

Update on the Five-Year Faculty Hiring Initiative

Academic Affairs / Academic Senate Retreat

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This essay provides an update on the effects of President Gordon’s tenure track faculty hiring initiative, both to date, and projected to 2015. For the Academic Affairs/Academic Senate Retreat in August 2005, Diana Guerin and I prepared a talk that addressed the question, “What Should Our Faculty Look Like in 2015?” (The resulting article is at www.fullerton.edu/senate/forum/Fall_2005.pdf) We found that it would be very difficult just to stay even over time, with a projected 51% of the FTEF committed to permanent faculty by 2015, at the prior six-year average net gain of 11.4 tenured/tenure track faculty per year. Even the best year’s net gain (32.5 in fall 2005, based upon 82 searches) would project out to only 66% committed by 2015. Our conclusion was that it would take a lot more than eighty searches per year to see any significant net gain in percent of the FTEF committed to permanent faculty.

President Gordon had also been working on this problem, and a few weeks later at Convocation, he unveiled his plan to conduct 100 tenure track searches per year for the next five years. Now that we are starting our third year of 100 searches, has it made a difference? Are we on a more positive road to increasing the percent of FTEF committed to permanent faculty?

**Table 1: Annual Gains (blue) and Losses (orange)
Tenured/Tenure Track Faculty**

	Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007
Searches	67	66	81	80	9	82	100	100
New Tenure Track Hires (Total Gains)	53	49	64	49	9	65	93	83
Retired	-11	-9	-4	-8	-13	-3	-9	-14
Resignations	-4	-9	-13	-13	-19	-7	-11	-12
Other/Death	-2	-1	-2	-4	-1	-1	-1	-5
New FERPS (0.5)	-5	-10	-14	-7	-9	-13.5	-6	-3
FERP Ended (0.5)	-3.5	-7	-9.5	-6.5	-3.5	-8	-10	-8.5
Total Losses	-25.5	-36	-42.5	-38.5	-45.5	-32.5	-37	-42.5
Net Gains/Losses	27.5	13	21.5	10.5	-36.5	32.5	56	40.5

*There was a Golden Handshake in Fall 2004 (full retirements up)
Fall 2006 data as of 8/22/06. Fall 2007 data as of 07/30/07.*

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Table 1 displays the patterns of gains and losses of tenured/tenure track faculty over the past eight years. Both fall, 2006 and fall, 2007 easily became our “best” years in net gains, given high success rates on the 100 searches each year which counterbalanced the average and sometimes even higher than average numbers of losses through retirements, resignations, entering or exiting FERP, and other reasons such as death. Fall 2006 was amazing, with 93 hires from the 100 searches and a net gain of 56 permanent faculty. Fall 2007 was not as lucky, but it still generated the second highest net gain of 40.5 permanent faculty.

Table 2: Full-Time Instructional Faculty, FTEF, FTES, SFR (updated 08/10/07)

	Tenured	Tenure Track	Tenured & Tenure Track	Sabbats. at 0.5	FERPS at 0.5	Lecturers	FTEF Allocation	FTES Target	Actual FTES	Budgeted SFR	% T-TT of FTEF	
1977-78	503	161	664			83	804.5	15,000	14,438	18.65	82.5%	
1978-79	510	144	654			78	784.5	14,600	14,425	18.61	83.4%	
1979-80	519	110	629			78	755.6	14,310	14,886	18.94	83.2%	
1980-81	524	93	617			98	784.1	14,700	15,438	18.75	78.7%	
1981-82	529	101	630			96	803.7	15,300	15,964	19.04	78.4%	
1982-83	513	111	624			109	810.7	15,600	15,890	19.24	77.0%	
1983-84	473	112	585			100	808.9	15,600	15,910	19.29	72.3%	
1984-85	473	121	594			113	825.4	15,600	16,060	18.90	72.0%	
1985-86	514	48	562			151	829.6	15,800	16,384	19.05	67.7%	
1986-87	538	80	618			101	832.6	16,000	16,698	19.22	74.2%	
1987-88	544	84	628	14.0		102	868.4	16,500	16,811	19.00	72.3%	
1988-89	530	98	628	13.0		104	912.4	17,000	17,209	18.63	68.8%	
1989-90	503	136	639	15.0		101	953.4	17,600	17,518	18.46	67.0%	
1990-91	479	155	634	14.0		95	968.2	17,800	17,940	18.38	65.5%	
1991-92	505	159	664	15.0		74	827.1	16,790	16,924	20.30	80.3%	
1992-93	447	166	613			42	727.8	15,425	16,286	21.19	84.2%	
1993-94	453	127	580			43	719.0	15,300	15,423	21.28	80.7%	ALL T/TT
1994-95	467	113	580			46	728.8	15,609	15,414	21.42	79.6%	Commits.
1995-96	469	90	559	17.0	10.0	58	751.0	15,808	15,971	21.05	74.4%	82%
1996-97	479	79	558	16.0	12.5	67	800.0	16,929	17,044	21.16	69.8%	76%
1997-98	465	71	536	17.5	20.5	75	845.1	17,801	17,826	21.06	63.4%	70%
1998-99	467	82	549	16.5	25.5	79	873.3	18,400	18,538	21.07	62.9%	69%
1999-00	453	105	558	16.0	26.0	102	943.1	19,885	19,839	21.08	59.2%	66%
2000-01	431	145	576	15.0	32.5	135	984.7	20,770	20,852	21.09	58.5%	65%
2001-02	407	171	578	14.0	39.5	176	1,037.8	21,825	22,035	21.03	55.7%	63%
2002-03	401	211	612	17.5	37.5	176	1,044.2	22,035	23,038	21.10	58.6%	65%
2003-04	394	226	620	15.5	39.0	149	1,078.3	22,761	22,953	21.11	57.5%	64%
2004-05	387	192	579	16.0	45.0	140	1,127.5	23,808	24,396	21.12	51.4%	56%
2005-06	384	218	602	14.5	45.5	142	1,137.0	24,010	25,514	21.12	52.9%	56%
2006-07	399	251	650	16.0	39.5	161	1,171.8	24,750	26,112	21.12	55.5%	58%

Notes: Academic Year (AY) FTEF and FTES used, because that is how we budget (YRO is overload)
 Only the FTES target, i.e. baseline FTES, can be compared to the Tenured/Tenure Track headcount, because T/TT can only be hired with baseline funds
 2006-07 is NOT re-benched here, for purposes of comparison across history.
 Likewise, non-baseline funding from the CO (re-benched 24 MSN FTES above baseline, 652 1-time advance on 2007-08) is not included in the FTES target.

Table 2 represents the total available history of counts of tenured/tenure track instructional faculty, full-time lecturers, sabbaticals, FERPS, as well as the FTEF allocation, FTES target, resulting SFR, etc. A handy reference for the long trends (see comments boxes that highlight state budget context for the major shifts.) Of greatest interest here are the last two columns showing a) percent tenured/tenure track of the baseline FTEF, and b) percent ALL tenured/tenure track commitments of the baseline FTEF. The latter is only available from 1995-96 forward; it is the truer version, though, because it includes FERPS at 0.5, MPP's with retreat rights, and other permanent faculty who may not be on campus during the given fall semester (buyouts, leaves, and the like.) The instructional tenured/tenure track faculty represented in the first column as a percent of the FTEF is more of a census count of those in the classroom or chairing departments each fall. The irony of a high percent permanent faculty being associated with bad budget times is clear – the only periods in thirty years when permanent instructional faculty exceeded 80% of the baseline FTEF were 1977-79 and 1991-1993.

Table 3
Actual 2000-01 thru 2006-07 and Projected 2007-08 thru 2015-16 Tenured/Tenure Track Faculty

	Tenured & Tenure Track	Projected / net gain	FTEF Allocation	Projected / increase	FTES Target / Est.	Projected / increase	% T-TT of FTEF
2000-01	576	---	984.7	---	20,770	---	58.5%
2001-02	578	2	1,037.8	53.1	21,825	1,055	55.7%
2002-03	612	34	1,044.2	6.4	22,035	210	58.6%
2003-04	620	8	1,078.3	34.1	22,761	726	57.5%
2004-05	579	-41	1,127.5	49.2	23,808	1,047	51.4%
2005-06	602	23	1,137.0	9.5	24,010	202	52.9%
2006-07	650	48	1,171.8	34.8	24,750	740	55.5%
2007-08	694	44	1,246.9	75.1	26,349	1,599	55.7%
2008-09	742	48	1,265.7	18.8	26,749	400	58.6%
2009-10	790	48	1,284.5	18.8	27,149	400	61.5%
2010-11	838	48	1,303.3	18.8	27,549	400	64.3%
2011-12	868	30	1,322.1	18.8	27,949	400	65.7%
2012-13	898	30	1,340.9	18.8	28,349	400	67.0%
2013-14	928	30	1,359.7	18.8	28,749	400	68.2%
2014-15	958	30	1,378.5	18.8	29,149	400	69.5%
2015-16	988	30	1,397.3	18.8	29,549	400	70.7%

*Shaded Yellow is the 5-year plan to conduct 100 searches per year
 Note 2006-07 onward should be re-benched but is not in order to compare FTES with history
 2015-16 projected FTES are almost identical to what was projected in August, 2005.
 AY 29,549 plus a doubled YRO of annualized 4,000 FTES makes up the CY target in Version 16*

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In August, 2005, we projected reaching only 51% T/TT at the 6-yr average yearly gain, or 66% at our best yearly gain (2005)

Table 3 selects actual tenured/tenure track counts, FTEF allocations, and FTES target from Table 2 starting with 2000-01, and then projects those numbers for both the five-year band of time when we are enjoying the results of 100 searches from the prior year, and on all the way to 2015. The projection has the following assumptions:

- We anticipate the annual net gain as an average of the fall 2006 and fall 2007 results (48 net gain of tenured/tenure track) for the remaining three years of the hiring initiative.
- The FTES targets are expected to grow modestly but steadily, by 400 FTES per year, from 2008-09 forward. This trend line culminates in an Academic Year 2015-16 FTES which, when summed with a doubled annualized YRO of 4,000, matches our Chancellor’s Office multi-year (“Version 16”) estimate for the out-year exactly.
- The SFR will remain constant at 21.1, so the FTEF will continue to grow at that same rate relative to the FTES growth.
- We project a reduction to 75-80 searches per year starting in 2010-11 (producing a net gain of 30 instead of 48 starting in 2011-12 and onward.)

In this model, the percent permanent faculty climbs gradually to 70.7% by 2015-16, for a substantially better result than we could have expected when we made projections back in August of 2005. This result is twenty-one percentage points higher than the 2005 projection based on a six-year average, and five percentage points higher than the 2005 projection based on the best year (2005.)

In summary, the hiring initiative is working. Conducting 100 searches per year and providing the appropriate infrastructure and resources for the large cohorts of new tenure track faculty are extremely ambitious goals. The plan also has long-term challenges, such as peak numbers of faculty coming up for tenure review and newly tenured sabbaticals, but the long-term positive effects are clear. Everyone who is working so hard on each and every aspect of the initiative should be congratulated.