



Report on 2009 Faculty Recruitment and Retention Survey

The California State University

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Introduction

This report is the 22nd annual report on the recruitment of tenure track faculty on the twenty-three campuses of the California State University (CSU). While most of the results presented reflect searches conducted during the 2008-09 academic year for appointments beginning in fall 2009, selected data from prior years are also included for comparative purposes. Since 1988, the Office of the Chancellor has annually surveyed all CSU campuses regarding the outcomes of 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. More recently, the survey has asked for information on faculty retention; this report presents data on faculty resignations and tenure denials by campus and by discipline.

Executive Summary

The number of tenure-track recruitments in 2008-09 fell for the second year in a row. During this period, CSU campuses initiated 563 searches that resulted in 359 appointments, the smallest group since the 1992-93 recruitment year. The overall success rate of searches dropped slightly to 64%. Success rates by discipline varied from a low of 49% in fine arts to a high of 80% in architecture. In searches that were concluded successfully, the campus's first choice accepted the appointment approximately 88% of the time.

Average starting salaries for new faculty were nearly unchanged from the prior year; the average for new assistant professors was \$66,794 (an increase of 1.0% over 2008) and the average for all new appointments was \$69,797 (an increase of 0.5% compared to 2008.) Although California provided almost half of new recruits (about 48%), new hires came from 35 states and 17 different institutions from outside the United States. About 20% of new appointees came from other positions within the CSU, including 14% who were hired into tenure track positions after serving as lecturers on the same campus. Women constituted 52% of new tenure-track faculty, while 37% 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 just below 1%. In 2008-09, the rate of resignation of tenured and probationary faculty declined for the third year in a row, to 1.6%. 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 a high of 5.4% in 2005-06 to 3.7% in 2008-09.

Searches and Appointments

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Over the 22 years of this survey, the CSU has attempted 18,278 searches for tenure-track faculty; these searches have resulted in 12,897 appointments, or approximately 600 new hires per year. Figure 1 graphically illustrates the rise and fall in recruitments and appointments over the period. After a period of growth in the late '80s that corresponded to a period of growth and fiscal stability for the CSU, tenure-track hiring fell to its lowest level in the fall of 1993, when only 184 new appointments were made across the system. The numbers of recruitments and appointments grew steadily until 2002, but dropped precipitously in 2004, coinciding with another period of budget cuts. Since peaking again in 2006, recruitments and appointments have declined each year since, and the 359 appointments in 2009 represent the smallest group of new faculty since 1993.

Despite the addition of nearly 13,000 new tenure-track faculty members in 22 years (an average of 586 new appointments per year), the total number of tenured and probationary faculty has hovered between 10,000 and 11,000. Thus, the historical pace of hiring has only been sufficient to maintain the size of the tenured and probationary faculty population.

Figure 1. Tenure Track Faculty Searches, Fall 1988-2009

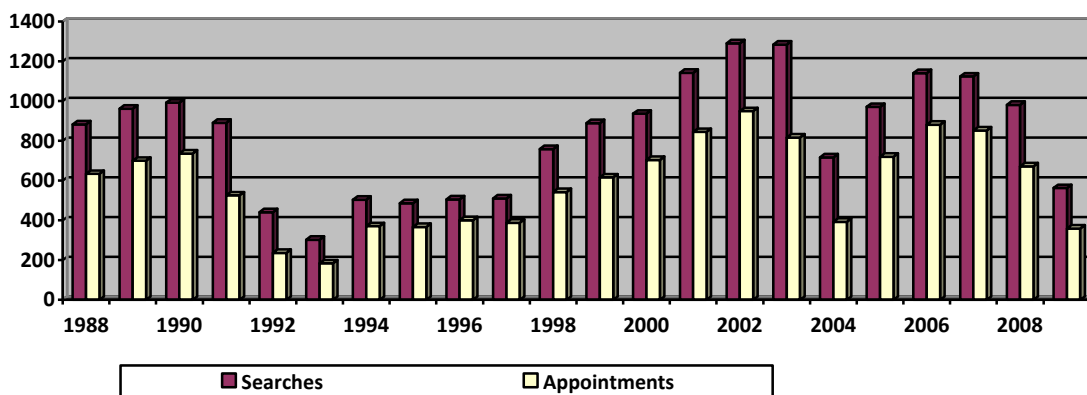


Table 1 provides that actual number of searches and appointments by year, including the percentage of searches that succeeded in producing appointments. In times of budget crisis, a greater proportion of searches are cancelled for budgetary reasons, leading to overall lower success rates. Thus, in 2008-09, the success rate of searches fell to 64%. When a search does not lead to an appointment, the survey asks the campus to identify a reason for the failure of the search, making it possible to calculate a success rate excluding searches cancelled for budgetary reasons. Table 2 provides this analysis for the last six years. When these cancellations are excluded, the success rate approaches 80%.

Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2009

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%
2009	563	359	64%

Table 2. Tenure Track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2004-2009

	2004	2005	2006	2007	2008	2009
Searches	530	949	1,131	1,102	833	448
Appointments	393	720	882	852	672	359
Success Rate	74%	76%	78%	77%	81%	80%

Table 3 presents the 5-year history of new appointments on each of the 23 campuses. From 2005 through 2009, a total of 3,485 new appointments were made. While most campuses substantially reduced the number of searches in 2008-09 and new appointments in 2009, the magnitude of the decline varied considerably from campus to campus, and a few campuses reported similar or greater numbers of new appointments for 2009 compared to 2008. Along with a decline in new appointments, the total number of probationary faculty declined (from more than 3,200 probationary faculty members in fall 2008 to fewer than 3,000 in fall 2009), and the percentage of probationary faculty among all full time tenure-track faculty fell from about 32% to 29.3%.

Table 3. Tenure Track Faculty Appointments by Campus, Fall 2005-2009

	Fall 05	Fall 06	Fall 07	Fall 08	Fall 09	5-Yr. Total
Bakersfield	26	17	10	4	2	59
Channel Islands	12	13	15	7	1	48
Chico	24	40	39	37	9	149
Dominguez Hills	31	9	23	2	12	77
East Bay	27	40	30	39	5	141
Fresno	44	62	63	41	20	230
Fullerton	65	90	83	57	43	338
Humboldt	18	28	7	13	10	76
Long Beach	48	77	77	37	42	281
Los Angeles	30	22	26	30	40	148
Maritime Academy	2	4	4	3	4	17
Monterey Bay	4	19	10	6	7	46
Northridge	16	50	52	45	10	173
Pomona	44	42	52	16	16	170
Sacramento	30	35	21	45	26	157
San Bernardino	15	39	31	23	7	115
San Diego	58	79	54	49	10	250
San Francisco	48	68	83	51	30	280
San Jose	71	38	43	56	26	234
San Luis Obispo	51	64	63	64	23	265
San Marcos	10	11	21	14	2	58
Sonoma	25	16	19	19	12	91
Stanislaus	21	19	26	14	2	82
Total All Campuses Appointments	720	882	852	672	359	3,485
Total All Campuses Searches	971	1,141	1,124	981	563	4,780
Success Rate (Appts/Searches)	74%	77%	76%	69%	64%	73%

Table 4 reports the number of searches initiated, the number of appointments made, and the total number of applications received at each campus. In the 2008-09 recruitment cycle, an unusually large number of searches (20% of all searches) were cancelled because of budget considerations, and many of these searches were cancelled prior to the processing of any applications. As a consequence, around 15% of all searches reported no applications received, and these searches are included in the reported average number of applications received per search. If the average is recalculated to omit searches where cancellation occurred before any applications were received, the average increases to about 42 applications per search.

For those campuses reporting low rates of search success, these cancellations were a major contributing factor. Thus, at Stanislaus, which only completed two out of 13 searches, all 11 of the searches where no appointment was made were cancelled for budgetary reasons. Of East Bay's 13 unfilled positions, 9 were a result of budget-based cancellations, as were 18 of 23 unfilled positions at San Diego.

Table 4. Tenure Track Faculty Searches, Appointments, and Applications, by Campus

Campus	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	4	2	50%	148	37
Channel Islands	1	1	100%	53	53
Chico	16	9	56%	369	23
Dominguez Hills	22	12	55%	515	23
East Bay	18	5	28%	81	5
Fresno	36	20	56%	582	16
Fullerton	71	43	61%	3,280	46
Humboldt	13	10	77%	488	38
Long Beach	61	42	69%	1,974	32
Los Angeles	50	40	80%	2,327	47
Maritime Academy	6	4	67%	93	16
Monterey Bay	9	7	78%	756	84
Northridge	10	10	100%	513	51
Pomona	16	16	100%	494	31
Sacramento	28	26	93%	1,451	52
San Bernardino	14	7	50%	126	9
San Diego	33	10	30%	590	18
San Francisco	51	30	59%	3,057	60
San Jose	44	26	59%	1,185	27
San Luis Obispo	29	23	79%	1,211	42
San Marcos	2	2	100%	23	12
Sonoma	16	12	75%	1,063	66
Stanislaus	13	2	15%	74	6
All Campuses	563	359	64%	20,453	36

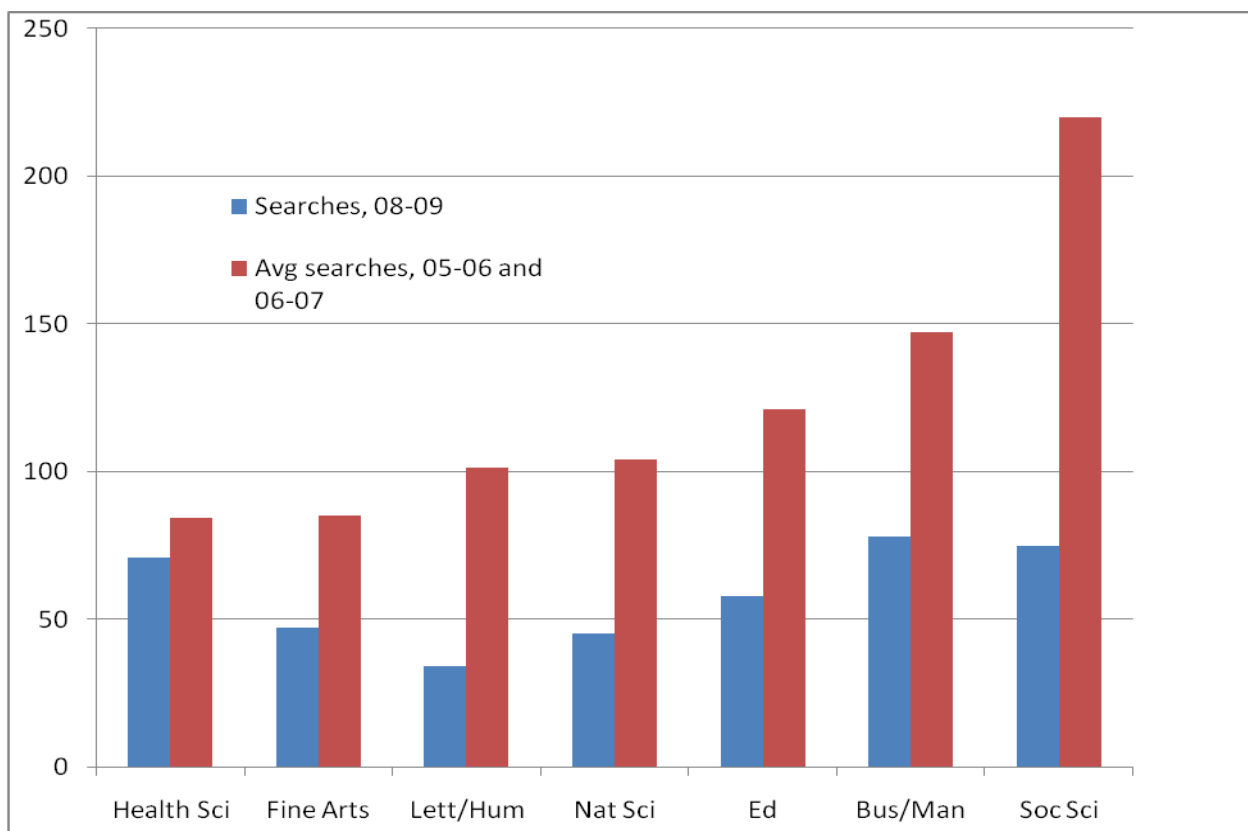
Table 5 presents the number of searches and appointments by discipline. Once again, the health sciences produced the smallest recruitment pools (only 9 applications per search). Twenty-six searches were conducted in nursing, the most in any field in 2008-09. Campuses have reported significant concern over shortages of qualified nursing faculty applicants in recent years. In 2008-09 an average of only six applications per nursing search were received, and only 12 appointments were made.

The decline in searches overall was not evenly distributed across disciplines. In Figure 2, the average number of searches by discipline in 2005-06 and 2006-07 (for the top six disciplines) is compared to the number of searches in those disciplines in 2008-09. Traditional liberal arts disciplines did not fare well. On a percentage basis, only about one-third as many searches were conducted in the social sciences, letters, and humanities in 2008-09 as were conducted in these prior cycles. The percentage decline in searches in the natural sciences was almost as large (43% of prior levels). By contrast, the number of searches in the health sciences only showed a small decline. Of the fields not included in the figure, engineering also showed only a small decline in number of searches, while the decline in searches in mathematics and computer science mirrored the declines in social sciences and humanities.

Table 5. Tenure Track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2009

Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	10	7	70%	188	19
Architecture	5	4	80%	168	34
Business/Management	78	50	64%	4,156	53
Communications	28	15	54%	864	31
Education	58	37	64%	1,184	20
Engineering	50	29	58%	1,648	33
Family/Consumer Sciences	14	10	71%	162	12
Fine Arts	47	23	49%	2,076	44
Health Sciences	71	44	62%	647	9
Letters	34	26	76%	2,562	75
Math/Computer Science	18	13	72%	903	50
Natural Sciences	45	29	64%	1,911	42
Public Affairs	30	20	67%	676	23
Social Sciences	75	52	69%	3,308	44
All Disciplines	563	359	64%	20,453	36

Figure 2. Searches Conducted in 2008-09 versus Average Number of Searches in 2005-06 and 2006-07 (top six disciplines)



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. In addition, the steep drop in searches in 2008-09 compared to recent years means that in many disciplines, only a handful of searches were carried out, and, as previously noted, a large number of searches were cancelled prior to applications being received. With those caveats, in fields where at least five searches were conducted, searches in economics led the way with 127 applications per search.

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. Consistent with long term trends, women comprised around half (52%) of all new hires. Likewise, minority hires also split roughly evenly between male and female. Among the 22 women and 14 men in the “other/unknown” category are four individuals who identify themselves as “two or more races”. The proportion of new faculty members identifying themselves as members of minority groups was 36.8% (37.9% if those identifying themselves as “two or more races” are included.) This is higher than in recent years, and equals the historic highs of the mid 1990s.

Table 6. Gender and Ethnicity of New Tenure Track Faculty by Campus, Fall 2009

Campus	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Bakersfield	2	0.0%	50.0%	50.0%	0.0%	0.0%
Channel Islands	1	0.0%	100.0%	0.0%	0.0%	0.0%
Chico	9	44.4%	0.0%	11.1%	11.1%	33.3%
Dominguez Hills	12	8.3%	8.3%	25.0%	25.0%	33.3%
East Bay	5	20.0%	20.0%	40.0%	20.0%	0.0%
Fresno	20	25.0%	10.0%	30.0%	35.0%	0.0%
Fullerton	43	27.9%	23.3%	16.3%	32.6%	0.0%
Humboldt	10	30.0%	30.0%	10.0%	30.0%	0.0%
Long Beach	42	16.7%	28.6%	19.0%	28.6%	7.1%
Los Angeles	40	20.0%	15.0%	17.5%	40.0%	7.5%
Maritime Academy	4	25.0%	50.0%	25.0%	0.0%	0.0%
Monterey Bay	7	0.0%	14.3%	0.0%	14.3%	71.4%
Northridge	10	40.0%	30.0%	20.0%	10.0%	0.0%
Pomona	16	18.8%	31.3%	12.5%	31.3%	6.3%
Sacramento	26	19.2%	15.4%	26.9%	30.8%	7.7%
San Bernardino	7	28.6%	28.6%	28.6%	14.3%	0.0%
San Diego	10	0.0%	0.0%	30.0%	40.0%	30.0%
San Francisco	30	46.7%	20.0%	10.0%	23.3%	0.0%
San Jose	26	15.4%	0.0%	19.2%	26.9%	38.5%
San Luis Obispo	23	43.5%	17.4%	8.7%	30.4%	0.0%
San Marcos	2	0.0%	50.0%	0.0%	50.0%	0.0%
Sonoma	12	41.7%	16.7%	8.3%	16.7%	16.7%
Stanislaus	2	0.0%	50.0%	0.0%	50.0%	0.0%
Percent of Total	100%	24.8%	18.9%	17.8%	28.4%	10.0%
All Campuses	359	89	68	64	102	36

Since several campuses only made a handful of new appointments, more care than usual should be used in comparing campuses. Of campuses that made at least ten new faculty appointments as a result of searches in 2008-09, Northridge reported that half of its new appointees were members of minority groups, while Long Beach reported that 20 of 42 new hires (47.6%) were members of minority groups.

In Figures 3 and 4, the ethnic distribution of new faculty in fall 2009 is compared to that of tenured faculty. As has been true for a number of years, the biggest differences in the two populations are that the proportion of faculty members identified as Asian is much larger among new hires (24% compared to 16%) while the proportion of faculty members identified as white is much lower among new hires (53% compared to 67%.) Data from the Survey of Earned Doctorates (SED) conducted by the National Opinion Research Center for the National Science Foundation and five other federal agencies provides a national basis for comparison. In 2009, of doctorates awarded to US citizens and permanent residents, the SED reported that 74.6% of doctorates across all fields were awarded to individuals who were white. Compared to new doctorates nationally, new faculty in the CSU were more likely to be Hispanic (8.9% compared to 5.8% among new doctorates) or Asian (24% versus 8.3% among new doctorates) but less likely to be African American (3.3% compared to 6.9% among new doctorates.)

Figure 3. Tenure Track Faculty Appointments by Ethnicity, Fall 2009

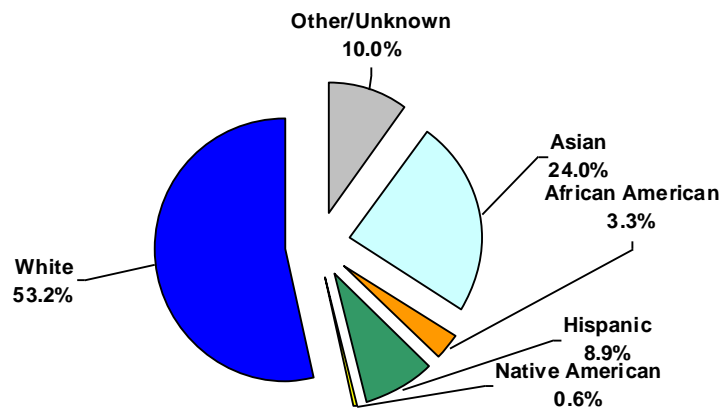
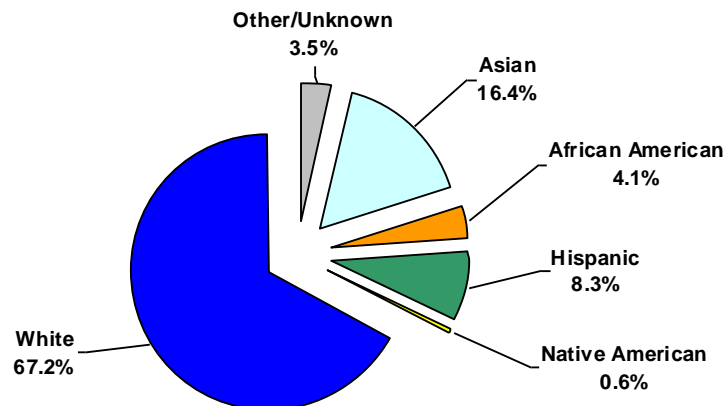


Figure 4. Full Time Tenured Faculty by Ethnicity, Fall 2009



Beginning in 2008, campuses have been asked to report on the citizenship status of new faculty appointees. Table 7 provides a breakdown of the citizenship status of new tenure track faculty in fall 2009. Of new faculty appointed in fall 2009, just over 80% were US citizens, while 14.8% were non-immigrant aliens. This is similar to the breakdown in fall 2008, when non-immigrant aliens comprised 17% of new hires. By comparison, results from the SED in 2009 indicated that 29.7% of new doctorates were awarded to temporary visa holders.

Table 7. Citizenship Status of New Tenure Track Faculty, Fall 2009

Citizenship	Appointments	Percentage of Total
U.S. Citizen	289	80.5%
Permanent Resident	17	4.7%
Non-Immigrant Alien	53	14.8%
Total	359	100%

In Table 8, we present the citizenship status of new tenure track faculty by discipline. As was the case in 2008, the proportion of new appointees who were US citizens varied substantially by discipline; only 52% of new hires in engineering, and 66% of new hires in business, were US citizens, whereas nearly all new hires in education, fine arts, and the health sciences were US citizens. This is consistent with the distribution of new doctorates nationally as reported in the SED; for example, more than half of new doctorates in engineering in 2009 were awarded to temporary visa holders, while temporary visa holders made up less than 10% of new doctoral recipients in education.

Table 8. Citizenship Status of New Tenure Track Faculty by Discipline, Fall 2009

Discipline	Appointments	US Citizen	Permanent Resident	Non-Immigrant Alien
Agriculture	7	100.0%	0.0%	0.0%
Architecture	4	50.0%	0.0%	50.0%
Business/Management	50	66.0%	8.0%	26.0%
Communications	15	86.7%	6.7%	6.7%
Education	37	97.3%	2.7%	0.0%
Engineering	29	51.7%	6.9%	41.4%
Family/Consumer Sciences	10	80.0%	0.0%	20.0%
Fine Arts	23	95.7%	4.3%	0.0%
Health Sciences	44	95.5%	2.3%	2.3%
Letters/Humanities	26	73.1%	3.8%	23.1%
Math/Computer Science	13	84.6%	7.7%	7.7%
Natural Sciences	29	79.3%	3.4%	17.2%
Public Affairs	20	80.0%	5.0%	15.0%
Social Sciences	52	80.8%	5.8%	13.5%
All Disciplines	359	80.5%	4.7%	14.8%

Table 9 presents the ethnicity of new tenure track faculty appointees at each campus. Care must be exercised in interpreting these breakdowns, especially at those campuses that made very few new appointments. Only 12 African American faculty members were appointed across the system, and only one campus (San Francisco) reported appointing more than one new African American faculty member. Long Beach reported hiring five new Hispanic faculty members while Los Angeles reported four new Hispanic faculty members; no other campus appointed more than two new Hispanic faculty members.

Table 9. Ethnicity of New Tenure Track Faculty by Campus, Fall 2009

Campus	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Bakersfield	2	50.0%	0.0%	50.0%	100.0%	0.0%
Channel Islands	1	0.0%	0.0%	100.0%	100.0%	0.0%
Chico	9	11.1%	0.0%	0.0%	11.1%	33.3%
Dominguez Hills	12	16.7%	8.3%	8.3%	33.3%	33.3%
East Bay	5	40.0%	20.0%	0.0%	60.0%	0.0%
Fresno	20	25.0%	5.0%	10.0%	40.0%	0.0%
Fullerton	43	32.6%	2.3%	4.7%	39.5%	0.0%
Humboldt	10	20.0%	0.0%	10.0%	40.0%	0.0%
Long Beach	42	33.3%	2.4%	11.9%	47.6%	7.1%
Los Angeles	40	20.0%	2.5%	10.0%	32.5%	7.5%
Maritime Academy	4	25.0%	0.0%	50.0%	75.0%	0.0%
Monterey Bay	7	0.0%	14.3%	0.0%	14.3%	71.4%
Northridge	10	30.0%	0.0%	20.0%	50.0%	0.0%
Pomona	16	31.3%	6.3%	6.3%	43.8%	6.3%
Sacramento	26	26.9%	3.8%	11.5%	42.3%	7.7%
San Bernardino	7	28.6%	0.0%	28.6%	57.1%	0.0%
San Diego	10	20.0%	0.0%	10.0%	30.0%	30.0%
San Francisco	30	16.7%	6.7%	3.3%	30.0%	0.0%
San Jose	26	15.4%	3.8%	0.0%	19.2%	38.5%
San Luis Obispo	23	21.7%	0.0%	4.3%	26.1%	0.0%
San Marcos	2	50.0%	0.0%	0.0%	50.0%	0.0%
Sonoma	12	8.3%	0.0%	16.7%	25.0%	16.7%
Stanislaus	2	50.0%	0.0%	0.0%	50.0%	0.0%
Percent of Total		24.0%	3.3%	8.9%	36.8%	10.0%
All Campuses	359	86	12	32	132	36

Tables 10 and 11 look at the gender and ethnicity of new tenure track hires by discipline. While new hires are fairly evenly split between men and women, the percentage of women among new faculty ranges from 21% in engineering and 28% in the natural sciences to 70% in the health sciences, 76% in education, and 90% in family and consumer sciences. In most cases these numbers reflect the proportion of women in national doctoral pools; for comparison, in 2009 the SED reported that only 21% of engineering doctorates were awarded to women, whereas 67% of education doctorates and 70% of health sciences doctorates were awarded to women.

Table 11 contains a detailed breakdown of race and ethnicity by discipline. Fifteen of 29 new appointments in engineering went to individuals of Asian ancestry; eight of these 15 individuals were non-immigrant aliens at the time of appointment. Four of the twelve African American hires were in education. The largest numbers of new hires who were identified as Hispanic were in education and the social sciences (six new hires in each discipline.)

Table 10. Gender and Ethnicity of New Tenure Track Faculty by Discipline, Fall 2009

Discipline	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Agriculture	7	71.4%	14.3%	0.0%	14.3%	0.0%
Architecture	4	25.0%	50.0%	0.0%	25.0%	0.0%
Business/Management	50	34.0%	14.0%	22.0%	18.0%	12.0%
Communications	15	33.3%	0.0%	13.3%	33.3%	20.0%
Education	37	16.2%	8.1%	24.3%	43.2%	8.1%
Engineering	29	17.2%	55.2%	10.3%	10.3%	6.9%
Family/Consumer Sciences	10	10.0%	0.0%	20.0%	70.0%	0.0%
Fine Arts	23	30.4%	13.0%	0.0%	34.8%	21.7%
Health Sciences	44	15.9%	11.4%	25.0%	36.4%	11.4%
Letters	26	26.9%	11.5%	19.2%	30.8%	11.5%
Math/Computer Science	13	23.1%	30.8%	15.4%	23.1%	7.7%
Natural Sciences	29	27.6%	41.4%	0.0%	20.7%	10.3%
Public Affairs	20	15.0%	15.0%	30.0%	30.0%	10.0%
Social Sciences	52	26.9%	17.3%	25.0%	25.0%	5.8%
Percent of Total	100%	24.8%	18.9%	17.8%	28.4%	10.0%
All Disciplines	359	89	68	64	102	36

Table 11. Ethnicity of New Tenure Track Faculty by Discipline, Fall 2009

Discipline	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Agriculture	7	0.0%	0.0%	14.3%	14.3%	0.0%
Architecture	4	25.0%	0.0%	25.0%	50.0%	0.0%
Business/Management	50	32.0%	4.0%	0.0%	36.0%	12.0%
Communications	15	13.3%	0.0%	0.0%	13.3%	20.0%
Education	37	5.4%	10.8%	16.2%	32.4%	8.1%
Engineering	29	51.7%	0.0%	13.8%	65.5%	6.9%
Family/Consumer Sciences	10	20.0%	0.0%	0.0%	20.0%	0.0%
Fine Arts	23	0.0%	0.0%	13.0%	13.0%	21.7%
Health Sciences	44	29.5%	2.3%	4.5%	36.4%	11.4%
Letters	26	15.4%	0.0%	15.4%	30.8%	11.5%
Math/Computer Science	13	30.8%	0.0%	15.4%	46.2%	7.7%
Natural Sciences	29	27.6%	6.9%	6.9%	41.4%	10.3%
Public Affairs	20	30.0%	5.0%	5.0%	45.0%	10.0%
Social Sciences	52	25.0%	3.8%	11.5%	42.3%	5.8%
Percent of Total		24.0%	3.3%	8.9%	36.8%	10.0%
All Disciplines	359	86	12	32	132	36

Table 12 provides the distribution of new faculty appointments by rank, gender, and minority status. Ninety percent of new tenure track faculty members were hired at the assistant professor rank; 7.5% were hired as associate professors and 2.5% as full professors. As has been true in recent years, individuals at the assistant professor rank were more likely to be female (54% compared to 41% of associate professors and 44% of full professors) and slightly more likely to be members of minority groups (37% compared to 33% of associate and full professors.)

Table 12. Gender and Minority Status of Tenure Track Faculty Appointments by Rank, Fall 2009

	Appointments	Males	Females	Total Minorities
Professor	9	5	4	3
Associate Professor	27	16	11	9
Assistant Professor	323	150	173	120
All Ranks	359	171	188	132

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”. Note that no information on prior experience in faculty positions was collected.

Table 13 presents a breakdown of years of post-degree experience by campus. Including the ABD population, almost 70% of new faculty in fall 2009 had received their terminal degrees fewer than five years prior to hire. This is a higher percentage than in 2007, when 61.7% of new hires had fewer than five years of post-degree experience, and 2008, when the comparable proportion was 63.7%. The percentage of new hires who were ABD also increased, from 6.2% in 2007 to 12.2% in 2008 to 15.3% in 2009.

Table 13. Years Since Getting 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	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Channel Islands	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Chico	11.1%	55.6%	22.2%	11.1%	0.0%	0.0%	0.0%
Dominguez Hills	8.3%	66.7%	25.0%	0.0%	0.0%	0.0%	0.0%
East Bay	0.0%	60.0%	20.0%	0.0%	0.0%	20.0%	0.0%
Fresno	15.0%	55.0%	15.0%	5.0%	0.0%	5.0%	5.0%
Fullerton	4.7%	79.1%	9.3%	0.0%	2.3%	0.0%	4.7%
Humboldt	0.0%	30.0%	20.0%	30.0%	20.0%	0.0%	0.0%
Long Beach	33.3%	40.5%	16.7%	2.4%	7.1%	0.0%	0.0%
Los Angeles	30.0%	52.5%	15.0%	0.0%	2.5%	0.0%	0.0%
Maritime	0.0%	50.0%	25.0%	0.0%	0.0%	0.0%	25.0%
Monterey Bay	0.0%	42.9%	42.9%	14.3%	0.0%	0.0%	0.0%
Northridge	10.0%	60.0%	10.0%	0.0%	10.0%	10.0%	0.0%
Pomona	12.5%	50.0%	25.0%	0.0%	0.0%	0.0%	12.5%
Sacramento	23.1%	42.3%	19.2%	11.5%	3.8%	0.0%	0.0%
San Bernardino	28.6%	28.6%	0.0%	28.6%	0.0%	14.3%	0.0%
San Diego	0.0%	90.0%	0.0%	0.0%	10.0%	0.0%	0.0%
San Francisco	16.7%	56.7%	13.3%	3.3%	3.3%	3.3%	3.3%
San Jose	3.8%	65.4%	11.5%	11.5%	3.8%	3.8%	0.0%
San Luis Obispo	17.4%	34.8%	13.0%	21.7%	0.0%	4.3%	8.7%
San Marcos	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sonoma	8.3%	50.0%	33.3%	8.3%	0.0%	0.0%	0.0%
Stanislaus	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%
All campuses	15.3%	54.6%	15.9%	6.1%	3.3%	1.9%	2.8%

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

Of the nine faculty members hired as full professors, all had at least 10 years of post-doctoral experience; the median was 21 years of post-doctoral experience. New associate professors had a median of nine years of experience following the award of the terminal degree. By contrast, the median number of years of experience following the terminal degree (excluding individuals identified as ABD) for new faculty members hired as assistant professors was two years.

In Table 14, years of experience is presented as a function of academic discipline. From year to year, the most consistent finding is that new faculty in the natural sciences rarely enter without the doctorate, and typically have post-doctoral experience. In fact, new assistant professors in the natural sciences had a median of five years post-doctoral experience at the time of appointment.

Table 14. Years Since Completing Terminal Degree, New Tenure Track Faculty, by Discipline

Discipline	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Agriculture	0.0%	42.9%	14.3%	42.9%	0.0%	0.0%	0.0%
Architecture	0.0%	50.0%	25.0%	0.0%	0.0%	25.0%	0.0%
Business/Management	14.0%	60.0%	6.0%	8.0%	4.0%	2.0%	6.0%
Communications	20.0%	60.0%	13.3%	0.0%	6.7%	0.0%	0.0%
Education	2.7%	75.7%	8.1%	2.7%	2.7%	5.4%	2.7%
Engineering	0.0%	58.6%	24.1%	0.0%	3.4%	6.9%	6.9%
Family/Consumer Sciences	30.0%	50.0%	0.0%	10.0%	10.0%	0.0%	0.0%
Fine Arts	13.0%	43.5%	26.1%	17.4%	0.0%	0.0%	0.0%
Health Sciences	22.7%	56.8%	9.1%	2.3%	6.8%	0.0%	2.3%
Letters	38.5%	38.5%	11.5%	7.7%	0.0%	3.8%	0.0%
Math/Computer Science	30.8%	46.2%	23.1%	0.0%	0.0%	0.0%	0.0%
Natural Sciences	0.0%	41.4%	41.4%	13.8%	0.0%	0.0%	3.4%
Public Affairs	30.0%	45.0%	5.0%	5.0%	10.0%	0.0%	5.0%
Social Sciences	15.4%	57.7%	21.2%	1.9%	1.9%	0.0%	1.9%
All Disciplines	15.3%	54.6%	15.9%	6.1%	3.3%	1.9%	2.8%

Faculty Salaries

The California State University

The growth in new tenure track salaries slowed in fall 2009. The average salary for all new tenure-track faculty in 2009 (\$69,797) was only 0.5% higher than the average salary in fall 2008 (\$69,431), while the average salary for new assistant professors (\$66,794) was about 1% greater than the average new assistant professor salary in fall 2008 (\$66,158). 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. Given small numbers of new appointments at several campuses, caution should be exercised in interpreting these averages. Note in particular that four out of seven new appointments at San Bernardino, the campus with the highest average starting salary, were in business fields, and three of the seven appointments were at the associate professor rank.

Table 15. Average Salaries of New Tenure Track Faculty by Campus, Fall 2009.

Campus	Average Salaries
Bakersfield	\$72,000
Channel Islands	\$72,000
Chico	\$66,015
Dominguez Hills	\$73,564
East Bay	\$65,501
Fresno	\$69,428
Fullerton	\$77,827
Humboldt	\$68,802
Long Beach	\$68,740
Los Angeles	\$63,584
Maritime Academy	\$59,595
Monterey Bay	\$59,750
Northridge	\$70,090
Pomona	\$75,394
Sacramento	\$58,545
San Bernardino	\$94,135
San Diego	\$81,234
San Francisco	\$77,915
San Jose	\$67,960
San Luis Obispo	\$68,764
San Marcos	\$62,502
Sonoma	\$57,392
Stanislaus	\$63,006
All Campuses	\$69,797

Table 16. Average Salaries of New Assistant Professors by Discipline, Fall 2009.

Discipline	Average Salaries
Agriculture	\$66,420
Architecture	\$58,008
Business/Management	\$85,865
Communications	\$61,730
Education	\$65,146
Engineering	\$74,037
Family/Consumer Sciences	\$61,192
Fine Arts	\$59,161
Health Sciences	\$65,474
Letters	\$60,337
Math/Computer Science	\$65,401
Natural Sciences	\$64,531
Public Affairs	\$66,678
Social Sciences	\$61,563
All Disciplines	\$66,794

Average salaries offered to new assistant professors continued to differ substantially depending on the discipline; average salaries in business, the discipline with the highest salaries, were 48% greater than average salaries in architecture, the discipline with the lowest average salaries. While business and management continued to lead all other fields, the average starting salary of \$85,865 was actually 7% lower than the average starting salary in business and management in 2008. Engineering continued to be the discipline with the second-highest salaries. In fall 2009, architecture and the fine arts offered the lowest starting salaries for assistant professors. Appendix B provides a detailed breakdown of salaries by sub-discipline.

In Table 17, we provide the average salaries of new faculty by rank. About 90% of appointments were made at the assistant professor rank. Salaries are broken down by whether the appointment was made on a 12-month basis or for the academic year. As was the case in fall 2008, 12 month appointments are most common at the full professor rank. The average academic year salary for new assistant professors was within 1% of the average salary for all assistant professors. By contrast, average academic year salaries of new associate professors exceeded the average academic year salary of all associate professors in fall 2009 by 15%, while the average academic year salary of new full professors outpaced that of all full professors in fall 2009 by 13%. Average salaries for tenure track faculty in fall 2009 are reported in the annual CSU Employee Profile, available at <http://www.calstate.edu/hr/employee-profile/2009/faculty/salary.shtml>.

Table 17. Average Salaries of New Faculty by Rank, Fall 2009

Rank	Appointments	Average Salary	Academic Year Count	Academic Year Average Salary	12 Month Count	12 Month Average Salary
Professor	9	\$113,527	6	\$108,660	3	\$123,260
Associate Professor	27	\$91,138	26	\$91,374	1	\$85,002
Assistant Professor	323	\$66,794	321	\$66,787	2	\$67,998
All Ranks	359	\$69,797	353	\$69,309	6	\$98,463

Faculty Sources

The California State University

Campuses were asked to report the most recent employer for each new hire. 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. The results are summarized in Table 18.

In 2009, for the first time, campuses were asked to indicate the nature of prior employment. Of 21 new faculty who had previously worked at another CSU campus, about half (ten individuals) previously held a tenure track position, while nine individuals were previously in CSU lecturer positions. Of the 256 individuals who came from colleges and universities outside the CSU, 74 (29%) previously held tenure-track positions, while 69 (27%) previously held lecturer or adjunct positions and 61 (24%) were graduate students. Twenty-two individuals came from post-doctoral positions and ten held visiting assistant professor positions prior to joining the CSU.

Table 18. Sources of New Tenure Track Faculty, Fall 2009

	Appointments	Percent of Total
Non-CSU Higher Education	256	71.3%
Campus Lecturer	51	14.2%
Other CSU	21	5.8%
Other/unknown	31	8.6%
All Appointments	359	100%

The frequency with which campuses report hiring their own lecturers into tenure track positions has increased slightly for the past two years. Table 19 shows the trend over the past six years. Note this table only reports those lecturers who moved from lecturer to tenure-track positions at the same campus and does not include those lecturers who were hired onto the tenure track at another campus.

Table 19. Percent of New Tenure Track Appointments from Campus Lecturers, 2004 to 2009

Year	2004	2005	2006	2007	2008	2009
% Campus Lecturers	13.5%	13.5%	11.9%	10.7%	13.1%	14.2%

In Table 20, sources of new tenure track faculty are broken out by discipline. Note that in classifying institutions, we have included colleges, universities, and research institutes as “other higher education.” The category of “other” includes private sector employers as well as non-profit and public sector employers, including K-12 education.

Table 21 presents sources of tenure track faculty on each campus. New CSU faculty members came from 35 states and 17 different international universities and research organizations (including programs outside the United States run by American universities). Appendix C consists of a list of prior employers of new CSU hires. California institutions outside the CSU were the source of 99 appointments, including 41 from the University of California; the largest number of new faculty (14) from any one university came from the University of California, Berkeley.

Table 20. Sources of New Tenure Track Faculty by Discipline, Fall 2009

Discipline	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	7	57.1%	14.3%	14.3%	14.3%
Architecture	4	50.0%	0.0%	0.0%	50.0%
Business/Management	50	80.0%	4.0%	4.0%	12.0%
Communications	15	93.3%	0.0%	0.0%	6.7%
Education	37	70.3%	21.6%	2.7%	5.4%
Engineering	29	58.6%	13.8%	10.3%	17.2%
Family/Consumer Sciences	10	70.0%	10.0%	0.0%	20.0%
Fine Arts	23	65.2%	17.4%	0.0%	17.4%
Health Sciences	44	56.8%	22.7%	13.6%	6.8%
Letters	26	88.5%	11.5%	0.0%	0.0%
Math/Computer Science	13	61.5%	7.7%	7.7%	23.1%
Natural Sciences	29	72.4%	24.1%	3.4%	0.0%
Public Affairs	20	85.0%	10.0%	5.0%	0.0%
Social Sciences	52	71.2%	15.4%	9.6%	3.8%
Percent of Total	100%	71.3%	14.2%	5.8%	8.6%
All Disciplines	359	256	51	21	31

Table 21. Sources of New Tenure Track Faculty by Campus, Fall 2009

Campus	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	2	100%	0.0%	0.0%	0.0%
Channel Islands	1	100%	0.0%	0.0%	0.0%
Chico	9	77.8%	0.0%	22.2%	0.0%
Dominguez Hills	12	41.7%	50.0%	0.0%	8.3%
East Bay	5	60.0%	20.0%	20.0%	0.0%
Fresno	20	50.0%	25.0%	5.0%	20.0%
Fullerton	43	76.7%	7.0%	4.7%	11.6%
Humboldt	10	80.0%	10.0%	0.0%	10.0%
Long Beach	42	71.4%	14.3%	4.8%	9.5%
Los Angeles	40	72.5%	15.0%	2.5%	10.0%
Maritime Academy	4	25.0%	50.0%	25.0%	0.0%
Monterey Bay	7	71.4%	14.3%	14.3%	0.0%
Northridge	10	70.0%	10.0%	0.0%	20.0%
Pomona	16	87.5%	0.0%	12.5%	0.0%
Sacramento	26	65.4%	23.1%	7.7%	3.8%
San Bernardino	7	100%	0.0%	0.0%	0.0%
San Diego	10	80.0%	10.0%	10.0%	0.0%
San Francisco	30	86.7%	6.7%	6.7%	0.0%
San Jose	26	80.8%	19.2%	0.0%	0.0%
San Luis Obispo	23	52.2%	13.0%	8.7%	26.1%
San Marcos	2	50.0%	50.0%	0.0%	0.0%
Sonoma	12	66.7%	8.3%	8.3%	16.7%
Stanislaus	2	50.0%	0.0%	0.0%	50.0%
All Campuses	359	256	51	21	31

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.

Only five of the 359 new faculty hired in 2009 (1.4%) received tenure at the time of appointment. In addition, 67 new appointees received either one or two years of service credit toward the probationary period; two years of credit is the maximum permitted under the faculty collective bargaining agreement. 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. The campuses with the highest percentages of faculty receiving service credit were Humboldt (7 out of 10 new faculty), Sonoma (6 out of 12 new faculty) and Sacramento (12 out of 26 new faculty).

Table 22. Percent of New Appointees Receiving Tenure or Service Credit, Fall 2009

Campus	Percent Receiving Service Credit or Tenure
Bakersfield	0.0%
Channel Islands	0.0%
Chico	44.4%
Dominguez Hills	8.3%
East Bay	40.0%
Fresno	10.0%
Fullerton	9.3%
Humboldt	70.0%
Long Beach	21.4%
Los Angeles	7.5%
Maritime Academy	0.0%
Monterey Bay	14.3%
Northridge	10.0%
Pomona	25.0%
Sacramento	46.2%
San Bernardino	28.6%
San Diego	0.0%
San Francisco	3.3%
San Jose	19.2%
San Luis Obispo	34.8%
San Marcos	0.0%
Sonoma	50.0%
Stanislaus	0.0%
All Campuses	20.1%

Typically, new tenure-track faculty members receive a reduced teaching load for one or more years to enable them to prepare new courses and establish a program of research, scholarly, or creative activities. The reduction in teaching load is expressed in “weighted teaching units”, or WTU. These reductions may extend beyond the first probationary year; therefore, campuses were asked to provide the number of

years in which a reduced teaching load was provided as well as the total number of WTU provided. Only 18% of new faculty in fall 2009 did not receive a workload reduction (compared to 20% in fall 2008 and 22% in fall 2007.) The median workload reduction was 6 WTU (2 courses) while the average was 11.0 WTU. Almost half (49%) of new faculty received a workload reduction in the first year only, while 15% had a reduction over a two year period and 17% received a reduction for three or more years. Table 23 displays the distribution of workload reduction reported by the campuses.

Table 23. Workload Reduction Offered to New Tenure Track Faculty, Fall 2009

Workload reduction (WTU)	0	1 - 3	4 - 6	7 - 9	10 - 12	>12
Percentage of New Faculty	18%	15%	28%	5%	10%	24%

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.

In Table 24, average start-up awards are broken out by discipline. Consistent with the pattern observed in previous years, the largest awards go to faculty members in the natural sciences; of those receiving awards, the average size of award in the sciences is more than three times the average in engineering, the field with the next-highest average awards. When the natural sciences are excluded, the average award to those receiving funds falls to \$11,512.

Table 24. Start-Up Funding Offered to New Tenure Track Faculty by Discipline, Fall 2009

Discipline	Average start-up funds	Average (of those receiving funds)
Agriculture	\$1,571	\$3,667
Architecture	\$4,000	\$4,000
Business/Management	\$16,117	\$19,187
Communications	\$4,989	\$12,473
Education	\$3,102	\$4,590
Engineering	\$18,465	\$28,183
Family/Consumer Sciences	\$4,910	\$7,014
Fine Arts	\$4,297	\$8,235
Health Sciences	\$7,978	\$13,500
Letters	\$1,823	\$2,495
Math/Computer Science	\$5,934	\$8,574
Natural Sciences	\$81,934	\$88,003
Public Affairs	\$2,220	\$4,933
Social Sciences	\$6,123	\$7,404
All Disciplines	\$13,705	\$19,603

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. Four campuses made no awards of start-up funds. Of campuses with five or more individuals who received start-up support, San Diego offered the highest median award (\$23,500).

Table 25. Start-Up Funding Offered to New Tenure Track Faculty by Campus, Fall 2009

Campus	Number of Hires	Number Receiving Funds	Average start-up funds	Average (of those receiving funds)	Median (of those receiving funds)
Bakersfield	2	2	\$8,500	\$8,500	\$8,500
Channel Islands	1	1	\$15,000	\$15,000	\$15,000
Chico	9	6	\$1,889	\$2,833	\$3,200
Dominguez Hills	12	0			
East Bay	5	5	\$3,900	\$3,900	\$1,500
Fresno	20	18	\$11,320	\$12,578	\$7,500
Fullerton	43	39	\$15,072	\$16,618	\$15,000
Humboldt	10	10	\$8,275	\$8,275	\$5,000
Long Beach	42	23	\$20,618	\$37,650	\$10,600
Los Angeles	40	34	\$10,780	\$12,682	\$4,775
Maritime Academy	4	0			
Monterey Bay	7	0			
Northridge	10	5	\$32,700	\$65,400	\$3,500
Pomona	16	13	\$29,167	\$35,898	\$6,500
Sacramento	26	14	\$2,066	\$3,837	\$2,050
San Bernardino	7	6	\$8,714	\$10,167	\$8,000
San Diego	10	10	\$48,098	\$48,098	\$23,500
San Francisco	30	23	\$21,632	\$28,215	\$5,969
San Jose	26	15	\$11,385	\$19,733	\$18,000
San Luis Obispo	23	19	\$6,677	\$8,082	\$4,000
San Marcos	2	1	\$30,000	\$60,000	\$60,000
Sonoma	12	7	\$3,750	\$6,429	\$1,000
Stanislaus	2	0			
All Campuses	359	250	\$13,705	\$19,603	\$5,969

Most campuses offer support for moving expenses to new faculty members, subject to CSU policies on allowable moving and relocation expenses. About 64% of all new faculty members received such support in 2009. Table 26 lists the moving expense awards by campus, averaged over all appointments as well as over those who received funds.

Campuses continue to invest considerable resources in support of new tenure-track faculty. The combined value of start-up funding offered to new appointees across the system was approximately \$4.9 million, while the total for moving expenses was more than \$0.9 million. In addition, campuses provided workload reductions for new faculty equivalent to 124 positions. The approximate cost of replacing the faculty time associated with these workload reductions, calculated using the minimum salary for assistant professors (currently \$49,716) was \$6.16 million. The combined investment in new faculty support reported here is almost \$12 million, or \$33,400 per person. This should be considered a minimum as it does not include agreements to provide summer or other additional employment opportunities or the value of orientations and other professional development programs offered to new faculty. It also does not include the costs (in direct expenditures or faculty and administrative time) of the search process.

Table 26. Moving Expenses Awarded to New Tenure Track Faculty by Campus, Fall 2009

Campus	Average	Average of funded
Bakersfield	\$2,250	\$2,250
Channel Islands	\$3,000	\$3,000
Chico	\$2,333	\$2,625
Dominguez Hills		
East Bay	\$1,450	\$2,417
Fresno	\$3,050	\$4,357
Fullerton	\$3,304	\$4,440
Humboldt	\$3,050	\$3,050
Long Beach	\$2,488	\$4,354
Los Angeles	\$2,340	\$3,900
Maritime Academy		
Monterey Bay	\$1,171	\$1,367
Northridge	\$300	\$3,000
Pomona	\$2,500	\$4,444
Sacramento	\$1,588	\$2,752
San Bernardino	\$7,643	\$7,643
San Diego	\$3,800	\$4,222
San Francisco	\$2,100	\$2,739
San Jose	\$1,962	\$4,636
San Luis Obispo	\$4,922	\$6,289
San Marcos		
Sonoma	\$1,792	\$1,955
Stanislaus	\$750	\$1,500
All Campuses	\$2,511	\$3,937

Recruitment Outcomes

The California State University

In order to better understand 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. In the following analysis, an unsuccessful search is defined as one in which no appointment was made, while a successful search is one in which an appointment was made, even if the appointee was not the top-ranked candidate.

Table 27 summarizes the reported reasons for unsuccessful searches over the last three years. A significant shift in the reported reasons has occurred over the last three years. The most frequently cited reason in 2007 was an inadequate candidate pool, followed by all offers being declined. Budget was only cited as the reason in 8% of unsuccessful searches. By 2009, budget issues were reported as the basis for the failure of the majority of unsuccessful searches, while inadequate candidate pools were only cited in 14% of cases, perhaps reflective of a weakened job market nationally. Likewise, it was relatively rare in both 2008 and 2009 for all offers to be declined.

Table 27. Unsuccessful Tenure Track Searches, 2007-2009

Reason why position was not filled	2007		2008		2009	
	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	98	36%	122	39%	28	14%
All offers declined	78	29%	4	1%	17	8%
Other	44	16%	12	4%	28	14%
Unknown	10	4%	4	1%	0	0%
Change in staffing priorities	13	5%	10	3%	8	4%
Budget	22	8%	148	48%	115	56%
Cancelled due to process irregularities	7	3%	9	3%	8	4%
No Reason Given						
All Unsuccessful Searches	272		309		204	

In those searches that were ultimately unsuccessful, at least one candidate received an offer of employment 23% of the time. In searches that were concluded successfully, however, the top candidate accepted the position about 88% of the time. The distribution of searches in which one or more offers were declined is presented in table 28.

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

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	204	47
Successful	359	42
All searches	563	89

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. The primary reasons cited by candidates for declining a position are provided in Table 29. Campuses had the option of providing more than one reason, and were asked to provide an explanation of the reason when “other” was selected. Table 29 summarizes the primary reasons candidates provided in 2008-09. In 39% of all cases, the candidate indicated that he/she had received a better offer from another institution. Salary was identified as the issue 20% of the time, and “other reasons” were cited about 20% of the time. A review of these “other reasons” indicates at least four cases where the candidate was concerned about the level of support for his or her research or was seeking a more research-intensive university. In several other cases, the candidate initially accepted an appointment but then decided not to come, either because the situation changed at the home institution or another job came through. One candidate explicitly cited the 2009/10 furlough program as the reason for rescinding an acceptance. Finally, while none of the candidates cited teaching load as a primary reason for turning down a CSU position, it appeared as a secondary issue for four individuals.

Issues such as availability of spousal employment, housing costs, and unspecified family issues together accounted for about 15% of the stated primary reasons for declining a position. Housing costs were a relatively common secondary reason for declining a position, listed by eight individuals. In addition, several individuals indicated that difficulty in selling a house contributed to the decision to decline an offer.

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

Primary reason	All searches	Unsuccessful searches	Successful searches
Better offer elsewhere	39.3%	31.9%	47.6%
Inadequate salary	20.2%	25.5%	14.3%
Family/personal reasons	9.0%	8.5%	9.5%
Other	20.2%	21.3%	19.0%
Lack of spousal employment	4.5%	4.3%	4.8%
High cost of housing	2.2%	4.3%	0%
Timing of CSU offer	4.5%	4.3%	4.8%

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. In 2008/09, campuses reported a total of 30 denials of tenure or non-reappointments out of 3,242 probationary faculty members. Thus, it continues to be the case that the vast majority of CSU probationary faculty members are successful in their efforts to gain tenure and promotion. Tables 30 and 31 show the distribution of non-reappointments and denials of tenure by campus and by discipline, respectively.

Table 30. Tenure Denials and Non Reappointments by Campus, 2008/09

Campus	Non-Reappointments and Tenure Denials
Bakersfield	2
Channel Islands	0
Chico	2
Dominguez Hills	0
East Bay	1
Fresno	0
Fullerton	0
Humboldt	1
Long Beach	2
Los Angeles	0
Maritime Academy	1
Monterey Bay	0
Northridge	2
Pomona	3
Sacramento	3
San Bernardino	1
San Diego	2
San Francisco	3
San Jose	4
San Luis Obispo	2
San Marcos	0
Sonoma	0
Stanislaus	1
All Campuses	30

Table 31. Tenure Denials and Non-Reappointments by Discipline, 2008/09

Campus	Non-Reappointments and Tenure Denials
Agriculture	1
Architecture	0
Business/Management	5
Communications	1
Education	6
Engineering	2
Family/Consumer Sciences	2
Fine Arts	3
Health Sciences	2
Letters	3
Math/Computer Science	1
Natural Sciences	1
Public Affairs	0
Social Sciences	3
All Disciplines	30

Campuses also were asked to report on resignations of tenured and probationary faculty members. Table 32 presents resignations since 2001-02. After an uptick in resignations in 2004-05 and 2005-06, resignations have declined each subsequent year and fell to 1.6% of the total tenure-track population in 2008-09.

Table 32. Resignations of Tenure-Track Faculty, 2002 to 2009

Year	Resignations	% of all Tenured and Probationary faculty
2008-09	169	1.6%
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%

Resignations of tenured faculty are relatively rare, while probationary faculty members are far more likely to resign their positions. In 2005-06, we broke resignations down for the first time into tenured versus probationary faculty, which showed that the resignation rate for probationary faculty was 5.4% compared to only 0.9% for tenured faculty. The rate of resignations by both probationary and tenured faculty has fallen every year since 2005-06. As seen in Table 33, by 2008-09 the resignation rate for tenured faculty was only 0.6%. While still accounting for the majority of resignations, by 2008-09 the resignation rate for probationary faculty members had fallen to 3.7%.

Table 33. Resignations of Tenured and Probationary Faculty, 2005/06 to 2008/09

Year	Tenured			Probationary		
	Total	Resignations	% of Total	Total	Resignations	% of Total
2008-09	7,475	48	0.64%	3,242	121	3.7%
2007-08	7,442	54	0.78%	3,240	149	4.6%
2006-07	7,334	57	0.73%	3,146	155	4.9%
2005-06	7,332	69	0.64%	3,060	166	5.4%

In Table 34, we present a breakdown of resignations, by campus, for tenured and probationary faculty members for 2008-09. No campus had a resignation rate greater than 3%.

For the second year, campuses were asked to provide the reasons given by resigning faculty members for leaving. These responses are provided in Table 35. As was true in 2007-08, the leading reason for resigning, at 44%, was “to accept another job”. No other single reason accounted for more than 10% of the total, although issues related to family considerations, including employment for a spouse or partner and other family or childcare issues together accounted for almost 14% of the total. However, compared to 2007-08, when only one individual was reported as being dissatisfied with his/her job, 13 individuals (7.7%) reported being dissatisfied with their jobs, while 15 individuals (8.9%) indicated a desire to relocate. By the end of the 2008-09 academic year, the magnitude of the state budget crisis had become clear and the system-wide furlough program was on the horizon, which may have contributed to greater numbers of responses in these categories.

Table 34. Resignations of Probationary and Tenured Faculty by Campus, 2008-09

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total	# Resigned	Total	# Resigned	Percent
Bakersfield	4	57	1	152	5	2.4%
Channel Islands	0	42	1	41	1	1.2%
Chico	5	146	2	373	7	1.3%
Dominguez	3	81	1	185	4	1.5%
East Bay	6	132	4	221	10	2.8%
Fresno	14	201	0	370	14	2.5%
Fullerton	8	285	4	435	12	1.7%
Humboldt	5	70	1	196	6	2.3%
Long Beach	11	253	4	592	15	1.8%
Los Angeles	4	130	1	390	5	1.0%
Maritime	1	11	0	31	1	2.4%
Monterey	2	39	0	68	2	1.9%
Northridge	6	218	1	538	7	0.9%
Pomona	6	152	1	398	7	1.3%
Sacramento	10	201	4	533	14	1.9%
San Bernardino	1	101	0	303	1	0.2%
San Diego	12	191	6	624	18	2.2%
San Francisco	9	285	2	524	11	1.4%
San Jose	5	186	5	522	10	1.4%
San Luis Obispo	4	254	3	435	7	1.0%
San Marcos	0	64	2	158	2	0.9%
Sonoma	5	65	2	198	7	2.7%
Stanislaus	0	78	3	188	3	1.1%
All Campuses	121	3,242	48	7,475	169	1.6%

Table 35. Reasons Provided for Resignations of Tenure-Track Faculty Members

Reason for resignation	Number	Percent
To accept another job	75	44.4%
To look for another job	1	0.6%
Dissatisfied with job	13	7.7%
Family/child care issues	15	8.9%
Spouse's job	8	4.7%
Desire to relocate	15	8.9%
Health	3	1.8%
Other/unknown/not specified	39	23.1%
Total	169	100%

Conclusions

The California State University

1. For 2008-09, the CSU initiated 563 searches, leading to the appointment of 359 new tenure track faculty, for a success rate of 64%. The total number of searches declined by 43% compared to 2007-08, while appointments in fall 2009 declined by 47% compared to fall 2008. The total number of new appointments was lower than in any year since 1993.
2. In searches that were concluded successfully, the top candidate accepted the position about 88% 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 letters and humanities. More searches were carried out in nursing than in any other single field, but these searches produced an average of only six applications per search.
4. New faculty members were roughly evenly divided by gender. Members of minority groups comprised 37% of new hires.
5. Salaries of new faculty members grew were relatively static. New hires also received start-up packages with an average worth of almost \$14,000 as well as workload reductions that averaged 11.0 WTU. The aggregate value of workload reductions, start-up-funding, and allocations for moving expenses was about \$33,400 per person.
6. Around 48% of new faculty came from California institutions. Candidates were hired from 35 states and 17 institutions outside the United States.
7. Less than 1% of probationary faculty members were denied reappointment or tenure in 2008-09, while the overall resignation rate continued to decline, falling to 1.6% overall. The resignation rate for probationary faculty fell to 3.7%.

Appendix A. Tenure Track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2009

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agricultural Economics	1	0	0%	0	0
	Agriculture	6	4	66.7%	120	20
	Agriculture Business	1	1	100%	49	49
	Animal Science	2	2	100%	19	10
Architecture	Architecture Engineering	1	1	100%	65	65
	Landscape Architecture	4	3	75%	103	26
Business/ Management	Accounting	10	8	80%	248	25
	Accounting/Finance	10	3	30%	305	31
	Business Administration	6	6	100%	141	24
	Business Law	1	1	100%	117	117
	Economics	14	11	78.6%	1,776	127
	Finance	7	6	85.7%	573	82
	Information Systems	6	1	16.7%	228	38
	Management	16	10	63%	572	36
Communications/ Journalism	Marketing	8	4	50%	196	25
	Communication	14	8	57.1%	295	21
	Communication Arts	7	3	42.9%	291	42
	Journalism	5	3	60%	171	34
Education	Radio TV Film	2	1	50%	102	51
	Bilingual Education	4	1	25%	103	26
	Child Development	2	1	50%	62	31
	Counseling	8	7	87.5%	121	15
	Education	8	4	50%	141	18
	Educational Leadership	16	11	69%	322	20
	Educational Psychology	6	2	33.3%	137	23
	Library & Info Science	3	3	100%	29	10
	Secondary Education	3	3	100%	159	53
Special Education	4	4	100%	60	15	
Engineering	Teacher Education	4	1	25%	50	13
	Aerospace Engineering	3	0	0%	13	4
	Chemical Engineering	2	2	100%	82	41
	Civil Engineering	9	7	77.8%	467	52
	Construction Mgmt	9	7	77.8%	185	21
	Electrical Engineering	7	4	57.1%	406	58
	Engineering	13	5	38.5%	233	18
Family/Consumer Sciences	Mechanical Engineering	7	4	57.1%	262	37
	Family & Consumer Sci	7	6	85.7%	76	11
Fine Arts	Nutritional Science	7	4	57.1%	86	12
	Art	7	3	42.9%	327	47
	Art & Design	10	5	50%	155	16
	Art History	2	2	100%	281	141
	Cinema	2	1	50%	206	103
	Dance	4	2	50%	234	59
	Music	12	6	50%	530	44
	Theatre & Dance	5	4	80%	259	52
Theatre Arts	5	0	0%	58	12	

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Health Sciences	Communication Disorders & Sciences	5	5	100%	24	5
	Health Sciences	13	8	61.5%	236	18
	Kinesiology	20	14	70%	201	10
	Nursing	26	12	46.2%	143	6
	Occupational Therapy	1	1	100%	4	4
	Physical Therapy	3	2	66.7%	16	5
	Speech & Hearing Sciences	3	2	66.7%	23	8
Letters/Humanities	English	16	14	88%	1,534	96
	Foreign Languages	7	4	57.1%	315	45
	Humanities	1		0%	55	55
	Linguistics	1	1	100%	37	37
	Philosophy	7	6	85.7%	568	81
	Religious Studies	2	1	50%	10	5
Math/Computer Science	Computer Science	3	2	66.7%	277	92
	Mathematics	15	11	73.3%	518	35
Natural Sciences	Biology	17	11	64.7%	668	39
	Chemistry	15	9	60%	568	38
	Environmental Studies	2	1	50%	64	32
	Geology	4	2	50%	110	28
	Physics	7	6	85.7%	473	68
Public Affairs	City & Regional Planning	2	2	100%	35	18
	Criminal Justice	5	3	60%	84	17
	Hospitality	1	1	100%	22	22
	Public Administration	5	3	60%	112	22
	Recreation	2	1	50%	40	20
	Social Work	15	10	66.7%	383	26
Social/Behavioral Sciences	Anthropology	10	5	50%	453	45
	Gender, Ethnic, & Area Studies	12	7	58.3%	333	28
	Geography	7	5	71.4%	266	38
	History	12	10	83.3%	610	51
	Political Science	6	6	100%	248	41
	Psychology	19	12	63.2%	853	45
	Sociology	6	5	83.3%	284	47
	Women Studies	3	2	66.7%	261	87
Total	Total	563	359	63.8%	20,243	36

Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2009

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agriculture	3	\$60,032	\$60,000	\$60,096
	Animal Science	2	\$76,002	\$62,004	\$90,000
Architecture	Landscape Architecture	2	\$58,008	\$58,008	\$58,008
Business/Management	Accounting	3	\$107,640	\$100,008	\$111,456
	Accounting/Finance	3	\$89,000	\$75,000	\$96,000
	Business Administration	4	\$83,877	\$74,004	\$91,500
	Business Law	1	\$80,004	\$80,004	\$80,004
	Economics	11	\$70,168	\$56,004	\$85,008
	Finance	4	\$93,756	\$91,008	\$100,008
	Information Systems	1	\$90,000	\$90,000	\$90,000
	Marketing	4	\$98,002	\$95,004	\$100,000
Communications/Journalism	Communication	8	\$61,817	\$57,000	\$65,004
	Communication Arts	3	\$60,468	\$58,800	\$63,600
	Journalism	3	\$62,836	\$53,496	\$70,008
	Radio TV Film	1	\$61,500	\$61,500	\$61,500
Education	Bilingual Education	1	\$65,004	\$65,004	\$65,004
	Child Development	1	\$54,000	\$54,000	\$54,000
	Counseling	7	\$62,290	\$55,500	\$66,948
	Education	4	\$62,190	\$57,804	\$66,948
	Educational Leadership	9	\$67,560	\$62,004	\$87,504
	Educational Psychology	2	\$68,010	\$66,012	\$70,008
	Library & Information Science	2	\$70,212	\$69,432	\$70,992
	Secondary Education	3	\$65,572	\$65,004	\$66,504
	Special Education	4	\$65,490	\$65,004	\$66,948
	Teacher Education	1	\$68,004	\$68,004	\$68,004
Engineering	Chemical Engineering	2	\$76,002	\$75,000	\$77,004
	Civil Engineering	7	\$76,790	\$63,000	\$82,008
	Construction Management	6	\$74,568	\$70,200	\$79,200
	Electrical Engineering	4	\$72,501	\$64,992	\$79,008
	Engineering	4	\$72,252	\$65,004	\$77,004
	Mechanical Engineering	3	\$69,672	\$65,004	\$79,008
Family/Consumer Sciences	Family & Consumer Sciences	6	\$61,234	\$57,000	\$66,000
	Nutritional Science	4	\$61,128	\$56,004	\$65,004
Fine Arts	Art	3	\$60,668	\$53,004	\$66,000
	Art & Design	5	\$65,383	\$62,004	\$70,008
	Art History	2	\$57,492	\$54,984	\$60,000
	Cinema	1	\$53,004	\$53,004	\$53,004
	Dance	2	\$54,258	\$53,508	\$55,008
	Music	6	\$56,898	\$53,004	\$64,800
	Theatre & Dance	4	\$58,473	\$54,984	\$63,600

Discipline	Sub-Discipline	N	Average	Minimum	Maximum
Health Sciences	Communication Disorders & Sciences	5	\$65,107	\$63,804	\$67,008
	Health Sciences	7	\$65,211	\$60,504	\$68,508
	Kinesiology	13	\$62,071	\$56,004	\$68,508
	Nursing	10	\$70,154	\$65,004	\$78,504
	Occupational Therapy	1	\$80,004	\$80,004	\$80,004
	Speech & Hearing Sciences	2	\$58,752	\$55,008	\$62,496
Letters/Humanities	English	14	\$59,773	\$50,004	\$66,000
	Foreign Languages	4	\$60,927	\$60,000	\$62,508
	Linguistics	1	\$61,008	\$61,008	\$61,008
	Philosophy	6	\$60,954	\$54,816	\$66,000
	Religious Studies	1	\$61,500	\$61,500	\$61,500
Math/Computer Science	Computer Science	2	\$73,500	\$69,000	\$78,000
	Mathematics	10	\$63,781	\$54,996	\$72,000
Natural Sciences	Biology	11	\$64,796	\$54,444	\$72,000
	Chemistry	8	\$63,633	\$57,000	\$72,000
	Geology	2	\$67,002	\$65,004	\$69,000
	Physics	6	\$64,420	\$60,000	\$72,000
Public Affairs	City & Regional Planning	1	\$65,004	\$65,004	\$65,004
	Criminal Justice	3	\$59,608	\$58,008	\$62,004
	Hospitality	1	\$85,008	\$85,008	\$85,008
	Public Administration	3	\$69,204	\$61,104	\$76,500
	Recreation	1	\$66,000	\$66,000	\$66,000
	Social Work	9	\$66,418	\$58,008	\$86,000
Social/Behavioral Sciences	Anthropology	5	\$61,428	\$54,492	\$72,000
	Gender, Ethnic, & Area Studies	7	\$62,575	\$57,000	\$70,008
	Geography	5	\$59,302	\$56,004	\$62,004
	History	8	\$61,557	\$56,004	\$80,004
	Political Science	5	\$64,942	\$61,008	\$70,008
	Psychology	11	\$61,269	\$54,744	\$74,004
	Sociology	5	\$61,242	\$57,114	\$67,488
	Women Studies	2	\$58,002	\$56,004	\$60,000
Total	Total	323	\$66,794	\$50,004	\$111,456

Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2009

State	Institution Name	#
AL	Auburn University	1
	Tuskegee University	2
AZ	Arizona State University	9
	Northern Arizona University	1
	University of Arizona	5
CA	American Intercontinental Univ, LA, CA	1
	Bloomsburg University	1
	California Institute of Technology	1
	Cerritos College	1
	Chapman University	2
	Claremont College	1
	Clemson University	1
	Columbia College Hollywood	1
	Davis Joint Unified School District	1
	Defense Language Institute	2
	Disney Elementary	1
	East Los Angeles College	1
	Ernst & Young	1
	Folsom Lake College	1
	Harris and Associates	1
	Harvey Mudd College	1
	House Ear Institute	1
	J.D. Power	1
	Kramer and Lawson INC	1
	Lighting Design Alliance	1
	Merced Union High School District	1
	Mills College	1
	National Food Lab	1
	National University	1
	Oxnard Union High School	1
	Sacramento City College	1
	Santa Clara University	1
	Scripps College	1
	South Coast Repertory, Adult Conservatory	1
	Stanford University	5
	UC Berkeley	14
	UC Davis	2

State	Institution Name	#
CA	UC Irvine	3
	UC Los Angeles	13
	UC Riverside	1
	UC San Diego	1
	UC Santa Barbara	4
	UC Santa Cruz	3
	Unisys Corporation	1
	University of LaVerne	1
	University of Riverside	1
	University of San Francisco	1
	University of Southern California	7
	University of the Pacific	1
	Unknown	8
	USDA-Natural Resources Conservation Service	1
West Coast University	1	
CO	Colorado School of Mines	1
	Colorado State University	1
	University of Colorado	1
CT	Yale University	1
DC	Howard University	1
FL	Florida Atlantic University	1
	Florida State University	3
	Harvard University	1
	Miami International University of Art and Design	1
	NOVA Southeastern University	1
	University of Central Florida	1
	University of Florida	3
	University of Miami	2
GA	Emory University	1
	Georgia State University	1
	Spelman College	1
	University of Georgia	2
HI	Transpacific Hawaii College	1
	University of Hawaii at Manoa	1
IA	Des Moines University	1
	Grant Wood Area Education Agency	1
	University of Iowa	1

State	Institution Name	#
ID	Idaho State University	1
IL	DePaul University	1
	National-Louis University	1
	Northern Illinois University	1
	Northwestern University	2
	US Corps of Engineering	1
IN	Indiana University	4
	Purdue University	1
KS	Fort Hays State University	1
	Kansas State University	1
	University of Kansas	1
KY	University of Kentucky	1
	University of Louisville	1
	Western Kentucky University	1
LA	Louisiana State University	2
	University of Louisiana	1
	University of New Orleans	1
MA	Boston Conservatory	1
	Harvard University	1
	University of Massachusetts - Amherst	1
MD	Johns Hopkins University	1
	Towson University	1
	University of Maryland	2
	University of Maryland- Eastern Shore	1
MI	Concordia University	1
	Grand Valley State University	1
	Kettering High School	1
	Michigan State University	5
	University of Michigan	1
MN	University of Minnesota	2
MO	Missouri Western State University	1
	University of Missouri	4
	University of Missouri, Kansas City	1
	University of Missouri, St. Louis	1
NC	East Carolina State University	1
	Elon University	1
	McGuire Woods, LLP	1
	North Carolina State University	1
	University of North Carolina	2
	University of North Carolina, Wilmington	1
	Wake Forest University	2
NE	University of Nebraska at Lincoln	1
NJ	Rutgers University	2
	The State University of New Jersey	2

State	Institution Name	#
NM	New Mexico State University	1
	University of New Mexico	1
NV	University of Las Vegas	2
	University of Nevada, Las Vegas	3
	University of Nevada, Reno	2
NY	Columbia University	1
	Cornell University	1
	CUNY Graduate School	1
	Kingsborough Community College	1
	New York University	1
	State University of New York at Albany	1
	State University of New York at Buffalo	1
	State University of New York at Plattsburgh	1
	Syracuse University	1
University of Rochester Music School	1	
OH	Ohio State University	2
	Ohio University	1
OK	Oklahoma State University	1
	University of Oklahoma	1
OR	Lebanon Public School District	1
	Oregon Health & Science University	1
	University of Oregon	3
PA	Boston College	1
	Bucknell University	1
	Carnegie Mellon University	1
	Lehigh University	1
	Pennsylvania State University	1
	United States Army War College	1
	University of Pennsylvania	1
	University of Pittsburgh	1
SC	Clemson University	1
TX	Angelo State University	1
	NASA - Johnson Space Center	1
	Robert Wood Johnson Foundation	1
	Texas A&M International University	1
	University of North Texas	1
	University of Texas	2
	University of Texas at El Paso	1
	University of Texas at El Paso	1
University of Texas at San Antonio	2	
VA	George Mason University	1
	University of Virginia	1
	Washington and Lee University	1
	Unknown	1

State	Institution Name	#
WA	Pacific Lutheran University	1
WI	Marquette University	1
	University of Wisconsin, Madison	5
	University of Wisconsin, Milwaukee	1
WV	West Virginia University	1
Outside U.S.	Federal University of Ceara	1
	Fluor Corporation	1
	Institute of Mathematical Sciences	1
	McMaster University	1
	Paris Dauphine University	1
	Queens University	1

State	Institution Name	#
Outside U.S.	RMIT University	1
	Universite of Montreal	1
	University of British Columbia	2
	University of Calgary	1
	University of Kansas	1
	University of London	1
	University of New Mexico Rome Program	1
	University of Northern British Columbia	1
	University of Ottawa	1
	University of Toronto	1
Unknown	1	