

# FY2014

## AUTM 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: FY2014



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## Acknowledgements

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Dear AUTM Member,

AUTM is pleased to present its sixth biennial Salary Survey, with this edition reporting salaries, incentives and office structure information from data collected in 2014. We hope the Salary Survey will provide useful information about factors that influence compensation and provide members with an additional tool to use when charting their careers. The number of U.S. respondents to this year's survey dropped noticeably compared to the 2012 survey. However, we did collect sufficient data from countries outside the U.S. to include minimal 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 2014. One of the largest governing factors affecting salaries is the size of the institution's research and development expenditures.

During the course of producing this survey and report, the Salary Survey Committee and the AUTM leadership have re-evaluated the need to run this survey biennially, and are going to start collecting and reporting salary data every three years, slating the next survey for collecting data in 2017 and publishing the report for the membership in the spring of 2018. It is hoped that this longer period between surveys will help reduce "survey fatigue" for respondents, and increase the overall response rate from institutions both domestic and outside the U.S.

I would like to thank the members of the Salary Survey Committee for their exceptional work in compiling this report and especially call attention to the invaluable assistance from Chrys Gwellem at AUTM headquarters for his guidance and 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*

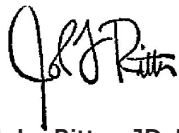
Wayne McDaniel, *University of Missouri*

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: FY2014* to all participants for their internal use. Organizations that did not contribute data to the survey, may purchase a copy by visiting the Metrics & Surveys section of the AUTM website, [www.autm.net](http://www.autm.net).

Sincerely,



**John Ritter, JD, M.B.A.**

*AUTM Vice President for Metrics & Surveys*

*Director*

*Office of Technology Licensing*

*Princeton University*

## AUTM Extends Its Gratitude to the FY2014 Survey Sponsor

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## EXECUTIVE SUMMARY

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AUTM presents the AUTM Salary Survey: FY2014, 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.

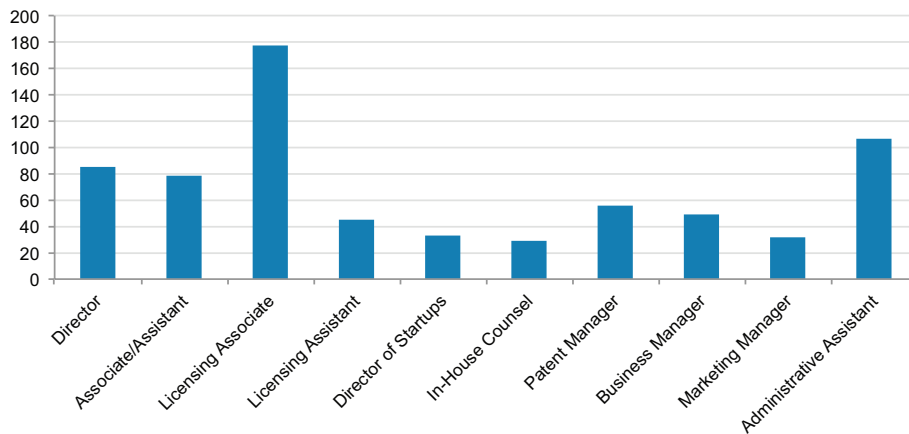
For some positions, there were too few respondents to allow the AUTM Salary Survey Committee to adhere to confidentiality restrictions. Thus, data for some positions may not be reported.

### Cross Section of Respondents

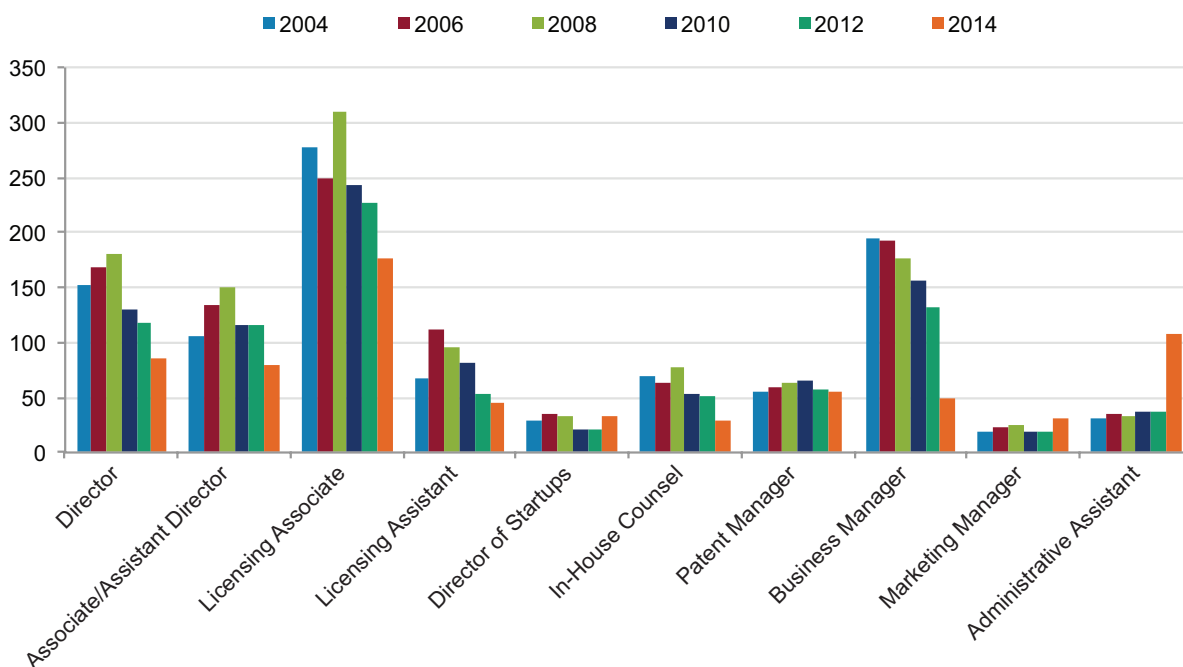
The survey was conducted from August through November of 2014. Of the 855 organizations surveyed, 95 (11 percent) responded.

- ▶ 87 of the 95 respondents (91.6 percent) were from the United States
- ▶ Respondents provided information about 692 total positions, including:
  - 85 Directors
  - 79 Associate/ Assistant Directors
  - 177 Licensing Associates
  - 45 Licensing Assistants
  - 33 Marketing Managers
  - 49 Business Managers
  - 56 Patent Managers
  - 107 Administrative Assistants
  - 33 Startups Directors
  - 29 In-House Counsel
- ▶ 39 private and 56 public organizations responded

**Figure 1:** Number of Incumbents Reported, 2014



**Figure 2:** Number of Incumbents Reported, 2004-2014



## Position 1: Director

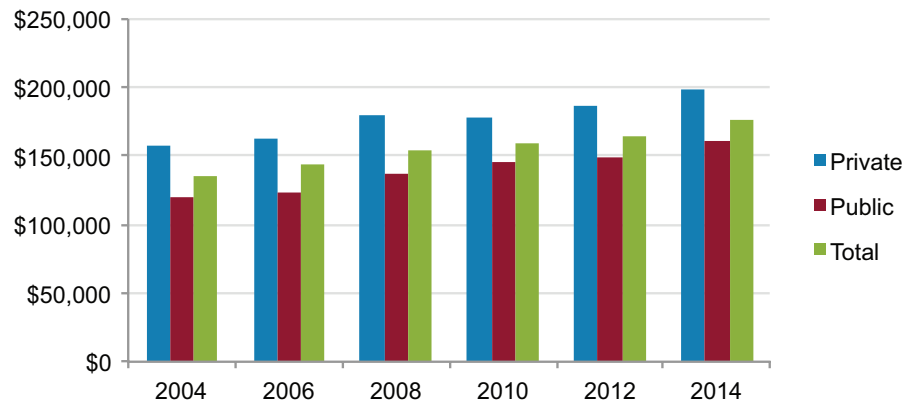
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### Position Description

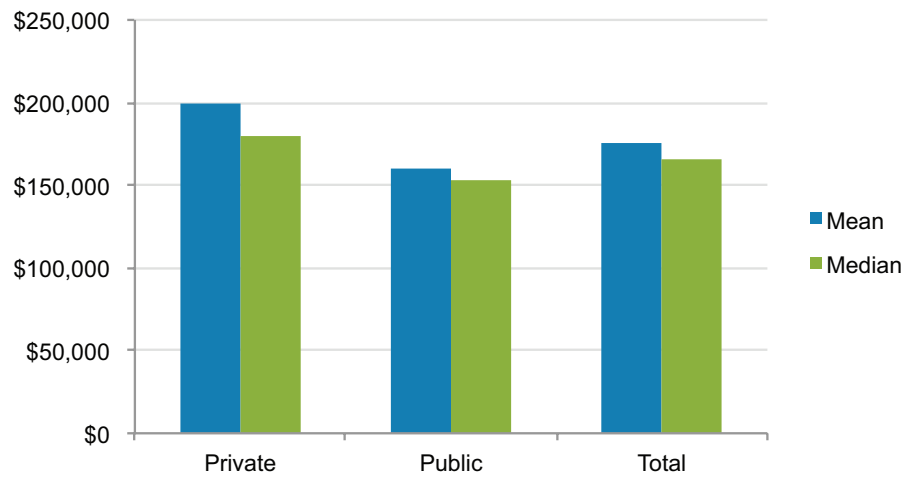
The Director is the head of the technology transfer office. This position directs and manages the intellectual property or technology transfer activities at the institution. The person spends their full-time activities on technology transfer matters, but may also supervise a limited number of additional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

**Figure D-1:** Mean Salary for Directors, 2004–2014



**Figure D-2:** General Salary Data for Directors: Private vs. Public, 2014



**Table D-1:** General Salary Data for Directors: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$199,239	\$ 46,481	\$214,277
	Median	\$179,250	\$20,000	\$185,920
	Std. Deviation	\$73,800	\$59,950	\$94,923
	N	34	11	34
Public	Mean	\$160,557	\$25,743	\$164,091
	Median	\$153,000	\$30,000	\$163,000
	Std. Deviation	\$49,779	\$17,788	\$54,786
	N	51	7	51
Total	Mean	\$176,030	\$38,416	\$184,165
	Median	\$165,342	\$25,000	\$166,400
	Std. Deviation	\$63,071	\$48,312	\$77,059
	N	85	18	85

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

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.				2
	M.S./M.A.				2
	M.B.A.	\$187,674	\$153,000	\$75,590	10
	J.D.	\$241,600	\$250,700	\$27,693	4
	M.D.				1
	Ph.D.	\$180,552	\$169,950	\$72,550	15
	Total	\$199,239	\$179,250	\$73,800	34
Public	B.A./B.S.	\$170,817	\$183,784	\$45,504	5
	M.S./M.A.	\$130,431	\$130,000	\$27,952	7
	M.B.A.	\$160,983	\$160,250	\$55,283	12
	J.D.	\$137,369	\$136,250	\$44,726	6
	Ph.D.	\$177,343	\$163,700	\$51,191	20
	Other				1
	Total	\$160,557	\$153,000	\$49,779	51
Total	B.A./B.S.	\$193,358	\$196,000	\$54,016	7
	M.S./M.A.	\$140,891	\$133,515	\$38,319	9
	M.B.A.	\$173,115	\$153,000	\$65,074	22
	J.D.	\$179,062	\$186,880	\$65,300	10
	M.D.				1
	Ph.D.	\$178,719	\$166,400	\$60,286	35
	Other				1
	Total	\$176,030	\$165,342	\$63,071	85

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years				1
	5-9 years	\$147,560	\$147,560	\$39,041	4
	10+ years	\$200,658	\$200,658	\$70,929	28
	<b>Total</b>	\$199,302	\$199,302	\$74,943	33
Public	3-4 years				1
	5-9 years	\$160,332	\$160,332	\$46,908	8
	10+ years	\$159,240	\$159,240	\$45,027	41
	<b>Total</b>	\$157,729	\$157,729	\$45,959	50
Total	0-2 years				1
	3-4 years				1
	5-9 years	\$156,075	\$156,075	\$43,075	12
	10+ years	\$176,047	\$176,047	\$60,082	69
	<b>Total</b>	\$174,258	\$174,258	\$62,233	83

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

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$202,006	\$47,755	\$211,189
	Median	\$188,275	\$55,000	\$188,275
	Std. Deviation	\$80,672	\$29,512	\$96,053
	N	26	5	26
U.S.-Central	Mean	\$161,114	\$15,315	\$164,517
	Median	\$154,000	\$12,584	\$158,000
	Std. Deviation	\$50,883	\$11,291	\$51,459
	N	36	8	36
U.S.-West	Mean	\$170,350	\$90,000	\$186,233
	Median	\$166,400	\$30,000	\$167,000
	Std. Deviation	\$41,378	\$103,923	\$79,238
	N	17	3	17
Non-U.S.	Mean	\$169,061		\$179,094
	Median	\$154,291		\$158,880
	Std. Deviation	\$73,554		\$91,530
	N	6	2	6
Total	Mean	\$176,030	\$38,416	\$184,165
	Median	\$165,342	\$25,000	\$166,400
	Std. Deviation	\$63,071	\$48,312	\$77,059
	N	85	18	85

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	180,351	40,943	190,066
	<b>Median</b>	167,500	23,676	167,500
	<b>Std. Deviation</b>	55,731	54,259	73,154
	<b>N</b>	59	14	59
<b>Female</b>	<b>Mean</b>	159,098	21,099	161,736
	<b>Median</b>	145,462	20,000	145,462
	<b>Std. Deviation</b>	68,375	8,406	70,669
	<b>N</b>	24	3	24
<b>Total</b>	<b>Mean</b>	174,206	37,441	181,874
	<b>Median</b>	165,342	20,000	166,400
	<b>Std. Deviation</b>	60,018	49,615	73,164
	<b>N</b>	83	17	83



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

Director, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	85	18	85
	Missing	-	67	-
Mean		\$176,030	\$38,416	\$184,165
Percentiles	10	\$105,180	\$4,800	\$105,180
	25	\$132,758	\$9,795	\$134,600
	50	\$165,342	\$25,000	\$166,400
	75	\$204,500	\$52,015	\$208,138
	90	\$262,640	\$87,600	\$298,621

Director, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	26	5	26
	Missing	-	21	-
Mean		\$202,006	\$47,755	\$211,189
Percentiles	10	\$95,500	\$3,000	\$95,500
	25	\$144,875	\$19,000	\$144,875
	50	\$188,275	\$55,000	\$188,275
	75	\$262,175	\$72,887	\$298,276
	90	\$334,400		\$362,100

Director, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	36	8	36
	Missing	-	28	-
Mean		\$161,114	\$15,315	\$164,517
Percentiles	10	\$97,900	\$5,000	\$97,900
	25	\$126,544	\$6,250	\$133,674
	50	\$154,000	\$12,584	\$158,000
	75	\$182,819	\$19,338	\$199,294
	90	\$242,656		\$242,656

Director, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	17	3	17
	Missing	-	14	-
Mean		\$170,350	\$90,000	\$186,233
Percentiles	10	\$127,690	\$30,000	\$127,690
	25	\$133,500	\$30,000	\$133,500
	50	\$166,400	\$30,000	\$167,000
	75	\$201,000		\$201,000
	90	\$241,977		\$323,444

Director, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	2	6
	Missing	-	4	-
Mean		\$169,061		\$179,094
Percentiles	10	\$105,300		\$105,300
	25	\$112,369		\$112,369
	50	\$154,291		\$158,880
	75	\$213,332		\$226,087
	90			

**Table D-7:** Director Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$53 million	\$128,798	\$128,000	\$41,663	20
\$53 million-\$139 million	\$158,503	\$144,993	\$39,992	23
\$140 million-\$434 million	\$182,678	\$169,950	\$51,791	25
> \$434 million	245,535	\$242,000	\$64,565	17
<b>Total</b>	\$176,030	\$165,342	\$63,071	85

**Table D-8:** Director Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 dir reports	\$98,568	\$93,226	\$27,141	6
1-2 dir reports	\$149,187	\$144,997	\$39,020	22
3-5 dir reports	\$180,570	\$163,951	\$ 62,021	25
6-9 dir reports	\$195,814	\$188,000	\$54,089	20
10+ dir reports	\$203,654	\$194,780	\$71,624	10
<b>Total</b>	\$172,778	\$163,951	\$60,151	83

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-2.9 FTEs	\$130,012	\$130,000	\$43,511	17
3-4.9 FTEs	\$156,564	\$140,000	\$47,997	25
5-12.9 FTEs	\$183,508	\$171,760	\$48,251	24
13+ FTEs	\$233,372	\$241,705	\$69,015	19
<b>Total</b>	\$176,030	\$165,342	\$63,071	85

### Key Trends and Factors in Compensation for This Position (U.S. Only)

Continuing its trend upwards, the mean salary for Directors increased 7.3 percent from the 2012 survey to \$176,030 and the median salary increased 11.1 percent from the previous survey to \$165,342. In 2014, the mean salaries at private institutions were 24.1 percent higher than those at public institutions. Research expenditures had the most impact on this position, with the size of the institution following closely.

## Position 2: Assistant / Associate Director

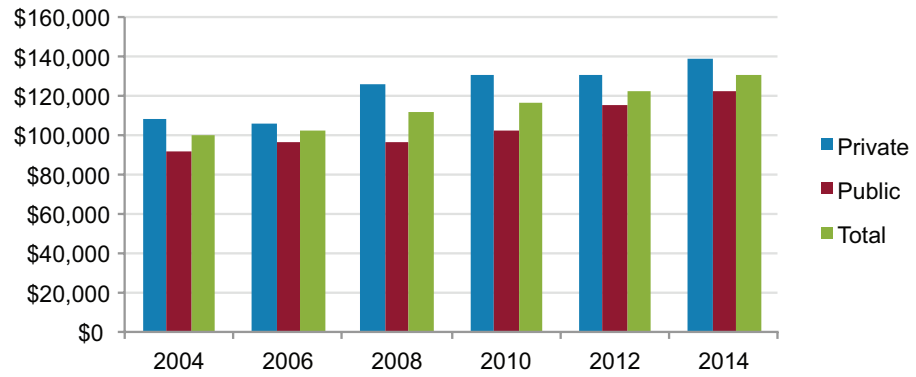
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### Position Description

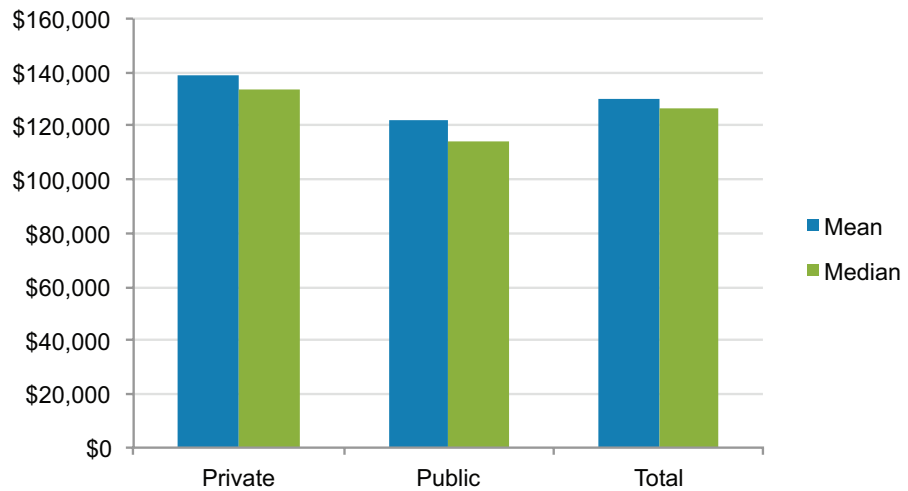
The Assistant/Associate Director is the most senior position among the Licensing Officer positions at the institution. The Assistant/Associate Director assists and reports to the Director or Executive Director of the technology transfer office or the Assistant/Associate VP and may have the authority to act in their absence. This position may supervise one or more Licensing Associates and may have the authority to approve license terms. 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

**Figure AD-1:** Mean Salary for Assistant/Associate Directors, 2004–2014



**Figure AD-2:** General Salary Data for Assistant/Associate Directors: Private vs. Public, 2014



**Table AD-1:** General Salary Data for Assistant/Associate Directors: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$138,881	v14,319	\$144,156
	Median	\$133,683	\$12,137	\$140,411
	Std. Deviation	\$43,591	\$6,986	\$47,000
	N	38	14	38
Public	Mean	\$121,757	\$15,221	\$124,356
	Median	\$113,860	\$11,223	\$113,860
	Std. Deviation	\$46,204	\$12,004	\$51,206
	N	41	7	41
Total	Mean	\$129,994	\$14,620	\$133,880
	Median	\$126,455	\$12,100	\$127,500
	Std. Deviation	\$45,500	\$8,669	\$49,916
	N	79	21	79

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

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$88,333	\$97,000	\$29,956	3
	M.S./M.A.	\$132,571	\$130,095	\$20,580	5
	M.B.A.	\$146,600	\$136,000	\$60,595	5
	J.D.	\$169,422	\$160,000	\$58,702	3
	Ph.D.	\$141,288	\$136,647	\$40,327	22
	Total	\$138,881	\$133,683	\$43,591	38
Public	B.A./B.S.	\$138,666	\$130,500	\$58,064	4
	M.S./M.A.	\$105,858	\$94,615	\$50,366	8
	M.B.A.	\$119,943	\$118,764	\$20,566	8
	J.D.	\$134,568	\$112,498	\$59,806	7
	Ph.D.	\$120,644	\$116,752	\$47,019	14
	Total	\$121,757	\$113,860	\$46,204	41
Total	B.A./B.S.	\$117,095	\$113,000	\$52,045	7
	M.S./M.A.	\$116,132	\$118,008	\$42,473	13
	M.B.A.	\$130,196	\$126,455	\$40,656	13
	J.D.	\$145,024	\$120,500	\$58,598	10
	Ph.D.	\$133,260	\$130,658	\$43,601	36
	Total	\$129,994	\$126,455	\$45,500	79

**Table AD-3:** Assistant/Associate Directors 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	\$134,907	\$118,803	\$50,252	7
	10+ years	\$148,719	\$143,000	\$46,214	20
	<b>Total</b>	\$140,258	\$135,018	\$47,863	30
Public	0-2 years				1
	3-4 years	\$79,213	\$76,807	\$14,566	3
	5-9 years	\$97,965	\$94,932	\$26,960	10
	10+ years	\$125,665	\$119,644	\$28,695	23
	<b>Total</b>	\$111,901	\$111,072	\$3,685	37
Total	0-2 years				2
	3-4 years	\$78,128	\$76,807	\$18,423	5
	5-9 years	\$113,176	\$105,456	\$41,316	17
	10+ years	\$136,388	\$130,000	\$39,151	43
	<b>Total</b>	\$124,598	\$118,803	\$42,748	67

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

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$133,687	\$16,347	\$139,324
	Median	\$131,315	\$13,521	\$140,000
	Std. Deviation	\$47,079	\$7,265	\$51,314
	N	29	10	29
U.S.-Central	Mean	\$122,393	\$7,167	\$123,986
	Median	\$118,803	\$7,450	\$126,455
	Std. Deviation	\$33,316	\$4,187	\$33,127
	N	27	6	27
U.S.-West	Mean	\$135,206		\$136,039
	Median	\$131,000		\$131,000
	Std. Deviation	\$35,000		\$37,548
	N	12	1	12
Non-U.S.	Mean	\$133,228	\$22,637	\$141,460
	Median	\$114,033	\$21,880	\$114,033
	Std. Deviation	\$73,953	\$9,978	\$85,081
	N	11	4	11
Total	Mean	\$129,994	\$14,620	\$133,880
	Median	\$126,455	\$12,100	\$127,500
	Std. Deviation	\$45,500	\$8,669	\$49,916
	N	79	21	79

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$135,485	\$14,245	\$139,555
	<b>Median</b>	\$130,000	\$12,137	\$130,000
	<b>Std. Deviation</b>	\$45,525	\$7,982	\$50,063
	<b>N</b>	49	14	49
<b>Female</b>	<b>Mean</b>	\$115,420	\$15,116	\$118,219
	<b>Median</b>	\$116,000	\$9,680	\$125,000
	<b>Std. Deviation</b>	\$37,113	\$11,243	\$39,546
	<b>N</b>	27	5	27
<b>Total</b>	<b>Mean</b>	\$128,356	\$14,475	\$131,975
	<b>Median</b>	\$126,228	\$12,100	\$127,102
	<b>Std. Deviation</b>	\$43,558	\$8,618	\$47,454
	<b>N</b>	76	19	76

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

Assistant/Associate Directors, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	79	21	79
	Missing	-	58	-
Mean		\$129,994	\$14,620	\$133,880
Percentiles	10	\$84,438	\$4,600	\$84,438
	25	\$99,917	\$9,840	\$100,000
	50	\$126,455	\$12,100	\$127,500
	75	\$146,625	\$21,880	\$147,876
	90	\$185,400	\$29,000	\$190,000

Assistant/Associate Directors, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	29	10	29
	Missing	-	19	-
Mean		\$133,687	\$16,347	\$139,324
Percentiles	10	\$83,000	\$9,733	\$83,000
	25	\$103,500	\$10,328	\$103,500
	50	\$131,315	\$13,521	\$140,000
	75	\$157,500	\$24,250	\$165,000
	90	\$166,427	\$29,500	\$190,000

Assistant/Associate Directors, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	27	6	27
	Missing	-	21	-
Mean		\$122,393	\$7,167	\$123,986
Percentiles	10	\$82,800	\$1,000	\$86,200
	25	\$97,131	\$3,250	\$97,131
	50	\$118,803	\$7,450	\$126,455
	75	\$141,000	\$11,275	\$141,000
	90	\$181,080		\$185,720

Assistant/Associate Directors, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	12	1	12
	Missing	-	11	-
Mean		\$135,206		\$136,039
Percentiles	10	\$97,300		\$97,300
	25	\$119,756		\$119,756
	50	\$131,000		\$131,000
	75	\$136,000		\$136,000
	90	\$210,946		\$217,946

Assistant/Associate Directors, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	11	4	11
	Missing	-	7	-
Mean		\$133,228	\$22,637	\$141,460
Percentiles	10	\$36,036	\$11,223	\$36,036
	25	\$84,438	\$13,823	\$84,438
	50	\$114,033	\$21,880	\$114,033
	75	\$216,857	\$32,207	\$252,421
	90	\$249,804		\$271,838



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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$53 million	\$96,853	\$97,500	\$51,137	8
\$53 million-\$139 million	\$100,749	\$98,000	\$22,341	8
\$140 million-\$434 million	\$107,141	\$105,456	\$24,861	15
> \$434 million	\$147,533	\$133,166	\$44,435	48
<b>Total</b>	<b>\$129,994</b>	<b>\$126,455</b>	<b>\$45,500</b>	<b>79</b>

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$108,057	\$110,536	\$35,168	24
1-2 reports	\$124,947	\$128,030	\$24,461	27
3-5 reports	\$117,134	\$113,947	\$20,572	14
6-9 reports	\$207,173	\$206,133	\$40,259	4
10+ reports	\$196,822	\$182,500	\$66,147	4
<b>Total</b>	<b>\$126,340</b>	<b>\$126,000</b>	<b>\$41,292</b>	<b>73</b>

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

Full-time Employees	Mean	Median	Std. Deviation	N
0 - 2.9 FTEs	\$85,379	\$84,438	\$30,861	3
3 - 4.9 FTEs	\$98,531	\$96,500	\$42,922	12
5 - 12.9 FTEs	\$118,241	\$118,008	\$17,280	23
13+ FTEs	\$149,060	\$137,000	\$49,196	41
<b>Total</b>	<b>\$129,994</b>	<b>\$126,455</b>	<b>\$45,500</b>	<b>79</b>

### Key Trends and Factors in Compensation for This Position (U.S. Only)

The mean salary for these positions rose 6 percent from the 2012 survey, to \$129,994; with the median salary jumping 6.3 percent to \$126,455. The gap between mean salary for private versus public institutions rose to 14.1 percent in 2014, compared to an increase of 12 percent reported in 2012. The strongest influencers for this position include the number of years in technology transfer as well as the number of direct reports. The region in which the respondent is located carried some weight as well.

## Position 3: Licensing Associate

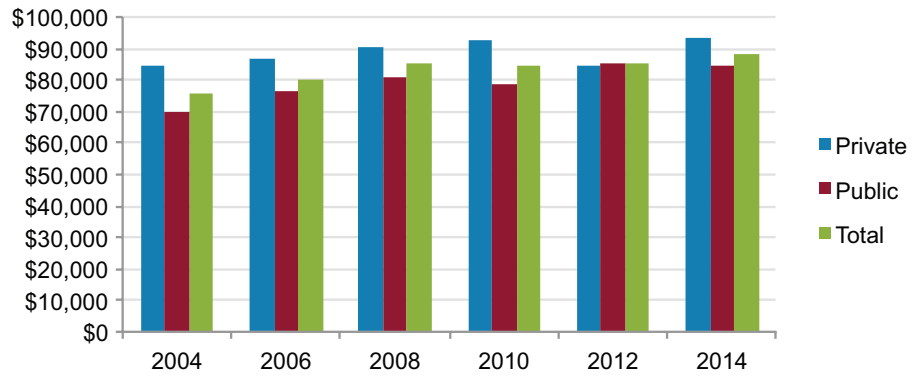
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### Position Description

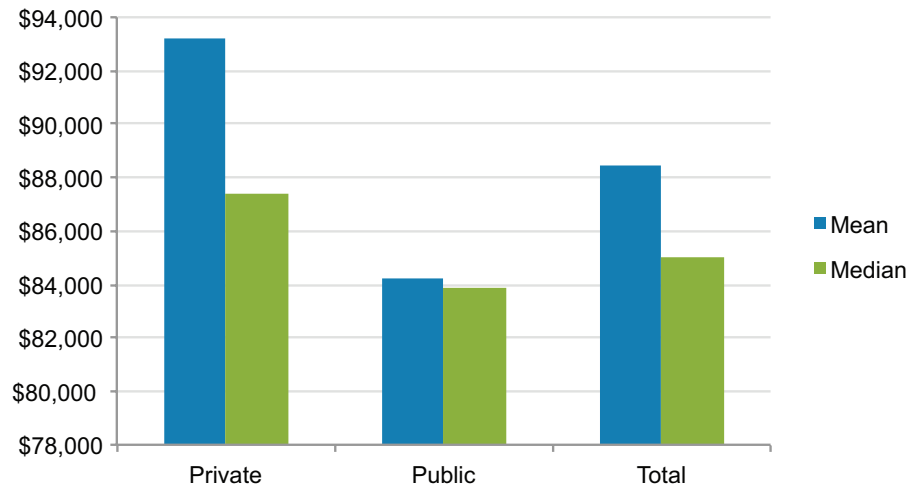
The Licensing Associate is responsible for case management including identifying, evaluating and licensing inventions made by researchers at the institution. Specific activities include: identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying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

- ▶ **Other possible titles:** Licensing Specialist or Licensing Manager
- ▶ **Possible degrees:** Ph.D., M.B.A., J.D., M.S., M.S., B.S., B.A.
- ▶ **Typical years of experience:** 2-10
- ▶ **Signatory authority:** Typically will not have
- ▶ **Reports to:** Assistant/Associate Director, or Director if no Assistant/Associate Director present
- ▶ **Supervisory responsibilities:** May oversee Licensing Assistants or support staff

**Figure LA-1:** Mean Salary for Licensing Associates, 2004–2014



**Figure LA-2:** General Salary Data for Licensing Associates: Private vs. Public, 2014



**Table LA-1:** General Salary Data for Licensing Associates: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$93,165	\$17,589	\$97,981
	Median	\$87,387	\$11,000	\$89,647
	Std. Deviation	\$25,318	\$30,376	\$36,234
	N	84	23	84
Public	Mean	\$84,229		\$84,369
	Median	\$83,869		\$83,869
	Std. Deviation	\$18,643		\$18,650
	N	93	2	93
Total	Mean	\$88,470	\$16,702	\$90,829
	Median	\$85,000	\$11,000	\$86,000
	Std. Deviation	\$22,450	\$29,273	\$29,111
	N	177	25	177

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

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$86,762	\$77,050	\$27,051	8
	M.S./M.A.	\$102,394	\$103,332	\$23,880	13
	M.B.A.	\$101,846	\$89,684	\$29,698	9
	J.D.	\$84,387	\$85,000	\$14,563	12
	Ph.D.	\$92,175	\$85,598	\$26,490	42
	Total	\$93,165	\$87,387	\$25,318	84
Public	B.A./B.S.	\$79,715	\$75,983	\$13,810	4
	M.S./M.A.	\$84,167	\$83,450	\$17,295	16
	M.B.A.	\$85,465	\$83,869	\$19,178	13
	J.D.	\$76,301	\$74,754	\$21,570	14
	Ph.D.	\$86,950	\$86,000	\$16,743	43
	Total	\$84,262	\$82,934	\$17,925	90
Total	B.A./B.S.	\$84,413	\$75,983	\$23,015	12
	M.S./M.A.	\$92,338	\$87,500	\$22,130	29
	M.B.A.	\$92,166	\$88,875	\$24,781	22
	J.D.	\$80,033	\$77,566	\$18,766	26
	Ph.D.	\$89,532	\$86,000	\$22,127	85
	Total	\$88,560	\$85,000	\$22,198	174

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$72,100	\$67,250	\$11,144	10
	3-4 years	\$92,840	\$85,000	\$24,305	19
	5-9 years	\$91,474	\$88,065	\$15,542	24
	10+ years	\$111,988	\$109,000	\$29,117	23
	Total	\$95,475	\$88,065	\$25,353	76
Public	0-2 years	\$78,929	\$72,500	\$24,438	18
	3-4 years	\$74,957	\$73,000	\$16,208	21
	5-9 years	\$87,314	\$84,434	\$13,387	34
	10+ years	\$93,869	\$98,417	\$19,134	18
	Total	\$84,100	\$82,000	\$18,812	91
Total	0-2 years	\$76,490	\$70,621	\$20,701	28
	3-4 years	\$83,452	\$78,000	\$22,117	40
	5-9 years	\$89,035	\$86,050	\$14,335	58
	10+ years	\$104,033	\$101,424	\$26,547	41
	Total	\$89,277	\$86,000	\$22,684	167

**Table LA-4:** Licensing Associates Directors Salaries by Region

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$92,035	\$12,097	\$96,874
	Median	\$86,550	\$11,000	\$94,382
	Std. Deviation	\$22,003	\$4,667	\$25,613
	N	50	20	50
U.S.-Central	Mean	\$86,894	\$5,150	\$87,202
	Median	\$86,700	\$4,500	\$87,500
	Std. Deviation	\$18,081	\$4,770	\$18,209
	N	67	4	67
U.S.-West	Mean	\$95,525		\$99,830
	Median	\$86,859		\$86,859
	Std. Deviation	\$30,333		\$47,572
	N	36	1	36
Non-U.S.	Mean	\$74,857		\$74,857
	Median	\$74,246		\$74,246
	Std. Deviation	\$13,452		\$13,452
	N	24	-	24
Total	Mean	\$88,470	\$16,702	\$90,829
	Median	\$85,000	\$11,000	\$86,000
	Std. Deviation	\$22,450	\$29,273	\$29,111
	N	177	25	177

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$89,706	\$8,407	\$90,319
	<b>Median</b>	\$87,928	\$8,209	\$88,033
	<b>Std. Deviation</b>	\$21,648	\$6,186	\$21,841
	<b>N</b>	96	7	96
<b>Female</b>	<b>Mean</b>	\$85,222	\$29,643	\$89,089
	<b>Median</b>	\$82,050	\$11,000	\$82,655
	<b>Std. Deviation</b>	\$22,113	\$47,301	\$36,163
	<b>N</b>	69	9	69
<b>Total</b>	<b>Mean</b>	\$87,831	\$20,352	\$89,805
	<b>Median</b>	\$85,000	\$11,000	\$85,000
	<b>Std. Deviation</b>	\$21,889	\$36,427	\$28,617
	<b>N</b>	165	16	165

**Table LA-6:** Licensing Associates Salaries by Percentiles

Licensing Associate, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	177	25	177
	Missing	-	152	-
Mean		\$88,470	\$16,702	\$90,829
Percentiles	10	\$64,901	\$5,000	\$64,901
	25	\$72,988	\$8,355	\$73,077
	50	\$85,000	\$11,000	\$86,000
	75	\$101,063	\$14,000	\$102,051
	90	\$120,000	\$21,800	\$121,000

Licensing Associate, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	50	20	50
	Missing	-	30	-
Mean		\$92,035	\$12,097	\$96,874
Percentiles	10	\$70,070	\$8,201	\$72,978
	25	\$76,877	\$8,723	\$79,804
	50	\$86,550	\$11,000	\$94,382
	75	\$109,250	\$15,000	\$112,000
	90	\$120,000	\$18,800	\$127,973

Licensing Associate, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	67	4	67
	Missing	-	63	-
Mean		\$86,894	\$5,150	\$87,202
Percentiles	10	\$64,901	\$600	\$64,901
	25	\$71,000	\$950	\$71,000
	50	\$86,700	\$4,500	\$87,500
	75	\$99,833	\$10,000	\$99,833
	90	\$113,459		\$115,635

Licensing Associate, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	36	1	36
	Missing	-	35	-
Mean		\$95,525		\$99,830
Percentiles	10	\$57,615		\$57,615
	25	\$72,615		\$72,615
	50	\$86,859		\$86,859
	75	\$116,942		\$116,942
	90	\$139,683		\$139,683

Licensing Associate, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	24	-	24
	Missing	-	24	-
Mean		\$74,857		\$74,857
Percentiles	10	\$61,247		\$61,247
	25	\$67,871		\$67,871
	50	\$74,246		\$74,246
	75	\$80,461		\$80,461
	90	\$95,499		\$95,499

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
<\$53 million	\$75,990	\$76,950	\$13,508	5
\$53 million-\$139 million	\$71,827	\$71,000	\$11,812	29
\$140 million-\$434 million	\$85,868	\$81,679	\$20,882	58
> \$434 million	\$96,657	\$91,760	\$22,967	85
<b>Total</b>	<b>\$88,470</b>	<b>\$85,000</b>	<b>\$22,450</b>	<b>177</b>

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$86,581	\$85,000	\$20,776	150
1-2 reports	\$97,827	\$93,648	\$26,699	18
3-5 reports				2
6-9 reports	\$170,000	\$170,000		1
<b>Total</b>	<b>\$88,652</b>	<b>\$85,000</b>	<b>\$22,753</b>	<b>171</b>

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-2.9 FTEs	\$76,985	\$77,971	\$14,741	4
3-4.9 FTEs	\$77,649	\$74,300	\$20,419	22
5-12.9 FTEs	\$85,970	\$82,655	\$21,515	61
13+ FTEs	\$93,319	\$87,678	\$22,715	90
<b>Total</b>	<b>\$88,470</b>	<b>\$85,000</b>	<b>\$22,450</b>	<b>177</b>

### Key Trends and Factors in Compensation for This Position (U.S. Only)

The 2014 data show the mean salary reported for private institutions rose 9.8 percent while the total mean salary reported for this category increased by 4.1 percent from 2012. The pay gap in 2014 between public and private institutions was 10.6 percent, which translated to an overall mean salary for this position of \$88,470. The number of years in the position was the largest influencer followed by the research expenditures of the institution.



## Position 4: Licensing Assistant

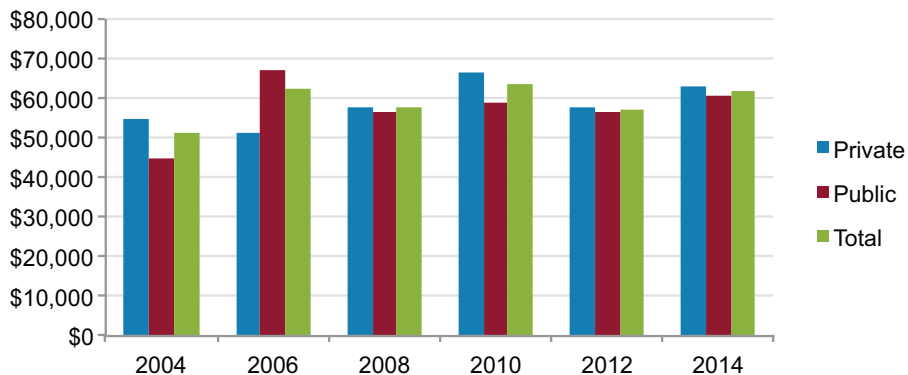
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### Position Description

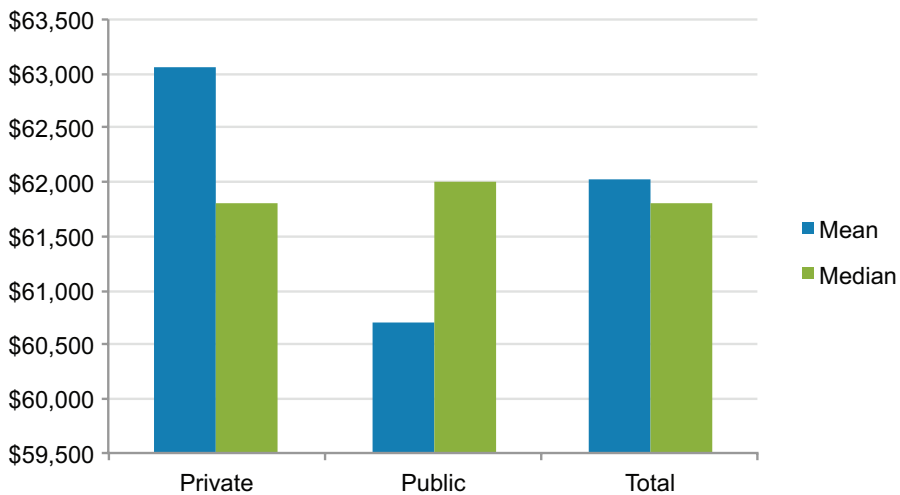
The Licensing Assistant does not typically draft or negotiate license agreements or other types of agreements but assists in the licensing process. This assistance may be in the pre-transaction phase by evaluating the commercial potential of inventions; performing market research or web-based patent 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

**Figure LST-1:** Mean Salary for Licensing Assistants, 2004–2014



**Figure LST-2:** General Salary Data for Licensing Assistants: Private vs. Public, 2014



**Table LA-1:** General Salary Data for Licensing Assistants: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Private</b>	<b>Mean</b>	\$63,061	\$7,294	\$65,103
	<b>Median</b>	\$61,800	\$8,000	\$65,000
	<b>Std. Deviation</b>	\$13,956	\$3,961	\$15,293
	<b>N</b>	25	7	25
<b>Public</b>	<b>Mean</b>	\$60,706	\$4,000	\$61,306
	<b>Median</b>	\$62,000	\$4,000	\$62,000
	<b>Std. Deviation</b>	\$14,181	-	\$13,512
	<b>N</b>	20	3	20
<b>Total</b>	<b>Mean</b>	\$62,014	\$6,306	\$63,416
	<b>Median</b>	\$61,800	\$5,103	\$63,000
	<b>Std. Deviation</b>	\$13,945	\$3,604	\$14,493
	<b>N</b>	45	10	45

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

	Education	Mean	Median	Std. Deviation	N
<b>Private</b>	Associate				1
	B.A./B.S.	\$56,118	\$61,173	\$12,221	3
	M.S./M.A.	\$69,873	\$59,007	\$27,426	4
	M.B.A.				1
	J.D.	\$68,199	\$65,000	\$11,126	6
	Ph.D.	\$60,714	\$59,225	\$9,669	10
	Total	\$63,061	\$61,800	\$13,956	25
<b>Public</b>	B.A./B.S.	\$62,346	\$55,000	\$18,174	5
	M.S./M.A.	\$58,421	\$61,000	\$7,473	3
	M.B.A.	\$64,962	\$65,000	\$1,944	3
	J.D.	\$59,138	\$55,000	\$16,863	9
	Ph.D.	\$60,706	\$62,000	\$14,181	20
<b>Total</b>	Associate				1
	B.A./B.S.	\$60,011	\$58,087	\$15,550	8
	M.S./M.A.	\$64,965	\$61,000	\$20,789	7
	M.B.A.				1
	J.D.	\$67,120	\$65,000	\$8,996	9
	Ph.D.	\$59,968	\$56,650	\$13,182	19
	Total	\$62,014	\$61,800	\$13,945	45

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$64,201	\$65,000	\$7,919	10
	3-4 years	\$64,605	\$53,121	\$30,700	4
	5-9 years				2
	10+ years				2
	Total	\$65,978	\$65,000	\$15,218	18
Public	0-2 years	\$54,532	\$58,000	\$9,891	10
	3-4 years	\$48,532	\$50,000	\$3,073	3
	5-9 years	\$76,358	\$81,239	\$14,601	4
	10+ years	\$72,595	\$74,129	\$5,116	3
	Total	\$60,706	\$62,000	\$14,181	20
Total	0-2 years	\$59,366	\$63,000	\$10,032	20
	3-4 years	\$57,717	\$50,596	\$23,414	7
	5-9 years	\$74,238	\$77,719	\$12,194	6
	10+ years	\$72,991	\$74,129	\$9,509	5
	Total	\$63,203	\$63,631	\$14,724	38

**Table LST-4:** Licensing Assistants Directors Salaries by Region

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$68,048	\$7,641	\$70,436
	Median	\$64,019	\$8,000	\$66,622
	Std. Deviation	\$15,040	\$2,458	\$16,092
	N	16	5	16
U.S.-Central	Mean	\$56,570	\$3,150	\$57,540
	Median	\$55,000	\$4,000	\$55,000
	Std. Deviation	\$12,823	\$1,700	\$11,896
	N	13	4	13
U.S.-West	Mean	\$59,137		\$61,179
	Median	\$63,087		\$65,000
	Std. Deviation	\$9,024		\$10,789
	N	6	1	6
Non-U.S.	Mean	\$61,164		\$61,164
	Median	\$56,226		\$56,226
	Std. Deviation	\$13,980		\$13,980
	N	10	-	10
Total	Mean	\$62,014	\$6,306	\$63,416
	Median	\$61,800	\$5,103	\$63,000
	Std. Deviation	\$13,945	\$3,604	\$14,493
	N	45	10	45

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$62,628		\$62,922
	<b>Median</b>	\$61,000		\$61,000
	<b>Std. Deviation</b>	\$16,704		\$16,977
	<b>N</b>	17	1	17
<b>Female</b>	<b>Mean</b>	\$61,518	\$6,451	\$63,668
	<b>Median</b>	\$63,038	\$5,206	\$65,000
	<b>Std. Deviation</b>	\$12,512	\$3,792	\$13,333
	<b>N</b>	27	9	27
<b>Total</b>	<b>Mean</b>		\$6,306	\$63,380
	<b>Median</b>	\$61,487	\$5,103	\$62,400
	<b>Std. Deviation</b>	\$14,099	\$3,604	\$14,658
	<b>N</b>	44	10	44

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

Licensing Assistants, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	45	10	45
	Missing	-	35	-
Mean		\$62,014	\$6,306	\$63,416
Percentiles	10	\$44,622	\$940	\$47,078
	25	\$53,007	\$4,000	\$53,007
	50	\$61,800	\$5,103	\$63,000
	75	\$65,000	\$10,000	\$73,212
	90	\$82,434	\$12,025	\$82,434

Licensing Assistants, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	16	5	16
	Missing	-	11	-
Mean		\$68,048	\$7,641	\$70,436
Percentiles	10	\$52,132	\$5,000	\$52,132
	25	\$59,751	\$5,103	\$59,751
	50	\$64,019	\$8,000	\$66,622
	75	\$74,782	\$10,000	\$78,750
	90	\$93,200		\$100,200

Licensing Assistants, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	4	13
	Missing	-	9	-
Mean		\$56,570	\$3,150	\$57,540
Percentiles	10	\$42,508	\$600	\$44,468
	25	\$45,000	\$1,450	\$49,000
	50	\$55,000	\$4,000	\$55,000
	75	\$65,000	\$4,000	\$65,000
	90	\$79,527		\$79,527

Licensing Assistants, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	1	6
	Missing	-	5	-
Mean		\$59,137		\$61,179
Percentiles	10	\$42,000		\$42,000
	25	\$52,988		\$52,988
	50	\$63,087		\$65,000
	75	\$65,000		\$67,106
	90			

Licensing Assistants, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	10	-	10
	Missing	-	10	-
Mean		\$61,164		\$61,164
Percentiles	10	\$44,362		\$44,362
	25	\$50,391		\$50,391
	50	\$56,226		\$56,226
	75	\$77,685		\$77,685
	90	\$81,879		\$81,879

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
<\$53 million				2
\$53 million-\$139 million				1
\$140 million-\$434 million	\$55,800	\$54,848	\$11,609	16
> \$434 million	\$66,456	\$63,650	\$14,425	26
<b>Total</b>	\$62,014	\$61,800	\$13,945	45

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$62,520	\$63,000	\$14,258	42
1-2 reports				2
<b>Total</b>	\$62,218	\$62,400	\$14,039	44

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-2.9 FTEs				2
3-4.9 FTEs				1
5-12.9 FTEs	\$62,322	\$63,000	\$11,377	15
13+ FTEs	\$63,283	\$63,038	\$15,333	27
<b>Total</b>	\$62,014	\$61,800	\$13,945	45

### Key Trends and Factors in Compensation for This Position (U.S. Only)

In 2014 the mean salary for both the public and private institutions was \$62,014, up almost 8 percent from 2012. The private institutions saw a 9.6 percent increase over the 2012 survey, with public institutions rising 7.5 percent. Years of experience was the largest influencer for this position.

# Position 5: Marketing Manager

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## Position Description

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

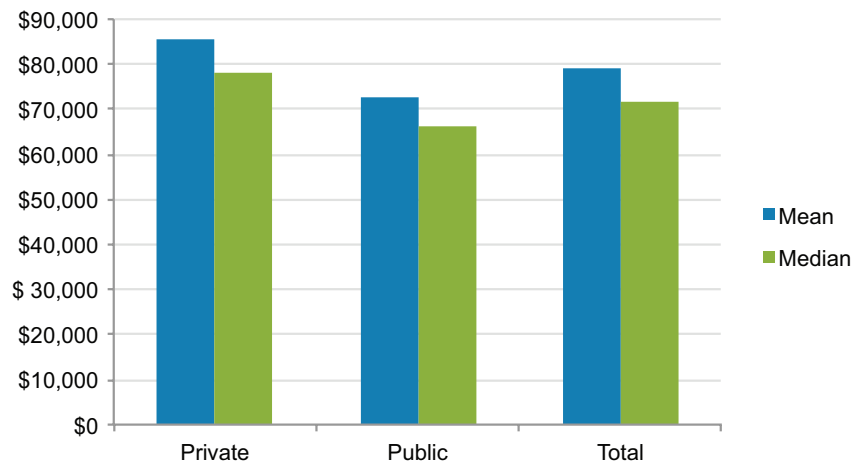
- ▶ **Other possible titles:** Marketing Director, Marketing Specialist, Marketing Associate
- ▶ **Possible degrees:** Ph.D., M.B.A., M.S., B.S., B.A.
- ▶ **Typical years of experience:** 0-10
- ▶ **Signatory authority:** None
- ▶ **Reports to:** Varies
- ▶ **Supervisory responsibilities:** None



**Figure MKT-1:** Mean Salary for Marketing Managers, 2004–2014



**Figure MKT-2:** General Salary Data for Marketing Managers: Private vs. Public, 2014



**Table MKT-1:** General Salary Data for Marketing Managers: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$85,634	\$7,933	\$87,122
	Median	\$78,266	\$8,000	\$78,815
	Std. Deviation	\$32,245	\$2,901	\$33,477
	N	16	3	16
Public	Mean	\$72,745	\$7,363	\$74,586
	Median	\$66,415	\$7,565	\$66,415
	Std. Deviation	\$24,225	\$2,592	\$26,800
	N	16	4	16
Total	Mean	\$79,189	\$7,608	\$80,854
	Median	\$71,500	\$7,623	\$71,500
	Std. Deviation	\$28,809	\$2,502	\$30,502
	N	32	7	32

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

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.	\$75,547	\$67,585	\$29,320	8
	M.S./M.A.				1
	M.B.A.	\$94,030	\$83,059	\$39,229	4
	J.D.				1
	Ph.D.				2
	Total		\$85,634	\$78,266	\$32,245
Public	B.A./B.S.	\$65,606	\$66,830	\$12,127	5
	M.S./M.A.	\$64,174	\$65,448	\$19,005	6
	M.B.A.				1
	Ph.D.				1
	Total		\$70,523	\$66,000	\$25,617
Total	B.A./B.S.	\$71,724	\$66,830	\$23,996	13
	M.S./M.A.	\$68,984	\$66,000	\$21,516	7
	M.B.A.	\$87,653	\$76,531	\$36,843	5
	J.D.				1
	Ph.D.	\$107,761	\$130,000	\$48,883	3
	Total		\$78,860	\$70,000	\$29,946

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$82,275	\$65,000	\$38,556	7
	3-4 years	\$94,311	\$81,099	\$42,487	3
	5-9 years	\$73,900	\$76,531	\$7,758	3
	10+ years				1
	Total	\$86,469	\$78,266	\$34,336	14
Public	0-2 years	\$59,277	\$66,000	\$12,371	3
	3-4 years	\$58,336	\$56,369	\$17,511	4
	5-9 years	\$71,899	\$68,948	\$11,406	4
	10+ years				2
	Total	\$64,456	\$64,896	\$14,171	13
Total	0-2 years	\$75,376	\$65,500	\$33,889	10
	3-4 years	\$73,754	\$62,700	\$33,538	7
	5-9 years	\$72,756	\$73,000	\$9,287	7
	10+ years	\$89,719	\$81,600	\$36,897	3
	Total	\$75,870	\$66,000	\$28,422	27

**Table MKT-4:** Marketing Managers Directors Salaries by Region

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$90,466	\$7,933	\$93,110
	Median	\$80,000	\$8,000	\$80,604
	Std. Deviation	\$39,427	\$2,901	\$40,915
	N	9	3	9
U.S.-Central	Mean	\$75,064		\$75,350
	Median	\$74,766		\$74,766
	Std. Deviation	\$17,692		\$17,194
	N	14	1	14
U.S.-West	Mean	\$53,780		\$53,780
	Median	\$54,559		\$54,559
	Std. Deviation	\$13,591		\$13,591
	N	4	-	4
Non-U.S.	Mean	\$90,772	\$8,484	\$95,862
	Median	\$90,623	\$7,623	\$98,247
	Std. Deviation	\$31,754	\$1,594	\$36,113
	N	5	3	5
Total	Mean	\$79,189	\$7,608	\$80,854
	Median	\$71,500	\$7,623	\$71,500
	Std. Deviation	\$28,809	\$2,502	\$30,502
	N	32	7	32

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$83,463	\$8,158	\$85,794
	<b>Median</b>	\$80,852	\$8,915	\$80,852
	<b>Std. Deviation</b>	\$31,353	\$3,130	\$34,511
	<b>N</b>	14	4	14
<b>Female</b>	<b>Mean</b>	\$75,623		\$76,365
	<b>Median</b>	\$65,169		\$65,169
	<b>Std. Deviation</b>	\$27,925		\$28,088
	<b>N</b>	17	2	17
<b>Total</b>	<b>Mean</b>	\$79,163	\$7,542	\$80,623
	<b>Median</b>	\$70,000	\$7,565	\$70,000
	<b>Std. Deviation</b>	\$29,285	\$2,734	\$30,978
	<b>N</b>	31	6	31

**Table MKT-6:** Marketing Managers Salaries by Percentiles

Marketing Managers, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	32	7	32
	Missing	-	25	-
Mean		\$79,189	\$7,608	\$80,854
Percentiles	10	\$46,512	\$4,000	\$49,312
	25	\$60,537	\$5,000	\$62,287
	50	\$71,500	\$7,623	\$71,500
	75	\$90,364	\$10,323	\$95,779
	90	\$138,099		\$138,284

Marketing Managers, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	9	3	9
	Missing	-	6	-
Mean		\$90,466	\$7,933	\$93,110
Percentiles	10	\$50,039	\$5,000	\$50,039
	25	\$55,857	\$5,000	\$58,357
	50	\$80,000	\$8,000	\$80,604
	75	\$135,917		\$135,917
	90			

Marketing Managers, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	14	1	14
	Missing	-	13	-
Mean		\$75,064		\$75,350
Percentiles	10	\$51,027		\$53,027
	25	\$61,001		\$61,001
	50	\$74,766		\$74,766
	75	\$88,059		\$88,059
	90	\$103,969		\$103,969

Marketing Managers, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	4	-	4
	Missing	-	4	-
Mean		\$53,780		\$53,780
Percentiles	10	\$40,000		\$40,000
	25	\$41,056		\$41,056
	50	\$54,559		\$54,559
	75	\$65,724		\$65,724
	90			

Marketing Managers, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	3	5
	Missing	-	2	-
Mean		\$90,772	\$8,484	\$95,862
Percentiles	10	\$62,700	\$7,507	\$62,700
	25	\$63,934	\$7,507	\$63,934
	50	\$90,623	\$7,623	\$98,247
	75	\$117,683		\$126,598
	90			

**Table MKT-7:** Marketing Managers Salaries by Size of Research Budget

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
<\$53 million				1
\$53 million-\$139 million				2
\$140 million-\$434 million	\$74,373	\$68,948	\$26,736	12
> \$434 million	\$85,405	\$80,000	\$30,653	17
<b>Total</b>	<b>\$79,189</b>	<b>\$71,500</b>	<b>\$28,809</b>	<b>32</b>

**Table MKT-8:** Marketing Managers Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$75,445	\$66,415	\$25,075	22
1-2 reports	\$83,562	\$81,099	\$5,247	3
3-5 reports				2
<b>Total</b>	<b>\$78,167</b>	<b>\$70,000</b>	<b>\$27,359</b>	<b>27</b>

**Table MKT-9:** Marketing Managers Salaries by Transfer Office Total Technology Head Count

Full-time Employees	Mean	Median	Std. Deviation	N
3-4.9 FTEs	\$79,925	\$74,850	\$38,625	4
5-12.9 FTEs	\$73,758	\$74,766	\$6,675	4
13+ FTEs	\$79,972	\$68,415	\$30,205	24
<b>Total</b>	<b>\$79,189</b>	<b>\$71,500</b>	<b>\$28,809</b>	<b>32</b>

### Key Trends and Factors in Compensation for This Position (U.S. Only)

There were some reversals for this position as compared to the 2012 survey. The mean salary declined overall by some 2.2 percent to \$79,189. It was noteworthy that the private institutions saw an increase of 8 percent in their mean salary, while public institutions' salaries fell almost 11 percent. Being in a private organization and the number of years in the organization were the key factors associated with higher salaries.

# Position 6: Business Manager

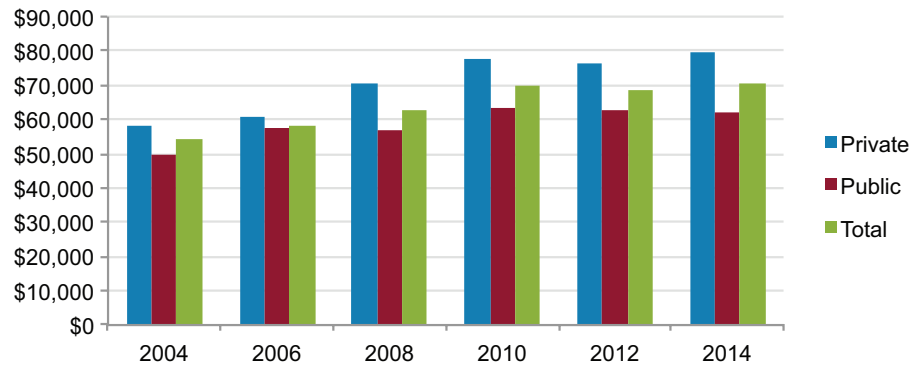
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## Position Description

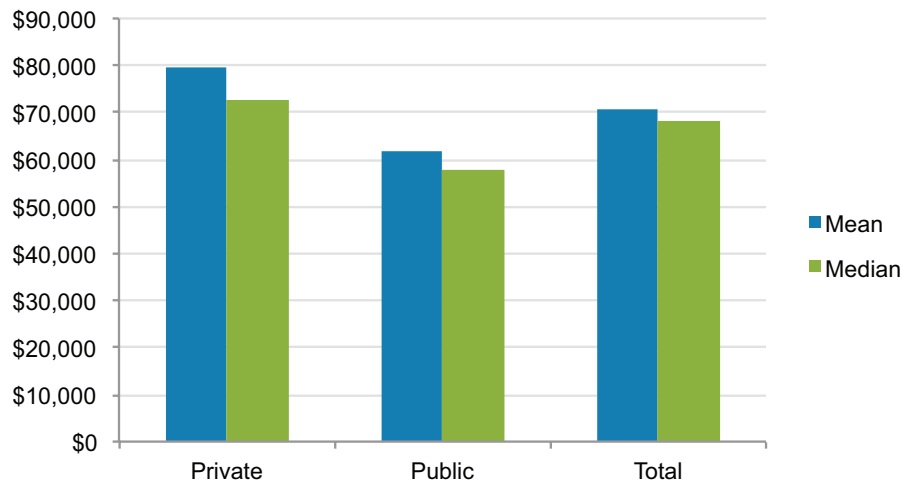
The Business Manager is responsible for financial functions in the office, including invoicing, receipt and disbursement of revenues associated with licenses; invoicing and receipt of reimbursements from licensees; and payments to vendors (law firms, patent agents, etc.) providing support to the office.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

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

**Figure BUS-1:** Mean Salary for Business Managers, 2004–2014



**Figure BUS-2:** General Salary Data for Business Managers: Private vs. Public, 2014





**Table BUS-1:** General Salary Data for Business Managers: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Private</b>	<b>Mean</b>	\$79,399	\$28,019	\$86,123
	<b>Median</b>	\$72,434	\$8,426	\$72,434
	<b>Std. Deviation</b>	\$32,202	\$50,011	\$53,399
	<b>N</b>	25	6	25
<b>Public</b>	<b>Mean</b>	\$61,887	\$6,100	\$63,157
	<b>Median</b>	\$58,000	\$6,456	\$58,000
	<b>Std. Deviation</b>	\$21,100	\$3,221	\$23,008
	<b>N</b>	24	5	24
<b>Total</b>	<b>Mean</b>	\$70,821	\$18,056	\$74,875
	<b>Median</b>	\$68,000	\$7,856	\$68,000
	<b>Std. Deviation</b>	\$28,461	\$37,225	\$42,590
	<b>N</b>	49	11	49

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

	Education	Mean	Median	Std. Deviation	N
<b>Private</b>	Associate				1
	B.A./B.S.	\$68,909	\$70,081	\$23,532	10
	M.S./M.A.	\$81,471	\$69,971	\$38,859	5
	M.B.A.	\$106,752	\$87,440	\$50,178	4
	J.D.				1
	Other				2
	Total	\$80,008	\$72,434	\$32,994	23
<b>Public</b>	Associate	\$41,398	\$39,000	\$5,426	3
	B.A./B.S.	\$57,462	\$55,396	\$12,083	12
	M.S./M.A.				2
	J.D.				1
	M.D.				1
	Other	\$64,357	\$68,000	\$25,062	5
	Total	\$61,887	\$58,000	\$21,100	24
<b>Total</b>	Associate	\$46,110	\$43,305	\$10,412	4
	B.A./B.S.	\$62,665	\$59,000	\$18,651	22
	M.S./M.A.	\$79,314	\$69,971	\$32,123	7
	M.B.A.	\$106,752	\$87,440	\$50,178	4
	J.D.				2
	M.D.				1
	Other	\$67,255	\$69,000	\$21,291	7
	Total	\$70,755	\$68,000	\$28,759	47

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$61,540	\$69,971	\$15,844	3
	3-4 years	\$65,609	\$65,217	\$12,868	4
	5-9 years	\$68,975	\$60,000	\$30,499	5
	10+ years	\$99,823	\$72,000	\$51,463	6
	Total	\$77,270	\$69,486	\$36,496	18
Public	0-2 years	\$50,717	\$52,000	\$8,596	5
	3-4 years				2
	5-9 years	\$59,881	\$57,396	\$15,731	6
	10+ years	\$58,494	\$67,100	\$17,032	7
	Total	\$55,417	\$53,396	\$14,346	20
Total	0-2 years	\$54,776	\$54,000	\$12,055	8
	3-4 years	\$58,072	\$55,000	\$15,558	6
	5-9 years	\$64,015	\$60,000	\$22,768	11
	10+ years	\$77,569	\$68,000	\$41,333	13
	Total	\$65,768	\$60,000	\$28,982	38

**Table BUS-4:** Business Managers Directors Salaries by Region

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$72,497	\$6,704	\$73,615
	Median	\$71,500	\$7,856	\$71,500
	Std. Deviation	\$20,717	\$2,901	\$21,850
	N	18	3	18
U.S.-Central	Mean	\$58,635	\$5,000	\$59,469
	Median	\$60,000	\$6,000	\$60,122
	Std. Deviation	\$12,607	\$3,606	\$12,552
	N	18	3	18
U.S.-West	Mean	\$93,836		\$117,169
	Median	\$71,161		\$71,161
	Std. Deviation	\$57,916		\$103,875
	N	6	2	6
Non-U.S.	Mean	\$78,120	\$7,834	\$81,478
	Median	\$86,987	\$7,178	\$88,047
	Std. Deviation	\$31,193	\$1,798	\$34,118
	N	7	3	7
Total	Mean	\$70,821	\$18,056	\$74,875
	Median	\$68,000	\$7,856	\$68,000
	Std. Deviation	\$28,461	\$37,225	\$42,590
	N	49	11	49

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$86,239	\$47,418	\$99,171
	<b>Median</b>	\$79,841	\$8,851	\$80,000
	<b>Std. Deviation</b>	\$38,228	\$71,570	\$73,739
	<b>N</b>	11	3	11
<b>Female</b>	<b>Mean</b>	\$66,358	\$7,045	\$67,841
	<b>Median</b>	\$63,672	\$7,517	\$66,550
	<b>Std. Deviation</b>	\$23,765	\$2,835	\$25,639
	<b>N</b>	38	8	38
<b>Total</b>	<b>Mean</b>	\$70,821	\$18,056	\$74,875
	<b>Median</b>	\$68,000	\$7,856	\$68,000
	<b>Std. Deviation</b>	\$28,461	\$37,225	\$42,590
	<b>N</b>	49	11	49

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

Business Managers, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	49	11	49
	Missing	-	38	-
Mean		\$70,821	\$18,056	\$74,875
Percentiles	10	\$43,000	\$1,481	\$43,000
	25	\$52,000	\$6,000	\$52,791
	50	\$68,000	\$7,856	\$68,000
	75	\$80,000	\$9,868	\$83,354
	90	\$107,500	\$106,000	\$115,000

Business Managers, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	3	18
	Missing	-	15	-
Mean		\$72,497	\$6,704	\$73,615
Percentiles	10	\$43,238	\$3,404	\$43,238
	25	\$57,500	\$3,404	\$57,500
	50	\$71,500	\$7,856	\$71,500
	75	\$82,111		\$84,375
	90	\$108,250		\$115,135

Business Managers, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	18	3	18
	Missing	-	15	-
Mean		\$58,635	\$5,000	\$59,469
Percentiles	10	\$37,214	\$1,000	\$37,214
	25	\$48,599	\$1,000	\$48,751
	50	\$60,000	\$6,000	\$60,122
	75	\$69,243		\$69,243
	90	\$73,191		\$73,191

Business Managers, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	2	6
	Missing	-	4	-
Mean		\$93,836		\$117,169
Percentiles	10	\$39,000		\$39,000
	25	\$48,750		\$48,750
	50	\$71,161		\$71,161
	75	\$157,423		\$197,423
	90			

Business Managers, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	7	3	7
	Missing	-	4	-
Mean		\$78,120	\$7,834	\$81,478
Percentiles	10	\$29,952	\$6,456	\$29,952
	25	\$47,175	\$6,456	\$47,175
	50	\$86,987	\$7,178	\$88,047
	75	\$92,770		\$94,165
	90			

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$53 million	\$38,739	\$43,000	\$7,611	3
\$53 million-\$139 million	\$46,805	\$47,610	\$7,008	9
\$140 million-\$434 million	\$78,322	\$69,486	\$30,625	16
> \$434 million	\$79,982	\$76,760	\$25,849	21
<b>Total</b>	<b>\$70,821</b>	<b>\$68,000</b>	<b>\$28,461</b>	<b>49</b>

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$63,634	\$65,000	\$19,154	25
1-2 reports	\$72,180	\$65,815	\$38,218	12
3-5 reports	\$67,192	\$62,000	\$18,357	4
6-9 reports				1
10+ reports				1
<b>Total</b>	<b>\$69,379</b>	<b>\$67,100</b>	<b>\$28,774</b>	<b>43</b>

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

Full-time Employees	Mean	Median	Std. Deviation	N
3-4.9 FTEs	\$56,078	\$48,000	\$24,196	11
5-12.9 FTEs	\$69,360	\$60,244	\$33,133	15
13+ FTEs	\$78,826	\$75,162	\$25,011	23
<b>Total</b>	<b>\$70,821</b>	<b>\$68,000</b>	<b>\$28,461</b>	<b>49</b>

### Key Trends and Factors in Compensation for This Position (U.S. Only)

The Business Manager compensation was relatively stable as compared to the last 2 surveys. There was a 3.4 percent increase in the mean salary for all respondents, raising the mean to \$ 70,821. However, the public institutes lost a percentage point which brought their mean salary in 2014 down to \$61,887. The type of institution (public versus private) and the number of direct reports were the largest influencers in this position.

# Position 7: Patent Manager

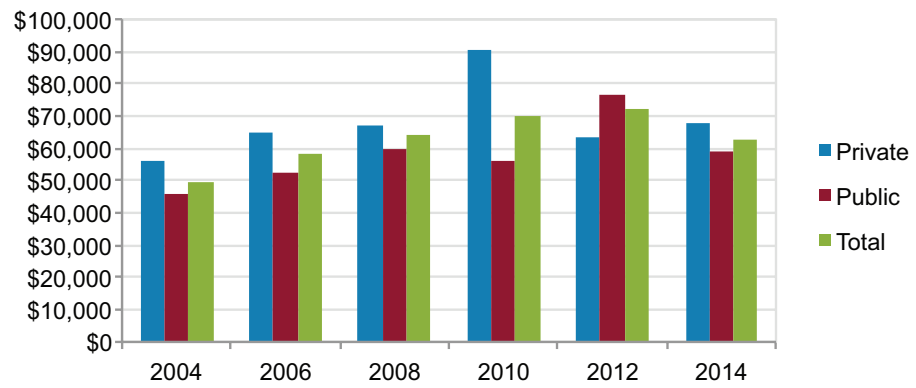
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## Position Description

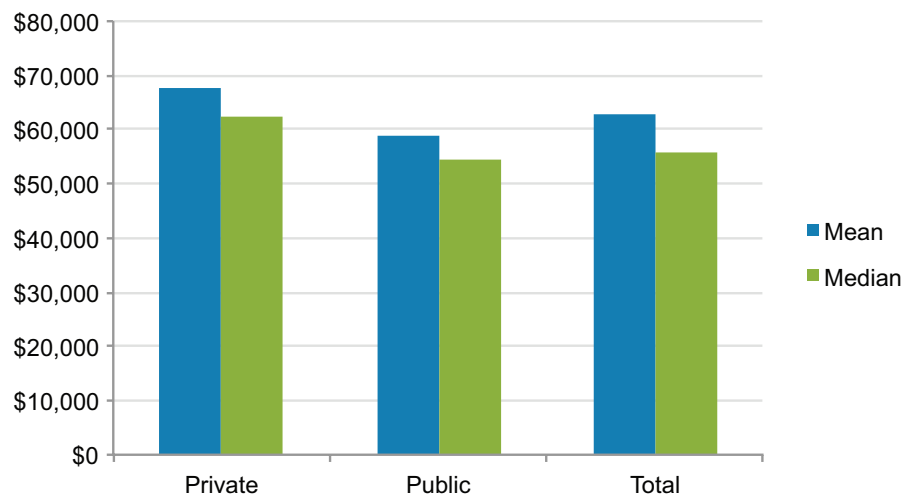
A Patent Manager is a support staff person who handles aspects of the invention disclosure management and reporting process. This includes receiving disclosures and other patent documents, entering disclosure information into databases and performing federal reporting. The Patent Manager also manages 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

**Figure PAT-1:** Mean Salary for Patent Managers, 2004–2014



**Figure PAT-2:** General Salary Data for Patent Managers: Private vs. Public, 2014



**Table PAT-1:** General Salary Data for Patent Managers: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Private</b>	<b>Mean</b>	\$67,635	\$4,660	\$68,351
	<b>Median</b>	\$62,324	\$3,865	\$62,324
	<b>Std. Deviation</b>	\$25,204	\$3,510	\$25,769
	<b>N</b>	26	4	26
<b>Public</b>	<b>Mean</b>	\$58,816		\$59,249
	<b>Median</b>	\$54,602		\$54,602
	<b>Std. Deviation</b>	\$16,713		\$17,112
	<b>N</b>	30	2	30
<b>Total</b>	<b>Mean</b>	\$62,910	\$5,271	\$63,475
	<b>Median</b>	\$56,000	\$5,562	\$56,000
	<b>Std. Deviation</b>	\$21,348	\$2,896	\$21,845
	<b>N</b>	56	6	56

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

	Education	Mean	Median	Std. Deviation	N
<b>Private</b>	Associate	\$75,514	\$66,000	\$21,591	4
	B.A./B.S.	\$59,374	\$54,249	\$15,272	12
	M.S./M.A.	\$55,760	\$47,000	\$21,352	4
	M.B.A.				1
	Ph.D.	\$115,333	\$124,000	\$29,956	3
	Other				2
	Total		\$67,635	\$62,324	\$25,204
<b>Public</b>	Associate	\$55,084	\$54,116	\$8,763	6
	B.A./B.S.	\$53,836	\$54,326	\$9,025	12
	M.S./M.A.	\$46,297	\$46,531	\$9,746	4
	M.B.A.				2
	J.D.	\$86,566	\$95,000	\$22,166	4
	Other				1
	Total		\$58,022	\$54,262	\$16,423
<b>Total</b>	Associate	\$63,256	\$61,831	\$17,589	10
	B.A./B.S.	\$56,605	\$54,326	\$12,590	24
	M.S./M.A.	\$51,028	\$47,000	\$16,177	8
	M.B.A.	\$62,341	\$59,024	\$11,369	3
	J.D.	\$86,566	\$95,000	\$22,166	4
	Ph.D.	\$115,333	\$124,000	\$29,956	3
	Other	\$54,186	\$53,711	\$7,772	3
	Total		\$62,566	\$55,000	\$21,387



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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$60,499	\$63,000	\$6,145	3
	3-4 years	\$46,500	\$47,000	\$5,268	3
	5-9 years	\$82,043	\$82,000	\$34,592	9
	10+ years	\$58,827	\$58,731	\$8,780	6
	Total	\$67,255	\$62,462	\$26,375	21
Public	0-2 years	\$53,759	\$50,033	\$10,787	7
	3-4 years	\$58,892	\$54,941	\$21,001	7
	5-9 years	\$54,014	\$54,000	\$10,992	10
	10+ years	\$70,788	\$57,000	\$22,430	5
	Total	\$58,022	\$54,262	\$16,423	29
Total	0-2 years	\$55,781	\$52,249	\$9,826	10
	3-4 years	\$55,174	\$52,881	\$18,331	10
	5-9 years	\$67,291	\$57,125	\$28,267	19
	10+ years	\$64,264	\$57,000	\$16,698	11
	Total	\$61,900	\$54,971	\$21,430	50

**Table PAT-4:** Patent Managers Directors Salaries by Region

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$66,387	\$5,713	\$67,244
	Median	\$56,063	\$5,124	\$56,063
	Std. Deviation	\$27,931	\$3,439	\$28,711
	N	20	3	20
U.S.-Central	Mean	\$60,047		\$60,347
	Median	\$54,262		\$54,262
	Std. Deviation	\$16,969		\$16,913
	N	25	2	25
U.S.-West	Mean	\$61,021		\$61,021
	Median	\$57,000		\$57,000
	Std. Deviation	\$19,554		\$19,554
	N	7	-	7
Non-U.S.	Mean	\$66,731		\$68,478
	Median	\$66,807		\$66,807
	Std. Deviation	\$12,993		\$15,854
	N	4	1	4
Total	Mean	\$62,910	\$5,271	\$63,475
	Median	\$56,000	\$5,562	\$56,000
	Std. Deviation	\$21,348	\$2,896	\$21,845
	N	56	6	56

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$78,919		\$79,793
	<b>Median</b>	\$78,416		\$81,275
	<b>Std. Deviation</b>	\$25,045		\$25,281
	<b>N</b>	8	1	8
<b>Female</b>	<b>Mean</b>	\$60,354	\$4,928	\$60,878
	<b>Median</b>	\$54,941	\$5,124	\$54,941
	<b>Std. Deviation</b>	\$19,920	\$3,098	\$20,458
	<b>N</b>	47	5	47
<b>Total</b>	<b>Mean</b>	\$63,054	\$5,271	\$63,629
	<b>Median</b>	\$57,000	\$5,562	\$57,000
	<b>Std. Deviation</b>	\$21,517	\$2,896	\$22,015
	<b>N</b>	55	6	55

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

Patent Managers, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	56	6	56
	Missing	-	50	-
Mean		\$62,910	\$5,271	\$63,475
Percentiles	10	\$42,718	\$1,500	\$42,850
	25	\$48,102	\$2,330	\$48,102
	50	\$56,000	\$5,562	\$56,000
	75	\$68,921	\$7,592	\$69,464
	90	\$98,828		\$98,828

Patent Managers, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	20	3	20
	Missing	-	17	-
Mean		\$66,387	\$5,713	\$67,244
Percentiles	10	\$43,159	\$2,606	\$43,159
	25	\$47,758	\$2,606	\$47,758
	50	\$56,063	\$5,124	\$56,063
	75	\$69,464		\$70,648
	90	\$122,359		\$123,300

Patent Managers, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	25	2	25
	Missing	-	23	-
Mean		\$60,047		\$60,347
Percentiles	10	\$41,832		\$42,324
	25	\$47,332		\$47,332
	50	\$54,262		\$54,262
	75	\$65,895		\$65,895
	90	\$91,860		\$91,860

Patent Managers, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	7	-	7
	Missing	-	7	-
Mean		\$61,021		\$61,021
Percentiles	10	\$41,000		\$41,000
	25	\$47,000		\$47,000
	50	\$57,000		\$57,000
	75	\$68,682		\$68,682
	90			

Patent Managers, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	4	1	4
	Missing	-	3	-
Mean		\$66,731		\$68,478
Percentiles	10	\$51,479		\$51,479
	25	\$54,115		\$54,115
	50	\$66,807		\$66,807
	75	\$79,272		\$84,512
	90			

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
< \$53 million	\$56,147	\$51,131	\$13,140	6
\$53 million-\$139 million	\$48,758	\$48,409	\$9,288	7
\$140 million-\$434 million	\$63,929	\$55,971	\$22,596	18
> \$434 million	\$67,763	\$62,140	\$23,022	25
<b>Total</b>	\$62,910	\$56,000	\$21,348	56

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$57,888	\$54,941	\$14,482	43
1-2 reports	\$77,778	\$66,807	\$31,445	8
3-5 reports				2
<b>Total</b>	\$61,707	\$55,000	\$19,920	53

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-2.9 FTEs				2
3-4.9 FTEs	\$51,150	\$48,409	\$8,312	9
5-12.9 FTEs	\$65,992	\$57,000	\$26,141	15
13+ FTEs	\$64,491	\$58,512	\$21,445	30
<b>Total</b>	\$62,910	\$56,000	\$21,348	56

### Key Trends and Factors in Compensation for This Position (U.S. Only)

There was a slight decrease in the number of overall respondents for this position, but there was a significant change compared to the salaries reported at public institutions in the 2012 survey. Dropping to a mean of \$58,816, Patent Managers saw more than a 23 percent decrease in compensation from the previous survey. Even though private institutions saw a modest 6.5 percent gain, the dramatic drop in the public sector brought the mean salary for this position down 12.6 percent from 2012 to \$62,910. There was a slight increase in salary based on the highest degree reported, with the number of direct reports having some influence as well.

# Position 8: Administrative Assistant

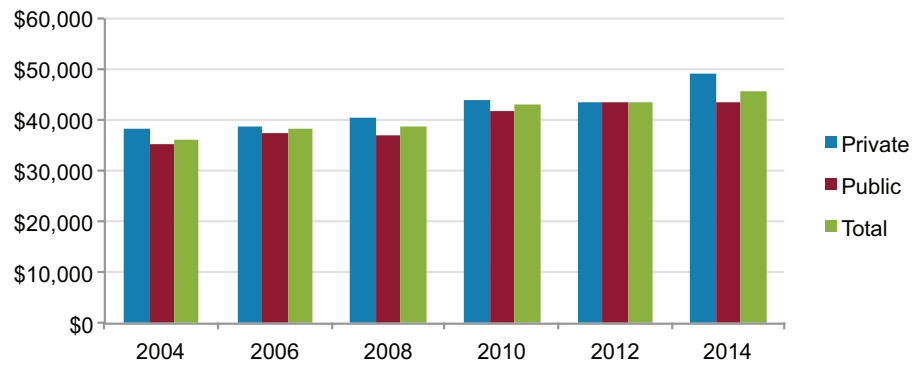
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## Position Description

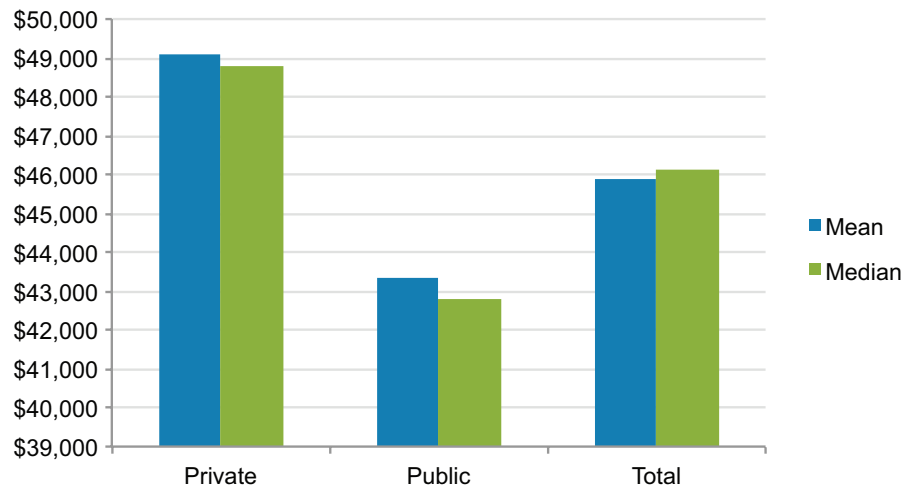
Administrative Assistants support the licensing process but have limited or no direct contact with licensees or potential licensees. They support research functions, secretarial functions, office management functions, database management, file maintenance functions and financial functions such as processing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

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

**Figure AA-1:** Mean Salary for Administrative Assistants, 2004–2014



**Figure AA-2:** General Salary Data for Administrative Assistants: Private vs. Public, 2014



**Table AA-1:** General Salary Data for Administrative Assistants: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$49,112		\$49,398
	Median	\$48,783		\$48,783
	Std. Deviation	\$11,620		\$11,999
	N	47	2	47
Public	Mean	\$43,353	\$4,232	\$43,635
	Median	\$42,812	\$4,997	\$42,812
	Std. Deviation	\$12,329	\$1,574	\$12,801
	N	60	4	60
Total	Mean	\$45,883	\$5,063	\$46,167
	Median	\$46,123	\$4,997	\$46,123
	Std. Deviation	\$12,306	\$3,918	\$12,726
	N	107	6	107

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

	Education	Mean	Median	Std. Deviation	N
Private	Associate	\$50,195	\$49,246	\$7,126	8
	B.A./B.S.	\$48,624	\$49,000	\$8,185	19
	M.S./M.A.				2
	M.B.A.	\$65,788	\$59,577	\$16,775	4
	Other	\$50,207	\$43,086	\$15,923	6
	Total	\$50,657	\$49,333	\$11,346	39
Public	Associate	\$37,477	\$37,155	\$7,151	10
	B.A./B.S.	\$44,154	\$44,946	\$10,876	28
	M.S./M.A.	\$49,693	\$54,080	\$13,065	3
	M.B.A.				1
	Other	\$41,455	\$40,349	\$20,264	10
	Total	\$42,869	\$42,399	\$12,774	52
Total	Associate	\$43,129	\$42,548	\$9,501	18
	B.A./B.S.	\$45,961	\$48,000	\$10,028	47
	M.S./M.A.	\$46,976	\$50,000	\$11,153	5
	M.B.A.	\$63,527	\$55,000	\$15,382	5
	Other	\$44,737	\$40,847	\$18,709	16
	Total	\$46,207	\$46,651	\$12,722	91

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2 years	\$46,029	\$40,000	\$14,958	13
	3-4 years	\$57,028	\$56,930	\$7,077	3
	5-9 years	\$47,492	\$48,892	\$10,968	10
	10+ years	\$56,594	\$56,000	\$11,643	7
	Total	\$49,713	\$49,000	\$12,989	33
Public	0-2 years	\$35,068	\$36,095	\$11,223	18
	3-4 years	\$45,608	\$46,141	\$10,063	11
	5-9 years	\$42,986	\$39,761	\$10,889	15
	10+ years	\$48,692	\$53,181	\$11,608	11
	Total	\$42,060	\$42,174	\$11,923	55
Total	0-2 years	\$39,665	\$38,527	\$13,824	31
	3-4 years	\$48,055	\$50,541	\$10,452	14
	5-9 years	\$44,789	\$43,000	\$10,925	25
	10+ years	\$51,765	\$53,201	\$11,951	18
	Total	\$44,930	\$44,293	\$12,813	88

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

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$50,845		\$50,877
	Median	\$52,006		\$52,006
	Std. Deviation	\$9,965		\$10,012
	N	37	1	37
U.S.-Central	Mean	\$42,076		\$42,208
	Median	\$41,209		\$41,209
	Std. Deviation	\$8,959		\$9,391
	N	38	1	38
U.S.-West	Mean	\$46,159		\$46,804
	Median	\$45,000		\$45,000
	Std. Deviation	\$14,538		\$15,360
	N	19	1	19
Non-U.S.	Mean	\$42,482	\$3,976	\$43,400
	Median	\$50,479	\$4,993	\$50,479
	Std. Deviation	\$18,462	\$1,823	\$19,416
	N	13	3	13
Total	Mean	\$45,883	\$5,063	\$46,167
	Median	\$46,123	\$4,997	\$46,123
	Std. Deviation	\$12,306	\$3,918	\$12,726
	N	107	6	107



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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$49,289		\$50,514
	<b>Median</b>	\$46,347		\$46,347
	<b>Std. Deviation</b>	\$22,569		\$23,435
	<b>N</b>	10	1	10
<b>Female</b>	<b>Mean</b>	\$45,531	\$3,626	\$45,718
	<b>Median</b>	\$46,123	\$4,993	\$46,123
	<b>Std. Deviation</b>	\$10,869	\$1,923	\$11,187
	<b>N</b>	97	5	97
<b>Total</b>	<b>Mean</b>	\$45,883	\$5,063	\$46,167
	<b>Median</b>	\$46,123	\$4,997	\$46,123
	<b>Std. Deviation</b>	\$12,306	\$3,918	\$12,726
	<b>N</b>	107	6	107

**Table AA-6:** Administrative Assistants Salaries by Percentiles

Administrative Assistants, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	107	6	107
	Missing	-	101	-
Mean		\$45,883	\$5,063	\$46,167
Percentiles	10	\$31,666	\$1,200	\$31,666
	25	\$38,250	\$1,704	\$38,250
	50	\$46,123	\$4,997	\$46,123
	75	\$54,080	\$6,860	\$54,080
	90	\$60,000		\$60,400

Administrative Assistants, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	37	1	37
	Missing	-	36	-
Mean		\$50,845		\$50,877
Percentiles	10	\$38,047		\$38,047
	25	\$42,812		\$42,812
	50	\$52,006		\$52,006
	75	\$57,431		\$57,431
	90	\$62,431		\$62,630

Administrative Assistants, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	38	1	38
	Missing	-	37	-
Mean		\$42,076		\$42,208
Percentiles	10	\$31,504		\$31,504
	25	\$36,308		\$36,308
	50	\$41,209		\$41,209
	75	\$47,184		\$47,184
	90	\$52,154		\$52,154

Administrative Assistants, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	19	1	19
	Missing	-	18	-
Mean		\$46,159		\$46,804
Percentiles	10	\$31,200		\$31,200
	25	\$35,000		\$35,000
	50	\$45,000		\$45,000
	75	\$54,995		\$54,995
	90	\$58,406		\$70,656

Administrative Assistants, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	3	13
	Missing	-	10	-
Mean		\$42,482	\$3,976	\$43,400
Percentiles	10	\$10,000	\$1,872	\$10,000
	25	\$28,979	\$1,872	\$28,979
	50	\$50,479	\$4,993	\$50,479
	75	\$56,732		\$59,263
	90	\$64,447		\$66,758

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
> \$53 million	\$40,560	\$43,000	\$18,283	5
\$53 million-\$139 million	\$37,792	\$35,000	\$10,459	13
\$140 million-\$434 million	\$44,451	\$46,071	\$12,145	32
< \$434 million	\$48,998	\$48,888	\$11,354	57
<b>Total</b>	\$45,883	\$46,123	\$12,306	107

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$45,215	\$45,000	\$12,295	\$90
1-2 reports	\$49,524	\$53,520	\$10,735	\$6
3-5 reports				2
<b>Total</b>	\$45,763	\$46,062	\$12,257	\$98

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

Full-time Employees	Mean	Median	Std. Deviation	N
0-2.9 FTEs	\$44,393	\$44,285	\$9,053	4
3-4.9 FTEs	\$40,429	\$38,499	\$14,110	14
5-12.9 FTEs	\$42,959	\$43,258	\$12,141	34
13+ FTEs	\$49,187	\$48,783	\$11,417	55
<b>Total</b>	\$45,883	\$46,123	\$12,306	107

### Key Trends and Factors in Compensation for This Position (U.S. Only)

Administrative assistants at private institutions saw a 12 percent increase from the reported mean in 2012, while the public institutions slid slightly by 0.5 percent. The overall impact was a 5.1 percent increase in the mean salary reported from 2012. The number of years in the position was most influential. Of all the positions, the administrative position reported the most significant increase in incumbents, increasing from 38 reported in the 2012 Salary Survey to 107 in 2014, a gain of nearly 182 percent.

## Position 9: Director of Startups

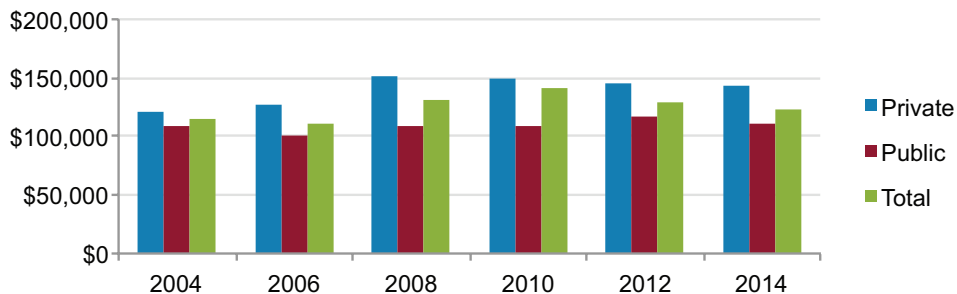
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### Position Description

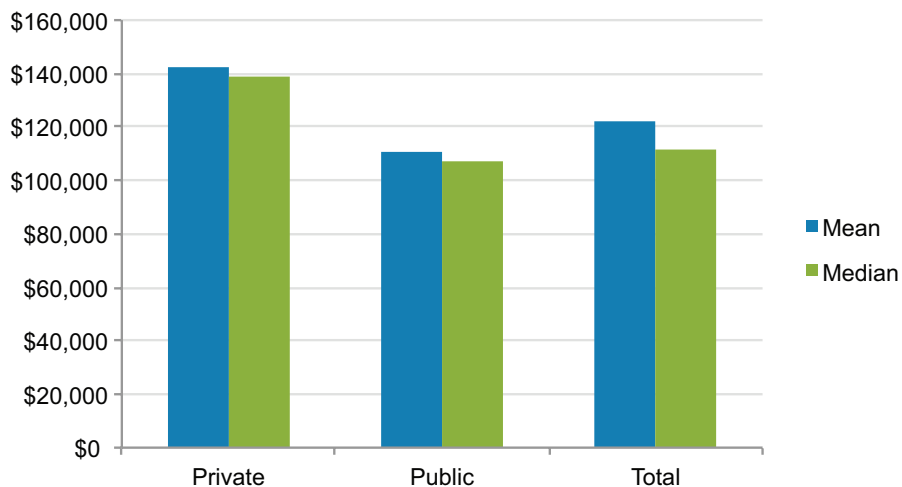
The Director of Startups leads the effort to start companies based on technologies owned by and to be licensed by the institution to the new entity. The Director of Startups will typically not be involved in the “front line” phases of identifying and evaluating disclosures made by researchers at the institution (usually the responsibility of Licensing Associates or Licensing Assistants) but will handle inventions which represent potential startup opportunities referred to them by these individuals. The Director of Startups will evaluate startup opportunities; confirm that they should be pursued as startups rather than traditional licenses, and work with the inventor to prepare summaries of the opportunity, up to and including the initial business plan. He or she will recruit the startup CEO and assist in obtaining financing. They may work with a Licensing Associate or Assistant/Associate Director to negotiate the terms of the license with the startup company and may represent the institution as an observer on the Board of Directors of the startup. They are full-time employees of the institution, 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

**Figure SU-1:** Mean Salary for Director of Startups, 2004–2014



**Figure SU-2:** General Salary Data for Director of Startups: Private vs. Public, 2014



**Table SU-1:** General Salary Data for Director of Startups: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$142,530	\$27,937	\$161,155
	Median	\$138,526	\$14,900	\$153,892
	Std. Deviation	\$40,112	\$41,155	\$58,433
	N	12	8	12
Public	Mean	\$110,624	\$7,734	\$114,307
	Median	\$107,251	\$8,464	\$111,660
	Std. Deviation	\$40,052	\$2,287	\$39,725
	N	21	10	21
Total	Mean	\$122,226	\$16,713	\$131,342
	Median	\$111,526	\$8,799	\$118,128
	Std. Deviation	\$42,410	\$28,406	\$51,805
	N	33	18	33

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

	Education	Mean	Median	Std. Deviation	N
Private	B.A./B.S.				1
	M.S./M.A.	\$126,667	\$135,000	\$14,434	3
	M.B.A.	\$145,230	\$158,500	\$30,818	3
	J.D.				1
	Ph.D.	\$162,929	\$153,042	\$41,654	4
	Total	\$142,530	\$138,526	\$40,112	12
Public	B.A./B.S.	\$96,952	\$99,230	\$14,895	5
	M.S./M.A.	\$110,273	\$111,000	\$16,301	3
	M.B.A.				2
	J.D.				1
	M.D.				1
	Ph.D.	\$118,567	\$109,782	\$57,662	9
	Total	\$110,624	\$107,251	\$40,052	21
Total	B.A./B.S.	\$91,286	\$92,648	\$19,239	6
	M.S./M.A.	\$118,470	\$118,599	\$16,439	6
	M.B.A.	\$133,518	\$150,000	\$36,218	5
	J.D.				2
	M.D.				1
	Ph.D.	\$132,216	\$122,319	\$55,719	13
	Total	\$122,226	\$111,526	\$42,410	33

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	5-9 years				2
	10+ years	\$155,138	\$158,500	\$19,911	5
	Total	\$149,960	\$158,500	\$24,203	7
Public	0-2 years				2
	3-4 years	\$116,039	\$126,198	\$40,020	3
	5-9 years	\$140,980	\$116,000	\$83,477	4
	10+ years				2
	Total	\$118,688	\$111,000	\$53,452	11
Total	0-2 years				2
	3-4 years	\$116,039	\$126,198	\$40,020	3
	5-9 years	\$139,658	\$122,500	\$66,912	6
	10+ years	\$140,139	\$135,000	\$30,783	7
	Total	\$130,849	\$130,599	\$46,190	18

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

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$120,120	\$14,583	\$126,851
	Median	\$110,000	\$14,900	\$127,000
	Std. Deviation	\$46,395	\$5,174	\$51,519
	N	13	6	13
U.S.-Central	Mean	\$135,533		\$138,533
	Median	\$130,599		\$130,599
	Std. Deviation	\$27,820		\$27,425
	N	6	2	6
U.S.-West	Mean	\$160,290		\$192,540
	Median	\$135,080		\$185,830
	Std. Deviation	\$70,094		\$94,443
	N	4	1	4
Non-U.S.	Mean	\$101,754	\$7,371	\$108,388
	Median	\$107,251	\$8,345	\$115,834
	Std. Deviation	\$14,945	\$2,098	\$17,285
	N	10	9	10
Total	Mean	\$122,226	\$16,713	\$131,342
	Median	\$111,526	\$8,799	\$118,128
	Std. Deviation	\$42,410	\$28,406	\$51,805
	N	33	18	33

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$134,254	\$10,195	\$139,594
	<b>Median</b>	\$125,000	\$9,016	\$126,198
	<b>Std. Deviation</b>	\$45,105	\$4,009	\$46,465
	<b>N</b>	21	11	21
<b>Female</b>	<b>Mean</b>	\$101,177	\$26,955	\$116,901
	<b>Median</b>	\$104,615	\$8,014	\$108,622
	<b>Std. Deviation</b>	\$27,817	\$45,378	\$59,367
	<b>N</b>	12	7	12
<b>Total</b>	<b>Mean</b>	\$122,226	\$16,713	\$131,342
	<b>Median</b>	\$111,526	\$8,799	\$118,128
	<b>Std. Deviation</b>	\$42,410	\$28,406	\$51,805
	<b>N</b>	33	18	33



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

Position 1: Director of Startups: All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	33	18	33
	Missing	-	15	-
Mean		\$122,226	\$16,713	\$131,342
Percentiles	10	\$74,051	\$4,878	\$74,051
	25	\$95,310	\$6,900	\$100,432
	50	\$111,526	\$8,799	\$118,128
	75	\$138,526	\$13,850	\$151,892
	90	\$174,876	\$31,229	\$219,398

Position 1: Director of Startups, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	13	6	13
	Missing	-	7	-
Mean		\$120,120	\$14,583	\$126,851
Percentiles	10	\$66,540	\$6,599	\$70,499
	25	\$74,584	\$10,449	\$74,584
	50	\$110,000	\$14,900	\$127,000
	75	\$153,042	\$19,341	\$160,595
	90	\$199,255		\$215,330

Position 1: Director of Startups, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	6	2	6
	Missing	-	4	-
Mean		\$135,533		\$138,533
Percentiles	10	\$97,000		\$108,000
	25	\$118,000		\$120,750
	50	\$130,599		\$130,599
	75	\$157,500		\$159,250
	90			

Position 1: Director of Startups, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	4	1	4
	Missing	-	3	-
Mean		\$160,290		\$192,540
Percentiles	10	\$111,000		\$111,000
	25	\$111,165		\$111,165
	50	\$135,080		\$185,830
	75	\$234,625		\$280,625
	90			

Position 1: Director of Startups, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	10	9	10
	Missing	-	1	-
Mean		\$101,754		\$108,388
Percentiles	10	\$78,382		\$78,881
	25	\$85,025		\$90,167
	50	\$107,251		\$115,834
	75	\$112,200		\$118,731
	90	\$121,509		\$130,905

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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
\$53 million-\$139 million				1
\$140 million-\$434 million	\$124,952	\$104,330	\$62,140	8
> \$434 million	\$123,191	\$112,874	\$35,153	24
<b>Total</b>	\$122,226	\$111,526	\$42,410	33

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$126,293	\$111,000	\$54,338	13
1-2 reports	\$123,713	\$118,330	\$31,817	6
3-5 reports	\$157,957	\$142,500	\$42,922	4
<b>Total</b>	\$131,127	\$126,198	\$47,450	23

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

Full-time Employees	Mean	Median	Std. Deviation	N
3-4.9 FTEs				1
5-12.9 FTEs	\$147,496	\$130,599	\$59,287	6
13+ FTEs	\$118,124	\$110,500	\$36,709	26
<b>Total</b>	\$122,226	\$111,526	\$42,410	33

## Key Trends and Factors in Compensation for This Position (U.S. Only)

In 2014, the data submitted shows there was a 5 percent decrease in the mean salary for this position. This was influenced by a decline in both private institutions' mean pay, which went from \$144,303 in 2012 to \$142,530 in 2014, and public institutions' mean pay, which went from \$116,217 in 2012 to \$110,624 in 2014.

# Position 10: In-House Counsel

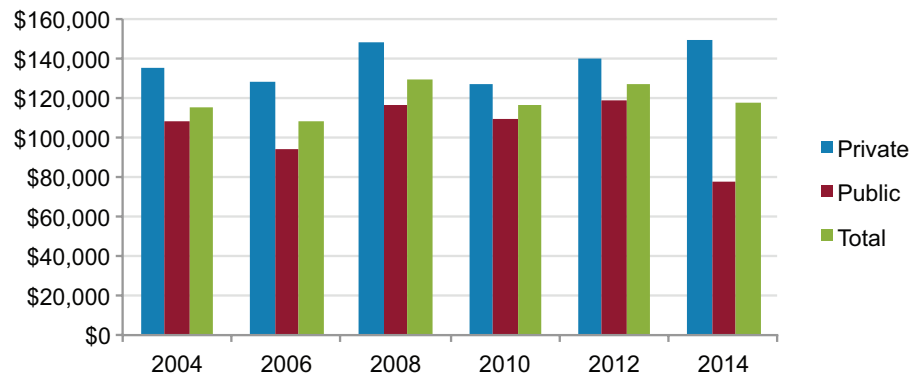
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## Position Description

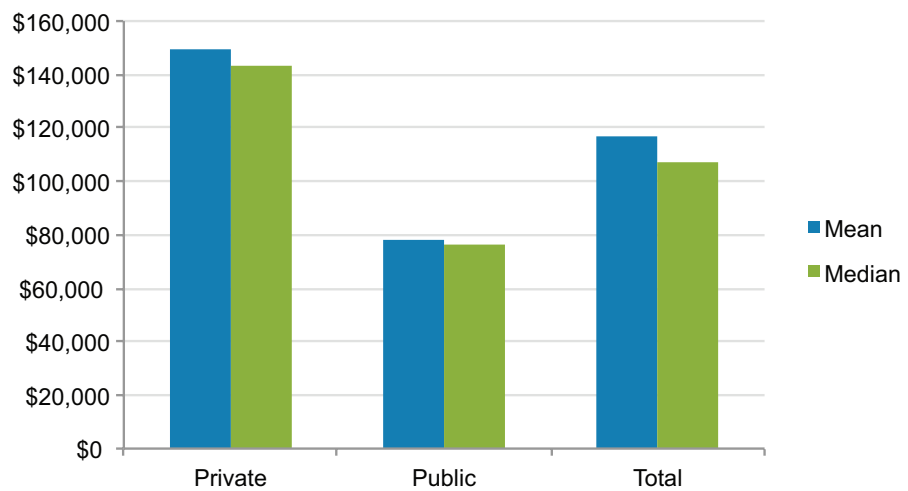
An In-House Counsel is a bar certified lawyer employed by the institution to support licensing activity and possibly also intellectual property management. In-House Counsel typically focuses on managing relationships with outside patent counsel, advising on transactional issues including licensing, sponsored 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

**Figure IC-1:** Mean Salary for In-House Counsel, 2004–2014



**Figure IC-2:** General Salary Data for In-House Counsel: Private vs. Public, 2014



**Table IC-1:** General Salary Data for In-House Counsel: Private vs. Public, 2014

		Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
Private	Mean	\$149,404	\$58,000	\$163,904
	Median	\$143,500	\$28,000	\$163,619
	Std. Deviation	\$40,849	\$61,341	\$59,566
	N	16	4	16
Public	Mean	\$77,724	\$6,524	\$79,229
	Median	\$76,000	\$4,639	\$76,000
	Std. Deviation	\$16,795	\$3,892	\$18,332
	N	13	3	13
Total	Mean	\$117,271	\$35,939	\$125,946
	Median	\$106,851	\$26,000	\$111,490
	Std. Deviation	\$48,280	\$51,415	\$62,301
	N	29	7	29

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

	Education	Mean	Median	Std. Deviation	N
Private	J.D.	\$153,871	\$149,000	\$38,024	15
	Ph.D.				1
	Total	\$149,404	\$143,500	\$40,849	16
Public	B.A./B.S.				1
	J.D.	\$78,955	\$76,000	\$17,643	11
	Ph.D.				1
	Total	\$77,724	\$76,000	\$16,795	13
Total	B.A./B.S.				1
	J.D.	\$122,176	\$119,027	\$48,568	26
	Ph.D.				2
	Total	\$117,271	\$106,851	\$48,280	29

**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	\$101,800	\$85,000	\$31,377	3
	3-4 years				1
	5-9 years	\$170,920	\$169,833	\$44,517	6
	10+ years	\$153,840	\$149,000	\$26,406	5
	Total	\$150,891	\$149,000	\$41,833	15
Public	0-2 years	\$75,333	\$76,000	\$5,033	3
	3-4 years	\$73,174	\$73,758	\$9,623	3
	5-9 years				2
	10+ years				1
	Total	\$78,196	\$76,000	\$13,234	9
Total	0-2 years	\$88,567	\$81,200	\$24,781	6
	3-4 years	\$95,690	\$78,124	\$45,712	4
	5-9 years	\$152,733	\$149,960	\$50,495	8
	10+ years	\$138,517	\$141,712	\$44,346	6
	Total	\$123,630	\$119,027	\$49,178	24

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

Region		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
U.S.-East	Mean	\$148,313	\$27,333	\$157,424
	Median	\$149,000	\$28,000	\$177,000
	Std. Deviation	\$54,216	\$1,155	\$56,214
	N	9	3	9
U.S.-Central	Mean	\$104,831		\$106,206
	Median	\$89,500		\$95,000
	Std. Deviation	\$43,658		\$43,622
	N	8	1	8
U.S.-West	Mean	\$119,752		\$141,181
	Median	\$113,054		\$113,054
	Std. Deviation	\$38,018		\$85,220
	N	7	1	7
Non-U.S.	Mean	\$77,826		\$79,541
	Median	\$82,491		\$82,491
	Std. Deviation	\$22,387		\$22,783
	N	5	2	5
Total	Mean	\$117,271	\$35,939	\$125,946
	Median	\$106,851	\$26,000	\$111,490
	Std. Deviation	\$48,280	\$51,415	\$62,301
	N	29	7	29

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

		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
<b>Male</b>	<b>Mean</b>	\$114,831	\$54,250	\$134,559
	<b>Median</b>	\$113,054	\$28,000	\$113,054
	<b>Std. Deviation</b>	\$36,800	\$64,334	\$73,993
	<b>N</b>	11	4	11
<b>Female</b>	<b>Mean</b>	\$120,569	\$11,524	\$122,603
	<b>Median</b>	\$106,851	\$4,639	\$111,490
	<b>Std. Deviation</b>	\$56,247	\$12,541	\$56,726
	<b>N</b>	17	3	17
<b>Total</b>	<b>Mean</b>	\$118,315	\$35,939	\$127,300
	<b>Median</b>	\$109,952	\$26,000	\$112,272
	<b>Std. Deviation</b>	\$48,832	\$51,415	\$63,008
	<b>N</b>	28	7	28

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

In-House Counsel, All Regions				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	29	7	29
	Missing	-	22	-
Mean		\$117,271	\$35,939	\$125,946
Percentiles	10	\$61,902	\$3,934	\$61,902
	25	\$78,000	\$4,639	\$78,000
	50	\$106,851	\$26,000	\$111,490
	75	\$155,500	\$28,000	\$170,500
	90	\$188,970		\$194,880

In-House Counsel, Region: U.S.-East				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	9	3	9
	Missing	-	6	-
Mean		\$148,313	\$27,333	\$157,424
Percentiles	10	\$63,272	\$26,000	\$63,272
	25	\$105,000	\$26,000	\$105,000
	50	\$149,000	\$28,000	\$177,000
	75	\$186,273		\$192,440
	90			

In-House Counsel, Region: U.S.-Central				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	8	1	8
	Missing	-	7	-
Mean		\$104,831		\$106,206
Percentiles	10	\$61,902		\$61,902
	25	\$70,940		\$70,940
	50	\$89,500		\$95,000
	75	\$135,215		\$135,215
	90			

In-House Counsel, Region: U.S.-West				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	7	1	7
	Missing	-	6	-
Mean		\$119,752		\$141,181
Percentiles	10	\$76,000		\$76,000
	25	\$82,400		\$82,400
	50	\$113,054		\$113,054
	75	\$163,238		\$163,238
	90			

In-House Counsel, Region: Non-U.S.				
		Base Salary (U.S.\$)	Bonus (U.S.\$)	Total Compensation (U.S.\$)
N	Valid	5	2	5
	Missing	-	3	-
Mean		\$77,826		\$79,541
Percentiles	10	\$49,873		\$53,806
	25	\$55,871		\$57,838
	50	\$82,491		\$82,491
	75	\$97,449		\$99,769
	90			



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

Research Expenditures (U.S.\$)	Mean	Median	Std. Deviation	N
\$53 million-\$139 million				1
\$140 million-\$434 million	\$101,338	\$97,344	\$34,851	7
> \$434 million	\$118,887	\$125,000	\$50,062	21
<b>Total</b>	\$117,271	\$106,851	\$48,280	29

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

Number of Reports	Mean	Median	Std. Deviation	N
0 reports	\$122,619	\$117,672	\$45,860	10
1-2 reports	\$133,213	\$130,762	\$33,420	8
3-5 reports	\$172,222	\$177,665	\$70,657	3
<b>Total</b>	\$133,741	\$134,424	\$46,051	21

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

Full-time Employees	Mean	Median	Std. Deviation	N
3-4.9 FTEs				1
5-12.9 FTEs	\$110,808	\$97,344	\$55,506	3
13+ FTEs	\$114,943	\$106,851	\$46,914	25
<b>Total</b>	\$117,271	\$106,851	\$48,280	29

### Key Trends and Factors in Compensation for This Position (U.S. Only)

From the analysis of the data submitted on this position in 2014, the mean dropped 7.8 percent across the board compared to 2012. Private institutions saw a rise of 6.5 percent while public institutions realized an almost 34.5 percent decrease in mean salary. Being at a private institution was the primary correlation to a higher salary in this position.

# AUTM

Salary Survey: FY2014



## Appendix 1: Salary Survey Instructions and Questions

## Survey Sample

### 2014 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](mailto:help@peerfocus.com) directly.

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

Sincerely,

John Ritter, JD, M.B.A., Director  
Office of Technology Licensing  
Princeton 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.

## Survey Sample

### 2014 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 2013 - 14? Include expenditures (not new awards) made by your institution or organization in fiscal year 2013 -14 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, 2014?

	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, 2011 - December 31, 2013 ?

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, 2011 - through December 31, 2013? (New positions are ones for which your office received new funding during the two year period from January 1, 2011 - through December 31, 2013 .)

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

8. Were the results of the 2010 or 2012 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
---------------------------------------	---

## Survey Sample

### 2014 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?

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

IC plan type	<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	
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## Survey Sample

### 2014 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	

## Survey Sample

### 2014 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		

## Survey Sample

### 2014 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 2010 or 2012 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	
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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Director

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

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

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

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

#### C. General Characteristics of the Director Position

1. Directors typically report to the...

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

2. Directors typically receive bonuses...

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

## Survey Sample

### 2014 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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Assistant/Associate Director

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
------------	---

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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Licensing Associate

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

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

#### B. Compensation Details on Your Current Licensing Associate(s)

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

#### C. General Characteristics of the Licensing Associate Position

1. Licensing Associates typically report to the...

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

2. Licensing Associates typically receive bonuses...

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

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

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

#### D. Clarifications Regarding Licensing Associate

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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Licensing Assistant

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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Marketing Manager

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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Business Manager

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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Patent Manager

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

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

#### B. Compensation Details on Your Current Patent Manager(s)

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

#### C. General Characteristics of the Patent Manager Position

1. Patent Managers typically report to the...

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

2. Patent Managers typically receive bonuses...

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

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

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

#### D. Clarifications Regarding Patent Managers

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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Administrative Assistant

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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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: Director of Startups

The Director of Startups leads the effort to start companies based on technologies owned by and to be licensed by the institution to the new entity. The person will typically not be involved in the "front line" phases of identifying and evaluating disclosures made by researchers at the institution (usually the responsibility of Licensing Associates or Licensing Assistants) but will handle inventions which represent potential startup opportunities referred to them by these individuals. The Director of Startups will evaluate start-up opportunities; confirm that they should be pursued as startups rather than traditional licenses and work with the inventor to prepare summaries of the opportunity, up to and including the initial business plan. He or she will recruit the start-up CEO and assist in obtaining financing. They may work with a Licensing Associate or Assistant/Associate Director to negotiate the terms of the license with the 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.

- 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 Startups

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 Startups 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 Startups

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## Survey Sample

### 2014 Compensation Survey

#### A. Position Description: In-House Counsel

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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## Survey Sample

### 2014 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: **FY2014**



## Appendix 2: Incentive Compensation Module and Salary Survey Bonus Data

# Summary of Results from the 2014 AUTM Salary Survey Incentive Compensation Module and Salary Survey Bonus Data

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## **Salary Survey ICS Questionnaire Module**

The module for Incentive Compensation Schemes (ICS) consisted of a series of questions with associated definitions (see Appendix 1). Participation was optional and the total number of respondents was relatively small: 27 U.S. respondents and two 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 an uptick in the number of U.S. institutions that reported having an ICS plan (from 20 to 27) and a decrease in the number of non-U.S. institutions reporting an ICS plan (from 9 to 2). The number of ad hoc versus contractual plans was roughly equal.

Key determinants of whether a bonus or incentive was realized were license agreements completed, startup companies formed and license income. The most common source of monies supporting an ICS was general funds. Individual performance and office performance were the main factors considered in awarding incentive compensation. In line with 2012 results, Directors, Assistant/Associate Directors, Licensing Associates/Assistants, Business Managers and Directors of Startups were most likely to receive incentive compensation in 2014. Interestingly, Patent Managers joined this list in 2014. Only about 14 percent of respondents indicated that the 2010 or 2012 survey influenced their decision to create an ICS.

An ICS is not in place at 66 of the 95 responding institutions. Among those without an ICS, the main reason for not having a plan was that there is no funding source to pay for a plan followed by policy does not permit an ICS, followed by, conflict of interest concerns, incentivize wrong behaviors, and inconsistent with a nonprofit organization.

## Frequency and Type of Incentive Compensation Schemes (ICS)

Director: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	57	60.0	63.3
	Annually	23	24.2	25.6
	Ad hoc	10	10.5	11.1
	Total	90	94.7	100.0
Missing		5	5.3	
Total		95	100.0	

Assistant/Associate Director: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	43	45.3	66.2
	Annually	15	15.8	23.1
	Ad hoc	6	6.3	9.2
	Other	1	1.1	1.5
	Total	65	68.4	100.0
Missing		30	31.6	
Total		95	100.0	

Licensing Associate: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	48	50.5	69.6
	Annually	13	13.7	18.8
	Ad hoc	8	8.4	11.6
	Total	69	72.6	100.0
Missing		26	27.4	
Total		95	100.0	

## Frequency and Type of Incentive Compensation Schemes (ICS) (cont.)

Licensing Assistant: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	41	43.2	78.8
	Annually	8	8.4	15.4
	Ad hoc	3	3.2	5.8
	Total	52	54.7	100.0
Missing		43	45.3	
Total		95	100.0	

Director of Startups: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	35	36.8	72.9
	Annually	11	11.6	22.9
	Ad hoc	2	2.1	4.2
	Total	48	50.5	100.0
Missing		47	49.5	
Total		95	100.0	

Administrative Assistant: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	56	58.9	84.8
	Annually	6	6.3	9.1
	Ad hoc	4	4.2	6.1
	Total	66	69.5	100.0
Missing		29	30.5	
Total		95	100.0	



## Frequency and Type of Incentive Compensation Schemes (ICS) (cont.)

Business Manager: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	49	51.6	75.4
	Annually	10	10.5	15.4
	Ad hoc	6	6.3	9.2
	Total	65	68.4	100.0
Missing		30	31.6	
Total		95	100.0	

Marketing Manager: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	42	44.2	77.8
	Annually	8	8.4	14.8
	Ad hoc	4	4.2	7.4
	Total	54	56.8	100.0
Missing		41	43.2	
Total		95	100.0	

Counsel: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	36	37.9	76.6
	Annually	8	8.4	17.0
	Ad hoc	3	3.2	6.4
	Total	47	49.5	100.0
Missing		48	50.5	
Total		95	100.0	

### Frequency and Type of Incentive Compensation Schemes (ICS) (cont.)

Patent Manager: Frequency of Bonus				
		Frequency	Percent	Valid Percent
Valid	Not provided	48	50.5	77.4
	Annually	9	9.5	14.5
	Ad hoc	5	5.3	8.1
	Total	62	65.3	100.0
Missing		33	34.7	
Total		95	100.0	

### Existence of ICS Plan Limits

		Have IC Plan?		TOTAL
		NO	YES	
Region	U.S.	60	27	87
	Non U.S.	6	2	8
Total		66	29	95

		Type of IC Plan			TOTAL
		Missing	Ad-hoc	Contractual	
Region	U.S.	2	13	12	27
	Non U.S.	0	0	2	2
Total		2	13	14	29

		Source of Funds for IC plan					TOTAL
		Missing	General Funds	License Income Received	Other	Special Pool	
Region	U.S.	1	20	1	3	2	27
	Non U.S.	0	2	0	0	0	2
Total		1	22	1	3	2	29

### Existence of ICS Plan Limits (cont.)

		Performance Measure: a.1 License Income			TOTAL
		Missing	No	Yes	
Region	U.S.	4	10	13	27
	Non U.S.	0	0	2	2
Total		4	10	15	29

		Performance Measure: a.2 Net Revenue			TOTAL
		Missing	No	Yes	
Region	U.S.	5	15	7	27
	Non U.S.	0	1	1	2
Total		5	16	8	29

		Performance Measure: a.3 Other Income			TOTAL
		Missing	No	Yes	
Region	U.S.	4	15	8	27
	Non U.S.	0	1	1	2
Total		4	16	9	29

		Performance Measure: b.1 Patents Filed			TOTAL
		Missing	No	Yes	
Region	U.S.	5	16	6	27
	Non U.S.	0	0	2	2
Total		5	16	8	29

		Performance Measure: b.2 Patents Issued			TOTAL
		Missing	No	Yes	
Region	U.S.	6	16	5	27
	Non U.S.	0	1	1	2
Total		6	17	6	29

### Existence of ICS Plan Limits (cont.)

		Performance Measure: b.3 License Agreements			TOTAL
		Missing	No	Yes	
Region	U.S.	5	8	14	27
	Non U.S.	0	0	2	2
Total		5	8	16	29

		Performance Measure: b.4 Startup Companies			TOTAL
		Missing	No	Yes	
Region	U.S.	4	9	14	27
	Non U.S.	0	0	2	2
Total		4	9	16	29

		Performance Measure: b.5 Legal Expense Reimbursed			TOTAL
		Missing	No	Yes	
Region	U.S.	6	16	5	27
	Non U.S.	0	1	1	2
Total		6	17	6	29

		Performance Measure: b.6 Other			TOTAL
		Missing	No	Yes	
Region	U.S.	4	13	10	27
	Non U.S.	0	2	0	2
Total		4	15	10	29

		Performance Measure: c.1 Investor/Developer Satisfaction			TOTAL
		Missing	No	Yes	
Region	U.S.	5	16	6	27
	Non U.S.	0	2	0	2
Total		5	18	6	29

### Existence of ICS Plan Limits (cont.)

		Performance Measure: c.2 Licensee Satisfaction			TOTAL
		Missing	No	Yes	
Region	U.S.	5	19	3	27
	Non U.S.	0	2	0	2
Total		5	21	3	29

		Performance Measure: c.3 Central Admin Satisfaction			TOTAL
		Missing	No	Yes	
Region	U.S.	6	20	1	27
	Non U.S.	0	2	0	2
Total		6	22	1	29

		Performance Measure: c.4 N/Percent of Departments or Faculty Served			TOTAL
		Missing	No	Yes	
Region	U.S.	5	18	4	27
	Non U.S.	0	1	1	2
Total		5	19	5	29

		Performance Measure: c.5 Other			TOTAL
		Missing	No	Yes	
Region	U.S.	3	15	9	27
	Non U.S.	0	1	1	2
Total		3	16	10	29

		Ad-hoc IC Plan: Limits?			TOTAL
		Missing	No	Yes	
Region	U.S.	12	8	7	27
	Non U.S.	1	1	0	2
Total		13	9	7	29

### Existence of ICS Plan Limits (cont.)

		Contractual IC Plan: Limits?			TOTAL
		Missing	No	Yes	
Region	U.S.	12	4	11	27
	Non U.S.	0	0	2	2
Total		12	4	13	29

		Payout Consideration: a. Office Performance			TOTAL
		Missing	No	Yes	
Region	U.S.	2	5	20	27
	Non U.S.	0	0	2	2
Total		2	5	22	29

		Payout Consideration: b. Team Performance			TOTAL
		Missing	No	Yes	
Region	U.S.	2	13	12	27
	Non U.S.	0	0	2	2
Total		2	13	14	29

		Payout Consideration: c. Individual Performance			TOTAL
		Missing	No	Yes	
Region	U.S.	2	5	20	27
	Non U.S.	0	0	2	2
Total		2	5	22	29

		Payout Consideration: a. Director			TOTAL
		Missing	No	Yes	
Region	U.S.	2	2	23	27
	Non U.S.	0	0	2	2
Total		2	2	25	29

### Existence of ICS Plan Limits (cont.)

		Who Participates? b. Assistant / Associate Director			TOTAL
		Missing	No	Yes	
Region	U.S.	8	6	13	27
	Non U.S.	0	1	1	2
Total		8	7	14	29

		Who Participates? c. Licensing Associate			TOTAL
		Missing	No	Yes	
Region	U.S.	5	9	13	27
	Non U.S.	0	1	1	2
Total		5	10	14	29

		Who Participates? d. Licensing Assistant			TOTAL
		Missing	No	Yes	
Region	U.S.	7	9	11	27
	Non U.S.	0	1	1	2
Total		7	10	12	29

		Who Participates? e. Marketing Manager			TOTAL
		Missing	No	Yes	
Region	U.S.	9	11	7	27
	Non U.S.	0	1	1	2
Total		9	12	8	29

		Who Participates? f. Business Manager			TOTAL
		Missing	No	Yes	
Region	U.S.	7	10	10	27
	Non U.S.	0	1	1	2
Total		7	11	11	29

### Existence of ICS Plan Limits (cont.)

		Who Participates? g. Patent Manager			TOTAL
		Missing	No	Yes	
Region	U.S.	6	9	12	27
	Non U.S.	0	1	1	2
Total		6	10	13	29

		Who Participates? h. Administrative Assistant			TOTAL
		Missing	No	Yes	
Region	U.S.	8	12	7	27
	Non U.S.	0	1	1	2
Total		8	13	8	29

		Who participates? i. Director of Startups			TOTAL
		Missing	No	Yes	
Region	U.S.	9	9	9	27
	Non U.S.	0	1	1	2
Total		9	10	10	29

		Who Participates? j. In-House Counsel			TOTAL
		Missing	No	Yes	
Region	U.S.	10	12	5	27
	Non U.S.	0	1	1	2
Total		10	13	6	29

		IC Plan Reason 1			TOTAL
		Missing	Attraction/ Retention	Reward Good Work	
Region	U.S.	2	14	11	27
	Non U.S.	0	1	1	2
Total		2	15	12	29



## Existence of ICS Plan Limits (cont.)

		IC Plan Reason 2						TOTAL
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation / Equity	
Region	U.S.	3	6	1	1	11	5	27
	Non U.S.	0	0	0	0	1	1	2
Total		3	6	1	1	12	6	29

		IC Plan Reason 3						TOTAL
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation / Equity	
Region	U.S.	6	2	3	3	1	12	27
	Non U.S.	0	1	1	0	0	0	2
Total		6	3	4	3	1	12	29

		IC Plan: All Reason Responses Combined						TOTAL
		Reward Good Work	Attraction/ Retention	Team Cooperation/ Equity	Keep Costs Low	Other	Missing	
Region	U.S.	23	22	17	4	4	11	81
	Non U.S.	2	2	1	1	0	0	6
Total		25	24	18	5	4	11	87

		Was 2010 or 2012 salary survey a factor in creation of incentive compensation plan?			TOTAL
		Missing	No	Yes	
Region	U.S.	2	21	4	27
	Non U.S.	0	2	0	2
Total		2	23	4	29

## Reasons Cited for Not Having Incentive Compensation Plan

		a. Policy Does Not Permit Plan		TOTAL
		No	Yes	
Region	U.S.	45	15	60
	Non U.S.	2	4	6
Total		47	19	66

		b. No Source of Funding to Pay for Plan		TOTAL
		No	Yes	
Region	U.S.	38	22	60
	Non U.S.	4	2	6
Total		42	24	66

		c. Conflict of Interest Concerns		TOTAL
		No	Yes	
Region	U.S.	48	12	60
	Non U.S.	4	2	6
Total		52	14	66

		d. No Perceived Benefit for Our Organization		TOTAL
		No	Yes	
Region	U.S.	49	11	60
	Non U.S.	5	1	6
Total		54	12	66

		e. Compensation Equity Issues		TOTAL
		No	Yes	
Region	U.S.	51	9	60
	Non U.S.	4	2	6
Total		55	11	66

### Reasons Cited for Not Having Incentive Compensation Plan (cont.)

		f. Too Much Work to Obtain Approval		TOTAL
		No	Yes	
Region	U.S.	50	10	60
	Non U.S.	6	0	6
Total		56	10	66

		g. Faculty or Union Objections		TOTAL
		No	Yes	
Region	U.S.	55	5	60
	Non U.S.	4	2	6
Total		59	7	66

		h. Feel an IC Plan Will Incentivize Wrong Behaviors		TOTAL
		No	Yes	
Region	U.S.	48	12	60
	Non U.S.	4	2	6
Total		52	14	66

		i. Inconsistent with a Non-profit Organization		TOTAL
		No	Yes	
Region	U.S.	49	11	60
	Non U.S.	4	2	6
Total		53	13	66

## Salary Survey Bonus Data

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### Highlights for Selected Positions

#### Directors

- ▶ The average bonus was \$38,000
- ▶ Bonuses averaged \$46,000 for private universities; \$26,000 for public universities
- ▶ The range of bonuses was \$5,000 - \$87,000 (10th to 75th percentile) for all Directors
- ▶ Eastern region bonuses ranged from \$3,000 - \$73,000 (10th to 75th percentile)
- ▶ Central region bonuses ranged from \$5,000 - \$19,000 (10th to 75th percentile)
- ▶ The average bonus for males was \$41,000; \$21,000 for females

#### Associate/Assistant Directors

- ▶ The average bonus was around \$15,000 whether for public or private, female or male
- ▶ The range of bonuses was \$5,000 - \$22,000 (10th to 75th percentile) for all Associate/Assistant Directors
- ▶ Eastern region bonuses ranged from \$10,000 - \$24,000 (10th to 75th percentile)
- ▶ Central region bonuses ranged from \$1,000 - \$11,000 (10th to 75th percentile)
- ▶ Non-U.S. bonuses ranged from \$11,000 - \$32,000 (10th to 75th percentile)

#### Licensing Associates

- ▶ The average bonus was \$17,000 for public and private universities combined. The average bonus for private universities was \$18,000
- ▶ The average bonus was \$12,000 for the Eastern region and \$5,000 for Central
- ▶ The average bonus was \$30,000 for females and \$8,000 for males
- ▶ The range of bonuses was \$5,000 - \$14,000 (10th to 75th percentile) for all Licensing Associates
- ▶ Eastern region bonuses ranged from \$8,000 - \$15,000 (10th to 75th percentile)
- ▶ Central region bonuses ranged from \$1,000 - \$10,000 (10th to 75th percentile)

## Licensing Assistants

- ▶ Bonuses averaged \$6,000 for public and private universities combined
- ▶ Bonuses averaged \$8,000 in the Eastern region and \$3,000 in Central
- ▶ The range of bonuses was \$1,000 - \$10,000 (10th to 75th percentile) for all Licensing Assistants

## Marketing Managers

- ▶ The average bonus was \$8,000

## Business Managers

- ▶ The average bonus was \$18,000 for private and public combined; \$28,000 for private and \$6,000 for public
- ▶ The average bonus for males was \$47,000 (with a \$72,000 standard deviation) and \$7,000 for females
- ▶ The range of bonuses was \$1,000 - \$10,000 (10th to 75th percentile) for all Business Managers

## Patent Managers

- ▶ Bonuses averaged \$5,000
- ▶ The range of bonuses was \$2,000 - \$8,000 (10th to 75th percentile) for all Patent Managers

## Administrative Assistants

- ▶ Bonuses averaged \$5,000 with all data from non-U.S. respondents

## Directors of Startups

- ▶ The average bonus was \$17,000 for private/public institutions combined; \$28,000 for private and \$8,000 for public
- ▶ The average bonus was \$27,000 for females (with a \$45,000 standard deviation) and \$10,000 for males
- ▶ The range of bonuses was \$5,000 - \$14,000 (10th to 75th percentile) for all Directors of Startups with all data coming from the Eastern region

## All In-House Counsel

- ▶ The average bonus was \$36,000 for private/public institutions combined; \$58,000 for private and \$7,000 for public
- ▶ The average bonus was \$54,000 for males (with a \$64,000 standard deviation) and \$12,000 for females
- ▶ The range of bonuses \$4,000 - \$28,000 (10th to 75th percentile) for all In-House Counsel with all data coming from the Eastern region

# AUTM

Salary Survey: **FY2014**



## Appendix 3: Responding Organizations

New South Wales, University of	Australia	Illinois, Urbana-Champaign, University of	United States
British Columbia, University of	Canada	Indiana University Res & Tech Corp	United States
Manitoba TTO, University of	Canada	Jackson Laboratory	United States
Ottawa Hospital Research Inst	Canada	James Madison University	United States
Ottawa, University of	Canada	Johns Hopkins Technology Transfer	United States
WORLDiscoveries™	Canada	Kansas State University Research Foundation	United States
Stellenbosch University	South Africa	Lehigh University	United States
Cambridge Enterprise Limited	United Kingdom	Marquette University	United States
Alabama, University of	United States	Maryland, University System of	United States
Arkansas, University of	United States	Massachusetts Amherst, University of	United States
Baylor College of Medicine	United States	Massachusetts Medical School, University of	United States
Brigham Young University	United States	Medical College of Wisconsin	United States
California, Berkeley, University of	United States	Memorial Sloan-Kettering Cancer Center	United States
California, Los Angeles, University of	United States	Michigan Technological University	United States
Case Western Reserve University	United States	Michigan, University of	United States
Central Florida, University of	United States	Mississippi, University of	United States
Cincinnati Children Hosp Med Ctr	United States	Montana State University	United States
Cold Spring Harbor Laboratory	United States	MSU Technologies	United States
College of William & Mary	United States	National Jewish Health	United States
Colorado School of Mines	United States	Nationwide Children's Hospital - The Research Institute	United States
Colorado State University Research Foundation	United States	NDSU Research Foundation	United States
Cornell University	United States	Nebraska Medical Center, University of	United States
East Carolina University	United States	New Hampshire, University of	United States
Embry-Riddle Aeronautical University	United States	New York University	United States
Emory University	United States	Northern Arizona University	United States
Fedex Inst of Tech-University of Memphis	United States	Northern Illinois University	United States
Florida State University	United States	Ohio University	United States
Houston Methodist	United States	OhioHealth	United States
Howard Hughes Medical Institute JFRC	United States		
Illinois State University	United States		

Oregon Health & Science University	United States	University of Iowa Res Foundation	United States
Oregon State University	United States	University of Kentucky	United States
Oregon, University of	United States	University of Miami	United States
Pennington Biomedical Research Center	United States	University of South Dakota	United States
Pennsylvania State University	United States	University of Toledo	United States
Portland State University	United States	UWM Research Foundation Inc	United States
Princeton University	United States	Vanderbilt University	United States
Quincy Bioscience	United States	Washington Research Foundation	United States
Rice University	United States	Washington State University	United States
Rockefeller University	United States	Washington University of St Louis	United States
San Diego State University	United States	Wayne State University	United States
Southern California (USC), University of	United States	West Virginia University	United States
Southern Illinois University Medical School	United States	Whitehead Institute for Biomedical Research	United States
St Jude Children's Research Hospital	United States	Wisconsin Alumni Research Foundation (WARF)	United States
State University of New York (SUNY) Upstate Medical University	United States	Worcester Polytechnic Institute	United States
Texas at San Antonio, University of	United States	Wright State University	United States
Tulane University	United States	Yale University	United States
University Hospitals of Cleveland	United States		
University of Akron	United States		
University of Arizona	United States		



# AUTM

Salary Survey: FY2014



## 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 *AUTM Salary Survey: FY2014* with a subset of AUTM members:

John Ritter, *AUTM Vice President for Metrics & Surveys*

**AUTM 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*

2. The Salary Survey Committee began discussions about the 2014 survey content in May, 2014. 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 2012 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 email notices to the reporting representative at each organization.
4. On July 15, 2014 the survey opened to beta test sites and officially launched August 15, 2014. The survey closed November 15, 2014. 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.

## Publication Availability

For information regarding pricing and availability of the *AUTM Salary Survey: FY2014*, visit the AUTM website, [www.autm.net](http://www.autm.net) or contact:

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