



2009 Update of Total Remuneration Study for Campus & UCOP and Medical Centers

October 1, 2009

-- Final Report --



Contents

	Page
▪ Background and Context	2
▪ Methodology Overview	13
▪ Campus & UCOP Findings (including Ladder Rank Faculty)	21
▪ Campus & UCOP Findings by Personnel Program (Full Estimated Salaries)	31
▪ Campus & UCOP Findings by Personnel Program (Furlough in Effect)	48
▪ Medical Center Findings	57
▪ Medical Center Findings by Personnel Program	67
▪ Appendix A: UC Salary Increase Assumptions for 2009 Update	82
▪ Appendix B: Market Survey Data and Aging	85
▪ Appendix C: Benefits Valuation Details	92
▪ Appendix D: Study Coverage for Non-Academic Personnel	101
▪ Appendix E: Cash Compensation Methodology for Non-Academic Personnel	103
▪ Appendix F: Detailed Methodology for Ladder Rank Faculty and Librarians	116
▪ Appendix G: Cash Compensation Methodology	121
▪ Appendix H: Ladder Rank Faculty Findings by Rank	125



Background and Context

- As part of an on-going effort to assess market competitiveness, the Regents of the University of California (The Regents) have requested an updated analysis of the University's total remuneration¹ for personnel programs at the Office of the President (UCOP), Campuses, and Medical Centers which considers recent changes to UC's total remuneration program and updated market data for 2009 ("2009 Update").
- In 2007, Mercer, in partnership with Hewitt, conducted a comprehensive Total Remuneration valuation ("2007/08 Study") for the University of California. This evaluation covered employees at UC's ten campuses and five medical centers and at the Office of the President. All data for this study were effective October 2007.
- Since October 2007, there have been several changes to UC's total compensation program as summarized on the following page.

Study Objectives

- Generate a comprehensive and valid evaluation of UC's current competitive position on total remuneration;
- Facilitate a better understanding of how total remuneration competitiveness varies by UC Personnel Program;
- Develop a basis for assessing the appropriateness of the current total remuneration in supporting UC's human resource strategies; and
- Inform short-term planning and longer-term HR strategy by the University.

¹ Total remuneration includes cash compensation, group benefits and retirement programs.



Background and Context

- The timeline below summarizes compensation actions approved by The Regents for 2009:

January	<ul style="list-style-type: none">▪ Freeze of UCOP and Campus SMG salaries.▪ Curtailed participation in bonus and variable pay programs for 2008/09 and 2009/10 including:<ul style="list-style-type: none">– Limited participation in the Staff Development and Recognition Program (SDRP); total bonus payments for any recipient will be limited to no more than \$1,000 per year.– Limits on Clinical Enterprise Management Recognition Plan; for FY 2009/10 award payouts will be limited and may not exceed payments in 2008/09.
February	<ul style="list-style-type: none">▪ Reinstatement of employee contributions to UCRP on April 15, 2010 of 2% of pay up to Social Security wage base, then 4% over Social Security wage base, minus \$19 per month (subsequently referred to as "2%/4%") and employer contribution of 4% of salary. The plan was approved and subject to collective bargaining limits, as applicable.
September	<ul style="list-style-type: none">▪ Furlough/salary reduction plan for all Campus & UCOP employees effective September 1, 2009 (see pages 5 and 6 for additional detail).▪ Deferral of the Treasurer's Annual Incentive Plan payout for 2008/09.▪ For SMG members and non-SMG members whose annual total cash compensation is above \$205,000, cancellation of all pending bonus payments for 2007/08 and any such payments attributable to 2008/09 and 2009/10.▪ For all staff members, deferral of consideration of any incentive or variable pay plan payments attributable to 2008/09 and 2009/10 until the end of 2009/10, at which time this suspension will be reviewed.



Background and Context

The 2009 Update incorporates the following assumptions:

■ Study Population

- Study population for Ladder Rank Faculty (“LRF”)¹ and Librarians for the total cash compensation analysis reflect data provided by Academic Personnel effective as of May 2009.
- The remaining study population is constant from the 2007/08 Study and assumed to have retained the same jobs. New hires, promotions, terminations and retirements are not considered.

■ UC Cash Compensation

- Existing UC employee total cash compensation from the 2007/08 Study was updated to October 1, 2009 using average salary increases, if any, within each personnel program based on data provided by UCOP². Promotional increases have been excluded. No increases for 2009/10 have been assumed.
- The dollar amounts of bonuses and Physician Non-Base Pay are assumed to be constant from the 2007/08 Study.
- Employee data for LRF³ and Librarians were provided by Academic Personnel.

■ Market Cash Compensation

- Market data were updated using the most recent surveys and aged to 10/1/2009⁴.
- For LRF, a 1.5% projected increase factor provided by Academic Personnel has been applied to the market data used in the 2007/08 Study as there are not recent CPEC market data available. Increase adjustments are not available for private vs. public institutions.

¹ Ladder Rank Faculty excludes Health Sciences faculty and Law School faculty. In addition, other faculty titles considered ladder and equivalent rank are excluded; some examples are Astronomers, Agronomists and Supervisors of Physical Education. See Appendix F for details.

² See Appendix A for salary increases by personnel program and bargaining unit provided by UCOP.

³ For Ladder Rank Faculty, fiscal year salaries have been converted to academic-year salaries by Academic Personnel.

⁴ See Appendix B for detailed information on updated survey data and aging factors. In some cases, existing market data from the 2007/08 Study were aged forward to October 1, 2009. Market data for Librarians and Treasurers’ Office were not aged.



Background and Context

■ Furlough Calculation Assumptions

In calculating the effect of the furlough program on UC's total remuneration, the following assumptions have been used:

- i. The furlough program has been applied to all Campus & UCOP employees, including represented employees. The university is negotiating the employee furlough program with each union individually.
- ii. The furlough program was not applied to employees at the Medical Centers, as the Medical Centers have developed alternative programs to generate cost savings in lieu of the employee furlough program.
- iii. For Ladder Rank Faculty furlough calculations, the Faculty Furlough Exchange Program has not been considered.
- iv. An entire year of salary reduction from the furlough has been considered; there has been no proration of values.
- v. Initial 5% salary decrease for select senior executives has been assumed to be included in their total furlough percentage (e.g. maximum of 10% including initial 5%).
- vi. The furlough has been applied to base salary only and no other types of payment (e.g., incentive pay, physician non-base pay component, etc.).
- vii. For benefits, the values assume the pre-furlough amount since the plan will use pre-furlough salaries to calculate UCRP benefits and to maintain the pre-furlough accrual of UCRP service credit so that UCRP benefits are not negatively impacted.



Background and Context

- The following salary reduction assumptions have been used:

Table 1: Staff

Salary Band	Compensation	Furlough -- Days Off	Total Equivalent Salary Reduction (Approximate)
1	<= \$40,000	11	4%
2	\$40,001-\$46,000	13	5%
3	\$46,001-\$60,000	16	6%
4	\$60,001-\$90,000	18	7%
5	\$90,001-\$180,000	21	8%
6	\$180,001-\$240,000	24	9%
7	>\$240,000	26	10%

Table 2(A): Academic Year Faculty

Salary Band	Compensation	Furlough -- Days Off	Total Equivalent Salary Reduction (Approximate)
1	<= \$40,000	7	4%
2	\$40,001-\$46,000	9	5%
3	\$46,001-\$60,000	10	6%
4	\$60,001-\$90,000	12	7%
5	\$90,001-\$180,000	14	8%
6	\$180,001-\$240,000	15	9%
7	>\$240,000	17	10%

Table 2(B): Fiscal Year Faculty

Salary Band	Compensation	Furlough -- Days Off	Total Equivalent Salary Reduction (Approximate)
1	<= \$40,000	10	4%
2	\$40,001-\$46,000	12	5%
3	\$46,001-\$60,000	14	6%
4	\$60,001-\$90,000	16	7%
5	\$90,001-\$180,000	19	8%
6	\$180,001-\$240,000	22	9%
7	>\$240,000	24	10%



Background and Context

■ Benefits Valuation

- To leverage the benefits valuation from the 2007/08 Study, the following assumptions have been made regarding benefits valuation for the 2009 Update.
 - Benefit peer groups remain the same from the 2007/08 Study. Benefit plan information from 2007/08 Study was used for both UC and comparator organizations. Most benefit plans in the 2007/08 Study reflect 2008 benefit plan provisions.
 - Actuarial values for healthcare benefits (both active employees and retiree) remain the same from 2007.
 - For other benefits, a ratio of 2007/08 benefits value to 2007/08 cash compensation (base or total cash compensation depending on the benefit) has been applied to the 2009 cash compensation to approximate benefit values for the this study, as appropriate.
 - For the general industry benefit peer groups including service industry peers, the ratio is based on a weighting of 72% base salary and 28% total cash compensation.
 - For academic and healthcare peer groups, the ratio is based on 100% weighting of base salary.
 - The tables in Appendix C specify the approach for each benefit element and the associated caveats¹.
 - Three scenarios for retirement values have been shown:
 - With approved employee contribution reinstated at 2% / 4% on April 15, 2010
 - With projected employee contributions to UCRP at 5% of pay
 - Current without contribution to UCRP (directed to DC plan)

¹ Detailed description on benefits valuation methodology from the 2007/08 Study is also included in Appendix C. Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C.



Background and Context

Abbreviations Used in Exhibits

- Personnel programs are shown in tables and charts in abbreviated form. Below is a key to the abbreviations:

LRF	Ladder Rank Faculty
OA - Librarians	Other Academics – only Librarians are included in this study
SMG	Senior Management Group
MSP	Management and Senior Professionals
PSS Non-Rep	Professionals & Support Staff – Non Represented
PSS Rep	Professionals & Support Staff – Represented
SW	Service Workers (subset of PSS Rep & Non Rep)



Background and Context

- The study covers approximately 54% of the Campus & UCOP population¹.

	Total UC Population ²	2006 Study Coverage	2007-08 Study Coverage
LRF ³	9,820	80%	77%
OA - Librarians	530	n/a ⁴	88%
SMG	240	35%	68%
MSP	4,770	19%	30%
PSS Non-Rep	19,330	16%	34%
PSS Rep (includes SW)	20,100	56%	66%
Overall	<u>54,790</u>	<u>39%</u>⁵	<u>54%</u>

¹ See Appendix D for detail on study coverage. Coverage for MSP, PSS Non Rep and PSS Rep exclude healthcare related positions which were counted in the original study. Previous study coverage was 57%.

² Total UC population includes those incumbents who meet the study criteria. For Campus & UCOP, the study includes career academic and non-academic employees (with appointment codes Career (2), Partial-Year Career (7), and Contract (1) Staff Physicians) at the ten UC Campuses, Agriculture and Natural Resources (ANR), UC Office of the President (UCOP), Treasurer's Office, and Office of the General Counsel. Excluded from the total UC population are Post-Doctoral Scholars (as they are not eligible for UC's system-wide benefits), employees in Police or Fire Services, or House Staff, Lawrence Berkeley National Laboratory and Clinical Faculty (e.g., Health Sciences Compensation Plan Faculty). Please see Appendix E for additional information on non-academic personnel and Appendix F for Ladder Rank Faculty.

³ Data for Ladder Rank Faculty includes base salary only; all other cash compensation excluded. Ladder Rank Faculty excludes Health Sciences faculty and Law School faculty. In addition, other faculty titles considered ladder and equivalent rank are excluded; some examples are Astronomers, Agronomists and Supervisors of Physical Education. See Appendix F for details. 2009 study coverage for LRF was 78%.

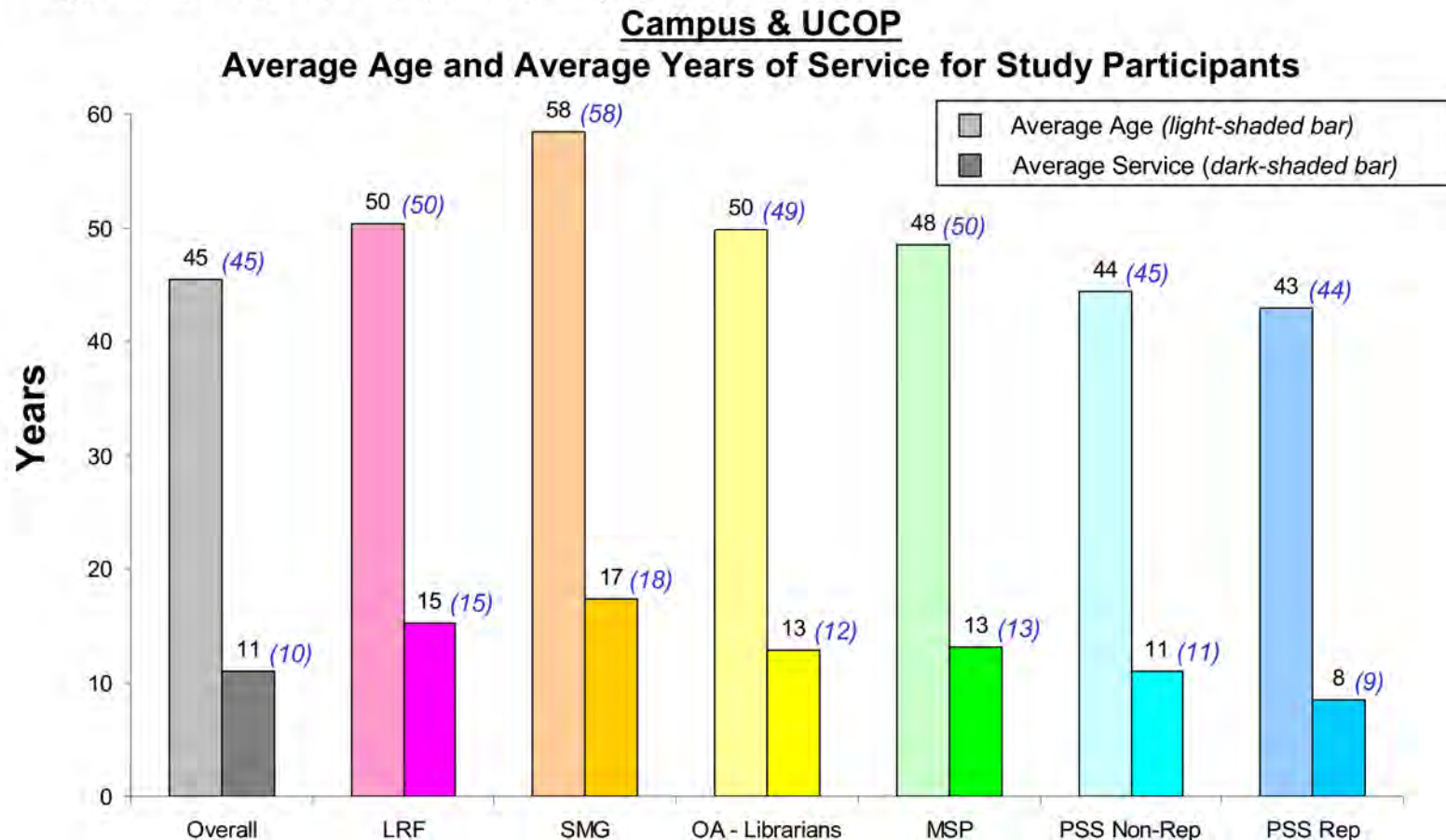
⁴ In 2006, Other Academics (OA) coverage was 25% and included Librarians, Project Scientists, Academic Research Officers and Lecturers. At the request of Academic Personnel, only Librarians were included in the 2007/08 Study.

⁵ This figure represents overall study coverage as reported in 2006 and has not been adjusted for any changes in personnel program composition (e.g., Other Academics).



Background and Context

- Campus & UCOP 2007/08 Study population demographics (age and service) are generally representative of their respective full populations.



Note: Numbers in “()” represent 2007/08 study demographics of entire Campus & UCOP population in their respective personnel programs; all Academic personnel data (LRF and OA) were provided by Academic Personnel.



Background and Context

- The study covers 61% of the Medical Centers' population.

	Total Medical Centers Population ¹	2006 Study Coverage	2007-08 Study Coverage
SMG	35	74%	76%
MSP²	1,730	26%	44%
PSS Non Rep	5,260	21%	26%
PSS Rep³	21,510	51%	71%
Overall	<u>28,535</u>	<u>45%</u>	<u>61%</u>

¹ Total UC population includes those incumbents who meet the study criteria. For Medical Centers, the study includes career non-academic employees (with appointment codes Career (2), Partial-Year Career (7), and Contract (1) Staff Physicians) at the five Medical Centers. Clinical Faculty (e.g., Health Sciences Compensation Plan Faculty) are excluded from the total UC population. Please see Appendix D for additional information on study coverage.

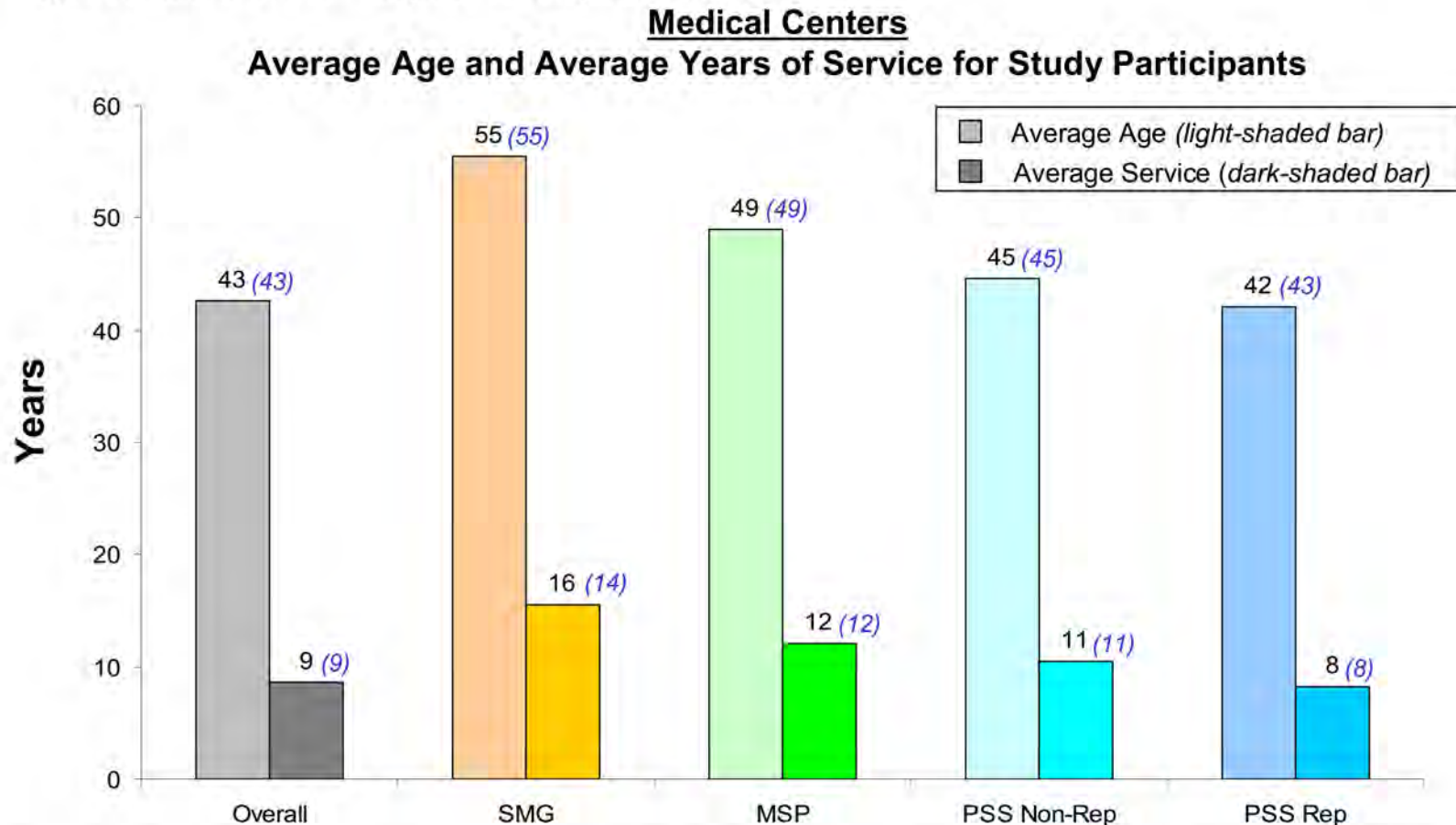
² Staff Physicians (non-faculty) are included as part of MSP for the purpose of this exhibit.

³ Nurses are included as part of PSS Rep for the purpose of this exhibit.



Background and Context

- Medical Centers' 2007/08 Study population demographics (age and service) are generally representative of their respective full populations.



Note: Numbers in “()” represent 2007/08 study demographics of entire Medical Center population in their respective personnel programs; Staff Physicians and Nurses are included in their respective UC personnel programs.



Methodology Overview



Methodology Overview

Study Elements

Total Cash Compensation Elements

Included

- **Ongoing Cash Compensation**
 - Base salary ²

Not Included¹

- Value of housing allowances or University-provided housing
- Stipends
- Summer salary for 9-month Ladder Rank Faculty
- Honorariums, as allowed by policy
- One-time bonuses
- Spot awards or sign-on bonuses
- Allowances (car, mortgage, relocation)
- Lump sum or cash recognition awards (e.g., department grants)
- Cost-of-living differentials

¹ These forms of rewards are generally not a part of ongoing compensation and payment for services performed but are used to offset expenses (e.g., relocation), considered perquisites, or are temporarily given for additional responsibilities. The following are rarely granted to most personnel at UC (including Ladder Rank Faculty): One-time bonuses, spot awards or sign-on bonuses, allowances (car, mortgage, relocation), lump sum or cash recognition awards (e.g., department grants), and cost-of-living differentials. Moreover, these items are not included in regular competitive cash compensation surveys. Competitive data on these items could be collected through custom studies.

² Data for Ladder Rank Faculty and Librarians were provided by Academic Personnel and reflect academic-year salaries and are effective May 2009. For UC's compensation of other personnel, Mercer used "Appointment Pay Rate" and annualized hourly appointments based on 2,088 annual hours. All original data are effective October 1, 2007 and have been aged to October 1, 2009. UC Ladder Rank Faculty and Librarian data which were provided by Academic Personnel are effective May 2009.



Methodology Overview

Study Elements

- Elements of benefits include employer-funded value of:

Health and Welfare (H&W) Benefits

Included

- Medical and Dental
- Life Insurance, including supplemental life²
- Long-term Disability
- Flexible Spending Accounts
- Hearing and Vision³
- Dependent Tuition Reimbursement

Not Included¹

- Long-term Care
- Educational Assistance
- Other work/life benefits (e.g., wellness programs, onsite fitness facility, etc.)

Retirement Benefits

Included

- Defined Benefit
- Defined Contribution
- Retiree Medical and Life

Not Included

- Early retirement incentive programs⁴

¹ Not included since values of these benefits are either not material for the entire population or complete competitive valuation data were not readily available. Prevalence data are available for most benefits not currently included.

² Life insurance includes pre-retirement survivor benefits.

³ Hearing benefits are not included for the Medical Centers as the data are not collected by Mercer since this is a seldom provided benefit and the value is not material.

⁴ Formal early retirement programs, such as those at Stanford and Yale, and informal programs of this type have not been included in the valuation of benefits.



Methodology Overview

Total Cash Compensation Overview

UC Data

- For Ladder Rank Faculty and Other Academics-Librarians included in the study, all data were provided to Mercer by Academic Personnel and are effective as of May 2009.
- For non-academic personnel programs, the benchmark matching process (e.g., matching UC jobs to survey jobs based on job responsibilities) was completed by local Compensation Managers and reviewed by Mercer during the 2007/08 Study process.
- The salary and demographic data used in the analysis were obtained from a November 2007 Central Payroll System (CPS) file and have been updated to estimated October 1, 2009 levels based on average UC salary increases in 2008/09 (see Appendix A).
- No increases for 2009/10 academic year have been considered.

Market Data

- For this study, all previous market data from the 2007/08 Study for Ladder Rank Faculty have been aged by a 1.5% increase factor, as provided by Academic Personnel.
- Market data for all other personnel programs have been updated from multiple published survey sources with 2009 market data, as available.²

The following Appendices include the full details on the total cash compensation analysis:

- **Appendix E:** Cash Compensation Methodology for Non-Academic Personnel Programs
- **Appendix F:** Detailed Methodology for Ladder Rank Faculty
- **Appendix G:** Cash Compensation Methodology

¹ Data for Ladder Rank Faculty includes base salary only; all other cash compensation is excluded. All employee data for non-academic employees were collected and are effective as of 10/1/2007 to reflect increases made in Fall 2007. Employee data for Ladder Rank Faculty and Librarians were provided by Academic Personnel and are effective as of May 2009.

² In some cases, existing market data from the 2007/08 study were aged forward to October 1, 2009.



Methodology Overview

Campus & UCOP Benefits Peer Groups

Comparison 8 Academic Institutions

Harvard University	SUNY - Buffalo
MIT	University of Illinois – Urbana
Stanford University	University of Michigan – Ann Arbor
Yale University	University of Virginia

Applies to:

**Ladder Rank
Faculty**

Comparison 26 Academic Institutions¹

Brown University	University of Colorado - System and Boulder
California Institute of Technology	University of Illinois - Chicago and Urbana
Columbia University	University of Michigan – Ann Arbor
Cornell University	University of Minnesota – System, Duluth, and Twin Cities
Harvard University	University of Pennsylvania
Johns Hopkins University	University of Texas – System
MIT	University of Virginia
Northwestern University	University of Washington
Stanford University	University of Wisconsin – Madison
SUNY – Buffalo and Stony Brook	Yale University
University of Chicago	

SMG

**Other
Academics**

¹ Actual number of peer benefit programs is 21 since the benefits provided by a university system are the same for all entities.



Methodology Overview

Campus & UCOP Benefits Peer Groups

Large California Employers (General Industry)

AT&T	Wellpoint Health Network
Beckman Coulter, Inc.	Wells Fargo
Boeing Corp.	Calif. State Univ. (CSU) System
Chevron Corp	State of California
Federal Government	City of Riverside, CA
Hewlett-Packard	County of Santa Clara
Safeway Inc.	Southern California Edison
Walt Disney Company	

Applies to:

MSP

PSS Non Rep

PSS Rep

Service Industry Peers

Cintas (Laundry Services)	City of Palo Alto, CA
Hilton Hotels	City of Riverside, CA
Marriott International	County of Santa Clara
California State Univ. (CSU) System	Southern California Edison
State of California	

Service Workers



Methodology Overview

Medical Centers Benefits Peer Groups

Twelve National Academic Medical Centers

Baylor University	University of Michigan Medical Center
Cornell University	University of Pennsylvania Health System
Johns Hopkins Hospital	University of Pittsburgh Medical Center
Methodist Hospital	University of Texas
Oregon Health and Sciences	University of Virginia Medical Center
Stanford Hospital	Vanderbilt Medical Center

Applies to:

SMG

Staff Physicians

Ten California Medical Providers

Catholic Healthcare West ¹	Long Beach Memorial
Children’s Hospital of San Diego	Saint Joseph’s Health System
City of Hope Medical Center	Stanford Hospital
Kaiser North	Sutter Health
Kaiser South	Tri-City Medical Center (Oceanside, CA)

MSP

Nurses

PSS Non Rep

PSS Rep

¹ Data were not provided for Nurses at Catholic Healthcare West; therefore, there are only nine peers reflected in the data for Nurses.



Methodology Overview











Presentation of Results

Two Versions of Results for Campus & UCOP

- Two sets of results have been presented for Campus & UCOP:
 - one using full estimated salaries
 - the other using estimated reduced salaries attributable to UC's workforce furlough program¹

Market Positioning Figure (Variance from the Average Market)

- The competitive market positioning figures (or variance) shown in this report are based on the formula $(UC - Market)/Market$ and have been rounded to the nearest whole percentage.
- In general, a market positioning for large populations between -5% and +5% from the market average is considered "competitive." Positioning more than +/-10% is considered significantly above or below competitive levels. Colors have been used to represent varying degrees of competitiveness:

For Data Tables:	 10% or more below market	 Between -6% and -9%	 Between -5% below and +5% above market	 Between +6% and +9%	 10% or more above market
For Summary:	 10% or more below market	 Between -6% and -9%	 Between -5% below and +5% above market	 Between +6% and +9%	 10% or more above market

¹ See the next two pages detailing the assumptions used in calculating the effect of the furlough/salary reduction program. The furlough program was not applied to employees at the Medical Centers, as the Medical Centers have developed alternative programs to generate cost savings in lieu of the employee furlough program.



Campus & UCOP Findings



Campus & UCOP Findings

Summary of Competitiveness

	Summary ¹		Observations
	w/o Furlough	w/ Furlough	
Total Cash Compensation	-13%	-19%	<ul style="list-style-type: none"> Overall, UC total cash compensation is below market average.
Health & Welfare (H&W) Benefits	+6%	+6%	<ul style="list-style-type: none"> Overall, the average value of UC's H&W benefits is competitive driven by the following: <ul style="list-style-type: none"> Competitive market benefit design and lower than average employee contributions. Very competitive dental benefits due to no employee contributions.
Total Retirement (Includes Retirement Benefits and Retiree Medical & Life)	+66%	+66%	<ul style="list-style-type: none"> Overall, retirement benefits reflecting projected employee contribution reinstated at 2%/4% of pay (effective 4/15/2010) are very competitive driven by UCRP. Value of DB plans increase with age, thus, competitiveness of UCRP is higher for older employee groups. The furlough program has no impact as benefits will be calculated on a pre-furlough salary.

¹ All variance figures shown have been rounded to the nearest whole percentage.

-10% or more below market



Between -6% and -9%



Between -5% below and +5% above market



Between +6% and +9%



+10% or more above market





Campus & UCOP Findings

Summary of Competitiveness

	Summary ¹		Observations
	w/o Furlough	w/ Furlough	
Retirement Benefits (DB/DC)	+34%	+34%	<ul style="list-style-type: none"> UCRP is competitive due to: <ul style="list-style-type: none"> Above market pension formula; Unreduced benefits at age 60; and Terminated vested COLA and post-retirement COLA. Competitive position is reduced for most personnel programs by UC salaries that are lower than average competitive levels.
Retiree Medical & Life	+204%	+204%	<ul style="list-style-type: none"> A competitive retiree medical benefit is driven by: <ul style="list-style-type: none"> Payment of Medicare Part B premium where most other organizations do not pay this premium; and Lower retiree contributions than other organizations. Retiree medical value has been reduced to reflect forfeiture of benefits by those electing lump sum distribution at retirement.

¹ All variance figures shown have been rounded to the nearest whole percentage.

-10% or more below market



Between -6% and -9%



Between -5% below and +5% above market



Between +6% and +9%



+10% or more above market





Campus & UCOP Findings

Summary of Competitiveness

	Summary ¹		Observations
	w/o Furlough	w/ Furlough	
Total Remuneration	-2%	-6%	<ul style="list-style-type: none">▪ Campus & UCOP total remuneration competitive position reflecting projected employee contribution reinstated at 2%/4% (effective 4/15/2010) is driven by higher than market average total retirement benefits either offsetting below market pay or supplementing market competitive pay.▪ Increasing UCRP employee contribution to 5% level would reduce overall competitive position by approximately two percentage points.

¹ All variance figures shown have been rounded to the nearest whole percentage.

-10% or more below market



Between -6% and -9%



Between -5% below and +5% above market



Between +6% and +9%



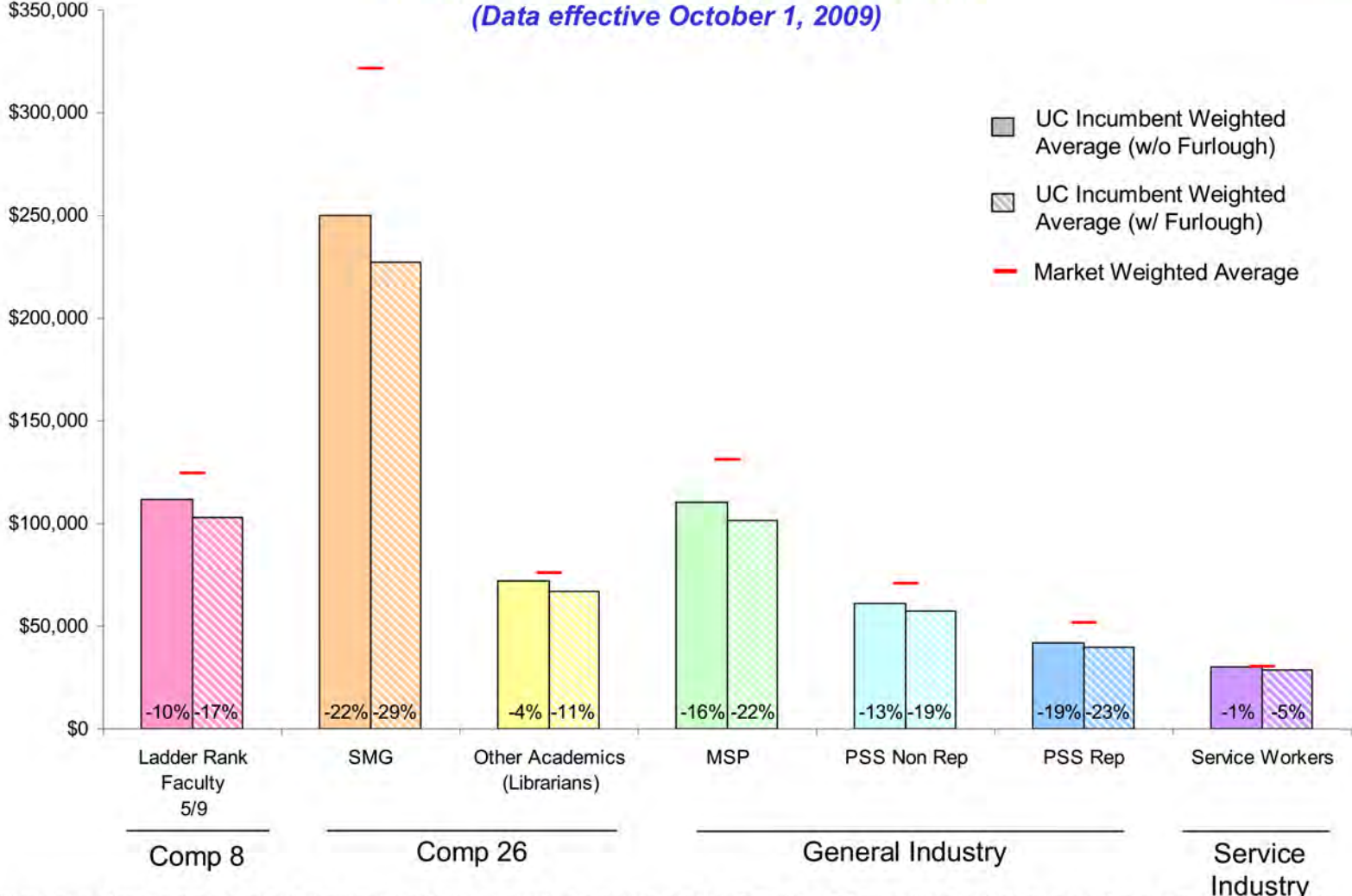
+10% or more above market





Campus & UCOP Findings Total Cash Compensation

(Data effective October 1, 2009)

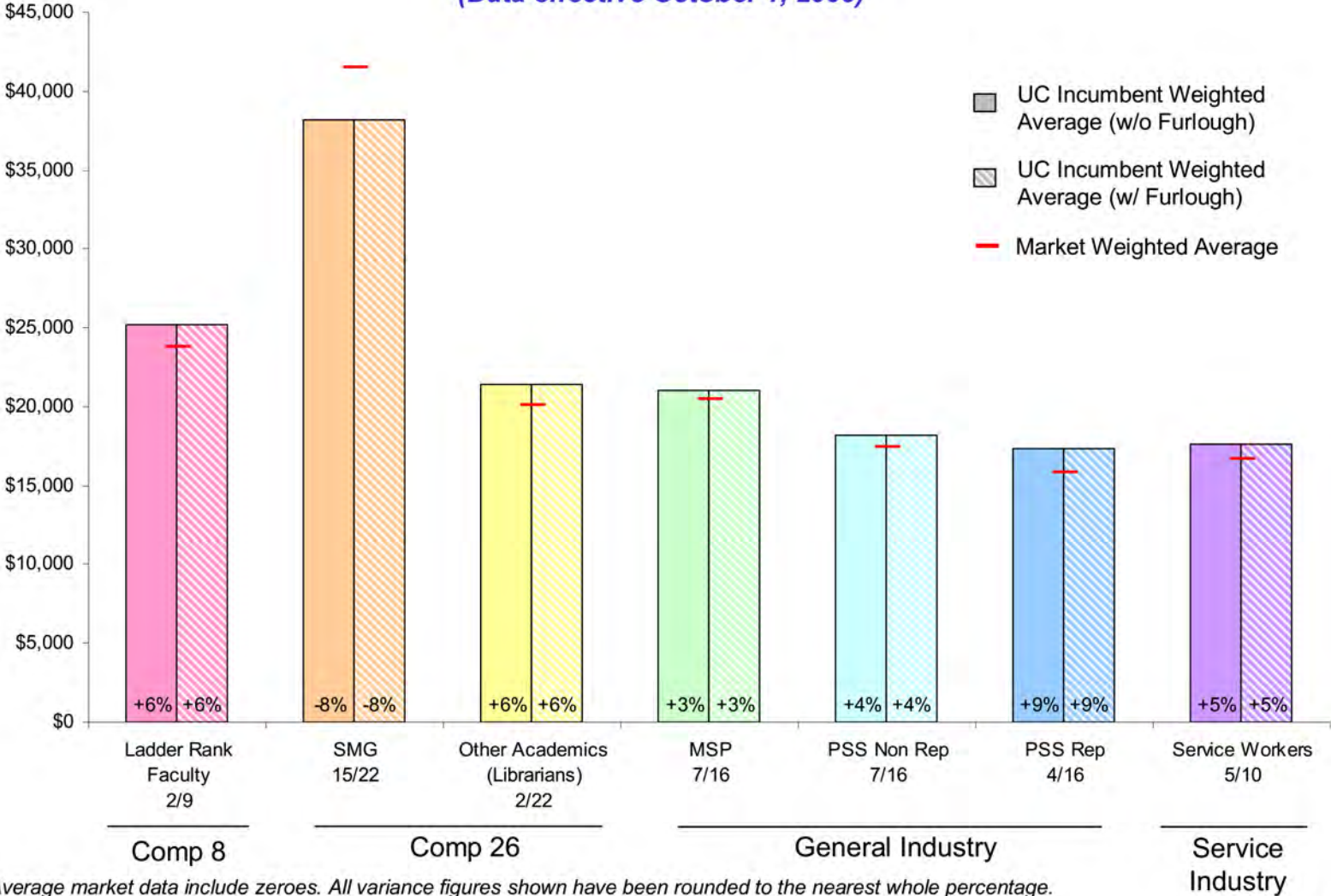


Note: All variance figures shown have been rounded to the nearest whole percentage. Rank for LRF available as each comparator is reported separately.



Campus & UCOP Findings Health and Welfare Benefits

(Data effective October 1, 2009)



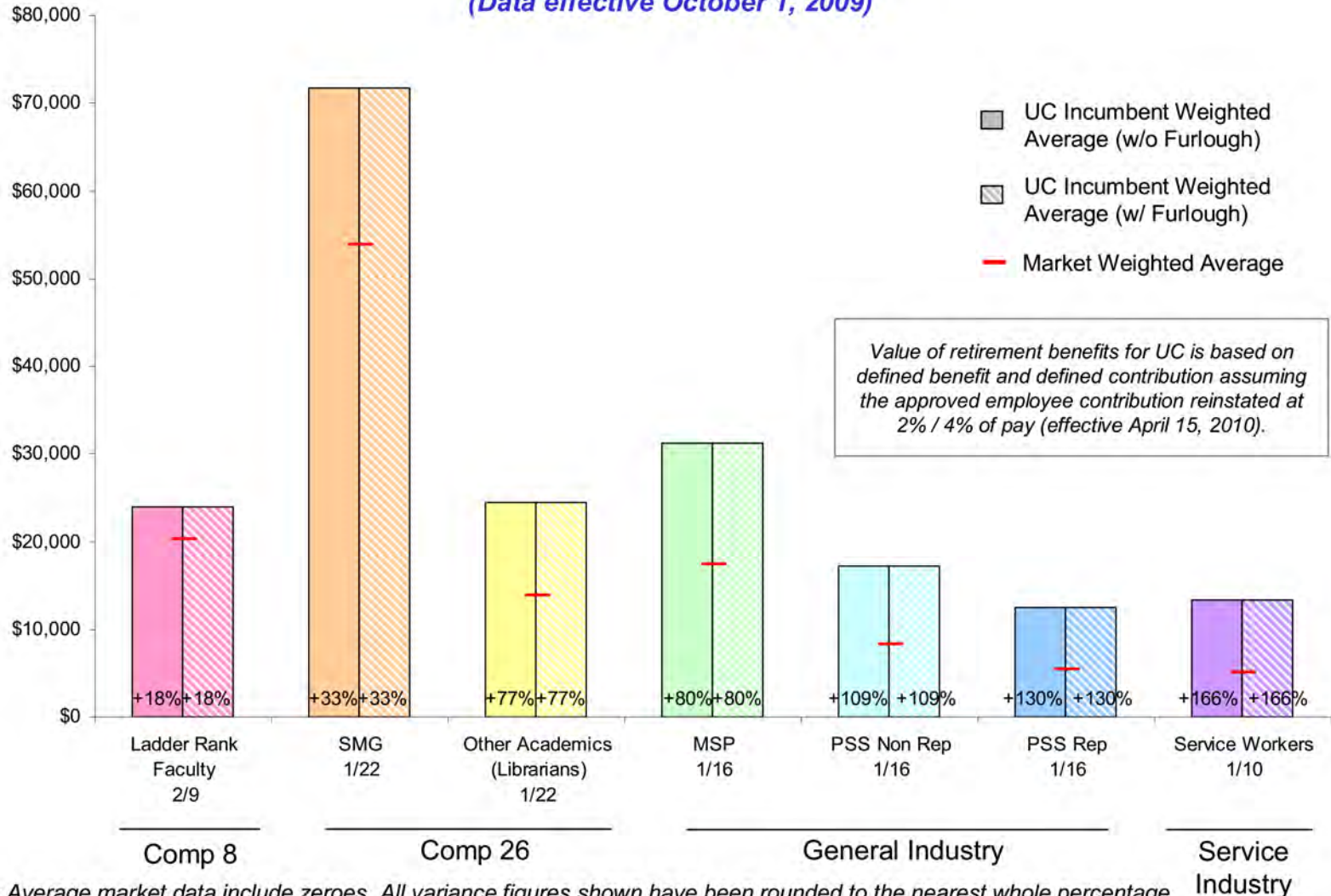
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.



Campus & UCOP Findings

Total Retirement¹

(Data effective October 1, 2009)



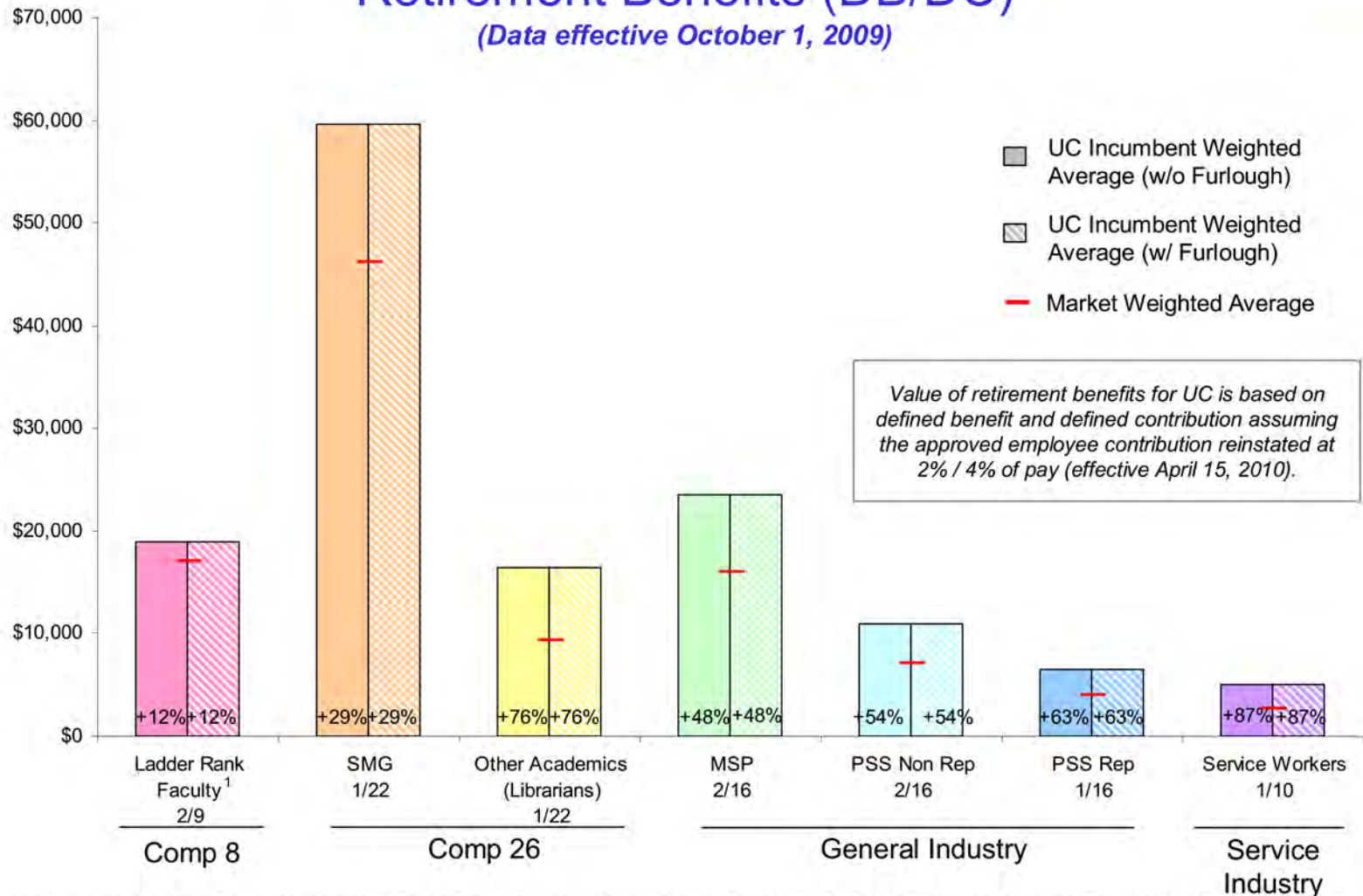
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.

¹ Includes Retirement Benefits and Retiree Medical & Life



Campus & UCOP Findings Retirement Benefits (DB/DC)

(Data effective October 1, 2009)



Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.

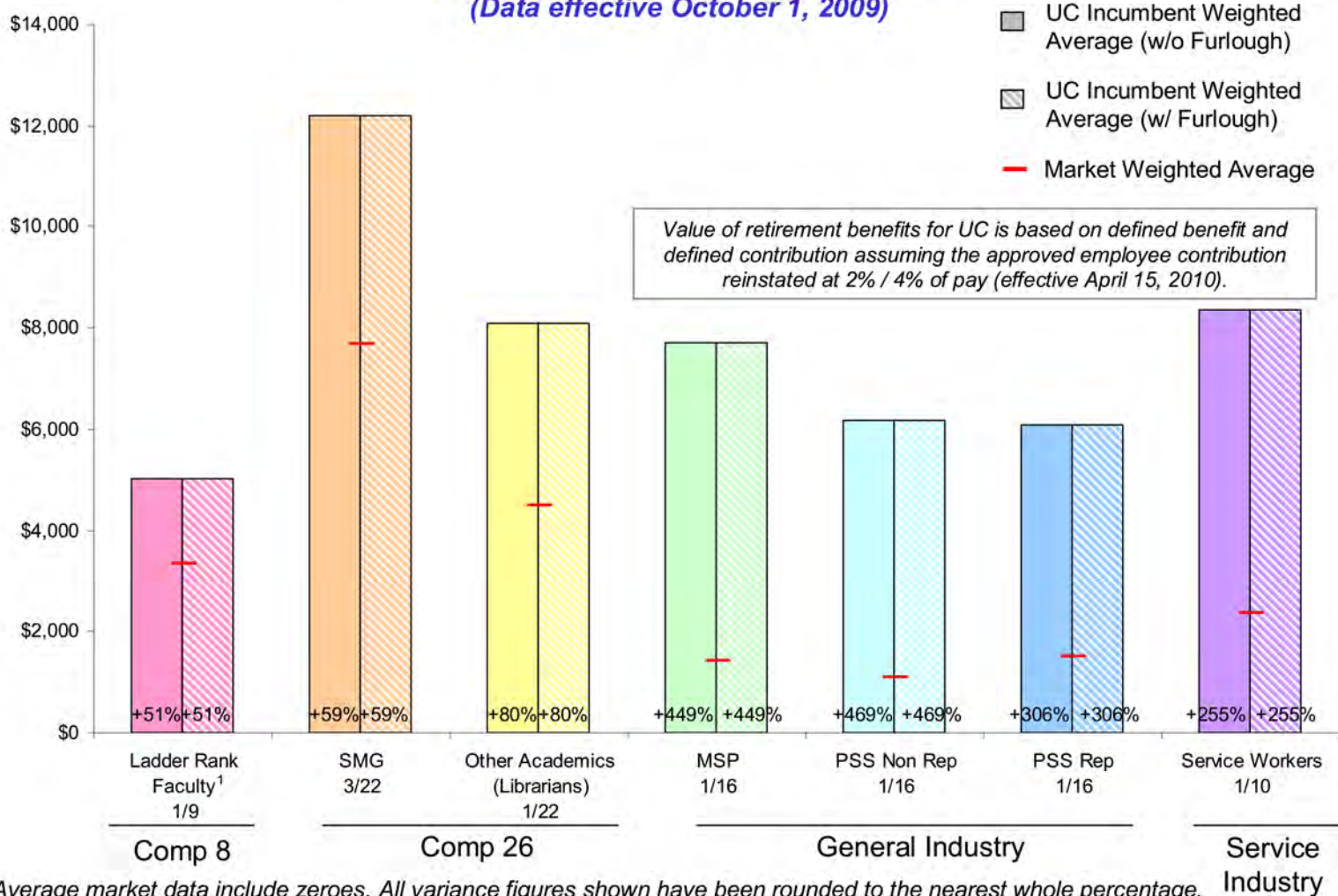
¹ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C.



Campus & UCOP Findings

Retiree Medical & Life

(Data effective October 1, 2009)



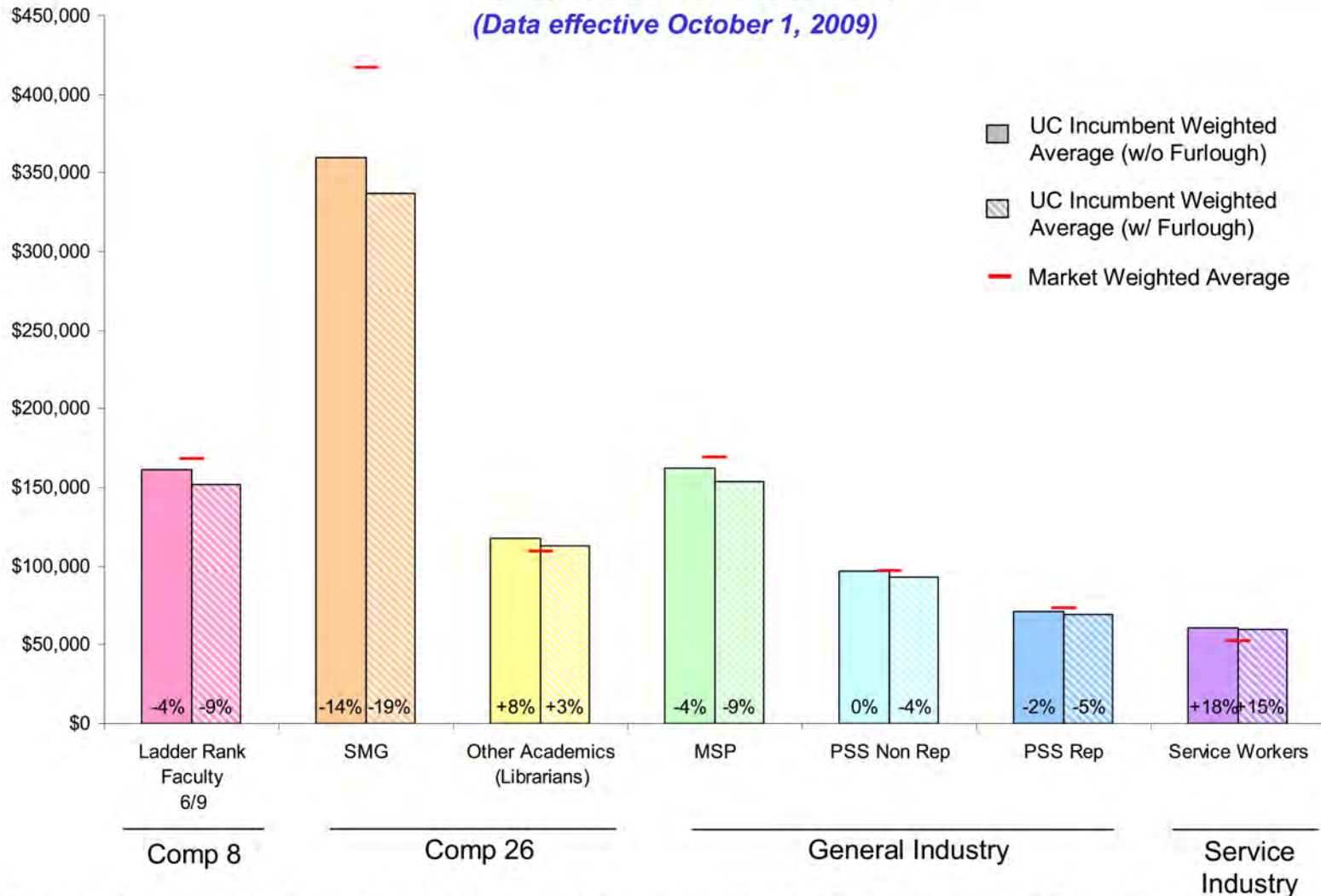
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.
¹ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C.



Campus & UCOP Findings

Total Remuneration

(Data effective October 1, 2009)



Note: All variance figures shown have been rounded to the nearest whole percentage. Rank for LRF available as each TCC comparator is reported separately.

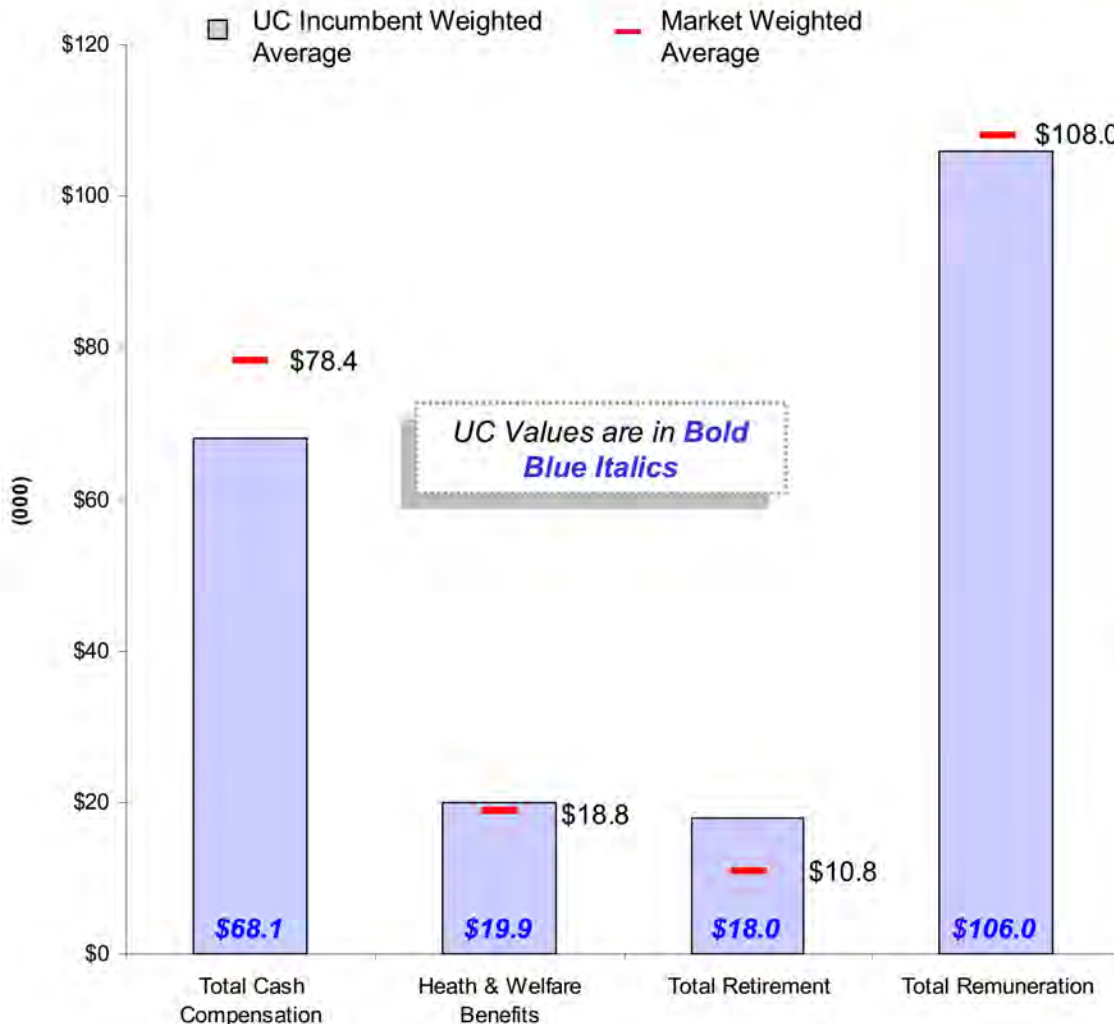


Campus & UCOP Findings by Personnel Program (UC Full Estimated Salaries)



Campus & UCOP Findings - Overall Detailed Results for Overall Population

(Data Effective October 1, 2009)



Observations

- Overall, UC's competitive positioning for total remuneration is 2% below market, driven by non-competitive salaries somewhat offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 4% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings - Overall Detailed Results for Overall Population

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$68,089	\$68,089	\$68,089	\$78,365	-13%	-13%	-13%
Health & Welfare Benefits	\$19,940	\$19,940	\$19,940	\$18,777	+6%	+6%	+6%
Medical & Dental	\$17,715	\$17,715	\$17,715	\$16,701	+6%	+6%	+6%
Life Insurance ²	\$1,474	\$1,474	\$1,474	\$1,382	+7%	+7%	+7%
Long-term Disability	\$750	\$750	\$750	\$570	+32%	+32%	+32%
Dependent Tuition	\$0	\$0	\$0	\$123	n/a	n/a	n/a
Total Retirement	\$18,012	\$15,876	\$19,679	\$10,839	+66%	+46%	+82%
Retirement (DB/DC)	\$11,833	\$9,697	\$13,500	\$8,805	+34%	+10%	+53%
Retiree Medical	\$6,144	\$6,144	\$6,144	\$1,967	+212%	+212%	+212%
Retiree Life	\$35	\$35	\$35	\$67	-48%	-48%	-48%
Total Remuneration	\$106,040	\$103,905	\$107,708	\$107,981	-2%	-4%	0%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

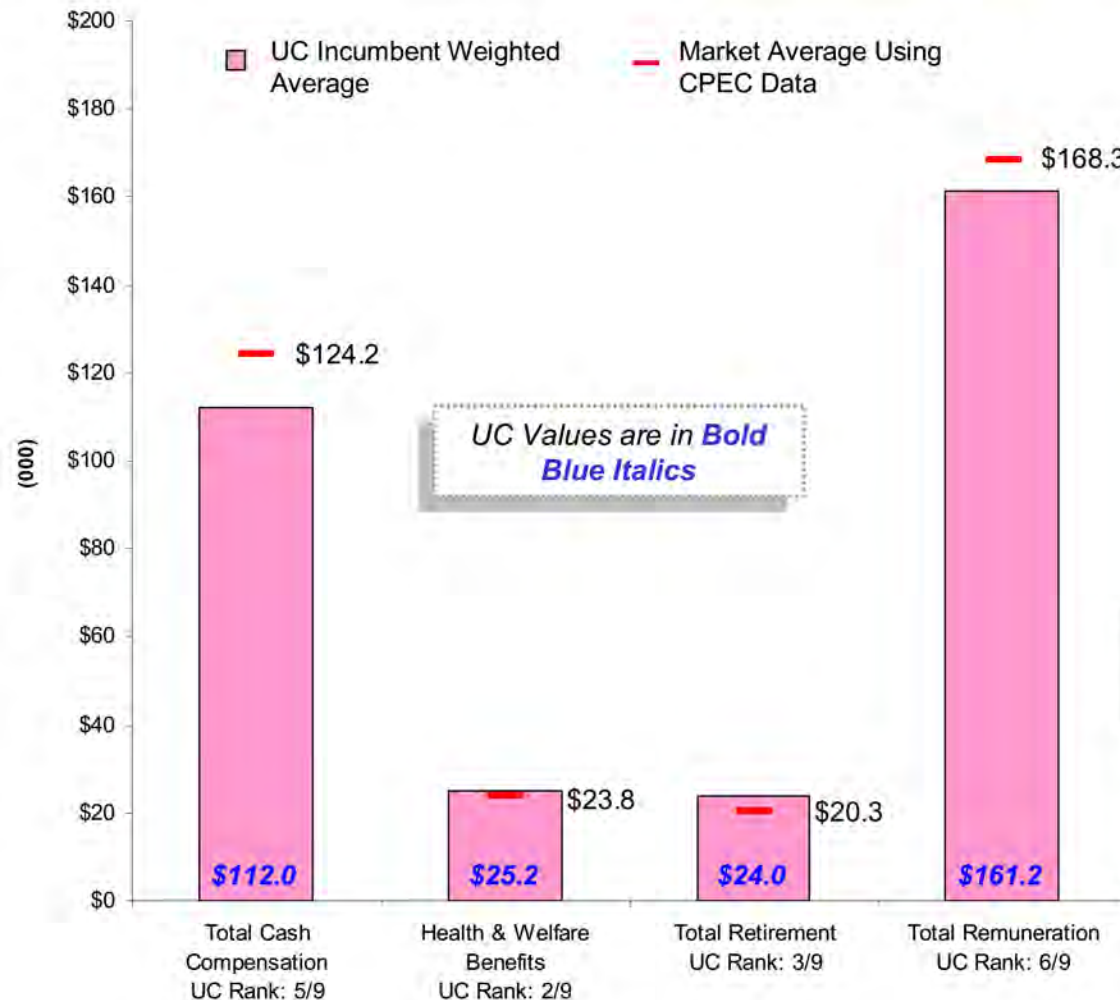




Campus & UCOP Findings by Personnel Program

Detailed Results for Ladder Rank Faculty^{1,2}

(Data Effective October 1, 2009)



Observations

- Overall, Ladder Rank Faculty's competitive positioning for total remuneration is 4% below market, driven by non-competitive salaries somewhat offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 6% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).

¹ Ladder Rank Faculty excludes Health Sciences faculty and Law School faculty. In addition, other faculty titles considered ladder and equivalent rank are excluded; some examples are Astronomers, Agronomists and Supervisors of Physical Education. See Appendix H for detailed findings by Faculty Rank.

² Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C.



Campus & UCOP Findings by Personnel Program

Detailed Results for Ladder Rank Faculty

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$112,031	\$112,031	\$112,031	\$124,177	-10%	-10%	-10%
Health & Welfare Benefits	\$25,155	\$25,155	\$25,155	\$23,798	+6%	+6%	+6%
Medical & Dental	\$19,479	\$19,479	\$19,479	\$18,539	+5%	+5%	+5%
Life Insurance ²	\$4,087	\$4,087	\$4,087	\$3,529	+16%	+16%	+16%
Long-term Disability	\$1,588	\$1,588	\$1,588	\$1,288	+23%	+23%	+23%
Dependent Tuition	\$0	\$0	\$0	\$442	n/a	n/a	n/a
Total Retirement	\$23,986	\$20,670	\$27,000	\$20,324	+18%	+2%	+33%
Retirement (DB/DC) ³	\$18,955	\$15,639	\$21,969	\$16,993	+12%	-8%	+29%
Retiree Medical ³	\$4,991	\$4,991	\$4,991	\$3,194	+56%	+56%	+56%
Retiree Life	\$40	\$40	\$40	\$137	-71%	-71%	-71%
Total Remuneration	\$161,171	\$157,855	\$164,185	\$168,299	-4%	-6%	-2%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.

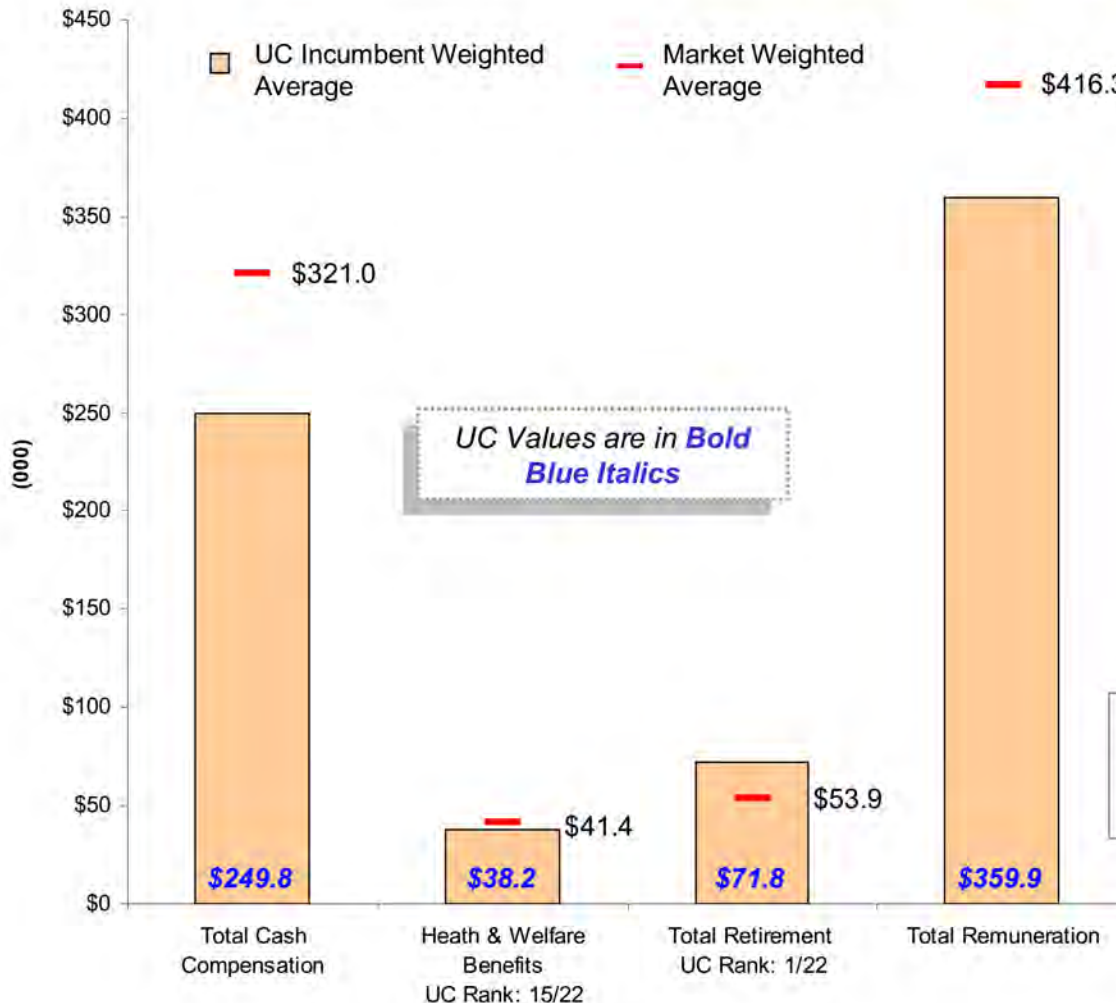




Campus & UCOP Findings by Personnel Program

Detailed Results for SMG

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP SMG's competitive positioning for total remuneration is below market (14% below market average) driven by significantly below market average total cash compensation.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 15% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings by Personnel Program

Detailed Results for SMG

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$249,844	\$249,844	\$249,844	\$320,974	-22%	-22%	-22%
Health & Welfare Benefits	\$38,211	\$38,211	\$38,211	\$41,449	-8%	-8%	-8%
Medical & Dental	\$25,688	\$25,688	\$25,688	\$25,064	+2%	+2%	+2%
Life Insurance ²	\$8,772	\$8,772	\$8,772	\$11,096	-21%	-21%	-21%
Long-term Disability	\$3,751	\$3,751	\$3,751	\$4,812	-22%	-22%	-22%
Dependent Tuition	\$0	\$0	\$0	\$477	n/a	n/a	n/a
Total Retirement	\$71,809	\$66,293	\$78,774	\$53,914	+33%	+23%	+46%
Retirement (DB/DC)	\$59,616	\$54,101	\$66,582	\$46,233	+29%	+17%	+44%
Retiree Medical	\$12,146	\$12,146	\$12,146	\$6,750	+80%	+80%	+80%
Retiree Life	\$46	\$46	\$46	\$931	-95%	-95%	-95%
Total Remuneration	\$359,864	\$354,348	\$366,829	\$416,337	-14%	-15%	-12%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

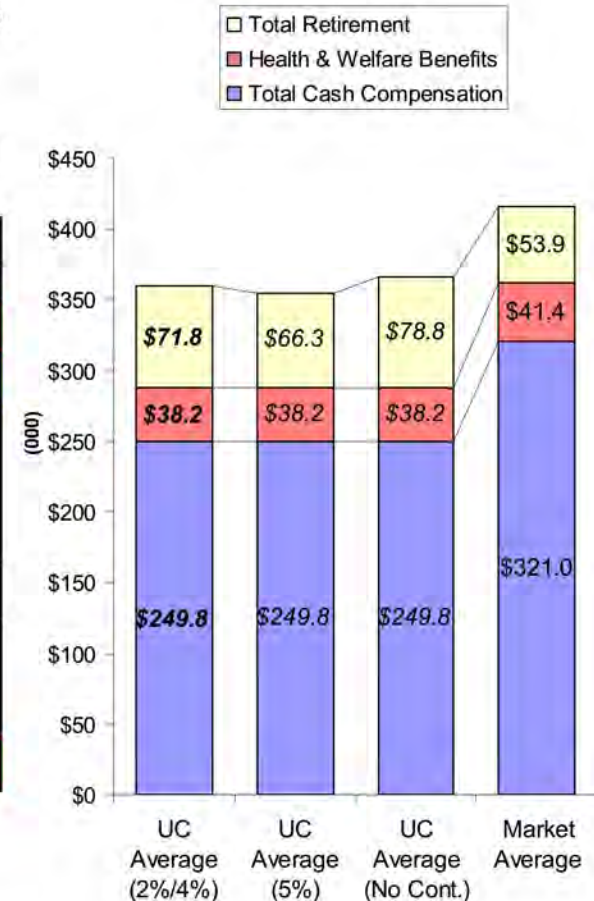
10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market

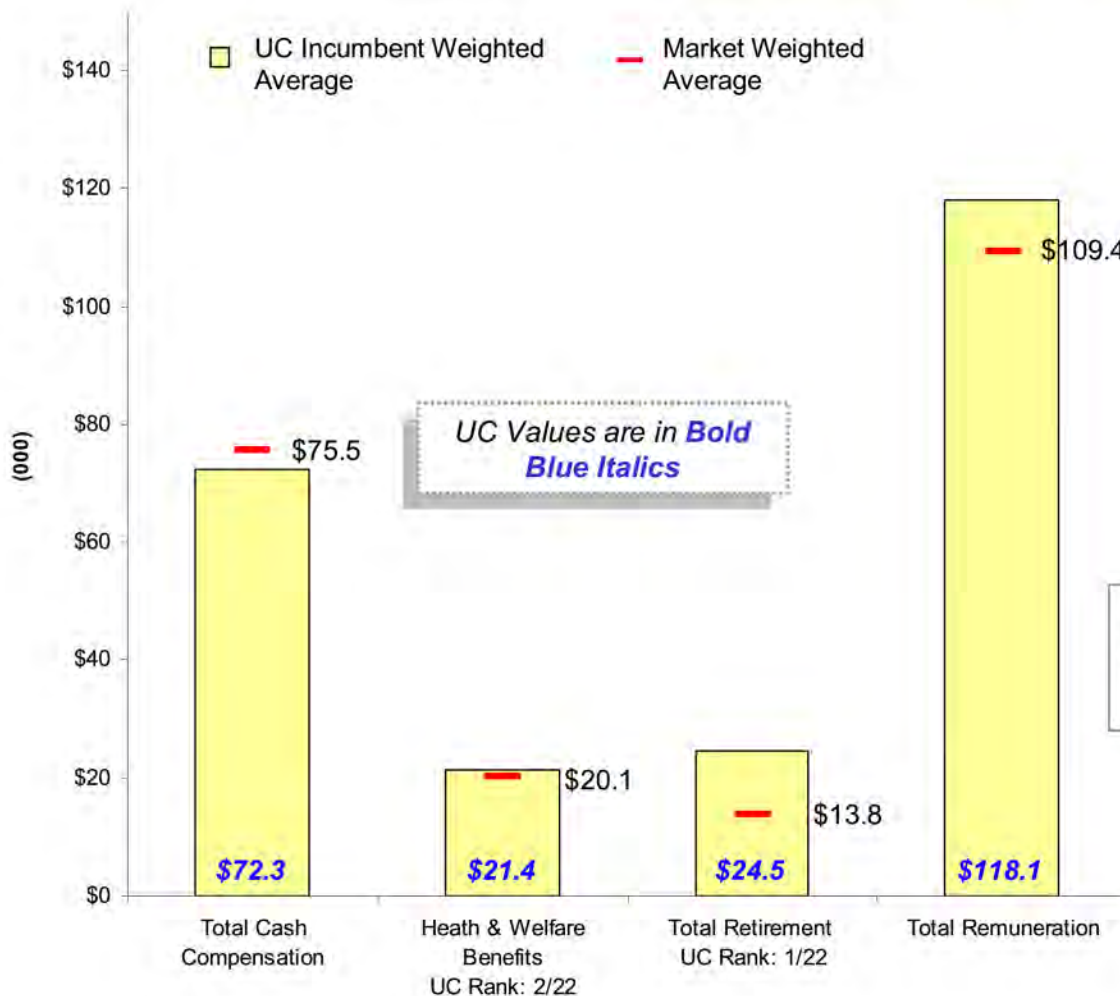




Campus & UCOP Findings by Personnel Program

Detailed Results for OA - Librarians

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP Librarians' competitive positioning for total remuneration is above market (8% above market average) driven by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 6% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings by Personnel Program

Detailed Results for OA – Librarians

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$72,255	\$72,255	\$72,255	\$75,472	-4%	-4%	-4%
Health & Welfare Benefits	\$21,388	\$21,388	\$21,388	\$20,089	+6%	+6%	+6%
Medical & Dental	\$19,745	\$19,745	\$19,745	\$18,127	+9%	+9%	+9%
Life Insurance ²	\$833	\$833	\$833	\$950	-12%	-12%	-12%
Long-term Disability	\$811	\$811	\$811	\$623	+30%	+30%	+30%
Dependent Tuition	\$0	\$0	\$0	\$390	n/a	n/a	n/a
Total Retirement	\$24,488	\$22,254	\$26,292	\$13,810	+77%	+61%	+90%
Retirement (DB/DC)	\$16,407	\$14,174	\$18,211	\$9,326	+76%	+52%	+95%
Retiree Medical	\$8,042	\$8,042	\$8,042	\$4,421	+82%	+82%	+82%
Retiree Life	\$39	\$39	\$39	\$63	-38%	-38%	-38%
Total Remuneration	\$118,130	\$115,897	\$119,934	\$109,371	+8%	+6%	+10%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.



10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

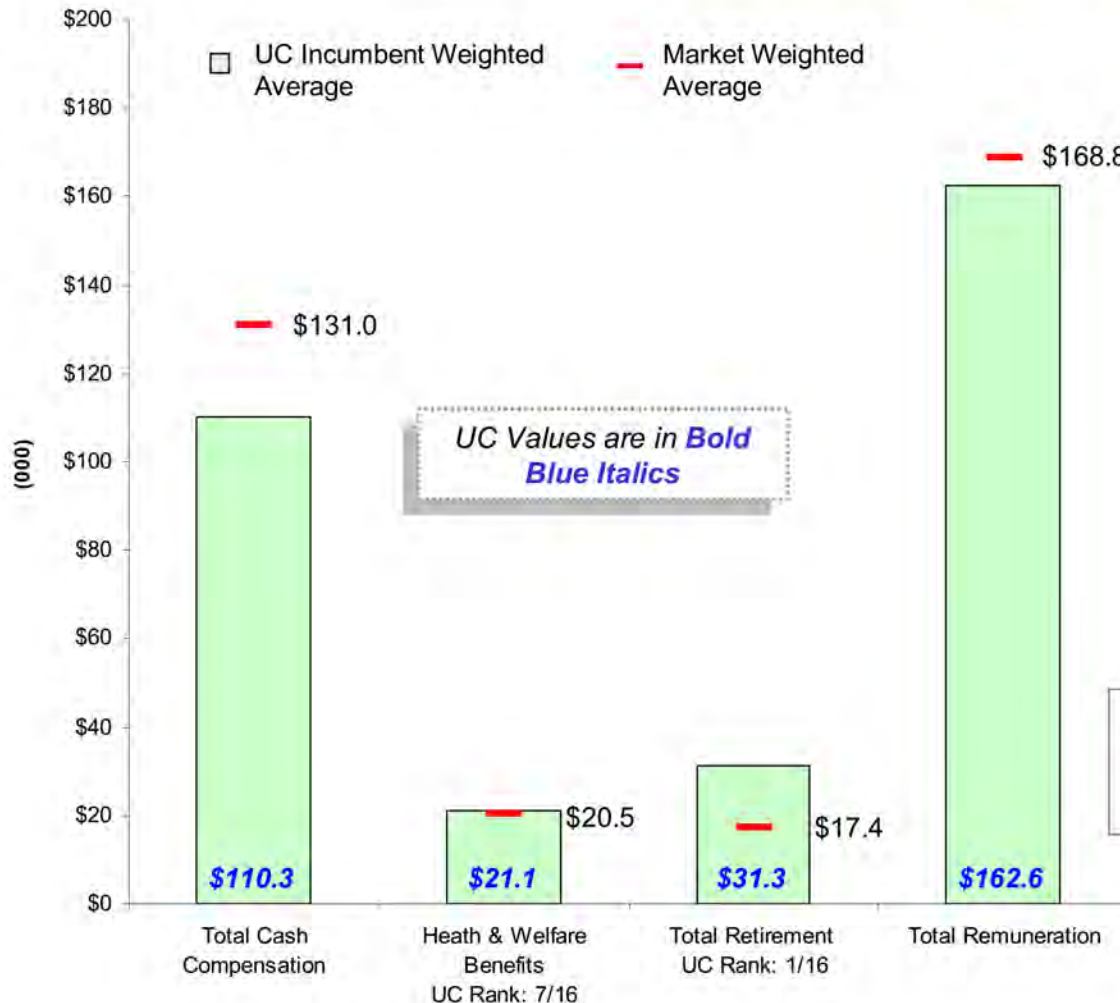
10% or more above market



Campus & UCOP Findings by Personnel Program

Detailed Results for MSP

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP MSP's competitive positioning for total remuneration is slightly below market (4% below market average) driven by below market average total cash compensation offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 6% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings by Personnel Program

Detailed Results for MSP

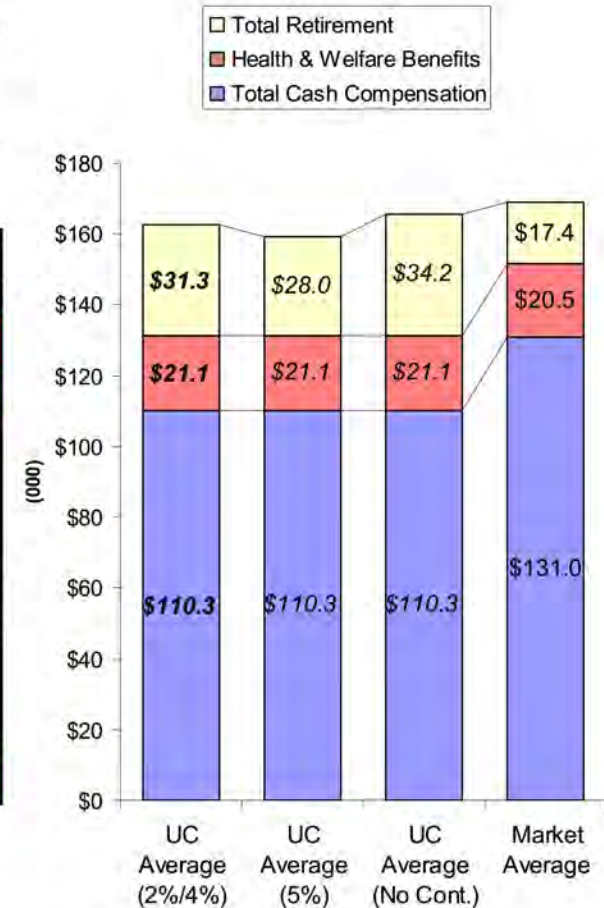
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$110,315	\$110,315	\$110,315	\$130,977	-16%	-16%	-16%
Health & Welfare Benefits	\$21,059	\$21,059	\$21,059	\$20,506	+3%	+3%	+3%
Medical & Dental	\$18,241	\$18,241	\$18,241	\$17,820	+2%	+2%	+2%
Life Insurance ²	\$1,425	\$1,425	\$1,425	\$1,609	-11%	-11%	-11%
Long-term Disability	\$1,393	\$1,393	\$1,393	\$1,077	+29%	+29%	+29%
Dependent Tuition	\$0	\$0	\$0	\$0	n/a	n/a	n/a
Total Retirement	\$31,259	\$28,033	\$34,179	\$17,361	+80%	+61%	+97%
Retirement (DB/DC)	\$23,537	\$20,311	\$26,457	\$15,955	+48%	+27%	+66%
Retiree Medical	\$7,680	\$7,680	\$7,680	\$1,289	+496%	+496%	+496%
Retiree Life	\$42	\$42	\$42	\$118	-65%	-65%	-65%
Total Remuneration	\$162,633	\$159,407	\$165,553	\$168,844	-4%	-6%	-2%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

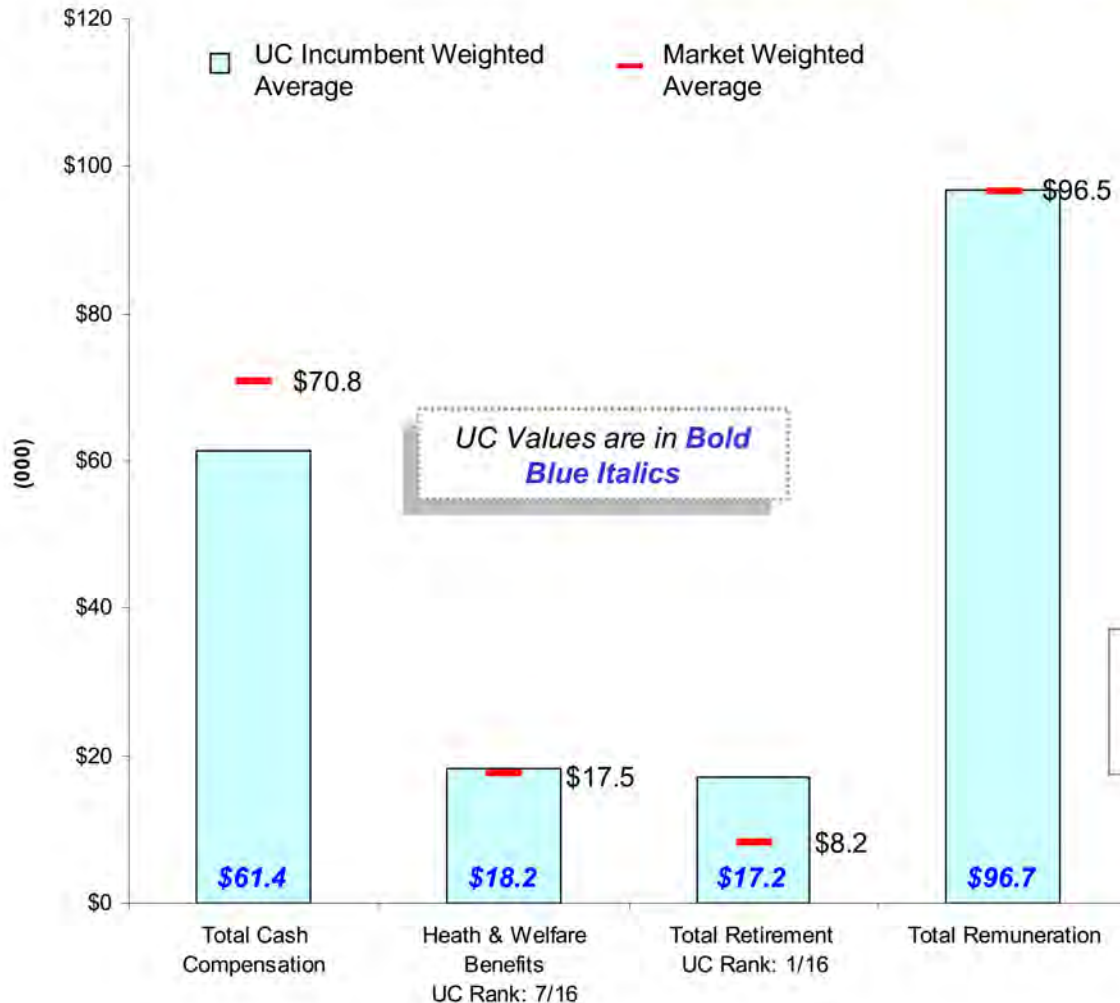




Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Non Rep

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP PSS Non Rep's competitive positioning for total remuneration is at market driven by below market average total cash compensation offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 2% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Non-Rep

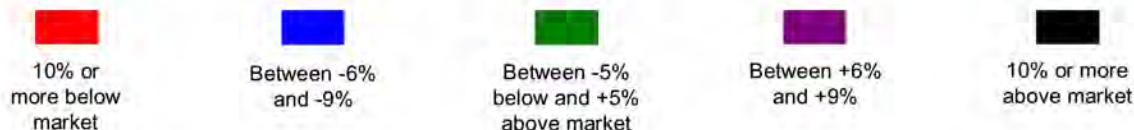
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$61,361	\$61,361	\$61,361	\$70,822	-13%	-13%	-13%
Health & Welfare Benefits	\$18,191	\$18,191	\$18,191	\$17,464	+4%	+4%	+4%
Medical & Dental	\$17,163	\$17,163	\$17,163	\$16,480	+4%	+4%	+4%
Life Insurance ²	\$591	\$591	\$591	\$694	-15%	-15%	-15%
Long-term Disability	\$437	\$437	\$437	\$289	+51%	+51%	+51%
Dependent Tuition	\$0	\$0	\$0	\$0	n/a	n/a	n/a
Total Retirement	\$17,165	\$15,217	\$18,638	\$8,212	+109%	+85%	+127%
Retirement (DB/DC)	\$10,980	\$9,033	\$12,453	\$7,126	+54%	+27%	+75%
Retiree Medical	\$6,151	\$6,151	\$6,151	\$1,052	+485%	+485%	+485%
Retiree Life	\$34	\$34	\$34	\$34	-2%	-2%	-2%
Total Remuneration	\$96,716	\$94,769	\$98,189	\$96,499	0%	-2%	+2%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

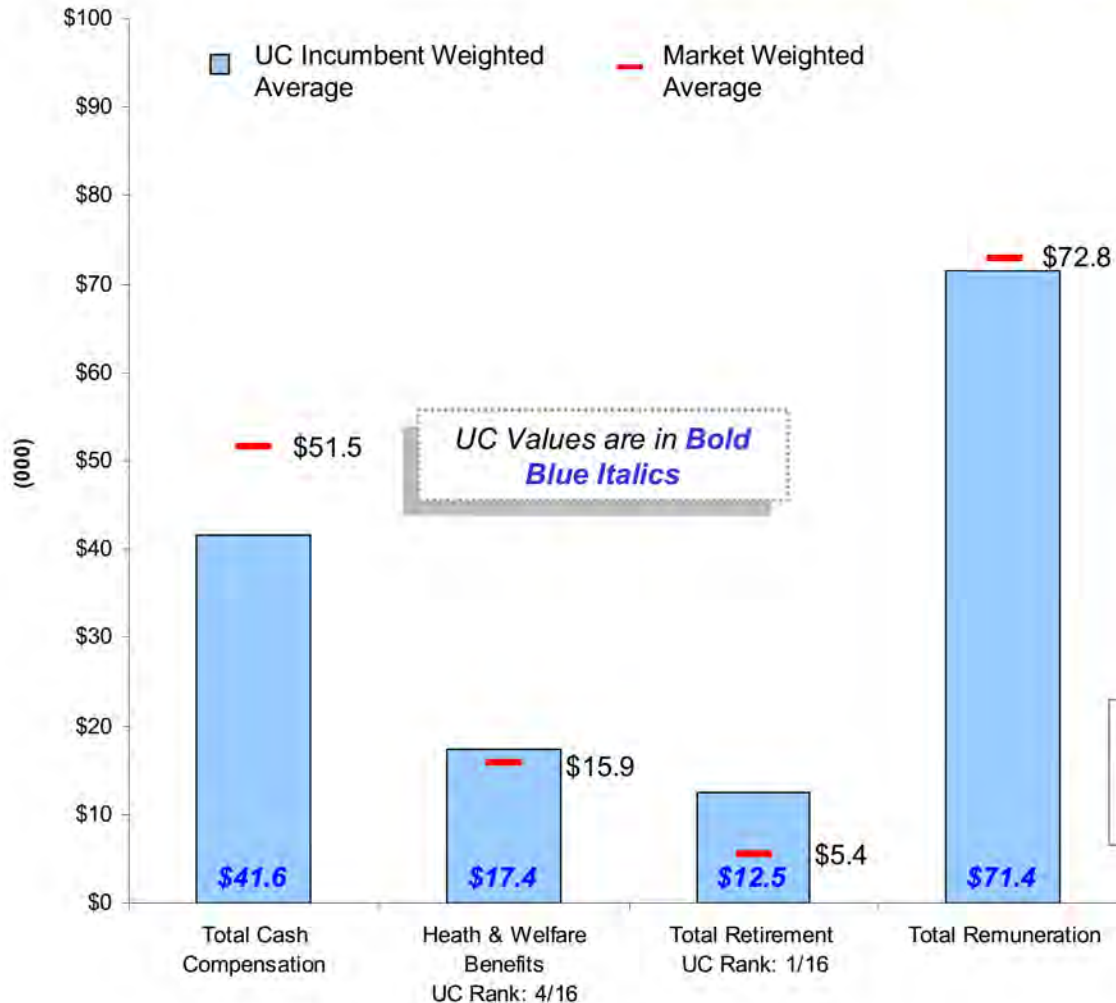




Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Rep

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP PSS Rep's competitive positioning for total remuneration is at market (2% below market average) driven by below market average total cash compensation offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 4% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Rep

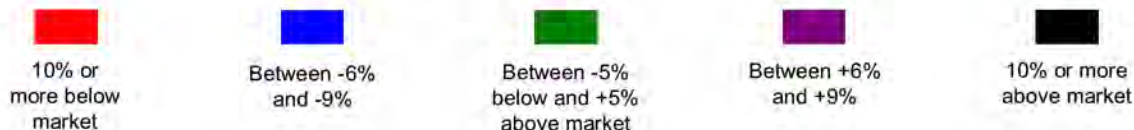
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$41,555	\$41,555	\$41,555	\$51,495	-19%	-19%	-19%
Health & Welfare Benefits	\$17,362	\$17,362	\$17,362	\$15,863	+9%	+9%	+9%
Medical & Dental	\$16,674	\$16,674	\$16,674	\$15,276	+9%	+9%	+9%
Life Insurance ²	\$353	\$353	\$353	\$377	-6%	-6%	-6%
Long-term Disability	\$335	\$335	\$335	\$210	+59%	+59%	+59%
Dependent Tuition	\$0	\$0	\$0	\$0	n/a	n/a	n/a
Total Retirement	\$12,522	\$11,069	\$13,377	\$5,442	+130%	+103%	+146%
Retirement (DB/DC)	\$6,442	\$4,988	\$7,296	\$3,943	+63%	+27%	+85%
Retiree Medical	\$6,049	\$6,049	\$6,049	\$1,468	+312%	+312%	+312%
Retiree Life	\$31	\$31	\$31	\$31	0%	0%	0%
Total Remuneration	\$71,439	\$69,985	\$72,293	\$72,801	-2%	-4%	-1%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

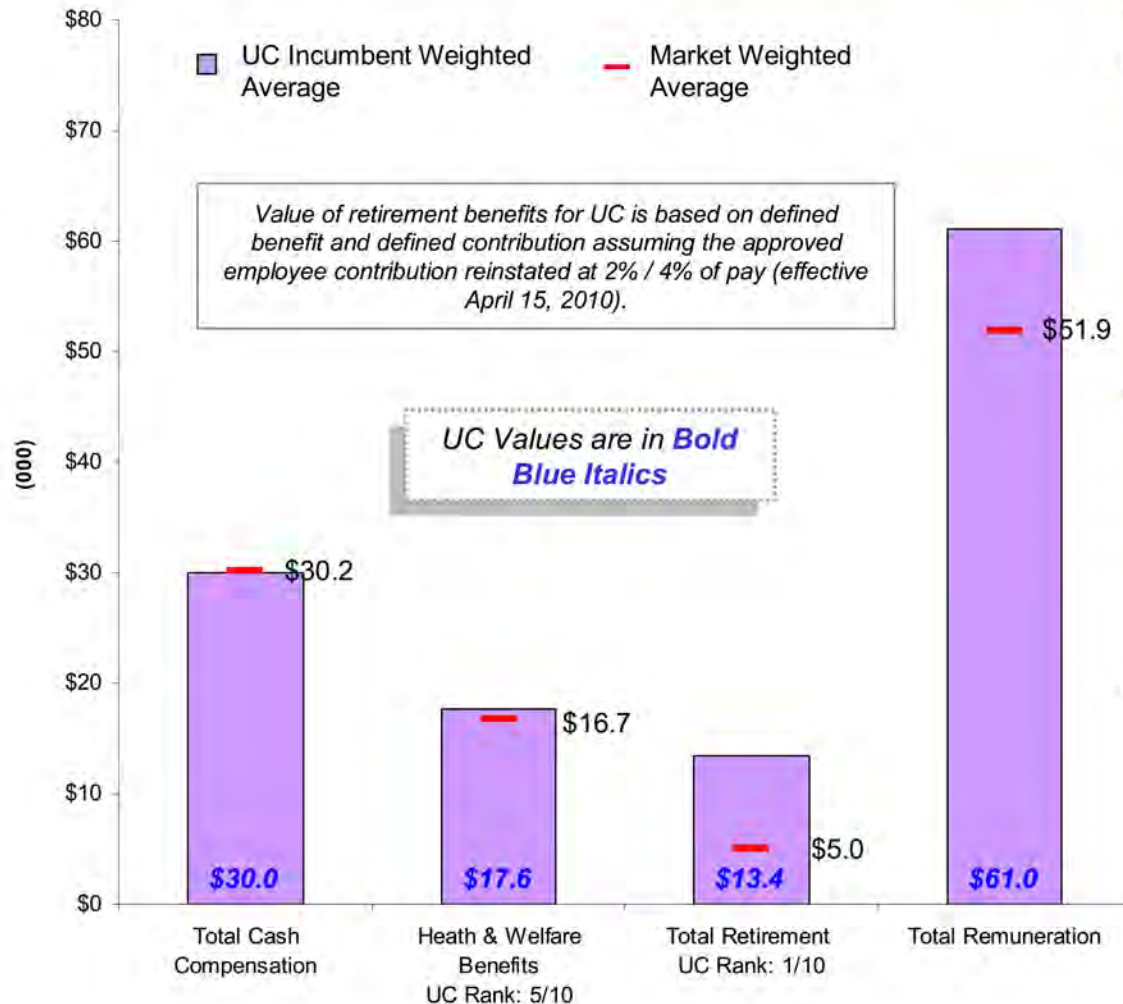




Campus & UCOP Findings by Personnel Program

Detailed Results for Service Workers

(Data Effective October 1, 2009)



Observations

- Overall, Campus & UCOP Service Workers' competitive positioning for total remuneration is above market (18% above market average) driven by competitive total cash compensation and higher than market average total retirement benefits.
- UC benefits for Service Workers are compared to a mix of private and public sector organizations. Private sector organizations typically provide lower levels of retirement benefits compared to the public sector.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 15% above market average.



Campus & UCOP Findings by Personnel Program

Detailed Results for Service Workers

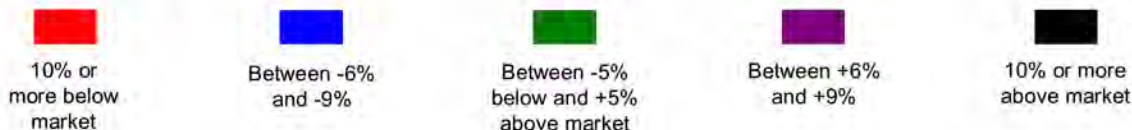
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$30,029	\$30,029	\$30,029	\$30,197	-1%	-1%	-1%
Health & Welfare Benefits	\$17,635	\$17,635	\$17,635	\$16,718	+5%	+5%	+5%
Medical & Dental	\$17,047	\$17,047	\$17,047	\$16,315	+4%	+4%	+4%
Life Insurance ²	\$342	\$342	\$342	\$297	+15%	+15%	+15%
Long-term Disability	\$246	\$246	\$246	\$107	+131%	+131%	+131%
Dependent Tuition	\$0	\$0	\$0	\$0	n/a	n/a	n/a
Total Retirement	\$13,366	\$12,243	\$13,874	\$5,023	+166%	+144%	+176%
Retirement (DB/DC)	\$5,004	\$3,881	\$5,512	\$2,670	+87%	+45%	+106%
Retiree Medical	\$8,323	\$8,323	\$8,323	\$2,341	+256%	+256%	+256%
Retiree Life	\$39	\$39	\$39	\$12	+209%	+209%	+209%
Total Remuneration	\$61,030	\$59,908	\$61,538	\$51,938	+18%	+15%	+18%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.





Campus & UCOP Findings by Personnel Program (Furlough Program in Effect)



Campus & UCOP Findings - Overall

Detailed Results for Overall Population (Furlough in Effect)

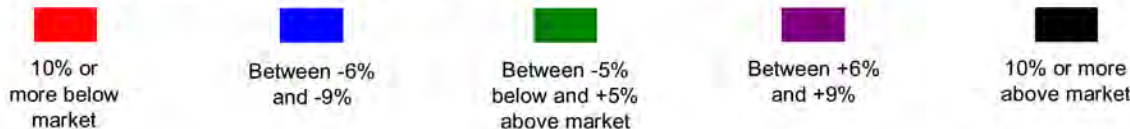
(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance from Market ¹	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$68,089	\$63,450	\$78,365	-13%	-19%
Health & Welfare Benefits	\$19,940	\$19,940	\$18,777	+6%	+6%
Medical & Dental	\$17,715	\$17,715	\$16,701	+6%	+6%
Life Insurance ²	\$1,474	\$1,474	\$1,382	+7%	+7%
Long-term Disability	\$750	\$750	\$570	+32%	+32%
Dependent Tuition	\$0	\$0	\$123	n/a	n/a
Total Retirement	\$18,012	\$18,012	\$10,839	+66%	+66%
Retirement (DB/DC)	\$11,833	\$11,833	\$8,805	+34%	+34%
Retiree Medical	\$6,144	\$6,144	\$1,967	+212%	+212%
Retiree Life	\$35	\$35	\$67	-48%	-48%
Total Remuneration	\$106,040	\$101,402	\$107,981	-2%	-6%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.





Campus & UCOP Findings by Personnel Program

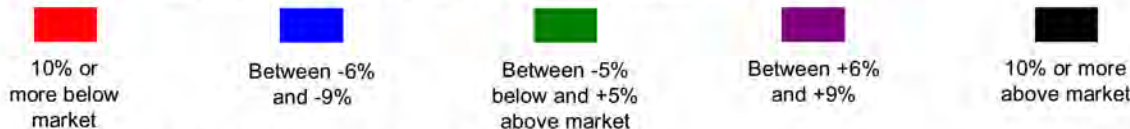
Detailed Results for Ladder Rank Faculty (Furlough in Effect)

(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$112,031	\$103,224	\$124,177	-10%	-17%
Health & Welfare Benefits	\$25,155	\$25,155	\$23,798	+6%	+6%
Medical & Dental	\$19,479	\$19,479	\$18,539	+5%	+5%
Life Insurance ²	\$4,087	\$4,087	\$3,529	+16%	+16%
Long-term Disability	\$1,588	\$1,588	\$1,288	+23%	+23%
Dependent Tuition	\$0	\$0	\$442	n/a	n/a
Total Retirement	\$23,986	\$23,986	\$20,324	+18%	+18%
Retirement (DB/DC) ³	\$18,955	\$18,955	\$16,993	+12%	+12%
Retiree Medical ³	\$4,991	\$4,991	\$3,194	+56%	+56%
Retiree Life	\$40	\$40	\$137	-71%	-71%
Total Remuneration	\$161,171	\$152,365	\$168,299	-4%	-9%

¹ All variance figures shown are rounded to the nearest whole percentage.
² Includes pre-retirement survivor benefits.
³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.





Campus & UCOP Findings by Personnel Program

Detailed Results for SMG (Furlough in Effect)

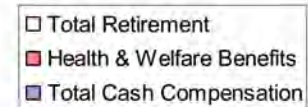
(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance from Market ¹	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$249,844	\$227,098	\$320,974	-22%	-29%
Health & Welfare Benefits	\$38,211	\$38,211	\$41,449	-8%	-8%
Medical & Dental	\$25,688	\$25,688	\$25,064	+2%	+2%
Life Insurance ²	\$8,772	\$8,772	\$11,096	-21%	-21%
Long-term Disability	\$3,751	\$3,751	\$4,812	-22%	-22%
Dependent Tuition	\$0	\$0	\$477	n/a	n/a
Total Retirement	\$71,809	\$71,809	\$53,914	+33%	+33%
Retirement (DB/DC)	\$59,616	\$59,616	\$46,233	+29%	+29%
Retiree Medical	\$12,146	\$12,146	\$6,750	+80%	+80%
Retiree Life	\$46	\$46	\$931	-95%	-95%
Total Remuneration	\$359,864	\$337,118	\$416,337	-14%	-19%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.



10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market



Campus & UCOP Findings by Personnel Program

Detailed Results for OA – Librarians (Furlough in Effect)

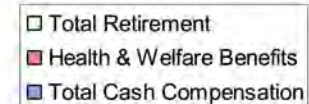
(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$72,255	\$67,155	\$75,472	-4%	-11%
Health & Welfare Benefits	\$21,388	\$21,388	\$20,089	+6%	+6%
Medical & Dental	\$19,745	\$19,745	\$18,127	+9%	+9%
Life Insurance ²	\$833	\$833	\$950	-12%	-12%
Long-term Disability	\$811	\$811	\$623	+30%	+30%
Dependent Tuition	\$0	\$0	\$390	n/a	n/a
Total Retirement	\$24,488	\$24,488	\$13,810	+77%	+77%
Retirement (DB/DC)	\$16,407	\$16,407	\$9,326	+76%	+76%
Retiree Medical	\$8,042	\$8,042	\$4,421	+82%	+82%
Retiree Life	\$39	\$39	\$63	-38%	-38%
Total Remuneration	\$118,130	\$113,031	\$109,371	+8%	+3%

¹ All variance figures shown are rounded to the nearest whole percentage.

³ Includes pre-retirement survivor benefits.



10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market



Campus & UCOP Findings by Personnel Program

Detailed Results for MSP (Furlough in Effect)

(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$110,315	\$101,637	\$130,977	-16%	-22%
Health & Welfare Benefits	\$21,059	\$21,059	\$20,506	+3%	+3%
Medical & Dental	\$18,241	\$18,241	\$17,820	+2%	+2%
Life Insurance ²	\$1,425	\$1,425	\$1,609	-11%	-11%
Long-term Disability	\$1,393	\$1,393	\$1,077	+29%	+29%
Dependent Tuition	\$0	\$0	\$0	n/a	n/a
Total Retirement	\$31,259	\$31,259	\$17,361	+80%	+80%
Retirement (DB/DC)	\$23,537	\$23,537	\$15,955	+48%	+48%
Retiree Medical	\$7,680	\$7,680	\$1,289	+496%	+496%
Retiree Life	\$42	\$42	\$118	-65%	-65%
Total Remuneration	\$162,633	\$153,955	\$168,844	-4%	-9%

¹ All variance figures shown are rounded to the nearest whole percentage.

³ Includes pre-retirement survivor benefits.





Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Non-Rep (Furlough in Effect)

(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$61,361	\$57,368	\$70,822	-13%	-19%
Health & Welfare Benefits	\$18,191	\$18,191	\$17,464	+4%	+4%
Medical & Dental	\$17,163	\$17,163	\$16,480	+4%	+4%
Life Insurance ²	\$591	\$591	\$694	-15%	-15%
Long-term Disability	\$437	\$437	\$289	+51%	+51%
Dependent Tuition	\$0	\$0	\$0	n/a	n/a
Total Retirement	\$17,165	\$17,165	\$8,212	+109%	+109%
Retirement (DB/DC)	\$10,980	\$10,980	\$7,126	+54%	+54%
Retiree Medical	\$6,151	\$6,151	\$1,052	+485%	+485%
Retiree Life	\$34	\$34	\$34	-2%	-2%
Total Remuneration	\$96,716	\$92,723	\$96,499	0%	-4%

¹ All variance figures shown are rounded to the nearest whole percentage.

³ Includes pre-retirement survivor benefits.





Campus & UCOP Findings by Personnel Program

Detailed Results for PSS Rep (Furlough in Effect)

(Data Effective October 1, 2009)

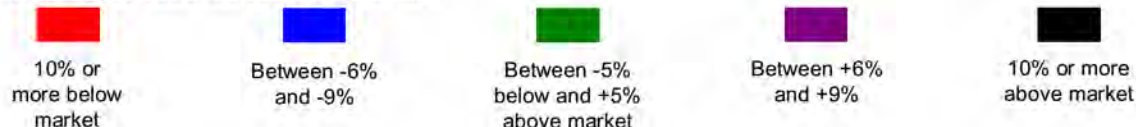
- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$41,555	\$39,507	\$51,495	-19%	-23%
Health & Welfare Benefits	\$17,362	\$17,362	\$15,863	+9%	+9%
Medical & Dental	\$16,674	\$16,674	\$15,276	+9%	+9%
Life Insurance ²	\$353	\$353	\$377	-6%	-6%
Long-term Disability	\$335	\$335	\$210	+59%	+59%
Dependent Tuition	\$0	\$0	\$0	n/a	n/a
Total Retirement	\$12,522	\$12,522	\$5,442	+130%	+130%
Retirement (DB/DC)	\$6,442	\$6,442	\$3,943	+63%	+63%
Retiree Medical	\$6,049	\$6,049	\$1,468	+312%	+312%
Retiree Life	\$31	\$31	\$31	0%	0%
Total Remuneration	\$71,439	\$69,392	\$72,801	-2%	-5%



¹ All variance figures shown are rounded to the nearest whole percentage.

³ Includes pre-retirement survivor benefits.





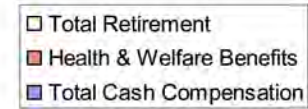
Campus & UCOP Findings by Personnel Program

Detailed Results for Service Workers (Furlough in Effect)

(Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10).

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$30,029	\$28,762	\$30,197	-1%	-5%
Health & Welfare Benefits	\$17,635	\$17,635	\$16,718	+5%	+5%
Medical & Dental	\$17,047	\$17,047	\$16,315	+4%	+4%
Life Insurance ²	\$342	\$342	\$297	+15%	+15%
Long-term Disability	\$246	\$246	\$107	+131%	+131%
Dependent Tuition	\$0	\$0	\$0	n/a	n/a
Total Retirement	\$13,366	\$13,366	\$5,023	+166%	+166%
Retirement (DB/DC)	\$5,004	\$5,004	\$2,670	+87%	+87%
Retiree Medical	\$8,323	\$8,323	\$2,341	+256%	+256%
Retiree Life	\$39	\$39	\$12	+209%	+209%
Total Remuneration	\$61,030	\$59,763	\$51,938	+18%	+15%



¹ All variance figures shown are rounded to the nearest whole percentage.

³ Includes pre-retirement survivor benefits.








Medical Center Findings





Medical Center Findings


Summary of Competitiveness


	Summary ¹	Observations
Total Cash Compensation	 -2%	<ul style="list-style-type: none">Overall, average total cash compensation for incumbents included in the Medical Centers portion of study is competitive, with variances by personnel program.Total Cash Compensation is above market average for MSP at +1% and below market average for Staff Physicians at -31%.
Health & Welfare (H&W) Benefits	 +0%	<ul style="list-style-type: none">Overall, value of UC's H&W benefits for Medical Centers are competitive driven by the following:<ul style="list-style-type: none">Medical benefits and employee contributions are close to market median.Competitive comparisons in dental due to no employee contributions.
Total Retirement (Includes Retirement Benefits and Retiree Medical & Life)	 +66%	<ul style="list-style-type: none">Overall, value of retirement benefits for Medical Centers reflecting projected employee contribution reinstated at 2%/4% (effective 4/15/2010) is significantly above market average with variances by personnel program. Value of DB plans increase with age, thus, competitiveness of UCRP is higher for older employee groups.


¹ All variance figures shown have been rounded to the nearest whole percentage.

-10% or more below market 

Between -6% and -9% 

Between -5% below and +5% above market 



Between +6% and +9% 

+10% or more above market 

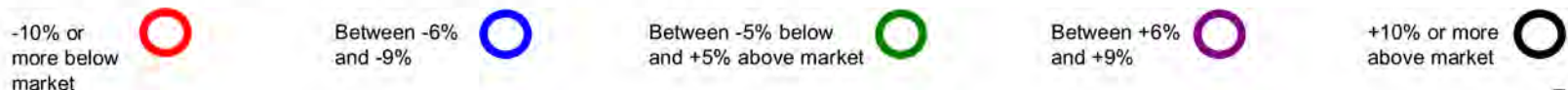


Medical Center Findings

Summary of Competitiveness

Summary ¹	Observations
Retirement Benefits (DB/DC) 	<ul style="list-style-type: none">▪ UCRP is competitive due to:<ul style="list-style-type: none">– Above market pension formula;– Unreduced benefits at age 60; and– Terminated vested COLA and post-retirement COLA.
Retiree Medical & Life 	<ul style="list-style-type: none">▪ A competitive retiree medical benefit is driven by:<ul style="list-style-type: none">– Payment of Medicare Part B premium where most other organizations do not pay this premium;– Lower retiree contributions than other organizations; and– The lack of employer-paid retiree medical benefits at most other organizations.▪ Retiree medical value has been reduced to reflect forfeiture of benefits by those electing lump sum distribution at retirement.

¹ All variance figures shown have been rounded to the nearest whole percentage.





Medical Center Findings

Summary of Competitiveness

Summary¹

Observations

**Total
Remuneration**

+7%

- Total remuneration competitive position reflecting projected employee contribution reinstated at 2%/4% of pay is competitive at 7% above market average driven by at-market total cash compensation and H&W benefits and above-market total retirement benefits.

¹ All variance figures shown have been rounded to the nearest whole percentage.

-10% or
more below
market



Between -6%
and -9%



Between -5% below
and +5% above market



Between +6%
and +9%



+10% or more
above market

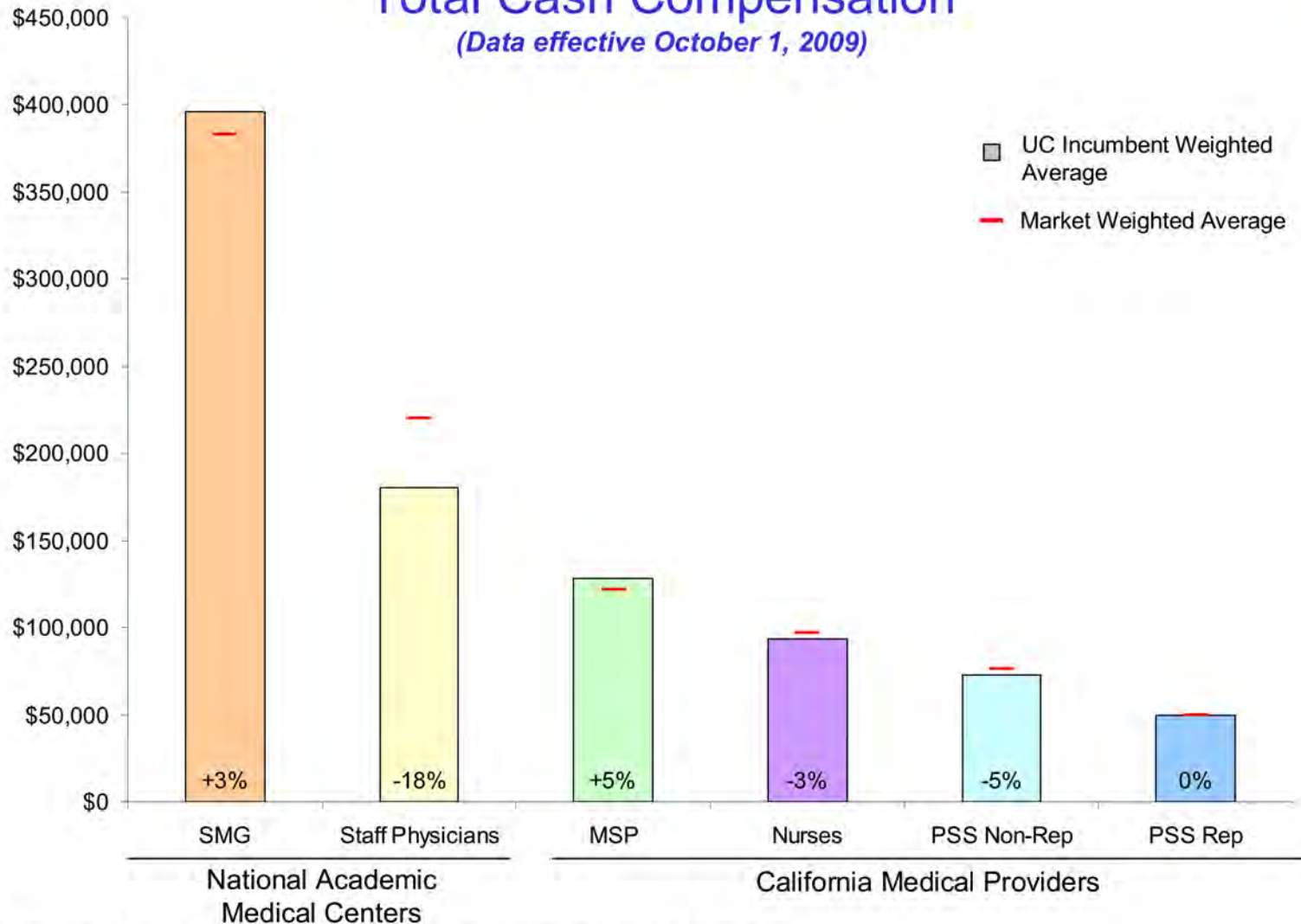




Medical Center Findings

Total Cash Compensation

(Data effective October 1, 2009)

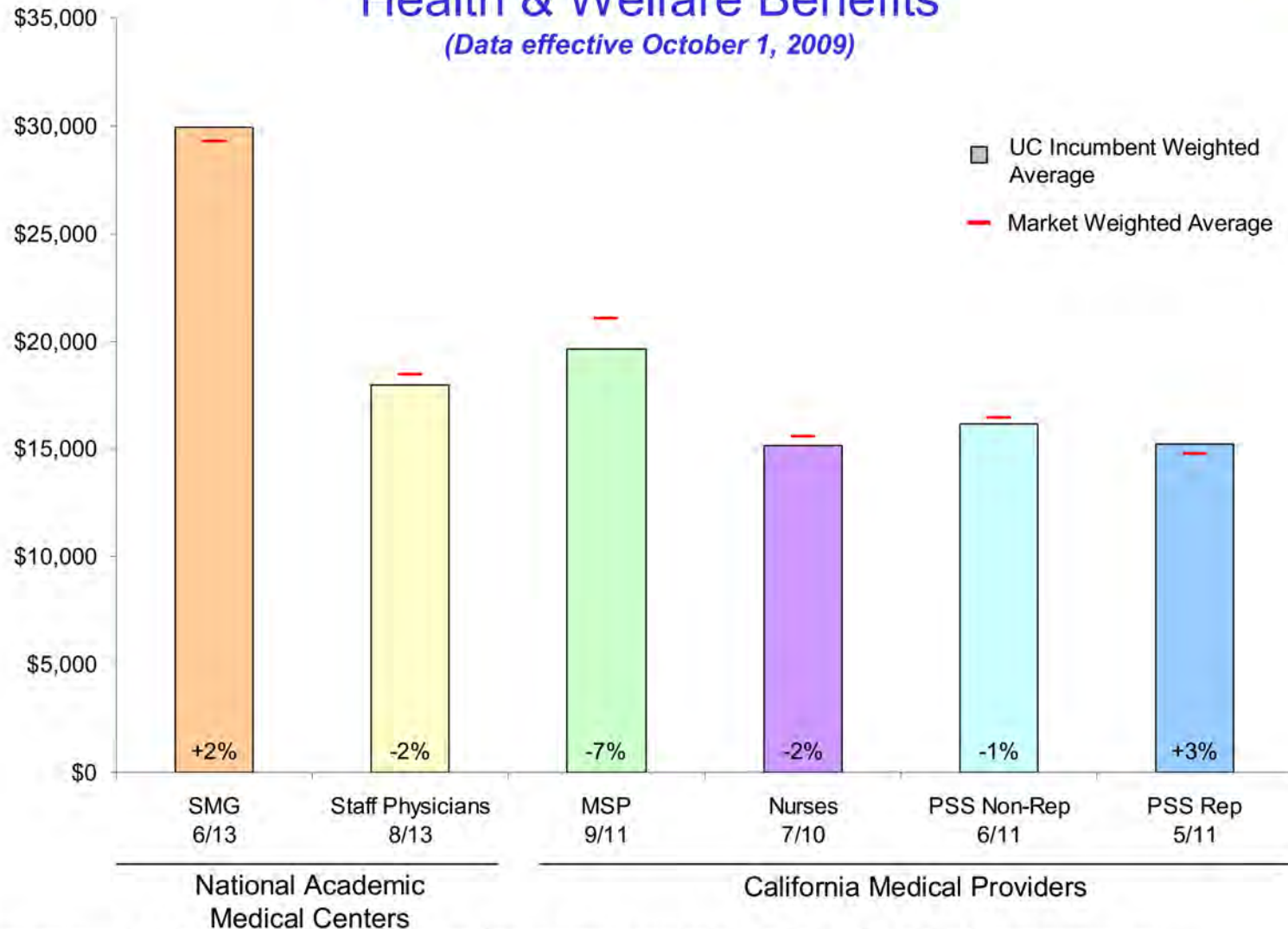


Note: All variance figures shown have been rounded to the nearest whole percentage.



Medical Center Findings Health & Welfare Benefits

(Data effective October 1, 2009)



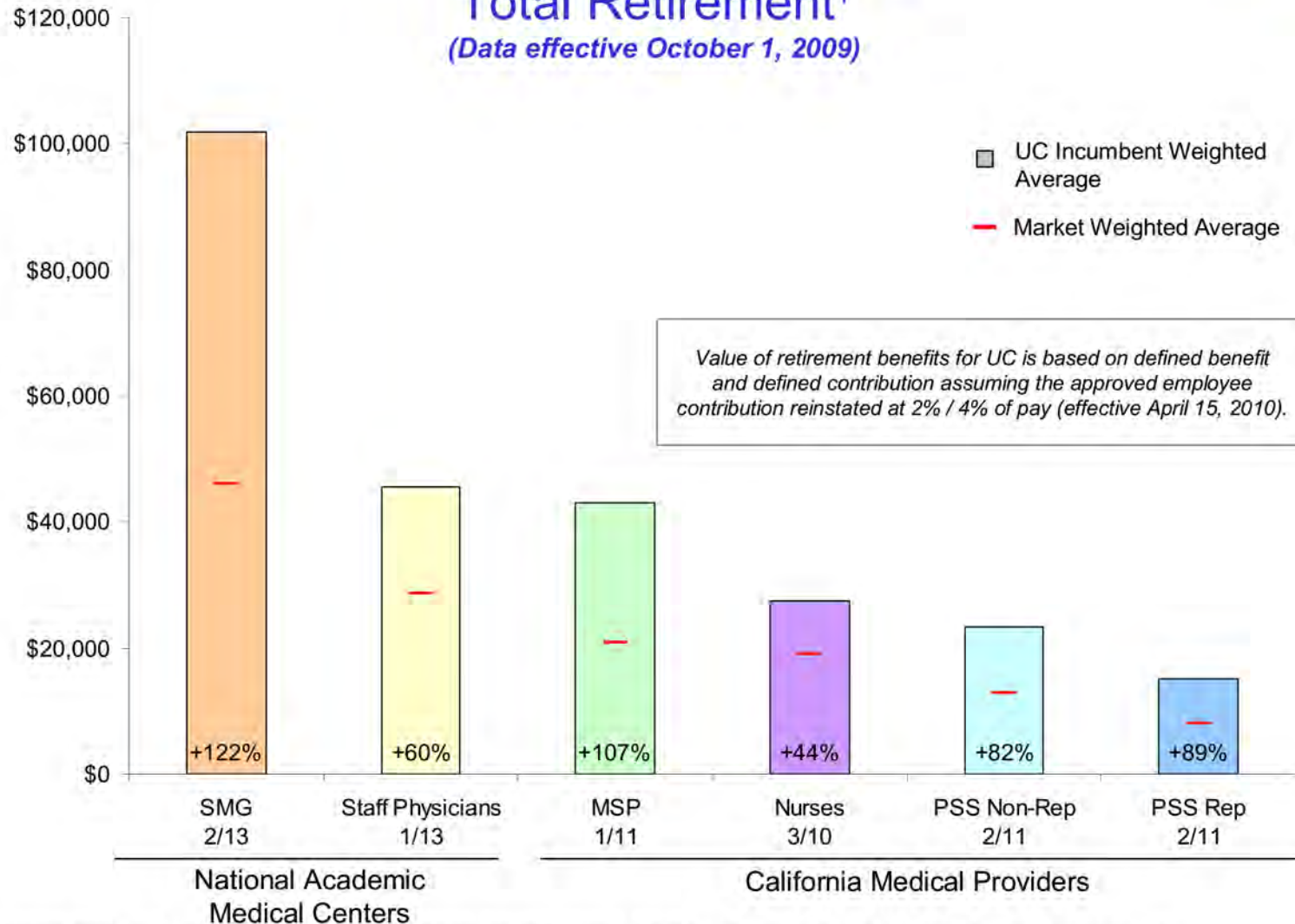
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.



Medical Center Findings

Total Retirement¹

(Data effective October 1, 2009)



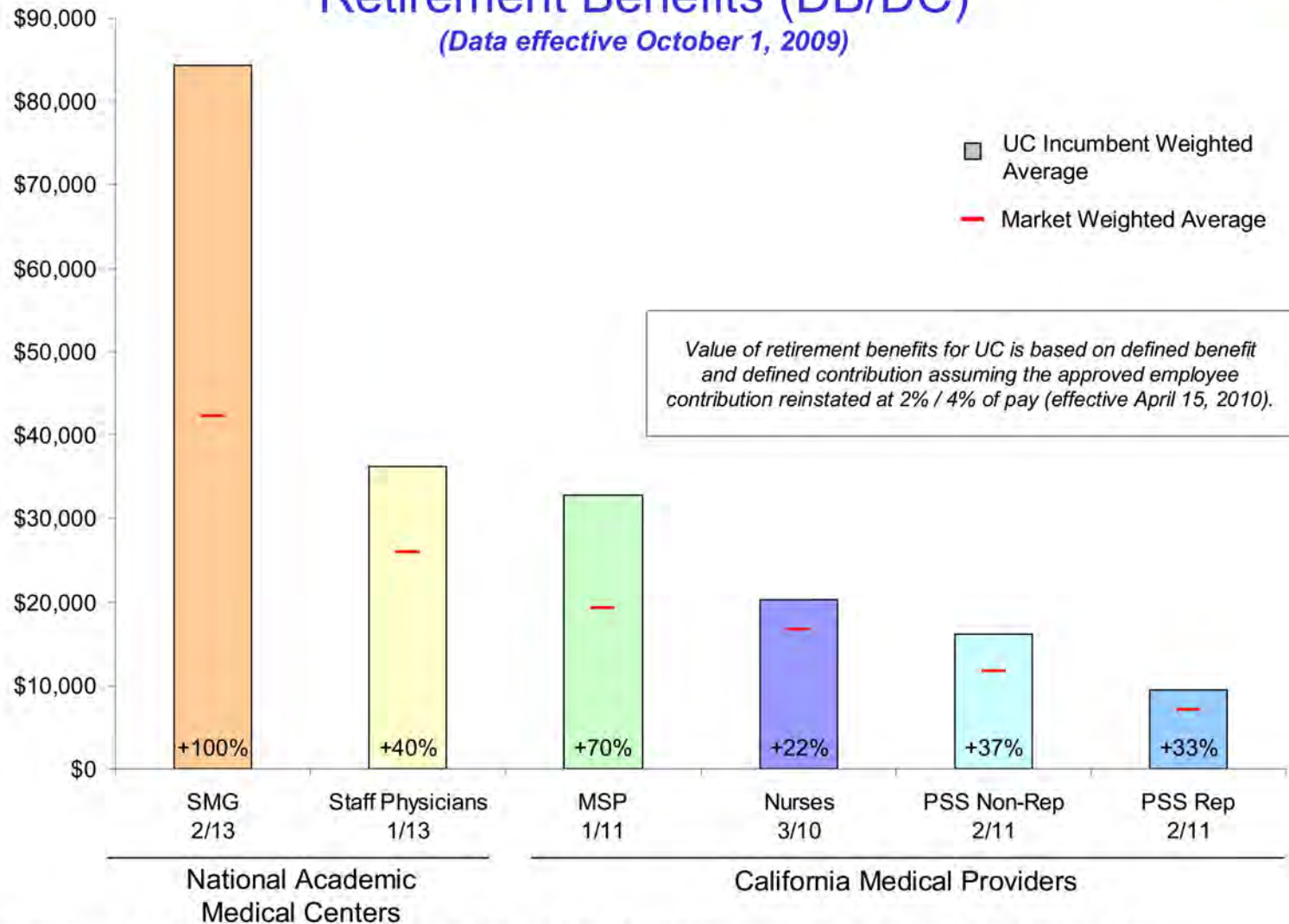
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.

¹ Includes Retirement Benefits and Retiree Medical & Life.



Medical Center Findings Retirement Benefits (DB/DC)

(Data effective October 1, 2009)



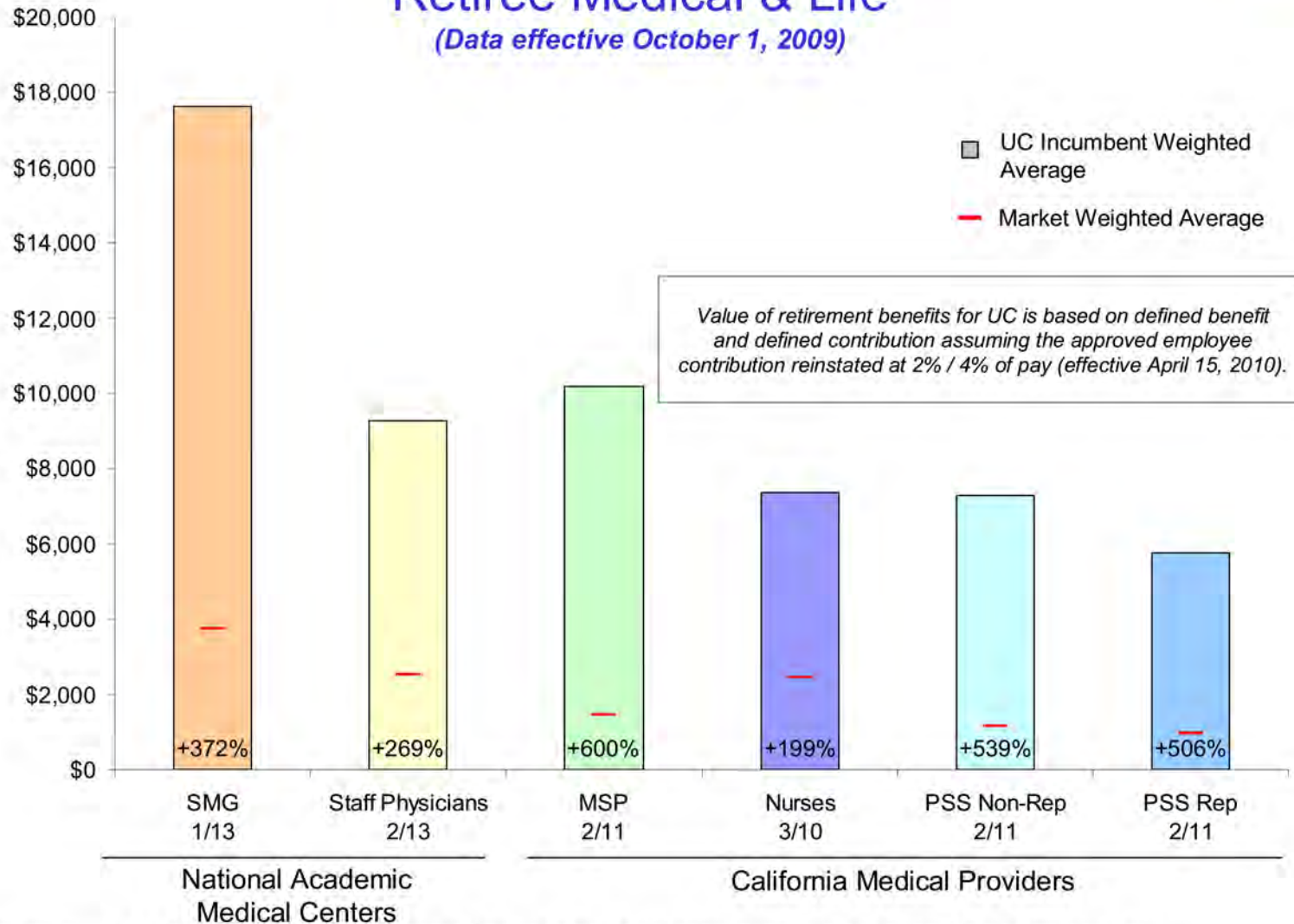
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.



Medical Center Findings

Retiree Medical & Life

(Data effective October 1, 2009)



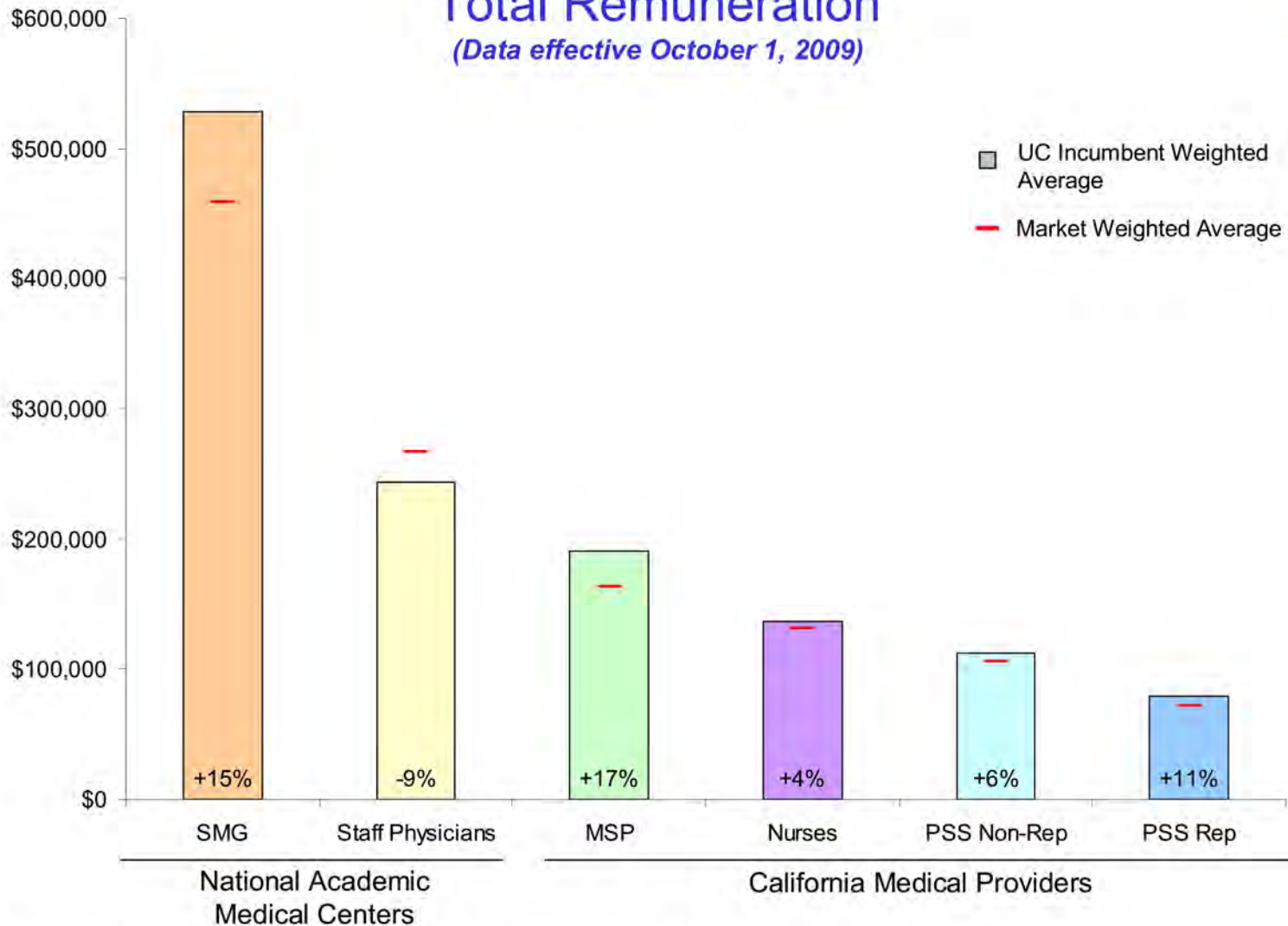
Note: Average market data include zeroes. All variance figures shown have been rounded to the nearest whole percentage.



Medical Center Findings

Total Remuneration

(Data effective October 1, 2009)



Note: All variance figures shown have been rounded to the nearest whole percentage.



Medical Center Findings by Personnel Program



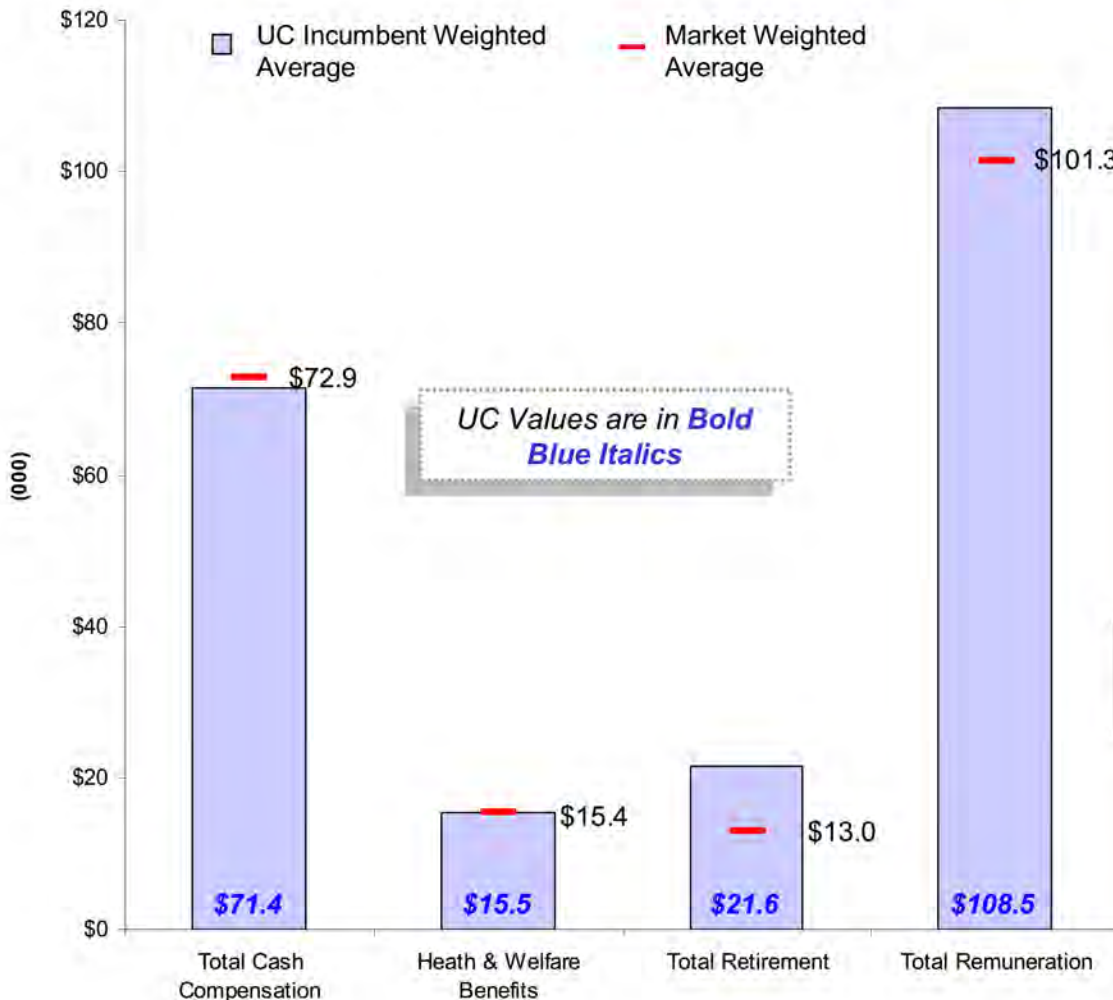
Medical Center Findings - Overall Detailed Results for Overall Population

(Data Effective October 1, 2009)

Observations

- Overall, Medical Center competitive positioning for total remuneration is at market (7% above market average) driven by higher than market total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 4% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).





Medical Center Findings - Overall

Detailed Results for Overall Population

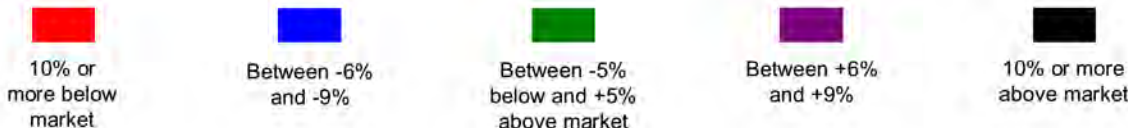
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contribution restart at 5% pay
- Scenario 3: No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$71,409	\$71,409	\$71,409	\$72,859	-2%	-2%	-2%
Health & Welfare Benefits	\$15,503	\$15,503	\$15,503	\$15,429	0%	0%	0%
Medical & Dental	\$15,268	\$15,268	\$15,268	\$14,837	+3%	+3%	+3%
Life Insurance ²	\$170	\$170	\$170	\$231	-26%	-26%	-26%
Long-term Disability	\$65	\$65	\$65	\$362	-82%	-82%	-82%
Total Retirement	\$21,563	\$18,764	\$23,217	\$12,998	+66%	+44%	+79%
Retirement (DB/DC)	\$14,911	\$12,112	\$16,565	\$11,462	+30%	+6%	+45%
Retiree Medical	\$6,652	\$6,652	\$6,652	\$1,535	+333%	+333%	+333%
Total Remuneration	\$108,475	\$105,676	\$110,129	\$101,286	+7%	+4%	+9%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

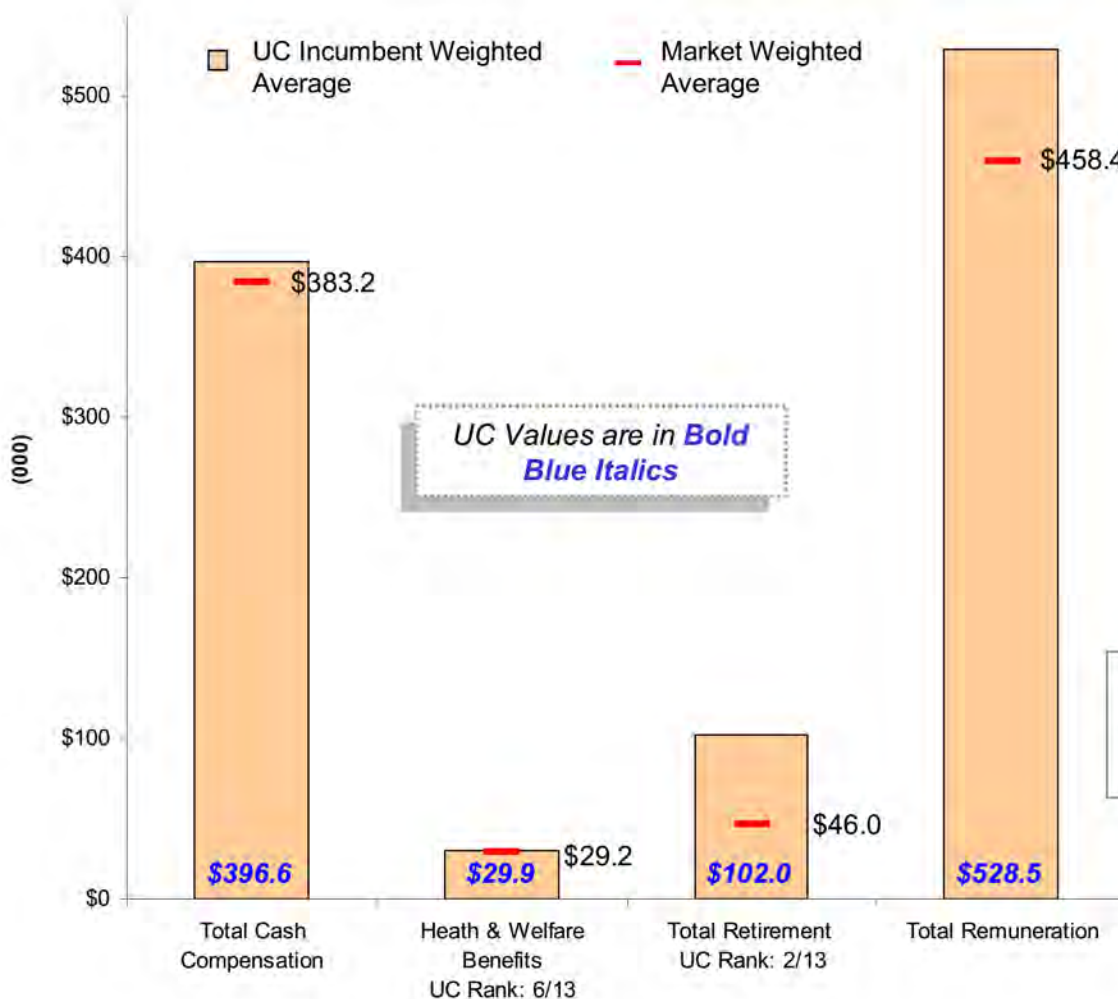




Medical Center Findings by Personnel Program

Detailed Results for SMG

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center SMG's competitive positioning for total remuneration is at market (15% above market average) driven by higher than market total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 14% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Medical Center Findings by Personnel Program

Detailed Results for SMG

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contribution restart at 5% pay
- Scenario 3: No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$396,624	\$396,624	\$396,624	\$383,229	+3%	+3%	+3%
Health & Welfare Benefits	\$29,913	\$29,913	\$29,913	\$29,234	+2%	+2%	+2%
Medical & Dental	\$26,525	\$26,525	\$26,525	\$23,954	+11%	+11%	+11%
Life Insurance ²	\$2,206	\$2,206	\$2,206	\$1,466	+51%	+51%	+51%
Long-term Disability	\$1,182	\$1,182	\$1,182	\$3,814	-69%	-69%	-69%
Total Retirement	\$101,967	\$96,699	\$109,468	\$45,953	+122%	+110%	+138%
Retirement (DB/DC)	\$84,330	\$79,062	\$91,831	\$42,214	+100%	+87%	+118%
Retiree Medical	\$17,637	\$17,637	\$17,637	\$3,739	+372%	+372%	+372%
Total Remuneration	\$528,503	\$523,236	\$536,004	\$458,416	+15%	+14%	+17%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

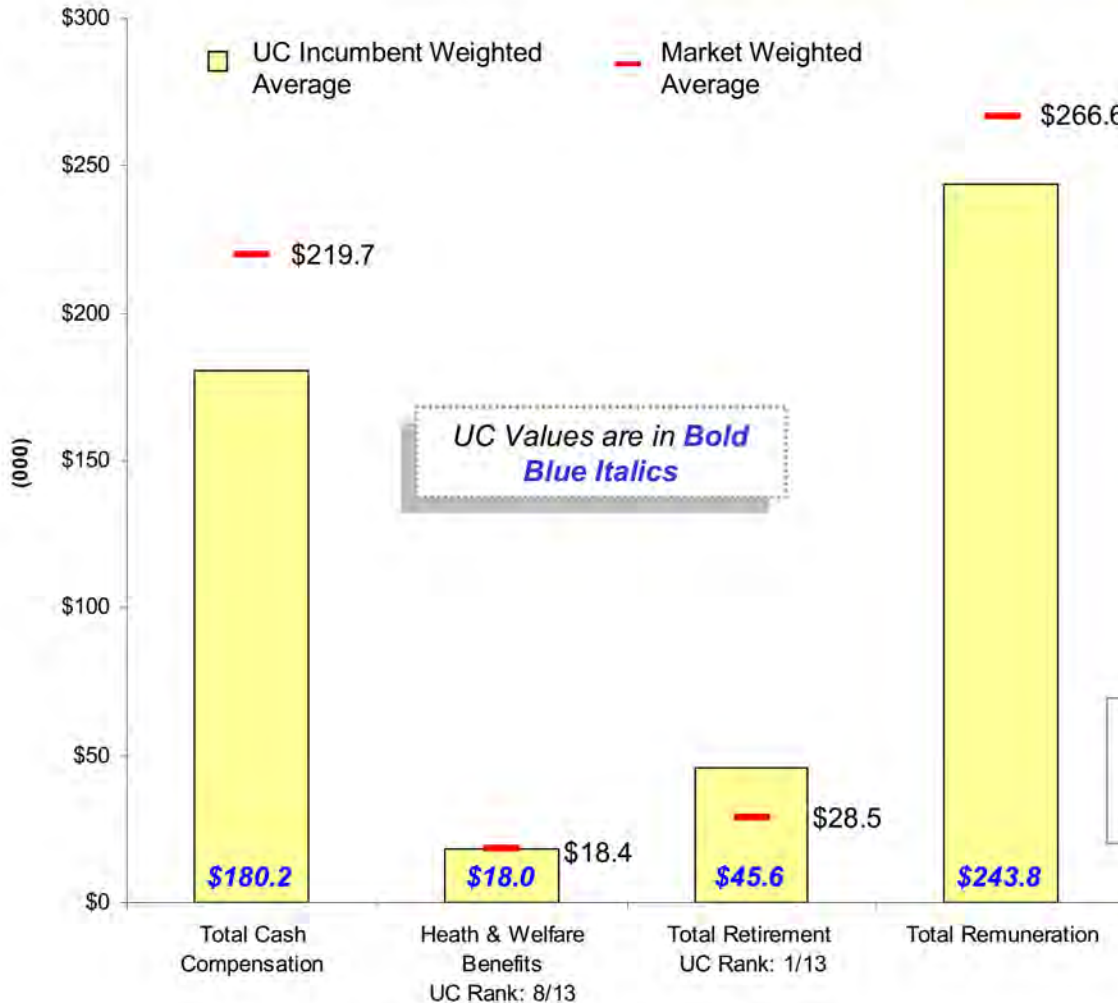




Medical Center Findings by Personnel Program

Detailed Results for Staff Physicians

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center Staff Physicians' competitive positioning for total remuneration is below market (9% below market average) driven by below market average total cash compensation offset by higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 10% below market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Medical Center Findings by Personnel Program

Detailed Results for Staff Physicians

(Data Effective October 1, 2009)

- **Scenario 1:** With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- **Scenario 2:** With employee contribution restart at 5% pay
- **Scenario 3:** No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$180,216	\$180,216	\$180,216	\$219,713	-18%	-18%	-18%
Health & Welfare Benefits	\$17,994	\$17,994	\$17,994	\$18,406	-2%	-2%	-2%
Medical & Dental	\$17,585	\$17,585	\$17,585	\$16,216	+8%	+8%	+8%
Life Insurance ²	\$248	\$248	\$248	\$616	-60%	-60%	-60%
Long-term Disability	\$161	\$161	\$161	\$1,575	-90%	-90%	-90%
Total Retirement	\$45,560	\$40,467	\$50,160	\$28,516	+60%	+42%	+76%
Retirement (DB/DC)	\$36,293	\$31,200	\$40,893	\$26,004	+40%	+20%	+57%
Retiree Medical	\$9,267	\$9,267	\$9,267	\$2,511	+269%	+269%	+269%
Total Remuneration	\$243,770	\$238,677	\$248,370	\$266,634	-9%	-10%	-7%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market

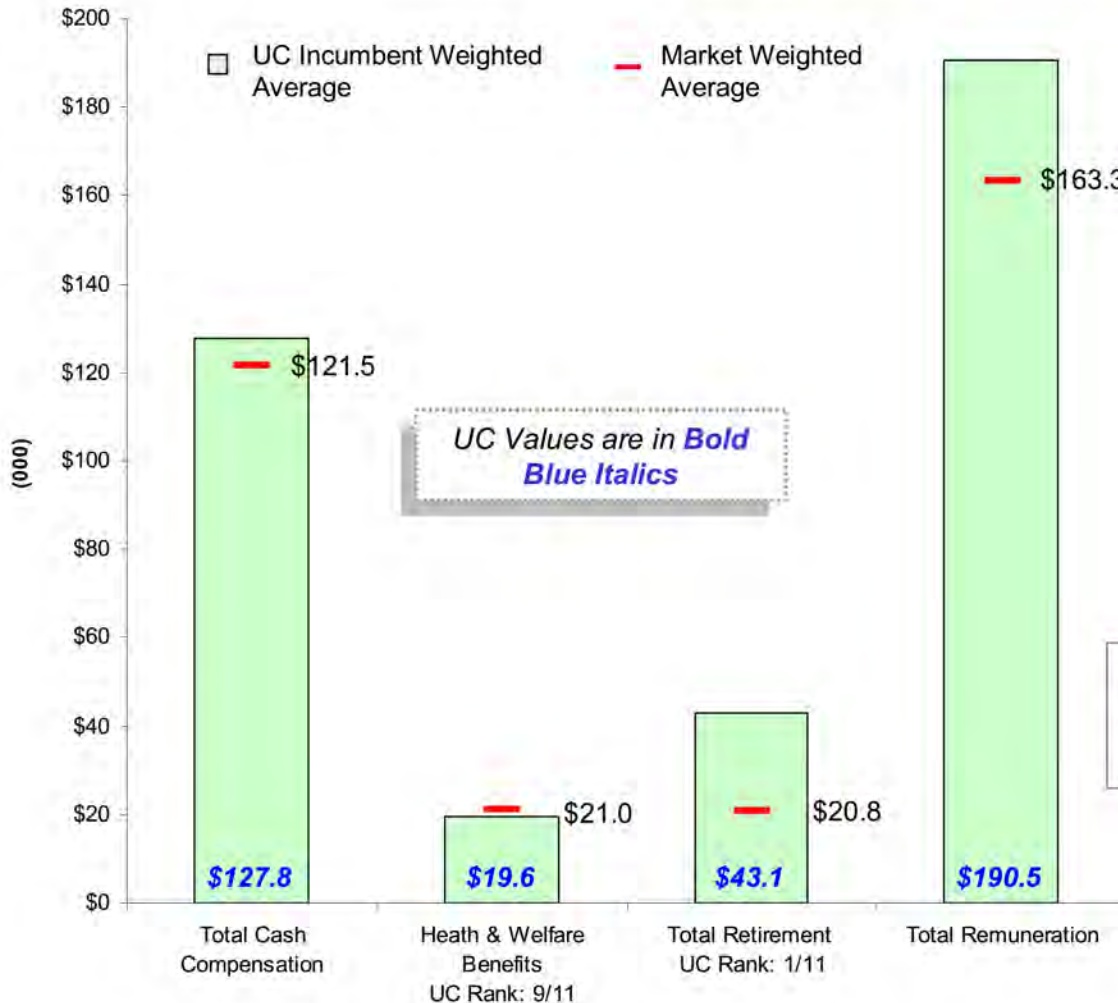




Medical Center Findings by Personnel Program

Detailed Results for MSP

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center MSP's competitive positioning for total remuneration is above market (17% above market average) driven by competitive total cash compensation and higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 14% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Medical Center Findings by Personnel Program

Detailed Results for MSP

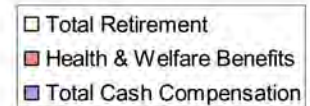
(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contribution restart at 5% pay
- Scenario 3: No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$127,821	\$127,821	\$127,821	\$121,457	+5%	+5%	+5%
Health & Welfare Benefits	\$19,614	\$19,614	\$19,614	\$21,032	-7%	-7%	-7%
Medical & Dental	\$19,197	\$19,197	\$19,197	\$19,580	-2%	-2%	-2%
Life Insurance ²	\$252	\$252	\$252	\$476	-47%	-47%	-47%
Long-term Disability	\$165	\$165	\$165	\$977	-83%	-83%	-83%
Total Retirement	\$43,051	\$39,004	\$46,313	\$20,768	+107%	+88%	+123%
Retirement (DB/DC)	\$32,864	\$28,817	\$36,126	\$19,313	+70%	+49%	+87%
Retiree Medical	\$10,187	\$10,187	\$10,187	\$1,456	+600%	+600%	+600%
Total Remuneration	\$190,486	\$186,439	\$193,748	\$163,258	+17%	+14%	+19%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.



10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

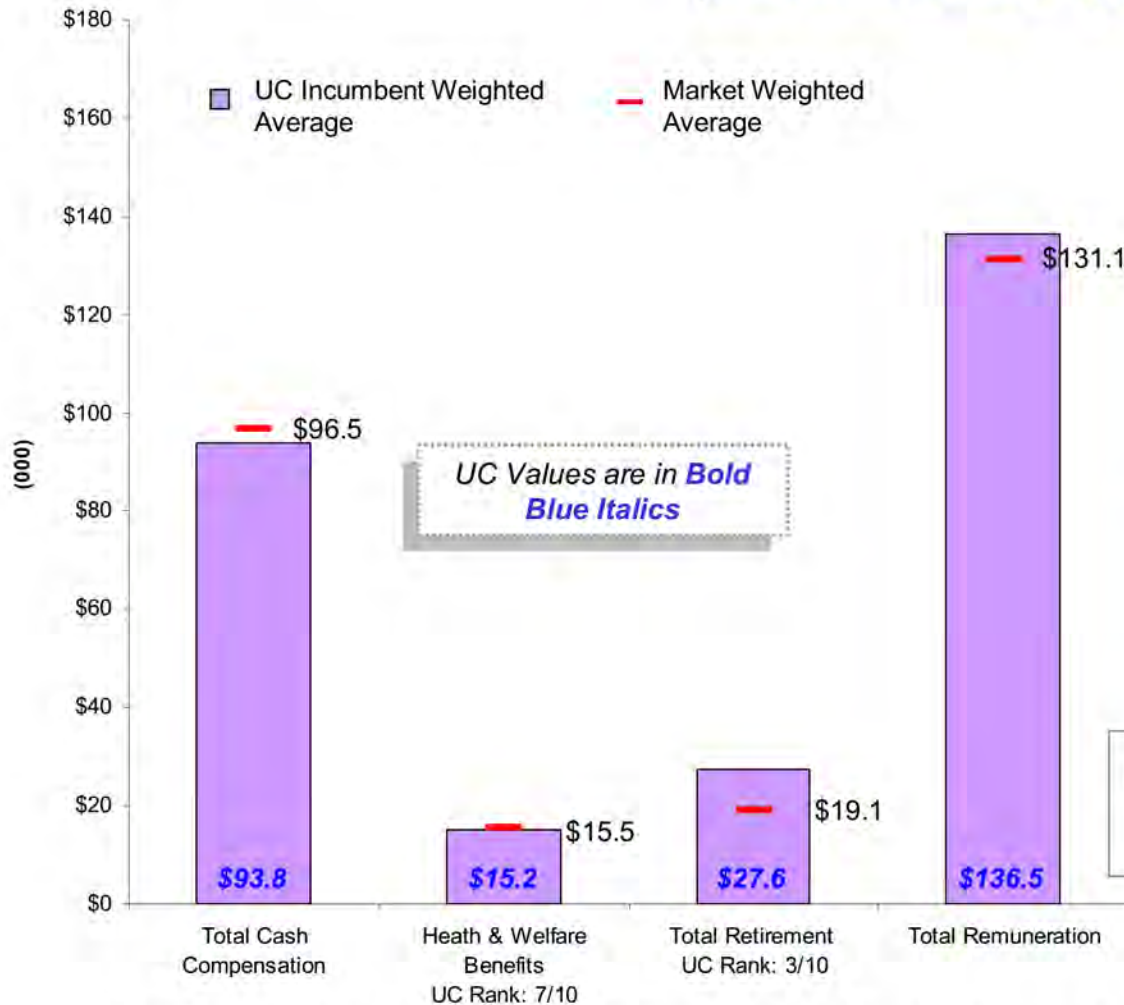
10% or more above market



Medical Center Findings by Personnel Program

Detailed Results for Nurses

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center Nurses' competitive positioning for total remuneration is slightly above market (4% above market average) driven by competitive total cash compensation and higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 1% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).

Note: Data were not provided for Nurses at Catholic Healthcare West; therefore, there are only nine peers reflected in the data for Nurses.



Medical Center Findings by Personnel Program

Detailed Results for Nurses

(Data Effective October 1, 2009)

- **Scenario 1:** With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- **Scenario 2:** With employee contribution restart at 5% pay
- **Scenario 3:** No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$93,771	\$93,771	\$93,771	\$96,518	-3%	-3%	-3%
Health & Welfare Benefits	\$15,188	\$15,188	\$15,188	\$15,533	-2%	-2%	-2%
Medical & Dental	\$14,929	\$14,929	\$14,929	\$14,841	+1%	+1%	+1%
Life Insurance ²	\$180	\$180	\$180	\$229	-21%	-21%	-21%
Long-term Disability	\$79	\$79	\$79	\$463	-83%	-83%	-83%
Total Retirement	\$27,563	\$23,597	\$29,781	\$19,077	+44%	+24%	+56%
Retirement (DB/DC)	\$20,199	\$16,233	\$22,417	\$16,616	+22%	-2%	+35%
Retiree Medical	\$7,364	\$7,364	\$7,364	\$2,460	+199%	+199%	+199%
Total Remuneration	\$136,522	\$132,556	\$138,740	\$131,128	+4%	+1%	+6%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market

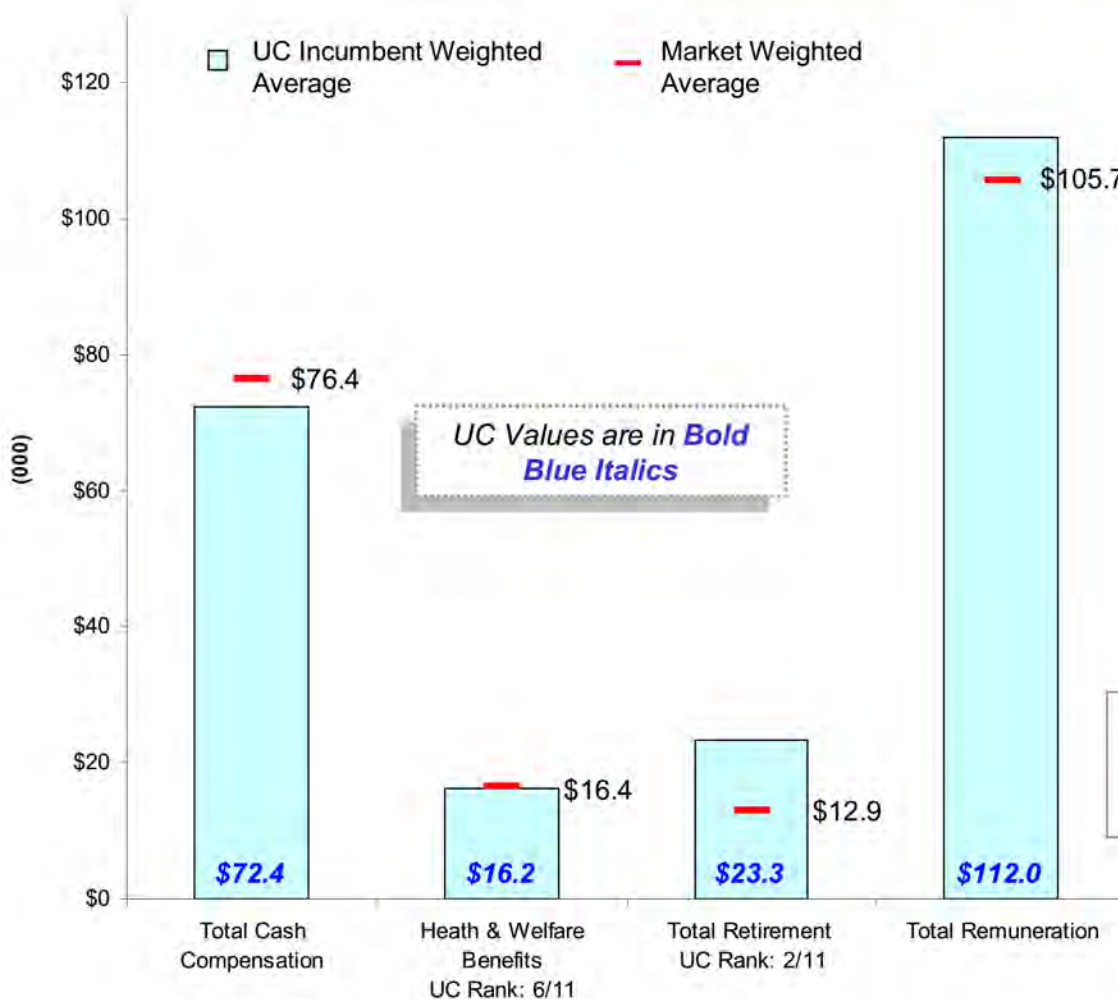




Medical Center Findings by Personnel Program

Detailed Results for PSS Non Rep

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center PSS Non Rep's competitive positioning for total remuneration is above market (6% above market average) driven by competitive total cash compensation and higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 3% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Medical Center Findings by Personnel Program

Detailed Results for PSS Non-Rep

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contribution restart at 5% pay
- Scenario 3: No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$72,445	\$72,445	\$72,445	\$76,416	-5%	-5%	-5%
Health & Welfare Benefits	\$16,181	\$16,181	\$16,181	\$16,424	-1%	-1%	-1%
Medical & Dental	\$15,920	\$15,920	\$15,920	\$15,717	+1%	+1%	+1%
Life Insurance ²	\$189	\$189	\$189	\$291	-35%	-35%	-35%
Long-term Disability	\$72	\$72	\$72	\$417	-83%	-83%	-83%
Total Retirement	\$23,349	\$20,537	\$24,978	\$12,857	+82%	+60%	+94%
Retirement (DB/DC)	\$16,076	\$13,264	\$17,704	\$11,718	+37%	+13%	+51%
Retiree Medical	\$7,273	\$7,273	\$7,273	\$1,139	+539%	+539%	+539%
Total Remuneration	\$111,976	\$109,163	\$113,604	\$105,698	+6%	+3%	+7%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market

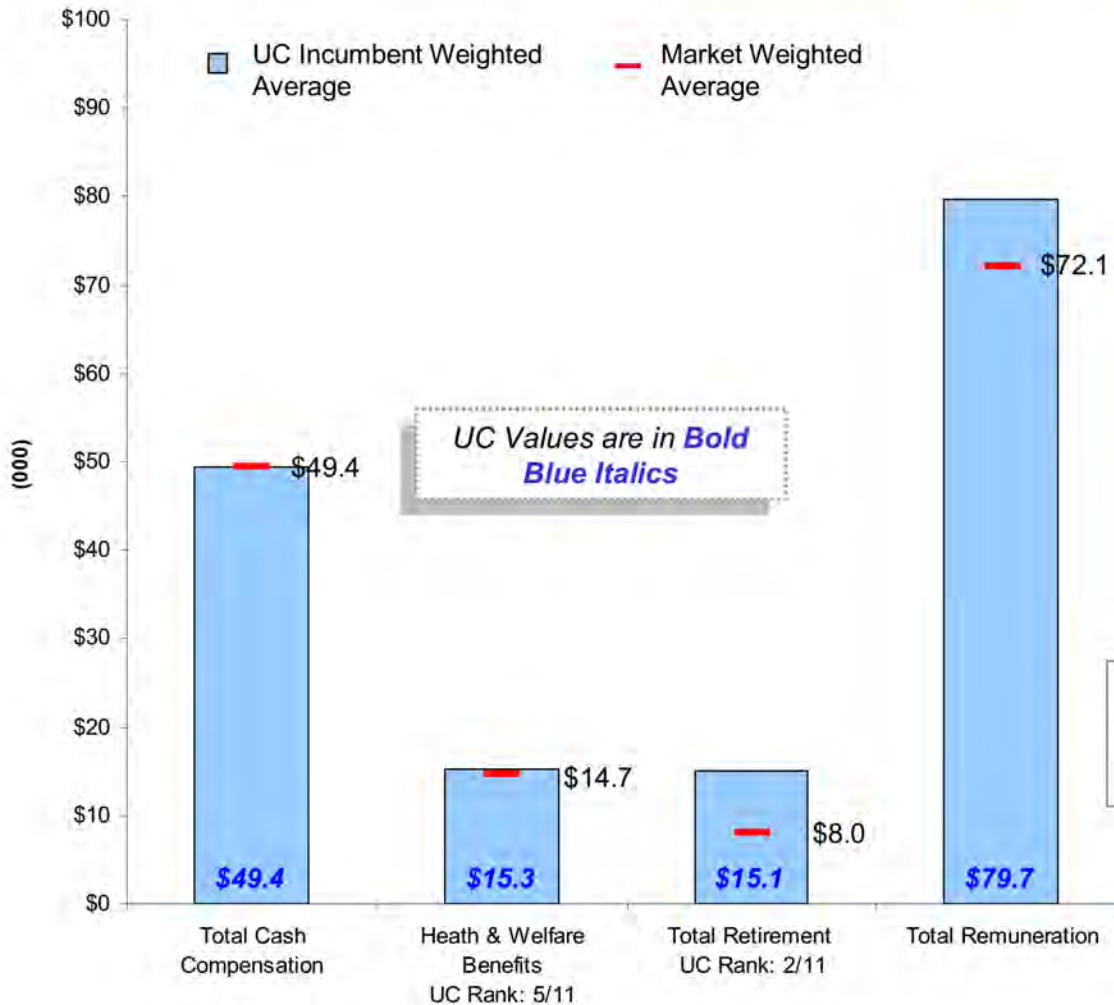




Medical Center Findings by Personnel Program

Detailed Results for PSS Rep

(Data Effective October 1, 2009)



Observations

- Overall, Medical Center PSS Rep's competitive positioning for total remuneration is above market (11% above market average) driven by competitive total cash compensation and higher than market average total retirement benefits.
- Increasing UCRP employee contribution to 5% of pay would reduce total remuneration market competitive positioning to 8% above market average.

Value of retirement benefits for UC is based on defined benefit and defined contribution assuming the approved employee contribution reinstated at 2% / 4% of pay (effective April 15, 2010).



Medical Center Findings by Personnel Program

Detailed Results for PSS Rep

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% on April 15, 2010
- Scenario 2: With employee contribution restart at 5% pay
- Scenario 3: No contributions (current)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$49,360	\$49,360	\$49,360	\$49,372	0%	0%	0%
Health & Welfare Benefits	\$15,252	\$15,252	\$15,252	\$14,743	+3%	+3%	+3%
Medical & Dental	\$15,063	\$15,063	\$15,063	\$14,337	+5%	+5%	+5%
Life Insurance ²	\$147	\$147	\$147	\$195	-25%	-25%	-25%
Long-term Disability	\$42	\$42	\$42	\$210	-80%	-80%	-80%
Total Retirement	\$15,126	\$13,251	\$16,223	\$8,005	+89%	+66%	+103%
Retirement (DB/DC)	\$9,365	\$7,490	\$10,461	\$7,055	+33%	+6%	+48%
Retiree Medical	\$5,761	\$5,761	\$5,761	\$950	+506%	+506%	+506%
Total Remuneration	\$79,738	\$77,863	\$80,835	\$72,119	+11%	+8%	+12%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

10% or more below market

Between -6% and -9%

Between -5% below and +5% above market

Between +6% and +9%

10% or more above market





Appendix A

UC Salary Increase Assumptions for 2009 Update



UC Salary Increase Assumptions for 2009 Update

- With the exception of Ladder Rank Faculty and Librarians, existing UC employee total cash compensation from the 2007/08 Total Remuneration Study has been updated using average salary increases, if any, within each personnel program based on data provided by UCOP.
- Promotional increases have been excluded. All UC salaries are considered effective October 1, 2009. No increases for 2009/10 have been assumed. The following table summarizes the increases applied by personnel program:

2008/09 UC Average Increases

Personnel Program	Salary Increase
SMG	0%
Staff Physicians ¹	0%
Nurses ²	5.1%
MSP	0%
PSS Non-Rep	0%
PSS Rep	Varies (see next page)

¹ Staff Physicians would be eligible for the MSP increase for their base pay; however, many are contract employees, so their compensation is determined contractually.

² Nurses' salary increases varied from 2% to 6%, depending on location, with payroll data showing an overall increase of 5.1%.



UC Salary Increase Assumptions for 2009 Update

Collective Bargaining Unit	Salary Increase
CXCOV (Clerical/Admin)	0%
CXUNC (Clerical/Admin)	0%
EXCOV (Medical Aux Services)	10%
HXCOV (Technologists)	5%
K4COV (Maintenance)	1%
K5COV (Maintenance)	4%
K6COV (Maintenance)	0%
K7COV (Maintenance)	4.5%
K8COV (Maintenance)	4.5%
K9COV (Maintenance)	2%
KBCOV (Maintenance)	2%
NXCOV ¹ (Nurses)	5.1%
RXCOV (Sciences)	0%
RXUNC (Sciences)	0%
SXCOV (Service Workers)	3%
TXCOV (Technicians/Operations)	0%

- UC increases for collective bargaining units in the PSS Rep personnel program were also provided by UCOP and are provided in the table at the left.
- Employees with unknown codes (UNK) were assumed to have increases equal to the incumbent-weighted average of UNC and COV employees in their respective unit.
- No adjustments were applied to any incentives or Physician Non-Base Pay and they are assumed to remain constant from the 2007-08 study.
- For Ladder Rank Faculty and Librarians, employee data provided by Academic Personnel are effective as of May 2009.

¹ NXCOV salary increases varied from 2% to 6%, depending on campus, with payroll data showing an overall increase of 5.1%.



Appendix B

Market Survey Data and Aging



Market Survey Data and Aging for 2009 Update

- For the 2009 Update of the 2007/08 Study, base salary and total cash compensation market data have been aged to October 1, 2009.
- Market data sources are the most recent surveys available, mostly published in 2009. In some cases, existing 2007/08 market data were aged to October 1, 2009 for surveys or specific survey cuts which were no longer available.
- Mercer's *US Compensation Planning Survey* is the source for aging factors. Given the current economic environment, aging factors which *include* zeroes have been incorporated. This data set includes companies who did not grant base salary increases. With these companies incorporated, the mean base salary increase will be lower than in previous years.
- The following table summarizes the aging factors used for most survey sources:

Employee Group	Campus & UCOP ¹	Medical Centers ²
Senior Management Group (SMG)	3.0%	2.3%
Ladder Rank Faculty ³	1.5%	Not applicable
Librarians ⁴	No aging factor applied	Not applicable
Treasurer's Office ⁵	No aging factor applied	Not applicable
All Other Groups	2.9%	2.4%

¹ Mercer's 2009/2010 US Compensation Planning Survey – Actual 2009 Pay Increases in the Education Industry including zeroes. For SMG, the executive cut was used. For non-SMG jobs, a weighted average of all employee groups was used.

² Mercer's 2009/2010 US Compensation Planning Survey – Actual 2009 Pay Increases in the Healthcare Industry including zeroes. For SMG, the executive cut was used. For non-SMG jobs, a weighted average of all employee groups was used.

³ Aging factor provided by Academic Personnel. Not available separately for public and private institutions.

⁴ At the request of Academic Personnel, the market data for Librarians were not aged and are effective as of July 2009.

⁵ Due to the high volatility of the market data for positions at UC's Treasurers' Office (e.g., dramatic increase in 2008, equally dramatic decrease in 2009), both in base salary and total cash compensation, these data have not been aged.



Market Survey Data and Aging for 2009 Update

- When selecting published compensation survey sources, the following factors were considered:
 - **Sample size:** The survey must have a sufficient number of participants (at least five organizations) to provide robust data.
 - **Survey participant list:** The survey must include a list of all participants to ensure data represent appropriate comparisons to UC.
 - **Relevant markets:** The survey should incorporate data from UC's competitive peer group (e.g., academic organizations for SMG positions, healthcare organizations for the Medical Centers).
 - **Survey statistics:** The survey should provide adequate statistical output such as the 25th, 50th and 75th percentiles, as well as market average, for both base salary and total cash compensation.
 - **Survey reputation:** The survey should be well-regarded within its industry or area of focus, and should provide an overview of the data collection, evaluation, and reporting methodology.



Market Survey Data and Aging for 2009 Update

- The following survey sources were used for Campus & UCOP positions:

Survey Source	Overview	Industries Covered	Personnel Programs	Relevant UC Participants ¹
Altman Weil, Legal Department Compensation Benchmarking Survey	Covers legal and paralegal positions in corporate law departments.	Utilities, Manufacturing, Wholesale/Retail Trade, Transportation, Information, Finance, Insurance, Services, Other	SMG, MSP, Office of the General Counsel positions	Judicial Council of California
College & University Professional Association (CUPA) Administrative Compensation Survey	Provides salary data for university administrators, mid-level administrative and professional positions found at most higher education institutions.	Higher Education	SMG, MSP	LA Community College, West Hills Community College
Dietrich and Associates, Salary Study	Covers approximately 130 support services positions across a variety of industries.	Administrative Services, Secretarial/Word Processing, Finance & Accounting, Legal, Marketing, Engineering Services, Editing/Graphics/Specifications, Technology, Human Resources	MSP, PSS Rep, PSS Non Rep	None
Gartner, Inc. Information Technology Compensation Survey	Provides detailed compensation data on 137 prevalent jobs in IT. Over 225 participating organizations.	Financial Services, High Tech, Insurance, Manufacturing, Public - Non-Profit, Other Services	MSP, PSS Rep, PSS Non Rep	None
McLagan Partners Compensation Surveys	This survey source used primarily for positions within the Treasurers' Office.	Financial Services, Investment Firms	SMG, MSP, PSS Non Rep, Treasurers' Office	None
Mercer (Metropolitan, ITAA, Executive and General Industry Databases)	Database consisting of over 900 functional positions offered in every industry. 1,370 organizations	Hospitality/Entertainment/Media, Professional Services, Diversified, Real Estate/Construction, Education, Insurance - Non-Healthcare, Retail/Wholesale, Energy/Mining, Mfg. - Durable, Misc., Technical Services, Finance/Banking, Mfg. - High Tech, Telecommunications, Government/Nonprofit, Mfg. - Nondurable Goods, Utilities	SMG, MSP, PSS Rep, PSS Non Rep, Service Workers	LA Community College

¹ Includes the following organizations: State of California and related entities, Community Colleges in California, California State University



Market Survey Data and Aging for 2009 Update

- The following survey sources were used for Campus & UCOP positions:

Survey Source	Overview	Industries Covered	Personnel Programs	Relevant UC Participants ¹
PRM Consulting Compensation Survey	The survey includes total cash compensation and salary range data on a total of 100 positions.	Trade, Professional, Educational, Health and Social Welfare, Other	SMG	None
Radford Surveys + Consulting, U.S. Benchmark Survey, Biotechnology Survey	Provided by UCOP and Berkeley campuses, Radford surveys cover over 1,500 different positions across several career levels.	High tech, Bio-technology	SMG, MSP, PSS Rep, PSS Non Rep, Service Workers	None
Salary Information Retrieval System (SIRS)	Local surveys provided for Los Angeles, Berkeley and San Francisco. Modules provided included Supervisory, Non-Supervisory and Non-Exempt personnel.	All industries	PSS Non Rep, MSP	None
Watson Wyatt Data Services (ECS Data Surveys)	Database consisting of several modules across functions and career levels (e.g., HR, Administrative, Top Management). For most of the modules, over 800 participating organizations.	Higher Education, Durable Goods Manufacturing, Non-Durable Goods Manufacturing, Utilities & Energy, Retail & Wholesale, Services, Healthcare, Banking & Finance, Insurance	SMG, MSP, PSS Rep, PSS Non Rep, Service Workers	Judicial Branch and Judicial Council of California
Western Management Group, EduComp Compensation Management Survey	With data from 115 educational institutions across the country, the survey is now positioned to become the premiere survey for educational institutions nationwide.	Education	SMG, MSP, PSS Rep, PSS Non Rep	None

¹ Includes the following organizations: State of California and related entities, Community Colleges in California, California State University

- The following survey sources were used for Ladder Rank Faculty and Librarians and provided by Academic Personnel:
 - California Postsecondary Education Commission Report for Faculty Compensation
 - Association of Research Libraries Salary Survey



Market Survey Data and Aging for 2009 Update

- The following survey sources were used for positions at the Medical Centers and Staff Physicians:

Survey Source	Overview	Personnel Programs
American Medical Group Association (AMGA) Compensation	Compensation data is reported for medical groups' physicians, nonphysician medical staff, and select administrative staff positions.	MSP, Staff Physicians
Clark Consulting Health Care Executive Compensation Survey	Compensation data is reported for medical groups' physicians, nonphysician medical staff, and select administrative staff positions.	SMG, MSP, PSS Non Rep
Clark Consulting Executive Compensation Survey for IA/HCO	Includes executive compensation data on 130 positions from nearly 1,200 health systems and hospitals.	SMG, MSP
Allied for Health Management Compensation Report	Sponsored by the California Hospital Association, the Hospital Council of Northern and Central California, the Hospital Association of Southern California and the Hospital Association of San Diego and Imperial Counties. In 2007, approximately 190 healthcare facilities were invited to participate in the Survey. With a response rate of 70% (132 facilities), the Survey may be generally considered as representative of the entire sample.	MSP, PSS Rep, PSS Non Rep
Allied for Health NonMgmt Comp - Northern CA		
Allied for Health NonMgmt Comp - Southern CA		
Hospital & Healthcare Compensation Service (HCS) Salary and Benefits	Reports compensation and benefits data for both for-profit and not-for-profit hospitals. Data is reported by region, bed-size, revenue, state, and city.	SMG, MSP, PSS Non Rep, PSS Rep
Mercer Integrated Health Networks Survey Suite	Covers executive, middle management and individual contributors at hospitals and health systems.	SMG, MSP, PSS Non Rep, PSS Rep
Sullivan Cotter and Associates, Survey of Manager and Executive Compensation in Hospitals and	This survey reports annualized compensation data for executives from 219 health systems and 663 hospitals. Data is reported separately according to organization type.	SMG, MSP, PSS Non Rep, PSS Rep
Sullivan Cotter and Associates, Physician Compensation and	This report provides physician compensation and benefit data. The data were obtained from over 39,000 physicians, PhDs, mid-level providers, residents and medical group executives.	MSP, Staff Physicians
Watson Wyatt Data Services (ECS Data Surveys)	Hospital and Health Care Management Compensation Report, The Hospital and Health Care Professional, Nursing and Allied Services Personnel Compensation Report	SMG, MSP, PSS Non Rep, PSS Rep



Market Survey Data and Aging for 2009 Update

- In general annualized market movement (2007 to 2009) was between 0% and 5%.
 - For Campus & UCOP SMG positions, market movement was greater due to significant average increases in CUPA data, approximately 14% over a two-year period (2006/07 to 2008/09). Volatility in the CUPA data is also driven by a smaller sample size (most positions utilize the “Full Comparison Group” cut which consists of UC’s 26 peer institutions).
 - In addition, Nurses and other allied health positions showed some increases in the 5% to 10% range.

Campus & UCOP	Total Jobs	Annualized Market Movement				
		<-5%	-5% - 0%	0% - 5%	5% - 10%	>10%
SMG	66	2%	11%	14%	56%	18%
MSP	123	1%	7%	81%	7%	4%
PSS Non-Rep	139	0%	0%	97%	2%	1%
PSS Rep	60	0%	0%	98%	2%	0%
Service Workers	5	0%	0%	100%	0%	0%
Overall	393	1%	4%	78%	12%	5%

Medical Centers	Total Jobs	Annualized Market Movement				
		<-5%	-5% - 0%	0% - 5%	5% - 10%	>10%
SMG	12	0%	0%	100%	0%	0%
Staff Physicians	15	0%	0%	87%	13%	0%
MSP	88	0%	2%	82%	14%	2%
Nurses	7	0%	0%	71%	29%	0%
PSS Non-Rep	86	0%	3%	81%	14%	1%
PSS Rep	66	0%	2%	89%	9%	0%
Overall	274	0%	2%	84%	12%	1%



Appendix C

Benefits Valuation Details



Benefits Valuation Details

- For this study, the benefits values for the 2009 Update have been estimated using the following approaches:

Health & Welfare Assumptions/Methodologies for 2009 Study		
	Benefits Valuation Approach	Caveats
Medical & Dental	Assumes the same actuarial value as in 2007/08 for both UC and the Market	<ul style="list-style-type: none"> Marginal tax rate for 2009 is assumed the same as in 2007 While the market data and UC salaries may have changed, this approach assumes the salary bands change at the same rate (that is, employees remain in the same salary band as in 2007)
Life Insurance	A ratio of life insurance value in 2007/08 to 2007/08 base salary is applied to the 2009 base salary for UC and the Market	<ul style="list-style-type: none"> Marginal tax rate for 2009 is assumed the same as in 2007 Imputed income will be slightly understated resulting in slightly higher values
Long-term Disability (LTD)	A ratio of LTD value in 2007/08 to 2007/08 base salary is applied to the 2009 base salary for UC and the Market	<ul style="list-style-type: none"> Marginal tax rate for 2009 is assumed the same as in 2007 Social Security law and calculations increase at the same rate as pay Maximum benefits are assumed to increase at the same rate as base pay



Benefits Valuation Details

Retirement Assumptions/Methodologies for 2009 Study		
	Benefits Valuation Approach	Caveats
Retirement Benefits (DB/DC)	A ratio of retirement benefits value in 2007/08 to 2007/08 base salary is applied to 2009 base salary for academic peer groups while a weighted ratio of base salary and total cash compensation is applied to the 2009 base salary and total cash (72/28 weighting respectively) for non-academic peer groups for both UC and the Market	<ul style="list-style-type: none"> ▪ Marginal tax rate for 2009 is assumed the same as in 2007 ▪ Social Security law and calculations increase at the same rate as pay ▪ Legal limits to benefits increase at the same rate as pay
Retiree Medical	Assumes the same actuarial value as in 2007/08 for both UC and the Market	<ul style="list-style-type: none"> ▪ Marginal tax rate for 2009 is assumed the same as in 2007 ▪ While the market data and UC salaries may have changed, this approach assumes the salary bands change at the same rate (that is, employees remain in the same salary band as in 2007)
Retiree Life Insurance	A ratio of life insurance value in 2007/08 to 2007/08 base salary is applied to the 2009 base salary for UC and the Market	<ul style="list-style-type: none"> ▪ Marginal tax rate for 2009 is assumed the same as in 2007
Total Remuneration	Total remuneration is derived from the sum of all benefit components and total cash compensation	



Benefits Valuation Details

Benefits Overview from the 2007/08 Study

- During the 2007/08 Total Remuneration Study, Hewitt and Mercer partnered to conduct the benefits analysis for the entire UC study population. Benefit values for Campus & UCOP (including Ladder Rank Faculty) were calculated by Hewitt and the Medical Centers by Mercer, based on benefit plan provisions from fiscal year 2008.
- Benefits are valued using actual, individual UC demographic data such as age, service and gender. Campus & UCOP pay levels reflect average salary (or total cash compensation) by salary band while pay levels for Medical Centers reflect actual individual salaries (or total cash compensation). Values are aggregated by personnel program for comparison purposes.
- UC's workforce demographics are used for all peer organizations, so the potential effect of varying employee demographics is removed from the value comparison.
- Values generally reflect the amount of salary that would be required to purchase an equivalent benefit, including a tax "gross-up," to equate it to the amount of taxable salary required to purchase a similar benefit with after-tax dollars. The gross-up reflects the tax-favored nature of those benefits that are non-taxable.
- No additional adjustments are applied to reflect other advantages associated with employer-provided benefits such as lower marketing, administrative, and underwriting costs as compared to purchasing an individual plan.



Benefits Valuation Details

Benefits Overview from the 2007/08 Study (cont'd)

Health & Welfare Benefits

- Values for health care plans are calculated assuming that all employees participate in the plans offered, even when they are voluntary. Health plan participation is based on actual employee election data, where available, and estimates based on past experience are used in lieu of actual data.
- The employer-provided value of healthcare benefits for active employees is calculated based on the equivalent value of expected claims net of deductible, employee-paid coinsurance, and employee-paid co-pays (maximums and out-of-pocket limits reflected in value).
- Values reflect as close a substitution as possible to the benefit provided by the employer. For example, it has been assumed that employees will replace their life insurance benefits with the same amount of coverage.

Retirement Benefits

- All retirement benefits (defined benefit, retiree medical, pension survivor income) have been calculated using the Projected Unit Credit method.
- Projected Unit Credit is an actuarial methodology that calculates the current year's value of benefits under the plan's benefit formula using expected future service as of the valuation date and pay that is projected to retirement.



Benefits Valuation Details

- As there are differences inherent in each firm's proprietary methodologies, Hewitt and Mercer agreed to reconcile significant differences between the two methodologies in the 2007/08 Study. The following table is a review of some minor methodological discrepancies remaining. As discussed in 2007/08 Study, the cost and time of reconciling them outweighs the benefit of producing a result which, in most cases, is considered not material to the total benefits value.

Health & Welfare Benefits	
Similar assumptions and methodologies	<ul style="list-style-type: none"> Values for health care plans are calculated assuming that all employees participate in the plans offered, even when they are voluntary. Health plan participation is based on actual employee election data, where available, and estimates based on past experience are used in lieu of actual data. The employer-provided value of healthcare benefits for active employees is calculated based on the equivalent value of expected claims net of deductible, employee-paid coinsurance, and employee-paid co-pays (maximums and out-of-pocket limits reflected in value). Values reflect as close a substitution as possible to the benefit provided by the employer. For example, it has been assumed that employees will replace their life insurance benefits with the same amount of coverage. Disability benefits payable from the retirement plans are valued as part of the Long Term Disability benefit in the H&W area. Pre-retirement survivor benefits are included in the Death Benefit values (H&W area).



Benefits Valuation Details

Differences in Health & Welfare Assumptions/Methodologies		
	Campus & UCOP	Medical Centers
Inclusion or exclusion of certain benefits	Includes hearing and life insurance for future retirees.	Excludes hearing and life insurance for future retirees.
Weighting of plans (when more than one plan is offered)	Each plan is separately valued and weighted by employee elections to determine actual value for the study.	The predominant plan is valued; if there are two plans equally prevalent, a 50/50 weighting is applied.
Optional employee paid plans	Optional 100% employee paid life insurance and long-term disability plans are valued.	Optional 100% employee paid plans are not valued.
Calculation of medical plan value	Employer-paid value is based on total benefit value minus employee contributions.	A percentage of total premium paid by employer is used instead of a fixed dollar amount.
Long-term disability	Employer-paid value is based on total benefit value minus employee contributions. Recognizes the value of employee having to pay less for a similar benefit than an employee at a comparator company. Value of LTD is net of social security offset and with social security eligibility varying by age.	UC's LTD plan is not valued as it is 100% employee paid. The value derived is solely from the UCRP. Assumes that 70% of disabled individuals qualify for social security benefits.
Employee coverage elections for medical plans	Assume Employee only - 40%; Employee plus spouse - 20%; Employee + children - 10%; Employee + family - 30% (reflects combined Campus & UCOP coverage elections).	Use actual UC coverage elections.



Benefits Valuation Details

Retirement Benefits	
Similar assumptions and methodologies	<ul style="list-style-type: none"> ▪ All retirement benefits (defined benefit, retiree medical, pension survivor income) have been calculated using the Projected Unit Credit method. ▪ Projected Unit Credit is an actuarial methodology that calculates the current year's value of benefits under the plan's benefit formula using expected future service as of the valuation date and pay that is projected to retirement. ▪ Retirement benefits payable at retirement age are valued. ▪ Termination benefits payable from retirement plans are also included. ▪ Decrements are applied to reflect the likelihood of termination prior to retirement. ▪ Key economic assumptions for defined benefit plans are: 7.5% discount rate; 4.0% salary increase. ▪ Post-retirement survivor benefits are included in the Defined Benefit values. ▪ Defined Contribution plan values include 401(k), 403(b) (tax sheltered annuity), and after-tax savings. ▪ For matched savings plans, it is assumed employee plan participation and contribution percentages vary by salary level. Full participation is assumed for all other defined contribution plans. ▪ For retiree medical plans: <ul style="list-style-type: none"> – Generic claims distribution and utilization data at retirement are used. – Retiree contributions are subtracted. – Medicare Part B reimbursement by employer is included. – Medical inflation rates of 10% for 2009 grading to 5% in 2015 are applied. – Benefit value reflects future value spread out over length of service.



Benefits Valuation Details

Differences in Retirement Assumptions/Methodologies		
Element	Campus & UCOP	Medical Centers
Retirement rates in DB plans	Retirement rates were based on the richness of the plan's early retirement subsidy. For Ladder Rank Faculty, actual UC retirement experience is used for UC vis-à-vis assumed retirement rates in the market.	Assume 5% retire at 55; 15% retire at 60; 20% retire at 62; 60% retire at 65 at both UC and in peer organizations.
Employer contributions for DC plans	Employer contribution adjusted for age/service eligibility and future non-vested termination.	The tax deferral on employee contributions and employer contributions are valued with contribution levels varying by salary.
Retirement assumptions for retiree medical	Assume 10% at age 58; 23% at age 60; 34% at age 62; 33% at age 65 (Ladder Rank Faculty: 10% at age 58; 5% at age 60; 15% at age 62; 70% at age 67) at UC vis-à-vis assumed retirement rates in the market.	Assume 5% retire at 55; 15% retire at 60; 20% retire at 62; 60% retire at 65 at both UC and in peer organizations.



Appendix D

Study Coverage

Non-Academic Personnel



Study Coverage Non-Academic Personnel

- Overall, the study covered the following UC populations:
 - Career academic¹ and non-academic employees at:
 - Ten UC Campuses
 - Five Medical Centers
 - Agriculture and Natural Resources (ANR)²
 - UC Office of the President (UCOP)
 - Treasurer's Office²
 - Office of the General Counsel²
 - Employees with the following appointments:
 - Career
 - Partial Year Career
 - Staff Physicians with Contract appointments
- *Excluded* from the study are:
 - Post-Doctoral Scholars (as they are not eligible for UC's system-wide benefits)
 - Employees in Police or Fire Services, or House Staff
 - Lawrence Berkeley National Laboratory
 - Clinical Faculty (e.g., Health Sciences Compensation Plan Faculty)

¹ Data for all academic employees included in the study were provided by Academic Personnel.

² These employees were not included in the original Campus & UCOP study in 2005.



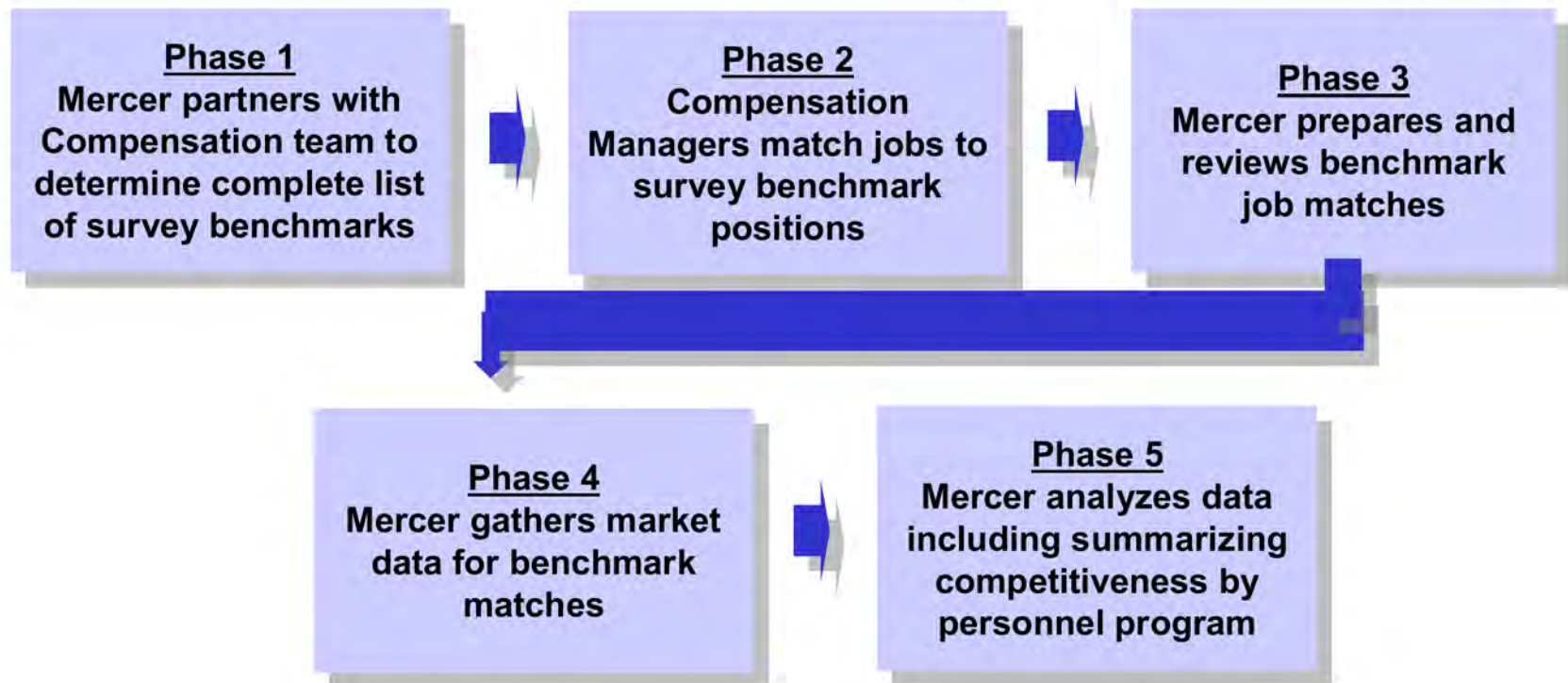
Appendix E

Cash Compensation Methodology for Non-Academic Personnel



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- The following diagram provides an overview of the data collection and analysis process from the 2007/08 Study:





Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 1: Mercer partners with Compensation team to determine complete list of survey benchmarks.**
 - To ensure there was increased study coverage, Mercer worked with the UC Compensation team to include additional survey benchmark positions, especially to cover more “blank” positions (e.g., ___Analyst, ___ Manager) that had not been covered in previous studies.
 - Mercer compiled a preliminary list of benchmark jobs and capsule job descriptions so UC could determine the extent to which these positions existed across the Campuses and Medical Centers and the degree to which UC employees could be mapped to these positions.
 - Mercer reviewed feedback from UCOP and Compensation Managers to finalize the benchmark job list.



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 2: Compensation Managers match jobs to survey benchmark positions**
 - UCOP has provided Mercer the July Central Payroll System (“CPS”) file (“July File”), containing a *snapshot* of position, demographic, and compensation information on all UC employees.
 - Mercer removed SMG positions from the July file, as these had already been matched to benchmarks, and edited the file to include only incumbents with Appointment Codes: Career (2), Partial-Year Career (7), and Contract (1) Staff Physicians.
 - Mercer then separated the July File by location (Campuses, Medical Centers, UCOP, ANR, etc.), and sent each location file to the respective Compensation Manager.
 - To ensure that market matches were made based on job content, not merely on titles, Mercer collaborated with UCOP and the Compensation Managers to compare job content from survey job descriptions to the responsibilities of UC’s employees including job title, primary responsibilities, and required education/experience/certifications.
 - Compensation Managers completed the job matching process by matching each employee to a benchmark position and returned the file to Mercer.



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 3: Mercer prepares and reviews employee match file for analysis**
 - Mercer aggregated the returned files by the location into one master file of employees who had been matched to benchmark positions.
 - Mercer updated benchmarked employees' compensation data to reflect salary increases as of October 1, 2007. These increases were made available from the November CPS file.
 - For UC's compensation, Mercer used "Appointment Pay Rate"¹ and annualized hourly appointments². Additionally, employees with "By Agreement" Appointment Pay Rates were excluded from the analysis.
 - Mercer removed incumbents whose Appointment Pay Types or Title Codes had changed between the July and November files (approximately 5% of total UC population), as we assumed these incumbents had changed positions, and therefore the benchmark match would not necessarily reflect their updated compensation.

¹ According to HRB Information Systems and Support team, Appointment Pay Rate is a more accurate reflection of targeted base pay than annualized monthly "gross earnings", which had been used in the previous studies.

² Hourly rates were annualized based on 2,088 hours per year.



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 3: Mercer prepares and reviews employee match file for analysis - continued**
 - Mercer collected incentive compensation data for eligible employees (e.g., SMG) and Physician Non-Base Pay from UCOP and the Compensation Managers as these data are not included in the CPS file. Incentives do not include spot awards or recognition awards, as these payouts are not typically included in total cash compensation market data.
 - Mercer removed any duplicate entries in the file. All duplicate entries had the same compensation data, so there was no risk of removing the “wrong” entry.
 - Incumbents whose total cash compensation was greater than two standard deviations from the average for their respective benchmark were also excluded from the analysis as they were assumed to be outliers.
 - Issues with matching were also sent back to Compensation Managers for review and clarification.



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 4: Mercer gathers market data for benchmark matches**
 - For non-academic personnel, Mercer gathered market data for each benchmark position, typically from **several survey sources**.
 - To calculate market composites, Mercer used a **simple average** in which the individual data sources were equally weighted (e.g., considered equally relevant).
 - Mercer **adjusted** the data accordingly (e.g., geographic differentials, premiums/discounts). Any outliers were excluded from the composite. The market composites summarize compensation statistics (e.g., average for a particular position).

Illustrative example

Survey	Average TCC		Adjustment		
A - Local	\$49,257	X	1.0	=	\$49,257
B - Local	52,610	X	1.0	=	52,610
C - National	50,209	X	1.1	=	55,230
D - Local	56,810	X	1.0	=	<u>56,810</u>
					\$213,907
	\$213,907	÷	4.0	=	\$53,477



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 5: Mercer analyzes data including summarizing competitiveness by personnel program**
 - Mercer then calculated the UC actual total cash compensation for each benchmarked employee by combining his or her annualized base salary and annualized incentive compensation.
 - We aggregated incumbent data by benchmark position to determine the **average UC total cash compensation** by position.

Incumbent	Benchmark Title	UC Title	Annual Pay
#1	Coding Specialist	Abstractor, Patient Record	\$49,500
#2	Coding Specialist	Abstractor, Patient Record	\$42,500
#3	Coding Specialist	Abstractor, Patient Record	\$56,000
#4	Coding Specialist	Abstractor, Patient Record	\$55,300
#5	Coding Specialist	Abstractor, Patient Record	\$52,500
...			
#100	Coding Specialist	Abstractor, Patient Record	\$50,800

Data by incumbent are averaged for each UC title matched to the same benchmark job

Benchmark Job Title	UC Title	Count	Average Salary
Coding Specialist	Abstractor, Patient Record	100	\$50,305
	Coder, Health Information	49	\$51,850
	AVERAGE		\$50,813

Weighted Average Calculation

$$\frac{[(50,305 * 100) + (51,850 * 49)]}{(100+49)}$$



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 5: Mercer analyzes data including summarizing competitiveness by personnel program (Cont'd)**
 - Mercer then determined the **UC weighted average TCC** within each personnel program by combining all jobs within the personnel program and weighting TCC data by number of incumbents per position. The same was done to determine **weighted average market total cash**.

Illustrative Example

Job Code	Job Title	Number of Incumbents	Average UC Pay	Market Total Cash
UCMC 135	Emergency Medical Technician (EMT)	72	\$30,598	\$29,089
UCMC 136	Medical Technologist	338	\$78,813	\$78,256
UCMC 137	Genetic Counselor	7	\$74,046	\$74,400
UCMC 138	Unit Secretary	403	\$33,690	\$36,963
UCMC 139	Coding Specialist	149	\$50,813	\$52,732
		969	\$52,124	\$53,477

Weighted Average Calculation

$$[(30,598 * 72) + (78,813 * 338) + (7 * 74,046) + (403 * 33,690) + (149 * 50,813)]$$

$$(72+338+7+403+149)$$



Cash Compensation Methodology for Non-Academic Personnel – 2007/08 Study

- **Phase 5: Mercer analyzes data including summarizing competitiveness by personnel program (Cont'd)**
 - For purposes of the study, the calculated variance from the weighted average of market composites reflect a measure of comparison of UC vis-à-vis the market.

Illustrative Example

Job Code	Job Title	Number of Incumbents	Average UC Pay	Market Total Cash
UCMC 135	Emergency Medical Technician (EMT)	72	\$30,598	\$29,089
UCMC 136	Medical Technologist	338	\$78,813	\$78,256
UCMC 137	Genetic Counselor	7	\$74,046	\$74,400
UCMC 138	Unit Secretary	403	\$33,690	\$36,963
UCMC 139	Coding Specialist	149	\$50,813	\$52,732
		969	\$52,124	\$53,477

Variance from the Market Average or "Competitive Positioning"

$$= \frac{\text{Weighted Average of UC Data}}{\text{Weighted Avg. of Market Composites}} - 1 = \frac{\$52,124}{\$53,477} - 1 = -3\%$$



Cash Compensation Methodology for Non-Academic Personnel – Additional Notes

Campus & UCOP SMG Positions – Total Cash Compensation

- For most Campus and UCOP positions, the primary data source is the CUPA Administrative Compensation Survey of UC's Full Comparison Group ("FCG") of 26 institutions.
- If the FCG data were not available, the All Doctoral Institutions survey cut is used with an adjustment factor of 29.3% to account for the average difference between the FCG and the All Doctoral Institution median pay rate.
- Where appropriate, data have been adjusted (by the use of discounts and premiums) to reflect more accurate scope of size, responsibility and/or level.
- To account for system-level complexity of UCOP SMG positions compared with campus-level positions for most of the FCG, a premium of 20% has been applied to the market data.



Cash Compensation Methodology for Non-Academic Personnel – Additional Notes

Medical Center SMG Positions

- For Medical Center positions, the primary data source is the Clark 2006 Healthcare Executive Compensation Survey reflecting the Integrated Academic Health Care Organizations (“IAHCO”) provided by UC.
 - Prior to 2006, UC participated in a special cut of the Clark survey which was not provided this year. There were fluctuations in the Clark data due to the change in the survey cuts.
 - In previous studies, scope ratios were applied to Clark data to account for differences in the budget size. These ratios were not provided and are no longer applied.
- In the case where Clark – IAHCO data cut were not available, additional healthcare industry survey sources were used.



Cash Compensation Methodology for Non-Academic Personnel – Additional Notes

Benchmarking of Staff Physicians

- Total cash compensation for Staff Physicians includes base pay, physician non-base pay and annual incentives. Physician non-base pay and annual incentives were collected separately directly from each location's compensation manager.
- Staff Physicians at both Medical Centers and Campuses were matched using the same benchmarks. This is a change from the 2005 study in which Staff Physicians at the Campuses were matched to a general Physician benchmark. The Staff Physicians at the Medical Centers have always been matched to specialty-specific benchmark positions (e.g., Physician – Internal Medicine, Physician – Anesthesiology).
- At the request of UC, the positioning of Medical Center Staff Physicians has been broken out separately from Medical Center Management and Staff Personnel ("MSP").
- For the market data, geographic differentials were no longer applied to Staff Physician positions as in the previous year's study since they are considered part of a national talent market.

Benchmarking of Nurses

- Nurses (in union code NXCOV) at both Medical Centers and Campuses were matched using the same benchmarks. This is a change from the 2005 study in which Nurses at the Campuses were matched to a more general Nurse match. The Nurses at the Medical Centers have always been matched to level-specific Nurses (e.g., RN I, RN II, etc.)
- At the request of UC, positioning for the Medical Center Nurses has been broken out separately from Professionals & Support Staff – Represented ("PSS Rep").



Appendix F

Detailed Methodology for Ladder Rank Faculty and Librarians



Detailed Methodology and Findings for Ladder Rank Faculty

- For Ladder Rank Faculty included in the study, all data including average market data were provided to Mercer by Academic Personnel and are effective May 2009. Mercer used this information to conduct the total cash assessment.
- For Ladder Rank Faculty, this report summarizes the results for about 78% of Ladder Rank Faculty also known as “Ladder & Equivalent Rank” faculty. The table on the next page details approximate May 2009 headcount by Faculty grouping and indicates which are included and excluded from the study.
 - In calculating the 78% coverage (study population divided by total population) referred to in this study, the denominator (or total population) is represented by the 9,820 total Ladder Rank Faculty. The numerator (or study population) represents the 7,671 Ladder Rank Faculty incumbents actually covered.
 - Of total Ladder Rank Faculty, the following are excluded: Health Sciences faculty (approximately 1,600 incumbents) and Law School faculty (approximately 140 incumbents). In addition, other faculty titles considered ladder and equivalent rank are excluded as well (approximately 460 incumbents); some examples are Astronomers and Agronomists who do not jointly hold a professorial title, Lecturers with Security of Employment or Potential Security of Employment, and Supervisors of Physical Education.
 - A review of Health Sciences faculty compensation and total remuneration is beyond the scope of this project. An evaluation of health science compensation poses unique challenges; market vary by health science subfield, and data that are valid, reliable and comparable across institutions are not readily available.

¹ Data for Ladder Rank Faculty includes base salary only for campus positions; all other cash compensation excluded. Employee data for Ladder Rank Faculty were provided by Academic Personnel and are effective as of May 2009.



Detailed Methodology and Findings for Ladder Rank Faculty

- The table below details approximate total headcount for Faculty at the University of California.

University of California Faculty (April 2009 Headcount¹)

Faculty Type	Total Headcount	General Campus ²	Health Sciences ³	Inclusion in Study
Ladder Rank Faculty	9,820	8,240	1,580	All Ladder & Equivalent Rank faculty except those in Health Sciences and Law
Other Faculty Titles				
In Residence	1,087	19	1,068	Excluded
Other Clinical	759	11	748	Excluded
Health Sciences Clinical	2,348	0	2,348	Excluded
Adjunct	1,234	317	917	Excluded
Lecturers (unit 18)	3,192	2,984	208	Excluded
Visiting	405	315	90	Excluded
Recall	358	171	187	Excluded
Grand Total	19,203	12,057	7,146	

¹ Counts are derived from payroll data and exclude individuals without salary.

² Includes non-Health Sciences Professional Schools, e.g., Business & Law.

³ Includes Faculty in Medicine, Dentistry, Nursing, Optometry, Pharmacy, Public Health and Veterinary Medicine.



Detailed Methodology and Findings for Ladder Rank Faculty

Total Cash Compensation for Ladder Rank Faculty

- Average market data used for the LRF analysis were provided by Academic Personnel and represent the 2007-08 academic year salaries of the Comparison 8 institutions which is consistent with the California Postsecondary Education Commission (CPEC) methodology. For the 2008-09 Total Remuneration Study, since more recent CPEC data are not available a 1.5% update factor has been applied.
- The LRF market positioning figures included in this report differ slightly the methodology specified by CPEC. The differences are accounted for by three factors:
 - First, the CPEC methodology includes adjustments (weightings by rank) in the generation of a final composite salary average for UC; the UC average is generated by weighting the Comparison 8 (Market) staffing pattern by rank by 25% and UC's own staffing pattern by rank by 75%.
 - Second, the CPEC methodology involves calculations using only summary data of total expenditure dollars and FTE (full-time equivalency), while the UC averages derived in this report used data sets containing records of individual faculty with salaries adjusted to full-time rates. In addition, the Comparison 8 composite overall average was generated using UC's staffing pattern, which differs from the CPEC methodology which weights the Comparison 8 (Market) staffing pattern by rank by 75% and UC's staffing pattern by rank by 25%.
 - Third, the CPEC methodology calculates a lag based on the formula $(\text{Market} - \text{UC})/\text{UC}$; the market positioning figures provided in this report are based on the formula $(\text{UC} - \text{Market})/\text{Market}$.



Detailed Methodology for Librarians

Total Cash Compensation for Librarians

- Market data for the Librarians are from the Association of Research Libraries Compensation Survey and are based upon a weighted average (by number of staff) of the median salaries as reported for the Comparison 8 institutions.
- At the request of Academic Personnel, data were not aged and are effective as of July 2009.
- Stanford University did not participate as they did in previous years so data reflect seven of the Comparison 8.



Appendix G

Cash Compensation Methodology



Cash Compensation Methodology

Campus & UCOP

- Where only national data cuts were available, geographic wage rate differentials were applied to non-SMG, non-academic positions.
- A change from the methodology used in the 2005 Total Remuneration study is that geographic differentials were not applied to SMG (executive) positions or Staff Physicians.
 - SMG positions at UCOP, Campuses and Medical Centers were matched using special cuts of the College and University Professional Association (“CUPA”) data provided by UCOP. Other adjustments (e.g., premium for system complexity for most UCOP SMG positions) off-set the effect of geographic differentials no longer being applied.
 - Staff Physicians were more appropriately matched to specialty disciplines and considered part of a national market.

Medical Centers

- For the Medical Centers, geographic differentials were applied, identical to those used in the Campus & UCOP Total Remuneration study.
- Since local data were available for most positions, geographic differentials were used sparingly.
- As mentioned above, geographic differentials were not applied to any Staff Physician positions.



Cash Compensation Methodology

- Where only national data cuts were available, geographic differentials were applied. Geographic differentials were not applied to SMG positions, since executives are considered part of a national market.

Campus & UCOP Locations	Location	Geographic Differential ¹
UC Berkeley	Oakland, CA	20%
UC Davis	Sacramento, CA	10%
UC Irvine	Irvine, CA	15%
UC Los Angeles	Los Angeles, CA	15%
UC Merced	Merced, CA	5%
UC Riverside	Riverside, CA	10%
UC San Diego	San Diego, CA	10%
UC San Francisco	San Francisco, CA	20%
UC Santa Barbara	Santa Barbara, CA	10%
UC Santa Cruz	Santa Cruz, CA	10%
UCOP	Oakland, CA	20%

At Riverside, for example, if the national market average TCC for a position was \$50,000, the data would be adjusted to \$55,000 ($\$50,000 \times 1.10$) to reflect the Riverside market

¹ Based on data from Mercer's 2007-08 Geographic Salary Differentials (GEO) survey, supplemented by Economic Research Institute (ERI) statistics. Percentages rounded to nearest 5% and reviewed with Campus representatives & UCOP.



Cash Compensation Methodology

- Since local data were available for most Medical Center positions, geographic differentials were used sparingly, mostly for MSP. Geographic differentials were not applied to Staff Physicians and SMG, since they are considered a part of the national market.

Medical Center	Location	Geographic Differential ¹
Davis	Sacramento, CA	10%
Irvine	Irvine, CA	15%
Los Angeles	Los Angeles, CA	15%
San Diego	San Diego, CA	10%
San Francisco	San Francisco, CA	20%

¹ Mercer's 2007-08 Geographic Salary Differentials (GEO) survey, supplemented by Economic Research Institute (ERI) statistics. Percentages rounded to nearest 5% and reviewed with Medical Center representatives & UCOP.



Appendix H

Ladder Rank Faculty Findings by Rank



Detailed Findings: Full Professors

(Data Effective October 1, 2009)

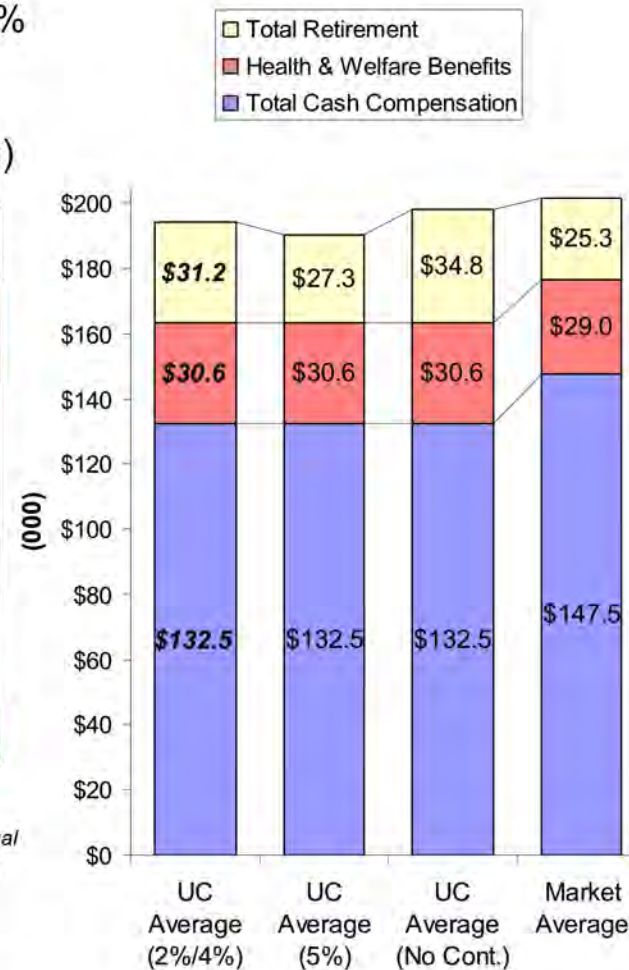
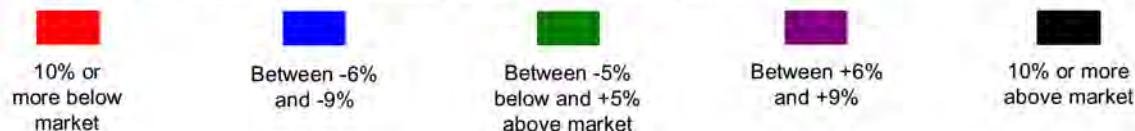
- Scenario 1: With approved employee contribution reinstated at 2% / 4% of pay on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$132,508	\$132,508	\$132,508	\$147,450	-10%	-10%	-10%
Health & Welfare Benefits	\$30,603	\$30,603	\$30,603	\$28,978	+6%	+6%	+6%
Medical & Dental	\$22,120	\$22,120	\$22,120	\$21,318	+4%	+4%	+4%
Life Insurance ²	\$6,160	\$6,160	\$6,160	\$5,303	+16%	+16%	+16%
Long-term Disability	\$2,323	\$2,323	\$2,323	\$1,878	+24%	+24%	+24%
Dependent Tuition	\$0	\$0	\$0	\$480	n/a	n/a	n/a
Total Retirement	\$31,167	\$27,320	\$34,794	\$25,258	+23%	+8%	+38%
Retirement (DB/DC) ³	\$25,287	\$21,440	\$28,914	\$21,325	+19%	+1%	+36%
Retiree Medical ³	\$5,833	\$5,833	\$5,833	\$3,742	+56%	+56%	+56%
Retiree Life	\$47	\$47	\$47	\$192	-76%	-76%	-76%
Total Remuneration	\$194,278	\$190,431	\$197,905	\$201,686	-4%	-6%	-2%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.





Detailed Findings: Full Professors (Furlough in Effect)

(Data Effective October 1, 2009)

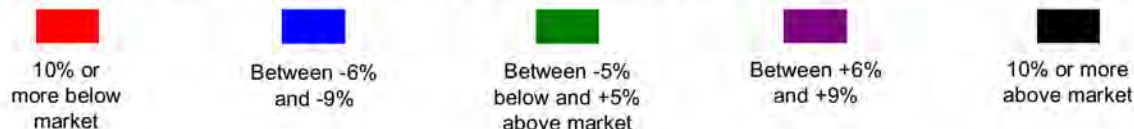
- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10)

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$132,508	\$121,760	\$147,450	-10%	-17%
Health & Welfare Benefits	\$30,603	\$30,603	\$28,978	+6%	+6%
Medical & Dental	\$22,120	\$22,120	\$21,318	+4%	+4%
Life Insurance ²	\$6,160	\$6,160	\$5,303	+16%	+16%
Long-term Disability	\$2,323	\$2,323	\$1,878	+24%	+24%
Dependent Tuition	\$0	\$0	\$480	n/a	n/a
Total Retirement	\$31,167	\$31,167	\$25,258	+23%	+23%
Retirement (DB/DC) ³	\$25,287	\$25,287	\$21,325	+19%	+19%
Retiree Medical ³	\$5,833	\$5,833	\$3,742	+56%	+56%
Retiree Life	\$47	\$47	\$192	-76%	-76%
Total Remuneration	\$194,278	\$183,530	\$201,686	-4%	-9%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.



□ Total Retirement
□ Health & Welfare Benefits
□ Total Cash Compensation





Detailed Findings: Associate Professors

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% of pay on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 2
Total Cash Compensation	\$86,744	\$86,744	\$86,744	\$98,859	-12%	-12%	-12%
Health & Welfare Benefits	\$19,191	\$19,191	\$19,191	\$17,942	+7%	+7%	+7%
Medical & Dental	\$17,098	\$17,098	\$17,098	\$15,651	+9%	+9%	+9%
Life Insurance ²	\$1,362	\$1,362	\$1,362	\$1,135	+20%	+20%	+20%
Long-term Disability	\$731	\$731	\$731	\$657	+11%	+11%	+11%
Dependent Tuition	\$0	\$0	\$0	\$499	n/a	n/a	n/a
Total Retirement	\$17,600	\$14,970	\$19,860	\$15,854	+11%	-6%	+25%
Retirement (DB/DC) ³	\$12,670	\$10,040	\$14,930	\$12,747	-1%	-21%	+17%
Retiree Medical ³	\$4,892	\$4,892	\$4,892	\$3,022	+62%	+62%	+62%
Retiree Life	\$38	\$38	\$38	\$86	-55%	-55%	-55%
Total Remuneration	\$123,535	\$120,904	\$125,795	\$132,655	-7%	-9%	-5%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.



10% or more below market



Between -6% and -9%



Between -5% below and +5% above market



Between +6% and +9%



10% or more above market





Detailed Findings: Associate Professors (Furlough in Effect) (Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10)

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$86,744	\$80,338	\$98,859	-12%	-19%
Health & Welfare Benefits	\$19,191	\$19,191	\$17,942	+7%	+7%
Medical & Dental	\$17,098	\$17,098	\$15,651	+9%	+9%
Life Insurance ²	\$1,362	\$1,362	\$1,135	+20%	+20%
Long-term Disability	\$731	\$731	\$657	+11%	+11%
Dependent Tuition	\$0	\$0	\$499	n/a	n/a
Total Retirement	\$17,600	\$17,600	\$15,854	+11%	+11%
Retirement (DB/DC)	\$12,670	\$12,670	\$12,747	-1%	-1%
Retiree Medical ³	\$4,892	\$4,892	\$3,022	+62%	+62%
Retiree Life ³	\$38	\$38	\$86	-55%	-55%
Total Remuneration	\$123,535	\$117,129	\$132,655	-7%	-12%

- ¹ All variance figures shown are rounded to the nearest whole percentage.
- ² Includes pre-retirement survivor benefits.
- ³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.





Detailed Findings: Assistant Professors

(Data Effective October 1, 2009)

- Scenario 1: With approved employee contribution reinstated at 2% / 4% of pay on April 15, 2010
- Scenario 2: With employee contributions to UCRP at 5% of pay
- Scenario 3: Current without contribution to UCRP (directed to DC plan)

Element of Remuneration	UC Average			Market Average	Variance ¹ from Market		
	Scenario 1	Scenario 2	Scenario 3		Scenario 1	Scenario 2	Scenario 3
Total Cash Compensation	\$78,534	\$78,534	\$78,534	\$82,781	-5%	-5%	-5%
Health & Welfare Benefits	\$14,871	\$14,871	\$14,871	\$14,223	+5%	+5%	+5%
Medical & Dental	\$13,957	\$13,957	\$13,957	\$13,094	+7%	+7%	+7%
Life Insurance ²	\$649	\$649	\$649	\$675	-4%	-4%	-4%
Long-term Disability	\$265	\$265	\$265	\$177	+49%	+49%	+49%
Dependent Tuition	\$0	\$0	\$0	\$277	n/a	n/a	n/a
Total Retirement	\$9,269	\$6,783	\$11,273	\$10,455	-11%	-35%	+8%
Retirement (DB/DC) ³	\$6,650	\$4,163	\$8,654	\$8,685	-23%	-52%	0%
Retiree Medical ³	\$2,599	\$2,599	\$2,599	\$1,740	+49%	+49%	+49%
Retiree Life	\$21	\$21	\$21	\$29	-29%	-29%	-29%
Total Remuneration	\$102,675	\$100,188	\$104,679	\$107,459	-4%	-7%	-3%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.



10% or more below market



Between -6% and -9%



Between -5% below and +5% above market



Between +6% and +9%



10% or more above market





Detailed Findings: Assistant Professors (Furlough in Effect) (Data Effective October 1, 2009)

- All UC averages assume reinstatement of employee contributions to UCRP at 2% / 4% pay (effective 4/15/10)

Element of Remuneration	UC Average		Market Average	Variance ¹ from Market	
	w/o Furlough	w/ Furlough		w/o Furlough	w/ Furlough
Total Cash Compensation	\$78,534	\$72,900	\$82,781	-5%	-12%
Health & Welfare Benefits	\$14,871	\$14,871	\$14,223	+5%	+5%
Medical & Dental	\$13,957	\$13,957	\$13,094	+7%	+7%
Life Insurance ²	\$649	\$649	\$675	-4%	-4%
Long-term Disability	\$265	\$265	\$177	+49%	+49%
Dependent Tuition	\$0	\$0	\$277	n/a	n/a
Total Retirement	\$9,269	\$9,269	\$10,455	-11%	-11%
Retirement (DB/DC) ³	\$6,650	\$6,650	\$8,685	-23%	-23%
Retiree Medical ³	\$2,599	\$2,599	\$1,740	+49%	+49%
Retiree Life	\$21	\$21	\$29	-29%	-29%
Total Remuneration	\$102,675	\$97,040	\$107,459	-4%	-10%

¹ All variance figures shown are rounded to the nearest whole percentage.

² Includes pre-retirement survivor benefits.

³ Please note there were differences in retirement assumptions used for LRF relative to other personnel programs. Actual retirement experience for LRF has been incorporated at the request of the Total Remuneration Advisory Group of the Faculty Welfare Committee. See Appendix C for additional information.

Total Retirement
 Health & Welfare Benefits
 Total Cash Compensation

