



Report on 2011 Faculty Recruitment and Retention Survey

The California State University

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Introduction

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This report is the 24th annual report on the recruitment of tenure track faculty at the twenty-three campuses of the California State University (CSU). The report focuses on searches conducted during the 2010-11 academic year for appointments beginning in fall 2011, but also considers some data from prior years. It is based on survey information that the Office of the Chancellor has collected from the campuses since 1988 to provide the CSU with information about the successes and difficulties encountered in recruiting tenure track faculty. The report addresses the rate of success experienced by campuses in recruiting new faculty and the number of applications received for open positions. It presents demographic, salary, and prior employment data of new tenure track faculty. The report also presents information on the recruitment process and reasons given for unsuccessful searches. In addition, data on faculty resignations and tenure denials by campus and discipline are reported.

Executive Summary

The 2010-11 recruiting year featured a significant increase in searches and new appointments compared to the prior year. CSU campuses initiated 546 searches that resulted in 453 appointments for fall 2011, compared to only 108 new appointments in fall 2010. Searches culminated in appointments 83% of the time, which is the highest overall success rate since the CSU began collecting this information. In searches that were concluded successfully, the campus's first choice accepted the appointment about 88% of the time. All disciplines reported successful completion of searches more than three-quarters of the time.

Starting salaries for new faculty were comparable to recent years, with new assistant professors receiving an average of \$68,709; the average for all new appointments was \$71,801. While 39% of new appointees came from institutions within California, new faculty came from 44 states and the District of Columbia, plus 18 different institutions from outside the United States. More than 16% of new appointees came from other positions within the CSU, including 12.6% who were hired into tenure track positions after serving as lecturers on the same campus. About 48% of new appointees were female, while 39% were members of minority groups.

For 2010-11, total denials of tenure and non-reappointments were 1.7% of the probationary faculty population, comparable to recent years. In 2010-11, the rate of resignation of tenured and probationary faculty increased for the first time after five years of steady decline, reaching 1.7% of the total tenured and probationary faculty. Resignations of probationary faculty also increased, up from 3.5% of the population in 2009-10 to 4.5% in 2010-11. Resignations of tenured faculty remained a small proportion of the population (about 0.7%).

Searches and Appointments

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The CSU has tracked recruitments of tenure-track faculty since the 1987-88 academic year. Over that period of time, campuses have initiated 18,980 searches that led to 13,458 new tenure-track appointments. The long-term trend data in Figure 1 (and the accompanying numbers in Table 1) indicate a close correlation between the relative health of the CSU budget and the number of new appointments being made across the system. Fall 1993 was the lowest point for new tenure track appointments until fall 2010, when only 108 new tenure-track faculty members were appointed system-wide. The numbers for fall 2011 represent a significant increase over 2010 with 453 new appointments across the system. However, these numbers are still well below the long-term average of 791 searches and 561 appointments per year, and the total number of new appointments has not been sufficient to replace resignations, retirements, and other separations since 2008. As a consequence, the total number of tenure-track faculty in fall 2011 was roughly the same as the number of tenure-track faculty in fall 1997.

Historical information on the number of tenure-track faculty is available at <http://www.calstate.edu/HR/FacSumRep.shtml>.

Figure 1. Tenure Track Faculty Searches, Fall 1988-2011

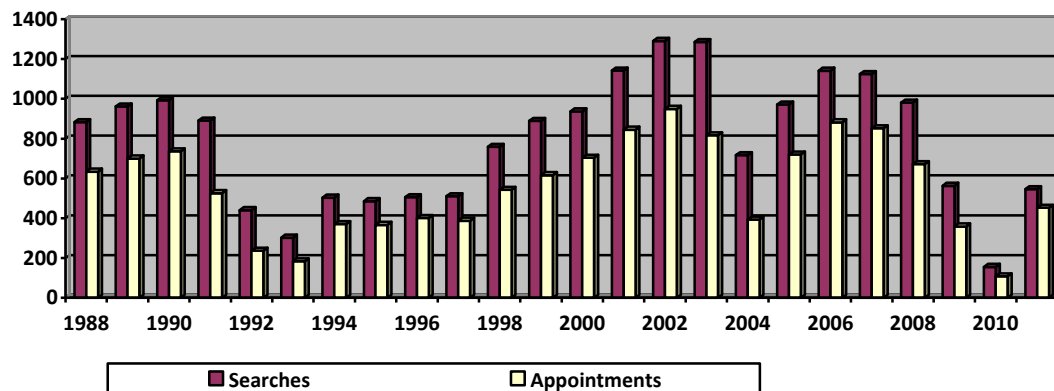


Table 1 provides the number of searches initiated each year, along with the number of appointments made and “success rate” calculated from the ratio of appointments to searches. Historically, the reduced rates of hiring seen in poor budget years have been associated with lower rates of search success. Searches conducted in 2010-11 actually had the highest success rate in the history of the survey, even though the CSU’s budget problems had by no means disappeared. A weak national academic job market for the past several years may have contributed to the CSU’s unusual success.

Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2011

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%
2011	546	453	83%

Since campuses are surveyed as to the reasons for failed searches, it is possible to analyze the impact of budget on search success. Table 2 looks at search success since 2004, excluding cases where searches were cancelled for budgetary reasons. Under these assumptions, the success rate of searches over the five year period is consistently above 70% and sometimes above 80%, reaching 88% in 2011.

Table 2. Tenure Track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2004-2011

	2004	2005	2006	2007	2008	2009	2010	2011
Searches	530	949	1,131	1,102	833	448	138	516
Appointments	393	720	882	852	672	359	109	453
Success Rate	74%	76%	78%	77%	81%	80%	79%	88%

Table 3 presents the 5-year history of new appointments on each of the 23 campuses. From 2007 through 2011, a total of 2,445 new appointments were made. The number of new appointments varies considerably from campus to campus and from year to year, reflecting campus size, budget constraints, and local needs. Five campuses reported no hiring in at least one of either the 2009-10 or 2010-11 academic years. After three consecutive years of

lower than average numbers of new appointments, the total number of probationary faculty has been falling, and in 2010-11 almost 75% of tenure-track faculty held tenure (compared to about 70% in 2008/09).

Table 3. Tenure Track Faculty Appointments by Campus, Fall 2007-2011

Campus	Fall 07	Fall 08	Fall 09	Fall 10	Fall 11	5-Yr. Total
Bakersfield	10	4	2	2	7	25
Channel Islands	15	7	1	0	0	23
Chico	39	37	9	10	13	108
Dominguez Hills	23	2	12	6	0	43
East Bay	30	39	5	0	1	75
Fresno	63	41	20	3	19	146
Fullerton	83	57	43	18	42	243
Humboldt	7	13	10	4	8	42
Long Beach	77	37	42	10	27	193
Los Angeles	26	30	40	1	14	111
Maritime Academy	4	3	4	4	0	15
Monterey Bay	10	6	7	6	8	37
Northridge	52	45	10	9	93	209
Pomona	52	16	16	4	31	119
Sacramento	21	45	26	6	5	103
San Bernardino	31	23	7	5	19	85
San Diego	54	49	10	3	43	159
San Francisco	83	51	30	2	21	187
San Jose	43	56	26	4	11	140
San Luis Obispo	63	64	23	9	32	191
San Marcos	21	14	2	1	24	62
Sonoma	19	19	12	0	12	62
Stanislaus	26	14	2	1	23	66
Total All Campuses Appointments	852	672	359	108	453	2,444
Total All Campuses Searches	1,124	981	563	156	546	3,370
Success Rate (Appts/Searches)	76%	69%	64%	69%	83%	73%

Table 4 examines the success of each campus in attracting applicants and completing tenure track searches in 2010-11. A given campus's success in completing searches depends on a large number of factors including the mix of disciplines and the level of competition for faculty within those disciplines, the quality of the search pool, the reputation and image of the campus and department, and the level of salary and start-up support offered. In addition, external factors such as the cost of living and housing and the availability of spousal employment may also influence search outcomes. Four campuses (Monterey Bay, San Bernardino, Pomona, and Sonoma) each reported 100% success in filling advertised positions. Three campuses did not make any appointments for 2010-11.

Table 4. Tenure Track Faculty Searches, Appointments, and Applications, by Campus, Fall 2011

Campus	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	9	7	78%	184	20
Channel Islands	4	0	0%	162	41
Chico	20	13	65%	459	23
Dominguez Hills	0				
East Bay	2	1	50%	30	15
Fresno	35	19	54%	1,207	34
Fullerton	46	42	91%	3,456	75
Humboldt	11	8	73%	630	57
Long Beach	30	27	90%	1,944	65
Los Angeles	15	14	93%	864	58
Maritime Academy	4	0	0%	46	12
Monterey Bay	8	8	100%	629	79
Northridge	101	93	92%	8,250	82
Pomona	31	31	100%	1,467	47
Sacramento	8	5	63%	203	25
San Bernardino	19	19	100%	856	45
San Diego	54	43	80%	3,512	65
San Francisco	27	21	78%	1,520	56
San Jose	14	11	79%	454	32
San Luis Obispo	38	32	84%	3,424	90
San Marcos	29	24	83%	1,525	53
Sonoma	12	12	100%	1,032	86
Stanislaus	29	23	79%	803	28
All Campuses	546	453	83%	32,657	60

Table 5 displays the number of applications received per search and the overall success rate broken out by academic discipline. Consistent with the overall high rates of success, the lowest success rates – 77% in agriculture and in health sciences – were still quite high. The average pool size of 60 applicants per search was also quite high; over the previous five years, campuses reported receiving, on average, from 36 to 45 applications per search. More reflective of the challenges facing the campuses, though, are the dramatic differences in pool sizes, with the typical search in the health sciences bringing in only 18 applicants, compared to 188 applications per search in mathematics and computer sciences.

In a significant number of cases, campuses either advertised the availability of multiple positions within a single search or took advantage of strong pools to make multiple hires. This phenomenon is not well-captured in our questionnaire, and in most cases each appointment has been reported as if it arose from an independent search. As a result, the number of total applications received may be overstated by more than 20%. As a rough correction, if we assume that those cases in which a department reported two or more searches in the same field with the same number of applications are actually cases of searches that

resulted in multiple appointments from the same search, the average number of applications per unique search falls from 60 applications per search to about 57 applications per search.

Table 5. Tenure Track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2011

Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	13	10	77%	322	25
Architecture	4	4	100%	454	114
Business/Management	70	57	81%	4,452	64
Communications	29	23	79%	1,442	50
Education	58	45	78%	1,783	31
Engineering	33	27	82%	1,556	47
Family/Consumer Sciences	14	13	93%	267	19
Fine Arts	37	32	86%	2,621	71
Health Sciences	48	37	77%	846	18
Letters/Humanities	44	38	86%	4,075	93
Math/Computer Science	23	20	87%	4,316	188
Natural Sciences	58	49	84%	3,699	64
Public Affairs	26	21	81%	726	28
Social Sciences	89	77	87%	6,098	69
All Disciplines	546	453	83%	32,657	60

For a more detailed breakdown of recruitments, appointments, and numbers of applications in different academic fields within disciplines, see Appendix A. Three areas within the health sciences – nursing (7 applications per search), physical therapy (7 applications per search), and communication disorders (5 applications per search) – reported the smallest applicant pools. The recruitment of nursing faculty has become a perennial challenge, with the number of applications received per search consistently averaging in the single digits for at least the last five years. At the other end of the spectrum, fields such as mathematics (243 applications per search) and economics (247 applications per search) continued to produce extremely large recruitment pools. Other fields producing very large pools were finance (146 applications per search), English, and philosophy (each with 142 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. Slightly less than half (48%) of all new hires were female, and 39% were members of minority groups. The proportion of new faculty identified by the campuses as members of minority groups has been trending upwards for the last five years (from 31% in 2007 to 39% in 2011). Five campuses (Bakersfield, Fresno, Los Angeles, San Jose, and San Marcos) reported that more than 50% of new hires were members of minority groups.

Table 6. Gender and Ethnicity of New Tenure Track Faculty by Campus, Fall 2011

Campus	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Bakersfield	7	28.6%	42.9%	14.3%	14.3%	0%
Channel Islands	0					
Chico	13	15.4%	30.8%	7.7%	46.2%	0%
Dominguez Hills	0					
East Bay	1	0%	0%	0%	100%	0%
Fresno	19	21.1%	36.8%	21.1%	21.1%	0%
Fullerton	42	42.9%	19.0%	19.0%	14.3%	4.8%
Humboldt	8	37.5%	0%	25.0%	37.5%	0%
Long Beach	27	25.9%	14.8%	29.6%	14.8%	14.8%
Los Angeles	14	21.4%	35.7%	35.7%	7.1%	0%
Maritime Academy	0					
Monterey Bay	8	25.0%	25.0%	0%	50.0%	0%
Northridge	93	23.7%	18.3%	21.5%	33.3%	3.2%
Pomona	31	35.5%	19.4%	19.4%	22.6%	3.2%
Sacramento	5	40.0%	20.0%	0%	20.0%	20.0%
San Bernardino	19	47.4%	31.6%	0%	15.8%	5.3%
San Diego	43	39.5%	14.0%	7.0%	23.3%	16.3%
San Francisco	21	14.3%	14.3%	28.6%	19.0%	23.8%
San Jose	11	27.3%	9.1%	45.5%	18.2%	0%
San Luis Obispo	32	34.4%	18.8%	9.4%	34.4%	3.1%
San Marcos	24	12.5%	16.7%	41.7%	20.8%	8.3%
Sonoma	12	16.7%	25.0%	8.3%	50.0%	0%
Stanislaus	23	34.8%	21.7%	17.4%	26.1%	0%
Percent of Total	100%	29.1%	20.1%	19.2%	25.6%	6.0%
All Campuses	453	132	91	87	116	27

Figures 2 and 3 provide a graphical representation of the ethnic breakdown of new appointees compared to all full-time tenured faculty, respectively, as of fall 2011. Among new hires, 54.7% were identified as white, compared to 68.5% of all tenured faculty. The overall percentage of minority faculty among new hires was 39.3%, compared to 29.1% of tenured faculty. While much of the difference is accounted for by the greater proportion of new faculty identified as Asian or Asian American, new faculty in 2011

were also more likely to be identified as Hispanic or to have two or more races in comparison to all tenured faculty.

Every year, six federal agencies including the National Science Foundation (NSF) sponsor the Survey of Earned Doctorates (SED), a survey of individuals who received research doctorates from accredited institutions in the United States. The information reported provides a basis for comparing CSU faculty recruiting outcomes with national data on the gender and ethnicity of doctoral recipients. According to the SED, 24.2% of doctorates earned by United States citizens and permanent residents in 2011 went to members of minority groups. African Americans earned 6.1% of all new doctorates, while Asians earned 9.0% of degrees and Hispanics earned 6.3%. The proportion of new CSU faculty who were Asian (21.2%) and Hispanic (9.7%) was higher than that of new doctorates nationally, while the percentage of new hires who were African American (3.8%) lagged behind the national figures. These trends are similar to those seen in the general population of California; in the 2010 census, Californians were more than twice as likely to identify themselves as Asian or Hispanic than United States residents in general, but only half as likely to identify themselves as African American.

Figure 2. Tenure Track Faculty Appointments by Ethnicity, Fall 2011

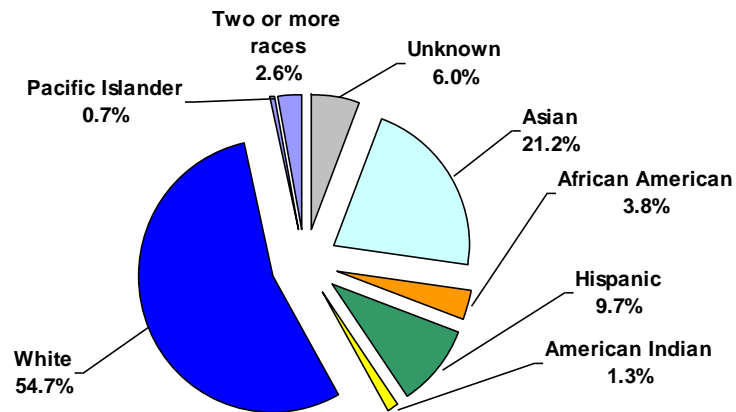
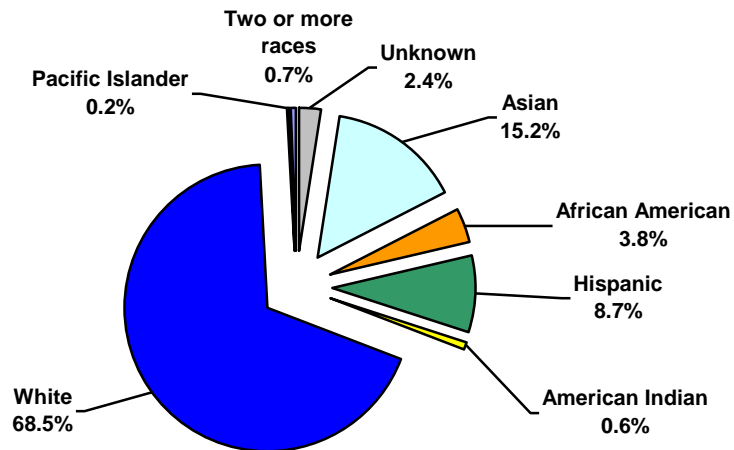


Figure 3. Full Time Tenured Faculty by Ethnicity, Fall 2011



More than 89% of new tenure track faculty members were hired at the assistant professor rank; 6.6% were hired as associate professors and 4% as full professors. Individuals at the assistant professor rank were more likely to be female (51% compared to 30% of associate professors and 17% of full professors) but not more likely to be members of minority groups. Table 7 provides the distribution of new faculty appointments by rank, gender, and ethnicity.

Table 7. Gender and Ethnicity of Tenure Track Faculty Appointments by Rank, Fall 2011

Rank	Appointments	Males	Females	Total Minorities
Professor	18	15	3	7
Associate Professor	30	21	9	15
Assistant Professor	405	200	205	156
All Ranks	453	236	217	178

Table 8 provides detailed information on race and ethnicity of new tenure-track faculty for the past four years. The most striking change is a big increase in the number of new faculty members identified as belonging to two or more races (12 individuals, or 2.6% of new hires in 2011).

Table 8. Detailed Race and Ethnicity of New Tenure Track Faculty, Fall 2008 – 2011

Year	American Indian	Asian	African American	Hispanic	Native Hawaiian/ Pacific Islander	White	Two or More Races	Other/ Unknown	Total
2008	5	136	28	47	2	400	1	53	672
2009	2	86	12	32		191	4	32	359
2010	3	23	6	7		54		15	108
2011	6	96	17	44	3	248	12	27	453

Table 9 shows race and ethnicity of newly hired faculty in fall 2011 broken out by campus. In this table, American Indians, Native Hawaiians, Pacific Islanders, and those reporting two or more races are reported in “total minorities” but are not separately reported. Since these percentages often reflect small numbers of actual hires, care must be taken in interpreting them. Northridge, which made more than 20% of all new faculty appointments in 2011, also appointed more than half of all new African American faculty members (9 individuals). Appointments of new Hispanic faculty members were more evenly distributed, with eleven campuses reporting appointments of from two to five Hispanic faculty.

Tables 10 provides a breakdown of the gender and minority status of new faculty appointments by academic discipline. While the overall composition of new faculty continues to be roughly evenly split between men and women, significant differences exist across disciplines. Women comprised only about 19% of new appointees in engineering, for example, while 81% of new hires in the health sciences were women. Note that these overall percentages include individuals whose ethnicity is reported as “other/unknown” in Table 10, but whose gender was reported. Other fields with significant gender disparity were mathematics and computer sciences, public affairs, and the natural sciences (with 25%, 29%, and 35%, respectively, of new appointments going to women) and family and consumer sciences, communications, and education (with women comprising 69%, 65%, and 64%, respectively, of new appointments.) New faculty in the fine arts were the least likely to be identified as members of minority groups (only 9.4% of appointees).

Table 9. Ethnicity of New Tenure Track Faculty by Campus, Fall 2011

Campus	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Bakersfield	7	28.6%	0%	28.6%	57.1%	0%
Channel Islands	0					
Chico	13	30.8%	0%	7.7%	38.5%	0%
Dominguez Hills	0					
East Bay	1	0%	0%	0%	0%	0%
Fresno	19	42.1%	0%	15.8%	57.9%	0%
Fullerton	42	31.0%	2.4%	4.8%	38.1%	4.8%
Humboldt	8	0%	12.5%	12.5%	25.0%	0%
Long Beach	27	29.6%	3.7%	11.1%	44.4%	14.8%
Los Angeles	14	21.4%	7.1%	28.6%	71.4%	0%
Maritime Academy	0					
Monterey Bay	8	0%	0%	12.5%	25.0%	0%
Northridge	93	17.2%	9.7%	5.4%	39.8%	3.2%
Pomona	31	32.3%	0%	0%	38.7%	3.2%
Sacramento	5	0%	0%	0%	20.0%	20.0%
San Bernardino	19	5.3%	0%	15.8%	31.6%	5.3%
San Diego	43	7.0%	2.3%	9.3%	20.9%	16.3%
San Francisco	21	38.1%	0%	4.8%	42.9%	23.8%
San Jose	11	45.5%	9.1%	0%	54.5%	0%
San Luis Obispo	32	12.5%	3.1%	12.5%	28.1%	3.1%
San Marcos	24	20.8%	0%	20.8%	58.3%	8.3%
Sonoma	12	25.0%	0%	8.3%	33.3%	0%
Stanislaus	23	13.0%	4.3%	17.4%	39.1%	0%
Percent of Total	100%	21.2%	3.8%	9.7%	39.3%	6.0%
All Campuses	453	96	17	44	178	27

Table 10. Gender and Ethnicity of New Tenure Track Faculty by Discipline, Fall 2011

Discipline	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Agriculture	10	20.0%	20.0%	10.0%	50.0%	0%
Architecture	4	50.0%	0%	25.0%	25.0%	0%
Business/Management	57	28.1%	28.1%	26.3%	15.8%	1.8%
Communications	23	26.1%	8.7%	13.0%	47.8%	4.3%
Education	45	24.4%	11.1%	26.7%	37.8%	0%
Engineering	27	40.7%	37.0%	3.7%	14.8%	3.7%
Family/Consumer Sciences	13	15.4%	15.4%	38.5%	23.1%	7.7%
Fine Arts	32	53.1%	6.3%	3.1%	31.3%	6.3%
Health Sciences	37	10.8%	8.1%	45.9%	27.0%	8.1%
Letters/Humanities	38	23.7%	10.5%	18.4%	28.9%	18.4%
Math/Computer Science	20	40.0%	30.0%	15.0%	10.0%	5.0%
Natural Sciences	49	38.8%	20.4%	6.1%	26.5%	8.2%
Public Affairs	21	33.3%	28.6%	14.3%	14.3%	9.5%
Social Sciences	77	23.4%	29.9%	19.5%	22.1%	5.2%
All Disciplines	453	132	91	87	116	27

The gender distribution of new CSU faculty by discipline is roughly comparable to the gender distribution of individuals earning doctorates in the United States; according to the SED, although the percentage of women receiving doctorates in engineering and the physical sciences have been increasing, by 2011 only 22% of new engineering doctorates and 29% of new physical sciences doctorates were awarded to women. By contrast, health sciences doctorate recipients were 69% female, as were graduates in education.

Table 11 looks at the racial/ethnic composition of new hires by discipline. As was the case in Table 9, American Indians, Native Hawaiians, Pacific Islanders, and those reporting two or more races are reported in “total minorities” but are not separately reported. In 2011, Hispanics were most heavily represented in the social sciences and in education, while the percentage of Asians was 40% or higher in business fields and in mathematics and computer sciences.

Table 11. Race and Ethnicity of New Tenure Track Faculty by Discipline, Fall 2011

Discipline	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Agriculture	10	10.0%	0%	20.0%	30.0%	0%
Architecture	4	0%	0%	25.0%	25.0%	0%
Business/Management	57	42.1%	0%	3.5%	54.4%	1.8%
Communications	23	13.0%	4.3%	4.3%	21.7%	4.3%
Education	45	11.1%	4.4%	17.8%	37.8%	0%
Engineering	27	33.3%	0%	7.4%	40.7%	3.7%
Family/Consumer Sciences	13	38.5%	0%	7.7%	53.8%	7.7%
Fine Arts	32	6.3%	0%	3.1%	9.4%	6.3%
Health Sciences	37	29.7%	5.4%	10.8%	54.1%	8.1%
Letters/Humanities	38	13.2%	0%	10.5%	28.9%	18.4%
Math/Computer Science	20	40.0%	5.0%	0%	45.0%	5.0%
Natural Sciences	49	10.2%	4.1%	6.1%	26.5%	8.2%
Public Affairs	21	33.3%	9.5%	0%	42.9%	9.5%
Social Sciences	77	14.3%	9.1%	19.5%	49.4%	5.2%
Percent of Total	100%	21.2%	3.8%	9.7%	39.3%	6.0%
All Disciplines	453	96	17	44	178	27

For the past several years we have also tracked the citizenship status of new tenure-track faculty. According to the SED, in 2011 more than half of all engineering doctorates in the United States were awarded to individuals holding temporary visas; about 40% of doctorates in the physical sciences (including mathematics and computer science) and 35% of doctorates in business and management went to temporary visa holders. In CSU searches, about 15% of new appointees for fall 2011 were non-immigrant aliens, including 40% of appointees in mathematics and computer sciences, a third of new hires in engineering, and about 30% of new hires in business. Table 12 provides a system-wide breakdown of the citizenship status of new tenure track faculty, while Table 13 shows citizenship status by academic discipline.

Table 12. Citizenship Status of New Tenure Track Faculty, Fall 2011

Citizenship	Appointments	Percentage of Total
U.S. Citizen	348	76.8%
Permanent Resident	38	8.4%
Non-Immigrant Alien	67	14.8%
Total	453	100%

Table 13. Citizenship Status of New Tenure Track Faculty by Discipline, Fall 2011

Discipline	Appointments	US Citizen	Permanent Resident	Non-Immigrant Alien
Agriculture	10	60.0%	20.0%	20.0%
Architecture	4	100.0%	0.0%	0.0%
Business/Management	57	50.9%	19.3%	29.8%
Communications	23	95.7%	0.0%	4.3%
Education	45	95.6%	0.0%	4.4%
Engineering	27	44.4%	22.2%	33.3%
Family/Consumer Sciences	13	53.8%	7.7%	38.5%
Fine Arts	32	87.5%	6.3%	6.3%
Health Sciences	37	89.2%	5.4%	5.4%
Letters/Humanities	38	92.1%	0.0%	7.9%
Math/Computer Science	20	55.0%	5.0%	40.0%
Natural Sciences	49	73.5%	16.3%	10.2%
Public Affairs	21	71.4%	9.5%	19.0%
Social Sciences	77	87.0%	3.9%	9.1%
All Disciplines	453	76.8%	8.4%	14.8%

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”.

Table 14 presents the distribution of years of post-degree experience by campus. Overall, about two thirds of new faculty joined the CSU with less than 5 years of post-degree experience, and almost 87% had less than 10 years of experience.

Table 14. Years Since Completion of Terminal Degree by New Tenure Track Faculty, by Campus

Campus	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Bakersfield	14.3%	28.6%	42.9%	0%	14.3%	0%	0%
Channel Islands							
Chico	15.4%	46.2%	38.5%	0%	0%	0%	0%
Dominguez Hills							
East Bay	0%	100%	0%	0%	0%	0%	0%
Fresno	10.5%	52.6%	15.8%	21.1%	0%	0%	0%
Fullerton	9.5%	61.9%	11.9%	4.8%	7.1%	0%	4.8%
Humboldt	0%	62.5%	12.5%	25.0%	0%	0%	0%
Long Beach	3.7%	66.7%	18.5%	7.4%	0%	3.7%	0%
Los Angeles	7.1%	64.3%	14.3%	0%	7.1%	7.1%	0%
Maritime Academy							
Monterey Bay	0%	62.5%	12.5%	12.5%	0%	0%	12.5%
Northridge	1.1%	69.9%	14.0%	10.8%	4.3%	0%	0%
Pomona	0%	67.7%	25.8%	0%	6.5%	0%	0%
Sacramento	20.0%	60.0%	20.0%	0%	0%	0%	0%
San Bernardino	10.5%	47.4%	26.3%	5.3%	0%	5.3%	5.3%
San Diego	2.3%	62.8%	18.6%	7.0%	7.0%	0%	2.3%
San Francisco	4.8%	47.6%	28.6%	4.8%	14.3%	0%	0%
San Jose	0%	81.8%	18.2%	0%	0%	0%	0%
San Luis Obispo	40.6%	37.5%	12.5%	6.3%	0%	3.1%	0%
San Marcos	16.7%	33.3%	45.8%	4.2%	0%	0%	0%
Sonoma	0%	75.0%	16.7%	0%	8.3%	0%	0%
Stanislaus	17.4%	52.2%	13.0%	17.4%	0%	0%	0%
All campuses	8.4%	58.9%	19.4%	7.3%	4.0%	0.9%	1.1%

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

In 2011, 8.4% of appointments went to individuals who had not yet completed the doctorate by the start of the appointment. Most campuses reported no more than one or two individuals appointed with ABD status. A notable exception was San Luis Obispo, where 13 out of 32 new appointees were reported as ABD at the start of the appointment.

More experience translates, at least to some extent, into higher rank at the time of hire. All of the faculty members hired as full professors had at least seven years of experience beyond completion of the terminal degree, and 16 out of 18 had at least ten years of post-degree experience. Among faculty hired as associate professors, two thirds (20 out of 30) had at least five years of post-degree experience, but five individuals actually completed the doctorate in 2011; three of these individuals came from business fields and received starting salaries exceeding the maximum permitted for assistant professors. No ABD appointments were made above the assistant professor rank.

In Table 15, years of experience is presented as a function of academic discipline. In previous years, almost no faculty in the natural sciences came in as ABD, so the fact that six out of 49 new appointees in the natural sciences entered with ABD status represents a break from previous patterns. It is still true that new science faculty often spend one or more years in a post-doctoral appointment prior to assuming a tenure-track position, and 73% of new assistant professors in the sciences had two or more years of post-doctoral experience, compared to 46% of new assistant professors in the social sciences and 54% of new assistant professors in the humanities.

Table 15. Years Since Completion of Terminal Degree by New Tenure Track Faculty, by Discipline

Discipline	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Agriculture	10.0%	80.0%	10.0%	0%	0%	0%	0%
Architecture	75.0%	0%	25.0%	0%	0%	0%	0%
Business/Management	12.3%	49.1%	24.6%	8.8%	1.8%	1.8%	1.8%
Communications	4.3%	60.9%	8.7%	26.1%	0%	0%	0%
Education	8.9%	68.9%	8.9%	6.7%	6.7%	0%	0%
Engineering	7.4%	59.3%	25.9%	3.7%	3.7%	0%	0%
Family/Consumer Sciences	0%	61.5%	7.7%	15.4%	7.7%	7.7%	0%
Fine Arts	3.1%	37.5%	28.1%	6.3%	15.6%	3.1%	6.3%
Health Sciences	8.1%	67.6%	16.2%	5.4%	2.7%	0%	0%
Letters/Humanities	7.9%	57.9%	18.4%	13.2%	2.6%	0%	0%
Math/Computer Science	5.0%	55.0%	25.0%	10.0%	5.0%	0%	0%
Natural Sciences	12.2%	44.9%	36.7%	6.1%	0%	0%	0%
Public Affairs	9.5%	61.9%	14.3%	4.8%	4.8%	0%	4.8%
Social Sciences	5.2%	74.0%	13.0%	1.3%	3.9%	1.3%	1.3%
All Disciplines	8.4%	58.9%	19.4%	7.3%	4.0%	0.9%	1.1%

Faculty Salaries

The California State University

Starting salaries for new tenure-track faculty fell slightly compared to fall 2010, when the average for all appointees was \$73,751 and the average for assistant professors was \$69,535. Table 16 lists the average salaries of all new faculty members by campus, while Table 17 presents average salaries of new assistant professors by discipline. In 2011, Fullerton led all campuses in average new faculty salaries, followed by Long Beach. Over 28% of new hires at Fullerton were in business fields, and more than half of those were at ranks above assistant professor. In general, the averages at a campus will be influenced by the distribution of disciplines represented.

Table 16. Average Salaries of New Tenure Track Faculty by Campus, Fall 2011.

Campus	Average Salaries
Bakersfield	\$73,017
Channel Islands	
Chico	\$69,331
Dominguez Hills	
East Bay	\$60,000
Fresno	\$64,921
Fullerton	\$79,862
Humboldt	\$75,066
Long Beach	\$76,317
Los Angeles	\$69,178
Maritime Academy	
Monterey Bay	\$64,187
Northridge	\$68,694
Pomona	\$75,025
Sacramento	\$75,302
San Bernardino	\$74,427
San Diego	\$78,321
San Francisco	\$73,624
San Jose	\$72,658
San Luis Obispo	\$67,846
San Marcos	\$68,641
Sonoma	\$65,820
Stanislaus	\$65,048
All Campuses	\$71,801

Table 17. Average Salaries of New Assistant Professors by Discipline, Fall 2011.

Discipline	Average Salaries
Agriculture	\$67,411
Architecture	\$67,128
Business/Management	\$97,392
Communications	\$61,843
Education	\$62,751
Engineering	\$75,027
Family/Consumer Sciences	\$64,579
Fine Arts	\$62,031
Health Sciences	\$67,877
Letters/Humanities	\$61,228
Math/Computer Science	\$70,794
Natural Sciences	\$67,035
Public Affairs	\$65,639
Social Sciences	\$62,924
All Disciplines	\$68,709

Average salaries offered to new assistant professors varied substantially depending on the discipline. Business and management fields continued to lead all others, with the average salary of \$97,392, up more than \$5,000 compared to 2010. Starting salaries in engineering (more than \$75,000 annually) also exceeded the system average of \$68,709. The lowest average salaries (\$61,228) were found in the humanities; starting salaries in business were 59% higher than starting salaries in the humanities. Appendix B provides a detailed breakdown of salaries by sub-discipline.

Table 18 displays the progression of starting salaries for assistant professors and for all new appointees from fall 2006 through fall 2011. From 2006 through 2011, the average salary of new appointees increased by 11% (12% for assistant professors), which compares to an increase in average salary for all tenure-track faculty over the same period of 12% and for all assistant professors of 13%.

Table 18. Average Salaries of New Faculty by Year, Fall 2006-2011

Rank	Average Starting Salary by Year					
	2006	2006	2008	2009	2010	2011
Assistant Professors	\$61,310	\$63,668	\$66,158	\$66,974	\$69,535	\$68,709
All New Faculty	\$64,538	\$66,777	\$69,341	\$69,797	\$73,751	\$71,801

In Table 19, we provide the average salaries of new faculty by rank. The starting salaries of new faculty in 2011 exceeded that for all faculty at each of the three ranks. In fall 2011, new assistant professors earned, on average, 2.1% more than the average for all assistant professors. The differences were much more dramatic for associate and full professors. Average salaries of new associate professors exceeded the average salary of all associate professors in fall 2011 by 15%, while the average salary of new full professors outpaced that of all full professors in fall 2007 by 22%. The figures for full professors include salaries for individuals hired as department chairs or for other leadership positions; such inclusion would tend to inflate the average salaries reported. In addition, while most faculty are paid for the academic year and are not required to work over the summer or between academic terms, six of the 18 individuals appointed as full professors received year-round appointments, which are associated with higher salaries in recognition of the additional work expected.

Table 19. Average Salaries of New Faculty by Rank, Fall 2011

Rank	Appointments	Average Salary
Professor	18	\$115,881
Associate Professor	30	\$87,088
Assistant Professor	405	\$68,709
All Ranks	453	\$71,801

Faculty Sources

The California State University

Campuses were asked to report the most recent employer for each new hire as well as the position held by the individual. Table 20 provides a summary of information on the most recent employer, while Table 21 reports a breakdown of the nature of employment for the group indicated as “non-CSU higher education.” The “other/unknown” category encompasses individuals who came from private sector employment as well as positions in health care, social services, the fine arts, environmental organizations, and K-12 education.

Table 20. Sources of New Tenure Track Faculty, Fall 2011

	Appointments	Percent of Total
Non-CSU Higher Education	347	76.6%
Campus Lecturer	57	12.6%
Other CSU	17	3.8%
Other/unknown	32	7.1%
All Appointments	453	100%

Table 21. Nature of Non-CSU Higher Education Employment of New Faculty, Fall 2011

Nature of employment	Appointments	Percent of Total
Adjunct/lecturer/other non-tenure-track faculty	100	28.8%
Assistant professor	96	27.7%
Associate professor	18	5.2%
Professor	9	2.6%
Graduate student (incl. GA, TA, RA, Fellow)	51	14.7%
Post-doctoral position	50	14.4%
Other research position	18	5.2%
Chair/dean/other administrative	4	1.2%
Clinical faculty	1	0.3%
Total	347	100%

More than 64% of new faculty whose previous employment was outside the CSU were in instructional faculty roles, either in tenure-line positions or in a variety of non-tenure-track positions. Another 20% held post-doctoral or other research positions.

For the past six years, CSU campuses have consistently made between 10 and 15% of new tenure-track appointments from their own campus lecturer populations, as illustrated in Table 22. In fall 2011, only about 4% of new CSU tenure-track appointees previously worked at another CSU campus; of those who did, about two thirds were previously in tenure track positions, while one third were in lecturer positions.

Table 22. Percent of New Tenure Track Appointments from Campus Lecturers, 2006 to 2011

Year	2006	2007	2008	2009	2010	2011
% Campus Lecturers	11.9%	10.7%	13.1%	14.2%	11.0%	12.6%

In Table 23, sources of new tenure track faculty are broken out by discipline. Campus lecturers were most likely to move into tenure-track positions in education and health sciences fields. On the other end of the spectrum, new faculty in mathematics and computer sciences, the natural sciences, and business were overwhelmingly recruited from institutions of higher education outside the CSU.

Table 23. Sources of New Tenure Track Faculty by Discipline, Fall 2011

Discipline	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	10	50.0%	20.0%	0%	30.0%
Architecture	4	75.0%	0%	25.0%	0%
Business/Management	57	87.7%	3.5%	3.5%	5.3%
Communications	23	69.6%	17.4%	8.7%	4.3%
Education	45	66.7%	28.9%	4.4%	0%
Engineering	27	81.5%	7.4%	0%	11.1%
Family/Consumer Sciences	13	84.6%	0%	15.4%	0%
Fine Arts	32	75.0%	12.5%	0%	12.5%
Health Sciences	37	54.1%	27.0%	2.7%	16.2%
Letters/Humanities	38	76.3%	18.4%	2.6%	2.6%
Math/Computer Science	20	95.0%	0%	5.0%	0%
Natural Sciences	49	89.8%	2.0%	2.0%	6.1%
Public Affairs	21	85.7%	9.5%	0%	4.8%
Social Sciences	77	72.7%	13.0%	5.2%	9.1%
Percent of Total	100%	76.6%	12.6%	3.8%	7.1%
All Disciplines	453	347	57	17	32

Table 24 presents sources of tenure track faculty on each campus. In fall 2011, half of Sonoma's new tenure-track hires were previously lecturers on campus.

New CSU faculty members came from 44 states plus the District of Columbia as well as 18 different international universities, research organizations, and other employers from outside the United States. Appendix C consists of a list of prior employers of new CSU hires. California institutions accounted for 175 (39%) of new hires, including 101 new appointees from outside the CSU and 52 from University of California campuses. Texas and New York tied as the biggest non-California sources of new faculty (each state generating 23 new appointees, or about 5% of all new hires). We have also begun collecting information on where new faculty obtained their terminal degrees. Of the individuals hired in 2011, 148 received degrees from California institutions, including 94 who received degrees from campuses of the University of California. UCLA led all institutions, awarding degrees to 22 new hires, followed by UC Berkeley with 19. About 56% of new hires received their highest degrees from universities that belong to the Association of American Universities, whose membership includes 62 leading research universities that award more than half of the nation's doctorates. Thirty individuals received their terminal degrees from 25 different institutions in 13 different countries outside the United States.

Table 24. Sources of New Tenure Track Faculty by Campus, Fall 2011

Campus	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	7	57.1%	28.6%	0%	14.3%
Channel Islands	0				
Chico	13	61.5%	15.4%	0%	23.1%
Dominguez Hills	0				
East Bay	1	0%	100%	0%	0%
Fresno	19	89.5%	5.3%	0%	5.3%
Fullerton	42	83.3%	9.5%	0%	7.1%
Humboldt	8	50.0%	25.0%	0%	25.0%
Long Beach	27	63.0%	18.5%	11.1%	7.4%
Los Angeles	14	71.4%	7.1%	7.1%	14.3%
Maritime Academy	0				
Monterey Bay	8	75.0%	25.0%	0%	0%
Northridge	93	86.0%	9.7%	1.1%	3.2%
Pomona	31	80.6%	6.5%	12.9%	0%
Sacramento	5	80.0%	20.0%	0%	0%
San Bernardino	19	89.5%	5.3%	5.3%	0%
San Diego	43	76.7%	7.0%	7.0%	9.3%
San Francisco	21	71.4%	19.0%	0%	9.5%
San Jose	11	72.7%	0%	9.1%	18.2%
San Luis Obispo	32	71.9%	6.3%	6.3%	15.6%
San Marcos	24	79.2%	16.7%	0%	4.2%
Sonoma	12	50.0%	50.0%	0%	0%
Stanislaus	23	69.6%	21.7%	4.3%	4.3%
All Campuses	453	347	57	17	32

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.

Thirteen (4%) new faculty members were hired with tenure in 2011; of these, 2 were hired as associate professors and 11 were hired as full professors. Interestingly, seven out of 18 full professors were hired without tenure, including five who did not receive any credit toward the probationary period. In Table 25, the percentage of faculty members hired either with one or two years of service credit or with tenure on each campus is presented. A total of 92 individuals received either one or two years of service credit; two years is the maximum permitted by the collective bargaining agreement with the California Faculty Association.

Table 25. Percent of New Appointees Receiving Tenure or Service Credit, Fall 2011

Campus	Percent Receiving Service Credit or Tenure
Bakersfield	14.3%
Channel Islands	
Chico	30.8%
Dominguez Hills	
East Bay	100%
Fresno	31.6%
Fullerton	4.8%
Humboldt	25.0%
Long Beach	18.5%
Los Angeles	21.4%
Maritime Academy	
Monterey Bay	37.5%
Northridge	24.7%
Pomona	32.3%
Sacramento	20.0%
San Bernardino	21.1%
San Diego	9.3%
San Francisco	14.3%
San Jose	27.3%
San Luis Obispo	12.5%
San Marcos	8.3%
Sonoma	58.3%
Stanislaus	17.4%
All Campuses	20.3%

Other than East Bay, which only appointed one new faculty member, Sonoma was the campus most likely to offer credit toward tenure, seven out of 12 of its new appointees received credit toward tenure.

By contrast, only 2 out of 42 individuals received service credit at Fullerton, and while San Diego appointed 4 new faculty with tenure, no others received service credit.

Most campuses now offer workload reduction to new faculty members to provide time for course preparation or establishing a research program. We asked campuses to report workload reduction in weighted teaching units (WTU) for the entire probationary period. Campuses were asked to report the total number of WTU provided, regardless of source of funding. In 2011, while 16.8% of new appointees did not receive a reduction in workload, the average number of WTU awarded was 10.5 and the median was 6 WTU, or two courses.

Table 26. Workload Reduction Offered to New Tenure Track Faculty, Fall 2011

Workload reduction (WTU)	0	1 - 3	4 - 6	7 - 9	10 - 12	>12
% of New Faculty	16.8%	11.0%	28.0%	6.8%	16.8%	20.5%

Three-fourths of new faculty members received start-up funding; these funds may typically 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 average award of \$18,230 was the highest since we began collecting this information, as was the percentage of individuals receiving awards. In the STEM disciplines (reported here as natural sciences, engineering, and mathematics and computer sciences), 94% of all new hires received start-up support.

Start-up funding practices vary significantly by discipline, as seen in Table 27; the average award in the natural sciences was over \$76,000, double the average for engineering, which had the second-highest awards. However, the gap between the sciences and other fields has been closing in recent years, as awards in the sciences have stayed fairly constant but awards in engineering, mathematics and computer sciences, and especially business have increased.

Table 27. Start-Up Funding Offered to New Tenure Track Faculty by Discipline, Fall 2011

Discipline	Average start-up funds	Average (of those receiving funds)
Agriculture	\$1,100	\$5,500
Architecture	\$3,000	\$3,000
Business/Management	\$28,009	\$33,968
Communications	\$3,609	\$5,929
Education	\$6,160	\$8,153
Engineering	\$38,566	\$41,651
Family/Consumer Sciences	\$14,051	\$16,606
Fine Arts	\$3,309	\$5,295
Health Sciences	\$6,816	\$11,464
Letters/Humanities	\$2,390	\$3,493
Math/Computer Science	\$21,085	\$22,195
Natural Sciences	\$76,654	\$81,653
Public Affairs	\$3,055	\$7,128
Social Sciences	\$4,723	\$7,577
All Disciplines	\$18,230	\$25,254

In Table 28, 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. For the first time since we began collecting this information, all campuses that actually appointed new faculty reported that at least some of those faculty received start-up funds. The largest average awards were at Fullerton, followed by San Francisco and Fresno. The largest single award was \$357,000 for an engineering faculty member at San Diego.

Table 28. Start-Up Funding Offered to New Tenure Track Faculty by Campus, Fall 2011

Campus	Average start-up funds	Average (of those receiving funds)	Median*
Bakersfield	\$16,536	\$16,536	\$15,000
Channel Islands			
Chico	\$6,982	\$9,076	\$8,100
Dominguez Hills			
East Bay	\$1,000	\$1,000	\$1,000
Fresno	\$28,447	\$30,028	\$7,500
Fullerton	\$37,466	\$43,710	\$22,000
Humboldt	\$26,063	\$26,063	\$6,250
Long Beach	\$15,645	\$22,233	\$15,000
Los Angeles	\$23,729	\$33,220	\$9,600
Maritime Academy			
Monterey Bay	\$2,500	\$20,000	\$20,000
Northridge	\$19,436	\$35,443	\$5,000
Pomona	\$14,710	\$15,724	\$10,000
Sacramento	\$13,201	\$16,502	\$16,750
San Bernardino	\$15,797	\$15,797	\$6,300
San Diego	\$21,821	\$26,064	\$3,700
San Francisco	\$29,281	\$29,281	\$8,900
San Jose	\$9,955	\$21,900	\$25,000
San Luis Obispo	\$7,016	\$11,225	\$5,000
San Marcos	\$14,292	\$17,150	\$5,250
Sonoma	\$4,458	\$5,350	\$2,500
Stanislaus	\$1,739	\$20,000	\$20,000
All Campuses	\$18,230	\$25,254	\$7,500

*Note: The median is calculated only among those who receive funds.

Most campuses offer support for moving expenses to new faculty members, subject to CSU policies on allowable moving and relocation expenses. About 72% of all new faculty members received such support in 2011. Table 29 lists the moving expense awards by campus, averaged over all appointments as well as over those who received funds.

The investment by campuses in support for new tenure track faculty is considerable. In 2011, the combined value of start-up funding offered to new appointees across the system was approximately \$8.3 million, while awards for moving expenses totaled more than \$1.55 million. The combined workload reductions were the equivalent of 148.5 positions; using the estimated cost of replacing these positions as the minimum salary for assistant professors, which was \$49,716 in fall 2011, the total value of workload reductions was about \$7.4 million. Adding up these three components, the average investment in new faculty in 2011 was about \$38,000 per person hired. The total investment in new faculty support

of \$17.2 million reported here should be considered a minimum, as it does not include the value of orientations and other professional development programs offered to new faculty. In addition, campuses reported the start-up packages for 12 individuals as “to be determined”.

Table 29. Moving Expenses Awarded to New Tenure Track Faculty by Campus, Fall 2011

Campus	Average	Average of funded
Bakersfield	\$1,214	\$2,125
Channel Islands		
Chico	\$3,385	\$4,400
Dominguez Hills		
East Bay	\$0	
Fresno	\$3,974	\$4,194
Fullerton	\$3,714	\$4,588
Humboldt	\$3,875	\$4,429
Long Beach	\$2,119	\$5,720
Los Angeles	\$1,679	\$2,611
Maritime Academy		
Monterey Bay	\$1,688	\$2,700
Northridge	\$4,252	\$5,649
Pomona	\$2,581	\$5,000
Sacramento	\$2,600	\$4,333
San Bernardino	\$4,779	\$5,044
San Diego	\$3,552	\$4,243
San Francisco	\$2,336	\$5,451
San Jose	\$1,682	\$3,700
San Luis Obispo	\$5,719	\$6,100
San Marcos	\$2,617	\$3,694
Sonoma	\$1,417	\$1,889
Stanislaus	\$3,587	\$5,156
All Campuses	\$3,431	\$4,767

Recruitment Outcomes

The California State University

In order to gain a better understanding of the reasons why some searches were unsuccessful, campuses were asked to report the reasons why searches were not completed, as well as reasons why top candidates declined offers of employment. A successful search is defined as one in which the position was ultimately filled, whether or not the top choice accepted the appointment.

Table 30 summarizes the reported reasons for unsuccessful searches over the last three years. In contrast to the previous two years, when budgetary reasons were cited most often as the reason for searches not being concluded successfully, the top reason given by campuses in 2011 for unsuccessful searches was inadequate candidate pools. Budget issues were the second most commonly cited reason. It should be noted that in two of the four cases where the campus did not provide a reason for the search not being completed, the campus indicated that negotiations were still in progress with a candidate as of the date of the survey (November, 2011).

Table 30. Unsuccessful Tenure Track Searches, 2009-2011

Reason why position was not filled	2009		2010		2011	
	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	28	14%	11	23%	35	37.6%
All offers declined	17	8%	6	12%	11	11.8%
Other	28	14%	7	15%	8	8.6%
Unknown	0	0%	0	0%	4	4.3%
Change in staffing priorities	8	4%	2	4%	1	1.1%
Budget	115	56%	19	40%	30	32.3%
Cancelled due to process irregularities	8	4%	3	6%	4	4.3%
All Unsuccessful Searches	204		48		93	

Overall, out of 93 unsuccessful searches, at least one candidate received an offer of employment in 30 searches. Three of the individuals offered a position actually accepted the offer, but ultimately were not appointed because they did not complete the terminal degree by the date stipulated in the offer of appointment; in 27 searches (29% of all failed searches), at least one offer was made but not accepted. In searches that were concluded successfully, however, the top candidate accepted the position almost 88% of the time. The distribution of searches in which one or more offers were declined is presented in Table 31.

Table 31. Distribution of Searches in Which the Top Candidate Declined an Offer

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	93	27
Successful	453	56
All searches	546	83

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 32 summarizes the reasons candidates provided in 2011. In more than 40% of the cases, the candidate indicated that he/she had received a better offer from another institution. Salary was identified as the issue about 15% of the time. Issues that might be considered “environmental” – having more to do with the location of the campus than with the position itself – including availability of spousal employment, housing costs, and unspecified family issues together were the primary reason for 18% of declines. The high CSU teaching load was cited by only three individuals as the primary reason for declining an offer.

The survey allowed the campuses to provide a second reason why a top candidate declined an offer. While five individuals gave family or personal reasons as the primary reason for declining an offer, seven individuals cited family or personal reasons as a contributing factor. Similarly, the high cost of housing was a contributing factor, rather than the primary reason, in five cases.

Table 32. Reasons Given by Top Candidates for Declining Offers of Employment

Primary reason	All searches	Unsuccessful searches	Successful searches
Better offer elsewhere	43.4%	40.7%	44.6%
Inadequate salary	14.5%	11.1%	16.1%
Family/personal reasons	6.0%	0%	8.9%
Other	14.5%	25.9%	8.9%
High cost of housing	2.4%	0%	3.6%
Lack of spousal employment	9.6%	14.8%	7.1%
High teaching load	3.6%	7.4%	1.8%
Timing of CSU offer	6.0%	0%	8.9%

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. Typically, around 1% of all probationary faculty are denied reappointment or tenure in a given year. In 2010-11, campuses reported 42 denials of tenure or reappointment out of a total population of 2,539 probationary faculty; thus, about 1.7% of all probationary faculty received denials. Over the same period, 455 probationary faculty received tenure. Tables 33 and 34 show the distribution of non-reappointments and denials of tenure by campus and by discipline, respectively.

Table 33. Tenure Denials and Non Reappointments by Campus, 2010-11

Campus	Non-Reappointments and Tenure Denials
Bakersfield	0
Channel Islands	1
Chico	0
Dominguez Hills	6
East Bay	1
Fresno	1
Fullerton	3
Humboldt	1
Long Beach	4
Los Angeles	1
Maritime Academy	0
Monterey Bay	1
Northridge	4
Pomona	0
Sacramento	4
San Bernardino	2
San Diego	0
San Francisco	1
San Jose	6
San Luis Obispo	2
San Marcos	0
Sonoma	0
Stanislaus	4
All Campuses	42

Table 34. Tenure Denials and Non-Reappointments by Discipline, 2010-11

Discipline	Non-Reappointments and Tenure Denials
Agriculture	1
Architecture	0
Business/Management	5
Communications	0
Education	10
Engineering	1
Family/Consumer Sciences	0
Fine Arts	4
Health Sciences	1
Letters/Humanities	1
Math/Computer Science	3
Natural Sciences	2
Public Affairs	7
Social Sciences	7
All Disciplines	42

Campuses also were asked to report on resignations of tenured and probationary faculty members. Beginning in 2005-06, we began separately reporting resignations according to tenure status. Table 35 shows resignations of probationary and tenured faculty since 2005-06. In all years, probationary faculty resignations far exceed resignations of tenured faculty. Resignations by probationary faculty declined steadily from 2005-06 through 2009-10, but showed an uptick in 2010-11, when 4.5% of probationary faculty resigned. The rate of resignations by tenured faculty has stayed well below 1% over this period.

Table 35. Resignations of Tenured and Probationary Faculty, 2005/06 to 2008/09

Year	Tenured			Probationary		
	Total	Resignations	% of Total	Total	Resignations	% of Total
2010-11	7,559	56	0.74%	2,539	114	4.5%
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%

In Table 36, total resignations of tenured and probationary faculty are reported for the last ten years. Over this period, resignations ranged from a high of 2.3% in 2005-06 and 2006-07 to a low of 1.2% in 2009-10. Table 37 presents resignations for 2010-11 broken out by campus as well as by probationary status.

Table 36. Resignations of Tenured and Probationary Faculty, 2002 to 2011

Year	Resignations	% of all Tenured and Probationary faculty
2010-11	170	1.7%
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%

For the past several years, we have asked campuses to report on the reasons given by faculty who have resigned. These reasons are reported in Table 38. Almost half of faculty who resigned indicated they had accepted another job or were looking for one. Desire to relocate and spousal employment each were cited a dozen times as reasons for resignations, and ten individuals indicated dissatisfaction with their job.

Table 37. Resignations of Probationary and Tenured Faculty by Campus, 2010-11

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total	# Resigned	Total	# Resigned	Percent
Bakersfield	3	32	3	153	6	3.2%
Channel Islands	2	27		53	2	2.5%
Chico	6	118	3	360	9	1.9%
Dominguez	3	58	1	184	4	1.7%
East Bay	3	92	3	225	6	1.9%
Fresno	8	175	2	377	10	1.8%
Fullerton	11	277	5	449	16	2.2%
Humboldt	4	43	1	191	5	2.1%
Long Beach	10	216	6	598	16	2.0%
Los Angeles	1	105	1	418	2	0.4%
Maritime Academy		16		32		0%
Monterey	1	39		76	1	0.9%
Northridge	4	155	3	547	7	1.0%
Pomona	2	118	5	375	7	1.4%
Sacramento	6	134	1	540	7	1.0%
San Bernardino	5	73	3	308	8	2.1%
San Diego	7	134	5	626	12	1.6%
San Francisco	16	225	2	529	18	2.4%
San Jose	9	153	5	508	14	2.1%
San Luis Obispo	7	195	4	455	11	1.7%
San Marcos		44		171		0%
Sonoma	2	54		198	2	0.8%
Stanislaus	4	56	3	186	7	2.9%
All Campuses	114	2,539	56	7,559	170	1.7%

Table 38. Reasons Provided for Resignations of Tenure-Track Faculty Members

Reason for resignation	Number	Percent
To accept another job	80	47.1%
To look for another job	2	1.2%
Dissatisfied with job	10	5.9%
Family/child care issues	8	4.7%
Spouse's job	12	7.1%
Desire to relocate	12	7.1%
Health	8	4.7%
Other/unknown/not specified	38	22.4%
Total	170	100%

Conclusions

The California State University

1. In 2010-11, the CSU initiated 546 searches, leading to the appointment of 453 new tenure track faculty, for a success rate of 83%. The total number of searches and appointments in 2010-11 was up dramatically compared to 2009-10, but still inadequate to replace tenure-track faculty who left the CSU because of retirement, resignation, or other reasons.
2. In searches that were concluded successfully, the top candidate accepted the position almost 88% of the time.
3. The size of candidate pools varied considerably by discipline; health sciences, family and consumer sciences, and agriculture searches produced the smallest average pools, while the largest were in mathematics and computer science. Three areas in the health sciences – nursing, physical therapy, and communication disorders -- produced the smallest average pools of all fields.
4. New faculty members were roughly evenly divided by gender. Members of minority groups comprised 39% of new hires.
5. Average salaries of new faculty members declined slightly from 2010 to 2011. New hires also received start-up packages with an average worth of more than \$18,000 as well as workload reductions that averaged 10.5 WTU. The total average value of workload reductions, start-up funds, and moving expense reimbursements was almost \$38,000.
6. Around 39% of new faculty came from California institutions. Candidates were hired from 44 states plus the District of Columbia as well as 18 institutions outside the United States.
7. Faculty attrition remained low; about 1.7% of probationary faculty were denied reappointment or tenure in 2010-11, while the overall resignation rate for tenured and probationary faculty was 1.7% and the resignation rate for probationary faculty was 4.5%.

Appendix A. Tenure Track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2011

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agricultural Business	2	2	100%	39	20
	Agriculture	7	4	57.1%	105	15
	Animal Science	2	2	100%	90	45
	Crop Science	2	2	100%	88	44
Architecture	Architecture	4	4	100%	454	114
Business/ Management	Accounting	17	12	70.6%	624	37
	Business	11	9	81.8%	624	57
	Finance	10	8	80.0%	1,458	146
	Information Systems	6	5	83.3%	156	26
	Management	16	14	87.5%	1,011	63
	Marketing	10	9	90.0%	579	58
Communications/ Journalism	Communication	13	11	84.6%	815	63
	Communication Arts	5	4	80.0%	178	36
	Journalism	8	5	62.5%	256	32
	Television Arts	3	3	100%	193	64
Education	Counseling	3	3	100%	95	32
	Education	26	20	76.9%	915	35
	Educational Leadership	6	3	50.0%	271	45
	Educational Psychology	5	5	100%	135	27
	Kinesiology	16	12	75.0%	334	21
	Special Education	2	2	100%	33	17
Engineering	Civil Engineering	13	11	84.6%	582	45
	Electrical & Computer Engineering	6	6	100%	383	64
	Engineering	6	3	50.0%	268	45
	Mechanical Engineering	8	7	87.5%	323	40
Family/Consumer Sciences	Family & Consumer Sci	5	5	100%	86	17
	Nutrition	9	8	88.9%	181	20
Fine Arts	Art	10	9	90.0%	1,065	107
	Art & Design	3	1	33.3%	152	51
	Music	11	9	81.8%	513	47
	Music & Dance	4	4	100%	241	60
	Theatre	9	9	100%	650	72
Health Sciences	Child Development	7	7	100%	430	61
	Communication Disorders & Sciences	4	3	75.0%	20	5
	Health Science	12	9	75.0%	215	18
	Nursing	21	15	71.4%	153	7
	Physical Therapy	4	3	75.0%	28	7

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Letters/Humanities	Classics	3	1	33.3%	303	101
	English	12	11	91.7%	1,698	142
	Foreign Languages	9	8	88.9%	482	54
	Liberal Studies	4	4	100%	114	29
	Linguistics	5	3	60.0%	133	27
	Philosophy	9	9	100%	1,276	142
	Religious Studies	2	2	100%	69	35
Math/Computer Science	Computer Science	8	7	87.5%	665	83
	Mathematics	15	13	86.7%	3,651	243
Natural Sciences	Biology	23	19	82.6%	1,423	62
	Chemistry	17	13	76.5%	922	54
	Environmental Studies	5	5	100%	234	47
	Geology	5	4	80.0%	159	32
	Physics	8	8	100%	961	120
Public Affairs	Criminal Justice	7	4	57.1%	123	18
	Hospitality	2	2	100%	92	46
	Public Administration	6	6	100%	195	33
	Recreation	4	3	75.0%	113	28
	Social Work	7	6	85.7%	203	29
Social/Behavioral Sciences	Anthropology	11	10	90.9%	605	55
	Economics	6	5	83.3%	1,480	247
	Ethnic, & Area Studies	15	13	86.7%	657	44
	Geography	8	7	87.5%	400	50
	History	12	10	83.3%	971	81
	Political Science	7	6	85.7%	354	51
	Psychology	18	15	83.3%	1,155	64
	Sociology	9	8	88.9%	395	44
Urban Studies	3	3	100%	81	27	
Total	Total	546	453	83.0%	32,657	60

Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2011

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agricultural Business	2	\$64,002	\$63,000	\$65,004
	Agriculture	4	\$66,171	\$58,632	\$83,052
	Animal Science	1	\$90,000	\$90,000	\$90,000
	Crop Science	2	\$62,004	\$62,004	\$62,004
Architecture	Landscape Architecture	4	\$67,128	\$63,504	\$70,008
Business/Management	Accounting	8	\$99,003	\$91,008	\$111,000
	Business	9	\$95,000	\$80,004	\$105,000
	Finance	5	\$103,502	\$100,008	\$111,504
	Information Systems	3	\$81,672	\$75,000	\$94,008
	Management	11	\$96,004	\$92,004	\$102,000
	Marketing	8	\$102,456	\$94,080	\$111,504
Communications/Journalism	Communication	9	\$61,424	\$57,000	\$65,004
	Communication Arts	4	\$61,250	\$58,500	\$66,000
	Journalism	4	\$62,760	\$62,004	\$65,028
	Television Arts	3	\$62,668	\$62,004	\$63,996
Education	Counseling	3	\$64,148	\$61,968	\$68,508
	Education	15	\$63,880	\$57,000	\$69,000
	Educational Leadership	2	\$60,600	\$60,000	\$61,200
	Educational Psychology	5	\$61,901	\$60,000	\$69,504
	Kinesiology	12	\$62,246	\$54,000	\$68,004
	Special Education	2	\$59,490	\$58,980	\$60,000
Engineering	Civil Engineering	11	\$75,369	\$67,500	\$84,000
	Electrical & Computer Eng	6	\$77,290	\$70,716	\$89,004
	Engineering	3	\$72,336	\$67,008	\$75,000
	Mechanical Engineering	6	\$73,482	\$69,996	\$75,000
Family/Consumer Sciences	Family & Consumer Science	5	\$62,057	\$60,000	\$65,004
	Nutrition	5	\$67,102	\$53,004	\$75,000
Fine Arts	Art	9	\$60,724	\$53,004	\$67,500
	Art & Design	1	\$68,004	\$68,004	\$68,004
	Music	7	\$59,431	\$53,016	\$64,992
	Music & Dance	4	\$65,574	\$60,000	\$69,000
	Theatre	7	\$63,432	\$62,004	\$67,008
Health Sciences	Child Development	6	\$65,502	\$65,004	\$66,000
	Communication Disorders & Sciences	3	\$63,200	\$63,000	\$63,600
	Health Science	7	\$65,923	\$57,000	\$75,000
	Nursing	13	\$70,929	\$60,996	\$78,000
	Physical Therapy	2	\$69,012	\$68,016	\$70,008

Discipline	Sub-Discipline	N	Average	Minimum	Maximum
Letters/Humanities	Classics	1	\$63,996	\$63,996	\$63,996
	English	11	\$61,171	\$54,504	\$66,960
	Foreign Languages	7	\$61,575	\$55,008	\$66,504
	Liberal Studies	3	\$58,340	\$55,008	\$65,004
	Linguistics	3	\$62,336	\$59,508	\$64,500
	Philosophy	8	\$61,506	\$55,008	\$66,000
	Religious Studies	2	\$60,498	\$60,000	\$60,996
Math/Computer Science	Computer Science	7	\$71,930	\$61,500	\$78,000
	Mathematics	12	\$70,132	\$64,500	\$80,028
Natural Sciences	Biology	19	\$68,058	\$57,504	\$75,000
	Chemistry	13	\$64,193	\$54,996	\$74,400
	Environmental Studies	5	\$62,299	\$60,996	\$63,504
	Geology	4	\$68,625	\$63,000	\$72,000
	Physics	8	\$71,391	\$66,000	\$85,008
Public Affairs	Criminal Justice	3	\$60,172	\$57,000	\$62,508
	Hospitality	2	\$80,004	\$75,000	\$85,008
	Public Administration	4	\$66,078	\$60,000	\$77,004
	Recreation	3	\$65,003	\$65,001	\$65,004
	Social Work	5	\$63,203	\$60,000	\$67,008
Social/Behavioral Sciences	Anthropology	10	\$62,472	\$57,504	\$70,008
	Economics	5	\$75,804	\$60,000	\$94,008
	Ethnic, & Area Studies	12	\$61,276	\$55,008	\$65,004
	Geography	7	\$62,719	\$55,008	\$72,000
	History	9	\$62,119	\$55,008	\$66,000
	Political Science	6	\$61,160	\$55,008	\$65,940
	Psychology	14	\$62,659	\$54,500	\$68,004
	Sociology	8	\$60,756	\$55,008	\$65,004
Urban Studies	3	\$63,004	\$62,004	\$65,004	
Total	Total	405	\$68,709	\$53,004	\$111,504

Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2011

State	Institution Name	#
AK	University of Alaska	1
AL	University of Alabama	4
AR	University of Arkansas	1
AZ	Arizona State University	7
	Northern Arizona University	1
	University of Arizona	1
	Unknown	1
CA	ACME, Los Angeles	1
	American Music and Dramatic Academy	1
	California Institute of Technology	2
	California Institute of the Arts	1
	Chapman University	1
	Charles Drew University	1
	Chemeketa Community College	1
	Coast Community College District	1
	Cuyamaca College	1
	David Pagel Claremont University	1
	DOE Joint Genome Institute	1
	Enloe Medical Center	1
	Ernst & Young, LLP	1
	Finisar Corp	1
	Heal the Ocean	1
	International Rectifier	1
	ITT Technical Institute	1
	Kaiser Permanente	1
	Lawrence Berkeley National Lab	1
	Long Beach City College	1
	Loyola Marymount University	1
	Mt. San Antonio College	1
	Palomar College	1
	Pasadena City College	1
	Private Industry	1
	San Diego Healthcare System	1
	San Francisco Art Institute	1
	Santa Clara University	1
	Self Employed	1
	St. Mary's College	1

State	Institution Name	#
CA	Stanford University	4
	The Acting Corps	1
	UC Berkeley	7
	UC Davis	3
	UC Irvine	10
	UC Los Angeles	10
	UC Riverside	4
	UC San Diego	9
	UC San Francisco	5
	UC Santa Barbara	3
	UC Santa Cruz	1
	University of La Verne	1
	University of Redlands	2
	University of Southern California	5
	University of the Pacific	1
	VALS, Menlo Park	1
West Covina Unified School District	1	
WSA, Inc	1	
Unknown	1	
CO	Colorado State University	2
	Equine Reproduction Innovations Inc.	1
	University of Colorado at Boulder	1
	University of Colorado at Denver	1
	University of Denver	1
	University of Northern Colorado	1
CT	Yale University	2
DC	Consortium for Ocean Leadership	1
	Ford's Theatre Society	1
	Georgetown University	1
	The American University	1
	University of District of Columbia	1
DE	University of Delaware	1
FL	Florida Institute of Technology	1
	Florida State University	3
	University of Florida	2
	University of South Florida	2

State	Institution Name	#
GA	Dalton State College	1
	Emory University	1
	Georgia State University	3
	MacDermitt Printing	1
	Mercer University	1
	University of Georgia at Athens	1
	Valdosta State University	1
HI	National Oceanic & Atmospheric Adm	1
	University of Hawaii, Manoa	1
IA	University of Iowa	2
	University of Northern Iowa	1
ID	Idaho State University	1
IL	Dominican University	1
	Governors State University	1
	Illinois Institute of Technology	1
	Kavli Institute	1
	Southern Illinois University	1
	University of Illinois, Chicago	1
	University of Illinois, Urbana Champaign	8
	University of St. Francis	1
	Unknown	1
IN	Ball State University	1
	Indiana University, Bloomington	1
	Purdue University	2
	St. Francis Neighborhood Health Center	1
	University of Notre Dame	1
KS	Pittsburg State University	1
	University of Kansas	1
KY	University of Kentucky	1
	Western Kentucky University	1
LA	Louisiana State University	4
	Tulane University	2
MA	Fitchburg State University	1
	Harvard University	1
	University of Massachusetts, Boston	2
	University of Massachusetts, Lowell	1
	Wheaton College	1
MD	Loyola University	1
	Towson University	1
	University of Maryland	4
MI	Child & Adolescent Services Res Center	1
	Kalamazoo College	1

State	Institution Name	#
MI	Michigan State University	2
	Michigan Technological University	1
	Oakland University	1
	University of Michigan	4
	Wayne State University	3
	Unknown	1
	MN	Dakota County Technical College
Minnesota State University		1
St. Cloud State University		1
University of Minnesota		4
University of Minnesota, Morris		1
MO	Central Missouri University	1
	Missouri U of Science & Technology	1
	Washington University	1
MS	Mississippi State University	1
MT	University of Great Falls	1
	University of Montana	1
NC	Duke University	1
	East Carolina University	1
	University of North Carolina at Asheville	1
	University of North Carolina at Chapel Hill	1
	University of North Carolina at Greensboro	1
	University of North Carolina at Pembroke	1
	University of North Carolina at Wilmington	1
Western Carolina University	1	
ND	University of North Dakota	1
NE	University of Nebraska, Lincoln	1
	University of Nebraska, Omaha	2
NH	National Museum of New Hampshire	1
NJ	Institute for Advanced Study	1
	JSTOR	1
	Princeton University	2
	The Virgin Spa at Natirar	1
NV	University of Nevada, Las Vegas	1
NY	Columbia University	1
	Common Ground	1
	Cornell University	1
	Culinary Institute of America	1
	CUNY Baruch College	1
	CUNY Brooklyn College	1
	Fordham University	2
	Ithaca College	1

State	Institution Name	#
NY	John Jay College	1
	Long Island University	1
	New York City College of Technology	2
	New York University	3
	Rochester Institute of Technology	1
	State University of New York at Buffalo	1
	State University of New York at Morrisville	1
	Syracuse University	1
	The Cooper Union	2
	United States Military Academy, West Point	1
OH	Ashland University	1
	Bowling Green State University	1
	Kent State University	1
	Oberlin College	1
	Ohio State University	3
OK	University of Central Oklahoma	1
	University of Oklahoma	1
OR	Oregon State University	2
	Portland State University	4
	University of Oregon	3
	University of Portland	1
PA	Carnegie Mellon University	1
	Drexel University	1
	Gannon University	1
	Lafayette College	1
	Penn State University	4
	Shippensburg University	1
	Temple University	1
Ursinus College	1	
RI	New England College	1
SC	Claflin University	1
	Medical University of South Carolina	1
TN	Lincoln Memorial University	1
	Tennessee State University	1
	The University of Memphis	2
	Vanderbilt University	1
TX	Rice University	2
	Sam Houston State University	2
	Stephen F. Austin State University	2
	Tarrant County Community College	1
	Texas A&M University	3
	Texas Tech University	1
	University of Houston	3

State	Institution Name	#
TX	University of Texas - Pan American	1
	University of Texas at Austin	5
	University of Texas at Dallas	1
	University of Texas at El Paso	1
	University of Texas at Tyler	1
UT	Natural Resources Conservation Service	1
	Rocky Mountain U of Health Professions	1
	Southern Utah University	1
	University of Utah	3
	Utah Valley University	1
VA	George Mason University	2
	James Madison University	1
	NASA Langley Research Center	1
	University of Richmond	1
	University of Virginia	2
	Virginia Commonwealth University	1
WA	Eastern Washington University	1
	Evergreen State College	1
	Pacific Lutheran University	1
	Skagit Valley College	1
	University of Washington	3
WI	University of Wisconsin, Madison	3
	University of Wisconsin, Oshkosh	1
Outside U. S.	Carleton University	1
	Concordia University	4
	Dalhousie University	1
	Dialeg Global	1
	Ecole Normal de Musique, Paris	1
	IE School of communication	1
	McMaster University	1
	National Research Institute of Police Science	1
	National Taiwan Normal University	1
	Polytechnic University of Munich	1
	Technical University	1
	University of Alberta	1
	University of British Columbia, Vancouver	1
	University of Calgary	1
	University of Mainz - Germany	1
	University of Sheffield	1
	University of Warwick	1
York University	2	
Unknown	1	