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## THE CITY UNIVERSITY OF NEW YORK EXECUTIVE SALARY AND COMPENSATION PLAN

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### **INTRODUCTION**

In accordance with Executive Law §169(3), the Board of Trustees of The City of New York has established CUNY's Executive Compensation Plan (ECP).

Staff covered by the ECP serve in positions charged with leading the University and its constituent Colleges, under the policy direction of the Board of Trustees. Acting in accordance with the Bylaws, they shape, guide, interpret, and embody the mission of the institution, performing a public trust that extends beyond the particulars of their assignments. Through their knowledge, experience, and leadership, they transform that trust and that mission into academic programs, student services, and administrative systems. They are held accountable that these programs, services, and systems: (i) respond to the educational needs of the diverse student population served by CUNY, (ii) support the responsibilities of the faculty, (iii) are effectively implemented, (iv) operate fairly and efficiently, (v) conform to the highest principles of public service, (vi) demonstrate a commitment to accountability and transparency, (vii), conduct themselves in an ethical manner.

The positions covered by the Plan involve very significant independent management and executive responsibilities, including representation of the University and the Colleges to internal constituents and to external public and private entities. By the nature of their duties, these executives are at the highest ranks of managerial and confidential employees, not subject to representation through collective negotiation. The Plan ensures competitiveness in attracting talent from outside the University, in retaining talent within the University's own ranks, and in compensating the increased responsibilities and risks of executive service. The Plan (i) enables the University to offer competitive salaries to its managerial staff, (ii) enables executives to align their individual goals with the CUNY system's and Colleges' goals, (iii) creates a framework for goal setting and performance evaluation, (iv) focuses on results and behaviors, and (v) creates connections between performance and rewards.

The following titles are included in the ECP: Chancellor, Executive Vice Chancellor, President, Dean and President of the CUNY School of Law, Dean and President of the Graduate School of Journalism, Dean and President of the Macaulay Honors College, Dean and President of the School of Public Health and Health Policy, Dean and President of the School of Professional Studies, Senior Vice Chancellor, Vice Chancellor, Associate Vice Chancellor, Assistant Vice Chancellor, Secretary of the Board, Senior Vice President, Senior University Dean, University Dean, University Administrator, Vice President, Dean, Administrator, Assistant Vice President, University Associate Dean, University Associate Administrator, Associate Dean, Associate Administrator, University Assistant Dean, University Assistant Administrator, Assistant Dean Assistant Administrator, CUNY-wide and Professional School Senior Associate Dean, CUNY-wide and Professional School Senior Associate Administrator, CUNY-wide and Professional School Associate Dean, CUNY-wide and Professional School Associate Administrator, CUNY-wide and Professional School Assistant Dean, and CUNY-wide and Professional School Assistant Administrator. The terms and conditions outlined herein provide information that guides the employment of persons serving in these titles.

CUNY recognizes the importance of recruiting and retaining innovative, highly competent, accountable, ethical and visionary leadership. As such, the changing landscape of higher education demands that CUNY periodically assess its competitiveness in the marketplace. To that end, the ECP is periodically evaluated to ensure that it supports the recruitment of superior talent and encourages excellence in performance by its most senior officials. The plan must also reflect the University's on-going commitment to transparency and accountability and is being updated at this time to achieve this critical goal.



## **BACKGROUND**

The origins of the ECP can be traced to the early 1980's when the Board of Trustees adjusted the salaries of the Chancellor, Deputy Chancellor, Presidents, and Vice Chancellors

At its meeting on October 20, 1987, The City University Board of Trustees adopted a Salary Plan Report that was developed in accordance with Chapter 263 of the Laws of 1987, which authorized both The City University of New York and The State University of New York to establish and implement salary plans.

These plans are to be developed in consultation with the New York State Division of the Budget, and the Governor's Office of Employee Relations with a 60-day notification to the Ways and Means Committee of the State Assembly, the Finance Committee of the New York State Senate, and the Director of the Budget.

CUNY's Board of Trustees Executive Compensation Plan resolutions (1987, 1994, 2000, 2006, 2012 and 2017) state that "periodically thereafter, but no less frequently than every five years, the Board of Trustees shall review national peer data to compare and reassess its Executive Compensation (Salary) Plan." Additionally, all salary ranges have been subject to periodic adjustment in accordance with the general increases provided for New York State Management Confidential M/C employees as well as any CUNY collective bargaining agreements.

In 2000, the Board of Trustees approved a Revised Salary Plan that was based on a review of market data and best practices in higher education, performed by the firm of William. M. Mercer, Inc. (Mercer). The plan set out, for the first time at CUNY, a tiering of Presidential salaries based on the complexity of the institution the President headed.

In February of 2010, in keeping with the requirement of reviewing salaries every five years, the University engaged the services of the Mercer Corporation ("Mercer") to examine current market comparability data and make recommendations on the salary ranges. At CUNY's direction, Mercer focused on the following "benchmarked" titles: Chancellor, Executive Vice Chancellor, Senior Vice Chancellor, Vice Chancellor, System Dean, President (Research Institution), President (Master's Institution), President (Baccalaureate Institution), and President (Two-Year Institution). After establishing salary ranges for these titles, Mercer derived a salary schedule for the entire Executive Compensation Plan. Mercer gathered data at the 25th, 50th, 75th, and 90th percentiles for the benchmarked positions from recently published surveys, when available, in terms of base salary, total compensation, and actual short-term incentives.

Although Mercer completed its work in 2010, the Board of Trustees deferred consideration of the report. Mercer was later asked to age the survey market data and salary structures to March 1, 2012. The updated Mercer Report, which is attached, was used to establish new maximums for salary ranges. In June 2012, the Board of Trustees adopted these new ranges but CUNY Management deferred implementation of the revised ranges until June 2016 when they asked the New York State Office of the Comptroller to adopt the schedule for new hires only.

Any modification of salaries within the ECP is at the discretion of Board of Trustees and must be presented to them for approval.

## **ETHICS**

It is the expectation of the University that all members of the ECP will hold themselves to the highest ethical standards at all times. Members of the ECP are subject to the Provisions of the New York State Public Officers Law Section Sections 73 and 74. Among the requirements of the Public Officers Law is the filing of an Annual Financial Disclosure form with the New York State Joint Commission on Public Ethics. Additionally, all members must abide by the rules governing outside activities as described in Public Officers Law 19 NYCRR Section 932.3.



## **SALARY STRUCTURE**

### **A. Establishment of Tiers**

Under this Salary Plan, each CUNY college is placed in one of five tiers or groupings (in addition to the System Office) based upon the following criteria:

- Ratio of doctoral faculty to full-time faculty
- Percentage of enrollment in graduate programs
- Percentage of degrees awarded in graduate programs
- Five-year average headcount enrollment
- Complexity of regular as well as professional programs at undergraduate and graduate levels

Campuses placed in **Research**, the first CUNY grouping, are Baruch, Brooklyn, The City College, Hunter, Queens, and the Graduate School and University Center. The second grouping, **CUNY-wide and Professional Schools**, is comprised of the CUNY Law School, the Graduate School of Journalism, the School of Public Health, the School of Professional Studies, and the Macaulay Honors College. Campuses in the third grouping, **Master's**, include John Jay, Lehman, and the College of Staten Island. The fourth grouping, **Baccalaureate**, includes Medgar Evers, York, and New York City College of Technology. The fifth grouping, **Community Colleges**, is comprised of the Borough of Manhattan Community College, Bronx Community College, Kingsborough Community College, Queensborough Community College, LaGuardia Community College, Hostos Community College, and the Stella and Charles Guttman Community College.

### **B. Salary Ranges**

For each tier, the Salary Plan establishes salary ranges for ECP titles. As in earlier salary plans, there is overlap in the ranges between tiers that allows individual salaries to be based upon several factors, including differing levels of experience among executives, varying performance review results, and significant differences in market requirements. Within each tier, the salary of a newly-recruited executive will be determined by his/her background, skills and experience, degrees held, academic accomplishments, special qualities germane to the position, the position held at the time he/she was hired by CUNY, and market conditions. Another factor to be considered will be the size of the CUNY College compared to the institution from which the candidate moved. In exceptional circumstances, the Chancellor may make offers beyond the maximum of the salary range, subject to the approval of the Board of Trustees.



**C. Proposed Salary Ranges**

The following tiers and ranges are proposed:

**RESEARCH INSTITUTIONS**

Baruch College, Brooklyn College, City College, Hunter College, Queens College, and the Graduate School and University Center

<b>Title</b>	<b>Salary Ranges (effective June 26, 2012)</b>	<b>Salary Ranges (effective July 1<sup>st</sup>, 2017)</b>
	<b>Minimum - Maximum</b>	<b>Minimum - Maximum</b>
<b>President</b>	<b>\$165,528 - \$371, 460</b>	<b>\$181,104 - \$402,700</b>
<b>Senior Vice President</b>	<b>\$132,422 - \$306,000</b>	<b>\$144,883 - \$331,735</b>
<b>Vice President</b>	<b>\$115,149 - \$266,400</b>	<b>\$125,985 - \$288,804</b>
<b>Dean/Administrator/Assistant Vice President</b>	<b>\$100,132 - \$231,600</b>	<b>\$109,554 - \$251,078</b>
<b>Associate Dean/Associate Administrator</b>	<b>\$87,069 - \$200,380</b>	<b>\$96,133 - \$217,232</b>
<b>Assistant Dean/Assistant Administrator</b>	<b>\$75,710 - \$178,245</b>	<b>\$83,591 - \$195,107</b>



**CUNY-WIDE AND PROFESSIONAL SCHOOLS**

The CUNY Law School, The Graduate School of Journalism, the School of Public Health, the School of Professional Studies, and the Macaulay Honors College

Title	Salary Ranges ( <i>effective June 26, 2012</i> )  Minimum - Maximum	Salary Ranges ( <i>effective July 1<sup>st</sup>, 2017</i> )  Minimum - Maximum
<p>Dean and President of the Law School/Dean and President of the Graduate School of Journalism/Dean and President of the School of Public Health/ Dean and President of the School of Professional Studies/Dean and President of the Macaulay Honors College</p>	<p>\$165,528 - \$371,460</p>	<p>\$181,104 - \$402,700</p>
<p>Vice President CUNY-wide and Professional School Senior Associate Dean/CUNY-wide and Professional School Senior Associate Administrator</p>	<p>\$115,149 - \$266,400</p>	<p>\$125,985 - \$288,804</p>
<p>CUNY-wide and Professional School Associate Dean/CUNY-wide and Professional School Associate Administrator</p>	<p>\$100,132 - \$231,600</p>	<p>\$109,554 - \$251,078</p>
<p>CUNY-wide and Professional School Assistant Dean/CUNY- wide and Professional School Assistant Administrator</p>	<p>\$87,069 - \$200,380</p>	<p>\$96,133 - \$217,232</p>



**MASTER'S INSTITUTIONS**

**John Jay College of Criminal Justice, Lehman College, and The College of Staten Island**

<b>Title</b>	<b>Salary Ranges (<i>effective June 26, 2012</i>)</b>	<b>Salary Ranges (<i>effective July 1<sup>st</sup>, 2017</i>)</b>
	<b>Minimum - Maximum</b>	<b>Minimum - Maximum</b>
<b>President</b>	<b>\$152,675 - \$339,480</b>	<b>\$167,042 - \$368,030</b>
<b>Senior Vice President</b>	<b>\$128,281 - \$280,000</b>	<b>\$139,258 - \$304,415</b>
<b>Vice President</b>	<b>\$110,666 - \$244,800</b>	<b>\$121,080 - \$265,388</b>
<b>Dean/Administrator/ Assistant Vice President</b>	<b>\$96,140 - \$212,400</b>	<b>\$106,148 - \$240,263</b>
<b>Associate Dean/Associate Administrator</b>	<b>\$83,705 - \$184,070</b>	<b>\$92,419 - \$201,391</b>
<b>Assistant Dean/Assistant Administrator</b>	<b>\$72,419 - \$165,430</b>	<b>\$79,958 - \$180,997</b>



**BACCALAUREATE INSTITUTIONS**

**Medgar Evers College, New York City College of Technology, and York College**

<b>Title</b>	<b>Salary Ranges (<i>effective June 26, 2012</i>)</b>	<b>Salary Ranges (<i>effective July 1<sup>st</sup>, 2017</i>)</b>
	<b>Minimum - Maximum</b>	<b>Minimum - Maximum</b>
<b>President</b>	<b>\$152,675 - \$327,180</b>	<b>\$167,042 - \$354,696</b>
<b>Senior Vice President</b>	<b>\$122,892 - \$271,200</b>	<b>\$134,456 - \$294,088</b>
<b>Vice President</b>	<b>\$106,904 - \$236,400</b>	<b>\$116,964 - \$256,281</b>
<b>Dean/Administrator/Assistant Vice President</b>	<b>\$92,901 - \$206,400</b>	<b>\$102,572 - \$223,758</b>
<b>Associate Dean/Associate Administrator</b>	<b>\$80,779 - \$178,245</b>	<b>\$89,188 - \$195,018</b>
<b>Assistant Dean/Assistant Administrator</b>	<b>\$70,224 - \$158,440</b>	<b>\$77,534 - \$173,349</b>



**COMMUNITY COLLEGES**

**Borough of Manhattan Community College, Bronx Community College, Hostos Community College, Kingsborough Community College, LaGuardia Community College, Queensborough Community College and the Stella and Charles Guttman Community College.**

<b>Title</b>	<b>Salary Ranges (<i>effective June 26, 2012</i>)</b> <b>Minimum - Maximum</b>	<b>Salary Ranges (<i>effective July 1<sup>st</sup>, 2017</i>)</b> <b>Minimum - Maximum</b>
<b>President</b>	<b>\$134,910 - \$313,650</b>	<b>\$147,605 - \$340,028</b>
<b>Senior Vice President</b>	<b>\$117,354 - \$260,400</b>	<b>\$128,397 - \$282,300</b>
<b>Vice President</b>	<b>\$102,297 - \$226,800</b>	<b>\$111,923 - \$245,874</b>
<b>Dean/Administrator/Assistant Vice President</b>	<b>\$88,721 - \$198,000</b>	<b>\$97,957 - \$216,632</b>
<b>Associate Dean/Associate Administrator</b>	<b>\$77,121 - \$171,255</b>	<b>\$85,149 - \$187,370</b>
<b>Assistant Dean/Assistant Administrator</b>	<b>\$67,089 - \$152,625</b>	<b>\$74,073 - \$166,976</b>





**SYSTEMS OFFICERS**

Title	Salary Ranges ( <i>effective June 26, 2012</i> )	Proposed Salary Ranges ( <i>effective July 1<sup>st</sup>, 2017</i> )
	Minimum - Maximum	Minimum - Maximum
Chancellor	\$453,530 - \$724,470	\$453,530 - \$724,470
Executive Vice Chancellor	\$193,210 - \$452,640	\$211,391 - \$490,707
Senior Vice Chancellor	\$154,566 - \$361,620	\$169,111 - \$392,032
Vice Chancellor	\$128,807 - \$301,350	\$140,928 - \$326,694
Associate Vice Chancellor	\$127,281 - \$280,440	\$139,258 - \$304,025
Assistant Vice Chancellor	N/A	\$118,426 - \$278,397
Senior University Dean	\$127,281 - \$280,440	\$139,258 - \$304,025
Secretary of the Board	\$112,503 - \$263,220	\$123,090 - \$285,357
University Dean/University Administrator	\$108,241 - \$256,800	\$118,426 - \$278,397
University Associate Dean/University Associate Administrator	\$92,514 - \$223,200	\$102,415 - \$241,971
University Assistant Dean/University Assistant Administrator	\$80,444 - \$195,600	\$88,818 - \$214,006



## **SOURCE OF FUNDS**

All salaries for the Chancellor, the Chancellery, and the Presidents/CUNY-wide Deans shall be paid from tax levy funds.

Annually, the Senior Vice Chancellor/Chief Fiscal Officer must report earnings for the Chancellor, the Chancellery and the President/CUNY-wide Deans to the Board of Trustees. Also on an annual basis, the Presidents must report to the Chancellor earnings, including any salary supplements, for all members of the ECP.

## **PERFORMANCE BASED SALARY INCREASES**

The Chancellor establishes University goals that drive a set of targets and performance indicators at each campus. The campus goals and indicators are used to set individual executive goals and targets. At the end of each academic year, the Chancellor meets with each President to evaluate the President's achievement of these goals. In the same way that the Chancellor meets with each President to assess goal achievement, each President meets with members of his/her executive team and evaluates their achievement of individual goals. The individual's overall performance while in the position is reviewed, relying in part on indicators that measure not only the progress made by the institution he/she serves, but also the particular executive's contribution and role in that success. The executive's performance as it pertains to fiscal and academic management, and his/her relationship with students, faculty, and staff is also reviewed.

Each year, the Chancellor, upon approval by the Board of Trustees, will determine whether performance-based increases will be awarded and the amounts available to fund such increases. Increases are not automatic and are subject to the availability of tax-levy funds.

In rare and exceptional circumstances, the Chancellor may approve the awarding of a salary increase outside of the performance cycle subject to Board of Trustees' approval. Requests for such special increases require justification detailing how the increase meets a critical college or University need.

## **ADDITIONAL COMPENSATION**

### **A. HOUSING**

The College Presidents and Deans (e.g. Deans of the Law School, School of Journalism, School of Professional Studies, Macaulay Honors College, and Graduate School of Public Health and Health Policy) may be provided with housing benefits. Where CUNY-provided housing (owned or leased) is not available, the benefit may be in the form of a Housing Allowance. Senior College Presidents are provided with a campus owned or leased residence or with a housing allowance of \$5,000 per month. Community College Presidents are provided a housing allowance of \$5,000 per month. Any President serving in an Interim/Acting capacity receives a housing allowance of \$3,000 per month. The Chancellor, in the absence of University-provided housing, receives a housing allowance of \$7,500 per month.

The University may periodically modify the housing allowance after a review of cost of living and housing indices, in consultation with the New York State Division of Budget and upon approval of the Board of Trustees.

Presidents are required to report any non-tax levy spending related to their housing whether owned or leased. The permissible costs included in this category include the cost of the housing allowance, security deposits, maintenance and renovation costs, rent, utilities, essential furniture and equipment, standard appliances and fixtures (such as lighting), paid for using unrestricted non-tax levy funds. All items purchased with and all deposits made from University funds are the property of the University.



#### **B. USAGE OF CUNY VEHICLES**

The Chancellor and Presidents will have access to a University provided vehicle which may be assigned for their exclusive use in accordance with the CUNY Vehicle Policy adopted on June 26, 2017.

Assignment of vehicles does not automatically include authorization to use the vehicle for commuting purposes. A University employee may have another University employee drive the employee in a University vehicle for official business, but driving another University employee cannot be the sole or primary duty of any University employee.

#### **C. BUSINESS EXPENSES**

The Chancellor and Presidents may use Non-tax-levy funds for business expenses in accordance with the Board of Trustees Policy 3.04 as amended and approved on June 26, 2017.

#### **D. MEMBERSHIPS IN PROFESSIONAL ASSOCIATIONS**

The Chancellor may authorize University-paid memberships in professional associations for Presidents/Deans in their official capacities. The Chair of the Board of Trustees may approve membership in such organizations for the Chancellor.

#### **PENSION AND HEALTH INSURANCE**

Members of the ECP enjoy pension, health and welfare benefit options as detailed in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*.

#### **INVOLUNTARY SEPARATION AND SEVERANCE PAY**

Upon involuntary separation from positions in the ECP, for reasons other than cause, employees who are not appointed to another position within the University, or employees who resign from all positions within the University may be compensated in a non-pensionable lump sum paid pursuant to the schedule promulgated in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*. Any such compensation must be approved by the Board of Trustees. This payment is in addition to any accrued annual leave due the employee.

#### **VOLUNTARY SEPARATION**

Upon voluntary resignation from the ECP, employees receive the balance (if any) of accrued annual leave in a lump sum as set forth in the *Terms and Conditions of Employment for Staff in the Executive Compensation Plan*.