

2001

Report on Faculty Recruitment Survey

May 2002

HUMAN RESOURCES

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Executive Summary

The California State University (CSU) campuses recruited more tenure track faculty for fall 2001 than in any previous year in which the Faculty Recruitment Survey has been conducted. Recruitment activity has increased dramatically in the past five years, with more than twice as many searches and appointments reported for Fall 2001 than were reported in 1997. Some, but not all, campuses located in the San Francisco, Los Angeles, and San Diego metropolitan areas continued to experience relatively less recruitment success than other campuses. Computer Science fields and certain Business/Management related fields continued to be difficult areas in which to recruit new faculty. Compared to the previous year, average starting salaries for new tenure track faculty increased by 7 percent overall and by 6.5 percent at the Assistant Professor level. New tenure track faculty were recruited from across the nation as well as internationally. Approximately 16 percent of new tenure track faculty were previously employed as lecturers by the campus at which they were hired, and an additional 7 percent were previously employed at other CSU campuses (although it was unknown whether they were employed in lecturer or tenure track positions). A slight majority of newly recruited faculty were men (54 percent). There were relatively few tenured and probationary faculty resignations (1.6 percent of all tenured and probationary faculty) during this recruitment cycle, indicating that the CSU was highly successful in retaining faculty.

Introduction

This report presents information on the recruitment of tenure track faculty at campuses of the California State University. Its focus is on searches conducted for openings available in Fall 2001 but the report also considers some data from prior years. It is based on surveys that the Office of the Chancellor has conducted since 1988 to provide the CSU with information about the successes and difficulties encountered in recruiting tenure track faculty. The report addresses the rate of success experienced by campuses in recruiting new faculty and the number of applications received for open positions. It also presents demographic, salary, and prior employment data for new tenure track faculty. In addition, data on faculty resignations by campus and discipline are reported.

Searches and Appointments

Since 1988, CSU campuses have initiated some 10,205 searches for tenure track faculty and have made 7,252 tenure track appointments. As shown in *Figure A* and *Table 1*, the number of searches and appointments rose steadily during the early years of the survey reaching a peak in 1990 when 992 searches were initiated and 736 appointments were made. The number of searches and appointments then fell dramatically as economic conditions led to a decline in the financial resources available to the CSU. Campuses slowed their recruiting activity and were compelled to reduce their staffing of faculty and other personnel. The low point was reached in 1993 when only 302 searches were initiated and 184 appointments were made, or only one-fourth the number of appointments made in 1990.

Figure A | CSU Tenure Track Faculty Recruitments, Fall 1988-2001

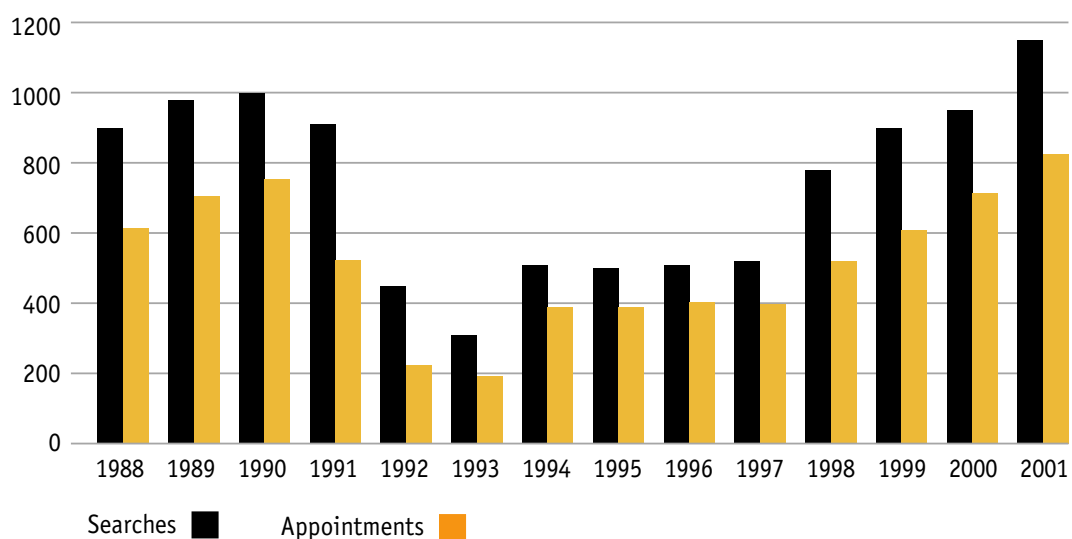


Table 1 | CSU Tenure Track Faculty Recruitments and Success Rates, Fall 1988-2001

	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Searches	883	962	992	891	441	302	504	486	506	511	759	889	937	1,142
Appointments	634	700	736	526	237	184	371	367	401	388	543	616	704	845
Success Rate	72%	73%	74%	59%	54%	61%	74%	76%	79%	76%	72%	69%	75%	74%

Faculty recruitment rebounded in 1994 and continued at the level of about 500 searches per year through 1997. Beginning in 1998, campuses significantly increased their recruitment activity. This acceleration continued through 2001, with 1,142 searches initiated and 845 appointments reported. The increased number of searches met with slightly less success during 1998 and 1999, but success rates rebounded in 2000 and 2001.

Table 2 below shows the number of tenure track appointments reported by each campus over the five-year period from 1997-2001. In that time, some 3,096 new tenure track faculty were hired.

Table 2 | Tenure Track Faculty Appointments Reported by CSU Campuses, Fall 1997-2001

	FALL 97	FALL 98	FALL 99	FALL 00	FALL 01	5-YR. TOTAL
Bakersfield	9	15	12	22	33	91
Channel Islands	-	-	-	-	13	13
Chico	9	33	49	39	38	168
Dominguez Hills	5	12	18	9	16	60
Fresno	21	22	45	40	39	167
Fullerton	16	36	37	53	49	191
Hayward	7	19	22	19	30	97
Humboldt	14	23	13	17	23	90
Long Beach	24	33	52	68	87	264
Los Angeles	39	36	31	24	44	174
Maritime Academy	-	-	1	6	9	16
Monterey Bay	5	3	4	14	11	37
Northridge	27	40	46	68	46	227
Pomona	13	21	32	40	44	150
Sacramento	22	38	34	40	57	191
San Bernardino	4	18	21	26	35	104
San Diego	47	28	60	71	75	281
San Francisco	33	34	36	29	47	179
San José	25	53	36	47	35	196
San Luis Obispo	40	32	43	26	48	189
San Marcos	15	14	7	11	19	66
Sonoma	10	26	12	19	22	89
Stanislaus	3	7	5	16	25	56
Total Appointments	388	543	616	704	845	3,096
Number of Searches	511	759	889	937	1,142	4,238
Systemwide Success Rate	75.9%	71.5%	69.3%	75.1%	74.0%	73.1%

In Table 3, we examine more closely the rate of success for each campus in completing searches with tenure track appointments for 2001. The rate of success, that is the ratio of appointments made to searches initiated, is a function of many factors. It depends upon the degree of competition for faculty in particular disciplines; the relative attractiveness and prestige of CSU campuses and academic departments; CSU faculty salaries and working conditions, including research opportunities and support; and the cost of living, especially housing, that candidates must confront. Finally, it also depends upon the availability of adequate resources to conduct an appropriate search to its conclusion and, of course, to fund a position.

Table 3 also lists the total applications received by each campus and the average number of applications submitted per search.

Table 3 | Tenure Track Faculty Searches, Appointments, and Applications Reported by CSU Campuses, Fall 2001

	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	41	33	80.5%	647	16
Channel Islands	24	13	54.2%	2,140	89
Chico	54	38	70.4%	1,370	25
Dominguez Hills	27	16	59.3%	470	17
Fresno	47	39	83.0%	771	16
Fullerton	66	49	74.2%	1,971	30
Hayward	37	30	81.1%	1,095	30
Humboldt	26	23	88.5%	1,071	41
Long Beach	107	87	81.3%	2,443	23
Los Angeles	71	44	62.0%	1,303	18
Maritime Academy	10	9	90.0%	62	6
Monterey Bay	12	11	91.7%	200	17
Northridge	70	46	65.7%	1,744	25
Pomona	44	44	100.0%	824	19
Sacramento	73	57	78.1%	1,936	27
San Bernardino	51	35	68.6%	817	16
San Diego	106	75	70.8%	2,710	26
San Francisco	65	47	72.3%	2,356	36
San José	66	35	53.0%	1,778	27
San Luis Obispo	62	48	77.4%	1,584	26
San Marcos	30	19	63.3%	1,682	56
Sonoma	22	22	100.0%	768	35
Stanislaus	31	25	80.6%	836	27
All Campus	1,142	845	74.0%	30,578	27

Two campuses (Pomona and Sonoma) successfully filled all positions for which they had conducted searches. This is particularly noteworthy for the Sonoma campus, which now has had a 100-percent success rate for two consecutive years. When compared to the 2000 recruitment cycle, success rates increased for 11 campuses during 2001, and declined for 10 campuses. The average success rate for all campuses combined decreased slightly from 75 percent (2000) to 74 percent (2001).

Some campuses located in the San Francisco, Los Angeles, and San Diego metropolitan areas had relatively less success in recruiting new faculty than did rural campuses. However, several Los Angeles area campuses (e.g., Pomona, Long Beach) had success rates that were substantially higher than the systemwide average.

San Diego, Long Beach, and San Francisco reported the highest overall number of applications. These three campuses accounted for 25 percent of all applications. Channel Islands received the most applications per search (89), followed by San Marcos (56). Maritime Academy received the fewest applications per search (6).

Table 4 examines the rate of success by groups of academic disciplines. As is evident from the table, the probability of success varies widely depending upon the academic area in which a search is conducted. The most successful areas, that is, departments in Public Affairs, Architecture, Home Economics, and Agriculture, have approximately a 20-percent advantage over the least successful areas (Business/Management, Engineering, Mathematics/Computer Science, and Communications). However, there was substantially less variation in success rates by discipline than in the previous year. In 2001, the highest success rate was 85 percent (Public Affairs) and the lowest success rate was 61 percent (Business/Management). By comparison, success rates in 2000 ranged from a high of 96 percent in the Natural Sciences to a low of 50 percent for Architecture.

As in 2000, departments in Social Sciences and Letters received the highest overall number of applications, together accounting for approximately 38 percent of all applications. Also, as in 2000, departments in Letters received the highest number of applications per search (55) and departments in Health Sciences received the fewest applications per search (5).

Table 4 | Tenure Track Faculty Searches, Appointments, and Applications Reported by Groups of Disciplines, Fall 2001

	Searches	Appointments	Success Rate	Total Applications	Average Applications per Search
Agriculture	21	17	81.0%	309	15
Architecture	6	5	83.3%	82	14
Business/Management	108	66	61.1%	2,957	27
Communications	42	28	66.7%	735	18
Education	225	167	74.2%	3,069	14
Engineering	42	27	64.3%	789	19
Fine Arts	87	68	78.2%	3,290	38
Health Sciences	43	34	79.1%	198	5
Home Economics	16	13	81.3%	210	13
Letters	89	71	79.8%	4,933	55
Mathematics/Computer Science	98	65	66.3%	3,138	32
Natural Sciences	89	71	79.8%	2,646	30
Public Affairs	59	50	84.7%	1,042	18
Social Sciences	191	142	74.3%	6,649	35
Misc./Other	26	21	80.8%	531	20
All Fields	1,142	845	74.0%	30,578	27

To obtain a more detailed picture of the relative difficulty of hiring faculty in different academic fields, please turn to *Appendix A*. The appendix reflects the complexity and specificity of hiring difficulty. For example, faculty recruitment in Social Science-related disciplines resulted in an overall success rate of 74 percent, but success rates ranged from a high of 100 percent (Anthropology) to a low of 62 percent (Geography and History). Similarly, Education-related disciplines experienced a wide range of success rates from a high of 100 percent (Industrial Education) to a low of 50 percent (Instructional Technology and Librarianship).

Faculty Diversity

Part of the information obtained through the Faculty Recruitment Survey is the gender and ethnicity of persons securing a tenure track appointment. *Table 5* below shows the number of appointments made for Fall 2001 and the percentage of white males, minority males, minority females, and white females. A new category, “Other Non-White/Unknown,” is included in this report for the first time. In previous reports, individuals of unknown ethnicity were counted among whites.

Table 5 | Number of Tenure Track Appointments and Percentages Reported by Gender and Ethnic Groupings, Fall 2001

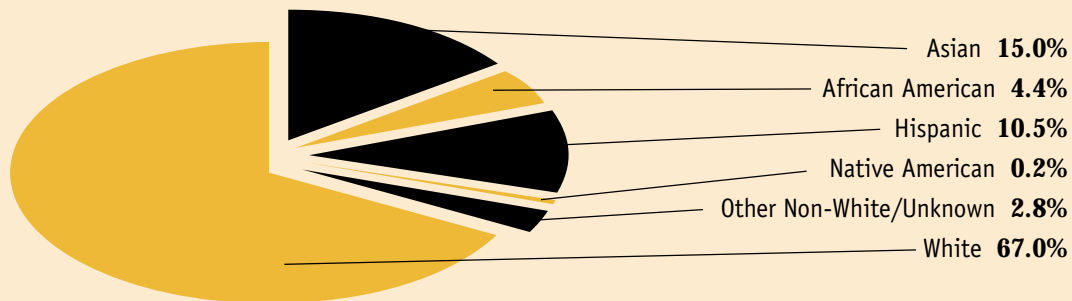
	Number of Appointments	White Males	Minority Males	Minority Females	White Females	Other Non-White/Unknown
Bakersfield	33	45%	12%	15%	18%	9%
Channel Islands	13	23%	23%	15%	23%	15%
Chico	38	50%	5%	11%	34%	0%
Dominguez Hills	16	13%	19%	25%	44%	0%
Fresno	39	51%	15%	10%	18%	5%
Fullerton	49	37%	12%	16%	35%	0%
Hayward	30	17%	27%	23%	33%	0%
Humboldt	23	74%	4%	0%	22%	0%
Long Beach	87	37%	10%	13%	33%	7%
Los Angeles	44	34%	18%	11%	36%	0%
Maritime Academy	9	67%	11%	0%	11%	11%
Monterey Bay	11	36%	9%	27%	27%	0%
Northridge	46	35%	13%	26%	26%	0%
Pomona	44	41%	23%	9%	25%	2%
Sacramento	57	21%	21%	18%	37%	4%
San Bernardino	35	43%	6%	20%	31%	0%
San Diego	75	35%	12%	17%	36%	0%
San Francisco	47	32%	11%	28%	30%	0%
San José	35	31%	31%	11%	23%	3%
San Luis Obispo	48	52%	8%	6%	27%	6%
San Marcos	19	16%	32%	16%	32%	5%
Sonoma	22	41%	18%	14%	23%	5%
Stanislaus	25	24%	16%	20%	36%	4%
Percent of Total		36.9%	14.8%	15.4%	30.1%	2.8%
Number	845	312	125	130	254	24

Note: (1) Percentages add across only; may not add to 100 percent because of rounding.

Among the 845 appointments, 54 percent were men and 46 percent were women. Minorities comprised 30 percent of all new tenure track faculty. White males comprised 37 percent of new appointees. Hayward, San Marcos, Dominguez Hills, and San José recruited the highest proportion (40 percent or more) of minority faculty. Humboldt, Maritime Academy, San Luis Obispo, and Chico recruited relatively fewer minority faculty than other campuses. At five campuses (Humboldt, Maritime Academy, San Luis Obispo, Fresno, and Chico), 50 percent or more of the new faculty were white males. (Among CSU full-time, tenured faculty, in Fall 2001, 52 percent were white males, 16 percent were minority males, 7 percent were minority females, and 25 percent were white females. Among CSU full-time probationary faculty, 36 percent were white males, 15 percent were minority males, 15 percent were minority females, and 34 percent were white females).

The ethnic composition of new faculty hired for fall 2001 is reflected graphically in *Figure B*. It shows that 30 percent of new appointees were ethnic minorities. Asians comprised the largest minority group with 15 percent, followed by Hispanics with 10.5 percent, African Americans with 4.4 percent, and Native Americans with 0.2 percent. [Among persons earning their doctorates in the 1995-1999 period across the United States 10.5 percent were Asians, 5.0 percent African Americans, 3.8 percent Hispanics and 0.6 percent Native Americans. (Source: National Research Council, Research Doctorates Awarded to U.S. Citizens and Permanent Residents).]

Figure B | New Tenure Track Faculty Appointments by Ethnicity, Fall 2001



In contrast to the ethnic composition of persons appointed in recent searches, *Figure C* below shows the proportions of different ethnic groups among CSU full-time, tenured faculty. All together, ethnic minorities comprised 22.8 percent of the tenured faculty in Fall 2001: African Americans were 4.0 percent, Asians 11.8 percent, Hispanics 6.4 percent, and American Indians 0.6 percent.

Figure C | Minority Faculty as Percentage of Full-time Tenured Faculty, Fall 2001

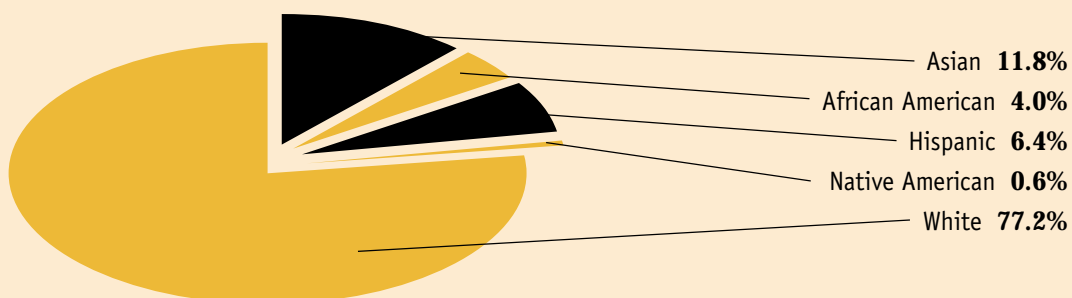


Table 6 below shows the proportion of new tenure track faculty in different minority groups at each campus. The Hayward and San Marcos campuses both had over 30 percent of their appointments occur among Asians. Appointments of African Americans reached 12 percent or more at Dominguez Hills and Stanislaus. At Monterey Bay, Channel Islands, and Northridge, over 20 percent of appointments were filled by Hispanics.

Minorities comprised less than 10 percent of all appointments at only one campus (Humboldt).

Table 6 | Minority Appointments as Percentage of All Tenure Track Appointments by Campus, Fall 2001

	Number of Appointments	Asian	African American	Hispanic	Total Minorities	Other Non-White/Unknown
Bakersfield	33	18.2%	3.0%	6.1%	27.3%	9%
Channel Islands	13	15.4%	0.0%	23.1%	38.5%	15%
Chico	38	7.9%	2.6%	5.3%	15.8%	0%
Dominguez Hills	16	25.0%	12.5%	6.3%	43.8%	0%
Fresno	39	12.8%	7.7%	5.1%	25.6%	5%
Fullerton	49	12.2%	4.1%	12.2%	28.6%	0%
Hayward	30	36.7%	6.7%	6.7%	50.0%	0%
Humboldt	23	0.0%	0.0%	4.3%	4.3%	0%
Long Beach	87	11.5%	3.4%	8.0%	23.0%	7%
Los Angeles	44	15.9%	6.8%	6.8%	29.5%	0%
Maritime Academy	9	11.1%	0.0%	0.0%	11.1%	11%
Monterey Bay	11	0.0%	9.1%	27.3%	36.4%	0%
Northridge	46	13.0%	4.3%	21.7%	39.1%	0%
Pomona	44	18.2%	0.0%	13.6%	31.8%	2%
Sacramento	57	17.5%	1.8%	19.3%	38.6%	4%
San Bernardino	35	11.4%	2.9%	11.4%	25.7%	0%
San Diego	75	12.0%	6.7%	10.7%	29.3%	0%
San Francisco	47	23.4%	6.4%	8.5%	38.3%	0%
San José	35	20.0%	5.7%	14.3%	42.9%	3%
San Luis Obispo	48	4.2%	0.0%	8.3%	14.6%	6%
San Marcos	19	31.6%	5.3%	10.5%	47.4%	5%
Sonoma	22	13.6%	4.5%	13.6%	31.8%	5%
Stanislaus	25	24.0%	12.0%	0.0%	36.0%	4%
Percent of Total		15.0%	4.4%	10.5%	30.2%	2.8%
Number	845	127	37	89	255	24

Note: (1) Total Minorities includes two Native Americans.

Table 7 and Table 8 on the next page look at the gender and ethnicity of new faculty by groups of disciplines. No women were appointed to positions in Architecture. Conversely, female appointments predominated in Health Sciences and Home Economics.

Table 7 | Percentage Tenure Track Appointments by Gender and Ethnic Groupings, by Groups of Disciplines, Fall 2001

	Number of Appointments	White Males	Minority Males	Minority Females	White Females	Other Non-White/Unknown
Agriculture	17	52.9%	5.9%	5.9%	23.5%	11.8%
Architecture	5	100.0%	0.0%	0.0%	0.0%	0.0%
Business/Management	66	40.9%	22.7%	15.2%	18.2%	3.0%
Communications	28	39.3%	7.1%	14.3%	39.3%	0.0%
Education	167	29.9%	12.0%	24.0%	32.3%	1.8%
Engineering	27	48.1%	22.2%	3.7%	14.8%	11.1%
Fine Arts	68	50.0%	8.8%	5.9%	32.4%	2.9%
Health Sciences	34	11.8%	2.9%	14.7%	70.6%	0.0%
Home Economics	13	23.1%	7.7%	46.2%	23.1%	0.0%
Letters	71	33.8%	18.3%	11.3%	35.2%	1.4%
Mathematics/Computer Science	65	40.0%	27.7%	12.3%	16.9%	3.1%
Natural Sciences	71	62.0%	9.9%	9.9%	15.5%	2.8%
Public Affairs	50	36.0%	16.0%	14.0%	32.0%	2.0%
Social Sciences	142	30.3%	16.9%	17.6%	32.4%	2.8%
Misc./Other	21	4.8%	14.3%	19.0%	52.4%	9.5%
Percent of Total		36.9%	14.8%	15.4%	30.1%	2.8%
Number	845	312	125	130	254	24

Note: (1) Percentages add across only; may not add to 100 percent because of rounding.

Table 8 | Percentage Tenure Track Appointments by Ethnic Minority, by Groups of Disciplines, Fall 2001

	Number of Appointments	Asian	African American	Hispanic	Total Minorities	Other Non-White/Unknown
Agriculture	17	5.9%	0.0%	5.9%	11.8%	11.8%
Architecture	5	0.0%	0.0%	0.0%	0.0%	0.0%
Business/Management	66	33.3%	1.5%	3.0%	37.9%	3.0%
Communications	28	7.1%	7.1%	7.1%	21.4%	0.0%
Education	167	14.4%	7.2%	14.4%	35.9%	1.8%
Engineering	27	22.2%	0.0%	3.7%	25.9%	11.1%
Fine Arts	68	2.9%	5.9%	5.9%	14.7%	2.9%
Health Sciences	34	8.8%	2.9%	5.9%	17.6%	0.0%
Home Economics	13	30.8%	0.0%	23.1%	53.8%	0.0%
Letters	71	5.6%	4.2%	19.7%	29.6%	1.4%
Mathematics/Computer Science	65	23.1%	3.1%	13.8%	40.0%	3.1%
Natural Sciences	71	12.7%	0.0%	5.6%	19.7%	2.8%
Public Affairs	50	20.0%	6.0%	4.0%	30.0%	2.0%
Social Sciences	142	16.2%	5.6%	12.0%	34.5%	2.8%
Misc./Other	21	9.5%	4.8%	19.0%	33.3%	9.5%
Percent of Total		15.0%	4.4%	10.5%	30.2%	2.8%
Number	845	127	37	89	255	24

Note: (1) Total Minorities includes two Native Americans.

With respect to specific ethnic groups, there were no Asians appointed in Architecture departments and no African Americans were appointed in Agriculture, Architecture, Engineering, Home Economics, or Natural Sciences. No Hispanic faculty were hired by Architecture departments. It should be noted that in the academic area in which no minorities or women were appointed (Architecture), only five appointments were made systemwide in 2001. *Appendix B* presents a more detailed view of recruitment by gender, ethnicity, and academic field for the 2001 recruitment cycle.

Faculty Pay

Faculty recruited for Fall 2001 were paid, on average, \$56,240. This represents a 7 percent increase from the average pay for faculty recruited for Fall 2000 (\$52,402). The highest average salary was paid by Channel Islands (\$96,714). As a new campus, Channel Islands hired a much greater percentage of senior level faculty than did other campuses (92 percent at the Professor and Associate Professor levels compared to 20 percent at these levels systemwide). Excluding Channel Islands, the average salary was \$55,607, which represents a 6 percent increase in average salary. The average salaries paid at each campus are shown in *Table 9* below.

Table 9 | Average Salaries Paid to New Tenure Track Faculty, by Campus, Fall 2001

	Fall 2001
Bakersfield	\$54,185
Channel Islands	\$96,714
Chico	\$50,439
Dominguez Hills	\$58,025
Fresno	\$53,501
Fullerton	\$55,926
Hayward	\$57,667
Humboldt	\$47,268
Long Beach	\$57,256
Los Angeles	\$62,809
Maritime Academy	\$50,895
Monterey Bay	\$55,700
Northridge	\$50,979
Pomona	\$57,777
Sacramento	\$53,237
San Bernardino	\$50,671
San Diego	\$59,272
San Francisco	\$62,104
San José	\$63,842
San Luis Obispo	\$55,396
San Marcos	\$51,690
Sonoma	\$48,613
Stanislaus	\$46,717
All Appointments	\$56,240

Campuses that paid salaries higher than the systemwide average for new faculty were Channel Islands, San José, Los Angeles, San Francisco, San Diego, Dominguez Hills, Pomona, Hayward, and Long Beach.

Table 10 shows the average salary paid to new faculty and the number of appointments made at each rank.

Table 10 | Average Salaries Paid to New Tenure Track Faculty Systemwide, by Rank, Fall 2001

	Number	Salary
Professor	47	\$90,269
Associate Professor	122	\$67,198
Assistant Professor	674	\$51,921
Instructor	2	\$43,512
All Appointments	845	\$56,240

Out of the 845 appointments effected, the great majority (80 percent) occurred at the Assistant Professor rank. For that reason, Table 11 below on salaries by disciplinary groupings is limited to Assistant Professor appointments. New Assistant Professors hired by Business/Management, Engineering, Health Sciences, and Mathematics/Computer Science departments, in particular, received, *on average*, higher salaries than faculty in most other disciplines. We underlined “on average” because faculty were appointed in a wide range of salaries, subject to campus priorities and resources as well as the individual capabilities of candidates.

Table 11 | Average Salaries Paid to New Assistant Professors Systemwide, by Groups of Disciplines, Fall 2001

	Salary
Agriculture	\$51,263
Architecture	\$53,334
Business/Management	\$70,929
Communications	\$49,392
Education	\$51,634
Engineering	\$60,550
Fine Arts	\$48,526
Health Sciences	\$55,747
Home Economics	\$49,008
Letters	\$47,644
Mathematics/Computer Science	\$55,305
Natural Sciences	\$49,587
Public Affairs	\$51,780
Social Sciences	\$48,828
Misc./Other	\$51,231
All Disciplines Combined	\$51,921

More detailed information on salaries by academic disciplines is presented in Appendix C, which displays salary data in narrower academic discipline categories than the broad categories presented in Table 11.

The *highest* average pay in an academic discipline for new CSU Assistant Professors was roughly \$20,000 greater than the *lowest* average pay for a discipline. Such differences are not atypical in higher education. We compared the CSU salary differentials from the overall average by field with the differentials reported for Assistant Professors by discipline by the National Association of State Universities and Land Grant Colleges (NASULGC). For the same disciplines as in the CSU, the 2000-2001 NASULGC data reflects a difference among new Assistant Professors of approximately \$50,000 from the lowest to highest paid field, reflecting a broader range of salaries. Yet there is considerable convergence between the CSU and these national data on the variations from the average. That is, in 35 of the 43 fields that could be evaluated, the CSU data reflected variation in the same direction (lower or higher than the average) as the NASULGC data, in seven fields the CSU reflected higher than average pay where NASULGC was lower than average and in one field the converse was true.

Also note that the fields where faculty obtained higher-than-average pay typically, though not invariably, were fields with lower rates of recruitment success (for example, Business/Management, Engineering, and Mathematics/Computer Science fields).

Table 12 | Salaries Paid to Female and Male New Tenure Track Faculty, Systemwide, Fall 2001

	Average Salaries	As % of Rank Average
Professor		
Female	\$85,258	94.4%
Male	\$92,856	102.9%
Male and Female	\$90,269	100.0%
Associate Professor		
Female	\$64,547	96.1%
Male	\$68,747	102.3%
Male and Female	\$67,198	100.0%
Assistant Professor		
Female	\$51,769	99.7%
Male	\$52,066	100.3%
Male and Female	\$51,921	100.0%
Grand Total		
Female	\$54,618	97.1%
Male	\$57,630	102.5%
Male and Female	\$56,240	100.0%

As is evident from *Table 12* above, female faculty *on average* were paid slightly less than male faculty at every rank, as well as overall, though many women (and men) were paid above the averages reported.

These differences, which are small compared with salary variations among those of the same sex, appear to be attributable to the distribution of male and female appointees among relatively higher and lower paying disciplines. Overall, and at each academic rank, a lower proportion of women than men were appointed in disciplines that paid higher than average salaries (for example, Business/Management, Engineering, and Mathematics/Computer Science).

Table 13 below displays the proportion of women and men at each rank who were appointed in disciplines that paid higher than average salaries for that rank. For example, at the Professor level, only 31 percent of the women at this rank were appointed in disciplines paying above-average salaries to Professors, whereas 55 percent of the men at this rank were appointed in disciplines with higher-than-average pay. These findings are consistent with the higher salaries paid nationally to faculty in fields such as Business, Engineering, and Computer Science, in which men comprise a majority of candidates.

Table 13 | Percent Female and Male Appointed in Disciplines Paying Above Average Salaries, by Rank, Fall 2001

	Percent Female in Higher Paying Disciplines	Percent Male in Higher Paying Disciplines
Professor	31%	55%
Associate Professor	27%	55%
Assistant Professor	17%	21%
All Ranks Combined	29%	36%

Appendix D reviews starting salaries for Assistant Professors by gender and discipline to identify where men or women obtained a higher average starting salary. Although women received lower salaries overall, a slight majority of disciplines paid higher salaries to new female Assistant Professors than to male Assistant Professors. Women secured a higher average starting salary in 25 disciplines and men had a higher average starting salary in 22 disciplines. If persons of only one gender were appointed, that gender was considered to have received a higher starting salary.

It should be noted that the greatest disparity in salary occurred at the full Professor level. This is likely due to the smaller numbers of women in higher education, and the much greater concentration of women in lower paying fields, at the time when individuals who are now full Professors entered the workforce. There is much less disparity for individuals at the Assistant Professor level. New faculty appointed at this level have entered the workforce at a time of much greater gender equality in terms of the numbers of men and women entering faculty employment and the distribution of men and women between higher and lower paying fields.

Table 14 below indicates that Asian faculty on average were paid slightly more than other newly appointed tenure track faculty, though again many faculty in other ethnic groups were paid above the averages reported.

Table 14 | Average Salaries of New Tenure Track Faculty, by Ethnicity, Fall 2001

	Assist Prof. Only	As % of Average
Asian	\$54,445	104.9%
African American	\$49,767	95.9%
Hispanic	\$51,434	99.1%
White	\$51,647	99.5%
All New Assist. Profs	\$51,921	100.0%
	All Ranks Combined	As % of Average
Asian	\$58,980	104.9%
African American	\$51,980	92.4%
Hispanic	\$55,007	97.8%
White	\$55,775	99.2%
All New Hires	\$56,240	100.0%

As with the gender differences discussed earlier, these differences in salary are attributable to the different proportions of individuals in various ethnic groups appointed in higher and lower paying disciplines (see Table 15 below). In comparison to other ethnic groups, a much greater proportion of Asians were appointed to disciplines paying higher than average salaries, both at the Assistant Professor level and overall.

Table 15 | Percent Ethnic Minorities Appointed in Disciplines Paying Above Average Salaries, by Rank, Fall 2001

	Percent Asian in Higher Paying Disciplines	Percent African American in Higher Paying Disciplines	Percent Hispanic in Higher Paying Disciplines	Percent White in Higher Paying Disciplines
Assistant Professor Only	31%	9%	13%	18%
All Ranks Combined	48%	19%	22%	32%

Faculty Sources

To establish where new faculty were employed prior to their CSU tenure track appointment, campuses were requested to indicate the name of the most recent employer of the candidate selected for appointment. Note that, except for those recruited from within the campus, the nature of that employment was not established, thus the information relates to persons serving in faculty positions as well as in other types of employment, such as post-doctoral fellows, teaching assistants, or adjunct faculty.

Table 16 below shows the number of newly recruited faculty by their prior employer at the time of their recruitment. The majority (68 percent) were employed at other non-CSU higher education institutions prior to their appointment. Approximately 16 percent were previously employed as lecturers by the campus where they were hired, and 7 percent were employed by other CSU campuses (although it was unknown whether they were employed in lecturer, tenure track, or non-instructional positions).

Table 16 | Sources of CSU New Tenure Track Faculty Recruited for Fall 2001 Appointments

	Number	% of Total
Other Higher Education*	578	68.4%
Lecturer Appointments	136	16.1%
Other CSU Campus	62	7.3%
Other/Unknown	69	8.2%
All Appointments	845	100%

*Not in the CSU

Table 17 | Sources of New Tenure Track Faculty for Fall 2001 Appointments (Percentage by Campus)

	Number of Appointments	Other Higher Education *	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	33	58%	9%	9%	24%
Channel Islands	13	62%	0%	38%	0%
Chico	38	79%	13%	3%	5%
Dominguez Hills	16	44%	31%	19%	6%
Fresno	39	54%	23%	5%	18%
Fullerton	49	67%	27%	6%	0%
Hayward	30	87%	10%	3%	0%
Humboldt	23	78%	17%	4%	0%
Long Beach	87	67%	26%	7%	0%
Los Angeles	44	75%	16%	7%	2%
Maritime Academy	9	11%	56%	11%	22%
Monterey Bay	11	45%	9%	45%	0%
Northridge	46	78%	0%	7%	15%
Pomona	44	70%	16%	9%	5%
Sacramento	57	68%	18%	5%	9%
San Bernardino	35	74%	9%	3%	14%
San Diego	75	69%	11%	4%	16%
San Francisco	47	70%	19%	4%	6%
San José	35	66%	14%	6%	14%
San Luis Obispo	48	65%	19%	2%	15%
San Marcos	19	74%	16%	11%	0%
Sonoma	22	68%	5%	23%	5%
Stanislaus	25	76%	12%	8%	4%
Percent of Total		68%	16%	7%	8%
Number	845	578	136	62	69

*Not in the CSU

Note: (1) Percentages add across only; may not add to 100 percent because of rounding.

Table 17 above and Table 18 on the next page show, respectively, the sources of new faculty by campus and by disciplinary groupings. Hayward, Chico, Humboldt, and Northridge recruited the highest proportion of new faculty from other (non-CSU) higher education sources, while Monterey Bay and Channel Islands had the most recruitments from other CSU campuses. At Maritime Academy, Monterey Bay, and Dominguez Hills, 50 percent or more of new tenure track faculty were previously employed by the CSU (either as campus lecturers or by other CSU campuses). More than half of the new tenure track faculty hired by Maritime Academy were previously employed as lecturers at that campus.

In terms of disciplines, Mathematics/Computer Science and Business/Management departments recruited greater than four out of five new faculty from other (non-CSU) higher education sources. Communications and Education departments (as well as Architecture with a handful of appointments) recruited one-third or more new faculty from lecturer ranks or from other CSU campuses.

Table 18 | Sources of New Tenure Track Faculty for Fall 2001 Appointments (Percentage by Groups of Disciplines)

	Number of Appointments	Other Higher Education*	Campus Lecturer	Other CSU Campus	Other/Unknown
Agriculture	17	47%	24%	0%	29%
Architecture	5	20%	60%	0%	20%
Business/Management	66	82%	8%	5%	6%
Communications	28	57%	32%	7%	4%
Education	167	57%	22%	11%	10%
Engineering	27	63%	22%	4%	11%
Fine Arts	68	69%	10%	9%	12%
Health Sciences	34	56%	24%	6%	15%
Home Economics	13	77%	23%	0%	0%
Letters	71	76%	18%	4%	1%
Mathematics/Computer Science	65	86%	6%	3%	5%
Natural Sciences	71	75%	14%	7%	4%
Public Affairs	50	70%	10%	10%	10%
Social Sciences	142	71%	12%	8%	9%
Misc./Other	21	57%	24%	19%	0%
Percent of Total		68%	16%	7%	8%
Number	845	578	136	62	69

*Not in the CSU

Note: (1) Percentages add across only; may not add to 100 percent because of rounding.

Appendix E includes a listing of the 295 (non-CSU) higher education institutions where 578 newly recruited faculty were employed prior to coming to the CSU, as reported by the hiring campuses. This listing reflects the very broad range of institutions and geographical areas from which CSU campuses are recruiting faculty. They include universities and colleges in 46 states and several foreign countries. California institutions of higher education—again excluding the CSU—accounted for 154 new faculty, with the University of California providing over half of that number. Some 16 other states, headed by New York, Texas, Pennsylvania, Illinois, and Arizona, each accounted for 10 or more new faculty within the recruitment cycle reviewed in this report. Slightly over four percent of new tenure track faculty came from institutions of higher education located outside the United States. Approximately 44 percent of all new faculty were previously employed in California (in the CSU system, in other California higher education institutions, or in other non-higher education institutions).

Resignations

Campuses were asked to indicate the number of tenured and probationary faculty who resigned during or at the end of the 2000-2001 academic year. It should be noted that these faculty resignation data were obtained through survey responses from the campuses, and may not exactly match data from other sources.

CSU campuses reported 160 tenure track faculty resignations (approximately 1.6 percent of all tenured and probationary faculty) during the 2000-2001 academic year. Thus, it appears that CSU was highly successful in retaining tenure track faculty during this report cycle.

Table 19 shows the number of tenure track faculty resignations by campus. In 2000-01, seven campuses (San José, San Diego, Chico, San Francisco, Northridge, San Bernardino, and Long Beach) experienced 10 or more resignations of tenure track faculty, and two campuses (Channel Islands and Stanislaus) reported no resignations.

Table 19 | Tenured and Probationary Faculty Resignations, By Campus

	2000-2001	1999-2000
Bakersfield	3	12
Channel Islands	0	-
Chico	13	6
Dominguez Hills	3	4
Fresno	8	9
Fullerton	9	4
Hayward	6	8
Humboldt	4	4
Long Beach	10	3
Los Angeles	9	2
Maritime Academy	3	1
Monterey Bay	5	3
Northridge	11	12
Pomona	4	4
Sacramento	8	9
San Bernardino	10	8
San Diego	13	10
San Francisco	11	8
San José	17	10
San Luis Obispo	7	7
San Marcos	4	10
Sonoma	2	3
Stanislaus	0	4
Total	160	141

Table 20 shows the number of tenure track faculty resignations by discipline. The highest number of resignations in 2000-01 were from Social Sciences (34) and Education departments (26). Home Economics departments and Architecture departments reported the fewest resignations (zero and one respectively).

Table 20 | Tenured and Probationary Faculty Resignations, By Groups of Disciplines

	2000-2001	1999-2000
Agriculture	2	4
Architecture	1	0
Business/Management	18	19
Communications	8	9
Education	26	23
Engineering	4	5
Fine Arts	17	4
Health Sciences	9	8
Home Economics	0	1
Letters	11	15
Mathematics/Computer Science	5	3
Natural Sciences	12	9
Public Affairs	7	11
Social Sciences	34	18
Misc./Other	6	12
Grand Total	160	141

Conclusions

1. An acceleration of recruitment activity, which began in 1998, appears to be continuing. Over 1,100 searches were attempted for Fall 2001.
2. In prior years, increased recruitment activity met with a decrease in success rates, which reached a low of 69 percent for 1999. However, success rates for Fall 2000 (75 percent) and 2001 (74 percent) are near levels reached prior to the acceleration of recruitment activity, when a smaller number of searches were undertaken.
3. CSU campuses are recruiting men and women in roughly equal numbers and ethnic minorities in approximately the same proportions as are found among those who recently earned a doctoral degree nationwide.
4. Computer Science fields and certain Business/Management-related fields continue to be difficult areas in which to recruit new faculty. Certain major metropolitan area campuses continue to experience relatively less success in recruiting new tenure track faculty.
5. Campuses are recruiting faculty from all parts of the country and all types of institutions, although 44 percent come from California.
6. A very small number of faculty resigned from tenured or probationary positions, with certain campuses and disciplines experiencing a higher number of resignations than others.

Appendix A

Searches, Appointments, Success Rate, and Applications for Tenure Track Faculty by Academic Field, Fall 2001

		Searches	Appointments	Success Rate	Total Applications	Average Applications per Search
Agriculture	Agriculture Bus./Misc.	11	7	63.6%	140	13
	Animal & Plant Science	6	6	100.0%	105	18
	Natural Resources	4	4	100.0%	64	16
Architecture	Architecture	6	5	83.3%	82	14
Business/ Management	Accounting/Bus. Info. Sys.	31	14	45.2%	475	15
	Business Administration	50	32	64.0%	1,657	33
	Finance & Business Law	8	6	75.0%	412	52
	Marketing	19	14	73.7%	413	22
Communications	Communications	42	28	66.7%	735	18
Education	Counseling	27	22	81.5%	461	17
	Education Administration	13	7	53.8%	263	20
	Industrial Education	9	9	100.0%	41	5
	Instruction Tech./Librarianship	2	1	50.0%	49	25
	Physical Education	37	31	83.8%	415	11
	Special Education	20	12	60.0%	267	13
	Teacher Education	117	85	72.6%	1,573	13
Engineering	Civil Engineering	4	2	50.0%	124	31
	Electrical Engineering	17	9	52.9%	302	18
	Engineering, Misc.	14	11	78.6%	183	13
	Mechanical Engineering	7	5	71.4%	180	26
Fine Arts	Art	40	27	67.5%	1,737	43
	Music	20	19	95.0%	602	30
	Theatre & Dance	27	22	81.5%	951	35
Health Sciences	Health & Safety	15	11	73.3%	92	6
	Nursing	28	23	82.1%	106	4
Home Economics	Home Economics	16	13	81.3%	210	13
Letters	English & Literature	49	39	79.6%	2,592	53
	Foreign Languages	21	15	71.4%	588	28
	Philosophy	19	17	89.5%	1,753	92
Mathematics/ Computer Science	Computer Science	33	16	48.5%	439	13
	Mathematics	65	49	75.4%	2,699	42
Natural Sciences	Biology	39	28	71.8%	866	22
	Chemistry	22	18	81.8%	662	30
	Earth Sciences	13	12	92.3%	435	33
	Physics & Astronomy	15	13	86.7%	683	46
Public Affairs	Criminal Justice	10	8	80.0%	194	19
	Public Administration	15	13	86.7%	457	30
	Recreation	9	9	100.0%	100	11
	Social Work	25	20	80.0%	291	12
Social Sciences	Anthropology	15	15	100.0%	714	48
	Economics	18	13	72.2%	974	54
	Ethnic & Area Studies	29	21	72.4%	353	12
	Geography	13	8	61.5%	331	25
	History	29	18	62.1%	1,296	45
	Political Science	18	13	72.2%	871	48
	Psychology	42	32	76.2%	1,349	32
	Sociology /Women's Studies	27	22	81.5%	761	28
Misc./Other	Miscellaneous	26	21	80.8%	531	20
Total		1,142	845	74%	30,578	27

Appendix B

Tenure Track Faculty Appointments by Academic Fields and Ethnic Groupings, Fall 2001

		Appts. No.	White Male	Minority Male	Minority Female	White Female	Asian	African American	Hispanic
Agriculture	Agriculture Bus./Misc.	7	29%	0%	14%	43%	0%	0%	14%
	Animal & Plant Science	6	67%	17%	0%	0%	17%	0%	0%
	Natural Resources	4	75%	0%	0%	25%	0%	0%	0%
Architecture	Architecture	5	100%	0%	0%	0%	0%	0%	0%
Business/Management	Accounting/Bus. Info. Sys.	14	50%	21%	14%	7%	36%	0%	0%
	Business Administration	32	31%	28%	19%	22%	41%	0%	6%
	Finance & Business Law	6	50%	17%	0%	17%	17%	0%	0%
	Marketing	14	50%	14%	14%	21%	21%	7%	0%
Communications	Communications	28	39%	7%	14%	39%	7%	7%	7%
Education	Counseling	22	23%	9%	36%	23%	14%	14%	18%
	Education Administration	7	14%	29%	29%	29%	0%	14%	43%
	Industrial Education	9	67%	11%	0%	22%	0%	0%	11%
	Instruction Tech./Librarianship	1	100%	0%	0%	0%	0%	0%	0%
	Physical Education	31	61%	10%	6%	23%	16%	0%	0%
	Special Education	12	25%	0%	17%	50%	8%	8%	0%
	Teacher Education	85	18%	14%	31%	38%	18%	8%	19%
Engineering	Civil Engineering	2	50%	0%	0%	50%	0%	0%	0%
	Electrical Engineering	9	33%	44%	11%	11%	44%	0%	11%
	Engineering, Misc.	11	55%	18%	0%	9%	18%	0%	0%
	Mechanical Engineering	5	60%	0%	0%	20%	0%	0%	0%
Fine Arts	Art	27	48%	4%	7%	33%	4%	0%	7%
	Music	19	63%	11%	11%	16%	5%	11%	5%
	Theatre & Dance	22	41%	14%	0%	45%	0%	9%	5%
Health Sciences	Health & Safety	11	18%	9%	9%	64%	18%	0%	0%
	Nursing	23	9%	0%	17%	74%	4%	4%	9%
Home Economics	Home Economics	13	23%	8%	46%	23%	31%	0%	23%
Letters	English & Literature	39	31%	10%	10%	46%	5%	5%	10%
	Foreign Languages	15	20%	33%	27%	20%	7%	0%	53%
	Philosophy	17	53%	24%	0%	24%	6%	6%	12%
Mathematics/Computer Science	Computer Science	16	25%	50%	6%	6%	44%	0%	13%
	Mathematics	49	45%	20%	14%	20%	16%	4%	14%
Natural Sciences	Biology	28	54%	4%	14%	25%	11%	0%	4%
	Chemistry	18	44%	17%	17%	17%	28%	0%	6%
	Earth Sciences	12	100%	0%	0%	0%	0%	0%	0%
	Physics & Astronomy	13	69%	23%	0%	8%	8%	0%	15%
Public Affairs	Criminal Justice	8	75%	0%	0%	25%	0%	0%	0%
	Public Administration	13	31%	15%	8%	38%	8%	15%	0%
	Recreation	9	33%	33%	11%	22%	44%	0%	0%
	Social Work	20	25%	15%	25%	35%	25%	5%	10%
Social Sciences	Anthropology	15	33%	13%	13%	33%	0%	0%	27%
	Economics	13	31%	31%	8%	31%	31%	0%	8%
	Ethnic & Area Studies	21	5%	43%	43%	10%	33%	24%	24%
	Geography	8	38%	25%	13%	25%	25%	13%	0%
	History	18	50%	17%	6%	28%	11%	0%	11%
	Political Science	13	46%	8%	8%	31%	8%	8%	0%
	Psychology	32	25%	3%	16%	50%	9%	0%	9%
	Sociology /Women's Studies	22	32%	9%	23%	36%	18%	5%	9%
Misc./Other	Miscellaneous	21	5%	14%	19%	52%	10%	5%	19%
Total		845	36.9%	14.8%	15.4%	30.1%	15.0%	4.4%	10.5%

24 individuals whose ethnic background was "Other Non-White/Unknown" are included in the "Appts. No." column, but are excluded from the rest of the table.

Appendix C

Salaries Paid to New Tenure Track Assistant Professors by Academic Field, Fall 2001

	Average Salary
Agriculture	Agriculture Bus./Misc. \$54,412
	Animal & Plant Science \$50,648
	Natural Resources \$47,001
Architecture	Architecture \$53,334
Business/ Management	Accounting/Bus. Info. Sys. \$76,145
	Business Administration \$69,343
	Finance & Business Law \$74,190
	Marketing \$70,376
Communications	Communications \$49,392
Education	Counseling \$51,861
	Education Administration \$55,937
	Industrial Education \$54,154
	Instruction Tech./Librarianship \$52,008
	Physical Education \$49,817
	Special Education \$53,904
	Teacher Education \$51,568
Engineering	Civil Engineering \$61,272
	Electrical Engineering \$61,500
	Engineering, Misc. \$61,814
	Mechanical Engineering \$57,501
Fine Arts	Art \$49,234
	Music \$48,239
	Theatre & Dance \$47,905
Health Sciences	Health & Safety \$61,215
	Nursing \$54,380
Home Economics	Home Economics \$49,008
Letters	English & Literature \$46,787
	Foreign Languages \$48,420
	Philosophy \$48,621
Mathematics/ Computer Science	Computer Science \$69,261
	Mathematics \$52,922
Natural Sciences	Biology \$49,028
	Chemistry \$49,321
	Earth Sciences \$49,796
	Physics & Astronomy \$50,969
Public Affairs	Criminal Justice \$51,948
	Public Administration \$51,682
	Recreation \$52,627
	Social Work \$51,393
Social Sciences	Anthropology \$48,899
	Economics \$55,367
	Ethnic & Area Studies \$47,157
	Geography \$46,754
	History \$48,906
	Political Science \$47,719
	Psychology \$49,168
	Sociology /Women's Studies \$47,223
Misc./Other	Miscellaneous \$51,231
	Overall Average Salary \$51,921

Average Starting Salary Comparisons for CSU Assistant Professors by Gender and Discipline, Fall 2001

		Women Paid More	Men Paid More
Agriculture	Agriculture Bus./Misc.		X
	Animal & Plant Science		X
	Natural Resources	X	
Architecture	Architecture		X
Business/ Management	Accounting/Bus. Info. Sys.		X
	Business Administration	X	
	Finance & Business Law		X
	Marketing	X	
Communications	Communications	X	
Education	Counseling		X
	Education Administration		X
	Industrial Education		X
	Instruction Tech./Librarianship		X
	Physical Education		X
	Special Education	X	
	Teacher Education		X
Engineering	Civil Engineering	X	
	Electrical Engineering	X	
	Engineering, Misc.	X	
	Mechanical Engineering		X
Fine Arts	Art	X	
	Music	X	
	Theatre & Dance		X
Health Sciences	Health & Safety	X	
	Nursing	X	
Home Economics	Home Economics	X	
Letters	English & Literature	X	
	Foreign Languages	X	
	Philosophy		X
Mathematics/ Computer Science	Computer Science	X	
	Mathematics	X	
Natural Sciences	Biology	X	
	Chemistry		X
	Earth Sciences		X
	Physics & Astronomy	X	
Public Affairs	Criminal Justice	X	
	Public Administration		X
	Recreation		X
	Social Work		X
Social Sciences	Anthropology	X	
	Economics	X	
	Ethnic & Area Studies	X	
	Geography		X
	History		X
	Political Science	X	
	Psychology		X
	Sociology /Women's Studies	X	

Note: X's indicate higher average starting salary.

Appendix E

Prior Higher Education Employers (Non-CSU) of New Tenure Track Faculty

College Name	State	No.	College Name	State	No.
University of Southern Alabama	AL	1	University of Northern Colorado	CO	2
Arkansas State University	AR	1	University of Colorado	CO	4
Arizona State University	AZ	15	University of Colorado, Boulder	CO	4
Northern Arizona University	AZ	2	University of Connecticut	CT	3
Prescott College	AZ	1	Western Conn. State University	CT	1
University of Arizona	AZ	3	Yale University	CT	1
Antelope Valley JC	CA	1	University of Delaware	DE	1
Art Center	CA	1	Embry-Riddle Aeronautical Univ.	FL	1
CA Institute of Technology	CA	2	Florida Atlantic University	FL	2
CA School for the Blind	CA	1	Florida Gulf Coast University	FL	1
Cerritos College	CA	1	Florida International University	FL	1
Charles Drew University	CA	1	Florida State University	FL	3
Cypress College	CA	1	Johnson & Wales U., North Miami	FL	1
De Anza College	CA	1	Stetson University	FL	1
Fresno Pacific University	CA	1	University of Central Florida	FL	2
Glendale Community College	CA	1	University of Miami	FL	2
Harvey Mudd College	CA	1	University of Florida	FL	4
Holy Names College	CA	1	Clayton College	GA	1
John F. Kennedy University	CA	1	Georgia Institute of Technology	GA	1
Loma Linda University	CA	1	Georgia State	GA	3
Long Beach City College	CA	1	Medical College of Georgia	GA	1
Loyola Marymount University	CA	2	Oglethorpe University	GA	1
Modesto Junior College	CA	1	University of Georgia	GA	4
National University	CA	3	University of Hawaii	HI	2
Occidental College	CA	2	Buena Vista University	IA	1
Pepperdine University	CA	1	Coe College	IA	1
Pomona College	CA	4	Graceland College	IA	1
Riverside Community College	CA	1	Iowa State University	IA	1
Santa Rosa Jr. College	CA	1	University of Iowa	IA	3
SF Art Institute	CA	1	University of Northern Iowa	IA	1
Soka University of America	CA	1	Lewis-Clark State College	ID	1
St. Mary's College, Calif.	CA	3	University of Idaho	ID	1
Stanford University	CA	6	Governor's State University	IL	1
UC Berkeley	CA	12	Illinois State University, Normal	IL	1
UC Davis	CA	10	Loyola University	IL	1
UC Irvine	CA	8	Millikin University	IL	1
UC Los Angeles	CA	22	Montclair State University	IL	1
UC Riverside	CA	6	N Eastern Illinois	IL	1
UC San Diego	CA	7	Northern Illinois University	IL	4
UC San Francisco	CA	3	Northwestern University	IL	2
UC Santa Barbara	CA	12	Southern IL University, Carbondale	IL	1
UC Santa Clara	CA	1	University of Chicago	IL	1
UC Santa Cruz	CA	6	University of So. Illinois	IL	1
University of La Verne	CA	3	University of Illinois	IL	3
University of Phoenix	CA	1	University of IL, Springfield	IL	1
University of San Francisco	CA	5	Western Illinois	IL	1
University of Redlands	CA	4	Indiana State University	IN	1
USC	CA	9	Indiana University Northwest	IN	1
Vista College	CA	1	Indiana University	IN	2
Whittier College	CA	2	Purdue University	IN	10
Colorado State University	CO	2	University of Evansville	IN	1

College Name	State	No.	College Name	State	No.
University of Notre Dame	IN	1	UNC Charlotte	NC	1
Ft. Hays State University	KS	1	UNC Wilmington	NC	2
Kansas St University	KS	3	University of Nebraska	NE	3
University of Kansas	KS	3	University of Nebraska, Lincoln	NE	1
Washburn University of Topeka	KS	2	University of New Hampshire	NH	2
Wichita State University	KS	1	Montclair State University	NJ	1
Murray State University	KY	1	NJ Institute of Technology	NJ	1
University of Kentucky	KY	1	Rutgers University	NJ	3
University of Louisville	KY	2	Stevens Institute of Technology	NJ	1
Western Kentucky University	KY	1	New Mexico State	NM	1
Ambrose University	LA	1	University of New Mexico	NM	5
Louisiana State University	LA	2	Univ. of New Mexico, Albuquerque	NM	1
Our Lady of the Lake College	LA	1	University of Nevada, Las Vegas	NV	4
Bentley College	MA	1	University of Nevada, Reno	NV	2
Boston College	MA	1	Alfred University	NY	1
Boston University	MA	3	Augsburg College	NY	1
Harvard University	MA	4	Brooklyn Conservatory of Music	NY	1
Mount Holyoke College	MA	1	City University of New York	NY	2
Univ. of Massachusetts - Amherst	MA	1	Columbia University	NY	1
Univ. of Massachusetts - Dartmouth	MA	1	Cornell University	NY	2
Williams College	MA	1	Hartwick College	NY	1
Johns Hopkins University	MD	2	John J. College, CUNY	NY	1
University of Maryland	MD	3	Nassau Comm. College	NY	1
Grand Valley State University	MI	2	New York University	NY	3
Hillsdale College	MI	1	Queens College	NY	1
Michigan State University	MI	4	Rochester Institute Of Tech.	NY	1
University of Michigan, Flint	MI	1	SUNY	NY	2
Wayne State University	MI	1	SUNY, Buffalo	NY	2
Western Michigan University	MI	1	SUNY, Cortland	NY	1
Carleton College	MN	1	SUNY, Fredonia	NY	1
Minnesota State	MN	1	SUNY, Oneonta	NY	1
St Cloud University	MN	1	SUNY, Oswego	NY	1
University of Minnesota, Duluth	MN	1	SUNY, Stonybrook	NY	1
University of Minnesota, Twin Cities	MN	1	Syracuse University	NY	4
Central Missouri State	MO	2	Union College	NY	1
Missouri Southern State University	MO	2	University of Rochester	NY	2
NW Missouri State	MO	1	Wells College	NY	1
SE Missouri State	MO	1	Case Western Reserve University	OH	2
University of Missouri	MO	1	Heidelberg College	OH	1
University of Missouri, Kansas City	MO	1	Kent State University	OH	2
University of Missouri, Saint Louis	MO	1	Ohio State University	OH	8
Westminster College	MO	1	Ohio University	OH	1
University of Mississippi	MS	2	University of Akron	OH	1
University of Southern Mississippi	MS	3	University of Cincinnati	OH	2
Montana State University	MT	3	Xavier University	OH	1
Simmons College	MT	1	Cameron University	OK	1
Western Montana	MT	1	Oklahoma State	OK	1
Duke University	NC	2	Oregon State University	OR	4
Guilford College	NC	1	Portland State University	OR	2
No. Carolina St. University	NC	1	Southern Oregon University	OR	1
UNC Chapel Hill	NC	2	University of Oregon	OR	3

College Name	State	No.	College Name	State	No.
Chatham College	PA	1	University of Washington	WA	3
Dickinson College	PA	1	Washington State University	WA	7
Duquesne University	PA	1	University of Wisconsin	WI	5
East Stroudsburg University	PA	1	University of Wisconsin, Eau Claire	WI	1
Franklin & Marshall College	PA	1	University of Wisconsin, Madison	WI	1
Kings College	PA	1	University of Wisconsin, Oshkosh	WI	1
Lehigh University	PA	1	University of Wisconsin, Platte	WI	1
Mansfield University	PA	1	Concord College	WV	1
Pennsylvania State University	PA	6	Northwest Comm.	WY	1
Philadelphia University	PA	1	University of Wyoming	WY	1
Temple University	PA	4	University of Phoenix	Unknown	1
University of Pittsburgh	PA	3	Akademie der Wissenschaften	Outside US	1
West Chester University	PA	1	Cambridge	Outside US	1
Johnson & Wales University	RI	1	Carleton University	Outside US	1
University of Rhode Island	RI	1	Da-Yeh University	Outside US	1
Benedict College	SC	1	Federal University	Outside US	1
College of Charleston	SC	1	Flinders University	Outside US	2
University of S. Carolina	SC	1	Goethe University	Outside US	1
Austin Peay State University	TN	1	Guelph University	Outside US	1
University of Tennessee	TN	2	Hong Kong Polytechnic University	Outside US	1
University of Memphis	TN	1	Johann Wolfgang Goethe-Universität	Outside US	1
Vanderbilt University	TN	2	Kov University	Outside US	1
Austin College	TX	1	Kwantlen University College	Outside US	1
Baylor University	TX	2	Melbourne University	Outside US	1
Midwestern State University	TX	1	Ontario Universities	Outside US	1
Southern Methodist University	TX	2	Simon Fraser University	Outside US	1
Texas A&M University	TX	3	Sung Kyun Kwan University	Outside US	1
Texas Christian University	TX	1	Tech Institute of Monterrey	Outside US	1
Texas Tech University	TX	2	University of Teeside	Outside US	1
Texas Women's University	TX	2	University of Queensland	Outside US	1
University of Houston	TX	5	University of Tsukuba	Outside US	1
University of Texas, El Paso	TX	1	University of Lethbridge	Outside US	1
University of North Texas	TX	2	University of New England	Outside US	1
University of Texas	TX	2	Tech Institute of Monterrey	Outside US	1
University of Texas at Arlington	TX	1	University of Teeside	Outside US	1
University of Texas, Austin	TX	6	University of Queensland	Outside US	1
Brigham Young University	UT	1	University of Tsukuba	Outside US	1
University of Utah, Salt Lake	UT	1	University of Lethbridge	Outside US	1
Utah State University	UT	3	University of New England	Outside US	1
Hampton University	VA	1	University of Otago	Outside US	1
Old Dominion University	VA	1	University of Puerto Rico	Outside US	1
Radford University	VA	1	University of South Wales	Outside US	1
University of Virginia	VA	1	Université Concordia	Outside US	1
Univ. of Virginia, Charlottesville	VA	1	University of Calgary	Outside US	1
VA Polytechnic Inst. & State Univ.	VA	2	University of Capetown	Outside US	1
University of Vermont	VT	2	University of Leeds	Outside US	1
Central Wash University	WA	1	University of Puerto Rico at Cayey	Outside US	1
Gonzaga University	WA	1	York University	Outside US	1
Seattle Pacific University	WA	1			



HUMAN RESOURCES

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