

Guidelines for Hiring New Tenure-track Faculty

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Introduction

The rapidly increasing rate of retirements and enrollment growth at Sacramento State in the late 1990's and early 2000's led to a significant decrease in the percentage of our faculty with permanent status. By Fall, 2001 that percentage had fallen to 63%, a level which all agreed was unacceptable. Even though our temporary faculty are expected to perform their classroom assignments competently, they are not paid to engage in other activities that are essential to the functioning of our academic departments, such as scholarship and creative activity, student advising, and service to the university and the community. Clearly there was a need to increase the level of tenure-track hiring to bring the percentage of permanent faculty back to an acceptable level.

An agreement was reached between the CSU and the CFA that every effort would be made to increase the proportion of permanent faculty to 75%. The main motivation for achieving a 75-25 balance between permanent and temporary faculty is to ensure that there are sufficient permanent faculty to perform the non-classroom part of their department's workload—student advising, curriculum development, scholarly and creative activity, and service to the department, college, university and community.

There was considerable discussion about how to define this percentage, including

- faculty headcount
- number of students (FTES)
- number of weighted teaching units (WTU)
- number of full-time equivalent faculty (FTEF)

In Spring, 2003 the Council for University Planning recommended, and the President approved, the following approach for computing the percentage of permanent faculty in an academic department:

The percentage of permanent faculty in an academic department is computed by counting *all permanent faculty who contribute to the work of their departments*, i. e., including faculty who receive reimbursed time for scholarly activity, department chairs, and faculty on professional leave. This count shall be on the basis of FTEF, where

- full-time faculty count as 1.0
- FERP faculty count as 0.5
- part-time faculty count as WTU/15

The measures of WTU and FTES look at only one component of the department workload, staffing classes, and the measure based on faculty headcount is skewed by the low average workload of the large number of part-time faculty.

For the reasons noted above, it is undesirable in most cases for a department to have its percentage of permanent faculty significantly less than 75%. Exceptions to this may be made for pedagogical reasons. However, it is also true that very high percentages of permanent faculty should be avoided. Those of us who were here during the last downturn in enrollments and budgets remember all too well the negative impacts on departments that were “tenured in”, i. e., did not have sufficient classes for their permanent faculty to teach.

Guidelines for Authorizing Tenure-Track Searches

Each fall Academic Affairs consults with Human Resources and the Colleges to determine the faculty profile for each academic department in the University. (Please see the attachment for F’04 departmental data and projections for F’05 and F’06.) These data are combined with the numbers of new hires, retirements, and faculty entering or leaving FERP to project the percentage of permanent faculty for the following fall semester.

During the spring each Dean is supplied with the departmental faculty profiles for his/her college and asked to work with Chairs to submit an updated hiring plan. Requests to search for a new tenure-track faculty member in a department are evaluated on the following criteria:

- Is there a pressing curricular need for a new hire in a particular area of specialization?
- What is the percentage of permanent faculty in the department, and what would it be if a new tenure-track hire were authorized?
- Are there other factors that should be considered (e. g., a significant number of retirements anticipated over the next 2-3 years)?

After extensive discussion with department Chairs, each Dean is then invited to meet and confer with the Provost. The Deans are given the opportunity to explain the curricular needs driving their requests and to discuss exceptional circumstances (e. g., why a search that would increase the percentage of permanent faculty to more than 75% should still be authorized). They are also asked to rank their requests in priority order. When the Provost has met with all of the Deans, a combined list of tenure-track searches for the following year that fits within any budgetary constraints is approved and sent to the colleges for action.

Clearly there will be unanticipated changes that take place after the list is authorized (unexpected resignations/retirements, sudden changes in enrollment, etc.). On some occasions, late searches or 2 individuals from the same search are authorized. However, these will be factored into the process for the following year, so that any resulting problems should be corrected in a timely manner. Please note (see attachment) that in 5 of the 7 colleges the permanent faculty percentages are above 70% for fall 2005, and all but one are projected to be 70% or above in fall, 2006.

ATTACHMENT

Projected Fall, 2005 Faculty Profiles

The spreadsheet that follows shows how the faculty in each academic department were distributed between permanent and temporary status in fall, 2004 and estimates the faculty distribution for fall, 2005. The columns on the far right give an estimate the fall, 2006 faculty distribution if all the tenure-track faculty searches authorized for 2005/06 are successful. The column headings are defined as follows:

- FTEF—full-time equivalent faculty, defined as above.
- Perm—permanent, including probationary, tenured and FERP faculty.
- Temp—temporary, including full- and part-time temporary lecturers.
- % Perm—permanent FTEF/total FTEF.
- TT Hires—tenure-track faculty hires completed during 2004/05.
- R—retirements, resignations and other complete separations from the University.
- +F—number of faculty entering the FERP program.
- -F—number of faculty leaving the FERP program.
- 05/06 Searc—number of tenure-track searches authorized for 2005/06.

To assist in reading the chart, the following example for the Department of Mechanical Engineering may be useful:

Based on data supplied by Human Resources and the Department, there were 11.5 permanent faculty and 2.3 temporary faculty in fall, 2004 (83.1% permanent faculty). Two tenure-track searches were conducted successfully in 2004/05, while two faculty entered FERP. Thus, two new faculty entered the department to replace one full-time equivalent position vacated by the two faculty entering FERP (0.5 position each) and 12 WTU (0.8 FTEF) in temporary faculty. Therefore, the fall, 2005 count shows $11.5 + 2 - 1 = 12.5$ permanent faculty and $2.3 - 0.8 = 1.5$ temporary faculty, for a permanent faculty percentage of $12.5/13.3 = 89.1\%$. Since the Department has not been authorized to conduct any tenure-track searches in 2005/06, the permanent faculty percentage in fall, 2006 is projected to be the same as in fall, 2005.

The temporary FTEF numbers for fall, 2005 are only estimates, since they do not include unanticipated changes in enrollment, assigned/reimbursed time, leaves, etc. As of this writing, a request has been sent to each college to provide updated numbers for the temporary faculty in each department. As the number of retirements in 2005/06 becomes known, these data will be combined with the new tenure-track searches authorized for 2005/06 to construct a new spreadsheet that will give a better estimate of faculty distribution for fall, 2006.

Projected F'05 Faculty Profiles

	Fall, 2004 Data			2004/05 Changes			Fall, 2005 Estimates			05/06 Searc	F'06 ^a % Perm	
	FTEF		%	TT Hires	Separations			FTEF				F'05 % Perm
	Perm	Temp			R	+F	-F	Perm	Temp			
Arts and Letters												
Art	17.5	8.0	68.6%	3		3	2	18	7.6	70.3%		70.3%
Comm Studies	36.5	16.9	68.3%		5	4		29.5	22.5	56.7%	4	63.4%
Design	13	6.5	66.6%		1			12	7.3	62.1%	1	66.6%
English	35.5	28.4	55.6%	1		6	1	33	30.4	52.1%	2	54.9%
Foreign Language	19	13.5	58.5%	0		2	1	17.5	14.7	54.4%	1	57.2%
History	21.5	5.8	78.8%	2		1	1	22.5	5.0	81.8%		81.8%
Humanities	9.5	2.6	78.5%					9.5	2.6	78.5%		78.5%
Learning Skills	3	26.7	10.1%					3	26.7	10.1%		10.1%
Music	21.5	12.7	62.9%	1	1			21.5	12.7	62.9%		62.9%
Philosophy	9.5	4.0	70.4%				2	8.5	4.8	63.9%	1	70.4%
Theatre/Dance	12.5	2.8	81.5%	2	1		1	13	2.4	84.2%	1	89.5%
A&L Totals	199	128.0	60.9%	9	8	16	8	188	136.8	57.9%	9	60.3%
Business Administration												
Accountancy	13	3.2	80.2%	0			1	12.5	3.6	77.6%	1	82.8%
Management	26.5	8.6	75.5%	3	1	1	1	27.5	7.8	77.9%	3	85.0%
MIS	13.5	3.6	78.9%		1		3	11	5.6	66.3%	1	71.4%
OBE	14.5	6.0	70.7%	2	1			15.5	5.2	74.9%	1	78.9%
BA Totals	67.5	21.4	75.9%	5	3	1	5	66.5	22.2	75.0%	6	80.6%
Education												
BMED	17	5.3	76.3%	1			1	17.5	4.9	78.2%		78.2%
Child Development	14	4.7	75.0%		1	2		12	6.3	65.7%		65.7%
Counselor Ed	15	3.2	82.4%		1	1		13.5	4.4	75.4%	1	80.1%
Ed Leadership	12.5	10.1	55.4%			1		12	10.5	53.4%		53.4%
Special Ed	19	10.1	65.2%					19	10.1	65.2%	1	68.2%
Teacher Ed	44.5	16.5	73.0%	1		2	1	44	16.9	72.3%		72.3%
Ed Totals	122	49.8	71.0%	2	2	6	2	118	53.0	69.0%	2	70.0%
Engineering & Comp Sci												
Civil Engineering	14.5	3.9	78.7%	0		1		14	4.3	76.4%	1	80.9%
Computer Science	19	8.1	70.0%					19	8.1	70.0%		70.0%
EEE	17	5.9	74.1%					17	5.9	74.1%	1	77.8%
Mechanical Egr.	11.5	2.3	83.1%	2		2		12.5	1.5	89.1%		89.1%
ECS Totals	62	20.3	75.3%	2	3	3	3	62.5	19.9	75.8%	2	77.9%

(a) Assuming no retirements in 2005/06; actual F'06 percentages will generally be lower.

Projected F'05 Faculty Profiles

	Fall, 2004 Data			2004/05 Changes			Fall, 2005 Estimates			05/06 Searc	F'06 ^a % Perm	
	FTEF		%	TT Hires	Separations			FTEF				F'05 % Perm
	Perm	Temp			R	+F	-F	Perm	Temp			
Health & Human Services												
Criminal Justice	24.5	7.6	76.3%	2	1		1	25	7.2	77.6%	1	80.2%
KHS	23	5.6	80.4%	2			1	24.5	4.4	84.7%		84.7%
Nursing	23	10.5	68.6%	5	4	3		22.5	10.9	67.3%	3	74.9%
Physical Therapy	6	1.7	77.6%		1			5	2.5	66.4%	1	77.6%
RLS	8.5	5.2	61.8%	2	2		1	8	5.6	58.6%	2	71.2%
Social Work	28.5	8.4	77.2%	1		2		28.5	8.4	77.2%		77.2%
Speech Path/Audio	7	2.8	71.4%			1		6.5	3.2	67.0%		67.0%
HHS Totals	120.5	41.9	74.2%	12	8	6	3	120	42.3	73.9%	7	77.6%
Natural Sciences and Math												
Biological Sciences	25.5	9.9	72.0%	2			1	27	8.7	75.6%		75.6%
Chemistry	15	4.8	75.8%		1	1	1	13	6.4	67.1%	2	75.8%
Geography	9.5	1.4	87.2%		1			8.5	2.2	79.4%	1	87.2%
Geology	10	3.2	75.8%					10	3.2	75.8%		75.8%
Math/Stat	28.5	10.0	74.0%					28.5	10.0	74.0%	2	78.4%
Physics/Astro	15	4.7	76.1%			3	1	13	6.3	67.3%		67.3%
NSM Totals	103.5	34.0	75.3%	2	2	4	3	100	36.8	73.1%	5	76.2%
Soc Sci & Interdisc Studies												
Anthropology	16	2.3	87.6%		1	1	2	13.5	4.3	76.0%		76.0%
Economics	16	0.6	96.4%		2		1	13.5	2.6	83.9%	2	93.9%
Environmental Studies	4.5	0.6	88.2%		1		2	2.5	2.2	53.2%		53.2%
Ethnic Studies	11.5	3.2	78.2%		1			10.5	4.0	72.4%		72.4%
FACS	12.5	1.5	89.5%				1	12	1.9	86.5%		86.5%
Government	18.5	4.8	79.4%		1	4	2	14.5	8.0	64.4%	2	72.1%
Psychology	21.5	5.3	80.3%		1			20.5	6.1	77.2%	1	80.3%
PPA	7.5	0.6	92.6%					7.5	0.6	92.6%		92.6%
Sociology	18	2.2	89.1%			1	2	16.5	3.4	82.9%		82.9%
Women's Studies	2	0.8	71.4%					2	0.8	71.4%		71.4%
SSIS Totals	128	21.8	85.4%	0	7	6	10	113	33.8	77.0%	5	79.8%
University Totals	802.5	317.3	71.7%	32	30	42	31	768	344.9	69.0%	36	71.8%

(a) Assuming no retirements in 2005/06; actual F'06 percentages will generally be lower.