



The California State University

President Compensation Market Analysis Results

CSU Board of Trustees Presentation

November 18-19, 2025

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| Today's Agenda

- **Introduction**
- **Market Assessment: Executive Summary of Results**

Introduction

- The California State University System (“CSU”) engaged Segal to conduct a total remuneration market competitiveness study for all of CSU’s campus Presidents.
- As a first step, Segal reviewed the CSU’s internal campus groupings and comparator groups (i.e., peers).
 - **Internal Groupings:** The CSU institutions have changed in size and complexity since the last market analysis. Our assessment resulted in four internal groupings (instead of three) which shifted several of the CSU institutions into different groups.
 - **Comparator Groups:** We significantly expanded comparator groups to more appropriately measure the market for executive talent.
- The market assessment uses data gathered from The Chronicle of Higher Education, contracts received either directly from the institution or via Freedom of Information Act requests, and research from public sources. Market data were aged to 7/1/25 using a 4.4% annual update factor. The CSU and market data shown in this report is as of July 2025.
- Definitions of Key Terms Used:
 - **Total Cash Compensation:** Base salary plus bonus/incentives.
 - **Total Remuneration:** Base salary, bonus/incentives, retirement, and deferred compensation.
 - **Percentile:** A leader’s competitive position within the peer group. A percentile is a measurement indicating the relative positioning within a group of observations. For example, the 20th percentile is the value below which 20% of the observations may be found.

Executive Summary

Key Findings

1. President Competitiveness: The CSU Presidents' salary and total remuneration are positioned well below market.

- *Base Salary*: Base salary is below the market median for all Presidents, with 18 (or 82%) of Presidents below the 25th percentile¹.
- *Total Remuneration*²: All but one President's total remuneration are below median, with 8 (or 36%) of Presidents below the 25th percentile. The improvement in market positioning is due to the CalPERS "Classic" retirement plan contribution for longer-term incumbents.
- *Group 1*: Group 1 Presidents are the furthest below market, with total remuneration ranging from 69% of median to 89% of median.

2. Compensation Options: The CSU does not offer the types of pay alternatives utilized in the market (i.e., incentive pay and deferred compensation).

- *Bonus/Incentives*: 48% of comparator institutions provide variable pay to their Presidents at an average 18% of base salary.
- *Deferred Compensation*: 41% of comparator institutions provide supplemental deferred compensation to their Presidents at an average of \$85,000.

¹ Percentile: A leader's competitive position within the peer group. A percentile is a measurement indicating the relative positioning within a group of observations. For example, the 25th percentile is the value below which 25% of the observations may be found.

² Total Remuneration: Base salary, bonus/incentives, retirement, and deferred compensation.

Executive Summary

Key Findings continued

3. Benefits and Perquisites: Benefit offerings are generally richer than peers, but only those that participate in the classic retirement plan see a meaningful change in competitive positioning. Perquisites are standard.

- *Health and Welfare:* Health and welfare insurance offerings are generally more competitive, but the modest economic value does not impact competitive positioning.
- *Retirement:* Participants in the CalPERS “Classic” pension have a meaningfully richer benefit than those in PEPRA. The “Classic” plan is also richer than those in the market.
- *Housing:* Comparator institutions generally provide Presidents with a housing benefit in the form of a university residence or an allowance (typically \$40,000-\$60,000). The CSU’s housing allowances (\$50,000-\$60,000) are consistent with market opportunities, but the cost of living within the system is significantly higher for most campus locations.
- *Auto Allowance:* Most institutions also provide Presidents with an auto benefit in the form of a University-provided vehicle or an allowance (typically \$10,000-\$15,000). The CSU’s allowance at \$12,000 is consistent with the market.

4. Policy and Practices: The CSU’s compensation policy and recent pay decisions are contributors to the results.

- *President Pay “GSI Freeze”:* The CSU has not provided President GSI/merit increases for the last three years. If salary increased at the same annual rate provided to others, more than half of the Presidents would be within 10% of median total remuneration. Today only five are within 10% of median.
- *Compensation Policy:* The CSU’s current policy limits successor President salaries to no more than a 10% increase above the previous incumbent, absent extenuating circumstances. Today’s market for Presidential talent is extremely competitive. Current policy is likely to restrict the pool of available candidates as well as filling vacant positions.

Executive Summary

Base Salary and Total Remuneration Spend – All Presidents

The exhibit below depicts aggregate compensation spend among all CSU Presidents compared to what the market spends for the same roles.

CSU versus Comparator Aggregate Spend

	Base Salary	Total Remuneration
CSU Total Spend¹	\$10,025,931	\$12,215,309
25th Percentile	\$10,660,549	\$12,188,846
Median	\$12,018,652	\$14,535,037
75th Percentile	\$13,502,613	\$16,236,363
CSU Total % of Median	83%	84%
CSU Group 1 % of Median	74%	76%
CSU Group 2 % of Median	90%	86%
CSU Group 3 % of Median	90%	95%
CSU Group 4 % of Median	88%	86%

The CSU spends 84% of what the market spends on total remuneration at the median. In aggregate, the CSU approximates the 25th percentile of comparator institutions in base salary and total remuneration.

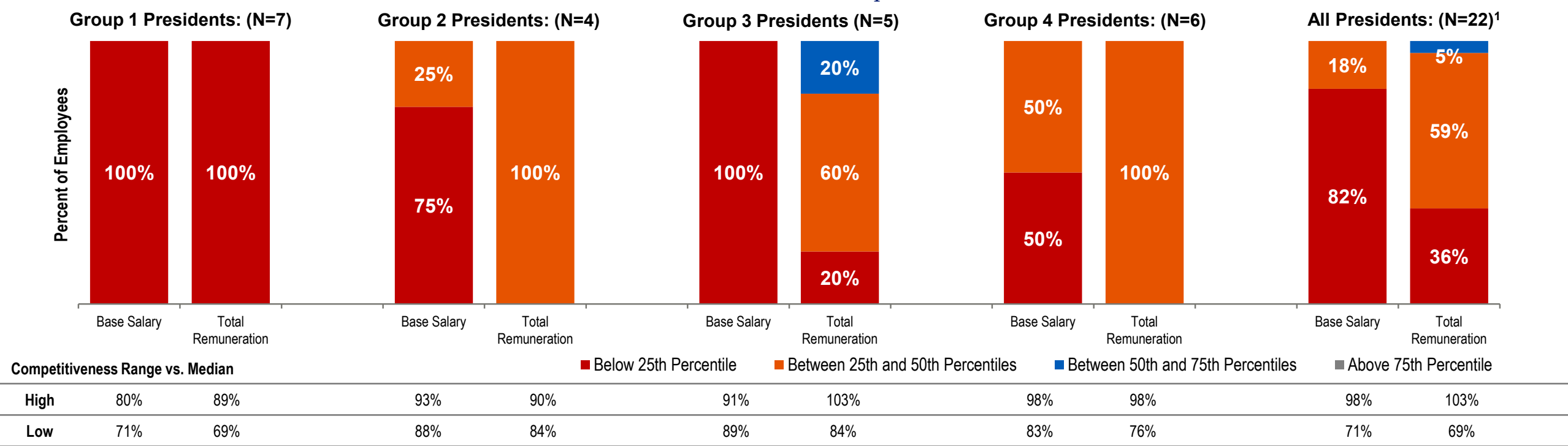
¹ Excludes California State University Maritime Academy.

Executive Summary

Competitiveness by Group

Below is an illustration showing the distribution of competitiveness for Presidents by group. Red shows the percentage of Presidents below the 25th percentile, and orange the percentage between the 25th percentile and median.

Distribution of Individual Competitiveness



Among all Presidents (i.e., 22 incumbents), 82% have base salaries below the 25th percentile and 36% are below the 25th percentiles for total remuneration. Only one President has total remuneration above median.

¹ Excludes California State University Maritime Academy.

Executive Summary

Benefits Market Competitiveness

Overall, the CSU's benefits range from Competitive to Highly Competitive.

Benefit	Competitiveness	Commentary
Retirement	<i>More to Highly Competitive (based on plan)</i>	<ul style="list-style-type: none"> Participants in the CalPERS "Classic" pension have a meaningfully richer benefit than those in PEPR. The "Classic" plan is also richer than those in the market.
Medical/Rx	<i>More to Highly Competitive</i>	<ul style="list-style-type: none"> Many plan options, competitiveness varies by plan from competitive to highly competitive. Subsidy levels are very high, with many at 100% for employee and family.
Post-Retirement Medical/Rx	<i>More to Highly Competitive</i>	<ul style="list-style-type: none"> Strong retiree choices with low contributions while employed.
Dental/Vision	<i>Highly Competitive</i>	<ul style="list-style-type: none"> The designs for dental and vision are fairly typical, but dental is usually contributory, and vision is usually voluntary; providing both paid by the system improves competitiveness.
Paid Leave	<i>More Competitive</i>	<ul style="list-style-type: none"> More competitive vacation leave and a one-year study leave is better than most sabbaticals offered. Holidays and sick leave are competitive. Parental leave is slightly less competitive.
Life Insurance	<i>More Competitive</i>	<ul style="list-style-type: none"> Flat benefit for the basic life is more competitive. Optional life maximums are meaningfully high, even for spouse and child coverage.
Short-Term Disability	<i>Less Competitive</i>	<ul style="list-style-type: none"> Base plan design is weaker than average.
Long-Term Disability	<i>More to Highly Competitive</i>	<ul style="list-style-type: none"> Fully subsidized benefit of a rich plan design.
Tuition Benefits	<i>Less Competitive</i>	<ul style="list-style-type: none"> Most universities offer benefits to employees, spouses, and children, but most offer a much greater benefit to children (almost 100% of full-time tuition at their institution).
Affiliation / Voluntary Benefits	<i>Competitive</i>	<ul style="list-style-type: none"> The system offers a market-competitive variety of additional and voluntary benefits.

| Appendix

- 1. Market Data Definitions for President Assessment**
- 2. Internal Groupings**
- 3. Comparator Groups**
- 4. Carnegie Classifications**
- 5. Market Analysis Summary by Group**

1. Market Data Definitions

- **Base Salary:** The most recently available data from employment agreements / contracts, research, or as provided by the institution.
- **Bonus and Incentive Compensation:** The most recently available data from employment agreements / contracts and research; reported maximum opportunity where available. Also includes amortized annual amounts of cash retention awards.
- **Retirement:** Employer contribution to a defined contribution (DC) or defined benefit (DB) plan. Uses defined contribution formula where available, and defined benefit formula where not available.
 - DC: Annual employer contribution assuming full match
 - DB: Estimated annual value calculated using each institution's defined benefit formula and actuarial assumptions for incumbent age, retirement age, salary growth, and interest rate
- **Deferred Compensation:** Employer contribution to a deferred compensation plan as detailed in the contract.
- **Other Benefits and Perquisites:** The most recently available information from employment agreements / contracts (not included in Total Remuneration).

2. Current Internal Campus Groupings

The table below reflects CSU's current internal groupings.

Group A	Group B	Group C
San Diego State University	California Polytechnic State University – San Luis Obispo	California State Polytechnic University – Humboldt
San Jose State University	California State University – San Bernardino	California State University – Bakersfield
San Francisco State University	California State University – East Bay	Sonoma State University
California State University – Northridge	California State University – Fresno	California State University – Monterey Bay
California State University – Fullerton	California State University – San Marcos	California State University – Stanislaus
California State University – Long Beach	California State University – Dominguez Hills	California State University – Channel Islands
California State University – Los Angeles	California State Polytechnic University – Pomona	California State University – Maritime
California State University – Sacramento	California State University – Chico	

2. Cluster Analysis for New Internal Groups

- Segal conducted a cluster analysis to statistically assess which CSU institutions are best grouped together for the purposes of comparison. Variables included; total employees, student FTE, total expenses, and all R&D expenditures:
 - Cluster analysis is a statistical method for organizing data into groups or “clusters” based on closely related variables.
 - The analysis is an algorithm (i.e., “K-means”) where the distance between each data point and a centroid is calculated and used to assign the institution to a cluster (or in this case, one of four clusters).
 - Institutions are assigned to a cluster with the closest centroid, leading to groups of institutions that are most comparable.
- Analysis results propose similar groupings to what is currently in place for CSU (with the inclusion of an added group).

2. New Internal Campus Groupings

Institution	Total Employees ¹	Student FTE ¹	Total Expenses ¹	All R&D Expenditures ²	Current Group	New Group
California State University-Channel Islands	828	4,795	\$214,337,274	\$3,992,000	C	4
Sonoma State University	881	5,403	\$231,770,811	\$4,625,000	C	4
California State Polytechnic University-Humboldt	1,013	5,621	\$233,609,145	\$18,800,000	C	4
California State University-Bakersfield	1,083	8,606	\$244,170,444	\$6,409,000	C	4
California State University-Stanislaus	1,100	8,565	\$254,096,410	\$2,305,000	C	4
California State University-Monterey Bay	906	6,160	\$264,890,397	\$10,678,000	C	4
California State University-East Bay	1,316	11,233	\$319,092,533	\$21,312,000	B	3
California State University-San Marcos	1,451	13,785	\$346,890,538	\$11,443,000	B	3
California State University-Dominguez Hills	1,419	12,598	\$353,373,816	\$5,558,000	B	3
California State University-Chico	1,581	13,359	\$366,695,439	\$5,984,000	B	3
California State University-San Bernardino	1,783	16,329	\$398,078,306	\$13,152,000	B	3
California State University-Fresno	2,094	21,307	\$495,423,703	\$11,411,000	B	2
California State University-Los Angeles	2,006	22,066	\$541,948,969	\$10,186,000	A	2
California State Polytechnic University-Pomona	2,111	23,928	\$552,342,228	\$10,722,000	B	2
San Francisco State University	2,558	20,764	\$585,132,932	\$34,466,000	A	2
California State University-Sacramento	2,606	26,831	\$682,631,804	\$28,027,000	A	1
California State University-Northridge	3,003	32,661	\$716,535,259	\$23,093,000	A	1
California State University-Fullerton	3,033	35,881	\$718,109,353	\$25,811,000	A	1
San Jose State University	2,881	30,004	\$719,318,873	\$83,406,000	A	1
California Polytechnic State University-San Luis Obispo ³ & California State University Maritime Academy ³	2,907	22,539	\$719,795,591	\$35,830,000	B/C	1
California State University-Long Beach	3,385	35,693	\$791,535,280	\$21,458,000	A	1
San Diego State University	3,454	35,657	\$1,011,693,460	\$158,013,000	A	1

¹ Source: IPEDS (Integrated Postsecondary Education Data System) FY2023.

² Source: NCSES (National Center for Science and Engineering Statistics) Higher Education Research and Development (HERD) Survey FY23.

³ For the purposes of this analysis, the data for these two institutions were combined since the institutions will be merging. Maritime did not report R&D expenditures to HERD.

3. Current Comparator Groups

Institutions in bold are also included in the new comparison groups.

Group A	Group B	Group C
Florida Atlantic University	Ball State University	Florida Gulf Coast University
Florida International University	Boise State University	Texas A&M University Corpus Christi
Georgia State University	Cleveland State University	University of Wisconsin La Crosse
Kent State University at Kent	Illinois State University	Western Carolina University
The University of Texas at Arlington	James Madison University	Western Washington University
University of North Carolina at Charlotte	Portland State University	
University of Wisconsin Milwaukee	University of Maryland Baltimore County	
Wayne State University		

3. New Comparator Groups Methodology

Core Criteria

Peer institutions must be public and meet the following Carnegie classification and expenses criteria to be considered for the comparator groups:

Group	Control of Institution	Carnegie Class ²	Expenses		CSU Avg. Expenses (for reference)
			Min	Max	
1	Public	All Doctoral and all Masters	\$650M	\$1.25B	\$766M
2	Public	R2, R3, all Masters	\$425M	\$650M	\$544M
3	Public	R2, R3, all Masters	\$275M	\$425M	\$357M
4	Public	R2, R3, all Masters	\$200M	\$275M	\$240M

¹ Source: IPEDS (Integrated Postsecondary Education Data System) FY2023.

² New classifications were not yet out when the comparison groups were assessed and updated. The new groups were developed based on the old Carnegie Classifications. Group 2 now contains R1 institutions under the new definitions. Groups 3 and 4 now each contain one R1 institution under the new definitions.

3. New Comparator Groups Methodology

Secondary Criteria

- Once the core criteria are satisfied, an institution must also meet 4 of the following 7 criteria:
 - Total Employees
 - Total Student FTE
 - Total R&D Expenditures
 - Pell Grants Awarded
 - Tuition & Fees as a % of Core Revenue
 - Retention Rate
 - Graduation Rate
- Each criterion had a range set to 75% – 125% of the average of CSU schools in the group.

This methodology resulted in comparator groups ranging from 26 institutions to 42 institutions.

3. New Comparator Groups

New Groups – Group 1

Group 1		
Binghamton University	Texas State University	University of Nevada-Reno
East Carolina University	Texas Tech University	University of New Hampshire
Florida Atlantic University ¹	The University of Texas at Arlington ¹	University of North Carolina at Charlotte ¹
Georgia State University ¹	The University of Texas at Dallas	University of North Texas
Kansas State University	The University of Texas at San Antonio	University of Oregon
Kennesaw State University	The University of Texas Rio Grande Valley	University of South Alabama
Ohio University	University of Arkansas	University of Toledo
Oklahoma State University	University of Louisville	University of Vermont
Rowan University	University of Nevada-Las Vegas	

¹ Institution is also part of a CSU's current comparator group.

3. New Comparator Groups

New Groups – Group 2

Group 2		
Appalachian State University	Miami University-Oxford	University of Idaho
Ball State University ¹	Middle Tennessee State University	University of Massachusetts-Boston
Boise State University ¹	Montclair State University	University of Massachusetts-Lowell
Central Michigan University	New Mexico State University	University of Missouri-Kansas City
CUNY City College	Northern Arizona University	University of North Carolina at Greensboro
CUNY Hunter College	Northern Illinois University	University of North Dakota
East Tennessee State University	Portland State University ¹	University of Rhode Island
Georgia Southern University	Rutgers University-Newark	Western Michigan University
Grand Valley State University	Sam Houston State University	Wichita State University
Illinois State University ¹	Towson University	

¹ Institution is also part of a CSU's current comparator group.

3. New Comparator Groups

New Groups – Group 3

Group 3		
Bowling Green State University	Florida Gulf Coast University ¹	South Dakota State University
Central Connecticut State University	Kean University	Southern Connecticut State University
Cleveland State University ¹	Marshall University	Southern Illinois University-Edwardsville
College of Charleston	Metropolitan State University of Denver	Tarleton State University
CUNY Bernard M Baruch College	Michigan Technological University	University of Akron
CUNY Brooklyn College	Missouri State University-Springfield	University of Massachusetts-Dartmouth
CUNY John Jay College of Criminal Justice	North Carolina A & T State University	University of Nebraska at Omaha
CUNY Queens College	Northern Kentucky University	University of North Florida
Eastern Kentucky University	Oakland University	West Chester University of Pennsylvania
Eastern Michigan University	Pennsylvania Western University	Western Kentucky University
Florida Agricultural and Mechanical University	Prairie View A & M University	Western Washington University ¹

¹ Institution is also part of a CSU's current comparator group.

3. New Comparator Groups

New Groups – Group 4

Group 4		
Alabama A & M University	Radford University	Troy University
Arkansas State University	Rutgers University-Camden	University of Central Arkansas
Bridgewater State University	Salisbury University	University of Central Missouri
Central Washington University	Southern Utah University	University of Northern Colorado
College of Staten Island CUNY	State University of New York at Oswego	University of South Dakota
CUNY Lehman College	Stephen F Austin State University	University of Southern Maine
Delaware State University	SUNY Buffalo State University	University of West Florida
Fashion Institute of Technology	Tennessee Technological University	University of Wisconsin-Eau Claire
Ferris State University	Texas A & M International University	University of Wisconsin-Whitewater
Louisiana Tech University	Texas A & M University-Commerce	West Texas A & M University
Missouri University of Science and Technology	Texas A & M University-Kingsville	Western Carolina University ¹
New Mexico Institute of Mining and Technology	Texas Southern University	William Paterson University of New Jersey
Norfolk State University	Texas Woman's University	Wright State University
North Carolina Central University	The University of Tennessee-Chattanooga	Youngstown State University

¹ Institution is also part of a CSU's current comparator group.

4. New Carnegie Classifications

- **Research 1 Very High Research Spending and Doctorate Production:** Institutions that spend at least \$50 million each year on research and development and award at least 70 doctorates.
- **Research 2 High Research Spending and Doctorate Production:** Institutions that spend at least \$5 million on R&D and award at least 20 doctorates.
- **Research Colleges and Universities:** This new group has been created to recognize institutions that do not traditionally focus on PhD production, such as tribal colleges and baccalaureate-only campuses. Those that make at least \$2.5 million in R&D awards, but are not in the R1 or R2 groups, qualify.

4. Carnegie Classifications

CSU New Carnegie Classifications

Institution	Prior Carnegie Classification	New Carnegie Classification
San Diego State University	Doctoral: High Research Activity	Doctoral: Very High Research Activity
California State University-Fullerton	Doctoral: High Research Activity	Doctoral: High Research Activity
California State University-Long Beach	Doctoral: High Research Activity	Doctoral: High Research Activity
California State University-Fresno	Doctoral: High Research Activity	Doctoral: High Research Activity
San Francisco State University	Doctoral: High Research Activity	Doctoral: High Research Activity
California State University-Sacramento	Master's: Larger Programs	Doctoral: High Research Activity
San Jose State University	Master's: Larger Programs	Doctoral: High Research Activity
California State Polytechnic University-Pomona	Master's: Larger Programs	Doctoral: High Research Activity
California State University-Los Angeles	Master's: Larger Programs	Doctoral: High Research Activity
California State University-East Bay	Doctoral: High Research Activity	Doctoral/Professional Universities
California State University-San Bernardino	Doctoral: High Research Activity	Doctoral/Professional Universities
California Polytechnic State University-San Luis Obispo	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Northridge	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Chico	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Dominguez Hills	Master's: Larger Programs	Doctoral/Professional Universities
California State University-San Marcos	Master's: Larger Programs	Doctoral/Professional Universities
California State Polytechnic University-Humboldt	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Bakersfield	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Monterey Bay	Master's: Larger Programs	Doctoral/Professional Universities
Sonoma State University	Master's: Larger Programs	Doctoral/Professional Universities
California State University-Channel Islands	Master's: Small Programs	Doctoral/Professional Universities
California State University-Stanislaus	Master's: Larger Programs	<i>New classification not yet reported</i>

5. Market Analysis Summary

Group 1 Presidents

Institution	President Name	Base Salary ¹	Percent of Market Median ²	Increase Needed to Reach Median	Total Remuneration	Percent of Market Median ²	Increase Needed to Reach Median
San Diego State University	Adela de la Torre	\$533,148	80%	26%	\$700,663	89%	12%
California Polytechnic State University-San Luis Obispo	Jeffrey D. Armstrong	\$509,336	76%	31%	\$619,306	79%	27%
California State University-Long Beach	Andrew Jones ³	\$498,269	74%	34%	\$608,239	77%	29%
California State University-Fullerton	Ronald S. Rochon	\$498,130	74%	34%	\$546,856*	70%	44%
California State University-Northridge	Erika D. Beck	\$489,576	73%	37%	\$538,302*	69%	46%
California State University-Sacramento	Luke Wood	\$476,225	71%	41%	\$586,195	75%	34%
San Jose State University	Cynthia Teniente-Matson	\$474,840	71%	41%	\$584,810	74%	34%
CSU Median:		\$498,130			\$586,195		
Group 1 Median:		\$669,342			\$785,280		

Note: An asterisk within the Total Remuneration column indicates the incumbent participates in PEPRA retirement plan. All other incumbents participate in Classic except for Adela de la Torre who participates in Super Classic.

¹ CSU base salary is for FY 2024-2025.

² Data for comparators is aged to 7/1/2025 at 4.4% per annum. Data sources include the most recently available information from: The Chronicle of Higher Education, contracts and/or appointment letters obtained through FOIA requests or that are publicly available, and other publicly available data.

³ Andrew Jones is Acting President.


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5. Market Analysis Summary

Group 2 Presidents

Institution	President Name	Base Salary ¹	Percent of Market Median ²	Increase Needed to Reach Median	Total Remuneration	Percent of Market Median ²	Increase Needed to Reach Median
California State University-Los Angeles	Berenecea Johnson Eanes	\$496,213	93%	8%	\$606,183	87%	15%
California State Polytechnic University-Pomona	Iris Levine ³	\$476,016	89%	12%	\$625,580	90%	11%
California State University-Fresno	Saúl Jiménez-Sandoval	\$476,015	89%	12%	\$585,985	84%	19%
San Francisco State University	Lynn Mahoney	\$472,857	88%	13%	\$582,827	84%	20%
CSU Median:		\$476,016			\$596,084		
Group 2 Median:		\$535,453			\$696,620		

Note: All incumbents participate in the Classic retirement plan except for Iris Levine who participates in Super Classic.

¹ CSU base salary is for FY 2024-2025.

² Data for comparators is aged to 7/1/2025 at 4.4% per annum. Data sources include the most recently available information from: The Chronicle of Higher Education, contracts and/or appointment letters obtained through FOIA requests or that are publicly available, and other publicly available data.

³ Iris Levine is serving as interim.

5. Market Analysis Summary

Group 3 Presidents

Institution	President Name	Base Salary ¹	Percent of Market Median ²	Increase Needed to Reach Median	Total Remuneration	Percent of Market Median ²	Increase Needed to Reach Median
California State University-East Bay	Cathy A. Sandeen	\$458,134	91%	10%	\$602,080	103%	N/A
California State University-San Bernardino	Tomás D. Morales	\$455,201	91%	10%	\$565,171	96%	4%
California State University-Chico	Stephen Perez	\$454,757	91%	10%	\$564,727	96%	4%
California State University-Dominguez Hills	Thomas A. Parham ³	\$453,971	90%	11%	\$563,941	96%	4%
California State University-San Marcos	Ellen J. Neufeldt	\$445,519	89%	13%	\$494,245*	84%	19%
CSU Median:		\$454,757			\$564,727		
Group 3 Median:		\$502,254			\$586,949		

Note: An asterisk within the Total Remuneration column indicates the incumbent participates in PEPRA retirement plan. All other incumbents participate in Classic except for Cathy Sandeen who participates in Super Classic.

¹ CSU base salary is for FY 2024-2025.

² Data for comparators is aged to 7/1/2025 at 4.4% per annum. Data sources include the most recently available information from: The Chronicle of Higher Education, contracts and/or appointment letters obtained through FOIA requests or that are publicly available, and other publicly available data.

³ Term ends in December 2025.


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5. Market Analysis Summary

Group 4 Presidents

Institution	President Name	Base Salary ¹	Percent of Market Median ²	Increase Needed to Reach Median	Total Remuneration	Percent of Market Median ²	Increase Needed to Reach Median
California State University-Bakersfield	Vernon B. Harper Jr.	\$429,981	96%	4%	\$539,951	98%	2%
California State Polytechnic University-Humboldt	Richard A. Carvajal ³	\$435,765	98%	3%	\$484,491*	88%	14%
Sonoma State University	Emily F. Cutrer ⁴	\$381,408	85%	17%	\$491,378	89%	13%
California State University-Stanislaus	Britt Rios-Ellis	\$370,319	83%	21%	\$486,673	88%	14%
California State University-Channel Islands	Susan Andrzejewski ⁴	\$370,251	83%	21%	\$418,977*	76%	32%
California State University-Monterey Bay	Vanya Quiñones	\$370,000	83%	21%	\$418,726*	76%	32%
CSU Median:		\$375,864			\$485,582		
Group 4 Median:		\$446,695			\$552,808		

Note: An asterisk within the Total Remuneration column indicates the incumbent participates in PEPPRA retirement plan. All other incumbents participate in Classic except for Britt Rios-Ellis who participates in Super Classic.

¹ CSU base salary is for FY 2024-2025.

² Data for comparators is aged to 7/1/2025 at 4.4% per annum. Data sources include the most recently available information from: The Chronicle of Higher Education, contracts and/or appointment letters obtained through FOIA requests or that are publicly available, and other publicly available data.

³ Richard A. Carvajal starts January 20, 2026.

⁴ Emily F. Cutrer and Susan Andrzejewski are currently serving as interim.


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