

American University

Total Executive Compensation Among Select Universities

July 19, 2004

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EXECUTIVE SUMMARY

Participants

The table below summarizes which of the universities invited to participate in the survey actually provided compensation, perquisites, and benefit information.

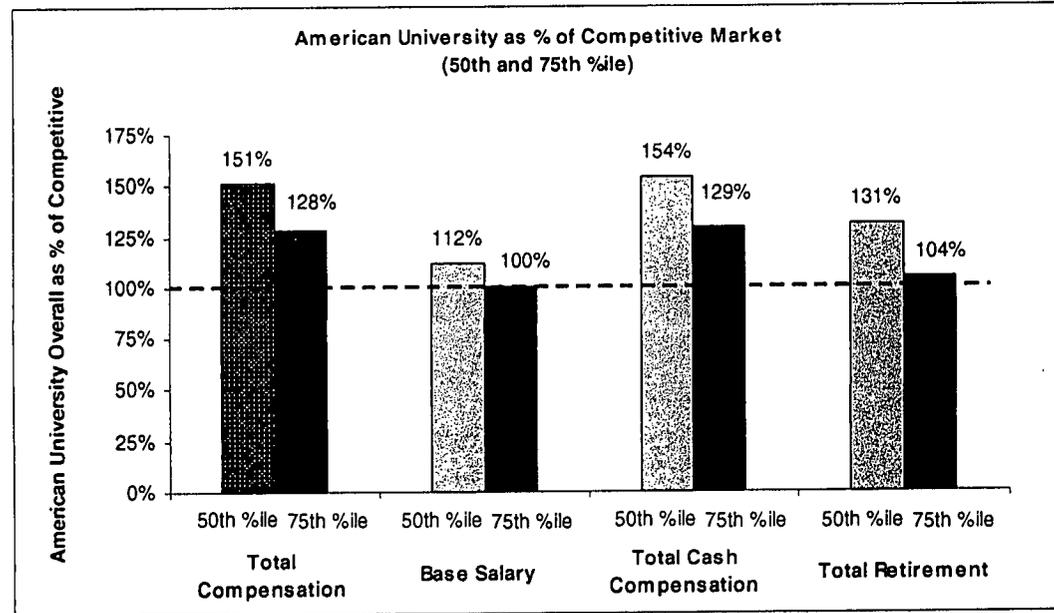
	Boston College	√	Southern Methodist University
√	Boston University	√	Syracuse University
√	Drexel University	√	Tufts University
	Fordham University	√	Tulane University
	Georgetown University	√	University of Denver
√	George Washington University	√	Wake Forest University
√	Lehigh University		

The 12 institutions in American University's peer group were invited to participate, of which nine submitted data. In addition, Lehigh University was asked and agreed to participate in the survey.

Competitive Positioning

- Total Compensation (defined as base salary plus annual or deferred incentives and retirement) for the American University positions included in the survey is (on average) above the 75th percentile.
 - Base salaries for this group of senior leaders are generally positioned at the 75th percentile. Base pay for the American University President approximates the 75th percentile.
 - American University is among five other organizations that reported using annual incentives (including deferred) for at least one position (American offers an annual incentive to all seven positions matched to the survey). American's most recent awards were higher than awards provided by other universities.
 - American University's retirement program, including the value of the restoration benefit, is generally positioned at the 75th percentile.

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EXECUTIVE SUMMARY

Executive Perquisites and Benefit Plan Design

- American University provides many of the same perquisites to this group of senior leaders as the survey participants. However,
 - Most Presidents have a formal employment agreement contract and are eligible to serve on outside boards. American University does not provide either of these perquisites.
 - American University offers financial counseling to all surveyed positions. This perquisite is not common among the universities in the survey.

- American University's benefit plan design generally reflects typical market practice. The summary table below summarizes where the University's plan design meets, exceeds or is below benefits provided by participant organizations.

Benefit Program	American University Benefit Plan Design Compared to Market Practice	Comments
Retirement	+/-	■ While only two other universities provide a defined contribution match, a number provide a retirement plan contribution that does require an employee deferral. American also provides a restoration plan.
Life Insurance	=	■ Cost of executive life insurance greater than market average.
Educational Aid	=	■ Years of service requirement longer than most.
Long-Term Disability	--	■ Most universities pay 100% of LTD cost while American pays 50%.

= American University design reflects competitive practice
 + American University plan design provides greater benefit
 -- American University design provides lower benefit

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I. INTRODUCTION

American University engaged Towers Perrin to conduct a survey of total compensation for a number of key senior leadership positions. Information about pay practices and levels among similarly prestigious universities across the United States is not readily available and American University believed a custom compensation survey would provide a critical perspective as the University reviews its current practices and develops a strategy for future positioning.

Participants

Thirteen similar universities were invited to participate in the custom survey and ten submitted information. The table below summarizes which of the universities that were invited to participate in the survey actually provided compensation, perquisites, and benefit information.

√ Boston College	√ Southern Methodist University
√ Boston University	√ Syracuse University
√ Drexel University	√ Tufts University
Fordham University	√ Tulane University
Georgetown University	√ University of Denver
√ George Washington University	√ Wake Forest University
√ Lehigh University	

Survey Positions

Compensation information was gathered for nine senior leadership positions:

- | | |
|------------------------------------|--|
| 01. President | 06. Top Student Affairs Officer |
| 02. Provost - Top Academic Officer | 07. Top Development/Alumni Relations Officer |
| 03. Top Administration Officer | 08. Top Legal/General Counsel |
| 04. Top Finance Officer | 09. Top International Officer |
| 05. Top Enrollment Officer | |

Appendix A provides a detailed description of each survey position.

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I. INTRODUCTION

Total Compensation Information Gathered

For each position Towers Perrin collected information about the following elements of total compensation (total cash compensation plus the value of retirement benefits) and executive perquisites/benefits.

Total Cash Compensation	
Base Salary	Annual base salary as of January 1, 2004.
Annual Incentive	Any cash annual incentive earned and received for the most recently completed fiscal year.
Deferred Incentive	Any non-retirement incentive pay earned for the most recently completed fiscal year that will be paid out to the incumbent at a later date.
Retirement Benefits	
Qualified Retirement Benefit	Broad-based retirement benefit provided to all employees. Contributions subject to statutory pay cap (\$205,000 in 2004).
Restoration Retirement Benefit	Supplemental benefit designed to restore retirement contributions that cannot be made due to statutory pay cap or other legal limitations. May be either defined benefit or defined contribution plan.
Executive Perquisite Prevalence and Benefit Plan Design	
Executive Perquisites	Prevalence of various executive perquisites typically provided on an individual basis (e.g., housing assistance, automobile, etc.).
Life Insurance	High level plan design for life insurance benefit: Amount of coverage, coverage paid by university, average cost to university per employee.
Educational Aid	High level plan design for educational aid benefit: Years of service requirement, service at other universities, percent of tuition covered (home and other university).
Long-Term Disability	High level plan design for long-term disability insurance benefit: Payment as % of salary, maximum monthly benefit, percent of cost paid by university, waiting period, maximum duration of benefits.

Appendix B explains our retirement valuation approach (for both qualified and restoration benefits).

INTRODUCTION

Organization Scope

The table below shows summary descriptive statistics for six key scope measures for the 2003-2004 academic year.

Measure	2003/2004 Budget (\$Millions)	2003/2004 Grant/Contract Revenue (\$Millions)	Endowment 2002-2003 (\$Millions)	Payroll (\$Millions)	Employees			FTE Enrollment	% of Annual Budget Dependent on tuition and student fees	
					Total Employees (Headcount)	FTE	FTE Faculty	FTE NonFaculty		Total Enrollment
Number of Cases	10	10	10	10	10	10	10	10	10	
25th%ile	\$286.5	\$29.2	\$471.9	\$116.0	2,437	2,115	495	1,553	9,086	49.3%
50th%ile	\$531.7	\$72.7	\$655.8	\$233.3	4,093	3,506	830	2,464	11,252	52.6%
Average	\$537.2	\$90.7	\$590.8	\$233.6	4,542	3,584	969	2,615	13,083	53.5%
75th%ile	\$558.6	\$118.0	\$703.1	\$291.5	4,862	4,298	1,063	3,260	16,895	55.0%
American University	\$312.0	\$10.0	\$210.0	\$118.0	7,201	1,709	362	1,347	11,709	81%
Percentile Rank	33%	5%	3%	29%	84%	15%	0%	19%	56%	100%

Appendix C provides a definition of each scope measure.

II. INDIVIDUAL POSITION ANALYSES**Summary of Findings****Cash Compensation**

- The following table summarizes the cash compensation for each survey position.
 - Total cash compensation is the sum of base pay plus any annual incentives received or deferred.

Survey Position	50 th %ile	75 th %ile	American University Data	American University vs. 75 th %ile
01. President	\$432,348	\$515,000	\$771,750	150%
02. Provost – Top Academic Officer	284,000	295,000	394,700	134%
03. Top Administration Officer	254,785	310,333	397,400	128%
04. Top Finance Officer	Insufficient Data		Not Matched	Not Matched
05. Top Enrollment Officer	152,617	205,125	Not Matched	Not Matched
06. Top Student Affairs Officer	162,180	181,721	259,460	143%
07. Top Development/Alumni Relations	237,495	293,438	318,300	108%
08. Top Legal/General Counsel	200,000	275,000	274,650	100%
09. Top International Officer	Insufficient Data		290,500	N/A

Annual Incentives

- Annual incentives are not common for the surveyed positions at this group of universities.
- Three universities paid annual incentives for the most recent fiscal year.
 - Incentive arrangements appear to be used on a selective basis (no university reported that all of their positions received an annual bonus).
 - Two Presidents received an annual incentive.

In contrast to the other universities, American University maintains an annual incentive program for all of its senior executives.

II. INDIVIDUAL POSITION ANALYSES

Deferred Annual Incentives

- Deferred incentive compensation was provided by four universities for one or more of the surveyed positions.
- Three universities provided a deferred incentive to the President.
- Three universities provided a deferred incentive to the Top Administrative Officer.

Again, in contrast to its peers, American University provides a deferred incentive to each of its executives.

The table below summarizes the prevalence of annual incentive and deferred incentive compensation for each survey position.

Position	Number of Colleges Providing Award		Provided by American University
	Annual Incentive	Deferred Incentive	
1. President	2	3	√ (Both)
2. Provost - Top Academic Officer	1	1	√ (Both)
3. Top Administration Officer	2	3	√ (Both)
4. Top Finance Officer	2	1	N/A
5. Top Enrollment Officer	2	1	N/A
6. Top Student Affairs Officer	0	0	√ (Both)
7. Top Development/Alumni Relations Officer	2	2	√ (Both)
8. Top Legal/General Counsel Officer	1	1	√ (Both)
9. Top International Officer	0	0	√ (Both)

II. INDIVIDUAL POSITION ANALYSES**Total Compensation**

- The following table summarizes the total compensation for each survey position.
 - Total Compensation is the sum of cash compensation and the total retirement value. The total retirement value is the sum of the qualified and restoration benefit values.

Survey Position	50 th ile	75 th ile	American University Data	American University vs. 75 th %ile
01. President	\$471,196	\$543,938	\$817,850	150%
02. Provost – Top Academic Officer	304,250	329,703	423,600	128%
03. Top Administration Officer	282,811	332,608	427,150	128%
04. Top Finance Officer	Insufficient Data		N/A	N/A
05. Top Enrollment Officer	164,718	228,918	N/A	N/A
06. Top Student Affairs Officer	178,398	200,786	280,760	140%
07. Top Development/Alumni Relations	258,758	319,500	344,600	108%
08. Top Legal/General Counsel	220,000	295,250	297,700	101%
09. Top International Officer	Insufficient Data		313,900	N/A

Qualified Retirement Plans

- All 10 peer universities offer a defined contribution plan to surveyed positions. No universities provide a defined benefit program.
 - American University's defined contribution plan provides a benefit that is generally at or slightly below the 75th percentile market value.

Restoration Plans

- Five universities report that they provide restoration plans to one or more of the surveyed positions.
- Four offer this type of "make-up" plan to the President.
- Four offer it to the Provost-Top Academic Officer and four offer it to the Top Administration Officer (only three Top Administration Officers exceeded the pay cap and therefore received a restoration benefit credit).
 - American University offers a restoration plan for any individual subject to limits under 401(a).

II. INDIVIDUAL POSITION ANALYSES

The following pages present analyses of total compensation for each benchmark position.

- **Page A: Scope Information:** Position title, reporting level and degree of match to the survey benchmark job for each incumbent matched to the position.
- **Page B: Compensation Information:** Summary compensation data for each position for academic year 2003-2004. We show both cash compensation and total compensation.

The information for each position is presented on two pages.

Insufficient Data

- Please note that we are unable to report data for the following positions due to an insufficient sample size (i.e., fewer than 5 cases):
 - 04 – Top Finance Officer
 - 09 – Top International Officer

Appendix D provides a detailed explanation of how to read the individual summary compensation tables.

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III. PERQUISITE INFORMATION

Summary of Findings

While participants in the survey report that a variety of their positions are eligible to receive perquisites, they are most frequently provided to the President. Perquisites for which the President is most typically eligible include:

- Institution-provided housing.
- Automobile.
- Formal contract.
- Supplemental life insurance.
- 457 (b) deferred compensation opportunity.
- Split dollar life insurance.
- Spouse travel.

American University provides all of the perquisites with the exception of a formal contract. American also provides the President a number of perquisites which are generally not offered by this group of universities (e.g. less than 40% prevalence).

- Financial counseling (American University provides this perquisite for all jobs).
- First-class travel.

The most common perquisites for non-President jobs include:

- Supplemental life insurance.
- Retiree medical benefits.
- 457 (b) deferred compensation opportunity.

American University does not provide retiree medical benefits. American also provides non-President jobs with an automobile allowance which is generally not offered by this group of universities (e.g. less than 40% prevalence).

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III. PERQUISITE INFORMATION

The table below summarizes the prevalence of perquisites provided by at least 40% of survey participants as well as those perquisites provided by American University but not by a majority of universities in the study (prevalence among survey participants is in parentheses).

Perquisite	Perquisites Provided by American University Positions Eligible/Overall Prevalence Among Survey Participants
Institution-provided housing	■ President (100%)
Club eligibility	■ President (Country: 63%, Lunch/Dinner: 75%) ■ Provost (Country: 22%, Lunch/Dinner: 33%) ■ Top Administration Officer (Country: 11%, Lunch/Dinner: 33%) ■ Top Development/Alumni Relations (Country: 40%, Lunch/Dinner: 40%)
Automobile provided	■ President (88%) ■ Top Admin (44%)
Automobile allowance provided (in lieu of car)	■ Top Administration Officer (22%) ■ Top Development/Alumni Relations Officer (10%)
Formal contract	■ President (88%)
Eligible to earn outside income	■ President (50%)
Supplemental life insurance	■ President (63%) ■ Provost (44%) ■ Top Admin (44%) ■ Top Development/Alumni Relations (40%) ■ Top Legal/General Counsel (44%)
Financial counseling	■ President (25%) ■ Provost (0%) ■ Top Admin (0%) ■ Top Student Affairs Officer (0%) ■ Top Development/Alumni Relations (0%) ■ Top Legal/General Counsel (0%)
Retiree medical benefits	■ President (50%) ■ Top Admin (56%) ■ Top Student Affairs Officer (43%) ■ Top Development/Alumni Relations (40%)
Supplemental long-term disability	■ President (50%)
Sabbaticals	■ President (50%)
First-class travel	■ President (25%)
Spouse travel	■ President (63%)

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III. PERQUISITE INFORMATION

Perquisite	Perquisites Provided by American University Positions Eligible/Overall Prevalence Among Survey Participants
457 (b) deferred compensation opportunity	<ul style="list-style-type: none"> ■ President (63%) ■ Provost (56%) ■ Top Admin (67%) ■ Top Student Affairs (43%) ■ Top Development/Alumni Relations (60%) ■ Top Legal/General Counsel (67%)
Split dollar life insurance	<ul style="list-style-type: none"> ■ President (63%)

Appendix E summarizes the prevalence of each perquisite among the survey positions. American University's information has been excluded from the prevalence calculations. If American University provides a specific perquisite, we shade the relevant box (in grey) to note this practice.

Please see **Appendix C: Survey Definitions** for an explanation of the perquisites covered by the survey.

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IV. BENEFIT PLAN DESIGN

We asked survey participants to provide detailed design information on several important special benefits that are available to their top executives. This section summarizes these findings. In some cases we show benefit design information on a university basis. When we do so, we have coded each university so that individuals cannot be identified. The codes change from one benefit to the next.

Benefit	Design Elements Reviewed	Page
Retirement Benefits	<ul style="list-style-type: none"> ■ Type of plan ■ Defined contribution as percent of salary (university and individual contribution) ■ Type of individual contribution 	16
Life Insurance	<ul style="list-style-type: none"> ■ Amount of coverage ■ Coverage paid by the university ■ Cost per executive and employee 	18
Educational Aid to Family	<ul style="list-style-type: none"> ■ Service requirements ■ Covered expenses ■ Benefits at other universities 	20
Long-Term Disability	<ul style="list-style-type: none"> ■ Payment as percent of salary ■ Maximum monthly benefit ■ Cost paid by the university ■ Time before coverage begins ■ Length of coverage 	23

IV. BENEFIT PLAN DESIGN

Retirement Benefits

We reviewed retirement summary plan descriptions for all ten participants.

- **Types of Broad-Based Retirement Plans:** All ten universities offer a defined contribution plan to the surveyed positions. No universities provide a defined benefit program.
 - This is consistent with American University.
- **Contributions:** In five cases, contributions to defined contribution plans are made by the university without any mandatory employee contribution. One university provides an additional match if employees make contributions to the plan, and four universities require that employees make a contribution before the institution provides a contribution. Five universities provide increasing contributions as participants become older. Four universities provide a flat percentage regardless of age or salary.
 - American University provides a 200% match on up to a 5% employee contribution.
- **Restoration Plans:** Five universities reported that they provide restoration plans to one or more of the surveyed positions. Four offer this type of “make-up” plan to their Presidents, while four offer it to the Provost – Top Academic Officer and four offer to the Top Administration Officer (only three Top Administration Officers exceeded the pay cap and therefore received a restoration benefit credit).
 - American University offers a restoration plan for any individual subject to limits under 401(a).

The table on the following pages summarizes each University's broad-based (tax qualified) retirement plan, as described in their summary plan document (SPD). Institutions that provide a retirement restoration benefit are indicated with an asterisk.

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Retirement Benefits

University Code	Non-Matching Defined Contribution Plan		Matching Defined Contribution Plan
	University Contribution	Mandatory Employee Contribution	University Match (% of Pay)
01*	11%	None	None
02	< Age 35: 3% of pay Age 35-39: 7% of pay Age 40-49: 9% of pay Age 50+: 11% of pay	**	None
03	8%	4%	None
04	2 years but less than 5 years of service: 5% 5 years but less than 10 years of service: 7.5% 10 or more years of service: 10%	None	None
05*	< Age 40: 5% of pay up to SS wage base, 10% of pay above SS wage base Age 40+: 10% of pay up to SS wage base, 15% of pay above SS wage base	None	None
06*	4%	None	150% on up to 4%
07*	8%	2%***	100% on up to 2%
08	< Age 30: 5% of pay Age 30+: 10% of pay	None	None
09*	< Age 45: 5% up to \$31,300 (indexed) + 10% above \$31,300 Age 45 to 49: 7% up to \$31,300 (indexed) + 12% above \$31,300 Age 50+: 9% up to \$31,300 (indexed) + 14% above \$31,300	3%	None
10	Age 26 - 40: 8% Age 40+: 10%	5%	None
American University	None	None	200% on up to 5%

* This University provides restoration contributions for pay that exceeds the current cap on pensionable compensation for certain participants.
 ** Mandatory minimum employee contribution as a condition of employment is 2% of pay for faculty, research, professional administrative, and support personnel.
 *** Mandatory contribution as a condition of employment for those earning \$80,000 or more; mandatory contribution is waived for those earning less.

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IV. BENEFIT PLAN DESIGN

Life Insurance

All universities offer some type of life insurance coverage to the surveyed positions.

- **Amount of Coverage:** Coverage generally takes the form of a salary multiple and ranges from one times the position's salary up to four times pay plus \$100,000. The most common coverage level is one to one-and-a-half times pay. Four universities provide additional coverage for executives.
 - American University coverage for executives ranges from \$350,000 to \$500,000. Coverage for other employees in the survey is one times salary.
- **Coverage Paid by the University:** All ten universities pay the full cost of the coverage.
 - This is consistent with American University's coverage.
- **Cost per Executive:** The average annual cost per executive ranges from .12 per \$1,000 to .19 per \$1,000 and from \$61.00 to \$246.03 annually for executives and other employees. (Please note that most universities did not provide average annual costs that distinguished between executives and employees, only two provided a breakout of costs for executives and other employees. One university pays \$3,300 annually for executives only).
 - American University's cost is \$1,600 annually for executives and \$80 annually for other employees. The cost for executives is greater than average for this group.

The table on the following pages summarizes each college's basic life insurance plan.

Executive Compensation Among Select Institutions – Sponsored by American University

2003-2004

Life Insurance

University Codes	Amount of Coverage	Coverage Paid by the University	Average Cost to University Per Executive
01	1 x salary	100%	\$0.12 per \$1,000 monthly
02	Executives: 3 x salary Other Employees: 1 x salary	100%	Executives/Other Employees: \$0.155 per \$1,000 monthly
03	Executives: 1.5 x salary up to \$350,000 Other Employees: 1.5 x salary up to \$250,000	100%	Executives: \$816 annually Other Employees: \$0.20 per \$1,000 monthly
04	1.5 x salary up to \$50,000	100%	Executives/Other Employees: \$111.60 annually
05	1.5 x salary up to \$500,000	100%	Executives/Other Employees: \$123.00 annually
06	President: 4 x salary plus \$100,000 Executives: 2 x salary plus \$100,000 Other Employees: 1.5 x salary up to \$50,000 (1 x salary above \$50,000)	100%	Executives: \$3,300 annually Other Employees: \$0.13 per \$1,000 monthly
07	Executives: Various amounts Other Employees: Up to \$10,000	100%	Executives/Other Employees: \$61.00 annually
08	2 x salary up to \$500,000	100%	Executives/Other Employees: \$246.03 annually
09	1 x salary up to \$50,000	100%	Executives/Other Employees: \$78.00 annually
10	1 x salary up to \$1,500,000	100%	\$0.19 per \$1,000 monthly
American University	Executives: Ranges from \$350,000-\$500,000 Other Employees: 1 x salary up to \$50,000	100%	Executives: \$1,600 annually Other Employees: \$80 annually

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IV. BENEFIT PLAN DESIGN

Educational Aid

All ten universities in the study report that they provide tuition assistance to employees, spouses/domestic partners and/or children of full-time faculty and staff.

- **Service Requirements:** Five universities require that a minimum number of years of service must be met before any tuition assistance benefit is paid for either the employee or his/her dependents; the most common waiting period is one year. No universities report that service at other universities is counted toward their minimum service requirements.
 - American University requires a waiting period of two years before aid is available. This is longer than average for this group of universities.
- **Covered Expenses:** Most universities report varying levels of covered expenses. For employees and spouses/domestic partners, universities pay for a portion of tuition or full costs for a limited number of courses. Coverage for children is typically expressed as a percent of tuition; typically ranging from 50% to 100%.
 - American University pays 100% of tuition at the home university.
- **Benefits at Other Universities:** Half of the universities (5) cover some portion of tuition at other universities. Two universities offer 100% tuition for employees, spouse/domestic partners and children.
 - American University offers a Tuition Exchange program. A cash grant (available if hired before July 1, 1995) of \$725 per semester or \$1,450 per year is offered.

The table on the following pages provides details on each college's educational assistance program.

Educational Aid

University Codes	Tuition Assistance Offered	Years of Service Requirement	Service at Other University Counts	Percent of Tuition Covered	
				Home University	Other University
01	Yes	1 year	No	Employee/Children: 66.7% Spouse/Domestic Partner: 63%	N/A
02	Yes	1 year	No	Employee/Spouse/Domestic Partner: 20 credit hours per year Children: 70% under 5 yrs of employment; 90% after 5 yrs of employment; 50% for graduate studies	N/A
03	Yes	Immediate	No	Employee: 96% Spouses/Domestic Partner: 48%-71% (depending on years of service) Children: 47%-95% (depending on years of service)	Tuition Exchange Inc. (TE) - TE permits up to 4 students each year to enroll in the TE participating Institutions. Selection is based on years of service.
04	Yes	Employee: Immediate Spouse/Domestic Partner/Children: After 1st year: 20% After 5 years: 100%	No	Employee/Spouse/Domestic Partner/Children: 100%	N/A
05	Yes	Employee: 1 years Spouse/Domestic Partner/Children: 5 years	No	Employee/Spouse/Domestic Partner/Children: 100%	N/A

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Educational Aid

University Codes	Tuition Assistance Offered	Years of Service Requirement	Service at Other University Counts	Percent of Tuition Covered	
				Home University	Other University
06	Yes	First 5 years: 50% After 5 years: 100%	No	<u>Employee/Spouse/Domestic Partner/Children</u> : Undergraduate tuition benefit: 50% for first 5 years of employment; then 100% (employees limited to 6 credits per semester) Graduate tuition benefit: 100% from date of hire	<u>Employee</u> : Undergraduate Local Exchange Program: 100% remission for 2 courses per semester <u>Spouse/Domestic Partner</u> : 2 courses each fall and spring semester <u>Children</u> : Tuition Cash Grant - Benefit amount dependent on date of hire with change at 1986. Hired after 1986, \$5,000 per year to attend regionally accredited undergraduate institution.
07	Yes	<u>Employee</u> : 6 months <u>Spouse/Children</u> : 3 years	No	<u>Employee/Spouse/Domestic Partner/Children</u> : 100%	<u>Employee/Spouse/Domestic Partner/Children</u> : 100%
08	Yes	<u>Employee</u> : 2 years <u>Spouses/Domestic Partner</u> : Immediately upon employment <u>Children</u> : 3 years	No	<u>Employee</u> : 94% <u>Spouses/Domestic Partner</u> : 1/2 tuition for undergraduate and Graduate School of Arts & Science. After 10yrs. 66 2/3 of tuition <u>Children</u> : 94%	<u>Employee/Children</u> : \$3,970 per year (maximum \$39,700 per employee)
09	Yes	<u>Employee</u> : Immediate <u>Spouse/Children</u> : 3 years	No	<u>Employee/Spouse/Domestic Partner/Children</u> : 100%	<u>Employee/Spouse/Domestic Partner/Children</u> : 100%
10	Yes	0.3 year	No	<u>Employee</u> : 100% for 4 credit hours per semester & 90% for 4 additional credit hours per semester <u>Spouse</u> : 50% <u>Children</u> : 90%	N/A
American University	Yes	2	No	<u>Employee/Spouse/Domestic Partner/Children</u> : 100%	<u>Children</u> : Tuition Exchange Program: Tuition remission at another institution which participates in the program; Cash grant (available if hired before July 1, 1995) of \$725 per semester, \$1,450 per year.

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IV. BENEFIT PLAN DESIGN

Long-Term Disability

All universities in the study report that they offer a long-term disability benefit.

- **Payment as Percent of Salary:** In nine out of 10 cases, insurance covers 60% or more of base salary.
 - American University covers 60% of base salary for executives and other employees.
- **Maximum Monthly Benefit:** While participants reported a range of maximum monthly benefit levels, most are set within a range of \$10,000 - \$15,000 (the lowest amount reported was \$3,000 and the highest reported was \$20,000). One university reported that it has no limit.
 - American University offers a maximum monthly benefit of \$10,000 for executives and other employees.
- **Cost Paid by University:** The majority of reporting universities (9) pay 100% of the cost of basic long-term disability insurance.
 - American University pays 50% of the cost of basic long-term disability. This is lower than what is offered by most of the other universities in this survey.
- **Time Before Coverage Begins:** Most often (8 cases), benefits take effect three to six months following the disability.
 - American University requires six months following the disability.
- **Length of Coverage:** Though length of coverage varies, most plans stop benefits at age 65 if the disability occurred before age 60 and after one to five years if it occurred after age 60.
 - American University provides coverage for five years before age 60 and the earlier of age 70 or five years if the disability occurs after age 60.

The table on the following pages provides details of each college's long-term disability coverage.

AUSF 000125

Executive Compensation Among Select Institutions – Sponsored by American University

2003-2004

Long-Term Disability

University Codes	Payment as % of Salary	Maximum Monthly Benefit	% of Cost Paid by University	Months Before Coverage Begins	Maximum Duration of Benefits (Years)	
					Before Age 60	After Age 60
01	Executives: Varies Other Employees: 60%	Executives: \$15,000 Other Employees: \$10,000	100%	6	To age 65	69 to 70 up to 12 months
02	66.7%	\$15,000	100%	6	Before age 63: To normal retirement	After age 63: 12 to 42 months
03	60%	Executives: \$15,000 Other Employees: \$10,000	100%	6	To age 60	4.5 years Age 65 - 68.5: To age 70 Age 68.5: 1 year
04	60%	\$20,000	100%	3	To age 65	4.8
05	60%	\$3,000	100%	3	To age 65	5
06	60%	\$6,000	100%	3	To age 65	5
07	60%	\$14,500	100%	36	To age 65	5
08	67%	\$8,000	100%	3	5	4.75
09	60%	\$10,000	0%	6	To age 65	69 to 70 up to 12 months
10	50%	No Limit	100%	12	To age 65	5
American University	60%	\$10,000	50%	6	5	Earlier of age 70 or 5 years

AUSF 000126

APPENDIX A: SURVEY POSITION DESCRIPTIONS

The table below provides position descriptions for each survey benchmark job.

Position Title	Job Descriptions
1. President	Responsible for the strategic direction and overall operation of the institution, including academic, nonacademic, and health service-related programs. Has authority to appoint major academic and nonacademic officers and to exercise the powers of such officers who may be absent or unable to act. Presents to Board of Trustees all recommendations requiring its approval, including annual operating and capital budgets.
2. Provost – Top Academic Officer	Acts as the chief academic officer of the institution after the President. Directs educational programs, policies and activities throughout the institution, subject to the authority of the President. Performs functions of the President in the event of the President's prolonged absence, or at the President's request. Oversees allocation of resources among academic programs and priorities.
3. Top Administration Officer	Responsible to the President for management of all financial and nonacademic affairs. Directs all financial reporting activities of the institution. Oversees a variety of administrative functions which may include the following: human resources, purchasing, physical plant management and maintenance, security, food service, and information technology. If your job is responsible for financial affairs only, please match job to #4 Top Finance Officer.
4. Top Finance Officer	Responsible to the President for management of all financial and investment affairs. Directs all financial reporting activities of the institution. Directs financial operations including purchasing, payroll, and other financial services.
5. Top Enrollment Officer	Administrative official with primary responsibility for admissions and student registration. Responsible for the scholarship administration and financial aid.
6. Top Student Affairs Officer	Directs and oversees all student affairs functions at the institution, including student health. May include oversight of off-campus living and fraternity/sorority affairs.
7. Top Development/ Alumni Relations Officer	Directs all development and fund-raising activities of the institution. Acts as liaison between the alumni association and the institution.
8. Top Legal/General Counsel	Serves as the highest level in-house legal counsel for the University. Direct relationship with external counsel. Typically reports to the President and has significant interaction with the Board and University administration.
9. Top International Officer	Responsible for coordinating all aspects of the institution's international programs, including research, partnerships with universities abroad, study abroad programs and support for international students.

Each participating university was asked to comment on any differences in their own corresponding positions' responsibilities from these descriptions. We will provide you with this information upon request.

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APPENDIX B: RETIREMENT VALUATION METHODOLOGY

Broad Based Retirement Plans

The retirement plan formula of each university is applied to determine the contribution or accrual specifically estimated for each incumbent for the period from 7/1/03 to 6/30/04 using each executive's distinct age, and pay. For this purpose, the calculation used the incumbent's age at 1/1/2004 (for age-related formulas), pay up to \$202,500 (the hybrid pay cap in effect for 2003 and 2004), and a hybrid Social Security Wage Base reflecting the average of 2003 and 2004 wage bases (for contribution formulas that break at the wage base). None of the universities in the survey takes service length into account in determining the retirement contribution.

Restoration Plans

For universities that provide restoration benefits, restoration values were developed using the broad-based retirement plan formula and eligible pay in excess of the hybrid 2003 and 2004 limit of \$202,500. No added value was inferred for restoration benefits delivered through a tax-deferred vehicle, (e.g., a 457(b) plan), versus restoration paid as currently taxable cash.

AUSF 000128

APPENDIX C: SURVEY DEFINITIONS

In this appendix we define the organization scope measures, descriptive statistics, and select perquisites displayed throughout the report.

Organization Scope Measures

The following scope-measure definitions were used by participants in completing the organization data collection form.

Term	Definition
Budget	Reported in \$ millions. Reflects the operating budget for the institution.
Grant and contract revenue	Reported in \$ millions. Reflects total from all granting and contract sources.
Payroll	Reported in \$ millions. Reflects the total payroll reported on W2s before deductions for 2003 calendar year.
Total employees (headcount)	Includes all full-time and part-time employees. Provides a <u>total headcount</u> regardless of hours worked.
Employees (FTEs)	Estimate part-time staff converted to <u>full-time equivalents</u> , added to the number of full-time employees.
Faculty (FTEs)	Estimate all tenure-track faculty: Instructors (if considered ranked faculty), Assistant Professors, Associate Professors and Full Professors. Excludes visiting and adjunct faculty and <u>non-tenured lecturers</u> . Converted to full-time equivalents.
Nonfaculty (FTEs)	Includes all executive, administrative, and staff employees, converted to full-time equivalents.
Total enrollment (FTEs)	Includes only undergraduate students.
Endowment	Reports in \$ millions. Reflects the total endowment market value as reported in the Institution's financial statements for the appropriate academic year.

APPENDIX C: SURVEY DEFINITIONS

Descriptive Statistics

We display the following summary statistics to preserve the confidentiality of participant data.

Statistic	Definition
Number of cases	The number of data points. In the individual position analysis tables, this is the number of other universities that matched to the benchmark job description.
10 th Percentile	One-tenth of the reported values are at or below this figure.
25 th percentile	One-fourth of the reported values are at or below this figure.
50 th percentile	The "middle" value of the survey responses. One-half of the reported values are at or below this figure. Also called the median.
Average	The simple average of all the reported values. Also called the mean.
75 th percentile	Three-fourths of the reported values are at or below this figure.
90 th Percentile	One-tenth of the reported values are at or above this figure.

To ensure that these statistics do not reveal individual data, we display certain statistics only if enough cases were reported for a particular item. For instance, if only one university reported an annual incentive paid to an incumbent, no data are displayed on the "Annual Incentive" line of the table.

APPENDIX C: SURVEY DEFINITIONS

Executive Benefits

We asked survey participants about whether they use a wide variety of perquisites. The table below describes the executive benefits included in the survey.

Term	Definition
Split Dollar Life Insurance	An arrangement between the executive and the organization under which the cost of the annual insurance premiums as well as the equity and death benefits of the policy are shared between them, as specified in the arrangement.
Retiree Medical Benefits	Medical benefits provided to the executive after retirement.
Supplemental Long-Term Disability	Additional long-term disability benefits provided to the executive.
Restoration Retirement Plan (make-up for legal maximums)	A plan or payment designed to restore retirement contributions/benefits that cannot be made due to the pay cap under Code Section 417 or because of other legal limitations. This term may be applied to both defined benefit and defined contribution plans.
Supplemental Retirement Plan (greater than restoration)	An unfunded, non-qualified retirement plan that provides a select group of key executives with retirement benefits above and beyond those provided by an organization's qualified retirement plan. Unlike Restoration Plans, SERPs go beyond simply restoring benefits that the qualified plan cannot pay because of legal limits. For example, a SERP may target a specific income replacement ratio (e.g. 50%) at retirement age that exceeds what would be expected from the qualified retirement plan. SERPs are typically offset by income from the employer's qualified plans and Social Security, and may be offset as well by retirement benefits from previous employers. A SERP can be either a defined benefit or a defined contribution plan.
Mutual Funds/Synthetic Options	A deferred compensation arrangement used by tax-exempt employers to provide synthetic options with underlying mutual fund shares. Stock options are generally used as a compensation device in the private sector where they can more closely align an executive's pay with the company's performance and shareholder's interests. Since tax-exempt employers do not typically issue stocks, mutual funds are used instead.
457(b) Deferred Compensation Opportunity	Any compensation or non-qualified benefit accrued for payment to the employee at some point in the future. Most deferred compensation plans provide shelter from taxes until payment is received.

AUSF 000131

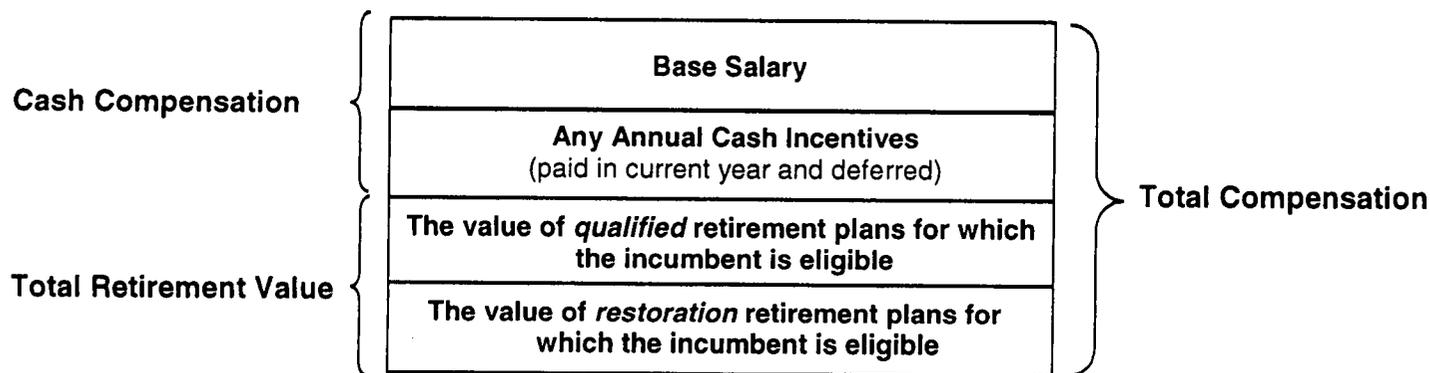
APPENDIX D: HOW TO READ THE SUMMARY COMPENSATION TABLES

Page 1: Scope Information

- Page one of the analysis presents the title, reporting level and degree of match to the survey benchmark job for each incumbent matched to the position. **Appendix A** provides detailed descriptions for each survey benchmark position.

Page 2: Compensation Information

- Page two presents summary compensation data for each position for academic year 2003-2004. We show both cash compensation and total compensation as the sum of the following components:



APPENDIX D: HOW TO READ THE SUMMARY COMPENSATION TABLES

Page 2: Compensation Information

- Cash compensation and total compensation figures include all incumbents, regardless of how many elements of compensation they actually received (e.g., an incumbent who did not receive an annual incentive payout is still included in the Cash Compensation summary statistics – the value of his/her annual incentive is recorded as “0”). The summary statistics for the different components of cash and total compensation do not sum vertically in the tables. This is because each component’s statistics are arrayed independently. For example, the university that pays the median base salary is not necessarily the same university that pays the median annual incentive or has the median retirement value.

Please Note: The Annual Incentive summary statistics only include those incumbents who actually received an annual incentive award during the previous year. However, all incumbents that are matched to a given job are included in the Total Cash Compensation and Total Compensation summaries, regardless of whether they actually received an award (the value of their annual bonus is recorded as “0”).

- We provide descriptive statistics for cash compensation and total compensation, including the number of cases, average, and standard percentiles. We computed these statistics on the basis of the other universities that reported incumbents in positions that match the benchmark description.
- To ensure the confidentiality of each of the survey participants’ data, we only display data when individual data cannot be identified. We show dashes in the tables when insufficient data were reported to calculate specific summary statistics.
- Next to competitive figures we display the data reported for American University’s position and show the percent deviation of your data from the survey median (to be provided when Towers Perrin receives incumbent information from American University).
- **Appendix B** contains the methodology used to value retirement benefits.
- **Appendix C** contains definitions of each component of compensation and an explanation of our data reporting policy.

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APPENDIX D: HOW TO READ THE SUMMARY COMPENSATION TABLES

Position: XYZ
Report for American University

Your data have been excluded from the market percentile calculations

Number of universities that matched to the position (excluding your university)

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 50th
Salary	19	\$120,000	\$131,500	\$149,500	\$146,398	\$158,500	\$175,000	\$155,000	3.7%
Annual Incentive	3	---	---	---	---	---	---	---	---
Deferred Incentive	5	---	\$19,883	\$25,000	\$26,170	\$36,000	---	---	---
Cash Compensation	19	\$121,000	\$138,000	\$153,000	\$149,248	\$160,613	\$175,000	\$155,000	1.3%
Qualified Retirement Value	19	\$7,000	\$7,600	\$10,000	\$10,085	\$12,850	\$15,550	\$13,680	36.8%
Restoration Value	4	\$8,000	\$9,875	\$11,900	\$11,980	\$13,700	\$16,000	\$11,500	-3.4%
Total Retirement Value	19	\$12,000	\$13,000	\$14,000	\$15,000	\$17,000	\$25,000	\$18,000	29.0%
Total Compensation*	19	\$132,300	\$148,525	\$165,500	\$161,228	\$171,750	\$186,000	\$167,000	9.0%

Qualified Retirement Value: The value of contributions / benefits from broad-based retirement plans based on pay up to legal limits.

Restoration Value: The value of contributions / benefits made outside of the broad-based (qualified) retirement plan to make up for legal limits on pay. These summary statistics only include those incumbents who will actually receive a benefit credit.

Total Retirement Value: The combination of the Qualified and Restoration values. The summary statistics include all incumbents matched to the positions, regardless of whether that are eligible for a restoration benefit or will actually receive a credit.

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

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APPENDIX E: DETAILED PERQUISITES FINDINGS

Perquisite	President	Provost - Top Academic Officer	Top Administration Officer	Top Enrollment Officer	Top Student Affairs Officer	Top Development/ Alumni Relations Officer	Top Legal/ General Counsel
Spousal Employment (Applicable to President Only)							
Is the President's spouse eligible to receive a salary?	25%	0%	0%	0%	0%	0%	0%
Housing, Clubs and Automobiles							
Institution-provided housing (free of charge)	100%	11%	11%	0%	0%	0%	0%
Institution-owned rental housing (incumbent pays rent)	0%	0%	0%	0%	0%	0%	0%
- At Market	---	---	---	---	---	---	---
- Below Market	---	---	---	---	---	---	---
Housing allowance	0%	11%	0%	0%	14%	0%	0%
Mortgage loan	0%	11%	11%	13%	14%	10%	11%
Club Eligibility:							
- Country	63%	22%	11%	13%	14%	40%	11%
- Athletic	13%	0%	0%	0%	0%	0%	0%
- Lunch/Dinner	75%	33%	33%	25%	29%	40%	33%
Automobile provided (either leased or purchased)	88%	22%	44%	38%	14%	30%	22%
Type of automobile							
- Standard	11%	20%	40%	0%	25%	13%	27%
- Luxury	78%	0%	0%	25%	13%	0%	0%
Automobile allowance provided (in lieu of car)	0%	11%	22%	0%	14%	10%	11%
Employment Agreements and Outside Income							
Formal contract	88%	22%	11%	0%	14%	20%	0%
Letter of appointment (non-offer letter)	13%	22%	0%	0%	0%	0%	0%
Eligible to earn outside income?	50%	33%	33%	25%	29%	30%	22%
Eligible to serve on outside boards?	75%	56%	56%	50%	71%	60%	56%
Executive Benefits and Deferred Compensation							
Supplemental life insurance	63%	44%	44%	25%	14%	40%	44%
Supplemental medical (during employment)	13%	0%	0%	0%	0%	0%	0%
Retiree medical benefits	50%	33%	56%	38%	43%	40%	33%
Supplemental long-term disability	50%	11%	33%	25%	14%	20%	22%
Financial counseling	25%	0%	0%	0%	0%	0%	0%
Legal counseling	13%	0%	0%	0%	0%	0%	0%
Educational loans (for dependents)	0%	0%	0%	0%	0%	0%	0%
Other personal loans	0%	0%	0%	0%	0%	0%	0%
Sabbaticals	50%	22%	0%	0%	0%	0%	0%
First-class travel	25%	0%	0%	0%	0%	0%	0%
Spouse travel	63%	0%	0%	0%	0%	10%	0%
Supplemental vacation/bank	13%	0%	0%	0%	0%	0%	0%
Supplementary Retirement Plan (greater than restoration)	25%	0%	0%	0%	0%	0%	0%
Mutual funds/synthetic options	0%	11%	11%	0%	0%	10%	11%
457(b) deferred compensation opportunity	63%	56%	67%	25%	43%	60%	67%
Split dollar life insurance	63%	22%	33%	25%	0%	20%	11%
Guaranteed post-employment consulting, sabbatical, or other type of salary continuation	38%	11%	22%	13%	0%	0%	11%

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AUSF 000136

Appendices

Select Colleges Executive Compensation Survey

2003-2004

Position: 01 President
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	President	Board of Trustees	1
Drexel University	President	Board of Directors	1
George Washington University	President	Board of Trustees	1
Lehigh University	President	Board of Trustees	1
Southern Methodist University	President	Board of Trustees	1
Syracuse University	Chancellor and President	Board of Trustees	1
Tufts University	President	Board of Trustees	1
Tulane University	President	The Board of Administration	1
Wake Forest University	President	Board of Trustees	1

Degree of Match %: Less than 0.0% Equal to: 100.0% Greater than: 0.0% Your University: NA

AUSF 000137

Select Colleges Executive Compensation Survey

2003-2004

Position: 01 President

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	8	---	\$414,210	\$430,300	\$442,944	\$450,571	---	\$461,000	2.3%
Annual Incentive	2	---	---	---	---	---	---	\$200,000	---
Deferred Incentive	3	---	---	---	---	---	---	\$110,750	---
Cash Compensation	8	---	\$414,210	\$432,348	\$481,944	\$515,000	---	\$771,750	49.9%

Qualified Retirement Value	8	---	\$20,250	\$20,250	\$21,475	\$22,275	---	\$20,250	-9.1%
Restoration Retirement Value	4	---	---	---	---	---	---	\$25,850	---
Total Retirement Value	8	---	\$20,250	\$30,389	\$33,255	\$43,908	---	\$46,100	5.0%
Total Compensation*	8	---	\$447,885	\$471,196	\$515,199	\$543,938	---	\$817,850	50.4%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

Select Colleges Executive Compensation Survey

2003-2004

Position: 02 Provost - Top Academic Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	Provost	President	2
Boston University	Provost	President	2
George Washington University	Executive Vice President for Academic Affairs	President	2
Lehigh University	Provost	President	2
Southern Methodist University	Provost	President	2
Syracuse University	Vice Chancellor for Academic Affairs and Provost	Chancellor	2
Tufts University	SVP/Provost	President	2
Tulane University	Sr. VP of Academic Affairs and Provost	President	2
University of Denver	Provost	Chancellor	2
Wake Forest University	Provost	President	2

Degree of Match %: Less than 0.0% Equal to: 77.8% Greater than: 22.2% Your University: NA

AUSF 000139

Select Colleges Executive Compensation Survey

2003-2004

Position: 02 Provost - Top Academic Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	9	---	\$265,200	\$280,000	\$277,445	\$291,200	---	\$289,000	-0.8%
Annual Incentive	1	---	---	---	---	---	---	\$64,000	---
Deferred Incentive	1	---	---	---	---	---	---	\$41,700	---
Cash Compensation	9	---	\$265,200	\$284,000	\$280,445	\$295,000	---	\$394,700	33.8%

Qualified Retirement Value	9	---	\$20,250	\$20,250	\$19,994	\$22,275	---	\$20,250	-9.1%
Restoration Retirement Value	4	---	---	---	---	---	---	\$8,650	---
Total Retirement Value	9	---	\$20,250	\$22,275	\$26,194	\$30,250	---	\$28,900	-4.5%
Total Compensation*	9	---	\$275,325	\$304,250	\$306,639	\$329,703	---	\$423,600	28.5%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

Select Colleges Executive Compensation Survey

2003-2004

Position: 03 Top Administration Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	VP-Finance	President	2
Boston University	Executive Vice President	President	2
Drexel University	Senior Vice President Student Life & Administrative Services	President	2
George Washington University	Executive Vice President & Treasurer	President	2
Lehigh University	Vice President for Finance & Administration	President	2
Southern Methodist University	VP for Business & Finance	President	2
Syracuse University	Senior Vice President for Business, Finance, and Administrative Services	Chancellor	2
Tufts University	VP Operations	Executive Vice President	3
University of Denver	Vice Chancellor Finance and Business / Treasurer	Chancellor	2
Wake Forest University	VP Finance & Administration	President	2

Degree of Match %: Less than **33.3%** Equal to: **66.7%** Greater than: **0.0%** Your University: **NA**

AUSF 000141

Select Colleges Executive Compensation Survey

2003-2004

Position: 03 Top Administration Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	9	---	\$198,600	\$254,785	\$271,765	\$280,500	---	\$297,500	6.1%
Annual Incentive	2	---	---	---	---	---	---	\$57,000	---
Deferred Incentive	3	---	---	---	---	---	---	\$42,900	---
Cash Compensation	9	---	\$198,600	\$254,785	\$289,969	\$310,333	---	\$397,400	28.1%

Qualified Retirement Value	9	---	\$20,250	\$20,250	\$20,930	\$22,275	---	\$20,250	-9.1%
Restoration Retirement Value	3	---	---	---	---	---	---	\$9,500	---
Total Retirement Value	9	---	\$20,250	\$22,275	\$28,092	\$28,026	---	\$29,750	6.2%
Total Compensation*	9	---	\$218,460	\$282,811	\$318,060	\$332,608	---	\$427,150	28.4%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000142

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 04 Top Finance Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	N/A	N/A	0
Boston University	Vice President for Financial Affairs and Treasurer	Executive Vice President	3
Drexel University	Senior Vice President for Finance & Treasurer & Chief Financial Officer	President	2
Tufts University	VP Finance and Treasurer	Executive Vice President	3
Tulane University	Sr. VP of Operations and CFO	President	2

Degree of Match %: Less than 25.0% Equal to: 50.0% Greater than: 25.0% Your University: NA

AUSF 000143

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 04 Top Finance Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	4	---	---	---	---	---	---	N/A	N/A
Annual Incentive	2	---	---	---	---	---	---	N/A	N/A
Deferred Incentive	1	---	---	---	---	---	---	N/A	N/A
Cash Compensation	4	---	---	---	---	---	---	N/A	N/A

Qualified Retirement Value	4	---	---	---	---	---	---	N/A	N/A
Restoration Retirement Value	3	---	---	---	---	---	---	N/A	N/A
Total Retirement Value	4	---	---	---	---	---	---	N/A	N/A
Total Compensation*	4	---	---	---	---	---	---	N/A	N/A

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 05 Top Enrollment Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	N/A	N/A	0
Boston University	Vice President for Enrollment and Student Affairs	President	2
Drexel University	Dean of Enrollment Management	President	2
George Washington University	Senior Vice President for Student & Academic Support Services	President	2
Lehigh University	Dean of Enrollment Management	Provost	3
Southern Methodist University	Associate Provost for Enrollment Services	Provost	3
Syracuse University	Vice President Enrollment Management	Vice Chancellor/Provost	3
University of Denver	Vice Chancellor for Enrollment Management	Chancellor	2
Wake Forest University	Associate Provost	Provost	3

Degree of Match %: Less than 37.5% Equal to: 50.0% Greater than: 12.5% Your University: NA

AUSF 000145

Select Colleges Executive Compensation Survey
Position: 05 Top Enrollment Officer
Report for: American University

2003-2004

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	8	---	\$131,818	\$142,700	\$176,396	\$205,125	---	N/A	N/A
Annual Incentive	2	---	---	---	---	---	---	N/A	N/A
Deferred Incentive	1	---	---	---	---	---	---	N/A	N/A
Cash Compensation	8	---	\$131,818	\$152,617	\$181,625	\$205,125	---	N/A	N/A

Qualified Retirement Value	8	---	\$12,833	\$13,164	\$16,591	\$20,729	---	N/A	N/A
Restoration Retirement Value	2	---	---	---	---	---	---	N/A	N/A
Total Retirement Value	8	---	\$12,833	\$13,164	\$18,234	\$23,793	---	N/A	N/A
Total Compensation*	8	---	\$144,999	\$164,718	\$199,859	\$228,918	---	N/A	N/A

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000146

Select Colleges Executive Compensation Survey

2003-2004

Position: 06 Top Student Affairs Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	VP-Campus Life	President	2
Boston University	Dean of Students	Vice President for Enrollment and Student Affairs	3
Drexel University	Senior Associate Vice President/Dean of Students	Senior Vice President Administration	3
Lehigh University	Vice Provost for Student Affairs	Provost	3
Southern Methodist University	VP for Student Affairs	President	2
Syracuse University	Senior Vice President for Student Affairs	Chancellor	2
Tulane University	VP for Student Affairs and Dean of Students	Sr VP of Academic Affairs	3
Wake Forest University	VP Student Life/Instructional Research	President	2

Degree of Match %: Less than 14.3% Equal to: 85.7% Greater than: 0.0% Your University: NA

AUSF 000147

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 06 Top Student Affairs Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	7	---	\$154,900	\$162,180	\$163,789	\$181,721	---	\$213,000	17.2%
Annual Incentive	0	---	---	---	---	---	---	\$26,000	---
Deferred Incentive	0	---	---	---	---	---	---	\$20,460	---
Cash Compensation	7	---	\$154,900	\$162,180	\$163,789	\$181,721	---	\$259,460	42.8%

Qualified Retirement Value	7	---	\$15,709	\$17,358	\$16,636	\$18,905	---	\$20,250	7.1%
Restoration Retirement Value	0	---	---	---	---	---	---	\$1,050	---
Total Retirement Value	7	---	\$15,709	\$17,358	\$16,636	\$18,905	---	\$21,300	12.7%
Total Compensation*	7	---	\$171,179	\$178,398	\$180,425	\$200,786	---	\$280,760	39.8%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000148

Select Colleges Executive Compensation Survey

2003-2004

Position: 07 Top Development/Alumni Relations Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	VP-Development	President	2
Boston University	Vice President for Development and Alumni Relations	President	2
Drexel University	Senior Vice President Institutional Advancement	President	2
George Washington University	Vice President for Advancement	President	2
Lehigh University	Vice President for Advancement	President	2
Southern Methodist University	VP for Univ. Advancement and Development	President	2
Syracuse University	Senior Vice President for Institutional Advancement	Chancellor	2
Tufts University	Vice President, Advancement	President	2
Tulane University	Sr. VP for External Affairs	President	2
University of Denver	Vice Chancellor for University Advancement	Chancellor	2
Wake Forest University	VP University Advancement	President	2

Degree of Match %: Less than 0.0% Equal to: 90.0% Greater than: 10.0% Your University: NA

AUSF 000149

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 07 Top Development/Alumni Relations Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	10	\$194,638	\$211,825	\$237,495	\$248,212	\$276,250	\$321,875	\$263,000	-4.8%
Annual Incentive	2	---	---	---	---	---	---	\$30,000	---
Deferred Incentive	2	---	---	---	---	---	---	\$25,300	---
Cash Compensation	10	\$194,638	\$211,825	\$237,495	\$260,493	\$293,438	\$363,908	\$318,300	8.5%

Qualified Retirement Value	10	\$17,588	\$20,250	\$20,250	\$21,351	\$22,275	\$26,394	\$20,250	-9.1%
Restoration Retirement Value	3	---	---	---	---	---	---	\$6,050	---
Total Retirement Value	10	\$17,588	\$20,250	\$21,263	\$24,524	\$26,569	\$38,382	\$26,300	-1.0%
Total Compensation*	10	\$212,226	\$234,170	\$258,758	\$285,017	\$319,500	\$399,113	\$344,600	7.9%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000150

Select Colleges Executive Compensation Survey

2003-2004

Position: 08 Top Legal/General Counsel
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	VP-General Counsel	President	2
Boston University	General Counsel	Executive Vice President	3
Drexel University	Senior Vice President and General Counsel	President	2
George Washington University	Vice President & General Counsel	President	2
Lehigh University	General Counsel	President	2
Southern Methodist University	VP for Legal Affairs	President	2
Tufts University	Legal Counsel	EVP	3
Tulane University	General Counsel	President	2
University of Denver	University Counsel	Chancellor	2
Wake Forest University	VP & General Counsel	President	2

Degree of Match %: Less than 0.0% Equal to: 88.9% Greater than: 11.1% Your University: NA

AUSF 000151

Select Colleges Executive Compensation Survey

2003-2004

Position: 08 Top Legal/General Counsel

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	9	---	\$176,500	\$200,000	\$216,240	\$275,000	---	\$230,500	-16.2%
Annual Incentive	1	---	---	---	---	---	---	\$22,000	---
Deferred Incentive	1	---	---	---	---	---	---	\$22,150	---
Cash Compensation	9	---	\$176,500	\$200,000	\$220,906	\$275,000	---	\$274,650	-0.1%

Qualified Retirement Value	9	---	\$17,650	\$20,000	\$19,212	\$20,250	---	\$20,250	0.0%
Restoration Retirement Value	1	---	---	---	---	---	---	\$2,800	---
Total Retirement Value	9	---	\$17,650	\$20,000	\$20,838	\$20,250	---	\$23,050	13.8%
Total Compensation*	9	---	\$194,150	\$220,000	\$241,744	\$295,250	---	\$297,700	0.8%

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000152

Select Colleges Executive Compensation Survey

2003-2004

Position: 09 Top International Officer
Report for American University

Matching University	Position Title	Reports to Title	Reporting Level
Your University	VP-International	President	2
Boston University	Associate Provost	Provost	3
Southern Methodist University	Director, International Office	Associate Provost	4
Tulane University	Executive Director, Ctr for Intl Studies	VP for Student Affairs and Dean of Students	3

Degree of Match %: Less than 0.0% Equal to: 100.0% Greater than: 0.0% Your University: NA

AUSF 000153

Select Colleges Executive Compensation Survey

2003-2004 _____

Position: 09 Top International Officer

Report for: American University

2003/2004	Number of Cases	10th Percentile	25th Percentile	50th Percentile	Average	75th Percentile	90th Percentile	Your College	% Difference from 75th
Salary	3	---	---	---	---	---	---	\$234,000	---
Annual Incentive	0	---	---	---	---	---	---	\$34,000	---
Deferred Incentive	0	---	---	---	---	---	---	\$22,500	---
Cash Compensation	3	---	---	---	---	---	---	\$290,500	---

Qualified Retirement Value	3	---	---	---	---	---	---	\$20,250	---
Restoration Retirement Value	0	---	---	---	---	---	---	\$3,150	---
Total Retirement Value	3	---	---	---	---	---	---	\$23,400	---
Total Compensation*	3	---	---	---	---	---	---	\$313,900	---

* Total Compensation is the sum of Cash Compensation and Total Retirement Value

AUSF 000154

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