



2007 Report on Faculty Recruitment and Retention Survey

The California State University

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Introduction

This report is the 20th annual report on the recruitment of tenure-track faculty at the twenty-three campuses of the California State University (CSU). The report focuses on searches conducted during the 2006-07 academic year for appointments beginning in fall 2007, but also considers some data from prior years. It is based on survey information that the Office of the Chancellor has collected from the campuses 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.

Executive Summary

In 2006-2007, CSU campuses initiated 1,124 searches that resulted in 852 appointments, a slight decline compared to the prior year but still the third-largest cohort of new faculty in the last 20 years. The overall success rate was 76%. In searches that were concluded successfully, the campus's first choice accepted the appointment almost 90% of the time. Success rates by discipline varied from a low of 62% in engineering to a high of 85% in letters.

Starting salaries for new faculty continued to climb; the average for new assistant professors was \$63,668 (an increase of 3.8% over 2006) and the average for all new appointments was \$66,777 (an increase of 3.5% compared to 2006.) While Californians continue to constitute more than 40% of appointees, new faculty came from 47 states and 33 different institutions from outside the United States. More than 16% of new appointees came from other positions within the CSU, including 11% who were hired into tenure-track positions after serving as lecturers on the same campus. The gender distribution of new appointees remained roughly even, while 31% were members of minority groups.

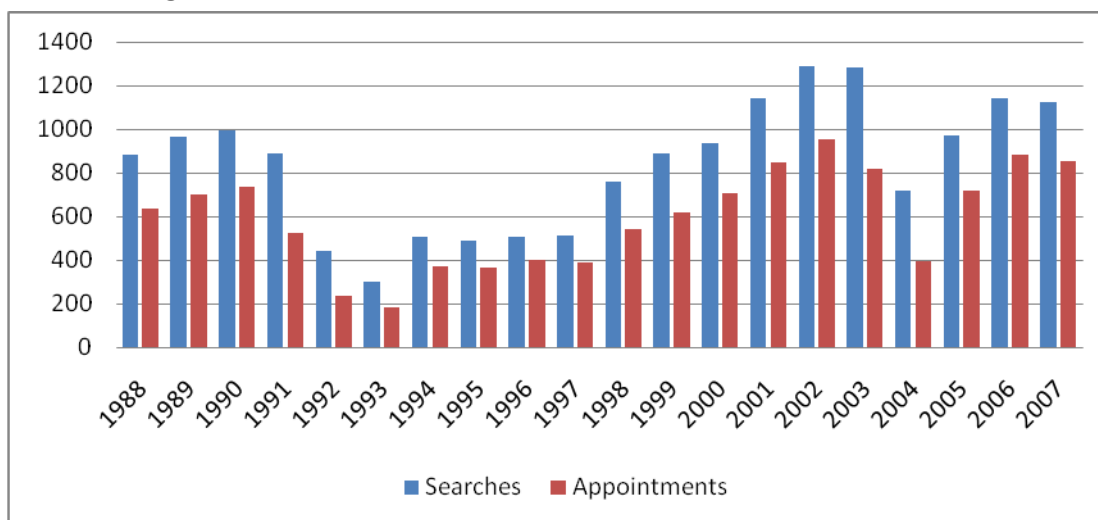
The vast majority of faculty members appointed to the tenure track in recent years experienced success, as evidenced by a rate of denial of tenure and non-reappointment of approximately 1%, a rate that has been quite consistent over time. In 2006-07, the rate of resignation of tenured and probationary faculty declined slightly compared to 2005-06, from 2.3% of all tenured and probationary faculty to 2.0%. Likewise, resignations of probationary faculty, which had reached 5.4% of the population in 2005-06, fell slightly to 4.9%.

Searches and Appointments

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From 1988 through 2007, the CSU has attempted 16,734 searches for tenure-track faculty; these searches have resulted in 11,866 appointments. The hiring fortunes of the CSU have closely tracked those of the state budget. As seen in Figure 1 and Table 1, the late 1980s were a period of growth and increasing hiring, peaking in 1990 when 736 new appointments were made. With severe budget declines in the early 1990s, however, new appointments fell to their lowest levels over the 20 years of available data, reaching a minimum in the fall of 1993 when only 184 new appointments were made across the system. As the state's financial health improved and the CSU's enrollment climbed, so did tenure-track hires, reaching an historic high in 2002 when 950 appointments were made. The subsequent economic downturn led to two consecutive years of declines in appointments; fall 2004 presented a dramatic drop with only half the appointments of the prior year. Since then, both recruitments and appointments have rebounded; 2007 was almost level with 2006 both in total numbers of recruitments and in appointments made.

Figure 1. Tenure-track Faculty Searches, Fall 1988-2007



Note that success rates, in general, also fall in times of budget crisis, which may be a consequence of searches being cancelled for budgetary reasons. Since campuses are surveyed as to the reasons for failed searches, it is possible to analyze the impact of budget on search success. Table 2 looks at search success over the past five years when positions left unfilled for budgetary reasons are excluded. Under these assumptions, the success rate of searches over the five year period is relatively constant and consistently above 70%.

Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2007

Year	Searches	Appointments	% Success
1988	883	634	72%
1989	962	700	73%
1990	992	736	74%
1991	891	526	59%
1992	441	237	54%
1993	302	184	61%
1994	504	371	74%
1995	486	367	76%
1996	506	401	79%
1997	511	388	76%
1998	759	543	72%
1999	889	616	69%
2000	937	704	75%
2001	1,142	845	74%
2002	1,291	950	74%
2003	1,285	817	64%
2004	717	393	55%
2005	971	720	74%
2006	1,141	882	77%
2007	1,124	852	76%

Table 2. Tenure-track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2003-2007

	2003	2004	2005	2006	2007
Searches	1132	530	949	1,131	1,102
Appointments	817	393	720	882	852
Success Rate	72%	74%	76%	78%	77%

Table 3 presents the 5-year history of new appointments on each of the 23 campuses. From 2003 through 2007, a total of 3,664 new appointments were made. The number of new appointments varies considerably from campus to campus and from year to year, reflecting campus size, demographics, and local needs. Although hiring levels for the past three years have been relatively robust, they have not produced an increase in the proportion of faculty on the tenure track. The total number of probationary faculty in the CSU has remained fairly constant from 2003 to 2007, as has the percentage of probationary faculty as a proportion of all tenured and probationary faculty (32.7% in 2003 versus 32.1% in 2007.) However, the percentage of instructional faculty (by FTE) who are tenured or tenure-track declined from 66% in 2003 to 61.3% in 2007.

Table 3. Tenure-track Faculty Appointments by Campus, Fall 2003-2007

	Fall 03	Fall 04	Fall 05	Fall 06	Fall 07	5-Yr. Total
Bakersfield	28	6	26	17	10	87
Channel Islands	20	0	12	13	15	60
Chico	15	9	24	40	39	127
Dominguez Hills	23	30	31	9	23	116
East Bay	19	17	27	40	30	133
Fresno	43	17	44	62	63	229
Fullerton	49	9	65	90	83	296
Humboldt	11	12	18	28	7	76
Long Beach	66	23	48	77	77	291
Los Angeles	45	16	30	22	26	139
Maritime Academy	3	4	2	4	4	17
Monterey Bay	5	13	4	19	10	51
Northridge	72	47	16	50	52	237
Pomona	35	11	44	42	52	184
Sacramento	98	40	30	35	21	224
San Bernardino	22	7	15	39	31	114
San Diego	38	23	58	79	54	252
San Francisco	75	38	48	68	83	312
San Jose	20	17	71	38	43	189
San Luis Obispo	53	36	51	64	63	267
San Marcos	21	5	10	11	21	68
Sonoma	35	1	25	16	19	96
Stanislaus	21	12	21	19	26	99
Total All Campuses Appointments	817	393	720	882	852	3,664
Total All Campuses Searches	1,285	717	971	1,141	1,124	5,238
Success Rate (Appts/Searches)	64%	55%	74%	77%	76%	70%

Table 4 examines the success of each campus in attracting applicants and completing tenure-track searches in 2007. A given campus's success in completing searches depends on a large number of factors including the mix of disciplines and the level of competition for faculty within those disciplines, the quality of the search pool, the reputation and image of the campus and department, and the level of salary and start-up support offered. In addition, external factors such as the cost of living and housing and the availability of spousal employment may also influence search outcomes. Note that none of the three campuses with the highest rates of success in 2007 (Chico at 98%, San Marcos at 88%, and East Bay at 86%) were among the top three most successful campuses in 2006. Likewise, two of the three campuses with the lowest rates of completion of searches were not among the lowest-ranked campuses in 2006. The exception is Channel Islands, the newest CSU campus, which has had the lowest rate of success for several years in spite of having the highest number of applications per search. This is almost certainly a consequence of its unique recruitment practices, which are designed to meet the needs of this start-up campus rather than to produce a specific number of new hires in a given year.

Table 4. Tenure-track Faculty Searches, Appointments, and Applications, by Campus, Fall 2007

Campus	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	14	10	71%	307	22
Channel Islands	30	15	50%	1,904	63
Chico	40	39	98%	1,178	29
Dominguez Hills	33	23	70%	1,351	41
East Bay	35	30	86%	1,511	43
Fresno	93	63	68%	4,337	47
Fullerton	101	83	82%	5,513	55
Humboldt	13	7	54%	302	23
Long Beach	103	77	75%	5,114	50
Los Angeles	43	26	60%	940	22
Maritime Academy	7	4	57%	192	27
Monterey Bay	12	10	83%	622	52
Northridge	61	52	85%	2,973	49
Pomona	62	52	84%	1,804	29
Sacramento	26	21	81%	1,185	46
San Bernardino	47	31	66%	1,673	36
San Diego	71	54	76%	2,486	35
San Francisco	99	83	84%	4,995	50
San Jose	64	43	67%	2,458	38
San Luis Obispo	76	63	83%	4,474	59
San Marcos	24	21	88%	1,265	53
Sonoma	36	19	53%	1,852	51
Stanislaus	34	26	76%	1,687	50
All Campuses	1,124	852	76%	50,123	45

In Table 5, we present the success rate and number of applications by academic discipline. The most notable change from recent years is that searches in business/management fields were at the overall average (76%) in terms of success. This reflects a continued upward trend over the past several years, suggesting that the CSU is competing more successfully for faculty in these fields.

There is striking variability in the average number of applications per search, ranging from a high of 129 in mathematics and computer science to a low of 8 in family and consumer sciences. Searches in agriculture and the health sciences (each with 13 applicants per search) also were characterized by small pools. These smaller pools do not, by themselves, seem to be associated with lower rates of success in completing searches.

One phenomenon that is not captured by our survey is searches that result in multiple hires. Each hire is treated as a separate search. Therefore, the number of unique applications is overstated. If we assume that those cases in which a department reported two or more searches in the same field with the same number of applications are actually cases of searches that resulted in multiple appointments from the same search, as many as 102 searches led to multiple hires, and 105 *additional* faculty members were hired from these 102 searches. These searches generally produced large numbers of applications (an average of 72 applications per search), suggesting that the multiple hires in some cases may have been a

consequence of the opportunity presented by strong candidate pools. When searches for multiple positions are factored in, the average number of applicants per search drops to around 40.

Table 5. Tenure-track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2007

	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	27	22	81%	346	13
Architecture	4	3	75%	77	19
Business/Management	137	104	76%	7,464	54
Communications	45	31	69%	809	18
Education	121	77	64%	2,440	20
Engineering	73	45	62%	2,860	39
Family/Consumer Sciences	8	5	63%	64	8
Fine Arts	76	54	71%	3,272	43
Health Sciences	97	69	71%	1,285	13
Letters	109	93	85%	7,217	66
Math/Computer Science	56	45	80%	7,248	129
Natural Sciences	102	82	80%	4,245	42
Public Affairs	45	36	80%	755	17
Social Sciences	224	186	83%	12,041	54
All Disciplines	1,124	852	76%	50,123	45

For a more detailed breakdown of the relative difficulty of hiring faculty in different academic fields within disciplines, see Appendix A. Success rates and application yields vary from year to year, and caution should be exercised in interpreting these data, particularly in those fields where only a few searches were conducted. However, a few points are worth noting. First, application pools for tenure-track searches in nursing continue to be extremely small – only 5 applications per search were reported in 2007. Second, while some fields within business, notably accounting with a 54% success rate, continue to report significant difficulty in filling positions, the number of applicants per search in certain key fields has dramatically increased since 2005. The number of applicants per search in accounting increased from 15 to 37 over the two year period; over the same time frame, applications per search in finance increased from 57 to 82, and applications in marketing increased from 31 to 48. Mathematics and economics led the way with the most applications per search in 2007, with 154 and 128, respectively.

Faculty Diversity

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A campus-by-campus breakdown of the gender and ethnicity of new tenure-track hires is presented in Table 6. Around half (49%) of all new hires were female, a proportion that has remained consistent for several years. Likewise, minority hires also split evenly between male and female. In 2007, the campuses with the largest proportion of new hires who were members of minority groups were Monterey Bay and Pomona, each with 50% minority hires, followed by East Bay with 47%. By comparison, the system average was 30.7%. Only one campus (Chico) reported more than 50% of new hires as white males.

Table 6. Gender and Ethnicity of New Tenure-track Faculty by Campus, Fall 2007

	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Bakersfield	10	30%	20%	0%	40%	10%
Channel Islands	15	33.3%	0%	20%	20%	26.7%
Chico	39	51.3%	12.8%	2.6%	33.3%	0%
Dominguez Hills	23	34.8%	8.7%	8.7%	47.8%	0%
East Bay	30	40.0%	23.3%	23.3%	13.3%	0%
Fresno	63	34.9%	20.6%	17.5%	22.2%	4.8%
Fullerton	83	36.1%	14.5%	18.1%	25.3%	6.0%
Humboldt	7	28.6%	0%	0%	28.6%	42.9%
Long Beach	77	28.6%	13.0%	26.0%	24.7%	7.8%
Los Angeles	26	23.1%	23.1%	15.4%	38.5%	0%
Maritime Academy	4	50%	0%	25%	25%	0%
Monterey Bay	10	20%	40%	10%	30%	0%
Northridge	52	42.3%	9.6%	15.4%	32.7%	0%
Pomona	52	17.3%	25%	25%	25%	7.7%
Sacramento	21	23.8%	28.6%	9.5%	38.1%	0%
San Bernardino	31	22.6%	16.1%	9.7%	32.3%	19.4%
San Diego	54	33.3%	16.7%	11.1%	31.5%	7.4%
San Francisco	83	25.3%	15.7%	13.3%	36.1%	9.6%
San Jose	43	23.3%	11.6%	9.3%	27.9%	27.9%
San Luis Obispo	63	36.5%	7.9%	12.7%	31.7%	11.1%
San Marcos	21	19.0%	14.3%	14.3%	52.4%	0%
Sonoma	19	42.1%	21.1%	0%	21.1%	15.8%
Stanislaus	26	19.2%	7.7%	26.9%	26.9%	19.2%
Percent of Total	100%	31.2%	15.4%	15.3%	29.8%	8.3%
All Campuses	852	266	131	130	254	71

Figures 2 and 3 offer a graphic representation of the ethnic breakdown of new appointees and full-time tenured faculty, respectively, as of fall 2007. While non-minority faculty constitute only 61% of new hires (compared to 72% of tenured faculty), this number has some uncertainty as ethnicity was not identified for 8.3% of new hires; by comparison, ethnicity was identified for all but 1.6% of tenured faculty. The overall percentage of minority faculty among new hires was 30.6%, compared to 26.6% of tenured faculty. The percentage of Asian faculty among new hires (19%) was greater than the

percentage of Asians among tenured faculty (14%), while other ethnic groups were present in similar proportions in each group. By comparison, over the period from 2003 through 2007, 19.3% of doctorates earned by United States citizens went to members of minority groups, according to the Survey of Earned Doctorates (SED) conducted by the National Opinion Research Center for the National Science Foundation and five other federal agencies, which tracks the gender, ethnicity, and citizenship status of doctoral degree recipients from United States accredited institutions. Results from the most recent surveys can be found at <http://www.nsf.gov/statistics/doctorates/> and <http://www.norc.org/projects/Survey+of+Earned+Doctorates.htm>. From 2003-2007, African Americans earned 6.5% of all doctorates, while Asian Americans earned 5.6% of doctorates and Hispanics earned 4.9%. Among CSU new faculty hires, the proportion who were Asian (19.2%) and Hispanic (7.3%) exceeded the percentages in the national survey, while the percentage of new hires who were African American (4.1%) lagged behind the national figures.

Figure 2. Tenure-track Faculty Appointments by Ethnicity, Fall 2007

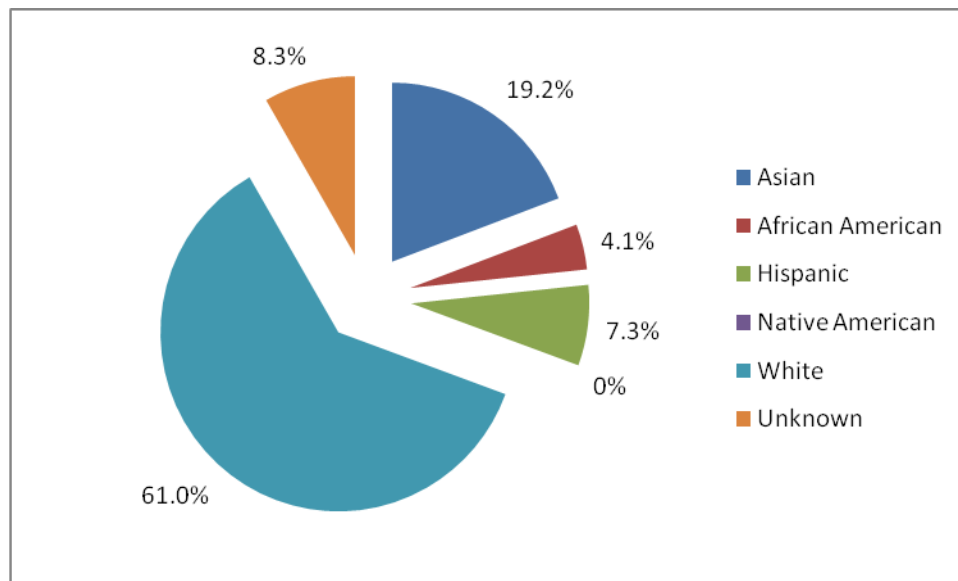
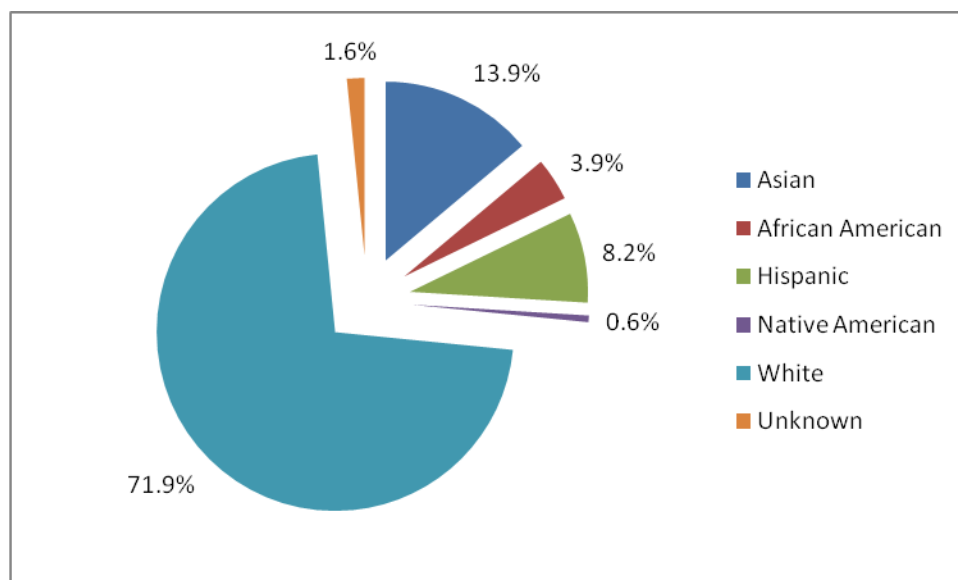


Figure 3. Full Time Tenured Faculty by Ethnicity, Fall 2007



Note that the SED reports ethnicity only for United States citizens. The data reported by the campuses does not necessarily distinguish among citizens, permanent residents, and other non-citizens. The proportion of new doctorates awarded to non-U. S. citizens has been increasing, and now comprises more than 40% of doctorates in science and engineering disciplines.

Table 7. Ethnicity of New Tenure-track Faculty by Campus, Fall 2007

	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Bakersfield	10	20%	0%	0%	20%	10%
Channel Islands	15	6.7%	6.7%	6.7%	20.0%	26.7%
Chico	39	10.3%	0%	5.1%	15.4%	0%
Dominguez Hills	23	4.3%	0%	13.0%	17.4%	0%
East Bay	30	30.0%	6.7%	10%	46.7%	0%
Fresno	63	27.0%	4.8%	6.3%	38.1%	4.8%
Fullerton	83	15.7%	7.2%	9.6%	32.5%	6.0%
Humboldt	7	0%	0%	0%	0%	42.9%
Long Beach	77	28.6%	3.9%	6.5%	39.0%	7.8%
Los Angeles	26	23.1%	3.8%	11.5%	38.5%	0%
Maritime Academy	4	0%	0%	25%	25%	0%
Monterey Bay	10	10%	10%	30%	50%	0%
Northridge	52	13.5%	1.9%	9.6%	25.0%	0%
Pomona	52	42.3%	5.8%	1.9%	50%	7.7%
Sacramento	21	33.3%	0%	4.8%	38.1%	0%
San Bernardino	31	12.9%	6.5%	6.5%	25.8%	19.4%
San Diego	54	14.8%	9.3%	3.7%	27.8%	7.4%
San Francisco	83	16.9%	4.8%	7.2%	28.9%	9.6%
San Jose	43	16.3%	0%	4.7%	20.9%	27.9%
San Luis Obispo	63	14.3%	1.6%	4.8%	20.6%	11.1%
San Marcos	21	9.5%	0%	19.0%	28.6%	0%
Sonoma	19	15.8%	0%	5.3%	21.1%	15.8%
Stanislaus	26	19.2%	7.7%	7.7%	34.6%	19.2%
Percent of Total	100%	19.2%	4.1%	7.3%	30.6%	8.3%
All Campuses	852	164	35	62	261	71

Table 7 provides a closer look at the ethnic distribution of new tenure-track hires on each campus. Since these percentages often reflect small numbers of actual hires, care must be taken in interpreting them. (For example, Monterey Bay’s 10% of new hires who were African American consisted of one individual.) The largest numbers of new African American faculty were hired at the Fullerton and San Diego campuses (6 and 5 individuals, respectively.) Fullerton also led in appointing new Hispanic faculty members, with 8, followed by San Francisco with 6 and Northridge with 5. Long Beach and Pomona each hired 22 new Asian faculty members.

Tables 8 and 9 provide a breakdown of the gender and ethnicity of new faculty appointments by academic discipline. While the overall composition of new faculty continues to be roughly evenly split between men and women, significant differences exist among disciplines. New engineering hires were 80% male, while new hires in the health sciences and education were predominantly female (72% and 62%, respectively.) These overall percentages include individuals whose ethnicity is reported as “other/unknown” in Table 8, but whose gender was reported. The gender distribution of new CSU

faculty is roughly comparable to the gender distribution of individuals earning doctorates in the United States; for example, in 2007, women comprised only 23% of earned doctorates in engineering but 75% of doctorates in health fields and 68% of doctorates in education.

Table 8. Gender and Ethnicity of New Tenure-track Faculty by Discipline, Fall 2007

	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Agriculture	22	31.8%	18.2%	18.2%	27.3%	4.5%
Architecture	3	33.3%	0%	0%	66.7%	0%
Business/Management	104	25.0%	29.8%	20.2%	14.4%	10.6%
Communications	31	32.3%	0%	25.8%	29.0%	12.9%
Education	77	19.5%	14.3%	28.6%	32.5%	5.2%
Engineering	45	40.0%	35.6%	8.9%	11.1%	4.4%
Family/Consumer Sciences	5	20.0%	20.0%	40.0%	20.0%	0%
Fine Arts	54	50.0%	5.6%	1.9%	35.2%	7.4%
Health Sciences	69	15.9%	7.2%	17.4%	44.9%	14.5%
Letters	93	35.5%	14.0%	6.5%	35.5%	8.6%
Math/Computer Science	45	42.2%	15.6%	13.3%	24.4%	4.4%
Natural Sciences	82	45.1%	11.0%	9.8%	24.4%	9.8%
Public Affairs	36	25.0%	8.3%	8.3%	50.0%	8.3%
Social Sciences	186	28.0%	15.1%	17.7%	31.7%	7.5%
Percent of Total	100%	31.2%	15.4%	15.3%	29.8%	8.3%
All Disciplines	852	266	131	130	254	71

Table 9. Ethnicity of New Tenure-track Faculty by Discipline, Fall 2007

	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Agriculture	22	31.8%	4.5%	0%	36.4%	4.5%
Architecture	3	0%	0%	0%	0%	0%
Business/Management	104	46.2%	1.9%	1.9%	50.0%	10.6%
Communications	31	16.1%	6.5%	3.2%	25.8%	12.9%
Education	77	16.9%	13.0%	13.0%	42.9%	5.2%
Engineering	45	35.6%	4.4%	4.4%	44.4%	4.4%
Family/Consumer Sciences	5	60.0%	0%	0%	60.0%	0%
Fine Arts	54	3.7%	1.9%	1.9%	7.4%	7.4%
Health Sciences	69	13.0%	4.3%	7.2%	24.6%	14.5%
Letters	93	7.5%	3.2%	9.7%	20.4%	8.6%
Math/Computer Science	45	24.4%	0%	4.4%	28.9%	4.4%
Natural Sciences	82	14.6%	1.2%	4.9%	20.7%	9.8%
Public Affairs	36	13.9%	0%	2.8%	16.7%	8.3%
Social Sciences	186	14.0%	5.4%	13.4%	32.8%	7.5%
Percent of Total		19.2%	4.1%	7.3%	30.6%	8.3%
All Disciplines	852	164	35	62	261	71

Table 9 looks at the racial/ethnic composition of new hires by discipline. The relatively strong representation of African Americans among new hires in education (13%) is consistent with national figures, where African Americans accounted for 13.5% of earned doctorates in education in 2007.

Almost 86% of new tenure-track faculty members were hired at the assistant professor rank; 10% were hired as associate professors and 4% as full professors. Individuals at the assistant professor rank were more likely to be female (50% compared to 39% of associate professors and 43% of full professors) and slightly more likely to be members of minority groups (30% compared to 26% of associate and full professors.) Table 10 provides the distribution of new faculty appointments by rank, gender, and ethnicity.

Table 10. Gender and Ethnicity of Tenure-track Faculty Appointments by Rank, Fall 2007

	Appointments	Males	Females	Total Minorities
Professor	35	20	15	9
Associate Professor	88	54	34	23
Assistant Professor	729	362	367	229
All Ranks	852	436	416	261

Faculty Experience

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In this section, we report the number of years of experience following completion of the terminal degree of new CSU faculty members. Campuses were asked to report the year in which the terminal degree was completed. If the individual had completed all requirements for the doctorate except the dissertation, campuses reported the status as “ABD.” In two cases, the date of the degree was not reported. No information on prior experience in faculty positions was collected.

Table 11 presents a breakdown of years of post-degree experience by campus. Overall, a majority of new faculty joined the CSU with less than 5 years of post-degree experience, and close to 76% had less than 10 years of experience. While this pattern held at most campuses, Channel Islands and San Luis Obispo each displayed a slightly different profile, with the greatest frequency of hires falling into the range of 5 to 9 years of experience.

Table 11. Years Since Completion of Terminal Degree of New Tenure-track Faculty, by Campus

Campus	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Bakersfield	20.0%	30.0%	20.0%	20.0%	0.0%	10.0%	0.0%
Channel Islands	0.0%	13.3%	46.7%	20.0%	13.3%	6.7%	0.0%
Chico	2.6%	76.9%	12.8%	2.6%	2.6%	2.6%	0.0%
Dominguez Hills	0.0%	47.8%	13.0%	13.0%	4.3%	8.7%	4.3%
East Bay	3.3%	56.7%	20.0%	6.7%	6.7%	3.3%	3.3%
Fresno	6.3%	58.7%	17.5%	9.5%	4.8%	3.2%	0.0%
Fullerton	4.8%	62.7%	22.9%	3.6%	2.4%	0.0%	3.6%
Humboldt	14.3%	85.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Long Beach	3.9%	67.5%	15.6%	7.8%	2.6%	0.0%	2.6%
Los Angeles	0.0%	46.2%	23.1%	15.4%	0.0%	3.8%	11.5%
Maritime Academy	0.0%	25.0%	75.0%	0.0%	0.0%	0.0%	0.0%
Monterey Bay	10.0%	40.0%	20.0%	20.0%	0.0%	10.0%	0.0%
Northridge	7.7%	48.1%	25.0%	9.6%	3.8%	5.8%	0.0%
Pomona	25.0%	38.5%	19.2%	11.5%	1.9%	1.9%	1.9%
Sacramento	28.6%	47.6%	19.0%	4.8%	0.0%	0.0%	0.0%
San Bernardino	0.0%	71.0%	19.4%	3.2%	6.5%	0.0%	0.0%
San Diego	3.7%	63.0%	11.1%	3.7%	7.4%	3.7%	7.4%
San Francisco	10.8%	50.6%	16.9%	8.4%	7.2%	6.0%	0.0%
San Jose	0.0%	65.1%	23.3%	7.0%	2.3%	2.3%	0.0%
San Luis Obispo	0.0%	28.6%	38.1%	17.5%	7.9%	4.8%	3.2%
San Marcos	0.0%	85.7%	9.5%	0.0%	0.0%	4.8%	0.0%
Sonoma	0.0%	57.9%	26.3%	5.3%	5.3%	5.3%	0.0%
Stanislaus	7.7%	69.2%	11.5%	11.5%	0.0%	0.0%	0.0%
All campuses	6.2%	55.5%	20.3%	8.5%	4.1%	3.2%	2.0%

Totals include two individuals whose degree date was unknown. Percentages add across rows and may not equal 100% due to rounding.

Approximately 6% of all new appointments in 2007 went to individuals whose terminal degree was not yet completed. While nine campuses did not hire anyone with ABD status, ABDs accounted for more than a quarter of new faculty appointments at Pomona and Sacramento.

More experience translates, at least to some extent, into higher rank at the time of hire. Of the group with 15 or more years of experience, nearly half were hired at the associate or full professor rank, and all but two of the individuals hired as full professors had 10 or more years of experience. By contrast, out of 526 individuals with 4 or fewer years of experience (including ABDs), 96% were hired as assistant professors.

In table 12, years of experience is presented as a function of academic discipline. The pattern of hiring in most disciplines mirrors the overall picture. In the natural sciences, there were no ABD hires in 2007; postdoctoral experience is often explicitly required or strongly preferred in tenure-track searches in the sciences. In the fine arts, the terminal degree required varies by field and may be an MFA rather than a doctorate, which may account for a profile that skews to more post-degree experience at time of hire than the overall average.

Table 12. Years Since Completion of Terminal Degree of New Tenure-track Faculty, by Discipline

Discipline	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Agriculture	9.1%	40.9%	18.2%	9.1%	4.5%	9.1%	9.1%
Architecture	0.0%	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%
Business/Management	16.3%	50.0%	20.2%	9.6%	1.0%	1.9%	1.0%
Communications	12.9%	51.6%	16.1%	6.5%	3.2%	3.2%	6.5%
Education	5.2%	54.5%	15.6%	10.4%	9.1%	3.9%	1.3%
Engineering	4.4%	53.3%	20.0%	6.7%	6.7%	4.4%	4.4%
Family/Consumer Sciences	20.0%	80.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fine Arts	3.7%	38.9%	20.4%	18.5%	7.4%	5.6%	5.6%
Health Sciences	7.2%	50.7%	26.1%	1.4%	7.2%	4.3%	1.4%
Letters	2.2%	72.0%	12.9%	8.6%	3.2%	1.1%	0.0%
Math/Computer Science	2.2%	66.7%	22.2%	4.4%	0.0%	4.4%	0.0%
Natural Sciences	0.0%	47.6%	34.1%	11.0%	3.7%	2.4%	1.2%
Public Affairs	13.9%	52.8%	16.7%	13.9%	0.0%	2.8%	0.0%
Social Sciences	4.3%	61.8%	18.8%	5.9%	3.8%	2.7%	2.2%
All Disciplines	6.2%	55.5%	20.3%	8.5%	4.1%	3.2%	2.0%

Faculty Salaries

The California State University

Salaries of new tenure-track faculty continued to increase in 2007 compared to prior years. Table 13 lists the average salaries of all new faculty members by campus, while table 14 presents average salaries of new assistant professors by discipline. As has been the case since the campus was formed, Channel Islands led all campuses in average salaries offered to new faculty, at \$77,050. Note that more than half of new appointments at Channel Islands were at the associate or full professor ranks, compared to 14% of appointments at higher ranks across the system. San Diego, at \$73,657, had the second highest average salaries. Other campuses with starting salaries exceeding \$70,000 included Long Beach, Pomona, San Francisco, and San Luis Obispo. The system average of \$66,777 represented an increase of 3.5% over 2006 and 9.3% over the past two years.

Table 13. Average Salaries of New Tenure-track Faculty by Campus, Fall 2007

	Average Salaries
Bakersfield	\$68,023
Channel Islands	\$77,050
Chico	\$60,031
Dominguez Hills	\$64,045
East Bay	\$67,306
Fresno	\$58,740
Fullerton	\$67,862
Humboldt	\$55,922
Long Beach	\$70,745
Los Angeles	\$68,234
Maritime Academy	\$59,931
Monterey Bay	\$60,697
Northridge	\$64,947
Pomona	\$70,033
Sacramento	\$63,097
San Bernardino	\$59,750
San Diego	\$73,657
San Francisco	\$70,339
San Jose	\$66,883
San Luis Obispo	\$70,174
San Marcos	\$68,139
Sonoma	\$60,563
Stanislaus	\$59,291
All Campuses	\$66,777

Table 14. Average Salaries of New Assistant Professors by Discipline, Fall 2007

Discipline	Average Salaries
Agriculture	\$61,322
Architecture	\$63,248
Business/Management	\$84,056
Communications	\$58,031
Education	\$62,087
Engineering	\$74,476
Family/Consumer Sciences	\$58,830
Fine Arts	\$58,244
Health Sciences	\$64,144
Letters	\$58,592
Math/Computer Science	\$62,009
Natural Sciences	\$60,900
Public Affairs	\$61,631
Social Sciences	\$60,291
All Disciplines	\$63,668

Average salaries offered to new assistant professors varied substantially depending on the discipline. Business and management fields led all others, with the average salary climbing to \$84,056, an increase of 3.4% compared to 2006, and about 45% higher than starting salaries in communications fields, the

lowest-paid in 2007. Starting salaries in engineering (more than \$74,000 annually) were also well above the system average of \$63,668. Appendix B provides a detailed breakdown of salaries by sub-discipline.

In Table 15, we provide the average salaries of new faculty by rank. The distribution of new appointments by rank is almost identical to the distribution in the prior two years. Average salaries for new assistant professors increased by 3.8% over 2006 and 8.9% compared to 2005. Average salaries of new associate professors exceeded the average salary of all associate professors in fall 2007 by 4.6%, while the average salary of new full professors outpaced that of all full professors in fall 2007 by 8.6%. The figures for full professors (and possibly for associate professors) almost certainly include salaries for individuals hired as department chairs or for other leadership positions; such inclusion would tend to inflate the average salaries reported. Campuses were not asked to distinguish such hires from other tenure-track appointments. By contrast, the average salary of new assistant professors in fall 2007 was about 2.7% lower than that of all assistant professors. The latter finding is in contrast to previous years and may partially reflect the application of general salary increases for continuing faculty for 2006-07 and 2007-08.

Table 15. Average Salaries of New Faculty by Rank, Fall 2007

Rank	Appointments	Average Salary
Professor	35	\$101,737
Associate Professor	88	\$78,631
Assistant Professor	729	\$63,668
All Ranks	852	\$66,777

Faculty Sources

The California State University

Campuses were asked to report the most recent employer for each new hire. No information as to the nature of prior work was obtained except in those cases where the new appointee had previously worked on the campus making the appointment. Thus, for new faculty members recruited from outside the appointing campus, prior employment encompasses graduate student employment, postdoctoral positions, other research or teaching positions, prior tenure-track employment, and non-academic appointments. Table 16 summarizes the results.

Table 16. Sources of New Tenure-track Faculty, Fall 2007

	Appointments	Percent of Total
Non-CSU Higher Education	662	77.7%
Lecturer on Hiring Campus	91	10.7%
Other CSU	48	5.6%
Other/unknown	51	6.0%
All Appointments	852	

The frequency with which campuses report hiring their own lecturers into tenure-track positions has been declining. Table 17 shows the trend over the past 5 years. Going back 10 years, in 1998 lecturers made up 22.7% of new tenure-track hires. At this point, no data is available that would allow us to analyze the reasons for this decline.

Table 17. Percent of New Tenure-track Appointments from Campus Lecturers, 2003 to 2007

Year	2003	2004	2005	2006	2007
% Lecturers from Hiring Campus	15.9%	13.5%	13.5%	11.9%	10.7%

In Table 18, sources of new tenure-track faculty are broken out by discipline. Note that in classifying institutions, we have included colleges and universities, research institutes and hospitals as “other higher education”. We have excluded other public or private sector employers, including K-12 education. Architecture (with only three appointments) and agriculture were the only disciplines in which non-higher education sources accounted for more than 10% of the total. CSU sources accounted for a third of appointments in the health sciences, and about 30% of appointments in communications fields.

Table 19 presents sources of tenure-track faculty on each campus. Long Beach had the highest number of individuals who moved from lecturer to tenure-track appointments (14 out of 77), while other campuses with higher than average percentages of new faculty who held prior appointments as campus lecturers included Los Angeles, Sacramento, Stanislaus, and Bakersfield.

New CSU faculty members came from 47 states and 33 different international universities and research organizations. Appendix C consists of a list of prior employers of new CSU hires. California institutions outside the CSU were the source of 197 appointments, including 113 from the University of California; the largest single source was UCLA.

Table 18. Sources of New Tenure-track Faculty by Discipline, Fall 2007

Discipline	Appointments	Other Higher Education*	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	22	59.1%	9.1%	9.1%	22.7%
Architecture	3	33.3%			66.7%
Business/Management	104	88.5%	4.8%	2.9%	3.8%
Communications	31	61.3%	19.4%	9.7%	9.7%
Education	77	74.0%	10.4%	6.5%	9.1%
Engineering	45	73.3%	13.3%	4.4%	8.9%
Family/Consumer Sciences	5	100%			
Fine Arts	54	68.5%	22.2%	1.9%	7.4%
Health Sciences	69	59.4%	20.3%	13.0%	7.2%
Letters	93	86.0%	8.6%	5.4%	
Math/Computer Science	45	91.1%	6.7%		2.2%
Natural Sciences	82	84.1%	4.9%	6.1%	4.9%
Public Affairs	36	83.3%	8.3%	5.6%	2.8%
Social Sciences	186	79.6%	10.8%	5.9%	3.8%
Percent of Total		77.7%	10.7%	5.6%	6.0%
All Disciplines	852	662	91	48	51

Table 19. Sources of New Tenure-track Faculty by Campus, Fall 2007

Campus	Appointments	Other Higher Education*	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	10	60%	20%	20%	
Channel Islands	15	67.7%	13.3%	13.3%	6.7%
Chico	39	97.4%	2.6%		
Dominguez Hills	23	52.2%	4.3%	13.0%	30.4%
East Bay	30	76.7%	13.3%	6.7%	3.3%
Fresno	63	76.2%	9.5%	1.6%	12.7%
Fullerton	83	77.1%	7.2%	10.8%	4.8%
Humboldt	7	85.7%	14.3%		
Long Beach	77	67.5%	18.2%	6.5%	7.8%
Los Angeles	26	61.5%	23.1%	11.5%	3.8%
Maritime Academy	4	50%	25%	25%	
Monterey Bay	10	100%			
Northridge	52	92.3%	5.8%	1.9%	
Pomona	52	86.5%	7.7%	3.8%	1.9%
Sacramento	21	76.2%	23.8%		
San Bernardino	31	87.1%	6.5%	3.2%	3.2%
San Diego	54	75.9%	7.4%	3.7%	13.0%
San Francisco	83	80.7%	8.4%	6.0%	4.8%
San Jose	43	76.7%	11.6%	11.6%	
San Luis Obispo	63	65.1%	17.5%	1.6%	15.9%
San Marcos	21	95.2%		4.8%	
Sonoma	19	84.2%	5.3%	10.5%	
Stanislaus	26	80.8%	19.2%		
All Campuses	852	662	91	48	51

Recruitment Process

The California State University

Since 2002, we have collected information regarding additional employment incentives offered to new faculty members. These include offers of service credit toward probation, appointments with tenure, moving expenses, start-up funding, and workload reductions.

Thirty-four faculty members (4%) were hired with tenure in 2007; of these, 13 were hired as associate professors and 21 were hired as full professors. Interestingly, 14 full professors were hired without tenure, including 11 who did not receive any credit toward the probationary period. In table 20, the percentage of faculty members hired either with one or two years of service credit or with tenure on each campus is presented. A total of 150 individuals received either one or two years of service credit; two years is the maximum permitted by the collective bargaining agreement with the California Faculty Association.

Table 20. Percent of New Appointees Receiving Tenure or Service Credit, Fall 2007

Campus	Percent Receiving Service Credit or Tenure
Bakersfield	20%
Channel Islands	73.3%
Chico	12.8%
Dominguez Hills	21.7%
East Bay	33.3%
Fresno	27.0%
Fullerton	2.4%
Humboldt	
Long Beach	29.9%
Los Angeles	26.9%
Maritime Academy	50%
Monterey Bay	50%
Northridge	25%
Pomona	25%
Sacramento	23.8%
San Bernardino	22.6%
San Diego	7.4%
San Francisco	12.0%
San Jose	23.3%
San Luis Obispo	22.2%
San Marcos	4.8%
Sonoma	52.6%
Stanislaus	30.8%
All Campuses	21.6%

As previously noted, new faculty members at Channel Islands were relatively more experienced and more likely to be hired at a rank beyond assistant professor. The campus also awarded service credit or tenure to new hires 73% of the time. More than 50% of new faculty at Sonoma received service credit

or tenure. By contrast, no new faculty members received service credit at Humboldt, along with only 2.4% of new appointees at Fullerton.

Most campuses now offer workload reduction to new faculty members to provide time for course preparation or establishing a research program. We asked campuses to report workload reduction in weighted teaching units (WTU) for the first year only. However, some campuses offer workload reductions beyond the first year; this information is not captured. Campuses were asked to report the total number of WTU provided, regardless of source of funding. While 22% of new faculty members did not receive workload reduction, the median reduction was 6 WTU and the average was 5.5 WTU. Table 21 displays the distribution of first-year workload reduction reported by the campuses.

Table 21. Workload Reduction Offered to New Tenure-track Faculty, Fall 2007

Workload reduction (WTU)	0	1-3	3.1-6	6.1-9	9.1-12	>12
% of New Faculty	22%	12%	47%	4%	10%	5%

Two-thirds of new faculty members receive start-up funding that may be used for a variety of purposes, including professional travel, equipment purchases including computers and laboratory equipment, research supplies, student assistant support, books and journals, or other items that may be negotiated. The fraction of new hires receiving start-up funds has increased over the past several years, as has the average amount awarded.

Start-up funding practices vary enormously by discipline, as seen in table 22; the average award in the natural sciences was nearly \$85,000, almost four times as much as the average for engineering, which had the second-highest awards. When the natural sciences are excluded, the average award to those receiving funds falls to \$10,240. Note that not all new appointees received start-up funding. The first column presents the average award including all appointees regardless of whether they received funding, while the second column reports the average award of those who received funding.

Table 22. Start-Up Funding Offered to New Tenure-track Faculty by Discipline, Fall 2007

Discipline	Average start-up funds (all new hires)	Average (of those receiving funds)
Agriculture	\$4,829	\$8,173
Architecture	\$1,500	\$2,250
Business/Management	\$5,282	\$12,208
Communications	\$2,478	\$4,268
Education	\$2,067	\$3,790
Engineering	\$8,855	\$22,137
Family/Consumer Sciences	\$3,100	\$3,875
Fine Arts	\$2,668	\$3,791
Health Sciences	\$10,022	\$17,287
Letters	\$4,706	\$5,915
Math/Computer Science	\$12,336	\$13,878
Natural Sciences	\$75,364	\$84,655
Public Affairs	\$2,823	\$5,348
Social Sciences	\$6,310	\$8,323
All Disciplines	\$12,434	\$18,683

In table 23, start-up funds are reported by campus. Both the average and the median of all who received funding are presented. Campuses were asked to include support from all funding sources, including state funds as well as grants and contracts, endowment income, and other resources. Four campuses made no awards of start-up funds. San Diego offered the highest average awards.

Table 23. Start-Up Funding Offered to New Tenure-track Faculty by Campus, Fall 2007

Campus	Average start-up funds (all new hires)	Average (of those receiving funds)	Median (all new hires)
Bakersfield	\$8,200	\$13,667	\$3,000
Channel Islands	\$133	\$2,000	\$2,000
Chico	-	-	-
Dominguez Hills	-	-	-
East Bay	\$8,782	\$8,782	\$2,250
Fresno	\$14,668	\$18,119	\$6,000
Fullerton	\$10,109	\$11,818	\$6,000
Humboldt	\$3,000	\$3,000	\$2,000
Long Beach	\$11,156	\$20,952	\$5,000
Los Angeles	\$13,814	\$29,931	\$8,344
Maritime Academy	-	-	-
Monterey Bay	-	-	-
Northridge	\$19,104	\$19,104	\$3,500
Pomona	\$12,341	\$30,559	\$12,500
Sacramento	\$3,952	\$10,375	\$2,000
San Bernardino	\$8,195	\$8,195	\$4,500
San Diego	\$40,229	\$54,309	\$10,200
San Francisco	\$24,527	\$24,527	\$7,300
San Jose	\$13,395	\$19,200	\$20,000
San Luis Obispo	\$2,579	\$5,603	\$2,000
San Marcos	\$8,405	\$9,289	\$4,000
Sonoma	\$4,498	\$7,770	\$2,500
Stanislaus	\$2,416	\$2,617	\$1,726
All Campuses	\$12,434	\$18,683	\$5,100

Most campuses offer support for moving expenses to new faculty members, subject to CSU policies on allowable moving and relocation expenses. More than 70% of all new faculty members received such support in 2007. Table 24 lists the moving expense awards by campus, averaged over all appointments as well as over those who received funds.

The investment by campuses in support for new tenure-track faculty is considerable. The combined value of start-up funding offered to new appointees across the system was approximately \$10.6 million, while awards for moving expenses totaled more than \$2.3 million. The combined workload reductions were the equivalent of 140 positions (defining 30 WTUs on a semester campus and 45 WTUs on a quarter campus as equivalent to one position); using the estimated cost of replacing these positions as the minimum salary for assistant professors, which was \$48,720 in fall 2007, the total value of workload reductions was more than \$6.8 million. The total investment in new faculty support of \$19.8 million reported here should be considered a minimum, as it does not include workload reductions beyond the first year, agreements to provide summer or other additional employment opportunities, and the value of orientations and other professional development programs offered to new faculty.

Table 24. Moving Expenses Awarded to New Tenure-track Faculty by Campus, Fall 2007

Campus	Average	Average of funded
Bakersfield	\$1,800	\$2,571
Channel Islands	\$3,633	\$4,542
Chico	\$2,527	\$3,080
Dominguez Hills	\$2,470	\$4,734
East Bay	\$2,487	\$3,243
Fresno	\$3,270	\$3,492
Fullerton	\$2,912	\$4,029
Humboldt	\$3,214	\$3,750
Long Beach	\$2,831	\$4,449
Los Angeles	\$1,965	\$4,258
Maritime Academy	None	None
Monterey Bay	\$1,950	\$2,167
Northridge	\$2,122	\$4,244
Pomona	\$3,287	\$5,341
Sacramento	\$1,686	\$2,723
San Bernardino	\$3,590	\$3,975
San Diego	\$1,720	\$4,223
San Francisco	\$2,501	\$3,460
San Jose	\$2,174	\$3,896
San Luis Obispo	\$4,763	\$5,771
San Marcos	\$3,000	\$3,150
Sonoma	\$2,658	\$2,971
Stanislaus	\$1,838	\$2,173
All Campuses	\$2,752	\$3,927

Recruitment Outcomes

The California State University

In order to gain a better understanding of the reasons why some searches were unsuccessful, campuses were asked to report the reasons why searches were not completed, as well as reasons why top candidates declined offers of employment.

Table 25 summarizes the reported reasons for unsuccessful searches over the last three years. The reasons given for not completing searches have remained fairly consistent. The most frequently cited reason in 2006-2007 was an inadequate candidate pool, followed by all offers being declined; these were the top two reasons in 2004-2005 and 2005-2006 as well. A relatively small percentage of searches (8%) in 2006-2007 were cancelled because of budgetary concerns.

Table 25. Unsuccessful Tenure-track Searches, 2004-05 - 2006-07

Reason why position was not filled	2004-05		2005-06		2006-07	
	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	71	28.3%	100	39%	98	36%
All offers declined	83	33.1%	72	28%	78	29%
Other	46	18.3%	28	11%	44	16%
Unknown	8	3.2%	21	8%	10	4%
Change in staffing priorities	8	3.2%	14	5%	13	5%
Budget	22	8.8%	10	4%	22	8%
Cancelled due to process irregularities	4	1.6%	3	1%	7	3%
No Reason Given	9	3.6%	11	4%		
All Unsuccessful Searches	251		259		272	

Overall, in unsuccessful searches, at least one candidate received an offer of employment 45% of the time. In searches that were concluded successfully, however, the top candidate accepted the position more than 90% of the time. The distribution of searches in which one or more offers were declined is presented in table 26. A successful search is defined as one in which the position was ultimately filled.

Table 26. Distribution of Searches in Which the Top Candidate Declined an Offer

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	272	122
Successful	852	84
All searches	1124	206

When one or more candidates declined offers of employment, regardless of whether the position was ultimately filled, campuses were asked to provide the reasons given by the top candidate for declining the position. Table 27 summarizes the reasons candidates provided in 2006-2007. In almost half the cases, the candidate indicated that he/she had received a better offer from another institution. Salary was identified as the issue 19% of the time. Issues that might be considered “environmental” – having more to do with the characteristics of the campus or the candidate’s personal situation than with the position itself – including availability of spousal employment, housing costs, and unspecified family issues together accounted for 15% of declines. The high CSU teaching load was cited by only two individuals as the reason for declining. However, it should be noted that campuses were

only asked to report a single reason why a candidate declined an offer, and “better offer elsewhere” may subsume a number of factors including salary and workload.

Table 27. Reasons Given by Candidates Who Declined Offers of Employment

Primary reason	All searches	Unsuccessful searches ¹	Successful searches ²
Better offer elsewhere	48.5%	47.5%	50.0%
Inadequate salary	19.4%	25.4%	10.7%
Other	13.1%	12.3%	14.3%
Cost of housing	3.9%	2.5%	6.0%
Family issues	5.8%	6.6%	4.8%
Timing of offer	2.4%	0%	6.0%
Lack of employment for spouse/partner	5.8%	4.9%	7.1%
Teaching load	1.0%	0.8%	1.2%

1 Unsuccessful searches are defined as searches in which no candidate was hired.

2 Successful searches are defined as searches in which a candidate was hired, even though the one or more candidates declined an offer of employment.

Non-Reappointments, Tenure Denials, and Resignations

The California State University

Since 2003, the system has requested information on tenure denials and non-reappointment of probationary faculty members. The total number of denials across the system has consistently been around 1% of the probationary faculty population. This remained true in 2006-07, when there were 33 non-retentions or tenure denials out of 3146 total probationary faculty. Thus, the vast majority of CSU probationary faculty members are successful in their efforts to gain tenure and promotion. Tables 28 and 29 show the distribution of non-reappointments and denials of tenure by campus and by discipline, respectively. Note that campuses are not asked to report denials of *early* tenure if the candidate has been reappointed and will continue on the tenure track.

Table 28. Tenure Denials and Non-Reappointments by Campus, 2006-07

Campus	Non-Reappointments and Tenure Denials
Bakersfield	0
Channel Islands	0
Chico	0
Dominguez Hills	2
East Bay	0
Fresno	0
Fullerton	4
Humboldt	1
Long Beach	6
Los Angeles	0
Maritime Academy	2
Monterey Bay	0
Northridge	2
Pomona	0
Sacramento	2
San Bernardino	1
San Diego	4
San Francisco	0
San Jose	3
San Luis Obispo	0
San Marcos	2
Sonoma	4
Stanislaus	0
All Campuses	33

Table 29. Tenure Denials and Non-Reappointments by Discipline, 2006-07

Campus	Non-Reappointments and Tenure Denials
Agriculture	0
Architecture	0
Business/Management	4
Communications	1
Education	2
Engineering	1
Family/Consumer Sciences	0
Fine Arts	2
Health Sciences	2
Letters	2
Math/Computer Science	2
Natural Sciences	3
Public Affairs	4
Social Sciences	7
Misc./Other	3
All Disciplines	33

Campuses also were asked to report on resignations of tenured and probationary faculty members. While these numbers have historically been quite low, an uptick in resignations was observed in 2004-05 and 2005-06. In 2005-06, we broke resignations down for the first time into tenured faculty versus probationary faculty, which showed that the resignation rate for probationary faculty was 5.4% compared to only 0.9% for tenured faculty. In

2006-07, both the overall resignation rate and the resignation rate for probationary faculty fell; the 212 resignations overall represented 2.0% of all tenured and probationary faculty members, while the resignation rate for probationary faculty was 4.9%. In table 30, resignation totals since 2001-02 are presented.

Table 30. Resignations of Tenured and Probationary Faculty, 2001 to 2007

Year	Resignations	% of all Tenured and Probationary faculty
2006-07	212	2.0%
2005-06	235	2.3%
2004-05	235	2.3%
2003-04	153	1.4%
2002-03	181	1.8%
2001-02	183	1.8%

In table 31, we present a breakdown of resignations, by campus, for tenured and probationary faculty members for 2006-07.

Table 31. Resignations of Probationary and Tenured Faculty by Campus, 2006-07

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total	# Resigned	Total	# Resigned	Percent
Bakersfield	9	84	3	150	12	5.1%
Channel Islands	1	39	0	25	1	1.6%
Chico	0	106	12	402	12	2.4%
Dominguez	4	96	0	172	4	1.5%
East Bay	3	104	6	240	9	2.6%
Fresno	11	163	1	367	12	2.3%
Fullerton	11	250	1	433	12	1.8%
Humboldt	2	68	1	220	3	1.0%
Long Beach	15	239	0	588	15	1.8%
Los Angeles	11	140	5	384	16	3.1%
Maritime	1	12	0	29	1	2.4%
Monterey	4	36	1	63	5	5.1%
Northridge	12	232	2	505	14	1.9%
Pomona	4	145	3	422	7	1.2%
Sacramento	15	261	2	490	17	2.3%
San Bernardino	7	92	4	298	11	2.8%
San Diego	13	207	7	622	20	2.4%
San Francisco	10	257	1	488	11	1.5%
San Jose	3	190	1	514	4	0.6%
San Luis Obispo	10	196	3	436	13	2.1%
San Marcos	3	76	3	131	6	2.9%
Sonoma	2	78	0	182	2	0.8%
Stanislaus	4	75	1	173	5	2.0%
All Campuses	155	3146	57	7334	212	2.0%

Conclusions

The California State University

1. For 2006-07, the CSU initiated 1,124 searches, leading to the appointment of 852 new tenure-track faculty, for a success rate of 76%. The total number of searches and appointments in 2006-07 was very similar to 2005-06, while the number of new faculty members was the third highest in 20 years.
2. In searches that were concluded successfully, the top candidate accepted the position almost 90% of the time.
3. The size of candidate pools varied considerably by discipline; family and consumer sciences, health sciences, and agriculture searches produced the smallest average pools, while the largest were in mathematics and computer science. Nursing searches produced the smallest average pools of all fields.
4. New faculty members were evenly divided by gender. Members of minority groups comprised 31% of new hires.
5. Salaries of new faculty members grew by 3.5% from fall 2006 to fall 2007. New hires also received start-up packages with an average worth of more than \$12,000 as well as workload reductions that averaged 5.5 WTU in the first year.
6. Around 40% of new faculty came from California institutions. Candidates were hired from 47 states and 33 institutions outside the United States.
7. Faculty attrition remained low; about 1% of probationary faculty were denied reappointment or tenure in 2006-07, while the overall resignation rate for tenured and probationary faculty was 2.0% and the resignation rate for probationary faculty was 4.9%.

Appendix A. Tenure-track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2007

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agriculture Business	10	8	80%	160	16
	Animal & Plant Science	5	3	60%	45	9
	Food Sciences	4	3	75%	26	7
	Natural Resources	6	6	100%	85	14
	Other Agriculture	2	2	100%	30	15
Architecture	Architecture	4	3	75%	77	19
Business/ Management	Accounting	24	13	54.2%	884	37
	Business Administration	10	8	80%	503	50
	Finance/Business Law	25	17	68%	2,056	82
	Hospitality	4	4	100%	47	12
	Management	23	20	87.0%	1,173	51
	Management Information Systems	14	12	85.7%	1,073	77
Communications/ Journalism	Communications	27	19	70.4%	411	15
	Journalism	11	7	63.6%	228	21
	Public Relations	2			23	12
	Other Communications/Journalism	5	5	100%	147	29
Education	Child Development	4	4	100%	105	26
	Counseling	9	7	77.8%	194	22
	Education Administration	36	25	69.4%	932	26
	Library Science	8	5	62.5%	112	14
	Physical Education	4	2	50%	44	11
	Special Education	9	9	100%	108	12
	Teacher Education	39	20	51.3%	772	20
	Other Education	12	5	41.7%	173	14
Engineering	Chemical & Materials Engineering	3	3	100%	193	64
	Civil Engineering	21	10	47.6%	429	20
	Computer Engineering	6	5	83.3%	314	52
	Electrical Engineering	9	6	66.7%	743	83
	Industrial Technology	5	3	60%	99	20
	Mechanical Engineering	16	9	56.3%	691	43
	Other Engineering	13	9	69.2%	391	30
Family/Consumer Sciences	Family & Consumer Sciences	6	4	66.7%	48	8
	Nutritional Science	2	1	50%	16	8
Fine Arts	Art	26	18	69.2%	1,002	39
	Design	3	2	66.7%	70	23
	Music	23	18	78.3%	1,304	57
	Radio/Film/Television	5	3	60%	182	36
	Theatre & Dance	19	13	68.4%	714	38
Health Sciences	Child & Adolescent Development	8	4	50%	229	29
	Communication Disorders & Sciences	6	3	50%	54	9
	Health & Safety	18	17	94.4%	370	21
	Kinesiology	20	17	85%	342	17
	Nursing	39	25	64.1%	207	5
	Physical Therapy	3	3	100%	61	20
	Other Health Sciences	3			22	7

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Letters/Humanities	Classics & Humanities	2	2	100%	117	59
	English & Literature	37	33	89.2%	2,739	74
	Foreign Languages	29	24	82.8%	1,398	48
	Liberal Studies	11	11	100%	854	78
	Linguistics	4	3	75%	88	22
	Philosophy/Religious Studies	21	16	76.2%	1,762	84
	Other Letters/Humanities	5	4	80%	259	52
Math/Computer Science	Computer Science	11	6	54.5%	670	61
	Mathematics	42	36	85.7%	6,482	154
	Statistics	3	3	100%	96	32
Natural Sciences	Biology	43	34	79.1%	1,744	41
	Chemistry	30	23	76.7%	1,328	44
	Geology/Earth Sciences	12	10	83.3%	293	24
	Physics & Astronomy	14	13	92.9%	718	51
	Other Natural Sciences	3	2	66.7%	162	54
Public Affairs	Criminal Justice	22	18	81.8%	411	19
	Public Administration & Planning	6	6	100%	98	16
	Recreation	3	1	33.3%	69	23
	Social Work	14	11	78.6%	177	13
Social/Behavioral Sciences	Anthropology	14	14	100%	707	51
	Economics	20	16	80%	2,565	128
	Environmental Studies	3	3	100%	240	80
	Gender, Ethnic, & Area Studies	36	26	72.2%	1,091	30
	Geography	15	12	80%	466	31
	History	33	31	93.9%	2,897	88
	Human Development	3	2	66.7%	138	46
	Political Science	28	23	82.1%	1,129	40
	Psychology	35	30	85.7%	1,350	39
	Sociology	29	23	79.3%	1,283	44
	Urban Studies	4	3	75%	135	34
Other Social/Behavioral Sciences	4	3	75%	40	10	
Total	All Disciplines	1,124	852	75.8%	50,123	45

Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2007

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agriculture Business	6	\$60,432	\$56,004	\$70,008
	Animal & Plant Science	1	\$65,004	\$65,004	\$65,004
	Food Sciences	1	\$56,004	\$56,004	\$56,004
	Natural Resources	5	\$62,604	\$54,000	\$72,000
	Other Agriculture	2	\$61,602	\$58,200	\$65,004
Architecture	Architecture	3	\$63,248	\$55,944	\$69,792
Business/Management	Accounting	9	\$85,309	\$79,200	\$92,508
	Business Administration	6	\$84,912	\$84,912	\$84,912
	Finance/Business Law	11	\$84,607	\$72,504	\$93,000
	Hospitality	3	\$72,420	\$63,276	\$82,008
	Management	17	\$84,368	\$77,100	\$91,596
	Management Information Systems	7	\$78,009	\$64,944	\$91,596
	Marketing	20	\$86,647	\$68,004	\$100,644
	Other Business/Management	3	\$83,276	\$80,004	\$84,912
Communications/Journalism	Communications	17	\$55,978	\$49,992	\$68,004
	Journalism	7	\$60,523	\$54,504	\$68,124
	Other Communications/Journalism	5	\$61,522	\$53,772	\$70,140
Education	Child Development	4	\$53,493	\$53,004	\$54,960
	Counseling	5	\$62,069	\$58,008	\$68,004
	Education Administration	13	\$64,736	\$58,008	\$73,632
	Library Science	4	\$69,255	\$65,004	\$74,052
	Physical Education	2	\$62,004	\$60,000	\$64,008
	Special Education	9	\$61,817	\$56,556	\$66,000
	Teacher Education	19	\$60,345	\$54,504	\$69,996
	Other Education	4	\$63,849	\$58,752	\$68,640
Engineering	Civil Engineering	8	\$73,589	\$69,996	\$76,884
	Computer Engineering	5	\$74,923	\$73,200	\$77,508
	Electrical Engineering	6	\$77,012	\$70,008	\$83,748
	Industrial Technology	2	\$71,226	\$61,272	\$81,180
	Mechanical Engineering	6	\$74,162	\$65,004	\$80,124
	Other Engineering	7	\$74,193	\$68,004	\$77,508
Family/Consumer Sciences	Family & Consumer Sciences	4	\$58,830	\$55,008	\$61,308
Fine Arts	Art	17	\$59,811	\$49,008	\$76,956
	Design	2	\$63,750	\$60,000	\$67,500
	Music	14	\$55,521	\$47,580	\$65,004
	Radio/Film/Television	3	\$61,504	\$60,000	\$62,508
	Theatre & Dance	10	\$57,316	\$50,004	\$68,004
Health Sciences	Child & Adolescent Development	4	\$59,910	\$56,004	\$66,000
	Communication Disorders & Sciences	2	\$62,004	\$61,008	\$63,000
	Health & Safety	12	\$62,062	\$55,008	\$66,000
	Kinesiology	12	\$59,809	\$51,504	\$66,996
	Nursing	17	\$68,657	\$54,972	\$75,528
	Physical Therapy	2	\$74,904	\$62,808	\$87,000

Discipline	Sub-Discipline	N	Average	Minimum	Maximum
Letters/Humanities	Classics & Humanities	2	\$59,502	\$57,000	\$62,004
	English & Literature	31	\$56,890	\$49,020	\$64,728
	Foreign Languages	23	\$58,604	\$49,008	\$65,004
	Liberal Studies	9	\$61,112	\$49,020	\$68,004
	Linguistics	3	\$62,024	\$61,500	\$62,568
	Philosophy/Religious Studies	16	\$59,475	\$52,008	\$67,500
	Other Letters/Humanities	2	\$60,384	\$56,040	\$64,728
Math/Computer Science	Computer Science	5	\$70,205	\$56,004	\$75,000
	Mathematics	34	\$60,381	\$50,004	\$70,008
	Statistics	3	\$66,804	\$62,040	\$73,368
Natural Sciences	Biology	34	\$61,735	\$52,008	\$73,008
	Chemistry	21	\$61,837	\$51,000	\$70,008
	Geology/Earth Sciences	10	\$58,182	\$51,000	\$66,516
	Physics & Astronomy	11	\$59,948	\$54,000	\$66,888
	Other Natural Sciences	2	\$55,716	\$52,776	\$58,656
Public Affairs	Criminal Justice	17	\$58,518	\$51,000	\$64,728
	Public Administration & Planning	6	\$67,572	\$58,008	\$80,400
	Recreation	1	\$60,060	\$60,060	\$60,060
	Social Work	9	\$63,724	\$57,000	\$84,000
Social/Behavioral Sciences	Anthropology	13	\$58,759	\$48,408	\$72,000
	Economics	14	\$71,195	\$60,156	\$88,932
	Environmental Studies	3	\$58,668	\$55,500	\$64,008
	Gender, Ethnic, & Area Studies	25	\$60,094	\$53,004	\$70,008
	Geography	12	\$62,523	\$54,000	\$70,008
	History	29	\$58,227	\$49,308	\$67,008
	Human Development	2	\$62,580	\$62,580	\$62,580
	Political Science	22	\$58,805	\$49,560	\$68,004
	Psychology	30	\$58,980	\$51,852	\$73,992
	Sociology	19	\$59,199	\$53,004	\$70,992
	Urban Studies	2	\$68,502	\$65,004	\$72,000
Other Social/Behavioral Sciences	3	\$54,280	\$54,000	\$54,840	
Total	Total	729	\$63,668	\$47,580	\$100,644

Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2007

State	Institution Name	#
AL	Auburn University	2
	University of Alabama	3
AR	Arkansas State University	1
	University of Central Arkansas	1
AZ	Arizona State University	8
	Global Institute of Sustainability	1
	Northern Arizona University	4
	Phoenix College	1
	University of Arizona	8
CA	AERA & Institute of Ed Studies	1
	American Behavioral Studies Institute	1
	Antioch University	1
	Azusa Pacific University	1
	Broadcom Corp	1
	California Institute of Technology	3
	California Institute of the Arts	2
	Catholic University Eichstaett	1
	Chaffey College	1
	Chapman University	1
	Citrus College	1
	City and County of SF Planning Dept.	1
	City of Hope, Duarte	2
	Claremont Graduate University	1
	Claremont McKenna College	1
	CONCUR Inc.	1
	Cranbrook Academy of Art	1
	Fielding Graduate University	1
	Intercultural Institute of California	1
	Laguna College of Art and Design	1
	Lawrence Berkeley National Lab	1
	Los Angeles City College	1
	Loyola Marymount University	1
	MDRC (Manpower Demonstration Research Corporation)	1
	Mills College	1
	Moorpark College	1
	Mount San Antonio College	2
	Mount St. Mary's College	3
	Napa Valley College	1
	Northstar Veterinary Service	1
	Pacific Oaks College	1
	Pitzer College	2
	Pomona College	1
	Quinnipiac University	1
	Rosedale Union School District	1
	Santa Clara University	2
	Stanford University	11
	Touro University	1
	UC Berkeley	15
	UC Davis	14
	UC Hastings College of the Law	1
	UC Irvine	14
	UC Los Angeles	28
UC Riverside	7	

State	Institution Name	#	
CA	UC San Diego	9	
	UC San Francisco	5	
	UC Santa Barbara	14	
	UC Santa Cruz	6	
	University of La Verne	2	
	University of San Diego	3	
	University of San Francisco	3	
	University of Southern California	14	
	University of the Pacific	2	
	Valley State Prison for Women	1	
CA	Whittier College	1	
	Yosemite High School	1	
	CO	Adams State College	1
		Colorado College	1
Metropolitan State College of Denver		1	
University of Colorado		8	
University of Denver		1	
University of Northern Colorado		1	
CT		Central Connecticut State University	1
		Southern Connecticut State University	1
	University of Connecticut	1	
	Yale University	4	
DC	George Mason University	1	
	Georgetown University	2	
DE	University of Delaware	2	
FL	Florida Atlantic University	1	
	Florida International University	3	
	Florida State University	5	
	Rollins College	2	
	University of Florida	7	
	University of Miami	1	
	University of South Florida	1	
	University of Tampa	1	
	Youth Program Support Services	1	
GA	Georgia Southern University	2	
	Savannah College of Art and Design	1	
	University of Georgia	3	
HI	University of Hawaii	2	
	University of Hawaii at Manoa	2	
IA	Grinnell College	1	
	University of Iowa	12	
	University of Northern Iowa	2	
ID	Boise State University	1	
IL	Dominican University	1	
	Northwestern University	1	
	School of the Art Institute of Chicago	1	
	Southern Illinois University, Edwardsville	1	
	University of Chicago	1	
	University of Illinois	8	
	University of Illinois at Chicago	2	
	University of Illinois, Springfield	1	
	University of Illinois, Urbana	1	

State	Institution Name	#
IN	Ball State University	2
	Butler University	1
	Huntington University	1
	Indiana Institute of Technology	1
	Indiana State University	1
	Indiana University	8
	Purdue University	4
	University of Notre Dame	3
KS	University of Kansas	2
KY	Stage One	1
	University of Kentucky	5
	Western Kentucky University	2
LA	Louisiana State University	2
	Loyola University	1
	Tulane University	1
MA	Babson College	1
	Boston College	1
	Boston University	2
	Brandeis University	1
	Harvard University	10
	Massachusetts Institute of Technology	2
	Northeastern University	1
	Smith College	1
	Suffolk University	1
	Tufts University	1
	University of Massachusetts	2
	University of Massachusetts, Dartmouth	1
	Wellesley College	1
	MD	Johns Hopkins University
University of Maryland		6
ME	Maine College of Art	1
MI	Grand Valley State University	1
	Michigan State University	8
	University of Michigan	6
MN	Macalester College	1
	Minnesota State University	1
	University of Minnesota	7
	Winona State University	1
MO	Central Missouri State University	1
	Missouri Historical Society	1
	Missouri Southern State University	1
	Missouri State University	1
	Truman State University	1
	University of Central Missouri	1
	University of Missouri, Columbia	1
	Washington University in St. Louis	1
MS	Jackson State University	1
	University of Mississippi	1
	University of Southern Mississippi	2
MT	Montana State University	2
	University of Montana	2
NC	Duke University	3
	Guilford College	1
	University of North Carolina	4

State	Institution Name	#	
NC	University of North Carolina at Charlotte	1	
	Western Carolina University	1	
ND	Dickinson State University	1	
	North Dakota State University	1	
NE	University of Nebraska	3	
NH	Dartmouth College	1	
NJ	College of New Jersey	1	
	Princeton University	1	
	Rutgers University	5	
NV	University of Nevada	1	
	University of Nevada, Las Vegas	1	
	University of Reno	1	
NY	Barnard College	1	
	City University of New York	2	
	Columbia University	2	
	Cornell University	2	
	Hofstra University	1	
	Hunter College CUNY	1	
	John Jay College of Criminal Justice	2	
	Long Island Conservatory, SUNY	1	
	New School for Jazz	1	
	New York Institute of Technology	1	
	New York University	3	
	Niagara University	1	
	Rochester Institute of Technology	2	
	School of Visual Arts	1	
	State University of New York	2	
	Stony Brook University	3	
	Syracuse University	2	
	Union College	1	
	University at Albany, SUNY	3	
	University at Buffalo, SUNY	3	
University of Rochester	2		
OH	Bowling Green State University	2	
	Case Western Reserve University	2	
	Cincinnati College	1	
	Cleveland State University	1	
	Kent State University	3	
	Kenyon College	2	
	Miami University of Ohio	1	
	Oberlin College	1	
	Ohio State University	4	
	Ohio University	2	
	The College of Wooster	1	
OK	University of Cincinnati	2	
	University of Toledo	1	
	Wright State University	2	
	Oklahoma State University	1	
	University of Oklahoma	3	
	OR	Lewis and Clark College	2
		Oregon State University	2
		Portland State University	1
		U.S. Environmental Protection Agency	1
		University of Oregon	8

State	Institution Name	#
PA	American Family Theatre	1
	Drexel University	1
	Gettysburg College	1
	Pennsylvania State University	6
	Temple University	3
	University of Pittsburgh	4
RI	Brown University	2
	University of Rhode Island	1
SC	The Citadel, Military College of South Carolina	2
	University of South Carolina	3
SD	Northern State University	1
	University of South Dakota	1
TN	University of Tennessee	4
TX	North Central Texas College	1
	Sam Houston State University	1
	Southern Methodist University	1
	Southwestern University	1
	Stephen F. Austin State University	1
	Texas A&M International University	1
	Texas A&M University	3
	Texas Tech University	4
	University of Houston	2
	University of North Texas	1
	University of Texas	5
	University of Texas, Austin	5
	University of Texas, Dallas	1
	University of Texas, Pan American	3
UT	Southern Utah University	2
	University of Utah	4
	Utah State University	1
	Weber State University	1
VA	Hollins University	1
	James Madison University	2
	Sweet Briar College	1
	University of Virginia	3
	Virginia Polytechnic Institute & State University	2
WA	Central Washington University	1
	Clark College	1
	Seattle University	1
	Skagit Valley College	1
	University of Washington	7
	Washington State University	4
	Western Washington University	1
	Whitman College	1

State	Institution Name	#
WI	Conservatory of Music, Lawrence University	1
	University of Wisconsin	7
	University of Wisconsin - Milwaukee	1
WV	West Virginia University	1
WY	University of Wyoming	1
Outside US	Alfred Wegener Institute for Polar & Marine Research	1
	Beer-Sheva Israel University	1
	Brazilian Center for research in Physics	1
	Cambridge University	1
	Chang Gung University, Taiwan	1
	Duke, Rome	1
	Freie Universitat Berlin	1
	Geoscience Australia, Canberra	1
	Instituto Tecnologico Autonomo	1
	Korean Summer Academy	1
	Kwantlen College University	1
	Massey University	1
	McGill University	3
	McMaster University	2
	Queen's University	1
	Roehampton University	1
	Schulthess Clinic, Switzerland	1
	Universidade Estadual Paulista	1
	University of Alberta	1
	University of Bombay	1
	University of Central England, Birmingham	1
	University of Guelph	1
	University of Kaiserslautern, Germany	1
	University of Melbourne	1
	University of Stuttgart	1
	University of Sunderland	1
	University of Tampere, Finland	1
University of Toronto	2	
University of Twente, Netherlands	1	
University of Western Ontario	1	
University of York	1	
Wageningen University, Netherlands	1	
Yonsei University, Korea	1	