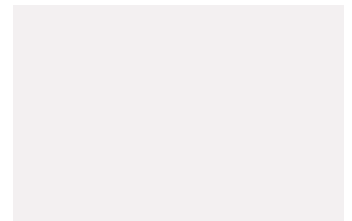
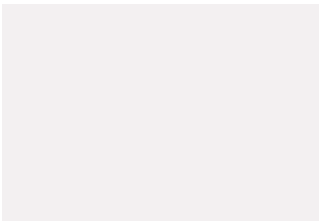
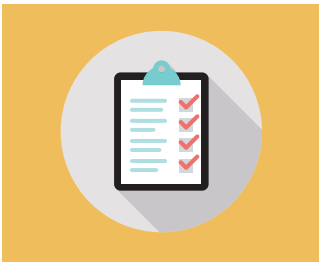


The Employees of the California State University  
**STRENGTH • DIVERSITY • EXCELLENCE**





# LETTER FROM MELISSA L. BARD

Vice Chancellor and Chief Human Resources Officer



Dear Friends of the California State University,

The employees of the California State University are an extremely talented, diverse and motivated group. Our faculty and staff play an essential role in executing the mission of the CSU: to adequately prepare a new generation of leaders in the state of California and beyond. CSU remains committed to focusing on the student success initiatives to provide students with a clearer path to graduation and to eliminate the achievement gap among underrepresented minority students.

This report demonstrates the CSU's commitment to diversity in our workforce. Our employees come from a rich array of backgrounds and experiences, providing our students with the opportunity to encounter new perspectives and to go on to succeed in an increasingly connected, global work environment. The value of a CSU education remains strong, and as a system we are well positioned for continued success due in large part to the commitment of employees at all 23 campuses and the Chancellor's Office. The high value the university places on retention demonstrates this - going to great lengths to provide the CSU workforce with attractive benefits and a motivating atmosphere workplace.

I invite you to enjoy this publication, which in addition to updated data, also includes notable recent achievements by students and faculty. My hope is that in reading the 2016 Employee Profile, you will gain a greater understanding of the people who make the CSU such a special place to work and learn.

Regards,

*Melissa L. Bard*

Melissa L. Bard  
Vice Chancellor and Chief Human Resources Officer



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# CSU STAFFING

## Fall 2016



The information in this report, drawing on data from the analytics for CSU employees from Fall 2016, illustrates not just the growth of the workforce over the past three years, but also underscores the university’s ongoing commitment to hiring well-qualified, diverse faculty and staff—one of its top priorities.

The CSU employs more than 50,000 faculty and staff statewide. The tables on the following pages present information on the numbers of faculty and staff employed in various occupational categories, as well as the numbers employed at each campus.

Due to significant changes to reporting requirements for the Integrated Postsecondary Education Data System (IPEDS), beginning in 2012, reporting groups have been realigned and cannot be compared directly to groups reported in prior Employee Profiles, 2011 and earlier. Employee reporting has been aligned with the Standard Occupational Classifications published by the National Bureau of Labor Standards that were established in 2010.

### Dr. Jacquelyn Kegley

#### CSU Bakersfield

Chair of the Department of Philosophy and Religious Studies

Jacquelyn Kegley, Ph.D., a professor of philosophy and chair of the Department of Philosophy and Religious Studies, came to California State University, Bakersfield in 1969 and has been an important teacher-scholar in the CSUB community for nearly five decades.

Dr. Kegley recently completed a four-year term as Academic Senate chair, and the committee honored her service in a commendation, citing her “calm demeanor, wisdom, vast institutional memory, unfailing good humor, consistently thoughtful approach, hard work and strong character” and lauded her leadership during the school’s transition to a semester calendar.

In 2013, Kegley established two funds to create, maintain and enhance the Dr. Jacquelyn Kegley Center for Student Success at the university. The center provides space for workshops, tutoring, study sessions and group advising. It offers collaborative sessions with other campus resources, such as the Center for Community Engagement and Career Education, Financial Aid and the Health Center. It’s also the permanent home for the Athletics Academic Advising program.

“My family and I have long been dedicated to academic success and enrichment,” says Kegley, whose husband, Charles W. Kegley, arrived at CSUB with her in 1969 and was the first chair of the Department of Philosophy and Religious Studies. “To create this endowed fund, which is dedicated to supporting an environment that is conducive to that goal, is a wonderful realization of a lifetime’s work.” Her son and daughter-in-law both earned bachelor’s and master’s degrees at Bakersfield as well.



Kegley’s research specialties include the philosophy of science, technology and medicine, as well as neuroethics, bioethics, American philosophy, critical thinking and philosophy of the mind. She served as a CSU Academic Senator for 13 years and was chair of the senate for three years in the early 2000s. She received the Herbert W. Schneider Award for outstanding contributions to American philosophy in 2006; the Wang Family Award for Excellence in Teaching, Scholarship and Service in 2000; and was named a CSU Outstanding Professor in 2006. She earned a Ph.D. in philosophy from Columbia University, a master’s in philosophy at Rice University, and a bachelor’s degree in English and history at Allegheny College.



# EMPLOYEES BY OCCUPATIONAL GROUP AND CAMPUS

## EMPLOYEE HEADCOUNT BY OCCUPATIONAL GROUP\*

### Fall 2016 and Prior Years

#### Fall 2016

OCCUPATIONAL GROUP	FULL-TIME	PART-TIME	TOTAL
Faculty	12,744	13,490	26,234
Professional/Technical	13,001	969	13,970
Office/Administrative Support	4,551	269	4,820
Service Occupations	2,307	90	2,397
Construction/Maintenance/Transportation	1,704	18	1,722
Management	1,690	7	1,697
<b>TOTAL</b>	<b>35,997</b>	<b>14,843</b>	<b>50,840</b>

#### Fall 2015

OCCUPATIONAL GROUP	FULL-TIME	PART-TIME	TOTAL
Faculty	12,278	13,055	25,333
Professional/Technical	12,506	954	13,460
Office/Administrative Support	4,560	262	4,822
Service Occupations	2,232	116	2,348
Construction/Maintenance/Transportation	1,671	17	1,688
Management	1,636	7	1,643
<b>TOTAL</b>	<b>34,883</b>	<b>14,411</b>	<b>49,294</b>

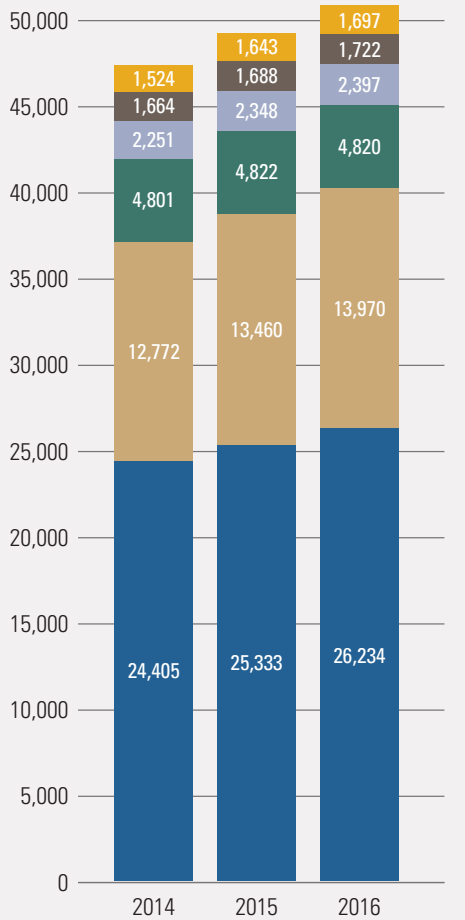
#### Fall 2014

OCCUPATIONAL GROUP	FULL-TIME	PART-TIME	TOTAL
Faculty	11,833	12,572	24,405
Professional/Technical	11,798	974	12,772
Office/Administrative Support	4,520	281	4,801
Service Occupations	2,151	100	2,251
Construction/Maintenance/Transportation	1,635	29	1,664
Management	1,515	9	1,524
<b>TOTAL</b>	<b>33,452</b>	<b>13,965</b>	<b>47,417</b>

*Note: Table includes all employees with the exception of student employees, other intermittent or casual employees, and faculty teaching in extension, special sessions, and summer sessions.*

## HEADCOUNT OF EMPLOYEES BY OCCUPATIONAL GROUP

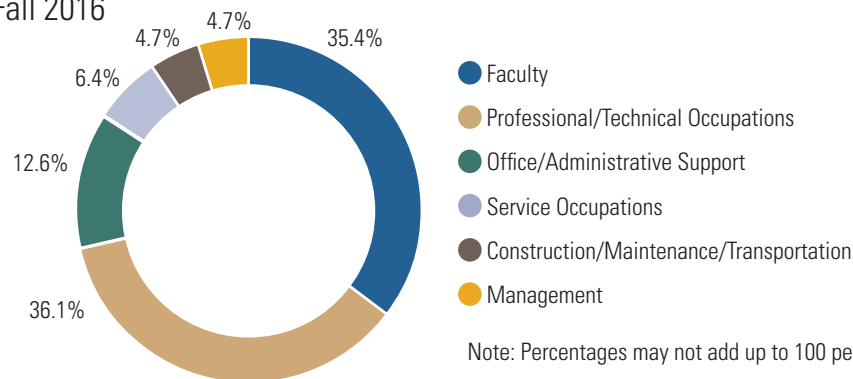
### Fall 2016 and Prior Years



- Faculty
- Professional/Technical Occupations
- Office/Administrative Support
- Service Occupations
- Construction/Maintenance/Transportation
- Management

## OCCUPATIONAL PROFILE OF FULL-TIME EMPLOYEES (HEADCOUNT)

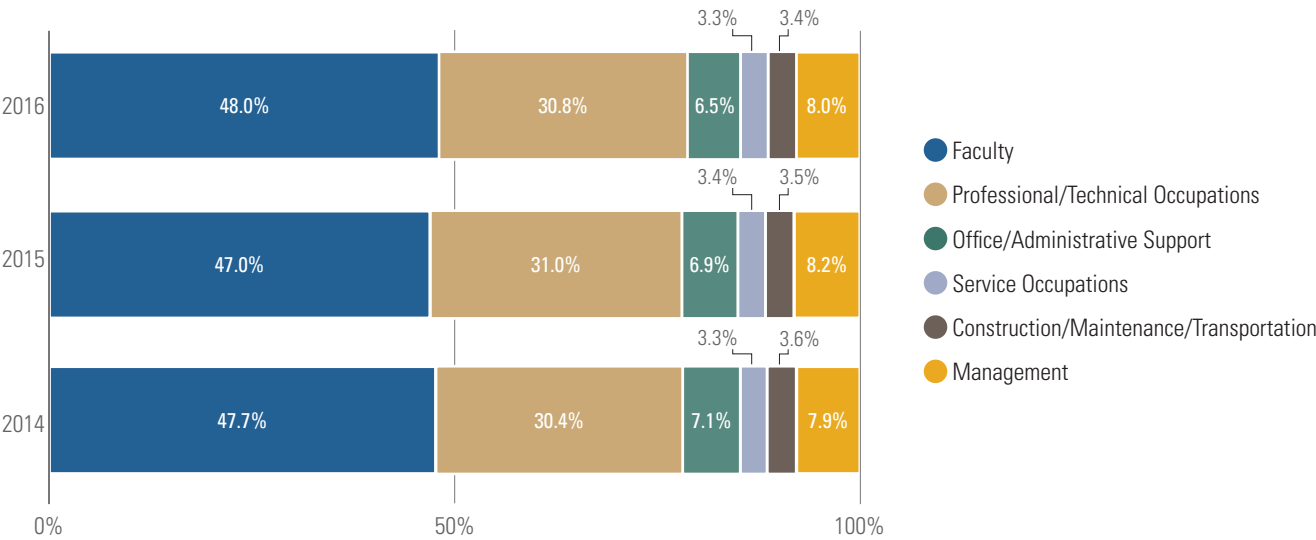
Fall 2016



Note: Percentages may not add up to 100 percent because of rounding.

\*Refer to Technical Notes and Glossary for the definitions of the Occupational Groups.

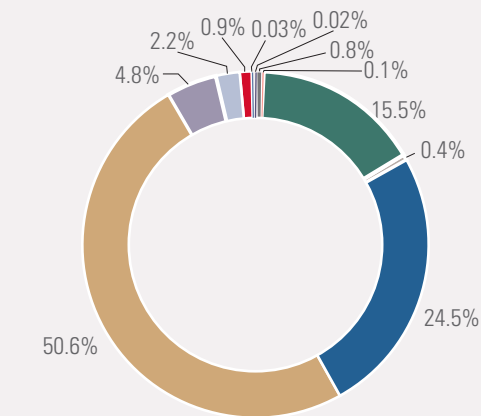
DISTRIBUTION OF SALARY BY OCCUPATIONAL GROUP  
Fall 2016 and Prior Years (Percent of Total Actual Salary)



EMPLOYEES SALARY  
BY COLLECTIVE BARGAINING UNIT  
Fall 2016

COLLECTIVE BARGAINING UNIT	PERCENT OF TOTAL SALARY*
Confidential Classes	0.8%
Excluded Classes	0.1%
Management Personnel Plan	15.5%
Union of American Physicians and Dentists	0.4%
California State University Employees Union (CSUEU)	24.5%
California Faculty Association	50.6%
Academic Professionals of California	4.8%
State Employees Trade Council	2.2%
Statewide University Police Association	0.9%
International Union of Operating Engineers	0.03%
English Language Program, Cal State Los Angeles	0.02%

DISTRIBUTION OF SALARY BY  
COLLECTIVE BARGAINING UNIT  
Fall 2016 (Percent of Total)



Note: Salary expenditures as of October 31, 2016.  
(Salary Expenditures = Annual Base Salary \* FTE)

- Confidential Classes
- Excluded Classes
- Management Personnel Plan
- Union of American Physicians and Dentists
- California State University Employees Union (CSUEU)
- California Faculty Association
- Academic Professionals of California
- State Employees Trade Council
- Statewide University Police Association
- International Union of Operating Engineers
- English Language Program, Cal State Los Angeles

EMPLOYEE HEADCOUNT BY CAMPUS  
Fall 2016

CAMPUS	FULL-TIME	PART-TIME	TOTAL	FULL-TIME EQUIVALENTS (FTE)
Bakersfield	822	266	1,088	927.7
Channel Islands	712	240	952	840.6
Chico	1,444	510	1,954	1,704.3
Dominguez Hills	948	549	1,497	1,178.4
East Bay	1,293	570	1,863	1,561.2
Fresno	1,755	691	2,446	2,031.8
Fullerton	2,549	1,123	3,672	3,041.1
Humboldt	925	324	1,249	1,086.1
Long Beach	2,654	1,221	3,875	3,188.2
Los Angeles	1,661	956	2,617	2,112.4
Maritime Academy	269	33	302	286.9
Monterey Bay	748	285	1,033	896.7
Northridge	2,530	1,287	3,817	3,113.7
Pomona	1,653	653	2,306	1,993.7
Sacramento	2,059	958	3,017	2,465.7
San Bernardino	1,481	516	1,997	1,735.4
San Diego	2,454	874	3,328	2,804.9
San Francisco	2,268	992	3,260	2,709.6
San José	2,076	1,176	3,252	2,617.6
San Luis Obispo	2,240	479	2,719	2,466.5
San Marcos	1,119	429	1,548	1,310.8
Sonoma	943	368	1,311	1,102.3
Stanislaus	799	329	1,128	932.2
Chancellor's Office	595	14	609	604.2
TOTAL	35,997	14,843	50,840	42,711.8

Note: Table includes all employees with the exception of student employees, other intermittent or casual employees, and faculty teaching in extension, special sessions, and summer sessions.

Dr. Jeff Klaus  
CSU Long Beach  
Associate Vice President and Dean of Students



A California State University, Long Beach alumnus, Jeff Klaus, Ed.D., has worked for 20 years at CSU Long Beach, where he's currently associate vice president and dean of students. Dr. Klaus recently developed the university's Basic

Needs Initiative to create a comprehensive response to serve CSULB's most at-risk students, including students who are displaced, food insecure or experiencing an emergency situation or crisis. He and his team were instrumental in securing a two-year grant of more than \$100,000 from the California Department of Social Services to support the program.

Another program under Klaus' purview is the university's Partners for Success program, which has provided faculty mentoring for second-year students on academic probation, with a particular focus in the last five years on first-generation students, who may find it challenging to complete their college education.

"Our faculty take students from different disciplines and really listen to their stories. Some of our students travel for hours just to attend classes and may have financial hurdles they must jump," says Klaus of the programs catering to students who need assistance in myriad ways. "They need someone to help navigate the campus and connect them to the resources based on their individual needs."

Also a lecturer in the university's Graduate Center for Public Policy and Administration, Klaus developed the Lois J. Swanson Leadership Academy, which became a nationally recognized leadership program at CSULB. He has shared his expertise to help train Chinese government officials on volunteer management preparation of the Olympics, in addition to training U.S. Department of Justice Federal Bureau of Prisons department chairs in interpersonal communication skills and decision-making.

Klaus is also a state-certified sexual assault crisis intervention advocate/volunteer; a human relations trainer through the California Conference for Equality and Justice; and a Character Counts facilitator through the Josephson Institute of Ethics. He was awarded the President's Volunteer Service Award by President George W. Bush in 2007.

Klaus earned a doctorate from the University of La Verne, his master's at CSULB and a bachelor's degree at Boise State University.





EMPLOYEE HEADCOUNT BY CAMPUS

Fall 2016 and Prior Year

CAMPUS	FULL-TIME		PART-TIME		TOTAL	
	FACULTY	STAFF	FACULTY	STAFF	FALL 2016	FALL 2015
Bakersfield	282	540	230	36	1,088	989
Channel Islands	200	512	220	20	952	896
Chico	536	908	445	65	1,954	1,913
Dominguez Hills	328	620	516	33	1,497	1,449
East Bay	365	928	484	86	1,863	1,811
Fresno	731	1,024	669	22	2,446	2,334
Fullerton	1,016	1,533	1,067	56	3,672	3,596
Humboldt	299	626	262	62	1,249	1,238
Long Beach	1,051	1,603	1,123	98	3,875	3,790
Los Angeles	670	991	914	42	2,617	2,422
Maritime Academy	65	204	25	8	302	282
Monterey Bay	225	523	243	42	1,033	980
Northridge	925	1,605	1,180	107	3,817	3,699
Pomona	611	1,042	610	43	2,306	2,328
Sacramento	725	1,334	895	63	3,017	2,874
San Bernardino	475	1,006	475	41	1,997	1,942
San Diego	876	1,578	781	93	3,328	3,314
San Francisco	856	1,412	827	165	3,260	3,235
San José	742	1,334	1,102	74	3,252	3,172
San Luis Obispo	842	1,398	416	63	2,719	2,630
San Marcos	359	760	389	40	1,548	1,481
Sonoma	258	685	317	51	1,311	1,292
Stanislaus	307	492	300	29	1,128	1,067
Chancellor's Office		595		14	609	560
TOTAL	12,744	23,253	13,490	1,353	50,840	49,294

Notes: Staff excludes instructional faculty personnel.

Table includes all employees with the exception of student employees, other intermittent or casual employees, and faculty teaching in extension, special sessions and summer sessions.



**Dr. Debra Y. Griffith**  
**San José State University**  
Outstanding Administrator  
2017 Wang Family Excellence Award Winner

Debra Y. Griffith, Ed.D., associate vice president of Transition and Retention Services and director of the Educational Opportunity Program (EOP), joined San José State University in 2001. Since then, Dr. Griffith has served in numerous positions at the university, including resident director in University Housing Services, director of the Office of Student Conduct and Ethical Development and deputy Title IX investigator.

Through her visionary leadership and strategic management, Griffith supports the university's mission of improving student success and completion for underrepresented and minority students. Her signature approach meets students where they are, partnering with them as they progress through

their studies. She plays a key leadership role in multiple programs focused on meeting the needs of San José State's diverse student body, including the EOP, Guardian Scholars, Summer Bridge and more.

Griffith also provided leadership and guidance in launching the first Spartan Scholars program, a five-week residential experience for students who need support in math and/or English. She also helped create the first-ever Parent and Family program, which engages freshman, transfer and first-generation students and their families.

From 2010 to 2016, Griffith led efforts to rebuild San José State's EOP. She developed and implemented program services, refined the admissions process and requirements, improved learning outcomes, and put in place a staffing model and assessment, as well as identified space for the program and budget needs. Under her leadership, retention rates for first-year freshmen in the EOP exceeded overall retention rates for first-year students at the university.

Griffith earned her Ed.D. from Argosy University in San Francisco, her master's from San José State and her bachelor's from Long Island University in Brooklyn, New York.



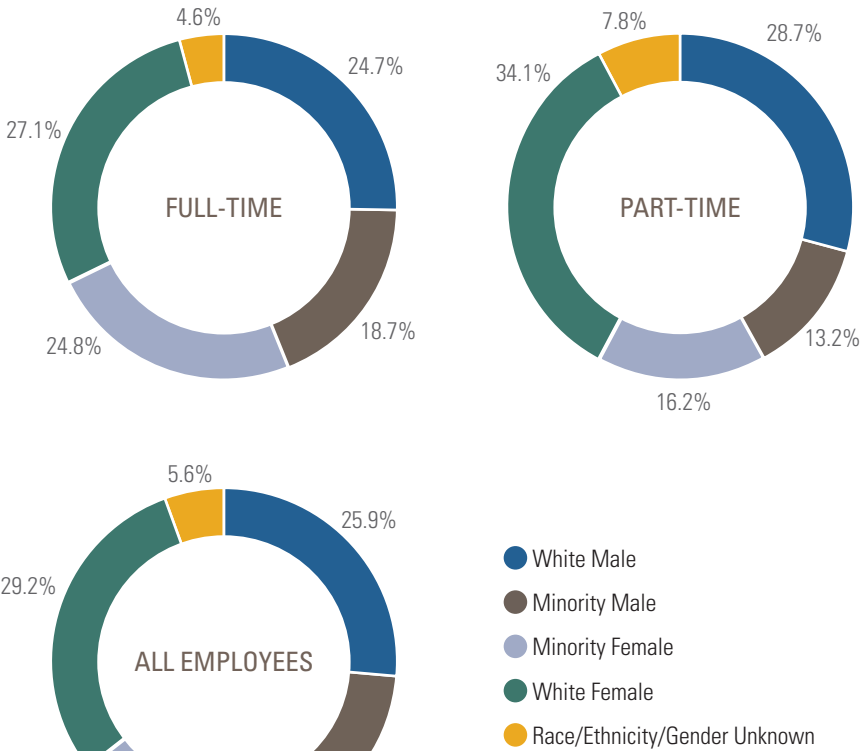
EMPLOYEES BY GENDER AND ETHNICITY

Widely recognized for its inclusive policies and outreach, the CSU is home to an incredibly diverse student body across all its campuses. Likewise, the university employs faculty and staff of every race, ethnicity, gender, age and background. The average age of CSU employees is 47.5 years, and the 50-to-59 age group is the largest.

More than 38 percent of employees are minorities, as are more than 42 percent of full-time employees. An increase in the hiring of female professors has created a rich talent pool of full-time faculty that is now more than 45 percent female. In fact, over 73 percent of all employees at the CSU are either women or minorities.

The university seeks to invest in talented people across the entire spectrum of backgrounds and experiences; in doing so, we can increase the range of perspectives available to students in the classroom. Expanding diversity at the CSU serves to expand the horizons of our students, support their academic success and better prepare them to be part of a globalized workforce.

EMPLOYEE HEADCOUNT BY GENDER AND ETHNICITY  
Fall 2016



**Dr. Jaymie Noland**  
**Cal Poly San Luis Obispo**

Department Head of Animal Science,  
Professor and Veterinarian

Jaymie Noland, D.V.M., was selected in September 2015 by Governor Jerry Brown to serve on the California

Veterinary Medical Board. Dr. Noland is a veterinarian and the department head and professor of animal science at California Polytechnic State University, San Luis Obispo.

"The California Veterinary Medical Board exists to protect consumers and their pets," says Noland, who is a member of the board's task force for implementation of California Senate Bill 27, which concerns the use of antimicrobial drugs on livestock.

She joined Cal Poly San Luis Obispo in 1998 and was honored with the 2012-2013 Distinguished Teaching Award, the university's most prestigious honor for scholarly and creative activity. "Cal Poly embraces hands-on learning by doing, and students have access to more than 10,000 animals on campus to help them learn the science of animals," says Noland, who knew she wanted to be a veterinarian when she was just five years old.

Noland also was honored with the 2006 Teacher of the Year Award by the animal science department and the Monsanto Agriculture Young Faculty Award in 2003. She has received a number of teaching grants, including the university's College of Agriculture Teaching Grant, the Foster Teaching Grant and the Agricultural Research Initiative Grant.

Noland earned both a doctorate in veterinary medicine and a B.S. in animal science at Colorado State University, Fort Collins.

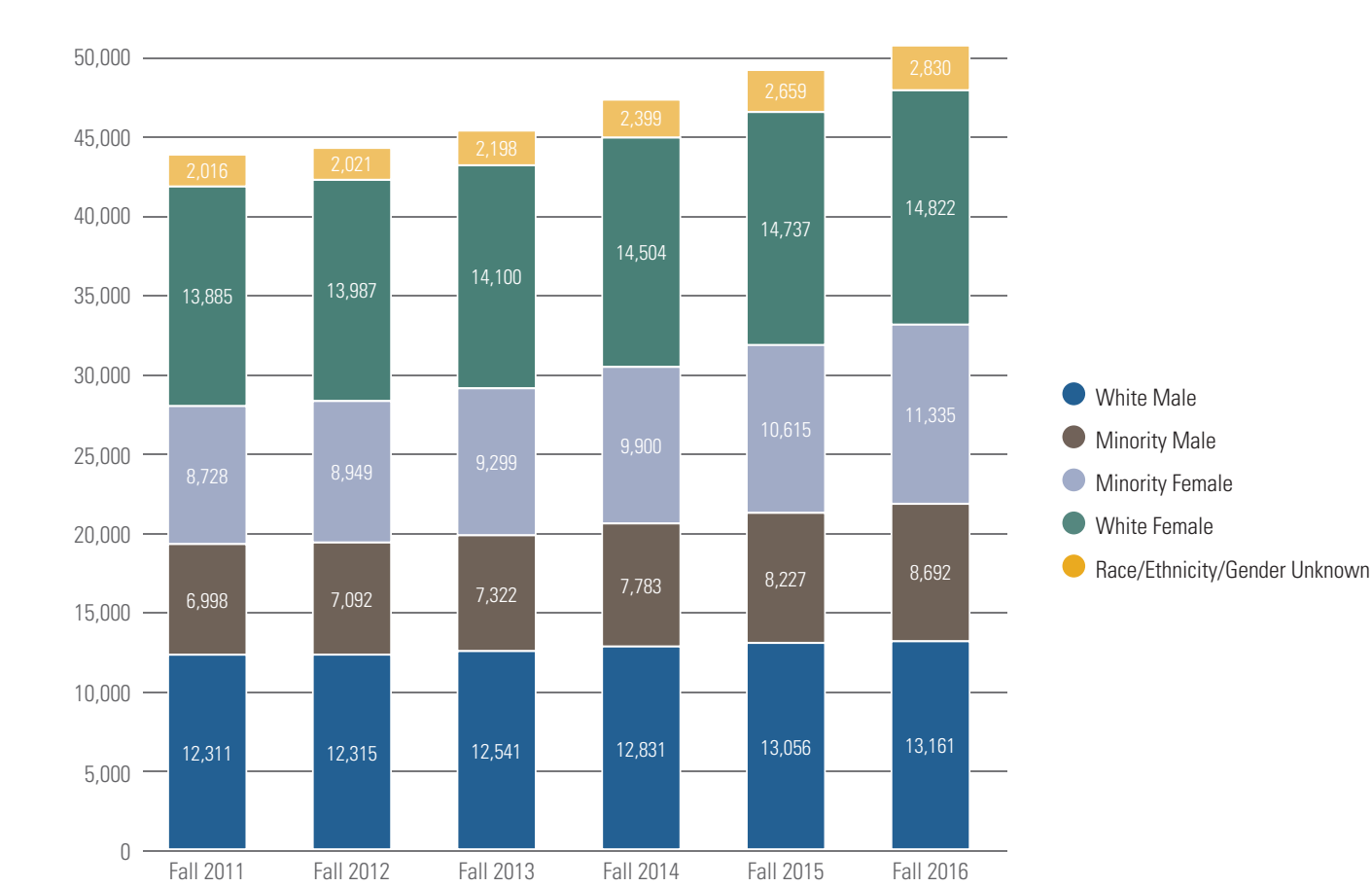


EMPLOYEE HEADCOUNT BY GENDER AND ETHNICITY  
Fall 2016

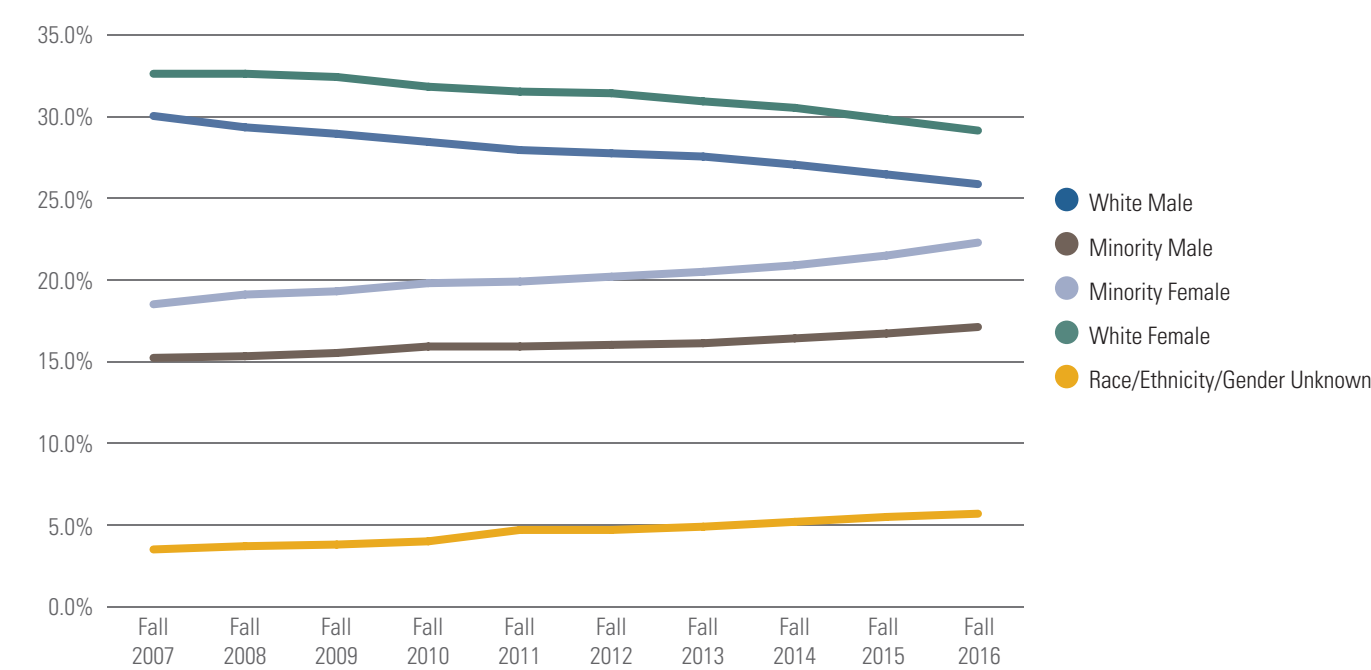
ETHNICITY/GENDER	FULL-TIME	PERCENT	PART-TIME	PERCENT	TOTAL	PERCENT
White Male	8,906	24.7%	4,255	28.7%	13,161	25.9%
Minority Male	6,729	18.7%	1,963	13.2%	8,692	17.1%
Minority Female	8,932	24.8%	2,403	16.2%	11,335	22.3%
White Female	9,764	27.1%	5,058	34.1%	14,822	29.2%
Race/Ethnicity/Gender Unknown	1,666	4.6%	1,164	7.8%	2,830	5.6%
TOTAL	35,997	100.0%	14,843	100.0%	50,840	100.0%

*Note: Table includes all employees with the exception of student employees, other intermittent or casual employees, and faculty teaching in extension, special sessions and summer sessions. Gender was not stated for five full-time employees.*

EMPLOYEE HEADCOUNT BY GENDER AND ETHNICITY  
Fall 2016 and Prior Years



EMPLOYEES BY GENDER AND ETHNICITY  
Fall 2016 and Prior Years



Jim Harvey, Ph.D.

Multiple campuses

Director of Moss Landing Marine Laboratories

A 1979 graduate of the Moss Landing Marine Laboratories (MLML) master's program, Jim Harvey, Ph.D., is currently the MLML director and was a professor from 1979 to 2016.

"Moss Landing Marine Laboratories has a unique position in marine science because of its location, facilities and personnel, but most importantly its character," says Dr. Harvey. "The spirit of MLML is one of adventure, exploration, common goals, excellent science, environmental stewardship and dedication to preserving the world's oceans."

Harvey's recent research includes the feeding ecology of California sea lions and Pacific harbor seals; pinniped (aquatic carnivorous mammals, such as seals and walruses) and fishery interactions; assessing natural and anthropogenic (the influence of human beings on nature) changes in populations of birds, mammals and turtles in the Monterey Bay National Marine Sanctuary; and development of remote attachment and release mechanisms for data recorders on cetaceans (marine mammals), pinnipeds and sea turtles.

In 2016, the California State University celebrated the 50th anniversary of the Moss Landing Marine Laboratories, a multi-campus consortium of marine science researchers, faculty and staff from CSU campuses in East Bay, Fresno, Monterey Bay, Sacramento, San Francisco, Stanislaus and San José, which serves as the administrative campus. MLML administers the M.S. in marine science program for these northern and central California campuses.

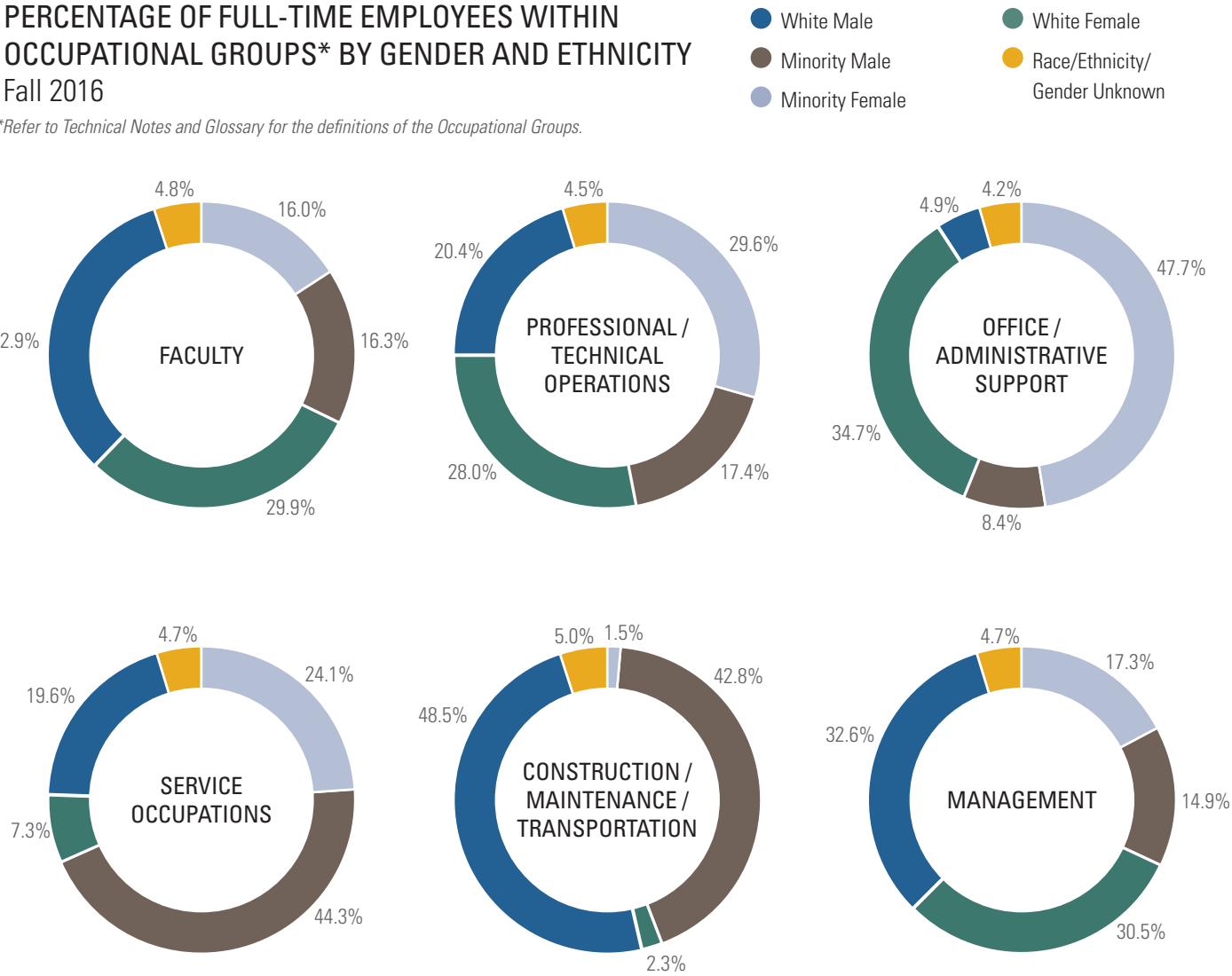
Current projects at the laboratories include studying how mercury is transported on land via fog; the effects of ocean acidification on fish populations; changes to beach morphology in Monterey Bay during storm activity associated with the 2015 El Niño; invasive species detection in coastal waters; coral reef biodiversity in Indonesia; and how ships and other vessels impact whales.

Looking to the future, MLML will train leaders in sustainable aquaculture—the breeding, raising and harvesting of plants and animals in water environments—through its new Center for Aquaculture. Planning also is underway to acquire a 49-meter research vessel in collaboration with UC San Diego's Scripps Institute of Oceanography, as well as a partnership with UC Santa Cruz to introduce a Ph.D. program at MLML.



PERCENTAGE OF FULL-TIME EMPLOYEES WITHIN OCCUPATIONAL GROUPS\* BY GENDER AND ETHNICITY  
Fall 2016

*\*Refer to Technical Notes and Glossary for the definitions of the Occupational Groups.*



**Jonathan Henderson**  
**CSU Dominguez Hills**  
Project Coordinator,  
The Rose Black  
Resource Center

In 2015, African American university students across the nation were demanding programs and facilities

that ensured security and social justice for people of color. “The students at Dominguez Hills did the same, and one of the things they asked for was a Black Resource Center designed to be a safe space for African American students on campus,” says Jonathan Henderson, the project coordinator for The Rose Black Resource Center, which opened in January 2017 at California State University, Dominguez Hills.

“The administration is very clear about the task of recruiting and retaining black students,” stresses Henderson. “The center’s job is to work with the university in helping students succeed and really advance after graduation.”

In 2014, Henderson earned his bachelor’s, finishing with a 3.2 GPA. He was recognized, too, by the CSU and the U.S. Congress for outstanding

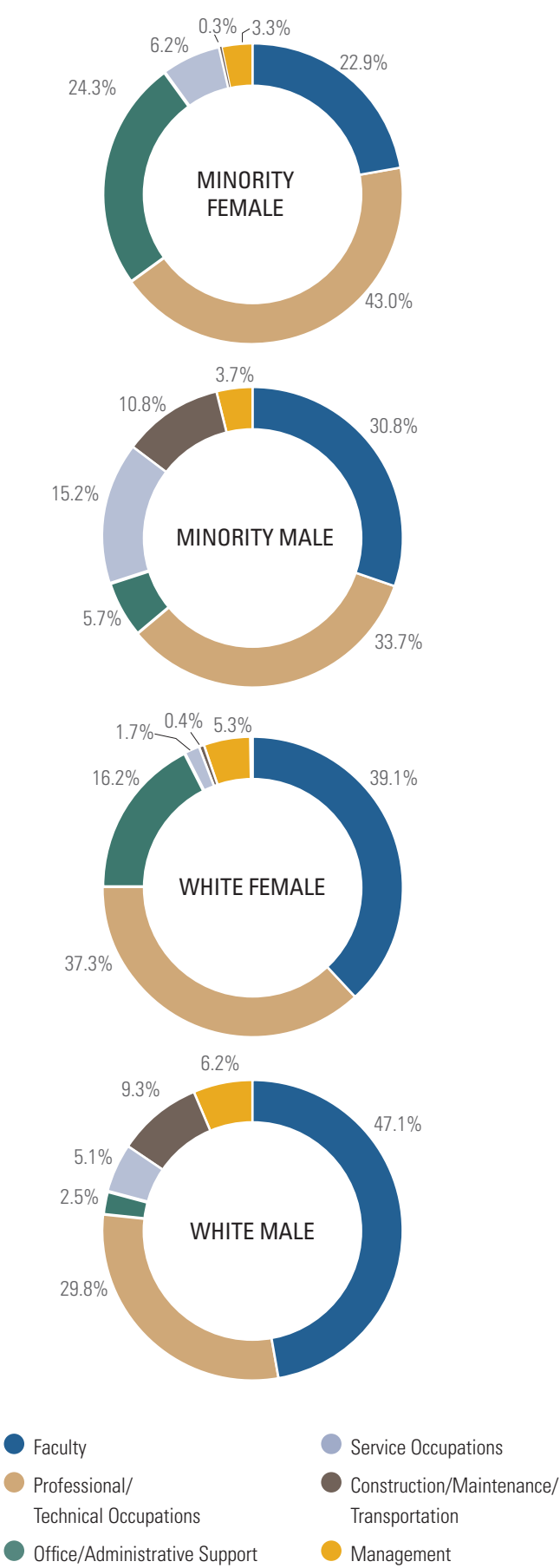
community service and went on to earn a master’s in sociology at CSUDH in 2016 with a 3.9 GPA.

During both his undergraduate and graduate years, he was a member of the Male Success Alliance (MSA), which works to improve access, retention and graduation rates among young men of color. As an MSA mentor, and eventually, a program supervisor, Henderson worked with male students at Crenshaw High School and helped manage and teach a professional development course there—“anything from tying neckties to sociological concepts like institutionalized racism,” he says. He also helps organize the annual Spring Summits on the CSUDH campus, which have hosted hundreds of local middle and high school students.

Henderson is currently teaching a labor studies practicum in community organizing and social justice at CSUDH. “We explore the historical experience of social justice, labor organizing, unions and community organizing,” he says.

The university’s students chose The Rose Black Resource Center’s name, derived from “The Rose,” a poem by the late rapper and poet Tupac Shakur, and as the center takes shape, Henderson says he has many ideas for programming: “We want to lead the charge for graduation retention and the success of African American students.”

OCCUPATIONAL PROFILE OF FULL-TIME EMPLOYEE HEADCOUNT BY GENDER AND ETHNICITY  
Fall 2016



**Dr. Maria Elena Zavala**  
**CSU Northridge**  
Professor of Biology

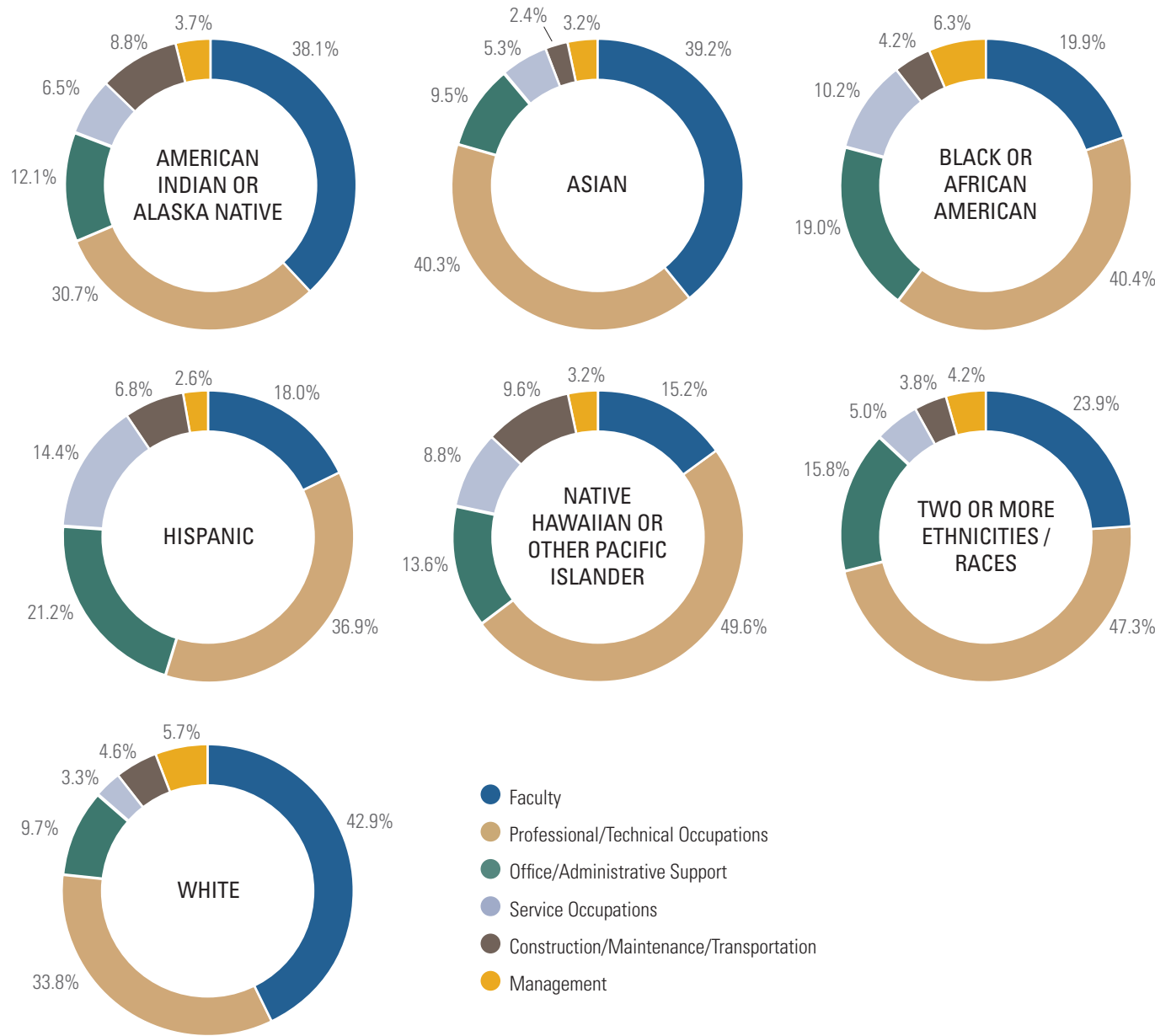
In 2016, California State University, Northridge biology professor Maria Elena Zavala, Ph.D., was named the first Latina fellow of the American Society of Plant Biologists (ASPB), a professional scientific society devoted to the advancement of the plant sciences worldwide. Dr. Zavala was named a fellow in honor of her service to the society and her distinguished and long-term contributions to plant biology.

The first Mexican-American woman in the country to earn a Ph.D. in botany, her research focuses on the manipulation of genes as a way to improve plant productivity by enhancing root growth. She’s also studying ways to make beans more nutritious and says plant research is critical in the effort to combat hunger around the world.

Zavala has taught at CSUN since 1988 and plays an integral part in building the national reputation of CSUN’s Department of Biology as a place where students, particularly those from underserved communities, thrive and successfully pursue advanced degrees at top-tier research institutions.

She has served as the director of CSUN’s Maximizing Access to Research Careers (MARC) Undergraduate Student Training in Academic Research (U-STAR) program since 1990 and Research Initiatives for Scientific Enhancement (RISE) since 1993. Her work as a mentor and advocate for the countless students who have gone through these programs earned her recognition from the White House. In 2000, Zavala received the Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring from President Bill Clinton.

OCCUPATIONAL PROFILE OF FULL-TIME EMPLOYEE HEADCOUNT BY ETHNICITY  
Fall 2016



HEADCOUNT OF FULL-TIME EMPLOYEES BY OCCUPATIONAL GROUP\* AND ETHNICITY  
Fall 2016 and Five Years Earlier

Fall 2016

OCCUPATIONAL GROUP	TOTAL	AM. INDIAN OR ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC	NATIVE HAWAIIAN/ PAC ISLAND	RACE/ ETHNICITY UNKNOWN	TWO OR MORE RACES/ ETHN	WHITE
Faculty	12,744	82	2,199	457	1,236	19	613	125	8,013
Professional/Technical Occupations	13,001	66	2,265	930	2,543	62	585	248	6,302
Office/Administrative Support	4,551	26	535	437	1,458	17	191	83	1,804
Service Occupations	2,307	14	299	234	994	11	109	26	620
Construction/Maintenance/ Transportation	1,704	19	135	97	471	12	85	20	865
Management	1,690	8	182	146	182	4	79	22	1,067
TOTAL	35,997	215	5,615	2,301	6,884	125	1,662	524	18,671

Fall 2011

OCCUPATIONAL GROUP	TOTAL	AM. INDIAN OR ALASKA NATIVE	ASIAN	BLACK OR AFRICAN AMERICAN	HISPANIC	NATIVE HAWAIIAN/ PAC ISLAND	RACE/ ETHNICITY UNKNOWN	TWO OR MORE RACES/ ETHN	WHITE
Faculty	11,329	76	1,730	428	1,007	22	403	72	7,591
Other Professional	9,558	68	1,652	698	1,588	38	351	97	5,066
Clerical/Secretarial	4,000	35	444	400	1,065	17	150	44	1,845
Technical & Paraprofessional	2,540	21	338	183	490	9	72	16	1,411
Service/Maintenance	1,979	15	279	222	832	19	63	5	544
Executive, Administrative, & Managerial	1,493	4	154	115	143	3	39	12	1,023
Skilled Crafts	979	9	63	65	222	7	23	11	579
TOTAL	31,878	228	4,660	2,111	5,347	115	1,101	257	18,059

*\*Due to significant changes to reporting requirements for IPEDS (Integrated Postsecondary Education Data System), beginning in 2012, reporting groups have been realigned and cannot be compared directly to groups reported in prior Employee Profiles. Employee reporting has been aligned with the Standard Occupational Classifications published by the National Bureau of Labor Standards that were established in 2010. Refer to Technical Notes and Glossary for the definitions of the Occupational Groups.*







## AGE DISTRIBUTION OF CSU EMPLOYEES

### AGE DISTRIBUTION OF FULL-TIME EMPLOYEE HEADCOUNT BY FACULTY AND STAFF STATUS Fall 2016

AGE	STAFF*	PERCENT	FACULTY	PERCENT	TOTAL	PERCENT
60+	3,037	13.1%	2,911	22.8%	5,948	16.5%
50 - 59	6,345	27.3%	3,300	25.9%	9,645	26.8%
40 - 49	5,564	23.9%	3,722	29.2%	9,286	25.8%
30 - 39	5,605	24.1%	2,597	20.4%	8,202	22.8%
Under 30	2,702	11.6%	214	1.7%	2,916	8.1%
<b>TOTAL</b>	<b>23,253</b>	<b>100.0%</b>	<b>12,744</b>	<b>100.0%</b>	<b>35,997</b>	<b>100.0%</b>
<b>Average Age</b>	<b>45.7</b>		<b>50.1</b>		<b>47.2</b>	

\*Staff excludes instructional faculty personnel.

This table provides information on the age distribution of full-time employees by occupational group, gender and ethnicity.

### AGE DISTRIBUTION OF FULL-TIME EMPLOYEE HEADCOUNT BY GENDER AND MINORITY STATUS Fall 2016

AGE	MALE	PERCENT	FEMALE	PERCENT	MINORITIES	PERCENT	TOTAL*	PERCENT
60+	3,014	18.3%	2,934	15.0%	1,861	11.9%	5,948	16.5%
50 - 59	4,555	27.7%	5,090	26.1%	3,760	24.0%	9,645	26.8%
40 - 49	4,359	26.5%	4,926	25.2%	4,290	27.4%	9,285	25.8%
30 - 39	3,494	21.2%	4,706	24.1%	4,004	25.6%	8,200	22.8%
Under 30	1,033	6.3%	1,881	9.6%	1,749	11.2%	2,914	8.1%
<b>TOTAL</b>	<b>16,455</b>	<b>100.0%</b>	<b>19,537</b>	<b>100.0%</b>	<b>15,664</b>	<b>100.0%</b>	<b>35,992</b>	<b>100.0%</b>
<b>Average Age</b>	<b>48.3</b>		<b>46.4</b>		<b>45.1</b>		<b>47.2</b>	

Note: Gender was not stated for five employees.

### MINORITY EMPLOYEES AS A PERCENTAGE OF FULL-TIME EMPLOYEES BY AGE GROUP AND JOB CATEGORY (HEADCOUNT)

Fall 2016

AGE	SUPPORT*	PROFESSIONAL, TECHNICAL & MANAGERIAL**	FACULTY	ALL FULL-TIME EMPLOYEES
60+	48.9%	29.1%	25.7%	31.3%
50 - 59	51.7%	38.7%	29.7%	39.0%
40 - 49	58.5%	50.5%	35.8%	46.2%
30 - 39	60.2%	51.1%	37.5%	48.8%
Under 30	69.0%	55.4%	39.3%	60.0%
<b>All Ages</b>	<b>57.1%</b>	<b>45.3%</b>	<b>32.3%</b>	<b>43.5%</b>

E.g., In the "60 and above" age group of full-time support employees, 48.9 percent are minorities.

### FEMALE EMPLOYEES AS A PERCENTAGE OF FULL-TIME EMPLOYEES BY AGE GROUP AND JOB CATEGORY (HEADCOUNT)

Fall 2016

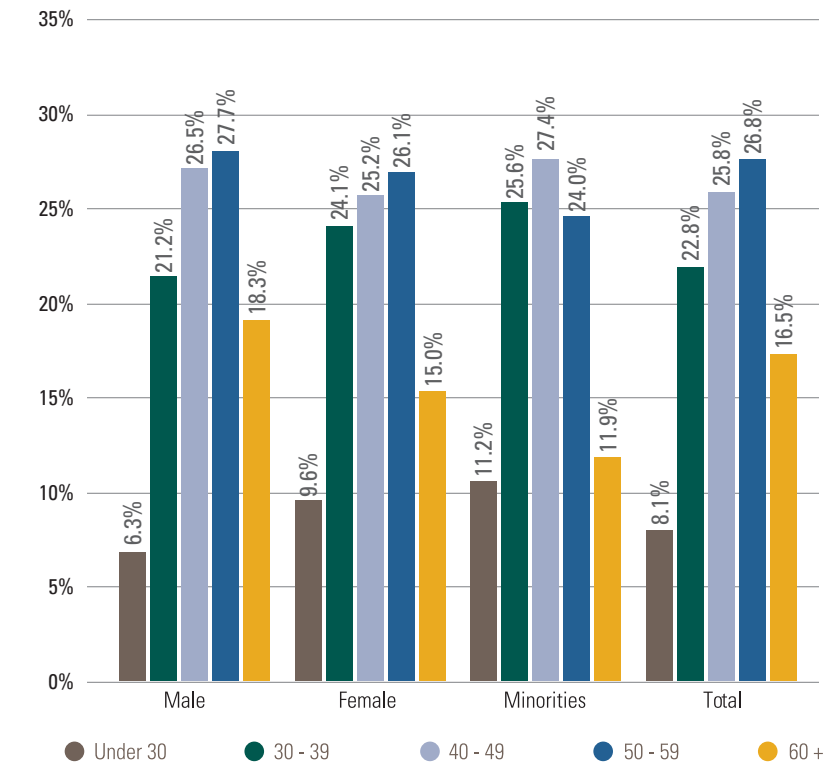
AGE	SUPPORT*	PROFESSIONAL, TECHNICAL & MANAGERIAL**	FACULTY	ALL FULL-TIME EMPLOYEES
60+	54.5%	57.7%	41.9%	49.3%
50 - 59	51.8%	59.0%	46.3%	52.8%
40 - 49	51.4%	56.3%	50.6%	53.0%
30 - 39	56.6%	60.5%	53.3%	57.4%
Under 30	67.0%	63.1%	59.8%	64.5%
<b>All Ages</b>	<b>55.3%</b>	<b>58.9%</b>	<b>48.2%</b>	<b>54.3%</b>

\*Support includes persons in the following employee categories: Construction/Maintenance/Transportation, Office/Administrative Support, and Service Occupations.

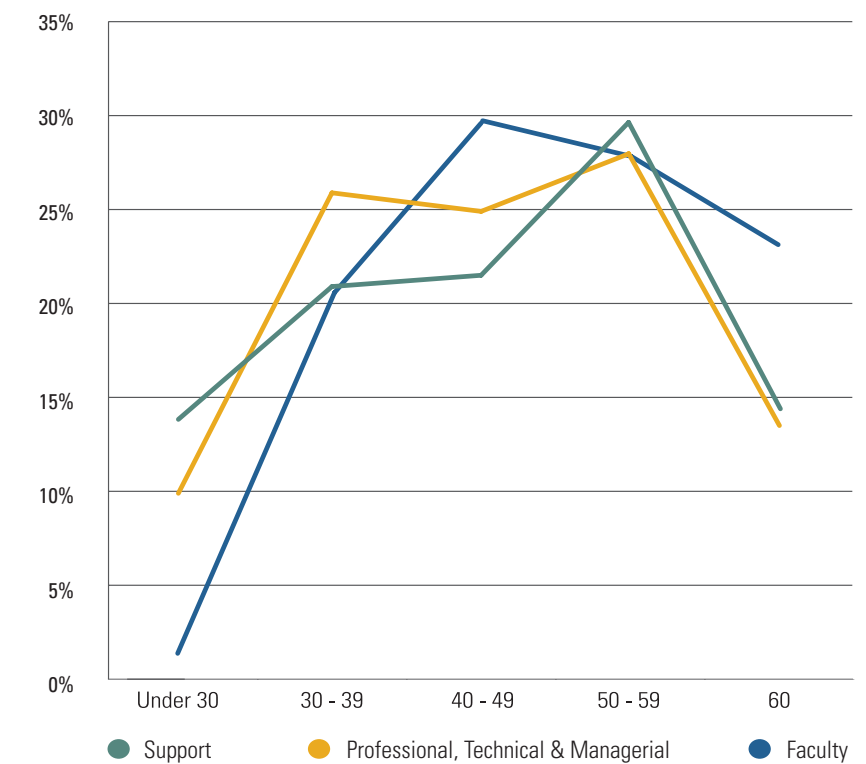
\*\*Professional, Technical & Managerial includes persons in the following employee categories: Management and Professional/Technical Occupations.

E.g., In the "60 and above" age group of full-time support employees, 54.5 percent are female. These tables provide information on the age distribution of full-time employees by faculty and staff status, gender, and ethnicity.

### PERCENTAGE OF FULL-TIME EMPLOYEES BY AGE GROUP Fall 2016



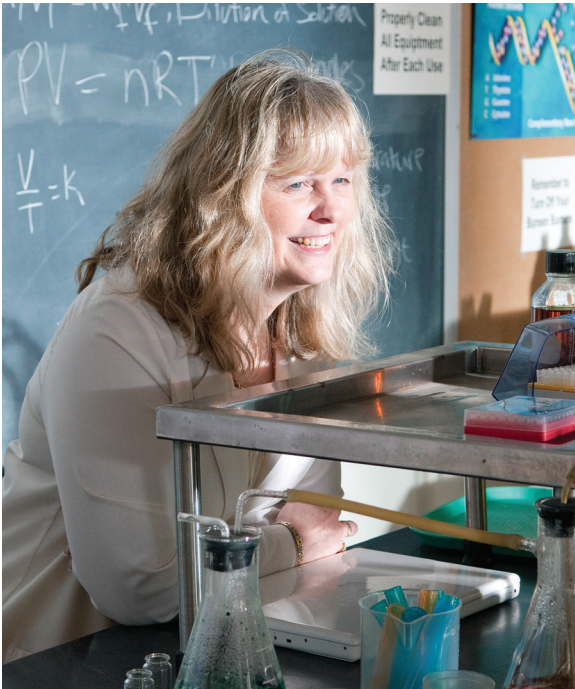
### AGE DISTRIBUTION BY JOB CATEGORY Fall 2016





# CSU FACULTY

## Fall 2016



The CSU’s distinguished faculty members continue to play a critical role in equipping future leaders with the skills and knowledge to thrive in the workforce, drive California’s economy and give back to their communities.

The CSU employs approximately 26,000 total faculty members, who account for the majority of CSU employees. Of the 12,700-plus full-time faculty, more than 80 percent are tenured or on the tenure track. In 2016, of full-time faculty employed by the CSU, 4,761 were full professors.

The increasingly diverse composition of CSU faculty reflects its student body and California’s population. Together with comprehensive community partnerships, expanded programs, internships and workforce opportunities, the CSU’s faculty members ensure that graduates are well-prepared for a lifetime of career advancement as productive and engaged citizens.

### Dr. Mariappan Jawaharlal, California State Polytechnic University, Pomona

Natural Sciences, Mathematical and Computer Sciences and Engineering, 2017 Wang Family Excellence Award Winner



Mariappan Jawaharlal, Ph.D., has been a professor of mechanical engineering at California State Polytechnic University, Pomona since 2010. Previously, he was an associate professor at Cal Poly Pomona after teaching at Rowan University in New Jersey and Kettering University in Michigan.

With a unique pedagogical style that applies a hands-on, learner-centered discovery approach, Dr. Jawaharlal has pioneered the use of scenario-based learning to teach engineering. Through interactive scenarios, students learn to work their way through real or simulated situations.

Jawaharlal is passionate about the success of his students. He has been instrumental in redesigning so-called “bottleneck courses”—those that

limit students’ ability to progress toward graduation. With funding from the CSU Office of the Chancellor specially earmarked for the redesign of foundational courses, Jawaharlal created brief, engaging video tutorials to supplement his classes. As a result, failure rates in those courses have decreased.

Recognizing that learning goes beyond the classroom, Jawaharlal was the Cal Poly Pomona founding advisor for Engineers Without Borders and the Biomimicry Society, which give students the chance to create affordable, sustainable designs. He also founded the school’s K-12 robotics outreach program, Robotics Education through Active Learning (REAL), and co-founded the Femineer Program, which empowers female K-12 students to pursue science, technology, engineering and mathematics. In 2015, the Femineer Program was one of only 150 programs nationwide recognized by the White House for its commitment to action.

Jawaharlal’s research includes life-centered design, sustainable development, design theory and methodology, assistive devices and biomimicry, with the aim of creating a more sustainable world. He was the first mechanical engineer to become a fellow at the Biomimicry Institute.

Jawaharlal earned his Ph.D. from the University of Massachusetts at Amherst and his master’s at the People’s Friendship University of Russia in Moscow.



# GENDER AND ETHNICITY

These tables represent information on the gender and ethnicity of CSU full-time faculty in Fall 2016, as well as five years earlier. In Fall 2016, over 32 percent of full-time CSU faculty were ethnic minorities, and 46 percent were female. In Fall 2011, over 29 percent of full-time faculty were ethnic minorities, and over 44 percent were female.

## FULL-TIME FACULTY BY RANK, GENDER AND ETHNICITY (HEADCOUNT)

### Fall 2016 and Five Years Earlier

#### Fall 2016

FACULTY RANK	WHITE MALE	MINORITY MALE	MINORITY FEMALE	WHITE FEMALE	RACE/ETHNICITY/ GENDER UNKNOWN	TOTAL	PERCENT OF TOTAL
Professor	1,894	869	592	1,275	131	4,761	37.4%
Associate Professor	706	439	438	700	107	2,390	18.8%
Assistant Professor	755	480	634	828	228	2,925	23.0%
<b>Tenure-Track Subtotal</b>	<b>3,355</b>	<b>1,788</b>	<b>1,664</b>	<b>2,803</b>	<b>466</b>	<b>10,076</b>	<b>79.1%</b>
Lecturer	844	286	380	1,011	147	2,668	20.9%
<b>TOTAL</b>	<b>4,199</b>	<b>2,074</b>	<b>2,044</b>	<b>3,814</b>	<b>613</b>	<b>12,744</b>	<b>100.0%</b>

Note: Percentages may not add up to 100 percent because of rounding.

#### Fall 2011

FACULTY RANK	WHITE MALE	MINORITY MALE	MINORITY FEMALE	WHITE FEMALE	RACE/ETHNICITY/ GENDER UNKNOWN	TOTAL	PERCENT OF TOTAL
Professor	1,999	808	460	1,200	82	4,549	40.2%
Associate Professor	944	450	409	808	95	2,706	23.9%
Assistant Professor	604	387	440	659	157	2,247	19.8%
<b>Tenure-Track Subtotal</b>	<b>3,547</b>	<b>1,645</b>	<b>1,309</b>	<b>2,667</b>	<b>334</b>	<b>9,502</b>	<b>83.9%</b>
Lecturer	581	155	226	796	69	1,827	16.1%
<b>TOTAL</b>	<b>4,128</b>	<b>1,800</b>	<b>1,535</b>	<b>3,463</b>	<b>403</b>	<b>11,329</b>	<b>100.0%</b>

### Dr. Keith A. Trujillo, CSU San Marcos

Social and Behavioral Sciences and Public Service, 2017 Wang Family Excellence Award Winner

Keith A. Trujillo, Ph.D., has been a professor in the Department of Psychology at California State University San Marcos for more than 22 years and has served as director of the Office for Training, Research and Education in the Sciences (OTRES) for the past seven.

Dr. Trujillo is committed to mentoring and training underrepresented minority students in the STEM disciplines. As the director of OTRES, Trujillo oversees programs aimed at helping students succeed in the sciences and as professional researchers. The OTRES student program includes financial support and a robust array of activities specifically designed to encourage empowerment, self-efficacy and identity as a scholar, specifically among first-generation, low-income and underrepresented students.

In addition to his work at CSU San Marcos, he is also co-director of the Summer Program in Neuroscience, Ethics and Survival (SPINES), which strives

to increase diversity in neuroscience by providing professional development and networking opportunities to graduate students, postdoctoral fellows and junior faculty from underrepresented and disadvantaged groups. Trujillo is also the principal investigator of a \$1 million grant supporting SPINES at the Marine Biological Laboratory in Woods Hole, Mass.



Trujillo’s 1991 research article on the role of the neurotransmitter glutamate in drug tolerance and dependence is one of the most-cited papers in the field of pain relief. The article and subsequent papers have contributed significantly to the understanding of brain plasticity in response to drugs, with relevance to pain, analgesia and addiction.

Trujillo earned his Ph.D. from the University of California, Irvine and his bachelor’s from California State University, Chico.



FULL-TIME FACULTY BY TENURE STATUS, GENDER AND ETHNICITY (HEADCOUNT)

Fall 2016 and Five Years Earlier

Fall 2016

TENURE STATUS	WHITE MALE	MINORITY MALE	MINORITY FEMALE	WHITE FEMALE	RACE/ETHNICITY/ GENDER UNKNOWN	TOTAL	PERCENT OF TOTAL
Tenured	2,526	1,268	977	1,902	219	6,892	54.1%
Probationary	829	520	687	901	247	3,184	25.0%
Tenure-Track Subtotal	3,355	1,788	1,664	2,803	466	10,076	79.1%
Temporary	844	286	380	1,011	147	2,668	20.9%
TOTAL	4,199	2,074	2,044	3,814	613	12,744	100.0%

Fall 2011

TENURE STATUS	WHITE MALE	MINORITY MALE	MINORITY FEMALE	WHITE FEMALE	RACE/ETHNICITY/ GENDER UNKNOWN	TOTAL	PERCENT OF TOTAL
Tenured	2,889	1,222	861	1,969	173	7,114	62.8%
Probationary	644	410	441	690	163	2,348	20.7%
Tenure-Track Subtotal	3,533	1,632	1,302	2,659	336	9,462	83.5%
Temporary	595	168	233	804	67	1,867	16.5%
TOTAL	4,128	1,800	1,535	3,463	403	11,329	100.0%

HEADCOUNT OF PART-TIME FACULTY BY GENDER AND ETHNICITY

Fall 2016

GENDER	TOTAL	BLACK OR AFRICAN AMERICAN	AMER. INDIAN/ ALASKA NATIVE	ASIAN	HISPANIC	WHITE	NATIVE HAWAIIAN/ PACIFIC ISLANDER	TWO OR MORE RACES	RACE/ ETHNICITY/ GENDER UNKNOWN
Female	7,139	347	44	787	775	4,535	9	111	531
Male	6,324	258	39	699	716	4,007	9	73	523
Unknown	27	0	0	3	1	10	0	0	13
TOTAL	13,490	605	83	1,489	1,492	8,552	18	184	1,067

Dr. Krishna Foster, Cal State LA

Associate Professor of Chemistry



California State University, Los Angeles Professor Krishna Foster, Ph.D., is determined to make careers in the STEM fields more accessible—especially to students of color.

“There’s not a lot of inclusive representation of different groups as scientists,” says Dr. Foster. “So you can imagine being a new scientist—a

chemistry major—and if you don’t see people that look like you, it can be quite intimidating.”

Since she arrived at Cal State LA in 2000, Foster has sought grants for Minorities Opportunities in Research (MORE), which raises funding specifically to encourage students of color to achieve a doctorate in STEM fields. MORE has sent more than 120 students to Ph.D. programs in the last 20 years, including 10 from Foster’s lab.

Foster aims to humanize science. She strenuously objects, for example, to the practice adopted by some universities of slotting chemistry and math under the term “traditionally difficult courses.”

“Chemistry and the math that supports it are both stigmatized,” she says. Foster has seen again and again how changing her students’ perception of these subjects can transform how well they do in her classes.

Foster’s efforts to raise grant money have helped lift Cal State LA, and Foster, to national recognition. The campus was lauded among bachelor’s- and master’s-granting institutions in the U.S. as the No. 1 producer of Latino/Latina students who go on to earn a Ph.D. in science and engineering.

The accolades are nice, she says, but it’s all secondary to giving her students greater access to a degree—and eventually, a job—in the STEM fields. “You’re taking a whole group of people and bringing them into the trained workforce to become professionals” says Foster. “To see that realized is incredibly gratifying.”



TENURE STATUS

HEADCOUNT OF FULL-TIME FACULTY WITH TENURE, WITH DOCTORATE, BY RANK

Fall 2016

FULL-TIME FACULTY	TOTAL	WITH TENURE		WITH DOCTORATE	
		TOTAL	PERCENT	TOTAL	PERCENT
Professor	4,761	4,682	98.3%	4,273	89.8%
Associate Professor	2,390	2,159	90.3%	2,140	89.5%
Assistant Professor	2,925	51	1.7%	2,575	88.0%
Tenure-Track Subtotal	10,076	6,892	68.4%	8,988	89.2%
Lecturer	2,668	0	0.0%	816	30.6%
TOTAL	12,744	6,892	54.1%	9,804	76.9%

HEADCOUNT OF FULL-TIME FACULTY BY TENURE STATUS AND ETHNICITY

Fall 2016 and Five Years Earlier

Fall 2016

TENURE STATUS	TOTAL	BLACK OR AFRICAN AMERICAN	AMER. INDIAN/ ALASKA NATIVE	ASIAN	HISPANIC	WHITE	NATIVE HAWAIIAN/ PAC. ISLANDER	TWO OR MORE RACES	RACE ETHNICITY/ GENDER UNKNOWN
Tenured	6,892	240	37	1,268	641	4,428	9	50	219
Probationary	3,184	143	29	676	319	1,730	2	38	247
Temporary	2,668	74	16	255	276	1,855	8	37	147
TOTAL	12,744	457	82	2,199	1,236	8,013	19	125	613

Fall 2011

TENURE STATUS	TOTAL	BLACK OR AFRICAN AMERICAN	AMER. INDIAN/ ALASKA NATIVE	ASIAN	HISPANIC	WHITE	NATIVE HAWAIIAN/ PAC. ISLANDER	TWO OR MORE RACES	RACE ETHNICITY/ GENDER UNKNOWN
Tenured	7,114	273	53	1,076	629	4,858	13	39	173
Probationary	2,348	101	14	510	210	1,334	2	14	163
Temporary	1,867	54	9	144	168	1,399	7	19	67
TOTAL	11,329	428	76	1,730	1,007	7,591	22	72	403

Dr. Nancy L. Segal, CSU Fullerton

Social and Behavioral Sciences and Public Service, 2016 Wang Family Excellence Award Winner

Upon her arrival in 1991 at California State University, Fullerton, Nancy L. Segal, Ph.D., founded the Twin Studies Center with the dual mission of fostering twin research by faculty and students and providing information and support to interested individuals.

As a professor of developmental psychology, Dr. Segal’s interests lie at the juncture of genetics, evolutionary psychology and twin studies. In addition to lecturing, mentoring, publishing and presenting, she uses her research to inform twin-based legal cases, to provide input to the media, and to assist authors and artists in creative endeavors.

Segal was awarded the 2013 William James Book Award for her work, Born Together—Reared Apart: The Landmark Minnesota Twin Study, which summarized the origins, methods, findings and controversies of a pivotal project on separated twins. She also set a new Guinness world record for reuniting twins who had been apart for 78 years. Most recently, her participation as a researcher and interviewee in the 2015 film “Twinsters” helped shape the documentary into a highly informative memoir of reunited twin sisters.

Segal earned a Ph.D. and M.A. from the University of Chicago and a B.A. from Boston University.



Dr. Anita Silvers  
San Francisco State University  
Visual and Performing Arts and Letters,  
2017 Wang Family Excellence Award Winner



For a half-century, Anita Silvers, Ph.D., has served San Francisco State University as a professor of philosophy. She’s also in her 10th year and her second

stint chairing the department after rebuilding the school’s philosophy program beginning in 2006. Between 1982 and 2008, Dr. Silvers served as the secretary-treasurer of the American Philosophical Association Pacific Division.

Known among philosophers for her leadership in creating the new and quickly-growing field of philosophical research, Silvers has conducted groundbreaking studies on disability and justice that have garnered significant recognition. Her work, informed by her own experiences as a person with quadriplegia stemming from childhood polio, increases and improves insight into and understanding of disability.

Awarded the Quinn Prize for Contributions to Philosophy and the Lebowitz Prize for Excellence in Philosophical Thought, Silvers also received a presidential appointment to the National Council on the Humanities. In 2016, she was named a top ethics educator in the Pacific Rim by the Squires Foundation.

Silvers has also played an important role in the CSU’s commitment to and compliance with the Rehabilitation Act of 1973. While serving on the CSU Academic Senate, she organized efforts to obtain funding from Gov. Brown and the California Legislature needed for architectural barrier removal and accommodation. She also helped to develop affirmative approaches to the employment of faculty and staff with disabilities and was recognized with the first-ever Rights Award from the California Faculty Association.

Silvers earned her Ph.D. from Johns Hopkins University and her bachelor’s from Sarah Lawrence College.



NEW FACULTY

Significantly, of the CSU’s 854 new tenure-track faculty members, 359 are minorities and 465 are female. This is the largest group of new tenure-track faculty to join the CSU in ten years, as well as the most diverse. Most of this year’s new faculty members fill assistant professor positions, but faculty were hired in all academic ranks.

More information on new faculty hired by the CSU is available in an annual report on the Faculty Recruitment Survey. This report contains detailed information on faculty recruitment, faculty demographics and salaries offered to new faculty.

NEW FULL-TIME, TENURE-TRACK FACULTY  
BY RANK (HEADCOUNT)

Fall 2016 and Five Years Earlier

Fall 2016

ACADEMIC RANK	TOTAL	MALE	FEMALE	MINORITIES
Professor	25	16	9	8
Associate Professor	39	21	18	21
Assistant Professor	790	352	438	330
TOTAL	854	389	465	359

Fall 2011

ACADEMIC RANK	TOTAL	MALE	FEMALE	MINORITIES
Professor	18	15	3	7
Associate Professor	30	21	9	15
Assistant Professor	405	200	205	156
TOTAL	453	236	217	178

Source: CSU annual reports on Faculty Recruitment Survey



PROMOTIONS & TENURE

The following tables present data on the number of full-time faculty unit employees who were promoted to a higher academic rank effective Fall 2015 and Fall 2016 and the number of faculty who earned tenure effective Fall 2016. Data includes promotions and awards of tenure to instructional faculty, as well as non-instructional members of the faculty bargaining unit (librarians and counselor faculty).

PROMOTIONS AMONG FULL-TIME FACULTY  
(HEADCOUNT) Fall 2016 and Prior Year

PROMOTION TO	FALL 2015	FALL 2016
Professor	298	340
Associate Professor	249	195
Assistant Professor	3	3
TOTAL	550	538
Unknown	7	4

Ranks include equivalent ranks for librarians and counselor faculty.  
Source: CIRS Compendium Report G01

NUMBER OF FACULTY GRANTED TENURE  
(HEADCOUNT)\* Fall 2016

TOTAL	193
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Source: Data from custom report run using CIRS (Campus Information Retrieval System) data program prodpgm (pdc9520a/b)

\*Includes those granted tenure between 7/1/16 and 12/31/16



SEPARATIONS

The tables below present information on tenured/tenure-track and full-time temporary faculty who separated from CSU employment in 2015-2016 and in the prior year. In 2015-2016, 50 percent of the separations were retirements.

SEPARATIONS AMONG FULL-TIME FACULTY BY CAUSE AND APPOINTMENT STATUS (HEADCOUNT)  
2015-16 and 2014-15

2015-16

TENURE STATUS	FULL-TIME HEADCOUNT (2014-15)	RETIREMENT		DEATH		RESIGNATION		NOT REHIRED		TOTAL SEPARATIONS	
		Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*
Tenured	7,039	260	3.7%	20	0.3%	76	1.1%	7	0.1%	363	5.2%
Probationary	2,667	3	0.1%	2	0.1%	104	3.9%	6	0.2%	115	4.3%
Temporary	2,572	62	2.4%	1	0.0%	24	0.9%	82	3.2%	169	6.6%
TOTAL	12,278	325	2.6%	23	0.2%	204	1.7%	95	0.8%	647	5.3%

2014-15

TENURE STATUS	FULL-TIME HEADCOUNT (2013-14)	RETIREMENT		DEATH		RESIGNATION		NOT REHIRED		TOTAL SEPARATIONS	
		Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*	Number	Percent*
Tenured	7,207	348	4.8%	14	0.2%	66	0.9%	2	0.0%	430	6.0%
Probationary	2,226	7	0.3%	0	0.0%	95	4.3%	10	0.4%	112	5.0%
Temporary	2,400	52	2.2%	3	0.1%	25	1.0%	85	3.5%	165	6.9%
TOTAL	11,833	407	3.4%	17	0.1%	186	1.6%	97	0.8%	707	6.0%

\*Separations as percent of full-time employees within each tenure status (tenured, probationary, temporary, or total faculty).

Notes: Tables on faculty separations exclude all temporary faculty with part-time appointments. Retiring faculty who enter FERP are included, but FERP faculty who exited the program during the years reported are excluded. Reappointed lecturers are also excluded.

Source: CIRS Compendium Report K19





SALARY

AVERAGE SALARIES\* FOR FULL-TIME FACULTY BY RANK AND APPOINTMENT TYPE (HEADCOUNT)  
Fall 2016

ACADEMIC RANK	ACADEMIC YEAR		12-MONTH	
	HEADCOUNT	AVERAGE SALARY	HEADCOUNT	AVERAGE SALARY
Professor	4,230	\$102,900	531	\$127,060
Associate Professor	2,287	\$87,040	103	\$107,624
Assistant Professor	2,903	\$78,877	22	\$90,515
Lecturer	2,522	\$60,298	146	\$81,920
TOTAL	11,942	\$85,026	802	\$115,344

*\*Only includes base salaries; additional compensation earned through additional appointments, such as extra quarter assignments and summer sessions, are not included.*

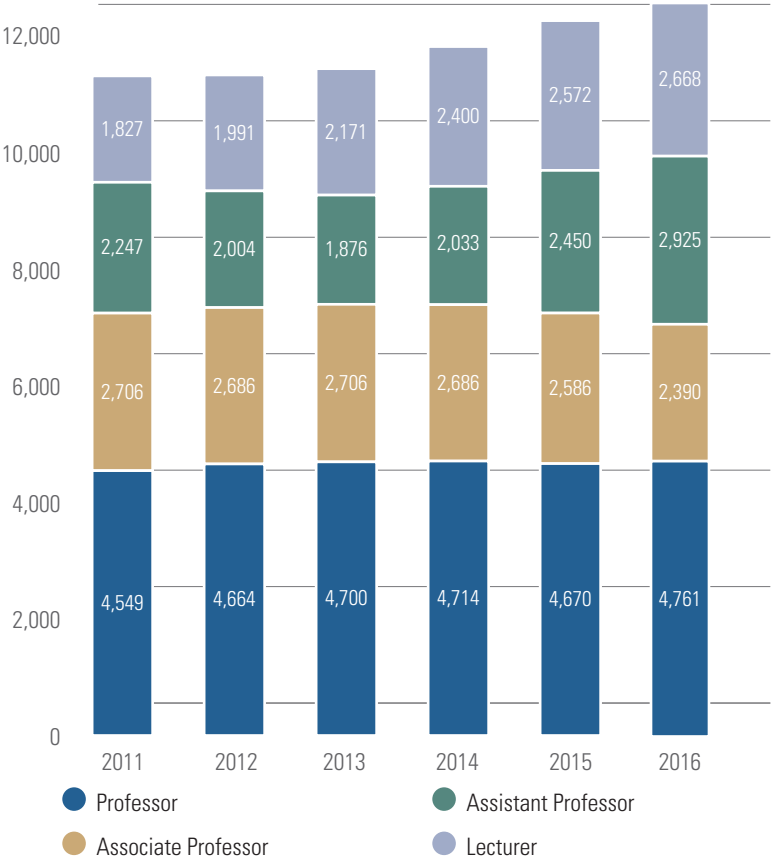


CAMPUS

HEADCOUNT OF FULL-TIME FACULTY BY RANK AND CAMPUS  
Fall 2016

CAMPUS	PROFESSOR	ASSOCIATE PROFESSOR	ASSISTANT PROFESSOR	TENURE-TRACK SUBTOTAL	LECTURER	ALL FULL-TIME
Bakersfield	75	50	70	195	87	282
Channel Islands	49	17	56	122	78	200
Chico	204	94	143	441	95	536
Dominguez Hills	100	56	73	229	99	328
East Bay	120	91	106	317	48	365
Fresno	222	134	193	549	182	731
Fullerton	320	228	234	782	234	1,016
Humboldt	116	44	77	237	62	299
Long Beach	376	192	220	788	263	1,051
Los Angeles	281	90	127	498	172	670
Maritime Academy	16	12	22	50	15	65
Monterey Bay	53	37	60	150	75	225
Northridge	392	164	212	768	157	925
Pomona	242	81	181	504	107	611
Sacramento	338	126	145	609	116	725
San Bernardino	206	64	116	386	89	475
San Diego	338	201	166	705	171	876
San Francisco	343	226	159	728	128	856
San José	317	144	187	648	94	742
San Luis Obispo	296	172	177	645	197	842
San Marcos	111	74	73	258	101	359
Sonoma	127	47	48	222	36	258
Stanislaus	119	46	80	245	62	307
TOTAL	4,761	2,390	2,925	10,076	2,668	12,744

HEADCOUNT OF FULL-TIME FACULTY BY RANK  
Fall 2016 and Prior Years



Dr. Cathrine Himberg, CSU Chico  
Professor of Kinesiology

In the 2014 documentary, “No Excuses,” Cathrine Himberg, Ph.D., visits teachers and administrators in California, South Carolina, Washington and West Virginia, learning how quality physical education (PE) and physical activity throughout the school day can be used as tools to improve students’ academic success, behavior in the classroom, motivation to learn and overall wellness.

The advocacy film’s message to policymakers and school officials is that implementing quality K-12 physical education in the U.S. should be a major priority.

“There are still a lot of principals and teachers and administration that do not know what quality PE is and what effect it can have on a school. That’s where we’re really trying to hit it,” says Dr. Himberg, an alumna and professor of kinesiology at California State University, Chico, who was honored with the 2015-16 Outstanding Professor Award.

“Real teachers don’t babysit kids. Real teachers do the right thing every day as best they can with the resources they have. It’s not easy, and we need support for them.”

At CSU Chico, Himberg teaches future physical education teachers, as well as dance and yoga for all students. She’s also active in the community and developed a physical education program curriculum for Inspire Charter High School in 2010 and has provided dance lessons and workshops in Chico-area schools every semester since 2005.



In 1998, Himberg founded the nonprofit Center for Advancement of Standards-Based Physical Education Reform (CASPER) based at CSU Chico; she remains executive director of the center, whose mission is to challenge PE programs to be a part of the solution to the problem of physical inactivity in society. The center hosts the SupportREALteachers.org website, which is used by teachers around the globe as a curriculum resource.

“I started CASPER because I was frustrated about seeing so many inappropriate practices being used in physical education classes,” says Himberg, who earned a Ph.D. at Virginia Tech, an M.A. at CSU Chico and B.S. at Eastern Carolina University. “Teaching is the heart and soul of my work as a professor. I am inspired every day by my students, who make positive changes in their own lives and beyond.”



# TECHNICAL NOTES AND GLOSSARY

This reference booklet contains Fall 2016 snapshot information on employees at all 23 campuses and the Chancellor’s Office. All tables and charts in the Employee Profile exclude student employees, other intermittent or casual employees, and faculty teaching in extension, special sessions and summer sessions. Employees are included regardless of the source of funds used to pay their salaries. Due to significant changes to reporting requirements for the Integrated Postsecondary Education Data System (IPEDS) beginning in 2012, reporting groups have been realigned and cannot be compared directly to groups reported in prior Employee Profiles. Employee reporting has been aligned with the 2010 Standard Occupational Classifications published by the National Bureau of Labor Standards. Data presented in this report were obtained from the following sources:

## 1. IPEDS DATABASE, ORACLE / PEOPLESOFT

Construction/ Maintenance/ Transportation	Consolidates two IPEDS reporting groups: 1. Natural Resources, Construction and Maintenance Occupations; 2. Production, Transportation and Material Moving Occupations. Includes electricians, mechanics, carpenters, painters, agricultural workers, gardeners, equipment technicians, equipment operators, etc. Most employees in this group were previously reported in the Skilled Crafts group; of the remainder, most were previously reported in the Technical and Para-professional or Service/Maintenance groups.
Faculty	All regular instructional faculty, including department chairs and lecturers. Excludes librarians, coaches and counselors. Also excludes extension or summer session faculty.
Management*	Includes executives, vice presidents, directors, managers, deans and other management personnel with primary (and major) responsibility for management of the institution or recognized subdivision or department, etc. Employees in the Management group customarily and regularly direct the work of others and perform work directly related to management policies or general business operations (supervisors are no longer included in this group). All employees in the Management group are classified by the CSU as either Executives or members of the Management Personnel Plan. Employees in this group were previously reported in the Executive, Administrative and Managerial group.
Office/Administrative Support	Includes departmental secretaries; payroll, receiving and account clerks; administrative assistants and coordinators; accounting technicians, data entry operators, credential analysts and evaluators; property clerks; police dispatchers, etc. Most employees in this group were previously reported in the Clerical and Secretarial group; of the remainder, most were formerly reported in the Technical and Paraprofessional or Service/Maintenance groups.
Professional/Technical Occupations	Consolidates six IPEDS reporting groups: 1. Community Service, Legal, Arts, and Media Occupations; 2. Business and Financial Operations Occupations; 3. Healthcare Practitioner and Technical Occupations; 4. Computer, Engineering, and Science Occupations; 5. Non-Postsecondary Teaching; 6. Librarians, Archivists, and Curators. Most employees in these six groups were previously reported either as Professional or Technical and Paraprofessional. Also includes coaches and counselors.
Service Occupations	Includes custodians, grounds workers, police officers, food service workers, parking officers, etc. Most employees in this group were previously reported in the Service/Maintenance group; of the remainder, most were previously reported in the Other Professional or Technical and Paraprofessional groups.

## 2. CAMPUS INFORMATION RETRIEVAL SYSTEM (CIRS) - PRIOR YEARS DATA

Clerical & Secretarial	Includes departmental secretaries; payroll, receiving and account clerks; etc.
Executive, Administrative, & Managerial*	Includes executives, vice presidents, directors, managers, deans, accounting supervisors, employment supervisors and any other management personnel with primary (and major) responsibility for management of the institution or recognized subdivision or department, etc. or any other supervisory personnel with responsibility for professional employees. Employees in the Executive, Administrative, and Managerial group customarily and regularly direct the work of others and perform work directly related to management policies or general business operations or supervise the work of professional employees and perform work similar to that of those they supervise. All employees in the Executive, Administrative & Managerial group are classified by the CSU as either Executives or members of the Management Personnel Plan (MPP).

\*Employees in CSU's Management Personnel Plan (MPP) are assigned to IPEDS occupational groups based on their job responsibilities. Besides the Management group, MPP employees are distributed across several other occupational groups.

Faculty	All regular instructional faculty, including department chairs and lecturers. Excludes librarians, coaches and counselors (counted among “Other Professional”). Also excludes extension or summer session faculty.
Other Professional	Includes employees whose jobs require a college education or comparable experience; excludes faculty and individuals meeting the IPEDS definition of Executive, Administrative, & Managerial employees.
Service/Maintenance	Includes custodians, gardeners, laborers, campus guards, etc.
Skilled Crafts	Includes electricians, mechanics, carpenters, etc.
Technical & Paraprofessional	Includes employees whose jobs require skills acquired in a junior college or equivalent on-the-job training, such as computer operators, instructional support, and equipment technicians.

## 3. CSU FACULTY RECRUITMENT SURVEY

New Faculty	Instructional faculty members appointed to tenure-track positions and scheduled to begin service during the 2016/17 academic year, as reported by campuses in the annual CSU Faculty Recruitment Survey. Includes all employees newly appointed to tenure-track positions at the reporting campus, including those who previously held tenure-track appointments elsewhere in the CSU or temporary appointments at the reporting campus or other CSU campuses. Does not include employees appointed as tenure-track librarians or counselors.
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## TECHNICAL NOTES AND GLOSSARY

FERP Faculty	Refers to faculty employees who participate in the Faculty Early Retirement Program.
FTE Positions	Refers to the total “full-time equivalent positions” filled by all full-time and part-time employees.
Full-Time	Individuals employed “100% time”; includes full-time employees on leave with pay.
Lecturer	Includes all instructional faculty with temporary appointments (non-tenure track).
Minority	Includes individuals who reported an ethnic/racial background other than “White.” Individuals who did not report an ethnic/ racial background are counted in a “Race/Ethnicity/Gender Unknown” category.
Part-Time	Includes employees whose assignments at a given campus are less than 100% time. Individuals employed simultaneously at two campuses are counted as two employees.
Probationary Faculty	Tenure-track faculty employees who have not been awarded tenure. Includes individuals serving a “terminal” year.
Race/Ethnicity/Gender Unknown	Includes all individuals who did not self-report a racial/ethnic background and/or gender.
Staff Employees	Refers to all employees who are not “faculty” as defined above.
Support	Includes persons in the following employee categories: Clerical & Secretarial, Technical & Paraprofessional, Skilled Crafts, and Service/Maintenance.
Temporary Faculty	Members of the faculty bargaining unit with temporary appointments (non-tenure track). Include lecturers, temporary librarians, faculty coaches, and temporary faculty counselors.
Tenured Faculty	Tenure-track faculty employees who have been awarded tenure.

Total	Data shown throughout this report exclude student employees, intermittent employees and extension and summer session faculty.
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Note: Percentages referenced throughout report may not add up to 100 percent because of rounding.

Questions about the data in the Employee Profile should be directed to: [hradmin@calstate.edu](mailto:hradmin@calstate.edu)



