Salary Equity in the California Statue University System

Margaret Merryfield
*California State University System*

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Salary Equity In the CSU

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Margaret Merryfield
Senior Director, Academic Human Resources, CSU
Overview

- Background: the California State University
- Faculty Salary Structure in the CSU
- Market and Equity prior to May 2007: Campus Approaches
- The 2007-2010 Contract: a Central Approach to Equity
- Moving Forward
The California State University

- Twenty-three campuses
- About 420,000 students
- Students highly diverse by all measures
- Awards about half the bachelor’s and a third of the master’s degrees in the state
- A mission focused on quality, access, and opportunity
The California State University

- CSU in the California Master Plan
- Most campuses offer bachelor’s and master’s degrees (limited joint doctoral programs)
- Campuses are diverse in terms of size and mission
- About 23,000 faculty; roughly half are full time, with roughly 80% of the full-time faculty tenured or probationary
Collective Bargaining in the CSU

- Higher Education Employer-Employee Relations Act (HEERA)
  - Establishes role for unions as well as academic senates
  - Dates to 1978
- California Faculty Association certified as representing the faculty in 1982

Merryfield: Salary Equity in the California Statue University System

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Faculty Salary Structure under Collective Bargaining

- First contracts: fixed steps and ranges, no overlaps. Salaries highly predictable, inflexible.
- Gradual increases in flexibility:
  - Overlapping steps
  - Designated Market Disciplines
  - Wider Latitude on Appointment
  - Abolition of Steps
  - Appointment over maximum
- New programs every contract introduce variables
- Constant over time: temporary and permanent faculty on same ranges
Faculty Salary Structure under Collective Bargaining

- Components for all
  - General Salary Increases
  - Service Salary Increases (to service maximum in rank)
- Promotions: minimum amounts guaranteed
- Merit programs come and go
- Provisions for Market and Equity-based adjustments
Recently: a Groundswell of Demand for Equity

- When budgets are poor, either GSI, SSI, or both may be cancelled or reduced
- Rapid escalation of starting salaries
- Many faculty salaries exceed SSI maxima, so no advancement within ranks
- Results: Salary compression and inversion
Equity Programs under Prior Contract

- **Article 31.23**
  - The President may grant a salary adjustment to a tenured or probationary faculty unit employee to address *market or equity* conditions.
  - Application submitted through department chair; lag documented
  - Peer reviewed
  - Decisions not subject to grievance
Three Large Urban Campuses

- Cal State Northridge (4th largest)
- Cal State Fullerton (3rd largest)
- Cal State Long Beach (2nd largest)
- All face significant growth, extensive hiring, extreme cost of living issues
Equity Programs under Prior Contract

- Cal State Northridge
  - Applicants competed for central pool of resources (about $200,000)
  - Well-defined criteria, conservative approach
  - Focus on assistant and new associate professors
  - Addressed salary compression and inversion
  - Used promotion increases to correct problems
Equity Programs under Prior Contract

- Cal State Fullerton
  - Issued calls for proposals (over 400 applications in two cycles)
  - Looked for individuals with largest lags (10-15%)
  - Most awards to assistant professors, some to associates
  - Most senior faculty not included
Cal State Long Beach

- Equity largely for “squeaky wheels” until 2006
- Some Deans addressed salary lags at promotion
- In 2006, Deans developed common approach: established target “floor” salaries by ranks that provided some relief for worst cases
Equity Programs under Prior Contract

- Cal State Long Beach (continued)
  - Plan not fully implemented when budget picture became less positive
  - Two colleges (Natural Sciences, Education) followed through on plan
  - Several other colleges just addressed worst cases
Equity under the 2007-2010 Contract

- Article 31.2
  - Increases in the base pay of faculty unit employees can only occur when a faculty unit employee receives an Increase for Market pursuant to provision 31.27, is promoted and receives a salary increase, or during those fiscal years in which the CFA and the CSU specifically agree to provide increases in one or more of the following categories:
  - **D. Equity Increase** – Increases intended to address pay inversion issues for those faculty evaluated according to the RTP criteria and process and making at least satisfactory progress.
Principles from Contract

- Year one (of two) addresses assistant professors only
- Individuals must be making satisfactory progress toward tenure and promotion
- Not administratively burdensome
- Within system budget of $7 million, including benefits costs
- Details developed by joint oversight committee
Principles from Contract Continued

- Contract anticipates increases based on benchmark salaries by discipline group
- Also suggests experience stipends for those with most severe inequities
- Whatever was left could address “other” equity issues
What actually happened…

- Negotiations were far trickier and time-consuming than anticipated
- Discipline benchmarks ultimately rejected (too many hairs to split)
- Both parties wanted to avoid taking the program to arbitration -- motivated to compromise
What actually happened…

- Negotiations were based on key principles including:
  - To benefit as many individuals as possible without doing harm
  - Use SSI maximum as global benchmark for lowest paid faculty members
  - Recognize inversion and compression in higher-paid disciplines
  - Ease of implementation
    - Make it as simple as possible (but no simpler)
The Outcome

- CSU is in process of implementing year one
- Eligible assistant professors will be reviewed for:
  - Hire Date Awards
  - Benchmark Awards
- Just over half of assistant professors will receive a base salary increase
- Most awards to faculty hired prior to fall 2005
- A subset of faculty will receive a one-time stipend of $1,000 (many of these will not receive a base adjustment)
Assistant Professors
Estimated Breakdowns of Equity Awards

*Approximately 35 assistant professors (1%) are estimated to get annual awards greater than $5,000

*Approximately 272 assistant professors (9%) are estimated to get $1,000 stipend (pro-rated to timebase)
### Estimated Numbers of Awards

<table>
<thead>
<tr>
<th>Eligible Group</th>
<th>No Base Increase</th>
<th>%</th>
<th>Receiving Award</th>
<th>%</th>
<th>Average Annual Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor</td>
<td>1402*</td>
<td>47%</td>
<td>1600</td>
<td>53%</td>
<td>$3,100</td>
</tr>
<tr>
<td>Assistant Librarian</td>
<td>38</td>
<td>45%</td>
<td>46</td>
<td>55%</td>
<td>$3,600</td>
</tr>
<tr>
<td>Student Services Professional, Academic-Related I</td>
<td>17</td>
<td>55%</td>
<td>14</td>
<td>45%</td>
<td>$3,200</td>
</tr>
<tr>
<td>Coaching Specialist</td>
<td>67</td>
<td>50%</td>
<td>67</td>
<td>50%</td>
<td>$2,800</td>
</tr>
</tbody>
</table>

*Some assistant professors will receive a stipend but no change to base.*
The Outcome

- Some faculty members will benefit from a prior campus equity program as well as this one.
- Program was designed for aggregate effect; thus not every individual problem was solved.
- Some concern on campuses over why better-paid faculty, in some cases, received more money than some lower-paid faculty.
What’s Next?

- Contract calls for a second year
- Target group in year two are associate and full professors
- Negotiations have begun; the parties are analyzing the problems of these groups, which may be different from those of assistant professors
Learn More

- Info on the CSU Equity Program available at:
  http://www.calstate.edu/HR/index.shtml
  or
  http://www.calfac.org/equitypay.html

Contact Margaret Merryfield:
mmerryfield@calstate.edu