

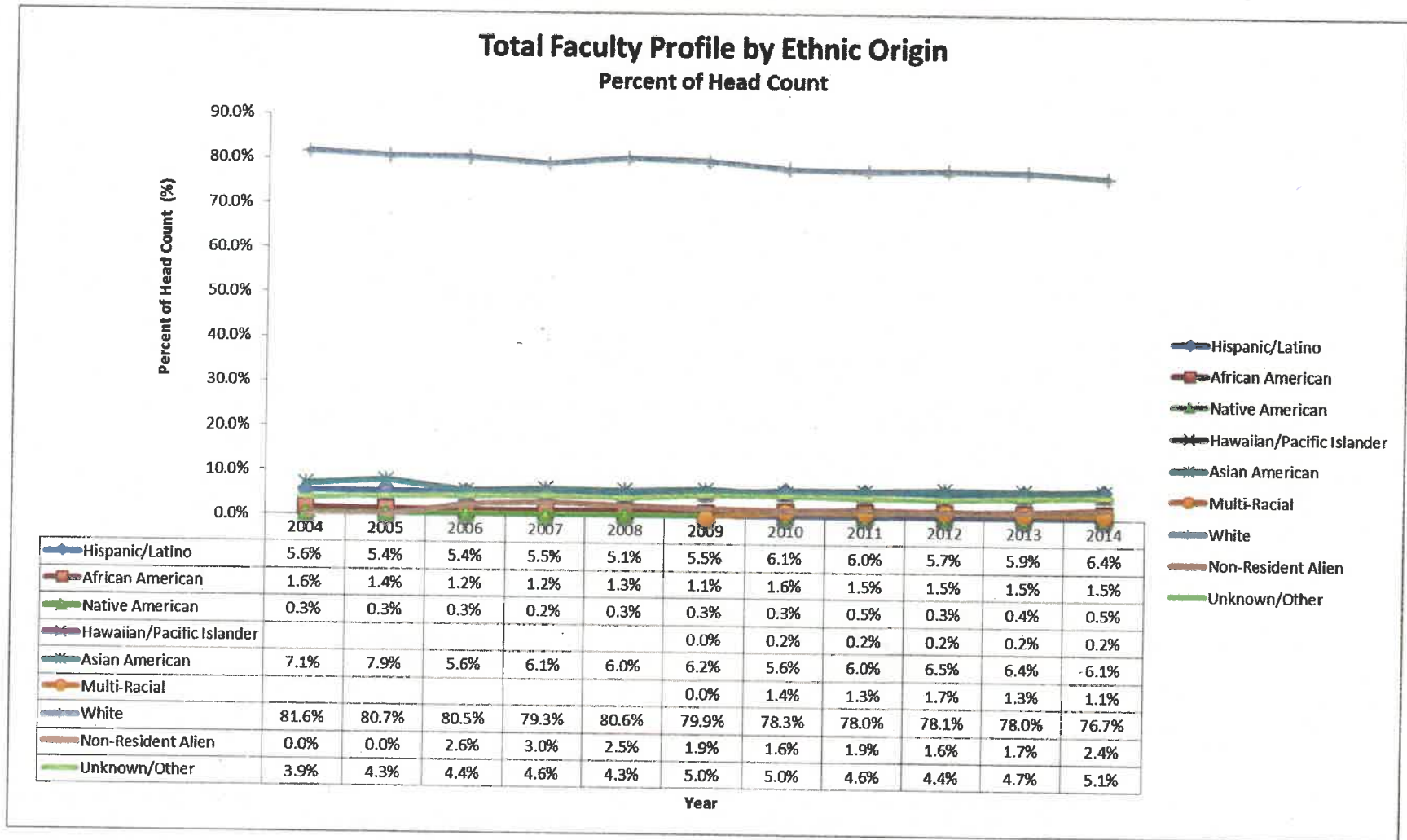
## Appendix A.1. Total Faculty Profile by Ethnic Origin

Ethnic Origin		Total Faculty Profile by Ethnic Origin for 2004 through 2014										
		Fall										
		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
		Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count
Hispanic/Latino	Number	66	67	67	71	66	68	75	75	72	77	86
	Percent	5.6%	5.4%	5.4%	5.5%	5.1%	5.5%	6.1%	6.0%	5.7%	5.9%	6.4%
African American	Number	19	18	15	16	17	14	19	19	19	19	20
	Percent	1.6%	1.4%	1.2%	1.2%	1.3%	1.1%	1.6%	1.5%	1.5%	1.5%	1.5%
Native American	Number	3	4	4	3	4	4	4	6	4	5	7
	Percent	0.3%	0.3%	0.3%	0.2%	0.3%	0.3%	0.3%	0.5%	0.3%	0.4%	0.5%
Hawaiian/Pacific Islander	Number						0	2	2	2	3	3
	Percent						0.0%	0.2%	0.2%	0.2%	0.2%	0.2%
Asian American	Number	84	99	70	79	77	77	68	75	82	83	82
	Percent	7.1%	7.9%	5.6%	6.1%	6.0%	6.2%	5.6%	6.0%	6.5%	6.4%	6.1%
Multi-Racial	Number						0	17	16	21	17	15
	Percent						0.0%	1.4%	1.3%	1.7%	1.3%	1.1%
White	Number	965	1005	997	1026	1042	987	955	970	983	1019	1032
	Percent	81.6%	80.7%	80.5%	79.3%	80.6%	79.9%	78.3%	78.0%	78.1%	78.0%	76.7%
Non-Resident Alien	Number	0	0	32	39	32	23	19	24	20	22	32
	Percent	0.0%	0.0%	2.6%	3.0%	2.5%	1.9%	1.6%	1.9%	1.6%	1.7%	2.4%
Unknown/Other	Number	46	53	54	60	55	62	61	57	56	62	68
	Percent	3.9%	4.3%	4.4%	4.6%	4.3%	5.0%	5.0%	4.6%	4.4%	4.7%	5.1%
<b>Total</b>	<b>Number</b>	<b>1183</b>	<b>1246</b>	<b>1239</b>	<b>1294</b>	<b>1293</b>	<b>1235</b>	<b>1220</b>	<b>1244</b>	<b>1259</b>	<b>1307</b>	<b>1345</b>

Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multiracial' categories represent years in which Cal Poly did not collect such data.

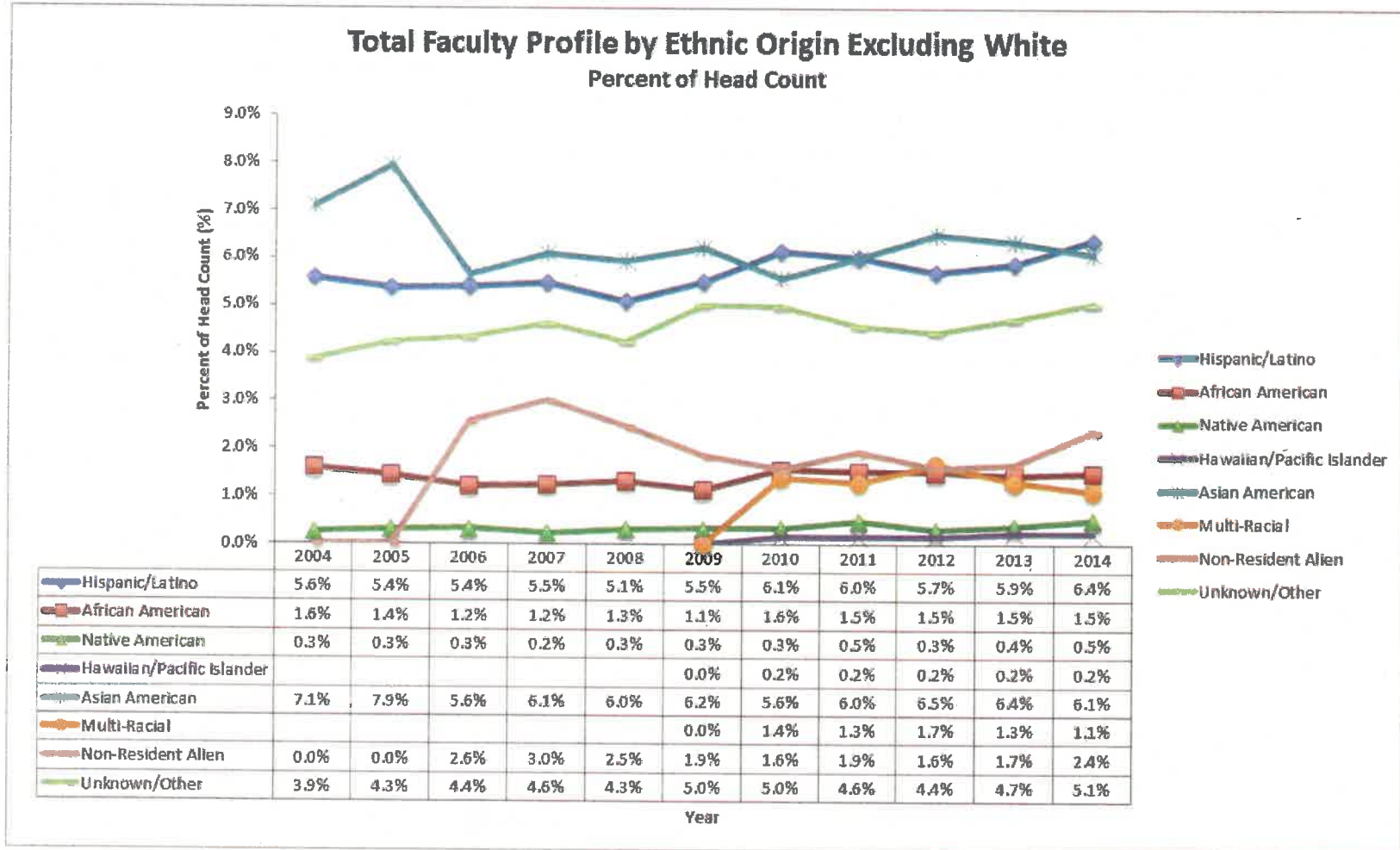
Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

## Appendix A.2. Total Faculty Profile by Ethnic Origin



Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multiracial' categories represent years in which Cal Poly did not collect such data. Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

### Appendix A.3. Total Faculty Profile by Ethnic Origin Excluding White



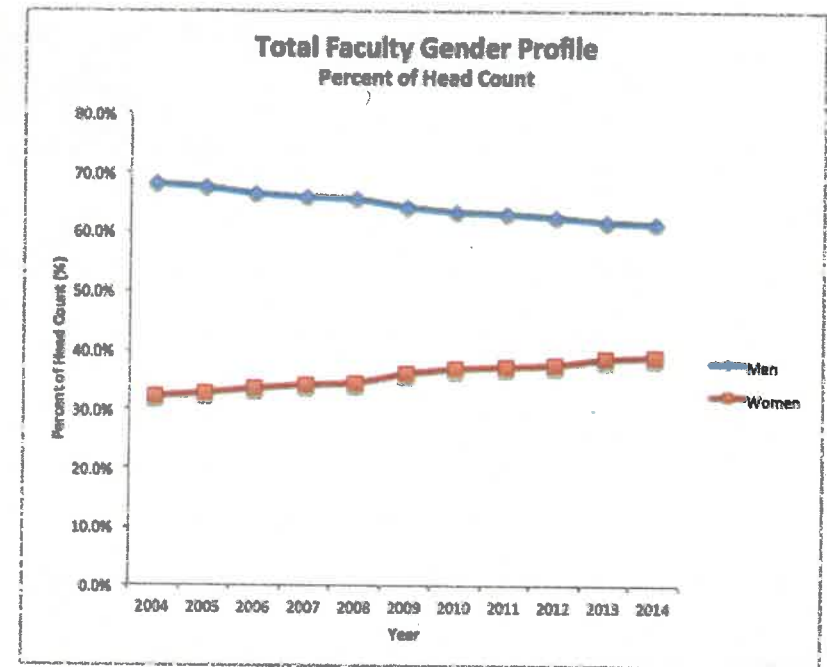
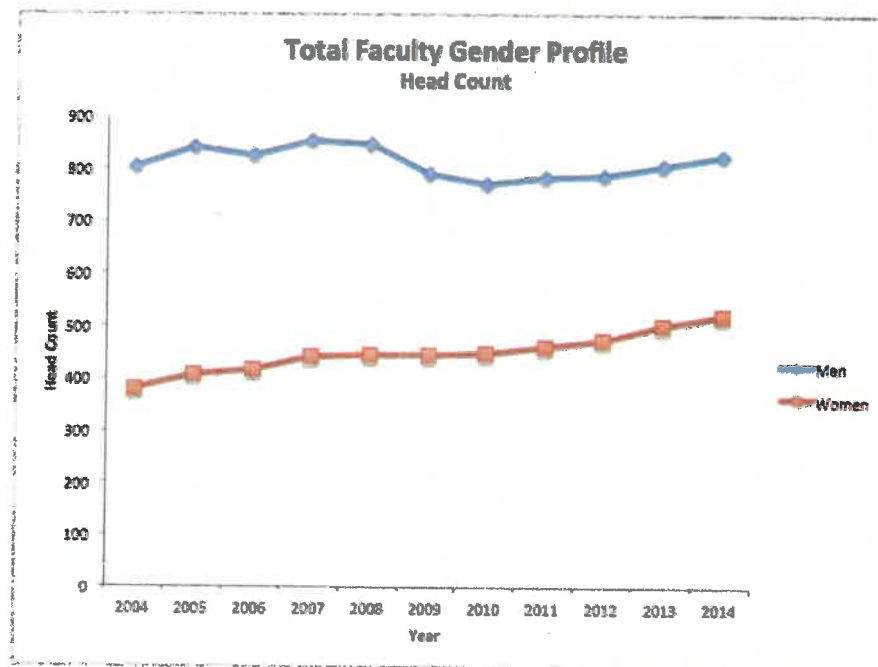
Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multiracial' categories represent years in which Cal Poly did not collect such data.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

## Appendix A.4. Total Faculty Profile by Gender

		Total Faculty Profile by Gender from 2004 through 2014										
		Year										
Gender		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count	Head Count
Men	Number	804	840	824	853	849	792	772	783	788	806	824
	Percent	68.0%	67.4%	66.5%	65.9%	65.7%	64.1%	63.3%	62.9%	62.6%	61.7%	61.3%
Women	Number	379	406	415	441	444	443	448	461	471	501	521
	Percent	32.0%	32.6%	33.5%	34.1%	34.3%	35.9%	36.7%	37.1%	37.4%	38.3%	38.7%
Total	Number	1183	1246	1239	1294	1293	1235	1220	1244	1259	1307	1345

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.



Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.



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# Changing Faces of CSU Faculty and Students: Vol. V

March 2014

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CFA Equity Conference  
Los Angeles, CA

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## 2014 CFA Equity Conference

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QUALITY EDUCATION AND CRITICAL PRACTICES:  
A STATE AND NATIONAL PERSPECTIVE

Prepared by  
Kenny Sims and Niesha Gates

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An updated summary of data on the racial/ethnic and gender diversity  
in the California State University.

Previous volumes available at [www.calfac.org/research.html](http://www.calfac.org/research.html)  
And at [www.calfac.org/council-affirmative-action](http://www.calfac.org/council-affirmative-action)





# Changing Faces of CSU Faculty and Students: Vol. V

March 2014

Prepared for the 2014 CFA Equity Conference

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#### About the data:

All data about CSU faculty presented in these charts and tables come from data submitted by the CSU Chancellor’s Office to CFA each month. CFA processes and summarizes these data regularly and makes aggregate data available to chapters and activists to assist in their work. Charts and tables regarding student enrollment are based on data published by the CSU Analytic Studies division. Please visit their website at [www.calstate.edu/AS/index.shtml](http://www.calstate.edu/AS/index.shtml) for much more.



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## 2014 CFA EQUITY CONFERENCE: A JOURNEY FOR CHANGE



Dear Colleagues,

In 2011, the California State University successfully hired 453 new tenure-line faculty into the system. This was the first year since the recession in which the number of faculty hires began to grow from one year to the next. Hiring-wise, the CSU was at long last beginning down a path to recovery.

As we continue to welcome these new faculty to our union, it's important to continue to examine how the CSU hiring patterns shape the diversity of faculty on the 23 campuses statewide. This report represents CFA's fifth effort to do so, and in this post-recession period, as student enrollment continues to increase and CSU is budgeting to rebuild its faculty, we must continue to track the important changes in the gender, racial and ethnic composition of the workforce.

This year, we reached a milestone: for the first time the overall gender composition between female and male faculty is evenly split 50/50. The data also shows us that faculty of color represent 34 percent of the instructional faculty workforce; a historical improvement from our first Equity Conference in 2003, when this level hovered at just 25 percent. Statistically, CSU continues to edge its way towards a more inclusive, diverse and heterogeneous workplace.

While statistics and compositional changes are important elements of our story, they are only partial observations of what is going on at the campus or even department level. To enrich our statistical understandings of equity and diversity, we have developed a new section profiling individual faculty, their experiences, and challenges. These personal profiles serve as a contextualization of the statistical data and offer a provocative, and sometimes counterintuitive, insight of the struggle of gender, race, and ethnic equality in academia.

We hope this research proves informative and instructional, and are grateful for your ongoing efforts to help make the CSU a more inclusive, accepting and diverse community.

In Union,

*Cecil Canton*  
Associate VP Affirmative Action



**PERSPECTIVES ON DIVERSITY: Valerie McGowan – California Maritime Academy**



At the California Maritime Academy, the numbers may speak to a lack of campus diversity, but the numbers don't tell the entire story.

The campus is the least diverse within the CSU system, with female faculty at 22 percent, compared to the system-wide at 50 percent.

Yet the campus is merely a reflection of the industry for which it prepares students, said Valerie McGowan, a vocational lecturer in the Marine Transportation Department who teaches ship stability, marine survival, ship maintenance and repair as well as celestial navigation and advanced navigation labs.

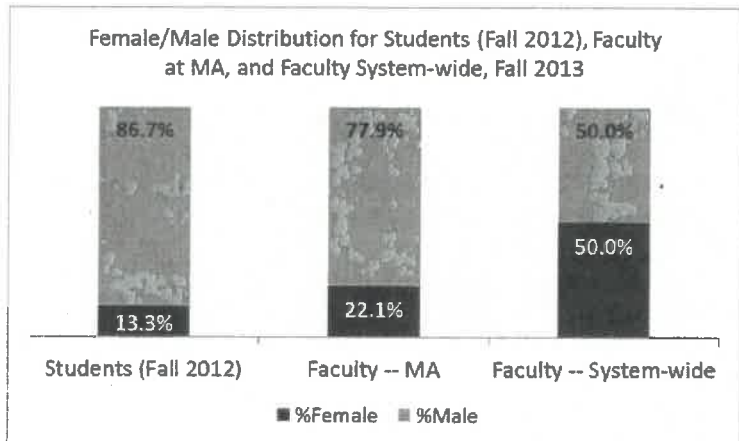
"The maritime industry is heavily male-dominated, regardless of rank" McGowan said. "In the last several years, increasing numbers of women have entered the industry, not only aboard ships but shoreside as well.

From a diversification standpoint, CMA is not on par with other campuses due to the industry we serve and slow changes in trends within it."

The number of female faculty members percentage wise far outpaces that of the percentage of female students, which was at 13.3 percent in 2012 (the most recent data available). McGowan said she doesn't view the low gender diversity as a negative, but does believe there should be diversity in all departments.

And while there might be a lack of diversity, it doesn't impact her workload. "I teach the same classes as the male faculty. I don't think there is any favoritism regarding a larger (or smaller) workload due to my gender. I have to get down and dirty just like the men do, and it's not an issue for me."

The more diverse the campus is, the better it is for students, but the diversity that exists on campus doesn't necessarily exist in the commercial shipping business, McGowan cautioned. "Diversity is a great thing, but it doesn't represent the industry as it truly exists. You have to be adaptable to working with and around men, sometimes in very close quarters, if you want to be successful in the business."



**PERSPECTIVES ON DIVERSITY: Camille O’Bryant – Cal Poly San Luis Obispo**



For Camille O’Bryant, the path to teaching was paved with lessons in diversity – and in certain instances, lack thereof.

She rowed crew in college, but when it came time to serve as coach, she began getting verbally harassed by her peers. The experience prompted an interest in studying sociology and race and ethnicity in sports. Now, O’Bryant is a kinesiology professor at Cal Poly San Luis Obispo, teaching courses in the sociology and psychology of sports and exercise.

While O’Bryant’s courses on subjects like sports and gender spark awareness among students about cultural diversity and inclusiveness, a glance at Cal Poly’s diversity as a campus might not.

Students, faculty and staff lag well below state and national averages for representation across different ethnic groups, with less than 1 percent of the student population being black compared to 4.6 percent system-wide. Ethnic diversity among the faculty also is problematic – 1.6 percent are black; and only 19.6 percent are faculty of color.

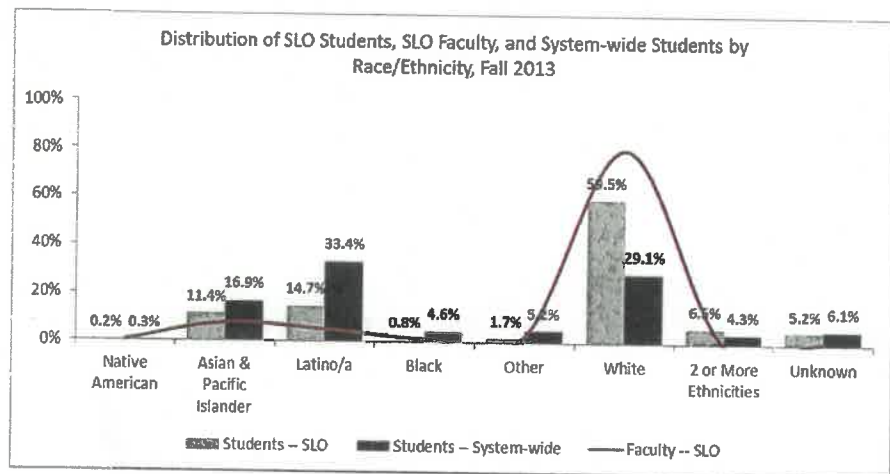
“I’m the only African American in my college and have been since 1999,” O’Bryant said.

And while she has noticed a rise in the number of female faculty in her college – the College of Science and Mathematics – of the 19 candidates going up for promotion or to tenure this academic year, only three were women, she said.

The impact of those disparities cause a range of effects, from overextending oneself on committees needing people of color or women to fewer role models for students.

The new provost and president are investing resources into programs and projects to deal with the campus climate, but that type of response is needed system wide if comprehensive change is to happen.

“This is something we value – we should put as many resources as we can behind it,” O’Bryant said.



**PERSPECTIVES ON DIVERSITY: Molly Talcott – *Cal State Los Angeles***



Cal State Los Angeles is the most diverse campus within the CSU system. Close to 90 percent of students report that they are students of color. The campus’ faculty diversity is the highest in the system as well, with 53 percent of faculty being faculty of color.

Yet there are challenges despite those seemingly laudable figures, said Molly Talcott, associate professor of sociology and president of CFA’s LA chapter.

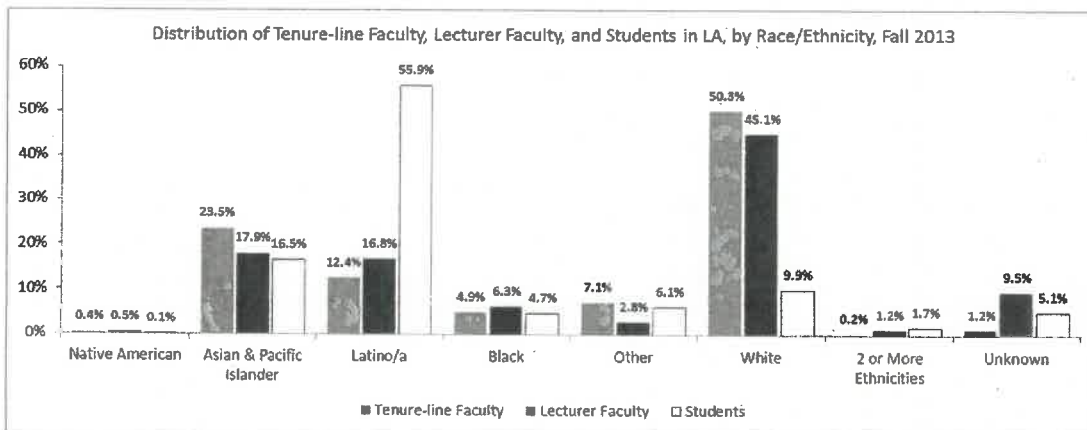
“One of them is that even if we’re the so-called most diverse faculty, it doesn’t mean we actually reflect the communities we serve,” she said. “We have a long way to go in terms of really carefully and thoughtfully recruiting faculty of color who have long-standing, organic connections to the CSULA’s surrounding communities.”

Another challenge is the concept of being “diverse enough.” Because diversity appears to be in place, efforts to further attract people of varying backgrounds and ethnicities wanes. A case in point is the sharp decline on campus of Black faculty. There may be multiple reasons, such as attrition, Talcott posits, but the relatively few number of Black faculty on campus is alarming.

While Los Angeles is the most diverse campus in the CSU system, in terms of Black faculty and Black student enrollment, it is exactly average when compared to other campuses.

Failure to have diversity reflected in faculty can have a direct impact on students as well. “Our students are really in need of faculty who look like them and who have experiences similar to their own,” she said. “Although I do feel that our students are satisfied with their education, I want them to be able to look at their professors and feel that they have the agency to become professors, too, if they want to.”

CSU administration needs to be conscious about writing job announcements that will attract a diverse group of people, be it women or people of color (and especially women of color), and sending them to professional associations that have diverse memberships. Looking within Cal State LA’s excellent lecturer pool in terms of promotion to the tenure-track also is critical. “We have a long way to go. I’m glad we’re doing relatively well, but I think there’s a lot of room for improvement.”



**PERSPECTIVES ON DIVERSITY: Vince Ornelas – Chico State**



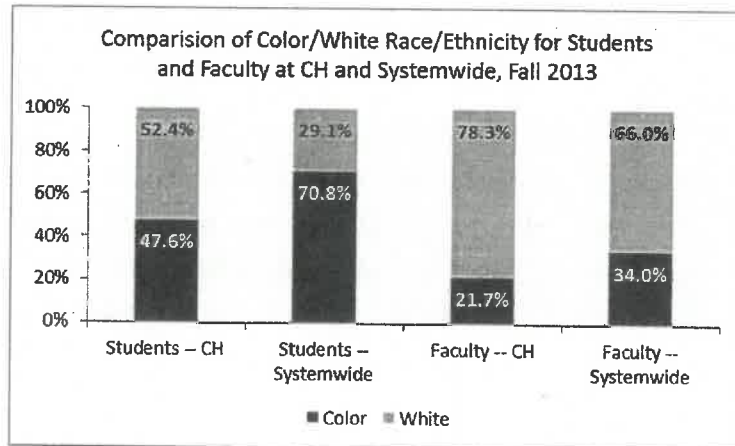
Chico State is clearly on the lower end of the diversity spectrum. With white students making up 52 percent of students (compared to 29% system-wide), and 78 percent of faculty white compared to 66 percent systemwide, it's apparent that on-campus diversity bears improvement. But in Vince Ornelas' opinion, efforts to expand diversity are flawed and impacting the student experience.

For the past 10 summers, Ornelas has worked with incoming freshman who are first generation college students, and overwhelmingly, students of color. "What ends up happening is that they look around and see all these people who look like them, dress like them (during the summer). Then they move into the dorms and they think 'Wow, there's not a lot of people who look like me.'"

Ornelas has witnessed students of color not being called upon when raising their hands in GE courses and or feel like they can't talk about topics in a meaningful way, but when Ornelas has highlighted this to other faculty,

some bear attitudes that are disappointing at best. "I've had colleagues say it doesn't matter, that knowledge is knowledge and they don't have to think about those pieces. To me, that's the very definition of white privilege ... For the majority of faculty, the world is great because it looks and feels like them. That's why we have a problem."

The lack of on-campus diversity impacts Ornelas himself, from the way he incorporates stories from his own life into his teaching to student response in class. For some students, it helps them feel at home because it's something they can relate to. For others, it can be off-putting enough to cause some white male students to leave class, as was the case during a discussion of poverty rate and it bearing a heavier impact on some ethnicities. But for Ornelas, having impactful discussions that touch on diversity is a critical piece of the learning experience, and a must if Chico State is to evolve into a more diverse campus.





## NUMBER OF FACULTY BY RANK, PER CAMPUS (HEADCOUNT), FALL 2013

Campus	Full Professor	Associate Professor	Assistant Professor	Lecturer	Coach	Counselor	Librarian	Other	Total
Bakersfield	87	68	31	204	27	5	8		430
Channel Islands	47	25	23	257		2	11		365
Chico	268	109	67	490	28	8	10	2	982
Dominguez	104	67	40	511	16	7	11	3	759
East Bay	141	104	64	449	28	5	23	3	817
Fresno	242	162	126	743	30	5	19	3	1,330
Fullerton	329	243	179	1,169	25	18	23	6	1,992
Humboldt	126	59	46	301	27	7	10	5	581
Long Beach	423	208	147	1,130	26	11	15	8	1,968
Los Angeles	312	117	78	608	22	3	11	1	1,152
Maritime	18	8	20	41	9	1	2	5	104
Monterey	52	33	29	261	19	3	8	3	408
Northridge	414	184	186	1,173	34	14	30	9	2,044
Pomona	302	101	95	538	18	5	11	3	1,073
Sacramento	352	168	87	755	45	15	22	4	1,448
San Bernardino	247	80	66	483	27	12	12	1	928
San Diego	381	236	94	779	41	26	23	6	1,586
San Francisco	332	262	145	886	17	12	24	2	1,680
San Jose	367	171	121	1,091	54	15	29	8	1,856
San Luis Obispo	306	197	130	483	47	11	8	4	1,186
San Marcos	109	76	47	399	16	8	13	2	670
Sonoma	143	55	30	289	26	6	9	4	562
Stanislaus	138	61	43	255	23	5	9		534
<b>SYSTEMWIDE</b>	<b>5,240</b>	<b>2,794</b>	<b>1,894</b>	<b>13,295</b>	<b>605</b>	<b>204</b>	<b>341</b>	<b>82</b>	<b>24,455</b>

➤ The California Faculty Association represents faculty at all 23 CSU campuses [Bargaining Unit 3]. Faculty include tenured and tenure-track Professors, Lecturers, Counselors, Librarians, and Coaches. CFA tracks the headcount (number of individuals) and number of full-time equivalent (FTE) faculty.

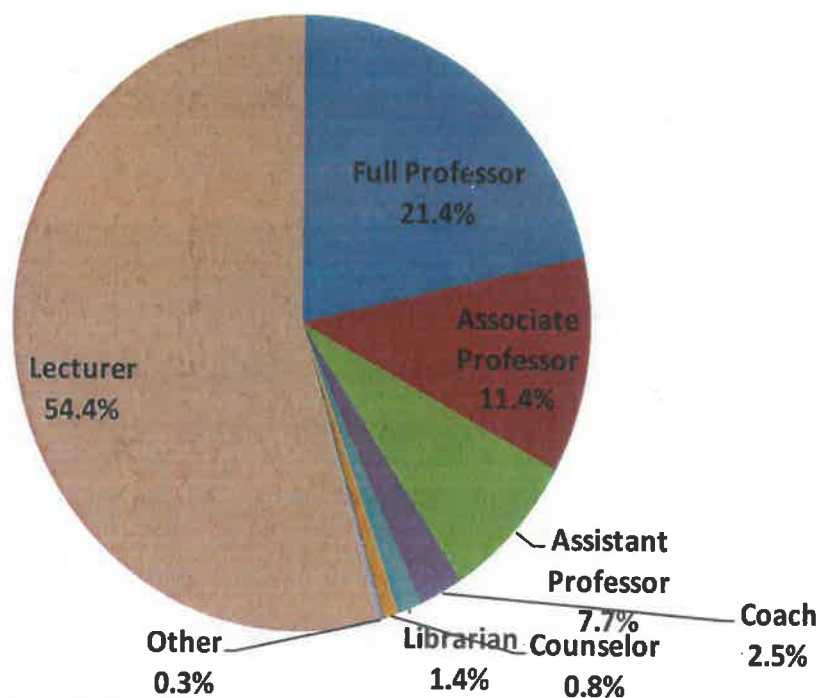
➤ In Fall 2013, there were 24,455 individual faculty members employed across the CSU system. This is about 2,200 greater than in 2010. Almost 13,300 of the faculty members represented by CFA are lecturers, compared with approximately 9,900 tenured and tenure-track professors and around 1,150 coaches, counselors, and librarians (combined).



Source: CSU PIMS database, CFA analysis



## DISTRIBUTION OF CSU FACULTY BY RANK (HEADCOUNT), FALL 2013



NOTE: Percentages do not add to 100% due to rounding.

- ➔ In terms of headcount employment systemwide, slightly more than half of the faculty members are Lecturers (54.4%), which is 13.9% higher than all ranks of tenured-track faculty combined (40.6%).
- ➔ Together, Coaches, Counselors, Librarians, and those classified as “other” comprise 5% of the faculty.
- ➔ In addition to Lecturers and Coaches, who all have temporary appointments, an increasing number of Librarians and Counselors are being hired into temporary appointments.

## PERCENT OF FACULTY BY RANK, PER CAMPUS (HEADCOUNT), FALL 2013

Campus	Full Professor	Associate Professor	Assistant Professor	Lecturer	Coach	Counselor	Librarian	Other	Total
Bakersfield	20.2%	15.8%	7.2%	47.4%	6.3%	1.2%	1.9%	0.0%	100.0%
Channel Islands	12.9%	6.8%	6.3%	70.4%	0.0%	0.5%	3.0%	0.0%	100.0%
Chico	27.3%	11.1%	6.8%	49.9%	2.9%	0.8%	1.0%	0.2%	100.0%
Dominguez	13.7%	8.8%	5.3%	67.3%	2.1%	0.9%	1.4%	0.4%	100.0%
East Bay	17.3%	12.7%	7.8%	55.0%	3.4%	0.6%	2.8%	0.4%	100.0%
Fresno	18.2%	12.2%	9.5%	55.9%	2.3%	0.4%	1.4%	0.2%	100.0%
Fullerton	16.5%	12.2%	9.0%	58.7%	1.3%	0.9%	1.2%	0.3%	100.0%
Humboldt	21.7%	10.2%	7.9%	51.8%	4.6%	1.2%	1.7%	0.9%	100.0%
Long Beach	21.5%	10.6%	7.5%	57.4%	1.3%	0.6%	0.8%	0.4%	100.0%
Los Angeles	27.1%	10.2%	6.8%	52.8%	1.9%	0.3%	1.0%	0.1%	100.0%
Maritime	17.3%	7.7%	19.2%	39.4%	8.7%	1.0%	1.9%	4.8%	100.0%
Monterey	12.7%	8.1%	7.1%	64.0%	4.7%	0.7%	2.0%	0.7%	100.0%
Northridge	20.3%	9.0%	9.1%	57.4%	1.7%	0.7%	1.5%	0.4%	100.0%
Pomona	28.1%	9.4%	8.9%	50.1%	1.7%	0.5%	1.0%	0.3%	100.0%
Sacramento	24.3%	11.6%	6.0%	52.1%	3.1%	1.0%	1.5%	0.3%	100.0%
San Bernardino	26.6%	8.6%	7.1%	52.0%	2.9%	1.3%	1.3%	0.1%	100.0%
San Diego	24.0%	14.9%	5.9%	49.1%	2.6%	1.6%	1.5%	0.4%	100.0%
San Francisco	19.8%	15.6%	8.6%	52.7%	1.0%	0.7%	1.4%	0.1%	100.0%
San Jose	19.8%	9.2%	6.5%	58.8%	2.9%	0.8%	1.6%	0.4%	100.0%
San Luis Obispo	25.8%	16.6%	11.0%	40.7%	4.0%	0.9%	0.7%	0.3%	100.0%
San Marcos	16.3%	11.3%	7.0%	59.6%	2.4%	1.2%	1.9%	0.3%	100.0%
Sonoma	25.4%	9.8%	5.3%	51.4%	4.6%	1.1%	1.6%	0.7%	100.0%
Stanislaus	25.8%	11.4%	8.1%	47.8%	4.3%	0.9%	1.7%	0.0%	100.0%
<b>SYSTEMWIDE</b>	<b>21.4%</b>	<b>11.4%</b>	<b>7.7%</b>	<b>54.4%</b>	<b>2.5%</b>	<b>0.8%</b>	<b>1.4%</b>	<b>0.3%</b>	<b>100.0%</b>

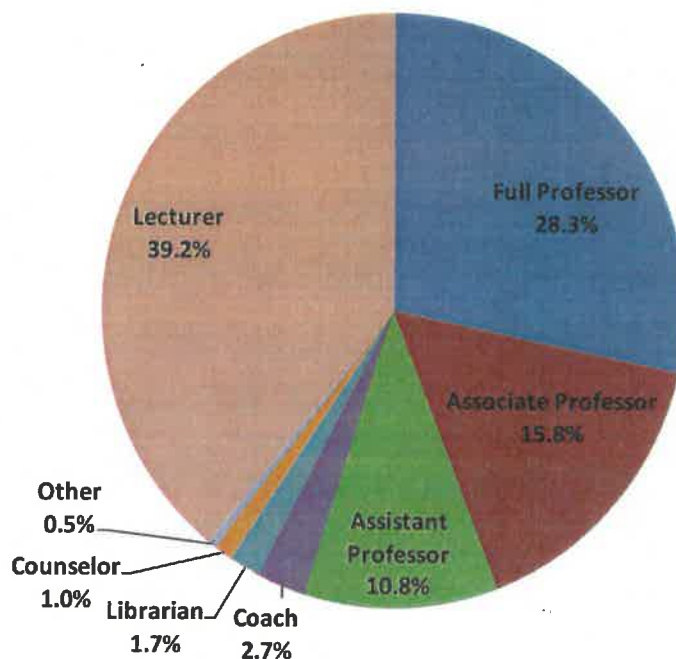
- ➔ The distribution of faculty by rank varies widely from campus to campus. While almost 55 percent of the faculty are Lecturers systemwide, the proportion of Lecturers at individual campuses range from 39 percent (MA) to almost 70 percent of faculty (Channel Islands).
- ➔ Counselors, by headcount, comprise less than one percent of the faculty. Professional standards call for many more psychological counselors than the CSU employs.

**NUMBER OF FULL-TIME EQUIVALENT FACULTY (FTEF) BY RANK,  
PER CAMPUS, FALL 2013**

Campus	Full Professor	Associate Professor	Assistant Professor	Lecturer	Coach	Counselor	Librarian	Other	Total
Bakersfield	81.4	67.5	31.0	126.9	24.0	4.5	7.1		342.5
Channel Islands	46.0	25.0	23.0	154.2		2.0	9.6		259.8
Chico	247.9	106.5	67.0	264.9	18.0	8.0	8.8	2.0	722.9
Dominguez	95.6	65.3	40.0	266.3	11.2	4.6	8.4	1.9	493.1
East Bay	130.0	102.5	63.5	221.6	17.9	4.2	14.2	1.4	555.4
Fresno	229.4	161.6	125.9	374.9	30.0	3.8	17.3	3.0	945.8
Fullerton	310.8	239.5	179.0	620.4	23.7	16.6	21.9	6.0	1,417.9
Humboldt	122.3	58.3	46.0	157.2	17.4	6.4	8.6	5.0	421.1
Long Beach	406.4	206.1	147.0	587.5	25.0	11.2	14.9	8.0	1,406.1
Los Angeles	296.0	117.0	77.7	334.6	15.7	2.2	11.3	1.0	855.5
Maritime	15.0	8.0	20.0	26.5	4.7	1.0	2.0	5.0	82.2
Monterey	50.3	33.0	29.0	154.5	13.4	2.5	5.9	3.0	291.6
Northridge	393.7	182.1	186.0	585.6	29.2	13.1	26.9	9.0	1,425.5
Pomona	282.9	100.5	95.0	312.1	13.6	5.0	10.5	3.0	822.5
Sacramento	335.7	166.7	87.0	354.8	38.8	14.7	21.0	4.0	1,022.7
San Bernardino	235.7	78.8	66.0	254.8	17.2	9.8	11.3	1.0	674.6
San Diego	360.5	232.2	92.3	373.5	39.3	22.0	22.2	6.0	1,147.9
San Francisco	317.5	260.9	144.8	416.3	14.6	9.9	21.7	2.0	1,187.6
San Jose	348.1	169.5	121.2	531.8	46.5	13.3	26.4	8.0	1,264.7
San Luis Obispo	296.6	196.0	130.0	292.3	36.4	10.5	8.0	4.0	973.8
San Marcos	107.5	74.3	47.0	208.1	11.7	6.3	13.3	2.0	470.1
Sonoma	135.3	55.2	30.0	135.0	17.6	4.6	8.2	4.0	389.9
Stanislaus	130.4	59.1	43.0	128.6	15.3	3.8	5.5		385.7
<b>SYSTEMWIDE</b>	<b>4,974.8</b>	<b>2,765.6</b>	<b>1,891.3</b>	<b>6,882.4</b>	<b>481.1</b>	<b>179.8</b>	<b>304.9</b>	<b>79.3</b>	<b>17,559.0</b>

- Full-Time Equivalent positions are calculated as the sum of all part-time appointments. Consistent with patterns across the country, the CSU administration increasingly chooses to favor part-time, temporary appointments.
- In Fall 2013, there were 17,559 full-time equivalent faculty positions across the CSU system.
- Two years ago, the number of faculty positions was 16,777. There are 132 fewer tenured and tenure-track positions today than in 2011, but 862 more lecturer positions.

### DISTRIBUTION OF CSU FACULTY BY RANK (FTEF), FALL 2013



NOTE: Percentages do not add to 100% due to rounding.

- ◆ In terms of full-time equivalent positions, slightly under 40 percent are lecturer positions (compared with over half when measuring by headcount). In comparison, close to 55 percent of the full-time equivalent positions are tenure-line faculty positions (compared close to 40 percent when measuring by headcount).
- ◆ Coaches, counselors, librarians, and those classified as “other” comprise almost 6 percent of full-time faculty.



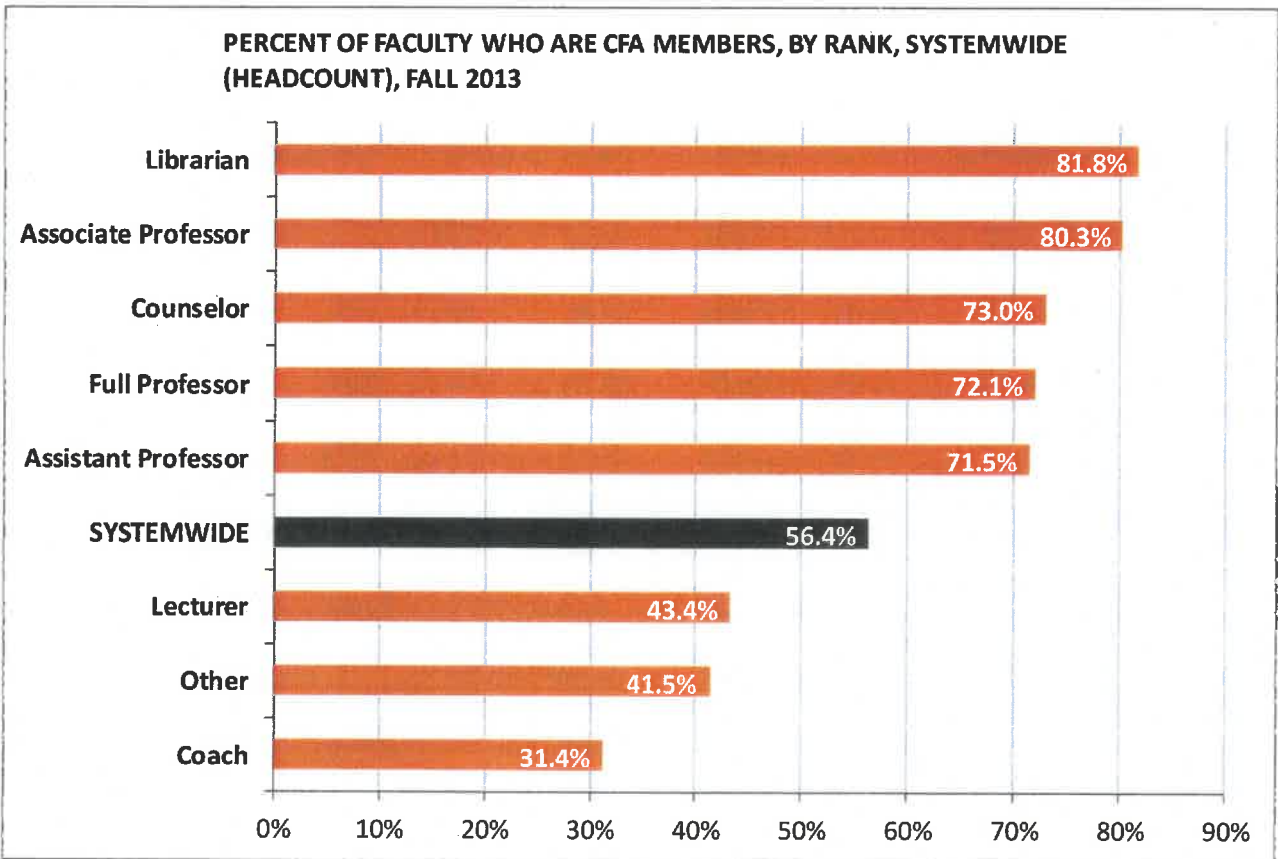
**PERCENT OF FULL-TIME EQUIVALENT FACULTY (FTEF) BY RANK,  
PER CAMPUS, FALL 2013**

Campus	Full Professor	Associate Professor	Assistant Professor	Lecturer	Coach	Counselor	Librarian	Other	Total
Bakersfield	23.8%	19.7%	9.1%	37.1%	7.0%	1.3%	2.1%	0.0%	100.0%
Channel Islands	17.7%	9.6%	8.9%	59.4%	0.0%	0.8%	3.7%	0.0%	100.0%
Chico	34.3%	14.7%	9.3%	36.6%	2.5%	1.1%	1.2%	0.3%	100.0%
Dominguez	19.4%	13.2%	8.1%	54.0%	2.3%	0.9%	1.7%	0.4%	100.0%
East Bay	23.4%	18.5%	11.4%	39.9%	3.2%	0.8%	2.6%	0.3%	100.0%
Fresno	24.3%	17.1%	13.3%	39.6%	3.2%	0.4%	1.8%	0.3%	100.0%
Fullerton	21.9%	16.9%	12.6%	43.8%	1.7%	1.2%	1.5%	0.4%	100.0%
Humboldt	29.1%	13.8%	10.9%	37.3%	4.1%	1.5%	2.0%	1.2%	100.0%
Long Beach	28.9%	14.7%	10.5%	41.8%	1.8%	0.8%	1.1%	0.6%	100.0%
Los Angeles	34.6%	13.7%	9.1%	39.1%	1.8%	0.3%	1.3%	0.1%	100.0%
Maritime	18.3%	9.7%	24.3%	32.2%	5.7%	1.2%	2.4%	6.1%	100.0%
Monterey	17.2%	11.3%	9.9%	53.0%	4.6%	0.9%	2.0%	1.0%	100.0%
Northridge	27.6%	12.8%	13.0%	41.1%	2.0%	0.9%	1.9%	0.6%	100.0%
Pomona	34.4%	12.2%	11.5%	37.9%	1.7%	0.6%	1.3%	0.4%	100.0%
Sacramento	32.8%	16.3%	8.5%	34.7%	3.8%	1.4%	2.1%	0.4%	100.0%
San Bernardino	34.9%	11.7%	9.8%	37.8%	2.5%	1.5%	1.7%	0.1%	100.0%
San Diego	31.4%	20.2%	8.0%	32.5%	3.4%	1.9%	1.9%	0.5%	100.0%
San Francisco	26.7%	22.0%	12.2%	35.0%	1.2%	0.8%	1.8%	0.2%	100.0%
San Jose	27.5%	13.4%	9.6%	42.0%	3.7%	1.0%	2.1%	0.6%	100.0%
San Luis Obispo	30.5%	20.1%	13.4%	30.0%	3.7%	1.1%	0.8%	0.4%	100.0%
San Marcos	22.9%	15.8%	10.0%	44.3%	2.5%	1.3%	2.8%	0.4%	100.0%
Sonoma	34.7%	14.2%	7.7%	34.6%	4.5%	1.2%	2.1%	1.0%	100.0%
Stanislaus	33.8%	15.3%	11.1%	33.4%	4.0%	1.0%	1.4%	0.0%	100.0%
<b>SYSTEMWIDE</b>	<b>28.3%</b>	<b>15.8%</b>	<b>10.8%</b>	<b>39.2%</b>	<b>2.7%</b>	<b>1.0%</b>	<b>1.7%</b>	<b>0.5%</b>	<b>100.0%</b>

➔ There is also variation from campus to campus in the way FTE positions are distributed by rank. Just over half of the positions are filled by tenured or tenure-track professors.



**PERCENT OF FACULTY WHO ARE CFA MEMBERS, BY RANK, SYSTEMWIDE (HEADCOUNT), FALL 2011**



NOTE: This chart show the percentage of faculty members who are also CFA members within each rank.

- ➔ The above chart shows the percentage of faculty who are CFA members.
- ➔ In fall 2013, just above 56 percent of all CSU faculty are CFA members. The majority of faculty ranks have membership levels well above the systemwide rate. Eight in 10 librarians are members. Membership rates are lower among faculty with temporary appointments, most of whom work part-time.

**PERCENT OF FACULTY WHO ARE CFA MEMBERS, BY RANK, SYSTEMWIDE  
(HEADCOUNT), FALL 2011**

**PERCENT OF LECTURER FACULTY WHO ARE CFA MEMBERS, BY RANGE,  
SYSTEMWIDE (HEADCOUNT), FALL 2013**

Lecturer Type	Member	Total	% Membership
Lecturer L	191	821	23.3%
Lecturer A	2837	7344	38.6%
Lecturer B	2174	4229	51.4%
Lecturer C	441	690	63.9%
Lecturer D	94	143	65.7%

NOTE: This chart show the percentage of faculty members who are also CFA members within each lecturer rank.

- ➔ The above chart shows the percentage of lecturer faculty who are CFA members.
- ➔ In fall 2013, 43 percent of all CSU lecturer faculty were CFA members. Compared to this overall level, membership rates in lecturer in ranks B, C, and D is higher. Lecturer A and L have lower membership levels than overall.

## NUMBER OF FACULTY BY RANK & ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL 2011

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Full Professor	34	815	421	171	105	3,673		6	5,240
Associate Professor	17	504	237	125	127	1,764		10	2,794
Assistant Professor	21	418	154	79	83	1,022	8	104	1,894
Lecturer	102	1,352	1,234	511	373	8,880	62	738	13,295
Coach	6	27	55	43	11	395	9	59	605
Counselor	2	27	25	19	4	121		6	204
Librarian	2	43	25	12	11	236	4	8	341
Other		7	10	3	1	57		3	82
<b>SYSTEMWIDE</b>	<b>184</b>	<b>3,193</b>	<b>2,161</b>	<b>963</b>	<b>715</b>	<b>16,148</b>	<b>83</b>	<b>934</b>	<b>24,455</b>

\* Total column count includes "blanks" and "None" counts

## PERCENT OF FACULTY BY RANK & ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL 2011

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Full Professor	0.6%	15.6%	8.0%	3.3%	2.0%	70.1%	0.0%	0.1%	100.0%
Associate Professor	0.6%	18.0%	8.5%	4.5%	4.5%	63.1%	0.0%	0.4%	100.0%
Assistant Professor	1.1%	22.1%	8.1%	4.2%	4.4%	54.0%	0.4%	5.5%	100.0%
Lecturer	0.8%	10.2%	9.3%	3.8%	2.8%	66.8%	0.5%	5.6%	100.0%
Coach	1.0%	4.5%	9.1%	7.1%	1.8%	65.3%	1.5%	9.8%	100.0%
Counselor	1.0%	13.2%	12.3%	9.3%	2.0%	59.3%	0.0%	2.9%	100.0%
Librarian	0.6%	12.6%	7.3%	3.5%	3.2%	69.2%	1.2%	2.3%	100.0%
Other	0.0%	8.5%	12.2%	3.7%	1.2%	69.5%	0.0%	3.7%	100.0%
<b>SYSTEMWIDE</b>	<b>0.8%</b>	<b>13.1%</b>	<b>8.8%</b>	<b>3.9%</b>	<b>2.9%</b>	<b>66.0%</b>	<b>0.3%</b>	<b>3.8%</b>	<b>100.0%</b>

➔ The historical trends of the ethnic composition of CSU faculty are discussed in more detail in a separate section of this report, the tables above show the composition of CSU faculty in Fall 2013.

➔ More than 7,000 of the 24,455 CSU faculty identified as faculty of color in Fall 2013. The greatest racial/ethnic diversity appears to be among assistant professors (only 54% white), followed by counselors (59% white).

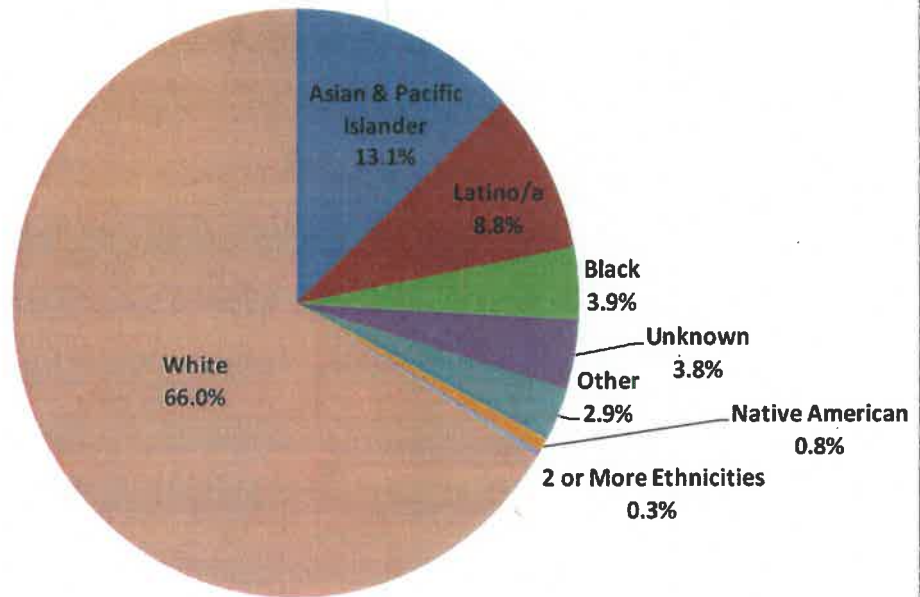
## NUMBER OF FACULTY BY RACE/ETHNICITY, PER CAMPUS (HEADCOUNT), FALL 2013

Campus	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Bakersfield	2	46	50	23	1	291	1	12	430
Channel Islands	2	32	47	6	18	252	2	5	365
Chico	8	67	42	13	23	769	2	58	982
Dominguez	8	108	94	85	18	410	5	27	759
East Bay	5	115	50	60	38	516	1	28	817
Fresno	4	170	132	49	34	886	9	35	1,330
Fullerton	10	300	170	58	68	1,261	3	119	1,992
Humboldt	17	22	25	10	9	453	2	42	581
Long Beach	13	305	177	74	45	1,286	4	61	1,968
Los Angeles	6	231	174	66	46	546	8	68	1,152
Maritime	1	7	2	4	1	85		3	104
Monterey	4	43	68	11	22	220		39	408
Northridge	17	222	226	93	30	1,385	12	59	2,044
Pomona	3	224	108	37	43	629	3	26	1,073
Sacramento	17	169	85	70	36	1,025	5	37	1,448
San Bernardino	8	93	101	53	26	595	1	42	928
San Diego	7	154	156	57	18	1,147	3	37	1,586
San Francisco	20	293	110	82	67	1,005		97	1,680
San Jose	15	348	125	51	88	1,133	12	80	1,856
San Luis Obispo	6	94	64	19	33	954	3	12	1,186
San Marcos	4	62	82	19	23	467	3	8	670
Sonoma	4	34	36	8	16	446	1	17	562
Stanislaus	3	54	37	15	12	387	3	22	534
<b>SYSTEMWIDE</b>	<b>184</b>	<b>3,193</b>	<b>2,161</b>	<b>963</b>	<b>715</b>	<b>16,148</b>	<b>83</b>	<b>934</b>	<b>24,455</b>

\* Total column count includes "blanks" and "None" counts

In addition to the number of positions and faculty members across the CSU system, CFA also reports summaries of aggregated data about the race/ethnicity reported by CSU faculty members. The categories available to us for analysis are limited by the data collected and reported by the CSU administration, from whom we receive the information. Because of privacy laws, CFA does not identify faculty by name and race/ethnicity.

**RACE/ETHNICITY OF CSU FACULTY, ALL RANKS (HEADCOUNT), FALL 2013**



NOTE: Percentages do not add to 100% due to rounding.

➔ This graph illustrates the breakdown of all CSU faculty by race/ethnicity, as of November 2013. See data for prior years in previous Equity Conference report at [www.calfac.org/research](http://www.calfac.org/research).



## PERCENT OF FACULTY BY RACE/ETHNICITY, PER CAMPUS (HEADCOUNT), FALL 2013

Campus	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Bakersfield	0.5%	10.7%	11.6%	5.3%	0.2%	67.7%	0.2%	2.8%	100.0%
Channel Islands	0.5%	8.8%	12.9%	1.6%	4.9%	69.0%	0.5%	1.4%	100.0%
Chico	0.8%	6.8%	4.3%	1.3%	2.3%	78.3%	0.2%	5.9%	100.0%
Dominguez	1.1%	14.2%	12.4%	11.2%	2.4%	54.0%	0.7%	3.6%	100.0%
East Bay	0.6%	14.1%	6.1%	7.3%	4.7%	63.2%	0.1%	3.4%	100.0%
Fresno	0.3%	12.8%	9.9%	3.7%	2.6%	66.6%	0.7%	2.6%	100.0%
Fullerton	0.5%	15.1%	8.5%	2.9%	3.4%	63.3%	0.2%	6.0%	100.0%
Humboldt	2.9%	3.8%	4.3%	1.7%	1.5%	78.0%	0.3%	7.2%	100.0%
Long Beach	0.7%	15.5%	9.0%	3.8%	2.3%	65.3%	0.2%	3.1%	100.0%
Los Angeles	0.5%	20.1%	15.1%	5.7%	4.0%	47.4%	0.7%	5.9%	100.0%
Maritime	1.0%	6.7%	1.9%	3.8%	1.0%	81.7%	0.0%	2.9%	100.0%
Monterey	1.0%	10.5%	16.7%	2.7%	5.4%	53.9%	0.0%	9.6%	100.0%
Northridge	0.8%	10.9%	11.1%	4.5%	1.5%	67.8%	0.6%	2.9%	100.0%
Pomona	0.3%	20.9%	10.1%	3.4%	4.0%	58.6%	0.3%	2.4%	100.0%
Sacramento	1.2%	11.7%	5.9%	4.8%	2.5%	70.8%	0.3%	2.6%	100.0%
San Bernardino	0.9%	10.0%	10.9%	5.7%	2.8%	64.1%	0.1%	4.5%	100.0%
San Diego	0.4%	9.7%	9.8%	3.6%	1.1%	72.3%	0.2%	2.3%	100.0%
San Francisco	1.2%	17.4%	6.5%	4.9%	4.0%	59.8%	0.0%	5.8%	100.0%
San Jose	0.8%	18.8%	6.7%	2.7%	4.7%	61.0%	0.6%	4.3%	100.0%
San Luis Obispo	0.5%	7.9%	5.4%	1.6%	2.8%	80.4%	0.3%	1.0%	100.0%
San Marcos	0.6%	9.3%	12.2%	2.8%	3.4%	69.7%	0.4%	1.2%	100.0%
Sonoma	0.7%	6.0%	6.4%	1.4%	2.8%	79.4%	0.2%	3.0%	100.0%
Stanislaus	0.6%	10.1%	6.9%	2.8%	2.2%	72.5%	0.6%	4.1%	100.0%
<b>SYSTEMWIDE</b>	<b>0.8%</b>	<b>13.1%</b>	<b>8.8%</b>	<b>3.9%</b>	<b>2.9%</b>	<b>66.0%</b>	<b>0.3%</b>	<b>3.8%</b>	<b>100.0%</b>

\* Total column count includes "blanks" and "None" counts

➔ Use this table to compare the racial/ethnic diversity of the faculty at different campuses. The campus with the most diversity is Los Angeles with close to 46 percent of the faculty reporting to be of an racial/ethnic background other than White. The least diverse is San Luis Obispo with slightly over 80 percent of faculty reporting a White racial/ethnic background.

## COMPARISON OF CAMPUS RACE/ETHNICITY DISTRIBUTIONS TO CSU SYSTEMWIDE (HEADCOUNT), FALL 2013

Race/Ethnicity	San Luis							
	Obispo	Sonoma	Maritime	San Diego	Bakersfield	Chico	Fresno	Long Beach
Native American	0.5%	0.7%	1.0%	0.4%	0.5%	0.8%	0.3%	0.7%
Asian & Pacific Islander	7.9%	6.0%	6.7%	9.7%	10.7%	6.8%	12.8%	15.5%
Latino/a	5.4%	6.4%	1.9%	9.8%	11.6%	4.3%	9.9%	9.0%
Black	1.6%	1.4%	3.8%	3.6%	5.3%	1.3%	3.7%	3.8%
Other	2.8%	2.8%	1.0%	1.1%	0.2%	2.3%	2.6%	2.3%
2 or More Ethnicities	0.3%	0.2%	0.0%	0.2%	0.2%	0.2%	0.7%	0.2%
Unknown	1.1%	3.0%	3.8%	2.8%	3.7%	5.9%	3.5%	3.3%
<b>White</b>	<b>80.4%</b>	<b>79.4%</b>	<b>81.7%</b>	<b>72.3%</b>	<b>67.7%</b>	<b>78.3%</b>	<b>66.6%</b>	<b>65.3%</b>

Race/Ethnicity	Channel							
	Stanislaus	Islands	East Bay	Fullerton	Humboldt	Pomona	Sacramento	San Marcos
Native American	0.6%	0.5%	0.6%	0.5%	2.9%	0.3%	1.2%	0.6%
Asian & Pacific Islander	10.1%	8.8%	14.1%	15.1%	3.8%	20.9%	11.7%	9.3%
Latino/a	6.9%	12.9%	6.1%	8.5%	4.3%	10.1%	5.9%	12.2%
Black	2.8%	1.6%	7.3%	2.9%	1.7%	3.4%	4.8%	2.8%
Other	2.2%	4.9%	4.7%	3.4%	1.5%	4.0%	2.5%	3.4%
2 or More Ethnicities	0.6%	0.5%	0.1%	0.2%	0.3%	0.3%	0.3%	0.4%
Unknown	4.3%	1.6%	3.9%	6.1%	7.4%	2.4%	2.8%	1.5%
<b>White</b>	<b>72.5%</b>	<b>69.0%</b>	<b>63.2%</b>	<b>63.3%</b>	<b>78.0%</b>	<b>58.6%</b>	<b>70.8%</b>	<b>69.7%</b>

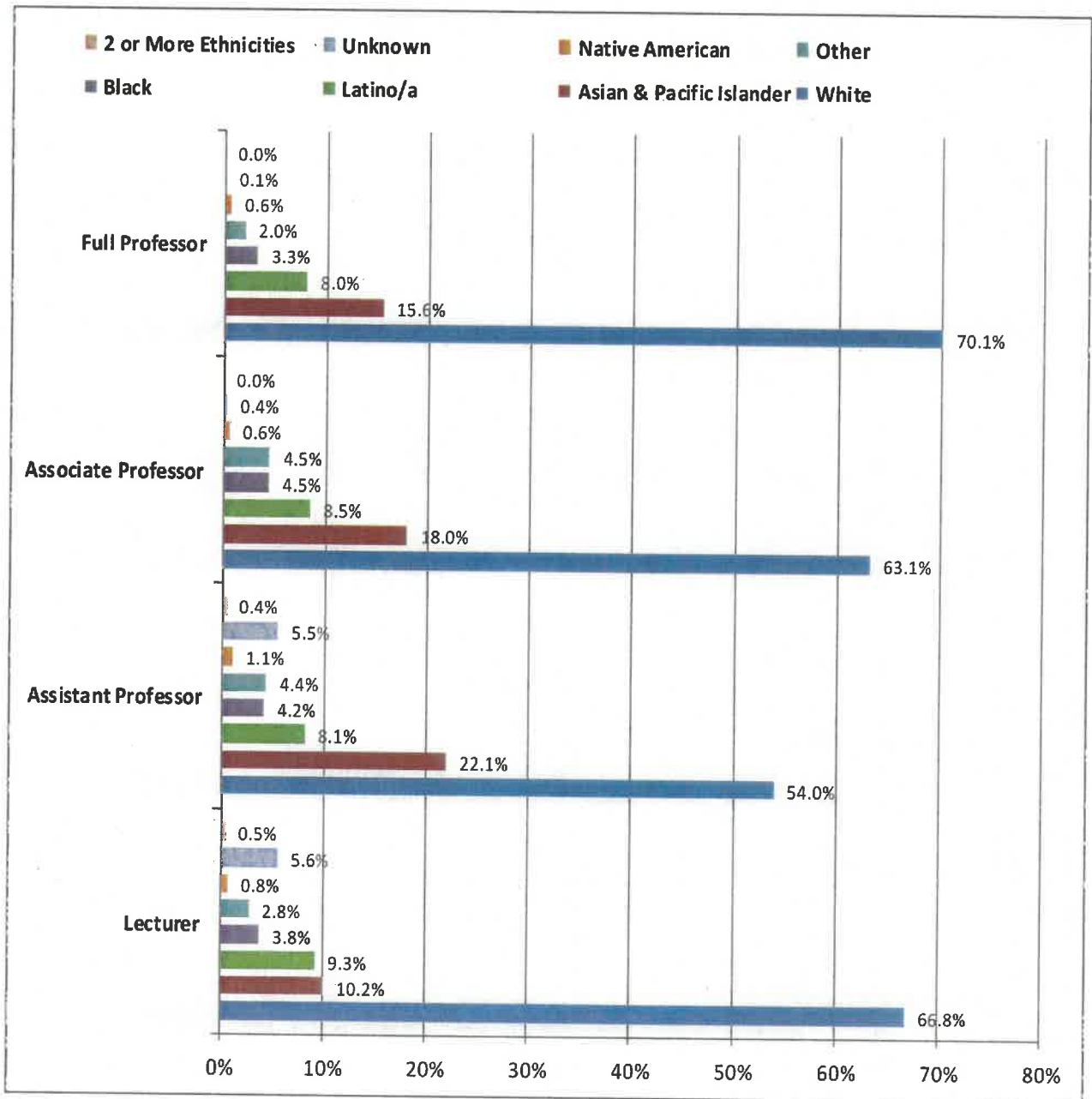
Race/Ethnicity	Dominguez							
	Monterey	Northridge	San Bernardino	Hills	San Francisco	San Jose	Los Angeles	SYSTEMWIDE
Native American	1.0%	0.8%	0.9%	1.1%	1.2%	0.8%	0.5%	0.8%
Asian & Pacific Islander	10.5%	10.9%	10.0%	14.2%	17.4%	18.8%	20.1%	13.1%
Latino/a	16.7%	11.1%	10.9%	12.4%	6.5%	6.7%	15.1%	8.8%
Black	2.7%	4.5%	5.7%	11.2%	4.9%	2.7%	5.7%	3.9%
Other	5.4%	1.5%	2.8%	2.4%	4.0%	4.7%	4.0%	2.9%
2 or More Ethnicities	0.0%	0.6%	0.1%	0.7%	0.0%	0.6%	0.7%	0.3%
Unknown	9.8%	2.9%	5.5%	4.1%	6.1%	4.5%	6.5%	4.1%
<b>White</b>	<b>53.9%</b>	<b>67.8%</b>	<b>64.1%</b>	<b>54.0%</b>	<b>59.8%</b>	<b>61.0%</b>	<b>47.4%</b>	<b>66.0%</b>

➔ Use this table to compare the distribution of the racial/ethnic diversity at each campus to the systemwide distribution. When a cell is colored in, that means that the distribution of faculty of that racial/ethnic group AND campus is lower than the systemwide level. For example, at San Luis Obispo and Sonoma, the distribution of faculty in all racial/ethnic categories except for White is lower than the faculty racial/ethnic distribution systemwide. By contrast, Los Angeles has higher distribution levels for faculty in all racial/ethnic categories except Native American and White, when compared to systemwide.



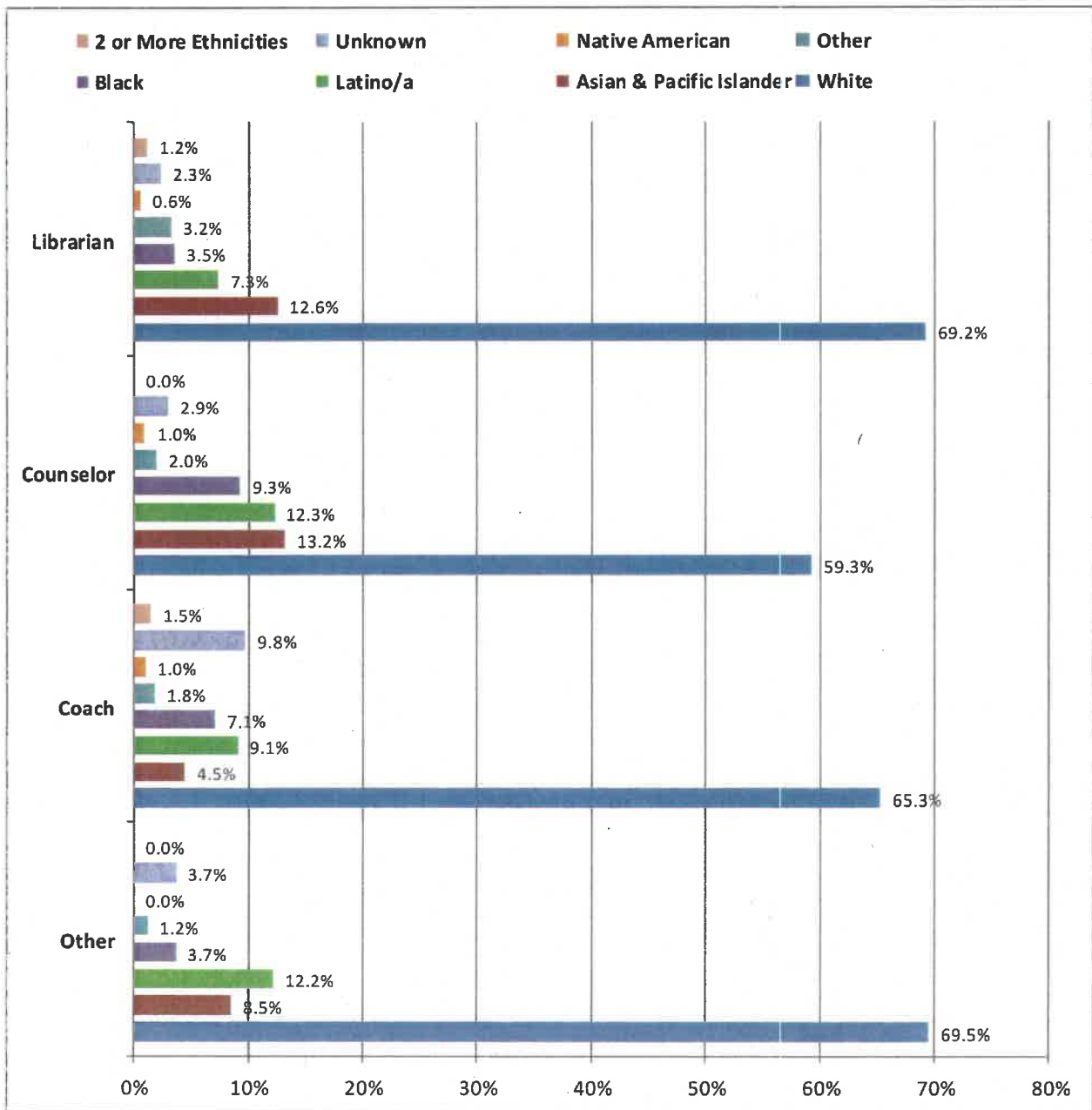
Source: CSU PIMS database, CFA analysis

## RACE/ETHNICITY BY RANK, SYSTEMWIDE (HEADCOUNT), FALL 2013



➔ Some of the results of efforts to diversify the faculty can be seen in this series of charts, which show the race/ethnicity of faculty according to rank. For instance, 70 percent of full professors identify as White while only 54 percent of assistant professors do. Note the differences between the tenure line ranks and the lecturers.

## RACE/ETHNICITY BY RANK, SYSTEMWIDE (HEADCOUNT), FALL 2013



➔ These charts show the same information for faculty who are counselors, librarians, and coaches.



## NUMBER OF FACULTY BY RANK & ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Full Professor	34	815	421	171	105	673		6	5,240
Associate Professor	17	504	237	125	127	1,764		10	2,794
Assistant Professor	21	418	154	79	83	1,022	8	104	1,894
Lecturer	102	1,352	1,234	511	373	8,880	62	738	13,295
Coach	6	27	55	43	11	395	9	59	605
Counselor	2	27	25	19	4	121		6	204
Librarian	2	43	25	12	11	236	4	8	341
Other		7	10	3	1	57		3	82
<b>SYSTEMWIDE</b>	<b>184</b>	<b>3,193</b>	<b>2,161</b>	<b>963</b>	<b>715</b>	<b>16,148</b>	<b>83</b>	<b>934</b>	<b>24,455</b>

\* Total column count includes "blanks" and "None" counts

## PERCENT OF FACULTY BY RANK & ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
Full Professor	0.6%	15.6%	8.0%	3.3%	2.0%	70.1%	0.0%	0.1%	100.0%
Associate Professor	0.6%	18.0%	8.5%	4.5%	4.5%	63.1%	0.0%	0.4%	100.0%
Assistant Professor	1.1%	22.1%	8.1%	4.2%	4.4%	54.0%	0.4%	5.5%	100.0%
Lecturer	0.8%	10.2%	9.3%	3.8%	2.8%	66.8%	0.5%	5.6%	100.0%
Coach	1.0%	4.5%	9.1%	7.1%	1.8%	65.3%	1.5%	9.8%	100.0%
Counselor	1.0%	13.2%	12.3%	9.3%	2.0%	59.3%	0.0%	2.9%	100.0%
Librarian	0.6%	12.6%	7.3%	3.5%	3.2%	69.2%	1.2%	2.3%	100.0%
Other	0.0%	8.5%	12.2%	3.7%	1.2%	69.5%	0.0%	2.3%	100.0%
<b>SYSTEMWIDE</b>	<b>0.8%</b>	<b>13.1%</b>	<b>8.8%</b>	<b>3.9%</b>	<b>2.9%</b>	<b>66.0%</b>	<b>0.3%</b>	<b>3.8%</b>	<b>100.0%</b>

- ➔ The historical trends of the ethnic composition of CSU faculty are discussed in more detail in a separate section of this report, the tables above show the composition of CSU faculty in Fall 2013.
- ➔ More than 7,000 of the 24,455 CSU faculty identified as faculty of color in Fall 2013. The greatest racial/ethnic diversity appears to be among assistant professors (only 54% White), followed by counselors (59% White).



## RACE/ETHNICITY BY LECTURER RANK, SYSTEMWIDE (HEADCOUNT), FALL 2013

### NUMBER OF LECTURER FACULTY BY RANK & ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL 2013

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
All Lecturer Types	102	1,352	1,234	511	373	8,880	62	738	13,295
Lecturer L	7	93	111	29	21	478	10	72	821
Lecturer A	57	720	748	306	223	4,768	44	478	7,344
Lecturer B	33	457	326	156	107	2,930	6	214	4,229
Lecturer C	3	68	39	19	21	526	-	14	690
Lecturer D	-	10	7	-	-	125	-	1	143

### PERCENT OF LECTURER FACULTY BY RANK AND ETHNICITY, SYSTEMWIDE (HEADCOUNT), FALL 2013

Classification	Native American	Asian & Pacific Islander	Latino/a	Black	Other	White	2 or More Ethnicities	Unknown	Total*
All Lecturer Types	0.8%	10.2%	9.3%	3.8%	2.8%	66.8%	0.5%	5.6%	100.0%
Lecturer L	0.9%	11.3%	13.5%	3.5%	2.6%	58.2%	1.2%	8.8%	100.0%
Lecturer A	0.8%	9.8%	10.2%	4.2%	3.0%	64.9%	0.6%	6.5%	100.0%
Lecturer B	0.8%	10.8%	7.7%	3.7%	2.5%	69.3%	0.1%	5.1%	100.0%
Lecturer C	0.4%	9.9%	5.7%	2.8%	3.0%	76.2%	0.0%	2.0%	100.0%
Lecturer D	0.0%	7.0%	4.9%	0.0%	0.0%	87.4%	0.0%	0.7%	100.0%

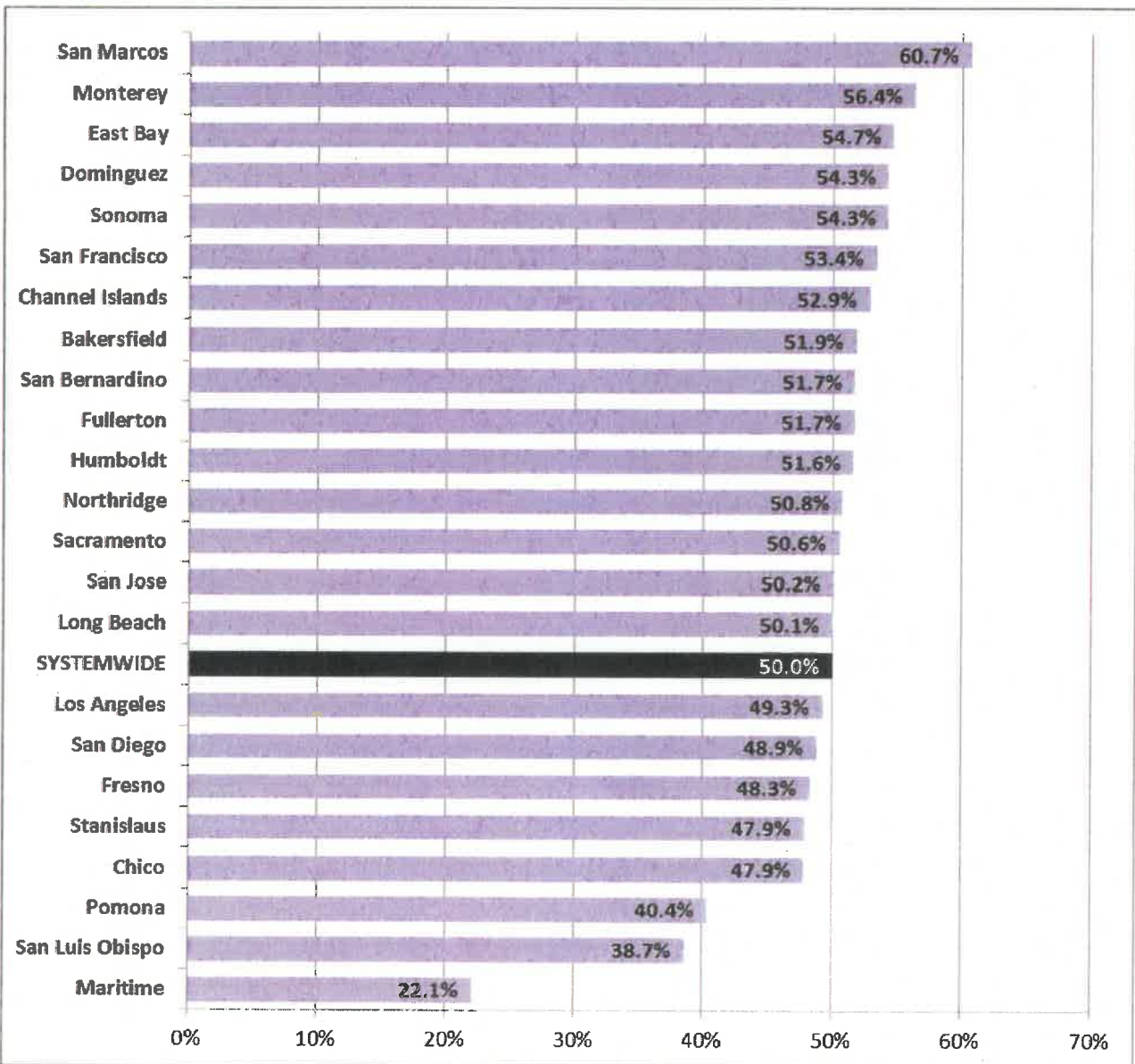
➔ These tables provide a closer look at the race/ethnicity data for the more than 13,000 lecturers across ranges L through D. Like with gender data, lecturer D has the greatest lack of ethnic diversity with a faculty composition that is 87 percent White and no Black faculty.

## NUMBER OF CSU FACULTY BY GENDER, PER CAMPUS, FALL 2013

Campus	HEADCOUNT				FULL-TIME EQUIVALENT (FTE)			
	Female	Male	Total	%Female	Female	Male	Total	%Female
Bakersfield	223	207	430	51.9%	173.0	169.5	342.5	50.5%
Channel Islands	193	172	365	52.9%	132.9	127.0	259.8	51.1%
Chico	470	512	982	47.9%	328.1	394.8	722.9	45.4%
Dominguez	412	347	759	54.3%	262.8	230.4	493.1	53.3%
East Bay	447	370	817	54.7%	292.7	262.7	555.4	52.7%
Fresno	643	687	1,330	48.3%	439.5	506.3	945.8	46.5%
Fullerton	1,029	963	1,992	51.7%	735.9	682.0	1,417.9	51.9%
Humboldt	300	281	581	51.6%	205.7	215.5	421.1	48.8%
Long Beach	985	983	1,968	50.1%	690.3	715.8	1,406.1	49.1%
Los Angeles	568	584	1,152	49.3%	424.3	431.1	855.5	49.6%
Maritime	23	81	104	22.1%	18.2	64.0	82.2	22.1%
Monterey	230	178	408	56.4%	166.7	124.9	291.6	57.2%
Northridge	1,038	1,006	2,044	50.8%	723.7	701.8	1,425.5	50.8%
Pomona	434	639	1,073	40.4%	333.0	489.5	822.5	40.5%
Sacramento	732	716	1,448	50.6%	499.7	523.0	1,022.7	48.9%
San Bernardino	480	448	928	51.7%	336.4	338.2	674.6	49.9%
San Diego	775	811	1,586	48.9%	538.6	609.3	1,147.9	46.9%
San Francisco	897	783	1,680	53.4%	615.7	571.9	1,187.6	51.8%
San Jose	931	925	1,856	50.2%	641.9	622.7	1,264.7	50.8%
San Luis Obispo	459	727	1,186	38.7%	353.2	620.6	973.8	36.3%
San Marcos	407	263	670	60.7%	281.5	188.6	470.1	59.9%
Sonoma	305	257	562	54.3%	203.3	186.6	389.9	52.1%
Stanislaus	256	278	534	47.9%	178.5	207.2	385.7	46.3%
<b>SYSTEMWIDE</b>	<b>12,237</b>	<b>12,218</b>	<b>24,455</b>	<b>50.0%</b>	<b>8,575.7</b>	<b>8,983.3</b>	<b>17,559.0</b>	<b>48.8%</b>

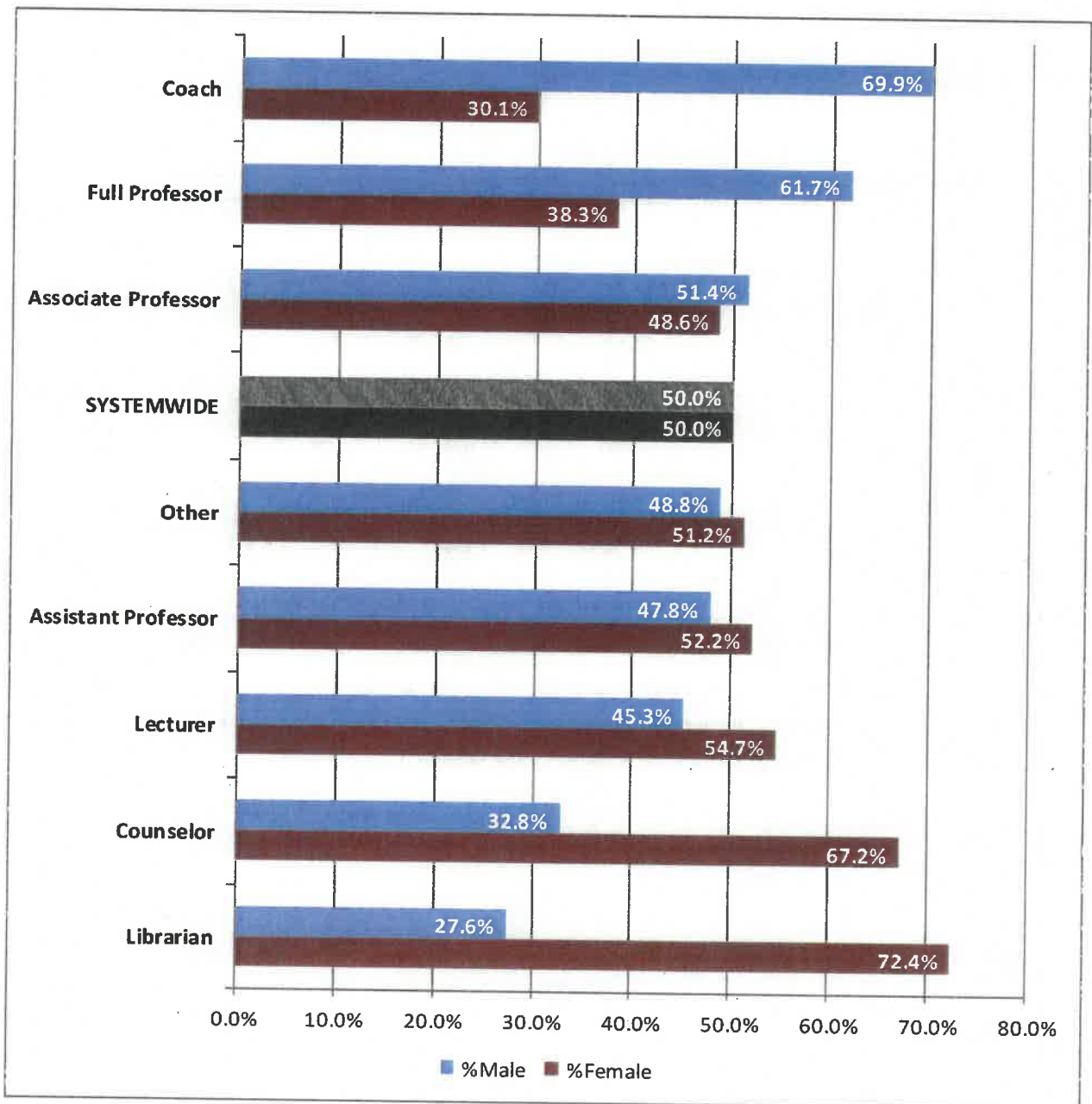
➤ In terms of both headcount and FTE, just nearly half of the faculty in the CSU are female this year. As indicated in this table and shown in the charts that follow, there is variation from campus to campus. The campus with the largest percentage of female faculty is San Marcos at 61 percent, for headcount. Overall, the difference in proportion of women and men does not change dramatically between headcount and FTE., but with headcount it is at the 50 percent mark.

## PERCENT OF FEMALE FACULTY , PER CAMPUS (HEADCOUNT), FALL 2013



➔ The campuses that vary most from the average in terms of gender diversity are the specialized campuses, the Cal Maritime Academy, Cal Poly San Luis Obispo, and Cal Poly Pomona. San Marcos is also notable, with women comprising slightly more than 60 percent of the faculty.

## PERCENT OF FACULTY BY RANK & GENDER, SYSTEMWIDE (HEADCOUNT), FALL 2013



- ➔ For a more detailed discussion of the gender composition of CSU faculty, see section three of this report.
- ➔ Systemwide, 50% of faculty are women. The majority of librarians, counselors, lecturers, and assistant professors are women.
- ➔ Systemwide, 50% of faculty are men. The majority of associate and full professors, and coaches are men.



**PERCENT AND NUMBER OF LECTURERS BY RANK & GENDER, SYSTEMWIDE  
(HEADCOUNT), FALL 2013**

**NUMBER OF CSU LECTURER FACULTY BY GENDER (HEADCOUNT), FALL  
2013**

<b>Lecturer Types</b>	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>%Female</b>
Lecturer L	417	404	821	50.8%
Lecturer A	4189	3155	7344	57.0%
Lecturer B	2253	1976	4229	53.3%
Lecturer C	345	345	690	50.0%
Lecturer D	35	108	143	24.5%

➔ This table breaks down the gender distribution data for lecturers by range. For lecturer L and lecturer C, the female to male ratio is similar to the systemwide ratio. However, in the lecturer D category, female faculty are underrepresented at 25 percent (even more so than in the analogous full professor category which is 38 percent female).

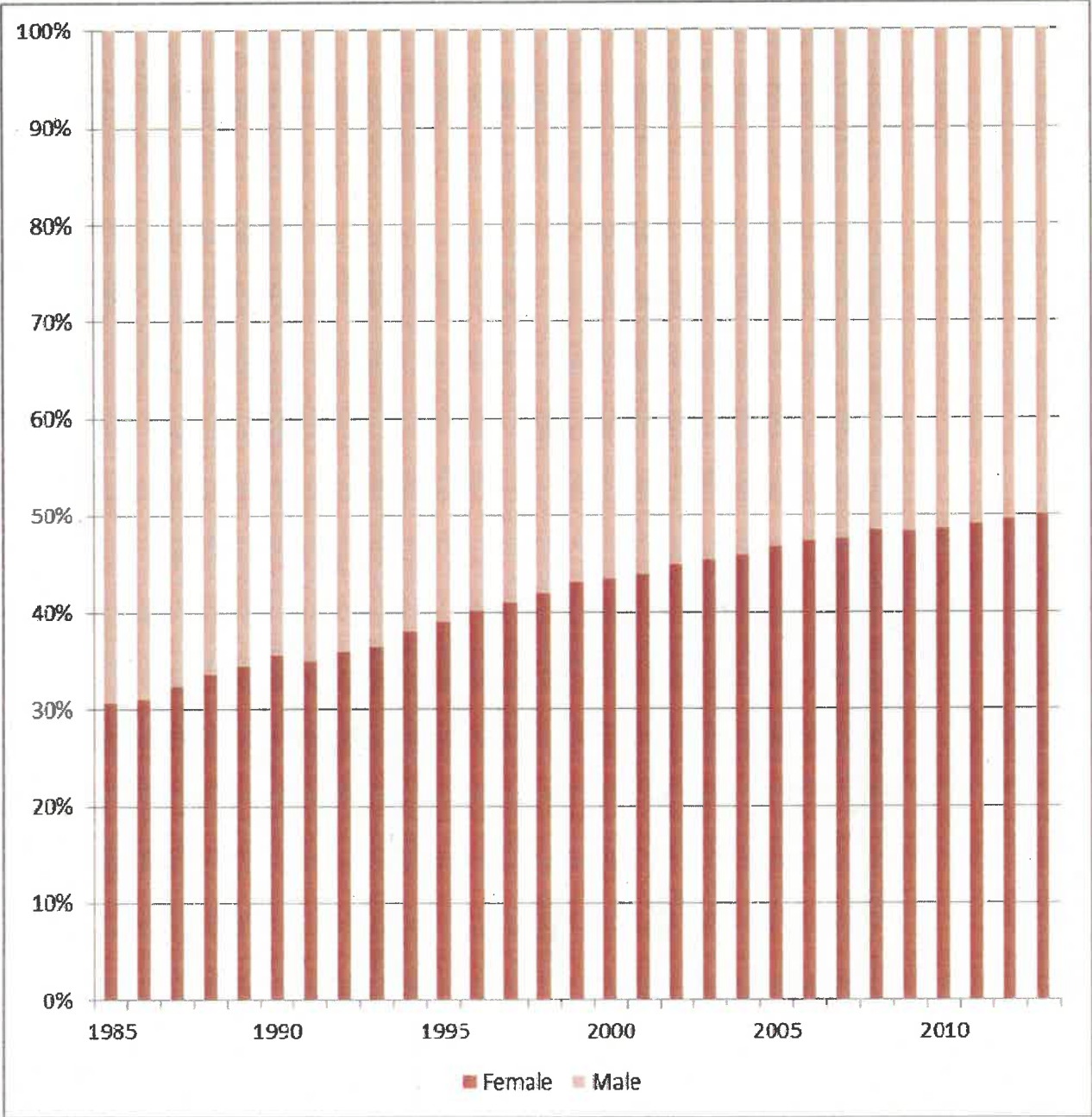


## CSU INSTRUCTIONAL FACULTY BY GENDER (HEADCOUNT), 1985 to 2013

YEAR	Female	Male	TOTAL	%Female	%Male
1985	5,834	13,154	18,988	30.7%	69.3%
1986	5,639	12,514	18,153	31.1%	68.9%
1987	6,346	13,283	19,629	32.3%	67.7%
1988	6,875	13,553	20,428	33.7%	66.3%
1989	7,299	13,837	21,136	34.5%	65.5%
1990	7,533	13,611	21,144	35.6%	64.4%
1991	6,119	11,405	17,524	34.9%	65.1%
1992	5,912	10,518	16,430	36.0%	64.0%
1993	5,993	10,406	16,399	36.5%	63.5%
1994	6,490	10,545	17,035	38.1%	61.9%
1995	6,885	10,767	17,652	39.0%	61.0%
1996	7,367	10,969	18,336	40.2%	59.8%
1997	7,743	11,139	18,882	41.0%	59.0%
1998	8,355	11,556	19,911	42.0%	58.0%
1999	8,979	11,881	20,860	43.0%	57.0%
2000	9,378	12,164	21,542	43.5%	56.5%
2001	9,949	12,643	22,592	44.0%	56.0%
2002	10,397	12,738	23,135	44.9%	55.1%
2003	10,047	12,066	22,113	45.4%	54.6%
2004	9,732	11,484	21,216	45.9%	54.1%
2005	10,570	12,079	22,649	46.7%	53.3%
2006	11,066	12,274	23,340	47.4%	52.6%
2007	11,511	12,643	24,154	47.7%	52.3%
2008	11,503	12,206	23,709	48.5%	51.5%
2009	10,404	11,105	21,509	48.4%	51.6%
2010	10,231	10,797	21,028	48.7%	51.3%
2011	10,810	11,211	22,021	49.1%	50.9%
2012	11,656	11,851	23,507	49.6%	50.4%
2013	11,626	11,592	23,218	50.1%	49.9%

➔ The above table shows provides long-term gender data for instructional faculty from 1985 to 2013. This year was the first year where the female to male ratio is majority female.

**CSU INSTRUCTIONAL FACULTY BY GENDER (HEADCOUNT), 1985 to 2013**



➔ CFA has been tracking the gender of CSU instructional faculty since 1985. The gender diversity of the faculty has changed significantly over the years, with women today representing almost half of all instructional faculty. As shown in the charts on the previous pages, there continues to be wide variation between ranks.



Source: CSU PIMS database, CFA analysis

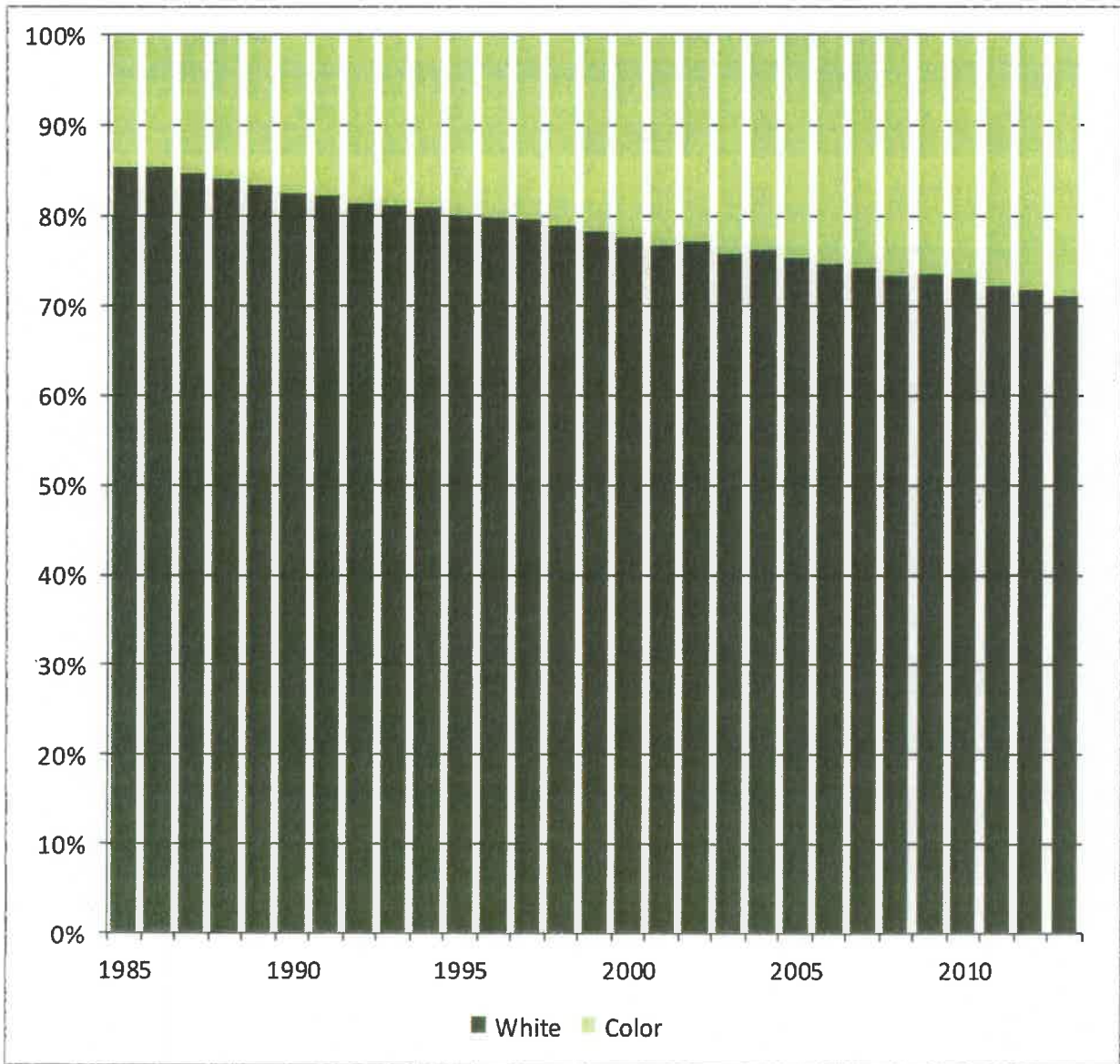
## CSU INSTRUCTIONAL FACULTY BY RACE/ETHNICITY (HEADCOUNT), 1985 to 2013

Year	Native American	Asian & Pacific Islander	Latino/a	Black	White	2 or More Ethnicities	Other & Unknown	Total
1985	96	1,348	769	532	16,239	-	4	18,988
1986	88	1,326	718	517	15,499	-	6	18,154
1987	95	1,500	832	576	16,614	-	13	19,630
1988	86	1,626	910	604	17,196	-	6	20,428
1989	98	1,709	974	689	17,656	-	11	21,137
1990	113	1,763	1,062	737	17,463	-	9	21,147
1991	90	1,477	877	666	14,409	-	5	17,524
1992	92	1,469	864	626	13,377	-	2	16,430
1993	103	1,485	827	652	13,229	-	105	16,401
1994	99	1,555	893	662	13,711	-	116	17,036
1995	115	1,693	996	690	14,004	-	158	17,656
1996	116	1,770	1,044	725	14,524	-	160	18,339
1997	133	1,858	1,096	721	14,897	-	182	18,887
1998	155	2,007	1,207	754	15,583	-	209	19,915
1999	155	2,199	1,327	808	16,157	-	222	20,868
2000	155	2,374	1,395	858	16,536	-	233	21,551
2001	168	2,590	1,508	908	17,167	-	257	22,598
2002	157	2,303	1,746	922	17,428	-	579	23,135
2003	143	2,698	1,557	876	16,570	-	269	22,113
2004	149	2,363	1,576	817	15,755	-	556	20,511
2005	160	2,586	1,697	880	16,360	-	971	22,654
2006	172	2,735	1,811	944	16,812	-	924	23,398
2007	169	2,923	1,887	963	17,138	-	1,074	24,154
2008	165	2,929	1,928	964	16,612	-	1,114	23,712
2009	142	2,721	1,696	830	15,081	-	1,039	21,509
2010	142	2,688	1,700	821	14,542	19	1,116	21,028
2011	160	2,908	1,822	841	14,932	37	1,322	22,022
2012	150	2,939	1,897	873	14,976	49	1,441	22,325
2013	174	3,089	2,046	886	15,339	70	1,614	23,218

➔ The above table shows provides long-term Race/Ethnicity data for instructional faculty from 1985 to 2013. The categories available to us for analysis are limited by the data collected and reported by the CSU administration, from whom we receive the information.



**PERCENT CSU INSTRUCTIONAL FACULTY BY RACE/ETHNICITY (HEADCOUNT)  
1985 to 2013**



NOTE: Chart excludes instructional faculty who identify as “other,” “two or more” ethnicities, and “unknown.”

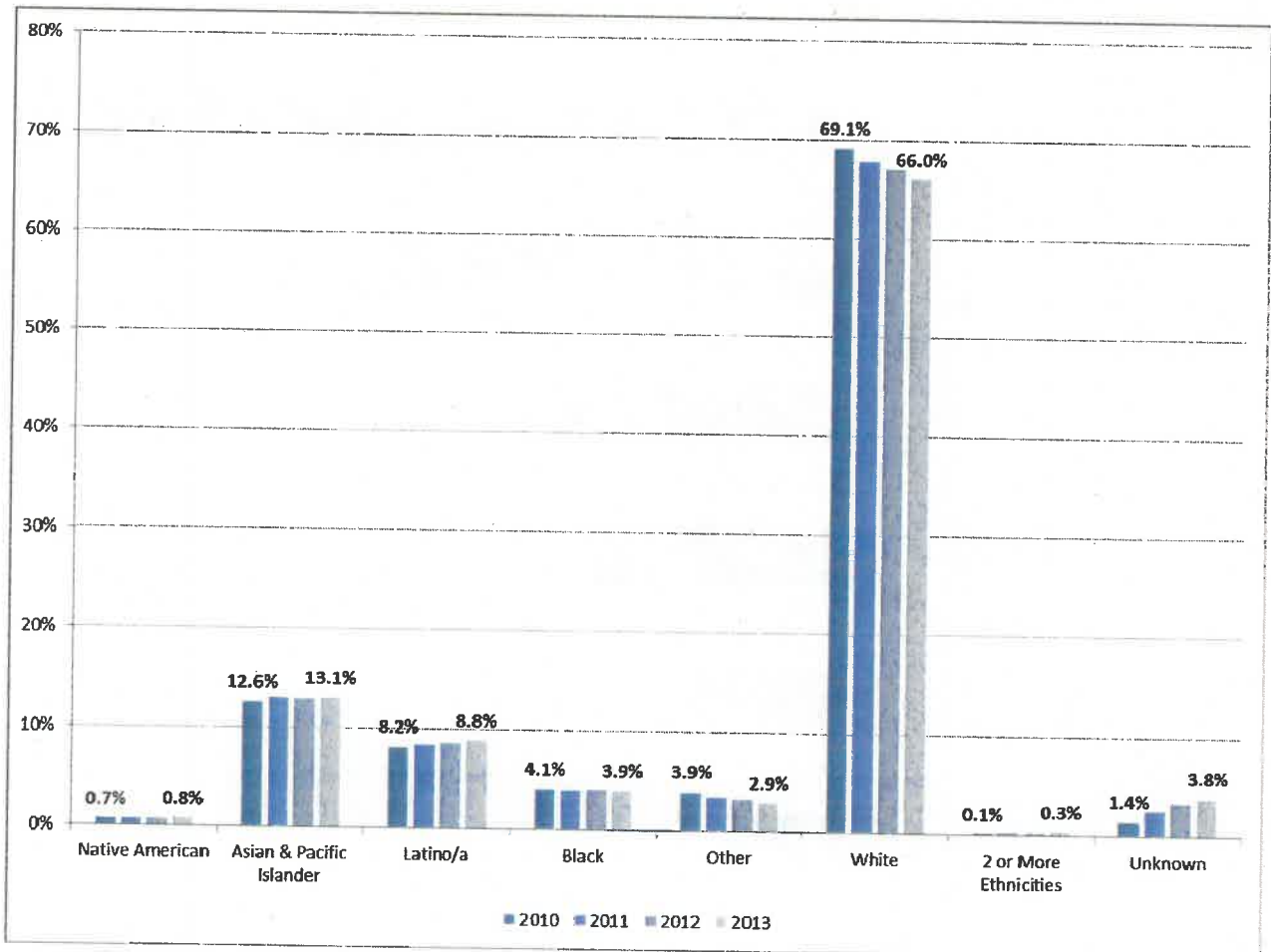
➔ This chart shows the percent of instructional faculty who identify as White compared to the percent of faculty who identify as faculty of Color. The historical trend at the CSU is one of increasing diversity; however, the majority of faculty are still White.



Source: CSU PIMS database, CFA analysis

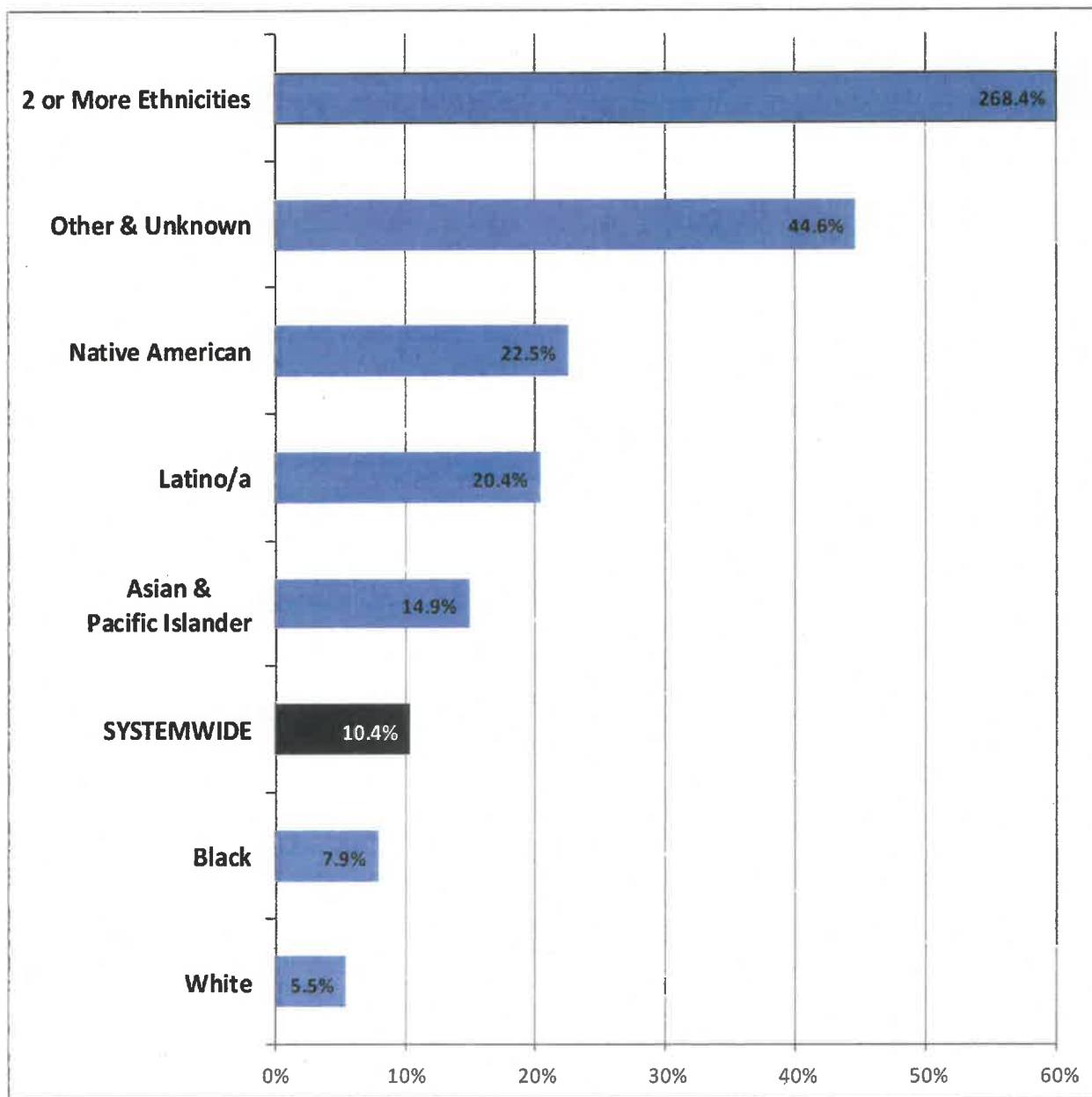


## PERCENT OF CSU FACULTY BY RACE/ETHNICITY (HEADCOUNT), 2010 to 2013



➔ The above chart shows the percentage of faculty by race/ethnic background for the years 2010 through 2013. While the proportion of faculty who identify as White has slightly decreased over this time period, the proportions of faculty of Color have remained relatively the same. The difference is explained by an increase in the unknown category.

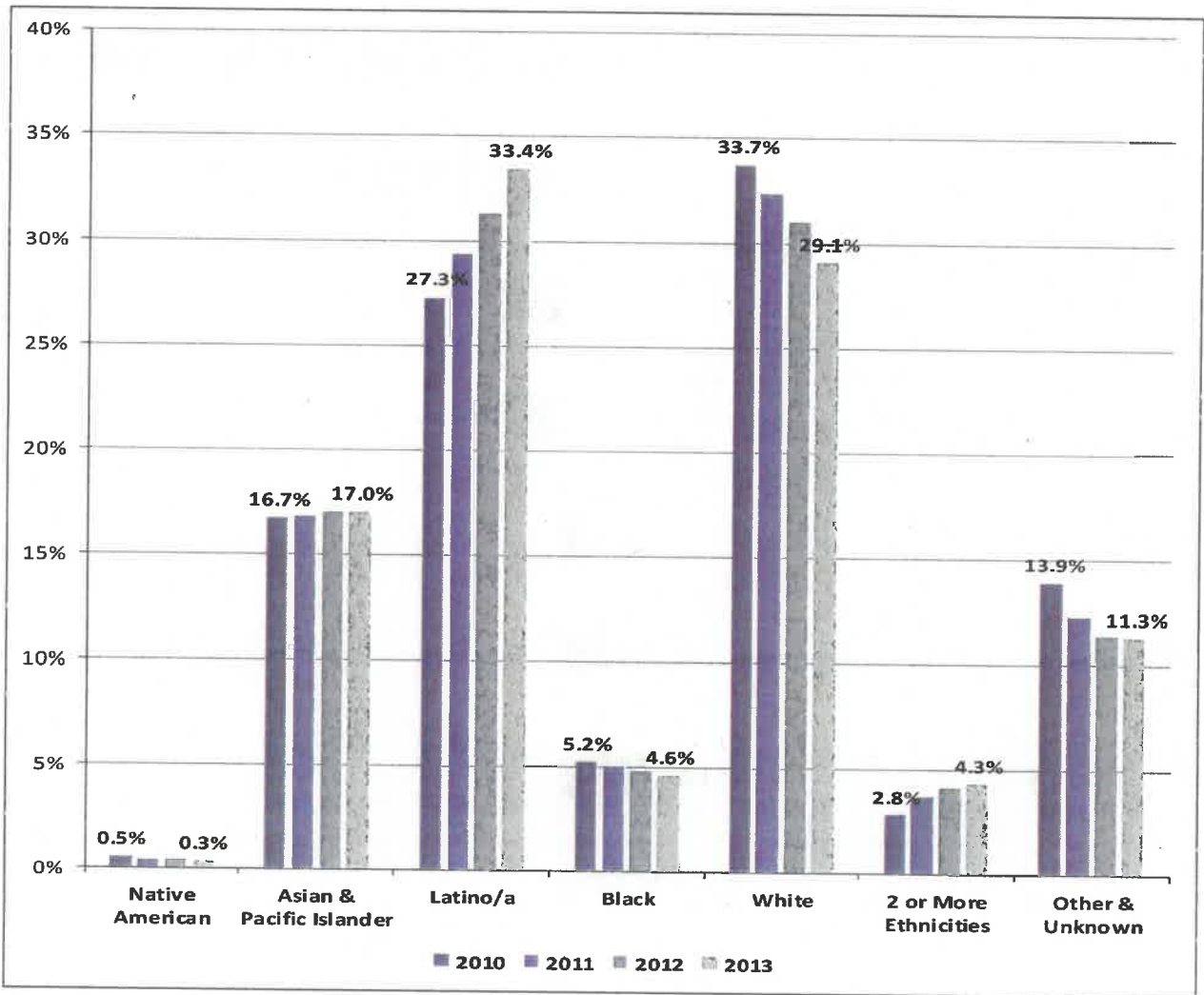
## PERCENT CHANGE IN CSU FACULTY BY RACE/ETHNICITY, 2010 to 2013



➔ In comparison to the previous graph, this one is based on the change in the *number* of faculty members in each race/ethnic group [rather than the relative proportions of each group] in 2010 and in 2013. Here the data show a notable increase in the number of faculty of Color.

➔ Overall, there was an 10% increase in the number of CSU faculty employed between fall 2010 and fall 2013. With the exception for Black and White faculty, all faculty race/ethnic categories saw an increase that was relatively larger than the systemwide average increase.

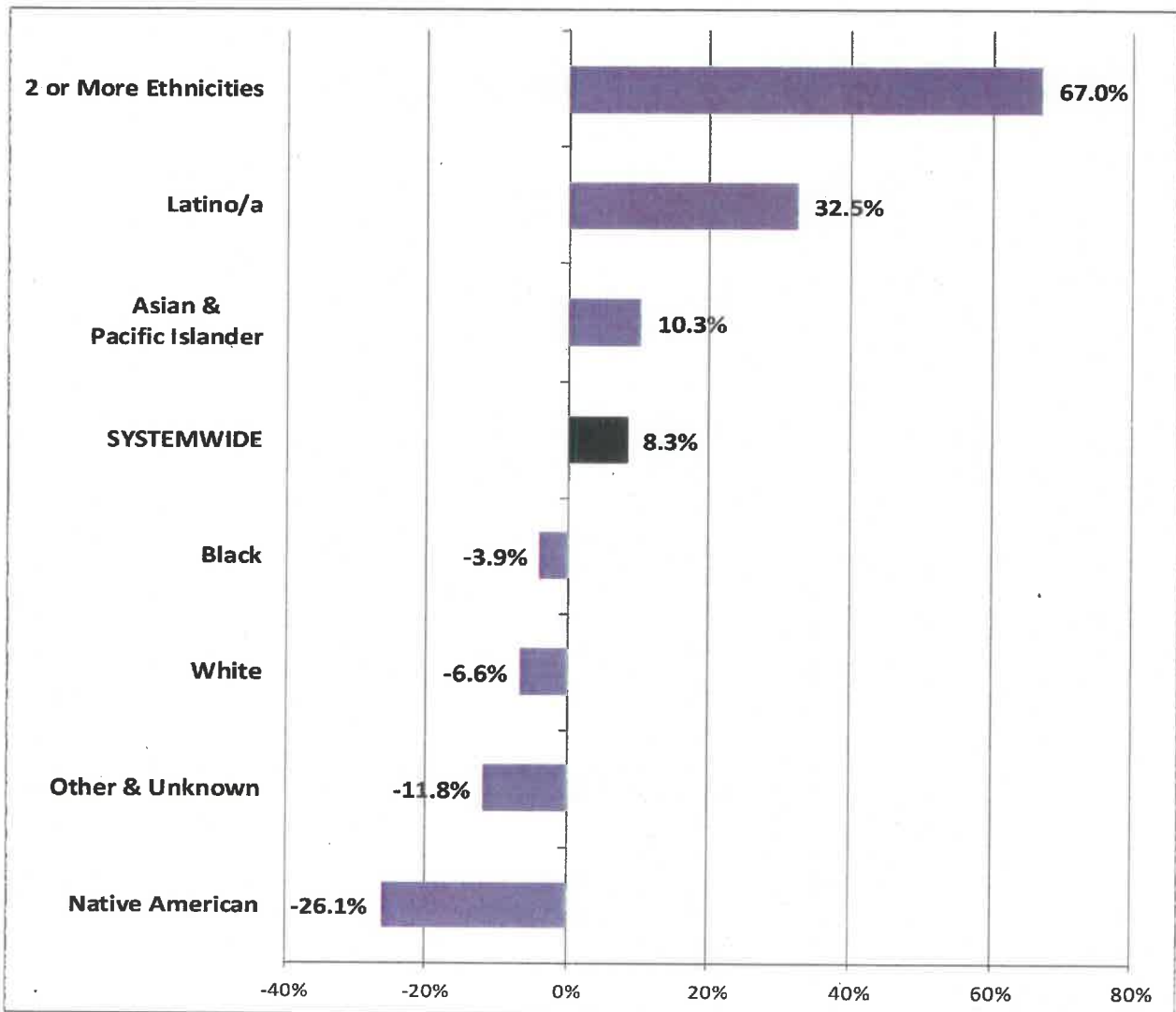
**PERCENT CSU STUDENT ENROLLMENT BY RACE/ETHNICITY (HEADCOUNT),  
2010 to 2013**



➔ The above chart shows the percentage of students by race/ethnic background for the years 2010 through 2013. While the proportion of students who identify as White has decreased slightly over this time period, the proportions of Latino/a students has increased as well as those who identify with two or more ethnic groups.

➔ The proportion of students who identify as Black, Native American, and “Other” (other and non-resident aliens) or “Unknown” has decreased over these four years.

**PERCENT CHANGE IN CSU STUDENT ENROLLMENT BY RACE/ETHNICITY,  
2010 to 2013**

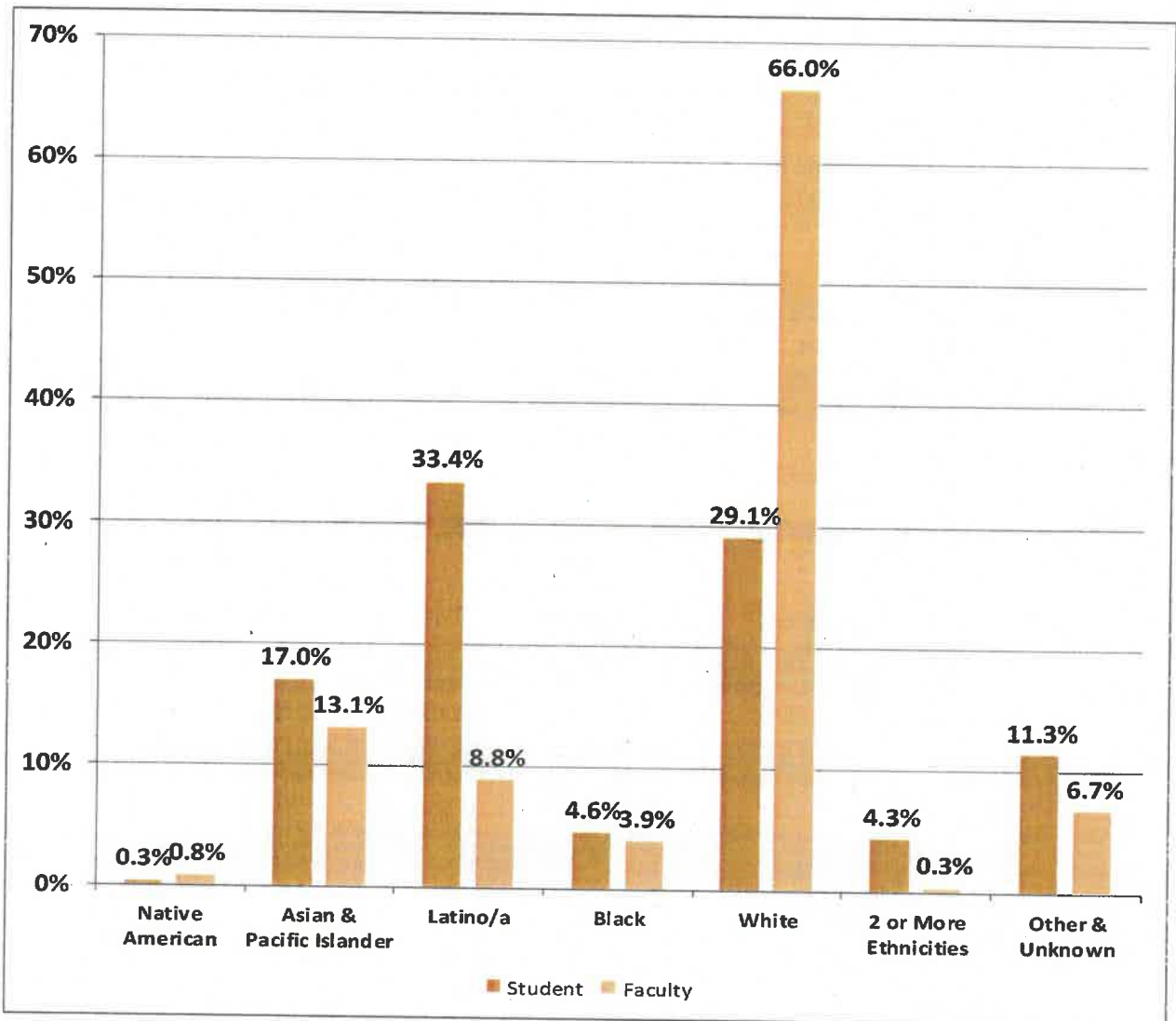


➔ In comparison to the previous graph, this one is based on the change in the *number* of students in each race/ethnic group [rather than the relative proportions of each group] between 2010 and 2013. Since 2010 there has been a 8 percent increase in the total number of students in the CSU.

➔ Students that identify as Latino/a, Asian and Pacific Islander, and of 2 or More Ethnicities are the groups that have grown in number over this time period. By contrast, the number of students who identify as Black, White, Native American and “Other & Unknown” has decreased over the last four years.



**COMPARISON OF CSU STUDENTS & FACULTY BY RACE/ETHNICITY (HEADCOUNT), FALL 2013**



- ➔ The graph above compares the ethnic composition of students and faculty for Fall 2013. Here we see the majority of students identify as Latino/a (33.4%) or White (29.1%). Together, these two student groups represent the same proportion of faculty who identify as White (66%).
- ➔ The proportions students and faculty who identify as either Asian and Pacific Islander or Black relatively similar.

**CSU STUDENT ENROLLMENT BY RACE/ETHNICITY (HEADCOUNT),  
FALL 2010 to FALL 2013**

Race/Ethnicity	2010	2013	Change	%Change
Native American	2,005	1,481	-524	-26.1%
Asian & Pacific Islander	68,660	75,733	7,073	10.3%
Latino/a	112,572	149,137	36,565	32.5%
Black	21,330	20,499	-831	-3.9%
White	138,992	129,838	-9,154	-6.6%
2 or More Ethnicities	11,592	19,361	7,769	67.0%
Other & Unknown	57,221	50,481	-6,740	-11.8%
<b>SYSTEMWIDE</b>	<b>412,372</b>	<b>446,530</b>	<b>34,158</b>	<b>8.3%</b>

**CSU FACULTY BY RACE/ETHNICITY (HEADCOUNT), FALL 2010 to FALL 2013**

Race/Ethnicity	2010	2013	Change	%Change
Native American	142	174	32	22.5%
Asian & Pacific Islander	2,688	3,089	401	14.9%
Latino/a	1,700	2,046	346	20.4%
Black	821	886	65	7.9%
White	14,542	15,339	797	5.5%
2 or More Ethnicities	19	70	51	60.0%
Other & Unknown	1,116	1,614	498	44.6%
<b>SYSTEMWIDE</b>	<b>21,028</b>	<b>23,218</b>	<b>2,190</b>	<b>10.4%</b>

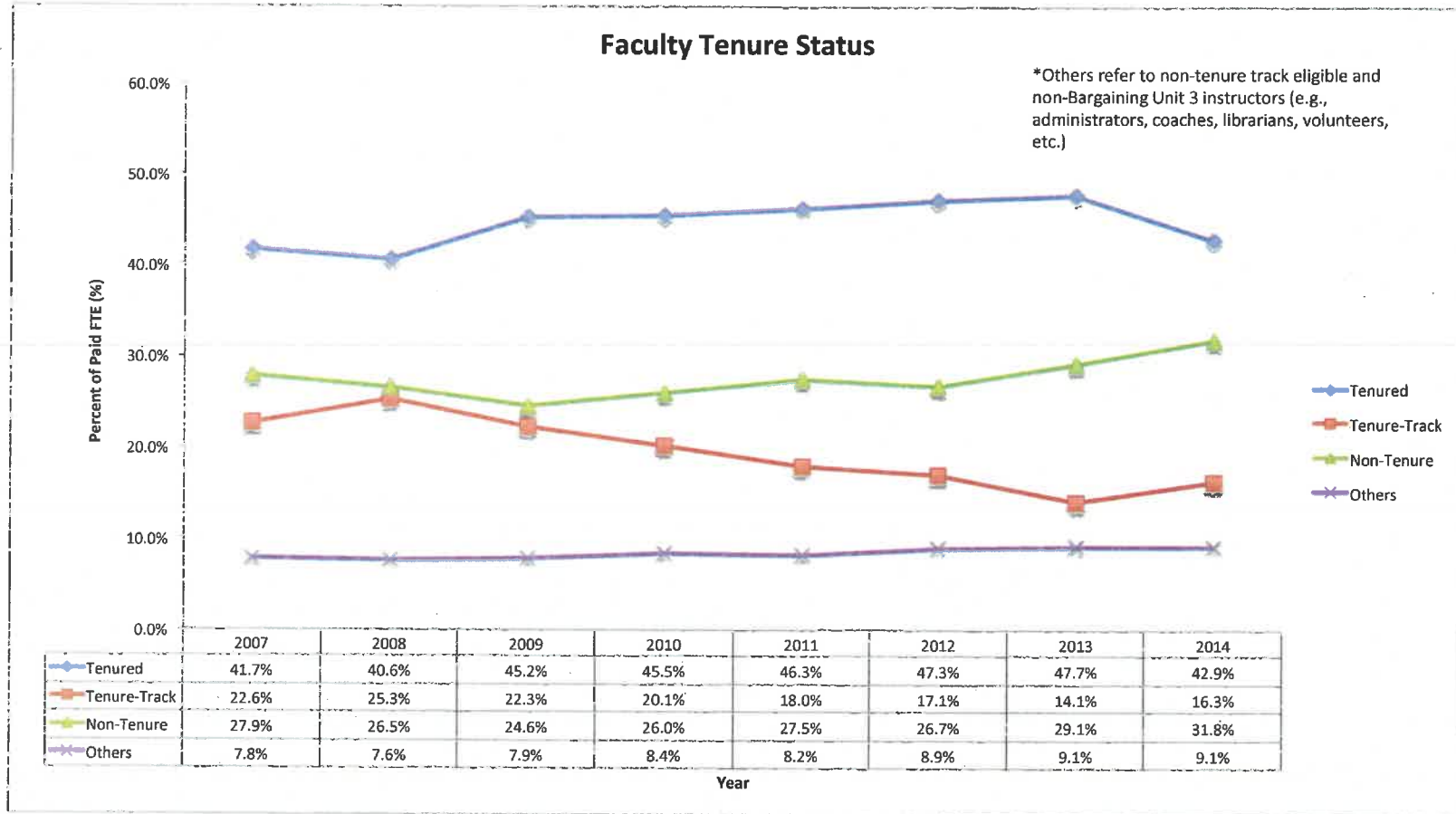
➔ The data in these tables were used to create the preceding set of charts. Faculty activists who are interested in tracking these trends on their campus should contact CFA staff or attend a research and data workshop at a CFA leadership meeting, such as the Equity Conference or Assembly.

**Appendix A.6. Total Faculty Profile by Tenure Status**

		<b>Total Faculty Profile by Tenure Status for 2007 through 2014</b>							
		Year							
Tenure Status		2007	2008	2009	2010	2011	2012	2013	2014
		Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE
Tenured	Number	413.2	409.8	442.5	431.7	445.5	456.9	474.8	428.5
	Percent	41.7%	40.6%	45.2%	45.5%	46.3%	47.3%	47.7%	42.9%
Tenure-Track	Number	224.0	255.0	218.0	191.0	173.0	165.0	140.0	163.0
	Percent	22.6%	25.3%	22.3%	20.1%	18.0%	17.1%	14.1%	16.3%
Non-Tenure	Number	275.9	267.9	240.4	247.3	265.3	258.5	290.4	317.5
	Percent	27.9%	26.5%	24.6%	26.0%	27.5%	26.7%	29.1%	31.8%
Others	Number	76.9	77.1	77.2	79.7	79.4	86.4	91.1	90.8
	Percent	7.8%	7.6%	7.9%	8.4%	8.2%	8.9%	9.1%	9.1%
Total	Number	990.0	1009.8	978.1	949.7	963.2	966.8	996.3	999.8

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

## Appendix A.7. Total Faculty Profile by Tenure Status



Note: Paid FTE represents Paid Full-time Equivalent.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

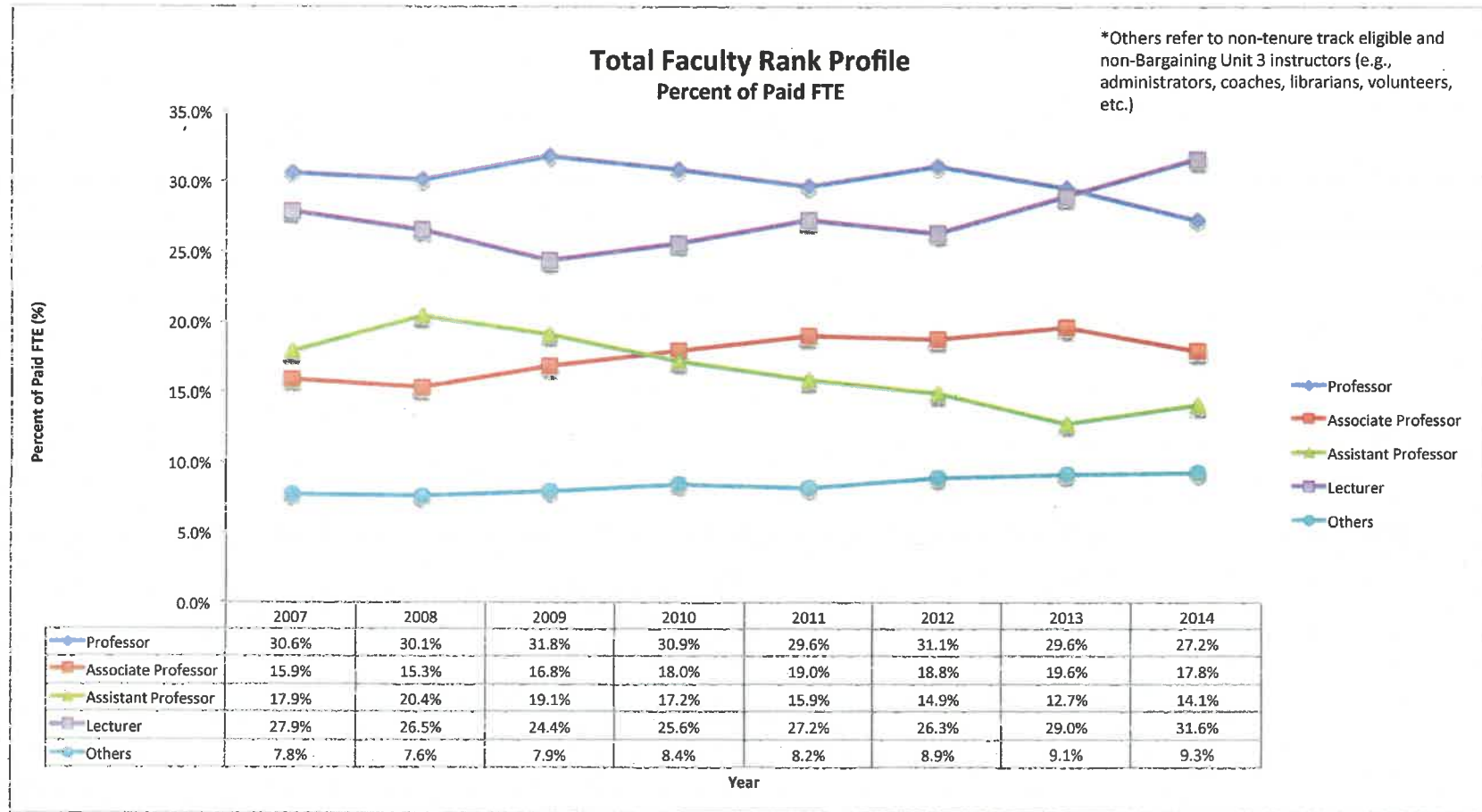


**Appendix A.8. Total Faculty Profile by Rank**

Rank		Total Faculty Profile by Rank from 2007 through 2014							
		Year							
		2007	2008	2009	2010	2011	2012	2013	2014
		Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE	Paid FTE
Professor	Number	303.2	304.3	310.7	293.2	285.4	300.2	294.4	272.1
	Percent	30.6%	30.1%	31.8%	30.9%	29.6%	31.1%	29.6%	27.2%
Associate Professor	Number	157.0	154.5	164.8	170.5	183.1	181.4	195.0	178.4
	Percent	15.9%	15.3%	16.8%	18.0%	19.0%	18.8%	19.6%	17.8%
Assistant Professor	Number	177.0	206.0	187.0	163.0	153.0	144.0	127.0	141.0
	Percent	17.9%	20.4%	19.1%	17.2%	15.9%	14.9%	12.7%	14.1%
Lecturer	Number	275.9	267.9	238.4	243.3	262.3	253.9	288.7	315.5
	Percent	27.9%	26.5%	24.4%	25.6%	27.2%	26.3%	29.0%	31.6%
Others	Number	76.9	77.1	77.2	79.7	79.4	86.4	91.1	92.8
	Percent	7.8%	7.6%	7.9%	8.4%	8.2%	8.9%	9.1%	9.3%
Total	Number	990.0	1009.8	978.1	949.7	963.2	965.9	996.2	999.8

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

## Appendix A.9. Total Faculty Profile by Rank



Note: Paid FTE represents Paid Full-time Equivalent.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

**Appendix A.10. Total Faculty Profile by Rank and Ethnicity**

Faculty Profile by Rank and Ethnicity, 2004 - 2014													
2004	Native American		Asian American		African American		Hispanic/Latino		Unknown		White		Grand Total
	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage	Headcount	Percentage	
Lecturer	1	0.2%	22	5.5%	4	1.0%	20	5.0%	13	3.2%	343	85.1%	403
Assistant			15	9.6%	3	1.9%	17	10.8%	13	8.3%	109	69.4%	157
Associate			3	2.9%	2	1.9%	6	5.7%	3	2.9%	91	86.7%	105
Professor			33	8.3%	4	1.0%	18	4.5%	16	4.0%	326	82.1%	397
<b>Total</b>	<b>1</b>	<b>0.1%</b>	<b>73</b>	<b>6.9%</b>	<b>13</b>	<b>1.2%</b>	<b>61</b>	<b>5.7%</b>	<b>45</b>	<b>4.2%</b>	<b>869</b>	<b>81.80%</b>	<b>1062</b>
<b>2005</b>													
Lecturer	2	0.5%	13	3.1%	5	1.2%	24	5.8%	13	3.1%	359	86.3%	416
Assistant			15	10.1%	3	2.0%	10	6.8%	13	8.8%	107	72.3%	148
Associate			8	6.3%	2	1.6%	10	7.9%	3	2.4%	103	81.7%	126
Professor			28	7.9%	3	0.8%	19	5.4%	16	4.5%	287	81.3%	353
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>64</b>	<b>6.1%</b>	<b>13</b>	<b>1.2%</b>	<b>63</b>	<b>6.0%</b>	<b>45</b>	<b>4.3%</b>	<b>856</b>	<b>82.1%</b>	<b>1043</b>
<b>2006</b>													
Lecturer	3	0.7%	15	3.3%	2	0.4%	17	3.8%	17	3.8%	395	88.0%	449
Assistant			18	11.4%	3	1.9%	10	6.3%	12	7.6%	115	72.8%	158
Associate			7	5.2%	3	2.2%	13	9.7%	5	3.7%	106	79.1%	134
Professor			24	7.2%	4	1.2%	19	5.7%	17	5.1%	271	80.9%	335
<b>Total</b>	<b>3</b>	<b>0.3%</b>	<b>64</b>	<b>5.9%</b>	<b>12</b>	<b>1.1%</b>	<b>59</b>	<b>5.5%</b>	<b>51</b>	<b>4.7%</b>	<b>887</b>	<b>82.4%</b>	<b>1076</b>
<b>2007</b>													
Lecturer	3	0.6%	15	3.2%	2	0.4%	18	3.8%	20	4.3%	411	87.6%	469
Assistant			17	9.8%	3	1.7%	9	5.2%	13	7.5%	132	75.9%	174
Associate			11	7.4%	5	3.4%	12	8.1%	6	4.1%	114	77.0%	148
Professor			24	7.1%	4	1.2%	19	5.6%	17	5.0%	276	81.2%	340
<b>Total</b>	<b>3</b>	<b>0.3%</b>	<b>67</b>	<b>5.9%</b>	<b>14</b>	<b>1.2%</b>	<b>58</b>	<b>5.1%</b>	<b>56</b>	<b>5.0%</b>	<b>933</b>	<b>82.5%</b>	<b>1131</b>
<b>2008</b>													
Lecturer	3	0.6%	23	4.6%	2	0.4%	20	4.0%	25	5.0%	428	85.4%	501
Assistant	1	0.5%	20	10.8%	4	2.2%	9	4.8%	11	5.9%	141	75.8%	186
Associate			14	8.6%	2	1.2%	14	8.6%	11	6.7%	122	74.8%	163
Professor			25	7.5%	5	1.5%	20	6.0%	15	4.5%	270	80.6%	335
<b>Total</b>	<b>4</b>	<b>0.3%</b>	<b>82</b>	<b>6.9%</b>	<b>13</b>	<b>1.1%</b>	<b>63</b>	<b>5.3%</b>	<b>62</b>	<b>5.2%</b>	<b>961</b>	<b>81.1%</b>	<b>1185</b>
<b>2009</b>													
Lecturer	1	0.2%	18	3.6%	1	0.2%	19	3.8%	22	4.4%	435	87.5%	497
Assistant	2	0.9%	24	11.0%	4	1.8%	10	4.6%	10	4.6%	168	77.1%	218
Associate			17	10.5%	4	2.5%	14	8.6%	11	6.8%	116	71.6%	162
Professor			25	7.2%	5	1.4%	19	5.5%	19	5.5%	278	80.3%	346
<b>Total</b>	<b>3</b>	<b>0.2%</b>	<b>84</b>	<b>6.9%</b>	<b>14</b>	<b>1.1%</b>	<b>62</b>	<b>5.1%</b>	<b>62</b>	<b>5.1%</b>	<b>997</b>	<b>81.5%</b>	<b>1223</b>

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Faculty Profile by Rank and Ethnicity, 2004 - 2014														
<b>2010</b>														
Lecturer	1	0.3%	13	3.3%	1	0.3%	15	3.8%	13	3.3%	351	89.1%	394	
Assistant	2	1.0%	23	11.6%	4	2.0%	10	5.1%	8	4.0%	151	76.3%	198	
Associate			20	11.6%	4	2.3%	17	9.9%	13	7.6%	118	68.6%	172	
Professor			27	7.9%	5	1.5%	18	5.3%	18	5.3%	272	80.0%	340	
<b>Total</b>	<b>3</b>	<b>0.3%</b>	<b>83</b>	<b>7.5%</b>	<b>14</b>	<b>1.3%</b>	<b>60</b>	<b>5.4%</b>	<b>52</b>	<b>4.7%</b>	<b>892</b>	<b>80.8%</b>	<b>1104</b>	
<b>2011</b>														
Lecturer			16	3.6%	3	0.7%	17	3.8%	19	4.3%	392	87.7%	447	
Assistant	2	1.1%	20	11.3%	3	1.7%	10	5.6%	8	4.5%	134	75.7%	177	
Associate			19	10.9%	4	2.3%	15	8.6%	12	6.9%	124	71.3%	174	
Professor			29	8.9%	4	1.2%	19	5.8%	17	5.2%	257	78.8%	326	
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>84</b>	<b>7.5%</b>	<b>14</b>	<b>1.2%</b>	<b>61</b>	<b>5.4%</b>	<b>56</b>	<b>5.0%</b>	<b>907</b>	<b>80.7%</b>	<b>1124</b>	
<b>2012</b>														
Lecturer			15	3.6%	1	0.2%	17	4.0%	19	4.5%	370	87.7%	422	
Assistant	1	0.6%	16	9.8%	2	1.2%	9	5.5%	8	4.9%	127	77.9%	163	
Associate	1	0.5%	20	10.5%	4	2.1%	18	9.5%	13	6.8%	134	70.5%	190	
Professor			29	9.1%	5	1.6%	18	5.7%	17	5.4%	248	78.2%	317	
<b>Total</b>	<b>2</b>	<b>0.2%</b>	<b>80</b>	<b>7.3%</b>	<b>12</b>	<b>1.1%</b>	<b>62</b>	<b>5.7%</b>	<b>57</b>	<b>5.2%</b>	<b>879</b>	<b>80.5%</b>	<b>1092</b>	
<b>2013</b>														
Lecturer	1	0.2%	13	3.1%	2	0.5%	14	3.3%	20	4.7%	372	88.2%	422	
Assistant	2	1.3%	15	9.8%	1	0.7%	10	6.5%	8	5.2%	117	76.5%	153	
Associate	1	0.5%	18	9.7%	4	2.2%	12	6.5%	8	4.3%	142	76.8%	185	
Professor			31	9.3%	6	1.8%	22	6.6%	21	6.3%	252	75.9%	332	
<b>Total</b>	<b>4</b>	<b>0.4%</b>	<b>77</b>	<b>7.1%</b>	<b>13</b>	<b>1.2%</b>	<b>58</b>	<b>5.3%</b>	<b>57</b>	<b>5.2%</b>	<b>883</b>	<b>80.9%</b>	<b>1092</b>	
<b>2014</b>														
Lecturer	1	0.2%	12	2.9%	2	0.5%	14	3.4%	19	4.6%	365	88.4%	413	
Assistant	2	1.3%	15	9.8%	1	0.7%	10	6.5%	8	5.2%	117	76.5%	153	
Associate	1	0.5%	18	9.7%	2	1.1%	12	6.5%	8	4.3%	142	76.8%	185	
Professor			31	9.4%	6	1.8%	22	6.7%	21	6.4%	249	75.7%	329	
<b>Total</b>	<b>4</b>	<b>0.4%</b>	<b>76</b>	<b>7.0%</b>	<b>11</b>	<b>1.0%</b>	<b>58</b>	<b>5.4%</b>	<b>56</b>	<b>5.2%</b>	<b>873</b>	<b>80.8%</b>	<b>1080</b>	

Source: Cal Poly, Data Warehouse.



## **Appendix A.11. Diversity Statements for Use in Employee Recruitment**

### **Diversity Statement For Use in Advertising and Job Requisitions**

*At California Polytechnic State University, San Luis Obispo, we believe that cultivating an environment that embraces and promotes diversity is fundamental to the success of our students, our employees and our community. Bringing people together from different backgrounds, experiences and value systems fosters the innovative and creative thinking that exemplifies Cal Poly's values of free inquiry, cultural and intellectual diversity, mutual respect, civic engagement, and social and environmental responsibility.*

*Cal Poly's commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.*

### **Diversity Statement For Use in Shortened Ads**

*Cal Poly's commitment to diversity informs our efforts in recruitment, hiring and retention. California Polytechnic State University is an affirmative action/equal opportunity employer.*

Source: Cal Poly, Human Resources Office.



## Appendix A.12. Guidelines for Faculty Recruitment (2015)

### Pre-Recruitment

1. The dean notifies the department when the Provost has approved the initiation of a faculty search.
2. Department faculty draft the vacancy announcement, recruitment plan, recruitment timeline and candidate evaluation form for approval by OUD&I.
  - a. The department faculty, or a subcommittee of the faculty, should draft the vacancy announcement in the spring quarter preceding the search if possible.
  - b. The recruitment plan shall include journal ad(s), online ad(s), recruitment activities and outreach intended to develop a viable, strong and diverse pool of qualified candidates.
  - c. Prepare an estimated timeline of activities and deadlines.
  - d. A candidate evaluation form or spreadsheet to use when evaluating prospective candidates.
3. Department administrative assistant and/or department chair enters the job requisition information, including the vacancy announcement into *CalPolyJobs* and the recruitment plan and candidate evaluation form must be emailed to OUD&I and Academic Personnel.
  - a. Once complete, the job requisition is forwarded electronically for approval by the department head/chair, dean, OUD&I, Provost and Academic Personnel.
  - b. Once approved, the advertisements are posted and the department notified by the system-generated email.

### Recruitment

4. Postings and Advertisements
  - a. Standard postings of the advertisement placed by Academic Personnel include: Higher Ed Jobs; Diverse Issues in Higher Education; CSU Careers; and the Cal Poly Report.
  - b. The department is responsible to ensure that all additional advertisements are placed and all recruitment plan activities are executed prior to screening candidates.
5. The department tenured and probationary faculty shall elect the search committee from the tenured faculty. Department heads/chairs serve as a separate level of review but may fully participate during the screening and interviewing of candidates. Probationary faculty may serve on the search committee if elected by the department faculty and approved by the dean.
  - a. The search committee elects a chair.
  - b. The search committee composition must include an Employment Equity Facilitator (EEF) from the approved list of currently trained EEFs.
6. All search committee members, including the EEF and department chair, must attend required training. Academic Personnel provided training that covers the search process and procedures, the Office of Equal Opportunity conducts the EEF training and OUD&I will conduct unconscious bias training that is available to all search committee members. (continued next page)

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7. It is the responsibility of all department faculty to support the outreach efforts to attract a diverse and strong pool of candidates, and to remove unintended barriers that may limit the pool or candidate success.
8. Search committee chair communicates as appropriate with candidates. This may include apprising candidates of the status of their application and the search process.
9. Search committee chair regularly updates the department chair and dean of search progress.

### **Screening and Selection**

10. **All members** of the search/screening committee must review the application, curriculum vitae and cover letter for all applications submitted by the review begin date or closing date.
11. Search committee generates a list of qualified candidates for screening interviews.
  - a. A consistent set of questions shall be used for all interviews, which must include an approved diversity question. Sample diversity questions are included in the *Recruitment Plan* section of this document.
12. Screening interviews are conducted by the search committee and department head/chair. The EEF must be present for the screening interviews.
13. Two or more members of the search committee shall conduct telephone reference checks for on-list references using a list of reference check questions approved by the EEF. The department chair may serve as one of the two people conducting reference checks. At a minimum, reference checks should be conducted for all the candidates that are being considered for on campus interviews. The search committee chair, or department head/chair, shall inform the candidate that they will conduct on-list reference checks before contacting the references. The reference checking subcommittee shall summarize the appropriate information and share it with the search committee, department chair and dean.
14. Candidates must submit all required application documents including unofficial transcripts and letters of reference prior to an invitation being extended for an on-campus interview. The letters of reference may be requested earlier in the process if the department chooses to do so. If the recruitment is anticipated to have a large candidate pool, it is not recommended to require letters of reference for all candidates.

### **On Campus Interviews**

15. The screening and finalist list of candidates are forwarded to the OUD&I before the finalists have been invited to campus. The EEF must confirm that all elements of the recruitment plan have been followed. The OUD&I will certify the candidate pool and notify the search committee chair, dean and Academic Personnel when appropriate that the interview process may proceed to finalist interviews. OUD&I strives to complete the review within three business days after receiving complete documentation.

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16. Search committee submits a list of candidates for on-campus interviews to the dean for approval prior to inviting finalists for campus visits. The search committee shall provide documentation supporting their recommendation.
17. Search committee chair schedules and prepares for finalist visits.
18. For searches that are conducted for a single position, on campus interviews must be completed for ALL finalists before search committee may make hiring recommendations. For searches with multiple positions, it is recommended that all interviews are finished before any candidate is offered a position.
19. Search committee deliberates and records final recommendations on candidates.
20. The department chair will make a separate hiring recommendation to the dean.
21. Dean (or designee) conducts final reference checks including current and previous supervisors such as department heads/chairs and deans before finalizing hiring recommendation. Inform the finalist(s) prior to making off list reference checks.
22. The dean as the appointing authority will determine/approve salary, service credit, appropriate rank and any other conditions of the appointment. The dean (or designee) will communicate offer to candidate verbally and will send a written offer letter signed by the dean.
23. When offer is accepted, search committee chair notifies unsuccessful candidates. It is recommended that the search chair or department chair personally call all candidates that participated in interviews. Email notifications may be used for candidates that were not interviewed.
24. Note that degree conferral and official transcripts for terminal degree are required prior to the start of appointment.

#### **Post Recruitment**

25. Search committee chair prepares search records for archival. The records should be maintained confidentially in the department office for the three-year retention period.
26. EEF certifies that the recruitment plan has been followed and sends to the Director of Equal Opportunity the Employment Equity Facilitator's Report.
27. Department faculty and dean prepare for and welcome the new faculty member!

Source: Cal Poly, Office of University Diversity and Inclusivity.

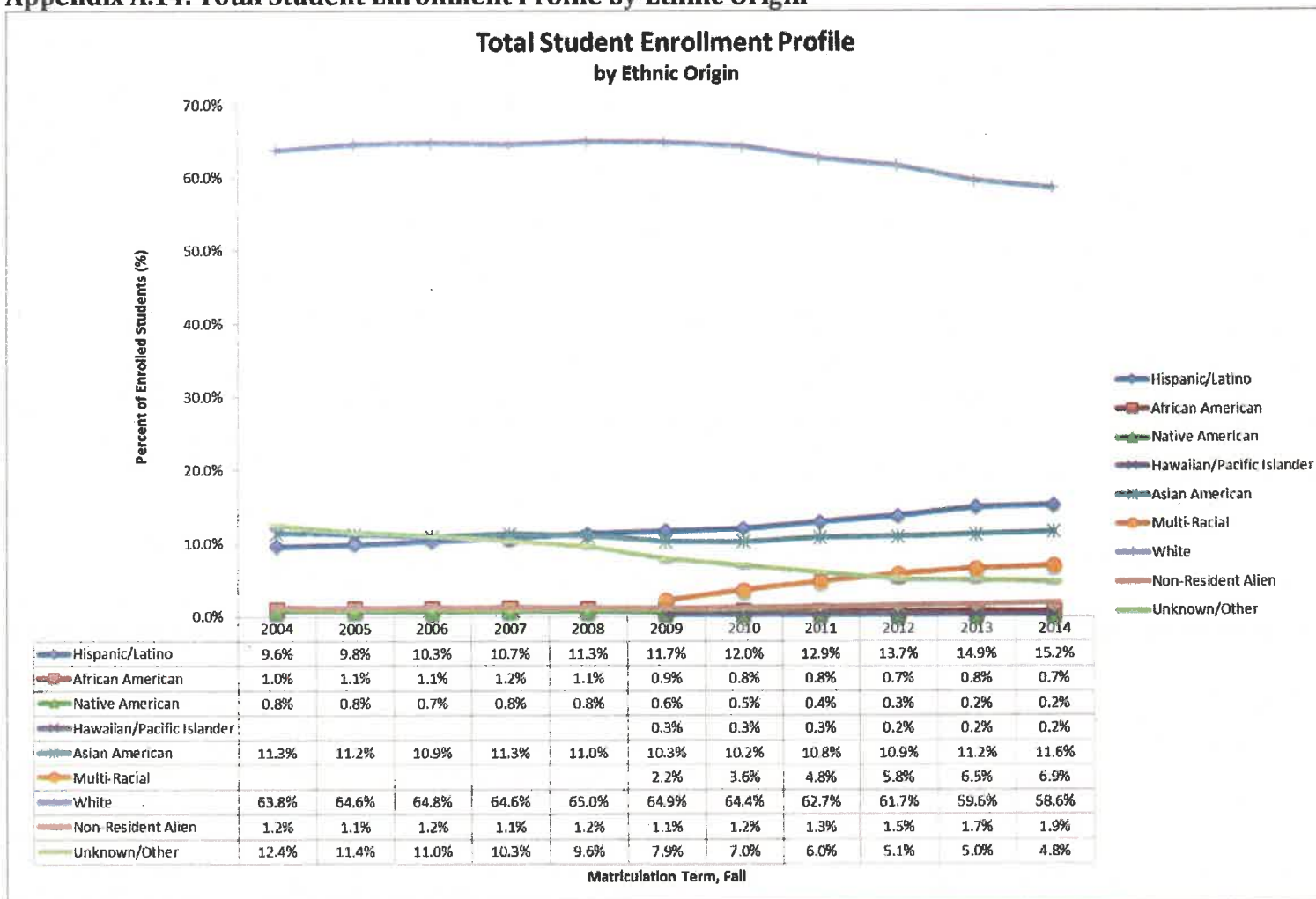
**Appendix A.13. Total Student Enrollment Profile by Ethnic Origin**

		Total Student Profile by Ethnic Origin for 2004 through 2014										
		Matriculation Term (Fall)										
Ethnic Origin		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Hispanic/Latino	Enrolled Students	1690	1810	1920	2111	2200	2266	2197	2426	2566	2926	3064
	Percentage	9.6%	9.8%	10.3%	10.7%	11.3%	11.7%	12.0%	12.9%	13.7%	14.9%	15.2%
African American	Enrolled Students	175	209	212	237	212	177	140	145	135	151	143
	Percentage	1.0%	1.1%	1.1%	1.2%	1.1%	0.9%	0.8%	0.8%	0.7%	0.8%	0.7%
Native American	Enrolled Students	133	150	129	162	155	116	96	79	58	46	32
	Percentage	0.8%	0.8%	0.7%	0.8%	0.8%	0.6%	0.5%	0.4%	0.3%	0.2%	0.2%
Hawaiian/Pacific Islander	Enrolled Students						59	48	47	45	40	35
	Percentage						0.3%	0.3%	0.3%	0.2%	0.2%	0.2%
Asian American	Enrolled Students	1981	2063	2041	2225	2137	1995	1876	2023	2035	2209	2351
	Percentage	11.3%	11.2%	10.9%	11.3%	11.0%	10.3%	10.2%	10.8%	10.9%	11.2%	11.6%
Multi-Racial	Enrolled Students						429	667	904	1089	1288	1386
	Percentage						2.2%	3.6%	4.8%	5.8%	6.5%	6.9%
White	Enrolled Students	11216	11941	12135	12783	12655	12536	11830	11758	11519	11737	11828
	Percentage	63.8%	64.6%	64.8%	64.6%	65.0%	64.9%	64.4%	62.7%	61.7%	59.6%	58.6%
Non-Resident Alien	Enrolled Students	210	200	225	225	238	213	218	250	288	326	380
	Percentage	1.2%	1.1%	1.2%	1.1%	1.2%	1.1%	1.2%	1.3%	1.5%	1.7%	1.9%
Unknown/Other	Enrolled Students	2177	2102	2060	2034	1874	1534	1288	1130	944	980	967
	Percentage	12.4%	11.4%	11.0%	10.3%	9.6%	7.9%	7.0%	6.0%	5.1%	5.0%	4.8%
Non-White	Enrolled Students	3979	4232	4302	4735	4704	6789	6530	7004	7160	7966	8358
	Percentage	22.6%	22.9%	23.0%	23.9%	24.2%	35.0%	35.6%	37.3%	38.2%	40.5%	41.5%
Total Enrolled Students		17582	18475	18722	19777	19471	19,325	18,360	18,762	18,679	19,703	20,186

Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multi-Racial' categories represent years in which Cal Poly did not collect such data.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

**Appendix A.14. Total Student Enrollment Profile by Ethnic Origin**

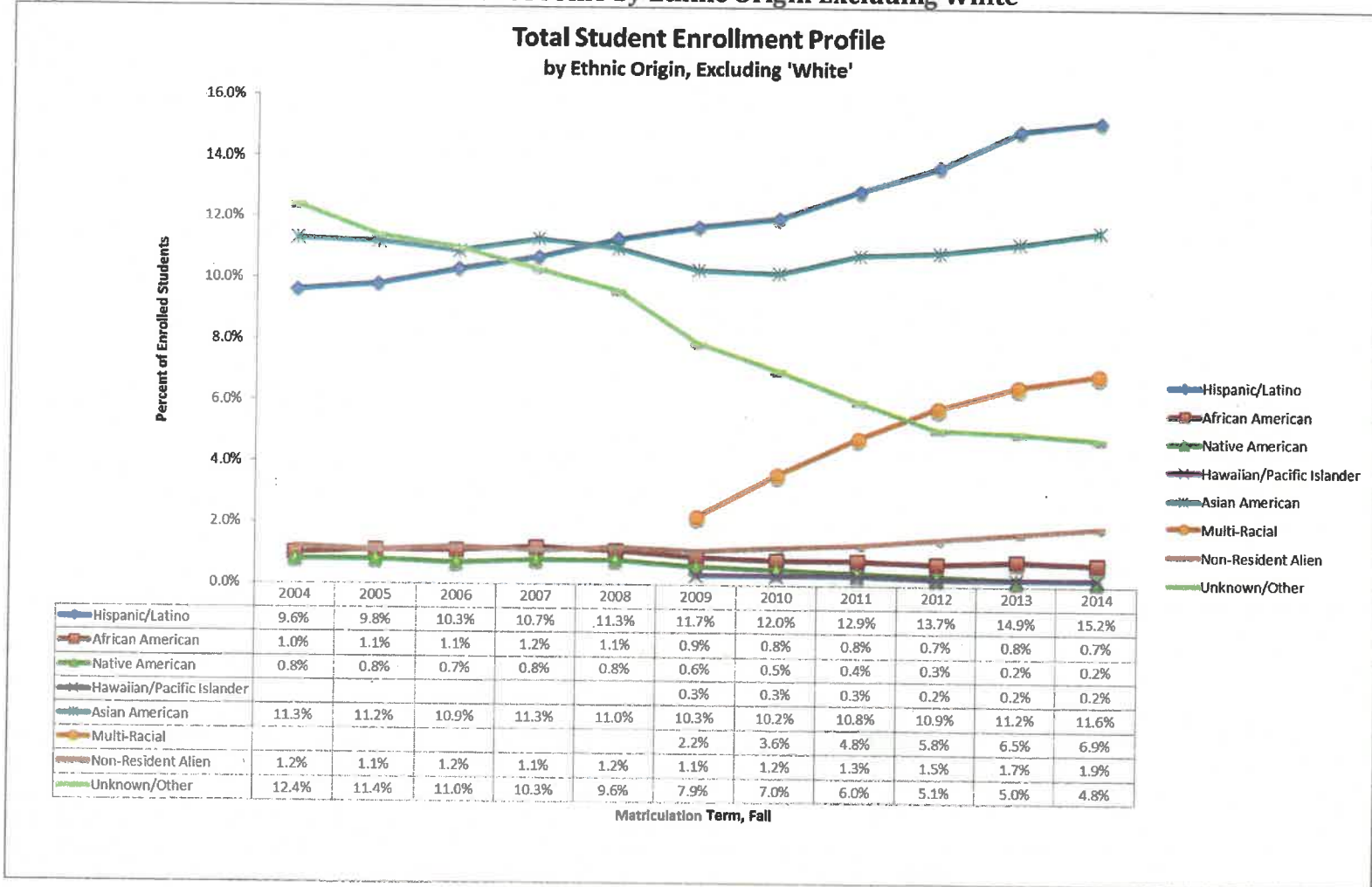


Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multi-Racial' categories represent years in which Cal Poly did not collect such data.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.



**Appendix A.15. Total Student Enrollment Profile by Ethnic Origin Excluding White**

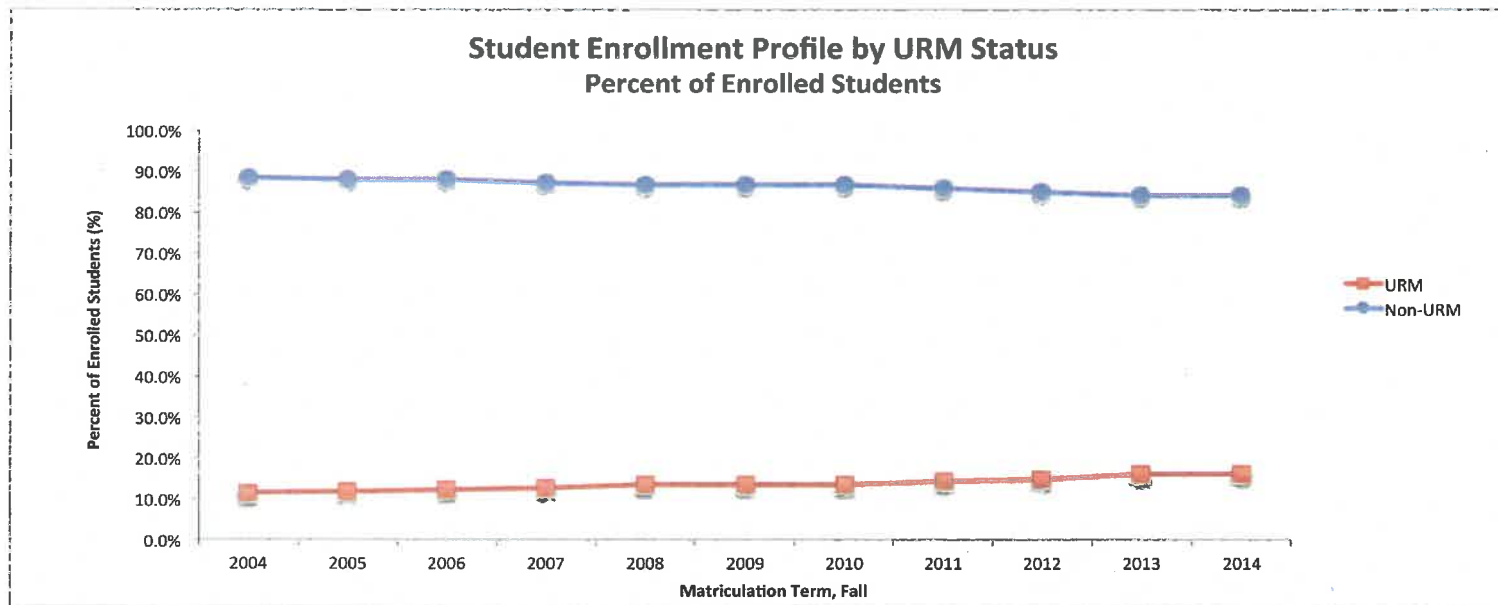


Note: Data lacking in the 'Hawaiian/Pacific Islander' and 'Multi-Racial' categories represent years in which Cal Poly did not collect such data.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

## Appendix A.16. Total Student Enrollment Profile by URM Status

		Total Student Profile by URM Status for 2004 through 2014										
		Matriculation Term (Fall)										
URM Status		2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
URM*	Enrolled Students	1998	2169	2261	2510	2567	2559	2433	2650	2759	3123	3239
	Percentage	11.4%	11.7%	12.1%	12.7%	13.2%	13.2%	13.3%	14.1%	14.8%	15.9%	16.0%
Non-URM	Enrolled Students	15584	16306	16461	17267	16904	16766	15927	16112	15920	16580	16947
	Percentage	88.6%	88.3%	87.9%	87.3%	86.8%	86.8%	86.7%	85.9%	85.2%	84.1%	84.0%
Total Enrolled Students		17,582	18,475	18,722	19,777	19,471	19,325	18,360	18,762	18,679	19,703	20,186

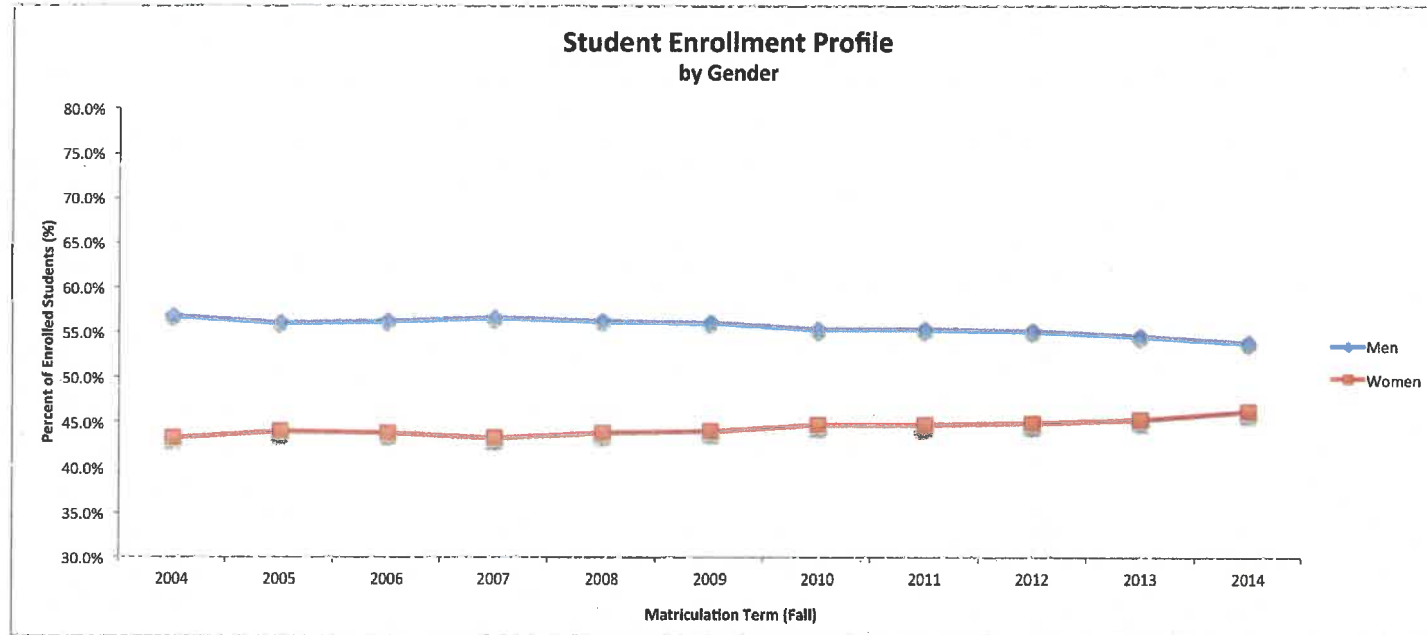


Note: URM represents Underrepresented Minorities. Underrepresented minorities include Hispanic/Latino, African American, and Native American groups.

Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

**Appendix A.17. Total Student Enrollment Profile by Gender**

		<b>Total Student Profile by Gender for 2004 through 2014</b>										
		<b>Matriculation Term (Fall)</b>										
<b>Gender</b>		<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Men</b>	Enrolled Students	9992	10365	10543	11204	10962	10837	10163	10400	10300	10772	10888
	Percentage	56.8%	56.1%	56.3%	56.7%	56.3%	56.1%	55.4%	55.4%	55.1%	54.7%	53.9%
<b>Women</b>	Enrolled Students	7590	8110	8179	8573	8509	8488	8197	8362	8379	8931	9298
	Percentage	43.2%	43.9%	43.7%	43.3%	43.7%	43.9%	44.6%	44.6%	44.9%	45.3%	46.1%
<b>Total Enrolled Students</b>		<b>17582</b>	<b>18475</b>	<b>18722</b>	<b>19777</b>	<b>19471</b>	<b>19,325</b>	<b>18,360</b>	<b>18,762</b>	<b>18,679</b>	<b>19,703</b>	<b>20,186</b>



Source: Cal Poly, Institutional Research, *Fact Book*, Fall 2007- Fall 2014.

# CAL POLY SAN LUIS OBISPO

## ANNUAL REPORT

2013-2014

JAMES L. MARAVIGLIA

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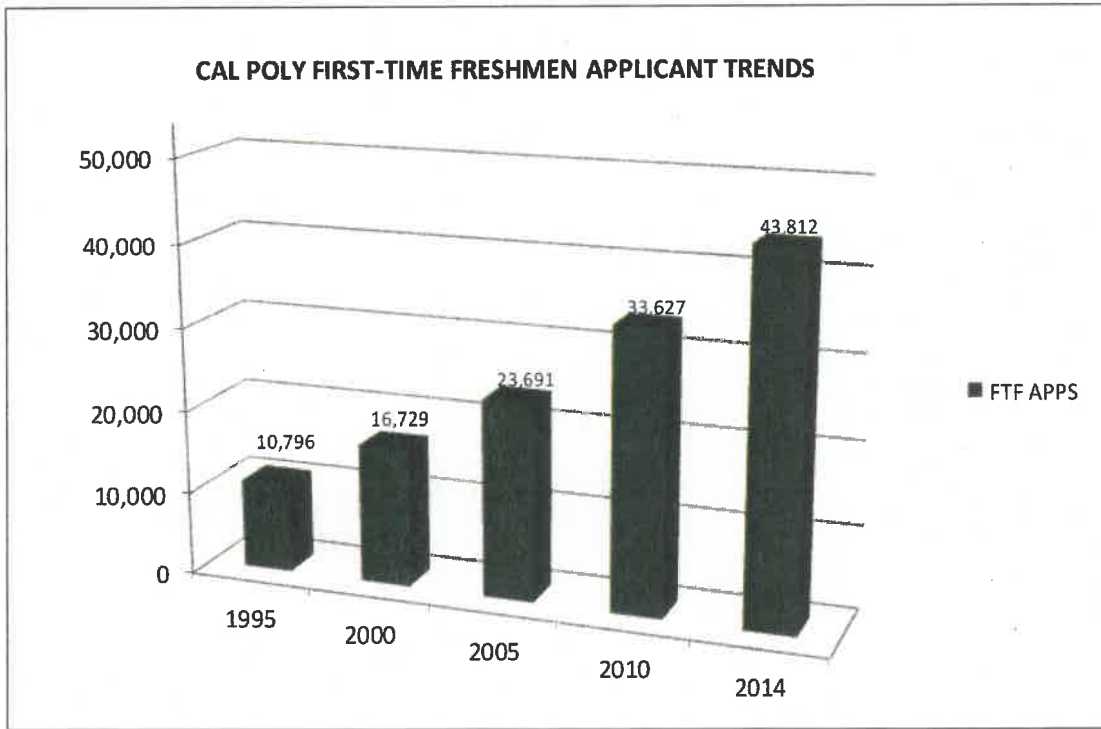


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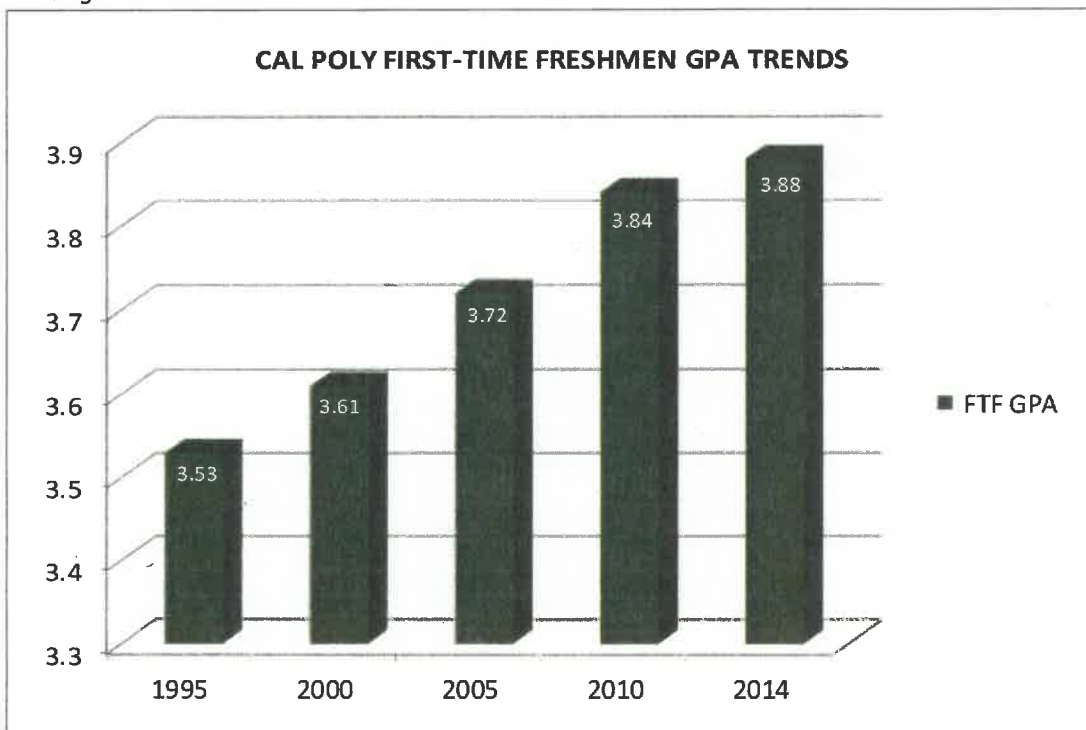
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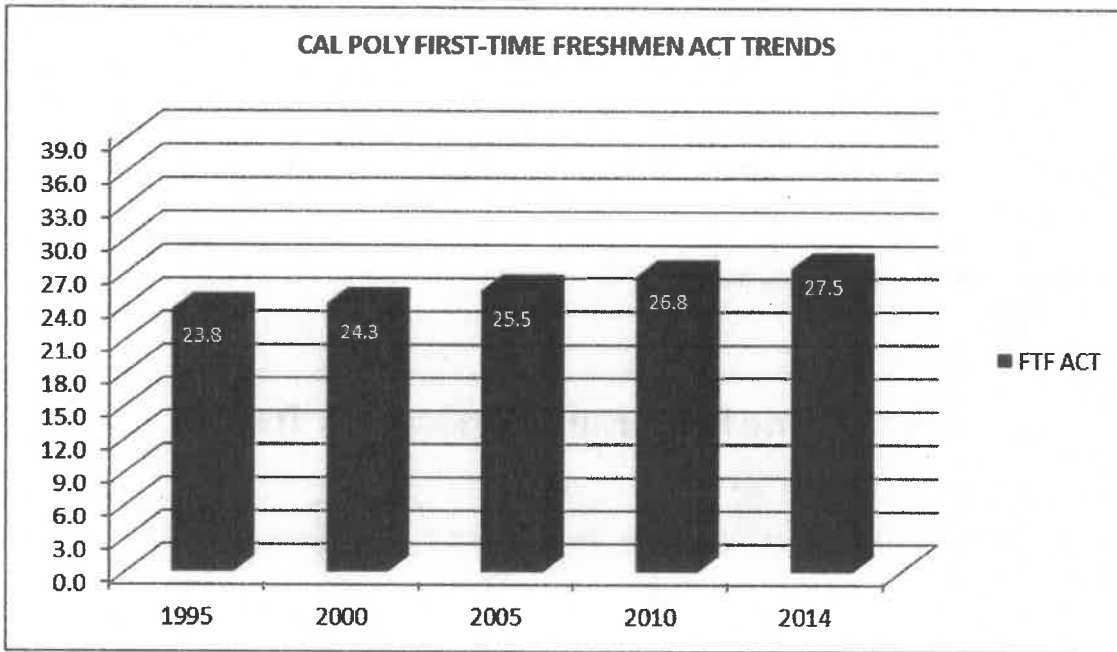
We recorded our largest applicant pool in the University's history with over 53,000 (53,120) undergraduates filing applications for fall 2014. Freshmen applications (43,812) more than doubled since 2000 (16,729) quadrupled since fall 1993 (7,744) as this is when we first initiated a targeted marketing effort.



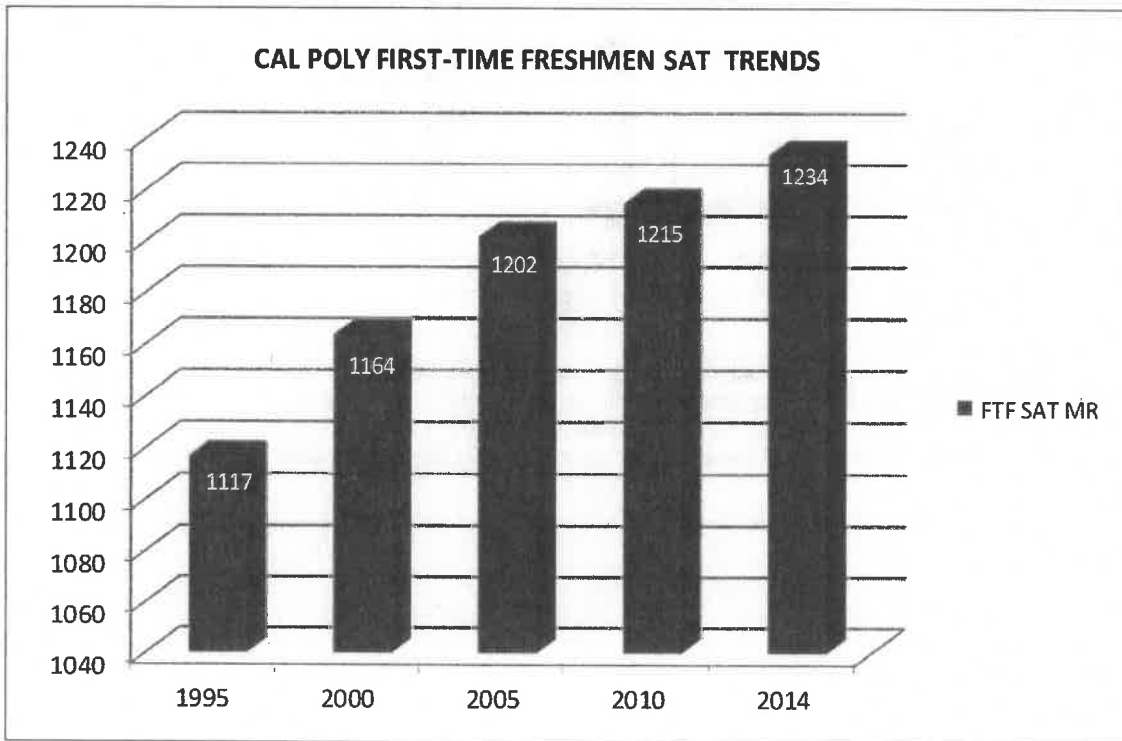
Cal Poly offered admission to 30.9% (13,533) of our pool, making this fall pool the most selective in University history giving us the fourth highest selective rating in the country for comprehensive Universities, also contributing to our highest US NEWS ranking. The average GPA of the first-time freshmen who were enrolled is 3.88, up from 3.72 a decade ago and 3.53 in 1993.



The average test score ACT has increased from 23.8 in 1995 to 27.5 in 2014.

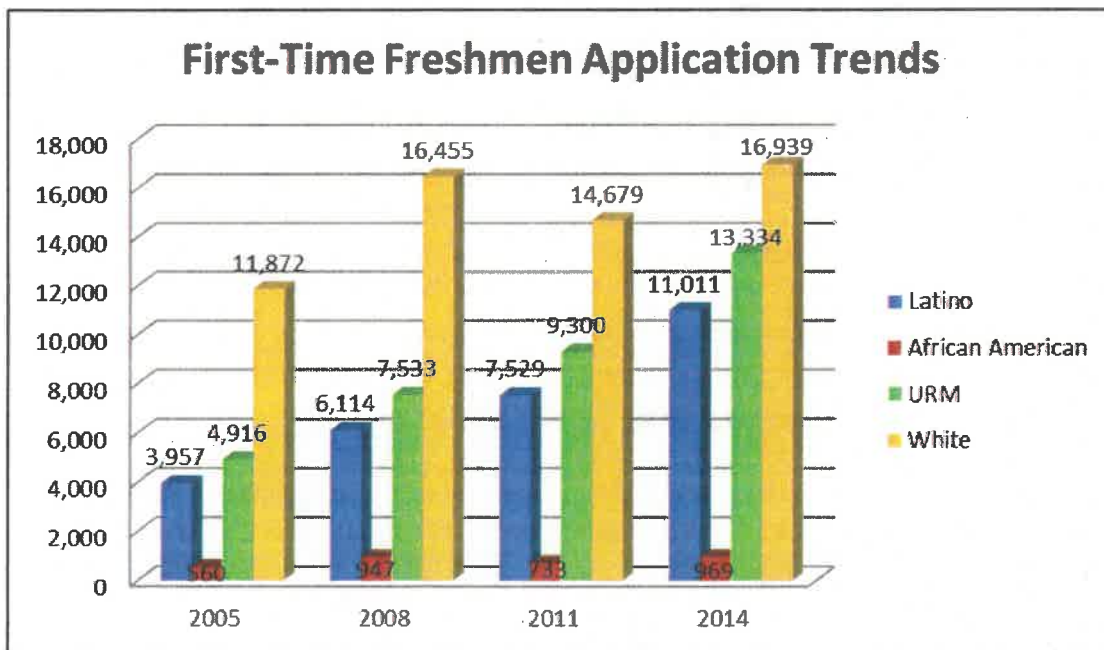


The average SAT test score has increased from 1117 in 1995 to 1234 in 2014.



Over the past decade, we have been able to significantly enhance the overall applicant pool based on business intelligence and targeted marketing. First time freshmen have grown from 23,691 a decade ago, to 43,812 this year, representing an 84.9% overall increase but more importantly, a strong US NEWS ranking.

- Latino applicants have increased from 3,957 in 2005 to 11,011 in this year's pool, an increase of 178.2% in the last decade. Latino applicants now make up over 25.1% of our overall pool compared to 16.7% a decade ago.
- African American applicants have increased from 659 in 2005 to 969 this year, a 47% increase over the last decade; they now make up 2.2% of our applicant pool.
- URM applicants have increased from 4,916 a decade ago to 13,334 applicants this year, a 171% increase over the last decade; URM now make up 30.4% of our application pool compared to 20.8% a decade ago.
- White applicants have increased from 11,872 in 2005 to 16,939 in 2014, a 42.7% increase over the same time span; white applicants now comprise just 38.7% of our overall applicant pool, compared to 50.1% a decade ago.

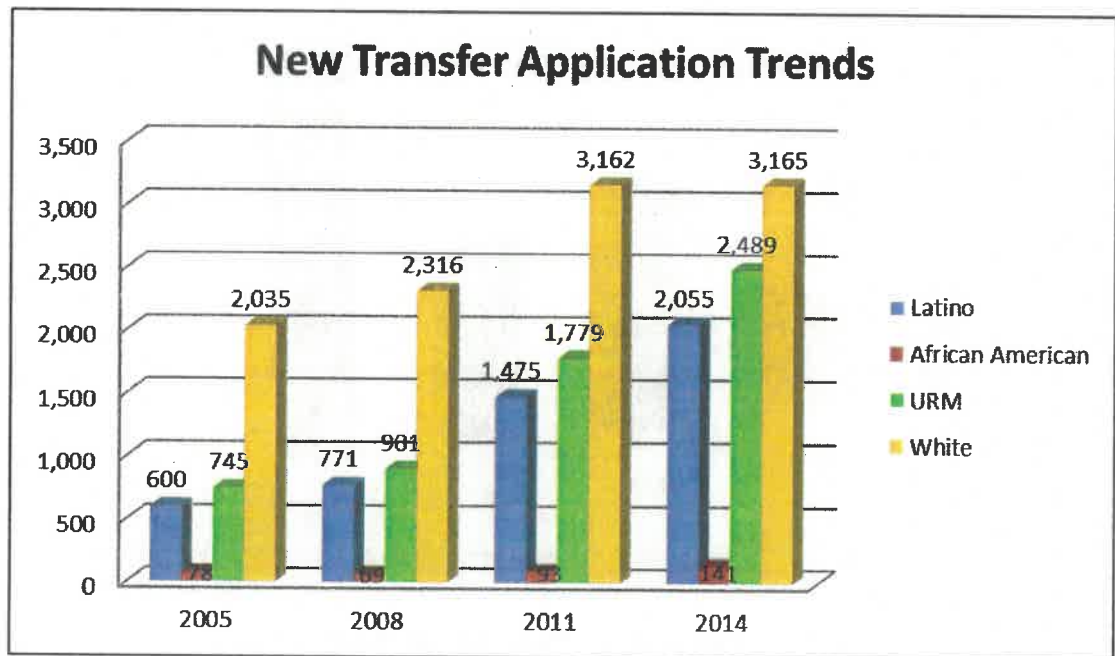


This year's cohort (depending on melt rates) should come in as the largest Partner class with the highest profile ever. In addition, it looks like this class will be the least white class (57.7%), the largest Asian class (13.0%), the largest Hispanic class (14.5%), and the largest non-resident class (19.5%) in Cal Poly's history. We offered admission to 16 National Merit Finalists (NMF), and 11 National Hispanic Recognized Scholars (NHR).



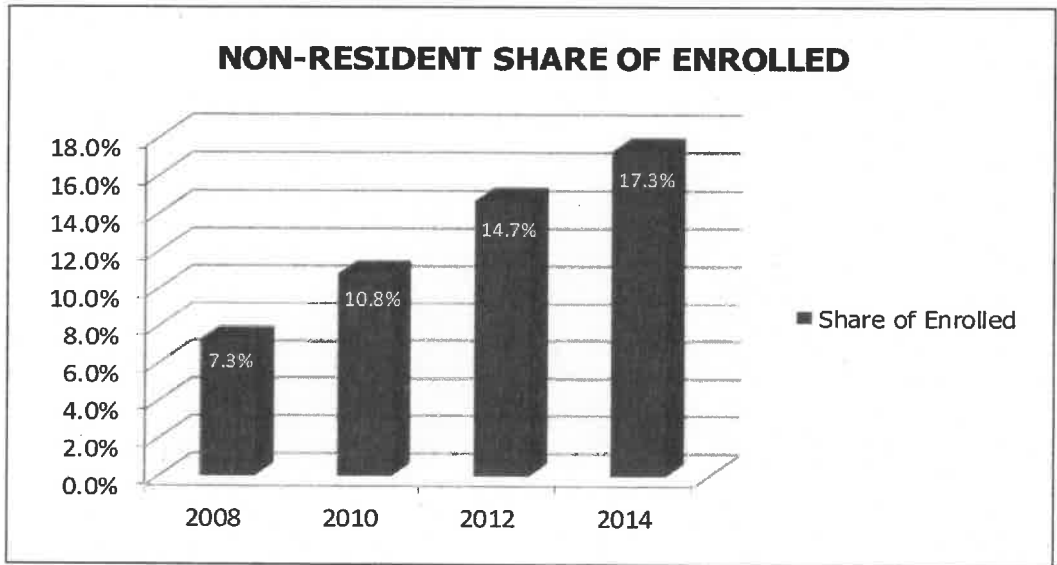
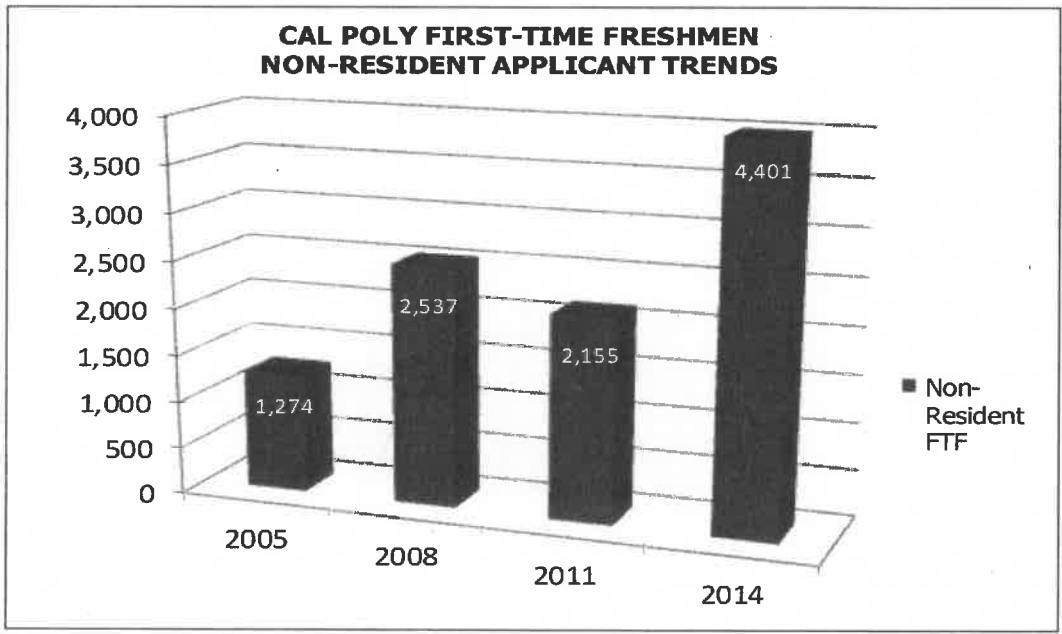
The transfer data analysis is even more encouraging especially with our URM info. Transfer applicants have grown from 4,047 in 2005 to 7,884 representing a 94.8% overall increase.

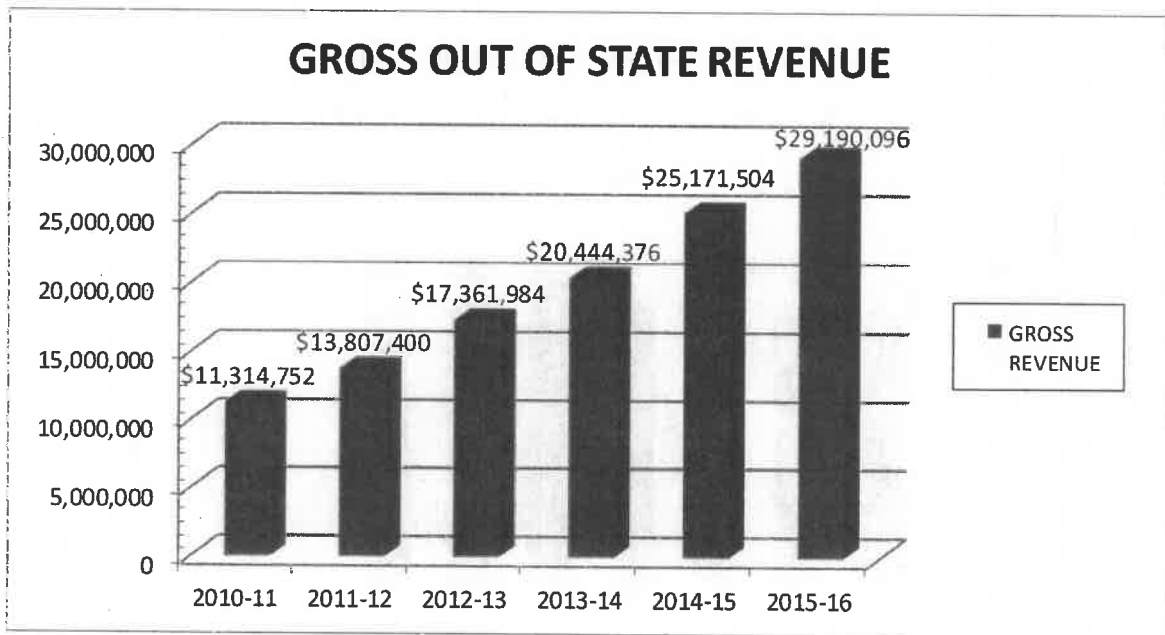
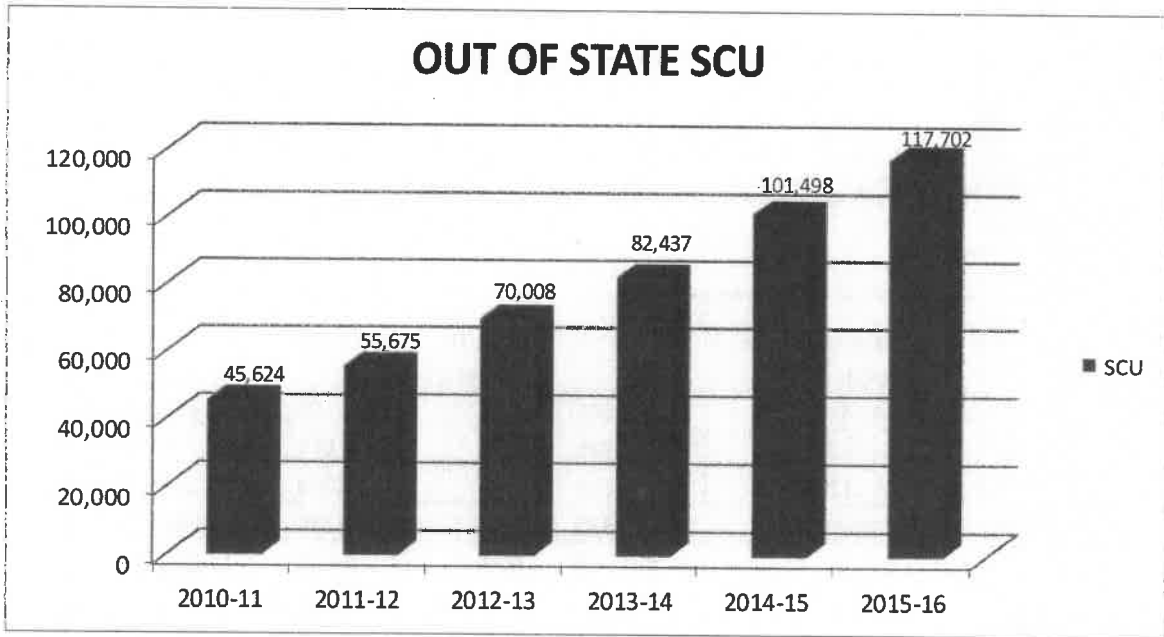
- Latino applicants have increased from 600 in 2005 to 2,055 in this year's pool, an increase of 242% over the past ten years. Latino applicants now make up 26.1 % of our overall pool, compared to 14.8% a decade ago.
- African American applicants have increased from 78 in 2005 to 142 this year, a 54.9% increase; they make up 1.8% of our applicant pool.
- URM applicants have increased from 745 a decade ago to 2,491 in 2014, they now make up 31.6% of our overall pool compared to 18.4% a decade ago.
- White applicants have increased from 2,035 in 2005 to 3,165 in 2014, a 55.6% increase over the same time span; white applicants now comprise just 40.1% of our overall applicant pool, compared to 50.3% a decade ago.



This year's transfer cohort (depending on melt rates) should come with the highest academic profile ever. In addition, it looks like this class will be the least white class (40.1% compared to 50.3% a decade ago), the largest Hispanic class (26.1% compared to 14.8% a decade ago), and the largest non-resident class (6.0%) ever.

During the spring 2014, the Assistant Vice President, along with the Associate Vice Provost, the Director of Financial Aid, and members of the Recruitment Team, hosted receptions for the purpose of promoting the benefits of attending Cal Poly for admitted students and their families in the following cities: Boise, Idaho; Salt Lake City, Utah; Denver, Colorado; Boulder, Colorado; Austin, Texas; Dallas, Texas; Metro NY/NJ; Seattle, Washington; Bellevue Washington; Portland, Oregon; Las Vegas, Nevada; Phoenix, Arizona; Washington, DC; Reno, Nevada; Chicago, Illinois and Honolulu, Hawaii. As part of the initiative to recruit non-California residency students, our Recruitment Team attended and worked College Fairs in the following states during the 2013-14 recruitment cycle: Florida; Texas; California; Idaho; Georgia; Illinois; New York; Maryland; New Jersey; Washington; Rhode Island; Oregon and Massachusetts. This resulted in 4,443 out-of-state applications, with 2,581 (58.1%) being offered admission. Our overall out of state share of enrollment has climbed from 7.3% in 2008 to 19.3% in 2014.

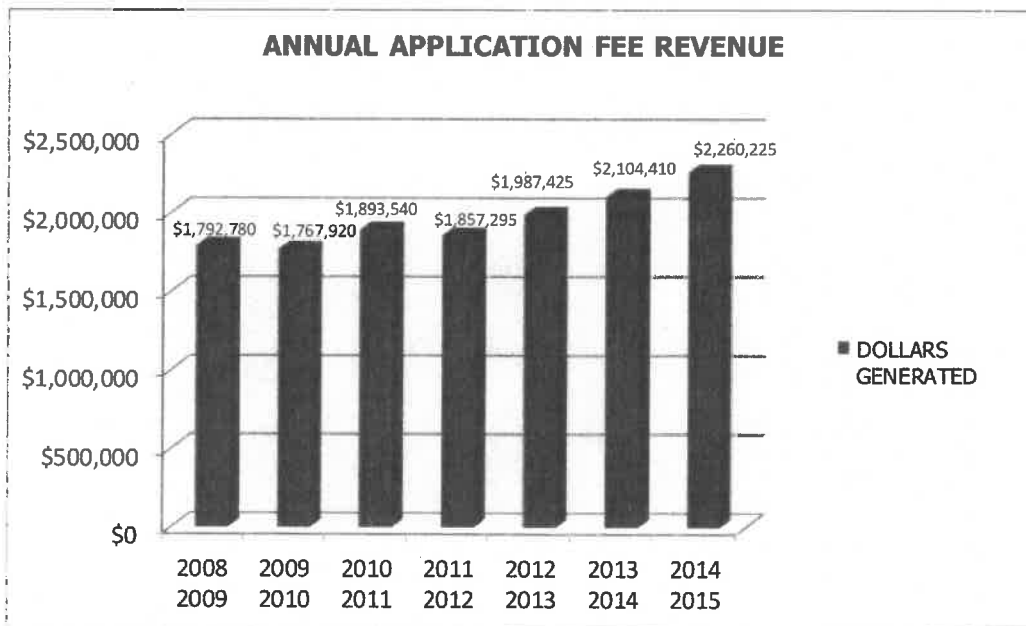




GROSS OUT OF STATE REVENUE		
AY	SCU	GROSS
2015-16	117,702	\$29,190,096
2014-15	101,498	\$25,171,504
2013-14	82,437	\$20,444,376
2012-13	70,008	\$17,361,984
2011-12	55,675	\$13,807,400
2010-11	45,624	\$11,314,752

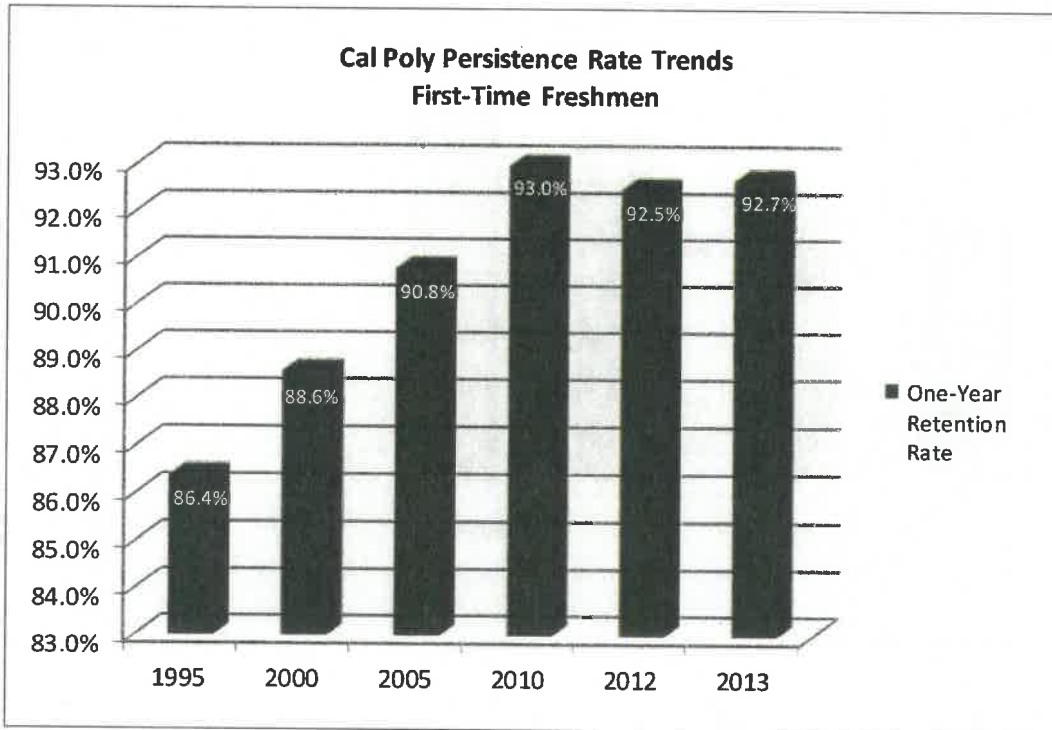
**Annual Fiscal Listing for Cal Poly Application Fees Paid by Credit Card and Check**

Fiscal Cycle July 1-June 30			GROSS REVENUE APPLICATION FEE		
Application Fee Due	Undergraduate Applications	Dollar amount of fees	Graduate Applications	Dollar amount of fees	Total Dollar amount of fees
2014 - 2015	39,547	\$2,175,085	1,548	\$85,140	\$2,260,225
2013 - 2014	36,887	\$2,028,785	1,375	\$75,625	\$2,104,410
2012 - 2013	35,157	\$1,933,635	978	\$53,790	\$1,987,425
2011 - 2012	32,774	\$1,802,570	995	\$54,725	\$1,857,295
2010 - 2011	33,338	\$1,833,590	1,090	\$59,950	\$1,893,540
2009 - 2010	31,111	\$1,711,105	1,033	\$56,815	\$1,767,920
2008 - 2009	31,652	\$1,740,860	944	\$51,920	\$1,792,780

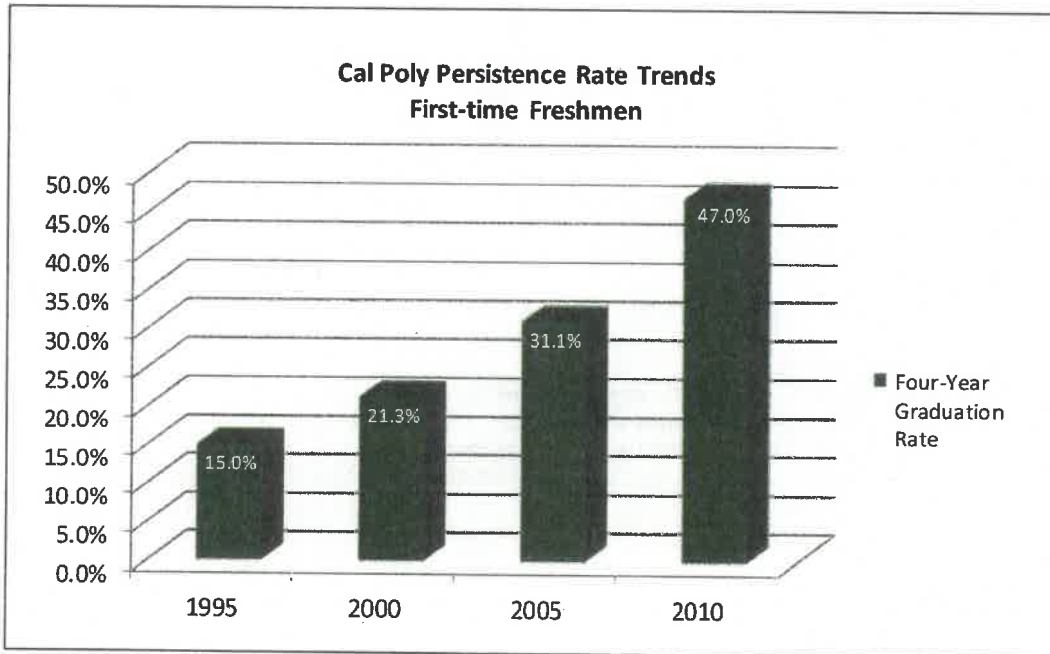


### Cal Poly Persistence Rate Trends

The first-time freshmen one-year graduation rate has increased from 86.4% in 1995 to 90.8% in 2005 and 92.7% in 2013.

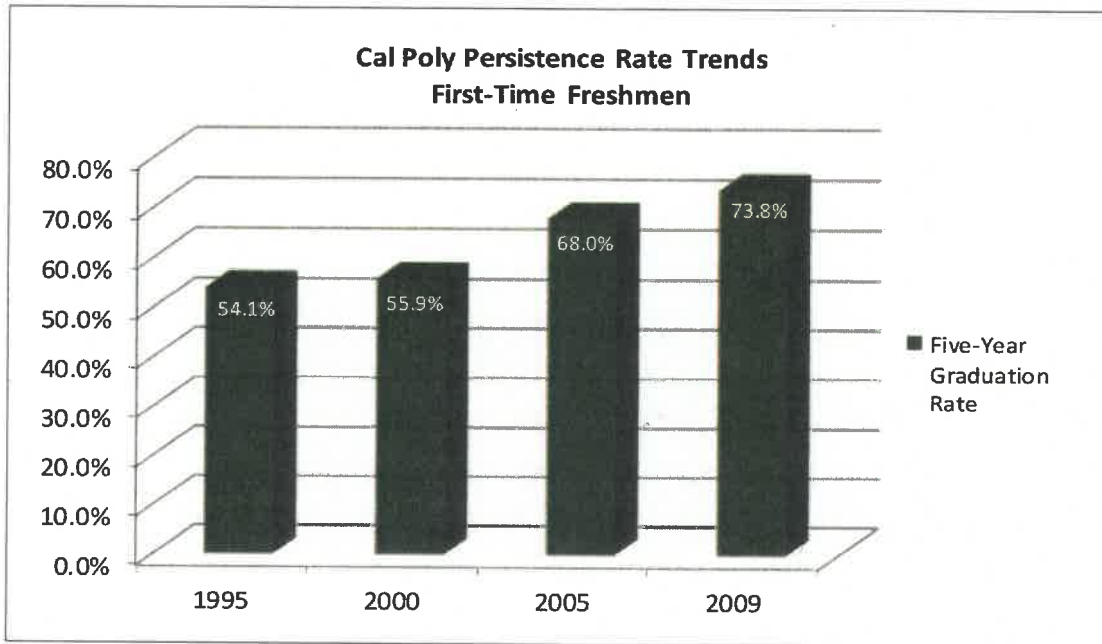


The first-time freshmen four-year graduation rate has increased from 15.0% in 1995 to 47.0% in those entering 2010.





The first-time freshmen five year graduation rate has increased from 54.1% in 1995 to 73.8% for those entering 2009.



#### **CAL POLY FINANCIAL AID SUMMARY**

- Applications received through March 2014: 44,945
- Total applications awarded aid: 27,032
- The total number of students with financial aid and scholarships all sources: 11,682
- Those with aid disbursed through Cal Poly through May 20, 2014: 11,461.
- Financial Aid disbursed \$142,563,406 to 11,814 students.
- Total funds awarded for 2014-15-first awarding cycle: \$410,940,980
- Total funds still awarded after the May 1 cancellation: \$282,509,240
- Total number of students: 12,084.

#### **FINANCIAL AID SCHOLARSHIPS**

- Partner applicants were offered 619 partner-specific scholarships for fall 2014
- Outreach scholarships were expanded
  - Outreach scholarship offers were made to all qualified freshmen admits
- First Time Freshmen were offered 2,097 Outreach scholarships
- 801 still active for fall 2014
- The expanded Outreach program provided a renewable scholarship
  - Students who remain academically qualified
  - Make progress toward on time degree completion
- CENG and CAFES applicants were again offered scholarships as part of their financial aid packages provided in early spring.

#### **VISION**

We are committed to recruiting, admitting, enrolling, and graduating a high-quality, diverse student cohort.

## **MISSION STATEMENT**

Our mission is to build and foster relationships with our varied audiences, thereby linking the entire campus, including the president, provost, deans and department chairs directly to our constituencies. We strive to be a leader in emerging technology through collaborating with internal and external partners to promote Cal Poly to the public we serve.

## **ENROLLMENT PLANNING**

**Goal 1:** *Review and modify the University's strategic planning initiatives for its enrollment related actions.*

- Action Item 1:** Monitor application trends, as well as financial aid and scholarship application processes.
- Action Item 2:** Provide information pertaining to the economic demographics of aid applicants and their impact on attainment of enrollment goals.
- Action Item 3:** Increase the role that the Admissions and Recruitment unit plays in the University's immediate and strategic planning processes.

## **MARKET-DRIVEN APPROACH**

**Goal 2:** *Employ a market-driven approach to recruiting, admission, and financial aid processes that is responsive to evolving demographic, administrative, and curricular concerns resulting in the fulfillment of the mission of the University.*

- Action Item 1:** Recruitment: Develop a market-driven recruitment approach for Admissions to generate a highly qualified applicant pool.
- Action Item 2:** Outreach: Develop a communication strategy in support of all the campus outreach programs supported by our CRM.
- Action Item 3:** Alumni: Develop a communication strategy in support of the campus alumni effort supported by our CRM.
- Action Item 4:** Parent Philanthropy: Develop a communication strategy in support of the campus parent philanthropy supported by our CRM.
- Action Item 5:** Graduate Programs: Develop a marketing action plan and communication strategy in support of the campus graduate programs.
- Action Item 6:** International Programs: Develop a marketing action plan and communication strategy in support of the campus international programs.
- Action Item 7:** Diversity: Encourage the enrollment of a highly qualified, diverse new student population. Increase the number of first-time, nonresident students by 10%.
- Action Item 8:** Public Relations: Inform the public through numerous venues of Cal Poly's admissions standards. Improve the lines of communication to the general public regarding Cal Poly's selective admission process.
- Action Item 9:** Scholarships: Provide scholarship opportunities to students enrolled at Hayden Partner Schools to encourage students to attend Cal Poly. Continue to provide Outreach Scholarships to qualified out-of-state students.

## **TECHNOLOGY**

**Goal 3:** *Maximize utilization of technology and management science capabilities available to the unit.*

- Action Item 1:** Maintain availability of integrated e-technology and digital media channels within our CRM for prospective students and applicants, enhancing the automated admission processing.
- Action Item 2:** Improve the design and functionality of the web-based communication hub and event scheduler within our CRM.
- Action Item 3:** Provide seamless scholarship process that capitalizes on data captured through admissions to drive scholarships.
- Action Item 4:** Implement a confidential method of verifying student identity and accessing student information during public contacts.

- Action Item 5:** Identify technological enhancements that can be shared by offices, improving collaboration and enhancing the quality of student service especially with parents, alumni, graduate programs and international students.
- Action Item 6:** Continue to support the CMS Student Administration project including upgrade.
- Action Item 7:** Develop, implement, and maintain strategies and schemes to support automated diagnostic student placement and assessment.
- Action Item 8:** Seek ways to utilize the combined strengths of the CRM and Advance systems in support of student recruitment and admission and alumni engagement.

#### **ASSESSMENT**

***Goal 4: Assess all efforts associated with the recruitment of students, as well as all admissions-related efforts.***

- Action Item 1:** Provide an analysis of all recruitment and admission actions to the campus community, determining the efficacy of each effort.

***Goal 5: Advocate for and disseminate information regarding the importance of affordability and its impact on educational access.***

- Action Item 1:** Provide the University with descriptive reports pertaining to financial aid and scholarship assistance.
- Action Item 2:** Inform the University about the effects of declining grant availability, increased costs, declining earnings from endowments, and the need to maintain levels of institutional assistance.

***Goal 6: Improve outreach and student support services, helping students and their families access all financial assistance opportunities and maintain financial security throughout their enrollment and beyond.***

- Action Item 1:** Ensure that all interested students are aware of financial aid opportunities and application procedures.
- Action Item 2:** Provide support for students to deal with both current and future personal financing issues.

#### **STAFF DEVELOPMENT**

***Goal 7: Provide on-going staff development activities to enhance the professional development of unit personnel.***

- Action Item 1:** Provide opportunities to insure admission personnel continuing professional development.
- Action Item 2:** Provide financial aid personnel with training to identify and verify pertinent data from federal tax forms and schedules included in the application data verification process.

#### **PRACTICES AND PROCEDURES**

***Goal 8: Maintain evaluation of admission and financial aid practices and procedures to insure compliance with local, state, federal, and specialized mandates for good and ethical practices.***

- Action Item 1:** Implementation of the highest level of consistent and fair practices following good and ethical practices of our varied professional organizations.
- Action Item 2:** To follow both Federal and State laws to the highest extent possible.
- Action Item 3:** Executive orders that do not negatively impact the campus and faculty.