2006 NACUA Joint Compensation & Benefits and Provision of Legal Services Survey

Deadline for Submitting Form: November 11, 2005

To be completed by the Institutional Primary Representative on behalf of all attorney representative positions.

PLEASE REPORT ALL DATA FOR YOUR INSTITUTION’S MOST RECENT PAST FISCAL YEAR.

NOTE: Results from this survey will be reported in the aggregate only, and individual responses will not be provided to NACUA staff. All information will be kept strictly confidential.
Please select the type of entity for which you are reporting data:

1. Single Unit Institution (An institution that is not part of a college or university system.)
2. Institution within a College or University System (Associated with one or more other colleges or universities in a group usually headed by a main campus or system office. Has its own administration, full program of study (not just courses), and a unique FICE Code assigned by the Department of Education.)
3. System Office (The administrative office that oversees a group of institutions (system) usually comprised of a main campus and several individual campuses. The System Office does not offer courses or programs of study.)

For the remaining questions, if you are reporting data for a system office or system summary, please supply system-wide figures. Otherwise, supply individual institution figures.

**I. INSTITUTIONAL PROFILE**

1. Institution Name:
2. City:
3. State:
4. Carnegie Classification
   - Doctoral/Research Universities – Extensive
   - Doctoral/Research Universities – Intensive
   - Master's Colleges and Universities – I
   - Master's Colleges and Universities – II
   - Baccalaureate Colleges – General
   - Baccalaureate/Associate's Colleges
   - Associate's Colleges
   - Specialized Institutions
   - Baccalaureate Colleges – Liberal Arts
   - Tribal Colleges and Universities
5. Institutional Affiliation
   - Public/State Supported
   - Independent/Non-Sectarian
   - Independent/Religiously Affiliated

6. What was your institution's total current fund expenditures for the most recently concluded fiscal year? $
7. What was your institution's current total student enrollment for the most recently concluded fiscal year? (Report only full-time equivalent enrollment figures) 
8. When did your fiscal year end (month/year)?

**II. LEGAL OFFICE PROFILE**

1. What is the total operating budget for your legal office? (Do NOT include expenses for outside legal counsel services) $
2. Has your total operating budget for your legal office increased from the prior fiscal year? □ Yes □ No
   - If yes, by how much? (percentage) 
3. Has your total operating budget for your legal office decreased from the prior fiscal year? □ Yes □ No
   - If yes, by how much? (percentage)
4. What is the current size of your office staff (include yourself in one of the following categories)?
   - Full-time attorneys
   - Part-time attorneys
   - Full-time law clerks
   - Part-time law clerks
   - Full-time legal assistants
   - Part-time legal assistants
   - Full-time paralegals
   - Part-time paralegals
   - Other staff (full-time equivalents)
5. Has the size of your staff increased during the past five years? □ Yes □ No
   - If yes, by what percentage?
Has the size of your staff decreased during the past five years? □ Yes □ No 23
If yes, by what percentage? % 24

How long has your in-house legal office been in existence?

- 0 to 5 years
- 6 to 10 years
- More than 10 years

Which of the following additional positions at your institution report to you as Chief Legal Officer? (Check all that apply)

- Compliance Officer
- HR Director
- EEO Director
- Ombudsperson
- Other

As the Chief Legal Officer, do you have responsibility for/oversight of a formal compliance program for your institution? □ Yes □ No 31

Does your institution have a designated compliance officer with responsibility for a formal compliance program? □ Yes □ No 32
If yes, does the compliance officer report directly to you? □ Yes □ No 33

III. PROFILE OF CHIEF LEGAL OFFICER

1. Full title: 

2. Are you the Chief Legal Officer for your institution? □ Yes □ No 35

3. What is the title of the person to whom you report? 

4. How many years have you been practicing law? years 37

5. How many years have you been practicing law in the area of higher education? years 38

6. How many years have you been employed at your current institution? years 39

7. How many years have you served as Chief Legal Officer at your institution? years 40

8. What is your age? 

What is your ethnicity?

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

10. What is your gender? □ Male □ Female 43

11. Do you have any academic or other responsibilities at your institution (e.g., a teaching position, or administrative management other than legal services)? □ Yes □ No 44
If yes, please list:

12. What portion, if any, of your current salary is predicated on these additional responsibilities (approximate)? If zero, please report 0%.

   - Government Relations/Lobbying % 46
   - Risk Management % 47
   - Secretary to the Board % 48
   - Assistant to the President % 49
   - Affirmative Action / Human Resources % 50
   - Adjunct Faculty % 51
   - Other % 52

13. Are you a member of the senior executive body, often called the Cabinet, or the chief executive officer of your institution or system? □ Yes □ No 278

IV. USE OF OUTSIDE COUNSEL SERVICES

1. For this past fiscal year, how much did your office spend on outside counsel for non-litigation legal services? Include amounts paid on a retainer basis. $ 53

2. For this past fiscal year, how much did your institution spend on outside counsel for non-litigation legal services? Include amounts paid on a retainer basis. $ 54

3. For this past fiscal year, how much did your office spend on outside counsel for litigation services? Include amounts paid on a retainer basis. $ 55
4 For this past fiscal year, how much did your institution spend on outside counsel for litigation services? Include amounts paid on a retainer basis. $ 56
5 What is the average number of active litigation files your office has open at any one time? Of that number, how many are being handled by outside counsel? # 57
6 During the most recent fiscal year, did you seek outside counsel services for any of the following areas? (Check all that apply)
   - Bond Issues and Other Financial Matters
   - Personal Injury
   - Real Estate
   - Employee Benefits, Including Retirement
   - Immigration Law
   - Intellectual Property
   - Environmental Law
   - Health Law
   - Tax Matters
   - Labor Relations
   - Litigation
   - Other_________________

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V. LAW OFFICE MANAGEMENT
1 Does your office currently use matter management/software technology? ☐ Yes ☐ No 72
2 How is the software program/technology managed? 74-1 ☐ In-house by your office 2 ☐ By the institution’s IT department
3 Does your office use an electronic/computerized office practice management system designed to integrate multiple functions and tasks, including document management, file management, calendaring, email and/or time management? ☐ Yes ☐ No 75
   If yes, please provide name or description of your electronic/computerized office practice management system:

76

4 Does your office use objective criteria or "benchmarks" to measure or evaluate the productivity/performance of the General Counsel’s office? ☐ Yes ☐ No 77
   If yes, please provide name or description of the criteria or benchmarks your office utilizes for this purpose:

78

5 Does your office use objective criteria or "benchmarks" to measure or evaluate the productivity/performance of individual office attorneys? ☐ Yes ☐ No 79
   If yes, please provide name or description of the criteria or benchmarks your office utilizes for this purpose:

80

6 How important are each of the following issues facing your office? Very Important Somewhat Important Neutral Not very Important Not at all Important
   Reducing outside legal costs ........................................................... 1 2 3 4 5 81
   Reducing in-house legal costs ........................................................... 1 2 3 4 5 82
   Consolidation (reducing number of outside firms) .................................................. 1 2 3 4 5 83
   Technology (to improve internal efficiency of the legal office and work with outside counsel) .................................................. 1 2 3 4 5 84
   Demonstrating the value of the legal office .................................................. 1 2 3 4 5 85
   Staying apprised of changes in the law .................................................. 1 2 3 4 5 86
   Finding good outside counsel .................................................. 1 2 3 4 5 87
   Recruiting/training in-house counsel .................................................. 1 2 3 4 5 88
   Attracting and retaining good in-house counsel .................................................. 1 2 3 4 5 89
   Keeping apprised of the institution’s activities that may have legal implications .................................................. 1 2 3 4 5 90
   Keeping senior management of the institution apprised of legal developments .................................................. 1 2 3 4 5 91
   Too much work or too little resources/legal budget issues .................................................. 1 2 3 4 5 92
   Other .................................................. 1 2 3 4 5 93
For each of the previous two fiscal years, please indicate the number of full-time equivalent attorneys who specialized (devoted 50% or more of their time) in the following areas (please include medical centers):

<table>
<thead>
<tr>
<th>Area</th>
<th>Most Recently Completed Fiscal Year</th>
<th>Previous Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Issues and Other Financial Matters</td>
<td>94</td>
<td>107</td>
</tr>
<tr>
<td>Intellectual Property</td>
<td>95</td>
<td>108</td>
</tr>
<tr>
<td>Tax Matters</td>
<td>96</td>
<td>109</td>
</tr>
<tr>
<td>Personal Injury</td>
<td>97</td>
<td>110</td>
</tr>
<tr>
<td>Real Estate</td>
<td>98</td>
<td>111</td>
</tr>
<tr>
<td>Environmental Law</td>
<td>99</td>
<td>112</td>
</tr>
<tr>
<td>Labor Relations</td>
<td>100</td>
<td>113</td>
</tr>
<tr>
<td>Employee Benefits, Including Retirement</td>
<td>101</td>
<td>114</td>
</tr>
<tr>
<td>Health Law</td>
<td>102</td>
<td>115</td>
</tr>
<tr>
<td>Litigation</td>
<td>103</td>
<td>116</td>
</tr>
<tr>
<td>Immigration Law</td>
<td>104</td>
<td>117</td>
</tr>
<tr>
<td>Athletic Compliance</td>
<td>105</td>
<td>118</td>
</tr>
<tr>
<td>Other</td>
<td>106</td>
<td>119</td>
</tr>
</tbody>
</table>

### VI. COMPENSATION OF THE CHIEF LEGAL OFFICER

1. What is your current annual salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received) $120

2. Do you have a formal contract for employment? ☐ Yes ☐ No

3. If yes, what is the length of your contract? 122 years

4. Does your annual salary include work for the institution beyond your role as Chief Legal Officer (such as Secretary to the Board, or Vice President)?
   - ☐ Yes ☐ No

5. What other advanced degrees do you possess? 124

6. What is the average number of hours you work per week? hrs. 125

7. Are you entitled, either by contract or institutional policy, to a severance agreement upon termination? ☐ Yes ☐ No

   - If yes, what is the amount of the severance payment? $127

### VII. COMPENSATION AND OTHER QUESTIONS FOR ATTORNEY III POSITIONS

(To be completed for up to three attorneys in the primary representative’s office who fit this category)

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

<table>
<thead>
<tr>
<th>Employee 1</th>
<th>Employee 2</th>
<th>Employee 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>128</td>
<td>137</td>
</tr>
<tr>
<td>How many years has the attorney been practicing law?</td>
<td>129 years</td>
<td>138 years</td>
</tr>
<tr>
<td>How many years has the attorney been practicing law in the area of higher education?</td>
<td>130 years</td>
<td>139 years</td>
</tr>
<tr>
<td>How many years has the attorney been employed at your current institution?</td>
<td>131 years</td>
<td>140 years</td>
</tr>
<tr>
<td>What is the attorney’s age?</td>
<td>132</td>
<td>141</td>
</tr>
</tbody>
</table>
### VII. COMPENSATION AND OTHER QUESTIONS FOR ATTORNEY III POSITIONS (cont.)

6. What is the attorney’s ethnicity?*  
   - 133-1: African-American (Non-Hispanic)  
   - 142-1: African-American (Non-Hispanic)  
   - 151-1: African-American (Non-Hispanic)  
   - 2: Native American/Alaskan Native  
   - 2: Native American/Alaskan Native  
   - 2: Native American/Alaskan Native  
   - 3: Asian/Pacific Islander  
   - 3: Asian/Pacific Islander  
   - 3: Asian/Pacific Islander  
   - 4: Hispanic  
   - 4: Hispanic  
   - 4: Hispanic  
   - 5: White (Non-Hispanic)  
   - 5: White (Non-Hispanic)  
   - 5: White (Non-Hispanic)

7. What is the attorney’s gender?  
   - 134: Male  
   - 143: Male  
   - 152: Male

8. What is the attorney’s current annual salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received)  
   - 135: $  
   - 144: $  
   - 153: $

9. How many attorneys does this position supervise?  
   - 136: #  
   - 145: #  
   - 154: #

### VIII. COMPENSATION AND OTHER QUESTIONS FOR ATTORNEY II POSITIONS

(To be completed for up to three attorneys in the primary representative’s office who fit this category)

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

<table>
<thead>
<tr>
<th>Employee 1</th>
<th>Employee 2</th>
<th>Employee 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Title (Designate who is Deputy General Counsel (or #2))</td>
<td>155</td>
<td>164</td>
</tr>
<tr>
<td><strong>2</strong> How many years has the attorney been practicing law?</td>
<td>156 years</td>
<td>165 years</td>
</tr>
<tr>
<td><strong>3</strong> How many years has the attorney been practicing law in the area of higher education?</td>
<td>157 years</td>
<td>166 years</td>
</tr>
<tr>
<td><strong>4</strong> How many years has the attorney been employed at your current institution?</td>
<td>158 years</td>
<td>167 years</td>
</tr>
<tr>
<td><strong>5</strong> What is the attorney’s age?</td>
<td>159</td>
<td>168</td>
</tr>
</tbody>
</table>
| **6** What is the attorney’s ethnicity?* | 160-1: African-American (Non-Hispanic)  
   - 2: Native American/Alaskan Native  
   - 3: Asian/Pacific Islander  
   - 4: Hispanic  
   - 5: White (Non-Hispanic)  
   - 169-1: African-American (Non-Hispanic)  
   - 2: Native American/Alaskan Native  
   - 3: Asian/Pacific Islander  
   - 4: Hispanic  
   - 5: White (Non-Hispanic)  
   - 178-1: African-American (Non-Hispanic)  
   - 2: Native American/Alaskan Native  
   - 3: Asian/Pacific Islander  
   - 4: Hispanic  
   - 5: White (Non-Hispanic) |
| **7** What is the attorney’s gender? | 161: Male  
   - 169: Male  
   - 178: Male  
   - 170: Female  
   - 169: Female  
   - 178: Female  |
| **8** What is the attorney’s current annual salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received) | 162: $  
   - 169: $  
   - 178: $  
   - 171: $  
   - 180: $  |
| **9** How many attorneys does this position supervise? | 163: #  
   - 169: #  
   - 178: #  
   - 172: #  
   - 181: # |

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Native American/Alaskan Native: A person having origins in any of the original peoples of North America, and who maintains identification through tribal affiliation or community recognition.
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Hispanic: A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
White (Non-Hispanic): A person having origins in any of the original peoples of Europe, North Africa, or the Middle East.
### IX. COMPENSATION AND OTHER QUESTIONS FOR ATTORNEY I POSITIONS

(To be completed for up to three attorneys in the primary representative’s office who fit this category)

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

<table>
<thead>
<tr>
<th>Employee 1</th>
<th>Employee 2</th>
<th>Employee 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Title (Designate who is Deputy General Counsel (or #2))</td>
<td>182</td>
<td>191</td>
</tr>
<tr>
<td>2 How many years has the attorney been practicing law?</td>
<td>183 years</td>
<td>192 years</td>
</tr>
<tr>
<td>3 How many years has the attorney been practicing law in the area of higher education?</td>
<td>184 years</td>
<td>193 years</td>
</tr>
<tr>
<td>4 How many years has the attorney been employed at your current institution?</td>
<td>185 years</td>
<td>194 years</td>
</tr>
<tr>
<td>5 What is the attorney's age?</td>
<td>186</td>
<td>195</td>
</tr>
<tr>
<td>6 What is the attorney's ethnicity?*</td>
<td>187-1 ☐ African-American (Non-Hispanic) 2 ☐ Native American/Alaskan Native 3 ☐ Asian/Pacific Islander 4 ☐ Hispanic 5 ☐ White (Non-Hispanic)</td>
<td>196-1 ☐ African-American (Non-Hispanic) 2 ☐ Native American/Alaskan Native 3 ☐ Asian/Pacific Islander 4 ☐ Hispanic 5 ☐ White (Non-Hispanic)</td>
</tr>
<tr>
<td>7 What is the attorney's gender?</td>
<td>188 ☐ Male ☐ Female</td>
<td>197 ☐ Male ☐ Female</td>
</tr>
<tr>
<td>8 What is the attorney's current annual salary? (Report only salary received from the institution, and do not include outside consulting fees or other income received)</td>
<td>189 $</td>
<td>198 $</td>
</tr>
<tr>
<td>9 How many attorneys does this position supervise?</td>
<td>190 #</td>
<td>199 #</td>
</tr>
</tbody>
</table>

### X. QUESTIONS ABOUT LAW CLERKS, LEGAL ASSISTANTS, AND PARALEGALS

(To be completed for all such positions in the primary representative’s office)

| 1 What is the average annual salary for paid law clerks? (Report salary on an annualized basis) | 209 |
| 2 What is the average annual salary for legal assistants? (Report salary on an annualized basis) | 210 |
| 3 What is the average annual salary for paralegals? (Report salary on an annualized basis) | 211 |

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

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

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

Please check the following benefits and perquisites that are provided by your institution. Please report only for attorney members in your office.

### Insurance and Health Care Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% Paid by Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life Insurance</td>
<td></td>
</tr>
<tr>
<td>Accidental Death and Dismemberment Insurance</td>
<td></td>
</tr>
<tr>
<td>Paid Sick Leave</td>
<td></td>
</tr>
<tr>
<td>Short-Term Disability Insurance</td>
<td></td>
</tr>
<tr>
<td>Long-Term Disability Insurance</td>
<td></td>
</tr>
<tr>
<td>Employee Medical Coverage</td>
<td></td>
</tr>
<tr>
<td>Dependents’ Medical Coverage (including spouse)</td>
<td></td>
</tr>
<tr>
<td>Domestic Partner Medical Coverage</td>
<td></td>
</tr>
<tr>
<td>Employee Dental Benefits</td>
<td></td>
</tr>
<tr>
<td>Dependents’ Dental Benefits (including spouse)</td>
<td></td>
</tr>
<tr>
<td>Domestic Partner Dental Benefits</td>
<td></td>
</tr>
<tr>
<td>Vision Care Benefits</td>
<td></td>
</tr>
<tr>
<td>Prescription Drug Benefits</td>
<td></td>
</tr>
<tr>
<td>Long-Term Health Insurance Coverage</td>
<td></td>
</tr>
</tbody>
</table>

### Other Cash and Deferred Compensation

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% Contributed by Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Cash Bonus</td>
<td></td>
</tr>
<tr>
<td>Tax-sheltered Annuity</td>
<td></td>
</tr>
<tr>
<td>403(b) Plan with Matching Contributions</td>
<td></td>
</tr>
<tr>
<td>403(b) Plan with No Matching Contributions</td>
<td></td>
</tr>
<tr>
<td>Defined Benefit Pension Plan</td>
<td></td>
</tr>
<tr>
<td>Defined Contribution Pension Plan</td>
<td></td>
</tr>
<tr>
<td>Supplemental Executive Retirement Plan (SERP)</td>
<td></td>
</tr>
<tr>
<td>Others; Please List</td>
<td></td>
</tr>
</tbody>
</table>

### Professional Expenses

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% Contributed by Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer-paid Bar Dues</td>
<td></td>
</tr>
<tr>
<td>Employer-paid Bar/Court Admission Fees</td>
<td></td>
</tr>
<tr>
<td>Paid Attendance at NACUA Annual Conference</td>
<td></td>
</tr>
<tr>
<td>Paid Attendance at NACUA CLE Programs</td>
<td></td>
</tr>
<tr>
<td>Others; Please List</td>
<td></td>
</tr>
</tbody>
</table>

### Other Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% Paid by Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automobile/Automobile Allowance</td>
<td></td>
</tr>
<tr>
<td>Athletic or Country Club Membership</td>
<td></td>
</tr>
<tr>
<td>Civic or Luncheon Club Membership</td>
<td></td>
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<tr>
<td>Books and Periodicals Allowance</td>
<td></td>
</tr>
<tr>
<td>Business Travel Insurance</td>
<td></td>
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<tr>
<td>Free Tuition for Dependents</td>
<td></td>
</tr>
<tr>
<td>Free Tuition for Employees</td>
<td></td>
</tr>
<tr>
<td>Discounted Tuition for Dependents</td>
<td></td>
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<tr>
<td>Discounted Tuition for Employees</td>
<td></td>
</tr>
<tr>
<td>Low-cost or Subsidized Child Care</td>
<td></td>
</tr>
<tr>
<td>Employer-Provided Cellular Devices</td>
<td></td>
</tr>
<tr>
<td>Employer-Provided Handheld (PDA) Devices</td>
<td></td>
</tr>
<tr>
<td>Home Computer or Laptop</td>
<td></td>
</tr>
<tr>
<td>Professional Liability (Malpractice) Insurance</td>
<td></td>
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<tr>
<td>Subsidized Housing or Housing Allowance</td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td></td>
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<tr>
<td>Personal Financial Planning Services</td>
<td></td>
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<tr>
<td>Personal Legal Planning Services</td>
<td></td>
</tr>
<tr>
<td>Opportunity to Receive Tenure</td>
<td></td>
</tr>
<tr>
<td>Others; Please List</td>
<td></td>
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</tbody>
</table>