



# 2008 Report on Faculty Recruitment Survey

The California State University

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## **Introduction**

This report is the 21st annual report on the recruitment of tenure track faculty on the twenty-three campuses of the California State University (CSU). While the focus is on searches conducted during the 2007-08 academic year for appointments beginning in fall 2008, selected data from prior years are also included for comparative purposes. The information presented is based on survey data that the Office of the Chancellor has collected since 1988 to provide the campuses of the CSU with information about tenure track faculty recruitments. Among areas addressed in the report are the rate of success experienced by campuses in recruiting new faculty and the number of applications received for open positions, as well as demographic characteristics of new tenure-track faculty and their prior employment history. The report also presents information on the recruitment process, including average salaries of new hires, and reasons given for unsuccessful searches. In addition, data on faculty resignations and tenure denials by campus and discipline are reported.

## **Executive Summary**

In the 2007-08 academic year, CSU campuses initiated 981 searches that resulted in 672 appointments, the smallest group since the 2003-04 recruitment year, but still greater than the 21-year average of approximately 600 new faculty per year. The overall success rate of searches fell to 69%. In searches that were concluded successfully, the campus's first choice accepted the appointment approximately 85% of the time. Success rates by discipline varied from a low of 42% in family and consumer sciences to a high of 100% in architecture.

Starting salaries for new faculty continued to climb; the average for new assistant professors was \$66,158 (an increase of 3.9% over 2007) and the average for all new appointments was \$69,431 (an increase of 4.0% compared to 2007.) Although California continues to provide the largest number of new recruits (about 41%), new hires came from 44 states and 36 different institutions from outside the United States. About 19% of new appointees came from other positions within the CSU, including 13% who were hired into tenure track positions after serving as lecturers on the same campus. Women constituted 49% of new tenure-track faculty, while 32% were members of minority groups.

The vast majority of faculty members appointed to the tenure track in recent years have experienced success, as evidenced by a rate of denial of tenure and non-reappointment of slightly more than 1%. In 2007-08, the rate of resignation of tenured and probationary faculty declined slightly for the second year in a row, to 1.9%. As has been the case in the past, most resignations occurred among faculty members who are still in the probationary period, but the proportion of that group resigning also continued to decline, from 5.4% in 2005-06 to 4.6% in 2007-08.

# Searches and Appointments

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Over the past 21 years, the CSU has attempted 17,715 searches for tenure-track faculty; these searches have resulted in 12,538 appointments, or approximately 600 new hires per year. As seen in Figure 1 and Table 1, tenure-track hiring in the CSU tracks closely with the health of the CSU's budget, and the downturns in the early 1990s and the early part of this decade are apparent in the hiring data; the single smallest group of new faculty over the 21 years of available data joined the CSU in the fall of 1993, when only 184 new appointments were made across the system, while the class of 2004 was smaller than any incoming group since 1997. The worsening economic climate in 2007-08 undoubtedly contributed to the 13% decline in recruitments from 2006-07 to 2007-08, as well as the 21% decline in new appointments.

Despite the addition of more than 12,000 new tenure-track faculty members in 21 years, the total number of tenured and probationary faculty has hovered between 10,000 and 11,000 over the entire period, and in fact there were 4.5% fewer tenured and probationary faculty members in the fall of 2008 compared to the fall of 1990. Thus, the historical pace of hiring is only sufficient to maintain the tenured and probationary faculty population at its current size.

**Figure 1. Tenure Track Faculty Searches, Fall 1988-2008**

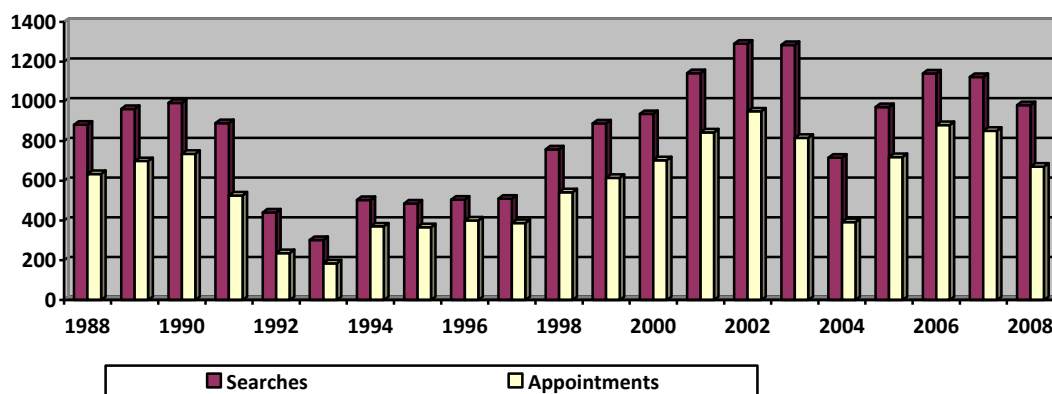


Table 1 provides the actual number of searches and appointments by year, along with success rates. Note that success rates, in general, also fall in times of budget crisis, which appears to be a consequence of searches being cancelled for budgetary reasons. Consistent with this tendency, search success fell to 69% in 2007-08. 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 six years when positions left unfilled for budgetary reasons are excluded. Under these assumptions, the success rate of searches over the six year period is well above 70%.

**Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2008**

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%
2008	981	672	69%

**Table 2. Tenure Track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2003-2008**

	2003	2004	2005	2006	2007	2008
Searches	1,132	530	949	1,131	1,102	833
Appointments	817	393	720	882	852	672
Success Rate	72%	74%	76%	78%	77%	81%

Table 3 presents the 5-year history of new appointments on each of the 23 campuses. The cumulative number of new tenure-track appointments from 2004 through 2008 was 3,519. The number of new appointments varies considerably from campus to campus and from year to year, reflecting campus size, demographics, fiscal situation, and local needs. Despite this pace of hiring, the percentage of full-time tenure-track faculty who are probationary has remained roughly constant at about 32%, as has the total number of probationary faculty. Over the same period of time, the total number of instructional faculty grew steadily from 2004 through 2007 but experienced a decline in 2008. As a consequence of a decrease in non-tenure-track faculty from fall 2007 to fall 2008, the percentage of all instructional faculty (by full-time equivalent) who are tenure-track, which had reached an historic low of 61.1% in 2007, increased slightly to 62.1% in fall 2008.

**Table 3. Tenure Track Faculty Appointments by Campus, Fall 2004-2008**

	Fall 04	Fall 05	Fall 06	Fall 07	Fall 08	5-Yr. Total
Bakersfield	6	26	17	10	4	63
Channel Islands	0	12	13	15	7	47
Chico	9	24	40	39	37	149
Dominguez Hills	30	31	9	23	2	95
East Bay	17	27	40	30	39	153
Fresno	17	44	62	63	41	227
Fullerton	9	65	90	83	57	304
Humboldt	12	18	28	7	13	78
Long Beach	23	48	77	77	37	262
Los Angeles	16	30	22	26	30	124
Maritime Academy	4	2	4	4	3	17
Monterey Bay	13	4	19	10	6	52
Northridge	47	16	50	52	45	210
Pomona	11	44	42	52	16	165
Sacramento	40	30	35	21	45	171
San Bernardino	7	15	39	31	23	115
San Diego	23	58	79	54	49	263
San Francisco	38	48	68	83	51	288
San Jose	17	71	38	43	56	225
San Luis Obispo	36	51	64	63	64	278
San Marcos	5	10	11	21	14	61
Sonoma	1	25	16	19	19	80
Stanislaus	12	21	19	26	14	92
<b>Total All Campuses Appointments</b>	<b>393</b>	<b>720</b>	<b>882</b>	<b>852</b>	<b>672</b>	<b>3,519</b>
<b>Total All Campuses Searches</b>	<b>717</b>	<b>971</b>	<b>1,141</b>	<b>1,124</b>	<b>981</b>	<b>4,934</b>
<b>Success Rate (Appts/Searches)</b>	<b>55%</b>	<b>74%</b>	<b>77%</b>	<b>76%</b>	<b>69%</b>	<b>71%</b>

Table 4 examines the success of each campus in attracting applicants and completing tenure track searches in 2007-08. 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 reporting 100% success in completing searches in 2007-08 (Los Angeles, Pomona, and San Bernardino) were among the top three most successful campuses in 2006-07. Likewise, two of the three campuses with the lowest rates of completion of searches in 2007-008 were not among the lowest-ranked campuses in 2006-07. The exception is Channel Islands, which has typically reported successfully completing a substantially lower percentage of searches than the system average over its brief history. 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 2008**

Campus	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	5	4	80%	92	18
Channel Islands	24	7	29%	1,179	49
Chico	52	37	71%	1,346	26
Dominguez Hills	8	2	25%	118	15
East Bay	47	39	83%	1,932	41
Fresno	61	41	67%	1,582	26
Fullerton	83	57	69%	3,709	45
Humboldt	18	13	72%	314	17
Long Beach	68	37	54%	2,745	40
Los Angeles	30	30	100%	1,089	36
Maritime Academy	5	3	60%	93	19
Monterey Bay	8	6	75%	226	28
Northridge	65	45	69%	2,301	35
Pomona	16	16	100%	806	50
Sacramento	64	45	70%	2,281	36
San Bernardino	23	23	100%	2,506	109
San Diego	92	49	53%	3,309	36
San Francisco	75	51	68%	3,434	46
San Jose	80	56	70%	3,544	44
San Luis Obispo	76	64	84%	4,708	62
San Marcos	18	14	78%	539	30
Sonoma	32	19	59%	1,551	48
Stanislaus	31	14	45%	597	19
<b>All Campuses</b>	981	672	69%	40,001	41

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. This effect accounts for the dramatically higher number of applications per search reported at CSU San Bernardino, where one pool of 522 applicants in English and Literature produced four new hires. The unusually large pool has been counted four times in the average for the campus, instead of once. Across the system, 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 for multiple positions from the same search, as many as 62 searches were for multiple positions, and 82 *additional* faculty members were hired from these 62 searches. These searches generally produced larger numbers of applications (an average of 65 applications per search) than the overall average, suggesting that position descriptions may have been written broadly with the intent of producing large pools and multiple hires, or that campuses took advantage of the opportunity presented by strong candidate pools to bring in additional new faculty. When searches for multiple positions are factored in, the average number of applicants per search system-wide drops to around 37 instead of the 41 presented in Table 4. Applying the same correction to CSU San Bernardino yields an estimated average of about 55 applications per search pool.

In Table 5, we present the success rate and number of applications by academic discipline. The disciplines reporting the least success in filling open positions were family and consumer science,

education, and mathematics and computer science. As was true in 2006-07, campuses experienced success at about the average for all disciplines in recruiting new faculty in business and management fields, despite continued escalation of starting salaries.

While there is striking variability in the average number of applications per search, ranging from a high of 133 in mathematics and computer science to a low of 11 in health sciences, pool size does not seem to be closely correlated with lower rates of success in completing searches.

**Table 5. Tenure Track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2008**

	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	14	12	86%	216	15
Architecture	11	11	100%	575	52
Business/Management	116	81	70%	5,263	45
Communications	46	31	67%	1,052	23
Education	129	76	59%	1,781	14
Engineering	66	42	64%	2,808	43
Family/Consumer Sciences	12	5	42%	143	12
Fine Arts	68	45	66%	2,729	40
Health Sciences	93	60	65%	1,054	11
Letters/Humanities	67	45	67%	6,475	97
Math/Computer Science	29	18	62%	3,866	133
Natural Sciences	101	74	73%	4,415	44
Public Affairs	56	44	79%	997	18
Social Sciences	173	128	74%	8,627	50
<b>All Disciplines</b>	981	672	69%	40,001	41

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. Application pools for tenure track searches in nursing continue to be extremely small – only 4 applications per search were reported in 2007-08. In spite of this, campuses filled 61% of vacant nursing positions. Searches in two other health science fields, communication disorders and physical therapy, also produced single-digit pools. Mathematics (165 applications per search), economics (138), computer science (128), and English (122) led the way with the most applications per search in 2007-08.



# Faculty Diversity

## The California State University

A campus-by-campus breakdown of the gender and ethnicity of new tenure-track hires is presented in Table 6. Slightly less than half (49%) of all new hires were female; a roughly equal split between men and women has been reported for the past several years. In 2008, the campuses with the largest proportion of new hires who were members of minority groups were Channel Islands, where six out of seven new appointees were members of minority groups, Pomona, with 56.3% minority hires, and Fresno, with 53.7%. By comparison, the system average was 32.5%, a slight increase compared to 2007. Two campuses (Humboldt and Stanislaus) reported more than 50% of new hires as white males.

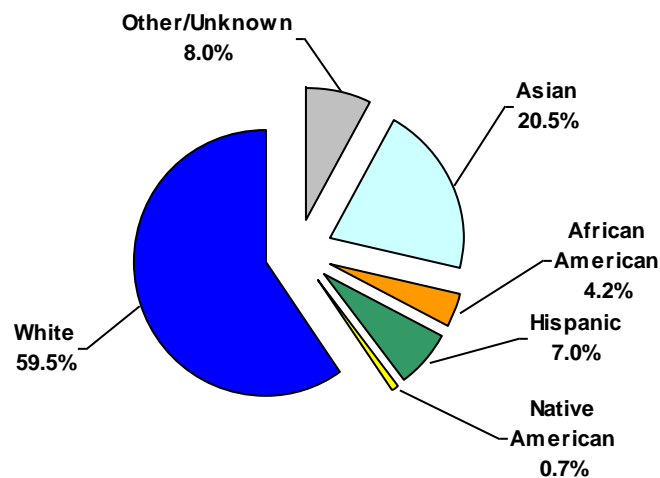
**Table 6. Gender and Ethnicity of New Tenure Track Faculty by Campus, Fall 2008**

	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Bakersfield	4	25.0%	0%	50.0%	25.0%	0%
Channel Islands	7	0%	57.1%	28.6%	14.3%	0%
Chico	37	37.8%	10.8%	8.1%	40.5%	2.7%
Dominguez Hills	2	0%	0%	100%	0%	0%
East Bay	39	23.1%	20.5%	15.4%	41.0%	0%
Fresno	41	19.5%	31.7%	22.0%	24.4%	2.4%
Fullerton	57	38.6%	22.8%	10.5%	28.1%	0%
Humboldt	13	53.8%	15.4%	0%	23.1%	7.7%
Long Beach	37	32.4%	5.4%	29.7%	21.6%	10.8%
Los Angeles	30	20.0%	20.0%	20.0%	30.0%	10.0%
Maritime Academy	3	100%	0%	0%	0%	0%
Monterey Bay	6	33.3%	16.7%	16.7%	33.3%	0%
Northridge	45	31.1%	13.3%	17.8%	35.6%	2.2%
Pomona	16	37.5%	25.0%	31.3%	6.3%	0%
Sacramento	45	28.9%	20.0%	20.0%	22.2%	8.9%
San Bernardino	23	17.4%	13.0%	13.0%	52.2%	4.3%
San Diego	49	24.5%	14.3%	12.2%	34.7%	14.3%
San Francisco	51	17.6%	15.7%	17.6%	31.4%	17.6%
San Jose	56	28.6%	14.3%	14.3%	26.8%	16.1%
San Luis Obispo	64	40.6%	12.5%	7.8%	26.6%	12.5%
San Marcos	14	28.6%	14.3%	35.7%	21.4%	0%
Sonoma	19	36.8%	5.3%	5.3%	31.6%	21.1%
Stanislaus	14	57.1%	7.1%	7.1%	21.4%	7.1%
Percent of Total	100%	30.2%	16.4%	16.1%	29.3%	8.0%
<b>All Campuses</b>	672	203	110	108	197	54

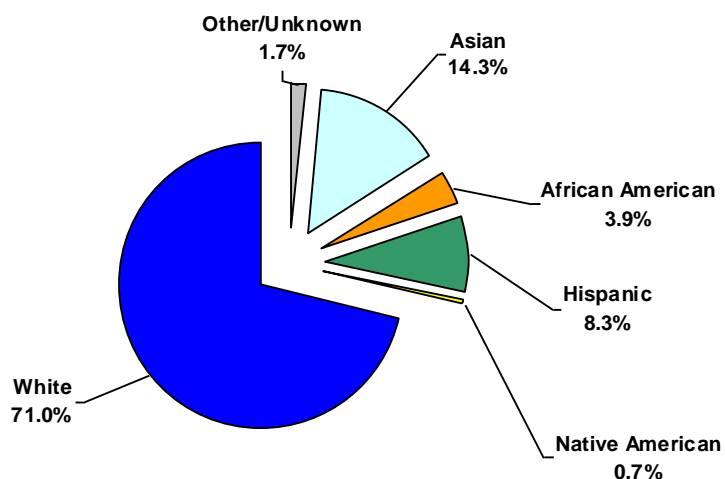
Figures 2 and 3 offer a graphical representation of the ethnic breakdown of new appointees and full-time tenured faculty, respectively, as of fall 2008. While non-minority faculty constitute only 60% of new hires (compared to 71% of tenured faculty), this number has some uncertainty as ethnicity was not identified for 8.0% of new hires; by comparison, ethnicity was identified for all but 1.7% of tenured faculty. The overall percentage of minority faculty among new hires was 32.5%, compared to 27.2% of tenured faculty. The percentage of Asian faculty among new hires (20.5%) 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 degrees and Hispanics earned 4.9%. Among CSU new faculty hires, the proportion who were Asian (20.5%) and Hispanic (7.0%) exceeded the percentages in the national survey, while the percentage of new hires who were African American (4.2%) lagged behind the national figures.

**Figure 2. Tenure Track Faculty Appointments by Ethnicity, Fall 2008**



**Figure 3. Full Time Tenured Faculty by Ethnicity, Fall 2008**



Note that the SED reports ethnicity only for United States citizens. The data on ethnicity reported by the campuses does not necessarily distinguish among citizens, permanent residents, and other non-citizens. The percentage of new doctorates awarded to non-U. S. citizens has been trending upwards for almost 30 years.

Campuses have provided anecdotal reports that increasing numbers of new faculty hires in recent years are non-citizens. In the 2007-08 survey, for the first time, campuses were asked to report the citizenship status of new tenure-track faculty members. Table 7 provides a breakdown of the responses. Non-immigrant aliens comprised 17% of all new faculty appointments. By comparison, in 2007, about 34% of all doctoral degrees granted in the United States were earned by temporary visa holders.

**Table 7. Citizenship Status of New Tenure Track Faculty, Fall 2008**

Citizenship	Appointments	Percentage of Total
U.S. Citizen	523	77.8%
Permanent Resident	33	4.9%
Non-Immigrant Alien	114	17.0%
Unknown	2	0.3%
Total	672	100%

**Table 8. Citizenship Status of New Tenure Track Faculty by Discipline, Fall 2008**

Discipline	Appointments	US Citizen	Permanent Resident	Non-Immigrant Alien	Other/Unknown
Agriculture	12	75.0%	0.0%	25.0%	0%
Architecture	11	90.9%	0.0%	9.1%	0%
Business/Management	81	49.4%	8.6%	42.0%	0%
Communications	31	74.2%	3.2%	22.6%	0%
Education	76	94.7%	3.9%	1.3%	0%
Engineering	42	61.9%	9.5%	23.8%	4.8%
Family/Consumer Sciences	5	60.0%	20.0%	20.0%	0%
Fine Arts	45	93.3%	2.2%	4.4%	0%
Health Sciences	60	91.7%	3.3%	5.0%	0%
Letters/Humanities	45	84.4%	2.2%	13.3%	0%
Math/Computer Science	18	66.7%	5.6%	27.8%	0%
Natural Sciences	74	73.0%	8.1%	18.9%	0%
Public Affairs	44	70.5%	9.1%	20.5%	0%
Social Sciences	128	84.4%	1.6%	14.1%	0%
<b>All Disciplines</b>	<b>672</b>	<b>77.8%</b>	<b>4.9%</b>	<b>17.0%</b>	<b>0.3%</b>

Table 8 presents a breakdown of citizenship status of new tenure-track faculty by academic discipline. Dramatic differences exist among disciplines. Only 49% of new appointees in business and management fields and 62% of new appointees in engineering were US citizens, whereas US citizens comprised more

than 90% of new hires in education, the fine arts, and health sciences. The Survey of Earned Doctorates does not present statistics for all fields; however, to the extent that these data are available, they are consistent with CSU trends. Thus, in 2007 only 29% of engineering doctorates were awarded to U. S. citizens, while 80% of doctorates in education were awarded to U. S. citizens.

Table 9 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. In 2007-08, no campus reported hiring more than four new African American faculty members or more than six Hispanic faculty members.

**Table 9. Ethnicity of New Tenure Track Faculty by Campus, Fall 2008**

	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Bakersfield	4	50.0%	0%	0%	50.0%	0%
Channel Islands	7	42.9%	0%	42.9%	85.7%	0%
Chico	37	10.8%	2.7%	5.4%	18.9%	2.7%
Dominguez Hills	2	100%	0%	0%	100%	0%
East Bay	39	28.2%	2.6%	5.1%	35.9%	0%
Fresno	41	41.5%	7.3%	4.9%	53.7%	2.4%
Fullerton	57	21.1%	3.5%	8.8%	33.3%	0%
Humboldt	13	0%	7.7%	7.7%	15.4%	7.7%
Long Beach	37	27.0%	5.4%	2.7%	35.1%	10.8%
Los Angeles	30	16.7%	3.3%	20.0%	40.0%	10.0%
Maritime Academy	3	0%	0%	0%	0%	0%
Monterey Bay	6	16.7%	0%	16.7%	33.3%	0%
Northridge	45	15.6%	8.9%	6.7%	31.1%	2.2%
Pomona	16	37.5%	6.3%	12.5%	56.3%	0%
Sacramento	45	26.7%	2.2%	11.1%	40.0%	8.9%
San Bernardino	23	17.4%	4.3%	4.3%	26.1%	4.3%
San Diego	49	12.2%	4.1%	8.2%	26.5%	14.3%
San Francisco	51	19.6%	2.0%	7.8%	33.3%	17.6%
San Jose	56	23.2%	0%	5.4%	28.6%	16.1%
San Luis Obispo	64	14.1%	3.1%	1.6%	20.3%	12.5%
San Marcos	14	21.4%	14.3%	7.1%	50.0%	0%
Sonoma	19	5.3%	5.3%	0%	10.5%	21.1%
Stanislaus	14	0%	14.3%	0%	14.3%	7.1%
Percent of Total		20.5%	4.2%	7.0%	32.4%	8.0%
<b>All Campuses</b>	<b>672</b>	<b>138</b>	<b>28</b>	<b>47</b>	<b>218</b>	<b>54</b>

Tables 10 and 11 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 evenly split between men and women, significant differences exist among disciplines. New engineering hires were 81% male, while new hires in the health sciences were 78% female. These overall percentages include individuals whose ethnicity is reported as “other/unknown” in Table 10, but whose gender was reported. The gender distribution of new CSU faculty by discipline 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.

**Table 10. Gender and Ethnicity of New Tenure Track Faculty by Discipline, Fall 2008**

	<b>Appointments</b>	<b>White Males</b>	<b>Minority Males</b>	<b>Minority Females</b>	<b>White Females</b>	<b>Other/Unknown</b>
Agriculture	12	25.0%	8.3%	8.3%	33.3%	25.0%
Architecture	11	54.5%	0%	9.1%	27.3%	9.1%
Business/Management	81	25.9%	32.1%	21.0%	13.6%	7.4%
Communications	31	22.6%	22.6%	29.0%	22.6%	3.2%
Education	76	22.4%	11.8%	15.8%	40.8%	9.2%
Engineering	42	35.7%	33.3%	9.5%	7.1%	14.3%
Family/Consumer Sciences	5	0%	20.0%	20.0%	60.0%	0%
Fine Arts	45	35.6%	13.3%	8.9%	35.6%	6.7%
Health Sciences	60	10.0%	10.0%	18.3%	53.3%	8.3%
Letters/Humanities	45	42.2%	11.1%	8.9%	26.7%	11.1%
Math/Computer Science	18	50.0%	16.7%	22.2%	11.1%	0%
Natural Sciences	74	43.2%	16.2%	10.8%	21.6%	8.1%
Public Affairs	44	31.8%	15.9%	20.5%	29.5%	2.3%
Social Sciences	128	29.7%	10.2%	18.0%	34.4%	7.8%
Percent of Total		30.2%	16.4%	16.1%	29.3%	8.0%
<b>All Disciplines</b>	672	203	110	108	197	54

**Table 11. Ethnicity of New Tenure Track Faculty by Discipline, Fall 2008**

	<b>Appointments</b>	<b>Asian</b>	<b>African American</b>	<b>Hispanic</b>	<b>Total Minorities</b>	<b>Other/Unknown</b>
Agriculture	12	16.7%	0%	0%	16.7%	25.0%
Architecture	11	9.1%	0%	0%	9.1%	9.1%
Business/Management	81	48.1%	2.5%	2.5%	53.1%	7.4%
Communications	31	32.3%	6.5%	12.9%	51.6%	3.2%
Education	76	18.4%	2.6%	6.6%	27.6%	9.2%
Engineering	42	28.6%	2.4%	9.5%	42.9%	14.3%
Family/Consumer Sciences	5	40.0%	0%	0%	40.0%	0%
Fine Arts	45	13.3%	2.2%	4.4%	22.2%	6.7%
Health Sciences	60	16.7%	3.3%	6.7%	28.3%	8.3%
Letters/Humanities	45	11.1%	2.2%	6.7%	20.0%	11.1%
Math/Computer Science	18	22.2%	16.7%	0%	38.9%	0%
Natural Sciences	74	20.3%	0%	6.8%	27.0%	8.1%
Public Affairs	44	13.6%	13.6%	9.1%	36.4%	2.3%
Social Sciences	128	9.4%	6.3%	10.9%	28.1%	7.8%
Percent of Total		20.5%	4.2%	7.0%	32.4%	8.0%
<b>All Disciplines</b>	672	138	28	47	218	54

Perhaps the most striking statistic from the breakdown of ethnicity by discipline is that 48% of new hires in business fields were identified as Asians. A closer look at this population reveals that of the 38 new

hires in business identified as having Asian ancestry, 28 were either non-immigrant aliens or permanent residents. The Survey of Earned Doctorates does not break out business fields separately in its report on citizenship status of doctoral recipients, so a comparison to the national labor pool is not available.

Over 86% of new tenure track faculty members were hired at the assistant professor rank; 9% were hired as associate professors and 4% as full professors. Individuals at the assistant professor rank were more likely to be female (51% compared to 35% of associate professors and 36% of full professors) and slightly more likely to be members of minority groups (32% compared to 30% of associate and full professors.) Table 12 provides the distribution of new faculty appointments by rank, gender, and ethnicity.

**Table 12. Gender and Ethnicity of Tenure Track Faculty Appointments by Rank, Fall 2008**

	<b>Appointments</b>	<b>Males</b>	<b>Females</b>	<b>Total Minorities</b>
Professor	28	18	10	4
Associate Professor	63	41	22	23
Assistant Professor	581	283	298	191
<b>All Ranks</b>	<b>672</b>	<b>342</b>	<b>330</b>	<b>218</b>

# Faculty Experience

## The California State University

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”. “Experience” in this section is purely based on years since degree completion; the survey did not seek to determine the extent of prior faculty experience of new hires.

Table 13 presents a breakdown of years of post-degree experience by campus. Overall, more than 60% of new faculty joined the CSU with less than 5 years of post-degree experience, and more than 80% had less than 10 years of experience.

**Table 13. 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	0%	50.0%	0%	25.0%	0%	0%	25.0%
Channel Islands	0%	28.6%	14.3%	28.6%	0%	28.6%	0%
Chico	37.8%	27.0%	16.2%	2.7%	8.1%	2.7%	5.4%
Dominguez Hills	50.0%	50.0%	0%	0%	0%	0%	0%
East Bay	38.5%	17.9%	15.4%	15.4%	7.7%	2.6%	2.6%
Fresno	7.3%	48.8%	17.1%	17.1%	4.9%	0%	4.9%
Fullerton	5.3%	61.4%	29.8%	3.5%	0%	0%	0%
Humboldt	0%	61.5%	15.4%	7.7%	7.7%	0%	7.7%
Long Beach	8.1%	64.9%	10.8%	2.7%	2.7%	10.8%	0%
Los Angeles	23.3%	53.3%	10.0%	10.0%	0%	0%	3.3%
Maritime	0%	0%	33.3%	0%	0%	66.7%	0%
Monterey Bay	0%	66.7%	0%	16.7%	0%	16.7%	0%
Northridge	2.2%	60.0%	20.0%	2.2%	8.9%	0%	6.7%
Pomona	18.8%	43.8%	25.0%	0%	12.5%	0%	0%
Sacramento	40.0%	26.7%	24.4%	4.4%	2.2%	0%	2.2%
San Bernardino	21.7%	47.8%	8.7%	13.0%	4.3%	0%	4.3%
San Diego	0%	61.2%	16.3%	6.1%	8.2%	2.0%	6.1%
San Francisco	2.0%	56.9%	15.7%	13.7%	11.8%	0.0%	0%
San Jose	10.7%	60.7%	12.5%	7.1%	1.8%	3.6%	3.6%
San Luis Obispo	0%	59.4%	25.0%	4.7%	3.1%	0%	7.8%
San Marcos	0%	64.3%	21.4%	7.1%	7.1%	0%	0%
Sonoma	10.5%	57.9%	15.8%	5.3%	0%	0%	10.5%
Stanislaus	0%	64.3%	21.4%	7.1%	7.1%	0%	0%
<b>All campuses</b>	<b>12.2%</b>	<b>51.5%</b>	<b>18.0%</b>	<b>7.6%</b>	<b>4.9%</b>	<b>2.1%</b>	<b>3.7%</b>

Percentages add across rows and may not equal 100% due to rounding.

Approximately 12% of all new appointments in fall 2008 went to individuals whose doctorate was not yet completed. This is double the percentage of the prior year. Campus practice in this area varies

considerably. While nine campuses did not hire anyone with ABD status, ABDs accounted for 40% of new appointments at Sacramento, and more than 35% at East Bay and Chico.

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 60% were hired at the associate or full professor rank, and all but one of the individuals hired as full professors had 10 or more years of experience. By contrast, out of 428 individuals with 4 or fewer years of experience (including ABDs), 97% were hired as assistant professors.

In Table 14, years of experience is presented as a function of academic discipline. The pattern of hiring in most disciplines mirrors the overall picture. There were no ABD hires in 2008 in agriculture, architecture, and family and consumer sciences. In the natural sciences, only 2.7% of new appointments went to ABDs; postdoctoral experience is often explicitly required or strongly preferred in tenure-track searches in the sciences. By contrast, almost 26% of new appointees in business entered as ABDs.

**Table 14. 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	0%	66.7%	8.3%	8.3%	16.7%	0%	0%
Architecture	0%	36.4%	36.4%	0%	9.1%	0%	18.2%
Business/Management	25.9%	40.7%	14.8%	9.9%	3.7%	2.5%	2.5%
Communications	19.4%	58.1%	12.9%	0%	6.5%	0%	3.2%
Education	7.9%	44.7%	21.1%	11.8%	10.5%	0%	3.9%
Engineering	7.1%	50.0%	16.7%	9.5%	4.8%	7.1%	4.8%
Family/Consumer Sciences	0%	40.0%	0%	40.0%	20.0%	0%	0%
Fine Arts	2.2%	40.0%	28.9%	11.1%	4.4%	2.2%	11.1%
Health Sciences	15.0%	53.3%	11.7%	8.3%	3.3%	5.0%	3.3%
Letters/Humanities	15.6%	64.4%	6.7%	4.4%	4.4%	0%	4.4%
Math/Computer Science	5.6%	66.7%	16.7%	5.6%	0%	5.6%	0%
Natural Sciences	2.7%	44.6%	33.8%	10.8%	2.7%	4.1%	1.4%
Public Affairs	13.6%	56.8%	11.4%	6.8%	2.3%	2.3%	6.8%
Social Sciences	15.6%	60.2%	16.4%	2.3%	3.9%	0%	1.6%
<b>All Disciplines</b>	<b>12.2%</b>	<b>51.5%</b>	<b>18.0%</b>	<b>7.6%</b>	<b>4.9%</b>	<b>2.1%</b>	<b>3.7%</b>



# Faculty Salaries

## The California State University

Salaries of new tenure track faculty once again increased in 2008 compared to prior years. Table 15 lists the average salaries of all new faculty members by campus, while Table 16 presents average salaries of new assistant professors by discipline. These averages may be misleading in cases where the number of new hires on a campus was quite small; in particular, Dominguez Hills made only two appointments, and both were in accounting, one of the highest-paid fields. In addition to Dominguez Hills, two other campuses (Bakersfield and Channel Islands) reported starting salaries exceeding \$80,000. This is the first year in its history (aside from 2004, when the campus made no new appointments) that Channel Islands has not reported the highest average starting salaries in the system. The system average of \$69,431 was an increase of 4.0% over 2007 and 7.6% over the past two years.

**Table 15. Average Salaries of New Tenure Track Faculty by Campus, Fall 2008.**

	Average Salaries
Bakersfield	\$83,127
Channel Islands	\$83,661
Chico	\$60,513
Dominguez Hills	\$96,240
East Bay	\$75,366
Fresno	\$64,349
Fullerton	\$71,058
Humboldt	\$58,297
Long Beach	\$73,829
Los Angeles	\$68,555
Maritime Academy	\$75,532
Monterey Bay	\$63,174
Northridge	\$66,528
Pomona	\$75,543
Sacramento	\$61,955
San Bernardino	\$65,595
San Diego	\$78,245
San Francisco	\$75,873
San Jose	\$70,034
San Luis Obispo	\$68,338
San Marcos	\$66,499
Sonoma	\$62,240
Stanislaus	\$65,482
<b>All Campuses</b>	<b>\$69,431</b>

**Table 16. Average Salaries of New Assistant Professors by Discipline, Fall 2008.**

Discipline	Average Salaries
Agriculture	\$62,287
Architecture	\$65,575
Business/Management	\$92,379
Communications	\$60,449
Education	\$63,517
Engineering	\$72,905
Family/Consumer Sciences	\$64,820
Fine Arts	\$60,335
Health Sciences	\$67,110
Letters/Humanities	\$58,055
Math/Computer Science	\$61,417
Natural Sciences	\$63,836
Public Affairs	\$62,235
Social Sciences	\$61,174
<b>All Disciplines</b>	<b>\$66,158</b>

Average salaries offered to new assistant professors varied substantially depending on the discipline. Salaries in business and management jumped 9.9% from 2007 to 2008, reaching \$92,379. This is 59% higher than the average salaries in letters and humanities, the discipline with the lowest starting salaries. Salaries for assistant professors in all non-business disciplines averaged \$63,026, which was an increase of only 3.0% over the prior year. The collective bargaining agreement that became effective May 2007

raised the maximum permissible salaries for assistant professors by 20%. This increase allowed campuses much greater freedom to match the demands of the market in business fields and may have contributed to the dramatic increase from fall 2007 to fall 2008. Appendix B provides a detailed breakdown of salaries by sub-discipline.

In Table 17, we provide the average salaries of new faculty by rank. The overall distribution of new appointments by rank is quite similar to the distribution in recent years. In last year's report, we noted that the average salaries of new full professors in particular may have been inflated because some of these appointments were to department chair or other leadership positions, and may have been 12-month rather than academic year appointments. For the first time in 2008, we asked campuses to report whether new appointments were made on an academic year or 12-month basis. It does appear that a significant proportion of full professors were appointed in 12-month classifications, and at concomitantly higher salaries. The average academic year salary for new full professors (\$100,680) is 6.1% greater than the average salary for all full-time academic year full professors in fall 2008, as reported in the 2008 Profile of CSU Employees (<https://www.calstate.edu/hr/employee-profile/faculty/salary.shtml>). Average salaries of new associate professors exceeded the average salary of all associate professors in fall 2007 by 6.9%. By contrast, the average salary of new assistant professors in fall 2007 was about 1.7% lower than that of all assistant professors. This is the second year in a row that salaries for new assistant professors were slightly below those of continuing assistant professors.

**Table 17. Average Salaries of New Faculty by Rank, Fall 2008**

<b>Rank</b>	<b>Appointments</b>	<b>Average Salary</b>	<b>AY count</b>	<b>AY Average Salary</b>	<b>12 month count</b>	<b>12 month Average Salary</b>
Professor	28	\$107,427	16	\$100,680	12	\$116,423
Associate Professor	63	\$82,728	59	\$82,134	4	\$91,491
Assistant Professor	581	\$66,158	565	\$66,193	16	\$64,926
<b>All Ranks</b>	672	\$69,431	640	\$68,524	32	\$87,558

# 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 18 summarizes the results.

**Table 18. Sources of New Tenure Track Faculty, Fall 2008**

	<b>Appointments</b>	<b>Percent of Total</b>
Non-CSU Higher Education	479	71.3%
Campus Lecturer	88	13.1%
Other CSU	38	5.7%
Other/unknown	67	10.0%
<b>All Appointments</b>	672	

The category of “other/unknown” increased from 6% in 2007 to 10% in 2008. “Other” encompasses a wide variety of prior employers, including research institutes, public agencies, schools, hospitals, and private sector employers. New faculty came from such national and international organizations as the International Monetary Fund, the National Academy of Sciences, and the National Institute of Environmental Health Sciences.

Table 19 reports the percentage of new tenure-track faculty whose previous position had been as lecturer on the appointing campus. This percentage increased in fall 2008 to 13.1% (compared to 10.7% in fall 2007), the first such increase since fall 2003. By contrast, about 23% of new faculty in 1998 had previously worked as campus lecturers.

**Table 19. Percent of New Tenure Track Appointments from Campus Lecturers, 2003 to 2008**

<b>Year</b>	2008	2007	2006	2005	2004	2003
<b>% Campus Lecturers</b>	13.1%	10.7%	11.9%	13.5%	13.5%	15.9%

In Table 20, sources of new tenure track faculty are broken out by discipline. Again, caution is necessary in interpreting results when the total number of appointments is low. Table 21 presents sources of tenure track faculty on each campus. San Luis Obispo had the highest number of individuals who moved from lecturer to tenure-track appointments (11 out of 64).

New CSU faculty members came from 44 states and 36 different international universities and research organizations. Appendix C consists of a list of prior employers of new CSU hires. California institutions accounted for 41% of new hires. Sixty-two new faculty members came from the University of California.

**Table 20. Sources of New Tenure Track Faculty by Discipline, Fall 2008**

Discipline	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	12	75.0%	8.3%	8.3%	8.3%
Architecture	11	27.3%	36.4%	0%	36.4%
Business/Management	81	88.9%	3.7%	2.5%	4.9%
Communications	31	80.6%	6.5%	6.5%	6.5%
Education	76	59.2%	22.4%	7.9%	10.5%
Engineering	42	69.0%	11.9%	2.4%	16.7%
Family/Consumer Sci	5	40.0%	0%	20.0%	40.0%
Fine Arts	45	55.6%	24.4%	11.1%	8.9%
Health Sciences	60	58.3%	23.3%	5.0%	13.3%
Letters/Humanities	45	80.0%	11.1%	4.4%	4.4%
Math/Computer Science	18	88.9%	0%	11.1%	0%
Natural Sciences	74	75.7%	5.4%	2.7%	16.2%
Public Affairs	44	68.2%	20.5%	2.3%	9.1%
Social Sciences	128	75.0%	10.2%	7.8%	7.0%
Percent of Total		71.3%	13.1%	5.7%	10.0%
<b>All Disciplines</b>	672	479	88	38	67

**Table 21. Sources of New Tenure Track Faculty by Campus, Fall 2008**

Campus	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	4	100%	0%	0%	0%
Channel Islands	7	57.1%	14.3%	0%	28.6%
Chico	37	86.5%	8.1%	2.7%	2.7%
Dominguez Hills	2	100%	0%	0%	0%
East Bay	39	61.5%	17.9%	12.8%	7.7%
Fresno	41	63.4%	14.6%	9.8%	12.2%
Fullerton	57	73.7%	10.5%	7.0%	8.8%
Humboldt	13	61.5%	23.1%	7.7%	7.7%
Long Beach	37	70.3%	10.8%	8.1%	10.8%
Los Angeles	30	63.3%	6.7%	6.7%	23.3%
Maritime Academy	3	33.3%	0%	33.3%	33.3%
Monterey Bay	6	50.0%	50.0%	0%	0%
Northridge	45	75.6%	4.4%	6.7%	13.3%
Pomona	16	81.3%	12.5%	0%	6.3%
Sacramento	45	77.8%	20.0%	2.2%	0%
San Bernardino	23	91.3%	8.7%	0%	0%
San Diego	49	79.6%	16.3%	2.0%	2.0%
San Francisco	51	72.5%	9.8%	9.8%	7.8%
San Jose	56	67.9%	12.5%	8.9%	10.7%
San Luis Obispo	64	57.8%	17.2%	1.6%	23.4%
San Marcos	14	78.6%	7.1%	0%	14.3%
Sonoma	19	84.2%	10.5%	0%	5.3%
Stanislaus	14	50.0%	28.6%	7.1%	14.3%
<b>All Campuses</b>	672	479	88	38	67

# 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.

Twenty-three faculty members (3.4%) were hired with tenure in fall 2008, including 6 associate professors and 17 full professors. Eight full professors did not receive any credit toward the probationary period. In Table 22, 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 158 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 22. Percent of New Appointees Receiving Tenure or Service Credit, Fall 2008**

Campus	Percent Receiving Service Credit or Tenure
Bakersfield	0%
Channel Islands	14.3%
Chico	37.8%
Dominguez Hills	0%
East Bay	48.7%
Fresno	24.4%
Fullerton	10.5%
Humboldt	46.2%
Long Beach	27.0%
Los Angeles	13.3%
Maritime Academy	0%
Monterey Bay	16.7%
Northridge	15.6%
Pomona	12.5%
Sacramento	17.8%
San Bernardino	17.4%
San Diego	10.2%
San Francisco	23.5%
San Jose	21.4%
San Luis Obispo	29.7%
San Marcos	21.4%
Sonoma	47.4%
Stanislaus	42.9%
<b>All Campuses</b>	<b>23.5%</b>

San Diego led all campuses with five new faculty members appointed with tenure, but otherwise did not offer credit toward probation. Three campuses (East Bay, Humboldt, and Sonoma) provided service credit or tenure to nearly half of all new appointees.

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) offered as part of a start-up package, including reductions extending beyond the first probationary year. Campuses were asked to report the total number of WTU provided, regardless of source of funding. In fall 2008, 20% of new faculty members did not receive any workload reduction (compared to 22% in 2007). Campuses reported that 48% of new hires received workload reductions for the first year only, while 21% received reductions over the first two years, and 11% received workload reductions for 3 or more years. Overall, the median workload reduction was 6 WTU and the average reduction was 9.4 WTU; for those who received workload reductions, the median reduction was 8 WTU and the average was 11.8 WTU. Table 23 displays the distribution of workload reduction, in total WTU, reported by the campuses.

**Table 23. Workload Reduction Offered to New Tenure Track Faculty, Fall 2008**

<b>Workload reduction (WTU)</b>	<b>0</b>	<b>1 - 3</b>	<b>4 - 6</b>	<b>7 - 9</b>	<b>10 - 12</b>	<b>&gt;12</b>
<b>% of New Faculty</b>	20%	12%	26%	6%	18%	19%

More than 72% of new faculty members received start-up funding. Such funding 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 been trending upward and increased again in fall 2008, as did the average amount awarded.

Start-up funding practices continue to vary dramatically by discipline, as seen in Table 22; the average award in the natural sciences was over \$72,000, compared to about \$29,000 in engineering, which had the second-highest average awards. Only one of the 74 new appointees in the natural sciences did not receive start-up funding, and 54% of start-up funds went to new faculty in the natural sciences. When the natural sciences are excluded, the average award to those receiving funds falls to \$9,093. Because not all individuals received start-up funds, Table 22 reports both the average obtained when all new hires are included, regardless of whether they received funding, and the average award made to those who received funds.

**Table 24. Start-Up Funding Offered to New Tenure Track Faculty by Discipline, Fall 2008**

<b>Discipline</b>	<b>Average start-up funds</b>	<b>Average (of those receiving funds)</b>
Agriculture	\$8,525	\$17,050
Architecture	\$6,836	\$6,836
Business/Management	\$8,557	\$11,001
Communications	\$1,277	\$3,046
Education	\$4,400	\$6,430
Engineering	\$22,220	\$28,280
Family/Consumer Sciences	\$3,282	\$8,205
Fine Arts	\$840	\$1,890
Health Sciences	\$11,697	\$19,495
Letters/Humanities	\$2,719	\$3,707
Math/Computer Science	\$12,551	\$13,289
Natural Sciences	\$71,216	\$72,192
Public Affairs	\$4,501	\$6,002
Social Sciences	\$7,409	\$9,983
<b>All Disciplines</b>	<b>\$14,432</b>	<b>\$19,915</b>

In Table 25, 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. In 2008, three campuses made no awards of start-up funds. San Diego offered the highest average start-up awards when all new appointees were considered; however, when only those faculty members receiving support were included, Northridge provided the highest average awards at \$72,459.

**Table 25. Start-Up Funding Offered to New Tenure Track Faculty by Campus, Fall 2008**

<b>Campus</b>	<b>Average start-up funds</b>	<b>Average (of those receiving funds)</b>	<b>Median (of those receiving funds)</b>
Bakersfield	-	-	-
Channel Islands	\$2,429	\$8,500	\$8,500
Chico	\$6,753	\$11,358	\$2,500
Dominguez Hills	-	-	-
East Bay	\$8,742	\$8,742	\$3,300
Fresno	\$16,183	\$28,848	\$10,000
Fullerton	\$18,016	\$20,957	\$7,500
Humboldt	\$13,438	\$13,438	\$4,000
Long Beach	\$18,000	\$21,485	\$9,624
Los Angeles	\$13,830	\$23,049	\$6,778
Maritime Academy	-	-	-
Monterey Bay	\$2,000	\$2,000	\$2,000
Northridge	\$28,984	\$72,459	\$9,700
Pomona	\$2,388	\$2,388	\$2,500
Sacramento	\$6,127	\$9,190	\$7,000
San Bernardino	\$4,104	\$4,104	\$4,000
San Diego	\$32,530	\$37,069	\$12,000
San Francisco	\$26,847	\$48,900	\$12,000
San Jose	\$10,821	\$20,897	\$10,000
San Luis Obispo	\$8,292	\$9,650	\$4,000
San Marcos	\$12,613	\$14,715	\$6,250
Sonoma	\$5,789	\$6,471	\$1,000
Stanislaus	\$2,404	\$2,589	\$1,994
<b>All Campuses</b>	<b>\$14,432</b>	<b>\$19,915</b>	<b>\$5,000</b>

Most campuses offer support for moving expenses to new faculty members, subject to CSU policies on allowable moving and relocation expenses. About 71% of all new faculty members received such support in fall 2008. Table 26 lists the moving expense awards by campus, averaged over all appointments as well as over those who received funds.

For fall 2007, we reported a total investment in support for new tenure-track faculty, based on data reported in this survey, of about \$19.8 million. Campus support for new tenure track faculty in fall 2008 was even more substantial. The combined value of start-up funding offered to new appointees across the system was approximately \$9.7 million, while awards for moving expenses totaled approximately \$1.9 million. The combined workload reductions were the equivalent of 195 positions; using the estimated cost of replacing these positions as the minimum salary for assistant professors, which was \$49,692 in fall 2008, the total value of workload reductions was more than \$9.7 million. The total investment of

\$21.3 million averages to approximately \$31,700 per new tenure track faculty member, compared to about \$23,000 per new hire in fall 2007. The increase may be partly attributed to the inclusion of workload reductions beyond the first year in this year's report, but also reflects an increasing proportion of new hires who receive support in some form. It should also be noted that this survey does not capture campus investments in orientations and other professional development programs offered to new faculty.

**Table 26. Moving Expenses Awarded to New Tenure Track Faculty by Campus, Fall 2008**

<b>Campus</b>	<b>Average</b>	<b>Average of those receiving funds</b>
Bakersfield	\$2,750	\$2,750
Channel Islands	\$3,857	\$4,500
Chico	\$2,686	\$2,924
Dominguez Hills	\$5,364	\$5,364
East Bay	\$2,153	\$3,650
Fresno	\$2,817	\$3,850
Fullerton	\$2,789	\$3,877
Humboldt	\$1,908	\$2,255
Long Beach	\$3,575	\$5,088
Los Angeles	\$2,043	\$3,065
Maritime Academy	\$2,667	\$2,667
Monterey Bay	\$1,125	\$2,250
Northridge	\$3,013	\$4,374
Pomona	\$3,438	\$4,583
Sacramento	\$1,948	\$3,022
San Bernardino	\$3,098	\$4,191
San Diego	\$3,102	\$4,343
San Francisco	\$2,766	\$4,864
San Jose	\$1,893	\$3,655
San Luis Obispo	\$4,925	\$5,947
San Marcos	\$2,464	\$3,450
Sonoma	\$2,342	\$2,618
Stanislaus	\$1,204	\$1,874
<b>All Campuses</b>	<b>\$2,826</b>	<b>\$4,007</b>



# 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 27 summarizes the reported reasons for unsuccessful searches over the last three years. In marked contrast to the previous two years, budget issues were cited as the reason why searches were unsuccessful almost half of the time. Inadequate candidate pools were listed as the primary reason for failed searches 39% of the time.

**Table 27. Unsuccessful Tenure Track Searches, 2005-06 through 2007-08**

Reason why position was not filled	2005-06		2006-07		2007-08	
	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	100	39%	98	36%	122	39%
All offers declined	72	28%	78	29%	4	1%
Other	28	11%	44	16%	12	4%
Unknown	21	8%	10	4%	4	1%
Change in staffing priorities	14	5%	13	5%	10	3%
Budget	10	4%	22	8%	148	48%
Cancelled due to process irregularities	3	1%	7	3%	9	3%
No Reason Given	11	4%				
<b>All Unsuccessful Searches</b>	<b>259</b>		<b>272</b>		<b>309</b>	

In close to 80% of unsuccessful searches, no candidate received an offer of employment, which is consistent with the reasons listed above. In searches that resulted in the position being filled, campuses continued to report that they were able to hire their first choice most of the time; the top candidate declined an offer in 15% of successful searches. A successful search is defined as one in which the position was ultimately filled. The distribution of searches in which one or more offers were declined is presented in Table 26.

**Table 28. Distribution of Searches in Which the Top Candidate Declined an Offer**

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	309	59
Successful	672	101
All searches	981	160

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 29 summarizes the reasons candidates provided in 2007-08. In 42.5% of the cases, the candidate indicated that he/she had received a better offer from another institution. Salary was identified as the most important issue 20% of the time. Issues that might be considered “environmental” – having to do with the characteristics of the area or the candidate’s personal situation – including availability of spousal employment, housing costs, and unspecified family issues together accounted for nearly a quarter of declines. In 2007-08, no campus listed concerns over teaching load as the primary or secondary concern of candidates who declined offers. However, a candidate who states that she declined an offer for a better offer elsewhere may have multiple reasons for deciding that the other

offer was “better”, and this survey does not attempt to determine what those factors might be. There clearly are overlaps in the reasons provided by candidates for not accepting a position; for example, in four cases where the primary reason for declining the offer was given as “better offer elsewhere”, inadequate salary was given as a secondary reason, while in two cases where inadequate salary was given as the primary reason, the candidate also indicated receiving a better offer elsewhere. Table 29 summarizes the primary reasons provided by candidates for declining an offer of appointment.

**Table 29. Reasons Given by Top Candidates for Declining Offers of Employment**

Primary reason	All searches	Unsuccessful searches <sup>1</sup>	Successful searches <sup>2</sup>
Better offer elsewhere	42.5%	52.5%	36.6%
Inadequate salary	20.0%	18.6%	20.8%
Family/personal reasons	10.0%	15.3%	6.9%
Other	10.0%	5.1%	12.9%
Lack of spousal employment	8.8%	5.1%	10.9%
High cost of housing	5.0%	1.7%	6.9%
Timing of CSU offer	3.8%	1.7%	5.0%

- 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 one or more candidates declined an offer of employment.

# Non-Reappointments, Tenure Denials, and Resignations

## The California State University

Historically, nearly all probationary faculty members in the CSU who have been reviewed for tenure have been successful. The total number of denials of tenure and non-reappointments across the system has consistently hovered around 1% of the probationary faculty population, and the 2007-08 academic year was no exception. In 2007-08 there were a total of 43 non-retentions or tenure denials, about 1.3% of the total population of 3,240 probationary faculty members. Tables 30 and 31 show the distribution of non-reappointments and denials of tenure by campus and by discipline, respectively. These figures do not include denials of early tenure if the candidate continued on the tenure track.

**Table 30. Tenure Denials and Non Reappointments by Campus, 2007-08**

Campus	Non-Reappointments and Tenure Denials
Bakersfield	4
Channel Islands	0
Chico	6
Dominguez Hills	1
East Bay	0
Fresno	0
Fullerton	3
Humboldt	1
Long Beach	10
Los Angeles	6
Maritime Academy	1
Monterey Bay	0
Northridge	1
Pomona	0
Sacramento	2
San Bernardino	1
San Diego	2
San Francisco	4
San Jose	0
San Luis Obispo	0
San Marcos	0
Sonoma	0
Stanislaus	1
<b>All Campuses</b>	<b>43</b>

**Table 31. Tenure Denials and Non-Reappointments by Discipline, 2007-08**

Campus	Non-Reappointments and Tenure Denials
Agriculture	0
Architecture	0
Business/Management	7
Communications	1
Education	4
Engineering	3
Family/Consumer Sciences	1
Fine Arts	4
Health Sciences	3
Letters/Humanities	6
Math/Computer Science	0
Natural Sciences	4
Public Affairs	4
Social Sciences	6
<b>All Disciplines</b>	<b>43</b>

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. Resignations by all faculty as well as resignations of probationary faculty declined in 2006-07 and fell further in

2007-08, when 4.6% of probationary faculty and 0.7% of tenured faculty resigned. Table 32 presents resignation totals since 2001-02.

**Table 32. Resignations of Tenured and Probationary Faculty, 2001-02 to 2007-08**

Year	Resignations	% of all Tenured and Probationary faculty
2007-08	203	1.9%
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 33, we present a breakdown of resignations, by campus, for tenured and probationary faculty members for 2007-08.

**Table 33. Resignations of Probationary and Tenured Faculty by Campus, 2007-08**

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total Population	# Resigned	Total Population	# Resigned	Percent
Bakersfield	2	68	1	154	3	1.4%
Channel Islands	0	45	0	31	0	0%
Chico	4	126	4	393	8	1.5%
Dominguez	3	99		176	3	1.1%
East Bay	3	109	3	234	6	1.7%
Fresno	11	180	2	374	13	2.3%
Fullerton	11	284	3	438	14	1.9%
Humboldt	6	64	4	211	10	3.6%
Long Beach	14	254	6	588	20	2.4%
Los Angeles	11	126	1	389	12	2.3%
Maritime	1	13		29	1	2.4%
Monterey	1	40	2	64	3	2.9%
Northridge	9	231	4	517	13	1.7%
Pomona	6	154		421	6	1.0%
Sacramento	10	220	2	518	12	1.6%
San Bernardino	11	96	3	302	14	3.5%
San Diego	2	202	2	625	4	0.5%
San Francisco	11	294	4	498	15	1.9%
San Jose	10	186		521	10	1.4%
San Luis Obispo	12	224	8	441	20	3.0%
San Marcos	4	76	2	142	6	2.8%
Sonoma	5	68	3	196	8	3.0%
Stanislaus	2	81		180	2	0.8%
<b>All Campuses</b>	<b>149</b>	<b>3,240</b>	<b>54</b>	<b>7,442</b>	<b>203</b>	<b>1.9%</b>

For the first time in 2007-08, campuses were asked to report reasons given by faculty members for resigning. In slightly over half of the cases (103 out of the 203 resignations), the stated reason was “to accept another job.” A spouse or partner’s employment or other family issues accounted for 11% of resignations, and another 5% were

characterized as desire to relocate. Five individuals gave health reasons for resigning. Campuses classified 60 resignations as for “other” or unknown reasons. However, eleven of these sixty individuals reported a next employer, suggesting that the availability of another position played some role.

**Table 34. Reasons Provided for Resignations of Tenure-Track Faculty Members**

<b>Reason for resignation</b>	<b>Number</b>	<b>Percent</b>
To accept another job	103	50.7%
To look for another job	2	1.0%
Dissatisfied with job	1	0.5%
Family/child care issues	13	6.4%
Spouse’s job	9	4.4%
Desire to relocate	10	4.9%
Health	5	2.5%
Other/unknown/not specified	60	29.6%
<b>Total</b>	<b>203</b>	<b>100%</b>

# Conclusions

## The California State University

1. For 2007-08, the CSU initiated 981 searches, leading to the appointment of 672 new tenure track faculty, for a success rate of 69%. The total number of searches declined by 13% compared to 2006-07, while appointments in fall 2008 declined by 21% compared to fall 2007.
2. In searches that were concluded successfully, the top candidate accepted the position about 85% of the time.
3. The size of candidate pools varied considerably by discipline; health sciences searches produced the smallest average pools, while the largest were in mathematics and computer science. Nursing produced the smallest average pools of all fields.
4. New faculty members were evenly divided by gender. Members of minority groups comprised 32.5% of new hires.
5. Salaries of new faculty members grew by 4.0%; salaries of new assistant professors in business grew by 9.9%. New hires also received start-up packages with an average worth of more than \$14,000 as well as workload reductions that averaged 9.4 WTU. The aggregate value of workload reductions, start-up-funding, and allocations for moving expenses was about \$31,700 per person.
6. Around 41% of new faculty came from California institutions. Candidates were hired from 44 states and 36 institutions outside the United States.
7. Faculty attrition remained low; about 1.3% of probationary faculty were denied reappointment or tenure in 2007-08, while the overall resignation rate for tenured and probationary faculty was 1.9% and the resignation rate for probationary faculty was 4.6%.

## Appendix A. Tenure Track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2008

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agriculture Business	3	3	100%	51	17
	Animal/Plant Science	4	3	75.0%	51	13
	Other Agriculture	7	6	85.7%	114	16
Architecture	Architectural Engineering	6	6	100%	480	80
	Landscape Architecture	5	5	100%	95	19
Business/Management	Accounting	32	21	65.6%	749	23
	Finance	15	8	53.3%	1,253	84
	International Business	4	2	50.0%	220	55
	Management	41	35	85.4%	1,771	43
	Management Information Systems	6	3	50.0%	216	36
	Marketing	18	12	66.7%	1,054	59
Communications/Journalism	Communications	20	15	75.0%	400	20
	Journalism	9	8	88.9%	135	15
	Public Relations	4	1	25.0%	64	16
	Radio/Film/Television	8	3	37.5%	342	43
	Speech	5	4	80.0%	111	22
Education	Child Development	3	2	66.7%	50	17
	Counseling	16	9	56.3%	207	13
	Education Administration	15	9	60.0%	188	13
	Kinesiology & Physical Education	27	17	63.0%	268	10
	Library Science	8	4	50.0%	118	15
	Special Education	10	7	70.0%	112	11
	Teacher Education	15	9	60.0%	277	18
	Other Education	35	19	54.3%	561	16
Engineering	Aerospace Engineering	6	3	50.0%	113	19
	Civil Engineering	22	13	59.1%	867	39
	Computer Engineering	3	2	66.7%	220	73
	Electrical Engineering	11	7	63.6%	601	55
	Mechanical Engineering	17	13	76.5%	729	43
	Other Engineering	7	4	57.1%	278	40
Family/Consumer Sciences	Family & Consumer Sciences	5	2	40.0%	78	16
	Nutritional Science	7	3	42.9%	65	9
Fine Arts	Art	14	8	57.1%	762	54
	Art & Design	18	14	77.8%	519	29
	Art History	5	2	40.0%	263	53
	Music	14	11	78.6%	692	49
	Theatre & Dance	17	10	58.8%	493	29
Health Sciences	Child & Adolescent Development	7	5	71.4%	272	39
	Communication Disorders & Sciences	3	1	33.3%	11	4
	Health & Safety	12	8	66.7%	211	18
	Health Education	4	1	25.0%	43	11
	Kinesiology	6	3	50.0%	80	13
	Nursing	41	25	61.0%	150	4
	Physical Therapy	6	4	66.7%	23	4
	Other Health Sciences	14	13	92.9%	264	19

<b>Discipline</b>	<b>Sub-Discipline</b>	<b>Searches</b>	<b>Appointments</b>	<b>Success Rate</b>	<b>Applications</b>	<b>Average Applications per Search</b>
Letters/Humanities	English & Literature	33	20	60.6%	4,014	122
	Foreign Languages	13	9	69.2%	448	34
	Liberal Studies	3	3	100%	136	45
	Linguistics	4	2	50.0%	80	20
	Philosophy	14	11	78.6%	1,797	128
Math/Computer Science	Computer Science	4	1	25.0%	326	82
	Mathematics	20	14	70.0%	3,297	165
	Statistics	5	3	60.0%	243	49
Natural Sciences	Biology	37	24	64.9%	1,338	36
	Chemistry	11	7	63.6%	501	46
	Chemistry/Biochemistry	12	8	66.7%	507	42
	Geography	10	9	90.0%	277	28
	Geology/Earth Sciences	14	12	85.7%	401	29
	Physics & Astronomy	17	14	82.4%	1,391	82
Public Affairs	Criminal Justice	19	14	73.7%	357	19
	Hospitality	7	5	71.4%	121	17
	Public Administration	7	5	71.4%	145	21
	Recreation	4	4	100%	75	19
	Social Work	19	16	84.2%	299	16
Social/Behavioral Sciences	Anthropology	17	14	82.4%	679	40
	Economics	15	11	73.3%	2,072	138
	Gender, Ethnic, & Area Studies	32	19	59.4%	805	25
	History	20	12	60.0%	1,290	65
	Political Science	26	20	76.9%	1,197	46
	Psychology	35	27	77.1%	1,122	32
	Sociology	18	18	100%	841	47
	Women's Studies	7	4	57.1%	568	81
	Other Social/Behavioral Sciences	3	3	100%	53	18
<b>Total</b>	<b>All Disciplines</b>	<b>981</b>	<b>672</b>	<b>68.5%</b>	<b>40,001</b>	<b>41</b>



## Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2008

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agriculture Business	2	\$61,416	\$61,416	\$61,416
	Animal/Plant Science	2	\$57,096	\$53,472	\$60,720
	Other Agriculture	6	\$64,308	\$55,008	\$76,008
Architecture	Architectural Engineering	6	\$72,030	\$59,232	\$85,008
	Landscape Architecture	5	\$57,828	\$54,708	\$61,008
Business/Management	Accounting	17	\$98,397	\$73,992	\$111,456
	Finance	8	\$94,302	\$87,000	\$109,008
	Management	27	\$88,685	\$64,020	\$99,000
	Management Information Systems	2	\$95,256	\$93,504	\$97,008
	Marketing	8	\$89,417	\$72,000	\$96,240
Communications/Journalism	Communications	15	\$59,579	\$51,756	\$66,000
	Journalism	7	\$60,530	\$51,012	\$68,508
	Public Relations	1	\$56,004	\$56,004	\$56,004
	Radio/Film/Television	3	\$68,672	\$68,004	\$70,008
	Speech	4	\$58,515	\$55,200	\$60,000
Education	Child Development	2	\$62,652	\$59,004	\$66,300
	Counseling	8	\$63,300	\$52,992	\$70,008
	Education Administration	4	\$69,129	\$64,008	\$75,000
	Kinesiology & Physical Education	16	\$62,864	\$56,004	\$80,040
	Library Science	4	\$66,108	\$55,944	\$72,000
	Special Education	7	\$60,502	\$52,992	\$67,008
	Teacher Education	9	\$63,957	\$57,000	\$72,000
	Other Education	12	\$63,369	\$56,004	\$71,412
Engineering	Aerospace Engineering	3	\$77,520	\$72,000	\$81,000
	Civil Engineering	12	\$71,941	\$63,000	\$79,560
	Computer Engineering	2	\$71,706	\$71,412	\$72,000
	Electrical Engineering	7	\$73,483	\$68,004	\$81,600
	Mechanical Engineering	7	\$72,159	\$64,596	\$75,000
	Other Engineering	3	\$73,340	\$70,020	\$75,000
Family/Consumer Sciences	Family & Consumer Sciences	1	\$72,000	\$72,000	\$72,000
	Nutritional Science	2	\$61,230	\$60,000	\$62,460
Fine Arts	Art	8	\$60,503	\$54,000	\$68,004
	Art & Design	13	\$60,889	\$50,004	\$71,412
	Art History	2	\$58,002	\$56,004	\$60,000
	Music	11	\$60,177	\$52,008	\$80,004
	Theatre & Dance	7	\$60,029	\$50,004	\$68,004
Health Sciences	Child & Adolescent Development	4	\$62,718	\$58,848	\$64,008
	Health & Safety	6	\$67,676	\$61,008	\$73,464
	Health Education	1	\$57,000	\$57,000	\$57,000
	Kinesiology	3	\$62,612	\$61,416	\$65,004
	Nursing	21	\$71,501	\$63,996	\$81,000
	Physical Therapy	3	\$65,672	\$64,008	\$68,004
	Other Health Sciences	12	\$62,936	\$55,716	\$68,508

<b>Discipline</b>	<b>Sub-Discipline</b>	<b>N</b>	<b>Average</b>	<b>Minimum</b>	<b>Maximum</b>
Letters/Humanities	English & Literature	17	\$57,683	\$50,004	\$65,904
	Foreign Languages	8	\$57,056	\$52,008	\$64,332
	Liberal Studies	3	\$63,304	\$58,008	\$66,000
	Linguistics	2	\$61,734	\$61,188	\$62,280
	Philosophy	10	\$57,174	\$50,004	\$63,000
Math/Computer Science	Computer Science	1	\$68,004	\$68,004	\$68,004
	Mathematics	12	\$60,646	\$52,008	\$69,000
	Statistics	1	\$64,080	\$64,080	\$64,080
Natural Sciences	Biology	23	\$63,650	\$53,604	\$74,004
	Chemistry	6	\$57,236	\$53,304	\$60,000
	Chemistry/Biochemistry	8	\$67,013	\$59,040	\$75,000
	Geography	9	\$60,331	\$53,304	\$71,412
	Geology/Earth Sciences	11	\$64,766	\$58,008	\$75,480
	Physics & Astronomy	14	\$66,677	\$52,608	\$81,000
Public Affairs	Criminal Justice	13	\$60,024	\$55,008	\$67,512
	Hospitality	1	\$75,000	\$75,000	\$75,000
	Public Administration	5	\$63,672	\$61,008	\$66,300
	Recreation	3	\$63,436	\$60,000	\$66,300
	Social Work	14	\$62,605	\$56,004	\$76,500
Social/Behavioral Sciences	Anthropology	12	\$63,171	\$56,124	\$70,692
	Economics	10	\$71,167	\$58,500	\$78,000
	Gender, Ethnic, & Area Studies	13	\$58,650	\$52,500	\$64,008
	History	12	\$58,322	\$51,504	\$70,008
	Political Science	20	\$59,293	\$53,508	\$68,004
	Psychology	26	\$61,179	\$52,008	\$71,412
	Sociology	18	\$59,809	\$54,000	\$66,300
	Women's Studies	4	\$61,068	\$55,008	\$70,380
	Other Social/Behavioral Sciences	2	\$64,008	\$64,008	\$64,008
<b>Total</b>	<b>Total</b>	<b>581</b>	<b>\$66,158</b>	<b>\$50,004</b>	<b>\$111,456</b>

## Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2008

State	Institution Name	#
AK	University of Alaska Anchorage	1
AL	Alabama A&M University	1
	University of Alabama	3
AZ	Arizona State University	8
	Northern Arizona University	1
	United States Geological Survey	1
	University of Arizona	7
CA	Alliant International University	1
	American River College	1
	Art Center/College of Design	1
	Azusa Pacific University	2
	California Lutheran University	1
	Center for Child Youth Policy	1
	Center for Improving Child Care Quality	1
	Cerritos College	1
	Chapman University	1
	Children & Family Services, Los Angeles	1
	Children's Hospital Oakland Research Institute	1
	Claremont Graduate University	2
	Columbia College	1
	Concordia University	1
	Didi Hirsch Community Medical Center	1
	El Cerrito High School	1
	Foothill Associates	1
	Forell/Essler Engineers	1
	Fresno County Health Department	1
	Fresno Unified School District	1
	Integrated Design Services, Inc.	1
	Jet Propulsion Laboratory	1
	Just In Time Staffing	1
	Kacyra Family Foundation	1
	Labor Archives and Research Center, SF	1
	Lawrence Livermore National Laboratory	1
	Loma Linda University	2
	Madrone Landscapes	1
	Maria Carrillo High School	1
	MEBA	1
	Mount St. Mary's College	1
	MWH Software	1
	National Indian Justice Center	1
	National Institute of Environmental Health Sciences	1
	National University, San Diego	1
	Naval Postgraduate School of Monterey	1
	Neighborhood Legal Services	1
	Pacific School of Religion	1
	Pauma Unified School District	1
	RAND Corporation	1
	Sacramento City College	1
	Salica Union School District	1
	Samuel Merritt College	2
	San Diego City College	2
	San Diego Wild Animal Park	1
	San Jose Opera	1
	Santa Clara University	1
School of Public Health	1	
Shabani Institution	1	
Stanford University	9	

State	Institution Name	#
CA	The Scripps Research Institute	1
	UC Berkeley	12
	UC Davis	8
	UC Irvine	8
	UC Los Angeles	12
	UC Riverside	2
	UC San Diego	4
	UC San Francisco	4
	UC Santa Barbara	8
	UC Santa Cruz	2
	University of California	2
	University of San Diego	1
	University of San Francisco	1
	University of Southern California	14
	University of the Pacific	1
	VA Greater Los Angeles Health Care System	1
	Valley Christian High School	1
Value Management Strategies	1	
Whittier College	1	
CO	Colorado State University	1
	National Academy of Sciences	1
	Poudre Valley Health	1
	Tech X Corp	1
	University of Colorado at Boulder	4
CT	Central Connecticut State University	1
	University of Connecticut	2
DC	American University	2
	George Washington University	1
	Howard University	1
	International Monetary Fund	1
	Society for Psych Study of Social Issues	1
FL	Florida Atlantic University	1
	Florida International University	3
	Florida State University	4
	News-Press	1
	Tallahassee Community College	1
	University of Central Florida	1
	University of Florida	4
	University of South Florida	4
GA	Georgia Institute of Technology	3
	University of Georgia	4
HI	Kewalo Marine Laboratory	1
	University of Hawaii	3
	Waianae Coast Comprehensive Health Center	1
IA	State of Iowa, Department of Education	1
	University of Iowa	2
ID	Idaho State University	2
IL	Dominican University	1
	Governors State University	2
	Northern Illinois University	1
	Northwestern University	3
	Parkland College	1
	Roosevelt University	1
	Saint Xavier University	1
	Southern Illinois University	2
	University of Chicago	3
	University of Illinois	2
University of Illinois at Urbana-Champaign	3	

State	Institution Name	#
IN	Indiana University	7
	Indiana University Kokomo	1
	Purdue University	4
	Saint Mary's College	1
	University of Notre Dame	3
KS	Kansas State University	2
	University of Kansas	2
	Wichita State University	1
KY	Morehead State University	1
	Northern Kentucky University	2
	University of Kentucky	2
LA	Louisiana State University	1
	University of Louisiana at Monroe	1
MA	Boston College	2
	Brandeis University	1
	Curry College	1
	Harvard University	2
	Massachusetts Institute of Technology	1
	Massachusetts Mental Health Center	1
	Northeastern University	1
	Nuance Communication	1
	Springfield College	1
	Stonehill College	1
	University of Massachusetts Amherst	1
	University of Massachusetts Boston	1
	MD	Bowie State University
Johns Hopkins University		1
Morgan State University		1
National Institute of Standards & Technology		1
St. Paul's School		1
University of Maryland		3
ME	Bowdin College	1
	College of the Atlantic	1
MI	Calvin College	1
	Central Michigan University	1
	Community Foundation for Southeast Michigan	1
	Hope College	1
	Michigan State University	4
	Michigan Tech University	2
	University of Michigan	5
	Wayne State University	2
	Western Michigan University	1
MN	Minnesota State University	1
	University of Minnesota	5
MO	Spectrum Healthcare	1
	University of Missouri	3
	University of Missouri - Kansas City	1
	Washington University in St. Louis	1
MS	Millsaps College	1
	Mississippi State University	1
	University of Southern Mississippi	1
MT	University of Montana	1
NC	East Carolina University	1
	Mecklenburg County Sheriff's Office	1
	National Evolutionary Synthesis Center	1
	North Carolina State University	1
	North Carolina Wesleyan College	1
	University of North Carolina at Chapel Hill	2
NE	University of Nebraska - Lincoln	1
NJ	BMW of North America	1
	Gemini Consulting	1
	MHI Consulting	1
	Princeton University	2
	Rutgers University	1
	State University of New Jersey	1
NM	Buchanan Consultants, Ltd.	1
	College of the Canyons	1

State	Institution Name	#
NM	New Mexico State University	1
	Roosevelt General Hospital	1
	University of New Mexico	2
	ZCRE, Inc.	1
NV	Behavioral Education & Consultation Services	1
	University of Nevada	3
	University of Nevada, Las Vegas	1
	UT LifeDoc Center	1
NY	Alfred University	1
	Boyce Thompson Institute for Plant Research	1
	Caisius College	1
	City College of New York	1
	Columbia University	3
	Cornell University	1
	Creative Curriculum Initiatives	1
	John Jay College of Criminal Justice	2
	Mount Saint Mary College	1
	Mt. Sinai Employee Assistance Program	1
	New York University	2
	Queens College	1
	Rensselaer Polytechnic Institute	1
	School of Visual Arts, New York	1
	St. Nersess Armenian Seminary	1
	State University of New York	2
	State University of New York at Albany	1
	State University of New York at Buffalo	2
	State University of New York at Old Westbury	1
	State University of New York at Stony Brook	1
	Syracuse University	3
University of Rochester	1	
Vassar College	1	
OH	Airforce Institute Of Technology	1
	Cleveland State University	1
	Jonathan York & Associates	1
	Kent State University	2
	Kenyon College	1
	Oberlin College	1
	Ohio State University	5
	Ohio University	1
	Union Institute and University	1
	University of Akron	2
	University of Cincinnati	2
OK	Oklahoma State University	1
	University of Tulsa	1
OR	Merrill O'Sullivan LLP	1
	Pacific University	1
	Portland Community College	1
	Portland State University	1
	University of Oregon	1
PA	Arcadia University	2
	Ball State University	1
	Franklin & Marshall College	1
	Hershey Medical Center	1
	Pennsylvania State University	7
	Rowan University	1
	Susquehanna University	1
	Temple University	2
	University of Pennsylvania	1
	University of Pittsburgh	3
RI	Brown University Medical School	1
	Rhode Island College	1
SC	University of South Carolina	3
TN	The University of Tennessee	2
TX	Jacobs Engineering	1
	Northwood University	1
	Rice University	1
	Southern Methodist University	1

State	Institution Name	#
TX	Texas A&M University	3
	Texas Woman's University	1
	Trinity University	1
	University of Houston	2
	University of North Texas	2
	University of Texas	2
	University of Texas - Pan American	2
	University of Texas at Austin	8
	University of Texas at Dallas	2
	University of Texas at Tyler	1
UT	Southern Utah University	1
	University of Utah	3
	Utah State University	1
	Utah Valley State College	1
VA	George Mason University	1
	Radford University	1
	University of Virginia	1
	Virginia Commonwealth University	1
	Virginia Tech University	3
VT	University of Vermont	1
WA	Gonzaga University	1
	Pace International LLC	1
	University of Puget Sound	2
	University of Washington	5
	University of Washington - Tacoma	1
	Washington State University	6
WI	University of Wisconsin	4
	University of Wisconsin - Madison	5
WY	University of Wyoming	1
Outside U.S.	American University of Beirut (Lebanon)	1
	Canadian Forest Service (Canada)	1
	Cardiff University (United Kingdom)	1
	DTP Renewable Energy Consulting	1
	Israel Institute of Technology (Israel)	1
	Korea Institute of Finance (Korea)	1

State	Institution Name	#
Outside U.S.	Max Planck Ins for Dev. Biology Teubingen (Germany)	1
	McMaster University (Canada)	2
	Monterrey Institute of Technology (Mexico)	1
	National Dong Hwa University (Taiwan)	1
	National Taiwan University (Taiwan)	1
	New Zealand Forest Research Institute (New Zealand)	1
	Queen's University Belfast (United Kingdom)	1
	Radboud University (Netherlands)	1
	Soonsil Community Welfare Center (korea)	1
	Southampton Solent University (United Kingdom)	1
	Southwest Jiaotong University (China)	1
	St. Francis Xavier University (Canada)	1
	Tecnologico de Monterey (Mexico)	1
	Universidad Autonoma de San Luis Potosi (Mexico)	1
	Universidad Carlos II de Madrid (Spain)	1
	University Collge Cork (Ireland)	1
	University of Ballarat (Australia)	1
	University of Bordeaux 1 (France)	1
	University of British Columbia (Canada)	2
	University of Glasgow (United Kindom)	1
	University of Hohenheim (Germany)	1
	University of Lethbridge (Canada)	1
	University of New South Wales (Australia)	1
	University of Puerto Rico (Puerto Rico)	1
	University of Stirling (United Kingdom)	1
	University of Toronto (Canada)	2
	University of Victoria (Canada)	1
	University of Warwick (United Kingdom)	1
	University of Waterloo (Canada)	1
	York University (Canada)	1