



2016 NACUA Benchmarking Survey on Salaries

CONFIDENTIALITY ASSURANCE

The *NACUA Benchmarking Survey on Salaries* is based on a strictly confidential survey of NACUA members. Upon receipt, all survey responses are assigned a confidential code number by Industry Insights, Inc., and any name or company identification is removed. Survey processing is then conducted on an absolutely anonymous basis. No NACUA staff member nor any industry company or individual, nor anyone else other than a select few Industry Insights, Inc. associates ever see any institution's results.

Compiled by The National Association of College and University Attorneys and Industry Insights, Inc.

Copyright © 2016. National Association of College and University Attorneys. All rights reserved.

Table of Contents

About This Report	1
Survey Methodology	2
Definitions	3
Executive Summary.....	3
Respondent Profile.....	4
Survey Highlights.....	8
Legal Office Profile	8
Profile of Chief Legal Officer	8
Deputy Chief Legal Officer	10
Attorney I Positions.....	11
Attorney II Positions.....	12
Attorney III Positions.....	13
Institutional and Legal Office Profile.....	14
By All Respondents and Carnegie Classification	15
By Institutional Affiliation	17
By Total Operating Budget of Institution	19
By Student Enrollment	21
By Number of Full-Time Equivalent (FTE) Employees.....	23
Chief Legal Officer	25
Compensation Data.....	26
Chief Legal Officer Profile.....	28
By All Respondents and Carnegie Classification	28
By Institutional Affiliation	32
By Total Operating Budget of Institution.....	36
By Student Enrollment	40
By Number of Full-Time Equivalent (FTE) Employees.....	44
Deputy Chief Legal Officer	48
Compensation Data.....	49
Deputy Chief Legal Officer Profile	51
By All Respondents and Carnegie Classification	51
By Institutional Affiliation	52
By Total Operating Budget of Institution.....	53
By Student Enrollment	54
By Number of Full-Time Equivalent (FTE) Employees.....	55

Table of Contents

Attorney I	56
Compensation Data.....	57
Attorney I Profile.....	60
By All Respondents and Carnegie Classification	60
By Institutional Affiliation	62
By Total Operating Budget of Institution.....	64
By Student Enrollment.....	66
By Number of Full-Time Equivalent (FTE) Employees.....	68
Attorney II	70
Compensation Data.....	71
Attorney II Profile.....	74
By All Respondents and Carnegie Classification	74
By Institutional Affiliation	76
By Total Operating Budget of Institution.....	78
By Student Enrollment.....	80
By Number of Full-Time Equivalent (FTE) Employees.....	82
Attorney III	84
Compensation Data.....	85
Attorney III Profile.....	88
By All Respondents and Carnegie Classification	88
By Institutional Affiliation	90
By Total Operating Budget of Institution.....	92
By Student Enrollment.....	94
By Number of Full-Time Equivalent (FTE) Employees.....	96
Appendix	98
Participating Institutions.....	99
Survey Questionnaire.....	102

About This Report

The **2016 NACUA Benchmarking Survey on Salaries** is another important service provided by the National Association of College and University Attorneys to its members. The information contained in this report represents the most complete, accurate and up-to-date salary data for college and university attorneys and the institutions they represent. The report is designed to allow an attorney or institution to easily compare its compensation levels and structure to that of its peers. Information detailed in this report includes:

- Institutional Profile
- Legal Office Profile
- Compensation Data and Profile Information on:
 - Chief Legal Officer
 - Deputy Chief Legal Officer
 - Attorney I
 - Attorney II
 - Attorney III

Throughout the report the results have been aggregated in various ways to allow users to compare themselves to institutions and attorneys most similar to them. Data aggregations included:

Institutional Aggregations

- All Respondents
- Carnegie Classification
- Institutional Affiliation
- Total Operating Budget of Institution
- Student Enrollment
- Number of Full-Time Equivalent (FTE) Employees
- Geographic Region

Attorney Aggregations

- Years of Experience Practicing Law in Higher Education
- Years as Chief Legal Officer
- Ethnicity
- Gender
- Specialty Area (Attorney I, II and III only)

As an attorney or institution compares its information to that of the larger higher education community, it is important to recognize that the statistics published in this report should be regarded as data and not standards. Thus, a deviation between any one figure and a number appearing on a table in this report is not necessarily good or bad; it is merely information for the use of the recipient.

It is particularly important to recognize that, where data segmentation has resulted in the findings being based upon a small number of actual responses, one or two responses within any subset can dramatically affect the reported findings. As a result, considerable variability may exist in the data for those positions where the segmented analysis resulted in a small number of responses, i.e. fewer than 15 responses. In addition, there were also segments of respondents where the response numbers were so small that the numbers could not be reported. Throughout the report “*” indicates that there was insufficient response data to provide a meaningful statistic for that item. A minimum of five responses was required.

About This Report

We at Industry Insights, Inc. are proud to present the enclosed insights into the salary data for college and university attorneys and the institutions they represent. We wish to thank the institutions who submitted data for this study.

Survey Methodology

In March 2016, an email invitation including a link to the online survey was sent to approximately 600 Chief Legal Officers of NACUA member institutions. In total, 234 completed survey forms were returned by late April. This represents a 39% response rate which is deemed excellent for this type of survey. Forms received after the final deadline and questionnaires with incomplete information were not included.

Upon receipt, all questionnaires were assigned a confidential identification number, and any reference to institution name was removed from the survey data. All data items were checked both manually and by a specially designed computer editing process. Strict confidence of survey responses was maintained throughout the course of the project. Final results were tabulated, and the report was completed in June 2016.

This survey was conducted for the National Association of College and University Attorneys by Industry Insights, Inc., an independent, professional research and consulting firm headquartered in Dublin, Ohio. The company has been in business since 1980 and specializes in conducting industry operating surveys, compensation and benefits surveys, and member needs surveys for trade and professional associations, as well as offering educational programs and customized research services.

Definitions

Responses or (N):	The number of responses.
Average:	The mathematical average of all responses received.
Median:	A measure of central tendency, i.e. half of the responses received were higher than the median reported while the other half were lower than the median reported.
10th Percentile:	90% of the responses were higher than this figure.
25th Percentile:	75% of the responses were higher than this figure.
75th Percentile:	25% of the responses were higher than this figure.
90th Percentile:	10% of the responses were higher than this figure.
Deputy Chief Legal Officer:	The individual who serves as Chief Legal Officer in the absence of the permanent Chief Legal Officer.
Attorney I:	While not the Deputy General Counsel, the position(s) is(are) considered to be Senior Counsel to the institution and counsels and advises on more complex legal matters and projects. Works closely with the Chief Legal Officer. May be responsible for a specific legal area. May provide work guidance to less experienced attorneys. This position typically has supervisory authority over other attorneys in the office. Typically requires 7 or more years of experience as an attorney when the position description is posted.
Attorney II:	Assists more senior attorneys on a variety of legal projects. Works independently on some legal matters. Typically requires 3 – 7 years’ experience as an attorney when the position description is posted.
Attorney III:	Entry-level attorney. Assists other attorneys in all aspects of legal work. Conducts legal research. Work is closely supervised. Typically requires 0 – 3 years’ experience as an attorney when the position description is posted.

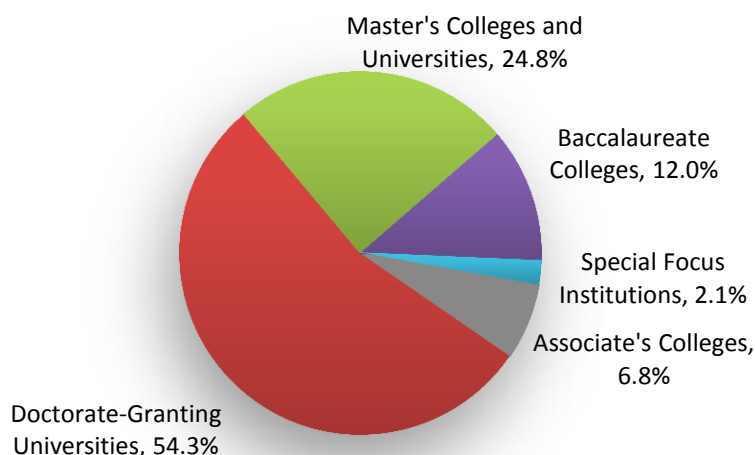
Executive Summary

Respondent Profile

In an effort to understand the demographics of respondents, the following pages show the distribution of responding institutions by the data grouping used throughout this report.

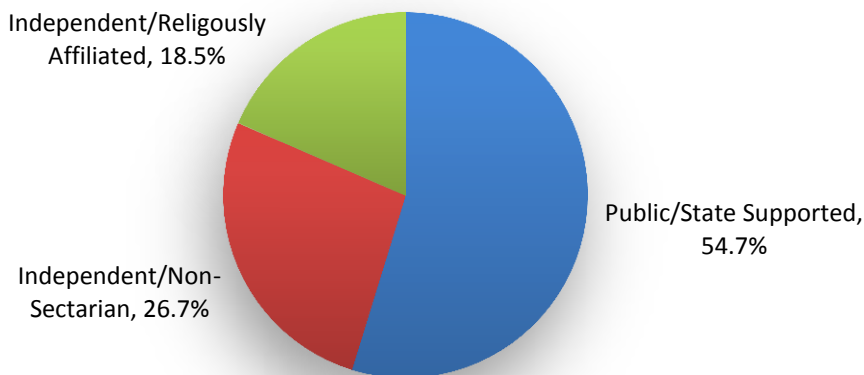
Doctorate-Granting Universities made up the largest percentage of respondents by Carnegie Classification, representing 54.3% of the sample. Master's Colleges & Universities (24.8%) were also well represented.

Carnegie Classification



The majority of respondents were from public/state supported institutions (54.7%). The remaining respondents were independent and either non-sectarian (26.7%) or religiously affiliated (18.5%).

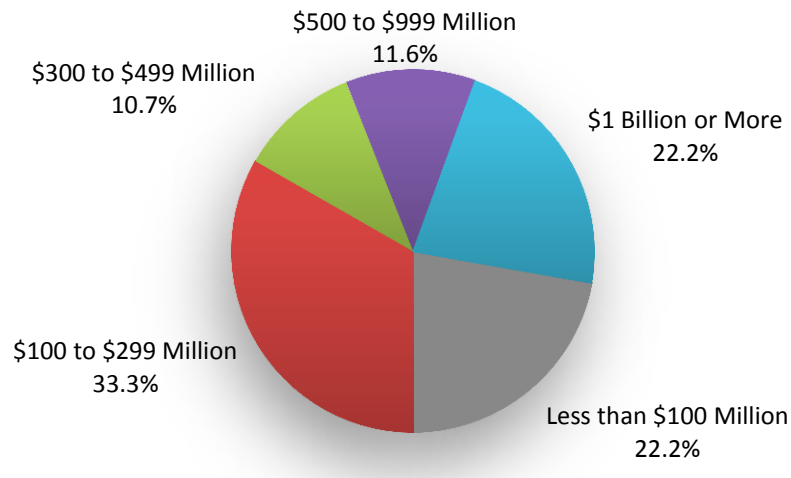
Institutional Affiliation



Executive Summary

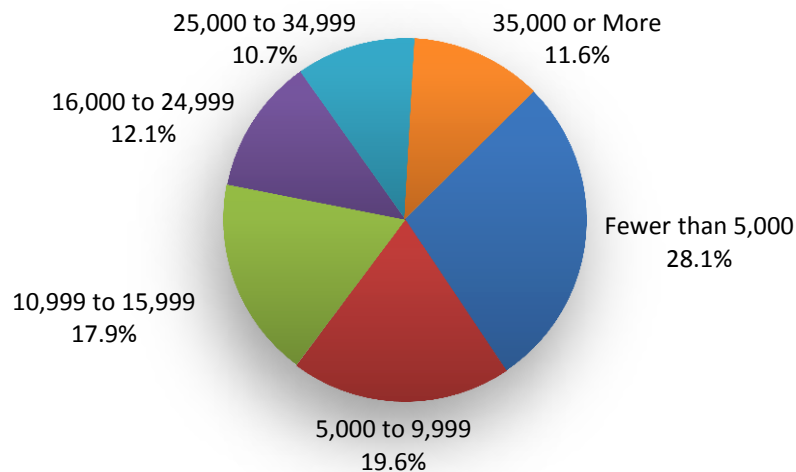
Approximately one-third of the responding institutions had a total operating budget of \$500 million or more. More than half had a total operating budget of less than \$300 million.

Total Operating Budget of Institution



More than one-fourth (28.1%) of all responding institutions had a student enrollment of fewer than 5,000. Institutions with student enrollments of 35,000 or more made up 11.6% of the sample.

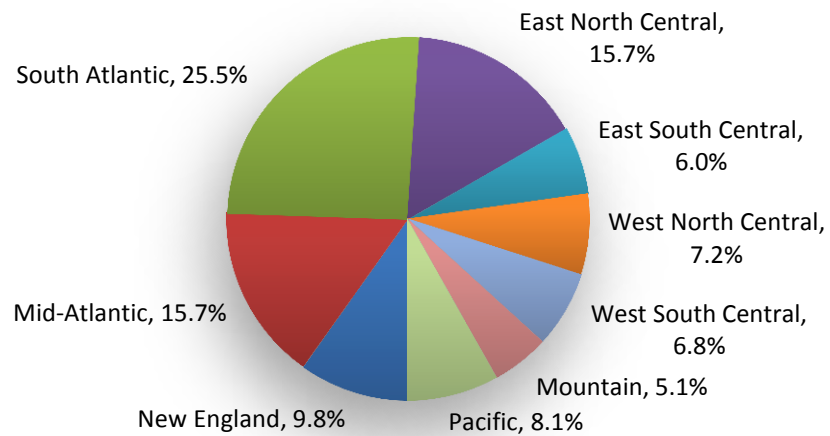
Student Enrollment



Executive Summary

The largest percentage of responding institutions were located in the South Atlantic region (25.5%). The East North Central and Mid-Atlantic regions were also well represented at 15.7% each.

Geographic Region



Region Definitions

New England: NH, VT, ME, MA, RI, CT

Mid-Atlantic: NJ, NY, PA

South Atlantic: DE, MD, DC, WV, VA, NC, SC, GA, FL

East North Central: WI, IL, IN, MI, OH

East South Central: KY, TN, MS, AL

West North Central: ND, SD, NE, KS, MN, IA, MO

West South Central: TX, OK, AR, LA

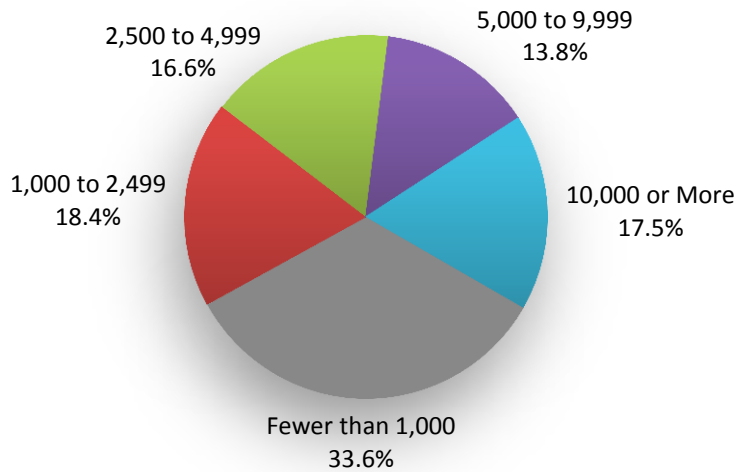
Mountain: MT, ID, WY, NV, UT, CO, AZ, NM

Pacific: WA, OR, CA, AK, HI

Executive Summary

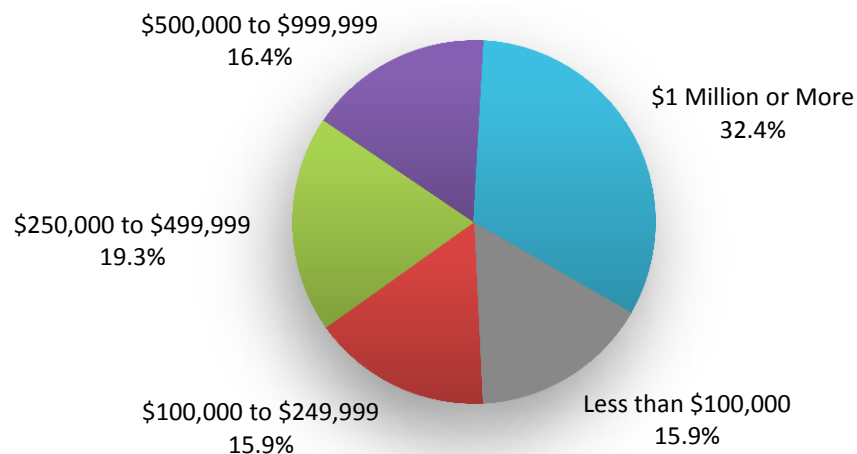
The number of full-time equivalent (FTE) employees at responding institutions varied widely. One-third of the responding institutions had fewer than 1,000 FTEs, while 17.5% had 10,000 or more.

Number of Full-Time Equivalent (FTE) Employees at Institution



Nearly half of the responding institutions reported the total operating budget of their Chief Legal Office to be \$500,000 or higher. Nearly one-third of the responding institutions reported the total operating budget of their Chief Legal Office to be below \$250,000.

Total Operating Budget of the Chief Legal Office



Executive Summary

Survey Highlights

Legal Office Profile

Responding legal offices reported an average operating budget of approximately \$1.3 million (\$450,000, median). Average staffing levels included four full-time attorneys and a total of eight staff members overall.

Profile of Chief Legal Officer

The full title of the Chief Legal Officers responding to the survey were most commonly General Counsel (38%) and Vice President/General Counsel (22%). Nearly three-quarters of the respondents indicated that they reported to the President or Board of Trustees/President. The average responding Chief Legal Officer has been practicing law in higher education for 16 years, employed at his or her current institution for 11 years and has served as Chief Legal Officer for 8 years. The majority were white (non-Hispanic) (82.0%), more than 10% were African American, and more than half were male (54.6%).

The Chief Legal Officers responding to this survey earned an average annual salary of \$224,953 (up from \$205,283 in 2013 based on 219 total incumbents). Only 15% reported having a formal, individually-negotiated contract with a formal term, with an average term of just under three years. Nearly two-thirds (61.8%) of the responding Chief Legal Officers reported having other responsibilities at their institution.

Chief Legal Officer Profile

Average years practicing law	26.6 Years
Average years practicing law in higher education	15.9 Years
Average years employed at current institution	10.8 Years
Average years served as Chief Legal Officer	8.1 Years
Ethnicity	
African American (Non-Hispanic)	10.5%
Native American/Alaskan Native	0.9%
Asian/Pacific Islander	2.2%
Hispanic	2.6%
White (Non-Hispanic)	82.0%
Multi-Racial	1.8%
Gender	
Male	54.6%
Female	45.4%
Average annual salary (not including outside consulting fees or other income received)	\$224,953
Percentage with a formal, individually negotiated contract with a formal term	14.5%
Average length of contract	2.9 years
Percentage receiving additional cash compensation	21.8%

Executive Summary

The annual salary of Chief Legal Officers showed a correlation to the total annual budget of the institution. The chart below displays this correlation. On average, annual salaries by total operating budget ranged from \$150,545 for those with budgets of less than \$100 million to \$331,640 for those with budgets of greater than \$1 billion.

*Average Annual Salary for Chief Legal Officer
by Total Operating Budget of Institution*



A complete breakdown of annual salaries for the Chief Legal Officer can be found on page 26.

Executive Summary

Deputy Chief Legal Officer

(Description: The individual who serves as Chief Legal Officer in the absence of the permanent Chief Legal Officer)

The Deputy Chief Legal Officer position earned an average annual salary of \$168,521 (up from \$152,768 in 2013 based on 95 total incumbents). A majority (84%) of the responding Deputy Chief Legal Officers were white (non-Hispanic), close to ten percent were African American (8.7%), and more than 4% were Asian/Pacific. The majority (58%) of Deputy Chief Legal Officers were also female. A complete breakdown of annual salaries for Deputy Chief Legal Officer positions can be found on page 49.

Deputy Chief Legal Officer

Average years practicing law	22.0 Years
Average years practicing law in higher education	13.7 Years
Average years employed at current institution	11.1 Years
Average years served as Deputy Chief Legal Officer	5.6 Years
Ethnicity	
African American (Non-Hispanic)	8.7%
Native American/Alaskan Native	0.0%
Asian/Pacific Islander	4.4%
Hispanic	0.0%
White (Non-Hispanic)	83.7%
Multi-Racial	0.0%
Do not know	3.3%
Gender	
Male	40.0%
Female	57.9%
Other	2.1%

Executive Summary

Attorney I Positions

(Description: Counsels and advises on more complex legal matters and projects. Works closely with the Chief Legal Officer. May be responsible for a specific legal area. May provide work guidance to less experienced attorneys. This position typically has supervisory authority over other attorneys in the office. Typically requires 7 or more years of experience as an attorney. Often serves as Deputy General Counsel.)

The Attorney I position earned an average annual salary of \$159,828 (up from \$146,520 in 2013) based on 182 total incumbents. More than half of the Attorney I positions were considered a specialty. The most common specialties included Employment Law, Litigation and Intellectual Property. Below is a profile of the reporting Attorney I positions. A complete breakdown of annual salaries for Attorney I positions can be found on page 57.

Attorney I Profile

Average years practicing law	22.9 Years
Average years practicing law in higher education	12.7 Years
Average years employed at current institution	11.2 Years
Average years in current position	8.3 Years
Ethnicity	
African American (Non-Hispanic)	5.0%
Native American/Alaskan Native	0.0%
Asian/Pacific Islander	2.2%
Hispanic	3.3%
White (Non-Hispanic)	86.8%
Multi-racial	1.7%
Do not know	1.1%
Gender	
Male	43.4%
Female	55.2%
Other	1.5%
Percentage indicating that the position is considered a specialty	58.3%

Executive Summary

Attorney II Positions

(Description: Assists more senior attorneys on a variety of legal projects. Works independently on some legal matters. Typically requires 3 – 7 years’ experience as an attorney.)

The Attorney II position earned an average annual salary of \$123,169 (up from \$121,799 in 2013) based on 147 incumbents. More than half of the Attorney II positions were considered a specialty. The most common specialties included Employment Law, Intellectual Property and Contract Drafting and Review. Below is a profile of the reporting Attorney II positions. A complete breakdown of annual salaries for Attorney II positions can be found on page 71.

Attorney II Profile

Average years practicing law	13.9 Years
Average years practicing law in higher education	6.2 Years
Average years employed at current institution	5.6 Years
Average years employed in current position	4.7 Years
Ethnicity	
African American (Non-Hispanic)	9.2%
Native American/Alaskan Native	0.7%
Asian/Pacific Islander	7.1%
Hispanic	3.6%
White (Non-Hispanic)	76.6%
Multi-Racial	0.7%
Do not know	2.1%
Gender	
Male	35.7%
Female	63.6%
Other	0.7%
Percent indicating that the position is considered a specialty	57.3%

Executive Summary

Attorney III Positions

(Description: Entry-level attorney. Assists other attorneys in all aspects of legal work. Conducts legal research. Work is closely supervised. Typically requires 0 - 3 years' experience as an attorney.)

The Attorney III position earned an average annual salary of \$89,219 (up from \$80,185 in 2013) based on 61 incumbents. Below is a profile of the reporting Attorney III positions. A complete breakdown of annual salaries for Attorney III positions can be found on page 85.

Attorney III Profile

Average years practicing law	6.4 Years
Average years practicing law in higher education	2.8 Years
Average years employed at current institution	2.6 Years
Average years in current position	2.1 Years
Ethnicity	
African American (Non-Hispanic)	13.8%
Native American/Alaskan Native	0.0%
Asian/Pacific Islander	6.9%
Hispanic	1.7%
White (Non-Hispanic)	72.4%
Multi-Racial	1.7%
Do not know	3.5%
Gender	
Male	35.5%
Female	64.5%
Percentage indicating that the position is considered a specialty	28.3%

Institutional and Legal Office Profile

Institutional and Legal Office Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
INSTITUTIONAL PROFILE					
Carnegie classification					
(N)	234	16	127	58	28
Associate's colleges	6.8%	100.0%	0.0%	0.0%	0.0%
Doctorate-granting universities	54.3%	0.0%	100.0%	0.0%	0.0%
Master's colleges and universities	24.8%	0.0%	0.0%	100.0%	0.0%
Baccalaureate colleges	12.0%	0.0%	0.0%	0.0%	100.0%
Special focus institutions	2.1%	0.0%	0.0%	0.0%	0.0%
Does your institution have a medical school?					
(N)	231	16	127	55	28
Yes	24.7%	0.0%	44.1%	1.8%	0.0%
No	75.3%	100.0%	55.9%	98.2%	100.0%
Does your institution have a hospital/academic medical center?					
(N)	231	15	126	57	27
Yes	19.5%	0.0%	34.1%	1.8%	3.7%
No	80.5%	100.0%	65.9%	98.3%	96.3%
Institutional affiliation					
(N)	232	16	126	56	28
Public/state supported	54.7%	93.8%	61.9%	50.0%	17.9%
Independent/non-sectarian	26.7%	6.3%	18.3%	30.4%	60.7%
Independent/religiously affiliated	18.5%	0.0%	19.8%	19.6%	21.4%
Institution's current total student enrollment for the most recently concluded fiscal year					
(N)	224	16	119	57	27
Average	20,118	25,639	28,087	8,810	9,110
Median	10,050	13,500	16,462	6,000	2,075
Institution's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year					
(N)	217	15	117	56	24
Average	6,400	4,293	10,142	1,926	1,117
Median	2,253	1,100	5,200	1,001	740

Institutional and Legal Office Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
Institution's total operating budget for the most recently concluded fiscal year					
(N)	225	16	122	56	26
\$0 - \$9,999,999	0.4%	0.0%	0.8%	0.0%	0.0%
\$10,000,000 - \$24,999,999	0.9%	0.0%	0.8%	0.0%	3.9%
\$25,000,000 - \$49,999,999	4.9%	0.0%	3.3%	8.9%	3.9%
\$50,000,000 - \$99,999,999	16.0%	31.3%	8.2%	21.4%	26.9%
\$100,000,000 - \$199,999,999	21.8%	37.5%	7.4%	39.3%	42.3%
\$200,000,000 - \$299,999,999	11.6%	18.8%	7.4%	14.3%	19.2%
\$300,000,000 - \$499,999,999	10.7%	6.3%	13.9%	10.7%	0.0%
\$500,000,000 - \$699,999,999	5.8%	6.3%	9.8%	0.0%	0.0%
\$700,000,000 - \$999,999,999	5.8%	0.0%	9.8%	1.8%	0.0%
\$1,000,000,000 - \$1,499,999,999	7.1%	0.0%	12.3%	0.0%	3.9%
\$1,500,000,000 - \$1,999,999,999	4.4%	0.0%	7.4%	1.8%	0.0%
\$2,000,000,000 and over	10.7%	0.0%	18.9%	1.8%	0.0%
LEGAL OFFICE PROFILE					
Chief Legal Office's total current operating budget					
(N)	207	15	115	51	22
Average	\$1,296,926	\$478,226	\$2,049,739	\$395,607	\$165,591
Median	\$444,766	\$200,000	\$1,000,000	\$292,000	\$179,435
Average current size of office staff					
(N)	235	16	127	58	28
Full-time attorneys	4.0	1.6	6.2	1.6	1.2
Part-time attorneys	0.2	0.2	0.3	0.1	0.1
Legal Fellows	0.2	0.0	0.3	0.0	0.0
Interns	0.3	0.1	0.4	0.2	0.1
Paralegals	0.8	0.3	1.2	0.3	0.2
Law clerks	0.2	0.0	0.3	0.1	0.0
Contract attorneys	0.1	0.0	0.1	0.2	0.0
Other staff (full-time equivalents)	2.0	0.7	3.2	0.6	0.6
Total Chief Legal Office Staff	7.9	2.9	12.1	3.1	2.3

Institutional and Legal Office Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
INSTITUTIONAL PROFILE			
Carnegie classification			
(N)	127	61	43
Associate's colleges	11.8%	1.6%	0.0%
Doctorate-granting universities	61.4%	37.7%	58.1%
Master's colleges and universities	22.1%	27.9%	25.6%
Baccalaureate colleges	3.9%	27.9%	14.0%
Special focus institutions	0.8%	4.9%	2.3%
Does your institution have a medical school?			
(N)	127	60	42
Yes	29.9%	21.7%	11.9%
No	70.1%	78.3%	88.1%
Does your institution have a hospital/academic medical center?			
(N)	125	62	41
Yes	25.6%	14.5%	9.8%
No	74.4%	85.5%	90.2%
Institutional affiliation			
(N)	127	62	43
Public/state supported	100.0%	0.0%	0.0%
Independent/non-sectarian	0.0%	100.0%	0.0%
Independent/religiously affiliated	0.0%	0.0%	100.0%
Institution's current total student enrollment for the most recently concluded fiscal year			
(N)	122	58	42
Average	26,422	6,943	20,241
Median	18,376	4,026	5,589
Institution's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year			
(N)	119	55	41
Average	7,797	5,692	3,512
Median	2,773	1,002	1,574

Institutional and Legal Office Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Institution's total operating budget for the most recently concluded fiscal year			
(N)	127	61	43
\$0 - \$9,999,999	0.8%	0.0%	0.0%
\$10,000,000 - \$24,999,999	0.8%	1.7%	0.0%
\$25,000,000 - \$49,999,999	5.0%	5.0%	4.8%
\$50,000,000 - \$99,999,999	14.1%	16.7%	21.4%
\$100,000,000 - \$199,999,999	14.9%	31.7%	28.6%
\$200,000,000 - \$299,999,999	10.7%	15.0%	9.5%
\$300,000,000 - \$499,999,999	9.9%	8.3%	16.7%
\$500,000,000 - \$699,999,999	6.6%	1.7%	7.1%
\$700,000,000 - \$999,999,999	5.8%	5.0%	7.1%
\$1,000,000,000 - \$1,499,999,999	10.7%	3.3%	2.4%
\$1,500,000,000 - \$1,999,999,999	5.8%	5.0%	0.0%
\$2,000,000,000 and over	14.9%	6.7%	2.4%
LEGAL OFFICE PROFILE			
Chief Legal Office's total current operating budget			
(N)	112	57	36
Average	\$1,587,709	\$1,011,817	\$880,325
Median	\$597,014	\$360,000	\$350,000
Average current size of office staff			
(N)	127	62	43
Full-time attorneys	5.3	3.0	2.1
Part-time attorneys	0.2	0.3	0.2
Legal Fellows	0.2	0.2	0.1
Interns	0.4	0.3	0.2
Paralegals	1.1	0.4	0.5
Law clerks	0.2	0.1	0.2
Contract attorneys	0.1	0.1	0.0
Other staff (full-time equivalents)	2.4	2.0	1.1
Total Chief Legal Office Staff	9.9	6.3	4.4

Institutional and Legal Office Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
INSTITUTIONAL PROFILE					
Carnegie classification					
(N)	50	75	24	26	50
Associate's colleges	10.0%	12.0%	4.2%	3.9%	0.0%
Doctorate-granting universities	32.0%	24.0%	70.8%	92.3%	94.0%
Master's colleges and universities	34.0%	40.0%	25.0%	3.9%	4.0%
Baccalaureate colleges	18.0%	21.3%	0.0%	0.0%	2.0%
Special focus institutions	6.0%	2.7%	0.0%	0.0%	0.0%
Does your institution have a medical school?					
(N)	49	74	24	25	50
Yes	6.1%	1.4%	12.5%	48.0%	74.0%
No	93.9%	98.7%	87.5%	52.0%	26.0%
Does your institution have a hospital/academic medical center?					
(N)	50	72	24	26	49
Yes	4.0%	1.4%	4.2%	26.9%	65.3%
No	96.0%	98.6%	95.8%	73.1%	34.7%
Institutional affiliation					
(N)	50	75	24	25	49
Public/state supported	50.0%	41.3%	50.0%	60.0%	77.6%
Independent/non-sectarian	28.0%	37.3%	20.8%	16.0%	18.4%
Independent/religiously affiliated	22.0%	21.3%	29.2%	24.0%	4.1%
Institution's current total student enrollment for the most recently concluded fiscal year					
(N)	50	74	24	25	48
Average	5,944	8,707	15,217	47,124	37,906
Median	4,135	6,314	11,292	21,587	30,000
Institution's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year					
(N)	47	73	22	24	49
Average	979	3,009	6,363	7,528	16,270
Median	495	1,200	2,589	5,498	12,479

Institutional and Legal Office Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Institution's total operating budget for the most recently concluded fiscal year					
(N)	50	75	24	26	50
\$0 - \$9,999,999	2.0%	0.0%	0.0%	0.0%	0.0%
\$10,000,000 - \$24,999,999	4.0%	0.0%	0.0%	0.0%	0.0%
\$25,000,000 - \$49,999,999	22.0%	0.0%	0.0%	0.0%	0.0%
\$50,000,000 - \$99,999,999	72.0%	0.0%	0.0%	0.0%	0.0%
\$100,000,000 - \$199,999,999	0.0%	65.3%	0.0%	0.0%	0.0%
\$200,000,000 - \$299,999,999	0.0%	34.7%	0.0%	0.0%	0.0%
\$300,000,000 - \$499,999,999	0.0%	0.0%	100.0%	0.0%	0.0%
\$500,000,000 - \$699,999,999	0.0%	0.0%	0.0%	50.0%	0.0%
\$700,000,000 - \$999,999,999	0.0%	0.0%	0.0%	50.0%	0.0%
\$1,000,000,000 - \$1,499,999,999	0.0%	0.0%	0.0%	0.0%	32.0%
\$1,500,000,000 - \$1,999,999,999	0.0%	0.0%	0.0%	0.0%	20.0%
\$2,000,000,000 and over	0.0%	0.0%	0.0%	0.0%	48.0%
LEGAL OFFICE PROFILE					
Chief Legal Office's total current operating budget					
(N)	42	69	23	24	47
Average	\$280,519	\$325,342	\$676,075	\$1,607,938	\$3,757,723
Median	\$196,730	\$292,000	\$750,000	\$1,074,141	\$2,100,000
Average current size of office staff					
(N)	50	75	24	26	50
Full-time attorneys	1.3	1.5	2.5	4.6	11.2
Part-time attorneys	0.1	0.2	0.2	0.2	0.5
Legal Fellows	0.0	0.0	0.0	0.2	0.6
Interns	0.2	0.2	0.3	0.4	0.6
Paralegals	0.2	0.3	0.8	0.9	2.0
Law clerks	0.0	0.0	0.2	0.1	0.5
Contract attorneys	0.1	0.1	0.0	0.0	0.2
Other staff (full-time equivalents)	0.5	1.2	1.0	2.1	5.4
Total Chief Legal Office Staff	2.5	3.6	5.1	8.5	21.1

Institutional and Legal Office Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
INSTITUTIONAL PROFILE						
Carnegie classification						
(N)	63	44	40	27	24	26
Associate's colleges	0.0%	4.6%	17.5%	3.7%	12.5%	11.5%
Doctorate-granting universities	22.2%	54.6%	50.0%	74.1%	83.3%	80.8%
Master's colleges and universities	34.9%	36.4%	27.5%	22.2%	4.2%	3.9%
Baccalaureate colleges	34.9%	4.6%	5.0%	0.0%	0.0%	3.9%
Special focus institutions	7.9%	0.0%	0.0%	0.0%	0.0%	0.0%
Does your institution have a medical school?						
(N)	61	44	40	26	24	26
Yes	6.6%	9.1%	17.5%	26.9%	54.2%	73.1%
No	93.4%	90.9%	82.5%	73.1%	45.8%	26.9%
Does your institution have a hospital/academic medical center?						
(N)	61	44	39	26	24	26
Yes	4.9%	6.8%	10.3%	19.2%	45.8%	69.2%
No	95.1%	93.2%	89.7%	80.8%	54.2%	30.8%
Institutional affiliation						
(N)	63	44	39	26	24	26
Public/state supported	17.5%	36.4%	69.2%	84.6%	95.8%	88.5%
Independent/non-sectarian	52.4%	34.1%	12.8%	7.7%	4.2%	7.7%
Independent/religiously affiliated	30.2%	29.6%	18.0%	7.7%	0.0%	3.9%
Institution's current total student enrollment for the most recently concluded fiscal year						
(N)	63	44	40	27	24	26
Average	2,673	7,180	12,007	20,654	29,490	87,550
Median	2,449	7,109	11,850	21,318	29,545	50,351
Institution's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year						
(N)	60	43	38	27	22	26
Average	1,421	4,489	6,731	5,774	8,560	19,033
Median	638	1,300	1,774	3,655	7,431	12,698

Institutional and Legal Office Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Institution's total operating budget for the most recently concluded fiscal year						
(N)	63	44	40	27	24	26
\$0 - \$9,999,999	0.0%	0.0%	2.5%	0.0%	0.0%	0.0%
\$10,000,000 - \$24,999,999	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%
\$25,000,000 - \$49,999,999	9.5%	9.1%	0.0%	0.0%	0.0%	4.0%
\$50,000,000 - \$99,999,999	31.8%	18.2%	17.5%	3.9%	0.0%	0.0%
\$100,000,000 - \$199,999,999	41.3%	27.3%	12.5%	3.9%	8.7%	8.0%
\$200,000,000 - \$299,999,999	9.5%	15.9%	25.0%	7.7%	4.4%	0.0%
\$300,000,000 - \$499,999,999	0.0%	18.2%	20.0%	23.1%	4.4%	4.0%
\$500,000,000 - \$699,999,999	0.0%	0.0%	7.5%	19.2%	8.7%	8.0%
\$700,000,000 - \$999,999,999	0.0%	4.6%	2.5%	19.2%	17.4%	4.0%
\$1,000,000,000 - \$1,499,999,999	3.2%	2.3%	0.0%	15.4%	21.7%	8.0%
\$1,500,000,000 - \$1,999,999,999	1.6%	4.6%	2.5%	0.0%	13.0%	12.0%
\$2,000,000,000 and over	0.0%	0.0%	10.0%	7.7%	21.7%	52.0%
LEGAL OFFICE PROFILE						
Chief Legal Office's total current operating budget						
(N)	56	40	36	26	21	24
Average	\$273,360	\$552,399	\$1,100,864	\$1,109,267	\$2,539,849	\$4,290,537
Median	\$225,407	\$355,000	\$414,147	\$937,462	\$1,404,000	\$2,274,710
Average current size of office staff						
(N)	63	44	40	27	24	26
Full-time attorneys	1.2	1.9	3.3	4.4	6.8	13.4
Part-time attorneys	0.2	0.1	0.3	0.2	0.4	0.5
Legal Fellows	0.0	0.1	0.2	0.0	0.3	0.7
Interns	0.2	0.3	0.3	0.3	0.3	0.7
Paralegals	0.2	0.4	0.7	0.9	1.4	2.4
Law clerks	0.1	0.1	0.0	0.1	0.2	0.8
Contract attorneys	0.1	0.1	0.2	0.1	0.0	0.2
Other staff (full-time equivalents)	0.6	1.7	1.5	1.6	2.5	7.6
Total Chief Legal Office Staff	2.5	4.6	6.4	7.6	11.9	26.2

Institutional and Legal Office Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
INSTITUTIONAL PROFILE					
Carnegie classification					
(N)	73	40	36	30	38
Associate's colleges	9.6%	10.0%	5.6%	0.0%	5.3%
Doctorate-granting universities	21.9%	42.5%	66.7%	80.0%	94.7%
Master's colleges and universities	37.0%	37.5%	25.0%	16.7%	0.0%
Baccalaureate colleges	26.0%	7.5%	2.8%	3.3%	0.0%
Special focus institutions	5.5%	2.5%	0.0%	0.0%	0.0%
Does your institution have a medical school?					
(N)	71	40	36	29	38
Yes	4.2%	0.0%	19.4%	31.0%	89.5%
No	95.8%	100.0%	80.6%	69.0%	10.5%
Does your institution have a hospital/academic medical center?					
(N)	72	39	35	30	38
Yes	4.2%	0.0%	11.4%	26.7%	76.3%
No	95.8%	100.0%	88.6%	73.3%	23.7%
Institutional affiliation					
(N)	72	40	35	30	38
Public/state supported	41.7%	57.5%	57.1%	63.3%	71.1%
Independent/non-sectarian	37.5%	15.0%	28.6%	13.3%	21.1%
Independent/religiously affiliated	20.8%	27.5%	14.3%	23.3%	7.9%
Institution's current total student enrollment for the most recently concluded fiscal year					
(N)	73	40	36	30	37
Average	6,863	11,441	17,217	44,270	40,625
Median	3,776	10,499	15,226	23,119	29,090
Institution's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year					
(N)	73	40	36	30	38
Average	579	1,699	3,508	6,870	24,901
Median	584	1,600	3,260	6,521	16,417

Institutional and Legal Office Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Institution's total operating budget for the most recently concluded fiscal year					
(N)	73	40	36	30	38
\$0 - \$9,999,999	0.0%	0.0%	2.8%	0.0%	0.0%
\$10,000,000 - \$24,999,999	2.8%	0.0%	0.0%	0.0%	0.0%
\$25,000,000 - \$49,999,999	12.5%	2.5%	0.0%	3.5%	0.0%
\$50,000,000 - \$99,999,999	30.6%	22.5%	2.8%	3.5%	0.0%
\$100,000,000 - \$199,999,999	38.9%	25.0%	16.7%	6.9%	5.3%
\$200,000,000 - \$299,999,999	8.3%	25.0%	22.2%	3.5%	0.0%
\$300,000,000 - \$499,999,999	1.4%	20.0%	22.2%	13.8%	2.6%
\$500,000,000 - \$699,999,999	0.0%	2.5%	13.9%	10.3%	7.9%
\$700,000,000 - \$999,999,999	0.0%	0.0%	8.3%	20.7%	7.9%
\$1,000,000,000 - \$1,499,999,999	1.4%	0.0%	11.1%	17.2%	13.2%
\$1,500,000,000 - \$1,999,999,999	1.4%	2.5%	0.0%	13.8%	10.5%
\$2,000,000,000 and over	2.8%	0.0%	0.0%	6.9%	52.6%
LEGAL OFFICE PROFILE					
Chief Legal Office's total current operating budget					
(N)	66	36	35	26	36
Average	\$284,272	\$402,750	\$803,836	\$1,277,031	\$4,640,296
Median	\$200,000	\$291,299	\$794,698	\$1,144,000	\$3,355,398
Average current size of office staff					
(N)	73	40	36	30	38
Full-time attorneys	1.3	1.8	3.1	4.5	12.9
Part-time attorneys	0.1	0.2	0.2	0.2	0.6
Legal Fellows	0.0	0.1	0.1	0.2	0.7
Interns	0.1	0.3	0.4	0.3	0.6
Paralegals	0.3	0.4	0.6	1.1	2.2
Law clerks	0.0	0.1	0.2	0.2	0.6
Contract attorneys	0.1	0.2	0.0	0.1	0.2
Other staff (full-time equivalents)	0.6	0.7	1.5	3.0	6.4
Total Chief Legal Office Staff	2.6	3.6	6.1	9.6	24.2

Chief Legal Officer

Chief Legal Officer Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
All Respondents	227	\$224,953	\$202,500	\$125,600	\$157,500	\$253,838	\$367,200
Carnegie Classification							
Associates Colleges	16	\$155,256	\$147,600	\$100,800	\$118,000	\$180,250	\$205,000
Doctorate-Granting Universities	122	\$267,861	\$237,852	\$147,600	\$182,461	\$317,750	\$431,648
Masters Colleges and Universities	56	\$178,154	\$177,285	\$118,500	\$142,482	\$212,497	\$227,500
Baccalaureate Colleges	27	\$176,319	\$180,000	\$116,000	\$143,000	\$215,000	\$240,000
Special Focus Institutions	5	\$204,800	\$185,000	\$166,000	\$175,000	\$235,000	\$255,400
Institutional Affiliation							
Public/State Supported	121	\$211,288	\$185,000	\$126,000	\$150,000	\$249,929	\$322,112
Independent/Non-Sectarian	60	\$266,832	\$219,000	\$144,500	\$185,000	\$315,125	\$478,000
Independent/Religiously Affiliated	43	\$207,974	\$185,000	\$106,000	\$163,500	\$243,825	\$326,400
Total Operating Budget of Institution							
Less Than \$100 Million	49	\$150,545	\$153,000	\$96,800	\$110,000	\$185,000	\$210,800
\$100 to \$299 Million	72	\$192,920	\$185,000	\$132,940	\$160,375	\$220,250	\$240,000
\$300 to \$499 Million	24	\$217,517	\$209,550	\$144,900	\$154,895	\$249,988	\$310,650
\$500 to \$999 Million	25	\$280,427	\$247,000	\$176,368	\$203,000	\$355,000	\$417,270
\$1 Billion or More	49	\$331,640	\$303,000	\$187,796	\$245,000	\$395,000	\$529,400
Student Enrollment							
Fewer Than 5,000	61	\$181,063	\$180,000	\$112,000	\$153,000	\$215,000	\$240,000
5,000 to 9,999	44	\$211,670	\$201,250	\$101,500	\$146,500	\$241,913	\$315,350
10,000 to 15,999	39	\$217,562	\$165,300	\$118,400	\$143,045	\$236,500	\$402,535
16,000 to 24,999	26	\$241,898	\$215,672	\$164,737	\$188,546	\$279,250	\$348,000
25,000 to 34,999	24	\$240,605	\$222,265	\$180,484	\$196,306	\$284,750	\$320,155
35,000 or More	26	\$319,625	\$284,425	\$164,250	\$234,750	\$393,750	\$491,000
Number of Full-Time Equivalent (FTE) Employees							
Less Than 1,000	71	\$170,525	\$167,000	\$103,000	\$130,264	\$195,000	\$235,000
1,000 to 2,499	40	\$185,879	\$182,500	\$124,400	\$144,273	\$219,528	\$249,785
2,500 to 4,999	35	\$221,950	\$212,640	\$159,000	\$187,911	\$237,852	\$310,608
5,000 to 9,999	29	\$261,360	\$245,000	\$169,400	\$200,075	\$290,000	\$378,600
10,000 or More	38	\$351,664	\$327,500	\$187,590	\$269,282	\$425,723	\$531,600

Chief Legal Officer Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Region							
New England	23	\$253,261	\$218,000	\$161,200	\$185,000	\$279,000	\$428,200
Mid-Atlantic	37	\$268,175	\$215,000	\$145,680	\$175,000	\$315,500	\$452,470
South Atlantic	58	\$220,225	\$189,350	\$125,700	\$152,250	\$248,500	\$362,000
East North Central	35	\$226,797	\$211,663	\$110,800	\$187,911	\$242,500	\$348,600
East South Central	11	\$186,028	\$180,000	\$110,000	\$141,500	\$239,352	\$250,000
West North Central	17	\$206,824	\$203,000	\$118,550	\$165,300	\$266,690	\$302,046
West South Central	15	\$197,620	\$173,000	\$114,311	\$138,800	\$206,000	\$343,000
Mountain	12	\$173,903	\$154,587	\$104,400	\$129,750	\$196,500	\$279,525
Pacific	19	\$210,132	\$202,500	\$139,800	\$163,500	\$236,500	\$271,000
Years Practicing Law in Higher Education							
Less Than 5	33	\$211,815	\$183,000	\$106,400	\$145,200	\$232,000	\$395,000
5 to 10	55	\$199,612	\$170,500	\$107,000	\$141,045	\$228,000	\$312,300
11 to 15	37	\$218,487	\$185,000	\$134,000	\$153,000	\$240,000	\$356,400
16 to 20	32	\$222,576	\$210,832	\$135,300	\$160,000	\$247,732	\$324,200
21 to 25	21	\$258,596	\$245,000	\$173,947	\$203,000	\$289,000	\$322,112
26 or More	47	\$257,847	\$222,000	\$156,410	\$185,000	\$307,500	\$406,800
Years as Chief Legal Officer							
Less Than 5	95	\$225,614	\$190,000	\$132,390	\$165,000	\$253,500	\$350,400
5 to 10	70	\$222,207	\$198,500	\$119,200	\$148,250	\$249,697	\$358,500
11 to 15	30	\$239,426	\$219,500	\$125,900	\$174,325	\$256,984	\$413,109
16 or More	29	\$216,840	\$204,355	\$132,400	\$160,500	\$237,000	\$326,000
Ethnicity							
African-American	24	\$203,205	\$182,500	\$106,500	\$129,000	\$240,484	\$374,000
Native American/Alaskan Native	2	*	*	*	*	*	*
Asian/Pacific Islander	5	\$215,106	\$219,530	\$153,600	\$165,000	\$220,000	\$283,000
Hispanic	6	\$269,683	\$209,550	\$162,500	\$191,025	\$329,250	\$437,000
White	182	\$226,616	\$203,000	\$128,550	\$160,500	\$264,268	\$354,500
Multi-Racial	4	*	*	*	*	*	*
Gender							
Male	124	\$231,196	\$197,000	\$126,683	\$160,000	\$267,268	\$388,400
Female	102	\$217,804	\$208,000	\$120,600	\$153,000	\$249,982	\$321,701

Chief Legal Officer Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
Are you the Chief Legal Officer for your institution?					
(N)	224	15	120	56	27
Yes	96.0%	93.3%	94.2%	98.2%	100.0%
No	4.0%	6.7%	5.8%	1.8%	0.0%
What is the full title of the Chief Legal Officer?					
(N)	229	16	126	55	26
General Counsel	39.3%	62.5%	32.5%	45.5%	38.5%
Vice President and General Counsel	22.7%	12.5%	23.8%	25.5%	15.4%
University/College (Legal) Counsel	8.7%	0.0%	9.5%	10.9%	7.7%
Senior Vice President and General Counsel	3.5%	0.0%	5.6%	1.8%	0.0%
Vice President for Legal Affairs and General Counsel	2.2%	0.0%	4.0%	0.0%	0.0%
Chief (Campus) Counsel	0.0%	0.0%	0.0%	0.0%	0.0%
Vice Chancellor and General Counsel	1.8%	0.0%	2.4%	1.8%	0.0%
Vice President, General Counsel, and Secretary	6.6%	0.0%	7.1%	5.5%	11.5%
Vice President for Legal Affairs	0.0%	0.0%	0.0%	0.0%	0.0%
Chief Legal Officer	0.0%	0.0%	0.0%	0.0%	0.0%
Other	15.3%	25.0%	15.1%	9.1%	26.9%
Percentage indicating the follow person(s) to whom the Chief Legal Officer reports					
(N)	231	16	126	56	27
Board of Trustees/Governors	2.2%	6.3%	3.2%	0.0%	0.0%
Board of Trustees and President	31.6%	37.5%	30.2%	28.6%	37.0%
Direct report to President with dotted line to Board	16.0%	0.0%	20.6%	10.7%	14.8%
Board Chair	1.3%	0.0%	0.8%	1.8%	3.7%
Chancellor	6.9%	6.3%	7.1%	8.9%	0.0%
President	40.3%	43.8%	38.9%	48.2%	37.0%
Chief Financial Officer	2.6%	0.0%	3.2%	1.8%	3.7%
Chief of Staff	0.4%	0.0%	0.8%	0.0%	0.0%
Executive Vice President	2.2%	6.3%	2.4%	0.0%	0.0%
Vice President for Administration	1.3%	0.0%	0.8%	1.8%	3.7%
Other	5.2%	6.3%	5.6%	1.8%	11.1%

Chief Legal Officer Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
How many years has the Chief Legal Officer been practicing law?					
(N)	227	16	124	55	26
Average	26.6	25.3	28.2	24.9	23.8
Median	28.0	27.0	29.0	26.0	24.5
How many years has the Chief Legal Officer been practicing law in the area of higher education?					
(N)	229	16	126	56	25
Average	15.9	13.3	17.7	13.6	13.5
Median	14.0	11.5	16.0	10.5	13.0
How many years has the Chief Legal Officer been employed at your current institution?					
(N)	226	15	124	56	26
Average	10.8	11.5	12.3	8.5	9.5
Median	8.0	6.0	10.0	6.0	8.5
How many years has the Chief Legal Officer served as Chief Legal Officer at your institution?					
(N)	228	16	124	56	26
Average	8.1	9.1	8.6	6.6	8.9
Median	5.8	5.5	6.0	5.0	8.5
What is the Chief Legal Officer's ethnicity?					
(N)	228	16	124	55	27
African-American (Non-Hispanic)	10.5%	12.5%	11.3%	10.9%	7.4%
Native American/Alaskan Native	0.9%	0.0%	0.8%	1.8%	0.0%
Asian/Pacific Islander	2.2%	0.0%	1.6%	1.8%	7.4%
Hispanic	2.6%	6.3%	2.4%	1.8%	3.7%
White (Non-Hispanic)	82.0%	81.3%	83.9%	78.2%	81.5%
Multi-racial	1.8%	0.0%	0.0%	5.5%	0.0%
What is the Chief Legal Officer's gender?					
(N)	231	16	126	56	27
Male	54.6%	68.8%	50.8%	58.9%	48.2%
Female	45.5%	31.3%	49.2%	41.1%	51.9%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

Chief Legal Officer Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
Is the Chief Legal Officer a member of the senior executive body of the chief executive officer of your institution?					
(N)	228	15	127	56	24
Yes	86.8%	73.3%	89.0%	91.1%	79.2%
No	13.2%	26.7%	11.0%	8.9%	20.8%
Does the Chief Legal Officer have other responsibilities at your institution?					
(N)	228	15	126	55	27
Yes	61.8%	66.7%	55.6%	60.0%	85.2%
No	38.2%	33.3%	44.4%	40.0%	14.8%
Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment?					
(N)	228	16	123	56	27
Yes	14.5%	18.8%	17.1%	12.5%	7.4%
No	85.5%	81.3%	82.9%	87.5%	92.6%
If "yes," what is the length of the contract in years?					
(N)	31	3	19	7	2
Average	2.9	*	2.9	4.1	*
Median	3.0	*	3.0	5.0	*
Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination?					
(N)	228	16	123	56	27
Yes	28.1%	12.5%	27.6%	26.8%	40.7%
No	71.9%	87.5%	72.4%	73.2%	59.3%
If "yes," what is the duration of severance in weeks?					
(N)	58	2	30	14	10
Average	29.8	*	32.8	28.0	26.8
Median	24.0	*	26.0	18.5	25.0

Chief Legal Officer Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
Does the Chief Legal Officer receive additional cash compensation?					
(N)	225	15	123	54	27
Yes	21.8%	20.0%	24.4%	16.7%	14.8%
No	78.2%	80.0%	75.6%	83.3%	85.2%
Do other attorneys at your office receive additional cash compensation?					
(N)	218	16	121	52	24
Yes	7.8%	12.5%	11.6%	0.0%	4.2%
No	92.2%	87.5%	88.4%	100.0%	95.8%

Chief Legal Officer Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Are you the Chief Legal Officer for your institution?			
(N)	119	60	42
Yes	95.0%	96.7%	97.6%
No	5.0%	3.3%	2.4%
What is the full title of the Chief Legal Officer?			
(N)	126	57	43
General Counsel	41.3%	35.1%	37.2%
Vice President and General Counsel	21.4%	22.8%	27.9%
University/College (Legal) Counsel	11.1%	1.8%	9.3%
Senior Vice President and General Counsel	3.2%	7.0%	0.0%
Vice President for Legal Affairs and General Counsel	2.4%	3.5%	0.0%
Chief (Campus) Counsel	0.0%	0.0%	0.0%
Vice Chancellor and General Counsel	2.4%	1.8%	0.0%
Vice President, General Counsel, and Secretary	3.2%	14.0%	7.0%
Vice President for Legal Affairs	0.0%	0.0%	0.0%
Chief Legal Officer	0.0%	0.0%	0.0%
Other	15.1%	14.0%	18.6%
Percentage indicating the follow person(s) to whom the Chief Legal Officer reports			
(N)	126	60	42
Board of Trustees/Governors	3.2%	0.0%	2.4%
Board of Trustees and President	34.1%	31.7%	26.2%
Direct report to President with dotted line to Board	14.3%	15.0%	23.8%
Board Chair	1.6%	1.7%	0.0%
Chancellor	10.3%	1.7%	0.0%
President	37.3%	45.0%	42.9%
Chief Financial Officer	2.4%	1.7%	4.8%
Chief of Staff	0.8%	0.0%	0.0%
Executive Vice President	1.6%	0.0%	7.1%
Vice President for Administration	0.8%	1.7%	2.4%
Other	5.6%	5.0%	4.8%

Chief Legal Officer Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
How many years has the Chief Legal Officer been practicing law?			
(N)	123	59	42
Average	27.4	26.3	24.8
Median	29.0	27.0	25.0
How many years has the Chief Legal Officer been practicing law in the area of higher education?			
(N)	125	58	43
Average	16.1	16.0	15.4
Median	15.0	15.0	11.0
How many years has the Chief Legal Officer been employed at your current institution?			
(N)	123	59	41
Average	11.5	9.3	10.9
Median	8.0	7.0	10.0
How many years has the Chief Legal Officer served as Chief Legal Officer at your institution?			
(N)	123	59	43
Average	8.5	7.4	7.7
Median	6.0	5.5	5.0
What is the Chief Legal Officer's ethnicity?			
(N)	126	58	41
African-American (Non-Hispanic)	11.9%	6.9%	9.8%
Native American/Alaskan Native	0.8%	0.0%	2.4%
Asian/Pacific Islander	3.2%	1.7%	0.0%
Hispanic	1.6%	5.2%	2.4%
White (Non-Hispanic)	79.4%	86.2%	85.4%
Multi-racial	3.2%	0.0%	0.0%
What is the Chief Legal Officer's gender?			
(N)	126	60	42
Male	56.4%	50.0%	54.8%
Female	43.7%	50.0%	45.2%
Other	0.0%	0.0%	0.0%

Chief Legal Officer Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Is the Chief Legal Officer a member of the senior executive body of the chief executive officer of your institution?			
(N)	124	58	43
Yes	87.9%	86.2%	83.7%
No	12.1%	13.8%	16.3%
Does the Chief Legal Officer have other responsibilities at your institution?			
(N)	124	59	43
Yes	49.2%	78.0%	76.7%
No	50.8%	22.0%	23.3%
Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment?			
(N)	122	60	43
Yes	13.1%	13.3%	16.3%
No	86.9%	86.7%	83.7%
If "yes," what is the length of the contract in years?			
(N)	14	8	7
Average	2.4	3.3	3.6
Median	2.5	3.5	5.0
Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination?			
(N)	123	59	43
Yes	22.8%	30.5%	37.2%
No	77.2%	69.5%	62.8%
If "yes," what is the duration of severance in weeks?			
(N)	26	17	13
Average	29.2	36.1	26.5
Median	22.0	52.0	24.0

Chief Legal Officer Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Does the Chief Legal Officer receive additional cash compensation?			
(N)	121	60	43
Yes	15.7%	31.7%	25.6%
No	84.3%	68.3%	74.4%
Do other attorneys at your office receive additional cash compensation?			
(N)	119	54	42
Yes	5.9%	14.8%	4.8%
No	94.1%	85.2%	95.2%

Chief Legal Officer Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Are you the Chief Legal Officer for your institution?					
(N)	47	71	23	25	49
Yes	100.0%	100.0%	91.3%	100.0%	85.7%
No	0.0%	0.0%	8.7%	0.0%	14.3%
What is the full title of the Chief Legal Officer?					
(N)	47	73	24	25	50
General Counsel	40.4%	48.0%	41.7%	32.0%	24.0%
Vice President and General Counsel	21.3%	20.6%	16.7%	24.0%	30.0%
University/College (Legal) Counsel	10.6%	6.9%	8.3%	8.0%	8.0%
Senior Vice President and General Counsel	2.1%	1.4%	4.2%	4.0%	8.0%
Vice President for Legal Affairs and General Counsel	0.0%	0.0%	8.3%	4.0%	4.0%
Chief (Campus) Counsel	0.0%	0.0%	0.0%	0.0%	0.0%
Vice Chancellor and General Counsel	2.1%	0.0%	0.0%	4.0%	4.0%
Vice President, General Counsel, and Secretary	0.0%	8.2%	12.5%	12.0%	6.0%
Vice President for Legal Affairs	0.0%	0.0%	0.0%	0.0%	0.0%
Chief Legal Officer	0.0%	0.0%	0.0%	0.0%	0.0%
Other	23.4%	15.1%	8.3%	12.0%	16.0%
Percentage indicating the follow person(s) to whom the Chief Legal Officer reports					
(N)	49	72	24	26	50
Board of Trustees/Governors	0.0%	1.4%	4.2%	11.5%	0.0%
Board of Trustees and President	28.6%	31.9%	33.3%	26.9%	36.0%
Direct report to President with dotted line to Board	14.3%	15.3%	16.7%	26.9%	14.0%
Board Chair	2.0%	0.0%	8.3%	0.0%	0.0%
Chancellor	6.1%	0.0%	8.3%	19.2%	10.0%
President	40.8%	45.8%	33.3%	34.6%	38.0%
Chief Financial Officer	4.1%	5.6%	0.0%	0.0%	0.0%
Chief of Staff	0.0%	0.0%	0.0%	0.0%	2.0%
Executive Vice President	4.1%	1.4%	4.2%	0.0%	2.0%
Vice President for Administration	2.0%	1.4%	4.2%	0.0%	0.0%
Other	4.1%	1.4%	12.5%	3.9%	8.0%

Chief Legal Officer Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
How many years has the Chief Legal Officer been practicing law?					
(N)	47	73	24	24	50
Average	24.1	24.8	28.7	29.5	29.1
Median	26.0	24.0	30.0	29.5	30.0
How many years has the Chief Legal Officer been practicing law in the area of higher education?					
(N)	48	73	24	26	50
Average	12.7	14.8	17.3	21.8	17.4
Median	10.5	13.0	15.5	18.8	15.5
How many years has the Chief Legal Officer been employed at your current institution?					
(N)	46	72	23	26	50
Average	8.4	9.7	12.1	14.5	12.9
Median	6.0	6.5	7.0	15.0	10.0
How many years has the Chief Legal Officer served as Chief Legal Officer at your institution?					
(N)	48	72	24	26	49
Average	6.5	8.2	9.7	10.4	7.7
Median	5.0	6.0	6.5	8.5	4.0
What is the Chief Legal Officer's ethnicity?					
(N)	49	70	24	26	49
African-American (Non-Hispanic)	18.4%	11.4%	0.0%	3.9%	8.2%
Native American/Alaskan Native	2.0%	0.0%	0.0%	3.9%	0.0%
Asian/Pacific Islander	0.0%	4.3%	0.0%	0.0%	4.1%
Hispanic	0.0%	1.4%	8.3%	3.9%	2.0%
White (Non-Hispanic)	75.5%	80.0%	91.7%	88.5%	85.7%
Multi-racial	4.1%	2.9%	0.0%	0.0%	0.0%
What is the Chief Legal Officer's gender?					
(N)	49	72	24	26	50
Male	59.2%	59.7%	37.5%	61.5%	56.0%
Female	40.8%	40.3%	62.5%	38.5%	44.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

Chief Legal Officer Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Is the Chief Legal Officer a member of the senior executive body of the chief executive officer of your institution?					
(N)	48	71	24	26	50
Yes	81.3%	85.9%	79.2%	100.0%	94.0%
No	18.8%	14.1%	20.8%	0.0%	6.0%
Does the Chief Legal Officer have other responsibilities at your institution?					
(N)	47	73	24	26	49
Yes	76.6%	69.9%	70.8%	61.5%	36.7%
No	23.4%	30.1%	29.2%	38.5%	63.3%
Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment?					
(N)	49	73	23	26	48
Yes	8.2%	15.1%	0.0%	19.2%	22.9%
No	91.8%	84.9%	100.0%	80.8%	77.1%
If "yes," what is the length of the contract in years?					
(N)	4	10	0	5	10
Average	*	2.3	*	3.8	3.5
Median	*	1.0	*	5.0	3.0
Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination?					
(N)	49	73	24	26	47
Yes	20.4%	24.7%	29.2%	46.2%	34.0%
No	79.6%	75.3%	70.8%	53.9%	66.0%
If "yes," what is the duration of severance in weeks?					
(N)	9	17	7	11	13
Average	27.8	23.5	33.1	35.0	34.6
Median	24.0	20.0	26.0	52.0	26.0

Chief Legal Officer Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Does the Chief Legal Officer receive additional cash compensation?					
(N)	49	71	24	26	47
Yes	12.2%	21.1%	25.0%	30.8%	29.8%
No	87.8%	78.9%	75.0%	69.2%	70.2%
Do other attorneys at your office receive additional cash compensation?					
(N)	47	67	24	25	47
Yes	0.0%	6.0%	8.3%	12.0%	17.0%
No	100.0%	94.0%	91.7%	88.0%	83.0%

Chief Legal Officer Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Are you the Chief Legal Officer for your institution?						
(N)	60	42	39	26	22	26
Yes	100.0%	100.0%	89.7%	96.2%	95.5%	88.5%
No	0.0%	0.0%	10.3%	3.9%	4.6%	11.5%
What is the full title of the Chief Legal Officer?						
(N)	59	44	39	27	24	26
General Counsel	44.1%	43.2%	38.5%	44.4%	25.0%	23.1%
Vice President and General Counsel	20.3%	11.4%	25.6%	33.3%	29.2%	26.9%
University/College (Legal) Counsel	6.8%	11.4%	5.1%	3.7%	20.8%	7.7%
Senior Vice President and General Counsel	1.7%	2.3%	5.1%	0.0%	0.0%	11.5%
Vice President for Legal Affairs and General Counsel	0.0%	2.3%	2.6%	3.7%	0.0%	7.7%
Chief (Campus) Counsel	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Vice Chancellor and General Counsel	0.0%	2.3%	0.0%	0.0%	12.5%	0.0%
Vice President, General Counsel, and Secretary	6.8%	11.4%	7.7%	3.7%	0.0%	7.7%
Vice President for Legal Affairs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Chief Legal Officer	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	20.3%	15.9%	15.4%	11.1%	12.5%	15.4%
Percentage indicating the follow person(s) to whom the Chief Legal Officer reports						
(N)	61	43	39	27	24	26
Board of Trustees/Governors	0.0%	2.3%	2.6%	3.7%	4.2%	3.9%
Board of Trustees and President	26.2%	32.6%	28.2%	40.7%	29.2%	38.5%
Direct report to President with dotted line to Board	18.0%	23.3%	10.3%	29.6%	4.2%	11.5%
Board Chair	1.6%	0.0%	2.6%	3.7%	0.0%	0.0%
Chancellor	3.3%	2.3%	2.6%	7.4%	25.0%	11.5%
President	42.6%	37.2%	53.9%	22.2%	37.5%	34.6%
Chief Financial Officer	4.9%	2.3%	2.6%	0.0%	0.0%	3.9%
Chief of Staff	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%
Executive Vice President	3.3%	2.3%	2.6%	3.7%	0.0%	0.0%
Vice President for Administration	3.3%	0.0%	0.0%	0.0%	4.2%	0.0%
Other	4.9%	4.7%	2.6%	11.1%	8.3%	3.9%

Chief Legal Officer Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
How many years has the Chief Legal Officer been practicing law?						
(N)	60	43	38	26	24	26
Average	23.0	27.1	26.8	29.3	29.1	29.4
Median	22.5	28.0	28.5	30.0	31.0	29.0
How many years has the Chief Legal Officer been practicing law in the area of higher education?						
(N)	60	44	39	27	24	26
Average	13.3	16.9	13.4	22.5	19.3	15.9
Median	12.0	16.0	9.0	23.0	20.0	14.0
How many years has the Chief Legal Officer been employed at your current institution?						
(N)	59	43	38	27	23	26
Average	9.3	9.9	9.4	16.1	12.7	10.8
Median	8.0	6.0	5.5	18.0	11.0	9.3
How many years has the Chief Legal Officer served as Chief Legal Officer at your institution?						
(N)	60	44	39	26	24	25
Average	7.5	8.0	7.8	11.1	7.5	6.9
Median	6.5	5.3	5.0	6.5	7.0	3.8
What is the Chief Legal Officer's ethnicity?						
(N)	59	43	39	27	24	25
African-American (Non-Hispanic)	11.9%	14.0%	10.3%	11.1%	0.0%	8.0%
Native American/Alaskan Native	1.7%	0.0%	0.0%	3.7%	0.0%	0.0%
Asian/Pacific Islander	1.7%	2.3%	2.6%	0.0%	8.3%	0.0%
Hispanic	0.0%	4.7%	0.0%	3.7%	4.2%	8.0%
White (Non-Hispanic)	83.1%	74.4%	84.6%	81.5%	87.5%	84.0%
Multi-racial	1.7%	4.7%	2.6%	0.0%	0.0%	0.0%
What is the Chief Legal Officer's gender?						
(N)	60	44	39	27	24	26
Male	55.0%	54.6%	53.9%	55.6%	50.0%	65.4%
Female	45.0%	45.5%	46.2%	44.4%	50.0%	34.6%
Other	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Chief Legal Officer Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Is the Chief Legal Officer a member of the senior executive body of the chief executive officer of your institution?						
(N)	60	44	37	27	24	26
Yes	80.0%	88.6%	81.1%	96.3%	91.7%	96.2%
No	20.0%	11.4%	18.9%	3.7%	8.3%	3.9%
Does the Chief Legal Officer have other responsibilities at your institution?						
(N)	61	43	37	27	24	26
Yes	80.3%	67.4%	64.9%	44.4%	33.3%	57.7%
No	19.7%	32.6%	35.1%	55.6%	66.7%	42.3%
Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment?						
(N)	61	44	38	27	24	25
Yes	13.1%	2.3%	21.1%	18.5%	16.7%	24.0%
No	86.9%	97.7%	79.0%	81.5%	83.3%	76.0%
If "yes," what is the length of the contract in years?						
(N)	8	1	7	5	3	6
Average	2.6	*	3.4	1.8	*	3.3
Median	2.0	*	3.0	1.0	*	3.0
Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination?						
(N)	61	44	38	27	24	25
Yes	29.5%	18.2%	34.2%	33.3%	29.2%	32.0%
No	70.5%	81.8%	65.8%	66.7%	70.8%	68.0%
If "yes," what is the duration of severance in weeks?						
(N)	17	7	12	8	6	7
Average	28.1	27.0	21.9	49.5	30.7	29.6
Median	26.0	24.0	16.5	52.0	16.0	24.0

Chief Legal Officer Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Does the Chief Legal Officer receive additional cash compensation?						
(N)	61	44	38	26	23	25
Yes	21.3%	18.2%	23.7%	15.4%	13.0%	36.0%
No	78.7%	81.8%	76.3%	84.6%	87.0%	64.0%
Do other attorneys at your office receive additional cash compensation?						
(N)	55	42	39	27	23	24
Yes	1.8%	7.1%	10.3%	3.7%	8.7%	25.0%
No	98.2%	92.9%	89.7%	96.3%	91.3%	75.0%

Chief Legal Officer Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Are you the Chief Legal Officer for your institution?					
(N)	70	38	34	29	37
Yes	98.6%	100.0%	97.1%	100.0%	81.1%
No	1.4%	0.0%	2.9%	0.0%	18.9%
What is the full title of the Chief Legal Officer?					
(N)	70	40	35	30	38
General Counsel	44.3%	40.0%	40.0%	30.0%	23.7%
Vice President and General Counsel	18.6%	20.0%	28.6%	26.7%	29.0%
University/College (Legal) Counsel	11.4%	7.5%	5.7%	13.3%	2.6%
Senior Vice President and General Counsel	2.9%	0.0%	2.9%	0.0%	13.2%
Vice President for Legal Affairs and General Counsel	0.0%	0.0%	5.7%	0.0%	7.9%
Chief (Campus) Counsel	0.0%	0.0%	0.0%	0.0%	0.0%
Vice Chancellor and General Counsel	0.0%	2.5%	2.9%	3.3%	2.6%
Vice President, General Counsel, and Secretary	5.7%	5.0%	5.7%	10.0%	7.9%
Vice President for Legal Affairs	0.0%	0.0%	0.0%	0.0%	0.0%
Chief Legal Officer	0.0%	0.0%	0.0%	0.0%	0.0%
Other	17.1%	25.0%	8.6%	16.7%	13.2%
Percentage indicating the follow person(s) to whom the Chief Legal Officer reports					
(N)	71	39	35	30	38
Board of Trustees/Governors	0.0%	2.6%	8.6%	0.0%	2.6%
Board of Trustees and President	33.8%	28.2%	22.9%	16.7%	47.4%
Direct report to President with dotted line to Board	14.1%	15.4%	17.1%	26.7%	13.2%
Board Chair	0.0%	7.7%	0.0%	0.0%	0.0%
Chancellor	1.4%	5.1%	8.6%	13.3%	13.2%
President	40.9%	46.2%	51.4%	30.0%	29.0%
Chief Financial Officer	5.6%	2.6%	0.0%	3.3%	0.0%
Chief of Staff	0.0%	0.0%	0.0%	3.3%	0.0%
Executive Vice President	4.2%	0.0%	2.9%	3.3%	0.0%
Vice President for Administration	2.8%	2.6%	0.0%	0.0%	0.0%
Other	2.8%	7.7%	5.7%	10.0%	5.3%

Chief Legal Officer Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
How many years has the Chief Legal Officer been practicing law?					
(N)	70	40	34	30	37
Average	23.8	26.6	25.8	28.7	30.6
Median	25.0	28.5	25.0	28.0	32.0
How many years has the Chief Legal Officer been practicing law in the area of higher education?					
(N)	71	40	35	30	38
Average	13.6	16.3	18.0	17.0	18.2
Median	11.0	15.0	16.0	17.5	15.0
How many years has the Chief Legal Officer been employed at your current institution?					
(N)	70	39	33	30	38
Average	8.9	12.1	11.7	12.9	12.0
Median	6.0	6.0	8.0	11.0	10.0
How many years has the Chief Legal Officer served as Chief Legal Officer at your institution?					
(N)	71	39	35	30	37
Average	7.3	9.3	9.7	7.4	7.6
Median	5.0	6.0	7.0	5.0	5.0
What is the Chief Legal Officer's ethnicity?					
(N)	69	39	35	30	37
African-American (Non-Hispanic)	14.5%	7.7%	8.6%	3.3%	13.5%
Native American/Alaskan Native	1.5%	0.0%	2.9%	0.0%	0.0%
Asian/Pacific Islander	1.5%	0.0%	2.9%	6.7%	2.7%
Hispanic	0.0%	0.0%	8.6%	10.0%	0.0%
White (Non-Hispanic)	78.3%	92.3%	77.1%	76.7%	83.8%
Multi-racial	4.4%	0.0%	0.0%	3.3%	0.0%
What is the Chief Legal Officer's gender?					
(N)	70	40	35	30	38
Male	55.7%	57.5%	48.6%	43.3%	68.4%
Female	44.3%	42.5%	51.4%	56.7%	31.6%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

Chief Legal Officer Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Is the Chief Legal Officer a member of the senior executive body of the chief executive officer of your institution?					
(N)	69	40	35	30	38
Yes	79.7%	85.0%	88.6%	90.0%	97.4%
No	20.3%	15.0%	11.4%	10.0%	2.6%
Does the Chief Legal Officer have other responsibilities at your institution?					
(N)	68	40	35	30	38
Yes	73.5%	70.0%	62.9%	50.0%	42.1%
No	26.5%	30.0%	37.1%	50.0%	57.9%
Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment?					
(N)	71	39	35	30	37
Yes	11.3%	12.8%	14.3%	6.7%	27.0%
No	88.7%	87.2%	85.7%	93.3%	73.0%
If "yes," what is the length of the contract in years?					
(N)	8	5	4	2	9
Average	2.8	2.2	*	*	3.2
Median	2.0	1.0	*	*	3.0
Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination?					
(N)	71	40	35	30	36
Yes	19.7%	25.0%	40.0%	26.7%	36.1%
No	80.3%	75.0%	60.0%	73.3%	63.9%
If "yes," what is the duration of severance in weeks?					
(N)	14	9	13	7	11
Average	24.0	36.6	30.2	41.7	30.8
Median	22.0	52.0	26.0	52.0	20.0

Chief Legal Officer Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Does the Chief Legal Officer receive additional cash compensation?					
(N)	70	39	34	30	37
Yes	18.6%	18.0%	20.6%	6.7%	46.0%
No	81.4%	82.1%	79.4%	93.3%	54.1%
Do other attorneys at your office receive additional cash compensation?					
(N)	65	39	35	28	37
Yes	1.5%	2.6%	11.4%	3.6%	27.0%
No	98.5%	97.4%	88.6%	96.4%	73.0%

Deputy Chief Legal Officer

Deputy Chief Legal Officer Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
All Respondents	87	\$168,521	\$160,000	\$92,600	\$127,500	\$203,500	\$234,160
Carnegie Classification							
Associates Colleges	4	*	*	*	*	*	*
Doctorate-Granting Universities	66	\$182,996	\$167,500	\$115,373	\$140,293	\$214,412	\$266,516
Masters Colleges and Universities	13	\$123,815	\$135,065	\$58,600	\$93,000	\$140,000	\$180,000
Baccalaureate Colleges	4	*	*	*	*	*	*
Special Focus Institutions	0	*	*	*	*	*	*
Institutional Affiliation							
Public/State Supported	59	\$164,829	\$158,045	\$98,600	\$125,000	\$203,500	\$232,536
Independent/Non-Sectarian	15	\$213,813	\$190,000	\$137,400	\$140,000	\$252,500	\$353,256
Independent/Religiously Affiliated	12	\$139,767	\$158,600	\$69,500	\$114,500	\$164,250	\$196,800
Total Operating Budget Of Institution							
Less Than \$100 Million	8	\$128,942	\$135,625	\$77,786	\$98,250	\$165,000	\$181,500
\$100 to \$299 Million	16	\$116,602	\$124,815	\$61,500	\$90,250	\$138,500	\$140,000
\$300 to \$499 Million	9	\$164,278	\$163,000	\$133,052	\$136,250	\$168,000	\$210,703
\$500 to \$999 Million	18	\$150,295	\$142,685	\$108,422	\$123,830	\$178,750	\$205,700
\$1 Billion or More	34	\$214,734	\$203,500	\$155,914	\$170,250	\$234,650	\$317,570
Student Enrollment							
Fewer Than 5,000	8	\$116,536	\$116,500	\$58,186	\$85,250	\$150,000	\$180,000
5,000 to 9,999	13	\$141,279	\$138,000	\$111,200	\$124,630	\$160,000	\$167,000
10,000 to 15,999	12	\$168,698	\$178,600	\$52,600	\$91,750	\$217,412	\$274,500
16,000 to 24,999	16	\$161,365	\$142,685	\$124,129	\$129,688	\$203,250	\$219,367
25,000 to 34,999	16	\$150,135	\$147,500	\$100,373	\$123,750	\$170,875	\$191,313
35,000 or More	20	\$217,693	\$205,101	\$157,741	\$180,413	\$233,950	\$292,709
Number of Full-Time Equivalent (FTE) Employees							
Less Than 1,000	10	\$118,129	\$101,000	\$42,057	\$55,250	\$137,500	\$195,000
1,000 to 2,499	11	\$144,600	\$135,065	\$100,000	\$120,500	\$163,324	\$214,883
2,500 to 4,999	15	\$160,283	\$144,200	\$124,118	\$133,750	\$187,500	\$216,600
5,000 to 9,999	17	\$151,590	\$160,000	\$91,800	\$137,000	\$180,000	\$195,575
10,000 or More	31	\$209,961	\$202,000	\$131,000	\$160,279	\$234,300	\$288,565

Deputy Chief Legal Officer Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Region							
New England	7	\$160,286	\$140,000	\$110,000	\$140,000	\$178,500	\$226,000
Mid-Atlantic	12	\$210,997	\$205,829	\$137,300	\$170,000	\$220,721	\$319,369
South Atlantic	26	\$167,028	\$146,085	\$90,656	\$114,309	\$203,902	\$243,316
East North Central	17	\$173,790	\$166,647	\$124,412	\$131,250	\$205,000	\$232,355
East South Central	4	*	*	*	*	*	*
West North Central	6	\$145,905	\$158,959	\$99,742	\$157,411	\$165,968	\$179,013
West South Central	2	*	*	*	*	*	*
Mountain	7	\$118,770	\$130,000	\$67,000	\$87,500	\$148,195	\$169,000
Pacific	6	\$179,761	\$161,500	\$127,000	\$148,000	\$200,500	\$250,783
Years Practicing Law in Higher Education							
Less Than 5	15	\$113,919	\$110,000	\$46,171	\$61,500	\$142,000	\$160,000
5 to 10	23	\$154,252	\$140,000	\$92,600	\$120,364	\$178,500	\$229,474
11 to 15	15	\$183,840	\$185,000	\$127,500	\$136,533	\$209,101	\$226,962
16 to 20	15	\$187,333	\$185,000	\$136,950	\$160,825	\$208,442	\$230,474
21 or More	18	\$208,009	\$186,263	\$142,940	\$158,502	\$218,550	\$338,700
Years Employed at Current Institution							
Less Than 5	25	\$141,178	\$140,000	\$60,800	\$103,000	\$160,000	\$222,600
5 to 10	26	\$154,224	\$139,195	\$89,656	\$118,158	\$183,750	\$223,300
11 to 15	12	\$186,607	\$184,000	\$131,632	\$137,266	\$209,823	\$231,412
16 or More	24	\$203,449	\$190,013	\$143,300	\$160,482	\$216,183	\$271,909
Ethnicity							
African-American	8	\$162,849	\$127,815	\$92,700	\$98,250	\$185,000	\$247,149
Native American/Alaskan Native	0	*	*	*	*	*	*
Asian/Pacific Islander	4	*	*	*	*	*	*
Hispanic	0	*	*	*	*	*	*
White	71	\$169,553	\$160,000	\$103,000	\$135,658	\$205,101	\$233,600
Multi-Racial	0	*	*	*	*	*	*
Gender							
Male	35	\$167,731	\$158,045	\$104,000	\$128,125	\$200,000	\$217,840
Female	52	\$169,053	\$160,000	\$90,200	\$128,750	\$206,316	\$251,228

Deputy Chief Legal Officer Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification			
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges and Universities	Baccalaureate Colleges
How many years has the attorney been practicing law?					
(N)	87	4	67	12	4
Average	22.0	*	23.8	18.1	*
Median	22.0	*	24.0	18.0	*
How many years has the attorney been practicing law in the area of higher education?					
(N)	87	4	67	12	4
Average	13.7	*	15.7	7.9	*
Median	12.0	*	15.0	7.3	*
How many years has the attorney been employed at this institution or campus?					
(N)	88	4	67	13	4
Average	11.1	*	12.8	6.1	*
Median	9.0	*	10.0	6.0	*
How many years has the attorney been in their current position?					
(N)	88	4	67	13	4
Average	5.6	*	6.0	4.1	*
Median	3.0	*	3.0	3.0	*
Attorney's ethnicity					
(N)	92	4	71	13	4
African-American (Non-Hispanic)	8.7%	25.0%	5.6%	15.4%	25.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	4.4%	0.0%	5.6%	0.0%	0.0%
Hispanic	0.0%	0.0%	0.0%	0.0%	0.0%
White (Non-Hispanic)	83.7%	75.0%	84.5%	84.6%	75.0%
Multi-racial	0.0%	0.0%	0.0%	0.0%	0.0%
Do not know	3.3%	0.0%	4.2%	0.0%	0.0%
Attorney's gender					
(N)	95	4	73	14	4
Male	40.0%	0.0%	46.6%	21.4%	25.0%
Female	57.9%	100.0%	50.7%	78.6%	75.0%
Other	2.1%	0.0%	2.7%	0.0%	0.0%

Deputy Chief Legal Officer Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
How many years has the attorney been practicing law?			
(N)	59	15	12
Average	22.7	23.1	19.3
Median	23.0	25.0	19.5
How many years has the attorney been practicing law in the area of higher education?			
(N)	59	15	12
Average	15.3	13.0	8.2
Median	14.0	10.0	8.5
How many years has the attorney been employed at this institution or campus?			
(N)	60	15	12
Average	11.9	9.9	9.0
Median	9.0	8.0	9.0
How many years has the attorney been in their current position?			
(N)	60	15	12
Average	5.5	5.3	6.8
Median	3.0	3.0	4.0
Attorney's ethnicity			
(N)	62	16	14
African-American (Non-Hispanic)	9.7%	12.5%	0.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%
Asian/Pacific Islander	4.8%	0.0%	7.1%
Hispanic	0.0%	0.0%	0.0%
White (Non-Hispanic)	82.3%	87.5%	85.7%
Multi-racial	0.0%	0.0%	0.0%
Do not know	3.2%	0.0%	7.1%
Attorney's gender			
(N)	62	17	15
Male	41.9%	35.3%	40.0%
Female	56.5%	64.7%	53.3%
Other	1.6%	0.0%	6.7%

Deputy Chief Legal Officer Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
How many years has the attorney been practicing law?					
(N)	7	16	9	18	34
Average	21.0	15.7	21.7	21.1	26.4
Median	18.0	11.5	21.0	21.0	27.5
How many years has the attorney been practicing law in the area of higher education?					
(N)	7	16	9	18	34
Average	12.9	7.5	12.4	12.9	18.2
Median	13.0	5.0	14.0	12.0	18.0
How many years has the attorney been employed at this institution or campus?					
(N)	8	16	9	18	34
Average	9.4	5.0	9.8	10.1	15.5
Median	6.5	3.5	9.0	9.0	14.5
How many years has the attorney been in their current position?					
(N)	8	16	9	18	34
Average	5.4	3.7	7.9	5.8	5.7
Median	3.5	2.0	8.0	3.8	3.0
Attorney's ethnicity					
(N)	8	17	12	19	33
African-American (Non-Hispanic)	37.5%	11.8%	0.0%	10.5%	3.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	5.9%	0.0%	5.3%	6.1%
Hispanic	0.0%	0.0%	0.0%	0.0%	0.0%
White (Non-Hispanic)	62.5%	82.4%	83.3%	84.2%	87.9%
Multi-racial	0.0%	0.0%	0.0%	0.0%	0.0%
Do not know	0.0%	0.0%	16.7%	0.0%	3.0%
Attorney's gender					
(N)	8	18	12	19	35
Male	62.5%	33.3%	25.0%	47.4%	42.9%
Female	37.5%	66.7%	66.7%	52.6%	54.3%
Other	0.0%	0.0%	8.3%	0.0%	2.9%

Deputy Chief Legal Officer Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
How many years has the attorney been practicing law?						
(N)	7	13	12	16	16	20
Average	13.7	20.4	21.5	22.0	23.7	24.7
Median	12.0	21.0	21.5	22.5	24.5	24.0
How many years has the attorney been practicing law in the area of higher education?						
(N)	7	13	12	16	16	20
Average	8.4	9.4	11.1	14.5	17.6	16.1
Median	4.0	8.0	8.0	14.0	13.0	17.9
How many years has the attorney been employed at this institution or campus?						
(N)	8	13	12	16	16	20
Average	6.1	6.5	11.1	9.8	15.9	13.0
Median	3.5	6.0	9.0	10.5	9.5	12.5
How many years has the attorney been in their current position?						
(N)	8	13	12	16	16	20
Average	3.1	5.3	7.2	5.6	8.4	3.0
Median	3.0	2.0	4.0	4.8	3.8	2.4
Attorney's ethnicity						
(N)	9	13	14	18	16	19
African-American (Non-Hispanic)	22.2%	15.4%	0.0%	5.6%	0.0%	10.5%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	7.7%	0.0%	5.6%	6.3%	5.3%
Hispanic	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
White (Non-Hispanic)	77.8%	76.9%	92.9%	83.3%	87.5%	84.2%
Multi-racial	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Do not know	0.0%	0.0%	7.1%	5.6%	6.3%	0.0%
Attorney's gender						
(N)	9	14	15	18	16	20
Male	33.3%	50.0%	26.7%	44.4%	50.0%	35.0%
Female	66.7%	50.0%	66.7%	50.0%	50.0%	65.0%
Other	0.0%	0.0%	6.7%	5.6%	0.0%	0.0%

Deputy Chief Legal Officer Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
How many years has the attorney been practicing law?					
(N)	10	11	15	16	31
Average	15.4	20.5	22.1	20.4	26.3
Median	11.5	25.0	20.0	20.5	27.0
How many years has the attorney been practicing law in the area of higher education?					
(N)	10	11	15	16	31
Average	7.6	10.8	14.5	9.8	19.0
Median	3.5	8.5	13.0	8.5	18.0
How many years has the attorney been employed at this institution or campus?					
(N)	10	11	15	17	31
Average	3.6	9.3	10.1	7.9	16.5
Median	2.5	8.5	9.0	7.0	18.0
How many years has the attorney been in their current position?					
(N)	10	11	15	17	31
Average	2.6	7.8	6.0	3.7	6.6
Median	2.0	5.0	3.0	3.0	3.0
Attorney's ethnicity					
(N)	9	12	19	17	31
African-American (Non-Hispanic)	11.1%	8.3%	5.3%	11.8%	9.7%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	11.1%	0.0%	10.5%	0.0%	3.2%
Hispanic	0.0%	0.0%	0.0%	0.0%	0.0%
White (Non-Hispanic)	77.8%	91.7%	73.7%	88.2%	83.9%
Multi-racial	0.0%	0.0%	0.0%	0.0%	0.0%
Do not know	0.0%	0.0%	10.5%	0.0%	3.2%
Attorney's gender					
(N)	10	13	19	17	32
Male	50.0%	30.8%	63.2%	41.2%	31.3%
Female	50.0%	69.2%	31.6%	58.8%	65.6%
Other	0.0%	0.0%	5.3%	0.0%	3.1%

Attorney I

Attorney I Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
All Respondents	182	\$159,828	\$155,000	\$100,524	\$130,027	\$188,915	\$227,853
Carnegie Classification							
Associates Colleges	3	*	*	*	*	*	*
Doctorate-Granting Universities	166	\$163,546	\$159,500	\$104,000	\$131,270	\$190,300	\$229,280
Masters Colleges and Universities	12	\$126,547	\$122,500	\$81,450	\$102,375	\$155,465	\$160,940
Baccalaureate Colleges	1	*	*	*	*	*	*
Special Focus Institutions	0	*	*	*	*	*	*
Institutional Affiliation							
Public/State Supported	128	\$149,208	\$145,000	\$100,385	\$125,791	\$172,250	\$200,282
Independent/Non-Sectarian	36	\$200,228	\$206,562	\$147,948	\$168,750	\$233,307	\$250,896
Independent/Religiously Affiliated	16	\$153,968	\$167,500	\$96,750	\$139,180	\$175,500	\$190,000
Total Operating Budget Of Institution							
Less Than \$100 Million	7	\$111,857	\$126,000	\$86,400	\$102,500	\$127,376	\$129,751
\$100 to \$299 Million	14	\$102,816	\$96,250	\$74,050	\$93,604	\$107,157	\$148,820
\$300 to \$499 Million	14	\$135,362	\$138,542	\$99,900	\$107,000	\$164,271	\$173,500
\$500 to \$999 Million	35	\$163,867	\$164,383	\$107,908	\$133,625	\$187,829	\$200,850
\$1 Billion or More	107	\$174,012	\$162,000	\$127,392	\$141,152	\$203,052	\$234,466
Student Enrollment							
Fewer Than 5,000	8	\$116,688	\$99,000	\$75,800	\$90,875	\$136,750	\$178,300
5,000 to 9,999	17	\$181,348	\$175,000	\$117,000	\$142,083	\$206,365	\$266,345
10,000 to 15,999	25	\$152,746	\$158,600	\$89,800	\$99,000	\$190,000	\$228,543
16,000 to 24,999	30	\$145,761	\$148,259	\$102,900	\$125,372	\$162,000	\$186,592
25,000 to 34,999	41	\$147,091	\$140,000	\$107,000	\$128,320	\$161,500	\$192,420
35,000 or More	53	\$177,448	\$174,598	\$132,706	\$146,819	\$201,000	\$233,661
Number of Full-Time Equivalent (FTE) Employees							
Less Than 1,000	6	\$141,750	\$142,500	\$85,750	\$101,250	\$189,750	\$197,000
1,000 to 2,499	11	\$137,479	\$147,084	\$100,404	\$106,204	\$163,100	\$174,115
2,500 to 4,999	29	\$131,601	\$131,250	\$94,000	\$100,000	\$159,000	\$187,010
5,000 to 9,999	37	\$169,015	\$162,000	\$113,869	\$130,000	\$195,000	\$242,710
10,000 or More	87	\$172,361	\$161,500	\$130,100	\$144,550	\$202,923	\$234,466

Attorney I Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Region							
New England	10	\$211,953	\$216,500	\$155,975	\$205,252	\$229,543	\$239,390
Mid-Atlantic	29	\$183,845	\$177,000	\$152,050	\$164,383	\$205,008	\$230,374
South Atlantic	55	\$160,721	\$161,500	\$102,960	\$131,350	\$185,755	\$230,357
East North Central	35	\$145,477	\$145,000	\$100,365	\$109,204	\$171,500	\$199,765
East South Central	7	\$125,753	\$103,000	\$94,000	\$96,000	\$152,807	\$178,063
West North Central	21	\$130,889	\$131,795	\$95,750	\$122,084	\$143,907	\$150,801
West South Central	10	\$169,241	\$169,558	\$94,397	\$115,625	\$177,299	\$280,175
Mountain	9	\$139,778	\$135,000	\$130,421	\$130,500	\$155,000	\$155,000
Pacific	6	\$187,826	\$188,510	\$137,500	\$140,521	\$234,936	\$237,468
Years Practicing Law in Higher Education							
Less Than 5	29	\$135,101	\$126,000	\$93,200	\$107,846	\$160,590	\$194,600
5 to 10	53	\$149,602	\$149,433	\$98,400	\$125,162	\$173,000	\$200,877
11 to 15	40	\$161,388	\$156,800	\$120,880	\$139,099	\$184,238	\$210,600
16 or More	55	\$183,747	\$180,000	\$128,493	\$151,400	\$219,140	\$238,678
Years Employed at Current Institution							
Less Than 5	46	\$138,906	\$132,750	\$92,000	\$107,885	\$172,500	\$196,500
5 to 10	51	\$151,860	\$149,433	\$100,000	\$129,429	\$169,831	\$205,008
11 to 15	33	\$169,571	\$161,500	\$130,266	\$142,081	\$195,000	\$214,800
16 or More	46	\$185,914	\$181,776	\$130,275	\$152,975	\$223,750	\$238,347
Ethnicity							
African-American	9	\$134,488	\$159,000	\$87,978	\$94,500	\$164,000	\$175,531
Native American/Alaskan Native	0	*	*	*	*	*	*
Asian/Pacific Islander	4	*	*	*	*	*	*
Hispanic	6	\$173,136	\$167,795	\$113,500	\$145,148	\$190,786	\$238,112
White	150	\$157,842	\$152,300	\$101,480	\$130,205	\$180,000	\$225,317
Multi-Racial	3	*	*	*	*	*	*
Do not know	1	*	*	*	*	*	*
Gender							
Male	82	\$167,489	\$160,295	\$107,100	\$133,925	\$198,105	\$236,335
Female	100	\$153,546	\$150,303	\$98,675	\$128,644	\$180,000	\$210,828

Attorney I Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Specialty Area							
Compliance and Risk Management	2	*	*	*	*	*	*
Contract Drafting or Review	5	\$138,941	\$131,250	\$110,603	\$126,000	\$163,000	\$169,669
Employment Law	23	\$180,608	\$192,420	\$107,103	\$142,612	\$221,843	\$234,693
Finance	4	*	*	*	*	*	*
Healthcare	13	\$178,201	\$173,000	\$136,359	\$145,000	\$197,769	\$220,188
Intellectual Property	16	\$166,595	\$169,500	\$130,053	\$134,425	\$177,847	\$205,500
Litigation	17	\$168,889	\$158,000	\$128,100	\$145,000	\$190,000	\$223,574
Real Property Acquisition, Development and Management	7	\$157,919	\$154,000	\$129,410	\$141,717	\$169,500	\$192,000
Student Matters	5	\$158,249	\$161,500	\$142,498	\$154,420	\$166,661	\$171,133
Other	15	\$183,304	\$181,200	\$141,340	\$150,717	\$197,654	\$228,274

Attorney I Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges And Universities
How many years has the attorney been in their current position?				
(N)	183	3	168	11
Average	8.3	*	8.4	6.7
Median	6.0	*	6.0	8.0
How many years has the attorney been employed at this institution or campus?				
(N)	184	3	168	12
Average	11.2	*	11.6	6.4
Median	10.0	*	10.0	6.0
How many years has the attorney been practicing law?				
(N)	182	3	166	12
Average	22.9	*	23.3	18.3
Median	22.8	*	23.0	15.0
How many years has the attorney been practicing law in the area of higher education?				
(N)	185	3	168	12
Average	12.7	*	13.2	8.5
Median	11.0	*	11.0	9.5
Attorney's ethnicity				
(N)	182	4	165	12
African-American (Non-Hispanic)	5.0%	0.0%	3.6%	25.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	2.2%	0.0%	2.4%	0.0%
Hispanic	3.3%	0.0%	3.0%	0.0%
White (Non-Hispanic)	86.8%	75.0%	88.5%	75.0%
Multi-racial	1.7%	0.0%	1.8%	0.0%
Do not know	1.1%	25.0%	0.6%	0.0%
Attorney's gender				
(N)	203	4	184	13
Male	43.4%	25.0%	45.1%	30.8%
Female	55.2%	50.0%	53.8%	69.2%
Other	1.5%	25.0%	1.1%	0.0%

Attorney I Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges And Universities
Is this position considered a specialty?				
(N)	192	3	174	13
Yes	58.3%	0.0%	60.9%	46.2%
No	41.7%	100.0%	39.1%	53.9%
If yes, in which of the following area(s)?				
(N)	112	0	106	6
Compliance and Risk Management	2.7%	*	1.9%	16.7%
Contract Drafting or Review	4.5%	*	4.7%	0.0%
Employment Law	21.4%	*	20.8%	33.3%
Finance	4.5%	*	4.7%	0.0%
Healthcare	12.5%	*	13.2%	0.0%
Intellectual Property	14.3%	*	15.1%	0.0%
Litigation	15.2%	*	16.0%	0.0%
Real Property Acquisition, Development and Management	7.1%	*	6.6%	16.7%
Student Matters	4.5%	*	3.8%	16.7%
Other	13.4%	*	13.2%	16.7%

Attorney I Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
How many years has the attorney been practicing law?			
(N)	127	34	19
Average	22.1	27.2	20.5
Median	22.0	29.5	18.0
How many years has the attorney been practicing law in the area of higher education?			
(N)	127	37	19
Average	11.2	17.4	13.5
Median	10.0	15.0	13.5
How many years has the attorney been employed at this institution or campus?			
(N)	127	36	19
Average	9.8	16.0	11.8
Median	9.0	15.0	10.0
How many years has the attorney been in their current position?			
(N)	126	36	19
Average	7.1	11.1	10.9
Median	5.0	7.5	10.0
Attorney's ethnicity			
(N)	126	34	19
African-American (Non-Hispanic)	4.0%	8.8%	5.3%
Native American/Alaskan Native	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.8%	5.9%	5.3%
Hispanic	3.2%	2.9%	5.3%
White (Non-Hispanic)	90.5%	76.5%	79.0%
Multi-racial	0.0%	5.9%	5.3%
Do not know	1.6%	0.0%	0.0%
Attorney's gender			
(N)	141	40	19
Male	44.7%	45.0%	26.3%
Female	53.9%	52.5%	73.7%
Other	1.4%	2.5%	0.0%

Attorney I Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Is this position considered a specialty?			
(N)	133	37	19
Yes	57.1%	56.8%	73.7%
No	42.9%	43.2%	26.3%
If yes, in which of the following area(s)?			
(N)	73	21	17
Compliance and Risk Management	1.4%	0.0%	11.8%
Contract Drafting or Review	5.5%	0.0%	5.9%
Employment Law	15.1%	42.9%	23.5%
Finance	4.1%	4.8%	5.9%
Healthcare	17.8%	4.8%	0.0%
Intellectual Property	13.7%	14.3%	17.7%
Litigation	16.4%	14.3%	11.8%
Real Property Acquisition, Development and Management	6.9%	9.5%	5.9%
Student Matters	4.1%	0.0%	11.8%
Other	15.1%	9.5%	5.9%

Attorney I Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
How many years has the attorney been practicing law?					
(N)	7	14	16	35	105
Average	11.6	23.5	14.9	21.1	25.4
Median	10.5	24.0	15.5	20.5	26.0
How many years has the attorney been practicing law in the area of higher education?					
(N)	7	14	16	35	107
Average	6.9	8.3	9.7	12.0	14.7
Median	4.0	7.5	10.5	11.0	13.0
How many years has the attorney been employed at this institution or campus?					
(N)	7	14	16	35	107
Average	6.9	6.4	6.8	10.7	13.1
Median	8.0	5.5	4.0	10.0	12.0
How many years has the attorney been in their current position?					
(N)	7	14	15	35	107
Average	4.1	6.3	7.2	8.1	9.0
Median	4.0	5.5	5.0	8.0	6.0
Attorney's ethnicity					
(N)	6	16	16	33	106
African-American (Non-Hispanic)	33.3%	12.5%	6.3%	0.0%	3.8%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	0.0%	0.0%	6.1%	1.9%
Hispanic	0.0%	0.0%	6.3%	3.0%	2.8%
White (Non-Hispanic)	66.7%	81.3%	87.5%	84.9%	89.6%
Multi-racial	0.0%	0.0%	0.0%	6.1%	0.9%
Do not know	0.0%	6.3%	0.0%	0.0%	0.9%
Attorney's gender					
(N)	7	19	19	36	116
Male	0.0%	42.1%	36.8%	47.2%	47.4%
Female	100.0%	47.4%	57.9%	52.8%	52.6%
Other	0.0%	10.5%	5.3%	0.0%	0.0%

Attorney I Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Is this position considered a specialty?					
(N)	7	17	19	34	109
Yes	42.9%	23.5%	47.4%	58.8%	67.9%
No	57.1%	76.5%	52.6%	41.2%	32.1%
If yes, in which of the following area(s)?					
(N)	3	6	7	23	71
Compliance and Risk Management	0.0%	16.7%	0.0%	0.0%	2.8%
Contract Drafting or Review	66.7%	16.7%	0.0%	8.7%	0.0%
Employment Law	0.0%	50.0%	14.3%	26.1%	19.7%
Finance	0.0%	0.0%	0.0%	4.4%	5.6%
Healthcare	0.0%	16.7%	0.0%	8.7%	14.1%
Intellectual Property	0.0%	0.0%	42.9%	17.4%	11.3%
Litigation	33.3%	0.0%	14.3%	8.7%	18.3%
Real Property Acquisition, Development and Management	0.0%	0.0%	28.6%	0.0%	8.5%
Student Matters	0.0%	0.0%	0.0%	13.0%	2.8%
Other	0.0%	0.0%	0.0%	13.0%	16.9%

Attorney I Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
How many years has the attorney been practicing law?						
(N)	8	17	26	32	41	50
Average	25.4	20.1	24.8	18.9	22.6	25.1
Median	27.5	18.0	25.0	17.0	22.0	24.0
How many years has the attorney been practicing law in the area of higher education?						
(N)	8	17	28	32	41	50
Average	11.4	11.2	14.7	11.5	12.0	13.7
Median	10.0	12.0	15.0	10.3	10.0	12.0
How many years has the attorney been employed at this institution or campus?						
(N)	8	17	28	32	41	50
Average	8.5	10.1	13.4	10.3	10.1	11.9
Median	4.5	8.0	12.0	10.0	9.0	10.3
How many years has the attorney been in their current position?						
(N)	8	17	27	32	41	50
Average	5.0	8.5	9.6	8.0	8.8	7.6
Median	3.5	8.0	8.0	5.5	6.0	3.7
Attorney's ethnicity						
(N)	9	18	28	31	38	50
African-American (Non-Hispanic)	22.2%	22.2%	0.0%	3.2%	0.0%	4.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	5.6%	3.6%	3.2%	0.0%	2.0%
Hispanic	0.0%	5.6%	3.6%	0.0%	0.0%	8.0%
White (Non-Hispanic)	77.8%	61.1%	89.3%	87.1%	97.4%	86.0%
Multi-racial	0.0%	5.6%	3.6%	3.2%	0.0%	0.0%
Do not know	0.0%	0.0%	0.0%	3.2%	2.6%	0.0%
Attorney's gender						
(N)	9	21	31	37	43	53
Male	44.4%	42.9%	35.5%	37.8%	48.8%	49.1%
Female	55.6%	47.6%	64.5%	59.5%	51.2%	50.9%
Other	0.0%	9.5%	0.0%	2.7%	0.0%	0.0%

Attorney I Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Is this position considered a specialty?						
(N)	9	21	30	37	41	48
Yes	44.4%	33.3%	46.7%	59.5%	56.1%	81.3%
No	55.6%	66.7%	53.3%	40.5%	43.9%	18.8%
If yes, in which of the following area(s)?						
(N)	3	9	17	20	23	38
Compliance and Risk Management	33.3%	0.0%	5.9%	5.0%	0.0%	0.0%
Contract Drafting or Review	0.0%	0.0%	5.9%	15.0%	4.4%	0.0%
Employment Law	33.3%	22.2%	41.2%	15.0%	13.0%	18.4%
Finance	0.0%	11.1%	5.9%	0.0%	4.4%	5.3%
Healthcare	0.0%	11.1%	0.0%	10.0%	26.1%	13.2%
Intellectual Property	33.3%	22.2%	11.8%	10.0%	17.4%	13.2%
Litigation	0.0%	11.1%	5.9%	15.0%	17.4%	18.4%
Real Property Acquisition, Development and Management	0.0%	11.1%	11.8%	5.0%	4.4%	7.9%
Student Matters	0.0%	0.0%	5.9%	5.0%	8.7%	2.6%
Other	0.0%	11.1%	5.9%	20.0%	4.4%	21.1%

Attorney I Profile by Number of Full-Time Equivalent (FTE) Employees

	Number Of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
How many years has the attorney been practicing law?					
(N)	6	13	29	37	85
Average	14.0	18.6	22.5	21.7	25.4
Median	10.0	18.0	22.0	20.0	25.8
How many years has the attorney been practicing law in the area of higher education?					
(N)	6	13	29	37	87
Average	7.3	9.0	12.2	12.9	14.2
Median	5.5	9.0	10.5	11.0	13.0
How many years has the attorney been employed at this institution or campus?					
(N)	6	13	29	37	87
Average	3.9	7.1	9.5	11.0	13.2
Median	3.5	8.5	8.0	8.0	12.0
How many years has the attorney been in their current position?					
(N)	6	12	29	37	87
Average	3.4	6.9	7.8	8.9	8.6
Median	2.8	8.8	5.0	8.0	5.0
Attorney's ethnicity					
(N)	6	12	31	38	85
African-American (Non-Hispanic)	16.7%	0.0%	6.5%	2.6%	4.7%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	0.0%	0.0%	2.6%	3.5%
Hispanic	0.0%	0.0%	9.7%	5.3%	1.2%
White (Non-Hispanic)	83.3%	91.7%	83.9%	86.8%	87.1%
Multi-racial	0.0%	0.0%	0.0%	2.6%	2.4%
Do not know	0.0%	8.3%	0.0%	0.0%	1.2%
Attorney's gender					
(N)	7	15	36	38	94
Male	14.3%	60.0%	27.8%	44.7%	50.0%
Female	85.7%	33.3%	66.7%	55.3%	50.0%
Other	0.0%	6.7%	5.6%	0.0%	0.0%

Attorney I Profile by Number of Full-Time Equivalent (FTE) Employees

	Number Of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Is this position considered a specialty?					
(N)	7	13	36	39	87
Yes	42.9%	46.2%	47.2%	48.7%	74.7%
No	57.1%	53.9%	52.8%	51.3%	25.3%
If yes, in which of the following area(s)?					
(N)	3	7	18	18	64
Compliance and Risk Management	0.0%	0.0%	5.6%	0.0%	3.1%
Contract Drafting or Review	0.0%	28.6%	16.7%	0.0%	0.0%
Employment Law	0.0%	28.6%	27.8%	16.7%	21.9%
Finance	33.3%	0.0%	5.6%	5.6%	3.1%
Healthcare	0.0%	0.0%	5.6%	11.1%	15.6%
Intellectual Property	33.3%	0.0%	11.1%	33.3%	9.4%
Litigation	0.0%	0.0%	5.6%	5.6%	23.4%
Real Property Acquisition, Development and Management	0.0%	28.6%	5.6%	5.6%	6.3%
Student Matters	0.0%	14.3%	11.1%	5.6%	1.6%
Other	33.3%	0.0%	5.6%	16.7%	15.6%

Attorney II

Attorney II Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
All Respondents	147	\$123,169	\$120,000	\$88,446	\$100,450	\$142,900	\$165,800
Carnegie Classification							
Associates Colleges	4	*	*	*	*	*	*
Doctorate-Granting Universities	131	\$126,910	\$122,000	\$92,000	\$105,030	\$145,000	\$166,158
Masters Colleges and Universities	8	\$87,213	\$80,646	\$72,000	\$77,786	\$86,425	\$106,090
Baccalaureate Colleges	4	*	*	*	*	*	*
Special Focus Institutions	0	*	*	*	*	*	*
Institutional Affiliation							
Public/State Supported	112	\$117,536	\$116,150	\$85,890	\$99,305	\$131,817	\$154,940
Independent/Non-Sectarian	28	\$145,898	\$144,406	\$91,700	\$119,700	\$186,652	\$200,000
Independent/Religiously Affiliated	6	\$127,843	\$133,000	\$102,530	\$109,045	\$145,000	\$148,000
Total Operating Budget Of Institution							
Less Than \$100 Million	3	*	*	*	*	*	*
\$100 to \$299 Million	12	\$93,916	\$89,350	\$77,171	\$79,548	\$100,000	\$125,200
\$300 to \$499 Million	11	\$99,782	\$96,000	\$75,000	\$86,083	\$117,620	\$130,000
\$500 to \$999 Million	21	\$117,535	\$112,000	\$92,000	\$101,885	\$130,050	\$145,000
\$1 Billion or More	95	\$133,487	\$126,000	\$101,273	\$112,375	\$153,898	\$170,071
Student Enrollment							
Fewer Than 5,000	1	*	*	*	*	*	*
5,000 to 9,999	10	\$118,700	\$120,500	\$90,500	\$100,000	\$126,500	\$146,300
10,000 to 15,999	19	\$121,673	\$104,334	\$77,971	\$84,083	\$160,000	\$192,773
16,000 to 24,999	23	\$111,698	\$114,240	\$86,562	\$92,735	\$124,200	\$142,010
25,000 to 34,999	39	\$116,665	\$116,699	\$92,000	\$100,620	\$127,150	\$146,949
35,000 or More	49	\$134,473	\$130,549	\$100,682	\$112,000	\$154,403	\$170,443
Number of Full-Time Equivalent (FTE) Employees							
Less Than 1,000	5	\$110,800	\$100,000	\$83,000	\$92,000	\$142,000	\$142,600
1,000 to 2,499	11	\$91,654	\$81,466	\$65,000	\$76,857	\$107,120	\$130,000
2,500 to 4,999	25	\$111,218	\$111,339	\$91,220	\$95,000	\$122,000	\$139,098
5,000 to 9,999	26	\$129,070	\$124,200	\$103,416	\$107,575	\$145,000	\$171,101
10,000 or More	74	\$133,378	\$128,542	\$98,193	\$112,188	\$154,851	\$168,867

Attorney II Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Region							
New England	11	\$133,610	\$122,000	\$105,000	\$112,500	\$160,000	\$160,000
Mid-Atlantic	16	\$145,309	\$132,030	\$113,500	\$127,758	\$165,800	\$200,000
South Atlantic	47	\$123,065	\$119,700	\$85,480	\$92,500	\$144,683	\$174,309
East North Central	32	\$119,675	\$116,150	\$85,472	\$104,500	\$139,165	\$154,063
East South Central	7	\$99,340	\$94,770	\$77,766	\$89,805	\$118,500	\$121,600
West North Central	11	\$114,569	\$116,699	\$100,900	\$106,030	\$121,000	\$123,600
West South Central	5	\$111,643	\$97,500	\$81,228	\$85,000	\$111,999	\$155,800
Mountain	11	\$117,583	\$112,000	\$94,005	\$97,500	\$139,500	\$155,000
Pacific	7	\$127,190	\$122,000	\$112,000	\$116,500	\$126,650	\$144,991
Years Practicing Law in Higher Education							
Less Than 5	63	\$115,609	\$116,699	\$87,282	\$98,250	\$130,440	\$144,886
5 to 10	58	\$124,540	\$119,350	\$91,700	\$102,497	\$141,405	\$161,740
11 to 15	15	\$149,579	\$155,000	\$100,680	\$145,906	\$169,344	\$189,510
16 or More	5	\$138,753	\$126,000	\$101,160	\$124,200	\$166,158	\$181,427
Years Employed at Current Institution							
Less Than 5	74	\$116,998	\$116,850	\$85,000	\$96,375	\$130,962	\$149,200
5 to 10	49	\$126,138	\$119,700	\$94,617	\$105,000	\$145,000	\$165,800
11 to 15	13	\$148,684	\$155,000	\$92,840	\$146,811	\$172,101	\$193,473
16 or More	5	\$134,521	\$126,000	\$101,160	\$124,200	\$145,000	\$172,964
Ethnicity							
African-American	12	\$116,872	\$116,225	\$85,170	\$98,925	\$121,800	\$151,383
Native American/Alaskan Native	0	*	*	*	*	*	*
Asian/Pacific Islander	10	\$130,624	\$137,468	\$89,580	\$100,800	\$154,550	\$161,010
Hispanic	5	\$119,094	\$127,033	\$88,602	\$94,005	\$144,430	\$144,772
White	103	\$121,581	\$119,000	\$90,140	\$100,450	\$138,610	\$160,000
Multi-Racial	1	*	*	*	*	*	*
Do not know	2	*	*	*	*	*	*
Gender							
Male	52	\$121,029	\$118,075	\$82,280	\$101,872	\$137,915	\$157,071
Female	93	\$124,111	\$120,000	\$90,000	\$99,000	\$144,430	\$166,501

Attorney II Compensation Data

Specialty Area	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Compliance and Risk Management	4	*	*	*	*	*	*
Contract Drafting or Review	9	\$131,899	\$116,150	\$99,349	\$107,100	\$149,702	\$188,000
Employment Law	15	\$127,815	\$130,056	\$92,802	\$108,500	\$144,968	\$163,778
Finance	1	*	*	*	*	*	*
Healthcare	9	\$136,222	\$126,000	\$114,000	\$124,000	\$153,392	\$166,321
Intellectual Property	11	\$135,402	\$130,549	\$105,060	\$120,150	\$151,040	\$160,000
Litigation	5	\$114,722	\$112,000	\$104,285	\$111,000	\$119,700	\$126,540
Real Property Acquisition, Development and Management	6	\$126,553	\$131,000	\$100,943	\$106,914	\$143,323	\$147,715
Student Matters	6	\$127,691	\$121,800	\$115,195	\$117,113	\$125,400	\$146,079
Other	11	\$148,905	\$135,000	\$119,700	\$125,165	\$174,861	\$197,453

Attorney II Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges And Universities
How many years has the attorney been practicing law?				
(N)	146	4	130	8
Average	13.9	*	14.1	8.5
Median	12.0	*	12.4	7.0
How many years has the attorney been practicing law in the area of higher education?				
(N)	147	4	131	8
Average	6.2	*	6.3	5.1
Median	5.0	*	5.0	5.0
How many years has the attorney been employed at this institution or campus?				
(N)	147	4	131	8
Average	5.6	*	5.7	3.4
Median	4.0	*	4.5	2.5
How many years has the attorney been in their current position?				
(N)	147	4	131	8
Average	4.7	*	4.8	2.4
Median	3.5	*	4.0	2.5
Attorney's ethnicity				
(N)	141	2	129	8
African-American (Non-Hispanic)	9.2%	*	8.5%	25.0%
Native American/Alaskan Native	0.7%	*	0.8%	0.0%
Asian/Pacific Islander	7.1%	*	7.0%	0.0%
Hispanic	3.6%	*	3.9%	0.0%
White (Non-Hispanic)	76.6%	*	76.7%	75.0%
Multi-racial	0.7%	*	0.8%	0.0%
Do not know	2.1%	*	2.3%	0.0%
Attorney's gender				
(N)	154	4	138	8
Male	35.7%	75.0%	34.1%	50.0%
Female	63.6%	25.0%	65.2%	50.0%
Other	0.7%	0.0%	0.7%	0.0%

Attorney II Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges And Universities
Is this position considered a specialty?				
(N)	143	4	128	7
Yes	57.3%	75.0%	58.6%	28.6%
No	42.7%	25.0%	41.4%	71.4%
If yes, in which of the following area(s)?				
(N)	80	3	73	2
Compliance and Risk Management	6.3%	0.0%	4.1%	*
Contract Drafting or Review	13.8%	0.0%	15.1%	*
Employment Law	18.8%	66.7%	16.4%	*
Finance	1.3%	0.0%	1.4%	*
Healthcare	11.3%	0.0%	12.3%	*
Intellectual Property	13.8%	0.0%	15.1%	*
Litigation	6.3%	33.3%	5.5%	*
Real Property Acquisition, Development and Management	7.5%	0.0%	6.9%	*
Student Matters	7.5%	0.0%	8.2%	*
Other	13.8%	0.0%	15.1%	*

Attorney II Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
How many years has the attorney been practicing law?			
(N)	108	28	9
Average	14.2	12.9	13.8
Median	12.9	11.0	14.0
How many years has the attorney been practicing law in the area of higher education?			
(N)	109	28	9
Average	6.2	6.4	6.0
Median	5.0	5.0	4.0
How many years has the attorney been employed at this institution or campus?			
(N)	109	28	9
Average	5.6	6.0	4.3
Median	4.0	5.0	3.0
How many years has the attorney been in their current position?			
(N)	109	28	9
Average	4.6	5.7	4.2
Median	3.0	5.0	3.0
Attorney's ethnicity			
(N)	108	24	8
African-American (Non-Hispanic)	8.3%	8.3%	25.0%
Native American/Alaskan Native	0.9%	0.0%	0.0%
Asian/Pacific Islander	7.4%	8.3%	0.0%
Hispanic	4.6%	0.0%	0.0%
White (Non-Hispanic)	76.9%	75.0%	75.0%
Multi-racial	0.0%	4.2%	0.0%
Do not know	1.9%	4.2%	0.0%
Attorney's gender			
(N)	114	29	10
Male	37.7%	20.7%	50.0%
Female	62.3%	75.9%	50.0%
Other	0.0%	3.5%	0.0%

Attorney II Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Is this position considered a specialty?			
(N)	104	28	10
Yes	52.9%	67.9%	80.0%
No	47.1%	32.1%	20.0%
If yes, in which of the following area(s)?			
(N)	55	18	7
Compliance and Risk Management	7.3%	0.0%	14.3%
Contract Drafting or Review	9.1%	22.2%	28.6%
Employment Law	20.0%	16.7%	14.3%
Finance	0.0%	0.0%	14.3%
Healthcare	12.7%	11.1%	0.0%
Intellectual Property	14.6%	11.1%	14.3%
Litigation	7.3%	5.6%	0.0%
Real Property Acquisition, Development and Management	5.5%	11.1%	14.3%
Student Matters	9.1%	5.6%	0.0%
Other	14.6%	16.7%	0.0%

Attorney II Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
How many years has the attorney been practicing law?					
(N)	3	12	11	20	95
Average	*	8.8	14.6	14.6	14.5
Median	*	7.5	13.0	10.0	13.0
How many years has the attorney been practicing law in the area of higher education?					
(N)	3	12	11	21	95
Average	*	3.8	6.3	5.8	6.7
Median	*	3.5	5.0	6.0	5.0
How many years has the attorney been employed at this institution or campus?					
(N)	3	12	11	21	95
Average	*	3.6	5.5	5.0	6.0
Median	*	3.3	3.0	4.0	5.0
How many years has the attorney been in their current position?					
(N)	3	12	11	21	95
Average	*	3.3	3.3	4.6	5.1
Median	*	3.0	3.0	4.0	4.0
Attorney's ethnicity					
(N)	3	10	11	19	93
African-American (Non-Hispanic)	33.3%	20.0%	9.1%	5.3%	8.6%
Native American/Alaskan Native	0.0%	10.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	0.0%	10.0%	18.2%	0.0%	7.5%
Hispanic	0.0%	0.0%	0.0%	0.0%	3.2%
White (Non-Hispanic)	66.7%	60.0%	72.7%	94.7%	76.3%
Multi-racial	0.0%	0.0%	0.0%	0.0%	1.1%
Do not know	0.0%	0.0%	0.0%	0.0%	3.2%
Attorney's gender					
(N)	3	13	12	21	100
Male	33.3%	38.5%	50.0%	42.9%	33.0%
Female	66.7%	61.5%	50.0%	57.1%	66.0%
Other	0.0%	0.0%	0.0%	0.0%	1.0%

Attorney II Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Is this position considered a specialty?					
(N)	3	12	10	21	92
Yes	33.3%	41.7%	50.0%	66.7%	60.9%
No	66.7%	58.3%	50.0%	33.3%	39.1%
If yes, in which of the following area(s)?					
(N)	1	5	5	15	53
Compliance and Risk Management	*	20.0%	40.0%	6.7%	1.9%
Contract Drafting or Review	*	20.0%	0.0%	20.0%	13.2%
Employment Law	*	40.0%	20.0%	20.0%	15.1%
Finance	*	0.0%	0.0%	6.7%	0.0%
Healthcare	*	0.0%	0.0%	13.3%	13.2%
Intellectual Property	*	0.0%	20.0%	6.7%	17.0%
Litigation	*	0.0%	0.0%	13.3%	5.7%
Real Property Acquisition, Development and Management	*	20.0%	0.0%	13.3%	5.7%
Student Matters	*	0.0%	20.0%	0.0%	9.4%
Other	*	0.0%	0.0%	0.0%	18.9%

Attorney II Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
How many years has the attorney been practicing law?						
(N)	1	10	22	22	39	46
Average	*	10.9	12.5	15.2	12.0	16.2
Median	*	8.5	10.5	14.0	10.0	16.0
How many years has the attorney been practicing law in the area of higher education?						
(N)	1	10	22	23	39	46
Average	*	4.2	7.2	6.3	5.3	6.7
Median	*	3.5	5.5	5.0	5.0	5.0
How many years has the attorney been employed at this institution or campus?						
(N)	1	10	22	23	39	46
Average	*	3.8	6.3	5.9	4.9	6.1
Median	*	3.0	4.5	5.0	4.0	5.0
How many years has the attorney been in their current position?						
(N)	1	10	22	23	39	46
Average	*	3.8	4.9	4.7	4.1	5.4
Median	*	3.0	3.0	5.0	3.0	4.0
Attorney's ethnicity						
(N)	1	9	22	23	36	44
African-American (Non-Hispanic)	*	22.2%	13.6%	8.7%	2.8%	11.4%
Native American/Alaskan Native	*	11.1%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	*	0.0%	13.6%	8.7%	11.1%	2.3%
Hispanic	*	0.0%	0.0%	0.0%	5.6%	6.8%
White (Non-Hispanic)	*	55.6%	72.7%	78.3%	75.0%	79.6%
Multi-racial	*	0.0%	0.0%	4.4%	0.0%	0.0%
Do not know	*	11.1%	0.0%	0.0%	5.6%	0.0%
Attorney's gender						
(N)	1	12	23	23	40	49
Male	*	33.3%	39.1%	39.1%	35.0%	38.8%
Female	*	58.3%	60.9%	60.9%	65.0%	61.2%
Other	*	8.3%	0.0%	0.0%	0.0%	0.0%

Attorney II Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Is this position considered a specialty?						
(N)	1	11	21	23	39	43
Yes	*	45.5%	61.9%	52.2%	38.5%	76.7%
No	*	54.6%	38.1%	47.8%	61.5%	23.3%
If yes, in which of the following area(s)?						
(N)	1	5	13	13	17	30
Compliance and Risk Management	*	0.0%	30.8%	0.0%	5.9%	0.0%
Contract Drafting or Review	*	20.0%	15.4%	23.1%	5.9%	10.0%
Employment Law	*	40.0%	0.0%	15.4%	17.7%	23.3%
Finance	*	0.0%	0.0%	7.7%	0.0%	0.0%
Healthcare	*	0.0%	15.4%	7.7%	23.5%	6.7%
Intellectual Property	*	0.0%	30.8%	0.0%	17.7%	13.3%
Litigation	*	0.0%	0.0%	7.7%	5.9%	10.0%
Real Property Acquisition, Development and Management	*	40.0%	0.0%	7.7%	5.9%	6.7%
Student Matters	*	0.0%	0.0%	15.4%	11.8%	6.7%
Other	*	0.0%	7.7%	15.4%	5.9%	23.3%

Attorney II Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
How many years has the attorney been practicing law?					
(N)	5	11	25	25	74
Average	8.2	13.3	12.7	14.5	14.7
Median	8.0	10.0	10.0	12.0	14.5
How many years has the attorney been practicing law in the area of higher education?					
(N)	5	11	25	26	74
Average	3.6	7.0	3.9	6.7	6.9
Median	3.0	5.0	3.5	5.3	6.0
How many years has the attorney been employed at this institution or campus?					
(N)	5	11	25	26	74
Average	3.5	5.7	3.9	5.6	6.2
Median	3.0	3.0	3.0	4.0	5.0
How many years has the attorney been in their current position?					
(N)	5	11	25	26	74
Average	3.5	3.5	3.0	4.6	5.6
Median	3.0	3.0	2.5	3.5	4.5
Attorney's ethnicity					
(N)	4	10	26	24	71
African-American (Non-Hispanic)	0.0%	10.0%	7.7%	12.5%	9.9%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	1.4%
Asian/Pacific Islander	0.0%	20.0%	3.9%	8.3%	7.0%
Hispanic	0.0%	0.0%	7.7%	0.0%	1.4%
White (Non-Hispanic)	100.0%	70.0%	76.9%	79.2%	76.1%
Multi-racial	0.0%	0.0%	0.0%	0.0%	1.4%
Do not know	0.0%	0.0%	3.9%	0.0%	2.8%
Attorney's gender					
(N)	6	11	27	26	78
Male	33.3%	72.7%	44.4%	34.6%	29.5%
Female	66.7%	27.3%	51.9%	65.4%	70.5%
Other	0.0%	0.0%	3.7%	0.0%	0.0%

Attorney II Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Is this position considered a specialty?					
(N)	5	9	28	26	70
Yes	40.0%	66.7%	39.3%	42.3%	72.9%
No	60.0%	33.3%	60.7%	57.7%	27.1%
If yes, in which of the following area(s)?					
(N)	2	7	10	11	49
Compliance and Risk Management	*	42.9%	10.0%	0.0%	2.0%
Contract Drafting or Review	*	14.3%	10.0%	18.2%	14.3%
Employment Law	*	14.3%	10.0%	18.2%	18.4%
Finance	*	0.0%	0.0%	9.1%	0.0%
Healthcare	*	0.0%	10.0%	18.2%	12.2%
Intellectual Property	*	14.3%	10.0%	9.1%	16.3%
Litigation	*	0.0%	10.0%	0.0%	8.2%
Real Property Acquisition, Development and Management	*	0.0%	30.0%	9.1%	2.0%
Student Matters	*	14.3%	0.0%	0.0%	10.2%
Other	*	0.0%	10.0%	18.2%	16.3%

Attorney III

Attorney III Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
All Respondents	61	\$89,219	\$81,701	\$65,000	\$72,100	\$106,500	\$125,000
Carnegie Classification							
Associates Colleges	1	*	*	*	*	*	*
Doctorate-Granting Universities	58	\$89,868	\$81,851	\$65,000	\$72,768	\$106,500	\$126,131
Masters Colleges and Universities	2	*	*	*	*	*	*
Baccalaureate Colleges	0	*	*	*	*	*	*
Special Focus Institutions	0	*	*	*	*	*	*
Institutional Affiliation							
Public/State Supported	45	\$90,627	\$85,000	\$69,400	\$72,100	\$106,500	\$125,862
Independent/Non-Sectarian	8	\$99,260	\$90,000	\$80,000	\$81,500	\$115,309	\$128,000
Independent/Religiously Affiliated	7	\$74,005	\$74,675	\$50,000	\$57,500	\$80,682	\$95,821
Total Operating Budget Of Institution							
Less Than \$100 Million	3	*	*	*	*	*	*
\$100 to \$299 Million	3	*	*	*	*	*	*
\$300 to \$499 Million	5	\$77,616	\$76,000	\$58,000	\$70,000	\$80,000	\$99,247
\$500 to \$999 Million	12	\$77,967	\$75,424	\$56,000	\$71,542	\$80,425	\$105,370
\$1 Billion or More	38	\$97,883	\$93,954	\$70,700	\$77,750	\$119,968	\$130,750
Student Enrollment							
Fewer Than 5,000	1	*	*	*	*	*	*
5,000 to 9,999	5	\$85,416	\$90,000	\$67,000	\$70,000	\$90,000	\$103,247
10,000 to 15,999	8	\$65,767	\$73,388	\$47,000	\$51,500	\$76,916	\$80,274
16,000 to 24,999	5	\$83,714	\$75,848	\$72,689	\$73,723	\$80,000	\$102,200
25,000 to 34,999	18	\$95,148	\$92,500	\$64,800	\$71,250	\$118,625	\$134,065
35,000 or More	22	\$95,949	\$93,954	\$70,245	\$76,250	\$116,903	\$124,500
Number of Full-Time Equivalent (FTE) Employees							
Less Than 1,000	2	*	*	*	*	*	*
1,000 to 2,499	3	*	*	*	*	*	*
2,500 to 4,999	12	\$77,494	\$75,924	\$56,500	\$71,500	\$80,000	\$102,747
5,000 to 9,999	10	\$85,500	\$87,500	\$63,500	\$71,250	\$102,375	\$107,550
10,000 or More	34	\$97,519	\$90,900	\$70,300	\$75,500	\$120,000	\$131,750

Attorney III Compensation Data

	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Region							
New England	3	*	*	*	*	*	*
Mid-Atlantic	6	\$110,478	\$111,435	\$90,000	\$93,250	\$123,718	\$130,000
South Atlantic	15	\$81,485	\$80,000	\$53,200	\$67,000	\$95,000	\$115,010
East North Central	17	\$90,077	\$87,984	\$72,270	\$75,000	\$105,000	\$118,200
East South Central	0	*	*	*	*	*	*
West North Central	7	\$81,766	\$79,662	\$58,000	\$70,500	\$95,851	\$114,000
West South Central	6	\$68,963	\$72,050	\$59,000	\$66,750	\$74,031	\$75,838
Mountain	6	\$105,779	\$102,385	\$75,000	\$75,250	\$135,479	\$139,951
Pacific	1	*	*	*	*	*	*
Years Practicing Law in Higher Education							
Less Than 5	51	\$88,664	\$80,000	\$55,000	\$71,500	\$108,250	\$128,770
5 to 10	7	\$91,249	\$90,900	\$75,509	\$80,668	\$101,754	\$107,100
11 to 15	2	*	*	*	*	*	*
16 or More	0	*	*	*	*	*	*
Years Employed at Current Institution							
Less Than 5	53	\$89,687	\$82,000	\$57,000	\$72,000	\$108,000	\$128,016
5 to 10	4	*	*	*	*	*	*
11 to 15	2	*	*	*	*	*	*
16 or More	0	*	*	*	*	*	*
Ethnicity							
African-American	8	\$87,033	\$90,450	\$57,500	\$80,366	\$99,756	\$111,561
Native American/Alaskan Native	0	*	*	*	*	*	*
Asian/Pacific Islander	4	*	*	*	*	*	*
Hispanic	1	*	*	*	*	*	*
White	41	\$88,465	\$80,000	\$55,000	\$72,000	\$106,500	\$121,500
Multi-Racial	1	*	*	*	*	*	*
Do not know	2	*	*	*	*	*	*
Gender							
Male	22	\$86,558	\$80,000	\$65,700	\$75,000	\$102,375	\$123,708
Female	39	\$90,719	\$87,984	\$63,000	\$71,500	\$107,250	\$122,954

Attorney III Compensation Data

Specialty Area	Respondents	Base Salary					
		Average	Median	10th Percentile	25th Percentile	75th Percentile	90th Percentile
Compliance and Risk Management	2	*	*	*	*	*	*
Contract Drafting or Review	7	\$91,857	\$80,000	\$70,600	\$72,362	\$106,637	\$118,800
Employment Law	2	*	*	*	*	*	*
Finance	0	*	*	*	*	*	*
Healthcare	1	*	*	*	*	*	*
Intellectual Property	1	*	*	*	*	*	*
Litigation	1	*	*	*	*	*	*
Real Property Acquisition, Development and Management	0	*	*	*	*	*	*
Student Matters	1	*	*	*	*	*	*
Other	2	*	*	*	*	*	*

Attorney III Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate-Granting Universities	Masters Colleges And Universities
How many years has the attorney been practicing law?				
(N)	61	1	58	2
Average	6.4	*	6.0	*
Median	4.0	*	4.0	*
How many years has the attorney been practicing law in the area of higher education?				
(N)	61	1	58	2
Average	2.8	*	2.8	*
Median	2.0	*	2.0	*
How many years has the attorney been employed at this institution or campus?				
(N)	60	1	57	2
Average	2.6	*	2.7	*
Median	2.0	*	2.0	*
How many years has the attorney been in their current position?				
(N)	61	1	58	2
Average	2.1	*	2.1	*
Median	1.5	*	1.5	*
Attorney's ethnicity				
(N)	58	1	55	2
African-American (Non-Hispanic)	13.8%	*	12.7%	*
Native American/Alaskan Native	0.0%	*	0.0%	*
Asian/Pacific Islander	6.9%	*	7.3%	*
Hispanic	1.7%	*	1.8%	*
White (Non-Hispanic)	72.4%	*	72.7%	*
Multi-racial	1.7%	*	1.8%	*
Do not know	3.5%	*	3.6%	*
Attorney's gender				
(N)	62	1	59	2
Male	35.5%	*	37.3%	*
Female	64.5%	*	62.7%	*
Other	0.0%	*	0.0%	*

Attorney III Profile by All Respondents and Carnegie Classification

	All Respondents	Carnegie Classification		
		Associates Colleges	Doctorate- Granting Universities	Masters Colleges And Universities
Is this position considered a specialty?				
(N)	60	1	57	2
Yes	28.3%	*	26.3%	*
No	71.7%	*	73.7%	*
If yes, in which of the following area(s)?				
(N)	17	1	15	1
Compliance and Risk Management	11.8%	*	6.7%	*
Contract Drafting or Review	41.2%	*	40.0%	*
Employment Law	11.8%	*	13.3%	*
Finance	0.0%	*	0.0%	*
Healthcare	5.9%	*	6.7%	*
Intellectual Property	5.9%	*	6.7%	*
Litigation	5.9%	*	6.7%	*
Real Property Acquisition, Development and Management	0.0%	*	0.0%	*
Student Matters	5.9%	*	6.7%	*
Other	11.8%	*	13.3%	*

Attorney III Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
How many years has the attorney been practicing law?			
(N)	45	8	7
Average	7.2	3.9	4.6
Median	5.0	4.0	2.0
How many years has the attorney been practicing law in the area of higher education?			
(N)	46	7	7
Average	2.9	1.5	3.6
Median	2.9	1.0	2.0
How many years has the attorney been employed at this institution or campus?			
(N)	45	7	7
Average	2.8	1.6	2.9
Median	2.5	1.0	1.5
How many years has the attorney been in their current position?			
(N)	46	7	7
Average	2.1	1.3	2.9
Median	1.8	1.0	1.5
Attorney's ethnicity			
(N)	44	6	7
African-American (Non-Hispanic)	15.9%	16.7%	0.0%
Native American/Alaskan Native	0.0%	0.0%	0.0%
Asian/Pacific Islander	6.8%	16.7%	0.0%
Hispanic	2.3%	0.0%	0.0%
White (Non-Hispanic)	68.2%	66.7%	100.0%
Multi-racial	2.3%	0.0%	0.0%
Do not know	4.6%	0.0%	0.0%
Attorney's gender			
(N)	46	8	7
Male	30.4%	62.5%	42.9%
Female	69.6%	37.5%	57.1%
Other	0.0%	0.0%	0.0%

Attorney III Profile by Institutional Affiliation

	Institutional Affiliation		
	Public/State Supported	Independent/Non-Sectarian	Independent/Religiously Affiliated
Is this position considered a specialty?			
(N)	45	7	7
Yes	28.9%	28.6%	28.6%
No	71.1%	71.4%	71.4%
If yes, in which of the following area(s)?			
(N)	13	2	2
Compliance and Risk Management	15.4%	*	*
Contract Drafting or Review	46.2%	*	*
Employment Law	0.0%	*	*
Finance	0.0%	*	*
Healthcare	7.7%	*	*
Intellectual Property	7.7%	*	*
Litigation	7.7%	*	*
Real Property Acquisition, Development and Management	0.0%	*	*
Student Matters	7.7%	*	*
Other	7.7%	*	*

Attorney III Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
How many years has the attorney been practicing law?					
(N)	2	3	5	12	39
Average	*	*	2.0	11.2	5.8
Median	*	*	2.0	5.0	5.0
How many years has the attorney been practicing law in the area of higher education?					
(N)	3	3	4	12	39
Average	*	*	*	3.7	2.8
Median	*	*	*	2.0	3.0
How many years has the attorney been employed at this institution or campus?					
(N)	2	3	4	12	39
Average	*	*	*	3.3	2.6
Median	*	*	*	2.0	2.5
How many years has the attorney been in their current position?					
(N)	3	3	4	12	39
Average	*	*	*	3.0	2.0
Median	*	*	*	2.0	1.5
Attorney's ethnicity					
(N)	3	3	5	12	35
African-American (Non-Hispanic)	0.0%	66.7%	0.0%	8.3%	14.3%
Native American/Alaskan Native	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	33.3%	0.0%	0.0%	0.0%	8.6%
Hispanic	0.0%	0.0%	0.0%	8.3%	0.0%
White (Non-Hispanic)	66.7%	33.3%	100.0%	75.0%	71.4%
Multi-racial	0.0%	0.0%	0.0%	0.0%	2.9%
Do not know	0.0%	0.0%	0.0%	8.3%	2.9%
Attorney's gender					
(N)	3	3	5	12	39
Male	66.7%	66.7%	80.0%	33.3%	25.6%
Female	33.3%	33.3%	20.0%	66.7%	74.4%
Other	0.0%	0.0%	0.0%	0.0%	0.0%

Attorney III Profile by Total Operating Budget of Institution

	Total Operating Budget of Institution				
	Less Than \$100 Million	\$100 to \$299 Million	\$300 to \$499 Million	\$500 to \$999 Million	\$1 Billion or More
Is this position considered a specialty?					
(N)	3	3	5	12	37
Yes	66.7%	0.0%	20.0%	33.3%	27.0%
No	33.3%	100.0%	80.0%	66.7%	73.0%
If yes, in which of the following area(s)?					
(N)	2	0	1	4	10
Compliance and Risk Management	*	*	*	25.0%	0.0%
Contract Drafting or Review	*	*	*	50.0%	40.0%
Employment Law	*	*	*	25.0%	10.0%
Finance	*	*	*	0.0%	0.0%
Healthcare	*	*	*	0.0%	10.0%
Intellectual Property	*	*	*	0.0%	10.0%
Litigation	*	*	*	0.0%	10.0%
Real Property Acquisition, Development and Management	*	*	*	0.0%	0.0%
Student Matters	*	*	*	0.0%	10.0%
Other	*	*	*	0.0%	10.0%

Attorney III Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
How many years has the attorney been practicing law?						
(N)	1	5	8	4	19	22
Average	*	3.8	3.8	*	6.4	7.4
Median	*	4.0	1.5	*	6.0	5.0
How many years has the attorney been practicing law in the area of higher education?						
(N)	1	5	8	5	19	21
Average	*	1.6	2.6	2.9	2.2	3.7
Median	*	1.0	1.3	2.0	2.0	3.5
How many years has the attorney been employed at this institution or campus?						
(N)	1	5	8	4	19	21
Average	*	1.3	2.6	*	1.9	3.3
Median	*	1.0	1.5	*	1.5	3.0
How many years has the attorney been in their current position?						
(N)	1	5	8	5	19	21
Average	*	1.3	2.5	2.7	1.7	2.2
Median	*	1.0	1.3	2.0	1.0	2.0
Attorney's ethnicity						
(N)	1	5	8	5	17	20
African-American (Non-Hispanic)	*	40.0%	12.5%	0.0%	0.0%	25.0%
Native American/Alaskan Native	*	0.0%	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	*	20.0%	0.0%	20.0%	0.0%	5.0%
Hispanic	*	0.0%	0.0%	0.0%	5.9%	0.0%
White (Non-Hispanic)	*	40.0%	87.5%	80.0%	88.2%	60.0%
Multi-racial	*	0.0%	0.0%	0.0%	0.0%	5.0%
Do not know	*	0.0%	0.0%	0.0%	5.9%	5.0%
Attorney's gender						
(N)	1	5	8	5	19	22
Male	*	40.0%	62.5%	40.0%	36.8%	22.7%
Female	*	60.0%	37.5%	60.0%	63.2%	77.3%
Other	*	0.0%	0.0%	0.0%	0.0%	0.0%

Attorney III Profile by Student Enrollment

	Student Enrollment					
	Fewer Than 5,000	5,000 to 9,999	10,000 to 15,999	16,000 to 24,999	25,000 to 34,999	35,000 or More
Is this position considered a specialty?						
(N)	1	4	8	5	18	22
Yes	*	0.0%	12.5%	80.0%	22.2%	36.4%
No	*	100.0%	87.5%	20.0%	77.8%	63.6%
If yes, in which of the following area(s)?						
(N)	0	0	1	4	4	8
Compliance and Risk Management	*	*	*	25.0%	0.0%	12.5%
Contract Drafting or Review	*	*	*	50.0%	50.0%	37.5%
Employment Law	*	*	*	25.0%	0.0%	12.5%
Finance	*	*	*	0.0%	0.0%	0.0%
Healthcare	*	*	*	0.0%	0.0%	12.5%
Intellectual Property	*	*	*	0.0%	25.0%	0.0%
Litigation	*	*	*	0.0%	25.0%	0.0%
Real Property Acquisition, Development and Management	*	*	*	0.0%	0.0%	0.0%
Student Matters	*	*	*	0.0%	0.0%	12.5%
Other	*	*	*	0.0%	0.0%	12.5%

Attorney III Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
How many years has the attorney been practicing law?					
(N)	2	3	11	11	34
Average	*	*	5.5	6.6	7.0
Median	*	*	3.0	4.0	5.3
How many years has the attorney been practicing law in the area of higher education?					
(N)	2	3	11	11	34
Average	*	*	2.4	2.1	3.3
Median	*	*	2.0	2.0	3.0
How many years has the attorney been employed at this institution or campus?					
(N)	2	3	10	11	34
Average	*	*	2.6	1.5	3.2
Median	*	*	2.5	1.0	3.0
How many years has the attorney been in their current position?					
(N)	2	3	11	11	34
Average	*	*	2.1	1.2	2.4
Median	*	*	1.5	1.0	2.0
Attorney's ethnicity					
(N)	2	3	12	11	30
African-American (Non-Hispanic)	*	33.3%	0.0%	9.1%	20.0%
Native American/Alaskan Native	*	0.0%	0.0%	0.0%	0.0%
Asian/Pacific Islander	*	0.0%	8.3%	18.2%	3.3%
Hispanic	*	0.0%	0.0%	9.1%	0.0%
White (Non-Hispanic)	*	66.7%	83.3%	63.6%	73.3%
Multi-racial	*	0.0%	0.0%	0.0%	0.0%
Do not know	*	0.0%	8.3%	0.0%	3.3%
Attorney's gender					
(N)	2	3	12	11	34
Male	*	66.7%	58.3%	36.4%	26.5%
Female	*	33.3%	41.7%	63.6%	73.5%
Other	*	0.0%	0.0%	0.0%	0.0%

Attorney III Profile by Number of Full-Time Equivalent (FTE) Employees

	Number of Full-Time Equivalent (FTE) Employees				
	Less Than 1,000	1,000 to 2,499	2,500 to 4,999	5,000 to 9,999	10,000 or More
Is this position considered a specialty?					
(N)	2	3	12	9	34
Yes	*	0.0%	41.7%	22.2%	29.4%
No	*	100.0%	58.3%	77.8%	70.6%
If yes, in which of the following area(s)?					
(N)	0	0	5	2	10
Compliance and Risk Management	*	*	20.0%	*	0.0%
Contract Drafting or Review	*	*	60.0%	*	40.0%
Employment Law	*	*	0.0%	*	10.0%
Finance	*	*	0.0%	*	0.0%
Healthcare	*	*	0.0%	*	10.0%
Intellectual Property	*	*	0.0%	*	10.0%
Litigation	*	*	0.0%	*	10.0%
Real Property Acquisition, Development and Management	*	*	0.0%	*	0.0%
Student Matters	*	*	0.0%	*	10.0%
Other	*	*	20.0%	*	10.0%

Appendix

Appendix

Participating Institutions

Abilene Christian University
American University
Amherst College
Andrews University
Antioch University
Appalachian State University
Arkansas Tech University
Armstrong State University
Auburn University
Austin Peay State University
Ball State University
Baltimore City Community College
Berea College
Berry College
Biola University
Boise State University
Borough of Manhattan Community College
Boston University
Bowie State University
Brown University
Bryn Mawr College
Butler University
Camden County College
Capital University
Carroll University
Central Michigan University
Centre College
Chapman University
Chemeketa Community College
City Colleges of Chicago
Claremont McKenna College
Clemson University
Cleveland State University
Coastal Carolina University
College of Central Florida
College of William and Mary
Colorado Christian University
Colorado School of Mines
Columbia College Chicago
Community College of Allegheny County
Community College of Philadelphia
Concordia University Irvine
Creighton University
Dallas Baptist University
Dartmouth College
DePaul University
Dickinson College
Drew University
Drexel University
Duke University
East Carolina University
Eastern Illinois University
Eastern Michigan University
Emerson College
Emory University
Endicott College
Fashion Institute of Technology
Ferris State University
Florida Atlantic University
Florida International University
Florida Southwestern State College
Florida State College at Jacksonville
Furman University
Gadsden State Community College
Georgia College
Georgia Institute of Technology
Georgia State University
Goucher College
Grand Valley State University
Hampshire College
Hillsborough Community College
Hofstra University
Indiana University
Iowa State University
Jackson State University
Jewish Theological Seminary
Johnson County Community College
Kansas State University
Lake Erie College of Osteopathic Medicine
Lawrence University
Lewis & Clark College
Liberty University
Linfield College
Logan University
Louisiana Tech University
Loyola University New Orleans
Loyola University of Chicago
Marshall University

Appendix

Maryland University of Integrative Health
Medical University of South Carolina
Merrimack College
Miami Dade College
Miami University
Michigan State University
Middle Tennessee State University
Midwestern State University
Mississippi State University
Monmouth University
Morehouse College
Morgan State University
New England Institute of Technology
New Jersey City University
New Jersey Institute of Technology
New Mexico State University
New York City College of Technology of CUNY
New York Institute of Technology
New York University
North Carolina Central University
North Carolina State University
Northeastern Illinois University
Northern Illinois University
Northern Kentucky University
Northwest Nazarene University
Oberlin College
University of California
Ohio University
Oklahoma Christian University
Onondaga Community College
Oregon State University
Pacific University
Pennsylvania State University
Pensacola State College
Pepperdine University
Pittsburg State University
Point Park University
Princeton University
Regis University
Rhode Island School of Design
Rice University
Robert Morris University
Rutgers, The State University of New Jersey
Sacred Heart University
Saint Joseph's University
Saint Louis University
Saint Mary's College of California
Saint Mary's University of Minnesota
Salem State University
Seminole State College of Florida
Seton Hill University
Shawnee State University
Simmons College
South Dakota State University
Southern Methodist University
Southern New Hampshire University
Southern Oregon University
Springfield College
St. Louis College of Pharmacy
Stephen F. Austin State University
Stockton University
Stonehill College
Suffolk University
Temple University
Texas Southern University
Texas Wesleyan University
The Catholic University of America
The Citadel
The College of Saint Rose
The College of the Holy Cross
The George Washington University
The Johns Hopkins University
The New School
The Ohio State University
The Stevens Institute of Technology
The University of Akron
The University of Arizona
The University of Iowa
The University of Kansas
The University of North Carolina at Chapel Hill
The University of Oklahoma
The University of Scranton
The University of Southern Mississippi
The University of Texas at Arlington
The University of the South (Sewanee)
Thomas Jefferson School of Law
Trinity College
UC Hastings College of Law
Ultimate Medical Academy
UNC School of the Arts
University of Kentucky
University of Central Arkansas

Appendix

University of Central Florida	University of St. Thomas
University of Connecticut	University of Utah
University of Dallas	University of Vermont
University of Dayton	University of Virginia
University of Delaware	University of Wisconsin-Madison
University of Florida	University of Pittsburgh
University of Illinois	Ursinus College
University of La Verne	Ursuline College
University of Maryland Baltimore	Utah Valley University
University of Maryland University Counsel	Valencia College
University of MD Eastern Shore	Valparaiso University
University of Michigan	Villanova University
University of Minnesota	Virginia Commonwealth University
University of Mississippi	Virginia Polytechnic Institute and State University
University of Nebraska	Washburn University
University of New Mexico	Washington and Lee University
University of North Carolina at Charlotte	Weber State University
University of North Carolina Wilmington	West Virginia School of Osteopathic Medicine
University of North Florida	Western Michigan University
University of North Georgia	Western Nevada College
University of Oregon	Wichita State University
University of Redlands	Woods Hole Oceanographic Institution
University of San Diego	Xavier University
University of South Alabama	Yale University
University of South Carolina	Yeshiva University

Appendix

Survey Questionnaire

CONFIDENTIAL

CONFIDENTIAL

CONFIDENTIAL



2016 NACUA Benchmarking Survey on Salaries

Deadline for Submitting Survey: April 8, 2016

To be completed by the institution's chief campus legal officer on behalf of all attorney positions.

PLEASE REPORT ALL DATA FOR YOUR INSTITUTION'S or CAMPUS'S MOST RECENT PAST FISCAL YEAR. (unless otherwise requested for certain questions).

Complete the survey online at www.NACUACompSurvey.com

NOTE: Results from this survey will be reported in the aggregate only, and individual responses will not be provided to NACUA staff. All information will be kept strictly confidential.

Appendix

I. INSTITUTIONAL PROFILE		
1	Institution Name:	
2	City:	
3	State:	
4	Email address for us to send your complimentary customized report:	
5	Carnegie Classification: (Check only one) 2-1 <input type="checkbox"/> Associate's Colleges 2 <input type="checkbox"/> Doctorate-Granting Universities 3 <input type="checkbox"/> Master's Colleges and Universities 4 <input type="checkbox"/> Baccalaureate Colleges 5 <input type="checkbox"/> Special Focus Institutions 6 <input type="checkbox"/> Tribal Colleges	
6	Does your institution have a medical school?	<input type="checkbox"/> Yes <input type="checkbox"/> No 3
7	Does your institution provide legal services to a hospital/academic medical center?	<input type="checkbox"/> Yes <input type="checkbox"/> No 4
8	Institutional Affiliation 5-1 <input type="checkbox"/> Public/State Supported 2 <input type="checkbox"/> Independent/Non-Sectarian 3 <input type="checkbox"/> Independent/Religiously Affiliated	
9	What was your institution's or campus's total operating budget (total fund expenditures) for the most recently concluded fiscal year? (For private institutions, please use data from your most recently completed IRS 990, Part I, Question 18.) 6-1 <input type="checkbox"/> \$0 - \$9,999,999 5 <input type="checkbox"/> \$100,000,000 - \$199,999,999 9 <input type="checkbox"/> \$700,000,000 - \$999,999,999 2 <input type="checkbox"/> \$10,000,000 - \$24,999,999 6 <input type="checkbox"/> \$200,000,000 - \$299,999,999 10 <input type="checkbox"/> \$1,000,000,000 - \$1,499,999,999 3 <input type="checkbox"/> \$25,000,000 - \$49,999,999 7 <input type="checkbox"/> \$300,000,000 - \$499,999,999 11 <input type="checkbox"/> \$1,500,000,000 - \$1,999,999,999 4 <input type="checkbox"/> \$50,000,000 - \$99,999,999 8 <input type="checkbox"/> \$500,000,000 - \$699,999,999 12 <input type="checkbox"/> \$2,000,000,000 +	
10	What was your institution's or campus's total student enrollment for the most recently concluded fiscal year? (Report only full-time equivalent enrollment figures including undergraduate and graduate enrollments.)	# 7
11	What was your institution's or campus's total number of full-time equivalent (FTE) employees for the most recently completed fiscal year? (For private institutions, please use data from your most recently completed IRS 990, Part I, Question 5.)	# 8
II. CHIEF LEGAL OFFICE PROFILE		
1	What is the total current operating budget for the Chief Legal Office, not including expenses for outside legal counsel services? (Do not include any support from your state's Office of Attorney General, if applicable.)	\$ 10
2	What is the current size of the Chief Legal Office staff? (Include the Chief Legal Officer in one of the following categories.) Full-time attorneys 11 Part-time attorneys 12 Legal Fellows (positions designed for recent law school graduates and with appointments for a limited duration, e.g., 1 or 2 years) 13 Interns 14 Paralegals 15 Law Clerks 16 Contract Attorneys 17 Other staff (full-time equivalents only) 24 Total 25	
III. PROFILE OF CHIEF LEGAL OFFICER		
1	Are you the Chief Legal Officer for your institution or campus?	<input type="checkbox"/> Yes <input type="checkbox"/> No 33
2	What is the full title of the Chief Legal Officer? 34-1 <input type="checkbox"/> General Counsel 7 <input type="checkbox"/> Vice Chancellor and General Counsel 2 <input type="checkbox"/> Vice President and General Counsel 8 <input type="checkbox"/> Vice President, General Counsel, and Secretary 3 <input type="checkbox"/> University/College (Legal) Counsel 9 <input type="checkbox"/> Vice President for Legal Affairs 4 <input type="checkbox"/> Senior Vice President and General Counsel 10 <input type="checkbox"/> Chief Legal Officer 5 <input type="checkbox"/> Vice President for Legal Affairs and General Counsel 11 <input type="checkbox"/> Other _____ 6 <input type="checkbox"/> Chief (Campus) Counsel	
3	What is the title of the person (or persons) to whom the Chief Legal Officer reports? (Check all that apply) 35 <input type="checkbox"/> Board of Trustees/Governors 41 <input type="checkbox"/> President 36 <input type="checkbox"/> Board of Trustees and President 42 <input type="checkbox"/> Chief Financial Officer 37 <input type="checkbox"/> Direct report to President with dotted line to the Board 43 <input type="checkbox"/> Chief of Staff 39 <input type="checkbox"/> Board Chair 44 <input type="checkbox"/> Executive Vice President 40 <input type="checkbox"/> Chancellor 45 <input type="checkbox"/> Vice President for Administration 46 <input type="checkbox"/> Other _____	
4	How many years has the Chief Legal Officer been practicing law?	years 47
5	How many years has the Chief Legal Officer been practicing law in the area of higher education?	years 48
6	How many years has the Chief Legal Officer been employed at your current institution or campus?	years 49

Appendix

7	How many years has that individual served as Chief Legal Officer at this institution or campus?	years	50
8	What is the Chief Legal Officer's ethnicity? <small>52-1</small> <input type="checkbox"/> African-American (Non-Hispanic): A person having origins in any of the Black racial groups of Africa. <small>2</small> <input type="checkbox"/> Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition. <small>3</small> <input type="checkbox"/> Asian/Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islanders. This area includes China, Japan, Korea, the Philippine Islands, and Samoa. <small>4</small> <input type="checkbox"/> Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race. <small>5</small> <input type="checkbox"/> White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East. <small>6</small> <input type="checkbox"/> Multi-racial		
9	What is the Chief Legal Officer's gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other	53
10	Is the Chief Legal Officer a member of the senior executive body, often called the Cabinet, of the chief executive officer of your institution or campus?	<input type="checkbox"/> Yes <input type="checkbox"/> No	54
11	Which of the following additional positions at your institution or campus report to the Chief Legal Officer? (Check all that apply)		
	<small>26</small> <input type="checkbox"/> Chief Compliance Officer (if the CLO is not otherwise the chief compliance officer) <small>27</small> <input type="checkbox"/> HR Director <small>28</small> <input type="checkbox"/> EEO Director <small>29</small> <input type="checkbox"/> Ombudsperson	<small>30</small> <input type="checkbox"/> Public Safety <small>32</small> <input type="checkbox"/> Risk Management <small>31</small> <input type="checkbox"/> Other	
12	Does the Chief Legal Officer have other responsibilities at your institution? (e.g., Secretary of the University, teaching, compliance oversight) If "yes," please specify	<input type="checkbox"/> Yes <input type="checkbox"/> No	55 56

IV. SALARY AND OTHER QUESTIONS FOR THE CHIEF LEGAL OFFICER

1	What is the current annual BASE salary of the Chief Legal Officer? (Report only salary received from the institution, and do not include additional outside consulting fees or other additional income received, such as bonuses or additional salary for teaching or other administrative responsibilities. Do not include the value of other benefits)	\$	57
2	Does the Chief Legal Officer have a formal, individually negotiated contract with a formal term for employment (i.e., not a standard appointment or reappointment letter)? If yes, what is the length of the contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No _____ years	58 59
3	Is the Chief Legal Officer entitled, either by contract or institutional policy, to a severance payment upon termination? If yes, what is the duration of severance (in weeks)?	<input type="checkbox"/> Yes <input type="checkbox"/> No _____ weeks	60 61
4	Does the Chief Legal Officer receive additional cash compensation?	<input type="checkbox"/> Yes <input type="checkbox"/> No	62
5	Do other attorneys at your office receive additional cash compensation?	<input type="checkbox"/> Yes <input type="checkbox"/> No	63

V. SALARY AND OTHER QUESTIONS FOR DEPUTY CHIEF LEGAL OFFICER

(To be completed only for the position of Deputy Chief Legal Officer – the individual who serves as Chief Legal Officer in the absence of the permanent Chief Legal Officer.)

1	Title		64
2	How many years has the attorney been in their current position?	Years	65
3	How many years has the attorney been employed at this institution or campus?	Years	66
4	How many years has the attorney been practicing law?	Years	67
5	How many years has the attorney been practicing law in the area of higher education?	Years	68
6	What is the attorney's ethnicity?*		
	<small>69-1</small> <input type="checkbox"/> African-American (Non-Hispanic) <small>4</small> <input type="checkbox"/> Hispanic <small>2</small> <input type="checkbox"/> Native American/Alaskan Native	<small>5</small> <input type="checkbox"/> White (Non-Hispanic) <small>3</small> <input type="checkbox"/> Asian/Pacific Islander	<small>6</small> <input type="checkbox"/> Multi-racial <small>7</small> <input type="checkbox"/> Do Not Know
7	What is the attorney's gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other	70
8	What is the attorney's current annual BASE salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received)	\$	71

* **African-American (Non-Hispanic):** A person having origins in any of the Black racial groups of Africa.
Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition.
Asian/Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islanders. This area includes China, Japan, Korea, the Philippine Islands, and Samoa.
Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Appendix

VI. SALARY AND OTHER QUESTIONS FOR ATTORNEY LEVEL I POSITIONS (Senior-Level Counsel)

(To be completed for up to three attorneys who fit this category)

Description: While not the Deputy General Counsel, the position(s) is(are) considered to be Senior Counsel to the institution and counsels and advises on more complex legal matters and projects. Works closely with the Chief Legal Officer. May be responsible for a specific legal area. May provide work guidance to less experienced attorneys. This position typically has supervisory authority over other attorneys in the office. Typically requires 7 or more years' experience as an attorney when the position description is posted.

		Employee 1	Employee 2	Employee 3
1	How many years has the attorney been in their current position?	72 _____ years	81 _____ years	90 _____ years
2	How many years has the attorney been employed at this institution or campus?	73 _____ years	82 _____ years	91 _____ years
3	How many years has the attorney been practicing law?	74 _____ years	83 _____ years	92 _____ years
4	How many years has the attorney been practicing law in the area of higher education?	75 _____ years	84 _____ years	93 _____ years
5	What is the attorney's ethnicity? *	76-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	85-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	94-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know
6	What is the attorney's gender?	77 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	86 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	95 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____
7	What is the attorney's current annual base salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received)	Base Salary: 78 \$ _____	Base Salary: 87 \$ _____	Base Salary: 96 \$ _____
8	Is this position considered a specialty?	79 <input type="checkbox"/> Yes <input type="checkbox"/> No	88 <input type="checkbox"/> Yes <input type="checkbox"/> No	97 <input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, in which of the following area(s)?	80-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	89-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	98-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other

* **African-American (Non-Hispanic):** A person having origins in any of the Black racial groups of Africa.

Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition.

Asian/Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islanders. This area includes China, Japan, Korea, the Philippine Islands, and Samoa.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Appendix

VII. SALARY AND OTHER QUESTIONS FOR ATTORNEY LEVEL II POSITIONS (Mid-Level Counsel)

(To be completed for up to three attorneys who fit this category)

Description: Assists more senior attorneys on a variety of legal projects. Works independently on some legal matters. Typically requires 3 – 7 years' experience as an attorney when the position description is posted.

		Employee 1	Employee 2	Employee 3
1	How many years has the attorney been in their current position?	99 _____ years	108 _____ years	117 _____ years
2	How many years has the attorney been employed at this institution or campus?	100 _____ years	109 _____ years	118 _____ years
3	How many years has the attorney been practicing law?	101 _____ years	110 _____ years	119 _____ years
4	How many years has the attorney been practicing law in the area of higher education?	102 _____ years	111 _____ years	120 _____ years
5	What is the attorney's ethnicity? *	103-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	112-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	121-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know
6	What is the attorney's gender?	104 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	113 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	122 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____
7	What is the attorney's current annual base salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received)	105 Base Salary: \$ _____	114 Base Salary: \$ _____	123 Base Salary: \$ _____
8	Is this position considered a specialty?	106 <input type="checkbox"/> Yes <input type="checkbox"/> No	115 <input type="checkbox"/> Yes <input type="checkbox"/> No	124 <input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, in which of the following area(s)?	107-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	116-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	125-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other

* **African-American (Non-Hispanic):** A person having origins in any of the Black racial groups of Africa.

Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition.

Asian/Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islanders. This area includes China, Japan, Korea, the Philippine Islands, and Samoa.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.

Appendix

VIII. SALARY AND OTHER QUESTIONS FOR ATTORNEY LEVEL III POSITIONS (Entry-Level Counsel)			
(To be completed for up to three attorneys who fit this category)			
<i>Description: Entry-level attorney. Assists other attorneys in all aspects of legal work. Conducts legal research. Work is closely supervised. Typically requires 0 – 3 years' experience as an attorney when the position description is posted.</i>			
	Employee 1	Employee 2	Employee 3
1	How many years has the attorney been in their current position? 126 _____ years	How many years has the attorney been in their current position? 135 _____ years	How many years has the attorney been in their current position? 144 _____ years
2	How many years has the attorney been employed at this institution or campus? 127 _____ years	How many years has the attorney been employed at this institution or campus? 136 _____ years	How many years has the attorney been employed at this institution or campus? 145 _____ years
3	How many years has the attorney been practicing law? 128 _____ years	How many years has the attorney been practicing law? 137 _____ years	How many years has the attorney been practicing law? 146 _____ years
4	How many years has the attorney been practicing law in the area of higher education? 129 _____ years	How many years has the attorney been practicing law in the area of higher education? 138 _____ years	How many years has the attorney been practicing law in the area of higher education? 147 _____ years
5	What is the attorney's ethnicity? * 130-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	What is the attorney's ethnicity? * 139-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know	What is the attorney's ethnicity? * 148-1 <input type="checkbox"/> African-American (Non-Hispanic) 2 <input type="checkbox"/> Native American/Alaskan Native 3 <input type="checkbox"/> Asian/Pacific Islander 4 <input type="checkbox"/> Hispanic 5 <input type="checkbox"/> White (Non-Hispanic) 6 <input type="checkbox"/> Multi-racial 7 <input type="checkbox"/> Do Not Know
6	What is the attorney's gender? 131 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	What is the attorney's gender? 140 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____	What is the attorney's gender? 149 <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other _____
7	What is the attorney's current annual base salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received) 132 Base Salary: \$ _____	What is the attorney's current annual base salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received) 141 Base Salary: \$ _____	What is the attorney's current annual base salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received) 150 Base Salary: \$ _____
8	Is this position considered a specialty? 133 <input type="checkbox"/> Yes <input type="checkbox"/> No	Is this position considered a specialty? 142 <input type="checkbox"/> Yes <input type="checkbox"/> No	Is this position considered a specialty? 151 <input type="checkbox"/> Yes <input type="checkbox"/> No
	If yes, in which of the following area(s)? 134-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	If yes, in which of the following area(s)? 143-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other	If yes, in which of the following area(s)? 152-1 <input type="checkbox"/> Compliance and Risk Management 2 <input type="checkbox"/> Contract Drafting or Review 3 <input type="checkbox"/> Employment Law 4 <input type="checkbox"/> Finance (bonds, endowments, fundraising) 5 <input type="checkbox"/> Healthcare 6 <input type="checkbox"/> Intellectual Property 7 <input type="checkbox"/> Litigation 8 <input type="checkbox"/> Real Property Acquisition, Development and Management 9 <input type="checkbox"/> Student Matters 10 <input type="checkbox"/> Other

* **African-American (Non-Hispanic):** A person having origins in any of the Black racial groups of Africa.

Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition.

Asian/Pacific Islander: A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian sub-continent, or the Pacific Islanders. This area includes China, Japan, Korea, the Philippine Islands, and Samoa.

Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.