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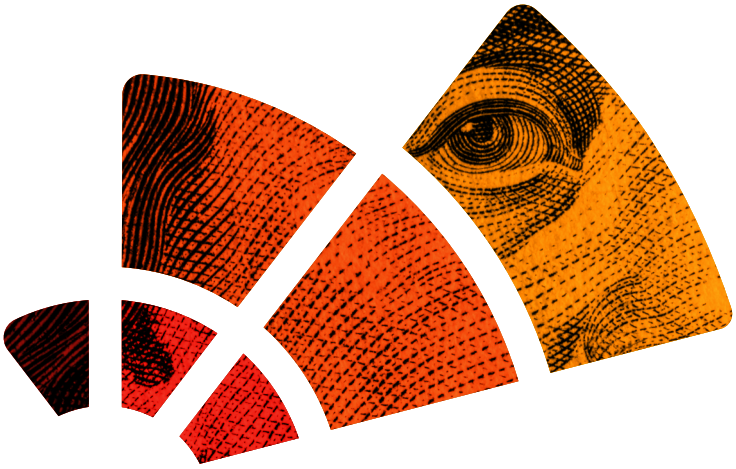
Transforming Ideas into Opportunities

2017 AUTM Salary Survey

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

2017 AUTM Salary Survey



About AUTM

AUTM is the non-profit leader in efforts to educate, promote and inspire professionals, throughout their careers, to support the development of academic research that changes the world. AUTM's community is comprised of more than 3,200 members who work in more than 800 universities, research centers, hospitals, businesses and government organizations around the globe.

Acknowledgements

AUTM is pleased to present the 2017 Salary Survey; with this edition reporting salaries, incentives and office structure information from data collection in 2017. We hope the Salary Survey will supply useful information about factors that influence compensation and provide members with an additional tool to use when charting careers. The number of U.S. respondents to this edition of the survey was extraordinary compared with previous editions. For the 2017 survey, 172 institutions out of 720 responded, more than double as compared to the sixth edition in 2014, and about a 10 percent decrease from the 2006 edition, which had the most respondents ever.

The survey reports on 1,157 positions, an increase of 67 percent over the 2014 survey. U.S. public organizations responded 1.4 times more than private institutions (56 public and 39 private). We were also happy to collect sufficient data from countries outside the United States to include minimal international data. As seen in other Salary Surveys, one of the largest factors affecting salaries is the size of the institution's research expenditures.

I would also like to thank the members of the Salary Survey Committee. Their exceptional work in gathering and analyzing the data has helped produce one of the industry's best tools for evaluating compensation and chart careers in tech transfer.

Salary Survey Committee
John Miner, *Committee Chair, University of Central Florida*
Julien Brohan, *Cedars-Sinai Medical Center*
Marck-Arthur Clerveau, *MedStar Institute for Innovation*
Rafael P. Diaz, *Wisconsin Alumni Research Foundation (WARF)*
Felicia Metz, *University of Maryland*
Kwaku Opoku, *University of Toledo*

AUTM extends its sincere thanks to all organizations that contributed to the survey. This year, in an effort to increase the support to our members, all AUTM members from institutions that participated in the survey will receive one electronic copy of the 2017 Salary Survey. Organizations that did not contribute data to the survey may purchase a copy by visiting the Salary Survey section of the AUTM website, www.autm.net.

Sincerely,

Ragan Robertson, PhD

AUTM Metrics & Surveys Portfolio Chair

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EXECUTIVE SUMMARY

AUTM presents the 2017 Salary Survey, an important and comprehensive survey that collects information about academic technology transfer office reporting structures and salary information. 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. Because not all tables are 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 in August, September and October 2017. Of the 720 organizations surveyed, 172 (23 percent) responded.

- 155 respondents (90 percent) were from the United States.
- Respondents provided information about 1,157 positions:

Director	158	13.7%
Assistant/Associate Director	147	12.7%
Licensing Associate	295	25.5%
Licensing Assistant	82	7.1%
Director of Startups	30	2.6%
In-house Counsel	44	3.8%
Patent Manager	116	10.0%
Business Manager	94	8.1%
Marketing Manager	48	4.1%
Administrative Assistant	143	12.4%
Total	**1,157**	**100.0%**

Figure 1: Number of Incumbents Reported, 2017

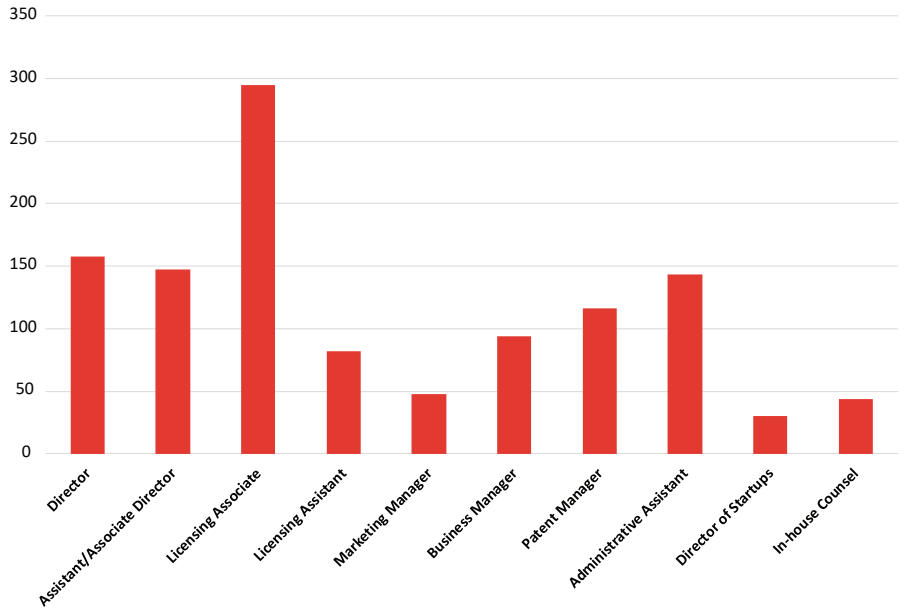
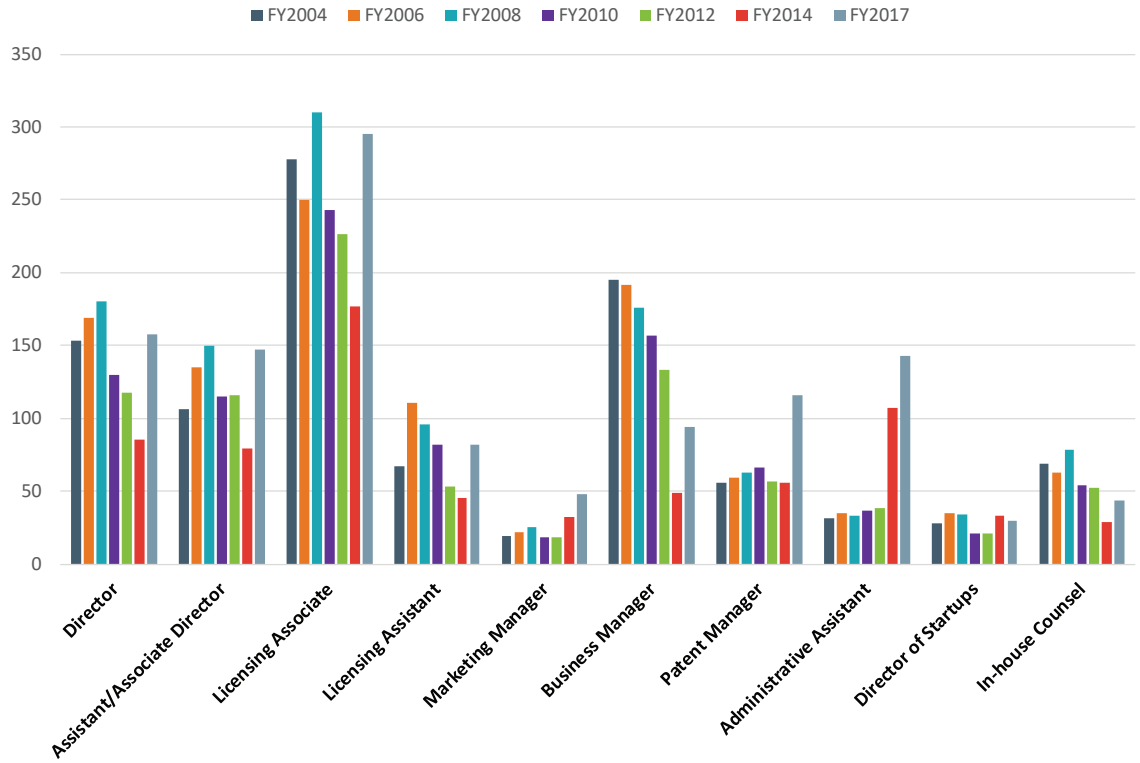


Figure 2: Number of Incumbents, 2004 – 2017



Director

Position Description

The Director is the head of the technology transfer office. This position directs and manages the intellectual property or technology transfer activities at the institution. The Director spends his or her 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 and clinical trial agreements. 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, the technology transfer office may be overseen by either a single Director 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

Key Trends and Factors in Compensation (U.S. Only)

The salary trajectory for Directors was virtually flat with a less than 2 percent increase in the total mean salary since 2014 to $172,520. Salaries at private institutions decreased less than 1 percent, and increased less than 1 percent at public institutions. The substantial increase in the total number of respondents, 82 percent over the 2014 survey, was most noticeable in public institutions, which doubled the number of incumbent positions reported. The most impactful factor on salaries was research expenditures, with the region and number of direct reports having a slight impact in this survey.

Key Findings

- The average bonus was $23,000.
- Bonuses averaged $24,000 at private universities and $21,500 at public universities.
- The range of bonuses was $3,400 to $21,900 (10th to 75th percentile) for all Directors.
- Eastern region bonuses ranged from $2,000 to $40,500 (10th to 75th percentile).
- Central region bonuses ranged from $5,000 to $26,500 (10th to 75th percentile).
- The average bonus for males was $27,600; $12,200 for females.

Figure D-1: Mean Salary for Directors, 2004 – 2017

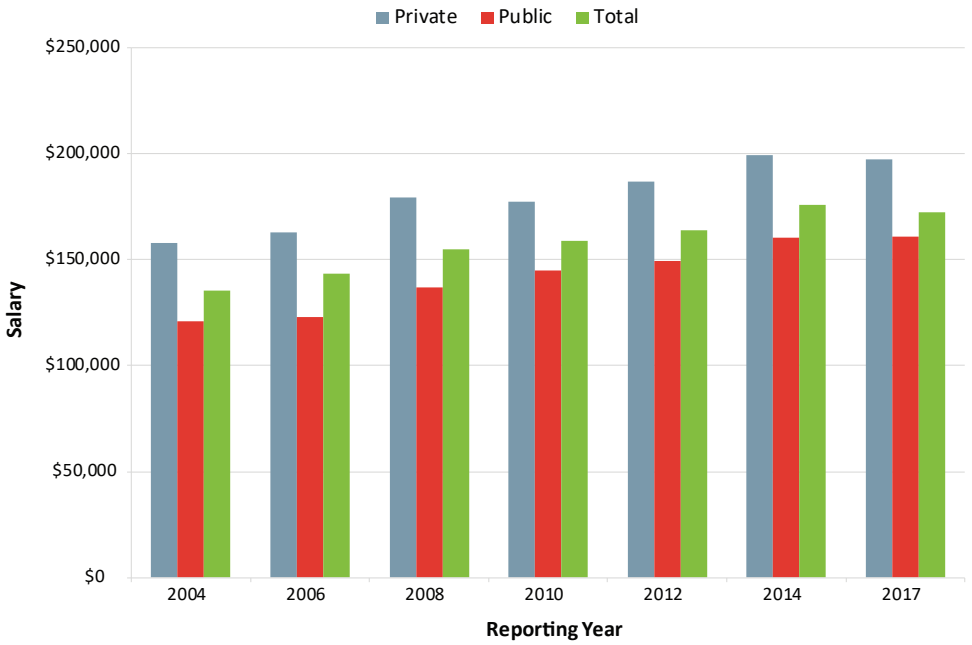


Figure D-2: General Salary Data for Directors: Private vs. Public, 2017

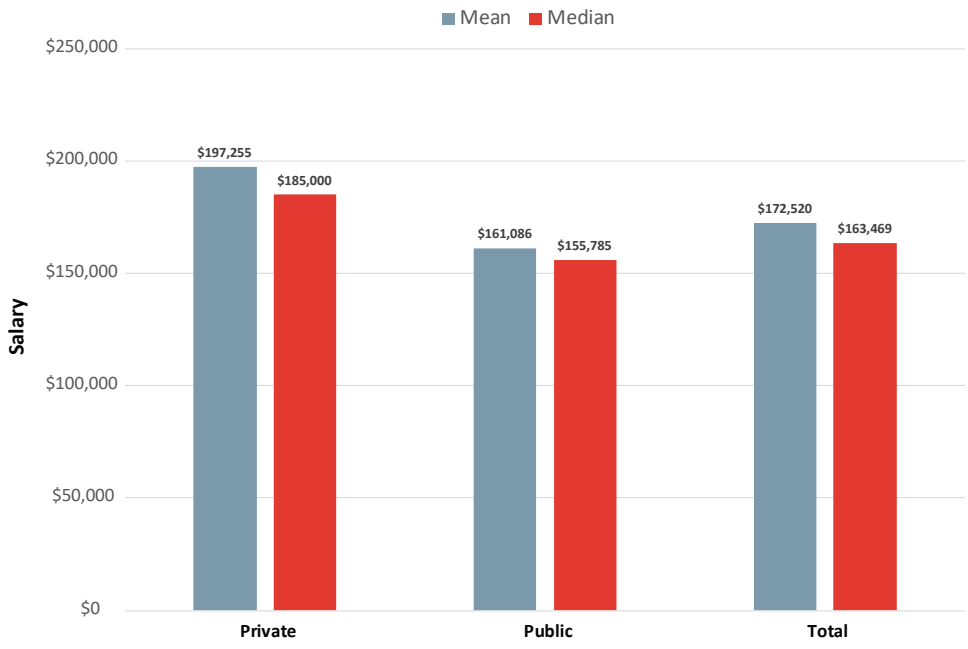


Table D-1: General Salary Data for Directors: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$197,255	$24,069	$206,588
	Median	$185,000	$17,622	$190,000
	Std. Deviation	$83,833	$24,958	$94,223
	N	49	19	49
Public	Mean	$161,086	$21,564	$163,934
	Median	$155,785	$11,000	$155,785
	Std. Deviation	$60,739	$34,864	$67,943
	N	106	14	106
Total	Mean	$172,520	$23,006	$177,418
	Median	$163,469	$15,000	$165,000
	Std. Deviation	$70,644	$29,082	$79,438
	N	155	33	155

Table D-2: Director Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	BS/BA	$232,333	$284,000	$90,357	3
	MBA	$190,567	$169,422	$69,048	13
	JD	$160,174	$129,780	$83,015	5
	PhD	$202,478	$185,000	$93,453	23
	Other/Unknown	$206,652	$220,000	$89,279	5
	Total	$197,255	$185,000	$83,833	49
Public	BS/BA	$165,441	$182,144	$67,207	5
	MBA	$143,646	$125,000	$63,049	23
	JD	$169,312	$145,000	$84,791	21
	PhD	$162,865	$160,500	$48,122	38
	Other/Unknown	$168,399	$165,000	$48,723	19
	Total	$161,086	$155,785	$60,739	106
Total	BS/BA	$190,526	$192,072	$78,181	8
	MBA	$160,590	$151,500	$68,233	36
	JD	$167,555	$142,500	$82,872	26
	PhD	$177,801	$174,477	$70,746	61
	Other/Unknown	$176,369	$165,443	$59,126	24
	Total	$172,520	$163,469	$70,644	155

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

	Years in Technology Transfer	Mean	Median	Std. Deviation
Private	0-2	$84,252	$84,252	
	5-9	$163,260	$165,000	$32,645
	10+	$195,169	$185,000	$76,536
	Total	$190,676	$182,500	$75,532
Public	0-2	$156,700	$151,938	$47,255
	3-4	$124,986	$132,000	$46,929
	5-9	$139,368	$129,000	$53,719
	10+	$166,384	$160,000	$62,278
	Total	$160,627	$155,785	$60,752
Total	0-2	$142,210	$145,000	$52,197
	3-4	$124,986	$132,000	$46,929
	5-9	$144,882	$140,000	$49,514
	10+	$176,056	$167,000	$68,469
	Total	$169,842	$161,750	$66,840

Table D-4: Director Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$187,685	$24,588	$191,861
	Median	$185,000	$16,000	$185,000
	Std. Deviation	$71,312	$26,032	$79,111
	N	53	9	53
U.S.-Central	Mean	$163,917	$21,902	$168,585
	Median	$158,875	$15,000	$158,875
	Std. Deviation	$53,171	$23,769	$59,371
	N	61	13	61
U.S.-West	Mean	$188,947	$29,704	$196,612
	Median	$165,886	$17,354	$165,886
	Std. Deviation	$90,166	$43,906	$105,950
	N	31	8	31
Non-U.S.	Mean	$93,698	$5,182	$95,252
	Median	$94,327	$6,437	$94,327
	Std. Deviation	$19,386	$3,084	$19,323
	N	10	3	10
Total	Mean	$172,520	$23,006	$177,418
	Median	$163,469	$15,000	$165,000
	Std. Deviation	$70,644	$29,082	$79,438
	N	155	33	155

Table D-5: Director Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	**Mean**	$176,747	$27,679	$182,868
	Median	$164,500	$16,000	$166,000
	Std. Deviation	$67,958	$33,621	$79,658
	N	104	23	104
Female	**Mean**	$163,901	$12,258	$166,304
	Median	$156,570	$10,500	$156,570
	Std. Deviation	$75,791	$7,739	$78,593
	N	51	10	51
Total	**Mean**	$172,520	$23,006	$177,418
	Median	$163,469	$15,000	$165,000
	Std. Deviation	$70,644	$29,082	$79,438
	N	155	33	155

Table D-6: Director Salaries by Percentiles

Director, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	155	33	155
	Missing	-	122	-
Mean		$172,520	$23,006	$177,418
Percentiles	10	$96,140	$3,494	$96,140
	25	$125,000	$6,461	$127,000
	50	$163,469	$15,000	$165,000
	75	$200,000	$21,916	$207,700
	90	$257,276	$70,453	$257,276

Director, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	53	9	53
	Missing	-	44	-
Mean		$187,685	$24,588	$191,861
Percentiles	10	$99,206	$2,000	$99,206
	25	$142,000	$8,243	$142,000
	50	$185,000	$16,000	$185,000
	75	$216,500	$40,581	$220,937
	90	$279,562		$300,292

Director, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	61	13	61
	Missing	-	48	-
Mean		$163,917	$21,902	$168,585
Percentiles	10	$98,400	$5,000	$98,400
	25	$130,890	$6,233	$130,890
	50	$158,875	$15,000	$158,875
	75	$193,073	$26,516	$195,000
	90	$230,840	$72,460	$231,240

Director, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	31	8	31
	Missing	-	23	-
Mean		$188,947	$29,704	$196,612
Percentiles	10	$104,770	$2,490	$104,770
	25	$136,600	$6,250	$136,600
	50	$165,886	$17,354	$165,886
	75	$205,000	$25,250	$209,458
	90	$369,920		$375,120

Director, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	10	3	10
	Missing	-	7	-
Mean		$93,698	$5,182	$95,252
Percentiles	10	$62,437	$1,668	$63,938
	25	$78,670	$1,668	$83,303
	50	$94,327	$6,437	$94,327
	75	$105,974		$107,834
	90	$127,552		$128,296

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

Total Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$130,287	$127,350	$41,808	34
$50.4 million to $142.5 million	$148,643	$145,000	$42,333	39
$142 million to $317.7 million	$165,100	$172,810	$46,042	39
>$317.7 million	$234,299	$213,000	$86,338	43
Total	$172,520	$163,469	$70,644	155

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$104,050	$95,950	$32,827	14
1-2	$146,354	$145,000	$40,077	43
3-5	$183,970	$179,463	$68,477	53
6-9	$207,292	$190,000	$77,403	31
10+	$229,366	$242,130	$84,031	10
Total	$173,643	$164,000	$70,248	151

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$145,560	$143,667	$45,101	88
6 - 13.9	$172,718	$174,469	$45,603	34
14 - 24	$219,154	$202,000	$95,137	20
> 24	$282,754	$292,700	$84,442	13
Total	$172,520	$163,469	$70,644	155

Assistant / Associate Director

Position Description

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

- **Other possible titles:** Senior Technology Licensing Officer, Deputy Director, Senior Licensing Associate
- **Possible degrees:** Ph.D., J.D., M.B.A., M.S., B.S., B.A.
- **Typical years of experience:** 5-20
- **Reports to:** Director or Executive Director of the technology transfer office or the Assistant/Associate VP
- **Supervisory responsibilities:** May supervise other licensing professionals and office staff

Key Trends and Factors in Compensation (U.S. Only)

The mean salary for these positions remained relatively consistent with a slight decrease of less than 1 percent from the 2014 survey, to $129,822. The gap between mean salaries for private versus public institutions remained at 14 percent; $146,036 and $120,755, respectively. Similar to the 2014 survey, the strongest influencers for this position included the number of years in technology transfer and the number of direct reports. The region where the respondent is located carried some weight as well. Female incumbents reported a 5 percent overall increase in mean salary while salaries for males remained flat.

Key Findings

- The average bonus was $10,300 whether male or female.
- Bonuses averaged $14,800 at private universities and $6,500 at public universities.
- The range of bonuses was $1,900 to $15,000 (10th to 75th percentile) for all Assistant/Associate Directors.
- Eastern region bonuses ranged from $2000 to $15,000 (10th to 75th percentile).
- Central region bonuses ranged from $2,000 to $17,000 (10th to 75th percentile).
- Western region bonuses ranged from $2,000 to $10,500 (10th to 75th percentile).

Figure AD-1: Mean Salary for Assistant/Associate Directors, 2004 – 2017

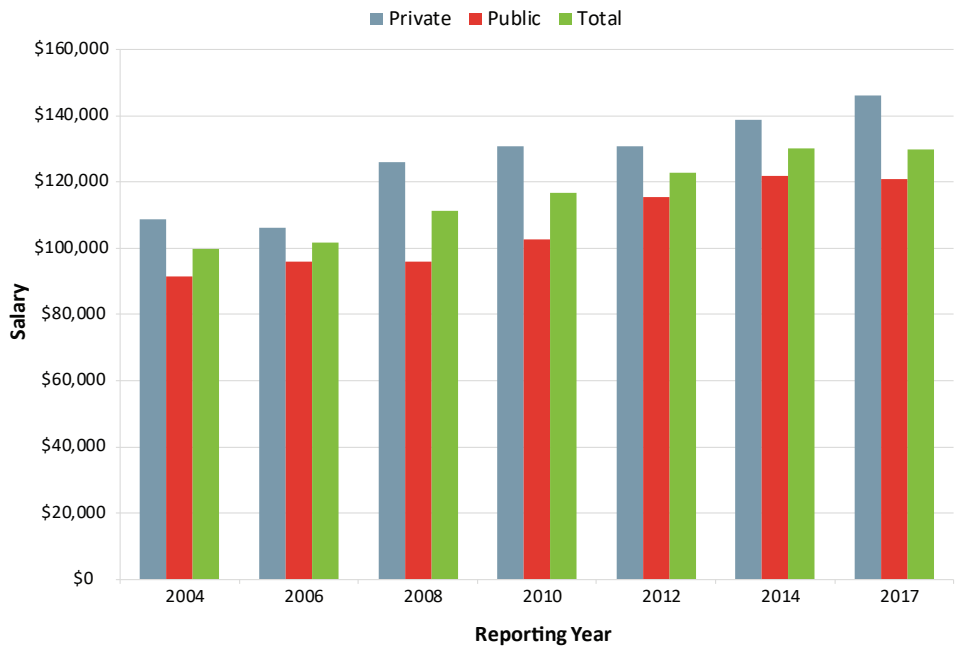


Figure AD-2: General Salary Data for Assistant/Associate Directors: Private vs. Public, 2017

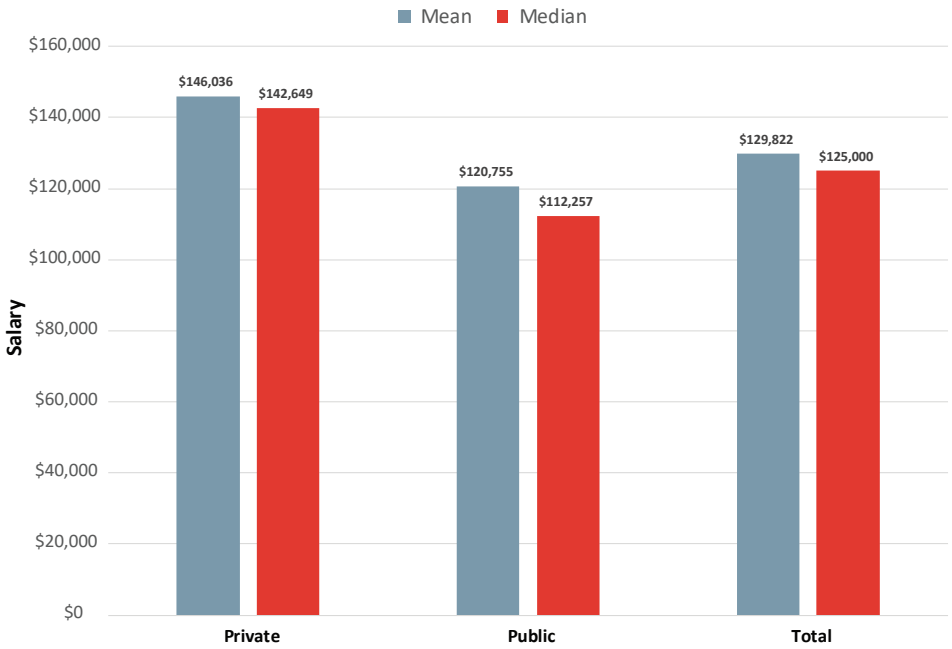


Table AD-1: General Salary Data for Assistant/Associate Directors: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$146,036	$14,873	$151,471
	Median	$142,649	$13,645	$149,000
	Std. Deviation	$46,241	$9,929	$48,915
	N	52	19	52
Public	Mean	$120,755	$6,555	$122,377
	Median	$112,257	$5,500	$117,000
	Std. Deviation	$43,749	$4,812	$44,761
	N	93	23	93
Total	Mean	$129,822	$10,318	$132,810
	Median	$125,000	$8,987	$129,078
	Std. Deviation	$46,132	$8,560	$48,203
	N	145	42	145

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

	Degree	Mean	Median	Std. Deviation	N
Private	BS/BA	$132,276	$118,616	$66,215	4
	MBA	$133,497	$140,000	$29,867	7
	JD	$168,247	$173,400	$32,022	5
	PhD	$152,716	$150,000	$46,235	29
	MD				1
	Other/Unknown	$127,979	$135,000	$56,810	6
	Total	$146,036	$142,649	$46,241	52
Public	BS/BA	$97,168	$85,144	$47,269	9
	MBA	$131,741	$131,054	$48,478	17
	JD	$122,108	$112,749	$40,207	20
	PhD	$120,968	$108,138	$43,830	35
	Other/Unknown	$120,009	$122,617	$39,860	12
	Total	$120,755	$112,257	$43,749	93
Total	BS/BA	$107,970	$95,788	$53,573	13
	MBA	$132,253	$134,427	$43,223	24
	JD	$131,336	$120,000	$42,491	25
	PhD	$135,354	$129,539	$47,335	64
	MD				1
	Other/Unknown	$122,666	$122,617	$44,634	18
	Total	$129,822	$125,000	$46,132	145

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2				1
	3-4	$149,411	$130,000	$54,539	3
	5-9	$106,314	$112,400	$35,951	9
	10+	$157,809	$157,300	$39,081	37
	Total	$145,561	$142,649	$45,883	50
Public	0-2	$80,710	$83,679	$29,506	6
	3-4	$111,963	$95,000	$47,595	9
	5-9	$119,801	$106,296	$41,616	23
	10+	$127,364	$127,935	$44,918	52
	Total	$120,781	$109,871	$44,480	90
Total	0-2	$74,049	$68,379	$32,188	7
	3-4	$121,325	$105,566	$49,751	12
	5-9	$116,008	$111,129	$40,007	32
	10+	$140,021	$138,000	$44,965	89
	Total	$129,631	$127,020	$46,378	140

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

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$138,942	$8,257	$140,189
	Median	$135,866	$3,680	$135,866
	Std. Deviation	$43,576	$8,132	$45,069
	N	53	8	53
U.S.-Central	Mean	$119,804	$12,547	$124,629
	Median	$111,879	$10,500	$115,331
	Std. Deviation	$39,200	$10,325	$42,664
	N	52	20	52
U.S.-West	Mean	$149,414	$9,381	$153,046
	Median	$140,000	$10,000	$149,586
	Std. Deviation	$47,736	$4,572	$49,869
	N	31	12	31
Non-U.S.	Mean	$66,508	$1,894	$66,929
	Median	$68,379	$1,894	$70,272
	Std. Deviation	$20,547	-	$20,607
	N	9	2	9
Total	Mean	$129,822	$10,318	$132,810
	Median	$125,000	$8,987	$129,078
	Std. Deviation	$46,132	$8,560	$48,203
	N	145	42	145

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

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$135,486	$10,291	$138,836
	Median	$129,429	$8,987	$130,117
	Std. Deviation	$46,407	$8,157	$48,495
	N	86	28	86
Female	Mean	$121,566	$10,372	$124,027
	Median	$120,000	$9,000	$120,000
	Std. Deviation	$44,840	$9,638	$46,795
	N	59	14	59
Total	Mean	$129,822	$10,318	$132,810
	Median	$125,000	$8,987	$129,078
	Std. Deviation	$46,132	$8,560	$48,203
	N	145	42	145

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

Assistant/Associate Director, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	145	42	145
	Missing	-	103	-
Mean		$129,822	$10,318	$132,810
Percentiles	10	$78,136	$1,925	$78,136
	25	$97,744	$2,910	$99,490
	50	$125,000	$8,987	$129,078
	75	$157,400	$13,930	$158,500
	90	$193,758	$25,120	$196,572

Assistant/Associate Director, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	53	8	53
	Missing	-	45	-
Mean		$138,942	$ 8,257	$$140,189
Percentiles	10	$91,922	$2,072	$91,922
	25	$106,250	$2,750	$106,250
	50	$135,866	$3,680	$135,866
	75	$162,050	$15,250	$162,050
	90	$204,527		$211,585

Assistant/Associate Director, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	52	20	52
	Missing	-	32	-
Mean		$119,804	$12,547	$124,629
Percentiles	10	$80,233	$2,000	$80,833
	25	$90,082	$2,650	$90,495
	50	$111,879	$10,500	$ 115,331
	75	$148,250	$17,336	$150,300
	90	$167,776	$31,563	$188,700

Assistant/Associate Director, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	31	12	31
	Missing	-	19	-
Mean		$149,414	$9,381	$153,046
Percentiles	10	$98,414	$1,950	$100,780
	25	$113,241	$8,061	$117,000
	50	$140,000	$10,000	$149,586
	75	$184,000	$10,577	$190,000
	90	$220,382	$17,635	$230,382

Assistant/Associate Director, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	9	2	9
	Missing	-	7	-
Mean		$66,508	$1,894	$66,929
Percentiles	10	$34,083	$1,894	$34,083
	25	$50,527	$1,894	$50,527
	50	$68,379	$1,894	$70,272
	75	$77,764	$1,894	$77,764
	90		$1,894	

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

Total Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$83,954	$90,000	$34,447	11
$50.4 million to $142.5 million	$101,486	$99,490	$28,494	24
$142 million to $317.7 million	$111,366	$108,190	$23,608	34
>$317.7 million	$153,665	$151,714	$46,234	76
Total	$129,822	$125,000	$46,132	145

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$116,526	$115,381	$43,140	52
1 - 2	$123,986	$121,500	$32,468	38
3 - 5	$141,599	$128,923	$48,869	28
6 - 9	$166,630	$157,000	$53,620	20
10+				1
Total	$131,234	$127,247	$46,322	139

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$93,458	$91,581	$32,437	33
6 - 13.9	$115,619	$115,260	$23,556	42
14 - 24	$145,371	$150,000	$48,567	36
> 24	$166,197	$157,500	$43,233	34
Total	$129,822	$125,000	$46,132	145

Licensing Associate

Position Description

The Licensing Associate is responsible for case management including identifying, evaluating and licensing inventions made by researchers at the institution. Specific activities include identifying technologies with commercial applications; evaluating the commercial potential of inventions; identifying potential licensees; preparing nonconfidential, 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, interinstitutional and nondisclosure agreements.

- **Other possible titles:** Licensing Specialist or Licensing Manager
- **Possible degrees:** Ph.D., M.B.A., J.D., M.S., B.S., B.A.
- **Typical years of experience:** 2-10
- **Signatory authority:** Typically none
- **Reports to:** Assistant/Associate Director, or Director if no Assistant/Associate Director present
- **Supervisory responsibilities:** May oversee Licensing Assistants or support staff

Key Trends and Factors in Compensation (U.S. Only)

Representing 25 percent of all incumbents reported in this survey, Licensing Associates had a mean salary of $98,441, an 11.3 percent increase from 2014. The base salary at public institutions grew 12.5 percent, compared with a 12.9 percent increase at private institutions. The pay gap between the public and private sectors (favoring the private sector) expanded by less than a percentage point to 11 percent in 2017. Reversing from 2014, research expenditures had the greatest impact on salary, followed by years of experience in tech transfer. The number of direct reports and the region had a minor impact on salaries.

Key Findings

- The average bonus was $6,700 across both public and private universities.
- The range of bonuses was $1,800 to $9,900 (10th to 75th percentile) for all Licensing Associates.
- Eastern region bonuses ranged from $1,700 to $4,800 (10th to 75th percentile).
- Central region bonuses ranged from $2,000 to $10,000 (10th to 75th percentile).
- Western region bonuses ranged from $2,500 to $12,400 (10th to 75th percentile).
- The average bonus for males was $7,000; $5,700 for females.

Figure LA-1: Mean Salary for Licensing Associates, 2004 – 2017

Figure LA-2: General Salary Data for Licensing Associates: Private vs. Public, 2017

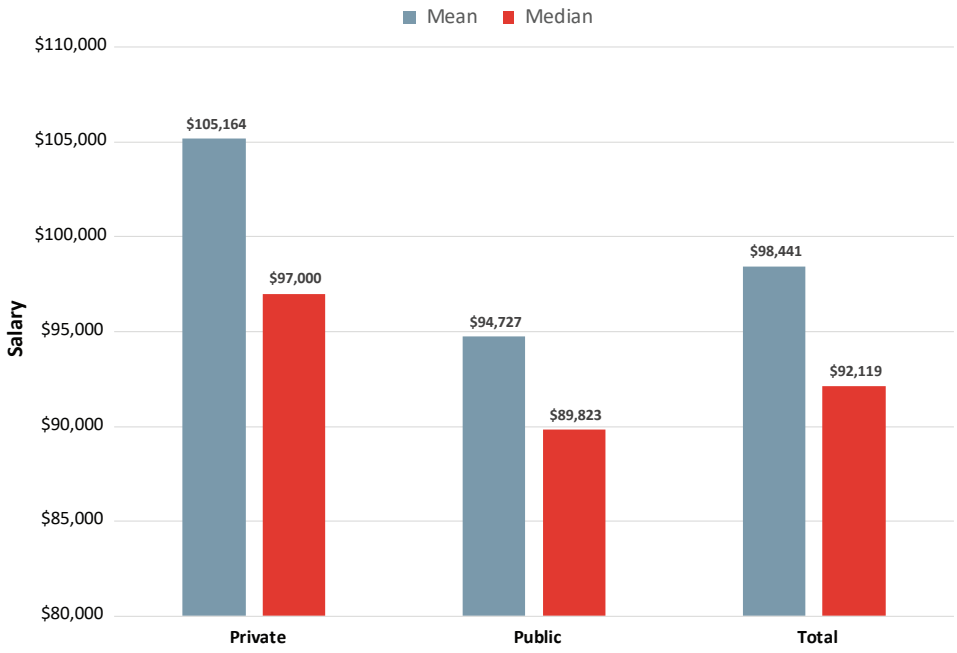


Table LA-1: General Salary Data for Licensing Associates: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$105,164	$6,601	$106,673
	Median	$97,000	$7,000	$98,000
	Std. Deviation	$33,643	$4,415	$33,622
	N	105	24	105
Public	Mean	$94,727	$6,796	$95,657
	Median	$89,823	$7,000	$89,823
	Std. Deviation	$28,036	$3,860	$29,128
	N	190	26	190
Total	Mean	$98,441	$6,702	$99,577
	Median	$92,119	$7,000	$93,200
	Std. Deviation	$30,508	$4,094	$31,196
	N	295	50	295

Table LA-2: Licensing Associate Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	BS/BA	$110,882	$103,260	$38,496	6
	MBA	$104,304	$93,745	$37,117	8
	JD	$97,318	$98,922	$16,849	10
	PhD	$106,365	$96,950	$36,438	72
	Other/Unknown	$101,227	$95,868	$18,615	9
	Total	$105,164	$97,000	$33,643	105
Public	Associate				2
	BS/BA	$100,221	$80,194	$39,220	14
	MBA	$106,111	$106,478	$29,774	24
	JD	$79,921	$77,000	$20,074	27
	PhD	$97,760	$94,581	$27,083	88
	MD				2
	Other/Unknown	$89,958	$88,000	$24,854	33
	Total	$94,727	$89,823	$28,036	190
Total	Associate				2
	BS/BA	$103,419	$83,454	$38,309	20
	MBA	$105,659	$101,011	$31,135	32
	JD	$84,623	$86,417	$20,575	37
	PhD	$101,632	$96,476	$31,823	160
	MD				2
	Other/Unknown	$92,373	$91,045	$23,909	42
	Total	$98,441	$92,119	$30,508	295

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$81,460	$78,398	$21,801	18
	3-4	$98,617	$92,000	$25,754	18
	5-9	$102,369	$99,000	$23,293	36
	10+	$123,936	$120,000	$33,099	27
	Total	$103,767	$97,000	$29,849	99
Public	0-2	$84,881	$72,000	$28,925	33
	3-4	$83,462	$77,550	$25,194	41
	5-9	$96,921	$95,162	$23,368	51
	10+	$107,047	$104,621	$27,237	60
	Total	$95,074	$90,000	$27,679	185
Total	0-2	$83,674	$75,000	$26,454	51
	3-4	$88,086	$81,500	$26,109	59
	5-9	$99,175	$98,000	$23,357	87
	10+	$112,288	$106,338	$30,032	87
	Total	$98,105	$92,156	$28,703	284

Table LA-4: Licensing Associate Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$102,623	$4,294	$103,262
	Median	$92,660	$2,098	$92,660
	Std. Deviation	$35,438	$4,348	$35,871
	N	94	14	94
U.S.-Central	Mean	$94,678	$7,328	$96,683
	Median	$89,805	$7,000	$92,000
	Std. Deviation	$26,852	$3,100	$28,025
	N	106	29	106
U.S.-West	Mean	$105,519	$9,404	$106,252
	Median	$104,300	$8,616	$104,500
	Std. Deviation	$27,325	$5,826	$28,105
	N	77	6	77
Non-U.S.	Mean	$68,492	$6,065	$68,829
	Median	$68,223	$6,065	$68,223
	Std. Deviation	$8,549		$8,908
	N	18	1	18
Total	Mean	$98,441	$6,702	$99,577
	Median	$92,119	$7,000	$93,200
	Std. Deviation	$30,508	$4,094	$31,196
	N	295	50	295

Table LA-5: Licensing Associate Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$100,245	$7,288	$101,473
	Median	$94,500	$7,000	$97,114
	Std. Deviation	$31,578	$4,185	$32,312
	N	184	31	184
Female	Mean	$95,452	$5,746	$96,436
	Median	$90,210	$7,000	$92,000
	Std. Deviation	$28,534	$3,857	$29,124
	N	111	19	111
Total	Mean	$98,441	$6,702	$99,577
	Median	$92,119	$7,000	$93,200
	Std. Deviation	$30,508	$4,094	$31,196
	N	295	50	295

Table LA-6: Licensing Associate Salaries by Percentiles

Licensing Associate, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	295	50	295
	Missing	-	245	-
Mean		$98,441	$6,702	$99,577
Percentiles	10	$66,027	$1,872	$66,027
	25	$76,000	$2,436	$76,538
	50	$92,119	$7,000	$93,200
	75	$116,855	$9,904	$116,855
	90	$139,545	$11,821	$145,400

Licensing Associate, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	94	14	94
	Missing	-	80	-
Mean		$102,623	$4,294	$103,262
Percentiles	10	$69,250	$1,727	$69,250
	25	$79,699	$1,917	$79,699
	50	$92,660	$2,098	$92,660
	75	$116,855	$4,829	$116,855
	90	$154,500	$13,250	$154,750

Licensing Associate, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	106	29	106
	Missing	-	77	-
Mean		$94,678	7,328	96,683
Percentiles	10	$65,568	2,000	65,568
	25	$75,230	6,500	75,230
	50	$89,805	7,000	92,000
	75	$113,424	10,000	113,424
	90	$137,600	11,050	141,453

Licensing Associate, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	77	6	77
	Missing	-	71	-
Mean		$105,519	$9,404	$106,252
Percentiles	10	$71,260	$2,500	$71,260
	25	$85,500	$5,742	$85,500
	50	$104,300	$8,616	$104,500
	75	$123,750	$12,404	$124,746
	90	$145,536		$145,536

Licensing Associate, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	18	1	18
	Missing	-	17	-
Mean		$68,492	$6,065	$68,829
Percentiles	10	$53,170	$6,065	$53,170
	25	$65,483	$6,065	$65,483
	50	$68,223	$6,065	$68,223
	75	$71,623	$6,065	$72,553
	90	$80,217	$6,065	$80,987

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$72,677	$69,000	$13,695	12
$50.4 million to $142.5 million	$79,136	$75,000	$15,230	43
$142 million to $317.7 million	$78,897	$78,000	$16,438	59
>$317.7 million	$111,107	$105,840	$30,786	181
Total	$98,441	$92,119	$30,508	295

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$95,691	$92,000	$27,029	245
1-2	$117,484	$111,170	$39,105	26
3-5				2
6-9	$189,301	$212,952	$44,828	3
Total	$99,153	$94,000	$31,148	276

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$80,300	$75,769	$17,547	64
6 - 13.9	$82,753	$ 81,000	$16,450	71
14 - 24	$99,483	$98,117	$25,823	78
> 24	$125,194	$120,973	$32,704	82
Total	$98,441	$92,119	$30,508	295

Licensing Assistant

Position Description

The Licensing Assistant does not typically draft or negotiate license agreements or other types of agreements but assists in the licensing process. This assistance may be in the pre-transaction phase by evaluating the commercial potential of inventions; performing market research or web-based patent searches; identifying potential licensees and preparing nonconfidential, technical information for marketing purposes. Assistance may also be in the post-transaction phase by supervising licensee compliance with both financial and nonfinancial 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:** Typically none
- **Reports to:** Licensing Associate or to the Assistant/Associate Director, or in the absence of an Assistant/Associate Director, to the Director
- **Supervisory responsibilities:** Typically none

Key Trends and Factors in Compensation (U.S. Only)

The 2017 mean salary was $71,269, an almost 15 percent increase since 2014 ($62,014). The base salary at public institutions grew 22 percent, compared with a 7 percent increase at private institutions. There was a 10 percent pay gap between the private and public sectors (favoring the public sector). Research expenditures replaced years of experience as having the most impact on salary in this position.

Key Findings

- The average bonus was $4,400.
- Bonuses averaged $4,300 at private universities and $4,600 at public universities.
- The range of bonuses was $1,000 to $6,500 (10th to 75th percentile) for all Licensing Assistants.
- Eastern region bonuses ranged from $850 to $2,700 (10th to 75th percentile).
- Central region bonuses ranged from $1,000 to $8,400 (10th to 75th percentile).
- The average bonus for males was $5,000; $3,900 for females.

Figure LST-1: Mean Salary for Licensing Assistants, 2004 – 2017

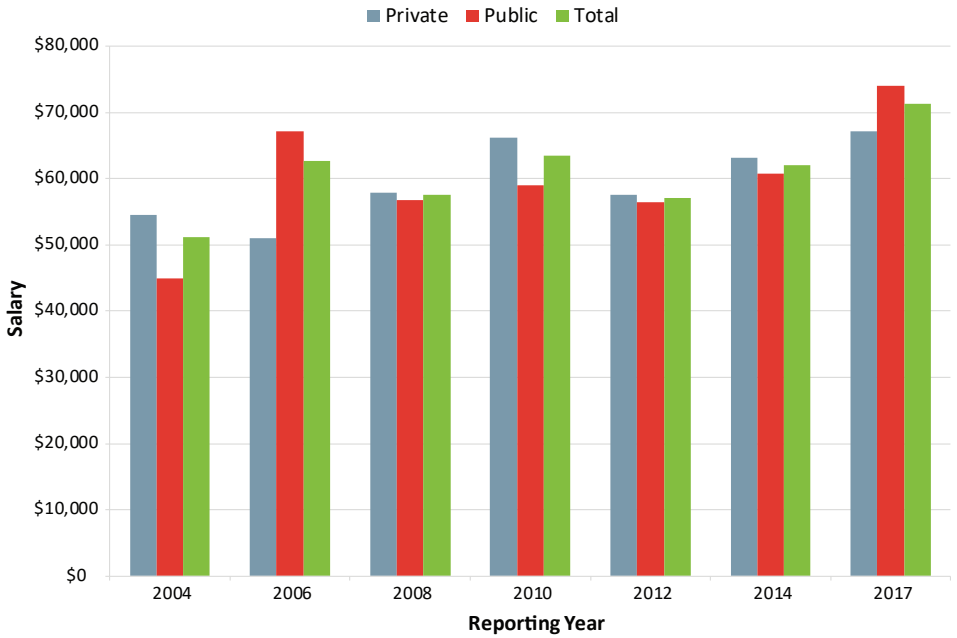


Figure LST-2: General Salary Data for Licensing Assistants: Private vs. Public, 2017

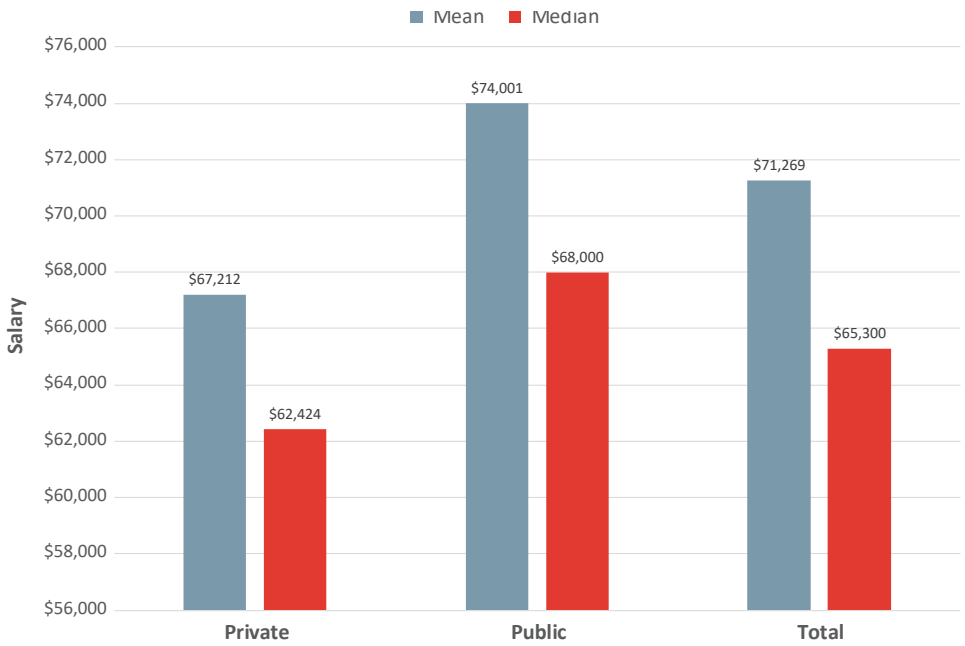


Table LST-1: General Salary Data for Licensing Assistants: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$67,212	$4,344	$68,791
	Median	$62,424	$2,430	$63,289
	Std. Deviation	$17,059	$4,270	$19,423
	N	33	12	33
Public	Mean	$74,001	$4,643	$74,475
	Median	$68,000	$4,000	$70,000
	Std. Deviation	$20,371	$3,076	$20,496
	N	49	5	49
Total	Mean	$71,269	$4,432	$72,188
	Median	$65,300	$3,032	$65,800
	Std. Deviation	$19,290	$3,863	$20,146
	N	82	17	82

Table LST-2: Licensing Assistant Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	BS/BA	$66,357	$66,955	$6,619	6
	MBA	$57,312	$56,795	$2,470	3
	JD	$73,289	$68,456	$16,806	6
	PhD	$67,616	$62,118	$21,026	17
	Other/Unknown				1
	Total	$67,212	$62,424	$17,059	33
Public	BS/BA	$65,673	$63,921	$14,295	10
	MBA	$87,061	$82,400	$25,925	3
	JD				2
	PhD	$78,838	$73,650	$21,634	28
	Other/Unknown	$62,014	$61,325	$15,393	6
	Total	$74,001	$68,000	$20,371	49
Total	BS/BA	$65,929	$64,646	$11,719	16
	MBA	$72,186	$61,891	$23,169	6
	JD	$71,042	$67,228	$14,817	8
	PhD	$74,599	$67,626	$21,869	45
	Other/Unknown	$61,542	$58,710	$14,107	7
	Total	$71,269	$65,300	$19,290	82

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$63,441	$62,271	$5,884	22
	3-4	$68,257	$67,626	$8,088	5
	5-9	$67,949	$57,398	$26,271	4
	10+				1
	Total	$64,806	$62,271	$10,159	32
Public	0-2	$70,342	$65,600	$15,123	21
	3-4	$75,589	$74,231	$15,035	8
	5-9	$76,960	$68,000	$27,304	13
	10+	$70,740	$64,291	$25,819	5
	Total	$73,108	$68,000	$19,891	47
Total	0-2	$66,811	$65,000	$11,764	43
	3-4	$72,769	$68,960	$12,941	13
	5-9	$74,840	$68,000	$26,534	17
	10+	$69,783	$64,385	$23,212	6
	Total	$69,745	$65,000	$17,064	79

Table LST-4: Licensing Assistant Directors Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$68,232	$3,352	$69,190
	Median	$65,000	$1,447	$65,000
	Std. Deviation	$18,477	$4,909	$21,106
	N	28	8	28
U.S.-Central	Mean	$68,824	$5,616	$70,228
	Median	$63,646	$5,000	$63,646
	Std. Deviation	$20,743	$2,760	$20,625
	N	28	7	28
U.S.-West	Mean	$80,323	$4,607	$80,724
	Median	$78,461	$4,607	$81,000
	Std. Deviation	$16,232	$2,273	$16,549
	N	23	2	23
Non-U.S.	Mean	$53,011		$53,011
	Median	$47,624		$47,624
	Std. Deviation	$9,937		$9,937
	N	3		3
Total	Mean	$71,269	$4,432	$72,188
	Median	$65,300	$3,032	$65,800
	Std. Deviation	$19,290	$3,863	$20,146
	N	82	17	82

Table LST-5: Licensing Assistant Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$74,930	$5,019	$76,077
	Median	$66,000	$4,000	$67,500
	Std. Deviation	$24,531	$4,786	$25,871
	N	35	8	35
Female	Mean	$68,543	$3,910	$69,291
	Median	$65,000	$3,032	$65,600
	Std. Deviation	$13,879	$3,025	$14,138
	N	47	9	47
Total	Mean	$71,269	$4,432	$72,188
	Median	$65,300	$3,032	$65,800
	Std. Deviation	$19,290	$3,863	$20,146
	N	82	17	82

Table LST-6: Licensing Assistant Salaries by Percentiles

Licensing Assistant, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	82	17	82
	Missing	-	65	-
Mean		$71,269	$4,432	$72,188
Percentiles	10	$54,467	$971	$55,126
	25	$60,666	$1,413	$60,770
	50	$65,300	$3,032	$65,800
	75	$78,846	$6,536	$80,250
	90	$94,400	$10,280	$94,400

Licensing Assistant, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	28	8	28
	Missing	-	20	-
Mean		$68,232	$3,352	$69,190
Percentiles	10	$49,943	$853	$49,943
	25	$60,770	$1,404	$60,803
	50	$65,000	$1,447	$65,000
	75	$68,948	$2,731	$69,863
	90	$83,974		$84,278

Licensing Assistant, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	28	7	28
	Missing	-	21	-
Mean		$68,824	$5,616	$70,228
Percentiles	10	$53,368	$1,000	$54,208
	25	$57,288	$4,000	$58,013
	50	$63,646	$5,000	$63,646
	75	$70,250	$8,453	$76,770
	90	$92,197		$92,197

Licensing Assistant, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	23	2	23
	Missing	-	21	-
Mean		$80,323	$4,607	$80,724
Percentiles	10	$61,215	$3,000	$61,215
	25	$65,600	$3,000	$65,600
	50	$78,461	$4,607	$81,000
	75	$90,000		$90,000
	90	$109,800		$109,800

Licensing Assistant, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	3	-	3
	Missing	-	3	-
Mean		$53,011		$53,011
Percentiles	10	$46,932		$46,932
	25	$46,932		$46,932
	50	$47,624		$47,624
	75			
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$61,274	$60,000	$8,912	7
$50.4 million to $142.5 million	$54,087	$47,624	$10,303	7
$142 million to $317.7 million	$67,783	$64,291	$16,629	9
>$317.7 million	$75,025	$67,626	$19,960	59
Total	$71,269	$65,300	$19,290	82

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$70,127	$65,000	$17,899	63
1 - 2	$80,915	$68,000	$22,666	5
3 - 5				2
6 - 9				1
Total	$71,481	$65,600	$18,473	71

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$55,998	$53,525	$10,587	10
6 - 13.9	$67,814	$65,000	$12,671	19
14 - 24	$79,433	$74,400	$22,399	26
> 24	$71,495	$65,600	$19,019	27
Total	$71,269	$65,300	$19,290	82

Marketing Manager

Position Description

Working with licensing personnel, the Marketing Manager assists in the licensing of technologies. He or she provides assistance to the licensing associate responsible for the technology or may assume the lead, with support from the Licensing Associate. Marketing assistance may include some or all of the following functions: assessment of commercial viability of technology; evaluation of market size; identification of potential licensees and key contacts and initiation of 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 is involved only 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

Key Trends and Factors in Compensation (U.S. Only)

While the number of respondents increased from 32 in 2014 to 48 in 2017, the overall mean salary remains unchanged. While public institutions' mean salaries fell almost 11 percent from 2012 to 2014, they increased 5 percent from 2014 to 2017. Conversely, private institutions experienced a slight decrease of 1 percent between 2014 and 2017 compared with an 8 percent increase from 2012 to 2014. Having a Ph.D. and 10 or more years of experience in a large office with large research expenditures were the key factors associated with higher salaries, especially on the West Coast.

Key Findings

- The average bonus was $4,500 whether female or male.
- Bonuses averaged $2,900 at private universities and $5,300 at public universities.
- The range of bonuses was $800 to $8,000 (10th to 75th percentile) for all Marketing Managers.
- Eastern region bonuses ranged from $1,000 to $6,500 (10th to 75th percentile).
- Western region bonuses ranged from $700 to $8,500 (10th to 75th percentile).

Figure MKT-1: Mean Salary for Marketing Managers, 2004 – 2017

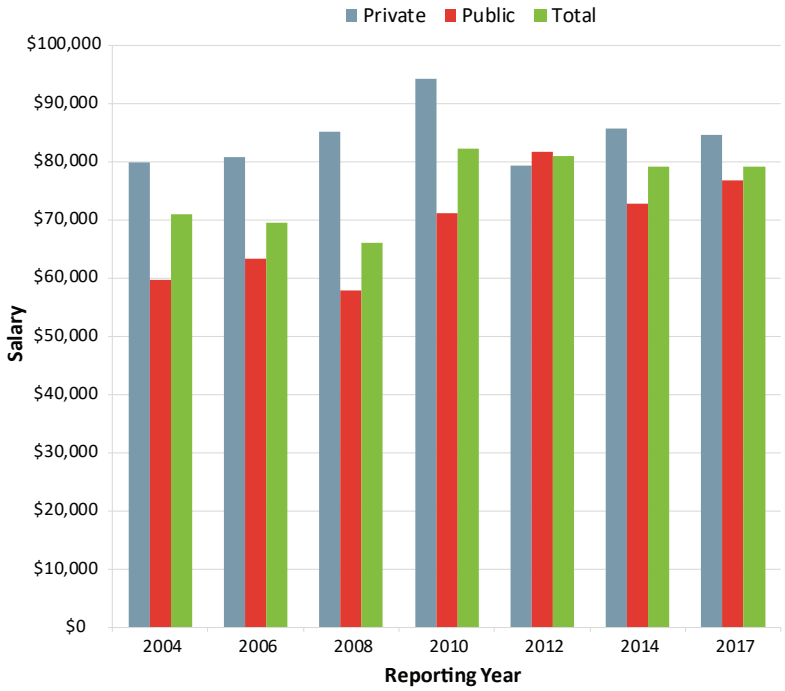


Figure MKT-2: General Salary Data for Marketing Managers: Private vs. Public, 2017

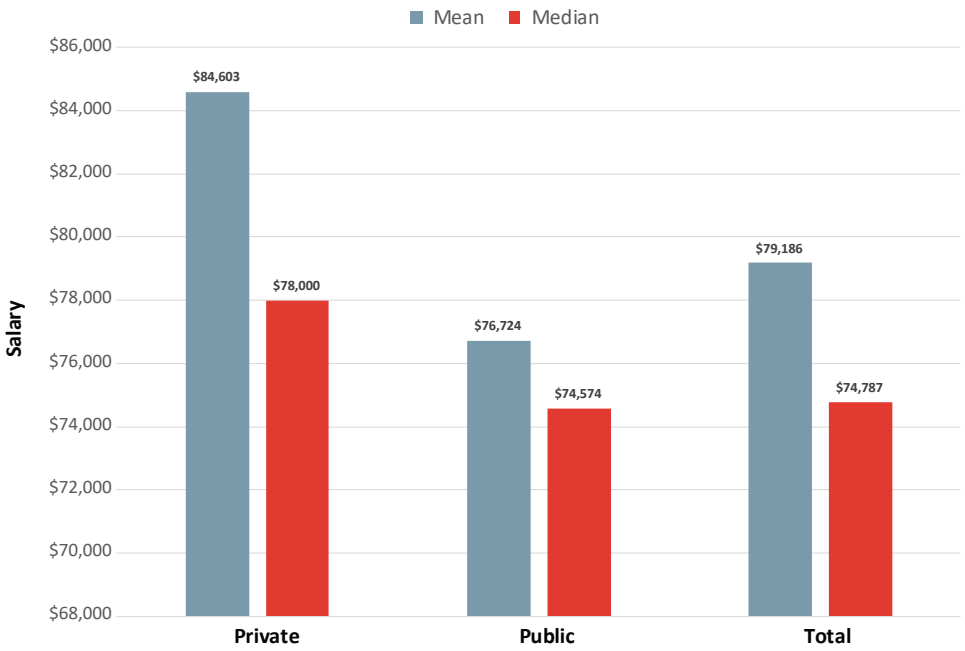


Table MKT-1: General Salary Data for Marketing Managers: Private vs. Public, 2014

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$84,603	$2,916	$85,380
	Median	$78,000	$1,163	$78,660
	Std. Deviation	$37,996	$3,591	$37,892
	N	15	4	15
Public	Mean	$76,724	$5,321	$78,013
	Median	$74,574	$5,339	$75,000
	Std. Deviation	$22,918	$3,281	$23,803
	N	33	8	33
Total	Mean	$79,186	$4,519	$80,316
	Median	$74,787	$3,810	$75,008
	Std. Deviation	$28,307	$3,431	$28,729
	N	48	12	48

Table MKT-2: Marketing Manager Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	BS/BA	$92,671	$67,544	$66,370	5
	MBA	$85,219	$84,442	$29,400	3
	PhD	$78,477	$78,660	$6,617	3
	MD				1
	Other/Unknown	$81,532	$85,000	$6,890	3
	Total	$84,603	$78,000	$37,996	15
Public	BS/BA	$77,552	$69,000	$23,938	11
	MBA	$78,410	$77,878	$28,653	6
	JD				1
	PhD	$89,899	$79,724	$17,624	3
	Other/Unknown	$71,971	$66,628	$22,426	12
	Total	$76,724	$74,574	$22,918	33
Total	BS/BA	$82,276	$68,272	$40,113	16
	MBA	$80,680	$84,442	$27,217	9
	JD				1
	PhD	$84,188	$79,724	$13,450	6
	MD				1
	Other/Unknown	$73,883	$73,597	$20,436	15
	Total	$79,186	$74,787	$28,307	48

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$102,245	$81,830	$56,422	6
	3-4	$72,273	$73,597	$11,919	5
	5-9				1
	10+				1
	Total	$86,679	$78,000	$40,154	13
Public	0-2	$72,833	$64,573	$24,914	14
	3-4	$84,343	$79,724	$15,987	6
	5-9	$76,282	$68,584	$26,111	6
	10+	$78,352	$69,338	$24,056	7
	Total	$76,724	$74,574	$22,918	33
Total	0-2	$81,657	$72,500	$38,127	20
	3-4	$78,857	$78,000	$14,978	11
	5-9	$75,034	$67,544	$24,063	7
	10+	$79,113	$76,169	$22,376	8
	Total	$79,537	$74,787	$28,706	46

Table MKT-4: Marketing Manager Directors Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$71,028	$2,916	$71,714
	Median	$71,770	$1,163	$71,770
	Std. Deviation	$16,339	$3,591	$16,730
	N	17	4	17
U.S.-Central	Mean	$71,940	$5,000	$72,394
	Median	$69,000	$5,000	$69,000
	Std. Deviation	$21,036		$20,636
	N	11	1	11
U.S.-West	Mean	$92,028	$5,367	$94,005
	Median	$95,000	$5,678	$95,000
	Std. Deviation	$36,106	$3,541	$36,385
	N	19	7	19
Non-U.S.	Mean			
	Median			
	Std. Deviation			
	N	1		1
Total	Mean	$79,186	$4,519	$80,316
	Median	$74,787	$3,810	$75,008
	Std. Deviation	$28,307	$3,431	$28,729
	N	48	12	48

Table MKT-5: Marketing Manager Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$85,256	$4,549	$86,394
	Median	$76,830	$3,613	$76,830
	Std. Deviation	$34,493	$3,669	$34,763
	N	24	6	24
Female	Mean	$73,115	$4,490	$74,237
	Median	$69,169	$4,149	$72,008
	Std. Deviation	$19,255	$3,526	$20,024
	N	24	6	24
Total	Mean	$79,186	$4,519	$80,316
	Median	$74,787	$3,810	$75,008
	Std. Deviation	$28,307	$3,431	$28,729
	N	48	12	48

Table MKT-6: Marketing Manager Salaries by Percentiles

Marketing Manager, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	48	12	48
	Missing	-	36	-
Mean		$79,186	$4,519	$80,316
Percentiles	10	$51,800	$813	$51,800
	25	$56,430	$1,107	$57,306
	50	$74,787	$3,810	$75,008
	75	$95,000	$8,254	$95,000
	90	$113,503	$9,320	$114,702

Marketing Manager, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	17	4	17
	Missing	-	13	-
Mean		$71,028	$2,916	$71,714
Percentiles	10	$49,915	$1,037	$49,915
	25	$55,608	$1,041	$55,608
	50	$71,770	$1,163	$71,770
	75	$82,362	$6,543	$85,500
	90	$90,850		$91,090

Marketing Manager, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	11	1	11
	Missing	-	10	-
Mean		$71,940	$5,000	$72,394
Percentiles	10	$48,381	$5,000	$48,381
	25	$53,000	$5,000	$54,810
	50	$69,000	$5,000	$69,000
	75	$84,442	$5,000	$84,442
	90	$110,200	$5,000	$110,200

Marketing Manager, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	19	7	19
	Missing	-	12	-
Mean		$92,028	$5,367	$94,005
Percentiles	10	$55,000	$717	$55,000
	25	$65,980	$2,226	$68,599
	50	$95,000	$5,678	$95,000
	75	$107,000	$8,572	$114,699
	90	$115,000		$123,089

Marketing Manager, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	1	-	1
	Missing	-	1	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$54,333	$55,000	$1,155	3
$50.4 million to $142.5 million	$74,359	$67,659	$22,483	20
>$142.5 million	$86,029	$83,000	$31,992	25
Total	$79,186	$74,787	$28,307	48

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$78,951.01	$74,787	$29,627	42
1 - 2	$86,067.33	$95,000	$25,717	3
Total	$79,425.43	$75,000	$29,175	45

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$67,775.50	$66,830	$16,101	4
6 - 13.9	$66,420.63	$57,475	$20,972	8
14 - 24	$80,569.19	$76,500	$37,736	18
> 24	$86,011.22	$85,500	$20,145	18
Total	$79,185.72	$74,787	$28,307	48

Business Manager

Position Description

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

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

Key Trends and Factors in Compensation (U.S. Only)

The overall mean salary for Business Managers increased about 8 percent to $76,528, compared with the 2014 survey. The mean salary at private institutions increased from $79,399 in 2014 to $89,214 in 2017 (12 percent). Similarly, salaries at public institutions increased 11 percent, from $61,887 to $69,002. An institution's research expenditures and the number of direct reports coupled with the type of degree held by the Business Manager had the most influence on mean salary.

Key Findings

- The average bonus was $6,700.
- Bonuses averaged $8,300 at private universities and $5,300 at public universities.
- The range of bonuses was $1,500 to $9,600 (10th to 75th percentile) for all Business Managers.
- Eastern region bonuses ranged from $1,600 to $9,500 (10th to 75th percentile).
- Central region bonuses ranged from $1,300 to $8,300 (10th to 75th percentile).
- Western region bonuses ranged from $2,200 to $10,000 (10th to 75th percentile).

Figure BUS-1: Mean Salary for Business Managers, 2004 – 2017

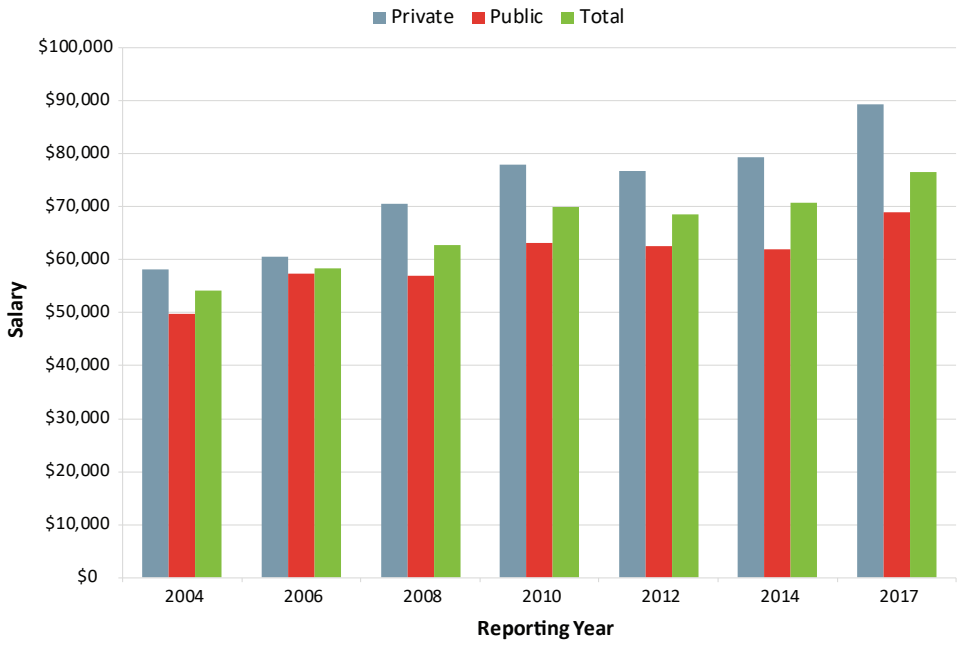


Figure BUS-2: General Salary Data for Business Managers: Private vs. Public, 2017

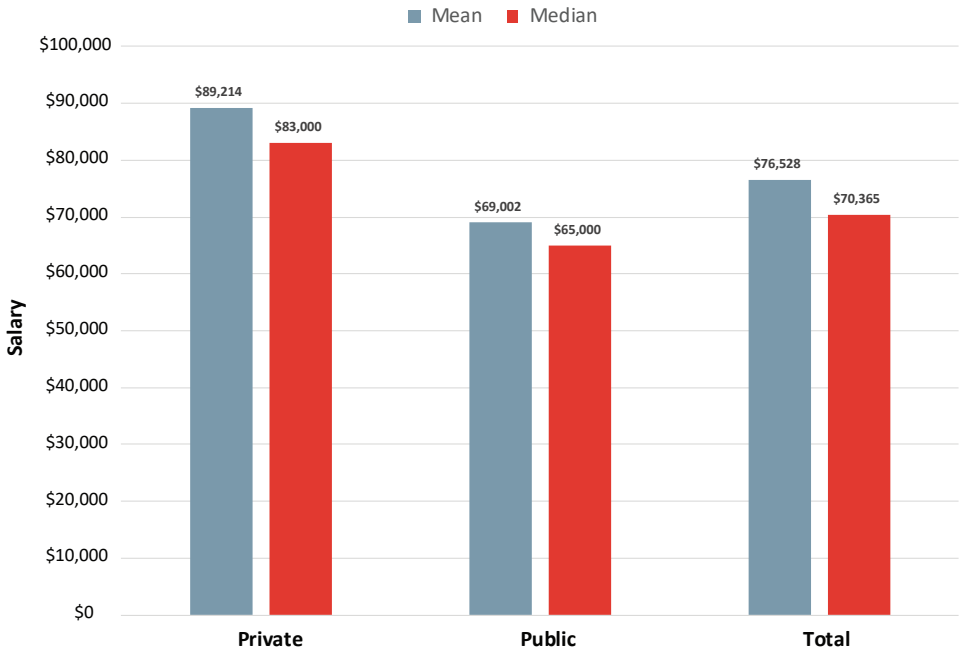


Table BUS-1: General Salary Data for Business Managers: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$89,214	$8,309	$91,350
	Median	$83,000	$9,000	$86,696
	Std. Deviation	$36,319	$3,318	$37,868
	N	35	9	35
Public	Mean	$69,002	$5,383	$69,914
	Median	$65,000	$5,828	$65,000
	Std. Deviation	$25,322	$3,308	$26,140
	N	59	10	59
Total	Mean	$76,528	$6,769	$77,896
	Median	$70,365	$7,500	$71,286
	Std. Deviation	$31,283	$3,552	$32,541
	N	94	19	94

Table BUS-2: Business Manager Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	Associate	$70,611	$68,000	$4,726	3
	BS/BA	$74,854	$67,804	$28,121	11
	MBA	$109,123	$91,912	$36,087	14
	JD				1
	Other/Unknown	$80,755	$72,669	$45,782	6
	Total	$89,214	$83,000	$36,319	35
Public	Associate	$59,873	$45,778	$28,990	3
	BS/BA	$65,888	$62,397	$20,196	29
	MBA	$86,492	$71,000	$39,809	11
	JD				2
	PhD				1
	Other/Unknown	$64,784	$62,023	$16,387	13
	Total	$69,002	$65,000	$25,322	59
Total	Associate	$65,242	$67,883	$19,486	6
	BS/BA	$68,354	$64,496	$22,628	40
	MBA	$99,165	$89,800	$38,694	25
	JD	$59,379	$57,000	$14,578	3
	PhD				1
	Other/Unknown	$69,828	$65,745	$28,626	19
	Total	$76,528	$70,365	$31,283	94

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$86,979	$91,139	$33,306	4
	3-4	$111,866	$90,823	$67,396	3
	5-9	$84,634	$80,000	$22,818	9
	10+	$94,810	$83,000	$39,450	15
	Total	$92,496	$86,696	$36,628	31
Public	0-2	$69,405	$54,908	$32,311	10
	3-4	$78,833	$69,949	$40,022	8
	5-9	$62,035	$62,397	$13,272	15
	10+	$71,986	$66,451	$22,534	23
	Total	$69,837	$65,373	$25,553	56
Total	0-2	$74,426	$56,084	$32,352	14
	3-4	$87,842	$71,000	$47,621	11
	5-9	$70,509	$69,865	$20,328	24
	10+	$80,995	$74,896	$31,916	38
	Total	$77,911	$71,000	$31,698	87

Table BUS-4: Business Manager Directors Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$82,680	$6,389	$83,807
	Median	$75,669	$6,582	$75,669
	Std. Deviation	$34,431	$3,995	$35,550
	N	34	6	34
U.S.-Central	Mean	$67,804	$5,392	$68,646
	Median	$67,383	$7,500	$68,383
	Std. Deviation	$18,945	$3,685	$18,884
	N	32	5	32
U.S.-West	Mean	$92,087	$7,915	$95,253
	Median	$77,867	$8,554	$78,966
	Std. Deviation	$35,658	$3,210	$37,730
	N	20	8	20
Non-U.S.	Mean	$46,382		$46,382
	Median	$45,392		$45,392
	Std. Deviation	$10,529		$10,529
	N	8		8
Total	Mean	$76,528	$6,769	$77,896
	Median	$70,365	$7,500	$71,286
	Std. Deviation	$31,283	$3,552	$32,541
	N	94	19	94

Table BUS-5: Business Manager Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$87,240	$4,269	$88,094
	Median	$77,000	$3,705	$77,000
	Std. Deviation	$46,270	$2,920	$46,799
	N	20	4	20
Female	Mean	$73,668	$7,436	$75,196
	Median	$69,860	$7,622	$70,993
	Std. Deviation	$25,662	$3,483	$27,438
	N	73	15	73
Total	Mean	$76,587	$6,769	$77,970
	Median	$70,000	$7,500	$71,571
	Std. Deviation	$31,448	$3,552	$32,709
	N	93	19	93

Table BUS-6: Business Manager Salaries by Percentiles

Business Manager, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	94	19	94
	Missing	-	75	-
Mean		$76,528	$6,769	$77,896
Percentiles	10	$45,957	$1,520	$45,957
	25	$53,186	$2,500	$53,440
	50	$70,365	$7,500	$71,286
	75	$89,650	$9,652	$90,206
	90	$119,000	$12,000	$125,500

Business Manager, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	34	6	34
	Missing	-	28	-
Mean		$82,680	$6,389	$83,807
Percentiles	10	$47,450	$1,667	$47,450
	25	$56,500	$2,292	$56,500
	50	$75,669	$6,582	$75,669
	75	$95,656	$9,750	$97,917
	90	$139,050		$145,050

Business Manager, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	32	5	32
	Missing	-	27	-
Mean		$67,804	$5,392	$68,646
Percentiles	10	$47,632	$1,300	$47,632
	25	$51,471	$1,410	$51,471
	50	$67,383	$7,500	$68,383
	75	$78,467	$8,321	$78,467
	90	$92,347		$92,347

Business Manager, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	20	8	20
	Missing	-	12	-
Mean		$92,087	$7,915	$95,253
Percentiles	10	$56,972	$2,246	$58,994
	25	$66,533	$5,827	$69,566
	50	$77,867	$8,554	$78,966
	75	$113,732	$10,000	$123,645
	90	$160,750		$169,539

Business Manager, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	8	-	8
	Missing	-	8	-
Mean		$46,382		$46,382
Percentiles	10	$28,090		$28,090
	25	$39,658		$39,658
	50	$45,392		$45,392
	75	$54,873		$54,873
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$49,555	$45,778	$18,191	7
$50.4 million to $142.5 million	$57,830	$55,000	$14,094	15
$142 million to $317.7 million	$69,844	$69,930	$18,097	26
>$317.7 million	$90,507	$80,250	$35,769	46
Total	$76,528	$70,365	$31,283	94

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$64,613	$65,373	$17,221	52
1 - 2	$78,998	$75,613	$26,620	22
3 - 5	$112,456	$98,165	$38,995	12
6 - 9	$141,837	$155,100	$53,318	3
Total	$77,222	$70,729	$31,655	89

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$60,078	$57,251	$15,685	24
6 - 13.9	$68,196	$68,949	$20,773	28
14 - 24	$83,750	$80,000	$33,760	23
> 24	$100,841	$95,000	$39,272	19
Total	$76,528	$70,365	$31,283	94

Patent Manager

Position Description

A Patent Manager is a support staff member 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 U.S. Patent and Trademark Office for payment of maintenance fees etc.

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

Key Trends and Factors in Compensation (U.S. Only)

After falling almost 23 percent from 2012 to 2014, the overall mean salary remained virtually unchanged from 2014 to 2017. A doubling of respondents in 2017 (115) compared with 2014 (56) was noteworthy. The previously observed trends of private/public segmentation were reversed. Where public institutions' mean salaries fell almost 13 percent from 2012 to 2014, they increased almost 10 percent from 2014 to 2017. Further, salaries at private institutions decreased 9.3 percent compared with the 6.5 percent increase from 2012 to 2014. Having a law degree and 10 or more years of experience in a private institution were the key factors associated with higher salaries.

Patent Managers

- The average bonus was $3,800.
- Bonuses averaged $4,000 at private universities and $3,600 at public universities.
- The range of bonuses was $800 to $6,400 (10th to 75th percentile) for all Patent Managers.
- The average bonus for males was $800; $4,100 for females.

Figure PAT-1: Mean Salary for Patent Managers, 2004 – 2017

Figure PAT-2: General Salary Data for Patent Managers: Private vs. Public, 2017

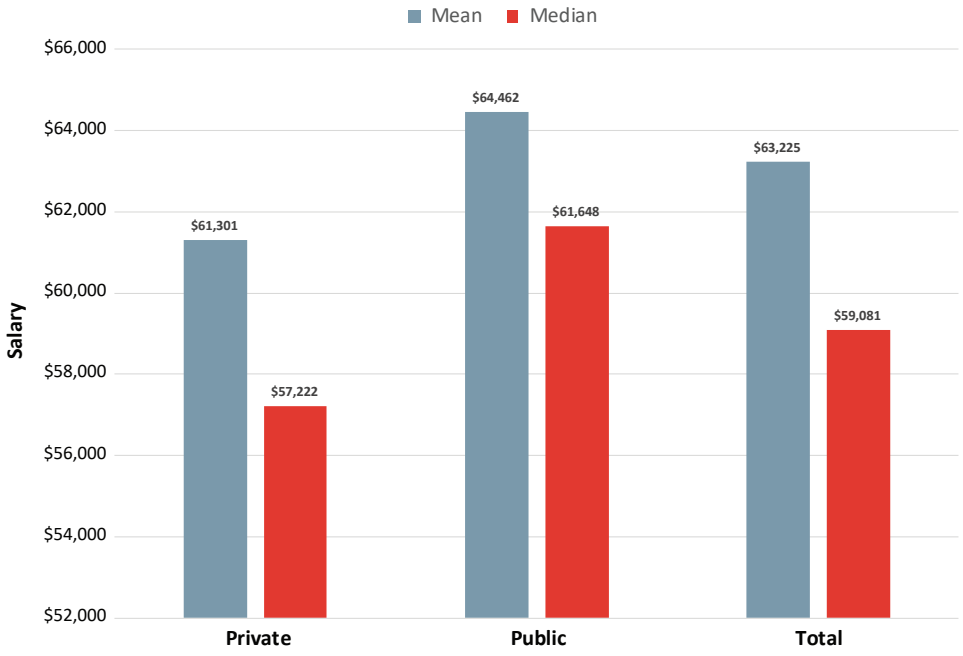


Table PAT-1: General Salary Data for Patent Managers: Private vs. Public, 2017

		Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$61,301	$4,067	$62,024
	Median	$57,222	$2,329	$58,000
	Std. Deviation	$18,030	$4,081	$19,286
	N	45	8	45
Public	Mean	$64,462	$3,603	$64,771
	Median	$61,648	$2,750	$61,648
	Std. Deviation	$19,211	$2,763	$19,512
	N	70	6	70
Total	Mean	$63,225	$3,868	$63,696
	Median	$59,081	$2,750	$59,347
	Std. Deviation	$18,742	$3,458	$19,386
	N	115	14	115

Table PAT-2: Patent Manager Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	Associate	$66,204	$60,250	$22,640	4
	BS/BA	$61,669	$56,643	$18,428	29
	MBA	$59,500	$59,500	$6,364	2
	JD				1
	PhD				1
	Other/Unknown	$62,854	$69,320	$15,401	8
	Total	$61,301	$57,222	$18,030	45
Public	Associate	$61,861	$55,505	$14,535	7
	BS/BA	$59,905	$57,079	$14,172	29
	MBA				2
	JD	$84,295	$71,150	$30,045	10
	PhD	$74,923	$72,129	$24,138	5
	Other/Unknown	$58,797	$54,640	$12,309	17
	Total	$64,462	$61,648	$19,211	70
Total	Associate	$63,440	$55,505	$16,892	11
	BS/BA	$60,787	$56,783	$16,318	58
	MBA	$61,000	$62,000	$4,546	4
	JD	$78,769	$70,299	$33,887	11
	PhD	$72,436	$68,564	$22,433	6
	Other/Unknown	$60,095	$61,500	$13,188	25
	Total	$63,225	$59,081	$18,742	115

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$52,655	$53,444	$15,442	13
	3-4	$57,567	$53,000	$13,445	3
	5-9	$58,625	$56,783	$10,986	12
	10+	$77,126	$71,958	$23,036	10
	Total	$61,368	$57,073	$18,694	38
Public	0-2	$57,001	$57,373	$12,322	12
	3-4	$58,509	$56,318	$10,416	13
	5-9	$66,293	$64,000	$15,229	19
	10+	$71,506	$66,660	$25,728	24
	Total	$65,005	$61,898	$19,214	68
Total	0-2	$54,741	$53,500	$13,919	25
	3-4	$58,332	$55,479	$10,538	16
	5-9	$63,325	$62,000	$14,065	31
	10+	$73,159	$69,072	$24,755	34
	Total	$63,701	$60,000	$19,020	106

Table PAT-4: Patent Manager Directors Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$64,338	$3,893	$65,038
	Median	$58,913	$2,500	$59,214
	Std. Deviation	$19,353	$3,853	$20,341
	N	50	9	50
U.S.-Central	Mean	$51,273	$2,742	$51,578
	Median	$50,000	$1,225	$50,161
	Std. Deviation	$11,148	$2,824	$11,468
	N	27	3	27
U.S.-West	Mean	$71,239	$5,448	$71,559
	Median	$66,000	$5,448	$66,000
	Std. Deviation	$18,864	$3,461	$19,361
	N	34	2	34
Non-U.S.	Mean	$61,883		$61,883
	Median	$66,608		$66,608
	Std. Deviation	$14,235		$14,235
	N	4		4
Total	Mean	$63,225	$3,868	$63,696
	Median	$59,081	$2,750	$59,347
	Std. Deviation	$18,742	$3,458	$19,386
	N	115	14	115

Table PAT-5: Patent Manager Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$72,796	$807	$72,839
	Median	$68,640	$807	$68,640
	Std. Deviation	$21,249		$21,219
	N	19	1	19
Female	Mean	$61,331	$4,104	$61,887
	Median	$57,151	$3,000	$57,540
	Std. Deviation	$17,720	$3,481	$18,591
	N	96	13	96
Total	Mean	$63,225	$3,868	$63,696
	Median	$59,081	$2,750	$59,347
	Std. Deviation	$18,742	$3,458	$19,386
	N	115	14	115

Table PAT-6: Patent Manager Salaries by Percentiles

Patent Manager, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	115	14	115
	Missing	-	101	-
Mean		$63,225	$3,868	$63,696
Percentiles	10	$44,812	$798	$44,812
	25	$50,000	$971	$50,000
	50	$59,081	$2,750	$59,347
	75	$72,000	$6,475	$72,000
	90	$82,300	$9,998	$83,061

Patent Manager, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	50	9	50
	Missing	-	41	-
Mean		$64,338	$3,893	$65,038
Percentiles	10	$46,512	$789	$46,512
	25	$50,000	$846	$50,000
	50	$58,913	$2,500	$59,214
	75	$72,175	$6,650	$72,744
	90	$89,087		$91,952

Patent Manager, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	27	3	27
	Missing	-	24	-
Mean		$51,273	$2,742	$51,578
Percentiles	10	$37,543	$1,000	$37,543
	25	$44,028	$1,000	$44,028
	50	$50,000	$1,225	$50,161
	75	$56,643		$56,643
	90	$65,616		$68,465

Patent Manager, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	34	2	34
	Missing	-	32	-
Mean		$71,239	$5,448	$71,559
Percentiles	10	$52,420	$3,000	$52,420
	25	$56,889	$3,000	$56,889
	50	$66,000	$5,448	$66,000
	75	$77,583		$78,108
	90	$105,052		$109,000

Patent Manager, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	4	-	4
	Missing	-	4	-
Mean		$61,883		$61,883
Percentiles	10	$42,032		$42,032
	25	$46,796		$46,796
	50	$66,608		$66,608
	75	$72,246		$72,246
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$61,111	$56,643	$11,437	7
$50.4 million to $142.5 million	$56,575	$54,900	$11,075	16
$142 million to $317.7 million	$70,041	$61,442	$25,196	22
>$317.7 million	$62,815	$58,643	$17,983	70
Total	$63,225	$59,081	$18,742	115

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$61,111	$56,643	$11,437	7
1 - 2	$56,575	$54,900	$11,075	16
3 - 5	$70,041	$61,442	$25,196	22
6 - 9	$62,815	$58,643	$17,983	70
Total	$63,225	$59,081	$18,742	115

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$62,258	$57,000	$19,155	24
6 - 13.9	$64,615	$60,100	$19,882	25
14 - 24	$61,902	$61,087	$19,453	33
> 24	$64,200	$59,081	$17,543	33
Total	$63,225	$59,081	$18,742	115

Administrative Assistant

Position Description

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

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

Key Trends and Factors in Compensation (U.S. Only)

The mean Administrative Assistant salary increased more than 10 percent to $50,638 from 2014 to 2017. Private institutions had a nearly 15 percent increase from 2014, while public institutions had a 6 percent increase. There was a 33 percent increase in incumbents reported from the 2014 survey. Twelve percent of the incumbents were male, and their mean salary increased 19 percent from 2014. Eighty-eight percent of incumbents were female, and their mean salary increased 9 percent from 2014. Employment at larger offices, especially those with more than 24 FTEs, correlated with a higher salary.

Administrative Assistants

- The average bonus was $2,600.
- Bonuses averaged $2,200 at private universities and $3,300 at public universities.
- The range of bonuses was $700 to $4,200 (10th to 75th percentile) for all Administrative Assistants.

Figure AA-1: Mean Salary for Administrative Assistants, 2004 – 2017

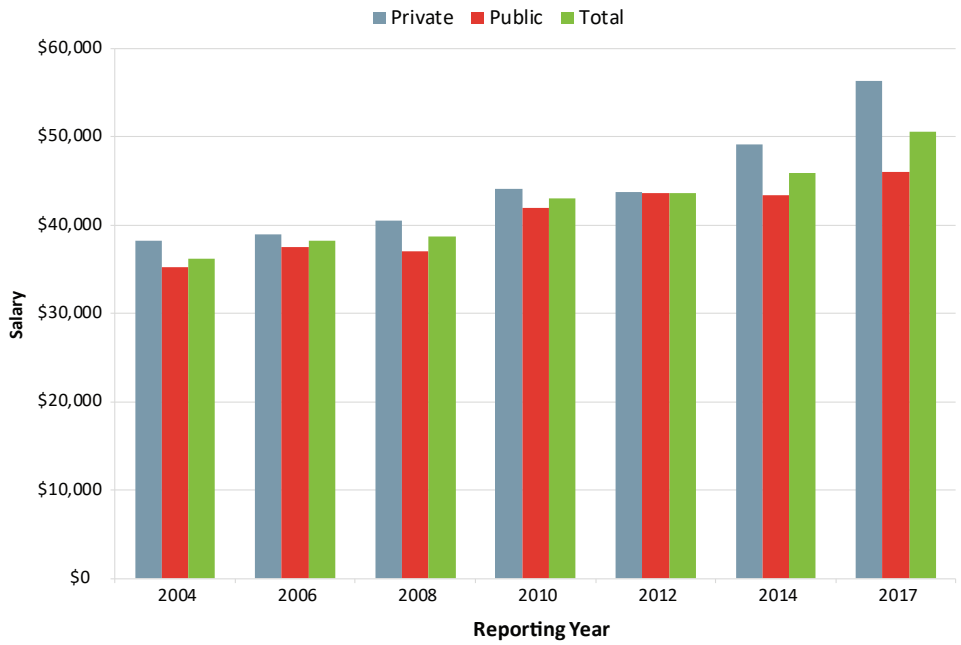


Figure AA-2: General Salary Data for Administrative Assistants: Private vs. Public, 2017

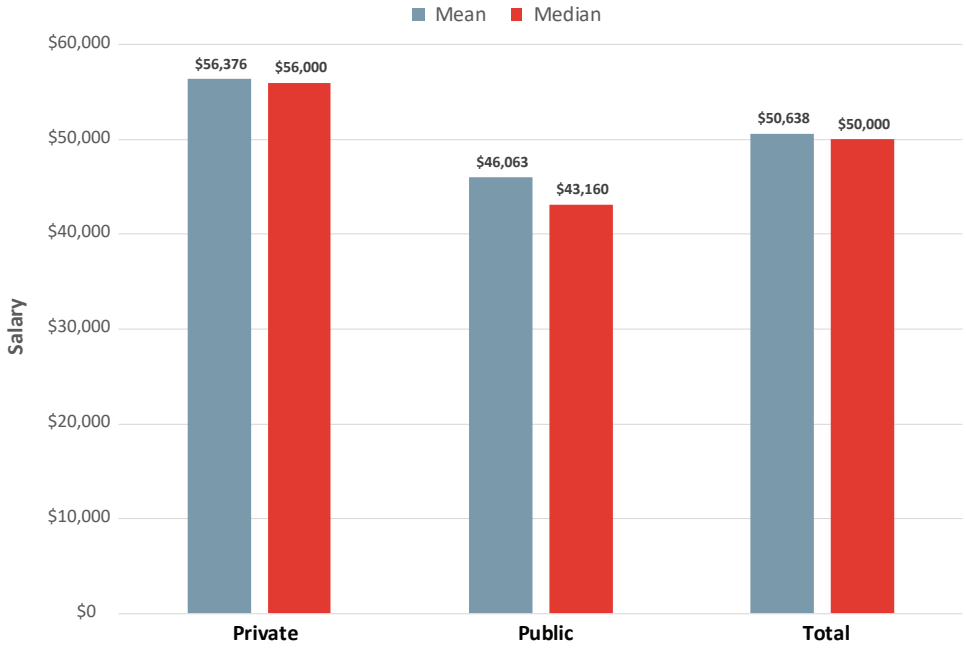


Table AA-1: General Salary Data for Administrative Assistants: Private vs. Public, 2017

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$56,376	$2,273	$56,700
	Median	$56,000	$1,500	$56,326
	Std. Deviation	$16,643	$1,704	$16,727
	N	63	9	63
Public	Mean	$46,063	$3,384	$46,277
	Median	$43,160	$3,000	$43,160
	Std. Deviation	$12,685	$902	$12,985
	N	79	5	79
Total	Mean	$50,638	$2,670	$50,901
	Median	$50,000	$2,938	$50,000
	Std. Deviation	$15,403	$1,530	$15,599
	N	142	14	142

Table AA-2: Administrative Assistant Salaries by Highest Degree

	Degree	Mean	Median	Std. Deviation	N
Private	Associate	$46,966	$44,555	$11,124	8
	BS/BA	$57,209	$58,312	$14,858	28
	MBA	$75,329	$71,260	$19,951	3
	JD				1
	Other/Unknown	$56,048	$54,588	$18,753	23
	Total	$56,376	$56,000	$16,643	63
Public	Associate	$49,494	$48,928	$10,279	11
	BS/BA	$49,770	$47,000	$13,650	36
	JD				1
	PhD				1
	Other/Unknown	$40,939	$40,828	$10,780	30
	Total	$46,063	$43,160	$12,685	79
Total	Associate	$48,430	$47,109	$10,414	19
	BS/BA	$53,025	$52,205	$14,559	64
	MBA	$75,329	$71,260	$19,951	3
	JD				2
	PhD				1
	Other/Unknown	$47,496	$44,861	$16,454	53
	Total	$50,638	$50,000	$15,403	142

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2	$50,504	$50,220	$11,116	18
	3-4	$57,649	$59,624	$19,648	13
	5-9	$57,801	$58,000	$10,831	9
	10+	$62,519	$59,305	$19,596	20
	Total	$57,151	$56,663	$16,645	60
Public	0-2	$44,470	$42,508	$12,726	34
	3-4	$46,648	$44,861	$13,055	11
	5-9	$45,253	$42,278	$7,885	12
	10+	$50,542	$43,700	$13,376	17
	Total	$46,316	$43,343	$12,292	74
Total	0-2	$46,559	$49,090	$12,425	52
	3-4	$52,607	$52,475	$17,517	24
	5-9	$50,631	$48,928	$11,028	21
	10+	$57,016	$55,685	$17,855	37
	Total	$51,167	$50,019	$15,333	134

Table AA-4: Administrative Assistant Salaries by Region

Region		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
U.S.-East	Mean	$54,508	$979	$54,589
	Median	$52,682	$907	$52,682
	Std. Deviation	$17,152	$302	$17,197
	N	60	5	60
U.S.-Central	Mean	$46,825	$3,713	$47,182
	Median	$43,850	$3,000	$43,850
	Std. Deviation	$11,929	$1,079	$12,383
	N	52	5	52
U.S.-West	Mean	$53,079	$3,481	$53,660
	Median	$56,380	$3,576	$56,380
	Std. Deviation	$14,894	$1,011	$15,229
	N	24	4	24
Non-U.S.	Mean	$35,221		$35,221
	Median	$39,786		$39,786
	Std. Deviation	$10,116		$10,116
	N	6		6
Total	Mean	$50,638	$2,670	$50,901
	Median	$50,000	$2,938	$50,000
	Std. Deviation	$15,403	$1,530	$15,599
	N	142	14	142

Table AA-5: Administrative Assistant Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$59,291	$907	$59,344
	Median	$53,000	$907	$53,000
	Std. Deviation	$22,586		$22,604
	N	17	1	17
Female	Mean	$49,382	$2,806	$49,679
	Median	$48,928	$2,945	$48,928
	Std. Deviation	$13,949	$1,503	$14,217
	N	123	13	123
Total	Mean	$50,586	$2,670	$50,853
	Median	$50,000	$2,938	$50,000
	Std. Deviation	$15,494	$1,530	$15,692
	N	140	14	140

Table AA-6: Administrative Assistant Salaries by Percentiles

Administrative Assistant, All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	142	14	142
	Missing	-	128	-
Mean		$50,638	$2,670	$50,901
Percentiles	10	$34,597	$771	$34,597
	25	$39,950	$937	$39,950
	50	$50,000	$2,938	$50,000
	75	$60,097	$4,219	$61,648
	90	$68,466	$4,878	$68,490

Administrative Assistant, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	60	5	60
	Missing	-	55	-
Mean		$54,508	$979	$54,589
Percentiles	10	$35,000	$746	$35,000
	25	$42,439	$771	$42,439
	50	$52,682	$907	$52,682
	75	$64,936	$1,224	$64,936
	90	$70,866		$70,866

Administrative Assistant, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	52	5	52
	Missing	-	47	-
Mean		$46,825	$3,713	$47,182
Percentiles	10	$34,300	$2,931	$34,300
	25	$37,525	$2,938	$37,525
	50	$43,850	$3,000	$43,850
	75	$57,384	$4,844	$57,959
	90	$63,700		$64,891

Administrative Assistant, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	24	4	24
	Missing	-	20	-
Mean		$53,079	$3,481	$53,660
Percentiles	10	$32,874	$2,300	$32,874
	25	$40,504	$2,474	$40,504
	50	$56,380	$3,576	$56,380
	75	$59,978	$4,392	$63,555
	90	$65,000		$66,091

Administrative Assistant, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	6	-	6
	Missing	-	6	-
Mean		$35,221		$35,221
Percentiles	10	$16,040		$16,040
	25	$28,008		$28,008
	50	$39,786		$39,786
	75	$41,206		$41,206
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million	$40,468	$42,564	$15,022	8
$50.4 million to $142.5 million	$41,782	$37,422	$14,002	18
$142 million to $317.7 million	$48,916	$44,905	$14,259	30
>$317.7 million	$54,038	$52,205	$15,076	86
Total	$50,638	$50,000	$15,403	142

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$48,306	$47,109	$12,857	115
1 - 2	$57,431	$59,862	$13,364	4
3 - 5				2
Total	$49,081	$48,928	$13,992	121

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$44,542	$41,555	$15,222	31
6 - 13.9	$47,029	$49,090	$12,930	28
14 - 24	$48,206	$44,212	$13,052	41
> 24	$59,919	$59,024	$15,456	42
Total	$50,638	$50,000	$15,403	142

Director of Startups

Position Description

The Director of Startups leads the effort to start companies based on technologies owned by the institution and to be licensed to the new entity. The Director of Startups typically is not 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 handles inventions that represent potential startup opportunities referred to them by these individuals. The Director of Startups evaluates startup opportunities; confirms that they should be pursued as startups rather than traditional licenses; and works with the inventor to prepare summaries of the opportunity, up to and including the initial business plan. He or she recruits the startup CEO and assists in obtaining financing. The Director of Startups 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 startup's board of directors. He or she is a full-time employee of the institution or of 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

Key Trends and Factors in Compensation (U.S. Only)

In 2017, the data showed a 28 percent increase in mean salary to $157,014 for Director of Startups positions compared with 2014. This is much higher than the 5 percent decrease in mean salary between 2012 and 2014, especially considering that the number of incumbents reported was almost the same. The increase in mean salary was reflected in both public and private institutions, with salary increases from $110,624 to $143,455 (30 percent) and $142,530 to $184,134 (29 percent), respectively.

Directors of Startups

- The average bonus was $8,500.
- Bonuses averaged $10,000 at private universities and $7,600 at public universities.
- The range of bonuses was $2,600 to $10,400 (10th to 75th percentile) for all Directors of Startups.
- Central region bonuses ranged from $5,000 to $12,600 (10th to 75th percentile).
- Western region bonuses ranged from $2,500 to $10,000 (10th to 75th percentile).

Figure SU-1: Mean Salary for Directors of Startups, 2004 – 2017

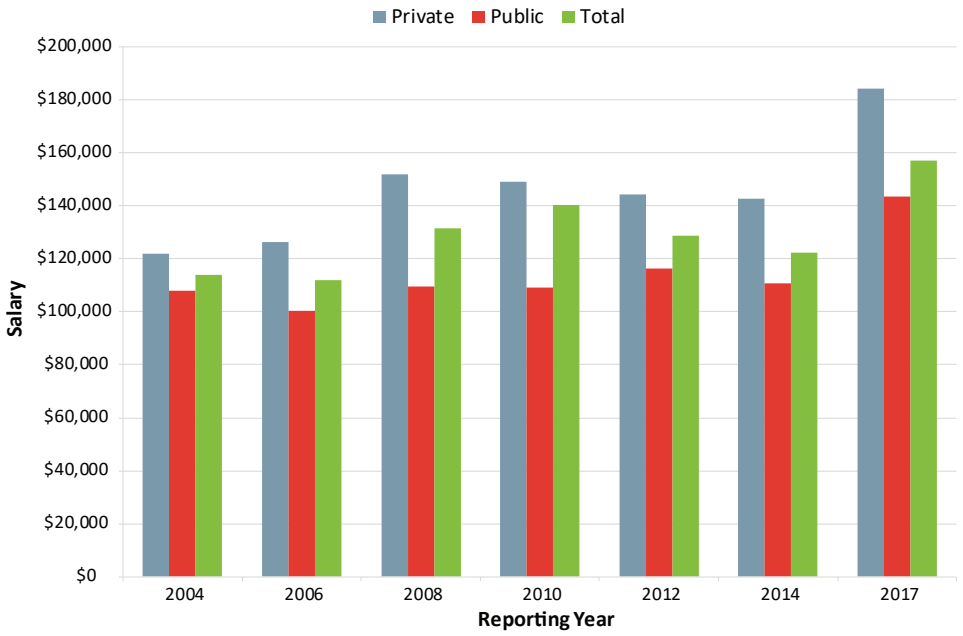


Figure SU-2: General Salary Data for Directors of Startups: Private vs. Public, 2017

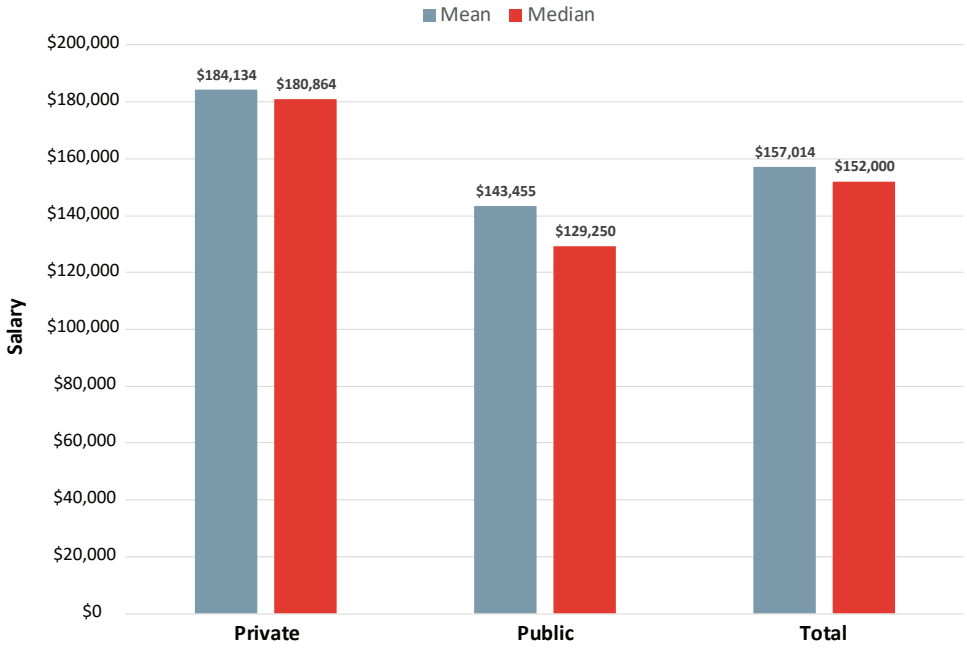


Table SU-1: General Salary Data for Director of Startups: Private vs. Public, 2014

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$184,134	$10,177	$188,205
	Median	$180,864	$9,605	$183,364
	Std. Deviation	$65,819	$5,709	$63,262
	N	10	4	10
Public	Mean	$143,455	$7,693	$146,147
	Median	$129,250	$9,000	$135,175
	Std. Deviation	$59,283	$3,429	$59,962
	N	20	7	20
Total	Mean	$157,014	$8,596	$160,166
	Median	$152,000	$9,000	$155,000
	Std. Deviation	$63,463	$4,290	$63,280
	N	30	11	30

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

	Degree	Mean	Median	Std. Deviation	N
Private	MBA				2
	JD				2
	PhD				2
	MD				1
	Other/Unknown	$173,827	$207,060	$71,462	3
	Total	$184,134	$180,864	$65,819	10
Public	BS/BA	$134,418	$135,500	$80,270	4
	MBA	$148,194	$138,972	$41,609	5
	JD				1
	PhD	$177,622	$189,750	$81,185	5
	Other/Unknown	$118,868	$125,876	$30,005	5
	Total	$143,455	$129,250	$59,283	20
Total	BS/BA	$134,418	$135,500	$80,270	4
	MBA	$155,786	$160,000	$37,014	7
	JD	$170,083	$175,000	$59,777	3
	PhD	$162,770	$154,000	$72,839	7
	MD	$316,802	$316,802		1
	Other/Unknown	$139,478	$126,688	$52,751	8
	Total	$157,014	$152,000	$63,463	30

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

	Years in Technology Transfer	Mean	Median	Std. Deviation	N
Private	0-2				1
	3-4				1
	5-9	$162,443	$162,800	$64,986	3
	10+	$208,132	$180,864	$73,701	4
	Total	$179,858	$175,000	$68,322	9
Public	0-2	$121,875	$118,750	$21,926	4
	3-4	$124,887	$121,938	$70,509	4
	5-9	$167,210	$154,986	$89,804	4
	10+	$170,374	$174,875	$45,521	6
	Total	$148,785	$134,986	$59,531	18
Total	0-2	$138,912	$127,500	$42,566	5
	3-4	$118,269	$118,000	$62,829	5
	5-9	$165,167	$162,800	$73,801	7
	10+	$185,477	$180,864	$57,810	10
	Total	$159,142	$154,000	$63,058	27

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	$151,051	$8,403	$153,343
	Median	$150,000	$5,709	$150,000
	Std. Deviation	$40,731	$7,142	$41,789
	N	11	3	11
U.S.-Central	Mean	$156,511	$9,375	$160,678
	Median	$160,000	$9,500	$160,000
	Std. Deviation	$76,189	$3,497	$74,497
	N	9	4	9
U.S.-West	Mean	$191,213	$7,962	$195,194
	Median	$199,121	$9,425	$200,371
	Std. Deviation	$57,256	$3,706	$55,497
	N	8	4	8
Non-U.S.	Mean	$55,279		$55,279
	Median	$55,279		$55,279
	Std. Deviation	$19,244		$19,244
	N	2		2
Total	Mean	$157,014	$8,596	$160,166
	Median	$152,000	$9,000	$155,000
	Std. Deviation	$63,463	$4,290	$63,280
	N	30	11	30

Table SU-5: Director of Startups Salaries by Gender

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$161,093	$8,596	$164,730
	Median	$157,000	$9,000	$161,400
	Std. Deviation	$63,070	$4,290	$62,596
	N	26	11	26
Female	Mean	$151,042		$151,042
	Median	$125,876		$125,876
	Std. Deviation	$67,254		$67,254
	N	3		3
Total	Mean	$160,053	$8,596	$163,314
	Median	$154,000	$9,000	$160,000
	Std. Deviation	$62,325	$4,290	$61,963
	N	29	11	29

Table SU-6: Director of Startups Salaries by Percentiles

Director of Startups: All Regions				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	30	11	30
	Missing	-	19	-
Mean		$157,014	$8,596	$160,166
Percentiles	10	$73,980	$2,600	$74,528
	25	$109,500	$5,000	$116,000
	50	$152,000	$9,000	$155,000
	75	$207,418	$10,498	$209,561
	90	$227,025	$15,900	$234,225

Director of Startups, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	11	3	11
	Missing	-	8	-
Mean		$151,051	$8,403	$153,343
Percentiles	10	$99,824	$3,000	$99,824
	25	$118,000	$3,000	$118,000
	50	$150,000	$5,709	$150,000
	75	$186,727		$186,727
	90	$219,509		$220,651

Director of Startups, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	9	4	9
	Missing	-	5	-
Mean		$156,511	$9,375	$160,678
Percentiles	10	$72,000	$5,000	$72,000
	25	$95,900	$6,000	$102,650
	50	$160,000	$9,500	$160,000
	75	$194,500	$12,625	$197,000
	90			

Director of Startups, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	8	4	8
	Missing	-	4	-
Mean		$191,213	$7,962	$195,194
Percentiles	10	$125,876	$2,500	$125,876
	25	$130,368	$4,088	$139,630
	50	$199,121	$9,425	$200,371
	75	$226,688	$10,374	$233,063
	90			

Director of Startups, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	2	-	2
	Missing	-	2	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million				1
$50.4 million to $142.5 million	$122,667	$110,000	$23,692	3
$142 million to $317.7 million	$145,689	$131,000	$103,014	5
>$317.7 million	$168,814	$171,000	$54,017	21
Total	157,014	152,000	63,463	30

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

Number of Reports	Mean	Median	Std. Deviation	N
0	$143,595	$131,000	$84,857	9
1 - 2	$161,404	$160,500	$54,487	12
3 - 5	$179,902	$184,246	$45,385	6
6 - 9				2
Total	$160,053	$154,000	$62,325	29

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9	$151,698	$131,000	$97,642	5
6 - 13.9	$128,017	$110,000	$75,537	7
14 - 24	$161,491	$160,000	$52,196	9
> 24	$178,046	$186,727	$39,438	9
Total	$157,014	$152,000	$63,463	30

In-house Counsel

Position Description

An In-house Counsel is a bar certified lawyer employed by the institution to support licensing activity and possibly also intellectual property management. In-house Counsel typically 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

Key Trends and Factors in Compensation (U.S. Only)

In 2017, 79 percent of In-house Counsel respondents were employed by institutions with more than $317.7 million in total research expenditures. A 52 percent increase in incumbents was reported over the 2014 survey. The total mean In-house Counsel salary increased 11 percent from 2014 to $137,030. The mean salary for female respondents increased 19 percent from 2014, while the mean salary for male respondents remained nearly static, dropping 0.4 percent. Mean salaries increased 1.8 percent at private institutions from 2014, while rising 38 percent at public institutions. Employment at private institutions continued to correlate with a higher base salary.

Key Findings

- The average bonus was $10,300.
- Bonuses averaged $8,900 at private universities and $13,700 at public universities.
- The range of bonuses was $2,600 to $14,400 (10th to 75th percentile) for all In-house Counsel.
- The average bonus for males was $7,600; $16,700 for females.

Figure IC-1: Mean Salary for In-house Counsel, 2004 – 2017

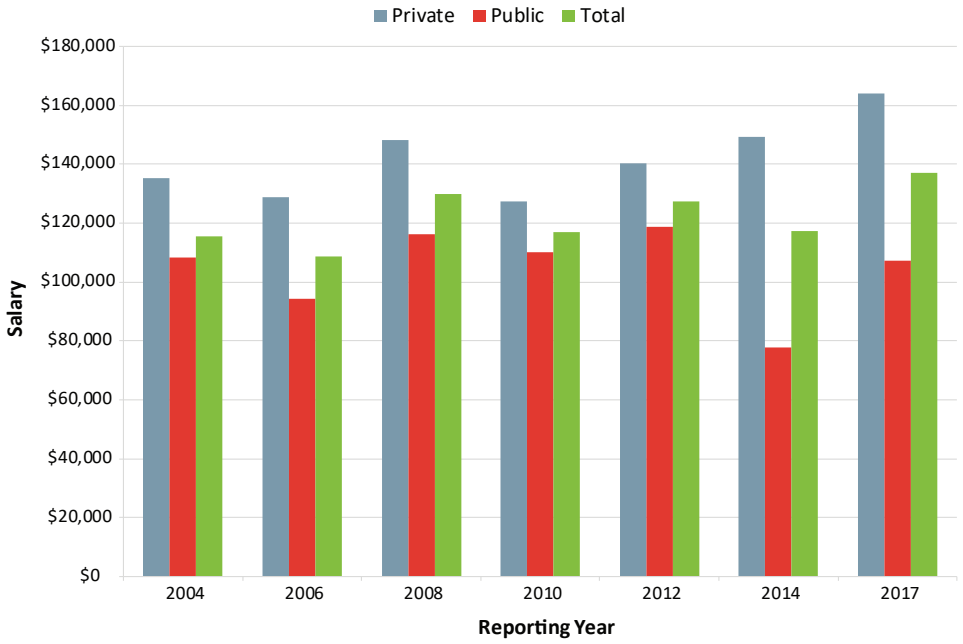


Figure IC-2: General Salary Data for In-house Counsel: Private vs. Public, 2017

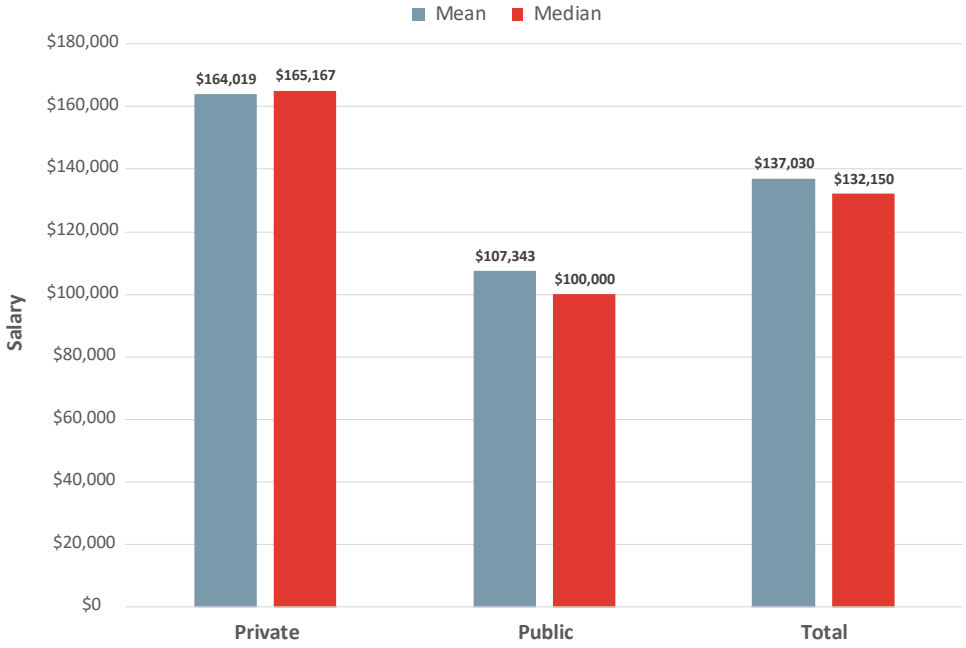


Table IC-1: General Base Salary Data for In-house Counsel: Private vs. Public, 2017

		Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Private	Mean	$164,019	$8,905	$166,853
	Median	$165,167	$3,000	$166,667
	Std. Deviation	$31,200	$15,718	$35,863
	N	22	7	22
Public	Mean	$107,343	$13,767	$109,408
	Median	$100,000	$14,302	$101,313
	Std. Deviation	$37,024	$1,570	$38,526
	N	20	3	20
Total	Mean	$137,030	$10,364	$139,498
	Median	$132,150	$3,075	$132,775
	Std. Deviation	$44,211	$13,068	$46,795
	N	42	10	42

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

	Degree	Mean	Median	Std. Deviation	N
Private	JD	$161,636	$163,334	$31,681	20
	PhD				2
	Total	$164,019	$165,167	$31,200	22
Public	BS/BA				1
	JD	$112,489	$107,625	$37,854	17
	PhD				2
	Total	$107,343	$100,000	$37,024	20
Total	BS/BA				1
	JD	$139,055	$135,549	$42,227	37
	PhD	$134,061	$133,500	$62,681	4
	Total	$137,030	$132,150	$44,211	42

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				1
	5-9	$155,577	$163,200	$27,694	10
	10+	$166,958	$156,503	$39,690	6
	Total	$161,954	$167,000	$32,088	17
Public	0-2	$88,000	$84,500	$21,401	4
	3-4	$102,347	$87,000	$33,507	5
	5-9	$85,234	$74,272	$25,185	4
	10+	$137,863	$120,000	$42,551	6
	Total	$106,940	$95,000	$37,994	19
Total	0-2	$109,540	$95,000	$51,608	5
	3-4	$102,347	$87,000	$33,507	5
	5-9	$135,479	$139,375	$42,010	14
	10+	$152,411	$143,000	$42,070	12
	Total	$132,919	$122,852	$44,598	36

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	$160,582	$2,964	$161,518
	Median	$163,334	$3,000	$166,334
	Std. Deviation	$33,497	$162	$33,652
	N	19	6	19
U.S.-Central	Mean	$111,693	$28,274	$117,348
	Median	$98,896	$28,274	$100,208
	Std. Deviation	$45,598	$23,015	$57,446
	N	10	2	10
U.S.-West	Mean	$126,479	$14,651	$128,921
	Median	$121,425	$14,651	$122,852
	Std. Deviation	$40,877	$494	$41,930
	N	12	2	12
Non-U.S.	Mean			
	Median			
	Std. Deviation			
	N	1		1
Total	Mean	$137,030	$10,364	$139,498
	Median	$132,150	$3,075	$132,775
	Std. Deviation	$44,211	$13,068	$46,795
	N	42	10	42

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

		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
Male	Mean	$131,637	$7,635	$133,960
	Median	$120,000	$3,088	$130,000
	Std. Deviation	$41,574	$5,808	$42,138
	N	23	7	23
Female	Mean	$143,560	$16,730	$146,201
	Median	$135,549	$3,000	$135,549
	Std. Deviation	$47,514	$24,091	$52,258
	N	19	3	19
Total	Mean	$137,030	$10,364	$139,498
	Median	$132,150	$3,075	$132,775
	Std. Deviation	$44,211	$13,068	$46,795
	N	42	10	42

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	42	10	42
	Missing	-	32	-
Mean		$137,030	$10,364	$139,498
Percentiles	10	$74,300	$2,678	$74,300
	25	$102,500	$2,998	$104,469
	50	$132,150	$3,075	$132,775
	75	$167,961	$14,477	$173,865
	90	$207,341	$41,593	$207,341

In-house Counsel, Region: U.S.-East				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	19	6	19
	Missing	-	13	-
Mean		$160,582	$2,964	$161,518
Percentiles	10	$108,700	$2,643	$108,700
	25	$135,549	$2,906	$135,549
	50	$163,334	$3,000	$166,334
	75	$180,000	$3,069	$180,000
	90	$212,227		$212,227

In-house Counsel, Region: U.S.-Central				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	10	2	10
	Missing	-	8	-
Mean		$111,693	$28,274	$117,348
Percentiles	10	$68,600	$12,000	$68,600
	25	$81,500	$12,000	$81,500
	50	$98,896	$28,274	$100,208
	75	$130,500		$130,500
	90	$211,064		$251,158

In-house Counsel, Region: U.S.-West				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	12	2	12
	Missing	-	10	-
Mean		$126,479	$14,651	$128,921
Percentiles	10	$73,981	$14,302	$73,981
	25	$93,210	$14,302	$93,210
	50	$121,425	$14,651	$122,852
	75	$156,166		$161,750
	90	$200,600		$202,657

In-house Counsel, Region: Non-U.S.				
		Base Salary (U.S.$)	Bonus (U.S.$)	Total Compensation (U.S.$)
N	Valid	1	-	1
	Missing	-	1	-
Mean				
Percentiles	10			
	25			
	50			
	75			
	90			

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

Research Expenditures (U.S.$)	Mean	Median	Std. Deviation	N
<$50.4 million				1
$50.4 million to $142.5 million				2
$142 million to $317.7 million	$103,956	$93,896	$32,360	6
>$317.7 million	$140,434	$140,000	$43,095	33
Total	$137,030	$132,150	$44,211	42

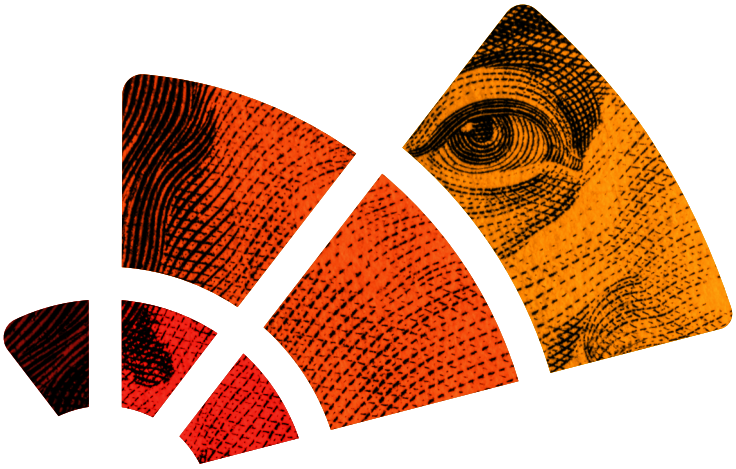
Table IC-8: In-house Counsel Salaries by Number of Direct Reports

Number of Reports	Mean	Median	Std. Deviation	N
0 s	$133,213	$122,850	$42,322	23
1 - 2	$151,093	$159,478	$36,826	12
3 - 5	$184,757	$195,700	$40,412	3
Total	$142,928	$143,000	$42,174	38

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

Full-time Employees	Mean	Median	Std. Deviation	N
1 - 5.9				2
6 - 13.9	$116,322	$108,700	$32,861	9
14 - 24	$109,066	$111,313	$34,919	16
> 24	$171,407	$167,006	$28,800	15
Total	$137,030	$132,150	$44,211	42

2017 AUTM Salary Survey



Appendix 1:
Incentive Compensation

Incentive Compensation Schemes (ICS) Summary of Results

Salary Survey ICS Questionnaire Module

The Incentive Compensation Schemes (ICS) module consisted of a series of questions with associated definitions (see Appendix 1). Participation was optional, and in 2017 the total number of respondents who indicated that their institutions had an incentive compensation plan rose moderately to 36 U.S. respondents and three non-U.S. respondents. Because the data from outside the United States were finite, the comments below are largely aimed at the U.S. respondents.

Highlights of the ICS Module

Representing a 33 percent increase from the 2014 survey, 36 U.S. institutions indicated that they had an ICS plan, while non-U.S. respondents indicated only three ICS plans. U.S. institutions reported an equal division between contractual and ad hoc ICS plans.

The most influential factors leading to a bonus or incentive payout were the number of license agreements completed, license income and startup company formation. General funds were used for awarding the vast majority of payments, which were highly dependent on the individual's performance followed by the performance of the office. In 2017, all positions reported incentive or bonus payments; from highest to lowest percentage of incumbents to realize bonuses or incentives, they were: Directors, Licensing Associates, Assistant/Associate Directors, Business Managers, Licensing Assistants, Patent Managers, and Directors of Startups. About 12 percent of respondents indicated that the 2014 Salary Survey affected the decision to formulate an ICS plan.

No ICS plan was reported at 133 of the 172 responding institutions. Among those that did not have an ICS plan, the primary reason cited was faculty or union objections followed closely by no perceived benefit by the organization. Additional reasons were concerns of conflicts of interest, incentivizing the wrong behaviors, and creating compensation equity issues.

Frequency and Type of Incentive Compensation Schemes (ICS)

Frequency of Bonus								
	Frequency of Bonus		Frequency				Missing	Grand Total
	Not provided	Provided	Annually	Quarterly	Ad hoc/ Other	Valid Total		
Director	108	49	31	0	18	157	5	162
Assistant/Associate Director	59	35	21	0	14	94	4	98
Licensing Associate	50	20	12	0	8	70	6	76
Licensing Assistant	85	37	18	0	19	122	5	127
Marketing Manager	33	17	9	0	8	50	7	57
Business Manager	59	27	16	0	11	86	6	92
Patent Manager	67	25	12	0	13	92	7	99
Administrative Assistant	69	24	9	0	15	93	11	104
Director of Startups	23	18	12	0	6	41	5	46
In-house Counsel	37	17	8	0	9	54	4	58
Total	590	269	148	0	121	859	60	919

Frequency of Bonus by Percentage								
	Frequency of Bonus		Frequency				Missing Percent of Grand Total	Grand Total
	Not provided	Provided	Annually	Quarterly	Ad hoc/ Other	Valid Total		
Director	69%	31%	20%	0%	11%	100%	3%	100%
Assistant/Associate Director	63%	37%	22%	0%	15%	100%	4%	100%
Licensing Associate	71%	29%	17%	0%	11%	100%	8%	100%
Licensing Assistant	70%	30%	15%	0%	16%	100%	4%	100%
Marketing Manager	66%	34%	18%	0%	16%	100%	12%	100%
Business Manager	69%	31%	19%	0%	13%	100%	7%	100%
Patent Manager	73%	27%	13%	0%	14%	100%	7%	100%
Administrative Assistant	74%	26%	10%	0%	16%	100%	11%	100%
Director of Startups	56%	44%	29%	0%	15%	100%	11%	100%
In-house Counsel	69%	31%	15%	0%	17%	100%	7%	100%
Total	69%	31%	17%	0%	14%	100%	7%	100%

Existence of Incentive Compensation Plan Limits

		Have IC Plan?		Total
		No	Yes	
Country	U.S.	119	36	155
	non-U.S.	14	3	17
Total		133	39	172

		Type of IC Plan		Total
		Ad-hoc	Contractual	
Country	U.S.	18	18	36
	non-U.S.	1	2	3
Total		19	20	39

		Source of funds for IC Plan				Total
		General Funds	License Income Received	Other	Special Pool	
Country	U.S.	26	4	2	4	36
	non-U.S.	2	1	0	0	3
Total		28	5	2	4	39

		Performance Measure: a.1 License income			Total
		Missing	No	Yes	
Country	U.S.	3	19	14	36
	non-U.S.	1	1	1	3
Total		4	20	15	39

		Performance Measure: a.2 Net revenue			Total
		Missing	No	Yes	
Country	U.S.	4	24	8	36
	non-U.S.	1	1	1	3
Total		5	25	9	39

Existence of Incentive Compensation Plan Limits (cont.)

		Performance Measure: b.1 Patents filed			Total
		Missing	No	Yes	
Country	U.S.	3	26	7	36
	non-U.S.	0	2	1	3
Total		3	28	8	39

		Performance Measure: b.2 Patents issued			Total
		Missing	No	Yes	
Country	U.S.	3	27	6	36
	non-U.S.	0	2	1	3
Total		3	29	7	39

		Performance Measure: b.3 License agreements			Total
		Missing	No	Yes	
Country	U.S.	1	11	24	36
	non-U.S.	0	1	2	3
Total		1	12	26	39

		Performance Measure: b.4 Startup companies			Total
		Missing	No	Yes	
Country	U.S.	2	21	13	36
	non-U.S.	1	1	1	3
Total		3	22	14	39

		Performance Measure: b.5 Legal expenditure reimbursed			Total
		Missing	No	Yes	
Country	U.S.	3	23	10	36
	non-U.S.	1	2	0	3
Total		4	25	10	39

Existence of Incentive Compensation Plan Limits (cont.)

		Performance Measure: b.6 Other			Total
		Missing	No	Yes	
Country	U.S.	3	20	13	36
	non-U.S.	0	1	2	3
Total		3	21	15	39

		Performance Measure: c.1 Investor/developer satisfaction			Total
		Missing	No	Yes	
Country	U.S.	2	22	12	36
	non-U.S.	0	2	1	3
Total		2	24	13	39

		Performance Measure: c.2 Licensee satisfaction			Total
		Missing	No	Yes	
Country	U.S.	2	29	5	36
	non-U.S.	0	3	0	3
Total		2	32	5	39

		Performance Measure: c.3 Central admin satisfaction			Total
		Missing	No	Yes	
Country	U.S.	2	26	8	36
	non-U.S.	0	3	0	3
Total		2	29	8	39

		Performance Measure: c.4 N/(percent of departments or faculty served)			Total
		Missing	No	Yes	
Country	U.S.	2	29	5	36
	non-U.S.	0	3	0	3
Total		2	32	5	39

Existence of Incentive Compensation Plan Limits (cont.)

		Performance Measure: c.5 Other			Total
		Missing	No	Yes	
Country	U.S.	5	30	1	36
	non-U.S.	0	2	1	3
Total		5	32	2	39

		Ad hoc IC Plan: Limits			Total
		Missing	No	Yes	
Country	U.S.	13	12	11	36
	non-U.S.	1	1	1	3
Total		14	13	12	39

		Contractual IC Plan: Limits			Total
		Missing	No	Yes	
Country	U.S.	16	3	17	36
	non-U.S.	1	0	2	3
Total		17	3	19	39

		Payout Consideration: a. Office performance			Total
		Missing	No	Yes	
Country	U.S.	3	8	25	36
	non-U.S.	0	0	3	3
Total		3	8	28	39

		Payout Consideration: b. Team performance			Total
		Missing	No	Yes	
Country	U.S.	4	17	15	36
	non-U.S.	0	2	1	3
Total		4	19	16	39

Existence of Incentive Compensation Plan Limits (cont.)

		Payout Consideration: c. Individual performance			Total
		Missing	No	Yes	
Country	U.S.	2	6	28	36
	non-U.S.	0	1	2	3
Total		2	7	30	39

		Who Participates: a. Director			Total
		Missing	No	Yes	
Country	U.S.	3	2	31	36
	non-U.S.	0	0	3	3
Total		3	2	34	39

		Who Participates: b. Assistant/Associate Director			Total
		Missing	No	Yes	
Country	U.S.	5	10	21	36
	non-U.S.	1	0	2	3
Total		6	10	23	39

		Who Participates: c. Licensing Associate			Total
		Missing	No	Yes	
Country	U.S.	6	8	22	36
	non-U.S.	0	0	3	3
Total		6	8	25	39

		Who Participates: d. Licensing Associate			Total
		Missing	No	Yes	
Country	U.S.	7	15	14	36
	non-U.S.	1	0	2	3
Total		8	15	16	39

Existence of Incentive Compensation Plan Limits (cont.)

		Who Participates: e. Marketing Manager			Total
		Missing	No	Yes	
Country	U.S.	10	16	10	36
	non-U.S.	1	0	2	3
Total		11	16	12	39

		Who Participates: f. Business Manager			Total
		Missing	No	Yes	
Country	U.S.	8	13	15	36
	non-U.S.	1	0	2	3
Total		9	13	17	39

		Who Participates: g. Patent Manager			Total
		Missing	No	Yes	
Country	U.S.	7	15	14	36
	non-U.S.	1	0	2	3
Total		8	15	16	39

		Who Participates: h. Administrative Assistant			Total
		Missing	No	Yes	
Country	U.S.	9	16	11	36
	non-U.S.	1	0	2	3
Total		10	16	13	39

		Who Participates: i. Director of Startups			Total
		Missing	No	Yes	
Country	U.S.	10	12	14	36
	non-U.S.	1	0	2	3
Total		11	12	16	39

Existence of Incentive Compensation Plan Limits (cont.)

		Who Participate: s j. In-house Counsel			Total
		Missing	No	Yes	
Country	U.S.	8	18	10	36
	non-U.S.	1	1	1	3
Total		9	19	11	39

Reasons Cited for Having an Incentive Compensation Plan

		IC Plan Reason 1						Total
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation/ Equity	
Country	U.S.	4	17	0	2	12	1	36
	non-U.S.	0	1	0	0	2	0	3
Total		4	18	0	2	14	1	39

		IC Plan Reason 2						Total
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation/ Equity	
Country	U.S.	4	10	0	1	13	8	36
	non-U.S.	0	1	1	1	0	0	3
Total		4	11	1	2	13	8	39

		IC Plan Reason 3						Total
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation/ Equity	
Country	U.S.	6	4	2	4	5	15	36
	non-U.S.	0	0	0	1	0	2	3
Total		6	4	2	5	5	17	39

Incentive Compensation Plan: All Reason Responses Combined

		All Reason Responses Combined						Total
		Missing	Attraction/ Retention	Keep Costs Low	Other	Reward Good Work	Team Cooperation/ Equity	
Country	U.S.	14	31	2	7	30	24	108
	non-U.S.	0	2	1	2	2	2	9
Total		14	33	3	9	32	26	117

2012 or 2014 Salary Survey a Factor in Creation of Incentive Compensation Plan?

		Was 2012 or 2014 salary survey a factor in creation of incentive compensation plan?			Total
		Missing	No	Yes	
Country	U.S.	3	29	4	36
	non-U.S.	0	3	0	3
Total		3	32	4	39

Reasons Cited for NOT Having an Incentive Compensation Plan

		Policy does not permit plan		Total
		No	Yes	
Country	U.S.	87	32	119
	non-U.S.	12	2	14
Total		99	34	133

		No source of funding for plan		Total
		No	Yes	
Country	U.S.	71	48	119
	non-U.S.	8	6	14
Total		79	54	133

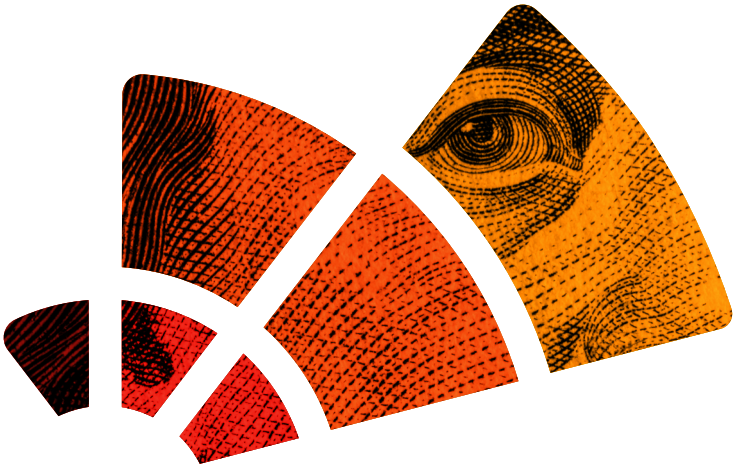
Reasons Cited for NOT Having an Incentive Compensation Plan (cont.)

		Conflict of interest concerns		Total
		No	Yes	
Country	U.S.	103	16	119
	non-U.S.	13	1	14
Total		116	17	133

		No perceived benefit for our organization		Total
		No	Yes	
Country	U.S.	109	10	119
	non-U.S.	13	1	14
Total		122	11	133

		Compensation equity issues		Total
		No	Yes	
Country	U.S.	100	19	119
	non-U.S.	10	4	14
Total		110	23	133

2017 AUTM Salary Survey



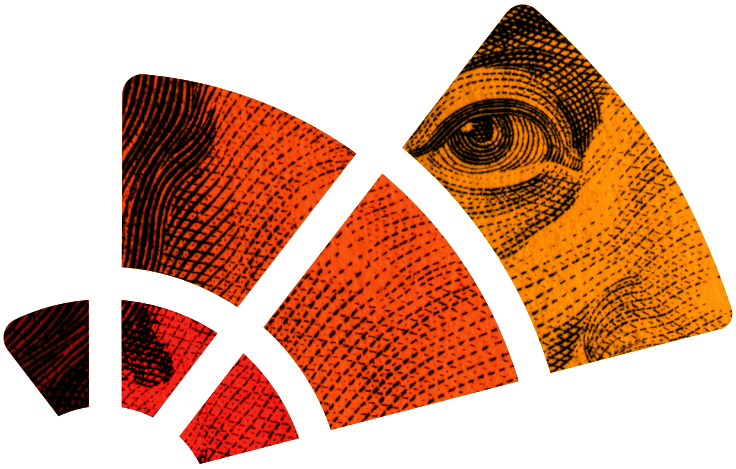
Appendix 2:
Responding Organizations

University of Vienna	Austria
British Columbia Cancer Agency	Canada
British Columbia Institute of Technology	Canada
Centre for Addiction and Mental Health	Canada
Institut National de la Recherche Scientifique	Canada
IRICoR – University of Montreal	Canada
MaRS Innovation	Canada
Ottawa Hospital Research Institute	Canada
Red River College	Canada
University Health Network	Canada
University of Guelph	Canada
University of Manitoba	Canada
University of Ottawa	Canada
University of Western Ontario	Canada
Hadasit Medical Research Services and Development	Israel
Stellenbosch University	South Africa
Universitat Politècnica de València	Spain
Arizona Technology Enterprises	United States
Augusta University	United States
Baylor College of Medicine	United States
BD Biosciences	United States
Binghamton University	United States
BloodCenter of Wisconsin	United States
Boise State University	United States
Boston University	United States
Brandeis University	United States
Brigham Young University	United States
California Institute of Technology	United States
Case Western Reserve University	United States
Catholic University of America	United States
Center for Technology Licensing at Cornell University	United States
Children's Hospital of Philadelphia	United States
Children's National Health System	United States
Clemson University	United States
Cleveland State University	United States
Cold Spring Harbor Laboratory	United States
College of William & Mary	United States
Colorado State University	United States
Creighton University	United States
CSU Ventures	United States
Dartmouth College	United States
Duke University	United States
East Carolina University	United States
Emory University	United States
Florida State University	United States
Fred Hutchinson Cancer Research Center	United States
George Washington University	United States
Georgetown University	United States
Georgia State University	United States
Health Research, Inc.	United States
Henry Ford Health System	United States
Howard Hughes Medical Institute	United States
Illinois State University	United States
Indiana University Research & Technology Corp.	United States
Jackson State University	United States
James Madison University	United States
Johns Hopkins University	United States
Kansas State University Research Foundation	United States
Kent State University	United States
Loma Linda University	United States
Louisiana State University & A&M College	United States
Louisiana State University Health Sciences Center	United States

Massachusetts Institute of Technology	United States
Medical College of Wisconsin	United States
MedStar Institute for Innovation	United States
Michigan State University	United States
Michigan Technological University	United States
Mississippi State University	United States
Montana State University	United States
MUSC Foundation for Research Development	United States
National Jewish Health	United States
Nationwide Children's Hospital	United States
New Mexico State University	United States
North Carolina State University	United States
North Dakota State University Research Foundation	United States
Northern Arizona University	United States
NorthShore University HealthSystem	United States
NUtech Ventures	United States
Ohio University	United States
Oregon Health & Science University	United States
Oregon State University	United States
Pennington Biomedical Research Center	United States
Portland State University	United States
Providence Health System Oregon	United States
Puerto Rico Science, Technology and Research Trust	United States
Rice University	United States
Rochester Institute of Technology	United States
Rowan University	United States
Saginaw Valley State University	United States
San Diego State University Research Foundation	United States
Seattle Children's Research Institute	United States
South Dakota School of Mines & Technology	United States
South Dakota State University	United States
Southern Illinois University System Office of Technology Transfer	United States
Spartan Innovations	United States
St. Jude Children's Research Hospital	United States
SUNY Stony Brook	United States
SUNY Upstate Medical University	United States
Syracuse University	United States
Temple University	United States
Texas A&M University System	United States
Texas Tech University	United States
The University of Alabama at Birmingham Research Foundation	United States
Tufts University	United States
University Hospitals Case Medical Center	United States
University of Akron	United States
University of Alabama	United States
University of Alaska Fairbanks	United States
University of Arizona	United States
University of Arkansas for Medical Sciences	United States
University of Arkansas-Division of Agriculture	United States
University of California, Davis	United States
University of California, Los Angeles	United States
University of California, San Diego	United States
University of California, San Francisco	United States
University of California, Santa Cruz	United States
University of Central Florida	United States
University of Chicago	United States
University of Cincinnati	United States
University of Colorado	United States
University of Colorado, Boulder	United States
University of Connecticut	United States
University of Denver	United States
University of Georgia	United States

University of Illinois, Urbana-Champaign	United States
University of Iowa Research Foundation	United States
University of Louisville	United States
University of Maine	United States
University of Maryland	United States
University of Massachusetts, Amherst	United States
University of Massachusetts, Boston	United States
University of Miami	United States
University of Michigan	United States
University of Minnesota	United States
University of Missouri, Columbia	United States
University of Missouri, St. Louis	United States
University of Nebraska Medical Center	United States
University of Nevada, Reno	United States
University of New Hampshire	United States
University of North Carolina, Chapel Hill	United States
University of North Dakota	United States
University of North Texas	United States
University of Northern Iowa	United States
University of Notre Dame	United States
University of Oklahoma	United States
University of Oregon	United States
University of Pennsylvania	United States
University of South Alabama	United States
University of South Dakota	United States
University of Southern California	United States
University of Southern Mississippi	United States
University of Tennessee	United States
University of Texas, Arlington	United States
University of Texas, El Paso	United States
University of Texas, San Antonio	United States
University of Toledo	United States
University of Tulsa	United States
University of Utah	United States
University of Vermont	United States
Utah State University	United States
UWM Research Foundation Inc.	United States
Vanderbilt University	United States
Virginia Tech Intellectual Properties Inc.	United States
Washington State University	United States
Washington University in St. Louis	United States
West Virginia University	United States
Whitehead Institute for Biomedical Research	United States
Wisconsin Alumni Research Foundation	United States
WiSys Technology Foundation	United States
Woods Hole Oceanographic Institution	United States
Worcester Polytechnic Institute	United States
Yale University	United States

2017 AUTM Salary Survey



Appendix 3:
Survey Methodology and Procedures

1. As with the 2004, 2006, 2008, 2010, 2012 and 2014 AUTM Salary Surveys, Peerfocus LLC (David Morgan, president) was retained to carry out the AUTM Salary Survey: FY2017 with a subset of AUTM members.

   AUTM Salary Survey Committee:
   John Miner, Committee Chair, *University of Central Florida*
   Julien Brohan, *Cedars-Sinai Medical Center*
   Marck-Arthur Clerveau, *MedStar Institute for Innovation*
   Rafael P. Diaz, *Wisconsin Alumni Research Foundation*
   Felicia Metz, *University of Maryland*
   Kwaku Opoku, *University of Toledo*

2. The Salary Survey Committee began discussions about the 2017 survey content in May, 2017. 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 2014 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. Around August 15, 2017, the survey opened to beta test sites and officially launched August 30, 2017. The survey closed November 5, 2017. Respondents had several ways to report problems or receive clarification of questions about the survey, but very few problems arose.

5. After the close of the survey, Peerfocus analyzed 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 finish this report to distribute to respondents.

Publication Availability

For information regarding pricing and availability of the AUTM 2017 Salary Survey, visit the AUTM website, www.autm.net or contact:

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