AGENDA

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Meeting: **8:00 a.m., Wednesday, September 9, 2015**
Glenn S. Dumke Auditorium

Hugo N. Morales, Chair
Silas H. Abrego, Vice Chair
Debra Farar
Lillian Kimbell
Peter J. Taylor

Consent Items

Approval of Minutes of Meeting of July 21, 2015

1. Executive Transition Program Update – Dr. Mohammad Qayoumi, *Information*

Discussion

2. Compensation Analysis for Employee Groups, *Information*
3. Employee Compensation Policy and Reexamination of Policy on Presidential Compensation, *Information*

MINUTES OF THE MEETING OF
COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Trustees of The California State University
Office of the Chancellor
Glenn S. Dumke Conference Center
401 Golden Shore
Long Beach, California

July 21, 2015

Members Present

Hugo N. Morales, Chair
Silas H. Abrego, Vice Chair
Debra S. Farar
Lou Monville, Chair of the Board
Timothy P. White, Chancellor

Trustee Morales called the meeting to order.

Approval of Minutes

The minutes of May 19, 2015 were approved as submitted.

Public Speakers

The committee then heard from the following public speakers:

Lillian Taiz, California Faculty Association (CFA) Political Action Legislative Chair Los Angeles, Andrew Merrifield, CFA Bargaining Team Sonoma, and Susan Meisenhelder, CFA Bargaining Team San Bernardino, spoke about executive salary increases.

Compensation for Unrepresented Employees

Information on the 2015-2016 Management Personnel Plan (MPP) and Confidential employees compensation was shared with the Board. Chancellor Timothy P. White authorized a two percent compensation pool for eligible unrepresented employees in the Management Personnel Plan and for Confidential employees effective July 1, 2015.

Compensation for Executives

Recommendations for executive compensation were presented. Chancellor Timothy P. White recommended a two percent compensation increase for system executives for fiscal year 2015-2016. Trustee Lupe Garcia recommended a two percent compensation increase for the vice chancellor and chief audit officer for fiscal year 2015-2016. Board Chair Lou Monville recommended a two percent compensation increase for Chancellor White for fiscal year 2015-2016.

After the presentation of this item, there was a brief discussion. Trustee Eisen inquired about the total value of the 2% increase. Chancellor White stated that the total increase was $187,299 with $4,395 of that amount supporting supplemental compensation.

Trustee Abrego asked when the budget was submitted did it mention enrollment impaction and that we should take action on that as well. Chancellor White stated the budget included the 2% increase for all employee groups and it addressed enrollment growth of 12,000 students, investment in capital projects, and IT.

The Board adopted the item as submitted. (RUFP 07-15-02)

Compensation Overview

Chancellor White and Vice Chancellor Lamb provided general information regarding compensation challenges faced by the California State University (CSU) as background for the Board of Trustees as they review future proposals and plans related to this topic.

After the presentation of this item, there was a brief discussion. Trustee Garcia asked if there was a timeline of the compensation policy and plan. Vice Chancellor Lamb stated that more information would be provided at the September 2015 and November 2015 Board of Trustees meetings.

Trustee Faigin inquired if it is a good construct to compare the CSU to other markets and if that is most appropriate? And, what is the reason for the increase in health care costs? Vice Chancellor Lamb responded that using comparable data is the best practice but is not the only relevant factor. Another important factor is availability of resources, and that an increase in health care costs most often come from employee usage and claims, and that our health care coverage benefits are above most markets.

Trustee Eisen commended the efforts at a more sophisticated level of analysis and stated that the base salary chart did not take into account health care benefits.

Trustee Garcia suggested that the conflict of interest of foundations be addressed in a subsequent salary policy.

State Superintendent of Public Instruction Tom Torlakson mentioned that the goal of retaining quality employees is daunting and suggested the CSU brief the Department of Finance about its current needs. Chair Monville stated that the CSU will be addressing the Department of Finance our needs and appreciated the advice from Mr. Torlakson.

Trustee Morales adjourned the meeting.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Transition Program Update – Dr. Mohammad Qayoumi

Presentation By

Lori Lamb
Vice Chancellor for Human Resources

Summary

Information will be provided on the transition of Dr. Mohammad H. Qayoumi from his position as president of San José State University.

Background

At the November 14-15, 2006 meeting of the California State University (CSU) Board of Trustees a resolution (RUFP 11-06-06) was adopted requiring the chancellor to report on new individual transition programs in an open meeting of the Committee on University and Faculty Personnel.

Trustee policy provides for an executive transition program for individuals appointed into an executive position between November 18, 1992 and November 14, 2006 (RUFP 11-92-04). Under the provisions of the program, the executive is entitled to a paid transitional period of one year.

Information

On August 17, 2015, Dr. Mohammad H. Qayoumi resigned from the position of president of San José State University. His transition assignment to which he is entitled under the executive transition program is effective August 18, 2015 through August 17, 2016.

During his transition assignment he will be reassigned into the Management Personnel Plan (MPP – Administrator IV) and is eligible for standard benefits applicable to MPP employees. Dr. Qayoumi will have a salary set at the annual rate of $261,000. His auto allowance was discontinued effective August 17, 2015.

Duties during his transition assignment include:

- To be available at the request of the interim president and the new president if appointed during the year for advice and counsel on matters pertaining to San José State University.

- To be available to the chancellor and to other system executive/vice chancellors for advice and counsel on matters pertaining to the CSU.

During this transition period, Dr. Qayoumi will also be serving, as Chief Advisor to the President of his home country, Afghanistan.

Following the transition year, he has retreat rights at San José State University in the College of Engineering, Department of Electrical Engineering.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Compensation Analysis for Employee Groups

Presentation By

Timothy P. White
Chancellor

Lori Lamb
Vice Chancellor for Human Resources

Summary

Building on the July 2015 presentation, Chancellor White and Vice Chancellor Lamb will provide additional information regarding compensation challenges facing the California State University (CSU) as background for the Board of Trustees as they consider future proposals, compensation plans, and the CSU budget.

Background

Last month the Board heard general information on compensation including:

- 59% of the total budget for the CSU is spent on salaries/wages and fringe benefit costs.
- Over the last five years fringe benefit costs have risen roughly 30% an increased cost to the system of nearly $111 million.
- For illustrative purposes, a 1% compensation increase for all employee groups increases the cost to the system by approximately $32.8 million. Below is the cost to increase each employee group by 1%:

Faculty	$16.5 million
Staff	$11.8 million
Management	$4.4 million
Executives	$120 thousand

- Despite salary increases in the past two-three years, the gap between CSU salaries and other relevant market means persists for several employee groups.
- Market competitiveness of employee groups varies depending on the unit and circumstances. Noteworthy trends include:
  1) Longer-serving employees are often further behind the market than recently-hired employees; and
  2) Employees at the larger campuses are often further behind the market than those at smaller campuses.

- In addition to the salary increases implemented at the system level, other interventions are in process such as faculty equity programs, in-range-progression programs for staff, and equity adjustments for Management Personnel Plan (MPP) employees. The campus investment in these programs is expected to exceed $18 million.

This initial information highlighted the need for compensation to be thoughtfully and strategically addressed. As a result, the following progress has taken place:

1. We retained Sibson Consulting as compensation consultants. They performed initial reviews of the CSU compensation methodologies and provided an initial assessment.
2. We are preparing a Request for Proposal for consulting services to conduct a comprehensive total compensation study.
3. We are looking broadly at factors affecting compensation.
4. We are providing additional analyses on compensation issues and will continue to provide analyses and progress reports on development of an overall compensation program.
5. We are proposing a comprehensive discussion of compensation policy that covers all employee groups as part of the September 2015 University and Faculty Personnel Agenda Item 3. This proposed policy will help establish the framework to build an appropriate infrastructure to support a comprehensive compensation program.

Factors Affecting Compensation

Compensation decisions are complex. Best practice compensation decisions go beyond evaluating an employee's skills, experience and capabilities, taking into account numerous factors including, but not limited to:

- Market Competitiveness (lag/lead comparisons)
- Recruitment and Retention Data
- Geographic Differentials
- Fiscal Resources

Market competitiveness is determined first through a comprehensive understanding of the work being done, then identifying other organizations where similar work is done and comparing the average compensation at those organizations. The challenge is that while some positions, such as faculty, are limited to higher education, other positions exist in many different types of organizations. For example, for information technology professionals, we must look more broadly than higher education for meaningful comparisons. In addition, the labor market differs for different employee groups. Thus, for presidents we consider national labor markets since we recruit broadly for these critical leadership positions. In contrast, for many staff positions, we generally review local labor markets.

Competitiveness is also impacted by total compensation (salary and benefits). For this report we will consider only salary competitiveness as compared to market means. As stated above, we will conduct a thorough total compensation study in the coming year.

Compensation decisions must also take into consideration issues of supply and demand. Examining recruitment and retention data is a way of assessing supply and demand for various types of work. If an organization has difficulty recruiting or retaining appropriately quality individuals in positions, it may require adjustment in compensation.

Geographic differences should also be considered when examining compensation. These differences play out within the CSU in many ways and create significant complexities. The appropriate rate of compensation for a job will be influenced by location and its attendant cost of living. As a system we are increasingly challenged with these geographic differences, yet to date we have maintained a single pay structure for each employee group. Many organizations have differential pay scales for different geographic regions. For example, the University of California uses different pay scales depending on the geographic area of California in which their employees work. We will continue to analyze the geographic pay differentials and provide recommendations as warranted in the future.

The availability of fiscal resources is a primary determining factor in making compensation decisions. An organization must have the resources to fund whatever decisions are made.

One essential overlay must be acknowledged in any discussion of compensation for CSU employees: the critical role of collective bargaining for our 47,000 represented employees. As we develop specific strategies and approaches, we are fully committed to negotiating in good faith with our unions over those matters that fall within scope, and we welcome union input.

Additional Analyses on Compensation Factors

Faculty

Faculty are our largest employee group – roughly 25,000 instructional faculty are engaged in direct service to our students. Faculty consist of two primary groups:

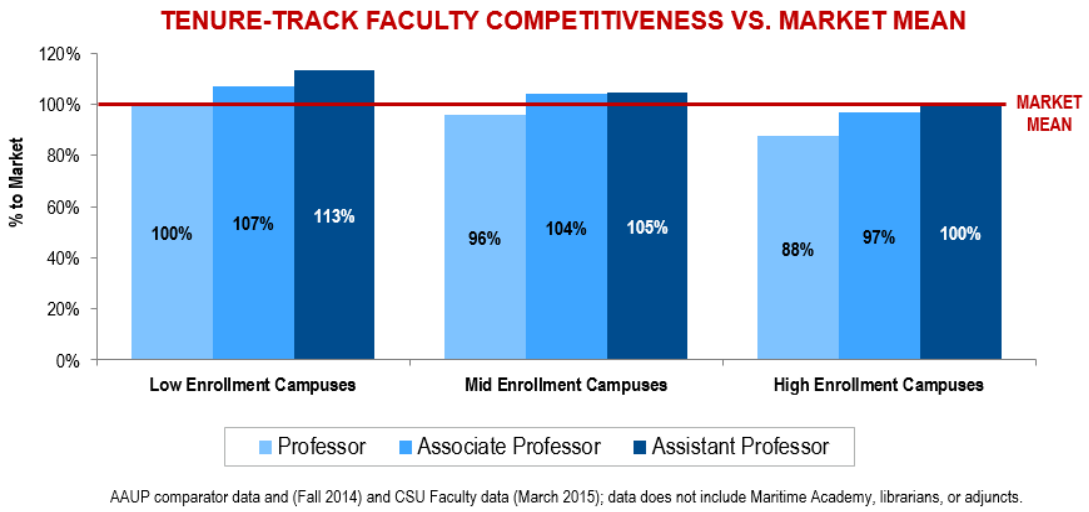
- Tenure-track and tenured faculty (assistant, associate and full professors) who engage in teaching, research and service to the universities and communities; and
- Lecturers (full time and part time) who generally perform only teaching activities.

Tenure-track faculty are typically recruited through national searches, and as such the CSU competes with a wide range of institutions across the country. In addition, the campuses of the CSU differ in size, mission, mix of programs, and other factors. We currently group our

campuses into three tiers for comparison purposes based primarily on budget and enrollment; the tiers are provided in Attachment 1.

The source of salary data for tenure/tenure-track faculty is presently the annual salary survey published by the Association of American University Professors (AAUP). Data is provided to the AAUP from colleges and university across the nation, including the CSU, and is considered reliable.

Salary competitiveness for our tenure-track faculty:

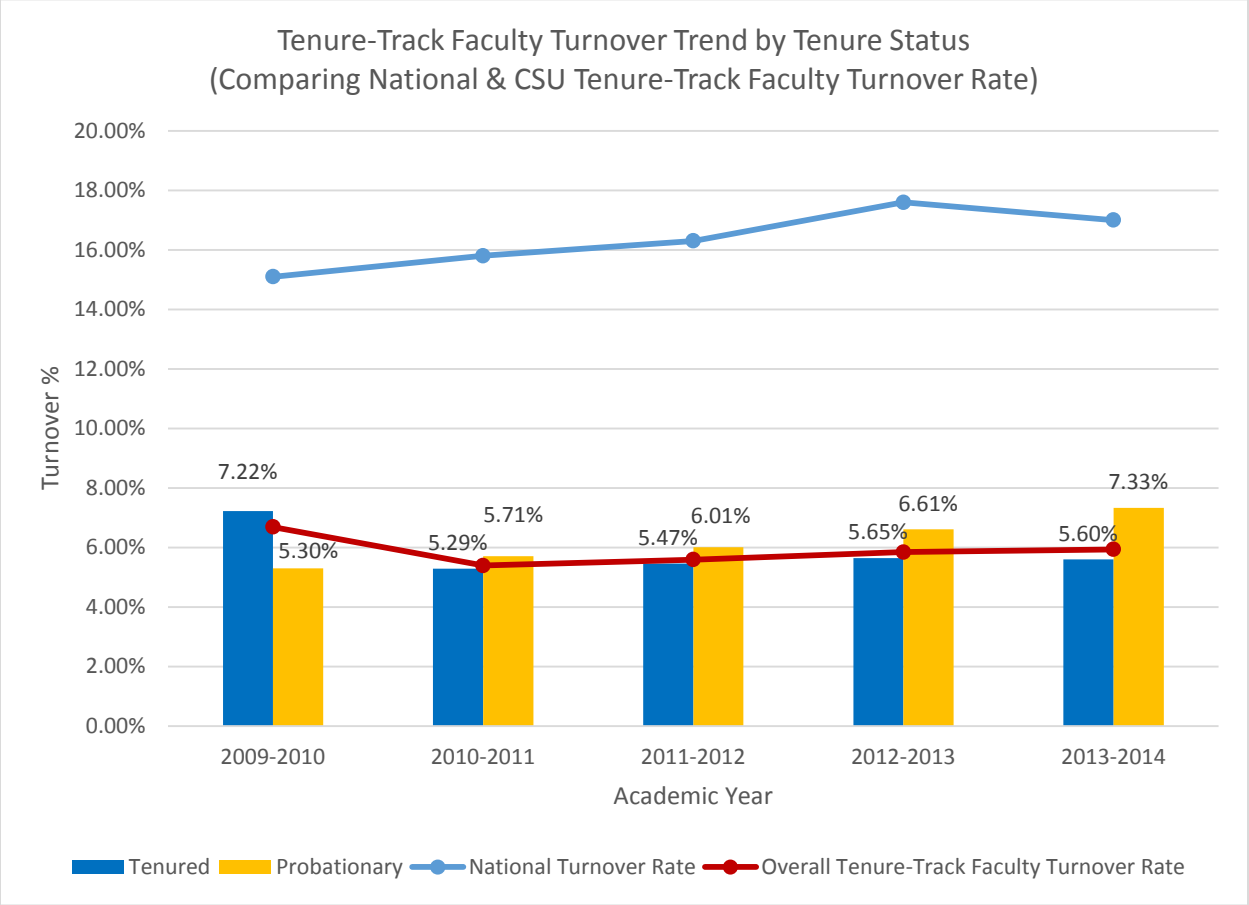


(Source: Sibson Consulting)

Less complete information is available regarding benchmark comparators for lecturers. The analysis used was based on all the comparison institutions identified in Attachment 1 in which full-time lecturer data was available (from 15 of the 23 comparator institutions). The data are from the Integrated Postsecondary Education Data System, and the most recent available is Fall 2013. At that time the average salary for a full-time lecturer in the CSU was about $56,000, compared to $50,000 per year for the comparison institutions.

In addition to looking at market competitiveness, it is also critical to look at recruitment and retention of the relevant employee group. Each year the Chancellor's Office collects data from all campuses regarding the recruitment and retention of tenure-track faculty. These data indicate that in general campuses have sufficient candidate pools and are successful in making tenure-track hires. In addition, the overall turnover rates for all employee groups, including faculty, are

below national benchmarks for employers of our size. Turnover rates for tenure-track instructional faculty are also lower than those for staff in the CSU.



However, turnover among faculty does vary by discipline, as does the supply of qualified faculty. The following data illustrate some of the additional complexities:

Discipline	Median starting salaries for assistant professors[1]	Average applications per search[1]	Average annual turnover rate[2]
Nursing	$77,000	7	11.2%
History	$63,000	89	4.5%

[1] Average for recruitments for fall 2012 and fall 2013.
[2] 5-year average.

The turnover rate for nursing faculty is almost double the overall faculty turnover rates. Filling those vacancies is difficult because market demand for nurses creates well-paying opportunities

elsewhere. Fields such as history, by contrast, have much lower turnover and large numbers of qualified applicants.

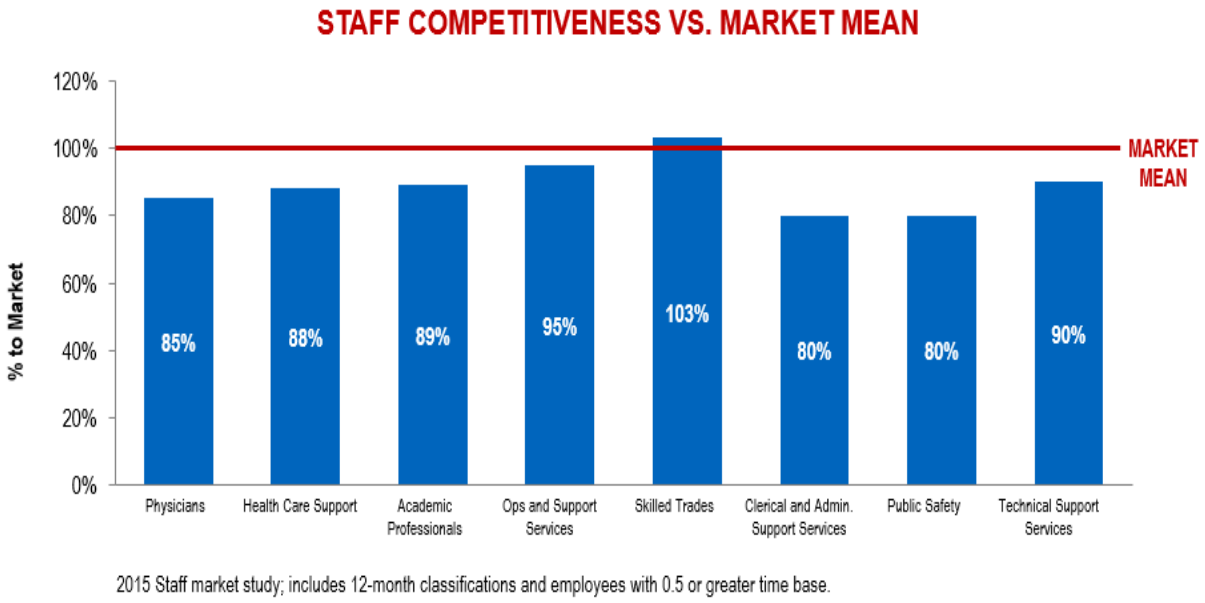
In summary, overall tenure/tenure-track faculty salaries are a weighted average of 103% of market mean for assistant professors, 100% for associate professors, and 92% for full professors. Full-time lecturers appear slightly above market. Significant issues with turnover and retention are isolated to specific disciplines.

Staff

Eight different staff units are examined for market competitiveness. Within these eight units, not all positions are examined because of the broad variety of responsibilities and lack of similarity to positions within other organizations.

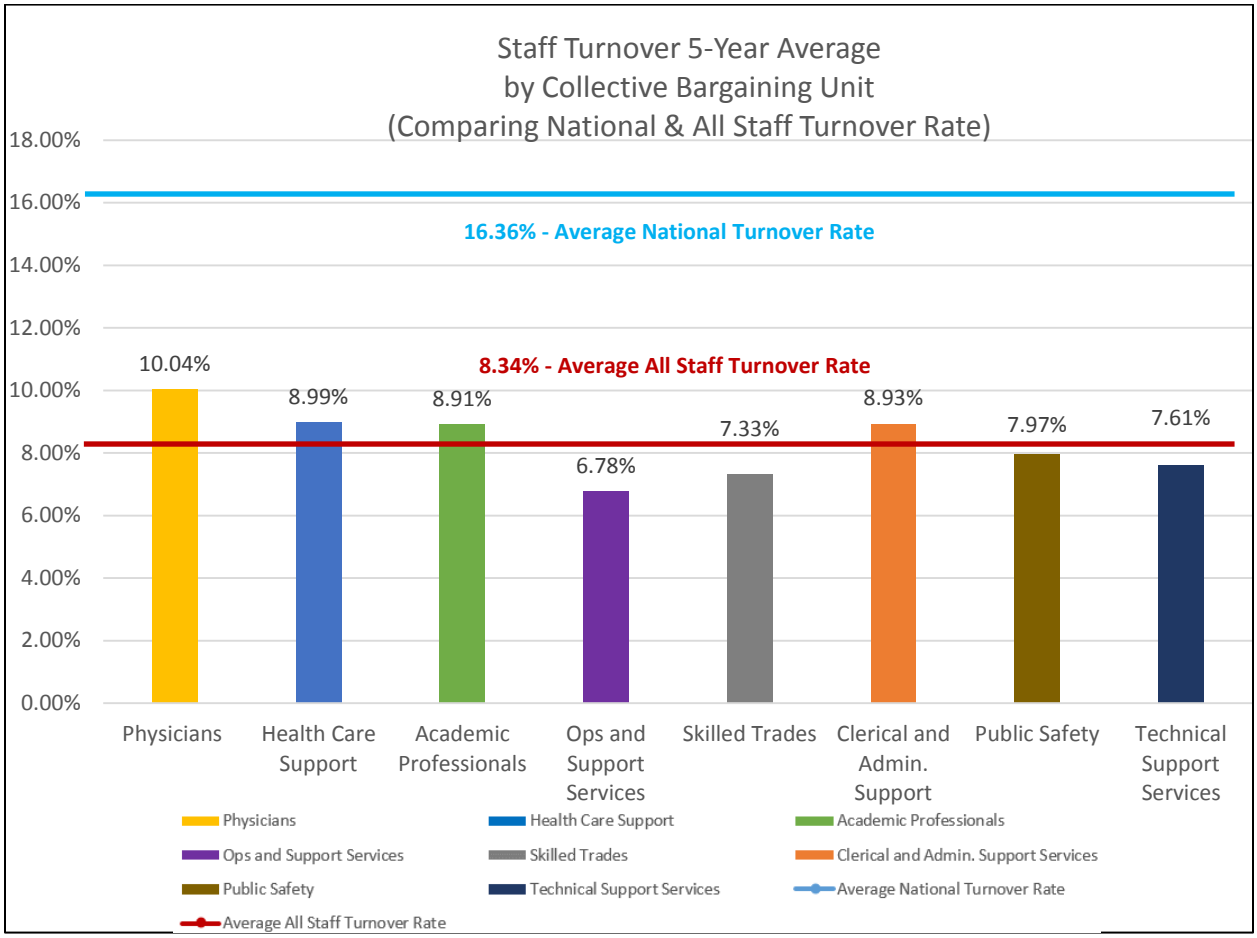
For staff data comparisons we use a variety of sources including but not limited to COMPBASE (Western Management Group), CompData, CUPA-HR, Economic Research Institute Salary Assessor, EduComp (Western Management Group), Mercer and Towers Watson. We also use data obtained from the University of California system, as appropriate.

Staff salary competitiveness follows:



Source: Sibson Consulting

Turnover data for staff follows:



As with faculty, differentiations within these units are important. Additional complexities are illustrated below:

Position	Market Competitiveness	Average Annual Turnover Rate[1]
Technical Support Services	90%	7.61%
Public Safety	80%	7.97%
Skilled Trades	103%	7.33%

[1]5-year average

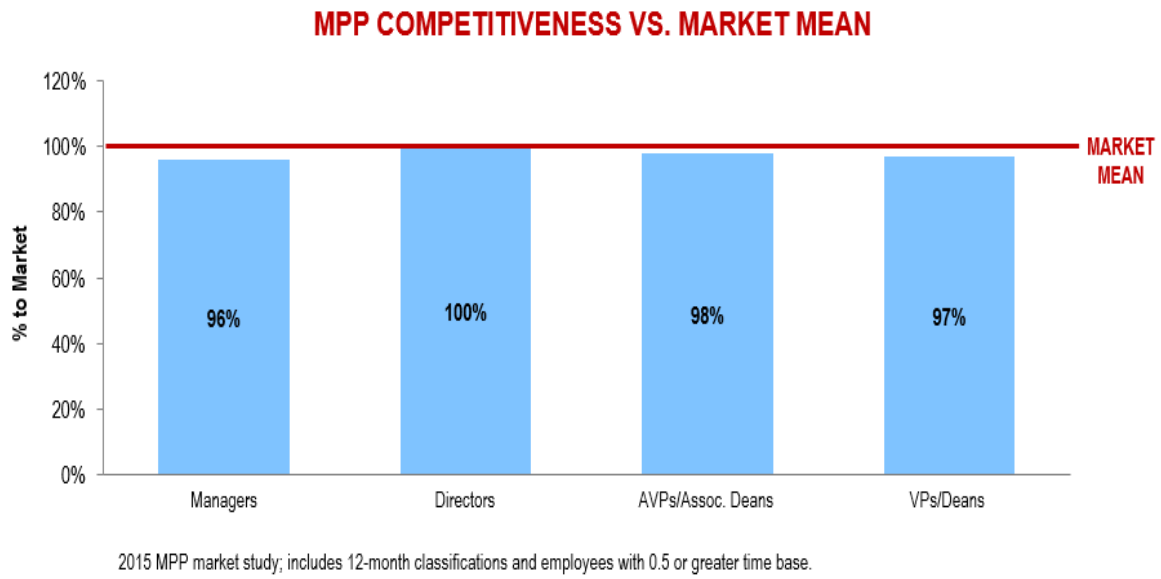
In summary, most staff employee groups are below the market mean salary. Specific examples include public safety personnel and the clerical/admin support units. While turnover in the public safety unit is comparable to overall staff turnover in most years, recruitment and training costs are significant, and it is important to minimize unnecessary turnover. Turnover is relatively high in the clerical and administrative support unit. Turnover is also high among the physicians, whose average salaries are 85% of the market mean.

On the other hand there are staff employee groups, such as the skilled trades, whose salary is actually above market and turnover in these units is low.

Management Personnel Plan Employees

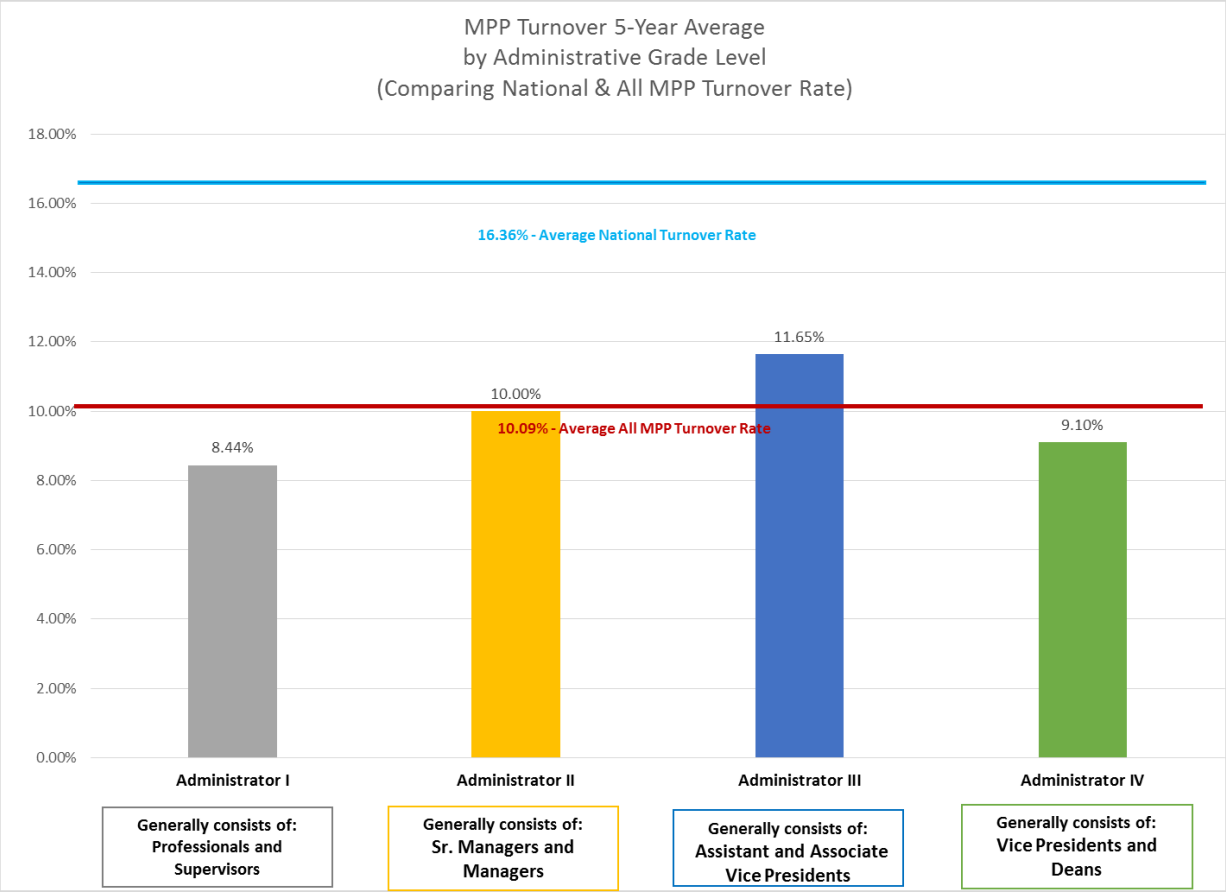
The Management Personnel Plan (MPP) employees are a broad group consisting generally of vice presidents, deans, associate vice presidents, associate deans, directors, and managers. Within this group not all positions can be benchmarked because of the variety in responsibilities and lack of similarity to positions in other organizations. Because of these challenges we use a variety of comparative sources of data depending on the position.

Salary competitiveness for the MPP employees is as follows:



Source: Sibson Consulting

Turnover for MPP employees is reflected below:

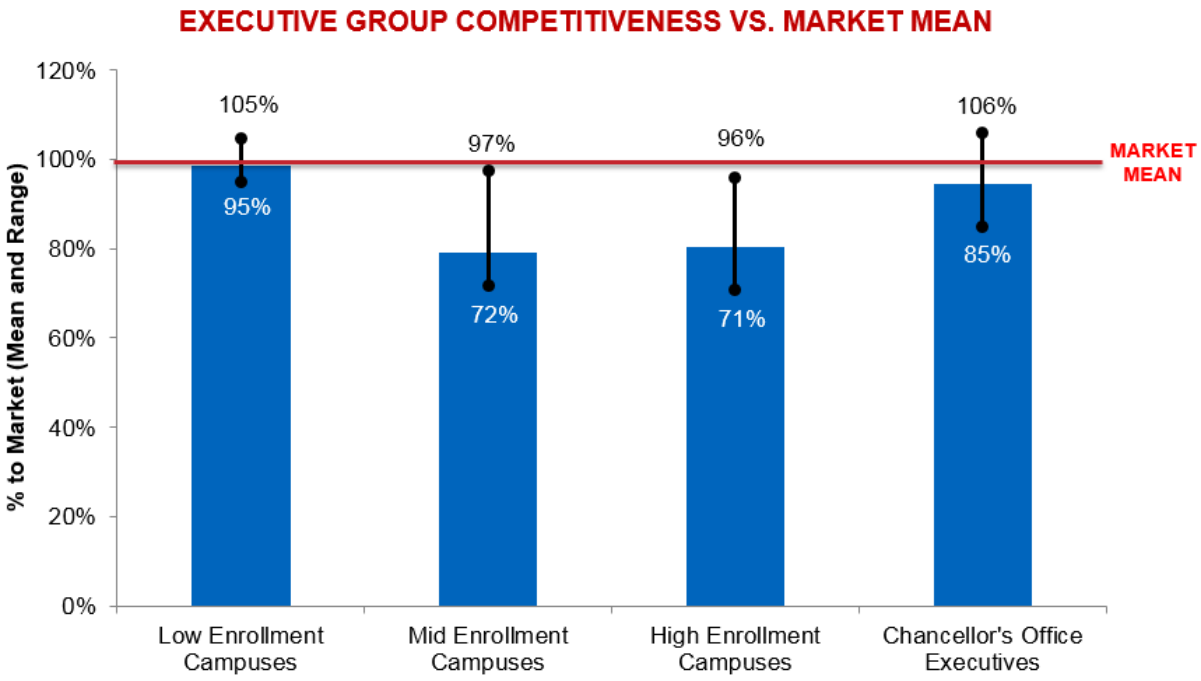


In summary, MPP salaries are at or above market. Within these broad groupings there is variation in both salary competitiveness and employee turnover.

Executives

The executives in the CSU consist of the chancellor, executive vice chancellors, vice chancellors and presidents. This group, has unique competitiveness factors for the CSU because of the broad markets from which we draw to recruit these individuals. For purposes of analyzing presidential compensation, we use the same comparator institutions as we use for faculty (Attachment 1). For the chancellor, we use a set of large system comparators as defined in Attachment 2. For the executive vice chancellors and vice chancellors we use a set of comparators based on system offices that have similar positions, which are also found in Attachment 2.

For the executives, salary competitiveness follows:



Data Source: Sibson Consulting

Regarding executive turnover, it occurs episodically in the CSU. The length of executive's appointments often exceeds the national average of 5 to 7 year duration. In the past 5 years, only 1 executive has left for a comparable position elsewhere, all other separations have been retirements. Turnover is circumstantial and most often leads to retirement.

In summary, the data indicates that of the thirty executive employees, four are above the market mean (the highest being 106%), and twenty six are at (n=1) or below (n=25) the market mean (the lowest being 71%).

Overall Conclusions

As these data indicate, the issues surrounding salary and compensation are complex. Continued study is warranted and necessary, and over the coming year we will continue to bring the results of our work to the Board.

While the average salaries for some employee groups are at or near market, substantial market lags are present for other groups. Moreover, any future analysis that considers the impact of

geographic differentials on the cost of our workforce would significantly alter this profile, as will total compensation analysis. A "one size fits all" remedy is not feasible.

The issues in salary we have identified herein cannot be addressed adequately without significant increases in resources available for salary, coupled with a robust analysis of total compensation.

We will continue to refine and expand our analyses to include a review of total compensation as well as the impact of geographic differentials. The results will enable us to develop more effective compensation strategies, consistent with our compensation philosophy, and to develop thoughtful and strategic priorities.

Attachment 1

CSU High Enrollment	**Comparison Institutions**
San Diego State	Georgia State University
San Jose State	Florida International University
San Francisco State	Wayne State University
CSU Fullerton	Kent State University
CSU Northridge	University of Texas at Arlington
CSU Long Beach	Florida Atlantic University
CSU Sacramento	University of Wisconsin at Milwaukee
	University of North Carolina at Charlotte
CSU Mid-Enrollment	**Comparison Institutions**
Cal Poly San Luis Obispo	Ball State University
CSU San Bernardino	Cleveland State University
CSU East Bay	University of Maryland, Baltimore County
CSU Fresno	James Madison University
CSU Los Angeles	Portland State University
CSU Dominguez Hills	Illinois State University
Cal Poly Pomona	University of Texas at El Paso
CSU Chico	Northern Arizona University
	Boise State University
	Towson University
CSU Low Enrollment	**Comparison Institutions**
Humboldt State	Florida Gulf Coast University
Sonoma State	Western Washington University
CSU Bakersfield	Western Carolina University
CSU Channel Islands	Texas A&M University Corpus Christi
CSU San Marcos	University of Wisconsin at Lacrosse
CSU Monterey Bay	
CSU Stanislaus	

Note: We are not able to identify valid comparisons for the California Maritime Academy because of the lack of sufficient comparison institutions.

Attachment 2

Chancellor Comparison Systems:

Arizona Board of Regents
Colorado State University System
Minnesota State Colleges and Universities
Pennsylvania State System of Higher Education
State University of New York (SUNY)
Texas A&M University System
Texas State University System
University of California
University of Wisconsin System
University System of Maryland

Executive Vice Chancellor and Vice Chancellor Comparison Institutions:

City University of New York (CUNY)
Pennsylvania State System of Higher Education
State University of New York (SUNY)
State University System of Florida
Tennessee Board of Regents
Texas A&M University System
University of California
University of North Carolina System
University of Texas System
University System of Georgia
University System of Maryland
University System of Ohio

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Employee Compensation Policy and Reexamination of Policy on Presidential Compensation

Presentation By:

Timothy P. White
Chancellor

Lori Lamb
Vice Chancellor for Human Resources

Summary

Chancellor White and Vice Chancellor Lamb will discuss with the Board of Trustees an Employee Compensation Policy that covers all employee groups within the California State University. Also, the Policy on Presidential Compensation is brought back to the Board for reexamination per the directive of the Board at the time this policy was enacted in May 2012. Staff recommend that the categorical policy limitation on presidential compensation be lifted. This recommended change, if adopted by the Board at a future Board meeting, will not change or restrict the Board's authority and responsibility to set proper salaries for presidents. Under the proposed policy the Board will continue to set the salary of presidents as it deems appropriate after review of comprehensive information related to that appointment.

Background

Policy on Compensation

A key best practice in compensation for effective organizations is to articulate a compensation philosophy that guides compensation planning and implementation decisions for all employees. In this spirit, a proposed policy is offered for review and discussion, and if supported the policy will be brought forth for adoption at a future Board meeting.

The proposed policy follows on the next page.

Proposed Board of Trustees Policy on Compensation

Scope

This policy governs compensation for all California State University (CSU) employees.

Guiding Principles

It is the continued intent of the Board of Trustees to compensate all CSU employees in a manner that is fair, reasonable, competitive, and fiscally prudent in respect to system budget and state funding. The goal of the CSU's compensation philosophy is to attract, motivate, and retain the most highly qualified individuals to serve as faculty, staff, and executives, whose knowledge, experience, and contributions can advance the university's mission.

The CSU adheres to compensation practices that are fair and equitable in design, application, and delivery.

Implementation

The CSU will continue to evaluate competitive and fair compensation for all employees based on periodic market comparison surveys and the depth of skill and experience of an individual employee. In addition, the CSU will maintain and update annually a tiered list of CSU comparison institutions for applicable employee groups. The list may take into account geographic location, enrollment, budget, research funding, and such other variables as deemed appropriate. Compensation will be guided by reference to the mean and/or median of the appropriate tier of comparison institutions, together with an individual's skill set, and length, depth and effectiveness of applicable experience, and other meritorious achievement and contributions to the success of the California State University.

The compensation system for the California State University shall be (a) administered in a manner that complies with all applicable laws, and (b) consistent with applicable administrative policies, rules and collective bargaining agreements.

Policy on Presidential Compensation

In May 2012 the Board of Trustee Special Committee on Presidential Selection and Compensation recommended and the trustees adopted a Policy on Presidential Compensation that temporarily prohibited increased dedication of state funds to presidential compensation when a vacancy occurred (RSCPSC 05-12-02). The policy was deemed necessary and was adopted in the midst of the great recession. In that policy, the Board contemplated that circumstances would change in the years ahead and requested that the policy be reexamined in January 2014. Staff deems that timing is now appropriate to reexamine the current policy. The current policy:

1. *The goal of the CSU continues to be to attract, motivate, and retain the most highly qualified individuals to serve as faculty, staff, administrators, and executives, whose knowledge, experience, and contributions can advance the university's mission.*

2. *It is the continued intent of the Board of Trustees to compensate all CSU employees in a manner that is fair, reasonable, competitive, and fiscally prudent, in respect to the system budget and state funding.*

3. *To that end, the CSU will continue to evaluate competitive and fair compensation for all CSU employees based on periodic market comparison surveys.*

4. *In addition, the CSU will maintain and update annually a tiered list of CSU comparison institutions for presidential compensation. The list will take into account location, enrollment, budget, percentage of students receiving Pell Grants, six year graduation rates, research funding, and such other subjects as from time to time be deemed appropriate. Presidential compensation will be guided with reference to the mean of the appropriate tier of comparison institutions, together with an individual candidate's reputation for national policy leadership and length and depth of executive experience.*

Notwithstanding the presidential compensation criteria enumerated in item 4 (above) and until the Board of Trustees of the California State University reexamines this policy in January 2014, when a presidential vacancy occurs, the successor president's base salary, paid with public funds, shall not exceed the previous incumbent's pay. Salary compensation above the incumbent's base pay deemed necessary to retain the best leader shall be paid from foundations, and shall not exceed 10% of the base salary.

In our reexamination of the current policy, it is clear many elements of this presidential policy articulate sound compensation philosophies that the Board of Trustees can use effectively for all faculty and staff, such as: 1) the goal of attracting, motivating and retaining highly qualified individuals to serve, 2) principles of fairness and reasonableness, 3) market competitiveness, and 4) fiscal responsibility. Those elements have been imported into the proposed policy discussed earlier in this item.

Staff now feel that the economic circumstances that required such policy be put in place in May 2012 have improved, and that the policy be reexamined.

The current policy creates the potential for inequity and for limiting the pool of finalists for Board consideration for these vital positions. The CSU is entering into a period of four presidential searches in a very competitive market, and for some of the campuses the current president's salary is well below market. Without a change in policy these gaps will be perpetuated which is inconsistent with our guiding principles.

Thus, it is staff recommendation that the categorical policy limitation on presidential compensation be lifted (i.e., delete: *"the successor president's base salary, paid with public funds, shall not exceed the previous incumbent's pay.").* This recommended change, if adopted by the Board at a future Board meeting, will not change or restrict the Board's authority and responsibility to set proper salaries for presidents. Under the proposed policy the Board will continue to set the salary of presidents as it deems appropriate after review of comprehensive information related to that appointment.

The second element of policy that was inserted in May 2012 was the requirement that only non-state funds be used for up to a 10% salary increase if warranted. Staff recommendation is that this directive be lifted (i.e., delete: "*Salary compensation above the incumbent's base pay deemed necessary to retain the best leader shall be paid from foundations, and shall not exceed 10% of the base salary.").* This directive has created unintended and unforeseen inequities across campuses whose Foundations have a range of capacities and inclinations to provide such support, among other complications. It also creates complications and the potential appearance of conflicts for the presidents, as after appointment they are members of the Foundation Boards in *ex officio* capacities.

Following Board discussion, any items in this regard will be brought forward at a future Board meeting for action.