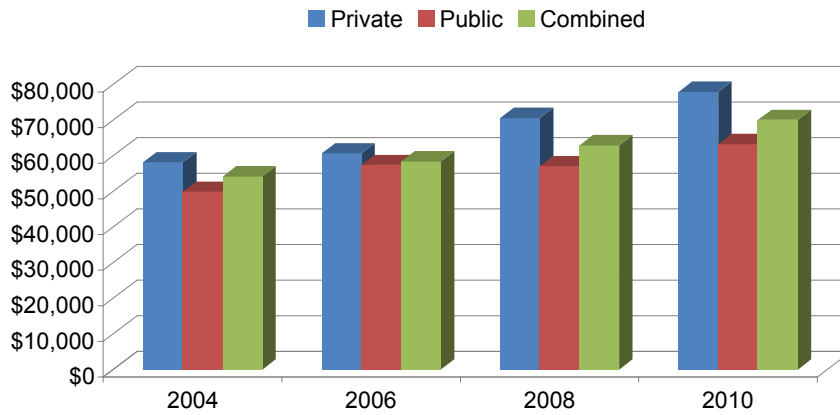
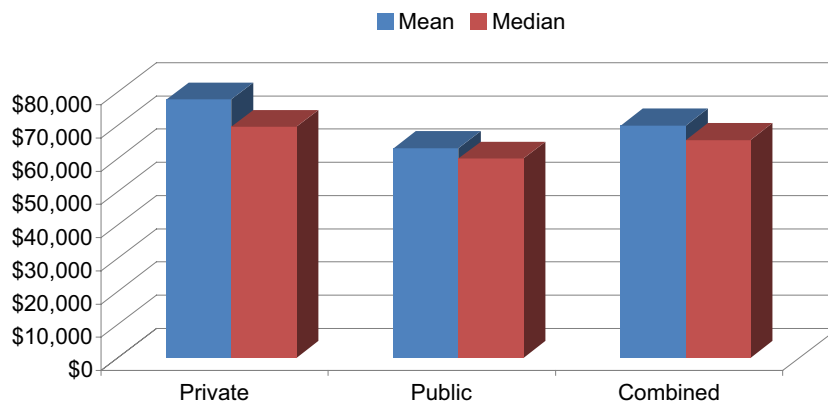


Figure BUS-2: General Salary Data for Business Managers: Private vs. Public



# AUTM Salary Survey: FY2010

**Table BUS-1:** General Salary Data for Business Managers: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$77,832	\$69,602	\$31,476	25
	Public	\$63,151	\$60,000	\$20,914	29
	Combined	\$69,948	\$65,600	\$27,098	54
		Salary	Bonus	Total Compensation	
Private	Mean	\$77,832	\$14,337	\$81,272	
	Median	\$69,602	\$5,150	\$71,289	
	Std. Deviation	\$31,476	\$19,737	\$40,597	
	N	25	6	25	
Public	Mean	\$63,151		\$63,255	
	Median	\$60,000		\$60,000	
	Std. Deviation	\$20,914		\$20,861	
	N	29	1	29	
Combined	Mean	\$69,948	\$12,717	\$71,596	
	Median	65,600	3,000	\$65,600	
	Std. Deviation	27,098	18,520	\$32,534	
	N	54	7	54	

**Table BUS-2:** Business Manager Salaries by Highest Degree

		Highest Degree	Mean	Median	Std. Deviation	N
Private	Assoc.		\$57,443	\$54,100	\$7,681	3
	B.S./B.A.		\$66,901	\$67,500	\$11,050	11
	M.S./M.A.		\$56,989	\$66,000	\$17,339	3
	M.B.A.		\$108,323	\$90,098	\$38,794	8
	Total		\$77,832	\$69,602	\$31,476	25
Public	Assoc.		\$48,910	\$45,841	\$10,778	3
	B.S./B.A.		\$60,416	\$56,839	\$18,600	12
	M.S./M.A.					1
	M.B.A.		\$80,808	\$82,912	\$25,246	5
	J.D.					2
	Other		\$55,885	\$51,269	\$20,973	6
	Total		\$63,151	\$60,000	\$20,914	29
Combined	Assoc.		\$53,177	\$53,050	\$9,587	6
	B.S./B.A.		\$63,517	\$64,426	\$15,474	23
	M.S./M.A.		\$56,287	\$60,090	\$14,226	4
	M.B.A.		\$97,740	\$88,494	\$35,840	13
	Law					2
	Other		\$55,885	\$51,269	\$20,973	6
	Total		\$69,948	\$65,600	\$27,098	54

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$65,854	\$66,983	\$17,642	6
	3 - 4 years	\$70,272	\$81,317	\$21,049	3
	5 - 9 years	\$101,578	\$69,602	\$49,247	7
	10+ years	\$69,867	\$69,602	\$12,415	9
	Total	\$77,832	\$69,602	\$31,476	25
Public	0 - 2 years	\$56,962	\$51,208	\$15,768	5
	3 - 4 years	\$65,439	\$54,180	\$23,584	5
	5 - 9 years	\$58,495	\$46,937	\$24,050	9
	10+ years	\$69,294	\$60,715	\$20,029	10
	Total	\$63,151	\$60,000	\$20,914	29
Combined	0 - 2 years	\$61,812	\$65,000	\$16,632	11
	3 - 4 years	\$67,252	\$67,749	\$21,229	8
	5 - 9 years	\$77,344	\$65,715	\$42,022	16
	10+ years	\$69,565	\$67,500	\$16,406	19
	Total	\$69,948	\$65,600	\$27,098	54

**Table BUS-4:** Business Manager Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$69,815	\$11,583	\$72,131
	Median	\$67,733	\$2,750	\$68,958
	Std. Deviation	\$24,623	\$20,019	\$32,859
	N	30	6	30
U.S.-Central	Mean	\$67,124		\$68,625
	Median	\$60,268		\$60,268
	Std. Deviation	\$35,069		\$39,046
	N	13	1	13
U.S.-West	Mean	\$72,010		\$72,010
	Median	\$60,000		\$60,000
	Std. Deviation	\$29,774		\$29,774
	N	7		7
Non-U.S.	Mean	\$76,517		\$76,517
	Median	\$78,418		\$78,418
	Std. Deviation	\$17,808		\$17,808
	N	4		4
Total	Mean	\$69,948	\$12,717	\$71,596
	Median	\$65,600	\$3,000	\$65,600
	Std. Deviation	\$27,098	\$18,520	\$32,534
	N	54	7	54

# AUTM Salary Survey: FY2010

**Table BUS-5:** Business Manager Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$65,674	\$2,375	\$65,895
	Median	\$64,426	\$2,250	\$64,426
	Std. Deviation	\$20,793	\$479	\$20,779
	N	43	4	43
Male	Mean	\$92,803	\$26,507	\$102,743
	Median	\$79,741	\$19,520	\$83,641
	Std. Deviation	\$46,362	\$23,010	\$63,305
	N	8	3	8
Unanswered	Mean	\$70,265		\$70,265
	Median	\$65,000		\$65,000
	Std. Deviation	\$19,343		\$19,343
	N	3		3
Combined	Mean	\$69,948	\$12,717	\$71,596
	Median	\$65,600	\$3,000	\$65,600
	Std. Deviation	\$27,098	\$18,520	\$32,534
	N	54	7	54

# AUTM Salary Survey: FY2010

**Table BUS-6:** Business Manager Salaries by Percentiles

Position 6: Business Manager				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	54	7	54
	<b>Missing</b>	0	47	0
<b>Mean</b>		\$69,948	\$12,717	\$71,596
<b>Percentiles</b>	<b>10</b>	\$41,500	\$2,000	\$41,500
	<b>25</b>	\$51,833	\$2,000	\$52,312
	<b>50</b>	\$65,600	\$3,000	\$65,600
	<b>75</b>	\$81,716	\$19,520	\$81,716
	<b>90</b>	\$100,327		\$100,327

Position 6: Business Manager, Region: U.S.-East				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	30	6	30
	<b>Missing</b>	0	24	0
<b>Mean</b>		\$69,815	\$11,583	\$72,131
<b>Percentiles</b>	<b>10</b>	\$45,100	\$2,000	\$45,100
	<b>25</b>	\$53,557	\$2,000	\$53,994
	<b>50</b>	\$67,733	\$2,750	\$68,958
	<b>75</b>	\$77,820	\$18,900	\$77,820
	<b>90</b>	\$88,499		\$91,020

Position 6: Business Manager, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	13	1	13
	<b>Missing</b>	0	12	0
<b>Mean</b>		\$67,124		\$68,625
<b>Percentiles</b>	<b>10</b>	\$38,361		\$38,361
	<b>25</b>	\$42,921		\$42,921
	<b>50</b>	\$60,268		\$60,268
	<b>75</b>	\$73,300		\$73,300
	<b>90</b>	\$142,433		\$154,145

Position 6: Business Manager, Region: U.S.-West				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	7	0	7
	<b>Missing</b>	0	7	0
<b>Mean</b>		\$72,010		\$72,010
<b>Percentiles</b>	<b>10</b>	\$40,000		\$40,000
	<b>25</b>	\$47,391		\$47,391
	<b>50</b>	\$60,000		\$60,000
	<b>75</b>	\$105,600		\$105,600
	<b>90</b>			

Position 6: Business Manager, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
<b>N</b>	<b>Valid</b>	4	0	4
	<b>Missing</b>	0	4	0
<b>Mean</b>		\$76,517		\$76,517
<b>Percentiles</b>	<b>10</b>	\$54,180		\$54,180
	<b>25</b>	\$58,457		\$58,457
	<b>50</b>	\$78,418		\$78,418
	<b>75</b>	\$92,677		\$92,677
	<b>90</b>			



# AUTM Salary Survey: FY2010

**Table BUS-7:** Business Manager Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$75,485	\$12,717	\$77,827
	Median	\$69,602	\$3,000	\$71,446
	N	38	7	38
Non-urban	Mean	\$56,798		\$56,798
	Median	\$53,889		\$53,889
	N	16		16
Combined	Mean	\$69,948	\$12,717	\$71,596
	Median	\$65,600	\$3,000	\$65,600
	N	54	7	54

**Table BUS-8:** Business Manager Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$55,280	\$50,067	\$17,832	6
\$100M to \$249M	\$65,653	\$60,134	\$24,264	16
\$250M to \$499M	\$72,768	\$69,949	\$22,854	19
\$500M+	\$77,882	\$69,602	\$37,126	13
<b>Total</b>	<b>\$69,948</b>	<b>\$65,600</b>	<b>\$27,098</b>	<b>54</b>

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

Number of Reports	Mean	Median	Std. Deviation	N
None	\$62,251	\$60,539	\$19,045	29
1-2 reports	\$67,042	\$65,200	\$14,366	17
3-4 reports	\$81,667	\$69,602	\$38,017	5
6-10 reports				2
11+ reports				1
<b>Total</b>	<b>\$69,948</b>	<b>\$65,600</b>	<b>\$27,098</b>	<b>54</b>

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

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$50,762	\$49,469	\$8,837	10
6-10.9 FTEs	\$64,886	\$65,213	\$13,777	16
11-19.9 FTEs	\$69,927	\$76,318	\$17,816	16
20+ FTEs	\$92,713	\$76,551	\$42,955	12
<b>Total</b>	<b>\$69,948</b>	<b>\$65,600</b>	<b>\$27,098</b>	<b>54</b>

## Key factor in compensation for this position:

The average salary rose from \$63,000 in 2008 to \$70,000 (11 percent) in 2010. The variables statistically significant in predicting salary for this position were: Number of direct reports, gender and location. An M.B.A. degree was also a factor for increased compensation. Data was received for 43 females and eight males in this position category with average total compensation of \$66,000 and \$103,000 respectively, a significant difference.

## POSITION 7: PATENT MANAGER

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### 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 USPTO 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
- **Supervisory responsibilities:** May supervise other support staff

# AUTM Salary Survey: FY2010

Figure PAT-1: Mean Salary for Patent Managers, 2004–2010

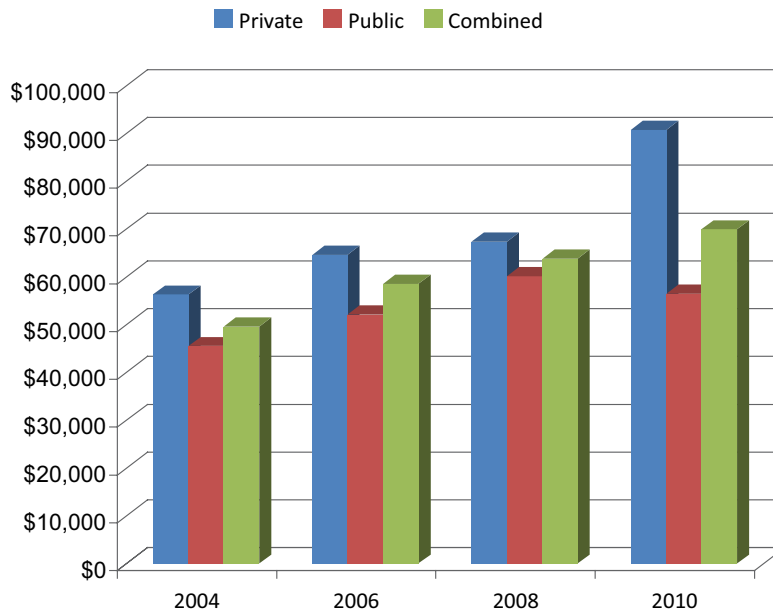
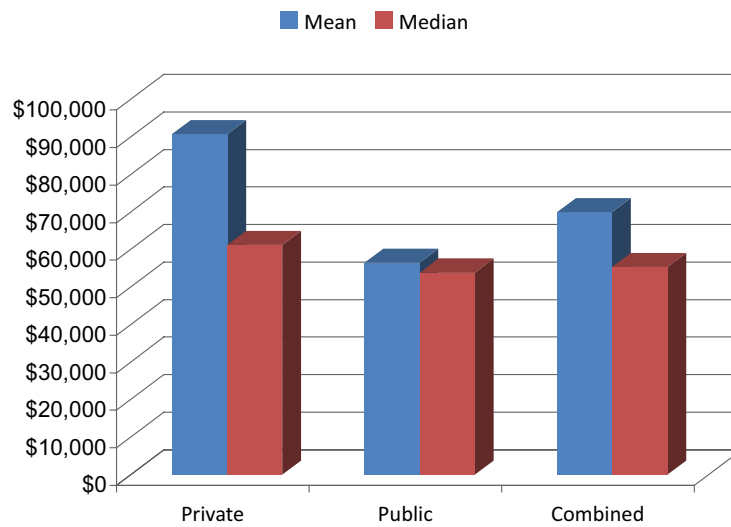


Figure PAT-2: General Salary Data for Patent Managers: Private vs. Public



# AUTM Salary Survey: FY2010

**Table PAT-1: General Salary Data for Patent Managers: Private vs. Public**

		Mean	Median	Std. Deviation	N
	Private	\$90,729	\$61,200	\$150,520	26
	Public	\$56,457	\$53,780	\$20,262	40
	Combined	\$69,958	\$55,305	\$96,151	66
		Salary	Bonus	Total Compensation	
Private	Mean	\$90,729		\$91,594	
	Median	\$61,200		\$61,200	
	Std. Deviation	\$150,520		\$150,742	
	N	26	2	26	
Public	Mean	\$56,457	\$1,217	\$56,548	
	Median	\$53,780	\$1,000	\$53,780	
	Std. Deviation	\$20,262	\$846	\$20,306	
	N	40	3	40	
Combined	Mean	\$69,958	\$5,230	\$70,354	
	Median	\$55,305	\$2,150	\$55,305	
	Std. Deviation	\$96,151	\$8,037	\$96,358	
	N	66	5	66	

# AUTM Salary Survey: FY2010

**Table PAT-2:** Patent Manager Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
<b>Private</b>	Assoc.				2
	B.S./B.A.	\$59,704	\$52,480	\$21,039	8
	M.S./M.A.	\$45,899	\$42,098	\$11,367	4
	J.D.	\$91,790	\$91,885	\$36,817	4
	Ph.D.	\$319,333	\$76,000	\$432,773	3
	Other	\$59,644	\$64,983	\$20,358	3
	Missing				2
	Total	\$90,729	\$61,200	\$150,520	26
<b>Public</b>	Assoc.	\$47,423	\$44,750	\$12,996	8
	B.S./B.A.	\$52,555	\$53,000	\$19,944	16
	M.S./M.A.	\$53,712	\$53,769	\$28,866	4
	J.D.	\$74,165	\$70,830	\$7,938	4
	Ph.D.				2
	Other	\$59,071	\$64,401	\$10,855	3
	Missing	\$57,751	\$55,219	\$13,166	3
	Total	\$56,457	\$53,780	\$20,262	40
<b>Combined</b>	Assoc.	\$46,352	\$44,750	\$12,148	10
	B.S./B.A.	\$54,938	\$53,000	\$20,149	24
	M.S./M.A.	\$49,805	\$42,098	\$20,734	8
	J.D.	\$82,977	\$70,830	\$26,395	8
	Ph.D.	\$226,807	\$76,000	\$331,732	5
	Other	\$59,357	\$64,692	\$14,595	6
	Missing	\$56,548	\$55,219	\$15,437	5
	Total	\$69,958	\$55,305	\$96,151	66

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$127,073	\$49,695	\$243,469	10
	3 - 4 years	\$68,293	\$68,000	\$21,521	4
	5 - 9 years	\$62,943	\$43,313	\$43,728	4
	10+ years	\$70,409	\$65,076	\$24,418	8
	Total	\$90,729	\$61,200	\$150,520	26
Public	0 - 2 years	\$54,904	\$55,673	\$15,403	4
	3 - 4 years	\$40,738	\$34,600	\$21,801	7
	5 - 9 years	\$54,633	\$51,273	\$17,325	14
	10+ years	\$65,908	\$60,000	\$19,675	15
	Total	\$56,457	\$53,780	\$20,262	40
Combined	0 - 2 years	\$106,453	\$52,551	\$205,518	14
	3 - 4 years	\$50,758	\$43,474	\$24,847	11
	5 - 9 years	\$56,479	\$49,343	\$24,075	18
	10+ years	\$67,474	\$64,401	\$20,996	23
	Total	\$69,958	\$55,305	\$96,151	66

**Table PAT-4:** Patent Manager Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$59,813		\$60,495
	Median	\$60,000		\$60,000
	Std. Deviation	\$19,277		\$21,619
	N	33	2	33
U.S.-Central	Mean	\$96,522		\$96,551
	Median	\$49,140		\$49,140
	Std. Deviation	\$186,868		\$186,859
	N	17	1	17
U.S.-West	Mean	\$77,092		\$77,203
	Median	\$71,268		\$71,268
	Std. Deviation	\$29,803		\$29,842
	N	9	1	9
Non-U.S.	Mean	\$44,098		\$44,405
	Median	\$49,712		\$49,712
	Std. Deviation	\$21,150		\$21,460
	N	7	1	7
Total	Mean	\$69,958	\$5,230	\$70,354
	Median	\$55,305	\$2,150	\$55,305
	Std. Deviation	\$96,151	\$8,037	\$96,358
	N	66	5	66

# AUTM Salary Survey: FY2010

**Table PAT-5:** Patent Manager Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$70,196	\$5,230	\$70,719
	Median	\$53,000	\$2,150	\$53,000
	Std. Deviation	\$109,963	\$8,037	\$110,201
	N	50	5	50
Male	Mean	\$71,459		\$71,459
	Median	\$70,830		\$70,830
	Std. Deviation	\$24,444		\$24,444
	N	14		14
Unanswered	Mean			
	Median			
	Std. Deviation			
	N	2		2
Combined	Mean	\$69,958	\$5,230	\$70,354
	Median	\$55,305	\$2,150	\$55,305
	Std. Deviation	\$96,151	\$8,037	\$96,358
	N	66	5	66

# AUTM Salary Survey: FY2010

**Table PAT-6:** Patent Manager Salaries by Percentiles

Position 7: Patent Manager				
		Salary	Bonus	Total Compensation
N	Valid	66	5	66
	Missing	0	61	0
Mean		\$69,958	\$5,230	\$70,354
Percentiles	10	\$35,782	\$500	\$35,782
	25	\$42,768	\$750	\$42,768
	50	\$55,305	\$2,150	\$55,305
	75	\$71,082	\$11,250	\$71,082
	90	\$89,255		\$89,255

Position 7: Patent Manager, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	33	2	33
	Missing	0	31	0
Mean		\$59,813		\$60,495
Percentiles	10	\$38,289		\$38,289
	25	\$44,217		\$44,217
	50	\$60,000		\$60,000
	75	\$70,500		\$70,500
	90	\$83,131		\$83,131

Position 7: Patent Manager, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	17	1	17
	Missing	0	16	0
Mean		\$96,522		\$96,551
Percentiles	10	\$35,814		\$35,814
	25	\$38,193		\$38,193
	50	\$49,140		\$49,140
	75	\$64,935		\$64,935
	90	\$232,600		\$232,600

Position 7: Patent Manager, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	9	1	9
	Missing	0	8	0
Mean		\$77,092		\$77,203
Percentiles	10	\$30,200		\$30,200
	25	\$53,500		\$53,500
	50	\$71,268		\$71,268
	75	\$105,000		\$105,000
	90			

Position 7: Patent Manager, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	7	1	7
	Missing	0	6	0
Mean		\$44,098		\$44,405
Percentiles	10	\$14,908		\$14,908
	25	\$22,936		\$22,936
	50	\$49,712		\$49,712
	75	\$61,634		\$63,784
	90			



# AUTM Salary Survey: FY2010

**Table PAT-7:** Patent Manager Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$73,830	\$6,413	\$74,305
	Median	\$55,305	\$2,575	\$55,305
	N	54	4	54
Non-urban	Mean	\$52,535		\$52,576
	Median	\$50,918		\$50,918
	N	12	1	12
Combined	Mean	\$69,958	\$5,230	\$70,354
	Median	\$55,305	\$2,150	\$55,305
	N	66	5	66

**Table PAT-8:** Patent Manager Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$49,324	\$49,000	\$13,649	10
\$100M to \$249M	\$84,941	\$53,000	\$161,295	23
\$250M to \$499M	\$55,054	\$49,629	\$13,135	16
\$500M+	\$75,850	\$71,020	\$25,917	17
<b>Total</b>	<b>\$69,958</b>	<b>\$55,305</b>	<b>\$96,151</b>	<b>66</b>

**Table PAT-9:** Patent Manager Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$68,641	\$53,000	\$108,514	51
1-2 reports	\$64,598	\$57,035	\$26,127	8
3-4 reports	\$84,027	\$78,634	\$32,309	6
6-10 reports				1
<b>Total</b>	<b>\$69,958</b>	<b>\$55,305</b>	<b>\$96,151</b>	<b>66</b>

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

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$108,054	\$47,000	\$213,961	13
6-10.9 FTEs	\$54,022	\$54,195	\$18,084	18
11-19.9 FTEs	\$62,831	\$55,219	\$19,576	21
20+ FTEs	\$65,762	\$65,076	\$32,350	14
<b>Total</b>	<b>\$69,958</b>	<b>\$55,305</b>	<b>\$96,151</b>	<b>66</b>

## Key factor in compensation for this position (U.S. only):

In 2010, the mean salary for this position increased 9.7 percent from \$63,801 in 2008 to \$69,958 in 2010 while the median salary decreased 10 percent from \$61,651 in 2008 to \$55,305 in 2010. Salaries at private institutions were 61 percent higher than those at public institutions.

## POSITION 8: ADMINISTRATIVE ASSISTANT

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### Position Description:

Administrative Assistants support the licensing process but have limited or no direct contact with licensees or potential licensees. They 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

# AUTM Salary Survey: FY2010

Figure AA-1: Mean Salary for Administrative Assistants, 2004–2010

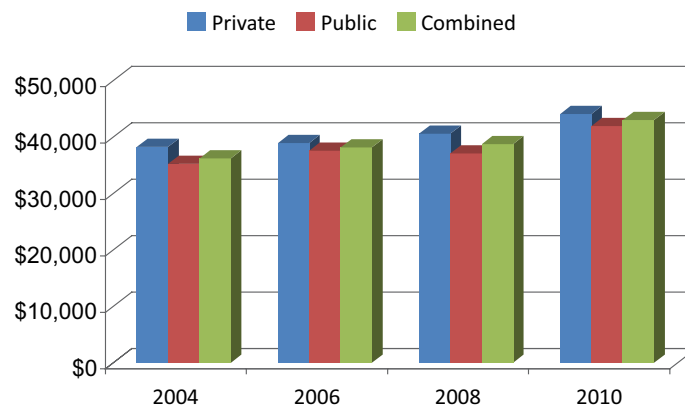
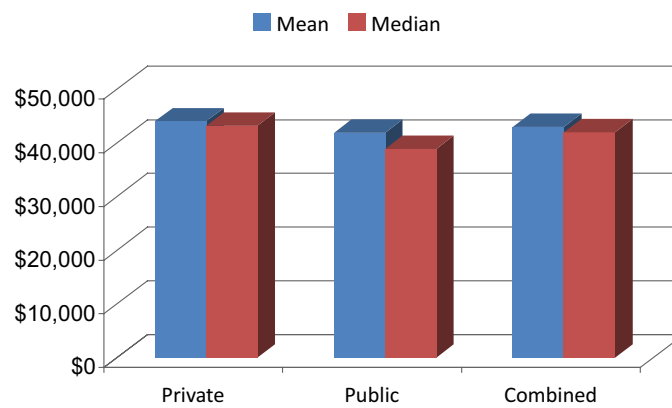


Figure AA-2: General Salary Data for Administrative Assistants: Private vs. Public



# AUTM Salary Survey: FY2010

**Table AA-1:** General Salary Data for Administrative Assistants: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$44,067	\$43,200	\$11,186	79
	Public	\$41,905	\$38,877	\$15,832	78
	Combined	\$42,993	\$42,000	\$13,692	157
		Salary	Bonus	Total Compensation	
Private	Mean	\$44,067	\$1,481	\$44,535	
	Median	\$43,200	\$1,526	\$44,000	
	Std. Deviation	\$11,186	\$640	\$11,400	
	N	79	25	79	
Public	Mean	\$41,905	\$1,835	\$41,527	
	Median	\$38,877	\$2,000	\$38,021	
	Std. Deviation	\$15,832	\$842	\$16,274	
	N	78	5	78	
Combined	Mean	\$42,993	\$1,540	\$43,041	
	Median	\$42,000	\$1,586	\$41,119	
	Std. Deviation	\$13,692	\$675	\$14,071	
	N	157	30	157	

# AUTM Salary Survey: FY2010

**Table AA-2: Administrative Assistant Salaries by Highest Degree**

	Highest Degree	Mean	Median	Std. Deviation	N
<b>Private</b>	Assoc.	\$44,150	\$43,129	\$6,395	12
	B.S./B.A.	\$45,021	\$43,224	\$12,195	30
	M.S./M.A.	\$45,480	\$44,000	\$9,309	3
	M.B.A.				1
	J.D.	\$61,617	\$67,212	\$10,063	3
	Other	\$40,679	\$41,000	\$11,758	23
	Missing	\$44,132	\$44,000	\$6,789	7
	Total	\$44,067	\$43,200	\$11,186	79
<b>Public</b>	Assoc.	\$46,836	\$42,390	\$15,983	13
	B.S./B.A.	\$36,789	\$35,336	\$13,013	30
	M.S./M.A.	\$50,801	\$50,103	\$8,798	4
	M.B.A.				1
	Ph.D.				1
	Other	\$41,605	\$38,877	\$14,862	26
	Missing	\$38,052	\$38,000	\$2,465	3
	Total	\$41,905	\$38,877	\$15,832	78
<b>Combined</b>	Assoc.	\$45,546	\$42,390	\$12,180	25
	B.S./B.A.	\$40,905	\$37,634	\$13,174	60
	M.S./M.A.	\$48,521	\$44,000	\$8,699	7
	M.B.A.				2
	Law	\$61,617	\$67,212	\$10,063	3
	Ph.D.				1
	Other	\$41,170	\$40,000	\$13,365	49
	Missing	\$42,308	\$42,122	\$6,380	10
	Total	\$42,993	\$42,000	\$13,692	157

# AUTM Salary Survey: FY2010

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

Control	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$41,495	\$39,510	\$10,446	36
	3 - 4 years	\$47,658	\$46,000	\$10,689	21
	5 - 9 years	\$44,994	\$44,200	\$11,436	15
	10+ years	\$44,532	\$48,000	\$14,729	7
	Total	\$44,067	\$43,200	\$11,186	79
Public	0 - 2 years	\$34,347	\$35,736	\$8,323	21
	3 - 4 years	\$39,688	\$35,672	\$17,372	21
	5 - 9 years	\$44,286	\$45,000	\$13,262	25
	10+ years	\$55,155	\$61,500	\$20,694	11
	Total	\$41,905	\$38,877	\$15,832	78
Combined	0 - 2 years	\$38,861	\$39,000	\$10,249	57
	3 - 4 years	\$43,673	\$42,195	\$14,806	42
	5 - 9 years	\$44,552	\$44,600	\$12,462	40
	10+ years	\$51,024	\$48,625	\$18,891	18
	Total	\$42,993	\$42,000	\$13,692	157

**Table AA-4:** Administrative Assistant Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$42,414	\$1,368	\$42,778
	Median	\$41,119	\$1,200	\$41,119
	Std. Deviation	\$10,535	\$652	\$10,642
	N	75	20	75
U.S.-Central	Mean	\$40,025	\$1,753	\$40,310
	Median	\$40,000	\$1,940	\$40,000
	Std. Deviation	\$10,203	\$584	\$10,581
	N	43	7	43
U.S.-West	Mean	\$52,634		\$52,634
	Median	\$50,500		\$50,500
	Std. Deviation	\$20,397		\$20,397
	N	29		29
Non-U.S.	Mean	\$32,140	\$2,192	\$28,927
	Median	\$35,743	\$2,436	\$31,861
	Std. Deviation	\$9,015	\$671	\$11,388
	N	10	3	10
Total	Mean	\$42,993	\$1,540	\$43,041
	Median	\$42,000	\$1,586	\$41,119
	Std. Deviation	\$13,692	\$675	\$14,071
	N	157	30	157

# AUTM Salary Survey: FY2010

**Table AA-5:** Administrative Assistant Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$43,277	\$1,594	\$43,296
	Median	\$42,000	\$1,793	\$41,119
	Std. Deviation	\$13,901	\$672	\$14,301
	N	143	26	143
Male	Mean	\$46,559		\$46,844
	Median	\$46,000		\$46,000
	Std. Deviation	\$9,823		\$10,063
	N	7	2	7
Unanswered	Mean	\$33,626		\$34,019
	Median	\$35,500		\$36,100
	Std. Deviation	\$9,204		\$9,642
	N	7	2	7
Combined	Mean	\$42,993	\$1,540	\$43,041
	Median	\$42,000	\$1,586	\$41,119
	Std. Deviation	\$13,692	\$675	\$14,071
	N	157	30	157

# AUTM Salary Survey: FY2010

Table AA-6: Administrative Assistant Salaries by Percentiles

Position 8: Administrative Assistant				
		Salary	Bonus	Total Compensation
N	Valid	157	30	157
	Missing	0	127	0
Mean		\$42,993	\$1,540	\$43,041
Percentiles	10	\$26,638	\$600	\$25,933
	25	\$35,000	\$1,000	\$35,000
	50	\$42,000	\$1,586	\$41,119
	75	\$49,135	\$2,011	\$50,000
	90	\$61,780	\$2,397	\$61,780

Position 8: Administrative Assistant, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	75	20	75
	Missing	0	55	0
Mean		\$42,414	\$1,368	\$42,778
Percentiles	10	\$30,913	\$510	\$30,913
	25	\$35,613	\$850	\$35,613
	50	\$41,119	\$1,200	\$41,119
	75	\$48,905	\$2,000	\$49,019
	90	\$58,920	\$2,135	\$59,817

Position 8: Administrative Assistant, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	43	7	43
	Missing	0	36	0
Mean		\$40,025	\$1,753	\$40,310
Percentiles	10	\$26,400	\$600	\$26,400
	25	\$33,754	\$1,526	\$33,754
	50	\$40,000	\$1,940	\$40,000
	75	\$44,675	\$2,150	\$45,126
	90	\$55,776		\$56,390

Position 8: Administrative Assistant, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	29	0	29
	Missing	0	29	0
Mean		\$52,634		\$52,634
Percentiles	10	\$25,000		\$25,000
	25	\$35,706		\$35,706
	50	\$50,500		\$50,500
	75	\$66,650		\$66,650
	90	\$81,200		\$81,200

Position 8: Administrative Assistant, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	10	3	10
	Missing	0	7	0
Mean		\$32,140	\$2,192	\$28,927
Percentiles	10	\$15,195	\$1,433	\$6,593
	25	\$25,832	\$1,433	\$20,786
	50	\$35,743	\$2,436	\$31,861
	75	\$38,449		\$38,021
	90	\$42,673		\$39,561



# AUTM Salary Survey: FY2010

**Table AA-7:** Administrative Assistant Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$44,102	\$1,540	\$44,158
	Median	\$42,390	\$1,586	\$42,258
	N	133	30	133
Non-urban	Mean	\$36,847		\$36,847
	Median	\$35,514		\$35,514
	N	24		24
Combined	Mean	\$42,993	\$1,540	\$43,041
	Median	\$42,000	\$1,586	\$41,119
	N	157	30	157

**Table AA-8:** Administrative Assistant Salaries by Number of Direct Reports

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$37,675	\$38,000	\$9,279	29
\$100M to \$249M	\$35,869	\$38,021	\$10,996	29
\$250M to \$499M	\$43,139	\$42,848	\$8,504	33
\$500M+	\$47,977	\$45,000	\$15,910	65
<b>Total</b>	<b>\$42,788</b>	<b>\$41,560</b>	<b>\$13,491</b>	<b>156</b>

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

Number of Reports	Mean	Median	Std. Deviation	N
None	\$42,628	\$41,000	\$13,557	139
1-2 reports	\$40,708	\$40,588	\$10,655	13
3-4 reports	\$59,073	\$56,650	\$16,857	5
6-10 reports	\$42,993	\$42,000	\$13,692	157
<b>Total</b>	<b>\$69,958</b>	<b>\$55,305</b>	<b>\$96,151</b>	<b>66</b>

**Table AA-10:** Administrative Assistant Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$38,934	\$38,750	\$10,902	33
6-10.9 FTEs	\$36,981	\$39,198	\$10,559	30
11-19.9 FTEs	\$39,738	\$40,138	\$8,442	34
20+ FTEs	\$50,075	\$47,506	\$15,869	60
<b>Total</b>	<b>\$42,993</b>	<b>\$42,000</b>	<b>\$13,692</b>	<b>157</b>

## Key factors in compensation for this position (U.S. only):

The average salary rose from \$39,000 in 2008 to \$43,000 in 2010, a 10 percent increase. The main factors affecting salary were research expenditures, U.S. region and length of employment at the organization.

## POSITION 9: DIRECTOR OF STARTUPS

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### 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 Director of Startups 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 startup opportunities referred to them by these individuals. The Director of Startups will evaluate startup opportunities; confirm that they should be pursued as startups rather than traditional licenses and work with the inventor to prepare summaries of the opportunity, up to and including the initial business plan. He or she will recruit the startup CEO and assist in obtaining financing. They may work with a Licensing Associate or Assistant/Associate Director to negotiate the terms of the license with the startup company and may represent the institution as an observer on the Board of Directors of the startup. They are full time employees of the institution or a wholly owned subsidiary of the institution or its research foundation.

- **Other possible titles:** Director of Venture/Business Development
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Typical years of experience:** 0-10
- **Reports to:** Director or elsewhere within the institution

# AUTM Salary Survey: FY2010

Figure SU-1: Mean Salary for Director of Startups, 2004–2010

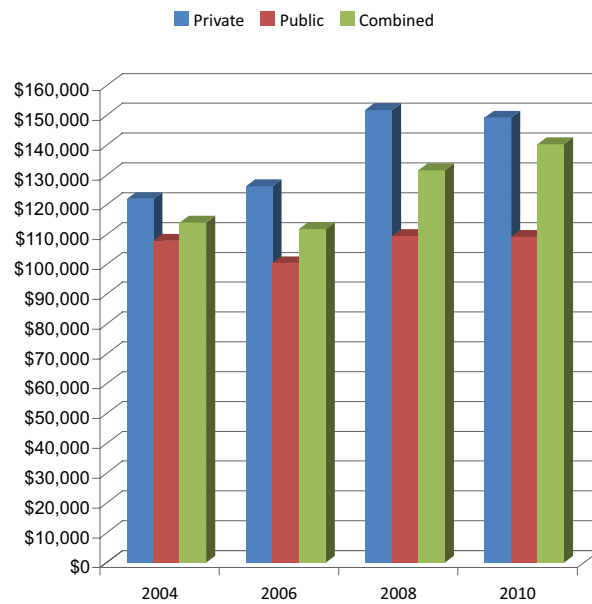
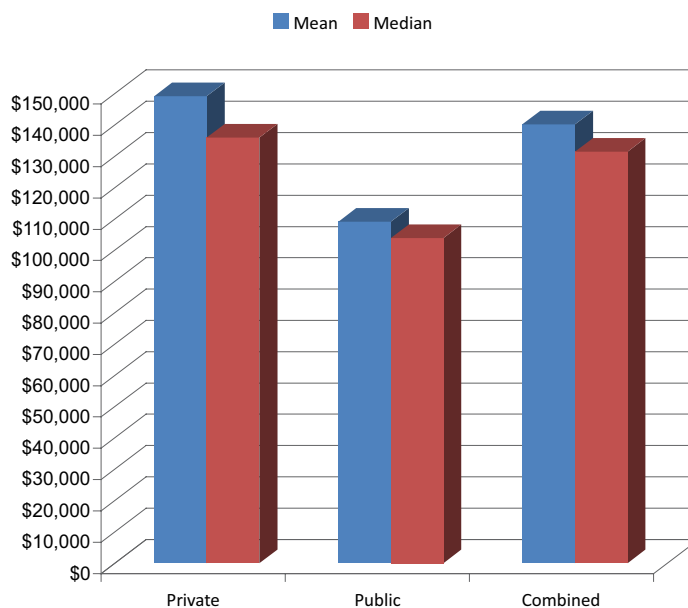


Figure SU-2: General Salary Data for Director of Startups: Private vs. Public



# AUTM Salary Survey: FY2010

**Table SU-1:** General Salary Data for Directors of Startups: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$149,222	\$135,994	\$57,939	14
	Public	\$109,140	\$103,923	\$32,100	4
	Combined	\$140,315	\$131,494	\$55,163	18
		Salary	Bonus	Total Compensation	
Private	Mean	\$149,222	\$5,088	\$152,129	
	Median	\$135,994	\$3,050	\$144,181	
	Std. Deviation	\$57,939	\$4,783	\$59,224	
	N	14	8	14	
Public	Mean	\$109,140		\$109,140	
	Median	\$103,923		\$103,923	
	Std. Deviation	\$32,100		\$32,100	
	N	4		4	
Combined	Mean	\$140,315	\$5,088	\$142,576	
	Median	\$131,494	\$3,050	\$133,994	
	Std. Deviation	\$55,163	\$4,783	\$56,589	
	N	18	8	18	

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

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.S./B.A.				1
	M.S./M.A.	\$86,702	\$88,107	\$26,028	3
	M.B.A.	\$173,601	\$152,374	\$50,040	7
	Ph.D.	\$174,715	\$159,145	\$54,204	3
	Total	\$149,222	\$135,994	\$57,939	14
Public	B.S./B.A.				1
	M.S./M.A.				1
	M.B.A.				1
	J.D.				1
	Total	\$109,140	\$103,923	\$32,100	4
Combined	B.S./B.A.				2
	M.S./M.A.	\$96,277	\$100,054	\$28,606	4
	M.B.A.	\$162,151	\$145,687	\$56,525	8
	J.D.				1
	Ph.D.	\$174,715	\$159,145	\$54,204	3
	Total	\$140,315	\$131,494	\$55,163	18

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$95,702	\$88,107	\$40,044	3
	3 - 4 years	\$161,933	\$130,000	\$63,445	3
	5 - 9 years	\$111,544	\$112,000	\$21,676	3
	10+ years	\$196,313	\$195,046	\$41,890	5
	<b>Total</b>	\$149,222	\$135,994	\$57,939	14
Public	0 - 2 years				1
	3 - 4 years				1
	5 - 9 years				1
	10+ years				1
	<b>Total</b>	\$109,140	\$103,923	\$32,100	4
Combined	0 - 2 years	\$103,027	\$106,554	\$35,827	4
	3 - 4 years	\$142,162	\$125,400	\$65,170	4
	5 - 9 years	\$104,158	\$100,822	\$23,053	4
	10+ years	\$188,046	\$177,096	\$42,589	6
	<b>Total</b>	\$140,315	\$131,494	\$55,163	18

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

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$134,597	\$5,088	\$137,310
	Median	\$130,000	\$3,050	\$132,000
	Std. Deviation	\$54,771	\$4,783	\$56,792
	N	15	8	15
U.S.-Central	Mean			
	Median			
	Std. Deviation			
	N	2		2
U.S.-West	Mean			
	Median			
	Std. Deviation			
	N	1		1
Total	Mean	\$140,315	\$5,088	\$142,576
	Median	\$131,494	\$3,050	\$133,994
	Std. Deviation	\$55,163	\$4,783	\$56,589
	N	18	8	18

# AUTM Salary Survey: FY2010

**Table SU-5:** Director of Startups Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean			
	Median			
	Std. Deviation			
	N	2		2
Male	Mean	\$147,222	\$5,088	\$149,766
	Median	\$135,994	\$3,050	\$141,350
	Std. Deviation	\$54,675	\$4,783	\$55,961
	N	16	8	16
Unanswered	Mean	\$140,315	\$5,088	\$142,576
	Median	\$131,494	\$3,050	\$133,994
	Std. Deviation	\$55,163	\$4,783	\$56,589
	N	18	8	18
Combined	Mean	\$42,993	\$1,540	\$43,041
	Median	\$42,000	\$1,586	\$41,119
	Std. Deviation	\$13,692	\$675	\$14,071
	N	157	30	157

# AUTM Salary Survey: FY2010

**Table SU-6:** Director of Startups Salaries by Percentiles

Position 9: Director of Startups				
		Salary	Bonus	Total Compensation
N	Valid	18	8	18
	Missing	0	10	0
Mean		\$140,315	\$5,088	\$142,576
Percentiles	10	\$79,800	\$2,000	\$79,800
	25	\$89,260	\$2,075	\$90,985
	50	\$131,494	\$3,050	\$133,994
	75	\$168,120	\$6,825	\$170,945
	90	\$236,500		\$237,250

Position 9: Director of Startups, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	15	8	15
	Missing	0	7	0
Mean		\$134,597	\$5,088	\$137,310
Percentiles	10	\$73,200	\$2,000	\$73,200
	25	\$88,107	\$2,075	\$88,107
	50	\$130,000	\$3,050	\$132,000
	75	\$159,145	\$6,825	\$162,245
	90	\$235,000		\$240,880

Position 9: Director of Startups, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	2	0	2
	Missing	0	2	0
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

Position 9: Director of Startups, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	1	0	1
	Missing	0	1	0
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

# AUTM Salary Survey: FY2010

**Table SU-7:** Director of Startups Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$148,817	\$5,088	\$151,724
	Median	\$135,994	\$3,050	\$141,350
	N	14	8	14
Non-urban	Mean	\$110,555		\$110,555
	Median	\$103,923		\$103,923
	N	4		4
Combined	Mean	\$140,315	\$5,088	\$142,576
	Median	\$131,494	\$3,050	\$133,994
	N	18	8	18

**Table SU-8:** Director of Startups Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M				1
\$100M to \$249M				1
\$250M to \$499M	\$117,005	\$116,400	\$28,620	4
\$500M+	\$145,054	\$135,994	\$55,974	12
<b>Total</b>	<b>\$140,315</b>	<b>\$131,494</b>	<b>\$55,163</b>	<b>18</b>

**Table SU-9:** Director of Startups Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$126,047	\$130,000	\$42,286	13
1-2 reports				1
3-4 reports	\$226,682	\$235,000	\$28,406	3
6-10 reports				1
<b>Total</b>	<b>\$140,315</b>	<b>\$131,494</b>	<b>\$55,163</b>	<b>18</b>

**Table SU-10:** Director of Startups Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs				1
6-10.9 FTEs				1
11-19.9 FTEs	\$132,972	\$133,756	\$19,606	4
20+ FTEs	\$152,411	\$135,994	\$61,719	12
<b>Total</b>	<b>\$140,315</b>	<b>\$131,494</b>	<b>\$55,163</b>	<b>18</b>

## Key factors in compensation for this position (U.S. only):

The mean salary for this position increased 6.6 percent from 2008. Salaries at private institutions were 37 percent higher than those at public institutions. Similar to 2008, the years of experience in technology transfer had the biggest influence on the base salary.



## POSITION 10: IN-HOUSE COUNSEL

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### 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. 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., 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

# AUTM Salary Survey: FY2010

Figure IC-1: Mean Salary for In-House Counsel, 2004–2010

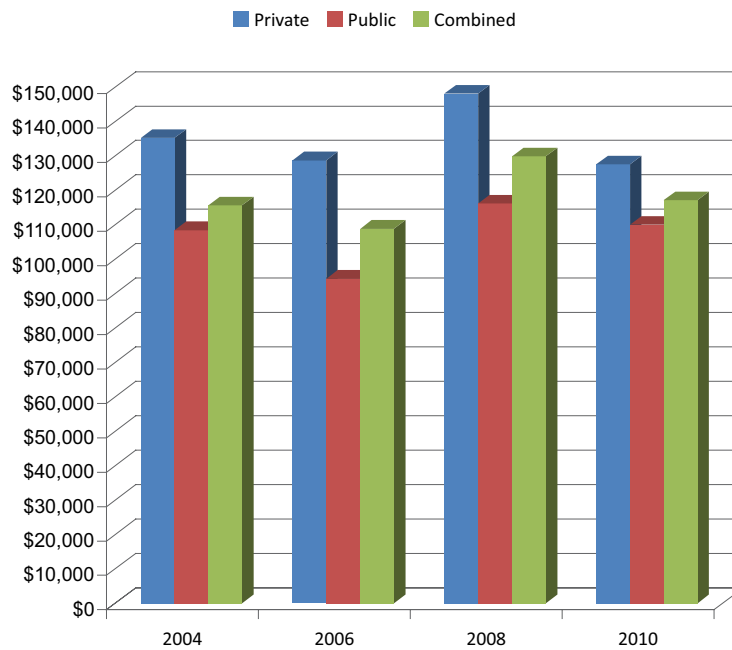
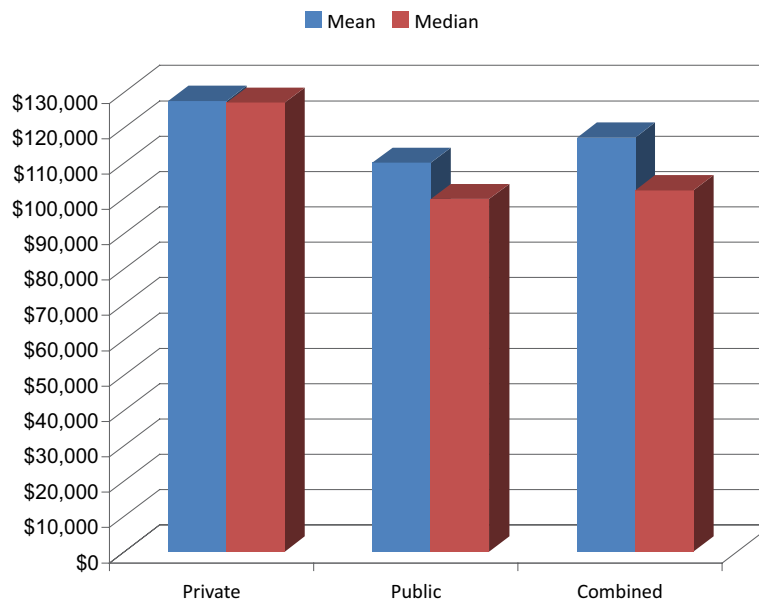


Figure IC-2: General Salary Data for In-House Counsel: Private vs. Public



# AUTM Salary Survey: FY2010

**Table IC-1:** General Salary Data for In-House Counsel: Private vs. Public

		Mean	Median	Std. Deviation	N
	Private	\$127,470	127,000	32,371	15
	Public	\$109,951	99,750	41,637	22
	Combined	\$117,053	102,197	38,663	37
		Salary	Bonus	Total Compensation	
Private	Mean	\$127,470	\$11,538	\$130,547	
	Median	\$127,000	\$9,075	\$137,349	
	Std. Deviation	\$32,371	\$8,035	\$34,827	
	N	15	4	15	
Public	Mean	\$109,951		\$109,951	
	Median	\$99,750		\$99,750	
	Std. Deviation	\$41,637		\$41,637	
	N	22		22	
Combined	Mean	\$117,053	\$11,538	\$118,301	
	Median	\$102,197	\$9,075	\$102,197	
	Std. Deviation	\$38,663	\$8,035	\$39,851	
	N	37	4	37	

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

	Highest Degree	Mean	Median	Std. Deviation	N
Private	M.S./M.A.				1
	J.D.	\$124,433	\$123,305	\$31,295	14
	Total	\$127,470	\$127,000	\$32,371	15
Public	B.S./B.A.				1
	J.D.	\$109,308	\$99,750	\$39,086	20
	Ph.D.				1
	Total	\$109,951	\$99,750	\$41,637	22
Combined	B.S./B.A.				1
	M.S./M.A.				1
	J.D.	\$115,536	\$102,195	\$36,366	34
	Ph.D.				1
	Total	\$117,053	\$102,197	\$38,663	37

# AUTM Salary Survey: FY2010

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$132,270	\$138,500	\$31,629	6
	3 - 4 years				2
	5 - 9 years	\$128,670	\$132,349	\$31,600	5
	10+ years				2
	<b>Total</b>	\$127,470	\$127,000	\$32,371	15
Public	0 - 2 years				2
	3 - 4 years	\$85,696	\$85,000	\$18,770	4
	5 - 9 years	\$90,782	\$87,095	\$31,537	8
	10+ years	\$148,610	\$147,800	\$36,038	8
	<b>Total</b>	\$109,951	\$99,750	\$41,637	22
Combined	0 - 2 years	\$119,327	\$114,159	\$36,517	8
	3 - 4 years	\$89,646	\$87,740	\$21,061	6
	5 - 9 years	\$105,354	\$91,500	\$35,793	13
	10+ years	\$146,888	\$147,800	\$35,994	10
	<b>Total</b>	\$117,053	\$102,197	\$38,663	37

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

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$121,303	\$13,000	\$123,076
	Median	\$103,599	\$11,000	\$103,599
	Std. Deviation	\$38,467	\$9,165	\$39,851
	N	22	3	22
U.S.-Central	Mean	\$105,433		\$106,228
	Median	\$100,000		\$100,000
	Std. Deviation	\$30,445		\$32,234
	N	9	1	9
U.S.-West	Mean	\$115,687		\$115,687
	Median	\$106,800		\$106,800
	Std. Deviation	\$61,122		\$61,122
	N	4		4
Non-U.S.	Mean			
	Median			
	Std. Deviation			
	N	2		2
Total	Mean	\$117,053	\$11,538	\$118,301
	Median	\$102,197	\$9,075	\$102,197
	Std. Deviation	\$38,663	\$8,035	\$39,851
	N	37	4	37

# AUTM Salary Survey: FY2010

**Table IC-5:** In-House Counsel Salaries by Gender

Gender		Salary	Bonus	Total Compensation
Female	Mean	\$103,463		\$105,729
	Median	\$99,500		\$99,500
	Std. Deviation	\$35,831		\$39,024
	N	15	2	15
Male	Mean	\$129,160		\$129,423
	Median	\$130,000		\$130,000
	Std. Deviation	\$37,298		\$37,339
	N	19	1	19
Unanswered	Mean	\$108,333		\$110,717
	Median	\$90,000		\$90,000
	Std. Deviation	\$50,083		\$54,134
	N	3	1	3
Combined	Mean	\$117,053	\$11,538	\$118,301
	Median	\$102,197	\$9,075	\$102,197
	Std. Deviation	\$38,663	\$8,035	\$39,851
	N	37	4	37

# AUTM Salary Survey: FY2010

**Table IC-6:** In-House Counsel Salaries by Percentiles

Position 10: In-House Counsel				
		Salary	Bonus	Total Compensation
N	Valid	37	4	37
	Missing	0	33	0
Mean		\$117,053	\$11,538	\$118,301
Percentiles	10	\$68,800	\$5,000	\$68,800
	25	\$90,150	\$5,538	\$90,150
	50	\$102,197	\$9,075	\$102,197
	75	\$151,250	\$20,000	\$152,500
	90	\$175,350		\$175,750

Position 10: In-House Counsel, Region: U.S.-East				
		Salary	Bonus	Total Compensation
N	Valid	22	3	22
	Missing	0	19	0
Mean		\$121,303	\$13,000	\$123,076
Percentiles	10	\$71,644	\$5,000	\$71,644
	25	\$88,773	\$5,000	\$88,773
	50	\$103,599	\$11,000	\$103,599
	75	\$153,125		\$158,750
	90	\$176,224		\$176,374

Position 10: In-House Counsel, Region: U.S.-Central				
		Salary	Bonus	Total Compensation
N	Valid	9	1	9
	Missing	0	8	0
Mean		\$105,433		\$106,228
Percentiles	10	\$56,005		\$56,005
	25	\$90,750		\$90,750
	50	\$100,000		\$100,000
	75	\$124,805		\$124,805
	90			

Position 10: In-House Counsel, Region: U.S.-West				
		Salary	Bonus	Total Compensation
N	Valid	4	0	4
	Missing	0	4	0
Mean		\$115,687		\$115,687
Percentiles	10	\$61,800		\$61,800
	25	\$63,350		\$63,350
	50	\$106,800		\$106,800
	75	\$176,910		\$176,910
	90			

Position 10: In-House Counsel, Region: Non-U.S.				
		Salary	Bonus	Total Compensation
N	Valid	2	0	2
	Missing	0	2	0
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

# AUTM Salary Survey: FY2010

**Table IC-7:** In-House Counsel Salaries by Urban vs. Non-Urban

Type of Location		Salary	Bonus	Total Compensation
Urban	Mean	\$121,776	\$11,538	\$123,314
	Median	\$103,599	\$9,075	\$103,599
	N	30	4	30
Non-urban	Mean	\$96,814		\$96,814
	Median	\$100,000		\$100,000
	N	7		7
Combined	Mean	\$117,053	\$11,538	\$118,301
	Median	\$102,197	\$9,075	\$102,197
	N	37	4	37

**Table IC-8:** In-House Counsel Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100M	\$121,971	\$119,610	\$40,598	7
\$100M to \$249M	\$87,750	\$91,650	\$14,916	6
\$250M to \$499M	\$118,297	\$100,846	\$44,277	10
\$500M+	\$126,265	\$131,175	\$37,870	14
Total	\$117,053	\$102,197	\$38,663	37

**Table IC-9:** In-House Counsel Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$107,360	\$102,000	\$33,042	23
1-2 reports	\$130,081	\$132,349	\$43,462	11
3-4 reports	\$143,604	\$152,500	\$48,803	3
6-10 reports	\$117,053	\$102,197	\$38,663	37
Total	\$140,315	\$131,494	\$55,163	18

**Table IC-10:** In-House Counsel Salaries by Total Technology Transfer Office Head Count

Technology Transfer FTEs	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$113,978	\$102,000	\$39,392	9
6-10.9 FTEs	\$85,467	\$84,190	\$11,063	7
11-19.9 FTEs	\$125,125	\$103,596	\$48,251	8
20+ FTEs	\$131,223	\$132,349	\$34,362	13
Total	\$117,053	\$102,197	\$38,663	37

## Key factors in compensation for this position:

There was a major jump in the number of incumbents for 2010- an increase of nearly 76 percent compared to 2008; however, there was a 10 percent decrease in mean salary for the position. Private and public institutions saw a decrease in mean salaries of 13 percent and five percent respectively. The number of direct reports and the region were the variables making the most impact.

**AUTM** Salary Survey: **FY2010**

**AUTM**  
Salary Survey: **FY2010**

# Appendix 1: Salary Survey Instructions and Questions



# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

Dear Colleague:

AUTM is pleased to announce the launch of its fourth biennial 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 again 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 compensation.

Before beginning the survey, you may find it helpful to gather the following information for each employee:

- o Highest degree earned
- o Total years technology transfer experience
- o Total years in current position
- o Total years at your organization

Please don't hesitate to contact Chrys Gwellem at 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 [help@peerfocus.com](mailto:help@peerfocus.com) directly.

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

Sincerely,

Shawn A. Hawkins  
Vice President, AUTM Metrics & Surveys  
Associate Director, Technology Licensing  
St. Jude Children's Research Hospital

## General Instructions

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

- o 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.
- o 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.
- o 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.
- o 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.
- o Save your work by hitting one of the SAVE buttons at the bottom of each survey web page.
- o 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.
- o 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!
- o 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.
- o 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.

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

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	<input type="radio"/> Urban <input type="radio"/> Other
------------------	--

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

Form of control	<input type="radio"/> Public <input type="radio"/> Private <input type="radio"/> Other
-----------------	--

4. What were your institution's or organization's Total Research Expenditures in FY2008?

Include expenditures (not new awards) made by your institution or organization in fiscal year 2008 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, 2010?

	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?	<input type="radio"/> No <input type="radio"/> Yes
-----------------------------	---

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, 2007 - December 31, 2008?

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, 2007 - through December 31, 2008? (New positions are ones for which your office received new funding during the two year period from January 1, 2007 - through December 31, 2008.)

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

9. Were the results of the 2004 or 2007 AUTM Salary Surveys a factor in adjustments to compensation for one or more staff in your office?

Surveys a factor in comp adjustments?	<input type="radio"/> No <input type="radio"/> Yes
---------------------------------------	---

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

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?	<input type="radio"/> No <input type="radio"/> Yes
------------------	---

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?

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

IC plan type	<input type="radio"/> Contractual <input type="radio"/> Ad-hoc
--------------	---

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

a. Source of funds	<input type="radio"/> General Funds <input type="radio"/> License Income Received <input type="radio"/> Special Pool <input type="radio"/> Other
--------------------	---

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

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	<input type="radio"/> No <input type="radio"/> Yes		
b. Contractual IC Plan	<input type="radio"/> No <input type="radio"/> Yes		

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	<input type="radio"/> No <input type="radio"/> Yes
ii. Net revenue	<input type="radio"/> No <input type="radio"/> Yes
iii. Other revenue	<input type="radio"/> No <input type="radio"/> Yes

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

b. Specific licensing or patent activity metrics

	Is Metric Used?
i. Patents filed	<input type="radio"/> No <input type="radio"/> Yes
ii. Patents issued	<input type="radio"/> No <input type="radio"/> Yes
iii. License agreements/options	<input type="radio"/> No <input type="radio"/> Yes
iv. Start-up companies	<input type="radio"/> No <input type="radio"/> Yes
v. Legal expenditures reimbursed	<input type="radio"/> No <input type="radio"/> Yes
vi. Other	<input type="radio"/> No <input type="radio"/> Yes

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

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### c. Service metrics

	Is Metric Used?
i. Surveys or other feedback of Customer Satisfaction from Inventors/Developers	<input type="radio"/> No <input type="radio"/> Yes
ii. Surveys or other feedback of Customer Satisfaction from Licensees	<input type="radio"/> No <input type="radio"/> Yes
iii. Surveys or other feedback of Customer Satisfaction from Central Administration	<input type="radio"/> No <input type="radio"/> Yes
iv. Number/percentage of departments or faculty served	<input type="radio"/> No <input type="radio"/> Yes
v. Other	<input type="radio"/> No <input type="radio"/> Yes

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	<input type="radio"/> No <input type="radio"/> Yes
b. Specific team performance	<input type="radio"/> No <input type="radio"/> Yes
c. Individual performance	<input type="radio"/> No <input type="radio"/> Yes

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

	Participates in IC Plan?
a. Director	<input type="radio"/> No <input type="radio"/> Yes
b. Asst/Assoc Director	<input type="radio"/> No <input type="radio"/> Yes
c. Licencing Associate	<input type="radio"/> No <input type="radio"/> Yes
d. Licencing Assistant	<input type="radio"/> No <input type="radio"/> Yes
e. Marketing Manager	<input type="radio"/> No <input type="radio"/> Yes
f. Business Manager	<input type="radio"/> No <input type="radio"/> Yes
g. Patent Manager	<input type="radio"/> No <input type="radio"/> Yes
h. Administrative Assistant	<input type="radio"/> No <input type="radio"/> Yes
i. Director of Startups	<input type="radio"/> No <input type="radio"/> Yes
j. In-House Counsel	<input type="radio"/> No <input type="radio"/> Yes

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

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. Studied IC plan effectiveness?	<input type="radio"/> No <input type="radio"/> Yes
-----------------------------------	---

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

10. Were the results of the 2006 or 2008 AUTM salary surveys a factor in the creation of an incentive compensation plan for your office?

Past surveys a factor in creation of IC plan?	<input type="radio"/> No <input type="radio"/> Yes
---	---

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### 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.

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

### B. Compensation Details on Your Current Director(s)

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

### C. General Characteristics of the Director Position

1. Directors typically report to the...

Choose one	<input checked="" type="radio"/> <b>President</b> <input type="radio"/> Provost <input type="radio"/> VP for Research <input type="radio"/> Assoc Provost
------------	--

2. Directors typically receive bonuses...

Choose one	<input type="radio"/> Not provided <input checked="" type="radio"/> <b>Annually</b> <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

3. Directors typically have signature authority for which of the following documents?

	No	Yes
a. Licenses	X	
b. Options		X
c. Confidentiality Agreements		
d. Material Transfer Agreements	X	
e. Power of Attorney/Small Entity and other patent-related documents		X
f. Inter-Institutional (or Joint Institutional) Agreements		X

### D. Clarifications Regarding Directors

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

?	comments or explanations on any of the information reported above to help us better understand your responses.
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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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 MTA's, CDA's, and other relatively standard agreements but will typically not have signature authority for licenses and option agreements. The Assistant/Associate Director is responsible for project or case management. In large offices, the Assistant/Associate Director may also be responsible for interpreting policies as they pertain to technology transfer activities, managing the licensing and administrative staff in the Technology Transfer Office and other duties as above. Specific activities include: identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing non-confidential, technical information for marketing purposes; developing and implementing specific marketing strategies for each technology; and drafting and negotiating license agreements and other types of agreements including material transfer, collaboration, inter-institutional and nondisclosure agreements.

- o Other possible titles: Senior Technology Licensing Officer, Deputy Director
- o Possible degrees: Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- o Years of experience: 5-20
- o Reports to: Director or Executive Director of the Technology Transfer Office or the Assistant/Associate VP

### B. Compensation Details on Your Current Assistant/Associate 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 Assistant/Associate Director Position

1. Assistant/Associate Directors typically report to the...

Choose one	<input checked="" type="radio"/> Director <input type="radio"/> Other
------------	--

2. Assistant/Associate Directors typically receive bonuses...

Choose one	<input type="radio"/> Not provided <input checked="" type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	---

3. Assistant/Associate Directors typically have signature authority for the following documents...

	No	Yes
a. Licenses	X	
b. Options	X	
c. Confidentiality Agreements	X	
d. Material Transfer Agreements	X	
e. Power of Attorney/Small Entity and other patent-related documents	X	
f. Inter-Institutional (or Joint Institutional) Agreements	X	

### D. Clarifications Regarding Licensing Assistants

# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

?	comments or explanations on any of the information reported above to help us better understand your responses.
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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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.

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

### B. Compensation Details on Your Current Licensing Associate(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 Licensing Associate Position

1. Licensing Associates typically report to the...

Select one	<input type="radio"/> Director <input type="radio"/> Assoc/Asst Director <input type="radio"/> Other
------------	--

2. Licensing Associates typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Licensing Associates typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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.

- o Other possible titles: License Manager or Licensing Manager
- o Possible degrees: M.B.A., M.S., B.S., B.A.
- o Years of experience: 1-5
- o Signatory Authority: None
- o Reports to: Licensing Associate or to the Associate/Assistant Director, or in the absence of an Assistant/Associate Director, to the Director
- o Supervisory responsibilities: None

### B. Compensation Details on Your Current Licensing Assistant(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 Licensing Assistant Position

1. Licensing Assistants typically report to the...

Select one	<input type="radio"/> Licensing Assoc <input type="radio"/> Asst/Assoc Dir <input type="radio"/> Director <input type="radio"/> Other
------------	--

2. Licensing Assistants typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Licensing Assistants typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. Position description

Working with licensing personnel, the Marketing Manager assists in the licensing of technologies. He or she provides assistance to the licensing associate responsible for the technology or may assume the lead, with support from the licensing associate. Marketing assistance may include some or all of the following functions: assessment of commercial viability of technology; evaluation of market size; identification of potential licensees and key contacts; initiating direct contact with potential licensees. The Marketing Manager may also be responsible for marketing the Technology Transfer Office to Industry and maintaining industry contacts. The marketing manager has no case management responsibilities and usually is only involved in identifying qualified license prospects.

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

### B. Compensation Details on Your Current Marketing Managers(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 Marketing Manager Position

1. Marketing Managers typically report to the...

Select one	<input type="radio"/> Licensing Assoc <input type="radio"/> Asst/Assoc Dir <input type="radio"/> Director <input type="radio"/> Other
------------	--

2. Marketing Managers typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Marketing Managers typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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 insure licensee compliance with financial terms of agreements.

- o Other possible titles: Finance Manager
- o Possible degrees: M.B.A., B.S., B.A.
- o Years of experience: 0-10
- o Signatory Authority: None
- o Reports to: Varies
- o Supervisory responsibilities: Administrative Assistants

### B. Compensation Details on Your Current Business Manager(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 Business Manager Position

1. Business Managers typically report to the...

Select one	<input type="radio"/> Director <input type="radio"/> Asst/Assoc Dir <input type="radio"/> Licensing Assoc <input type="radio"/> Licensing Asst <input type="radio"/> Other
------------	--

2. Business Managers typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Business Managers typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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 US PTO for payment of maintenance fees etc.

- o Other possible titles: Paralegal
- o Possible degrees: B.S., B.A.
- o Years of experience: 0-10
- o Signatory Authority: None
- o Reports to: Varies
- o Supervisory responsibilities: None

### B. Compensation Details on Your Current Patent Manager(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 Patent Manager Position

1. Patent Managers typically report to the...

Select one	<input type="radio"/> Director <input type="radio"/> Asst/Assoc Dir <input type="radio"/> Licensing Assoc <input type="radio"/> Licensing Asst <input type="radio"/> In house Counsel <input type="radio"/> Business Manager <input type="radio"/> Other
------------	--

2. Patent Managers typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Patent Managers typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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.

- o Other possible titles: Administrative Coordinator
- o Possible degrees: B.S., B.A.
- o Years of experience: 0-10
- o Signatory Authority: None
- o Reports to: Varies
- o Supervisory responsibilities: None

### B. Compensation Details on Your Current Administrative Assistant(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 Administrative Assistant Position

1. Administrative Assistants typically report to the...

Select one	<input type="radio"/> Director <input type="radio"/> Asst/Assoc Dir <input type="radio"/> Licensing Assoc <input type="radio"/> Licensing Asst <input type="radio"/> Business Mgr <input type="radio"/> Other
------------	--

2. Administrative Assistants typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Administrative Assistants typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. Position description

The Director of Start-Ups 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 Start-Ups will evaluate start-up opportunities; confirm that they should be pursued as start-ups 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.

- o Other possible titles: Director of Venture/Business Development
- o Possible degrees: Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- o Years of experience: 2-20
- o Reports to: Director or elsewhere within the institution

### B. Compensation Details on Your Current Director(s) of Start-Ups

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 of Start-Ups Position

1. Directors of Start-Ups typically report to the...

Select one	<input type="radio"/> Director <input type="radio"/> Other
------------	---

2. Directors of Start-Ups typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. Directors of Start-Ups typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. 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.

- o Other possible titles: Assistant/Associate General Counsel, Intellectual Property Counsel
- o Possible degrees: J.D., plus Ph.D., M.S., B.S., B.A.
- o Years of experience: 3-20
- o Signatory Authority: None
- o 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.
- o Supervisory responsibilities: None

### B. Compensation Details on Your Current In-house Counsel(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 In-house Counsel Position

1. In-house Counsels typically report to the...

Select one	<input type="radio"/> General Counsel <input type="radio"/> Director <input type="radio"/> Other
------------	--

2. In-house Counsels typically receive bonuses...

Select one	<input type="radio"/> Not provided <input type="radio"/> Annually <input type="radio"/> Quarterly <input type="radio"/> Ad hoc basis <input type="radio"/> Other
------------	--

3. In-house Counsels typically have signature authority for the following documents...

	No	Yes
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 Licensing Assistants

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# AUTM Salary Survey: FY2010

## Survey Sample 2010 Compensation Survey

### A. Survey Content and Process

Your feedback on the survey content and process, as well as on the Web site, will help us to improve AUTM surveys and the survey Web site in general.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Clarity of instructions					
2. Clarity of questions					
3. Communications regarding the survey					
4. Any help that was provided you					
5. Overall survey process					

Comments or suggestions? Space below is limited. If you wish to respond at greater length, please send email to AUTM at [autm@autm.net](mailto:autm@autm.net).

Comments or suggestions? Space below is limited. If you wish to respond at greater length, please send email to AUTM.	
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### B. Web site

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
1. Web instructions and online help					
2. Ease of data entry					
3. Ease of navigation					
4. Validation process					
5. Printing					

Comments or suggestions? Space below is limited. If you wish to respond at greater length, please send email to AUTM at [autm@autm.net](mailto:autm@autm.net).

Comments or suggestions? Space below is limited. If you wish to respond at greater length, please send email to AUTM.	
---	--

Save this section and return to the menu. Then please check the status box at the top of the survey to indicate that you are done.

Thank you for participating in AUTM's Salary Survey!

**AUTM** Salary Survey: **FY2010**

**AUTM**  
Salary Survey: **FY2010**

Appendix 2:  
Incentive Compensation  
Module and Salary Survey  
Bonus Data

## Summary of Results from the 2010 AUTM Salary Survey Incentive Compensation Module and Salary Survey Bonus Data

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### Salary Survey ICS Questionnaire Module

The module for Incentive Compensation Schemes (ICS) consisted of a series of questions with associated definitions (see Appendix 1). Participation was optional and the total number of respondents was relatively small: 24 U.S. respondents, one Canadian and one non-U.S./non-Canadian respondent. Because data from countries outside the United States was limited, most comments below relate solely to the United States.

### Highlights of the ICS Module:

Overall, the number of institutions that reported having ICS plans dropped from 41 to 26. The number of reported Canadian ICS plans dropped by 86 percent, from seven in 2008 to one in 2010. One might suspect the cause was the global economic downturn; however, since we do not know if the same institutions responded to the ICS module questions in both 2008 and 2010, such a conclusion is unsupported. In the United States the reported number of contractual plans dropped by 33 percent and ad-hoc plans increased by 40 percent. In the United States the percentage of Directors participating in an ICS went up while participation by most other positions declined.

The key measures to determine whether a bonus or incentive had been earned were license agreements completed, startup companies created and license income. Universities consider office, specific team and individual performance in determining bonuses but apply a heavier weighting to individual and office performance. Directors, Assistant/Associate Directors, Licensing Associates/Assistants, Business Managers and Directors of Startups were most likely to receive incentive compensation. At least 21 percent of respondents indicated that AUTM's 2006 or 2008 Salary Survey was a factor in their creating an incentive plan. The two main reasons cited for having an ICS were rewarding good work and attraction/retention of employees.

ICS is not in place at 112 of the 138 responding institutions. Among these, the key reasons for not having a plan were "no source to pay for a plan"; a policy does not permit an ICS"; "conflict of interest concerns"; and "inconsistent with a nonprofit organization." None of the responding institutions with ICS plans have formally studied their benefits.

# AUTM Salary Survey: FY2010

## Frequency and Type of ICS

Does your university have an ICS? (by country)			
	Have ICS?		Total
	No	Yes	
Canada	7	1	8
U.S.	100	24	124
<b>Total</b>	107	26	133

Type of ICS (by country)			
	Type of ICS?		Total
	Ad-hoc	Contractual	
Canada	1	0	1
U.S.	14	10	24
<b>Total</b>	15	11	26

## Source of Funds for ICS (U.S.)

Source of funds for ICS (by country)					
	Source of funds for ICS				Total
	General Funds	License Income Received	Other	Special Pool	
U.S.	15	5	2	2	24

# AUTM Salary Survey: FY2010

## Measures to Determine Awards Under an ICS (U.S.)

Performance measure: a.1 license income			
	Performance measure: a.1 license income		Total
	No	Yes	
U.S.	13	11	24

Performance measure: a.2 net revenue				
	Performance measure: a.2 net revenue			Total
	No	Yes		
U.S.	2	16	6	24

Performance measure: a.3 other income				
	Performance measure: a.3 other income			Total
	No	Yes		
U.S.	4	16	4	24

Performance measure: b.1 patents filed				
	Performance measure: b.1 patents filed			Total
	No	Yes		
U.S.	21	3	24	24

Performance measure: b.2 patents issued				
	Performance measure: b.2 patents issued			Total
	No	Yes		
U.S.	21	3	24	24

# AUTM Salary Survey: FY2010

Performance measure: b.3 license agreements			
	Performance measure: b.3 license agreements		Total
	No	Yes	
U.S.	12	12	24

Performance measure: b.4 startup companies			
	Performance measure: b.4 startup companies		Total
	No	Yes	
U.S.	1	11	12

Performance measure: b.5 legal Expenditures Reimbursed			
	Performance measure: b.5 legal expenditures reimbursed		Total
	No	Yes	
U.S.	3	15	6
Total	3	16	7

Performance measure: b.6 other			
	Performance measure: b.6 other		Total
	No	Yes	
U.S.	3	17	4

Performance measure: c.1 investor/developer satisfaction			
	Performance measure: c.1 investor/developer satisfaction		Total
	No	Yes	
U.S.	19	5	24



# AUTM Salary Survey: FY2010

Performance measure: c.2 licensee satisfaction			
	Performance measure: c.2 licensee satisfaction		Total
	No	Yes	
U.S.	20	4	24

Performance measure: c.3 central administration satisfaction			
	Performance measure: c.3 central administration satisfaction		Total
	No	Yes	
U.S.	20	4	24

Performance measure: c.4 number/percentage of departments or faculty served			
	Performance measure: c.4 number/percentage of departments or faculty		Total
	No	Yes	
U.S.	20	4	24

Performance measure: c.5 other				
	Performance measure: c.5 other			Total
	No	Yes		
U.S.	4	13	7	24

# AUTM Salary Survey: FY2010

## Existence of ICS Plan Limits (U.S.)

Ad-hoc IC plan: limits?				
	Ad-hoc IC plan: limits?			Total
		No	Yes	
U.S.	8	9	7	24

Contractual IC plan: limits?				
	Contractual IC plan: limits?			Total
		No	Yes	
U.S.	10	5	9	24

## Determining Participation and Payout of ICS (U.S.)

Payout consideration: a. office performance			
	Contractual IC plan: limits?		Total
	No	Yes	
U.S.	10	14	24

Payout consideration: b. team performance			
	Payout consideration: b. team performance		Total
	No	Yes	
U.S.	13	11	24

Payout consideration: c. individual performance			
	Payout consideration: c. individual performance		Total
	No	Yes	
U.S.	7	17	24

# AUTM Salary Survey: FY2010

## ICS Participation by Job Title (U.S.)

	Bonus Eligibility			Valid Total
	Annually	Ad hoc basis	Not provided	
Director	21%	10%	69%	100%
Assoc/Assist Director	14%	14%	72%	100%
Licensing Associate	13%	13%	75%	100%
Licensing Assistant	11%	16%	73%	100%
Marketing Manager	21%	13%	67%	100%
Business Manager	9%	13%	78%	100%
Patent Manager	5%	14%	81%	100%
Administrative Assistant	10%	8%	82%	100%
Director of Startups	28%	11%	61%	100%
In-House Counsel	16%	11%	73%	100%
<b>TOTAL</b>	<b>14%</b>	<b>12%</b>	<b>74%</b>	<b>100%</b>

Who participates? a. Director			
	Who participates? a. Director		Total
	No	Yes	
U.S.	3	21	24

Who participates? b. Assistant / Associate Director			
	Who participates? b. Assistant / Associate Director		Total
	No	Yes	
U.S.	3	12	24

# AUTM Salary Survey: FY2010

Who participates? c. Licensing Associate				
	Who participates? c. Licensing Associate			Total
		No	Yes	
U.S.	4	9	11	24

Who participates? d. Licensing Assistant				
	Who participates? d. Licensing Assistant			Total
		No	Yes	
U.S.	5	11	8	24

Who participates? e. Marketing Manager				
	Who participates? e. Marketing Manager			Total
		No	Yes	
U.S.	7	10	7	24

Who participates? f. Business Manager				
	Who participates? f. Business Manager			Total
		No	Yes	
U.S.	5	10	9	24

Who participates? g. Patent Manager				
	Who participates? g. Patent Manager			Total
		No	Yes	
U.S.	6	11	7	24

# AUTM Salary Survey: FY2010

Who participates? h. Administrative Assistant				
	Who participates? h. Administrative Assistant			Total
		No	Yes	
U.S.	4	14	6	24

Who participates? i. Director of Startups				
	Who participates? i. Director of Startups			Total
		No	Yes	
U.S.	6	9	9	24

Who participates? j. In-House Counsel				
	Who participates? j. In-House Counsel			Total
		No	Yes	
U.S.	7	11	6	24

## Top Three Reasons for ICS (U.S.)

- Reward Good Work: 12 institutions
- Attraction/Retention: 11 institutions
- Team Cooperation/Equity: Two institutions

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## AUTM 2008 or 2006 Salary Survey Influence (U.S.)

AUTM 2006 or 2008 Salary Survey a factor in creation of incentive compensation plan?			
	AUTM 2006 or 2008 Salary Survey a factor in creation of incentive compensation plan?		Total
	No	Yes	
U.S.	19	5	24

## Main Reasons for Not Having an ICS (all countries)

a. Policy does not permit plan			
	a. Policy does not permit plan		Total
	No	Yes	
Canada	6	1	7
U.S.	68	32	100
Total	77	35	112

b. No source of funding to pay for plan			
	b. No source of funding to pay for plan		Total
	No	Yes	
Canada	3	4	7
U.S.	52	48	100
Total	59	53	112

c. Conflict of interest concerns			
	c. Conflict of interest concerns		Total
	No	Yes	
Canada	5	2	7
U.S.	69	31	100
Total	78	34	112

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d. No perceived benefit for our organization			
	d. No perceived benefit for our organization		Total
	No	Yes	
Canada	6	1	7
U.S.	84	16	100
Total	95	17	112

e. Compensation equity issues			
	e. Compensation equity issues		Total
	No	Yes	
Canada	5	2	7
U.S.	86	14	100
Total	96	16	112

f. Too much work to obtain approval			
	f. Too much work to obtain approval		Total
	No	Yes	
Canada	6	1	7
U.S.	89	11	100
Total	100	12	112

g. Faculty or union objections			
	g. Faculty or union objections		Total
	No	Yes	
Canada	5	2	7
U.S.	90	10	100
Total	100	12	112

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h. Feel an IC plan will incentivize wrong behaviors			
	h. Feel an IC plan will incentivize wrong behaviors		Total
	No	Yes	
Canada	7	0	7
U.S.	82	18	100
Total	94	18	112

i. Inconsistent with a nonprofit organization			
	i. Inconsistent with a nonprofit organization		Total
	No	Yes	
Canada	6	1	7
U.S.	69	31	100
Total	79	33	112

j. Other reason			
	j. Other reason		Total
	No	Yes	
Canada	4	3	7
U.S.	92	8	100
Total	101	11	112



## Salary Survey Bonus Data

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### Highlights for Selected Positions

#### **Directors** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$24,000 (26 recipients)
- Bonuses averaged \$31,000 for private universities (15 recipients); \$15,000 for public universities (11 recipients)
- The range of bonuses was \$5,000 - \$81,000 (10th to 90th percentile) for all Directors
- Eastern region bonuses ranged from \$4,000 - \$93,000 (10th to 90th percentile)
- Central region bonuses ranged from \$7,000 - \$30,000 (10th to 90th percentile)
- Non-U.S. bonuses ranged from \$10,000 - \$16,000 (10th to 90th percentile)
- The average bonus for males was \$31,000 (16 recipients); \$12,000 for females (eight recipients)

#### **Associate/Assistant Directors** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$15,000 (25 recipients), down from 41 in 2008
- The range of bonuses was \$5,000 - \$41,000 (10th to 90th percentile) for all Associate/Assistant Directors
- Eastern region bonuses ranged from \$4,000 - \$50,000 (10th to 90th percentile)
- Central region bonuses ranged from \$6,000 - \$10,000 (10th to 90th percentile)
- The average bonus for males was \$22,000 (11 recipients); for females, \$10,000 (seven recipients)

#### **Licensing Associates** (Dollar amounts rounded to the nearest thousand):

- 42 Licensing Associates received bonuses (up from 20 in 2008 )
- On average, bonuses were \$9,000 for public and private universities combined. The average bonus for private universities was \$10,000 (37 recipients); the average bonus for public universities was \$4,000 (five recipients)
- The average bonus for males was \$10,000; for females, \$9,000
- The range of bonuses was \$3,000 - \$20,000 (10th to 90th percentile) for all Licensing Associates
- Eastern region bonuses ranged from \$3,000 - \$21,000 (10th to 90th percentile)
- Central region bonuses ranged from \$6,000 to \$10,000 (10th to 90th percentile)

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## **Licensing Assistants** (Dollar amounts rounded to the nearest thousand):

- Bonuses averaged \$4,000 (12 private university recipients and two public university recipients)
- The average bonus for males was \$4,200; for females, \$4,400
- The range of bonuses was \$1,000 - \$8,000 (10th to 90th percentile) for all Licensing Assistants

## **Marketing Managers** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$6,000 (four recipients)

## **Business Managers** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$13,000 (seven recipients)
- The range of bonuses was \$2,000 - \$19,000 (10th to 90th percentile) for all Business Managers

## **Patent Managers** (Dollar amounts rounded to the nearest thousand):

- Bonuses averaged \$5,000 (five recipients, all female)
- The range of bonuses was \$1,000 - \$11,000 (10th to 90th percentile) for all Patent Managers

## **Administrative Assistants:**

- Bonuses averaged \$1,600. There were 30 recipients (25 from private universities, five from public universities) up from 19 in 2008 (12 from private universities, eight from public universities)
- 20 recipients were in the AUTM Eastern region; seven were in the Central region
- The range of bonuses was \$600 - \$2,400 (10th to 90th percentile) for all Administrative Assistants

## **Directors of Startups** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$5,000 (eight recipients, up from four in 2008). In 2008, the average bonus was \$11,000 (four recipients)
- All eight recipients were from private institutions
- The range of bonuses was \$2,000 - \$7,000 (10th to 90th percentile) for all Directors of Startups

## **All In-House Counsel** (Dollar amounts rounded to the nearest thousand):

- The average bonus was \$12,000 (four recipients)
- All four recipients were from private institutions
- The range of bonuses \$5,000-\$20,000 (10th to 90th percentile) for all In-House Counsel

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## Appendix 3: Responding Organizations

# AUTM Salary Survey: FY2010

Organization	City/State/Province	Country
Graz University of Technology		Austria
Inova – Unicamp		Brazil
Lakehead University	Thunder Bay, ON	Canada
McMaster University		Canada
MSBi Valorisation		Canada
Nova Scotia Agricultural College		Canada
Red River College	Winnipeg, MB	Canada
University of Ottawa	Ottawa, ON	Canada
University of Victoria Innovation & Development Corp		Canada
York University	Toronto, ON	Canada
Hong Kong Polytechnic University	Kowloon	Hong Kong
Erasmus Medical Center		Netherlands
Medical Research Council	Tygerberg	South Africa
Universidad Rey Juan Carlos-cinttec		Spain
Baylor College of Medicine	TX	U.S.A
BioAccel	AZ	U.S.A
Boston College	MA	U.S.A
Boston University	MA	U.S.A
Brigham & Women’s Hospital	MA	U.S.A
Brigham Young University	UT	U.S.A
Brown University	RI	U.S.A
Carnegie Mellon University	PA	U.S.A
Case Western Reserve University	OH	U.S.A
Catholic University of America	DC	U.S.A
Children’s Hospital & Research Center Oakland	CA	U.S.A
Children’s Hospital Boston	MA	U.S.A
Children’s Hospital Los Angeles	CA	U.S.A
Children’s Hospital of Philadelphia	PA	U.S.A
Cincinnati Children Hospital Medical Center	OH	U.S.A
City of Hope National Medical Center	CA	U.S.A

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City University of New York	NY	U.S.A
Cleveland Clinic Foundation	OH	U.S.A
Cold Spring Harbor Lab	NY	U.S.A
College of William & Mary	VA	U.S.A
Colorado School of Mines	CO	U.S.A
Dana-Farber Cancer Institute	MA	U.S.A
East Carolina University	NC	U.S.A
Emory University	GA	U.S.A
FedEx Institute of Technology University of Memphis	TN	U.S.A
Florida Atlantic University	FL	U.S.A
Florida State University	FL	U.S.A
Fox Chase Cancer Center	PA	U.S.A
George Mason University	VA	U.S.A
George Washington University	DC	U.S.A
Georgia Institute of Technology	GA	U.S.A
H Lee Moffitt Cancer Center & Research Institute	FL	U.S.A
Idaho State University	ID	U.S.A
Indiana University Research & Technology Corporation	IN	U.S.A
Jackson Lab	ME	U.S.A
James Madison University	VA	U.S.A
Johns Hopkins University	MD	U.S.A
Kansas State University Research Fdn	KS	U.S.A
La Jolla Institute for Allergy & Immunology	CA	U.S.A
Lankenau Institute for Medical Research	PA	U.S.A
Lawrence Livermore National Lab	CA	U.S.A
Lehigh University	PA	U.S.A
Medical College of Wisconsin	WI	U.S.A
Methodist Hospital Research Institute	TX	U.S.A
Michigan Technological University	MI	U.S.A
Montana State University	MN	U.S.A
MUSC Foundation for Research Dev.	SC	U.S.A

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National Institutes of Health	MD	U.S.A
National Jewish Health	CO	U.S.A
Naval Research Lab	DC	U.S.A
New Mexico Bio	IA	U.S.A
New Mexico State University	NM	U.S.A
New York Blood Center and The L. F. Kimball Research Institute	NY	U.S.A
New York University	NY	U.S.A
North Dakota State University	ND	U.S.A
Northern Illinois University	IL	U.S.A
Oklahoma Medical Research Foundation	OK	U.S.A
Old Dominion University	VA	U.S.A
Oregon State University	OR	U.S.A
Portland State University	OR	U.S.A
Providence Health System Oregon	OR	U.S.A
Regional Technology Development Corp of Cape Cod	MA	U.S.A
Rensselaer Polytechnic Institute	NY	U.S.A
Research Foundation for Mental Hygiene Inc	NY	U.S.A
Research Foundation of SUNY Albany	NY	U.S.A
Rice University	TX	U.S.A
Rochester Institute of Technology	NY	U.S.A
Rockefeller University	NY	U.S.A
Roswell Park Cancer Institute	NY	U.S.A
Rutgers, The State University of New Jersey	NJ	U.S.A
Samuel Roberts Noble Foundation Inc	OK	U.S.A
Schepens Eye Research Institute	MA	U.S.A
South Dakota State University	SD	U.S.A
Southern Illinois University	IL	U.S.A
St Jude Children's Research Hospital	TN	U.S.A
SUNY Binghamton	NY	U.S.A
The Wistar Institute	PA	U.S.A
Trudeau Institute	NY	U.S.A

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Tufts University	MA	U.S.A
University at Buffalo	NY	U.S.A
University Hospitals	OH	U.S.A
University of Alabama	AL	U.S.A
University of Alabama Birmingham	AL	U.S.A
University of Alaska Fairbanks	AK	U.S.A
University of Arizona	AZ	U.S.A
University of Arkansas	AR	U.S.A
University of Arkansas for Medical Sciences	AR	U.S.A
University of California	CA	U.S.A
University of California Los Angeles	CA	U.S.A
University of Central Florida	FL	U.S.A
University of Chicago	IL	U.S.A
University of Colorado	CO	U.S.A
University of Connecticut Health Center	CT	U.S.A
University of Illinois	IL	U.S.A
University of Illinois, Urbana-Champaign	IL	U.S.A
University of Louisville	KY	U.S.A
University of Maryland	MD	U.S.A
University of Massachusetts Medical School	MA	U.S.A
University of Miami	FL	U.S.A
University of Michigan	MI	U.S.A
University of Mississippi	MS	U.S.A
University of Missouri	MO	U.S.A
University of Missouri Kansas City	MO	U.S.A
University of New England	ME	U.S.A
University of New Orleans	LA	U.S.A
University of North Carolina Chapel Hill	NC	U.S.A
University of North Dakota	ND	U.S.A
University of North Texas (Fort Worth)	TX	U.S.A
University of Northern Iowa	IA	U.S.A

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University of Oklahoma	OK	U.S.A
University of Oregon-tech Transfer	OR	U.S.A
University of Pennsylvania	PA	U.S.A
University of Rochester	NY	U.S.A
University of Southern California	CA	U.S.A
University of Texas Dallas	TX	U.S.A
University of Toledo	OH	U.S.A
University of Vermont	VT	U.S.A
University of Virginia Patent Foundation	VA	U.S.A
Utah State University	UT	U.S.A
UWM Research Foundation Inc	WI	U.S.A
Virginia Tech Intellectual Properties Inc	VA	U.S.A
Wake Forest University Health Sciences	NC	U.S.A
West Virginia University	WV	U.S.A
Whitehead Institute for Biomedical Research	MA	U.S.A
Wisconsin Alumni Research Foundation	WI	U.S.A



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## Appendix 4: Responding Countries Information

# AUTM Salary Survey: FY2010

Country	Number of Participants	% of Total	Number Reporting Incumbent Data	% of Total	Number of Incumbents	% of Total
Austria	1	1%	1	1%	3	0%
Brazil	1	1%	1	1%	10	1%
Canada	8	6%	8	6%	49	5%
Hong Kong	1	1%	1	1%	5	1%
Netherlands	1	1%	0	0%	0	0%
South Africa	1	1%	1	1%	7	1%
Spain	1	1%	1	1%	7	1%
U.S.	125	90%	116	90%	842	91%
<b>Total</b>	<b>139</b>	<b>100%</b>	<b>129</b>	<b>100%</b>	<b>923</b>	<b>100%</b>

Country	Position Data Provided				Incumbent Data Provided			
	Private	Public	Other	Total	Private	Public	Other	Total
Austria	0	1	0	1	0	1	0	1
Brazil	0	1	0	1	0	1	0	1
Canada	2	6	0	8	2	6	0	8
Hong Kong	0	1	0	1	0	1	0	1
Netherlands	0	1	0	1	0	0	0	0
South Africa	0	1	0	1	0	1	1	1
Spain	0	1	0	1	0	1	0	1
U.S.	54	67	4	125	49	63	4	116
<b>Total</b>	<b>56</b>	<b>79</b>	<b>4</b>	<b>139</b>	<b>51</b>	<b>74</b>	<b>5</b>	<b>129</b>

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## Appendix 5: Survey Methodology and Procedures

# AUTM Salary Survey: FY2010

## APPENDIX 5: SURVEY METHODOLOGY AND PROCEDURES

1. As with the 2004, 2006 and 2008 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, Metrics & Surveys, Shawn Hawkins, established a Salary Survey Committee consisting of John Miner, University of Central Florida; Wayne McDaniel, University of Missouri; and Fred Reinhart, Reinhart Consulting.
3. The Salary Survey Committee began discussions about the 2010 survey content in May, 2008. With only a few changes to the incentive compensation questions, the same questionnaire and procedures for gathering information that were used in 2008 were used for this year's survey.
4. The survey was publicized on the AUTM Web site, at the AUTM region meetings in the United States and with e-mail notices to the reporting representative at each organization.
5. On July 1, 2010 the survey opened to beta test sites and officially launched July 21, 2010. The survey closed September 12, 2010. 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 received the raw data from peerfocus and prepared this report to distribute to respondents.

# AUTM Salary Survey: FY2010

## Publication Availability

For information about the price and availability of the *AUTM Salary Survey: FY2010*, contact AUTM, 111 Deer Lake Road, Suite 100, Deerfield, IL 60015, Phone: +1-847-559-0846, Fax: +1-847-480-9282, [info@autm.net](mailto:info@autm.net) or see the AUTM Web site, [www.autm.net](http://www.autm.net).

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