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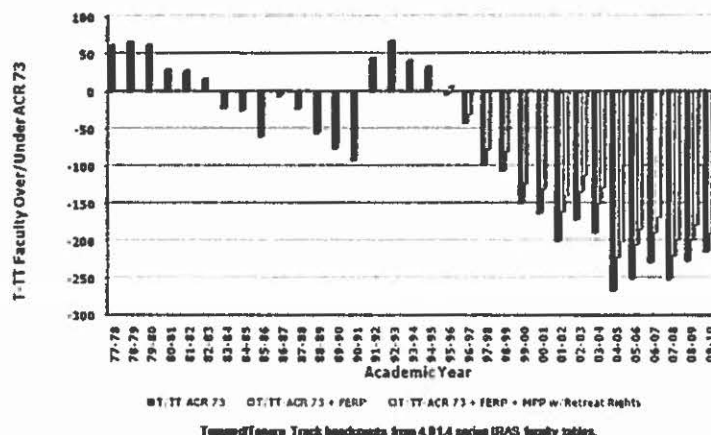
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The Transition to Campus for Newly Hired Faculty

Robin Graboyes, Diana Wright Guerin, and Ed Sullivan

At the Academic Affairs/Academic Senate Retreat in 2005, Dolores Vura and Diana Guerin presented a paper entitled "What Should Our Faculty Look Like in 2015?" They estimated that 55% of the permanent faculty then on campus would leave CSU Fullerton by 2015 due to retirements, resignations, etc. At that time, 53% of faculty positions were held by permanent faculty, far below the goal of 75% set by CSU, CFA, and the Academic Senate of the CSU in 2001. Citing this percentage as a threat to quality, Vura and Guerin estimated that more than 80 searches per year--coupled with minimal retirements and resignations--would be needed to make measurable progress in increasing the percentage of permanent faculty to 75% by 2015. **Figure 1** shows the number of permanent faculty over/under the 75% goal (had the goal been in effect) from 1977/78 through 2009/10. In 2004/05, the period with the largest shortage of permanent faculty, the campus was between 200 and 275 faculty short of the goal. Also evident in **Figure 1**, the campus has made progress in improving the ratio of permanent faculty since the low in 2004/05.

**Figure 1. Cal State Fullerton
Number of Permanent Faculty Over/Under ACR 73 Goal of
75% Tenured-Tenure Track Faculty**



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Five years later, we focus again on faculty at the Academic Affairs/Academic Senate Retreat, this time to assess how well our campus is doing in terms of recruiting and retaining faculty and in supporting their success in all facets of their work: teaching, scholarly and creative activities, and service. In this paper, we present data on the status of our current faculty corps, the results of our recent recruitment efforts, data on the retention of faculty hired over the past decade, and summarize what we know about the experiences of newly hired faculty. We conclude with recommendations on how we might improve our assessment of the experiences of new faculty as they transition to their professional lives at CSU Fullerton.

Recruitment

Recruitment is the first step in the process of building the faculty corps, and recruitment is expensive. Our campus budgets \$5,000 per position and has spent \$1,009,136 over the past 5 years on faculty searches. These figures do not include the cost of the time spent by our faculty, staff, and administration in recruiting and conducting the search process.

The results of recruitment efforts are compiled by the CSU each year in an annual report on faculty recruitment; the most recent is dated November 2009 based on the 2007-08 academic year. According to this report, success rates for tenure-track faculty searches across the CSU ranged from 54% to 79% over the period from 1988 to 2008. Over the past five years (2004-2008), the CSU hired 3,519 faculty members in 4,934 searches, yielding a 71% success rate. CSU Fullerton, over that period, hired the largest number of faculty (304) among all campuses. In 2008, our success rate was 69%, and we averaged 45 applications per search. Of those hired in 2007-08, 61.4% had completed their terminal degree 0 to 4 years prior to being hired, and 29.8% had completed their degree between 5 and 9 years prior to being hired (5.3% were ABD, and 3.5% had completed their degree 10-14 years prior to being hired).

In fall 2008, the average salaries of new faculty in the CSU were \$66,193 for assistant professors; \$82,134 for associate professors; and \$100,680 for professors. At CSU Fullerton, the average salary of new tenure-track faculty in fall 2008 was \$71,058. Salaries varied substantially depending on discipline; across the CSU, the lowest average salary for new assistant professors was \$58,055 (Letters/Humanities), and the highest was \$92,379 (Business/Management).

In addition to salary and benefits (CSU Faculty Benefits Summary), newly recruited faculty members often receive additional incentives. According to the CSU annual report on fall 2008 hires, service credit toward probation was offered to 23.5% of new tenure-track faculty (CSU Fullerton: 10.5%), moving expenses averaged \$2,825 (CSU Fullerton: \$2,789), start-up funding averaged \$14,432 (CSU Fullerton: \$18,016), and 80% of new tenure-track faculty were offered workload reductions. At CSU Fullerton, faculty members hired from 2006/07 to the present have received \$6,500 for research support in addition to \$1000 for professional development in each of the first and second years of their appointment, 6 units of assigned time (course releases) in their first year, and 3 units of assigned time in their second year (colleges provide 3 additional units in second year). Additionally, up to \$1,800 is made available for new office furniture for each new tenure-track faculty hire.

The CSU annual recruitment report lists the top reasons given by top candidates for declining offers of employment when searches were unsuccessful (no candidate hired): better offer

elsewhere (52.5%), inadequate salary (18.6%), and family/personal reasons (15.3%). Among searches when a candidate was hired, even though one or more candidates declined an offer of employment, the top reasons given were as follows: better offer elsewhere (36.6%), inadequate salary (20.8%), other (12.9%); and lack of spousal employment (10.9%).

Faculty Hiring Initiative, 2005/06-Present

In his fall 2005 convocation address, President Gordon established the Faculty Hiring Initiative with a campus goal to search for 100 new tenure-track faculty members annually for five years culminating with the tenure-track cohort entering in the academic year (AY) 2010-11. The goal was to hire 400 to 500 new tenure-track faculty members during the period. As shown in **Table 1**, a surge in new tenure-track faculty was realized in AY 2006-07 and AY 2007-08 with 176 (or 93+83) new tenure-track hires. The gain in tenure-track faculty hires in the two year period was slightly less than the number hired (187) in the four years prior to the initiative. Systemwide budget reductions resulted in a slowing down of tenure-track hiring for AY 2008-09 and AY 2009-10; nevertheless, over these two years the campus added 100 (57+43) new tenure-track faculty. Searches for AY 2010-11 were severely reduced due to the CA budget crisis. These searches are expected to yield 18 new tenure-track faculty members joining the campus this fall.

**Table 1. Tenured/Tenure-Track Faculty
Annual Gains (green) and Losses (orange)**

	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010
Searches	66	81	80	9	82	100	100	100*	100*	23
New Tenure Track Hires (Gains)	49	64	49	9	65	93	83	57	43	18
Retired	-9	-4	-8	-13	-3	-9	-14	-9	-5	-2
Resignations	-9	-13	-13	-19	-7	-11	-12	-13	-14.5	-11
Other/Death	-1	-2	-4	-1	-1	-1	-5	-4.5	-1	0
New FERPS (0.5)	-10	-14	-7	-9	-13.5	-6	-3	-5	-4.75	-14.5
FERP Ended (0.5)	-7	-9.5	-6.5	-3.5	-8	-10	-8.5	-8	-7	-6.5
Total Losses	-36	-42.5	-38.5	-45.5	-32.5	-37	-42.5	-39.5	-32.25	-34
Net Gains/Losses	13	21.5	10.5	-36.5	32.5	56	40.5	17.5	10.75	-16

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. * Fall 2008 and Fall 2009 "Slowed Down" due to budget climate. Fall 2008 data as of 8/28/08. Fall 2009 data as of 8/26/09. Fall 2010 data as of 7/8/2010.



Even though adversely impacted by budget conditions over the last three years of the Faculty Hiring Initiative, the university successfully hired just under 300 new tenure-track faculty members since 2006. These faculty hires have allowed the university to offset annual losses due to retirement, resignations, deaths, and faculty starting and ending the Faculty Early Retirement Program ("FERP") during the period, resulting in a net gain of 111 tenured/tenure-track faculty. In his fall 2009 convocation address, President Gordon extended the Faculty Hiring Initiative to a sixth year in the hope of reaching the original goal of hiring 400-500 new tenure-track faculty.

CSUF Faculty Corps

Our faculty corps is growing in terms of tenure-track/tenured faculty commitments and changing in terms of gender and ethnicity. As shown in **Table 2**, CSU Fullerton had 653 commitments to permanent faculty in AY 2005-06, including 363 tenured (63% men), 223 tenure-track (48% men), 92 FERP (82% men), and 21 MPP (67% men) with retreat rights. In AY 2009-10, CSU Fullerton had commitments to 766.5, including 414 tenured (60% men), 307 tenure-track (50% men), 51 FERP (71% men), and 20 MPP (55% men) with retreat rights.

Table 2. Full-Time Faculty Counts, 2004/05-2010/11

	Tenured	Tenure-Track	FERP	MPP	Total	Total
2004-05	368	200	90	22	635	115
2005-06	363	223	92	21	653	113
2006-07	389	254	79	22	704.5	130
2007-08	401	290	63	22	744.5	151
2008-09	410	298	58	20	757	134
2009-10	414	307	51	20	766.5	110
2010-11	409	291	58	22	751	111

FERPs count as 0.5 FTEF in Tenured/Tenure Track commitments. Baseline FTEF allocations for 2007-08 through 2009-10 were 1,247 FTEF. Baseline FTEF allocations for 2010-11 are 1,177.9 FTEF. 2010-11 full-time faculty estimates as of July 8, 2010.



Table 3. Fall 2009 Tenured/Tenure-Track Faculty Distribution of Gender

	Tenured		Tenure-Track		Total	
	HC	%	HC	%	HC	%
Women	164	40%	153	50%	317	44%
Men	250	60%	154	50%	404	56%
Total	414	100%	307	100%	721	100%

Table 3 displays the gender composition of CSUF faculty in fall 2009. Among tenure-track faculty, males and females are equally represented, whereas males comprise 60% of the tenured faculty members.

Table 4 displays the distribution of ethnicity in tenured, tenure-track, and total faculty groups.

51 FERP and 20 tenured administrators with retreat rights are not included in the table above.



Table 4. Fall 2009 Tenured/Tenure-Track Faculty Distribution of Ethnicity

	Tenured		Tenure Track		Total	
	HC	%	HC	%	HC	%
Black	11	3%	15	5%	26	4%
Asian	67	16%	71	23%	138	19%
Hispanic	23	6%	23	7%	46	6%
White	308	74%	194	63%	502	70%
Unknown/Other	5	1%	4	1%	9	1%
Total	414	100%	307	100%	721	100%

S1 FERP and 20 tenured administrators with retreat rights are not included in the table above



During the same period, minority race/ethnic faculty proportions for the groups above have increased from 27% to 30% and the percent of FTEF allocation committed to tenured/tenure-track faculty (including FERP and MPP with retreat rights) increased from 56% to 63%.

Tenure/tenure-track full-time equivalent faculty (FTEF) commitments rise and fall with AY full-time equivalent students (FTES) based on traditional budgeted student faculty ratio (SFR) rates. The

more FTES the campus is allocated, the more faculty that are required to provide instruction. The number of FTEF commitments, therefore, provides a mechanism to assess the potential for tenure-track faculty searches in growth periods and a way to assess vulnerabilities of a department to budget reductions.

Table 5 provides the evolution of tenured/tenure-track commitments by college from 2005-06 through 2009-10. If the ratio of tenure/tenure-track commitment in a department is high (for sake of discussion greater than 75%), the ability to hire new tenure-track faculty relies on replacing retiring or FERP faculty. In that same department, the ability to absorb a FTEF cut due to declining enrollments is limited and may result in FTEF cuts passed along to other departments in the college.

If the tenure/tenure-track commitment in a department is low (for sake of discussion less than 60%), there is an opportunity to argue for growth in the tenure-track faculty beyond what would be required as replacement. The low commitment department is also better positioned to absorb FTEF downturns, but may face additional cuts through FTEF reductions from overcommitted departments.

Table 5. Tenured/Tenure-Track FTEF Commitments Relative to Final AY FTEF Allocation Resulting from AY FTES

	2005-06	2006-07	2007-08	2008-09	2009-10
ARTS	59%	60%	59%	58%	59%
MCBE	54%	56%	54%	54%	60%
COMM	57%	59%	58%	55%	66%
ECS	78%	79%	82%	76%	84%
EDUC	57%	65%	69%	67%	74%
HHD	48%	52%	52%	55%	58%
HSS	56%	61%	65%	66%	67%
NSM	53%	52%	53%	53%	55%
All Colleges	56%	58%	60%	59%	63%
Final AY FTEF allocation to colleges	1175.7	1204.9	1244.1	1272.8	1210.1

The percent of FTEF allocation committed to tenured/tenure track faculty (including FERP and MPP with retreat rights)



The Faculty Hiring Initiative has allowed the university to increase the ranks of tenured/tenure-track faculty consistently. The relative success of the initiative has allowed the university to grow its faculty and successfully position itself for the coming years. The gains from the hiring phase will need to be augmented by retaining the new tenure-track faculty through their probationary years and into a long career as tenured CSU Fullerton faculty.

It is also important to consider what our goals will be for adding additional new tenure-track faculty in the years beyond the scope of the current initiative to ensure gains of the past five years are not diminished during a future period of less active tenure-track recruitment.

A Longitudinal Look at Tenure Track Faculty Cohort Groups by Hire Date

New tenure-track faculty hire data were collected from AY 2001/2002 to AY 2009/2010 in order to have a better understanding of new faculty retention rates over time. The data originated from the State Controller's Office Database. As shown in **Table 6**, we hired 530 tenure track faculty over the nine-year period since 2001; 92 of those hired have since separated. When evaluating these data, it is important to understand that they only include faculty members hired in this nine-year span. When the number of tenure-track faculty is compared to the total number of permanent faculty, the average percentage lost over the nine-year period is 2.38%. Typically, retention data compares the number of separations to the entire population of the tenured and tenure-track faculty. This should be kept in mind when comparing these figures to data from other institutions.

Data are presented by faculty cohort hired in each AY. For example, looking across **Table 6** in the first row showing faculty hired in AY 2001-2002, 47 tenure-track faculty members came to CSUF. In this cohort's first year, all 47 were retained; in its 2nd year, the loss of 6 faculty members was quite large, and only 87% (41) were retained. Moving across the first row to what would be the typical year for tenure decisions, 62% of the 47 faculty members hired in 2001-02

were still at CSUF. The subsequent two cohorts show slightly higher retention rates at the expected time of tenure (66% and 67%, respectively).

**Table 6. CSUF Faculty Retention by Cohort,
AY 2001/2002-2009/10**

			1 st Yr	2 nd Yr	3 rd Yr	4 th Yr	5 th Yr	6 th Yr	Final Retention
2001-02	47	100%	87%	81%	77%	74%	68%	62%	62%
2002-03	68	100%	91%	87%	81%	71%	68%	66%	66%
2003-04	52	96%	94%	90%	83%	71%	67%	67%	67%
2004-05	12	100%	92%	92%	92%	92%	83%		83%
2005-06	69	99%	93%	90%	84%	84%			84%
2006-07	93	100%	99%	90%	86%				86%
2007-08	87	99%	97%	92%					92%
2008-09	58	98%	98%						98%
2009-10	44	100%							100%
Total	530								

Looking at the data by column provides a perspective on changes in retention holding time since hire constant. Retention in the first year has been consistently high, and evidence supporting improved retention may be emerging in many of the other columns (2nd through 6th years).



Many factors likely influence faculty retention, including compensation and other conditions of employment resulting from collective bargaining, unemployment rates, cost of living, etc. For example, with respect to faculty salary, in several years during the cohorts examined in Table 6, there were no salary increases and/or salary increases were delayed. In 2009-10, all CSUF employees experienced a temporary decrease of approximately 10% in their total salary as a result of the furlough program. Job security and opportunities for positions at other institutions also vary. In 2000, California's unemployment rate was 4.9% and in 2010 it is 11.68%, according to the Department of Labor. CSU data show tenure-track faculty appointments from fall 2004 to fall 2008 varied from 393 in 2004 to 882 in 2006, and searches ranged from 717 to 1,141 over the same period. Home prices have also shown wide variability across the period from 2001 to the present. Integrating these data with faculty perceptions may prove useful in understanding faculty retention outcomes.

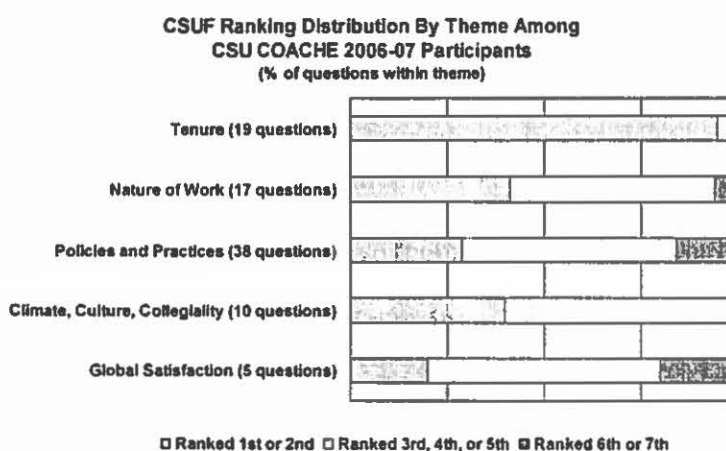
Satisfaction and Experiences of Tenure-Track Faculty at CSUF

In fall 2006, all tenure-track faculty members at CSUF were invited to participate in the COACHE (Collaborative on Academic Careers in Higher Education) online survey conducted by Harvard Graduate School of Education. Of the 204 faculty, 114 (56%; 67 women and 47 men) responded. As shown in **Figure 2**, the survey included items assessing five themes: (1) Tenure, (2) Nature of the Work, (3) Policies and Practices, (4) Climate, Culture, and Collegiality, and (5) Global Satisfaction. These survey results provided valuable information about strengths of the campus in the five themes and areas viewed less favorably by new faculty.

With respect to campus strengths, CSUF was rated Exemplary in three categories by COACHE in December 2007: Tenure Practices Overall (19 questions dealing with the tenure process, clarity, and reasonableness); Tenure Clarity (6 items), and Climate and Collegiality (12 items relating to mentoring, collaboration, interaction, sense of belonging, intellectual vitality of senior colleagues, and treatment of junior faculty within the department).

We compete with other CSU campuses when recruiting candidates. In the same year that CSUF participated in the COACHE survey, six other CSU campuses also participated (Long Beach, San Bernardino, San Marcos, Sonoma State, Cal Poly Pomona, and Cal Poly San Luis Obispo). CSUF faculty ratings were more often among the most favorable as shown by the green bars in **Figure 2** (ranked 1st or 2nd). The gray segments

Figure 2. Score Groupings for Themes on COACHE 2006 Survey



indicate the percentage of items on which our faculty average ratings ranked 3rd through 5th among the seven CSU campuses, and the red segments indicate the percentage on which our campus average ranked in the bottom 6 or 7. Hence, ratings by faculty at CSUF were much more likely to be among the most favorable rather than the least compared to our CSU peers.

Items rated most highly by our tenure-track faculty on the COACHE were satisfaction with the discretion over the content of the courses they teach, with the influence they have over which courses they teach, with the influence they have over the focus of their research, with the fairness of their immediate supervisor's evaluation of their work, and clarity of expectations for performance as a teacher and of the tenure process (all exceeded 4.25 on a 5-point scale). Conversely, the lowest scored items (all below 2.56 on a 5-point scale) were satisfaction with access to teaching fellows/graduate assistants, effectiveness of spousal/partner hiring program, satisfaction with the amount of time they have to conduct research, effectiveness of paid or unpaid leave during the probationary period, effectiveness of financial assistance with housing, and satisfaction with compensation. According to faculty members surveyed, the best aspects of working at CSUF were its geographic location, the support of colleagues, their sense of "fit" here, and the quality of their colleagues. The worst aspects were the cost of living, teaching load, compensation, and lack of support for research/creative work (e.g., leave).

Recommendations: Monitoring the Transition of Newly Hired Faculty

All universities compete for the best and brightest faculty to carry out their mission of providing the highest caliber of teaching, scholarly/creative, and service goals. The costs of searching and recruiting new faculty are high, both financially and in terms of faculty/staff/administration time. To improve our assessment of recruitment and retention at CSUF, we make the following recommendations.

Regularly Monitor Composition of Faculty Corps

We recommend that an annual report on the status of the faculty corps be established. This report would be annually updated, reviewed by campus leadership (including Academic Senate Standing Committees such as Faculty Affairs and PRBC), and posted on the website of Institutional Research and Analytical Studies. The data reported herein provide a foundation upon which to build. The ratio of tenured/tenure-track faculty at the campus, college, and department level provides a useful starting point in terms of determining recruitment needs. Through a collegial process, we may find it helpful to establish the expected range of this ratio and also trigger points for intervention. For example, a ratio of 60-70% permanent faculty may be an expected range, with values beyond this range indicating a need for examination. Goals for diversifying the faculty corps may also be of interest. Hence, data on the gender and ethnicity of the faculty corps should be included in this dashboard.

Recruitment

We compete with other local CSU campuses for new hires, and an examination of comparison data in terms of salaries and other benefits may prove useful to monitor. Although the annual report on faculty recruitment from the CSU is available, it is—by virtue of its methodology—of limited usefulness during the recruitment process. Ascertaining and recording the reasons finalists in our searches reject our offers and which offer they ultimately select may prove useful in improving our recruitment rates.

Retention Rates of Tenure-Track Faculty

The examination of retention rates by cohorts provides new insight into the amount of recruiting necessary to maintain and expand our faculty corps. Data showing that approximately 30% to 40% of new hires have left the university by the typical time that tenure is awarded suggest that there is considerable loss during the transition. Although some may view 100% retention as a desirable goal, others may view 100% retention as indicative of a lack of high standards.

It is critical to understand the reasons that faculty separate from the university, and this information may be collected from the faculty members through standardized exit interviews. For the past two years, the FAR office has offered personal one-on-one exit interviews to all faculty separating for reasons other than retirement at a normal retirement age; however, no faculty have come forward to be interviewed. An email is sent to the faculty with specific questions regarding reasons for separation that have been categorized by the Chancellor's Office (C.O.) and are reported on an annual basis. As is clear from the paper by Deans Puri and Rikli, deans may have important insights into the reasons that faculty leave. Thus, the collection of information about why faculty members leave CSUF from our deans and department chairs may also provide useful data about retention and how to improve it. These data should be compiled and reviewed annually by campus leadership, including Faculty Affairs Committee, to identify potential interventions.

Assess Faculty Experiences: Continue periodic administration of COACHE

The COACHE survey assesses useful information about the experiences of tenure-track faculty, and repeated administrations can provide insight into areas of strength and areas needing improvement to support the transition of new faculty to their careers as successful and effective tenured faculty. We support the plan to administer the COACHE every four years and suggest that these data be reviewed by campus leadership, including the Faculty Affairs Committee, to develop potential interventions as indicated. The second administration of the COACHE is expected in fall 2014.

About the Authors



Robin Graboyes is the Director of Faculty Affairs and Records at California State University, Fullerton. She has been serving the campus for over 16 years. She began working in Human Resources and was promoted to Assistant Director of Faculty Affairs in 2005, then to Director in 2008. One of her current projects includes working on the electronic portfolio process for Retention, Tenure and Promotion of faculty on campus and obtaining international visas and permanency for faculty. She is currently working on her Master's Degree in Public Administration from CSUF.

Diana Wright Guerin is professor and past chair of the Department of Child and Adolescent Development. She is currently chair of the Academic Senate.

Her research focuses on antecedents, correlates, and consequences of children's temperament, which she has studied in a sample followed from age 1 through 29 in the Fullerton Longitudinal Study, a project initiated by Psychology professor Allen Gottfried. Diana serves on the WASC Steering Committee and on the Executive Committee of the CSU Academic Senate. She received the Faculty Leadership in Collegial Governance Award in 2008-09.



Ed Sullivan is the Assistant Vice President for Institutional Research and Analytical Studies. He routinely produces analyses on enrollment modeling, course enrollment patterns, graduation rates, time to degree, academic trends, demographic trends, and other significant assignments that support the data needs of the university as well as inform university decisions. He also provides university data and analyses for various state, regional, national, and special CSU system wide projects.

