



Faculty Recruitment and Retention in the CSU



Prepared for Campus Presidents

April 2016

Margaret Merryfield, Assistant Vice Chancellor, Academic HR
Michael Caldwell, Senior Director, Academic Personnel

Introduction

A significant distinction of the CSU is the diversity of CSU students. In fall 2015, more than 65% of students were students of color (including almost 40% Hispanic/Latino). One third of undergraduates are the first in their families to attend college, and 54% are Pell Grant recipients. These students, in turn, achieve their success, in large part, through the effort and commitment of CSU faculty. The overall diversity of CSU faculty has increased over the past decade, but the total number of tenure-track faculty has declined and the absolute number of African-American tenure-track faculty was lower in the fall of 2015 than in the fall of 2005.

However, campuses have engaged in a major hiring effort over the last two years, leading to two consecutive years of increases in the number of tenure-track faculty, and we anticipate bringing in between 800 and 900 new faculty hires in the 2016/17 academic year. This concerted effort to rebuild the faculty represents a major opportunity to recruit talented, diverse faculty who are committed to serving the CSU's diverse student population and to using their knowledge and skills to continue to improve graduation rates and reduce achievement gaps.

This report provides a summary of current data and trends in the composition of CSU faculty, including recruitment outcomes. For comparison, national data from the Survey of Earned Doctorates are presented. We have also included some preliminary information on retention of new faculty, broken out by gender and ethnicity. The report concludes with a summary of best practices in the recruitment of underrepresented faculty, as reported by the campuses.

Table 1. Race/Ethnicity of Tenure-track CSU Faculty over the Last Ten Years

SYSTEMWIDE	American Indian or Alaska Native	Asian	Black or African American	Hispanic / Latino	Native Hawaiian / or other Pacific Islander	White	Two or more races*	Other/ Unknown
Fall 2015	0.7%	18.0%	3.6%	9.0%	0.1%	63.0%	0.7%	4.8%
Fall 2010	0.6%	15.8%	4.1%	8.5%	0.1%	67.3%	0.5%	3.0%
Fall 2005	0.6%	13.4%	3.9%	7.9%	0.2%	71.9%	N/A	2.2%

**Before 2010, "Two or More Races" data was not collected.*

Table 1 displays the percentage of full-time tenure-track (tenured and probationary) faculty by race and ethnicity at three time points: fall 2005, fall 2010, and fall 2015. Table 2 provides the breakdown by gender at the same points in time. Campus-specific information is available in Appendix 2.

Table 2. Gender of Tenure-Track CSU Faculty over the Last Ten Years

SYSTEMWIDE	Total	Male	Female
Fall 2015	10,223	54%	46%
Fall 2010	10,098	57%	43%
Fall 2005	10,392	60%	40%

The Chancellor's Office has collected information on the outcomes of tenure-track recruitments every year since 1988. (Full reports are available at <http://www.calstate.edu/hr/faculty-resources/research-analysis/faculty-recruitment-reports.shtml>.) The next two tables show results from recent years. Table 3 shows the total number of new hires as well as the breakdown by gender and minority status for new hires from 2005 through 2014. Campus detail is available in Appendix 3. Table 4 provides a detailed breakdown of race and ethnicity from fall 2009 through fall 2015.

Table 3. New Hires by Gender and Minority Status, Fall 2005 through Fall 2014

Systemwide	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	720	882	852	672	359	108	453	382	470	742
White Males	30.8%	30.0%	31.2%	30.2%	24.8%	27.8%	29.1%	30.9%	31.1%	30.7%
Minority Males	13.6%	13.7%	15.4%	16.4%	18.9%	15.7%	20.1%	13.4%	16.2%	15.6%
Minority Females	14.3%	16.6%	15.3%	16.1%	17.8%	20.4%	19.2%	18.6%	22.6%	19.0%
White Females	28.1%	28.1%	29.8%	29.3%	28.4%	22.2%	25.6%	30.4%	26.8%	25.7%
Other/ Unknown	13.2%	11.6%	8.3%	8.0%	10.0%	13.9%	6.0%	6.8%	3.4%	8.9%

Source: Annual CSU Faculty Recruitment and Retention Survey

Table 4. Detailed Race and Ethnicity of New Tenure-Track Hires, Fall 2009 through Fall 2015

Year	Amer. Indian/ Alaska Native	Asian	African American	Hispanic	Native Hawaiian/ Pacific Islander	White	Two or More Races	Other/ Unknown	Total
2015	6 (0.7%)	174 (20.5%)	36 (4.2%)	94 (11.1%)	1 (0.1%)	478 (56.3%)	16 (1.9%)	44 (5.2%)	849
2014	9 (1.2%)	137 (18.5%)	34 (4.6%)	63 (8.5%)	3 (0.4%)	419 (56.5%)	11 (1.5%)	66 (8.9%)	742
2013	6 (1.3%)	104 (22.1%)	23 (4.9%)	40 (8.5%)		272 (57.9%)	9 (1.9%)	16 (3.4%)	470
2012	5 (1.3%)	72 (18.8%)	15 (3.9%)	26 (6.8%)	1 (0.3%)	234 (61.3%)	3 (0.8%)	26 (6.8%)	382
2012	6 (1.3%)	96 (21.2%)	17 (3.8%)	44 (9.7%)	3 (0.7%)	248 (54.7%)	12 (2.6%)	27 (6%)	453
2010	3 (2.8%)	23 (21.3%)	6 (5.6%)	7 (6.5%)		54 (50%)		15 (13.9%)	108
2009	2 (0.6%)	86 (24.0%)	12 (3.4%)	32 (8.9%)		191 (53.2%)	4 (1.1%)	32 (8.9%)	359
Total	37 (1.1%)	692 (20.6%)	143 (4.3%)	306 (9.1%)	8 (0.2%)	1896 (56.4%)	55 (1.6%)	226 (6.7%)	3363 (100%)

Source: Annual CSU Faculty Recruitment and Retention Survey

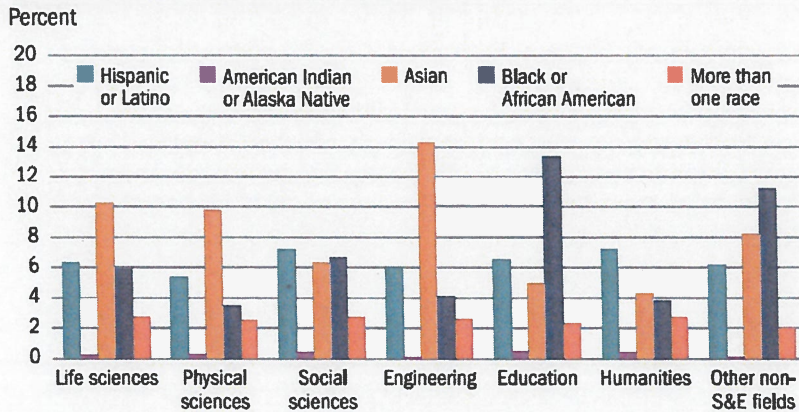
How does the CSU Compare to National Data?

The Survey of Earned Doctorates (SED) is an annual census conducted since 1957 of all individuals receiving a research doctorate from an accredited U.S. institution in a given academic year. The SED is sponsored by six federal agencies: the National Science Foundation, National Institutes of Health, U.S. Department of Education, U.S. Department of Agriculture, National Endowment for the Humanities, and National Aeronautics and Space Administration. The SED collects information on the doctoral recipient's educational history, demographic characteristics, and post-graduation plans. Results are used to assess characteristics of the doctoral population and trends in doctoral education and degrees.

Overall, the number of research doctorates awarded has grown at an average of 3.4% per year, with the number of doctorates in science and engineering exceeding those in all other fields. Some key findings regarding race and ethnicity include:

- Participation by underrepresented minority groups is increasing
- 70% increase in numbers of African Americans earning Doctorates over the last 20 years; 100% increase among Hispanics (U.S. citizen or permanent residents)
- African Americans have risen from 4.1% of doctorates in 1994 to 6.4% in 2014; Hispanics have risen from 3.3% in 1994 to 6.5% in 2014 (U.S. citizen or permanent residents)

Doctorates awarded to minority U.S. citizens and permanent residents, by ethnicity, race, and field of study: 2014



SOURCE: *Doctorate Recipients from U.S. Universities 2014*. Related detailed data: tables 23, 24.

The SED is an indicator of the available pipeline in different disciplines and exemplifies the need for greater efforts nationwide with regard to attracting and encouraging more underrepresented students to pursue doctorates and a career in the professorate. Note that the SED distinguishes between doctorates awarded to US citizens or permanent residents versus doctorates granted to non-US residents. The CSU recruitment data included here do not make this distinction. For reference, about 15% of new hires in 2014 were non-resident aliens.

Table 5. All Doctoral Recipients by Ethnicity (U.S. Citizens or Permanent Residents)

Year	American Indian or Alaskan Native	Asian*	African American	Hispanic	White	Two or More Races	Other/ Unknown	Total**
2014	103 (0.3%)	2,883 (8.5%)	2,167 (6.4%)	2,196 (6.5%)	24,824 (73.0%)	876 (2.6%)	956 (2.8%)	34,005
2012	104 (0.3%)	2,944 (8.9%)	2,056 (6.2%)	2,144 (6.5%)	24,011 (72.8%)	807 (2.5%)	917 (2.8%)	32,983
2010	117 (0.4%)	2,738 (8.7%)	1,938 (6.1%)	1,843 (5.8%)	23,101 (73.1%)	654 (2.1%)	1,212 (3.8%)	31,603
2005	137 (0.5%)	2,155 (7.7%)	1,741 (6.2%)	1,435 (5.1%)	21,208 (75.9%)	395 (1.4%)	874 (3.1%)	27,945

Source: National data from the Survey of Earned Doctorates (2014)

By comparison, our most recent hiring outpaces the percentage of Hispanic and Asian students earning doctorates, yet remains below the percentage earning doctorates for African American hires by just under two percent, according to SED data. While the survey also indicates that over 70% of the students earning doctorates are white, hiring cohorts from 2013 to 2015 in the CSU averaged 56.7%.

Is the CSU Retaining Its New Faculty?

The annual CSU Faculty Recruitment and Retention Survey tracks two components of faculty attrition: resignations and denials of retention or tenure. Typically, 30 to 40 individuals are denied tenure each year; this is 1 to 2% of the probationary population (but a higher fraction of actual tenure decisions). While the overall rate of resignations of all tenure-track faculty is typically well below 2%, the resignation rate among probationary faculty is 4 to 5% per year. In order to get a better sense of how many new faculty we were losing over time for any reason, we followed cohorts of new tenure-track faculty each year from those hired in 2008/09 through the cohort hired in 2013/14. The last data point recorded was fall 2015 for each group.

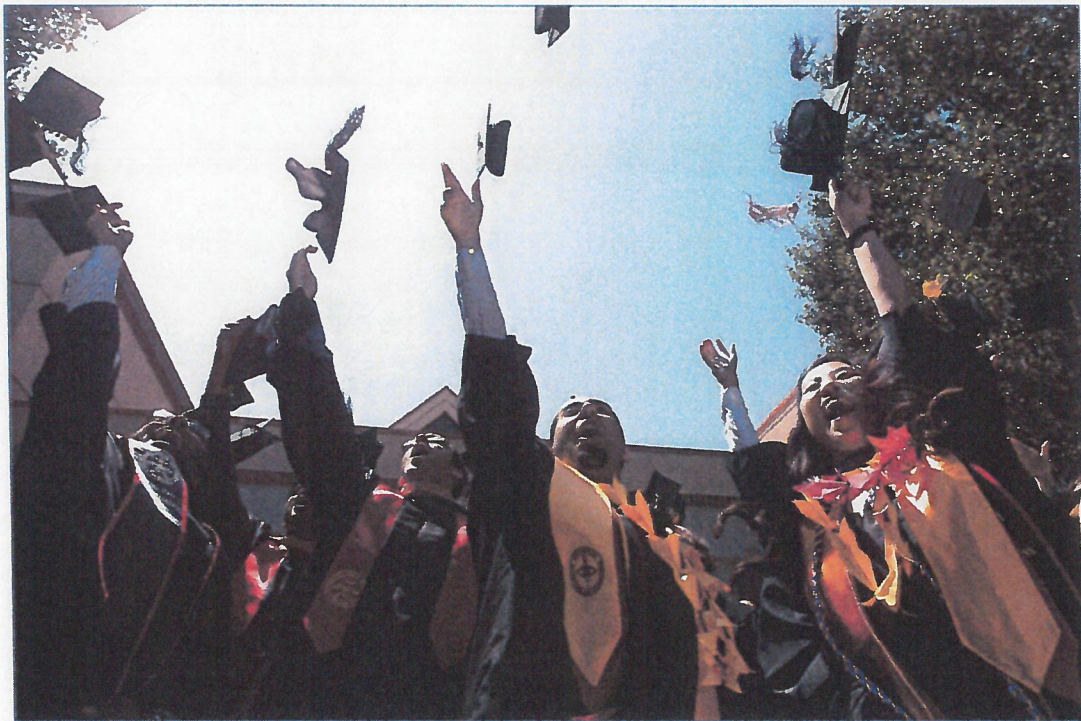
For the population hired in 2008/09, had 30% attrition by fall 2015 (seven years after hire). The group starting in 2009/10 fared worse: 32% attrition by fall 2015, six years after hire. The 2010/11 cohort, the smallest group on record, lost 27% of its members after 5 years. Subsequent cohorts have not been in place long enough to produce a full picture but seem to be following similar patterns.

The biggest challenge in looking at racial or ethnic subgroups is the small sample sizes, especially in those years when very few new faculty were hired. Therefore, in order to get a sense of whether any differences exist in retention patterns based on either race/ethnicity or gender, we took a slightly different approach; we took *all* new tenure-track hires from 2008/09 through 2013/14 (1,870 individuals) and looked to see whether they were still at the CSU in fall 2015. Table 6

shows the results of this analysis.

Table 6. Retention of Tenure-Track Faculty Hired from 2008/09 through 2013/14

	Hired	Retained	% Retained (as of fall 2015)
Total	2,417	1,870	77%
Male	1,194	932	78%
Female	1,223	938	77%
White	1,373	1,065	78%
African American	93	64	69%
Hispanic/Latino	194	150	77%
Asian	524	421	80%

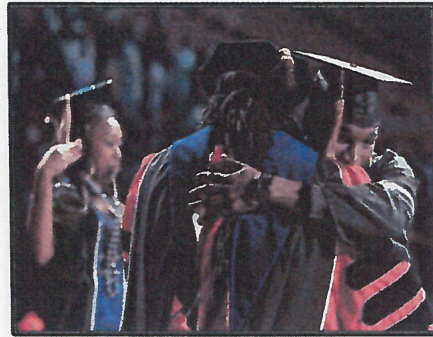


Best Practices – The Recruitment of Underrepresented Faculty in the CSU

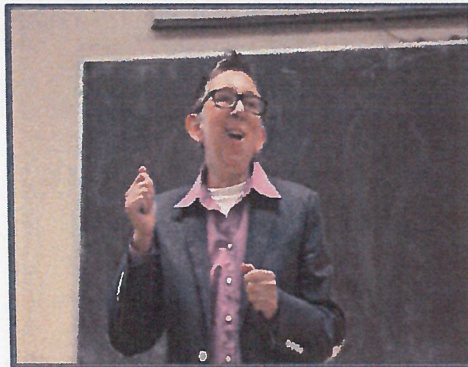
Spring 2016

The following is a list of best practices reported by campus leaders with regard to the recruitment of underrepresented faculty. The list is not meant to represent the efforts at every campus in the system, nor is it a complete list, but it provides a clear indication of the intensified and sincere efforts throughout the CSU.

- Mandatory training for search committees, deans, and chairs, that focus on more effective and active outreach to women and underrepresented groups, as well as the presentation of data with a focus on student success.
- More visible and definitive statements from top campus administrators regarding the importance of recruiting underrepresented faculty to serve our students.
- Searches “launched” by Deans with expectations which reinforce campus goals.
- Introducing assigned articles on diversifying the faculty as resource material during training.
- Addition of Diversity Advocates or Equal Employment Opportunity Designees on committees who provide oversight and guidance on ways to expand pools, create criteria that are more favorable to efforts of inclusion, and report irregularities to campus officials.
- Providing search committees with information on the University’s Affirmative Action Plan for Recruiting Women and Minorities, and on the importance of attracting large, diverse, and highly qualified applicant pools.
- Required use of the updated online recruitment training modules provided by the Chancellor’s Office.
- Increase in unconscious bias workshops, sometimes required for all search committee members and hiring authorities.
- Stronger presence of diversity statements on vacancy announcements.
- Position requirements that focus on inclusion and broaden the pool of applicants. For example, avoid narrow specialization requirements and allow for some flexibility in the field of the doctorate or other terminal degree (*e.g.* allow for “a closely related degree” in addition to specifying a discipline).
- Inclusion of wording in position announcements stating that faculty may have the opportunity to establish affiliate status with other academic programs, including ethnic studies.
- Creation of cluster hires designed to bring faculty together around shared, interdisciplinary research interests.
- Openness to making multiple hires within a single search when more than one highly-qualified candidate emerges.
- Required recruitment plans and summaries which serve as gatekeepers for various stages of approval within the search process. Some reports require logs of all contacts.



- Required “student success statements” indicating how the candidate will teach in a diverse classroom.
- Requiring search committees to identify how a candidate will enhance diversity and inclusivity on campus prior to receiving approval for on-campus interviews.
- Required review of screening documents to ensure equal and fair treatment of candidates.
- Required interview questions that explore candidates’ willingness, skill and enthusiasm for working with diverse and multicultural communities, and multiethnic student populations.
- Mandatory advertising in pre-determined and required resources designed to increase the broad outreach potential for each search.
- Formation of Diversity Team consisting of underrepresented faculty to advise Faculty Affairs on training, recruitment, campus climate, and retention efforts.
- Encouragement of non-traditional outreach for the purpose of building institutional relationships within the discipline in order to reach a broad and diverse pool of candidates, including direct emails and phone calls, as opposed to mass emails and blanket advertising.
- Intentional outreach to Minority Serving Institutions, including Hispanic Serving Institutions, Historically Black Colleges and Universities, and Asian American and Native American Pacific Islander Serving Institutions.
- Required and enforced recruitment timelines to reduce the loss of top candidates.
- Requirement that search pools employ successful and effective recruitment efforts designed to attract increased numbers of candidates from a broad range of institution sizes and types, in addition to nationally recognized affinity groups. Committees who are unable to demonstrate and document a sincere effort either have searches extended (with more required outreach) or canceled.
- Launched a campuswide taskforce to inventory diversity efforts.
- Provide search committees with information on which programs across the country produce high numbers of ethnically and racially diverse doctoral students, so that these programs may be sent information on faculty employment opportunities (see <http://diverseeducation.com/top100/GraduateDegreeProducers2014.php>).



—Compiled by Michael Caldwell, SW Academic HR
mcaldwell@calstate.edu / March 2016

Other System-Level Strategies

- Systemwide Search Committee Training

<https://csyou.calstate.edu/Employee-Resources/training/spd/eLearning/Pages/default.aspx>

- California Pre-Doctoral Program
- California Diversity Forum
- Chancellor's Doctoral Incentive Program

Recent Resources

Diversity, Equity and Inclusion Articles and Resources – The Chronicle of Higher Education
<http://results.chronicle.com/LP=1319>

Hiring in Academe: Insights on Diversity, Equity and Inclusion – The Chronicle of Higher Education. 2015.

http://www.csun.edu/sites/default/files/Hiring%20in%20Academe%20Insights%20on%20Diversity,%20Equity,%20and%20Inclusion_2015_v6.pdf

Flaherty, Colleen. (2015) "Cluster Hiring and Diversity." *Inside Higher Ed*.

<https://www.insidehighered.com/news/2015/05/01/new-report-says-cluster-hiring-can-lead-increased-faculty-diversity>

Appendix 1. Detailed Race and Ethnicity of Tenure-Track Faculty by Campus, 5-year Intervals

Categories where campuses match or surpass systemwide averages for specific groups are highlighted in green

Campus	Term	American Indian or Alaska Native	Asian	Black or African American	Hispanic / Latino	Native Hawaiian / or other Pacific Islander	White	Two or more races*	Other/ Unknown	Total (100%)
Bakersfield	Fall 2015	1%	16.2%	5.2%	13.1%	0.5%	60.7%	0.5%	3.1%	191
	Fall 2010	0%	14.1%	5.9%	10.8%	1.1%	67.6%	0.5%	0%	185
	Fall 2005	0%	9.7%	4.7%	11.0%	0.8%	73.7%	N/A	0%	236
Channel Islands	Fall 2015	0%	8.0%	2.7%	20.4%	0.9%	57.5%	1.8%	8.8%	113
	Fall 2010	0%	7.5%	2.5%	20.0%	0%	63.8%	1.3%	5.0%	80
	Fall 2005	0%	5.8%	1.9%	15.4%	0%	69.2%	N/A	7.7%	52
Chico	Fall 2015	0.2%	10.3%	1.3%	3.9%	0%	78.2%	1.1%	5.0%	458
	Fall 2010	0.6%	8.8%	1.9%	4.8%	0%	81.8%	1.0%	1.0%	478
	Fall 2005	0.4%	8.0%	2.0%	4.5%	0%	84.1%	N/A	1.0%	511
Dominguez Hills	Fall 2015	1.3%	17.0%	9.4%	12.6%	0%	52.0%	1.3%	6.3%	223
	Fall 2010	0.8%	12.4%	10.7%	9.5%	0%	63.6%	0.8%	2.1%	242
	Fall 2005	0.7%	12.2%	11.5%	9.0%	0%	66.3%	N/A	0.4%	279
East Bay	Fall 2015	0.6%	21.1%	5.0%	9.0%	0.3%	56.5%	0.3%	7.1%	322
	Fall 2010	0.6%	16.7%	8.2%	9.1%	0.3%	60.9%	0%	4.1%	317
	Fall 2005	0.3%	15.3%	7.2%	7.5%	0.3%	67.0%	N/A	2.4%	333
Fresno	Fall 2015	0.2%	17.9%	3.9%	10.4%	0%	64.4%	1.3%	1.9%	536
	Fall 2010	0.5%	15.6%	4.2%	9.4%	0%	67.8%	0.7%	1.8%	552
	Fall 2005	0.4%	12.3%	3.8%	8.7%	0%	72.3%	N/A	2.5%	520
Fullerton	Fall 2015	0.4%	22.3%	2.9%	8.5%	0.3%	64.5%	0%	1.3%	799
	Fall 2010	0.4%	19.1%	2.9%	6.7%	0.4%	68.9%	0.3%	1.2%	726
	Fall 2005	0.5%	16.9%	2.0%	5.8%	0.3%	72.7%	N/A	1.7%	638
Humboldt	Fall 2015	0.9%	6.2%	1.3%	4.4%	0%	78.8%	0.4%	8.0%	226
	Fall 2010	2.1%	5.6%	1.7%	3.0%	0%	85.9%	0.4%	1.3%	234
	Fall 2005	1.4%	4.7%	1.8%	2.5%	1.1%	87.4%	N/A	1.1%	277
Long Beach	Fall 2015	0.9%	22.4%	3.4%	9.1%	0.1%	60.1%	0.4%	3.5%	789
	Fall 2010	0.6%	19.5%	3.7%	8.7%	0%	65.4%	0.1%	2.0%	814
	Fall 2005	0.6%	16.2%	4.3%	6.5%	0%	71.7%	N/A	0.6%	810
Los Angeles	Fall 2015	0.6%	25.6%	5.0%	14.6%	0.2%	48.6%	1.0%	4.4%	500
	Fall 2010	0.2%	24.7%	4.6%	12.4%	0.2%	54.7%	0.4%	2.9%	523
	Fall 2005	0.2%	21.2%	4.5%	11.3%	0.2%	60.8%	N/A	1.8%	551
Maritime	Fall 2015	0%	12.2%	2.0%	4.1%	0%	79.6%	0%	2.0%	49
	Fall 2010	0%	10.4%	2.1%	4.2%	0%	81.3%	0%	2.1%	48
	Fall 2005	2.3%	11.6%	2.3%	0.0%	0%	81.4%	N/A	2.3%	43

Campus	Term	American Indian or Alaska Native	Asian	Black or African American	Hispanic / Latino	Native Hawaiian / or other Pacific Islander	White	Two or more races*	Other/ Unknown	Total (100%)
Monterey Bay	Fall 2015	2.0%	20.0%	4.0%	14.7%	0.7%	51.3%	0.7%	6.7%	150
	Fall 2010	0.9%	18.3%	7.0%	20.9%	0.9%	46.1%	0%	6.1%	115
	Fall 2005	1.1%	14.9%	9.2%	23.0%	0%	46.0%	N/A	5.7%	87
Northridge	Fall 2015	0.7%	16.8%	5.2%	11.0%	0%	61.9%	0.8%	3.5%	826
	Fall 2010	0.6%	13.7%	5.8%	11.3%	0%	66.4%	0.7%	1.6%	702
	Fall 2005	0.8%	11.6%	4.8%	11.6%	0%	70.5%	N/A	0.8%	735
Pomona	Fall 2015	0.6%	26.0%	3.1%	9.0%	0.2%	54.5%	0.6%	6.1%	523
	Fall 2010	0.4%	22.1%	3.9%	7.5%	0.2%	61.1%	0.2%	4.7%	493
	Fall 2005	0.5%	15.7%	2.9%	7.3%	0%	68.8%	N/A	4.8%	561
Sacramento	Fall 2015	0.6%	15.7%	4.3%	7.7%	0%	66.0%	0.5%	5.1%	623
	Fall 2010	0.9%	15.4%	5.2%	8.3%	0.1%	67.1%	0.3%	2.7%	674
	Fall 2005	1.2%	13.5%	4.6%	7.6%	0.4%	71.0%	N/A	1.7%	776
San Bernardino	Fall 2015	0.5%	15.2%	5.6%	11.9%	0%	61.0%	0.3%	5.6%	395
	Fall 2010	0.5%	13.4%	4.7%	9.4%	0%	68.2%	0.5%	3.1%	381
	Fall 2005	0.8%	10.1%	4.7%	7.5%	0%	74.8%	N/A	1.8%	385
San Diego	Fall 2015	0.6%	14.8%	3.2%	8.6%	0%	68.5%	0.8%	3.5%	718
	Fall 2010	0.5%	12.4%	3.4%	8.3%	0%	73.6%	0.1%	1.7%	760
	Fall 2005	0.6%	10.4%	3.0%	9.0%	0.1%	76.1%	N/A	0.7%	809
San Francisco	Fall 2015	1.5%	23.6%	4.5%	6.6%	0%	56.3%	1.0%	6.6%	716
	Fall 2010	1.2%	21.6%	4.8%	7.7%	0%	59.0%	0.5%	5.2%	754
	Fall 2005	0.9%	18.9%	5.3%	7.5%	0%	63.7%	N/A	3.6%	750
San Jose	Fall 2015	0.8%	22.0%	2.7%	5.3%	0.2%	60.2%	0.9%	8.1%	665
	Fall 2010	0.6%	20.6%	3.0%	6.1%	0%	63.1%	0.6%	6.1%	661
	Fall 2005	0.3%	17.6%	3.0%	6.1%	0%	69.5%	N/A	3.5%	709
San Luis Obispo	Fall 2015	0.5%	10.0%	1.5%	5.6%	0.2%	75.9%	1.2%	5.3%	663
	Fall 2010	0.3%	9.1%	1.7%	6.5%	0.2%	76.2%	1.2%	4.9%	650
	Fall 2005	0%	7.9%	1.4%	5.8%	0.2%	81.4%	N/A	3.3%	635
San Marcos	Fall 2015	1.6%	15.0%	2.4%	17.4%	0.4%	56.9%	0.4%	5.9%	253
	Fall 2010	0.5%	13.0%	3.3%	14.4%	0.9%	60.9%	0.5%	6.5%	215
	Fall 2005	0.5%	13.2%	3.6%	16.2%	1.0%	59.4%	N/A	6.1%	197
Sonoma	Fall 2015	0%	9.0%	1.7%	6.0%	0.9%	76.9%	1.3%	4.3%	234
	Fall 2010	0.4%	8.3%	2.0%	6.7%	0.8%	78.2%	1.6%	2.0%	252
	Fall 2005	1.2%	6.3%	2.0%	7.1%	0.8%	81.6%	N/A	1.2%	255
Stanislaus	Fall 2015	0.4%	15.9%	3.6%	8.0%	0%	65.7%	0.4%	6.0%	251
	Fall 2010	0.8%	12.0%	2.9%	7.0%	0%	71.9%	0.4%	5.0%	242
	Fall 2005	1.2%	10.3%	2.5%	7.0%	0%	74.5%	N/A	4.5%	243

Appendix 2. Gender of Tenure-Track Faculty by Campus, 5-year Intervals

Years where campuses match or surpass systemwide averages for female faculty are highlighted in green

Campus	Term	Total	Male	Female
Bakersfield	Fall 2015	191	58%	42%
	Fall 2010	185	57%	43%
	Fall 2005	236	59%	41%
Channel Islands	Fall 2015	113	49%	51%
	Fall 2010	80	53%	48%
	Fall 2005	52	60%	40%
Chico	Fall 2015	458	55%	45%
	Fall 2010	478	58%	42%
	Fall 2005	511	63%	37%
Dominguez Hills	Fall 2015	223	48%	52%
	Fall 2010	242	50%	50%
	Fall 2005	279	55%	45%
East Bay	Fall 2015	322	52%	48%
	Fall 2010	317	53%	47%
	Fall 2005	333	59%	41%
Fresno	Fall 2015	536	58%	42%
	Fall 2010	552	63%	37%
	Fall 2005	520	65%	35%
Fullerton	Fall 2015	799	53%	47%
	Fall 2010	726	57%	43%
	Fall 2005	638	59%	41%
Humboldt	Fall 2015	226	56%	44%
	Fall 2010	234	63%	37%
	Fall 2005	277	64%	36%
Long Beach	Fall 2015	789	53%	47%
	Fall 2010	814	56%	44%
	Fall 2005	810	59%	41%
Los Angeles	Fall 2015	500	52%	48%
	Fall 2010	523	53%	47%
	Fall 2005	551	58%	42%
Maritime Academy	Fall 2015	49	80%	20%
	Fall 2010	48	83%	17%
	Fall 2005	43	86%	14%
Monterey Bay	Fall 2015	150	50%	50%
	Fall 2010	115	53%	47%
	Fall 2005	87	55%	45%

Campus	Term	Total	Male	Female
Northridge	Fall 2015	826	51%	49%
	Fall 2010	702	57%	43%
	Fall 2005	735	58%	42%
Pomona	Fall 2015	523	58%	42%
	Fall 2010	493	61%	39%
	Fall 2005	561	66%	34%
Sacramento	Fall 2015	623	54%	46%
	Fall 2010	674	54%	46%
	Fall 2005	776	58%	42%
San Bernardino	Fall 2015	395	54%	46%
	Fall 2010	381	57%	43%
	Fall 2005	385	60%	40%
San Diego	Fall 2015	718	59%	41%
	Fall 2010	760	59%	41%
	Fall 2005	809	61%	39%
San Francisco	Fall 2015	716	50%	50%
	Fall 2010	754	52%	48%
	Fall 2005	750	56%	44%
San Jose	Fall 2015	665	51%	49%
	Fall 2010	661	55%	45%
	Fall 2005	709	58%	42%
San Luis Obispo	Fall 2015	663	67%	33%
	Fall 2010	650	71%	29%
	Fall 2005	635	77%	23%
San Marcos	Fall 2015	253	47%	53%
	Fall 2010	215	49%	51%
	Fall 2005	197	48%	52%
Sonoma	Fall 2015	234	51%	49%
	Fall 2010	252	54%	46%
	Fall 2005	255	55%	45%
Stanislaus	Fall 2015	251	55%	45%
	Fall 2010	242	55%	45%
	Fall 2005	243	59%	41%

**Appendix 3. Gender and Minority Status of New Tenure-Track Hires, by Campus,
2005 through 2014**

Categories where campuses match or surpass systemwide averages are highlighted in green

Bakersfield	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	26	17	10	4	2	2	7	8	8	15
White Males	19.2%	29.4%	30.0%	25.0%	0.0%	0.0%	28.6%	62.5%	37.5%	13.3%
Minority Males	7.7%	5.9%	20.0%	0.0%	50.0%	50.0%	42.9%	12.5%	12.5%	13.3%
Minority Females	11.5%	23.5%	0.0%	50.0%	50.0%	50.0%	14.3%	25.0%	25.0%	6.7%
White Females	53.8%	41.2%	40.0%	25.0%	0.0%	0.0%	14.3%	0.0%	12.5%	0.0%
Other/ Unknown	7.7%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	66.7%

Channel Islands	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	12	13	15	7	1	0	0	12	13	16
White Males	41.7%	7.7%	33.3%	0.0%	0.0%	0.0%	0.0%	33.3%	30.8%	37.5%
Minority Males	16.7%	0.0%	0.0%	57.1%	100.0%	0.0%	0.0%	0.0%	7.7%	0.0%
Minority Females	8.3%	30.8%	20.0%	28.6%	0.0%	0.0%	0.0%	8.3%	30.8%	31.3%
White Females	25.0%	46.2%	20.0%	14.3%	0.0%	0.0%	0.0%	50.0%	30.8%	31.3%
Other/ Unknown	8.3%	15.4%	26.7%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%

Chico	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	24	40	39	37	9	10	13	11	13	37
White Males	29.2%	42.5%	51.3%	37.8%	44.4%	40.0%	15.4%	45.5%	61.5%	51.4%
Minority Males	12.5%	7.5%	12.8%	10.8%	0.0%	20.0%	30.8%	9.1%	7.7%	0.0%
Minority Females	8.3%	15.0%	2.6%	8.1%	11.1%	0.0%	7.7%	9.1%	7.7%	8.1%
White Females	41.7%	35.0%	33.3%	40.5%	11.1%	40.0%	46.2%	36.4%	23.1%	40.5%
Other/ Unknown	8.3%	0.0%	0.0%	2.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%

Dominguez Hills	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	31	9	23	2	12	6	0	6	18	20
White Males	41.9%	55.6%	34.8%	0.0%	8.3%	0.0%	0.0%	0.0%	22.2%	25.0%
Minority Males	12.9%	11.1%	8.7%	0.0%	8.3%	50.0%	0.0%	33.3%	27.8%	20.0%
Minority Females	0.0%	11.1%	8.7%	100.0%	25.0%	0.0%	0.0%	50.0%	38.9%	25.0%
White Females	19.4%	22.2%	47.8%	0.0%	25.0%	50.0%	0.0%	16.7%	11.1%	20.0%
Other/ Unknown	25.8%	0.0%	0.0%	0.0%	33.3%	33.3%	0.0%	0.0%	0.0%	10.0%

East Bay	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	27	40	30	39	5	0	1	17	24	23
White Males	14.8%	30.0%	40.0%	23.1%	20.0%	0.0%	0.0%	17.6%	37.5%	34.8%
Minority Males	33.3%	12.5%	23.3%	20.5%	20.0%	0.0%	0.0%	11.8%	20.8%	30.4%
Minority Females	37.0%	17.5%	23.3%	15.4%	40.0%	0.0%	0.0%	41.2%	20.8%	21.7%
White Females	14.8%	40.0%	13.3%	41.0%	20.0%	0.0%	100.0%	29.4%	20.8%	13.0%
Other/ Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Fresno	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	44	62	63	41	20	3	19	21	46	44
White Males	47.7%	27.4%	34.9%	19.5%	25.0%	66.7%	21.1%	28.6%	19.6%	40.9%
Minority Males	11.4%	12.9%	20.6%	31.7%	10.0%	0.0%	36.8%	23.8%	23.9%	11.4%
Minority Females	9.1%	12.9%	17.5%	22.0%	30.0%	0.0%	21.1%	4.8%	26.1%	13.6%
White Females	29.5%	14.5%	22.2%	24.4%	35.0%	33.3%	21.1%	42.9%	30.4%	34.1%
Other/ Unknown	2.3%	32.3%	4.8%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fullerton	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	65	90	83	57	43	18	42	39	32	61
White Males	23.1%	24.4%	36.1%	38.6%	27.9%	27.8%	42.9%	30.8%	15.6%	32.8%
Minority Males	12.3%	11.1%	14.5%	22.8%	23.3%	33.3%	19.0%	10.3%	12.5%	27.9%
Minority Females	10.8%	15.6%	18.1%	10.5%	16.3%	11.1%	19.0%	20.5%	37.5%	19.7%
White Females	32.3%	27.8%	25.3%	28.1%	32.6%	27.8%	14.3%	33.3%	34.4%	34.1%
Other/ Unknown	21.5%	21.1%	6.0%	0.0%	0.0%	0.0%	4.8%	5.1%	0.0%	1.6%
Humboldt	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	18	28	7	13	10	4	8	11	23	8
White Males	50.0%	35.7%	28.6%	53.8%	30.0%	0.0%	37.5%	27.3%	26.1%	25.0%
Minority Males	0.0%	3.6%	0.0%	15.4%	30.0%	0.0%	0.0%	9.1%	4.3%	12.5%
Minority Females	5.6%	7.1%	0.0%	29.7%	10.0%	25.0%	25.0%	9.1%	30.4%	0.0%
White Females	22.2%	42.9%	28.6%	21.6%	30.0%	25.0%	37.5%	27.3%	34.8%	62.5%
Other/ Unknown	22.2%	10.7%	42.9%	10.8%	0.0%	50.0%	0.0%	27.3%	4.3%	0.0%
Long Beach	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	48	77	77	37	42	10	27	26	32	56
White Males	27.1%	24.7%	28.6%	32.4%	16.7%	20.0%	25.9%	23.1%	31.3%	25.0%
Minority Males	18.8%	19.5%	13.0%	5.4%	28.6%	0.0%	14.8%	11.5%	12.5%	12.5%
Minority Females	27.1%	22.1%	26.0%	29.7%	19.0%	20.0%	29.6%	26.9%	21.9%	28.6%
White Females	20.8%	29.9%	24.7%	21.6%	28.6%	30.0%	14.8%	19.2%	31.3%	23.2%
Other/ Unknown	6.3%	3.9%	7.8%	10.8%	7.1%	30.0%	14.8%	19.2%	3.1%	10.7%
Los Angeles	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	30	22	26	30	40	1	14	11	14	26
White Males	40.0%	22.7%	23.1%	20.0%	20.0%	0.0%	21.4%	45.5%	14.3%	15.4%
Minority Males	16.7%	27.3%	23.1%	20.0%	15.0%	0.0%	35.7%	9.1%	0.0%	23.1%
Minority Females	16.7%	31.8%	15.4%	20.0%	17.5%	0.0%	35.7%	18.2%	42.9%	42.3%
White Females	26.7%	18.2%	38.5%	30.0%	40.0%	100.0%	7.1%	27.3%	42.9%	11.5%
Other/ Unknown	0.0%	0.0%	0.0%	10.0%	7.5%	0.0%	0.0%	0.0%	0.0%	7.7%

Maritime	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	2	4	4	3	4	4	0	3	7	5
White Males	50.0%	25.0%	50.0%	100.0%	25.0%	75.0%	0.0%	33.3%	42.9%	60.0%
Minority Males	0.0%	75.0%	0.0%	0.0%	50.0%	0.0%	0.0%	33.3%	42.9%	20.0%
Minority Females	0.0%	0.0%	25.0%	0.0%	25.0%	25.0%	0.0%	0.0%	0.0%	0.0%
White Females	50.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	20.0%
Other/ Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

Monterey Bay	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	4	19	10	6	7	7	8	6	5	16
White Males	25.0%	21.1%	20.0%	33.3%	0.0%	28.6%	25.0%	0.0%	40.0%	37.5%
Minority Males	0.0%	10.5%	40.0%	16.7%	14.3%	14.3%	25.0%	0.0%	20.0%	18.8%
Minority Females	50.0%	31.6%	10.0%	16.7%	0.0%	0.0%	0.0%	16.7%	20.0%	6.3%
White Females	25.0%	15.8%	30.0%	33.3%	14.3%	28.6%	50.0%	66.7%	20.0%	31.3%
Other/ Unknown	0.0%	21.1%	0.0%	0.0%	71.4%	28.6%	0.0%	16.7%	0.0%	6.3%

Northridge	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	16	50	52	45	10	9	93	44	29	34
White Males	12.5%	38.0%	42.3%	31.1%	40.0%	22.2%	23.7%	25.0%	27.6%	23.5%
Minority Males	6.3%	12.0%	9.6%	13.3%	30.0%	11.1%	18.3%	20.5%	13.8%	8.8%
Minority Females	37.5%	20.0%	15.4%	17.8%	20.0%	55.6%	21.5%	25.0%	17.2%	32.4%
White Females	43.8%	22.0%	32.7%	35.6%	10.0%	11.1%	33.3%	29.5%	37.9%	17.6%
Other/ Unknown	0.0%	8.0%	0.0%	2.2%	0.0%	0.0%	3.2%	0.0%	3.4%	17.6%

Pomona	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	44	42	52	16	16	2	31	31	21	47
White Males	29.5%	28.6%	17.3%	37.5%	18.8%	25.0%	35.5%	32.3%	19.0%	29.8%
Minority Males	18.2%	16.7%	25.0%	25.0%	31.3%	25.0%	19.4%	16.1%	42.9%	19.1%
Minority Females	6.8%	9.5%	25.0%	31.3%	12.5%	25.0%	19.4%	25.8%	19.0%	19.1%
White Females	15.9%	11.9%	25.0%	6.3%	31.3%	25.0%	22.6%	19.4%	19.0%	27.7%
Other/ Unknown	29.5%	33.3%	7.7%	0.0%	6.3%	0.0%	3.2%	6.5%	0.0%	4.3%

Sacramento	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	30	35	21	45	26	6	5	27	28	45
White Males	23.3%	25.7%	23.8%	28.9%	19.2%	50.0%	40.0%	50.0%	57.1%	42.2%
Minority Males	33.3%	25.7%	28.6%	20.0%	15.4%	16.7%	20.0%	0.0%	17.9%	8.9%
Minority Females	10.0%	11.4%	9.5%	20.0%	26.9%	33.3%	0.0%	0.0%	3.6%	6.7%
White Females	43.3%	34.3%	38.1%	22.2%	30.8%	0.0%	20.0%	33.3%	17.9%	35.6%
Other/ Unknown	0.0%	2.9%	0.0%	8.9%	7.7%	0.0%	20.0%	16.7%	3.6%	6.7%

San Bernardino	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	15	39	31	23	7	5	19	15	27	33
White Males	46.7%	38.5%	22.6%	17.4%	28.6%	20.0%	47.4%	26.7%	33.3%	24.2%
Minority Males	26.7%	12.8%	16.1%	13.0%	28.6%	20.0%	31.6%	20.0%	3.7%	15.2%
Minority Females	6.7%	5.1%	9.7%	13.0%	28.6%	0.0%	0.0%	26.7%	33.3%	33.3%
White Females	20.0%	35.9%	32.3%	52.2%	14.3%	40.0%	15.8%	26.7%	29.6%	15.2%
Other/ Unknown	0.0%	7.7%	19.4%	4.3%	0.0%	20.0%	5.3%	0.0%	0.0%	12.1%

San Diego	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	58	79	54	49	10	3	43	3	21	61
White Males	37.9%	31.6%	33.3%	24.5%	0.0%	66.7%	39.5%	66.7%	33.3%	31.1%
Minority Males	20.7%	13.9%	16.7%	14.3%	0.0%	0.0%	14.0%	0.0%	9.5%	19.7%
Minority Females	13.8%	8.9%	11.1%	12.2%	30.0%	33.3%	7.0%	0.0%	19.0%	16.4%
White Females	25.9%	34.2%	31.5%	34.7%	40.0%	0.0%	23.3%	33.3%	28.6%	29.5%
Other/ Unknown	1.7%	11.4%	7.4%	14.3%	30.0%	0.0%	16.3%	0.0%	9.5%	3.3%

San Francisco	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	48	68	83	51	30	2	21	27	32	34
White Males	33.3%	19.1%	25.3%	17.6%	46.7%	50.0%	14.3%	37.0%	37.5%	14.7%
Minority Males	8.3%	16.2%	15.7%	15.7%	20.0%	0.0%	14.3%	11.1%	6.3%	26.5%
Minority Females	27.1%	38.2%	13.3%	17.6%	10.0%	0.0%	28.6%	14.8%	21.9%	26.5%
White Females	20.8%	26.5%	36.1%	31.4%	23.3%	0.0%	19.0%	25.9%	25.0%	29.4%
Other/ Unknown	10.4%	0.0%	9.6%	17.6%	0.0%	50.0%	23.8%	11.1%	9.4%	2.9%

San Jose	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	71	38	43	56	26	4	11	38	26	31
White Males	22.5%	23.7%	23.3%	28.6%	15.4%	0.0%	27.3%	23.7%	26.9%	22.6%
Minority Males	11.3%	28.9%	11.6%	14.3%	0.0%	0.0%	9.1%	10.5%	15.4%	9.7%
Minority Females	16.9%	13.2%	9.3%	14.3%	19.2%	0.0%	45.5%	23.7%	30.8%	19.4%
White Females	31.0%	18.4%	27.9%	26.8%	26.9%	50.0%	18.2%	31.6%	7.7%	25.8%
Other/ Unknown	18.3%	15.8%	27.9%	16.1%	38.5%	50.0%	0.0%	10.5%	19.2%	22.6%

San Luis Obispo	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	51	64	63	64	23	9	32	35	28	65
White Males	41.2%	50.0%	36.5%	40.6%	43.5%	33.3%	34.4%	40.0%	46.4%	28.5%
Minority Males	5.9%	1.6%	7.9%	12.5%	17.4%	11.1%	18.8%	5.7%	14.3%	10.8%
Minority Females	7.8%	9.4%	12.7%	7.8%	8.7%	11.1%	9.4%	2.9%	3.6%	4.6%
White Females	21.6%	23.4%	31.7%	26.6%	30.4%	22.2%	34.4%	40.0%	32.1%	32.3%
Other/ Unknown	23.5%	15.6%	11.1%	12.5%	0.0%	22.2%	3.1%	11.4%	3.6%	13.8%

San Marcos	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	10	11	21	14	2	1	24	5	6	24
White Males	10.0%	45.5%	19.0%	28.6%	0.0%	0.0%	12.5%	40.0%	16.7%	25.0%
Minority Males	30.0%	9.1%	14.3%	14.3%	50.0%	0.0%	16.7%	20.0%	50.0%	25.0%
Minority Females	10.0%	9.1%	14.3%	35.8%	0.0%	0.0%	41.7%	0.0%	16.7%	25.0%
White Females	50.0%	36.4%	52.4%	21.4%	50.0%	100.0%	20.8%	40.0%	16.7%	25.0%
Other/ Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%

Sonoma	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	25	16	19	19	12	0	12	0	5	8
White Males	40.0%	25.0%	42.1%	36.8%	41.7%	0.0%	16.7%	0.0%	0.0%	12.5%
Minority Males	4.0%	12.5%	21.1%	5.3%	16.7%	0.0%	25.0%	0.0%	40.0%	0.0%
Minority Females	8.0%	12.5%	0.0%	5.3%	8.3%	0.0%	8.3%	0.0%	40.0%	0.0%
White Females	32.0%	43.8%	21.1%	31.6%	16.7%	0.0%	50.0%	0.0%	20.0%	12.5%
Other/ Unknown	16.0%	6.3%	15.8%	21.1%	16.7%	0.0%	0.0%	0.0%	0.0%	75.0%

Stanislaus	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Appointments	21	19	26	14	2	1	23	7	12	33
White Males	4.8%	21.1%	19.2%	57.1%	0.0%	0.0%	34.8%	42.9%	33.3%	27.3%
Minority Males	0.0%	10.5%	7.7%	7.1%	50.0%	0.0%	21.7%	42.9%	25.0%	15.2%
Minority Females	9.5%	15.8%	26.9%	7.1%	0.0%	100.0%	17.4%	0.0%	0.0%	24.2%
White Females	28.6%	36.8%	26.9%	21.4%	50.0%	0.0%	26.1%	14.3%	41.7%	21.2%
Other/ Unknown	57.1%	15.8%	19.2%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	12.1%