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*Chair of the Assembly of the Academic Senate  
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1111 Franklin Street, 12th Floor  
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November 8, 2022

**MICHAEL DRAKE, PRESIDENT  
UNIVERSITY OF CALIFORNIA**

**Re: UCPB Report on Faculty Hiring**

Dear President Drake:

At its October 2022 meeting, the Academic Council endorsed the attached report from the University Committee on Planning and Budget (UCPB). The report analyzes relative trends in the hiring of faculty, instructors, and other employee groups across UC campuses in the 10-year period between 2011 and 2021. The report also compares ladder-rank Senate faculty hiring to that of non-Senate lecturers and non-ladder-rank Senate faculty (Lecturers with Security of Employment, or LSOEs), and it analyzes hiring patterns within other instructor and administrative groups.

The report shows that the 24% growth in UC's undergraduate student population during the 10-year period was not matched by sufficient faculty hiring, which led to a 5% increase in the systemwide student-faculty ratio. The systemwide student-faculty ratio is now 25.5-to-1, with four campuses exceeding a 30-to-1 ratio. The report also shows that campuses responded to the resulting increase to teaching workloads by hiring fewer Senate faculty (18% growth during the period), compared to non-Senate lecturers (46%) and LSOEs (187%). Rapid growth also occurred in non-academic administrative employment titles, particularly those in the Manager and Senior Professionals Group, and in non-Senate medical center instructor titles such as Clinical, In Residence, and Adjunct.

There is evidence that the ongoing erosion of the student-faculty ratio and the dilution of Senate faculty within the instructor ranks is affecting the quality of a UC education. In addition to the increased faculty workload, the higher student-faculty ratio has resulted in: larger class sections; fewer opportunities for personalized interactions, undergraduate research experiences, and mentoring with faculty; and increased pressure on faculty to prepare and provide remote or dual instruction without instructional work credit or needed staff support for this expansion of course delivery options. The decline in the proportion of Senate faculty at UC also undermines the role of an R1 Doctoral University to deliver instruction from experts in the field.

We urge the University to put a high priority on reversing these trends. The UC 2030 Capacity Plan currently anticipates adding at least 20,000 new undergraduates to campuses, but we believe it does not sufficiently acknowledge the need to increase the size of the faculty to correspond

with this planned growth, or to undertake a larger effort to rebalance the student-to-faculty ratio. We ask the University to use this report to help highlight these issues in ongoing discussions with campus administrations and Senate divisions about enrollment growth and the 2030 Capacity Plan.

Please do not hesitate to contact me if you have additional questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Susan Cochran". The signature is fluid and cursive, with the first name "Susan" and last name "Cochran" clearly distinguishable.

Susan Cochran, Chair  
Academic Council

Cc: Academic Council  
UCPB  
Chief of Staff Kao  
Chief Policy Advisor McAuliffe  
Campus Senate Executive Directors  
Executive Director Lin

# UCPB Report on Faculty Hiring

## September 29, 2022

### Introduction

Senate Chair Robert Horwitz asked the University Committee on Planning and Budget (UCPB) to undertake an analysis of faculty hiring across UC campuses, with particularly attention paid to the relative numbers of Lecturers and Senate faculty. This document summarizes our findings. In preparing this report we drew on data available from the University of California Information Center, specifically from “UC Employees, Full Time Equivalent (FTE),”<sup>1</sup> “UC Historical Enrollment,”<sup>2</sup> and “UC Student FTE to Faculty FTE ratios.”<sup>3</sup> We integrated data from these three sources to create a single longitudinal dataset spanning multiple years. For employee FTE, the data span the period from Oct 2011 to Oct 2021. For student enrollment and for student to faculty FTE ratios, the data reach back further but we chose to begin our analysis in April 2012 to match the timing of the start of the employee FTE data and we ended with data from April 2020 to avoid having our findings driven by the impact of COVID and related changes in student enrollment and hiring.

The workgroup labeled those academic personnel that are formally classified as, “Faculty – Ladder-rank and Equivalent”, and “Faculty – Lecturers” as “Senate faculty” and “Non-Senate Lecturers”. We currently omit from this analysis the academic category “Faculty-Clinical/In Residence/Adjunct”. This latter category includes the following series: In Residence, Clinical X, Visiting, Adjunct, Health Sciences Clinical.<sup>4</sup> In addition, we ignore the categories “Other Academic Employees”, “Postdoctoral Scholars”, “Medical Interns/Residents”, and “Student Teaching/Research Assistants”.<sup>5</sup>

For the non-academic information, the data are grouped into Senior Management Group, Management and Senior Professionals (MSP)-Managers, MSP-Senior Professionals, Professional and Senior Support Staff (PSS)-Non-students, and Student staff. We do not go into much detail on these groups but focus on their growth relative to the academic personnel.

The “Senate faculty” category used in this report includes ladder rank faculty (primarily tenure/tenure track), lecturers with security of employment (LSOEs), and recalled faculty. To understand better the changes in hiring within the Senate category we requested and received more detailed data from the Office of the President on this breakdown. These additional data allow us to examine separately, hiring among these various types. We discuss this disaggregation after first focusing our attention on the patterns for the broader Senate category relative to non-Senate Lectures.

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<sup>1</sup> <https://www.universityofcalifornia.edu/about-us/information-center/employee-fte>

<sup>2</sup> <https://www.universityofcalifornia.edu/about-us/information-center/historical-enrollment>

<sup>3</sup> <https://www.universityofcalifornia.edu/about-us/information-center/student-faculty-ratio>

<sup>4</sup> We omit this group because we have not yet ascertained what fraction of adjunct faculty are in the Health Centers practicing medicine, and what fraction are serving as instructors in the classroom

<sup>5</sup> The category “other academic appointees” includes positions such as professional researchers, project scientists and specialist. It also includes librarians, academic coordinators, non-student readers and tutors, and academic deans.

To summarize briefly our conclusions, we find that the most rapid growth over our period of observation was among the non-academic Management and Senior professionals (MSPs) group which increased by 164 percent. Among academic appointees, Adjunct/clinical/in-residence faculty and Lecturers also grew sharply, increasing by 53 and 46 percent, while Student TA/RAs increased by 31 percent. In contrast, Senate faculty increased by just 18 percent. However, within these ranks of Senate faculty, tenure/tenure track faculty increased by just 15 percent while Lecturers with Security of Employment (LSOEs) increased by 187 percent. We understand the important role that LSOEs play in the educational mission of the University, but caution that the shift away from research faculty risks diluting the educational experience of students by limiting the opportunities to engage in research with faculty and to learn from those breaking new ground in their field. These interactions are a key part of the educational experience at a premier R1 institution.

These increases in the various positions were made along with an increase in combined undergraduate and graduate student enrollments of 24 percent resulting in a net increase in the student to Senate faculty ratio of 5 percent system wide. Again, we express concern about the effect of this change on our ability to continue to offer a top-notch educational experience for students.

### Detailed findings

We begin by comparing hiring for Senate and non-Senate faculty. In absolute terms, the overall *number* of Senate faculty (figure 1) is far larger than the *number* of non-Senate Lecturers (figure 2). Over this time, the number of Senate faculty increased by 1,670 FTE (table 1) while the number of lecturers increased by 790 (table 2).

Figure 1: Number of Senate faculty FTE, October 2011 to October 2021

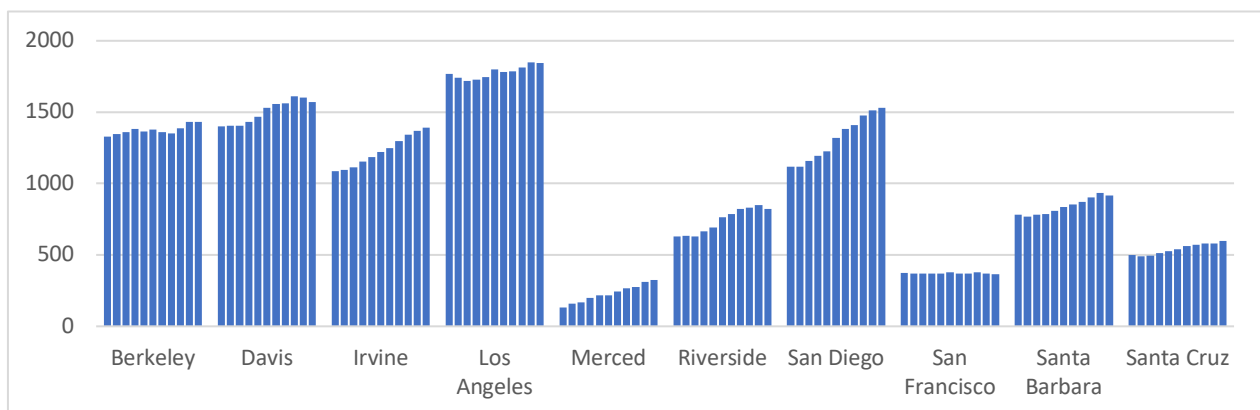


Table 1: Absolute and Percentage Senate faculty growth, October 2011 to October 2021

Campus	Oct 2011	Oct 2021	Additional Senate Faculty	Percent Increase
Berkeley	1,327	1,430	103	8%
Davis	1,401	1,571	170	12%
Irvine	1,086	1,393	308	28%
Los Angeles	1,768	1,845	78	4%
Merced	132	324	193	147%
Riverside	630	824	194	31%
San Diego	1,120	1,531	411	37%
San Francisco	372	366	-6	-2%
Santa Barbara	783	915	133	17%
Santa Cruz	499	598	100	20%
Systemwide total	9,129	10,800	1,670	18%

There were large differences across campuses in the rate of increase among Senate faculty, with the largest increases occurring at San Diego (411) and Irvine (308), while the smallest increases occurred at UCLA (78), Santa Cruz (100), and Berkeley (103).

More relevant is perhaps the percentage increases. Merced, as a new campus, obviously dominates, but percentage increases were also large at San Diego, Riverside, and Irvine—increases at these three campuses were 37 percent, 31 percent, and 28 percent, compared with just 4 percent at UCLA and 8 percent at Berkeley.

When examining these statistics for non-Senate Lecturers, we find something of a reverse pattern. The rate of increase in the number of non-Senate Lecturers was most pronounced at Los Angeles and Berkeley, with these campuses showing increases in the number of lecturers of 187, and 160. Davis also had a large increase with a gain of 106. In percentage terms, these campuses again led the way, joined by San Diego which had the largest percentage increase at 67 percent. UCLA saw a 58 percent increase, Davis 56 percent, and Berkeley 46 percent (table 2). Irvine also had a large percentage increase of 49 percent. The lowest growth rates were at Santa Barbara, Merced, and Santa Cruz, ranging from 26 to 32. UC San Francisco did not experience any growth in the number of lecturers, and actually experienced a slight decline. Note that this decline at UCSF in non-Senate Lecturers occurs on top of the decline in Senate Faculty.

Figure 2: Number of Lecturers FTE October 2011 to October 2021

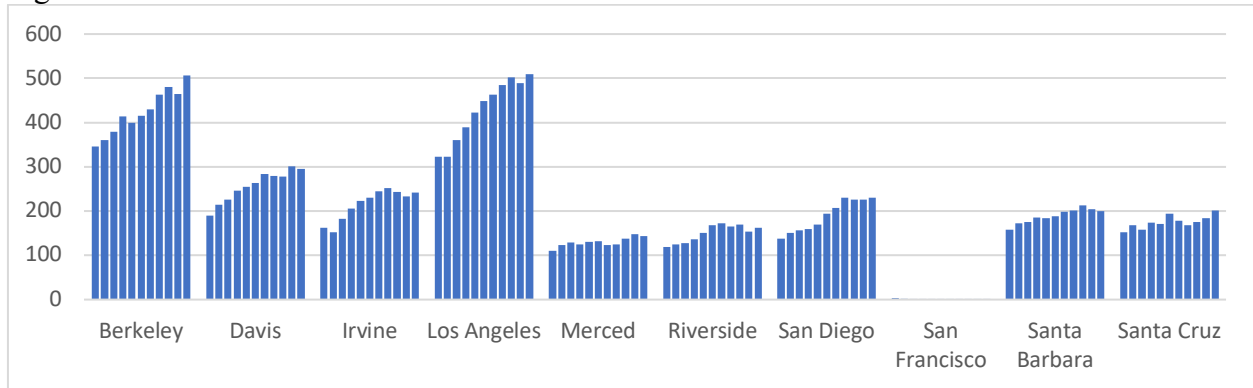


Table 2: Increase in number of FTE Lecturers October 2011 to October 2021

Campus	Oct 2011	Oct 2021	Additional Non-Senate Lecturers	Percent Increase
Berkeley	346	506	160	46%
Davis	190	296	106	56%
Irvine	162	242	80	49%
Los Angeles	322	509	187	58%
Merced	110	143	33	30%
Riverside	119	162	43	36%
San Diego	138	230	92	67%
San Francisco	3	0	-2	-89%
Santa Barbara	158	200	42	26%
Santa Cruz	153	202	49	32%
System total	1701	2490	790	46%

Table 3 combines these two trends to compare the increase in Senate faculty with that in non-Senate Lecturers—to examine the relative growth rates by campus. The ratio of non-Senate Lecturer growth to Senate faculty growth was particularly striking at the Los Angeles campus, with the number of Lecturers increasing by 58 percent compared to a 4 percent increase in the number of Senate Faculty, yielding a rate of growth for non-Senate Lecturers that was 13.2 times greater than that for Senate Faculty (table 3). Berkeley and Davis also experienced substantially greater non-Senate Lecturer growth relative to Senate faculty growth, with the lecturer ranks increasing 6 and 4.6 times faster than Senate faculty.

Table 3: Percentage growth of lecturers relative to Senate faculty, October 2011 to October 2021

% Growth	Lecturers	Senate faculty	Ratio of Lecturer to Senate faculty growth
Berkeley	46%	8%	6.0
Davis	56%	12%	4.6
Irvine	49%	28%	1.7

Los Angeles	58%	4%	13.2
Merced	30%	147%	0.2
Riverside	36%	31%	1.2
San Diego	67%	37%	1.8
San Francisco	-89%	-2%	53.5
Santa Barbara	26%	17%	1.6
Santa Cruz	32%	20%	1.6
Systemwide total	46%	18%	2.5

To understand the implications of these trends for the student experience, we further examine faculty growth in the context of combined undergraduate and graduate student enrollments. As seen in figure 3 and table 4, enrollments have increased across campuses, with particularly large increases at San Diego and Irvine, both in absolute numbers and percentage terms. (As a new campus, Merced unsurprisingly witnessed the largest growth in percentage terms.) Irvine saw an increase of nearly 10,000 students (9,881) or 38 percent and San Diego was similarly large at 9,534 students and 34 percent. Even the three largest campuses at the start of our period of observation, Los Angeles, Berkeley, and Davis experienced large numbers of increases in students at 6,233, 7,455, and 6,944 but smaller percentage increases at 17, 21, and 23 percent.

Figure 3: Total Graduate and Undergraduate Enrollments, April 2011 to April 2021

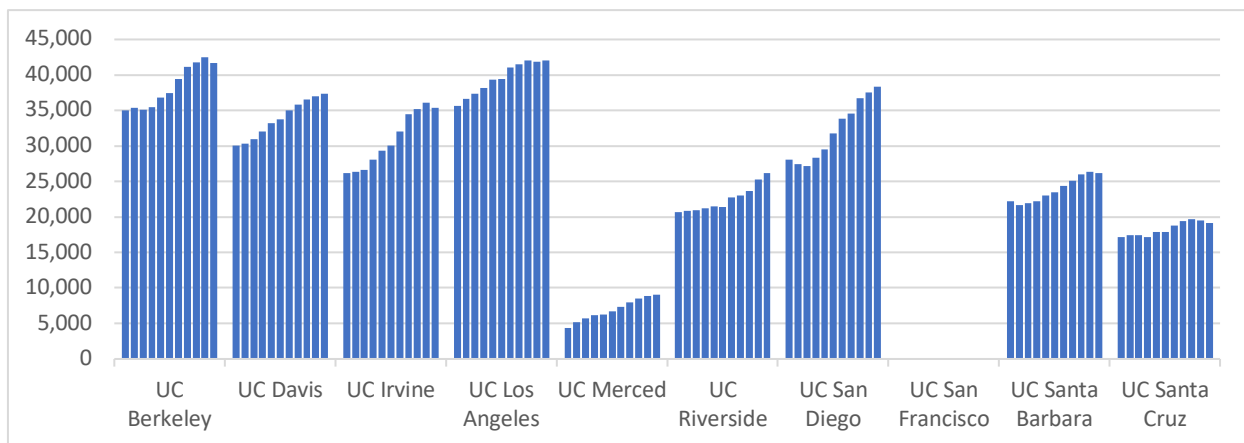


Table 4: Increase in enrollment, April 2011 to April 2020

Enrollments	April 2011	April 2020	Absolute Growth	% Growth
Berkeley	35,011	42,466	7,455	21%
Davis	30,011	36,955	6,944	23%
Irvine	26,191	36,072	9,881	38%
Los Angeles	35,628	41,861	6,233	17%
Merced	4,381	8,847	4,466	102%
Riverside	20,692	25,263	4,571	22%
San Diego	28,029	37,563	9,534	34%

San Francisco	0	11	11	--
Santa Barbara	22,218	26,314	4,096	18%
Santa Cruz	17,187	19,494	2,307	13%
Systemwide total	219,348	274,846	55,498	25%

The potential impact of these trends in Senate hiring and student enrollments is especially interesting when examined considering the change in the student-to-Senate Faculty ratios. Using total student enrollment (Graduate and Undergraduate), Berkeley experienced a 15 percent increase in the student-to-Senate Faculty ratio and Irvine and Los Angeles each saw an 11 percent increase (table 5). These dramatic changes have the potential to alter the educational experiences of our students—making it more difficult for them to interact with faculty both in the classroom, and office hours, and to engage in research. We find this change to be concerning and suggest that the Senate examine this situation in more detail, potentially analyzing data on student participation in faculty research and enrollments in independent study or undergraduate thesis projects with Senate faculty. Such an analysis should examine both how these numbers have evolved over time and monitor any future changes.

Table 5: Student to Senate Faculty ratios April 2012 – April 2020

Campus	2011/12	2019/20	Percent Increase 2011/12-2019/20
Berkeley	26.7	30.6	15%
Davis	21.7	22.9	6%
Irvine	24.3	26.9	11%
Los Angeles	20.7	23.1	11%
Merced	39.4	31.9	-19%
Riverside	33.2	30.4	-8%
San Diego	24.5	25.4	4%
Santa Barbara	27.7	29.1	5%
Santa Cruz	35.0	33.6	-4%
Systemwide total	24.3	25.4	5%

**Tenure/Tenure track faculty**

As noted, the category of Senate Faculty (“Faculty – Ladder-rank and Equivalent”) includes both Tenure/Tenure track faculty and LSOEs.<sup>6</sup> We therefore look within the Senate category to assess the relative growth for Tenure/Tenure track faculty and LSOEs. Although there are far more Tenure/Tenure track faculty than LSOEs—as of 2021 the numbers are 9,829 and 471, the difference in the rates of growth for the two categories is astounding. As shown in Table 6, Tenure/Tenure track increased by just 15 percent over this time while the ranks for LSOEs increased by 187 percent.<sup>7</sup> (We do not have the data available by campus.) We note that the

<sup>6</sup> Also included in the “Equivalent” component Agronomists and Astronomers and Recalled faculty. Both categories have small numbers of individuals and we do not summarize them here (although they are included in the above tables and figures in the measures of Senate Faculty).

<sup>7</sup> The 19 percent aggregate increase shown in the table differs from the 18 percent shown for Senate Faculty because



systemwide increase in total number of instructors available to teach courses, including ladder-rank research faculty, LSOE's and non-Senate lecturers, was 23 percent over the time period evaluated, a value that almost keeps pace with the 25 percent enrollment growth. This indicates that the University has minimally kept pace with student enrollment though still with deteriorating student to faculty ratios. Moreover, as we discussed above, the trend to meet this capacity by relying on LSOE's and non-Senate lecturers is disconcerting when considering the experience of students and in light of UC's research mission as an R1 institution.

Table 6: Number of FTE Tenured/Tenure Track Series and LSOE Series Oct 2011 to Oct 2021

Senate Series	2011	2021	Difference	Percent Growth
Tenure + Tenure Track	8,518	9,829	1,311	15%
Lecturer/SR. Lect. SOE + Lecturer PSOE	164	471	307	187%
Sub-total	8,683	10,300	1,618	19%

### Other employment categories

In stepping away from the comparison of Senate Faculty and non-Senate Lecturers, we also examine employment increases in other job titles. Growth in these additional titles is reported in table 7. Because of potential definitional changes in job classification over time and differences in the use of titles across campuses, we do not focus on the individual titles but rather on broad categories which we crudely group as Academic titles, Medical titles, Professional Staff titles, and Student titles.<sup>8</sup>

Note that the Academic title category used here includes substantial employment in job titles that not included in the analysis of faculty and lecturers, above. The number of FTE in this category increased by 10.6 percent over this period. The number in the Medical titled category increased by a far greater amount, growing by more than 40 percent. In some cases, In-Residence, Adjunct and even Clinical titles are used for individuals whose responsibilities more closely resemble those of Senate Faculty than of Clinicians, although this practice appears to vary across campuses. However, the bulk of the growth in this category reflects growth in the clinical enterprise of UC Health. Employment in the various other categories increased by 30 percent.

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we exclude some categories in this table. In addition to those noted in footnote 6, we exclude acting professors (38 FTE in 2021), and both Supervisor of Physical Education and Clinical Professors of Dentistry, neither of which had any FTE.

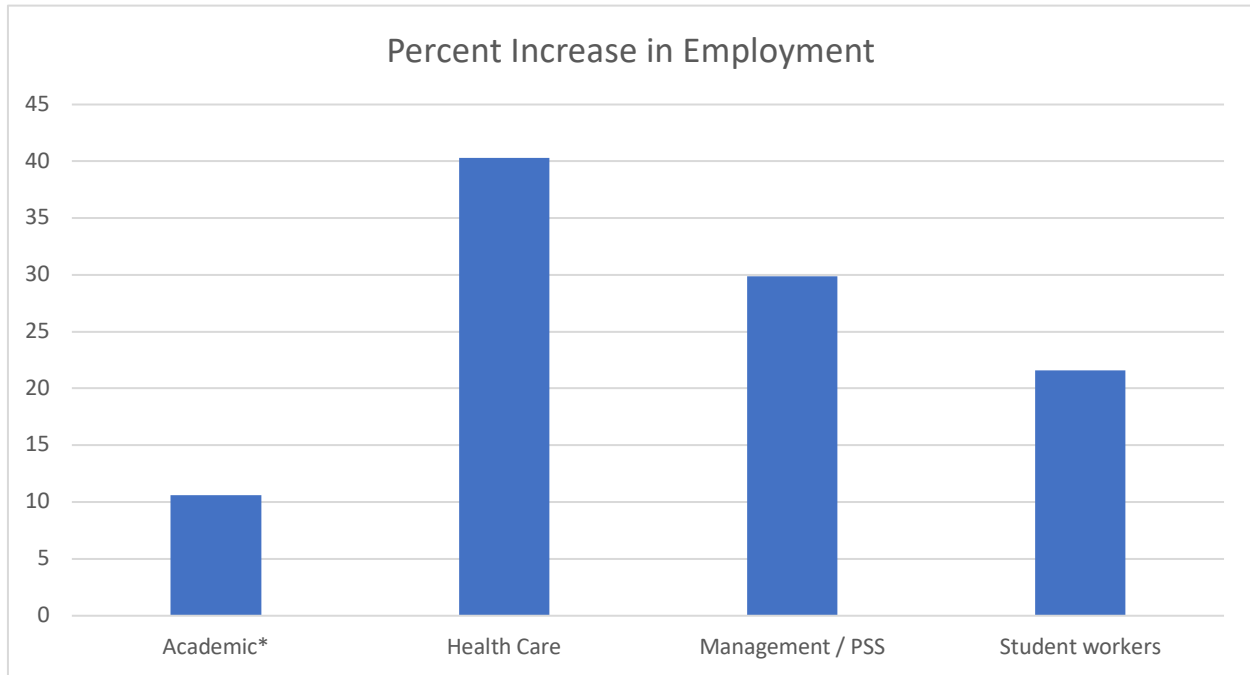
<sup>8</sup> Employment in the Manager Senior Professionals (MSP) category increased by 164 percent, by far the largest growth of any category. However, information from one UCPB member based on conversations with her divisional HR office, suggests that this exceptional growth was due to a definitional change in how staff were classified.

Table 7: Increase in FTE by category, October 2011 to October 2021

Employment categories	Oct 2011	Oct 2021	Absolute Growth	Percentage Growth
<b><i>Academic titles</i></b>				
Lecturers	1,701	2,490	789	46.4%
Senate Faculty	9,129	10,800	1,671	18.3%
Postdoctoral Scholars	4,897	5,266	369	7.5%
Other Academic Employees	6,600	6,133	-467	-7.1%
<i>Subtotal</i>	22,327	24,689	2,362	10.6%
<b><i>Medical titles</i></b>				
Clinical/In-Residence/	5,379	8,219	2,840	52.8%
Medical Interns/Residents	4,935	6,250	1,315	26.6%
<i>Subtotal</i>	10,314	14,469	4,155	40.3%
<b><i>Professional Staff titles</i></b>				
MSP* - Senior Professionals	4,018	10,595	6,577	163.7%
MSP* – Managers	4,756	6,083	1,327	27.9%
PSS <sup>†</sup> - Non-Students	79,607	98,224	18,617	23.49%
Senior Management Group	193	166	-27	-14.0%
<i>Subtotal</i>	88,574	115,068	26,494	29.9%
<b><i>Student titles</i></b>				
Student TA/RA	9,029	11,814	2,785	30.9%
Student FTE	204,138	249,987	45,849	22.5%
Student Staff	7,429	6,452	-977	-13.25%
<i>Subtotal</i>	220,596	268,253	47,657	21.6%
<b>Total</b>	341,811	422,479	80,668	23.6%

MSP\* is Manager Senior Professionals (MSP), PSS<sup>†</sup> is professional and support staff.

Figure 4: Increase in FTE by category, October 2011 to October 2021



\*Academic titles include tenure/tenure track faculty, LSOE, non-senate lecturers, post-doctoral scholars, and other academic employees.

## Conclusion

During our window of observation, UC saw rapid growth in the number of non-Senate Lecturers and relatively slow growth in the number of Senate Faculty. These trends were pronounced throughout the system with Berkeley and Los Angeles having the largest rates of non-Senate Lecturer growth relative to Senate faculty, as well as the largest increases in student faculty ratios. Within the category of Senate Faculty, we also saw dramatic percentage increases in LSOEs, particularly relative to the percentage increases for Tenure/Tenure Track employees. Although non-Senate Lecturers and Senate LSOE faculty are typically outstanding instructors who are dedicated to their students and critical to our academic mission, the dilution of the role of Senate faculty and research faculty potentially jeopardizes what is special about the UC experience: the opportunity for all students to access faculty who are engaged in cutting edge research.

Also apparent from these statistics is the growing importance of UC Health as reflected in the large increase in clinical faculty.

Finally, we note that a more detailed analysis of staff hiring in terms of job categories would help distinguish between student/faculty facing staff and non-student/faculty facing staff and thus understand how the changes might affect our teaching and research missions and how the student experience may be being altered. We anticipate conducting such an analysis in the future.