



Report on 2014 Faculty Recruitment and Retention Survey

The California State University

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Introduction

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This report is the 27th 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 2013-14 academic year for appointments beginning in fall 2014, 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 rate of success and difficulties experienced by campuses in recruiting new faculty, and the number of applications received for open positions. The report presents demographic, salary, and prior employment data of new tenure-track faculty, in addition to information on the recruitment process and reasons given for unsuccessful searches. Data on faculty resignations and tenure denials by campus and discipline are also reported.

Executive Summary

The 2013-14 recruiting year featured a significant increase in searches and new appointments compared to the prior year. CSU campuses initiated 850 searches that resulted in 742 appointments for fall 2014, compared to only 470 new appointments in fall 2013. Searches culminated in appointments 87% 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 89% of the time. All disciplines reported successful completion of searches more than three-quarters of the time.

Starting salaries for new faculty were slightly higher than the previous year, with new assistant professors receiving an average of \$72,519 (a 0.79% increase from the previous year); the average for all new appointments was \$74,982 (a 1.5% increase from the previous year). While 39.5% of new appointees came from institutions within California, new faculty came from 48 states and the District of Columbia, plus 37 different institutions outside the United States. Faculty who came from other positions within the CSU comprised 14% of new appointees, including 10.2% who were hired into tenure-track positions after serving as lecturers on the same campus. Slightly less than half (49.6%) of all new hires were female, while 35% were members of minority groups.

For 2013-14, total denials of tenure and non-reappointments were 1.4% of the probationary faculty population, the lowest number (by percentage) since 2009-2010. In 2013-14, the rate of resignation of tenured and probationary faculty dropped slightly, totaling 1.5% of the tenured and probationary faculty. Resignations of tenured faculty remained a small proportion of the population (about 0.65%).

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 20,866 searches that led to 15,052 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. Appointments for fall 2014 represent a 58% increase from 2013, with 742 new appointments across the system. These numbers are well above the long-term average of 770 searches and 550 appointments per year. Although the total number of new appointments were not sufficient to replace resignations, retirements, and other separations from 2008 to 2013, the total number of tenure-track faculty in fall 2014 increased from 9,599 in 2013 to 9,709 in 2014; however, tenure density declined to 56.3% (the lowest point since 1990) due to a year-to-year increase of lecturers from 6,892 in 2013 to 7,547 in 2014. The total number of faculty in 2014 increased to 17,256, the highest number in the history of the system.

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 1988-2014

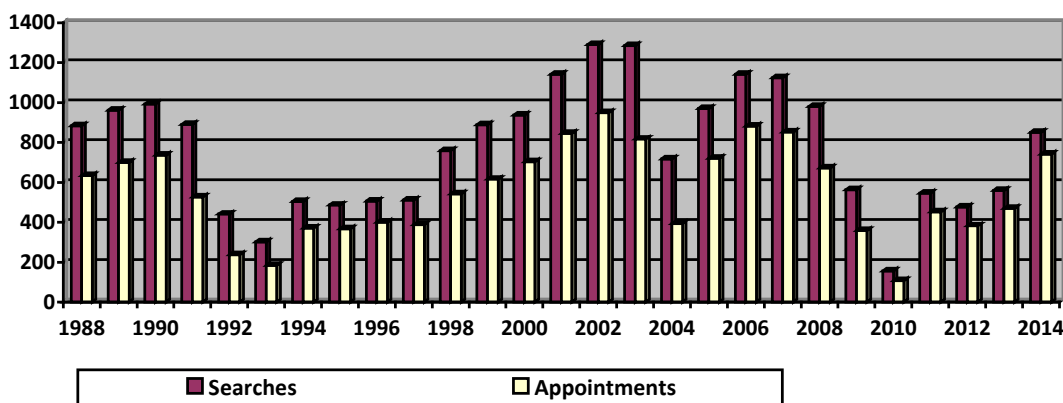


Table 1 provides the number of searches initiated each year, along with the number of appointments made and “success rate” calculated from the ratio of appointments to searches. Historically, the reduced rates of hiring seen in poor budget years have been associated with lower rates of search success. Searches conducted in 2013-14 had the highest success rate in the history of the survey (87%), indicating a continued trend of progress when compared to the improvement of the total CSU budget picture.

Table 1. Tenure-Track Faculty Recruitments and Success Rates, 1988-2014

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%
2012	476	382	80%
2013	560	470	84%
2014	850	742	87%

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 2005, excluding cases where searches were cancelled for budgetary reasons. Under these assumptions, the success rate of searches over the most recent five-year period is mostly above 80%, reaching peaks of 88% in 2011 and 2014.

Table 2. Tenure-Track Recruitments, Excluding Unsuccessful Searches Due to Budget, Fall 2005-2014

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Searches	949	1,131	1,102	833	448	137	516	465	558	847
Appointments	720	882	852	672	359	108	453	382	470	742
Success Rate	76%	78%	77%	81%	80%	79%	88%	82%	84%	88%

Table 3 presents the five-year history of new appointments on each of the 23 campuses. From 2010 through 2014, a total of 2155 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. After five consecutive years of lower than average numbers of new appointments, the total number of probationary faculty has been

falling, and, in fall 2014, over 76% of tenure-track faculty held tenure (compared to about 71% in fall 2009). San Luis Obispo appointed the most new tenure-track hires in 2014 (65) and Northridge led with 209 appointments over the last five years.

Table 3. Tenure-Track Faculty Appointments by Campus, Fall 2010-2014

Campus	Fall 10	Fall 11	Fall 12	Fall 13	Fall 14	5-Yr. Total
Bakersfield	2	7	8	8	15	40
Channel Islands	0	0	12	13	16	41
Chico	10	13	11	13	37	84
Dominguez Hills	6	0	6	18	20	50
East Bay	0	1	17	24	23	65
Fresno	3	19	21	46	44	133
Fullerton	18	42	39	32	61	192
Humboldt	4	8	11	23	8	54
Long Beach	10	27	26	32	56	151
Los Angeles	1	14	11	14	26	66
Maritime Academy	4	0	3	7	5	19
Monterey Bay	6	8	6	5	16	41
Northridge	9	93	44	29	34	209
Pomona	4	31	31	21	47	134
Sacramento	6	5	6	28	45	90
San Bernardino	5	19	15	27	33	99
San Diego	3	43	3	21	61	131
San Francisco	2	21	27	32	34	116
San Jose	4	11	38	26	31	110
San Luis Obispo	9	32	35	28	65	169
San Marcos	1	24	5	6	24	60
Sonoma	0	12	0	5	8	25
Stanislaus	1	23	7	12	33	76
Total All Campuses Appointments	108	453	382	470	742	2,155
Total All Campuses Searches	156	546	476	560	850	2,588
Success Rate (Appts/Searches)	69%	83%	80%	84%	87%	83%

Table 4 examines the success of each campus attracting applicants and completing tenure-track searches in 2013-14. 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, housing and the availability of spousal employment may also influence search outcomes. Two campuses (Pomona and San Bernardino) each reported 100% success in filling advertised positions for the third consecutive year. The average number of applications per search have also increased slightly from 2012 to 2014 (53 to 58), and Sonoma (134) and Sacramento (100) attracted a significant number of applicants on average.

Table 4. Tenure-Track Faculty Searches, Appointments, and Applications, by Campus, Fall 2014

Campus	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Bakersfield	19	15	79%	1,170	62
Channel Islands	18	16	89%	915	51
Chico	38	37	97%	1,114	29
Dominguez Hills	29	20	69%	1,147	40
East Bay	27	23	85%	1,652	61
Fresno	54	44	81%	1,948	36
Fullerton	74	61	82%	5,827	79
Humboldt	9	8	89%	524	58
Long Beach	57	56	98%	4,777	84
Los Angeles	28	26	93%	1,496	53
Maritime Academy	8	5	63%	116	15
Monterey Bay	18	16	89%	1,256	70
Northridge	41	34	83%	1,669	41
Pomona	47	47	100%	1,767	38
Sacramento	50	45	90%	5,012	100
San Bernardino	33	33	100%	1,307	40
San Diego	76	61	80%	3,642	48
San Francisco	43	34	79%	2,942	68
San Jose	41	31	76%	1,791	44
San Luis Obispo	72	65	90%	5,286	73
San Marcos	25	24	96%	1,400	56
Sonoma	9	8	89%	1,202	134
Stanislaus	34	33	97%	1,484	44
All Campuses	850	742	87%	49,444	58

Table 5 displays the number of applications received per search and the overall success rate broken out by academic discipline. Most disciplines were successful with rates over 80% for all but one (high of 100% in Family and Consumer Science, and low of 78% in Engineering). 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 19 applicants, compared to 132 applications per search in agriculture.

In some 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.

Table 5. Tenure-Track Faculty Searches, Appointments, and Applications, by Discipline, Fall 2014

Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	27	23	85%	696	26
Architecture	4	3	75%	529	132
Business/Management	107	93	87%	10,008	94
Communications	33	28	85%	1,154	35
Education	70	63	90%	1,853	26
Engineering	79	62	78%	4,577	58
Family/Consumer Sciences	17	17	100%	382	22
Fine Arts	52	47	90%	2,824	54
Health Sciences	100	83	83%	1,855	19
Letters/Humanities	48	41	85%	4,309	90
Math/Computer Science	55	50	91%	6,528	119
Natural Sciences	83	73	88%	5,412	65
Public Affairs	57	48	84%	1,750	31
Social Sciences	118	111	94%	7,567	64
All Disciplines	850	742	87%	49,444	58

For a more detailed breakdown of recruitments, appointments, and numbers of applications in different academic fields within disciplines, see Appendix A. One field within the health sciences—nursing (six applications per search)—reported the smallest applicant pool for all sub-disciplines. 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 eight years. At the other end of the spectrum, fields such as economics (233 applications per search), mathematics (182 applications per search) and finance (166 applications per search) continued to produce very large recruitment pools. Other fields producing large pools were humanities (143 applications per search), philosophy (115 applications per search) and political science (109 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 (49.6%) of all new hires were female and 35% were members of minority groups. The average for minority hires was slightly below the five year average of 36.1%; however, 66 new faculty were identified as other or unknown, representing 8.9% of all hires, which is above the five year average of 7.0%. Eight campuses (Dominguez Hills, East Bay, Fullerton, Long Beach, Los Angeles, Northridge, San Jose, and San Marcos) reported that more than 40% of new hires were members of minority groups.

Table 6. Gender and Ethnicity of New Tenure-Track Faculty by Campus, Fall 2014

Campus	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Bakersfield	15	13.3%	13.3%	6.7%	0%	66.7%
Channel Islands	16	37.5%	0%	31.3%	31.3%	0%
Chico	37	51.4%	0%	8.1%	40.5%	0%
Dominguez Hills	20	25.0%	20.0%	25.0%	20.0%	10.0%
East Bay	23	34.8%	30.4%	21.7%	13.0%	0%
Fresno	44	40.9%	11.4%	13.6%	34.1%	0%
Fullerton	61	32.8%	27.9%	19.7%	18.0%	1.6%
Humboldt	8	25.0%	12.5%	0%	62.5%	0%
Long Beach	56	25.0%	12.5%	28.6%	23.2%	10.7%
Los Angeles	26	15.4%	23.1%	42.3%	11.5%	7.7%
Maritime Academy	5	60.0%	20.0%	0%	20.0%	0%
Monterey Bay	16	37.5%	18.8%	6.3%	31.3%	6.3%
Northridge	34	23.5%	8.8%	32.4%	17.6%	17.6%
Pomona	47	29.8%	19.1%	19.1%	27.7%	4.3%
Sacramento	45	42.2%	8.9%	6.7%	35.6%	6.7%
San Bernardino	33	24.2%	15.2%	33.3%	15.2%	12.1%
San Diego	61	31.1%	19.7%	16.4%	29.5%	3.3%
San Francisco	34	14.7%	26.5%	26.5%	29.4%	2.9%
San Jose	31	22.6%	9.7%	19.4%	25.8%	22.6%
San Luis Obispo	65	38.5%	10.8%	4.6%	32.3%	13.8%
San Marcos	24	25.0%	25.0%	25.0%	25.0%	0%
Sonoma	8	12.5%	0%	0%	12.5%	75.0%
Stanislaus	33	27.3%	15.2%	24.2%	21.2%	12.1%
Percent of Total	100%	30.7%	15.6%	19.0%	25.7%	8.9%
All Campuses	742	228	116	141	191	66

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 2014. Among new hires, 56.5% were identified as white, compared to 65.7% of all tenured faculty. From 2010 to 2014, the percentage of white tenured faculty has dropped from 69.5% to 65.7%, and the overall percentage of minority faculty among tenured faculty has risen slightly from 30.5% (2010) to 31% (2014). All categories of ethnic minorities were

above current averages, with the exception of Hispanic, which, at 8.5%, was below the current average of existing tenure-track faculty for the third straight year.

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% of doctorates earned by United States citizens and permanent residents in 2014 went to members of minority groups. African Americans earned 6.4% of all new doctorates, while Asians earned 8.5% of degrees and Hispanics earned 6.5%. The proportion of new CSU faculty who were Asian (18.5%) and Hispanic (8.5%) was higher than that of new doctorates nationally, while the percentage of new hires who were African American (4.9%) 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 2014

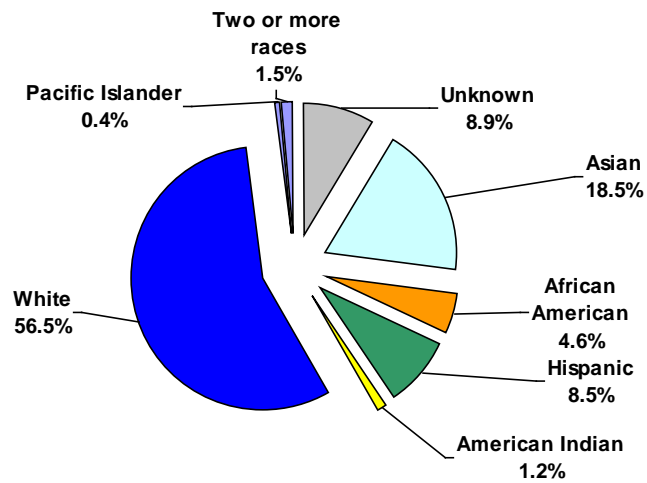


Figure 3. Full Time Tenured Faculty by Ethnicity, Fall 2014

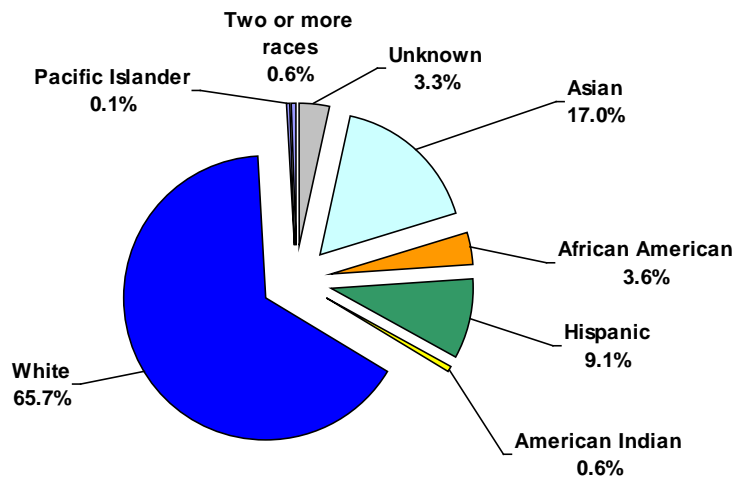


Table 7 provides the distribution of new faculty appointments by rank, gender and ethnicity. 89.8% of new tenure-track faculty members were hired at the assistant professor rank; 7% were hired as associate professors and 3.2% as full professors. Individuals at the assistant and associate professor rank were more likely to be female (around 50%) and minorities (around 35%) compared to full professors (25% women and 25% minorities). The highest percentage of minority hires was among assistant professors and associate professors (both around 35%).

Table 7. Gender and Ethnicity of Tenure-Track Faculty Appointments by Rank, Fall 2014

Rank	Appointments	Males	Females	Total Minorities
Professor	24	18	6	6
Associate Professor	52	27	25	18
Assistant Professor	666	329	337	233
All Ranks	742	374	368	257

Table 8 provides detailed information on race and ethnicity of new tenure-track faculty for the past five years. Proportional to the total number of new hires for each year, hiring percentages in 2014 for Asian (22.1% to 18.5%) and African American (4.9% to 4.6%) faculty were lower than the previous year, while Hispanic faculty hires remained even at 8.5%.

Table 8. Detailed Race and Ethnicity of New Tenure-Track Faculty, Fall 2009 – 2014

Year	American Indian	Asian	African American	Hispanic	Native Hawaiian / Pacific Islander	White	Two or More Races	Other/Unknown	Total
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
2012	5	72	15	26	1	234	3	26	382
2013	6	104	23	40		272	9	16	470
2014	9	137	34	63	3	419	11	66	742

Table 9 shows race and ethnicity of newly hired faculty in fall 2013 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 reported separately. Since these percentages often reflect small numbers of actual hires, care must be taken in interpreting them.

Table 10 provides a breakdown of the gender and minority status of new faculty appointments by academic discipline. Significant differences continue to exist across disciplines with regard to gender balance. Women comprised 27.4% of new appointees in engineering (up from 19.5% in 2013), for example, while 65.1% of new hires in education (down from 79% in 2013) and 55.4% of new hires in the health sciences were women (down from 68.9% in 2013). 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, natural sciences, and agriculture (with 20%, 32.9%, and 34.7%, respectively, of new appointments going to women) and family and consumer sciences (with women comprising 83.4% of new appointments.) New faculty in fine arts (21.3% of appointees), natural sciences (21.7%) and agriculture (21.9%) and were the least likely to be identified as members of minority groups, while faculty in public affairs (50.1% of

appointees), family and consumer sciences (47.1%), business (44.1%), and math and computer sciences (44%) were the most likely to be identified as members of minority groups.

Table 9. Ethnicity of New Tenure-Track Faculty by Campus, Fall 2014

Campus	Appointments	Asian	African American	Hispanic	Total Minorities	Other/Unknown
Bakersfield	15	13.3%	6.7%	0%	20.0%	66.7%
Channel Islands	16	6.3%	0%	25.0%	31.3%	0%
Chico	37	8.1%	0%	0%	8.1%	0%
Dominguez Hills	20	15.0%	10.0%	15.0%	45.0%	10.0%
East Bay	23	39.1%	4.3%	8.7%	52.2%	0%
Fresno	44	13.6%	4.5%	2.3%	25.0%	0%
Fullerton	61	23.0%	3.3%	14.8%	47.5%	1.6%
Humboldt	8	0%	0%	12.5%	12.5%	0%
Long Beach	56	23.2%	5.4%	8.9%	41.1%	10.7%
Los Angeles	26	23.1%	11.5%	19.2%	65.4%	7.7%
Maritime Academy	5	20.0%	0%	0%	20.0%	0%
Monterey Bay	16	25.0%	0%	0%	25.0%	6.3%
Northridge	34	26.5%	8.8%	2.9%	41.2%	17.6%
Pomona	47	19.1%	0%	17.0%	38.3%	4.3%
Sacramento	45	11.1%	4.4%	0%	15.6%	6.7%
San Bernardino	33	21.2%	9.1%	18.2%	48.5%	12.1%
San Diego	61	19.7%	6.6%	8.2%	36.1%	3.3%
San Francisco	34	38.2%	8.8%	2.9%	52.9%	2.9%
San Jose	31	16.1%	3.2%	9.7%	29.0%	22.6%
San Luis Obispo	65	10.8%	1.5%	1.5%	15.4%	13.8%
San Marcos	24	20.8%	0%	20.8%	50.0%	0%
Sonoma	8	0%	0%	0%	0%	75.0%
Stanislaus	33	9.1%	9.1%	9.1%	39.4%	12.1%
Percent of Total	100%	18.5%	4.6%	8.5%	34.6%	8.9%
All Campuses	742	137	34	63	257	66

Table 10. Gender and Ethnicity of New Tenure-Track Faculty by Discipline, Fall 2014

Discipline	Appointments	White Males	Minority Males	Minority Females	White Females	Other/Unknown
Agriculture	23	43.5%	17.4%	4.3%	30.4%	4.3%
Architecture	3	0%	33.3%	0%	33.3%	33.3%
Business/Management	93	30.1%	22.6%	21.5%	18.3%	7.5%
Communications	28	42.9%	3.6%	21.4%	28.6%	3.6%
Education	63	14.3%	11.1%	28.6%	36.5%	9.5%
Engineering	62	43.5%	19.4%	14.5%	12.9%	9.7%
Family/Consumer Sciences	17	11.8%	5.9%	41.2%	41.2%	0%
Fine Arts	47	34.0%	12.8%	8.5%	31.9%	12.8%
Health Sciences	83	21.7%	9.6%	20.5%	34.9%	13.3%
Letters/Humanities	41	34.1%	9.8%	14.6%	29.3%	12.2%
Math/Computer Science	50	44.0%	30.0%	14.0%	6.0%	6.0%
Natural Sciences	73	45.2%	12.3%	9.6%	23.3%	9.6%
Public Affairs	48	20.8%	18.8%	31.3%	22.9%	6.3%
Social Sciences	111	24.3%	16.2%	21.6%	29.7%	8.1%
All Disciplines	100%	30.7%	15.6%	19.0%	25.7%	8.9%

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 trending upward in recent years, by 2014 only 22.8% of new engineering doctorates and 28.6% of new physical sciences doctorates were awarded to women. By contrast, health sciences doctorate recipients were 69.9% female and education graduates were 69.2% female.

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 reported separately. In 2014 (considering disciplines with 10 or more searches), Hispanics were most heavily represented in social sciences (15.3%) and education (12.7%). African Americans were appointed at higher rates in public affairs (12.5%) and education (11.1%), and the percentage of Asians was highest in math and computer sciences (38%) and business (34.4%).

Table 11. Race and Ethnicity of New Tenure-Track Faculty by Discipline, Fall 2014

Discipline	Appointments	Asian	African American	Hispanic	Total Minorities	Other/ Unknown
Agriculture	23	8.7%	8.7%	4.3%	21.7%	4.3%
Architecture	3	0%	0%	33.3%	33.3%	33.3%
Business/Management	93	34.4%	3.2%	3.2%	44.1%	7.5%
Communications	28	14.3%	0%	7.1%	25.0%	3.6%
Education	63	14.3%	11.1%	12.7%	39.7%	9.5%
Engineering	62	27.4%	0%	4.8%	33.9%	9.7%
Family/Consumer Sciences	17	29.4%	5.9%	5.9%	47.1%	0%
Fine Arts	47	8.5%	4.3%	4.3%	21.3%	12.8%
Health Sciences	83	14.5%	4.8%	9.6%	30.1%	13.3%
Letters/Humanities	41	9.8%	2.4%	12.2%	24.4%	12.2%
Math/Computer Science	50	38.0%	0%	6.0%	44.0%	6.0%
Natural Sciences	73	11.0%	0%	5.5%	21.9%	9.6%
Public Affairs	48	18.8%	12.5%	10.4%	50.0%	6.3%
Social Sciences	111	10.8%	7.2%	15.3%	37.8%	8.1%
Percent of Total	100%	18.5%	4.6%	8.5%	34.6%	8.9%
All Disciplines	742	137	34	63	257	66

Since 2011, we have tracked the citizenship status of new tenure-track faculty. 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. According to the SED, in 2014, 52% of all engineering doctorates in the United States were awarded to individuals holding temporary visas; about 42% of doctorates in the physical sciences (including mathematics and computer science) and 37% of doctorates in business and management went to temporary visa holders. In CSU searches, 15% of new appointees for fall 2014 were non-immigrant aliens, including a high percentage of appointees in engineering (40.3%), family and consumer sciences (35.2%), math and computer science (30%), and business fields (29%), well above the 15% average for all disciplines.

Table 12. Citizenship Status of New Tenure-Track Faculty, Fall 2014

Citizenship	Appointments	Percentage of Total
U.S. Citizen	577	77.8%
Permanent Resident	54	7.3%
Non-Immigrant Alien	111	15.0%
Total	742	100%

Table 13. Citizenship Status of New Tenure-Track Faculty by Discipline, Fall 2014

Discipline	Appointments	US Citizen	Permanent Resident	Non-Immigrant Alien
Agriculture	23	73.9%	0%	26.1%
Architecture	3	100%	0%	0%
Business/Management	93	58.1%	12.9%	29.0%
Communications	28	85.7%	3.6%	10.7%
Education	63	95.2%	0%	4.8%
Engineering	62	48.4%	11.3%	40.3%
Family/Consumer Sciences	17	64.7%	17.6%	17.6%
Fine Arts	47	87.2%	8.5%	4.3%
Health Sciences	83	80.7%	9.6%	9.6%
Letters/Humanities	41	80.5%	9.8%	9.8%
Math/Computer Science	50	58.0%	12.0%	30.0%
Natural Sciences	73	82.2%	5.5%	12.3%
Public Affairs	48	91.7%	2.1%	6.3%
Social Sciences	111	93.7%	3.6%	2.7%
All Disciplines	742	77.8%	7.3%	15.0%

Faculty Experience

The California State University

In this section, we report the number of years of experience following completion of the terminal degree by 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 61% of new faculty joined the CSU with less than five years of post-degree experience and 71% had less than 10 years of experience.

Table 14. Years since Completion of Terminal Degree by New Tenure-Track Faculty, by Campus, Fall 2014

Campus	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Bakersfield	26.7%	46.7%	13.3%	13.3%	0%	0%	0%
Channel Islands	0%	56.3%	25.0%	12.5%	6.3%	0%	0%
Chico	0%	75.7%	16.2%	8.1%	0%	0%	0%
Dominguez Hills	0%	50.0%	35.0%	15.0%	0%	0%	0%
East Bay	0%	52.2%	26.1%	8.7%	4.3%	8.7%	0%
Fresno	2.3%	68.2%	15.9%	2.3%	2.3%	9.1%	0%
Fullerton	3.3%	65.6%	18.0%	4.9%	6.6%	0%	1.6%
Humboldt	0%	25.0%	37.5%	25.0%	0%	12.5%	0%
Long Beach	0%	67.9%	19.6%	3.6%	3.6%	5.4%	0%
Los Angeles	23.1%	50.0%	23.1%	3.8%	0%	0%	0%
Maritime Academy	0%	80.0%	0%	0%	0%	0%	20.0%
Monterey Bay	0%	81.3%	0%	12.5%	6.3%	0%	0%
Northridge	0%	73.5%	5.9%	17.6%	0%	0%	2.9%
Pomona	0%	68.1%	21.3%	6.4%	4.3%	0%	0%
Sacramento	20.0%	51.1%	20.0%	2.2%	2.2%	4.4%	0%
San Bernardino	6.1%	63.6%	21.2%	0%	6.1%	0%	3.0%
San Diego	0%	60.7%	18.0%	16.4%	1.6%	3.3%	0%
San Francisco	0%	55.9%	29.4%	5.9%	0%	5.9%	2.9%
San Jose	0%	54.8%	19.4%	6.5%	6.5%	6.5%	6.5%
San Luis Obispo	0%	56.9%	18.5%	13.8%	7.7%	0%	3.1%
San Marcos	8.3%	54.2%	20.8%	8.3%	8.3%	0%	0%
Sonoma	0%	37.5%	50.0%	12.5%	0%	0%	0%
Stanislaus	0%	54.5%	33.3%	3.0%	3.0%	3.0%	3.0%
All campuses	3.5%	60.8%	20.2%	8.1%	3.5%	2.6%	1.3%

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

In 2014, 3.5% of appointments went to individuals who had not yet completed the doctorate by the start of the appointment (the lowest percentage in over a decade). Most campuses reported no more than one or two individuals appointed with ABD status, with the exception of Sacramento (nine or 20%) and Los Angeles (six or 23.1%).

More experience translates, at least to some extent, into higher rank at the time of hire. There were 24 faculty hired as Full Professors, and the average number of years of experience beyond completion of the terminal degree was 19 years. Among the 52 faculty hired as associate professors, 88% had at least five years of post-degree experience, but two individuals completed the doctorate within the last two years. 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 every discipline, most tenure-track hires are appointed with less than ten years of experience. The disciplines with the most experienced hires (10 years or more) in 2013 were fine arts (42.5%), family and consumer sciences (35.3%), letters/humanities (26.8), and agriculture (26%). In addition, no Natural Sciences faculty were hired with ABD status, and less than 50% possess fewer than five years of experience—which provides evidence of the importance of post-doctoral experience in these fields.

Table 15. Years since Completion of Terminal Degree by New Tenure-Track Faculty, by Discipline, Fall 2014

Discipline	Years of Experience						
	ABD	0 – 4	5 – 9	10 – 14	15 – 19	20 – 24	25 +
Agriculture	0%	65.2%	8.7%	13.0%	4.3%	8.7%	0%
Architecture	0%	33.3%	33.3%	0%	33.3%	0%	0%
Business/Management	7.5%	64.5%	12.9%	9.7%	2.2%	0%	3.2%
Communications	10.7%	53.6%	25.0%	7.1%	3.6%	0%	0%
Education	1.6%	63.5%	23.8%	6.3%	3.2%	1.6%	0%
Engineering	0%	67.7%	16.1%	9.7%	4.8%	0%	1.6%
Family/Consumer Sciences	0%	52.9%	11.8%	23.5%	0%	5.9%	5.9%
Fine Arts	2.1%	31.9%	23.4%	19.1%	8.5%	10.6%	4.3%
Health Sciences	7.2%	62.7%	16.9%	4.8%	4.8%	2.4%	1.2%
Letters/Humanities	2.4%	51.2%	19.5%	12.2%	7.3%	4.9%	2.4%
Math/Computer Science	4.0%	70.0%	22.0%	2.0%	2.0%	0%	0%
Natural Sciences	0%	46.6%	39.7%	9.6%	1.4%	2.7%	0%
Public Affairs	2.1%	75.0%	18.8%	0%	0%	4.2%	0%
Social Sciences	3.6%	68.5%	17.1%	5.4%	2.7%	1.8%	0.9%
All Disciplines	3.5%	60.8%	20.2%	8.1%	3.5%	2.6%	1.3%

Faculty Salaries

The California State University

Starting salaries for new faculty were slightly higher than the previous year, with new assistant professors receiving an average of \$72,519 (a 0.79% increase from the previous year); the average for all new appointments was \$74,982 (a 1.5% increase from the previous year). 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 2014, Channel Islands led all campuses in average new faculty salaries, followed by San Diego. 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 2014

Campus	Average Salaries
Bakersfield	\$77,121
Channel Islands	\$83,238
Chico	\$65,905
Dominguez Hills	\$75,626
East Bay	\$77,612
Fresno	\$71,161
Fullerton	\$80,933
Humboldt	\$73,005
Long Beach	\$77,509
Los Angeles	\$71,736
Maritime Academy	\$70,200
Monterey Bay	\$80,999
Northridge	\$71,231
Pomona	\$74,361
Sacramento	\$67,339
San Bernardino	\$69,068
San Diego	\$81,880
San Francisco	\$80,812
San Jose	\$80,561
San Luis Obispo	\$76,789
San Marcos	\$70,299
Sonoma	\$63,443
Stanislaus	\$68,336
All Campuses	\$74,982

Table 17. Average Salaries of New Assistant Professors by Discipline, Fall 2014

Discipline	Average Salaries
Agriculture	\$68,988
Architecture	\$70,656
Business/Management	\$97,540
Communications	\$64,036
Education	\$67,109
Engineering	\$82,357
Family/Consumer Sciences	\$69,503
Fine Arts	\$65,367
Health Sciences	\$70,678
Letters/Humanities	\$63,985
Math/Computer Science	\$72,604
Natural Sciences	\$69,848
Public Affairs	\$68,710
Social Sciences	\$64,838
All Disciplines	\$72,519

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 \$97,540, a 1.9% increase compared to 2013. Starting salaries for new assistant professors in engineering (more than \$82,000 annually and up 5.4%) also exceeded the system average of \$72,519. The lowest average salaries for new assistant professors (\$63,985) were found in letters/humanities. By comparison, starting salaries in business were 52% higher than starting salaries in letters/humanities. Appendix B provides a detailed breakdown of salaries by sub-discipline. In this survey, new economics faculty are included in the business/management average, while some of our previous reports have placed them in the social sciences. When excluding economics faculty, the average salary for new business/management faculty increases from \$97,540 to \$101,903.

Table 18 displays the progression of starting salaries for assistant professors and all new appointees from fall 2009 through fall 2014. During this period, the average salary of new appointees increased by 7.4% (8.3% for assistant professors), which compares to an increase in average salary for all tenure-track faculty over the same period of 1.1% and for all assistant professors of 5.9%.

Table 18. Average Salaries of New Faculty by Year, Fall 2009-2014

Rank	Average Starting Salary by Year					
	2009	2010	2011	2012	2013	2014
Assistant Professors	\$66,974	\$69,535	\$68,709	\$70,240	\$71,948	\$72,519
All New Faculty	\$69,797	\$73,751	\$71,801	\$72,451	\$73,862	\$74,982

In Table 19, we provide the average salaries of new faculty by rank. The starting salaries of new faculty in 2014 exceeded that for all faculty at each of the three ranks. In fall 2014, new assistant professors earned, on average, 1.8% 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 2014 by 21%, while the average salary of new full professors outpaced that of all full professors in fall 2014 by 11.9%. The figures for full professors include salaries for individuals hired as department chairs or 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, three of the 24 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 2014

Rank	Appointments	Average Salary
Professor	24	\$104,829
Associate Professor	52	\$92,747
Assistant Professor	666	\$72,519
All Ranks	742	\$74,982

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, fine arts, environmental organizations and K-12 education.

Table 20. Sources of New Tenure-Track Faculty, Fall 2014

	Appointments	Percent of Total
Non-CSU Higher Education	578	77.9%
Campus Lecturer	76	10.2%
Other CSU	28	3.8%
Other/unknown	60	8.1%
All Appointments	742	100%

Table 21. Nature of Non-CSU Higher Education Employment of New Faculty, Fall 2014

Nature of employment	Appointments	Percent of Total
Adjunct/lecturer/other non-tenure-track faculty	238	32.1%
Assistant professor	143	19.3%
Associate professor	28	3.8%
Professor	20	2.7%
Post-doctoral position	99	13.3%
Graduate student (incl. GA, TA, RA, Fellow)	107	14.4%
Non-Instructional Staff	58	7.8%
Chair/dean/other administrative	3	0.4%
Other research position	22	3.0%
Clinical faculty	3	0.4%
Unknown/Not reported	21	2.8%
Total	742	100%

More than 58% 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 16% held post-doctoral or other research positions.

For the past seven 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, and, in fall 2014, the figure was at a seven year low of 10.2%. In addition, only 3.8% of new CSU tenure-track appointees previously worked at another CSU campus; of those who did, 39% were previously in tenure-track positions, while 36% were in lecturer positions.

Table 22. Percent of New Tenure-Track Appointments from Campus Lecturers, 2008 to 2014

Year	2008	2009	2010	2011	2012	2013	2014
% Campus Lecturers	13.1%	14.2%	11.1%	12.6%	14.7%	11.9%	10.2%

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 architecture, health sciences and fine arts. On the other end of the spectrum, a significant number of new faculty in math and computer science, business, communications, family and consumer sciences, and letters/humanities were recruited from institutions of higher education outside the CSU at rates of over 85%. Health Sciences led all disciplines in hiring from other CSU campuses.

Table 23. Sources of New Tenure-Track Faculty by Discipline, Fall 2014

Discipline	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Agriculture	23	82.6%	8.7%	0%	8.7%
Architecture	3	66.7%	33.3%	0%	0%
Business/Management	93	92.5%	2.2%	1.1%	4.3%
Communications	28	89.3%	10.7%	0%	0%
Education	63	74.6%	7.9%	4.8%	12.7%
Engineering	62	71.0%	8.1%	3.2%	17.7%
Family/Consumer Sciences	17	88.2%	0%	5.9%	5.9%
Fine Arts	47	63.8%	21.3%	4.3%	10.6%
Health Sciences	83	57.8%	21.7%	9.6%	10.8%
Letters/Humanities	41	87.8%	9.8%	0%	2.4%
Math/Computer Science	50	94.0%	4.0%	0%	2.0%
Natural Sciences	73	79.5%	9.6%	1.4%	9.6%
Public Affairs	48	75.0%	12.5%	0%	12.5%
Social Sciences	111	76.6%	9.9%	9.0%	4.5%
Percent of Total	100%	77.9%	10.2%	3.8%	8.1%
All Disciplines	742	578	76	28	60

Table 24 presents sources of tenure-track faculty on each campus. Among campuses making 10 or more hires, Dominguez Hills (30%) and Channel Islands (25%) hired the highest percentage of campus lecturers. New CSU faculty members came from 48 states, plus the District of Columbia, as well as 37 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 293 (39.5%) of new hires, including 189 new appointees from outside the CSU and 92 from University of California campuses. Texas (41 appointees or 5.5%), New York (23 appointees or 3.1%) and Pennsylvania (22 appointees or 3%) were the leading non-California sources of new faculty (11.6% of all new hires combined). Of the individuals hired in 2014, 225 received degrees from California institutions, including 156 who received degrees from campuses of the University of California. UC Los Angeles led all UC institutions, awarding degrees to 41 new hires, followed by UC Irvine with 24. About 48% 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. 61 individuals received their terminal degrees from 57 different institutions in 22 different countries outside the United States.

Table 24. Sources of New Tenure-Track Faculty by Campus, Fall 2014

Campus	Appointments	Other Higher Education	Campus Lecturers	Other CSU Campus	Other/Unknown
Bakersfield	15	73.3%	6.7%	0%	20.0%
Channel Islands	16	56.3%	25.0%	6.3%	12.5%
Chico	37	78.4%	2.7%	5.4%	13.5%
Dominguez Hills	20	70.0%	30.0%	0%	0%
East Bay	23	78.3%	21.7%	0%	0%
Fresno	44	68.2%	6.8%	2.3%	22.7%
Fullerton	61	80.3%	4.9%	6.6%	8.2%
Humboldt	8	50.0%	37.5%	12.5%	0%
Long Beach	56	76.8%	7.1%	8.9%	7.1%
Los Angeles	26	80.8%	7.7%	0%	11.5%
Maritime Academy	5	60.0%	20.0%	0%	20.0%
Monterey Bay	16	87.5%	0%	0%	12.5%
Northridge	34	73.5%	17.6%	5.9%	2.9%
Pomona	47	91.5%	6.4%	2.1%	0%
Sacramento	45	77.8%	15.6%	4.4%	2.2%
San Bernardino	33	69.7%	12.1%	6.1%	12.1%
San Diego	61	83.6%	11.5%	1.6%	3.3%
San Francisco	34	79.4%	14.7%	0%	5.9%
San Jose	31	100.0%	0%	0%	0%
San Luis Obispo	65	78.5%	3.1%	1.5%	16.9%
San Marcos	24	75.0%	8.3%	12.5%	4.2%
Sonoma	8	87.5%	0%	12.5%	0%
Stanislaus	33	66.7%	21.2%	3.0%	9.1%
All Campuses	742	77.9%	10.2%	3.8%	8.1%

Recruitment Process

The California State University

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

Twenty-six (3.5%) new faculty members were hired with tenure in 2014; of these, seven were hired as associate professors and 19 were hired as full professors. Five out of 24 full professors were hired without tenure, and four out of those five received no credit toward the probationary period. In Table 25, the percentage of faculty members hired on each campus with either one or two years of service credit or with tenure is presented. A total of 124 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 2014

Campus	Percent Receiving Service Credit or Tenure
Bakersfield	13.3%
Channel Islands	18.8%
Chico	21.6%
Dominguez Hills	10.0%
East Bay	26.1%
Fresno	18.2%
Fullerton	11.5%
Humboldt	50.0%
Long Beach	23.2%
Los Angeles	3.8%
Maritime Academy	0%
Monterey Bay	6.3%
Northridge	23.5%
Pomona	17.0%
Sacramento	22.2%
San Bernardino	24.2%
San Diego	8.2%
San Francisco	20.6%
San Jose	38.7%
San Luis Obispo	18.5%
San Marcos	37.5%
Sonoma	87.5%
Stanislaus	27.3%
All Campuses	20.2%

Among campuses making 10 or more hires, San Jose was the campus most likely to offer credit toward tenure, with 12 out of 31 of its new appointees receiving credit toward tenure. By contrast, out of 26 new appointees, only one received service credit at Los Angeles.

Most campuses now offer workload reduction to new faculty members in order to provide time for course preparation and/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 the source of funding. In 2014, while 6.5% of new appointees did not receive a reduction in workload, the average number of WTU awarded was 10.9 and the median was eight WTU, or between two and three courses.

Table 26. Workload Reduction Offered to New Tenure-Track Faculty, Fall 2014

Workload reduction (WTU)	0	1 - 3	4 - 6	7 - 9	10 - 12	>12
% of New Faculty	6.5%	12.8%	26.0%	12.1%	20.4%	22.2%

78% of new faculty members received start-up funding; these funds may typically be used 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. The average award of \$24,930 (a decrease of 2.1% from the previous year) was just under the previous all-time high in 2013. In the STEM disciplines (reported here as natural sciences, engineering, and mathematics and computer sciences), 91.4% 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 \$87,417, 30% higher than engineering, which had the second-highest average awards. The average award for engineering (\$67,216) was more than double the average for that prior year.

Table 27. Start-Up Funding Offered to New Tenure-Track Faculty by Discipline, Fall 2014

Discipline	Average start-up funds	Average (of those receiving funds)
Agriculture	\$9,130	\$12,353
Architecture	\$3,180	\$3,180
Business/Management	\$21,127	\$26,198
Communications	\$2,657	\$4,960
Education	\$4,674	\$5,774
Engineering	\$67,216	\$71,851
Family/Consumer Sciences	\$7,971	\$11,292
Fine Arts	\$3,120	\$6,376
Health Sciences	\$22,984	\$29,349
Letters/Humanities	\$3,440	\$4,701
Math/Computer Science	\$23,347	\$27,147
Natural Sciences	\$87,417	\$93,845
Public Affairs	\$5,192	\$8,594
Social Sciences	\$14,853	\$18,525
All Disciplines	\$24,930	\$32,004

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. The largest average awards (of those receiving funds) were at San Diego, followed by San Francisco and Fullerton. The largest single award was \$665,834 for a chemistry faculty member at San Diego.

Table 28. Start-Up Funding Offered to New Tenure-Track Faculty by Campus, Fall 2014

Campus	Average start-up funds	Average (of those receiving funds)	Median*
Bakersfield	\$19,000	\$20,357	\$13,500
Channel Islands	\$10,563	\$21,125	\$15,000
Chico	\$8,116	\$10,725	\$5,000
Dominguez Hills	\$13,250	\$24,091	\$9,500
East Bay	\$8,082	\$8,082	\$3,500
Fresno	\$14,504	\$16,363	\$5,000
Fullerton	\$42,713	\$50,106	\$47,500
Humboldt	\$17,750	\$23,667	\$18,000
Long Beach	\$12,789	\$20,463	\$6,000
Los Angeles	\$32,462	\$42,200	\$27,500
Maritime Academy			
Monterey Bay	\$9,919	\$9,919	\$11,666
Northridge	\$10,021	\$13,628	\$15,000
Pomona	\$16,187	\$16,906	\$5,000
Sacramento	\$7,022	\$11,704	\$4,000
San Bernardino	\$21,321	\$21,321	\$9,500
San Diego	\$109,116	\$128,001	\$45,092
San Francisco	\$45,375	\$55,099	\$18,761
San Jose	\$25,274	\$27,017	\$11,000
San Luis Obispo	\$12,118	\$14,861	\$5,000
San Marcos	\$9,313	\$9,717	\$4,000
Sonoma	\$7,875	\$10,500	\$3,000
Stanislaus	\$333	\$2,200	\$2,000
All Campuses	\$24,930	\$32,004	\$10,000

*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. 77.2% of all new faculty members received such support in 2014. 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 of new tenure-track faculty is considerable. In 2014, the combined value of start-up funding offered to new appointees across the system was approximately \$18.5 million (a 55% increase from the previous year), while awards for moving expenses totaled more than \$2.77 million (a 68% increase from the previous year). The combined workload reductions were the equivalent of 244 positions; using the estimated cost of replacing these positions as the minimum salary for assistant professors, which was \$51,492 in fall 2014, the total value of workload reductions was about \$12.56 million (an 84% increase from the previous year). Adding up these three components, the average investment in new faculty in 2014 was about \$45,600 per person hired. The total investment in new faculty support of \$33.8 million (an increase of \$13.3 million over the previous year) 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, after campus data was received, a new collective bargaining agreement between the CSU and California Faculty Association was reached. It provided guaranteed reductions in teaching for the first two years for all probationary faculty; therefore, the actual value of workload reductions is higher than reported in the survey.

Table 29. Moving Expenses Awarded to New Tenure-Track Faculty by Campus, Fall 2014

Campus	Average	Average of funded
Bakersfield	\$4,433	\$5,115
Channel Islands	\$3,438	\$4,583
Chico	\$4,581	\$5,136
Dominguez Hills	\$3,700	\$6,167
East Bay	\$3,130	\$4,235
Fresno	\$4,773	\$5,526
Fullerton	\$3,930	\$4,795
Humboldt	\$3,875	\$5,167
Long Beach	\$3,098	\$5,597
Los Angeles	\$2,750	\$4,767
Maritime Academy		
Monterey Bay	\$2,875	\$3,538
Northridge	\$3,391	\$4,612
Pomona	\$3,044	\$3,764
Sacramento	\$2,627	\$3,582
San Bernardino	\$3,439	\$4,054
San Diego	\$4,233	\$5,164
San Francisco	\$1,638	\$3,977
San Jose	\$2,839	\$3,667
San Luis Obispo	\$6,231	\$6,532
San Marcos	\$3,577	\$4,293
Sonoma	\$2,250	\$2,250
Stanislaus	\$4,788	\$5,097
All Campuses	\$3,730	\$4,830

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 2014, the reporting of inadequate candidate pools persists as the main reason for positions not being filled.

Table 30. Unsuccessful Tenure-Track Searches, 2012-2014

Reason why position was not filled	2012		2013		2014	
	Number	Percent	Number	Percent	Number	Percent
Inadequate candidate pool	45	47.9%	54	60.0%	44	40.7%
All offers declined	24	25.5%	18	20.0%	23	21.3%
Other	2	2.1%	8	8.9%	23	21.3%
Unknown	9	9.6%	6	6.7%	14	13.0%
Change in staffing priorities	1	1.1%	1	1.1%		
Budget	11	11.7%	2	2.2%	3	2.8%
Due to process irregularities	2	2.1%	1	1.1%	1	0.9%
All Unsuccessful Searches	94		90		108	

The distribution of searches in which one or more offers were declined is presented in Table 31. Overall, out of 108 unsuccessful searches, at least one candidate received an offer of employment in 56 searches. In searches that were concluded successfully, the top candidate accepted the position 89.4% of the time.

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

Search Outcome	Total Searches	One or more declined offers
Unsuccessful	108	56
Successful	742	79
All searches	850	135

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 2014. In 52.6% of the cases, the candidate indicated that he/she had received a better offer from another institution. 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 21.4% of declines. Candidates cited inadequate salaries in 20% of the searches, an increase from 10% the previous year.

The survey allowed the campuses to provide a second reason why a top candidate declined an offer. Of the 28 contributing factors, better off elsewhere (cited five times), high cost of housing (cited five times) and inadequate salary (cited four times) were mentioned most often.

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

Primary reason	All searches	Unsuccessful searches	Successful searches
Better offer elsewhere	52.6%	37.5%	63.3%
Inadequate salary	20.0%	28.6%	13.9%
Family/personal reasons	17.0%	23.2%	12.7%
Lack of spousal employment	4.4%	5.4%	3.8%
Timing of CSU offer	3.7%		6.3%
High teaching load	0.7%	1.8%	
No reason given	1.5%	3.6%	

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, between 1-2% of all probationary faculty are denied reappointment or tenure in a given year. In 2013-14, campuses reported 26 denials of tenure or reappointment out of a total population of 1,923 probationary faculty; thus, about 1.4% of all probationary faculty received denials, the lowest number (by percentage) since 2009-2010. Over the same period, 379 probationary faculty received tenure. Tables 33 and 34 show the distribution of non-reappointments and denials of tenure by campus and discipline, respectively. Twenty-three percent of all tenure denials were in business fields and 27% of all tenure denials and non-reappointments combined were in the health sciences.

Table 33. Tenure Denials and Non-Reappointments by Campus, 2013-14

Campus	Non-Reappointments and Tenure Denials
Bakersfield	0
Channel Islands	0
Chico	0
Dominguez Hills	0
East Bay	0
Fresno	0
Fullerton	1
Humboldt	1
Long Beach	3
Los Angeles	0
Maritime Academy	0
Monterey Bay	0
Northridge	2
Pomona	2
Sacramento	1
San Bernardino	4
San Diego	5
San Francisco	2
San Jose	1
San Luis Obispo	4
San Marcos	0
Sonoma	0
Stanislaus	0
All Campuses	26

Table 34. Tenure Denials and Non-Reappointments by Discipline, 2013-14

Discipline	Non-Reappointments and Tenure Denials
Agriculture	0
Architecture	0
Business/Management	6
Communications	0
Education	2
Engineering	0
Family/Consumer Sciences	0
Fine Arts	4
Health Sciences	7
Letters/Humanities	3
Math/Computer Science	0
Natural Sciences	0
Public Affairs	0
Social Sciences	4
All Disciplines	26

Campuses also were asked to report on resignations of tenured and probationary faculty members. Table 35 shows resignations of probationary and tenured faculty since 2005-06, when we began separately reporting resignations according to tenure status. 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 are trending upward. The rate of resignations by tenured faculty has remained well below 1%.

Table 35. Resignations of Tenured and Probationary Faculty, 2005/06 to 2013/14

Year	Tenured			Probationary		
	Total	Resignations	% of Total	Total	Resignations	% of Total
2013-14	7,963	52	0.65%	1,923	98	5.1%
2012-13	7,876	57	0.72%	2,058	97	4.7%
2011-12	7,682	43	0.56%	2,362	91	3.9%
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 12 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. Total resignations (by percentage) in 2013-14 are below the median for this 13-year period.

Table 36. Resignations of Tenured and Probationary Faculty, 2001/02 to 2013/14

Year	Resignations	% of all Tenured and Probationary faculty
2013-14	150	1.5%
2012-13	154	1.6%
2011-12	134	1.3%
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%

Table 37 presents resignations for 2013-14 broken out by campus as well as by probationary status. Dominguez Hills (3.4%) and Fresno (3.2%) registered the highest percentages of resignations by probationary and tenured faculty for 2013-2014.

Table 37. Resignations of Probationary and Tenured Faculty by Campus, 2013-14

Campus	Probationary		Tenured		All Faculty	
	# Resigned	Total	# Resigned	Total	# Resigned	Percent
Bakersfield	2	29	1	156	3	1.6%
Channel Islands		24		70		0%
Chico	5	68		372	5	1.1%
Dominguez	3	34	4	172	7	3.4%
East Bay	1	58		247	1	0.3%
Fresno	10	126	7	404	17	3.2%
Fullerton	13	201	2	550	15	2.0%
Humboldt	1	45	3	187	4	1.7%
Long Beach	2	143	1	633	3	0.4%
Los Angeles	7	76	2	417	9	1.8%
Maritime Academy		20	1	30	1	2.0%
Monterey	2	30	1	88	3	2.5%
Northridge	4	202	3	585	7	0.9%
Pomona	6	102		396	6	1.2%
Sacramento	2	85	4	524	6	1.0%
San Bernardino	2	62	3	326	5	1.3%
San Diego	2	90	3	626	5	0.7%
San Francisco	10	147	7	575	17	2.4%
San Jose	6	120	5	532	11	1.7%
San Luis Obispo	11	143	1	490	12	1.9%
San Marcos	1	43	1	188	2	0.9%
Sonoma	3	30	1	198	4	1.8%
Stanislaus	5	45	2	197	7	2.9%
All Campuses	98	1923	52	7963	150	1.5%

We ask campuses to report on the reasons given by faculty who have resigned, as reported in Table 38. About 51% of faculty who resigned indicated they had accepted another job. Faculty reporting job dissatisfaction is trending upwards during the last three years (2.2% in 2012, 4.5% in 2013 and 6% in 2014) and desire to relocate, at 10.7%, is slightly above the previous high of 10.6% in 2009-2010.

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

Reason for resignation	Number	Percent
To accept another job	76	50.7%
Desire to relocate	16	10.7%
Family/child care issues	10	6.7%
Dissatisfied with job	9	6.0%
Spouse's job	4	2.7%
Other	11	7.3%
Unknown/not specified	24	16.0%
Total	150	100%

Conclusions

The California State University

1. In 2013-14, the CSU initiated 850 searches, leading to the appointment of 742 new tenure-track faculty (for a success rate of 87%), which still remains below the levels of 2006-2007 when 852 tenure-track faculty were hired. In addition, hiring in 2013-14 produced a net gain of 104 tenure-track faculty for a total of 9349, which remains below the historical high of 10,096 in 2008.
2. In searches that were concluded successfully, the top candidate accepted the position over 89% of the time.
3. The size of candidate pools varied considerably by discipline; health sciences produced the smallest average pools, while the largest were in math/computer science. Nursing produced the smallest average pools (six applicants per search) for sub-disciplines with three or more searches.
4. Slightly less than half (49.6%) of all new hires were female and members of minority groups comprised 35% of new hires, down from 39% the previous year.
5. Starting salaries for new faculty were slightly higher (1.5%) than the previous year. New hires also received start-up packages with an average worth of \$24,930, as well as workload reductions that averaged 10.9 WTU. The total average value of workload reductions, start-up funds, and moving expense reimbursements was about \$45,600 (compared to almost \$43,500 the previous year).
6. Around 39.5% of new faculty came from California institutions. Candidates were hired from 48 states and the District of Columbia, as well as 37 institutions outside the United States.
7. Faculty attrition remained low; about 1.4% of probationary faculty were denied reappointment or tenure in 2013-14. The overall resignation rate for tenured and probationary faculty combined was 1.5% and the resignation rate for only probationary faculty was 5.4%. Resignations of tenured faculty remained a small proportion of the population (about 0.65%).

Appendix A. Tenure-Track Searches, Applications, and Appointments, by Discipline and Academic Field, Fall 2014

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Agriculture	Agricultural Business	7	6	85.7%	158	23
	Agriculture	11	8	72.7%	263	24
	Animal Science	5	5	100%	115	23
	Natural Resources	4	4	100%	160	40
Architecture	Architectural Engineering	4	3	75.0%	529	132
Business/Management	Accounting	22	18	81.8%	793	36
	Business	12	10	83.3%	603	50
	Economics	15	14	93.3%	3,488	233
	Finance	7	7	100%	1,177	168
	Information Systems	4	4	100%	274	69
	Management	38	33	86.8%	3,077	81
	Marketing	9	7	77.8%	596	66
Communications/Journalism	Communication	19	16	84.2%	742	39
	Communication Arts	10	9	90.0%	336	34
	Journalism	4	3	75.0%	76	19
Education	Child Development	9	6	66.7%	298	33
	Counseling	10	9	90.0%	192	19
	Education	21	21	100%	549	26
	Educational Leadership	10	9	90.0%	315	32
	Elementary Education	3	2	66.7%	50	17
	Secondary Education	6	5	83.3%	218	36
	Special Education	6	6	100%	98	16
	Teacher Education	5	5	100%	133	27
Engineering	Aerospace Engineering	7	6	85.7%	495	71
	Chemical & Materials Engineering	5	5	100%	215	43
	Civil Engineering	18	17	94.4%	1,492	83
	Construction Management	2	1	50.0%	28	14
	Electrical Engineering	13	8	61.5%	605	47
	Engineering	11	7	63.6%	772	70
	Engineering Technology	10	8	80.0%	225	23
	Mechanical Engineering	13	10	76.9%	745	57
Family/Consumer Sciences	Apparel Merchandising	2	2	100%	36	18
	Family & Consumer Science	7	7	100%	145	21
	Nutrition	8	8	100%	201	25
Fine Arts	Art	11	9	81.8%	716	65
	Art & Design	10	9	90.0%	517	52
	Cinema & Television Arts	8	6	75.0%	292	37
	Dance	4	4	100%	246	62
	Music	12	12	100%	583	49
	Theatre Arts	7	7	100%	470	67

Discipline	Sub-Discipline	Searches	Appointments	Success Rate	Applications	Average Applications per Search
Health Sciences	Communication Disorders	6	3	50.0%	79	13
	Health Science	33	28	84.8%	743	23
	Kinesiology	30	25	83.3%	791	26
	Nursing	26	23	88.5%	160	6
	Physical Therapy	5	4	80.0%	82	16
Letters/Humanities	English	19	18	94.7%	1,328	70
	Foreign Languages	13	10	76.9%	1,059	81
	Humanities	6	5	83.3%	859	143
	Linguistics	2	2	100%	140	70
	Philosophy	8	6	75.0%	923	115
Math/Computer Science	Computer Science	24	20	83.3%	1,367	57
	Mathematics	31	30	96.8%	5,161	166
Natural Sciences	Biology	33	28	84.8%	2,259	68
	Chemistry	19	17	89.5%	1,159	61
	Environmental Studies	4	4	100%	265	66
	Geology	8	8	100%	210	26
	Physics	19	16	84.2%	1,519	80
Public Affairs	Criminal Justice	25	19	76.0%	873	35
	Hospitality	6	5	83.3%	175	29
	Public Administration	3	3	100%	81	27
	Recreation	6	6	100%	138	23
	Social Work	17	15	88.2%	483	28
Social/Behavioral Sciences	Anthropology	7	7	100%	336	48
	Ethnic & Area Studies	19	15	78.9%	897	47
	Geography	7	7	100%	447	64
	History	6	5	83.3%	452	75
	Human Development	5	5	100%	273	55
	Political Science	13	12	92.3%	1,411	109
	Psychology	33	32	97.0%	1,632	49
	Sociology	23	23	100%	1,635	71
Women's Studies	5	5	100%	484	97	
Total	Total	850	742	87.3%	49,444	58

Appendix B. Average, Minimum, and Maximum Salaries of New Assistant Professors by Discipline and Academic Field, Fall 2014

Discipline	Sub-Discipline	N	Annual Salary		
			Average	Minimum	Maximum
Agriculture	Agricultural Business	4	\$69,126	\$62,496	\$75,000
	Agriculture	7	\$67,748	\$60,000	\$86,028
	Animal Science	5	\$73,202	\$65,004	\$93,000
	Natural Resources	3	\$64,672	\$64,008	\$65,004
Architecture	Architectural Engineering	3	\$70,656	\$68,004	\$74,004
Business/Management	Accounting	11	\$106,953	\$90,000	\$112,464
	Business	8	\$98,814	\$92,004	\$105,000
	Economics	14	\$77,907	\$63,996	\$90,000
	Finance	6	\$109,578	\$105,000	\$112,464
	Information Systems	3	\$98,424	\$88,464	\$103,800
	Management	29	\$100,965	\$91,440	\$112,464
	Marketing	6	\$95,358	\$90,000	\$112,464
Communications/Journalism	Communication	15	\$64,694	\$60,000	\$72,564
	Communication Arts	8	\$63,563	\$60,000	\$76,500
	Journalism	2	\$60,996	\$60,000	\$61,992
Education	Child Development	6	\$66,314	\$59,004	\$69,996
	Counseling	9	\$66,783	\$62,004	\$70,500
	Education	17	\$67,577	\$61,500	\$78,000
	Educational Leadership	5	\$69,581	\$63,888	\$80,004
	Elementary Education	2	\$75,402	\$68,004	\$82,800
	Secondary Education	4	\$63,129	\$61,008	\$65,004
	Special Education	5	\$66,396	\$65,004	\$68,004
	Teacher Education	5	\$65,172	\$58,200	\$71,664
Engineering	Aerospace Engineering	5	\$82,486	\$73,008	\$94,008
	Chemical & Materials Engineering	5	\$86,482	\$80,400	\$90,000
	Civil Engineering	17	\$80,827	\$73,008	\$94,008
	Construction Management	1	\$75,000	\$75,000	\$75,000
	Electrical Engineering	8	\$84,129	\$75,000	\$94,008
	Engineering	5	\$82,154	\$75,000	\$97,764
	Engineering Technology	8	\$81,177	\$75,000	\$90,000
	Mechanical Engineering	10	\$83,192	\$75,000	\$94,008
Family/Consumer Sciences	Apparel Merchandising	2	\$70,002	\$65,004	\$75,000
	Family & Consumer Science	6	\$69,670	\$64,008	\$75,000
	Nutrition	5	\$69,103	\$65,004	\$74,004
Fine Arts	Art	8	\$64,817	\$60,000	\$76,008
	Art & Design	8	\$65,255	\$60,000	\$69,000
	Cinema & Television Arts	5	\$69,005	\$63,000	\$76,008
	Dance	3	\$68,656	\$66,960	\$69,504
	Music	11	\$63,574	\$56,004	\$72,504
	Theatre Arts	7	\$64,932	\$58,008	\$69,504

Discipline	Sub-Discipline	N	Average	Minimum	Maximum
Health Sciences	Communication Disorders	2	\$69,504	\$64,008	\$75,000
	Health Science	22	\$70,972	\$57,000	\$90,000
	Kinesiology	22	\$65,590	\$58,008	\$76,500
	Nursing	20	\$75,078	\$61,008	\$82,500
	Physical Therapy	4	\$75,630	\$70,008	\$85,008
Letters/Humanities	English	13	\$63,387	\$56,796	\$72,504
	Foreign Languages	7	\$69,802	\$63,504	\$80,232
	Humanities	5	\$61,402	\$60,000	\$63,000
	Linguistics	2	\$63,006	\$62,004	\$64,008
	Philosophy	6	\$60,970	\$57,996	\$64,008
Math/Computer Science	Computer Science	18	\$79,595	\$75,000	\$85,008
	Mathematics	29	\$68,265	\$55,008	\$81,000
Natural Sciences	Biology	28	\$69,233	\$58,008	\$83,652
	Chemistry	17	\$70,837	\$61,008	\$89,004
	Environmental Studies	4	\$68,097	\$62,400	\$69,996
	Geology	8	\$70,527	\$61,008	\$75,996
	Physics	15	\$69,982	\$60,000	\$75,720
Public Affairs	Criminal Justice	19	\$63,936	\$57,000	\$72,996
	Hospitality	5	\$83,779	\$69,000	\$91,440
	Public Administration	3	\$78,672	\$70,008	\$83,004
	Recreation	4	\$65,748	\$63,000	\$72,000
	Social Work	15	\$68,530	\$61,008	\$75,000
Social/Behavioral Sciences	Anthropology	7	\$64,075	\$57,996	\$69,000
	Ethnic & Area Studies	15	\$66,143	\$59,808	\$80,604
	Geography	7	\$66,134	\$58,008	\$73,008
	History	4	\$61,215	\$56,496	\$66,000
	Human Development	5	\$66,053	\$64,248	\$68,004
	Political Science	12	\$63,461	\$58,008	\$72,000
	Psychology	31	\$65,301	\$57,000	\$82,536
	Sociology	21	\$63,504	\$57,996	\$70,716
Women's Studies	5	\$67,901	\$61,008	\$72,504	
Total	Total	666	\$72,519	\$55,008	\$112,464

Appendix C: Prior Employers (non-CSU) of New Tenure-Track Faculty, Fall 2014

State	Institution Name	#
AK	University of Alaska	1
AL	Auburn University	1
	University of Alabama, Birmingham	1
AR	Arkansas State University	1
	Arkansas Tech University	1
AZ	Arizona State University	8
	Northern Arizona University	1
	University of Arizona	4
CA	Alliant International University	1
	Antioch University	1
	CA Transplant Donor Network	1
	California Department of Education	1
	California Institute of the Arts	1
	California Lutheran University	1
	California School of Professional Psychology	1
	Chapman University	2
	Charles Drew University of Medicine and Science	1
	City College of San Francisco	1
	Claremont Graduate University	3
	Claremont McKenna College	2
	Coda Projects LLC	1
	Community Hospital of San Bernardino	1
	Department of Defense	1
	Department of Veterans Affairs	1
	DeVry Institute	1
	Diablo Valley College	1
	Dominican College	1
	Fielding Graduate University	1
	Freelance	1
	Fullerton College	1
	Garden Grove Hospital & Medical Center	1
	Idyllwild Arts	2
	Intel Corporation	1
	Jean Lee Consulting	1
	Kaplan Higher Education	1

State	Institution Name	#
CA	Keck Graduate School	1
	Loma Linda University	2
	Long Beach Memorial Medical Center	1
	Loyola Marymount University	1
	Merritt College	1
	Mills College	1
	NASA Dryden & CSU LB	1
	National Center for Child Traumatic Stress	1
	National Food Lab	1
	NERA Economic Consulting	1
	Northrop Grumman Aerospace Systems	1
	Notre Dame de Namur University	1
	Outward Bound California	1
	Private Practice	2
	Renaissance Arts Academy	1
	Rough Draft Studios	1
	Saint Mary's College	2
	Samuel Merritt University	1
	Santa Rosa Junior College	1
	Skidmore, Owings & Merrill LLP	1
	SORAA	1
	Stanford University	7
	Sustainable Works	1
	Trident University	1
	UC Berkeley	16
	UC Davis	7
	UC Irvine	12
	UC Los Angeles	26
	UC Merced	2
	UC Riverside	2
UC San Diego	11	
UC San Francisco	3	
UC Santa Barbara	8	
UC Santa Cruz	5	

State	Institution Name	#
CA	University of San Francisco	2
	University of Southern California	19
	Unknown	4
	USDA	1
	VA Hospital Central California	1
	Visiting Nurses Association	1
	West Coast University	1
	Whittier College	2
	Woodbury University	1
CO	Colorado School of Mines	2
	Colorado State University	1
	University of Colorado	8
CT	University of Bridgeport	1
	University of Connecticut	3
	University of Hartford	1
	Wesleyan University	2
DC	George Washington University	1
	USDA	1
DE	University of Delaware	1
FL	Florida Atlantic University	1
	Florida International University	1
	Florida State University	3
	Hodges University	1
	Lynn Conservatory of Music	1
	Trial Tech, Inc.	1
	University of Florida	5
	University of Miami	2
	University of South Florida	2
	Veteran Affairs	1
GA	Emory University	2
	Georgia Institute of Technology	2
	Georgia Southern University	1
	Georgia State University	1
	Middle Georgia State College	1
	Savannah State University	1
	Schwob School of Music	1
	Southern Polytechnic State University	2
	University of Georgia	2
	University of Georgia, Athens	1
	University of West Georgia	1
	Valdosta State University	1

State	Institution Name	#
HI	University of Hawaii	4
	University of Hawaii, West Oahu	1
IA	Grinnell College	2
	Iowa State University	4
	The Preucil School of Music	1
ID	University of Northern Iowa	1
	National Information Assurance Training and Education Center	1
IL	University of Idaho	1
	Adelphi University School of Social Work	1
	Argonne National Laboratory	1
	Bradley University	1
	Illinois Institute of Technology	1
	Knox College	1
	Lewis University	1
	Northern Illinois University	1
	Northwestern University	2
	Roosevelt University	1
	University of Chicago	3
	University of Illinois	3
	University of Illinois at Urbana-Champaign	3
IN	Indiana State University	2
	Indiana University	5
	Indiana University, Kokomo	1
	Language Conservancy	1
	Purdue University	1
	University of Evansville	1
	University of Indianapolis	1
	University of Notre Dame	1
	Wabash College	1
	KS	Kansas State University
Wichita State University		1
KY	Eastern Kentucky University	1
	Kentucky State University	1
	Northern Kentucky University	1
	University of Kentucky	2
	University of Louisville	1
Western Kentucky University	1	

State	Institution Name	#
LA	Louisiana State University	3
	Louisiana Tech University	1
	McNeese State University	1
	Northwestern State University	1
MA	Berklee College of Music	1
	Boston University	3
	Bridgewater State University	1
	Clark University	1
	Disney Research	1
	Harvard University	2
	Massachusetts Institute of Technology	1
	University of Massachusetts	3
University of Massachusetts, Amherst	1	
MD	Frostburg State University	1
	Johns Hopkins University	3
	Salisbury University	1
	Towson University	1
	University of Baltimore	1
	University of Maryland	4
ME	Bowdoin College	1
MI	Grand Valley State University	2
	Michigan State University	3
	Oakland University	1
	RAND Corporation	1
	University of Michigan	4
	Van Andel Research Institute	1
	Wayne State University	1
MN	College of St. Scholastica	1
	Macalester College	1
	University of Minnesota	2
MO	Northwest Missouri State University	1
	University of Central Missouri	1
	University of Missouri	4
	University of Missouri, Columbia	2
MS	Mississippi State University	1
MT	Montana State University	1
	Montana Tech University	1
NC	Duke University	1
	Guilford College	1
	Johnson and Wales University	1
	North Carolina State University	2
	University of North Carolina	2

State	Institution Name	#
ND	North Dakota State University	2
	University of North Dakota	1
NE	Creighton University	1
	University of Nebraska at Omaha	1
NH	Dartmouth College	1
NJ	Bergen Community College	1
	Montclair State University	1
	Princeton Plasma Lab	1
	Princeton University	5
	Rutgers University	2
NM	New Mexico State University	4
	University of New Mexico	3
NV	Menlo College	1
	University of Nevada	1
	University of Nevada, Las Vegas	1
NY	Bard College	1
	Brooklyn College	1
	Cazenovia College	1
	City University of New York	2
	Columbia University	1
	Cornell University	4
	Hamilton College	1
	Hunter College	1
	John Jay College	1
	Long Island University	1
	New York University	1
	SUNY Albany	1
	SUNY Buffalo	1
	SUNY Farmingdale	1
	SUNY Oneonta	1
	Syracuse University	2
The New School	1	
University of Rochester	1	
OH	Bowling Green State University	1
	Kent State University	1
	Ohio State University	6
	Ohio University	3
	University of Akron	3

State	Institution Name	#
OK	Northwestern Oklahoma State University	1
	Oklahoma State University	2
	University of Central Oklahoma	1
	University of Oklahoma	1
OR	Lewis & Clark College	1
	Oregon State University	3
	Portland State University	2
	Southern Oregon University	1
	Teachers Development Group	1
	University of Oregon	2
	University of Oregon, Eugene	1
	Willamette University, Salem	1
PA	Bucknell University	1
	Carnegie Mellon University	2
	Drexel University	1
	Duquesne University	1
	Franklin & Marshall College	1
	Melmark, Inc.	1
	Pennsylvania State University	6
	Philadelphia University	2
	Robert Morris University	1
	Shippensburg University	1
	Swarthmore College	1
Temple University	1	
Ursinus College	1	
RI	Brown University	1
	Rhode Island Hospital/Albert Medical School	1
	University of Rhode Island	1
SC	Clemson University	4
	University of South Carolina	2
SD	South Dakota State University	1
TN	Lipscomb	1
	University of Memphis	2
	Vanderbilt University	1
TX	Baylor University	1
	Capgemini	1
	Our Lady of the Lake University	1
	Rice University	2
	Southwestern University	1
	St. Edwards University	1
	Tarleton State University	2

State	Institution Name	#
TX	Texas A&M University	3
	Texas A&M University, Corpus Christi	1
	Texas Tech University	4
	Ullucci Sports Medicine and Physical Therapy, INC	1
	University of Houston	5
	University of Incarnate Word	1
	University of North Texas	1
	University of Texas	3
	University of Texas at Austin	4
	University of Texas at Dallas	7
	University of Texas at El Paso	1
University of Texas-Pan American	1	
UT	Dalton State College	1
	Oak Hills Surveying Associates	1
	The Wheatley Institution	1
	University of Utah	2
	Utah State University	1
VA	George Mason University	2
	James Madison University	1
	University of Richmond	2
	Virginia Commonwealth University	1
	Virginia State University	2
	Virginia Tech	2
WA	Graduate Opportunities & Minority Program	1
	McKinsey & Co	1
	Seattle University	1
	University of Washington	7
	Washington State University	3
	Wenatchee Valley College	1
WI	University of Wisconsin	4
	University of Wisconsin, La Crosse	1
	University of Wisconsin, Milwaukee	2
	University of Wisconsin, Whitewater	1
WV	Fairmont State University	1
	Marshall University	1
	West Virginia University	1
Outside US	Aarhus University	1
	AECOM	1
	Aston University, UK	1

State	Institution Name	#
Outside US	Bigelow Lab	1
	City University of Hong Kong	1
	Concordia University	1
	Copenhagen Business School	2
	Durham University	1
	Fisheries and Ocean Canada	1
	Griffith University	1
	Imperial College	1
	Kings College	1
	Ludwig-Maximilians-Universitat	1
	McGill University	2
	McMaster University	3
	Ministry Child/Fam Dev	1
	Mount Allison University	1
	National Taipei University	1
	Queens University	1
	Royal Scottish Academy	1
	Simon Fraser University	1

State	Institution Name	#
Outside US	Technical University of Denmark	1
	Universidad de Los Andes	1
	University of Alberta	2
	University of British Columbia	2
	University of Newcastle, Australia	1
	University of Padova	1
	University of Rome	1
	University of Saskatchewan	1
	University of Tokyo	1
	University of Toronto	2
	University of Victoria	1
	University of Waterloo	1
	University of Windsor	1
	University of Zurich	1
	Victoria University	1
York University	2	
Unknown	Unknown	6