



Report on 2010 Faculty Recruitment and Retention Survey

The California State University

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Introduction

The California State University has reported on tenure track recruitments and appointments in the CSU since 1988. The recruitment class that began service in fall 2010 is the smallest group of new tenure-track faculty since the Office of the Chancellor began collecting this information. Because of the small number of searches and appointments, this report has been modified in scope compared to typical reports; in particular, given the small number of appointments, campus by campus breakdowns are not included for all areas of analysis. The information contained in the report comes from all 23 campuses and reflects recruitments carried out during the 2009/10 academic year, as well as resignations, tenure denials, and non-reappointments of tenure-track faculty during this period. The report addresses the rate of success experienced by campuses in recruiting new faculty and the number of applications received for open positions. It presents demographic, salary, and prior employment data of new tenure track faculty. The report also presents information on the recruitment process and reasons given for unsuccessful searches. In addition, data on faculty resignations and tenure denials by campus and discipline are reported.

Executive Summary

In 2010, CSU campuses initiated 156 searches that resulted in 108 appointments, making the class of 2010 the smallest cohort of new faculty in the last 23 years. The overall success rate of searches was 69%. In searches that were concluded successfully, the campus's first choice accepted the appointment almost 90% of the time.

Starting salaries for new faculty, which remained essentially flat from 2008 to 2009, increased from fall 2009 to fall 2010; the average for new assistant professors was \$69,535 (an increase of 4.1% over 2009) and the average for new appointments at all ranks was \$73,751 (an increase of 5.7%). Slightly more than half of all new appointees were men, while 36% were members of minority groups, and 17% were non-resident aliens.

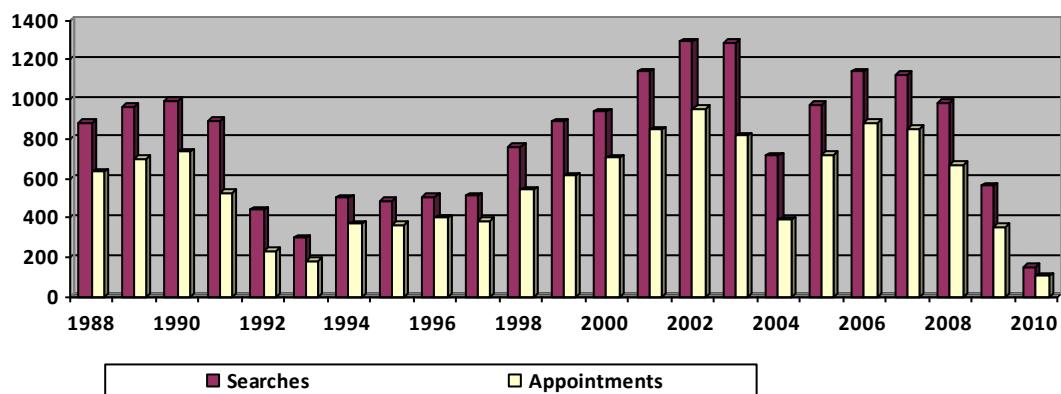
Denials of tenure and non-reappointments remained uncommon; less than 1% of probationary faculty members were not retained. The number of resignations of tenured and probationary faculty in 2009/10 continued a several-year decline and represented only 1.2% of the total population. Most resignations once again occurred among probationary faculty, but that population's resignation rate of 3.5% was slightly lower than in 2008/09.

Searches and Appointments

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Recruitments of tenure-track faculty reached a historic low in 2009/10; the 108 new hires were the smallest group of new faculty since the CSU began collecting data in 1988. Since 1987/88, the CSU has conducted 18,434 searches for tenure-track faculty; these searches have resulted in 13,005 appointments, or an average of 565 per year. As Figure 1 illustrates, and these reports have previously noted, the average fails to describe the roller-coaster nature of the CSU's recruitments over the past 23 years. Each dip in the chart represents a significant budget downturn for the CSU, with recruitments rebounding along with the economy. In 2009/10, with the recession underway, significant cuts to the General Fund budget, and such cost-reduction strategies as a system-wide furlough in place, campuses across the system made drastic cuts to the number of recruitments. For reference, based on typical numbers of resignations, retirements, non-retention of probationary faculty, and deaths, at least 550 new faculty must be hired every year to replace those who have left; thus the number of faculty hired in both 2008/09 and 2009/10 fell below the numbers needed to maintain the population of tenure-track faculty.

Figure 1. Tenure Track Faculty Searches, Fall 1988-2010



Although the success rate of CSU recruitments varies from year to year, it is remarkably constant when searches that are cancelled for budgetary reasons are excluded. Table 2 looks at search success since 2004, excluding positions left unfilled for budgetary reasons. Under these assumptions, the success rate of searches over the past five years has hovered around 80%.

Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2010

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%
2010	156	108	69%

Table 2. Tenure Track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2004-2010

	2004	2005	2006	2007	2008	2009	2010
Searches	530	949	1,131	1,102	833	448	137
Appointments	393	720	882	852	672	359	108
Success Rate	74%	76%	78%	77%	81%	80%	79%

Table 3 presents the 5-year history of new appointments on each of the 23 campuses. As is evident from this table, most campuses began scaling back on tenure-track recruiting beginning in 2007/08 and carried out only a handful of recruitments in 2009/10. One consequence of this is that the total number of tenure-track faculty fell by more than 600 from fall 2008 to fall 2010.

Table 3. Tenure Track Faculty Appointments by Campus, Fall 2006-2010

	Fall 06	Fall 07	Fall 08	Fall 09	Fall 10	5-Yr. Total
Bakersfield	17	10	4	2	2	35
Channel Islands	13	15	7	1	0	36
Chico	40	39	37	9	10	135
Dominguez Hills	9	23	2	12	6	52
East Bay	40	30	39	5	0	114
Fresno	62	63	41	20	3	189
Fullerton	90	83	57	43	18	291
Humboldt	28	7	13	10	4	62
Long Beach	77	77	37	42	10	243
Los Angeles	22	26	30	40	1	119
Maritime Academy	4	4	3	4	4	19
Monterey Bay	19	10	6	7	6	48
Northridge	50	52	45	10	9	166
Pomona	42	52	16	16	4	130
Sacramento	35	21	45	26	6	133
San Bernardino	39	31	23	7	5	105
San Diego	79	54	49	10	3	195
San Francisco	68	83	51	30	2	234
San Jose	38	43	56	26	4	167
San Luis Obispo	64	63	64	23	9	223
San Marcos	11	21	14	2	1	49
Sonoma	16	19	19	12	0	66
Stanislaus	19	26	14	2	1	62
Total All Campuses Appointments	882	852	672	359	108	2,873
Total All Campuses Searches	1,141	1,124	981	563	156	3,965
Success Rate (Appts/Searches)	77%	76%	69%	64%	69%	72%

Table 4 displays the number of searches and appointments by academic discipline, as well as the average number of applications received in each search. Once again, recruitments in the health sciences produced fewer applications, on average, than in any other discipline. For a more detailed breakdown of the relative difficulty of hiring faculty in different academic fields within disciplines, see Appendix A.

Table 4. Tenure Track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2010

	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	7	4	57%	122	17
Business/Management	30	17	57%	1,161	39
Communications	4	3	75%	48	12
Education	16	9	56%	343	21
Engineering	15	12	80%	1,069	71
Family/Consumer Sciences	2	2	100%	63	32
Fine Arts	9	8	89%	464	52
Health Sciences	22	15	68%	188	9
Letters/Humanities	7	6	86%	355	51
Math/Computer Science	7	6	86%	499	71
Natural Sciences	15	10	67%	806	54
Public Affairs	13	10	77%	402	31
Social Sciences	9	6	67%	293	33
All Disciplines	156	108	69%	5,813	37

Faculty Diversity

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A summary of the gender and ethnicity of new tenure-track hires is presented in Table 5. In fall 2010, 47% of all new tenure-track faculty members were women, and 50% identified themselves as white.

Table 5. Gender and Ethnicity of New Tenure Track Faculty, Fall 2010

CSU Total	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Headcount	108	31	17	22	23	15
Percent	100%	28.7%	15.7%	20.4%	21.3%	13.9%

A more detailed breakdown of race and ethnicity is presented in Table 6. In fall 2010, race or ethnicity was not identified for 13.9% of new appointees, a larger proportion than in recent years. Otherwise, the reported ethnic distribution of new faculty hired in fall 2010 was similar to that seen in the last several years.

Table 6. Race/Ethnicity of New Tenure Track Faculty, Fall 2010

CSU Total	Appointments	Asian	African American	Native American	Hispanic	Total Minorities	Other/Unknown
Headcount	108	23	6	3	7	39	15
Percent	100%	21.3%	5.6%	2.8%	6.5%	36.1%	13.9%

Beginning with recruitments in 2007/08, the survey requested information on the citizenship status of new tenure-track faculty. Since then, each year campuses have reported that non-immigrant aliens comprise between 15% and 17% of new hires. Citizenship status of new tenure track faculty in fall 2010 is displayed in Table 7.

Table 7. Citizenship Status of New Tenure Track Faculty, Fall 2010

Citizenship	Appointments	Percentage of Total
U.S. Citizen	84	77.8%
Permanent Resident	6	5.6%
Non-Immigrant Alien	18	16.7%
Total	108	100%

Figures 2 and 3 compare the racial and ethnic composition of new faculty versus that of tenured faculty in fall 2010. Only 50% of new faculty members in fall 2010 were identified as white, compared to almost 70% of tenured faculty. As previously noted, a much higher proportion of new hires were of unknown ethnicity; the percentage of new faculty reported as Asian was also higher among new faculty than among tenured faculty.

Figure 2. Tenure Track Faculty Appointments by Ethnicity, Fall 2010

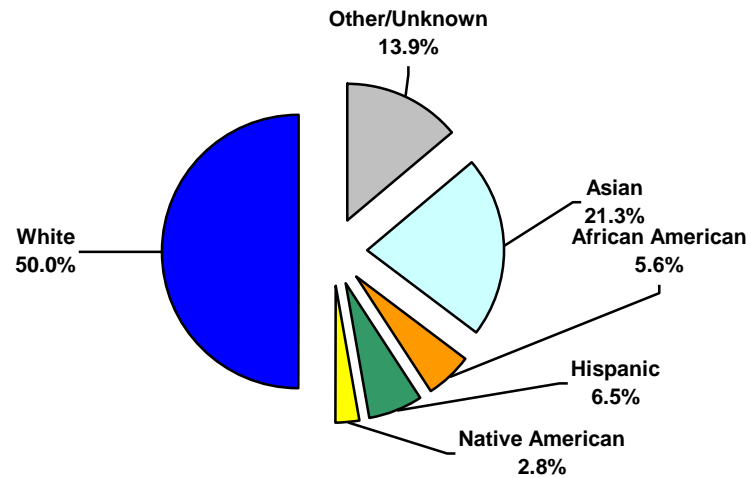
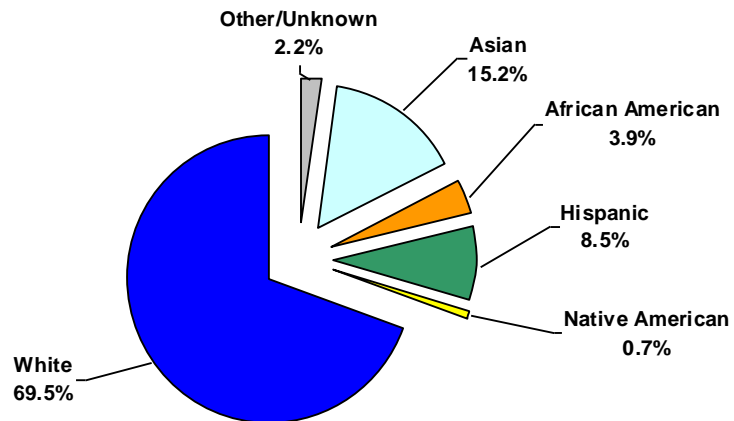


Figure 3. Full Time Tenured Faculty by Ethnicity, Fall 2010



In Table 8, gender and minority status of new hires are reported by academic rank. In previous years, faculty members hired as assistant professors were more likely to be women or members of minority groups than faculty members hired at the more senior ranks; that was not the case for hires in fall 2010, but the absolute numbers of new faculty at the higher ranks is too small for meaningful analysis.

Table 8. Gender and Ethnicity of Tenure Track Faculty Appointments by Rank, Fall 2010

	Appointments	Males	Females	Total Minorities
Professor	8	3	5	2
Associate Professor	7	3	4	2
Assistant Professor	93	51	42	35
All Ranks	108	57	51	39

Faculty Experience

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In this section, we report the number of years of experience following completion of the terminal degree of new CSU faculty members. Campuses were asked to report the year in which the terminal degree was completed. If the individual had completed all requirements for the doctorate except the dissertation, campuses reported the status as “ABD”.

Table 9 presents a breakdown of years of post-degree experience. Over 70% of new appointees in fall 2010 had fewer than five years of experience following completion of the terminal degree, or were classified as “ABD”. This number has been increasing over the past several years (it was 61.7% in fall 2007, 63.7% in fall 2008, and 69.9% in fall 2009).

Table 9. Years Since Completion of Terminal Degree of New Tenure Track Faculty

	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Headcount	10	66	16	8	3	4	1
Percent	9.3%	61.1%	14.8%	7.4%	2.8%	3.7%	0.9%

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

Faculty Salaries

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The average salary for all new tenure track faculty in fall 2010 was \$73,751, which was 5.7% higher than in fall 2009. The average salary for all new assistant professors (\$69,535) rose by 4.1% compared to fall 2009. While the overall average salary increased, so did the proportion of new appointees who were in the most highly-paid disciplines; business and engineering comprised 27% of all new hires, compared to 22% in fall 2009 and 18% in fall 2008. Starting salaries in the humanities and social sciences actually declined compared to 2009.

Table 11 shows starting salaries of new faculty in fall 2010 by academic rank. While the starting salaries for those hired at the assistant and associate ranks are comparable to the salaries for continuing faculty in those ranks, the average salaries for new full professors were significantly higher. Of the eight faculty members hired at the professor rank, several were hired as department chairs or program directors, accounting for some of this difference. The salaries of new full professors ranged from a low of \$85,000 to a high of \$174,000 annually.

Table 10. Average Salaries of New Assistant Professors by Discipline, Fall 2010.

Discipline	Average Salaries
Agriculture	\$67,216
Architecture	
Business/Management	\$92,046
Communications	\$63,006
Education	\$62,088
Engineering	\$76,944
Family/Consumer Sciences	\$65,004
Fine Arts	\$64,601
Health Sciences	\$65,155
Letters/Humanities	\$57,048
Math/Computer Science	\$66,251
Natural Sciences	\$64,432
Public Affairs	\$64,817
Social Sciences	\$58,222
All Disciplines	\$69,535

Table 11. Average Salaries of New Faculty by Rank, Fall 2010

Rank	Appointments	Average Salary
Professor	8	\$119,659
Associate Professor	7	\$77,295
Assistant Professor	93	\$69,535
All Ranks	108	\$73,751

Appendix B provides detail on starting salaries by sub-discipline.

Faculty Sources

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Campuses were asked to report the most recent employer and position held for each new hire. Table 16 summarizes the results. Roughly 20% of new appointees came from the CSU, including a dozen individuals who previously held lecturer positions and nine who came from other CSU tenure-track positions.

Table 12. Sources of New Tenure Track Faculty, Fall 2010

	Appointments	Percent of Total
Non-CSU Higher Education	77	71.35%
Campus Lecturer	12	11.1%
Other CSU	10	9.3%
Other/unknown	9	8.3%
All Appointments	108	100%

The frequency with which campuses report hiring their own lecturers into tenure track positions has fluctuated between about 11% and 14% of all new hires over the past six years. Table 13 shows the annual breakdown.

Table 13. Percent of New Tenure Track Appointments from Campus Lecturers, 2005 to 2010

Year	2005	2006	2007	2008	2009	2010
% Campus Lecturers	13.5%	11.9%	10.7%	13.1%	14.2%	11.1%

In Table 14, sources of new tenure track faculty over a three year period (fall 2008, 2009, and 2010) are broken out by discipline. Note that in classifying institutions, we have included colleges and universities, research institutes and hospitals as “other higher education”. We have excluded other public or private sector employers, including K-12 education. Architecture was the field most likely to draw recruits from outside of higher education, with 40% of new hires coming from outside academia. By contrast, only 2.6% of new hires in letters and humanities came from non-higher education sources. New faculty in the health sciences were most likely (31.1%) to have worked in the CSU immediately prior to appointment; at the other end of the scale, only 6.8% of new faculty in business and management held CSU positions prior to appointment.

New CSU faculty members in fall 2010 received their highest degrees from universities in 30 states and 3 different countries outside the United States. California institutions accounted for 31% of the highest degrees reported among new faculty; half of those degrees (17) were awarded by a campus of the University of California. Additional information on the prior employers of new CSU hires as of fall 2010 can be found in Appendix C, while information on where new faculty received their doctorates can be found in Appendix D.

Table 14. Sources of New Tenure Track Faculty by Discipline, Fall 2008-2010

Discipline	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	23	60.9%	8.7%	13.0%	17.4%
Architecture	15	33.3%	26.7%	0.0%	40.0%
Business/Management	148	85.8%	4.1%	2.7%	7.4%
Communications	49	83.7%	4.1%	6.1%	6.1%
Education	122	62.3%	21.3%	7.4%	9.0%
Engineering	83	65.1%	12.0%	6.0%	16.9%
Family/Consumer Science	17	64.7%	5.9%	5.9%	23.5%
Fine Arts	76	59.2%	21.1%	7.9%	11.8%
Health Sciences	119	59.7%	22.7%	8.4%	9.2%
Letters	77	79.2%	14.3%	3.9%	2.6%
Math/Computer Science	37	78.4%	5.4%	8.1%	8.1%
Natural Sciences	113	75.2%	9.7%	2.7%	12.4%
Public Affairs	74	73.0%	16.2%	5.4%	5.4%
Social Sciences	186	74.7%	11.3%	8.1%	5.9%
All Disciplines	1,139	812	151	69	107
Percent of Total		71.3%	13.3%	6.1%	9.4%

Recruitment Process

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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.

Eight faculty members (7.4%) were hired with tenure in 2010; including six out of the eight full professors and two out of the seven associate professors. In addition, an additional 20 individuals received either one or two years of service credit toward the probationary period; thus, a total of 25.9% of new faculty entered with either service credit or tenure. This is a slightly higher proportion than in the previous 3 years; in fall 2009, for example, 20.1% of new faculty received service credit or tenure at the time of appointment. Note that the collective bargaining agreement with the California Faculty Association limits service credit toward tenure to a maximum of two years out of a normal six year probationary period.

Most campuses now offer workload reduction to new faculty members to provide time for course preparation or establishing a research program. The amount of workload reduction varies considerably, ranging from a single course release in the first year up to workload reduction every year during the probationary period. While 25% of new faculty members did not receive any workload reduction, the median reduction was 6 weighted teaching units (WTU) and the average was 9.3 WTU. Table 15 displays the distribution of workload reduction, in total WTU, reported by the campuses.

Table 15. Workload Reduction Offered to New Tenure Track Faculty, Fall 2010

Workload reduction (WTU)	0	1 - 3	4 - 6	7 - 9	10 - 12	>12
% of New Faculty	25%	14%	15%	3%	21%	22%

Two-thirds of new faculty members received start-up funding, which typically may be provided for a variety of purposes, including professional travel, equipment purchases such as computers and laboratory equipment, research supplies, student assistant support, books and journals, or other items that may be negotiated.

Start-up funding practices vary enormously by discipline and often reflect the costs associated with establishing a scholarly program in different fields. Since we began reporting this information, awards in the natural sciences have outpaced those in all other areas. This continued to be the case in 2010. As seen in table 16, the average award in the natural sciences was \$57,600, more than three times as much as the average for engineering, which had the second-highest awards. (The \$30,000 average award and \$120,000 average of those receiving funds in architecture reflects one individual, out of four new hires, who received a single start-up award of \$120,000.) Outside of the STEM fields (science, technology, engineering, and mathematics) awards tend to be no more than a few thousand dollars. Table 16 displays start-up funding by discipline, expressed as an average award out of all new appointees, and as an average of those new appointees who received funding.

Table 16. Start-Up Funding Offered to New Tenure Track Faculty by Discipline, Fall 2010

Discipline	Average start-up funds	Average (of those receiving funds)
Agriculture	\$30,000	\$120,000
Architecture		
Business/Management	\$15,336	\$26,071
Communications	\$4,167	\$4,167
Education	\$4,456	\$5,729
Engineering	\$18,417	\$27,625
Family/Consumer Sciences	\$2,500	\$2,500
Fine Arts	\$1,400	\$2,800
Health Sciences	\$3,780	\$4,361
Letters	\$1,250	\$1,875
Math/Computer Science	\$6,917	\$8,300
Natural Sciences	\$57,600	\$64,000
Public Affairs	\$590	\$1,967
Social Sciences	\$1,584	\$2,375
All Disciplines	\$12,663	\$18,734

Most campuses offer support for moving expenses to new faculty members, subject to CSU policies on allowable moving and relocation expenses. In fall 2010, 64% of new faculty received moving expenses; the average amount awarded to those who received funding was \$4,710, while the average for all, including those who did not receive funding, was \$3,009.

Despite the severely limited hiring in 2010 and the challenging financial circumstances on most campuses, the cumulative level of support provided to those who were hired remains significant. Reductions in workload for the 108 new faculty amounted to the equivalent of 30.6 positions; using the minimum salary for an assistant professor, \$49,716 per year, as the cost of replacement, these 30.6 positions are valued at \$1.52 million. The total reported value of start-up funding was about \$1.37 million, while the total amount allocated to moving expenses was about \$325,000, for a grand total of over \$3.2 million, or roughly \$29,800 per person. This amount does not include investments in new faculty orientations and other faculty development programs for new faculty, nor does it include benefits costs associated with replacement faculty.

Recruitment Outcomes

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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.

In Table 17, reasons provided by the campuses for positions not being filled are provided for the last four years. The most striking change is that for recruitments in 2006/06, budget-based cancellations were relatively rare, but they were the most commonly provided reason in each year since then. By contrast, the frequency with which inadequate pools were listed as the primary reason has declined.

Table 17. Unsuccessful Tenure Track Searches, 2008-2010

Reason why position not filled	2007		2008		2009		2010	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	98	36%	122	39%	28	14%	11	23%
All offers declined	78	29%	4	1%	17	8%	6	12%
Other	44	16%	12	4%	28	14%	7	15%
Unknown	10	4%	4	1%	0	0%	0	0%
Change in staffing priorities	13	5%	10	3%	8	4%	2	4%
Budget	22	8%	148	48%	115	56%	19	40%
Cancelled due to process irregularities	7	3%	9	3%	8	4%	3	6%
All Unsuccessful Searches	272		309		204		48	

Most unsuccessful searches did not result in any offers being extended to candidates in recruitments carried out in 2009/10; offers were made to one or more candidates in only 17% of failed searches. Of searches that were concluded successfully, the top candidate accepted the position about 88% of the time. Table 18 reports the number of successful and unsuccessful searches in which one or more offers were declined.

Table 18. Distribution of Searches in Which the Top Candidate Declined an Offer

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	48	8
Successful	108	13
All searches	156	21

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 19 summarizes the reasons candidates provided for declining offers of employment in 2009/10. As has been the case in the past, the most common reason given by candidates for declining an offer was that they had received a better offer elsewhere.

Table 19. Reasons Given by Top Candidates for Declining Offers of Employment

Primary reason	Percent of Responses
Better offer elsewhere	61.9%
Inadequate salary	9.5%
Family/personal reasons	4.8%
Other	14.2%
Lack of spousal employment	4.8%
Timing of CSU offer	4.8%

Non-Reappointments, Tenure Denials, and Resignations

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Historically, around 1% of probationary faculty in the CSU are denied tenure or not reappointed in any given year, and that continued to be the case in 2009/10; the 27 probationary faculty members who did not receive tenure or reappointment comprised 0.91% of the total probationary population. Tables 20 and 21 show the distribution of non-reappointments and denials of tenure by campus and by discipline, respectively.

Table 20. Tenure Denials and Non Reappointments by Campus, 2009/10

Campus	Non-Reappointments and Tenure Denials
Bakersfield	0
Channel Islands	0
Chico	1
Dominguez Hills	6
East Bay	1
Fresno	1
Fullerton	4
Humboldt	1
Long Beach	2
Los Angeles	1
Maritime Academy	0
Monterey Bay	0
Northridge	0
Pomona	1
Sacramento	1
San Bernardino	1
San Diego	0
San Francisco	3
San Jose	1
San Luis Obispo	2
San Marcos	0
Sonoma	0
Stanislaus	1
All Campuses	27

Table 21. Tenure Denials and Non-Reappointments by Discipline, 2009/10

Campus	Non-Reappointments and Tenure Denials
Agriculture	1
Architecture	0
Business/Management	3
Communications	2
Education	2
Engineering	4
Family/Consumer Sciences	0
Fine Arts	1
Health Sciences	4
Letters	2
Math/Computer Science	1
Natural Sciences	3
Public Affairs	2
Social Sciences	2
All Disciplines	27

Campuses also were asked to report on resignations of tenured and probationary faculty members. Table 22 displays annual resignations of tenure-track faculty from 2001/02 through 2009/10. Resignations peaked in 2004/05 and 2005 but declined every year since, through 2009/10. The 132 resignations for 2009/10 amounted to 1.2% of the tenure-track population.

Table 22. Resignations of Tenured and Probationary Faculty, 2002 to 2010

Year	Resignations	% of all Tenured and Probationary faculty
2009-10	132	1.2%
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%

Table 23 presents a further breakdown of resignations according to whether the faculty member was tenured or probationary. Five years of data are shown. In all years, the majority of those who resign are probationary faculty, and resignations are rare among the tenured faculty. The striking drop in tenured resignations in 2009/10 was accompanied by an increase in retirements (for more information on tenure-track retirements, see <http://www.calstate.edu/HR/FacSumRep.shtml>). The number of resignations of probationary faculty has been declining steadily since 2005/06.

Table 23. Resignations of Tenured and Probationary Faculty, 2005/06 to 2008/09

Year	Tenured			Probationary		
	Total	Resignations	% of Total	Total	Resignations	% of Total
2009-10	7,685	29	0.38%	2,961	103	3.5%
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%

Table 24 shows the number of resignations of probationary and tenured faculty by campus. It is worth noting that there are significant year to year fluctuations in the number of resignations at individual campuses; for example, Stanislaus, which had the largest number of resignations of probationary faculty in 2009/10, did not report any resignations by probationary faculty in 2008/09.

Campuses were also asked to provide the reasons given for leaving by faculty who resigned. The results are shown in Table 25. The largest number (39% of the total) indicated they were leaving to accept another job. This is consistent with findings from prior years. The second most popular reason given was a desire to relocate. Several of the response choices are related; for example, spousal employment issues as well as family and child care issues could both contribute to a desire to relocate. Of those who selected “other”, a wide variety of reasons were provided, including problems with visa status, cost of living, and the impact of furloughs.

Table 24. Resignations of Probationary and Tenured Faculty by Campus, 2009-10

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total	# Resigned	Total	# Resigned	Percent
Bakersfield	1	41		163	1	0.4%
Channel Islands		30		52		0%
Chico	9	134	5	367	14	2.7%
Dominguez	2	80	1	178	3	1.1%
East Bay	8	120	1	229	9	2.5%
Fresno	6	190	1	376	7	1.2%
Fullerton	4	292	1	447	5	0.6%
Humboldt	3	56	2	200	5	1.9%
Long Beach	9	248	3	600	12	1.4%
Los Angeles	3	129		414	3	0.5%
Maritime		13		32		0%
Monterey		44	2	68	2	1.7%
Northridge	3	184	4	551	7	0.9%
Pomona	7	137	2	400	9	1.6%
Sacramento	1	173		557	1	0.1%
San Bernardino	7	88		313	7	1.7%
San Diego	6	169	3	632	9	1.1%
San Francisco	8	247		555	8	0.9%
San Jose	4	189		519	4	0.5%
San Luis Obispo	6	217		466	6	0.8%
San Marcos		53	1	164	1	0.4%
Sonoma	6	59	1	209	7	2.6%
Stanislaus	10	68	2	193	12	4.5%
All Campuses	103	2961	29	7685	132	1.2%

Table 25. Reasons Provided for Resignations of Tenure-Track Faculty Members

Reason for resignation	Number	Percent
To accept another job	52	39.4%
To look for another job	1	0.8%
Dissatisfied with job	4	3.0%
Family/child care issues	5	3.8%
Spouse's job	4	3.0%
Desire to relocate	14	10.6%
Health	2	1.5%
Other/unknown/not specified	50	37.9%
Total	132	100%

Conclusions

The California State University

1. The 108 new tenure track faculty hired in fall 2010 was the smallest group of new recruits in the 23 years this survey has been conducted.
2. In searches that were concluded successfully, the top candidate accepted the position 88% of the time.
3. The size of candidate pools varied considerably by discipline; searches in engineering, mathematics, and computer science produced the largest number of applications, while searches in the health sciences produced the smallest number of applications per search.
4. Members of minority groups comprised 36% of new hires, and 47% of new hires were women. One out of six new faculty members were non-immigrant aliens.
5. Salaries of new faculty members at all ranks grew by 5.7%. New hires also received start-up packages with an average worth of more than \$12,600 as well as workload reductions that averaged 9.3 WTU; the combined value of workload reductions, start-up packages, and moving expenses amounted to close to \$30,000 per person.
6. Around 31% of new faculty received their highest degrees at California institutions. New appointees came from 30 different states and a number of international institutions
7. Faculty attrition remained low; about 1% of probationary faculty were denied reappointment or tenure in 2009/10, while the overall resignation rate for tenured and probationary faculty was 1.2%, the lowest rate in recent years, and the resignation rate for probationary faculty was 3.5%.

Appendix A. Tenure Track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2010

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agricultural Engineering	1	1	100%	15	15
	Agriculture	3	2	66.7%	27	9
	Animal Science	1	1	100%	60	60
	Horticulture	2		0%	20	10
Business/ Management	Accounting	4	2	50%	119	30
	Accounting & Finance	4	1	25%	20	5
	Economics	2	2	100%	170	85
	Finance	4	2	50%	258	65
	Management	8	6	75%	319	40
	Marketing	8	4	50%	275	34
Communications/ Journalism	Communication	4	3	75%	48	12
Education	Child Development	1	1	100%	28	28
	Education	5	3	60%	61	12
	Educational Leadership	3	2	66.7%	72	24
	Kinesiology	2		0%	39	20
	Library & Info Science	1	1	100%	8	8
	Secondary Education	2	2	100%	120	60
	Special Education	1		0%	18	18
	Teacher Education	1		0%	0	0
Engineering	Civil Engineering	4	3	75%	318	80
	Electrical Engineering	4	3	75%	249	62
	Engineering	4	4	100%	102	26
	Mechanical Engineering	3	2	66.7%	400	133
Family/Consumer Sciences	Family & Consumer Sciences	2	2	100%	63	32
Fine Arts	Art	2	2	100%	91	46
	Art & Design	1	1	100%	97	97
	Cinema	1	1	100%	130	130
	Communication Arts	1	1	100%	51	51
	Music	2	2	100%	83	42
	Theatre & Dance	1		0%	0	0
	Theatre Arts	1	1	100%	12	12

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Health Sciences	Communication Disorders & Sciences	1		0%	0	0
	Health Sciences	3	2	66.7%	23	8
	Kinesiology	6	6	100%	104	17
	Nursing	12	7	58.3%	61	5
Letters/Humanities	English	3	3	100%	136	45
	Foreign Languages	4	3	75%	219	55
Math/Computer Science	Computer Science	1		0%	0	0
	Mathematics	6	6	100%	499	83
Natural Sciences	Biology	7	6	85.7%	423	60
	Chemistry	4	2	50%	183	46
	Environmental Studies	4	2	50%	200	50
Public Affairs	Criminal Justice	3	2	66.7%	127	42
	Public Administration	1	1	100%	38	38
	Recreation	1	1	100%	11	11
	Social Work	8	6	75%	226	28
Social/Behavioral Sciences	Anthropology	2	2	100%	49	25
	Gender, Ethnic, & Area Studies	1	1	100%	25	25
	History	1	1	100%	52	52
	Political Science	2	1	50%	86	43
	Psychology	2		0%	46	23
	Sociology	1	1	100%	35	35
Total	Total	156	108	69.2%	5,813	37

Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2010

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agricultural Engineering	1	\$72,000		
	Agriculture	1	\$62,640		
	Animal Science	1	\$67,008		
Business/Management	Accounting	2	\$101,004	\$100,008	\$102,000
	Accounting & Finance	1	\$75,000		
	Economics	2	\$66,504	\$63,000	\$70,008
	Finance	2	\$111,456	\$111,456	\$111,456
	Management	4	\$93,630	\$83,004	\$100,008
	Marketing	4	\$93,309	\$84,996	\$100,008
Communications/Journalism	Communication	2	\$63,006	\$62,004	\$64,008
Education	Child Development	1	\$55,008		
	Education	2	\$59,508	\$58,008	\$61,008
	Educational Leadership	1	\$67,500		
	Secondary Education	2	\$65,502	\$65,004	\$66,000
Engineering	Civil Engineering	3	\$79,672	\$79,008	\$80,004
	Electrical Engineering	3	\$75,336	\$72,000	\$79,008
	Engineering	3	\$77,136	\$73,008	\$84,000
	Mechanical Engineering	1	\$73,008		
Family/Consumer Sciences	Family & Consumer Sciences	2	\$65,004	\$65,004	\$65,004
Fine Arts	Art	2	\$59,904	\$55,800	\$64,008
	Art & Design	1	\$69,000		
	Cinema	1	\$69,000		
	Communication Arts	1	\$61,992		
	Music	2	\$63,498	\$57,000	\$69,996
	Theatre Arts	1	\$70,008		
Health Sciences	Health Sciences	1	\$75,000		
	Kinesiology	6	\$59,756	\$50,508	\$68,004
	Nursing	3	\$72,672	\$70,008	\$78,000

Discipline	Sub-Discipline	N	Average	Minimum	Maximum
Letters/Humanities	English	3	\$55,556	\$54,000	\$56,508
	Foreign Languages	3	\$58,540	\$57,120	\$60,000
Math/Computer Science	Mathematics	6	\$66,251	\$51,504	\$70,000
Natural Sciences	Biology	6	\$65,800	\$60,000	\$72,000
	Chemistry	2	\$62,754	\$62,508	\$63,000
	Environmental Studies	2	\$62,004	\$60,000	\$64,008
Public Affairs	Criminal Justice	2	\$66,504	\$63,000	\$70,008
	Public Administration	1	\$63,000		
	Recreation	1	\$61,008		
	Social Work	4	\$65,379	\$62,004	\$69,504
Social/Behavioral Sciences	Anthropology	2	\$54,354	\$54,000	\$54,708
	Gender, Ethnic, & Area Studies	1	\$61,500		
	History	1	\$63,000		
	Political Science	1	\$59,004		
	Sociology	1	\$57,120		
Total	Total	93	\$69,438	\$50,508	\$111,456

Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2010

State	Institution Name	#
AZ	Arizona State University	3
	University of Arizona	2
CA	Azusa Pacific University	2
	Cal Trans	1
	Chapman University	1
	Diablo Valley College	1
	Irrigation & Training Research Center	1
	JP Morgan Chase Bank	1
	Microsoft Linked-In	1
	Monterey Institute of International Studies	1
	Mt. St Mary's School of Nursing	1
	National University	1
	Nova Southeastern university	1
	Ryokan College	1
	Scripps Research Institute	1
	UC Berkeley	1
	UC Davis	1
	UC Los Angeles	2
	UC Riverside	1
	UC San Francisco	1
	UC Santa Barbara	2
	University of Southern California	1
West Coast University	1	
Woodbury	1	
CT	University of Connecticut	1
	University of New Haven	1
FL	University of Central Florida	1
ID	University of Idaho	1
IL	Illinois State University	1
	U of Illinois at Urbana-Champaign	1
IN	Indiana University	1
KS	University of Kansas	1
MA	Bridgewater State College	1
	Cequent Pharmaceuticals	1
	Simmons College	1
MD	University of Maryland	1
MI	Michigan State University	3
	University of Michigan	1

State	Institution Name	#
NC	East Carolina University	1
	North Carolina State University	1
	U of North Carolina, Wilmington	1
ND	Contra Costa College	1
	North Dakota State University	1
NH	Dartmouth College	2
NJ	Rutgers University	2
NM	New Mexico State University	1
	University of New Mexico	1
NY	Cornell University	1
	New York Stage & Film Company	1
OH	Grand River Navigation Co.	1
OK	Oklahoma State University	1
	University of Oklahoma	1
OR	Oregon State University	1
PA	Drexel University	1
	Pennsylvania State University	1
	University of Pennsylvania	1
SC	Medical University of South Carolina	1
TN	University of Tennessee	2
TX	Austin State University, Nacogdoches	1
	Rice University	1
	University of Texas	1
	University of Texas , El Paso	1
UT	University of Utah	1
	Weber State University	1
WA	University of Washington	1
WI	University of Wisconsin	1
	University of Wisconsin-Madison	1
Outside U.S.	University of Saskatchewan	1
	University of Toronto	1
	University of Waterloo	1
	York University	1
	University of Cambridge	1
	Korea Nazarene University	1
	Singapore Management University	1
Private	1	

Appendix D: Sources of Doctoral Degrees of New Tenure-Track Faculty, Fall 2010

University Name	Count
Arizona State University	3
Azusa Pacific University	2
Boston University	1
Columbia University	1
Dartmouth College	2
Florida State University	2
Howard University	1
Indiana University	1
Kansas State University	1
Loyola University	1
Michigan State University	2
New Mexico State University	1
North Carolina State University	1
North Dakota State University	1
Ohio State University	2
Oklahoma State University	1
Oxford Brookes University, England	1
Pennsylvania State University	1
Purdue University	1
Rutgers University	3
Ryokan College	1
Stanford University	1
State University of New York, Albany	1
Syracuse University	1
The University of New Mexico	1
UC Berkeley	3
UC Davis	3
UC Irvine	1
UC Los Angeles	4
UC San Francisco	1
UC Santa Barbara	3
UC Santa Cruz	1
University of Arizona	2

University Name	Count
University of Calgary	1
University of Cambridge	1
University of Central Florida	1
University of Connecticut	2
University of Georgia, Athens	1
University of Hertfordshire, England	1
University of Illinois at Urbana-Champaign	1
University of Kansas	1
University of Kentucky, Lexington	1
University of Louisville	1
University of Magdeburg	1
University of Maryland	1
University Of Michigan	1
University of Minnesota	1
University of Missouri	1
University of Nevada, Reno	1
University of New Mexico	1
University of North Carolina	1
University of Pennsylvania	2
University of San Diego	1
University of San Francisco	1
University of Southern California	4
University of Tennessee	2
University of Texas, Austin	1
University of Toronto	1
University of Utah	1
University of Washington	2
University of Waterloo	1
University of Wisconsin	1
University of Wisconsin-Madison	2
Washington State University	1