

## **Section 7. Faculty**

### **GOALS**

To a very large extent, the academic quality and reputation of the University of California—its ability to fulfill its tripartite mission of teaching, research and public service—is determined by the quality of its faculty. Accordingly, the recruitment and retention of a world-class faculty are among the University's most important priorities. In addition, highly talented faculty attract other highly qualified faculty, graduate students and undergraduates alike, all of which serve to maintain the academic quality of the University on an ongoing basis.

### **NARRATIVE**

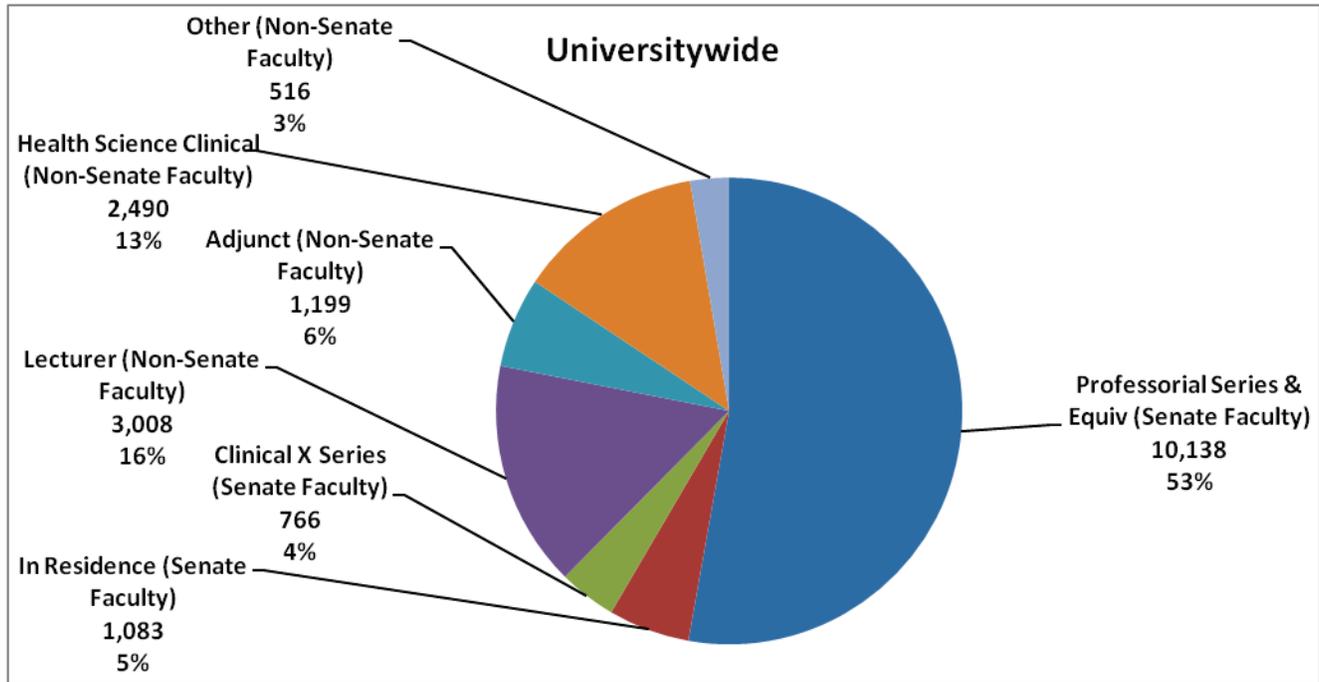
The indicators in this section document some of the central characteristics of and concerns about UC faculty—their number, discipline, age and compensation. The trends show that the proportion of ladder-rank faculty has declined relative to non-ladder-rank faculty and that many faculty are nearing retirement age. Together these trends highlight an immediate need for more emphasis on faculty renewal; yet the recruitment of new faculty has been significantly slowed on many campuses due to the state's fiscal crisis. Faculty salaries have fallen further behind market, creating more challenges in attracting the best faculty candidates and in retaining current faculty. More information about trends in faculty composition, diversity and compensation can be found in the March 2009 Accountability Sub-Report on Faculty Competitiveness, the September 2010 Accountability Sub-Report on Diversity ([www.universityofcalifornia.edu/accountability](http://www.universityofcalifornia.edu/accountability)) and the January 2011 Accountability Sub-Report on Faculty Competitiveness.

### **LOOKING FORWARD**

No other public institution can claim as distinguished a faculty as the University of California. UC faculty includes 56 Nobel Prize laureates, 59 National Medal of Science recipients and 271 members of the prestigious National Academy of Sciences. In the 2009 and 2010 classes elected to the National Academy of Sciences, 66 of the 144 new members came from public universities, and 39 of these were from UC. Put another way, more than half of the honored scientists from public universities teach and do research at UC.

At the same time, the national economic recession has dramatically curtailed recruitment of high-performing faculty at UC and other universities across the country. It is critically important that UC lead the academic recovery over the next few years, not lag behind it. Universities that start recruiting aggressively before others will have an historic opportunity to improve their faculty; those who are slow to act will move in the other direction. How many of the National Academy members elected in 2030 will come from the UC faculty? This will depend greatly on UC's ability to hire and retain top faculty in the next few years.

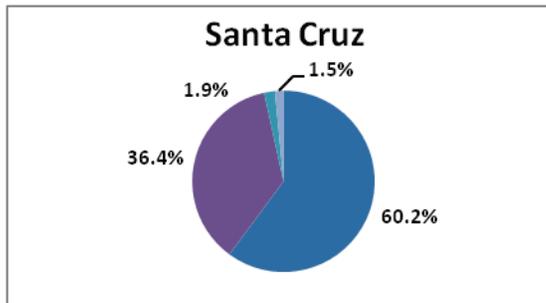
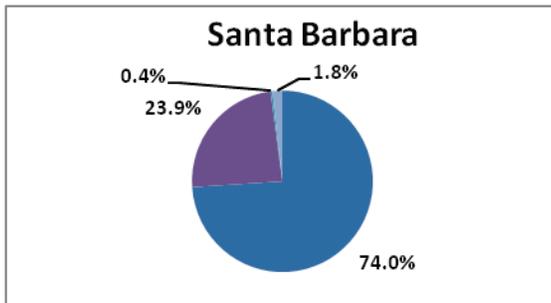
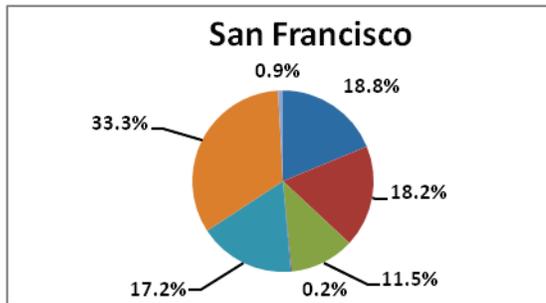
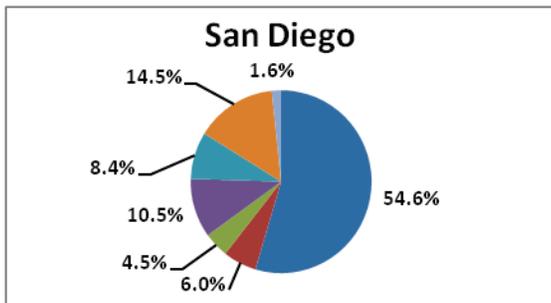
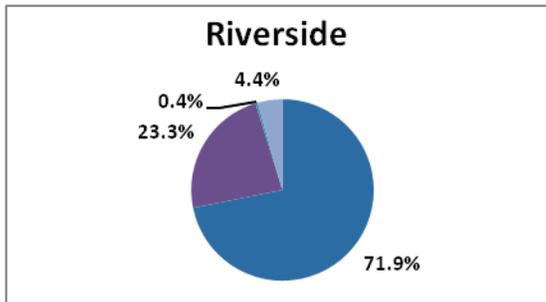
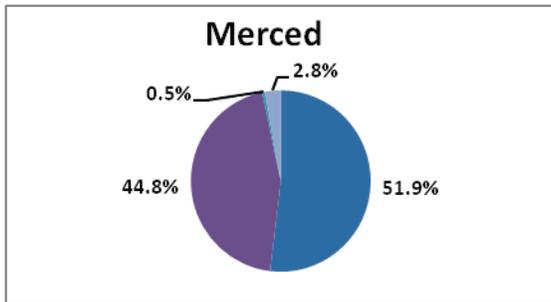
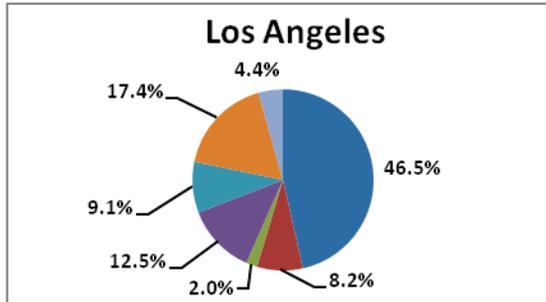
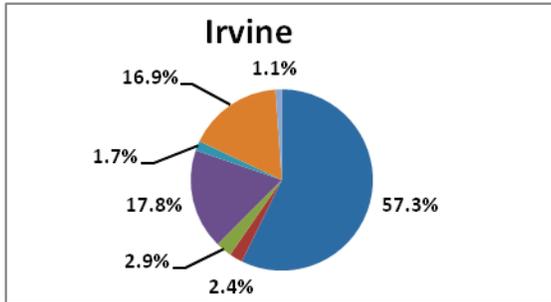
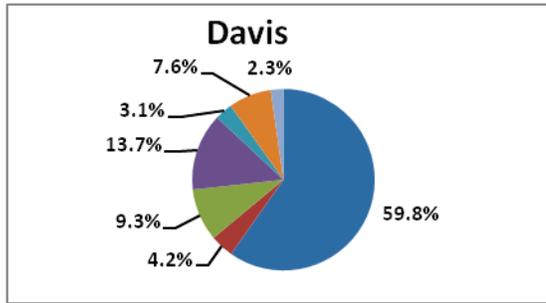
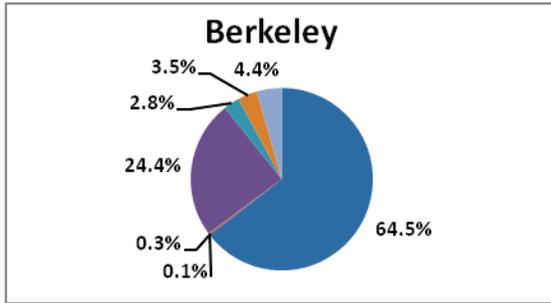
**Indicator 42**  
**Faculty Composition, October 2008**



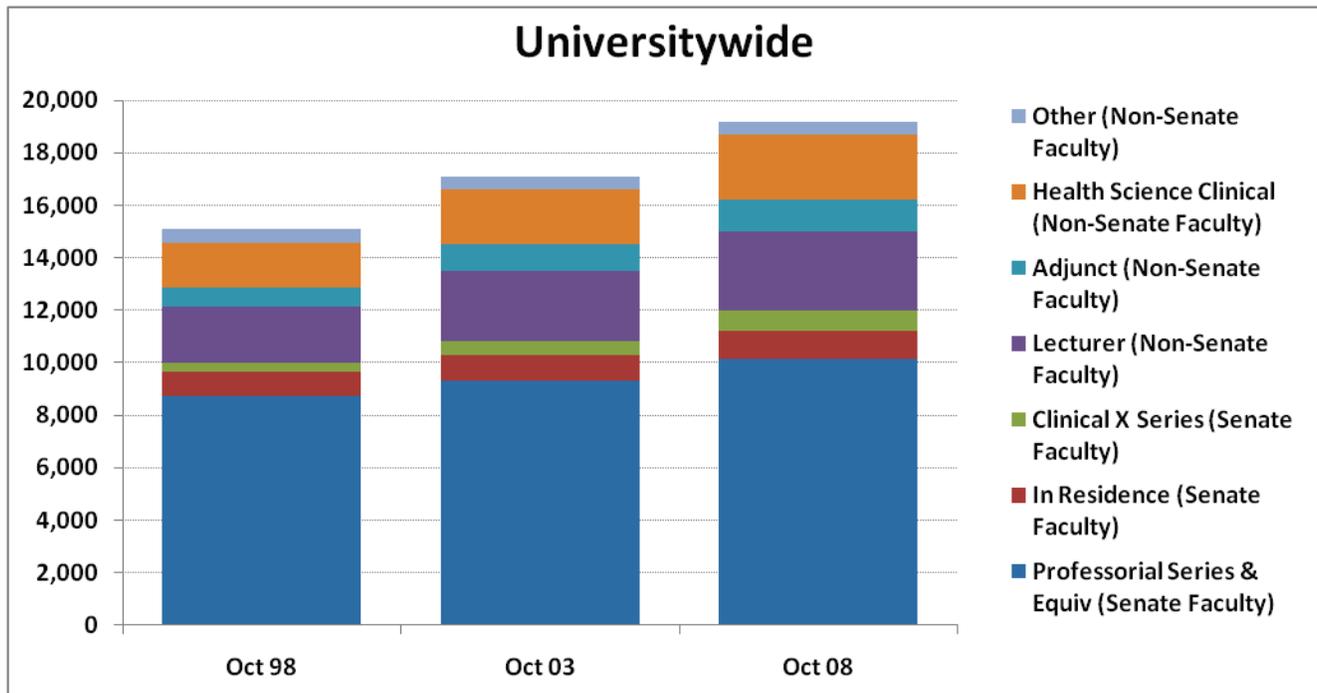
- The University’s governing body, the Board of Regents, delegates to the faculty the authority to determine academic policy, set conditions for admission and the granting of degrees, authorize and supervise courses and curricula, and advise the administration on faculty appointments, promotions and budgets. The UC Academic Senate is the body that enables the faculty to exercise this delegated authority.
- Senate faculty are tenured (have permanent appointments) or tenure-track (on the way to being considered for permanent appointments). They also are members of the Academic Senate. Non-Senate faculty have temporary appointments, though many of these may last for several years, and are not members of the Academic Senate.
- Senate faculty comprise about 62 percent of all UC faculty appointments; non-Senate faculty are about 38 percent.
- Although there are exceptions, faculty titles such as health science clinical, adjunct and clinical X series are generally found at one of UC’s health sciences campuses that have medical schools, other health sciences programs, and associated hospitals (e.g., Davis, Irvine, Los Angeles, San Francisco and San Diego).
- Lecturer titles tend to be used more on the general campuses (i.e., non-medical side of the UC campuses).

Source: UCOP Corporate Personnel System Standard Report AP1. Data shown are headcount numbers for all faculty members, both those with and without Senate appointments.

**Indicator 42 (continued) Faculty Composition, October 2008**



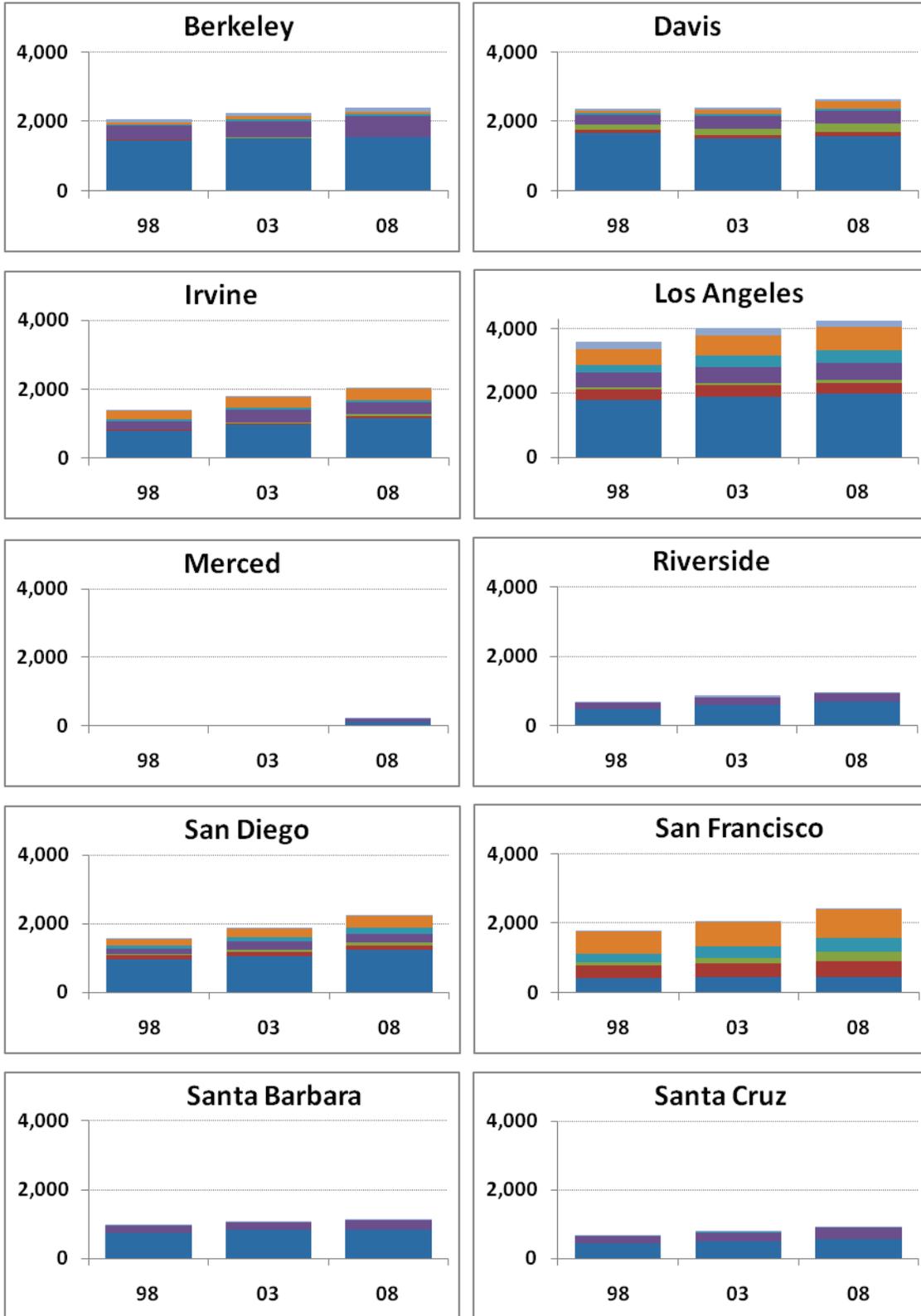
**Indicator 43**  
**Faculty Composition, October 1998, 2003 and 2008**



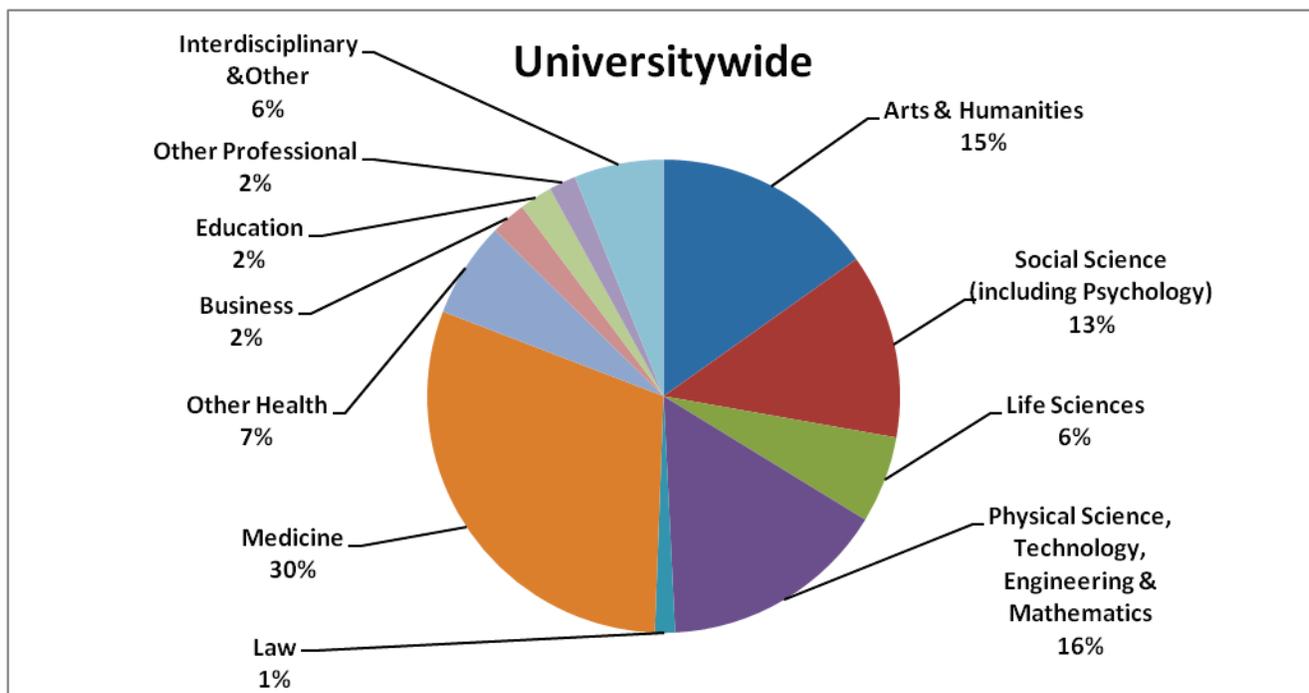
- Between 1998 and 2008, UC added almost 4,100 more faculty, an overall increase of about 27 percent. During the same period, UC’s student population grew by 35 percent, from about 161,000 students in 1998 to almost 217,000 students in 2009.
- During this period, the greatest growth in faculty appointments occurred with non-Senate faculty. Their number increased 42 percent (from 5,097 to 7,213) compared to the number of Senate faculty, which increased 20 percent (from 10,009 to 11,987). As a result, the proportion of Senate faculty who constitute the core of the University’s faculty dropped from 66 percent to 62 percent of all faculty.
- The picture reflects two trends. First, the proportion of faculty with appointments in the clinical X series, adjunct, and health science clinical series grew from 19 to 23 percent (2,818 to 4,455), largely due to increases in federal funding for health sciences research.
- Second, the proportion of non-Senate lecturers grew from 14 percent of all faculty in 1998 to 16 percent of all faculty in 2008 (2,108 to 3,008). Here, too, there are economic reasons at work reflective of the long-term decline in state funding. Non-Senate lecturers are teaching-only faculty and typically command lower salaries than Senate faculty. As such, they deliver instruction at a lower per-student cost.

Source: Corporate Personnel System, CPS Standard Report AP1. Data shown are headcount numbers for all faculty members, both those with and without Senate appointments.

**Indicator 43 (continued) Faculty Composition, October 1998, 2003 and 2008**



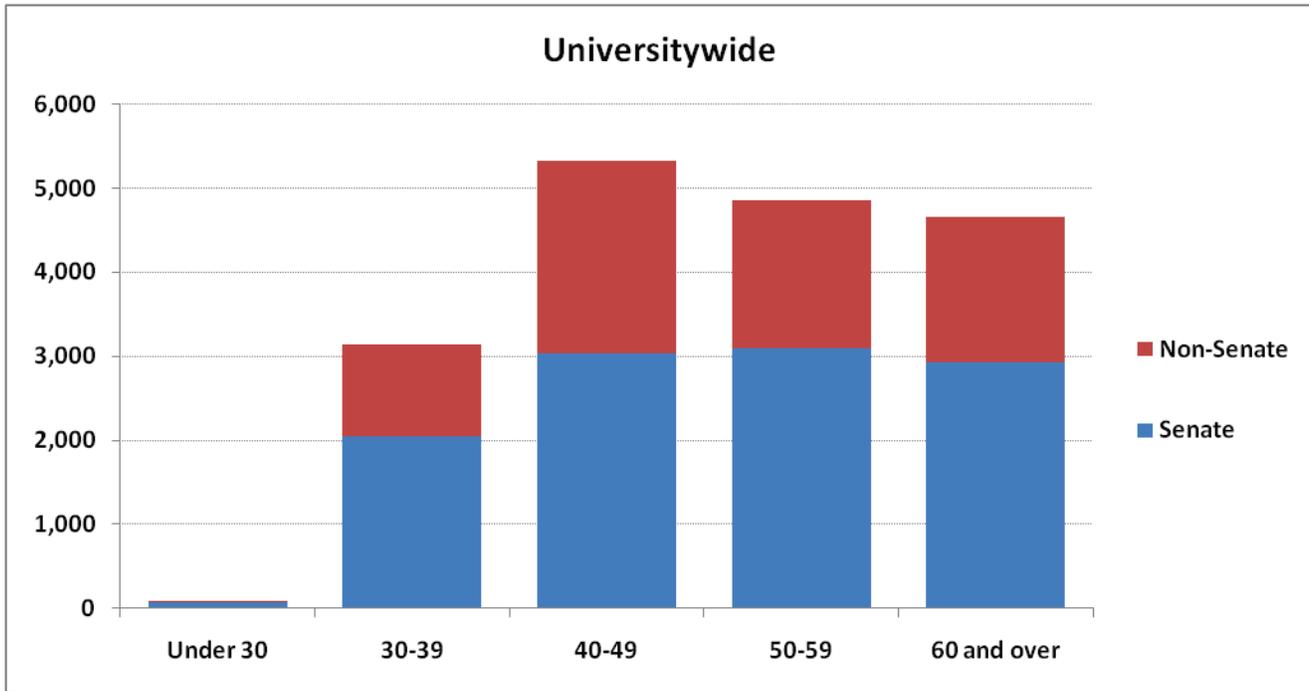
**Indicator 44**  
**Faculty by Discipline, October 2008**



- About 37 percent of UC's faculty is in the health sciences (medicine, dentistry, nursing, pharmacy, optometry, public health and veterinary medicine).
- Over one-fifth (22 percent) is in the STEM fields (life and physical sciences, technology, engineering and math).
- Turnover of ladder-rank faculty with professorial appointments (a subset of those shown in the chart above) historically has averaged about 3 to 4 percent per year. A low turnover rate in the professorial faculty helps to promote stability in the distribution of faculty across disciplines since existing positions can only be reallocated when they become vacant. Growth in the total number of faculty generates new positions; this also can affect disciplinary balance, depending on how these new positions are allocated.

Source: UCOP Corporate Personnel System, October 2008. Data shown are headcount numbers for all faculty members, both those with and without Senate appointments.

**Indicator 45**  
**Faculty by Age, October 2008**

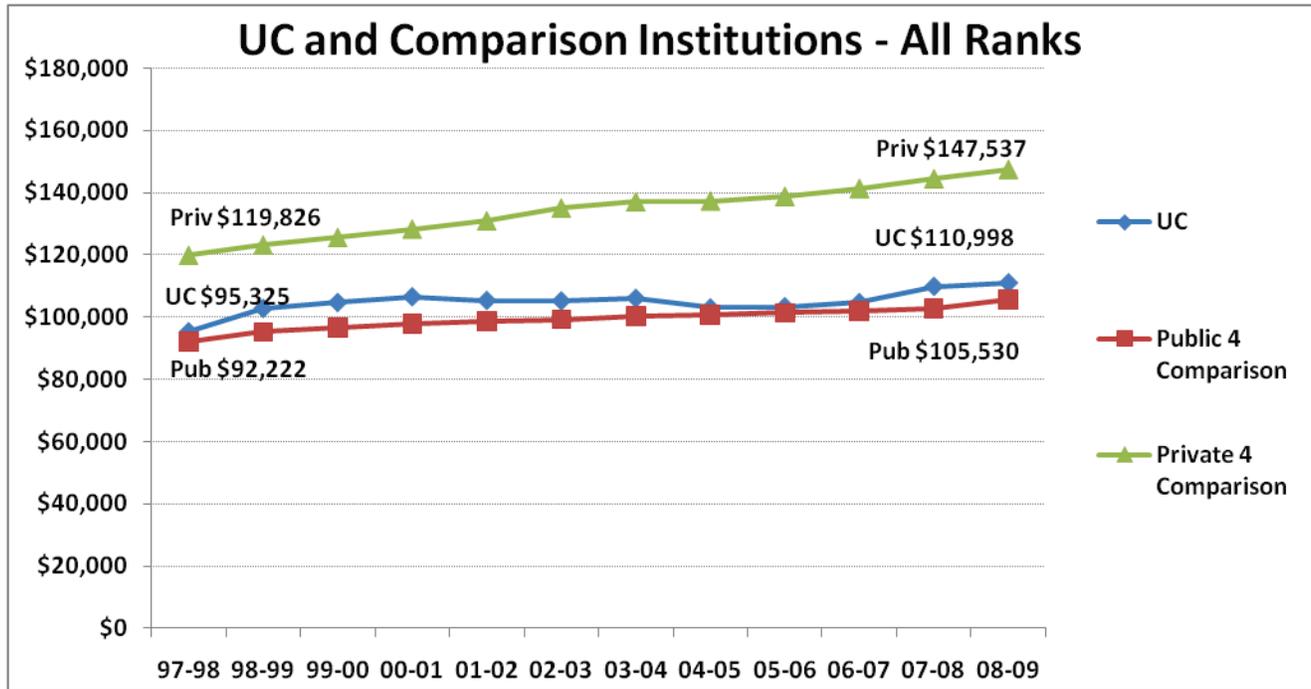


- The age distribution of UC faculty has become more heavily weighted toward older faculty as the baby boom cohort (those born 1946 to 1964) has grown older.
- In 2008, 54 percent of UC Senate faculty members were 50 or older compared to about 42 percent in 1994.
- The need to recruit large numbers of new faculty to replace retiring faculty, and to do so in the context of high enrollment demands and significant budget reductions, is one of the major challenges facing UC.

Source: UC Corporate Personnel System. Data shown are headcount numbers for all faculty members, both those with and without Senate appointments.

**Indicator 46**

**Average Faculty Salaries, UC and Comparison Institutions, 1997-98 to 2008-09**

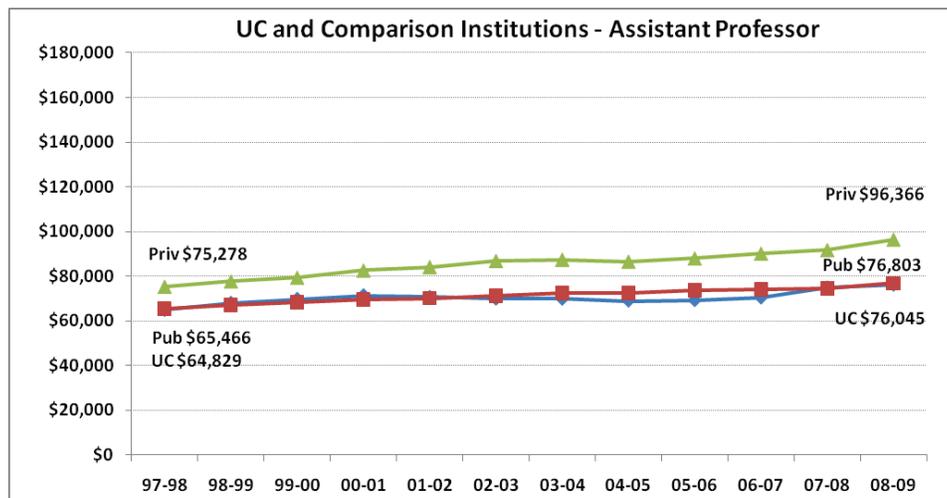
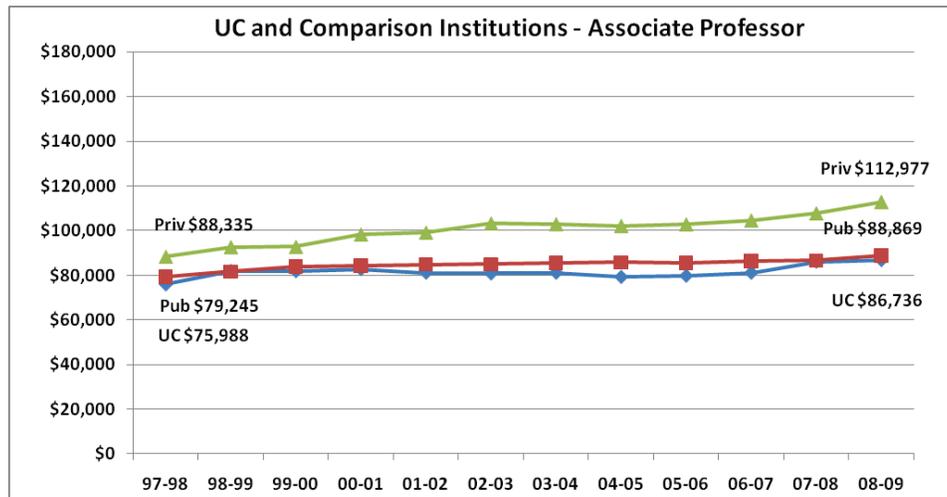
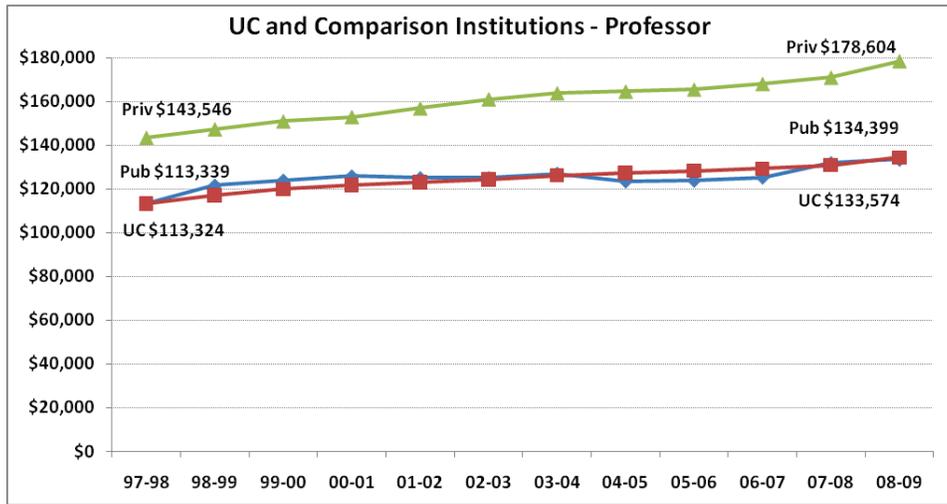


Note: Figures are in inflation-adjusted 2008-09 dollars, adjusted for inflation using the Consumer Price Index-Urban.

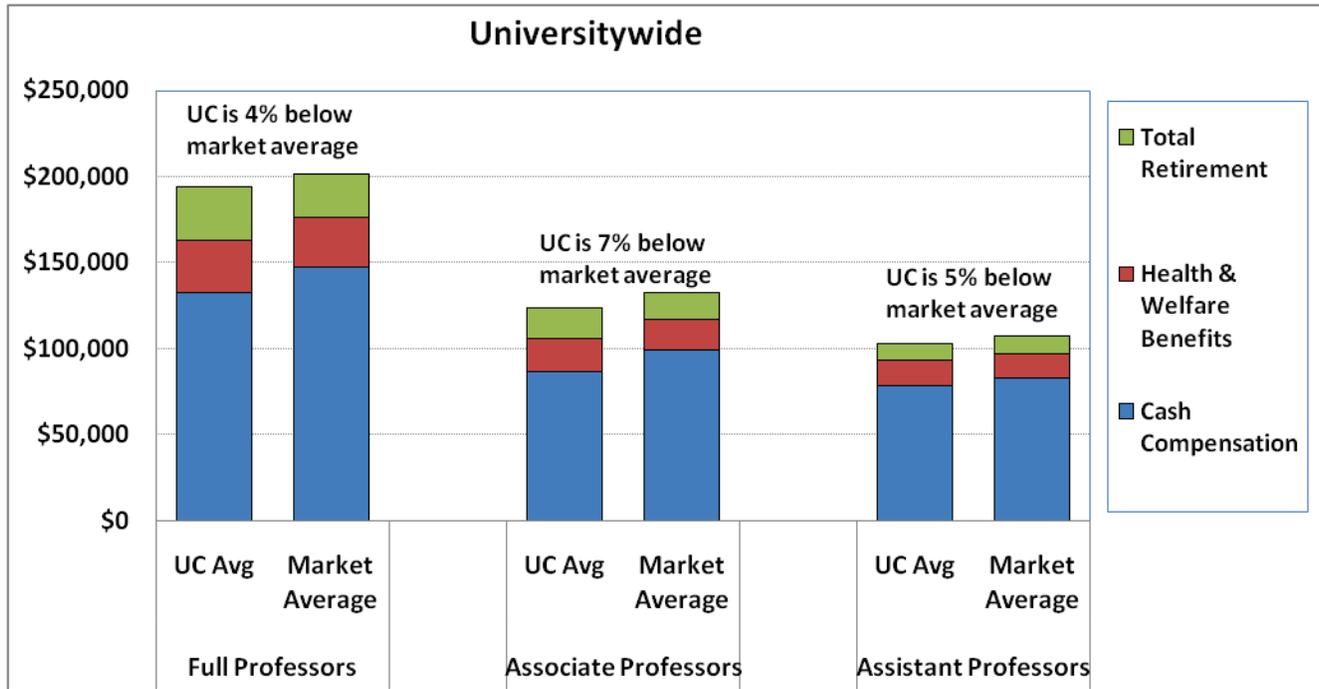
- UC recruits its faculty from top universities and historically has used eight of them—four publics and four privates—against which to benchmark its faculty salaries. UC’s four public comparison institutions are Illinois, Michigan, SUNY-Buffalo and Virginia; its four private comparison institutions are Harvard, MIT, Stanford and Yale.
- The gap in faculty salaries between private and public institutions has widened over the past decade for faculty at all ranks.
- A plan to eliminate the salary lag for faculty over a four-year period was adopted in 2007-08, but the current fiscal crisis has delayed implementation.
- While faculty continue to be considered for merit-based salary increases every three years, no general salary increases were provided for faculty in 2008-09 and 2009-10 and are unlikely in 2010-11.
- The lack of general salary increases over a multi-year period is creating profound challenges in retaining high-performing faculty. These challenges will grow more difficult, particularly if peer and competing institutions recover from the economic downturn before UC, enabling them to recruit UC’s top performers.

Source: American Association of University Professors (AAUP) Faculty Compensation Survey. Data include all full-time faculty with rank of full, associate or assistant professor; instructors and lecturers are excluded.

**Indicator 46 (continued) Average Faculty Salaries, UC and Comparison Institutions, 1997-98 to 2008-09**



**Indicator 47**  
**Total Compensation for Ranked Faculty, 2009**



- Total compensation includes base salary, health and welfare benefits and post-employment benefits (pension and retiree health).
- Data from the 2009 Mercer-Hewitt Study indicate that average faculty salaries at UC were about 10 percent below the market. However, the total compensation package was closer to market, primarily because UC’s benefits currently are ahead of market.
- The University’s long-range plan is to rebalance the components of the total compensation package and bring salaries closer to market-competitive levels so that the total compensation package remains competitive.

Source: 2009 Update of Total Remuneration Study for Campus & UCOP and Medical Centers (the Mercer-Hewitt Study Update): [www.universityofcalifornia.edu/news/compensation/comparisons.html](http://www.universityofcalifornia.edu/news/compensation/comparisons.html). Data for ladder-rank faculty excludes health sciences faculty and law school faculty. In addition, other faculty titles considered ladder and equivalent rank are excluded; some examples are astronomers, agronomists and supervisors of physical education. The study covered 78 percent of all ladder-rank faculty.