

Trends in Higher Education

Faculty and Staff

Legislative Analyst's Office **2024**

Introduction

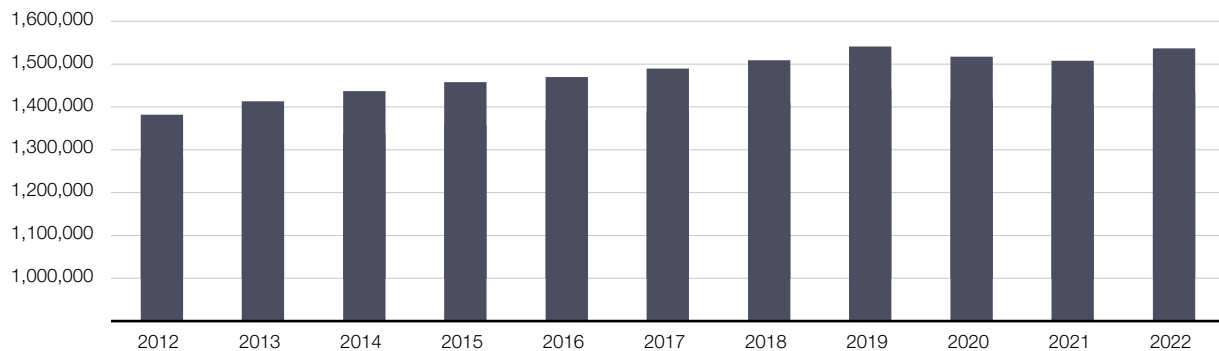
This is the fifth brief in a six-part analytical [series](#) focused on higher education trends. Each brief in the series covers a major area of higher education. Previously released briefs focus on student access, college affordability, student outcomes, and higher education finance. This fifth brief focuses on faculty and staff. The series has two main objectives. The first is to help legislators, staff, and the general public track many of the key changes that higher education has undergone over time. The second is to help legislators and staff leverage their better understanding of the past to aid them in better navigating the future. To this end, each brief is punctuated by key issues for legislators to consider as they move forward in making higher education policy and budget decisions.

This brief begins with a look at the overall higher education workforce. It then turns to a deeper look at faculty, with charts covering changes in the number of faculty; their demographics (including their racial/ethnic diversity, gender, and age); tenure; and salary levels; followed by charts covering pay for executives, managers, and administrators. Next, the brief provides some data on employee recruitment and retention. The brief concludes with a look at the University of California's (UC's) medical workforce. As with the other briefs in this series, this brief contains a set of infographics, with data drawn primarily from sources at the federal, state, and segment levels. In this brief, we generally provide data for the past decade. We select the exact time period for each chart by considering the availability of the particular data at issue, comparability of the reported data over time, and the most interesting trends emanating from the data.

Across the three public higher education segments—UC, the California State University (CSU), and California Community Colleges (CCC)—the main story is one of workforce growth over the past decade. The numbers of faculty, staff, and administrators were all higher in 2023 than 2013—in some cases, notably higher. Over this time, faculty generally have become more diverse, with higher shares of Latinos, Asians, and women, and a declining share of older faculty. Trends in faculty salaries have varied somewhat across the segments, with salaries at UC tending to grow more than at the other segments. Nonetheless, faculty across all three segments in California continue to earn more than their peers nationally. As with faculty salaries, manager salaries at UC also have tended to grow more than at CSU and CCC. Regarding separations, the faculty separation rate at UC has been hovering at 4 percent for more than a decade, though UC has seen some uptick in the share of faculty reporting that the reason they left UC is because they accepted another job opportunity. Faculty separation rates have been slightly higher at CSU—hovering at 6 percent for tenured faculty. (Comparable CCC data are not available.)

After Years of Growing, University Workforce Nationally Has Almost Fully Rebounded From Pandemic Dip

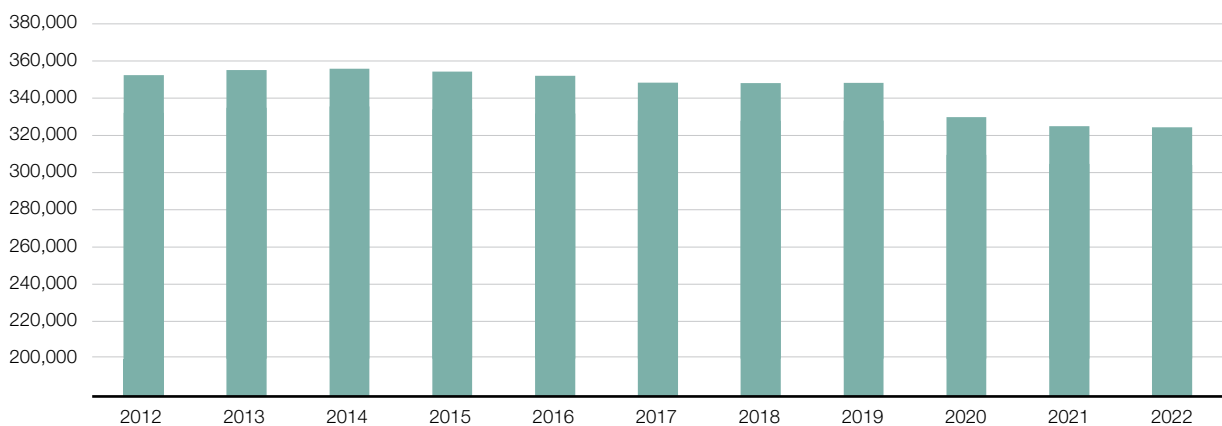
Full-Time Equivalent (FTE) Employees at U.S. Public Universities



Note: For display purposes, the vertical axis does not start at zero. All charts on this page exclude student employees and medical center staff.

Community College Workforce Nationally Began Shrinking Before Onset of Pandemic

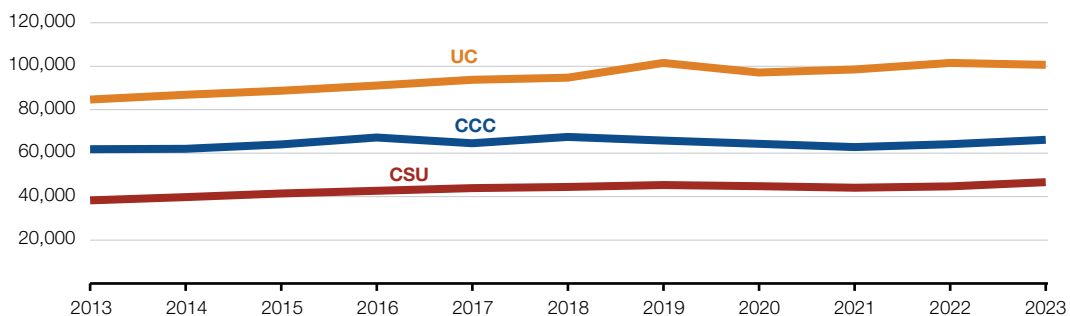
FTE Employees at U.S. Public Community Colleges



Note: For display purposes, the vertical axis does not start at zero.

In California, Higher Education Workforce Has Increased Fastest at the Universities

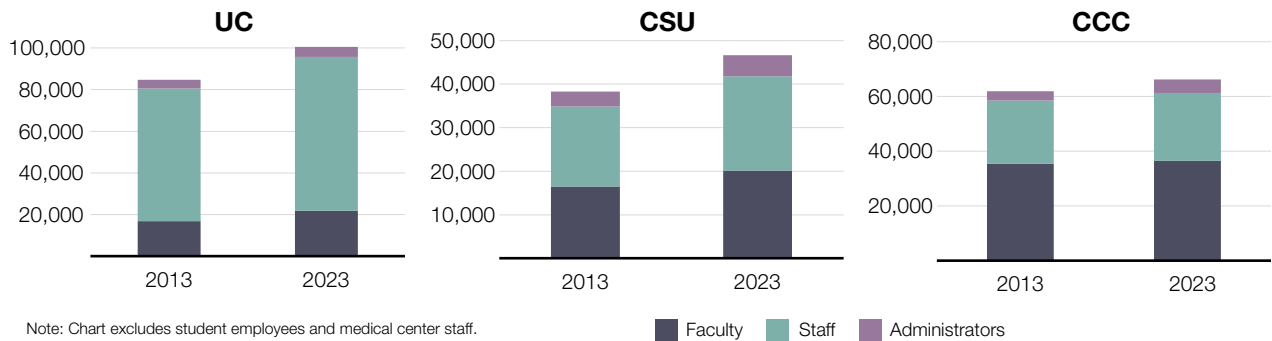
FTE Employees by Public Segment in California



Since 2013, the UC and CSU workforces have grown at average annual rates of 1.7 percent and 2 percent, respectively. By comparison, the CCC workforce has grown by 0.7 percent.

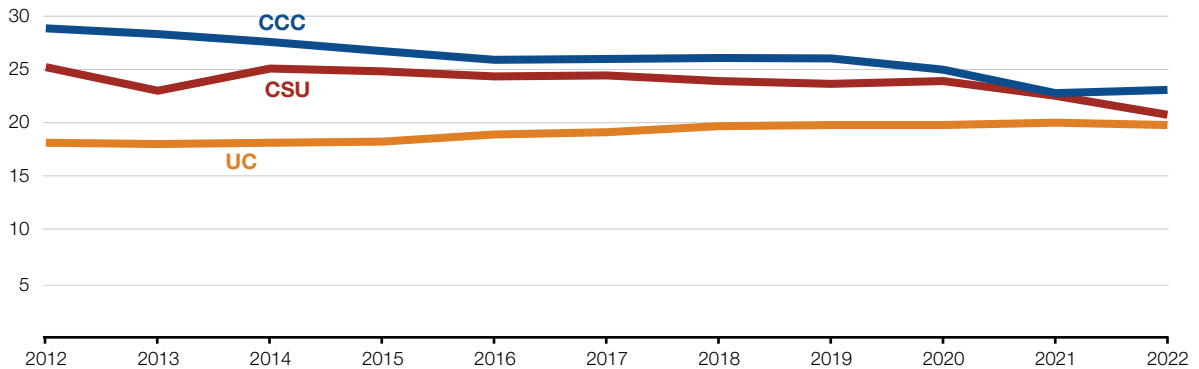
Faculty Comprise Smaller Share of Workforce at UC and CSU Than at CCC

Full-Time Equivalent (FTE) Employees by Group



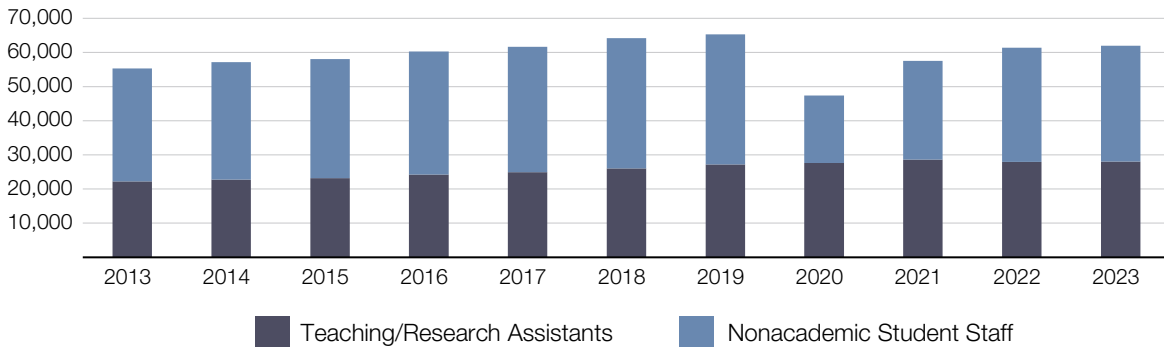
Student-to-Faculty Ratios Have Ticked Up at UC While Decreasing at CSU and CCC

Fall Undergraduate FTE Students Per FTE Faculty



Number of Student Employees at UC Dropped During the Pandemic but Is Rebounding

UC Student Employees, Fall Headcount

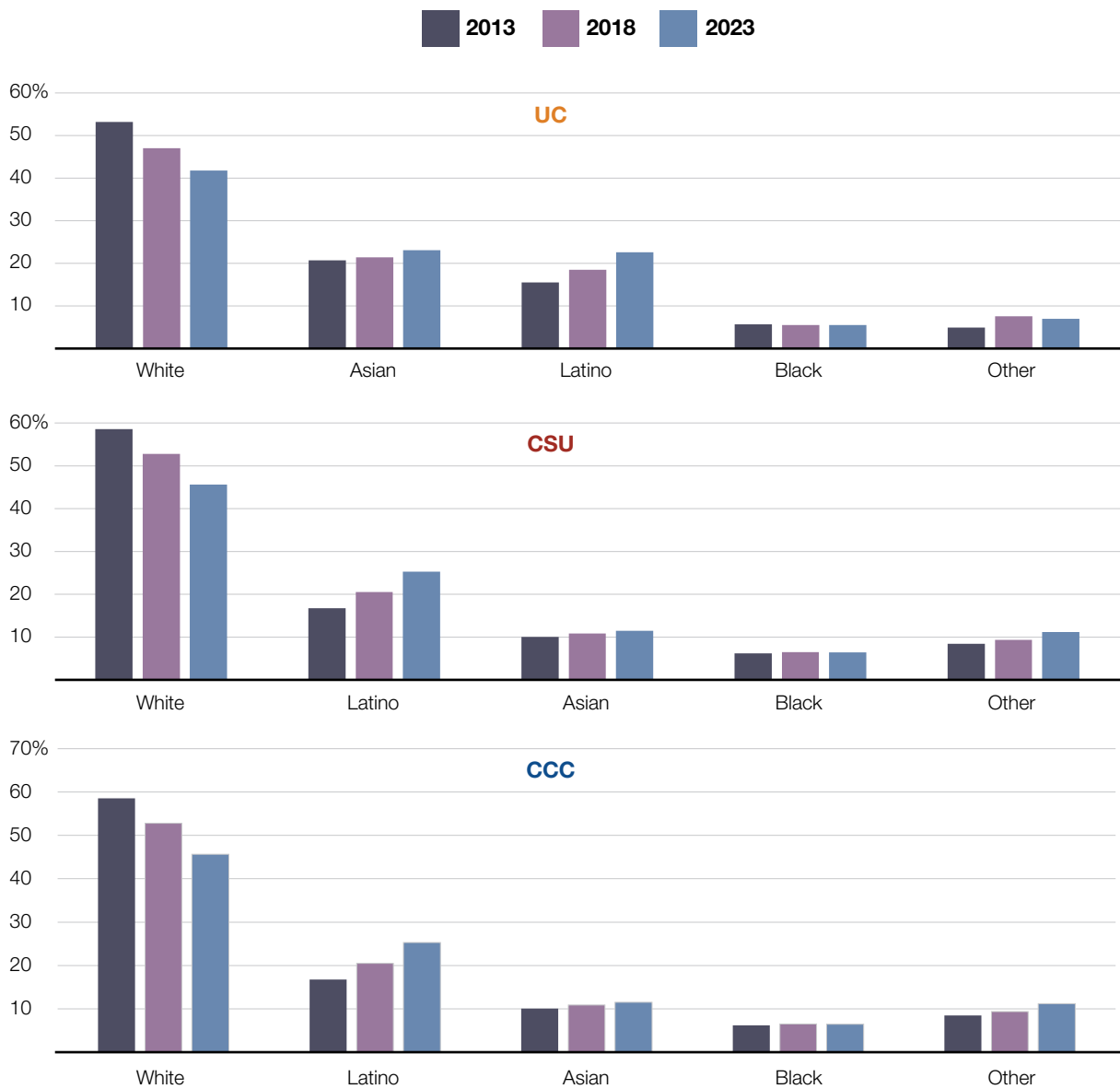


Colleges and universities regularly hire student workers for certain positions on campus. While the number of both academic and nonacademic student workers grew gradually from 2013 through 2019, the pandemic affected the two groups differently. Whereas the number of academic graduate workers continued to grow slightly, the number of nonacademic student workers dropped notably, before beginning to rebound in 2021.

Over the past decade, the share of white workers has declined, with white workers comprising less than half of the workforce at each segment in 2023. As the share of white workers has declined, the shares of Latino and Asian workers have increased, with the greatest growth among Latino workers. At UC and CSU, the share of Black workers has declined slightly, whereas the share of Black workers has increased slightly at CCC. Across all segments, an increasing share of workers identify as mixed race/other.

Workforce at Each Public Segment Has Become More Diverse

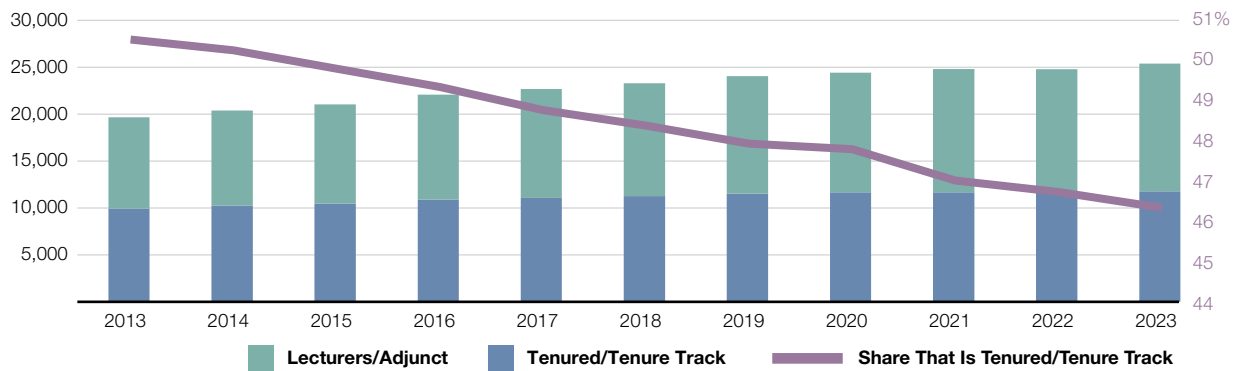
Share of Total Headcount Workforce by Race/Ethnicity, Fall Term



Note: Charts exclude student employees and medical center employees.

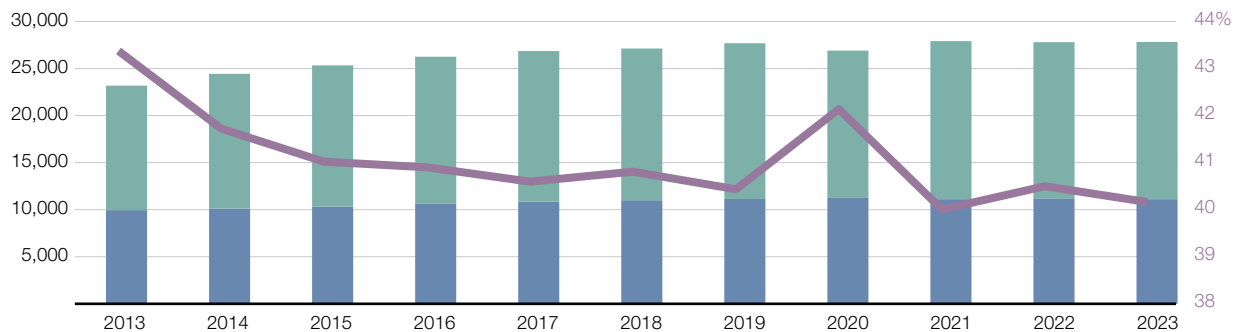
UC Faculty Counts Are Rising, but Share That Is Tenured/Tenure Track Has Been Dropping

UC Campus Faculty, Fall Headcount



About 40 Percent of CSU Faculty Are Tenured/Tenure Track

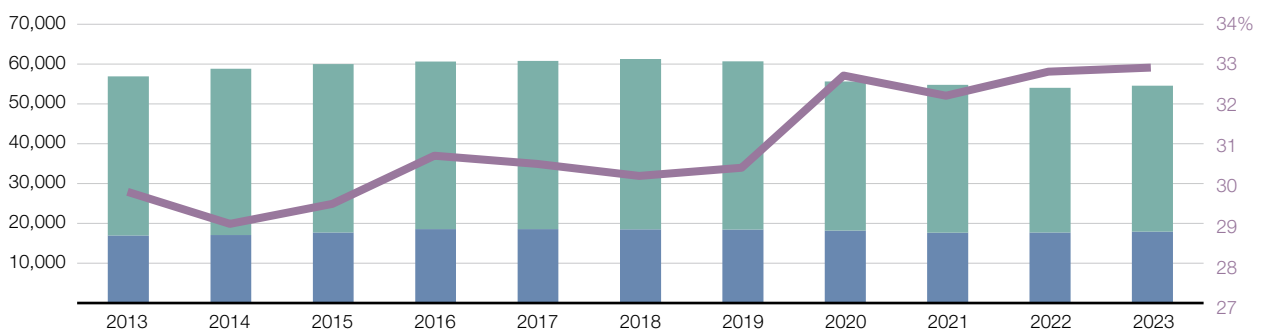
CSU Instructional Faculty, Fall Headcount



Note: Most lecturers at CSU are part time, whereas most tenured/tenure-track faculty are full time.

CCC Responded to Pandemic by Reducing Adjunct Faculty

CCC Faculty, Fall Headcount

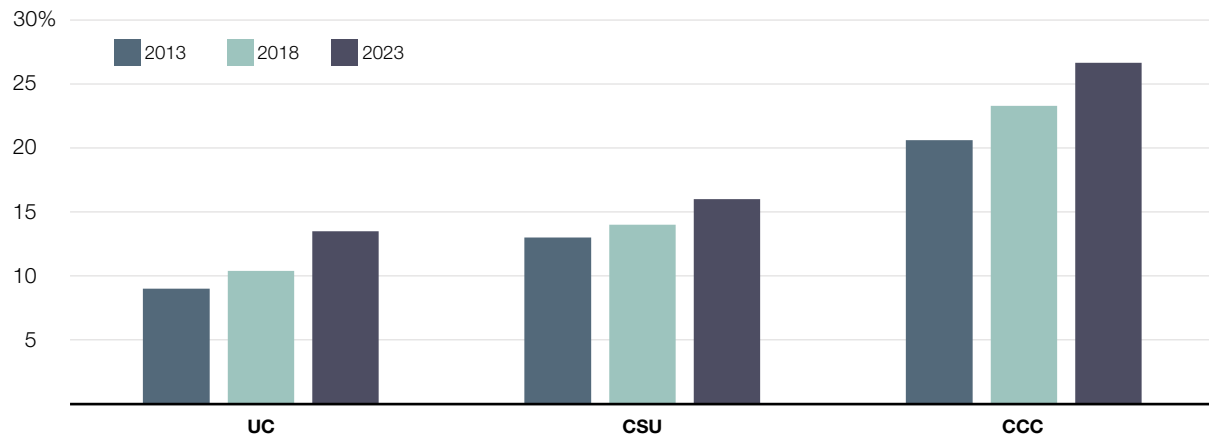


Note: Lecturers/adjunct faculty at CCC work part time and have temporary assignments, whereas tenured/tenure track faculty work full time and have permanent assignments.

While the total number of faculty generally has been growing at UC and about flat at CSU, the number has fallen at CCC. When CCC enrollment declined during the pandemic, community colleges responded primarily by reducing the number of adjunct faculty they employed. Compared to the other segments, CCC relies most heavily upon adjunct faculty.

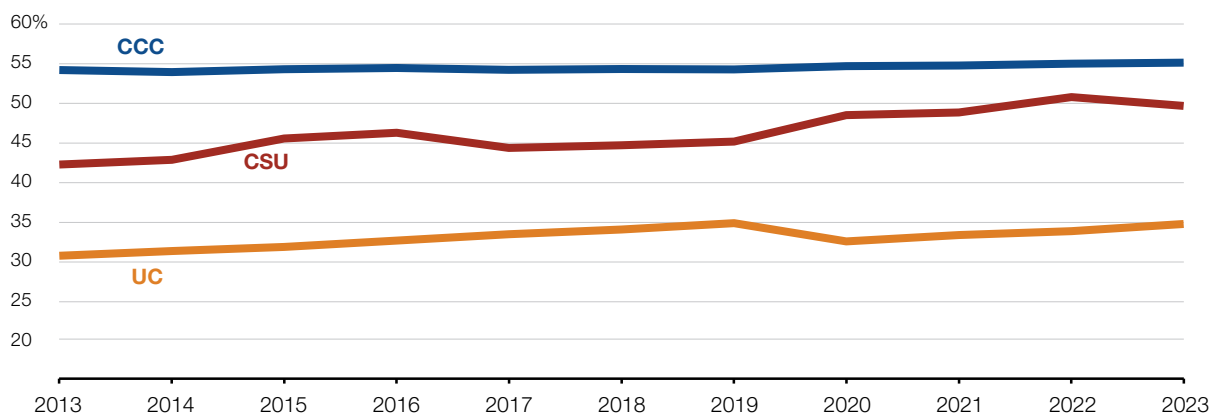
Share of Faculty From Historically Underrepresented Groups Is Increasing

Share of Tenured/Tenure-Track Faculty Who Are Black, Latino, or Native American at Each Public Segment, Fall Term Headcount



Share of Faculty Who Are Women Differs Notably Among the Segments

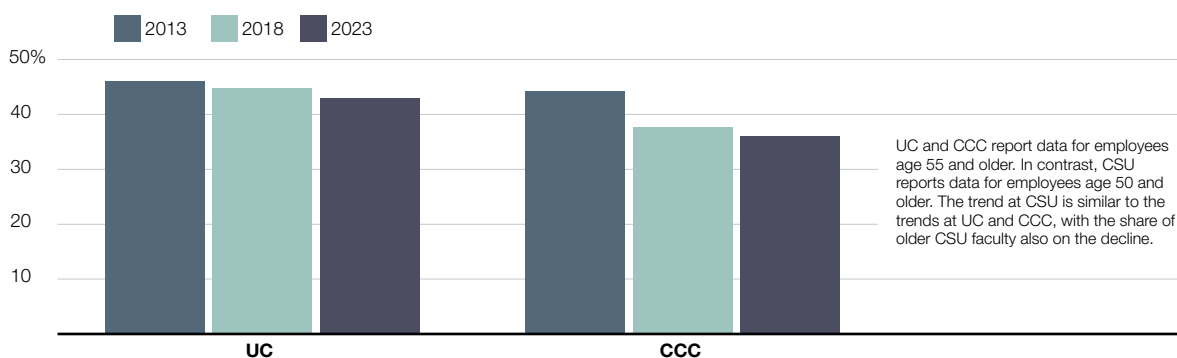
Share of Tenured/Tenure-Track Faculty Who Are Women, Fall Term Headcount



Note: For display purposes, the vertical axis does not start at zero.

Share of Older Faculty Is Declining

Share of Tenured/Tenure-Track Faculty Who Are 55 Years or Older, Fall Term Headcount



UC's New Faculty Are More Racially/Ethnically Diverse Than Existing Faculty

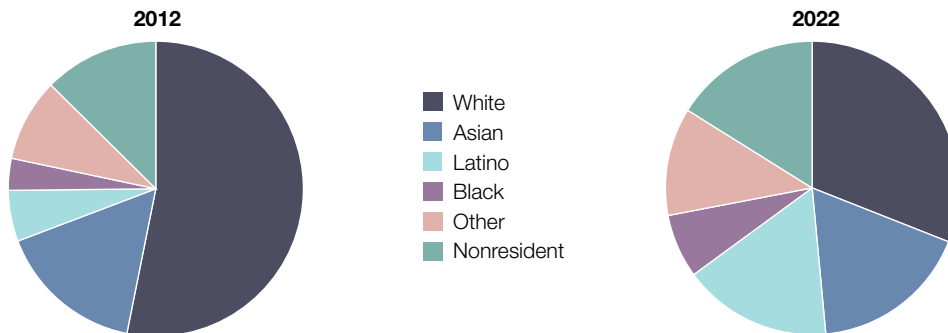
Tenured/Tenure-Track Faculty by Race/Ethnicity and Date of Hire



Note: "New" faculty are those hired between 2011 and 2020. "Other" includes faculty of mixed race as well as those not reporting race/ethnicity.

New Faculty Hires at CSU Are More Racially/Ethnically Diverse Than Ten Years Ago

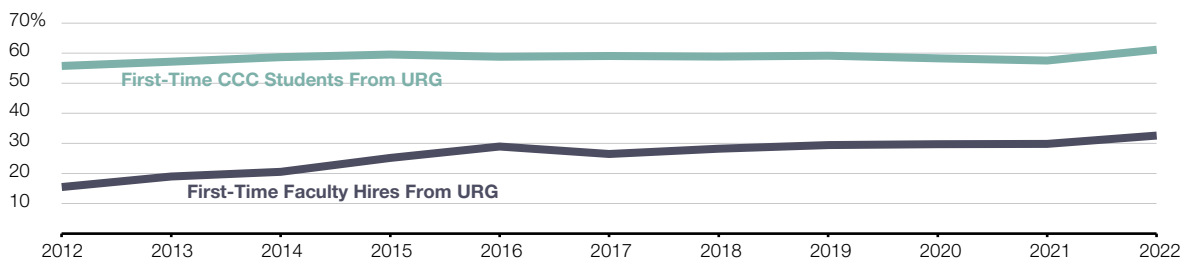
New Tenure-Track Faculty Hires by Race/Ethnicity and Date of Hire



Note: "Other" includes faculty of two or more races or whose race/ethnicity is unknown. "Nonresident" includes faculty of any race/ethnicity who are not citizens or nationals of the United States and do not have a right to remain in the United State indefinitely.

CCC New Faculty Hires Are More Closely Reflecting CCC Student Body

Share of First-Time Tenure-Track Faculty Hires From URG Compared to Share of First-Time Students From URG



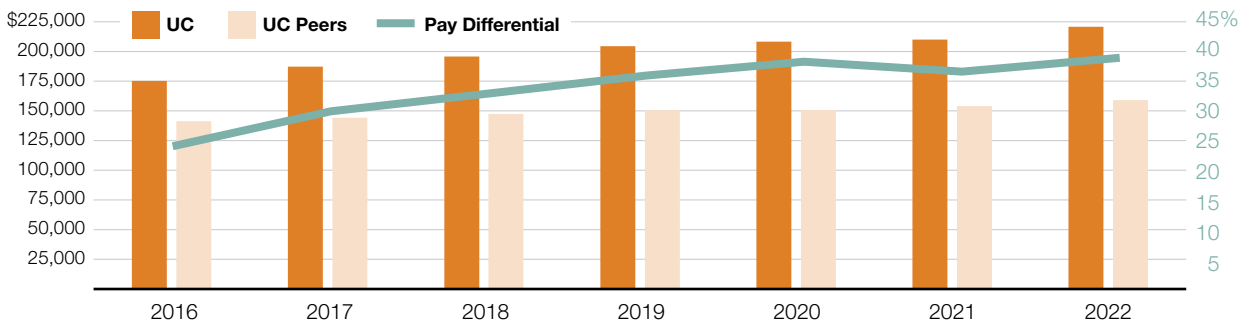
Note: URG = underrepresented groups (Black, Latino, Native American, Filipino, and Pacific Islander).

Key Issue

All three public higher education systems are equal employment opportunity (EEO) employers. EEO is defined as ensuring that all qualified individuals have a full and fair opportunity to compete for hiring and promotional opportunities. Each segment executes these shared EEO principles differently. For example, the three systems differ in the composition of their search committees. A key issue for the Legislature is what role it wants to have in overseeing the segments' hiring practices and ensuring their alignment with legislative priorities.

UC Professors Earn Much More Than Their Peers Nationally

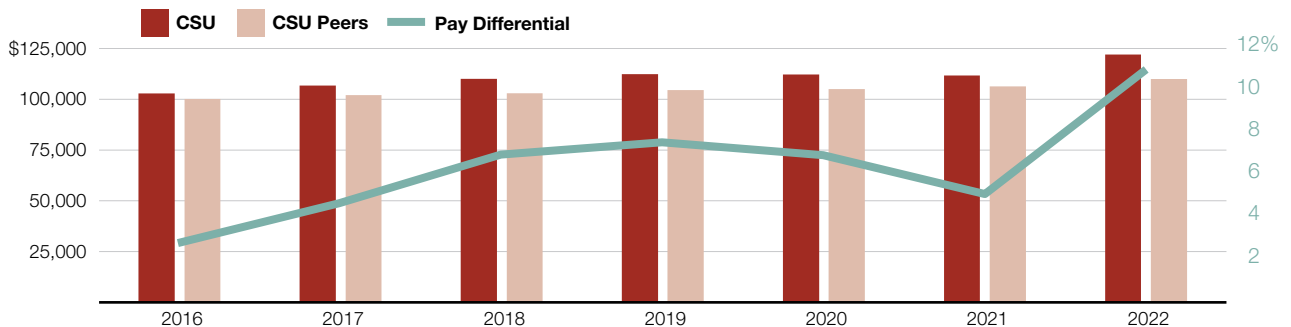
Average Salary of Full Professors, Not Adjusted for Inflation



Note: "UC Peers" reflects the national average salary at public doctoral universities with very high research activity.

CSU Professors Earn Somewhat More Than Their Peers Nationally

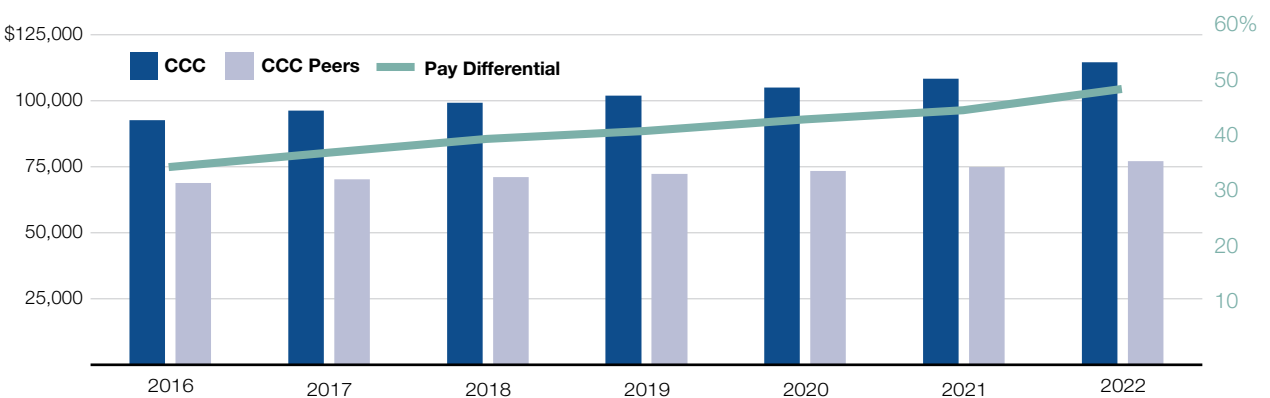
Average Salary of Full Professors, Not Adjusted for Inflation



Note: "CSU Peers" reflects the national average salary at public master's universities, doctoral/professional universities, and doctoral universities with high research activity.

CCC Faculty Earn Much More Than Their Peers Nationally

Average Salary of Tenured/Tenure-Track Faculty, Not Adjusted for Inflation



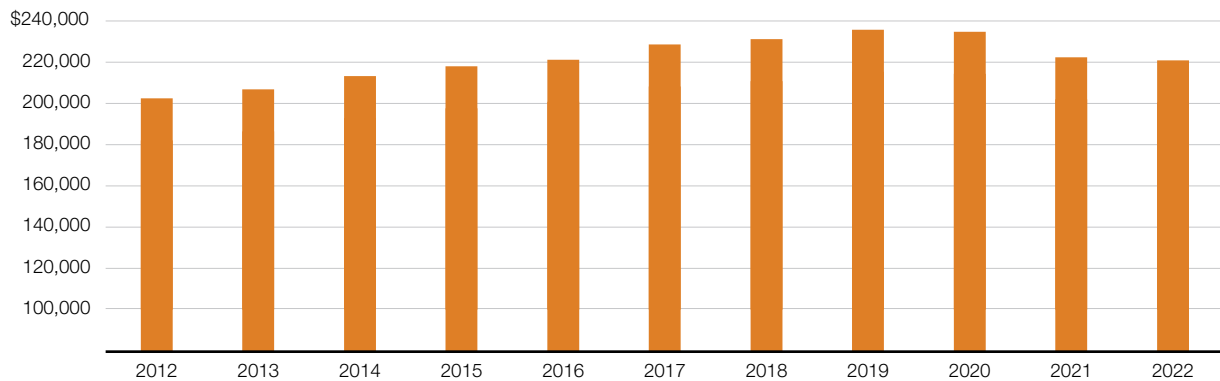
Note: "CCC Peers" reflects the national average salary at public two-year colleges.

Key Issue

Going forward, the Legislature will face important budget decisions that involve assessing the trade-offs between providing base augmentations for faculty salary increases versus providing targeted augmentations for other objectives, such as expanding student support programs.

Adjusted for Inflation, UC Professor Salaries Gradually Increased Before Dipping in 2021

Average Salary of Full Professors, 2022 Dollars

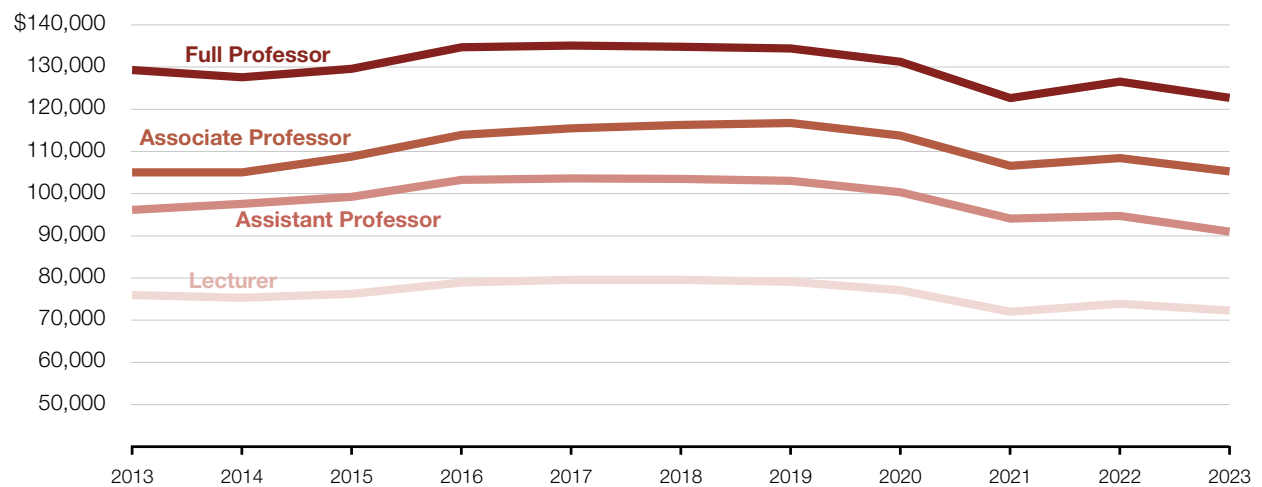


Note: For display purposes, the vertical axis does not start at zero.

UC faculty are not represented by a union, whereas CSU faculty are represented by the California Faculty Association (CFA). The UC Board of Regents annually determines general salary increases for faculty, whereas the CSU Board of Trustees collectively bargains salary increases with CFA. At both UC and CSU, faculty in some disciplines tend to earn higher salaries than faculty in other disciplines. For example, faculty in business and management tend to have significantly higher salaries than faculty in the humanities.

Adjusted for Inflation, CSU Faculty Salaries Have Declined Somewhat in Recent Years

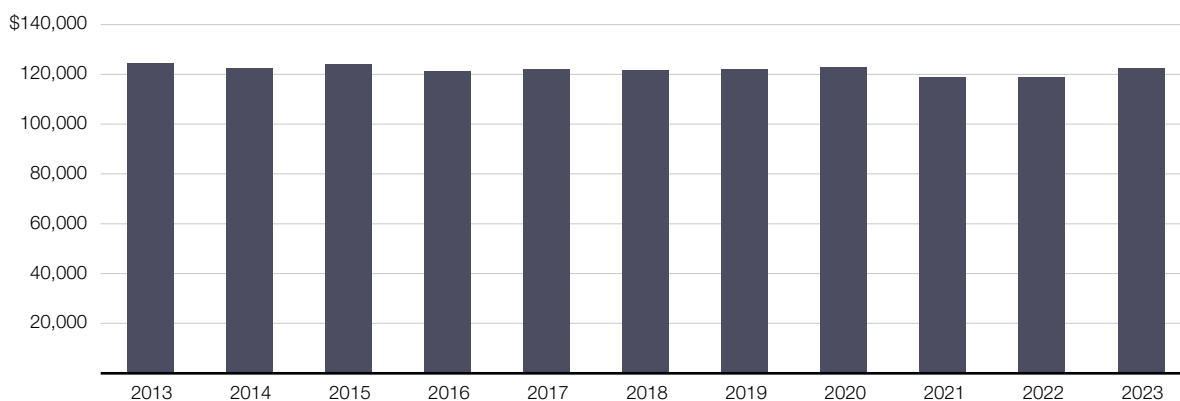
Average Salary of Faculty by Level, 2023 Dollars



Note: For display purposes, the vertical axis does not start at zero.

Community College Faculty Salaries Have Been Mostly Flat When Adjusted for Inflation

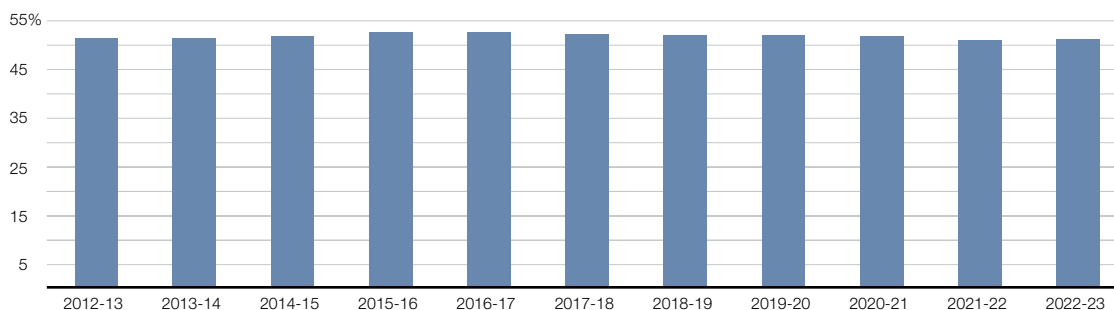
Average Salary of Tenured/Tenure-Track CCC Faculty, 2023 Dollars



Unlike CSU and UC (which make certain faculty salary decisions at the system level), faculty salaries at community colleges are bargained locally. Consequently, salaries vary among the 72 local community college districts. In 2023, the highest average salary of tenured/tenure-track faculty was at San Jose-Evergreen Community College District (CCD) (\$167,598), while the lowest average faculty salary was at Copper Mountain CCD (\$95,230). Unlike UC and CSU, CCC faculty salaries generally do not vary by discipline, such that an engineering instructor earns the same amount as a history instructor.

Slightly More Than Half of Districts' Unrestricted Funding Is Spent on Instructor Compensation

Share of CCC Systemwide Unrestricted Funds Spent on Instructor Salary and Benefits

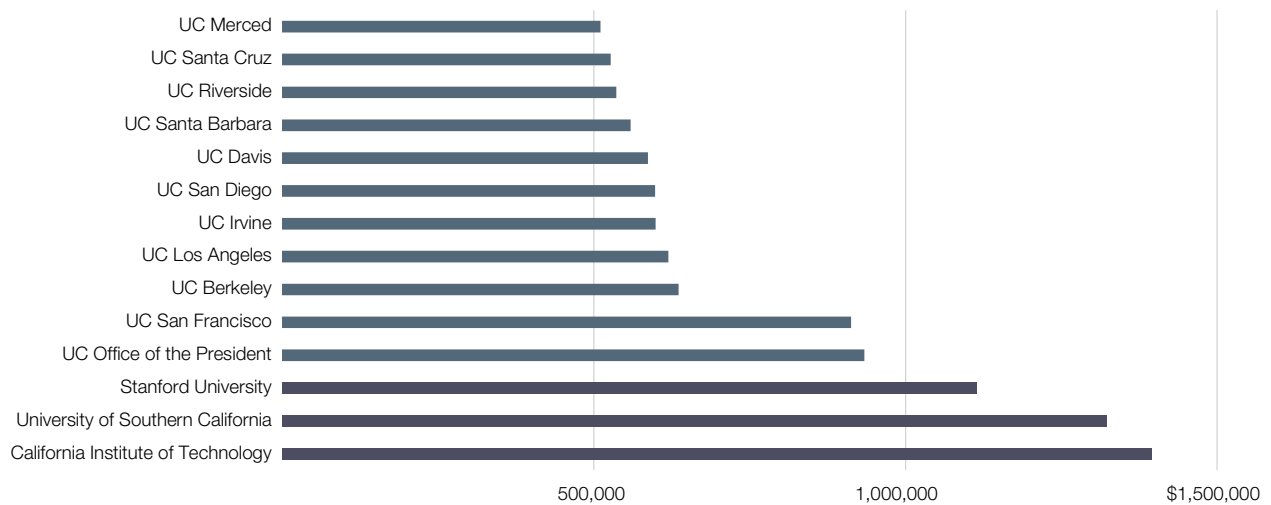


Key Issue

Since the early 1960s, state law has required community college districts to spend at least 50 percent of their general operating budget on salaries and benefits of faculty and instructional aides engaged in direct classroom instruction. Districts that fall below the 50 percent threshold can be subject to financial penalties. Proponents of the so-called “fifty percent law” contend it ensures that noninstructional functions (such as administrators’ salaries) do not squeeze out course offerings and keeps CCC class sizes small. Critics counter that the law can result in districts spending less on core student support services (such as counseling and library services). Moving forward, the Legislature can continue to monitor district performance and evaluate whether this long-standing law is consistent with legislatively desired performance outcomes.

UC Executive Pay Is Above \$500,000 but Lower Than Private University Peers

Annual Base Pay of University Leader at UC and Select Private Universities in California

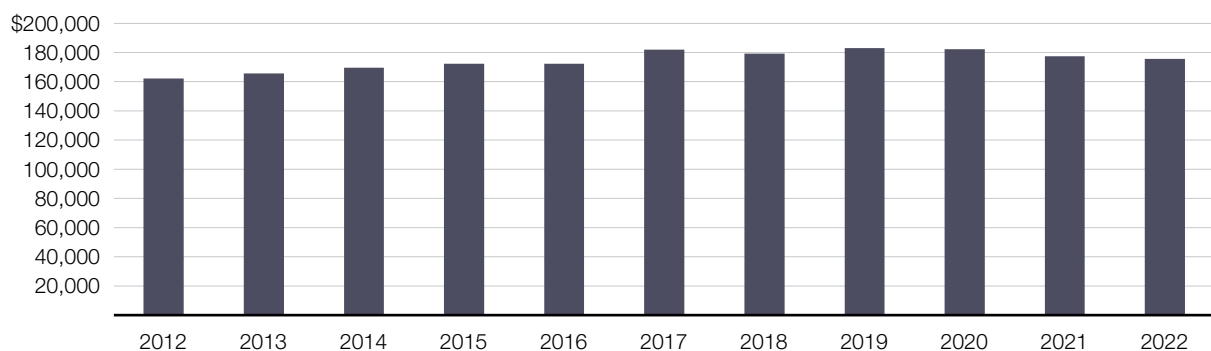


Note: Due to differences in data availability, UC amounts are for calendar year 2022, whereas private university amounts are for calendar year 2020.

In April 2024, the UC Board of Regents announced a new chancellor at UC Berkeley. The new chancellor will start with a base pay of \$946,450. In June 2024, the UC Board of Regents announced UC's most recent new executive hire. The incoming chancellor at UC Los Angeles will start with an annual base salary of \$978,904.

Average Pay for UC Managers Has Somewhat Outpaced Inflation

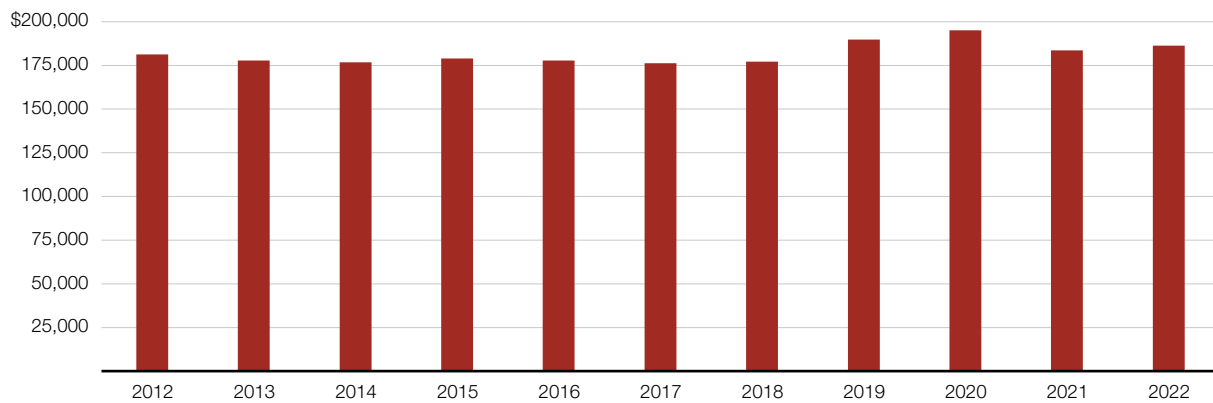
Average Salary for Manager Positions, 2022 Dollars



In 2022, the average salary for a UC manager was 8 percent higher than in 2012 after adjusting for inflation. By comparison, the average salary for other administrative and office support workers was 10 percent higher.

Adjusted for Inflation, CSU Manager Salaries Are Slightly Higher Than a Decade Earlier

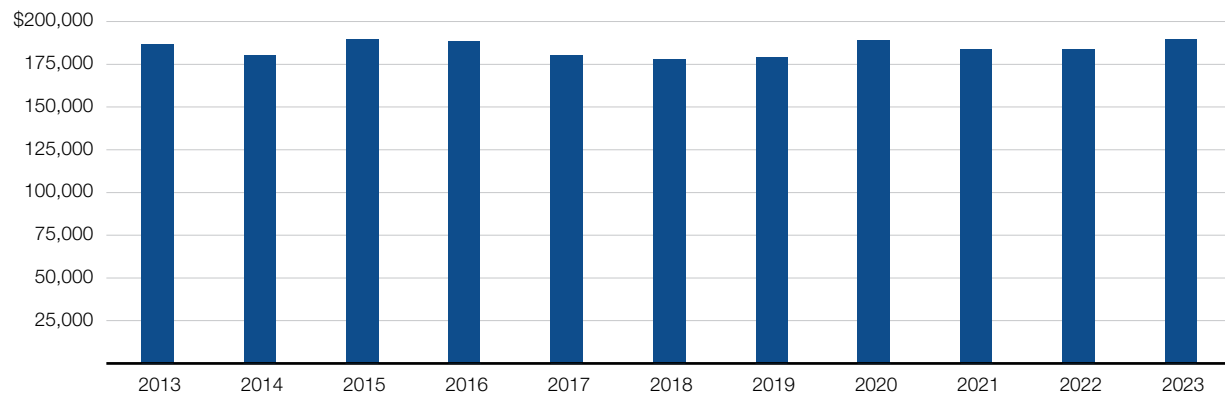
Average Salary of CSU Employees in Supervisory/Management Positions, 2022 Dollars



In 2022, the average salary for a CSU manager was 2.7 percent higher than in 2012 after adjusting for inflation. By comparison, the average salary for other administrative and office support workers was 6.1 percent lower in 2022 compared to 2012.

CCC Administrator Salaries Also Are Slightly Higher Than a Decade Earlier

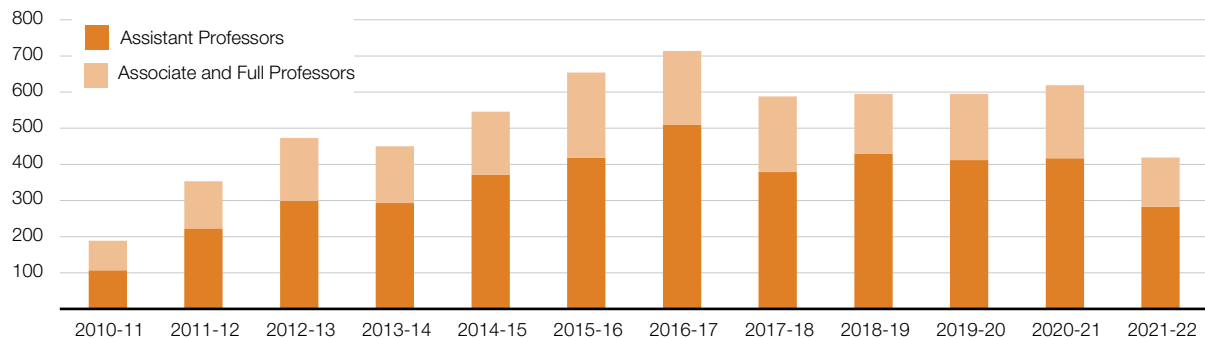
Average Salary of CCC Educational Administrators, 2023 Dollars



Educational administrators include college presidents, vice presidents, deans, and other administrative executives. In 2023, the average salary for a CCC educational administrator was 2 percent higher than in 2013 after adjusting for inflation. Compensation for CCC educational administrators is decided locally, with resulting variation among districts. In 2023, Ohlone Community College District (CCD) provided the highest average salary to educational administrators (\$269,138), while Barstow CCD had the lowest average salary for these employees (\$135,308).

About Two-Thirds of New UC Faculty Hires Have Been at the Assistant Professor Level

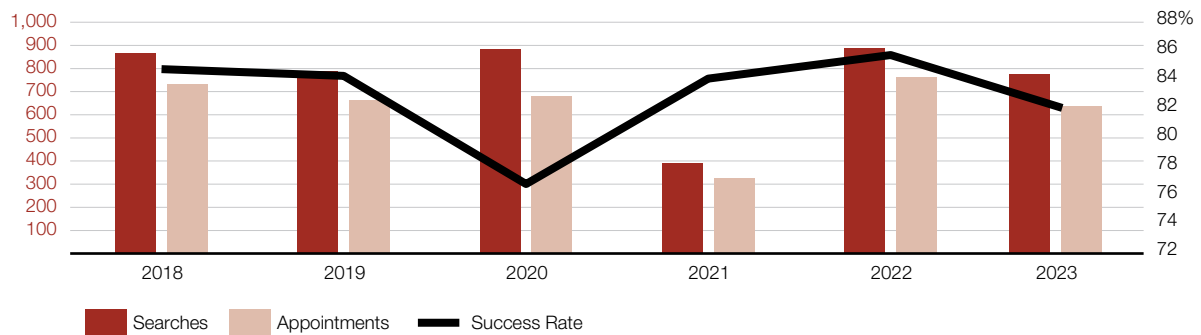
New Tenured/Tenure-Track Faculty



Note: "Assistant Professors" includes faculty with the potential for security of employment. "Associate and Full Professors" includes faculty with security of employment.

Most CSU Searches for Tenure-Track Faculty Result in a New Hire

New Tenure-Track Faculty



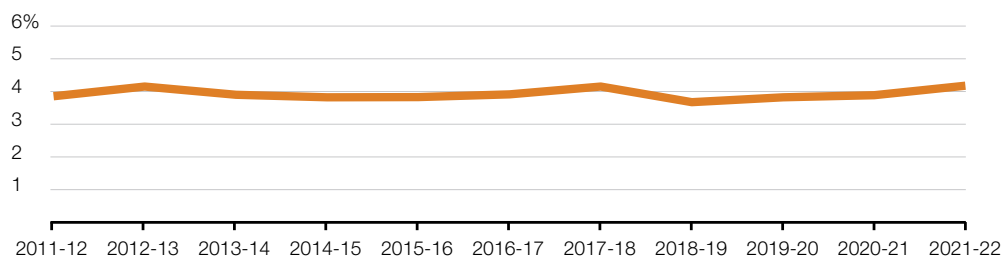
On average, CSU received 60 applications per search in 2022, with the Long Beach campus receiving the highest number of applications per search (99) and the Maritime campus receiving the fewest (14).

Key Issue

Unlike UC and CSU, CCC has not collected centralized data on the outcomes of faculty searches at community colleges. Having this data could be useful to the state for budgetary and policy purposes. For example, knowing whether districts are having trouble attracting faculty could help inform legislative decisions regarding CCC base funding increases as well as CCC faculty recruitment programs. Going forward, the Legislature may want to require the CCC Chancellor's Office to start collecting annual data on the number of faculty searches and corresponding success rates.

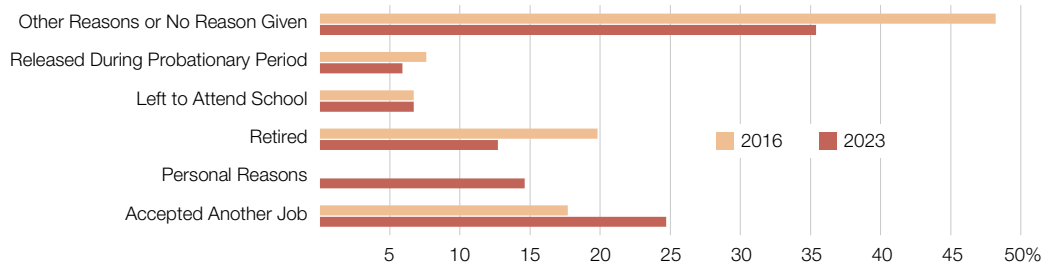
UC Faculty Separation Rate Hovers Around 4 Percent

Share of Tenured/Tenure-Track Faculty That Separates From UC Each Year



Staff Separate From UC for a Number of Reasons

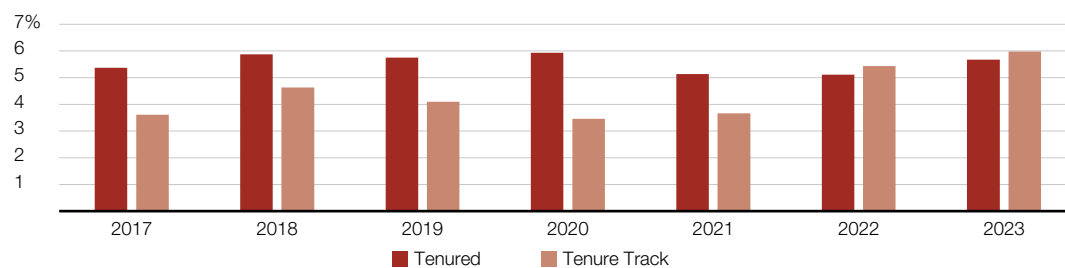
Share of Career Staff Leaving for Each of the Following Reasons



Note: Leaving for personal reasons was not a category included in UC's 2016 data.

Turnover Among CSU Tenured/Tenure-Track Faculty Has Been Below 6 Percent

Separations Among Full-Time Faculty as of Fall Term

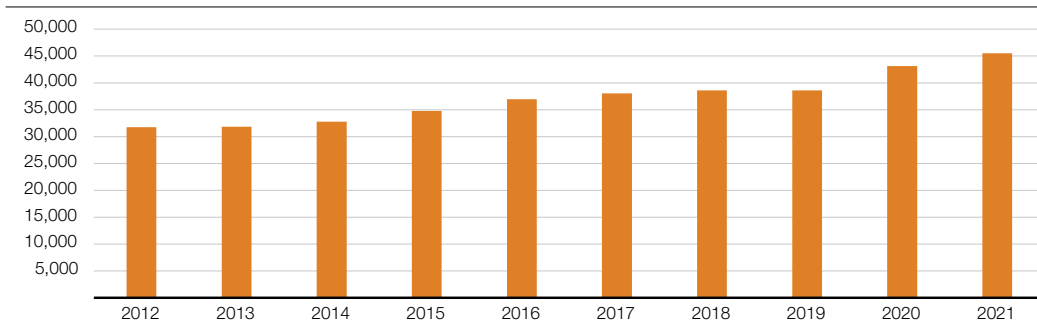


Key Issue

Unlike UC, CSU only reports separation rates for faculty and CCC does not report separation rates for either faculty or staff. The Legislature may want to have CSU and CCC provide regular updates on their separation rates by employee group. Better understanding the share of employees that are leaving and why they are leaving could inform the Legislature's budget and policy decisions. For example, if a segment has very low separation rates, it might indicate that faculty and staff retention are not major challenges at that segment, thereby allowing legislative attention to be directed to other higher education priorities.

Staffing at UC's Five Medical Centers Has Increased Almost Every Year

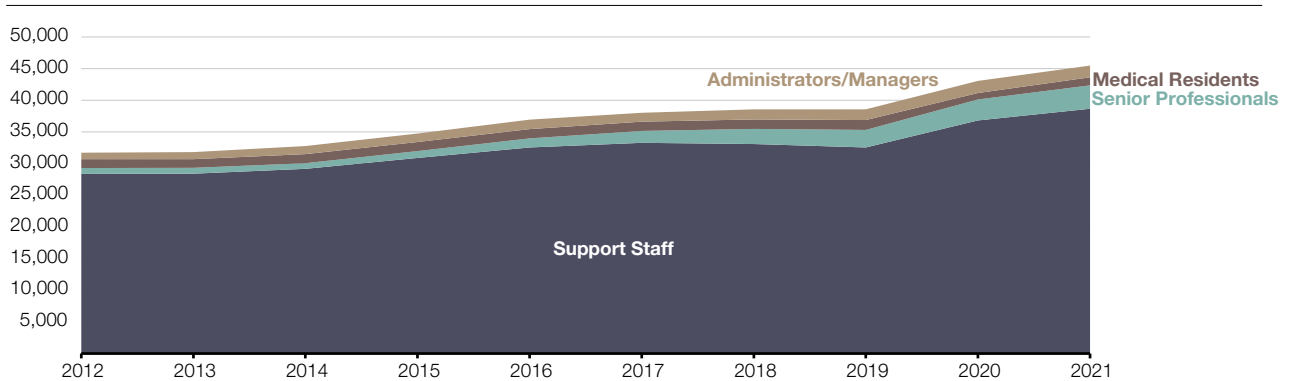
Full-Time Equivalent (FTE) Employees



Note: UC has teaching hospitals at its Davis, Irvine, Los Angeles, San Diego, and San Francisco campuses. Since 2012, UC medical center staff has increased 43 percent.

Nurses and Other Medical Staff Are the Largest Group of UC Medical Center Employees

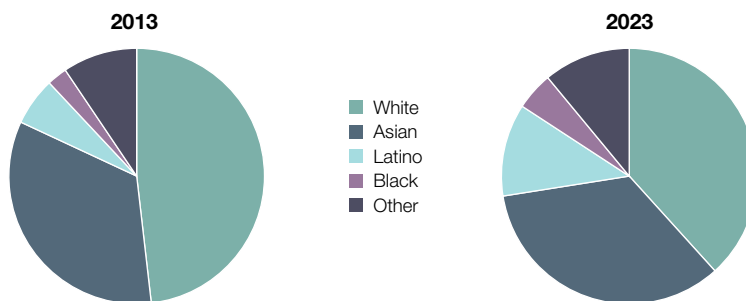
FTE Employees by Job Category



Note: "Support Staff" include nurses, pharmacists, and lab scientists, among others. "Senior Professionals" include doctors and dentists. Chart excludes a small number of other staff, such as clinical faculty and student staff providing clerical support at the centers. Over time, the proportion of medical center staff comprised of support staff has declined slightly, while the proportion of staff that are senior professionals and managers has increased.

UC's Medical Residents Are Becoming a More Racially/Ethnically Diverse Group

Share of UC Medical Residents by Race/Ethnicity, Fall Headcount



Note: "Medical residents" refers to individuals who have graduated from medical school, are employed by a UC medical center, and are completing their medical training. It includes interns, who are in their first year of residency. "Other" includes Native American, Native Hawaiian, two or more races, and residents whose racial or ethnic origin is unknown or unreported.

As the share of UC's medical residents who are white has declined, the share who are Latino and Black have increased. These groups, however, continue to comprise a small share of UC's medical residents. In 2023, 12 percent of UC's medical residents were Latino and 5 percent were Black.

LAO PUBLICATIONS

This report was prepared by Paul Steenhausen. It was designed by Vu Chu. It was reviewed by Jennifer Pacella and Ross Brown. The Legislative Analyst's Office (LAO) is a nonpartisan office that provides fiscal and policy information and advice to the Legislature.

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