

Presidential Search Committee Meeting Agenda

**Tuesday, February 6, 2024
10:00 a.m. – 11:00 a.m.**

**Florida Polytechnic University
Virtual via Microsoft Teams**

Dial in: 1-863-225-2351 | Conference ID: 995 298 156#

COMMITTEE MEMBERS

Beth Kigel, Chair	Jack Harrell, III	Dr. Matt Bohm
Bud Strang	Jordan Jernigan	Melia Rodriguez
Dr. David Williams	Governor Ken Jones	Dr. Sanna Siddiqui
Don Wilson	Lyn Stanfield	Stephanie Madden
Gary C. Wendt	Mark Bostick	Wesley Barnett

AGENDA

- | | | |
|------|---|--|
| I. | Call to Order | Beth Kigel, Chair
Presidential Search
Committee |
| II. | Roll Call | Kristen Wharton
Corporate Secretary |
| III. | Public Comment | Beth Kigel, Chair |
| IV. | Approval of the December 7, 2023, Minutes
Action Required | Beth Kigel, Chair |
| V. | Presidential Search Updates | Beth Kigel, Chair |
| VI. | Presidential Compensation | |
| | A. Presidential Compensation Analysis Presentation | Yelena Stiles, Segal |
| | B. Discuss and Approve Presidential Compensation Range
Action Required | Beth Kigel, Chair, and
Presidential Search
Committee |
| VII. | Next Steps and Adjournment | Beth Kigel, Chair |

Florida Polytechnic University

Presidential Market Analysis

Report of Findings

February 6, 2024

Introduction

Background

- Florida Polytechnic University (“Florida Poly” or “University”) engaged Segal to conduct a market compensation assessment to inform an appropriate compensation package for the new President.
- Data were gathered for the following institutions:
 - Twenty Masters public colleges and universities that are similar in size and scope
 - Six peer and five aspirant institutions provided by Florida Poly
 - Other State University System of Florida institutions
- Sources of data include:
 - Most recent IRS Form 990 filings available for private institutions
 - Most recent Presidential contracts obtained through Freedom of Information Act (“FOIA”) requests for public institutions
 - SUS data gathered by the system office
 - Base salary data for broader cuts of institutions from CUPA-HR (provided in Appendix)
- Market data are aged to July 1, 2024 using a 4.5% annual update factor for base salary, incentives, and retirement and deferred compensation.¹

Key Compensation Terms Presented In This Report

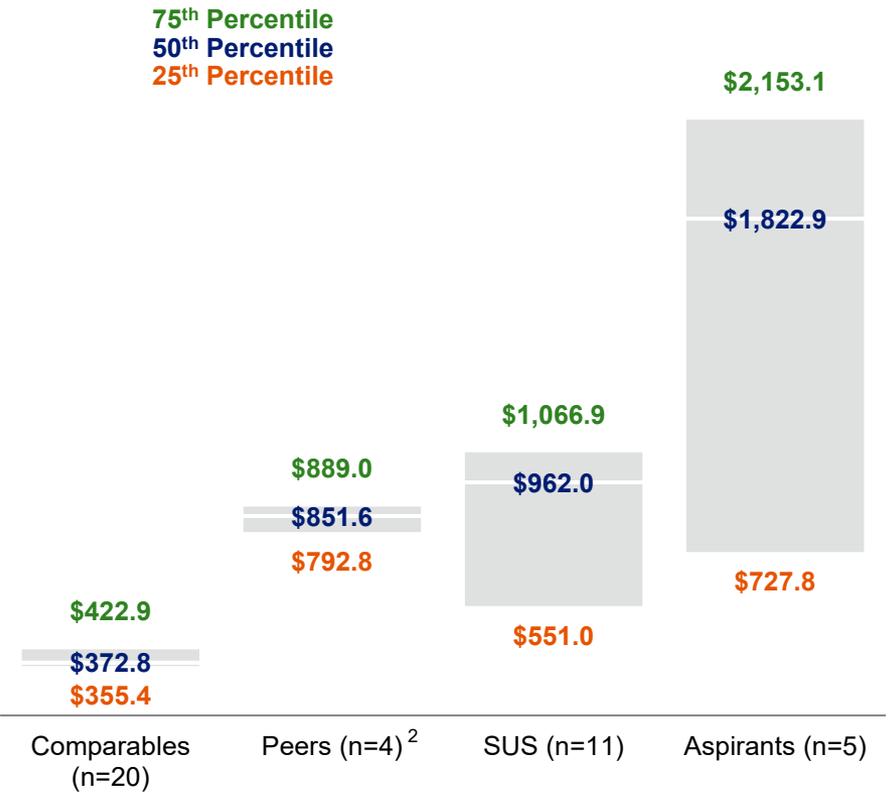
- **Total Cash Compensation (TCC):** Reflects the sum of base salary and bonus/incentive compensation.
- **Total Remuneration (TR):** Reflects the sum of total cash compensation and retirement and deferred compensation.
- **Board of Governors (BOG) Range of Compensation:** All components including salary, benefits, bonuses, and all other forms of remuneration.

¹ Source: Segal’s Annual Compensation Planning Survey.

Executive Summary

- Total Remuneration:**¹ Median total remuneration for comparable institutions is ~\$375,000. The median for the peers and SUS institutions is ~\$850,000 and ~\$960,000, respectively, more than two times higher.
- Bonus and Incentives:** Six comparable institutions (30%) and all four peers paid an incentive/bonus with an average value of ~\$45,000 and ~\$140,000, respectively. Bonuses / incentives are prevalent at SUS institutions, with 80% paying an award at an average of ~\$183,000.
- Retirement and Deferred Compensation:** All comparable institutions (100%) and peers (100%) provided a retirement and/or deferred compensation benefit at an average value of ~\$44,000 and ~\$40,000, respectively. Of the comparable institutions, 35% provide deferred compensation. Two of the SUS institutions contribute to an annuity.
- Perquisites:** 65% of comparable institutions provide a housing benefit and 55% provide an automobile benefit. 33% of peers provide housing or housing allowance. Additional perquisites include health or social club dues, personal services, cellular phone allowances, and executive life insurance. Almost all SUS institutions provide a housing and/or car benefit.

Total Remuneration¹

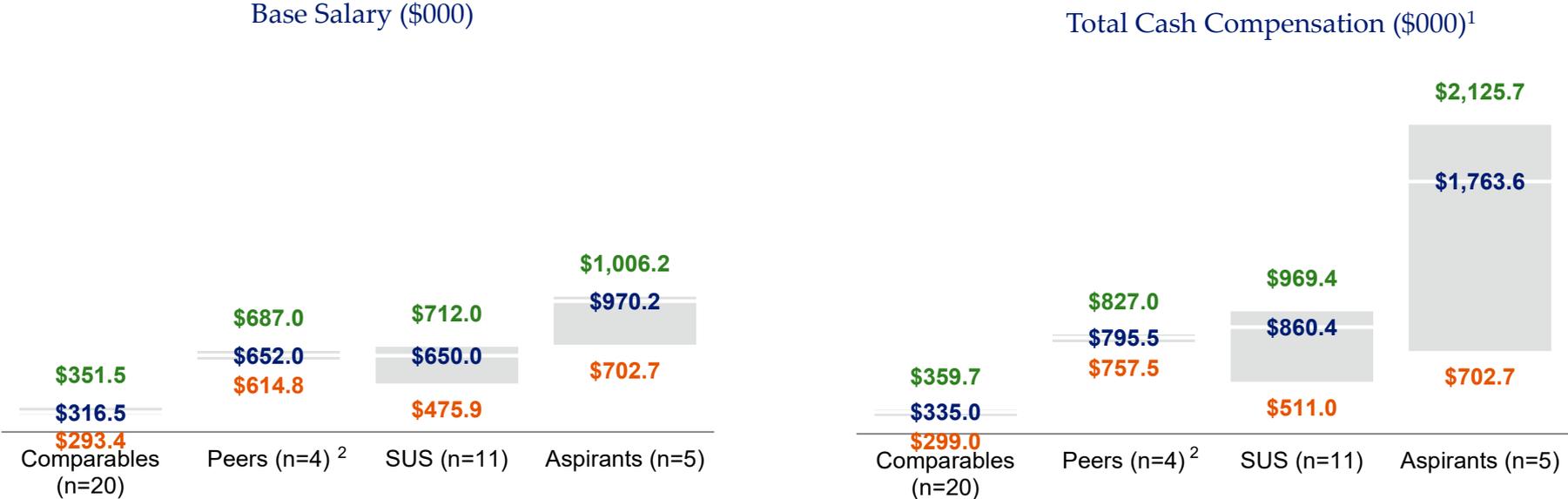


¹ Total Remuneration reflects the sum of base salary, bonus / incentive compensation, and retirement and deferred compensation. For SUS excludes value of housing and car allowance.

² Michigan Technological University and New Mexico Institute of Mining and Technology did not respond to the FOIA request.

Executive Summary *continued*

Base Salary (\$000)



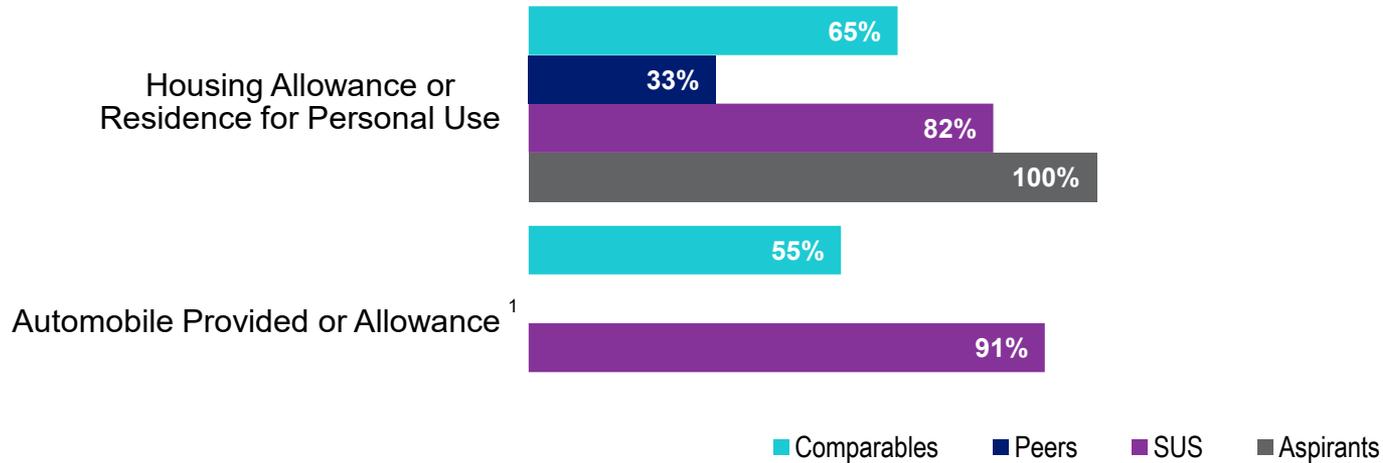
25th Percentile | 50th Percentile | 75th Percentile

- Base Pay:** Peer and SUS median base compensation is nearly two times higher than comparable peer median compensation. Aspirant base salaries are higher still, with two institutions paying base salaries of ~\$1,000,000 and one with a base salary over \$2,000,000.
- Total Cash Compensation:** There are large incentives awarded at several private institutions which widens the gap of compensation. Two aspirants awarded an incentive over 80% of base salary. The majority of incentives awarded for comparable institutions and peers and aspirants range from 7% to 25% of base salary. Bonuses / incentives are generally more prevalent at private institutions and at higher payout levels. Bonus awards at SUS institutions are approximately 30% of base salary.

¹ Total Cash Compensation reflects the sum of base salary and bonus/incentive.
² Michigan Technological University and New Mexico Institute of Mining and Technology did not respond to the FOIA request.

Perquisite Prevalence

Perquisite Prevalence
Percent of Institutions Providing



Additional executive perquisites offered include:

- Health or social club dues
- Executive physicals
- Sports tickets/suites
- First class and/or spousal travel
- Sabbaticals/return to faculty

¹ Automobiles were not specifically detailed in the Form 990s and are therefore excluded for the Peers and Aspirants.

Setting Executive Compensation

- Compensation levels (as determined through comparisons to institutions of similar type and size) should be set according to several factors:
 - Compensation philosophy and compensation mix, including defined competitive practice and the use of other cash awards such as bonuses
 - Time in position (current incumbents) and/or prior relevant experience
 - Past performance including leadership through transitions, periods of rapid growth, and such
 - Expected contributions and future value
- An appropriate position in a market range, then, represents a composite of factors.

10th Percentile

25th Percentile

50th Percentile

75th Percentile

90th Percentile



- New to job
- Little or no prior experience at present level in similar organization of comparable complexity and size
- Demonstrated potential but still unproven in new role

- Effectively performs job duties
- Works well with various constituencies and can implement decisions
- Keeps institution profitable and incrementally moving in positive direction
- Three to five years in new role
- Demonstrates aptitude for leadership and longer-term promise

- Accomplished leader with unambiguous performance record
- Experienced in the job with unique capabilities
- Demonstrated ability to manage the institution through difficult periods either involving periods of rapid growth, turnarounds, or economic decline
- Adaptable skills and abilities suggest continuation of high performance into the future

- Would be considered nearly irreplaceable due to specific skillsets and competencies
- Abilities honed over lengthy tenure in industry and specific experiences on the job

Factors to Consider

- Florida Poly is a distinct institution in the higher education landscape and determining direct compensation comparators is difficult.
- Large variance in compensation levels between the 20 comparable institutions and the institutions Florida Poly views as peers and aspirants; driven by differing characteristics of these groups:
 - Peers and aspirants are comparable from the lens of being polytechnic institutions, but the majority are private, Doctoral institutions (R1 and R2) of significantly larger size.
 - Comparable group is closer in size to Florida Poly and made up of public institutions (although Masters) but are not polytechnic schools.
 - Significant difference in pay levels between private and public institutions at the executive level.
- Talent market for Presidents is highly competitive and challenging with average tenure dropping to ~6 years. This leads to more competitive packages than historically seen.
- The following considerations align with SUS practices and compensation package components seen in Presidential contracts with the goal of attracting a qualified and talented leader to Florida Poly.

Considerations for Compensation Package

- **BOG Regulations:** [The search committee] shall obtain an executive compensation analysis that encompasses all components (salary, benefits, bonuses, and all other forms of remuneration) and that takes into consideration:
 - Compensation paid to the current president
 - Presidents of peer institutions
 - Other relevant factors (such as market trends, the available qualified pool, and relevant competition for candidates)...from which the search committee will establish a range of compensation that will be submitted to the board of trustees for approval and use by the board of trustees or its designee in negotiating the employment contract with the final candidate.

Elements to Consider in Compensation Package

Component	Lower Range	Higher Range
Base Salary	\$450,000	\$550,000
Incentive	20% of base	30% of base
Non-Taxable Benefits	20% of base	30% of base
Housing Allowance	\$40,000	\$80,000
Car Allowance	\$12,000	\$14,000
Retention Payment (annual, paid at contract end)	\$100,000	\$250,000

Range of Compensation

> \$782,000
to
\$1,224,000

| Appendix

- 1. Market Assessment Methodology**
- 2. Peer & Aspirant Compensation Detail**
- 3. Comparable Schools Compensation Detail**
- 4. Comparison Market Details**
- 5. State University System of Florida Presidential Data**
- 6. Base Salary Data from CUPA-HR**

Appendix 1: Market Assessment Methodology

- **Public Institutions:** Data gathered from contracts received from the institution or via Freedom of Information Act request; supplemented by publicly available data
- **Private Institutions:** Data gathered from Form 990s

Compensation Component	Public Universities <i>Source: Employment Agreement / Contract</i>	Private Universities <i>Source: Form 990s</i>
Base Salary	The most recently available data from employment agreements / contracts, research, or as provided by the institution.	Total base salary provided to the chief executive, including compensation from private university-related foundations.
Bonus and Incentive Compensation	The most recently available data from employment agreements / contracts and research; reported maximum opportunity where available.	The value of all bonuses and incentive compensation paid out to the chief executive, including incentive pay and signing bonuses.
Retirement and Deferred Compensation	<p>Retirement¹: Employer contribution to a defined contribution (DC) or defined benefit (DB) plan</p> <ul style="list-style-type: none"> • <i>DC:</i> Annual employer contribution assuming full match • <i>DB:</i> Estimated annual value calculated using each institution's defined benefit formula and actuarial assumptions for incumbent age, retirement age, salary growth, and interest rate <p>Deferred Compensation: Employer contribution to a deferred compensation plan as detailed in the contract</p>	Payments made by the university on behalf of the chief executive to a retirement plan that is available to any university employee during the fiscal year (can include 401(k) plans, state pension plans, and other retirement plans that are broadly available) plus deferred compensation set aside in the fiscal year covered that is to be paid out in future years (including contributions to supplemental executive retirement plans).

Market data was aged to July 1, 2024 using a 4.5% annual update factor for base salary, incentives, and retirement and deferred compensation.²

¹ Assumes defined contribution formula where available, and defined benefit formula where not available.

² Source: Segal's Annual Compensation Planning Survey.

Appendix 2: Peer & Aspirant Compensation Detail

Peers

Institution	Public/Private	Name ¹	Base Salary	Bonus	Total Cash	Retirement and Deferred Compensation	Total Remuneration
Clarkson University	Private	Anthony Collins	\$619,580	\$279,115	\$898,696	\$25,567	\$924,263
Florida Institute of Technology	Private	T. Dwayne McCay	\$684,484	\$103,496	\$787,980	\$89,317	\$877,297
Milwaukee School of Engineering	Private	Walz John	\$694,708	\$108,336	\$803,044	\$22,843	\$825,887
Missouri University of Science and Technology	Public	Mohammad Dehgani	\$600,614	\$65,522	\$666,135	\$27,301	\$693,436
		Median	\$652,032	\$105,916	\$795,512	\$26,434	\$851,592
		Average	\$649,847	\$139,117	\$788,964	\$41,257	\$830,221

Aspirants

Institution	Public/Private	Name ¹	Base Salary	Bonus	Total Cash	Retirement and Deferred Compensation	Total Remuneration
Colorado School of Mines	Public	Paul C. Johnson	\$575,138	\$66,714	\$641,852	\$67,469	\$709,320
Rensselaer Polytechnic Institute	Private	Shirley Ann Jackson	\$2,353,263	\$279,115	\$2,632,379	\$81,094	\$2,713,473
Rose-Hulman Institute of Technology	Private	Robert Coons	\$702,700	\$0	\$702,700	\$25,090	\$727,790
Stevens Institute of Technology	Private	Nariman Farvardin	\$970,157	\$793,455	\$1,763,612	\$59,299	\$1,822,911
Worcester Polytechnic Institute	Private	Laurie Leshin	\$1,006,190	\$1,119,525	\$2,125,715	\$27,342	\$2,153,057
		Median	\$970,157	\$279,115	\$1,763,612	\$59,299	\$1,822,911
		Average	\$1,121,490	\$451,762	\$1,573,252	\$52,059	\$1,625,310

¹ Reflects incumbent at the time of data reporting.

Appendix 3: Comparable School Compensation Detail

Institution	Name ¹	Base Salary	Bonus	Total Cash	Retirement and Deferred Compensation	Total Remuneration
Dakota State University	Jose-Marie Griffiths	\$350,413	\$0	\$350,413	\$41,910	\$392,323
Eastern New Mexico University-Main Campus	James Johnston	\$286,222	\$0	\$286,222	\$43,363	\$329,585
Eastern Oregon University	Kelly A. Ryan	\$308,275	\$23,513	\$331,788	\$24,477	\$356,265
Fairmont State University	Michael Davis	\$308,275	\$30,000	\$338,275	\$18,497	\$356,772
Fort Valley State University	Paul Jones	\$289,074	\$0	\$289,074	\$72,168	\$361,242
Henderson State University	Charles Ambrose	\$261,250	\$39,188	\$300,438	\$52,250	\$352,688
Indiana University-Northwest	Kenichi (Ken) Iwama	\$346,800	\$0	\$346,800	\$46,200	\$393,000
Indiana University-Southeast	Deborah Ford	\$324,995	\$0	\$324,995	\$45,499	\$370,494
Minot State University	Steven W. Shirley	\$301,848	\$0	\$301,848	\$63,388	\$365,236
New Mexico Highlands University	Sam Minner	\$306,859	\$21,841	\$328,700	\$46,489	\$375,189
Plymouth State University	Donald L. Bix	\$401,107	\$100,277	\$501,384	\$55,327	\$556,710
Shawnee State University	Eric Braun	\$261,250	\$0	\$261,250	\$55,098	\$316,348
Sul Ross State University	Carlos Hernandez	\$373,889	\$0	\$373,889	\$28,050	\$401,939
Texas A&M University-Texarkana	Emily Cutrer	\$341,841	\$0	\$341,841	\$81,463	\$423,304
Thomas Edison State University	Merodie Hancock	\$396,405	\$0	\$396,405	\$26,400	\$422,805
University of Houston - Victoria	Robert Glenn	\$354,908	\$0	\$354,908	\$70,639	\$425,547
University of North Texas at Dallas	Robert Mong	\$413,659	\$0	\$413,659	\$28,050	\$441,709
University of Wisconsin-Parkside	Scott Menke	\$274,632	\$0	\$274,632	\$18,126	\$292,758
University of Wisconsin-Superior	Renée Wachter	\$294,859	\$0	\$294,859	\$19,461	\$314,320
Western New Mexico University	Joseph Shepard	\$324,632	\$57,058	\$381,690	\$49,182	\$430,872
	25th Percentile	\$293,413	\$0	\$299,043	\$27,638	\$355,370
	50th Percentile	\$316,454	\$0	\$335,031	\$45,850	\$372,841
	75th Percentile	\$351,537	\$22,259	\$359,653	\$55,155	\$422,930
	90th Percentile	\$396,875	\$40,975	\$398,130	\$70,792	\$431,956

¹ Reflects incumbent at the time of data reporting.

Appendix 4: Comparison Market Details¹

Peers

Institution	Carnegie Classification	Control of Institution	Location	Total Expenses	Total Enrollment	Total FTE	Graduation Rate	Retention Rate
Clarkson University	Doctoral: High Research Activity	Private NFP	Potsdam, NY	\$133,522,497	3,634	720	76%	80%
Florida Institute of Technology	Doctoral: High Research Activity	Private NFP	Melbourne, FL	\$176,019,487	5,497	928	66%	82%
Michigan Technological University	Doctoral: High Research Activity	Public	Houghton, MI	\$252,126,275	6,559	1,373	69%	85%
Milwaukee School of Engineering	Master's: Medium Programs	Private NFP	Milwaukee, WI	\$80,068,180	2,636	473	66%	80%
Missouri University of Science and Technology	Doctoral: High Research Activity	Public	Rolla, MO	\$206,480,660	6,456	1,120	63%	85%
New Mexico Institute of Mining and Technology	Master's: Small Programs	Public	Socorro, NM	\$196,692,244	1,509	773	55%	76%
Florida Polytechnic University	Baccalaureate: Diverse Fields	Public	Lakeland, FL	\$63,650,405	1,436	234	56%	70%
			50th Percentile	\$186,355,866	4,566	851	66%	81%
			Florida Poly Percent Rank	Lowest	Lowest	Lowest	3%	Lowest

Aspirants

Institution	Carnegie Classification	Control of Institution	Location	Total Expenses	Total Enrollment	Total FTE	Graduation Rate	Retention Rate
Colorado School of Mines	Doctoral: Very High Research Activity	Public	Golden, CO	\$228,978,613	6,722	1,256	83%	91%
Rensselaer Polytechnic Institute	Doctoral: Very High Research Activity	Private NFP	Troy, NY	\$399,515,000	6,731	1,483	84%	89%
Rose-Hulman Institute of Technology	Special Focus Four-Year: Engineering and Other Technology-Related Schools	Private NFP	Terre Haute, IN	\$94,134,652	2,084	518	87%	91%
Stevens Institute of Technology	Doctoral: High Research Activity	Private NFP	Hoboken, NJ	\$248,452,000	7,384	1,030	87%	93%
Worcester Polytechnic Institute	Doctoral: High Research Activity	Private NFP	Worcester, MA	\$295,741,000	6,421	1,226	87%	94%
Florida Polytechnic University	Baccalaureate: Diverse Fields	Public	Lakeland, FL	\$63,650,405	1,436	234	56%	70%
			50th Percentile	\$248,452,000	6,722	1,226	87%	91%
			Florida Poly Percent Rank	Lowest	Lowest	Lowest	Lowest	Lowest

¹ Source: IPEDS FY 2021.

Appendix 4: Comparison Market Details¹

Institution	Carnegie Classification	Control of Institution	Location	Total Expenses	Total Enrollment	Total FTE	Graduation Rate	Retention Rate
Dakota State University	Master's: Medium Programs	Public	Madison, SD	\$52,339,728	2,186	325	47%	72%
Eastern New Mexico University-Main Campus	Master's: Larger Programs	Public	Portales, NM	\$114,205,205	3,392	500	40%	59%
Eastern Oregon University	Master's: Small Programs	Public	La Grande, OR	\$68,390,855	2,106	369	38%	65%
Fairmont State University	Master's: Small Programs	Public	Fairmont, WV	\$62,260,385	2,964	463	45%	61%
Fort Valley State University	Master's: Small Programs	Public	Fort Valley, GA	\$93,842,398	2,588	551	45%	67%
Henderson State University	Master's: Medium Programs	Public	Arkadelphia, AR	\$59,288,239	2,442	378	37%	56%
Indiana University-Northwest	Master's: Small Programs	Public	Gary, IN	\$52,558,542	2,761	407	38%	64%
Indiana University-Southeast	Master's: Medium Programs	Public	New Albany, IN	\$54,100,265	3,112	465	39%	58%
Minot State University	Master's: Medium Programs	Public	Minot, ND	\$59,917,274	2,308	442	46%	73%
New Mexico Highlands University	Master's: Larger Programs	Public	Las Vegas, NM	\$96,784,628	2,004	487	27%	52%
Plymouth State University	Master's: Larger Programs	Public	Plymouth, NH	\$107,673,190	3,925	492	53%	64%
Shawnee State University	Master's: Small Programs	Public	Portsmouth, OH	\$52,045,769	2,635	408	37%	71%
Sul Ross State University	Master's: Larger Programs	Public	Alpine, TX	\$59,020,761	1,475	349	29%	51%
Texas A&M University-Texarkana	Master's: Medium Programs	Public	Texarkana, TX	\$57,496,931	1,675	262	24%	50%
Thomas Edison State University	Master's: Medium Programs	Public	Trenton, NJ	\$74,536,349	3,930	309		
University of Houston-Victoria	Master's: Larger Programs	Public	Victoria, TX	\$76,998,536	2,667	449	22%	59%
University of North Texas at Dallas	Master's: Larger Programs	Public	Dallas, TX	\$93,997,077	3,032	420	37%	70%
University of Wisconsin-Parkside	Master's: Medium Programs	Public	Kenosha, WI	\$76,780,574	3,287	448	42%	65%
University of Wisconsin-Superior	Master's: Medium Programs	Public	Superior, WI	\$51,979,452	2,065	352	43%	65%
Western New Mexico University	Master's: Larger Programs	Public	Silver City, NM	\$71,591,314	2,017	410	29%	71%
Florida Polytechnic University	Baccalaureate: Diverse Fields	Public	Lakeland, FL	\$63,650,405	1,436	234	56%	70%
			50th Percentile	\$65,325,620	2,612	415	38%	64%
			Florida Poly Percent Rank	49%	Lowest	Lowest	Highest	78%

¹ Source: IPEDS FY 2021.

Appendix 5: State University System of Florida Presidential Data

Presidential Compensation Survey (updated of 2/1/23, with Salaries for FY 24)

Institution Name	President	Total Salary ¹	Bonus ²	Total Other ³	Annuity ⁴	Housing Allowance ⁵	Car ⁶	Total Compensation
Florida A&M University	Larry Robinson	\$451,711	\$62,948	\$0	\$0	\$42,000	\$14,400	\$571,059
Florida Atlantic University	Stacy Volnick (interim)	\$500,000	\$0	\$60,000	\$0	Y	Y	\$560,000
Florida Atlantic University	John William Kelly (prior)	\$503,065	\$501,500	\$754	\$117,834	Y	Y	\$1,123,153
Florida Gulf Coast University	Michael V. Martin ⁷	\$398,468	\$50,000	\$1,985	\$0	\$50,000	Y	\$500,453
Florida International University	Kenneth Jessell	\$650,000	\$150,000	\$87,644	\$0	\$0	\$12,000	\$899,644
Florida State University	Richard McCullough	\$810,425	\$50,000	\$150,192	\$0	Y	\$10,500	\$1,021,117
New College of Florida	Richard Corcoran	\$699,000	\$200,000 ⁸	\$282,850 ⁹	\$0	\$84,000	\$12,000	\$1,277,850
University of Central Florida	Alexander Cartwright	\$725,000	\$258,750	\$4,050	\$0	Y	\$12,000	\$999,800
University of Florida	Ben Sasse	\$1,300,000	\$0	\$361,051	\$0	Y	\$0	\$1,661,051
University of North Florida	Moez Limayem	\$500,000	\$0	\$0	\$0	\$0	\$24,000	\$524,000
University of South Florida	Rhea Law	\$655,000	\$300,000	\$6,969	\$0	\$84,000	\$12,000	\$1,057,969
University of West Florida	Martha Saunders	\$433,153	\$74,213	\$1,958	\$77,923	\$24,092	\$14,054	\$625,393
Florida Polytechnic University	Randy K. Avent	\$506,410	\$143,351	\$3,634	\$75,962	Y	\$10,200	\$739,557
	25th Percentile	\$475,856	\$50,000	\$1,356	\$0	\$12,046	\$12,000	\$598,226
	50th Percentile	\$650,000	\$74,213	\$4,050	\$0	\$42,000	\$12,000	\$999,800
	75th Percentile	\$712,000	\$229,375	\$118,918	\$0	\$67,000	\$14,054	\$1,090,561
	90th Percentile	\$810,425	\$300,000	\$282,850	\$77,923	\$84,000	\$16,320	\$1,277,850

¹ Annual contract salary, including salary increases for the specified year, paid from State funds plus the annual salary supplement, if any, paid from non-State funds.

² Actual amount of any bonuses provided during the fiscal year.

³ Amount of annual State contract compensation, if any, for items other than salary and housing (exclude fringe benefits) plus annual amount of all other compensation, if any, provided from non-State sources;

⁴ Annual amount contributed, if any, to an annuity.

⁵ Annual amount, if any, for housing allowance provided from other than State sources. "Y" indicates housing is provided by the University. "Y" not included in percentile calculation.

⁶ Annual amount if funds are provided for a car, the annual amount provided. "Y" indicates car is provided by the University. "Y" not included in percentile calculation.

⁷ Aysegul Timur is current President, final compensation data not yet available from the system.

⁸ Maximum incentive.

⁹ Includes: maximum transition expenses of \$18,000, annual deferred compensation of \$104,850, and an annual value of an \$800,000 retention payment (paid \$600,000 at three years and \$200,000 at five).

Appendix 6: Supplemental Base Salary Data

CUPA-HR¹

CUPA-HR Administrator Survey *Market Base Salary*

Comparison Group	25 th Percentile	50 th Percentile	75 th Percentile	90 th Percentile	# Institutions
Public Institutions with 100-500 FTE	\$220,251	\$266,456	\$309,182	\$363,434	185
Public Institutions with \$30-\$200M Total Expenses	\$232,000	\$275,802	\$331,105	\$383,370	225
Public and Private Independent Institutions with 100-500 FTE	\$168,863	\$217,638	\$242,582	\$286,729	20
Public and Private Independent Institutions with \$30-\$200M Total Expenses	\$265,051	\$330,353	\$450,000	\$559,320	394
All Florida Institutions	\$332,741	\$436,436	\$550,000	\$801,675	31
All Baccalaureate Institutions	\$300,000	\$370,000	\$505,000	\$650,000	167

¹ College and University Professional Association for Human Resources.