



# Report on Faculty Recruitment Survey

## Executive Summary

**1998 & 1999**

CSU campuses recruited more tenure-track faculty in Fall 1998 and Fall 1999 than they had in nearly a decade. Their rate of success in these recruitment efforts was somewhat less, i.e., resulted in proportionately fewer appointments, than in the preceding recruitment cycles when fewer faculty were sought. Success rates were low in Business/Management related disciplines and in Computer Science where competition from the private sector and other universities may be particularly intense, and also in Nursing. Nevertheless, campuses were able to recruit on a nationwide basis with many new faculty coming from throughout the nation. A slight majority (51 percent) of newly recruited faculty were women.

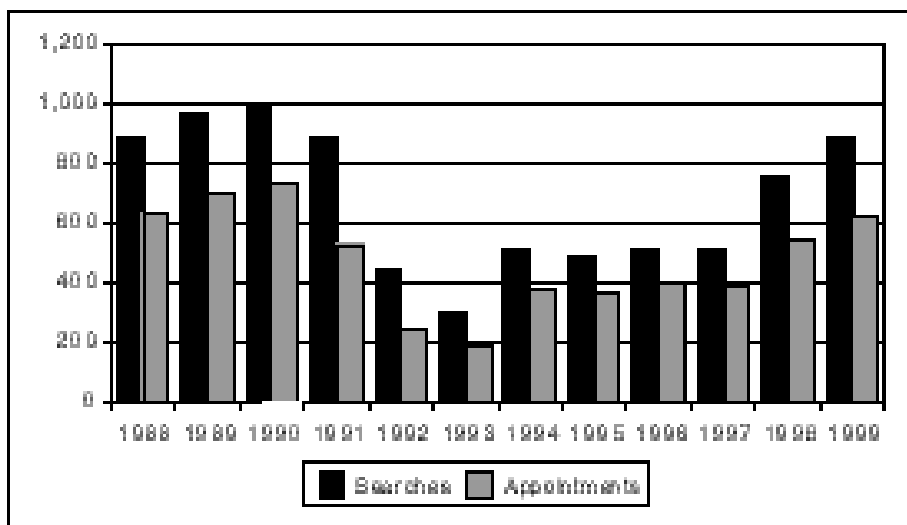
## Introduction

This report presents information on the recruitment of tenure-track faculty at campuses of the California State University (CSU). Its focus is on searches conducted for openings available in Fall 1998 and Fall 1999, but also considers data from prior years. It is based on surveys which the Office of the Chancellor has conducted 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 the campuses in recruiting new faculty and the gender and ethnic composition of these new faculty. It also presents, for the first time, information on the salaries paid to new tenure-track faculty and the names of the colleges and universities from which they were recruited.

## Searches and Appointments

Since 1988, CSU campuses have initiated some 8,126 searches for tenure-track faculty and have made 5,703 tenure-track appointments. As shown in *Figure A*, the number of searches and appointments rose steadily during the early years of the survey reaching a peak in 1990 when 736 appointments were made. The number of searches and appointments then fell dramatically as the financial resources of the campuses declined and campuses were compelled to reduce their staffing of faculty and other personnel. The low point was reached in 1993 when only 302 searches were initiated and 184 appointments made, or only one-fourth of the number of appointments made in 1990.

<b>Figure A</b>	<b>CSU Faculty Recruitments</b>
	<b>Fall 1988–1999</b>



Faculty recruitment activity rebounded in 1994 with some 500 searches initiated and continued at that level for the next three years. Campus recruitment activity for Fall 1998 accelerated and, for Fall 1999, the number of searches conducted and positions filled approximated the numbers experienced before the dramatic declines of the early 1990s. With the acceleration in the number of searches, there was some decline in the rate of success in effecting tenure-track appointments.

*Table 1* below shows the number of tenure-track appointments reported by each campus over the five-year period from 1995 to 1999. In that time, some 2,315 appointments were effected.

<b>Table 1</b>	<b>Tenure-track Faculty Appointments</b>
	<b>Reported by CSU Campuses, Fall 1995 Through Fall 1999</b>

	<b>Fall 95</b>	<b>Fall 96</b>	<b>Fall 97</b>	<b>Fall 98</b>	<b>Fall 99</b>	<b>5-Yr. Total</b>
Bakersfield	4	10	9	15	12	50
Chico	13	9	9	33	49	113
Dominguez Hills	8	7	5	12	18	50
Fresno	9	21	21	22	45	118
Fullerton	10	17	16	36	37	116
Hayward	17	11	7	19	22	76
Humboldt	10	9	14	23	13	69
Long Beach	31	29	24	33	52	169
Los Angeles	13	17	39	36	31	136
Maritime Academy	n/a	1			1	2
Monterey Bay	25	31	5	3	4	68
Northridge	18	14	27	40	46	145
Pomona	9	15	13	21	32	90
Sacramento	16	21	22	38	34	131
San Bernardino	18	18	4	18	21	79
San Diego	18	36	47	28	60	189
San Francisco	28	44	33	34	36	175
San Jose	33	15	25	53	36	162
San Luis Obispo	21	24	40	32	43	160
San Marcos	24	30	15	14	7	90
Sonoma	18	10	10	26	12	76
Stanislaus	24	12	3	7	5	51
Total Appointments	367	401	388	543	616	2,315
Number of Searches	486	506	511	759	889	3,151
Systemwide Success Rate	75.5%	79.2%	75.9%	71.5%	69.3%	73.5%

We examine more closely in *Table 2* the 1998 and 1999 two-year period and each campus's rate of success in completing its searches with tenure-track appointments. The rate of success, that is, the ratio of appointments made to searches initiated, is a function of many factors. It depends upon the degree of competition for faculty in particular disciplines; the relative attractiveness and prestige of CSU campuses and academic departments; CSU faculty salaries and working conditions, including research opportunities and support; and also the cost of living, especially housing that candidates must confront. Finally, it also depends upon the availability of adequate resources to conduct an appropriate search to its conclusion and, of course, to fund a position.

Table 2	Tenure-track Faculty Searches and Appointments
	Reported by CSU Campuses, Fall 1998 and Fall 1999

	Fall 1998		Fall 1999		2-Year Total		
	Searches	Appts.	Searches	Appts.	Searches	Appts.	Success Rate
Bakersfield	16	15	19	12	35	27	77.1%
Chico	42	33	71	49	113	82	72.6
Dominguez Hills	15	12	30	18	45	30	66.7
Fresno	32	22	53	45	85	67	78.8
Fullerton	63	36	62	37	125	73	58.4
Hayward	25	19	32	22	57	41	71.9
Humboldt	25	23	21	13	46	36	78.3
Long Beach	44	33	70	52	114	85	74.6
Los Angeles	47	36	48	31	95	67	70.5
Maritime Academy			1	1	1	1	100.0
Monterey Bay	7	3	11	4	18	7	38.9
Northridge	52	40	72	46	124	86	69.4
Pomona	36	21	40	32	76	53	69.7
Sacramento	51	38	48	34	99	72	72.7
San Bernardino	26	18	32	21	58	39	67.2
San Diego	45	28	82	60	127	88	69.3
San Francisco	48	34	49	36	97	70	72.2
San Jose	77	53	66	36	143	89	62.2
San Luis Obispo	47	32	47	43	94	75	79.8
San Marcos	25	14	12	7	37	21	56.8
Sonoma	29	26	14	12	43	38	88.4
Stanislaus	7	7	9	5	16	12	75.0
Total Appointments	759	543	889	616	1,648	1,159	70.3%

Looking at these rates of success, it is evident that rural campuses and those in the Central Valley were generally more successful than campuses located in the two major metropolitan regions of San Francisco and Los Angeles. One suspects that the more urban character of these campuses, including possibly the higher cost of housing, is having a negative impact on their rate of success; though that does not explain the situation at Monterey Bay. We might note also that the four campuses with the least success were those conducting the most searches relative to the number of full-time faculty on campus, though Chico's success rate appears undiminished by this factor.

*Table 3* examines the rate of success in filling positions in the past two years by groups of academic disciplines. As is evident from the table, the probability of success varies widely depending upon the academic area in which a search is conducted. The most successful areas, that is, departments in Home Economics, Social Sciences, and Agriculture, have nearly a 20 percent to 30 percent advantage over the least successful areas, Business and Management departments and related fields. It may be surprising to see Education having less success in recruiting faculty than Engineering, which is often referred to as a "hard to hire" area. However, the fact that a very large number of recruitments were attempted relative to the number of faculty on hand may have been a factor in the somewhat lower rate of success in Education. A similar situation prevailed in the Health Sciences and Public Affairs areas, that is, a large number of recruitments relative to faculty on hand.

<b>Table 3</b>	<b>Tenure-track Faculty Searches and Appointments</b>
	<b>Reported by Groups of Disciplines, Fall 1998 and Fall 1999</b>

	2-Year Total		Success Rate
	Searches	Appts.	
Home Economics	27	23	85.2%
Social Sciences	262	206	78.6
Agriculture	28	22	78.6
Letters	154	118	76.6
Natural Sciences	140	104	74.3
Communications	45	33	73.3
Fine Arts	107	77	72.0
Engineering	87	61	70.1
Education	363	247	68.0
Public Affairs	84	56	66.7
Health Sciences	82	54	65.9
Mathematics & Computer Sci.	79	52	65.8
Architecture	10	6	60.0
Business & Management	161	89	55.3
Misc.	19	11	66.7
All Fields	1,648	1,159	70.3%

To obtain a more detailed picture of the relative difficulty of hiring faculty in different academic fields, please turn to *Appendix A*, where hiring data for 1998 and 1999 are again combined. The appendix reflects the complexity and specificity of hiring difficulty. For example, recruiting faculty in the Natural Sciences (fields #8–11 in Appendix A), including Biology, was successful in roughly three out of four searches, except in the area of Earth Sciences (#10), where only 55 percent of the searches were successful. In the Social Sciences (fields #14–21), four out of five searches were successful except in Economics (#16) where only three out of five succeeded. Perhaps, Economics was affected by the same difficulty as the Business & Management disciplines (#27–30), including Accounting/Business Information Systems as well as Marketing and Finance, all of which had far less success than was found in other areas. We will return to this question as salaries offered are discussed further below.

Within the area of Public Affairs (#45–48), Criminal Justice was very successful (89 percent) in filling positions, whereas Recreation Administration was the least successful (33 percent) of all fields. Also, recruitments in Mathematics #12 (70 percent) were filled with no more difficulty than was experienced elsewhere, but Computer Science #13 positions were as difficult to fill (56 percent) as those in the Business/Management areas.

We noted earlier that Education (#31–37) was probably affected by the very large number of recruitments attempted; at the detailed level, it appears that Education Administration (#34) was not negatively affected as these recruitments succeeded nearly 90 percent of the time. On the other hand, Industrial Education (#37) was one of the most difficult areas to recruit.

## Faculty Diversity

Part of the information obtained through the Faculty Recruitment Survey is the gender and ethnicity of persons securing a tenure-track appointment. *Table 4* below shows for each campus the number of appointments made in Fall 1998 and Fall 1999 and the percentage of white males, minority males, minority females, and white females.

Table 4	Number of Tenure-track Appointments and Percentages
	by Gender and Ethnic Groupings, Fall 1998 and Fall 1999

	Number of Appointments	Percentages			
		White Males	Minority Males	Minority Females	White Females
Bakersfield	27	44	7	15	33
Chico	82	37	10	9	45
Dominguez Hills	30	30	10	30	30
Fresno	67	25	22	7	45
Fullerton	73	27	18	14	41
Hayward	41	29	27	5	39
Humboldt	36	56	6	3	36
Long Beach	85	31	9	20	40
Los Angeles	67	31	13	21	34
Maritime Academy	1	<i>deliberately excluded from table</i>			
Monterey Bay	7	<i>deliberately excluded from table</i>			
Northridge	86	41	13	13	34
Pomona	53	43	6	11	40
Sacramento	72	39	21	6	35
San Bernardino	39	33	10	18	38
San Diego	88	31	14	17	39
San Francisco	70	27	20	20	33
San Jose	89	27	19	12	42
San Luis Obispo	75	60	9	8	23
San Marcos	21	19	10	19	52
Sonoma	38	47	0	11	42
Stanislaus	12	25	25	0	50
Total		35%	14%	13%	38%
Number	1,159	408	162	153	436

Notes: (1) Percentages add across only; may not add to 100% because of rounding.

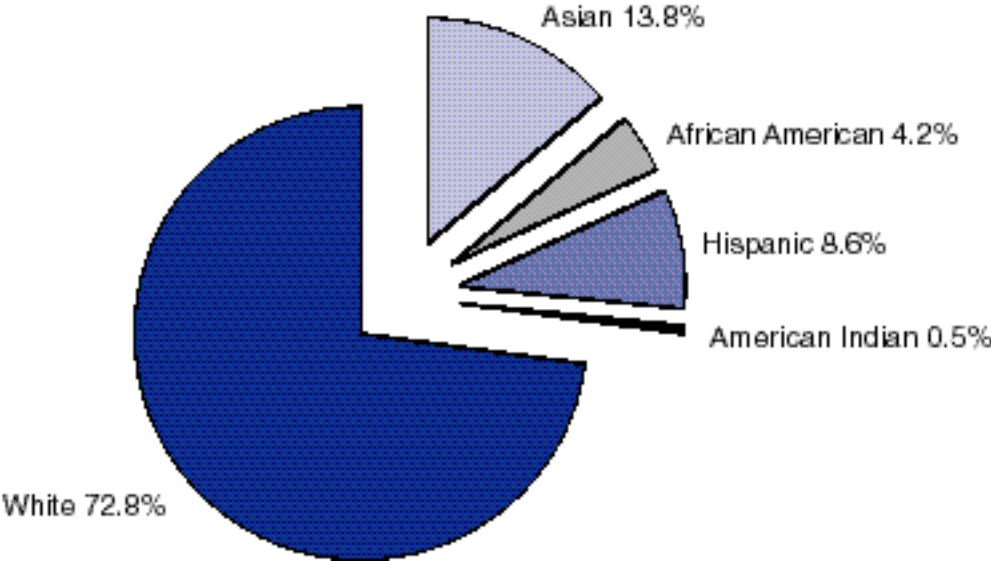
(2) Seventeen persons of unknown ethnicity were counted among whites.

(3) Values excluded for two campuses to assure confidentiality of data affecting individuals.

Among the 1,159 appointments, women were in a slight majority, and minorities were 27 percent. White males comprised 35 percent of new appointees. San Luis Obispo and Humboldt were the only campuses where more than half of new faculty were white males. Dominguez Hills and San Francisco recruited the highest proportion (40 percent or more) of minority faculty; Humboldt and Sonoma recruited relatively fewer minority faculty than other campuses. (Among CSU full-time, *tenured faculty*, in Fall 1999, 55% were white males, 15% were minority males, 6% were minority females, and 24% were white females.)

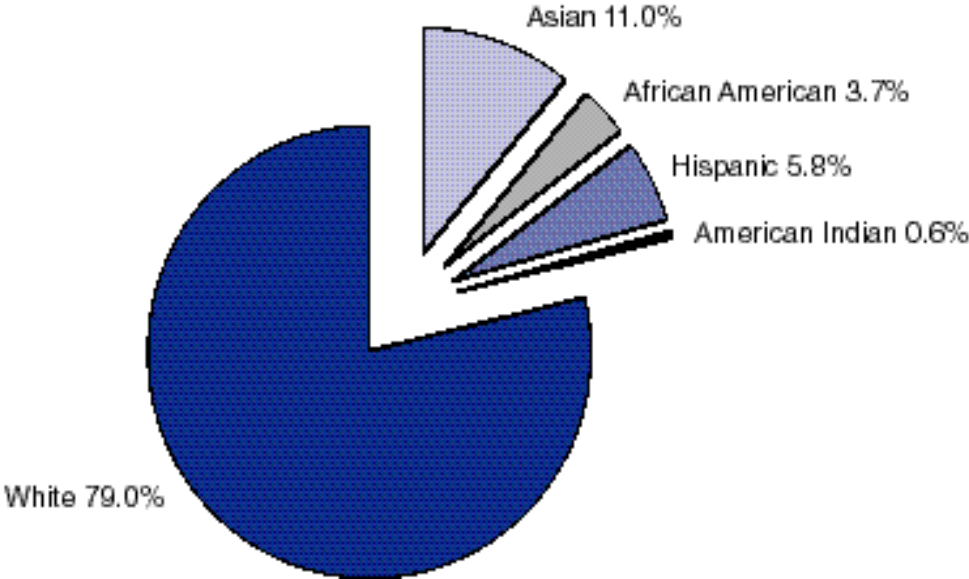
The ethnic composition of new faculty hired for Fall 1998 and Fall 1999 is reflected graphically in *Figure B*. It shows that 27.2 percent of new appointees were ethnic minorities. Asians comprised the largest minority group with 13.8 percent, followed by Hispanics with 8.6 percent and African Americans with 4.2 percent. Among persons earning their doctorates in the 1993-97 period across the United States, 10.9 percent were Asians, 4.5 percent were African Americans, 3.5 percent were Hispanics, and 0.5 percent were American Indians. (Source: National Research Council, *Research Doctorates Awarded to U.S. Citizens and Permanent Residents*.)

Figure B	New Tenure-track Faculty Appointments
	by Ethnicity, Fall 1998 and 1999



In contrast to the ethnic composition of persons appointed in recent searches, *Figure C* below shows the proportions of different ethnic groups among CSU *full-time, tenured* faculty. All together, ethnic minorities comprise 21percent of the tenured faculty in Fall 1999: African Americans were 3.7 percent; Asians, 11.0 percent; Hispanics, 5.8 percent; and American Indians, 0.6 percent of tenured faculty. Whites accounted for 79.0 percent.

Figure C	Minority Faculty
	as Percentage of Full-time Tenured Faculty, Fall 1999



<b>Table 5</b>	<b>Minority Appointments as Percentage of All Tenure-track</b>
	<b>Appointments by Campus, Fall 1998 and Fall 1999</b>

	Number of Appointments	Percentages			Total Minorities
		Asian	African American	Hispanic	
Bakersfield	27	7.4	3.7	11.1	22.2
Chico	82	7.3	2.4	8.5	18.3
Dominguez Hills	30	13.3	13.3	13.3	40.0
Fresno	67	11.9	3.0	13.4	29.9
Fullerton	73	16.4	2.7	12.3	31.5
Hayward	41	17.1	9.8	2.4	31.7
Humboldt	36	2.8	2.8	2.8	8.3
Long Beach	85	22.4	1.2	5.9	29.4
Los Angeles	67	19.4	3.0	11.9	34.3
Maritime Academy	1	<i>deliberately excluded from table</i>			
Monterey Bay	7	<i>deliberately excluded from table</i>			
Northridge	86	9.3	7.0	9.3	25.6
Pomona	53	15.1	0.0	1.9	17.0
Sacramento	72	15.3	2.8	6.9	26.4
San Bernardino	39	12.8	7.7	5.1	28.2
San Diego	88	10.2	3.4	14.8	30.7
San Francisco	70	24.3	10.0	5.7	40.0
San Jose	89	19.1	5.6	6.7	31.5
San Luis Obispo	75	5.3	2.7	9.3	17.3
San Marcos	21	14.3	0.0	14.3	28.6
Sonoma	38	5.3	2.6	2.6	10.5
Stanislaus	12	8.3	8.3	8.3	25.0
Total		13.8%	4.2%	8.6%	27.2%
Number	1,159	160	49	100	315

Note: (1) Total minorities includes six American Indians but excludes 17 persons whose ethnicity was not established.  
(2) Values excluded for two campuses to assure confidentiality of data affecting individuals.

Table 5 above shows the proportion of new appointments at each campus that were in different minority groups during the 1998 and 1999 recruitment cycles. The Long Beach and San Francisco campuses both had over 20 percent of their appointments occur among Asians, with Dominguez Hills and San Francisco reaching 10 percent or more among African Americans; San Diego and San Marcos each had 14 percent of new appointments occurring with new Hispanic faculty.

Certain campuses were not able to hire faculty from particular ethnic groups: no African American was appointed to a tenure-track appointment at Pomona nor at San Marcos; and five campuses, Hayward, Humboldt, Pomona, Sonoma, and Stanislaus, effected only one tenure-track appointment from among Hispanic candidates in Fall 1998 and Fall 1999 combined.

<b>Table 6</b>	<b>Percentage Tenure-track Appointments by Gender and Ethnic</b>
	<b>Groupings, by Disciplinary Groups, Fall 1998 and Fall 1999</b>

	<b>Number of Appointments</b>	<b>White Males %</b>	<b>Minority Males %</b>	<b>Minority Females %</b>	<b>White Females %</b>
Fine Arts	77	42	13	5	40
Letters	118	32	12	15	41
Natural Sciences	104	60	5	13	22
Math. & Computer Sci.	52	37	27	8	29
Social Sciences	206	34	15	17	34
Agriculture	22	73	9	0	18
Architecture	6	67	0	0	33
Communications	33	39	18	12	30
Business & Management	89	44	21	11	24
Education	247	22	12	17	49
Engineering	61	48	28	7	18
Health Sciences	54	11	6	9	74
Home Economics	23	22	26	4	48
Public Affairs	56	34	11	14	41
Misc./Other	11	18	0	18	64
Total		35%	14%	13%	38%
Number	1,159	408	162	153	436

Note: Percentages add across only; may not add to 100% because of rounding.

Table 6 above and Table 7 below look at the gender and ethnicity of new faculty by groups of disciplines. Agriculture remains a field with relatively few female candidates and fewer appointments; roughly a quarter of recent doctorates in Agricultural Sciences nationally were women. Conversely, Health Sciences recruiting, which includes Nursing, remains an area where female appointments predominate.

<b>Table 7</b>	<b>Percentage Tenure-track Appointments by Ethnic Minority,</b>
	<b>by Disciplinary Groupings, Fall 1998 and Fall 1999</b>

	<b>Number of Appointments</b>	<b>Asian %</b>	<b>African American %</b>	<b>Hispanic %</b>	<b>Total Minorities %</b>
Fine Arts	77	7.8	3.9	6.5	18.2
Letters	118	9.3	3.4	14.4	27.1
Natural Sciences	104	8.7	0.0	9.6	18.3
Math. & Computer Sci.	52	26.9	5.8	1.9	34.6
Social Sciences	206	14.1	5.3	11.2	32.0
Agriculture	22	9.1	0.0	0.0	9.1
Architecture	6	0.0	0.0	0.0	0.0
Communications	33	15.2	6.1	6.1	30.3
Business & Management	89	30.3	1.1	0.0	32.6
Education	247	9.3	7.7	12.1	29.6
Engineering	61	31.1	0.0	3.3	34.4
Health Sciences	54	5.6	1.9	7.4	14.8
Home Economics	23	13.0	8.7	8.7	30.4
Public Affairs	56	14.3	5.4	5.4	25.0
Misc./Other	11	9.1	0.0	9.1	18.2
Total		13.8%	4.2%	8.6%	27.2%
Number	1,159	160	49	100	315

Note: Percentages add across only.

With respect to specific ethnic groups, Asians were represented in recruitments from every disciplinary group, except the one with the fewest appointments (Architecture). African Americans were not appointed in Natural Sciences departments, nor in Engineering, Agriculture, or Architecture. And no Hispanic faculty were hired by Business/Management, Agriculture, or Architecture departments. *Appendix B* presents a more detailed view of recruitment by gender and ethnicity by academic field for the 1998 and 1999 recruitment cycles.

## Faculty Pay

Faculty recruited for Fall 1998 were paid, on average, \$47,482; and those recruited for Fall 1999, again on average, were paid \$50,330 or 6 percent more than the year before. The average salaries paid at each campus are shown on the table below.

<b>Table 8</b>	<b>Average Salaries Paid</b>
	<b>to New Tenure-track Faculty by Campus</b>

	<b>Fall 1998</b>	<b>Fall 1999</b>
Bakersfield	\$50,301	\$49,235
Chico	46,011	45,870
Dominguez Hills	44,830	48,601
Fresno	44,766	49,282
Fullerton	46,163	50,277
Hayward	43,508	48,864
Humboldt	41,709	46,306
Long Beach	51,172	53,582
Los Angeles	54,547	50,363
Maritime Academy		45,000
Monterey Bay	46,456	65,451
Northridge	44,669	48,205
Pomona	47,308	52,625
Sacramento	43,515	46,866
San Bernardino	47,060	47,333
San Diego	48,868	51,632
San Francisco	50,918	50,448
San Jose	49,583	54,931
San Luis Obispo	50,585	54,177
San Marcos	47,307	54,391
Sonoma	43,133	45,311
Stanislaus	43,248	49,193
All Appointments	\$47,482	\$50,330

Campuses that in both years paid salaries slightly higher than the systemwide average for new faculty were Long Beach, Los Angeles, San Diego, San Francisco, San Jose, and San Luis Obispo—all very large, urban campuses, except for San Luis Obispo.

The next table shows the average salary paid to new faculty and the number of appointments made at each rank.

<b>Table 9</b>	<b>Average Salaries Paid</b>
	<b>to New Tenure-track Faculty Systemwide by Rank</b>

	<b>Fall 1998</b>		<b>Fall 1999</b>	
	<b>No.</b>	<b>Salary</b>	<b>No.</b>	<b>Salary</b>
Assistant Professor	460	\$45,191	520	\$47,845
Associate Professor	66	57,276	76	60,026
Professor	17	71,473	20	78,093
All Appointments	543	\$47,482	616	\$50,330

Out of the 1,159 appointments effected, the great majority (84 percent) occurred at the Assistant Professor rank. For that reason, the table below on salaries by disciplinary groupings is limited to Assistant Professor appointments. It indicates that faculty in different fields command different salaries. Faculty hired by Business/Management, Engineering, and Mathematics/Computer Science departments, in particular, received, on average, higher salaries than faculty in most other disciplines. We underlined on average because faculty were appointed in a wide range of salaries, subject to campus priorities and resources as well as the individual capabilities of candidates. More detailed information on salaries by academic disciplines is presented in *Appendix C*.

<b>Table 10</b>	<b>Average Salaries Paid to New Assistant Professors</b>
	<b>Systemwide by Disciplinary Groupings</b>

	<b>Fall 1998</b>	<b>Fall 1999</b>
Fine Arts	\$43,645	\$46,361
Letters	42,029	44,631
Natural Sciences	43,510	45,815
Mathematics & Comp. Sci	48,251	52,191
Social Sciences	42,500	44,852
Agriculture	45,405	48,765
Architecture	46,936	43,800
Communications	46,168	44,585
Business & Management	56,777	62,510
Education	44,472	47,709
Engineering	55,097	52,824
Health Sciences	48,022	49,419
Home Economics	43,038	45,818
Public Affairs	44,974	47,789
Misc./Other	42,578	48,384
All Disciplines Combined	\$45,191	\$47,845

Each year, the *highest* average pay in an academic discipline for new CSU assistant professors was roughly 50 percent greater than the *lowest* average pay for a discipline. Such differences are not atypical in higher education. We compared the CSU salary differentials from the overall average by field with the differentials reported for assistant professors by discipline by the National Association of State Universities and Land Grant Colleges (NASULGC). For the same disciplines as in the CSU, the NASULGC data reflect a range of

209 percent from the lowest to highest paid field, among assistant professors, reflecting a broader range of salaries. Yet there is considerable convergence between the CSU and these national data on the variations from the average. That is, in 36 of the 45 fields that could be evaluated, the CSU data reflected variation in the same direction (lower or higher than the average) as the NASULGC data; in 8 fields the CSU reflected higher than average pay where NASULGC was lower than average, and in 1 field the converse was true.

One may also note that the fields where faculty obtained higher than average pay typically, though not invariably, were fields with lower rates of recruitment success; they included business and engineering fields, industrial education, and nursing.

<b>Table 11</b>	<b>Salaries Paid to Female and Male</b>
	<b>New Tenure-track Faculty, Systemwide</b>

	Fall 1998			Fall 1999		
	Average Salaries	As % of Rank Avg.	Standard Score*	Average Salaries	As % of Rank Avg.	Standard Score*
Assistant Professor						
Female	\$44,636	98.8	-0.09	\$47,334	98.9	-0.08
Male	45,736	101.2	0.09	48,436	101.2	0.09
Male and Female	45,191	100.0		47,845	100.0	
Associate Professor						
Female	54,664	95.4	-0.32	58,173	96.9	-0.21
Male	60,051	104.8	0.34	61,694	102.8	0.19
Male and Female	57,276	100.0		60,026	100.0	
Full Professor						
Female	70,527	98.7	-0.12	76,469	97.9	-0.14
Male	72,136	100.9	0.08	78,634	100.7	0.05
Male and Female	71,473	100.0		78,093	100.0	
All Ranks Combined						
Female	46,577	98.1	-0.10	49,008	97.4	-0.14
Male	48,371	101.9	0.10	51,758	102.8	0.15
Male and Female	47,482	100.0		50,330	100.0	

\*Standard scores measure the degree of variation from the mean based on the overall variation (standard deviation) found within a given population. Values within plus or minus 2 standard deviations are usually considered random events with no statistical significance.

As is evident from *Table 11* above, women faculty on average were paid slightly less than men faculty at every rank, as well as overall, though many women (and men) were paid above the averages reported. The greatest divergence occurred with respect to associate professors in Fall 1998, where women were paid 95.4 percent of the average paid to new associate professors. In terms of “standard scores” the overall divergence was -0.10 in 1998 and -0.14 in 1999, i.e., slightly more than a tenth of a “standard deviation.” Standard scores measure the degree of variation from the mean based on the overall variation (standard deviation) found within a given population. These differences, which are small compared with salary variations among those of the same sex, may be due to the higher salaries paid nationally to faculty in Business, Engineering, and Computer Science, fields in which men comprise a majority of candidates.

Appendix D reviews starting salaries by gender and discipline for Assistant Professors appointed in Fall 1998 and Fall 1999 to identify where men or women obtained a higher average starting salary. There were 47 disciplines where women secured a higher average starting salary and 48 where men had a higher average starting salary, in one year or the other. If persons of only one gender were appointed in a given year that gender is considered to have received a higher starting salary.

<b>Table 12</b>	<b>Average Salaries</b>
	<b>of New Tenure-track Faculty, by Ethnicity</b>

	Fall 1998			Fall 1999		
	Assist Prof. Only	As % of Average	Standard Score	Assist Prof. Only	As % of Average	Standard Score
Asian	\$48,964	108.3	0.6	\$49,529	103.5	0.3
African American	43,442	96.1	-0.3	48,982	102.4	0.2
Hispanic	44,347	98.1	-0.1	47,491	99.3	-0.1
White	44,654	98.8	-0.1	47,421	99.1	-0.1
ALL new Assist. Profs.	\$45,191	100.0		\$47,845	100.0	
	All Ranks Combined	As % of Average	Standard Score	All Ranks Combined	As % of Average	Standard Score
Asian	\$50,660	106.7	0.4	\$51,709	102.7	0.1
African American	48,518	102.2	0.1	49,672	98.7	-0.1
Hispanic	45,379	95.6	-0.2	49,755	98.9	-0.1
White	47,114	99.2	0.0	50,129	99.6	0.0
ALL new hires	\$47,482	100.0		\$50,330	100.0	

Table 12 indicates that Asian faculty on average were paid slightly more than other newly appointed tenure-track faculty, though again many faculty in other ethnic groups were paid above the averages reported. The likely principal reason for the somewhat higher salaries paid to Asian faculty is their more frequent appointment in disciplines such as Business and Management, Engineering, and Computer Science. Again, as in the comparison between men and women, there appears to be no significant difference in salaries paid to new faculty by the fact of their ethnicity.

## Faculty Sources

To establish where new faculty were employed prior to their CSU tenure-track appointment, campuses were requested to indicate the name of the most recent employer of the candidate selected for appointment. Note that, except for those recruited from within the campus, the nature of that employment was not established; thus, the information obtained relates to persons serving in faculty positions as well as in other types of employment, such as postdoctoral fellows, teaching assistants, or adjunct faculty.

Table 13 below shows the number of newly recruited faculty by their prior employer at the time of their recruitment. Roughly three out five (62 percent) were employed by other (non-CSU) higher education institutions across the nation. Another one in five (21 percent) were already employed on campus in lecturer positions, either full or part time; and some 11.5 percent were either not employed in higher education, or the prior employer is not recorded; and the remaining 5.4 percent were recruited from a different CSU campus.

<b>Table 13</b>	<b>Sources of CSU New Tenure-track Faculty Recruited</b>
	<b>for Fall 1998 and Fall 1999</b>

	<b>Fall 1998</b>	<b>Fall 1999</b>	<b>2-Yr. Total</b>	<b>% of Total</b>
Other Higher Education*	323	397	720	62.1%
Lecturer Appts.	123	120	243	21.0%
Other CSU Campus	32	31	63	5.4%
Non-Higher Education	<u>65</u>	<u>68</u>	<u>133</u>	<u>11.5%</u>
	543	616	1,159	100.0%

\* Not in the CSU

Tables 14 and 15 below show, respectively, the sources of new faculty by campus and by disciplinary groupings. The Humboldt, San Marcos, and Monterey Bay campuses recruited the highest proportion of new faculty from other (non-CSU) higher education sources, while Dominguez Hills had the most recruitment from within the CSU system (excluding the Maritime Academy). In terms of disciplines, Natural Sciences, Mathematics, and Social Sciences departments all recruited nearly three out of four new faculty from other (non-CSU) higher education sources; Health Sciences departments (including Nursing), followed by departments in Fine Arts, Home Economics, Public Affairs, Education, Engineering (and Architecture with a handful of appointments), recruited one-third or more from lecturer ranks or from other CSU campuses.

<b>Table 14</b>	<b>Sources of New Tenure-track Faculty,</b>
	<b>Fall 1998 and Fall 1999 (Percentage by Campus)</b>

	<b>Number</b>	<b>Campus Lecturers</b>	<b>Other CSU Campus</b>	<b>Other Higher Education</b>	<b>Other/Unknown</b>
Bakersfield	27	19%	4%	30%	48%
Chico	82	20	5	71	5
Dominguez Hills	30	27	17	40	17
Fresno	67	15	3	64	18
Fullerton	73	26	4	49	21
Hayward	41	27	5	61	7
Humboldt	36	8	0	86	6
Long Beach	85	26	6	59	9
Los Angeles	67	13	4	57	25
Maritime Academy	1	100	0	0	0
Monterey Bay	7	0	0	100	0
Northridge	86	21	10	60	8
Pomona	53	25	8	66	2
Sacramento	72	18	6	71	6
San Bernardino	39	18	8	67	8
San Diego	88	20	5	64	11
San Francisco	70	19	7	71	3
San Jose	89	27	6	55	12
San Luis Obispo	75	28	3	52	17
San Marcos	21	5	10	86	0
Sonoma	38	21	0	71	8
Stanislaus	12	25	0	75	0
		21%	5%	62%	11%
Number	1,159	243	63	720	133

Note: Percentages add across only; may not add to 100% due to rounding.

<b>Table 15</b>	<b>Sources of New Tenure-track Faculty,</b>
	<b>Fall 1998 and Fall 1999 (Percentage by Disciplinary Groupings)</b>

	<b>Appts. No.</b>	<b>Campus Lecturers %</b>	<b>Other CSU Campus %</b>	<b>Other Higher Education %</b>	<b>Other/ Unknown %</b>
Fine Arts	77	31	5	52	12
Letters	118	19	5	71	5
Natural Sciences	104	5	3	75	17
Mathematics	52	15	2	75	8
Social Sciences	206	19	3	74	4
Agriculture	22	23	0	68	9
Architecture	6	50	0	33	17
Communications	33	15	3	70	12
Business & Management	89	16	6	66	12
Education	247	24	10	49	17
Engineering	61	30	3	48	20
Health Sciences	54	37	6	50	7
Home Economics	23	22	13	57	9
Public Affairs	56	27	7	57	11
Misc./Other	11	9	0	45	36
		21%	5%	62%	11%
Number	1,159	243	63	720	133

Note: Percentages add across only; may not add to 100% due to rounding.

*Appendix E* includes a listing of the 330-odd (non-CSU) higher education institutions where 720 newly recruited faculty were employed prior to coming to the CSU. This listing reflects the very broad range of institutions and geographical areas from which CSU campuses are recruiting faculty. They include universities and colleges in 47 states and several foreign countries. California institutions—again excluding the CSU—accounted for 176 new faculty, with the University of California providing roughly half of that number. Some 23 other states, headed by Texas, New York, Arizona, Illinois, and Ohio, each accounted for 10 or more new faculty within the two recruitment cycles reviewed in this report.

## Conclusions

1. After nearly a decade of reduced recruitment activity, the CSU campuses are, once again, recruiting large numbers of faculty with some 900 searches attempted for Fall 1999.
2. The rate of success in filling vacant positions in Fall 1998 and 1999 was 70.3 percent, compared to the 79.2 percent level achieved for Fall 1996, when a smaller number of faculty were recruited.
3. CSU campuses are recruiting men and women in roughly equal numbers and ethnic minorities in approximately the same proportions as are found among those who recently earned a doctoral degree nationwide. The campuses appear to be paying them equitably.

(Conclusions continued on next page)

4. The most difficult areas to recruit were the Business/Management related fields and Computer Science, and to a lesser degree Nursing, Teacher Education, and Engineering. Two areas with relatively few searches—Industrial Education and Recreation Administration—had the most difficulty in recruiting new faculty.
5. Campuses are recruiting faculty from all parts of the country and all types of institutions, although some 41 percent came from California.

## Appendix A

### Searches, Appointments, and Success Rate of Tenure-track Faculty by Academic Field

	Searches	Appointments	Success Rate
1 Art	48	32	67
2 Music	35	28	80
3 Theatre	24	17	71
4 English	71	56	79
5 Foreign Languages	46	34	74
6 Philosophy	29	20	69
7 Speech	8	8	100
8 Biology	64	48	75
9 Chemistry	35	27	77
10 Earth Sciences	20	11	55
11 Physics	21	18	86
12 Mathematics	54	38	70
13 Computer Science	25	14	56
14 Anthropology	24	21	88
15 Ethnic & Area Studies	40	29	73
16 Economics	18	11	61
17 Geography	14	12	86
18 History	39	32	82
19 Political Science	28	23	82
20 Psychology	53	42	79
21 Sociology	46	36	78
22 Agriculture	11	9	82
23 Plant & Soil Science	12	9	75
24 Natural Resources	5	4	80
25 Architecture	10	6	60
26 Communications	45	33	73
27 Business & Management	55	30	55
28 Accounting & Bus. Info. Sys.	68	37	54
29 Finance	20	13	65
30 Marketing	18	9	50
31 Teacher Education	192	122	64
32 Special Education	42	29	69
33 Counseling	24	20	83
34 Educ. Administration	33	29	88
35 Instr. Technology	2	2	100
36 Physical Education	52	38	73
37 Industrial Education	18	7	39
38 Engineering, Misc.	23	20	87
39 Civil Engineering	10	6	60
40 Electrical Engineering	36	23	64
41 Mechanical Engineering	18	12	67
42 Health Sciences/Safety	39	27	69
43 Nursing	43	27	63
44 Home Economics	27	23	85
45 Public Administration	20	12	60
46 Criminal Justice	18	16	89
47 Recreation	9	3	33
48 Social Work	37	25	68
49 Miscellaneous	19	11	58%
Total	1,648	1,159	70.3%



## Appendix B

### Tenure-track Faculty Recruitment by Academic Fields and Ethnic Groupings, Fall 1998 and Fall 1999

	Appts. No.	White Male %	Minority Male %	Minority Female %	White Female %	Asian %	African American %	Hispanic %
1 Art	32	34	16	9	41	16	3	6
2 Music	28	50	11	4	36	4	4	7
3 Theatre	17	41	12	0	47	0	6	6
4 English	56	32	9	11	48	9	5	5
5 Foreign Languages	34	29	24	21	26	12	0	32
6 Philosophy	20	35	5	15	45	0	5	15
7 Speech	8	38	0	25	38	25	0	0
8 Biology	48	50	4	15	31	4	0	15
9 Chemistry	27	59	4	19	19	15	0	7
10 Earth Sciences	11	73	0	9	18	0	0	9
11 Physics	18	78	11	6	6	17	0	0
12 Mathematics	38	39	24	8	29	24	5	3
13 Computer Science	14	29	36	7	29	36	7	0
14 Anthropology	21	48	0	14	38	5	0	10
15 Ethnic & Area Studies	29	3	45	45	7	38	21	28
16 Economics	11	73	9	18	0	18	0	9
17 Geography	12	25	8	0	67	8	0	0
18 History	32	44	9	3	44	3	3	3
19 Political Science	23	39	13	9	39	13	0	9
20 Psychology	42	38	7	24	31	17	2	12
21 Sociology	36	25	17	14	44	8	8	11
22 Agriculture	9	67	11	0	22	11	0	0
23 Plant & Soil Science	9	67	11	0	22	11	0	0
24 Natural Resources	4	100	0	0	0	0	0	0
25 Architecture	6	67	0	0	33	0	0	0
26 Communications	33	39	18	12	30	15	6	6
27 Business & Management	30	47	13	3	37	13	0	0
28 Accounting & Bus. Info. Sys.	37	32	30	11	27	38	3	0
29 Finance	13	54	23	23	0	46	0	0
30 Marketing	9	67	11	22	0	33	0	0
31 Teacher Education	122	18	13	20	48	11	8	14
32 Special Education	29	31	7	10	52	0	3	14
33 Counseling	20	30	15	5	50	10	5	5
34 Educ. Administration	29	14	14	38	34	7	21	24
35 Instr. Technology	2	0	0	0	100	0	0	0
36 Physical Education	38	26	13	8	53	16	3	3
37 Industrial Education	7	43	0	0	57	0	0	0
38 Engineering, Misc.	20	35	25	5	35	25	0	5
39 Civil Engineering	6	50	17	17	17	33	0	0
40 Electrical Engineering	23	39	48	4	9	48	0	4
41 Mechanical Engineering	12	83	0	8	8	8	0	0
42 Health Sciences/Safety	27	22	11	11	56	11	0	11
43 Nursing	27	0	0	7	93	0	4	4
44 Home Economics	23	22	26	4	48	13	9	9
45 Public Administration	12	42	8	0	50	0	0	8
46 Criminal Justice	16	50	6	6	38	13	0	0
47 Recreation	3	33	0	33	33	33	0	0
48 Social Work	25	20	16	24	40	20	12	8
49 Miscellaneous	11	18	0	18	64	9	0	9
Total	1,159	35	14	13	38	14	4	9



## Appendix C

### Salaries Paid to New Tenure-track Assistant Professors by Academic Field

	1998	1999
1 Art	\$44,677	\$46,286
2 Music	42,309	47,254
3 Theatre	43,389	44,246
4 English	42,950	44,263
5 Foreign Languages	42,117	45,782
6 Philosophy	40,853	44,011
7 Speech	38,994	45,638
8 Biology	43,004	46,275
9 Chemistry	42,086	45,604
10 Earth Sciences	46,878	45,879
11 Physics	44,997	45,123
12 Mathematics	44,947	50,445
13 Computer Science	56,275	58,593
14 Anthropology	43,050	44,929
15 Ethnic & Area Studies	42,310	46,200
16 Economics	45,896	50,844
17 Geography	41,748	44,948
18 History	41,318	43,117
19 Political Science	41,605	42,712
20 Psychology	42,223	45,483
21 Sociology	43,147	44,645
22 Agriculture	40,306	46,909
23 Plant & Soil Science	58,236	50,928
24 Natural Resources	40,224	46,140
25 Architecture	46,936	43,800
26 Communications	46,168	44,585
27 Business & Management	54,267	62,814
28 Accounting & Bus. Info. Sys.	58,987	63,640
29 Finance	59,986	61,214
30 Marketing	56,682	58,644
31 Teacher Education	44,910	48,310
32 Special Education	44,213	47,034
33 Counseling	44,529	46,145
34 Educ. Administration	45,614	49,311
35 Instr. Technology	44,628	-
36 Physical Education	42,610	45,091
37 Industrial Education	42,180	56,232
38 Engineering, Misc.	55,898	53,361
39 Civil Engineering	45,672	47,965
40 Electrical Engineering	58,050	55,464
41 Mechanical Engineering	50,346	54,306
42 Health Sciences/Safety	49,264	49,036
43 Nursing	46,503	49,801
44 Home Economics	43,038	45,818
45 Public Administration	46,398	46,398
46 Criminal Justice	44,397	47,937
47 Recreation	42,612	46,692
48 Social Work	45,432	49,463
49 Miscellaneous	42,578	48,384
Total	\$45,191	\$47,845



## Appendix D

### Average Starting Salary Comparisons for CSU Assistant Professors by Gender and Discipline, Fall 1998 and Fall 1999

		Women paid more		Men paid more	
		F'98	F'99	F'98	F'99
1	Art			X	X
2	Music		X	X	
3	Theatre	X	X		
4	English			X	X
5	Foreign Languages	X			X
6	Philosophy	X	X		
7	Speech	X			X
8	Biology		X	X	
9	Chemistry	X			X
10	Earth Sciences	X	X		
11	Physics		X	X	
12	Mathematics	X			X
13	Computer Science			X	X
14	Anthropology			X	X
15	Ethnic & Area Stud.	X	X		
16	Economics	X			X
17	Geography		X	X	
18	History		X	X	
19	Political Science	X			X
20	Psychology			X	X
21	Sociology	X	X		
22	Agriculture			X	X
23	Animal & Plant Sci.			X	X
24	Natural Resources			X	X
25	Architecture	X			X
26	Communications	X			X
27	Business Admin.	X	X		
28	Accounting	X			X
29	Finance		X	X	
30	Marketing			X	X
31	Teacher Education	X			X
32	Special Education	X			X
33	Counseling	X	X		
34	Educ. Administration	X	X		
35	Instruct. Media/Libr.	X	-		-
36	Physical Education	X			X
37	Industrial Education	X	X		
38	Engineering, Misc.		X	X	
39	Civil Engineering		X	X	
40	Electrical Engineering	X			X
41	Mechanical Engineering	X			X
42	Health & Safety			X	X
43	Nursing	X	X		
44	Home Economics		X	X	
45	Public Administration		X	X	
46	Criminology	X			X
47	Recreation		X	X	
48	Social Work			X	X

X's indicate higher average starting salary; asterisk indicates no appointment made that term.



## Appendix E

### Prior Higher Education Employers (Non-CSU) of New Faculty

College Name	Number	College Name	Number
Samford Univ. AL	1	Univ. of LaVerne	2
Univ. of Arkansas	1	Univ. of Pacific	5
Arizona St. Univ.	13	Univ. of Redlands	1
Grand Canyon U.	1	Univ. of San Diego	1
No. Arizona Univ.	4	Univ. of San Francisco	5
Pima Comm. Coll.	1	Univ. of Southern California	6
Southwestern Coll	1	US Naval Postgrad. Sch.	1
Thunderbird Coll.	1	USC/UCLA	1
Univ. of Arizona	6	Whittier Coll.	1
Amer. River Comm. Coll.	1	Adams St. Coll.	1
Azusa Pacific Univ.	2	Colorado St. Univ.	4
Biola Univ.	1	Univ. of Colorado	4
Cabrillo Comm. Coll.	1	Univ. of Colorado, Boulder	2
Calif. Inst. of Technology	4	Univ. of Colorado, Colorado Springs	1
Calif. Inst. of the Arts	1	Univ. of Denver	1
Calif. Lutheran Univ.	1	Univ. of Northern Colorado	2
Chapman Univ.	2	Central Conn. St. Univ.	3
Claremont Grad Univ.	2	Connecticut Coll.	1
Coast Comm. Coll.	1	East. Connecticut St. Univ.	1
Columbia Coll.	1	Univ. of Connecticut	1
Evergreen Comm. Coll.	1	Yale Univ.	1
Fullerton Comm. Coll.	1	George Washington Univ.	1
Grossmont Comm. Coll.	1	Univ. of Delaware	1
Hartnell Comm. Coll	1	Florida St. Univ.	2
Harvey Mudd College	1	Gulf Coast Univ.	1
Heald Coll.	1	Univ. of Florida	3
Holy Names Coll.	1	Univ. of Miami	3
La Sierra Univ.	1	Univ. of No. Florida	2
Loyola Marymount U.	3	Univ. of So. Florida	3
Merritt Comm. Coll.	1	Emory Univ.	1
Moorpark Comm. Coll.	1	Georgia St. Univ.	2
Pacific Lutheran Univ.	1	Georgia Tech. Univ.	1
Pacific Oaks Coll.	2	So. Polytech St. Univ.	1
Pasadena City Coll.	1	St. Univ. of West Georgia	1
Pepperdine Univ.	3	Univ. of Georgia	1
Santa Clara Univ.	2	Valdosta St. Univ.	1
Santa Monica Comm. Coll.	1	Leeward Comm. Coll.	1
Scripps Coll.	1	Univ. of Hawaii	7
St. Mary's Coll.	2	Boise St. Univ.	2
Stanford Univ.	8	Idaho St. Univ.	2
UC Berkeley	19	Lewis & Clark St. College	1
UC Davis	9	Chicago St. Univ.	1
UC Irvine	15	Concordia Univ.	1
UC Los Angeles	25	De Paul Univ.	1
UC Los Angeles/CSULB	1	Eastern Illinois Univ.	1
UC Riverside	6	Elmhurst Coll.	1
UC San Diego	9	Illinois St. Univ.	1
UC San Francisco	4	No. Illinois Univ.	1
UC Santa Barbara	6	Northeastern Illinois Univ.	1
UC Santa Cruz	8	Northwestern Univ.	3

Note that institutions are listed alphabetically by state abbreviations.

## Appendix E

### Prior Higher Education Employers (Non-CSU) of New Faculty continued

College Name	Number	College Name	Number
So. Illinois Univ.	3	Moorhead St. Univ.	1
Univ. of Chicago	2	Univ. of Minnesota	4
Univ. of Illinois	6	Winona St. Univ.	1
Univ. of Illinois, Chicago	2	Central Missouri St. Univ.	1
Univ. of Illinois, Urbana	3	Drury Coll.	1
Western Illinois Univ.	1	Missouri West. St. Univ.	1
Ball St. Univ.	2	Southwest Missouri St. Univ.	2
Earlham Coll.	1	St. Louis Univ.	3
Indiana St. Univ.	2	Univ. of Missouri	1
Purdue Univ.	5	Univ. of Missouri, Columbia	3
Univ. of Indiana	1	Washington Univ.	1
Univ. of Notre Dame	1	Univ. of Mississippi	2
Valparaiso Univ.	2	Montana St. Univ.	3
Iowa St. Univ.	6	Duke Univ.	1
Univ. of Iowa	2	Durham Tech. Comm. Coll.	1
Univ. of Northern Iowa	2	East Carolina Univ.	2
Emporia St. Univ.	1	Gardner-Webb Univ.	1
Fort Hays St. Univ.	1	No. Carolina School Arts	1
Kansas St. Univ.	3	No. Carolina St. Univ.	2
Univ. of Kansas	5	Univ. of No. Carolina	4
Washburn Univ.	1	Univ. of No. Carolina, Chapel Hill	1
Eastern Kentucky Univ.	1	Univ. of No. Carolina, Charlotte	1
Louisiana Scholars Coll.	1	Univ. of No. Carolina, Greensboro	1
Louisiana St. Univ.	2	Univ. of No. Carolina, Wilmington	1
Univ. of New Orleans	1	Univ. of No. Dakota	3
Univ. of Southwest Louisiana	2	Creighton Univ.	1
Assumption Coll.	1	Nebraska Wesleyan Univ.	1
Boston Univ.	1	Univ. of Nebraska	3
Clark Univ.	1	Univ. of Nebraska, Lincoln	1
Harvard Med. School	2	Univ. of New Hampshire	1
Harvard Univ.	4	Bloomfield Coll. NJ	1
Mt. Holyoke Coll.	1	Princeton Univ.	2
Tufts Univ.	1	Richard Stockton Coll. NJ	1
Univ. of Massachusetts	1	Rutgers Univ.	4
Univ. of Massachusetts, Amherst	2	Stevens Inst. of Technology	1
Univ. of Massachusetts, Boston	2	Trenton St. Coll.	1
Worcester Polytech Inst.	1	Eastern New Mexico Univ.	1
Frostburg St. Univ.	1	New Mexico Inst. Mining & Tech.	1
John Hopkins Univ.	1	New Mexico St. Univ.	2
Towson St. Univ.	1	Univ. of New Mexico	6
Univ. of Maryland	2	Univ. of Nevada	2
Univ. of Maryland Med. Sci.	1	Univ. of Nevada, Reno	2
Bates Coll.	1	Barnard Coll.	1
Bowdoin Coll.	1	City Univ. of New York	3
Univ. of New England	1	Coll. of New Rochelle	1
Ferris St. Univ.	1	Coll. of St. Rose	1
Michigan St. Univ.	8	Columbia Univ.	2
Northern Michigan Univ.	1	Cornell Univ.	4
Univ. of Michigan	7	Fordham Univ.	2
Minneapolis Comm. Coll.	1	Hartwick Coll.	1

Note that institutions are listed alphabetically by state abbreviations.

## Appendix E

### Prior Higher Education Employers (Non-CSU) of New Faculty continued

College Name	Number	College Name	Number
Ithaca Coll.	2	Univ. of So. Carolina	2
Long Island Univ.	1	Univ. of So. Dakota	1
Nazareth Coll.	1	Memphis St. Univ.	1
New York Univ.	1	Rhodes Coll.	1
Pace Univ.	1	Tennessee St. Univ.	1
SUNY Binghamton	2	Univ. of Memphis	1
SUNY Buffalo	2	Univ. of Tennessee	4
SUNY Coll. at Buffalo	1	Univ. of Tennessee, Knoxville	1
SUNY Coll. Genesco	1	Vanderbilt Univ.	1
SUNY Coll. Cortland	1	Volunteer St. Comm. Coll.	1
SUNY Purchase Coll.	1	Austin Comm. Coll.	1
Syracuse Univ.	8	Baylor Univ.	2
Univ. of Rochester	1	Lamar Univ.	1
Bowling Green St. Univ.	3	Sam Houston St. Univ.	2
Case Western Reserve	2	So. Methodist Univ.	1
Cleveland St. Univ.	2	Sol Ross St. Univ.	1
John Carroll Univ.	1	Southwest Texas St. Univ.	1
Kent St. Univ.	2	Southwestern Univ.	1
Miami Univ.	1	Texas A & I Univ.	1
Oberlin Coll.	2	Texas A & M	5
Ohio St. Univ.	7	Texas Christian Univ.	1
Ohio Univ.	1	Texas Southern Univ.	1
Univ. of Akron	3	Texas Univ.	1
Univ. of Dayton	1	Univ. of Dallas	1
Univ. of Toledo	1	Univ. of Houston	5
Xavier Univ.	1	Univ. of No. Texas	5
Oklahoma St. Univ.	3	Univ. of Texas	4
Univ. of Central Oklahoma	1	Univ. of Texas, Arlington	1
Univ. of Oklahoma	1	Univ. of Texas, Austin	4
Oregon St. Univ.	6	Univ. of Texas, Houston	1
Portland Comm. Coll.	1	Univ. of Texas, Pan American	1
Portland St. Univ.	1	Univ. of Texas, San Antonio	1
So. Oregon Univ.	1	Brigham Young Univ.	1
Univ. of Oregon	6	Salt Lake Comm. Coll.	1
Western Oregon Univ.	1	Univ. of Utah	6
Bryn Mawr Coll.	2	Utah St. Univ.	4
Dickinson Coll.	1	Bridgewater St. Coll.	1
Drexel Univ.	1	George Mason Univ.	2
Duquesne Univ.	1	James Madison Univ.	1
East Stroudsburg Univ.	1	Mary Washington Coll.	1
Indiana Univ. of Penn.	1	Norfolk St. Univ.	1
La Salle Univ.	1	Old Dominion Univ.	1
Moore Coll. of Art & Design	1	Radford Univ.	2
Pennsylvania St. Univ.	4	Univ. of Virginia	6
Temple Univ.	1	Virginia Commonwealth Univ.	3
Univ. of Pennsylvania	2	Virginia Polytechnic Inst.	2
York Coll. of Penn.	1	Univ. of Vermont	2
Brown Univ.	1	Evergreen St. Coll.	1
Roger Williams Univ.	1	Seattle Pacific Univ.	1
Coastal Carolina Univ.	2		

Note that institutions are listed alphabetically by state abbreviations.

## Appendix E

### Prior Higher Education Employers (Non-CSU) of New Faculty continued

College Name	Number
Univ. of Puget Sound	2
Univ. of Washington	13
Washington St. Univ.	4
Carroll Coll.	1
Lawrence Univ.	1
Univ. of Wisconsin	6
Univ. of Wisconsin, Madison	4
Univ. of Wisconsin, Milwaukee	1
Univ. of Wisconsin, Oshkosh	1
Univ. of Wyoming	3
Bishop's Univ CAN	1
Chinese Univ HK	1
Deakin Univ. Australia	1
El Colegio de la Frontera Norte	1
International Univ. Japan	1
Israel Inst. of Technology	1
Iwate Univ. Japan	1
Massey Univ. (NZ)	2
McGill Univ. CAN	1
McMaster Univ. CAN	1
Mt. Allison Univ CAN	1
Nanyang Business School Singapore	1
Queens Univ. CAN	1
Simon Bolivar Univ. (VE)	1
Univ. de Tech. Troyes (FR)	1
Univ. Nacional Autonoma, Mexico	1
Univ. of Alberta CAN	1
Univ. of Auckland, NZ	1
Univ. of Brazzaville	1
Univ. of Calgary CAN	1
Univ. of Guelph CAN	1
Univ. of Havana	1
Univ. of Leeds UK	1
Univ. of New Brunswick CAN	1
Univ. of Porto, Portugal	1
Univ. of Toronto CAN	1
Univ. of Virgin Islands	1
Univ. of Waikato (NZ)	1
Victoria Univ. NZ	2
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Note that institutions are listed alphabetically by state abbreviations.