Mercer

The California State University

Faculty Compensation Study

Date: September 21, 2023

welcome to brighter

Table of Contents

1. Background 1

2. Study Process..... 2

3. Current State Review 3

4. Market Analysis – Base Pay 11

5. Market Analysis – Benefits.....25

6. Pay Equity Analysis.....28

7. Findings and Opportunities.....29

- Compensation and Total Rewards Strategy.....29
- Salary Guidelines and Pay Structure.....30
- Equitable and Predictable Pay 30
- Communication and Training 30

Appendix A: Faculty Compensation Study Workgroup Team Members 31

Appendix B: Glossary.....32

Appendix C: Stakeholder Focus Group Questions.....34

Appendix D: Base Pay Market Peers 36

Appendix E: Faculty Benefit Peers.....45

Appendix F: Faculty Benefit Market Details by Plan.....46

Figures

Figure 1: Study Population as of 10/31/2022 1
Figure 2: Mercer Services 2
Figure 3: Focus Group Participants 3
Figure 4: Compensation (Pay compared to external peers) 4
Figure 5: Compensation (Funding) 5
Figure 6: Compensation (Impact on employee's day-to-day life) 6
Figure 7: Total Benefits – How satisfied are you with our total benefits package? 6
Figure 8: Total Benefits – The CSU total benefits package for faculty is attractive/competitive to similar higher ed. institutions 7
Figure 9: Total Benefits – The CSU total benefits package for faculty is competitive with similar higher education institutions 7
Figure 10: Total Benefits – The CSU's total benefits package for faculty is helpful in recruiting/retaining quality talent to CSU 7
Figure 11: In what ways should the CSU improve pay equity (e.g., salary step structure, salary placement rules and policies)? 8
Figure 12: My career goals can be met at the CSU 9
Figure 13: Instructional Faculty Responses – What could the CSU do to better meet faculty needs? 10
Figure 14: Non-Instructional Faculty Responses – What could the CSU do to better meet faculty needs? 10
Figure 15: Academic Administration Responses – What could the CSU do to better meet faculty needs? 11
Figure 16: Peer Groups for Salary Market Analysis 13
Figure 17: Five Geographical (Cost-of-Salary) Campus Groupings 14
Figure 18: Tenure-Track Faculty by Rank 15
Figure 19: Full Professor distribution to the market 16
Figure 20: Associate Professor distribution to the market 16
Figure 21: Assistant Professor distribution to the market 16
Figure 22: Tenure Track Faculty Gap Analysis by Discipline 17
Figure 23: Tenure Track Faculty Gap Analysis by Campus 18
Figure 24: Lecturers Gap Analysis by Rank 18
Figure 25: Lecturers Gap Analysis by Campus 19
Figure 26: Librarians by Rank 19
Figure 27: Librarian Gap Analysis by Campus 20
Figure 28: Counselors Gap Analysis by Rank 20
Figure 29: Counselors Gap Analysis by Campus 21
Figure 30: Division 1 Coaches by Position 21
Figure 31: Division 2 Coaches by Position 22
Figure 32: Division 1 Head Coaches by Sport 22
Figure 33: Division 1 Assistant Coaches by Sport 23
Figure 34: Division 2 Head Coaches by Sport 24
Figure 35: Division 2 Assistant Coaches by Sport 24
Figure 36: Benefit Comparisons 26
Figure 37: Benefit Results by Plan Component 27
Figure 38: Overall and by Group Pay Equity Results Unexplained Base Pay Differences* 29

1. Background

The California State University ("CSU") is the nation's largest four-year public university system with 23 campuses and eight satellite campuses. The CSU educates approximately 477,000 students and employs over 50,000 employees, including 29,000 faculty members. It is authorized to grant baccalaureate, master's, and some professional doctorate degrees as well as teaching credentials. The CSU is focused on attracting and retaining a diverse workforce that thrives in the pursuit of excellence for students and all members of the CSU community. The CSU is governed by a Board of Trustees that appoints the Chief Executive Officer of the system (the Chancellor), Chancellor's Office executive officers (executive vice chancellors/vice chancellors), as well as the presidents of each campus.

As one of California's public postsecondary systems of higher education, the CSU is committed to:[1]

1. Attracting and retaining the most highly qualified individuals whose knowledge, experience, and contributions best serve students and advance the university's mission

2. Fair and reasonable compensation design, application, and delivery

3. Policies and practices compliant with all applicable federal, state, and local regulations and laws

4. Compensation systems that are fiscally sound and that do not exceed the CSU's annual operating budget

Mercer was engaged in the summer of 2022 to review the compensation program at the CSU for its faculty,[2] who are represented by the California Faculty Association (CFA). The study included a review of potential salary issues of inversion and compression, competitiveness of faculty pay and benefits to the external market, as well as the competitiveness of the compensation systems and policies. Mercer worked with the Faculty Compensation Study Workgroup that included faculty members, CFA leadership, members of the Board of Trustees, Chancellor's Office staff and faculty administration. The full list of Faculty Compensation Study Workgroup members can be found in Appendix A. The compensation program study addressed all faculty groups as noted in Figure 1, below.

Figure 1: Study Population as of 10/31/2022

FACULTY GROUPS	10/31/2022 HEADCOUNT
Tenure-Track Faculty	11,190
Lecturer Faculty	16,610
Counselors	331
Librarians	356
Coaches	655

[1] Derived from Board of Trustees Policy on Compensation (Nov. 2019)

[2] There are five faculty groups, as noted in Figure 1, above.

Mercer is a global consulting firm specializing in providing advice and solutions to organizations in the areas of health, investments and retirement, workforce and careers, and mergers and acquisitions. Mercer and its parent company Marsh McLennan consistently receive recognition for the quality of their work and people. In 2023 and 2022, Mercer was named to the Forbes magazine's list of "Best Management Consulting Firms," based on a survey of thousands of partners, executives, and clients. While serving all industries globally, Mercer has worked with over 500 US higher education institutions across its lines of business.

Figure2: Mercer Services

2. Study Process

To complete the comprehensive faculty compensation program study, Mercer used the following methodology and project steps:

a) **Data and Discovery/Current State Review:** Gathered and reviewed CSU data on pay, structures, and administration of pay practices. Reviewed current practices within higher education in comparison to CSU practices. Conducted seven online focus groups with faculty employees and their direct management. Two thousand one hundred and ninety-seven (2,197) employees participated in these sessions. Met with the CSU Academic Senate and CSU leadership to discuss and receive feedback on the project.

b) **Market Analysis - Base Pay:** Established competitive methodologies to match faculty to relevant external market data including reviewing and refining groupings of jobs by discipline. Completed salary benchmarking. Conducted a salary market gap analysis to understand alignment of CSU faculty salaries to the external marketplace.

c) **Market Analysis - Benefits:** Established benefits peer group. Conducted a benefit market and gap analysis to understand alignment of CSU benefits to the external peer group.

d) **Pay Equity Analysis:** Conducted a thorough review of the factors driving pay for faculty and assisted CSU in identifying unexplained pay differences and quantifying potential pay compression.

e) **Recommendations:** Reviewed and discussed position and pay advancement policy and procedure implications with the Faculty Compensation Study Workgroup to understand opportunities to improve career and pay advancement. Provided recommendations considering the analysis and information gathered.

3. Current State Review

The first step in the project plan was an assessment of the current state of the CSU faculty compensation (pay and benefits) programs. Mercer partnered with CSU human resources and faculty affairs staff to gather and review data and policies related to faculty. This included organizational data (e.g., strategic plan, compensation principles/philosophy, bargaining agreement), compensation program information (e.g., faculty census data, job classification/titling structures, market pricing methodology), and communication program information (sample documents depicting the type of information provided to faculty and managers).

As a part of the current state review, Mercer facilitated Virtual Focus Groups using the Remesh platform to understand current sentiment among faculty members and faculty administration regarding the competitiveness, fairness, and effectiveness of CSU's total reward offerings. Remesh is an AI enabled tool to collect real-time opinions and data. Remesh has been utilized by research teams, the United Nations, as well as more than 1,000 companies to engage, exchange ideas, and have a dialogue with groups of people. Remesh was a great option to gather input across CSU's multiple campuses and functions because of its ability to gather quantifiable data (Likert scales) as well as viewpoints in employee's own words at a large scale. Remesh gathers the kind of insights gleaned from small focus groups but at the scale of digital surveys, without the drawback of only capturing one-way feedback. Mercer chose Remesh because the anonymity, scope and scale of the platform allows all participant voices to be heard, including those who typically would not speak up in person. The tool also allowed participants to freely validate each other's comments and observations because the tool is equipped with an artificial intelligence and an upvoting engine that clusters and aggregates responses. This allowed Mercer to provide the CSU with validated themes from the sessions.

Mercer held seven virtual focus group sessions and 2,197 faculty and academic leadership provided feedback during the sessions. The questions utilized in the focus groups were developed in partnership between the CSU Faculty Compensation Study Workgroup and Mercer. The focus group sessions included open-ended questions, polls, and opportunity for participants to provide their personal opinions. The open-ended questions provided robust data in employees' own words.

Mercer captured common themes of employee sentiment around compensation, benefits, compression, and inversion, pay equity, transparency, administration, and opportunities for advancement at the CSU.

Figure 3: Focus Group Participants

Faculty and Admin. Groups	Participants (% of group)
Tenure-Track Faculty	1145 (10.2%)
Lecturer Faculty	533 (3.2%)
Coaches	6 (0.9%)
Counselors	66 (20.0%)
Librarians	103 (28.9%)
Administration	344 (7.5%)

The majority of the focus group questions concentrated on opinions regarding pay and benefits. However, questions also sought general opinions regarding faculty experience at CSU and career advancement. The full list of questions is provided in Appendix B.

Current State - Base Pay

The majority of faculty focus group participants expressed that they are dissatisfied with their base pay. They stated that their base pay is not externally competitive nor is it appropriately aligned with their level of education and work experience and the pay of their internal peers. Focus group participants expressed frustration that pay has not kept up with inflation for many years. A majority stated that they cannot afford to live near the campus where they work. In comparison, 40-50% of Mercer engagement survey participants typically respond with favorable responses regarding their pay.

The majority of faculty and academic administrators focus group participants expressed that they would like to fund merit and SSI increases through the allocated system-wide compensation pool. The following figures include the feedback and perceptions of the faculty as well as academic administrators who participated in the focus groups.

Figure 4: Compensation (Pay compared to external peers) – How does the CSU's base pay compare to similar higher education institutions?

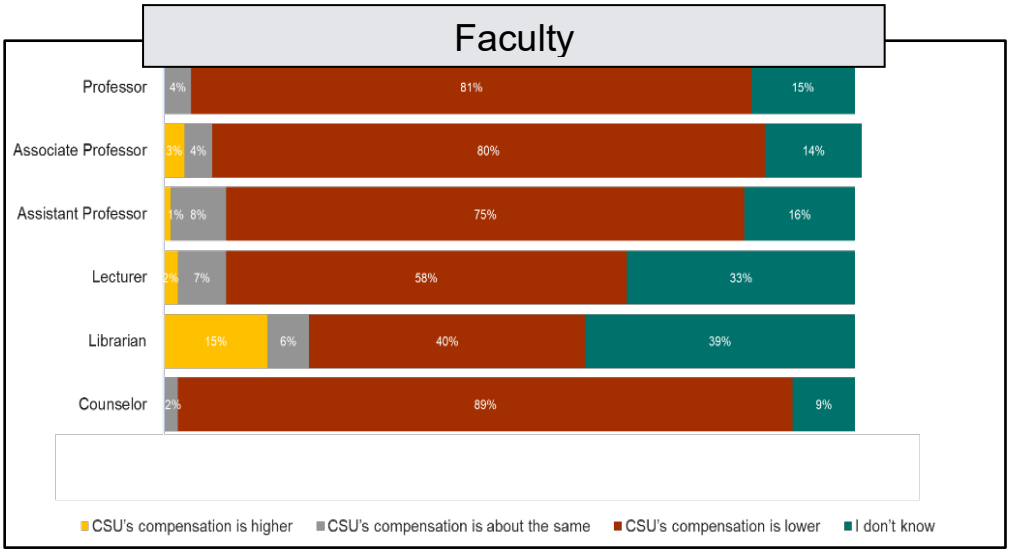
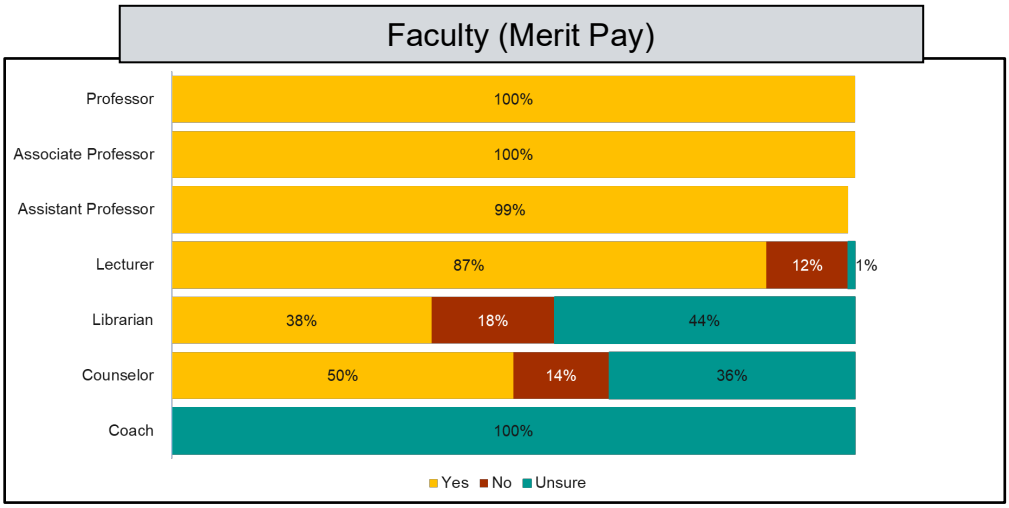
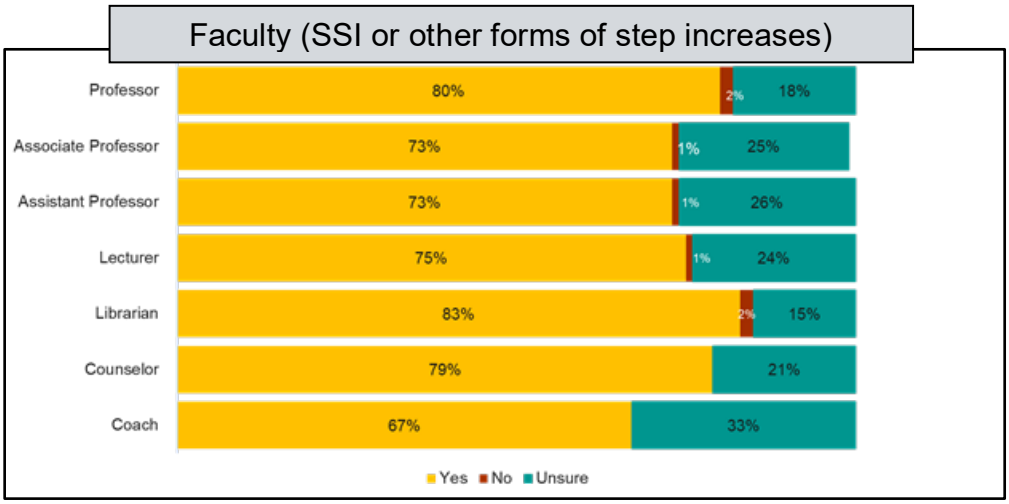
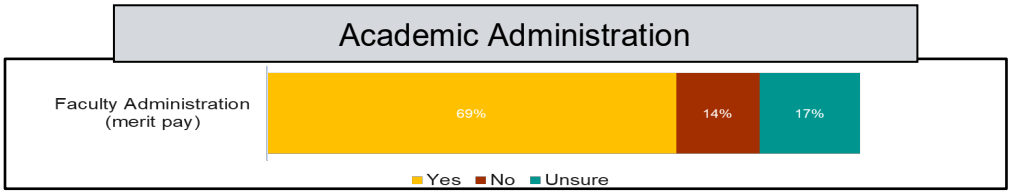


Figure 5: Compensation (Funding) – Should the CSU use some of the allocated system-wide faculty compensation pool to fund merit pay, annual service increases (SSI) or other forms of step increases?







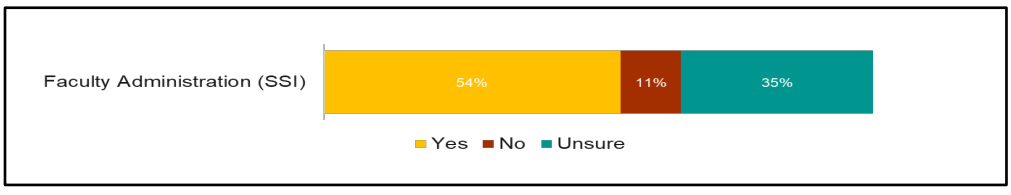
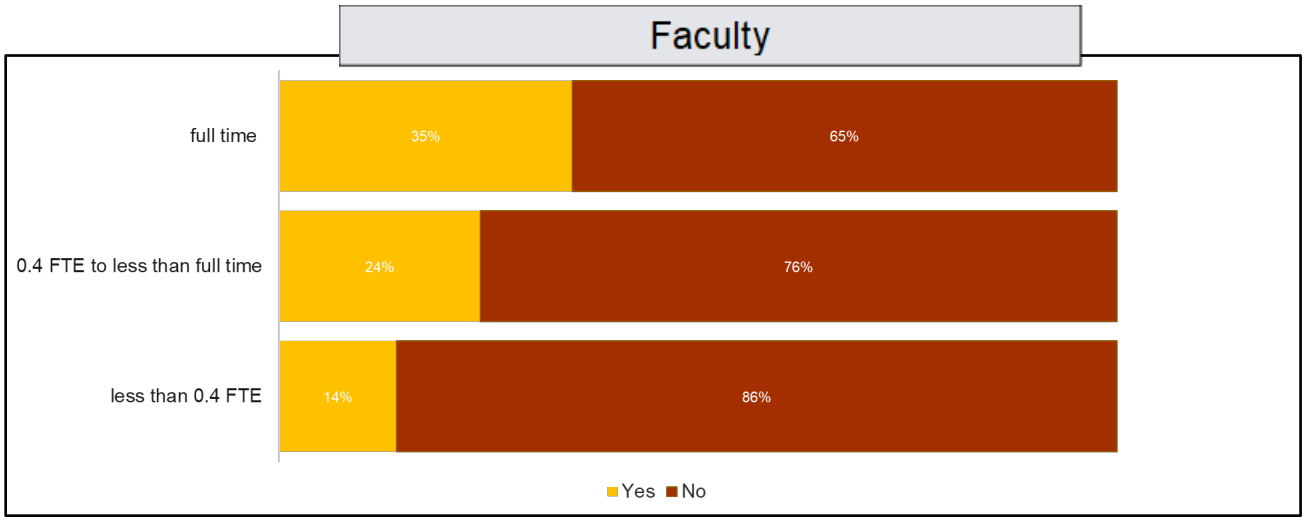


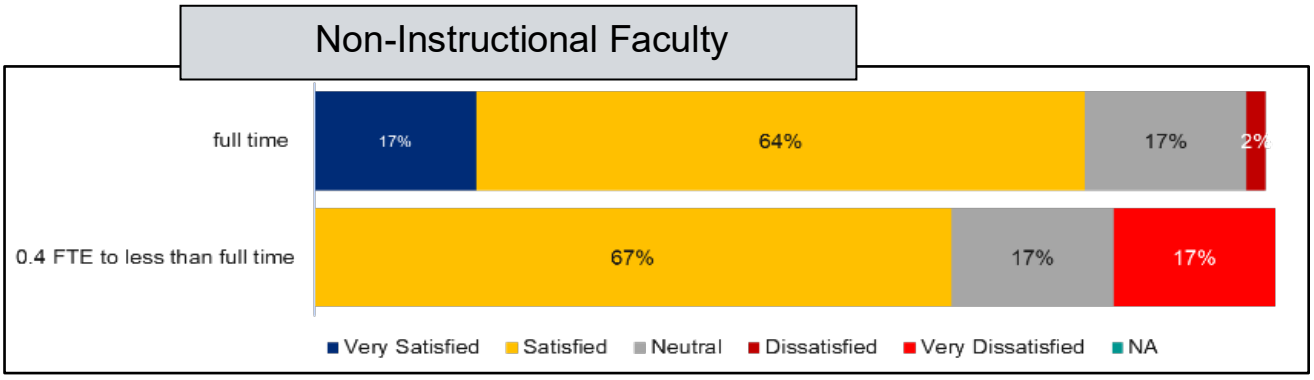
Figure 6: Compensation (Impact on employee's day-to-day life) – Does your CSU salary enable you to live near campus?



Current State – Benefits

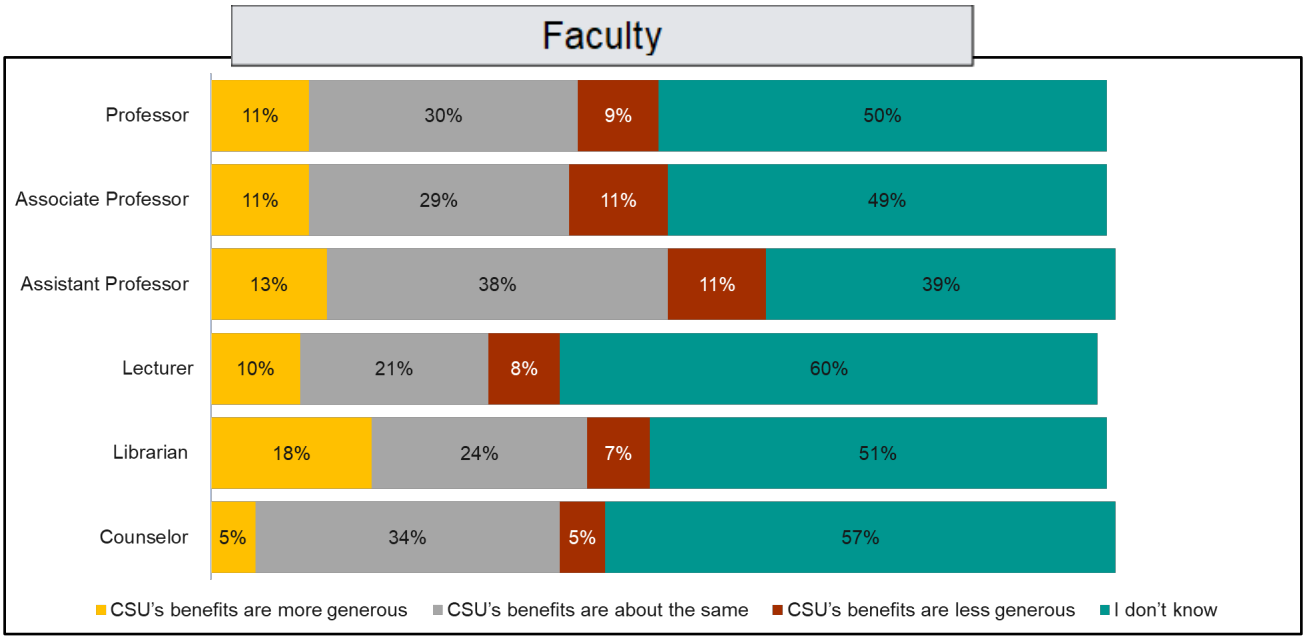
Seventy to eighty percent of faculty focus group participants stated that they are satisfied with their total benefits package. Satisfaction was less prevalent for those who work less than 0.4 FTE. (minimum workload for health benefit eligible lecturers). However, even employees who work less than 0.4 FTE were more satisfied than dissatisfied with total benefits. The percent of focus group participants satisfied was greater for health benefits than retirement benefits. In comparison, 60-70% of Mercer engagement survey participants typically show favorable responses regarding their benefits.

Figure 7: Total Benefits – How satisfied are you with our total benefits package?



There was less clarity when faculty focus group participants were asked how CSU benefits compared to other higher education institutions. The highest percentage stated that they were unaware of the competitiveness of the benefit plan relative to other institutions. The next highest percentage reported that benefits were comparable to peers.

Figure 8: Total Benefits – The CSU faculty total benefits package is attractive/competitive to similar higher education institutions



Administration focus group participants stated that CSU's total benefits package for faculty is competitive and helpful in recruiting and retaining quality talent and that the CSU total benefit package is competitive to similar higher education institutions.

Figure 9: Total Benefits – The faculty CSU total benefits package is competitive with similar higher education institutions

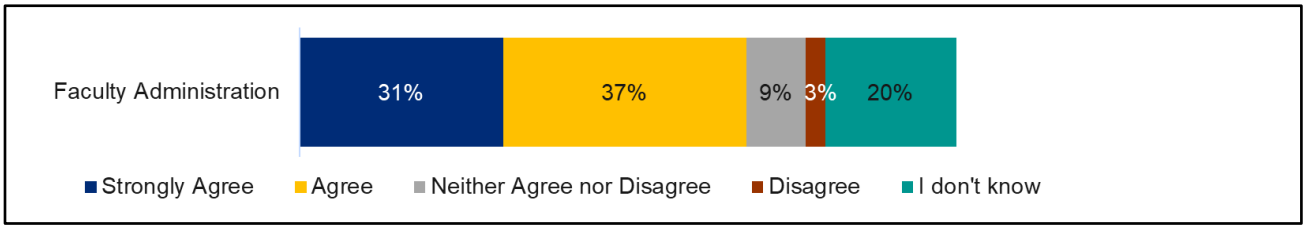
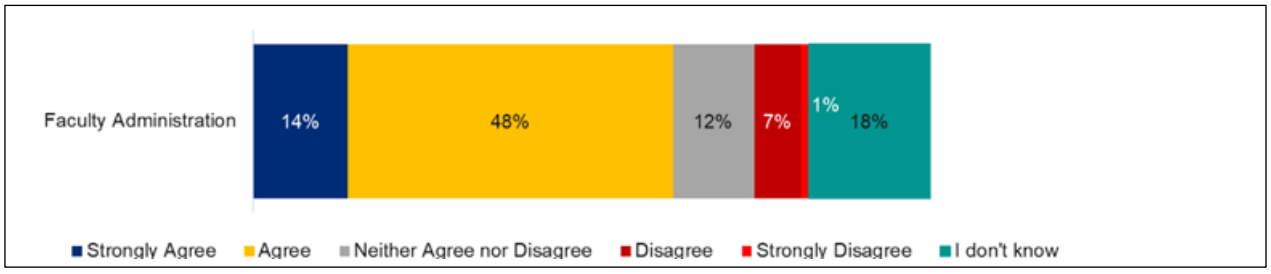


Figure 10: Total Benefits – The CSU's total benefits package for faculty is helpful in recruiting/retaining quality talent to CSU.



Current State – Pay Equity

When asked about pay equity and improvements to pay equity, faculty focus group participants focused on the disparity between pay increases and cost of living increases and limited opportunities to increase pay except for when achieving a promotion. Figure 11 provides the top-rated employee comments along with the percent of focus group peers that agreed with the comment.

Figure 11: In what ways should the CSU improve pay equity (e.g., salary step structure, salary placement rules and policies)?

Top-rated Employee Comments – Instructional Faculty	% Agreement
Raises should parallel the cost of living inflation in the area from year to year.	83%
Keep up with cost of living increases; offer raises before the union has to threaten to strike	82%
Just give us freaking living wages. Pay us what it takes to live here without having to work side jobs.	82%
Regular and consistent (annual) cost of living increases that keep up with the crazy cost of living here, annual merit pay increases to make CSU a leader to attract and keep high quality talent. Show us you value us.	82%
Cost of living increases that match inflation. Salary increases for everyone. Some sort of salary step-structure for years of service beyond promotion to Professor.	82%
Annual cost of living increases, & salary step structure. Also, compensation to reverse compression and inversion due to ignoring these issues for so long.	82%
Start base salaries should increase; cost of living increases should be higher (to actually cover cost of living in California!); waiting for tenure is too long for a significant pay increase and for lecturers the CSU class rate is low. Hard to live.	82%
Adjustments based on cost of living. More automatic salary steps per year to encourage retention without having to grovel.	82%
More regular cost of living increases for everyone	82%
Regular cost of living increases. Equity driven salary adjustments across all colleges	82%
Equity pay adjustments, realistic cost of living adjustments, pay that reflects cost of living in the area of the school	82%
Assess cost of living in California. All expenses have increased in the last 5 years at a steady rate, except for salaries. Salaries should increase at the same rate of inflation.	82%
More cost-of-living increases to keep up with inflation.	82%
Salary should include regular Cost of Living Allowances (COLAs) as well as step increases. We shouldn't have to fight as a union to get incremental raises every 10 years.	82%
Align salary to high cost of living and now inflation in California	82%
Increased base salary. Moving to an area with a high cost of living that basically meant it was a lateral move financially.	82%
Higher starting salaries and regular cost of living increases (without threatening to strike); Early tenure	82%
At the very least, cost-of-living increases. All of our salaries are decreasing (except of course the top MMPs and Presidents/VPs)	82%

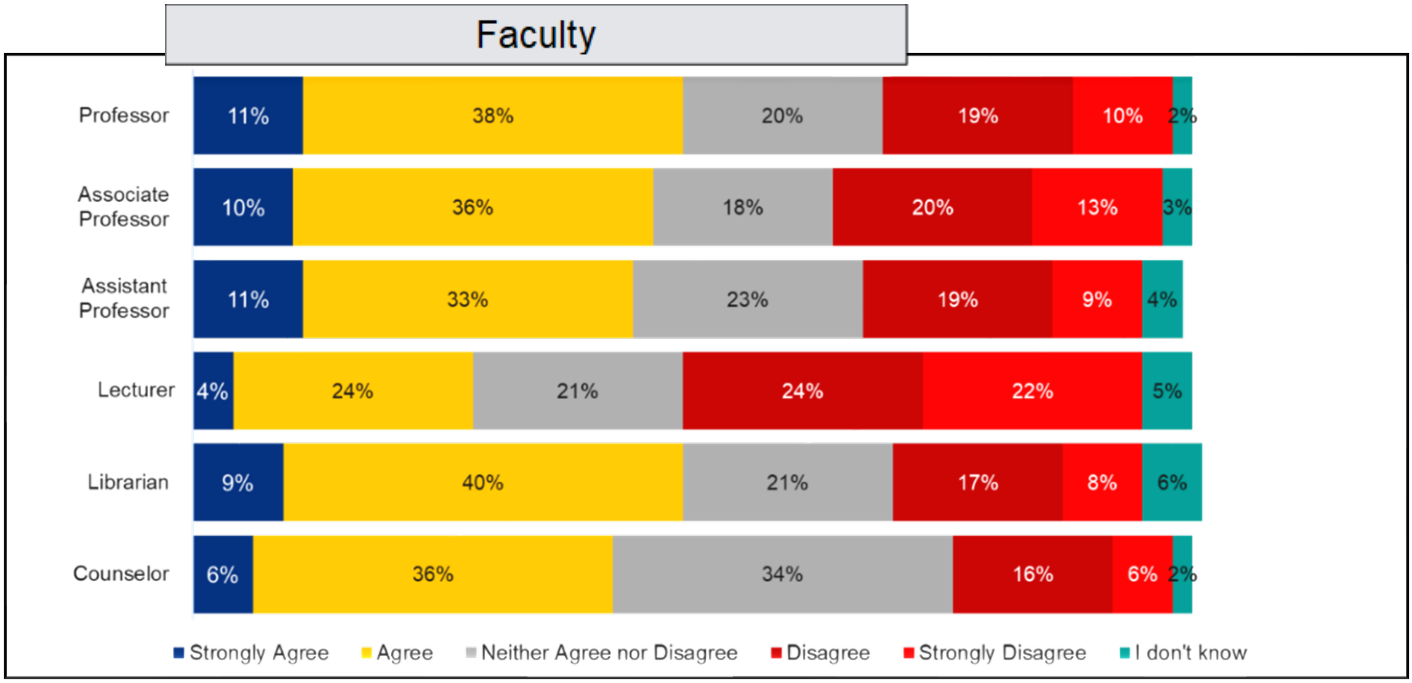
Top-rated Employee Comments – Non-instructional Faculty	% Agreement
More added to base pay, keep up with inflation, more guidelines on rank since that ties to salary, more opportunities for extra money	89%
Pay a living wage for the expenses of living in Los Angeles	89%
There should be more money allocated to salaries. There's a lot of money spent on administrators, less money on faculty, and comparatively nothing spent on staff. General CoL adjustments tied to inflation and CA's high cost of living.	89%
Perform salary comparisons, consider very high cost of living in CA	89%
Keep up with inflation, cost of living	88%
Annual increases to match cost of living increases.	88%
Lower the wages of administrators and use those salary savings to pay temporary workers more	88%
Pay people a living wage for where they live so they could live where they work.	88%
Sticking to what was bargained in the contract negotiations. Salary step structure with raises that keep pace with inflation increases. It is ridiculous not to receive COLAs and only receive pay increases when strike is imminent.	88%
Higher base salary equivalent to cost of living and market rates in the area the university is located in.	88%
There needs to be a salary increase across the board for faculty at CSULA to keep up with inflation and living expenses in the Los Angeles area.	88%
increase starting salaries, use full range of salary ranges	88%
Step increases aligned with inflation/cost of living; reward longevity; allow for greater negotiation of step placement based on employee skills & location	88%
As you hire new faculty at a higher rate, you would then push up those that have been employed at the CSU longer more. There becomes an imbalance when they get their promotion raises but those that already got them say the same/flatline	88%
Lack of service step increases have been a big part of the problem. Unlike the regular civil service, ours have to be negotiated. Salary inversion and compression are also problematic and reduce morale.	88%
Cost of living allowances for those working at CSU's in high cost areas, like the SF Bay Area & LA.	87%
Cost of living increases; parity with new hire salaries	87%
Cost of living increases - based on metro area; salary steps	87%
Starting salary needs to be higher, regular COLA adjustments or step structure more predictable	87%
Annual step increases and cost of living increases (like what FUSD teachers get), more transparency in what salaries are	87%
Salary steps for faculty and staff. yearly cost of living increases	87%
Increase counselor salaries to reflect salaries in the area, community colleges often pay employees much more for the same work. I took at 30% pay cut as a psychologist when I moved from a community college to CSULB (goal was to move near family).	87%

Current State - Faculty Experience

Faculty focus group participants expressed differing views regarding their work experience, with 30-50% stating they would recommend the CSU as a good place to work with lecturers providing the least positive responses. In comparison, 70% of Mercer engagement survey participants typically respond with favorable responses regarding work experience.

A substantial percentage of the faculty focus group participants stated that their career goals can be met at the CSU. Results were the least positive for lecturers where 46% stated that their career goals cannot be met at the CSU.

Figure 12: My career goals can be met at the CSU



Over half of the faculty focus group participants stated that their talent, experience, and contributions are not recognized or valued at the CSU. Less than ten percent of the faculty focus group participants believe CSU does a good job of attracting and retaining talent. Also, one third of faculty focus group participants stated that they are considering leaving in the next 12 months.

When asked what the CSU could do to better meet their needs, instructional and non-instructional faculty focus group participants provided the following: increase salary, reduce workload, greater flexibility, housing, or housing supplements in high cost of living areas, more recognition, regular increases to salary, address inequities. Administration voiced similar sentiments when asked the same question. Figures 13, 14 and 15 provides the top-rated employee comments to the question, “What could the CSU do to better meet faculty needs?” along with the percent of focus group peers that agreed with these comments.

Figure 13: Instructional Faculty Responses – What could the CSU do to better meet faculty needs?

Top-rated Employee Comments – Instructional Faculty	% Agreement
SALARY!!! We are GROSSLY overworked and SHAMEFULLY underpaid. Respect our time and pay us what you know we deserve.	82%
Pay us more to be able to live here. Less administrative and service duty- I have no work/life balance.	82%
Pay a fair salary. Reduce workload.	82%
Better pay.... we are short instructors all the time	82%
Pay us more. More pay. I can't even afford full time childcare. Every week I cobble things together. It is exhausting	82%
Pay us a liveable wage. Stop increasing class sizes without increasing our pay. Give me a proper office space.	82%
Pay us more. Come up with concrete strategies to help those of us in high cost of living areas into stable long-term housing. Stop paying consultants and pay us instead.	82%
Pay increase and equity for faculty and staff; frequent staff turnover affects faculty work and it should be addressed with better pay and compensation for staff too.	82%
Increase salaries and have regular increases such as COLA. Don't make every raise we get an absolute headache, practically having to strike to get a minimal increase every time!	82%
Pay us more. Adjust workloads. According to current breakdown, I get 8 hours per week to do service and research - service takes more than that every single week.	82%
More regular pay increases to address inflation. I am a new hire and was hired at the max of unit's salary range which means that I don't receive the Service Salary Increase. However, this means that my anticipated raises are very uncertain.	82%
Communicate and pay better wages. Recognize our hard work and efforts.	82%
Pay more: a one time raise to address the shitshow that is the pay scale, followed by inflation-based salary adjustments, service step increases, merit step increases, and rank-based salary minimums to prevent compression/inversion.	82%
Increase in pay. If I break my salary down to hours of work and amount paid , I barely meet minimum wage.	82%
Actually listen to us rather than give us a bot to talk to; pay us a base salary that reflects cost of living and inflation; don't swap out things like slightly better health benefits for actual salary increases	82%
Pay us fairly. Pay us for additional labor. Adjust our salaries for inflation and for high cost of living. Ensure we are fully staffed. Support research.	82%
Better pay, especially given cost of living in the bay area. Get rid of SOTES or revise them so that they're not such a large part of our evaluation. Scale on SOTES is absurd, the likert scale is off balance.	82%
Monetary compensation. At Full rank, there is no where to go, yet the cost of living goes up and our already low, unfair salaries continue to lag COI.	82%

Figure 14: Non-Instructional Faculty Responses – What could the CSU do to better meet faculty needs?

Top-rated Employee Comments – Non-Instructional Faculty	% Agreement
First, recognize that they aren't currently meeting them. Better compensation, and nurturing our careers here instead of forcing us to leave to advance.	89%
salary surveys, fair compensation for increased workloads and mental/emotional burden of working during prolonged periods of national and international crises. students aren't the only ones struggling right now.	88%
Better pay, more flexibility about remote work, pay us equally to instructional faculty, make GSI/SSIs automatic if that's the system you're going to have	87%
Higher salary, better work load, autonomy in classes	87%
hire more people to spread the workload. We are all over burdened, overloaded, and underpaid.	87%
reduce the number of overpaid administrators - we seem to be able to constantly add new MPPs paid huge salaries but cannot afford enough faculty to teach and do the work.	87%
Listen to us. Show us you value us. We are asked to essentially work 3 full time jobs and then are not seen as good enough for not excelling in all of them. Institutions are here to teach people and advance research and knowledge so let us do that	87%
higher pay, so that I don't need to work at multiple jobs just to be able to survive living in the same county as mu university	87%
Fair compensation. Housing subsidies, workload balance. We are asked to serve on so many committees on top of our regular workload, its' really hard to manage.	87%
Hire more Full-time faculty! Stop hiring more administrators. Stop spending money on constructing more ivory towers. Please!	87%
Provide flexibility with telecommuting and increase salaries.	87%
Pay us appropriately for our work, provide work flexibility, stop piling extra work on people when people quit or retire	87%
Equitable, reasonable workload with fair compensation. Right now I'm required to do research but not compensated for it (on my campus WTUs are for teaching and service only). Smaller class sizes so I can work with students to help them succeed.	87%
Value our thoughts and options. Make sure that we have a voice at the table. stop treating us like we are kids who don't know better. Respect us as professionals, and provide supportive ways for self-care.	87%
Pay all them a more equitable amount that predictably increases over time. After 10 years of service, people should be making an livable wage.	87%

Figure 15: Academic Administration Responses – What could the CSU do to better meet faculty needs?

Top-rated Employee Comments – Faculty Administration	% Agreement
Housing strategies for new hires is much needed, however, housing strategies that connect student, faculty/staff, and community is ideal.	79%
Complete a meaningful and effective compensation study, i.e., compare salary ranges among campuses and how they are being used. More closely ensure adherence to Faculty hiring and lecturer ratios.	79%
1) Compensation, 2) recognition of the importance of academic life on campus, and 3) serious attention to workload issues.	78%
Address the regional cost of living concerns and realities so faculty can afford a home within driving distance of the campus they work at.	78%
Work collaboratively with faculty, advancement and alumni to create fewer silos and greater connection to the community for our students, faculty and alumni who are succeeding in their various fields.	78%
Reward faculty who are actually teaching and care about student success.	77%
Move away from one solution meets all campus needs. Each campus is unique in their disciplines, student demographic, cost of living, prestige, rankings,	77%
Hire more staff at real salaries to support faculty/programs. Encourage evaluation structures that promote desired outcomes. Link unit funding to stated mission, goals of campus and system. Day care and housing to ease burden on faculty.	77%
Evolve leadership models of what a modern, effective university looks like and functions like -- still far too much old-school policies, procedures, values and assumptions about faculty/higher ed's role/purpose	77%
Pay a salary that reflects cost of living needs for the region they work in.	76%
Better resource CTLs and reduce teaching loads so faculty have time to do professional dev. that would help ALL students succeed.	76%
It sounds like the salary needs to be appropriate with their cost of living? If they can't provide a home for themselves, how are they supposed to provide an education? Ask the faculty? Ask students what they need from faculty and aren't getting?	76%
Have programs to improve quality of life, e.g., childcare, housing, flexibility in teaching modalities	76%
Help with housing costs. Help with childcare costs. Reduce teaching loads to account for research and service. Maintain reasonable class sizes. More frequent sabbatical opportunities.	76%
Be creative about meeting their real needs...lower teaching loads without lowering compensation. Address Housing concerns. Address Childcare and eldercare concerns in a meaningful way, not just EAP	76%
Provide flexibility in teaching load. Provide travel funding for scholarship and professional development. Leverage cohorts across the system to build community, particularly for faculty of color. Hired starting pay, plus merit increases. Recognize	76%
Provide classroom resources that best align with student success upon graduation. Fair pay for highly valued areas and recognition for faculty who provide excellence in student reviews of them	76%

4. Market Analysis – Base Pay

Mercer developed a benchmarking methodology to guide the market analysis. A well-planned benchmarking strategy addresses the following issues:

(1) Where does the organization want to set its pay levels relative to the market?
(2) Which peer institutions or organizations should be included in the comparison market?
(3) Which salary and benefits surveys and scopes should be used to provide relevant and reliable data?
(4) What compensation variables should be gathered (e.g., base pay, incentive pay)?
(5) How should we organize our jobs to compare to the market (e.g., rank, discipline)?

The approach was validated with the Faculty Compensation Study Workgroup. The Faculty Salary Benchmarking Methodology Review included the following steps:

(a) Establishment of organization desired pay levels relative to market

Mercer and the Faculty Compensation Study Workgroup reviewed the *CSU Policy on Compensation* and past practice and determined that this study would target the 50th percentile of the identified market across all faculty groups.

(b) Identified the relevant peer institutions

Instructional Faculty and Librarians

Mercer presented several variables that universities consider when determining appropriate Instructional faculty peer groups to the Faculty Compensation Study Workgroup. For instructional faculty and librarians, Carnegie Classification is a key consideration in determining a peer group because the work expectations for faculty differs depending on the degree offerings (e.g., Masters versus Doctoral) and the degree of research focus. Another key consideration is structure (public vs. private institutions). Comparing to public peers recognizes that the sources of funding and determining pay differs in private institutions.

The Faculty Compensation Study Workgroup determined that, except in limited circumstances (described below), one peer group would be utilized across all CSU campuses for instructional faculty and librarians based primarily on Carnegie Classification and public status. Peers were determined to consist of public universities with the following Carnegie Classifications: Master's Colleges & Universities (large), Master's Colleges & Universities (medium), and Doctoral/Professional Universities in an urban or suburban setting. The peer institutions used for Campus President salary analyses were also included in the primary peer group.[3] Each instructional faculty member was matched to the appropriate discipline.

Mercer was successful in matching 88% of CSU instructional faculty to the primary peer group which consisted of 82 universities (see appendix C). In those instances where we did not have enough data in the market to report for a particular discipline (e.g., agriculture programs), we utilized a broader peer group (adjusted for comparability) which included all four-year public institutions bachelor, masters, doctoral/professional, and public doctoral high research Universities. (See Figure 16).

Athletic Coaches

In collaboration with the faculty compensation study workgroup, it was determined that athletic coaches should be matched to market data reflecting the respective athletic division in which they compete (see appendix D for a listing of Universities by National Collegiate Athletic Association (NCAA) Division I and Division 2 that participate in the survey used.

Counselor Faculty

In collaboration with the faculty compensation study workgroup, it was determined that counselors would be compared to market survey data that included a blend of 50% healthcare and 50% higher education. Survey data was gathered from several surveys. Western Management Group Educomp provided the higher education data. The peer group included: public bachelor, master, and doctoral institution comparisons. The healthcare market surveys include counselor salary data from hospitals and clinics. Mercer Healthcare Compensation Survey Suite provided the healthcare data.

[3] Campus President peer institutions include: Florida International University, Georgia State University, Kent State University at Kent, University of North Carolina at Charlotte, The University of Texas at Arlington, University of Wisconsin-Milwaukee, Wayne State University, Boise State University, Illinois State University, James Madison University, Portland State University, University of Maryland-

Figure 16: Peer Groups for Salary Market Analysis

(c) Reviewed salary survey sources

Mercer reviewed market survey sources with the faculty compensation study workgroup to ensure that market surveys met the criteria below which are essential for appropriate market pricing of faculty positions:

- Survey age – Surveys which are published more than 2 years prior to use may not reflect current market trends or jobs. Note: due to anti-trust regulations, all data must be at least 3 months old prior to release.

- Data relevance – The best data is collected using percentiles with enough participant organizations and incumbents to reflect the expected range of pay for a job. For faculty it is extremely important to be able to match to market data by discipline and to match to a specific set of peers.

Elements of a Quality Survey
Independent
Current and updated regularly
Reports multiple percentiles
Results by rank and discipl

- Survey repeatability over time – data sources utilized must be regularly collected and published to enable the CSU to update market data and track changes over time.

After reviewing available and relevant salary sources these survey sources were identified: College and Universities Professional Association (CUPA) Faculty Survey (for instructional faculty, librarians and coaches), IHN Medical Survey (for Healthcare Institution Counselors), and Western Management Group Educomp (for Higher Education Counselors).

(d) Refined Faculty Discipline Codes

CUPA Faculty in Higher Education Salary Survey report faculty salaries utilizing Classification of Instructional Programs (CIP codes) to provide comparable market salary information by discipline. The CIP codes provide a taxonomic scheme used consistently by all US institutions that supports the accurate tracking and reporting of fields of study and program completions activity.

To match CSU jobs to CIP codes, Mercer utilized the combination of CSU's established faculty discipline code and Mercer formed a subcommittee of the Faculty Study Workgroup to review and refine the matches along with campus input when additional details about the faculty discipline were needed.

(e) Compensation statistics

Mercer collected multiple data percentiles (25^{th}, 50^{th}, and 75^{th}) for base salary. We gathered the market data as a range of pay rather than average to smooth out any extremes that may inappropriately influence averages. Additionally, the expected range of pay (25^{th} to 75^{th} percentiles) provides a more complete picture of the competitive landscape and can be helpful in determining appropriate pay ranges as well as managing pay within a range.

(f) Adjusted survey data

Market data was adjusted to consistently reflect Academic Year Appointments for all positions except coaches, which reflect 12-month appointments. Market data was adjusted for non-tenure track faculty to account for the four levels of CSU lecturers (lecturer A, B, C and D) when the market data only provided one level (aggregate salaries for all lecturers). Data was also adjusted for the counselor positions to account for difference in responsibilities, level, and unique competencies required between CSU's job and the survey match description.

(g) Aged compensation data:

Survey data was aged to July 1, 2023. It is best practice to age survey data to a common date because surveys are collected and published at different points and salaries in the market are continually changing. The process of aging data involves determining the desired age-to-date and determining the appropriate adjustment factor (the percentage increase to apply to the data). July 1, 2023 was chosen as the age-to-date as it corresponds to the start of the fiscal year. A 3.5% adjustment factor was chosen based on research provided by CUPA and Mercer on the salary budget increases in the higher education industry for fiscal 2022-2023. CUPA data showed a median tenure-track faculty salary budget increase of 2.9% and median non-tenure track faculty salary budget increase of 3.2%. Mercer's data showed faculty salary increase budgets predominantly occurring between three and four percent.

(h) Adjusted for cost of salaries

Mercer compared faculty salaries to the 25th, 50th, and 75th percentile of the market. For an accurate comparison, Mercer adjusted the national market data to reflect the geographical differentials (cost of salaries) in the State of California utilizing five groupings of campuses identified in the CSU staff classification and compensation study. The CSU staff compensation and classification study that was completed in March of 2022 in partnership with Mercer found that CSU campuses clustered based on the cost of salaries into five groupings. It is best practice to apply typical cost of salaries to geographical groupings of campuses rather than solve for an exact number at each campus. Utilizing an exact number per campus adds administrative burden as each campus would need its own salary structures. Additionally, grouping by 5 or 10% increments allows an organization to better manage cost-of-salary changes over time by eliminating changes due to only a 1 or 2% change. The five groups are shown in figure 17 below.

It is both higher education industry and general industry best practice to adjust national data to a specific location by utilizing cost of salary rather than the cost of living. This is because the cost of salaries is a more accurate reflection of how pay compares to the national market. It is a calculated metric of a specific location's pay relative to the national standard. Cost of living, on the other hand, reflects the cost of purchased goods and services which fluctuates with commodity values as well as influences in the local market. The cost of salaries includes the supply and demand of labor and reflects what employers need to pay to attract talent in the local area. The supply and demand of labor fluctuates at a more even pace unless there is a significant event. Most organizations will utilize groupings with differences of 5 or 10 percent as this mitigates cost of salaries fluctuations from year to year.

Mercer applied the cost of salaries differences in five regions and evaluated the gap between faculty pay and the localized external market.

Figure 17: Five Geographical Differential (Cost-of-Salary) Campus Groupings

A-5%	B- 10%	C-15%		D-20%	E-30%
Bakersfield	Channel Islands	Dominguez Hills	Northridge	East Bay	San Francisco
Chico	Sacramento	Fullerton	Pomona		San Jose
Fresno	San Bernardino	Long Beach	San Diego		
Humboldt	San Luis Obispo	Los Angeles	San Marcos		
Stanislaus		Maritime	Sonoma		
		Monterey			

(i) Gap Analysis

Once the benchmarking process was complete, Mercer conducted a gap analysis by position (tenure-track faculty, lecturer, athletic coaches, and counselors) and rank/range. Mercer also completed a gap analysis by campus. The purpose of a gap analysis is to identify salary gaps between CSU pay levels and the marketplace. If an organization pays too little, recruiting, retention, morale, engagement, productivity and eventually institution effectiveness can be impacted. If an organization pays too much, then funds may not be utilized appropriately. It is important to develop an understanding of what organizations are currently paying for specific types of talent to enable effective cost governance.

Tenure-Track Faculty

Gap Analysis for Tenure-Track Faculty by Rank: Mercer completed a gap analysis by comparing tenure-track faculty salaries to the localized market data results at the 25th, 50th (median) and 75th percentile (see figure 18).

Figure 18 and those that follow from left to right include academic rank, discipline, campus, or position, then the number (N) and average salary (Avg. Salary) for CSU faculty. The market data is presented at the 25th, 50th or median, and 75th percentiles. As stated earlier, CSU salaries were compared to a range of pay rather than the average to smooth out extremes as well as provide information regarding expected pay. The median or 50th percentile represents the middle value of the comparison market data with half of the values less than the median and half the values greater than the median. The 25th percentile is the point in comparison set where 75% of the values are greater.

For figure 18 and those that follow, the market data was aged to July 1st, 2023, and adjusted to reflect the geographical groupings established for the CSU staff study. The CSU salary data is effective October 31, 2022. Salaries and market data reflect an academic year appointment.[4]

Overall, tenure-track faculty salaries are aligned to the 50th percentile as can be seen by comparing the "All Ranks" CSU average salary to the market salary median column. Full Professors are slightly below the median and Assistant and Associate Professors are just above. Also, the range of pay increases by rank for Assistant and Associate Professors at the 25th percentile is around $20,000 less than the 75th percentile (22-25% difference). For Full Professors the difference is $35,000 (31% difference).

Figure 18: Tenure-Track Faculty by Rank

	CSU		Market Salary			Variance from Market Median
Rank	N	Avg. Salary	25th %ile	Median	75th %ile	
Assistant Professor	2938	$91,369	$83,773	$92,442	$102,660	1%
Associate Professor	3055	$104,315	$92,818	$103,890	$115,865	2%
Full Professor	4892	$122,069	$112,005	$126,538	$147,183	-2%
All Ranks	**10885**	**$108,800**	**$99,000**	**$110,979**	**$126,376**	**0%**

Figures 19, 20, and 21 illustrate that faculty salaries are distributed around the median of the market. However, the distributions are not completely bell shaped and reveal differences. Full Professors show a larger percent of faculty whose salaries are more than 10% below the market median with a very large number in the -10% to -20% below the median category (28%). Assistant and Associate Professors show a narrower distribution centered at the median.

[4] The variance from the median does not equal the median divided by the average salary. The average CSU salary reflects the CSU distribution of salaries, and the market median reflects the distribution of market medians. The variance reflects the average variance of all those unique data points (e.g., all ranks variance is an average of all 10,885 individual Faculty compared to their respective market data).

Figure 19: Full Professor distribution to the market

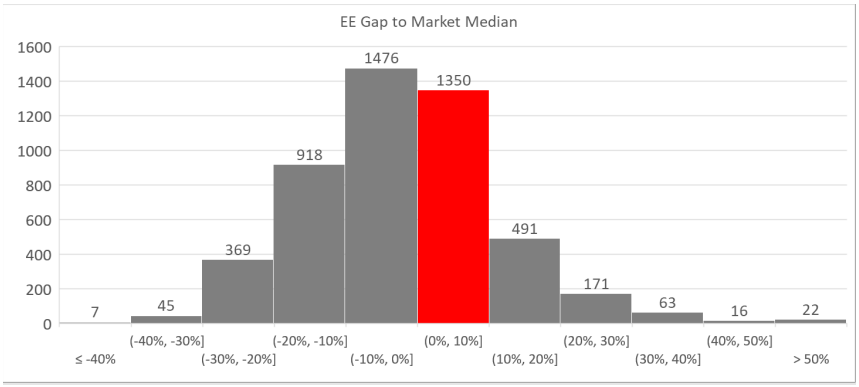


Figure 20: Associate Professor distribution to the market

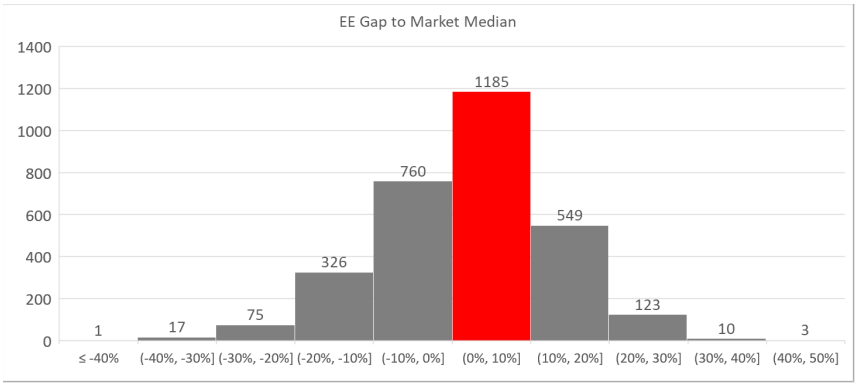
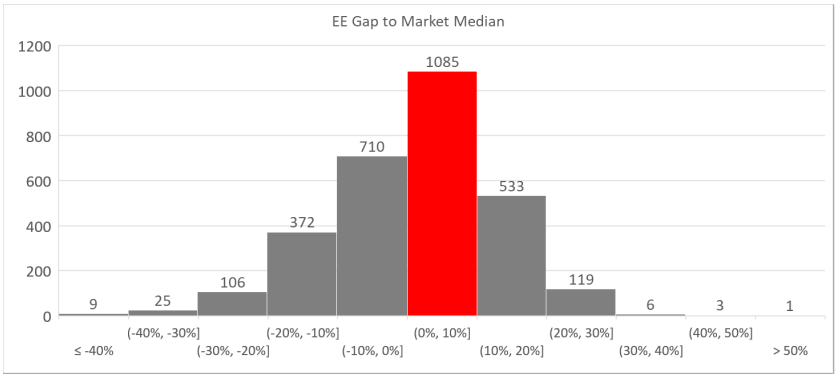


Figure 21: Assistant Professor distribution to the market



Gap Analysis for Tenure-Track by Discipline: While overall CSU tenure-track faculty salaries do not show a gap to the median of the market, there is greater variability between disciplines, where some disciplines are above the overall average (e.g., fine arts, family/consumer sciences) and other disciplines (e.g., engineering and business/management) are showing a significant gap to the market median. The chart is sorted with the disciplines in order of competitiveness to the market. Because the CSU pay practice and salary structures are not as aligned to discipline, these findings are not surprising. CSU faculty in disciplines which are more highly paid in the market are showing the most significant gaps.

Figure 22: Tenure Track Faculty Gap Analysis by Discipline

	CSU		Market Salary			Variance from Market Median
Primary Discipline	N	Avg. Salary	25th %ile	Median	75th %ile	
Fine Arts	875	$102,834	$84,752	$91,872	$102,397	13%
Family/Consumer Sciences	77	$101,421	$85,434	$93,004	$104,879	10%
Letters	882	$102,903	$87,151	$96,295	$108,346	7%
Communications	397	$99,806	$84,362	$93,676	$105,817	7%
Education	1005	$102,005	$89,422	$99,433	$112,539	3%
Social Sciences	2067	$103,440	$92,054	$102,688	$117,440	2%
Agriculture	121	$104,340	$90,110	$103,359	$121,013	2%
Health Sciences	863	$104,240	$93,891	$104,244	$117,225	1%
Public Affairs	549	$103,128	$93,088	$103,993	$120,505	0%
Natural Sciences	1170	$107,170	$92,848	$107,230	$123,488	0%
Math/Computer Science	785	$110,027	$101,934	$114,315	$130,604	-2%
Architecture	46	$109,876	$105,239	$113,127	$129,265	-2%
Food Science	48	$99,836	$97,378	$111,450	$125,640	-9%
TBD	1	$112,835	$107,235	$126,664	$153,167	-11%
Engineering	770	$116,527	$119,658	$133,962	$151,863	-11%
Business/Management	1229	$137,625	$140,704	$161,081	$184,789	-14%
All Disciplines	**10885**	**$108,800**	**$99,000**	**$110,979**	**$126,376**	**0%**

Gap Analysis for Tenure-Track Faculty by Campus: CSU tenure-track faculty salaries also show a significant difference relative to market by campus. Campuses in the highest cost of salary areas (San Francisco, East Bay, and San Jose) show the greatest variance below the median. Also, important to note that each campus in the CSU is unique and average salaries above or below the market may be a result of other distinguishing factors (e.g., San Diego State University faculty salaries above the market could be due to a difference in Carnegie class (Doctoral High Research) and ranking).

Figure 23: Tenure-Track Faculty Gap Analysis by Campus

	CSU		Market Salary			Variance from Market Median
Campus	N	Avg. Salary	25th % ile	Median	75th % ile	
Channel Islands	148	$107,508	$86,820	$96,584	$108,903	13%
Bakersfield	215	$100,978	$85,384	$94,927	$108,091	8%
San Diego	804	$117,149	$98,981	$111,048	$126,279	7%
Fresno	586	$104,237	$89,339	$99,925	$113,629	6%
Stanislaus	312	$102,667	$88,632	$98,966	$112,483	5%
Humboldt	231	$100,735	$85,711	$96,616	$109,954	5%
Chico	443	$101,764	$87,888	$98,547	$112,105	4%
San Luis Obispo	653	$112,393	$99,586	$111,961	$128,505	3%
San Marcos	298	$108,967	$96,873	$108,103	$122,869	2%
Long Beach	836	$109,483	$98,213	$109,722	$124,989	2%
Dominguez	309	$108,735	$97,149	$108,958	$124,003	2%
San Bernadino	446	$105,432	$94,478	$105,976	$120,712	1%
Monterey	186	$106,474	$94,252	$106,281	$121,273	1%
Fullerton	841	$111,053	$101,265	$113,146	$128,679	0%
Los Angeles	567	$109,897	$101,034	$112,791	$127,917	0%
Sacremento	699	$101,447	$93,454	$104,540	$119,047	-1%
Northridge	756	$109,596	$100,842	$112,799	$128,297	-1%
Maritime	52	$110,946	$100,012	$114,970	$140,753	-2%
Sonoma	227	$106,782	$98,931	$111,323	$126,886	-3%
Pomona	530	$109,806	$105,177	$118,377	$134,949	-5%
San Francisco	688	$114,912	$112,617	$127,088	$145,147	-7%
East Bay	315	$105,637	$103,041	$116,274	$132,681	-7%
San Jose	743	$111,948	$114,458	$129,286	$146,660	-11%
All Disciplines	**10885**	**$108,848**	**$99,000**	**$110,979**	**$126,376**	**0%**

Lecturers

Gap Analysis for Lecturers by Rank: Mercer completed a gap analysis by comparing lecturer salaries to the market. While CSU differentiates lecturers into four ranges, the available market data only provides data for one level of lecturer. Therefore, Mercer matched lecturer B to the market data and provided discounts or premiums to the other levels as follows: 10% discount to the market data for level A, 10% premium to the market data for lecturer C and 20% premium to the market for lecturer D. Lecturer B was matched to the market since the majority of lecturers fall in lecturer A and B. Note that all lecturers with a terminal degree in their discipline, must be appointed into lecture B or higher.

Figure 24: Lecturers Gap Analysis by Rank

	CSU		Market Salary			Variance from Market
Rank	N	Avg. Salary	25th % ile	Median	75th % ile	
Lecturer A	5406	$57,373	$53,376	$60,294	$69,537	-3%
Lecturer B	5180	$68,971	$59,247	$66,893	$77,575	5%
Lecturer C	1206	$82,690	$66,125	$74,961	$87,218	13%
Lecturer D	211	$105,495	$75,534	$86,972	$102,156	25%
All Lecturers	**12003**	**$65,768**	**$57,580**	**$65,084**	**$75,356**	**2%**

Gap Analysis for Lecturers by Campus: While overall CSU lecturer salaries do not show a gap to the median of the market, a significant difference by campus exists with some of the campuses in the highest cost of salary areas again showing the greatest variance to median.

Figure 25: Lecturers Gap Analysis by Campus

	CSU		Market Salary			Variance from Market Median
Discipline	**N**	**Avg. Salary**	**25th %ile**	**Median**	**75th %ile**	
Humboldt	227	$64,469	$50,692	$56,635	$65,077	14%
San Luis Obispo	400	$73,550	$57,831	$65,014	$75,001	14%
Channel Islands	236	$69,546	$56,159	$62,717	$72,572	12%
Fresno	545	$63,432	$51,568	$58,595	$67,992	10%
Stanislaus	325	$61,942	$50,970	$57,564	$67,640	9%
Sonoma	225	$68,163	$56,837	$63,524	$73,566	8%
Long Beach	1082	$68,866	$57,289	$64,174	$73,992	8%
Bakersfield	318	$62,521	$52,116	$58,752	$68,185	8%
Chico	404	$65,146	$54,755	$61,788	$71,180	7%
Sacramento	801	$65,440	$55,720	$62,798	$72,299	5%
San Bernadino	533	$62,050	$53,586	$60,484	$70,395	3%
Pomona	591	$66,112	$57,493	$65,219	$76,402	3%
San Marcos	491	$66,318	$57,570	$64,676	$75,058	3%
San Diego	717	$68,418	$59,348	$67,521	$78,412	2%
Dominguez	402	$64,237	$56,285	$63,412	$73,589	2%
Northridge	874	$63,016	$56,534	$63,497	$73,298	0%
East Bay	302	$67,701	$60,810	$68,642	$79,253	-1%
Los Angeles	735	$64,015	$57,958	$65,653	$75,846	-1%
Fullerton	1054	$64,150	$57,975	$66,406	$77,124	-2%
Maritime	15	$72,785	$68,358	$77,915	$90,524	-4%
Monterey	187	$62,318	$58,662	$65,988	$75,230	-5%
San Jose	862	$69,601	$66,731	$76,265	$88,527	-8%
San Francisco	677	$63,905	$64,237	$72,468	$83,448	-11%
All Campuses	**12003**	**$65,768**	**$57,580**	**$65,084**	**$75,356**	**2%**

Gap Analysis for Librarians by Rank: Mercer completed a gap analysis by comparing librarian salaries to the localized market data results at the 25th, 50th, and 75th percentile. For librarians, Mercer aligned the CSU levels of ranks to the market ranks of assistant, associate and full professor respectively. The more highly ranked librarians, similar to the higher ranked tenure-track faculty, are the least competitive to the market, while the assistant and associate librarians were slightly ahead of the market.

Figure 26: Librarians by Rank

	CSU		Market Salary			Variance from Market Median
Rank	**N**	**Avg. Salary**	**25th %ile**	**Median**	**75th %ile**	
Assistant/Sr. Assistant Librarian	137	$69,203	$59,100	$65,889	$71,293	6%
Associate Librarian	89	$82,972	$70,473	$78,554	$94,678	6%
Librarian	97	$102,557	$87,232	$104,855	$132,207	-2%
All Ranks	**323**	**$83,014**	**$70,682**	**$81,081**	**$96,029**	**4%**

Gap Analysis for Librarians by Campus: While overall CSU librarian salaries show a variance of 4% to the median of the market, a significant difference by campus exists with some of the campuses in the highest cost of salary areas showing the greatest variance to median.

Figure 27: Librarian Gap Analysis by Campus

	CSU		Market Salary			Variance from Market Median
Campus	N	Avg. Salary	25th %ile	Median	75th %ile	
Fresno	20	$88,869	$66,968	$77,475	$92,976	15%
Chico	9	$83,009	$63,634	$73,290	$86,068	15%
Humboldt	9	$79,444	$62,302	$70,234	$82,811	14%
Sacramento	22	$92,856	$70,734	$82,547	$98,835	14%
Los Angeles	17	$85,028	$66,427	$75,415	$87,224	14%
San Luis Obispo	8	$83,361	$67,239	$76,802	$91,106	10%
Channel Islands	8	$85,351	$68,024	$78,603	$93,025	10%
Long Beach	16	$92,269	$74,478	$86,404	$104,222	8%
Stanislaus	6	$82,779	$67,028	$78,249	$93,352	7%
San Diego	26	$87,428	$72,352	$82,732	$99,456	6%
Dominguez	9	$78,887	$66,924	$75,462	$88,047	4%
San Bernadino	12	$93,567	$77,437	$91,866	$113,048	3%
Bakersfield	9	$79,393	$66,695	$77,486	$92,538	3%
East Bay	14	$88,034	$75,136	$86,061	$103,099	3%
Sonoma	4	$76,142	$67,178	$74,885	$88,252	2%
San Marcos	18	$83,551	$72,974	$83,923	$100,893	1%
Fullerton	21	$76,007	$67,445	$76,658	$89,320	0%
Northridge	23	$83,472	$74,239	$85,780	$103,611	-1%
Pomona	7	$72,770	$66,007	$74,688	$86,284	-2%
Maritime	4	$65,079	$61,274	$68,310	$76,321	-4%
San Jose	29	$78,619	$75,290	$85,740	$99,099	-7%
Monterey	7	$74,618	$72,006	$82,475	$98,803	-9%
San Francisco	25	$72,541	$73,227	$82,682	$94,657	-12%
All Campuses	**323**	**$80,040**	**$70,682**	**$81,081**	**$96,029**	**4%**

Gap Analysis for Counselors by Rank: Mercer completed a gap analysis by comparing counselor's salaries to the localized market data results at the 25th, 50th, and 75th percentile. Counselors were analyzed using 50% university data and 50% healthcare data. Counselors pay shows strong alignment to 75th percentile of the market.

Also, important to note that the largest number of counselors reside within the counselor I rank which is the most closely aligned to the market median.

Figure 28: Counselors Gap Analysis by Rank

	CSU		Market Salary			Variance from Market Median
Rank	N	Avg. Salary	25th % ile	Median	75th % ile	
Counselor I	153	$69,595	$55,659	$62,603	$70,234	11%
Counselor II	83	$82,860	$65,411	$73,933	$85,987	12%
Counselor III	56	$103,124	$73,771	$83,645	$97,467	24%
All Ranks	**292**	**$79,796**	**$61,904**	**$69,859**	**$79,934**	**14%**

Gap Analysis for Counselors by Campus: While overall CSU counselor salaries show strong alignment to 75th percentile of the market, a significant difference by campus exists with some of the campuses in the highest cost of salary areas showing the greatest negative variance to median.

Figure 29: Counselors Gap Analysis by Campus

	CSU		Market Salary			Variance from Market Median
Campus	N	Avg. Salary	25th %ile	Median	75th %ile	
Bakersfield	7	$88,535	$59,672	$67,429	$77,476	30%
Fresno	9	$84,146	$56,896	$64,200	$73,139	29%
San Luis Obispo	21	$85,289	$60,931	$68,804	$79,107	25%
Humboldt	9	$77,199	$55,157	$62,185	$71,002	24%
Stanislaus	9	$83,942	$60,741	$68,681	$79,898	22%
Chico	12	$76,632	$56,261	$63,466	$72,454	20%
San Jose	14	$93,767	$70,328	$79,360	$91,052	18%
San Marcos	8	$87,630	$65,380	$73,880	$85,019	18%
Channel Islands	5	$70,820	$53,851	$60,569	$67,953	17%
Dominguez	9	$79,270	$60,360	$68,045	$77,424	16%
Pomona	10	$85,415	$65,413	$73,922	$85,248	16%
Maritime	3	$89,263	$68,482	$77,492	$90,188	15%
Long Beach	18	$82,778	$63,857	$72,109	$82,625	14%
Northridge	25	$76,550	$59,575	$67,131	$76,119	13%
Fullerton	20	$80,641	$63,563	$71,768	$82,223	12%
San Bernadino	15	$74,222	$58,484	$65,955	$75,083	12%
Monterey	7	$78,243	$62,777	$70,854	$80,970	10%
San Diego	39	$79,257	$63,536	$71,737	$82,279	10%
East Bay	8	$75,571	$61,160	$68,884	$78,076	10%
Sacramento	13	$70,519	$57,254	$64,530	$73,517	9%
Sonoma	8	$70,409	$59,767	$67,359	$76,714	4%
Los Angeles	9	$65,306	$56,299	$63,322	$71,042	3%
San Francisco	14	$79,870	$74,700	$84,442	$97,638	-6%
All Campuses	**292**	**$79,796**	**$61,904**	**$69,859**	**$79,934**	**14%**

Gap Analysis for Coaches by Division and Position: Mercer completed a gap analysis by comparing coaches' salaries to the localized market data results at the 25th, 50th, and 75th percentile. Coaches were matched by sport and position. Division 2 coaches showed significant variance to the market with average salaries above the 75th percentile. Also, the range of pay differs significantly between Division 1 and 2 head coaches with Division 1 market data showing a 90% difference between the 25th and 75th percentile and the Division 2 head coaches showing a 44% difference. While assessed using a common methodology, it is important to note that many coaches are paid based on strength of schedule and competitiveness of team. If a particular coach has shown sustained success at the conference or national level, pay is generally aligned higher in the market.

Figure 30: Division 1 Coaches by Position

	CSU		Market Salary			Variance from Median
Coach Position	N	Avg. Salary	25th %ile	Median	75th %ile	
Head Coach	54	$100,544	$69,278	$87,917	$130,976	15%
Assistant Coach	190	$80,043	$55,498	$73,723	$115,340	11%
All Positions	**244**	**$83,632**	**$58,541**	**$76,858**	**$118,793**	**12%**

Figure 31: Division 2 Coaches by Position

	CSU		Market Salary			Variance from Median
Coach Position	N	Avg. Salary	25th %ile	Median	75th %ile	
Head Coach	103	$101,311	$61,550	$72,497	$85,118	43%
Assistant Coach	152	$63,939	$36,762	$41,991	$48,856	53%
All Ranks	**255**	**$79,662**	**$47,141**	**$54,764**	**$64,039**	**49%**

Gap Analysis for Coaches by Division, Position, and Sport: Mercer refined the gap analysis provided in figures 29 and 30 to detail differences in sport. Figure 32 shows Division 1 head coaches by sport sorted by variance from the median. Figure 32 shows Division 1 assistant coaches by sport sorted by variance to the median. Figure 33 shows Division 2 head coaches by sport sorted by variance to the median. Figure 34 shows Division 2 assistant coaches by sport sorted by variance to the median.

Figure 32: Division 1 Head Coaches by Sport

			Survey Market Salary			Variance from Market Median
CIP Sport	N	Avg. CSU Salary	25th %ile	Median	75th %ile	
Head Coach - Track and Field	<5	$133,908	$79,036	$93,683	$130,265	43%
Head Coach - Beach Volleyball	<5	$106,440	$65,279	$77,987	$119,250	36%
Head Coach - Women's Tennis	8	$96,907	$60,160	$73,344	$127,175	32%
Head Coach - Swimming & Diving	<5	$116,796	$73,566	$89,351	$125,090	30%
Head Coach - Women's Golf	10	$95,784	$60,251	$77,840	$114,486	22%
Head Coach - Men's Golf	6	$98,016	$65,939	$84,629	$119,992	15%
Head Coach - Men's Tennis	<5	$88,926	$63,432	$79,483	$127,120	12%
Head Coach - Women's Volleyball	<5	$110,772	$80,952	$100,073	$130,105	11%
Head Coach - Cheerleading	<5	$63,660	$49,262	$57,927	$70,570	10%
Head Coach - Men's Soccer	5	$122,518	$84,565	$114,017	$162,053	7%
Head Coach - Women's Soccer	6	$99,624	$76,863	$94,905	$128,313	5%
Head Coach-Baseball	<5	$121,656	$88,953	$125,731	$222,383	-3%
Head Coach - Cross Country	<5	$66,012	$64,968	$75,452	$89,673	-11%
Head Coach - Women's Rowing	<5	$81,432	$71,380	$95,418	$142,579	-15%
Head Coach - Men's Wrestling	<5	$104,124	$94,750	$128,069	$198,083	-19%
Head Coach - Women's Gymnastics	<5	$89,808	$86,012	$116,177	$218,644	-23%
Head Coach - Men's Volleyball	<5	$136,632	--	--	--	--

Figure 33: Division 1 Assistant Coaches by Sport

CIP Sport	N	Avg. CSU Salary	Survey Market Salary			Variance from Market Median
			25th %ile	Median	75th %ile	
Assistant Coach - Cheerleading	<5	$60,204	$30,673	$42,438	$57,186	42%
Assistant Coach-Baseball	13	$97,915	$49,682	$71,246	$108,137	38%
Assistant Coach - Women's Softball	11	$68,167	$46,094	$53,372	$71,935	29%
Assistant Coach - Women's Soccer	11	$64,869	$44,347	$52,919	$71,342	23%
Assistant Coach - Women's Volleyball	16	$67,955	$46,915	$55,715	$74,125	22%
Assistant Coach, Beach Volleyball	<5	$63,175	$45,167	$53,348	$67,851	18%
Assistant Coach - Women's Rowing	<5	$65,328	$47,763	$56,787	$64,067	15%
Assistant Coach - Men's Soccer	11	$64,623	$47,157	$56,886	$69,690	14%
Assistant Coach - Track and Field	20	$66,327	$48,077	$60,137	$85,951	10%
Assistant Coach - Swimming & Diving	<5	$63,195	$45,547	$58,286	$74,115	9%
Assistant Coach - Women's Golf	5	$65,945	$47,302	$61,420	$76,345	7%
Assistant Coach-Football	25	$103,139	$62,996	$96,383	$215,034	7%
Assistant Coach - Strength & Conditioning	8	$68,797	$55,132	$65,217	$86,913	6%
Assistant Coach - Men's Golf	<5	$63,755	$44,734	$60,690	$80,713	5%
Assistant Coach - Cross Country - Track & Field	5	$63,530	$48,289	$60,716	$86,920	5%
Assistant Coach - Women's Lacrosse	<5	$62,016	$48,712	$59,328	$73,068	5%
Assistant Coach - Men's Tennis	<5	$60,204	$43,075	$58,455	$71,202	3%
Assistant Coach - Men's Wrestling	<5	$62,016	$48,350	$62,170	$87,969	0%
Assistant Coach-Women's Basketball	22	$84,448	$64,339	$84,778	$116,488	0%
Assistant Coach - Women's Tennis	<5	$64,640	$51,728	$65,337	$79,696	-1%
Assistant Coach-Men's Basketball	19	$114,569	$84,272	$120,387	$198,639	-5%
Assistant Coach - Women's Gymnastics	<5	$66,624	$54,424	$73,792	$119,015	-9%
Assistant Coach - Equestrian Sports	<5	$61,932	--	--	--	--
Assistant Coach - Men's Volleyball	<5	$74,412	--	--	--	--

Figure 34: Division 2 Head Coaches by Sport

CIP Sport	N	Avg. CSU Salary	Survey Market Salary			Variance from Market Median
			25th %ile	Median	75th %ile	
Head Coach - Women's Tennis	<5	$116,891	$46,572	$58,419	$70,110	99%
Head Coach - Women's Rowing	<5	$120,684	$57,855	$68,580	$79,738	76%
Head Coach - Men's Wrestling	<5	$120,732	$65,188	$72,124	$84,147	67%
Head Coach - Men's Golf	7	$95,470	$40,461	$58,253	$70,429	63%
Head Coach - Cross Country	<5	$82,584	$44,137	$53,372	$60,083	55%
Head Coach - Women's Golf	<5	$91,842	$44,618	$59,367	$70,811	55%
Head Coach - Men's Soccer	10	$100,751	$55,543	$66,062	$77,503	53%
Head Coach - Women's Soccer	12	$97,216	$56,042	$64,019	$75,917	52%
Head Coach - Swimming & Diving	<5	$110,424	$63,623	$72,598	$81,476	52%
Head Coach - Women's Softball	8	$93,651	$57,447	$63,006	$75,441	49%
Head Coach - Women's Volleyball	11	$102,840	$57,693	$70,308	$80,137	47%
Head Coach-Baseball	10	$108,154	$63,754	$74,121	$89,689	46%
Head Coach - Cheerleading	<5	$63,264	$36,535	$43,841	$49,199	44%
Head Coach - Cross Country - Track & Field	7	$96,612	$58,472	$66,929	$81,374	44%
Head Coach - Track and Field	<5	$83,008	$58,507	$66,765	$72,674	25%
Head Coach-Women's Basketball	11	$110,673	$79,521	$90,975	$105,554	22%
Head Coach - Strength & Conditioning	<5	$67,336	$51,628	$60,149	$69,591	13%
Head Coach-Men's Basketball	11	$117,111	$89,859	$105,683	$122,921	11%

Figure 35: Division 2 Assistant Coaches by Sport

CIP Sport	N	Avg. CSU Salary	Survey Market Salary			Variance from Market
			25th %ile	Median	75th %ile	
Assistant Coach - Cross Country	<5	$64,944	$21,534	$30,021	$38,694	116%
Assistant Coach - Men's Soccer	18	$64,068	$33,685	$39,800	$47,347	61%
Assistant Coach - Track and Field	19	$63,771	$34,607	$39,701	$46,766	61%
Assistant Coach - Women's Softball	13	$62,848	$35,693	$39,556	$44,770	60%
Assistant Coach - Women's Soccer	20	$62,784	$35,574	$39,579	$43,873	59%
Assistant Coach - Women's Volleyball	15	$64,823	$37,629	$42,118	$49,249	54%
Assistant Coach-Baseball	17	$63,731	$36,798	$41,492	$47,321	54%
Assistant Coach - Swimming & Diving	<5	$62,016	$37,893	$40,664	$46,011	53%
Assistant Coach - Strength & Conditioning	<5	$62,016	$39,343	$43,334	$45,972	43%
Assistant Coach-Men's Basketball	16	$64,486	$39,510	$46,978	$58,457	38%
Assistant Coach-Women's Basketball	16	$63,191	$42,179	$46,564	$52,886	36%
Assistant Coach - Men's Wrestling	<5	$62,508	$41,300	$48,530	$52,313	29%
Assistant Coach - Men's Golf	<5	$62,016	$39,753	$50,473	$59,948	23%
Assistant Coach - Cross Country - Track & Field	6	$62,072	--	--	--	--
Assistant Coach - Women's Tennis	<5	$65,494	--	--	--	--
Assistant Coach - Women's Rowing	<5	$90,098	--	--	--	--

5. Market Analysis – Benefits

The benefits benchmarking portion of the CSU Faculty Compensation Study assesses the competitiveness of the CSU benefit package as a whole and by plan. A common dollar value for benefit plans with varying plan designs and provisions was generated. Statistical comparisons were then made to create an objective pay neutral analysis comparison of CSU plans to those of the peer group. The methodology employed in preparing our analysis is based on several key fundamentals:

- **Market Replacement Value of Benefit Plans:** "Value" is determined from the employee's perspective, i.e., dollar values represent the employer-enhanced value of the benefits being provided to the employees.

- **Plan Design Emphasis:** The focus of the Benefit Value Analysis (BVA) is on valuing plan design. We remove other factors such as geographic differentials, claims experience, and negotiating power that can affect the cost of benefit plans, but not value to an employee. This results in an objective comparison of the CSU versus the peer group.

- **National Composite Workforce:** The report compares CSU benefit plans with those of the peer group based on a hypothetical national composite workforce/sample census. The composite workforce is a set of generic employee profiles (married, single, various ages) that represents a typical employee population. The workforce composite profiles are derived and calculated from a national cross-section of representative organizations that vary by industry, size, and geography. The same workforce is used for all universities in the study, so the effect of different employee demographics is removed from the value comparison.

Mercer obtained information on CSU benefits as well as comparative information from appropriate peer universities. Mercer identified 19 public universities as comparators (see appendix D) from the Mercer benefits database. The universities are located across the US and range from the very larger systems like University of Wisconsin, University of Texas, and University of California, to smaller regional public universities.

The graph in Figure 36 shows the overall total benefit values for CSU (Organization A) and the 19 peers. The Y axis is the relative value scale. This is not a cost to the CSU – it is a relative value to an employee that has the same profile (e.g., family status, age) at each university. These stacked bar charts reflect the total values of the core benefit package for each university within the study. The green section represents value provided by Retirement Savings (Defined Benefit and Defined Contribution plans), the blue section represents the Health Group (Medical, Dental and Post-Retirement Medical), the purple section represents the Paid Leave section (Vacation, Holidays, Personal Leave, Sick Leave or PTO) and the small pink section is Life & Disability (Life Insurance, STD, LTD).

The percentiles in Figure 36 are highlighted as follows. The black line represents the 25th percentile, the dark gray line in the middle is the Median value and the light gray line is the 75th percentile or the organizations that are providing the richest benefit plans to the employee. Overall, the CSU offers valuable benefits -- the second highest in the market. Figure 36 also reflects that there is a "top 4" and then the rest of the universities are concentrated – which is why the difference between the 25th and 75th is relatively tight. Except for those four, the rest of the market is consistent. The dollar values represent the employer-enhanced value of the benefits being provided to the employees.

Figure 36: Benefit Comparisons

Points of Comparison

To compare your competitive position relative to the peer group, the charts show where your organization leads and lags according to the following criteria:

- **Values:** Shows the range of dollar values for all universities in the peer group
- **Rank:** Identifies your organization's plan value position relative to the peer group values
- **Quartile:** Shows the distribution of the peer group's plan values by showing the 1st and 3rd quartiles and median dollar values
- **Index:** Illustrates the relationship of your benefit values to the median values of the peer group (the median value equals an index of 100)

Organization A: Organization A represents California State University.

About the Index

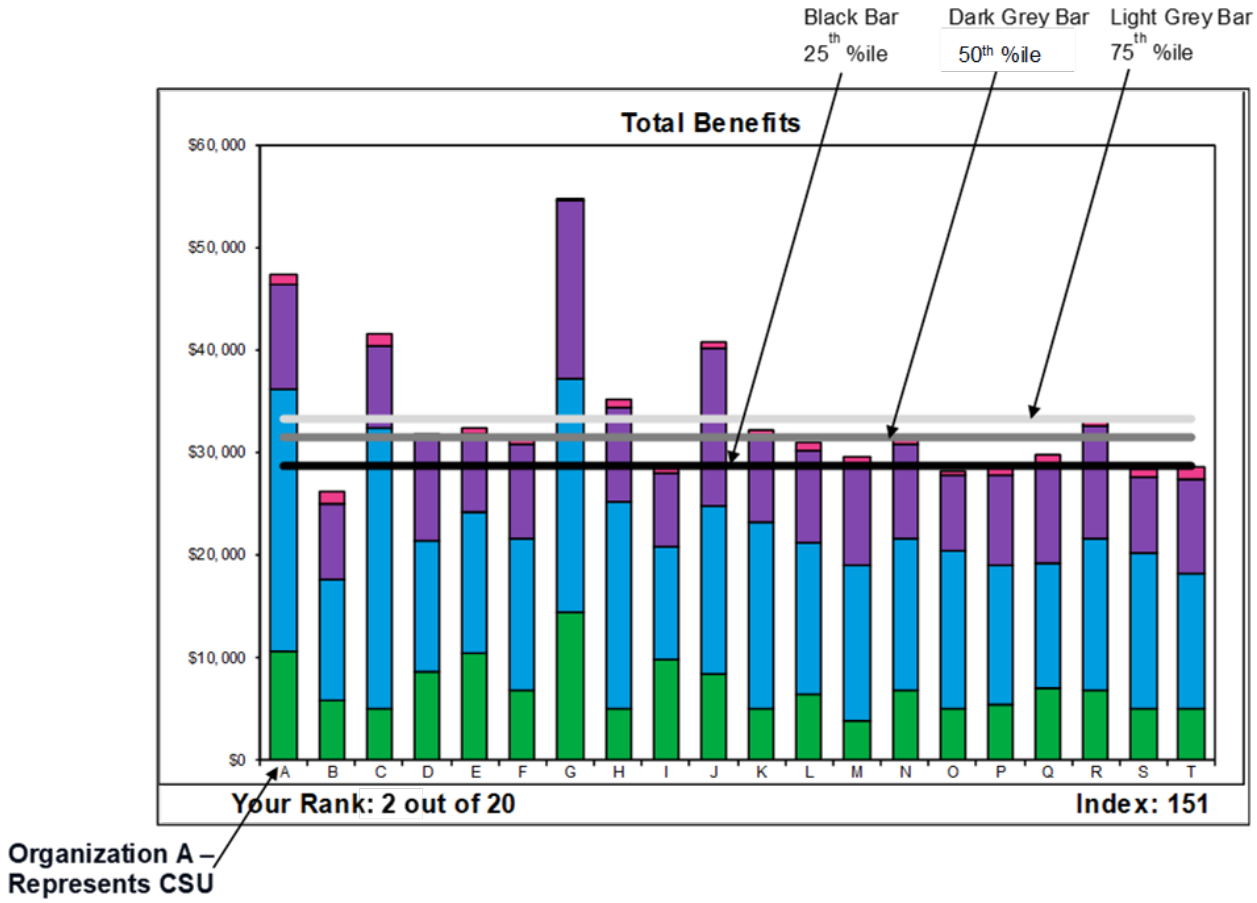
The charts reflect the average of the **national composite workforce**. Your position is described in terms of the **index**:

- **Above Median:** Index of 106 and above
- **Aligned with Median:** Index between 95 and 105
- **Below Median:** Index of 94 and below

The lines within the chart indicate the values at the 25th, 50th, and 75th percentiles.

Bar Colors Represent Four Primary Benefit Components

- Life & Disability
- Paid Leave
- Health Group
- Retirement



The CSU's overall Total Benefits high ranking is generated by:

Retirement Savings value through a Final Average Defined Benefit plan that provides a greater value than nearly all other universities because of favorable Defined Benefit plan. The peer median plan generates all their value from a Final Average as well; however, the formula for the Final Average plan is not as rich as the one provided by CSU.

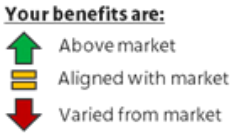
An above-median comparison for Health Group because of requiring employees to absorb less of the cost of coverage compared to the peer group median for both Medical and Dental coverage combined with having an employer sponsored Post-Retirement Medical plan.

An above-median comparison for Paid Leave because of providing a total number of days that is greater than the median design when considering Vacation, PTO, Holidays, Personal Days, and Sick Leave combined.

An above-median comparison for Life & Disability because of Sick Leave carryover being applied to STD as well as richer plan provisions for Life Insurance and LTD.

In Figure 37 is a high-level summary of the benefit results by plan component. For more detailed specific results by plan component please see Appendix E

Figure 37: Benefits Results by Plan Component



Benefit	Market Position	Commentary
Retirement	Rank = 2nd Index = 164	• California State University is above the 75th percentile of the peer group as a result of providing a rich final average Defined Benefit plan. • The overall Retirement Savings median plan provides a Final Average as well but generates less value as the formula is not as rich.
Medical	Rank = 2nd Index = 122	• California State University is above the 75th percentile of the peer group as a result of not requiring employees to pay for coverage for all levels but family coverage combined with plan provisions that are more beneficial for the employees.
Dental	Rank = 1st Index = 144	• California State University is above the 75th percentile of the peer group as a result of not requiring employees to pay for coverage combined with plan provisions that are more beneficial for the employees.
Paid Leave	Rank = 5th Index = 112	• California State University's above-median position is the result of Vacation and Holidays that are above the median, offset by Sick Leave that is slightly below the median plan design.
Life Insurance	Rank = 7th Index = 130	• California State University's above-median position is the result of offering a flat $50,000 benefit compared to the median design of a 1x pay with a maximum payout of $50,000.
Short-Term Disability	Rank = 6th Index = 118	• California State University's above-median position is the result of including sick leave carryover within the STD value in addition to the flat $125 benefit.
Long-Term Disability	Rank = 5th Index = 112	• California State University's above-median position is a result of providing a pay replacement that is richer compared to the median plan.
Post-Retirement Medical	Rank = 2nd Index = 699	• California State University is above the 75th percentile of the peer group as a result of providing a pay replacement that is richer than the median plan.

As noted earlier in Figure 7 of the Current State Review, CSU faculty who work less than the minimum workload for health benefit (0.4 FTE) are less satisfied with total benefits than those faculty who are eligible for health benefits. As such, it is important to understand the competitiveness of the retirement and medical plan for part-time employees.

Retirement Plan Eligibility: In reviewing the details of the comparison peers' defined benefit plans, Mercer found that CSU is at the median of the marketplace in terms of the minimum number of hours required per year to be eligible for the program.

Medical, Dental, Paid Leave, and Long & Short-Term Disability Plan Eligibility: In reviewing the details of the comparison peers for the medical, dental, paid leave, and long-term and short-term disability plans, Mercer found that CSU is at the median of the marketplace in terms of the minimum number of hours required per week to be eligible for the program.

6. Pay Equity Analysis

A pay equity assessment is an analysis that seeks to determine if there are unexplained pay differences or 'residual pay differences' between demographic groups.

To conduct this assessment, Mercer utilized a pay equity analysis approach that accounts for factors intended to drive differences in pay, such as job factors, employee characteristics such as qualifications and experience, and external conditions.

Mercer prepared statistical models to determine the degree to which variance in pay can be explained by the known factors that appropriately drive pay differences. These models were validated and finalized with input from the Faculty Compensation Study Workgroup. Mercer then conducted the pay equity assessment.

The regression models were run on the following three faculty groups: tenure-track faculty, lecturer faculty, and non-instructional faculty (coaches, counselors, and librarians).

Mercer controlled for the following known job factors, employee characteristics, and external conditions in multiple regression pay models: age (proxy for general experience), time in job, tenure (based on first hire date), hired in the past year, education, campus, part-time/full-time status, paid on hourly/monthly basis, non-exempt/exempt, temporary/permanent, pay plan (academic year/10 month/12 month), faculty rank, pay range, Athletic Division 1/Athletic Division 2, department chair appointment, CIP discipline.

After accounting for the identified, known factors, the residual pay difference is calculated between women and men or between non-white and white employees. These differences between groups could be attributable to justifiable discretion due to legitimate factors that are not included in the faculty dataset used for the study (e.g., previous employment history prior to CSU, increases due to merit) or could be attributable to bias.

Figure 38 includes the number of employees in the comparison group and the number of employees overall. For example, of the 10,692 employees in the tenure-track faculty segment, over 5,200 are female.

The percentage figure denotes the percentage difference in pay for the group under consideration (e.g., females) as compared to the comparison group (e.g., males). A value of 0% here would mean there is no residual difference between the female and male faculty member (or white and non-white faculty). Figure 38 reflects a pay difference between women and men of -0.4%) (4/10ths of 1%).

The residual pay difference between non-white and white faculty is -0.1%. Some other groups under consideration (e.g., Asian -0.1%, Hispanic/Latino -0.2%, or Other Race/Ethnicity -0.6%) are paid slightly less than the comparison group, while Black or African American employees are paid slightly higher (+0.4%).

The bolded cells in Figure 38 indicate where the pay difference between groups could be statistically significant, which means that although the differences could be due to reasons other than bias, it is unlikely that the difference is due to chance.

The results by faculty group, indicate the tenure-track faculty group females are paid 0.5% less than their male counterparts. Similarly, there is a statistically significant difference between female and male employees within the lecturer faculty group at -0.3% but not between female and male employees within the non-instructional faculty group as the 0.9% difference was not statistically significant based on gender due to the smaller sample size. There are no statistically significant differences between non-white/Asian/Hispanic-Latino and white employees by group.

The differences are not 0%, however, in Mercer's experience in performing this analysis across all types of institutions and companies, the differences would be expected to be greater than 1% if there are systemic pay bias issues. The results of the analysis do not represent significant differentials in pay for faculty members in protected classifications at the CSU.

*Figure 38: Overall and by Group Pay Equity Results Unexplained Base Pay Differences**

Base Pay Differences	Overall	Female (vs. Male)		Non-White (vs. White)		Asian (vs. White)		Black/African American (vs. White)		Hispanic/Latino (vs. White)		Other Race/Ethnicity (vs. White)	
	# of EEs	# of EEs	% Pay Gap	# of EEs	% Pay Gap	# of EEs	% Pay Gap	# of EEs	% Pay Gap	# of EEs	% Pay Gap	# of EEs	% Pay Gap
CSU Faculty Overall	28,512	15,006	**-0.4%**	10,014	*-0.1%*	4,332	*-0.1%*	1,374	**0.4%**	3,575	*-0.2%*	733	**-0.6%**
By Segment													
Tenure-Track Faculty	10,692	5,214	**-0.5%**	3,980	*-0.1%*	2,234	*-0.1%*	463	**1.0%**	1,065	*-0.3%*	218	**-1.1%**
Lecturer Faculty	16,514	9,091	**-0.3%**	5,552	*-0.1%*	1,996	*0.0%*	786	*0.0%*	2,305	*-0.1%*	465	*-0.3%*
Non-Instructional Faculty	1,306	701	*-0.9%*	482	*0.3%*	102	*0.1%*	125	**1.7%**	205	*0.1%*	50	*-1.6%*

Note: Pay differences are tested at a statistical significance threshold of 5% level (i.e. p-value < .05). A cell is bolded if there is a statistically significant pay difference, which indicates that there is a highly unlikely (less than 5%) chance that the pay difference identified is random and therefore, can likely be attributable to a specific cause (e.g. inequity)

Mercer found that the key factors driving pay at CSU are: faculty rank, time-in-job, education, campus location, and NCAA division (coaches).

Faculty rank and range title are the key determinates of pay at the CSU. Whether an employee was hired in the past year has a slight impact on pay, all things being equal. General years of experience (assumed based on employee age) and years of service to CSU are weak drivers of pay, which provides evidence of wage stagnation. There is not a meaningful difference in pay between more and less experienced faculty, all things being equal. The modest differences in pay between campuses do not reflect the large geographic differentials for these locations. Different disciplines can also impact pay, and this is especially evident for tenure-track faculty.

7. Findings and Opportunities

Compensation and Total Rewards Strategy

Mercer recommends:

- Align base pay of faculty to the market based on classification, discipline, and location. This approach more closely aligns to the external market, as demonstrated by our analysis, and recognizes the significance of these factors in the marketplace.

- Deliver competitive annual pay increases and annual structure movements. Complete annual market reviews to ensure appropriate pay alignment for specific positions or disciplines in the marketplace.

- Revisit the total rewards strategy and understand how the current competitive offerings align with existing and potential employee needs as well as the financial and strategic needs of the CSU System.

  A sound compensation strategy ensures that compensation investments have the greatest impact. With finite resources to spend on compensation, institutions need to invest these resources in a way that makes sense for the institution and drives future success. Costly misalignments can occur if compensation strategy does not align with business needs and market practices.

The total rewards review should include a holistic review of reward elements (compensation, benefits, careers, work-life) to understand:

- the value of each of these components to current and future employees and the ability of CSU to alter offerings to make the best use of limited CSU financial resources and administrative capacity

- desired level of consistency/differentiation across campuses (e.g., competitive peer groups, cost of salary differentials)

Salary Guidelines and Pay Structure

Mercer recommends:

- Localized pay ranges based on cost of salaries. This would allow pay to reflect local differences in the cost of salaries in the campuses located across the state
- Pay structures and/or pay processes that recognize pay differences based on discipline for instructional faculty.
- Clear and consistent guidelines for the initial placement of pay within a range, pay advancement within a range, and promotion awards. This should include updated job classification specifications and clear guidance on change in rank or title promotions and should significantly reduce the risk of pay stagnation.

Equitable and Predictable Pay

Mercer recommends that:

- CSU commit to annual budget allocations comparable with the competitive market to ensure competitiveness of CSU pay structures and pay
- CSU allocate a separate amount in the budget for merit to recognize and encourage excellence. However, for CSU to make the best use of the dedicated dollars, CSU will first need to strengthen the performance evaluation process to ensure robust and fair evaluations. To do this CSU will need to review the process, guidelines, and training provided to faculty managers. Regular salary increases are critical to:
    - Attracting and retaining qualified talent to support the CSU's mission today and into the future.
    - Recognizing length of time in the position and professional growth over time; and
    - Recognizing employees' commitment to public service, contributions, and accomplishments.

Communication and Training

Mercer recommends:

- Organizing the faculty data consistently across the system. Each Instructional tenure-track faculty should be assigned a CIP code or CIP codes if working across multiple disciplines. CIP code data should be maintained as part of the recordkeeping within the HRIS system. This will enable campuses to consistently assess the classification of and external market for faculty regardless of location. It will also enable leadership to have reliable dashboards and reporting. Consistent guidance with salary placement for new hires and at the time of promotion is critical to maintaining equitable pay relationships.
- Maintaining and providing regular communications and faculty dashboards and updates regarding pay and benefit programs. Stakeholder focus groups revealed that many faculty do not know whether the benefit and pay programs at CSU are competitive to peers.
- Regular training on classification programs and the appropriate administration of pay for managers.

Appendix A: Faculty Compensation Study Workgroup Team Members

Workgroup: Developing the scope of work that will provide the direction and requirements necessary to complete a viable and effective faculty salary study.

Project Manager: Al Liddicoat, VP University Personnel and CHRO, Cal Poly San Luis Obispo

Team Members:

Sylvia Alva	Executive Vice Chancellor, Academic and Student Affairs
Jason Conwell	California Faculty Association Representation Specialist
Jean Firstenberg	Trustee
Steven Filling	Faculty and California Faculty Association member
Carl Fisher	Senior Director Academic Labor Relations
Leora Freedman	Acting Vice Chancellor for Human Resources
Lety Hernandez-Landeros	Senior Director, System-wide General Employment Services and Policy Administration
Gene Howard	Assistant Director, Payroll/Benefits and Data Operations
Karin Jenkins	Classification and Compensation Programs Administrator
Beth Ryan	Interim Associate Vice Chancellor, Human Resources
Maria Linares	Student Trustee
Romey Sabalius	Faculty Trustee

Appendix B: Glossary

The following terms are used in this document and are defined as shown below (listed in alphabetic order).

Term	Definition
Aging Data	The practice of increasing market survey data by a percentage assumed to be representative of wage movement to bring the data to a consistent point in time.
Base Pay Range	Base Pay Ranges include a minimum and maximum within which base pay should fall. Typically is designed to align with the external competitive market.
Benchmark vs. Non-Benchmark Job	Benchmarked - A job whose major responsibilities and requirements are commonly found in the market. These jobs are typically included in salary surveys and have reliable market data that is readily available year after year. Non-Benchmarked - A job that is not commonly found in the market and that is not found in salary surveys, generally because these jobs have been tailored to meet specific needs of CSU or a department.
Benefit Value Analysis	Assessment of the competitiveness of an organization's benefit package, compared to peer organizations. It provides a pay neutral comparison of the organization's benefits value to peers removing factors such as claims experience and negotiating power than can affect the cost of benefit plans.
Comparison Institutions	Institutions (aka, "peers") for benchmarking faculty pay to gauge alignment with external practices. Comparison institutions may differ between administration, faculty and staff groups and may differ by campus or function.
Compensation Program	The program that provides a framework for managing compensation at CSU. The program consists of a compensation philosophy, benchmarking methodology, a pay structure, and guidelines for managing pay.
Compensation Positioning	Targets for the compensation ranges (e.g., median).
Compression	The narrowing of pay between less and more tenured employees.
Cost of Living	Cost of a basket of goods and services.
Cost of Salary	How wage rates within a particular geographic area (e.g., city) compare to other areas. Wage rates are typically influenced by the supply of labor, labor laws and sometimes cost of living.

Job Description Title vs. Working Title	Job Description Title - A specific title that describes the job's roles and responsibilities. Working Title - A title that refers to a specific department where an employee is working or a specified type of work and is used in job postings, employees' signature line, business cards, etc.
Median	The median is the central number of a data set. To determine the median, arrange data values from lowest to highest value. The median is the data value in the middle of the set. If there are 2 data values in the middle, the median is the average of those 2 values.
Midpoint	The salary midpoint is the middle point of a salary range's minimum and maximum.
Multiple Regression	Multiple regression is a statistical technique in which the variability in a dependent variable (e.g., pay) explained by multiple independent variables (e.g., experience, role, etc.).
Pay Grade & Range	A pay grade is assigned based on the job role and the market value of benchmark jobs. Each pay grade is associated with a pay range designed to accommodate a wide variety of skill, education, and experience levels in comparison to job classification requirements.
Position Start Date	Reflects an employee's tenure in their current job.
Wage Stagnation	A lack of growth in wages over time.

Appendix C: Stakeholder Focus Group Questions

Instructional and Non-Instructional Faculty

1. What do you like most about working at the CSU? In other words, why do you continue working here?
2. Please rate your satisfaction with your position at the CSU at the present time.
3. How satisfied are you with your base pay (excluding summer / intersession courses or stipends)?
4. How does the CSU's base pay compare to similar higher education institutions?
5. Does your CSU salary enable you to live near campus?
6. I believe my salary is commensurate with my level of education and work experience.
7. Should the CSU use some of the compensation pool to fund annual service salary increases or other forms of step-increases?
8. Should the CSU use some of the compensation pool to fund merit pay (i.e., higher pay for exceptional performance)?
9. In what ways should the CSU improve pay equity (e.g., salary step structure, salary placement rules and policies)?
10. Is there anything you would like to add about compensation?
11. Are you eligible to receive health benefits through the CSU?
12. Are you a member of the CalPERS retirement program?
13. How satisfied are you with your total benefits package?
14. How satisfied are you with your health benefits?
15. How satisfied are you with your retirement benefits?
16. How do the CSU's health benefits compare to similar higher education institutions?
17. How do the CSU's retirement benefits compare to similar higher education institutions?
18. Is there anything you would like to add about CSU's benefits or benefits administration?
19. I am paid fairly for the work that I do.
20. My career goals can be met at the CSU.
21. My talent, experience, and contributions are recognized and valued at the CSU.
22. I would recommend the CSU as a place to work.
23. In my opinion, the CSU is an employer of choice.
24. The CSU does a good job of attracting and retaining top talent Faculty
25. If I had an unexpected expense of $500, I have the resources to meet it.
26. In what way could your unique talent, experience, and contributions be better recognized here?
27. What could the CSU do to better meet Faculty needs?
28. What initially attracted you to the CSU?
29. Are your colleagues leaving the CSU for higher compensation elsewhere?
30. Are you considering leaving the CSU in the next 12 months?
31. If you are considering leaving, what might change your mind?
32. Is there one thing we didn't ask, that you would like to share?

Academic Administration (Provosts, Deans, and AVPs)

1. I believe Faculty employees at my campus are paid fairly compared to others holding similar positions within the CSU.
2. I believe Faculty under my leadership are paid equitably compared to others in the same discipline within the CSU.
3. If you disagreed with the previous statement, please elaborate.
4. How does the CSU's Faculty base pay compare to similar higher education institutions?
5. The current salaries provide a sustainable financial situation for CSU Faculty employees.
6. Should the CSU use some of the allocated system-wide Faculty compensation pool to fund annual service salary increases (SSI)?
7. Should the CSU use some of the allocated system-wide Faculty compensation pool to fund annual post-promotion increases (PPI) for Faculty members at the top of their rank / range who have exhausted their SSI eligibility?
8. In your opinion, in what other ways should the CSU recognize years of service of Faculty employees?
9. Should the CSU use some of the faculty compensation pool to fund merit pay (i.e., higher pay for exceptional performance)?
10. What does the term "pay equity" mean to you?
11. In your opinion, in what ways could the CSU improve Faculty pay equity?
12. The CSU's total benefits package for Faculty is attractive compared to similar higher education institutions.
13. The CSU's health benefits for Faculty are competitive with similar higher education institutions.
14. The CSU's retirement benefits for Faculty are competitive with similar higher education institutions.
15. The CSU's total benefits package for Faculty is helpful in recruiting and retaining quality talent to the CSU.
16. In your opinion, in what ways should the CSU improve the total benefits package for Faculty?
17. The faculty are paid fairly for the work that they do.
18. Faculty career goals can be met at the CSU.
19. Faculty talent, experience, and contributions are recognized and valued at the CSU.
20. I would recommend the CSU as a place where Faculty can thrive and achieve their career goals.
21. In my opinion, the CSU is an employer of choice for Faculty.
22. The CSU does a good job of attracting and retaining top Faculty talent.
23. CSU provides the tools and resources necessary to retain the best Faculty performers and key talent.
24. If agree, what tools are helpful to retain the best Faculty performers and key talent.
25. If disagree, what tools would be helpful to retain the best Faculty performers and key talent?
26. In what ways could CSU better recognize unique talent, experience, and contributions of Faculty employees?
27. What could the CSU do to better meet Faculty needs?
28. Tenure-track Faculty employees on my team are leaving the CSU for higher compensation elsewhere.
29. Faculty (other than tenure-track) employees on my team are leaving the CSU for higher compensation elsewhere.
30. What are the reasons your faculty employees are leaving the CSU?
31. Is there one thing we didn't ask, that you would like to share?

Appendix D: Base Pay Market Peers

Instructional Faculty Peer Universities

Albany State University (Albany, GA)
Angelo State University (San Angelo, TX)
Augusta University (Augusta, GA)
Bloomsburg University of Pennsylvania
Boise State University (Boise, ID)
Bowie State University (Bowie, MD)
Central Connecticut State University (New Britain)
Clayton State University (Morrow, GA)
Columbus State University (Columbus, GA)
East Stroudsburg University of Pennsylvania Fayetteville State University (Fayetteville, NC)
Florida Gulf Coast University (Fort Myers, FL)
Florida International University (Miami, FL)
Frostburg State University (Frostburg, MD)
Georgia State University (Atlanta, GA)
Illinois State University (Normal, IL)
Indiana University South Bend (South Bend, IN)
Indiana University Southeast (New Albany, IN)
James Madison University (Harrisonburg, VA)
Kent State University Main Campus (Kent, OH)
Lamar University (Beaumont, TX)
Louisiana State University Shreveport
McNeese State University (Lake Charles, LA)
Metropolitan State University (Saint Paul, MN)
Metropolitan State University of Denver
Millersville University of Pennsylvania (Millersville)
Minnesota State University, Mankato (Mankato)
Minnesota State University Moorhead (Moorhead)
Missouri State University (Springfield, MO)
Montana State University - Billings (Billings, MT)
Nicholls State University (Thibodaux, LA)
North Carolina Central University (Durham, NC)
Northern Arizona University (Flagstaff, AZ)
Portland State University (Portland, OR)
Purdue University Fort Wayne (Fort Wayne, IN)
Purdue University Northwest - North Central (Westville, IN)
Ramapo College of New Jersey (Mahwah, NJ)
Rhode Island College (Providence, RI)
Salisbury University (Salisbury, MD)
Southern Connecticut State University (New Haven, CT)
Southern Illinois University Edwardsville
Southern University at New Orleans (LA)
State University of New York at New Paltz
Texas A & M International University (Laredo, TX)
Texas A & M University - Corpus Christi
The University of Texas at Arlington
Towson University (Baltimore, MD)
University of Alaska Anchorage (Anchorage, AK)
University of Baltimore (Baltimore, MD)
University of Houston - Clear Lake (Houston, TX)
University of Houston - Downtown (Houston, TX)
University of Houston - Victoria (Victoria, TX)
University of Illinois at Springfield (Springfield, IL)
University of Louisiana at Monroe (Monroe, LA)
University of Maryland Baltimore County
University of Maryland University College (Adelphi)
University of Michigan-Dearborn (Dearborn, MI)
University of Michigan-Flint (Flint, MI)
University of Minnesota Duluth
University of North Carolina at Charlotte
University of Northern Iowa (Cedar Falls, IA)
University of North Florida (Jacksonville)
University of North Texas at Dallas
University of Southern Maine (Portland, ME)
University of Tennessee at Chattanooga
University of Texas at El Paso
University of Texas at Tyler
University of Washington-Bothell Campus
University of Washington - Tacoma
University of West Florida (Pensacola)
University of Wisconsin-Eau Claire
University of Wisconsin-Green Bay
University of Wisconsin-La Crosse
University of Wisconsin-Milwaukee
University of Wisconsin-Oshkosh
Valdosta State University (Valdosta, GA)
Wayne State University (Detroit, MI)
Weber State University (Ogden, UT)
West Chester University of Pennsylvania Western Carolina University (Cullowhee, NC)
Western Connecticut State University (Danbury, CT)
Winston-Salem State University (Winston-Salem, NC

Athletic Coaches – Division I

Abilene Christian University (Abilene, TX)
Alabama A & M University (Normal, AL)
Alabama State University (Montgomery, AL)
Alcorn State University (Alcorn State, MS)
American University (Washington, DC)
Appalachian State University (Boone, NC)
Arizona State University (Tempe, AZ)
Arkansas State University-Jonesboro (State University, AR)
Auburn University (Auburn, AL)
Austin Peay State University (Clarksville, TN)
Ball State University (Muncie, IN)
Barnard College (New York, NY)
Baylor University (Waco, TX)
Bellarmine University (Louisville, KY)
Belmont University (Nashville, TN)
Bethune Cookman University (Daytona Beach, FL)
Boise State University (Boise, ID)
Boston College (Chestnut Hill, MA)
Boston University (Boston, MA)
Bowling Green State University (Bowling Green, OH)
Bradley University (Peoria, IL)
Brigham Young University (Provo, UT)
Brown University (Providence, RI)
Bryant University (Smithfield, RI)
Bucknell University (Lewisburg, PA)
Butler University (Indianapolis, IN)
California Baptist University (Riverside, CA)
Campbell University (Buies Creek, NC)
Canisius College (Buffalo, NY)
Central Connecticut State University (New Britain, CT)
Central Michigan University (Mount Pleasant, MI)
Charleston Southern University (Charleston, SC)
Chicago State University (Chicago, IL)
Clemson University (Clemson, SC)
Cleveland State University (Cleveland, OH)
Coastal Carolina University (Conway, SC)
Colgate University (Hamilton, NY)
College of Charleston (Charleston, SC)
College of William & Mary (Williamsburg, VA)
College of the Holy Cross (Worcester, MA)
Colorado State University (Fort Collins, CO)
Coppin State University (Baltimore, MD)
Cornell University (Ithaca, NY)
Creighton University (Omaha, NE)
Dartmouth College (Hanover, NH)
Davidson College (Davidson, NC)
DePaul University (Chicago, IL)
Delaware State University (Dover, DE)
Drake University (Des Moines, IA)
Drexel University (Philadelphia, PA)
Duke University (Durham, NC)
Duquesne University (Pittsburgh, PA)
East Carolina University (Greenville, NC)
East Tennessee State University (Johnson City, TN)
Eastern Illinois University (Charleston, IL)
Eastern Kentucky University (Richmond, KY)
Eastern Michigan University (Ypsilanti, MI)
Eastern Washington University (Cheney, WA)
Elon University (Elon, NC)
Fairfield University (Fairfield, CT)
Fairleigh Dickinson University (Teaneck, NJ)
Florida Agricultural and Mechanical University (Tallahassee, FL)
Florida Atlantic University (Boca Raton, FL)
Florida Gulf Coast University (Fort Myers, FL)
Florida International University (Miami, FL)
Florida State University (Tallahassee, FL)
Fordham University (Bronx, NY)
Furman University (Greenville, SC)
Gardner-Webb University (Boiling Springs, NC)
George Mason University (Fairfax, VA)
Georgetown University (Washington, DC)
Georgia Institute of Technology (Atlanta, GA)
Georgia Southern University (Statesboro, GA)
Georgia State University (Atlanta, GA)
Gonzaga University (Spokane, WA)
Grambling State University (Grambling, LA)
Grand Canyon University (Phoenix, AZ)
Hampton University (Hampton, VA)
Harvard University (Cambridge, MA)
High Point University (High Point, NC)
Hofstra University (Hempstead, NY)
Houston Baptist University (Houston, TX)
Howard University (Washington, DC)
Idaho State University (Pocatello, ID)
Illinois State University (Normal, IL)
Indiana State University (Terre Haute, IN)
Indiana University (Bloomington, IN)

Indiana University-Purdue University Indianapolis (Indianapolis, IN)
Iona University (New Rochelle, NY)
Iowa State University (Ames, IA)
Jackson State University (Jackson, MS)
Jacksonville State University (Jacksonville, AL)
Jacksonville University (Jacksonville, FL)
James Madison University (Harrisonburg, VA)
Kansas State University (Manhattan, KS)
Kennesaw State University (Kennesaw, GA)
Kent State University Main Campus (Kent, OH)
La Salle University (Philadelphia, PA)
Lafayette College (Easton, PA)
Lamar University (Beaumont, TX)
Lehigh University (Bethlehem, PA)
Liberty University (Lynchburg, VA)
Lipscomb University (Nashville, TN)
Long Island University (Brookville, NY)
Longwood University (Farmville, VA)
Louisiana State University and Agricultural and Mechanical College - Baton Rouge (Baton Rouge, LA)
Louisiana Tech University (Ruston, LA)
Loyola Marymount University (Los Angeles, CA)
Loyola University Chicago (Chicago, IL)
Loyola University Maryland (Baltimore, MD)
Manhattan College (Bronx, NY)
Marist College (Poughkeepsie, NY)
Marquette University (Milwaukee, WI)
Marshall University (Huntington, WV)
McNeese State University (Lake Charles, LA)
Mercer University (Macon, GA)
Merrimack College (North Andover, MA)
Miami University (Oxford, OH)
Michigan State University (East Lansing, MI)
Middle Tennessee State University (Murfreesboro, TN)
Mississippi State University (Mississippi State, MS)
Mississippi Valley State University (Itta Bena, MS)
Missouri State University (Springfield, MO)
Monmouth University (West Long Branch, NJ)
Montana State University (Bozeman, MT)
Morehead State University (Morehead, KY)
Morgan State University (Baltimore, MD)
Mount St. Mary's University (Emmitsburg, MD)
Murray State University (Murray, KY)
New Jersey Institute of Technology (Newark, NJ)
New Mexico State University Main Campus (Las Cruces, NM)
Niagara University (Niagara University, NY)
Nicholls State University (Thibodaux, LA)
Norfolk State University (Norfolk, VA)
North Carolina Agricultural and Technical State U (Greensboro, NC)
North Carolina Central University (Durham, NC)
North Carolina State University (Raleigh, NC)
North Dakota State University Main Campus (Fargo, ND)
Northeastern University (Boston, MA)
Northern Arizona University (Flagstaff, AZ)
Northern Illinois University (De Kalb, IL)
Northern Kentucky University (Highland Heights, KY)
Northwestern State University (Natchitoches, LA)
Northwestern University (Evanston, IL)
Oakland University (Rochester, MI)
Ohio University (Athens, OH)
Oklahoma State University (Stillwater, OK)
Old Dominion University (Norfolk, VA)
Oral Roberts University (Tulsa, OK)
Oregon State University (Corvallis, OR)
Pennsylvania State University (University Park, PA)
Pepperdine University (Malibu, CA)
Portland State University (Portland, OR)
Prairie View A & M University (Prairie View, TX)
Presbyterian College (Clinton, SC)
Princeton University (Princeton, NJ)
Providence College (Providence, RI)
Purdue University Fort Wayne (Fort Wayne, IN)
Purdue University Main Campus (West Lafayette, IN)
Quinnipiac University (Hamden, CT)
Radford University (Radford, VA)
Rice University (Houston, TX)
Rider University (Lawrenceville, NJ)
Robert Morris University (Moon Township, PA)
Rutgers the State University of New Jersey New Brunswick Campus (New Brunswick, NJ)
Sacred Heart University (Fairfield, CT)
Saint Francis University (Loretto, PA)
Saint Joseph's University (Philadelphia, PA)
Saint Louis University (Saint Louis, MO)
Saint Mary's College of California (Moraga, CA)
Saint Peter's University (Jersey City, NJ)
Sam Houston State University (Huntsville, TX)
Samford University (Birmingham, AL)
Santa Clara University (Santa Clara, CA)
Seattle University (Seattle, WA)

Seton Hall University (South Orange, NJ)
Siena College (Loudonville, NY)
South Carolina State University (Orangeburg, SC)
South Dakota State University (Brookings, SD)
Southeast Missouri State University (Cape Girardeau, MO)
Southeastern Louisiana University (Hammond, LA)
Southern Illinois University Carbondale (Carbondale, IL)
Southern Illinois University Edwardsville (Edwardsville, IL)
Southern Methodist University (Dallas, TX)
Southern University - Baton Rouge (Baton Rouge, LA)
Southern Utah University (Cedar City, UT)
St. Bonaventure University (St. Bonaventure, NY)
St. Francis College (Brooklyn, NY)
St. John's University (Queens, NY)
Stanford University (Palo Alto, CA)
State University of New York At Albany (Albany, NY)
State University of New York at Binghamton (Binghamton, NY)
Stephen F. Austin State University (Nacogdoches, TX)
Stetson University (DeLand, FL)
Stony Brook University (Stony Brook, NY)
Syracuse University (Syracuse, NY)
Tarleton State University (Stephenville, TX)
Temple University (Phila., PA)
Tennessee State University (Nashville, TN)
Tennessee Technological University (Cookeville, TN)
Texas A & M University (College Station, TX)
Texas A & M University - Corpus Christi (Corpus Christi, TX)
Texas Christian University (Fort Worth, TX)
Texas Southern University (Houston, TX)
Texas State University (San Marcos, TX)
Texas Tech University (Lubbock, TX)
The Citadel, the Military College of South Carolina (Charleston, SC)
The George Washington University (Washington, DC)
The Ohio State University (Columbus, OH)
The University of Akron, Main Campus (Akron, OH)
The University of Alabama (Tuscaloosa, AL)
The University of Arizona (Tucson, AZ)
The University of Memphis (Memphis, TN)
The University of South Dakota (Vermillion, SD)
The University of Texas Rio Grande Valley (Edinburg, TX)
The University of Texas at Arlington (Arlington, TX)
The University of Utah (Salt Lake City, UT)
Towson University (Baltimore, MD)
Troy University (Troy, AL)
Tulane University (New Orleans, LA)
United States Air Force Academy (USAF Academy, CO)
United States Military Academy (West Point, NY)
United States Naval Academy (Annapolis, MD)
University At Buffalo, State University of New York (Buffalo, NY)
University of Alabama at Birmingham (Birmingham, AL)
University of Arkansas Main Campus (Fayetteville, AR)
University of Arkansas at Little Rock (Little Rock, AR)
University of Arkansas at Pine Bluff (Pine Bluff, AR)
University of California-Berkeley (Berkeley, CA)
University of California-Davis (Davis, CA)
University of California-Irvine (Irvine, CA)
University of California-Los Angeles (Los Angeles, CA)
University of California-Riverside (Riverside, CA)
University of California-San Diego (La Jolla, CA)
University of California-Santa Barbara (Santa Barbara, CA)
University of Central Arkansas (Conway, AR)
University of Central Florida (Orlando, FL)
University of Cincinnati Main Campus (Cincinnati, OH)
University of Colorado Boulder (Boulder, CO)
University of Connecticut (Storrs, CT)
University of Dayton (Dayton, OH)
University of Delaware (Newark, DE)
University of Denver (Denver, CO)
University of Detroit Mercy (Detroit, MI)
University of Evansville (Evansville, IN)
University of Florida (Gainesville, FL)
University of Georgia (Athens, GA)
University of Hartford (West Hartford, CT)
University of Hawaii at Manoa (Honolulu, HI)
University of Houston (Houston, TX)
University of Idaho (Moscow, ID)
University of Illinois at Chicago (Chicago, IL)
University of Illinois at Urbana-Champaign (Champaign, IL)
University of Iowa (Iowa City, IA)
University of Kansas Main Campus (Lawrence, KS)
University of Kentucky (Lexington, KY)
University of Louisiana at Lafayette (Lafayette, LA)
University of Louisiana at Monroe (Monroe, LA)
University of Louisville (Louisville, KY)
University of Maine (Orono, ME)
University of Maryland Baltimore County (Baltimore, MD)
University of Maryland College Park (College Park, MD)
University of Maryland Eastern Shore (Princess Anne, MD)
University of Massachusetts (Amherst, MA)
University of Massachusetts Lowell (Lowell, MA)

University of Miami (Coral Gables, FL)
University of Michigan-Ann Arbor (Ann Arbor, MI)
University of Minnesota-Twin Cities (Minneapolis, MN)
University of Mississippi (University, MS)
University of Missouri - Columbia (Columbia, MO)
University of Missouri - Kansas City (Kansas City, MO)
University of Montana - Missoula (Missoula, MT)
University of Nebraska - Lincoln (Lincoln, NE)
University of Nebraska at Omaha (Omaha, NE)
University of Nevada, Las Vegas (Las Vegas, NV)
University of Nevada, Reno (Reno, NV)
University of New Hampshire (Durham, NH)
University of New Mexico Main Campus (Albuquerque, NM)
University of New Orleans (New Orleans, LA)
University of North Alabama (Florence, AL)
University of North Carolina Wilmington (Wilmington, NC)
University of North Carolina at Asheville (Asheville, NC)
University of North Carolina at Chapel Hill (Chapel Hill, NC)
University of North Carolina at Charlotte (Charlotte, NC)
University of North Carolina at Greensboro (Greensboro, NC)
University of North Dakota (Grand Forks, ND)
University of North Florida (Jacksonville, FL)
University of North Texas Denton Campus (Denton, TX)
University of Northern Colorado (Greeley, CO)
University of Northern Iowa (Cedar Falls, IA)
University of Notre Dame (Notre Dame, IN)
University of Oklahoma Norman Campus (Norman, OK)
University of Oregon (Eugene, OR)
University of Pennsylvania (Philadelphia, PA)
University of Pittsburgh (Pittsburgh, PA)
University of Portland (Portland, OR)
University of Rhode Island (Kingston, RI)
University of Richmond (Richmond, VA)
University of Saint Thomas (Saint Paul, MN)
University of San Francisco (San Francisco, CA)
University of South Alabama (Mobile, AL)
University of South Carolina Columbia (Columbia, SC)
University of South Carolina Upstate (Spartanburg, SC)
University of South Florida (Tampa, FL)
University of Southern California (Los Angeles, CA)
University of Southern Mississippi (Hattiesburg, MS)
University of Tennessee at Chattanooga (Chattanooga, TN)
University of Tennessee at Martin (Martin, TN)
University of Tennessee, Knoxville (Knoxville, TN)
University of Texas at Austin (Austin, TX)
University of Texas at El Paso (El Paso, TX)
University of Texas at San Antonio (San Antonio, TX)
University of Toledo (Toledo, OH)
University of Tulsa (Tulsa, OK)
University of Vermont (Burlington, VT)
University of Virginia (Charlottesville, VA)
University of Washington (Seattle, WA)
University of Wisconsin-Green Bay (Green Bay, WI)
University of Wisconsin-Madison (Madison, WI)
University of Wisconsin-Milwaukee (Milwaukee, WI)
University of Wyoming (Laramie, WY)
University of the Incarnate Word (San Antonio, TX)
University of the Pacific (Stockton, CA)
Utah State University (Logan, UT)
Utah Tech University (Saint George, UT)
Utah Valley University (Orem, UT)
Valparaiso University (Valparaiso, IN)
Vanderbilt University (Nashville, TN)
Villanova University (Villanova, PA)
Virginia Commonwealth University (Richmond, VA)
Virginia Military Institute (Lexington, VA)
Virginia Tech (Blacksburg, VA)
Wagner College (Staten Island, NY)
Wake Forest University (Winston-Salem, NC)
Washington State University (Pullman, WA)
Weber State University (Ogden, UT)
West Virginia University (Morgantown, WV)
Western Carolina University (Cullowhee, NC)
Western Illinois University (Macomb, IL)
Western Kentucky University (Bowling Green, KY)
Western Michigan University (Kalamazoo, MI)
Wichita State University (Wichita, KS)
Winthrop University (Rock Hill, SC)
Wofford College (Spartanburg, SC)
Wright State University Main Campus (Dayton, OH)
Xavier University (Cincinnati, OH)
Yale University (New Haven, CT)
Youngstown State University (Youngstown, OH)
Western Kentucky University (Bowling Green, KY)
Western Michigan University (Kalamazoo, MI)
West Virginia University (Morgantown, WV)
Wichita State University (Wichita, KS)
Winthrop University (Rock Hill, SC)
Wofford College (Spartanburg, SC)
Wright State University Main Campus (Dayton, OH)

Xavier University (Cincinnati, OH)
Yale University (New Haven, CT)
Youngstown State University (Youngstown, OH)

Athletic Coaches- Division II

Academy of Art College (San Francisco, CA)
Adams State University (Alamosa, CO)
Adelphi University (Garden City, NY)
Albany State University (Albany, GA)
Alderson Broaddus College (Philippi, WV)
Allen University (Columbia, SC)
American International College (Springfield, MA)
Anderson University (Anderson, SC)
Angelo State University (San Angelo, TX)
Arkansas Tech University (Russellville, AR)
Ashland University (Ashland, OH)
Assumption University (Worcester, MA)
Auburn University at Montgomery (Montgomery, AL)
Augusta University (Augusta, GA)
Augustana University (Sioux Falls, SD)
Azusa Pacific University (Azusa, CA)
Barry University (Miami Shores, FL)
Barton College (Wilson, NC)
Bellarmine University (Louisville, KY)
Belmont Abbey College (Belmont, NC)
Bemidji State University (Bemidji, MN)
Benedict College (Columbia, SC)
Bentley University (Waltham, MA)
Biola University (La Mirada, CA)
Black Hills State University (Spearfish, SD)
Bloomfield College (Bloomfield, NJ)
Bluefield State University (Bluefield, WV)
Bowie State University (Bowie, MD)
Caldwell University (Caldwell, NJ)
California Baptist University (Riverside, CA)
Cameron University (Lawton, OK)
Carson-Newman University (Jefferson City, TN)
Catawba College (Salisbury, NC)
Cedarville University (Cedarville, OH)
Central State University (Wilberforce, OH)
Central Washington University (Ellensburg, WA)
Chadron State College (Chadron, NE)
Chaminade University of Honolulu (Honolulu, HI)
Chestnut Hill College (Philadelphia, PA)
Chowan University (Murfreesboro, NC)
Christian Brothers University (Memphis, TN)
City College at Montana State University Billings (Billings, MT)
City University of New York College of Staten Island (Staten Island, NY)
City University of New York Queens College (Flushing, NY)
Claflin University (Orangeburg, SC)
Clark Atlanta University (Atlanta, GA)
Clayton State University (Morrow, GA)
Coker University (Hartsville, SC)
Colorado Christian University (Lakewood, CO)
Colorado Mesa University (Grand Junction, CO)
Colorado School of Mines (Golden, CO)
Colorado State University-Pueblo (Pueblo, CO)
Columbus State University (Columbus, GA)
Commonwealth University (Bloomsburg, PA)
Concord University (Athens, WV)
Concordia University (Irvine, CA)
Concordia University, St. Paul (Saint Paul, MN)
Converse College (Spartanburg, SC)
D'Youville College (Buffalo, NY)
Daemen College (Amherst, NY)
Dallas Baptist University (Dallas, TX)
Davenport University (Grand Rapids, MI)
Davis & Elkins College (Elkins, WV)
Delta State University (Cleveland, MS)
Dominican University New York (Orangeburg, NY)
Dominican University of California (San Rafael, CA)
Drury University (Springfield, MO)
East Central University (Ada, OK)
East Stroudsburg University of Pennsylvania (East Stroudsburg, PA)
Eastern New Mexico University Main Campus (Portales, NM)
Eckerd College (St. Petersburg, FL)
Edward Waters College (Jacksonville, FL)
Elizabeth City State University (Elizabeth City, NC)
Embry-Riddle Aeronautical University (Daytona Beach, FL)
Emmanuel College (Franklin Springs, GA)
Emory & Henry College (Emory, VA)
Emporia State University (Emporia, KS)
Erskine College (Due West, SC)
Fairmont State University (Fairmont, WV)
Fayetteville State University (Fayetteville, NC)
Felician University (Lodi, NJ)

Ferris State University (Big Rapids, MI)
Flagler College (Saint Augustine, FL)
Florida Institute of Technology (Melbourne, FL)
Florida Southern College (Lakeland, FL)
Fort Hays State University (Hays, KS)
Fort Lewis College (Durango, CO)
Fort Valley State University (Fort Valley, GA)
Francis Marion University (Florence, SC)
Franklin Pierce University (Rindge, NH)
Fresno Pacific University (Fresno, CA)
Frostburg State University (Frostburg, MD)
Gannon University (Erie, PA)
Georgia College & State University (Milledgeville, GA)
Georgia Southwestern State University (Americus, GA)
Georgian Court University (Lakewood, NJ)
Glenville State University (Glenville, WV)
Goldey-Beacom College (Wilmington, DE)
Grand Valley State University (Allendale, MI)
Harding University Main Campus (Searcy, AR)
Hawaii Pacific University (Honolulu, HI)
Henderson State University (Arkadelphia, AR)
Hillsdale College (Hillsdale, MI)
Holy Family University (Philadelphia, PA)
Holy Names University (Oakland, CA)
Indiana University of Pennsylvania (Indiana, PA)
Johnson C. Smith University (Charlotte, NC)
Kentucky State University (Frankfort, KY)
Kentucky Wesleyan College (Owensboro, KY)
King University (Bristol, TN)
Kutztown University of Pennsylvania (Kutztown, PA)
Lake Erie College (Painesville, OH)
Lake Superior State University (Sault Sainte Marie, MI)
Lander University (Greenwood, SC)
Lane College (Jackson, TN)
Le Moyne College (Syracuse, NY)
LeMoyne-Owen College (Memphis, TN)
Lee University (Cleveland, TN)
Lees-McRae College (Banner Elk, NC)
Lenoir-Rhyne University (Hickory, NC)
Lewis University (Romeoville, IL)
Limestone University (Gaffney, SC)
Lincoln Memorial University (Harrogate, TN)
Lincoln University (Jefferson City, MO)
Lincoln University (Lincoln University, PA)
Lindenwood University (Saint Charles, MO)
Livingstone College (Salisbury, NC)
Lock Haven University of Pennsylvania (Lock Haven, PA)
Lubbock Christian University (Lubbock, TX)
Lynn University (Boca Raton, FL)
Malone University (Canton, OH)
Mansfield University of Pennsylvania (Mansfield, PA)
Mars Hill University (Mars Hill, NC)
Maryville University of Saint Louis (Saint Louis, MO)
McKendree University (Lebanon, IL)
Mercy College (Dobbs Ferry, NY)
Mercyhurst University (Erie, PA)
Merrimack College (North Andover, MA)
Metropolitan State University of Denver (Denver, CO)
Michigan Technological University (Houghton, MI)
Midwestern State University (Wichita Falls, TX)
Miles College (Birmingham, AL)
Millersville University of Pennsylvania (Millersville, PA)
Minnesota State University Moorhead (Moorhead, MN)
Minnesota State University, Mankato (Mankato, MN)
Minot State University (Minot, ND)
Mississippi College (Clinton, MS)
Missouri Southern State University (Joplin, MO)
Missouri University of Science & Technology (Rolla, MO)
Missouri Western State University (Saint Joseph, MO)
Molloy College (Rockville Centre, NY)
Morehouse College (Atlanta, GA)
New Mexico Highlands University (Las Vegas, NM)
Newberry College (Newberry, SC)
Newman University (Wichita, KS)
North Greenville University (Tigerville, SC)
Northeastern State University (Tahlequah, OK)
Northern Michigan University (Marquette, MI)
Northern State University (Aberdeen, SD)
Northwest Missouri State University (Maryville, MO)
Northwest Nazarene University (Nampa, ID)
Northwestern Oklahoma State University (Alva, OK)
Northwood University (Midland, MI)
Notre Dame College (South Euclid, OH)
Nova Southeastern University (Fort Lauderdale, FL)
Nyack College (Nyack, NY)
Ohio Dominican University (Columbus, OH)
Oklahoma Baptist University (Shawnee, OK)
Oklahoma Christian University (Oklahoma City, OK)
Ouachita Baptist University (Arkadelphia, AR)
Pace University (New York, NY)

Palm Beach Atlantic University (West Palm Beach, FL)
Pennsylvania Western University (California, PA)
Pennsylvania Western University - Clarion (Clarion, PA)
Pennsylvania Western University - Edinboro (Edinboro, PA)
Pittsburg State University (Pittsburg, KS)
Point Loma Nazarene University (San Diego, CA)
Post University (Waterbury, CT)
Purdue University Northwest- Hammond (Hammond, IN)
Queens University of Charlotte (Charlotte, NC)
Quincy University (Quincy, IL)
Regis University (Denver, CO)
Roberts Wesleyan College (Rochester, NY)
Rockhurst University (Kansas City, MO)
Rogers State University (Claremore, OK)
Rollins College (Winter Park, FL)
Saginaw Valley State University (University Center, MI)
Saint Anselm College (Manchester, NH)
Saint Leo University (Saint Leo, FL)
Saint Martin's University (Lacey, WA)
Saint Michael's College (Colchester, VT)
Salem University (Salem, WV)
Savannah State University (Savannah, GA)
Seattle Pacific University (Seattle, WA)
Seton Hill University (Greensburg, PA)
Shaw University (Raleigh, NC)
Shepherd University (Shepherdstown, WV)
Shippensburg University of Pennsylvania (Shippensburg, PA)
Shorter University (Rome, GA)
Slippery Rock University of Pennsylvania (Slippery Rock, PA)
South Dakota School of Mines and Technology (Rapid City, SD)
Southeastern Oklahoma State University (Durant, OK)
Southern Arkansas University (Magnolia, AR)
Southern Connecticut State University (New Haven, CT)
Southern Nazarene University (Bethany, OK)
Southern New Hampshire University (Manchester, NH)
Southern Wesleyan University (Central, SC)
Southwest Baptist University (Bolivar, MO)
Southwest Minnesota State University (Marshall, MN)
Southwestern Oklahoma State University (Weatherford, OK)
Spring Hill College (Mobile, AL)
St. Augustine's College (Raleigh, NC)
St. Cloud State University (Saint Cloud, MN)
St. Edward's University (Austin, TX)
St. Mary's University (San Antonio, TX)
St. Thomas Aquinas College (Sparkill, NY)
Stonehill College (Easton, MA)
Tarleton State University (Stephenville, TX)
Texas A & M International University (Laredo, TX)
Texas A&M University - Commerce (Commerce, TX)
Texas A&M University - Kingsville (Kingsville, TX)
Texas Woman's University (Denton, TX)
The College of Saint Rose (Albany, NY)
The University of Findlay (Findlay, OH)
The University of Tampa (Tampa, FL)
The University of Virginia's College at Wise (Wise, VA)
Thomas Jefferson University (Philadelphia, PA)
Tiffin University (Tiffin, OH)
Trevecca Nazarene University (Nashville, TN)
Truman State University (Kirksville, MO)
Tusculum College (Greeneville, TN)
Tuskegee University (Tuskegee, AL)
Union University (Jackson, TN)
University of Alabama in Huntsville (Huntsville, AL)
University of Alaska Anchorage (Anchorage, AK)
University of Alaska Fairbanks (Fairbanks, AK)
University of Arkansas at Fort Smith (Fort Smith, AR)
University of Arkansas at Monticello (Monticello, AR)
University of Bridgeport (Bridgeport, CT)
University of California-San Diego (La Jolla, CA)
University of Central Missouri (Warrensburg, MO)
University of Central Oklahoma (Edmond, OK)
University of Charleston (Charleston, WV)
University of Colorado Colorado Springs (Colorado Springs, CO)
University of Hawaii at Hilo (Hilo, HI)
University of Illinois at Springfield (Springfield, IL)
University of Indianapolis (Indianapolis, IN)
University of Mary (Bismarck, ND)
University of Minnesota Duluth (Duluth, MN)
University of Minnesota-Crookston (Crookston, MN)
University of Missouri - Saint Louis (Saint Louis, MO)
University of Montevallo (Montevallo, AL)
University of Mount Olive (Mount Olive, NC)
University of Nebraska at Kearney (Kearney, NE)
University of New Haven (West Haven, CT)
University of North Alabama (Florence, AL)
University of North Carolina at Pembroke (Pembroke, NC)
University of North Georgia (Dahlonega, GA)
University of Pittsburgh at Johnstown (Johnstown, PA)
University of Puerto Rico-Bayamon University College (Bayamon, PR)

University of Puerto Rico-Mayaguez Campus (Mayaguez, PR)
University of Puerto Rico-Rio Piedras Campus (Rio Piedras, PR)
University of Sioux Falls (Sioux Falls, SD)
University of South Carolina Aiken (Aiken, SC)
University of Southern Indiana (Evansville, IN)
University of Texas at Tyler (Tyler, TX)
University of Texas of the Permian Basin (Odessa, TX)
University of West Alabama (Livingston, AL)
University of West Florida (Pensacola, FL)
University of West Georgia (Carrollton, GA)
University of Wisconsin-Parkside (Kenosha, WI)
University of the District of Columbia (Washington, DC)
University of the Sciences in Philadelphia (Philadelphia, PA)
Upper Iowa University (Fayette, IA)
Ursuline College (Cleveland, OH)
Utah Tech University (Saint George, UT)
Valdosta State University (Valdosta, GA)
Virginia State University (Virginia State Unive, VA)
Virginia Union University (Richmond, VA)
Walsh University (North Canton, OH)
Washburn University (Topeka, KS)
Wayne State College (Wayne, NE)
Wayne State University (Detroit, MI)
West Chester University of Pennsylvania (West Chester, PA)
West Liberty University (West Liberty, WV)
West Texas A & M University (Canyon, TX)
West Virginia State University (Institute, WV)
West Virginia Wesleyan College (Buckhannon, WV)
Western New Mexico University (Silver City, NM)
Western Oregon University (Monmouth, OR)
Western State Colorado University (Gunnison, CO)
Western Washington University (Bellingham, WA)
Westminster College (Salt Lake City, UT)
Wheeling Jesuit University (Wheeling, WV)
William Jewell College (Liberty, MO)
Wilmington University (New Castle, DE)
Wingate University (Wingate, NC)
Winona State University (Winona, MN)
Winston-Salem State University (Winston-Salem, NC)
Young Harris College (Young Harris, GA)
Westminster College (Salt Lake City, UT)
West Texas A & M University (Canyon, TX)
West Virginia State University (Institute, WV)
West Virginia Wesleyan College (Buckhannon, WV)
Wheeling Jesuit University (Wheeling, WV)
William Jewell College (Liberty, MO)
Wilmington University (New Castle, DE)
Wingate University (Wingate, NC)
Winona State University (Winona, MN)
Winston-Salem State University (Winston-Salem, NC)
Young Harris College (Young Harris, GA)

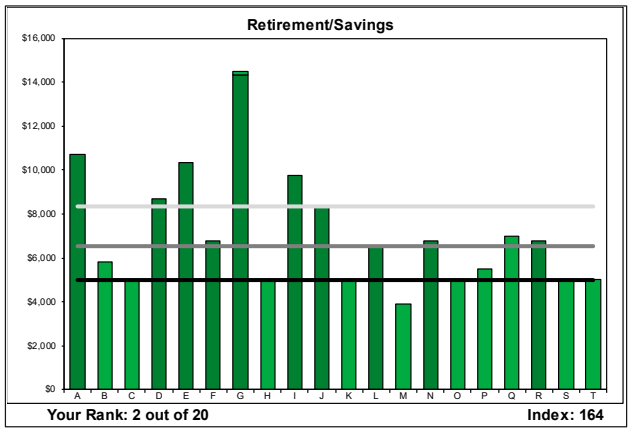
Appendix E: Faculty Benefit Peers

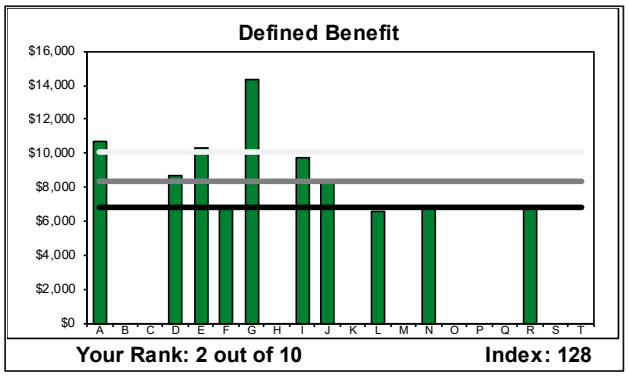
California State University (CSU) selected the following universities as peers for the benefits comparison:

- Central Michigan University
- Colorado State University
- Florida Atlantic University
- Florida International University
- Indiana University
- Michigan State University
- Oregon Health and Science University
- Pennsylvania State University
- Purdue University
- University of California
- University of Colorado at Boulder
- University of Florida
- University of Georgia, The
- University of Michigan
- University of Texas System, The
- University of Washington
- University of Wisconsin - Madison
- Wayne State University
- Western Michigan University

Appendix F: Faculty Benefit Market Details by Plan

Retirement Savings





Key Take Away

- California State University is positioned above the 75th percentile as a result of a rich final average Defined Benefit plan.

Legend

- 75th Percentile
- 50th Percentile
- 25th Percentile

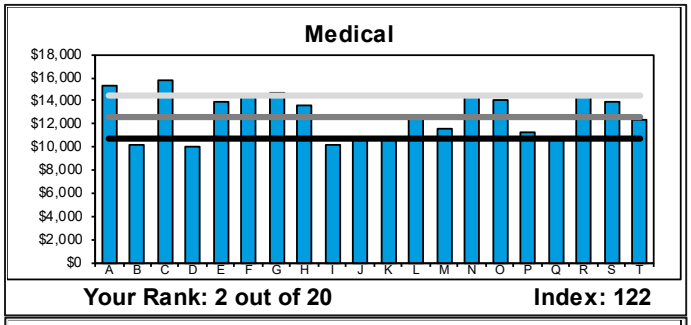
Peer Group Position

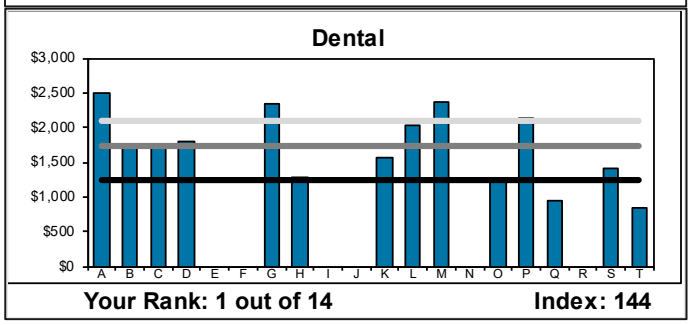
- California State University is above median as a result of providing a final average Defined Benefit plan.
- Ten universities, including CSU, provide a Defined Benefit plan. One of the peers that provides a Defined Benefit plan also includes a small employer contribution towards the Defined Contribution plan.
- Ten peers provide their Retirement Savings value through a Defined Contribution plan only.

General Market Commentary

- Over the past five years, the General Market study observed a 23% decrease in organizations offering active Defined Benefit Retirement Plans.
- As a result, more organizations provide funding through fixed or discretionary non-matching contributions to a Defined Contribution Plan, as reported by 57% of organizations in the General Market study.
- Organizations are also encouraging participation in pretax savings plans with automatic enrollment features, reported by 54% of organizations. The median enrollment percentage among the peers is 4%.

Health Group





Legend

- 75th Percentile
- 50th Percentile
- 25th Percentile

Peer Group Position

- Medical and Dental benefits are above median plan designs for each benefit primarily driven by not requiring employees to pay for coverage on most coverage levels.
- Thirteen universities, including California State University, provide employer-subsidized Post-Retirement Medical coverage.
- None of the peers provide an employer-subsidized Flexible Spending Accounts.

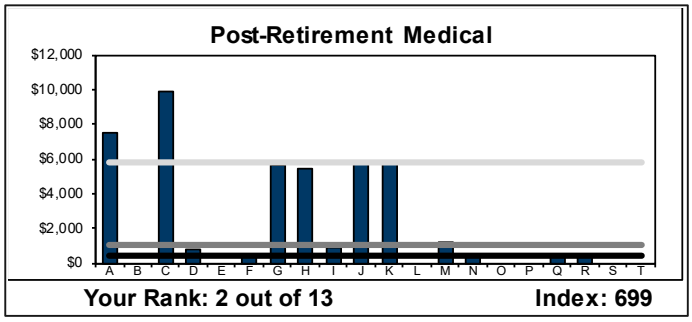
General Market Commentary

- Health benefit cost jumped 6.3% in 2021 (to an average of $14,542 per employee), following last year's increase of just 3.4%. Smaller employers, typically fully-insured, were hit with especially high increases, cost rose by 9.6% on average.
- Employers avoided cost-cutting changes to plan design in 2021 – in fact, we saw average deductibles actually decline for some coverage types. Benefit priorities have shifted in response to the pandemic's impact on the workforce. Many employers view supporting the mental, emotional and behavioral health of employees as a business imperative.

Key Take Away

- California State University's overall Health Group position is above the 75th percentile as a result of the cost share and the addition of an employer sponsored Post-Retirement Medical plan.

Post-Retirement Medical



Legend

- 75th Percentile
- 50th Percentile
- 25th Percentile

Key Take Away

- California State University is positioned above the 75th percentile by offering a Post-Retirement Medical plan.

Peer Group Position

- Thirteen universities, including California State University provide an employer sponsored Post-Retirement Medical plan.
- CSU's above-median position is a result of providing both pre and post-65 coverage along with five other peers.
- Six peers provide an access plan.
  - Access-only plans allow retirees to enroll in an employer sponsored plan, but require the retiree to pay the full cost of coverage, therefore no value is generated.

General Market Commentary

- Over the past five years we have seen a 9% decrease in organizations offering retiree medical coverage to newly hired employees.
- 25% of the organizations offer an employer subsidized plan for pre-65 coverage.
- 23% of the organizations offer an employer subsidized plan for post-65 coverage.
- Many organizations have opted to grandfather/freeze these plans or provide access-only plans, which allow retirees to enroll, but require the retiree to pay the full cost of coverage.