

POSITION PROFILE

Has MD N/A
 Years (Mean) With Organization: 11 In Current Position: 7

4165C Chief Information Officer (CIO)

Responsible for all information systems department's activities, including systems analysis, programming, and computer and auxiliary operations. Sets policies and procedures, technical standards and methods, and priorities. Acts as liaison between information systems and other functions. This is the top information systems officer. Typically reports to the President/Chief Executive Officer (CEO) or the Chief Operating Officer (COO). Note: This is generally a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

(Compensation Data Displayed in \$000s)	Dist Orgs	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile
All Participants Analysis									
Base Salary - Incumbent Weighted	136	139	139	279.6	335.0	400.0	410.1	470.0	541.1
Base Salary - Organization Weighted	136	139	139	279.6	335.0	400.0	410.1	470.0	541.1
Total Cash Compensation	136	139	139	293.0	361.6	466.0	477.9	560.1	669.5
Short-term Incentive Eligibility Analysis									
Base Salary - Incentive Eligible	105	107	107	279.0	335.0	400.0	407.9	473.0	540.8
Base Salary - Not Incentive Eligible	32	32	32	276.4	311.3	402.8	417.2	469.8	625.5
Short-term Incentive - Receiving	76	77	77	40.9	75.8	105.4	122.5	153.1	231.0
Total Cash Compensation - Receiving	76	77	77	355.3	423.0	524.0	535.1	620.1	739.8
Long-term Incentive Eligibility Analysis (Black-Scholes)									
Long-term Incentive - Receiving	13	13	13	33.2	64.6	136.3	313.9	546.9	1,072.9
Total Direct Comp - Receiving	13	13	13	486.3	648.1	863.8	986.0	1,115.9	2,086.4

*More than 25% of sample supplied by one organization

Salary Range (Mean)	Num Orgs	Org Weighted	Inc Weighted
Minimum	50	301.6	301.6
Midpoint	50	383.7	383.7
Maximum	50	465.8	465.8
Compa-ratio	50	105.8%	105.8%

Short-term Incentives			
Percent Eligible			77%
Mean Actual as Percent of Salary	77	28.9%	28.9%
Mean Threshold Percent	34	16.1%	16.1%
Mean Target Percent	88	30.9%	30.9%
Mean Maximum Percent	59	45.4%	45.4%

Long-term Incentives	
Percent Eligible	13%
Of Those LTI Eligible, Percent Eligible for:	
Stock/Share Options	13%
Share Appreciation Rights (SARs)	7%
Restricted Shares/Share Units	20%
Performance Shares/Share Units	27%
Performance Cash Units	7%
Long-term Cash	60%
Of those Reporting LTI Grants, Percent Receiving:	
Stock/Share Options	15%
Share Appreciation Rights (SARs)	8%
Restricted Shares/Share Units	23%
Performance Shares/Share Units	31%
Performance Cash Units	0%
Long-term Cash	62%

SCOPE ANALYSIS

4165C Chief Information Officer (CIO)

(Compensation Data Displayed in \$000s)	Median Net Revenue (Mil)	Dist Orgs	Num Orgs	Num Obs	Base Salary				Short-term Incentive			Total Cash Compensation				
					25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Receiving Count	25th %ile	Median	Mean	75th %ile	
Net Revenue																
All Orgs	1,811.0	127	130	130	338.0	400.5	412.0	473.5	121.8	28.4	73	370.7	467.0	480.4	562.3	
Less than \$100 Million	--	2	*2	2	--	--	--	--	--	--	2	--	--	--	--	
\$100 Million < \$200 Million	--	1	*1	1	--	--	--	--	--	--	1	--	--	--	--	
\$200 Million < \$400 Million	310.8	7	7	7	275.0	276.8	297.3	326.7	--	--	2	275.0	302.4	322.5	326.7	
\$400 Million or More	1,948.0	117	120	120	349.3	425.1	421.6	482.9	125.2	28.7	68	383.3	470.6	492.5	574.7	
For-Profit Organizations																
All Orgs	1,100.0	15	15	15	325.0	375.0	384.8	400.0	198.8	44.1	9	356.7	400.0	504.0	660.8	
Less than \$75 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--	
\$75 Million < \$150 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--	
\$150 Million or More	1,100.0	15	15	15	325.0	375.0	384.8	400.0	198.8	44.1	9	356.7	400.0	504.0	660.8	
Not-for-Profit Organizations																
All Orgs	1,880.3	112	115	115	340.0	425.0	415.5	478.9	111.0	26.2	64	373.1	468.0	477.3	560.5	
Less than \$100 Million	--	2	*2	2	--	--	--	--	--	--	2	--	--	--	--	
\$100 Million < \$350 Million	--	3	*3	3	--	--	--	--	--	--	1	--	--	--	--	
\$350 Million or More	1,957.1	107	110	110	348.2	427.2	421.3	484.5	113.2	26.3	61	380.5	469.6	484.1	568.6	
Faith-based Organizations																
All Orgs	2,492.5	14	14	14	372.3	474.5	453.8	527.0	124.3	25.6	5	395.1	509.6	498.2	595.8	
Less than \$150 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--	
\$150 Million < \$400 Million	--	2	*2	2	--	--	--	--	--	--	0	--	--	--	--	
\$400 Million or More	3,202.4	12	12	12	450.0	482.1	481.3	545.7	124.3	25.6	5	465.1	547.6	533.1	610.6	
Secular Organizations																
All Orgs	1,789.0	113	116	116	338.0	400.0	406.9	462.6	121.7	28.6	68	365.9	458.6	478.2	558.9	
Less than \$100 Million	--	2	*2	2	--	--	--	--	--	--	2	--	--	--	--	
\$100 Million < \$250 Million	--	2	*2	2	--	--	--	--	--	--	1	--	--	--	--	
\$250 Million or More	1,803.4	109	112	112	340.6	400.0	411.1	465.8	124.2	28.8	65	373.6	463.1	483.1	560.4	

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SCOPE ANALYSIS

4165C Chief Information Officer (CIO)

(Compensation Data Displayed in \$000s)	Median Net Revenue (Mil)	Dist Orgs	Num Orgs	Num Obs	Base Salary				Short-term Incentive			Total Cash Compensation				
					25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Receiving Count	25th %ile	Median	Mean	75th %ile	
Teaching Organizations																
All Orgs	2,045.7	88	91	91	350.0	430.0	436.5	500.0	128.6	28.4	50	395.0	485.1	507.1	593.6	
Less than \$250 Million	--	2	*2	2	--	--	--	--	--	--	1	--	--	--	--	
\$250 Million < \$500 Million	--	1	*1	1	--	--	--	--	--	--	0	--	--	--	--	
\$500 Million or More	2,118.8	85	88	88	362.1	436.8	442.8	500.0	130.3	28.5	49	407.7	496.0	515.3	598.4	
Non-teaching Organizations																
All Orgs	1,000.0	39	39	39	295.3	350.0	354.8	400.0	107.2	28.4	23	313.6	396.9	418.0	489.8	
Less than \$75 Million	--	1	*1	1	--	--	--	--	--	--	1	--	--	--	--	
\$75 Million < \$175 Million	--	1	*1	1	--	--	--	--	--	--	1	--	--	--	--	
\$175 Million or More	1,100.0	37	37	37	295.6	350.0	355.5	400.0	109.8	28.8	21	308.0	396.9	417.8	493.9	
System																
All Orgs	2,148.3	88	89	89	350.0	429.6	429.9	496.0	129.6	29.5	53	389.1	495.2	507.1	591.0	
Less than \$700 Million	450.0	9	9	9	275.9	300.4	321.3	375.0	--	--	4	287.7	327.1	354.5	431.7	
\$700 Million < \$2 Billion	1,290.9	32	32	32	335.7	362.8	371.6	429.1	97.3	25.6	17	351.0	391.6	423.3	482.3	
\$2 Billion or More	3,866.3	48	48	48	429.0	481.6	489.1	540.8	153.7	32.0	32	497.2	557.8	591.5	667.3	
Stand-alone Facilities																
All Orgs	1,032.1	33	33	33	299.2	358.1	369.6	428.1	99.6	24.6	14	314.5	395.0	411.8	470.2	
Less than \$250 Million	--	1	*1	1	--	--	--	--	--	--	0	--	--	--	--	
\$250 Million < \$500 Million	365.7	5	5	5	--	275.0	290.4	--	--	--	1	--	293.0	294.4	--	
\$500 Million or More	1,200.0	27	27	27	338.0	390.0	387.7	430.0	105.7	25.9	13	350.0	429.2	438.6	485.1	
System-owned Facilities																
All Orgs	1,828.5	8	8	8	284.8	368.8	387.4	496.2	104.9	27.4	6	365.5	441.3	466.1	607.0	
Less than \$75 Million	--	1	*1	1	--	--	--	--	--	--	1	--	--	--	--	
\$75 Million < \$175 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--	
\$175 Million or More	1,860.3	7	7	7	273.6	350.0	387.4	510.6	109.6	28.7	5	349.5	413.9	465.7	629.3	

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REGIONAL ANALYSIS

4165C Chief Information Officer (CIO)

(Compensation Data Displayed in \$000s)	Median Net Revenue (Mil)	Dist Orgs	Num Orgs	Num Obs	Base Salary				Short-term Incentive			Total Cash Compensation			
					25th %ile	Median	Mean	75th %ile	Mean	Mean % of Base	Receiving Count	25th %ile	Median	Mean	75th %ile
Northeast Region															
All Orgs	2,104.0	25	25	25	300.2	430.0	414.7	496.0	108.9	24.5	13	319.2	460.3	471.3	583.8
Less than \$200 Million	--	1	*1	1	--	--	--	--	--	--	1	--	--	--	--
\$200 Million < \$500 Million	--	3	*3	3	--	--	--	--	--	--	1	--	--	--	--
\$500 Million or More	2,158.2	21	21	21	362.5	450.0	444.8	518.3	123.1	26.4	11	401.1	495.2	509.3	614.4
Southeast Region															
All Orgs	1,964.8	26	26	26	344.3	388.8	397.0	433.4	155.0	35.9	19	397.5	472.9	510.2	572.2
Less than \$200 Million	--	2	*2	2	--	--	--	--	--	--	2	--	--	--	--
\$200 Million < \$500 Million	--	2	*2	2	--	--	--	--	--	--	1	--	--	--	--
\$500 Million or More	2,066.8	22	22	22	358.7	400.0	409.7	441.0	165.3	37.1	16	399.4	477.1	529.9	614.0
North Central Region															
All Orgs	1,934.4	37	37	37	343.0	395.6	406.0	485.1	125.1	30.2	19	349.7	455.8	470.2	555.0
Less than \$200 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--
\$200 Million < \$500 Million	--	2	*2	2	--	--	--	--	--	--	0	--	--	--	--
\$500 Million or More	1,940.3	35	35	35	349.0	425.0	412.7	486.0	125.1	30.2	19	382.4	466.0	480.6	555.0
South Central Region															
All Orgs	1,728.3	20	22	22	298.1	360.1	398.1	468.2	90.7	21.4	11	323.4	387.6	443.4	587.5
Less than \$200 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--
\$200 Million < \$500 Million	--	2	*2	2	--	--	--	--	--	--	1	--	--	--	--
\$500 Million or More	1,789.0	18	20	20	304.3	395.5	407.7	479.5	96.1	22.2	10	338.5	413.7	455.8	588.0
West Coast Region															
All Orgs	1,562.7	17	18	18	386.3	443.9	454.5	481.2	105.3	23.8	11	418.4	510.3	518.9	596.7
Less than \$200 Million	--	0	0	0	--	--	--	--	--	--	0	--	--	--	--
\$200 Million < \$500 Million	--	1	*1	1	--	--	--	--	--	--	0	--	--	--	--
\$500 Million or More	1,769.9	16	17	17	395.0	445.6	462.0	493.1	105.3	23.8	11	422.5	513.8	530.1	599.8

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