

**ACADEMIC SENATE  
OF  
THE CALIFORNIA STATE UNIVERSITY**

AS-2873-08/FA (Rev)  
November 12-13, 2008

**Collecting Survey Data Concerning Voluntary Faculty Separations and  
Declined Offers of Employment from the CSU**

- RESOLVED: That the Academic Senate of the California State University (CSU) re-affirm its support for the recommendations in the *Report of the Faculty Flow Committee* of March 2003 (<http://www.calstate.edu/AcadSen/Records/Reports/index.shtml>) as outlined in AS-2608-03/FA; and be it further
- RESOLVED: That the Academic Senate CSU encourage local campuses, as a gauge of faculty satisfaction, to collect exit data routinely when there are either tenure-track resignations, tenured resignations, or faculty retirements; and be it further
- RESOLVED: That the Academic Senate CSU encourage local campuses to collect data from those who accept tenure-track employment within the CSU and, when possible, from those who decline tenure-track offers within the CSU; and be it further
- RESOLVED: That the Academic Senate CSU encourage the Office of the Chancellor, in concert with the Academic Senate CSU, to create electronic survey templates including reasons cited in the *Report of the Faculty Flow Committee*, as well as from other campuses, that individual campuses may use to guide their collection of these data; and be it further
- RESOLVED: That the Academic Senate CSU encourage the Office of the Chancellor to aggregate such data on an annual basis and make it available in the most appropriate manner including, but not limited to, the CSU Human Resources website and the publication Profile of CSU Employees; and be it further
- RESOLVED: That the Academic Senate CSU use the insights gained from such data collection to further the objectives contained in the Strategic Plan Goals of Access to Excellence, priority number 3: “Sustain institutional excellence through investments in faculty...;” and number 2, under Commitments from the CSU: “Plan for faculty turnover and invest in faculty excellence”; and be it further.
- RESOLVED: That this resolution be distributed to the Chancellor, The vice-chancellor for human resources, the Provosts, and Campus Senate Chairs.

*RATIONALE: The Report of the Faculty Flow Committee and the CSU Faculty Flow Survey of March 2003 provided a comprehensive analysis of the issues surrounding the recruitment and retention of tenure-track faculty, as well as indicators of faculty satisfaction in the CSU.*

*Furthermore, the Faculty Flow Committee recommended that individual campuses conduct exit interviews of departing faculty to identify their reasons for leaving the campus. Yet, to date, there is no evidence of such data being regularly collected on the CSU campuses. Doing so also would be consistent with furthering the stated goals of Access to Excellence.*

*Regular and consistent data from exit surveys and acceptance/decline of CSU employment are important tools for understanding faculty recruitment and retention in the CSU system.*

*Additionally, in resolution AS-2819-07/FA “The Board of Trustees and Chancellor Office Attention and Response to Faculty Votes of No Confidence” the Academic Senate CSU resolved “That the Academic Senate CSU encourage the Chancellor’s Office to work with the Academic Senate CSU to develop a systematic assessment of faculty satisfaction...” . Implementation and regular conduct of faculty exit surveys on campuses would be an important step in that direction.*

**Approved Unanimously – January 23, 2009**

**ACADEMIC SENATE**  
**of**  
**THE CALIFORNIA STATE UNIVERSITY**

AS-2608-03/FA  
May 8-9, 2003

**The Report of the Faculty Flow Committee**

RESOLVED: That the Academic Senate of the California State University (CSU) commend the Faculty Flow Committee for its excellent efforts, which resulted in the documents titled *Report of the Faculty Flow Committee* and the accompanying *CSU Faculty Flow Survey Report* [<http://www.calstate.edu/AcadSen/Records/Reports/index.shtml>] ; and be it further

RESOLVED: That the Academic Senate CSU recommend that the Chancellor's Office review the findings and recommendations contained in the *Report of the Faculty Flow Committee*, and that the Chancellor strongly encourage campus presidents to implement, where appropriate, the recommendations contained in this report; and be it further

RESOLVED: That the Academic Senate CSU urge campus senates to review the findings and recommendations of the *Report of the Faculty Flow Committee* and the accompanying *CSU Faculty Flow Survey Report*, and work collaboratively with their campus administrations to implement, where appropriate, the recommendations contained in the report; and be it further

RESOLVED: That the Academic Senate CSU, through the Executive Committee, forward the *Report of the Faculty Flow Committee* and the accompanying *CSU Faculty Flow Survey Report*, to the CSU Board of Trustees to inform them on the issues related to faculty recruitment and retention; and be it further

RESOLVED: That the Academic Senate CSU distribute electronically the *Report of the Faculty Flow Committee* and the accompanying *CSU Faculty Flow Survey Report* to relevant staff and administrators in the Chancellor's Office, campus department chairs, presidents, provosts, deans, senate chairs, the California Faculty Association and appropriate committees of the California Assembly and Senate dealing with higher education issues.

*RATIONALE: The Report of the Faculty Flow Committee and the CSU Faculty Flow Survey Report provide the most comprehensive analysis to date of the*

*issues surrounding the recruitment and retention of tenure-track faculty in the CSU. Data analyzed in the reports provide insights into the decision criteria used by candidates who either accepted or rejected offers of employment from CSU campuses. Furthermore, it reports from the perspective of provosts and Senate members, campus responses regarding recruiting and retention “best practices”. Respondents were asked to indicate their agreement with the practices and their opinion on the degree of use on their campus. The broad scope of the survey items and the richness of the data obtained enhance the report’s relevance to all campuses at a time when ACR 73 and current budget conditions challenge the CSU’s ability to recruit and retain high quality faculty.*

**APPROVED – May 8-9, 2003**

**ACADEMIC SENATE  
OF  
THE CALIFORNIA STATE UNIVERSITY**

AS-2819-07/FA  
November 8-9, 2007

**Board of Trustees and Chancellor Office Attention and Response to  
Faculty Votes of No Confidence**

- RESOLVED: That the Academic Senate California State University (ASCSU) reaffirm its support for AS-2305-96/FA “Investigation of a Vote of No Confidence,” and urge the Chancellor to apply the procedures and act in the spirit of that resolution to the votes of no confidence that occurred in spring 2007; and be it further
- RESOLVED: That the ASCSU express its serious concern about public statements by members of the Board of Trustees or others in CSU system leadership positions that could be construed as both dismissive and condescending toward faculty votes of no confidence, as occurred in Spring 2007; and be it further
- RESOLVED: That the ASCSU encourage the Chancellor’s Office to work with the ASCSU to develop a systematic assessment of faculty satisfaction with their administrative leadership across all CSU campuses in an effort to mitigate the need for the extremely serious measures reflected in a vote of no confidence.

*RATIONALE: The rationale for AS-2305-96/FA, “Investigation of a Vote of No Confidence,” clearly sets forth the seriousness of a no confidence vote and its potentially negative impact on the integrity of campus educational programs and campus morale. Subsequent to adoption of that resolution, the Chancellor’s Office did conduct investigations on votes of no confidence and shared results of those investigations with the ASCSU.*

*In spring 2007, votes of no confidence occurred at two CSU campuses, both of which were supported by a significant majority of faculty. Subsequent to these votes, statements were made by certain members of the Board of Trustees that appeared to dismiss and even denigrate faculty and their concerns before any reasonable fact-finding had occurred (Board of Trustees Public Comment, May 16, 2007; “CSU Trustees Express Support for Campus Presidents at Sacramento and Sonoma,” Press Release California State University, Public Affairs, May 16, 2007; “SSU Faculty Approves ‘No-Confidence’ in President,” Santa Rosa Press Democrat, May 19, 2007). The faculty on both campuses still await an informed response from the Chancellor’s Office to their concerns, one that fairly represents the perspectives of all constituencies.*

*The Academic Senate, therefore, calls upon both the Chancellor and the Board of Trustees to reflect upon the seriousness of concerns expressed by faculty in the recent votes of no confidence and those that subsequently may occur, to investigate such votes of no confidence prior to public statements being made, to report findings to the campus community and the ASCSU, and to consider any actions which may be taken to address those concerns. In addition, given the seriousness of a vote of no confidence and the negative impacts it may have on the campus*

*programs and community, we urge the Chancellor's Office to consider strategies for assessing faculty satisfaction on individual campuses with the goal of resolving, whenever possible, disputes between faculty and administration before they reach the level of a no confidence vote.*

**APPROVED WITHOUT DISSENT – November 8, 2007**