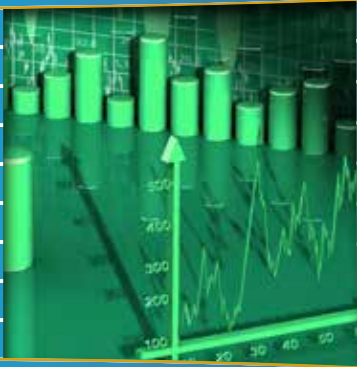


FY2012

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: FY2012

AUTM Salary Survey: FY2012

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Acknowledgements

Dear AUTM Members:

AUTM is pleased to present its fifth biennial Salary Survey, with this edition reporting salaries, incentives and office structure information. We hope the *AUTM Salary Survey: FY2012* 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 declined slightly compared to the 2010 survey. However, we did collect sufficient data from countries outside the United States to include some international data. Roughly twice as many U.S. public organizations responded than U.S. private organizations, and we noticed a convergence of public and private salaries in 2012. One of the largest governing factors affecting salaries is the size of the institution's R&D expenditures.

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

Donna M. Barretto, *Tufts University*

Rafael Diaz, *Wisconsin Alumni Research Foundation*

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

Wayne McDaniel, *University of Missouri*

John Miner, *University of Central Florida*

Fred Reinhart, *University of Massachusetts Amherst*

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: FY2012* to all participants for their internal use. Organizations that did not contribute data to the survey may visit the AUTM website to purchase a copy.

Sincerely,



Richard Kordal, Ph.D., RTTP

AUTM Vice President for Metrics & Surveys

Director

Office of Intellectual Property and Commercialization

Louisiana Tech University

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AUTM Salary Survey: FY2012

Executive Summary

AUTM presents the *AUTM Salary Survey: FY2012*, an important and comprehensive survey that collects and includes information about academic technology transfer office reporting structures 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.

The 2012 survey results for several positions appeared to the committee to suggest gender as an independent predictor of salary. The committee asked Peer Focus whether these observed gender differences were statistically significant. Peer Focus reported that, overall in the analysis of the survey results, gender was not statistically important in the regressions. In most cases, female incumbents reported upon in the survey possessed attributes that were independently associated with lower pay, such as education level, years of experience, geographical region, etc. The Peer Focus analysis found that these other attributes were better predictors of salary than gender. We will continue to look for ways to improve survey response rate so that we can analyze a larger and more meaningful data set and draw more accurate conclusions.

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

The survey was conducted in August, September, October and November of 2012, and of the 584 organizations surveyed, 112 (19 percent) responded.

- 93 of the 112 respondents (83 percent) were from the United States
- Respondents provided information about 832 total positions, including:
 - o 118 Directors
 - o 116 Associate/ Assistant Directors
 - o 226 Licensing Associates
 - o 53 Licensing Assistants

AUTM Salary Survey: FY2012

- o 21 Marketing Managers
- o 52 Business Managers
- o 57 Patent Managers
- o 133 Administrative Assistants
- o 18 Startup Directors
- o 38 In-House Counsel
- 42 private and 70 public organizations responded

Figure 1: Number of Incumbents 2012

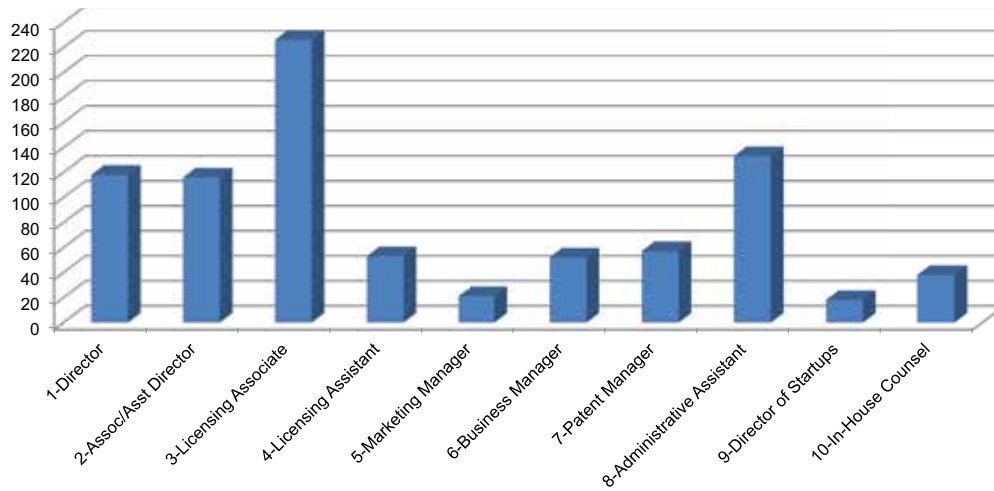
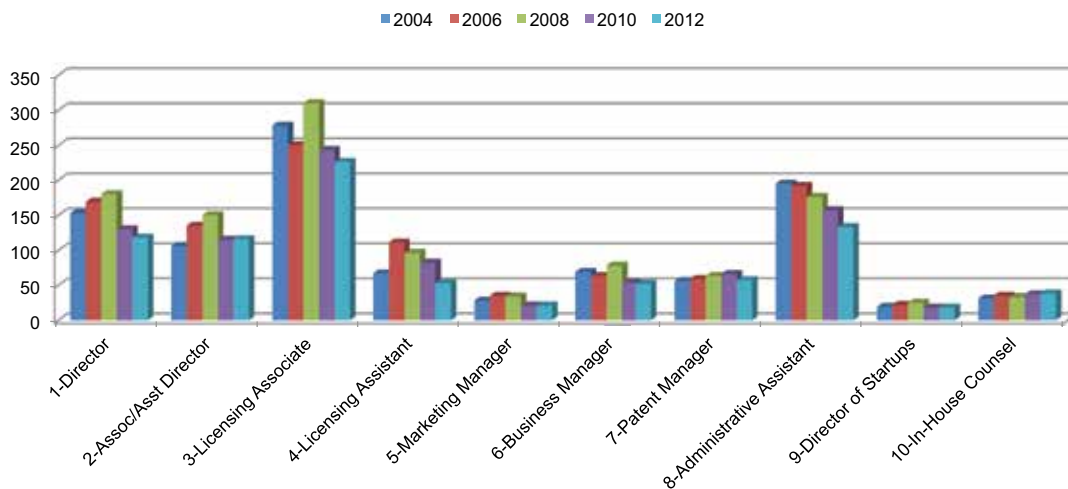


Figure 2: Number of Incumbents 2004-2012



POSITION 1: DIRECTOR

Position Description:

The Director is the head of the technology transfer office. This position directs and manages the intellectual property or technology transfer activities at the institution. The person spends their full-time activities on technology transfer matters, but may also supervise a limited number of additional activities related to corporate relationships such as industry-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

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Figure D-1: Mean Salary for Directors, 2004-2012

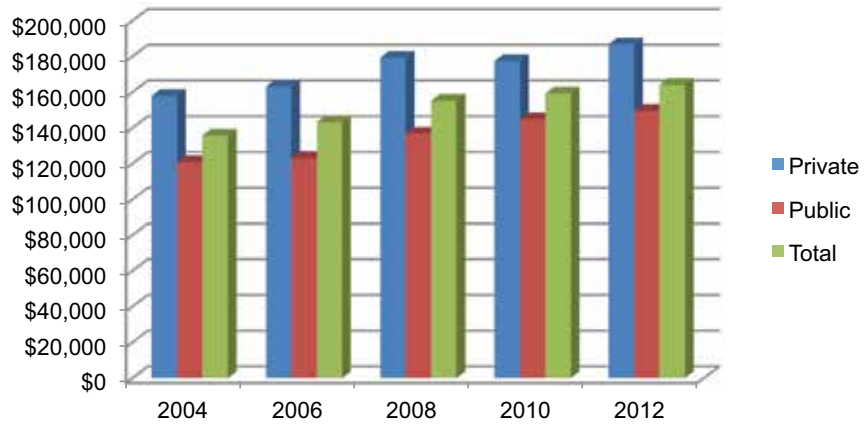
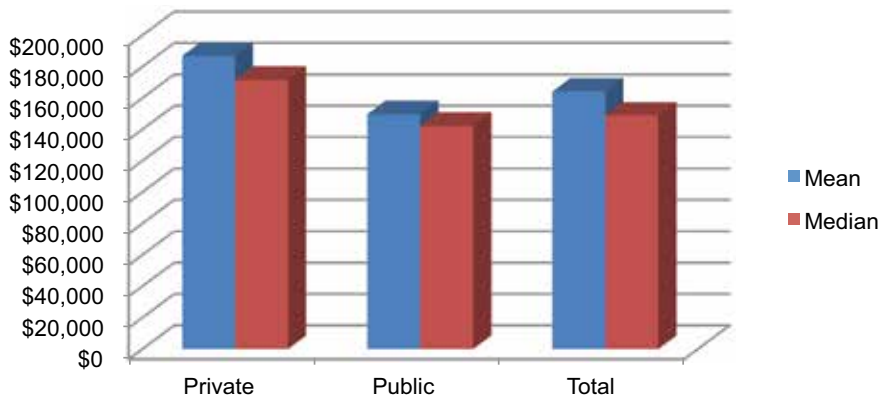


Figure D-2: General Salary Data for Directors: Private vs. Public, 2012



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TABLE D-1: General Salary Data for Directors: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$186,754	\$27,397	\$196,284
	Median	\$171,500	\$20,481	\$172,500
	Std. Deviation	\$71,857	\$30,035	\$84,183
	N	46	16	46
Public	Mean	\$149,527	\$25,621	\$153,797
	Median	\$142,102	\$23,500	\$145,500
	Std. Deviation	\$42,471	\$18,944	\$49,177
	N	72	12	72
Total	Mean	\$164,039	\$26,636	\$170,359
	Median	\$148,828	\$20,481	\$153,877
	Std. Deviation	\$58,421	\$25,459	\$68,017
	N	118	28	118

TABLE D-2: Director Salaries by Highest Degree

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.				2
	M.S./M.A.	\$181,049	\$182,000	\$21,442	3
	M.B.A.	\$162,387	\$140,000	\$70,558	17
	J.D.	\$205,991	\$217,000	\$57,377	4
	M.D.				1
	Ph.D.	\$195,211	\$168,000	\$75,181	19
	Total	\$186,754	\$171,500	\$71,857	46
Public	B.A./B.S.	\$140,704	\$144,250	\$45,209	6
	M.S./M.A.	\$156,319	\$156,874	\$38,065	14
	M.B.A.	\$155,063	\$146,328	\$39,294	14
	J.D.	\$137,230	\$127,300	\$49,094	7
	Ph.D.	\$152,736	\$141,027	\$44,100	28
	Other				2
	Total	\$149,379	\$142,054	\$42,755	71
Total	B.A./B.S.	\$156,028	\$176,000	\$47,619	8
	M.S./M.A.	\$160,683	\$159,000	\$36,458	17
	M.B.A.	\$159,079	\$140,270	\$57,775	31
	J.D.	\$162,234	\$135,500	\$60,310	11
	M.D.				1
	Ph.D.	\$169,907	\$150,000	\$61,621	47
	Other				2
	Total	\$164,074	\$147,656	\$58,671	117

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0- 2 years	\$201,382	\$159,147	\$132,643	3
	3 - 4 years				1
	5 - 9 years	\$145,500	\$132,500	\$25,087	5
	10+ years	\$185,995	\$175,000	\$68,588	35
	Total	\$182,875	\$163,574	\$69,298	44
Public	3 - 4 years	\$114,373	\$100,000	\$40,405	3
	5 - 9 years	\$129,815	\$127,300	\$36,776	13
	10+ years	\$155,949	\$146,828	\$42,133	54
	Total	\$149,313	\$142,102	\$42,488	70
Total	0 - 2 years	\$201,382	\$159,147	\$132,643	3
	3 - 4 years	\$137,030	\$130,000	\$56,051	4
	5 - 9 years	\$134,172	\$132,500	\$33,986	18
	10+ years	\$167,765	\$155,754	\$55,718	89
	Total	\$162,267	\$146,828	\$56,560	114

TABLE D-4: Director Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$188,027	\$41,568	\$194,493
	Median	\$168,000	\$25,000	\$168,000
	Std. Deviation	\$69,414	\$41,999	\$83,207
	N	45	7	45
U.S.-Central	Mean	\$159,744	\$20,728	\$165,666
	Median	\$145,500	\$17,500	\$148,000
	Std. Deviation	\$44,372	\$15,159	\$50,087
	N	42	12	42
U.S.-West	Mean	\$131,052		\$132,206
	Median	\$127,000		\$127,000
	Std. Deviation	\$34,151		\$34,547
	N	13	1	13
Non-U.S.	Mean	\$137,916	\$23,886	\$148,531
	Median	\$121,868	\$16,312	\$124,427
	Std. Deviation	\$48,201	\$17,785	\$61,754
	N	18	8	18
Total	Mean	\$164,039	\$26,636	\$170,359
	Median	\$148,828	\$20,481	\$153,877
	Std. Deviation	\$58,421	\$25,459	\$68,017
	N	118	28	118

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TABLE D-5: Director Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$155,917	\$21,972	\$162,427
	Median	\$130,000	\$17,500	\$134,045
	Std. Deviation	\$71,800	\$16,001	\$80,918
	N	27	8	27
Male	Mean	\$167,543	\$28,501	\$173,948
	Median	\$158,000	\$22,981	\$159,000
	Std. Deviation	\$54,093	\$28,530	\$64,139
	N	89	20	89
Total	Mean	\$164,837	\$26,636	\$171,266
	Median	\$151,000	\$20,481	\$155,900
	Std. Deviation	\$58,557	\$25,459	\$68,207
	N	116	28	116

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TABLE D-6: Director Salaries by Percentiles

Position 1: Director				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	118	28	118
	Missing	—	90	—
Mean		\$164,039	\$26,636	\$170,359
Percentiles	10	\$99,984	\$4,929	\$102,314
	25	\$122,268	\$9,841	\$126,268
	50	\$148,828	\$20,481	\$153,877
	75	\$195,561	\$40,015	\$197,739
	90	\$235,900	\$49,553	\$275,800

Position 1: Director, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	45	7	45
	Missing	—	38	—
Mean		\$188,027	\$41,568	\$194,493
Percentiles	10	\$111,200	\$5,974	\$111,200
	25	\$142,527	\$12,000	\$142,527
	50	\$168,000	\$25,000	\$168,000
	75	\$203,500	\$50,000	\$208,000
	90	\$316,000		\$329,000

Position 1: Director, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	42	12	42
	Missing	—	30	—
Mean		\$159,744	\$20,728	\$165,666
Percentiles	10	\$113,098	\$1,986	\$113,350
	25	\$126,870	\$6,250	\$132,500
	50	\$145,500	\$17,500	\$148,000
	75	\$191,682	\$33,875	\$200,168
	90	\$232,266	\$45,839	\$242,200

Position 1: Director, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	1	13
	Missing	—	12	—
Mean		\$131,052		\$132,206
Percentiles	10	\$85,872		\$85,872
	25	\$106,500		\$106,500
	50	\$127,000		\$127,000
	75	\$147,877		\$152,877
	90	\$192,920		\$192,920

Position 1: Director, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	8	18
	Missing	—	10	—
Mean		\$137,916	\$23,886	\$148,531
Percentiles	10	\$86,475	\$6,392	\$93,827
	25	\$101,166	\$8,945	\$103,383
	50	\$121,868	\$16,312	\$124,427
	75	\$157,039	\$42,670	\$172,760
	90	\$228,748		\$275,800

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TABLE D-7: Director Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$125,137	\$121,868	\$28,239	40
\$100 million to \$249 million	\$163,174	\$155,754	\$40,788	31
\$250 million to \$499 million	\$178,523	\$159,000	\$66,202	27
\$500 million+	\$223,632	\$227,410	\$59,431	20
Total	\$164,039	\$148,828	\$58,421	118

TABLE D-8: Director Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$121,971	\$122,000	\$29,661	6
1-2 reports	\$134,763	\$124,679	\$37,291	28
3-5 reports	\$162,393	\$143,575	\$56,683	42
6-10 reports	\$187,199	\$175,016	\$66,522	22
11+ reports	\$195,628	\$199,112	\$59,039	20
Total	\$164,039	\$148,828	\$58,421	118

TABLE D-9: Director Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$135,361	\$127,300	\$39,813	51
6-10.9 FTEs	\$153,206	\$147,656	\$32,700	25
11-19.9 FTEs	\$192,099	\$183,361	\$69,423	21
20+ FTEs	\$218,522	\$213,000	\$60,935	21
Total	\$164,039	\$148,828	\$58,421	118

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

Continuing its trend upwards, the mean salary for Directors increased 3 percent from the 2010 survey to \$164,039; however, the median salary decreased slightly from the previous survey to \$148,828. Salaries at public/private institutions converged slightly in 2012 and are only 20 percent higher at private institutions. In 2012, the size of the office had the highest impact on Directors' salaries; whereas prior to 2012, the number of employees reporting directly to the Director had the biggest impact on his or her salary.

POSITION 2: ASSISTANT/ASSOCIATE DIRECTOR

Position Description:

The Assistant/Associate Director is the most senior position among the Licensing Officer positions at the institution. The Assistant/Associate Director assists and reports to the Director or Executive Director of the technology transfer office or the Assistant/Associate 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. In addition, this position may have signature authority for MTAs, CDAs, and other relatively standard agreements but will typically not have signature authority for license 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: FY2012

Figure AD-1: Mean Salary for Assistant/Associate Directors, 2004–2012

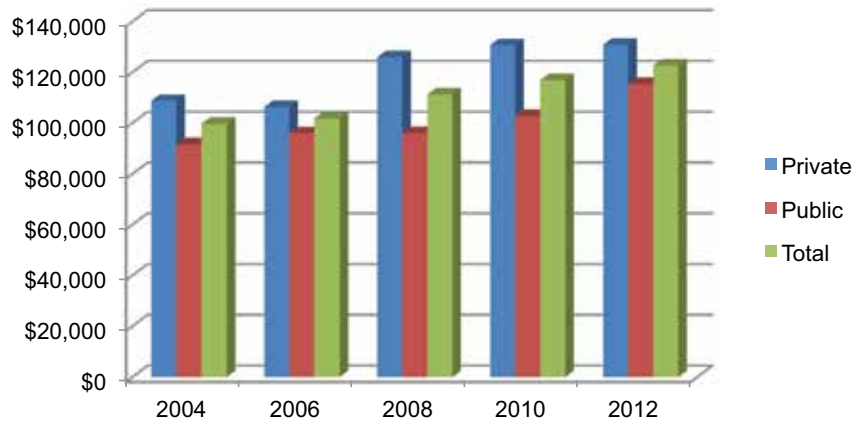
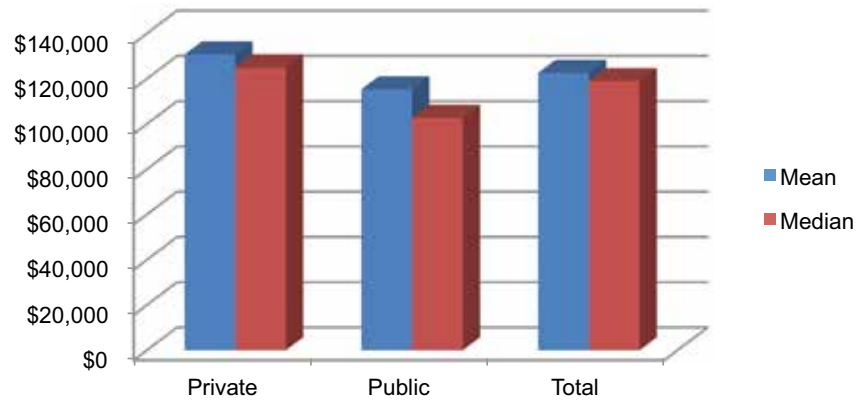


Figure AD-2: General Salary Data for Assistant/Associate Directors: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table AD-1: General Salary Data for Assistant/Associate Directors: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$130,755	\$14,201	\$138,759
	Median	\$125,000	\$12,500	\$130,000
	Std. Deviation	\$32,254	\$12,001	\$39,916
	N	55	31	55
Public	Mean	\$115,323	\$18,512	\$120,482
	Median	\$102,780	\$19,860	\$102,780
	Std. Deviation	\$39,233	\$12,368	\$45,655
	N	61	17	61
Combined	Mean	\$122,640	\$15,728	\$129,148
	Median	\$119,015	\$13,022	\$121,483
	Std. Deviation	\$36,762	\$12,179	\$43,814
	N	116	48	116

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

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$118,286	\$110,000	\$28,393	5
	M.S./M.A.	\$111,235	\$108,435	\$19,167	6
	M.B.A.	\$132,774	\$133,525	\$36,625	10
	J.D.	\$121,250	\$124,000	\$13,865	4
	Ph.D.	\$137,328	\$130,000	\$34,695	29
	Total	\$130,631	\$124,000	\$32,544	54
Public	B.A./B.S.	\$122,327	\$130,560	\$43,978	7
	M.S./M.A.	\$117,103	\$115,000	\$45,648	12
	M.B.A.	\$94,900	\$91,473	\$26,683	8
	J.D.	\$105,251	\$102,780	\$30,704	7
	Ph.D.	\$122,369	\$105,000	\$41,430	25
	Other				1
Total	\$115,245	\$102,390	\$39,559	60	
Total	B.A./B.S.	\$120,643	\$120,280	\$36,775	12
	M.S./M.A.	\$115,147	\$109,435	\$38,268	18
	M.B.A.	\$115,941	\$101,778	\$37,126	18
	J.D.	\$111,069	\$105,066	\$26,239	11
	Ph.D.	\$130,402	\$126,771	\$38,339	54
	Other				1
	Total	\$122,533	\$118,325	\$37,059	114

AUTM Salary Survey: FY2012

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				1
	3-4 years	\$128,197	\$133,533	\$33,729	5
	5-9 years	\$119,906	\$112,521	\$35,317	15
	10+ years	\$132,293	\$132,500	\$22,877	26
	Total	\$128,919	\$123,000	\$29,201	47
Public	0-2 years				2
	3-4 years	\$86,590	\$78,750	\$27,062	7
	5-9 years	\$101,502	\$90,738	\$33,354	22
	10+ years	\$128,957	\$110,000	\$39,536	25
	Total	\$114,842	\$100,500	\$40,409	56
Total	0-2 years	\$182,679	\$180,000	\$15,723	3
	3-4 years	\$103,926	\$94,073	\$35,668	12
	5-9 years	\$108,963	\$94,500	\$34,899	37
	10+ years	\$130,658	\$130,000	\$31,856	51
	Total	\$121,265	\$117,325	\$36,258	103

AUTM Salary Survey: FY2012

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

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$130,334	\$14,970	\$137,320
	Median	\$126,000	\$10,000	\$129,000
	Std. Deviation	\$34,564	\$14,226	\$43,408
	N	45	21	45
U.S.-Central	Mean	\$109,606	\$12,969	\$114,130
	Median	\$110,000	\$13,853	\$116,000
	Std. Deviation	\$30,333	\$6,522	\$34,186
	N	43	15	43
U.S.-West	Mean	\$110,550		\$110,550
	Median	\$110,000		\$110,000
	Std. Deviation	\$31,422		\$31,422
	N	7		7
Non-U.S.	Mean	\$136,870	\$20,502	\$148,585
	Median	\$155,508	\$20,415	\$168,467
	Std. Deviation	\$46,390	\$13,243	\$54,676
	N	21	12	21
Total	Mean	\$122,640	\$15,728	\$129,148
	Median	\$119,015	\$13,022	\$121,483
	Std. Deviation	\$36,762	\$12,179	\$43,814
	N	116	48	116

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

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$121,706	\$10,368	\$126,396
	Median	\$118,150	\$10,000	\$121,483
	Std. Deviation	\$35,382	\$6,540	\$38,544
	N	42	19	42
Male	Mean	\$125,106	\$19,240	\$132,965
	Median	\$120,000	\$18,000	\$123,000
	Std. Deviation	\$37,306	\$13,756	\$46,353
	N	71	29	71
Total	Mean	\$123,842	\$15,728	\$130,523
	Median	\$120,000	\$13,022	\$122,690
	Std. Deviation	\$36,481	\$12,179	\$43,553
	N	113	48	113

AUTM Salary Survey: FY2012

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

Position 2: Assistant/Associate Director				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	116	48	116
	Missing	-	68	-
Mean		\$122,640	\$15,728	\$129,148
Percentiles	10	\$79,760	\$3,318	\$80,000
	25	\$92,496	\$8,125	\$93,750
	50	\$119,015	\$13,022	\$121,483
	75	\$147,086	\$20,311	\$158,461
	90	\$170,427	\$31,917	\$197,071

Position 2: Assistant/Associate Director, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	45	21	45
	Missing	-	24	-
Mean		\$130,334	\$14,970	\$137,320
Percentiles	10	\$90,600	\$3,000	\$90,600
	25	\$100,500	\$8,000	\$101,976
	50	\$126,000	\$10,000	\$129,000
	75	\$159,500	\$19,540	\$164,654
	90	\$169,784	\$29,600	\$185,000

Position 2: Assistant/Associate Director, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	43	15	43
	Missing	-	28	-
Mean		\$109,606	\$12,969	\$114,130
Percentiles	10	\$70,800	\$2,312	\$70,800
	25	\$85,052	\$8,500	\$85,052
	50	\$110,000	\$13,853	\$116,000
	75	\$130,345	\$19,584	\$135,000
	90	\$143,968	\$20,484	\$159,038

Position 2: Assistant/Associate Director, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	7	-	7
	Missing	-	7	-
Mean		\$110,550		\$110,550
Percentiles	10	\$80,000		\$80,000
	25	\$80,000		\$80,000
	50	\$110,000		\$110,000
	75	\$146,311		\$146,311
	90			

Position 2: Assistant/Associate Director, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	21	12	21
	Missing	-	9	-
Mean		\$136,870	\$20,502	\$148,585
Percentiles	10	\$72,243	\$4,495	\$73,222
	25	\$93,716	\$9,379	\$96,644
	50	\$155,508	\$20,415	\$168,467
	75	\$173,549	\$35,233	\$199,307
	90	\$193,943	\$40,173	\$212,436

AUTM Salary Survey: FY2012

Table AD-7: Assistant/Associate Director Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$77,174	\$73,500	\$12,418	10
\$100 million .to \$249 million	\$94,995	\$90,738	\$19,518	23
\$250 million to \$499 million	\$122,075	\$105,000	\$31,764	25
\$500M million+	\$141,685	\$135,000	\$33,018	58
Total	\$122,640	\$119,015	\$36,762	116

Table AD-8: Assistant/Associate Director Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$110,239	\$98,802	\$38,340	38
1-2 reports	\$117,468	\$116,000	\$29,213	39
3-5 reports	\$132,533	\$126,000	\$41,543	23
6-10 reports	\$151,370	\$160,000	\$25,220	15
Total	\$122,514	\$118,730	\$36,898	115

Table AD-9: Assistant/Associate Director Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$87,302	\$80,000	\$20,437	17
6-10.9 FTEs	\$95,921	\$90,738	\$22,517	15
11-19.9 FTEs	\$126,087	\$120,000	\$33,924	27
20+ FTEs	\$138,577	\$132,400	\$34,064	57
Total	\$122,640	\$119,015	\$36,762	116

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

The mean salary for these positions rose 5 percent from the 2010 survey, to \$122,640, with the median salary jumping 5.3 percent to \$119,015. In four years, this position's reported mean salary increased 10 percent. Mean salaries at public institutions saw a dramatic increase of 12.2 percent over 2010, closing the pay gap with private institutions from 27 percent in 2010 to 12 percent in 2012. In past surveys the primary factors influencing compensation were the number of employees and direct reports; however, in 2012, the institutions' research expenditures were the primary influencer.

POSITION 3: LICENSING ASSOCIATE

Position Description:

The Licensing Associate is responsible for case management including identifying, evaluating and licensing inventions made by researchers at the institution. Specific activities include: Identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing 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.A., M.S., B.S., B.A.
- **Typical years of experience:** 2-10
- **Signatory authority:** Typically none
- **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: FY2012

Figure LA-1: Mean Salary for Licensing Associates, 2004–2012

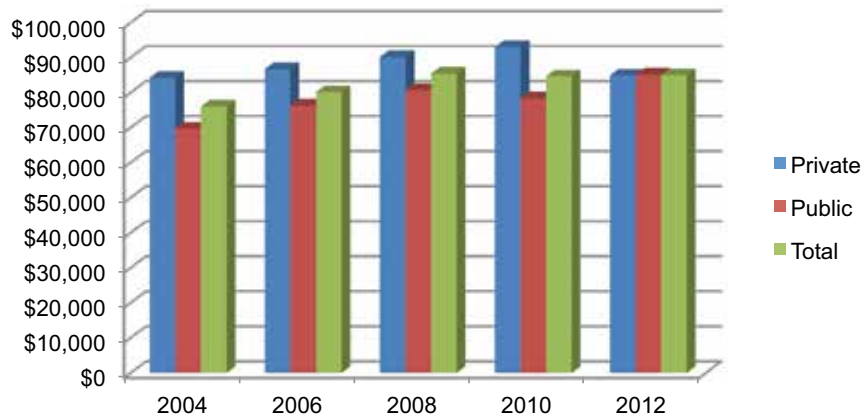
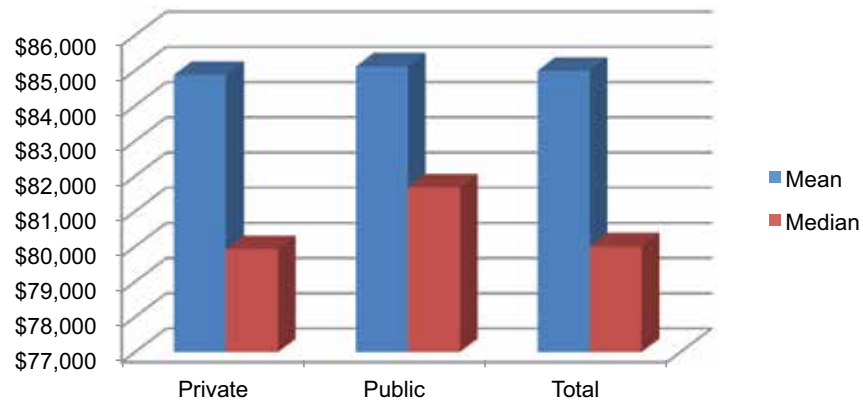


Figure LA-2: General Salary Data for Licensing Associates: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table LA-1: General Salary Data for Licensing Associates: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$84,877	\$5,860	\$87,242
	Median	\$79,921	\$2,924	\$80,390
	Std. Deviation	\$19,991	\$5,115	\$22,560
	N	114	46	114
Public	Mean	\$85,112	\$13,547	\$86,685
	Median	\$81,680	\$13,658	\$82,584
	Std. Deviation	\$22,067	\$3,898	\$24,818
	N	112	13	112
Total	Mean	\$84,994	\$7,554	\$86,966
	Median	\$80,000	\$8,000	\$81,680
	Std. Deviation	\$20,999	\$5,811	\$23,655
	N	226	59	226

AUTM Salary Survey: FY2012

Table LA-2: Licensing Associate Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$71,384	\$63,476	\$21,288	8
	M.S./M.A.	\$87,481	\$83,500	\$22,552	12
	M.B.A.	\$83,983	\$83,000	\$14,697	9
	J.D.	\$86,915	\$87,000	\$12,972	13
	M.D.				1
	Ph.D.	\$86,291	\$80,000	\$21,002	69
	Other				2
	Total	\$84,877	\$79,921	\$19,991	114
Public	Associate				1
	B.A./B.S.	\$104,272	\$122,490	\$33,211	11
	M.S./M.A.	\$82,431	\$76,996	\$21,532	28
	M.B.A.	\$80,938	\$81,404	\$18,400	14
	J.D.	\$74,423	\$73,414	\$12,754	13
	Ph.D.	\$86,191	\$84,230	\$20,646	42
	Other				2
	Total	\$84,888	\$81,400	\$22,038	111
Combined	Associate				1
	B.A./B.S.	\$90,424	\$77,000	\$32,669	19
	M.S./M.A.	\$83,946	\$79,921	\$21,677	40
	M.B.A.	\$82,130	\$83,000	\$16,761	23
	J.D.	\$80,669	\$76,125	\$14,122	26
	M.D.				1
	Ph.D.	\$86,253	\$81,309	\$20,774	111
	Other	\$73,538	\$72,793	\$11,510	4
	Total	\$84,883	\$80,000	\$20,979	225

AUTM Salary Survey: FY2012

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	\$71,187	\$72,000	\$9,269	31
	3 - 4 years	\$78,458	\$78,000	\$14,249	23
	5 - 9 years	\$88,971	\$87,000	\$13,790	34
	10+ years	\$117,337	\$116,278	\$15,689	10
	Total	\$83,772	\$80,000	\$18,523	98
Public	0 - 2 years	\$66,758	\$65,000	\$13,850	16
	3 - 4 years	\$86,542	\$84,920	\$18,864	34
	5 - 9 years	\$80,200	\$77,250	\$17,278	33
	10+ years	\$102,233	\$96,255	\$28,339	21
	Total	\$84,654	\$80,655	\$22,604	104
Total	0 - 2 years	\$69,679	\$70,000	\$11,094	47
	3 - 4 years	\$83,280	\$84,410	\$17,478	57
	5 - 9 years	\$84,651	\$82,000	\$16,104	67
	10+ years	\$107,105	\$101,000	\$25,705	31
	Total	\$84,226	\$80,000	\$20,678	202

Table LA-4: Licensing Associate Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$89,196	\$5,607	\$91,144
	Median	\$86,700	\$2,000	\$86,881
	Std. Deviation	\$19,456	\$5,656	\$22,140
	N	95	33	95
U.S.-Central	Mean	\$81,414	\$10,647	\$83,514
	Median	\$78,000	\$10,100	\$80,000
	Std. Deviation	\$17,813	\$4,260	\$19,657
	N	71	14	71
U.S.-West	Mean	\$80,489		\$80,489
	Median	\$77,000		\$77,000
	Std. Deviation	\$13,536		\$13,536
	N	16		16
Non-U.S.	Mean	\$83,334	\$9,299	\$85,870
	Median	\$74,883	\$9,503	\$75,203
	Std. Deviation	\$28,788	\$6,056	\$32,988
	N	44	12	44
Total	Mean	\$84,994	\$7,554	\$86,966
	Median	\$80,000	\$8,000	\$81,680
	Std. Deviation	\$20,999	\$5,811	\$23,655
	N	226	59	226

AUTM Salary Survey: FY2012

Table LA-5: Licensing Associate Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$82,963	\$7,379	\$85,324
	Median	\$78,000	\$4,746	\$79,154
	Std. Deviation	\$20,487	\$6,440	\$23,969
	N	100	32	100
Male	Mean	\$87,475	\$7,761	\$89,193
	Median	\$84,230	\$9,000	\$84,719
	Std. Deviation	\$21,063	\$5,079	\$23,163
	N	122	27	122
Total	Mean	\$85,443	\$7,554	\$87,450
	Median	\$81,045	\$8,000	\$82,000
	Std. Deviation	\$20,880	\$5,811	\$23,555
	N	222	59	222

AUTM Salary Survey: FY2012

Table LA-6: Licensing Associate Salaries by Percentiles

Position 3: Licensing Associate				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	226	59	226
	Missing	-	167	-
Mean		\$84,994	\$7,554	\$86,966
Percentiles	10	\$62,683	\$2,000	\$63,562
	25	\$70,903	\$2,000	\$71,300
	50	\$80,000	\$8,000	\$81,680
	75	\$96,000	\$10,208	\$98,250
	90	\$113,264	\$15,000	\$120,000

Position 3: Licensing Associate, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	95	33	95
	Missing	-	62	-
Mean		\$89,196	\$5,607	\$91,144
Percentiles	10	\$65,780	\$2,000	\$66,720
	25	\$75,000	\$2,000	\$75,933
	50	\$86,700	\$2,000	\$86,881
	75	\$100,000	\$9,500	\$102,000
	90	\$115,000	\$12,800	\$121,600

Position 3: Licensing Associate, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	71	14	71
	Missing	-	57	-
Mean		\$81,414	\$10,647	\$83,514
Percentiles	10	\$61,016	\$3,700	\$61,264
	25	\$68,000	\$7,750	\$69,000
	50	\$78,000	\$10,100	\$80,000
	75	\$91,800	\$13,943	\$95,950
	90	\$101,320	\$16,284	\$109,905

Position 3: Licensing Associate, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	16	-	16
	Missing	-	16	-
Mean		\$80,489		\$80,489
Percentiles	10	\$64,318		\$64,318
	25	\$71,325		\$71,325
	50	\$77,000		\$77,000
	75	\$90,000		\$90,000
	90	\$102,300		\$102,300

Position 3: Licensing Associate, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	44	12	44
	Missing	-	32	-
Mean		\$83,334	\$9,299	\$85,870
Percentiles	10	\$57,203	\$2,716	\$57,203
	25	\$64,012	\$3,227	\$65,808
	50	\$74,883	\$9,503	\$75,203
	75	\$86,563	\$10,208	\$88,097
	90	\$132,698	\$20,415	\$142,905

AUTM Salary Survey: FY2012

Table LA-7: Licensing Associate Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$69,360	\$71,500	\$12,393	26
\$100 million to \$249 million	\$78,206	\$77,250	\$14,365	41
\$250 million to \$499 million	\$79,526	\$76,616	\$14,787	87
\$500 million+	\$101,112	\$97,409	\$23,366	72
Total	\$84,994	\$80,000	\$20,999	226

Table LA-8: Licensing Associate Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$84,947	\$80,000	\$20,768	184
1-2 reports	\$84,244	\$75,000	\$28,672	17
3-5 reports	\$88,365	\$87,441	\$7,471	3
6-10 reports				1
Total	\$84,861	\$80,000	\$21,293	205

Table LA-9: Licensing Associate Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$70,794	\$72,000	\$12,401	35
6-10.9 FTEs	\$78,756	\$74,690	\$13,170	44
11-19.9 FTEs	\$82,008	\$81,400	\$15,467	57
20+ FTEs	\$95,457	\$92,000	\$24,631	90
Total	\$84,994	\$80,000	\$20,999	226

Key trends and factors in compensation for this position:

The 2010 AUTM Salary Survey reported virtually no movement in salaries as a whole for this position. In contrast, the 2012 data show the mean salary reported for public institutions rose 8.5 percent while the mean salary reported for private institutions declined by 8.7 percent. The pay gap reported in 2010 between public and private institutions was completely erased in 2012, which reported an overall mean salary for this position of \$85,000. Years of experience as well as research expenditures were strong factors in the salaries reported for this position.

POSITION 4: LICENSING ASSISTANT

Position Description:

The Licensing Assistant does not typically 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 and/or non-disclosure 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: FY2012

Figure LST-1: Mean Salary for Licensing Assistants, 2004–2012

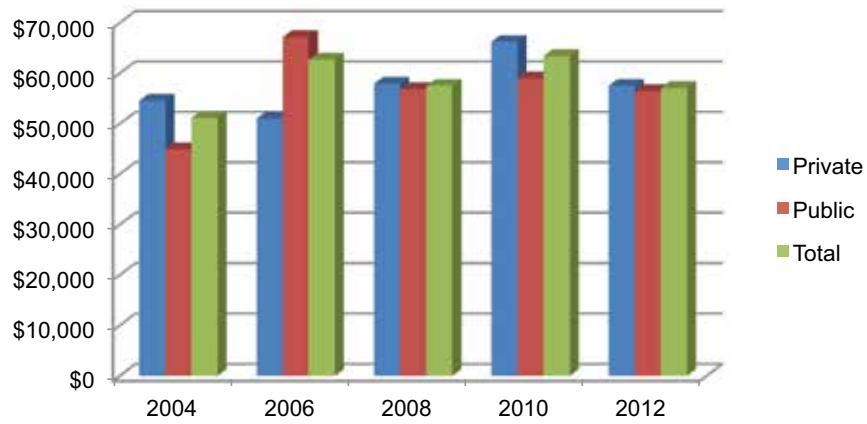
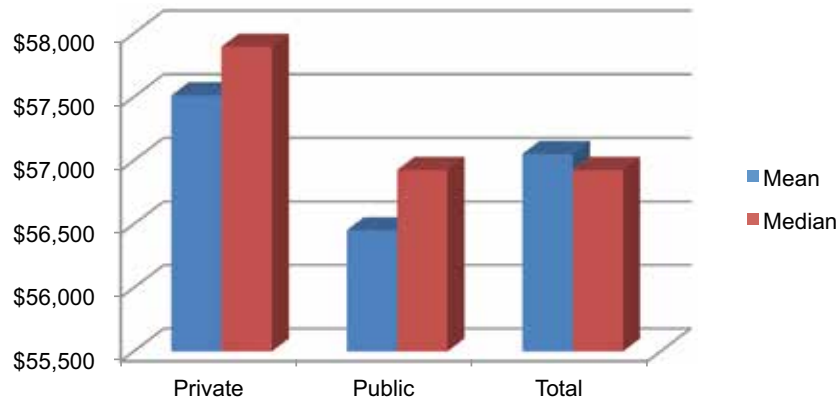


Figure LST-2: General Salary Data for Licensing Assistants: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table LST-1: General Salary Data for Licensing Assistants: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$57,512	\$4,263	\$58,223
	Median	\$57,894	\$3,900	\$59,450
	Std. Deviation	\$10,378	\$2,518	\$11,026
	N	30	5	30
Public	Mean	\$56,453		\$56,980
	Median	\$56,925		\$56,925
	Std. Deviation	\$12,031		\$12,495
	N	23	2	23
Total	Mean	\$57,053	\$4,779	\$57,684
	Median	\$56,925	\$3,900	\$57,000
	Std. Deviation	\$11,026	\$3,244	\$11,586
	N	53	7	53

Table LST-2: Licensing Assistant Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	Associate				1
	B.A./B.S.	\$47,682	\$47,522	\$4,609	6
	M.S./M.A.	\$66,500	\$60,500	\$12,342	4
	J.D.				2
	Ph.D.	\$59,279	\$60,941	\$8,243	15
	Other				1
	Total	\$57,310	\$55,788	\$10,501	29
Public	B.A./B.S.	\$58,278	\$57,250	\$8,865	6
	M.S./M.A.	\$53,667	\$58,000	\$10,214	3
	M.B.A.	\$53,833	\$48,000	\$11,968	3
	J.D.	\$55,390	\$58,500	\$14,040	5
	Ph.D.	\$52,024	\$51,048	\$2,696	4
	Other				1
	Total	\$54,825	\$56,463	\$9,372	22
Combined	Associate				1
	B.A./B.S.	\$52,980	\$52,500	\$8,718	12
	M.S./M.A.	\$61,000	\$60,000	\$12,570	7
	M.B.A.	\$53,833	\$48,000	\$11,968	3
	J.D.	\$57,564	\$58,500	\$13,621	7
	Ph.D.	\$57,752	\$56,000	\$7,956	19
	Other				2
	Total	\$56,238	\$56,000	\$10,010	51

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$58,640	\$60,500	\$9,641	16
	3 - 4 years				2
	5 - 9 years	\$63,896	\$62,000	\$18,621	4
	Total	\$58,968	\$60,000	\$11,254	22
Public	0 - 2 years	\$53,053	\$53,000	\$10,802	8
	3 - 4 years	\$58,184	\$51,048	\$15,556	7
	5 - 9 years	\$53,170	\$57,000	\$9,268	5
	10+ years				2
	Total	\$55,946	\$56,463	\$12,060	22
Total	0 - 2 years	\$56,778	\$60,000	\$10,167	24
	3 - 4 years	\$56,750	\$51,048	\$13,866	9
	5 - 9 years	\$57,937	\$57,000	\$14,316	9
	10+ years				2
	Total	\$57,457	\$57,250	\$11,628	44

Table LST-4: Licensing Assistant Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$60,209		\$60,509
	Median	\$55,000		\$58,900
	Std. Deviation	\$11,204		\$11,104
	N	13	1	13
U.S.-Central	Mean	\$54,816	\$4,327	\$55,380
	Median	\$56,925	\$2,000	\$56,925
	Std. Deviation	\$10,053	\$5,068	\$10,643
	N	23	3	23
U.S.-West	Mean	\$62,550		\$62,550
	Median	\$57,500		\$57,500
	Std. Deviation	\$17,669		\$17,669
	N	5		5
Non-U.S.	Mean	\$55,629	\$5,525	\$57,010
	Median	\$54,194	\$6,069	\$54,194
	Std. Deviation	\$9,164	\$2,089	\$11,323
	N	12	3	12
Total	Mean	\$57,053	\$4,779	\$57,684
	Median	\$56,925	\$3,900	\$57,000
	Std. Deviation	\$11,026	\$3,244	\$11,586
		53	7	53

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Table LST-5: Licensing Assistant Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$56,267		\$56,415
	Median	\$55,394		\$55,894
	Std. Deviation	\$11,263		\$11,236
	N	32	2	32
Male	Mean	\$58,250	\$5,743	\$59,617
	Median	\$60,000	\$6,069	\$60,000
	Std. Deviation	\$10,817	\$3,249	\$12,117
	N	21	5	21
Total	Mean	\$57,053	\$4,779	\$57,684
	Median	\$56,925	\$3,900	\$57,000
	Std. Deviation	\$11,026	\$3,244	\$11,586
	N	53	7	53

AUTM Salary Survey: FY2012

Table LST-6: Licensing Assistant Salaries by Percentiles

Position 4: Licensing Assistant				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	53	7	53
	Missing	—	46	—
Mean		\$57,053	\$4,779	\$57,684
Percentiles	10	\$44,064	\$840	\$44,064
	25	\$48,605	\$2,000	\$48,605
	50	\$56,925	\$3,900	\$57,000
	75	\$63,066	\$7,289	\$63,306
	90	\$71,260		\$74,496

Position 4: Licensing Assistant, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	1	13
	Missing	—	12	—
Mean		\$60,209		\$60,509
Percentiles	10	\$47,335		\$47,335
	25	\$51,000		\$51,000
	50	\$55,000		\$58,900
	75	\$68,500		\$68,500
	90	\$80,070		\$80,070

Position 4: Licensing Assistant, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	23	3	23
	Missing	—	20	—
Mean		\$54,816	\$4,327	\$55,380
Percentiles	10	\$40,636	\$840	\$40,636
	25	\$45,900	\$840	\$45,900
	50	\$56,925	\$2,000	\$56,925
	75	\$60,570		\$60,570
	90	\$70,300		\$73,240

Position 4: Licensing Assistant, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	—	5
	Missing	—	5	—
Mean		\$62,550		\$62,550
Percentiles	10	\$45,000		\$45,000
	25	\$51,000		\$51,000
	50	\$57,500		\$57,500
	75	\$76,625		\$76,625
	90			

Position 4: Licensing Assistant, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	12	3	12
	Missing	—	9	—
Mean		\$55,629	\$5,525	\$57,010
Percentiles	10	\$44,060	\$3,218	\$44,060
	25	\$48,303	\$3,218	\$48,303
	50	\$54,194	\$6,069	\$54,194
	75	\$63,219		\$65,632
	90	\$69,166		\$76,089

AUTM Salary Survey: FY2012

Table LST-7: Licensing Assistant Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$52,761	\$51,730	\$6,571	4
\$100 million to \$249 million	\$54,303	\$57,000	\$12,311	9
\$250 million to \$499 million	\$55,696	\$55,894	\$8,908	28
\$500 million +	\$63,710	\$61,285	\$13,858	12
Total	\$57,053	\$56,925	\$11,026	53

Table LST-8: Licensing Assistant Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0-2 reports	\$57,053	\$56,925	\$11,026	53
Total	\$57,053	\$56,925	\$11,026	53

Table LST-9: Licensing Assistant Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$50,750	\$50,000	\$8,808	4
6-10.9 FTEs	\$53,459	\$52,730	\$8,969	10
11-19.9 FTEs	\$57,658	\$56,925	\$9,956	15
20+ FTEs	\$59,222	\$59,000	\$12,461	24
Total	\$57,053	\$56,925	\$11,026	53

Key trends and factors in compensation for this position:

In 2012, public institutions reported a 4.3 percent lower mean salary than 2010, while the private institutions reported a 13 percent lower mean salary. Overall, the mean salary across all respondents decreased 10 percent from that reported by respondents in 2010.

POSITION 5: MARKETING MANAGER

Position Description:

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

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

AUTM Salary Survey: FY2012

Figure MKT-1: Mean Salary for Marketing Managers, 2004-2012

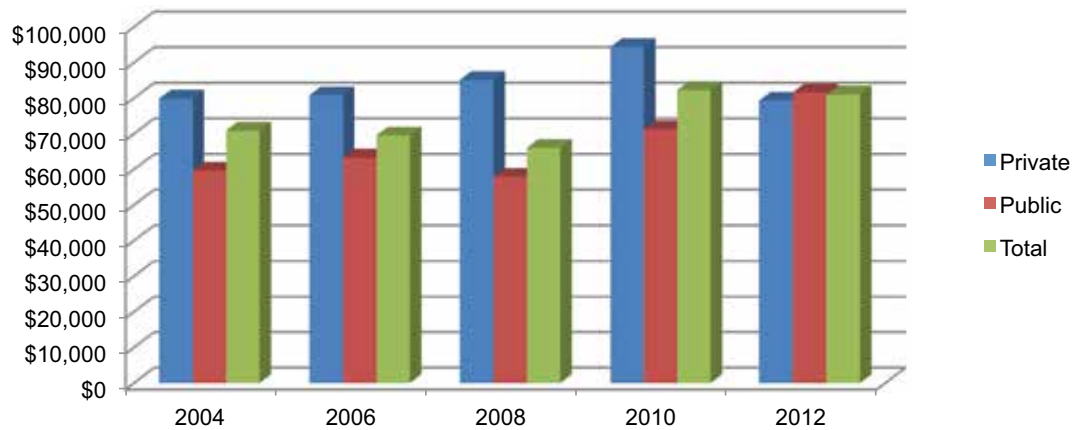
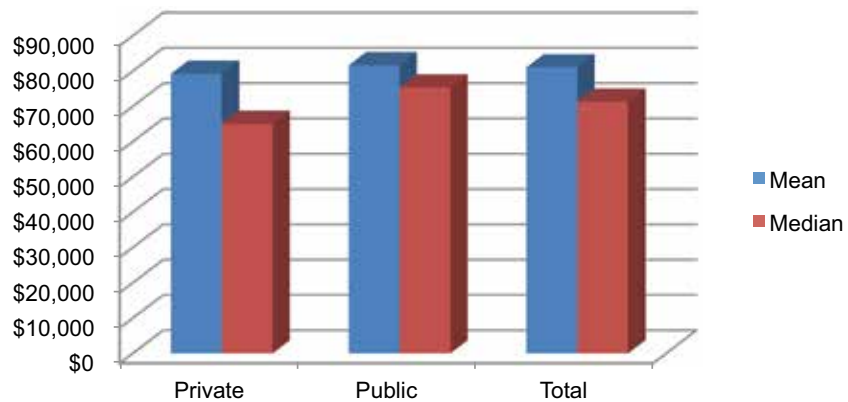


Figure MKT-2: General Salary Data for Marketing Managers: Private vs. Public, 2012



AUTM Salary Survey: FY2012

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

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$79,221		\$80,181
	Median	\$65,000		\$65,000
	Std. Deviation	\$33,853		\$33,234
	N	5	1	5
Public	Mean	\$81,580	\$15,996	\$88,578
	Median	\$75,306	\$16,085	\$75,306
	Std. Deviation	\$24,693	\$1,350	\$32,605
	N	16	7	16
Total	Mean	\$81,018	\$14,597	\$86,579
	Median	\$71,327	\$15,916	\$71,327
	Std. Deviation	\$26,221	\$4,151	\$32,120
	N	21	8	21

Table MKT-2: Marketing Manager Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.A./B.S.				2
	M.B.A.				1
	Ph.D.				2
	Total	\$79,221	\$65,000	\$33,853	5
Public	B.A./B.S.	\$79,211	\$74,694	\$26,276	8
	M.S./M.A.				1
	M.B.A.				2
	Ph.D.	\$82,267	\$76,857	\$28,076	4
	Other				1
	Total	\$81,580	\$75,306	\$24,693	16
Total	B.A./B.S.	\$83,369	\$74,694	\$29,766	10
	M.S./M.A.				1
	M.B.A.	\$99,101	\$96,200	\$14,665	3
	Ph.D.	\$73,178	\$60,000	\$26,100	6
	Other				1
	Total	\$81,018	\$71,327	\$26,221	21

AUTM Salary Survey: FY2012

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				1
	3 - 4 years	\$93,701	\$86,103	\$38,073	3
	Total	\$86,526	\$75,552	\$34,239	4
Public	0 - 2 years	\$63,228	\$60,000	\$11,898	5
	3 - 4 years				2
	5 - 9 years				2
	Total	\$62,018	\$60,000	\$9,705	9
Combined	0 - 2 years	\$63,524	\$62,500	\$10,666	6
	3 - 4 years	\$79,221	\$60,000	\$33,482	5
	5 - 9 years				2
	Total	\$69,559	\$60,000	\$22,237	13

Table MKT-4: Marketing Manager Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation
U.S.-East	Mean	\$70,305		\$70,905
	Median	\$62,500		\$64,900
	Std. Deviation	\$28,138		\$27,937
	N	8	1	8
U.S.-Central	Mean	\$92,631	\$15,996	\$102,810
	Median	\$96,200	\$16,085	\$110,630
	Std. Deviation	\$22,190	\$1,350	\$29,822
	N	11	7	11
U.S.-West	Mean			
	Median			
	Std. Deviation	-		-
	N	2		2
Total	Mean	\$81,018	\$14,597	\$86,579
	Median	\$71,327	\$15,916	\$71,327
	Std. Deviation	\$26,221	\$4,151	\$32,120
	N	21	8	21

AUTM Salary Survey: FY2012

Table MKT-5: Marketing Manager Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation
Female	Mean	\$73,177	\$11,659	\$76,357
	Median	\$60,000	\$14,430	\$64,800
	Std. Deviation	\$27,322	\$5,976	\$30,614
	N	11	3	11
Male	Mean	\$89,643	\$16,359	\$97,823
	Median	\$89,908	\$16,905	\$96,937
	Std. Deviation	\$23,253	\$1,393	\$31,354
	N	10	5	10
Total	Mean	\$81,018	\$14,597	\$86,579
	Median	\$71,327	\$15,916	\$71,327
	Std. Deviation	\$26,221	\$4,151	\$32,120
	N	21	8	21

AUTM Salary Survey: FY2012

Table MKT-6: Marketing Manager Salaries by Percentiles

Position 5: Marketing Manager				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	21	8	21
	Missing	—	13	—
Mean		\$81,018	\$14,597	\$86,579
Percentiles	10	\$51,000	\$4,800	\$51,000
	25	\$59,350	\$14,150	\$59,350
	50	\$71,327	\$15,916	\$71,327
	75	\$105,277	\$17,164	\$121,193
	90	\$116,324		\$133,772

Position 5: Marketing Manager, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	8	1	8
	Missing	—	7	—
Mean		\$70,305		\$70,905
Percentiles	10	\$48,054		\$48,054
	25	\$51,250		\$51,250
	50	\$62,500		\$64,900
	75	\$76,989		\$76,989
	90			

Position 5: Marketing Manager, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	11	7	11
	Missing	—	4	—
Mean		\$92,631	\$15,996	\$102,810
Percentiles	10	\$56,294	\$14,057	\$56,294
	25	\$71,327	\$14,430	\$71,327
	50	\$96,200	\$16,085	\$110,630
	75	\$115,000	\$17,250	\$131,905
	90	\$116,324		\$133,772

Position 5: Marketing Manager, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	2	—	2
	Missing	—	2	—
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

AUTM Salary Survey: FY2012

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million				1
\$100 million to \$249 million				1
\$250 million to \$499 million	\$77,221	\$60,000	\$35,173	5
\$500 million +	\$86,231	\$86,499	\$22,908	14
Total	\$81,018	\$71,327	\$26,221	21

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

Number of Reports	Mean	Median	Std. Deviation	N
0-2 reports	\$82,285	\$75,306	\$26,236	20
3-5 reports				1
Total	\$81,018	\$71,327	\$26,221	21

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs				1
11-19.9 FTEs	\$71,063	\$60,000	\$30,304	7
20+ FTEs	\$87,996	\$93,713	\$23,225	13
Total	\$81,018	\$71,327	\$26,221	21

Key trends and factors in compensation for this position:

With the same number of total respondents as in 2010, there was a 1 percent decline in the mean salary overall. Separately, public institutions reported a 14.5 percent increase in mean salary, while private institutions reported a 16 percent decrease in mean salary. Since 2008, public institutions have reported major increases in pay for this position, totaling more than a 37 percent overall increase.

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

AUTM Salary Survey: FY2012

Figure BUS-1: Mean Salary for Business Managers, 2004–2012

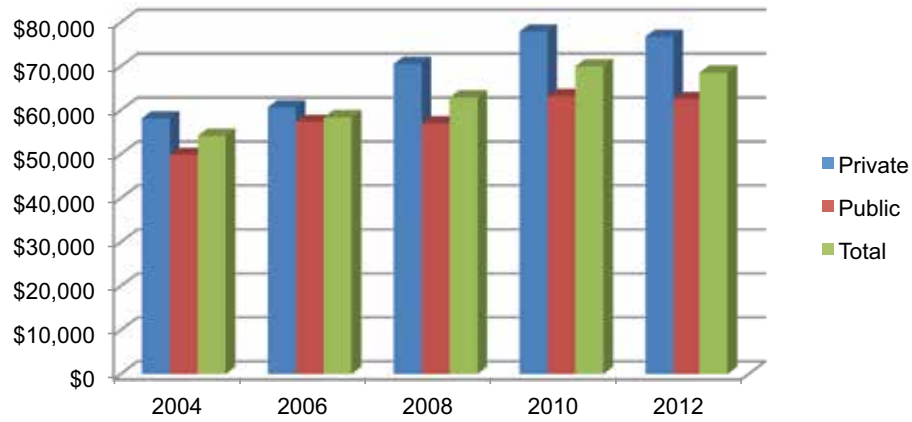
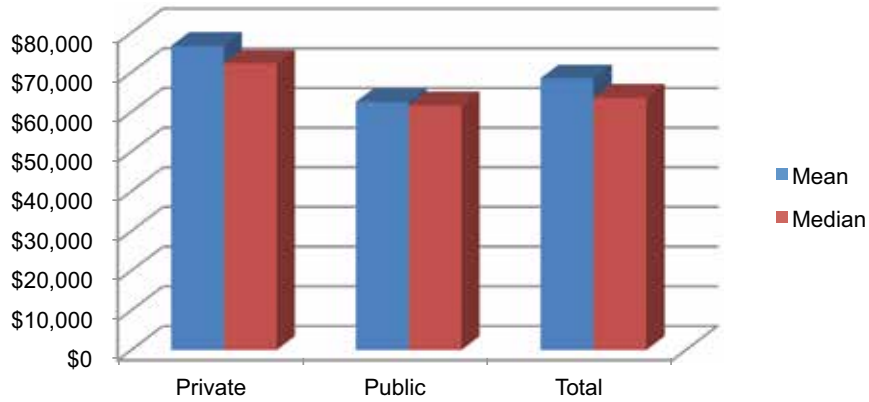


Figure BUS-2: General Salary Data for Business Managers: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table BUS-1: General Salary Data for Business Managers: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$76,635	\$6,535	\$79,605
	Median	\$72,195	\$6,657	\$73,795
	Std. Deviation	\$28,398	\$3,996	\$31,453
	N	22	10	22
Public	Mean	\$62,519		\$62,756
	Median	\$61,668		\$61,668
	Std. Deviation	\$20,579		\$20,414
	N	30	2	30
Total	Mean	\$68,491	\$6,038	\$69,885
	Median	\$63,524	\$5,500	\$63,524
	Std. Deviation	\$24,949	\$3,847	\$26,739
	N	52	12	52

Table BUS-2: Business Manager Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	Associate				2
	B.A./B.S.	\$69,873	\$72,000	\$13,281	7
	M.S./M.A.	\$80,856	\$85,000	\$18,142	3
	M.B.A.	\$110,598	\$106,000	\$36,474	4
	J.D.				1
	Other	\$62,322	\$52,000	\$27,292	5
	Total	\$76,635	\$72,195	\$28,398	22
Public	Associate				1
	B.A./B.S.	\$59,781	\$62,797	\$14,954	19
	M.S./M.A.				1
	M.B.A.	\$83,311	\$71,328	\$37,357	3
	Other	\$62,663	\$54,183	\$27,809	6
	Total	\$62,519	\$61,668	\$20,579	30
Combined	Associate	\$54,033	\$55,500	\$10,597	3
	B.A./B.S.	\$62,498	\$63,524	\$14,973	26
	M.S./M.A.	\$73,142	\$73,000	\$21,388	4
	M.B.A.	\$98,903	\$95,000	\$36,648	7
	J.D.				1
	Other	\$62,508	\$52,000	\$26,166	11
	Total	\$68,491	\$63,524	\$24,949	52

AUTM Salary Survey: FY2012

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				2
	3 - 4 years	\$80,903	\$81,500	\$29,882	4
	5 - 9 years	\$82,631	\$77,195	\$40,272	6
	10+ years				2
	Total	\$79,197	\$69,625	\$32,659	14
Public	0 - 2 years	\$67,294	\$75,000	\$16,981	3
	3 - 4 years				2
	5 - 9 years	\$62,265	\$60,006	\$24,027	8
	10+ years	\$65,713	\$63,099	\$20,989	14
	Total	\$63,524	\$62,797	\$20,598	27
Total	0 - 2 years	\$73,777	\$75,000	\$28,002	5
	3 - 4 years	\$69,797	\$56,935	\$29,034	6
	5 - 9 years	\$70,993	\$65,070	\$32,312	14
	10+ years	\$65,146	\$63,099	\$19,710	16
	Total	\$68,876	\$63,400	\$26,058	41

AUTM Salary Survey: FY2012

Table BUS-4: Business Manager Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$69,740	\$5,364	\$71,391
	Median	\$65,994	\$4,950	\$65,994
	Std. Deviation	\$19,322	\$2,935	\$20,651
	N	26	8	26
U.S.-Central	Mean	\$64,234		\$65,345
	Median	\$58,250		\$59,435
	Std. Deviation	\$29,754		\$32,519
	N	18	2	18
U.S.-West	Mean	\$76,849		\$76,849
	Median	\$75,000		\$75,000
	Std. Deviation	\$29,763		\$29,763
	N	5		5
Non-U.S.	Mean	\$69,278		\$72,458
	Median	\$65,012		\$65,012
	Std. Deviation	\$39,373		\$42,359
	N	3	2	3
Total	Mean	\$68,491	\$6,038	\$69,885
	Median	\$63,524	\$5,500	\$63,524
	Std. Deviation	\$24,949	\$3,847	\$26,739
	N	52	12	52

Table BUS-5: Business Manager Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$64,352	\$4,828	\$65,466
	Median	\$61,000	\$3,900	\$61,000
	Std. Deviation	\$19,855	\$2,860	\$20,776
	N	39	9	39
Male	Mean	\$81,083	\$9,667	\$83,719
	Median	\$79,725	\$8,000	\$79,725
	Std. Deviation	\$35,064	\$4,726	\$38,982
	N	11	3	11
Total	Mean	\$68,033	\$6,038	\$69,482
	Median	\$63,524	\$5,500	\$63,524
	Std. Deviation	\$24,610	\$3,847	\$26,518
	N	50	12	50

AUTM Salary Survey: FY2012

Table BUS-6: Business Manager Salaries by Percentiles

Position 6: Business Manager				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	52	12	52
	Missing	-	40	-
Mean		\$68,491	\$6,038	\$69,885
Percentiles	10	\$42,444	\$1,611	\$42,444
	25	\$50,500	\$3,125	\$50,854
	50	\$63,524	\$5,500	\$63,524
	75	\$79,558	\$7,859	\$79,558
	90	\$107,538	\$13,500	\$109,973

Position 6: Business Manager, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	26	8	26
	Missing	-	18	-
Mean		\$69,740	\$5,364	\$71,391
Percentiles	10	\$46,679	\$1,400	\$47,099
	25	\$54,413	\$3,125	\$55,011
	50	\$65,994	\$4,950	\$65,994
	75	\$82,750	\$7,828	\$86,229
	90	\$98,198		\$106,500

Position 6: Business Manager, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	2	18
	Missing	-	16	-
Mean		\$64,234		\$65,345
Percentiles	10	\$37,887		\$37,887
	25	\$44,445		\$44,445
	50	\$58,250		\$59,435
	75	\$73,933		\$73,933
	90	\$114,720		\$116,220

Position 6: Business Manager, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	-	5
	Missing	-	5	-
Mean		\$76,849		\$76,849
Percentiles	10	\$50,000		\$50,000
	25	\$52,500		\$52,500
	50	\$75,000		\$75,000
	75	\$102,123		\$102,123
	90			

Position 6: Business Manager, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	3	2	3
	Missing	-	1	-
Mean		\$69,278		\$72,458
Percentiles	10	\$32,212		\$34,316
	25	\$32,212		\$34,316
	50	\$65,012		\$65,012
	75			
	90			

AUTM Salary Survey: FY2012

Table BUS-7: Business Manager Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million				2
\$100 million to \$249 million	\$58,706	\$55,000	\$11,257	17
\$250 million to \$499 million	\$79,815	\$74,164	\$29,836	16
\$500 million+	\$70,510	\$72,000	\$26,380	17
Total	\$68,491	\$63,524	\$24,949	52

Table BUS-8: Business Manager Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
None	\$62,019	\$55,616	\$24,350	29
1-2 reports	\$66,144	\$62,785	\$19,343	14
3-5 reports	\$88,972	\$83,450	\$18,582	8
6-10 reports				1
Total	\$68,491	\$63,524	\$24,949	52

Table BUS-9: Business Manager Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$49,809	\$50,000	\$10,140	7
6-10.9 FTEs	\$61,539	\$61,899	\$11,204	12
11-19.9 FTEs	\$76,782	\$77,638	\$21,276	14
20+ FTEs	\$73,656	\$72,000	\$32,804	19
Total	\$68,491	\$63,524	\$24,949	52

Key trends and factors in compensation for this position:

No correlation can be made about pay gaps between public/private and male/female due to the variance in number of positions reported.

POSITION 7: PATENT MANAGER

Position Description:

A Patent Manager is a support staff person who handles aspects of the invention disclosure management and reporting process. This includes receiving disclosures and other patent documents, entering disclosure information into databases and performing federal reporting. The Patent Manager also manages communications with outside patent counsel (assignments, small entity forms, declarations, retention letters etc.) and possibly the United States Patent and Trademark Office for payment of maintenance fees etc. Other possible titles: Paralegal.

- **Possible degrees:** B.S., B.A.
- **Typical years of experience:** 0-10
- **Signatory authority:** None
- **Reports to:** Varies
- **Supervisory responsibilities:** May supervise other support staff

AUTM Salary Survey: FY2012

Figure PAT-1: Mean Salary for Patent Managers, 2004-2012

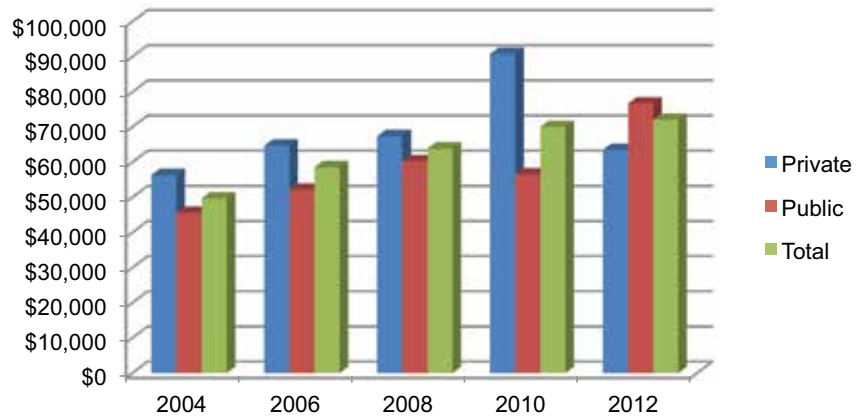
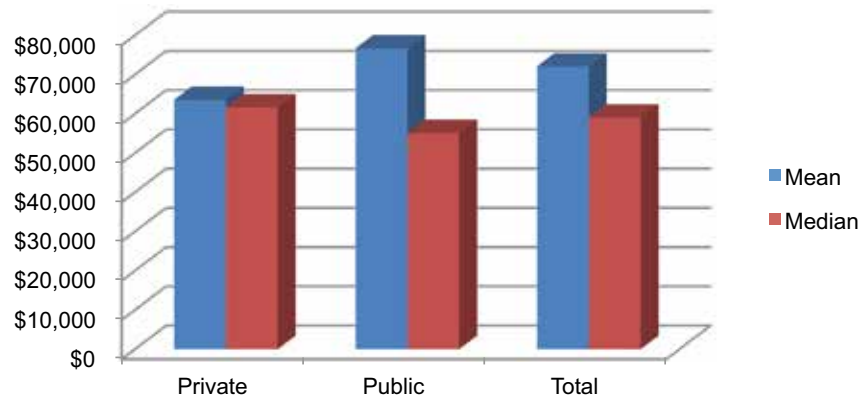


Figure PAT-2: General Salary Data for Patent Managers: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table PAT-1: General Salary Data for Patent Managers: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$63,461	\$5,894	\$66,408
	Median	\$61,600	\$6,317	\$62,500
	Std. Deviation	\$21,619	\$3,166	\$23,643
	N	20	10	20
Public	Mean	\$76,621	\$4,052	\$77,059
	Median	\$55,000	\$5,052	\$56,249
	Std. Deviation	\$41,315	\$2,035	\$41,684
	N	37	4	37
Total	Mean	\$72,003	\$5,368	\$73,322
	Median	\$59,000	\$5,104	\$59,000
	Std. Deviation	\$36,000	\$2,939	\$36,510
	N	57	14	57

Table PAT-2: Patent Manager Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$58,957	\$51,080	\$19,241	8
	M.S./M.A.				1
	M.B.A.				1
	J.D.				2
	Ph.D.	\$79,850	\$66,350	\$26,158	3
	Other	\$87,430	\$83,000	\$13,214	3
	Total	\$66,092	\$63,850	\$21,190	18
Public	Associate	\$47,305	\$46,340	\$11,775	8
	B.A./B.S.	\$87,696	\$55,000	\$46,156	16
	M.S./M.A.	\$59,784	\$50,000	\$20,907	5
	J.D.	\$70,003	\$75,000	\$9,542	3
	Ph.D.	\$144,679	\$153,113	\$23,997	3
	Other				2
	Total	\$76,621	\$55,000	\$41,315	37
Total	Associate	\$47,305	\$46,340	\$11,775	8
	B.A./B.S.	\$78,116	\$54,751	\$41,153	24
	M.S./M.A.	\$56,820	\$48,454	\$20,059	6
	M.B.A.				1
	J.D.	\$67,433	\$67,156	\$8,019	5
	Ph.D.	\$112,264	\$113,802	\$42,010	6
	Other	\$74,544	\$77,000	\$21,432	5
	Total	\$73,175	\$60,000	\$36,113	55

AUTM Salary Survey: FY2012

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	3 - 4 years	\$59,371	\$63,200	\$10,046	5
	5 - 9 years	\$58,377	\$58,500	\$8,478	4
	10+ years	\$104,764	\$102,291	\$4,537	3
	Total	\$70,388	\$64,750	\$22,135	12
Public	0 - 2 years	\$46,292	\$45,954	\$7,657	6
	3 - 4 years	\$57,376	\$53,125	\$10,738	6
	5 - 9 years	\$78,952	\$76,807	\$36,336	9
	10+ years	\$93,900	\$70,616	\$49,967	16
	Total	\$76,621	\$55,000	\$41,315	37
Total	0 - 2 years	\$46,292	\$45,954	\$7,657	6
	3 - 4 years	\$58,283	\$60,000	\$9,955	11
	5 - 9 years	\$72,621	\$65,000	\$31,557	13
	10+ years	\$95,615	\$102,000	\$45,820	19
	Total	\$75,094	\$61,715	\$37,414	49

AUTM Salary Survey: FY2012

Table PAT-4: Patent Manager Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$60,822	\$4,700	\$62,306
	Median	\$50,004	\$2,950	\$53,100
	Std. Deviation	\$20,068	\$3,446	\$21,341
	N	19	6	19
U.S.-Central	Mean	\$56,014	\$5,352	\$57,352
	Median	\$55,500	\$5,966	\$57,625
	Std. Deviation	\$14,814	\$2,687	\$15,548
	N	20	5	20
U.S.-West	Mean	\$64,721		\$64,721
	Median	\$55,000		\$55,000
	Std. Deviation	\$30,809		\$30,809
	N	5		5
Non-U.S.	Mean	\$115,746	\$6,729	\$117,299
	Median	\$122,490	\$5,104	\$122,490
	Std. Deviation	\$45,399	\$2,814	\$45,771
	N	13	3	13
Total	Mean	\$72,003	\$5,368	\$73,322
	Median	\$59,000	\$5,104	\$59,000
	Std. Deviation	\$36,000	\$2,939	\$36,510
	N	57	14	57

Table PAT-5: Patent Manager Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$65,378	\$5,368	\$66,943
	Median	\$53,251	\$5,104	\$54,751
	Std. Deviation	\$30,696	\$2,939	\$31,734
	N	48	14	48
Male	Mean	\$106,056		\$106,056
	Median	\$98,452		\$98,452
	Std. Deviation	\$46,025		\$46,025
	N	8		8
Total	Mean	\$71,189	\$5,368	\$72,531
	Median	\$57,000	\$5,104	\$57,625
	Std. Deviation	\$35,793	\$2,939	\$36,344
	N	56	14	56

AUTM Salary Survey: FY2012

Table PAT-6: Patent Manager Salaries by Percentiles

Position 7: Patent Manager				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	57	14	57
	Missing	-	43	-
Mean		\$72,003	\$5,368	\$73,322
Percentiles	10	\$40,873	\$1,500	\$41,585
	25	\$46,954	\$2,650	\$47,454
	50	\$59,000	\$5,104	\$59,000
	75	\$84,952	\$8,107	\$86,002
	90	\$136,781	\$9,989	\$140,864

Position 7: Patent Manager, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	19	6	19
	Missing	-	13	-
Mean		\$60,822	\$4,700	\$62,306
Percentiles	10	\$43,350	\$2,000	\$43,350
	25	\$47,000	\$2,150	\$48,054
	50	\$50,004	\$2,950	\$53,100
	75	\$75,000	\$8,575	\$75,000
	90	\$102,000		\$110,000

Position 7: Patent Manager, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	20	5	20
	Missing	-	15	-
Mean		\$56,014	\$5,352	\$57,352
Percentiles	10	\$35,724	\$1,000	\$35,724
	25	\$43,057	\$3,000	\$43,807
	50	\$55,500	\$5,966	\$57,625
	75	\$65,888	\$7,397	\$71,762
	90	\$76,727		\$76,727

Position 7: Patent Manager, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	-	5
	Missing	-	5	-
Mean		\$64,721		\$64,721
Percentiles	10	\$42,000		\$42,000
	25	\$43,500		\$43,500
	50	\$55,000		\$55,000
	75	\$90,802		\$90,802
	90			

Position 7: Patent Manager, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	3	13
	Missing	-	10	-
Mean		\$115,746	\$6,729	\$117,299
Percentiles	10	\$39,666	\$5,104	\$39,666
	25	\$74,599	\$5,104	\$79,588
	50	\$122,490	\$5,104	\$122,490
	75	\$153,113		\$153,113
	90	\$159,237		\$161,279

AUTM Salary Survey: FY2012

Table PAT-7: Patent Manager Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$47,335	\$45,000	\$5,834	5
\$100 million to \$249 million	\$54,031	\$50,625	\$19,241	12
\$250 million to \$499 million	\$61,515	\$57,080	\$20,561	10
\$500 million+	\$86,800	\$71,582	\$41,513	30
Total	\$72,003	\$59,000	\$36,000	57

Table PAT-8: Patent Manager Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$71,524	\$55,000	\$37,566	48
1-2 reports	\$68,065	\$60,000	\$25,906	7
3-5 reports				2
Total	\$72,003	\$59,000	\$36,000	57

Table PAT-9: Patent Manager Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$54,997	\$48,500	\$23,095	8
6-10.9 FTEs	\$54,642	\$59,000	\$14,244	7
11-19.9 FTEs	\$59,801	\$50,627	\$18,553	10
20+ FTEs	\$83,866	\$66,753	\$41,780	32
Total	\$72,003	\$59,000	\$36,000	57

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

Data from the 2012 survey showed a slight increase of 3 percent in the overall mean salary for this position; however, analyzing private institutions separately, there is a dramatic decrease of 30 percent in the mean salary from the 2010 levels, falling below 2006 levels. Public institutions saw an upward adjustment of 36 percent compared to 2010 to bring the mean salary up to \$76,621. It is important to note that the 2012 respondents are not the same respondents who reported numbers in 2010, which may account for some of the change.

POSITION 8: ADMINISTRATIVE ASSISTANT

Position Description:

Administrative Assistants support the licensing process but have limited or no direct contact with licensees or potential licensees. They 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: FY2012

Figure AA-1: Mean Salary for Administrative Assistants, 2004–2012

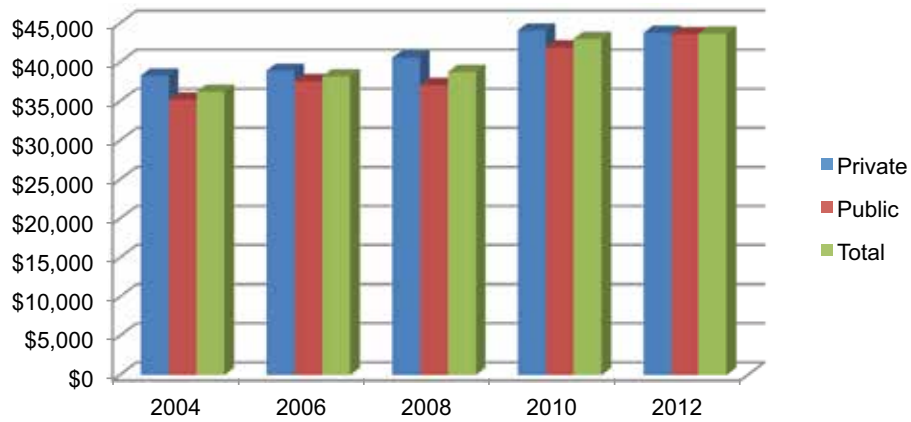
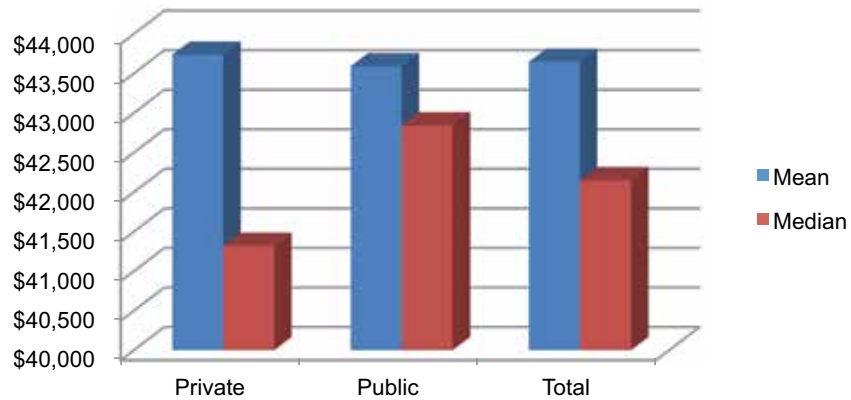


Figure AA-2: General Salary Data for Administrative Assistants: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table AA-1: General Salary Data for Administrative Assistants: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$43,735	\$3,279	\$44,365
	Median	\$41,319	\$3,586	\$41,967
	Std. Deviation	\$10,063	\$1,708	\$10,383
	N	52	10	52
Public	Mean	\$43,588	\$3,000	\$43,699
	Median	\$42,840	\$2,000	\$42,840
	Std. Deviation	\$15,883	\$1,732	\$15,970
	N	81	3	81
Total	Mean	\$43,646	\$3,214	\$43,960
	Median	\$42,147	\$3,516	\$42,715
	Std. Deviation	\$13,857	\$1,644	\$14,012
	N	133	13	133

Table AA-2: Administrative Assistant Salaries by Highest Degree

	Highest Degree	Mean	Median	Std. Deviation	N
Private	Associate	\$45,472	\$41,934	\$10,122	13
	B.A./B.S.	\$43,155	\$40,000	\$8,990	21
	M.S./M.A.				1
	Other	\$43,362	\$44,146	\$10,222	13
	Total	\$43,878	\$41,739	\$9,395	48
Public	Associate	\$45,203	\$43,888	\$15,187	23
	B.A./B.S.	\$46,098	\$42,715	\$20,015	29
	M.S./M.A.	\$44,810	\$44,430	\$5,011	3
	Other	\$38,475	\$41,587	\$11,801	22
	Total	\$43,602	\$42,840	\$16,258	77
Total	Associate	\$45,300	\$43,506	\$13,421	36
	B.A./B.S.	\$44,862	\$41,574	\$16,250	50
	M.S./M.A.	\$44,869	\$44,738	\$4,093	4
	Other	\$40,290	\$42,000	\$11,342	35
	Total	\$43,708	\$42,715	\$13,981	125

AUTM Salary Survey: FY2012

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0 - 2 years	\$42,307	\$41,000	\$7,840	17
	3 - 4 years	\$39,823	\$39,641	\$6,699	8
	5 - 9 years	\$50,702	\$50,000	\$9,954	9
	10+ years	\$49,882	\$46,900	\$9,723	5
	Total	\$44,706	\$43,163	\$9,197	39
Public	0 - 2 years	\$36,649	\$35,000	\$9,193	21
	3 - 4 years	\$48,092	\$44,500	\$27,363	14
	5 - 9 years	\$42,747	\$42,147	\$14,401	23
	10+ years	\$49,766	\$48,352	\$10,098	20
	Total	\$43,864	\$43,392	\$16,114	78
Combined	0 - 2 years	\$39,180	\$39,650	\$8,966	38
	3 - 4 years	\$45,085	\$40,969	\$22,249	22
	5 - 9 years	\$44,984	\$44,159	\$13,637	32
	10+ years	\$49,789	\$46,900	\$9,823	25
	Total	\$44,145	\$43,163	\$14,150	117

AUTM Salary Survey: FY2012

Table AA-4: Administrative Assistant Salaries by Region

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$43,433	\$2,754	\$43,725
	Median	\$42,147	\$1,400	\$42,147
	Std. Deviation	\$10,983	\$2,373	\$11,322
	N	47	5	47
U.S.-Central	Mean	\$40,793	\$3,340	\$41,251
	Median	\$39,300	\$3,516	\$40,300
	Std. Deviation	\$10,510	\$1,058	\$10,801
	N	51	7	51
U.S.-West	Mean	\$42,110		\$42,110
	Median	\$43,660		\$43,660
	Std. Deviation	\$8,071		\$8,071
	N	17	-	17
Non-U.S.	Mean	\$53,735		\$53,993
	Median	\$51,038		\$51,038
	Std. Deviation	\$25,372		\$25,317
	N	18	1	18
Total	Mean	\$43,646	\$3,214	\$43,960
	Median	\$42,147	\$3,516	\$42,715
	Std. Deviation	\$13,857	\$1,644	\$14,012
	N	133	13	133

Table AA-5: Administrative Assistant Salaries by Gender

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$43,110	\$3,178	\$43,415
	Median	\$42,715	\$3,449	\$42,840
	Std. Deviation	\$11,959	\$1,712	\$12,174
	N	125	12	125
Male	Mean	\$57,432		\$58,163
	Median	\$37,500		\$41,156
	Std. Deviation	\$40,003		\$39,579
	N	5	1	5
Total	Mean	\$43,661	\$3,214	\$43,982
	Median	\$42,431	\$3,516	\$42,778
	Std. Deviation	\$13,955	\$1,644	\$14,112
	N	130	13	130

AUTM Salary Survey: FY2012

Table AA-6: Administrative Assistant Salaries by Percentiles

Position 8: Administrative Assistant				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	133	13	133
	Missing	-	120	-
Mean		\$43,646	\$3,214	\$43,960
Percentiles	10	\$29,347	\$940	\$29,347
	25	\$35,000	\$1,700	\$35,000
	50	\$42,147	\$3,516	\$42,715
	75	\$50,000	\$4,454	\$50,231
	90	\$59,839	\$5,720	\$59,839

Position 8: Administrative Assistant, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	47	5	47
	Missing	-	42	-
Mean		\$43,433	\$2,754	\$43,725
Percentiles	10	\$27,683	\$900	\$27,683
	25	\$36,094	\$950	\$36,094
	50	\$42,147	\$1,400	\$42,147
	75	\$51,326	\$5,235	\$52,400
	90	\$58,642		\$58,642

Position 8: Administrative Assistant, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	51	7	51
	Missing	-	44	-
Mean		\$40,793	\$3,340	\$41,251
Percentiles	10	\$30,000	\$2,000	\$30,000
	25	\$34,996	\$2,000	\$34,996
	50	\$39,300	\$3,516	\$40,300
	75	\$45,560	\$3,825	\$46,015
	90	\$50,307		\$50,307

Position 8: Administrative Assistant, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	17	-	17
	Missing	-	17	-
Mean		\$42,110		\$42,110
Percentiles	10	\$29,000		\$29,000
	25	\$35,000		\$35,000
	50	\$43,660		\$43,660
	75	\$48,356		\$48,356
	90	\$53,411		\$53,411

Position 8: Administrative Assistant, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	1	18
	Missing	-	17	-
Mean		\$53,735		\$53,993
Percentiles	10	\$17,044		\$17,044
	25	\$41,220		\$41,220
	50	\$51,038		\$51,038
	75	\$67,940		\$67,940
	90	\$85,743		\$85,743

AUTM Salary Survey: FY2012

Table AA-7: Administrative Assistant Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million	\$37,180	\$37,500	\$10,501	22
\$100 million to \$249 million	\$39,847	\$39,604	\$10,658	24
\$250 million to \$499 million	\$44,685	\$44,430	\$11,851	37
\$500 million+	\$47,545	\$44,141	\$16,473	50
Total	\$43,646	\$42,147	\$13,857	133

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

Number of Reports	Mean	Median	Std. Deviation	N
None	\$42,554	\$41,840	\$13,426	121
1-2 reports	\$51,661	\$50,000	\$14,840	9
3-4 reports				2
6-10 reports				1
Total	\$43,646	\$42,147	\$13,857	133

Table AA-9: Administrative Assistant Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$37,384	\$35,000	\$10,719	28
6-10.9 FTEs	\$39,098	\$41,840	\$9,751	21
11-19.9 FTEs	\$46,501	\$45,924	\$11,235	33
20+ FTEs	\$47,109	\$43,163	\$16,668	51
Total	\$43,646	\$42,147	\$13,857	133

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

The average salary remained flat as compared to 2010; however, private institutions realized a less than 1 percent decrease. Years of experience continued to be the major influencer affecting salary.

POSITION 9: DIRECTOR OF STARTUPS

Position Description:

The Director of Startups leads the effort to start companies based on technologies owned by and to be licensed by the institution to the new entity. The 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: FY2012

Figure SU-1: Mean Salary for Director of Startups, 2004–2012

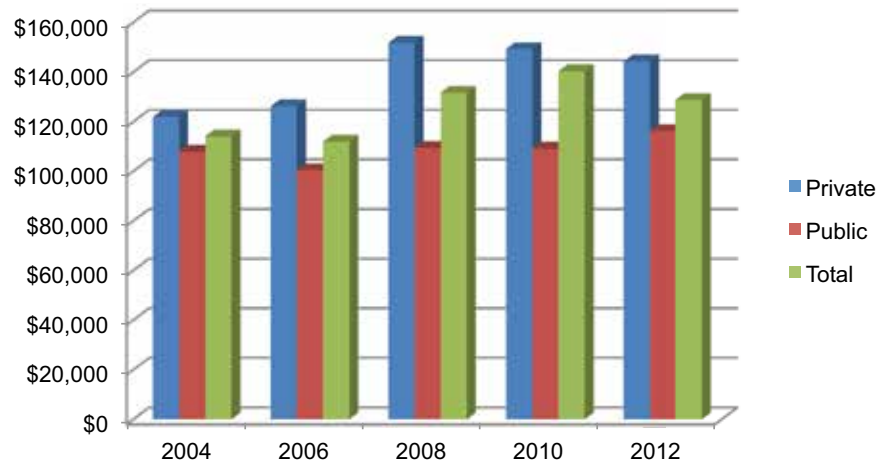
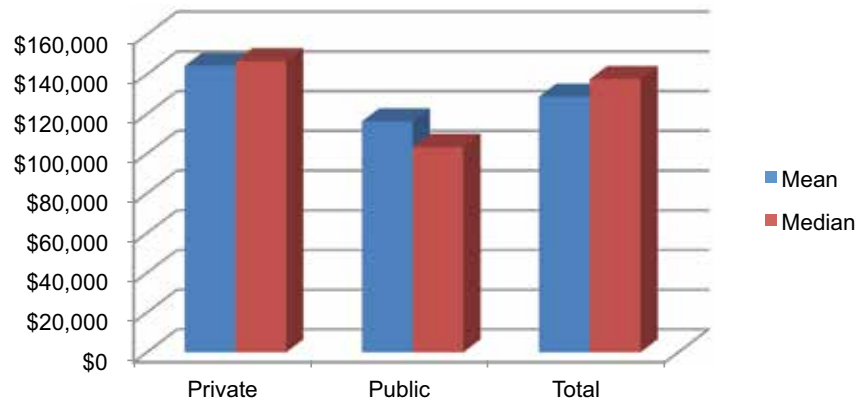


Figure SU-2: General Salary Data for Director of Startups: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table SU-1: General Salary Data for Directors of Startups: Private vs. Public, 2012

		Salary U.S.\$)	Bonus U.S.\$)	Total Compensation U.S.\$)
Private	Mean	\$144,303	\$19,419	\$154,012
	Median	\$146,637	\$19,339	\$153,984
	Std. Deviation	\$17,210	\$10,321	\$24,741
	N	8	4	8
Public	Mean	\$116,217		\$118,886
	Median	\$103,379		\$110,000
	Std. Deviation	\$37,341		\$37,543
	N	10	1	10
Total	Mean	\$128,699	\$20,873	\$134,498
	Median	\$137,500	\$26,689	\$140,800
	Std. Deviation	\$32,655	\$9,511	\$36,343
	N	18	5	18

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

	Highest Degree	Mean	Median	Std. Deviation	N
Private	B.A./B.S.				1
	M.B.A.				2
	J.D.				1
	Ph.D.	\$133,963	\$137,500	\$17,939	4
	Total	\$144,303	\$146,637	\$17,210	8
Public	B.A./B.S.	\$111,634	\$106,757	\$25,074	5
	M.S./M.A.				1
	M.B.A.				2
	Ph.D.				2
	Total	\$116,217	\$103,379	\$37,341	10
Total	B.A./B.S.	\$116,628	\$113,379	\$25,547	6
	M.S./M.A.				1
	M.B.A.	\$126,867	\$127,500	\$36,824	4
	J.D.				1
	Ph.D.	\$133,226	\$137,500	\$40,873	6
	Total	\$128,699	\$137,500	\$32,655	18

AUTM Salary Survey: FY2012

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	3 - 4 years				1
	5 - 9 years				2
	10+ years	\$149,547	\$151,674	\$13,609	3
	Total	\$142,970	\$145,837	\$19,702	6
Public	0 - 2 years	\$98,378	\$98,378	\$2,295	2
	3 - 4 years				1
	5 - 9 years				2
	10+ years	\$138,250	\$135,000	\$43,567	4
	Total	\$117,268	\$100,000	\$39,449	9
Total	0 - 2 years				2
	3 - 4 years				2
	5 - 9 years	\$106,209	\$96,918	\$39,185	4
	10+ years	\$143,092	\$150,000	\$32,361	7
	Total	\$127,549	\$135,000	\$34,609	15

Table SU-4: Director of Startups Salaries by Region

Region		Salary	Bonus	Total Compensation
U.S.-East	Mean	\$134,778	\$16,667	\$141,028
	Median	\$140,800	\$11,000	\$143,800
	Std. Deviation	\$28,234	\$10,693	\$33,831
	N	8	3	8
U.S.-Central	Mean	\$104,032		\$108,480
	Median	\$101,756		\$102,968
	Std. Deviation	\$26,360		\$29,028
	N	6	1	6
U.S.-West	Mean	\$154,167		\$154,167
	Median	\$150,000		\$150,000
	Std. Deviation	\$36,429		\$36,429
	N	3	-	3
Non-U.S.	Mean	\$151,674		\$179,351
	Median	\$151,674		\$179,351
	Std. Deviation			
	N	1	1	1
Total	Mean	\$128,699	\$20,873	\$134,498
	Median	\$137,500	\$26,689	\$140,800
	Std. Deviation	\$32,655	\$9,511	\$36,343
	N	18	5	18

AUTM Salary Survey: FY2012

Table SU-5: Director of Startups Salaries by Gender

Gender		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean			
	Median			
	Std. Deviation			
	N	1		1
Male	Mean	\$127,941	\$20,873	\$134,080
	Median	\$135,000	\$26,689	\$140,000
	Std. Deviation	\$33,496	\$9,511	\$37,417
	N	17	5	17
Total	Mean	\$128,699	\$20,873	\$134,498
	Median	\$137,500	\$26,689	\$140,800
	Std. Deviation	\$32,655	\$9,511	\$36,343
	N	18	5	18

AUTM Salary Survey: FY2012

Table SU-6: Director of Startups Salaries by Percentiles

Position 9: Director of Startups				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	5	18
	Missing	-	13	-
Mean		\$128,699	\$20,873	\$134,498
Percentiles	10	\$83,290	\$10,000	\$83,290
	25	\$99,189	\$10,500	\$99,189
	50	\$137,500	\$26,689	\$140,800
	75	\$152,505	\$28,339	\$163,976
	90	\$165,021		\$184,850

Position 9: Director of Startups, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	8	3	8
	Missing	-	5	-
Mean		\$134,778	\$16,667	\$141,028
Percentiles	10	\$84,656	\$10,000	\$84,656
	25	\$108,750	\$10,000	\$110,000
	50	\$140,800	\$11,000	\$143,800
	75	\$158,750		\$167,992
	90			

Position 9: Director of Startups, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	1	6
	Missing	-	5	-
Mean		\$104,032		\$108,480
Percentiles	10	\$71,000		\$71,000
	25	\$85,625		\$85,625
	50	\$101,756		\$102,968
	75	\$119,385		\$137,585
	90			

Position 9: Director of Startups, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	3	-	3
	Missing	-	3	-
Mean		\$154,167		\$154,167
Percentiles	10	\$120,000		\$120,000
	25	\$120,000		\$120,000
	50	\$150,000		\$150,000
	75			
	90			

Position 9: Director of Startups, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	1	1	1
	Missing	-	-	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

AUTM Salary Survey: FY2012

Table SU-7: Director of Startups Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
\$100 million to \$249 million				1
\$250 million to \$499 million	\$136,842	\$141,600	\$33,542	9
\$500 million+	\$120,627	\$120,879	\$33,666	8
Total	\$128,699	\$137,500	\$32,655	18

Table SU-8: Director of Startups Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$112,242	\$107,969	\$28,634	10
1-2 reports	\$148,750	\$152,500	\$30,486	6
3-4 reports				1
6-10 reports				1
Total	\$128,699	\$137,500	\$32,655	18

Table SU-9: Director of Startups Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
6-10.9 FTEs				2
11-19.9 FTEs	\$148,249	\$150,000	\$27,693	7
20+ FTEs	\$119,355	\$109,180	\$31,722	9
Total	\$128,699	\$137,500	\$32,655	18

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

In 2012, the data submitted shows that there was an 8.2 percent decrease in the mean salary for this position. This was influenced by a decline in the private sector's mean pay, which went from \$149,222 in 2010 to \$144,303 in 2012. Public institutions, however, saw an increase of 6.5 percent in 2012. It is important to note that the pool of respondents in 2012 differed from the pool of respondents in 2010, which might account for some of the variance.

POSITION 10: IN-HOUSE COUNSEL

Position Description:

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

- **Other possible titles:** Assistant/Associate General Counsel, Intellectual Property Counsel
- **Possible degrees:** J.D., plus Ph.D., M.S., B.S., B.A.
- **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: FY2012

Figure IC-1: Mean Salary for In-House Counsel, 2004–2012

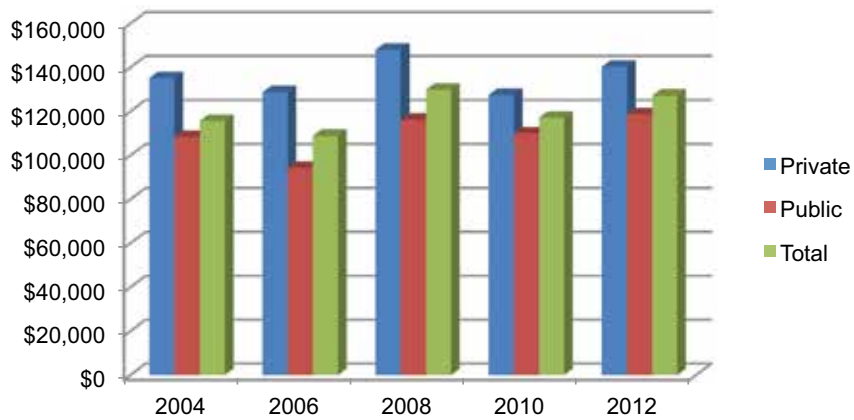
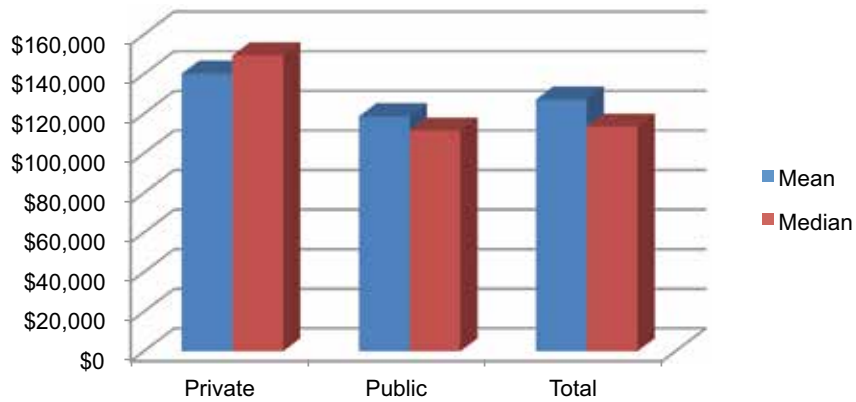


Figure IC-2: General Salary Data for In-House Counsel: Private vs. Public, 2012



AUTM Salary Survey: FY2012

Table IC-1: General Salary Data for In-House Counsel: Private vs. Public, 2012

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$140,230	\$19,312	\$146,667
	Median	\$149,445	\$19,000	\$151,000
	Std. Deviation	\$49,489	\$6,349	\$53,565
	N	15	5	15
Public	Mean	\$118,647	\$14,407	\$121,152
	Median	\$111,447	\$13,607	\$111,969
	Std. Deviation	\$38,372	\$4,414	\$39,724
	N	23	4	23
Total	Mean	\$127,166	\$17,132	\$131,224
	Median	\$113,485	\$17,000	\$119,574
	Std. Deviation	\$43,778	\$5,843	\$46,730
	N	38	9	38

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

	Highest Degree	Mean	Median	Std. Deviation	N
Private	J.D.	\$138,072	\$141,722	\$50,619	14
	Ph.D.				1
	Total	\$140,230	\$149,445	\$49,489	15
Public	M.S./M.A.				1
	J.D.	\$119,225	\$108,500	\$38,176	19
	Ph.D.				1
	Other				2
	Total	\$118,647	\$111,447	\$38,372	23
Total	M.S./M.A.				1
	J.D.	\$127,220	\$111,603	\$44,161	33
	Ph.D.				2
	Other				2
	Total	\$127,166	\$113,485	\$43,778	38

AUTM Salary Survey: FY2012

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				1
	3 - 4 years				2
	5 - 9 years	\$131,054	\$131,108	\$59,249	4
	10+ years	\$183,148	\$150,000	\$57,896	3
	Total	\$143,275	\$149,722	\$56,501	10
Public	0 - 2 years	\$86,518	\$85,000	\$24,205	3
	3 - 4 years				2
	5 - 9 years	\$93,708	\$93,590	\$22,161	8
	10+ years	\$155,810	\$157,581	\$28,062	9
	Total	\$119,213	\$111,708	\$39,177	22
Total	0 - 2 years	\$92,790	\$98,224	\$23,407	4
	3 - 4 years	\$114,663	\$105,583	\$41,546	4
	5 - 9 years	\$106,157	\$93,590	\$40,100	12
	10+ years	\$162,645	\$156,900	\$36,538	12
	Total	\$126,732	\$113,485	\$45,771	32

AUTM Salary Survey: FY2012

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

Region		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation
U.S.-East	Mean	\$123,473	\$21,000	\$126,623
	Median	\$110,052	\$19,000	\$110,052
	Std. Deviation	\$50,780	\$5,292	\$53,818
	N	20	3	20
U.S.-Central	Mean	\$118,554		\$123,305
	Median	\$115,000		\$115,000
	Std. Deviation	\$33,825		\$39,465
	N	7	2	7
U.S.-West	Mean	\$142,726		\$142,726
	Median	\$156,218		\$156,218
	Std. Deviation	\$46,788		\$46,788
	N	5	-	5
Non-U.S.	Mean	\$136,561	\$14,483	\$146,216
	Median	\$135,306	\$13,607	\$146,631
	Std. Deviation	\$27,438	\$4,314	\$30,951
	N	6	4	6
Total	Mean	\$127,166	\$17,132	\$131,224
	Median	\$113,485	\$17,000	\$119,574
	Std. Deviation	\$43,778	\$5,843	\$46,730
	N	38	9	38

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

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Female	Mean	\$134,175	\$19,126	\$139,996
	Median	\$126,081	\$19,000	\$135,681
	Std. Deviation	\$45,712	\$4,963	\$49,490
	N	23	7	23
Male	Mean	\$116,420		\$117,774
	Median	\$100,000		\$101,000
	Std. Deviation	\$39,711		\$40,026
	N	15	2	15
Total	Mean	\$127,166	\$17,132	\$131,224
	Median	\$113,485	\$17,000	\$119,574
	Std. Deviation	\$43,778	\$5,843	\$46,730
	N	38	9	38

AUTM Salary Survey: FY2012

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

Position 10: In-House Counsel				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	38	9	38
	Missing	-	29	-
Mean		\$127,166	\$17,132	\$131,224
Percentiles	10	\$76,534	\$10,000	\$76,534
	25	\$91,135	\$11,502	\$94,045
	50	\$113,485	\$17,000	\$119,574
	75	\$161,560	\$21,835	\$167,179
	90	\$180,550		\$197,065

Position 10: In-House Counsel, Region: U.S.-East				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	20	3	20
	Missing	-	17	-
Mean		\$123,473	\$21,000	\$126,623
Percentiles	10	\$63,997	\$17,000	\$63,997
	25	\$89,475	\$17,000	\$89,475
	50	\$110,052	\$19,000	\$110,052
	75	\$167,500		\$170,336
	90	\$188,950		\$206,800

Position 10: In-House Counsel, Region: U.S.-Central				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	7	2	7
	Missing	-	5	-
Mean		\$118,554		\$123,305
Percentiles	10	\$85,000		\$85,000
	25	\$88,863		\$88,863
	50	\$115,000		\$115,000
	75	\$150,583		\$150,583
	90			

Position 10: In-House Counsel, Region: U.S.-West				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	-	5
	Missing	-	5	-
Mean		\$142,726		\$142,726
Percentiles	10	\$90,000		\$90,000
	25	\$95,000		\$95,000
	50	\$156,218		\$156,218
	75	\$183,706		\$183,706
	90			

Position 10: In-House Counsel, Region: Non-U.S.				
		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	4	6
	Missing	-	2	-
Mean		\$136,561	\$14,483	\$146,216
Percentiles	10	\$106,195	\$10,304	\$106,195
	25	\$110,134	\$10,903	\$119,659
	50	\$135,306	\$13,607	\$146,631
	75	\$161,568	\$18,940	\$168,298
	90			

AUTM Salary Survey: FY2012

Table IC-7: In-House Counsel Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$100 million				2
\$100 million to \$249 million	\$84,368	\$91,000	\$23,983	7
\$250 million to \$499 million	\$130,692	\$106,195	\$50,887	15
\$500 million+	\$147,598	\$153,401	\$29,701	14
Total	\$127,166	\$113,485	\$43,778	38

Table IC-8: In-House Counsel Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$109,464	\$102,200	\$33,103	23
1-2 reports	\$150,481	\$157,581	\$53,789	7
3-4 reports	\$155,395	\$170,448	\$42,237	7
6-10 reports				1
Total	\$127,166	\$113,485	\$43,778	38

Table IC-9: In-House Counsel Salaries by Total Technology Transfer Office Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
0-5.9 FTEs	\$95,667	\$100,000	\$21,825	3
6-10.9 FTEs	\$92,733	\$91,180	\$19,451	5
11-19.9 FTEs	\$128,701	\$111,525	\$49,661	18
20+ FTEs	\$147,086	\$153,401	\$34,125	12
Total	\$127,166	\$113,485	\$43,778	38

Key trends and factors in compensation for this position:

From the analysis of the data submitted on this position in 2012, the mean rose 8.6 percent across the board compared to 2010. Private institutions saw a rise of 10 percent, while public institutions realized an almost 8 percent gain in mean salary. The number of incumbents was consistent with the 2010 survey.

AUTM Salary Survey: **FY2012**

AUTM
Salary Survey: **FY2012**

Appendix 1: Salary Survey Instructions and Questions

AUTM Salary Survey: FY2012

Survey Sample 2012 Compensation Survey

Dear Colleague:

AUTM is pleased to announce the launch of its fifth biennial Compensation Survey. This is a survey close to the hearts of AUTM Members and we encourage you to participate. Responses from directors (or their designees) at all non-profit TTOs will ensure both robust data and a highly useful survey report. Completing the survey is not difficult or time consuming yet the benefits for AUTM members are substantial.

Confidentiality

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

Reporting

To ensure anonymity, we will not report individual state or province data unless at least three institutions have reported from that state or province. Outside of North America, we will not report any individual country data unless at least three institutions or organizations have reported. We will not release a Summary Report to the media although the survey report may be purchased by third parties. The report will be primarily for the membership and will serve to benchmark 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 directly.

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

Sincerely,

Richard Kordal, PhD, RTTP, Director
Office of Intellectual Property and Commercialization
Louisiana Tech University
AUTM Vice President of Metrics & Surveys

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 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: FY2012

Survey Sample 2012 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. 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
-----------------	--

3. What were your institution's or organization's Total Research Expenditures in 2011-12? Include expenditures (not new awards) made by your institution or organization in fiscal year 2011-12 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	

4. What was the total number of full-time equivalent (FTE) employees in your Technology Transfer/Management office on January 1, 2012?

	Number
Total FTE employees in office	

5. Do you or your organization make the survey results available to your Technology Transfer Staff?

Make survey results available to Technology Transfer Staff?	<input type="radio"/> No <input type="radio"/> Yes
---	---

6. 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, 2009 - December 31, 2011?

New hires	
-----------	--

7. How many new positions has your office created in the categories surveyed in the Salary Survey over the two year period from January 1, 2009 - through December 31, 2011? (New positions are ones for which your office received new funding during the two year period from January 1, 2009 - through December 31, 2011.)

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

8. Were the results of the 2008 or 2010 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: FY2012

Survey Sample 2012 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 to right)		

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 (if Other, describe to right)	<input type="radio"/> General Funds <input type="radio"/> License Income Received <input type="radio"/> Special Pool <input type="radio"/> Other	
--	---	--

AUTM Salary Survey: FY2012

Survey Sample 2012 Compensation Survey

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/capability	<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 (gross)	<input type="radio"/> No <input type="radio"/> Yes	
ii. Net revenue	<input type="radio"/> No <input type="radio"/> Yes	
iii. Other revenue (if Yes, please describe to right)	<input type="radio"/> No <input type="radio"/> Yes	

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 (if Yes, please describe to right)	<input type="radio"/> No <input type="radio"/> Yes	

AUTM Salary Survey: FY2012

Survey Sample 2012 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 (if Yes, describe to right)	<input type="radio"/> No <input type="radio"/> Yes	

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

	No	Yes
a. Overall office performance		
b. Specific team performance		
c. Individual performance		

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

	No	Yes
a. Director		
b. Asst/Assoc Director		
c. Licencing Associate		
d. Licencing Assistant		
e. Marketing Manager		
f. Business Manager		
g. Patent Manager		
h. Administrative Assistant		
i. Director of Startups		
j. In-House Counsel		

AUTM Salary Survey: FY2012

Survey Sample 2012 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. Were the results of the 2008 or 2010 AUTM salary surveys a factor in the creation of an incentive compensation plan for your office?

a. Past surveys a factor in creation of IC plan? (if Yes, please describe to right)	<input type="radio"/> No <input type="radio"/> Yes	
---	---	--

AUTM Salary Survey: FY2012

Survey Sample 2012 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	<ul style="list-style-type: none">◦ Board◦ President◦ Provost◦ VP for Research◦ Assoc Provost
------------	---

2. Directors typically receive bonuses...

Choose one	<ul style="list-style-type: none">◦ Not provided◦ Annually◦ Quarterly◦ Ad hoc basis◦ Other
------------	--

AUTM Salary Survey: FY2012

Survey Sample 2012 Compensation Survey

3. Directors typically have signature authority for which of 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 Directors

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

?	
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AUTM Salary Survey: FY2012

Survey Sample 2012 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 type="radio"/> Director <input type="radio"/> Other
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2. Assistant/Associate Directors typically receive bonuses...

Choose 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. Assistant/Associate Directors 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 Assistant/Associate Directors

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AUTM Salary Survey: FY2012

Survey Sample 2012 Compensation Survey

Licensing Associate

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.

- Other possible titles: Licensing Specialist or Licensing Manager
- Possible degrees: Ph.D., M.B.A., J.D., M.S., M.S., B.S., B.A.
- Years of experience: 2-10
- Signatory Authority: Typically will not have
- Reports to: Assist/Assoc Dir, or Dir if no Assist/Assoc Dir present
- 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: FY2012

Survey Sample 2012 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: FY2012

Survey Sample 2012 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 Marketing Managers

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AUTM Salary Survey: FY2012

Survey Sample 2012 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 Business Managers

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AUTM Salary Survey: FY2012

Survey Sample 2012 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	<ul style="list-style-type: none"> o Director o Asst/Assoc Dir o Licensing Assoc o Licensing Asst o In house Counsel o Business Manager o Other
------------	--

2. Patent Managers typically receive bonuses...

Select one	<ul style="list-style-type: none"> o Not provided o Annually o Quarterly o Ad hoc basis o 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 Patent Managers

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AUTM Salary Survey: FY2012

Survey Sample 2012 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 Administrative Assistants

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AUTM Salary Survey: FY2012

Survey Sample 2012 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 Directors of Start-Ups

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AUTM Salary Survey: FY2012

Survey Sample 2012 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 In-house Counsels

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AUTM Salary Survey: FY2012

Survey Sample 2012 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.

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.

Comments or suggestions? Space below is limited. If you wish to respond at greater length, please send email to AUTM.	
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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: **FY2012**

AUTM
Salary Survey: **FY2012**

Appendix 2:
Incentive Compensation
Module and Salary Survey
Bonus Data

Summary of Results from the 2012 AUTM Salary Survey Incentive Compensation Module and Salary Survey Bonus Data

Salary Survey ICS Questionnaire Module

The module for Incentive Compensation Schemes (ICS) consisted of a series of questions with associated definitions (see Appendix 1). Participation was optional and the total number of respondents was relatively small: 20 U.S. respondents, three Canadian and six non-U.S. respondents. Because data from countries outside the United States was limited, most comments below relate solely to the United States.

Highlights of the ICS Module:

There was a slight uptick in the number of institutions that reported having an ICS plan with most of the gains from outside the United States and Canada. Reported Canadian ICS plans increased from one in 2010 to three in 2012. There were six non-U.S./non-Canadian respondents who indicated they had an ICS. Due to the drop in participation for this survey year after year, we are unsure if there are solid correlations to the current economic environment or perhaps survey saturation among U.S. institutions that have an ICS but did not participate in the survey.

Key determinants of whether a bonus or incentive was realized at the institutions were similar to those reported in 2010, including license agreements completed, license income, legal expenses recovered and startup companies formed. Individual performance had the most impact followed closely by office performance and the team's ability to perform. In line with 2010 results, Directors, Assistant/Associate Directors, Licensing Associates/Assistants, Business Managers and Directors of Startups were most likely to receive incentive compensation in 2012. Unlike 2010, however, only about 9 percent of respondents indicated that the 2008 or 2010 survey influenced their decision to create an ICS.

An ICS is not in place at 83 of the 112 responding institutions. Among these, the main reason for not having a plan was that their *policy does not permit an ICS, followed by no source to pay for a plan, conflict of interest concerns, incentivize wrong behaviors, and inconsistent with a nonprofit organization.*

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Frequency and Type of ICS

Type of IC plan				
	Type of IC plan			Total
	Missing	Ad-hoc	Contractual	
Canada	1	1	1	3
United States		7	13	20
Total	2	10	17	29

Source of Funds for ICS

Source of funds for IC plan						
	Missing	Source of funds for ICS				Total
		General Funds	License Income Received	Special Pool	Other	
Canada	1	1			1	3
United States		13	2	3	2	20
Total	1	18	3	4	3	29

Measures to Determine Awards Under an ICS

Performance Measure: a.1 License Income				
	Performance measure: a.1 License Income			Total
	Missing	No	Yes	
Canada	1		2	3
United States	2	7	11	20
Total	5	8	16	29

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Measures to Determine Awards Under an ICS (cont.)

Performance Measure: a.2 Net Revenue				
	Performance measure: a.2 Net Revenue			Total
	Missing	No	Yes	
Canada	2		1	3
United States	4	7	9	20
Total	7	10	12	29

Performance Measure: a.3 Other Income				
	Performance measure: a.3 Other Income			Total
	Missing	No	Yes	
Canada	1		2	3
United States	2	12	6	20
Total	5	15	9	29

Performance Measure: b.1 Patents Filed				
	Performance measure: b.1 Patents Filed			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	2	13	5	20
Total	4	17	8	29

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Measures to Determine Awards Under an ICS (cont.)

Performance Measure: b.2 Patents Issued				
	Performance measure: b.2 Patents Issued			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	2	14	4	20
Total	6	18	5	29

Performance Measure: b.3 License Agreements				
	Performance measure: b.3 License Agreements			Total
	Missing	No	Yes	
Canada	1		2	3
United States	1	7	12	20
Total	3	9	17	29

Performance Measure: b.4 Startup Companies				
	Performance measure: b.4 Startup Companies			Total
	Missing	No	Yes	
Canada	1		2	3
United States	2	10	8	20
Total	5	11	13	29

Performance Measure: b.5 Patents Filed				
	Performance measure: b.1 Patents Filed			Total
	Missing	No	Yes	
Canada	1	2		3
United States	1	10	9	20
Total	4	16	9	29

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Measures to Determine Awards Under an ICS (cont.)

Performance Measure: b.6 Other				
	Performance measure: b.6 Other			Total
	Missing	No	Yes	
Canada	1	2		3
United States	2	12	6	20
Total	4	17	8	29

Performance Measure: c.1 Investor/developer Satisfaction				
	Performance measure: c.13 Investor/developer Satisfaction			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	1	12	7	20
Total	4	17	8	29

Performance Measure: c.2 Licensee Satisfaction				
	Performance measure: c.2 Licensee Satisfaction			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	1	15	4	20
Total	4	20	5	29

Performance Measure: c.3 Central Admin Satisfaction				
	Performance measure: c.3 Central Admin Satisfaction			Total
	Missing	No	Yes	
Canada	1	2		3
United States	1	15	4	20
Total	3	20	6	29

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Measures to Determine Awards Under an ICS (cont.)

Performance Measure: c.4 N/pct of depts or faculty served				
	Performance measure: c.4 N/pct of depts or faculty served			Total
	Missing	No	Yes	
Canada	1	2		3
United States	1	16	3	20
Total	3	22	4	29

Performance Measure: c.5 Other				
	Performance measure: c.5 Other			Total
	Missing	No	Yes	
Canada	1	2		3
United States	2	14	4	20
Total	5	20	4	29

Existence of ICS Plan Limits (U.S.)

Ad-hoc IC plan: limits?				
	Ad-hoc IC plan: limits?			Total
	Missing	No	Yes	
Canada	2	1		3
United States	10	5	5	20
Total	14	7	8	29

Contractual IC plan: limits?				
	Contractual IC plan: limits?			Total
	Missing	No	Yes	
Canada	2		1	3
United States	6	2	12	20
Total	11	3	15	29

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

Payout consideration: a. office performance				
	Payout consideration: a. office performance			Total
	Missing	No	Yes	
Canada	1		2	3
United States		7	13	20
Total	2	10	17	29

Payout consideration: b. team performance				
	Payout consideration: b. team performance			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States		10	10	20
Total	3	13	13	29

Payout consideration: c. individual performance				
	Payout consideration: c. individual performance			Total
	Missing	No	Yes	
Canada	1		2	3
United States		3	17	20
Total	3	3	23	29

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ICS Participation by Job Title

Who participates? a. Director				
	Who participates? a. Director			Total
	Missing	No	Yes	
Canada	1		2	3
United States	1	2	17	20
Total	3	2	24	29

Who participates? b. Asst/Assoc Director				
	Who participates? b. Asst/Assoc Director			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	4	4	12	20
Total	6	6	17	29

Who participates? c. Licensing Associate				
	Who participates? c. Licensing Associate			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	2	6	12	20
Total	4	8	17	29

Who participates? d. Licensing Assistants				
	Who participates? d. Licensing Assistants			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	3	7	10	20
Total	6	10	13	29

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ICS Participation by Job Title (cont.)

Who participates? e. Marketing				
	Who participates? e. Marketing			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	4	8	8	20
Total	7	11	11	29

Who participates? f. Business Manager				
	Who participates? f. Business Manager			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	3	9	8	20
Total	5	12	12	29

Who participates? g. Patent Manager				
	Who participates? g. Patent Manager			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	5	6	9	20
Total	7	8	14	29

Who participates? h. Administrative Assistant				
	Who participates? h. Administrative Assistant			Total
	Missing	No	Yes	
Canada	1	2		3
United States	4	9	7	20
Total	6	13	10	29

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ICS Participation by Job Title (cont.)

Who participates? i. Director of Startups				
	Who participates? i. Director of Startups			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	6	6	8	20
Total	9	8	12	29

Who participates? j. In-House Council				
	Who participates? j. In-House Council			Total
	Missing	No	Yes	
Canada	1	1	1	3
United States	6	8	6	20
Total	8	12	9	29

Top Three Reasons for ICS

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

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AUTM 2008 or 2010 Salary Survey Influence

2008 or 2010 Salary Survey a factor in Creation of Incentive Compensation Plan?				
	2008 or 2010 Salary Survey a factor in Creation of Incentive Compensation Plan?			Total
	Missing	No	Yes	
Canada	1	2		3
United States		17	3	20
Total	1	25	3	29

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	5	2	7
United States	64	28	92
Total	77	33	110

b. No source of funding to pay for plan			
	b. No source of funding to pay for plan		Total
	No	Yes	
Canada	6	1	7
United States	59	33	92
Total	76	34	110

c. Conflict of interest concerns			
	c. Conflict of interest concerns		Total
	No	Yes	
Canada	6	1	7
United States	69	23	92
Total	83	27	110

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Main Reasons for Not Having an ICS (all countries) (cont.)

d. No perceived benefit for our organization			
	d. No perceived benefit for our organization		Total
	No	Yes	
Canada	7		7
United States	80	12	92
Total	98	12	110

e. Compensation equity issues			
	e. Compensation equity issues		Total
	No	Yes	
Canada	7		7
United States	75	17	92
Total	92	18	110

f. Too much work to obtain approval			
	f. Too much work to obtain approval		Total
	No	Yes	
Canada	7		7
United States	75	17	92
Total	93	17	110

g. Faculty or union objections			
	g. Faculty or union objections		Total
	No	Yes	
Canada	6	1	7
United States	85	7	92
Total	102	8	110

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Main Reasons for Not Having an ICS (all countries) (cont.)

h. Feel an IC plan will incentivize wrong behaviors			
	h. Feel an IC plan will incentivize wrong behaviors		Total
	No	Yes	
Canada	7		7
United States	73	19	92
Total	89	21	110

i. Inconsistent with a nonprofit organization			
	i. Inconsistent with a nonprofit organization		Total
	No	Yes	
Canada	7		7
United States	74	18	92
Total	90	20	110

j. Other reason			
	j. Other reason		Total
	No	Yes	
Canada	7		7
United States	88	4	92
Total	106	4	110

Salary Survey Bonus Data

Highlights for Selected Positions

Directors:

- The average bonus was \$27,000 (28 recipients)
- Bonuses averaged \$27,000 for private universities (16 recipients); \$26,000 for public universities (12 recipients)
- The range of bonuses was \$5,000 - \$50,000 (10th to 90th percentile) for all Directors
- Eastern region bonuses ranged from \$6,000 - \$50,000 (10th to 75th percentile)
- Central region bonuses ranged from \$2,000 - \$46,000 (10th to 90th percentile)
- Non-U.S. bonuses ranged from \$6,000 - \$43,000 (10th to 90th percentile)
- The average bonus for males was \$29,000 (20 recipients); \$22,000 for females (eight recipients)

Associate/Assistant Directors:

- The average bonus was \$16,000 (48 recipients), up from 25 recipients in 2010
- The range of bonuses was \$3,000 - \$32,000 (10th to 90th percentile) for all Associate/Assistant Directors
- Eastern region bonuses ranged from \$3,000 - \$30,000 (10th to 90th percentile)
- Central region bonuses ranged from \$2,000 - \$20,000 (10th to 90th percentile)
- The average bonus for males was \$19,000 (29 recipients); for females, \$10,000 (19 recipients)

Licensing Associates:

- 59 Licensing Associates received bonuses (up from 42 in 2010)
- On average, bonuses were \$8,000 for public and private universities combined. The average bonus for private universities was \$6,000 (46 recipients); the average bonus for public universities was \$14,000 (13 recipients)
- The range of bonuses was \$2,000 - \$15,000 (10th to 90th percentile) for all Licensing Associates
- Eastern region bonuses ranged from \$2,000 - \$13,000 (10th to 90th percentile)
- Central region bonuses ranged from \$4,000 - \$16,000 (10th to 90th percentile)
- Non-U.S. bonuses ranged from \$3,000 - \$20,000 (10th to 90th percentile)

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Licensing Assistants:

- Bonuses averaged \$5,000 (5 private university recipients and two public university recipients)
- The range of bonuses was \$1,000 - \$7,000 (10th to 75th percentile) for all Licensing Assistants

Marketing Managers:

- The average bonus was \$15,000 (one private, 7 public)

Business Managers:

- The average bonus was \$6,000 (12 recipients)
- The range of bonuses was \$2,000 - \$14,000 (10th to 90th percentile) for all Business Managers

Patent Managers:

- Bonuses averaged \$5,000 (14 recipients, all female)
- The range of bonuses was \$2,000 - \$10,000 (10th to 90th percentile) for all Patent Managers

Administrative Assistants:

- Bonuses averaged \$3,000. There were 13 recipients (10 from private universities, 3 from public universities)
- The range of bonuses was \$1,000 - \$6,000 (10th to 90th percentile) for all Administrative Assistants

Directors of Startups:

- The average bonus was \$21,000 across 5 recipients, 4 of which were from private institutions.
- The range of bonuses was \$10,000 - \$28,000 (10th to 75th percentile) for all Directors of Startups

All In-House Counsel:

- The average bonus was \$17,000 (9 recipients; 5 private and 4 public)
- The range of bonuses \$10,000 - \$22,000 (10th to 75th percentile) for all In-House Counsel

*All the data here was rounded to the nearest thousands.

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Appendix 3: Responding Organizations

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CSIRO (North Ryde, NSW)	Australia
Embrapa-Brazillian Agriculture Research Corporation (Brasilia)	Brazil
Brock University (St. Catharines, ON)	Canada
Cole De Technologie Suprieure (Montreal, QC)	Canada
Innovate Calgary (Calgary, AB)	Canada
McMaster University	Canada
TEC Edmonton (Edmonton, AB)	Canada
University de Moncton (Moncton, NB)	Canada
University of Ottawa	Canada
University of Victoria Innovation & Development Corp	Canada
German Cancer Research Ctr (DKFZ) (Heidelberg)	Germany
Leiden University Research & Innovation Svcs (Leiden)	Netherlands
Prekubator TTO (Stavanger)	Norway
Nelson Mandela Metropolitan University (Port Elizabeth)	South Africa
Stellenbosch University (Stellenbosch)	South Africa
University of Deusto (Bilbao, Bizkaia)	Spain
Unitectra Inc (Zurich)	Switzerland
Alta Innovations LTD, University of Birmingham (Birmingham)	United Kingdom
Cambridge Enterprise Limited (Cambridge)	United Kingdom
Albert Einstein Coll of Medicine (Bronx, NY)	U.S.A.
ATCC (Manassas, VA)	U.S.A.
Bigelow Laboratory for Ocean Sciences (East Boothbay, ME)	U.S.A.
Binghamton University (Binghamton, NY)	U.S.A.
BloodCenter of Wisconsin (Milwaukee, WI)	U.S.A.
Boise State University (Boise, ID)	U.S.A.
Boston University	U.S.A.
Brigham & Women's Hospital	U.S.A.
Carnegie Mellon University	U.S.A.
Cincinnati Children Hosp Medical Center	U.S.A.
City of Hope National Medical Center	U.S.A.
College of William & Mary	U.S.A.

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Creighton University (Omaha, NE)	U.S.A.
CSU Ventures Inc. (Fort Collins, CO)	U.S.A.
Emory University	U.S.A.
FedEx Institute of Technology University of Memphis	U.S.A.
Florida State University	U.S.A.
George Washington University	U.S.A.
Hopes Creek (College Station, TX)	U.S.A.
Howard Hughes Medical Inst JFRC (Ashburn, VA)	U.S.A.
Indiana University Research & Technology Corporation	U.S.A.
Intermountain Healthcare (Salt Lake City, UT)	U.S.A.
James Madison University	U.S.A.
Kansas State University Research Fdn	U.S.A.
Kent State University (Kent, OH)	U.S.A.
KU Center for Technology Commercialization (Lawrence, KS)	U.S.A.
Marquette University (Milwaukee, WI)	U.S.A.
Medical College of Wisconsin	U.S.A.
Memorial Sloan-Kettering Cancer Center (New York, NY)	U.S.A.
Methodist Hospital Research Institute	U.S.A.
Michigan State University, MSU Technologies (East Lansing, MI)	U.S.A.
Michigan Technological University	U.S.A.
Montana State University	U.S.A.
Mount Sinai School of Medicine (New York, NY)	U.S.A.
National Jewish Health (Denver, CO)	U.S.A.
Nationwide Children's Hospital - The Research Institute (Columbus, OH)	U.S.A.
North Carolina State University (Raleigh, NC)	U.S.A.
North Dakota State University	U.S.A.
Northern Arizona University (Flagstaff, AZ)	U.S.A.
Oregon State University	U.S.A.
Pennsylvania State University (University Park, PA)	U.S.A.
Portland State University	U.S.A.
Rensselaer Polytechnic Institute	U.S.A.

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Rice University	U.S.A.
Rochester Institute of Technology	U.S.A.
Rockefeller University	U.S.A.
Roswell Park Cancer Institute	U.S.A.
Sam Houston State University (Huntsville, TX)	U.S.A.
San Diego State University (San Diego, CA)	U.S.A.
South Texas Tech Management (STTM) (San Antonio, TX)	U.S.A.
Southern Illinois University Med School (Springfield, IL)	U.S.A.
St Jude Children's Research Hospital	U.S.A.
Texas A&M University System (College Station, TX)	U.S.A.
University at Buffalo	U.S.A.
University Hospitals	U.S.A.
University of Akron (Akron, OH)	U.S.A.
University of Alabama	U.S.A.
University of Arkansas	U.S.A.
University of California	U.S.A.
University of Central Florida	U.S.A.
University of Chicago	U.S.A.
University of Georgia Res Foundation, Inc (Athens, GA)	U.S.A.
University of Hawaii (Honolulu, HI)	U.S.A.
University of Illinois, Urbana-Champaign	U.S.A.
University of Iowa Res Foundation (Iowa City, IA)	U.S.A.
University of Kentucky (Lexington, KY)	U.S.A.
University of Louisiana Lafayette (Lafayette, LA)	U.S.A.
University of Maryland	U.S.A.
University of Massachusetts Amherst (Amherst, MA)	U.S.A.
University of Massachusetts Lowell (Lowell, MA)	U.S.A.
University of Massachusetts Medical School	U.S.A.
University of Michigan	U.S.A.
University of Minnesota (Saint Paul, MN)	U.S.A.
University of Missouri	U.S.A.

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University of Nebraska Medical Ctr (Omaha, NE)	U.S.A.
University of New Orleans	U.S.A.
University of North Texas (Fort Worth)	U.S.A.
University of Notre Dame (Notre Dame, IN)	U.S.A.
University of Oregon-Tech Transfer	U.S.A.
University of Pennsylvania	U.S.A.
University of Toledo	U.S.A.
University of Wyoming (Laramie, WY)	U.S.A.
Utah Valley University (Orem, UT)	U.S.A.
UWM Research Foundation Inc.	U.S.A.
Vanderbilt University (Nashville, TN)	U.S.A.
Virginia Tech Intellectual Properties Inc.	U.S.A.
Washington University of St Louis (St. Louis, MO)	U.S.A.
West Virginia University	U.S.A.
Wisconsin Alumni Research Foundation	U.S.A.
Woods Hole Oceanographic Institution (Woods Hole, MA)	U.S.A.
Worcester Polytechnic Inst (Hopkinton, MA)	U.S.A.
Wright State University (Dayton, OH)	U.S.A.
Yale University (New Haven, CT)	U.S.A.

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Appendix 4: Survey Methodology and Procedures

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APPENDIX 4: SURVEY METHODOLOGY AND PROCEDURES

1. As with the 2004, 2006, 2008, 2010 and 2012 AUTM Salary Surveys, (Peerfocus LLC, David Morgan, President), was retained to carry out the survey of compensation of a subset of AUTM members.

The Survey, Statistics and Metrics Committee, which reports to, Richard Kordal, AUTM Vice President, Metrics & Surveys, established a Salary Survey Committee consisting of John Miner, *University of Central Florida*; Shawn Hawkins, *St. Jude Children's Research Hospital*; Wayne McDaniel, *University of Missouri*; Fred Reinhart, *University of Massachusetts Amherst*; Rafael Diaz, *Wisconsin Alumni Research Foundation* and Donna M. Barretto, *Tufts University*.

2. The Salary Survey Committee began discussions about the 2012 survey content in May, 2012. With only a few changes to the survey instrument and the incentive compensation questions, the slightly modified questionnaire and procedures for gathering information that were used in 2010 were used for this year's survey.
3. The survey was publicized on the AUTM website, at the AUTM region meetings in the United States and with e-mail notices to the reporting representative at each organization.
4. On July 15, 2012, the survey opened to beta test sites and officially launched August 15, 2012. The survey closed November 15, 2012. Respondents had several ways to report problems or receive clarification of questions about the survey, but very few problems arose.
5. 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.
6. The committee found the Peerfocus report complete and of high quality and proceeded to complete this report to distribute to respondents.

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Publication Availability

For information about the price and availability of the AUTM Salary Survey: *FY2012*, contact AUTM, 111 Deer Lake Road, Suite 100, Deerfield, IL 60015, Phone: +1-847-559-0846, Fax: +1-847-480-9282, info@autm.net or see the AUTM Web site, www.autm.net.

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