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2007 Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Sponsor Report

Effective Date: April 1, 2007

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2007

Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

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- 920 Senior-Level Scientist
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- 940 Grants Management Officer
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About the Survey

Mercer is pleased to present the *2007 Compensation Benchmark Survey, sponsored by California Institute for Regenerative Medicine*. As shown in the table, 14 organizations submitted data for the survey.

Note: California Institute for Regenerative Medicine survey submission data are not included in the market statistics shown in this report.

Survey Participant Profile

Organizations Participating in the Survey	14
Number of Positions Surveyed	24
Incumbents Represented in the Survey	664
Data Effective Date	April 1, 2007

Scope Measures	25th %ile	50th %ile	75th %ile	Num Orgs
Total Operating Budget	100,001,500	460,650,000	1,416,000,000	12
Total Employees	790	3,352	14,034	13

About the Report

The report is divided into sections, described below.

Overview - Provides general information on the survey and retirement plan benefits.

Survey Definitions - Provides definitions of all variables and statistics included in the survey report tables.

Position Profile - Provides salary, short-term incentive and total cash compensation analysis.

Appendices - Provides a list of surveyed positions, position descriptions, and a description of the process by which this survey was conducted.

Participating Organizations

The following organizations participated in the survey:

Burnham Institute for Medical Research
California Institute of Technology
City of Hope
Salk Institute for Biological Studies
Stanford University School of Medicine
The Gordan and Betty Moore Foundation
The J. David Gladstone Institutes
University of California Davis Health System
University of California, Berkeley
University of California, Los Angeles
University of California, Office of the President
University of California, San Diego
University of California, San Francisco
University of California, San Francisco, School of Medicine

Confidentiality

To ensure the confidentiality of all data, a minimum number of observations is required in order for statistics for a variable to be provided. Four organizations must report at least four observations for a variable in order for the mean to display. Four organizations must report at least four observations for a variable in order for the median to display. Five organizations reporting at least seven observations are required to display 25th and 75th percentiles. Five organizations reporting at least ten observations are required to display 10th and 90th percentiles. Two hyphens are displayed when there are insufficient data for statistical generation.

Where necessary, individual responses will be verified with participants by the staff of Mercer. Mercer reserves the right to exclude data which it considers invalid, cannot be verified by the participant, or may result in a breach of confidentiality for any survey participant.

If You Have Questions

If you have questions regarding the survey or the report, call Debby Brunson at 502 561 4627 or Amanda Doolin at 502 561 4766.

General Organization Demographics

Participating organizations were asked if they had any employees who are members of the National Academy of Science. Of the 13 responding organizations, 11 indicated they do have employees who are members of the National Academy of Science.

Participating organizations were asked if they conduct stem cell research. Of the 14 responding organizations, 12 indicated they do conduct stem cell research.

Retirement Plan Benefits

Participants were asked if a defined benefit and/or defined contribution plan is offered. Of the 13 responding participants, the following table summarizes the responses.

Types of Plans Offered	Num Orgs
Defined Benefit Plan Only	1
Defined Contribution Plan Only	6
Both	6
None	0

For the 7 participants providing a defined benefit plan, the following table summarizes the prevalence of formula types from 6 responding organizations.

Defined Benefit Plan Formula Type	Num Orgs
Career Average	3
Final Pay	3
Other	0

Participants were asked to describe the pension formula. The following documents their actual responses:

- 5% 6 months but less than ten years, 8% ten or more years but under age 50, 12% ten or more years and age 50 or older
- Highest 3 salaries
- Age factor x service credit x highest average comp over a 36 consecutive monthly period
- (1.1% at 50 years up to 2.5% at 60 years.)(Years of service) (Highest 3 year average salary)
- 2% of pay for person's career
- 2% of pay

Participants were asked if a defined contribution plan is provided, and to identify the employer contribution type. The following table summarizes the responses from 12 organizations.

Defined Contribution Plan Employer Contribution Type	Num Orgs
Percent of Pay Match	5
Discretionary	0
Both	0
Other	2
None	5

Other responses include: Employer contribution as percent of employee pay; 15% of employees salary (no employee contribution required).

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Overview

For those participants who provided a description of the employer match formula, the following documents their actual responses:

- 200% up to 5% of employee's contribution
- 5% six months but less than ten years; 8% ten or more years but under age 50; 12% ten or more years and age 50 or older
- 4% employee, employer up to 10% (after 5 years)
- 15% of employee's salary (after two years of service)
- 15%

Participants were asked to provide the maximum employer contribution, expressed as a percent of pay (including the employer match plus any discretionary funds). The following table summarizes the responses.

Maximum Employer Contribution	Mean %	Num Orgs
Percent of Pay	11.3	6

The analysis of the compensation and related information collected is displayed for each of the survey positions where sufficient data were reported.

A description of each type of analysis provided for the positions is included below. Definitions of the variables and statistics displayed on the tables are also provided.

Providing survey results scoped by organization size (operating budget), location, or responsibility level (number of direct reports) was explored. It was determined that the market data confidentiality would be compromised if such scope breaks were incorporated into the survey results.

Report Table Type

Analysis is based on data provided by all participants.

- The Position Profile report table provided for each position is the analysis of all data reported for the position by all survey participants.

Definitions - Statistics

10th Percentile (10th %ile) - That data point that is higher than 10% of all other data in the sample when ranked from low to high.

25th Percentile (25th %ile) - That data point that is higher than 25% of all other data in the sample when ranked from low to high. Also known as the first quartile.

75th Percentile (75th %ile) - That data point that is higher than 75% of all other data in the sample when ranked from low to high. Also known as the third quartile.

90th Percentile (90th %ile) - That data point that is higher than 90% of all other data in the sample when ranked from low to high.

Mean - The sum of all data reported divided by the number of observations in the sample. Also called the average.

Median - That data point that is higher than 50% of all other data in the sample when ranked from low to high. Also known as the 50th percentile.

Number of Observations (Num Obs) - The number of incumbents for which data are reported for the variable.

Number of Organizations (Num Orgs) - The number of organizations reporting data for the variable. Note that each variable, such as base pay or incentive amount, is analyzed individually using the data reported for that variable only. The organization and observation counts that are listed provide you with information on the number of incumbents used in the calculations for each variable. If an organization could not provide a piece of data for a position, this organization's information would not be included in the calculations requiring that data. Therefore the organization/observation counts may differ by variable.

Definitions - Variables

Actual Incentive as Percent of Pay - Statistics calculated using those incumbents who received a short-term incentive payment divided by their base pay.

Base Pay - Incentive Eligible - Base pay statistics calculated using incumbents who are eligible for a short-term incentive. **NOTE:** Since short-term incentive eligibility is captured at the incumbent level, in some instances incumbents within the same position and organization may be eligible for an incentive while others are not, which may be reflected in the organization counts.

Base Pay - Incumbent Weighted - Base pay statistics calculated using individual rates reported for each incumbent across all organizations.

Base Pay - Not Incentive Eligible - Base pay statistics calculated using individual rates reported for incumbents who are not eligible for a short-term incentive. **NOTE:** Since short-term incentive eligibility is captured at the incumbent level, in some instances incumbents within the same position and organization may be eligible for an incentive while others are not, which may be reflected in the organization counts.

Degree of Match - The percentage of incumbents indicating the degree to which their responsibilities match the survey position description.

Number of Direct Reports - Statistics calculated using the number of direct reports reported for incumbents.

Number of Indirect Reports - Statistics calculated using the number of indirect reports reported for incumbents.

Short-term Incentive Eligibility - The percent of incumbents in the position eligible for a short-term cash incentive.

Short-term Incentive Receiving - Actual cash incentive statistics calculated using those incumbents who received a short-term incentive payment.

Short-term Incentive Target Percent - The target incentive percent of base pay based on the design elements of the incentive plan.

Target Total Cash Compensation - Base pay plus target short-term incentive statistics for short-term incentive-eligible incumbents.

Total Cash Compensation - Base pay plus paid short-term incentives for all incumbents. Incumbents who are not eligible for an incentive and incentive eligible incumbents who did not receive a payout are included.

Total Cash Compensation - Receiving - Base pay plus earned short-term incentive statistics calculated using all incumbents receiving a short-term incentive payment.

Years in Position - Statistics calculated using the number of years an incumbent has been in a position reported for incumbents.



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Position Profile

100 Chief Executive Officer/ President/ Dean

Develops and implements policies and procedures, short- and long-range goals, objectives, and plans. Reports to the Board of Directors. Note: This is a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Degree of Match:	Less	0%	Equal	67%	More	33%	Short-term Incentive Eligibility:				Yes	42%	No	58%	Years in Position:		Mean	7
Incumbent Profile																		
Number of Direct Reports			10	10	5	7	10	18	25	56	1	3	30.0%	16.7%				
Number of Indirect Reports			5	5	--	--	880	4638	--	--	1	47	5.3%	1.0%				
All Participants Analysis																		
Base Pay - Incumbent Weighted			12	12	376,350	407,750	485,000	478,069	551,250	588,623	1	490,000	101.0%	102.5%				
Base Pay - Incentive Eligible			5	5	--	--	540000	525415	--	--	0	--	--	--				
Base Pay - Not Incentive Eligible			7	7	--	383,000	416,000	444,250	500,000	--	1	490,000	117.8%	110.3%				
Short-term Incentive - Receiving			4	4	--	--	72,968	98,380	--	--	0	--	--	--				
Short-term Incentive Target Percent			5	5	--	--	15.0	22.4	--	--	0	--	--	--				
Actual Incentive as Percent of Pay			4	4	--	--	13.3	18.1	--	--	0	--	--	--				
Target Total Cash Compensation			5	5	--	--	618,283	645,407	--	--	0	--	--	--				
Total Cash Compensation			12	12	376,350	407,750	497,500	510,862	613,712	723,106	1	490,000	98.5%	95.9%				
Total Cash Compensation Receiving			4	4	--	--	624,006	631,399	--	--	0	--	--	--				

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Position Profile

200 Top Legal Executive/ General Counsel

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: This is a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

Degree of Match:	Less	0%	Equal	83%	More	17%	Short-term Incentive Eligibility:				Yes	33%	No	67%	Years in Position:		Mean	5
Incumbent Profile																		
Number of Direct Reports			4	4	--	--	6	6	--	--	1	1	16.7%	16.7%				
Number of Indirect Reports			2	2	--	--	--	--	--	--	0	--	--	--				
All Participants Analysis																		
Base Pay - Incumbent Weighted			6	6	--	--	263,113	269,166	--	--	1	160,008	60.8%	59.4%				
Base Pay - Incentive Eligible			2	2	--	--	--	--	--	--	0	--	--	--				
Base Pay - Not Incentive Eligible			4	4	--	--	263,654	272,192	--	--	1	160,008	60.7%	58.8%				
Short-term Incentive - Receiving			1	1	--	--	--	--	--	--	0	--	--	--				
Short-term Incentive Target Percent			2	2	--	--	--	--	--	--	0	--	--	--				
Actual Incentive as Percent of Pay			1	1	--	--	--	--	--	--	0	--	--	--				
Target Total Cash Compensation			2	2	--	--	--	--	--	--	0	--	--	--				
Total Cash Compensation			6	6	--	--	271,704	284,391	--	--	1	160,008	58.9%	56.3%				
Total Cash Compensation Receiving			1	1	--	--	--	--	--	--	0	--	--	--				



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Position Profile

210 Associate General Counsel

Responsible for a legal specialization. Protects the organization's rights in contract negotiations, settlements, and litigation. Ensures compliance of laws and regulations. Advises management on recent changes in laws and regulations that affect the company. Reports to a Top Legal Executive.

Degree of Match:	Less		0%		Equal		90%		More		10%		Short-term Incentive Eligibility:				Years in Position:		Mean		4	
	Yes	No	10%	No	90%	Mean	4	Yes	No	10%	No	90%	Mean	4								
Incumbent Profile																						
Number of Direct Reports																						
Number of Indirect Reports																						
All Participants Analysis*																						
Base Pay - Incumbent Weighted	6	10	102,260	132,949	165,290	157,066	177,860	189,040														
Base Pay - Incentive Eligible	1	1	--	--	--	--	--	--														
Base Pay - Not Incentive Eligible	5	9	--	129,498	165,095	153,417	172,507	--														
Short-term Incentive - Receiving	0	0	--	--	--	--	--	--														
Short-term Incentive Target Percent	1	1	--	--	--	--	--	--														
Actual Incentive as Percent of Pay	0	0	--	--	--	--	--	--														
Target Total Cash Compensation	1	1	--	--	--	--	--	--														
Total Cash Compensation	6	10	102,260	132,949	165,290	157,066	177,860	189,040	1	124,800	75.5%	79.5%										
Total Cash Compensation Receiving	0	0	--	--	--	--	--	--	0	--	--	--										

* More than 30% of sample provided by one organization



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Position Profile

220 Policy Director

Under general supervision, provides professional support service in the form of scientific/policy research and drafting of reports. May participate in conferences, events and symposia. Performs some administrative tasks such as arranging meetings, developing agendas, and preparing progress reports. Typically requires a PhD, a Master's degree or a JD.

Degree of Match:	Less	--	Equal	--	More	--	Short-term Incentive Eligibility:				Yes	--	No	--	Years in Position:		Mean	--
			Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean				
Incumbent Profile																		
Number of Direct Reports			2	2	--	--	--	--	--	--	0	--	--	--				
Number of Indirect Reports			1	1	--	--	--	--	--	--	0	--	--	--				
All Participants Analysis*																		
Base Pay - Incumbent Weighted			3	3	--	--	--	--	--	--	2	117,750	--	--				
Base Pay - Incentive Eligible			1	1	--	--	--	--	--	--	2	117,750	--	--				
Base Pay - Not Incentive Eligible			2	2	--	--	--	--	--	--	0	--	--	--				
Short-term Incentive - Receiving			0	0	--	--	--	--	--	--	0	--	--	--				
Short-term Incentive Target Percent			1	1	--	--	--	--	--	--	2	1.0	--	--				
Actual Incentive as Percent of Pay			0	0	--	--	--	--	--	--	0	--	--	--				
Target Total Cash Compensation			1	1	--	--	--	--	--	--	2	118,928	--	--				
Total Cash Compensation			3	3	--	--	--	--	--	--	2	117,750	--	--				
Total Cash Compensation Receiving			0	0	--	--	--	--	--	--	0	--	--	--				

* More than 30% of sample provided by one organization



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Position Profile

230 Legislative Director

Represents the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent organization interests in dealings with trade, industry, or professional organizations. Frequently reports to a Top Executive/General Counsel.

Degree of Match:	Less	--	Equal	--	More	--	Short-term Incentive Eligibility:				Yes	--	No	--	Years in Position:		Mean	--
Incumbent Profile																		
Number of Direct Reports																		
		2		3		--	--	--	--	--								
Number of Indirect Reports		2		2		--	--	--	--	--								
All Participants Analysis*																		
Base Pay - Incumbent Weighted		3		7		--	--	--	--	--								
											1		107,808		--		--	
Base Pay - Incentive Eligible		0		0		--	--	--	--	--								
											1		107,808		--		--	
Base Pay - Not Incentive Eligible		3		7		--	--	--	--	--								
											0		--		--		--	
Short-term Incentive - Receiving		0		0		--	--	--	--	--								
											0		--		--		--	
Short-term Incentive Target Percent		0		0		--	--	--	--	--								
											1		1.0		--		--	
Actual Incentive as Percent of Pay		0		0		--	--	--	--	--								
											0		--		--		--	
Target Total Cash Compensation		0		0		--	--	--	--	--								
											1		108,886		--		--	
Total Cash Compensation		3		7		--	--	--	--	--								
											1		107,808		--		--	
Total Cash Compensation Receiving		0		0		--	--	--	--	--								
											0		--		--		--	

* More than 30% of sample provided by one organization



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Position Profile

300 Public Relations Director

Responsible for administering the organization's public relations program, including public information. Chief responsibility is to increase external understanding and awareness of the organization's objectives and achievements. Writes all press releases for congruence with the public relations program. Frequently reports to a Chief Executive Officer or Top Communications Executive. Note: This is generally a single incumbent position.

Degree of Match:	Less	15%	Equal	69%	More	15%	Short-term Incentive Eligibility:				Yes	31%	No	69%	Years in Position:		Mean	3
			Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean				
Incumbent Profile																		
Number of Direct Reports			7	7	--	2	4	5	7	--	0	--	--	--				
Number of Indirect Reports			3	3	--	--	--	--	--	--	0	--	--	--				
All Participants Analysis																		
Base Pay - Incumbent Weighted			12	13	91,374	101,644	133,903	151,322	182,599	270,749	1	180,000	134.4%	119.0%				
Base Pay - Incentive Eligible			4	4	--	--	180653	182254	--	--	0	--	--	--				
Base Pay - Not Incentive Eligible			8	9	--	96,861	120,000	137,574	152,547	--	1	180,000	150.0%	130.8%				
Short-term Incentive - Receiving			2	2	--	--	--	--	--	--	0	--	--	--				
Short-term Incentive Target Percent			3	3	--	--	--	--	--	--	0	--	--	--				
Actual Incentive as Percent of Pay			2	2	--	--	--	--	--	--	0	--	--	--				
Target Total Cash Compensation			3	3	--	--	--	--	--	--	0	--	--	--				
Total Cash Compensation			12	13	91,374	101,644	139,896	154,203	190,977	270,749	1	180,000	128.7%	116.7%				
Total Cash Compensation Receiving			2	2	--	--	--	--	--	--	0	--	--	--				



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Position Profile

400 Chief Financial Officer

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for planning and directing all or essentially all major staff functions in support of line operations. Specific responsibilities may include supervision of finance and accounting, management information systems, corporate strategic planning and development, human resources, facilities management, central purchasing, internal consulting, and Board relations. Frequently reports to a Chief Executive Officer or Chief Operating Officer.

Degree of Match:	Less	18%	Equal	73%	More	9%	Short-term Incentive Eligibility:				Yes	36%	No	64%	Years in Position:		Mean	9
			Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean				
Incumbent Profile																		
Number of Direct Reports			7	7	--	3	6	7	8	--	1	8	133.3%	119.1%				
Number of Indirect Reports			6	6	--	--	82	262	--	--	1	1	1.2%	0.4%				
All Participants Analysis																		
Base Pay - Incumbent Weighted			11	11	117,916	170,974	196,812	222,827	327,600	340,120	1	190,008	96.5%	85.3%				
Base Pay - Incentive Eligible			4	4	--	--	331,300	300,203	--	--	0	--	--	--				
Base Pay - Not Incentive Eligible			7	7	--	147,600	173,777	178,612	222,700	--	1	190,008	109.3%	106.4%				
Short-term Incentive - Receiving			3	3	--	--	--	--	--	--	0	--	--	--				
Short-term Incentive Target Percent			4	4	--	--	17.5	21.3	--	--	0	--	--	--				
Actual Incentive as Percent of Pay			3	3	--	--	--	--	--	--	0	--	--	--				
Target Total Cash Compensation			4	4	--	--	397,305	367,436	--	--	0	--	--	--				
Total Cash Compensation			11	11	117,916	170,974	214,525	237,914	335,000	418,977	1	190,008	88.6%	79.9%				
Total Cash Compensation Receiving			3	3	--	--	--	--	--	--	0	--	--	--				



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Position Profile

410 Finance Director

Assists the Chief Financial Officer (CFO) in overseeing the financial functions of the organization. Also assists in reviewing policies and procedures related to the organization's accounting practices. May report to the Chief Financial Officer (CFO) or a second level finance executive. Typically requires 5-10 years of progressively responsible experience.

Degree of Match:	Less	9%	Equal	82%	More	9%	Short-term Incentive Eligibility:				Yes	27%	No	73%	Years in Position:		Mean	8
		Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean					
Incumbent Profile																		
Number of Direct Reports		6	6	--	--	5	6	--	--	0	--	--	--					
Number of Indirect Reports		3	3	--	--	--	--	--	--	0	--	--	--					
All Participants Analysis																		
Base Pay - Incumbent Weighted		10	11	120,043	130,800	145,000	152,154	188,140	197,800	1	142,008	97.9%	93.3%					
Base Pay - Incentive Eligible		3	3	--	--	--	--	--	--	1	142,008	--	--					
Base Pay - Not Incentive Eligible		7	8	--	126,700	136,000	137,070	147,250	--	0	--	--	--					
Short-term Incentive - Receiving		2	2	--	--	--	--	--	--	0	--	--	--					
Short-term Incentive Target Percent		3	3	--	--	--	--	--	--	1	1.0	--	--					
Actual Incentive as Percent of Pay		2	2	--	--	--	--	--	--	0	--	--	--					
Target Total Cash Compensation		3	3	--	--	--	--	--	--	1	143,428	--	--					
Total Cash Compensation		10	11	120,043	130,800	145,000	157,250	189,000	226,812	1	142,008	97.9%	90.3%					
Total Cash Compensation Receiving		2	2	--	--	--	--	--	--	0	--	--	--					



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Position Profile

500 Top Administrative Executive

Responsible for planning and directing all or essentially all major staff functions in support of line operations. Specific responsibilities may include supervision of finance and accounting, management information systems, corporate strategic planning and development, human resources, facilities management, central purchasing, internal consulting, and Board relations. May also be responsible for formulating financial policy and plans in the absence of a CFO position in the organization. Frequently reports to a Chief Executive Officer or Chief Operating Officer.

Degree of Match:	Less	11%	Equal	78%	More	11%	Short-term Incentive Eligibility:				Yes	33%	No	67%	Years in Position:		Mean	7
			Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median		Your Mean Compared to Market Mean			
Incumbent Profile																		
Number of Direct Reports			6	6	--	--	7	7	--	--	1	8	114.3%		114.3%			
Number of Indirect Reports			2	2	--	--	--	--	--	--	1	1	--		--			
All Participants Analysis																		
Base Pay - Incumbent Weighted			9	9	--	175,000	218,000	248,317	291,633	--	1	190,008	87.2%		76.5%			
Base Pay - Incentive Eligible			3	3	--	--	--	--	--	--	0	--	--		--			
Base Pay - Not Incentive Eligible			6	6	--	--	199,000	244,364	--	--	1	190,008	95.5%		77.8%			
Short-term Incentive - Receiving			3	3	--	--	--	--	--	--	0	--	--		--			
Short-term Incentive Target Percent			3	3	--	--	--	--	--	--	0	--	--		--			
Actual Incentive as Percent of Pay			3	3	--	--	--	--	--	--	0	--	--		--			
Target Total Cash Compensation			3	3	--	--	--	--	--	--	0	--	--		--			
Total Cash Compensation			9	9	--	175,000	228,250	256,843	308,579	--	1	190,008	83.2%		74.0%			
Total Cash Compensation Receiving			3	3	--	--	--	--	--	--	0	--	--		--			



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

510 Top Facilities Management Executive

Responsible for the development of long-range objectives and policies for the maintenance and construction of facilities constructed in various regions throughout the state of approximately \$270M over a 2-year period. Works directly with board members and senior staff in development of the organization's policies and procedures. Frequently reports to a Top Administrative Executive or Chief Financial Officer.

Degree of Match:	Less	15%	Equal	77%	More	8%	Short-term Incentive Eligibility:				Yes	31%	No	69%	Years in Position:		Mean	10
Incumbent Profile																		
Number of Direct Reports			9	9	--	4	5	6	8	--	0	--	--	--	--	--	--	--
Number of Indirect Reports			6	6	--	--	40	169	--	--	0	--	--	--	--	--	--	--
All Participants Analysis																		
Base Pay - Incumbent Weighted			13	13	120,526	133,850	166,087	166,086	200,150	218,644	1	158,000	95.1%	95.1%				
Base Pay - Incentive Eligible			4	4	--	--	183,044	183,624	--	--	1	158,000	86.3%	86.0%				
Base Pay - Not Incentive Eligible			9	9	--	131,330	145,095	158,291	189,833	--	0	--	--	--				
Short-term Incentive - Receiving			1	1	--	--	--	--	--	--	1	1,580	--	--				
Short-term Incentive Target Percent			4	4	--	--	12.5	12.5	--	--	1	1.0	8.0%	8.0%				
Actual Incentive as Percent of Pay			1	1	--	--	--	--	--	--	1	1	--	--				
Target Total Cash Compensation			4	4	--	--	214,636	207,165	--	--	1	159,580	74.3%	77.0%				
Total Cash Compensation			13	13	120,526	133,850	168,329	167,938	200,150	218,644	1	159,580	94.8%	95.0%				
Total Cash Compensation Receiving			1	1	--	--	--	--	--	--	1	159,580	--	--				



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

600 Top Human Resource Manager

This is the top human resource management position with responsibility for planning and directing all phases of human resource management including employment, employee relations, compensation, employee training, placement, organizational development, safety, security, drug control, ADA and EEO, and employee assistance. Requires thorough knowledge of human resource policies and procedures as well as applicable laws. Frequently reports to a Chief Executive Officer, Chief Operating Officer or Top Administrative Executive.

Degree of Match:	Less	13%	Equal	88%	More	0%	Short-term Incentive Eligibility:				Yes	31%	No	69%	Years in Position:		Mean	5
Incumbent Profile																		
Number of Direct Reports		10	11	1	3	7	6	8	10	1	1		14.3%				17.7%	
Number of Indirect Reports		7	7	--	1	11	22	52	--	0	--		--				--	
All Participants Analysis																		
Base Pay - Incumbent Weighted		14	16	106,910	116,713	167,604	170,442	197,475	256,475	1	120,000		71.6%				70.4%	
Base Pay - Incentive Eligible		5	5	--	--	189,900	205,920	--	--	1	120,000		63.2%				58.3%	
Base Pay - Not Incentive Eligible		9	11	101,760	110,350	154,000	154,315	184,600	241,619	0	--		--				--	
Short-term Incentive - Receiving		4	4	--	--	25,905	36,540	--	--	0	--		--				--	
Short-term Incentive Target Percent		5	5	--	--	15.0	20.0	--	--	1	1.0		6.7%				5.0%	
Actual Incentive as Percent of Pay		4	4	--	--	14.0	16.1	--	--	0	--		--				--	
Target Total Cash Compensation		5	5	--	--	208,890	251,222	--	--	1	121,200		58.0%				48.2%	
Total Cash Compensation		14	16	106,910	116,713	174,188	179,577	220,414	280,062	1	120,000		68.9%				66.8%	
Total Cash Compensation Receiving		4	4	--	--	213,858	246,466	--	--	0	--		--				--	



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Position Profile

700 IT Applications Project Manager

This is the information technology applications position with responsibility for the organization's applications systems analysis and programming activities. Provides overall direction and guidance to subcontractors. Responsible for managing development of IT systems. Frequently reports to a Chief Information Officer.

Degree of Match:	Less	7%	Equal	93%	More	0%	Short-term Incentive Eligibility:				Years in Position:		Mean	11	
							Yes	7%	No	93%					
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean			
Incumbent Profile															
Number of Direct Reports	3	5	--	--	--	--	--	--	0	--	--	--			
Number of Indirect Reports	2	3	--	--	--	--	--	--	0	--	--	--			
All Participants Analysis*															
Base Pay - Incumbent Weighted	7	29	96,404	102,420	120,977	123,249	132,585	169,145	1	150,000	124.0%	121.7%			
Base Pay - Incentive Eligible	2	2	--	--	--	--	--	--	1	150,000	--	--			
Base Pay - Not Incentive Eligible	5	27	95,222	101,755	117,020	121,468	130,787	165,382	0	--	--	--			
Short-term Incentive - Receiving	0	0	--	--	--	--	--	--	1	1,500	--	--			
Short-term Incentive Target Percent	2	2	--	--	--	--	--	--	1	1.0	--	--			
Actual Incentive as Percent of Pay	0	0	--	--	--	--	--	--	1	1	--	--			
Target Total Cash Compensation	2	2	--	--	--	--	--	--	1	151,500	--	--			
Total Cash Compensation	7	29	96,404	102,420	120,977	123,249	132,585	169,145	1	151,500	125.2%	122.9%			
Total Cash Compensation Receiving	0	0	--	--	--	--	--	--	1	151,500	--	--			

* More than 30% of sample provided by one organization



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Position Profile

710 Technology Officer

Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Information Officer or a Top Administrative Executive. Note: This is generally a single incumbent position.

Degree of Match:	Less			Equal			More			Short-term Incentive Eligibility:				Years in Position:	
	Less	10%	90%	More	0%	Yes	30%	No	70%	Mean	6				
Incumbent Profile											Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean	
Number of Direct Reports	7	10	3	5	6	6	7	10	0	--	--	--			
Number of Indirect Reports	5	8	--	5	12	38	45	--	0	--	--	--			
All Participants Analysis															
Base Pay - Incumbent Weighted	7	10	114,932	127,084	139,540	154,467	193,190	223,295	1	127,000	91.0%	82.2%			
Base Pay - Incentive Eligible	3	3	--	--	--	--	--	--	1	127,000	--	--			
Base Pay - Not Incentive Eligible	4	7	--	--	137,700	141,617	--	--	0	--	--	--			
Short-term Incentive - Receiving	2	2	--	--	--	--	--	--	0	--	--	--			
Short-term Incentive Target Percent	2	2	--	--	--	--	--	--	1	1.0	--	--			
Actual Incentive as Percent of Pay	2	2	--	--	--	--	--	--	0	--	--	--			
Target Total Cash Compensation	2	2	--	--	--	--	--	--	1	128,270	--	--			
Total Cash Compensation	7	10	114,932	128,825	139,540	156,965	198,184	225,293	1	127,000	91.0%	80.9%			
Total Cash Compensation Receiving	2	2	--	--	--	--	--	--	0	--	--	--			



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

800 Corporate Secretary (Non-Legal) / Assistant Secretary (Non-Legal)

Oversees the planning and logistics of organization meetings and special events for the Board. Manages meeting schedules of the Board and Subcommittees, prepares the Board/Subcommittee agenda, creates information packages for Board members and selects meeting facilities. Ensures coordination and regular communication with the Board. May be responsible for special events for the Board. Typically requires 5-10 years of experience.

Degree of Match:	Less		0%		Equal		75%		More		25%		Short-term Incentive Eligibility:			Yes		0%		No		100%		Years in Position:		Mean		--	
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean																	
Incumbent Profile																													
Number of Direct Reports		2	2	--	--	--	--	--	--	0	--	--	--																
Number of Indirect Reports		0	0	--	--	--	--	--	--	0	--	--	--																
All Participants Analysis																													
Base Pay - Incumbent Weighted		4	4	--	--	92,220	106,360	--	--	1	105,000	113.9%	98.7%																
Base Pay - Incentive Eligible		0	0	--	--	--	--	--	--	1	105,000	--	--																
Base Pay - Not Incentive Eligible		4	4	--	--	92,220	106,360	--	--	0	--	--	--																
Short-term Incentive - Receiving		0	0	--	--	--	--	--	--	0	--	--	--																
Short-term Incentive Target Percent		0	0	--	--	--	--	--	--	1	1.0	--	--																
Actual Incentive as Percent of Pay		0	0	--	--	--	--	--	--	0	--	--	--																
Target Total Cash Compensation		0	0	--	--	--	--	--	--	1	106,050	--	--																
Total Cash Compensation		4	4	--	--	92,220	106,360	--	--	1	105,000	113.9%	98.7%																
Total Cash Compensation Receiving		0	0	--	--	--	--	--	--	0	--	--	--																



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

810 Project Coordinator

Daily coordination of projects. Tracks progress and identifies/resolves obstacles. Communicates to internal and external clients. Performs administrative tasks such as arranging meetings and developing agendas. May provide assistance in legal/policy research and drafting of reports. Typically requires 5-10 years of experience.

Degree of Match:	Less			Equal			More			Short-term Incentive Eligibility:			Years in Position:	
	Less	--	Equal	--	More	--	Yes	--	No	--	Mean	--		
	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean		
Incumbent Profile														
Number of Direct Reports	0	0	--	--	--	--	--	--	0	--	--	--		
Number of Indirect Reports	0	0	--	--	--	--	--	--	0	--	--	--		
All Participants Analysis*														
Base Pay - Incumbent Weighted	1	1	--	--	--	--	--	--	1	100,000	--	--		
Base Pay - Incentive Eligible	0	0	--	--	--	--	--	--	1	100,000	--	--		
Base Pay - Not Incentive Eligible	1	1	--	--	--	--	--	--	0	--	--	--		
Short-term Incentive - Receiving	0	0	--	--	--	--	--	--	0	--	--	--		
Short-term Incentive Target Percent	0	0	--	--	--	--	--	--	1	1.0	--	--		
Actual Incentive as Percent of Pay	0	0	--	--	--	--	--	--	0	--	--	--		
Target Total Cash Compensation	0	0	--	--	--	--	--	--	1	101,000	--	--		
Total Cash Compensation	1	1	--	--	--	--	--	--	1	100,000	--	--		
Total Cash Compensation Receiving	0	0	--	--	--	--	--	--	0	--	--	--		

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

820 Senior Executive Assistant

Responsible for all administrative and project support. Handles large amount of incoming/outgoing communications (fielding calls, faxes, e-mails). Research, arrange and coordinate all aspects of substantial business travel from booking to material coordination to prepared agendas. Manage all scheduling and electronic calendar management. Coordinates all meetings and all documents/information needed. Typically requires a Bachelor's degree with over 5 years professional experience.

Degree of Match:	Less	0%	Equal	96%	More	4%	Short-term Incentive Eligibility:				Yes	7%	No	93%	Years in Position:		Mean	5
Incumbent Profile																		
Number of Direct Reports			2	3	--	--	--	--	--	--	0	--	--	--	--	--	--	--
Number of Indirect Reports			0	0	--	--	--	--	--	--	0	--	--	--	--	--	--	--
All Participants Analysis*																		
Base Pay - Incumbent Weighted		12	45	52,306	57,124	60,892	64,886	72,938	81,829	1	82,000	134.7%	126.4%					
Base Pay - Incentive Eligible		3	3	--	--	--	--	--	--	1	82,000	--	--					
Base Pay - Not Incentive Eligible		9	42	52,153	56,982	60,001	63,206	69,071	77,804	0	--	--	--					
Short-term Incentive - Receiving		2	2	--	--	--	--	--	--	0	--	--	--					
Short-term Incentive Target Percent		2	2	--	--	--	--	--	--	1	1.0	--	--					
Actual Incentive as Percent of Pay		2	2	--	--	--	--	--	--	0	--	--	--					
Target Total Cash Compensation		2	2	--	--	--	--	--	--	1	82,820	--	--					
Total Cash Compensation		12	45	52,306	57,124	60,892	65,216	72,938	81,829	1	82,000	134.7%	125.7%					
Total Cash Compensation Receiving		2	2	--	--	--	--	--	--	0	--	--	--					

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

830 Executive Assistant

Responsible for all administrative support. Handles large amount of incoming/outgoing communications (fielding calls, faxes, e-mails). Research, arrange and coordinate all aspects of substantial business travel from booking to material coordination to prepared agendas. Manage all scheduling and electronic calendar management. Coordinates all meetings, all documents/information needed and meeting logistics such as menu planning, transportation arrangements and audio/visual equipment. Typically requires a Bachelor's degree with 2-5 years professional experience.

Degree of Match:	Less	0%	Equal	100%	More	0%	Short-term Incentive Eligibility:				Yes	0%	No	100%	Years in Position:		Mean	6			
										Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean
Incumbent Profile																					
Number of Direct Reports										0	0	--	--	--	--	--	--	0	--	--	--
Number of Indirect Reports										0	0	--	--	--	--	--	--	0	--	--	--
All Participants Analysis*																					
Base Pay - Incumbent Weighted										7	120	41,619	44,362	48,840	49,334	54,052	56,835	1	71,000	145.4%	143.9%
Base Pay - Incentive Eligible										0	0	--	--	--	--	--	--	1	71,000	--	--
Base Pay - Not Incentive Eligible										7	120	41,619	44,362	48,840	49,334	54,052	56,835	0	--	--	--
Short-term Incentive - Receiving										0	0	--	--	--	--	--	--	0	--	--	--
Short-term Incentive Target Percent										0	0	--	--	--	--	--	--	1	1.0	--	--
Actual Incentive as Percent of Pay										0	0	--	--	--	--	--	--	0	--	--	--
Target Total Cash Compensation										0	0	--	--	--	--	--	--	1	71,710	--	--
Total Cash Compensation										7	120	41,619	44,362	48,840	49,334	54,052	56,835	1	71,000	145.4%	143.9%
Total Cash Compensation Receiving										0	0	--	--	--	--	--	--	0	--	--	--

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

900 Chief Scientific Officer (CSO)/ Top Research and Development Executive

This is the top scientific position in the organization with responsibility for scientific direction, implementation and monitoring to achieve the organization's strategic research and development goals in consultation with executive leadership of the organization and with the Board of Directors. Oversees science-related policy development and implementation. Represents the organization's interests internally and externally broadly and on all science, science policy-related and other science-related matters. Responsible for the staffing and supervision of scientific and scientific activity related staff and support staff. Requires a M.D. or a Ph.D. in a biomedical science and 10-15 years of relevant professional experience. Typically reports to the President/Chief Executive Officer.

Degree of Match:	Less	11%	Equal	78%	More	11%	Short-term Incentive Eligibility:	Yes	33%	No	67%	Years in Position:	Mean	6
-------------------------	-------------	-----	--------------	-----	-------------	-----	--	------------	-----	-----------	-----	---------------------------	-------------	---

	Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean
Incumbent Profile												
Number of Direct Reports	5	6	--	--	13	15	--	--	1	11	84.6%	74.2%
Number of Indirect Reports	2	2	--	--	--	--	--	--	0	--	--	--
All Participants Analysis												
Base Pay - Incumbent Weighted	8	9	--	218,000	239,500	285,976	370,060	--	1	199,650	83.4%	69.8%
Base Pay - Incentive Eligible	2	3	--	--	--	--	--	--	0	--	--	--
Base Pay - Not Incentive Eligible	6	6	--	--	236,400	244,646	--	--	1	199,650	84.5%	81.6%
Short-term Incentive - Receiving	2	3	--	--	--	--	--	--	0	--	--	--
Short-term Incentive Target Percent	2	3	--	--	--	--	--	--	0	--	--	--
Actual Incentive as Percent of Pay	2	3	--	--	--	--	--	--	0	--	--	--
Target Total Cash Compensation	2	3	--	--	--	--	--	--	0	--	--	--
Total Cash Compensation	8	9	--	222,150	240,000	309,595	392,867	--	1	199,650	83.2%	64.5%
Total Cash Compensation Receiving	2	3	--	--	--	--	--	--	0	--	--	--

2007

Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

910 Second-Level Research and Development Executive

Plans and devises the research and development programs, policies and procedures in consultation and collaboration with the Chief Scientific Officer and key stakeholders to implement and monitor the organization's overall research and development program. Participates in determining scientific direction and in science policy development. Represents the organization's interests internally and externally on science and science-related matters. Supervises scientific and scientific activity related staff and support staff. Requires a M.D. or a Ph.D. in a biomedical science and at least 10 years of relevant professional experience. Typically reports to the Chief Scientific Officer or to the President/Chief Executive Officer.

Degree of Match:	Less	3%	Equal	97%	More	0%	Short-term Incentive Eligibility:				Years in Position:		Mean	--	
							Yes	3%	No	97%					
		Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean		
Incumbent Profile															
Number of Direct Reports		3	11	--	--	--	--	--	--	0	--	--	--		
Number of Indirect Reports		2	2	--	--	--	--	--	--	0	--	--	--		
All Participants Analysis*															
Base Pay - Incumbent Weighted		4	29	--	--	146,800	162,036	--	--	1	161,004	109.7%	99.4%		
Base Pay - Incentive Eligible		1	1	--	--	--	--	--	--	0	--	--	--		
Base Pay - Not Incentive Eligible		4	28	--	--	145,450	156,109	--	--	1	161,004	110.7%	103.1%		
Short-term Incentive - Receiving		1	1	--	--	--	--	--	--	0	--	--	--		
Short-term Incentive Target Percent		1	1	--	--	--	--	--	--	0	--	--	--		
Actual Incentive as Percent of Pay		1	1	--	--	--	--	--	--	0	--	--	--		
Target Total Cash Compensation		1	1	--	--	--	--	--	--	0	--	--	--		
Total Cash Compensation		4	29	--	--	146,800	162,547	--	--	1	161,004	109.7%	99.1%		
Total Cash Compensation Receiving		1	1	--	--	--	--	--	--	0	--	--	--		

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

920 Senior-Level Scientist

Responsible for the planning, development, review, administration, monitoring and reporting of a portfolio of scientific programs that address the organization's strategic research and development goals. Keeps abreast of scientific status, needs and priorities within program areas of responsibility through communications with investigators, the conduct of workshops or conferences and attendance at scientific meetings. May participate in the development of scientific administrative procedures and scientific administrative policies. Represents the organization externally at scientific conferences, at public meetings and at other venues as required. Requires a M.D. or a Ph.D. in a biomedical science and at least 5 years of relevant professional experience. Typically reports to the Top or Second-Level Research and Development Executive.

Degree of Match:	Less			Equal			More			Short-term Incentive Eligibility:				Years in Position:		Mean	13								
	0%		75%	25%			Yes	1%	No	99%															
														Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean
Incumbent Profile																									
Number of Direct Reports														3	58	--	--	--	--	--	--	0	--	--	--
Number of Indirect Reports														1	14	--	--	--	--	--	--	0	--	--	--
All Participants Analysis*																									
Base Pay - Incumbent Weighted														6	142	68,220	83,087	105,246	128,877	164,575	219,844	2	125,004	118.8%	97.0%
Base Pay - Incentive Eligible														1	2	--	--	--	--	--	--	2	125,004	--	--
Base Pay - Not Incentive Eligible														6	140	68,188	83,328	105,246	128,654	162,771	219,064	0	--	--	--
Short-term Incentive - Receiving														1	2	--	--	--	--	--	--	0	--	--	--
Short-term Incentive Target Percent														1	2	--	--	--	--	--	--	2	1.0	--	--
Actual Incentive as Percent of Pay														1	2	--	--	--	--	--	--	0	--	--	--
Target Total Cash Compensation														1	2	--	--	--	--	--	--	2	126,254	--	--
Total Cash Compensation														6	142	68,365	83,087	105,246	129,194	164,575	219,844	2	125,004	118.8%	96.8%
Total Cash Compensation Receiving														1	2	--	--	--	--	--	--	0	--	--	--

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

930 Intermediate-Level Scientist

Participates in the planning, development, review, administration, monitoring and reporting of scientific programs that address the organization's strategic research and development goals. May be responsible for one (or more) scientific program(s). Keeps abreast of scientific status, needs and priorities within a program area of responsibility through communications with investigators, attendance at scientific meetings, and participation in the conduct of workshops or conferences. Represents the organization externally at scientific conferences, at public meetings and at other venues as required. Requires a M.D. or Ph.D. in a biomedical science at least 2 years of relevant professional experience. May report to the Top or Second-Level Research and Development Executive.

Degree of Match:	Less			Equal			More			Short-term Incentive Eligibility:				Years in Position:							
	3%	68%	29%	Yes	1%	No	99%	Mean	6												
										Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean
Incumbent Profile																					
Number of Direct Reports										4	32	--	--	6	6	--	--	0	--	--	--
Number of Indirect Reports										1	2	--	--	--	--	--	--	0	--	--	--
All Participants Analysis																					
Base Pay - Incumbent Weighted										7	76	57,080	73,166	95,500	95,067	118,546	128,455	1	115,008	120.4%	121.0%
Base Pay - Incentive Eligible										1	1	--	--	--	--	--	--	1	115,008	--	--
Base Pay - Not Incentive Eligible										7	75	57,040	72,954	95,500	94,522	114,185	128,455	0	--	--	--
Short-term Incentive - Receiving										0	0	--	--	--	--	--	--	0	--	--	--
Short-term Incentive Target Percent										0	0	--	--	--	--	--	--	1	1.0	--	--
Actual Incentive as Percent of Pay										0	0	--	--	--	--	--	--	0	--	--	--
Target Total Cash Compensation										0	0	--	--	--	--	--	--	1	116,158	--	--
Total Cash Compensation										7	76	57,080	73,166	95,500	95,067	118,546	128,455	1	115,008	120.4%	121.0%
Total Cash Compensation Receiving										0	0	--	--	--	--	--	--	0	--	--	--

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Position Profile

940 Grants Management Officer

Responsible for the business management and all non-programmatic aspects of grants and other awards in compliance with all applicable laws, regulations and policies to ensure proper stewardship of approved and awarded funds. Responsible for grant administration policies and procedures and for keeping them current and compliant relative to governing laws and regulations. Represents the organization externally and internally on grants administration policies and procedures. Supervises grants management office staff. Requires a Bachelor's or Master's degree in Business Administration, Accounting or related field with relevant professional experience. May report to the Chief Scientific Officer.

Degree of Match:				Short-term Incentive Eligibility:				Years in Position:					
Less	0%	Equal	100%	More	0%	Yes	8%	No	92%	Mean	6		
		Num Orgs	Num Obs	10th %ile	25th %ile	Median	Mean	75th %ile	90th %ile	Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean
Incumbent Profile													
Number of Direct Reports		5	5	--	--	3	4	--	--	0	--	--	--
Number of Indirect Reports		1	1	--	--	--	--	--	--	0	--	--	--
All Participants Analysis*													
Base Pay - Incumbent Weighted		8	13	67,370	78,874	95,027	105,937	137,804	160,000	1	105,000	110.5%	99.1%
Base Pay - Incentive Eligible		1	1	--	--	--	--	--	--	1	105,000	--	--
Base Pay - Not Incentive Eligible		7	12	66,726	78,038	91,576	104,349	139,206	162,500	0	--	--	--
Short-term Incentive - Receiving		1	1	--	--	--	--	--	--	0	--	--	--
Short-term Incentive Target Percent		1	1	--	--	--	--	--	--	1	1.0	--	--
Actual Incentive as Percent of Pay		2	7	--	--	--	--	--	--	0	--	--	--
Target Total Cash Compensation		1	1	--	--	--	--	--	--	1	106,050	--	--
Total Cash Compensation		8	13	0	0	0	70,847	0	0	1	105,000	#DIV/0!	148.2%
Total Cash Compensation Receiving		1	1	--	--	--	--	--	--	0	--	--	--

* More than 30% of sample provided by one organization



Compensation Benchmark Survey, Sponsored by California Institute for Regenerative Medicine

Position Profile

950 Grants Management Specialist

Responsible for the day-day business management of a portfolio of awards. Ensures that grants and other funding agreements are awarded, administered and terminated in accordance with established policies and procedures. Point of contact internally and externally on the business and administrative aspects and reporting of awards. Typically requires a Bachelor's degree and relevant professional experience. Reports to the Grants Management Officer.

Degree of Match:	Less	0%	Equal	100%	More	0%	Short-term Incentive Eligibility:				Yes	2%	No	98%	Years in Position:		Mean	6
										Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean					
Incumbent Profile																		
Number of Direct Reports		3	4	--	--	--	--	--	--	0	--	--	--	--				
Number of Indirect Reports		0	0	--	--	--	--	--	--	0	--	--	--	--				
All Participants Analysis																		
Base Pay - Incumbent Weighted		10	56	43,920	47,780	51,600	54,598	59,830	66,130	1	62,000	120.2%	113.6%					
Base Pay - Incentive Eligible		1	1	--	--	--	--	--	--	1	62,000	--	--					
Base Pay - Not Incentive Eligible		9	55	43,920	47,730	51,600	53,991	59,320	64,742	0	--	--	--					
Short-term Incentive - Receiving		1	1	--	--	--	--	--	--	0	--	--	--					
Short-term Incentive Target Percent		1	1	--	--	--	--	--	--	1	1.0	--	--					
Actual Incentive as Percent of Pay		1	1	--	--	--	--	--	--	0	--	--	--					
Target Total Cash Compensation		1	1	--	--	--	--	--	--	1	62,620	--	--					
Total Cash Compensation		10	56	43,920	47,780	51,600	54,848	59,830	66,130	1	62,000	120.2%	113.0%					
Total Cash Compensation Receiving		1	1	--	--	--	--	--	--	0	--	--	--					



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Position Profile

960 Grants Management Technical Assistant

Responsible for administrative support to all pre - approval activities for funding awards. Manages the receipt, processing, tracking and retention of proposals and all associated documents in accordance with established policies and procedures. Point of contact for applicants. Coordinates technical reviews, workshops and conferences; responsible for all administrative and logistical support. May provide other administrative support as required. Typically requires a Bachelor's degree.

Degree of Match:	Less	0%	Equal	100%	More	0%	Short-term Incentive Eligibility:				Yes	5%	No	95%	Years in Position:		Mean	2
										Num Obs	Your Mean	Your Mean Compared to Market Median	Your Mean Compared to Market Mean					
Incumbent Profile																		
Number of Direct Reports		0	0	--	--	--	--	--	--	0	--	--	--					
Number of Indirect Reports		0	0	--	--	--	--	--	--	0	--	--	--					
All Participants Analysis*																		
Base Pay - Incumbent Weighted		6	19	37,092	37,956	43,536	47,018	56,200	60,000	3	50,839	116.8%	108.1%					
Base Pay - Incentive Eligible		1	1	--	--	--	--	--	--	3	50,839	--	--					
Base Pay - Not Incentive Eligible		5	18	37,092	37,740	42,102	46,019	53,425	59,236	0	--	--	--					
Short-term Incentive - Receiving		1	1	--	--	--	--	--	--	1	520	--	--					
Short-term Incentive Target Percent		1	1	--	--	--	--	--	--	3	1.0	--	--					
Actual Incentive as Percent of Pay		1	1	--	--	--	--	--	--	1	1	--	--					
Target Total Cash Compensation		1	1	--	--	--	--	--	--	3	51,347	--	--					
Total Cash Compensation		6	19	37,092	37,956	43,536	47,550	56,200	60,000	3	51,012	117.2%	107.3%					
Total Cash Compensation Receiving		1	1	--	--	--	--	--	--	1	52,528	--	--					

* More than 30% of sample provided by one organization

Survey Methodology

Standardized survey methodologies that have proven effective in surveys of a national scope were used.

The questionnaire was modified to incorporate survey sponsor suggestions. The survey questionnaire was made available to organizations via e-mail on May 22, 2007. Participants were asked to provide information regarding financial data and compensation levels effective April 1, 2007. Prospective survey participants were asked to return their completed survey questionnaires by May 30, 2007. To ensure a meaningful report, questionnaires were accepted through September 25, 2007.

Data submissions were thoroughly screened for consistency and thoroughness of responses. An incumbent is deemed to be a match to the position when at least 80% of the work defined in the position description is performed by the incumbent. Electronic submissions were electronically audited for format and value consistency. Ambiguous or incorrect responses were clarified/corrected by follow-up communications.

All survey data were input, verified, and edited to ensure accuracy. The database was then compiled. Computerized diagnostic programs were used to identify statistical anomalies (responses that were significantly above or below all other responses). Those irregularities tend to skew the survey data and should not be included in the survey database without a thorough explanation. In all cases, those anomalies were explained by supplemental data that were collected in follow-up phone calls.

To protect the confidentiality of survey data, average salaries for fewer than four cases are not reported. Insufficient or statistically meaningless data were suppressed. A dash (--) appears in the survey report where there is inadequate or no response. Mercer assures participants that all data will be held in strictest confidence and that no individual data have been or will be released to individual organizations.

Providing survey results scoped by organization size (operating budget), location, or responsibility level (number of direct reports) was explored. It was determined that the market data confidentiality would be compromised if such scope breaks were incorporated into the survey results.

Percentages in columns may not add up to 100 percent when organizations are given the option to provide more than one response to a specific question. Those responses are valid and are further explained after each table.

For all questions that provide a percentage response, the percentage was calculated based on the number of organizations that responded to each question and not the total number of survey respondents.

Mercer reminds participants to exercise caution in drawing definitive conclusions on data when sample sizes are small (e.g., less than 10 organizations). This could potentially represent an insufficient sample size and not be an accurate reflection of the marketplace.

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Appendix

Position List

100	Chief Executive Officer/ President/ Dean
200	Top Legal Executive/ General Counsel
210	Associate General Counsel
220*	Policy Director
230*	Legislative Director
300	Public Relations Director
400	Chief Financial Officer
410	Finance Director
500	Top Administrative Executive
510	Top Facilities Management Executive
600	Top Human Resource Manager
700	IT Applications Project Manager
710	Technology Officer
800	Corporate Secretary (Non-Legal) / Assistant Secretary (Non-Legal)
810*	Project Coordinator
820	Senior Executive Assistant
830	Executive Assistant
900	Chief Scientific Officer (CSO)/ Top Research and Development Executive
910	Second-Level Research and Development Executive
920	Senior-Level Scientist
930	Intermediate-Level Scientist
940	Grants Management Officer
950	Grants Management Specialist
960	Grants Management Technical Assistant

Position Descriptions**100 Chief Executive Office/President/Dean**

Develops and implements policies and procedures, short- and long-range goals, objectives, and plans. Reports to the Board of Directors. Note: This is a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

200 Top Legal Executive/ General Counsel

This is the top legal position with responsibility for determining legal posture and interests of the organization. As General Counsel, ensures that business practices, policies, and dealings of the organization meet regulatory requirements to protect the organization from legal action, manages the organization's defense, the interpretation and preparation of legal documents and provides counsel to corporate management on legal matters. Generally serves as or supervises Corporate Secretary (Legal). Responsible for the supervision of the legal staff. Frequently reports to a Chief Executive Officer or Top Administrative Executive. Note: This is a single incumbent position. Only one employee, the most senior individual, per organization entity should be reported.

210 Associate General Counsel

Responsible for a legal specialization. Protects the organization's rights in contract negotiations, settlements, and litigation. Ensures compliance of laws and regulations. Advises management on recent changes in laws and regulations that affect the company. Reports to a Top Legal Executive.

220 Policy Director

Under general supervision, provides professional support service in the form of scientific/policy research and drafting of reports. May participate in conferences, events and symposia. Performs some administrative tasks such as arranging meetings, developing agendas, and preparing progress reports. Typically requires a PhD, a Master's degree or a JD.

230 Legislative Director

Represents the organization's position on legislation and regulatory affairs to elected representatives and their staffs, as well as to officials and staffs in regulatory and other agencies. May represent organization interests in

dealings with trade, industry, or professional organizations. Frequently reports to a Top Executive/General Counsel.

300 Public Relations Director

Responsible for administering the organization's public relations program, including public information. Chief responsibility is to increase external understanding and awareness of the organization's objectives and achievements. Writes all press releases for congruence with the public relations program. Frequently reports to a Chief Executive Officer or Top Communications Executive. Note: This is generally a single incumbent position.

400 Chief Financial Officer

This is the top financial position with responsibility for formulating financial policy and plans. Responsible for planning and directing all or essentially all major staff functions in support of line operations. Specific responsibilities may include supervision of finance and accounting, management information systems, corporate strategic planning and development, human resources, facilities management, central purchasing, internal consulting, and Board relations. Frequently reports to a Chief Executive Officer or Chief Operating Officer.

410 Finance Director

Assists the Chief Financial Officer (CFO) in overseeing the financial functions of the organization. Also assists in reviewing policies and procedures related to the organization's accounting practices. May report to the Chief Financial Officer (CFO) or a second level finance executive. Typically requires 5-10 years of progressively responsible experience.

500 Top Administrative Executive

Responsible for planning and directing all or essentially all major staff functions in support of line operations. Specific responsibilities may include supervision of finance and accounting, management information systems, corporate strategic planning and development, human resources, facilities management, central purchasing, internal consulting, and Board relations. May also be responsible for formulating financial policy and plans in the absence of a CFO position in the organization. Frequently reports to a Chief Executive Officer or Chief Operating Officer.

510 Top Facilities Management Executive

Responsible for the development of long-range objectives and policies for the maintenance and construction of facilities constructed in various regions throughout the state of approximately \$270M over a 2-year period. Works directly with board members and senior staff in development of the organization's policies and procedures. Frequently reports to a Top Administrative Executive or Chief Financial Officer.

600 Top Human Resource Manager

This is the top human resource management position with responsibility for planning and directing all phases of human resource management including employment, employee relations, compensation, employee training, placement, organizational development, safety, security, drug control, ADA and EEO, and employee assistance. Requires thorough knowledge of human resource policies and procedures as well as applicable laws. Frequently reports to a Chief Executive Officer, Chief Operating Officer or Top Administrative Executive.

700 IT Applications Project Manager

This is the information technology applications position with responsibility for the organization's applications systems analysis and programming activities. Provides overall direction and guidance to subcontractors. Responsible for managing development of IT systems. Frequently reports to a Chief Information Officer.

710 Technology Officer

Identifies changes and trends in computer and systems technology and interprets their meaning to senior management. Participates in overall business planning, bringing a current knowledge and future vision of technology and systems as related to the organization's competitive position. Determines long-term organization-wide information needs and develops overall strategy for information needs, systems development and hardware acquisition, and integration including mainframe, mini, macro, and client/server computing applications. Acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. Acts as highest interface with non-technical user functions in determining overall information systems approach. Frequently reports to a Chief Information

Officer or a Top Administrative Executive. Note: This is generally a single incumbent position.

800 Corporate Secretary (Non-Legal) / Assistant Secretary (Non-Legal)

Oversees the planning and logistics of organization meetings and special events for the Board. Manages meeting schedules of the Board and Subcommittees, prepares the Board/Subcommittee agenda, creates information packages for Board members and selects meeting facilities. Ensures coordination and regular communication with the Board. May be responsible for special events for the Board. Typically requires 5-10 years of experience.

810 Project Coordinator

Daily coordination of projects. Tracks progress and identifies/resolves obstacles. Communicates to internal and external clients. Performs administrative tasks such as arranging meetings and developing agendas. May provide assistance in legal/policy research and drafting of reports. Typically requires 5-10 years of experience.

820 Senior Executive Assistant

Responsible for all administrative and project support. Handles large amount of incoming/outgoing communications (fielding calls, faxes, e-mails). Research, arrange and coordinate all aspects of substantial business travel from booking to material coordination to prepared agendas. Manage all scheduling and electronic calendar management. Coordinates all meetings and all documents/information needed. Typically requires a Bachelor's degree with over 5 years professional experience.

830 Executive Assistant

Responsible for all administrative support. Handles large amount of incoming/outgoing communications (fielding calls, faxes, e-mails). Research, arrange and coordinate all aspects of substantial business travel from booking to material coordination to prepared agendas. Manage all scheduling and electronic calendar management. Coordinates all meetings, all documents/information needed and meeting logistics such as menu planning, transportation arrangements and audio/visual equipment. Typically requires a Bachelor's degree with 2-5 years professional experience.

900 Chief Scientific Officer (CSO)/ Top Research and Development Executive

This is the top scientific position in the organization with responsibility for scientific direction, implementation and monitoring to achieve the organization's strategic research and development goals in consultation with executive leadership of the organization and with the Board of Directors. Oversees science-related policy development and implementation. Represents the organization's interests internally and externally broadly and on all science, science policy-related and other science-related matters. Responsible for the staffing and supervision of scientific and scientific activity related staff and support staff. Requires a M.D. or a Ph.D. in a biomedical science and 10-15 years of relevant professional experience. Typically reports to the President/Chief Executive Officer.

910 Second-Level Research and Development Executive

Plans and devises the research and development programs, policies and procedures in consultation and collaboration with the Chief Scientific Officer and key stakeholders to implement and monitor the organization's overall research and development program. Participates in determining scientific direction and in science policy development. Represents the organization's interests internally and externally on science and science-related matters. Supervises scientific and scientific activity related staff and support staff. Requires a M.D. or a Ph.D. in a biomedical science and at least 10 years of relevant professional experience. Typically reports to the Chief Scientific Officer or to the President/Chief Executive Officer.

920 Senior-Level Scientist

Responsible for the planning, development, review, administration, monitoring and reporting of a portfolio of scientific programs that address the organization's strategic research and development goals. Keeps abreast of scientific status, needs and priorities within program areas of responsibility through communications with investigators, the conduct of workshops or conferences and attendance at scientific meetings. May participate in the development of scientific administrative procedures and scientific administrative policies. Represents the organization externally at scientific conferences, at public meetings and at other venues as

required. Requires a M.D. or a Ph.D. in a biomedical science and at least 5 years of relevant professional experience. Typically reports to the Top or Second-Level Research and Development Executive.

930 Intermediate-Level Scientist

Participates in the planning, development, review, administration, monitoring and reporting of scientific programs that address the organization's strategic research and development goals. May be responsible for one (or more) scientific program(s). Keeps abreast of scientific status, needs and priorities within a program area of responsibility through communications with investigators, attendance at scientific meetings, and participation in the conduct of workshops or conferences. Represents the organization externally at scientific conferences, at public meetings and at other venues as required. Requires a M.D. or Ph.D. in a biomedical science at least 2 years of relevant professional experience. May report to the Top or Second-Level Research and Development Executive.

940 Grants Management Officer

Responsible for the business management and all non-programmatic aspects of grants and other awards in compliance with all applicable laws, regulations and policies to ensure proper stewardship of approved and awarded funds. Responsible for grant administration policies and procedures and for keeping them current and compliant relative to governing laws and regulations. Represents the organization externally and internally on grants administration policies and procedures. Supervises grants management office staff. Requires a Bachelor's or Master's degree in Business Administration, Accounting or related field with relevant professional experience. May report to the Chief Scientific Officer.

950 Grants Management Specialist

Responsible for the day-day business management of a portfolio of awards. Ensures that grants and other funding agreements are awarded, administered and terminated in accordance with established policies and procedures. Point of contact internally and externally on the business and administrative aspects and reporting of awards. Typically requires a Bachelor's degree and relevant professional experience. Reports to the Grants Management Officer.

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Appendix

960 Grants Management Technical Assistant

Responsible for administrative support to all pre - approval activities for funding awards. Manages the receipt, processing, tracking and retention of proposals and all associated documents in accordance with established policies and procedures. Point of contact for applicants. Coordinates technical reviews, workshops and conferences; responsible for all administrative and logistical support. May provide other administrative support as required. Typically requires a Bachelor's degree.