

2003

**FACULTY
RECRUITMENT IN THE
CALIFORNIA STATE
UNIVERSITY SYSTEM**

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**HUMAN RESOURCES
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REPORT ON FACULTY RECRUITMENT SURVEY

Executive Summary

The California State University (CSU) initiated more tenure track faculty searches than in any previous year in which the Faculty Recruitment Survey has been conducted, except for last year (2002). Out of the 1,285 searches attempted for 2003, 817 (64 percent) were completed successfully, compared to the 1,291 searches attempted for 2002 that resulted in the appointment of 950 new faculty (74 percent). The majority of successful searches were filled by either the first or second candidate offered the position, indicating that the CSU was successful in hiring top candidates for tenure track positions. Architecture departments, which last year had difficulty hiring faculty, were successful in 100% of searches. In contrast, Business/Management and Health Sciences related departments continued to experience relatively lower success rates. Compared to the previous year, average starting salaries for new tenure track faculty remained relatively unchanged. 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 CSU campus at which they were hired, and an additional 5 percent were previously employed at other CSU campuses (although it is unknown whether they were employed in lecturer or tenure track positions). There were very few tenured and probationary faculty resignations (1.8 percent of all tenured and probationary faculty) or tenure denials (0.8% of 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 (CSU). Its focus is on searches conducted for openings available in Fall 2003, but 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 presents demographic, salary, and prior employment data of new tenure track faculty. The report also presents information on the recruitment process and reasons given for unsuccessful searches. In addition, data on faculty resignations and tenure denials by campus and discipline are reported.

Searches and Appointments

Since 1988, CSU campuses have initiated some 12,781 searches for tenure track faculty and have made 9,019 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 1988-2003

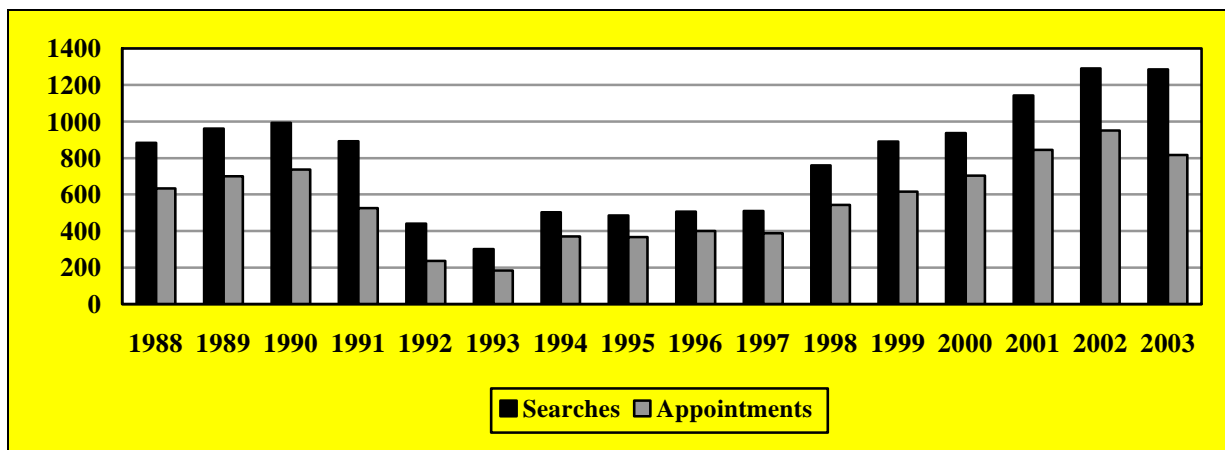


Table 1 CSU Tenure Track Faculty Recruitments
and Success Rates, Fall 1988-2003

	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Searches	883	962	992	891	441	302	504	486	506	511	759	889	937	1,142	1,291	1,285
Appointments	634	700	736	526	237	184	371	367	401	388	543	616	704	845	950	817
Success Rate	72%	73%	74%	59%	54%	61%	74%	76%	79%	76%	72%	69%	75%	74%	74%	64%

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 2002. In 2003 the campuses were again faced with poor economic conditions. While CSU campuses initiated nearly as many searches as in the prior year, the success rate was lower, at least partly because a substantial number of searches were cancelled due to budgetary reasons. However, the number of tenure track faculty appointments was the third highest in the history of the survey.

Table 2 below shows the number of tenure track appointments reported by each campus over the five-year period from 1999-2003. In that time, some 3,932 new tenure track faculty were hired.

Table 2	Tenure Track Faculty Appointments
	Reported by CSU Campuses, Fall 1999-2003

	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	5-Yr. Total
Bakersfield	12	22	33	21	28	116
Channel Islands	--	--	13	17	20	50
Chico	49	39	38	39	15	180
Dominguez Hills	18	9	16	31	23	97
Fresno	45	40	39	46	43	213
Fullerton	37	53	49	64	49	252
Hayward	22	19	30	17	19	107
Humboldt	13	17	23	12	11	76
Long Beach	52	68	87	66	66	339
Los Angeles	31	24	44	57	45	201
Maritime Academy	1	6	9	0	3	19
Monterey Bay	4	14	11	16	5	50
Northridge	46	68	46	61	72	293
Pomona	32	40	44	40	35	191
Sacramento	34	40	57	103	98	332
San Bernardino	21	26	35	41	22	145
San Diego	60	71	75	65	38	309
San Francisco	36	29	47	82	75	269
San Jose	36	47	35	71	20	209
San Luis Obispo	43	26	48	35	53	205
San Marcos	7	11	19	26	21	84
Sonoma	12	19	22	16	35	104
Stanislaus	5	16	25	24	21	91
Total Appointments	616	704	845	950	817	3932
Number of Searches	889	937	1,142	1,291	1285	5544
Systemwide Success Rate	69.3%	75.1%	74.0%	73.6%	63.6%	70.9%

Because of the economic conditions in 2003, *Table 3* below examines the success rate of Tenure Track Faculty Appointments excluding those appointments that were unfilled due to Budgeting. With budget taken into consideration, the success rate increased by over 8 % bringing it up to 72%. Contrast this to the previous year in which excluding searches found to be unsuccessful due to budget increased the success rate by only 2%.

Table 3	Tenure Track Faculty Appointments Excluding Unsuccessful Searches Due to Budget
	Fall 2002 and 2003

	2002	2003
Searches	1257	1132
Appointments	950	817
Success Rate	75.6%	72.2%

In *Table 4*, we examine more closely the rate of success for each campus in completing searches with tenure track appointments for 2003. 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 also 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 4* also lists the total applications received by each campus and the average number of applications submitted per search.

Table 4	Tenure Track Faculty Searches, Appointments, and Applications
	Reported by CSU Campuses, Fall 2003

	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	44	28	64%	1,084	25
Channel Islands	43	20	47%	2,188	51
Chico	31	15	48%	524	17
Dominguez Hills	32	23	72%	739	23
Fresno	79	43	54%	1,444	18
Fullerton	78	49	63%	2,031	26
Hayward	29	18	62%	1,229	42
Humboldt	24	11	46%	405	17
Long Beach	95	66	69%	3,032	32
Los Angeles	60	45	75%	1,824	30
Maritime Academy	3	3	100%	88	29
Monterey Bay	7	5	71%	381	54
Northridge	98	72	73%	3,143	32
Pomona	52	35	67%	1,281	25
Sacramento	119	98	82%	4,193	35
San Bernardino	43	22	51%	1,038	24
San Diego	87	38	44%	2,334	27
San Francisco	113	75	66%	1,375	12
San Jose	61	20	33%	753	12
San Luis Obispo	81	53	65%	2,866	35
San Marcos	28	21	75%	1,090	39
Sonoma	42	35	83%	1,975	47
Stanislaus	36	21	58%	882	25
All Campuses	1,285	817	64%	35,899	28

When compared to the 2002 recruitment cycle, success rates increased for some campuses for 2003, but decreased for most campuses. The average success rate for all campuses combined decreased from 73.6 percent in 2002 to 63.6% in 2003.

The highest success rate (100%) was at Maritime Academy, where only three searches were conducted. Other campuses with success rates considerably higher than that of all campuses combined include Sonoma, Sacramento, Los Angeles, and San Marcos.

Sacramento, Northridge, and Long Beach, reported the highest overall number of applications. These three campuses accounted for 29 percent of all applications systemwide. Sacramento alone accounted for 12 percent of all applications systemwide. However, Monterey Bay received the most applications per search (54), followed by Channel Islands (51).

Table 5 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 (Architecture, Home Economics, Mathematics/Computer Science, Social Sciences, Fine Arts) have up to a 50% advantage over the least successful areas (Business/Management, Education, and Health Sciences). The success rate for architecture has proven to be very inconsistent. This year it is the most successful discipline, as it was in 2001, however it was one of the least successful in 2002. This fluctuation is to be expected, though, as Architecture typically has only a small number of searches each year. Further, Math/Computer Science was one of the least successful areas last year and is one of the most successful areas this year. There was more variation in success rates by discipline than in the previous year. In 2003 the highest success rate was 100% (Architecture) and the lowest success rate was 49.3% (Business/Management). By comparison, success rates in 2002 ranged from a high of 86 percent in Fine Arts to a low of 47 percent in Health Sciences.

As in the prior three years, departments in Social Sciences and Letters received the highest overall number of applications, together accounting for approximately 33 percent of all applications. However, contrasting to the case of the past two years in which departments in Letters received the highest number of applications per search, Mathematics/Computer Science received the highest number of applications per search in 2003 (49). Departments in Health Sciences received the fewest applications per search (5).

Table 5	Tenure Track Faculty Searches, Appointments, and Applications
	Reported by Groups of Disciplines, Fall 2003

	Searches	Appointments	Success Rate	Total Applications	Average Applications per Search
Agriculture	23	14	60.9%	457	20
Architecture	8	8	100.0%	195	24
Business & Management	136	67	49.3%	3,797	28
Communications	55	35	63.6%	926	17
Education	239	127	53.1%	3,173	13
Engineering	61	42	68.9%	2,517	41
Fine Arts	94	68	72.3%	3,631	39
Health Sciences	63	35	55.6%	294	5
Home Economics	27	21	77.8%	475	18
Letters	114	81	71.1%	4,360	38
Mathematics & Computer Sci.	75	55	73.3%	3,669	49
Natural Sciences	108	66	61.1%	3,622	34
Public Affairs	61	38	62.3%	651	11
Social Sciences	197	144	73.1%	7,620	39
Misc/Other	17	11	66.7%	466	27
All Fields	1285	817	63.6%	35,899	28

Note: Two joint appointments are classified in the Misc./Other category.

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 Education disciplines resulted in an overall success rate of 53.1 percent, but success rates ranged from a high of 85 percent (Industrial Education) to a low of 33 percent (Education Administration). Similarly, Social Science disciplines experienced a wide range of success rates from a high of 85 percent (Geography) to a low of 61 percent (Psychology).

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 6* below shows the number of appointments made for Fall 2003 and the percentage of white males, minority males, minority females, and white females.

Table 6
Number of Tenure Track Appointments and Percentages
Reported by Gender and Ethnic Groupings, Fall 2003

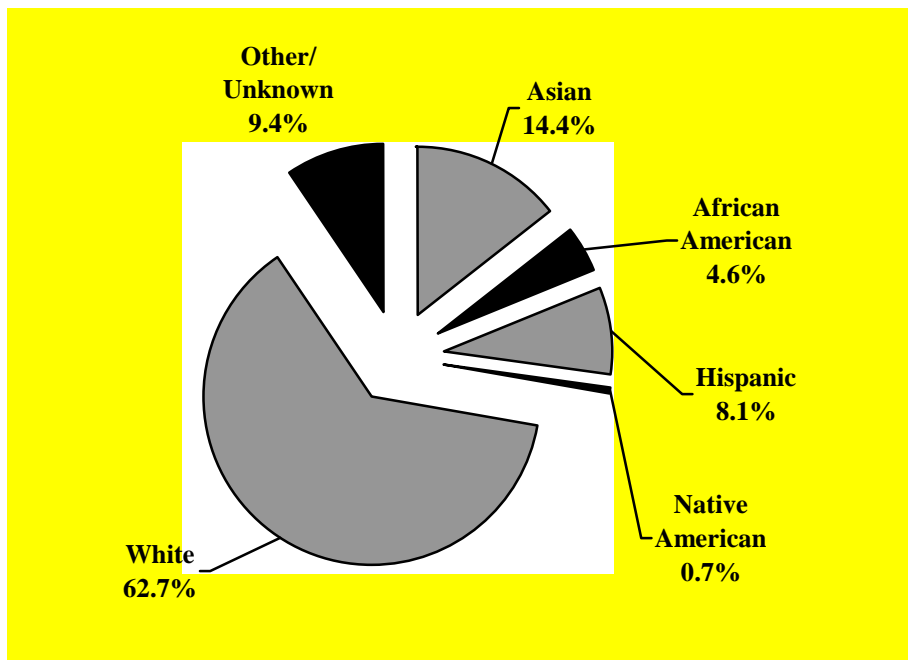
	Number of Appointments	White Males	Minority Males	Minority Females	White Females	Other/ Unknown
Bakersfield	28	18%	25%	14%	36%	7%
Channel Islands	20	25%	25%	10%	30%	10%
Chico	15	67%	0%	0%	33%	0%
Dominguez Hills	23	13%	22%	17%	26%	22%
Fresno	43	37%	16%	9%	33%	5%
Fullerton	49	37%	8%	12%	37%	6%
Hayward	19	37%	16%	21%	26%	0%
Humboldt	11	27%	9%	18%	36%	9%
Long Beach	66	35%	15%	15%	33%	2%
Los Angeles	45	33%	24%	7%	24%	11%
Maritime Academy	3	33%	0%	0%	67%	0%
Monterey Bay	5	20%	20%	40%	20%	0%
Northridge	72	33%	17%	19%	31%	0%
Pomona	35	20%	23%	9%	17%	31%
Sacramento	98	42%	8%	12%	31%	7%
San Bernardino	22	59%	5%	5%	27%	5%
San Diego	38	37%	18%	13%	29%	3%
San Francisco	75	33%	12%	28%	27%	0%
San Jose	20	20%	10%	40%	20%	10%
San Luis Obispo	53	26%	15%	0%	9%	49%
San Marcos	21	10%	24%	24%	29%	14%
Sonoma	35	40%	6%	14%	31%	9%
Stanislaus	21	52%	5%	5%	33%	5%
Percent of Total		34%	14%	14%	28%	9%
Number	817	276	117	116	232	76

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

Among the 817 appointments, 53 percent were men and 47 percent were women. Minorities comprised 28 percent of all new tenure track faculty. White males comprised 34 percent of new appointees. Monterey Bay, San Jose, San Marcos and San Francisco recruited the highest proportion (40 percent or more) of minority faculty, with Monterey Bay recruiting the greatest proportion of minorities at 60 percent. Chico and Maritime Academy hired no minority faculty, however, Maritime Academy made the fewest appointments (3) for 2003. At three campuses (Chico, San Bernardino and Stanislaus), 50 percent or more of the new faculty were white males. The distribution of ethnicities in 2003 is very similar to that of 2002. In comparison, the composition of CSU full-time tenured faculty in 2003 was 49 percent white males, 16 percent minority males, 8 percent minority females, and 27 percent white females. Among CSU full-time probationary faculty, 36 percent were white males, 16 percent were minority males, 15 percent were minority females, and 33 percent were white females.

The ethnic composition of new tenure track faculty hired for Fall 2003 is reflected graphically in *Figure B*. It shows that 28 percent of new appointees Systemwide were ethnic minorities. Asians comprised the largest minority group with 14.4 percent, followed by Hispanics with 8.1 percent, African-Americans with 4.6 percent, and Native Americans with 0.7 percent. Among persons earning their doctorates in the 1996-2000 period across the United States, 9.4 percent were Asians, 5.2 percent African Americans, 4.0 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 2003



In comparison 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 24.2 percent of the tenured faculty in Fall 2003: African Americans were 4.0 percent, Asians 12.6 percent, Hispanics 7.0 percent, and Native Americans 0.6 percent.

Figure C	Minority Faculty
	as Percentage of Full-time Tenured Faculty, Fall 2003

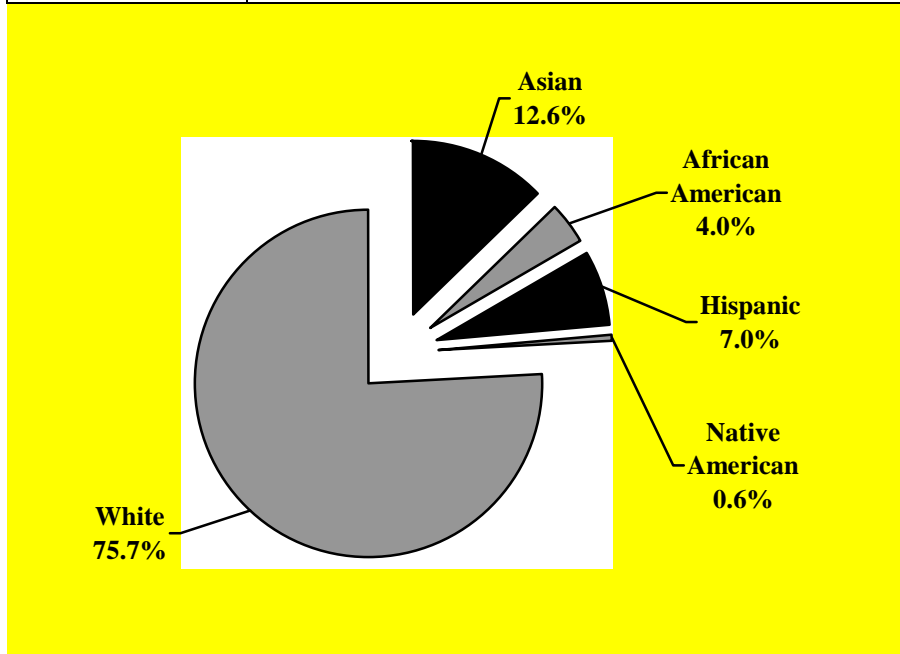


Table 7 below shows the proportion of new tenure track faculty in different minority groups at each campus. The San Jose and Monterey Bay campuses each had 40 percent or more of their appointments occur among Asians. Appointments of African Americans reached 13 percent or more at Hayward and Dominguez Hills. At San Marcos, Channel Islands, Monterey Bay, and Pomona, 20 percent or more of appointments were Hispanic.

Chico and Maritime Academy were the only campuses at which appointments included no minorities for Fall 2003, however both campuses made relatively few appointments in 2003 (15 and 3 respectively). It should be noted that while last year, Humboldt did not have any minority appointments, 27.3 % of their appointments this year were of an ethnic minority.

Table 7	Minority Appointments as Percentage of All Tenure Track Appointments
	by Campus, Fall 2003

	Number of Appointments	Asian	African American	Hispanic	Total Minorities	Other/ Unknown
Bakersfield	28	21.4%	3.6%	14.3%	39.3%	7.1%
Channel Islands	20	5.0%	10.0%	20.0%	35.0%	10.0%
Chico	15	0.0%	0.0%	0.0%	0.0%	0.0%
Dominguez Hills	23	17.4%	13.0%	8.7%	39.1%	21.7%
Fresno	43	18.6%	0.0%	7.0%	25.6%	4.7%
Fullerton	49	14.3%	0.0%	4.1%	20.4%	6.1%
Hayward	19	10.5%	15.8%	10.5%	36.8%	0.0%
Humboldt	11	9.1%	9.1%	9.1%	27.3%	9.1%
Long Beach	66	16.7%	6.1%	7.6%	30.3%	1.5%
Los Angeles	45	15.6%	4.4%	11.1%	31.1%	11.1%
Maritime Academy	3	0.0%	0.0%	0.0%	0.0%	0.0%
Monterey Bay	5	40.0%	0.0%	20.0%	60.0%	0.0%
Northridge	72	19.4%	8.3%	6.9%	36.1%	0.0%
Pomona	35	8.6%	2.9%	20.0%	31.4%	31.4%
Sacramento	98	13.3%	2.0%	5.1%	20.4%	7.1%
San Bernardino	22	0.0%	0.0%	9.1%	9.1%	4.5%
San Diego	38	18.4%	5.3%	7.9%	31.6%	2.6%
San Francisco	75	14.7%	8.0%	4.0%	40.0%	0.0%
San Jose	20	45.0%	0.0%	5.0%	50.0%	10.0%
San Luis Obispo	53	9.4%	1.9%	3.8%	15.1%	49.1%
San Marcos	21	14.3%	9.5%	23.8%	47.6%	14.3%
Sonoma	35	5.7%	2.9%	11.4%	20.0%	8.6%
Stanislaus	21	4.8%	0.0%	0.0%	9.5%	4.8%
Percent of Total		14.3%	4.5%	8.1%	28.5%	9.3%
Number	817	117	37	66	233	76

Note: Total Minorities includes six Native Americans.

Table 8 and Table 9 below look at the gender and ethnicity of new faculty by groups of disciplines.

Table 8	Percentage Tenure Track Appointments by Gender and Ethnic Groupings
	by Groups of Disciplines, Fall 2003

	Number of Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Agriculture	14	50.0%	7.1%	7.1%	21.4%	14.3%
Architecture	8	25.0%	62.5%	0.0%	0.0%	12.5%
Business & Management	67	40.3%	29.9%	17.9%	9.0%	3.0%
Communications	36	36.1%	19.4%	11.1%	30.6%	2.8%
Education	126	26.2%	8.7%	17.5%	38.9%	8.7%
Engineering	42	33.3%	21.4%	7.1%	14.3%	23.8%
Fine Arts	68	39.7%	10.3%	5.9%	33.8%	10.3%
Health Sciences	35	2.9%	8.6%	5.7%	77.1%	5.7%
Home Economics	21	9.5%	9.5%	47.6%	23.8%	9.5%
Letters	81	39.5%	13.6%	8.6%	22.2%	16.0%
Math & Computer Sci.	55	41.8%	16.4%	5.5%	12.7%	23.6%
Natural Sciences	67	49.3%	10.4%	9.0%	23.9%	7.5%
Public Affairs	38	31.6%	15.8%	23.7%	26.3%	2.6%
Social Sciences	144	31.3%	12.5%	21.5%	30.6%	4.2%
Misc./Other	15	33.3%	6.7%	13.3%	46.7%	0.0%
Percent of Total		33.8%	14.3%	14.2%	28.4%	9.3%
Number	817	276	117	116	232	76

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

Table 9	Percentage Tenure Track Appointments by Ethnic Minority,
	by Groups of Disciplines, Fall 2003

	Number of Appointments	Asian	African American	Hispanic	Total Minorities	Other/ Unknown
Agriculture	14	7.1%	0.0%	7.1%	14.3%	14.3%
Architecture	8	12.5%	0.0%	50.0%	62.5%	12.5%
Business & Management	67	35.8%	6.0%	4.5%	47.8%	3.0%
Communications	36	2.9%	14.3%	11.4%	31.4%	2.9%
Education	126	11.8%	3.1%	9.4%	26.0%	8.7%
Engineering	42	23.8%	4.8%	0.0%	28.6%	23.8%
Fine Arts	68	4.4%	4.4%	5.9%	16.2%	10.3%
Health Sciences	35	5.7%	5.7%	2.9%	14.3%	5.7%
Home Economics	21	38.1%	0.0%	14.3%	57.1%	9.5%
Letters	81	9.9%	1.2%	11.1%	22.2%	16.0%
Math & Computer Sci.	55	20.0%	0.0%	1.8%	21.8%	23.6%
Natural Sciences	67	10.4%	0.0%	9.0%	19.4%	7.5%
Public Affairs	38	18.4%	10.5%	7.9%	39.5%	2.6%
Social Sciences	144	12.5%	6.9%	10.4%	34.0%	4.2%
Misc./Other	15	6.7%	13.3%	0.0%	20.0%	0.0%
Percent of Total		14.3%	4.5%	8.1%	28.5%	9.3%
Number	817	117	37	66	233	76

Notes: (1) Total Minorities includes six Native Americans.

With respect to specific ethnic groups, there were no African Americans appointed in Agriculture, Architecture, Home Economics, Mathematics/Computer Science, or Natural Sciences departments, and no Hispanic faculty were appointed in Engineering. *Appendix B* presents a more detailed view of recruitment by gender, ethnicity, and academic field for the 2003 recruitment cycle.

Faculty Years of Experience

The 2003 Faculty Recruitment Survey inquired about the date at which New Tenure Track Faculty received their degrees, in order to approximate the years of experience faculty had at the time of appointment into a CSU faculty position. Over fifty percent of Tenure Track Appointments (51.2%) were by faculty with less than five years experience, while 21% of appointments were by faculty with 5-9 years experience. Sixteen Percent of the New Tenure Track Faculty earned their degree in 2003, and 12% received their degree in 2002. *Table 10* below shows the approximate years of experience held by faculty at the time of appointment at each campus. It should be noted that an additional 11% of new faculty were appointed without having yet receiving their doctorate. These faculty have been excluded from the table below.

Table 10	Years of Experience of New Tenure Track Appointments
	by Campus, Fall 2003

	0-4 Years	5-9 Years	10-14 Years	15-19 Years	20-24 Years	25+ Years
Bakersfield	54%	18%	4%	4%	4%	4%
Channel Islands	30%	35%	25%	0%	0%	10%
Chico	73%	7%	0%	13%	7%	0%
Dominguez Hills	57%	9%	13%	0%	0%	0%
Fresno	56%	12%	5%	2%	2%	5%
Fullerton	53%	18%	14%	4%	6%	2%
Hayward	53%	26%	0%	11%	5%	0%
Humboldt	36%	36%	9%	9%	0%	0%
Long Beach	48%	20%	8%	3%	3%	3%
Los Angeles	47%	20%	7%	2%	0%	0%
Maritime Academy	67%	0%	0%	0%	0%	33%
Monterey Bay	0%	40%	20%	20%	0%	20%
Northridge	57%	14%	11%	3%	1%	4%
Pomona	46%	31%	14%	0%	6%	3%
Sacramento	47%	26%	8%	1%	1%	0%
San Bernardino	59%	23%	5%	0%	0%	0%
San Diego	34%	24%	5%	8%	5%	11%
San Francisco	58%	18%	4%	3%	3%	3%
San Jose	60%	20%	20%	0%	0%	0%
San Luis Obispo	49%	25%	8%	8%	6%	2%
San Marcos	67%	19%	10%	0%	0%	5%
Sonoma	60%	31%	3%	0%	3%	3%
Stanislaus	43%	19%	5%	5%	0%	0%
All Appointments	51%	21%	8%	3%	3%	3%

Table 11 below shows the approximate years of experience held by faculty at the time of appointment for each discipline. Please note that faculty who had not earned their degree at the time of appointment are not included in the table.

Table 11	Years of Experience of New Tenure Track Appointments
	by Discipline, Fall 2003

	0-4 Years	5-9 Years	10-14 Years	15-19 Years	20-24 Years	25+ Years
Agriculture	36%	50%	0%	7%	0%	7%
Architecture	25%	25%	13%	25%	13%	0%
Bus./Management	48%	13%	13%	3%	0%	6%
Communications	54%	14%	14%	3%	3%	6%
Education	55%	13%	4%	6%	3%	2%
Engineering	43%	29%	7%	10%	2%	2%
Fine Arts	39%	21%	18%	2%	9%	3%
Health Sciences	46%	34%	6%	3%	3%	3%
Home Economics	43%	24%	0%	10%	0%	0%
Letters	60%	18%	5%	3%	1%	3%
Math/Comp. Sci.	56%	18%	9%	2%	4%	4%
Natural Sciences	45%	39%	13%	0%	1%	0%
Public Affairs	50%	16%	11%	3%	0%	8%
Social Sciences	58%	21%	3%	1%	1%	2%
Misc./Other	53%	13%	20%	0%	13%	0%
All Disciplines	51%	21%	8%	3%	3%	3%

Faculty Salaries

Faculty appointed in Fall 2003 were paid, on average, \$58,196. This represents a 1 percent decrease from the average pay for faculty recruited for Fall 2002 (\$58,772). Channel Islands continued to pay the highest average salary (\$76,207). However the salary decreased significantly from the previous year (\$87,818) separating it this year from the next highest average pay rate for faculty by \$8,000 (San Diego, \$68,640). This decrease in salary at Channel Islands is most likely due to the fact that last year 88 percent of new hires were senior level faculty, whereas this year the majority of new hires were at the Assistant Professor rank. The average salaries paid at each campus are shown in *Table 12* below.

Table 12	Average Salaries Paid to New Tenure Track Faculty
	by Campus, Fall 2003

Bakersfield	\$55,648
Channel Islands	\$76,207
Chico	\$53,178
Dominguez Hills	\$59,847
Fresno	\$51,692
Fullerton	\$57,616
Hayward	\$58,367
Humboldt	\$50,184
Long Beach	\$57,446
Los Angeles	\$65,048
Maritime Academy	\$48,452
Monterey Bay	\$68,611
Northridge	\$57,852
Pomona	\$57,787
Sacramento	\$51,142
San Bernardino	\$52,859
San Diego	\$68,640
San Francisco	\$62,094
San Jose	\$66,259
San Luis Obispo	\$60,496
San Marcos	\$60,606
Sonoma	\$51,903
Stanislaus	\$53,667
All Appointments	\$58,196

Campuses that paid salaries higher than the systemwide average for new faculty were Channel Islands, San Diego, Monterey Bay, San Jose, Los Angeles, San Francisco, San Marcos, San Luis Obispo, Dominguez Hills, and Hayward.

Table 13 shows the average salary paid to new faculty and the number of appointments made at each rank.

Table 13	Average Salaries Paid to New Tenure Track Faculty
	Systemwide, by Rank, Fall 2003

	Number	Salary
Professor	27	\$91,928
Associate Professor	83	\$69,007
Assistant Professor	702	\$55,676
Instructor	5	\$50,472
All Appointments	817	\$58,196

Out of the 817 appointments, the great majority (86 percent) occurred at the Assistant Professor rank. For that reason, Table 14 below on salaries by disciplinary groupings is limited to Assistant Professor appointments. New Assistant Professors hired by Business/Management and Engineering departments, in particular, received higher average salaries than new Assistant Professors in most other disciplines. We emphasize “average” because faculty in all disciplines were appointed in a wide range of salaries, subject to campus priorities and resources as well as the individual capabilities of candidates.

Table 14	Average Salaries Paid to New Assistant Professors
	Systemwide, by Groups of Disciplines, Fall 2003

Agriculture	\$53,333
Architecture	\$53,398
Business & Management	\$77,757
Communications	\$50,801
Education	\$54,997
Engineering	\$61,822
Fine Arts	\$52,696
Health Sciences	\$56,910
Home Economics	\$49,580
Letters	\$51,954
Mathematics & Computer Sci.	\$57,293
Natural Sciences	\$53,201
Public Affairs	\$56,616
Social Sciences	\$52,775
Misc./Other	\$53,971
All Disciplines Combined	\$55,676

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 14*.

As in prior years, there was considerable variation in the average salaries offered to new Assistant Professors from different academic disciplines. *Table 14* indicates roughly a \$28,000 difference between the broad academic discipline with the highest average salary and the broad academic discipline with the lowest average salary. *Appendix C* shows approximately a \$31,000 difference in average salary between the narrow academic disciplines offering the highest and lowest average pay. Such differences in compensation by academic discipline are common in higher education.

As is seen from *Table 15* below, female faculty on average, were paid slightly less than male faculty at every rank except Associate Professor, though many women (and men) were paid above the averages reported. These differences in average salary are small compared with salary variations among those of the same sex, and with the exception of the Assistant Professor rank were not statistically significant. Because differences at the Assistant Professor rank were statistically significant, further analyses were conducted for individuals at this rank. A regression analysis indicated that gender was not a significant factor when discipline was taken into account. In other words, salary differences appear to be attributable to the distribution of male and female appointees among relatively higher and lower paying disciplines rather than to the gender of new faculty employees.

Table 15	Salaries Paid to Female and Male
	New Tenure Track Faculty, Systemwide, Fall 2003

	Average Salaries	As % of Total Rank Average
Professor		
Female	\$90,751	98.7%
Male	\$92,621	100.8%
Male & Female	\$91,928	100.0%
Associate Professor		
Female	\$70,232	101.8%
Male	\$68,238	98.9%
Male & Female	\$69,007	100.0%
Assistant Professor		
Female	\$54,746	98.3%
Male	\$56,569	101.6%
Male & Female	\$55,676	100.0%
Instructor		
Female	\$49,176	97.4%
Male	\$51,336	101.7%
Male & Female	\$50,472	100.0%
Grand Total		
Female	\$56,922	97.8%
Male	\$59,349	102.0%
Male & Female	\$58,196	100.0%

While faculty at the Instructor level had the least difference in salary in 2002, the greatest disparity in salary in 2003 occurred at the Instructor level, with males averaging \$2,160 more per year than females. Additionally, in 2002 there was a difference in salary of \$4,437 for faculty at the Full Professor level, while this year the difference decreased substantially to \$1,870. While the differences in salary at the Associate Professor and Instructor ranks increased this year, the differences at the Professor and Assistant Professor ranks decreased, resulting in a substantially smaller range of salary differences between genders across all ranks.

Table 16 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. Again a regression analysis for the Assistant Professor rank indicated that ethnicity was not significant when discipline was taken into account. As with the gender differences discussed earlier, these differences in salary may be attributed to the different proportions of individuals in various ethnic groups appointed in relatively higher and lower paying disciplines.

Table 16	Average Salaries of New Tenure Track Faculty
	by Ethnicity, Fall 2003

	Asst. Prof. Only	As % of Average
African American	\$56,308	101.1%
Asian	\$59,620	107.1%
Hispanic	\$54,130	97.2%
Native American	\$56,184	100.9%
White	\$54,820	98.5%
All new Asst. Profs	\$55,676	100%
	All Ranks Combined	As % of Average
African American	\$59,449	102.2%
Asian	\$61,318	105.2%
Hispanic	\$55,752	95.8%
Native American	\$56,184	96.5%
White	\$57,299	98.5%
All new hires	\$58,196	100%

Table 17 further examines faculty average salaries when ethnicity and gender are taken into consideration. Hispanic female faculty averaged the lowest salary at \$54,969, followed by Native American males at \$55,008 per year. The highest paid faculty group is Asian males with an average salary of \$63,547 per year.

Table 17	Average Salaries of New Tenure Track Faculty
	by Gender & Ethnicity, Fall 2003

	Average Salaries	As % of Total Rank Average
Asian		
Female	\$58,627	95.6%
Male	\$63,547	103.6%
Male & Female	\$61,318	100.0%
Native American		
Female	\$56,419	100.4%
Male	\$55,008	97.9%
Male & Female	\$56,184	100.0%
White		
Female	\$56,727	98.2%
Male	\$58,685	101.5%
Male & Female	\$57,791	100.0%
African American		
Female	\$59,282	99.7%
Male	\$59,644	100.3%
Male & Female	\$59,449	100.0%
Hispanic		
Female	\$54,969	98.6%
Male	\$56,489	101.3%
Male & Female	\$55,752	100.0%
Grand Total		
Female	\$56,922	97.8%
Male	\$59,349	102.0%
Male & Female	\$58,196	100.0%

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 18 below shows the number of newly recruited faculty by their prior employer at the time of their recruitment. The majority (69 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 5 percent were employed by other CSU campuses (although it was unknown whether they were employed in lecturer, tenure track, or non-instructional positions).

Table 18	Sources of CSU New Tenure Track Faculty Recruited
	for Fall 2003 Appointments

	Number	% of Total
Other Higher Education*	563	68.9%
Campus Lecturers	130	15.9%
Other CSU Campus	40	4.9%
Other/Unknown	84	10.3%
All Appointments	817	100%

*Not in the CSU

Table 19	Sources of New Tenure Track Faculty
	for Fall 2003 Appointments (Percentage by Campus)

	Number of Appointments	Other Higher Education *	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	28	46.4%	3.6%	3.6%	46.4%
Channel Islands	20	65.0%	25.0%	10.0%	0.0%
Chico	15	53.3%	20.0%	20.0%	6.7%
Dominguez Hills	23	52.2%	34.8%	0.0%	13.0%
Fresno	43	74.4%	18.6%	0.0%	7.0%
Fullerton	49	65.3%	26.5%	6.1%	2.0%
Hayward	19	68.4%	15.8%	15.8%	0.0%
Humboldt	11	90.9%	9.1%	0.0%	0.0%
Long Beach	66	69.7%	15.2%	1.5%	13.6%
Los Angeles	45	77.8%	8.9%	4.4%	8.9%
Maritime Academy	3	33.3%	33.3%	0.0%	33.3%
Monterey Bay	5	60.0%	20.0%	20.0%	0.0%
Northridge	72	83.3%	8.3%	4.2%	4.2%
Pomona	35	68.6%	14.3%	11.4%	5.7%
Sacramento	98	73.5%	16.3%	4.1%	6.1%
San Bernardino	22	86.4%	0.0%	4.5%	9.1%
San Diego	38	57.9%	28.9%	0.0%	13.2%
San Francisco	75	74.7%	12.0%	4.0%	9.3%
San Jose	20	55.0%	15.0%	0.0%	30.0%
San Luis Obispo	53	52.8%	18.9%	3.8%	24.5%
San Marcos	21	47.6%	19.0%	19.0%	14.3%
Sonoma	35	74.3%	17.1%	2.9%	5.7%
Stanislaus	21	81.0%	9.5%	9.5%	0.0%
Percent of Total		68.9%	15.9%	4.9%	10.3%
Number	817	563	130	40	84

*Not in the CSU

Note: Percentages add across only; may not add to 100% due to rounding.

Table 19 above and Table 20 below show, respectively, the sources of new faculty by campus and by disciplinary groupings. Humboldt, San Bernardino and Northridge recruited the highest proportion of new faculty from other (non-CSU) higher education sources, while Chico, Monterey Bay and San Marcos had the most recruitments from other CSU campuses. Twenty-five percent or more of the new appointments at Dominguez Hills, Maritime Academy, Fullerton, San Diego and Channel Islands came from lecturers at that same campus.

In terms of disciplines, Natural Sciences, Business/Management, and Letters recruited greater than 75% from other (non-CSU) higher education sources. Architecture disciplines recruited over 60% of new faculty from lecturer ranks or from other CSU campuses.

Table 20	Sources of New Tenure Track Faculty for
	Fall 2003 Appointments (Percentage by Groups of Disciplines)

	Number of Appointments	Other Higher Education*	Campus Lecturer	Other CSU Campus	Other/Unknown
Agriculture	14	64.3%	7.1%	14.3%	14.3%
Architecture	8	25.0%	62.5%	0.0%	12.5%
Business & Management	67	79.1%	7.5%	6.0%	7.5%
Communications	35	68.6%	11.4%	8.6%	11.4%
Education	127	63.8%	15.0%	6.3%	15.0%
Engineering	42	57.1%	7.1%	0.0%	35.7%
Fine Arts	68	64.7%	14.7%	10.3%	10.3%
Health Sciences	35	42.9%	37.1%	5.7%	14.3%
Home Economics	21	71.4%	19.0%	4.8%	4.8%
Letters	81	79.0%	17.3%	0.0%	3.7%
Mathematics & Computer Sci.	55	72.7%	10.9%	7.3%	9.1%
Natural Sciences	67	83.6%	10.4%	1.5%	4.5%
Public Affairs	38	63.2%	21.1%	5.3%	10.5%
Social Sciences	144	72.2%	17.4%	4.2%	6.3%
Misc./Other	9	53.3%	40.0%	0.0%	6.7%
Percent of total		68.9%	15.9%	4.9%	10.3%
Number	817	563	130	40	84

* Not in the CSU

Notes: (1) Percentages add across only; may not add to 100% due to rounding.

Appendix D includes a listing of the 262 (non-CSU) higher education institutions where 563 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 49 states and several foreign countries. California institutions of higher education— again excluding the CSU - accounted for 153 new faculty, with the University of California providing over half of that number (95). Some 15 other states, headed by New York, Texas, Illinois, and Michigan each accounted for ten or more new faculty within the recruitment cycle reviewed in this report. Approximately three percent of new tenure track faculty came from institutions of higher education located outside the United States. Approximately 43 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).

Recruitment Process

Beginning in 2002, the survey started to request information on some of the non-salary incentives offered to candidates for faculty positions. These incentives included tenure/service credit, moving expenses, start-up funds, and workload reductions.

Tenure/Service Credit

Out of the 817 new faculty hired for fall 2003, approximately 27 percent received some form of service credit toward tenure as part of the recruitment package. Two years of service credit were granted to 15 percent of new faculty appointees, and one year of service credit was granted to 10 percent of new hires. In addition, 18 new faculty members (2.2 percent) were granted tenure upon appointment. Thirteen of the individuals offered tenure were hired at the rank of Professor, and five were hired at the rank of Associate Professor. Campuses varied widely in their reported use of this recruitment incentive. At Monterey Bay, all of the new faculty were offered tenure or service credit. A large percentage of faculty were also offered service credit towards tenure at Sonoma and Humboldt (71.4% & 63.6% respectively). At three campuses (Bakersfield, San Francisco, and San Marcos), less than 5 percent of new faculty members were offered tenure or service credit.

Table 21 below presents campus reports of the percent of new faculty on each campus who were offered tenure or service credit toward tenure.

Table 21	Percent of New Tenure Track Faculty offered Tenure or Service Credit	
	for Fall 2002 & 2003 Appointments	

	2002	2003
Bakersfield	9.5%	3.6%
Channel Islands	76.5%	40.0%
Chico	41.0%	13.3%
Dominguez Hills	25.8%	8.7%
Fresno	30.4%	32.6%
Fullerton	31.3%	16.3%
Hayward	52.9%	42.1%
Humboldt	83.3%	63.6%
Long Beach	30.3%	39.4%
Los Angeles	19.3%	11.1%
Maritime	No Hires	33.3%
Monterey Bay	43.8%	100.0%
Northridge	24.6%	18.1%
Pomona	42.5%	40.0%
Sacramento	35.9%	35.7%
San Bernardino	4.9%	9.1%
San Diego	24.6%	23.7%
San Francisco	2.4%	1.3%
San Jose	33.8%	45.0%
San Luis Obispo	37.1%	24.5%
San Marcos	3.8%	0.0%
Sonoma	56.3%	71.4%
Stanislaus	62.5%	42.9%
All Campuses	29.8%	26.6%

Moving and Start-up Funds

Beginning in 2002, the recruitment survey asked campuses to provide information pertaining to moving expenses and start-up funds offered to new tenure track faculty. As this data collection is still fairly new to the campuses, the information presented here from 2002 and 2003 represents estimates as opposed to actual figures and is most likely an underestimate of the actual moving expenses and start-up funds offered.

Systemwide, moving expenses were offered to 66 percent of all new tenure track faculty and start-up funds were offered to 52 percent. Of those appointees who received moving expenses, the average offered in 2003 was \$2,812, which is slightly less than the \$3,251 that was estimated to have been offered in 2002.

For those who received start-up funds, the average amount offered was \$9,148. The lowest amount of start-up funds offered was \$200, and the highest amount was \$150,000. Whereas in 2002, twelve appointees received start-up funds of more than \$100,000, in 2003 only five appointees received start-up funds of over \$100,000. All except one of these appointments were in the Natural Sciences.

Start-up funds did vary greatly according to discipline. By far, the highest start-up funds average was in the Natural Sciences (\$41,748) followed by a distant second and third highest average for Agriculture (\$8,686) and Engineering (\$7,063), respectively. The lowest average start-up funds were offered in Misc./Other Disciplines (\$1,315) and Architecture (\$1,500). Excluding Natural Sciences, the average start-up funds were \$4,173.

Table 22 below presents the average and median start-up funds offered in various disciplines.

Table 22	Average Start-up Funds by Discipline,
	for Fall 2002 & 2003 Appointments

	2002		2003	
	Average Start-up Funds	Median Start-up Funds	Average Start-up Funds	Median Start-up Funds
Agriculture	\$7,280	\$3,400	\$8,686	\$2,000
Architecture	None	None	\$1,500	\$1,500
Business & Management	\$6,382	\$5,509	\$6,746	\$3,500
Communications	\$3,250	\$3,400	\$4,891	\$2,000
Education	\$7,959	\$3,500	\$3,156	\$3,000
Engineering	\$9,667	\$5,000	\$7,063	\$4,250
Fine Arts	\$3,321	\$3,400	\$2,709	\$2,000
Health Sciences	\$9,415	\$3,400	\$2,262	\$1,286
Home Economics	\$2,891	\$1,300	\$3,596	\$3,500
Letters	\$2,086	\$1,514	\$3,599	\$1,800
Mathematics & Computer Sci.	\$10,564	\$10,000	\$5,081	\$3,000
Natural Sciences	\$53,530	\$30,000	\$41,748	\$30,900
Public Affairs	\$2,849	\$1,645	\$3,665	\$2,000
Social Sciences	\$4,332	\$3,000	\$4,546	\$2,500
Misc./Other	\$3,543	\$3,750	\$1,315	\$1,800
All Disciplines	\$11,912	\$3,500	\$9,148	\$3,000

Note: The median is the middle value in a distribution, above and below which lie an equal number of values.

In 2002, four campuses (Los Angeles, San Diego, San Jose and Dominguez Hills) offered start-up funds averaging more than \$15,000. These averages were much higher than was found in 2003 in which no campus offered average start-up funds over \$11,000. Moreover, the average start-up funds for all campuses in 2002 was more than twice the average in 2003 (\$11,912 and \$4,173, respectively). However, while the average start-up funds are substantially different from 2002 to 2003, the median start-up funds are quite similar, indicating that in 2002 high start-up funds were offered only to a small number of candidates. *Tables 23 and 24* below present average and median start-up funds and moving expenses by campus.

Table 23	Average Start-up Funds by Campus
	for Fall 2002 & 2003 Appointments

	2002		2003	
	Average Start-up Funds	Median Start-up Funds	Average Start-up Funds	Median Start-up Funds
Bakersfield	\$5,509	\$5,500	\$6,666	\$5,500
Channel Islands	None Reported	None Reported	None Reported	None Reported
Chico	\$7,813	\$10,000	\$2,167	\$2,000
Dominguez Hills	\$15,100	\$12,500	\$2,143	\$1,800
Fresno	\$5,925	\$2,000	\$1,800	\$1,800
Fullerton	\$13,300	\$1,000	\$3,943	\$1,000
Hayward	\$6,173	\$2,000	\$2,307	\$2,000
Humboldt	\$4,060	\$3,800	\$3,107	\$2,500
Long Beach	\$13,027	\$1,750	\$4,800	\$1,750
Los Angeles	\$25,973	\$3,982	\$2,519	\$500
Maritime	No Hires	No Hires	None Reported	None Reported
Monterey Bay	None Reported	None Reported	None Reported	None Reported
Northridge	\$4,995	\$3,500	\$4,199	\$3,500
Pomona	\$13,833	\$1,000	\$4,441	\$2,500
Sacramento	\$7,707	\$2,500	\$3,653	\$2,500
San Bernardino	\$7,737	\$3,500	\$3,575	\$3,500
San Diego	\$24,626	\$3,788	\$10,783	\$2,500
San Francisco	None Reported	None Reported	None Reported	None Reported
San Jose	\$15,775	\$7,500	None Reported	None Reported
San Luis Obispo	\$12,000	\$10,000	\$6,143	\$3,000
San Marcos	\$7,539	\$6,750	\$10,183	\$7,350
Sonoma	\$9,500	\$9,500	\$1,000	\$1,000
Stanislaus	\$3,400	\$3,400	\$1,704	\$1,972
All Campuses	\$11,912	\$3,500	\$4,173	\$2,500

Note: The median is the middle value in a distribution, above and below which lie an equal number of values.

Table 24	Average Moving Expenses by Campus
	for Fall 2002 & 2003 Appointments

	2002		2003	
	Average Moving Expenses	Median Moving Expenses	Average Moving Expenses	Median Moving Expenses
Bakersfield	\$2,577	\$2,500	\$2,630	\$2,500
Channel Islands	\$6,938	\$8,000	\$4,842	\$3,000
Chico	\$2,586	\$1,500	\$3,740	\$4,000
Dominguez Hills	\$4,500	\$5,000	\$4,083	\$5,000
Fresno	\$1,993	\$1,800	\$1,800	\$1,800
Fullerton	\$2,841	\$3,000	\$3,060	\$3,000
Hayward	\$1,833	\$2,000	\$2,333	\$2,000
Humboldt	\$1,967	\$1,750	\$2,000	\$2,000
Long Beach	\$3,426	\$4,000	\$3,294	\$3,500
Los Angeles	\$3,759	\$3,238	\$2,615	\$2,000
Maritime	No Hires	No Hires	\$1,000	\$1,000
Monterey Bay	\$2,318	\$2,000	\$3,375	\$2,500
Northridge	\$2,520	\$2,500	\$2,930	\$3,000
Pomona	\$3,860	\$3,000	\$2,900	\$3,000
Sacramento	\$2,480	\$2,000	\$2,180	\$2,000
San Bernardino	\$3,425	\$3,000	\$3,364	\$3,000
San Diego	\$4,592	\$3,000	\$3,477	\$3,000
San Francisco	\$2,809	\$2,692	\$3,353	\$3,081
San Jose	\$6,098	\$5,000	\$7,000	\$5,500
San Luis Obispo	\$3,827	\$3,250	\$3,301	\$3,000
San Marcos	\$2,471	\$2,500	\$2,273	\$2,000
Sonoma	\$1,714	\$2,000	\$2,045	\$2,000
Stanislaus	\$1,786	\$1,000	\$1,417	\$1,000
All Campuses	\$3,251	\$2,610	\$2,859	\$2,500

Note: The median is the middle value in a distribution, above and below which lie an equal number of values.

Workload Reduction

In 2003, campuses reported that 65 percent of new tenure track faculty appointees systemwide were offered some form of workload reduction for the first year of teaching. These reductions ranged from one to 24 weighted teaching units (WTUs). *Table 25* below indicates the percent of new faculty who were offered various levels of workload reduction in 2002 and 2003.

Table 25	Percent of New Tenure Track Faculty offered Workload Reductions by Amount of Workload Reduction
	Fall 2002 & 2003 Appointments

WTUs	2002	2003
1-3	12.5%	14.4%
3.1-6	35.1%	38.6%
6.1-9	11.6%	6.2%
9.1-12	6.4%	4.5%
>12	2.6%	1.7%

Recruitment Outcomes

Starting with the 2002 survey, we requested further information to provide additional perspectives on the effectiveness of CSU recruitment. While success rates are an important measure of the CSU's effectiveness in recruiting new tenure track faculty, there are other factors that should be considered. It is also important to look at the reasons why some searches are unsuccessful and to explore whether departments are able to hire their preferred candidates from within the applicant pool.

Unsuccessful Searches

We asked campuses to provide information on why searches were unsuccessful. *Table 26* below presents the reported reason why positions were not filled in 2002 and 2003.

Table 26	Unsuccessful Tenure Track Searches - Reason Why Position Was Not Filled
	Fall 2002 & 2003 Appointments

Reason	2002		2003	
	Number	Percent	Number	Percent
Inadequate candidate pool	161	47.2%	163	34.8%
Budget	34	10.0%	153	32.7%
All offers declined	74	21.7%	58	12.4%
Change in staffing priorities	5	1.5%	26	5.6%
Cancelled due to process irregularities	4	7.4%	8	1.7%
Other	54	15.8%	48	10.3%
No Reason Given	9	2.6%	12	2.6%
Total Unsuccessful Searches	341		468	

The most common reason for a position remaining unfilled was an inadequate candidate pool. However, while Budget was a reason given for only 10% of unsuccessful searches in 2002, in 2003 it increased substantially to 32.7%. Many of the campuses in 2003 were dealing with smaller budgets than in prior years, which resulted in the lack of Budget or flexibility to hire new faculty. Below, in *Table 27*, the unsuccessful tenure track searches are reexamined and percentages recalculated with the exclusion of Budget.

Table 27	Unsuccessful Tenure Track Searches - Reason Why Position Was Not Filled – Excluding Budget
	Fall 2003 Appointments

Reason	Number	Percent
Inadequate candidate pool	163	51.7%
All offers declined	58	18.6%
Change in staffing priorities	26	8.3%
Cancelled due to process irregularities	8	2.5%
Other	48	15.3%
No Reason Given	12	3.8%
Total Unsuccessful Searches	315	

Declined Offers of Employment

We requested information from campuses on the number of employment offers that were declined by candidates for CSU faculty positions. *Table 28* below displays the number of offers declined in both unsuccessful and successful searches.

Table 28	Number of Candidates who Declined CSU Offers of
	Employment

Search Outcome	Number of Declined Offers Reported							Total Searches
	None	1	2	3	4	5	6	
Unsuccessful	379	63	19	4	1	1	1	468
Successful	770	36	10	1	0	0	0	817
All Searches	1149	99	29	5	1	1	1	1285

These data indicate that the CSU was very successful in recruiting preferred candidates from within the applicant pool for tenure track faculty positions.

Reason for Declining Employment Offer

Although the CSU was generally successful in hiring lead candidates, a small number of preferred candidates declined CSU employment offers. The survey asked campuses to list the primary reason given by a lead candidate for declining an offer of employment. The survey offered the following options: cost of housing, inadequate salary, teaching load, limited research opportunities, lack of employment for spouse, timing of offer, or other. Campuses submitted detailed information on 136 of the searches in which the lead candidate declined an offer of employment. Of these 136 searches, 89 were ultimately unsuccessful, and 47 were successfully completed with a tenure track hire.

Out of these 136 instances in which the lead candidate declined an offer of employment, campuses selected the “Other” category 34 percent of the time to describe the primary reason why the offer was declined. In other words, most candidates who turned down positions did so for a variety of reasons other than those listed as options in this survey. It appears that salary, workload, or the cost of housing, which are often cited as reasons why candidates reject offers of employment with the CSU, were not the primary reason why lead candidates declined offers in the majority of cases. However, inadequate salary was cited by 22 percent of declining lead candidates as the primary reason they turned down CSU employment. *Table 29* below presents more detailed information on the reasons given by the lead candidate for declining CSU employment.

Table 29	Primary Reason Given by Lead Candidate for Declining Offer of Tenure Track Employment
	Fall 2003 Appointments

	All Searches	Unsuccessful Searches	Successful Searches*
Other	33.8%	31.4%	38.3%
Inadequate salary	22.1%	13.5%	21.3%
Timing of Offer	18.4%	14.6%	25.5%
Cost of Housing	10.3%	13.5%	4.3%
Teaching Load	6.6%	7.9%	4.3%
Lack of employment for spouse	5.1%	5.6%	4.3%
Limited research opportunities	3.7%	4.5%	2.1%

*Searches that were ultimately successful but not filled by the lead candidate

Non-Reappointments and Tenure Denials

The 2003 survey added a new component in order to determine how many probationary faculty were not reappointed or denied tenure. This was asked in addition to the question on the number of tenured and probationary faculty who resigned during or at the end of the 2002-2003 academic year.

It should be noted that tenure denial and faculty resignation data were obtained through survey responses from the campuses and may not exactly match data from other sources.

Non-Reappointments and Tenure Denials

Table 30 shows the number of probationary faculty who were not reappointed or denied tenure, by campus. Less than one percent (0.8%) of all probationary faculty were not reappointed or denied tenure during the 2002-03 academic year. Eight campuses reported no non-reappointments or tenure denials (Bakersfield, Chico, Hayward, Los Angeles, San Francisco, San Marcos, Sonoma, and Stanislaus).

Table 30	Probationary Faculty Tenure Denials,
	By Campus

	2002-03 Tenure Denials
Bakersfield	0
Channel Islands	1
Chico	0
Dominguez Hills	1
Fresno	1
Fullerton	3
Hayward	0
Humboldt	1
Long Beach	2
Los Angeles	0
Maritime Academy	1
Monterey Bay	2
Northridge	2
Pomona	3
Sacramento	2
San Bernardino	1
San Diego	3
San Francisco	0
San Jose	1
San Luis Obispo	3
San Marcos	0
Sonoma	0
Stanislaus	0
All Campuses	27

Table 31 shows the number of tenure track faculty tenure denials by discipline. The highest number of tenure and tenure track faculty resignations were in Education (6), Letters and Social Sciences (4 each).

Table 31	Probationary Faculty Tenure Denials
	By Groups of Disciplines

	2002-03
Agriculture	1
Architecture	0
Business & Management	2
Communications	3
Education	6
Engineering	3
Fine Arts	3
Health Sciences	0
Home Economics	0
Letters	4
Mathematics & Computer Sci.	0
Natural Sciences	1
Public Affairs	0
Social Sciences	4
Misc./Other	0
All Disciplines	27

Resignations

CSU campuses reported 181 tenure track faculty resignations (approximately 1.8 percent of all tenured and probationary faculty) during the 2002-2003 academic year. Thus, it appears that CSU was highly successful in retaining tenure track faculty during this report cycle.

Table 32 shows the number of tenure track faculty resignations by campus. In 2002-03, eight campuses (Bakersfield, Fresno, Hayward, Humboldt, Maritime Academy, Monterey Bay, San Bernardino, and San Marcos) experienced more than 2% of their tenure and tenure track faculty resigning, and one campus (Channel Islands) reported no resignations.

Table 32	Tenured and Probationary Faculty Resignations,
	By Campus

	2002-03 Resignations	Resignations as % of Tenure Track Faculty
Bakersfield	6	2.8%
Channel Islands	0	0.0%
Chico	10	1.8%
Dominguez Hills	5	1.8%
Fresno	13	2.3%
Fullerton	13	2.0%
Hayward	8	2.3%
Humboldt	6	2.0%
Long Beach	8	1.0%
Los Angeles	6	1.0%
Maritime Academy	1	2.1%
Monterey Bay	2	2.2%
Northridge	12	1.6%
Pomona	12	2.0%
Sacramento	13	1.6%
San Bernardino	12	2.9%
San Diego	14	1.6%
San Francisco	9	1.2%
San Jose	13	1.7%
San Luis Obispo	7	1.1%
San Marcos	5	2.7%
Sonoma	1	0.4%
Stanislaus	5	2.1%
All Campuses	181	1.8%

Table 33 shows the number of tenure track faculty resignations by discipline. The highest percent of tenured and tenure track faculty resignations was in Home Economics (4.0 percent). Architecture Departments reported no resignations in 2002-2003. Misc./Other and Engineering disciplines reported low resignation percentages (0.9 percent and 1.0 percent, respectively).

Table 33	Tenured and Probationary Faculty Resignations,
	By Groups of Disciplines

	2002-03	Resignations as % of Discipline
Agriculture	4	2.5%
Architecture	0	0.0%
Business & Management	14	1.3%
Communications	5	2.1%
Education	35	2.2%
Engineering	6	1.0%
Fine Arts	13	1.6%
Health Sciences	9	2.6%
Home Economics	7	4.0%
Letters	18	1.9%
Mathematics & Computer Sci.	11	1.6%
Natural Sciences	16	1.5%
Public Affairs	10	2.6%
Social Sciences	28	1.5%
Misc./Other	5	0.9%
All Disciplines	181	1.8%

Conclusions

1. More tenure track faculty searches were attempted this year than in any previous year, with the exception of 2002. Out of the 1,285 searches attempted for 2003, 817 (64 percent) were completed successfully.
2. Accelerated recruitment activity resulted in lower success rates during 1998 and 1999, but success rates have stabilized for the last four years at around 74 to 75 percent. However, the CSU experienced a lower success rate in 2003 because a larger number of searches were cancelled due to decreased budgets
3. Business/Management, Education and Health Science departments reported the lowest recruitment success rates. Architecture searches experienced a much greater degree of success than in the prior year. Certain major metropolitan area campuses continue to experience relatively less success in recruiting new tenure track faculty.
4. The CSU appears to be offering equitable salaries to men and women, as well as members of all ethnic groups.
5. The majority of successful searches were filled by either the first or second candidate offered the position. Therefore, CSU campuses were generally successful in recruiting their preferred candidates from within the applicant pool.
6. While the primary reason searches were unsuccessful was due to an inadequate candidate pool, this year budget increased as a reason for unsuccessful searches.
7. The CSU system continues to be successful in recruiting a diverse tenure track workforce.
8. Although 43 percent of new tenure track faculty come from California, campuses are recruiting faculty from all parts of the country and all types of institutions.
9. With only 1.8% of all CSU tenure track faculty resigning and 0.8% of probationary faculty denied tenure during the 2002-03 academic year, turnover for tenure track faculty remains very low.

Appendix A

Searches, Appointments, Success Rate, and Applications for Tenure Track Faculty by Academic Field, Fall 2003

		Searches	Appointments	Success Rate	Total Applications	Average Applications per Search
Agriculture	Agriculture Bus./Misc.	6	6	100%	70	12
	Animal & Plant Science	8	3	37.5%	72	9
	Natural Resources	9	5	55.6%	315	35
Architecture	Architecture	8	8	100%	195	24
Bus./Management	Accounting/Bus. Info. Sys.	39	18	46.2%	875	22
	Business Administration	63	32	50.8%	1,873	30
	Finance & Business Law	22	12	54.5%	891	41
	Marketing	12	5	41.7%	158	13
Communications	Communications	55	35	63.6%	926	17
Education	Counseling	21	12	57.1%	349	17
	Education Administration	21	7	33.3%	301	14
	Industrial Education	13	11	84.6%	192	15
	Instruction Tech./Librarianship	8	3	37.5%	156	20
	Physical Education	32	20	62.5%	373	12
	Special Education	24	12	50.0%	152	6
	Teacher Education	120	62	51.7%	1,622	14
Engineering	Civil Engineering	16	10	62.5%	501	31
	Electrical Engineering	25	16	64.0%	1,035	41
	Engineering, Misc.	12	9	75.0%	373	31
	Mechanical Engineering	8	7	87.5%	608	76
Fine Arts	Art	47	33	70.2%	1,642	35
	Music	19	14	73.7%	937	49
	Theatre & Dance	28	21	75.0%	1,052	38
Health Sciences	Health & Safety	16	8	50.0%	168	11
	Nursing	47	27	57.4%	126	3
Home Economics	Home Economics	27	21	77.8%	475	18
Letters	English & Literature	67	43	64.2%	2,487	37
	Foreign Languages	19	14	73.7%	584	31
	Philosophy	20	18	90.0%	1192	60
	Speech	8	6	75.0%	97	12
Math/Comp. Sci.	Computer Science	28	18	64.3%	1,276	46
	Mathematics	47	37	78.7%	2,393	51
Natural Sciences	Biology	52	28	53.8%	1,255	24
	Chemistry	24	16	66.7%	683	28
	Earth Sciences	13	10	76.9%	441	34
	Physics & Astronomy	19	12	63.2%	1,243	65
Public Affairs	Criminal Justice	19	12	63.2%	254	13
	Public Administration	15	8	53.3%	120	8
	Recreation	5	3	60.0%	36	7
	Social Work	22	15	68.2%	244	11
Social Sciences	Anthropology	15	12	80.0%	526	35
	Economics	24	18	75.0%	1,537	64
	Ethnic & Area Studies	29	21	72.4%	721	25
	Geography	13	11	84.6%	316	24
	History	39	30	76.9%	2,113	54
	Political Science	25	16	64.0%	973	39
	Psychology	31	19	61.3%	820	26
	Sociology /Women's Studies	21	17	61.3%	614	29
Misc./Other	Miscellaneous	19	16	84.2%	538	28
	Total	1,285	817	63.5%	35,899	28

Appendix B

Tenure Track Faculty Appointments by Academic Fields and Ethnic Groupings, Fall 2003

		Appts. No.	White Male	Minority Male	Minority Female	White Female	Asian	African American	Hispanic
Agriculture	Agriculture Bus. /Misc.	6	83%	0%	0%	0%	0%	0%	0%
	Animal & Plant Science	3	67%	0%	0%	0%	0%	0%	0%
	Natural Resources	5	0%	20%	20%	60%	20%	0%	20%
Architecture	Architecture	8	25%	63%	0%	0%	13%	0%	50%
Bus./Management	Accounting/Bus. Info. Sys.	18	33%	33%	17%	17%	39%	0%	6%
	Business Administration	32	44%	25%	16%	9%	25%	9%	6%
	Finance & Business Law	12	42%	33%	25%	0%	58%	0%	0%
	Marketing	5	40%	40%	20%	0%	40%	20%	0%
Communications	Communications	35	34%	20%	11%	31%	3%	14%	11%
Education	Counseling	11	45%	0%	36%	18%	18%	0%	9%
	Education Administration	16	13%	13%	19%	38%	0%	19%	13%
	Industrial Education	11	27%	18%	9%	27%	27%	0%	0%
	Instruction Tech./Librarianship	2	100%	0%	0%	0%	0%	0%	0%
	Physical Education	15	47%	13%	13%	27%	20%	7%	0%
	Special Education	18	22%	0%	6%	67%	6%	0%	0%
	Teacher Education	54	20%	9%	20%	41%	11%	0%	17%
Engineering	Civil Engineering	10	10%	0%	0%	30%	0%	0%	0%
	Electrical Engineering	15	33%	20%	20%	20%	40%	0%	0%
	Engineering, Misc.	10	40%	40%	0%	0%	30%	10%	0%
	Mechanical Engineering	7	57%	29%	0%	0%	14%	14%	0%
Fine Arts	Art	33	39%	6%	9%	30%	6%	3%	3%
	Music	14	36%	29%	0%	36%	7%	14%	7%
	Theatre & Dance	21	43%	5%	5%	38%	0%	0%	10%
Health Sciences	Health & Safety	8	13%	25%	13%	50%	25%	13%	0%
	Nursing	27	0%	4%	4%	85%	0%	4%	4%
Home Economics	Home Economics	21	10%	10%	48%	24%	38%	0%	14%
Letters	English & Literature	44	45%	5%	9%	32%	7%	0%	7%
	Foreign Languages	13	23%	38%	15%	8%	15%	0%	38%
	Philosophy	18	39%	22%	0%	11%	11%	6%	6%
	Speech	6	33%	0%	17%	17%	17%	0%	0%
Math/Comp. Sci.	Computer Science	15	40%	33%	7%	7%	40%	0%	0%
	Mathematics	40	43%	10%	5%	15%	13%	0%	3%
Natural Sciences	Biology	28	46%	7%	18%	21%	7%	0%	18%
	Chemistry	16	44%	31%	6%	6%	31%	0%	6%
	Earth Sciences	11	36%	0%	0%	55%	0%	0%	0%
	Physics & Astronomy	12	75%	0%	0%	25%	0%	0%	0%
Public Affairs	Criminal Justice	12	42%	17%	17%	25%	8%	0%	25%
	Public Administration	8	50%	25%	0%	25%	13%	13%	0%
	Recreation	3	67%	0%	0%	33%	0%	0%	0%
	Social Work	15	7%	13%	47%	27%	33%	20%	0%
Social Sciences	Anthropology	12	33%	8%	8%	50%	0%	8%	8%
	Economics	18	44%	11%	33%	6%	33%	0%	11%
	Ethnic & Area Studies	20	5%	25%	55%	15%	5%	30%	25%
	Geography	11	55%	18%	9%	18%	18%	9%	0%
	History	30	33%	3%	7%	50%	7%	0%	3%
	Political Science	16	69%	0%	13%	19%	6%	0%	0%
	Psychology	19	16%	21%	21%	32%	21%	11%	11%
Sociology /Women's Studies	18	11%	17%	22%	44%	11%	0%	22%	
Misc./Other	Miscellaneous	15	33.3%	6.7%	13.3%	46.7%	6.7%	13.3%	0.0%
	Total	817							

Note: *76 individuals whose ethnic background was Other/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 2003

		Average Salary
Agriculture	Agriculture Bus./Misc.	\$50,790
	Animal & Plant Science	\$50,754
	Natural Resources	\$58,444
Architecture	Architecture	\$53,398
Bus./Management	Accounting/Bus. Info. Sys.	\$77,907
	Business Administration	\$76,081
	Finance & Business Law	\$80,480
	Marketing	\$79,827
Communications	Communications	\$50,801
Education	Counseling	\$54,152
	Education Administration	\$54,003
	Industrial Education	\$58,128
	Instruction Tech/Librarianship	\$56,202
	Physical Education	\$55,354
	Special Education	\$58,193
	Teacher Education	\$53,821
Engineering	Civil Engineering	\$58,903
	Electrical Engineering	\$63,115
	Engineering, Misc.	\$62,158
	Mechanical Engineering	\$64,927
Fine Arts	Art	\$53,430
	Music	\$53,342
	Theatre & Dance	\$51,208
Health Sciences	Health & Safety	\$53,573
	Nursing	\$57,892
Home Economics	Home Economics	\$49,580
Letters	English & Literature	\$53,214
	Foreign Languages	\$49,849
	Philosophy	\$49,255
	Speech	\$55,584
Math/Comp. Sci.	Computer Science	\$69,319
	Mathematics	\$54,043
Natural Sciences	Biology	\$54,133
	Chemistry	\$52,721
	Earth Sciences	\$50,667
	Physics & Astronomy	\$53,392
Public Affairs	Criminal Justice	\$55,265
	Public Administration	\$59,714
	Recreation	\$53,256
	Social Work	\$56,098
Social Sciences	Anthropology	\$52,555
	Economics	\$57,692
	Ethnic & Area Studies	\$53,654
	Geography	\$52,195
	History	\$50,510
	Political Science	\$53,284
	Psychology	\$52,999
	Sociology /Women's Studies	\$50,550
Misc./Other	Miscellaneous	\$53,971
	Total	\$55,676

Appendix D

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

College Name	State	#	College Name	State	#
University of Alaska	AK	1	UC Santa Cruz	CA	6
University of Alabama	AL	2	University of California	CA	1
Arkansas State University	AR	1	University of Phoenix	CA	1
Arizona State University	AZ	7	University of Redlands	CA	1
Arizona Western College	AZ	1	University of San Francisco	CA	2
University of Arizona	AZ	7	University of the Pacific	CA	2
Antelope Valley College	CA	1	USC	CA	7
Art Institute of San Diego	CA	1	Whittier College	CA	1
CA Institute of Integral Studies	CA	1	Colorado College	CO	1
CA Institute of Technology	CA	2	Colorado State University	CO	5
Cal Lutheran	CA	1	Ecole Polytechnic University	CO	1
Compton Community College	CA	1	University of Colorado	CO	6
Chapman University	CA	1	University of No. Colorado	CO	2
Claremont Graduate University	CA	1	University of Connecticut	CT	2
El Camino College	CA	1	Yale University	CT	1
Harvey Mudd College	CA	1	American University	DC	1
Institute of the Environment	CA	1	Catholic University of America	DC	1
LA Mission College	CA	1	Georgetown University	DC	1
Loma Linda University	CA	1	Howard University	DC	1
Loyola Marymount University	CA	1	Woodrow Wilson University	DC	1
Mills College	CA	2	Florida Atlantic University	FL	1
Mount St. Mary's	CA	2	Florida State University	FL	2
Mt. San Antonio College	CA	1	Ringling School of Fine Arts	FL	1
Northwestern Polytechnic University	CA	1	University of Central Florida	FL	1
Occidental College	CA	2	University of Florida	FL	3
Pepperdine University	CA	2	University of So. Florida	FL	3
Santa Barbara City College	CA	1	Emory University	GA	1
Santa Clara University	CA	1	Georgia Institute of Technology	GA	2
Santa Monica College	CA	2	University of Georgia	GA	2
SJ Delta Community	CA	1	University of Hawaii	HI	4
Soka University	CA	1	Des Moines University	IA	1
Solano Community College	CA	1	Iowa State University	IA	1
St. Mary's College	CA	1	St. Ambrose University	IA	1
Stanford University	CA	11	University of Iowa	IA	1
UC Berkeley	CA	15	Idaho State University	ID	1
UC Davis	CA	14	University of Idaho	ID	1
UC Irvine	CA	9	Chicago Art Institute	IL	1
UC Los Angeles	CA	21	DePaul University	IL	1
UC Riverside	CA	6	Illinois State University	IL	2
UC San Diego	CA	7	North Park University	IL	1
UC San Francisco	CA	1	Northwestern University	IL	4
UC Santa Barbara	CA	15			

College Name	State	#	College Name	State	#
Quincy University	IL	1	Washington University	MO	1
Roosevelt University	IL	1	Mississippi College	MS	1
Southern Illinois University	IL	3	University of Southern Mississippi	MS	2
University of Chicago	IL	1	Montana State University	MT	1
University of Illinois	IL	4	Appalachian State University	NC	1
Wheaton College	IL	1	East Carolina University	NC	2
Indiana State University	IN	1	No. Carolina State University	NC	3
Indiana University	IN	6	University of North Carolina	NC	8
Purdue University	IN	3	North Dakota State University	ND	2
University of Notre Dame	IN	1	Creighton University	NE	1
Kansas State University	KS	5	University of Nebraska	NE	5
Murray State University	KY	2	Franklin Pierce College	NH	1
University of Kentucky	KY	1	University of Hew Hampshire	NH	1
University of Louisville	KY	2	Brookdale Community College	NJ	1
Western Kentucky University	KY	1	Hackensack University	NJ	1
Louisiana Tech University	LA	2	Kean University	NJ	1
Loyola University	LA	2	Princeton University	NJ	1
South East Louisiana University	LA	1	Rowan University	NJ	1
Tulane University	LA	2	Rutgers University	NJ	3
Xavier University of Louisiana	LA	1	Seton Hall University	NJ	1
Boston University	MA	1	College Of Santa Fe	NM	1
Brandeis University	MA	1	New Mexico State University	NM	1
Harvard University	MA	3	University of New Mexico	NM	6
MIT	MA	1	University of Nevada	NV	3
Suffolk University	MA	1	Baruch College City University of New York	NY	1
Tufts University	MA	2	Binghamton University	NY	1
University of Massachusetts	MA	5	Brooklyn College	NY	1
Worcester Polytechnic Institute	MA	1	Colgate University	NY	1
Johns Hopkins University	MD	2	Columbia University	NY	2
University of Maryland	MD	4	Cornell University	NY	2
Grand Valley State University	MI	1	Long Island University	NY	1
Kalamazoo College	MI	2	Marist College	NY	1
Michigan State University	MI	6	New York University	NY	1
Michigan Technological University	MI	2	Pace University	NY	1
Northern Michigan University	MI	1	Rensselaer Polytechnic Institute	NY	1
University of Michigan	MI	5	Sarah Lawrence College	NY	1
Wayne State University	MI	1	School of Visual Arts	NY	1
Western Michigan University	MI	1	St. Lawrence University	NY	1
Gustavus Adolphus College	MN	1	SUNY	NY	5
Novosibisk State University	MN	1	Syracuse University	NY	2
St. Cloud State University	MN	1	University of Rochester	NY	1
University of Minnesota	MN	2	Vassar	NY	1
Southwest Missouri State University	MO	1	Case Western Reserve	OH	1
St. Louis University	MO	2	Cuyahoga Community College	OH	1
University of Missouri	MO	4	Miami University of Ohio	OH	1

College Name	State	#	College Name	State	#
Ohio State University	OH	5	University of Virginia	VA	3
Ohio University	OH	1	Virginia Commonwealth University	VA	2
University of Akron	OH	1	Virginia Tech	VA	1
University of Cincinnati	OH	3	Green Mount College	VT	2
Wittenberg University	OH	1	University of Vermont	VT	1
Wright State University	OH	1	Antioch University	WA	1
Cameron University	OK	1	Evergreen State College	WA	1
Oklahoma State University	OK	4	University of Washington	WA	7
University of Oklahoma	OK	4	Walla Walla College	WA	1
Oregon State University	OR	3	Washington State University	WA	1
University of Oregon	OR	4	Beloit College	WI	1
Western Oregon University	OR	1	University of Wisconsin	WI	13
Alleghany College	PA	2	Howard University	WV	1
Carnegie-Mellon University	PA	1	West Virginia University	WV	2
Franklin and Marshall College	PA	1	University of Wyoming	WY	1
Lehigh University	PA	1	Centre National de la Recherche Scientifique	Outside US	1
Pennsylvania State University	PA	3	Consiglio Nazionale delle Ricerche, Bari	Outside US	1
Point Park College	PA	1	El Bolegio De La Frontera Norte Baja	Outside US	1
Temple University	PA	2	Hebrew University of Jerusalem	Outside US	1
University of Pennsylvania	PA	1	Israel Institute of Technology	Outside US	1
University of Pittsburgh	PA	1	Istanbul Technical University	Outside US	1
York College of Pennsylvania	PA	1	Johannes Gutenberg University	Outside US	1
Brown University	RI	2	Lausanne Institute for Hospitality Research	Outside US	1
University of South Carolina	SC	4	Max Planck Institute	Outside US	1
Northern State University	SD	1	McGill University	Outside US	1
University of Memphis	TN	2	Nankai University	Outside US	1
University of Tennessee	TN	3	Ontario Institute for Studies in Education	Outside US	1
Austin College	TX	1	Peninsula Technikon	Outside US	1
Baylor University	TX	1	University of Bristol	Outside US	2
Prairie View A&M	TX	1	University of British Columbia	Outside US	1
Rice University	TX	1	University of Lethbridge	Outside US	1
Stephen F. Austin State University	TX	1	University of Milan	Outside US	1
Texas Christian University	TX	1	University of Plymouth	Outside US	1
Texas Tech University	TX	1	University of Reading	Outside US	2
TX A&M University	TX	1	University of Victoria	Outside US	1
University of Houston	TX	2	University of Waikato	Outside US	1
University of North Texas	TX	2	University of Waterloo	Outside US	1
University of Texas	TX	11	University of West Indies	Outside US	1
Brigham Young University	UT	1	Victoria University	Outside US	1
University of Utah	UT	1	York University	Outside US	1
Utah State University	UT	2			
George Mason University	VA	1			
James Madison University	VA	3			
Mary Washington College	VA	1			
Shenandoah University	VA	1			

Centre National de la Recherche Scientifique	Outside US	1
Consiglio Nazionale delle Ricerche, Bari	Outside US	1
El Bolegio De La Frontera Norte Baja	Outside US	1
Hebrew University of Jerusalem	Outside US	1
Israel Institute of Technology	Outside US	1
Istanbul Technical University	Outside US	1
Johannes Gutenberg University	Outside US	1
Lausanne Institute for Hospitality Research	Outside US	1
Max Planck Institute	Outside US	1
McGill University	Outside US	1
Nankai University	Outside US	1
Ontario Institute for Studies in Education	Outside US	1
Peninsula Technikon	Outside US	1
University of Bristol	Outside US	2
University of British Columbia	Outside US	1
University of Lethbridge	Outside US	1
University of Milan	Outside US	1
University of Plymouth	Outside US	1
University of Reading	Outside US	2
University of Victoria	Outside US	1
University of Waikato	Outside US	1
University of Waterloo	Outside US	1
University of West Indies	Outside US	1
Victoria University	Outside US	1
York University	Outside US	1