HUMBOLDT STATE UNIVERSITY
University Senate

Sense of the Senate Resolution Calling for a Plan to Increase Tenure Density

14-17/18-FAC – March 6, 2018

RESOLVED: That the University Senate call on the President of Humboldt State University to make recruitment and retention of tenured/tenure-track faculty a top priority; and be it further

RESOLVED: That the University Senate urge the President of Humboldt State University to develop a plan to increase tenure density (the ratio of tenured/tenure-track to the total full time equivalent faculty workforce) to at least 75 percent and reduce the student to faculty ratio (SFR) to no more than 18:1; and be it further

RESOLVED: That the University Senate urge the President of Humboldt State University to follow other California State Universities, the California State Legislature, and the Chancellor of the CSU in explicitly recognizing the importance of increasing tenure density as a key element of strategic and campus planning for student success; and be it further

RESOLVED: That the University Senate call on the Office of Institutional Effectiveness, Academic Personnel Services, and the Office of Diversity and Inclusion to issue an *Annual Report on Faculty*, which shall provide statistics and trends on faculty size, tenured and tenure-track headcounts and FTEF percentages, faculty diversity, and tenure density, to be modeled on San Diego State University's annual report to the Senate.

RATIONALE: *ASCSU Resolution AS-3207-15/FA (Rev) states: "Maintaining high quality education depends on recruitment and retention of high quality permanent faculty vested in the long-term health and growth of the University" and that "tenured/tenure-line faculty have primary responsibility for student advising, program development, shared governance and implementation of university initiatives (such as student success and closing the achievement gap)."[1] The Resolution further notes that the CSU Academic Senate, the California Faculty Association, and the Office of the Chancellor established, in 2002, "a detailed and comprehensive plan for achieving the goal of increasing tenure density to 75%, while avoiding any adverse impact on current CSU lecturer employees, and reducing the student/faculty ratio (SFR) to 18.0:1."[2]*

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[1] Academic Senate of the California State University (2015). The Call for a Plan to Increase Tenure Density in the California State University, AS-3207-15/FA (Rev). Available at: http://www.calstate.edu/AcadSen/Records/Resolutions/2014-2015/documents/3207.shtml

[2] The California State University, Office of the Chancellor, Academic Senate, CSU, California Faculty Association (2002). Response to ACR 73 (Strom-Martin), A Plan to Increase the Percentage of Tenured and Tenure-Track Faculty in the California State University. Available at:

This commitment was reaffirmed in the 2008 CSU report, Access to Excellence: A Strategic Plan for the California State University, which states:

> *The CSU will develop a comprehensive plan for reinvestment in its faculty to meet its goals of reducing compensation gaps and increasing the number of tenure-track faculty. In addition, the CSU commits to a comprehensive faculty planning effort, to include turnover planning, attention to recruitment and retention practices, and consideration of faculty development and evaluation strategies to support excellence in both pedagogy and scholarship.*[3]

In January 2014, Chancellor White, in his State of the CSU Address, affirmed that tenure-track hiring should be a priority:

> *For us to meet our state's projected workforce need and help grow our economy, the revitalization process requires all of us to work together to contribute to this vision of student achievement and completion. The seven key areas include: Tenure-track faculty hiring: We are committing to appoint more tenure-track faculty in areas that matter most to California's future, and begin to reverse the long-declining ratio of tenured and tenure-track faculty to lecturers.*[4]

At Humboldt State, tenure-track density has remained well below stated objectives for years, and remains well below even the modest target (at least 65% FTEF) set in our most recent Strategic Plan. Tenure density is being further reduced by the small number of tenure-line faculty positions approved for searches this year and the plan to approve no searches in the coming year. Refusing to hire tenure-track faculty as a budget-reducing strategy is shortsighted and unsustainable. The University should prioritize tenure-line faculty recruitment to achieve at least 75 percent density, which should not be achieved through elimination of lecturer faculty positions or an increase in the student-faculty ratio. Student-faculty ratio should be progressively reduced to no more than 18:1 to preserve the quality of education.

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http://www.calstate.edu/AcadSen/Records/Reports/ACR73_07222002.pdf

[3] California State University (2008). Access to Excellence: A Strategic Plan for the California State University. "Strategic Plan Goals" Available at: http://www.calstate.edu/accesstoexcellence/plan-goals.shtml

[4] White, Timothy P. (2014). "State of the CSU" Address. Available at: https://www2.calstate.edu/csu-system/chancellor/the-chancellors-communications/Pages/csu-board-of-trustees-meeting.aspx

Numerous CSUs address recruitment and retention of tenured and tenure-track faculty in campus planning documents. Examples can be found in CSU Monterey Bay's Draft Student Success Plan,[5] CalPoly's Vision 2022 Strategic Plan,[6] Dominguez Hills' 2025 Graduation Initiative Student Success Plan,[7] CalState L.A.'s Strategic Plan,[8] and CSU Long Beach Strategic Priorities and Goals 2016-2019,[9] to name a few.

It is widely recognized within the CSU that tenured/tenure-track faculty strengthen academic programs and are foundational to student success. To ensure that the University is informed of progress in improving tenure density, the Senate should be provided an annual report that details trends in hiring, tenure density, and diversity; a model is available in the report issued through San Diego State's Faculty Advancement website: Report on Faculty to the San Diego State University Senate, Spring 2017.[10]

[5] CSU Monterey Bay (2016). Draft Student Success Plan. Available at: https://www2.calstate.edu/csu-system/why-the-csu-matters/graduation-initiative-2025/Campus%20Plans/monterey-bay-campus-plan.pdf. See p. 2: Strategy 2, no. 2: Increase Tenure Density and Full-time Lecturers

[6] California Polytechnic State University (2016). Draft Cal Poly Strategic Plan: A Strategic Plan for California Polytechnic State University, 2016---2023. Available at: http://vision2022planning.calpoly.edu/wp-content/uploads/2016/10/vision-2022-strategic-plan.pdf. See p. 15: "Increase tenure density to 75% with an aspirational goal of 80%."

[7] California State Dominguez Hills (n.d.). 2025 Graduation Initiative Student Success Plan. Available at: https://www.csudh.edu/Assets/csudh-sites/academic-senate/docs/insidethesenate/academic-senate/presentations/csudh%202025%20graduation%20initiative%20campus%20plan.pdf. See p. 5: "Academic Affairs is focusing its ongoing efforts in four areas: 1) Improve tenure density through strategic hiring and retaining of diverse faculty."

[8] California State University, Los Angeles (n.d.). Cal State LA's Strategic Plan. Available at: http://www.calstatela.edu/strategicplan. See p. 11: "Increase tenure-track hiring to benefit students and strengthen academic programs, while enhancing tenure density and faculty diversity."

[9] California State University, Long Beach (2016). Strategic Priorities and Goals 2016-2019. Available at: http://web.csulb.edu/divisions/aa/provost/strategic_plan/documents/StratPlan_2016_E_Lettersize.pdf. See p. 15: "Develop a multi-year plan by 2018 to increase the net number of tenure-track hires to benefit students and strengthen academic programs while enhancing faculty diversity."

[10] Brooks, Joanna, and Alexandra Wilson (2017). Report on Faculty to the San Diego State University Senate, Spring 2017. Available at: http://fa.sdsu.edu/_resources/files/data/Faculty%20Senate%20Report%20Spring%202017.pdf